



Sustainability Data Book 2024



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Corporate Philosophy

FUJITSU GENERAL Way

The FUJITSU GENERAL Way represents the Fujitsu General Group’s core purpose that defines, as a basis for achieving sustainable growth, where our company wants to be, the mission we must fulfill to support customers and society, and the value we offer.

It also serves as a guidepost for every employee of the Fujitsu General Group to follow in everything they do at work.

By fulfilling Our Mission in the Corporate Philosophy through our businesses, we will bring comfort, wellness, confidence, and safety to society and pave the way for a brighter future for generations to come.

Structure of the FUJITSU GENERAL Way

The FUJITSU GENERAL Way encompasses the Corporate Philosophy and the Code of Conduct.

Corporate Philosophy	<p>Our Mission</p> <p>It is a declaration of what we will endeavor to achieve at the Fujitsu General Group.</p>	<p>“Living together for our future”</p>	<p>Through innovation and technology, we deliver a brighter future with the peace of mind to our customers and societies around the world.</p>
	<p>Our Philosophy</p> <p>It indicates the way we should think and act in order to realize “Our Mission.”</p>	<p>Act Spontaneously</p> <p>Develop Our Team</p> <p>Value Integrity</p>	<p>We embrace new challenges by investing in ourselves for personal growth, and through continuous creativity with a spontaneous attitude.</p> <p>We respect and value our people, and optimize their abilities through fostering culture and diversity, and utilizing a collaborative effort focused on communication.</p> <p>To achieve our goals, we always act with integrity and shared ethics.</p>

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.



Organization

Corporate Profile (as of March 31, 2024, unless otherwise stated)

FUJITSU GENERAL LIMITED

Headquarters:

3-3-17 Suenaga, Takatsu-ku, Kawasaki-shi, Kanagawa, Japan

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

Web : www.fujitsu-general.com/jp/

Representative:

Koji Masuda President & CEO (from June 18, 2024)

Established: January 15, 1936

Capital stock: 18,219 million yen

Number of employees:

Fujitsu General Group: 8,765

Fujitsu General Limited: 1,734

Number of Directors (as of June 18, 2024) :

9 (including 5 External Directors)

Stock exchange listing: The Prime Market of the Tokyo Stock Exchange

Scope of Reporting

- Reporting period: FY2023 (April 1, 2023 to March 31, 2024)

*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, Sustainability Promotion Division

Group Profile (Consolidated Subsidiaries)

■ Air Conditioners

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

1 other subsidiary

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.

5 other subsidiaries

Design & Construction and Service-Maintenance Subsidiaries

ABS Fujitsu General Private Ltd.

Precise Air Group (Holdings) Pty Ltd.

7 other subsidiaries

■ Information & Communication System and Electronic Devices

Fujitsu General Electronics Limited

Fujitsu General OS Technology Limited

1 other subsidiary

■ Other Subsidiaries

Fuji Eco Cycle Co., Ltd.

Fujitsu General EMC Laboratory Limited

4 other subsidiaries



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

About the Sustainability Data Book 2024

The “Fujitsu General Group Sustainability Data Book 2024” 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, we have structured it around the framework of Environment, Society, and Governance, while referring to disclosure items in the “GRI Standards” and various other guidelines.

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)

When Published and Number of Editions

- Published September 27, 2024 (first edition)

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)

Forward-looking Statements

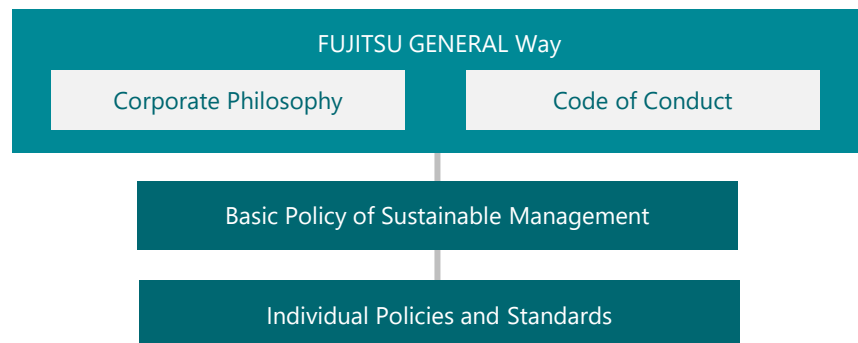
This report presents not only the past and current facts about the Fujitsu General Group but also its projections, forecasts, and plans. Such projections, forecasts, and plans are based on the information available to us at the time we prepared this report. All readers are advised to note that results 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.



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 Fujitsu General Group. Additionally, we have also formulated a “Basic Policy of Sustainable Management” and are promoting Sustainable Management in order to contribute to a sustainable society from a medium- to long-term perspective. Furthermore, 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	PP. 2, 96	www.fujitsu-general.com/global/corporate/profile/fg-way.html
	Basic Policy of Sustainable Management	P. 8	www.fujitsu-general.com/global/csr/sustainable-management.html
Environment	Environmental Policy	P. 16	www.fujitsu-general.com/global/environment/strategy/policy.html
	Biodiversity Action Principles	P. 36	www.fujitsu-general.com/global/environment/business/biodiversity/biodiversity-action-principles.html
Society	Human Rights Policy	PP. 41-42	www.fujitsu-general.com/global/csr/human-rights-policy.html
	Occupational Health and Safety Policy	P.58	www.fujitsu-general.com/shared/jp/pdf-fcjp-industrial-safety-and-health-act-policy-01.pdf
	Declaration of Employee Wellness	P. 61	www.fujitsu-general.com/jp/health-productivity/index.html
	Procurement Policy	P. 67	www.fujitsu-general.com/global/procurement/green.html
	Green Procurement	P. 69	www.fujitsu-general.com/global/procurement/green.html
	Guideline for Sustainable Procurement	P. 68	www.fujitsu-general.com/global/csr/fair/guideline.html
	Quality Assurance Policy	P. 76	www.fujitsu-general.com/global/quality/index.html
Governance	Basic Policy on Internal Control Systems	—	www.fujitsu-general.com/shared/jp/pdf-fcjp-ir-securities-report2023-01.pdf
	Tax Policy	P. 98	www.fujitsu-general.com/shared/jp/pdf-fcjp-taxation-policy-01.pdf
	Information Security Policy	P. 102	www.fujitsu-general.com/global/info-security/index.html
	Policy on the Creation of Official Social Media Accounts	—	www.fujitsu-general.com/global/socialmedia/
	Privacy Policy	P. 99	www.fujitsu-general.com/global/privacy/index.html



Business Information

Business Details

- Air Conditioners
 - 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

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

- 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 - Vehicle-mounted cameras - Power modules

- Other Subsidiaries
 - 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 - Oman - Qatar - Kuwait, etc.
- Oceania
 - Australia - New Zealand, etc.
- Asia
 - India - Thailand - Singapore - Vietnam - Bangladesh, etc.
- Greater China
 - China - Taiwan, etc.





Management

[08. Sustainable Management](#)

[09. Materiality](#)

[11. External Recognition and
Participating Initiatives](#)





Sustainable Management

Basic Policy of Sustainable Management

In order to promote Sustainable Management, the Fujitsu General Group formulated and announced its Sustainable Management Basic Policy in March 2021.

Basic Policy of Sustainable Management

The Sustainable Development Goals (SDGs) are intended to drive future business creation, and their core principle of "Leave No One Behind" is synonymous with our own Corporate Philosophy of "Living together for our future." Fujitsu General takes a medium- and long-term approach to the promotion of sustainable management. Fujitsu General promises the children and society of the future to create a sustainable society, and pursues its own business growth by accelerating these sustainability efforts.

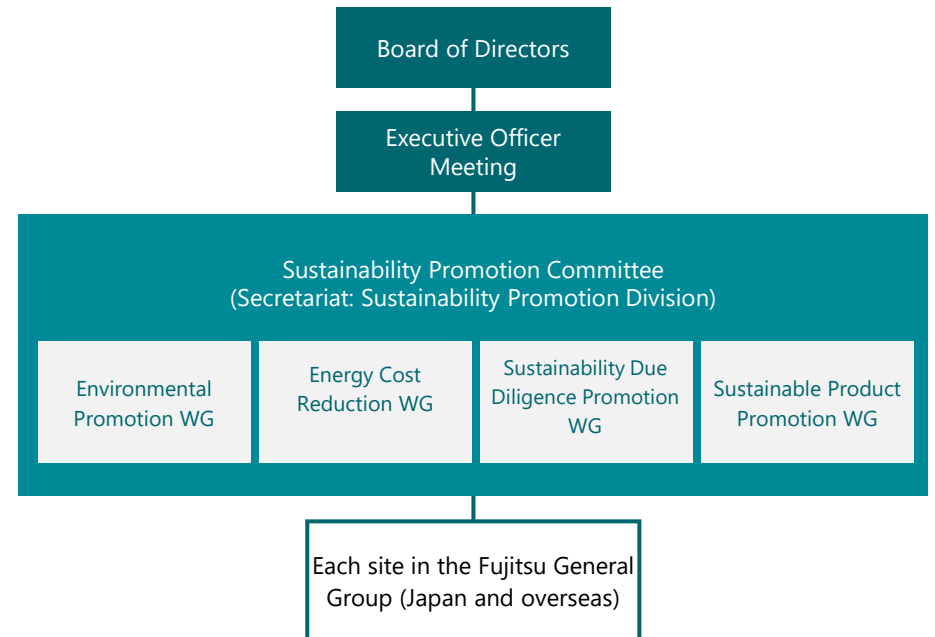
Three Core Strategic Themes

In order to promote Sustainable Management, 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

In the Fujitsu General Group, the President is appointed Chief Sustainability Officer (CSuO), and we promote company-wide activities based on "Sustainable Management." In addition, the Sustainability Promotion Committee deliberates plans, progress, and issues related to sustainability with a particular focus on Sustainable Management.





Materiality

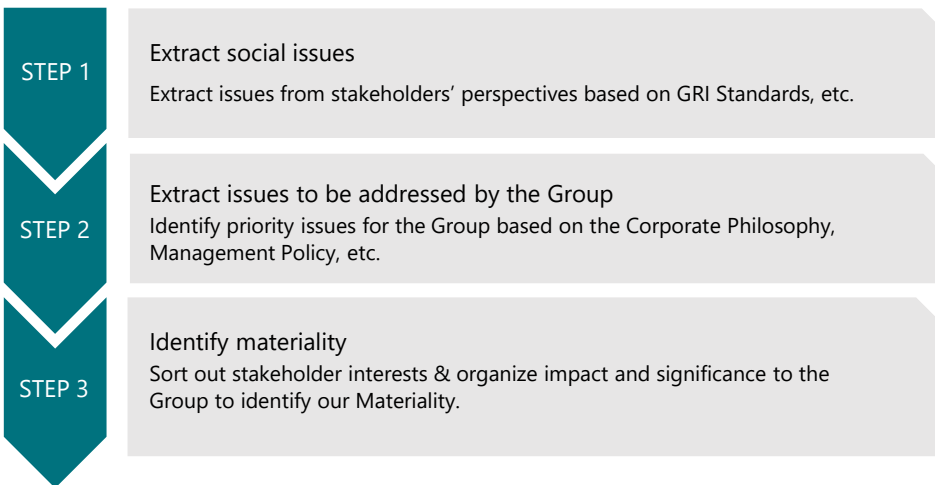
Identify Material Issues

The Fujitsu General 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 ESRs (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.

Thorough Compliance and Governance, Respect for Human Rights				
Stakeholder interest & impact	Necessary			
	Extremely high	<ul style="list-style-type: none"> Chemical Substance Management 	<ul style="list-style-type: none"> Efficient Use of Natural Resources Reduction of Energy, Waste, and Water Consumption Prevent air pollution Supply Chain Management 	<ul style="list-style-type: none"> Action against Climate Change Product Safety and Reliability
	Very high	<ul style="list-style-type: none"> Biodiversity Conservation 	<ul style="list-style-type: none"> Stakeholder Engagement 	<ul style="list-style-type: none"> Diversity Health and Productivity Management & Occupational Health and Safety New Value Creation
	High	<ul style="list-style-type: none"> Information security Community Contribution 	<ul style="list-style-type: none"> Talent Development 	
		High	Very high	Extremely high
Significance to the Group				

Materiality

Core Strategic Themes

Classification		Key Initiatives	KPI	SDGs		
Harmonious Coexistence with Our Planet	Action Against Climate Change, Reduction of Energy	Reduce CO2 emissions from products during their use	Greenhouse gas emissions			
		Reduce CO2 emissions across business activities	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	Water use reduction rate				
	Reduce waste generation	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	Percentage of products certified as Sustainable Products in consolidated net sales		
		Delivery of Products that Meet Customers' Expectations	Endeavor to improve quality	—		
	Community Relations	Coexistence with Local Communities	Improvement of Customer Communication	Improve the satisfaction of customers served by the call center	—	
			Provide educational assistance for children	—		
			Promote community coexistence	—		
	Supplier Relations	Approach to Our Suppliers	Make charitable donations	—		
			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 and Participating Initiatives

External Recognition

1. Selected as a constituent of "SOMPO Sustainability Index"



4. Recognized as the "2024 Certified KENKO Investment for Health Outstanding Organizations Recognition Program"



2. Selected as a "FTSE Blossom Japan Sector Relative Index"



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



3. Selected as a constituent of "S&P/JPX Carbon Efficient Index"



6. Accredited as "Sports Yell Company 2024 Bronze" Certification





External Recognition and Participating Initiatives

External Recognition (cont.)

7. Rated 3-stars in the "7th Nikkei Smart Work Management Survey"



8. Rated 3.5-stars in the "5th Nikkei SDGs Management Survey"



9. Received "Gan-Ally-Bu Award 2023 (Gold)"



Participating Initiative

10. Japan Climate Initiative: JCI



11. United Nations Global Compact: UNGC



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





Environment

[14. Environmental Management](#)

[20. Sustainable Product System](#)

[22. Disclosure Based on TCFD](#)

[24. Responding to Climate Change](#)

[26. Chemical Substance Management](#)

[29. Resource Circulation](#)

[33. Design for the Environment](#)

[36. Biodiversity Conservation](#)

[38. Water Resources Conservation](#)

[39. Contribution to Local Communities](#)





Environmental Management

Basic Approach

As a member of the Fujitsu Group, the Fujitsu General Group bases its actions on the shared management philosophy of the Fujitsu Group. Accordingly, we have formulated the "FUJITSU GENERAL Way" and the "Fujitsu General Group Environmental Policy" as our interpretation of Fujitsu Limited's "FUJITSU Way" and the "Fujitsu Group Environmental Policy" for the Fujitsu General Group. Employees of our Group endeavor to put these into practice in daily activities. In 2021, we also formulated our "Basic Policy of Sustainable Management," and 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 Fujitsu General Group as a whole, under our "Environmental Action Plan Stage X."

Medium- to Long-term Environmental Targets

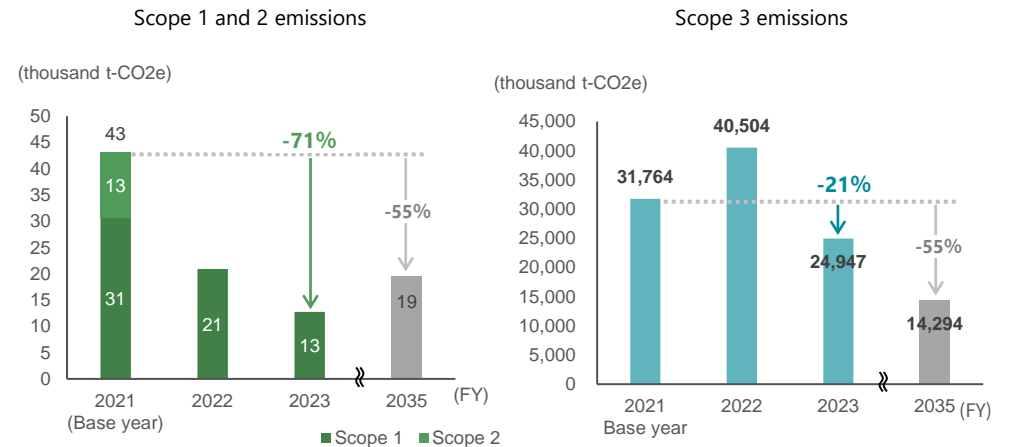
In 2016, we formulated our "Mid-term Environmental Action Plan," with FY2030 as the final target year, and made significant revisions to this plan in March 2021 and April 2022. However, in consideration of the UN recommendations, the Japanese government's goals, and recent social conditions, we have 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)

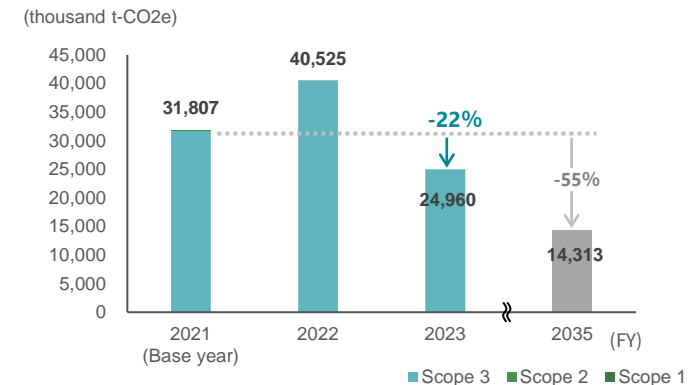
Target				Initiatives
Long term	Achieve carbon neutrality	Target fiscal year	2050	
		Target	Carbon neutrality	
Medium term	Reduction of greenhouse gas emissions	Target fiscal year	FY2035	
		Target	55%	
		Base year	FY2021	

Medium- to Long-term Environmental Target performance

GHG emissions across the value chain as a whole were 24,960 thousand tons in FY2023. This is equivalent to a 22% decrease from FY2021, the base fiscal year. We will continue promoting initiatives to achieve our targets.



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



Environmental Management

Environmental Action Plan Stage X

The Fujitsu General 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	Activity Indicator	FY2025 Target	FY2023 Target	As of FY2023	SDGs Related to Activities SDGs
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: 0.05%				
Thorough efforts to cut loss	Reduction in usage of LPG and LNG (vs. FY2021)	25% reduction	10% reduction	48.2% reduction	31.3% of Scope 1 emissions	No.9,12,13
	Amount of reduction in fluorocarbons leaked (vs. FY2021)	60% reduction	55% reduction	81.2% reduction	26.2% of Scope 1 emissions	No.9,12,13
	Emissions from promotion of shift to HVs/EVs (vs. FY2021)	10% reduction	5% reduction	3.6% increase	31.4% of Scope 1 emissions	No.9,12,13
Reduction of greenhouse gas emissions from product use		Percentage of emissions from entire value chain: 96.08%				
Change to highly energy efficient equipment	Shift to high-efficiency Inverter type air conditioners in the Middle East	Inverter ratio of 80%+	Inverter ratio of 40%+	Inverter ratio of 50%+	31.6% 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	Launch of WG	Launch of WG		No.8,9,11,12
Reduction of plastics for packaging	Reduce plastic packaging materials by half	(TBC)	Consider reduction methods	Consider reduction methods		No.8,9,11,12
Reduce waste loss						
Effective use of resources	Rate of reduction in aluminum waste loss (vs. FY2021)	30% reduction	20% reduction	0.0% reduction		No.8,9,11,12
	Rate of reduction in copper waste loss (vs. FY2021)	40% reduction	30% reduction	0.0% reduction		No.8,9,11,12
Take action against water risk						
Effective use of resources	Reduction in water usage per production unit (vs. FY2021)	35% reduction	20% reduction	8.2% reduction		No.6,12
Coexistence with nature						
Prevent air pollution						
Chemical Substance Management	Reduction in methylnaphthalene atmospheric emissions	99.5% reduction	10% reduction	0.0% reduction		No.3,12
Biodiversity Conservation						
Promote efforts that contribute to a post-2020 biodiversity framework	Register biotope for OECM certification	Biota surveys for OECM certification	Prepare for OECM application	Survey current status		No.12,14,15

*Performance at FG Shanghai and FGCA



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.

[Principles]

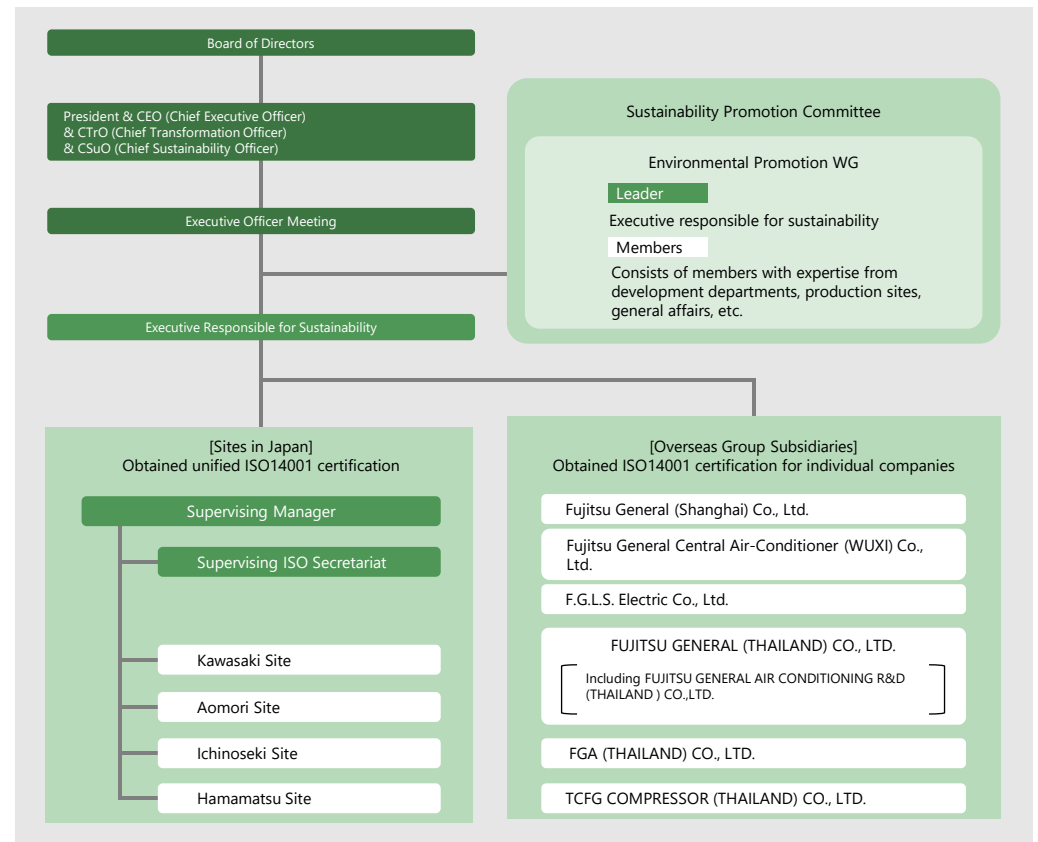
- We help customers and society reduce the environmental impact of their business activities and improve environmental efficiency by providing thorough and secure products and services through the pursuit of advanced technologies.
- We strive to reduce the environmental impact of our products throughout their entire lifecycle.
- We are committed to conserving energy and natural resources, and practice the 3Rs approach (reduce, reuse, recycle) to create best-of-breed 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.

Published: April 1, 2003
Revised: June 19, 2012*

*We confirm whether this policy requires changing every year.

Promotion Structure

The Fujitsu General Group has set up the "Environmental Promotion WG," led by the executive responsible for sustainability, under the Sustainability Promotion Committee. This Group deliberates issues related to the global environment, such as climate change and resource depletion, and manages countermeasures and the progress of our activities. In addition, the Fujitsu General Group has created an environmental management system (EMS) based on the international standard ISO14001, under which we promote environmental activities. We have obtained unified third-party certification for all sites in Japan, and individual third-party certification for each company for Group subsidiaries overseas.





Environmental Management

Environmental Management System

Creation and operation of environmental management system

The environmental management system (EMS) of the Fujitsu General Group consists of a single unified third-party certification for Fujitsu General and 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 FY2023, we continued to review the EMS system to make it more advanced and worked to deepen understanding in each organization by enhancing awareness education and other measures, aiming to promote its establishment and steady operation. In addition, for overseas factories that have acquired individual certifications, we have begun efforts to strengthen the governance of the Headquarters regarding legal compliance.

As for matters pointed out in internal audits and external inspections, we are working to correct them, and by horizontally spreading examples throughout the company, we are striving to deter the occurrence of similar mistakes.

For details of the sites to which certification applies, please refer to the “Fujitsu General Group List of Organizations with ISO14001 Certification.” We have obtained certification at 90% of Fujitsu General Group sites in Japan and overseas.* (20 business offices have obtained certification)

*Sites where certification must be obtained for the operation of businesses

Fujitsu General Group List of Organizations with ISO14001 Certification

Region	Company Name		ISO14001		
			Third-party Certification Institutions	Year of Obtaining Certification	
				Unified Certification	Individual Certification
Japan	Fujitsu General Limited	Headquarters Sales and Service Offices	Bureau Veritas Japan Co., Ltd.	2008	Headquarters: 1999 Sales: 2004 (additional) Services: 1999
		Aomori Office			1998
		Hamamatsu Office			1999
		Matsubara Office			-
	Fujitsu General Electronics Limited	1998			
	Fujitsu General OS Technology Limited	-			
	Fujitsu General EMC Laboratory Limited	-			
	Fuji Eco Cycle Co., Ltd.	-			
	Fujitsu General Laboratories Limited	-			
	Fujitsu General Residential Equipment Ltd.	-			
Fujitsu General Field Sales Limited	-				
Fujitsu General Heartware Ltd.	-				
Seiwakai Ltd.	-				
China	Fujitsu General (Shanghai) Co., Ltd.		Bureau Veritas Certification	-	1998
	Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.		CVC Certification & Testing Co., Ltd.	-	2006
	F.G.L.S. Electric Co., Ltd.		China Quality Certification Centre Co., Ltd.	-	2005
Asia	FUJITSU GENERAL (THAILAND) CO.,LTD.		TÜV Rheinland Cert GmbH	-	1999
	FGA (THAILAND) CO.,LTD.			-	2002
	FUJITSU GENERAL AIR CONDITIONING R&D (THAILAND) CO.,LTD.			-	2013
	TCFG COMPRESSOR (THAILAND) CO.,LTD.			-	2013



Environmental Management

Environmental Management System

FY2023 audit results (internal)

The ISO14001: 2015 standard requires that corporations contribute to environmental consideration and conservation through their primary business operations. In FY2023, we conducted internal audits with a focus on measures to address points of concern in past audits and our understanding of assessment tables for environmental aspects, whose format was revised this fiscal year. There were no findings of nonconformance related to compliance with laws and regulations at sites in Japan for which unified certification has been obtained.

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	13

FY2023 audit results (external)

In August 2023, renewal (recertification) 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 areas such as insufficient management of storage amounts of chemical substances subject to the Fire Service Act and an insufficient response to amendments to 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.	3
Nonconformance related to other environmental risks	7

Environmental education/Enlightenment activities

The Fujitsu General 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 Fujitsu General Group conducts education for different levels of employees aimed at enhancing environmental literacy. In FY2023, we provided education on an “outline of the environmental activities” of the Fujitsu General Group for new employees and newly appointed managers. We also conducted training and education aimed at developing new internal auditors under ISO14001.

• Enlightenment activities

The Fujitsu General Group conducts activities to enhance environmental enlightenment among employees. In FY2023, we conducted e-learning on the theme of “Sustainability Lecture –Companies and ESG–.” We also continued to engage in environmental and social contribution activities, in which we collected the caps of empty PET bottles and empty contact lenses containers, and donated them to welfare organizations that perform recycling.



Environmental Management

Initiatives Related to Pollution

Air pollution prevention activities

In order to prevent air pollution, we regularly measure quantities of NO_x, SO_x, and other types of smoke and maintain and improve facilities that emit such smoke at Fujitsu General Group business sites and plants with facilities that emit smoke.

At Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd., in FY2023, we updated processing equipment for volatile oil used in heat exchanger manufacturing to be more efficient, and reduced VOC emissions concentration from 50mg/m³ to 0.3mg/m³, while also improving the smell. We also established internal regulations in response to the Act on Rational Use and Proper Management of Fluorocarbons, and are endeavoring to appropriately manage commercial air conditioners and refrigeration and freezing equipment and ascertain amounts of fluorocarbons leaked.

Soil pollution prevention activities

To prevent soil and groundwater pollution, the Fujitsu General 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 in Kawasaki, 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 pollution and vibration prevention activities

To prevent noise pollution and vibration, Fujitsu General Group's home appliance recycling company (Fuji Eco Cycle Co., Ltd.) and production companies are implementing noise prevention measures at facilities that may be the source of noise pollution on an ongoing basis. We ensure strict compliance with laws, regulations, ordinances, and other standards by regularly measuring noise and vibration levels.

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

Water quality pollution prevention activities

In order to conserve water quality in surrounding waters, Fujitsu General Group's home appliance recycling company (Fuji Eco Cycle Co., Ltd.) and production companies 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), we process water used in plants onsite with chemical and biological processing equipment. Processed wastewater is discharged from the central wastewater processing system of the Industrial Estate Authority of Thailand (IEAT), thereby thoroughly ensuring appropriate wastewater processing.

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



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)



Sustainable Product System



Sustainable Product System

The Fujitsu General Group internally certifies each of the Group’s strategic products and services that are expected to solve social issues and contribute to a sustainable society as a Sustainable Product. We also internally certify each such product that is recognized as contributing to sustainable development to a certain degree through innovative technologies and services and that allow our Group to pursue business growth as a Sustainable Product Gold.

We will promote the development and sale of Sustainable Product to contribute further to sustainability by continuing to resolve social issues, and we intend to move ahead with Sustainable Management.

Information About Products Certified As “Sustainable Products”

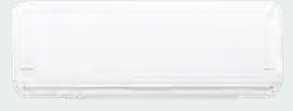

1. ATW (air-to-water: heat pump*1 hot water heating system)

Certification	“Sustainable Product Gold”	
Key point of certification	Contribution to reducing CO ₂ emissions	
SDGs contributed to		
Contribution to solving issues	<p>Unlike conventional radiators and underfloor heating systems, ATW (heat pump*1 hot water heating system) does not use fossil fuels as it produces hot water using a heat pump system that extracts heat from the atmosphere and circulates it through pipes to heat the house. For this reason, it is an environmentally friendly and energy-efficient hot water heating equipment, in recent years, subsidies for construction have been developed by the French government and other countries in line with their decarbonization policies.</p> <p>The conversion from gas boilers to ATW is expected to result in a reduction in CO₂ emissions equivalent to 146,000 tons in FY2023.*2</p>	



*1 Heat pump-type: This is technology that effectively utilizes renewable energy, namely air heat from solar heat, by accumulating heat from the air and supplying it indoors, and it is expected to spread further in the future.

*2 Assessed for the time of product usage.

2. Japanese market: “Gokudan nocria” air conditioners for cold areas

Certification	“Sustainable Product Gold”	
Key point of certification	Contribution to reducing CO ₂ emissions	
SDGs contributed to		
Contribution to solving issues	<p>In recent years, the demand for air conditioners in cold climates has continued to grow due to progress in the high degree of airtightness and thermal insulation of houses, advanced safety of temperature control through indoor-outdoor heat exchange without combustion, and increasing demand for cooling in the summer. Furthermore, replacing fossil fuel-based heating equipment is expected to reduce GHG emissions, and its future growth is anticipated from the perspective of the SDGs as sustainable heating that contributes to the realization of a sustainable society.</p>	

3. Indian market: Cooling only inverter air conditioners

Certification	Sustainable Product	
Key point of certification	Easing tight supply and demand for electricity	
SDGs contributed to		
Contribution to solving issues	<p>As a cooling-only inverter air conditioner for India, this product is more cost-effective than conventional products while adapting to the local environment. Therefore, it can contribute to alleviating the power supply and demand pressures by reducing power consumption at the time of use by helping to replace constant-speed*3 air conditioners.</p>	

*3 Constant-speed air conditioner: Air conditioners that are controlled by repeatedly turning on and off the compressor at a constant revolution based on the set temperature. It takes time to reach the set temperature, causing temperature irregularities.



Sustainable Product System

Information About Products Certified As "Sustainable Products" (Cont.)

4. Cómodo gear™


Certification	Sustainable Product	
Key point of certification	Adaptation to climate change	
SDGs contributed to	  	
Contribution to solving issues	<p>We offer "CÓMODO gear" wearable devices.*1 By wearing these devices, users can efficiently cool or heat their body. We will focus on "user-oriented" product and service development and, by enhancing user satisfaction, contribute to solving the social issue of "heat" as a heatstroke countermeasure, one area of adaptation to climate change.</p>	

5. AEROSHIELD

Certification	Sustainable Product	
Key point of certification	Providing clean air	
SDGs contributed to	 	
Contribution to solving issues	<p>In collaboration with Japan Textile Products Quality and Technology Center, Aeroshield Co., Ltd. has confirmed that more than 99% of the new coronavirus (Delta strain) floating in an enclosed space of 1 cubic meter can be inactivated in one minute using "n-UV Technology," the industry's first horizontal ultraviolet irradiation technology. This technology, which is owned by Aeroshield Co., Ltd., inactivates viruses and bacteria by horizontally irradiating ultraviolet rays in a habitable space.</p>	

*1 This is not a medical device intended to prevent heat stroke.

6. Small GaN (Gallium Nitride) power modules

Certification	"Sustainable Product Gold"	
Key point of certification	Easing tight supply and demand for electricity	
SDGs contributed to	   	
Contribution to solving issues	<p>Fujitsu General Electronics Limited (hereinafter referred to as "FGEL") developed a pioneering product within the industry in June 2021, a small GaN module" incorporating a high-voltage GaN-FET chip made by Transphorm of the United States together with a drive circuit. The GaN modules developed and announced by FGEL are attracting attention from the market as it can reduce the design burden on customers by incorporating peripheral circuits such as drive circuits and can easily improve efficiency. By using this GaN module, it is expected to contribute to the realization of highly efficient and energy-saving products that take advantage of the features of GaN in many fields such as power supply-related products, industrial equipment and in-vehicle equipment.</p>	

*2 GaN-FET chip: GaN (gallium nitride), FET (Field Effect Transistor)



Disclosure Based on TCFD

Disclosure of Climate Change-related Information

The Fujitsu General 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 Fujitsu General 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.

Important management issues, including climate change, are deliberated and decided on at the Board of Directors meetings held once a month or on an ad hoc basis when necessary. The Executive Officer 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.

For information on our Sustainable Management Promotion Structure, please see page 8.

Strategy

The Fujitsu General 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 2050, 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	Increased cost burden in procuring raw materials and manufacturing products due to carbon tax, introduction of emissions trading, etc.	2	1	Long term	<ul style="list-style-type: none"> Early reduction of Scope 1 and 2 emissions (early achievement of carbon neutrality) Collect information on laws and regulations and respond to them as soon as possible
		Tightening of refrigerant regulations	Loss of sales opportunities if unable to comply with refrigerant regulations	3	3	Long term	<ul style="list-style-type: none"> Development of air conditioners using refrigerants with low global warming potential
		Tight supply and demand for electricity	Possibility that electricity use will increase in emerging countries, causing electricity shortages and making it difficult to expand sales of air conditioners	3	2	Long term	<ul style="list-style-type: none"> Develop air conditioners that do not use power sources derived from fossil fuels Early development of air conditioners that comply with energy conservation regulations
	Market	Increased cost of raw materials	Possibility of higher raw material prices or difficulty in obtaining raw materials due to changes in supply-demand balance or changes in materials toward fossil fuel-free	2	2	Medium term	<ul style="list-style-type: none"> Promote design toward the realization of a circular economy
Physical	Acute	Damage to production bases	Possibility of inundation of our plants due to disasters such as typhoons and floods, resulting in damage to production facilities, etc. and suspension of operations, or suspension of parts supply due to inability of suppliers to operate	2	2	Medium term	<ul style="list-style-type: none"> Strengthening of BCP measures
	Chronic	Rising mean temperatures	Possibility of increased heat stress and infectious diseases leading to decreased worker productivity and accidents	1	1	Medium term	<ul style="list-style-type: none"> Improve worker productivity and prevent accidents by strengthening the air conditioning system in the facility Strengthen health and safety Pandemic preparedness

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 Fujitsu General Group has assessed long-term impact through 2050 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 temperate, 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 Fujitsu General 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 234 hundred million yen, equivalent to air conditioner sales in FY2023 of 2,805 hundred million yen divided by 12.

• **Impact of transition risk**

ATW, one of the products offered by the Fujitsu General 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 20% on average since 2007.

Risk Management

The Fujitsu General 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, IT 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

<p>① Information collection</p> <ul style="list-style-type: none"> Organize risks and opportunities based on TCFD recommended disclosure items, considering external information and reports. Obtain objective forwardlooking information and identify impact on the Group. 	<p>② Identify risks and opportunities</p> <ul style="list-style-type: none"> Estimate the business impact (financial impact) of climate change and identify highimpact risks and opportunities. 	<p>③ Consider and determine actions</p> <ul style="list-style-type: none"> 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. 	<p>④ Execution and management of initiatives</p> <ul style="list-style-type: none"> The Compliance/Risk Management Committee promotes activities to reduce risks.
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Risk Management System

To promptly identify risks that may adversely affect the Fujitsu General 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 Fujitsu General 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 Fujitsu General Group believes that reducing greenhouse gas emissions in all business areas is important to curb 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 Fujitsu General 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. In FY2023, CO₂ emissions were down by approximately 71% compared with FY2021.

Improve transportation efficiency

The Fujitsu General 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 FY2023, we completed a modal shift for three customers, successfully cutting CO₂ emissions by approximately 162 tons.

Conversion to renewable energy

The Fujitsu General 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 2017, we introduced them at seven sites in Japan and overseas through FY2022.* In FY2023, we introduced new solar power generation systems at our Matsubara Office in Japan, and expanded such systems at Fujitsu General (Thailand) Co., Ltd. overseas. Our initiatives include the operation of solar power generation systems, switching to options for electricity generated from renewable energy, and the procurement of renewable energy electricity certificates. Through such initiatives, we successfully switched to 100% renewable energy for all electricity used in FY2023, cutting CO₂ emissions by 40,625 tons.

We will continue considering expanding the installation of solar power generation systems as we promote our shift to renewable energy.



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 inside and outside rooms to measure cooling and heating performance. Following successful examples at our Kawasaki laboratory, we have optimized the time spent on preparatory operation to prepare for testing at Fujitsu General Air Conditioning R&D (Thailand) Co., Ltd. (our air conditioner development site in Thailand) and Fujitsu General (Shanghai) Co., Ltd. (our air conditioner development site in China).

In FY2023, testing facility usage time increased as we developed more products with better energy-efficiency performance. Accordingly, electricity consumption increased by approximately 20-30% compared with prior to these activities at the aforementioned two overseas development sites, but we will continue measures to reduce electricity usage.

*We also introduced such systems at TCFG Compressor (Thailand) Co., Ltd., which came under the scope of consolidation on July 28, 2023, at the same time.



■ Responding to Climate Change

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

Increasing efficiency of business travel

The Fujitsu General 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.

At Fuji Eco Cycle Co., Ltd., we have been actively implementing energy conservation measures, including installing 1,888 solar panels in 2017 to generate approximately 30% of electricity used in the plant as a whole as a pioneer even within the Fujitsu General Group. In FY2023, we converted lights in all buildings in the plant to LEDs. We have also promoted better energy efficiency through revisions to processes and efficiency improvements at facilities, including attaching inverters to conveyor equipment, converting motors used in crushing and sorting equipment to high-efficiency types, and converting v-belts used in horizontal hydroextractors in plastic sorting equipment into energy-efficient types.



Solar panels
(Operation from December 2017)



LED lighting

• Fujitsu General (Thailand) Co., Ltd.

At Fujitsu General (Thailand) Co., Ltd., in FY2023, we used cameras to conduct an air leak inspection, resulting in a reduction in electricity usage of approximately 270MWh. We also implemented measures to cut energy losses, including converting to high-efficiency cooling towers (inverter type) and energy-efficient fans and timer switch-based operation of air handling units (automatic switch off when not in use). We also focus on actively introducing renewable energy, including installing solar street lamps, which generate solar power, and increasing solar panels.



Camera-based air leak inspection



Solar street lamps



Chemical Substance Management

Basic Approach

The Fujitsu General Group is committed to reducing the use and emissions of chemical substances and preventing pollution associated with its products and factory operations. Furthermore, we take utmost care in the selection and management of designated chemical substances in accordance with applicable laws and regulations in order to reduce the environmental impact of the chemicals included in our products.

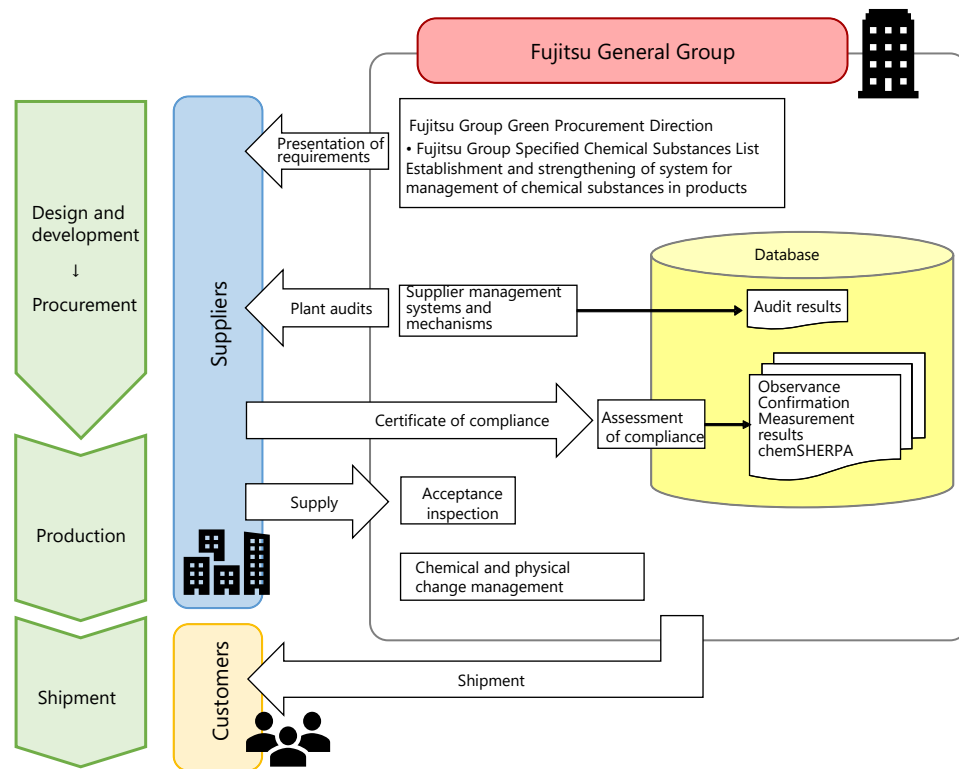
Management of Chemical Substances Contained in Products

In order to reduce the environmental impact of chemical substances in products as much as possible, the Fujitsu General 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 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 Fujitsu General Group is working with our business partners to strengthen related management systems.

Management of chemical substances specified by the Fujitsu 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



Management flow of chemical substances contained in products



Chemical Substance Management

Management of Chemical Substances Contained in Products (Cont.)

Obtaining information on chemical substances contained in products

At the Fujitsu General 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)

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 Fujitsu General Group auditors visit suppliers to check the status of CMS design and operation to provide support for raising the level as necessary.

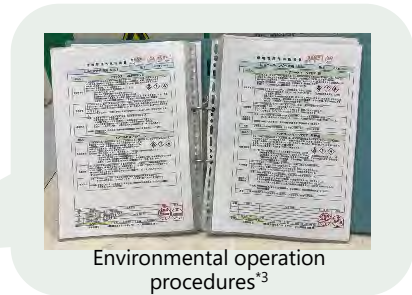
*1 JAMP: An abbreviation for Joint Article Management Promotion-consortium

Management of Chemical Substances in Business Activities

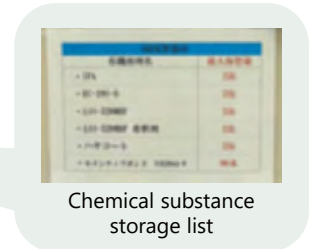
The Fujitsu General Group works to ensure thorough management of key chemical substances*2 used in production. Business sites where there are chemical substances have chemical substance storage facilities and manage inflows and outflows, thereby ensuring appropriate storage. Environmental operation procedures 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 storage



Environmental operation procedures*3



Chemical substance storage list

Chemical substance management at Fujitsu General Electronics Limited

*2 Key chemical substances: 26 substances identified by the Fujitsu General Group by evaluating their toxicity and usage. (As of March 2024)

*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 substance, 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 in the past and the parts containing polychlorinated biphenyl used for the collected products are stored properly in the special storage warehouse of the Headquarters until destruction treatment is carried out.

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 ovens, expander machines, hairpin machines, and other production machines from chemical products to organic products.

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.



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



Inside the polychlorinated biphenyl storage warehouse at the Headquarters in Kawasaki



Filter change work



Wind speed measurement



Resource Circulation

Basic Approach

The Fujitsu General 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 Fujitsu General 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.

• Reduce aluminum waste loss

In FY2023, we reduced aluminum waste by 42.1%*1 compared with FY2021, through measures such as reducing waste from errors by revising temperature settings and processes when managing aluminum, and reducing offcuts by revising material dimensions.

• Reduce steel waste loss

In FY2023, we reduced steel waste by 48.9%*1 compared with FY2021, through measures such as reducing waste from errors by renewing old facilities and reducing usage per unit with the introduction of a new facility.

*1 Performance at FG Shanghai and FGCA

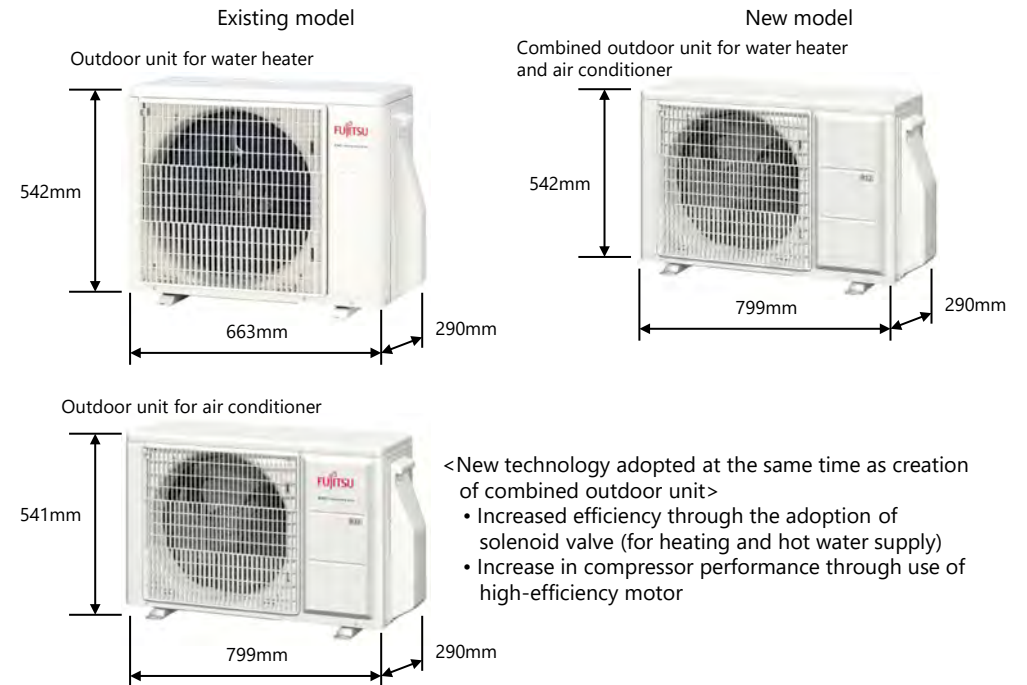
Promoting resource-saving design

The Fujitsu General Group places importance on the effective use of resources for the products the Group offers 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: Increased resource efficiency through 3S*2 project development

(WOXS034KQC2, WSXG07KMCA, etc.)

Previously, two outdoor units were required, one for the water heater and the other for the air conditioner, but by combining these outdoor units, the water heater and the air conditioner can be used with a single outdoor unit. By combining these units, we are able to save resources, refrigerant, and installation space equivalent to one outdoor unit.



*2 3S: Products that provide three services: cooling, heating, and hot water supply, with a single outdoor unit (jointly developed with Groupe Atlantic)



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 Fujitsu General 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 of Fujitsu General

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

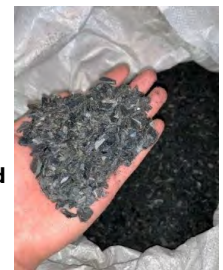
Fuji Eco Cycle Co., Ltd. which is engaged in the home appliance recycling business in the Fujitsu General Group, has contributed to the reduction of waste as well as the reduction of selection energy when recycling them into raw materials by sorting and collecting the back cabinets of mainly LCD TVs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



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

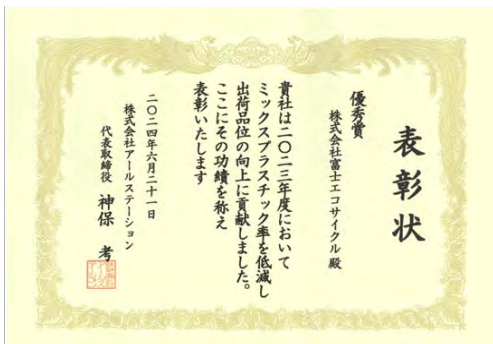
Resource Circulation

Product Recycling (Cont.)

• **Award for introduction of wet plastic sorting facility**

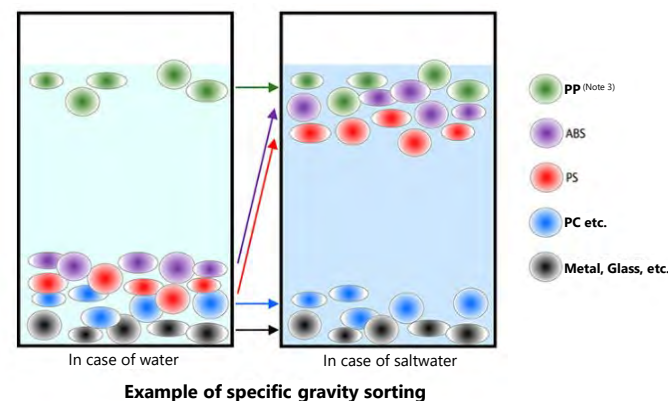
In 2023, Fuji Eco Cycle Co., Ltd. introduced a new wet plastic sorting facility. At this facility, mixed plastic scrap, created by crushing and sorting waste home appliances and removing metal, is placed in a water tank. We use a technology that sorts plastics by material using differences in weight, 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. saltwater used in the balancer of washing machines used to be disposed of after dilution and neutralization, but now we've switched to can be effectively used by creating a scheme that allows it to be used as a specific gravity liquid for sorting plastics and other materials.



Initiatives in Europe

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

FGA (Thailand) Co., Ltd., a motor production company in Thailand, previously disposed of components used when initially setting molding machines to mold wound coil components with unsaturated polyester resin (BMC). To reduce this waste, we now make use of wound coil components extracted for quality inspections (including for destructive tests), which were previously put to waste.

In FY2023, waste generated per unit of production increased by 3% at overseas production subsidiaries compared with the previous fiscal year, and decreased by 1% at production sites in Japan.



Winding assembly parts



Wound coil component after BMC shaping

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 CO₂ 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 CO₂ in a similar manner to the eco cap activity. Revenue generated from their sale for recycling is donated to the Japan Eye Bank Association.





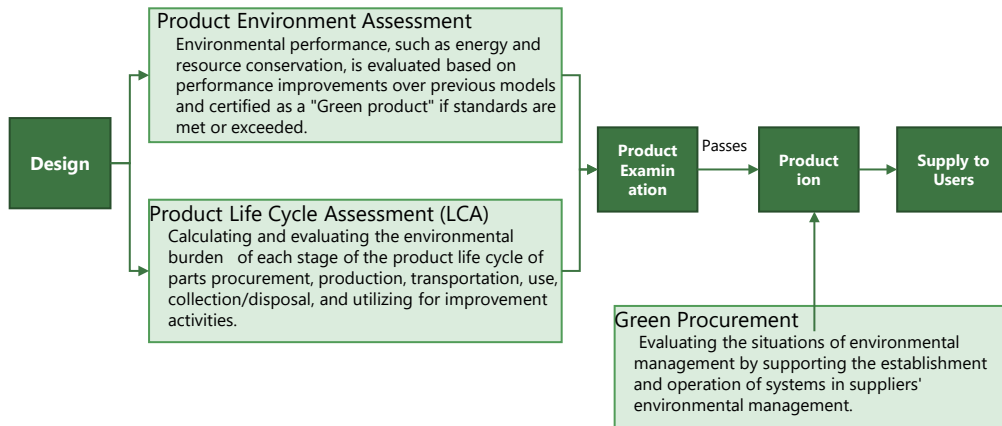
Design for the Environment

Basic Approach

The Fujitsu General 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 Fujitsu General Group, we are implementing the assessment covering the whole value chain.

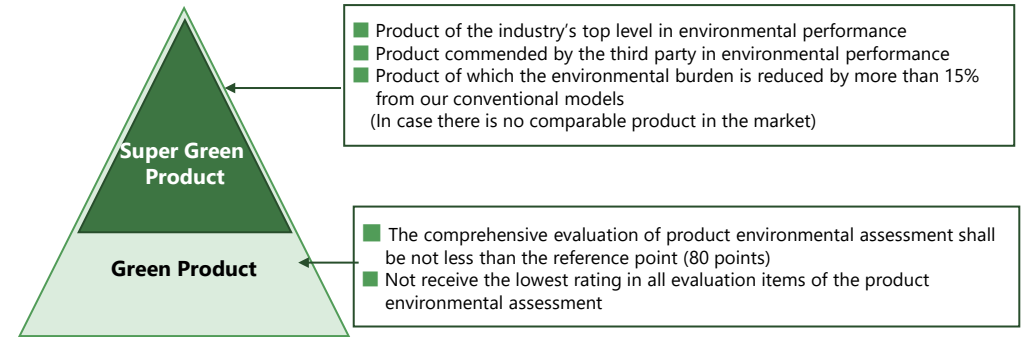


Standard and evaluation of product environment assessment

A product with a total environmental assessment score of more than the standard score (80 points) and a product that does not have a minimum rating for all evaluation items is defined as a "Green Product."

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

*1 Top-level: First place, or jointly shared first place, or narrowly behind first place (as of March 2024).



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		



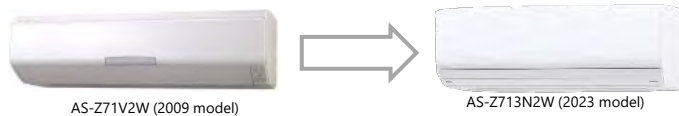
Design for the Environment

Environmental Assessment System (Cont.)

Product Life Cycle Assessment (LCA)

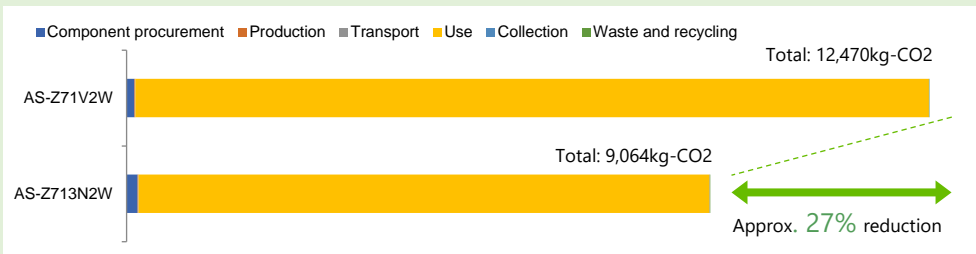
We are working to reduce the environmental load at each stage by evaluating the environmental load in the product life cycle at the time of design using Fujitsu General's original automatic calculation system.

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-Z713N2W (2023 model))



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



Design for the Environment

Initiatives to Reduce CO₂ Emissions from Products During Their Use

The Fujitsu General 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 CO₂ emissions from the use of air conditioners developed and sold in FY2023 by 21.9% 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 (ASEH09KHCBN, AOEH09KHCBN, etc.)

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



Environmental Labels

These are the main environmental labels displayed by the Fujitsu General Group.

• 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. Fujitsu General has selected the self-declaration type, and we have registered on an official service platform.



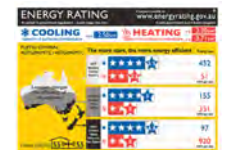
• Other environmental labels

- 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 Fujitsu General 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

In order to specifically tackle biodiversity under the Fujitsu Group common philosophy, we rearranged the "Fujitsu Group Biodiversity Conduct Guidelines" of Fujitsu Limited for Fujitsu General and formulated the "Fujitsu General Biodiversity Action Principles" in 2012.

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.

[Fujitsu General'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*1 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 *Rhyothemis fuliginosa* (butterfly dragonfly) and *Hebius vibakari* (Japanese keelback).

Since 2019, as part of Hamamatsu City's ESD model program for environmental education, students of Inoya 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 in Kawasaki 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. In FY2020, we divided the plants and the number of their pots was increased to ten from five. In FY2021, five plants were returned to their original habitat, the Midorigaoka Cemetery Valley, Kawasaki City. In FY2022, we divided the plants again from 5 to 10, returned one to Midorigaoka Cemetery, and transplanted three to Shimosakunobe Elementary School. In April 2023, one plant was transferred to Takatsu High School. We will continue our conservation and propagation activities with the remaining five plants and also hope to expand the circle of division further.



Calanthe discolor root separation work

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)



Rhyothemis fuliginosa (butterfly dragonfly)



Lanius bucephalus (bull-headed shrike)



Pronodularia japonensis (a freshwater mussel)



Hebius vibakari (Japanese keelback)



Biotope

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



Water Resources Conservation

Basic Approach

Water, essential for daily living, is at risk of depletion worldwide due to climate change, deforestation, and population growth. Although there is no process that uses significant quantities of water in the Fujitsu General Group's business activities, we are still making efforts to reduce water usage in our daily activities as much as possible.

Take Action Against Water Risk

To assess potential water risk from the impact of our business activities, the Fujitsu General Group assesses water risk at 10 key production and development sites. These sites make up 98% 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.

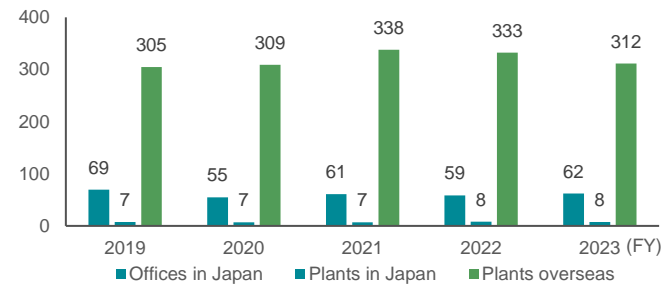


Example of Aqueduct survey

Initiatives to Reduce Water Usage

In order to reduce water usage in our business activities, the Fujitsu General Group engages in initiatives such as installing motion sensors at restroom sinks, reusing water leaked from pumps, and using rainwater. In FY2023, water usage increased by 6% compared with the previous fiscal year across office sites in Japan, but fell by 4% at production sites in Japan, and 6% at overseas production sites. In line with a fall in production volume, water usage per unit of production increased by 12% across office sites in Japan, 15% at production sites in Japan, and 45% at overseas production sites.

Trends in water usage



Initiatives at plants

At TCFG Compressor (Thailand) Co., Ltd., we have introduced a water purification system (RO&EDI system), and we reuse concentrated water generated from our RO system, which is usually put to waste, 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 Fujitsu General 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 March 2024 and injected fermented water around the industrial park.



Regional beautification activities

At Fujitsu General business sites (Kawasaki, Matsubara, Hamamatsu, and Aomori) and Fujitsu General Electronics Limited, 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 Fujitsu General Group focuses on the sustainable conservation of the natural environment through afforestation and satoyama (traditional Japanese rural landscape) activities. At Fujitsu General (Thailand) Co., Ltd. (FGT), we planted mangroves and cleaned the coast at the Thai navy base in Sattahip City, to mark World Environment Day in June 2023. We conducted these activities as part of our natural environment protection activities under the scope of FGT's social contribution activities (FGT Smile Project).





Society

[41. Human Rights](#)

[46. Human Resources](#)

[58. Occupational Health and
Safety/Health and Productivity
Management](#)

[67. Supply Chain Management](#)

[74. Stakeholder Engagement](#)

[75. Pursuit of Customer Satisfaction](#)

[76. Quality Assurance](#)

[77. Social Contribution](#)





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

Grievance Mechanism

The Fujitsu General 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 Fujitsu General 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 Fujitsu General directly procures goods, software, services, and other items. We provide information on hotlines available for reports on the Fujitsu General website.

> For details, please see "Page 100 Corporate Ethics/Compliance."



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





Human Rights

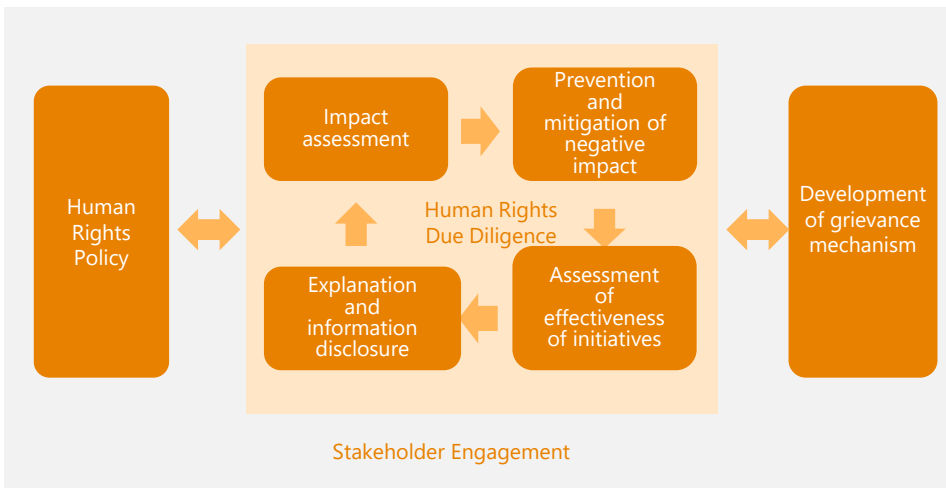
Human Rights Due Diligence

We perform Human Rights Due Diligence in the Fujitsu General 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 Fujitsu General Group engages in impact assessments of our own Group companies and important suppliers, including on-site interviews.

• Fujitsu General Group

The Fujitsu General 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 FY2023, we conducted questionnaire-based surveys and on-site audits at three production subsidiaries in Thailand, and questionnaire-based surveys and interviews at one production subsidiary in Japan. From next fiscal year onward, we expect to expand the scope of assessment to cover each site in Japan, including our Headquarters, overseas sales subsidiaries, and others.

In the assessment conducted in FY2023, we did not find any material human rights violations, such as the requirements of international standards, but human rights issues were identified, including some long working hours caused by the impact of busy periods and other factors.

Sites where we conducted impact assessments

	FY2023
Sites	<ul style="list-style-type: none"> • Three production subsidiaries in Thailand • One production subsidiary in Japan
Details	<ul style="list-style-type: none"> • Questionnaire-based survey • On-site audits or online interviews

• Suppliers

We conducted questionnaire-based surveys and on-site audits of important suppliers of production subsidiaries in Thailand and China. 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 69 Supply Chain Management."



Human Rights

Human Rights Due Diligence (Cont.)

Prevention, mitigation, and correction of negative impact

The Fujitsu General 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.

• Health and safety (Fujitsu General Group and supply chain)

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 Fujitsu General 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 (Fujitsu General Group)

The Fujitsu General 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 Fujitsu General 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 Fujitsu General 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 (Fujitsu General Group)

We implement initiatives 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 industrial physicians for workers who work long hours.

> For details, please see "Page 53 Comfortable Working Environment."

• Forced labor and child labor (supply chain)

The Fujitsu General 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. In FY2023, we focused on “Diversity, Equity, and Inclusion,” spreading awareness of recent human rights issues, the importance of the active participation of diverse human rights, and related precautions. 2,569 employees of the Fujitsu General Group in Japan (including persons on overseas assignments) participated in this training.

- **Code of Conduct training**

The Code of Conduct of the Fujitsu General Group clarifies our approach to respect for human rights, and we conduct trainings 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 FY2023, we conducted case study training by e-learning for employees of the Fujitsu General Group in Japan (including persons on overseas assignments), while also spreading awareness among local employees overseas by e-mail.

Participation in Initiatives

Since January 2021, the Fujitsu General 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,” “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 AIR CONDITIONING (U.K.) LIMITED
Modern Slavery Statement
<https://www.fujitsu-general.com/uk/regional/modern-slavery-statement.html>



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





Human Resources

Human Resource Development

In order to put our Corporate Philosophy, "Living together for our future," into practice, the Fujitsu General Group has defined our "Human Resources Vision," under which we aim to achieve sustainable growth for the Group by ensuring that all employees maintain vitality and creating an organization capable of facing reform.

Human resources vision of the Fujitsu General Group

- Human resources that take on new challenges on their own initiative and continue to grow
- Human resources that accept and utilize diverse cultures and senses of values
- Human resources that value sincerity and have a selfless heart

Specific measures include the development of an environment to support self-growth and learning, the promotion of Diversity, Equity, and Inclusion, and the promotion of Health and Productivity Management.

Support for voluntary career development and learning

We believe the role of human resource development and education is extremely significant for ensuring sustainable growth for the Group. We have clarified the "roles required of each level," and we also expect employees to take on new challenges on their own initiative to fulfill those roles. In order to achieve this, we promote the development of an environment that supports the "voluntary career development" and "learning" of employees, to ensure that all employees are able to think independently about their own vision for themselves and actively participate in an age of fierce competition with an unclear outlook.

Education structure of the Fujitsu General Group

	By level	Company-wide	Work-place
Managers	Senior management training	Mandatory education for all employees (e-learning, workshops, etc.)	On-demand education, language learning
	Newly appointed manager training		
General employees	New manager candidate assessments	Mandatory education for all employees (e-learning, workshops, etc.)	On-the-Job Training and job-based specialized education
	Leader class assessments		
	New employee training		



Human Resources

Human Resource Development (cont.)

Human Resource Development Policy

We have formulated a Human Resource Development Policy, under which we plan and execute measures to inspire and support a sense of initiative among employees.

1. "Support for voluntary learning and growth among employees," not just "company-led education"
2. From a "uniform response to the collective" to a "focus on each employee"

Human Resource Development measures

• Career ownership initiatives

In order to "foster a sense of career ownership" and "develop human resources based on career goals and aptitude" for each employee, we have introduced a "Career Ownership Sheet (COS)" for all employees. On the COS, employees write information such as their own thoughts on their future career and vision for themselves, 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.

We also provide training opportunities where employees from the same generation also gather for each age range to regularly review their own careers and think about their future careers. In this way, employees use dialogue with others of the same generation to design their own careers in ways suited to lifestyle changes.

• Voluntary learning initiatives

We have also introduced on-demand education in the form of "GLOBIS Unlimited," "Udemy Business," and "language learning platforms," thus creating an environment where employees working in a global business environment that changes on a daily basis can take the initiative in learning the necessary business skills, knowledge, and languages at any time. We have also introduced the 10% Rule, where employees can utilize 10% of their prescribed working hours for self-development and innovation initiatives, as part of our efforts to create a corporate culture where employees engage in self-directed learning and work to better each other.

• Level-based education initiatives

We provide position-specific training for employees at the time of change of position or promotion, such as from student to adult (new employee training), from general employee to manager (new manager training), and from manager to senior executives (senior management training).

Training name	Content	As of FY2023
Senior management training	Learning management skills and knowledge necessary as a business leader responsible for reform	7
Newly appointed manager training	Learning basic knowledge that managers should be aware of for the execution of their duties Understanding management principles and general rules, and learning methods of managing work and people	11
New employee training	Transformation of mindset into a working adult, and learning basic knowledge and skills necessary for working at Fujitsu General	69
Age-based career training	Participants design their careers through dialogue with members of the same generation. Provide opportunities for participants to think about their own vision for their future and concrete methods to achieve it by taking inventory of their own careers (experience, strengths, sense of values)	①40's: 33 ②30's: 65
On-demand education	Acquisition of basic knowledge related to business as an employee, as well as knowledge, skills, and expertise directly linked to practical work	625
Self-development-type English training	Provision of opportunities for voluntary learning to employees required to communicate in English in their current or future actual work	186

	As of FY2023	
	Training Time	Training Expense
Total	Approx. 55,000 hours	Approx. 58 million yen
Per employee	Approx. 32 hours	Approx. 33,000 yen
	Average days: 4 days	



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 engineer human resources.

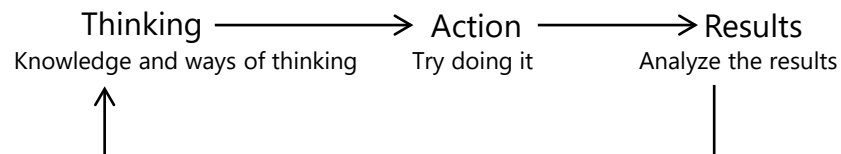
Basic policy of the Academy of Air Conditioner

Based on the following two basic policies, we will provide education necessary 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 will 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 actually 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.”



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.

Contents of new employee training (partial excerpt)

• Acquisition of technical skills necessary as an engineer

Reverse engineering exercises, problem-solving exercises, service practical training, etc
Acquisition of necessary human skills and conceptual skills as a working adult

• 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.).



Presentation at new employee training

Contents of mid-level employee training (partial excerpt)

Product development planner training, project manager training, engineer leader training, etc.



Discussion during mid-level employee education



Human Resources

Securing Human Resources

Measures to hire superior human resources

The Fujitsu General 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 line with trends in regular employment and the move toward increasingly early job hunting and hiring activities, we have adopted direct recruiting methods for hiring of both new graduates and mid-career hires, and we work to actively approach the human resources required by the Company. We actively engage in a diverse range of internships and seminars at hiring events, on topics such as “understanding air conditioner system development work,” “data analysis and AI function development,” and “understanding air conditioner embedded software development work,” and endeavor to hire a wide range of students from arts to science majors, thereby contributing to securing superior human resources.

Promoting Internal Human Resource Mobility

Internal recruitment

In addition to securing human resources through external hiring, we have also introduced an internal recruitment system aimed at supporting career autonomy for internal employees and allocating internal personnel to appropriate positions. Specifically, we engage in recruitment for new businesses and workplaces in existing businesses where we have judged that we must strengthen our workforce, such as when establishing projects. 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.”

A cumulative total of 116 employees have been transferred over the seven years since this system began. In the future, we will revise and dynamize this system to ensure that employees are able to seek the jobs and positions they desire on their own initiative.



Human Resources

Diversity, Equity, and Inclusion

Basic approach

The Fujitsu General 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 factor, 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 FY2023, women made up 27.8% of regular employment hires, and as of March 20, 2024, there were 11 female managers and 12 in female leadership positions (Grade L). In April 2024, three female employees were newly promoted. (Each of these figures is for the Company. (All are standalone))

Currently, in line with our new action plan (see information on the right), we are actively promoting motivated and capable women in order to enhance the empowerment of female employees.

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).

Results

- Take-up rate of childcare leave among male employees in FY2023: 55.9%, average take-up rate: 49.8 days
- Proportion of eligible employees who took childcare leave or maternity support leave for spouses: 79.4% (27 out of 34 employees)

Item	Indicator	Target*	Results
Promoting women in the company	Number of newly appointed female managerial and leadership positions (Grade L)	15 or more from FY2021 to FY2026	FY2021 to FY2023 Cumulative: 11
Promotion of childcare leave take-up among men	Take-up rate of childcare leave or parental leave among male employees (regular employment)	100% by FY2025	FY2023: 79.4%
	Take-up rate of childcare leave among male employees (regular employment)	70%+ by FY2025	FY2023: 55.9%
	Average period of childcare leave taken among male employees (regular employment)	42 days+ by FY2025	FY2023: 50 days

*Targets for Fujitsu General



Human Resources

Diversity, Equity, and Inclusion (cont.)

Sexual minorities (LGBTQ+)

Understanding about sexual minorities (LGBTQ+), which encompass a diverse range of “sexualities,” not only prevents discrimination and harassment, but is also part of Fujitsu General’s 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, including company-wide e-learning on basic knowledge related to LGBTQ+ in FY2022 and FY2023.

Subject	Content	FY	Implementation Method
Executives / all employees	Acquisition of basic knowledge related to diversity and inclusion, such as balancing childcare, nursing care, and medical care, persons with disabilities, and LGBTQ people	FY2022	e-learning
Executives / all employees	Human rights problems related to Diversity, Equity, and Inclusion	FY2023	

Human rights enlightenment

We provide human rights enlightenment and education for newly appointed managers and new employees, with a particular focus on harassment that we should be careful of in the working environment, in order to promote understanding of human rights problems associated with corporate activities. We also invite external lecturers for seminar-based training, to provide opportunities for a broader range of employees to think more deeply about the close connection between business activities and human rights problems in the global business environment, and for employees to take ownership of the Code of Conduct set forth in our Corporate Philosophy.

Subject	Content	FY	Implementation Method
Executives / managers	Potential human rights problems in day-to-day business activities <ul style="list-style-type: none"> Changes in social norms and amendments to laws and regulations Case studies from other companies (management risks related to human rights problems) 	FY2022	Collective (online)
Executives / all employees	Global business and human rights <ul style="list-style-type: none"> Awareness of human rights at a global standard, future trends, and human rights risks 		Video streaming



Human Resources

Diversity, Equity, and Inclusion (cont.)

Creation of a comfortable workplace for people with disabilities

The Fujitsu General Group has been actively employing people with disabilities since 1970, particularly on work related to production lines in 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 post 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 carved out work for disabled people, including the distribution and collection of leased PCs for employees, as well as the storage of data for purchase orders and repair requests. 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, to ensure the growth of individuals and continuous stable employment, we try to create targets suited to individuals' abilities, while also increasing opportunities to develop a sense of self-worth. In this way, we endeavor to be more considerate and improve the labor environment, including regular interviews that cover both work and life aspects, and the improvement of work procedures in ways suited to employees' characteristics.

• Acquisition of Monisu Certification

Within the Fujitsu General Group, 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.



Re-employment after retirement

The retirement age in the Fujitsu General Group is 60, and we have introduced a system of re-employment after retirement up to the age of 65, for employees to take on roles such as the development of junior colleagues and the transfer of their interpersonal networks and technical skills after retirement. 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.

We are also engaged in ongoing discussions with labor unions concerning the possibility of raising the age of re-employment beyond 65.

Recruiting foreign employees

Not only Japanese, but also foreign nationals are employed at the Headquarters including Business Offices in Kawasaki.

Promoting foreign nationals as managers at overseas locations

Fujitsu General Group has been appointing human resources with management responsibilities from local employees at overseas bases.

Initiatives to prevent discrimination at the hiring stage

To prevent leaks of personal information and discrimination in hiring activities, we distribute manuals that summarize precautions when engaging in such activities and other information.



Human Resources

Comfortable Workplace

Work-life balance

• Basic approach

The Fujitsu General Group has declared “Sustainable Management” as a Basic Approach of our business activities, and we have established work-life balance as an important pillar of workstyle reforms.

As initiatives to reduce long working hours, at our Kawasaki Headquarters, we have established one day every week as a day when all employees finish work at the scheduled time, and we are also promoting “no overtime” days. As a result of efforts to encourage employees to finish their work at the scheduled time in regular workplace inspections by labor and management, the percentage of employees that finished work at the scheduled time at the Headquarters on days when all employees were to finish work at the scheduled time was consistently around 90% throughout FY2023. We encourage employees to take annual leave by recommending the planned taking of two days of annual leave by all employees every six months, and also recommending that they take longer breaks by combining annual leave with weekends and national holidays.

We have also taken other measures to encourage employees to take annual leave, including increasing the number of days taken for company-wide annual leave during the summer break by one day to four days, since FY2020.

• Controls on long working hours

We implement initiatives 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 industrial physicians for workers who work long hours.

As a result, since 2016, we have ensured that the amount of overtime per employee has remained below 20 hours, and have also increased the take-up rate of annual leave. Specifically, in FY2023, average monthly overtime was 17.3 hours, while the average number of days of annual leave taken was 15.7 days, with a take-up rate of 79%. We will continue initiatives to limit long working hours.

Development of a comfortable working environment

• Flextime

To achieve diverse and flexible workstyles, the Fujitsu General Group has 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 (BCP) in emergencies (typhoons, snowstorms, etc.).

• Family Friendly Programs (FFP)

We envision the circumstances that many employees may face, such as balancing childcare, nursing care, and medical care, and in the “Work-Life Balance Support Handbook” created in FY2020 based on the concept of “creating an environment where all employees can actively participate,” we provide information on basic knowledge, as well as the systems of the Fujitsu General Group.

We have internal systems for childcare and nursing care leave and temporary suspensions of work that go beyond those set forth in laws and regulations, and we also have systems for flexible workstyles, such as flextime and shortened working hour systems. We also have subsidy programs to assist with expenses for services and buying supplies for childbirth, childcare, and nursing care, as well as company kindergartens.

In terms of systems to support a balance of work and medical care, we have leave and temporary suspension systems that employees can use while receiving treatment and visiting the hospital. Depending on the type of illness, employees may be able to take leave in a more flexible manner.

Welfare

Measures suited to life plans

Fujitsu General has introduced a wide range of welfare measures suited to life plans, including housing assistance, health and medical care, self-enlightenment, and asset formation. We have introduced systems to support childcare and nursing care that go beyond those set forth in laws and regulations, as well as a “cafeteria plan,” where employees themselves can select their own welfare options.



Human Resources

Welfare (cont.)

Childcare and nursing care support

We offer assistance and programs associated with various life events, such as a shortened working hour system and childcare and nursing care leave. We have prepared unique and complete systems that meet or exceed the standards in laws and regulations. For example, under our shortened working hour system, employees can choose to work for shortened hours until their children graduate elementary school.

Many employees are using various systems to balance raising children and work, while aiming to enhance their careers.

System	Eligible Persons	Conditions	Time/Monetary Amount	Standard Under Laws and Regulations	
Maternity leave (before birth)	Female	Regular employees	Up to eight weeks	Six weeks	
Maternity leave (after birth)	Female	Regular employees	Up to eight weeks	Same	
Special leave	Maternity support leave for spouses	Male	When the wife has given birth	Up to five days during the period from eight weeks prior to when the spouse gives birth (due date) to eight weeks after birth	No standard
	Infertility treatment leave	Male and female	Regular employees with one year or more of continuous service who are receiving treatment for infertility	Up to 20 days	No standard
Parental leave	Male and female	Regular employees *Excluding trial periods or within three months of entry	Until the child is one year old (Under certain conditions, until the first April 20 on or after the date the child turns two years old)	Same	
Childbirth and childcare lump sum payment	Male and female	Persons covered under Fujitsu General's health insurance, or cases when the spouse is a dependent under health insurance *Granted from the Health Insurance Society	Up to 500,000 yen per child	500,000 yen	
Shortened working hours	Male and female	Regular employees *Excluding trial periods or within three months of entry	Until the child graduates from elementary school	Until the child is three years old	

Carry-over leave

This is leave that can be used for treatment for non-work-related injuries and illnesses, nursing care for children until they graduate elementary school, nursing care for family members, infertility treatment, and other purposes that last for three consecutive days or more. Both men and women can also take leave for childcare-related reasons, such as school events.

Leave System	Content
Holidays per year	128 holidays for the year in FY2023
Planned leave	A system under which employees can take two consecutive days of planned leave twice a year. Employees can also take leave in ways that suit their individual lifestyles, such as connecting them with weekends, national holidays, and consecutive holidays to create periods of four or more consecutive days off.
Annual leave	Employees are granted 20 days' leave on April 21 every year starting from their first year after joining, and may keep this leave for up to two years. Employees can also take annual leave as half-days.
Days when all employees finish work at the scheduled time	We create one such day per week, with the aim of enhancing work-life balance and enhancing work efficiency.

"Selectia" Fujitsu General Group welfare program

• Cafeteria plan

Once a year, 10,000 points are awarded to each employee, which they can use on health, self-enlightenment, and other benefits.

Examples: Health checkup expenses, influenza vaccine expenses, etc.

• Members discount service

We participate in a welfare package service provided by an external vendor. Members can use various services at discounted prices, ranging from services used in day-to-day life, such as entertainment facilities and restaurants, and other services such as travel and day-care centers.

Examples: Fitness usage fees, babysitter fees, expenses for the purchase of daily goods, etc.



Human Resources

Welfare (cont.)

Welfare Examples

	Item	Content
Housing-related	Housing allowance	Rent assistance (with conditions)
	Company housing	For transferred employees
Health and medical care-related	Health checkups (non-statutory)	Health checkups beyond laws and regulations, vaccine assistance (influenza, etc.), and dental checkups
	Subsidies for various forms of checkup	Cafeteria plan
Childcare and nursing care support-related	Childcare leave (non-statutory)	Until the child is one year old *Under certain conditions, until the first April 20 on or after the date the child turns two years old
	Childcare assistance	Cafeteria plan
	Kindergarten	Usage agreement with company-led kindergarten
	Nursing care suspension of work and leave (non-statutory)	Beyond laws and regulations
Celebration, mourning, and disaster-related	Celebration, mourning, and disaster payments	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	Culture, sport, and recreation activity support	Partial assistance for activities
	Sports service usage assistance	Cafeteria plan
Self-enlightenment and skills development-related	Public qualification assistance and self-enlightenment support	Cafeteria plan
	Skills development support	Various online seminars and language learning platforms
Asset formation-related	Asset formation saving system	Asset formation system and incentive payments (payments of 1% of balance as of March 31 of each year for housing and pension only)
	Employee shareholding association	Shareholding association (payment of incentives from the Company in accordance with contributions)
Others	Employee cafeteria	Employee cafeteria at the Headquarters in Kawasaki
	Assistance for postings overseas	Cafeteria plan
	Fujitsu General Group product purchase assistance	Cafeteria plan
	Internal communication assistance	Cafeteria plan
	Others	Clothing loan



Human Resources

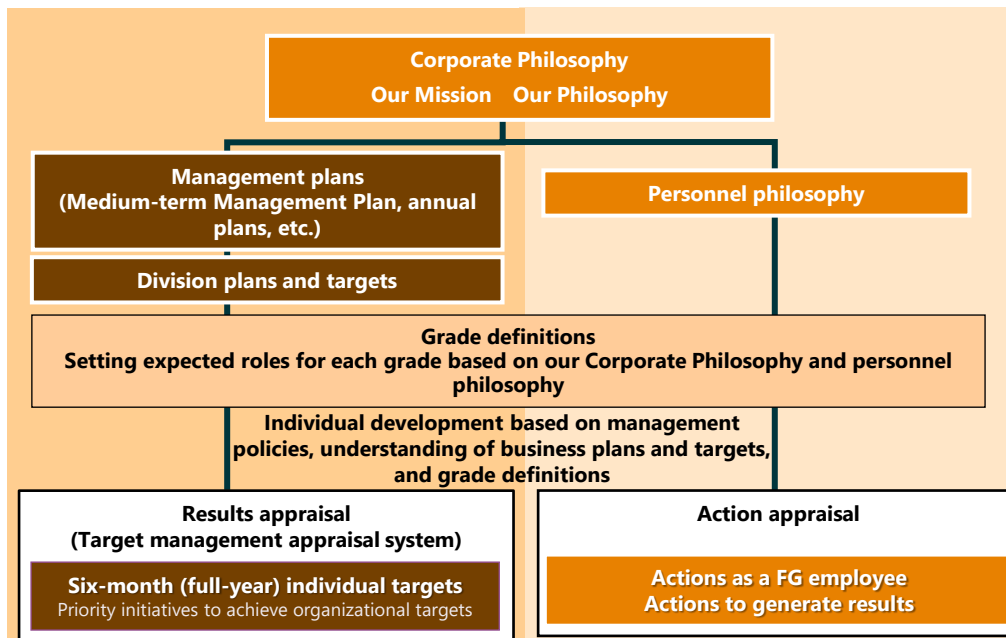
Appraisals and Benefits

Personnel system

In 2020, Fujitsu General fully overhauled our personnel system based on the FG Way. We aim to create a system that clarifies roles at each grade, and inspires employees to voluntarily take on new challenges for more advanced roles and contributions, while also basing appraisals on a meritocracy, reducing age-related factors, and focusing on roles.

We conduct appraisals twice a year for all employees, based on our target management appraisal system (results assessment). When setting targets at the beginning of the period, we form agreements and ensure shared awareness concerning targets between “appraisers” and “appraisees” through one-on-one meetings. When setting targets, “appraisers” and “appraisees” each consider and summarize the details and standard for achievement of targets in advance, then implement them.

In addition to our target management appraisal system (results assessment), we also perform appraisals in the form of “action appraisals” to measure “actions” in line with Our Philosophy, and reflect the results in the treatment of each employee.



FG Way Awards System

We award groups and individuals that put the FG Way Corporate Philosophy and Code of Conduct into practice, and broadly spread information concerning their activities. In this way, we enhance the sense of shared empathy internally, and encourage executives and employees to put these policies into practice.

1. From recommendation to award agreement

Recommendation of award activities

- Recommender: executives, employees
- Recommendation time: April and October of each year
- Recommendation of activities that “put the FG Way into practice” with reference to the “standards for award activities”
- Recommended persons: groups or individuals (recommended by themselves or others)

Consideration of award by consideration teams

- Consideration team for each group
 - Two promoter representatives
 - One operations management-type manager
- Examination of recommendation activities in the team and agreement to give award

Determination of award activities

- Each award executive determines the award activities
- Award projects are compiled by the FG Way Secretariat

2. From award to internal introduction

Private notification of determination of award

- Private notification by award consideration teams
Awardees, heads of businesses to which they belong, and promoters

Conducting awards

- Award period: May and November of each year
- The heads of businesses to which awardees belong introduce the award to the business as a whole

Introduction of award activities

- The FG Way Secretariat introduces the award activities
Introduction on the FG Way website and FG NEWS as excellent activities that achieve the FG Way



Human Resources

Labor-Management Relations (freedom of association and collective bargaining)

Basic approach/labor-management communication

The Fujitsu General 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 under the umbrella of 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." In order to make the Fujitsu General Group a "more attractive, trusted, and reliable company" in the eyes of customers, society, and union members," we cooperate fully with the Fujitsu General Workers Union, which strives to enhance labor-management communication at all levels based on the principle of union democracy, and hold regular meetings each year, including the Central Labor Council and Fall Labor Council, which are attended by the President and executives, as well as quarterly results briefings. In addition, meetings of the Labor and Production Councils are held as necessary to explain management policies, business conditions, and other matters to employees and to discuss various working conditions and improvements in the workplace environment. In this way, through construction discussions based on mutual respect, we are endeavoring to maintain and enhance healthy and good labor-management relationships.

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.

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

• 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, the federation dispatches a team of Cambodia Terakoya volunteers every year. After these activities were suspended for four years owing to the COVID-19 pandemic, 22 people from 12 unions were dispatched to Siem Reap Province in Cambodia from November 20 to 25, 2023.

• 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 2023 and May 2024, 17 unions dispatched 96 people for "coastal disaster forest reforestation activities in Minamisoma City." The group planted 772 black pines.

• Campaign activities and collection volunteer initiatives

The Fujitsu General Workers Union supports the key points 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, and in FY2023, 583,144 yen in campaign funds were donated, followed by 397,274 yen in campaign funds as contributions for the "2024 Noto Peninsula earthquake."

As an activity that anyone can take part in, the Fujitsu General Workers Union also conducts collection volunteer activities. Through the Federation of All Fujitsu Workers' Unions, it donated the equivalent of 8,024.3 Bell Mark tokens and 1,200g of used stamps collected from workplaces to the prescribed organizations.



A scene from a Central Labor Council meeting



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 Fujitsu General 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.

At plants with a high risk of occupational accidents, we hold meetings of the “Company-Wide Plant Safety & Health Committee” every three months, for eight plants in Japan and overseas. At these 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.

Risk assessment and workplace inspections

In the Fujitsu General Group, we conduct regular risk assessments and workplace inspections, to ensure the safety of employees working in workplaces and actual work sites, and create healthy and hygienic workplaces. 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 Fujitsu General Group (in Japan), health supervisors conduct weekly workplace inspections and industrial physicians conduct monthly workplace inspections. In this way, we check our executive and working environments, and provide instructions for improvements. In April 2024, we formulated Chemical Substance Management Standards, in order to prevent occupational accidents caused by chemical substances. We strictly manage chemical substances in accordance with standards that we have established concerning their management and handling, as well as safety protection equipment.



Occupational Health and Safety/Health and Productivity Management

Safety Management Initiatives (cont.)

Acquisition of ISO45001 certification for occupational health and safety management systems

The Fujitsu General Group has prioritized the acquisition of certification at plants overseas where it is necessary to strengthen labor management. As of March 2023, we have obtained ISO45001 certification at five overseas companies out of our key production sites, which consist of six companies overseas and three in Japan.

Safety education

At the Fujitsu General Group (in Japan), safety and health training is conducted as necessary at the time of hiring and new assignment. In FY2023, as part of a campaign to raise employees' health & safety awareness, we set up a billboard in September in the area of our Kawasaki Headquarters. The purpose of this billboard is to announce the coming of National Occupational Health Week, which starts on the first of October.

Education/Seminar	Number of Participants in FY2023
Education at the time of hiring	69
Safety standards education	37
• Gas welding	14
• Refrigerant handling	14
• Slings and cranes	2
• Forklifts	7

The Fujitsu General Group engages in activities to reduce risk in the working environment at each site and workplace, including training on the handling of refrigerant and measures in the event of leaks, based on various standards, and forklift education.

Safe driving

At Fujitsu General, 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 FY2023)

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

Disaster prevention training

In the Fujitsu General 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 prevention. In FY2022, only representatives of each workplace participated owing to measures against COVID-19, but in FY2023, a total of 1,700 people participated, including all executives and employees in the area around the Headquarters including Business Offices in Kawasaki, as well as partner companies. In training, we conducted fire extinguisher operation training, and received guidance from the Takatsu Fire Station.

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.

	FY2023
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 Fujitsu General 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
Standalone	6	6
Key production plants	28	21

*Includes occupational accidents that did not result in a day or more of lost work.

• Lost time injury frequency rate [LTIFR]*

	FY2022	FY2023
Standalone	0.26	0.78

*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
Standalone	0.0013	0.0115

*Does not include dispatch employees.

This shows the severity of the calamity, expressed in man-days lost per 1,000 hours worked, excluding temporary staff.
Total number of working days lost / Total actual working hours × 1,000

• Number of fatalities related to workplace accidents

	FY2022	FY2023
Standalone	0	0



Occupational Health and Safety/Health and Productivity Management

Basic approach to Health and Productivity Management

Promotion of Health and Productivity Management

Defining health and productivity management as “the strategic realization of health measures for the achievement of sustainable business growth,” the Fujitsu General Group makes it clear that “employee health is a valuable asset for management” to promote and strengthen “valuing and investing in our people” as stated in our Corporate Philosophy and Sustainable Management. We are working to create a healthy and vibrant workplace as a comfortable and rewarding place to work and improve all employees’ motivation and overall strength.

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 Fujitsu General 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 take steps to improve the health and productivity of our employees, 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

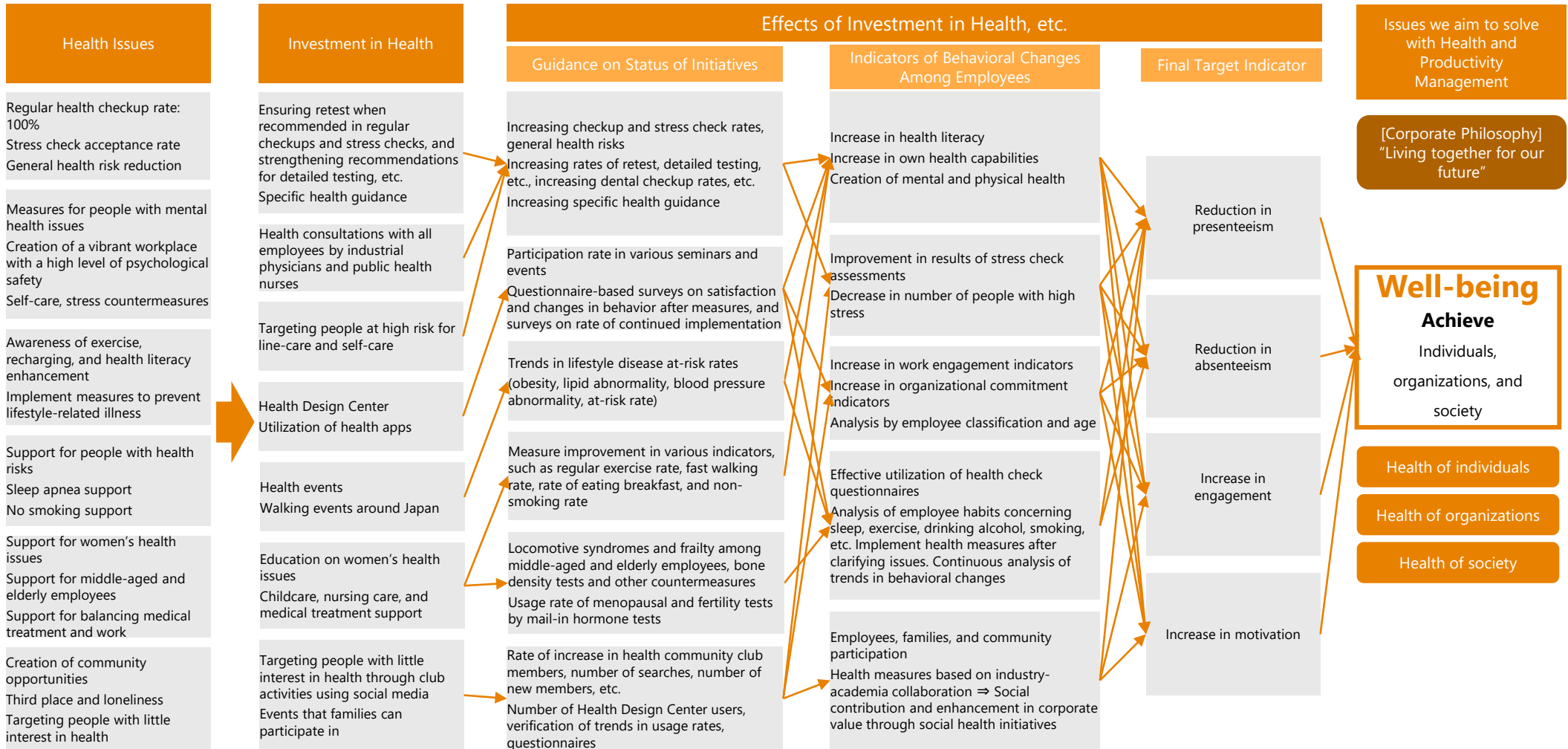
The Fujitsu General regularly tracks progress and assesses the effects of initiatives using KPIs and assessment indicators set based on our Health and Productivity Management Strategy Map. We invest in health and productivity issues, verify the effects of our investments, and implement various measures 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 aim to fulfill our social responsibility. (See the next page for details)



Occupational Health and Safety/Health and Productivity Management

Basic Approach to Health and Productivity Management (cont.)

Health and Productivity Management Strategy Map





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 Fujitsu General 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 industrial 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.

	FY2019	FY2020	FY2021	FY2022	FY2023
Fujitsu General	100%	99.9%	100%	100%	100%
Fujitsu General Group (Japan)	98.4%	98.4%	99.6%	99.9%	99.6%

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

Stress checks

At the Fujitsu General Group (in Japan), every year, we perform stress checks for all employees, including dispatch 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 measures.

Stress checks	FY2019	FY2020	FY2021	FY2022	FY2023
General health risk	97	94	93	88	91
Proportion of people with high stress	237 (11.3%)	278 (10.8%)	316 (11.7%)	352 (12.4%)	329 (12.7%)

Well-being survey

The Fujitsu General Group (in Japan) measures the well-being and health status of all employees. We use the results of such measurements to improve the workplace environment and support employee health.

• 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 measure the average number of days of work missed due to illness among all employees as a management indicator. In FY2023, the average number of days of work missed was 2.57, based on a survey of 1,734 employees (response rate: 100%). We work with industrial physicians to implement multifaceted initiatives tailored to the issues faced, including appropriate attendance management, development of the workplace environment, and measures based on the results of health checkups.

	FY2019	FY2020	FY2021	FY2022	FY2023
Fujitsu General	—	1.53 days	1.72 days	1.61 days	2.57 days

• Presenteeism

Presenteeism refers to a state where an employee is at work, but mental or physical health problems negatively affect business performance. In FY2023, we assessed absolute presenteeism for 1,734 employees using the World Health Organization Health and Performance Questionnaire (WHO-HPQ) (score from 0 to 100), and the result was a score of 76.9 (response rate: 80.2%). 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.

	FY2019	FY2020 FY2020	FY2021	FY2022	FY2023
Fujitsu General	—	—	62.4	77.0	76.9



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. Fujitsu General conducts original employee surveys incorporating nine items from the shortened version of the Utrecht Work Engagement Scale and measures the results. In FY2023, we conducted a survey of all 2,297 employees of the Fujitsu General Group (in Japan). The result was 3.26, with a response rate of 78.9%. We encourage each employee to share Fujitsu General's 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.

	FY2019	FY2020	FY2021	FY2022	FY2023
Fujitsu General Group (Japan)	-	-	-	3.24	3.26

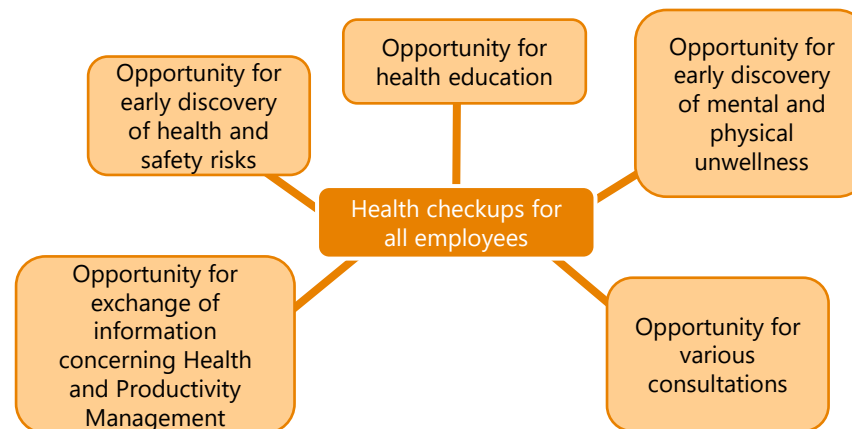
Targeting people at high risk

Fujitsu General screens employees at risk of 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, we provided such guidance to 65.2% of applicable persons. 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, employees can also choose to receive optional abdominal ultrasound tests. These services are utilized by many employees. We provide free dental checkups to employees who desire them, enabling them to ascertain the status of their dental health.

Similarly, we provide special health checkups twice a year (once every six months) for employees performing welding operations, employees working regularly in loud noise environments, and other employees for whom it is deemed necessary by industrial physicians. In FY2023, we conducted such checkups for 64 employees in June, and 66 employees in December.

Mental health

In order to support health education and cooperation with medical professionals, Fujitsu General provides health examinations lasting approximately 15 minutes by industrial physicians and public health nurses for all employees. In health checkups for all employees, we provide an opportunity for the early discovery of risks and unwellness, as well as education and consultation. It is expected that this has significant benefits.



We invited external industrial counselors for mental health training, including original videos, face-to-face workshops, and online seminars with sites across Japan, with a particular focus on self-care (the ability to recognize stress and manage methods to address it oneself). We also provided training to explore self-care methods and promote stress management and an understanding of our own automatic negative thought patterns, as well as e-learning training focusing on how to respond in the event of mental or physical illness for managers.





Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Promotion activities

Health Design Center

In 2019, Fujitsu General established the "Health Design Center" based on our Declaration of Employee Wellness. We designed this center as a community place where people can gather and form connections. The Health Design Center is fully equipped with an Active Zone to promote refreshment through moderate exercise, such as monkey bars and table tennis, a RelaxZone that uses a yoga app tool and balance balls to offer refreshment in a short time, a Design Working Zone where employees can efficiently design and enhance the effects of individual workstyles and environments, and a Healthcare Center, where employees can consult industrial physicians and industrial health staff about matters related to health.



Individual health initiatives

At Fujitsu General, 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 information related to health and appropriately utilize it to maintain their health. Through these efforts, we enhance the ability of employees to manage their health, and support high-quality healthy lifestyles.

- Sleep seminar • Eyestrain seminar
- Appropriate alcohol use seminar (alcohol patch test)
- Gut health seminar • Women's health seminar
- Hay fever seminar • Eyestrain countermeasures seminar
- Locomotion challenge
(age-based physical strength measurement), etc.



Organizational health initiatives

Fujitsu General recognizes the importance of building a good workplace culture and an environment with a high level of psychological safety. We respect feedback from employees and encourage communication. In this way, we aim to provide a healthy workplace environment, and enhance the performance of the organization as a whole.

We also actively implement initiatives to support interaction between employees and their families. Through such initiatives, we encourage teamwork and the creation of a comfortable workplace environment, by ensuring that employees are connected to one another and enhancing communication. Events for interaction between families include walking events, family days, sports watching events, and app-based walking health challenge events in locations across Japan.



Social health initiatives

To promote the achievement of our Corporate Philosophy, "Living together for our future," Fujitsu General 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 also 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" refers to 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

2024 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. Fujitsu General 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 2024

"Sports Yell Company 2024" 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 Fujitsu General Group has won this award for five 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.



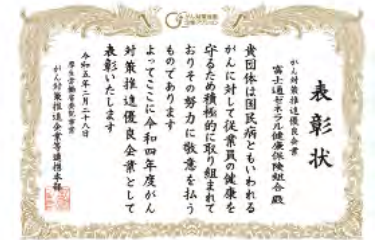
Gan-Ally-Bu Award 2023

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 four consecutive years. Our education to deepen understanding of cancer have been praised, such as the regular sharing of videos with all employees for cancer education, and the provision of information about the prevention of cancer in our public relations magazine. Our consultations for all employees by medical staff have also been highly praised.



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 prevent 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. When companies actively implement action to promote cancer control, it promotes 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 Fujitsu General 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 Fujitsu General 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 Fujitsu General 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 Fujitsu General 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 Fujitsu General Group. Going forward, we will continue to consider revisions based on broad trends in society.

	FY2021	FY2022	FY2023
Number of companies that have consented to the procurement guideline	1,097 companies	1,124 companies	1,235 companies
Proportion of companies that have consented to the procurement guideline	Approx. 96%	Approx. 95%	Approx. 96%

Sustainable procurement promotion structure

The Fujitsu General Group has established the Sustainability Promotion Committee as a body below the Board of Directors and Executive Officer Meeting. The Sustainability Promotion Committee Working Group (WG) 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 Fujitsu General Group (after further deliberation by the Board of Directors and the Executive Officer Meeting for particularly important matters). The promotion structure for sustainable procurement activities is as follows.



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





Supply Chain Management

Green Procurement

The Fujitsu General 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 Group Green Procurement Direction," which are shared across the entire Fujitsu Group, as well as the "Fujitsu General Group's Individual Policy (Specification)." In addition, we also conduct monitoring through environmental surveys shared across the Fujitsu Group and request that suppliers engage in activities with respect to their environmental management systems, CO2 emissions reduction, water resource conservation, and biodiversity conservation initiatives.

Green Procurement conditions required of suppliers

Condition	Suppliers of Components	Other Suppliers
Establishment of Environmental Management System (EMS)	○	○
Compliance with Fujitsu Group regulations for designated chemical substances	○	—
Establishment of Chemical Substances Management System (CMS) for chemical substances contained in products	○	—
CO2 emissions control/reduction Initiatives	○	○
Biodiversity conservation initiatives	○	○
Water resource conservation initiatives	○	○



Green Procurement
<https://www.fujitsu-general.com/jp/corporate/procure/green.html>

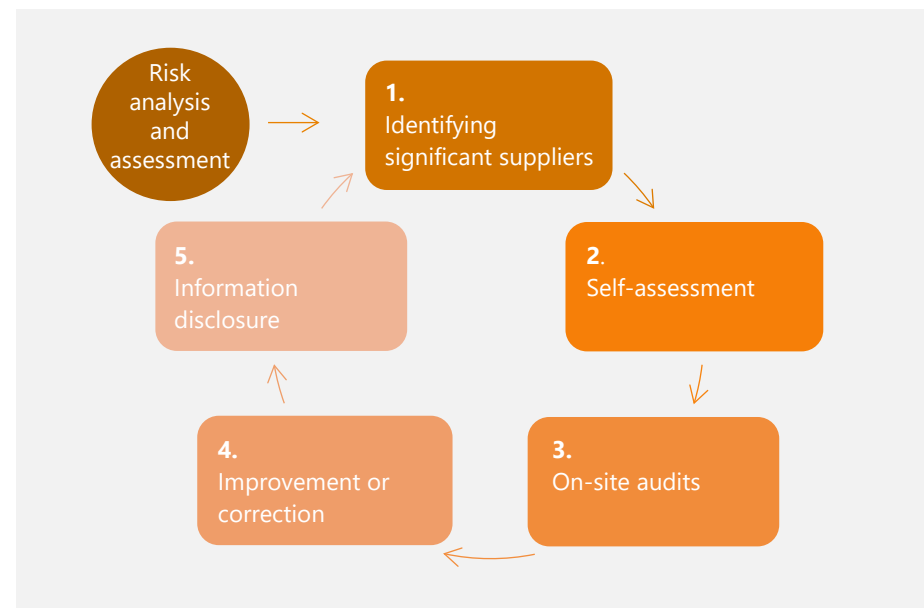


*Suppliers supplying components of Fujitsu Group products or OEM/ODM (Original Design Manufacturing) products

Sustainability Due Diligence

Japan, Thailand, and China make up the majority of the Fujitsu General Group's Tire-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 Fujitsu General, 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.

	FY2023
Procurement suppliers (Tire-1 suppliers)	1,169 companies
Significant suppliers	173 companies

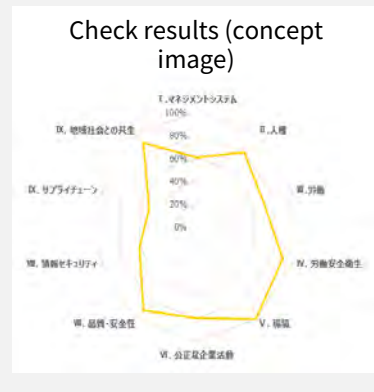
2. Self-assessment

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



3. On-site audits

We conduct on-site audits of all suppliers that we have determined as significant suppliers. 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.

4. 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.

5. Information disclosure

We disclose the results of sustainability due diligence in a timely and appropriate manner in the Sustainability Data Book. (Information on the results of activities is provided from the following page onward)



Supply Chain Management

Summary of Results of Activities

In FY2023, we conducted new sustainability due diligence 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 that all 97 applicable suppliers respond to self-assessment questionnaires, and we conducted on-site audits of four of those 97 companies. In FY2024, we will also gradually conduct on-site audits of applicable suppliers. At Chinese production subsidiaries Fujitsu General (Shanghai) Co., Ltd. and Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd., we also continued conducting sustainability due diligence, including on-site audits, of all applicable suppliers, as in the previous fiscal year. In future, we will also gradually conduct sustainability due diligence of the suppliers of affiliated companies in Japan.

Results of Self-assessment Questionnaires

As the first step in sustainability due diligence surveys, the Fujitsu General Group requests that significant suppliers respond to self-assessment questionnaires. The results of these efforts in FY2023 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.	27 companies (100%)	27 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%

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

Results of On-site Audits

We conduct on-site audits based on the results of questionnaires. The results of these efforts in FY2023 were as follows.

	Number of Companies Subject to Audit	Applicability Rate
Fujitsu General (Shanghai) Co., Ltd.	49 companies	100%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	27 companies	100%
Fujitsu General (Thailand) Co., Ltd.	2 companies*2	4%
FGA (Thailand) Co., Ltd.	1 company*2	9%
TCFG Compressor (Thailand) Co., Ltd.	1 company*2	3%

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.

*2 We have newly conducted audits for the suppliers of our three factories in Thailand.



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

- Payment of wages

Example	Insufficient payment of overtime wages
Status of improvement	Improvement requested

- Occupational health and safety

Example	Blocked safety exits
Status of improvement	Improvement checked
Example	Failure to wear protection equipment
Status of improvement	Improvement checked

- Chemical substance management

Example	Fire extinguishers not installed in flammable chemical warehouse
Status of improvement	Improvement requested

Example	SDS and emergency contacts not displayed in dangerous chemical warehouse
Status of improvement	Improvement requested

- Employment contracts

Example	Employment contracts contained clauses related to one-sided personnel transfers
Status of improvement	Improvement requested

• Proportion of suppliers that made improvements

	Number of companies that received requests for improvement	Improvement implementation rate
Fujitsu General (Shanghai) Co., Ltd.	29 companies	100%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	27 companies	19%
Fujitsu General (Thailand) Co., Ltd.	2 companies*1	0%
FGA (Thailand) Co., Ltd.	1 company*1	0%
TCFG Compressor (Thailand) Co., Ltd.	1 company*1	0%

*1 We have newly conducted audits for the suppliers of our three factories in Thailand.

Internal Initiatives to Promote Sustainable Procurement

Internal education for related divisions

In Thailand, where we have been newly promoting sustainability due diligence activities since FY2023, we provided the materials and component procurement, general affairs, and personnel divisions of production subsidiaries 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.



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*1 and CAHRAs.*2

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 President.

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*3 (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 FY2023 survey on 3TG, mica, and cobalt

In FY2023, we conducted a survey for components and materials purchased by Fujitsu General.

	3TG	Mica and Cobalt
Suppliers subject to survey	338 companies	338 companies
Suppliers that submitted survey responses	326 companies	326 companies
Supplier survey response rate	96.4%	96.4%

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

*1 Conflict areas: Areas where armed conflicts are occurring

*2 CAHRAs: Areas with a high risk of violence and human rights violations due to armed conflict

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



Stakeholder Engagement

Basic Approach

In order to contribute to a sustainable society, the Fujitsu General 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

Stakeholder	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, CSR procurement briefings, helpline, etc.	Procurement and Sustainability Divisions
Regional communities	On-site lectures, plant tours, social contribution, etc.	General Affairs Division, Business Offices, Group Companies
NPO・NGO	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 Fujitsu General 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 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 Fujitsu General 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 Policies 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

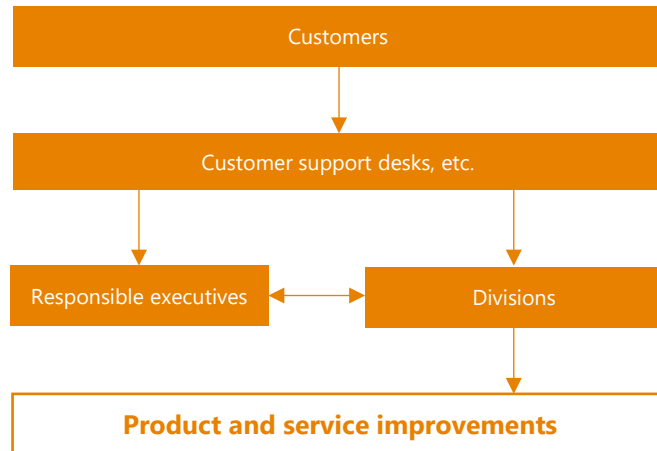
In accordance with Our Mission, "Through innovation and technology, we deliver a brighter future with the peace of mind to our customers and societies around the world" in the FUJITSU GENERAL Way, the Fujitsu General Group aims to enhance customer satisfaction.

Initiatives in Japan

We accept feedback from customers in various forms, including opinions and wishes submitted from customer support desks and 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, 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 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, the Fujitsu General 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 Fujitsu General 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 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	8 bases
Information & Communication System Business	1 base
Electronic Devices Business	1 base

Education for Engineers

Ethics Education for Engineers

To eliminate the risk of "quality data manipulation," etc., we provide "Ethics Education for Engineers" training, in which we spread awareness of "the fact that quality is something that an organization ensures through reasonable processes and approvals" and "sharing that approach with all employees."

Quality compliance interviews

Within the Fujitsu General Group, the Quality Assurance Management Department, which oversees quality, conducts "engineer interviews" using a sampling method at irregular intervals. The purpose of the interviews is to explain the three factors (motive, opportunity, and justification) that cause fraud, and to focus on whether there have been any cases that might have led to fraud committed by themselves or others, as well as matters related to engineers.



Social Contribution

Participation in Communities

Based on our Corporate Philosophy, "Living together for our future," the Fujitsu General 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: "development of next-generation talented people," "communication with local communities," and "conservation of the global environment."

Initiatives

Development of next-generation talented people

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
- Swim class support at neighboring elementary schools



• Initiatives overseas

- Regular technical training at engineering vocational schools (FGAI)



Communication with local communities

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

• Initiatives in Japan

- Summer festival at our Kawasaki Head Office (4,600 visitors over two days)
- Participation in regional events
 - Blue illuminations for World Autism Awareness Day
 - Kawasaki City Decarbonization Action Mizonokuchi World Café
- Support for damage from "2024 Noto Peninsula Earthquake" (donated 5 million yen in contributions), etc.





Social Contribution

Initiatives (cont.)

• Initiatives Overseas

- Donation and volunteer activities through a group that supports childhood cancer hospitals (FG Aust)



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



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



- Activities supporting the purchase of goods for Yan'An City (FGCA)



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





Social Contribution

Initiatives (cont.)

Global environmental conservation

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



• Initiatives overseas

- Planting activities to reduce environmental impact alongside exhibitions (FGB)



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



Amount contributed for social contribution activities

Total amount contributed by the Fujitsu General Group for social contribution activities in FY2023: 60,593 thousand yen*1

*1 Japan: Total of 12 companies, consisting of Fujitsu General and 11 Group companies
Overseas: 26 Group companies

The total amount contributed includes donations of both money and goods. Personnel expenses related to the participation and dispatch of employees are not included in the totals



Governance

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Corporate Governance

Basic Approach

At the Fujitsu General Group, 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

Fujitsu General 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. As of June 30, 2024, the executives of Fujitsu General consist of nine Directors (including five 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)
- Member President Koji Masuda
- Director Mieko Kuwayama (Independent External Director)
- Director Yoshio Osawa (Independent External Director)
- Director Keiichi Nakajima (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)
- Member Audit & Supervisory Board Member Yoshinobu Miyajima
- Auditor Youichi Hirose (External Auditor)

Matters related to the nomination and remuneration of Directors and Corporate Vice Presidents 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 Fumiaki Terasaka (Independent External Director)
- Member Director Mieko Kuwayama (Independent External Director)
- Director Yoshio Osawa (Independent External Director)
- Director Keiichi Nakajima (Independent External Director)
- President Koji Masuda

The members of the Compensation Committee are as follows.

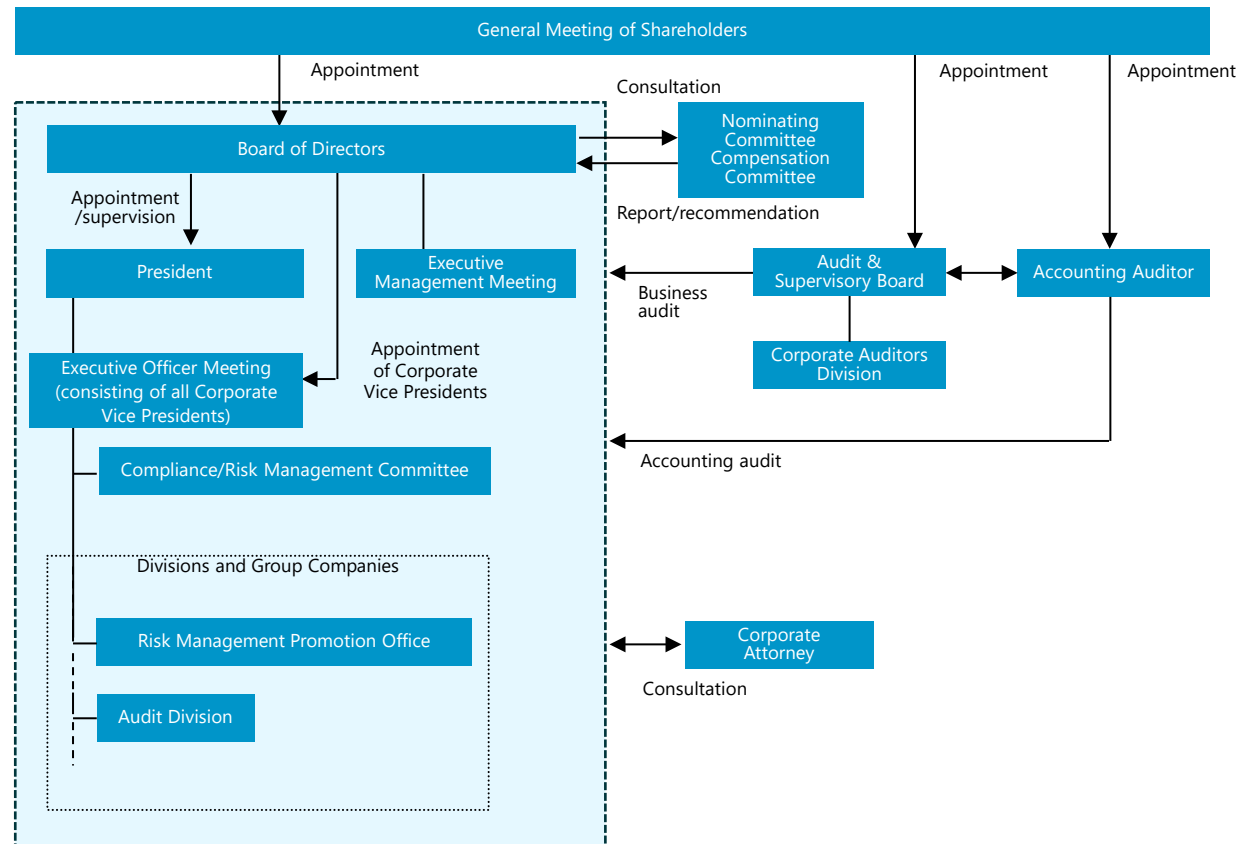
- Chairman Director Yoshio Osawa (Independent External Director)
- Member Director Fumiaki Terasaka (Independent External Director)
- Director Mieko Kuwayama (Independent External Director)
- Director Keiichi Nakajima (Independent External Director)
- President Koji Masuda

Important management issues are discussed at meetings of the "Executive Management Meeting" (generally held twice a month), which consists of "Corporate First Senior Vice President" and above in principle. In addition, those issues are deliberated and decided on at the "Board of Directors" meetings held once a month or on an ad hoc basis when necessary. The "Executive Officer 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 seek approval from the "Board of Directors" on particularly important matters.



Corporate Governance

Fujitsu General Group Corporate Governance Framework





Corporate Governance

Status of External Officers

Fujitsu General has five External Directors and two External Auditors.

There are no transactions, monetary or otherwise, between Fujitsu General 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 Fujitsu General 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 Fujitsu General 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.

There are no transactions, monetary or otherwise, between Fujitsu General and External Director Keiichi Nakajima, 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 serves as a Director of Citizen Watch Co., Ltd, and has served as President & Representative Director of CITIZEN MACHINERY MIYANO CO., LTD and has extensive experience and insight in corporate management, as well as development and production in the manufacturing industry, expatriation as president of a manufacturing subsidiary, M&A, etc., 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 largest shareholder of Fujitsu General.

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 Fujitsu General Group on Fujitsu Limited and the group companies of Fujitsu Limited in its businesses is low, and the majority of transactions are Bwith companies outside the Fujitsu Group.

External Auditor Akira Inoue was a person who executes business at Mizuho Corporate Bank, Ltd., a predecessor of Mizuho Bank, Ltd., which is a main financing bank of Fujitsu General, but he retired from Mizuho Corporate Bank, Ltd. prior to his appointment as Corporate Auditor of Fujitsu General. There are no transactions, monetary or otherwise, between Fujitsu General 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 and Head of the Corporate Finance Unit of Fujitsu Limited, and currently serves as an Audit & Supervisory Board Member of Fujitsu Limited. There are no transactions, monetary or otherwise, between Fujitsu General 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 (five out of nine 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.

Fujitsu General has not determined any particular standards or policy 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 Member (one of two is 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 Fujitsu General 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. 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, M&A, medium- to long-term environmental target-setting, formulation of various policies related to sustainability, 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, core operational system overhauls, 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, skill matrix disclosure proposals, succession planning, etc.

Compensation Committee: Content of individual remuneration, etc., for Directors, payment of executive bonuses, 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, 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 FY2023 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, the activities of the Nominating Committee and the Compensation Committee, 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 FY2023

	Name	Affiliation	Board of Directors*1	Nominating Committee	Compensation Committee	Audit & Supervisory Board
Directors	Etsuro Saito		◎100% (14/14)	100% (7/7)		
	Hiroshi Niwayama		100% (14/14)		100% (3/3)	
	Hisashi Sakamaki	External/Independent	93% (13/14)	86% (6/7)	100% (3/3)	
	Fumiaki Terasaka	External/Independent	100% (14/14)	◎100% (7/7)	◎100% (3/3)	
	Mieko Kuwayama	External/Independent	100% (14/14)	100% (7/7)	100% (3/3)	
	Osami Maehara	External/Independent	100% (14/14)	100% (7/7)	100% (3/3)	
	Ryuichi Kubota*2	External	100% (11/11)			
	Tsunenao Kosuda		100% (14/14)			
	Tadashi Hasegawa		100% (14/14)			
	Hiroyuki Yokoyama		93% (13/14)			
	Masaki Sugiyama		100% (14/14)			
Auditors	Akira Inoue	External/Independent	100% (14/14)			◎100% (14/14)
	Yoshinobu Miyajima		100% (14/14)			100% (14/14)
	Youichi Hirose	External	79% (11/14)			100% (14/14)

◎ Indicates Chair/Committee Chairperson

*1 In addition to the above number of meetings of the Board of Directors held, there were also two resolutions in writing for which it was deemed a resolution was passed by the Board of Directors, pursuant to the provisions of Article 370 of the Companies Act and Article 26 of Fujitsu General's Articles of Incorporation.

*2 For Ryuichi Kubota, the status of attendance from his appointment as Director on June 28, 2023, 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 Fujitsu General, and has considerable knowledge related to finance and accounting, including having served as the Corporate Senior Vice President and Vice in charge of Accounting and Finance of the Company. External Auditor Youichi Hirose served as Corporate Vice President and Head of the Corporate Finance Unit of Fujitsu Limited, and currently serves as 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 14 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: 9 Audit plans, audit reports, agreement on Accounting Auditor's remuneration, reappointment, etc.

Reports: 47: Implementation status of audits, meetings with the President, 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 Audit & Supervisory Board was 100% for two Full-time Corporate Auditors and 79% for the Corporate Auditor. Furthermore, the Full-time Corporate Auditors attend other important internal meetings or committees, such as the Executive Committee and the Compliance/Risk Management Committee.

The Full-time Corporate Auditors also meet 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 87 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 20 audits this year (12 in Japan and 8 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 Member 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, 2) Appropriateness of information disclosure, 3) Compliance, 4) Group governance, 5) IT security, 6) Sustainability promotion, and 7) Confirmation of the status of progress of key measures in priority markets.

Of these audit items, with regard to Group governance in particular, we prioritized measures related to the ascertainment of conditions at acquisition target companies; IT security, an area where global risk is rising; and sustainability promotion. 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 President.

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-stage scale.

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

We also recognize issues such as strengthening risk-based audits (early audits for new acquisition targets, etc.) and strengthening follow-up measures to improve issues identified through requests for information from head office divisions. We will reflect these issues in audit plans and audit activities, and endeavor to enhance effectiveness on an ongoing basis.

(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 Member (one of two is 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
55 years
- c. Certified public accountants who executed services
Mitsui Tomoichi
Shirahama Taku
Fujii Chiharu
- d. Composition of assistants for audit services
10 certified public accountants, 1 person who has passed the certified public accountant exam, etc., and 6 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 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.

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.

- f. Assessment of the audit firm by Corporate Auditors and the Audit & Supervisory Board

When making decisions concerning the reappointment or non-reappointment of the audit firm and when otherwise necessary, Corporate Auditors and the Audit & Supervisory Board assess factors such as the audit firm's audit structure, specialist capabilities, independence, quality management structure, and reasonableness of the audit fees, based on the "Policy Concerning the Dismissal or Non-reappointment of the Accounting Auditor" determined by the Audit & Supervisory Board.

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 27, 2022, Fujitsu General 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.

- Basic Policy

Fujitsu General'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.

The details of the policy for determining the content of individual remuneration, etc., for Directors is 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 Fujitsu General 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 Fujitsu General Group's Medium-term Management Plan and is transparent and objective, is used as an indicator, and the amount to be paid is determined in accordance with the level of achievement of business results for the period under review. 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 21,000 million yen, and the actual result was 5,747 million yen. At the 105th Ordinary General Meeting of Shareholders held on June 18, 2024, a resolution was passed to pay a bonus of 50 million yen to six Executive Directors.

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 Fujitsu General (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 Fujitsu General (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 Fujitsu General 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.



Corporate Governance

Executive Compensation (Cont.)

d. Policies related to the determination of the ratio of the amount of monetary remuneration, amount of performance-linked remuneration, etc., or amount of non-monetary 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 60-75%, bonuses and restricted share-based remuneration: generally 25-40%.

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

With regard to performance-linked remuneration, etc., individual remuneration and so forth for Directors responsible for the execution of business operations 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 resolution of 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.

g. Other

Fujitsu General has established the "Guidelines for Holding of the Company's Shares by Executives," and shall endeavor to ensure that executives hold at least a certain number of the Company's shares determined in accordance with their rank (including restricted share-based remuneration).

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 Remuneration (Basic Remuneration)	Fixed Remuneration (Basic Remuneration)	Performance-linked Remuneration (Bonuses)	
Directors (excluding External Directors)	327	237	50	39	6
Auditors (excluding External Directors)	28	28	-	-	1
External Executives	54	54	-	-	8

● Image of executive remuneration

Fixed compensation (60~75%)	Basic compensation (cash)	<ul style="list-style-type: none"> - Monthly fixed compensation - Payment amounts are set in accordance with the responsibilities and positions of each executive
Variable compensation (25~40%)	Bonuses (cash)	<ul style="list-style-type: none"> - 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 - The total payment amount is subject to approval at an Ordinary General Meeting of Shareholders
	Restricted-share based compensation (shares)	<div style="background-color: #E0F0FF; padding: 5px; margin-bottom: 5px;">Type of continuous service</div> <div style="background-color: #E0F0FF; padding: 5px;">Type of indicator requirements for Sustainable Management</div> <ul style="list-style-type: none"> - The removal of transfer restrictions is subject to the achievement of indicator requirements - The removal of transfer restrictions is subject to the achievement of indicator requirements - In FY2023, there were three assessment indicators, as follows: <ol style="list-style-type: none"> 1. Sustainable Products related net sales* 2. ESG assessment indicator by MSCI (third-party assessment) 3. Employee engagement index

*Detailed information about Sustainable Products is provided on pages 20 and 21

Corporate Governance

Skill Matrix

The Fujitsu General 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 the Company 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” and raise issues from a long-term perspective. In addition, for the below areas, the Company has decided by resolution of 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		Man	○	○	○		○	○		○	○	
	Fumiaki Terasaka	External/Independent	Man	○	○			○			○	○	
	Mieko Kuwayama	External/Independent	Woman	○			○	○			○	○	
	Yoshio Osawa	External/Independent	Man	○	○	○		○	○		○		
	Keiichi Nakajima	External/Independent	Man	○	○	○	○			○	○		
	Ryuichi Kubota	External	Man	○	○				○	○	○	○	
	Tadashi Hasegawa		Man	○	○	○	○		○			○	
	Toshiyuki Kawanishi		Man	○	○	○		○	○		○		
Susumu Ohkawara		Man	○		○					○	○	○	
Auditors	Akira Inoue	External/Independent	Man			○					○	○	
	Yoshinobu Miyajima		Man			○					○	○	
	Youichi Hirose	External	Man						○	○	○		

* “○” 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.



Risk Management

Basic Approach

The Fujitsu General 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

The Fujitsu General 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 President 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 Fujitsu General 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.

Key Initiatives

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.



Risk Management

Key Initiatives

Internal reporting system “Corporate Ethics Helpline”

The 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.

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 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 the Fujitsu General 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.

FY2023 initiatives

We focused on “important themes” such as the following.

Important themes	Content
IT security countermeasures	We take steps to strengthen global information security governance and reduce risks.
Measures to address human rights risk	We conduct sustainability due diligence at overseas plants and suppliers, and check human rights risks.
Overseas risk management	We check the status of each company’s compliance measures and work to strengthen the security risk assessment and governance structures of sales subsidiaries overseas.
Response to regulations related to the environment, etc., at overseas plants	We check and rectify overseas plants’ responses to regulations concerning the environment, safety, and fire prevention.
Quality compliance	We conduct plant compliance audits.
Activities to reduce risk related to confidential information	We take steps to reduce risks related to bringing in and taking out confidential information.

Business Risks

A summary of risks that may affect the Fujitsu General Group’s financial position, business performance, etc., is as follows. Detailed information is provided in the 105th 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) Natural disasters and others



105th Annual Securities Report
<https://www.fujitsu-general.com/shared/jp/pdf-fcjp-ir-securities-report202301.pdf>





Corporate Ethics/Compliance

Code of Conduct

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 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, 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 must act with a strong awareness of the fact that intellectual property supports the business activities of the Fujitsu General 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 the Fujitsu General 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 guidelines
- We will ensure widespread awareness of the fact that Fujitsu General 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.

The Fujitsu General 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 FY2023, there were no incidences 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

The Fujitsu General 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/jp/pdf-fcjp-taxation-policy-01.pdf>



Tax payment results

In the Annual Securities Report, we disclose the amount of corporation tax paid by the Fujitsu General 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





Corporate Ethics/Compliance

Protection of Personal Information

Basic Approach

The Fujitsu General 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."

The Fujitsu General 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/jp/privacy/index.html>



Structure

Fujitsu General 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," 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 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 FY2023, there were no material violations of laws and regulations, etc.



Corporate Ethics/Compliance

Whistleblowing System

The Fujitsu General Group has established a reporting hotline as a mechanism for appropriately processing reports and consultations concerning compliance violations, human rights infringements, 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 in which, 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

The Fujitsu General 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 infringements 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 Fujitsu General 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 the Fujitsu General 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 Fujitsu General directly procures goods, software, services, and other items. This system consists of reporting hotlines for cases when executives or employees of the Fujitsu General 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

The Fujitsu General 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 endeavor to share information to express the importance of compliance, based on familiar cases.

In FY2023, the content of training for all employees, in principle, was as shown on the right.

Training for all employees in FY2023

Content of Training	Purpose
Outline of life shifts	To deepen awareness and understanding of changes in the world at large (VUCA, age of 100-year lifespans) and provide an opportunity for employees to take ownership of their careers, etc.
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 Fujitsu General, 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.
Insider trading regulations	To prevent insider trading by executives and employees, and prevent similar trading by those around them.
Invoice system in Japan	To acquire knowledge concerning the newly introduced invoice system in Japan.
Corporate Philosophy	To understand our Corporate Philosophy and reflect it in our actions.
Mental health	To ensure understanding among all employees of the specific actions to take as countermeasures in cases of mental unwellness.
Security Export Control	To ensure understanding of the Security Export Control system and spread awareness of internal management rules.
Human Rights	To enlighten participants about human rights and enhance awareness of human rights.
Code of Conduct training	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,” the Fujitsu General 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 the Fujitsu General 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 Fujitsu General website.
<https://www.fujitsu-general.com/global/info-security/index.html>



Promotion Structure

The Fujitsu General Group holds quarterly meetings of the Compliance/Risk Management Committee, which is chaired by the President, 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 the Fujitsu General 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, and they are then decided on by team members, including the President and executive.



Information Security

Key Initiatives

In accordance with our Information Security Policy, in the Fujitsu General 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 FY2023, 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

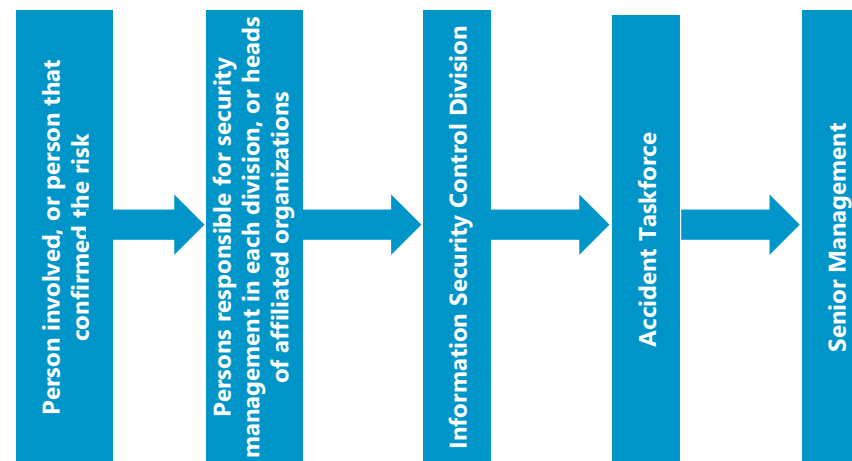
In the event of an accident or violation related to information security, the division where it occurred will promptly work with the division responsible for managing information security to respond, and will also report the event to senior management, as necessary.

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 President will be promptly established and it will work with external information security specialist institutions and government agencies to respond as necessary.

In FY2023, there were no material information security incidents, such as inappropriate information management or leaks.

Escalation procedure for when problems occur





Artificial Intelligence Initiatives

Basic Approach

In order to enhance operational efficiency and quality and increase the added value of products and customer experience value, the Fujitsu General Group believes that the utilization of artificial intelligence (AI) is important.

In accordance with "Act Spontaneously" and "Value Integrity," as we declare in Our Philosophy, we will endeavor to utilize AI with a strong sense of ethics.

Key Initiatives

In 2024, the Fujitsu General Group introduced "Generative AI Services" for business use, as part of the company-wide promotion of digital transformation (DX). Through the use of generative AI, we aim to increase operational efficiency and quality and enhance strategy and creative tasks.

On the other hand, we also recognize that we must consider ethical and other problems that may occur through the utilization of AI. Accordingly, we have formulated the "Guideline for Utilizing generative AI," which summarizes precautions to take when using generative AI. These guidelines have been approved by the Executive Management Meeting of Fujitsu General.

Furthermore, when using generative AI, we use services where any data entered will not be used for AI learning, as a measure to counter the risk of information leaks related to confidential internal data.

These guidelines contain content such as the following as matters that should be noted when using generative AI.

- The use of personal information and other companies' confidential information is prohibited
- Accuracy problems: Accuracy must be checked by human review
- Fairness problems: Human checks must be performed, without fail, owing to the possibility of prejudice or bias
- There is a possibility of violation of other companies' rights, including copyrights and trademark rights

We will continue promoting the utilization of generative AI and endeavoring to increase operational efficiency and create new businesses.

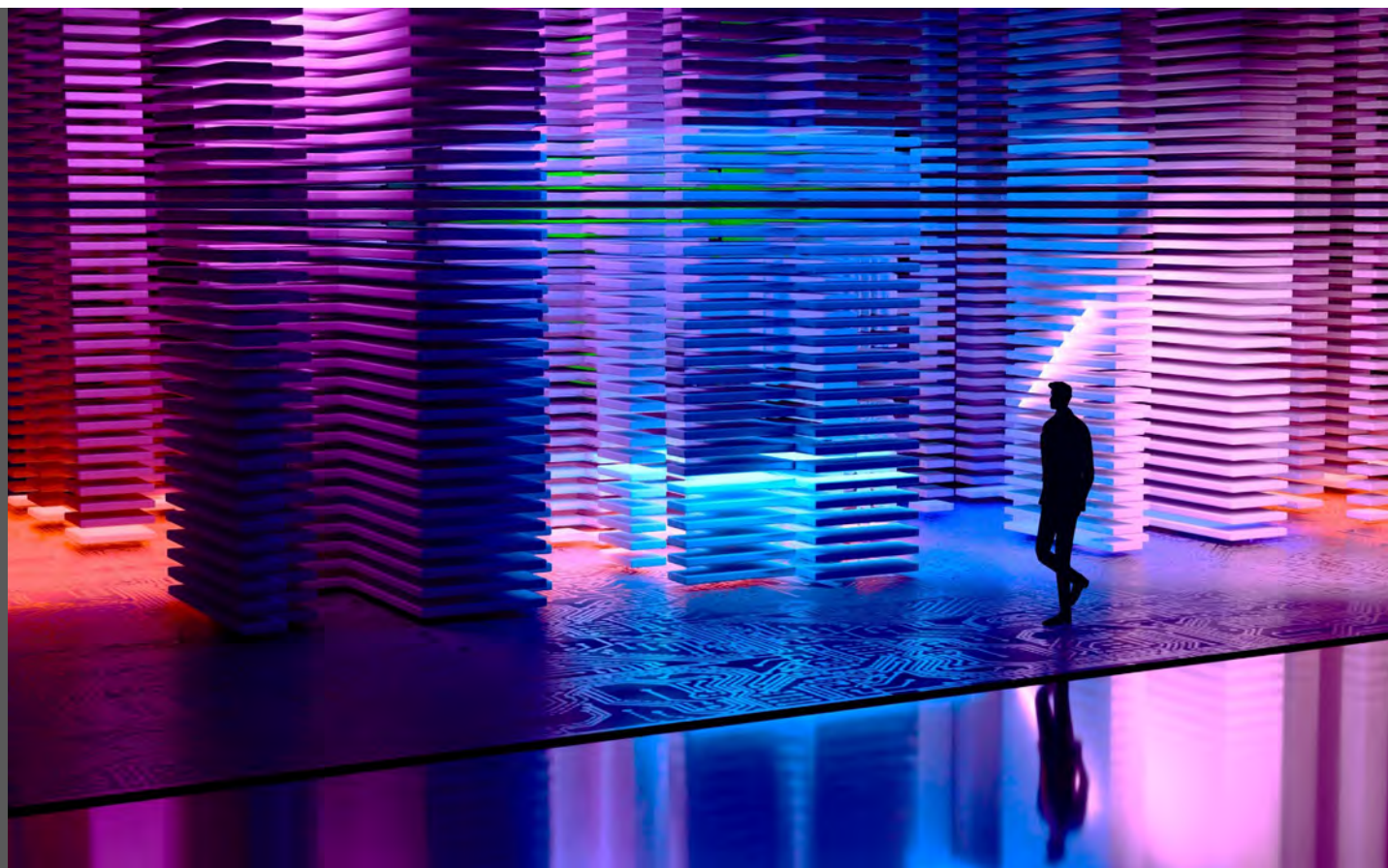


Data

[106. Environmental Performance Data](#)

[114. Social Data](#)

[121. Governance Data](#)



Environmental Performance Data

Material Balance (FY2023 Actual Results)

INPUT

R&D/Procurement/Manufacturing

Energy		446,579	GJ
	Electric power	81,973	MWh
	Electricity derived from renewable energy sources	30,767	MWh
	City gas	579	thousand m ³
	LNG	-	thousand m ³
	LPG	1,332	t
	Petrol	742	kL
	Light oil	881	kL
	Kerosene	36	kL
	Heavy oil-A	32	kL
Raw Material		88,239	t
	Metal	64,879	t
	Plastics	13,915	t
	Packing material	7,211	t
	Others	2,234	t
Water	391	thousand m ³	
Chemical substance* ¹	30	t	

*1 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 Fujitsu General website.

List of Report Target Organization

<https://www.fujitsu-general.com/jp/environment/data/organization.html>



OUTPUT

R&D/Procurement/Manufacturing

Atmospheric emissions	Greenhouse gas	12,736	t-CO _{2e}
	CO ₂	9,400	t-CO ₂
	Fluorocarbons	3,336	t-CO _{2e}
	NOx	33.8	t
	SOx	1.5	t
Waste	VOC	6.7	t
		9,348	t
	Final disposal amount	658	t
	Effective utilization / Others	1,633	t
Water discharge	Valuable quantity	7,057	t
	Water discharge	338	thousand m ³
	BOD	10.2	t
Chemical substance emissions • Volume of movement* ²	COD	29.6	t
		29	t

*2 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 (FY2023 Actual Results)

INPUT

Logistics

		32,860	GJ
Energy*1	Vehicle fuel	32,250	GJ
	Procurement	2,690	GJ
	Shipment	29,559	GJ
	Marine transportation fuel	610	GJ
	Shipment	610	GJ

Usage

Energy	Electric power*2	54,172	thousand MWh
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Recycling

		435,106	Units
Product recycling disposed quantity	CRT type TV	1,456	Units
	LCD / Plasma type TV	82	Units
	Air-conditioner	375,426	Units
	Refrigerator / Freezer	55,454	Units
	Washing machine / Cloth dryer	2,688	Units

OUTPUT

Logistics

Atmospheric Emissions	CO ₂		29,131	t-CO ₂
	Procurement		1,374	t-CO ₂
		of which in Japan		185
	Shipment		27,757	t-CO ₂
		of which in Japan		2,083

Usage

Atmospheric emissions	CO ₂ *3		23,980,534	t-CO ₂
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Recycling

			36,191	t
Product recycled amount	Disposal amount		18,669	t
	Fluorocarbons regeneration amount		247	t
	Other reuse		17,275	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 CO₂ 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 Fujitsu General website.
Environmental Performance Data
<https://www.fujitsu-general.com/jp/environment/data/performance.html>



Reporting of Greenhouse Gas Emissions Based on GHG Protocol

Unit: t-CO₂e

Scope and Category			FY2019	FY2020	FY2021	FY2022	FY2023	FY2023 Rate
Emissions from corporate activities (Scope 1 + Scope 2 (Market-based))* ¹			69,169	64,885	43,188	20,895	12,736	0.05%
Scope1	Direct emissions from fuels and fluorocarbons consumed by the company		26,719	24,497	30,651	20,895	12,736	0.05%
Scope2	Indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the company	Market-based* ²	42,450	40,388	12,536	0	0	0.00%
		Location-based* ³	33,088	33,078	44,132	44,405	40,510	-
All other indirect emissions that occur in a company's value chain (Scope 3)			30,880,650	27,948,148	31,763,593	40,504,255	24,946,772	99.95%
Upstream	Category 1	Purchased goods and services	657,631	897,591	883,642	739,007	886,174	3.55%
	Category 2	Capital goods	43,072	26,973	25,341	25,391	36,459	0.15%
	Category 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	2,864	2,863	3,101	3,125	2,846	0.01%
	Category 4	Upstream transportation and distribution* ⁴	74,485	70,669	75,608	91,135	20,780	0.08%
	Category 5	Waste generated in operations	1,873	2,927	2,441	2,536	2,242	0.01%
	Category 6	Business travel * ⁵	1,544	576	969	1,057	1,131	0.00%
	Category 7	Employee commuting * ⁵	302	312	284	311	297	0.00%
	Category 8	Upstream leased assets * ⁶	N/A	N/A	N/A	N/A	N/A	-
Downstream	Category 9	Downstream transportation and distribution * ⁴	41,806	38,806	44,655	54,139	9,182	0.04%
	Category 10	Processing of sold products	13	28	37	44	36	0.00%
	Category 11	Use of sold products * ⁷	30,048,369	26,898,531	30,718,445	39,577,537	23,980,534	96.08%
	Category 12	End-of-life treatment of sold products	8,691	8,873	9,068	9,974	7,091	0.03%
	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)			30,949,819	28,013,033	31,806,781	40,525,150	24,959,508	100.00%

*Please refer to the following page for notes.



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 CO2 emissions of Scope 2 are zero 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 We revised the calculation method for overseas transportation starting in FY2023

*5 Categories 6 and 7 only cover domestic

*6 Included in Scope 1 and 2

*7 Products included in the calculation

[Before FY 2020]

Targeting air conditioners, information and communication systems, and in-vehicle cameras

[From FY2021 onward]

Targeting air conditioners

Note that the figures for FY2021 only have been retroactively adjusted to improve the accuracy of the tabulation.



We have received third-party assurances for Scope 1, 2, and 3(Category 11) emissions. For details, please refer to the Fujitsu General website. Environmental Performance Data <https://www.fujitsu-general.com/jp/environment/data/performance.html>





Environmental Performance Data

Energy Usage

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Electric power	MWh	81,541	82,173	89,306	89,113	81,973
Electricity derived from renewable energy sources	MWh	645	1,304	3,245	28,951	30,767
Light oil	kL	987	970	839	906	881
Petrol	kL	464	822	759	759	742
Kerosene	kL	50	54	42	34	36
Heavy oil-A	kL	34	40	27	32	32
LPG	t	2,585	2,509	2,567	2,491	1,332
City gas	thousand m ³	208	142	511	431	579
LNG	thousand m ³	206	280	-	-	-

Raw Material Usage

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Metal	t	89,706	101,452	102,637	107,720	64,879
Other than metal (plastic, etc.)	t	41,168	38,259	37,118	36,041	23,360

Chemical Substance

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Chemical substance*1	t	52	40	50	54	30

*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 Fujitsu General website.
Environmental activities: Environmental Performance Data
<https://www.fujitsu-general.com/jp/environment/data/performance.html>



Atmospheric Emissions

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Emissions of CO ₂ associated with business activities	t-CO ₂	45,617	46,217	25,482	12,611	9,400
Emissions of greenhouse gases other than CO ₂ ^{*1} (CO ₂ equivalent)	t-CO _{2e}	14,190	11,358	17,706	8,284	3,336
Nitrogen oxides (NOx) ^{*2}	kg	24,385	33,715	30,502	31,539	33,784
Sulfur oxide (SOx) ^{*2}	kg	674	3,031	7,418	1,280	1,511
Chemical substance emission • Volume of movement ^{*3}	t	49	37	47	50	29
Volatile organic compounds (VOC)	kg	0	0	0	5,858	6,653

Water

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Water usage	thousand m ³	396	382	417	409	391
Water server / Tap water	thousand m ³	395	382	416	408	390
Rain water	thousand m ³	1	0	1	1	1
Water discharge	thousand m ³	341	331	364	355	338
Sewage	thousand m ³	340	331	364	354	337
Released into river / ocean	thousand m ³	1	1	1	1	1
Water quality (BOD)	t	39.8	12.1	15.9	10.0	10.2
Water quality (COD)	t	83.6	50.3	45.3	31.2	29.6

*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 After thoroughly reviewing the data, we have made some corrections to the performance figures published for the fiscal year 2022.

*3 Emission and transfer amounts for PRTR Law subject substances, with an annual handling threshold of 100 kg or more per facility.



Environmental Performance Data

Waste (Japan: Business Offices / Group Companies)

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Effective utilization / others	t	322	310	412	423	386
Valuable quantity	t	1,232	907	1,025	974	878
Final disposal amount	t	198	186	103	109	115
Recycling rate	%	88.7	86.7	93.3	92.8	91.6

Waste (Overseas: Production Group Companies)

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Effective utilization / others	t	1,343	1,357	1,602	1,400	1,210
Valuable quantity	t	6,696	7,118	7,689	9,683	6,179
Final disposal amount	t	476	399	536	744	459
Recycling rate	%	94.4	95.5	94.5	93.7	94.1



Environmental Performance Data

Recycling

Indicator	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Product recycling disposed quantity	thousand units	397	451	418	429	435
Product recycling rate	Air-conditioner	%	94	94	95	95
	CRT type TV	%	74	74	74	74
	LCD/Plasma type TV	%	87	86	86	87
	Refrigerator/Freezer	%	80	81	80	80
	Washing machine/ Cloth dryer	%	93	94	94	94
Estimated collection volume of plastic (foamed styrol)	kg	5,266	5,271	6,073	5,247	4,039
Estimated collection volume of plastic (Other plastics)	kg	9,720	9,533	10,091	8,869	6,667



Social Data

Employees (Basic Information)

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Regular employees	Consolidated	People	8,042	8,066	8,398	8,335	8,765
	Male	People	-	-	-	5,737	6,048
	Female	People	-	-	-	2,598	2,717
	Percentage of female	%	-	-	-	31.2%	31.0%
	Consolidated	People	8,042	8,066	8,398	8,335	8,765
	Japan	People	-	-	-	2,216	2,257
	Americas	People	-	-	-	166	168
	Europe	People	-	-	-	98	275
	Middle East and Africa	People	-	-	-	17	15
	Oceania	People	-	-	-	519	584
	Asia	People	-	-	-	2,873	3,207
	Greater China	People	-	-	-	2,446	2,259

Social Data

Employees (Basic Information)

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Regular employees	Standalone	People	1,642	1,679	1,710	1,729	1,734
	Male	People	1,424	1,441	1,458	1,467	1,464
	Female	People	218	238	252	262	270
	Percentage of female	%	13.3%	14.2%	14.7%	15.2%	15.6%
	Standalone	People	1,642	1,679	1,710	1,729	1,734
	<30 years old	People	382	373	356	342	329
	30-50 years old	People	762	775	803	790	780
	>50 years old	People	498	482	551	597	625
Average age (Regular employees)	Standalone	Age	41.7	41.0	42.3	42.6	42.9
Number of foreign employees	Standalone	People	25	19	16	16	11
	Male	People	-	-	-	9	6
	Female	People	-	-	-	7	5
Non-regular employees	Standalone	People	-	-	197	190	187
Percentage of non-regular employees	Standalone	%	-	-	10.3%	9.9%	9.7%
Number of employees with disabilities	Standalone and affiliates	People	61.0	65.0	71.5	78.5	81.0
Percentage of employees with disabilities	Standalone and affiliates	%	2.65%	2.69%	2.90%	3.14%	3.16%

* 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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees in management	Standalone	People	-	-	432	443	447
	Male	People	-	-	423	434	436
	Female	People	3	6	9	9	11
	Newly appointed female employees in management	People	2	3	3	0	1
Number of newly appointed managerial and leadership positions (Grade L)	Standalone	People	-	-	3	5	3
Percentage of female employees in junior management positions (Grade M and E) *	Standalone	%	-	-	-	-	3.3%
Percentage of female employees in management	Consolidated	%	-	-	-	10.2%	11.5%
	Standalone	%	-	-	-	2.0%	2.6%
	Fujitsu General Electronics Limited	%	-	-	-	0.0%	0.0%
	Fujitsu General Field Sales Limited	%	-	-	-	0.0%	0.0%
	Fujitsu General OS Technology Limited	%	-	-	-	4.8%	4.5%
Share of women in management positions in revenue-generating functions	Standalone	%	-	-	-	1.54%	1.76%
Share of women in STEM-related positions (as % of total STEM positions)	Standalone	%	-	-	-	7.79%	10.14%

* Refers to junior management positions, i.e. first level of management

Social Data

Employees (Number of new employee hires, etc.)

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of new employee hires (including new graduates in the below)	Standalone	People	-	-	109	100	110
	Male	People	-	-	83	76	83
	Female	People	-	-	26	24	27
	Percentage of female	%	-	-	23.9%	24.0%	24.5%
Number of new graduate hires	Standalone	People	108	88	74	61	69
	Male	People	89	62	51	45	51
	Female	People	19	26	23	16	18
	Percentage of female	%	17.6%	29.5%	31.1%	26.2%	26.1%
Turnover employees	Standalone	People	32	28	49	55	63
	Male	People	26	25	37	47	55
	Female	People	6	3	12	8	8
Turnover rate	Standalone	%	-	1.67%	3.10%	3.22%	3.64%
	Male	%	-	1.76%	2.78%	3.22%	3.75%
	<30 years old	%	-	4.15%	5.12%	3.76%	7.87%
	30-50 years old	%	-	1.52%	2.86%	3.75%	3.97%
	>50 years old	%	-	0.44%	1.24%	2.20%	1.50%
	Female	%	-	1.38%	5.04%	3.17%	3.05%
	<30 years old	%	-	2.90%	6.25%	4.49%	4.55%
	30-50 years old	%	-	0.96%	5.45%	2.73%	2.73%
	>50 years old	%	-	0.00%	2.08%	1.89%	1.56%
Average years of employment	Standalone	Year	16.9	17.3	17.4	17.6	17.7
	Male	Year	17.4	17.9	18.0	18.2	18.4
	Female	Year	14.1	13.8	14.0	14.2	14.0



Social Data

Employees (Childcare)

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of people taking parental leave	Standalone	People	19	21	25	25	26
	Male	People	6	7	13	16	19
	Female	People	13	14	12	9	7
Number of regular employees who returned to work after parental leave of absence	Standalone	People	12	8	12	31	27
	Male	People	6	5	10	17	19
	Female	People	6	3	2	14	8
Number of shortened working hours for childcare	Standalone	People	29	29	28	38	50
	Male	People	0	0	0	1	1
	Female	People	29	29	28	37	49
Percentage of parent leave taken by males	Standalone	%	-	-	-	47.0%	55.9%
	Fujitsu General Electronics Limited	%	-	-	-	40.0%	60.0%
	Fujitsu General Field Sales Limited	%	-	-	-	*-	*-
	Fujitsu General OS Technology Limited	%	-	-	-	0.0%	33.3%
Percentage of male employees (regular employees) utilizing childcare leave or maternity support leave for spouses	Standalone	%	-	-	-	-	79.4%
Average duration of parental leave taken by males	Standalone	Days	-	-	-	65	50

* 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	FY2019	FY2020	FY2021	FY2022	FY2023
Gender pay gap	Standalone	%	-	-	-	70.0%	70.7%
	Regular employees	%	-	-	-	69.5%	70.3%
	Part-time or fixed-term employees	%	-	-	-	55.3%	53.7%
	Fujitsu General Electronics Limited	%	-	-	-	53.2%	53.3%
	Regular employees	%	-	-	-	55.6%	57.2%
	Part-time or fixed-term employees	%	-	-	-	72.4%	70.4%
	Fujitsu General Field Sales Limited	%	-	-	-	87.0%	88.1%
	Regular employees	%	-	-	-	*-	*-
	Part-time or fixed-term employees	%	-	-	-	89.6%	92.0%
	Fujitsu General OS Technology Limited	%	-	-	-	75.8%	77.4%
	Regular employees	%	-	-	-	76.8%	78.3%
	Part-time or fixed-term employees	%	-	-	-	52.9%	57.2%

* The data has not been computed due to the lack of female regular employees.



Social Data

Employees (Others)

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of labor union within workplace ¹	Standalone	%	-	-	-	99.7%	99.7%
Average training cost per person	Standalone	Million yen	59	69	66	70	58
The participation rate in an employee engagement survey	Standalone	%	-	-	-	87.5%	86.4%
Number of industrial accidents (Target : 0)	Standalone	Cases	-	-	-	6	6
	Overseas*Number of employees posted overseas from the HQ	Cases	-	-	-	0	0
Lost time injury frequency rate (LTIFR) ²	Standalone		-	-	-	0.26	0.78
Lost time injury severity rate ³	Standalone		-	-	-	0.0013	0.0115
Number of fatalities related to workplace accidents	Standalone	People	-	-	-	0	0

*1 Pursuant to the terms of the union shop agreement, membership eligibility is non-managerial general employees.

*2 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, excluding temporary staff.

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

Lost time injury severity rate = Total number of working days lost / Total actual working hours × 1,000



Governance Data

Board of directors*1

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of directors	Total	People	12	10	11	11	11
	Male	People	11	9	10	10	10
	Female	People	1	1	1	1	1
	Percentage of female	%	8.3%	10.0%	9.1%	9.1%	9.1%
	External directors	People	4	4	5	5	5
	Percentage of External directors	%	33.3%	40.0%	45.5%	45.5%	45.5%
	Number of non-Japanese directors	People	0	0	0	0	0

Compliance

Indicator	Reporting Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of reports to "Corporate Ethics Helpline" (Number of whistle-blowing reports)	Consolidated	Cases	4*2	7	4	6	6

*1 The data is as of the end of June of each fiscal year.

*2 The figures for 2019 represent the number of cases at headquarters and subsidiaries in Japan.