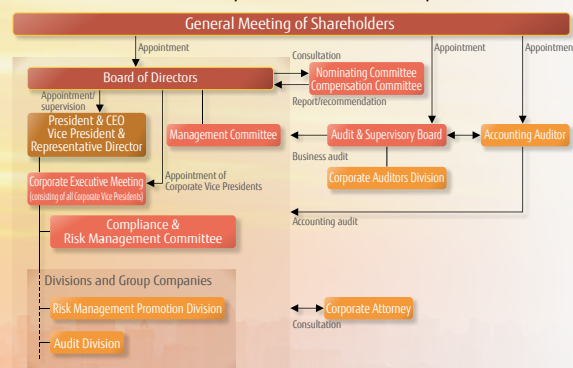


## Corporate Governance

### ■ Corporate governance framework

The Fujitsu General Group is a company with Audit & Supervisory Board Members and has adopted the Corporate Vice President (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.

> Information about the composition of our officers is provided on PP. 25-26.



Fujitsu General Group corporate governance framework

### ■ Important management issues

Important management matters are, in principle, discussed at meetings of the Management Committee (held twice a month in principle), which is composed of senior executive officers and above. Furthermore, the Board of Directors, which meets once a month on a regular basis or on an ad hoc basis as necessary, deliberates and makes decisions on such matters. The Corporate Executive Meeting, which consists of all Corporate Vice Presidents, meets three times a month in principle to deliberate and decide on specific important issues related to business execution, and seeks approval from the Board of Directors on particularly important matters.

### ■ 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 Members attend Board of Directors meetings to audit proceedings and the content of resolutions, and express their opinion when deemed necessary. Furthermore, the full-time auditor attends other important internal meetings or committees, such as the Executive Committee and the Compliance/Risk Management Committee. A full-time Audit & Supervisory Board Member also meets on a quarterly basis with the President to provide audit findings and make recommendations based on the audit activities. In addition, interviews and reports were conducted 88 times over the year with Directors, executive officers and senior managers in charge of each division. Regarding inspections of sites in Japan and overseas, as restrictions on people's actions resulting from the spread of COVID-19 have been eased, we have restarted on-site inspections of sites in Japan. Audits of overseas sites were conducted via remote audit using videocall conferencing systems in 1H, but from 2H, we restarted on-site inspections at some sites in Thailand, India, and so forth. We conducted 18 inspections this year (8 in Japan and 10 overseas).

Full-time Audit & Supervisory Board Members hold quarterly meetings with External Directors to share their views on issues identified through audits. Reports of full-time Audit & Supervisory Board Members' activities are made to the Audit & Supervisory Board for proper sharing among Audit & Supervisory Board Members. The Audit Division regularly reports on the status of internal audits to the Board of Directors once a year.

### ■ Role of the Board of Directors

The Board of Directors makes decisions on important matters related to the management of the Fujitsu General 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. For matters that do not require a resolution of the Board of Directors, internal rules (Management Meeting Regulations, Corporate Executive Meeting Regulations, Internal Approval Rules, etc.) establish criteria on the degree of importance of each matter for delegation to the Director or Corporate Vice Presidents in charge of the relevant business execution.

Our basic policy is to appoint a well-balanced from inside and outside, the Company Board of Directors consisting of members who have the knowledge, experience, and abilities necessary for the Company's business operations, taking into account diversity in terms of gender globalization, and other aspects. We believe that the current composition of the Board of Directors (11 Directors in total (including 5 External Directors, 1 of whom is a woman)) is appropriate.

### ■ Attendance of Directors at Board of Directors Meetings and Nomination and Compensation Committee Meetings

	Name	Affiliation	Board of Directors	Nominating Committee	Compensation Committee	Audit & Supervisory Board	
Directors	Etsuro Saito		100% (15 / 15)	100% (3 / 3)			
	Hiroshi Niwayama		100% (15 / 15)		100% (2 / 2)		
	Hisashi Sakamaki	[External] [Independent]	93% (14 / 15)	67% (2 / 3)	100% (2 / 2)		
	Fumiaki Terasaka	[External] [Independent]	100% (15 / 15)	100% (3 / 3)	100% (2 / 2)		
	Mieko Kuwayama	[External] [Independent]	100% (15 / 15)	100% (3 / 3)	100% (2 / 2)		
	Osami Maehara	[External] [Independent]	100% (15 / 15)	100% (3 / 3)	100% (2 / 2)		
	Hirohisa Yamaguchi	[External]	93% (14 / 15)				
	Tsunenao Kosuda		100% (15 / 15)				
	Tadashi Hasegawa		100% (15 / 15)				
	Hiroyuki Yokoyama		100% (15 / 15)				
	Masaki Sugiyama		100% (15 / 15)				
	Audit & Supervisory Board Members	Akira Inoue	[External] [Independent]	100% (15 / 15)			100% (13 / 13)
		Yoshinobu Miyajima		100% (15 / 15)			100% (13 / 13)
Youichi Hirose		[External]	93% (14 / 15)			100% (13 / 13)	

\* Actual attendance in FY2022; ◎ indicates Chair/Committee Chairperson

### ■ 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, in principle, reported to the Board of Directors in May each year, and discussions are held to improve effectiveness.

An effectiveness assessment on the Board of Directors in FY2022 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. Going forward, we will continue considering these matters and taking steps to enhance the effectiveness of the Board of Directors.

## Compliance

### ■ FUJITSU GENERAL Way

The Code of Conduct of the FUJITSU GENERAL Way, which sets forth specifics to be taken into account as the basis for compliance at the Fujitsu General Group, is posted on the company intranet as well as disseminated through training programs for officers 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, age, social status, family origin, physical or mental disability or sexual orientation, nor will we commit other violations of human rights. 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 respect third-party intellectual property and utilize it only after having properly secured rights to its use. We recognize that the knowledge and know-how held by each employee give us a competitive edge in our business activities. We are contributing to the establishment of a networked society by continuously creating new value and providing products and services on a global basis to meet customer needs.

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 do not trade stocks or other securities using undisclosed "insider" information gathered from our organization or third parties.

### ■ Compliance training for employees

As part of our employee awareness-raising activities, we conduct risk management training for managers. We also conduct training as necessary on important laws and regulations relevant to each division's operations, such as the Anti-Monopoly Act, Security Export Control, and the Subcontract Act. In FY2022, we conducted training on eight occasions on topics such as information leak prevention. We also regularly send out e-mail newsletters to employees to raise awareness of compliance in general.

Four e-learning training sessions have been conducted for CSR Training (excluding compliance).

Content	FY2022
Compliance training	8 times
CSR training (excluding compliance)	4 times

### ■ Anti-Bribery Policy

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.

All officers and employees of the Company and its domestic affiliates are informed of the Policy through training each fiscal year and act in accordance with the said guidelines.

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 each fiscal year.

## Compliance (cont.)

### ■ 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.

### ■ 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," the Fujitsu General 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 make 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.



An image of internal education related to insider trading

## Risk Management

### ■ Risk management system

To promptly identify risks that may adversely affect the Fujitsu General Group, whether at home or overseas, and to implement countermeasures in a timely manner, risk assessments are conducted to confirm the appropriateness of the evaluation and management of risk by each division of the Company as well as Group companies. The Compliance & Risk Management Committee, organized every quarter, selects priority issues to be addressed while promoting activities to reduce risk.

### ■ Risk management

The Code of Conduct of the Fujitsu General Way, which sets forth specifics to be taken into account as the basis for compliance at the Fujitsu General 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 the like 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 Fujitsu General'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.

### ■ Internal reporting system "Corporate Ethics Helpline"

Fujitsu General Group has established the "Corporate Ethics Helpline" system, which ensures the protection of whistleblowers, as a means of directly reporting compliance issues in addition to normal business reporting channels. Through the use of this system, compliance issues are detected at an early stage and appropriate measures are taken. The Corporate Ethics Helpline also covers reporting of internal fraud, bribery, and other violations of laws and regulations.

### ■ Information security

We have formulated an Information Security Policy and disclosed this policy both internally and externally in order to provide products and services that are trusted by society through the implementation of appropriate and advanced security measures. We provide education related to information security to employees of the entire Group every year, and also hold annual drills to practice dealing with suspicious emails.

### ■ Business continuity management

The Fujitsu General 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 an unplanned disruption or large-scale natural disaster. Disasters include, but are not limited to, a major earthquake or the spread of new infectious diseases. In order to ensure the effectiveness of the BCP, our Group regularly conducts awareness-raising activities and BCP drills covering 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.

## Officer Compensation

### ■ Matters related to policies on determining the amount of compensation, etc. for officers and the calculation method thereof

#### □ 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 the Fujitsu General 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. Individual remuneration and so forth 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 areas, by utilizing objective data from outside organizations.

#### □ Officer compensation plan

	Type	Payment format	KPI	Outline
Fixed remuneration (60-75%)	Basic remuneration	Cash	—	<ul style="list-style-type: none"> <li>Monthly fixed remuneration</li> <li>Payment amounts are set in accordance with the responsibilities and positions of each officer</li> </ul>
Variable remuneration (25-40%)	Bonuses		Operating income	—
	Restricted share-based remuneration	Type of continuous service	Shares	—
	Type of indicator requirements for Sustainable Management	Indicator requirements of Sustainable Management		—

### ■ Total amount of compensation, etc., for each category of officer, total amount of each type of compensation, etc., and number of eligible officers

Officer category	Total amount of compensation, etc. (millions of yen)	Total amount of each type of compensation, etc. (millions of yen)			Number of eligible officers
		Fixed remuneration (basic remuneration)	Performance-linked remuneration (bonuses)	Non-monetary remuneration, etc. (restricted share-based remuneration)	
Directors (excluding External Directors)	343	237	69	36	6
Audit & Supervisory Board Members (excluding External Audit & Supervisory Board Members)	28	28	—	—	1
External officers	54	54	—	—	7

## Skill Matrix

### ■ Company's expectations for Directors and Audit & Supervisory Board Members

These are the important areas for the Company to promote "Sustainable Management" and its 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 the "Sustainable Management" and raise issues from a long-term perspective.

Name	Affiliation	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 Innovation, Diversity
<b>Directors</b>										
Etsuro Saito		○	○	○		○		○	○	○
Hiroshi Niwayama		○	○	○			○	○	○	
Hisashi Sakamaki	External/Independent	○	○	○	○		○		○	○
Fumiaki Terasaka	External/Independent	○	○			○			○	○
Mieko Kuwayama	External/Independent	○			○	○			○	○
Osami Maehara	External/Independent	○	○	○		○		○	○	
Ryuichi Kubota	External	○	○				○	○	○	○
Tsunenao Kosuda		○	○			○				○
Tadashi Hasegawa		○		○	○		○			○
Hiroyuki Yokoyama		○		○		○	○	○		
Masaki Sugiyama		○			○	○	○			
<b>Audit &amp; Supervisory Board Members</b>										
Akira Inoue	External/Independent			○				○	○	
Yoshinobu Miyajima				○				○	○	
Youichi Hirose	External						○	○	○	

\* "○" is indicated in areas the Company expects, 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.



## Our Leadership

### ■ Directors

Etsuro Saito President & CEO (Representative Director)	
April 1977	Joined the Company
December 2008	General Manager, VRF/ATW Sales & Marketing Division
April 2009	Corporate Vice President
April 2011	Corporate Senior Vice President
April 2015	Corporate Senior Executive Vice President
June 2015	President & Representative Director
December 2020	President & Representative Director, Chief Sustainability Officer (CSO)
April 2022	President & Representative Director, Chief Executive Officer (CEO) and CSO (to present)

Hiroshi Niwayama Vice President (Representative Director)	
April 1977	Joined the Company
October 2001	General Manager, Finance Division and General Manager, Accounting Division
June 2004	Director
April 2006	Director & Corporate Vice President
April 2007	Director & Corporate Senior Vice President
April 2010	Director & Corporate First Senior Vice President
April 2011	Director & Corporate Executive Vice President
April 2015	Director & Corporate Senior Executive Vice President
June 2018	Vice President & Representative Director, in charge of Corporate Functions (to present)

Hisashi Sakamaki Director [External] [Independent]	
January 1967	Joined Canon Camera Co., Inc. (currently Canon Inc.)
January 1987	General Manager, Systems Operations, Canon Inc.
March 1989	Director, Canon Inc.
March 1996	Managing Director, Canon Inc.
March 1999	President & CEO, Canon Electronics Inc.
May 2010	External Director, Ryohin Keikaku Co., Ltd.
June 2015	Director, the Company (to present)
June 2016	External Director, Yaoko Co., Ltd. (to present)
March 2021	Chairman & CEO, Canon Electronics Inc. (to present)

### ■ Directors

Fumiaki Terasaka Director [External] [Independent]	
April 1972	Joined Sapporo Breweries Limited (currently Sapporo Holdings Limited)
October 2002	Director, Kyushu Sales & Marketing Division, Sapporo Breweries Limited
March 2004	Operating Officer, Sapporo Breweries Limited (newly established company)
September 2004	Director and Managing Officer, Sapporo Breweries Limited
March 2005	Director and Executive Managing Officer, Sapporo Breweries Limited
March 2009	Executive Managing Officer, Sapporo Breweries Limited
March 2010	President and Representative Director, Sapporo Breweries Limited Member of the Board, Managing Director and Group Operating Officer, Sapporo Holdings Limited
March 2013	Senior Advisor, Sapporo Breweries Limited
March 2014	Advisor, Sapporo Breweries Limited
November 2015	External Audit & Supervisory Board Member, DAISYO CORPORATION (to present)
June 2017	Director, the Company (to present)
June 2017	External Director, Citizen Watch Co., Ltd.

Mieko Kuwayama Director [External] [Independent]	
April 1970	Joined Shiseido Company, Limited
April 2004	General Manager, CSR Department, Shiseido Company, Limited
April 2008	Part-time Lecturer, Faculty of Economics, Komazawa University
April 2009	Senior Researcher, Business Ethics Research Center
June 2012	Specially Appointed Professor, Graduate School of Law, Hitotsubashi University
April 2015	Visiting Researcher, Research Center for CFO Education, Hitotsubashi University (to present)
April 2015	Visiting Researcher, Mission Management Research Institute, Meiji University
June 2017	Director, the Company (to present)
April 2018	Chief Researcher, Business Ethics Research Center (to present)
June 2018	External Director, HAZAMA ANDO CORPORATION (to present)

Osami Maehara Director [External] [Independent]	
April 1978	Joined the Company
August 1983	Joined Hitachi Koki Co., Ltd. (currently Koki Holdings Co., Ltd.)
June 2006	General Manager, Corporate Planning Division, Hitachi Koki Co., Ltd.
June 2008	Director, Hitachi Koki Co., Ltd.
June 2012	Managing Director, Hitachi Koki Co., Ltd.
June 2013	Senior Managing Director, Hitachi Koki Co., Ltd.
June 2014	President & Representative Director, Hitachi Koki Co., Ltd.
April 2019	Chairman, Koki Holdings Co., Ltd.
August 2020	External Director, Audit & Supervisory Committee Member, UMC Electronics Co., Ltd. (to present)
Jun 2021	Director, the Company (to present)

### ■ Directors

Ryuichi Kubota Director [External]	
April 1986	Joined Fujitsu Limited
April 2019	Corporate Executive Officer SVP, Head of Business Management Unit, Technology Solutions Business, Fujitsu Limited
April 2021	Director & Corporate Senior Executive Vice President, PFU Ltd.
September 2022	Corporate Executive Officer, EVP, Fujitsu Limited (to present)
June 2023	Director, the Company (to present)

Tsunenao Kosuda Director	
April 1978	Joined the Company
June 2002	General Manager, Sales Planning Department, Domestic Whole Sales Promotion Division
June 2005	Director
April 2006	Director & Corporate Vice President
June 2006	Corporate Vice President
April 2009	Corporate Senior Vice President
June 2010	Director & Corporate Senior Vice President
April 2011	Director & Corporate First Senior Vice President
April 2013	Director & Corporate Executive Vice President
April 2018	Director & Corporate Senior Executive Vice President (to present)

Tadashi Hasegawa Director	
April 1988	Joined Fujikoki Corporation
May 1997	Joined the Company
April 2014	Director & Senior Vice General Manager, Fujitsu General Central Airconditioner (Wuxi) Co., Ltd.
April 2015	Corporate Vice President, the Company
April 2017	Corporate Senior Vice President
June 2018	Director & Corporate Senior Vice President
April 2019	Director & Corporate First Senior Vice President
April 2020	Director & Corporate Executive Vice President (to present)

Hiroyuki Yokoyama Director	
April 1986	Joined the Company
October 2007	General Manager, Global Demand Chain Management Division, Office of Global Demand Chain Management
April 2009	Corporate Vice President
April 2014	Corporate Senior Vice President
June 2017	Director & Corporate Senior Vice President
April 2019	Director & Corporate First Senior Vice President
April 2022	Director & Corporate Executive Vice President (to present)

**Our Leadership (cont.)****■ Directors**

Masaki Sugiyama Director	
April 1981	Joined the Company
April 2011	General Manager, Information & Communication Networking System Division
April 2016	Corporate Vice President,
June 2016	Director & Corporate Vice President
April 2018	Director & Corporate Senior Vice President
April 2019	Director & Corporate First Senior Vice President (to present)

**■ Audit & Supervisory Board Members**

Akira Inoue Full-time Corporate Auditor [External] [Independent]	
April 1980	Joined The Dai-Ichi Kangyo Bank, Ltd. (now Mizuho Bank, Ltd.)
September 1999	Senior Vice President, Credit Audit Division
April 2002	Senior Vice President, Corporate Credit Assessment Division, Mizuho Corporate Bank, Ltd. (Currently Mizuho Bank, Ltd.)
October 2007	Deputy General Manager, Internal Audit Division
May 2008	General Manager, Internal Audit Division, Hokuetsu Paper Mills, Ltd. (Currently Hokuetsu Corporation) (Seconded)
June 2010	Senior Vice President, Corporate Banking Division No.8, Mizuho Corporate Bank, Ltd.
June 2010	Full-time Corporate Auditor, the Company (to present)

Yoshinobu Miyajima Full-time Corporate Auditor	
April 1981	Joined the Company
December 2009	General Manager, Air Conditioner Business Administration Division, and Deputy General Manager, Finance and Accounting Division
April 2010	Corporate Vice President
April 2014	Corporate Senior Vice President
April 2021	Adviser (to present)
June 2021	Full-time Corporate Auditor, the Company (to present)

Youichi Hirose Corporate Auditor [External]	
April 1981	Joined Fujitsu Limited
June 2009	Vice President, Corporate Controller, Corporate Finance Unit, Fujitsu Limited
April 2012	Executive Vice President
May 2013	Corporate Vice President
April 2014	Head of Corporate Finance Unit
April 2017	Executive Advisor
June 2017	Audit & Supervisory Board Member (to present)
June 2018	Corporate Auditor, the Company (to present)

**Corporate Vice Presidents and Other Management Officers (As of December 1, 2023)****■ Chief Executive Officer**

Etsuro Saito	CEO (Chief Executive Officer) CSO (Chief Sustainability Officer)
--------------	---

**■ Corporate Senior Executive Vice Presidents**

Hiroshi Niwayama	In charge of Corporate Functions
Tsunenao Kosuda	In charge of Domestic Sales and Marketing

**■ Corporate Executive Vice Presidents**

Tadashi Hasegawa	In charge of Air Conditioner and Quality Assurance Executive Manager, Air Conditioner Business Group General Manager, Air Conditioner Product Planning Division President, Fujitsu General (Thailand) Co., Ltd. President and Representative Director, Aero Shield Co., Ltd.
Hiroyuki Yokoyama	In charge of Global Demand Chain Management, Air Conditioner Production and IT Executive Manager, Office of Global Demand Chain Management President, Fujitsu General Central Air Conditioning (Wuxi) Co., Ltd.

**■ Corporate First Senior Vice Presidents**

Masaki Sugiyama	In charge of Information & Communication System Executive Manager, Office of Information & Communication System President & Representative Director, Fujitsu General OS Technology Limited
Susumu Ohkawara	General Manager, Corporate Executive Office In charge of Risk Management, Internal Control and Information Security

**■ Corporate Senior Vice Presidents**

Kimihiko Shimizu	In charge of Procurement Reform President, Fujitsu General (Shanghai) Co., Ltd.
Masataka Eto	Director and General Manager, Fujitsu General (Shanghai) Co., Ltd.
Yosuke Nakagawa	Executive Manager, Office of Domestic Sales and Marketing General Manager, Domestic Service Support Division
Takumi Tsubouchi	Executive Manager, Office of Air Conditioner Products Development Vice in charge of Air Conditioner Deputy Executive Manager, Air Conditioner Business Group Mentor, Being Innovative Group (BIG)
Masashi Okada	President and Representative Director, Fujitsu General Electronics Ltd. In charge of Electronic Devices General Manager, Electronic Devices & Components Division President, Fujitsu General Electronics (Suzhou) Co., Ltd.
Atsushi Itagaki	President, Fujitsu General Air Conditioning R&D (Thailand) Co., Ltd. President, TCFG Compressor (Thailand) Co., Ltd.

**■ Corporate Vice Presidents**

Masahiko Naito	Vice in charge of Branding and IT
Hiroyuki Sato	Deputy Executive Manager, Office of Air Conditioner Products Development Deputy Executive Manager, Air Conditioner Business Group
Hiroshi Kobayashi	General Manager, Human Resources Division
Toshio Kano	General Manager, Corporate Communications Division General Manager, Sustainability Promotion Division
Shigeki Asai	Deputy Executive Manager, Office of Information & Communication System General Manager, Information & Communication System Sales Management Division
Yasushi Asanuma	Executive Manager, Office of International Sales and Marketing Chairman, Fujitsu General South East Europe S.A.

**■ Fellow**

Eiji Futagami	General Manager, Office of Air Conditioner Engineering Project President and Representative Director, Fujitsu General Laboratories Limited
---------------	--

**Introduction of Nominating and Compensation Committee Members****■ Nominating Committee Members**

Chairman:	Fumiaki Terasaka, Director (Independent External Director)
Members:	Hisashi Sakamaki, Director (Independent External Director) Mieko Kuwayama, Director (Independent External Director) Osami Maehara, Director (Independent External Director) Etsuro Saito, President & CEO

**■ Compensation Committee Members**

Chairman:	Fumiaki Terasaka, Director (Independent External Director)
Members:	Hisashi Sakamaki, Director (Independent External Director) Mieko Kuwayama, Director (Independent External Director) Osami Maehara, Director (Independent External Director) Hiroshi Niwayama, Vice President & Representative Director