

Third Quarter for Fiscal Year Ending March 2020 Financial Result Briefing

FUJI CORPORATION



Contents

- Company Overview
- Financial Summary
- Financial Forecast for FY2020

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, India, 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
	Formalized Fasford Technology Co., Ltd. as a consolidated subsidiary

Worldwide Operations



FUJI EUROPE CORPORATION GmbH



Kunshan Fuji Machine Mfg. Co., Ltd.



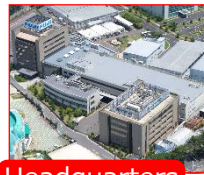
Fuji America Corporation

Tower-Factory GmbH

Fuji Machine China Co, Ltd.

Fuji Machine America Corporation

FUJI INDIA CORPORATION PRIVATE LIMITED



Headquarters

Osaka branch office

Toyota plant

Okazaki plant

Sendai sales office

Fasford Technology Co., Ltd.

Tokyo branch office

EDEC LINSEY SYSTEM Co., Ltd.

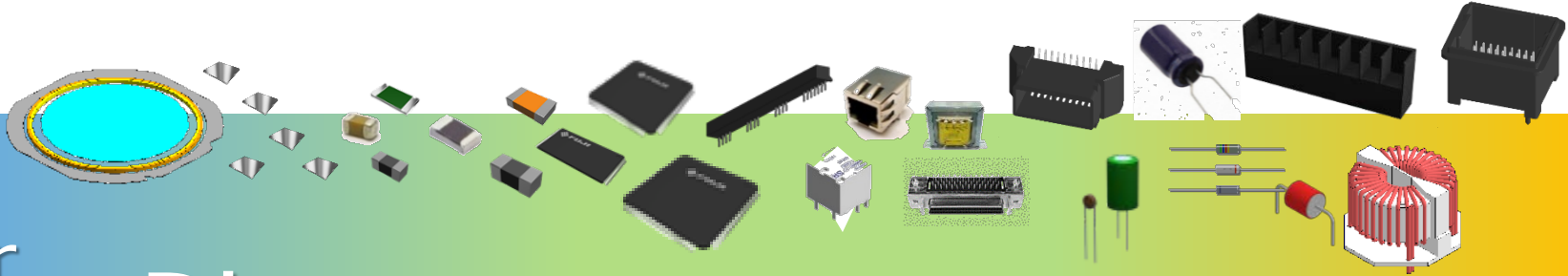
ADTEK FUJI Co., Ltd.



FUJI Do Brazil Máquinas Industriais Ltda.

- Plants, Branch offices, Sales Offices
- Subsidiaries

Robotic Solutions Division



Solder printing

Die

SMD

Insertion parts



GPX-C

NXT-H

NXT III
Fuji Scalable Placement Platform

AIMEX III
AIMEX III C

sFAB-α

sFAB-D

Light work robot

Plasma processing equipment

Delivery locker system

Nursing care robots



Tough Plasma

Quist

Huq
Mobility Support Robot

Synergy with Fasford Technology Co., Ltd.

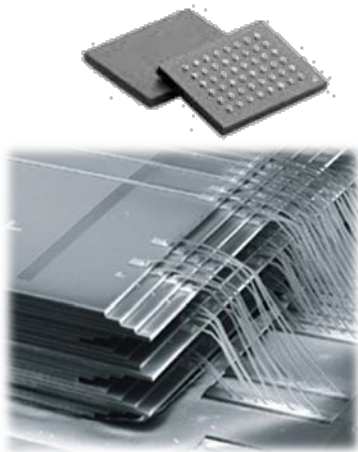
By bringing Fasford Technology (semi-conductor manufacturer, next stage processes) and Fuji (SMT stage) together, we will create new products with a high value in both markets and establish new fields of businesses.



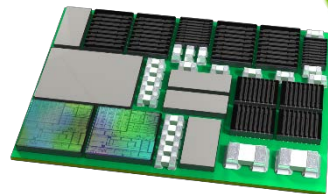
semi-conductor manufacturer,
next stage processes
(Assembly)

SMT stage

DRAM
NAND

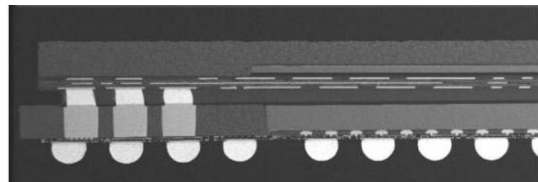


SiP,
Module



WLP

FOWLP/PLP



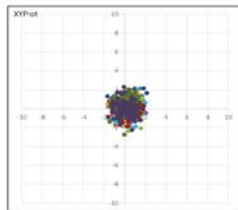
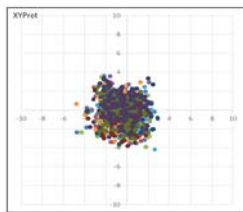
Smartphones
Automotive



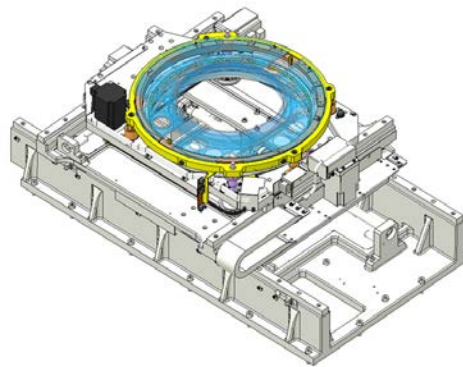
Incorporating Fasford Technology into Fuji Machines



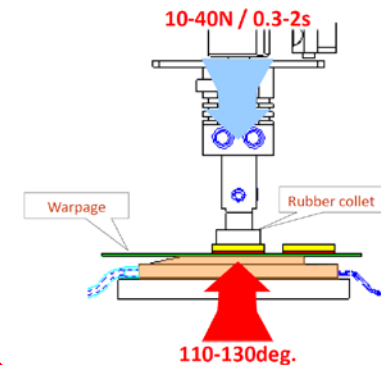
Accuracy compensation technology
($3 \sim 5 \mu\text{m } 3\sigma$)



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

Ultra High Density
Atmospheric Pressure
Plasma Unit

Tough Plasma



FPF20-GM

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



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).
- Packages for the robot are tailored toward automating processes such as arrangement, transfer, insertion, and solder application.



Mobility Support Robot **Huq**

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
- ◆ Scheduled to be exhibited at the Barrier Free 2020 exhibition being held in Osaka from April 16 to 18, 2020.

For hospitals and care facilities



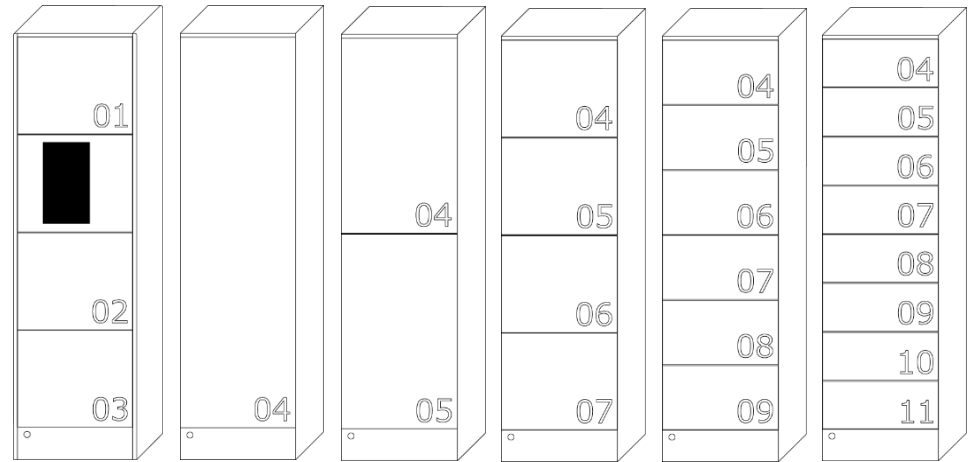
For home use



Mobility Support Robot

Huq T1-02

Public Stocker System **Qui**st



- By expanding the lineup it is possible to have flexible unit configuration to meet various needs
- Industry top level dust and water protection (IP54)
- Can be linked to systems from two major logistic carriers
- Started sales promotion for hardware stores (Streamlining in-store logistics)
- Exhibited 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.



Machine Tools Division

Front Facing Twin Spindle Lathe
CS SERIES



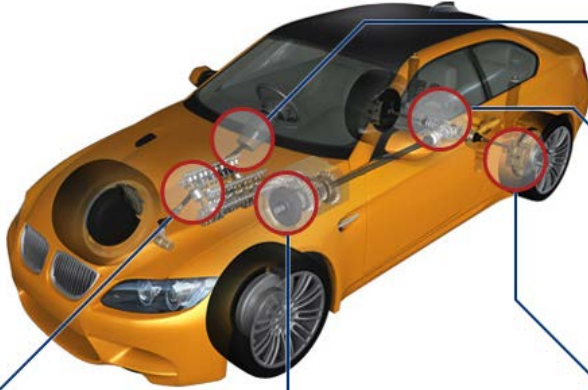
Steering
- Pinion steering shaft

Power train
- Pinion gears
- Drive pinion
- Differential case

Axle
- Hubs
- Brake disks

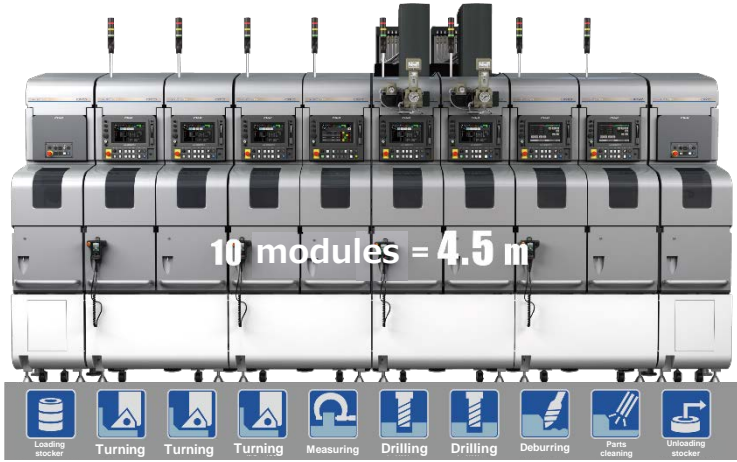
Transmission
- Output shaft
- Sheave (CVT)

Engine
- Cam shafts
- Bearing housings



Modular Production Equipment

DLF n



10 modules = 4.5 m

Horizontal CNC Lathe TN series

TN SERIES



Financial Summary

Financial Points

➤ Robotic Solutions Division

The demand from China remains steady amidst continual demand for equipment for smartphones and next generation wireless communication standard; 5G, and new capital investment is increasing in other regions of Asia including Vietnam, Taiwan, and India. 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 market.

➤ Machine Tools Division

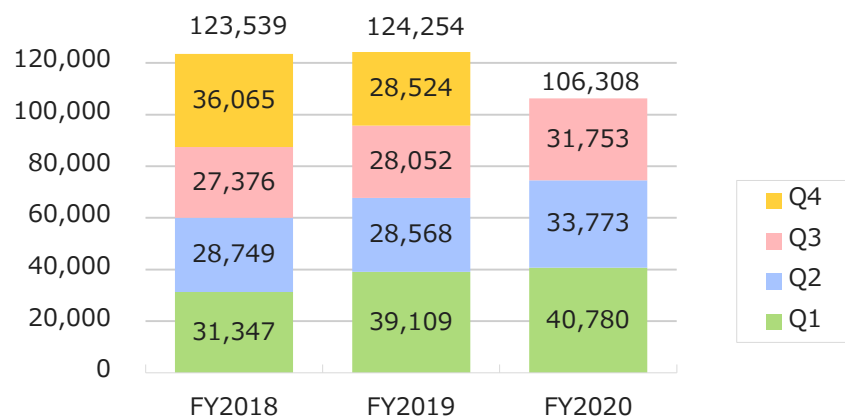
Capital investment in the automotive markets, mainly in China and North America, has fallen, leading to a decrease in comparison to the previous period.

Results for the Third Quarter Compared to 2019

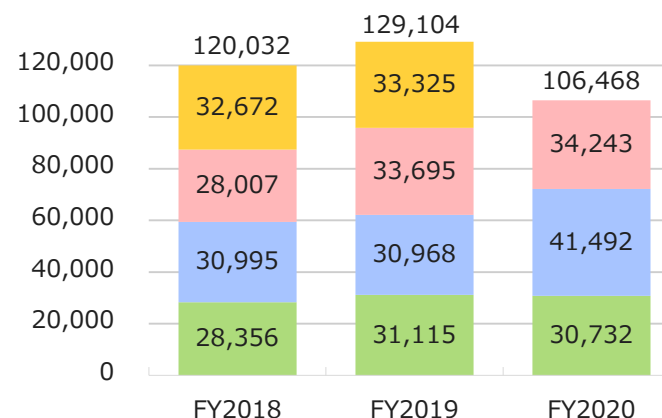
(Million yen)

	18.4-12 results	19.4-12 results	Compared to the same period last year	
			Amount	Ratio
Orders	95,730	106,308	+10,578	+11.0%
Sales	95,778	106,468	+10,689	+11.2%
Operating profit	17,785	15,988	▲1,796	▲10.1%
Ordinary profit	18,363	16,456	▲1,906	▲10.4%
Net profit for the period	13,309	12,263	▲1,045	▲7.9%

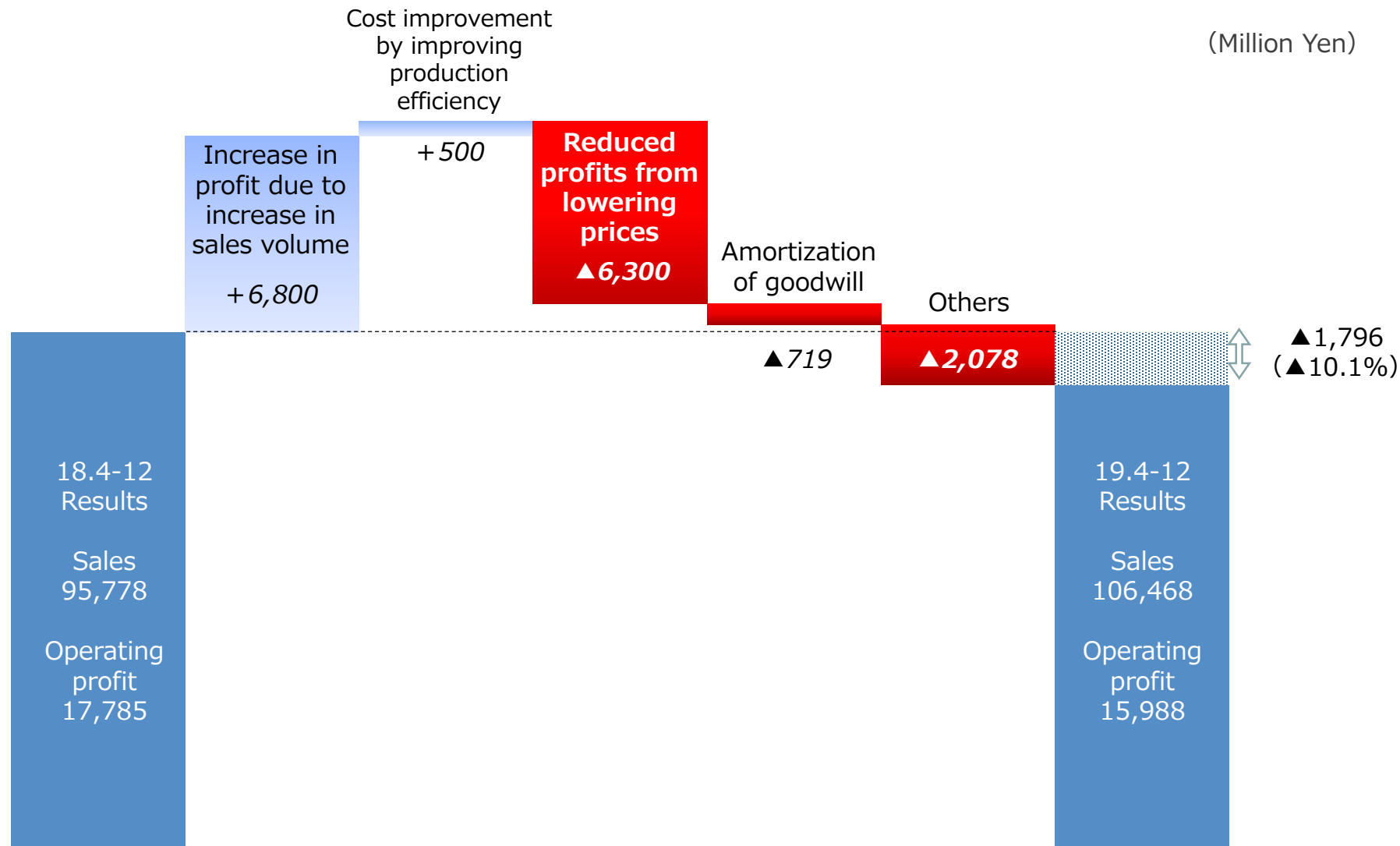
Orders



Sales



Operating Income Increase/Decrease Analysis

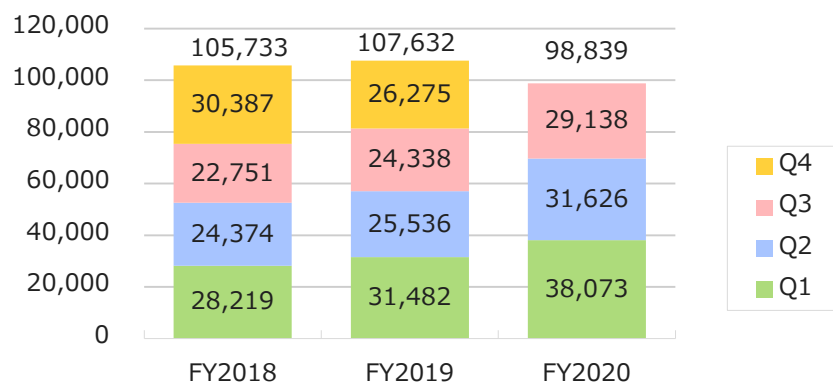


Robotic Solutions Division Results

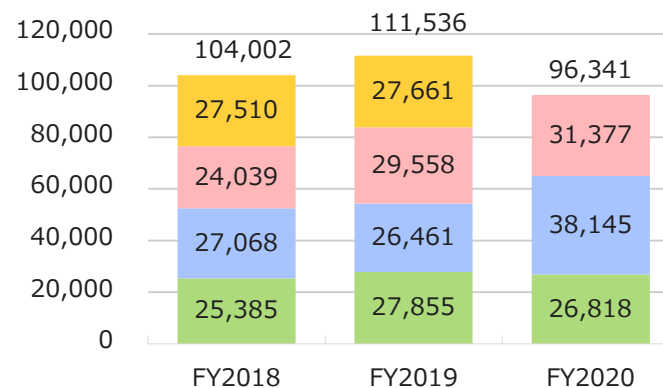
(Million yen)

	18.4-12 results	19.4-12 results	Compared to the same period last year	
			Amount	Ratio
Orders	81,356	98,839	+17,482	+21.5%
Sales	83,875	96,341	+12,466	+14.9%
Operating profit	19,719	18,295	▲1,424	▲7.2%
Order backlog	22,100	20,180	▲1,920	▲8.7%

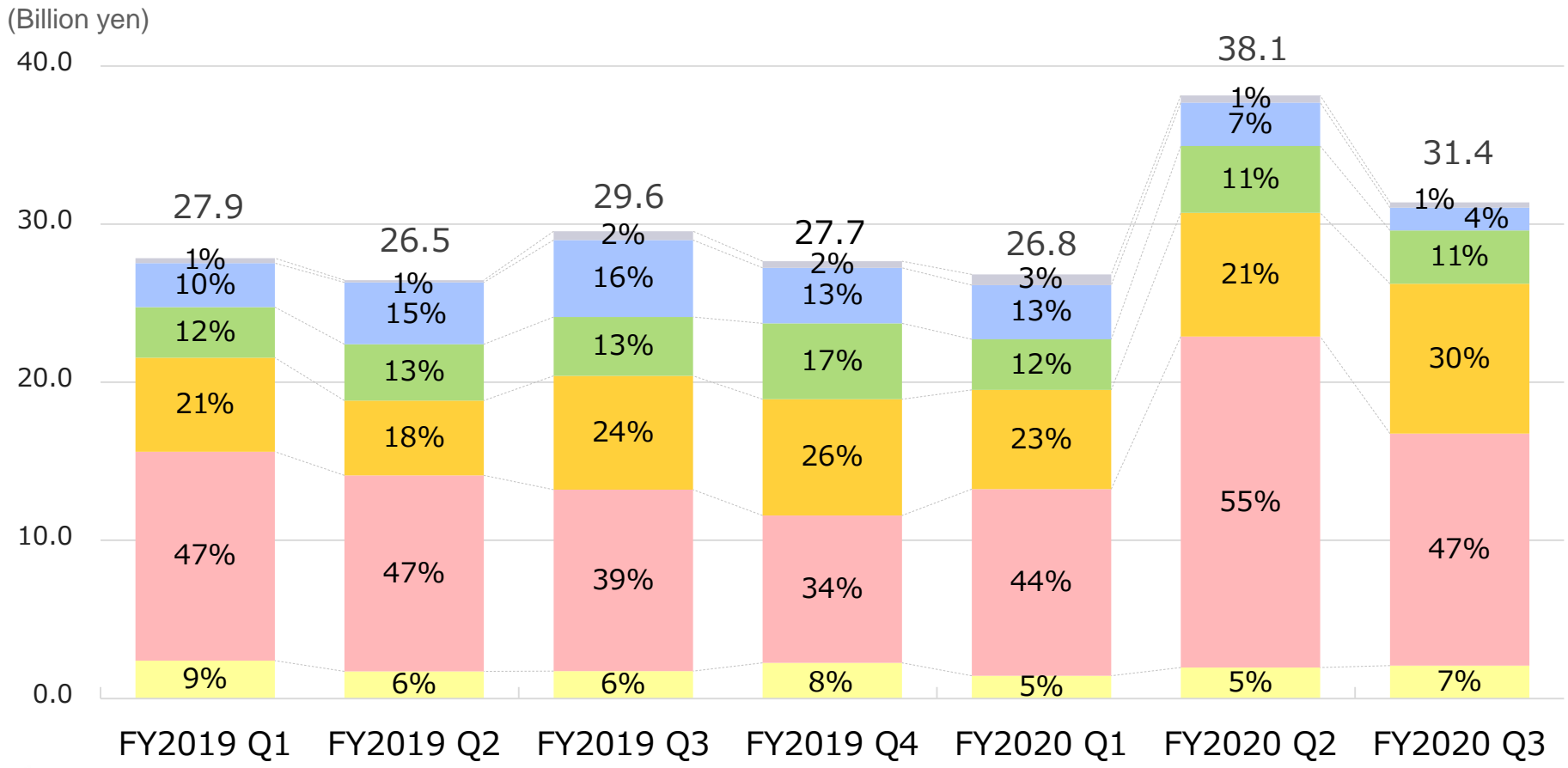
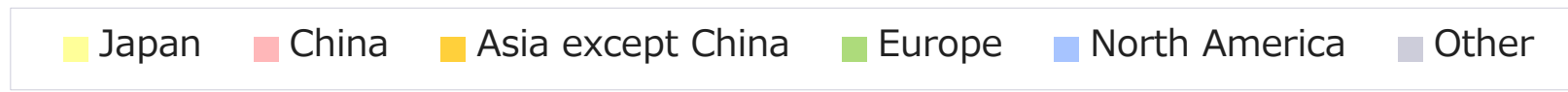
Orders



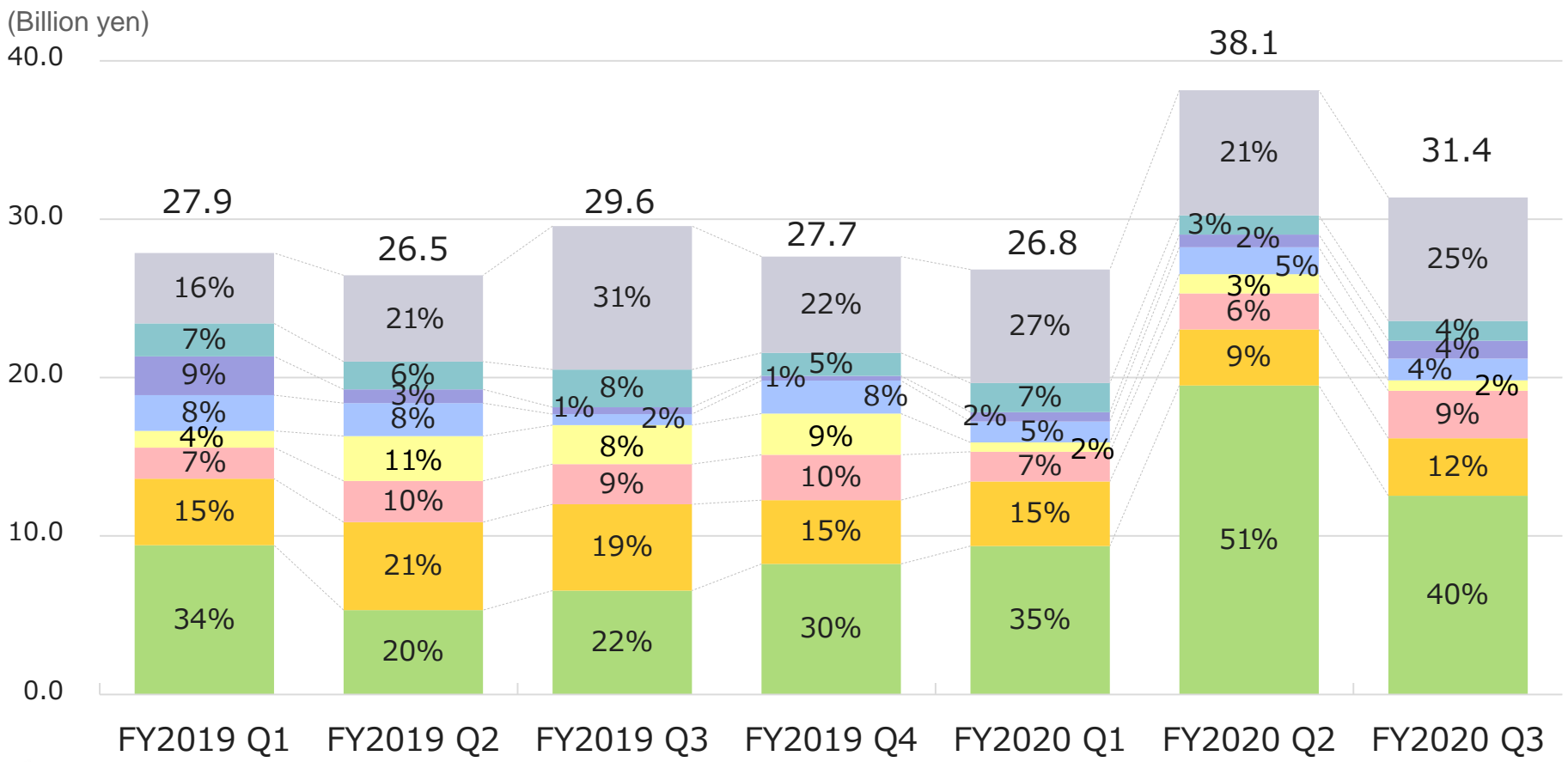
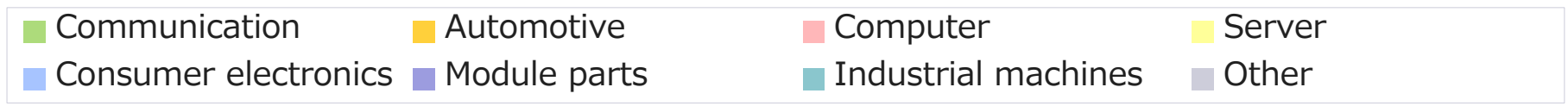
Sales



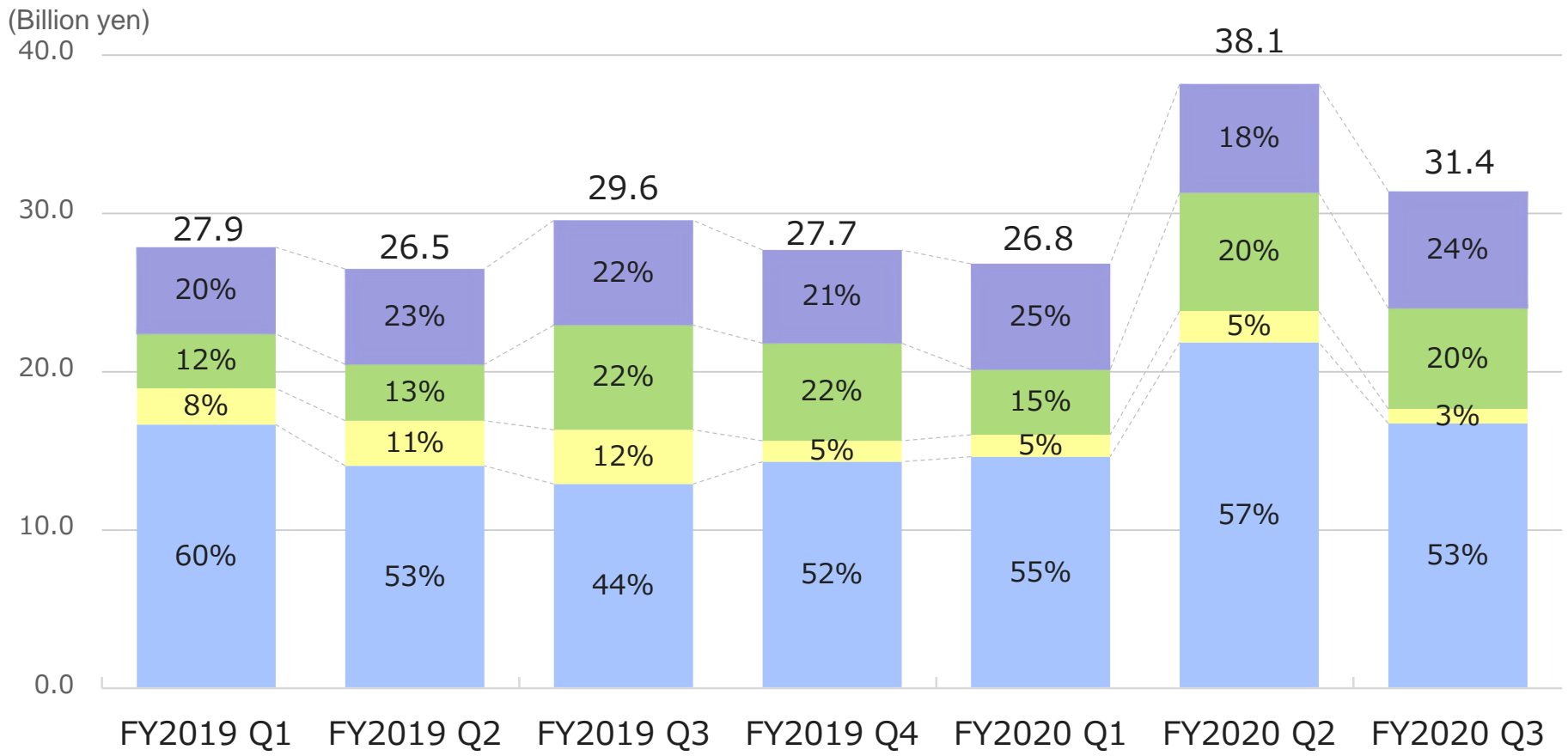
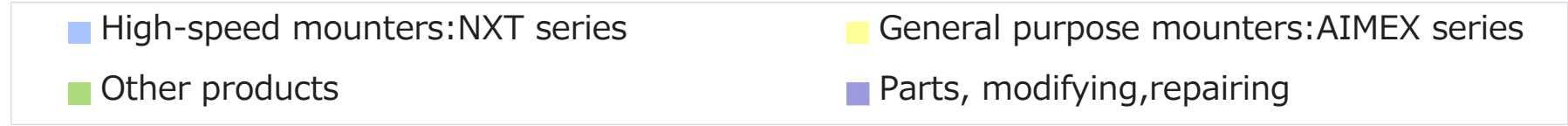
Robotic Solutions Division Sales Trends by Region



Robotic Solutions Division Sales by Sector



Robotic Solutions Division Sales Trends by Machine Type

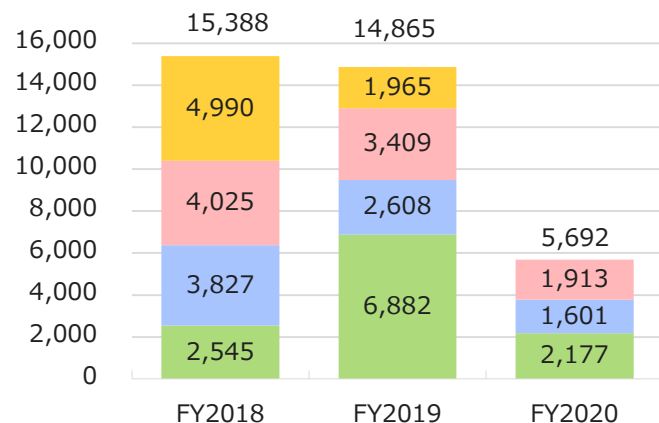


Machine Tools Division Results

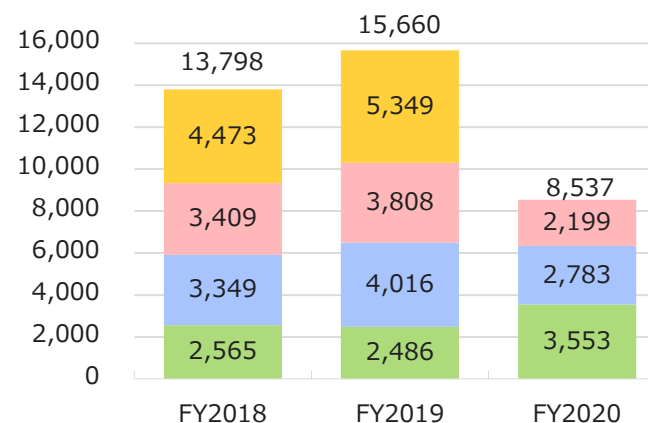
(Million yen)

	18.4-12 results	19.4-12 results	Compared to the same period last year	
			Amount	Ratio
Orders	12,899	5,692	▲7,207	▲55.9%
Sales	10,311	8,537	▲1,774	▲17.2%
Operating profit	841	▲54	▲896	▲106.5%
Order backlog	11,833	5,604	▲6,228	▲52.6%

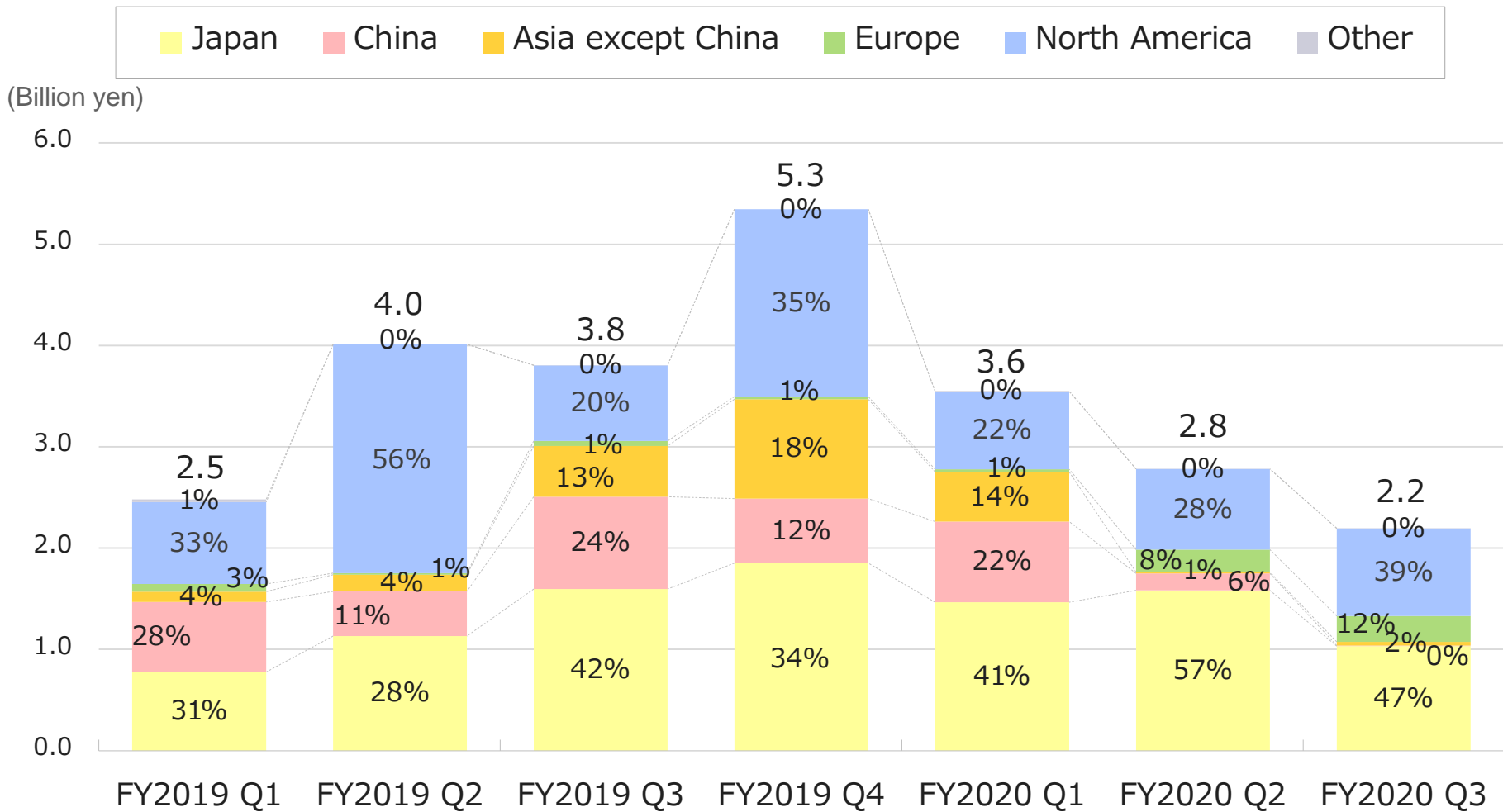
Orders



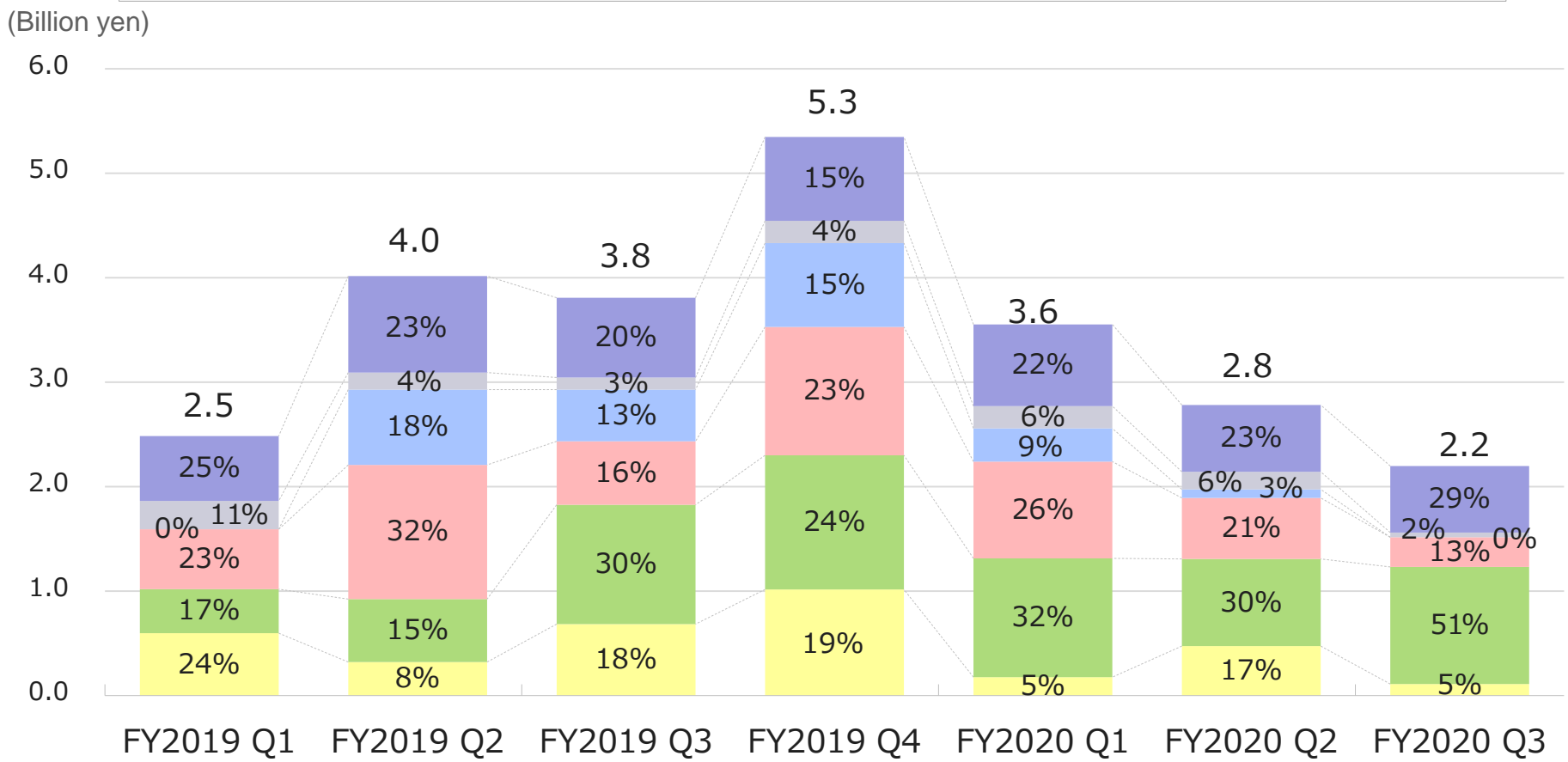
Sales



Machine Tools Division Sales Trends by Region



Machine Tools Division Sales Trends by Machine Type



Financial Forecast for FY2020

Consolidated Results Forecasts

- Changes from forecast released November 14, 2019 (Million yen)

	FY2019 results	Forecast for FY2020				
		Forecast released November 14, 2019	Current forecast	Compared to the same period last year		Compared to previously released forecast
				Amount	Ratio	Amount
Orders	124,254	132,000	144,000	+ 19,745	+15.9%	+ 12,000
Sales	129,104	132,000	138,000	+ 8,895	+6.9%	+ 6,000
Operating profit	23,106	16,400	18,600	▲4,506	▲19.5%	+2,200
Operating profit margin	17.9%	12.4%	13.5%	-	-	-
Ordinary profit	23,454	17,000	19,300	▲4,154	▲17.7 %	+ 2,300
Net profit for the period	16,855	12,700	14,300	▲2,555	▲15.2%	+ 1,600

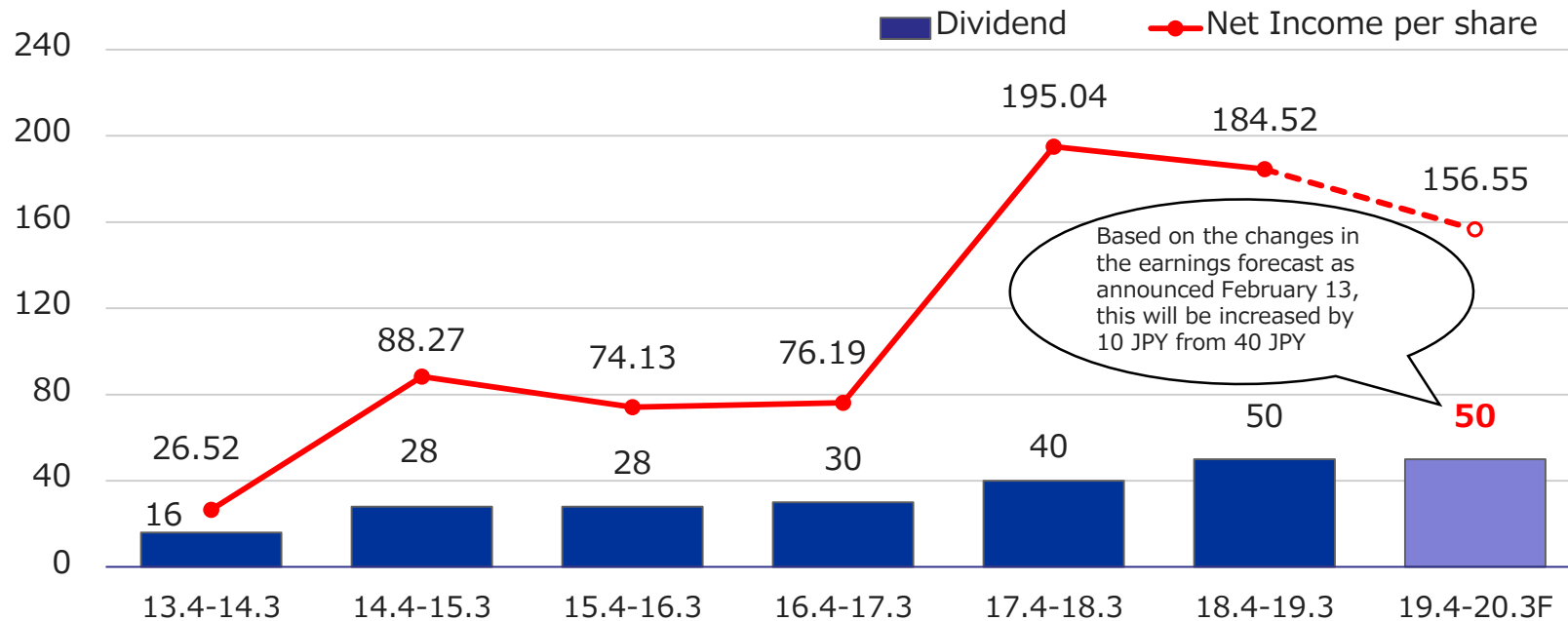
Forecast of Orders and Sales for Segments

- Changes from forecast released November 14, 2019 (Million yen)

		FY2019 results	Forecast for FY2020				
			Forecast released November 14, 2019	Current forecast	Compared to the same period last year		Compared to previously released forecast
					Amount	Ratio	
Robotic Solutions	Orders	107,632	121,500	133,500	+25,867	+24.0%	+12,000
	Sales	111,536	119,500	125,500	+13,963	+12.5%	+6,000
	Order backlog	17,682	19,682	25,682	+8,000	+45.2%	+6,000
Machine Tools	Orders	14,865	8,000	8,000	▲6,865	▲46.2%	±0
	Sales	15,660	10,500	10,500	▲5,160	▲33.0%	±0
	Order backlog	8,449	5,949	5,949	▲2,500	▲29.6%	±0
Others	Orders	1,756	2,500	2,500	+743	+42.4%	±0
	Sales	1,907	2,000	2,000	+92	+4.8%	±0
	Order backlog	170	670	670	+500	+292.4%	±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%)	31.9%

() Payout ratio for regular dividend

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"



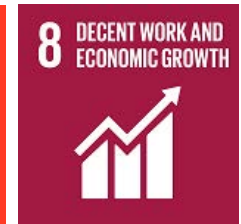
● Governance

- 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



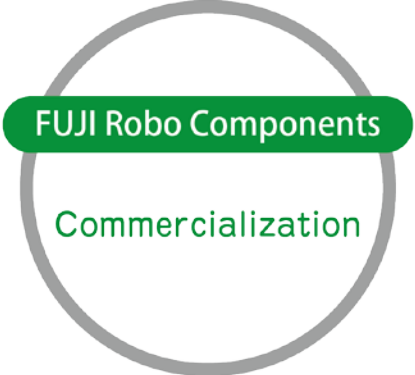
- Working with the community and education

- Running the after school English program, Teracoya THANK, where children learn science through English
- Actively participating in local public events



The Growth Strategy

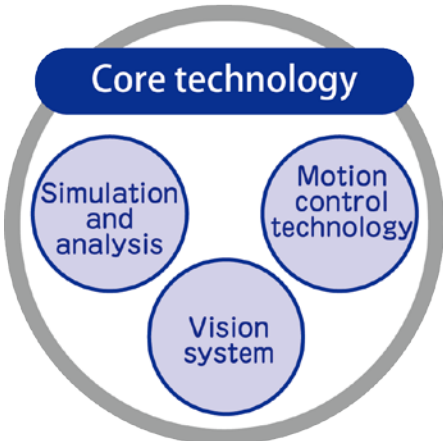
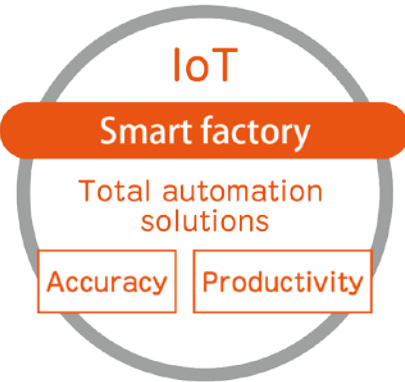
World-leading Robot Manufacturer



Creating new value with robotics ↗

Robotic Solutions (robotic mounters) ↗ Semiconductor manufacturing equipment

Machine Tools (incl. robotic material handling) ↗

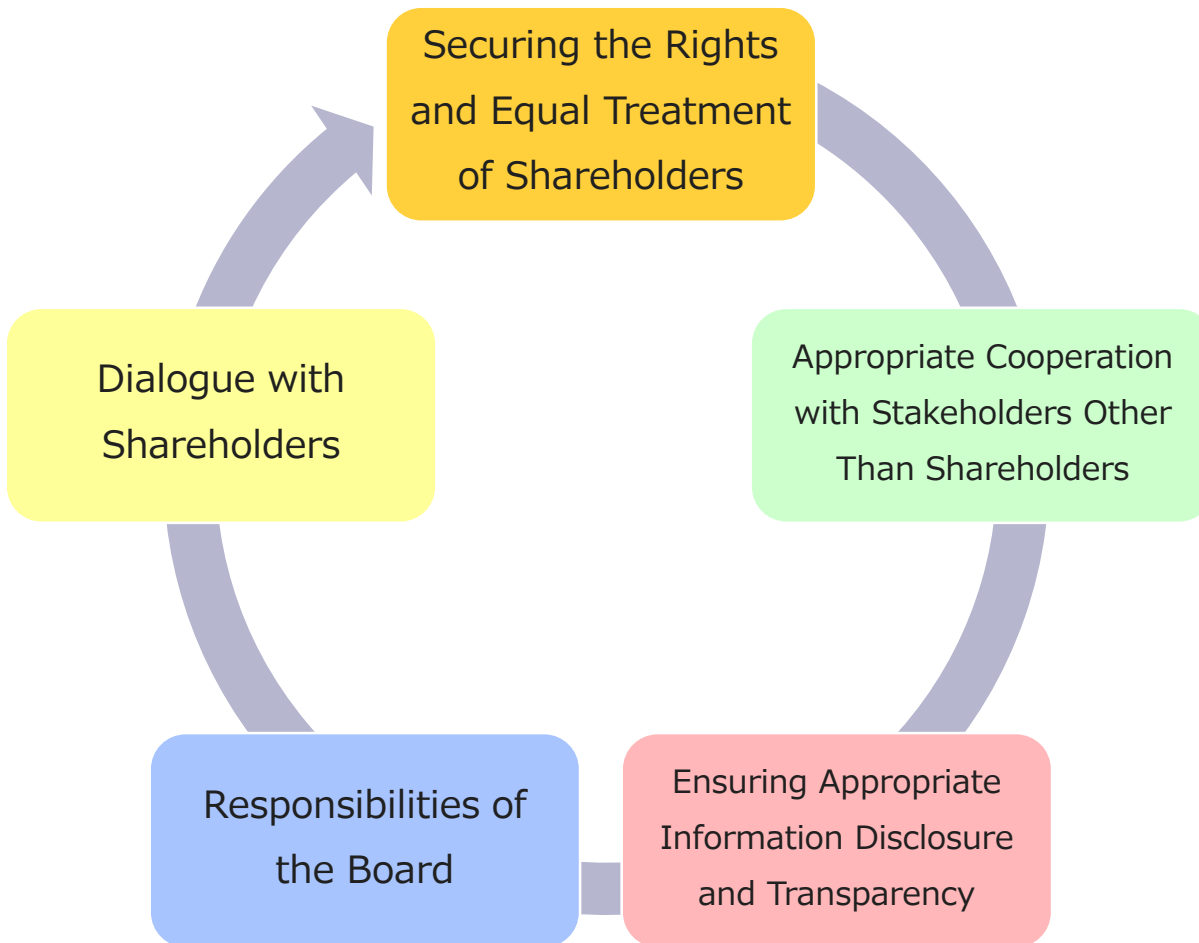


Effective use of resources and speedy management

- 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

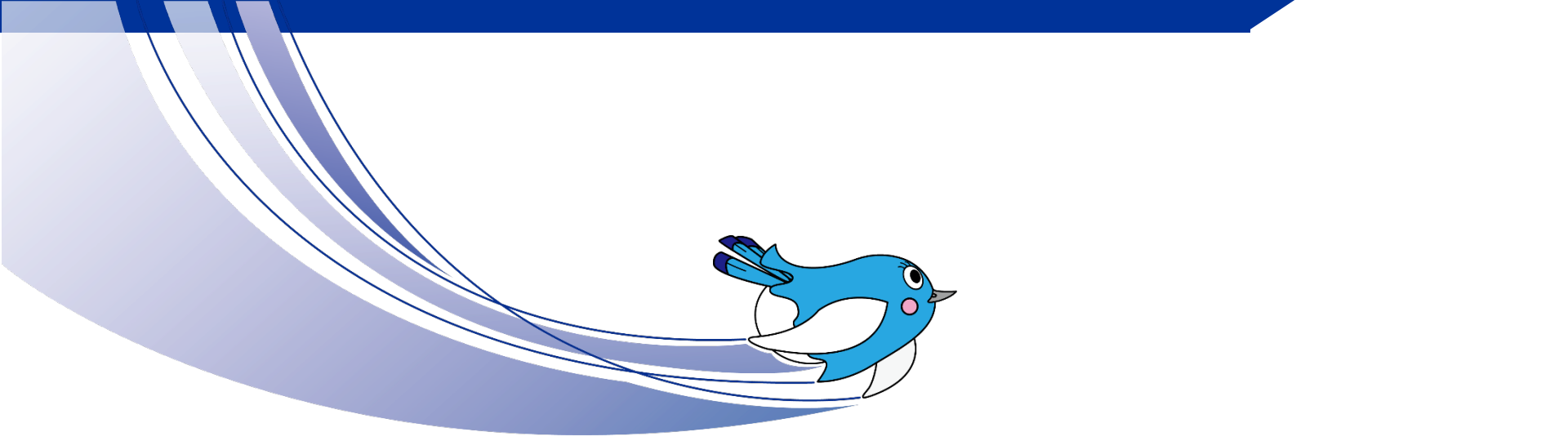
- Disclose information by corporate governance reports
- Disclose information on website in an appropriate and timely manner

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