Contents

■ Company Overview
■ Financial Summary
■ Financial Forecast for FY2020
■ Strategy, Other
About FUJI  (March 2019)

Established: April 7, 1959
Capital: 5.878 billion yen
Employees: 2,449
Sales: 129 billion yen
Operating profit: 23.1 billion yen
Ordinary profit: 23.4 billion yen
Main products: Electronic component mounter robots, machine tools
International locations: United States, Germany, China, Brazil, etc

Headquarters (Chiryu city, Aichi prefecture)
# History

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

- Kunshan Fuji Machine Mfg. Co., Ltd.
- Tower-Factory GmbH
- FUJI EUROPE CORPORATION GmbH
- Fuji America Corporation
- Fuji America Corporation
- Fuji Machine China Co., Ltd.
- Fuji Machine America Corporation
- Toyota plant
- Okazaki plant
- Sendai sales office
- Fasford Technology Co., Ltd.
- Tokyo branch office
- EDEC LINSEY SYSTEM Co., Ltd.
- ADTEK FUJI Co., Ltd.
- FUJI Do Brazil Máquinas Industriais Ltda.

- Plants, Branch offices, Sales Offices
- Subsidiaries
Robotic Solutions Division

Solder printing  Die  SMD  Insertion parts

Light work robot  Plasma processing equipment  Delivery locker system  Nursing care robots
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.
Incorporating Fasford Technology into Fuji Machines

Accuracy compensation technology
(3~5 μm 3σ)

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
Ultra High Density Atmospheric Pressure Plasma Unit

◆ 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.
Mobility Support Robot

Make caregiving easier by getting a robot to do the lifting work
① Small size and lightweight to match home environments
② Stably transfer individuals up to 100 kg with ease
③ Quick to prepare with no belts required. Easy to use remote control
◆ Contracts and wholesaling with major rental equipment providers
◆ Exhibited in International Home Care & Rehabilitation Exhibition 2020 held in Tokyo from September 23rd to 25th, 2019

Mobility Support Robot

Hug T1-02
- By expanding the lineup it is possible to have flexible unit configurations to meet various needs
- Industry top level dust and water protection (IP54)
- Can be linked to systems from two major logistic carriers
- Scheduled to exhibit at the workstyle reform expo in Nagoya, February 12 to 14, 2020.
- Scheduled to exhibit at the RETAILTECH JAPAN 2020 in Tokyo, March 3 to 6, 2020.
Engine
- Cam shafts
- Bearing housings

Transmission
- Output shaft
- Sheave (CVT)

Axle
- Hubs
- Brake disks

Steering
- Pinion steering shaft

Power train
- Pinion gears
- Drive pinion
- Differential case

Machine Tools Division

Horizontal CNC Lathe TN series

Front Facing Twin Spindle Lathe

Modular Production Equipment

10 modules = 4.5 m

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Financial Summary
Financial Points

➢ Robotic Solutions Division
The demand for equipment for smartphones and next generation wireless communication standard; 5G remains steady, and while the Chinese market that is mainly showing growth in sales, it appears that the markets in Japan and North America are taking a prudent stance on capital investment due to uncertainties about the future of the global economy.

➢ Machine Tools Division
Sales in Japan have shown growth, but capital investment in the North American market has fallen, leading to a decrease in comparison to the previous period.
## Results for the Second Quarter Compared to 2019

### (Million yen)

<table>
<thead>
<tr>
<th></th>
<th>First half of FY2019 results</th>
<th>First half of FY2020 results</th>
<th>Compared to the same period last year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Ratio</td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>67,677</td>
<td>74,554</td>
<td>+6,876 (+10.2%)</td>
</tr>
<tr>
<td>Sales</td>
<td>62,083</td>
<td>72,225</td>
<td>+10,141 (+16.3%)</td>
</tr>
<tr>
<td>Operating profit</td>
<td>11,535</td>
<td>11,230</td>
<td>▲304 (▲2.6%)</td>
</tr>
<tr>
<td>Ordinary profit</td>
<td>11,982</td>
<td>11,351</td>
<td>▲630 (▲5.3%)</td>
</tr>
<tr>
<td>Net profit for the period</td>
<td>8,670</td>
<td>8,685</td>
<td>+15 (+0.2%)</td>
</tr>
</tbody>
</table>

### Orders

- FY2018: 123,539
- FY2019: 124,254
- FY2020: 74,554

### Sales

- FY2018: 120,032
- FY2019: 129,104
- FY2020: 72,225
営業利益増減分析

（Million Yen）

Increase in profit due to increase in sales volume +4,500
Cost improvement by improving production efficiency +300
Reduced profits from lowering prices ▲4,200
Amortization of goodwill ▲759
Others ▲146
▲304 (▲2.6%)

First half 2019
Sales 62,083
Operating profit 11,535

First half 2020
Sales 72,225
Operating profit 11,230

First half
2019
Sales
62,083
Operating
profit
11,535

First half
2020
Sales
72,225
Operating
profit
11,230
# Robotic Solutions Division Results

## First half of FY2019 and FY2020 results compared to the same period last year

<table>
<thead>
<tr>
<th></th>
<th>First half of FY2019 results</th>
<th>First half of FY2020 results</th>
<th>Compared to the same period last year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Ratio</td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>57,018</td>
<td>69,700</td>
<td>+12,682</td>
</tr>
<tr>
<td>Sales</td>
<td>54,317</td>
<td>64,963</td>
<td>+10,646</td>
</tr>
<tr>
<td>Operating profit</td>
<td>13,103</td>
<td>12,594</td>
<td>▲509</td>
</tr>
<tr>
<td>Order backlog</td>
<td>27,320</td>
<td>22,419</td>
<td>▲4,901</td>
</tr>
</tbody>
</table>

### Orders

- **Q1**: 28,219
- **Q2**: 24,374
- **Q3**: 22,751
- **Q4**: 30,387

### Sales

- **Q1**: 25,385
- **Q2**: 27,068
- **Q3**: 24,039
- **Q4**: 27,510

(Million yen)
Robotic Solutions Division
Sales Trends by Region

(Billion yen)

FY2019 Q1 | FY2019 Q2 | FY2019 Q3 | FY2019 Q4 | FY2020 Q1 | FY2020 Q2
---|---|---|---|---|---
Japan | China | Asia except China | Europe | North America | Other

FY2019 H1 | FY2019 H2 | FY2020 H1
---|---|---
Japan | China | Asia except China | Europe | North America | Other

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Robotic Solutions Division
Sales by Sector

Consolidated results

(Billion yen)

FY2019 Q1 FY2019 Q2 FY2019 Q3 FY2019 Q4 FY2020 Q1 FY2020 Q2

Communication 16% 7% 9% 8% 11% 15%
Automotive 21% 21% 8% 8% 9% 10%
Consumer electronics 31% 1% 9% 10% 8% 7%
Module parts 31% 1% 9% 10% 8% 7%
Computer 22% 1% 8% 2% 5% 9%
Industrial machines 27% 2% 1% 7% 2% 5%
Server 2% 3% 2% 3% 5% 3%
Other 2% 3% 2% 3% 5% 3%

FY2019 H1 FY2019 H2 FY2020 H1

Communication 18% 7% 18% 6% 7% 9%
Automotive 26% 6% 26% 7% 7% 9%
Consumer electronics 3% 3% 3% 5% 7% 9%
Module parts 2% 7% 2% 7% 7% 9%
Computer 5% 2% 5% 5% 2% 7%
Industrial machines 2% 5% 2% 5% 2% 7%
Server 2% 5% 2% 5% 2% 7%
Other 6% 6% 6% 6% 6% 6%

FY2020 H1

Communication 27% 26% 27% 26% 27% 26%
Automotive 26% 26% 27% 27% 27% 27%
Consumer electronics 27% 27% 27% 27% 27% 27%
Module parts 27% 27% 27% 27% 27% 27%
Computer 27% 27% 27% 27% 27% 27%
Industrial machines 27% 27% 27% 27% 27% 27%
Server 27% 27% 27% 27% 27% 27%
Other 27% 27% 27% 27% 27% 27%

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Robotic Solutions Division
Sales Trends by Machine Type

(Billion yen)

High-speed mounters: NXT series
General purpose mounters: AIMEX series
Other products
Parts, modifying, repairing

FY2019 Q1 FY2019 Q2 FY2019 Q3 FY2019 Q4 FY2020 Q1 FY2020 Q2

FY2019 H1 FY2019 H2 FY2020 H1

Half period

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## Machine Tools Division Results

(Million yen)

<table>
<thead>
<tr>
<th></th>
<th>First half of FY2019 results</th>
<th>First half of FY2020 results</th>
<th>Compared to the same period last year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Ratio</td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>9,490</td>
<td>3,779</td>
<td>▲5,711 ▲60.2%</td>
</tr>
<tr>
<td>Sales</td>
<td>6,502</td>
<td>6,337</td>
<td>▲164 ▲2.5%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>388</td>
<td>133</td>
<td>▲255 ▲65.7%</td>
</tr>
<tr>
<td>Order backlog</td>
<td>12,232</td>
<td>5,891</td>
<td>▲6,341 ▲51.8%</td>
</tr>
</tbody>
</table>

### Orders

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,990</td>
<td>4,025</td>
<td>3,827</td>
</tr>
<tr>
<td>4,025</td>
<td>3,409</td>
<td>2,608</td>
</tr>
<tr>
<td>3,827</td>
<td>6,882</td>
<td>1,601</td>
</tr>
<tr>
<td>2,545</td>
<td>2,177</td>
<td></td>
</tr>
</tbody>
</table>

### Sales

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,798</td>
<td>15,660</td>
<td>13,798</td>
</tr>
<tr>
<td>4,473</td>
<td>5,349</td>
<td>4,473</td>
</tr>
<tr>
<td>3,349</td>
<td>4,016</td>
<td>3,349</td>
</tr>
<tr>
<td>2,565</td>
<td>2,486</td>
<td>2,565</td>
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</table>
Machine Tools Division
Sales Trends by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2019 Q1</th>
<th>FY2019 Q2</th>
<th>FY2019 Q3</th>
<th>FY2019 Q4</th>
<th>FY2020 Q1</th>
<th>FY2020 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>2.5%</td>
<td>4.0%</td>
<td>3.8%</td>
<td>5.3%</td>
<td>3.6%</td>
<td>2.8%</td>
</tr>
<tr>
<td>China</td>
<td>33%</td>
<td>20%</td>
<td>12%</td>
<td>22%</td>
<td>22%</td>
<td>8%</td>
</tr>
<tr>
<td>Asia except China</td>
<td>4%</td>
<td>1%</td>
<td>12%</td>
<td>8%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Europe</td>
<td>1%</td>
<td>14%</td>
<td>22%</td>
<td>1%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>North America</td>
<td>31%</td>
<td>42%</td>
<td>34%</td>
<td>57%</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
<td>0%</td>
<td>1%</td>
<td>4%</td>
<td>1%</td>
<td>4%</td>
</tr>
</tbody>
</table>

(Billion yen)

<table>
<thead>
<tr>
<th>Half period</th>
<th>FY2019 H1</th>
<th>FY2019 H2</th>
<th>FY2020 H1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>6.5%</td>
<td>28%</td>
<td>6.3%</td>
</tr>
<tr>
<td>China</td>
<td>48%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Asia except</td>
<td>18%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Europe</td>
<td>4%</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>North America</td>
<td>29%</td>
<td>38%</td>
<td>25%</td>
</tr>
<tr>
<td>Other</td>
<td>31%</td>
<td>0%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Machine Tools Division
Sales Trends by Machine Type

(Billion yen)

FY2019 Q1 FY2019 Q2 FY2019 Q3 FY2019 Q4 FY2020 Q1 FY2020 Q2
AN series 25% 8% 18% 19% 30% 24%
TN series 5% 17% 17% 15% 23% 32%
CS series 32% 30% 9% 25% 15% 23%
DLF n 20% 26% 28% 24% 10% 7%
Other 18% 13% 4% 3% 24% 4%
Parts, modifying, repairing 12% 6% 6% 6% 23% 23%

FY2019 H1 FY2019 H2 FY2020 H1
Half period 6.5 9.2 2.5 4.0 3.8 5.3
AN series 24% 17% 0% 11% 23% 4%
TN series 7% 14% 32% 18% 30% 23%
CS series 28% 20% 20% 16% 30% 17%
DLF n 3% 26% 19% 15% 32% 31%
Other 20% 6% 19% 15% 32% 10%
Parts, modifying, repairing 6% 6% 6% 6% 23% 23%
Financial Forecast for FY2020
## Consolidated Results Forecasts

- Changes from forecast released August 8, 2019

<table>
<thead>
<tr>
<th></th>
<th>FY2019 results</th>
<th>Forecast for FY2020</th>
<th>Compared to the same period last year</th>
<th>Compared to previously released forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Forecast released August 8, 2019</td>
<td>Current forecast</td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>124,254</td>
<td>129,000</td>
<td>132,000</td>
<td>+7,745</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>+6.2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+3,000</td>
</tr>
<tr>
<td>Sales</td>
<td>129,104</td>
<td>129,000</td>
<td>132,000</td>
<td>+2,895</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+2.2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+3,000</td>
</tr>
<tr>
<td>Operating profit</td>
<td>23,106</td>
<td>14,600</td>
<td>16,400</td>
<td>▲6,706</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>▲29.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+1,800</td>
</tr>
<tr>
<td>Operating profit margin</td>
<td>17.9%</td>
<td>11.3%</td>
<td>12.4%</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Ordinary profit</td>
<td>23,454</td>
<td>15,200</td>
<td>17,000</td>
<td>▲6,454</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>▲27.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+1,800</td>
</tr>
<tr>
<td>Net profit for the period</td>
<td>16,855</td>
<td>11,200</td>
<td>12,700</td>
<td>▲4,155</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>▲24.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+1,500</td>
</tr>
</tbody>
</table>
## Forecast of Orders and Sales for Segments

### Changes from forecast released August 8, 2019

<table>
<thead>
<tr>
<th>Segments</th>
<th>FY2019 results</th>
<th>Forecast for FY2020</th>
<th>Compared to the same period last year</th>
<th>Compared to previously released forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Forecast released August 8, 2019</td>
<td>Current forecast</td>
<td>Amount</td>
</tr>
<tr>
<td><strong>Robotic Solutions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>107,632</td>
<td>114,500</td>
<td>121,500</td>
<td>+13,867</td>
</tr>
<tr>
<td>Sales</td>
<td>111,536</td>
<td>113,500</td>
<td>119,500</td>
<td>+7,963</td>
</tr>
<tr>
<td>Order backlog</td>
<td>17,682</td>
<td>18,682</td>
<td>19,682</td>
<td>+2,000</td>
</tr>
<tr>
<td><strong>Machine Tools</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>14,865</td>
<td>12,000</td>
<td>8,000</td>
<td>▲6,865</td>
</tr>
<tr>
<td>Sales</td>
<td>15,660</td>
<td>13,000</td>
<td>10,500</td>
<td>▲5,160</td>
</tr>
<tr>
<td>Order backlog</td>
<td>8,449</td>
<td>7,449</td>
<td>5,949</td>
<td>▲2,500</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orders</td>
<td>1,756</td>
<td>2,500</td>
<td>2,500</td>
<td>+743</td>
</tr>
<tr>
<td>Sales</td>
<td>1,907</td>
<td>2,500</td>
<td>2,000</td>
<td>+92</td>
</tr>
<tr>
<td>Order backlog</td>
<td>170</td>
<td>170</td>
<td>670</td>
<td>+500</td>
</tr>
</tbody>
</table>

*(Million yen)*

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

<table>
<thead>
<tr>
<th>Period</th>
<th>Net Income per Share (Yen)</th>
<th>Dividend (Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.4-14.3</td>
<td>26.52</td>
<td>28</td>
</tr>
<tr>
<td>14.4-15.3</td>
<td>88.27</td>
<td>28</td>
</tr>
<tr>
<td>15.4-16.3</td>
<td>74.13</td>
<td>30</td>
</tr>
<tr>
<td>16.4-17.3</td>
<td>76.19</td>
<td>40</td>
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<tr>
<td>17.4-18.3</td>
<td>195.04</td>
<td>50</td>
</tr>
<tr>
<td>18.4-19.3</td>
<td>184.52</td>
<td></td>
</tr>
<tr>
<td>19.4-20.3F</td>
<td>139.03</td>
<td>40</td>
</tr>
</tbody>
</table>

Payout Ratio:

- 13.4-14.3: 60.3% (45.2%)
- 14.4-15.3: 31.7% (27.2%)
- 15.4-16.3: 37.8%
- 16.4-17.3: 39.4%
- 17.4-18.3: 20.5%
- 18.4-19.3: 27.1% (21.7%)
- 19.4-20.3F: 28.8%

() 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 mouter 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
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 Plant, Kunshan Fuji, Fuji Machine America) and their three functions (sales, engineering, production) to make a system that improves business value.

Division strategies:
- Develop new markets and new customers
- 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 ㎡
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.
Achieving Sustainable Development Goals

Our company is contributing to the achievement of the United Nations Sustainable Development Goals through our business activities.

● Environmental activities
  – Developing energy-efficient and space-saving products with the environment in mind
  – Operating energy efficient factories that contribute to the reduction of CO₂ emissions

● For an equal society (gender and diversity)
  – Gender and nationality do not factor into employment selection
  – Acquired certification as an "Aichi Company for the Promotion of Women"

● Governance
  – Establishment of the group behavior charter and spreading of those principles to all staff within group companies
  – Forming healthy partnerships with trade partners
● Work reform and health promotion for employees
  – Establishment of the Fuji healthy business declaration
  – Personnel system and training that allows employees to exhibit their abilities

● Contributing to social development through technological innovation
  – Contributing to automation through the development of robotic electrical component mounters and machine tools
  – Pioneering new business with products that utilize the strengths of Fuji's existing technology, such as mobility support robots, delivery locker systems, and atmospheric plasma devices

● Working with the community and education
  – Running the after school English program, Teracoya THANK, where children learn science through English
  – Actively participating in local public events
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)

Core technology
- Simulation and analysis
- Motion control technology
- Vision system

FUJI RoBo Components
Commercialization

Effective use of resources and speedy management
- Strengthen Sales Capacity
- Research and Development
- Manufacturing Alliance
- Capital Participation
- M&A
- Technology partnership

IoT
Smart factory
- Total automation solutions
- Accuracy
- Productivity

FUJI
innovative spirit

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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.