

Governance



- 1** Shinsuke Suhara
Board Member, Chairman, and CTO
 - 2** Joji Isozumi
Representative Director, President, and CEO
 - 3** Junichi Kano
Board Member, CFO & CHRO, Senior Managing Executive Officer
 - 4** Takeshi Sato
Board Member, Executive Officer
 - 5** Shoji Mizuno
Board Member (part-time)
 - 6** Makoto Iwasaki
Board Member (part-time)
 - 7** Chiharu Ueno
Board Member (part-time)
 - 8** Masaaki Sugiura
Corporate Auditor
 - 9** Kayoko Yamashita
Auditor (part-time)
 - 10** Yoko Noda
Auditor (part-time)
- Hiroshi Murakami Senior Executive Officer Tetsuya Asaoka Senior Executive Officer Masatoshi Fujita Senior Executive Officer Takatoshi Suzuki Executive Officer Takashi Suzuki Executive Officer Kazuyoshi Nagato Executive Officer Katsuya Nishino Executive Officer

Skills Matrix Note: The symbol for the Nomination and Remuneration Advisory Committee indicates the Chairman.

Name	Title at Fuji	Nomination and Remuneration Advisory Committee	Corporate Management	Manufacturing, Technology, and R&D	Sales and Marketing	Finance and Accounting	IT and Digital Transformation (DX)	Legal Affairs and Governance	Global Experience
Shinsuke Suhara	Board Member, Chairman, and CTO		○	○			○	○	
Joji Isozumi	Representative Director, President, and CEO	○	○	○	○		○		○
Junichi Kano	Board Member, CFO & CHRO		○		○	○		○	○
Takeshi Sato	Board Member			○	○		○		
Shoji Mizuno	Board Member		○		○	○		○	○
Makoto Iwasaki	Board Member	○		○			○		
Chiharu Ueno	Board Member	○						○	
Masaaki Sugiura	Corporate Auditor		○		○				○
Kayoko Yamashita	Auditor					○			
Yoko Noda	Auditor					○			

Shinsuke Suhara Board Member, Chairman, and CTO

April 1981 Entered the Company
 April 2004 Manager, Development Department 1, Electronics Assembly Equipment Division
 June 2008 Executive Officer; Deputy General Manager, Electronics Assembly Equipment Division; Manager, General Engineering Department 1
 June 2010 Board Member, Executive Officer
 June 2012 Board Member, Managing Executive Officer
 June 2013 Board Member, Managing Executive Officer; General Manager, Electronics Assembly Equipment Division (Currently Robotic Solutions Division)
 June 2015 Board Member, Senior Managing Executive Officer
 June 2018 Board Member, Vice President, Executive Officer
 June 2019 President & COO; General Manager, Robotic Solutions Division
 June 2020 President & COO
 June 2022 Representative Director, Vice Chairman & CTO
 June 2023 Board Member, Vice Chairman & CTO
 June 2024 Board Member, Chairman & CTO (Present post)

Junichi Kano Board Member, CFO & CHRO, Senior Managing Executive Officer

April 1986 Joined OSG Corporation
 February 1987 Entered the Company
 April 2012 Manager, Sales Department 2, General Sales Department, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation
 April 2015 Manager, Sales Department 2, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation; Chairman, Fuji Machine Manufacturing (Europe) GmbH
 April 2017 Manager, President's Office
 July 2017 Executive Officer; Manager, President's Office (currently Business Administration Department, Corporate Operations Division)
 June 2020 Board Member, Executive Officer
 September 2020 Board Member, Executive Officer; Manager, Business Administration Department; Manager, Accounting Department
 April 2022 Board Member, Executive Officer; General Manager, Corporate Operations Division; Manager, Business Administration Department; Manager, Accounting Department
 June 2023 Board Member, Managing Executive Officer & CFO; General Manager, Corporate Operations Division
 June 2024 Board Member, Senior Managing Executive Officer & CFO; General Manager, Corporate Operations Division (Present post)

Shoji Mizuno Board Member Outside Independent

April 1977 Joined MARUBUN CORPORATION
 March 2005 CEO and Representative Director, Marubun Semicon Corporation
 June 2011 Executive Vice President and Representative Director, MARUBUN CORPORATION
 January 2012 Senior Executive Vice President, Representative Director, MARUBUN CORPORATION
 June 2013 Chief Executive Officer, Representative Director, MARUBUN CORPORATION
 January 2020 Vice President, MARUBUN CORPORATION
 June 2020 Outside Board Member of the Company (Present post)
 [Representation of Other Companies]
 June 2021 Outside Director, Mikasa Shoji Co., Ltd. (Present post)

Chiharu Ueno Board Member Outside Independent

October 2004 Registered as a lawyer
 October 2009 Joined Ueno Sogo Law Office (to present)
 October 2012 Part-time judge, Nagoya Summary Court
 April 2017 Councillor, Sun Vision Social Welfare Corporation
 April 2021 Expert Member, Aichi Prefecture Small and Medium Enterprises Rehabilitation Support Council (currently Aichi Prefecture Small and Medium Enterprises Revitalization Council) (Present post)
 November 2021 Member, Aichi Regional Labor Council (Present post)
 March 2023 Member, Aichi Prefecture Business Certification Council (Present post)
 May 2023 Auditor, Doho Gakuen Educational Corporation (Present post)
 June 2023 Member, Nagoya City Advertising and Landscape Council (Present post)
 April 2025 Member, Aichi Prefecture Tender Monitoring Committee (Present post)
 June 2025 Outside Board Member of the Company (Present post)

Kayoko Yamashita Audit & Supervisory Board Member Outside Independent

October 1992 Joined Chuo Shinko Audit Corporation
 April 1996 Registered as a Certified Public Accountant
 April 1997 Joined Miyake Certified Public Accountant Office
 June 2006 Established Yamashita Certified Public Accountant Office (Representative) (Present post)
 April 2008 Registered as a Certified Tax Accountant
 June 2015 Outside Audit & Supervisory Board Member of the Company (Present post)
 [Representation of Other Companies]
 June 2015 Outside Audit & Supervisory Board Member, Sotoh Co., Ltd. (Present post)
 February 2022 Outside Director (Audit & Supervisory Committee Member), OSG Corporation (Present post)

Joji Isozumi Representative Director, President, and CEO

April 1996 Entered the Company
 March 2014 Acting Manager, Business Planning Department
 April 2017 Seconded to Fuji America Corporation in a position equivalent to a department acting manager
 June 2021 Executive Officer; Manager, Technology Development Department, Robotic Solutions Division; Manager, Innovation Promotion Department
 June 2022 Executive Officer; General Manager, Robotic Solutions Division; Manager, Business Planning Department
 June 2022 Board Member, Executive Officer; General Manager, Robotic Solutions Division; Manager, Business Planning Department
 June 2023 President & COO; General Manager, Robotic Solutions Division
 April 2024 President & COO
 June 2024 President & CEO (Present post)

Takeshi Sato Board Member, Executive Officer

April 1997 Entered the Company
 April 2017 Acting Manager, Engineering Development Department 1, Development Center
 April 2021 Manager, Control Engineering Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division; Manager, Innovation Promotion Department
 July 2022 Executive Officer; Manager, Engineering Development Department, Robotic Solutions Division
 January 2023 Executive Officer; Manager, Engineering Planning Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division
 April 2024 Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division
 June 2024 Board Member, Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division
 April 2025 Board Member, Executive Officer; General Manager, Robotic Solutions Division (Present post)

Makoto Iwasaki Board Member Outside Independent

April 1991 Research Associate, Faculty of Engineering, Nagoya Institute of Technology
 October 1997 Research Fellow, Ministry of Education, Science, Sports and Culture
 April 2000 Associate Professor, Faculty of Engineering, Nagoya Institute of Technology
 September 2002 Research Fellow, Ministry of Education, Culture, Sports, Science and Technology
 August 2005 Program Officer, Research Promotion Bureau, Ministry of Education, Culture, Sports, Science and Technology
 April 2009 Professor, Graduate School of Engineering, Nagoya Institute of Technology (Present post)
 April 2010 Head, Department of Computer Science Engineering, Nagoya Institute of Technology Graduate School
 April 2014 Head, Department of Electrical and Electronic Engineering, Nagoya Institute of Technology
 April 2016 Head, Department of Electrical and Mechanical Engineering, Nagoya Institute of Technology Graduate School
 April 2017 Special Advisor to the President, Nagoya Institute of Technology
 October 2020 Associate Member, Science Council of Japan (Present post)
 June 2024 Outside Board Member of the Company (Present post)
 October 2024 Vice-President, Nagoya Institute of Technology (Present post)

Masaaki Sugiura Full-time Audit & Supervisory Board Member

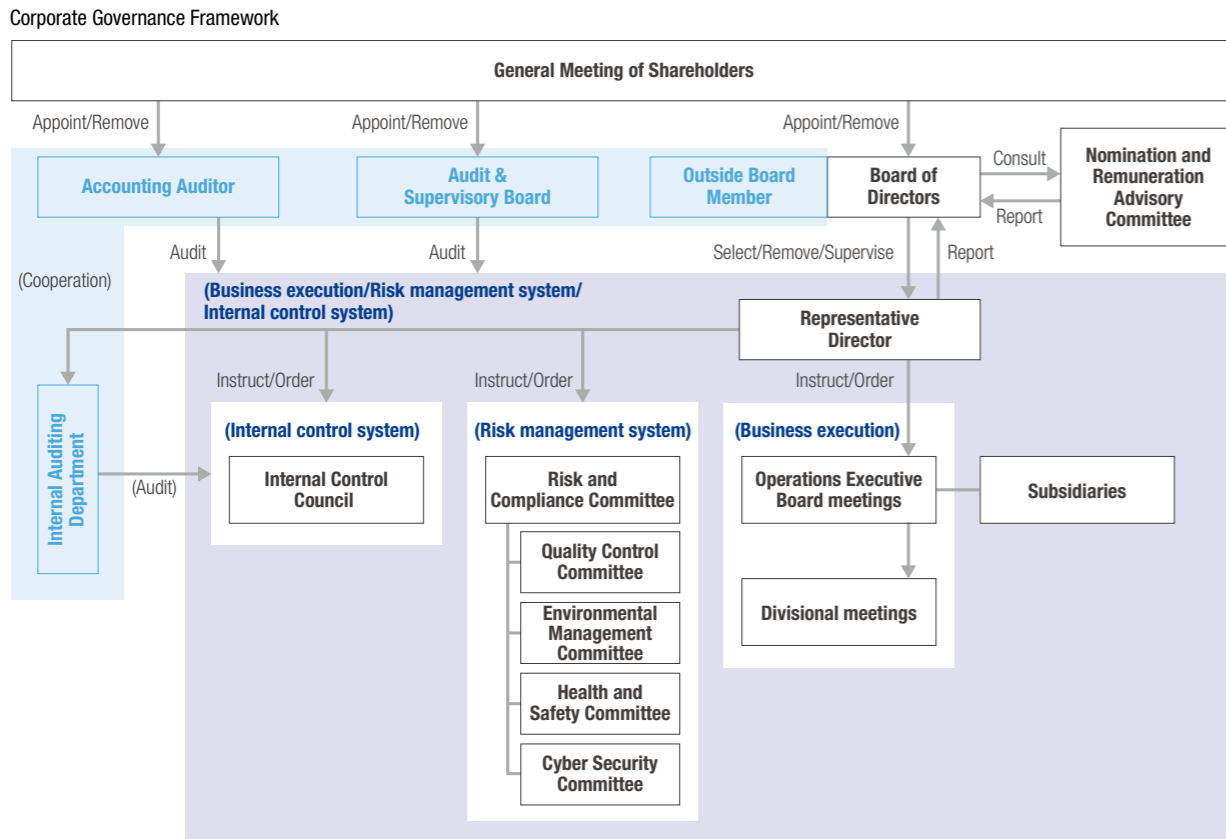
April 1986 Entered the Company
 April 1993 Manager, European Representative Office
 April 2004 President, Fuji Machine Manufacturing (Europe) GmbH
 April 2011 Manager, Sales Department 3, General Sales Department, Electronics Assembly Equipment Division
 April 2015 Executive Officer; Manager, Sales Department 1, Electronics Assembly Equipment Division (Currently Robotic Solutions Division)
 June 2018 Board Member, Executive Officer; Deputy General Manager, Robotic Solutions Division; Manager, Sales Department 1
 June 2020 Board Member, Managing Executive Officer; General Manager, Robotic Solutions Division
 June 2022 Full-time Audit & Supervisory Board Member (Present post)

Yoko Noda Audit & Supervisory Board Member Outside Independent

February 2012 Joined PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Japan LLC)
 September 2015 Registered as a Certified Public Accountant
 July 2016 Joined Cosmos Tax Corporation (to present)
 July 2016 Joined Premium Certified Public Accountant Office
 June 2021 Representative Member, Premium Certified Public Accountant Office (Present post)
 June 2025 Outside Audit & Supervisory Board Member of the Company (Present post)

Basic approach

Fuji views the enhancement of corporate value for all of its stakeholders as an important issue. Accordingly, we are working to establish an organizational structure that can respond to changes in the management environment promptly and accurately, as well as to construct and enhance fair and transparent management systems, and strengthen our risk management and compliance systems.



Activities of the Board of Directors, Audit & Supervisory Board, Committees, etc. (FY2025)

	Number of Meetings	Average Attendance	Activities
Board of Directors	13	98%	<ul style="list-style-type: none"> Discussion and approval of financial statements, dividends, budgets, share repurchases, and the purchase and sale of cross-shareholdings Discussion and approval of high-priority R&D and capital investments Discussion and approval of management appointments, organizational changes, and the recruitment and development of talent Responding to management issues at group companies Human Rights Policy, Ethics and Compliance Policy, and Health and Productivity Policy
Audit & Supervisory Board	14	100%	<ul style="list-style-type: none"> Preliminary confirmation of the Board of Directors' agendas Discussion about auditing policies, annual audit plans, and work assignments Assessing the appropriateness of the accounting auditor audits
Nomination and Remuneration Advisory Committee	3	100%	<ul style="list-style-type: none"> Nomination and remuneration of directors, executive officers, and auditors Discussion about the performance evaluation system
Internal Control Council	2	100%	<ul style="list-style-type: none"> Discussion and approval of the internal control assessment plan Determination of the effectiveness of internal controls based on the results of internal control assessment
Risk and Compliance Committee	3	92%	<ul style="list-style-type: none"> Formation of responsible transactions and a co-creation structure with suppliers Enhancement of cybersecurity Export control

Corporate Governance Framework

Number of Directors	7 (including 3 outside directors)
Number of Auditors	3 (including 2 outside auditors)
Number of Independent Directors/Auditors	5
Number of Board Meetings Held in a Year	13 (planned)
Directors' Term of Office	1 year
Adoption of Executive Officer System	Yes
Number of Executive Officers	9

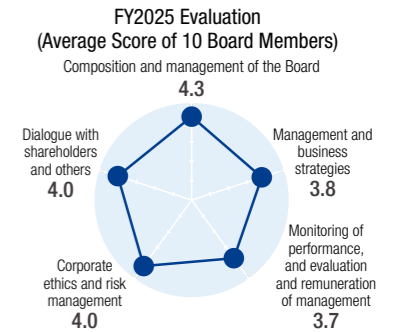
Improving the effectiveness of the board

The structure and operation of the Board of Directors is regularly reviewed to ensure that it is functioning properly and effectively so that it can fulfill its roles and responsibilities, and also to identify issues so that problems can be rectified and strengths reinforced. An annual questionnaire concerning the effectiveness of the Board of Directors is administered to all directors and auditors, most recently in December 2024. The questions in the survey are reviewed annually to reflect matters related to sustainability, including responses to environmental problems caused by climate change, in addition to respect for human rights. In FY2025, a total of 20 questions were asked in five categories below on a five-point scale, with a mandatory comment section for each category.

- (1) Composition and management of the Board
- (2) Management and business strategies
- (3) Monitoring of performance, and evaluation and remuneration of management
- (4) Corporate ethics and risk management
- (5) Dialogue with shareholders and others

Analysis of the survey results revealed year-on-year improvements in key management indicator-based performance reports and in cost-of-capital and stock price conscious management. At the same time, analysis also showed the need to take our reform of business models and work processes even further through the promotion of DX.

Based on these results, we will work to enhance the effectiveness of the Board of Directors by deepening discussions to further improve profitability, not only at Fuji but also at all group companies.



Policy for determining executive remuneration

To ensure fairness, transparency, and objectivity in procedures for the nomination and remuneration of directors, executive officers, and auditors, we established the Nomination and Remuneration Advisory Committee in April 2021. Serving as an advisory body to the Board of Directors, the committee deliberates and reports on the nomination and remuneration of all officers.

For directors' remuneration, we have adopted a remuneration system aligned with shareholder interests as an incentive to promote the sustainable enhancement of our corporate value. Remuneration consists of appropriate levels of fixed remuneration and performance-linked remuneration based on job responsibilities.

At the General Meeting of Shareholders in June 2021, restricted share awards were approved and a plan was introduced to pay a portion of fixed remuneration in shares of the company. Outside directors and auditors are paid only fixed remuneration in consideration of the nature of their duties.

Fixed remuneration is determined with comprehensive consideration of position, responsibilities, years of service, Fuji's business performance, and employees' salaries. Performance-linked remuneration is based on company-wide performance and individual evaluations, with consolidated operating profit, consolidated ROE, and ESG indicators (environmental issues, diversity, health, working styles, etc.) used in evaluations.

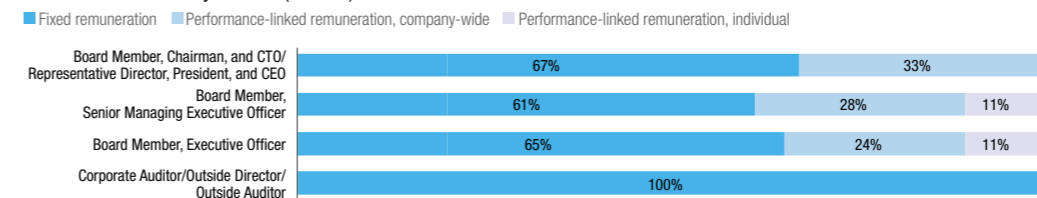
In FY2026, we have raised the proportion of stock-based remuneration to about 20%. This action is aimed at sharing the benefits and the risks of stock price fluctuations with shareholders and further heightening incentives for sustainable growth and for the enhancement of medium- to long-term corporate value.

Remuneration, etc. for Directors and Auditors (FY2025)

Category of officers	Total amount of remuneration, etc. (millions of yen)	Total amount of remuneration, etc. by type (millions of yen)				Number of eligible officers
		Fixed remuneration	Restricted share awards	Performance-linked remuneration, company-wide	Performance-linked remuneration, individual	
Directors (of which are outside directors)	277 (26)	177 (26)	33 (—)	54 (—)	12 (—)	9 (4)
Auditors (of which are outside auditors)	46 (19)	46 (19)	— (—)	— (—)	— (—)	3 (2)
Total (of which are outside officers)	324 (46)	223 (46)	33 (—)	54 (—)	12 (—)	12 (6)

Notes: 1. The above includes two directors (including one outside director) who resigned at the close of the 78th Ordinary General Meeting of Shareholders held on June 27, 2024.
2. No employee-portion salary was paid to any director who also serves as an employee.
3. For non-monetary remuneration, the amount of expenses is indicated for the restricted share awards system recorded during the fiscal year.

Remuneration Ratios by Position (FY2026)



Note: About 20% of the total amount of remuneration, etc. is paid as restricted share awards (excluding corporate auditors, outside directors, and outside auditors)

Message from outside board members



Shoji Mizuno
Outside Board Member

Q1. What are the key points you are focusing on to strengthen governance at Fuji?

I believe the Board of Directors should take the lead in viewing management issues from multiple angles and making strategic decisions. Strategic agenda items are raised monthly at meetings of the Board of Directors, and we focus on whether important issues are discussed from a variety of perspectives, not limited to finance or development investments. We also strive to stimulate discussion and ensure transparency in management

oversight. Furthermore, in order to earn the trust of people outside the company, we constantly discuss risks and avoidance measures and prepare to respond appropriately at the right time.

Q2. Please tell us about the discussions and thoughts of the Nomination and Remuneration Advisory Committee regarding the development of the next generation management team and the succession plan.

With regard to the selection of directors and executive officers, the Nomination and Remuneration Advisory Committee prepares a list of candidates from a medium- to long-term perspective with clear criteria for selection and reviews the list on a regular basis. Recently, we selected a young president who has the ability to conceptualize and deliver, and we also reshuffled the division general managers and top management of subsidiaries. In particular, for the heads of underperforming subsidiaries, we required them to formulate a plan to diagnose their management and

organize issues within 100 days of taking office. Then, we encouraged them to implement their plans. We want them to manage in a way that pursues the ideal, without being bound by convention.

Q3. How should the qualities of the management team and remuneration system be linked to the long-term strategy (FUJI 2035) and enhancing corporate value?

For sustainable corporate growth, it is essential to consider not only shareholders but also all stakeholders, including employees, customers, suppliers, and the global environment. Fuji's purpose of "Enriching the lives of those in the world around us" stated in the Corporate Ideologies is a clear statement of the role we should play in society, and each and every employee understands that this approach should be the starting point when considering business development. We believe that the penetration of these shared values will enhance the organization's centripetal force and lead to enhanced corporate value. Going forward, in addition to business performance, the degree of contribution to the purpose should also be reflected in evaluations of the management team.

Q4. Based on your experience running a company, how do you view Fuji's strengths and what management focus points should be further evolved in the future?

One of Fuji's strengths is its overwhelming technological superiority over its competitors. For example, we continue to meet the demands of our world-leading customers in the area of SMT pick and place machines, and we are currently focusing on factory automation that can contribute to curbing soaring labor costs. Going forward, I believe it is important to be even closer to globally operating customers, steadily capture the needs in each country, and evolve into a business model that solves issues quickly.



Makoto Iwasaki
Outside Board Member

Q1. How do you evaluate Fuji's technological development and manufacturing?

Fuji combines world-class high-speed and high-precision control technologies with precision mechatronics and has excellent product development capabilities that can immediately respond to diverse on-site issues and needs through flexible modular design and high product reliability. In particular, our ongoing development of practical technology in line with academic principles is the source of our unrivaled competitiveness in the global market. As

the manufacturing industry as a whole evolves toward digitalization and automation, Fuji's technology is advanced enough to serve as the core of smart factories, and I have high regard for Fuji's advanced technological capabilities and product philosophy. I believe that they will continue to drive the evolution of the manufacturing industry.

Q2. In terms of the technology and IP strategy, what is needed now toward the visions for 2035?

A technology strategy with 2035 in view requires clarifying priority areas with the global market in mind and a shift from protecting intellectual property to leveraging it. In addition to Fuji's strengths in control, design, and pick and place technologies, advanced integration with AI, robotics, and green technologies will be indispensable in the future. Creating original and advanced technologies and building a system to deploy them globally as IP



Chiharu Ueno
Outside Board Member
(newly appointed)

Q1. What was your first impression of Fuji upon assuming the role of outside board member?

My encounter with Fuji was through a lecture by Nobuko Kawai, an attorney, at a training program for female board members organized by the Cabinet Office of Japan. I was impressed by Fuji's sincere corporate culture where one can thrive as a female board member and as a legal professional, as well as by the transparency of the Board of Directors and the strength of its monitoring function. Also, at a social welfare corporation I am involved with, use

of the mobility support robot Hug contributes to improving care receivers' quality of life and reducing caregivers' physical and mental burdens, giving me a sense of the purpose of "Enriching the lives of those in the world around us." I feel greatly honored to be involved with a company that values people in this way. I will fulfill my responsibilities with sincerity so that I can contribute to the further development of Fuji.

Q2. What role do you think is required of outside board members in corporate governance?

I believe we need to exercise a check and balance function with a third-party perspective, to avoid reliance on internal logic alone and to achieve governance through sound communication mindful of social norms. I also think that in this day and age, constant monitoring and advice on the proper consideration of human rights is necessary to ensure the sustainability and

through collaboration with universities and research institutions in Japan and overseas will become the foundation for technology differentiation, maximization of IP value, and sustainable growth.

Q3. What role do you think the Board of Directors should play in improving the quality of decision-making?

The Board of Directors is expected to evaluate and support the consistency between management strategy and R&D to improve the quality of decision-making on technology investment. It is important to go beyond a mere cost perspective and to promote the visualization of results with an eye to the social significance of the research theme and long-term value creation. I also believe that, through two-way dialogue with management, reflecting researchers' perspectives in management decisions and supporting decision-making that links Fuji's long-term vision with the growth of its technology assets will contribute to strengthening sound governance.

Q4. Do you have any advice on strengthening human capital and research structures from an academic or a field perspective?

It is essential to pass on knowledge and skills and train the next generation of human resources in order to continue technological innovation. Important issues include creating a culture where young engineers can take the initiative in R&D, sharing knowledge across different departments, and systematizing and passing on skills. I support the development of future engineering talent through collaboration with universities and technical colleges, while respecting the identification of issues driven by the field. I believe that an environment where people with diverse expertise and values collaborate raises the organization's intellectual flexibility and directly leads to revitalizing R&D and deepening the technological base.

competitiveness of a company. I feel that as a result of these checks and balances and advice, we can ensure appropriate management decisions that can be reasonably explained to stakeholders.

Q3. Based on your experience, please share your thoughts on Fuji's stance toward diversity, inclusion, and human rights.

While internal systems have improved recently, I feel it's necessary to implement measures that account for the existence of unconscious biases such as the tendency to act with good intentions, within the context of Japanese-specific behavioral patterns like reading between the lines and the culture of cooperation. Even when no one means harm, problems can arise, so I believe it is necessary to create a more substantive environment by actively ensuring dialogue across gender and generations, while establishing an objective and fair evaluation system taking diversity into account.

Q4. As a legal and governance specialist, what are some of the key issues you should focus on regarding accountability and relationships with external stakeholders in a publicly traded company?

I think ensuring high-quality disclosure and sincerity is important. To that end, I believe it is necessary to emphasize dialog and build relationships of trust with investors, business partners, and furthermore employees and local communities. Particularly in the manufacturing industry, ensuring corporate reliability directly hinges on quality control, guaranteeing safety at production sites, and maintaining transparency in governance structures, including overseas sites. I feel that it is important not only to proactively disclose actual conditions but also to build trust by demonstrating self-discipline through concrete disclosures, such as specific response policies for risks.

Cross-shareholdings

Fuji holds shares of other companies for the purpose of establishing and strengthening business relationships that contribute to the expansion, development, stability, and efficiency of its business. It is our policy to make a comprehensive judgment on whether the holding of individual stocks is rational and appropriate while assessing the level of Fuji's cost in terms of capital and the level of ROE of the target companies from the perspective of capital efficiency. Every year, the Board of Directors examines and confirms the suitability of holdings based on factors including relevance to Fuji's business and contribution to its future direction. During the period of Fuji's Mid-term Business Plan (FY2025 to FY2027), the board plans to make 7.0 billion yen available for growth investments and shareholder returns through means including the reduction of cross-shareholdings.

Policies for Cross-shareholdings

		End of March 2021	End of March 2022	End of March 2023	End of March 2024	End of March 2025
Number of issues (stocks)	Listed	34	29	26	25	23
	Unlisted	7	6	6	6	6
	Total	41	35	32	31	29
Including amount on the balance sheet (millions of yen)	Listed	24,110	18,458	17,784	23,588	17,878
	Unlisted	69	35	35	35	35
	Total	24,179	18,493	17,820	23,623	17,914
Net assets (millions of yen)		194,556	208,782	225,104	228,278	218,682
Cross-shareholdings/net assets		12.4%	8.9%	7.9%	10.3%	8.2%
Total amount sold related to the decrease in the number of shares (millions of yen)		2,270	3,290	2,079	446	3,130

Risk management system

We established the Risk and Compliance Committee presided over by the representative director to properly manage risks to our business activities and support the preparation of risk management systems in departments. Taking a company-wide perspective, we have set forth basic rules and regulations for risk management, and organizationally and systematically sort risks which have the potential to impede departments' business activities, while working to prevent and to minimize damages caused by the manifestation of risks. We have also established individual committees to address risks related to quality, the environment, occupational health and safety, and cybersecurity. These committees coordinate with departments to enact measures for the prevention, avoidance, and management of such risks.

Strengthening of security

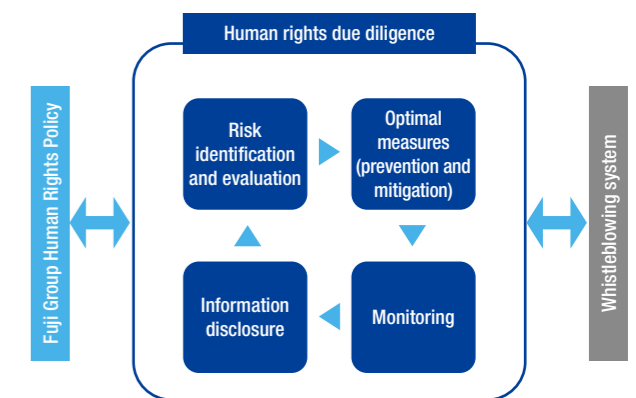
Fuji Group strives to reduce risks and enhance trust under a group-wide framework for information security, product security, protection of personal information, and other areas that involve legal and regulatory compliance. While advancing the development of security-related regulations and rules, we also implement internal control and management covering the Group as a whole. We have established a structure for prompt responses and for reporting to relevant departments and organizations through our Risk and Compliance Committee in the unlikely event of a security incident.

Human rights policy

In March 2025, we formulated the Fuji Group Human Rights Policy as a regulation that respects fundamental human rights and supports international norms on human rights, such as the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Our basic stance is to eliminate discrimination and harassment in employment and labor, prohibit forced labor and child labor, ensure a safe and hygienic work environment, and respect diversity. Accordingly, we regard it as our corporate responsibility to protect the dignity of all stakeholders, including employees and business partners in Japan and overseas.

Human rights due diligence

Fuji Group will construct human rights due diligence mechanisms to assess potential and emergent risks related to human rights, and also to address issues. We will identify and evaluate risks and take appropriate prevention and mitigation measures in our business activities and in the supply chain, while engaging in ongoing follow-up. We place particular emphasis on addressing serious human rights violations such as forced labor and poor working conditions, and strive for effective operations through internal training and collaboration with suppliers.



Ethics and compliance policy

In March 2025, we formulated the Fuji Group Ethics and Compliance Policy to ensure fair and honest corporate activities. We are committed to compliance with laws and regulations as well as social norms and corporate ethics.

In addition to providing education and training to employees inside and outside the Group, disclosing our policies, and establishing an internal reporting system, we are strengthening our monitoring system through the Risk and Compliance Committee. Through the creation of an open workplace and appropriate information disclosure, we will strive to foster a sound and highly transparent corporate culture and focus on establishing a system to prevent fraud and misconduct.



Education for new employees



Education for domestic subsidiaries

Number of Whistleblower Reports and Consultations

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of reports and consultations	3	4	5	9	11