



Society

- [41. Human Rights](#)
- [46. Human Resources](#)
- [58. Occupational Health and Safety/Health and Productivity Management](#)
- [67. Supply Chain Management](#)
- [74. Stakeholder Engagement](#)
- [75. Pursuit of Customer Satisfaction](#)
- [76. Quality Assurance](#)
- [77. Social Contribution](#)





Human Rights

Human Rights Policy

Fujitsu General Group Human Rights Policy

[Basic Approach of human rights]

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

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

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

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

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

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

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

[Scope of application]

This policy applies to all executives and employees of the Group.

In addition, we will work with all business partners related to the Group's products and services to respect human rights and not infringe them.

[Implementation of human rights due diligence]

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

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

[Dialogue / Discussion]

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

[Education / Enlightenment]

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

[Information disclosure]

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



Human Rights

Human Rights Policy (Cont.)

[Key initiatives]

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

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

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

- **Discrimination / harassment**

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

- **Freedom of association**

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

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

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

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Revised: June 2, 2022

Grievance Mechanism

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

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

- **Whistleblowing hotline**

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

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

- **Supplier reporting hotline**

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

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



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





Human Rights

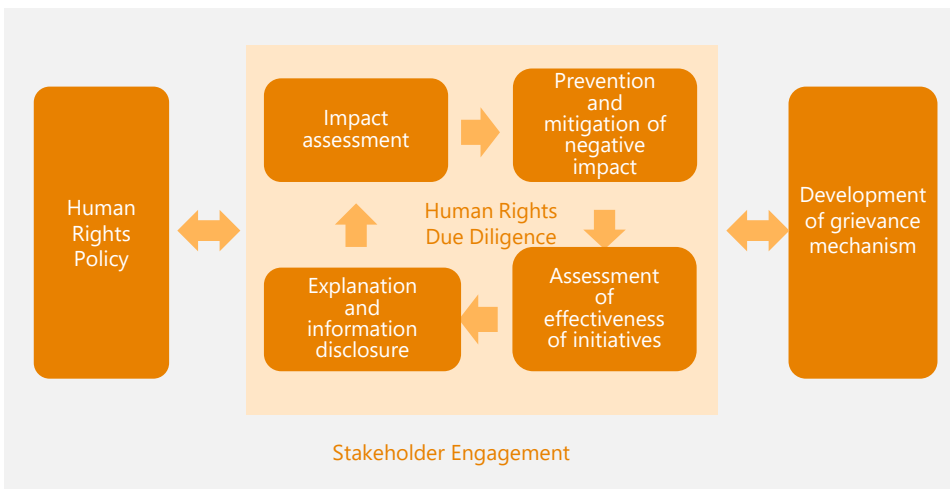
Human Rights Due Diligence

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

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

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

Human rights due diligence process



Impact assessment

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

• Fujitsu General Group

The Fujitsu General Group has various sites where we engage in the development, manufacturing, sale, and servicing of products and components. Of these sites, we conduct impact assessments for manufacturing sites as a priority, taking into consideration the danger of their work. In FY2023, we conducted questionnaire-based surveys and on-site audits at three production subsidiaries in Thailand, and questionnaire-based surveys and interviews at one production subsidiary in Japan. From next fiscal year onward, we expect to expand the scope of assessment to cover each site in Japan, including our Headquarters, overseas sales subsidiaries, and others.

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

Sites where we conducted impact assessments

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

• Suppliers

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

> For details, please see "Page 69 Supply Chain Management."



Human Rights

Human Rights Due Diligence (Cont.)

Prevention, mitigation, and correction of negative impact

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

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

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

We check the working environments in the plants of our own production subsidiaries and suppliers through on-site audits, and request improvements if any dangers are confirmed.

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

Examples of on-site Checks

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

• Discrimination and harassment (Fujitsu General Group)

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

In order to put our Code of Conduct into practice and prevent discrimination and harassment, we educate employees of the Fujitsu General Group on discrimination and harassment as part of our Code of Conduct training (e-learning).

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

• Labor time (Fujitsu General Group)

We implement initiatives such as reducing maximum working hours in agreements between labor and management, prohibiting late-night overtime work, and setting one day a week as a day when all employees finish work at the scheduled time.

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

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

• Forced labor and child labor (supply chain)

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

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



Human Rights

Human Rights Training

- **Human rights training**

Together with “Human Rights Week” and “World Human Rights Day,” we also conduct annual training related to human rights to provide an opportunity for employees to “take ownership” of human rights problems and act on them. In FY2023, we focused on “Diversity, Equity, and Inclusion,” spreading awareness of recent human rights issues, the importance of the active participation of diverse human rights, and related precautions. 2,569 employees of the Fujitsu General Group in Japan (including persons on overseas assignments) participated in this training.

- **Code of Conduct training**

The Code of Conduct of the Fujitsu General Group clarifies our approach to respect for human rights, and we conduct trainings every year to ensure the dissemination of this Code of Conduct and ensure that employees are able to act in ways that are consistent with the Code of Conduct.

In FY2023, we conducted case study training by e-learning for employees of the Fujitsu General Group in Japan (including persons on overseas assignments), while also spreading awareness among local employees overseas by e-mail.

Participation in Initiatives

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

Response To the Modern Slavery Act

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



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



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





Human Resources

Human Resource Development

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

Human resources vision of the Fujitsu General Group

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

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

Support for voluntary career development and learning

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

Education structure of the Fujitsu General Group

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



Human Resources

Human Resource Development (cont.)

Human Resource Development Policy

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

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

Human Resource Development measures

• Career ownership initiatives

In order to "foster a sense of career ownership" and "develop human resources based on career goals and aptitude" for each employee, we have introduced a "Career Ownership Sheet (COS)" for all employees. On the COS, employees write information such as their own thoughts on their future career and vision for themselves, and their aptitude for their current work. This information is then shared with supervisors in one-on-one meetings, thus supporting human resource development and the achievement of career goals.

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

• Voluntary learning initiatives

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

• Level-based education initiatives

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

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

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



Human Resources

Human Resource Development: Developing engineers, Academy of Air Conditioner

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

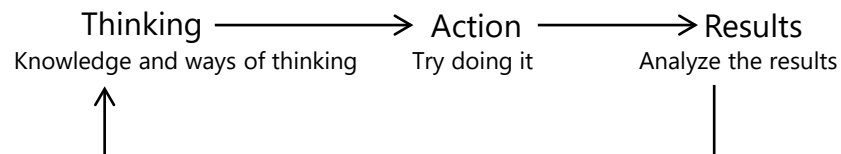
Basic policy of the Academy of Air Conditioner

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

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

Human resources development approach of the Academy of Air Conditioner

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



If the results are bad, revise their thinking

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

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

Contents of new employee training (partial excerpt)

• Acquisition of technical skills necessary as an engineer

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

• Acquisition of necessary human skills and conceptual skills as a working adult

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

• Reverse engineering exercises

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



Presentation at new employee training

Contents of mid-level employee training (partial excerpt)

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



Discussion during mid-level employee education



Human Resources

Securing Human Resources

Measures to hire superior human resources

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

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

Promoting Internal Human Resource Mobility

Internal recruitment

In addition to securing human resources through external hiring, we have also introduced an internal recruitment system aimed at supporting career autonomy for internal employees and allocating internal personnel to appropriate positions. Specifically, we engage in recruitment for new businesses and workplaces in existing businesses where we have judged that we must strengthen our workforce, such as when establishing projects. We promote growth and development as an organization by fostering a corporate culture of “creating one’s own career” by having employees voluntarily take on the challenge of new businesses, and thus achieving Our Philosophy of “Act Spontaneously.”

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



Human Resources

Diversity, Equity, and Inclusion

Basic approach

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

Promoting women in the company

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

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

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

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

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

Results

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

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

*Targets for Fujitsu General



Human Resources

Diversity, Equity, and Inclusion (cont.)

Sexual minorities (LGBTQ+)

Understanding about sexual minorities (LGBTQ+), which encompass a diverse range of “sexualities,” not only prevents discrimination and harassment, but is also part of Fujitsu General’s Diversity, Equity, and Inclusion vision, and contributes to putting into practice our Corporate Philosophy and the SDGs. We believe the creation of a workplace that is inclusive of minorities will contribute to an environment whose members can flourish without restrictions, embrace diverse values, and grow by leveraging their strengths. Accordingly, we have been promoting understanding and spreading awareness among employees, including company-wide e-learning on basic knowledge related to LGBTQ+ in FY2022 and FY2023.

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

Human rights enlightenment

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

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



Human Resources

Diversity, Equity, and Inclusion (cont.)

Creation of a comfortable workplace for people with disabilities

The Fujitsu General Group has been actively employing people with disabilities since 1970, particularly on work related to production lines in refrigerator plants. Accordingly, in 2004, we established FUJITSU GENERAL HEARTWARE LTD. (FGH) as a special subsidiary company in response to trends such as the shift of manufacturing work overseas and the end of the refrigerator business.

At present, FGH performs cleaning in common areas and offices at the Headquarters including Business Offices in Kawasaki, acceptance work for internal post and deliveries, shredding of confidential documents, packaging and mailing of promotional items, catalogs, service components, etc., and disassembly and separation of air conditioner test items. We have also carved out work for disabled people, including the distribution and collection of leased PCs for employees, as well as the storage of data for purchase orders and repair requests. Under the Group's Corporate Philosophy, "Living together for our future," our basic philosophy is for "every disabled person to work with purpose as a working adult, and create joy that contributes to society." Under this philosophy, to ensure the growth of individuals and continuous stable employment, we try to create targets suited to individuals' abilities, while also increasing opportunities to develop a sense of self-worth. In this way, we endeavor to be more considerate and improve the labor environment, including regular interviews that cover both work and life aspects, and the improvement of work procedures in ways suited to employees' characteristics.

• Acquisition of Monisu Certification

Within the Fujitsu General Group, FGH acquired "Monisu Certification" in August 2024. Monisu Certification is a system in which the Ministry of Health, Labour and Welfare certifies that a small or medium-sized business has excellent initiatives related to promoting employment and ensuring stable employment for disabled persons. This system aims to encourage the development of initiatives for the employment of disabled persons across all small and medium-sized businesses, by disclosing the activities of certified companies as regional role models for other companies to refer to.



Re-employment after retirement

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

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

Recruiting foreign employees

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

Promoting foreign nationals as managers at overseas locations

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

Initiatives to prevent discrimination at the hiring stage

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



Human Resources

Comfortable Workplace

Work-life balance

• Basic approach

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

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

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

• Controls on long working hours

We implement initiatives such as reducing maximum working hours in agreements between labor and management, prohibiting late-night overtime work, and setting one day a week as a day when all employees finish work at the scheduled time.

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

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

Development of a comfortable working environment

• Flextime

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

• Working from home

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

• Family Friendly Programs (FFP)

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

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

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

Welfare

Measures suited to life plans

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



Human Resources

Welfare (cont.)

Childcare and nursing care support

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

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

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

Carry-over leave

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

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

"Selectia" Fujitsu General Group welfare program

• Cafeteria plan

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

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

• Members discount service

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

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



Human Resources

Welfare (cont.)

Welfare Examples

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



Human Resources

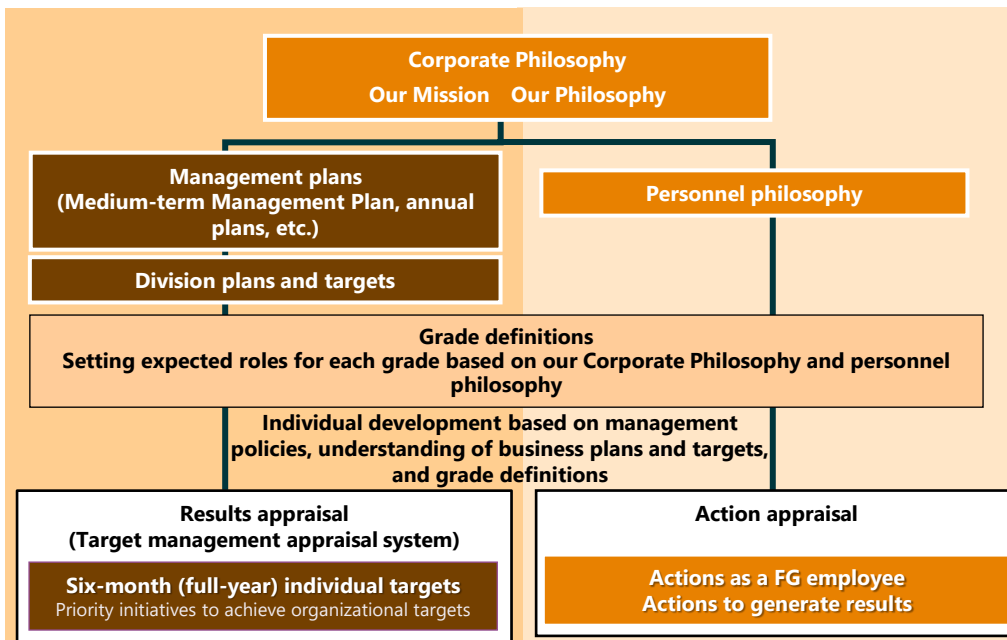
Appraisals and Benefits

Personnel system

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

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

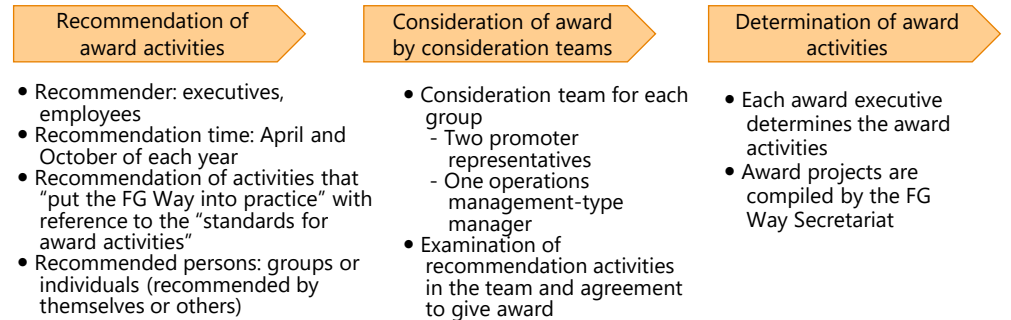
In addition to our target management appraisal system (results assessment), we also perform appraisals in the form of "action appraisals" to measure "actions" in line with Our Philosophy, and reflect the results in the treatment of each employee.



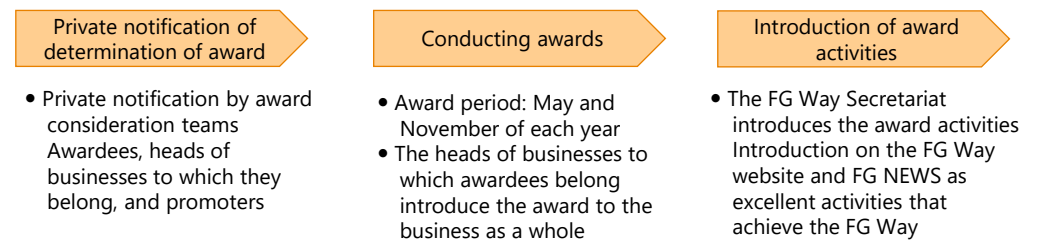
FG Way Awards System

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

1. From recommendation to award agreement



2. From award to internal introduction





Human Resources

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

Basic approach/labor-management communication

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

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

Labor union activities

Social contribution activities

The Fujitsu General Workers Union works to contribute broadly to society, including solving environmental problems on a global scale, as well as national and regional issues. The union recognizes its social role and responsibility, and engages in various activities to contribute to society and local communities, including "support for education in developing countries" and "activities to support restoration after the Great East Japan Earthquake," with the aim of harmonious coexistence between people around the world, leveraging the connections developed by its parent bodies.

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

• Support for education in developing countries

The Federation of All Fujitsu Workers' Unions, of which the Fujitsu General Workers Union is a member, has continuously supported the "Cambodia, Angkor Terakoya Project," part of the Global Terakoya Movement of the National Federation of UNESCO Associations in JAPAN, since 2006. As part of these efforts, the federation dispatches a team of Cambodia Terakoya volunteers every year. After these activities were suspended for four years owing to the COVID-19 pandemic, 22 people from 12 unions were dispatched to Siem Reap Province in Cambodia from November 20 to 25, 2023.

• Activities to support restoration after the Great East Japan Earthquake

The Federation of All Fujitsu Workers' Unions works with the Fujitsu Workers Union to support regions where restoration has been delayed from the impact of the tsunami, nuclear accident, or other factors, through planting trees, cutting grass, and other activities in coastal disaster prevention forests in Fukushima Prefecture, which were lost in the Great East Japan Earthquake. In October 2023 and May 2024, 17 unions dispatched 96 people for "coastal disaster forest reforestation activities in Minamisoma City." The group planted 772 black pines.

• Campaign activities and collection volunteer initiatives

The Fujitsu General Workers Union supports the key points of the social contribution activities conducted by parent bodies such as the Japanese Electrical Electronic & Information Union and the Federation of All Fujitsu Workers' Unions. It campaigns to support these activities, and in FY2023, 583,144 yen in campaign funds were donated, followed by 397,274 yen in campaign funds as contributions for the "2024 Noto Peninsula earthquake."

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



A scene from a Central Labor Council meeting



Occupational Health and Safety/Health and Productivity Management

Occupational Health and Safety Policy

Fujitsu General Group Occupational Health and Safety Policy

The Corporate Philosophy of the Fujitsu General Group is “Living together for our future,” and we believe that the foundations of the Group lie in all our people working together.

We aim to sustainably enhance corporate value, by prioritizing the creation of a workplace environment that protects the safety and health of workers as we engage in business activities.

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

[Action Principles]

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

Published: March 22, 2024

Safety Management Initiatives

Safety management

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

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

At plants with a high risk of occupational accidents, we hold meetings of the “Company-Wide Plant Safety & Health Committee” every three months, for eight plants in Japan and overseas. At these meetings we share the status of occurrence of accidents and deliberate matters such as revisions and unification of safety rules, as part of our aim to achieve zero occupational accidents.

Risk assessment and workplace inspections

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

Where subject to laws and regulations, in the Fujitsu General Group (in Japan), health supervisors conduct weekly workplace inspections and industrial physicians conduct monthly workplace inspections. In this way, we check our executive and working environments, and provide instructions for improvements. In April 2024, we formulated Chemical Substance Management Standards, in order to prevent occupational accidents caused by chemical substances. We strictly manage chemical substances in accordance with standards that we have established concerning their management and handling, as well as safety protection equipment.



Occupational Health and Safety/Health and Productivity Management

Safety Management Initiatives (cont.)

Acquisition of ISO45001 certification for occupational health and safety management systems

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

Safety education

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

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

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

Safe driving

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

Details of safe driving seminars (actual results for FY2023)

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

Disaster prevention training

In the Fujitsu General Group (in Japan), evacuation drills are conducted in November in order to strengthen our initial response readiness in the event of a natural disaster, as well as to raise employee awareness of disaster prevention. In FY2022, only representatives of each workplace participated owing to measures against COVID-19, but in FY2023, a total of 1,700 people participated, including all executives and employees in the area around the Headquarters including Business Offices in Kawasaki, as well as partner companies. In training, we conducted fire extinguisher operation training, and received guidance from the Takatsu Fire Station.

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

	FY2023
Number of drills (safety confirmation system)	2 times



Occupational Health and Safety/Health and Productivity Management

Accidents and Occurrence Status

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

• Number of industrial accidents (target: 0)*

	FY2022	FY2023
Standalone	6	6
Key production plants	28	21

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

• Lost time injury frequency rate [LTIFR]*

	FY2022	FY2023
Standalone	0.26	0.78

*Does not include dispatch employees.

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

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

• Lost time injury severity rate*

	FY2022	FY2023
Standalone	0.0013	0.0115

*Does not include dispatch employees.

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

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

• Number of fatalities related to workplace accidents

	FY2022	FY2023
Standalone	0	0



Occupational Health and Safety/Health and Productivity Management

Basic approach to Health and Productivity Management

Promotion of Health and Productivity Management

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

Fujitsu General Group Declaration of Employee Wellness

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

Promotion Structure

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



Health and Productivity Management Strategy Map

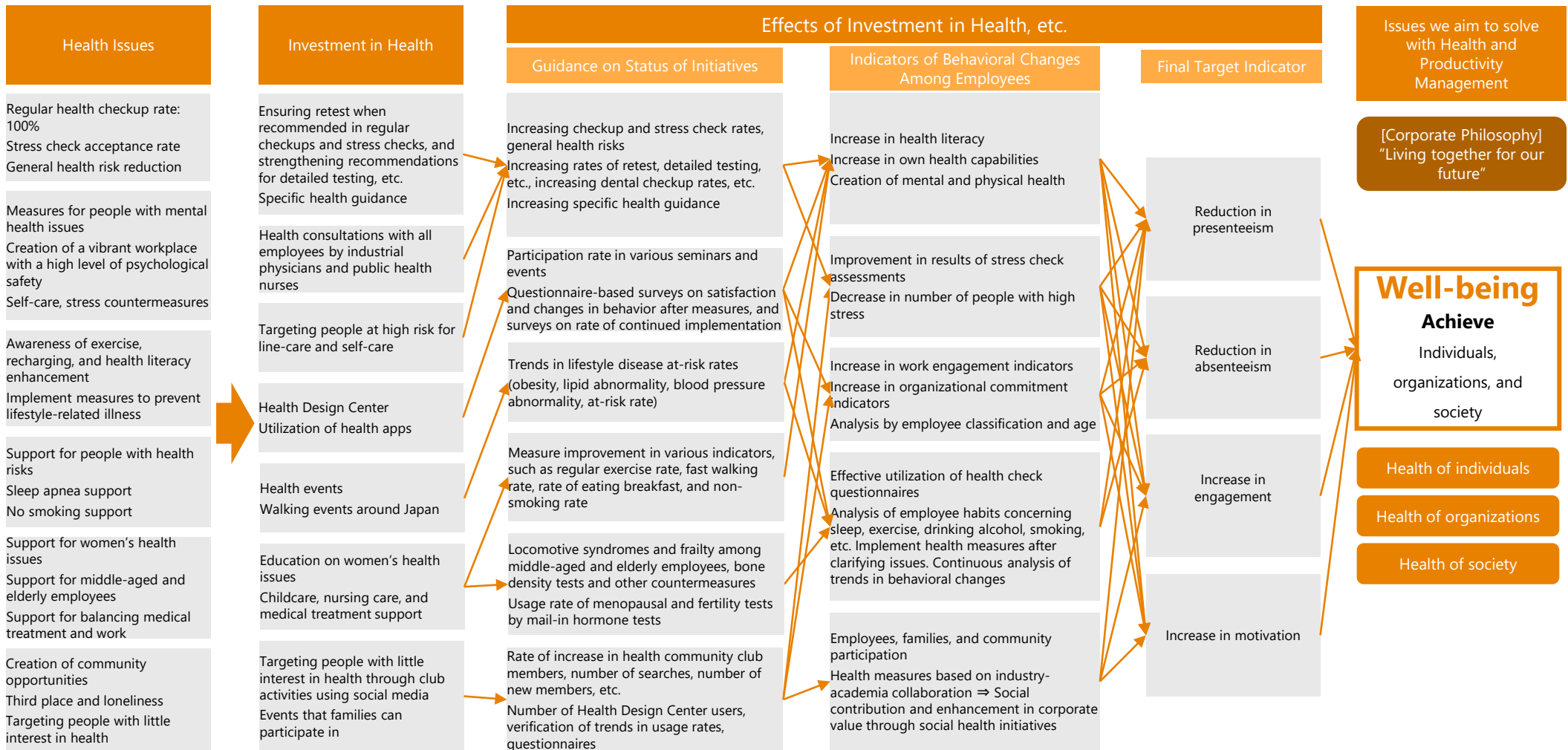
The Fujitsu General regularly tracks progress and assesses the effects of initiatives using KPIs and assessment indicators set based on our Health and Productivity Management Strategy Map. We invest in health and productivity issues, verify the effects of our investments, and implement various measures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



Occupational Health and Safety/Health and Productivity Management

Basic Approach to Health and Productivity Management (cont.)

Health and Productivity Management Strategy Map





Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Initiatives

Support for health maintenance and promotion through health checkups and guidance

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

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

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

Stress checks

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

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

Well-being survey

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

• Absenteeism

Absenteeism refers to a state where it is difficult for employees to execute their duties, including being late, leaving early, or missing or being absent from work, owing to mental or physical unwellness. We measure the average number of days of work missed due to illness among all employees as a management indicator. In FY2023, the average number of days of work missed was 2.57, based on a survey of 1,734 employees (response rate: 100%). We work with industrial physicians to implement multifaceted initiatives tailored to the issues faced, including appropriate attendance management, development of the workplace environment, and measures based on the results of health checkups.

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

• Presenteeism

Presenteeism refers to a state where an employee is at work, but mental or physical health problems negatively affect business performance. In FY2023, we assessed absolute presenteeism for 1,734 employees using the World Health Organization Health and Performance Questionnaire (WHO-HPQ) (score from 0 to 100), and the result was a score of 76.9 (response rate: 80.2%). The higher the score for this index, the better the performance of employees. We verify the extent to which investments in health enhance productivity, and our target is to increase this index to a score of 80 or above.

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



Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Initiatives (cont.)

• Work engagement

Work engagement is an indicator that shows how passionate employees are toward their organization and operations, and how much they participate. Specifically, it shows whether employees are enthusiastic about their work, whether they act on their own initiative, their attitude toward work, and whether they are satisfied with the results. Fujitsu General conducts original employee surveys incorporating nine items from the shortened version of the Utrecht Work Engagement Scale and measures the results. In FY2023, we conducted a survey of all 2,297 employees of the Fujitsu General Group (in Japan). The result was 3.26, with a response rate of 78.9%. We encourage each employee to share Fujitsu General's vision, work at the Company with pride, and work with vibrancy. As a result of such measures, we aim to enhance productivity and corporate business performance.

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

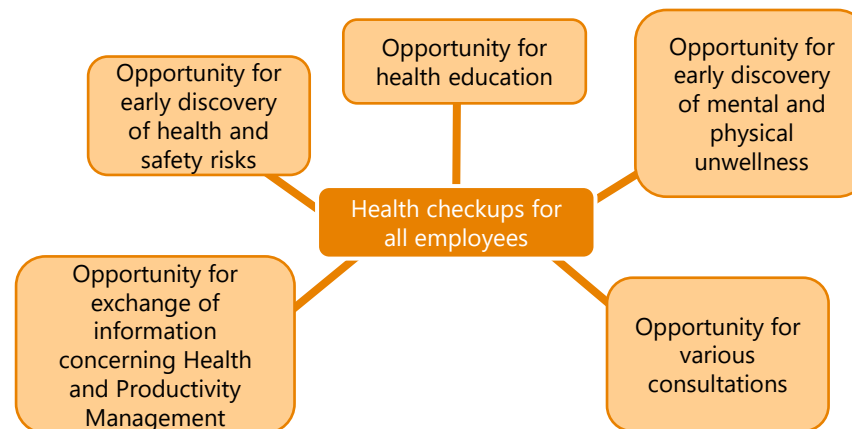
Targeting people at high risk

Fujitsu General screens employees at risk of lifestyle diseases, and provides guidance to those at high risk to encourage behavioral change. We provide specific health guidance to people for whom measures to prevent lifestyle disease are judged necessary from the results of health checkups. In FY2023, we provided such guidance to 65.2% of applicable persons. In addition, we also provide free tests for stomach cancer, colon cancer, prostate cancer, breast cancer, and uterine cancer together with tests stipulated in laws and regulations, to aid the early discovery and treatment of cancer. Furthermore, employees can also choose to receive optional abdominal ultrasound tests. These services are utilized by many employees. We provide free dental checkups to employees who desire them, enabling them to ascertain the status of their dental health.

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

Mental health

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



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





Occupational Health and Safety/Health and Productivity Management

Health and Productivity Management Promotion activities

Health Design Center

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



Individual health initiatives

At Fujitsu General, we actively promote initiatives to enhance health literacy through education, information provision, and communication support. Health literacy is an essential capability for individuals to accurately understand information related to health and appropriately utilize it to maintain their health. Through these efforts, we enhance the ability of employees to manage their health, and support high-quality healthy lifestyles.

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



Organizational health initiatives

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

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



Social health initiatives

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

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





Occupational Health and Safety/Health and Productivity Management

Results of Health and Productivity Management initiatives

2024 Certified KENKO Investment for Health Outstanding Organizations Recognition Program

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



Sports Yell Company 2024

"Sports Yell Company 2024" is a certification granted to companies that are actively promoting sports activities with the aim of enhancing health. When companies have acquired this title, it indicates that they implement various initiatives related to sports with the aim of enhancing health and creating a comfortable workplace environment, and that these initiatives have been rated highly. The Fujitsu General Group has won this award for five years in a row. Our initiatives based on an awareness of mental and physical health have won significant praise, including the provision of opportunities for sports and exercise at our Health Design Center, event activities through our Kenko Iki Iki Challenge Program app, and events with sports instructors.



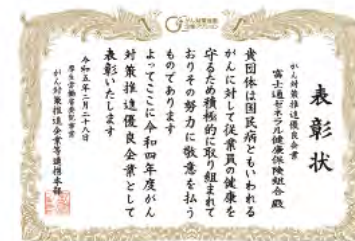
Gan-Ally-Bu Award 2023

The "Gan-Ally-Bu Award" is an award that recognizes and commemorates cancer-related initiatives and enlightenment activities. This award recognizes corporate measures to address cancer and enlightenment activities, and certifies their social contribution. The Fujitsu General Group has won the Gan-Ally-Bu "Gold" Award for four consecutive years. Our education to deepen understanding of cancer have been praised, such as the regular sharing of videos with all employees for cancer education, and the provision of information about the prevention of cancer in our public relations magazine. Our consultations for all employees by medical staff have also been highly praised.



Corporate Action to Promote Cancer Control

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





Supply Chain Management

Procurement Policy

Procurement Policy

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

- **Practicing fair and impartial materials procurement**

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

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

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

- **Promotion of sustainable procurement**

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

Published: March 22, 2024

Sustainable Procurement

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

- **Respect for human rights**

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

- **Ensuring health and safety**

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

- **Consideration for the environment**

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

- **Compliance with laws and regulations**

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

- **Maintenance of healthy trading relationships**

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

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

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

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



Supply Chain Management

Sustainable Procurement (cont.)

Guideline for Sustainable Procurement

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

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

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

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

Sustainable procurement promotion structure

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



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





Supply Chain Management

Green Procurement

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

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

Green Procurement conditions required of suppliers

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



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

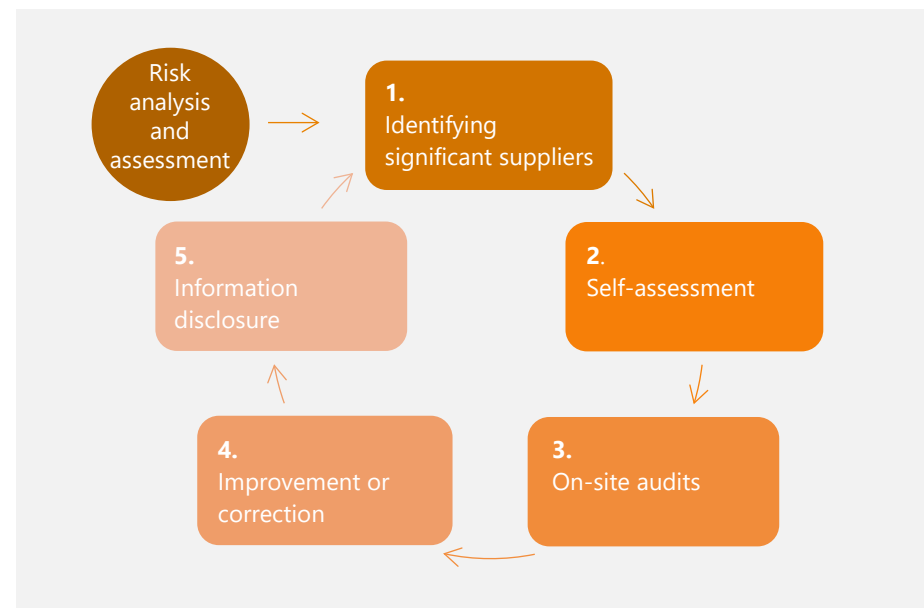


*Suppliers supplying components of Fujitsu Group products or OEM/ODM (Original Design Manufacturing) products

Sustainability Due Diligence

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

Activity cycle



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



Supply Chain Management

Sustainability Due Diligence (cont.)

1. Identifying significant suppliers

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

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

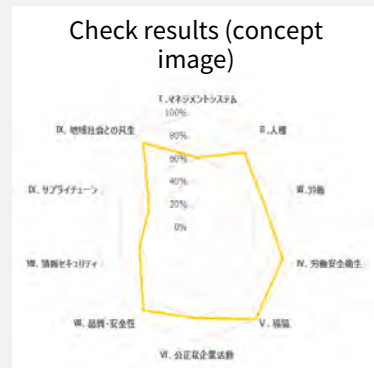
2. Self-assessment

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

We check 10 items (42 subitems).

<Check item>

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



3. On-site audits

We conduct on-site audits of all suppliers that we have determined as significant suppliers. In on-site audits, we survey the status of suppliers' CSR initiatives, particularly in relation to human rights, health and safety, and environmental measures, based on the content of self-assessment questionnaires. In addition to checks of documentation, we also perform on-site checks, employee interviews, etc., as necessary.

4. Improvement or correction

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

5. Information disclosure

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



Supply Chain Management

Summary of Results of Activities

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

Results of Self-assessment Questionnaires

As the first step in sustainability due diligence surveys, the Fujitsu General Group requests that significant suppliers respond to self-assessment questionnaires. The results of these efforts in FY2023 were as follows.

	Number of Companies that received Questionnaires (distribution rate*1)	Number of Companies that Responded	Response Rate
Fujitsu General (Shanghai) Co., Ltd.	49 companies (100%)	49 companies	100%
Fujitsu General Central Air-Conditioner (WUXI) Co., Ltd.	27 companies (100%)	27 companies	100%
Fujitsu General (Thailand) Co., Ltd.	47 companies (100%)	47 companies	100%
FGA (Thailand) Co., Ltd.	11 companies (100%)	11 companies	100%
TCFG Compressor (Thailand) Co., Ltd.	39 companies (100%)	39 companies	100%

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

Results of On-site Audits

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

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

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

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

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

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

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



Supply Chain Management

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

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

- Labor time

Example	Long working hours
Status of improvement	Improvement requested

- Payment of wages

Example	Insufficient payment of overtime wages
Status of improvement	Improvement requested

- Occupational health and safety

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

- Chemical substance management

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

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

- Employment contracts

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

• Proportion of suppliers that made improvements

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

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

Internal Initiatives to Promote Sustainable Procurement

Internal education for related divisions

In Thailand, where we have been newly promoting sustainability due diligence activities since FY2023, we provided the materials and component procurement, general affairs, and personnel divisions of production subsidiaries with education about the content of sustainability due diligence, including the importance of sustainable procurement and the significance of engaging in such efforts across the supply chain as a whole.

Initiatives at the time of selection of new suppliers

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



Supply Chain Management

Responsible Mineral Procurement

Basic Policy on Responsible Mineral Procurement

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

Initiatives

• Creation of strong corporate management systems

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

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

• Risk identification and assessment in the supply chain

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

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

Results

• Results of FY2023 survey on 3TG, mica, and cobalt

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

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

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

*1 Conflict areas: Areas where armed conflicts are occurring

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

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



Stakeholder Engagement

Basic Approach

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

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

List of Stakeholders/Groups and Contact Methods

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

Hold Dialogue with Shareholders and Investors

General Meeting of Shareholders

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

IR activities for analysts and institutional investors

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



Pursuit of Customer Satisfaction

Basic Approach

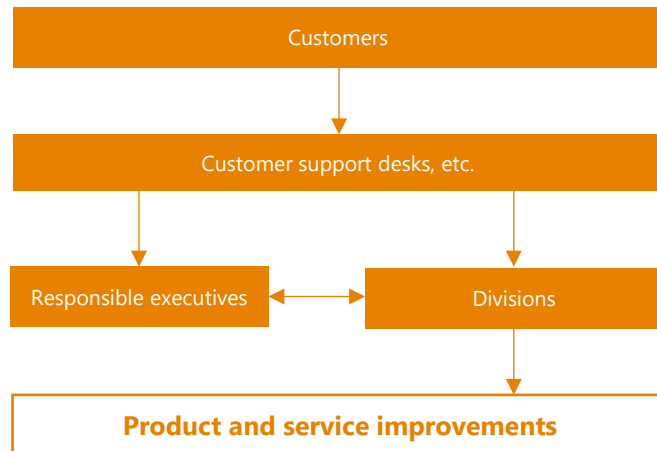
In accordance with Our Mission, "Through innovation and technology, we deliver a brighter future with the peace of mind to our customers and societies around the world" in the FUJITSU GENERAL Way, the Fujitsu General Group aims to enhance customer satisfaction.

Initiatives in Japan

We accept feedback from customers in various forms, including opinions and wishes submitted from customer support desks and call centers, as well as inquiries from our website and questionnaire cards.

Every month, we collate opinions received and use them for feedback to executives responsible for sales, as well as the Product Development Division, Quality Assurance Division, and other divisions, and for the development of products that are easy to use and convenient, creation of manuals that are easy to understand, etc.

• System for reflecting customer feedback



Initiatives Overseas

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

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



Site for interaction with customers in Europe
"Communication Lounge, Euro"



India: VRF showroom



Quality Assurance

Fujitsu General Group Quality Assurance Policy

Fujitsu General Group Quality Assurance Policy [Philosophy]

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

[Action Principles]

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

Quality Initiatives

Quality management system

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

audits based on the ISO9001 specifications and standards, and receive regular audits and inspections from external institutions.

In addition, based on internal technical standards, we engage in safety-conscious design and development, as well as testing to ensure safety, etc.

	Number of Bases where We have Acquired ISO9001 Certification
Air Conditioner Business	8 bases
Information & Communication System Business	1 base
Electronic Devices Business	1 base

Education for Engineers

Ethics Education for Engineers

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

Quality compliance interviews

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



Social Contribution

Participation in Communities

Based on our Corporate Philosophy, "Living together for our future," the Fujitsu General Group works to ensure harmony with society, and in order to achieve a sustainable society, each employee will take the initiative in contributing to society through our core businesses and promoting social contribution as a member of society. For social contribution as a member of society, we have set forth three priority action areas: "development of next-generation talented people," "communication with local communities," and "conservation of the global environment."

Initiatives

Development of next-generation talented people

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

• Initiatives in Japan

- Classes at elementary schools (photograph) and acceptance of elementary and junior high school social studies tours
- Summer vacation parent-child classes and acceptance of work experience high school students
- Swim class support at neighboring elementary schools



• Initiatives overseas

- Regular technical training at engineering vocational schools (FGAI)



Communication with local communities

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

• Initiatives in Japan

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





Social Contribution

Initiatives (cont.)

• Initiatives Overseas

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



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



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



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



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





Social Contribution

Initiatives (cont.)

Global environmental conservation

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

• Initiatives in Japan

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



• Initiatives overseas

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



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



Amount contributed for social contribution activities

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

*1 Japan: Total of 12 companies, consisting of Fujitsu General and 11 Group companies
 Overseas: 26 Group companies
 The total amount contributed includes donations of both money and goods. Personnel expenses related to the participation and dispatch of employees are not included in the totals