

Fiscal Year Ended March 2020

Financial Results Explanatory Materials

FUJI CORPORATION



Foreword...

Regarding the confirmed case of COVID-19 coronavirus at Fuji

1. Fuji staff member confirmed to have COVID-19 coronavirus
 - ✓ On March 5, one member of our staff stationed at Fuji's head office (Chiryu in Aichi prefecture, Japan) was confirmed to have the COVID-19 coronavirus with mild clinical symptoms. The individual was discharged from the medical facility and has subsequently returned to the office.
 - ✓ After that, there have been no new cases within our staff or family residing with them.

2. To minimize the spread of infection within the company, we are currently taking the following measures.
 - ✓ Japan: In principle, prohibiting business trips to regions which are currently under a state of emergency
 - ✓ Oversea: Prohibiting business trips to foreign countries and regions that require individuals to undergo observation periods upon entry or for reentry into Japan.
 - ✓ Refraining from accepting visitors
 - ✓ Use of remote work

3. Operation and production status at Fuji factories

Our domestic manufacturing sites are maintaining the same production scale as usual. We are working to secure the parts and materials necessary for assembling our products so that we can keep production as scheduled.

Contents

- Financial Summary
- Financial Forecast for FY2021
- Growth Strategy, Other

Financial Summary

Financial Points

➤ Robotic Solutions Division

The demand remains steady amidst continual demand for equipment for smartphones and 5G --next generation wireless communication standard-- for the markets in China and other Asian countries.

However, capital investments in markets in Europe and the Americas weakened due to concerns arising from the spread of COVID-19 in addition to the continued market uncertainties.

➤ Machine Tools Division

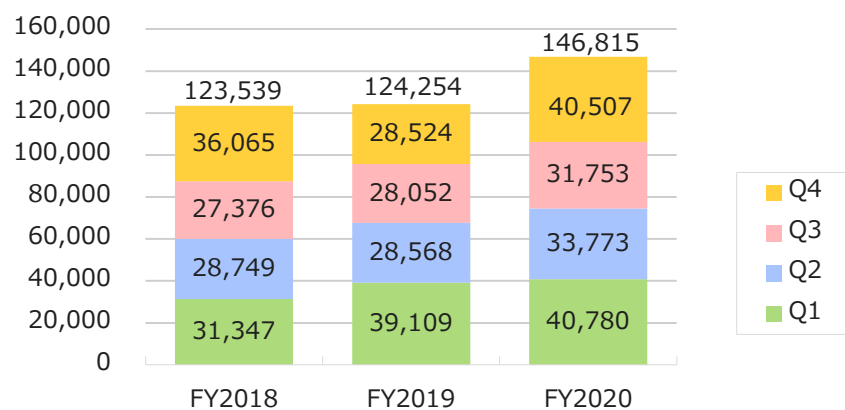
Facing a tough situation with market stagnation due to the developing US-China trade conflict and then the addition of the impact of the spread of COVID-19, a large drop in sales was recorded mainly in the markets in North America and China.

FY2020 Results

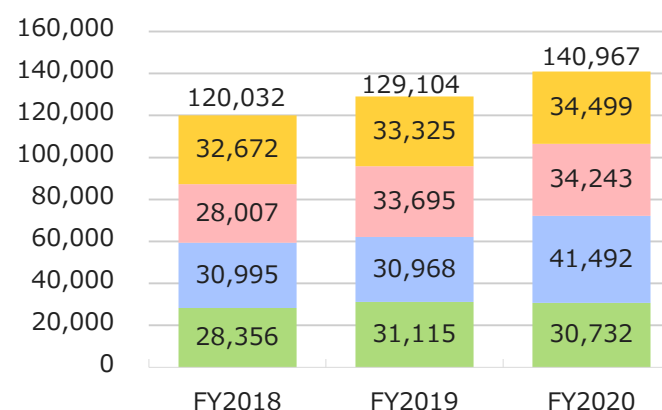
(Million yen)

	FY2019 Results	FY2020 Results	Compared to the same period last year	
			Amount	Ratio
Orders	124,254	146,815	+ 22,561	+18.2%
Sales	129,104	140,967	+11,863	+9.2%
Operating profit	23,106	19,571	▲ 3,535	▲ 15.3%
Ordinary profit	23,454	20,119	▲ 3,334	▲ 14.2%
Net profit for the period	16,855	14,963	▲ 1,891	▲ 11.2%

Orders

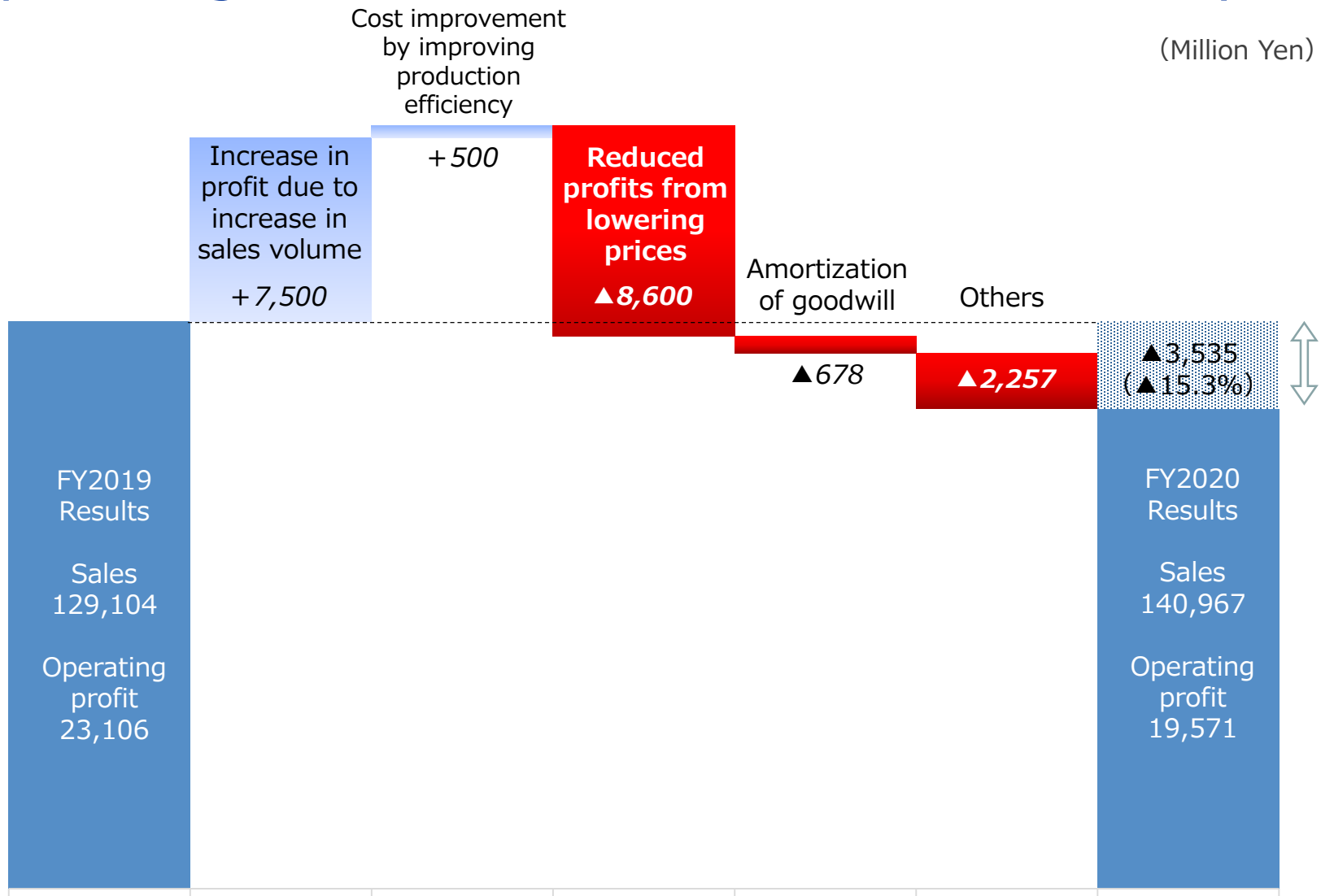


Sales

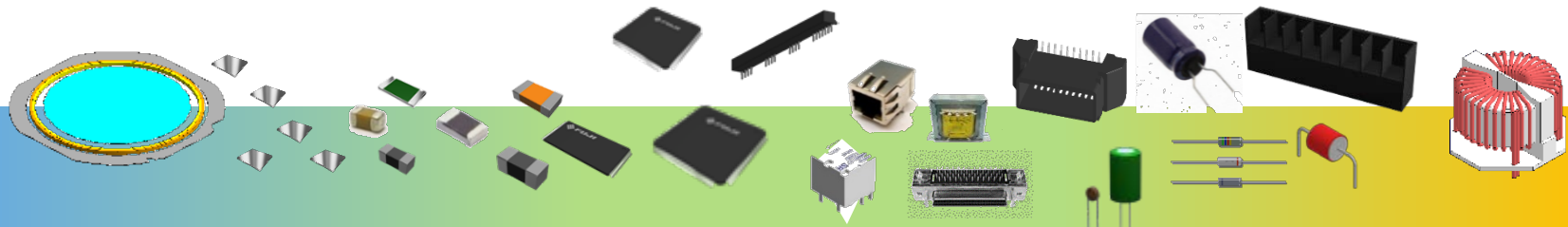


Operating Income Increase/Decrease Analysis

(Million Yen)



Robotic Solutions Division



Solder printing

Die

SMD

Insertion parts

FASFORD TECHNOLOGY DB Series



GPX-C NXT-H

NXT Fuji Scalable Placement Platform

AIMEX AIMEX C

sFAB-α

sFAB-D

Light work robot

Plasma processing equipment

Delivery locker system

Nursing care robots



Tough Plasma

Quist

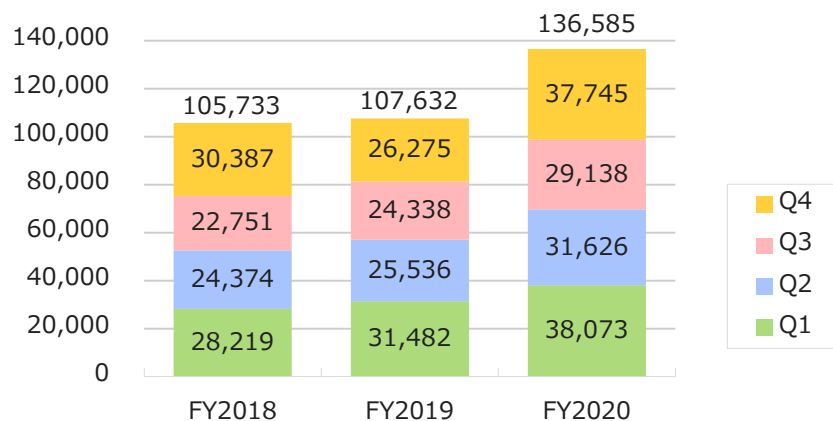
Hu9
Mobility Support Robot

Robotic Solutions Division Results

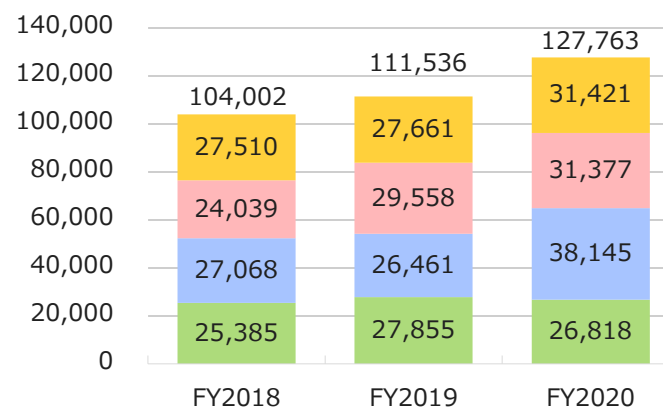
(Million yen)

	FY2019 Results	FY2020 Results	Compared to the same period last year	
			Amount	Ratio
Orders	107,632	136,585	+28,952	+26.9%
Sales	111,536	127,763	+16,226	+14.5%
Operating profit	25,017	23,353	▲1,663	▲6.6%
Order backlog	17,682	26,504	+8,822	+49.9%

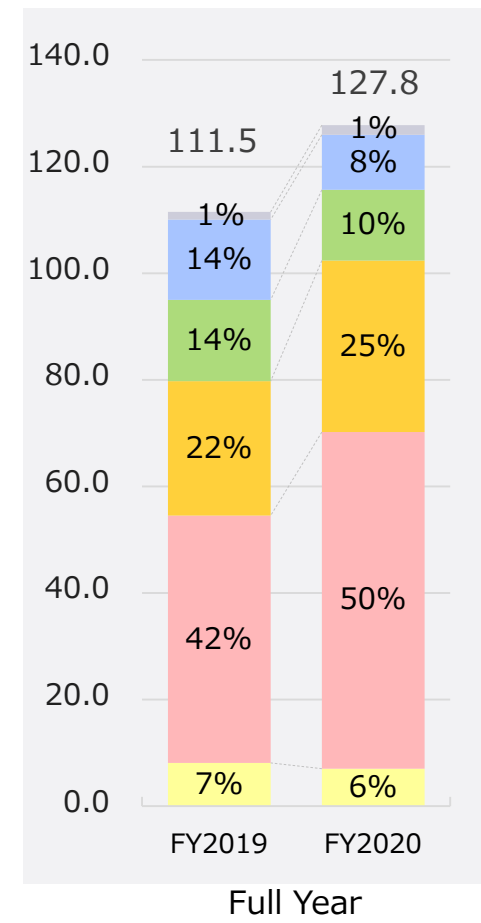
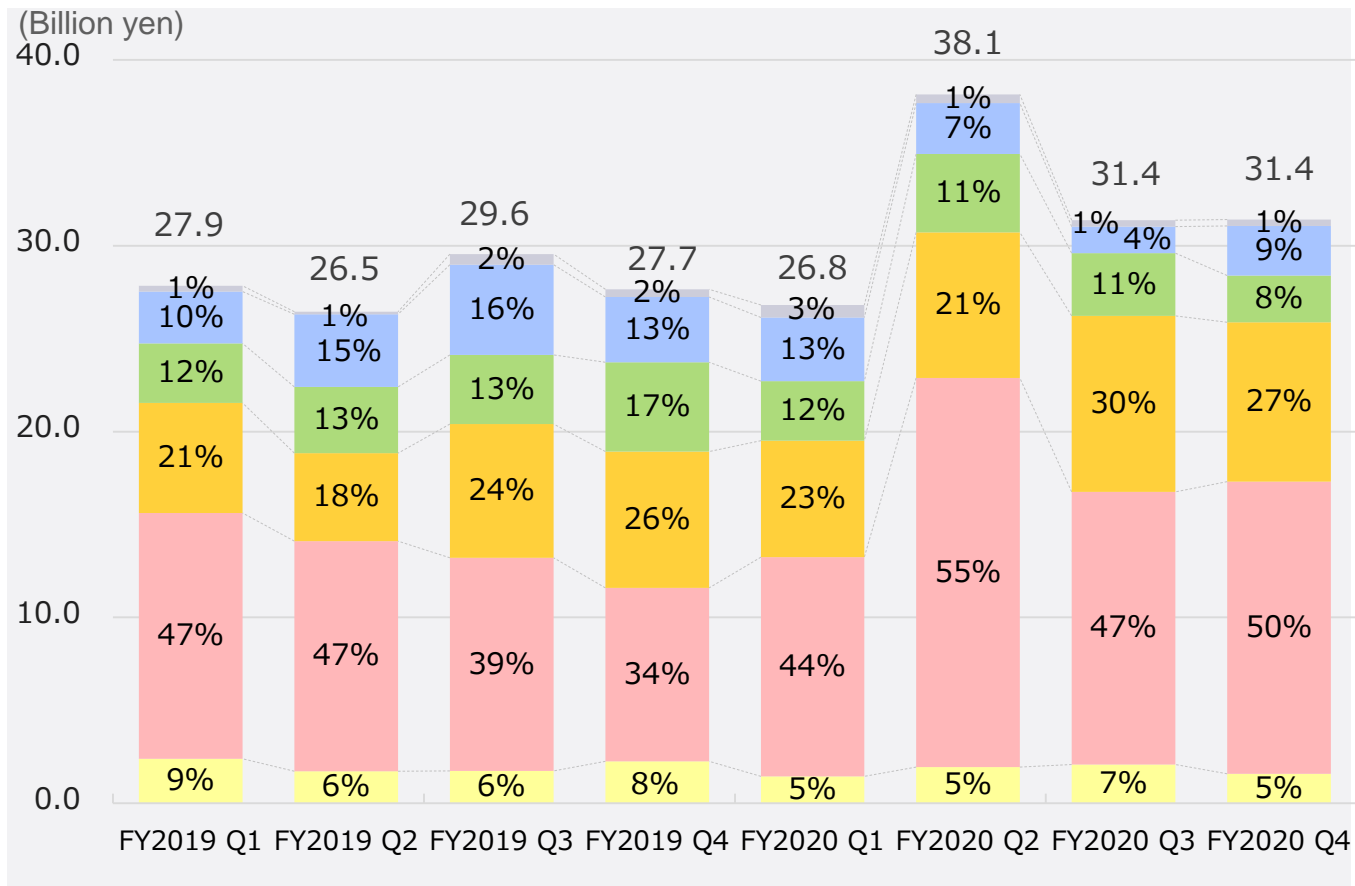
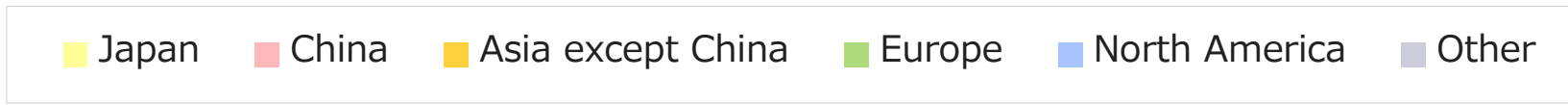
Orders



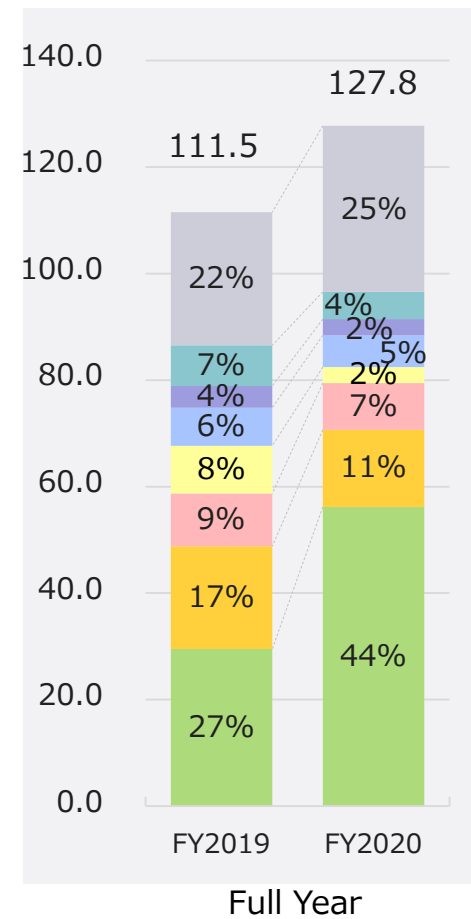
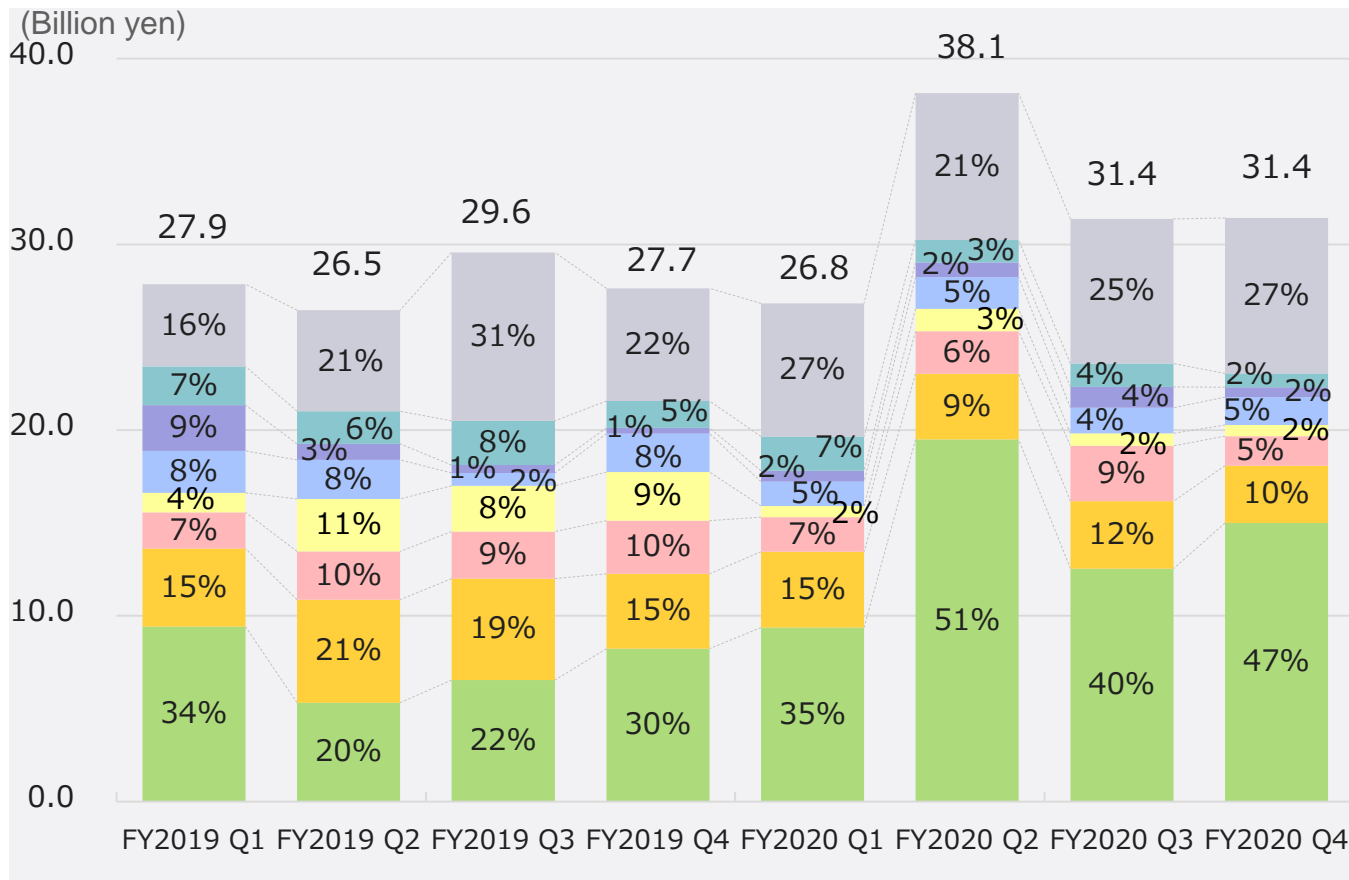
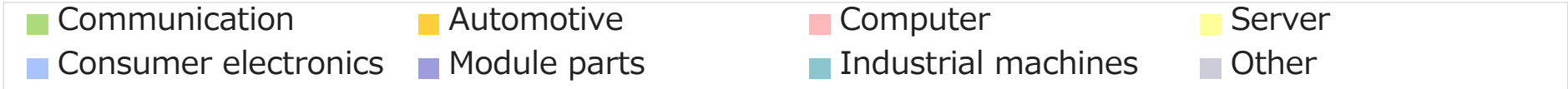
Sales



Robotic Solutions Division Sales Trends by Region



Robotic Solutions Division Sales by Sector



Machine Tools Division

Front Facing Twin Spindle Lathe
CS SERIES



Steering
- Pinion steering shaft

Power train
- Pinion gears
- Drive pinion
- Differential case

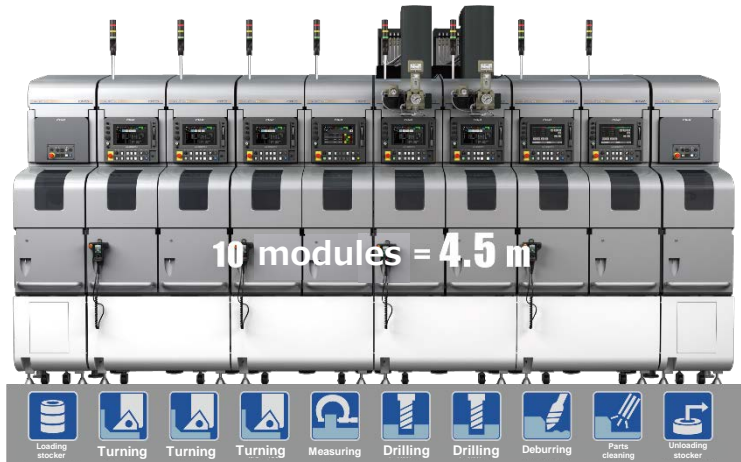
Axle
- Hubs
- Brake disks

Engine
- Cam shafts
- Bearing housings

Transmission
- Output shaft
- Sheave (CVT)



Modular Production Equipment



10 modules = 4.5 m

Horizontal CNC Lathe TN series

TN SERIES

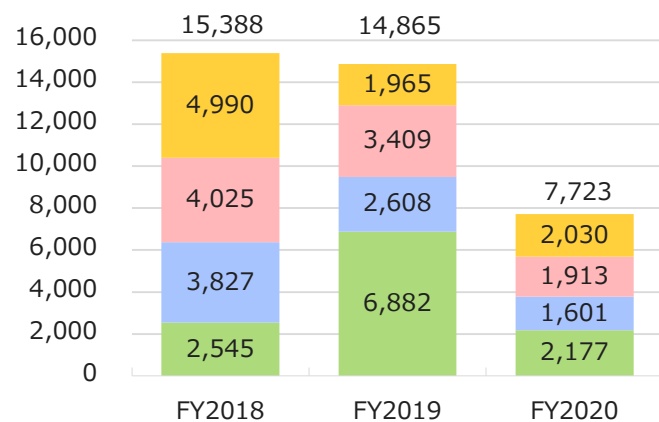


Machine Tools Division Results

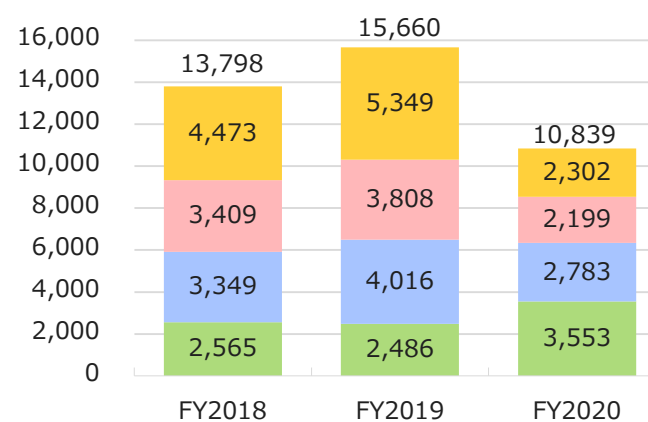
(Million yen)

	FY2019 Results	FY2020 Results	Compared to the same period last year	
			Amount	Ratio
Orders	14,865	7,723	▲7,142	▲48.0%
Sales	15,660	10,839	▲4,820	▲30.8%
Operating profit	1,661	▲636	▲2,298	▲138.3%
Order backlog	8,449	5,333	▲3,116	▲36.9%

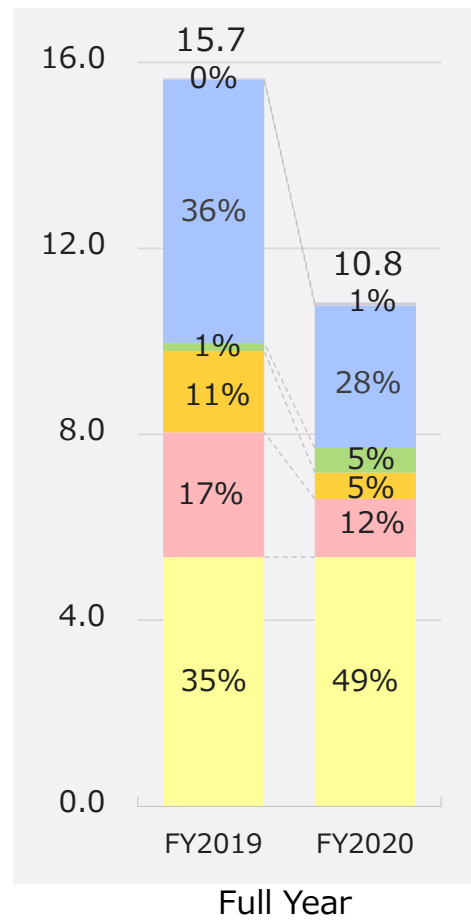
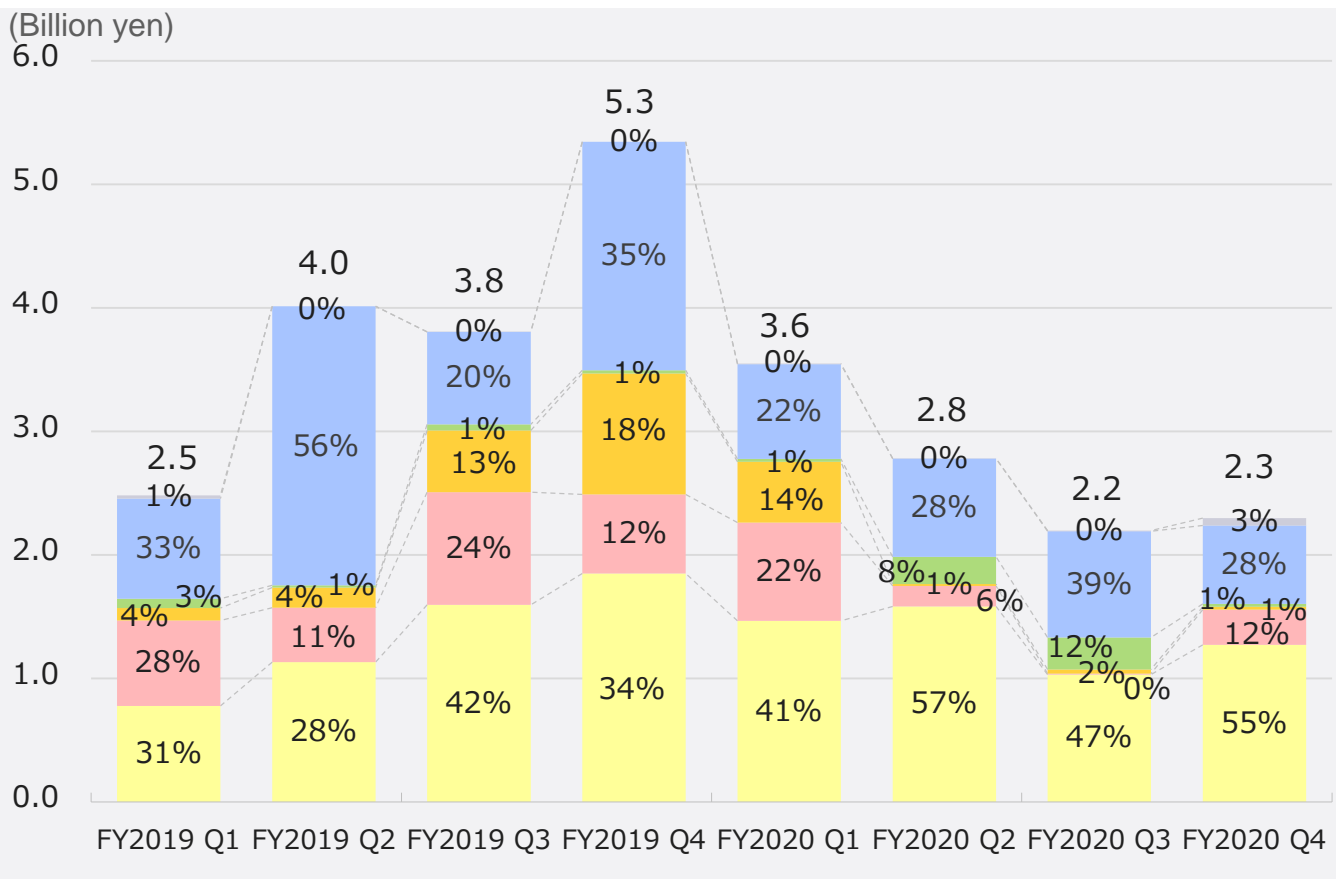
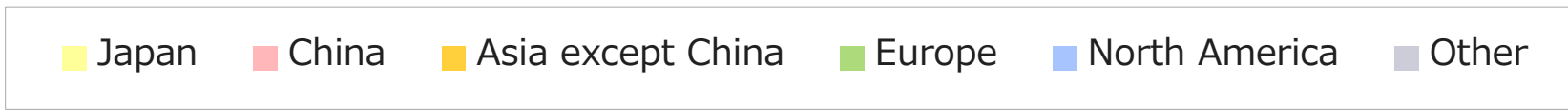
Orders



Sales

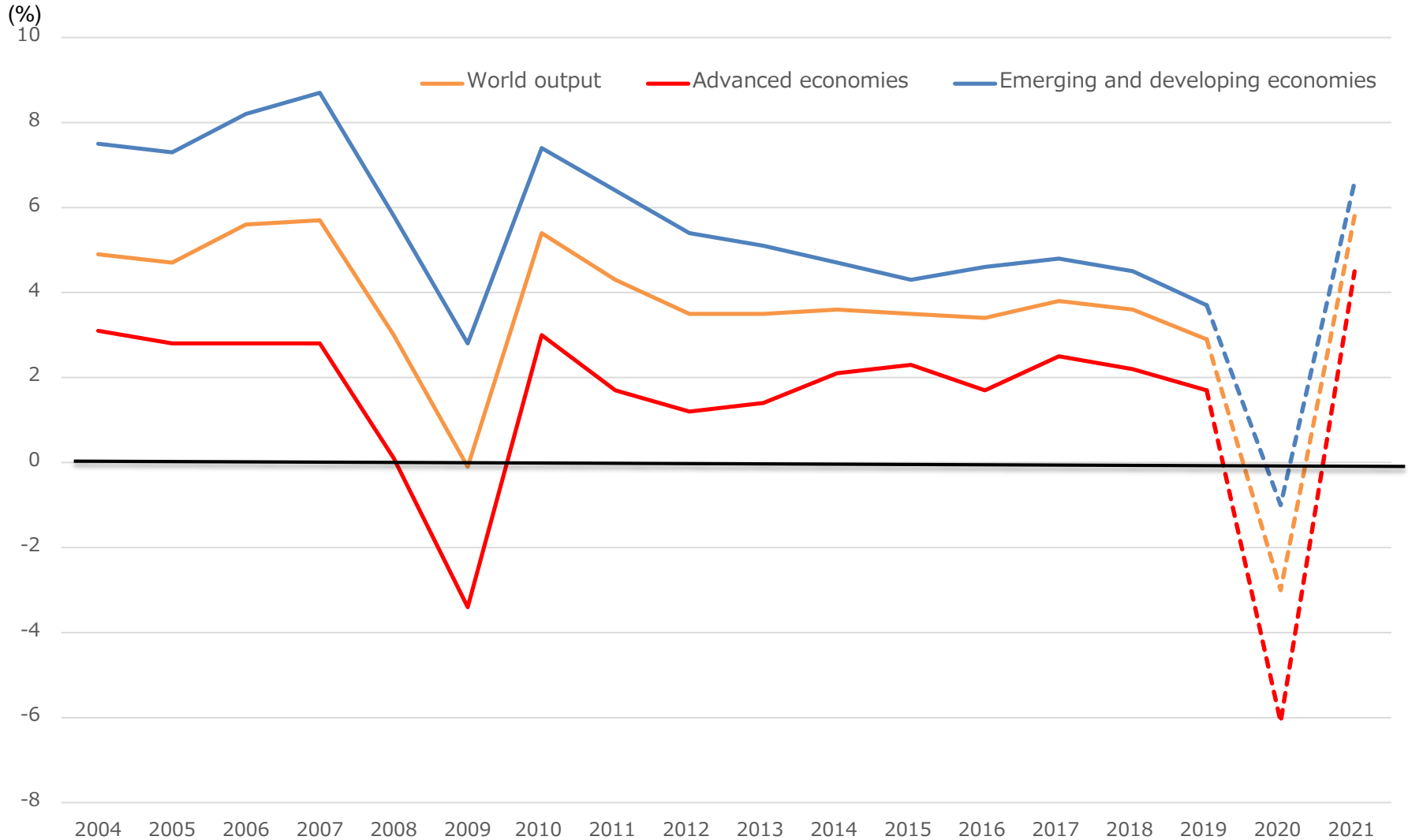


Machine Tools Division Sales Trends by Region



Financial Forecast for FY2021

Economic Growth Rates



Source : IMF, World Economic Outlook, April 2020.

Manufacturing PMI by Region (Economic Indicator)

	2019.9	2019.10	2019.11	2019.12	2020.1	2020.2	2020.3	2020.4
Global	49.7	49.8	50.3	50.1	50.4	47.1	47.3	39.8
United States	51.1	51.3	52.6	52.4	51.9	50.7	48.5	36.1
Euro Zone	45.7	45.9	46.9	46.3	47.9	49.2	44.5	33.4
Japan	48.9	48.4	48.9	48.4	48.8	47.8	44.8	41.9
Taiwan	50.0	49.8	49.8	50.8	51.8	49.9	50.4	42.2
South Korea	48.0	48.4	49.4	50.1	49.8	48.7	44.2	41.6
China	49.8	49.3	50.2	50.2	50.0	35.7	52.0	50.8
India	51.4	50.6	51.2	52.7	55.3	54.5	51.8	27.4
Indonesia	49.1	47.7	48.2	49.5	49.3	51.9	45.3	27.5
Russia	46.3	47.2	45.6	47.5	47.9	48.2	47.5	31.3
Brazil	53.4	52.2	52.9	50.2	51.0	52.3	48.4	36.0

Source : IHS MARKIT

Consolidated Results Forecasts

(Million yen)

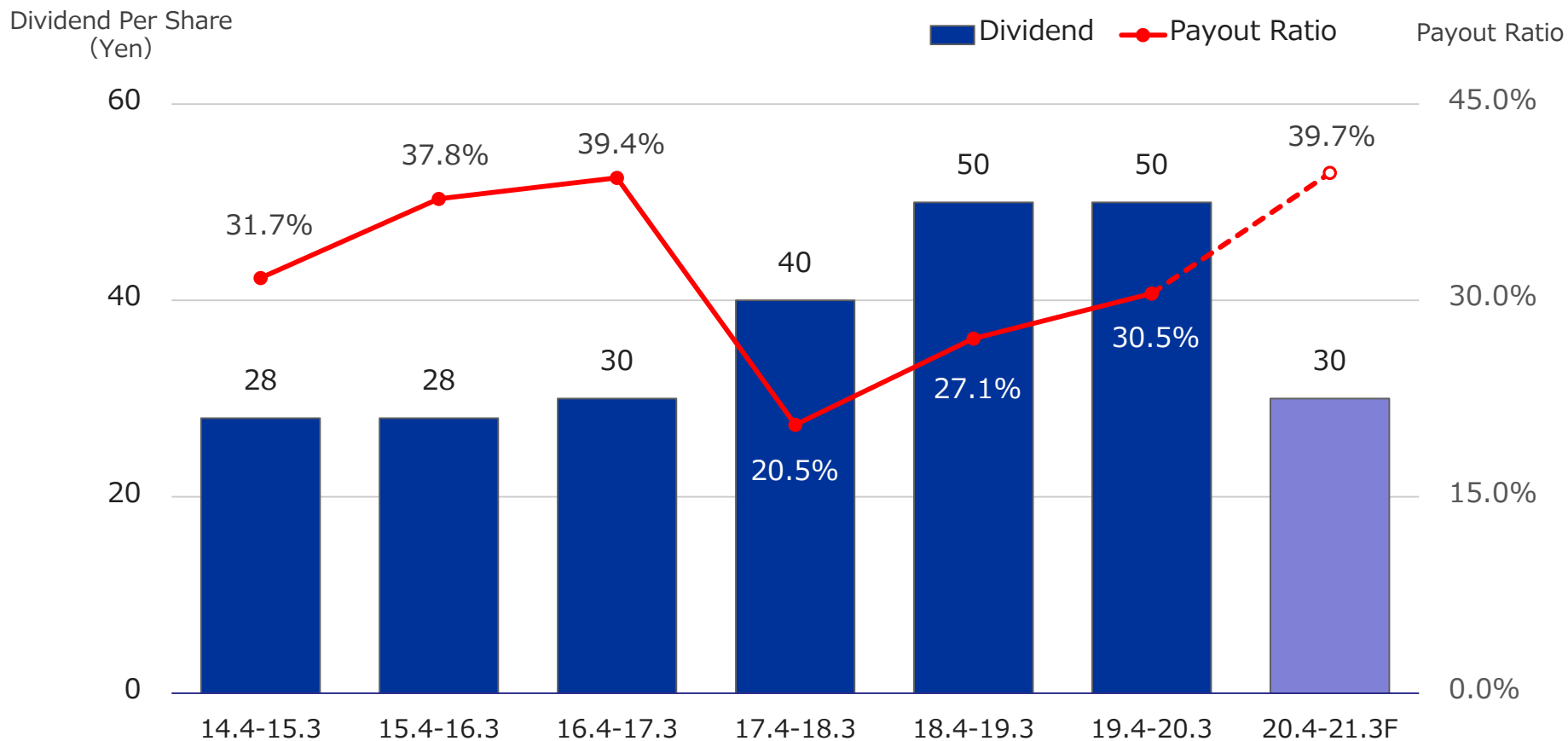
	FY2020 Results	Forecast for FY2021			
		First half		Full year	
				Compared to same period last year	
				Amount	Ratio
Orders	146,815	53,000	110,000	▲36,815	▲25.1%
Sales	140,967	57,000	112,000	▲28,967	▲20.5%
Operating profit	19,571	5,300	9,000	▲10,571	▲54.0%
Operating profit margin	13.9%	9.3%	8.0%	—	—
Ordinary profit	20,119	5,700	9,700	▲10,419	▲51.8%
Net profit for the period	14,963	4,100	6,900	▲8,063	▲53.9%

Forecast of Orders and Sales for Segments

(Million yen)

		FY2020 Results	Forecast for FY2021			
			First half	Full year		
				Compared to same period last year		
				Amount	Ratio	
Robotic Solutions	Orders	136,585	48,000	99,000	▲37,585	▲27.5%
	Sales	127,763	52,000	101,000	▲26,763	▲20.9%
	Order backlog	26,504	22,504	24,504	▲2,000	▲7.5%
Machine Tools	Orders	7,723	4,000	9,000	+1,276	+16.5%
	Sales	10,839	4,000	9,000	▲1,839	▲17.0%
	Order backlog	5,333	5,333	5,333	±0	-
Others	Orders	2,507	1,000	2,000	▲507	▲20.2%
	Sales	2,364	1,000	2,000	▲364	▲15.4%
	Order backlog	313	313	313	±0	-

Dividend Per Share and Payout Ratio



Regular Dividend 24.00
Commemorative Dividend 4.00

Regular Dividend 40.00
Commemorative Dividend 10.00

Growth Strategy, Other

Growth Strategy



Robotic Solutions Division

- Expand lineup for before and after surface mounting technology (SMT) processes
- Propose total solutions
- Achieve Fuji Smart Factory with IoT and M2M links
- Expand multijoint robot and SCARA robot lineups
- Establish "NEXT SMT" with FPM-Trinity

FUJI Smart Factory

Circuit printing

3D printer

FPM-Trinity

(Prototype)

Placing parts



NEXIM



Smart Wing



DB Series



NXT-H



NXTR



AIMEX III



sFAB-α



sTower III



GPX-C

Machine Tools Division

- Develop new markets and new customers
- Develop new products linked to a sales strategy

New markets
Develop new products



TN SERIES



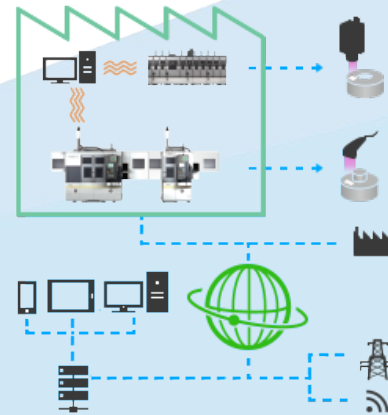
DLFn



AN SERIES



CS SERIES



Divisions for the Next Generation

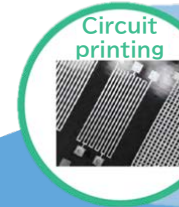
FUJI Innovation Lab.



- Joint development with Tytus3D



- Developing self-driving vehicle driven logistics service with Gatik AI



Circuit printing



(Prototype)

- Electronic device printer FPM-Trinity



3D printer

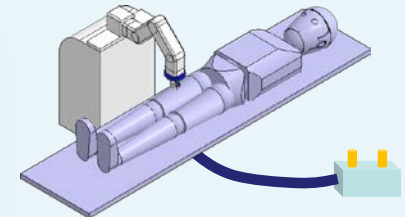
Placing parts



- Expand businesses into medical, nursing care, and logistics fields
- Enter into different industries through establishing business partnerships
- Explore new technologies with Fuji Innovation Lab., an entity that has been established in the Silicone Valley and by forming alliances with startups



- Mobility Support Robot Hug



- Joint development of ultrasound-guided operation system with Asahi Intecc



- Expansion of the semiconductor back-end process machine lineup by Fasford Technology Co., Ltd. (Fuji's subsidiary)

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
- Driving green procurement



● 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

- Health and Productivity company selection
- 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



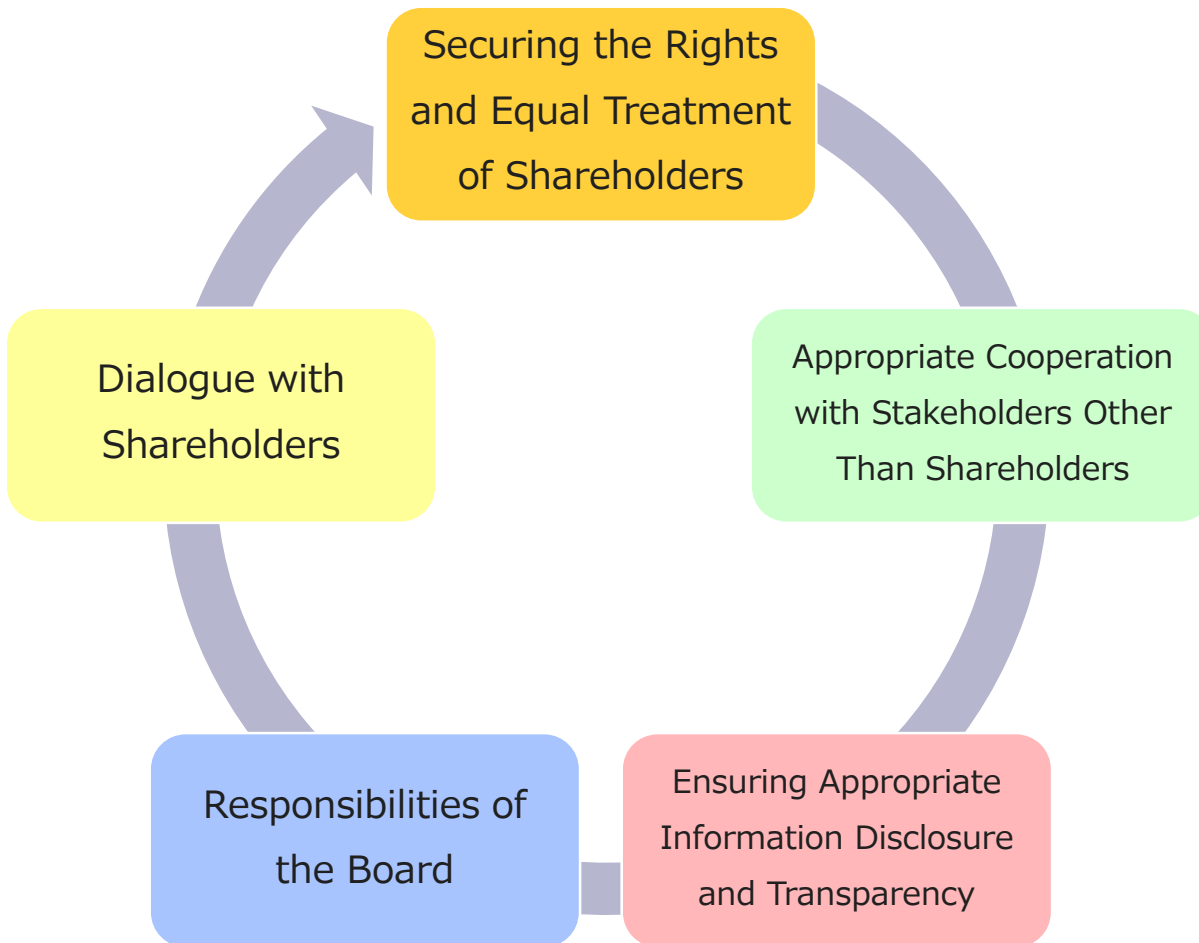
- Working with the community and education

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



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

お客様に感動を!

Excite and Inspire



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.