

40.Human Rights 46.Human Resources 58.Occupational Health and Safety/Health and Productivity Management
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Society



■ Human Rights

Human Rights Policy

Fujitsu General Group Human Rights Policy

[Basic approach of human rights]

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

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

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

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

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

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

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

[Scope of application]

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

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

[Implementation of human rights due diligence]

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

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

[Dialogue/Discussion]

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

[Education/Enlightenment]

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

[Information disclosure]

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

Human Rights

Human Rights Policy (Cont.)

[Key initiatives]

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

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

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

- **Discrimination/harassment**

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

- **Freedom of association**

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

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

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

Published: October 4, 2019

Revised: June 2, 2022

Human Rights Promotion Committee

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

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

■ Human Rights

Grievance Mechanism

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

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

- **Whistleblowing hotline**

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

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

- **Supplier reporting hotline**

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

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



Supplier reporting hotline

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

Human Rights

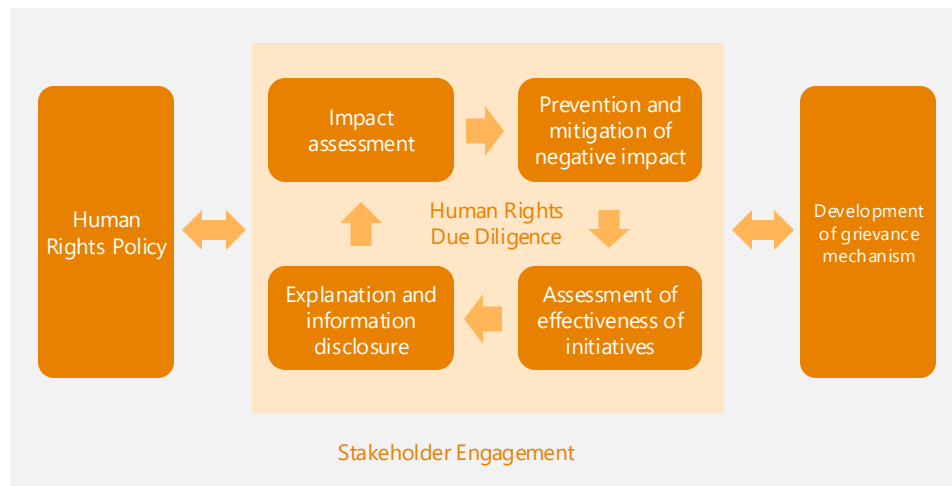
Human Rights Due Diligence

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

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

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

Human rights due diligence process



Impact assessment

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

● Our Group

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

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

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

● Suppliers

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

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

* Implemented at 9 of 15 sites

Human Rights

Human Rights Due Diligence (Cont.)

Prevention, mitigation, and correction of negative impact

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

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

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

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

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

Examples of On-Site Checks

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

● Discrimination and harassment (The Group)

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

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

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

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

● Labor time (The Company)

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

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

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

● Forced labor and child labor (supply chain)

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

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

Human Rights

Human Rights Training

● Human rights training

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

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

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

● FUJITSU GENERAL Way Code of Conduct training

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

Participation in Initiatives

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

Response To the Modern Slavery Act

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



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



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

Human Resources

Human Resource Development

Basic approach

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



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



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



Human Resources

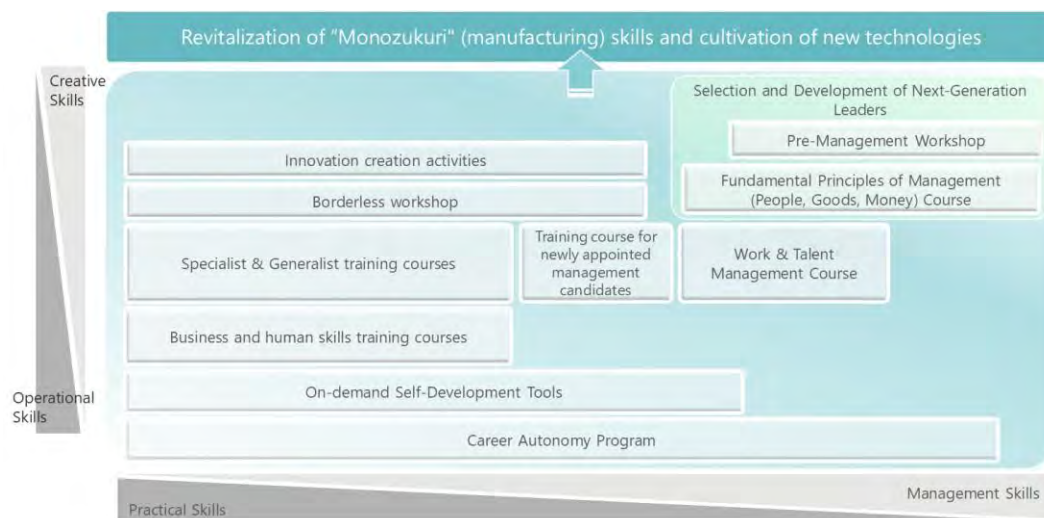
Human Resource Development (cont.)

● Human resource development system – Providing learning opportunities

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

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

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



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

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

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

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

Human Resources

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

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

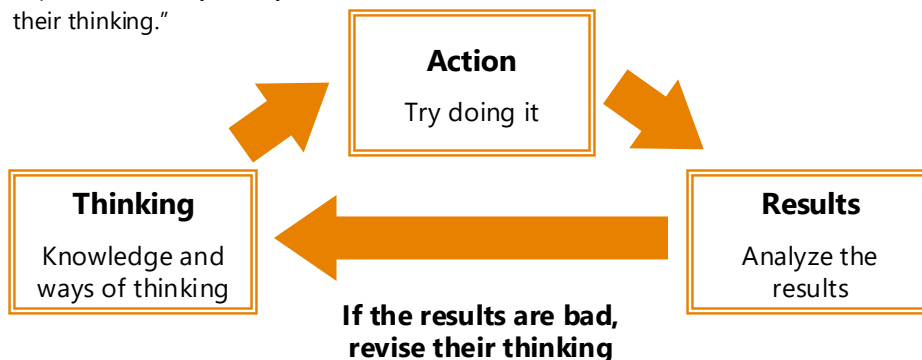
Basic policy of the "Academy of Air Conditioner"

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

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

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

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



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

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

New employee training (excerpt)

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

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

- **Reverse engineering exercises**

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



Practical training at new employee training

Job-specific training (excerpts)

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



Workshop for job-specific training

Human Resources

Securing Human Resources

Measures to hire superior human resources

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

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

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



New employee training

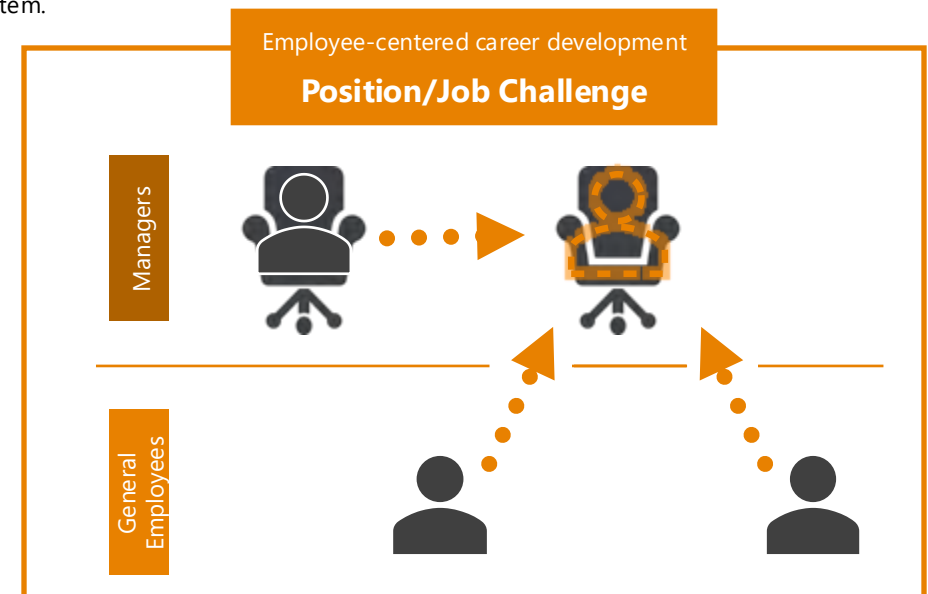
Promoting Internal Human Resource Mobility

Position/Job Challenge system

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

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

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



■ Human Resources

Diversity, Equity, and Inclusion

Basic approach

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

Promoting women in the Company

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

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

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

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

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

Human Resources

Diversity, Equity, and Inclusion (cont.)

Sexual minorities (LGBTQ+)

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

Creation of a comfortable workplace for people with disabilities

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

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

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

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



● Acquisition of Monisu Certification

FGH acquired “Monisu Certification” in August 2024.

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



Garden management at the Headquarters in Kawasaki



Recovery of refrigerant from residential air conditioners

Human Resources

Diversity, Equity, and Inclusion (cont.)

Support for balancing medical treatment and work

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

Re-employment after retirement

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

External transfer support program

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

Recruiting foreign employees and promoting overseas local employees to executive positions

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

Initiatives to prevent discrimination at the hiring stage

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

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

Human rights hotline (Consultation service on human rights issues)

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

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

Human Resources

Work-Life Balance

Basic approach

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

● Initiatives related to work styles

• Introduction of flextime

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

• Working from home

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

● Initiatives related to labor time

• Prevention of long working hours

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

● Initiatives related to leave

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

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

• Various leave systems

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

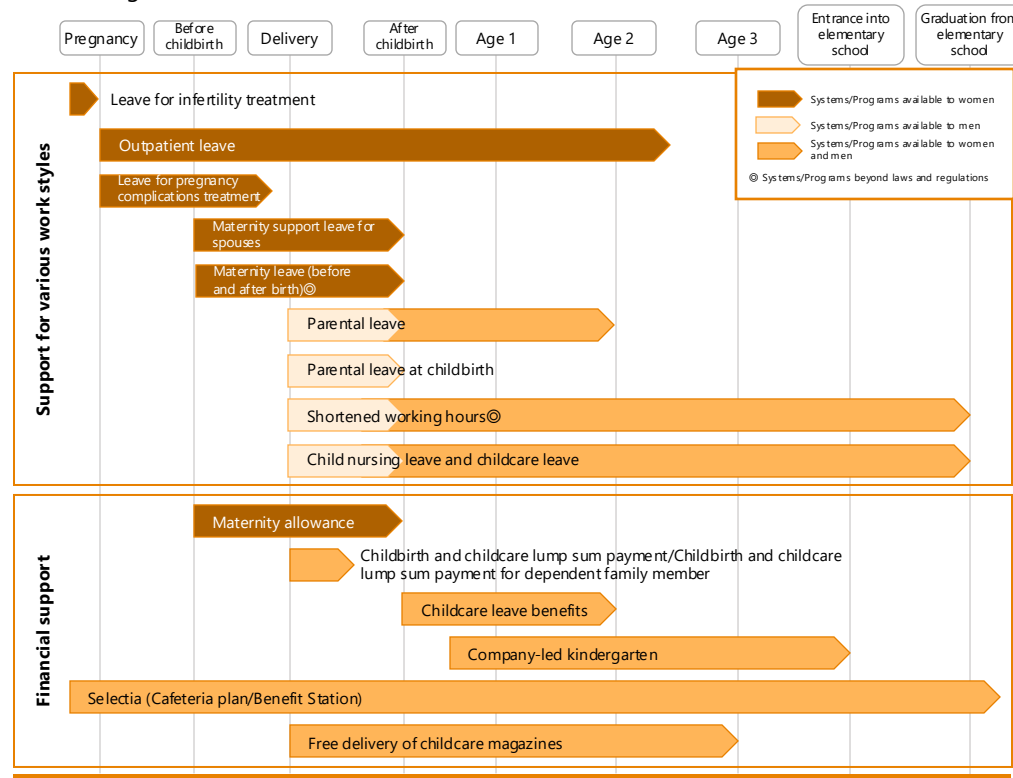
Leave	Number of Days	Outline
Wedding leave	Within 5 days	One year from the date of marriage
Maternity support leave for spouses	Within 5 days	During the period from eight weeks prior to when the spouse gives birth (due date) to eight weeks after birth
Bereavement leave	3 to 6 days	When mourning
Menstrual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

Human Resources

Work-Life Balance (Cont.)

● Initiatives related to childcare

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



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

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

● Initiatives related to nursing care

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

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

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

Welfare

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

● “Selectia” The Group welfare program

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

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

Human Resources

Welfare (cont.)

● List of welfare

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

* Cafeteria points can be used.

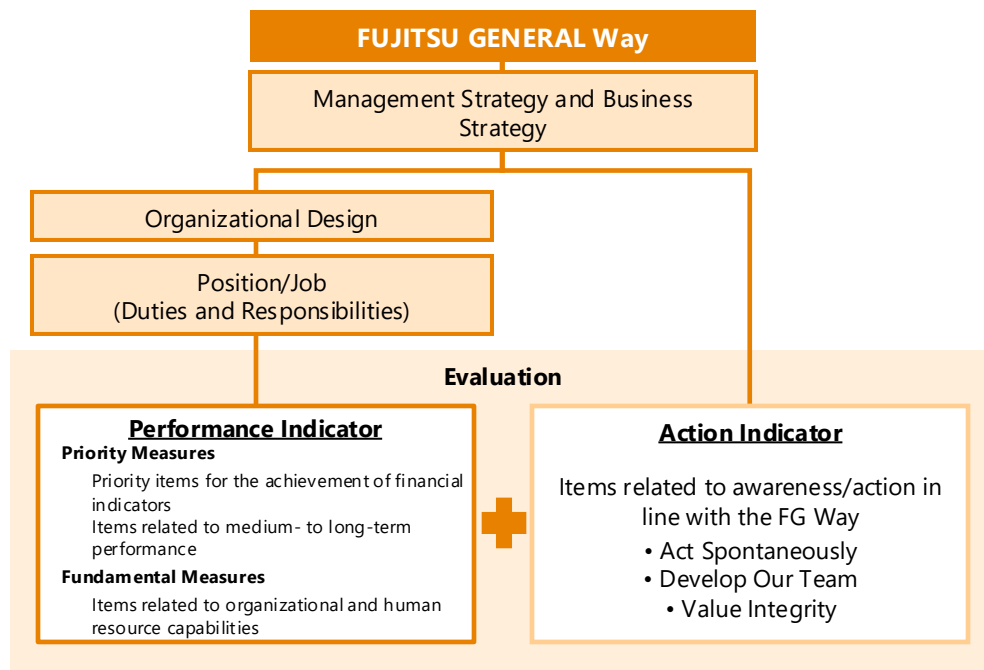
Human Resources

Evaluations and Benefits

Outline of evaluations and benefits

● Evaluation of managers

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



● Evaluation of non-managers

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

● Employees subject to evaluation and details of evaluation

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

Meaning and outline of awards system

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

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

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

Human Resources

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

Basic approach/labor-management communication

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

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

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

Labor union activities

• Social contribution activities

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

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

• Support for education in developing countries

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

• Activities to support restoration after the Great East Japan Earthquake

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

• Campaign activities and collection volunteer initiatives

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

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

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

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



A scene from a Central Labor Council meeting

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

Occupational Health and Safety/Health and Productivity Management

Occupational Health and Safety Policy

Fujitsu General Group Occupational Health and Safety Policy

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

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

[Action Principles]

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

Published: March 22, 2024

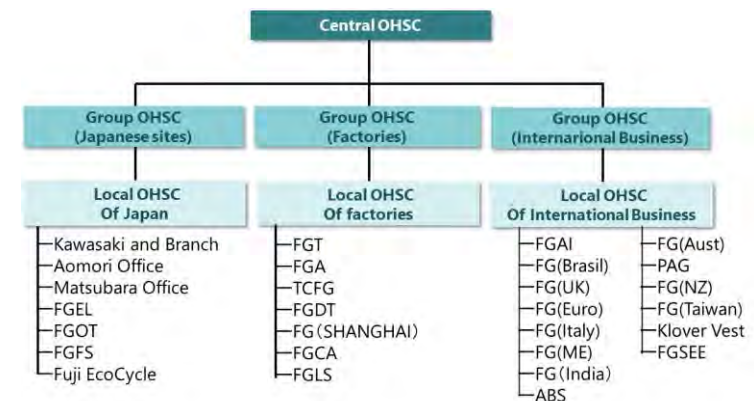
Safety Management Initiatives

Safety management

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

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

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



■ Occupational Health and Safety/Health and Productivity Management

Safety Management Initiatives (cont.)

Risk assessment and workplace inspections

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

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

Acquisition of ISO45001 certification for occupational health and safety management systems

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

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

Safety education

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

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

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

Occupational Health and Safety/Health and Productivity Management

Safety Management Initiatives (cont.)

Safe driving

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

Details of safe driving seminars (actual results for FY2024)

Eligible Persons	Content (E-Learning)	Number of Participants in FY2024
Persons driving vehicles for operational purposes	<ul style="list-style-type: none"> • Explanations of the occurrence of accidents at the Company, 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 	1,194
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) 	663
Persons commuting using their own cars		567

Disaster prevention training

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

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

	FY2024
Number of drills (safety confirmation system)	2 times

Occupational Health and Safety/Health and Productivity Management

Accidents and Occurrence Status

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

● Number of industrial accidents (target: 0)*

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

● Lost time injury frequency rate [LTIFR]*

	FY2022	FY2023	FY2024
Standalone	0.26	0.78	0.96

* Does not include dispatch employees.

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

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

● Lost time injury severity rate*

	FY2022	FY2023	FY2024
Standalone	0.0013	0.0115	0.0032

* Does not include dispatch employees.

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

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

● Number of fatalities related to workplace accidents

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

Occupational Health and Safety/Health and Productivity Management

Basic Approach to Health and Productivity Management

Promotion of health and productivity management

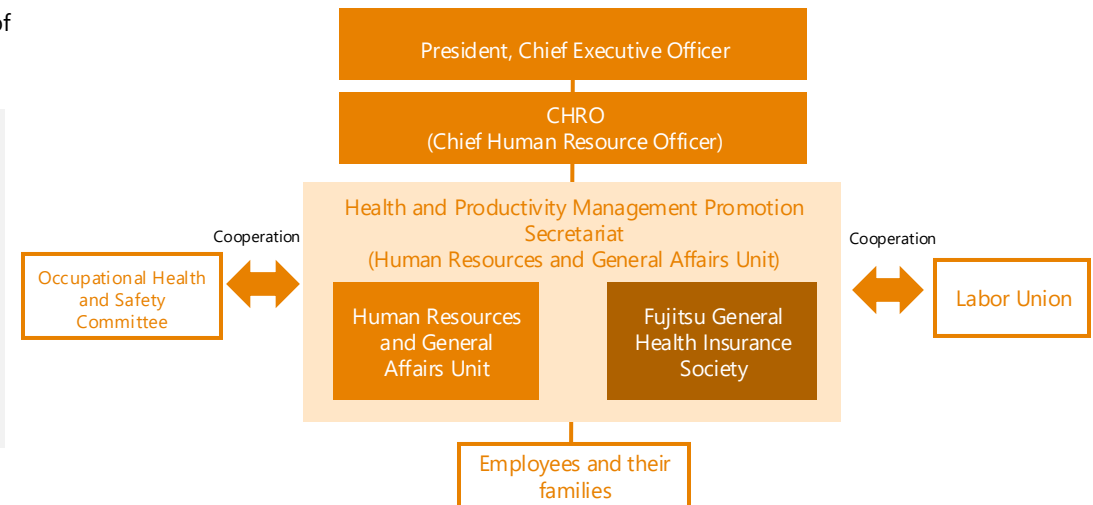
In order to create a working environment in which employees work energetically, enhance their skills, and grow as individuals, it is essential to develop a workplace that fosters a rewarding organizational climate and makes the most of diversity. As the foundation of all our efforts, we believe that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

Fujitsu General Group Declaration of Employee Wellness

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

Promotion structure

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



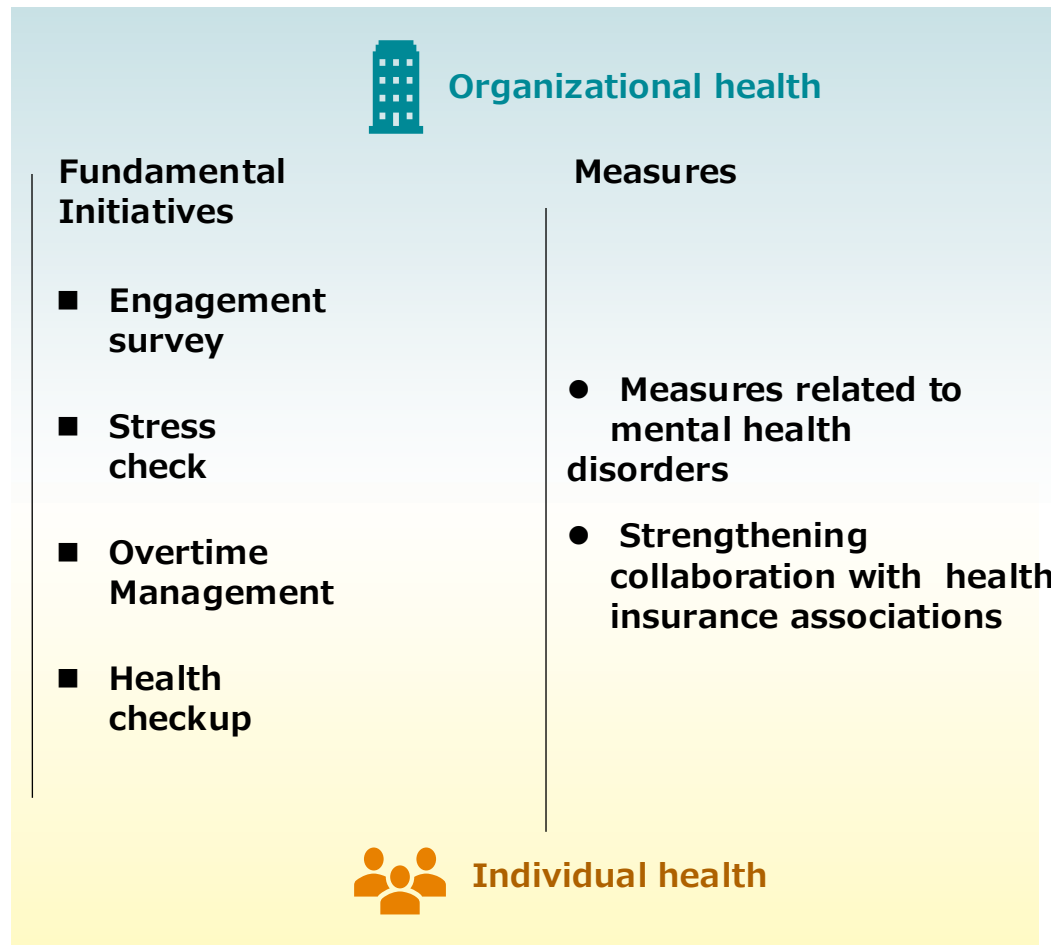
Health and Productivity Management Strategy Map

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

Occupational Health and Safety/Health and Productivity Management

Health Management Strategy Map

Health Management Initiatives Implementation



Effects

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

Achievement

The challenge to Become the Best Place to Work & Grow

Mission KIZUNA Initiatives that contribute to key measures

Our Vision Creating a Life Conditioner



Mission KIZUNA Five Key Initiatives

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

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

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

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

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

Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Initiatives

Support for health maintenance and promotion through health checkups and guidance

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

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

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

Stress checks

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

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

Well-being survey

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

● Absenteeism

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

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

● Presenteeism

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

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

Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Initiatives (cont.)

Work engagement

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

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

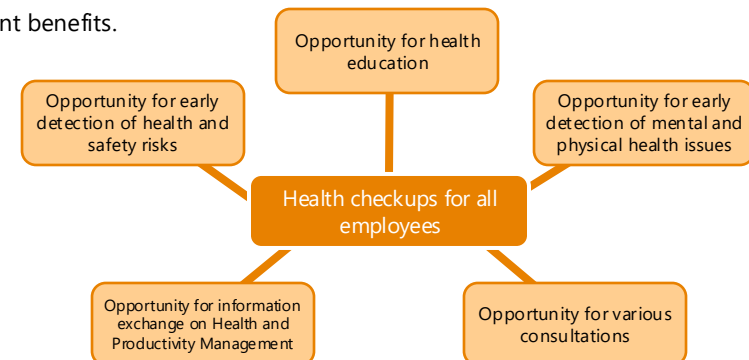
Targeting people at high risk

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

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

Mental health

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



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

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

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



Occupational Health and Safety/Health and Productivity Management

Activities to Promote Health and Productivity Management

Health Design Center

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



Individual health initiatives

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

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

Organizational health initiatives

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

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



Social health initiatives

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

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



Occupational Health and Safety/Health and Productivity Management

Results of Health and Productivity Management Initiatives

2025 Certified KENKO Investment for Health

Outstanding Organizations Recognition Program

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



Sports Yell Company 2025

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



Gan-Ally-Bu Award 2024

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



Corporate Action to Promote Cancer Control

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



Supply Chain Management

Procurement Policy

Procurement Policy

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

- **Practicing fair and impartial materials procurement**

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

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

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

- **Promotion of sustainable procurement**

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

Published: March 22, 2024

Sustainable Procurement

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

- **Respect for human rights**

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

- **Ensuring health and safety**

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

- **Consideration for the environment**

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

- **Compliance with laws and regulations**

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

- **Maintenance of healthy trading relationships**

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

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

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

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

Supply Chain Management

Sustainable Procurement (cont.)

Guideline for Sustainable Procurement

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

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

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

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



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

Sustainable procurement promotion structure

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



Supply Chain Management

Green Procurement

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

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

● Green Procurement conditions required of suppliers

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



Green Procurement

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

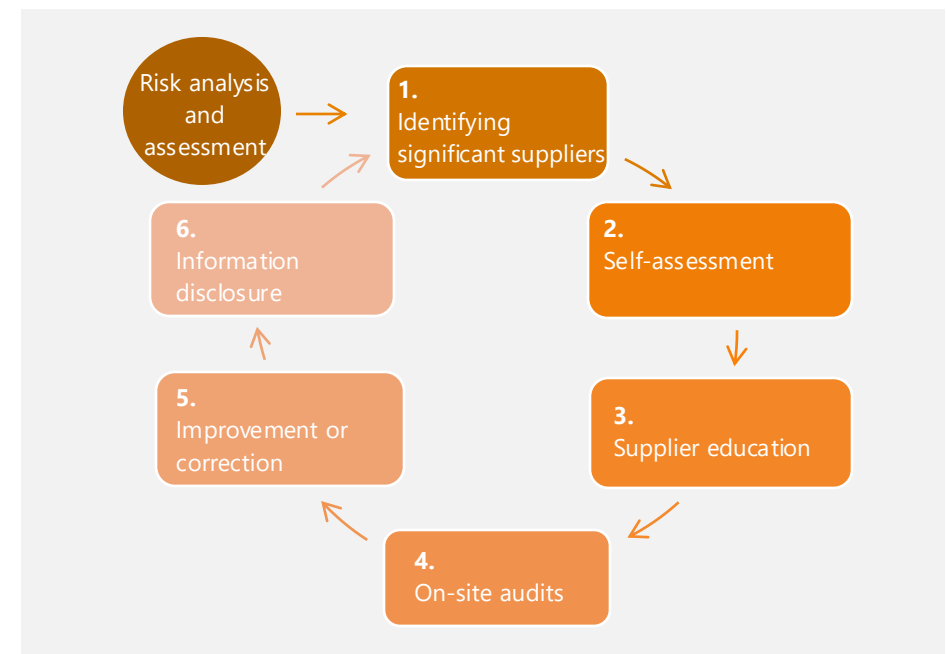
*This applies to products delivered to the Fujitsu General Group and its suppliers.

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

Sustainability Due Diligence

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

● Activity cycle



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

Supply Chain Management

Sustainability Due Diligence (cont.)

1. Identifying significant suppliers

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

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

2. Self-assessment

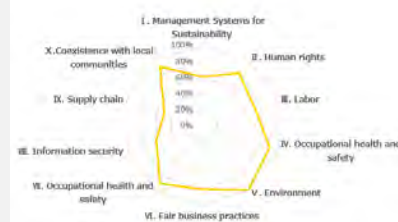
We request significant suppliers to respond to our proprietary self-assessment questionnaire, asking the following sustainability-related items, such as human rights, environment, occupational health and safety, and governance.

We check 10 items (42 subitems).

<Check item>

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

Check results (concept image)



3. Supplier education

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

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

4. On-site audits

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

5. Improvement or correction

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

6. Information disclosure

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

Supply Chain Management

Summary of Results of Activities

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

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

Results of Self-Assessment Questionnaires

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

The results of these efforts in FY2024 were as follows.

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

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

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

Results of On-Site Audits

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

The results of these efforts in FY2024 were as follows.

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

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

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

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

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

Supply Chain Management

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

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

• Labor time

Example	Long working hours
Status of improvement	Improvement requested

• Occupational health and safety

Example	Blocked safety exits
Status of improvement	Improvement checked

Example	Failure to wear protective equipment
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Status of improvement	Improvement checked
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Example	Failure to install fire extinguishers
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Status of improvement	Improvement checked
-----------------------	---------------------

• Chemical substance management

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

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

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

Internal Initiatives to Promote Sustainable Procurement

Internal education for related divisions

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

Initiatives at the time of selection of new suppliers

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

Summary of Sustainability Due Diligence Activities

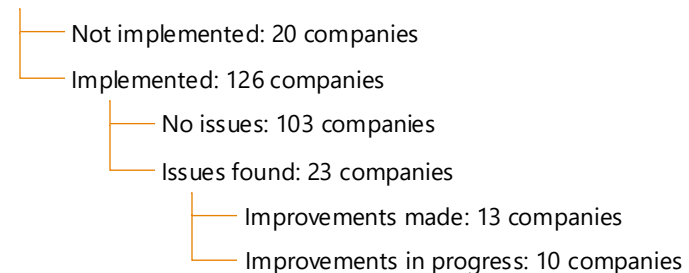
Status of implementation of the entire Group

Number of suppliers: 1,100

Number of significant suppliers: 191

Number of companies subject to self-assessment questionnaires: 191

Number of companies subject to on-site audits: 146



Number of risk suppliers^{*1}: 43

Risk supplier ratio: ^{*2}: 22.5%

^{*1} Number of risk suppliers: Sum of the number of companies that have not undergone on-site audits and the number of companies that were determined to have "issues" as a result of on-site audits.

^{*2} Risk supplier ratio: Number of risk suppliers/Number of significant suppliers x 100 (%)

Supply Chain Management

Responsible Mineral Procurement

Basic policy on responsible mineral procurement

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

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

● Risk identification and assessment in the supply chain

We conduct surveys of suppliers handling applicable materials and components to check their usage of tin, tantalum, tungsten, and gold (3TG) and information about smelting works, using templates published by the RMI^{*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 FY2024 survey on 3TG, mica, and cobalt

In FY2024, we conducted a survey for components and materials purchased by the Company. In FY2024, we set a target collection rate^{*1} of 97% or more for questionnaires and promoted activities.

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

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

^{*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.

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

^{*2} Surveyed suppliers: We conduct a survey on suppliers from which the Company procure parts and materials that contain metals.

Stakeholder Engagement

Basic Approach

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

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

List of Stakeholders/Groups and Contact Methods

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

Hold Dialogue with Shareholders and Investors

General Meeting of Shareholders

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

IR activities for analysts and institutional investors

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

Pursuit of Customer Satisfaction

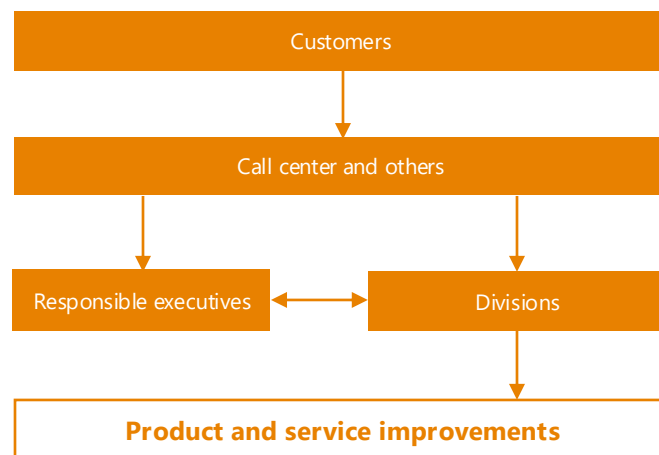
Basic Approach

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

Initiatives in Japan

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

● System for reflecting customer feedback



Initiatives Overseas

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

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



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



India: VRF showroom

Quality Assurance

Fujitsu General Group Quality Assurance Policy

Fujitsu General Group Quality Assurance Policy

[Philosophy]

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

[Action Principles]

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

Quality Initiatives

Quality management system

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

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

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

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

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

Implementation of Group-wide quality-awareness-raising activities

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

Quality compliance interviews

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

Quality compliance plant audits

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

Social Contribution

Participation in Communities

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

Initiatives

Care for employees

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

● Initiatives in Japan

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



● Initiatives overseas

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



Social contribution

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

● Initiatives in Japan

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



Social Contribution

Initiatives (cont.)

● Initiatives overseas

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



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

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



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



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



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



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



Social Contribution

Initiatives (cont.)

Harmonious coexistence with our planet

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

● Initiatives in Japan

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



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



● Initiatives overseas

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



- Bang Saen Beach cleanup activities (FGA)

