


Fuji Electric Group Corporate Guide
2010





There is only one place where you can find companies developing new technologies for the global environment; creating state-of-the-art components that power advanced industrial systems; devising core technologies that bring visions of the future to life; originating ideas for comfortable commercial environment; and nurturing technologies for a more prosperous future.

The Fuji Electric Group continues its evolution to enrich the society of tomorrow in a way that is in harmony with the environment.



**We play a vital role in society:
creating value for tomorrow.
Value that only we can offer.**

At the Fuji Electric Group, delivering maximum customer satisfaction is everything we stand for. We constantly strive to create innovative technologies that truly energize our customers' businesses. This approach is ingrained in our corporate DNA, which has been passed down unbroken as our driving force since the time of our founding. Driven by this powerful DNA, our more than 20,000 personnel are motivated to deliver the products, services and solutions that win the support of customers wherever we operate. As we work to achieve our goals, we are committed to remaining the customer's first choice in whatever field we operate.

Haruo Ito
President and Representative Director,
Fuji Electric Holdings Co., Ltd.

A handwritten signature in black ink that reads "Haruo Ito".

The Fuji Electric Group continues its evolution to enrich the society of tomorrow in a way that is in harmony with the environment.

The Fuji Electric Group started out in 1923 as Fuji Electric Manufacturing Co., Ltd., a capital and technology tie-up between Furukawa Electric Co., Ltd. And German company Siemens AG. Since then, the Fuji Electric Group has consistently focused on quality manufacturing — learning from German industry’s pursuit of maximum efficiency with minimum resources — while endeavoring to be an honest, open and hardworking partner to its customers.

This stance has resulted in delivery of numerous products and services that only the Fuji Electric Group could have produced. Now, against the backdrop of dramatic global change, we are working to ensure the Fuji Electric Group remains our customers’ first choice — their best partner — by tackling head on the new challenges of a new era.

In 2002, we newly established group brands and took a big step toward reinforcement of Group company management. Staying true to our corporate DNA that has been passed down unbroken for more than 80 years, we will create an environment that allows every Group company and employee to refine their individual character and abilities. This, we believe, will allow us to set the pace in every specialist field where we have a presence, and generate new value unique to the Fuji Electric Group. Our catch-phrase “e-Front runners” embodies this stance. Looking ahead, we, as front runner, will continue our evolution to enrich the society of tomorrow in a way that is in harmony with the environment.

Continue to expect great things from the Fuji Electric Group.

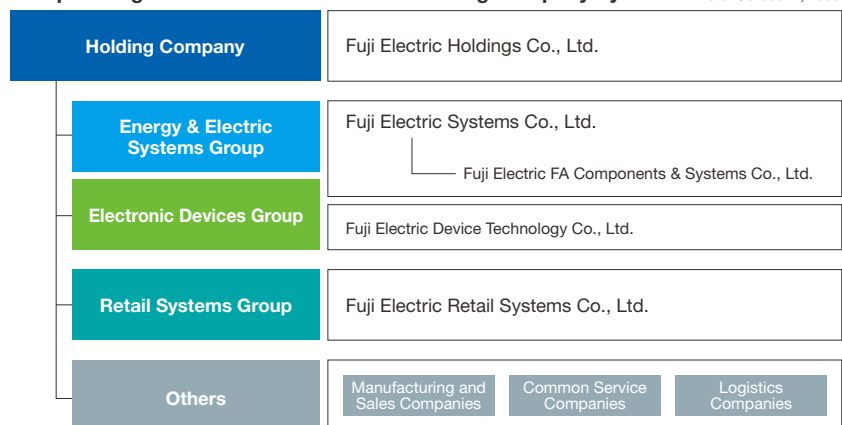


e n v i r o n m e n t
e n r i c h m e n t
e v o l u t i o n

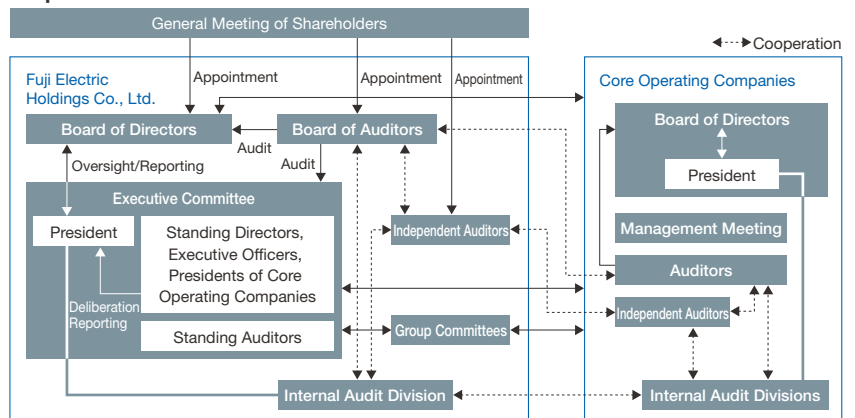
We aim to maximize corporate value by raising management transparency and enhancing the supervisory function.

Fuji Electric Holdings Co., Ltd., as a holding company bears the role and function of the strategic head office for drawing up the strategy of whole group, and three business segments, having a core operating company as their center and under respective optimal business forms leveraging respective business characteristics, promote speedy, flexible and dynamic business activities reflecting the intimate customer needs.

Group Management Structure under the Holding Company System As of October 1, 2009



Corporate Governance Framework



Energy & Electric Systems Group

Offering products and services that contribute to energy creation and the environmental protection, backed by expertise in building social and industrial infrastructure

Energy & Electric Systems Group flexibly responds to global economic environment with system solutions know-how accumulated by developing social and industrial infrastructure in Japan and overseas, and superior expertise in top-level components. We strive to grasp market needs early and meet them more quickly than ever by effectively utilizing the group's core technologies, human resources, services, and know-how. Our "engine of growth" includes Drives business based on superior power electronics technology, and Automation business that combines our world-leading sensor technology and solution technology. Furthermore, we create synergy with our semiconductor operations to realize energy conservation and create products and services that address energy and environmental concerns. We back them all with swift, responsive support and solutions.

Drives

Main Products

Drive systems/General-purpose inverters/
Servo systems/Motors/
Uninterruptible power supply systems (UPSs)/
Equipment and systems for traffic
communications



Synchronous motor systems



Inverters



Uninterruptible power supply systems (UPSs)



Main converter for N700 Series Shinkansen bullet train

Industrial plant engineering

Main Products

Industrial power supplies/
Electrical machinery equipment for facilities/
Cleanroom facilities



High-capacity rectification equipment



Electric furnaces



Extra high-voltage substation equipment



Industrial electric heating equipment
(Induction furnace)



Cleanrooms

Electric power systems

Main Products

Thermal/Geothermal/Hydraulic/
Nuclear power generation systems



Geothermal power generation systems



Power generation turbines

Energy & Electric Systems Group

Automation

Main Products

Sensors/Information systems/
Instrumentation systems/
Industrial measuring instruments/
Controllers/Radiation control systems/
Energy solutions



Photovoltaic power generation systems



Programmable logic controllers



Control system (MICREX-NX)



Power-system monitoring control system



Watt-hour meters

Electric distribution and control equipment

Main Products

Magnetic contactors/
Manual motor starters (MMSs)/
Operation indicators/
Molded-case circuit breakers (MCCBs)/
Earth-leakage circuit breakers (ELCBs)/
High-voltage vacuum circuit breakers/
Low/high voltage fuses/Gas detectors/
Energy management equipment



Molded-case circuit breakers and earth-leakage circuit breakers



Safety equipment



Magnetic contactors

Electronic Devices Group

Creating innovative electronic devices that spur advances in power electronics, IT and other fields

The Electronic Devices Group provides groundbreaking electronic devices to realize energy conservation and reduced environmental burden by contributing to advances in automobile and IT devices and industrial equipment. The group develops business on a global scale in three main fields: semiconductors, magnetic disks and photoconductive drums. Driven by a desire to constantly lead the industry in technological innovation, we are creating an exciting lineup of innovative devices. We strive to be a reliable partner to our customers — companies that must stay in touch with their markets — through the successive, rapid development of new products, and we promise to provide market-leading, world-class electronic devices and services.

Semiconductors

Main Products

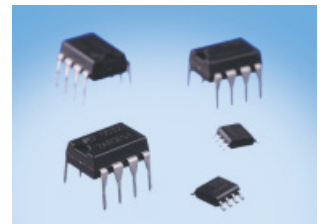
Power ICs/IGBT modules/
Power discrete devices/Hybrid devices/
Pressure sensors



Automotive IGBT-IPMs



IGBT module



Power ICs

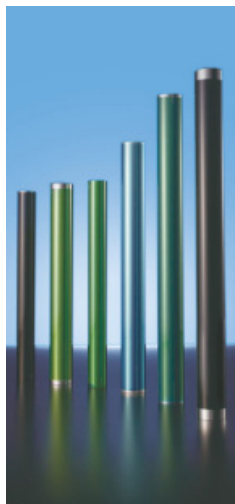


Power MOSFETs

Photoconductive drums

Main Products

Photoconductive drums for printers and copiers/Peripheral imaging devices



Photoconductive drums

Magnetic disks

Main Products

Aluminum media/Glass media/
Aluminum substrates



Magnetic disks

Retail Systems Group

Offering a range of solutions to create comfortable commercial environment tailored to a new age

Retail Systems Group is the leader in the Japanese vending machine market, and also provide cold-chain equipment and coin and currency handling systems. Backed by this extensive product range, we can also offer comprehensive solutions that create comfortable commercial environments. Our goal is to develop retail equipment that is both easy to use and environmentally friendly, from perspective of energy-saving, global protection and contribution to society. We are also making use of the latest development in technology such as devices or systems that can handle electronic money to come up with new business proposals. From retail space planning through after-sales service, Retail Systems Group works closely with customers to ensure their success.

Vending machines/ Food service equipment

Main Products

Vending machines/
Beverage dispensers/
Tea servers



Heat pump vending machines

Currency handling systems

Main Products

Coin mechanisms and bill validators/
Automatic change dispensers/
Contactless IC card systems



Automatic change dispenser



Electronic settlement terminals

Cold-chain equipment

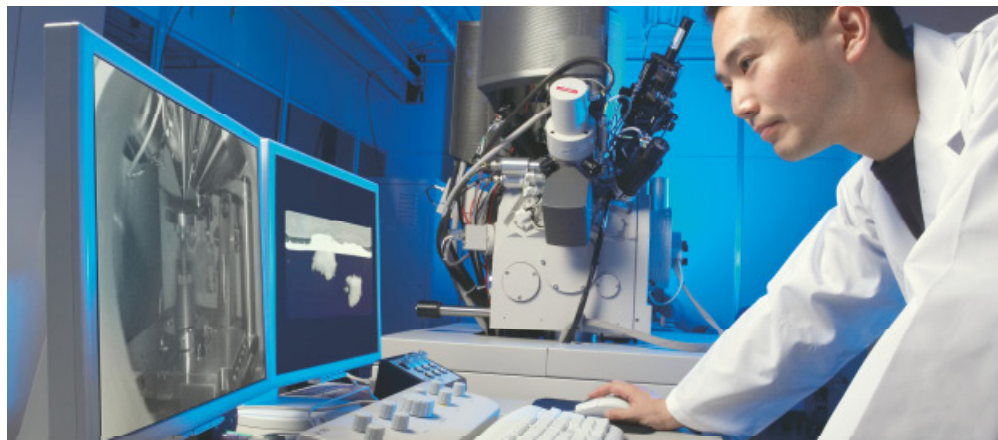
Main Products

Refrigerated and freezer showcases/
Energy-saving systems for stores/
Modularized store construction systems



Refrigerated and freezer showcases

Contributing to the realization of a low-carbon society as experts in the energy and environmental fields through a variety of research and development



From the research of core and shared basic Group technologies, to the application of that research to develop new products, R&D and innovation are positioned as our Group's driving force. To efficiently develop various product lines, we created a technology platform and make an effort to rationalize our designs. We contribute to the realization of a low carbon society by concentrating our management resources on initiatives to create new businesses and products in the energy and environmental fields.

Primary R&D Targets

Fuji Electric Holdings Co., Ltd., Advanced Technology Laboratory Researching core and basic Group technologies	Core Operating Companies Development Divisions Production technology/production platform research
<p>Energy and Environment System</p> <ul style="list-style-type: none"> Power distribution systems/power grid systems Electrochemically-based application/storage Solar cells Power semiconductors (silicon devices) Wide-band-gap power semiconductors (SiC, GaN) Thermal and energy control Environment treatment process 	<p>Power Electronics</p> <ul style="list-style-type: none"> Power supplies Drives Insulation Structures
<p>Basic Technology</p> <ul style="list-style-type: none"> Electronics technology Electromagnetic applications, electromagnetic compatibility (EMC)/electromagnetic fields (EMF) Micro electro mechanical systems application (MEMS) Physicality, material design Field system architecture 	<p>Industrial Motors</p> <ul style="list-style-type: none"> Motors Static electromagnetic instruments
<p>Manufacturing Technology</p> <ul style="list-style-type: none"> Material application/evaluation (metal, inorganic, organic) Implementation Vibration analysis Microscopic analysis Manufacturing facilities Mechatronics Cooling circuits CAE 	<p>Sensing/Instrumentation Equipment</p> <ul style="list-style-type: none"> Electromagnetic measurement Optical measurement Ultrasonic measurement Vibration measurement Gas measurement
	<p>Information/Control</p> <ul style="list-style-type: none"> Embedded software Safety Networks (cable/wireless) Optimizations Controller components
	<p>Mechatronics</p> <ul style="list-style-type: none"> Carrying mechanisms Current interrupt mechanisms Cold heat systems
	<p>Electronic Devices</p> <ul style="list-style-type: none"> Power semiconductors (silicon devices) Magnetic disks Organic photoconductive drums (OPC)

We strive to fulfill our mission and responsibilities to global society in our aim to be a corporate group that is “friendly to people and the environment.”

Annual Reporting of Our CSR Activities

The Fuji Electric Group’s Corporate Philosophy is underpinned by the idea that: “As a member of global society, the Company is obliged to foster an existence that is friendly to people and to the environment.” The application of this philosophy is the foundation of the Fuji Electric Group’s corporate social responsibility (CSR). We conduct a host of initiatives to realize a sustainable society by preserving the global environment and continue enhancing product quality and safety. Responding to the interest of our stakeholders, each year we publish the *Fuji Electric Group CSR Report*. The report is delivered to various stakeholders and is available on our website.



CSR Website



CSR Report

Our Responsibilities to Global Society

To help prevent global warming is the topmost social responsibility for the Fuji Electric Group as a company engaging in businesses related to energy supply and demand. We have formulated Fuji Electric Group Vision 2020 as a directive for efforts to ensure that we fulfill our responsibilities. Based on this vision, we are working not only to reduce the environmental impact of our operations, but also to manufacture products with low environmental impact.

Fuji Electric Group Environmental Vision 2020

The Fuji Electric Group aims to help realize prosperous and bountiful society in the fields of energy and the environment.

Stop global warming

- Reduce CO₂ emissions during production 20% (compared with fiscal 2006 levels).
- Raise the energy efficiency of products, reducing CO₂ emissions by 2.4 million tons through energy-conserving and energy-creating products.

Create a recycling-oriented society

- Increase our number of eco-products by promoting the 3Rs (reuse, reduce, recycle) in our products.
- Achieve zero emissions at operational sites by reducing waste and the use of energy and chemical substances.

Meet our corporate social responsibilities

- Strive to enhance environmental awareness through environmental citizen movements, activities to protect the natural environment and environmental education.

Third-Party Evaluations of CSR Activities

Reflecting evaluations of its CSR activities, Fuji Electric Holdings is listed in two major socially responsible investment indices, the Dow Jones Sustainability Indexes and the Morningstar Socially Responsible Investment Index.



Contributing to Local Communities

We conduct activities in response to the needs of local communities.

We take part in social action programs in Japan and overseas that meet pressing societal and community needs, such as environmental conservation activities, support of youth education and aid for impoverished regions.



Restoration project for forested areas (revitalization of terraced rice paddies in mountainous regions)



Environmental school



Supporting the construction of community healthcare and childcare centers (Indonesia)



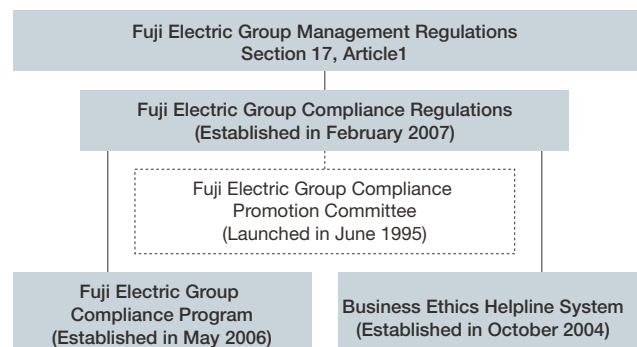
Interacting with students of Daheyuan Elementary School (Dalian)

In addition, we provide volunteer information to employees and their families, encouraging them to voluntarily participate in community programs and other social action programs in their vicinities, and support them when they do so.

Compliance

We strive to ensure thorough compliance as a prerequisite to fulfilling our corporate social responsibilities.

The Fuji Electric Group has instituted the Fuji Electric Group Charter of Corporate Behavior to promote an advanced social awareness among all executives and employees. We have formulated various regulations and are clarifying roles and responsibilities in all aspects of establishing, improving, daily compliance monitoring, regular auditing and compliance training for in-house rules relating to relevant laws and regulations. To ensure thorough compliance at our overseas subsidiaries, we have created and conduct compliance programs in Europe and the United States, China and Asia. These programs are designed in accordance with laws and regulations that are in place in each of the three regions.



Fuji Electric...a frontrunner for more than 80 years and in the years to come.

■ Corporate History ● Product History

1920's

1923

■ Established

Established as a capital and technology alliance between Japan Furukawa Electric Co., Ltd. and German Siemens AG. The result is a company with characteristics inherited from industry in both countries.



Company emblem,
FS mark



1924

- Started the operation of Kawasaki factory
- Started manufacturing electrical machinery

1925

- Started transformer production

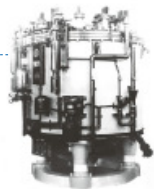
1927

- Began electric fan production

1930's

1930

■ Launched mercury-vapor rectifier production



1933

- Started expansion circuit breaker production

1935

- Established Fuji Tsushinki Manufacturing Co., Ltd. (present Fujitsu Limited) by spinning off the Telephone Department

1936

● Built its first hydraulic turbine, 4,850HP Francis Turbine



1937

- Began watt-hour meter production

1940's

1942

- Started the operation of Matsumoto factory

1943

- Started the operation of Fukiage and Toyoda factories

1944

- Started the operation of Mie factory

1950's

1954

● Started ultra-compact magnetic switch production



● Began volume production of selenium rectifiers

In response to exploding demand for televisions and radios, Fuji Electric began the volume production of selenium rectifiers, electronic components that convert alternating current (AC) to direct current (DC). Soon, Fuji Electric had an 80%-90% share of the domestic selenium rectifier market.



1955

● Started manufacturing juicers

Sales of juicers take off from around 1961 on the back of nationwide health movement (campaign).



● Full-scale foray into thermal power plant business

Signed a contract with Siemens AG for technology transfer of the steam turbine manufacturing. Subsequently delivered the first super-critical, variable pressure turbine in Japan, which was one of the largest in the country at the time. This move to import European technology marked a change of tack in a domestic power generation market dominated by US technology.

1958

- Delivered the first electronic instrumentation system to a water treatment plant in Japan

1959

- Began manufacturing silicon diodes

1960's

1961

- Started the operation of Chiba factory

1965

● Electric propulsion system fitted to Antarctic exploration vessel Fuji



1966

● Tokai nuclear power station comes on stream

Facility equipped with nuclear pressure containers and other components made by Fuji Electric



1967

- Developed earth-leakage circuit breakers

1968

- Merged with Kawasaki Denki Seizo Co., Ltd., and commenced operations at Kobe and Suzuka factories



1969

● Vending machines enter production

Used know-how as a vendor of refrigerated milk showcases to move into vending machines. Delivered 230 beverage vending machines to the 1970 Osaka World Exposition, prompting the wider take-up of domestically made vending machines.

1970's

1971

● Developed centralized monitoring and control systems for power utility companies

First computerized control system in Japan, using the FACOM-R mini-computer

- Started hybrid IC manufacture

1973

- Started the operation of Ohtawara factory
- Selenium photoconductive drums go into production

1976

● Started manufacturing general-purpose inverters

First in the industry to develop general-purpose inverters. Led the market in creating smaller, more responsive and functional components, resulting in their adoption in a range of fields due to their energy-saving characteristics.



- Developed transistor inverter FRENIC 5000G

1978

- Began research of amorphous solar cells
- Established its symbol mark



1980's

1980

- Established Fuji Electric Corporate Research and Development Ltd.

1981

- Developed and commenced manufacture of electric propulsion system for ice-breaking vessel Shirase

1982

- Developed 30kW phosphoric acid fuel cell

1984

- Changed company name to Fuji Electric Co., Ltd.

1985

- Concluded the 4th Basic Agreement with Siemens AG (shifted from comprehensive technical agreement to individual agreement)
- 1st generation mini UPS "M-UPS Series" Launched



- Released the programmable logic controller "MICREX-F Series"



- Developed 1,000kW phosphorus acid fuel cell

1987

- New IC chip for auto-focus cameras completed
- Developed IGBT module

1988

- Fuji Denki Reiki Co., Ltd. Listed on Second Section of the Tokyo Stock Exchange (listed on First Section in the following year)

1989

- Realization of EIC integrated control system

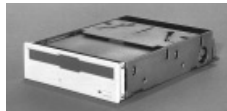
1990's

1991

- Laid down 21st Century Vision to stipulate the corporate mission and guiding principles
- Started the operation of Yamanashi factory

- Developed 2.5-inch magnetic disks

Used sputter deposition method to develop the world's first magnetic storage device capable of high recording density. In a market characterized by exceptionally rapid technological innovation, Fuji Electric continues to lead the way in developing smaller storage media with even higher recording densities. Fuji Electric continues to play an important role in the evolution of IT devices.



1992

- Fuji Logistics Co., Ltd. listed on Second Section of the Tokyo Stock Exchange
- Laid down Basic Policies of the Fuji Electric on Environment Protection
- Began development of solar photovoltaic cells with film substrates
- Completed an ozone-based water treatment system

1993

- Delivered the first generator (600MW output) of Noshiro Power Station
- Completed a ski lift gate system

1994

- Established Fuji Electric Frontier Company Limited (Preferential affiliate company) Promoting employment for disabled persons
- Successful launch of Japan's first HII rocket. The launch vehicle's power control unit is fitted with an aerospace power transistor made by Fuji Electric.

1995

- Successful field experiment of the world's first linear-motor-driven vertical transport systems



1996

- Fuji Electric Construction Co., Ltd. listed on Second Section of the Tokyo Stock Exchange
- Order won for IGBT main conversion devices used in electric railways

(World's first large-capacity flat IGBT)



1998

- Delivered 100kW phosphorus acid fuel cell

1999

- Introduced the company system
- New mini-UPS "J-Series" launched



2000's

2001

- Established Japan AE Power Systems Corporation (a joint venture with Hitachi and Meidensha)

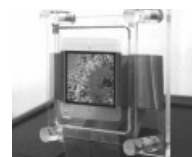
2002

- Introduced group brands **FE** e-Front runners
- After acquiring Sanyo Electric Vending Machine Co., Ltd., commenced operations at Saitama factory
- Established biogas-powered fuel cell power generation system

Delivered Japan's first fuel cell cogeneration system (incorporating two 100kW fuel cells) powered by digested sewage sludge gas. Achieving clean and stable operations, this system proved the viability of biogas-powered fuel cell power generation technology.

- Developed full-color Organic Electroluminescence Displays (OLEDs), with full-color, color conversion method

Seen as a promising next-generation display device, these OLEDs are thin, have a wide viewing angle and generate high-definition images, making them perfect for high-speed video images. Fuji Electric's full-color conversion technology realizes improved luminescence and a longer usable life.



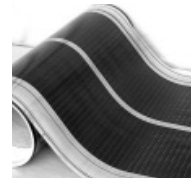
2003

- Introduced the pure holding company system
- Fuji Electric Group's comprehensive technology exhibition held

2006

- Started construction of solar cell factory in Kumamoto prefecture
- Commenced mass production of film substrate amorphous solar cells

Began mass producing flexible amorphous solar cells based on plastic film substrate.



2007

- Started mass production of perpendicular magnetic recording media

Full-scale mass production of world's largest capacity 2.5-inch glass substrate media (160GB/disk), 3.5-inch aluminium substrate media (334GB/disk).



2008

- Established METAWATER Co., Ltd. (a joint venture with NGK Insulators, Ltd.)

Consolidated Subsidiaries (Japan)

Fuji Electric Systems Co., Ltd.

Various devices, systems and the development, manufacture, sales and service of semiconductors and organic photoconductive drums for industrial, public, energy, transportation and other social infrastructure uses.

Gate City Ohsaki East Tower, 11-2, Osaki 1-chome, Shinagawa-ku,
Tokyo 141-0032, Japan
Tel. +81-3-5435-7114

Fuji Electric FA Components & Systems Co., Ltd.

Development, manufacture and marketing of electrical distribution & control equipment

Mitsui Sumitomo Bank Ningyo-cho Bldg., 5-7, Nihonbashi Odemma-cho, Chuo-ku,
Tokyo 103-0011, Japan
Tel. +81-3-5847-8000

Fuji Electric Device Technology Co., Ltd.

Development, manufacture and marketing of magnetic disks

Gate City Ohsaki East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo
141-0032, Japan (Registered Address)
221-1, Iino Minamiarupusu-shi, Yamanashi 400-0222, Japan (Head Office)
Tel. +81-55-285-6111

Fuji Electric Retail Systems Co., Ltd.

Development, manufacture, marketing, and service of vending machines, cold-chain equipment, and distribution information systems

15-12 Sotokanda 6-chome, Chiyoda-ku, Tokyo 101-8625, Japan
Tel. +81-3-3832-1251

Fuji Furukawa Engineering & Construction Co., Ltd.

Plant construction, air conditioning and electricity, construction and auxiliary construction, planning and performance of telecommunication construction

Solid Square West Tower, 580 Horikawa-cho, Saiwai-ku, Kawasaki-shi,
Kanagawa 212-0013, Japan
Tel. +81-44-548-4500

Fuji Electric Technica Co., Ltd.

Marketing, repair services, maintenance services of power distributors, control equipment, drive systems and motors products

Mitsui Sumitomo Bank Ningyo-cho Bldg., 5-7, Nihonbashi Odemma-cho, Chuo-ku,
Tokyo 103-0011, Japan
Tel. +81-3-5847-8081

Fuji Electric Finance and Accounting Support Co., Ltd.

Handling of accounts receivable and accounts payable functions for finance departments of Fuji Electric Group companies; loan provision and other financial services for Fuji Electric Group companies

Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku,
Tokyo 141-0032, Japan
Tel. +81-3-5435-7330

Hoei Denki Co., Ltd.

Marketing, installation and repair of electrical machinery, control systems and electronic components

6-60, Niitaka 2-chome, Yodogawa-ku, Osaka-shi, Osaka 532-0033, Japan
Tel. +81-6-6394-1111

Hokkaido Fuji Electric Co., Ltd.

Marketing, installation and repair of electrical machinery, control systems and electronic components

1-118, Odori Higashi 7-chome, Chuo-ku, Sapporo-shi, Hokkaido 060-0041, Japan
Tel. +81-11-221-5511

Fuji Life Corp.

Handling of insurance, real estate, travel planning, currency exchange, commodity sales, nursing care, hotel operations and employee benefits

Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku,
Tokyo 141-0032, Japan
Tel. +81-3-5435-7311

Asahi Keiki Co., Ltd.

Manufacture and marketing of thermostats, and OEM production, etc.

Dai-ni Takatori Bldg., 3F, 3-31 Shibaura 2-chome, Minato-ku, Tokyo 108-0023,
Japan
Tel. +81-3-5843-0442

Chichibu Fuji Co., Ltd.

Manufacture and marketing of control equipment

755-1, Ogano, Ogano-machi, Chichibu-gun, Saitama 368-0193, Japan
Tel. +81-494-75-1111

Ibaraki Fuji Co., Ltd.

Manufacture and marketing of power distributors and control equipment

471, Shimokido, Shimotsuma-shi, Ibaraki 304-0028, Japan
Tel. +81-296-43-3131

Fuji Electric Matsumoto Mechanics Co., Ltd.

Design, manufacture and marketing of automatic equipment, labor-saving equipment, production lines, casts and jigs, and semiconductor application devices

18-1, Tsukama 4-chome, Matsumoto-shi, Nagano 390-0821, Japan
Tel. +81-263-25-4245

Azumi Fuji Co., Ltd.

Manufacture, marketing and after-sales services of electric machinery and equipment

2191, Karasugawa, Horikane, Azumino-shi, Nagano 399-8211, Japan
Tel. +81-263-72-3262

Hoei Plastics Co., Ltd.

Processing of plastics and sheet molding

1-27, Fuji-cho, Yokkaichi-shi, Mie 510-0013, Japan
Tel. +81-59-330-1572

Fuji Electric Instrumentation Co., Ltd.

Manufacture and marketing of industrial instrumentation equipment, electric meters, and medical apparatuses and equipment

715, Nogami, Nasu Karasuyama-shi, Tochigi 321-0634, Japan
Tel. +81-287-84-1111



Fuji IT Co., Ltd.

Total solutions for information systems, data control and electronic information equipment
TIS Bldg., 4-3, Akebono-cho 2-chome, Tachikawa-shi, Tokyo 190-0012, Japan
Tel. +81-42-540-5170

Shinshu Fuji Electric Co., Ltd.

Manufacture, development, design and repair of currency handling equipment
2535, Mitakedo, Ueda-shi, Nagano 386-0412, Japan
Tel. +81-268-42-7111

Hokuriku Fuji Co., Ltd.

Manufacture of semiconductor devices
500, Ejiri, Namerikawa-shi, Toyama 936-0075, Japan
Tel. +81-76-475-4656

Iiyama Fuji Co., Ltd.

Manufacture of semiconductor devices
965-1, Nosakada, Iiyama-shi, Nagano 389-2233, Japan
Tel. +81-269-62-4443

Omachi Fuji Co., Ltd.

Manufacture of semiconductor devices
6909, Tokiwa, Omachi-shi, Nagano 398-0004, Japan
Tel. +81-261-23-3111

Tottori Electric Manufacturing Co., Ltd.

Manufacture of cleanroom equipment and control devices for vehicles
15, Nanei-cho, Tottori-shi, Tottori 689-1121, Japan
Tel. +81-857-53-3111

Fuji Electric Information Service Co., Ltd.

Provision of a wide range of information-related solutions as the development and operation of information systems, production of catalogs and other content, copying and printing
1, Fuji-machi, Hino-shi, Tokyo 191-8502, Japan
Tel. +81-42-587-5555

Fuji Electric Chiba Tech. Co., Ltd.

Maintenance, inspection and repair of substation equipment;
manufacture and marketing of electrical machinery and equipment, and others
7, Yahata Kaigandori, Ichihara-shi, Chiba 290-8511, Japan
Tel. +81-436-42-8165

Fuji Electric F-Tech Co., Ltd.

Facility manufacture; design, manufacture and repair of electric components
5-45, Minami 1-chome, Kohnosu-shi, Saitama 369-0192, Japan
Tel. +81-48-548-5571

Hakko Electronics Co., Ltd.

Development, manufacture and marketing of operator interface panels
238, Kamikashiwano-machi, Hakusan-shi, Ishikawa 924-0035, Japan
Tel. +81-76-274-6911

Fuji Electric IT Solutions Co., Ltd.

Marketing of computers and communication equipment, development of information processing systems and provision of related total solutions
Hacchobori Tokyu Bldg., 20-8, Hacchobori 2-chome, Chuo-ku, Tokyo 104-8523, Japan
Tel. +81-3-3206-7311

Fuji Brain Trust Co., Ltd.

Staffing and placement business, fee-charging recruitment business, outsourcing business for personnel, administrative, financing and accounting operations, payroll calculation surrogate business, education/training business
TOC Ohsaki Bldg., 6-1, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Tel. +81-3-5435-7321

Mie Fuji Co., Ltd.

Manufacture of vending machines
1-27, Fuji-cho, Yokkaichi-shi, Mie 510-0013, Japan
Tel. +81-59-330-1616

Fuji Technosurvey Co., Ltd.

Support, and technical research and consulting for intellectual property rights of Fuji Electric group companies
1, Fuji-machi, Hino-shi, Tokyo 191-8502, Japan
Tel. +81-42-585-6150

Fuji Electronics Creation Support Service Co., Ltd.

Development, design, manufacture and marketing of printed circuit boards and printed circuit board units, and their related operations
5-45, Minami 1-chome, Kounosu-shi, Saitama 369-0192, Japan
Tel. +81-48-547-1189

Fuji Electric Thermo Systems Co., Ltd.

Manufacture, marketing and after-sales services related to induction furnaces, induction heating equipment and environment-related equipment
5520, Minami Tamagaki-cho, Suzuka-shi, Mie 513-8633, Japan
Tel. +81-59-383-8833

Fuji Electric FA Service Co., Ltd.

After-sales service and maintenance/inspection, repair, remodeling and marketing of various kinds of drives such as inverters and motors
5520 Minami Tamagaki-cho, Suzuka-shi, Mie 513-8633, Japan
Tel. +81-59-383-1859

Consolidated Subsidiaries (Overseas)

Fuji Electric Europe GmbH

Marketing, installation and repair of electrical machinery, control systems and electronic components
Goethering 58, D-63067 Offenbach am Main, GERMANY
Tel. +49-69-6690290

Fuji Electric FA (Asia) Co., Ltd.

Marketing of power distributors and control equipment
Room 2015, 20/F., The Metropolis Tower, 10 Metropolis Drive, Hung Hom, Kowloon, HONG KONG
Tel. +852-2311-8282

Fuji Electric FA Taiwan Co., Ltd.

Marketing of power distributors, control equipment drive systems and motors
10F, No.15, Sec. 1, Chongcing S. Rd., Taipei 10046, TAIWAN
Tel. +886-2-2370-2390

Fuji Electric Dalian Co., Ltd.

Manufacture of low-voltage circuit breakers
No.3 The Third Street of Northeast Dalian Economic & Technical Development Zone, Dalian 116600, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-411-8762-2000

Fuji Electric Taiwan Co., Ltd.

Marketing of semiconductor devices
9F-1, No. 111, Sung Chiang Rd., Taipei, Taiwan
Tel. +886-2-2515-1850

Fuji Electric Corp. of America

Marketing, installation and repair of electrical machinery, control systems and electronic components
47520 Westinghouse Drive Fremont, CA 94539, U.S.A.
Tel. +1-510-440-1060

Fuji Electric Asia Pacific Private Ltd.

Marketing, installation and repair of electrical machinery, control systems and electronic components
171, Chin Swee Rd., #12-01, San Centre, SINGAPORE 169877
Tel. +65-6533-0010

Fuji Electric Philippines, Inc.

Manufacture of semiconductor devices
107 Enterprize Drive, Special Export Processing Zone II, Carmelray, Industrial Park, Canlubang, Calamba, Laguna, PHILIPPINES
Tel. +63-2-844-6183

Fuji Electric (Malaysia) Sdn. Bhd.

Manufacture of magnetic disks
Lot No. 5, Industrial Zone Phase I, Kulim Hi-Tech Industrial Park, 09000 Kulim, Kedan Darul Aman, MALAYSIA
Tel. +60-4-403-1111

Fuji Electric (Shanghai) Co., Ltd.

Marketing of locally manufactured or imported products in China, and export of locally manufactured products
A, 26F, JUNYAO INTERNATIONAL PLAZA, 789 Zhaojiabang Road, Shanghai 200032, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-21-5496-1177

Fuji Electric (Shenzhen) Co., Ltd.

Manufacture and marketing of photoconductive drums
High-technology Industrial Zone, Feng Tang Rd., Fu Yong, Bao An, Shenzhen, GuangDong 518103, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-755-2734-2910

Wuxi Fuji Electric FA Co., Ltd.

Manufacture and marketing of inverters and industrial instrumentation equipment in China
Lot No.28 Xi Mei Road, New District Wuxi, Jiangsu 214028, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-510-8815-2088

Fuji Electric Device Technology Hong Kong Co., Limited

Marketing of semiconductor devices and photoconductive drums
Unit 227-230, 2nd Floor, No.1 Science Park West Avenue, Hong Kong Science Park, Shatin, N.T., HONG KONG
Tel. +852-2664-8699

Shanghai Fuji Electric Switchgear Co., Ltd.

Manufacture and marketing of switching equipment, monitoring and control appliances and related facilities
1559 Hangnan Rd., Nanqiao, Fengxian, Shanghai 210400, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-21-5718-1495

Fuji Electric Motor (Dalian) Co., Ltd.

Manufacture of industrial motors
No. 3-2 Northeast 3rd, Dalian Economic & Technical Development Zone, Dalian 116600, THE PEOPLE'S REPUBLIC OF CHINA
Tel. +86-411-8763-6555

Atai Fuji Electric Co., Ltd.

Manufacture and marketing of motors for various applications
No.32, Sec.2, Chang-Hsing Rd., Lu-Chu, Hsiang, TaoYuan, Hsien, TAIWAN
Tel. +886-3-321-3030

Fuji Electric Semiconductor (Malaysia) Sdn. Bhd.

Manufacture of semiconductor devices
Lot No.4, Industrial Zone Phase I, Kulim Hi-Tech Industrial Park, 09000 Kulim, Kedan Darul Aman, MALAYSIA
Tel. +60-4-494-5800

Hoei Hong Kong Co., Ltd.

Marketing, installation and repair of electrical machinery, control systems and electronic components
Unit 310-311, Mirror Tower, 61 Mody Rd., Tsim Sha Tsui East, Kowloon, HONG KONG
Tel. +852-2369-8186

Equity-method Affiliates

Fuji Logistics Co., Ltd.

General physical distribution operations including shipping, packing, storage, other logistics processing, and collection and transport of industrial waste
Urbane-net Mita Bldg., 10-1, Mita 3-chome, Minato-ku, Tokyo 108-0073, Japan
Tel. +81-3-3454-8411

Japan AE Power Systems Corporation

Research, development, design, manufacture, engineering, marketing, installation and maintenance services related to transformer and power distribution equipment
Landec Shimbashi Bldg., 8-3, Nishishimbashi 3-chome, Minato-ku, Tokyo 105-0003, Japan
Tel. +81-3-5405-3400

METAWATER Co., Ltd.

Manufacture and marketing of various equipment and electric equipment for facilities in the water environment field, including water supply, sewage, recycled water and seawater desalination applications, and design, construction and outsourcing of various plants
Shiroyama Trust Tower, 3-1 Toranomon 4-chome, Minato-ku, Tokyo 105-6029, Japan
Tel. +81-3-6403-7500



Philosophy

Corporate Mission

We, Fuji Electric Group, pledge as responsible corporate citizens in a global society to strengthen our trust with communities, customers and partners.

Our mission is to:

Contribute to prosperity, Encourage creativity, and Seek harmony with the environment.

Management Policy

To fulfill our mission, we are committed to:

Customer Satisfaction and Expectation: With innovative technologies and a dedication to customer service, we strive to satisfy the needs of our customers and anticipate their future requirement.

Growth and Profitability: We are committed to grow as a firm, sustaining responsible operations and profits. In so doing, we can share these benefits with our stockholders, our corporate members and the societies in which we live.

Individuality: People are the source of our strength. We respect individuality, and challenge one another to realize our full potential.

Guiding Principles

To be enthusiastic, ambitious and sensitive.

Corporate Data (As of March 31, 2009)

Registered Name	Fuji Electric Holdings Co., Ltd.
Established	August 29, 1923
Registered Address	1-1, Tanabe Shinden, Kawasaki-ku, Kawasaki-shi, Kanagawa 210-9530, Japan
Head Office	Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Paid-in Capital	¥ 47,586,067,310
Number of Employees (consolidated)	22,799

Management (As of July 1, 2009)

President and Representative Director	Haruo Ito	Director	Eisuke Masada	Standing Auditor	Katsumi Yoshida
Director		Director	Tadashi Kudo	Standing Auditor	Keiichi Hirata
Executive Vice President and Representative Director	Katsushi Nakayama	Director	Hiroaki Kurokawa	Auditor	Takeshi Nagahama
		Director	Mitsunori Shirakura	Auditor	Yuzuru Fujita
Executive Vice President and Representative Director	Michihiro Kitazawa	Director	Hiroshi Nishigaki	Auditor	Takahiko Ito
		Director	Takamichi Hamada		
		Director	Toshio Shigekane		

Financial Data

	FY2006	FY2007	FY2008
Net sales (Unit: ¥ billion)	908.0	922.1	766.6
Operating income (Unit: ¥ billion)	46.2	35.8	-18.8
Ratio to net sales	5.1%	3.9%	-2.5%
Net income (Unit: ¥ billion)	23.1	16.7	-73.3
Overseas net sales (Unit: ¥ billion)	194.2	190.7	181.0
Composition of Net Sales by Region			
Asia (except China)	58.9%	54.7%	55.9%
China	20.7%	24.2%	21.9%
North America	8.1%	8.3%	5.6%
Europe	8.6%	9.3%	7.8%
Other	3.7%	3.5%	8.8%



ECOLOGY
Fuji Electric Group

This mark symbolizes
the commitment of
the Fuji Electric Group to
environmental protection.

FE Fuji Electric Holdings Co., Ltd.

Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome,
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