



# Sustainability Data Book 2025

FUJITSU GENERAL LIMITED

## Situation of the Company

### Introduction

Fujitsu General will be delisted on August 19 of this year, following a takeover bid (TOB) by Paloma Rheem Holdings Co., Ltd. and a series of subsequent procedures to become a wholly owned subsidiary of Paloma Rheem Holdings Co., Ltd.

Since our listing in 1955, we have been able to continue to grow for almost 70 years, thanks to the tremendous support of our shareholders and other stakeholders. We would like to express our deepest gratitude for your understanding and warm support of our company's management over the years.

By joining the Paloma Rheem Holdings Group, which shares our passion for manufacturing, we aim to further expand and grow our business through the pursuit of business synergies, and to realize the Corporate Philosophy of "Living together for our future," we will continue to provide reliable value to our stakeholders while pioneering the future together with people around the world.

(August 2025)

### Information in this Book

- The "Company" and "standalone" in this Book refer to "Fujitsu General" as of FY2024.
- "Our Group" in this Book refers to "Fujitsu General" and "its consolidated subsidiaries" as of FY2024.

### When Published and Number of Editions

- Published August 6, 2025 (first edition)
- Revised September 24, 2025 (second edition)
- Revised December 12, 2025 (third edition)
  - \* Added information on third-party certification related to environmental data
  - \* English version published in December

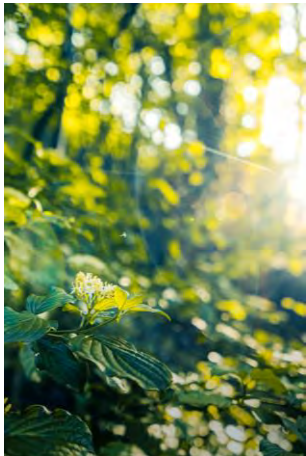
### Scope of Reporting

- Reporting period: FY2024 (April 1, 2024 to March 31, 2025)
  - \*Please note that this report also refers to some events that took place before and after this period.
- Scope of organizations covered in the report: This report covers the activities and achievements of Fujitsu General Limited and its consolidated subsidiaries.
- For inquiries, contact: Corporate Communications Office, CSuO Office



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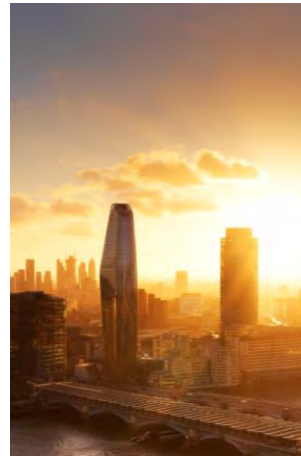
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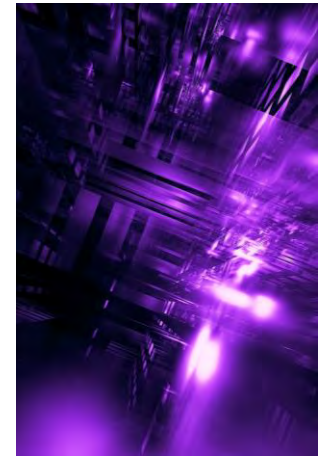
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## Corporate Philosophy and Vision

### Corporate Philosophy of Fujitsu General

## FUJITSU GENERAL Way

### Our Mission

It is a declaration of what we, at the Fujitsu General Group, will endeavor to achieve.

Living together for our future

Through innovation and technology, we deliver a brighter future with the peace of mind to our customers and societies around the world.

### Corporate Philosophy

### Our Philosophy

It indicates the way we should think and act in order to realize "Our Mission."

Act Spontaneously

We embrace new challenges by investing in ourselves for personal growth, and through continuous creativity with a spontaneous attitude.

Develop Our Team

We respect and value our people, and optimize their abilities through fostering culture and diversity, and utilizing a collaborative effort focused on communication.

Value Integrity

To achieve our goals, we always act with integrity and shared ethics.

### Code of Conduct

It defines how every employee of the Fujitsu General Group should act at work.

- We respect human rights.
- We protect and respect intellectual property.
- We comply with all laws and regulations.
- We maintain confidentiality.
- We act with fairness in our business dealings.
- We do not use our position in our organization for personal gain.

### Our Vision

## Creating a Life Conditioner

**What we strive to support and protect is the comfort of our loved ones and family.**

**We are also committed to protecting people from the effects of disaster-level heat and cold weather, and to promoting the sustainable lifestyles and well-being of our communities.**

**Our wish is to keep protecting all life, to ensure the smiles of future children and the health of the global environment.**

**In creating "air" conditioners, we create "Life" Conditioners.**



## ■ Organization

### Corporate Profile (As of March 31, 2025, Unless Otherwise Stated)

#### FUJITSU GENERAL LIMITED

##### □ Headquarters:

3-3-17, Suenaga, Takatsu-ku, Kawasaki, Kanagawa, 213-8502, Japan

Tel. +81-44-866-1111 (Main phone number)

Web: <https://www.fujitsu-general.com/>

##### □ Representative:

Koji Masuda, Chief Executive Officer

##### □ Established: January 15, 1936

##### □ Capital stock: 18,260 million yen

##### □ Number of employees: Fujitsu General Group: 8,503 / Fujitsu General Limited: 1,716

##### □ Number of Directors: 8 (including 4 External Directors)

### □ Group Profile (Consolidated Subsidiaries)

#### ■ Air conditioner Business

##### □ Manufacturing and Development Subsidiaries

Fujitsu General (Thailand) Co., Ltd.

FGA (Thailand) Co., Ltd.

TCFG Compressor (Thailand) Co., Ltd.

Fujitsu General Air Conditioning R&D (Thailand) Co., Ltd.

Fujitsu General (Shanghai) Co., Ltd.

Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.

F. G. L.S. Electric Co., Ltd.  
FGAHP

##### □ Sales Subsidiaries

Fujitsu General America, Inc.

Fujitsu General do Brasil Ltda.

Fujitsu General Air Conditioning (UK) Ltd.

Fujitsu General (Euro) GmbH

Fujitsu General (Italia) S.p.A.

Fujitsu General South East Europe S.A.

Kløver Vest Holding AS

Fujitsu General (Middle East) Fze

Fujitsu General (India) Private Ltd.

Fujitsu General (Aust.) Pty Ltd.

Fujitsu General New Zealand Ltd.

Fujitsu General (Taiwan) Co., Ltd.

6 other subsidiaries

##### □ Design & Construction and Service-Maintenance Subsidiaries

ABS Fujitsu General Private Ltd.

Precise Air Group (Holdings) Pty Ltd.

7 other subsidiaries

#### ■ Tech Solutions Business

Fujitsu General Electronics Limited

Fujitsu General OS Technology Limited

2 other subsidiaries

#### ■ Other Subsidiaries

Fuji Eco Cycle Co., Ltd.

Fujitsu General EMC Laboratory Limited

3 other subsidiaries

## ■ Definition of Data Book, Notes on Information in this Book, etc.

### About the Sustainability Data Book 2025

The “Fujitsu General Group Sustainability Data Book 2025” reports information related to the Fujitsu General Group’s efforts to achieve a sustainable society, including our basic approach, the results of activities, and future plans.

To ensure that the information disclosure in this data book is consistent with international guidelines, in the “GRI Standards” and various other guidelines. Also, we have structured it as Environment, Society, and Governance.

### Reference Guidelines Used for the Preparation of this Report

- “GRI Standards” by the Global Reporting Initiative
- United Nations Global Compact
- “ISO 26000: 2010” by the International Organization for Standardization (ISO)
- Recommendations by the Task Force on Climate-related Financial Disclosure (TCFD)
- “Environmental Reporting Guidelines 2018” by the Ministry of Environment (Japan)

### Forward-Looking Statements

This report presents not only the past and current facts about the Fujitsu General Group but also its projections, forecasts, and plans. Such projections, forecasts, and plans are based on the information available to us at the time we prepared this report. All readers are advised to note that results of the Group’s business activities and developments may differ from those projections, forecasts, and plans, depending on unforeseeable changes in the business environment and other relevant factors.

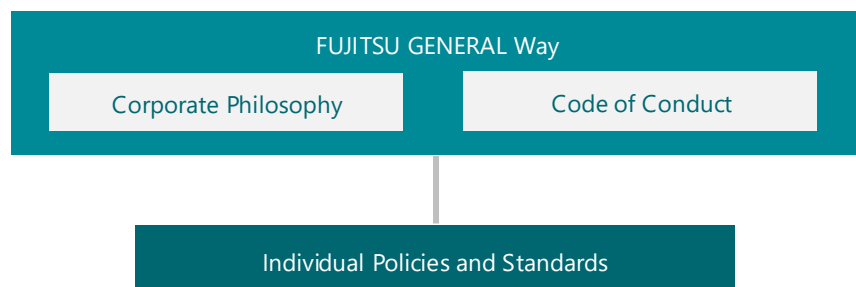
### Scope of Information Disclosure

Financial Data	Non-Financial Data
Integrated Report	
Annual Securities Report	Sustainability Data Book (this document)
Summaries of Financial Results	
Website (IR information)	Website (sustainability and environment)

## Sustainability Policy and Standards

### Structure of Policy and Standards

The policy and standards of the Fujitsu General Group are based on the “FUJITSU GENERAL Way,” which is the basic guiding principle for the sustainable development of the Group. We have also formulated individual policies, standards, etc., that indicate specific directions for material issues for the Group, under which we are promoting efforts to achieve a sustainable society.



### List of Policies and Standards

Policies and Standards		Related Page(s)	URL
Basic	FUJITSU GENERAL Way	P.3, 98	<a href="http://www.fujitsu-general.com/global/corporate/profile/fj-way.html">www.fujitsu-general.com/global/corporate/profile/fj-way.html</a>
Environment	Environmental Policy	P.15	<a href="http://www.fujitsu-general.com/global/environment/strategy/policy.html">www.fujitsu-general.com/global/environment/strategy/policy.html</a>
	Biodiversity Action Principles	P.35	<a href="http://www.fujitsu-general.com/global/environment/business/biodiversity/biodiversity-action-principles.html">www.fujitsu-general.com/global/environment/business/biodiversity/biodiversity-action-principles.html</a>
Society	Human Rights Policy	P.40-41	<a href="http://www.fujitsu-general.com/global/csr/human-rights-policy.html">www.fujitsu-general.com/global/csr/human-rights-policy.html</a>
	Occupational Health and Safety Policy	P.58	<a href="http://www.fujitsu-general.com/shared/jp/pdf-fcjp-industrial-safety-and-health-act-policy-01.pdf">www.fujitsu-general.com/shared/jp/pdf-fcjp-industrial-safety-and-health-act-policy-01.pdf</a>
	Declaration of Employee Wellness	P.62	<a href="http://www.fujitsu-general.com/jp/health-productivity/index.html">www.fujitsu-general.com/jp/health-productivity/index.html</a>
	Procurement Policy	P.68	<a href="http://www.fujitsu-general.com/jp/corporate/procure/index.html">www.fujitsu-general.com/jp/corporate/procure/index.html</a>
	Green Procurement	P.70	<a href="http://www.fujitsu-general.com/global/procurement/green.html">www.fujitsu-general.com/global/procurement/green.html</a>
	Guideline for Sustainable Procurement	P.68	<a href="http://www.fujitsu-general.com/global/csr/fair/guideline.html">www.fujitsu-general.com/global/csr/fair/guideline.html</a>
	Quality Assurance Policy	P.77	<a href="http://www.fujitsu-general.com/jp/corporate/safety/index.html">www.fujitsu-general.com/jp/corporate/safety/index.html</a>
Governance	Basic Policy on Internal Control Systems	-	<a href="http://www.fujitsu-general.com/jp/ir/pdf/pdf-fcjp-ir-securities-report2024-01.pdf">www.fujitsu-general.com/jp/ir/pdf/pdf-fcjp-ir-securities-report2024-01.pdf</a>
	Tax Policy	P.100	<a href="http://www.fujitsu-general.com/shared/jp/pdf-fcjp-taxation-policy-01.pdf">www.fujitsu-general.com/shared/jp/pdf-fcjp-taxation-policy-01.pdf</a>
	Information Security Policy	P.103	<a href="http://www.fujitsu-general.com/global/info-security/index.html">www.fujitsu-general.com/global/info-security/index.html</a>
	Policy on the Creation of Official Social Media Accounts	-	<a href="http://www.fujitsu-general.com/global/socialmedia/">www.fujitsu-general.com/global/socialmedia/</a>
	Privacy Policy	P.101	<a href="http://www.fujitsu-general.com/global/privacy/index.html">www.fujitsu-general.com/global/privacy/index.html</a>

## Business Information

### Business Details

#### ■ Air-conditioner Business

- Room air conditioners      • Package air conditioners
- VRF (Variable Refrigerant Flow: multi air conditioners for large buildings)
- Unitary air conditioners      • ATW (air-to-water: heat pump hot water heating system)
- Design, construction, and service maintenance of air conditioner-related facilities
- Air conditioner-related products

#### ■ Tech Solutions Business

##### □ Information & Communication Systems

- Firefighting systems      • Disaster prevention systems
- Restaurant industry solutions
- Outpatient information solutions for the healthcare industry
- BPO

##### □ Electronic Devices

- Electronic parts      • Unit products

##### □ Wearable

- Wearable Aircon (water-cooled neck coolers for commercial use)
- CONDITIONING BACKPACK (backpacks with cooling functions)

#### ■ Other Business

- Recycling business for home appliances
- Measurement and consulting services related to electromagnetic interference, etc.

### Main Countries of Operation

- Japan
- Americas
  - United States • Canada • Brazil, etc.
- Europe
  - Germany • United Kingdom • Italy • Greece • Norway • Austria • Spain • France, etc.
- Middle East and Africa
  - United Arab Emirates • Saudi Arabia, etc.
- Oceania
  - Australia • New Zealand, etc.
- Asia
  - India • Thailand • Singapore, etc.
- Greater China
  - China • Taiwan, etc.





9. Sustainable Management 10. Materiality 12. External Recognition 13. Participating Initiative

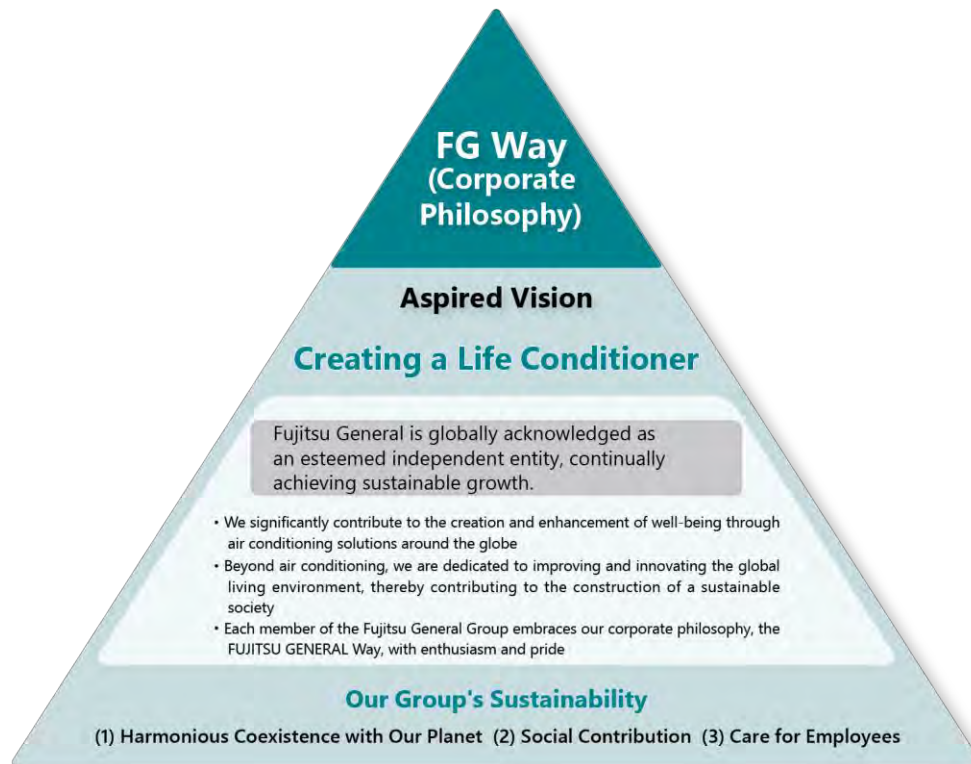
# Management



## Sustainable Management

### Positioning of Sustainability

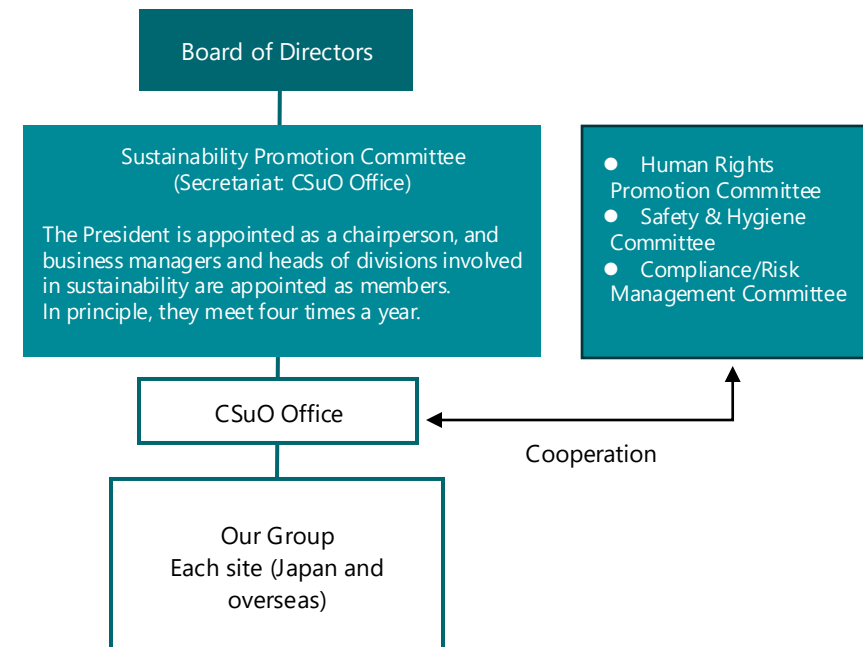
Based on the concept of "Living together for our future," which is stated in Our Group's Corporate Philosophy, the realization of our vision will directly lead to the "realization of a sustainable society" and "resolution of social issues." We have also positioned our core business and sustainable activities so that they are not separate from each other, but rather each individual's business activity itself becomes a sustainable activity, and we are implementing measures based on three pillars: "Harmonious Coexistence with Our Planet (Planet)," "Social Contribution (Society)," and "Care for Employees (Our People)."



### Sustainability Promotion Structure

Our Group aims to enhance corporate value through contributions to the creation of a sustainable society with the involvement of the CSuO Office across the entire company. The President is appointed Chief Sustainability Officer (CSuO), and we promote company-wide activities based on "Sustainable Management."

In addition, the Sustainability Promotion Committee shares the status of activities, discusses directions, and makes resolutions on the group-wide activities to solve social issues such as the environment, energy costs, human rights, and sustainability due diligence, in order to achieve a sustainable society. Chaired by the President, the Sustainability Promotion Committee consists of the members of the Executive Management Meeting and Corporate Planning Unit executives who are involved in management strategies. The Committee then brings matters to the Board of Directors for approval as necessary.



## Materiality

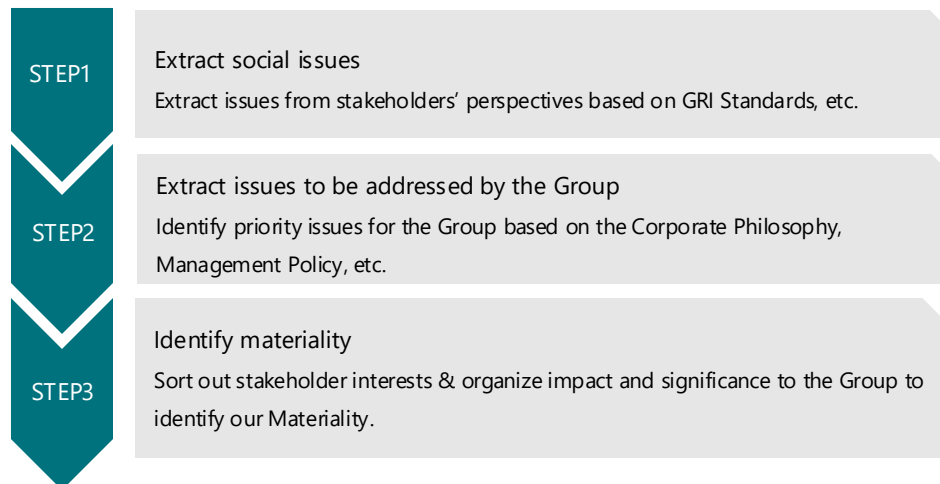
### Identify Material Issues

Our Group identifies material issues (materiality) to promote Sustainable Management and pursues business activities to realize a sustainable society.

In identifying materiality, we extracted issues in light of our Group's Corporate Philosophy and Management Policies, considering international guidelines such as SDGs and the GRI Standards as well as the results of various surveys conducted by external research organizations. We then classified and organized the extracted issues into two Categories: "Stakeholder interest & impact" and "Significance to the Group," then assessed their materiality.

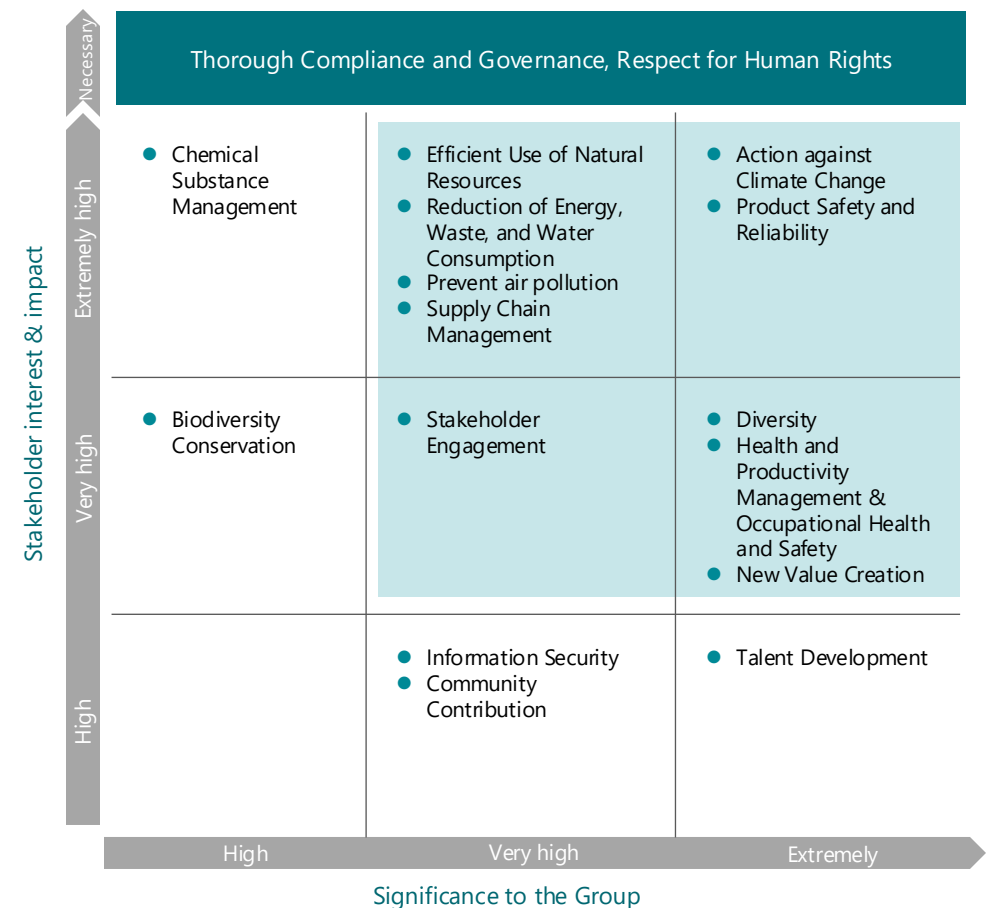
We have also been making revisions to our Group's materiality assessments from the perspective of double materiality, in accordance with the ERS (standards under the European Corporate Sustainability Reporting Directive (CSRD)) and related implementation guidance drafts since FY2023.

#### Materiality Identification Process



### Materiality Assessment Results

We assessed materiality and identified 17 areas of materiality. We are also promoting efforts related to the most material issues of these 17 areas of materiality as core strategic themes.





## Materiality

### Core Strategic Themes

Classification		Key Initiatives	KPI	SDGs	
Harmonious Coexistence with Our Planet		Action Against Climate Change, Reduction of Energy	Reduce CO <sub>2</sub> emissions from products during their use Reduce CO <sub>2</sub> emissions across business activities	Greenhouse gas emissions Greenhouse gas emissions	
		Efficient Use of Natural Resources	Promote resource-saving design Reduce material waste from production	- Ratio of waste loss ratio to purchase volume	
		Prevent air pollution	Reduce air pollutant emissions	-	
		Reduction of Water and Waste	Reduce water usage Reduce waste generation	Water use reduction rate Reduction rate of total waste generated	
Social Contribution	Customer Relations	New Value Creation	Conduct research and development projects that address social issues Offer products that address social issues	- -	
		Delivery of Products that Meet Customers' Expectations	Endeavor to improve quality	-	
		Improvement of Customer Communication	Improve the satisfaction of customers served by the call center	-	
	Community Relations	Coexistence with Local Communities	Provide educational assistance for children Promote Community Coexistence Make charitable donations	- - -	
		Supplier Relations	Approach to Our Suppliers	Promotion of sustainable procurement	Number of local audit firms
	Hold Dialogue with Shareholders and Investors		Hold Dialogue with Shareholders and Investors	-	
			Share company information with shareholders and investors	-	
	Care for Employees	Development of Employees Who Take on New Challenges on Their Own Initiative	Introduce a system that encourages employees to take on new challenges spontaneously	-	
Train employees			-		
Creation of a Workplace that Promotes Healthy Lifestyles Among Employees to Achieve a "Good Life"		Promote mental health	-		
		Implement measures to prevent lifestyle-related illness	-		
		Reduce second-hand smoke exposure and encourage smokers to quit	-		
		Help employees maintain a healthy diet	-		
		Raise awareness of women's health among all employees	-		
		Help employees continue to work while receiving medical treatment	-		
Creation of a Workplace in which Diverse Employees Can Thrive and Succeed in a Flexible Manner		Promote diversity & inclusion in the workplace	Number of newly promoted female managers and leaders		
		Help employees maintain a good work-life balance	Percentage and number of days of childcare leave taken by full-time male employees		
	Hold dialogue with the labor union	-			
Governance	Respect for Human Rights	Promote human rights awareness	-		
		Take action against human rights violations	Number of cases of due diligence on human rights conducted		
	Compliance and Governance	Provide compliance training to employees	-		



## External Recognition

### External Recognition

1. Recognized as the "2025 Certified KENKO Investment for Health Outstanding Organizations Recognition Program"



2. Acquired the next-generation certification mark "Kurumin"



3. Accredited as "Sports Yell Company 2025 Bronze" Certification



4. Received "Gan-Ally-Bu Award 2024 (Gold)"



5. Acquisition of "Monisu Certification"



6. Registration as a Kanagawa Prefecture "CHO Concept Promotion Office"



## ■ Participating Initiative

### Participating Initiative

7. Japan Climate Initiative: JCI



8. United Nations Global Compact: UNGC



9. Task Force on Climate-related Financial Disclosure: TCFD



15. Environmental Management   21. Disclosure Based on TCFD   23. Responding to Climate Change   25. Chemical  
Substance Management   28. Resource Circulation   32. Design for the Environment   35. Biodiversity Conservation  
37. Water Resources Conservation   38. Contribution to Local Communities

# Environment



## Environmental Management

### Environmental Policy

#### Fujitsu General Group Environmental Policy

##### [Philosophy]

The Fujitsu General Group recognizes that global environmental protection is a vitally important business issue. We promote the sustainable development of society by contributing to creating a secure and comfortable society, and by providing people around the world with a future of prosperity and dreams. In addition, while observing all environmental regulations in our business operations, we are actively pursuing environmental protection activities on our own initiative. Through our individual and collective actions, we will strive to safeguard a rich natural environment for future generations.

##### [Action Principles]

- We help customers and society reduce the environmental impact of their business activities and improve environmental efficiency by providing thorough and secure products and services through the pursuit of advanced technologies.
- We strive to reduce the environmental impact of our products throughout their entire lifecycle.
- We are committed to conserving energy and natural resources, and practice the 3Rs approach (reduce, reuse, recycle) to create best-of-class eco-friendly products.
- We seek to reduce risks to human health and the environment from the use of chemical substances and waste.
- We disclose environment-related information on our business activities, products and services, and we utilize the resulting feedback to critique ourselves in order to further improve our environmental programs.
- We encourage our employees to work on global environmental conservation such as tackling climate change and the preservation of biodiversity through their business and civic activities to be role models in society.

Established: April 1, 2003

Revised: June 19, 2012

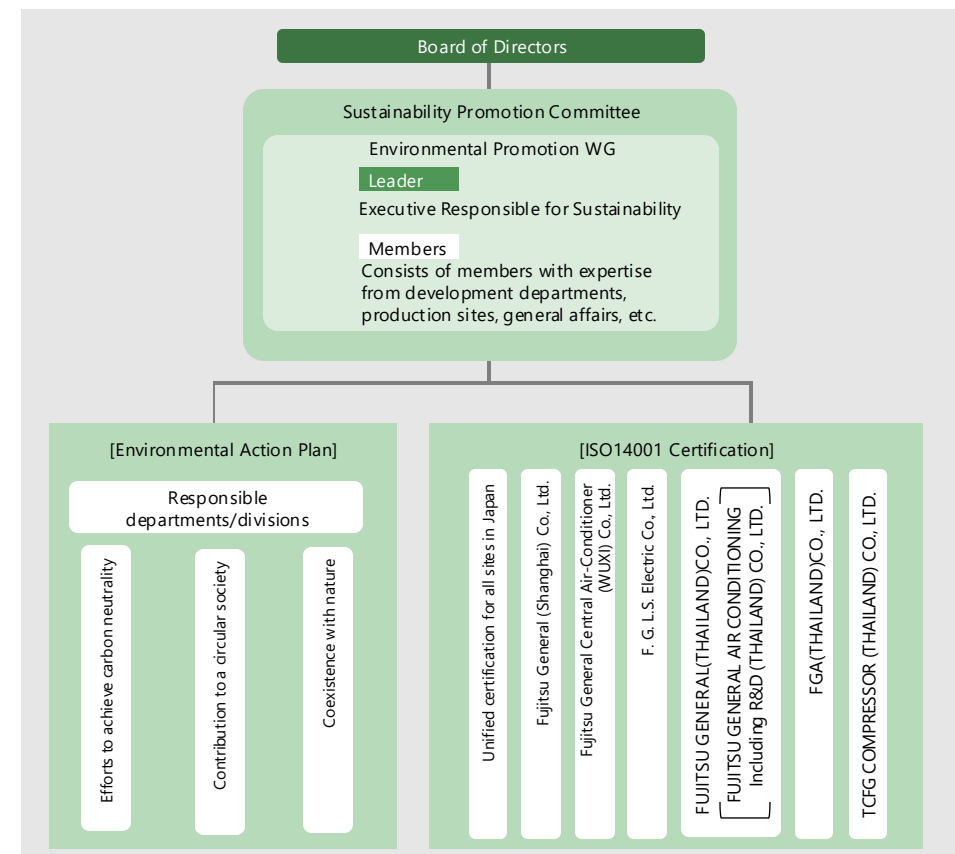
Review of need for revision: June 2, 2025\*

\* We confirm whether this policy requires changing every year.

### Promotion Structure

The Group has set up the “Environmental Promotion WG,” led by the executive responsible for sustainability, under the Sustainability Promotion Committee, as a forum to deliberate issues related to the global environment, such as climate change and resource depletion, and to manage countermeasures and the progress of our activities.

In addition, the Group has a dual promotion structure: organizational environmental activities by the environmental management system (EMS) based on the international standard ISO14001, and environmental action plans that address individually identified important themes.





## Environmental Management

### Basic Approach

The Group has established the "Fujitsu General Group Environmental Policy" and works to prevent pollution and practice global environmental conservation in our organizational activities, products, and services.

We also established Medium- to Long-term Environmental Targets, aimed at achieving "harmonious coexistence with our planet," one of the core strategic themes of our Sustainable Management. In order to achieve these targets, we have been promoting environmental activities across the Group as a whole, under our "Environmental Action Plan Stage X."

### Medium- to Long-term Environmental Targets

In FY2016, we formulated our "Medium-term Environmental Plan," with FY2030 as the final target year, and made significant revisions to this plan in March 2021 and April 2022. However, in consideration of the UN recommendations, the Japanese government's goals, and recent social conditions, we have established a new long-term target with a target year of FY2050, and revised our medium-term targets with a view to achieving the long-term target. These targets were approved by the Board of Directors in August 2023.

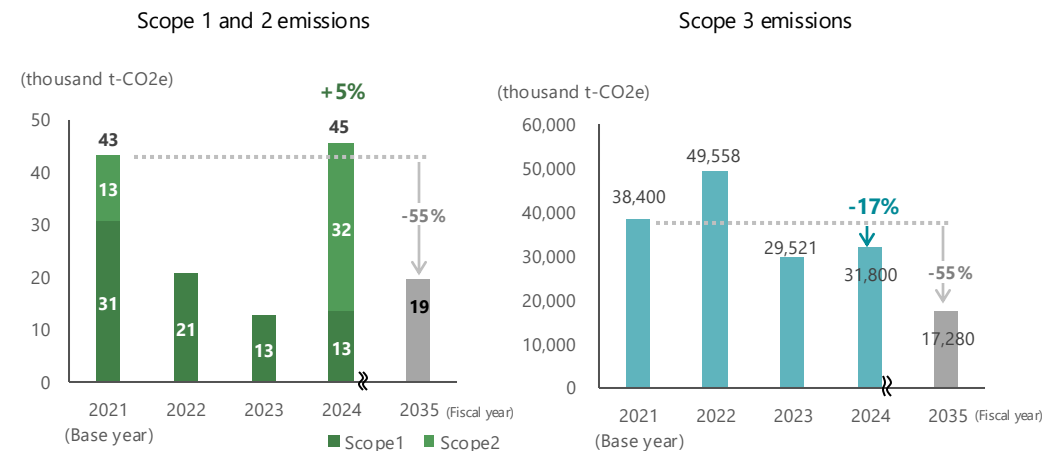
All employees are expected to embrace our medium- to long-term goals, contribute to the achievement of the Sustainable Development Goals (SDGs), and strive to reduce environmental impact while increasing our corporate value.

#### Medium- to Long-term Environmental Targets – Value Chain as a Whole (Scope 1, 2, and 3)

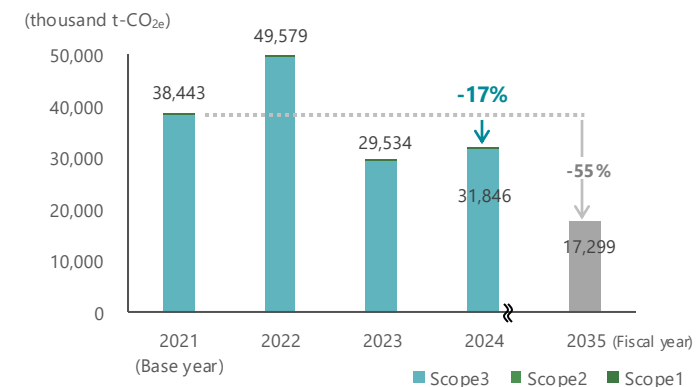
Target				Initiatives
Long term	Achieve carbon neutrality	Target fiscal year	FY2025	[Scope 1] Switch entirely to renewable energy even for other energy than electricity [Scope 2] Switch electricity in our business activities to renewable energy [Scope 3] (1) Reduce material consumption and product weight (2) Enhance energy efficiency (3) Improve product transportation efficiency, etc.
		Target	Carbon neutrality	
Medium term	Reduction of greenhouse gas emissions	Target fiscal year	FY2035	
		Target	55%	
		Base year	FY2021	

### Medium- to Long-term Environmental Target Performance

GHG emissions across the value chain as a whole were 31,846 thousand tons in FY2024. This is equivalent to a 17% decrease from FY2021, the base fiscal year. We will continue promoting initiatives to achieve our targets. Due to a change in the calculation conditions, the figures have been adjusted back to the base fiscal year.



#### GHG emissions across the value chain as a whole (Scope 1, 2, and 3)



## Environmental Management

### Environmental Action Plan Stage X

The Group has formulated the “Environmental Action Plan Stage X,” covering the three-year period from FY2023 to FY2025, and we are promoting activities under this plan as part of efforts to achieve our Medium-term Environmental Targets for FY2035.

Theme	Key Initiatives	Related Page(s)	Activity Indicator	FY2025 Target	FY2024 Target	FY2024 Results		SDGs Related to Activities
Efforts to achieve carbon neutrality (Scope 1, 2, and 3)								
Reduction of greenhouse gas emissions from business activities	Percentage of emissions from entire value chain: 0.14%							
	Thorough efforts to cut loss	23 24	Reduction in usage of LPG and LNG (vs. FY2021)	25% reduction	10% reduction	42.9% reduction	32.7% of Scope 1 emissions	No.9,12,13
			Amount of reduction in fluorocarbons leaked (vs. FY2021)	60% reduction	58% reduction	77.9% reduction	29.1% of Scope 1 emissions	No.9,12,13
	Expand use of decarbonized energy		Emissions from promotion of shift to HVs/EVs (vs. FY2021)	10% reduction	7.5% reduction	3.8% increase	29.8% of Scope 1 emissions	No.9,12,13
Reduction of greenhouse gas emissions from product use								
Change to highly energy efficient equipment	33 34	Shift to high-efficiency inverter type air conditioners in the Middle East	Inverter ratio of 80%+	Inverter ratio of 60%+	Inverter ratio of 41%	35.7% of Scope 3 emissions		No.9,12,13
Contribution to a circular society								
Promote elimination of plastics								
Rate of elimination of plastics	-	Shift to bioplastics and biodegradable plastics for packaging materials	Australia EPS alternative conversion	Adopt molded pulp packing materials (from indoor units in Japan)	Testing complete	No.8,9,11,12		
Reduction of plastics for packaging	-	Reduce plastic packaging materials by half	Reconsider after FY2026	Consider reduction methods	Under review	No.8,9,11,12		
Reduce waste loss								
Effective use of resources	28	Rate of aluminum waste disposal		3.21%	3.46%	3.42%		No.8,9,11,12
		Rate of copper waste disposal		0.47%	0.51%	0.39%		No.8,9,11,12
Take Action Against Water Risk								
Effective use of resources	37	Reduction in water usage per production unit (vs. FY2021)		35% reduction	30% reduction	22.5% reduction		No.6,12
Coexistence with nature								
Prevent air pollution								
Chemical Substance Management	20	Reduction in methylnaphthalene atmospheric emissions		99.5% reduction	65.6% reduction	69.3% reduction		No.3,12
Biodiversity Conservation								
Promote efforts that contribute to a post-2020 biodiversity framework	36	Register biotope for OECM certification		Biota surveys for OECM certification	Prepare for OECM application	Under review		No.12,14,15

## Environmental Management

### Environmental Management System

#### Creation and operation of environmental management system

The environmental management system (EMS) of the Group consists of a single unified third-party certification for our group companies in Japan, and individual third-party certifications for production subsidiaries outside Japan. In each case, we have identified “significant environmental aspects,” “compliance obligations,” and “risks and opportunities” related to the activities of the respective organizations, and we have set environmental targets and formulated action plans that take these factors into consideration. We assess whether environmental targets have been achieved as a result of our actions on a regular basis.

In FY2024, we started activities to strengthen our management system including risk assessment of chemical substances. The system has also been changed to a Unit-led structure, with clearer responsibilities and authority.

Corrective actions were taken for matters identified through internal and external audits, and the cases were horizontally shared within the organization to suppress the recurrence of similar errors.

For details of the sites to which certification applies, please refer to the “Fujitsu General Group List of Organizations with ISO14001 Certification.” In addition, 87% of our group’s 15 domestic and international organizations involved in development and manufacturing activities—including manufacturing sites, R&D centers, and headquarters—have obtained certification, totaling 13 organizations.

Fujitsu General Group List of Organizations with ISO14001 Certification

Region	Organization		Third-party Certification Institutions	Main Business Activities
Japan	Fujitsu General Limited	Headquarters	Bureau Veritas Japan Co., Ltd.	Headquarters R&D Center
		Aomori Office		Manufacturing site
	Fujitsu General Electronics Limited			Manufacturing site
	Fujitsu General OS Technology Limited			R&D Center
	Fuji Eco Cycle Co., Ltd.			Manufacturing site
	Fujitsu General Laboratories Limited			R&D Center
China	Fujitsu General (Shanghai) Co., Ltd.		Bureau Veritas Certification	Manufacturing site
	Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.		CVC Certification & Testing Co., Ltd.	Manufacturing site
	F. G. L.S. Electric Co., Ltd.		China Quality Certification Centre Co., Ltd.	Manufacturing site
Asia	FUJITSU GENERAL(THAILAND)CO.,LTD.		TÜV Rheinland Cert GmbH	Manufacturing site
	FGA(THAILAND)CO.,LTD.			Manufacturing site
	FUJITSU GENERAL AIR CONDITIONING R&D(THAILAND)CO.,LTD.			R&D Center
	TCFG COMPRESSOR (THAILAND) CO.,LTD.			Manufacturing site

Region	Organization	Third-party Certification Institutions	Main Business Activities
Japan	AEROSHIELD CO., LTD.	-	R&D Center
Europe	FGAHP	-	Manufacturing site

## Environmental Management

### Environmental Management System

#### FY2024 audit results (internal)

The ISO14001: 2015 standard requires that corporations contribute to environmental consideration and conservation through their primary business operations.

In FY2024, we have strengthened our efforts to check the measures taken to address findings from previous internal and external audits, and have made improvements to ensure that these findings are checked at the beginning of internal audits. There were no findings of nonconformance related to compliance with laws and regulations at sites in Japan and overseas.

Classification	Number of Findings/Improvements
Nonconformance related to the risk of divergence from environmental laws and regulations, etc.	0
Nonconformance related to other environmental risks	10

#### FY2024 audit results (external)

In September 2024, surveillance (maintenance) inspections were conducted based on the ISO14001 standard for sites in Japan that have obtained unified certification. In the inspections, there were findings of nonconformance concerning the checklist based on the Act on Rational Use and Proper Management of Fluorocarbons. Accordingly, we implemented corrective actions and rolled them out to related departments in a horizontal manner. The departments subject to audit and the ISO Secretariat cooperated to consider and implement countermeasures, and renew certifications.

We also maintained certifications of overseas production subsidiaries certified individually through external audits based on their respective schedules.

Classification	Number of Findings/Improvements
Nonconformance related to the risk of divergence from environmental laws and regulations, etc.	1
Nonconformance related to other environmental risks	1

### Environmental education/Enlightenment activities

The Group conducts systematic environmental education and enlightenment activities to promote enhanced environmental awareness among all employees and active efforts related to the environment.

	New Employees	General Employees	Management Employees	Senior Management
Environmental education	New employee training		Newly appointed manager training	
	Business-based education (as necessary)			
	Internal auditor education			
Enlightenment	Environment Month, lectures, seminars, etc.			

#### ● Environmental education

The Group provides education tailored to different employee levels to enhance employees' environmental literacy.

In FY2024, we provided education on an "outline of the environmental activities" of the Group for new employees and newly appointed managers. We also conducted training and education aimed at developing new internal auditors under ISO14001 and skill improvement training for existing internal auditors.

#### ● Enlightenment activities

The Group conducts activities to enhance environmental enlightenment among employees.

In FY2024, we conducted e-learning on the theme of "Sustainability Lecture –Recent Topics in Sustainability–." In FY2024, 1,940 employees attended (62% attendance rate). We also continued blue lighting-up of the company signboard to support the "Developmental Disorders Awareness Week" held from April 2 to 8, in addition to engaging in environmental and social contribution activities, in which we collected the caps of empty PET bottles and empty contact lenses containers, and donating them to welfare organizations that perform recycling.



## Environmental Management

### Initiatives Related to Pollution

#### Air pollution prevention activities

In order to prevent air pollution, the Group regularly measures quantities of NOx, SOx, and other air pollutants and maintains and improves smoke-generating facilities at our business sites and plants with facilities that emit smoke.

Fujitsu General (Shanghai) Co., Ltd. periodically replaces activated carbon in activated carbon adsorbers to reduce VOC emissions. In addition, to maintain the efficiency of particulate matter treatment, we clean and replace the filler material used in the welding flue gas cleaning tower and replace the spray water on a weekly basis.

Furthermore, to improve treatment efficiency and safety of cafeteria kitchen exhaust air, the intake hoods and ducts of electrostatic purifiers and treatment equipment are thoroughly cleaned on a regular basis.

#### Soil pollution prevention activities

To prevent soil and groundwater pollution, the Group regularly measures soil and groundwater to ensure strict compliance with laws, regulations, ordinances, and other water discharge standards in regions where business sites and plants are located.

At the Headquarters, we performed soil surveys based on ordinances when constructing the "Innovation & Communication Center," which was completed in June 2019. As a result of this survey, we found that standard values for groundwater were exceeded in some parts of the lot. Accordingly, we used bioremediation to clean the lot and we also perform annual monitoring. Going forward, we will continuously observe and monitor progress at the observation well.

#### Noise and vibration prevention activities

To prevent noise and vibration, the Group's production bases and home appliance recycling plants are implementing noise prevention measures at facilities that may be the source of noise on an ongoing basis. We strictly adhere to the standards of related laws and ordinances by regularly measuring noise and vibration levels.

At F. G.L. S. Electric Co., Ltd., we have taken measures to prevent noise by installing sound insulation walls around stamping presses used to process stator cores and rotor cores, which are motor components.

#### Water quality pollution prevention activities

In order to conserve water quality in surrounding water bodies, the Group's production bases and home appliance recycling plants comply with effluent standards such as laws and ordinances of each country and measure pH, COD, SS,\* etc., on a regular basis for appropriate management.

At Fujitsu General (Thailand) Co., Ltd. (FGT), to ensure proper wastewater treatment, we process water used in plants onsite with chemical and biological processing equipment. Processed wastewater is discharged to the central wastewater processing system of the Industrial Estate Authority of Thailand (IEAT).

At TCFG Compressor (Thailand) Co., Ltd. (TCFG), to effectively process waste oil, we have adopted a carbon filter tank in our wastewater processing system.



Chemical wastewater processing facilities  
(FGT)



Oil skimmer and carbon filter tank used in wastewater  
processing systems  
(TCFG)

\*Suspended substances (fine particles of insoluble solids with a particle diameter of less than 2mm suspended in the water)

## Disclosure Based on TCFD

### Disclosure of Climate Change-related Information

The Group supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We will disclose material information related to climate change in accordance with these recommendations.

### Governance

In the Group, the President is appointed Chief Sustainability Officer (CSuO), and we have established the "Sustainability Promotion Committee," chaired by the President, as a forum for solving issues related to Sustainable Management, including climate change, in a cross-organizational manner. We have also established the "Environmental Promotion WG (Working Group)" as a subordinate organization for deliberating climate change and other environmental issues specific to organizations.

Particularly important issues are deliberated and decided at the Board of Directors meetings held once a month or on an ad hoc basis when necessary.

For information on our Sustainable Management Promotion Structure, please see page 9.

### Strategy

The Group promotes "Sustainable Management," and one pillar of our core strategic themes is "harmonious coexistence with our planet (Planet)." As part of these efforts, we consider climate change to be an important theme for medium- to long-term risks and opportunities. In the Air Conditioner Business, which is vulnerable to the impact of climate change, we have identified and assessed climate-related risks and opportunities from a long-term perspective through FY2050, and considered strategic measures to prepare for risks and contribute to opportunities. Details of risks and opportunities that we have identified and related measures are shown in the table on the right.

We have also provided details of our scenario analysis on the following page.

Risks: Impact on business and likelihood of occurrence

Risk Item		Risks	Likelihood of Occurrence	Financial Impact Level	Timing of Impact Materialization	Countermeasure
Transition	Policy and legal	Increased pricing of GHG emissions	2	1	Long term	<ul style="list-style-type: none"> <li>Early reduction of greenhouse gas emissions (early achievement of carbon neutrality)</li> <li>Collect information on laws and regulations and respond to them as soon as possible</li> </ul>
		Tightening of refrigerant regulations	3	3	Long term	<ul style="list-style-type: none"> <li>Development of air conditioners using refrigerants with low global warming potential</li> </ul>
		Tight supply and demand for electricity	3	2	Long term	<ul style="list-style-type: none"> <li>Develop air conditioners that do not use power sources derived from fossil fuels</li> <li>Early development of air conditioners that comply with energy conservation regulations</li> </ul>
	Market	Increased cost of raw materials	2	2	Medium term	<ul style="list-style-type: none"> <li>Promote design toward the realization of a circular economy</li> </ul>
Physical	Acute	Damage to production bases	2	2	Medium term	<ul style="list-style-type: none"> <li>Strengthening of BCP measures</li> </ul>
	Chronic	Rising mean temperatures	1	1	Medium term	<ul style="list-style-type: none"> <li>Improve worker productivity and prevent accidents by strengthening the air conditioning system in the facility</li> <li>Strengthen health and safety</li> <li>Pandemic preparedness</li> </ul>

#### Likelihood of Occurrence

Level	1	2	3
Definition	Occurs very rarely	Moderate	Occurs frequently

#### Financial impact level

Level	1	2	3
Estimated impact (financial)	High	Very high	Extremely high

#### Opportunity

Opportunity Item		Opportunity	Timing of Impact Materialization
Products and Services	Tighter regulations on the use of fossil fuels	Stricter regulations on the use of fossil fuels have increased the need for heat pump heaters, leading to higher sales	Medium term
	Increase in demand for air conditioners due to rising temperatures	In response to growing demand for air conditioners due to rising temperatures, research and development of air conditioners for high outdoor temperatures and sales expansion	Medium term
	Strengthening of regulations on energy conservation	Expand sales by doing research and development of air conditioners with high energy efficiency in response to tighter energy conservation regulations	Long term

## Disclosure Based on TCFD

### Strategy (Cont.)

#### ● Details of scenario analysis

With reference to the climate change scenarios of the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), the Group has assessed long-term impact through FY2050 in the Air Conditioner Business, which is vulnerable to the impact of climate change, based on scenario analysis for a less than 2°C increase in temperature, and an increase of 3°C to 4°C or more.

#### Scenario used

- Physical climate scenario: IPCC RCP 2.6, IPCC RCP 6.0
- Transition climate scenario: IEA SDS, IEA STEPS

#### ● Result of estimation of potential financial impact of physical risk

The Group produces air conditioners in Thailand and China. We calculated the impact of a one-month suspension of plant operations in the event of severe and frequent abnormal weather, such as cyclones or floods. As a result, we estimated the impact to be 26.3 billion yen, equivalent to air conditioner sales in FY2024 of 315.8 billion yen divided by 12.

#### ● Impact of transition risk

ATW, one of the products offered by the Group, is clearly positioned as a main method of decarbonization by institutions in Europe. In France, the first ATW market in Europe, we have taken steps to further strengthen our position, and as a result, ATW sales to the European market have grown by approximately 17% on average since 2007.

### Risk Management

The Group classifies various changes in the external environment associated with climate change into "transition risk" and "physical risk" as exemplified by the TCFD recommendations, and evaluates the financial impact and probability in three levels to identify significant risks and opportunities.

In addition, at the Group we strive to prevent and mitigate risks that could significantly impact our business by conducting risk assessments related to compliance, crisis management, human resources, labor, safety & health management, environment, information security, and information management, amongst others. The process is overseen by the Compliance/Risk Management Committee.

Process for identification of climate-related risks and opportunities, consideration of actions, and implementation management

#### (1) Information collection

- Organize risks and opportunities based on TCFD recommended disclosure items, considering external information and reports.
- Obtain objective forward-looking information and identify impact on the Group.

#### (2) Identify risks and opportunities

- Estimate the business impact (financial impact) of climate change and identify high-impact risks and opportunities.

#### (3) Consider and determine actions

- The Sustainability Division plays a central role in discussing and developing actions for the identified risks and opportunities with related divisions. Risks, opportunities, and actions are reported to the CSuO and the Board of Directors.

#### (4) Execution and management of initiatives

- The Compliance/Risk Management Committee promotes activities to reduce risks.

### Risk management system

To promptly identify risks that may adversely affect the Group as it develops its business globally and to implement countermeasures in a timely manner, risk assessments are conducted to confirm the appropriateness of risk evaluation and risk management by our Company's divisions and Group companies. The Compliance/Risk Management Committee selects priority issues to be addressed while promoting activities to reduce risk.

The Committee reports its annual activities to the Board of Directors.

### Metrics and Targets

The Group has established a specific plan to implement climate change measures, which are the highest-priority action items according to the Group's environmental policy and the results of materiality analysis. The plan includes a medium-term target of reducing greenhouse gas emissions throughout the Group's entire value chain by 55% by FY2035 (compared to FY2021) and a long-term target of achieving carbon neutrality throughout the Group's entire value chain by FY2050. All employees are expected to embrace our goals, contribute to the achievement of the Sustainable Development Goals (SDGs), and strive to reduce environmental impact while increasing our corporate value.

#### Medium- to long-term environmental targets

1. Long-term target: Achieve carbon neutrality throughout the Group's entire value chain (Scope 1, 2, and 3) by FY2050.
2. Medium-term target: Reduce greenhouse gas emissions throughout the Group's entire value chain (Scope 1, 2, and 3) by 55% by FY2035 (compared to FY2021).

## ■ Responding to Climate Change

### Basic Approach

The Group believes that reducing greenhouse gas emissions in all business areas is important for curbing climate change caused by global warming. We will promote the reduction of greenhouse gas emissions by improving the energy efficiency of products used by our customers. In addition, by expanding the use of renewable energy sources such as solar power generation, we aim to completely eliminate greenhouse gas emissions from our business activities.

### Initiatives to Reduce Energy Usage and Greenhouse Gas Emissions from Business Activities

The Group aims to achieve net zero greenhouse gas emissions from business activities across the Group as a whole by FY2050. We are promoting initiatives including expanding the use of renewable energy and revising the day-to-day work processes of each employee to reduce waste, while also rolling out initiatives that have resulted in improvements to other businesses.

#### Improve transportation efficiency

The Group is working to improve product and component transportation efficiency. Since FY2023, we have been working to reduce the number of containers when transporting products and components overseas by increasing shipping container load factors, thereby reducing shipping transportation and truck transportation after arrival. Since FY2021, we have been continuously shifting to joint loading of components and products, as part of efforts to enhance transportation efficiency.

Regarding transportation within Japan, at our Aomori Office, where we manufacture air conditioner fan motors and other products, we have been shifting from trucks to rail for the transport of products to customers since FY2022.

In FY2024, we completed a modal shift for three customers, successfully cutting CO<sub>2</sub> emissions by approximately 230 tons.

### Conversion to renewable energy

The Group promotes the utilization of renewable energy for electricity used in business activities. After introducing solar power generation systems at Fuji Eco Cycle Co., Ltd. in FY2017, we introduced them at eight sites in Japan and overseas through FY2022. Through the operation of solar power generation systems and switching to options for electricity generated from renewable energy, we successfully cut CO<sub>2</sub> emissions by 14,656 tons in FY2024. We will continue considering expanding the installation of solar power generation systems as we promote our shift to renewable energy.

Following the review of our Medium- to Long-term Environmental Plan, we have temporarily suspended procurement of renewable energy electricity certificates as of FY2023 based on the idea of using them as a last resort to achieve our goals, and will thoroughly implement energy conservation measures in our business activities.



Solar panels on the roof of our Matsubara Office  
(operation from January 2024)

### Reducing electricity usage at air conditioner assessment and testing facilities

We consume large amounts of electricity at laboratories for assessing air conditioner performance because we change temperature conditions for both indoor and outdoor units to measure cooling and heating performance. Following successful examples at the Headquarters laboratory, we are working on optimizing the time spent on preparatory operations for testing at Fujitsu General Air Conditioning R&D (Thailand) Co., Ltd. and Fujitsu General (Shanghai) Co., Ltd.

At Fujitsu General (Shanghai) Co., Ltd., the time spent in the laboratory was on the rise due to the large number of models developed, including the L series for Japan and other products with high energy-saving performance, as in the previous fiscal year. However, by improving the testing efficiency and reducing the number of repetitive tests, we were able to reduce electricity consumption by approximately 17% in FY2024 compared with the previous fiscal year. We will continue to promote the improvement of testing efficiency and energy conservation and implement sustainable R&D activities.



## ■ Responding to Climate Change

### Initiatives to Reduce Energy Usage and Greenhouse Gas Emissions from Business Activities (Cont.)

#### Increasing efficiency of business travel

The Group is actively working to reduce the number of business trips by adopting and utilizing IT, thereby reducing our environmental impact.

In FY2018, we introduced Office365 for all employees at sites in Japan and on overseas assignments, and we are effectively leveraging the benefits of video conferencing, such as screen sharing. We will continue working to improve the efficiency of business travel by effectively choosing between face-to-face meetings and remote meetings.

#### Initiatives at each plant

##### ● Fuji Eco Cycle Co., Ltd.

Fuji Eco Cycle Co., Ltd. has started the utilization of renewable energy ahead of other companies in the Group. A solar power generation system installed in FY2017 provides approximately 30% of the electricity used.

In terms of energy conservation activities, we are reviewing our processes and improving efficiency at facilities by installing LEDs for all building lighting, attaching inverters to conveyor equipment, converting motors used in crushing and sorting equipment to high-efficiency types, and converting v-belts for drive motors into energy-efficient types.



Solar panels  
(Operation from December 2017)



LED lighting

##### ● Fujitsu General (Thailand) Co., Ltd.

At Fujitsu General (Thailand) Co., Ltd. (FGT), we actively promote initiatives to improve the energy consumption efficiency for facilities.

In FY2024, the following energy conservation measures were planned and prepared, and introduced in April 2025. Five hundred fluorescent lights in the parts storage area were converted to LEDs, reducing power consumption by approximately 65%. The cooling tower fans were changed from aluminum to lightweight plastic to reduce the motor load, resulting in a 23% reduction in electricity consumption. The stacks were installed as a measure to release exhaust heat from the chiller into the air, leading to a reduction in electricity consumption of 90MWh per year.



LED lighting



Lightweight plastic fans in cooling tower



Chiller with stacks

## Chemical Substance Management

### Basic Approach

The Group is committed to reducing the use and emissions of chemical substances and preventing pollution associated with its products and factory operations. Furthermore, in order to reduce the environmental impact of the chemicals included in our products as much as possible, we implement thorough management by updating internal standards and systems as appropriate in accordance with stricter laws and regulations and changes in the Group's business areas and products.

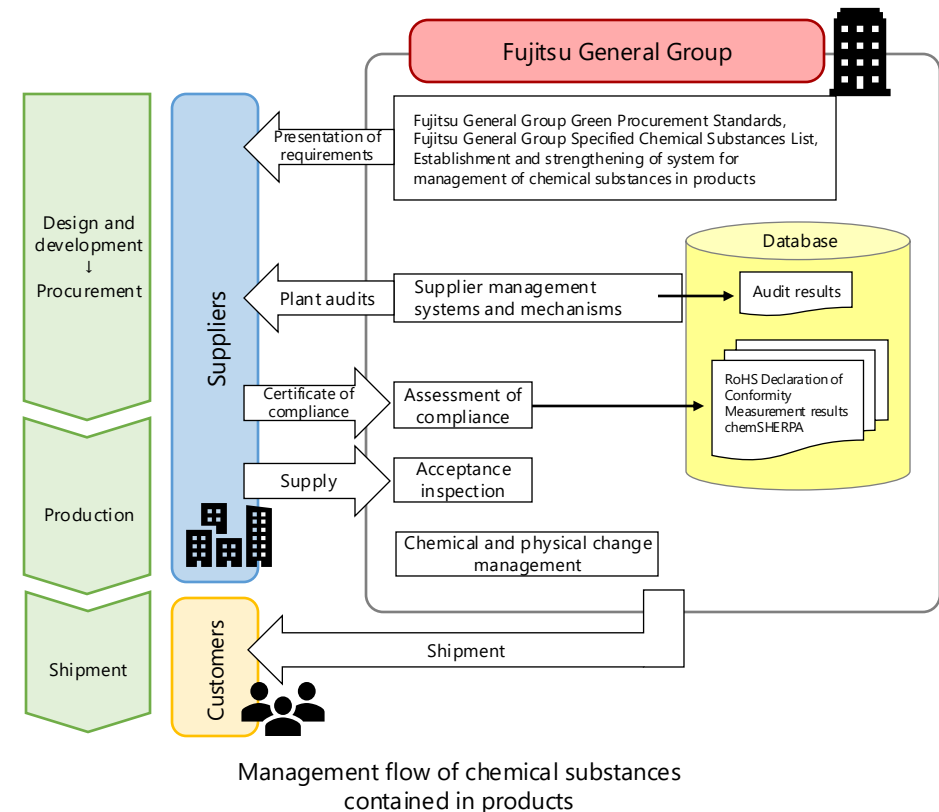
### Management of Chemical Substances Contained in Products

In order to reduce the environmental impact of chemical substances in products as much as possible, the Group requests that suppliers of raw materials and components used in production appropriately manage chemical substance content in accordance with the specified chemical substances list in the "Fujitsu General Group Green Procurement Direction." Suppliers also submit information about chemical substance content (chemSHERPA\*), which we utilize for various forms of regulatory compliance in our internal management systems. Laws and regulations concerning chemical substances in products in Europe, which began with the European RoHS Directive and REACH Regulation, are becoming stronger, such as the continuous increase in substances subject to regulation and applicable countries. Accordingly, the Group is working with our business partners to strengthen related management systems.

### Management of chemical substances specified by the Fujitsu General Group

- We have ascertained systems for managing chemical substances in products of business partners, and we are working with them to strengthen such management.
- Business partners submit information on chemical substances in products supplied (Observance Confirmation, chemSHERPA, and results of measurement).
- We measure the content of substances restricted by RoHS as part of acceptance inspections at production plants.
- We identify and manage chemical and physical changes occurring during production processes.

\*chemSHERPA: An abbreviation for Chemical information Sharing and Exchange under Reporting Partnership in supply chain



## Chemical Substance Management

### Management of Chemical Substances Contained in Products (Cont.)

#### Obtaining information on chemical substances contained in products

At the Group, in order to prevent the inclusion of hazardous chemical substances in products and materials, we ask suppliers to provide us with information on chemical substances contained in parts and materials. The information transmission method is in accordance with "chemSHERPA," which is the industry standard scheme. We also hold explanatory meetings with suppliers in China, Thailand, and other countries in advance for their cooperation.



Explanatory meeting for suppliers at Fujitsu General (Shanghai) Co., Ltd.



Explanatory meeting for suppliers at Fujitsu General (Thailand) Co., Ltd.

#### Establishment of Chemical Substances Management System (CMS) for chemical substances contained in products

To ensure compliance with laws and regulations specific to the chemicals in our products, we ask our suppliers to establish a CMS based on the "Guidelines for the chemical substances in products" of JAMP\*1.

The Group auditors visit suppliers to check the status of CMS design and operation. We have also introduced new document audits, which are used in conjunction with on-site audits to continuously check the status and provide support for raising the level as necessary.

\*1 JAMP: An abbreviation for Joint Article Management Promotion-consortium

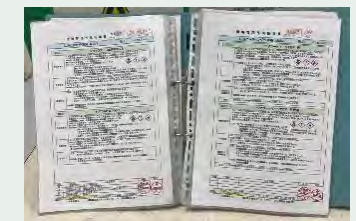
### Management of Chemical Substances in Business Activities

The Group works to ensure thorough management of key chemical substances\*2 used in production.

Business sites where there are chemical substances have chemical substance storage facilities and manage inflows and outflows, thereby ensuring appropriate storage. Environmental operation procedures and chemical substance storage lists are also kept and displayed near chemical substance storage facilities, ensuring that chemical substances are managed in accordance with laws and regulations.



Chemical substance management at Fujitsu General Electronics Limited



Environmental operation procedures\*3



Chemical substance storage list

\*2 Key chemical substances: 26 substances identified by the Group by evaluating their toxicity and usage (as of March 2025).

\*3 Environmental operation procedures: Environmental operation procedures that summarize the Safety Data Sheet (SDS).



## Chemical Substance Management

### Management of Chemical Substances in Business Activities (Cont.)

#### Activities for chemical substance pollution prevention

To prevent pollution by chemical substances, the procedure to prevent the diffusion at the time of leakage is checked periodically.

Also, the equipment using polychlorinated biphenyl which was used in the factory premises at the Headquarters and the parts containing polychlorinated biphenyl used for the collected products were stored properly in the special storage warehouse of the Headquarters in Kawasaki and destroyed. All the destruction treatment was completed in FY2024.



Training to handle lubricating oil leakage accidents at the Aomori Business Office

#### Harmful substance reduction activities

In line with expansion of the scope of chemical substances subject to the Industrial Safety and Health Act, Fuji Eco Cycle Co., Ltd. has changed paints used for plant floors, external facility coatings, etc., to ones with lower risk levels.

Fujitsu General (Thailand) Co., Ltd. is also focusing on reducing harmful substances by changing the products used for cleaning production machines from chemical products to organic products (ovens, expander machines, hairpin machines, and others).

#### Measures to address persistent organic pollutants

To ensure occupational safety and protect employee health, Fujitsu General Electronics Limited measures the wind speed of local ventilation equipment every month, and changes filters based on the results of inspections.

Measurements of the working environment by external contractors are also conducted twice a year, in which solvent concentrations and other factors concerning the production environment are measured and assessed. Through these initiatives, we are working to limit and prevent harm to employee health.



Filter change work



Wind speed measurement

## Resource Circulation

### Basic Approach

The Group contributes to a sustainable society by effectively utilizing limited resources.

To reduce the risk of depletion of various resources and contribute to the sustainable development of society, we consider waste to be a precious resource, and ensure thorough sorting, collection, and processing of it, while also reducing raw material waste loss from product production processes, reducing the usage of raw materials in products, and promoting recycling initiatives for used products, as well as the batteries and packaging materials used in products.

### Initiatives to Conserve Resources

#### Reducing raw material usage

In order to promote sustainable consumption, the Group works to reduce waste. As part of our waste reduction efforts, we are focusing on waste loss reduction for aluminum and copper materials, which are raw materials that we use large amounts of, in our Environmental Action Plan Stage X.

##### ● Reduction of aluminum waste loss

In FY2024, the waste rate of aluminum was reduced to 3.42% through measures such as reducing waste from errors by revising temperature settings and processes when managing aluminum, and reducing offcuts by revising material dimensions.

##### ● Reduction of copper waste loss

In FY2024, the waste rate of copper was reduced to 0.39% through measures such as renewing old facilities and reducing usage per unit with the introduction of a new facility.

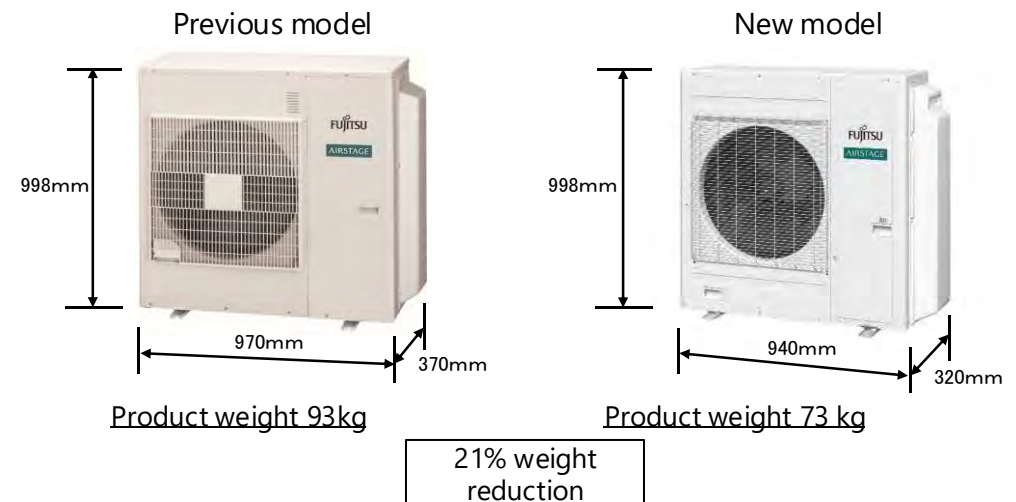
### Promoting resource-saving design

The Group places importance on the effective use of resources for the products designed in-house by developing a resource-saving design (including downsizing and weight reduction) and by reducing the number of parts needed, all being given consideration during the product design stage.

#### ● Example: Development of "New 2-5 Room Multi-Split Outdoor Unit Model"

(AOUH18KBTA2, AOUH45KBTA5, and others)

In designing a new outdoor unit, we are working to reduce the thickness from the old chassis. For multi-split outdoor units for the North American region, we have made the chassis thinner based on the one for the large outdoor unit for single-split units, which is lighter than the conventional model. The use of high-efficiency R32 refrigerant has also enabled downsizing of the refrigeration cycle components and control unit. These designs have resulted in a smaller and lighter model compared to previous ones.





## Resource Circulation

### Product Recycling

Countries around the world are creating legal frameworks related to recycling, such as the Basel Convention, and developing collection and recycling systems, in order to prevent pollution from harmful substances in products leaking into the environment and effectively utilize resources. In addition to used products, batteries and packaging materials used in products are also subject to regulation in the EU and many countries. Accordingly, the Group ensures that local sales companies comply with requirements in their respective countries, based on the “Extended Producer Responsibility (EPR)” approach, and contributes to local product collection and recycling by enrollment in collection and recycling schemes. To promote product collection and recycling, we also provide explanations and create marks on products to increase awareness of waste sorting among end users.

#### Initiatives in Japan

##### ● Basic stance

In order to fulfill our obligations as a manufacturer in accordance with the “Act on Recycling of Specified Kinds of Home Appliances (Home Appliance Recycling Act),” enacted in April 2001, we established “Fuji Eco Cycle Co., Ltd. (Hamamatsu, Shizuoka)” as a home appliance recycling plant subsidiary. This subsidiary has contributed to the creation of a circular society by focusing on the recycling of used home appliances since the enactment of the aforementioned law (air conditioners, TVs (CRT and flat screen), refrigerators and freezers, and washing machines and dryers).

We also cooperated with industry peers Sony Corporation, Sharp Corporation, Hitachi Global Life Solutions, Inc., and Mitsubishi Electric Corporation to build an efficient recycling system in which we mutually use state-of-the-art environmentally friendly facilities. The details are as follows.

#### Recycling philosophy of the five company group

The conversion to a circular society is being promoted by halting the existing trend of mass production, mass consumption, and mass waste, and encouraging the effective use

of resources in a way that looks toward the future. As part of this, the five company group will work to build a highly efficient recycling system in pursuit of cost and convenience improvements.

Specifically, this refers to the following.

- Social contribution through the recycling business
- Creation of a recycling network at minimum cost
- Convenience for distributors and local governments
- Innovation in recycling technology
- Promotion of easily recyclable product design
- Stable operation and continuous management of recycling plants

##### ● Turning used TV back cabinets into materials

Fuji Eco Cycle Co., Ltd., which is engaged in the home appliance recycling business in the Fujitsu General Group, has contributed to the reduction of waste as well as the reduction of selection energy when recycling them into raw materials by sorting and collecting the back cabinets of mainly LCD TVs with raw materials such as PS <sup>(\*)1</sup> and PC+ABS <sup>(\*)2</sup>.



Removal of foreign substances (labels, metals, etc.) from cabinets

Crushing using a specialized crusher

Crushed plastics (shipping state)

\*1 PS: Polystyrene

\*2 PC+ABS: Polycarbonate + Mixture of acrylonitrile, butadiene and styrene

## Resource Circulation

### Product Recycling (Cont.)

#### ● Award for introduction of wet plastic sorting facility

In FY2023, Fuji Eco Cycle Co., Ltd. introduced a new wet plastic sorting facility.

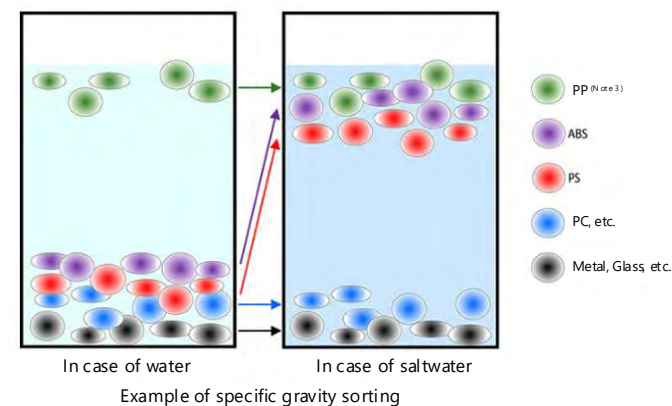
At this facility, mixed plastic scrap, created by crushing and sorting waste home appliances and removing metal, is placed in a water tank. We use a technology that sorts plastics by material using differences in weight, then we can further sort polypropylene, which floats, into white and other colors using a color sorting machine.

Through this initiative, Fuji Eco Cycle Co., Ltd. has achieved top-class performance within the B group of home appliance recyclers for promoting its aim of conversion to raw materials. In recognition of its results, it received an award from Rstation Co., Ltd., which manages the scheme.



#### ● Effective use of saltwater from used washing machines

At Fuji Eco Cycle Co., Ltd., a new scheme was developed to repurpose the saline solution used in washing machine balancers as a specific gravity liquid for sorting plastics and other materials. This initiative enabled the effective utilization of a substance that was previously neutralized (through dilution or chemical treatment) and disposed of.



#### Initiatives in Europe

The Group ensures that local sales companies and agents, which act as the main pillar of our sales structure in each country, comply with the requirements set forth in national laws and regulations, based on the "Extended Producer Responsibility (EPR)" approach, and contributes to local product collection and recycling by enrollment in collection and recycling schemes.

## Resource Circulation

### Initiatives to Reduce Waste

The Group works to ensure thorough sorting, collection, and disposal in line with waste disposal rules in each country and region, while also engaging in ongoing initiatives to reduce waste.

FGA (Thailand) Co., Ltd., a motor production company in Thailand, as components used when initially setting molding machines to mold wound coil components with unsaturated polyester resin (BMC) should be disposed of, we reduce the amount of waste by diverting parts removed for quality inspections (discarded after destructive inspections) for use in the initial setting.



Winding assembly parts

MoldWound  
coil  
components



Wound coil component after BMC shaping

In FY2024, waste generated per unit of production increased by 2% at overseas production subsidiaries compared with the previous fiscal year, and increased by 7% at production sites in Japan. The main reason for the increase was due to improved calculation accuracy (some wastes were changed from estimation to actual measurement) at overseas production subsidiaries, and an increase in valuable iron at production sites in Japan.

### Office initiatives

At sites in Japan, we are promoting activities to support recycling by sorting and collecting unneeded PET bottle caps and empty disposable cases for contact lenses, which are types of waste familiar in everyday life.

#### ● Eco cap activity

Since FY2010, we have been working with local collection businesses to collect PET bottle caps. The collected caps are recycled, reducing waste and also contributing to reducing CO<sub>2</sub> because they are not incinerated as waste. Revenue generated from their sale for recycling is also used for vaccine support in developing countries and other initiatives.



#### ● Participation in eyecity eco project ( <https://www.eyecity.jp/eco/> )

Since FY2022, we have been participating in the "eyecity eco project" sponsored by HOYA CORPORATION, under which we collect used empty cases for contact lenses. The collected empty cases are recycled at designated recycling plants, reducing waste and contributing to reducing CO<sub>2</sub> in a similar manner to the eco cap activity. Revenue generated from their sale for recycling is donated to the Japan Eye Bank Association.



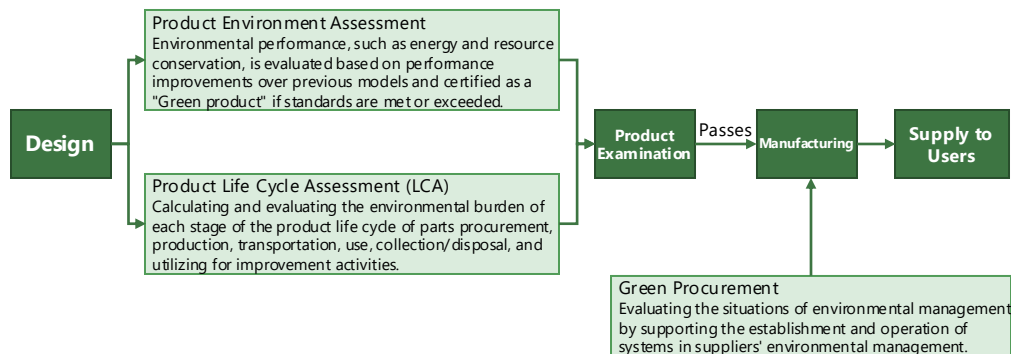
## ■ Design for the Environment

### Basic Approach

The Group focuses on environmentally friendly product design through assessments (in advance) concerning the “prevention of environmental pollution” and “reduction of environmental impact” throughout product life cycles.

### Environmental Assessment System

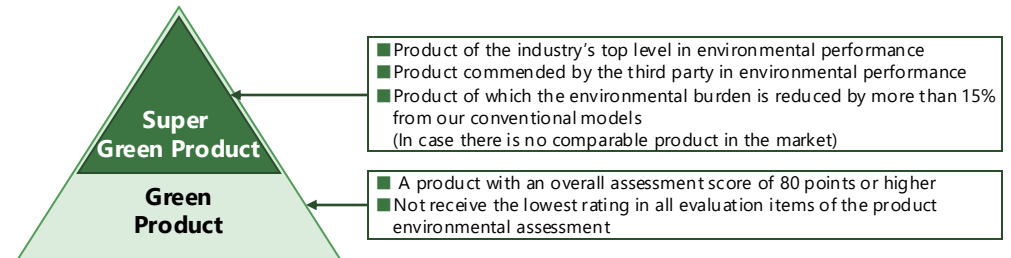
As the influence and risk on the environment of products are related to the various work process of the Group, we are implementing the assessment covering the whole value chain.



### Standard and evaluation of product environment assessment

Products with an overall assessment score of 80 points or higher, and no minimum rating in any evaluation category, are designated as “Green Products”.

Among them, the products with the top level\* of environmental performance are designated as “Super Green Products.”



### Key Assessment Items

(1)	Weight reduction and resource-saving	(7)	Promotion of long-term use
(2)	Recycling	(8)	Safety and environmental conservation
(3)	Energy-saving	(9)	Packaging
(4)	Easier separation and sorting	(10)	Information disclosure
(5)	Easier collection and transportation	(11)	LCA
(6)	Use of recycled resources		

\*Top-level: First place, or jointly shared first place, or narrowly behind first place (as of March 2025).

## ■ Design for the Environment

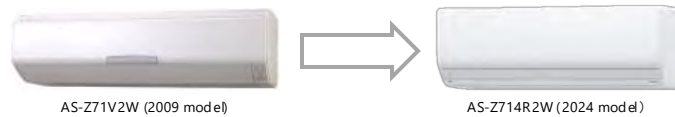
### Environmental Assessment System (Cont.)

#### Product Life Cycle Assessment (LCA)

We are working to reduce the environmental load at each stage by evaluating\* the environmental load in the product life cycle at the time of design using our original automatic calculation system.

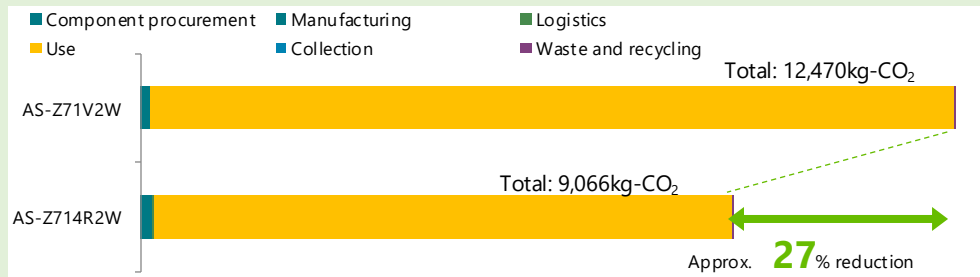
Example of calculation of environmental impact over product life cycle

("nocria®" Z series air conditioner with cooling capacity of 7.1kW)



#### Example of calculation of environmental impact over product life cycle

"nocria®" Z series air conditioner with cooling capacity of 7.1kW (comparison of AS-Z71V2W (2009 model) and AS-Z714R2W (2024 model))



\*The evaluation is based on international standards (ISO 14040 series).



## ■ Design for the Environment

### Initiatives to Reduce CO<sub>2</sub> Emissions from Products During Their Use

The Group believes that developing products with better energy efficiency and products with better heating performance that enable consumers to replace heating equipment that uses fossil fuel, and providing these products to customers, will contribute to reducing emissions of greenhouse gases and the achievement of a sustainable society.

#### Pursuit of energy efficiency

As a result of efforts to enhance energy efficiency in newly developed products, we successfully reduced CO<sub>2</sub> emissions from the use of air conditioners developed and sold in FY2024 by 14.9% compared with FY2021. Going forward, we will continue developing products with better energy efficiency and thus contribute to reducing greenhouse gas emissions.

#### Enhancing heating performance

We will develop products with stronger heating performance, which quickly provide customers with a comfortable space even in cold areas, and thereby encourage the replacement of equipment that uses fossil fuels. In this way, we will reduce greenhouse gas emissions compared with using fossil fuels, and contribute to measures to prevent climate change.

- Example: Strengthening heating performance in low external temperatures (ASUH09KHTA, AOUH09KHTAN, etc.)

We strengthened heating performance when external temperatures are low and expanded the scope of heating operation by increasing compressor displacement and reducing pressure losses. This facilitates high heating performance, even when the external temperature is low.



Indoor unit



Outdoor unit

### Environmental Labels

#### ● Type II Environmental Label (ISO14021): Self-declaration

- China Green Product (CGP) mark

There are two types of CGP mark, a self-declaration type and a nationally promoted voluntary certification type. We have adopted the self-declaration type and registered with the public service platform.

#### ● Other environmental labels

- International ENERGY STAR Program

ENERGY STAR certification is awarded to products that satisfy strict energy efficiency guidelines set forth by the U.S.

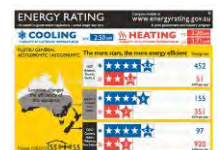
Department of Energy. By selecting ENERGY STAR-certified cooling and heating equipment and taking measures to optimize its performance, consumers can make their homes more comfortable while saving energy.



- Energy label/energy efficiency label

The Group develops products that conform to energy efficiency laws, regulations, and standards in each region and country, such as the European Ecodesign Directive (ErP)\* and the Act on Rationalization of Energy Use and Shift to Non-fossil Energy of Japan.

In order to provide users with information on energy efficiency, energy consumption, and other matters, we also comply with labeling standards for energy-related products in each region and country, and display marks on product labels, catalogs, etc.



\*Ecodesign Directive (ErP): European Directive 2009/125/EC on Energy-Related Products

## Biodiversity Conservation

### Fujitsu General Group Biodiversity Action Principles

The Group has established the “Fujitsu General Group Biodiversity Action Principles” to practice the conservation of biodiversity and its sustainable use in its business activities while promoting initiatives to contribute to the conservation of biodiversity and its sustainable use by its customers and society as well.

#### Fujitsu General Group Biodiversity Action Principles

Recognizing that corporate activities benefit from the riches of the Earth's biodiversity while at the same time impacting it, the Fujitsu General Group strives for a sustainable, prosperous global society. At the same time, the company endeavors to harness its technological and creative capabilities as a global company to pursue, together with society, an optimal relationship between nature and humankind.

#### [The Group's Approach]

1. Pursuing the Conservation of Biodiversity and the Sustainable Use of Natural Resources in Business Activities  
The Fujitsu General Group will work to conserve biodiversity and utilize natural resources in a sustainable manner. It will accomplish this by analyzing and evaluating the company's impact on biodiversity at every stage of its business activities, and by working to reduce its impact on biodiversity throughout the entire lifecycle of its products and services.
2. Contributing to Building a Society which Ensures the Conservation of Biodiversity and the Sustainable Use of Natural Resources  
The Fujitsu General Group will strive to contribute to its customers' and society's initiatives to conserve biodiversity and utilize natural resources in a sustainable way. It will accomplish this by offering its technologies, the knowledge it has acquired with its own in-house biodiversity initiatives, as well as through its own environmental contributions to society.

#### [Priority Measures]

1. Manufacturing in consideration for biodiversity  
The Fujitsu General Group will strive to develop products from which the impact on biodiversity in the product life cycle will be reduced.
2. Contributing to the Promotion of Biodiversity Throughout Society  
Recognizing the importance of training a future generation that will work to promote biodiversity conservation and the sustainable use of natural resources throughout society as a whole, the Fujitsu General Group will promote a better public understanding of the importance of biodiversity.
3. Global Initiatives  
The Fujitsu General Group will increase each employee's awareness of biodiversity, as well as pursue global biodiversity initiatives.

Established in September 2012

## Biodiversity Conservation

### Conservation of Rare Species

#### Tanakia lanceolata (slender bitterling) and pronodularia japonensis (a freshwater mussel) conservation activities

At our Hamamatsu Business Office, we have been continuously maintaining the biotope that we opened on green land at that site in FY2012. Within the biotope, we conserve *Tanakia lanceolata* (slender bitterling) and *pronodularia japonensis* (a freshwater mussel), which are egg-laying mollusks, which are rare species designated as critically endangered\*<sup>1</sup> on the Shizuoka Prefecture Red List, and we have confirmed that these species are currently naturally reproducing. There are many other animals and plants inhabiting and growing in the biotope, including *oryzias latipes* (Japanese rice fish) (vulnerable), *pelophylax nigromaculatus* (black spotted pond frog) (near threatened), *appasus japonicus* (ferocious water bug) (requires attention), *sparganium fallax* (bur-reed) (vulnerable), and *brasenia schreberi* (water shield) (near threatened).

We promote initiatives to conserve regional biodiversity, such as working to create an environment capable of attracting native species that inhabit the area around our business office by thinning out overgrown plants and controlling invasive species. As a result, the number of species of creatures seen in the biotope is increasing every year, including *rhythemis fuliginosa* (butterfly dragonfly) and *hebius vibakari* (Japanese keelback).

Complete image of the biotope at the Hamamatsu Office and *Tanakia lanceolata* (slender bitterling), *pronodularia japonensis* (a freshwater mussel), and other species under conservation



*Tanakia lanceolata* (slender bitterling)



*Prunella vulgaris* (heal-all)



*Pelophylax nigromaculatus* (black spotted pond frog)



*Rhythemis fuliginosa* (butterfly dragonfly)



*Lanius bucephalus* (bull-headed shrike)



*Pronodularia japonensis* (a freshwater mussel)



*Hebius vibakari* (Japanese keelback)



Biotope

Since 2019, as part of Hamamatsu City's ESD model program for environmental education\*<sup>2</sup>, students of Iinoya Elementary School in Hamamatsu City have been developing a biotope while conducting *Tanakia lanceolata* (slender bitterling) conservation activities. To support these activities, we regularly donate *Tanakia lanceolata*, which have increased within our biotope.

#### Calanthe discolor conservation activities

With the guidance of an NPO, the Headquarters is also involved in the conservation and propagation of *Calanthe discolor*, a rare plant designated as Near Threatened by the Ministry of the Environment and Kanagawa Red List. Conservation efforts began in FY2017 and the roots were successfully divided in FY2020. Since then, we have continued to return the roots we have grown each year to their original habitat, the Midorigaoka Cemetery Yato in Kawasaki City, as well as transplanting and transferring them to Shimosakunobe Elementary School and Takatsu High School. We will continue our conservation and propagation activities and also hope to expand the circle of division further.



*Calanthe discolor* root separation work

\*1 Critically endangered: Category for species with a very high risk of extinction in the wild in the very near future.

\*2 ESD: Education for Sustainable Development.

## Water Resources Conservation

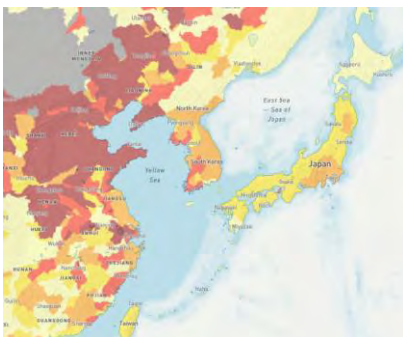
### Basic Approach

Given the fact that water, the source of life and essential for daily living, is at risk of depletion worldwide due to climate change, deforestation, and population growth, the Group is promoting initiatives to reduce the water use in its daily activities, even if only a little, though there is no process in its business activities to use a large amount of water.

### Take Action Against Water Risk

To assess potential water risk from the impact of our business activities, the Group assesses water risk at 10 key production and development sites. These sites make up 97% of the total water usage of the Group. For the primary assessment, we use “Aqueduct,” a water risk assessment tool provided by the World Resources Institute (WRI), to assess baseline water stress at each site. Any sites classified as “Extremely High (>80%)” in this assessment are judged to be high-risk sites.

Through this assessment, we identified one site out of ten as a high-risk site, with a classification of “Extremely High (>80%). In the future, we will conduct more detailed surveys and continuous monitoring, focusing mainly on the high-risk site identified.

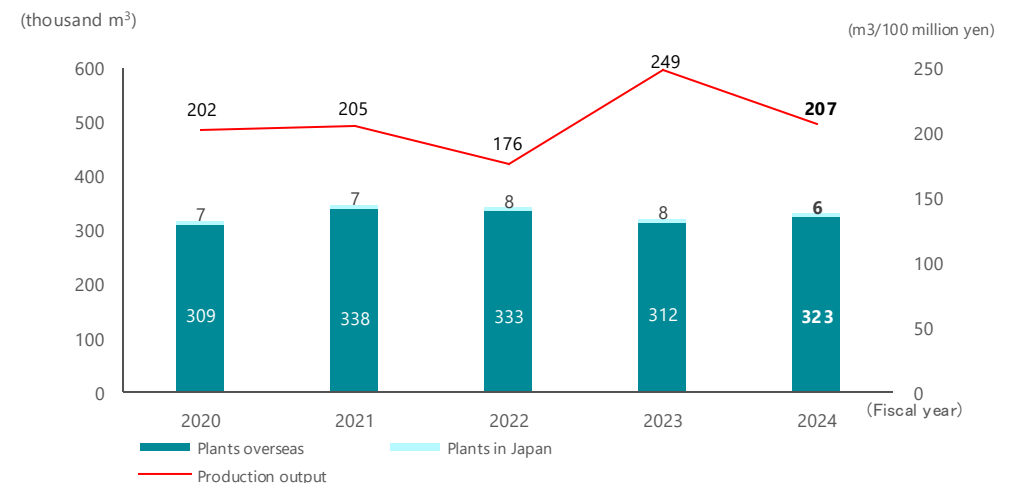


Example of Aqueduct survey

### Initiatives to Reduce Water Usage

In order to reduce water usage in our business activities, the Group engages in initiatives such as reusing water leaked from pumps and using rainwater. In FY2024, water usage increased by 4% compared with the previous fiscal year at overseas production sites, but fell by 23% at production sites in Japan. In addition, per unit production, water usage decreased by 17% in total at production sites in Japan and overseas.

Trends in water usage



### Initiatives at plants

At TCFG Compressor (Thailand) Co., Ltd., we have introduced a pure water production system (RO&EDI system), and we reuse concentrated water used in production as water for cleaning toilets. We have also installed oil skimmer systems on painting and cleaning lines, and we effectively remove oil generated during work processes. Through these systems, the accumulation of oil in chemical tanks is prevented, which reduces the amount of water needed to clean tanks.



## Contribution to Local Communities

### Promote Community Coexistence

#### Water quality conservation activities

The Group participates in local activities to preserve water quality around our business sites. At Fujitsu General (Thailand) Co., Ltd., employees' representatives participated in water quality improvement activities at the industrial park to which they belong in February 2025 and injected fermented water around the industrial park.



#### Regional beautification activities

At the Group, we regularly perform cleaning activities in the areas around business sites and work to enhance awareness of the beautification of the surrounding area, as part of our efforts to contribute to local communities.

### Afforestation activities

The Group focuses on the sustainable conservation of the natural environment through afforestation and satoyama (traditional Japanese rural landscape) activities. At TCFG Compressor (Thailand) Co., Ltd. and FGA (Thailand) Co., Ltd., we conducted mangrove planting and rice planting in Laem Chabang in August 2024.



40.Human Rights 46.Human Resources 58.Occupational Health and Safety/Health and Productivity Management  
68.Supply Chain Management 75.Stakeholder Engagement 76.Pursuit of Customer Satisfaction 77.Quality  
Assurance 78.Social Contribution

# Society



## ■ Human Rights

### Human Rights Policy

#### Fujitsu General Group Human Rights Policy

##### [Basic approach of human rights]

The FUJITSU GENERAL Way, which represents the common values of the Fujitsu General Group, states "We respect human rights" in the opening line of the Code of Conduct.

This statement clearly sets out the company's position that "its activities will be based on respect for human rights, that diversity is to be embraced, and that no one shall be discriminated against on the basis of race, religion, disability, gender or sexual orientation, nor shall harassments be tolerated."

We strive to ensure that all employees of the Group demonstrate this spirit in action.

We believe that it is important to properly recognize human rights issues to cultivate a spirit of respect and a sense of the true meaning of human rights, and to act in a way that does not tolerate discrimination or other human rights violations.

It is the fundamental principle of our group that each employee of the Group should be conscious of the need to protect human rights and act accordingly.

The Group supports and respects the following international principles and standards, and will continue to promote human rights-oriented management.

- International Bill of Human Rights
- Guiding Principles on Business and Human Rights
- ILO Declaration on Fundamental Principles and Rights at Work
- National Action Plan on Business and Human Rights
- United Nations Global Compact
- Convention on the Rights of the Child
- Children's Rights and Business Principles

##### [Scope of application]

This policy applies to all executives and employees of the Group. In addition, we will work

with all business partners related to the Group's products and services to respect human rights and not infringe them.

##### [Implementation of human rights due diligence]

The Group will implement human rights due diligence in accordance with the procedures based on the "UN Guiding Principles on Business and Human Rights" and will endeavor to identify, prevent and mitigate the negative impacts on human rights.

If it becomes clear that the Group's business activities have caused or promoted human rights violations, or if indirect effects through business relationships, etc., have become clear, or even if there are not clear negative impacts, - if it is suspected that there is a possibility of causing violations, we will correct and remedy it through dialogue and appropriate procedures.

##### [Dialogue/Discussion]

We will hold dialogue and discuss with relevant external stakeholders on responses to potential and actual impacts on human rights.

##### [Education/Enlightenment]

We will not only educate executives and employees, but also provide appropriate education and training to all stakeholders so that this policy will be implemented throughout our business activities.

##### [Information disclosure]

We will disclose the progress of our efforts to respect human rights and the results on our website.



## Human Rights

### Human Rights Policy (Cont.)

#### [Key initiatives]

The Group recognizes that addressing the following human rights issues related to its business activities is an important element of human rights responsibility.

- **Prohibition of forced labor and child labor**

We will not be involved in forced labor or child labor in all business activities in all countries or regions. In addition, regarding forced labor, we do not use or take part in it, and we do not make a profit from it.

- **Discrimination/harassment**

We will respect the human rights of each individual and will not engage in unfair discrimination or sexual harassment due to race, skin color, religion, beliefs, gender, social status, family origin, disability, sexual orientation, etc.

- **Freedom of association**

We respect the basic rights of our employees regarding freedom of association and collective bargaining.

- **Providing a safe, hygienic and healthy working environment**

We provide a working environment where you can continue to work safely, hygienically and healthily.

Published: October 4, 2019

Revised: June 2, 2022

### Human Rights Promotion Committee

In November 2024, we established the Human Rights Promotion Committee as follows, chaired by the Chief Executive Officer. Committee members are selected from a wide range of workplaces to ensure that human rights issues are promptly identified and resolved. Based on the human rights management structure led by the Committee, we encourage the entire Company to respect human rights.

Item	Details
Purpose	In accordance with the Human Rights Policy, we respect human rights and continue to be a company free of all human rights violations, including discrimination and harassment, and promote DE&I throughout the Company and make it an integral part of our corporate culture.
Meeting Frequency	In principle, the Committee meets once every half year.
Outline of Activities	The Committee regularly evaluates the status of the entire Company with respect to human rights and DE&I to ensure that business activities are being conducted appropriately in accordance with the Human Rights Policy, and shares and discusses the details of efforts, progress, and issues that arise with respect to the important themes set for each fiscal year.
Results	First meeting held on February 20, 2025 <ul style="list-style-type: none"> <li>• Check of the establishment of the human rights management structure</li> <li>• Discussion on the draft revision of the Human Rights Policy, and others</li> </ul>



## ■ Human Rights

### Grievance Mechanism

The Group has established a reporting hotline as a mechanism for appropriately processing reports and consultations concerning compliance violations and human rights violations, including harassment.

A system is in place where, while maintaining the strict confidentiality of the reporter or consulter, a specialist investigation team takes responsibility for investigating the facts of reports and consultations received, and implementing corrective measures and measures to prevent recurrence as necessary. In addition to accepting anonymous reports, we also thoroughly ensure the protection of reporters and consulters by prohibiting acts of revenge or unfavorable treatment of reporters and consulters in relation to the content of reports and the fact that an investigation was conducted.

- **Whistleblowing hotline**

The Group has established reporting hotlines in Japan and each site overseas, thereby establishing a system that enables employees of the Group to report and seek consultation on human rights violations, as well as corporate ethics and other compliance violations.

We have established a “Human Rights Hotline” for employees of the Group as a special reporting hotline for problems related to human rights, including harassment. We spread awareness on our internal intranet, and also accept reports by telephone and email.

- **Supplier reporting hotline**

We have established a reporting hotline for compliance violations for the executives, employees, etc., of suppliers in Japan from whom we directly procures goods, software, services, and other items. We provide information on hotlines available for reports on our website.

> For details, please see “Page 98 Corporate Ethics/Compliance.”



Supplier reporting hotline

<https://www.fujitsu-general.com/jp/csr/fair/helpline.html>

## Human Rights

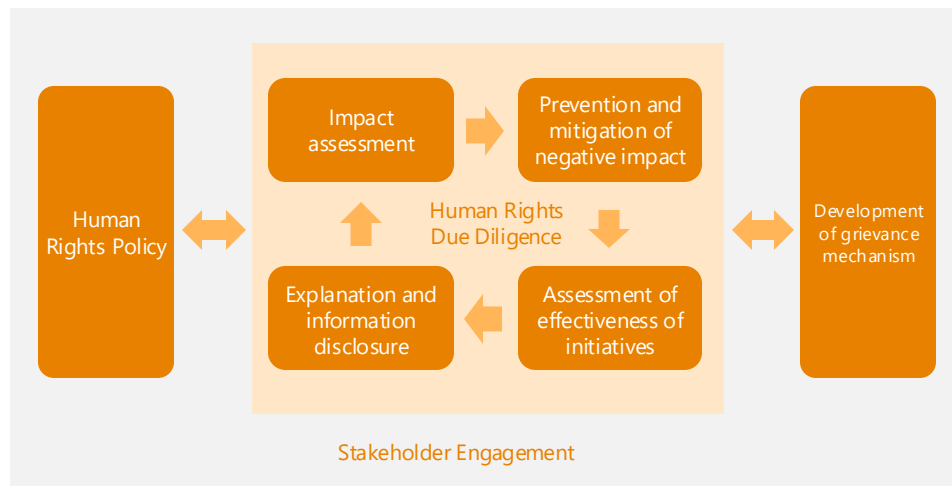
### Human Rights Due Diligence

We perform Human Rights Due Diligence in the Group as part of sustainability due diligence, which includes issues related to human rights, labor, health and safety, the environment, corporate ethics, and information security.

In our human rights due diligence, we respect the “UN Guiding Principles on Business and Human Rights,” and we endeavor to identify, prevent, and mitigate any negative impact on human rights.

If it becomes clear that the Group’s business activities have caused or promoted human rights violations, or if indirect effects through business relationships, etc., have become clear, or if they are not finalized, but it is suspected that there is a possibility of causing violations, we will correct and remedy it through dialogue and appropriate procedures.

### Human rights due diligence process



### Impact assessment

In order to ascertain the current status and actual circumstances of human rights issues, the Group engages in impact assessments of our own Group companies and important suppliers, including on-site interviews.

#### ● Our Group

The Group has various sites where we engage in the development, manufacturing, sale, and servicing of products and components. Of these sites, we conduct impact assessments for manufacturing sites as a priority, taking into consideration the danger of their work. In FY2024, we conducted questionnaire-based surveys and interviews at sites in Japan (Fuji Eco Cycle Co., Ltd. and Aomori Office), including the Headquarters, and our overseas sales subsidiaries (FG (Euro), FG (India), FG (Australia), and PAG). As a result of this year's implementation, 60%\* of our manufacturing bases, R&D Center, and the Headquarters have undergone the assessment.

In the assessment conducted in FY2024, we did not find any material human rights violations that would conflict with the requirements of international norms.

	FY2024
Sites	<ul style="list-style-type: none"> <li>• Headquarters and 4 overseas sales and service companies</li> <li>• 1 production office and 1 recycling subsidiary in Japan</li> </ul>
Details	<ul style="list-style-type: none"> <li>• Questionnaire-based survey</li> <li>• Face-to-face and online interviews</li> </ul>

#### ● Suppliers

In addition to Thailand and China, we conducted questionnaire-based surveys and on-site audits of important suppliers of production subsidiaries in Japan. We created an order of priority for any issues discovered in on-site audits, and requested that suppliers make improvements.

> For details, please see “Page 68 Supply Chain Management.”

\* Implemented at 9 of 15 sites

## Human Rights

### Human Rights Due Diligence (Cont.)

#### Prevention, mitigation, and correction of negative impact

The Group engages in initiatives to prevent, mitigate, and correct any negative impact concerning potential or actual human rights issues that have been identified.

We also engage in the following initiatives with regard to human rights issues at suppliers, and request agreement and compliance with our procurement guidelines.

#### ● Occupational health and safety (The Group and supply chain)

The Group has a large number of plants related to materials and assembly in its own group and supply chain. Therefore, we recognize that consideration for health and safety in the work environment is an important issue. We check the working environments in the plants of our own production subsidiaries and suppliers through on-site audits, and request improvements if any dangers are confirmed.

> For details of the Group's initiatives related to occupational health and safety, please see "Page 58 Occupational Health and Safety."

#### Examples of On-Site Checks

Safety	Status of wearing of safety protection equipment, notices related to safety, evacuation routes, etc.
Health	Status of hygiene management in dining halls, on-site oil leaks, etc.
Environment	Harmful chemical substance management, harmful waste management, etc.

#### ● Discrimination and harassment (The Group)

The Group Code of Conduct (FUJITSU GENERAL Way) clearly states that "We respect each individual's human rights and will not discriminate on the basis of race, color, religion, creed, sex, age, social status, family origin, physical or mental disability or sexual orientation, nor will we commit other violations of human rights."

In order to put our Code of Conduct into practice and prevent discrimination and harassment,

we educate employees of the Group on discrimination and harassment as part of our Code of Conduct training (e-learning).

In anti-harassment training for newly appointed managers and human rights training for all our employees, we also spread awareness of acts that constitute harassment, which require caution in the context of recent human rights problems and the active participation of diverse human resources in our company, etc.

#### ● Labor time (The Company)

As long working hours not only increase the risk of legal compliance, but also increase the risk to employees' health, we have worked to restrict and eradicate long working hours since FY2005. We implement measures such as reducing maximum working hours in agreements between labor and management, prohibiting late-night overtime work, and setting one day a week as a day when all employees finish work at the scheduled time.

We also actively check the health of workers through, for example, medical interviews and consultations with occupational physicians for workers who work long hours.

> For details, please see "Page 53 Work-life Balance."

#### ● Forced labor and child labor (supply chain)

The Group recognizes forced labor and child labor as serious human rights issues, like health and safety. Accordingly, if it is confirmed that any related issues have materialized, we will discuss and appropriately address them as a matter of the utmost priority.

We request that suppliers perform self-checks of initiatives related to these issues through questionnaire-based surveys, and also perform interviews and on-site checks through on-site audits. In on-site audits of suppliers, we ensure awareness among responsible personnel, of the seriousness and importance of forced labor and child labor, with case examples.

## ■ Human Rights

### Human Rights Training

#### ● Human rights training

Together with “Human Rights Week” and “World Human Rights Day,” we also conduct annual training related to human rights to provide an opportunity for employees to “take ownership” of human rights problems and act on them. The course is open to all employees of the Group in Japan (including expatriates).

FY	Title	Number of Eligible Persons	Attendance Rate
2023	Human rights issues related to Diversity, Equity, and Inclusion	2,608	90%
2024	Harassment prevention training	2,740	92%

Human rights training for all employees at overseas sites is provided at each site with which they are affiliated. Each year, the Headquarters Administration Division requests each site to hold Compliance Committee meetings (generally two to four times a year) and to provide compliance training, including human rights. The Headquarters Administration Division summarizes the reports on Compliance Committee meetings held and training provided in accordance with the laws and regulations and policies of the countries where the respective sites are located, and reports them to the Compliance/Risk Management Committee of the Headquarters.

#### ● FUJITSU GENERAL Way Code of Conduct training

The Code of Conduct of the Group clarifies our approach to respect for human rights, and we conduct training every year to ensure the dissemination of this Code of Conduct and ensure that employees are able to act in ways that are consistent with the Code of Conduct. In FY2024, we conducted case study training by e-learning for all employees of the Group in Japan (including expatriates), while also spreading awareness among local employees overseas by email.

### Participation in Initiatives

Since January 2021, the Group has supported the “UN Global Compact (UNGC)” advocated by the United Nations. We have expressed our support for 10 principles across four areas, “protection of human rights,” “elimination of unfair labor practices,” “environmental measures,” and “corruption prevention” advocated in the UNGC. At the same time, we are also promoting business activities in line with the 10 principles of the UNGC, as part of our aim to contribute to the realization of our Corporate Philosophy and a sustainable society.

### Response To the Modern Slavery Act

Under the provisions of the UK Modern Slavery Act and Australia’s Modern Slavery Act, we have disclosed statements related to our initiatives to prevent slave labor and human trafficking on the official websites of the applicable Group companies.



FUJITSU GENERAL (AUST.) PTY LIMITED  
Modern Slavery Statement  
<https://www.fujitsugeneral.com.au/about-us/company-information/modern-slavery-statement>



FUJITSU GENERAL AIR CONDITIONING (U.K.) LIMITED  
Modern Slavery Statement  
<https://www.fujitsu-general.com/uk/regional/modern-slavery-statement.html>



## Human Resources

### Human Resource Development

#### Basic approach

In order to put into practice our Corporate Philosophy of "Living together for our future," the Group is committed to achieving "Creating a Life Conditioner." Every employee involved in this process aims to realize "One's True Self," and through the growth opportunities provided by the Company, contribute to the business and provide new value, while the Company and employees continue to grow and develop through a mutually positive influence.



- The Ideal Human Resource Organization to Achieve the Shared Vision of Employees and the Company



- Striving Toward Realization – Aiming to Be “the Best Place to Work and Grow”



## Human Resources

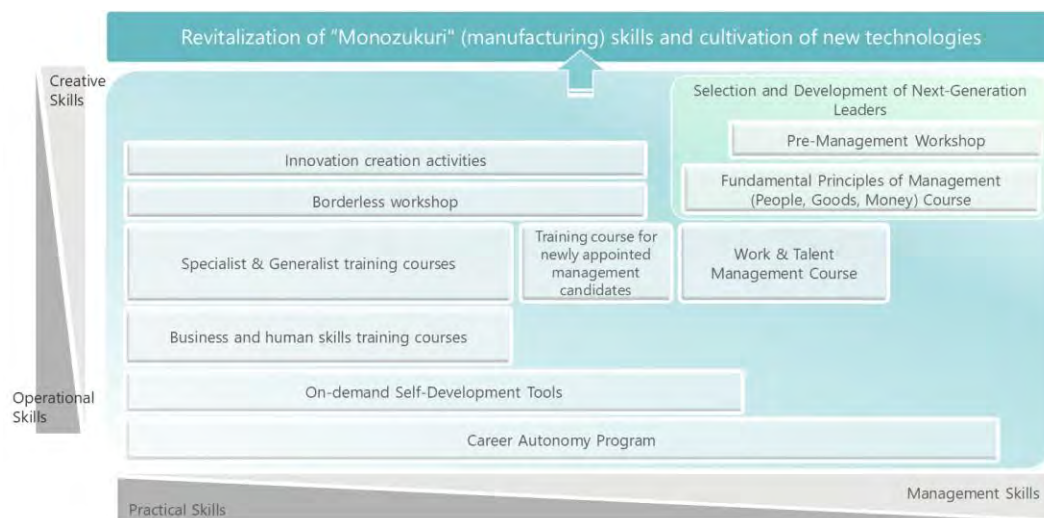
### Human Resource Development (cont.)

#### ● Human resource development system – Providing learning opportunities

In order to grow toward the realization of "One's True Self," it is necessary for each individual to learn independently and autonomously, and to experience and practice this through their work. To this end, the Company will provide opportunities to learn, experience, and implement as growth opportunities.

The chart below illustrates the opportunities to learn offered by the Company. The vertical axis is Creative Skills/Operational Skills, and the horizontal axis is Management Skills/Practical Skills. We expect that employees will use this as a framework for considering what they need to learn as they think about their own careers and their vision for themselves.

Through these learning opportunities, the Company aims to select and nurture the next generation of leaders of the Group, as well as to revitalize our "Monozukuri" (manufacturing) capabilities and study new technologies. What lies at its core is the career autonomy program that helps employees to identify "One's True Self." We have introduced the "Career Ownership Sheet (COS)" for the purpose of understanding each other's career aspirations through one-on-one meetings with supervisors, as well as organizing one's own career aspirations. In the COS, employees think about the vision for themselves in the future, and visualize their aptitude for their current jobs and their own values.



#### ● (FY2024) Results of initiatives related to human resource development

We provide position-specific training for employees at the time of change of position or promotion, such as from student to working adult (new employee training) and from general employee to manager (newly appointed manager training). We have also introduced "on-demand education" and "language learning platforms," as an environment where employees can take the initiative in learning the necessary business skills, knowledge, and languages at any time.

Measures	Content	FY2024 Results
<b>Senior Management Training</b> *By nomination (Selection and development of next generation leaders)	Training for leaders of the next generation to develop future-oriented thinking and problem-solving skills and foster innovation-ship that can transform organizations and society.	Attendees: 2
<b>Newly Appointed Manager Training</b> (Basic training, management training)	<ul style="list-style-type: none"> <li>Learning basic knowledge that managers should be aware of for the execution of their duties</li> <li>Understanding management principles and general rules, and learning methods of managing work and people</li> </ul>	Attendees: 39 Attendance rate: 100% (39 attended/39 eligible persons)
<b>New Employee Training</b>	Transformation of mindset into a working adult, and learning basic knowledge and skills necessary for working at the Company.	Attendees: 52 Attendance rate: 100% (52 attended/52 eligible persons)
<b>50s Career Education</b>	Providing opportunities for the second career group employees to think about their own careers before and after retirement.	Attendees: approx. 340 Attendance rate: approx. 20% (approx. 340 attended/1,700 eligible persons)
<b>On-demand Education Language Learning Platforms</b>	Learning basic knowledge related to business as an employee, as well as knowledge, skills, and expertise directly linked to practical work. A dedicated website has been set up to support language learning.	Approx. 400 persons
<b>Career Ownership Sheet (COS)</b>	Employees fill in the information such as their own thoughts on their vision for themselves in the future, and their aptitude for their current work. This information is then shared with supervisors in one-on-one meetings, thus supporting human resource development and the achievement of career goals.	Approx. 2,000 persons

	FY2024 Results	
	Training Time	Training Expense
<b>Total (training only)</b>	8,093 hours	Approx. 41 million yen
<b>Per Employee</b>	Approx. 62 hours	Approx. 46,000 yen

## Human Resources

### Human Resource Development: Developing Engineers, "Academy of Air Conditioner"

We established the "Academy of Air Conditioner" in 2019, in order to "develop engineers capable of expanding their perspective and maintaining a broad view across all products" and "enhancing development resources by quickly ensuring that new employees contribute to the workforce," for new employees in technical roles in the Air Conditioner Business. At present, we have expanded this education to mid-level employees, as part of our efforts to develop various engineering human resources.

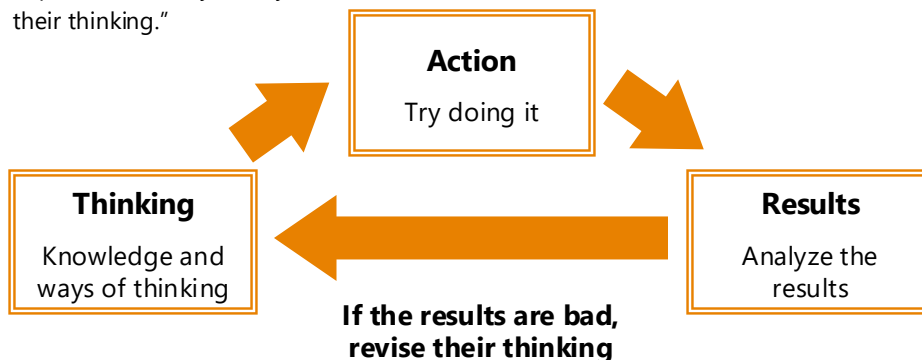
#### Basic policy of the "Academy of Air Conditioner"

Based on the following two basic policies, we will provide the necessary education for all levels from managers to new employees to execute their work.

1. We will greatly expand the scope (perspective) of engineers' current knowledge/thinking/actions, and develop engineers with a high level of awareness and sense of values of growing themselves and ensuring the growth of junior colleagues, based on the principle of thinking and learning for themselves.
2. We will focus on the enhancement of "technical capabilities," "achievement capabilities," and "human capabilities," for engineers at all levels.

#### Human resources development approach of the "Academy of Air Conditioner"

In terms of our approach to human resources development, we provide education at the academy while continuously implementing a cycle that moves from thinking to results, based on the idea that, "First, acquire knowledge and ways of thinking (thinking), then try putting them into practice (action). Sometimes it will go well, and sometimes it will fail, and it is important to analyze why it turned out like it did (results). Then, if the results are bad, revise their thinking."



### Wide-ranging technical training related to all aspects of air conditioners

We provide training to eliminate differences in capabilities between new employees in technical roles, and ensure that each employee can contribute to the workforce. By building foundations for engineers, and expanding their perspective, viewpoint, and outlook, we aim to ensure that they can maintain a broad view across all aspects of products.

#### New employee training (excerpt)

- **Acquisition of technical skills necessary as an engineer**  
Problem-solving exercises, service practical training, etc.
- **Acquisition of necessary human skills and conceptual skills as a working adult**

Logical thinking, ability to express oneself in writing, presentation skills, communication skills, etc.

- **Reverse engineering exercises**

In reverse engineering exercises, participants gain knowledge and develop an understanding of all products from various perspectives, not just design, but also manufacturing, distribution, and customers. Participants also learn about design practices from a "functional" approach, promoting an understanding of the fact that design arises from the relationship between "purpose" and "method." We also provide opportunities for "learning" from experience as part of our efforts to train engineers, to ensure that participants learn the design concepts behind each product (demands and constraints, methods of realization, material and form intent, etc.).



Practical training at new employee training

#### Job-specific training (excerpts)

- Product development planner training
- Project manager training
- Engineer leader training
- Element leader training and others



Workshop for job-specific training



## Human Resources

### Securing Human Resources

#### Measures to hire superior human resources

The Group implements various measures aiming at securing superior human resources, to ensure that the Group can continue moving forward as a company that creates many globally pioneering products and technologies, and progresses and grows together with customers and society.

In new graduate recruitment, we are implementing measures in line with trends in the hiring market and the move toward increasingly early job hunting and hiring activities. We have adopted direct recruiting methods to actively approach the human resources required by the Company. We actively hold internships and seminars at hiring events on topics such as “disassembly and assembly of air conditioners” and endeavor to hire a wide range of students thereby contributing to securing superior human resources.

In mid-career recruitment, we have newly appointed recruiting managers dedicated to each business division and unit to quickly respond to on-site needs, and have expanded our recruiting channels to recruit personnel who are more in tune with the Company’s culture.



New employee training

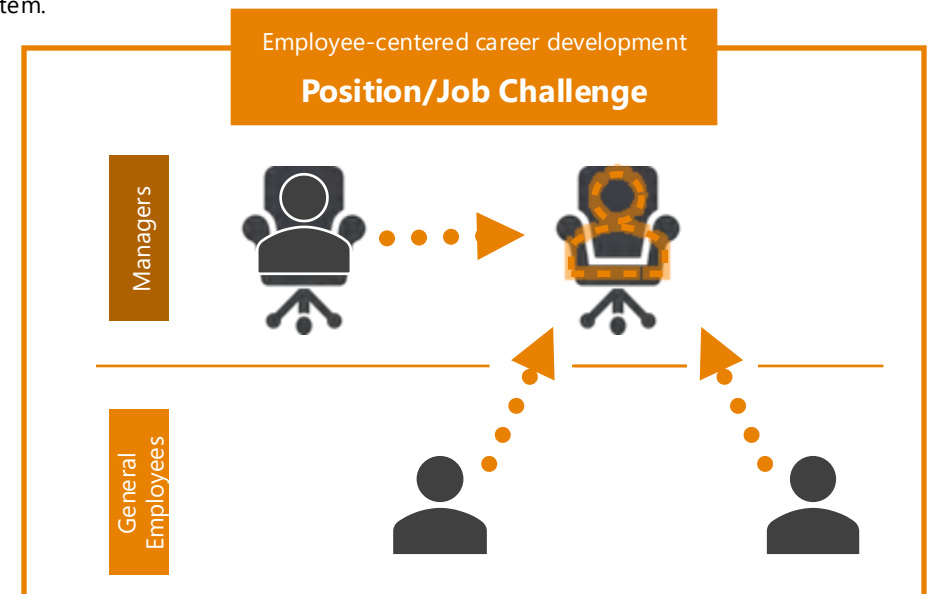
### Promoting Internal Human Resource Mobility

#### Position/Job Challenge system

We have introduced the Position/Job Challenge system to make the existing internal recruitment system and management promotion system more respectful of employees' will. In addition to the autonomous career development by employees, we have a system that allows them to raise their hands and take on challenges of their own will for positions, jobs, and duties of their choice, regardless of whether they are self-recommended or not, in order to realize transfer assignments that respect the will of employees.

We promote growth and development as an organization by fostering a corporate culture of “creating one’s own career” by having employees voluntarily take on the challenge of new businesses, and thus achieving Our Philosophy of “Act Spontaneously.”

Since the introduction of the system in January 2025, approximately 80 employees have voluntarily taken up or accepted new positions. We will continue to create opportunities to encourage employees to take on new challenges by expanding positions and jobs that are more attractive to them while promoting understanding and spreading awareness of the system.





## ■ Human Resources

### Diversity, Equity, and Inclusion

#### Basic approach

The Group positions the promotion of Diversity, Equity, and Inclusion as part of our management strategy. Accordingly, based on the FUJITSU GENERAL Way, we focus on enhancing competitiveness by creating an environment where diverse human resources can actively participate regardless of race, skin color, religion, creed, sex, social status, family origin, disability, sexual orientation, or other factors, while also developing and utilizing these human resources.

#### Promoting women in the Company

As part of the promotion of Diversity, Equity, and Inclusion, the Group works to create a corporate culture where all employees can actively participate regardless of gender. Accordingly, under our action plan based on the “Act on the Promotion of Women’s Active Engagement in Professional Life,” we set targets for FY2021 to FY2026 in areas such as new appointments to managerial and leader roles and the take-up rate of childcare leave among men, and have been publicly disclosing the status of our related initiatives. We have continuously been active in this area since FY2017, with support from External Directors who are experts in Diversity, Equity, and Inclusion, not just as advice, but also through participation in workshops, etc.

In FY2024, women made up 21.2% of regular employment hires, and as of March 20, 2025, there were 13 female managers and 13 females in leadership positions (Grade L). In April 2025, five female employees were newly promoted to managers and leadership positions (Both are standalone).

#### Action Plan for Promoting Women’s Participation (Standalone), covering targets from FY2021 to FY2026\*

1. Promote a total of 15 or more new female employees to newly appointed managerial and leadership positions (Grade L).
2. Regarding male full-time employment
  - (1) Increase the ratio of male employees taking childcare leave or maternity support leave for spouses to 100%.
  - (2) Increase the rate of childcare leave taken by themselves to 70% or more.
  - (3) Increase the average number of days of childcare leave taken by themselves to six weeks (42 days).

\*Please refer to the “Social Data” on page 115 for results.

## Human Resources

### Diversity, Equity, and Inclusion (cont.)

#### Sexual minorities (LGBTQ+)

Understanding sexual minorities (LGBTQ+), which encompass a diverse range of “sexualities,” not only prevents discrimination and harassment, but is also part of our Diversity, Equity, and Inclusion vision, and contributes to putting into practice our Corporate Philosophy and the SDGs. We believe the creation of a workplace that is inclusive of minorities will contribute to an environment whose members can flourish without restrictions, embrace diverse values, and grow by leveraging their strengths. Accordingly, we have been promoting understanding and spreading awareness among employees by continuously treating basic knowledge related to LGBTQ+ in company-wide human rights training, new employee training and new manager training, and company-wide code of conduct training since FY2022.

#### Creation of a comfortable workplace for people with disabilities

The Group has a long history of employing people with disabilities. Since 1970, the Group has been actively employing workers, mainly for production line operations at its refrigerator plants. Accordingly, in 2004, we established FUJITSU GENERAL HEARTWARE LTD. (FGH) as a special subsidiary company in response to trends such as the shift of manufacturing work overseas and the end of the refrigerator business.

At present, FGH performs cleaning in common areas and offices at the Headquarters including Business Offices in Kawasaki, acceptance work for internal posts and deliveries, shredding of confidential documents, packaging and mailing of promotional items, catalogs, service components, etc., and disassembly and separation of air conditioner test items. We have also subdivided duties so that people with disabilities can execute them, including the distribution and collection of leased PCs for employees, as well as the storage of data for purchase orders and repair requests, thereby expanding the range of duties. Under the Group’s Corporate Philosophy, “Living together for our future,” our basic philosophy is for “every disabled person to work with purpose as a working adult, and create joy that contributes to society.” Under this philosophy, we work to maintain and continue a stable

working environment. In particular, we try to promote growth by setting goals suited to individual abilities and increasing opportunities to nurture a sense of self-affirmation. Our initiatives are characterized by our meticulous attention to detail, including regular interviews on both work and daily life, and improvements in work procedures tailored to individual characteristics.

Furthermore, in January 2025, we established an internal committee (FGH Business Promotion Committee) to provide Group-wide support for FGH’s business, with the aim of spreading understanding of FGH within the Group and expanding opportunities for people with disabilities to play an active role through business expansion. Through these activities, we will expand our understanding of diversity throughout the Group and foster a workplace culture in which everyone can play an active role.



#### ● Acquisition of Monisu Certification

FGH acquired “Monisu Certification” in August 2024.

Monisu Certification is a system in which the Ministry of Health, Labour and Welfare certifies that a small or medium-sized business has excellent initiatives related to promoting employment and ensuring stable employment for disabled persons. This system aims to encourage the development of initiatives for the employment of disabled persons across all small and medium-sized businesses, by disclosing the activities of certified companies as regional role models for other companies to refer to.



Garden management at the Headquarters in Kawasaki



Recovery of refrigerant from residential air conditioners

## Human Resources

### Diversity, Equity, and Inclusion (cont.)

#### Support for balancing medical treatment and work

To enable people with cancer and other chronic or intractable diseases requiring continuous treatment to continue working, we allow flexible work arrangements and spread awareness of the system through handbooks and other means. In addition to systems such as special leave, flextime, and working from home to support balancing medical treatment and work, occupational physicians and public health nurses, workplaces, and Human Resources work together to provide individualized support tailored to the situation of the person concerned. In recognition of these activities overall, we have received "Gold" for the "Gan-Ally-Bu Award" continuously since 2020.

#### Re-employment after retirement

The retirement age in the Group is 60, and we have introduced a system of re-employment after retirement up to the age of 65. If such employees want to work in the same manner as before retirement, they can try the Position/Job Challenge. They can take on roles such as the development of junior colleagues and the transfer of their interpersonal networks and technical skills. Examples of such roles include persons with management experience leveraging their knowledge and experience for negotiations and coordination to ensure smooth organizational management and support managers, and training young employees while engaging in their own work as responsible personnel.

#### External transfer support program

In November 2024, we introduced a permanent external transfer support program as part of our efforts to support employees' second careers. For employees who wish to develop their careers outside the Company (subject to years of service and age requirements), we provide career transfer support services, grants to support external transfers, and special leave. Through this program, we aim to help employees think independently about their own careers and take action to realize their goals.

#### Recruiting foreign employees and promoting overseas local employees to executive positions

At the Headquarters in Kawasaki, we accept job applications from not only Japanese, but also foreign nationals and employ them through the same screening procedures. The Group has been appointing human resources with management responsibilities from local employees at overseas bases.

#### Initiatives to prevent discrimination at the hiring stage

In order to prevent the leakage of applicants' personal information during recruitment activities, we ensure to strictly follow the rules for sharing information with interviewers, its collection, and destruction.

In addition, we have prepared a harassment prevention manual for all employees involved in recruitment activities, including interviewers, to prevent language and behavior that could lead to discrimination. We promote understanding through briefings and separate explanations.

#### Human rights hotline (Consultation service on human rights issues)

We have set up a human rights hotline (consultation by e-mail and phone available) as a consultation service for problems related to human rights, such as sexual harassment and power harassment within the Company. Trained staff members give advice in accordance with established procedures while protecting the confidentiality of the hotline users.

In addition to problems caused by harassment, the hotline also accepts a wide range of consultations for cases in which being a minority makes it difficult to work.

## Human Resources

### Work-Life Balance

#### Basic approach

We believe that actively reducing long working hours and promoting the use of annual paid leave, and developing time not only for work but also for private and personal growth will lead to our growth as a company. We have introduced measures and benefit programs tailored to various circumstances to enable a diverse workforce.

#### ● Initiatives related to work styles

##### • Introduction of flextime

To achieve diverse and flexible workstyles, we have introduced a flextime system and a shortened working hours system. Under these systems, employees can choose their own start and end times and the length of time they work within a certain range.

##### • Working from home

We permit working from home when there are circumstances such as childcare, nursing care, or the employee themselves receiving treatment (including hospital visits), and when it is necessary from the perspective of ensuring employee safety and Business Continuity Plan (BCP) in emergencies such as typhoons or snowstorms.

#### ● Initiatives related to labor time

##### • Prevention of long working hours

Since 2005, the Group has been striving to restrict and eradicate long working hours. We implement measures such as reducing maximum working hours in agreements between labor and management, prohibiting late-night overtime work in principle, and setting one day a week as a day when all employees finish work at the scheduled time. From the perspective of employee health management, we also actively check the health of workers through, for example, medical interviews and consultations with occupational physicians for workers who work long hours.

#### ● Initiatives related to leave

To promote the use of annual paid leave, we recommend the planned taking of two days of annual leave by all employees every six months, and also recommend that they take longer breaks by combining annual leave with weekends and national holidays. In addition, starting in FY2025, we discontinued the simultaneous use of summer vacation by all employees. To enable employees to take a summer vacation at a time that suits them, we allow them to set their own summer vacation within a certain period of time.

As a result of such efforts as ensuring that all employees take at least five days of annual paid leave per year from the standpoint of legal compliance, the average number of days of annual paid leave taken in FY2024 was 15.7 days, and the utilization rate was 79.0%.

##### • Various leave systems

We have introduced special leave and accumulated leave to allow employees to take leave according to various circumstances.

Leave	Number of Days	Outline
Wedding leave	Within 5 days	One year from the date of marriage
Maternity support leave for spouses	Within 5 days	During the period from eight weeks prior to when the spouse gives birth (due date) to eight weeks after birth
Bereavement leave	3 to 6 days	When mourning
Menstrual leave	Number of days required	When it is extremely difficult to work on menstrual days
Accumulated leave	Number of days required	5 days paid annually (can be carried over up to 20 days) It may be taken for reasons of personal injury or illness for three or more consecutive days, child nursing/child care, nursing care, infertility treatment, treatment for designated diseases, volunteer work, and self-development.

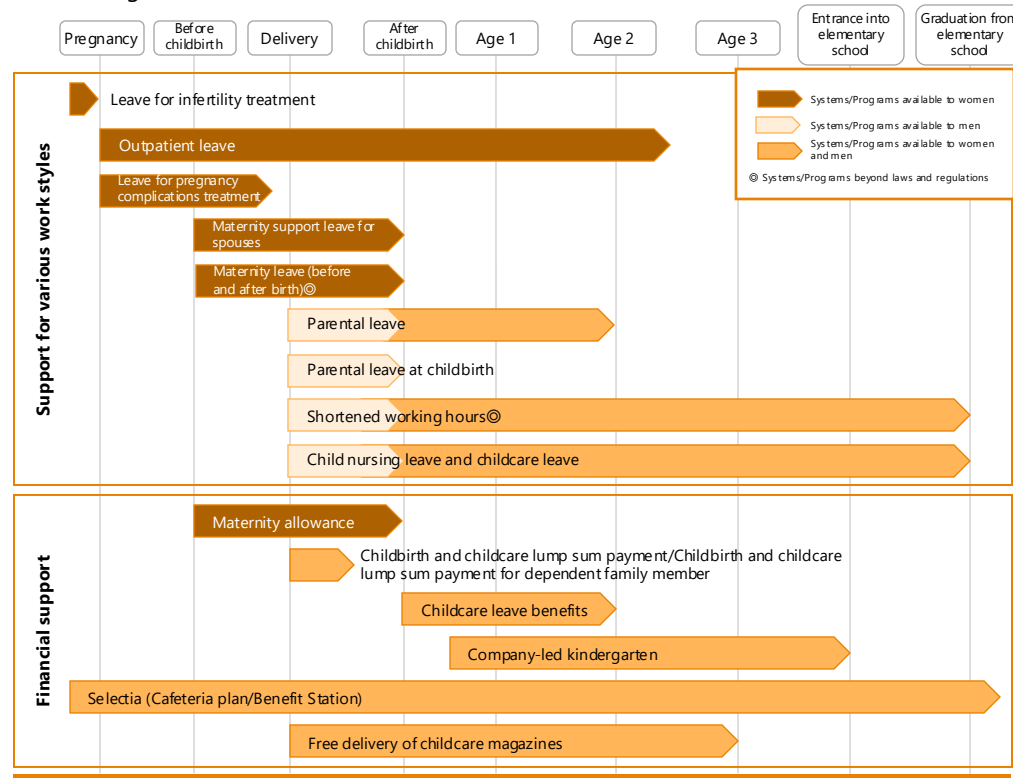


## Human Resources

### Work-Life Balance (Cont.)

#### ● Initiatives related to childcare

To enable employees to balance work and childcare, we have introduced a shortened working hour system, childcare leave, special leave, and other measures that exceed statutory requirements, and we are working to promote understanding of these measures by spreading and raising awareness.



We are also making efforts to promote the use of childcare leave by men. Interviews are held with employees, regardless of gender, who are considering taking childcare leave. In addition

to providing information such as explanations of the available system, we continued to provide support to alleviate concerns, including support from supervisors, and as a result, in FY2024, 68% of male employees took childcare leave.

#### ● Initiatives related to nursing care

We are working to create an environment where employees can balance work and nursing care and continue to work with peace of mind.

We have the nursing care leave system that goes beyond the one set forth in laws and regulations, and employees can take such leave in multiple segments for a period of one year per eligible family member.

In addition, a consultation service for nursing care has been in place since FY2025 to provide information on available company systems that are tailored to individual situations and support for consultation with local authorities.

### Welfare

We have introduced a wide range of welfare measures suited to life plans, including housing assistance, health and medical care, self-enlightenment, and asset formation.

#### ● “Selectia” The Group welfare program

We subscribe to Benefit Station's welfare package service, which provides discounts for use of day care centers, nursing care supplies, recreational facilities/restaurants, travel, and other situations. (Examples: Fitness usage fees, babysitter fees, expenses for the purchase of daily goods, etc.)

We have also introduced a “cafeteria plan,” where employees themselves can select their own welfare options, and grant 10,000 points per year to each employee. Not limited to Benefit Station services, employees can use the points for health and self-development. (Examples: Health checkup expenses, influenza vaccine expenses, etc.) )

## Human Resources

### Welfare (cont.)

#### ● List of welfare

	Company Programs
Housing-Related	<ul style="list-style-type: none"> <li>• Rent assistance (with conditions)</li> <li>• Company housing for transferred employees</li> </ul>
Health and Medical Care-Related	<ul style="list-style-type: none"> <li>• Health checkups beyond the statutory requirements, vaccine assistance (influenza, etc.), dental checkups</li> <li>• Subsidies for various forms of checkups*</li> </ul>
Childcare and Nursing Care Support-Related	<ul style="list-style-type: none"> <li>• Childcare leave until the child turns one year old *Under certain conditions, until the first April 20 on or after the date the child turns two years old</li> <li>• Usage agreement with company-led kindergarten</li> <li>• Nursing care suspension of work and leave beyond the statutory requirements</li> <li>• Childcare assistance*</li> </ul>
Celebration, Mourning, and Disaster-Related	Marriage payment, childbirth payment, condolence payment, wreaths and flower arrangements, payments for temporary work suspensions, payments for work-related injuries, payments for accidents that occur while commuting, and payments for disasters
Culture, Sport, and Recreation-Related	<ul style="list-style-type: none"> <li>• Partial assistance for culture, sport, and recreation activities</li> <li>• Sports service usage assistance*</li> </ul>
Self-enlightenment and Skills Development-Related	<ul style="list-style-type: none"> <li>• Various online seminars and language learning platforms</li> <li>• Public qualification assistance and self-enlightenment support*</li> </ul>
Asset Formation-Related	<ul style="list-style-type: none"> <li>• Asset formation system and incentive payments (payments of 1% of balance as of March 31 of each year for housing and pension only)</li> </ul>
Other Subsidiaries	<ul style="list-style-type: none"> <li>• Employee cafeteria (depending on sites)</li> <li>• Clothing loan</li> <li>• Assistance for postings overseas*</li> <li>• Assistance for purchasing Group products*</li> <li>• Internal communication assistance*</li> </ul>

\* Cafeteria points can be used.

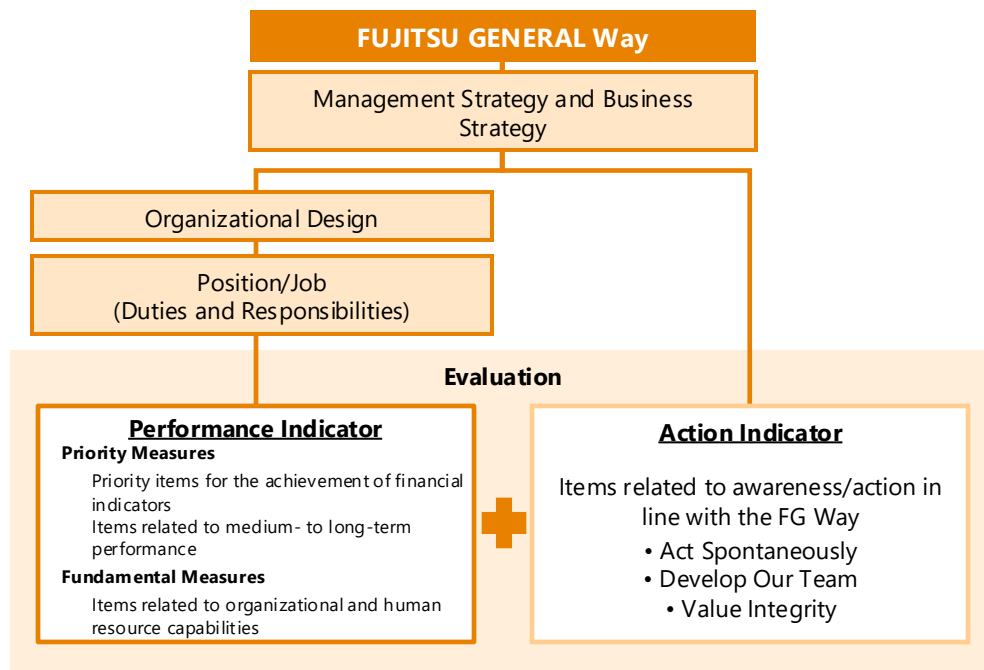
## Human Resources

### Evaluations and Benefits

#### Outline of evaluations and benefits

##### ● Evaluation of managers

We aim to align the direction of the Company with those of individuals toward the achievement of the management plan, and to fairly evaluate and appropriately reward individual contributions. As part of this policy, we have decided to change from "person"-based benefits to "job" and "responsibility"-based benefits, and to eliminate the seniority-based factor. In addition, in order to maintain and improve the competitiveness of our human resources in the external market, we will foster a results-oriented corporate culture by introducing an evaluation system that reflects company performance and position (duties and responsibilities) as well as results (performance). Managers are assessed annually according to the framework in the diagram below.



##### ● Evaluation of non-managers

We conduct evaluations twice a year for all employees other than managers, based on our target management evaluation system (results assessment). In addition to our target management evaluation system (results assessment), we also perform evaluations in the form of "action evaluations" to measure "actions" in line with Our Philosophy, and reflect the results in the treatment of each employee.

##### ● Employees subject to evaluation and details of evaluation

At the time of evaluation, a feedback meeting (one-on-one meeting) between "evaluators" and "evaluatees" is mandatory, and 100% of regular employees (excluding employees on leave, absentees, and others) regularly undergo performance-related results (performance) and career development reviews.

#### Meaning and outline of awards system

The awards system was revised in FY2025 with the aim of spreading the Company's vision throughout the organization and ensuring that organizational and individual efforts are recognized in a timely manner.

By clarifying what actions and results are required and evaluated as an organization and as individuals, we aim to spread the Company's vision throughout the organization and encourage each individual to change their behavior.

Classification	Perspectives on Awards
Good Achievement Award	Recognize organizations and employees for their significant contributions to business performance
Good Initiative Award	Recognize organizations and employees for their progressive initiatives and social contributions
Best Impact Award	Recognize recipients of the Good Achievement Award and Good Initiative Award that should be praised on a company-wide basis

## Human Resources

### Labor-Management Relations (Freedom of Association and Collective Bargaining)

#### Basic approach/labor-management communication

The Group (in Japan) has entered into a collective agreement that determines matters concerning labor conditions and labor-management relations with the Fujitsu General Workers Union (established in 1955/union shop system), which is affiliated with the Japanese Electrical Electronic & Information Union and the Federation of All Fujitsu Workers' Unions, with mutual respect for the union's position.

The agreement stipulates the importance of communication between labor and management, such as the "Establishment of Labor Council at Headquarters and Production Council at plants and other business sites for the purpose of mutual communication between labor-management and to maintain and improve labor productivity." Specifically, we hold labor council meetings (twice a year) attended by the President and other executives, quarterly financial results briefings, and other regular meetings. We also hold labor-management council meetings as necessary, working to maintain sound and positive labor relations through constructive discussions with mutual respect.

In addition to discussions between the Company and the labor union, improvements in personnel systems and working conditions are continuously implemented based on employee feedback, interviews with managers, and surveys of actual conditions. We are working to improve the structure that leads to further employee and company growth by approaching employees from both the Company and the labor union, such as demands from the labor union at spring negotiations, law amendments and enforcement, and discussions on issues with the system, and by reconciling these with labor-management efforts.

#### Labor union activities

##### • Social contribution activities

The Fujitsu General Workers Union works to contribute broadly to society, including solving environmental problems on a global scale, as well as national and regional issues. The union recognizes its social role and responsibility, and engages in various activities to contribute to society and local communities, including "support for education in developing countries"

and" activities to support restoration after the Great East Japan Earthquake," with the aim of harmonious coexistence between people around the world, leveraging the connections developed by its parent bodies.

##### • Support for education in developing countries

The Federation of All Fujitsu Workers' Unions, of which the Fujitsu General Workers Union is a member, has continuously supported the "Cambodia, Angkor Terakoya Project," part of the Global Terakoya Movement of the National Federation of UNESCO Associations in JAPAN, since 2006. As part of these efforts, 23 people from 9 unions were dispatched to Siem Reap Province in Cambodia from November 18 to 23, 2024.

##### • Activities to support restoration after the Great East Japan Earthquake

The Federation of All Fujitsu Workers' Unions works with the Fujitsu Workers Union to support regions where restoration has been delayed from the impact of the tsunami, nuclear accident, or other factors, through planting trees, cutting grass, and other activities in coastal disaster prevention forests in Fukushima Prefecture, which were lost in the Great East Japan Earthquake. In October 2024 and May 2025, 93 people were dispatched for "coastal disaster forest reforestation activities in Minamisoma City." The group planted 700 trees.

##### • Campaign activities and collection volunteer initiatives

The Fujitsu General Workers Union supports the purpose of the social contribution

activities conducted by parent bodies such as the Japanese Electrical, Electronic & Information Union and the Federation of All Fujitsu Workers' Unions. It campaigns to support these activities.

As an activity that anyone can take part in, the Fujitsu General Workers Union also conducts collection-based volunteer activities. Through the Federation of All Fujitsu Workers' Unions,

it donated the equivalent of 2,664.4 Bell Mark tokens, 1,010g of used stamps, and 22 ink cartridges collected from workplaces to the designated organizations.



A scene from a Central Labor Council meeting

\*Union shop system: A system in which hired workers must join a specific labor union within a certain period



## Occupational Health and Safety/Health and Productivity Management

### Occupational Health and Safety Policy

#### Fujitsu General Group Occupational Health and Safety Policy

The Corporate Philosophy of the Fujitsu General Group is “Living together for our future,” and we believe that the foundations of the Group lie in all our people working together. We aim to sustainably enhance corporate value, by prioritizing the creation of a workplace environment that protects the safety and health of workers as we engage in business activities.

\*All our people working together: Includes employees, dispatch employees, part-time employees, subcontractors, and employees of partner companies

#### [Action Principles]

- We will comply with laws and regulations related to occupational health and safety in each country and region.
- We will investigate and reduce risks related to dangerous and harmful workplace environments, and will aim to achieve zero occupational accidents.
- ILO Declaration on Fundamental Principles and Rights at Work
- National Action Plan on Business and Human Rights
- Labor and management will consult each other on occupational health and safety management on an ongoing basis.
- We will actively disclose information related to occupational health and safety.

Published: March 22, 2024

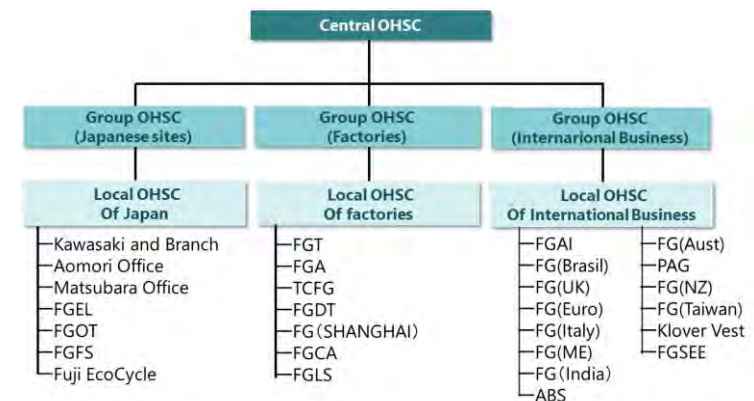
### Safety Management Initiatives

#### Safety management

Under our aim of achieving “zero occupational accidents” while complying with the laws and regulations of each country, the Group works to improve the labor environment by holding meetings of the Safety & Health Committee, where we analyze factors causing occupational accidents and deliberate measures to prevent recurrence.

When occupational accidents occur, in accordance with our Health and Safety Rules, we promptly implement measures to prevent recurrence, and submit reports to the supervising division and the Safety & Health Committee.

Based on the “Fujitsu General Group Occupational Health and Safety Policy”, we have established an occupational health and safety structure covering all global bases with the Safety & Hygiene Committee at the top in order to create a workplace environment that ensures the safety and health of all employees. Specifically, we have established the “Supervisory Safety & Hygiene Committee” that coordinates and manages the safety and hygiene committees of domestic bases, overseas production bases, and overseas sales companies, and the “Safety & Hygiene Committee” that consolidates all Group companies. At these committee meetings, we share the status of occurrence of accidents and deliberate matters such as revisions and unification of safety rules, as part of our aim to achieve zero occupational accidents.



## ■ Occupational Health and Safety/Health and Productivity Management

### Safety Management Initiatives (cont.)

#### Risk assessment and workplace inspections

In the Group, we conduct regular risk assessments and workplace inspections, to ensure the safety of employees at both office and operational sites, and to maintain a healthy and hygienic working environment. We inspect forklifts, cranes, and other machinery and equipment, based on the content and frequency stipulated in the laws and regulations of each country. Additionally, when installing new facilities and changing operational procedures, we identify any related risks in advance, and conduct activities to prevent occupational accidents.

Where subject to laws and regulations, in the Group (in Japan), health supervisors conduct weekly workplace inspections and occupational physicians carry out monthly workplace inspections. In this way, we check both office and operational environments, and provide instructions for improvements. In April 2024, we established Chemical Substance Management Standards to prevent occupational accidents caused by chemical substances. Chemical substances are strictly managed in accordance with established standards for handling, storage, and the use of protective equipment.

#### Acquisition of ISO45001 certification for occupational health and safety management systems

The Group has prioritized the acquisition of certification at plants overseas where it is necessary to strengthen labor management.

As of March 2024, we have obtained ISO45001 certification at 5 sites out of 9 sites, including global ones (approximately 50%).

#### Safety education

At the Group (in Japan), for all employees including non-regular and temporary employees, safety and health training is conducted as necessary at the time of hiring and new assignment. In FY2024, we set up a billboard in July for the National Safety Week and for the National Occupational Health Week in October in the area of the Headquarters in Kawasaki to raise employees' awareness.

Education/Seminar	Number of Participants in FY2024
Education at the time of hiring	90
Safety standards education	103
• Gas welding	32
• Refrigerant handling	30
• Slings and cranes	13
• Forklifts	28

The Group provides various training and education for the respective work environment as activities to reduce risk, including training on the handling of refrigerants and measures in the event of leaks based on standards under laws and regulations, and forklift education.

## Occupational Health and Safety/Health and Productivity Management

### Safety Management Initiatives (cont.)

#### Safe driving

At the Company, e-learning is utilized to promote safer driving, focusing on the prevention of accidents, raising safety awareness, and the traffic rules for employees who use company cars for business, and those who commute by private car, motorcycle, or bicycle.

Details of safe driving seminars (actual results for FY2024)

Eligible Persons	Content (E-Learning)	Number of Participants in FY2024
Persons driving vehicles for operational purposes	<ul style="list-style-type: none"> <li>• Explanations of the occurrence of accidents at the Company, losses caused by accidents, and accident prevention methods</li> <li>• Viewing of accident footage from dashcams (multiple incidents)</li> <li>• Checking test (full marks are required to complete the course), questionnaire</li> </ul>	1,194
Persons commuting using privately owned bicycles	<ul style="list-style-type: none"> <li>• Viewing of traffic safety video for each type of vehicle (bicycle or own car)</li> <li>• Checking test for each type of vehicle (full marks are required to complete the course)</li> <li>• Questionnaire (common)</li> </ul>	663
Persons commuting using their own cars		567

#### Disaster prevention training

In the Group (in Japan), evacuation drills are conducted in November in order to strengthen our initial response readiness in the event of a natural disaster, as well as to raise employee awareness of disaster. In FY2024, we conducted simulations on the assumption of an earthquake directly under the Tokyo metropolitan area (with an intensity of lower 6 on the Japanese scale). The drill involved 300 participants, including executives, representatives of employees (including temporary employees) at the Kawasaki Headquarters, and members of the local firefighting team. The exercise included simulations of rescue and relief operations, evacuation routes, and employee safety confirmation procedures.

In addition, a safety confirmation system is in place to quickly confirm the safety of employees in the event of a major disaster. In preparation for such an emergency, we hold regular drills to confirm the safety of employees using mobile terminals, separately from evacuation drills.

	FY2024
Number of drills (safety confirmation system)	2 times

## Occupational Health and Safety/Health and Productivity Management

### Accidents and Occurrence Status

At key locations in the Group, we identify the status of accidents occurring at production sites, service sites, etc., every quarter, and utilize this information to prevent similar accidents occurring in the future.

#### ● Number of industrial accidents (target: 0)\*

	FY2022	FY2023	FY2024
Standalone	6	6	11
Key production plants	28	21	28

#### ● Lost time injury frequency rate [LTIFR]\*

	FY2022	FY2023	FY2024
Standalone	0.26	0.78	0.96

\* Does not include dispatch employees.

This shows the frequency of occupational accidents resulting in lost work time, expressed in the number of casualties for every 1,000,000 working hours.

Number of casualties resulting from occupational accidents (absence of 1 day or more) ÷ Total working hours × 1,000,000

#### ● Lost time injury severity rate\*

	FY2022	FY2023	FY2024
Standalone	0.0013	0.0115	0.0032

\* Does not include dispatch employees.

This shows the severity of the calamity, expressed in man-days lost per 1,000 hours worked.

Total number of working days lost/Total actual working hours × 1,000

#### ● Number of fatalities related to workplace accidents

	FY2022	FY2023	FY2024
Standalone	0	0	0
Key production plants	0	0	0



## Occupational Health and Safety/Health and Productivity Management

### Basic Approach to Health and Productivity Management

#### Promotion of health and productivity management

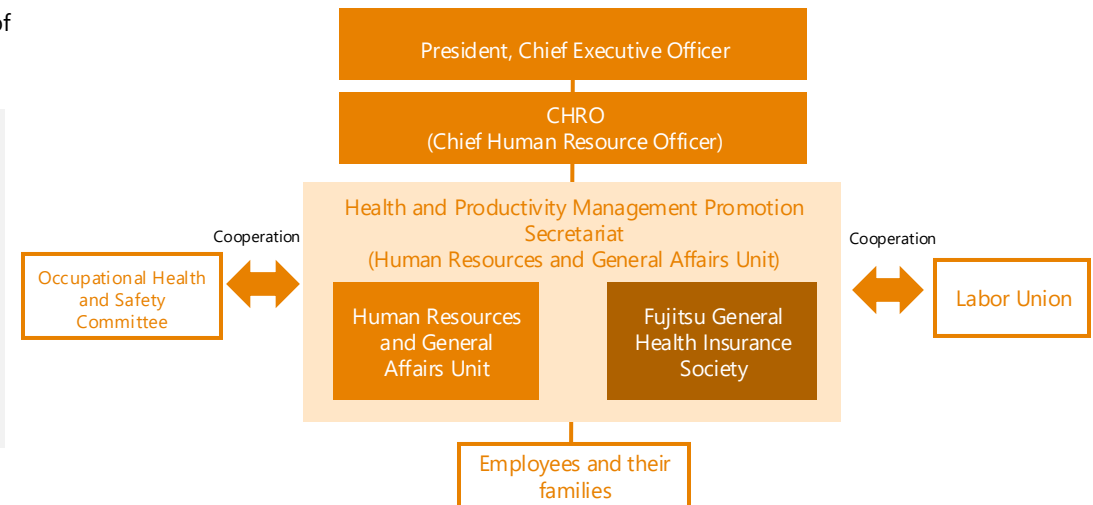
In order to create a working environment in which employees work energetically, enhance their skills, and grow as individuals, it is essential to develop a workplace that fosters a rewarding organizational climate and makes the most of diversity. As the foundation of all our efforts, we believe that the maintenance and promotion of each individual's health, or health and productivity management and occupational health and safety, is extremely important, and we are working on health and productivity management from the 3 perspectives of "health of individuals," "health of organizations," and "health of society."

#### Fujitsu General Group Declaration of Employee Wellness

In order to offer "comfort and safe space" to customers and society around the world, Fujitsu General positions the health of our employees and their families as the greatest asset of our company, and we will continue to be a company that provides every employee with "fulfilling and vibrant workplace," where they can experience the "happiness" of "Living together for our future."

#### Promotion structure

The Group values the health of our employees and their families, and we hold regular meetings of the "Health and Productivity Management Promotion Liaison Committee" to promote Health and Productivity Management. At these meetings, the committee discusses Health and Productivity Management measures, and formulates and executes related plans. In this way, we aim to enhance employee health and productivity, and contribute to regional society and families, while actively providing support to achieve our Corporate Philosophy of "Living together for our future."



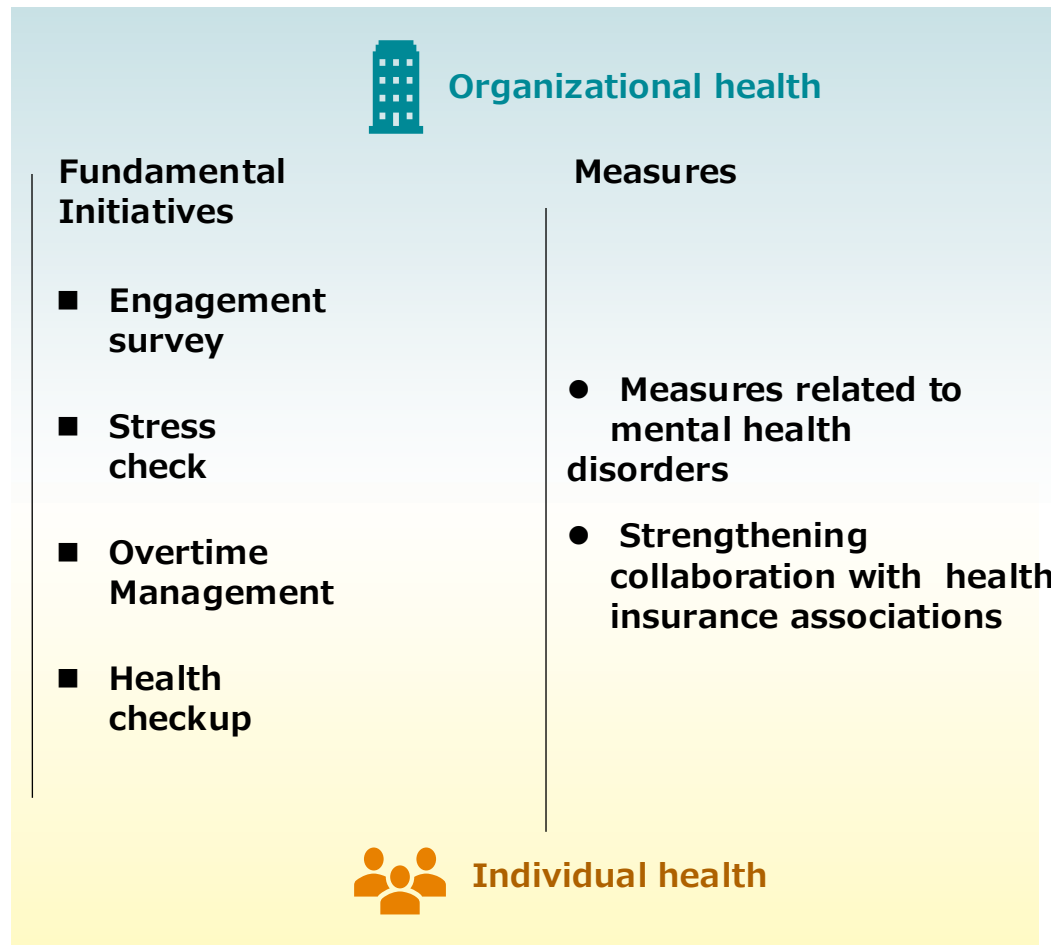
#### Health and Productivity Management Strategy Map

We regularly track progress and assess the effects of initiatives using KPIs and assessment indicators set based on our Health and Productivity Management Strategy Map. We invest in health and productivity issues, verify the effects of our investments, and implement various measures related to the health of individuals, organizations, and society. Through these measures, we promote the "well-being" of all participating stakeholders, as part of our commitment to fulfill our social responsibility (See the next page for details).

## Occupational Health and Safety/Health and Productivity Management

### Health Management Strategy Map

#### Health Management Initiatives Implementation



#### Effects

- Improving engagement
- Reducing absenteeism (e.g., improving absenteeism rates)

#### Achievement

The challenge to Become the Best Place to Work & Grow

#### Mission KIZUNA Initiatives that contribute to key measures

##### Our Vision Creating a Life Conditioner



##### Mission KIZUNA Five Key Initiatives

- Growth of air conditioning businesses
- Acceleration of the Tech-solutions
- Improve development quality /productivity
- New business/new service creation
- Strengthen business and human resources management infrastructure and innovation

#### Transformation to a High-Profit Structure through Strengthening the Management Foundation

- Organizational Design and Resource Planning Aligned with Business Strategy
- HR Management to Realize the Strategy

#### Creating a Work Environment Where Employees Thrive, Enhance Skills, and Achieve Personal Growth

- Improvement of Employee Well-Being and Creating a Workplace that Embraces Diversity
- The Challenge to Become the Best Place to Work & Grow

## Occupational Health and Safety/Health and Productivity Management

### Health and Productivity Management Initiatives

#### Support for health maintenance and promotion through health checkups and guidance

At the Group (in Japan), we conduct health checkups every year, and support health maintenance and promotion. In addition to health consultations for workers who work long hours, we also hold regular health consultations with medical professionals for all employees. Through appropriate consultations, guidance, and discussions on health by occupational physicians, we contribute to the prevention and early discovery of mental illness, and to strengthening of health management. At overseas Group companies, we also promote initiatives to maintain and promote employee health in accordance with circumstances in each country.

	FY2020	FY2021	FY2022	FY2023	FY2024
The Company	99.9%	100%	100%	100%	100%
The Group (Japan)	98.4%	99.6%	99.9%	99.6%	99.1%

\* Excludes executive, part-time employees, dispatch employees, and persons undergoing health checkups at the time of employment

#### Stress checks

At the Group (in Japan), every year, we conduct stress checks for all employees, including temporary employees. We assess employees' stress levels and contributing factors, check and analyze the soundness of mental health in the workplace environment, and quickly identify stress risks among employees. In this way, we endeavor to improve the workplace environment, and provide appropriate support and interventions.

	FY2020	FY2021	FY2022	FY2023	FY2024
General health risk	94	93	88	91	91
Proportion of people with high stress	278 (10.8%)	316 (11.7%)	352 (12.4%)	329 (12.7%)	306 (11.9%)

#### Well-being survey

The Group (in Japan) measures the well-being and health status of all employees. The results are used to improve the workplace environment and enhance health and wellness support for employees.

##### ● Absenteeism

Absenteeism refers to a state where it is difficult for employees to execute their duties, including being late, leaving early, or missing or being absent from work, owing to mental or physical unwellness. We track the average number of days of work missed due to illness among all employees as a management indicator. In FY2024, the average number of days of work missed was 2.11, based on a survey of 1,718 employees (response rate: 100%). We work with occupational physicians to implement multifaceted initiatives tailored to the issues faced, including appropriate attendance management, workplace environment improvements, and measures based on the results of health checkups.

	FY2020	FY2021	FY2022	FY2023	FY2024
The Company	1.53 days	1.72 days	1.61 days	2.57 days	2.11 days

##### ● Presenteeism

Presenteeism refers to a state where an employee is at work, but mental or physical health problems negatively affect business performance. In FY2024, we assessed absolute presenteeism for 1,781 employees using the World Health Organization Health and Performance Questionnaire (WHO-HPQ) (score from 0 to 100), and the result was a score of 77.0 (response rate: 83.6%). The higher the score for this index, the better the performance of employees. We verify the extent to which investments in health enhance productivity, and our target is to increase this index to a score of 80 or above.

	FY2020	FY2021	FY2022	FY2023	FY2024
The Company	-	62.4	77.0	76.9	77.0

## Occupational Health and Safety/Health and Productivity Management

### Health and Productivity Management Initiatives (cont.)

#### Work engagement

Work engagement is an indicator that shows how passionate employees are toward their organization and operations, and how much they participate. Specifically, it shows whether employees are enthusiastic about their work, whether they act on their own initiative, their attitude toward work, and whether they are satisfied with the results. The Company conducts original employee surveys incorporating 9 items from the shortened version of the Utrecht Work Engagement Scale as well as 2 original items, and measures the results. In FY2024, we conducted a survey of all 2,131 employees of the Group (in Japan). The result was 2.54, with a response rate of 83.6%. We encourage each employee to share our vision, work at the Company with pride, and work with vibrancy. As a result of such measures, we aim to enhance productivity and corporate business performance.

	FY2020	FY2021	FY2022	FY2023	FY2024
Utrecht Work Engagement (9 items)	-	-	3.24 (Response rate:80.5%)	3.26 (Response rate:78.9%)	-
Original Questions (2 items)	2.49 (Response rate:80.2%)	2.56 (Response rate:82.4%)	2.49 (Response rate:86.6%)	-	2.54 (Response rate:83.6%)

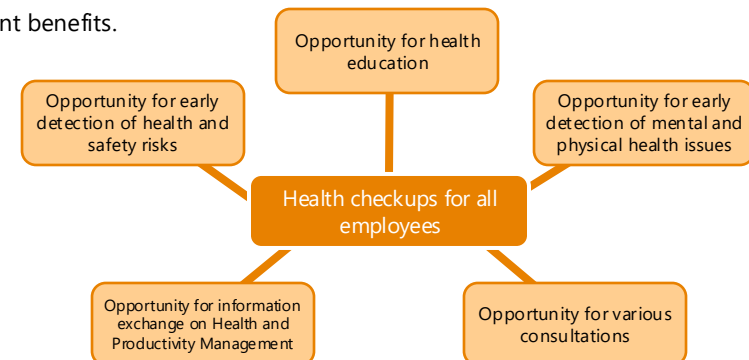
#### Targeting people at high risk

The Company screens employees for risk related to lifestyle diseases, and provides guidance to those at high risk to encourage behavioral change. We provide specific health guidance to people for whom measures to prevent lifestyle disease are judged necessary from the results of health checkups. In FY2023, 65.2% of eligible employees received this guidance. In addition, we also provide free tests for stomach cancer, colon cancer, prostate cancer, breast cancer, and uterine cancer together with tests stipulated in laws and regulations, to aid the early discovery and treatment of cancer. Furthermore, optional abdominal ultrasound exams are also available, and many employees take advantage of these services. We provide dental checkups (free) to employees who desire them, enabling them to ascertain the status of their dental health. Additionally, we provide special health checkups twice a year (once every six months) for employees performing welding operations, employees working regularly in loud

noise environments, employees engaging in hazardous work such as late-night work, and other employees for whom it is deemed necessary by occupational physicians. In FY2024, we conducted such checkups for 58 employees in June, and 55 employees in December.

#### Mental health

In order to support health education and cooperation with medical professionals, the Company offers health consultations lasting 15 minutes by occupational physicians and public health nurses for all employees. These consultations provide an opportunity for early detection of health risks, education and consultation. These efforts are expected to deliver significant benefits.



In addition, improving the management skills of managers is essential to protect the health of employees. In particular, we have enhanced practical training programs since FY2024 to enable managers to detect mental and physical problems of their team members at an early stage and deal with them appropriately.

We have also introduced a mentoring system for new employees, offering regular meetings with mentors and consultation services through an internal communication tool.

External industrial counselors provide training for mentors and mentees to help them identify and resolve concerns early and foster a comfortable work environment.





## Occupational Health and Safety/Health and Productivity Management

### Activities to Promote Health and Productivity Management

#### Health Design Center

In FY2019, the Company established the “Health Design Center” based on our Declaration of Employee Wellness. We designed this center as a community place where employees can gather and connect. The Health Design Center is fully equipped with an Active Zone that promotes refreshment through moderate exercise, such as monkey bars and table tennis, a Relax Zone offering short breaks with a yoga app and balance balls, a Design Working Zone where employees can optimize workstyles and environments for greater efficiency, and a Healthcare Center where employees can consult occupational physicians and health staff about wellness matters.



#### Individual health initiatives

At the Company, we actively promote initiatives to enhance health literacy through education, information provision, and communication support. Health literacy is an essential capability for individuals to accurately understand health-related information and use it effectively to maintain their well-being. Through these efforts, we enhance the ability of employees to manage their health, and support the realization of a healthy and fulfilling lifestyle.

- Heat stroke treatment flow and preventive measures
- Women's health support app/Free hormone test
- Awareness-raising measures related to nursing care system
- Provision of information on health risks of smoking
- Guidance for receiving specialized testing, such as cancer screening
- Digital detox guide (improvement of sleep quality)
- Provision of a pedometer app• Bone density test
- Locomotive challenge (physical fitness age measurement and related activities)
- Development of lectures by occupational physicians (exercise/oral health/nutrition and diet/fall prevention/HPV vaccination/respiratory infections/alcohol/infectious diseases/heat shock/hay fever/mental health)

#### Organizational health initiatives

Good relationships among employees and a high level of psychological safety are important for overall organizational performance. We encourage teamwork and the creation of a comfortable workplace environment, by actively implementing initiatives to support communication among employees and their families, and ensuring that employees are connected to one another and foster better communication in order to create a favorable environment.

Family interaction events include walking events, family days, sports viewing events, and app-based walking health challenge events held across Japan.



#### Social health initiatives

To promote the achievement of our Corporate Philosophy, “Living together for our future,” the Company actively shares information and engages in dialogue, and discloses information about our initiatives to companies and groups that aim to implement Health and Productivity Management. We cooperate with regional companies and organizations in industry, academia, and the government to spread Health and Productivity Management and contribute to regional society.

The “creation of social health” aims at activities and measures to create a state of health and well-being across society as a whole. Through these initiatives, we aim not only to maintain and enhance the health of individuals, but also to pursue the health and well-being of society as a whole and create a sustainable society.



## Occupational Health and Safety/Health and Productivity Management

### Results of Health and Productivity Management Initiatives

#### 2025 Certified KENKO Investment for Health

##### Outstanding Organizations Recognition Program

A “Certified KENKO Investment for Health Outstanding Organization” is a name given to companies and groups that actively implement initiatives related to “Health and Productivity Management,” under an assessment program led by the Ministry of Economy, Trade and Industry (METI), Nippon Kenko Kaigi, and other organizations. We won praise and recognition for our prioritization of employee health from a management perspective, promotion of appropriate initiatives, and our promotion of Health and Productivity Management, including a comprehensive range of initiatives related to health, such as employee health encouragement and mental health support, and improvements to the labor environment.



#### Sports Yell Company 2025

“Sports Yell Company” is a certification granted to companies that are actively promoting sports activities with the aim of enhancing health. When companies have acquired this title, it indicates that they implement various initiatives related to sports with the aim of enhancing health and creating a comfortable workplace environment, and that these initiatives have been rated highly. The Group has won this award for six years in a row. Our initiatives based on an awareness of mental and physical health have won significant praise, including the provision of opportunities for sports and exercise at our Health Design Center, event activities through our Kenko Iki Iki Challenge Program app, and events with sports instructors.



#### Gan-Ally-Bu Award 2024

The “Gan-Ally-Bu Award” is an award that recognizes and commemorates cancer-related initiatives and enlightenment activities. This award recognizes corporate measures to address cancer and enlightenment activities, and certifies their social contribution. The Fujitsu General Group has won the Gan-Ally-Bu “Gold” Award for five consecutive years. This fiscal year, we were particularly recognized for our efforts to introduce chest CT scans for early detection of lung cancer, as well as for the dispatch of mobile screening units to the Headquarters and regional offices to create an environment that facilitates employee access to medical examinations.



#### Corporate Action to Promote Cancer Control

“Corporate Action to Promote Cancer Control” is an initiative to promote voluntary activities to strengthen corporate initiatives related to cancer and promote the prevention of cancer and countermeasures. We have won an award from Corporate Action to Promote Cancer Control, which consists of multiple companies and groups entrusted by the Ministry of Health, Labour and Welfare. We were particularly recognized for the high levels of cancer checkup rates. Through these initiatives, companies fulfill their social responsibility, while also promoting the enhancement of employee health and increasing awareness of cancer, and contributing to the creation of a healthy society. By actively implementing the corporate action for cancer prevention, we promote countermeasures against cancer across society as a whole and serves an important role in creating a healthy society.



## ■ Supply Chain Management

### Procurement Policy

#### Procurement Policy

Based on our Corporate Philosophy, “Living together for our future,” the Fujitsu General Group engages in materials procurement activities in accordance with the following procurement policies.

- **Practicing fair and impartial materials procurement**

Suppliers are selected based on comprehensive assessments from perspectives such as reliability as a company, technical capabilities, quality and price of procured items, supply timelines, and corporate social responsibility. In addition, regardless of whether suppliers are based in Japan or overseas and the size of their business, we always offer fair and impartial opportunities for participation and address them earnestly.

- **Harmonious coexistence and co-prosperity with suppliers**

To promote business activities that create new product value, the Fujitsu General Group engages in mutual improvement with suppliers around the world, and creates competitive products based on long-term partnerships, as part of our aim to achieve relationships based on harmonious coexistence and co-prosperity.

- **Promotion of sustainable procurement**

We respect global international standards, and work with suppliers to promote sustainable procurement, including respect for human rights, health and safety, global environmental conservation, compliance with laws and regulations, fair transactions, and corporate ethics.

Published: March 22, 2024

### Sustainable Procurement

Based on our Corporate Philosophy, “ - Living together for our future - ,” the Group engages in sustainable procurement as follows, in order to contribute to the sustainable development of society through our businesses.

- **Respect for human rights**

We promote business activities that respect the human rights of all persons involved in the businesses of the Fujitsu General Group.

- **Ensuring health and safety**

We ensure the health and safety of all persons involved in the businesses of the Fujitsu General Group.

- **Consideration for the environment**

We promote business activities that take into consideration environmental conservation and the reduction of our environmental impact.

- **Compliance with laws and regulations**

We comply with all related laws, regulations, and international conventions that apply in countries and regions where we conduct business activities, and we also respect all social norms, including international norms.

- **Maintenance of healthy trading relationships**

We will not engage in any actions that cast doubt upon the fairness of our relationship with suppliers, such as the acceptance of personal gain (monetary, goods, services, etc.), and the abuse of our superior position.

- **Information security and respect for intellectual property**

We will appropriately manage and maintain the confidentiality of information and intellectual property obtained in the course of procurement transactions.

The Group has prepared the “Guideline for Sustainable Procurement,” which set forth the above policies in more detail, and we request that suppliers understand and consent to this guideline.

## Supply Chain Management

### Sustainable Procurement (cont.)

#### Guideline for Sustainable Procurement

The Guideline for Sustainable Procurement of the Group is based on the RBA Code of Conduct as well as the Responsible Business Conduct Guidelines of the Japan Electronics Information Technology Industries Association (JEITA). It applies the principles set forth in the ILO Declaration of Basic Principles and Rights in Labor, the Universal Declaration of Human Rights, UN Guidelines on Business and Human Rights Principles, Sustainable Development Goals (SDGs), and the “Ten Principles of the UN Global Compact across four themes.”

Based on this guideline, the Group spreads awareness of the actions and activities that we expect suppliers to practice and comply with, and we request that they consent to this guideline.

In line with the RBA Code of Conduct (ver 8.0) coming into effect, in March 2024, we revised the procurement guidelines of the Group. Going forward, we will continue to consider revisions based on broad trends in society.

	FY2022	FY2023	FY2024
Number of companies that have been requested to consent to the procurement guideline	1,171 companies	1,276 companies	1,100 companies
Number of companies that have consented to the procurement guideline	1,124 companies	1,235 companies	1,081 companies
Proportion of companies that have consented to the procurement guideline	Approx. 95%	Approx. 96%	Approx. 98%



Guideline for Sustainable Procurement  
<https://www.fujitsu-general.com/shared/jp/pdf-f000-sustainability-guideline-en-01.pdf>

#### Sustainable procurement promotion structure

The Group has established the Sustainability Promotion Committee as a body below the Board of Directors. The Sustainability Promotion Committee plays a central role in deliberating, reporting, and decision-making related to sustainable procurement and other sustainability initiatives. Basically, through this committee, we make concerted efforts to spread awareness of such initiatives throughout the Group (after further deliberation by the Board of Directors for particularly important matters). The promotion structure for sustainable procurement activities is as follows.





## Supply Chain Management

### Green Procurement

The Group aims to develop products that create abundant lifestyles, while taking global environmental conservation into consideration. With the cooperation of suppliers, we promote Green Procurement as an activity that takes the environment into consideration from the materials procurement stage.

We request that suppliers engage in initiatives based on the "Fujitsu General Group Green Procurement Direction" as well as the "Fujitsu General Group's Individual Policy (Specification)." In addition, we also conduct monitoring through environmental surveys and request that suppliers engage in activities with respect to their environmental management systems.

#### ● Green Procurement conditions required of suppliers

Condition	Suppliers of Components*	Other Suppliers
Establishment of Environmental Management System (EMS)	○	○
Compliance with Fujitsu General Group regulations for designated chemical substances	○	-
Establishment of Chemical Substances Management System (CMS) for chemical substances contained in products	○	-



Green Procurement

<https://www.fujitsu-general.com/global/procurement/green.html>

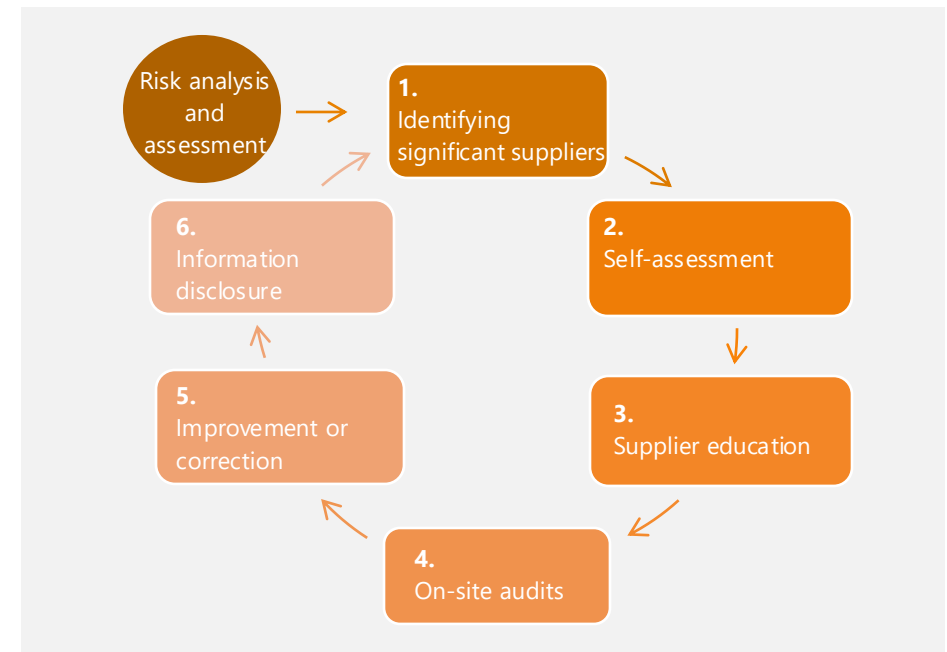
\*This applies to products delivered to the Fujitsu General Group and its suppliers.

\*The information in this section is based on activities and results as of September 2025.

### Sustainability Due Diligence

Japan, Thailand, and China make up the majority of the Group's Tier-1 suppliers. Accordingly, from the perspective of Supply Chain Management, we focus mainly on these three countries as we work to enhance understanding of our Guideline for Sustainable Procurement, while also successively performing sustainability due diligence, particularly in relation to human rights, the environment, occupational health and safety, and governance, in order to confirm the status of CSR initiatives.

#### ● Activity cycle



On the following page, we provide explanations of each cycle.

## Supply Chain Management

### Sustainability Due Diligence (cont.)

#### 1. Identifying significant suppliers

We determine significant suppliers based on those that make up 80% of the annual monetary amount purchased by the Company, and conduct sustainability due diligence on those suppliers. Through assessments based on risk analysis, we also recognize that we must prioritize sites located overseas, so we are gradually conducting sustainability due diligence.

	FY2024
Procurement suppliers (Tier-1 suppliers)	1,100 companies
Significant suppliers	191 companies

#### 2. Self-assessment

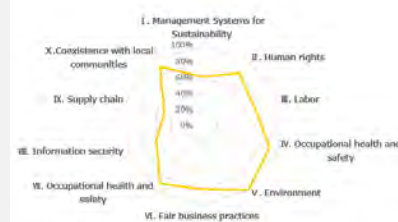
We request significant suppliers to respond to our proprietary self-assessment questionnaire, asking the following sustainability-related items, such as human rights, environment, occupational health and safety, and governance.

We check 10 items (42 subitems).

<Check item>

- Management systems
- Fair corporate activities
- Human Rights
- Quality and safety
- Labor
- Information Security
- Occupational health and safety
- Supply chain
- Environment
- Coexistence with local communities

Check results (concept image)



#### 3. Supplier education

We educate our suppliers on the importance of sustainable procurement based on the content of the Sustainability Procurement Guidelines prepared by the Company. In FY2024, we provided education to 109 suppliers of Fujitsu General (Shanghai) Co., Ltd.

	FY2024 Target	FY2024 Results
Suppliers of Fujitsu General (Shanghai) Co., Ltd.	109 companies	109 companies (100%)

#### 4. On-site audits

Of the suppliers who have completed self-assessments, we conducted on-site audits on those that we have determined as requiring such audits. In on-site audits, we survey the status of suppliers' CSR initiatives, particularly in relation to human rights, health and safety, and environmental measures, based on the content of self-assessment questionnaires. In addition to checks of documentation, we also perform on-site checks, employee interviews, etc., as necessary.

#### 5. Improvement or correction

If any material issues occur as a result of the survey, we set a deadline for suppliers to make improvements. For other minor issues, we check the status of improvement at the next survey.

#### 6. Information disclosure

We disclose the results of sustainability due diligence in a timely and appropriate manner in the Sustainability Data Book (The results of the activities are provided starting on the next page).

## Supply Chain Management

### Summary of Results of Activities

In FY2024, we conducted new sustainability due diligence for Fujitsu General Electronics Limited, an affiliated company in Japan, and significant suppliers of the Aomori Office, a motor manufacturing base of the Fujitsu General Headquarters. For significant suppliers of production subsidiaries in Thailand (Fujitsu General (Thailand) Co., Ltd., FGA (Thailand) Co., Ltd., and TCFG Compressor (Thailand) Co., Ltd.), we requested to fill in the self-assessment questionnaires in FY2023, and conducted on-site audits of applicable suppliers as needed in FY2024.

At Chinese production subsidiaries Fujitsu General (Shanghai) Co., Ltd. and Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd., we also requested to fill in the self-assessment questionnaires and conducted on-site audits of applicable significant suppliers.

### Results of Self-Assessment Questionnaires

As the first step in sustainability due diligence surveys, the Group requests that significant suppliers respond to self-assessment questionnaires.

The results of these efforts in FY2024 were as follows.

	Number of Companies that received Questionnaires (distribution rate*1)	Number of Companies that Responded	Response Rate
Fujitsu General (Shanghai) Co., Ltd.	49 companies (100%)	49 companies	100%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	31 companies (100%)	31 companies	100%
Fujitsu General (Thailand) Co., Ltd.	47 companies (100%)	47 companies	100%
FGA (Thailand) Co., Ltd.	11 companies (100%)	11 companies	100%
TCFG Compressor (Thailand) Co., Ltd.	39 companies (100%)	39 companies	100%
Fujitsu General Electronics Limited	37 companies (100%)	37 companies	100%
Aomori Office	11 companies (100%)	11 companies	100%

\*1 The distribution rate is calculated using the number of applicable significant suppliers as the denominator.

\*2 Production subsidiaries in Thailand are not included in the survey based on the self-assessment questionnaires for FY2024.

### Results of On-Site Audits

We conduct on-site audits based on the results of questionnaires.

The results of these efforts in FY2024 were as follows.

	Number of Applicable Companies	Number of Companies Subject to Audit	Applicability Rate
Fujitsu General (Shanghai) Co., Ltd.	49 companies	49 companies	100%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	31 companies	31 companies	100%
Fujitsu General (Thailand) Co., Ltd.	20 companies	20 companies	100%
FGA (Thailand) Co., Ltd.	10 companies	10 companies	100%
TCFG Compressor (Thailand) Co., Ltd.	10 companies	10 companies	100%
Fujitsu General Electronics Limited	5 companies	5 companies	100%
Aomori Office	1 company	1 company	100%

### Improvement Instructions and Support in Response to Issues Identified (feedback)

We provide feedback to all suppliers where we have conducted on-site audits, concerning their score and any issues identified.

We request that suppliers submit improvement reports concerning any issues identified, and request improvement within three months for any issues that require a particularly high-priority response. Even in cases when suppliers are unable to immediately make improvements, we request that they formulate improvement plans, and we check the status of improvements.

We also provide applicable suppliers with cooperation and support for improvements in accordance with the circumstances, such as the provision of information on sustainability when conducting on-site audits and the proposal of specific countermeasures to issues.

## Supply Chain Management

### Improvement Instructions and Support in Response to Issues Identified (Feedback) (cont.)

#### • Examples of main requests for improvement concerning findings in sustainability due diligence audits

##### • Labor time

Example	Long working hours
Status of improvement	Improvement requested

##### • Occupational health and safety

Example	Blocked safety exits
Status of improvement	Improvement checked

Example	Failure to wear protective equipment
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Status of improvement	Improvement checked
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Example	Failure to install fire extinguishers
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Status of improvement	Improvement checked
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##### • Chemical substance management

Example	SDS and emergency contacts not displayed in dangerous chemical warehouses
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Status of improvement	Improvement requested
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##### • Employment contracts

Example	Employment contracts contained clauses related to one-sided personnel transfers
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Status of improvement	Improvement requested
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#### • Proportion of suppliers that made improvements

	Number of Companies That Received Requests for Improvement	Number of Companies Subject to Audit	Improvement Implementation Rate
Fujitsu General (Shanghai) Co., Ltd.	9 companies	8 companies	89%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	4 companies	4 companies	100%
Fujitsu General (Thailand) Co., Ltd.	6 companies	0 companies	0%
FGA (Thailand) Co., Ltd.	2 companies	1 company	50%
TCFG Compressor (Thailand) Co., Ltd.	2 companies	0 companies	0%
Fujitsu General Electronics Limited	0 companies	-	-
Aomori Office	0 companies	-	-
Total	23 companies	13 companies	57%

### Internal Initiatives to Promote Sustainable Procurement

#### Internal education for related divisions

At Fujitsu General Electronics Limited, an affiliated company in Japan, and the Aomori Office, a motor manufacturing base of the Fujitsu General Headquarters, both of which we have been newly promoting sustainability due diligence activities for since FY2024, we provided the component procurement divisions with education about the content of sustainability due diligence, including the importance of sustainable procurement and the significance of engaging in such efforts across the supply chain as a whole.

#### Initiatives at the time of selection of new suppliers

At Fujitsu General (Shanghai) Co., Ltd., we also conduct sustainability due diligence when selecting new suppliers, as part of our aim to build a sustainable supply chain.

### Summary of Sustainability Due Diligence Activities

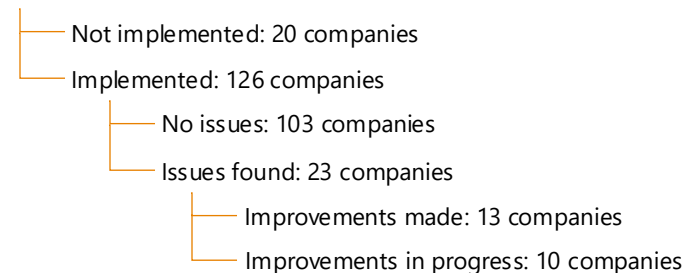
#### Status of implementation of the entire Group

Number of suppliers: 1,100

Number of significant suppliers: 191

Number of companies subject to self-assessment questionnaires: 191

Number of companies subject to on-site audits: 146



Number of risk suppliers<sup>\*1</sup>: 43

Risk supplier ratio: <sup>\*2</sup>: 22.5%

<sup>\*1</sup> Number of risk suppliers: Sum of the number of companies that have not undergone on-site audits and the number of companies that were determined to have "issues" as a result of on-site audits.

<sup>\*2</sup> Risk supplier ratio: Number of risk suppliers/Number of significant suppliers x 100 (%)



## Supply Chain Management

### Responsible Mineral Procurement

#### Basic policy on responsible mineral procurement

The Fujitsu General Group will work with suppliers to ensure transparency throughout the supply chain and promote responsible mineral procurement activities, with regard to tin, tantalum, tungsten, gold, cobalt, and natural mica, which are minerals that are at high risk of connection to forced labor, human rights violations, the prolonging of conflict, and environmental destruction in conflict areas<sup>\*1</sup> and CAHRAs<sup>\*2</sup>.

#### Initiatives

##### ● Creation of strong corporate management systems

We have created a structure based on internal related divisions, led by the Sustainability Promotion Committee, which is chaired by the Chief Executive Officer.

At meetings of the Sustainability Promotion Committee, we share information with senior management and make decisions concerning the details of activities related to responsible mineral procurement and related progress and issues.

##### ● Risk identification and assessment in the supply chain

We conduct surveys of suppliers handling applicable materials and components to check their usage of tin, tantalum, tungsten, and gold (3TG) and information about smelting works, using templates published by the RMI<sup>\*3</sup> (Conflict Minerals Reporting Template (CMRT), etc.). We also perform similar surveys for mica and cobalt.

The department in charge identifies and assesses risks based on the information collected, using a list of smelting works certified by the RMI.

### Results

#### ● Results of FY2024 survey on 3TG, mica, and cobalt

In FY2024, we conducted a survey for components and materials purchased by the Company. In FY2024, we set a target collection rate<sup>\*1</sup> of 97% or more for questionnaires and promoted activities.

	FY2023			FY2024		
	Number of companies surveyed <sup>*2</sup>	Number of companies from which results were collected	Results collection rate	Number of companies surveyed <sup>*2</sup>	Number of companies from which results were collected	Results collection rate
3TG	338 companies	326 companies	96.4%	362 companies	358 companies	98.9%
Cobalt and Mica	338 companies	326 companies	96.4%	362 companies	358 companies	98.9%

Based on the survey forms collected, we perform risk analysis and assessment, and conduct further surveys of suppliers in accordance with risks.

<sup>\*1</sup> Conflict areas: Areas where armed conflicts are occurring

<sup>\*2</sup> CAHRAs: Areas with a high risk of violence and human rights violations due to armed conflict

<sup>\*3</sup> Responsible Minerals Initiative (RMI): A group that provides guidelines and tools for companies procuring conflict minerals and minerals from high-risk areas.

<sup>\*1</sup> Target collection rate: Target collection rate is set for each fiscal year. We aim to achieve a 100% collection rate by FY2028. Reference) FY2027: 99.5% or more, FY2026: 99.0% or more, FY2025: 98.0% or more

<sup>\*2</sup> Surveyed suppliers: We conduct a survey on suppliers from which the Company procure parts and materials that contain metals.

## Stakeholder Engagement

### Basic Approach

In order to contribute to a sustainable society, the Group actively engages in dialogue with various stakeholders, including customers, shareholders, regional communities, the government, and employees. We leverage the valuable opinions obtained through dialogue for our business activities.

Through co-creation with stakeholders, we promote initiatives to solve social issues, as we aim to achieve our Corporate Philosophy, "Living together for our future."

### List of Stakeholders/Groups and Contact Methods

Stakeholders	Approach	Main Contact Points
Customers	Call centers, surveys, websites, etc.	Sales and Service Divisions
Shareholders and investors	General Meeting of Shareholders, results briefings, websites, interviews, etc.	Corporate Communications Division
Suppliers	Procurement activities, CSR audits, sustainability procurement briefings, helpline, etc.	Procurement and Sustainability Divisions
Regional communities	Social contribution, on-site lectures, plant tours, etc.	General Affairs Division, Business Offices, Group Companies
NPOs and NGOs	Dialogue, etc.	General Affairs Division
Industry bodies	Participation in industry bodies, etc.	Sales and R&D Divisions
Academic groups and research institutions	Research through industry-academia collaboration, etc.	R&D Division
Employees	Helplines, Labor Councils, various forms of training, etc.	Human Resources Division

### Hold Dialogue with Shareholders and Investors

#### General Meeting of Shareholders

The Group considers the Company's General Meeting of Shareholders to be a valuable opportunity for communicating with shareholders. As a general rule, the General Meeting of Shareholders is held while avoiding days when other companies tend to hold theirs, and the convocation notice is sent out approximately three weeks prior to the date of the meeting. In addition, to enable shareholders to exercise their voting rights appropriately and smoothly, we support the exercise of voting rights via the Internet, participation in an electronic voting platform for institutional investors, and the provision of the convocation notice (narrowly defined convocation notice and reference document for a general meeting of shareholders) in English.

#### IR activities for analysts and institutional investors

In IR activities for analysts and institutional investors, the Group strives to deepen investors' understanding of its business through timely and appropriate information disclosure. We hold briefings on our financial results and Medium-term Management Policy for analysts and institutional investors twice a year (in principle, in April and October), conduct individual interviews as appropriate, and visit overseas investors as needed. We also hold press conferences to announce our quarterly financial results so that the information can be communicated through the media.

## Pursuit of Customer Satisfaction

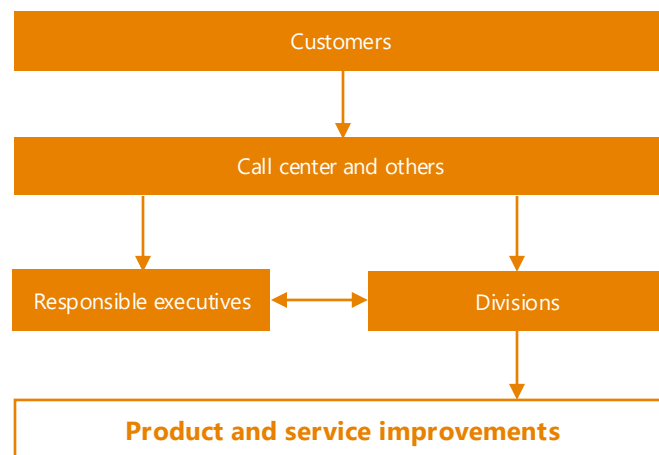
### Basic Approach

In accordance with Our Mission, “Through innovation and technology, we deliver a brighter future with peace of mind to our customers and societies around the world” in the FUJITSU GENERAL Way, the Group aims to enhance customer satisfaction.

### Initiatives in Japan

We accept feedback from customers in various forms, including opinions and wishes submitted to call centers, as well as inquiries from our website and questionnaire cards. Every month, we collate opinions received and use them for feedback to executives responsible for sales, as well as the Product Development Division, Quality Assurance Division, and other divisions, and for the development of products that are easy to use and convenient, the creation of manuals that are easy to understand, etc.

#### ● System for reflecting customer feedback



### Initiatives Overseas

In Europe, we have created the “Communication Lounge, Euro” customer contact site, and we utilize it as a venue for exchanging opinions concerning products and services. We have created an exhibition area that prioritizes not just “seeing” our products, but also “experiencing” these products, and we encourage lively discussion. In India, we are creating places for interacting with customers in each region, such as the establishment of a VRF (Variable Refrigerant Flow: multi air conditioners for large buildings) showroom.

In addition, we have also created call centers at a sales subsidiary in Australia and elsewhere, and are utilizing feedback from customers for product development and service improvements.



Site for interaction with customers in Europe  
“Communication Lounge, Euro”



India: VRF showroom

## Quality Assurance

### Fujitsu General Group Quality Assurance Policy

#### Fujitsu General Group Quality Assurance Policy

##### [Philosophy]

Through innovative manufacturing in accordance with the FUJITSU GENERAL Way, under the precondition that customers can use our products safely, without harm to their lives, bodies, or property, from a "customer-oriented" perspective, our Group maintains a level of quality that satisfies customers, and pursues high quality to deliver a brighter future filled with peace to customers and societies around the world.

##### [Action Principles]

1. We will always put quality first and foremost.
2. We will continue to produce products using advanced technology, which are both high quality and safe, to achieve customer satisfaction.
3. We will comply with all government laws and regulations.
4. We will proactively canvass our customers for feedback on product quality and safety issues. We will also promptly share any relevant information with our customer base.
5. We will continue to support both the global and local communities through ongoing quality improvement.

### Quality Initiatives

#### Quality management system

The Group has obtained ISO9001 certification at each division and site, and we have built a quality management system based on this certification. As part of our efforts to maintain and enhance product quality, we manage quality through all processes, from design and development, to purchasing and manufacturing. We also work with business partners, such as suppliers and production contractors, to enhance quality. We also perform internal audits based on the ISO9001 specifications and standards, and receive regular audits and inspections from external institutions.

In the Air Conditioner Business, in addition to regular audits, the Quality Assurance Unit conducts quality audits of overseas factories twice a year. In addition, based on internal

technical standards, we engage in safety-conscious design and development, as well as testing to ensure safety, etc.

		Number of Bases Where We have Acquired ISO9001 Certification
Air Conditioner Business		9 bases
Tech Solutions Business	Information & Communication Systems	1 base
	Electronic Devices	1 base

### Initiatives for In-house Awareness-raising Activities and Quality Compliance

#### Implementation of Group-wide quality-awareness-raising activities

During the Quality Month, which is designated in November every year, we conduct quality-awareness-raising activities to raise company-wide quality awareness, and check customer satisfaction and our quality assurance structure. We place posters and signboards at employee entrances and other places, hold exhibitions of defect cases, and provide in-house education to foster quality awareness among employees.

#### Quality compliance interviews

The Quality Governance Division, which oversees quality, conducts "quality compliance interviews" for engineers at irregular intervals. The purpose of the interviews is to explain the three factors (motive, opportunity, and justification) that cause fraud, and to check whether there have been any cases that might have led to fraud and survey the awareness of quality compliance.

#### Quality compliance plant audits

The Quality Governance Division conducts "quality compliance audits" twice a year at plants in Japan and overseas. We conduct audits to determine whether processes and mechanisms to eliminate risks such as "quality data falsification" and "inspection irregularities" are being properly applied and whether there are any areas for improvement.

## Social Contribution

### Participation in Communities

Based on our Corporate Philosophy, “ - Living together for our future- ,” the Group works to ensure harmony with society, and in order to achieve a sustainable society, each employee will take the initiative in contributing to society through our core businesses and promoting social contribution as a member of society. For social contribution as a member of society, we have set forth three priority action areas: “Care for Employees,” “Social Contribution,” and “Harmonious Coexistence with Our Planet.”

### Initiatives

#### Care for employees

We communicate the joy of manufacturing to the children that will lead the next generation, and develop human resources that will participate in manufacturing in the future.

#### ● Initiatives in Japan

- Classes at elementary schools (photograph) and acceptance of elementary and junior high school social studies tours
- Summer vacation parent-child classes and acceptance of work experience high school students
- Event for elementary school students by opening the premises at the Headquarters in Kawasaki to the public (leaf picking, insect hunting, and other activities)



#### ● Initiatives overseas

- Participation in projects to encourage special education, such as vocational training for people with disabilities (ABS)



### Social contribution

We contribute to the development of local communities by holding events for residents.

#### ● Initiatives in Japan

- Summer festival at the Headquarters in Kawasaki (about 2,700 visitors in fiscal year 2024)
- Participation in regional events
  - Blue illuminations for World Autism Awareness Day
  - Kawasaki City Decarbonization Action Mizonokuchi World Café
- Support for damage caused by forest fires in Ofunato-shi in Iwate Prefecture (donated 5 million yen in contributions), etc.
- Received the Kawasaki City Award for Distinguished Service to the City (in the field of regional development and urban planning).





## Social Contribution

### Initiatives (cont.)

#### ● Initiatives overseas

- Donation and volunteer activities through a group that supports home treatment for childhood cancer patients (FGAUST)



- 6,000+ families helped across Australia
- \$19M+ raised funds in support of Programs
- 50+ regional hospital clinics annually

- Donation of old sports equipment to elementary schools (FGA, TCFG)



- Participation in enlightenment activities to prevent cervical cancer (ABS)



- Participation in a housing assistance project for veterans and their families (FGAI)



- Material support activities on Children's Day (FGA, TCFG)



- Participation in food donations at a charity event to support cancer patients (FGACUK)



## Social Contribution

### Initiatives (cont.)

#### Harmonious coexistence with our planet

We engage in activities aimed at achieving a healthy, clean, and safe society and environment.

##### ● Initiatives in Japan

- Activities to conserve and breed "Calanthe discolor," a rare species of plant, and donate it to nearby high schools



- Participation in clean-up volunteer and walking activities (FGCA)



##### ● Initiatives overseas

- Purchase of soap and provision of technical training for women as part of breast cancer awareness activities (FGB)



- Bang Saen Beach cleanup activities (FGA)





# Governance



## ■ Corporate Governance

### Basic Approach

At Fujitsu General, we believe that the basis of corporate governance is to increase management efficiency, such as expediting the decision-making process, while ensuring transparency in the decision-making process and enhancing the internal control function over business execution.

### Outline of Structure and Reasons for Adopting this Structure

The Company has Audit & Supervisory Board Members and has adopted the Executive Officer system to enhance management's oversight function and enable efficient and agile business execution. The Auditors conduct audits and provide supervision from a standpoint independent of company management. We believe that this system is effective in terms of our meeting the tenets of our corporate governance program. As of June 30, 2025, the executives of the Company consist of eight Directors (including four External Directors) and three Corporate Auditors (including two External Auditors).

The members of the Board of Directors are as follows.

Chairman:	Director Fumiaki Terasaka (Independent External Director)
Members	Chief Executive Officer, Koji Masuda
Director	Mieko Kuwayama (Independent External Director),
Director	Yoshio Osawa (Independent External Director)
Director	Ryuichi Kubota (External Director),
Director	Tadashi Hasegawa
Director	Toshiyuki Kawanishi
Director	Susumu Ohkawara

The members of the Audit & Supervisory Board are as follows.

Chairman	Audit & Supervisory Board Member, Akira Inoue (External Auditor)
Members	Auditor, Yoshinobu Miyajima, Auditor, Youichi Hirose (External Auditor)

Matters related to the nomination and remuneration of Directors and Executive Officers shall be deliberated by the Nominating Committee and Compensation Committee, a majority of whose members are Independent External Directors, and reported to the Board of Directors for deliberation and a decision.

The members of the Nominating Committee are as follows.

Chairman	Director Yoshio Osawa (Independent External Director)
Members	Director Fumiaki Terasaka (Independent External Director)
	Director Mieko Kuwayama (Independent External Director)
	Chief Executive Officer Koji Masuda

The members of the Compensation Committee are as follows.

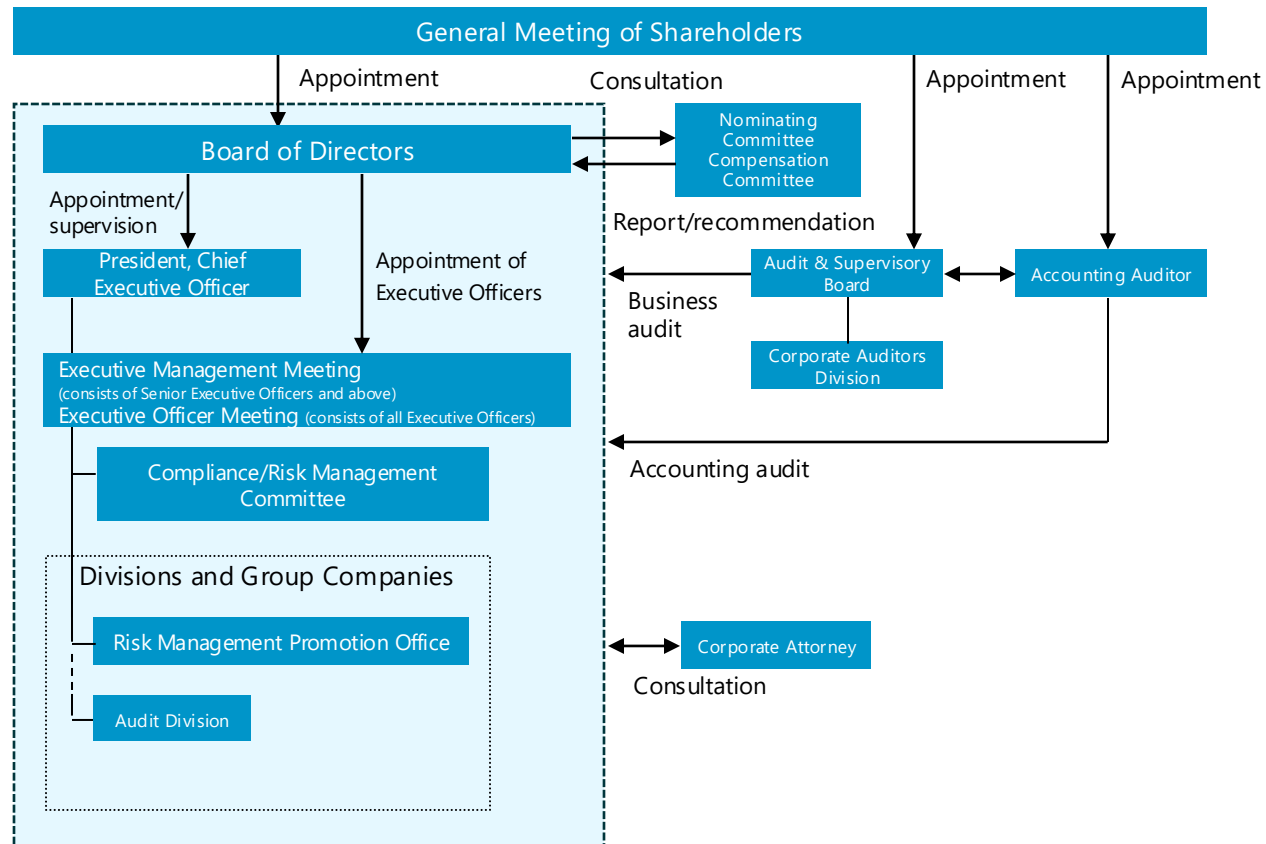
Chairwoman	Director Mieko Kuwayama (Independent External Director)
Members	Director Fumiaki Terasaka (Independent External Director)
	Director Yoshio Osawa (Independent External Director)
	Chief Executive Officer Koji Masuda

The Executive Management Meeting (meets three times a month in principle), which consists of Senior Executive Officers and above, deliberates and decides on basic policies for medium-to long-term management issues. Important issues related to the execution of business operations are deliberated at the Executive Management Meeting in advance and discussed and decided at the Board of Directors meetings held once a month or on an ad hoc basis when necessary.

Issues and their progress related to the execution of business operations are reported at the Executive Officer Meeting (meets once a month in principle), which consists of all Executive Officers, and measures are deliberated as necessary.

## ■ Corporate Governance

### Our Corporate Governance Framework





## ■ Corporate Governance

### Status of External Officers

The Company has four External Directors and two External Auditors.

There are no transactions, monetary or otherwise, between the Company and External Director Fumiaki Terasaka, except remuneration as an External Director, and he has no special interests with the management of the Company. Accordingly, the Company has nominated him as an Independent Director pursuant to the rules of the Tokyo Stock Exchange, and has submitted notification thereof to the Exchange. He has served as President & Representative Director of Sapporo Breweries Limited and has extensive experience and insight in corporate management, as well as sales, marketing, and personnel development, and he thus contributes to enhancing the corporate governance of the Company.

There are no transactions, monetary or otherwise, between the Company and External Director Mieko Kuwayama, except remuneration as an External Director, and she has no special interests with the management of the Company. Accordingly, the Company has nominated her as an Independent Director pursuant to the rules of the Tokyo Stock Exchange, and has submitted notification thereof to the Exchange. She has gained extensive business experience, such as by serving as General Manager of the CSR Department at Shiseido Company, Limited, as well as insight as a researcher in specialized fields such as CSR, business ethics, and diversity management at universities, and she thus contributes to enhancing the corporate governance of the Company.

There are no transactions, monetary or otherwise, between the Company and External Director Yoshio Osawa, except remuneration as an External Director, and he has no special interests with the management of the Company. Accordingly, the Company has nominated him as an Independent Director pursuant to the rules of the Tokyo Stock Exchange, and has submitted notification thereof to the Exchange. He has served as Representative Director & Senior Managing Executive Officer at Sumitomo Corporation and Representative Director, President & COO at SCSK Corporation and has extensive experience and insight in corporate management, as well as international business and utilizing ICT business, and thus contributes to enhancing the corporate governance of the Company.

External Director Ryuichi Kubota serves as Corporate Executive Officer, EVP of Fujitsu Limited,

the major shareholder of the Company. The Company is classed as an affiliate of Fujitsu Limited, and there are transactions, including procurement and sales, between the Company and group companies of Fujitsu Limited. However, the level of dependence of the Group on Fujitsu Limited and the group companies of Fujitsu Limited in its businesses is low, and the majority of transactions are with companies outside the Fujitsu Group. In addition, the Company has other collaborative relationships in terms of human resources, funding, and others, but only to the extent that the Company's independence is ensured. There are also no transactions, monetary or otherwise, between the Company and Ryuichi Kubota, except remuneration as an External Director, and he has no special interests with the management of the Company. Accordingly, he is in a position to supervise management in a fair and neutral manner. He has extensive experience in business utilizing ICT and insight into advanced digital technology and risk management, and he thus contributes to enhancing the corporate governance of the Company.

External Auditor Akira Inoue was a person who executed business at Mizuho Corporate Bank, Ltd., a predecessor of Mizuho Bank, Ltd., which is a main financing bank of the Company, but he retired from Mizuho Corporate Bank, Ltd. prior to his appointment as Corporate Auditor of the Company. There are no transactions, monetary or otherwise, between the Company and Akira Inoue, except remuneration as an External Auditor, and he has no special interests with the management of the Company. Accordingly, the Company has nominated him as an Independent Auditor pursuant to the rules of the Tokyo Stock Exchange, and has submitted notification thereof to the Exchange. He has advanced insight and audit capabilities based on his extensive operational experience at financial institutions, and thus contributes to enhancing the corporate governance of the Company.

External Auditor Youichi Hirose served as Corporate Vice President, Head of the Corporate Finance Unit, and an Audit & Supervisory Board Member of Fujitsu Limited, and currently serves as an Advisor of Fujitsu Limited. There are no transactions, monetary or otherwise, between the Company and Youichi Hirose, except remuneration as an External Auditor, and he has no special interests with the management of the Company. Accordingly, he audits and supervises management in a fair and neutral manner, and he thus contributes to enhancing the corporate governance of the Company.

## ■ Corporate Governance

### Status of External Officers (cont.)

External Directors (four out of eight Directors) are members of the Board of Directors, and External Auditors (two out of three Corporate Auditors) are independent of management. Based on his or her experience and knowledge, each External Officer is in a position to be able to conduct supervision from an external viewpoint, in a fair and neutral manner.

The Company has not determined any particular standards or policies regarding independence from the Company for the selection of External Directors or External Auditors. But we select persons who are able to conduct supervision and audits in a fair and neutral manner, after comprehensively considering factors such as the standards for independence set forth by financial instruments exchanges and the experience and insight of each candidate, taking into account any personal, capital, or transactional relationships, or other interests with the Company.

### Mutual Coordination between Supervision or Audits by External Directors or External Auditors and Internal Audits, Audits by Corporate Auditors, and Accounting Audits, and their Relationship with Divisions Responsible for Internal Controls

Corporate Auditors and Accounting Auditors exchange information and views, etc., concerning audit operations as appropriate. Corporate Auditors also receive reports from the Audit Division concerning internal audits as necessary, and receive reports on a regular basis or as necessary from the Risk Management Promotion Office and other internal divisions, or request information about the status of their activities. In such ways, Corporate Auditors maintain communication with each division as they engage in supervision and audits.

External Directors hold regular meetings to exchange views with Audit & Supervisory Board Members (one External Auditor), and non-full-time External Auditors also share information and exchange views as necessary at meetings of the Audit & Supervisory Board.

The Audit Division regularly reports on the status of internal audits to the Board of Directors once a year.

## ■ Corporate Governance

### Main Content Considered by the Board of Directors

The Board of Directors of the Company makes decisions on important matters related to the management of our Group and important business execution as stipulated by laws and regulations and the Company's Articles of Incorporation. Matters requiring a resolution of the Board of Directors are clearly defined in the Board of Directors Regulations. This fiscal year, the Board of Directors discussed matters such as our response to changes in the business environment, the creation of foundations for a growth trajectory, and measures to strengthen our risk management system, through resolutions and reports such as the following.

Resolutions: Accounts, budget proposals, executive personnel matters, executive

remuneration and bonus payments, organizational changes and personnel transfers, conflict of interest transactions, vision of the Group and priority policies, establishment of special committees, opinions in support of tender offers and tender recommendations, etc.

Reports: Monthly accounts, risk management promotion activity reports, internal audit reports, effectiveness assessment of the Board of Directors, necessity of holding cross-shareholdings, reports on progress of important lawsuits, etc.

### Main Content Considered by the Nominating Committee and the Compensation Committee

This fiscal year, resolutions were passed and reports submitted concerning matters such as the following.

Nominating Committee: Executive personnel matters, succession planning, etc.

Compensation Committee: Content of individual remuneration, etc., for Directors, payment of executive bonuses, review of the remuneration system for executives, etc.

### Summary of Results of Analysis and Assessment on Overall Effectiveness of the Board of Directors

In order to improve the effectiveness of corporate governance, the Company annually conducts an effectiveness assessment on the Board of Directors. The assessment details are reported to the Board of Directors in June each year, and discussions are held to improve effectiveness.

An effectiveness assessment on the Board of Directors in FY2024 was conducted in the same way as last year, with all Directors responding to a questionnaire.

In the results, the Board of Directors was assessed to be generally appropriate in terms of its operation and other areas, and we confirmed that the effectiveness of our Board of Directors is secured.

Furthermore, there were overall signs of improvement in the assessment, but there were points for further improvement, including revisions to the matters to be discussed by the Board of Directors and more active discussion, and the provision and enhancement of training opportunities. We have shared our recognition of these as issues that require further consideration, and are taking steps to further enhance the effectiveness of the Board of Directors, including a response to these points.

## ■ Corporate Governance

### Attendance of Executives at Each Type of Meeting in FY2024

	Name	Affiliation	Board of Directors*1		Nominating Committee		Compensation Committee	
Directors	Koji Masuda*2		93%	(14/15)	100%	(3/3)	100%	(3/3)
	Fumiaki Terasaka	External/Independent	◎ 100%	(17/17)	100%	(4/4)	100%	(5/5)
	Mieko Kuwayama	External/Independent	100%	(17/17)	100%	(4/4)	◎ 100%	(5/5)
	Yoshio Osawa*2	External/Independent	100%	(15/15)	◎ 100%	(3/3)	100%	(3/3)
	Keiichi Nakajima*3	External/Independent	100%	(8/8)	-		100%	(1/1)
	Ryuichi Kubota	External	88%	(15/17)	-		-	
	Tadashi Hasegawa		100%	(17/17)	-		-	
	Toshiyuki Kawanishi*2		93%	(14/15)	-		-	
	Susumu Ohkawara*2		100%	(15/15)	-		-	
	Etsuro Saito*4		100%	(2/2)	100%	(1/1)	-	
	Hiroshi Niwayama*4		100%	(2/2)	-		100%	(2/2)
	Hisashi Sakamaki*4	External/Independent	100%	(2/2)	100%	(1/1)	100%	(2/2)
	Tsunenao Kosuda*4		100%	(2/2)	-		-	
	Hiroyuki Yokoyama*4		100%	(2/2)	-		-	
	Masaki Sugiyama*4		100%	(2/2)	-		-	
Auditors	Akira Inoue	External/Independent	100%	(17/17)	-		-	
	Yoshinobu Miyajima		100%	(17/17)	-		-	
	Youichi Hirose	External	82%	(14/17)	-		-	

\*1 ◎ indicates the chairman or committee chair as of June 30, 2025.

\*2 The status of attendance from the appointment as Director on June 18, 2024 is stated.

\*3 The status of attendance from the appointment as Director on June 18, 2024 until his retirement on December 11, 2024 due to his passing away on the same date is stated.

\*4 The status of attendance before the retirement as Director on June 18, 2024 is stated.

## ■ Corporate Governance

### Status of Audits by Corporate Auditors

#### (1) Status of audits by Corporate Auditors

##### a. Organizations and personnel

The Board of Auditors consists of three Auditors (including two External Auditors) and has established the Auditors' Office (one person in charge) as an organization to assist them in their duties.

External Auditor Akira Inoue has many years of operational experience at financial institutions, and has considerable knowledge related to finance and accounting. Corporate Auditor Yoshinobu Miyajima has many years of operational experience in the Finance and Accounting Division of the Company, and has considerable knowledge related to finance and accounting, including having served as the Corporate Senior Vice President in charge of Accounting and Finance of the Company. External Auditor Youichi Hirose served as Corporate Vice President, Head of the Corporate Finance Unit, and an Audit & Supervisory Board Member of Fujitsu Limited. In such ways, he has considerable knowledge related to finance and accounting.

##### b. Status of activities of the Audit & Supervisory Board

The Board of Auditors consists of three Auditors (including two External Auditors) and has established the Auditors' Office (one person in charge) as an organization to assist them in their duties. The Audit & Supervisory Board meets monthly on the same day as the Board of Directors or on an ad hoc basis when necessary. The Audit & Supervisory Board met 15 times in total in the fiscal year under review. Each meeting lasted for approximately one hour, and the attendance rate of each Corporate Auditor was 100%. Throughout the year, resolutions were passed and reports submitted concerning matters such as the following.

Resolutions: 11: Audit plans, audit reports, agreement on Accounting Auditor's remuneration, reappointment, and selection of the accounting auditor for the next period, etc.

Reports: 41: Implementation status of audits, meetings with the Chief Executive Officer, meetings to exchange views with External Directors, etc.

##### c. Main activities of Corporate Auditors

The Audit & Supervisory Board formulates annual audit plans at the beginning of the year, based on our business strategies, as well as its assessment of management issues, related risks, etc. Based on changes in the business environment during the period and other

factors, the Audit & Supervisory Board adds audit items, etc., in a timely and appropriate manner.

In audit plans, the Audit & Supervisory Board sets key audit matters and performs risk-based audits.

The Audit & Supervisory Board Members attend Board of Directors meetings to audit proceedings and the content of resolutions, and express their opinion when deemed necessary. The rate of attendance of Corporate Auditors at meetings of the Board of Directors was 100% for two Full-time Corporate Auditors and 82% for the Corporate Auditor. Furthermore, Audit & Supervisory Board Members attend other important internal meetings or committees, such as the Executive Committee and the Compliance/Risk Management Committee.

Audit & Supervisory Board Members also meet on a quarterly basis with the Chief Executive Officer to provide audit findings and make recommendations based on the audit activities.

In addition, interviews and reports were conducted 86 times over the year with Directors, executive officers and management employees in charge of each division.

We conducted on-site inspections of sites in Japan and overseas. We conducted 13 audits this year (7 in Japan and 6 overseas).

Audit & Supervisory Board Members hold quarterly meetings with External Directors to share their views on issues identified through audits.

Reports of Audit & Supervisory Board Members' activities are made to the Audit & Supervisory Board for proper sharing among Audit & Supervisory Board Members.

The Audit & Supervisory Board works closely with the internal Audit Division and the Accounting Auditor to share information about its understanding of problems in audits and exchange views.

Audit & Supervisory Board Members held four Audit Liaison Meetings with the Audit Division during the year, when they received explanations of the details of audits based on audit reports. The General Manager of the Audit Division attends meetings of the Audit & Supervisory Board every quarter, to provide reports concerning the details of audits.

The Audit & Supervisory Board met with the Accounting Auditor eight times during the year, to exchange information and views concerning accounting audits, and exchange views concerning key audit matters.



## ■ Corporate Governance

### Status of Audits by Corporate Auditors (cont.)

Audit items in the fiscal year under review were as follows: 1) Internal controls (status of establishment and operation of internal control systems, information disclosure, legal compliance, group governance including acquired companies, etc.), 2) IT governance (system establishment and operation, security, IT control at overseas sites, IT-related expenses, and realization of investment effects), 3) Sustainability promotion, 4) Implementation of key measures in the Medium-term Management Plan, etc., and the status of development of competitive products, etc., to support these measures, and confirmation of progress in achieving performance targets; and 5) Confirmation of progress in key measures in the respective division policies.

Of these audit items, with regard to Group governance in particular, we prioritized measures related to the ascertainment of conditions at acquisition target companies and IT security, an area where global risk is rising. We actively submitted reports and suggestions concerning any issues identified at meetings of the Board of Directors, Compliance/Risk Management Committee, meetings to exchange views with External Directors, and meetings with the Chief Executive Officer.

#### d. Assessment of effectiveness of the Audit & Supervisory Board

In order to enhance the effectiveness of the activities of the Audit & Supervisory Board, we have been assessing its effectiveness since FY2022.

We conduct these assessments by the method of open responses to a self-assessment questionnaire by each Corporate Auditor.

There are 15 assessment items, including the operation of the Audit & Supervisory Board, recommendations and their feasibility through meetings with senior management and External Directors, the active expression of opinions at important meetings, and issues discovered through requests for information from head office divisions and site inspections, as well as directions for improvement to executive divisions regarding these issues, the effectiveness of the PDCA cycle for issues and findings, and the appropriateness of three-pillar audits. Each item is assessed on a five-point scale.

The Audit & Supervisory Board discusses the results of this assessment, and confirms that effective audits are being conducted.

We continue to work on strengthening internal controls and PDCA of audit results at acquired companies to improve their effectiveness.

### (2) Status of internal audits

The Audit Division (nine members), a dedicated internal organization, conducts internal audits.

Corporate Auditors and Accounting Auditors exchange information and views, etc., concerning audit operations as appropriate. Corporate Auditors also receive reports from the Audit Division concerning internal audits as necessary, and receive reports on a regular basis or as necessary from the Risk Management Promotion Office and other internal divisions, or request information about the status of their activities. In such ways, Corporate Auditors maintain communication with each division as they engage in supervision and audits.

External Directors hold regular meetings to exchange views with Audit & Supervisory Board Members (one External Auditor), and non-full-time External Auditors also share information and exchange views as necessary at meetings of the Audit & Supervisory Board.

The Audit Division regularly reports on the status of internal audits to the Board of Directors once a year.

## ■ Corporate Governance

### Status of Audits by Corporate Auditors (cont.)

#### (3) Status of accounting audits

a. Name of audit firm

Yaesu Audit & Co.

b. Continuous audit period

56 years

c. Certified public accountants who executed services

Takashi Watanabe

Chiharu Fujii

Daisuke Kobayashi

d. Composition of assistants for audit services

9 certified public accountants, 1 person who has passed the certified public accountant exam, etc., and 4 others have participated in accounting audit services as assistants.

e. Policy and reasons for selection of the audit firm

The Audit & Supervisory Board determines whether or not to reappoint the Accounting Auditor, after comprehensively taking into account factors such as the independence and credibility of the Accounting Auditor as set forth in laws, regulations, standards, etc., and circumstances related to the appropriateness of audits, etc.

In cases such as when there are obstructions to the execution of duties by the Accounting Auditor, and it is deemed necessary, the Audit & Supervisory Board shall determine the content of a proposal related to the dismissal or non-reappointment of the Accounting Auditor to be submitted at the General Meeting of Shareholders. In addition, in cases when it is recognized that the Accounting Auditor falls under any of

the items set forth in each item of Article 340, paragraph (1) of the Companies Act, the Accounting Auditor shall be dismissed, with the consent of all Corporate Auditors. In such cases, a Corporate Auditor selected by the Audit & Supervisory Board shall report the fact that the Accounting Auditor was dismissed and the reasons therefor at the first General Meeting of Shareholders convened after the dismissal.

In FY2024, based on the above policy, the Audit & Supervisory Board assessed matters such as the audit firm's audit structure, specialist capabilities, independence, quality management structure, and reasonableness of the audit fees. As a result of this assessment, the Audit & Supervisory Board decided to reappoint the audit firm.

The Company has proposed the "Election of Accounting Auditor" as an agenda (matters to be resolved) for the 106th Ordinary General Meeting of Shareholders held on June 26, 2025, and since the proposal was approved and passed, EY Ernst & Young ShinNihon LLC was newly appointed as the accounting auditor of the Company.

## ■ Corporate Governance

### Executive Remuneration

#### **(1) Matters related to policies on determining the amount of remuneration, etc., for executives and the calculation method thereof**

At a meeting of the Board of Directors held on April 25, 2025, the Company resolved to amend policies on determining the details of the individual remuneration, etc., for Directors in accordance with the remuneration structure of the Company resolved at a meeting of the Compensation Committee.

The restricted-share based compensation that is non-monetary compensation described in c. was discontinued due to the completion of the takeover bid for the Company's shares by Paloma Rheem Holdings Co., Ltd. in May 2025.

- Basic Policy

The Company's basic policy is to establish a highly transparent compensation system that enables the Group to bring on board superior human resources who will drive the sound and sustainable growth of our Group while also further aligning business performance and shareholder value. Compensation consists of "basic remuneration," which is paid in a fixed monthly amount based on job responsibilities and position; "bonuses," which are linked to short-term performance; and "restricted share-based remuneration," which is non-monetary remuneration that provides incentives for the sustained enhancement of corporate value and promotion of Sustainable Management. External Directors, who are responsible for supervisory functions, are paid only "basic remuneration" in consideration of their duties. The details of the policy for determining the content of individual remuneration, etc., for Directors are as follows.

a. Policies related to the determination of the amount of individual remuneration, etc., for basic remuneration (monetary remuneration) (including policies related to the determination of the timing or conditions for granting remuneration, etc.)

Basic remuneration for Directors of the Company consists of monthly fixed remuneration,

and the monthly fixed amount paid is determined in line with the responsibilities and positions of each executive.

The amount of fixed remuneration (basic remuneration) for Directors was resolved to be no more than 600 million yen per year (including no more than 100 million yen for External Directors) at the 105th Ordinary General Meeting of Shareholders held on June 18, 2024.

The number of Directors was nine (including five External Directors) as of the conclusion of the relevant General Meeting of Shareholders.

b. Policies related to the determination of the amount of performance-linked remuneration, etc. (including policies related to the determination of the timing or conditions for granting remuneration, etc.)

Performance-linked remuneration, etc., consists of cash remuneration paid to Directors responsible for the execution of business duties, and is paid at a certain time each year as bonuses that reflect business performance for a single fiscal year. With regard to the specific calculation method for bonuses, consolidated operating income, which is set forth in the Group's Medium-term Management Plan and is transparent and objective, is used as an indicator, and the base amount is set based on the level of achievement of performance targets for the period under review. The amount to be paid is determined by multiplying the base amount by the factor ("on-target" method). The factor is calculated in accordance with the sales, a performance indicator set for the respective responsible profit and loss units, the level of achievement of performance targets for the period under review such as operating income, and the level of achievement of priority measures for improvement of medium- to long-term performance as well as each objective of the fundamental measures, that is a non-financial indicator. In addition, the total payment amount is subject to approval at an Ordinary General Meeting of Shareholders.

Our consolidated operating income target for the fiscal year under review was 12,000 million yen, and the actual result was 14,472 million yen. At the 106th Ordinary General Meeting of Shareholders held on June 23, 2025, a resolution was passed to pay a bonus of 47 million yen to four Executive Directors.

## ■ Corporate Governance

### Executive Compensation (Cont.)

- c. Policies related to the determination of the details of non-monetary remuneration, etc., and calculation method for the number thereof (including policies related to the determination of the timing or conditions for granting remuneration, etc.)

Non-monetary remuneration, etc., consists of restricted shares, aimed at giving an incentive to Directors of the Company (excluding External Directors) to sustainably enhance the corporate value of the Company and practice and promote Sustainable Management, and increasing shared interests with shareholders. This plan consists of “continuous service-type restricted share-based remuneration,” in which the removal of transfer restrictions is subject to a certain period of continuous service for Directors of the Company (excluding External Directors), and “indicator requirements for Sustainable Management-type restricted share-based remuneration,” in which the removal of transfer restrictions is subject to the achievement of Sustainable Management assessment indicators. The number of shares is determined within the maximum number resolved at a General Meeting of Shareholders, and is granted at a certain time each year.

The amount of monetary remuneration receivables to be provided in order to grant restricted shares as a form of non-monetary remuneration and the total number of ordinary shares of the Company that may be issued or disposed of were resolved to be no more than 100 million yen and 70,000 shares per year (excluding External Directors), as the total of “continuous service-type restricted share-based remuneration” and “indicator requirements for Sustainable Management-type restricted share-based remuneration,” at the 103rd Ordinary General Meeting of Shareholders held on June 16, 2022. The number of Directors was six (excluding External Directors) as of the conclusion of the relevant General Meeting of Shareholders.

- d. Policies related to the determination of the ratio of the amount of monetary remuneration, amount of performance-linked remuneration, etc., or amount of nonmonetary remuneration, etc., to the amount of individual remuneration, etc., for Directors

The ratio of each type of remuneration for Directors responsible for the execution of business operations is considered by the Compensation Committee. The Board of Directors determines the details of individual remuneration, etc., for Directors based on the content of

the report from the Compensation Committee. Furthermore, the guideline ratios for each type of remuneration, etc., are as follows: basic remuneration: generally 60-70%, bonuses generally 30-40%.

- e. Policy for determining the content of individual remuneration, etc., for Directors

Individual remuneration and so forth for Directors shall be deliberated by the Compensation Committee, a majority of whose members are Independent External Directors, and reported to the Board of Directors for deliberation and a decision. The Compensation Committee shall verify the appropriateness of the level of remuneration, among other matters, by utilizing objective data from outside organizations.

- f. Policies related to the determination of the amount of individual remuneration, etc., for Corporate Auditors (including policies related to the determination of the timing or conditions for granting remuneration, etc.)

Corporate Auditors shall only be paid “basic remuneration,” which is monthly fixed remuneration. In addition, the amount of remuneration shall be determined by consultation among the Corporate Auditors, within the limit of “no more than 100 million yen per year” determined at the 98th Ordinary General Meeting of Shareholders held on June 20, 2017. Furthermore, the number of Corporate Auditors was three as of the conclusion of the relevant General Meeting of Shareholders.

When determining the content of individual remuneration, etc., for Directors for the fiscal year under review, the Compensation Committee, a majority of whose members are Independent External Directors, verifies factors such as the validity of remuneration levels, utilizing objective data from external institutions, and engages in multi-faceted analysis, including consistency with the policy on such decisions. Accordingly, the Board of Directors fundamentally respects the report of the Compensation Committee, and has judged that the content of individual remuneration, etc., for Directors is consistent with the policy on such decisions.

## Corporate Governance

### Executive Compensation (Cont.)

(2) Total amount of remuneration, etc., for each category of Executive, total amount of each type of compensation, etc., and number of eligible Executives

Executive Category	Total Amount of Remuneration, etc. (Millions of Yen)	Total Amount of Each Type of Remuneration, etc. (Millions of Yen)			Number of Eligible Executives (persons)
		Fixed Compensation (Basic Remuneration)	Performance-linked Remuneration (Bonuses)	Non-monetary Compensation (Restricted-share based compensation)	
Director (excluding External Directors)	260	184	47	28	9
Auditors (excluding External Directors)	28	28	-	-	1
External Executives	70	70	-	-	9

#### ● Image of executive remuneration

Fixed Compensation (60-70%)	Basic Compensation (cash)		<ul style="list-style-type: none"> <li>Monthly fixed compensation</li> <li>Payment amounts are set in accordance with the responsibilities and positions of each executive</li> </ul>
	Bonuses (cash)		<ul style="list-style-type: none"> <li>Bonuses that reflect performance over a single fiscal year are paid at a certain time each year. The payment amount is determined in accordance with the level of achievement</li> <li>The total payment amount is subject to approval at an Ordinary General Meeting of Shareholders</li> </ul>
	Variable Compensation (30-40%)	Type of Continuous Service	<ul style="list-style-type: none"> <li>The removal of transfer restrictions is subject to the achievement of indicator requirements</li> </ul>
		Type of Indicator Requirements for Sustainable Management	<ul style="list-style-type: none"> <li>The removal of transfer restrictions is subject to the achievement of indicator requirements</li> <li>In FY2024, there were three assessment indicators, as follows: <ol style="list-style-type: none"> <li>Sustainable Products* related net sales</li> <li>EcoVadis assessment indicator (third-party assessment)</li> <li>Employee engagement index</li> </ol> </li> </ul>



## Corporate Governance

### Skill Matrix

Our Group places “Sustainable Management,” which pursues the practice of corporate philosophy and business growth strategies, at the foundation of all business activities and has set “Harmonious Coexistence with Our Planet,” “Social Contribution,” and “Care for Employees” as key initiatives. Below are the important areas for our Group to promote “Sustainable Management” and their specific measures in the Medium-term Management Plan.

In addition, the “Management of the Company’s business” in the following areas, expects to monitor and supervise the execution of business operations in line with “Sustainable Management” of our Group and raise issues from a long-term perspective. In addition, the following table is resolved by the Board of Directors in accordance with the content of the resolution of the Nominating Committee, a majority of whose members are Independent External Directors.

	Name	Affiliation	Gender	Area of Expertise the Company Expects in Particular								
				Management of the Company's Business	Corporate Management	International Business, Overseas Operation / Globalization	Manufacturing, Technology / R&D	Sales, Marketing	ICT, DX	Finance, Accounting, M&A	Compliance, Risk Management	Personnel Development, Organizational Invigoration, Diversity
Directors	Koji Masuda		Male	○	○	○		○	○		○	○
	Fumiaki Terasaka	External/Independent	Male	○	○			○			○	○
	Mieko Kuwayama	External/Independent	Female	○			○	○			○	○
	Yoshio Osawa	External/Independent	Male	○	○	○		○	○		○	
	Ryuichi Kubota	External	Male	○	○				○	○	○	○
	Tadashi Hasegawa		Male	○	○	○	○		○			○
	Toshiyuki Kawanishi		Male	○	○	○		○	○		○	
	Susumu Ohkawara		Male	○		○				○	○	○
Auditors	Akira Inoue	External/Independent	Male			○				○	○	
	Yoshinobu Miyajima		Male			○				○	○	
	Youichi Hirose	External	Male						○	○	○	

\*1 “○” is indicated in areas the Company has expectations, particularly in light of each individual’s experience and current role. It is not indicative of all the insight and experience possessed by each individual.

\*2 In connection with the takeover bid for the Company’s shares by Paloma Rheem Holdings Co., Ltd. (the bidder), the bidder concluded the Master Transaction Agreement with Fujitsu Limited as of January 6, 2025. Under the Agreement, it was agreed that Ryuichi Kubota and Youichi Hirose, both officers dispatched to the Company by Fujitsu Limited, would resign on the date when the Company acquires its shares held by Fujitsu Limited.

## Risk Management

### Basic Approach

Our Group quickly identifies risks that may affect it in the course of global business development and implements related measures in a timely manner. We thus work to prevent and limit risks that may have a significant impact on our businesses.

### Risk Management Promotion Structure

Our Group conducts risk assessments for each division and Group company. Through deliberations at meetings of the "Compliance/Risk Management Committee," which is chaired by the Chief Executive Officer and whose members are the persons responsible from key divisions, selects "priority issues" to be addressed every year, while promoting activities to reduce risk. The Board of Directors also receives reports every year on the annual activities of the "Compliance/Risk Management Committee."

Additionally, in the event of a material violation of laws and regulations, compliance violation, etc. (such as corruption, harassment, information security violations, leaks of personal information, etc.), they will be reported to the Board of Directors and the Compliance / Risk Management Committee.

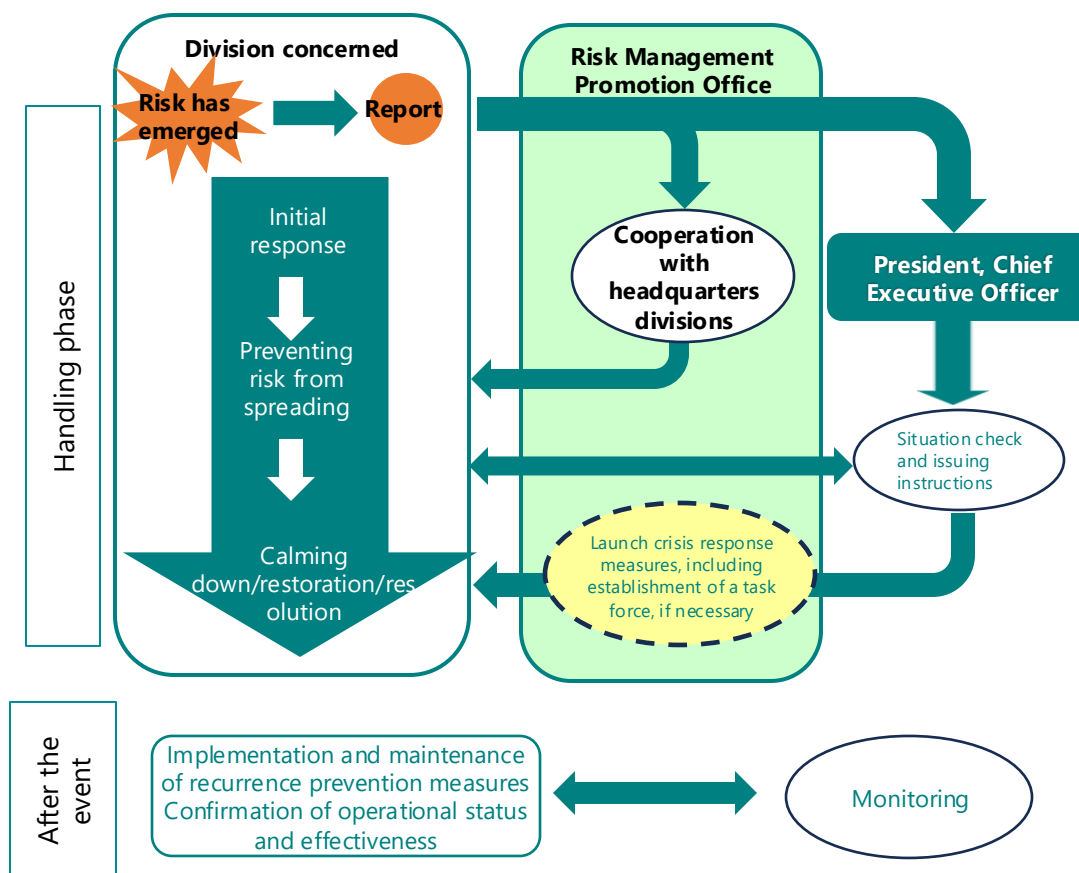
### Actions in the Event That Risks Occur

In order to promptly share information and respond across the organization as a whole in the event that risks that will impact the business activities of the Group occur, the Group has published the "Risk Escalation Guidelines," which indicate the risk reporting procedures. We ensure that employees will take action to respond based on these guidelines.

In March 2025, we established a portal site for "risk escalation" on the company intranet, and a mechanism for prompt and smooth escalation is in place and operational according to risk type (Details on the right).

### Risk Escalation Flow

The following risk escalation flow has been established.



## Risk Management

### Key Initiatives

#### Risk management

The Code of Conduct of the Fujitsu General Way, which stipulates the principles and matters to be observed as the basis for compliance with the Group, is posted on the company intranet and also disseminated through training programs for executives and employees.

As part of our employee awareness-raising activities, we conduct training on the essentials of risk management for managers who are responsible for on-site risk management and internal controls. We also conduct training on important laws and regulations relevant to each division's operations, such as the Anti-Monopoly Act, insider trading regulations, and the Subcontract Act, as well as on business and human rights and information leak prevention.

We also regularly send out e-mail newsletters to employees to raise awareness of compliance in general.

#### Risk assessment

Each of the Company's divisions and Group companies conducts risk assessment to evaluate risks that are considered to have a significant impact if they are actualized and consider risk reduction measures.

Specifically, from the perspective of compliance, we have identified risks that may arise from the status of compliance with various laws and regulations, such as labor laws, anti-monopoly laws, bribery regulations, and environmental regulations applicable to our company, as well as risks that may arise from business activities such as product quality, IT security, natural disasters, and internal fraud. The Compliance/Risk Management Committee selects important themes that should be prioritized from a corporate perspective based on the degree of impact and the level of controls and promotes risk mitigation activities.

#### Business continuity management

Our Group has formulated a Business Continuity Plan (BCP) for the purpose of ensuring the safety of employees and their families while continuing and operating its business in the

event of a large-scale natural disaster or spread of new infectious diseases. In order to ensure the effectiveness of the BCP, our group regularly conducts awareness-raising activities and BCP drills that cover important business operations.

#### Disaster initial response training

Every year, we conduct initial response drills to prepare for events such as an inland earthquake in Tokyo or a Nankai Trough earthquake. In addition to the Human Resources Division, General Affairs Division, and IT Division, the divisions responsible for the business continuity of critical business operations all participate in drills every year, and participants are rotated every year to enhance effectiveness.

#### BCP training

We have formulated BCPs to ensure that our Group's product shipments, firefighting systems, which are a form of social infrastructure, disaster prevention wireless system maintenance services, and other important operations can continue, even in the event of a major earthquake or cyberattack. Every year, we conduct BCP training to ensure the effectiveness of our BCPs.

## Risk Management

### Key Initiatives

#### FY2024 initiatives

We focused on the following “important themes.”

Important themes	Content
Promotion of IT governance and security measures	We take steps to strengthen global IT governance and information security and reduce risks.
Addressing sustainability issues	We conduct sustainability due diligence and implement measures to comply with CSRD (Corporate Sustainability Reporting Directive).
Overseas business risk management	We check the status of each overseas subsidiary's compliance measures and work to strengthen the security risk assessment and governance structures.
Quality compliance	We raise quality compliance awareness among employees and conduct compliance audits of plants.
Control activities based on the Occupational Health and Safety Policy	We establish and operate a global occupational health and safety structure.

### Business Risks

A summary of risks that may affect our Group's financial position, business performance, etc., is as follows. Detailed information is provided in the 106th Annual Securities Report.

- (1) Changes in product demand
- (2) Changes in foreign exchange rates and interest rates
- (3) Materials and component procurement and market changes
- (4) Product development capabilities
- (5) Business activities overseas
- (6) Partnerships with other companies, etc.
- (7) Impact of legal regulations, etc.
- (8) Quality of products, etc.
- (9) Securing human resources
- (10) Information management
- (11) Impairment loss on fixed assets
- (12) Natural disasters and others



106th Annual Securities Report  
<https://www.fujitsu-general.com/shared/jp/pdf-fcjp-ir-securities-report2024-01.pdf>

## ■ Corporate Ethics/Compliance

### Code of Conduct

The Code of Conduct of the Fujitsu General Way, which stipulates the principles and matters to be observed as the basis for compliance with the Group, is posted on the company intranet and also disseminated through training programs for executives and employees.

#### The Fujitsu General Group Code of Conduct

- **We respect human rights.**

We respect each individual's human rights and will not discriminate on the basis of race, color, religion, creed, sex, social status, family origin, physical or mental disability, or sexual orientation, nor will we commit other violations of human rights, such as sexual harassment. Such discrimination will not be tolerated. We will make every endeavor to be fully aware of human rights issues and foster respect and equality for all.

- **We comply with all laws and regulations.**

We respect and comply with all applicable laws, treaties, government regulations and statutes, customs and social norms considered to be fair. We also conform to socially accepted business practices, use common sense in our dealings, and are careful to check whether our commercial terms are in line with local requirements. Customs vary from country to country. Therefore, in addition to understanding the laws and customs of our home territory, we also will become familiar with and respect the laws, customs and ethnicities of other territories in which we do business.

- **We act with fairness in our business dealings.**

We treat customers, business partners and competitors fairly and with respect. We do not engage in practices which treat customers differently without justification. We do not use our position to secure an unfair advantage in dealings with business partners. We do not take advantage of competitors through unethical behavior or illegal means.

- **We protect and respect intellectual property.**

We must act with a strong awareness of the fact that intellectual property supports the business activities of our Group as an important management asset, and that this enables us to be a trusted partner for customers. We must deepen our understanding of the fact that the knowledge and expertise of each and every employee of the Group gives us our business superiority and is a powerful weapon. At the same time, we must respect the intellectual property of other companies, and acquire and use it through appropriate procedures.

- **We maintain confidentiality.**

We must have a proper understanding of the rules for handling different types of information and thoroughly comply with those rules. In addition, we are conscious of the vital importance of data security in our daily work so as not to unintentionally leak confidential information or personal data.

- **We do not use our position in our organization for personal gain.**

We do not use our position, role, or corporate information, or act in any way contrary to our corporate obligations, to seek or gain benefits for ourselves, our relatives, our friends, or other third parties. We must also not use or dispose of the property of our Group for any purpose other than the execution of business operations. We do not trade stocks or other securities using undisclosed "insider" information gathered from our organization or third parties.



## ■ Corporate Ethics/Compliance

### Prevention of Bribery and Corruption

#### Basic approach

All members of the Fujitsu General Group follow the FUJITSU GENERAL Way of Code of Conduct principles of “We act with fairness in our business dealings” and “We do not use our position in our organization for personal gain.” In further support of this, we have established the Anti-Bribery, Gift, and Entertainment Guidelines to prevent bribery and maintain fair and equitable relationships with our business partners. Specifically, the provision of gifts or entertainment to public officers for the purpose of obtaining business favors is prohibited. In addition to prohibiting the giving of gifts or entertainment to persons other than public officers and other parties with the intention of inducing them to perform improper duties, it is also prohibited in principle to receive gifts or entertainment. Furthermore, in the “Fujitsu General Guideline for Sustainable Procurement,” it also states that we will not permit any bribery or corruption among suppliers of the Group.

The key points of the “Anti-Bribery, Gift and Entertainment Guidelines” are as follows.

#### 1. Prohibition on bribery

- The provision of gifts or entertainment to public officers for the purpose of obtaining business favors is prohibited
- The provision of gifts or entertainment to public officers etc., with whom we have special interests is prohibited in principle
- The provision of gifts or entertainment with inappropriate intentions is also prohibited to persons other than public officers, etc.

#### 2. Refusal of gifts and entertainment

- We will refuse gifts, including mid-year and year-end gifts
- In principle, we will refuse any entertainment that exceeds the provisions of the guidelines
- We will ensure widespread awareness of the fact that the Company will refuse gifts and entertainment among suppliers
- When receiving gifts or entertainment, we will obtain the approval of superiors in advance, and submit a report to the executive responsible for internal controls

#### Enlightenment activities

All executives and employees of the Company and its domestic affiliates are informed of these guidelines through training and act in accordance with these guidelines. Training materials are posted on our internal intranet and made available for individuals to utilize. Furthermore, each of our overseas bases complies with anti-bribery regulations established based on the content of these guidelines and local laws and customs, and we conduct training to spread awareness and ensure compliance.

#### Monitoring and reporting systems

We perform monitoring of each division in Fujitsu General and Group companies through audits of each site by the Audit Division. Any material problems are reported to the Board of Directors and the Compliance & Risk Management Committee.

Our Group has also established the “Corporate Ethics Helpline” internal reporting system, through which we accept reports and consultations from employees concerning bribery and corruption. We have also established a reporting hotline for suppliers in Japan, through which we accept reports concerning bribery and corruption from the executives and employees of suppliers.

In FY2024, there were zero incidents of material bribery or corruption.

### Policy on Political Contributions and Donations

When making political contributions or donations to various organizations and other entities, we will follow the laws and regulations established by each country. In addition, we will do so only after obtaining approval in accordance with internal rules and regulations.

## ■ Corporate Ethics/Compliance

### Tax

#### Basic approach

Our Group endeavors to appropriately fulfill our tax payment obligations, etc., based on tax laws and other laws and regulations in each country where we operate our businesses, in accordance with the “Code of Conduct” in our Corporate Philosophy, the “FUJITSU GENERAL Way,” with the awareness that doing so is a basic and important social responsibility that we must fulfill as a company.

In addition, the Board of Directors has also passed a resolution concerning the “Fujitsu General Group Tax Policy,” which sets forth the approach of the Group toward tax.



Fujitsu General Group Tax Policy

<https://www.fujitsu-general.com/shared/pdf-f000-taxation-policy-en-01.pdf>

#### Tax payment results

In the Annual Securities Report, we disclose the amount of corporation tax paid by our Group and any difference with the statutory effective tax rate.



Annual Securities Report

[https://www.fujitsu-general.com/jp/ir/library/sec\\_report/index.html](https://www.fujitsu-general.com/jp/ir/library/sec_report/index.html)

## ■ Corporate Ethics/Compliance

### Protection of Personal Information

#### Basic approach

Our Group is deeply aware of the fact that it is our social responsibility as a company to appropriately handle individually identifiable information (personal information), such as customer names and addresses, and email addresses, based on the statement in our Code of Conduct, “We maintain confidentiality.”

Our Group has set forth the “Privacy Policy,” and we are promoting initiatives related to the protection of personal information, such as the creation of a website related to the disclosure of personal information, etc. As set forth in this policy, we also do not provide personal information to third parties without the consent of customers, except when permitted as an exception for legal reasons.



Privacy Policy

<https://www.fujitsu-general.com/global/privacy/index.html>

#### Structure

The Company and Group companies work to protect personal information in accordance with laws and regulations in each country and region and social requirements. Any material problems are reported to the Board of Directors and the Compliance & Risk Management Committee, and appropriate rectification measures are implemented, such as guidance for affected persons and disciplinary measures.

#### Key initiatives

In divisions that handle personal information on a day-to-day basis, such as Call Centers, we endeavor to ensure a high level of security. We check the operational status of these measures through legal audits by the Legal Division, operational audits by the Audit Division, etc., and work toward improvements.

### Preventing Insider Trading

Based on the FUJITSU GENERAL Way's Code of Conduct principles of “We comply with all laws and regulations” and “We maintain confidentiality,” our Group has established the Regulations for the Prevention of Insider Trading to ensure the prevention of insider trading to fulfill its corporate social responsibility. As an example, employees are required to submit prior notification when buying, selling, or otherwise trading the Company's specified securities. In addition, we provide internal training to our employees covering the subject of insider trading to ensure compliance with laws and regulations, and acquaint them with our internal rules regarding the proper handling of insider and confidential information.

### Material Violations of Laws and Regulations, etc.

In the event of a material violation of laws and regulations, compliance violation, etc. (such as corruption, harassment, information security violations, leaks of personal information, etc.), they will be reported to the Board of Directors and the Compliance & Risk Management Committee, and will also be publicly disclosed, in principle. The parties involved may be subject to disciplinary treatment, etc., based on the Rules of Employment.

In FY2024, there were zero material violations of laws and regulations, etc.

## ■ Corporate Ethics/Compliance

### Whistleblowing System

Our Group has established a reporting hotline as a mechanism for appropriately processing reports and consultations concerning compliance violations, violations of human rights including harassment, etc. Through the use of this hotline, compliance issues are detected at an early stage and appropriate measures are taken.

A system is in place where, while maintaining the strict confidentiality of the reporter or consulter, a specialist investigation team takes responsibility for investigating the facts of reports and consultations received, and implementing corrective measures and measures to prevent recurrence as necessary. In addition to accepting anonymous reports, we also thoroughly ensure the protection of reporters and consulters by prohibiting acts of revenge or unfavorable treatment of reporters and consulters in relation to the content of reports and the fact that an investigation was conducted.

If any material problems are discovered as a result of an investigation, they are reported to Representative Directors, the Board of Directors, or the Compliance & Risk Management Committee, as appropriate.

Furthermore, we accept reports concerning all aspects of compliance, including harassment, as well as violations of laws and regulations, internal fraud, bribery and corruption, anti-competitive practices, and violations of human rights.

#### ● Whistleblowing hotline

Our Group has established reporting hotlines in Japan and each site overseas, thereby establishing a system that enables all employees of the Group to report and seek consultation on violations of human rights, as well as corporate ethics and other compliance violations.

We have established a “Corporate Ethics Helpline” for all employees, dispatch employees, and technical interns of the Company in Japan. We spread awareness of this system among employees through information on our internal intranet, e-learning, etc.

In addition, we have established a “Human Rights Hotline” for employees of the Group (in Japan) as a special reporting hotline within the Corporate Ethics Helpline for problems

related to human rights, including harassment. We spread awareness on our internal intranet, and also accept reports by telephone and email.

At overseas sales and production sites in our Group, we have established reporting hotlines for each site, which we operate in accordance with the laws and regulations of each country.

#### ● Supplier reporting hotline

We have established a reporting hotline for compliance violations for the executives, employees, etc., of suppliers in Japan from whom the Company directly procures goods, software, services, and other items. This system consists of reporting hotlines for cases when executives or employees of our Group have committed compliance violations in relation to procurement activities, or when there are suspicions of such actions, and information about the contact point for reports is posted on the Company’s website.



Supplier reporting hotline

<https://www.fujitsu-general.com/jp/csr/fair/helpline.html>

## ■ Corporate Ethics/Compliance

### Training

#### Basic approach

Our Group conducts compliance training concerning matters such as important laws and regulations related to the operations of each division as necessary, including the Anti-Monopoly Act, insider trading regulations, and the Subcontract Act, as well as business and human rights, and information leak prevention. We also provide education for each level of employee, such as new employees and newly appointed managers. Our Group (overseas) conducts compliance education based on the laws and regulations of each country and company rules.

In our monthly email newsletter, we also strive to share information that highlights the importance of compliance, based on familiar cases.

In FY2024, the content of training for all employees, in principle, was as shown on the right.

#### Training for all employees in FY2024

Content of Training	Purpose
Basic education on sustainability	To deepen knowledge and understanding of ESG and sustainability, and utilize them in day-to-day operations.
Information management	To understand important information asset classifications and their handling in the Company, and enable each division to appropriately manage them. In addition, to recognize the potential harm and impact from information leaks, and ensure that each employee understands and can execute the countermeasures that he or she should implement.
Use of generative AI	To inform participants about the appropriate business use of generative AI.
Security Export Control	To ensure understanding of the Security Export Control system and spread awareness of internal management rules.
Human rights and D&I (Diversity & Inclusion) training	To enlighten participants about human rights, enhance awareness of human rights, and promote D&I.
FG Way Code of Conduct	To deepen understanding of the Code of Conduct, which forms the basis of compliance. The main content is as follows. "Respect for human rights," "compliance with laws and regulations," "fair commercial transactions (bribery and corruption prevention)," "protection of intellectual property," "maintenance of confidentiality"
Anti-Monopoly Act	To increase awareness of preventing anti-competitive actions, including the Anti-Monopoly Act (unfair transactions, contact with competitors without justifiable reasons, etc.).



## ■ Information Security

### Basic Approach

Based on the “Corporate Philosophy” and “Code of Conduct” set forth in the “FUJITSU GENERAL Way,” our Group recognizes that it is important that we respond to information security risks, which change on a daily basis, and deliver highly safe and trustworthy products and services to customers, while also protecting the information assets entrusted to us by customers and suppliers, as well as those of our Group, from various threats. Based on this awareness, we position information security as one of the most important issues, and have therefore established an Information Security Policy, under which the Group works together to implement information security in a cross-organizational and continuous manner.



For the full text of our Information Security Policy, please refer to the Company's website.  
Information Security Policy  
<https://www.fujitsu-general.com/global/info-security/index.html>

### Promotion Structure

Our Group holds quarterly meetings of the Compliance/Risk Management Committee, which is chaired by the Chief Executive Officer, where the status of information security initiatives is reported and deliberated. Once every year, the Compliance/Risk Management Committee submits a report to the Board of Directors concerning the results of risk management promotion activities, including information security, and related plans.

In addition, based on instructions from the Information Security Control Division, information security managers in each division and organization play a central role in managing information security within their divisions. The Information Security Control Division checks the current status of information security management, and issues instructions for rectification to each division and organization as necessary. In such ways, we endeavor to maintain and enhance information security. Furthermore, at Group companies, including overseas, we have appointed security managers for each site, as part of our efforts to enhance security across our Group as a whole.

With regard to our policies on activities related to information security, we revise action plans every year, based on medium-term business plans of the IT Division, and they are then decided on by team members, including the Chief Executive Officer and executive.

## Information Security

### Key Initiatives

In accordance with our Information Security Policy, in our Group, the division responsible for managing information security creates and promotes specific security measures. Additionally, we have established Information System Security Rules, which we use as standards to prevent leaks of information.

We endeavor to increase awareness among all employees through the necessary education and enlightenment activities, and thereby ensure information security. Accordingly, we conduct e-learning, etc., related to information security and information management for employees every year. Furthermore, we have also formulated the "Information Management Handbook," which summarizes key points related to information management, and created the "IT Risk Response Pocket Manual," as a response manual in the event that problems occur, etc. We encourage employees to carry these manuals at all times.

In addition, we have created a dedicated information security website on our internal portal website, where we share the latest information as necessary. Through this internal portal website and security managers in each division and organization, we spread awareness of messages and precautions concerning information security.

Additionally, in order to ensure that only the minimum necessary employees are able to access confidential information, each division checks and manages access rights to confidential information twice a year, and the division responsible for managing information security performs monthly checks of PC security settings.

We also provide training on how to respond to suspicious emails every year, and training on how to respond to an envisioned information security accident on internal or external systems. In FY2024, we conducted suspicious email response training once for all employees. We provided repeat training to some eligible persons based on the results of that training.

### Actions in the Event That Problems Occur

In the event of an accident or violation related to information security, the division where it occurred will promptly work with the division responsible for managing information security to respond, and will also report the event to senior management, as necessary.

Specifically, in accordance with the "IT Risk Response Pocket Manual," our response manual, events will be promptly reported to the Information Security Control Division, including evenings and non-business days. Subsequently, the Information Security Control Division will play a central role in investigating the cause of the problem and preventing recurrence.

If it is judged that the accident or violation that occurred is material, an Accident Taskforce led by the Chief Executive Officer will be promptly established and it will work with external information security specialist institutions and government agencies to respond as necessary.

In addition, we promote information security initiatives by setting a KPI of zero serious information security incidents, such as leaks of customer information and other important information or incidents that could significantly affect our business activities. In FY2024, there were zero serious information security incidents.

### Escalation procedure for when problems occur

We have established a "risk escalation" portal site on the company intranet to enable prompt sharing and handling of company-wide risks, including information security, with relevant parties. For details on the risk escalation flow, refer to page 95.

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# Data



## Environmental Performance Data

### Material Balance (FY2024 Actual Results)

#### INPUT

##### R&D/Procurement/Manufacturing

Energy		491,583	GJ
	Electric power	93,967	MWh
	Electricity derived from renewable energy sources	32,503	MWh
	City gas	481	thousand m <sup>3</sup>
	LNG	0	thousand m <sup>3</sup>
	LPG	1,468	t
	Petrol	689	kL
	Light oil	929	kL
	Kerosene	37	kL
	Heavy oil-A	8	kL
Raw Material		112,954	t
	Metal	83,789	t
	Plastics	17,633	t
	Packing material	8,671	t
	Other Subsidiaries	2,861	t
Water		408	thousand m <sup>3</sup>
Chemical substance <sup>*1</sup>		43	t

<sup>\*1</sup> Aggregation of handling amounts for PRTR Law subject substances, with an annual handling threshold of 100 kg or more per facility.



For details of the scope subject to reporting, please refer to the Company's website.  
List of Report Target Organizations  
<https://www.fujitsu-general.com/global/environment/data/organization.html>

#### OUTPUT

##### R&D/Procurement/Manufacturing

Atmospheric emissions	Greenhouse gas	45,434	t-CO <sub>2e</sub>
	CO <sub>2</sub>	41,518	t-CO <sub>2</sub>
	Fluorocarbons	3,916	t-CO <sub>2e</sub>
	NOx	52.5	t
	SOx	4.2	t
	VOC	13.6	t
Waste		11,801	t
	Final disposal amount	971	t
	Effective utilization/Others	2,463	t
	Valuable quantity	8,367	t
Water discharge	Water discharge	351	thousand m <sup>3</sup>
	BOD	7.7	t
	COD	29.1	t
Chemical substance emissions • Volume of movement <sup>*2</sup>		41	t

<sup>\*2</sup> Emission and transfer amounts for PRTR Law subject substances, with an annual handling threshold of 100 kg or more per facility.

## Environmental Performance Data

### Material Balance (FY2024 Actual Results)

#### INPUT

##### Logistics

Energy*1		24,504	GJ
	Vehicle fuel	23,913	GJ
	Procurement	2,432	GJ
	Shipment	21,481	GJ
	Marine transportation fuel	591	GJ
	Shipment	591	GJ

#### Usage

Energy	Electric power*2	58,381	thousand MWh
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#### Recycling

Product recycling disposed quantity		456,526	Units
	CRT type TV	1,276	Units
	LCD/Plasma type TV	88	Units
	Air-conditioner	404,907	Units
	Refrigerator/Freezer	47,988	Units
	Washing machine/Cloth dryer	2,267	Units

#### OUTPUT

##### Logistics

Atmospheric Emissions	CO <sub>2</sub>	34,738	t-CO <sub>2</sub>
	Procurement	1,639	t-CO <sub>2</sub>
	of which in Japan	168	t-CO <sub>2</sub>
	Shipment	33,099	t-CO <sub>2</sub>
	of which in Japan	1,525	t-CO <sub>2</sub>

#### Usage

Atmospheric emissions	CO <sub>2</sub> *3	27,090,919	t-CO <sub>2</sub>
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#### Recycling

Product recycled amount		37,473	t
	Disposal amount	19,278	t
	Fluorocarbons regeneration amount	257	t
	Other reuse	17,938	t

\*1 Scope of coverage is within Japan

\*2 The total amount of electricity consumed by air conditioners sold during their total operating hours over their estimated product life

\*3 CO<sub>2</sub> emission during product use: Total of emission during operating period of our products



## Environmental Performance Data



We have received third-party assurances for Scope 1, 2, and 3 (Category 11) emissions. For details, please refer to the Company's website.  
Environmental Performance Data  
<https://www.fujitsu-general.com/global/environment/data/performance.html>

### Reporting of Greenhouse Gas Emissions Based on GHG Protocol

Unit: t-CO<sub>2e</sub>

Scope and Category				FY2020	FY2021	FY2022	FY2023	FY2024	FY2024 Rate
Emissions from corporate activities (Scope 1 + Scope 2 (Market-based)) *1				64,885	43,188	20,895	12,736	45,434	0.14%
Scope1	Direct emissions from fuels and fluorocarbons consumed by the company			24,497	30,651	20,895	12,736	13,453	0.04%
Scope2	Indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the company		Market-based *2	40,388	12,536	0	0	31,981	0.10%
			Location-based *3	33,078	44,132	44,405	40,510	45,449	-
All other indirect emissions that occur in a company's value chain (Scope 3)				27,948,148	38,399,925	49,558,288	29,520,801	31,800,252	99.86%
Up-stream	Category 1	Purchased goods and services *4		897,591	1,092,068	2,195,575	1,339,424	1,107,446	3.48%
	Category 2	Capital goods		26,973	25,341	25,391	36,459	23,657	0.07%
	Category 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2		2,863	3,101	3,125	2,846	3,258	0.01%
	Category 4	Upstream transportation and distribution *5		70,669	75,608	91,135	20,780	25,309	0.08%
	Category 5	Waste generated in operations		2,927	2,441	2,536	2,242	1,816	0.01%
	Category 6	Business travel *6		576	969	1,057	1,131	1,138	0.00%
	Category 7	Employee commuting *6		312	284	311	297	293	0.00%
	Category 8	Upstream leased assets *7		N/A	N/A	N/A	N/A	N/A	-
Down-stream	Category 9	Downstream transportation and distribution *5		38,806	44,655	54,139	9,182	10,179	0.03%
	Category 10	Processing of sold products		28	37	44	36	23	0.00%
	Category 11	Use of sold products *8		26,898,531	31,844,316	40,906,853	24,734,031	27,090,919	85.07%
	Category 12	End-of-life treatment of sold products *9		8,873	5,311,103	6,278,123	3,374,372	3,536,214	11.10%
	Category 13	Downstream leased assets		N/A	N/A	N/A	N/A	N/A	-
	Category 14	Franchises		N/A	N/A	N/A	N/A	N/A	-
	Category 15	Investments		N/A	N/A	N/A	N/A	N/A	-
Emissions from entire value chain (Scope 1 + Scope2 (Market-based) +Scope 3)				28,013,033	38,443,113	49,579,183	29,533,537	31,845,686	100.00%

\*Figures may not add up due to rounding.

\* Please refer to the following page for notes.

\* GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

## Environmental Performance Data

### Reporting of Greenhouse Gas Emissions Based on GHG Protocol

#### Annotations

- \*1 Until FY2021, as for the amount of fluorocarbon emissions from repair processes at factories, the amount filled into products was regarded as the amount of fluorocarbons emissions, but from FY2022, the amount filled into products minus the amount recovered is calculated as the amount of fluorocarbons emissions.
- \*2 Domestic: Calculated with emission factors for electricity contractually purchased. Overseas: Calculated with emission factors by country based on IEA "Emissions Factors." Note that the CO<sub>2</sub> emissions of Scope 2 are zero in FY2022 and FY2023 because of the contract for renewable energy electricity and the purchase of renewable energy electricity certificates.
- \*3 Calculated based on average electricity generation emission factors for defined locations  
Before FY2020  
Domestic: Calculated with emission factors of 2002 listed on the public documents by The Federation of Electric Power Companies of Japan.  
Overseas: Calculated with emission factors of 2006 listed on the public documents by The Federation of Electric Power Companies of Japan.  
From FY2021 onward  
Domestic: Calculated with the national average factor in the Ministry of the Environment's "Emission Factors by Electric Utility Company."  
Overseas: Calculated with emission factors by country based on IEA "Emissions Factors."
- \*4 Note that the figures for FY2021 through FY2023 have been retroactively adjusted to improve the accuracy of the tabulation.
- \*5 We revised the calculation method for overseas transportation starting in FY2023.
- \*6 Scope of aggregation is within Japan.
- \*7 Included in Scope 1 and 2.
- \*8 Products included in the calculation and refrigerant leakage during air conditioner operation Before FY2020  
Targeting air conditioners, information and communication systems, and in-vehicle cameras. Does not include refrigerant leakage during air conditioner operation.  
From FY2021 onward  
Targeting air conditioners. Note that the figures for FY2021 through FY2023 regarding emissions and refrigerant leakage during air conditioner operation have been retroactively adjusted due to improved accuracy of the tabulation.  
Includes refrigerant leakage during air conditioner operation. Calculated using the following formula and the leakage rate from the Ministry of the Environment's "Greenhouse Gas Inventory."  
Formula: Amount of refrigerant contained (kg) x Global warming potential x Leakage rate x Estimated product life (\*8-2) x Number of units sold/1,000  
Residential air-conditioners: Leakage rate during operation of residential air conditioners (current value)  
Commercial air-conditioners: Leakage rate during operation of commercial refrigeration and air conditioning equipment (after review)  
Global warming potential: IPCC "Intergovernmental Panel on Climate Change (4th Report)"  
\*8-2 Residential equipment: 10 years; Commercial equipment: 13 years
- \*9 Refrigerant leakage during disposal of air-conditioners  
Before FY2020  
Does not include refrigerant leakage during disposal of air-conditioners.  
From FY2021 onward  
Calculated assuming a 0% recovery rate of the charged refrigerant. Note that the figures for FY2021 through FY2023 have been retroactively adjusted due to improved accuracy of the tabulation.  
Global warming potential: IPCC "Intergovernmental Panel on Climate Change (4th Report)" was used.



We have received third-party assurances for Scope 1, 2, and 3 (Category 11) emissions. For details, please refer to the Company's website.

Environmental Performance Data

<https://www.fujitsu-general.com/global/environment/data/performance.html>

## Environmental Performance Data

### Energy Usage

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Electric power	MWh	82,173	89,306	89,113	81,973	93,967
Electricity derived from renewable energy sources	MWh	1,304	3,245	28,951	30,767	32,503
Light oil	kL	970	839	906	881	929
Petrol	kL	822	759	759	742	689
Kerosene	kL	54	42	34	36	37
Heavy oil-A	kL	40	27	32	32	8
LPG	t	2,509	2,567	2,491	1,332	1,468
City gas	thousand m3	142	511	431	579	481
LNG	thousand m3	280	-	-	-	-

### Raw Material Usage

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Metal	t	101,452	102,637	107,720	64,879	83,789
Other than metal (plastic, etc.)	t	38,259	37,118	36,041	23,360	29,165

### Chemical Substance

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Chemical substance*	t	40	50	54	30	43

\* Aggregation of handling amounts for PRTR Law subject substances, with an annual handling threshold of 100 kg or more per facility.

## Environmental Performance Data



We have received third-party assurances for Scope 1, 2, and 3 (Category 11) emissions. For details, please refer to the Company's website.

Environmental activities: Environmental Performance Data

<https://www.fujitsu-general.com/global/environment/data/performance.html>

### Atmospheric Emissions

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Emissions of CO <sub>2</sub> associated with business activities	t-CO <sub>2</sub>	46,217	25,482	12,611	9,400	41,518
Emissions of greenhouse gases other than CO <sub>2</sub> * <sup>1</sup> (CO <sub>2</sub> equivalent)	t-CO <sub>2</sub>	11,358	17,706	8,284	3,336	3,916
Nitrogen oxides (NOx)	kg	33,715	30,502	31,539	33,784	52,529
Sulfur oxide (SOx)	kg	3,031	7,418	1,280	1,511	4,224
Chemical substance emission • Volume of movement * <sup>2</sup>	t	37	47	50	29	41
Volatile organic compounds (VOC) * <sup>3</sup>	kg	0	0	5,858	6,653	13,602

### Water

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Water usage	thousand m <sup>3</sup>	382	417	409	391	408
Water server/Tap water	thousand m <sup>3</sup>	382	416	408	390	406
Rain water	thousand m <sup>3</sup>	0	1	1	1	2
Water discharge	thousand m <sup>3</sup>	331	364	355	338	351
Sewage	thousand m <sup>3</sup>	331	364	354	337	351
Released into river/ocean	thousand m <sup>3</sup>	1	1	1	1	0
Water quality (BOD)	t	12.1	15.9	10.0	10.2	7.7
Water quality (COD)	t	50.3	45.3	31.2	29.6	29.1

\*1 Until FY2021, as for the amount of fluorocarbon emissions from repair processes at factories, the amount filled into products was regarded as the amount of fluorocarbons emissions, but from FY2022, the amount filled into products minus the amount recovered is calculated as the amount of fluorocarbons emissions.

\*2 Emission and transfer amounts for PRTR Law subject substances, with an annual handling threshold of 100 kg or more per facility.

\*3 The increase in volatile organic compounds (VOC) in FY2024 is due to the revision of calculation standards.

## Environmental Performance Data

### Recycling

Indicator		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Product recycling disposed quantity		thousand units	451	418	429	435	457
Product recycling rate	Air-conditioner	%	94	95	95	95	95
	CRT type TV	%	74	74	74	74	74
	LCD/Plasma type TV	%	86	86	87	86	86
	Refrigerator/Freezer	%	81	80	80	80	80
	Washing machine/Cloth dryer	%	94	94	94	94	94
Estimated collection volume of plastic (foamed styrol)		kg	5,271	6,073	5,247	4,039	4,049
Estimated collection volume of plastic (Other plastics)		kg	9,533	10,091	8,869	6,667	7,197



## Environmental Performance Data

### Waste (Japan: Business Offices/Group Companies)

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Effective utilization/others	t	310	412	423	386	385
Valuable quantity	t	907	1,025	974	878	949
Final disposal amount	t	186	103	109	115	104
Recycling rate	%	86.7	93.3	92.8	91.6	92.7

### Waste (Overseas: Production Group Companies)

Indicator	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Effective utilization/others	t	1,357	1,602	1,400	1,210	2,051
Valuable quantity	t	7,118	7,689	9,683	6,179	7,418
Final disposal amount	t	399	536	744	459	788
Recycling rate	%	95.5	94.5	93.7	94.1	92.3

## Social Data

### Employees (Basic Information)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Regular employees	Consolidated	People	8,066	8,398	8,335	8,765	8,503
	Male	People	-	-	5,737	6,048	5,965
	Female	People	-	-	2,598	2,717	2,538
	Percentage of female	%	-	-	31.2	31.0	29.8
	Consolidated	People	8,066	8,398	8,335	8,765	8,503
	Japan	People	-	-	2,216	2,257	2,275
	Americas	People	-	-	166	168	185
	Europe	People	-	-	98	275	264
	Middle East and Africa	People	-	-	17	15	14
	Oceania	People	-	-	519	584	612
	Asia	People	-	-	2,873	3,207	3,180
	Greater China	People	-	-	2,446	2,259	1,973

## Social Data

### Employees (Basic Information)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Regular employees	Standalone	People	1,679	1,710	1,729	1,734	1,716
	Male	People	1,441	1,458	1,467	1,464	1,457
	Female	People	238	252	262	270	259
	Percentage of female	%	14.2	14.7	15.2	15.6	15.1
	<30 years old	People	373	356	342	329	349
	30-50 years old	People	775	803	790	780	733
	>50 years old	People	482	551	597	625	634
Average age (Regular employees)	Standalone	Age	41.0	42.3	42.6	42.9	42.8
Number of foreign employees	Standalone	People	19	16	16	11	11
	Male	People	-	-	9	6	9
	Female	People	-	-	7	5	2
Non-regular employees	Standalone	People	-	197	190	187	208
Percentage of non-regular employees	Standalone	%	-	10.3	9.9	9.7	10.8
Number of employees with disabilities	Standalone and affiliates*	People	65.0	71.5	78.5	81.0	76.0
Percentage of employees with disabilities	Standalone and affiliates*	%	2.69	2.90	3.14	3.16	3.05

\* The data compiled includes Fujitsu General Limited, Fujitsu General Field Sales Limited, Fujitsu General OS Technology Limited, and Fujitsu General Hardware Limited.

## Social Data

### Employees (Number of Employees in Management and Percentage of Female Employees)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees in management	Standalone	People	-	432	443	447	450
	Male	People	-	423	434	436	437
	Female	People	6	9	9	11	13
	Newly appointed female employees in management	People	3	3	0	1	1
Number of newly appointed managerial and leadership positions (Grade L)	Standalone	People	-	3	5	3	6
Percentage of female employees in junior management positions (Grade M and E)*	Standalone	%	-	-	-	3.3	3.4
Percentage of female employees in management	Consolidated	%	-	-	10.2	11.5	11.4
	Standalone	%	-	-	2.0	2.6	3.0
	Fujitsu General Electronics Limited	%	-	-	0.0	0.0	0.0
	Fujitsu General Field Sales Limited	%	-	-	0.0	0.0	0.0
	Fujitsu General OS Technology Limited	%	-	-	4.8	4.5	3.7
Share of women in management positions in revenue-generating functions	Standalone	%	-	-	1.54	1.76	1.84
Share of women in STEM-related positions (as % of total STEM positions)	Standalone	%	-	-	7.79	10.14	8.25

\* Refers to junior management positions, i.e., first level of management

## Social Data

### Employees (Number of New Employee Hires, etc.)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of new employee hires (including new graduates in the below)	Standalone	People	-	109	100	110	104
	Male	People	-	83	76	83	87
	Female	People	-	26	24	27	17
	Percentage of female	%	-	23.9	24.0	24.5	16.3
Number of new graduate hires	Standalone	People	88	74	61	69	90
	Male	People	62	51	45	51	73
	Female	People	26	23	16	18	17
	Percentage of female	%	29.5	31.1	26.2	26.1	18.9
Turnover employees	Standalone	People	28	49	55	63	90
	Male	People	25	37	47	55	65
	Female	People	3	12	8	8	25
Turnover rate	Standalone	%	1.67	3.10	3.22	3.64	5.24
	Male	%	1.76	2.78	3.22	3.75	4.46
	<30 years old	%	4.15	5.12	3.76	7.87	6.02
	30-50 years old	%	1.52	2.86	3.75	3.97	5.95
	>50 years old	%	0.44	1.24	2.20	1.50	2.11
	Female	%	1.38	5.04	3.17	3.05	10.00
	<30 years old	%	2.90	6.25	4.49	4.55	13.25
	30-50 years old	%	0.96	5.45	2.73	2.73	11.71
	>50 years old	%	0.00	2.08	1.89	1.56	1.54
Average years of employment	Standalone	Year	17.3	17.4	17.6	17.7	17.8
	Male	Year	17.9	18.0	18.2	18.4	18.4
	Female	Year	13.8	14.0	14.2	14.0	14.7



## Social Data

### Employees (Childcare)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of people taking parental leave	Standalone	People	21	25	25	26	37
	Male	People	7	13	16	19	25
	Female	People	14	12	9	7	12
Number of regular employees who returned to work after parental leave of absence	Standalone	People	8	12	31	27	29
	Male	People	5	10	17	19	22
	Female	People	3	2	14	8	7
Number of shortened working hours for childcare	Standalone	People	29	28	38	50	40
	Male	People	0	0	1	1	1
	Female	People	29	28	37	49	39
Percentage of parental leave taken by males	Standalone	%	-	-	47.0	55.9	67.6
	Fujitsu General Electronics Limited	%	-	-	40.0	60.0	100.0
	Fujitsu General Field Sales Limited	%	-	-	*_	*_	*_
	Fujitsu General OS Technology Limited	%	-	-	0.0	33.3	33.3
Percentage of male employees (regular employees) utilizing childcare leave or maternity support leave for spouses	Standalone	%	-	-	-	79.4	91.9
Average duration of parental leave taken by males	Standalone	Days	-	-	65	50	82

\* The figure is not calculated as there are no male employees eligible for parental leave.

## Social Data

### Employees (Gender Pay Gap)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Gender pay gap	Standalone	%	-	-	70.0	70.7	73.6
	Regular employees	%	-	-	69.5	70.3	73.0
	Part-time or fixed-term employees	%	-	-	55.3	53.7	61.2
	Fujitsu General Electronics Limited	%	-	-	53.2	53.3	52.7
	Regular employees	%	-	-	55.6	57.2	59.1
	Part-time or fixed-term employees	%	-	-	72.4	70.4	65.2
	Fujitsu General Field Sales Limited	%	-	-	87.0	88.1	86.6
	Regular employees	%	-	-	*_	*_	*_
	Part-time or fixed-term employees	%	-	-	89.6	92.0	89.2
	Fujitsu General OS Technology Limited	%	-	-	75.8	77.4	73.0
	Regular employees	%	-	-	76.8	78.3	73.6
	Part-time or fixed-term employees	%	-	-	52.9	57.2	62.3

\* The data has not been computed due to the lack of female regular employees.

## Social Data

### Employees (Health and Productivity Management)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Rate of employees getting necessary follow-up examinations <sup>*1</sup>	Standalone	%	81.9	91.8	81.9	48.1	57.0
Rate of employees visiting medical institutions for follow-up <sup>*2</sup>	Standalone	%	-	-	-	56.3	62.6
Rate of employees undergoing specified health checkups targeting metabolic syndrome (for ages 40 to 74)	Standalone	%	90.0	91.0	91.3	91.0	-
Rate of employees identified as requiring specific health guidance <sup>*3</sup>	Standalone	%	52.0	53.0	53.3	50.3	-
Rate of employees at risk of lifestyle-related diseases <sup>*4</sup>	Standalone	%	47.3	45.1	40.1	41.9	41.2
Percentage of employees maintaining a healthy body weight (defined as no weight gain of more than 10 kg since age 20)	Standalone	%	66.5	62.2	63.2	66.4	-
Smoking rate	Standalone	%	21.2	23.2	22.7	20.0	19.4
Percentage of employees with regular exercise habits (defined as individuals who have been exercising for at least 30 minutes per session, two or more times per week, continuously for over one year)	Standalone	%	22.7	25.7	26.6	24.3	27.8
Percentage of employees who feel adequately rested (based on results from the sleep-related question in the health checkup questionnaire)	Standalone	%	64.3	58.9	59.6	63.5	63.1
Rate of employees who maintain a regular drinking habit <sup>*5</sup>	Standalone	%	12.8	36.0	15.0	20.1	-

<sup>\*1</sup> This figure represents the percentage of employees who were identified as needing necessary follow-up examinations based on the results of general health checkups and specified health checkups, and who actually underwent those examinations.

<sup>\*2</sup> This figure represents the percentage of employees who were identified as requiring necessary follow-up examinations based on the combined results of general health checkups, specified health checkups, and cancer screenings, and who subsequently completed those examinations.

<sup>\*3</sup> The percentage of those who actually received specific health guidance among those who were judged to be at high risk of lifestyle-related diseases and in need of health guidance as a result of the specific health checkups.

<sup>\*4</sup> People who meet at least one of the following criteria, according to our company standards: obesity: BMI 25 or higher, lipid abnormality: triglycerides 150 mg/dL or higher, blood pressure abnormality: 140/90 or higher, and blood glucose abnormality: HbA1c 5.9 or higher.

<sup>\*5</sup> Percentage of individuals who drink alcohol every day and consume about 360 ml or more per day, or those who drink occasionally and consume about 540 ml or more per occasion.

## Social Data

### Employees (Others)

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of labor union within workplace *1	Standalone	%	-	-	99.7	99.7	99.8
Average training cost per person	Standalone	Million yen	69	66	70	58	41
The participation rate in an employee engagement survey	Standalone	%	-	-	87.5	86.4	-
Number of industrial accidents (Target: 0)	Standalone	Cases	-	-	6	6	11
	Overseas * Number of employees posted overseas from the HQ	Cases	-	-	0	0	0
Lost time injury frequency rate [LTIFR] *2	Standalone		-	-	0.26	0.78	0.96
Lost time injury severity rate *3	Standalone		-	-	0.0013	0.0115	0.0032
Number of fatalities related to workplace accidents	Standalone	People	-	-	0	0	0

\*1 Pursuant to the terms of the union shop agreement, membership eligibility is non-managerial general employees.

\*2 Does not include dispatch employees. This shows the frequency of occupational accidents resulting in lost work time, expressed in the number of casualties for every 1,000,000 working hours. Lost time injury frequency rate (LTIFR) = Number of casualties resulting from occupational accidents (absence of 1 day or more) ÷ Total working hours × 1,000,000

\*3 Does not include dispatch employees. This shows the severity of the calamity, expressed in man-days lost per 1,000 hours worked. Total number of working days lost/Total actual working hours × 1,000

## Governance Data

### Compliance

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of reports to "Corporate Ethics Helpline" (Number of whistle-blowing reports)	Consolidated	Cases	7	4	6	6	29

### Board of Directors\*

Indicator	Reporting Boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of directors	Total	People	10	11	11	11	9
	Male	People	9	10	10	10	8
	Female	People	1	1	1	1	1
	Percentage of female	%	10.0	9.1	9.1	9.1	11.1
	External directors	People	4	5	5	5	5
	Percentage of external directors	%	40.0	45.5	45.5	45.5	55.6
	Number of non-Japanese directors	People	0	0	0	0	0

\* The data is as of the end of June of each fiscal year.