

Second Quarter for Fiscal Year Ending March 2021 Financial Results Explanatory Materials

FUJI CORPORATION



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

Financial Summary

Financial Points

➤ Robotic Solutions Division

In addition to steady demand for communication devices, we are seeing growth in sales for notebook computers and tablet computers and in semiconductor related sales. We are continuing to see low capital investment in Europe and in the Americas due to the impact of the COVID-19 pandemic.

➤ Machine Tools Division

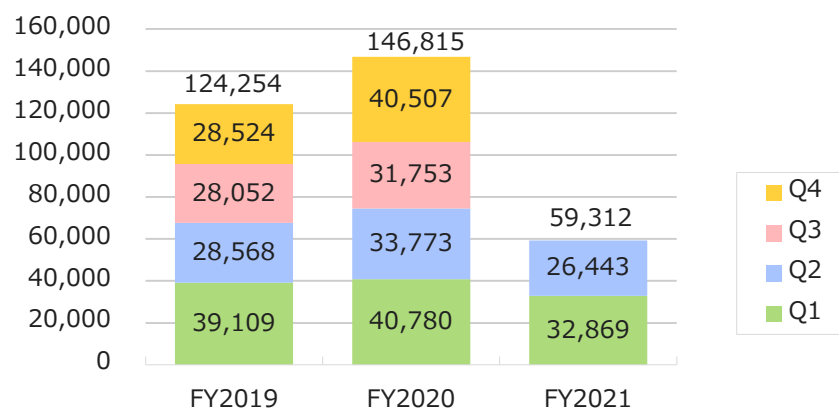
Facing a tough situation with ongoing market stagnation, and then the addition of the impact of the spread of COVID-19, a large drop in sales was recorded in many markets including Japan, North America, and China.

FY2021 Q2 Results

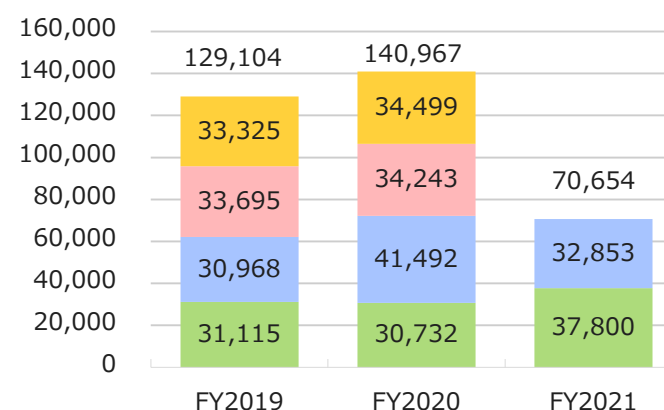
(Million yen)

	First half of FY2020 results	First half of FY2021 results	Compared to the same period last year	
			Amount	Ratio
Orders	74,554	59,312	▲15,241	▲20.4%
Sales	72,225	70,654	▲1,571	▲2.2%
Operating profit	11,230	11,412	+182	+1.6%
Ordinary profit	11,351	12,118	+766	+6.8%
Net profit for the period	8,685	8,681	▲3	▲0.0%

Orders

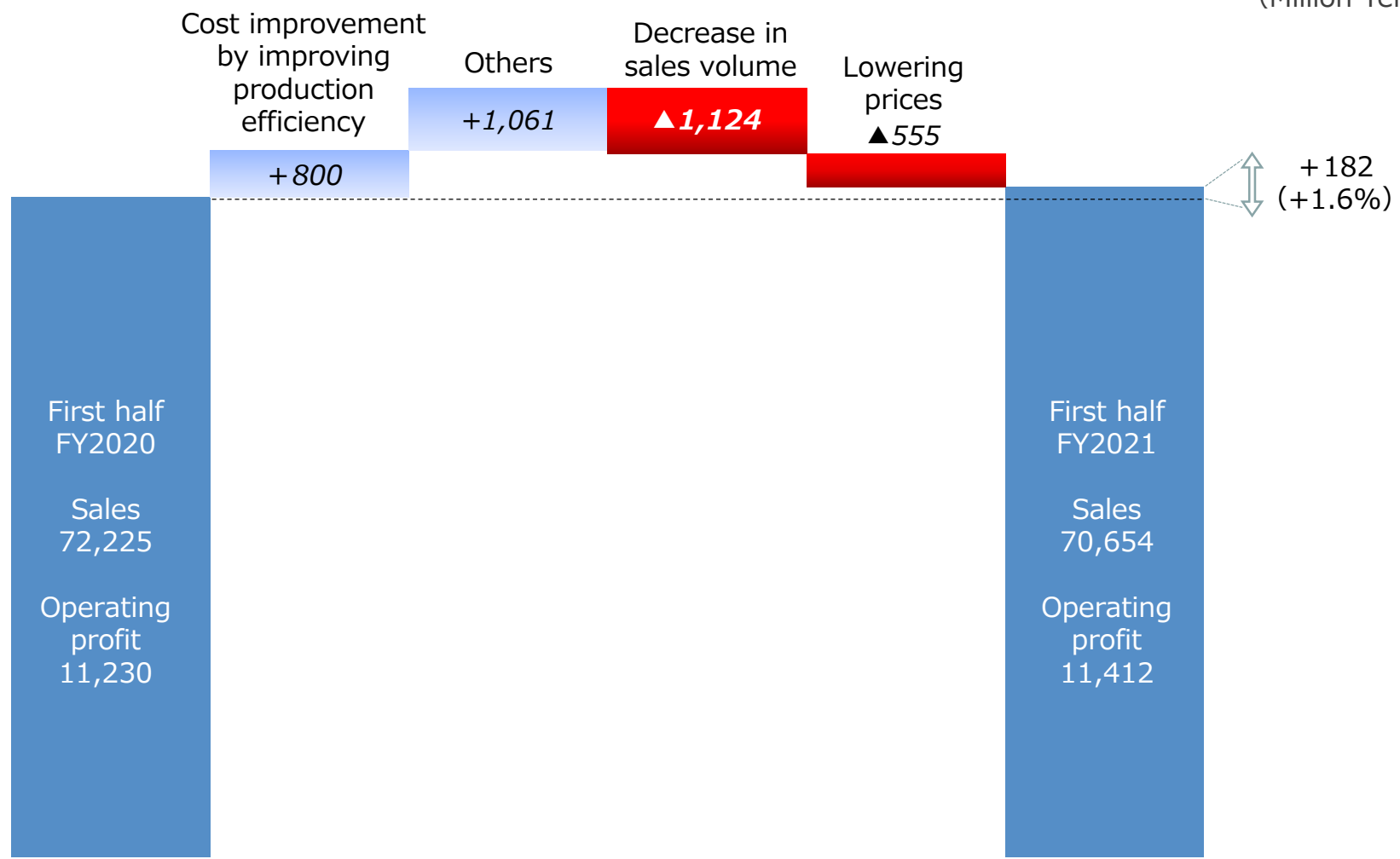


Sales

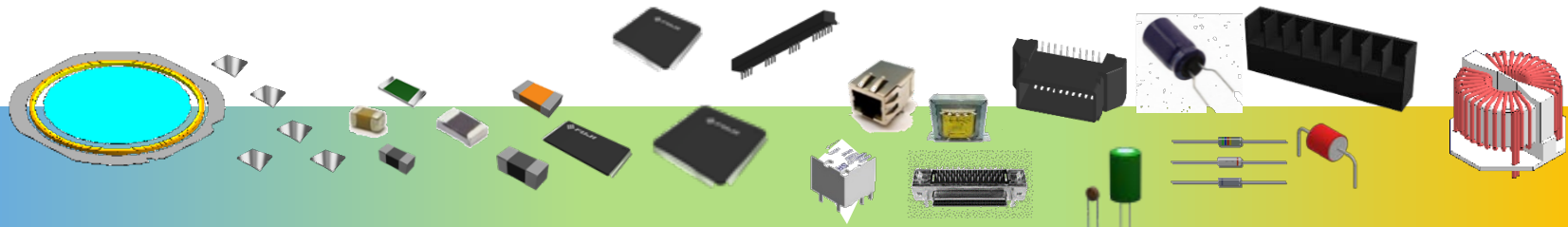


Operating Income Increase/Decrease Analysis

(Million Yen)



Robotic Solutions Division



Solder printing

Die

SMD

Insertion parts



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

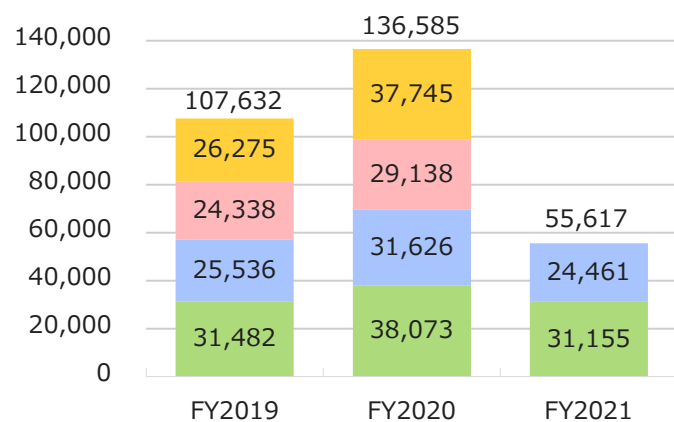


Robotic Solutions Division Results

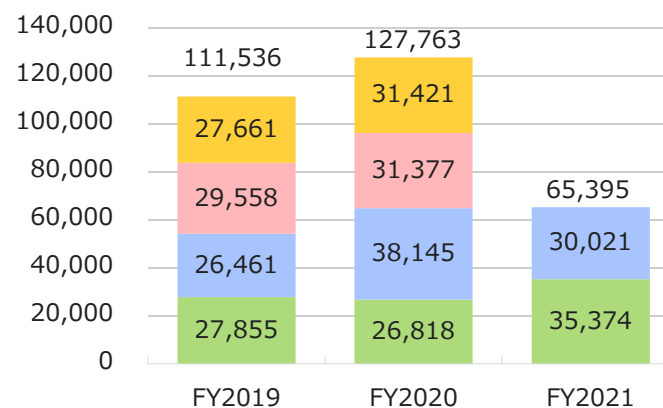
(Million yen)

	First half of FY2020 results	First half of FY2021 results	Compared to the same period last year	
			Amount	Ratio
Orders	69,700	55,617	▲ 14,082	▲ 20.2%
Sales	64,963	65,395	+ 431	+ 0.7%
Operating profit	12,594	13,468	+ 874	+ 6.9%
Ordinary profit	22,419	16,727	▲ 5,692	▲ 25.4%

Orders



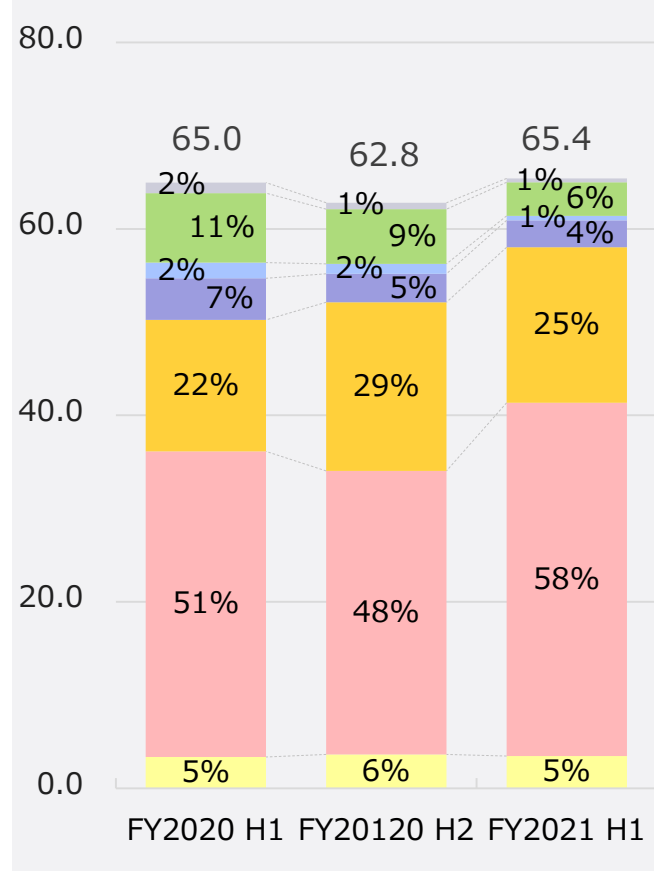
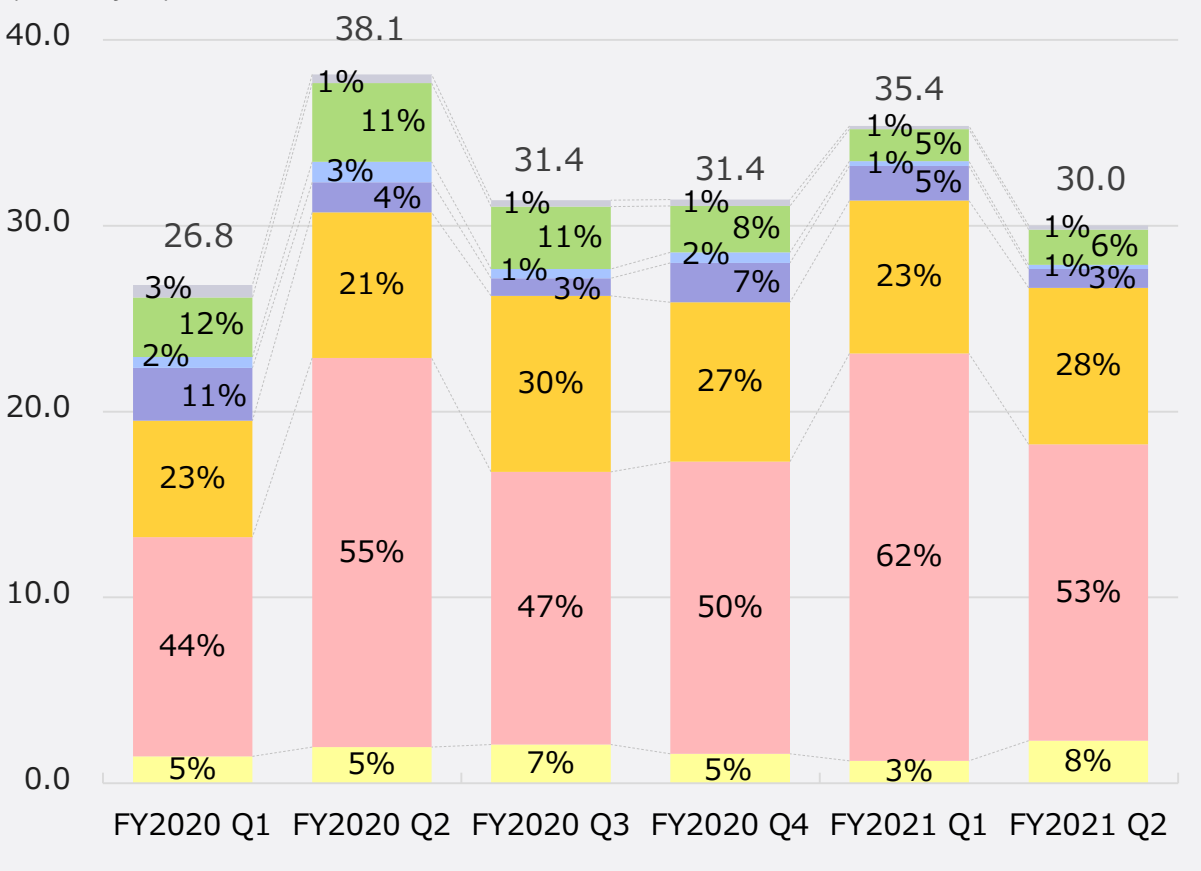
Sales



Robotic Solutions Division Sales by Region

■ Japan
 ■ China
 ■ Other Asia
 ■ United States
 ■ Other North America
 ■ Europe
 ■ Others

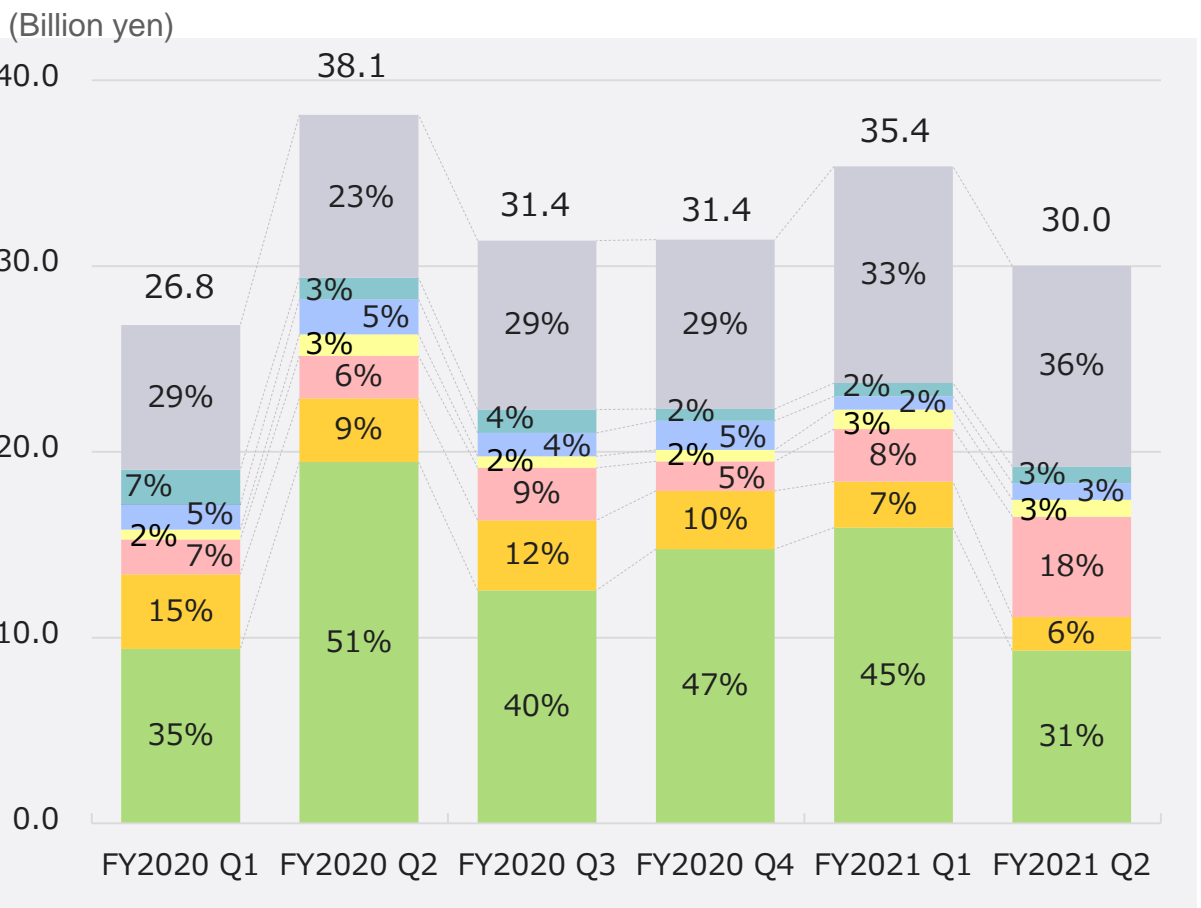
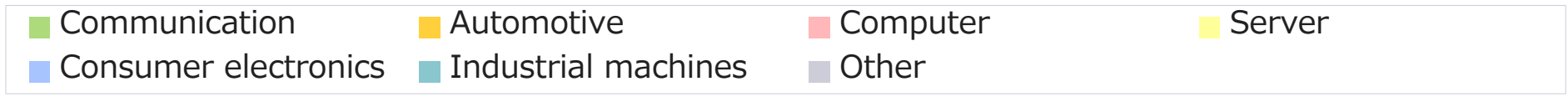
(Billion yen)



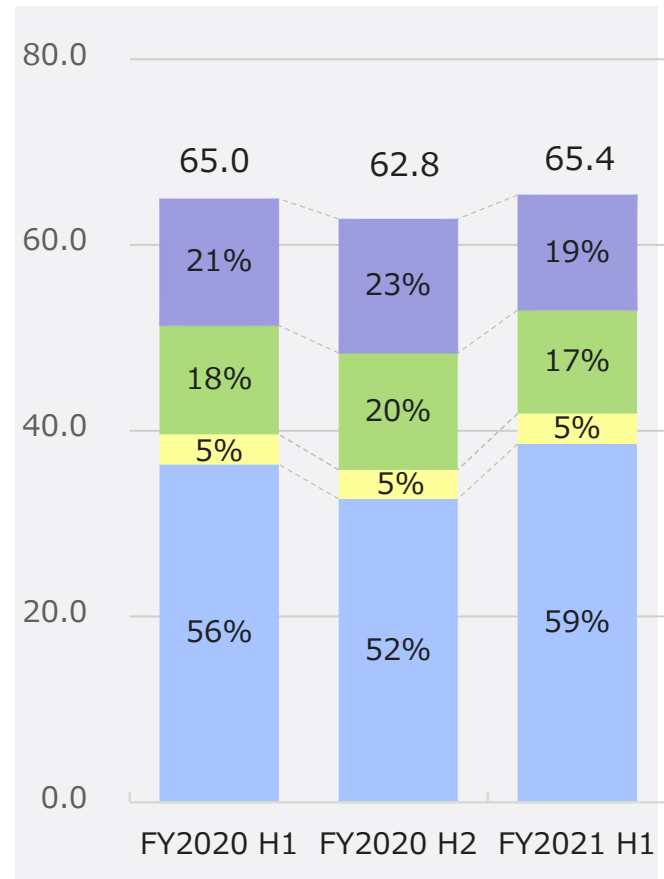
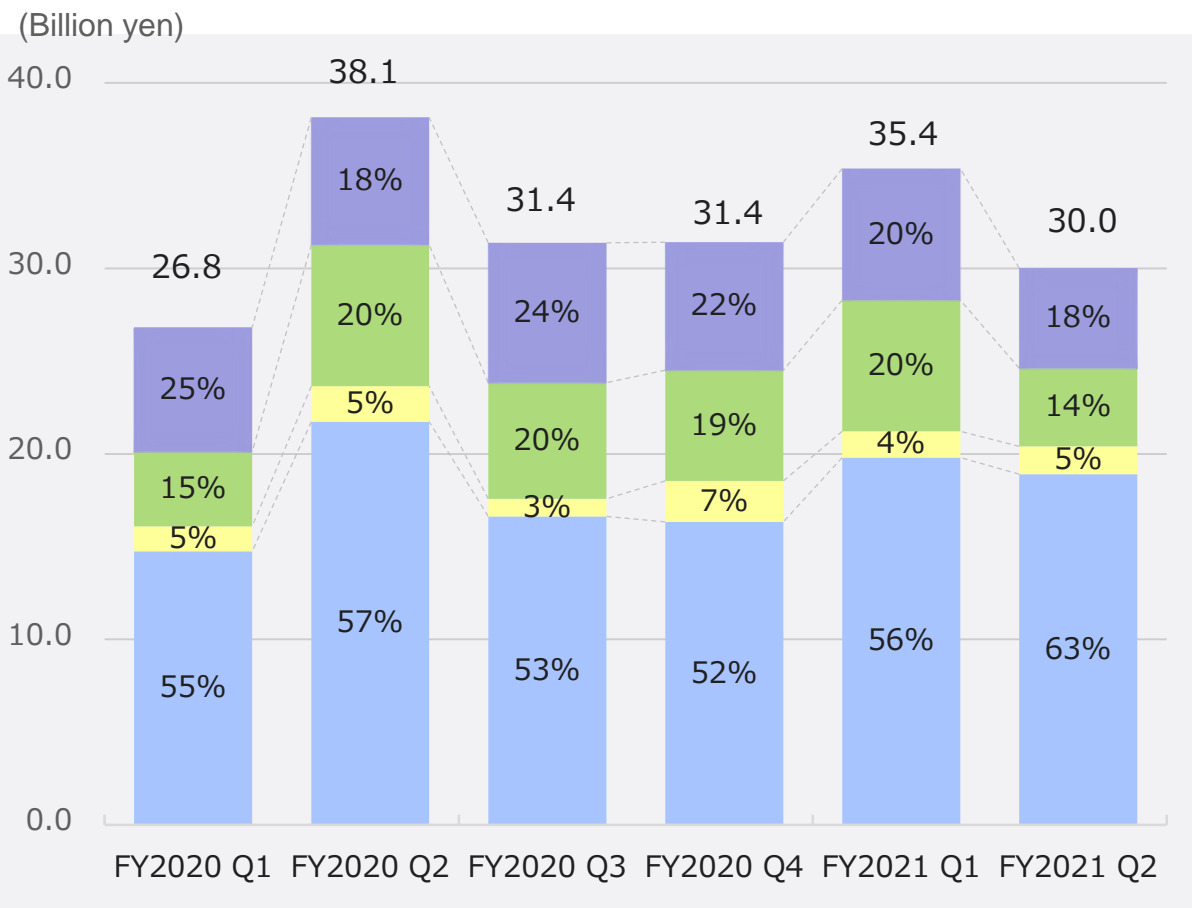
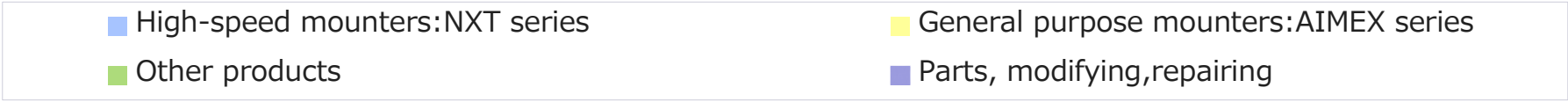
Half period



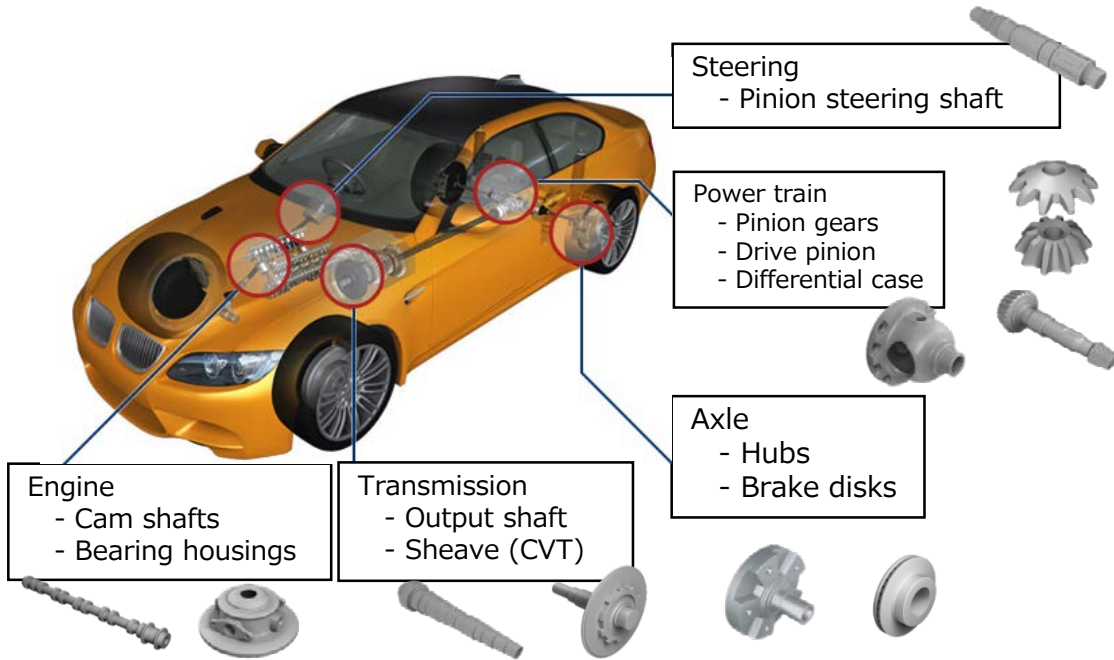
Robotic Solutions Division Sales by Sector



Robotic Solutions Division Sales by Machine Type

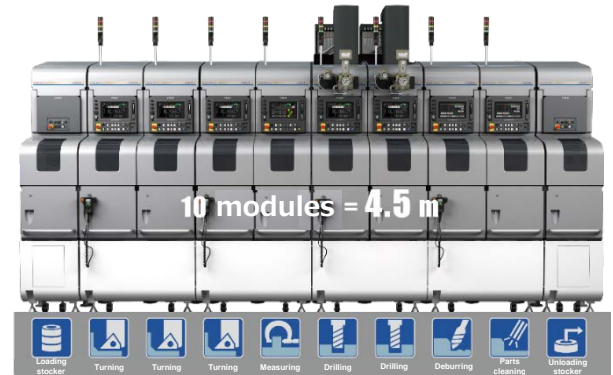


Machine Tools Division



Modular Production Equipment

DLFN



Front Facing Twin Spindle Lathe

Horizontal CNC Lathe TN series

Opposed twin spindle lathe

CS SERIES



TN SERIES



AN SERIES

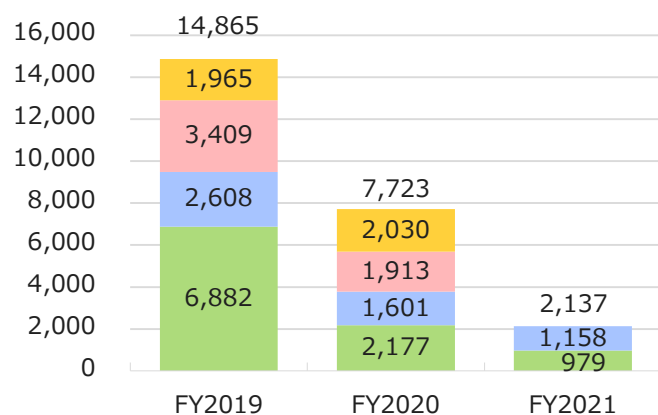


Machine Tools Division Results

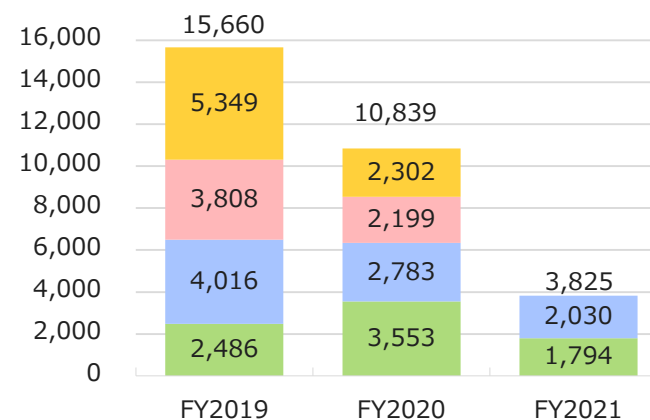
(Million yen)

	First half of FY2020 results	First half of FY2021 results	Compared to the same period last year	
			Amount	Ratio
Orders	3,779	2,137	▲1,642	▲43.4%
Sales	6,337	3,825	▲2,512	▲39.6%
Operating profit	133	▲631	▲764	▲573.2%
Ordinary profit	5,891	3,645	▲2,246	▲38.1%

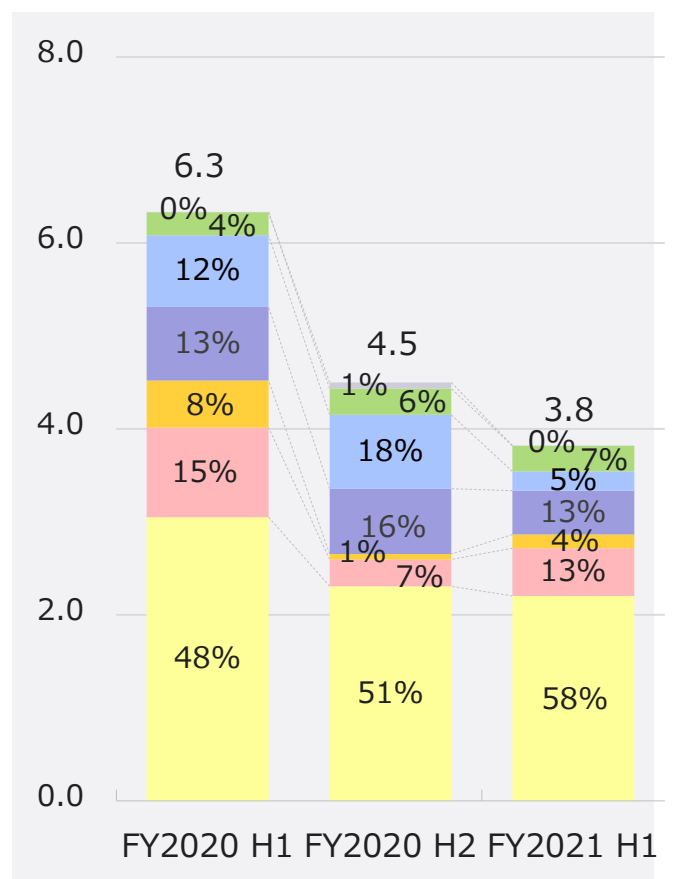
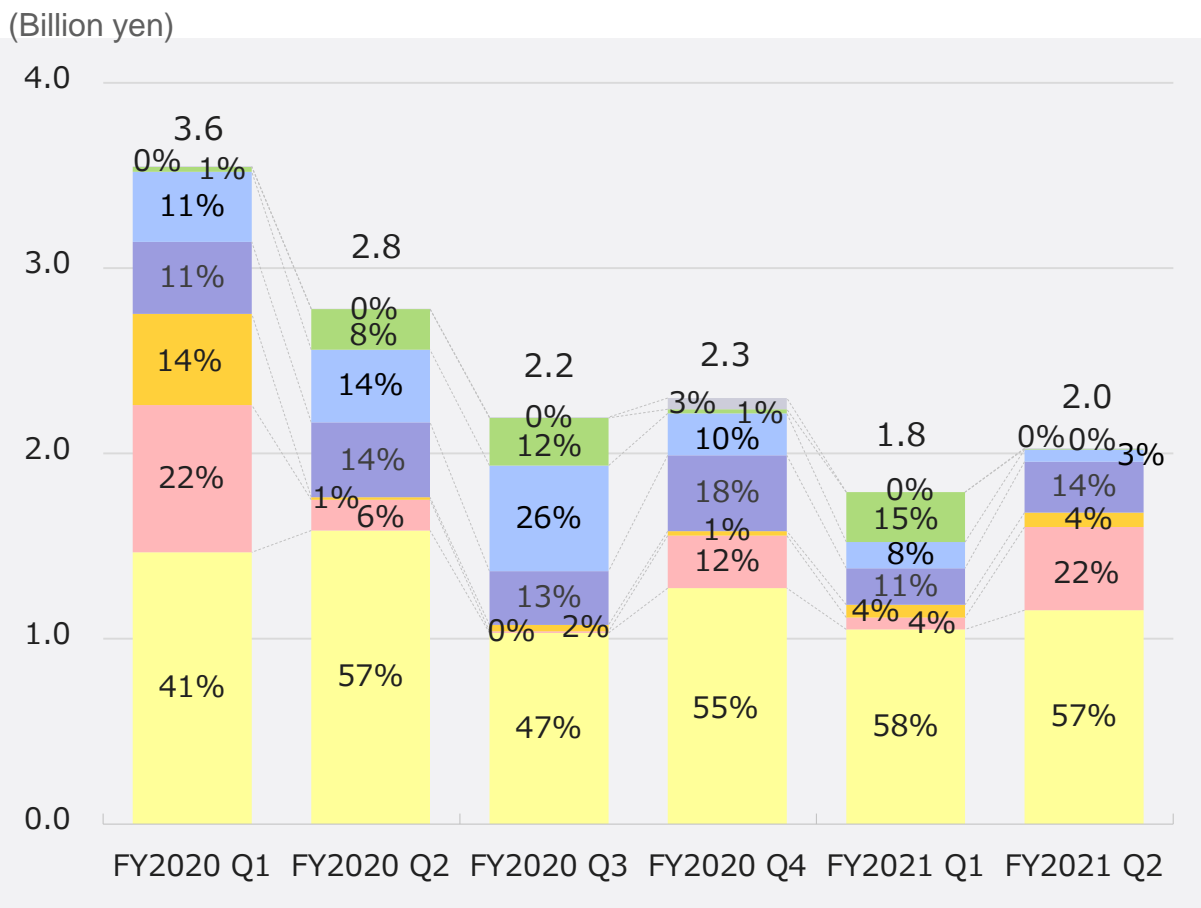
Orders



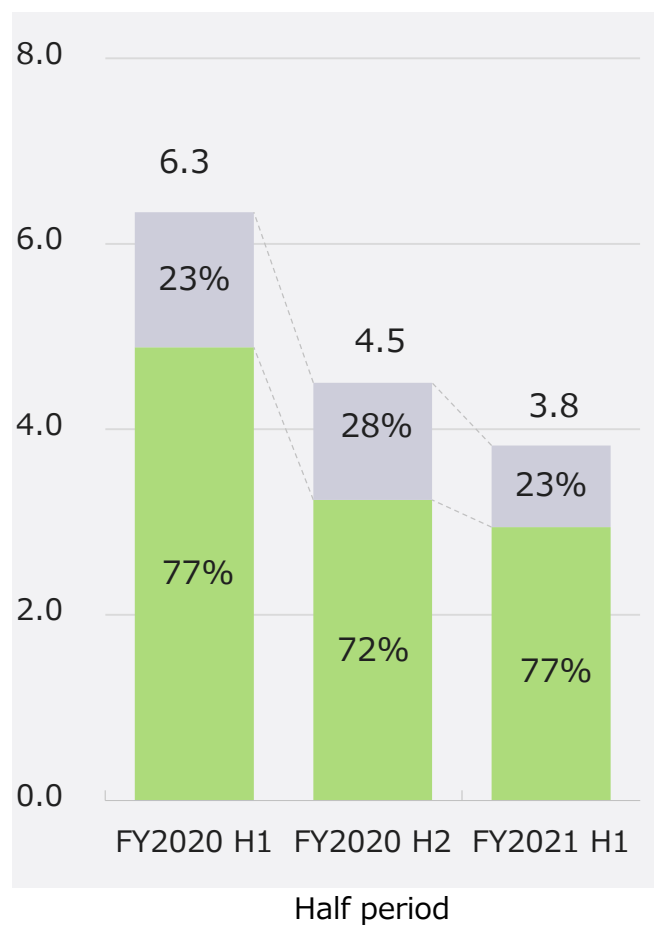
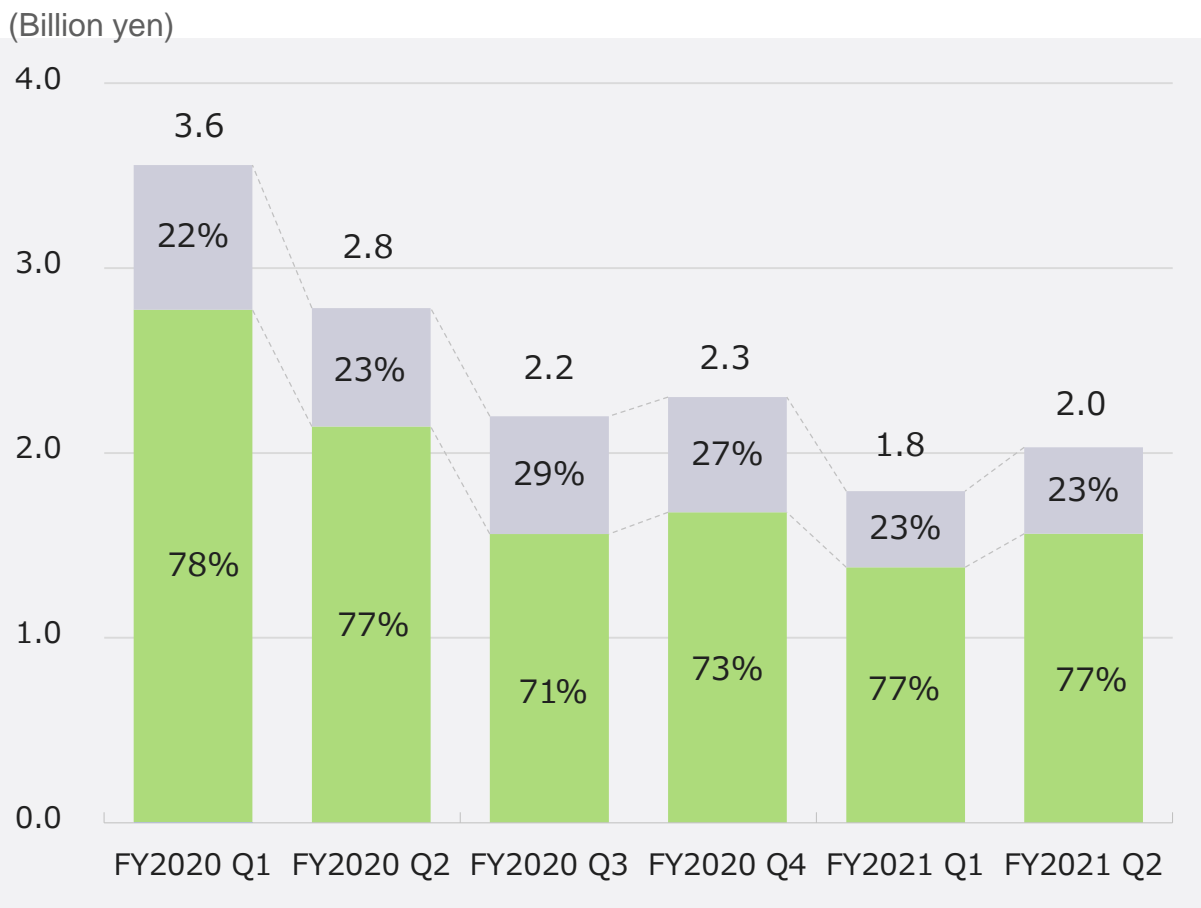
Sales



Machine Tools Division Sales by Region

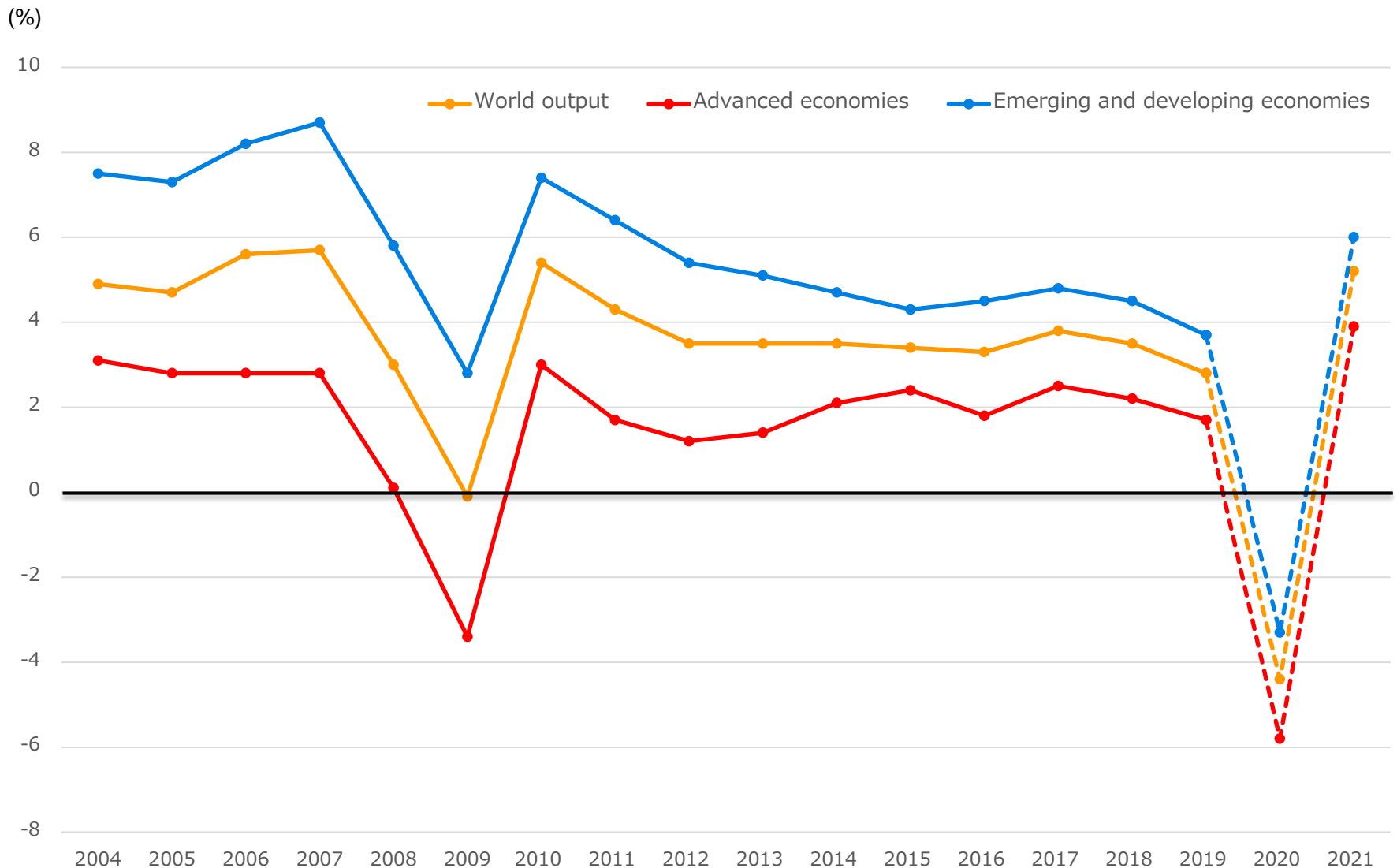


Machine Tools Division Sales by Machine Type



Financial Forecast for FY2021

Economic Growth Rates



Source : IMF, World Economic Outlook, October 2020.

Manufacturing PMI by Region (Economic Indicator)

	2020.3	2020.4	2020.5	2020.6	2020.7	2020.8	2020.9	2020.10
Global	47.3	39.6	42.4	47.9	50.6	51.8	52.4	53.0
United States	48.5	36.1	39.8	49.8	50.9	53.1	53.2	53.4
Euro Zone	44.5	33.4	39.4	47.4	51.8	51.7	53.7	54.8
Japan	44.8	41.9	38.4	40.1	45.2	47.2	47.7	48.7
Taiwan	50.4	42.2	41.9	46.2	50.6	52.2	55.2	55.1
South Korea	44.2	41.6	41.3	43.4	46.9	48.5	49.8	51.2
China	52.0	50.8	50.6	50.9	51.1	51.0	51.5	51.4
India	51.8	27.4	30.8	47.2	46.0	52.0	56.8	58.9
Indonesia	45.3	27.5	28.6	39.1	46.9	50.8	47.2	47.8
Russia	47.5	31.3	36.2	49.4	48.4	51.1	48.9	46.9
Brazil	48.4	36.0	38.3	51.6	58.2	64.7	64.9	66.7

Source : IHS MARKIT

Consolidated Results Forecasts

- Changes from forecast released August 7, 2020 (Million yen)

	FY2020 results	Forecast for FY2021				
		Forecast released August 7, 2020	Current forecast	Compared to the same period last year		Compared to previously released forecast
				Amount	Ratio	Amount
Orders	146,815	114,000	120,000	▲26,815	▲18.3%	+6,000
Sales	140,967	123,000	129,000	▲11,967	▲8.5%	+6,000
Operating profit	19,571	12,500	17,600	▲1,971	▲10.1%	+5,100
Operating profit ratio	13.9%	10.2%	13.6%	-	-	-
Ordinary profit	20,119	13,300	18,600	▲1,519	▲7.6%	+5,300
Net profit for the period	14,963	9,400	13,500	▲1,463	▲9.8%	+4,100

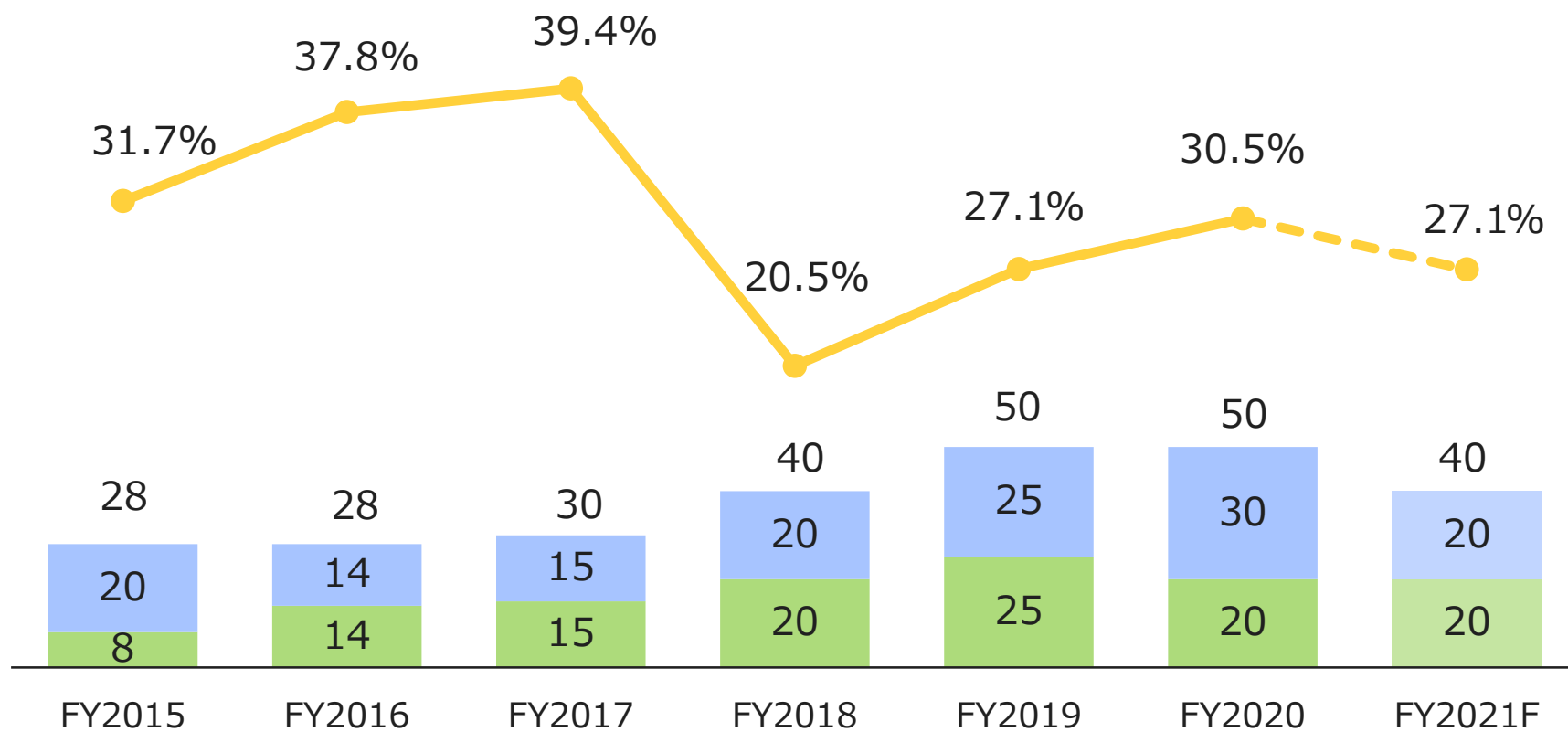
Forecast of Orders and Sales for Segments

- Changes from forecast released August 7, 2020 (Million yen)

		FY2020 results	Forecast for FY2021				
			Forecast released August 7, 2020	Current forecast	Compared to the same period last year		Compared to previously released forecast
					Amount	Ratio	
Robotic Solutions	Orders	136,585	104,000	112,000	▲24,585	▲18.0%	+8,000
	Sales	127,763	112,500	119,500	▲8,263	▲6.5%	+7,000
	Order backlog	26,504	18,004	19,004	▲7,500	▲28.3%	+1,000
Machine Tools	Orders	7,723	6,500	5,500	▲2,223	▲28.8%	▲1,000
	Sales	10,839	7,000	7,000	▲3,839	▲35.4%	±0
	Order backlog	5,333	4,833	3,833	▲1,500	▲28.1%	▲1,000
Others	Orders	2,507	3,500	2,500	▲7	▲0.3%	▲1,000
	Sales	2,364	3,500	2,500	+135	+5.7%	▲1,000
	Order backlog	313	313	313	±0	-	±0

Dividends per share / Dividend payout ratio

- Dividends per share year-end (Yen)
- Dividends per share second quarter-end (Yen)
- Dividend payout ratio



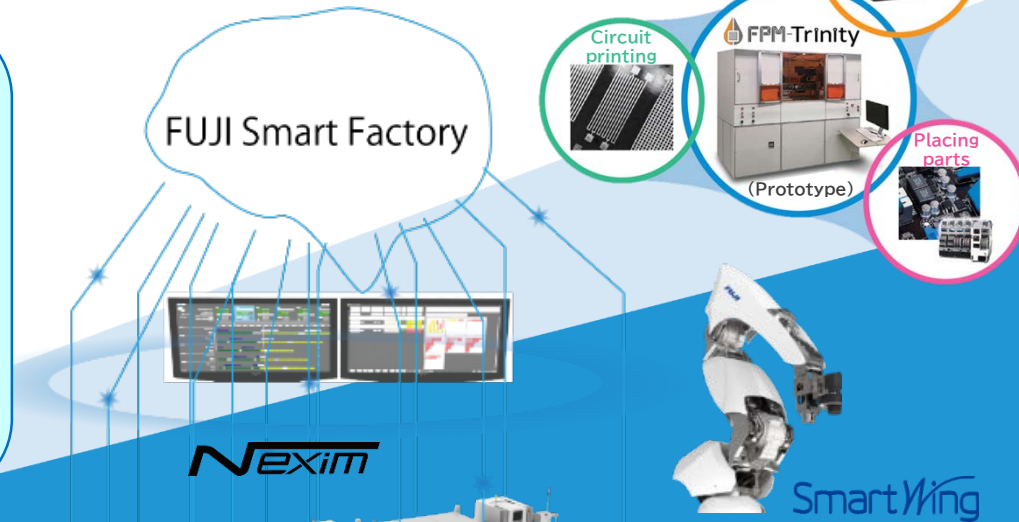
Regular Dividend 24.00
Commemorative Dividend 4.00

Regular Dividend 40.00
Commemorative Dividend 10.00

Growth Strategy, Other

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



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



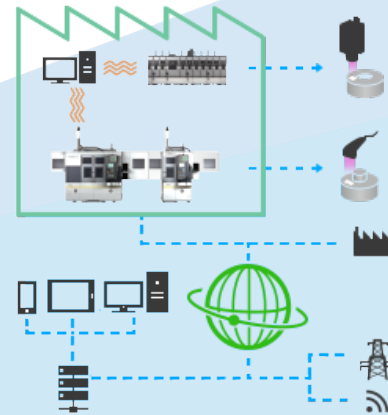
DLFn



AN SERIES

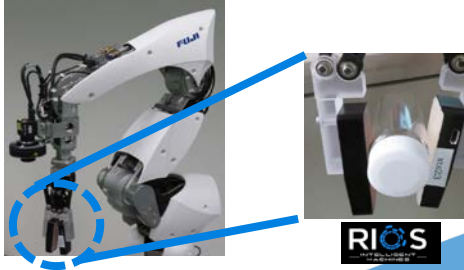


CS SERIES



Divisions for the Next Generation

FUJI Innovation Lab.



- Development of a new handling system utilizing RIOS tactile sensors

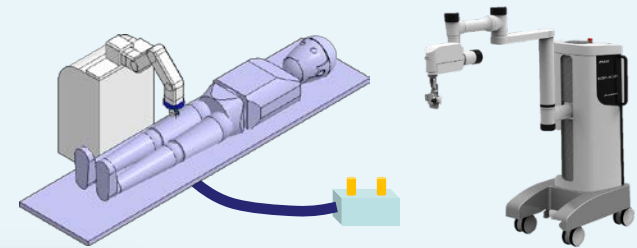
e-Sys

- Development of a platform for robot system integrators (SIers)

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



- Logistics automation activities



- 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



To Improve Company Values

For the purpose of strengthening our brand and making Fuji an even better company to work for, we have established committees that are in charge of improving company values. There are currently fourteen active committees engaging cross-departmental activities.

BRAND  Branding Committee



CSR Promotion Committee



Work Reform Committee



Health and Wellbeing Promotion Committee



Sports and Activities Committee



Presentation Skill Betterment Committee



IE Professional Training Committee



SDGs Promotion Committee



Environmental Awareness Committee



Paperless Promotion Committee



MES Deployment Committee



Improvement Activity Awareness Committee



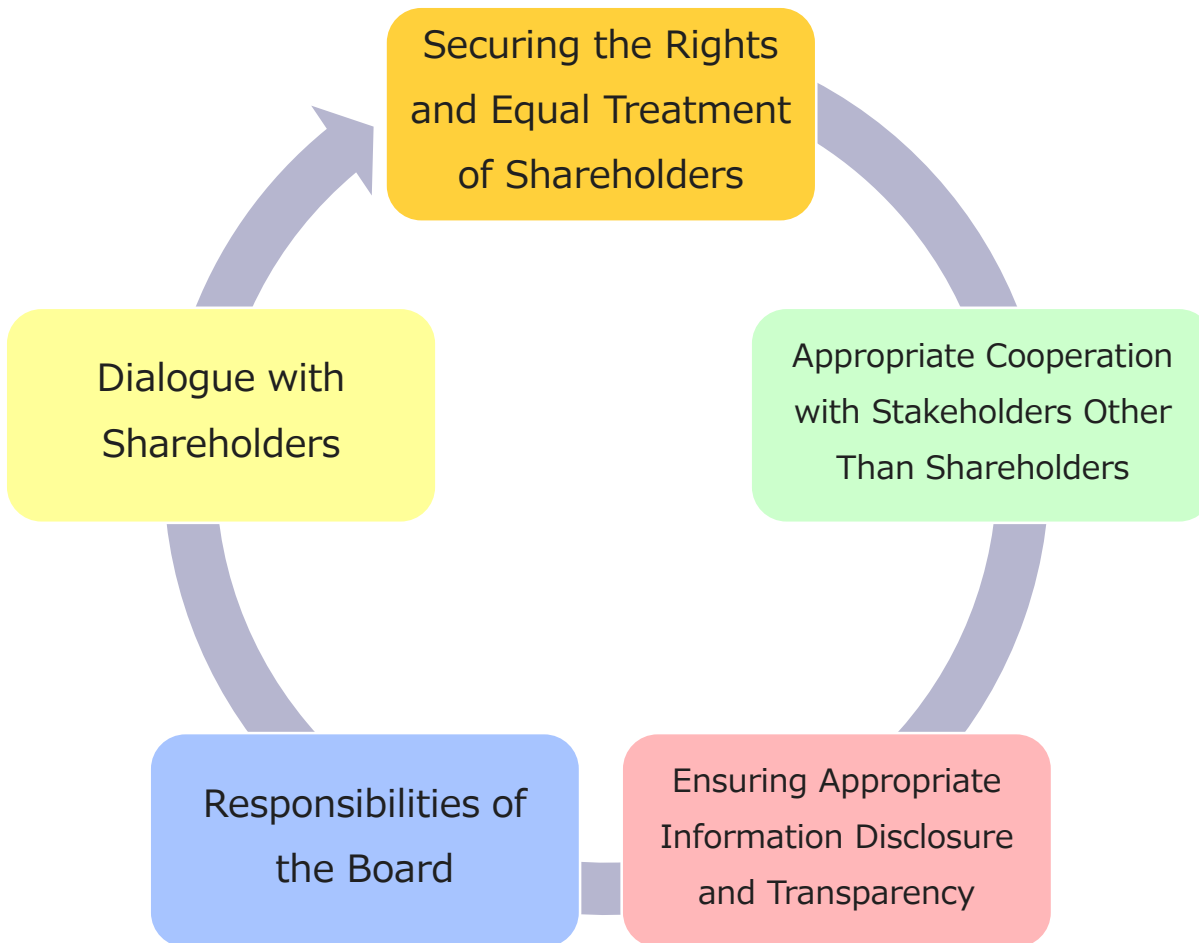
Quality Circle Activities Committee



Meeting Efficiency Promotion Committee

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.