

Living together for our future

FUJITSU GENERAL Way

The FUJITSU GENERAL Way represents the Fujitsu General Group's core purpose that defines, as a basis for achieving sustainable growth, where our company wants to be, the mission we must fulfill to support customers and society, and the value we offer. It also serves as a guidepost for every employee of the Fujitsu General Group to follow in everything they do at work. By fulfilling our Corporate Philosophy through our businesses, we will bring comfort, wellness, confidence, and safety to society and pave the way for a brighter future for generations to come.

Structure of the FUJITSU GENERAL Way

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



Editorial Policy

This report has been prepared to comprehensively report financial information including management strategies and business performance to enhance corporate value, as well as non-financial information mainly on initiatives for sustainable management. The aim is to provide stakeholders with a better understanding of the Fujitsu General Group's medium- to long-term value creation. For further details, please visit our website.

- Reporting period: FY2021 (April 1, 2021 – March 31, 2022)
Please note that this report also refers to some events that took place before and after this period.
- Scope or organizations covered in report: This report covers activities and achievements by Fujitsu General Limited as well as its consolidated subsidiaries and affiliated companies accounted for by the equity method, which collectively constitute the Fujitsu General Group.
- Published: September 2022 (Next scheduled: September 2023)

* Fractions less than the indicated units in this report are rounded down to the nearest whole number for the amount and number of shares held (provided, however, that amounts in the unit of 100 million yen are rounded to the nearest unit), and various ratios are rounded to the nearest whole number.

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Our Mission

–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 Philosophy

Act Spontaneously

We embrace new challenges by investing in ourselves for personal growth, and through 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.



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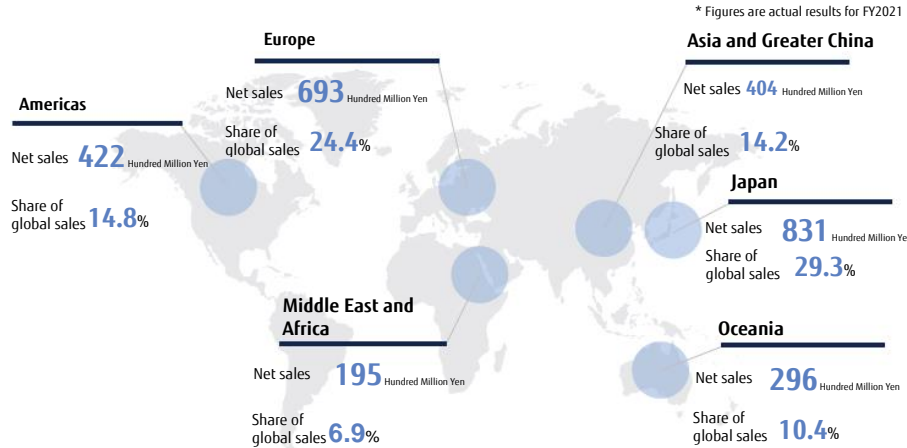
Forward-looking Statement

This report presents not only the past and current facts about the Fujitsu General Group but also its projections, forecasts, and plans. Such projections, forecasts, and plans are based on the information available to us at the time we prepared this report. All readers are advised to note that results of the Group's business activities and developments may differ from those projections, forecasts, and plans, depending on unforeseeable changes in business environments and other relevant factors.

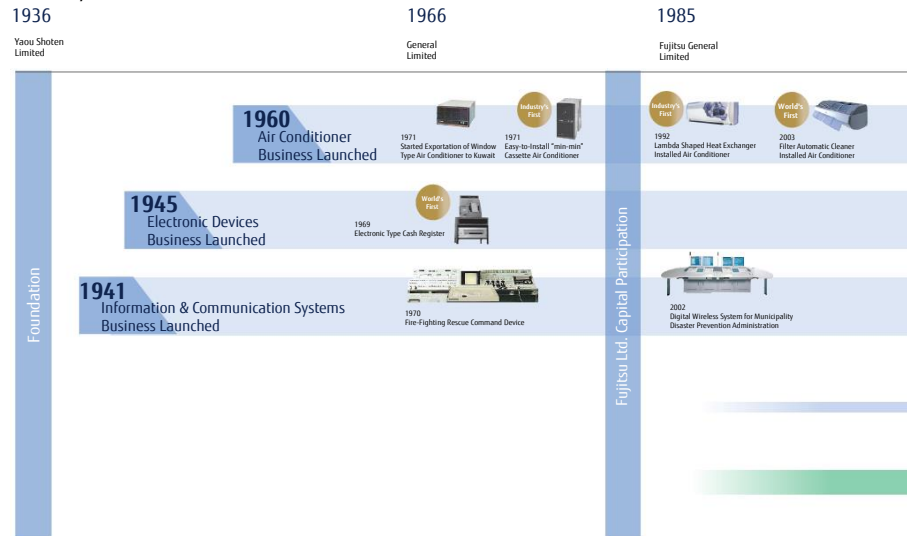
The Fujitsu General Group at a Glance

Toward the realization of a comfortable, safe and secure society

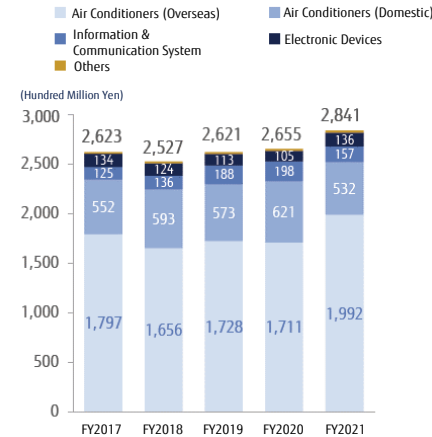
The Fujitsu General Group provides comfortable spaces, safety and security to people in more than 100 countries around the world through its Air Conditioner, Information & Communication System, and Electronic Devices businesses.



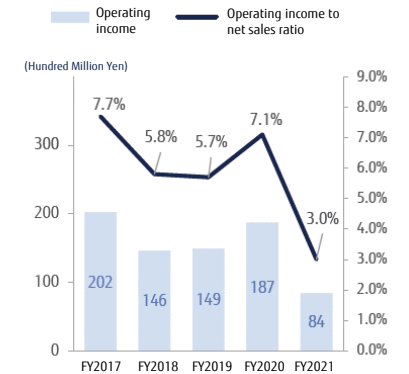
History of FUJITSU GENERAL



Net sales



Operating income and operating income margin



Air Conditioner Business
"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.

- 2007 Air Conditioning System for building
- 2009 Heat Pump Type Hot-Water Heating System
- 2017 Developed a function that heats the heat exchanger to sterilize it

Sales Composition Ratio by Segment: 88.8%

Operating Income Composition Ratio by Segment: 61.0%

Information & Communication System Business
"Creating a safe and secure future together"
Communication devices business has continued since our founding. Fujitsu General's Information & Communication System business will continue to deliver safety and security for our future society.

- 2006 Corner / Front Vehicle Camera
- 2009 CMOS Sensor Installed Super-Wide Angle In-Vehicle Camera
- 2018 HDR Analog High-Definition Camera
- 2017 Industrial Minimum Size Portable Type Wireless Equipment for Fire-Fighting Rescue Digital Wireless

Sales Composition Ratio by Segment: 10.3%

Operating Income Composition Ratio by Segment: 25.7%

Electronic Devices Business
"World-class advanced technology and proposal capability"
We deliver precise and highly accurate quality and reliability.

2016 Start of company-wide AKASURI Campaign

2020 Start of IIC activities

2016 Start of BIG activities

2018 Establishment of new Corporate Philosophy, FUJITSU GENERAL Way

2021 Launch of Sustainable Product System

Message from the President



Innovation
&
Globalization
今日はない明日を、世界の人に

– 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.

FUJITSU GENERAL LIMITED
President & CEO

Etsuro Saito

Sustainable Management Is the Fulfillment of a “Contract with the Future”

Air Conditioner, Information & Communication System, and Electronic Devices businesses operated by the Fujitsu General Group are indispensable for the realization of a sustainable society, and the Group's business cannot be described without sustainability. We believe that our Mission “Living together for our future” stated under the Group Corporate Philosophy, is synonymous with the Sustainable Development Goals (SDGs) philosophy of “No One Will Be Left Behind.” Accordingly, the Group formulated the “Basic Policy on Sustainable Management” in March 2021, and has been promoting initiatives under the key themes of Planet (Harmonious Coexistence with Our Planet), Society (Social Contribution), and Our People (Care for Employees).

With an uncertain future and rapidly changing current environment, it is essential to generate profits at a higher level and establish a substantial financial structure in order to achieve sustainable growth through continuous forward-looking investment. Above all, we feel that we must pursue a certain business scale in order to achieve Sustainable Management. Otherwise, we will not be able to have a broad and positive impact on our customers and societies around the world, which is the goal of our corporate philosophy. In order for us to carry out management in line with our corporate philosophy, we believe that more power is needed than ever before, and if we stay on a small scale, our company will eventually be surpassed and eliminated by the competitors. In this sense, our Group is committed to achieving the goals set forth in its current Medium-term Management Plan, which ends in FY2022, of 370 billion yen in net sales and 17 billion yen in operating income.

In the belief that Sustainable Management for our Group is a contract to provide a sustainable future where children living today, and their children and generations beyond, can live happily in good health with dreams and hopes, we, as people who are living in the present era, must fulfill our obligation to the future.

Contributing to Solving Social Issues through “Innovation and Technology” and “Spontaneous Human Resources,” Leveraging the Strengths of Fujitsu General Group

We are convinced that Fujitsu General Group has a world-class *monozukuri* (manufacturing) spirit and technological strengths cultivated to this day, as well as strong global sales capabilities in overseas and domestic markets. We believe that the direction in which we should head in order to utilize and develop our group's strengths is to create innovation by taking on the challenge of not only “conventional *monozukuri*” but also “advanced *monozukuri*” through the fusion of advanced technologies.

Innovation is not something that is created by a handful of geniuses with a flash of inspiration. It is something that is born through the accumulation of steady work, thinking through the social issues of each era and how to solve them, with the knowledge and cooperation of many people, and not giving up in the face of countless failures. It is indeed a challenge. However, if each and every one of our employees keep their eyes open and realize that the seeds of innovation are around us, unexpected ideas will be born and innovation will be created.

In order to create innovation, our Group has introduced the Future of Innovation Challenge (FIC) system that allows all employees, not only those in the development division, but also those in the sales and corporate divisions, to find the seeds of innovation and propose them. The Group has also introduced the 10% Rule, which allows employees to use up to 10% of their scheduled monthly working hours for self-education. Through these and other measures, our Group is now about to create many new businesses, the potential for innovation, and the seeds of such innovation. In addition, we will actively work to develop spontaneous human resources who are motivated to work hard, earnestly, and actively to take on the task of solving problems, where employees strive for their own growth. We will further promote “transformation of corporate activities” through new activities and measures such as “strengthening branding activities” and “transforming ourselves into a truly global company,” and through profitable growth as a company and acceleration of Sustainable Management, our Group will grow to make further contributions to the global environment and society.