

Corporate Profile 2024

FUJITSU GENERAL LIMITED

always in pursuit of a better future.



Click below to watch a movie presentation about the company: www.fujitsu-general.com/global/corporate/profile/movie.html

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Promotion movie win the Red Dot Design Award 2023 ^{["KAGAMI"} air conditioner remote controller] ^[Air conditioning technology for sustainability]

*Sponsored by Design Zentrum Nordrhein Westfalen



*Please watch the video from the QR code

FUJITSU GENERAL Way

Our Philosophy

Living together for our future

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

Our Mission

Our Mission

This is the clearly stated aim that we, the Fujitsu General Group, are committed to.

Our Philosophy

This expresses the attitude and approach that we consider important for fulfilling our mission.

Act Spontaneously

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

Develop Our Team

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

Value Integrity

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



President's message

President's message



Koji Masuda President and CEO I am Koji Masuda, President and CEO, effective June 18, 2024. Our core business of air conditioning plays a pivotal role as essential infrastructure in residential, commercial, and industrial sectors. I am confident that this business holds immense potential through our rigorous commitment to advancing a decarbonized society, enhancing global warming countermeasures, and pioneering innovations in heat pump technology. Our information and communication systems and electronic devices businesses likewise remain integral in contributing to the safety and security of our society's future. Nevertheless, the environment in which our company operates is characterized by intensified global competition, rapid advancements in digital technology, and profound shifts in societal and market dynamics. To achieve sustained growth amid this rapidly transforming landscape, driven by technological evolution, we are resolutely committed to embodying our purpose of "Bringing Smiles to People through Trust and Imagination." With this guiding principle, I pledge to champion our management reforms towards realizing the following "Aspired Vision":

Aspired Vision

Fujitsu General is globally acknowledged as an esteemed independent entity, continually achieving sustainable growth. 1.We significantly contribute to the creation and enhancement of well-being through air conditioning solutions around the globe.

2.Beyond air conditioning, we are dedicated to improving and innovating the global living environment, thereby contributing to the construction of a sustainable society.

3.Each member of the Fujitsu General Group embraces our corporate philosophy, the FUJITSU GENERAL Way, with enthusiasm and pride.

Our company prides itself on the integrity traditionally upheld by our employees, our technical prowess developed over many years, and the trust we have garnered from numerous customers around the world. These attributes constitute our invaluable assets. Grounded in these strengths, and guided by the FUJITSU GENERAL Way's philosophy of "Living together for our future," we will pursue sustained growth. We endeavor to ensure that all members of the Fujitsu General Group, who play a central role in our diverse corporate activities, feel a profound sense of pride and joy in their work. Concurrently, we strive to remain an attractive entity to all our stakeholders.

I earnestly solicit your continued support and engagement as we advance into this new chapter.

"Delivering Life-Refreshing Air"

Air is always around us.

Fujitsu General offers air conditioners designed to make room air clean and refreshing and bring ultimate comfort to customers anytime anywhere.



▲ nocria X air conditioner equipped with a unique clean system

Air Conditioner Business

Fujitsu General entered the air conditioner business in 1960, with the introduction of a windowmounted cooler for the Japanese home market. In 1971 we entered the Middle East market (Kuwait). Steadily, we established a solid brand of high-quality air conditioners that deliver reliable performance even in dusty environments where outside temperatures exceed 50° C. In the half century or so since then, we have refined the environmental performance of our products through innovative ideas and cutting-edge technological expertise.

At the same time, our original mechanical design and control technology, which enables exceptional energy efficiency, has driven us to achieve high market shares not only in Japan, but also in Europe, Oceania, the Middle East, and elsewhere. Currently, we are focused on boosting sales in the Americas and Asia.



 The AL-6500C air conditioner we entered the Middle East market with

As the air conditioning market continues to grow, we are expanding our lineup of products for both residential and commercial applications, including compact air conditioners for the home, commercial air conditioners, and multi-split (VRF) systems for large buildings. To help expand and enhance our air conditioning business, we are focusing particular effort on strengthening the product capabilities of our commercial air conditioning products.

We will continue to actively develop energy-saving products, focusing on bolstering our product range to meet the diverse needs of markets around the world and on making advances in our elemental technologies to address the challenges of global warming. As we provide comfortable living environments to our customers, we will also strive to act with responsibility and consideration for the global environment.

R&D System

At our three development bases in Japan (Kawasaki), China (Shanghai), and Thailand (Laem Chabang), we pursue the development of products tailored to the local needs of the region. In July 2019, we also set up our new Innovation & Communication Center within the company's head office premises, to engage in R&D through interdepartmental synergy and open innovation. We are accelerating our efforts to strengthen our core technologies and create new value.

View of the interior



Residential Air Conditioners

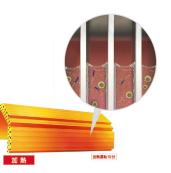
With our residential air conditioners, we are focusing effort on ensuring both comfort and energysaving, through innovative ideas and cutting-edge technology. These include our "human detection sensor" (introduced in 1988) that increases energy efficiency by eliminating wasteful operation, the "Lambda heat exchanger" (introduced in 1991) that enables more compact products without any loss of energy efficiency, and our "flat front panel" (introduced in 1999) that draws in air efficiently. Like this, we have developed a number of functions that have pioneered innovations in the air conditioning industry.

In 2003 we developed a "self-cleaning filter mechanism," an industry first. This function, which has been acclaimed for both its convenience to customers and for the fact that it maintains high energyefficiency, has established a market trend. Nearly all high-end air conditioners now come equipped with self-cleaning filters. The name of the nocria[®] brand, introduced in 2003, is simply "air con" spelled backward, expressing the brand's break away from conventional air conditioner design. Equipped with a "self-cleaning filter" and other outstanding features, our industry-smallest nocria[®] S series (released in 2008) has become synonymous with compact air conditioners.

Our latest nocria X Series of air conditioners is fitted with a "Dual Blaster" function that controls cool or warm airflow and room temperature airflow. In addition, our proprietary nocria[®] cleaning system has been integrated. This unique system combines

a hydrophilic heat exchanger with anti-mold and anti-bacterial coating, heating and sterilization functions, and our signature AI function. The AI learns your daily lifestyle patterns and automatically performs heat exchanger heating and sterilization when you are away from home to eliminate mold and bacteria.

* The heat exchanger is automatically heated and sterilized once every three days during the time when the AI judges that the room is not occupied.



▲ Industry-first "heat exchanger thermal sanitization feature" with a moist heat effect that keeps the heat exchanger clean

Commercial Air Conditioners

We are currently bolstering our commercial air conditioner business globally. Our multi-split air conditioning systems, in which multiple indoor units are connected to a single outdoor unit, result in substantial space savings for outdoor units. For this reason, they are widely used in European cities, where a high degree of consideration is given to scenery. While whole-house air-conditioning systems are popular in the North American market, we have adopted individual air conditioning systems. These systems are superior in energy-saving performance because room temperatures can be more precisely controlled for each room. With this key advantage, we are expanding our efforts to promote the use of individual air conditioning systems in small- to large-sized buildings. We are also focused on developing air conditioner systems linked with ventilation equipment and air handling units to expand sales. In Europe, environmental protection is becoming more important, so we are expanding our sales activities of Air-to-Water (ATW) hot-water supply systems that utilize heat pump technology. In FY2022, we have established a new special development division for this technology to strengthen our development efforts.



▲ AIRSTAGE Series includes a wide array of products for small and large buildings

New Business Domain

We have newly entered the spatial sterilization market with the development and release of AERO SHIELD, a UV irradiation device using UV-C (ultraviolet C waves) that enables constant air quality control in manned spaces.

As the air purifier and sterilizer markets draw increased attention, we are set to expand our product lineup and sales activities.



AERO SHIELD

"Creating a secure, safe future together"

Our communications equipment business has continued ever since the company was founded. Fujitsu General's information and communication system business will continue to deliver security and safety for our future society.



▲ High-performance firefighting command center

Information & Communication System Business

• Fire and Disaster Response Systems

As part of the construction of fire and disaster response systems, we provide streamlined total solution systems, from design and manufacture to sale and maintenance. These solutions include firefighting systems to protect human lives and property, as well as disaster-response systems to protect human security and safety.

Firefighting systems support firefighting activities by concentrating a variety of information during emergency callouts and instantly issuing commands with detailed supporting information.

In disaster response systems, displaying textual information digitally, along with voice broadcasting, enable more reliable information transmission. We are currently participating in the establishment of advanced disaster response systems in municipalities throughout Japan.

-R&D on wireless communication equipment

We were one of the first companies in the industry to start using digital signal processing (DSP) for modulation and demodulation circuitry in handheld radio communication devices to reduce the number of components in them and achieve better performance and reliability. In 2017, we managed to lower power consumption further, while reducing the size of the handheld unit by one-third (see photo). We will continue to work on developing new technologies, such as digital signal processing for modulation and demodulation and high-frequency power amplifiers, as well developing new products through industry-academia collaboration.



Compact

device

handheld radio

communication

Products developed ahead of the industry

- 2002: Digital disaster-response radio communication device
- 2010: Developed and commercialized a digital radio communication system for fire and emergency response
- 2022: Developed Sound Improvement Algorithm For Outdoor Loudspeaker Stations (SIAFOLS), a technology for improving speech recognition in disaster prevention systems

Private Sector Systems

Through various solutions, we offer optimized services to our customers in a timely manner.

-Solutions for the restaurant industry

We provide total solutions, covering back office functions such as purchasing, inventory, and attendance management, and frontend operations like POS and ordering systems. In addition, through BPO* services that help visualize, streamline, and standardize customer operations, we provide customers with work style reform support services that help them to increase their productivity.

* BPO (business process outsourcing) is the practice of a company outsourcing its business processes to an external provider of specialized services.



▲ Smartphone ordering system



▲ POS system for restaurants

-Solutions for outpatient management

We provide solutions such as patient guidance systems linked to electronic medical records that support the flow of patients from reception, consultation, accounts, and drug administration in the outpatient section of hospitals. We also offer on-screen patient guidance systems and patient-paging devices for hospitals.



A Patient guidance system linked to electronic medical records (display tablet) and smartphone-based paging system

-Solutions for agricultural information

Various kinds of information generated in fruit-sorting facilities can be developed to meet the customer's specific needs. The system also links to the fruit-sorting machines (purchased by the plant manufacturer) and collects, accumulates, and distributes extensive information.

-BPO services*

By improving the visibility of business operations and supporting streamlining and standardization, we help customers reform their work style and increase their productivity.

* BPO (Business Process Outsourcing): a practice of outsourcing a part of company's business processes to an external provider of specialized services.

Human resources business

We are developing a human resources business for any industry, focusing on the dispatching of engineers and outsourcing (software and systems development).

"World-class advanced technology and design capability" Electronic Device Business

As the Group's only domestic manufacturing base, we deliver finely detailed, high-precision, "made-in-Japan" quality and reliability

Electronic Device Business

Our electronic device business primarily involves the manufacture of cameras, electronic parts, and semi-assembled components. All these products have been recognized as best-in-class by corporate customers in diverse industries for their superior technology and quality as well as for their competitive prices.

Our in-car cameras equipped with our proprietary image-processing technology offer superior performance and functionality, which makes them industry-leading products. Our rear cross traffic alert (RCTA) system, the world's first object recognition system built into a camera, detects vehicles approaching from behind, from either left or right, and alerts the driver of danger with an audible alarm and a blinking light on the display. The system is attracting attention as a key device for driving support.

In the area of electronic components and semi-assembled products, our focus is on power electronics for industrial equipment such as robot controllers and motor drives. Through the development of energy-saving products, we are promoting higher efficiency, and we are investing effort on environmental equipment too, as part of our initiatives to help combat global warming.

We work closely with customers both in Japan and overseas, always responding to their requests with a sense of urgency. Through a streamlined system that spans product design, production, and sale, we provide carefully manufactured products.



▲ Head office of Fujitsu General Electronics (Ichinoseki City, Iwate Prefecture), where our electronic device business is conducted

-Developing "small GaN (gallium nitride) modules" ahead of the industry

In anticipation of the expansion of the power semiconductor market due to the generational shift to next-generation devices (GaN, SiC), expected to occur around 2025, we are boosting our development of GaN modules. These modules have great potential to enable the production of much smaller and more efficient power electronics products. After commencing development in partnership with a U.S. company in 2018, we developed the industry's first^{*} small GaN module.

By integrating the modules with a drive circuit or peripheral circuit, we can reduce the design burden on our customers, allowing them to easily increase product efficiency. This will contribute to the commercialization of products that take advantage of the features of GaN in many fields, including power supplies, industrial equipment, and automotive equipment.

Features of sample products

This is a small module equipped with a GaN-FET chip (max. rated 650V-40A).

We plan to continue developing modules that are smaller, thinner, and more affordable, successively incorporating next-generation chips (of higher capacity and efficiency) as they become available.



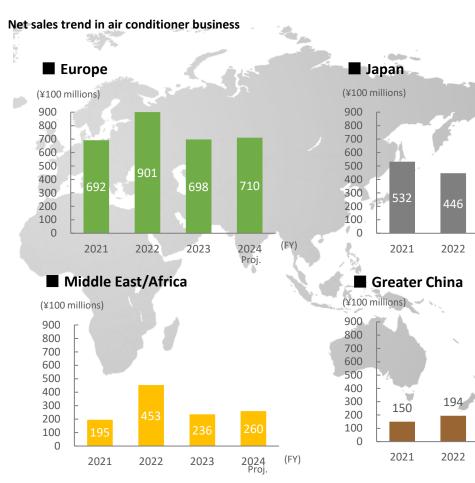
▲ GaN module (4-element) Product size: $D \times W \times H = 34 \times 63 \times 12$ mm

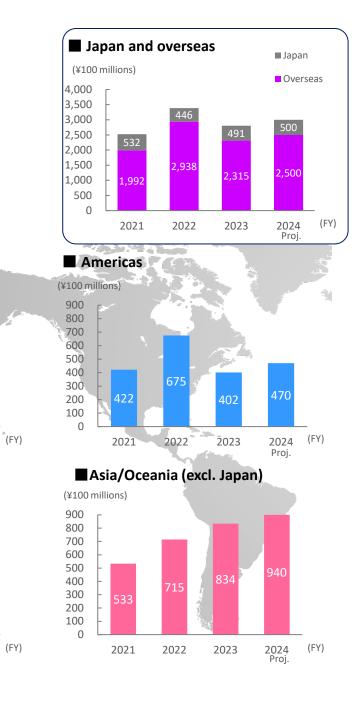
^{*} In a full-bridge module with built-in drive circuit and high-breakdown voltage chip (as of Jun. 15, 2021; based on research by Fujitsu General)

Net Sales Trend in Air Conditioner Business

Fujitsu General's Air Conditioner Business provides comfortable living spaces to people in over 100 countries

Proof that our people- and eco-friendly technology is recognized by the world.





491

2023

145

2023

500

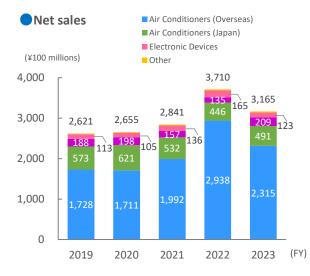
2024

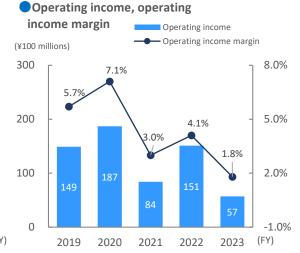
Proi.

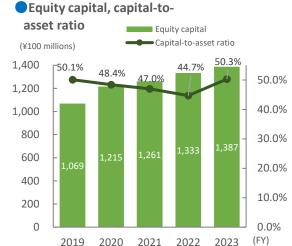
120

2024 Proj.

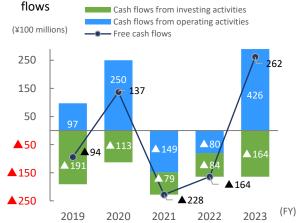
Consolidated Financial Performance



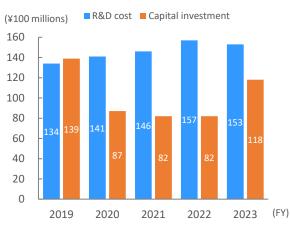




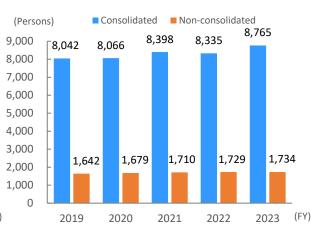
• Cash flows from operating activities, cash flows from investing activities, free cash



R&D cost, capital investment



Number of employees



Global R&D Facilities and Manufacturing and Sales Subsidiaries

Technical Centers and R&D Centers Around the World

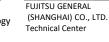






Building

Kawasaki Headquarters/ Air Conditioner Technology





AIR CONDITIONING R&D (THAILAND) CO., LTD.

North American R&D Center, operating under FUJITSU GENERAL AMERICA, INC.

European R&D Center, operating under FUJITSU GENERAL (EURO) GmbH



Overseas Sales Subsidiaries The Americas United States • FUJITSU GENERAL AMERICA, INC. Brazil FUJITSU GENERAL DO BRASIL LTDA. Europe France FGAHP U.K. FUJITSU GENERAL AIR CONDITIONING (U.K.) LIMITED Germany FUJITSU GENERAL (EURO) GmbH Italy FUJITSU GENERAL (ITALIA) S.p.A. Greece • FUJITSU GENERAL South East Europe S.A. Norway Kløver Vest Holdings AS Middle East (United Arab Emirates) FUJITSU GENERAL (MIDDLE EAST) FZE China Taiwan FUJITSU GENERAL (TAIWAN) CO., LTD. China FUJITSU GENERAL SALES & TRADING (SHANGHAI) CO., LTD. FUJITSU GENERAL CENTRAL AIR-CONDITIONER (WUXI) CO., LTD. Sales Department FUJITSU GENERAL ELECTRONICS (SUZHOU) CO., LTD. Asia and Oceania Singapore • FUJITSU GENERAL (ASIA) PTE. LTD. Thailand FUJITSU GENERAL (THAILAND) CO., LTD. Bangkok Office India FUJITSU GENERAL (INDIA) PRIVATE LIMITED ABS FUJITSU GENERAL PRIVATE LIMITED Australia and New Zealand FUJITSU GENERAL (AUST.) PTY LIMITED PRECISE AIR GROUP (HOLDINGS) PTY LIMITED FUJITSU GENERAL NEW ZEALAND LIMITED

12

Respond quickly and accurately to customer requests

Kinki Region

Sales Office

Kobe Branch

Chugoku Region

Shikoku Region

Shikoku Branch

Chugoku Branch

Networks Sales Office

West Japan Office

All Fujitsu General facilities around Japan support comfortable living.

Business Offices and Sales Offices in Japan

 Business Offices
 Hamamatsu Office (Hamamatsu, Shizuoka Prefecture)
 Matsubara Office (Matsubara, Osaka)
 Aomori Office (Kamikita, Aomori Prefecture)

Sales Offices
 Kawasaki Headquarters
 Equipment Sales Promotion Division
 Information and Communication Network
 Sales Office
 Fujitsu General Electronics Ltd.
 East Japan Office
 Fujitsu General OS Technologies Ltd.
 Business Department No. 1, Business
 Department No. 2,
 Business Department No. 3
 Being Innovative Group
 Wearables Division

Wearables Division Hokkaido and Tohoku Region •Hokkaido Branch •Hokkaido Information and Communication Network Sales Office •Morioka Office •Tohoku Branch •Tohoku Information and Communication Network Sales Office • Koriyama Office

Kanto Region • Mito Office • Joshin-etsu Branch • Kita-Kanto Branch • Utsunomiya Satellite • Higashi-Kanto Branch • Mito Office • Tokyo Branch • Tama Office • Minami-Kanto Branch • Atsugi Office

Chubu Region

Niigata Service Center

and Communication)

and Communication)

Kanazawa Service Center

Matsumoto Service Center

Hamamatsu Service Center

Shizuoka Service Center

Nagoya Service Center

Mie Service Center

Kvoto Service Center

Kansai Service Center

Kobe Service Center

Kinki Region

Tovama Service Center (Information)

Kofu Service Center (Information)

Chubu Region • Hokuriku Branch • Shizuoka Office • Tokai Branch • Chubu Information and Communication Networks Sales Office

Kyushu Region Kyushu Branch • Kyushu Information and Communication Networks Sales Office • Kitakyushu Office • Kyushu-Minami Branch

Kansai Branch No. 1/Kansai Branch No. 2

• Fujitsu General Electronics Ltd.

Kinki Information and Communication Network

Chu-Shikoku Information and Communication

Service Centers in Japan

Hokkaido and Tohoku Region Hokkaido Service Center Aomori Service Center (Information and Communication) Morioka Service Center Sendai Service Center Yamagata Service Center Koriyama Service Center

Kanto Region

- Mito Service Center
- Utsunomiya Service Center
 Ioshin-etsu Service Center
- Saitama Service Center
- Chiba Service Center
- Tokyo Service Center No. 1
- •Tokyo Service Center No. 2
- •Tokyo Service Center No. 3
- Kanagawa Service Center No. 1
 Kanagawa Service Center No. 2

Chugoku Region • Matsue Service Center • Okayama Service Center • Hiroshima Service Center

> Shikoku Region • Shikoku Service Center • Matsuyama Service Center (Information and Communication)

Kyushu Region • Fukuoka Service Center • Kitakyushu Service Center • Kumamoto Service Center • Kyushu-Minami Service Center

Fujitsu General Group Companies in Japan

AERO SHIELD Co., Ltd. (Oita, Oita Prefecture) Line of business: Development. sale. installation. and maintenance of UV irradiation devices

• FUJITSU GENERAL LABORATORIES LIMITED (Kawasaki, Kanagawa Prefecture) Line of business: R&D and consulting services relating to air conditioning and refrigeration technology, system technology, and power electronics technology

- FUJITSU GENERAL RESIDENTIAL EQUIPMENT LTD. (Kawasaki, Kanagawa Prefecture)
 Line of business: Air conditioner sales and installation
- FUJITSU GENERAL FIELD SALES LIMITED (Kawasaki, Kanagawa Prefecture) Line of business: Contract sales operations
- FUJITSU GENERAL ELECTRONICS LIMITED (Ichinoseki, Iwate Prefecture) Line of business: In-vehicle cameras, power modules, hybrid ICs, μ-wave converters, and design and production of semi-assembled products
- FUJITSU GENERAL OS TECHNOLOGY LIMITED (Kawasaki, Kanagawa Prefecture) Line of business: Solutions for restaurants, outpatient information solutions for hospitals, solutions for agricultural information, and human resources business
- FUJI ECO CYCLE CO., LTD. (Hamamatsu, Shizuoka Prefecture) Line of business: Recycling of home appliances
- FUJITSU GENERAL EMC LABORATORY LIMITED (Kawasaki, Kanagawa Prefecture)
 Line of business: Measurement of electromagnetic disturbances and related contracts,
 leasing of measurement facilities for electromagnetic disturbances, consulting
 services, etc.
- FUJITSU GENERAL HEARTWARE LTD. (Kawasaki, Kanagawa Prefecture)
 Line of business: Supply management, cleaning services, copying and printing services

SEIWAKAI LTD. (Kawasaki, Kanagawa Prefecture)

Line of business: Various insurance agency services, copying and printing services, operation of company stores, leasing, real estate, and postage stamp sales office

History of Fujitsu General



Corporate Profile

| Company name: | FUJITSU GENERAL LIMITED |
|-------------------------|---|
| Established: | January 15, 1936 |
| Business activities: | Development, manufacture, sale, and service of products and components in the air conditioner, information and communication, and electronic device businesses |
| Capital: | 18,219,000,000 yen (as of March 2024) |
| Number of employees: | Non-consolidated: 1,734 (as of March 2024) Consolidated: 8,765 (as of March 2024) |
| Website: | www.fujitsu-general.com |



Fujitsu General Headquarters 3-3-17, Suenaga, Takatsu-ku, Kawasaki, Kanagawa, 213-8502, Japan / Tel: 044-866-1111

Executive Team

President & CEO: Koji Masuda Director: Fumiaki Terasaka Director: Mieko Kuwayama Director: Yoshio Osawa Director: Keiichi Nakajima Director: Ryuichi Kubota Director: Tadashi Hasegawa Director: Toshiyuki Kawanishi Director: Susumu Ohkawara

Corporate Senior Executive Vice President: Tadashi Hasegawa Corporate Senior Executive Vice President: Toshiyuki Kawanishi Corporate Executive Vice President: Susumu Ohkawara Corporate Executive Vice President: Tadashi Arikado Corporate Executive Vice President: Hiroyuki Yokoyama Corporate Senior Vice President: Junji Nakagawa Corporate Senior Vice President: Kimihiko Shimizu Corporate Senior Vice President: Masataka Eto Corporate Senior Vice President: Yosuke Nakagawa Corporate Senior Vice President: Atsushi Itagaki Corporate Vice President: Hiroyuki Sato Corporate Vice President: Toshio Kano Corporate Vice President: Shigeki Asai Corporate Vice President: Yasushi Asanuma Fellow: Eiji Futagami

Audit & Supervisory Board Member: Akira Inoue Audit & Supervisory Board Member: Yoshinobu Miyajima Auditor: Youichi Hirose

FUJITSU GENERAL LIMITED

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