

Fiscal Year Ended March 2019

Financial Result Briefing

FUJI CORPORATION



Contents

- Company Overview
- Financial Summary
- Financial Forecast for FY2020
- Strategy, Other

Company Overview

About FUJI (March 2019)

Established: April 7, 1959

Capital: 5.878 billion yen

Employees: 2,449

Sales: 129 billion yen

Operating profit: 23.1billion yen

Ordinary profit: 23.4billion yen

Main products: Electronic component mounter robots,
machine tools

International locations: United States, Germany,
China, Brazil, etc

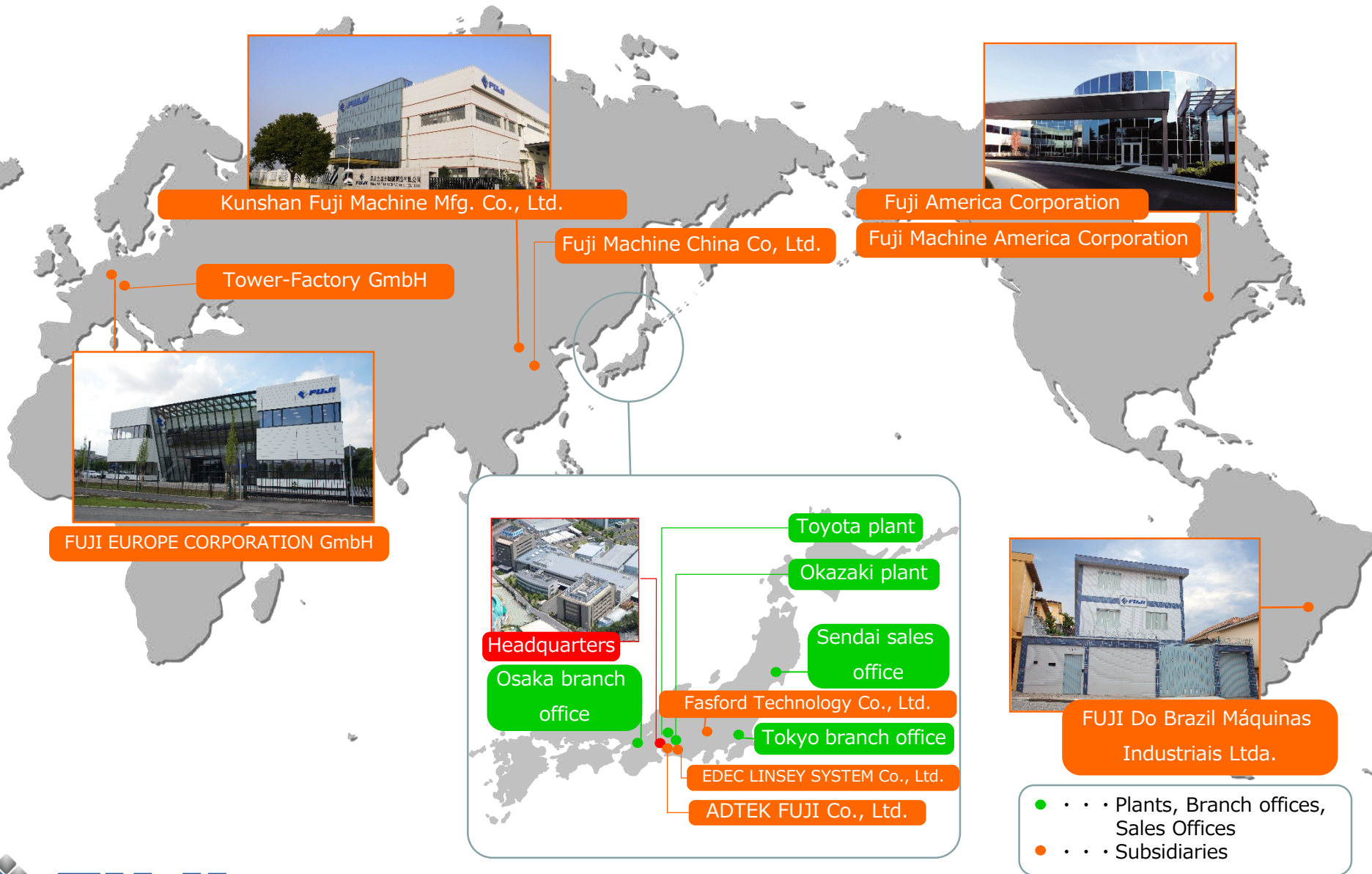


Headquarters (Chiryu city, Aichi prefecture)

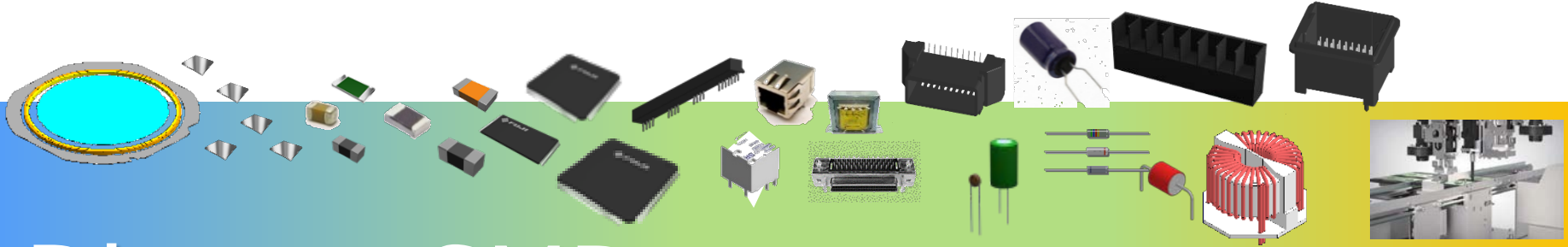
History

1959	Fuji Machine Manufacturing Co., Ltd. was established in the Nakagawa ward of Nagoya city
1970	Founded Fuji America Corporation in United States. (Currently a consolidated subsidiary)
1971	Developed NC automatic lathes
1978	Developed the automatic electric part insertion machine – BA
2003	Developed the Fuji Scalable Placement Platform – NXT
2010	Developed the Ultra High Density Atmospheric Pressure Plasma Unit - Tough Plasma
2013	Stock listed on the First Section of the Tokyo Stock Exchange
	Developed the modular production equipment - DLFn ("Dolphin") lathe module
2014	Opened a new factory in Kunshan, China
2016	Developed the Public Stocker System – Quist
	Developed the Mobility Support Robot - Hug
2017	Developed the Compact Multijoint Robot – SmartWing
2018	Changed the company name from Fuji Machine Manufacturing Co., Ltd. to FUJI CORPORATION
	Made Fasford Technology Co., Ltd. formalized as a consolidated subsidiary

Worldwide Operations



Robotic Solutions Division



Die

SMD

Insertion parts

Assembly



NXT-III

NXT-III
Fuji Scalable Placement Platform

AIMEX-III
AIMEX-III

sFAB-α

sFAB-D

SmartWing

The key system
for your smart factory

Nexim



Printer related



GPX-C

Plasma related



Tough Plasma

Logistics,
e-commerce related



Quist

Care related



Hug
Mobility Support Robot



Ultra High Density
Atmospheric Pressure
Plasma Unit

Tough Plasma FPF20-GM



◆ World-class surface modification



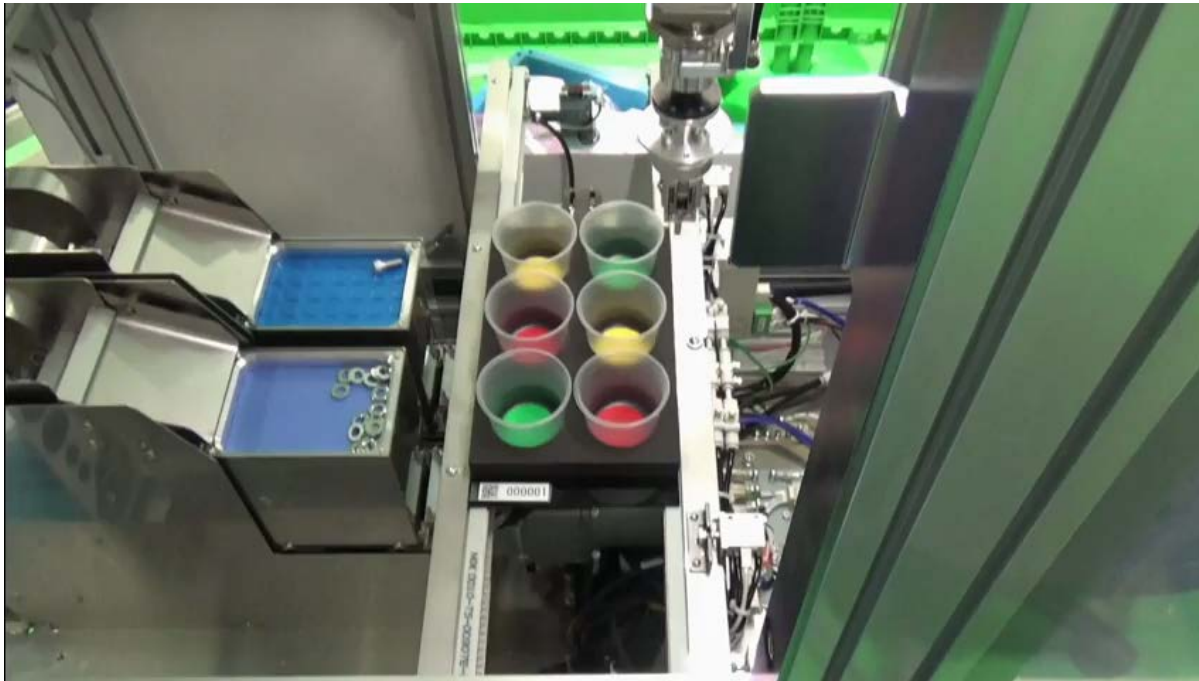
Processing before connecting different materials
such as those for automotive, aerospace, and
medical fields

Certified overseas standards: CE marking
(Europe)

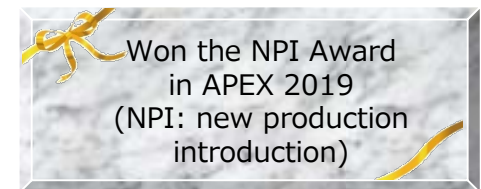
UL certification (North America)

Compact Multijoint Robot SmartWing

- A vision system is equipped as standard.
- By incorporating coordinate correction technology and vision data into the operation of the robot itself, teaching work is not required. This reduces the set up time that would be expected when using conventional robots by approximately 40% (comparison based on FUJI data).
- The robot is also easy to operate using pre-registered building blocks that make up the "what" and "where" sections of the program that designates how the robot will operate.



This ease of use and newness was well received even internationally



Mobility Support Robot **HUG**

Mobility Support Robot

Caregiving robot that is easy to use by anyone at anytime

- ① Small size and lightweight to match home environments
- ② Offer in a price range affordable by home users
- ③ Simple operation with just two buttons

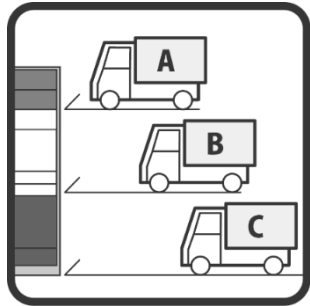
- ◆ Rentals in line with the Japanese Long-term Care Insurance System began under a contract with a major rental equipment provider.
- ◆ Exhibited in Barrier Free 2019 exhibition held in Osaka from April 18th to 20th, 2019

The robot reduces physical stress

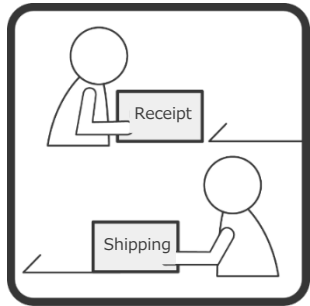


The robot safely assists care receivers of up to 100 kg to stand with just one button.

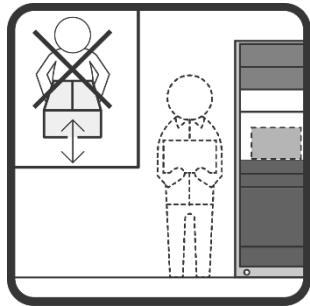
Public Stocker System **Qui**st



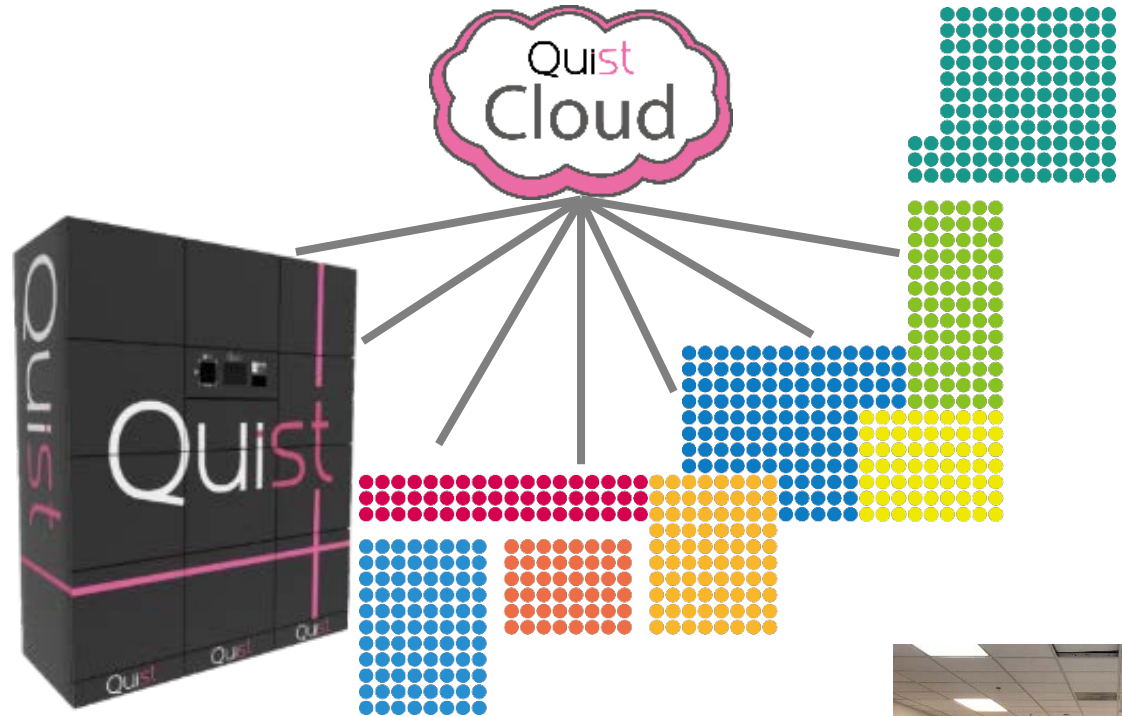
Multi-carrier



Multi-use



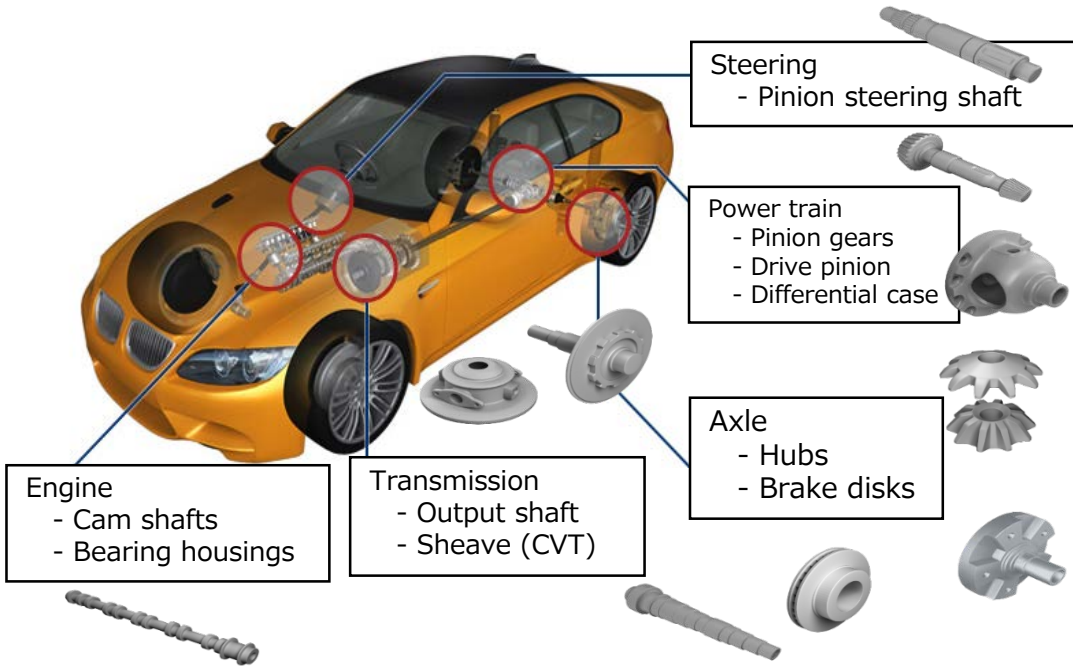
No operators



- Can be linked to systems from two major logistic carriers
- Industry top level dust and water protection (IP54)
- Planned field tests for the next-term with a startup specialized in automated driving in Silicon Valley in the U.S.



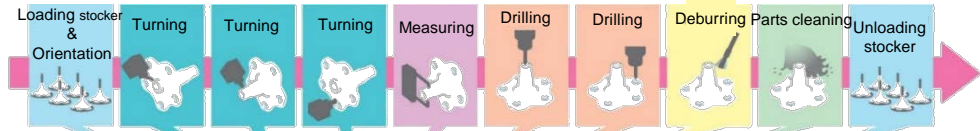
Machine Tools Division



Front Facing Twin Spindle Lathe
CS SERIES



Modular Production Equipment



Horizontal CNC Lathe TN series

TN SERIES



Financial Summary

Note: Fasford Technology Co., Ltd., which became a subsidiary of the company upon the acquisition of its stock in August 2018, is included in the consolidated results in the third quarter of the fiscal year ending May 31st and beyond.

Financial Points

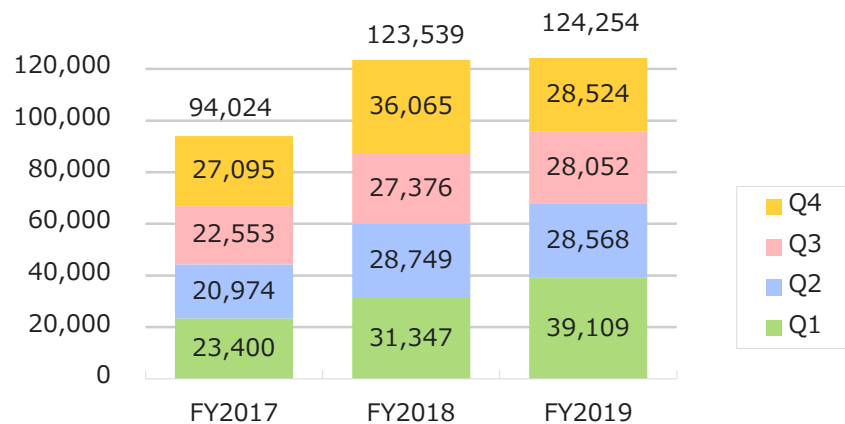
- For the international economy, there was concern including the trade friction between United States and China, but capital investment demand remained stable, and our sales and operating profit reached record highs.
- Robotic Solutions Division
Although a cautious stance was seen for customers in terms of capital investment in the markets, mainly in China, as a reflection of worries over economy uncertainty, our figures show steady growth in capital investment in communication related devices, the market in which we perform strongest, as well as computers and server related devices.
- Machine Tools Division
There was stable demand with a focus on automotive related items and sales grew significantly especially in the Chinese and Southeast Asian markets.

FY2019 Results

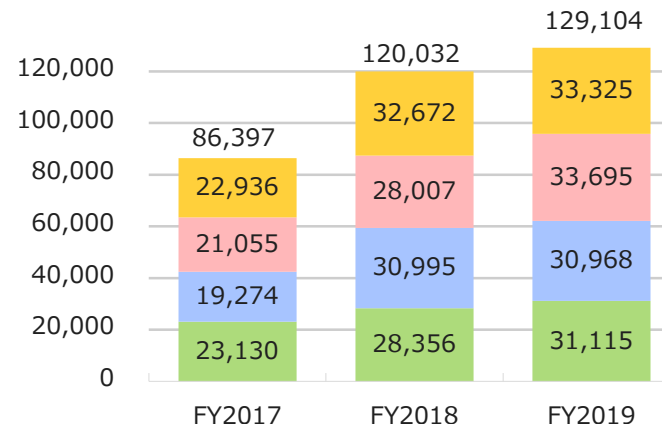
(Million yen)

	FY2018 Results	FY2019 Results	Compared to the same period last year	
			Amount	Ratio
Orders	123,539	124,254	+714	+0.6%
Sales	120,032	129,104	+9,072	+7.6%
Operating profit	22,827	23,106	+279	+1.2%
Ordinary profit	23,538	23,454	▲83	▲0.4%
Net profit for the period	17,523	16,855	▲668	▲3.8%

Orders

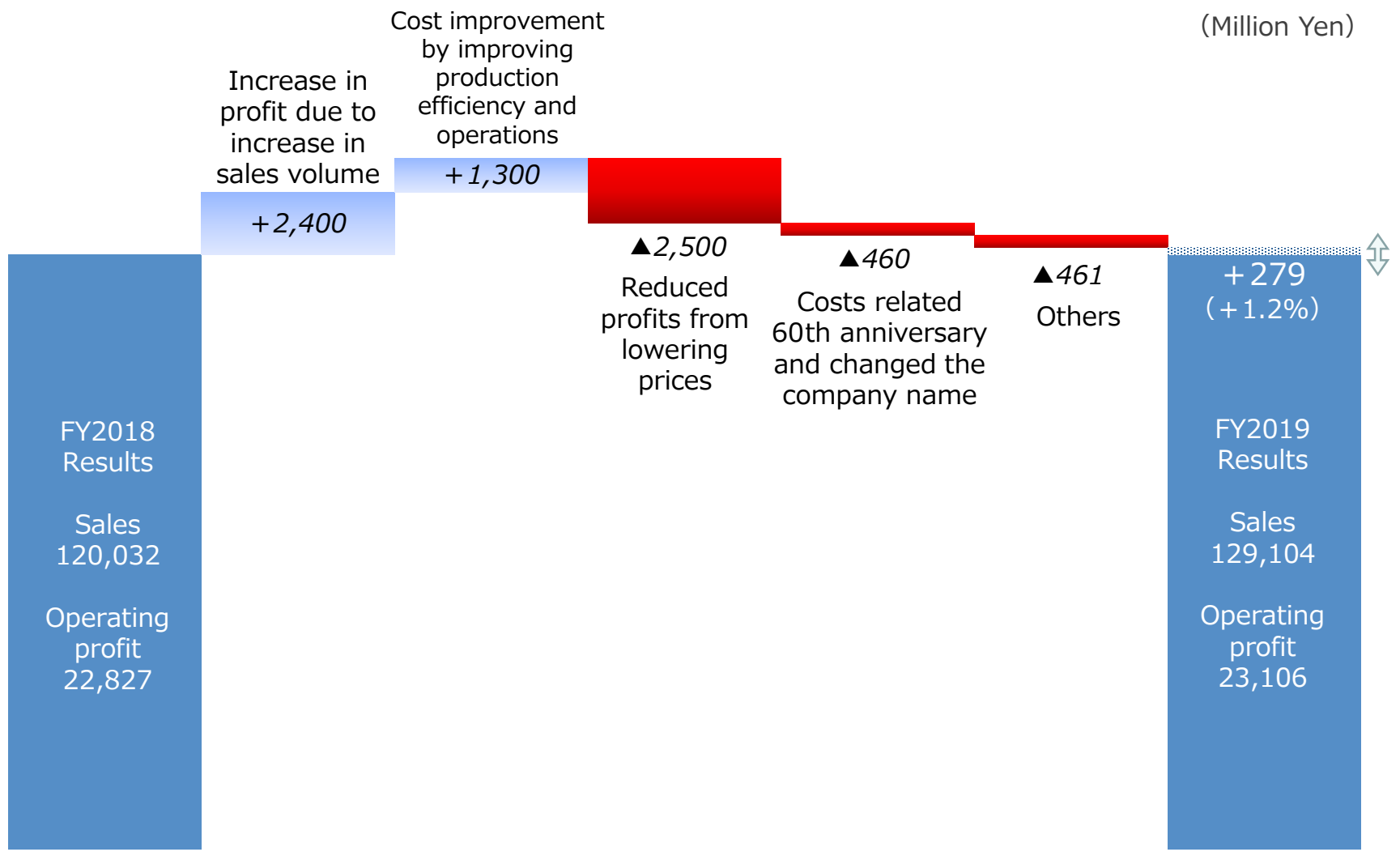


Sales



Operating Income Increase/Decrease Analysis

(Million Yen)



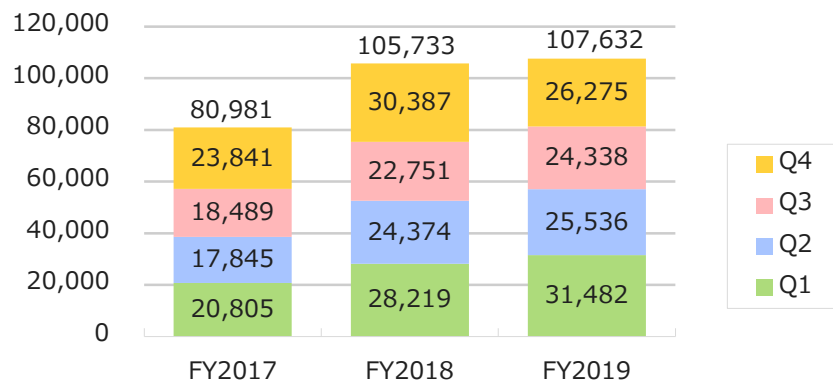
Robotic Solutions Division Results

(Million yen)

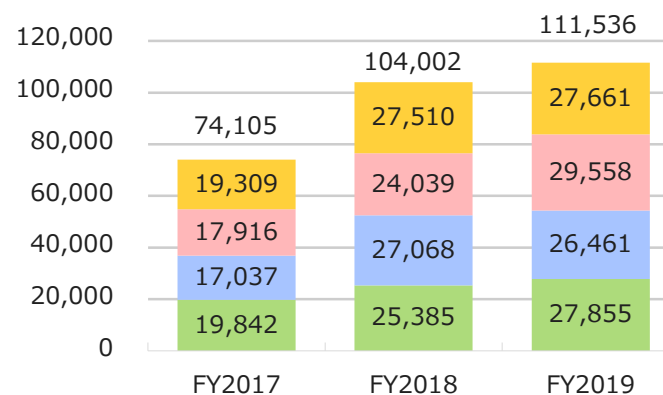
	FY2018 Results	FY2019 Results	Compared to the same period last year	
			Amount	Ratio
Orders	105,733	107,632	+1,899	+1.8%
Sales	104,002	111,536	+7,533	+7.2%
Operating profit	25,184	25,017	▲167	▲0.7%
Order backlog	21,586	17,682	▲3,903	▲18.1%

Note: Fasford Technology Co., Ltd., which became a subsidiary of the company upon the acquisition of its stock in August 2018, is included in the consolidated results in the third quarter of the fiscal year ending May 31st and beyond.

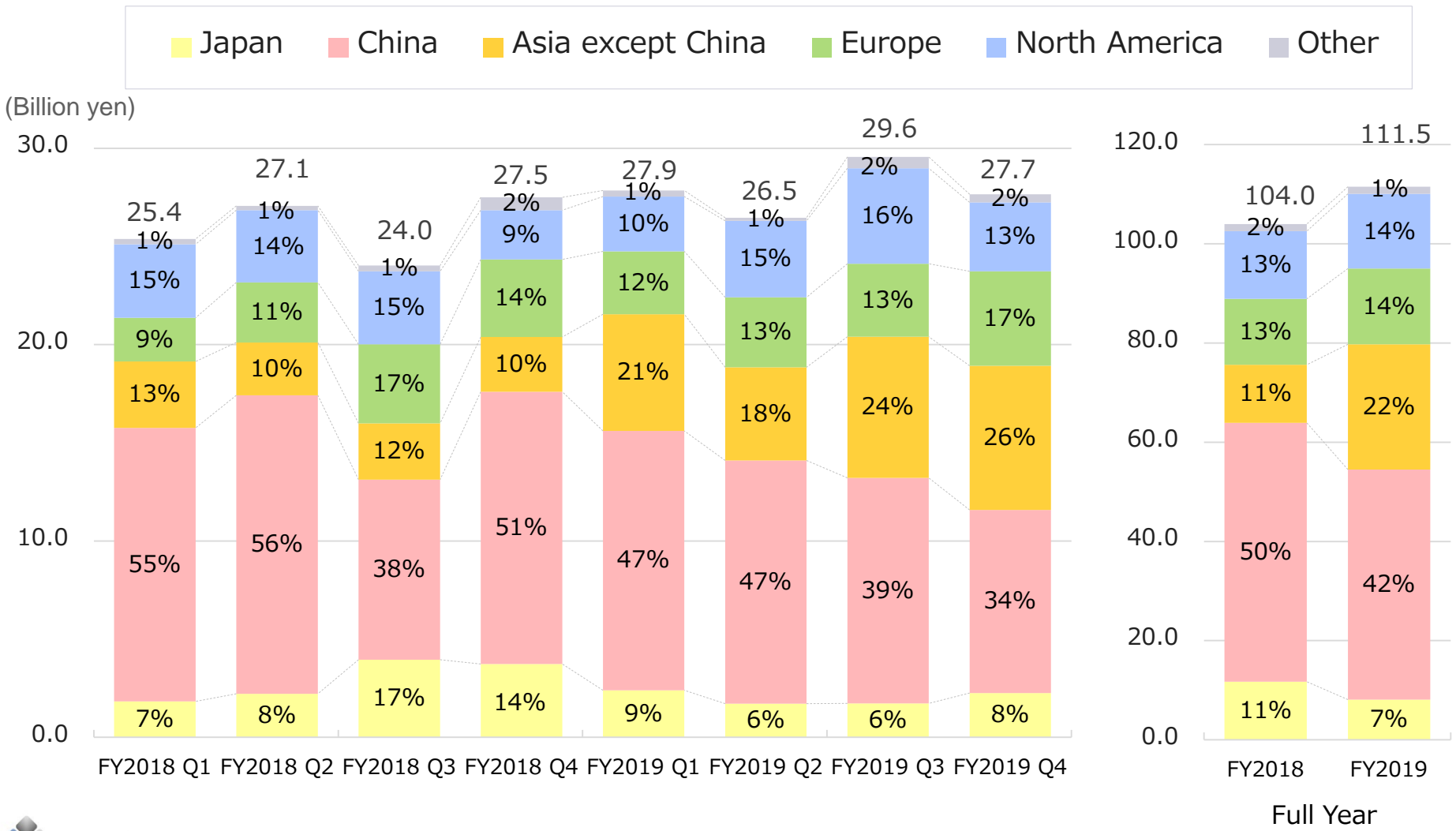
Orders



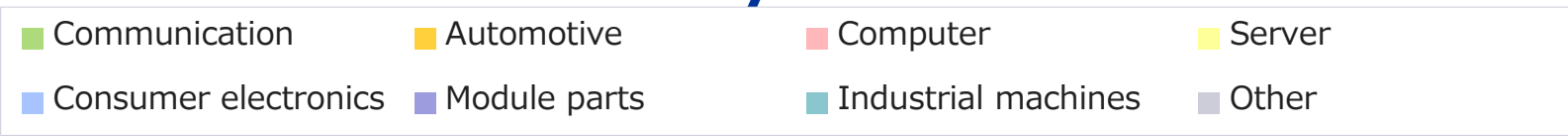
Sales



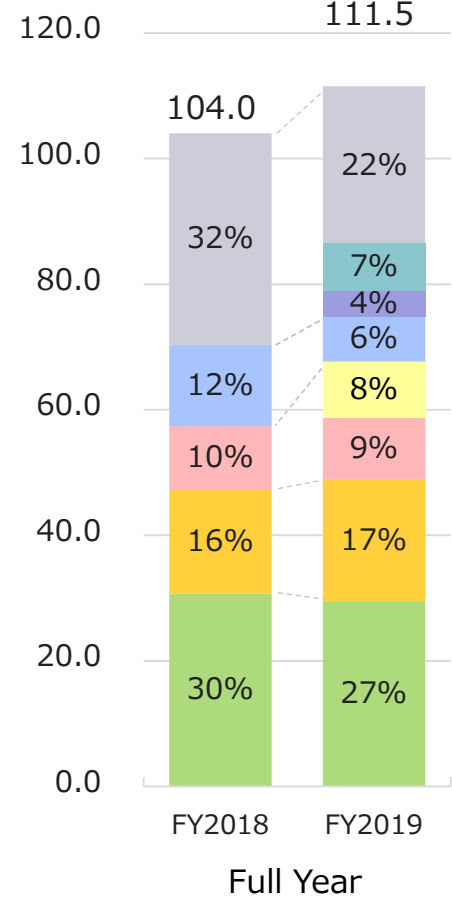
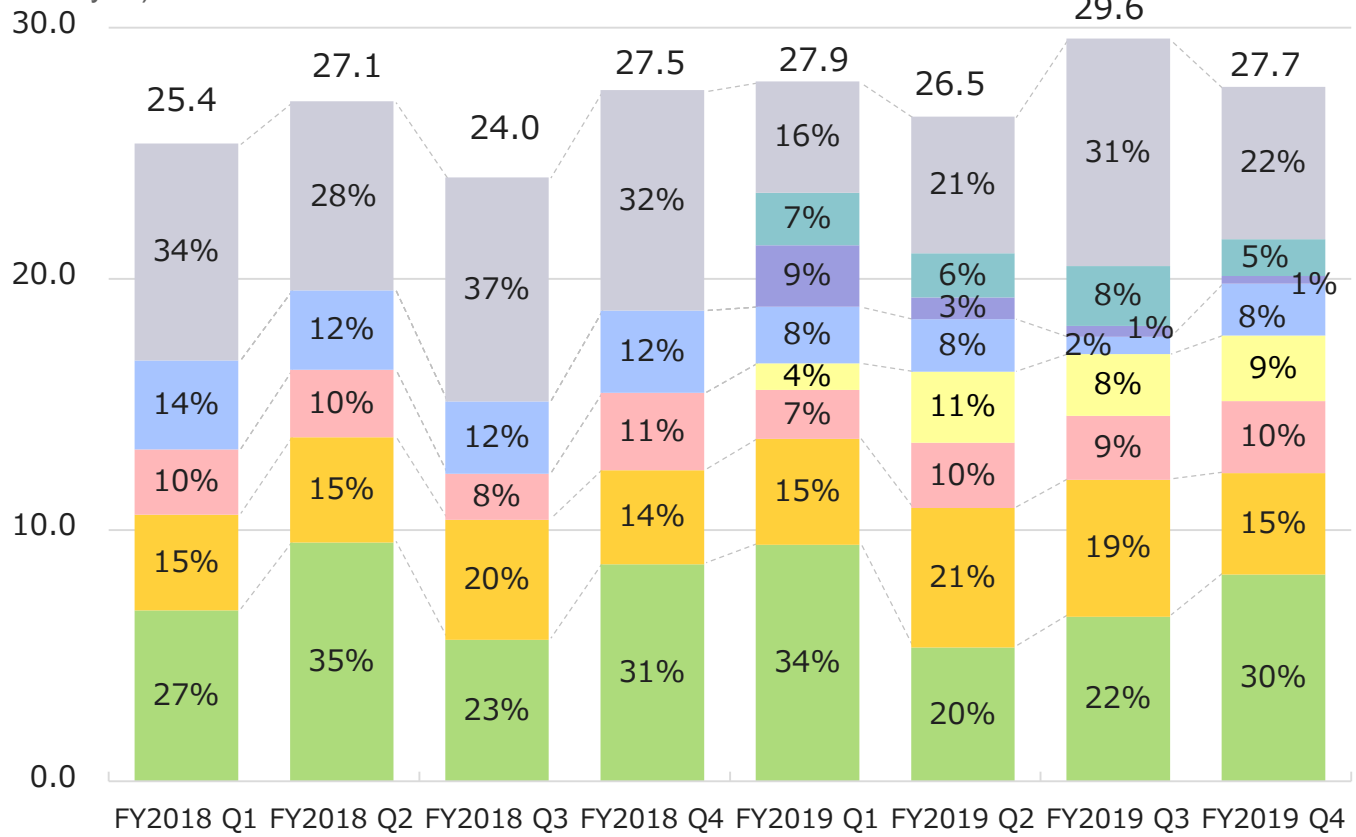
Robotic Solutions Division Sales Trends by Region



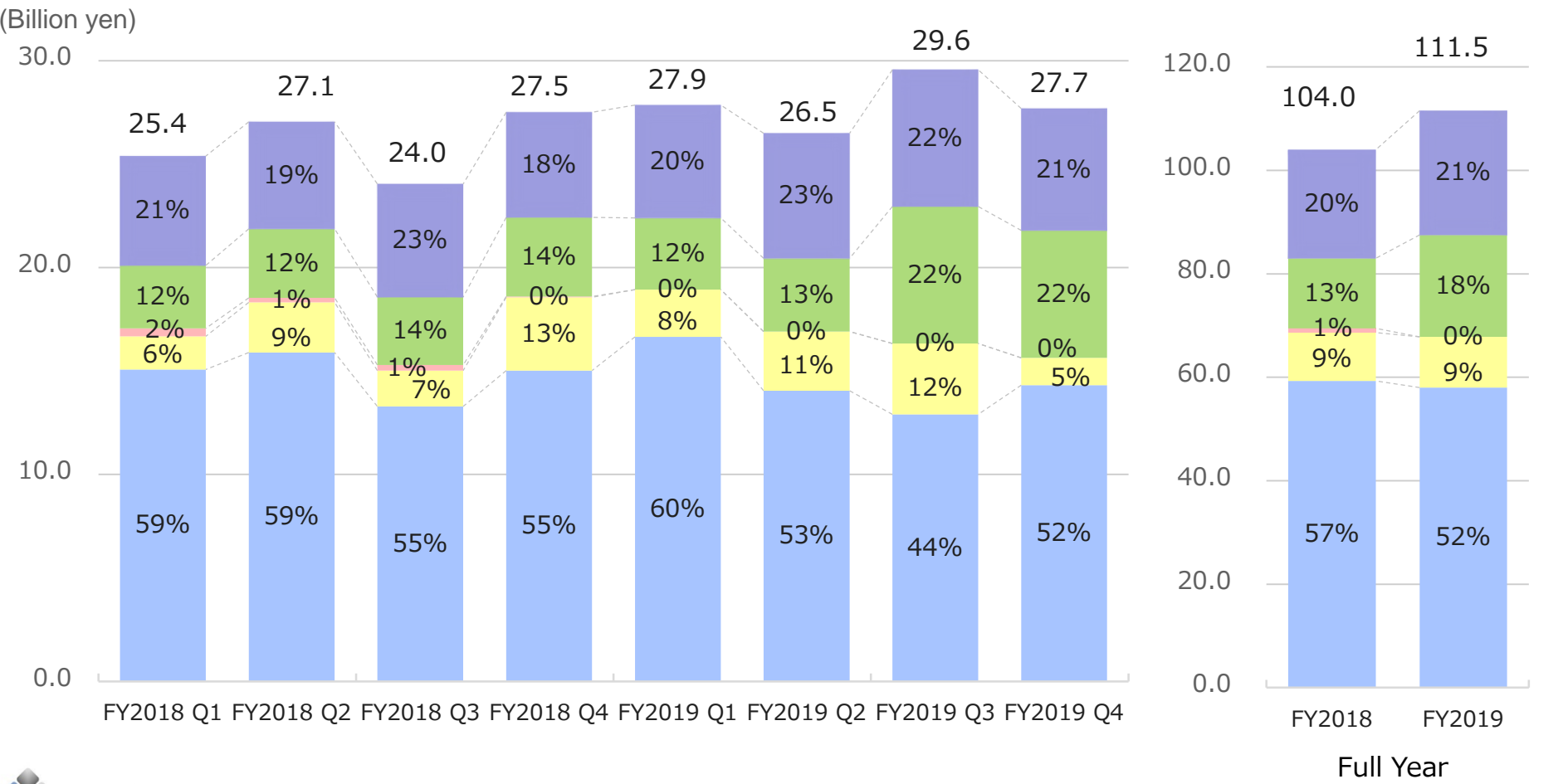
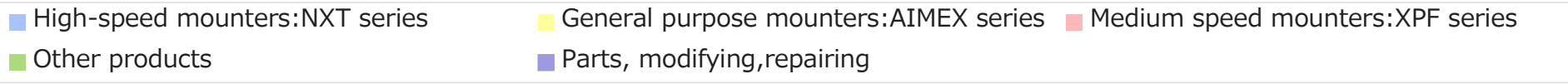
Robotic Solutions Division Sales by Sector



(Billion yen)



Robotic Solutions Division Sales Trends by Machine Type

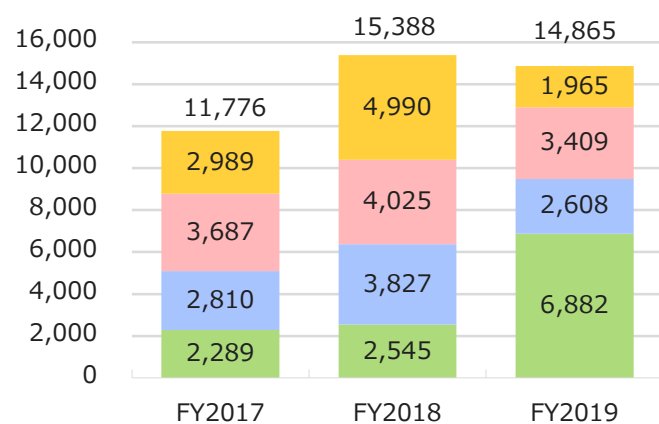


Machine Tools Division Results

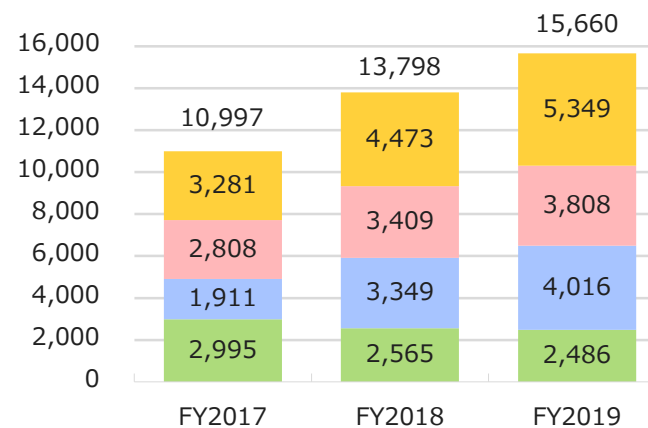
(Million yen)

	FY2018 Results	FY2019 Results	Compared to the same period last year	
			Amount	Ratio
Orders	15,388	14,865	▲523	▲3.4%
Sales	13,798	15,660	+1,862	+13.5%
Operating profit	1,017	1,661	+644	+63.3%
Order backlog	9,244	8,449	▲794	▲8.6%

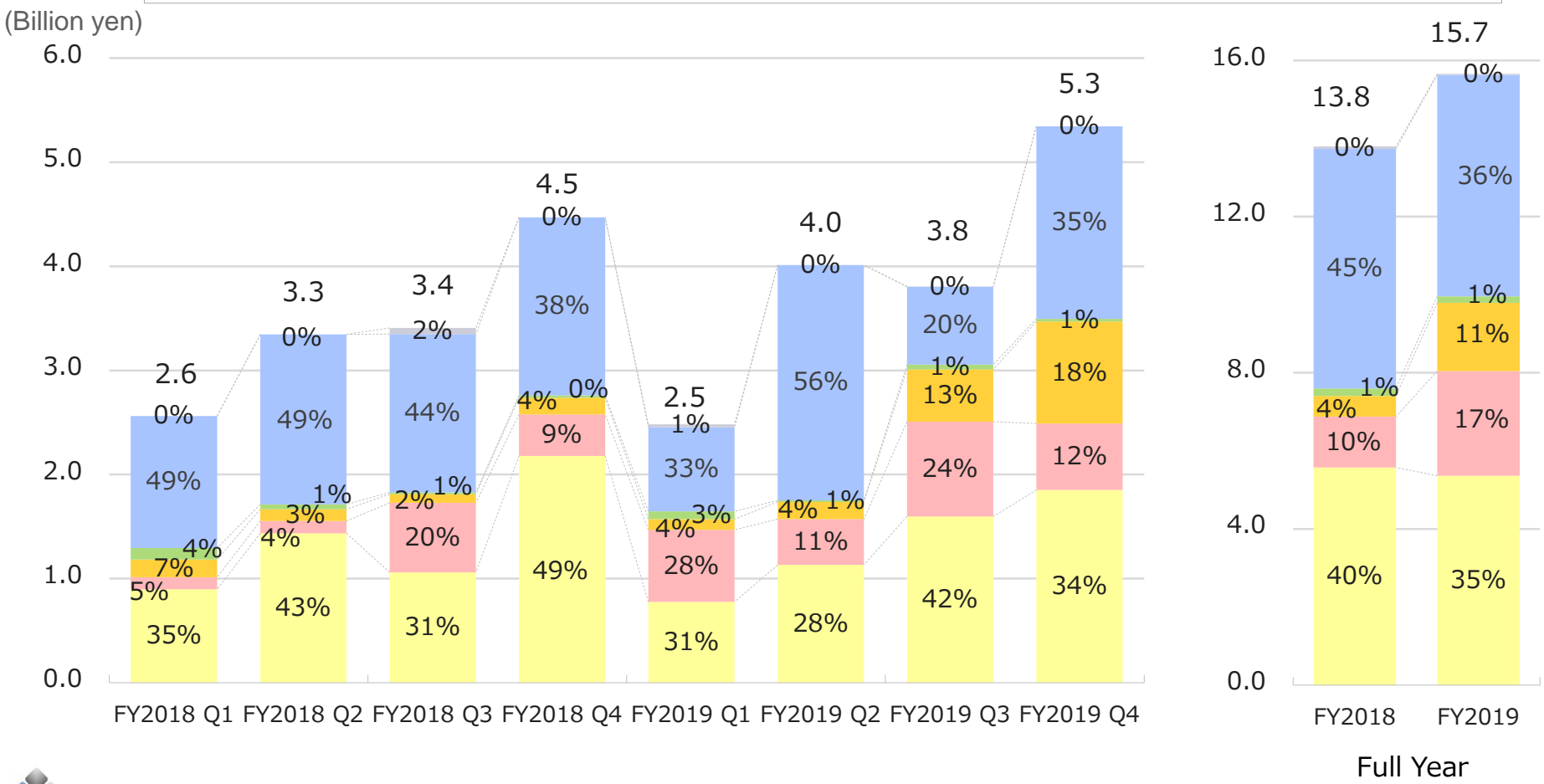
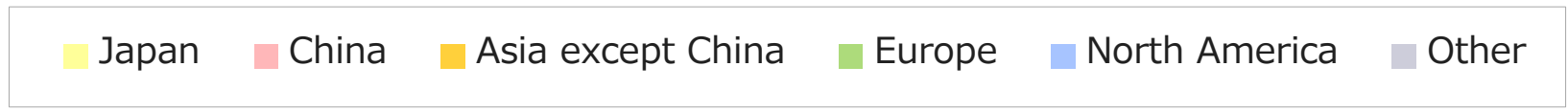
Orders



Sales



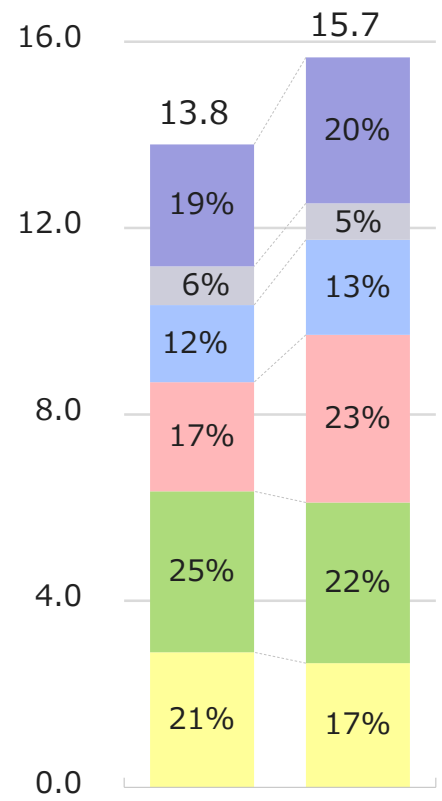
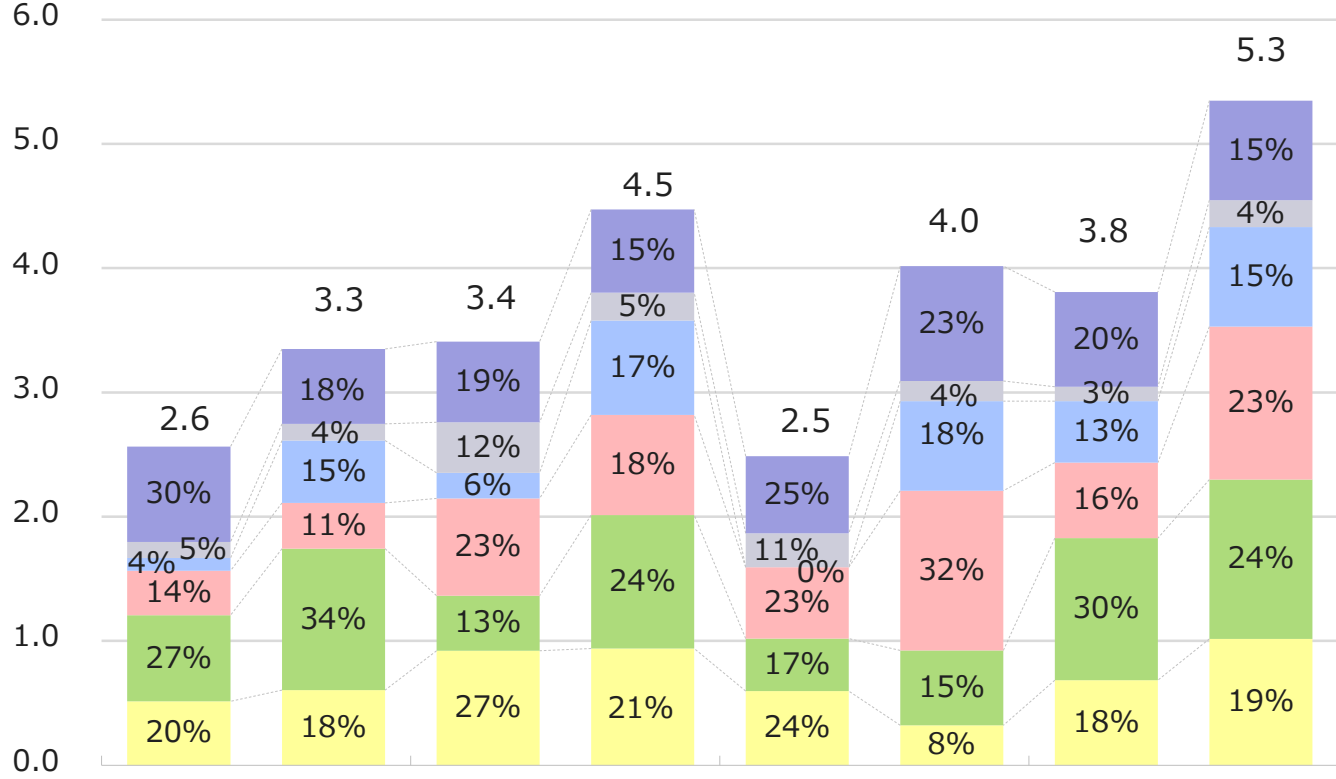
Machine Tools Division Sales Trends by Region



Machine Tools Division Sales Trends by Machine Type

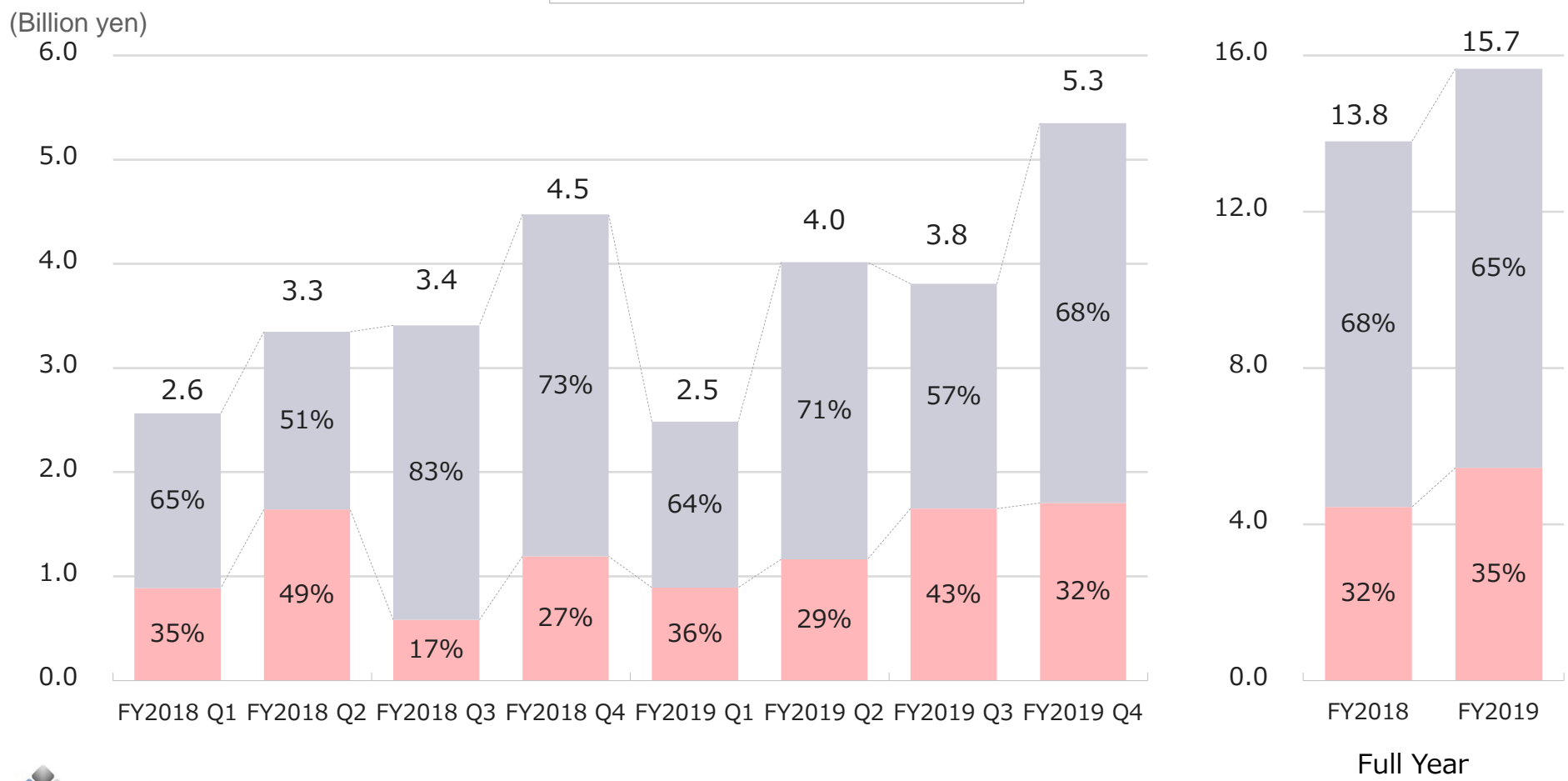
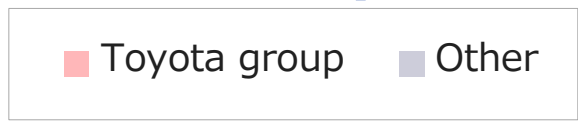


(Billion yen)



Full Year

Machine Tools Division Sales Trends to Toyota Group



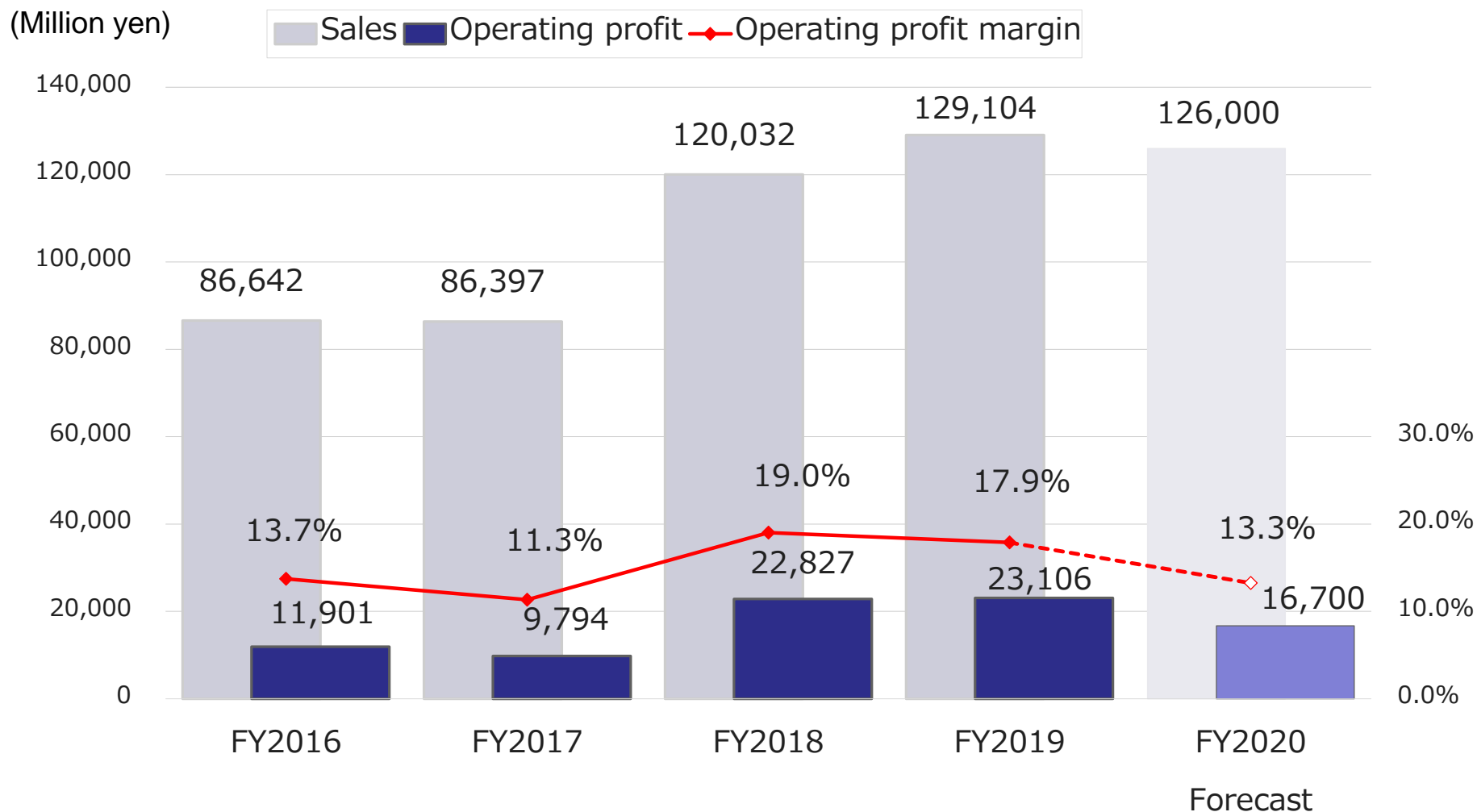
Financial Forecast for FY2020

Consolidated Results Forecasts

(Million yen)

	FY2019 Results	Forecast for FY2020			
		First half		Full year	
				Compared to same period last year	
				Amount	Ratio
Orders	124,254	60,500	126,000	+1,745	+1.4%
Sales	129,104	60,500	126,000	▲3,104	▲2.4%
Operating profit	23,106	7,600	16,700	▲6,406	▲27.7%
Operating profit margin	17.9%	12.6%	13.3%	—	—
Ordinary profit	23,454	8,000	17,500	▲5,954	▲25.4%
Net profit for the period	16,855	6,200	13,000	▲3,855	▲22.9%

Consolidated Sales and Operating Profit



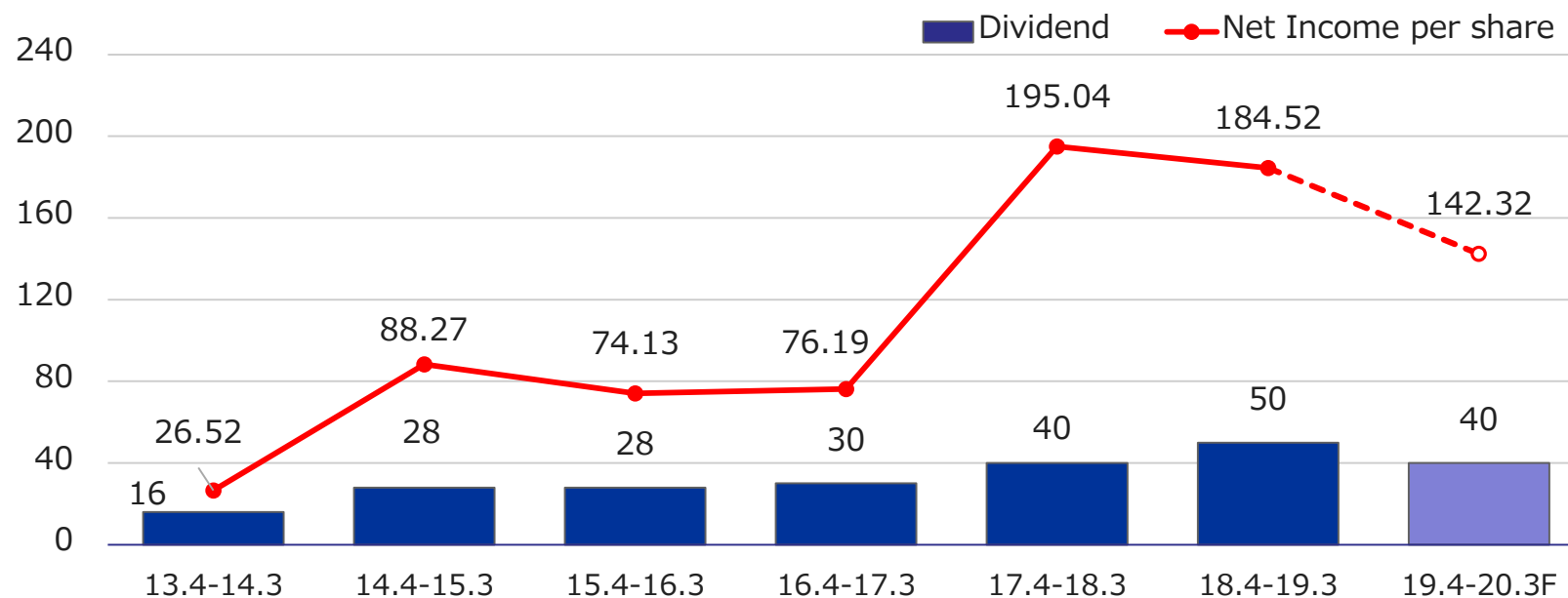
Forecast of Orders and Sales for Segments

(Million yen)

		FY2019 Results	Forecast for FY2019			
			First half	Full year		
				Compared to same period last year		
				Amount	Ratio	
Robotic Solutions	Orders	107,632	53,000	109,500	+1,867	+1.7%
	Sales	111,536	53,000	109,500	▲2,036	▲1.8%
	Order backlog	17,682	17,682	17,682	±0	-
Machine Tools	Orders	14,865	6,500	14,000	▲865	▲5.8%
	Sales	15,660	6,500	14,000	▲1,660	▲10.6%
	Order backlog	8,449	8,449	8,449	±0	-
Others	Orders	1,756	1,000	2,500	+743	+42.4%
	Sales	1,907	1,000	2,500	+592	+31.0%
	Order backlog	170	170	170	±0	-

Net Income Per Shares for the Current Period and Dividend Per Share

(Yen)



Regular Dividend 12.00
Commemorative Dividend 4.00

Regular Dividend 24.00
Commemorative Dividend 4.00

Regular Dividend 40.00
Commemorative Dividend 10.00

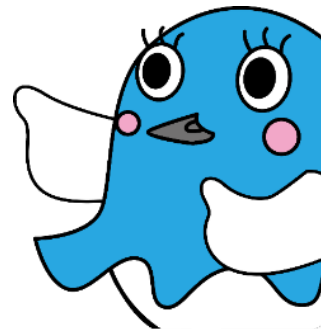
	13.4-14.3	14.4-15.3	15.4-16.3	16.4-17.3	17.4-18.3	18.4-19.3	19.4-20.3F
Payout Ratio	60.3% (45.2%)	31.7% (27.2%)	37.8%	39.4%	20.5%	27.1% (21.7%)	28.1%

() Payout ratio for regular dividend

Strategy, Other

Corporate Vision

Our vision is to establish ourselves as the leading brand in each industry through innovations in production and sales and development of next generation type products while being at the forefront of the Digital Revolution.



Robotic Solutions Division Strategies

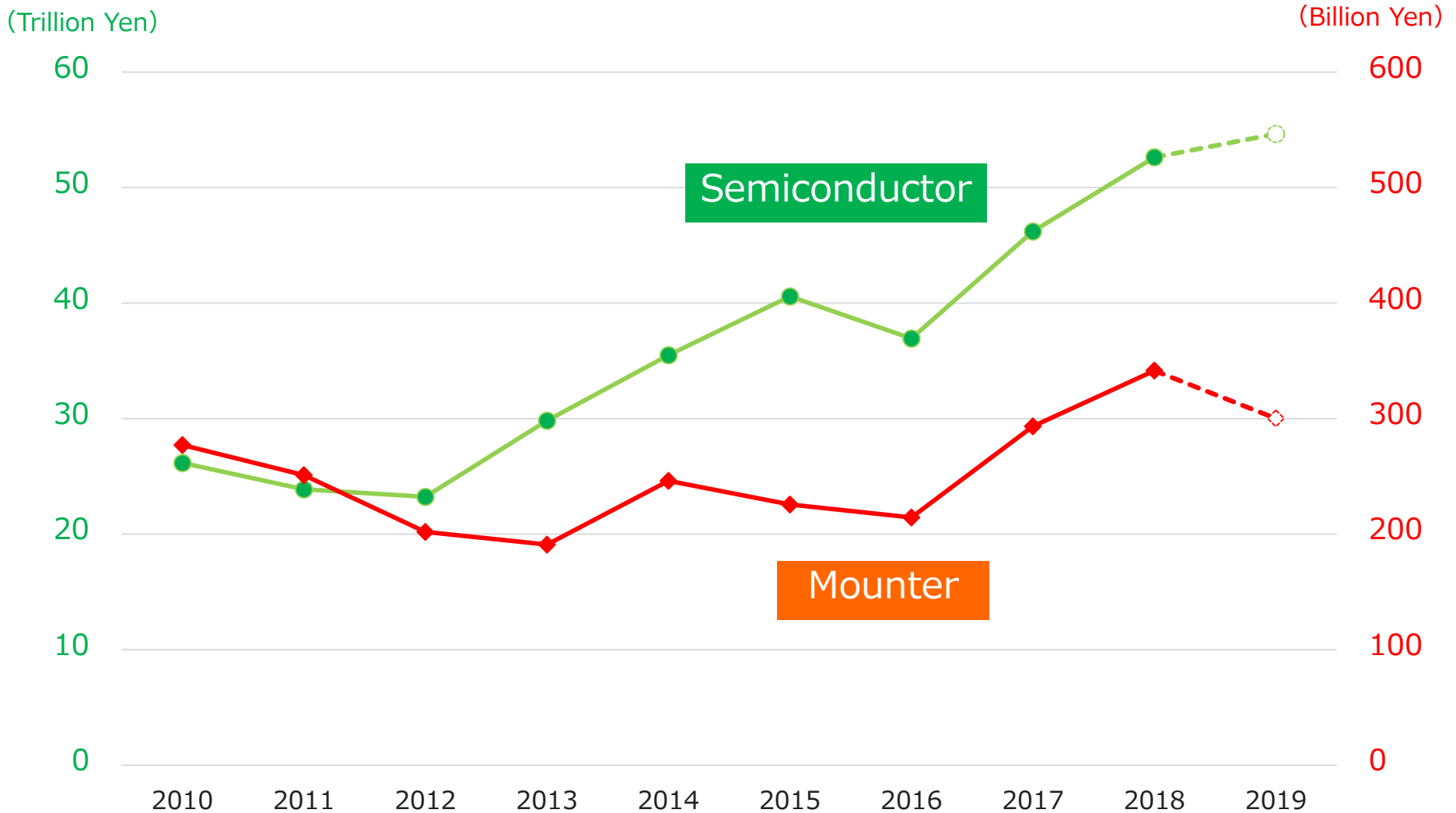
Slogan: FUJI Brand 30

Business vision: Maintain a 30% share in the mounter market

Division strategies:

- Establish the FUJI brand
- Enhance FUJI brand products
 - Develop new products and Smart Factory with high quality products-
- Improve customer satisfaction
- Next generation manufacturing innovation

Comparison of Demand for Mounter and Semiconductor



Semiconductor : WSTS Mounter : Created by FUJI based on various data

Synergy with Fasford Technology Co., Ltd.

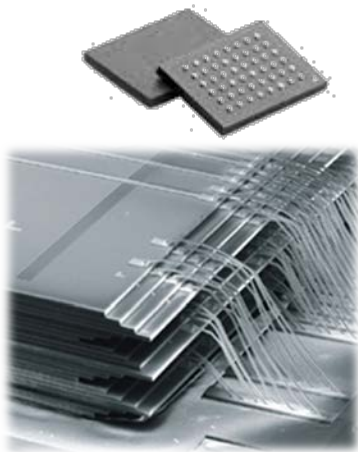
By bringing Fasford Technology (semi-conductor manufacturer, next stage processes) and Fuji (SMT stage) together, we will create new products with a high value in both markets and establish new fields of businesses.



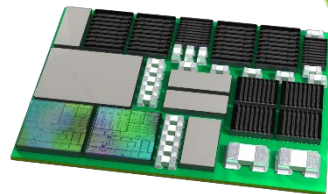
semi-conductor manufacturer,
next stage processes
(Assembly)

SMT stage

DRAM
NAND

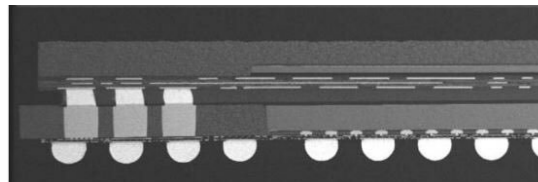


SiP,
Module

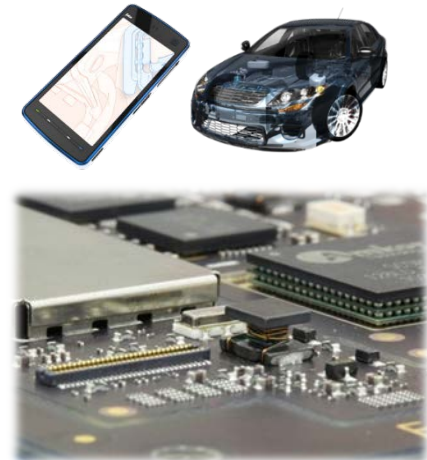


WLP

FOWLP/PLP



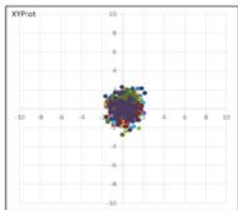
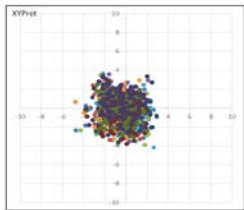
Smartphones
Automotive



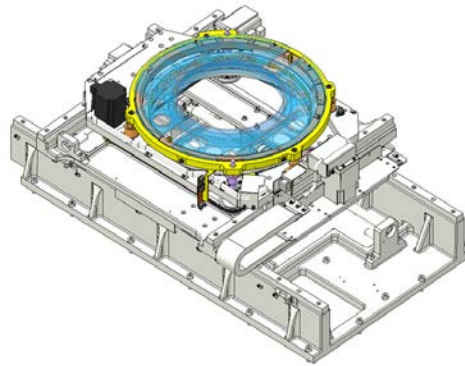
Incorporating Fasford Technology into Fuji Machines



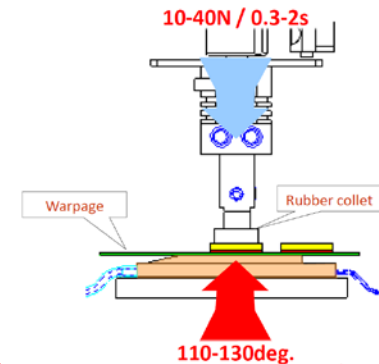
Accuracy compensation technology
($3 \sim 5 \mu m \ 3\sigma$)



Wafer expanding technology



Heating and pressure technology for picking and placing thin parts



By combining die bonder technology into Fuji mounters, product competitiveness is increased

Machine Tools Division Strategies

Slogan: Obtain complete profitability

Create a structure that is consistently profitable

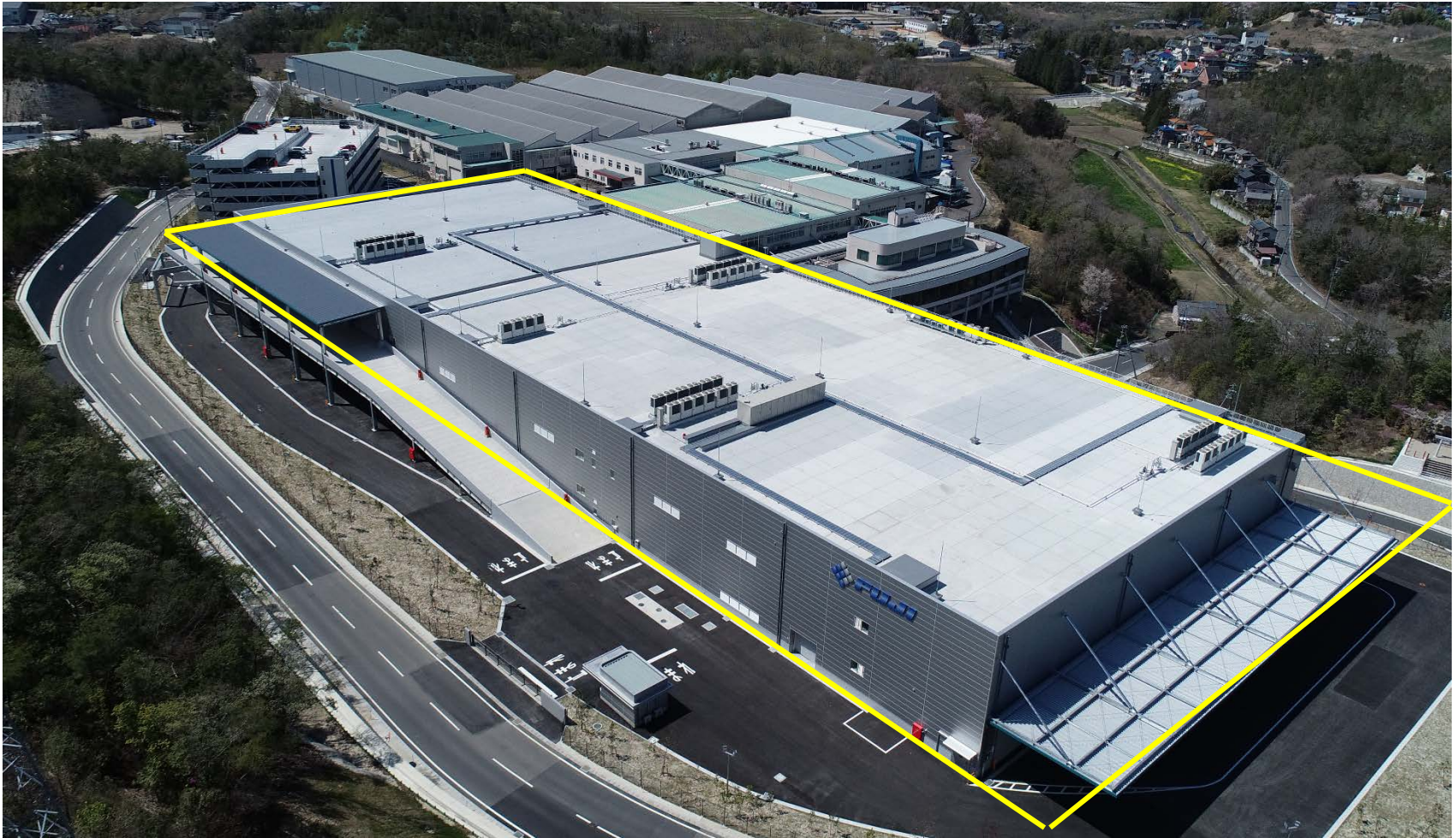
Business vision: Develop an ecosystem using the three-by-three concept.

Effective use the mutual resources of three locations (Toyota factory, Kunshan Fuji, Fuji Machine America) and their three functions (sales, engineering, production) to make a system that improves business value.

Division strategies:

- Expand sales and improve sales area ratios
- Develop products linked to a sales strategy
- Improve productivity by standardizing and using IoT
- Number one user quality assurance system

Completion of a New Building in Toyota Plant



Total floorspace: 20,000 m²

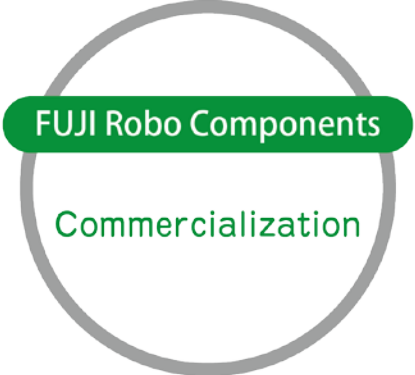
Manufacturing floors for two divisions:

Machine Tool Division on the 1st floor, Robotic Solutions Division on the 2nd floor

Constructed a new style of manufacturing, Machine Tool Division recorded an increase in production capability of 30%.

The Growth Strategy

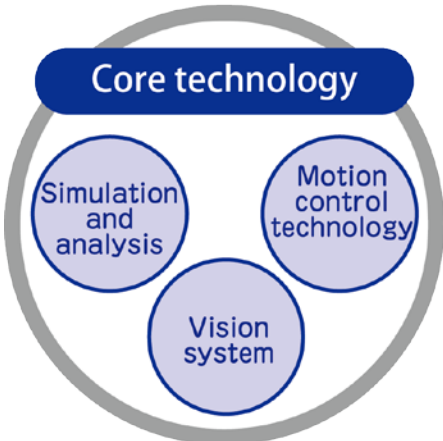
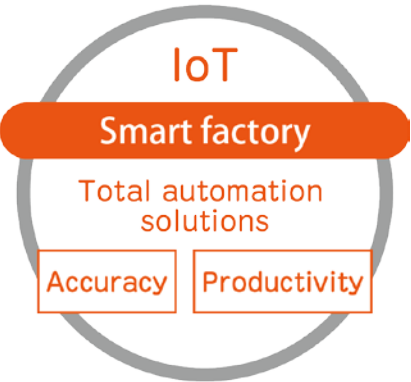
World-leading Robot Manufacturer



Creating new value with robotics ↗

Robotic Solutions (robotic mounters) ↗ Semiconductor manufacturing equipment

Machine Tools (incl. robotic material handling) ↗

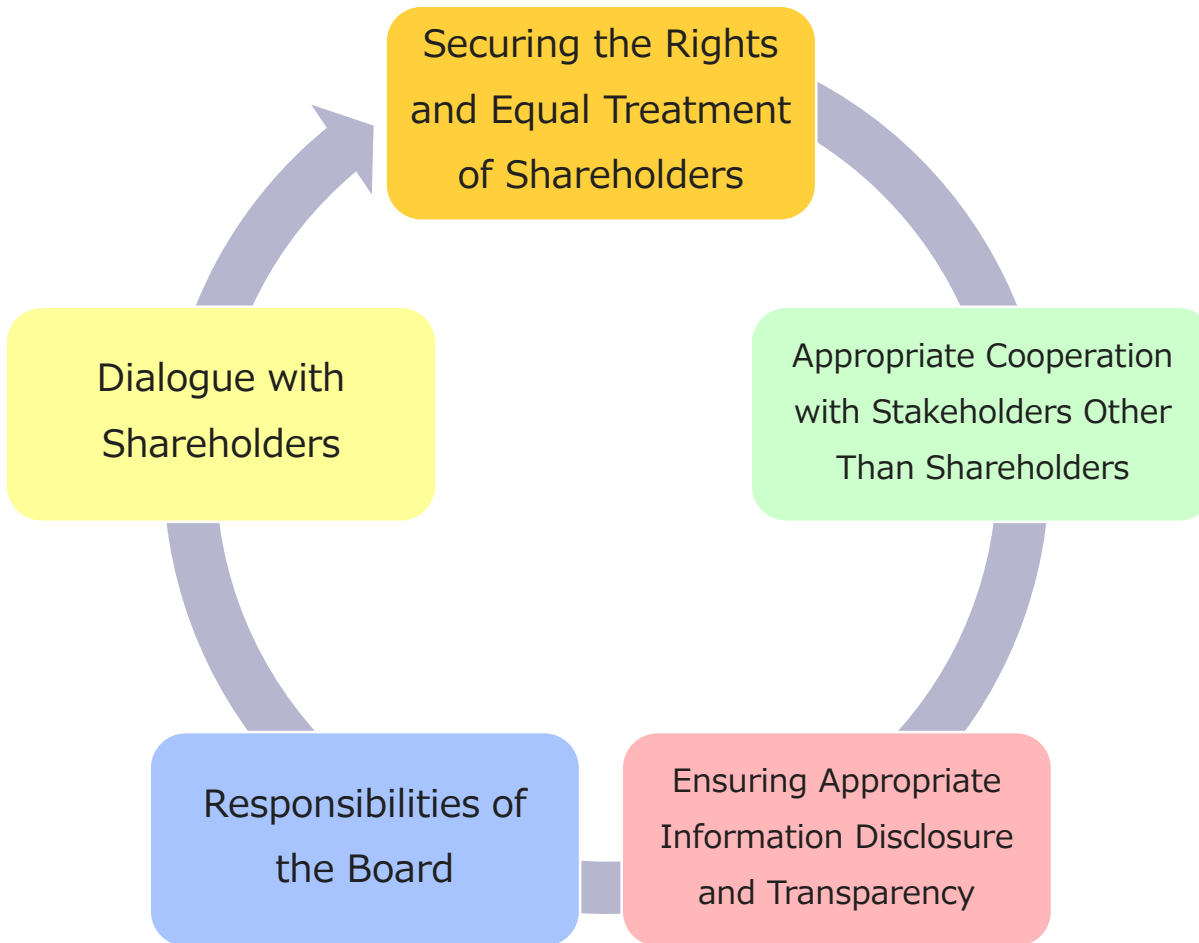


Effective use of resources and speedy management

- Strengthen Sales Capacity
- Research and Development
- Manufacturing Alliance
- M&A
- Capital Participation
- Technology partnership

Corporate Governance Code

FUJI is improving corporate value based on Corporate Governance Code.



1. Securing the rights and equal treatment of shareholders

- Information disclosed in English
- Electric disclosure of notice calling a general shareholders meeting beforehand

2. Appropriate cooperation with stakeholders other than shareholders

- Ensure diversity including empowering female employees
- Establish bonds with suppliers and local communities
- Ensure a lively working environment

3. Ensuring appropriate information disclosure and transparency

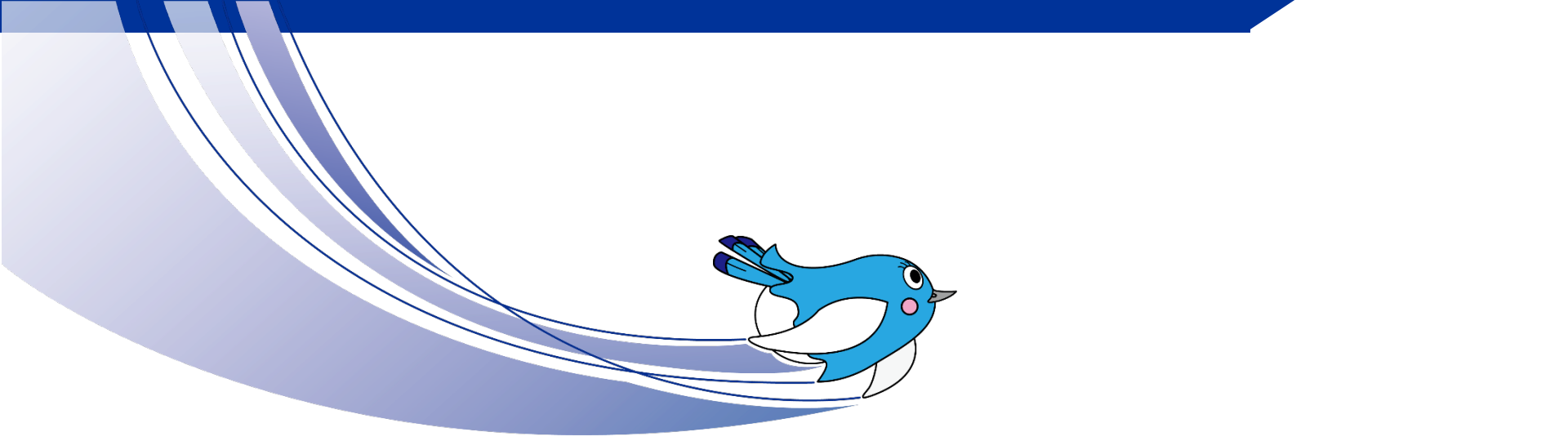
- Disclose information by corporate governance reports
- Disclose information on website in an appropriate and timely manner

4. Responsibilities of the board

- Timely decision making by the board and quick management and clear responsibilities by executive officers
- Independent outside directors play active roles

5. Dialogue with shareholders

- Regular IR/SR meetings



FUJI robots lead the way

Important Note About This Document

When we were preparing this material, we were careful to ensure accuracy, but we do not guarantee completeness. We accept no liability whatsoever for problems or damages that may arise as a result of the information in this document.

Performance forecasts and future predictions in this document are the results of estimates based on the information available at the time of the preparation of this document, and therefore include an element of risk and uncertainty. As a result, due to various factors such as changes in the business environment, actual results may differ significantly from the forecasts, outlook, and forward-looking statements mentioned or described.

FUJI CORPORATION