



FUJII CORPORATION

Fiscal Year Ended March 31, 2025

Financial Results Briefing and First-Year Review of Mid-Term Business Plan

May 2025

| Prime Market of the Tokyo Stock Exchange, Premier Market of the Nagoya Stock Exchange, Securities Code: 6134

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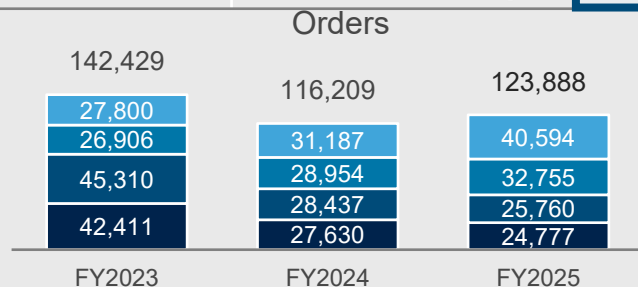
01 | Financial Summary

FY2025 Results

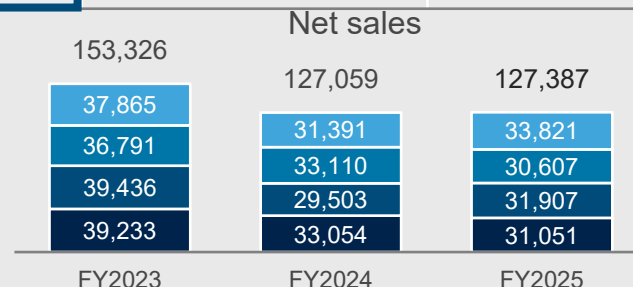
- Electronics demand fell short of a full recovery, while sales and profits slightly increased
- Obtaining orders remains challenging in Europe and North America, but orders are on track to recovery in Asia

(Millions of yen)

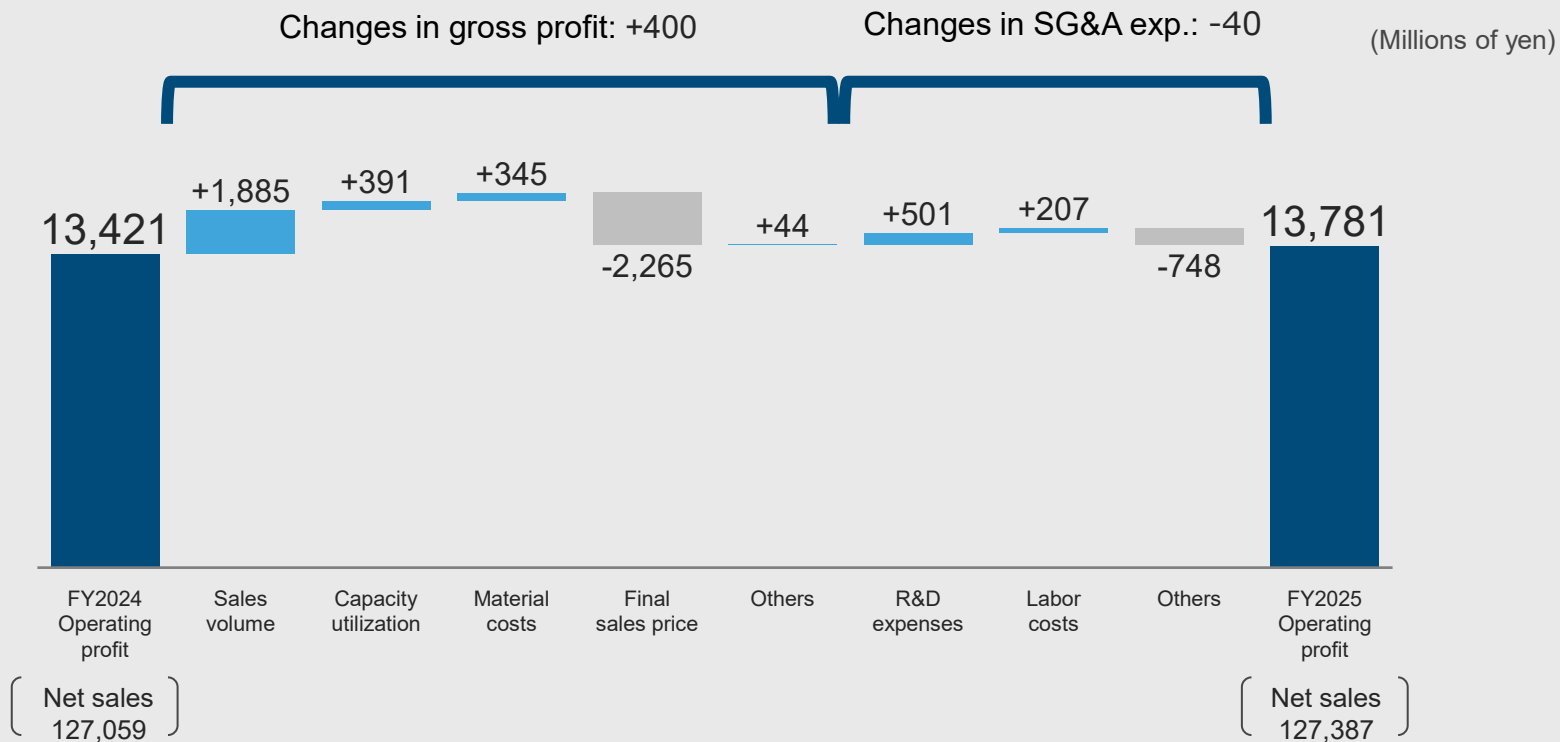
	FY2024 results	FY2025 results	YoY change	
			Amount	Percentage
Orders	116,209	123,888	+7,678	+6.6%
Net sales	127,059	127,387	+327	+0.3%
Operating profit	13,421	13,781	+359	+2.7%
Ordinary profit	15,010	15,328	+318	+2.1%
Profit attributable to owners of parent	10,438	10,906	+468	+4.5%



■ Q4
■ Q3
■ Q2
■ Q1



Analysis of Changes in Operating Profit



Balance Sheet Summary

- Total assets decreased by 6,648 million yen due to decreases in cash and deposits and inventories
- Total liabilities increased by 2,947 million yen due to notes and accounts payable (trade), income taxes payable, etc.
- Net assets decreased by 9,595 million yen due to share buyback

(Millions of yen)

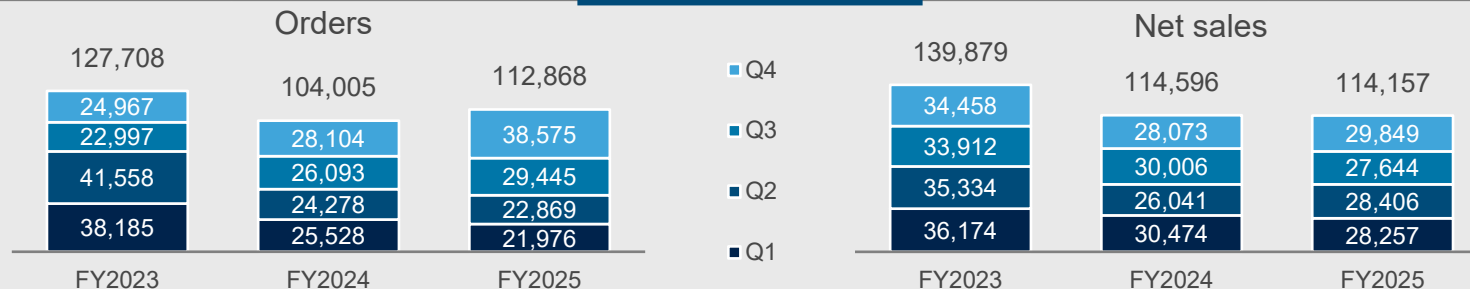
	As of March 31, 2024	As of March 31, 2025	Difference	Factors of change
Current assets	161,436	155,427	-6,008	Cash and deposits -4,231 Inventories -3,927 Notes and accounts receivable--trade +2,591
Non-current assets	89,501	88,862	-639	
Total assets	250,937	244,289	-6,648	
Current Liabilities	18,406	22,256	+3,849	Income taxes payable +2,377 Notes and accounts payable--trade +1,732
Non-current liabilities	4,252	3,350	-902	Deferred tax liabilities -892
Total liabilities	22,659	25,606	+2,947	
Net assets	228,278	218,682	-9,595	Treasury shares -8,708
Total liabilities and net assets	250,937	244,289	-6,648	

Segment Results: Robotic Solutions Summary

- Sales and profit decreased due to sluggish demand for equipment in Europe and North America, despite relatively strong sales in Asia

(Millions of yen)

	FY2024 results	FY2025 results	YoY change	
			Amount	Percentage
Orders	104,005	112,868	+8,862	+8.5%
Net sales	114,596	114,157	-439	-0.4%
Operating profit	18,321	16,349	-1,972	-10.8%
Order backlogs	34,536	33,246	-1,289	-3.7%

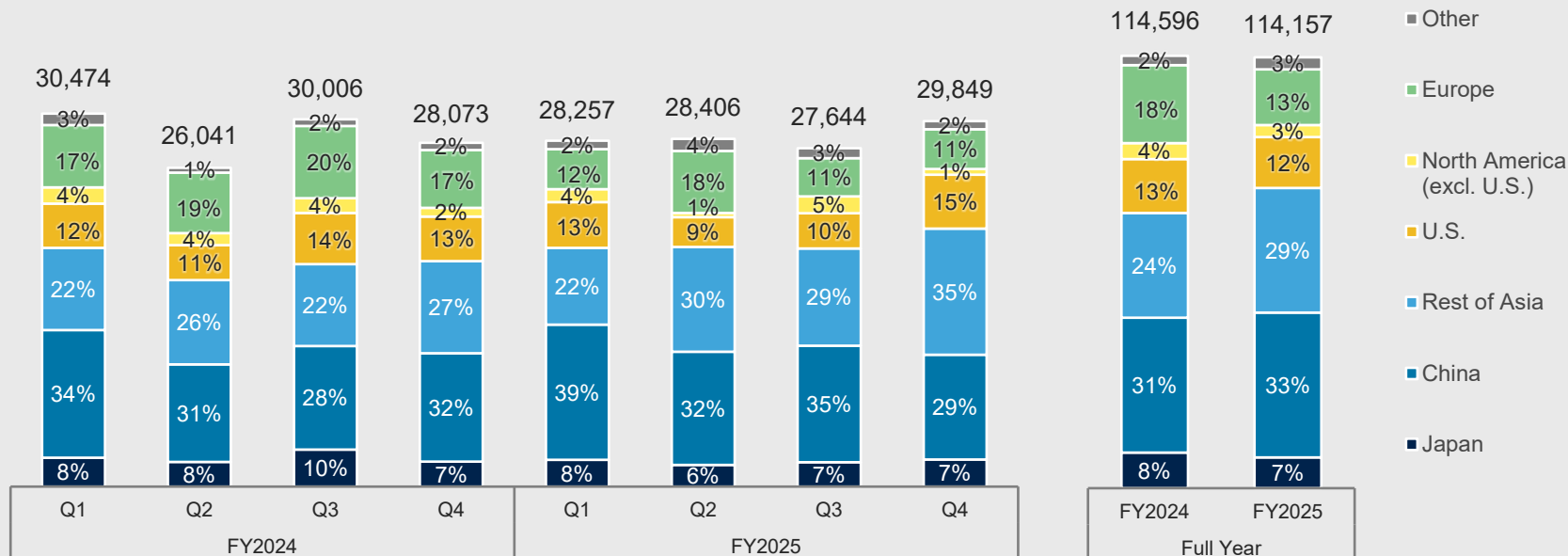


Segment Results: Robotic Solutions Net Sales by Region

QoQ

- Rest of Asia: Significant growth in telecommunication and computer related capital investment in Vietnam
- Europe: Demand for equipment in the mainstay automotive industry became sluggish

(Millions of yen)

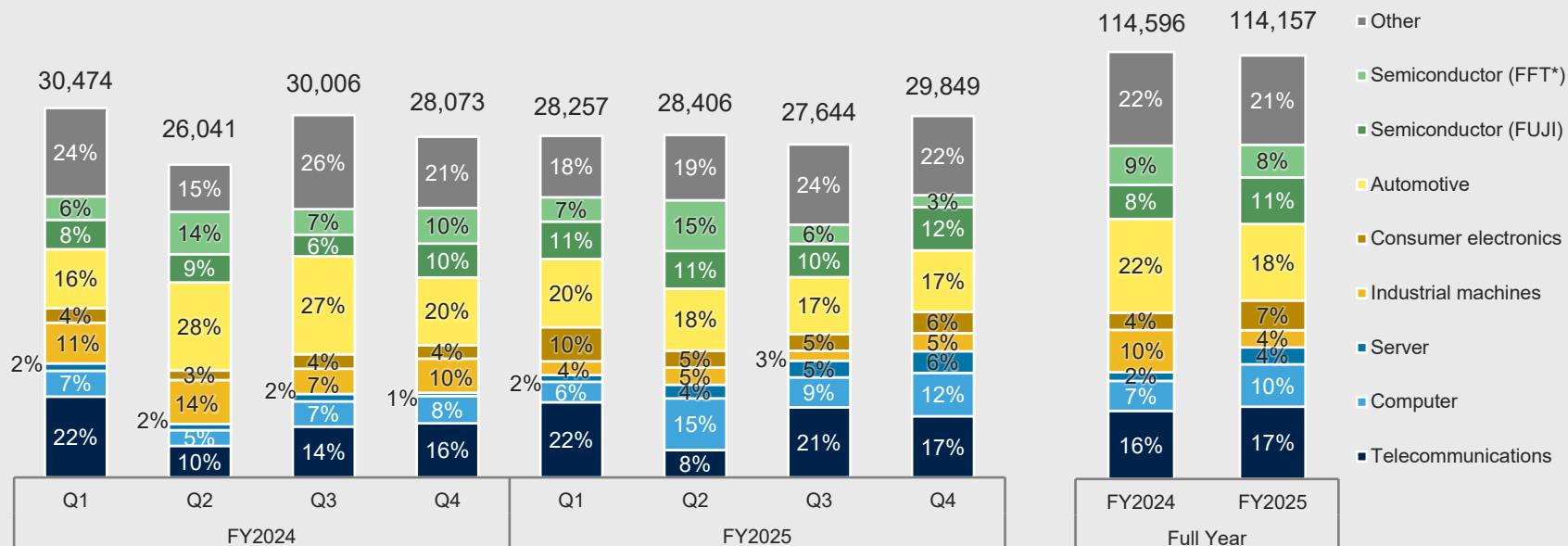


Segment Results: Robotic Solutions Net Sales by Sector

QoQ

- Automotive: Sluggish demand in the North American and European markets, while the Chinese market is recovering
- Semiconductors: Die bonder demand continues to be a challenge, while mounter demand is increasing

(Millions of yen)



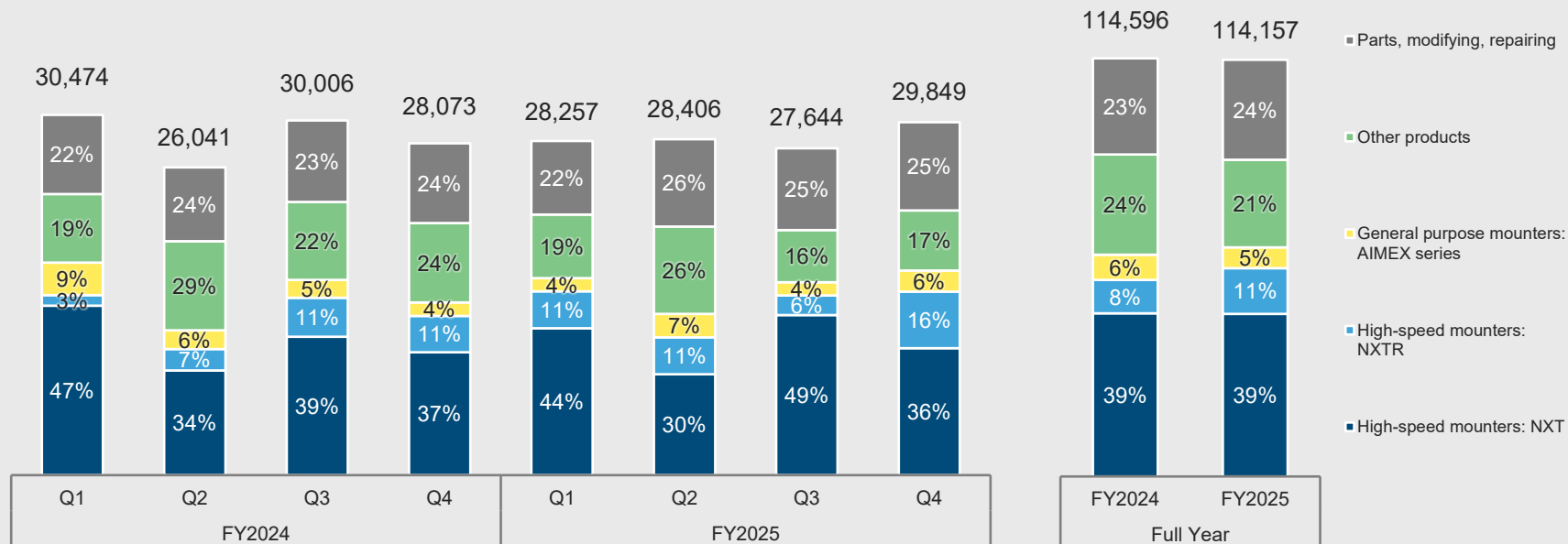
*FFT: Fasford Technology

Segment Results: Robotic Solutions Net Sales by Machine Type

QoQ

- The transition from the NXT III to NXTR is progressing, with NXTR accounting for more than 30% of NXT series sales

(Millions of yen)

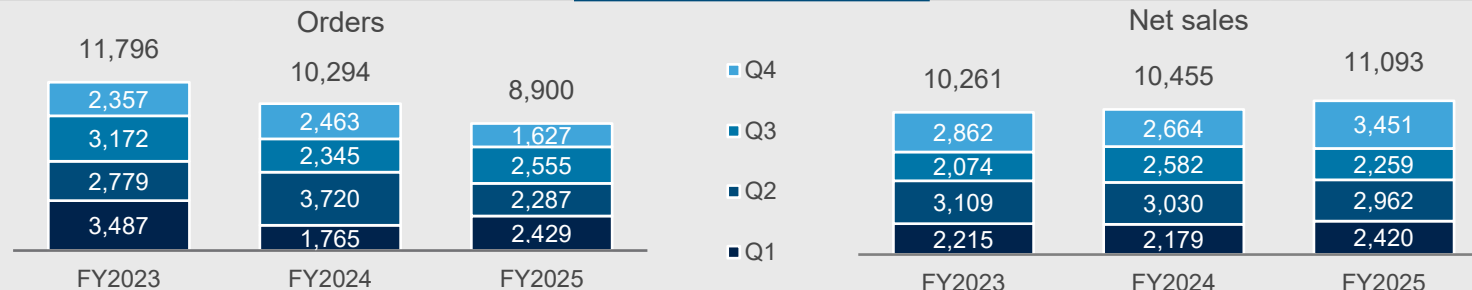


Segment Results: Machine Tools Summary

- Higher sales and profit, supported by several Q4 projects for the North American market
- Sluggish Q4 orders, reflecting uncertainty over the direction of U.S. tariff policy

(Millions of yen)

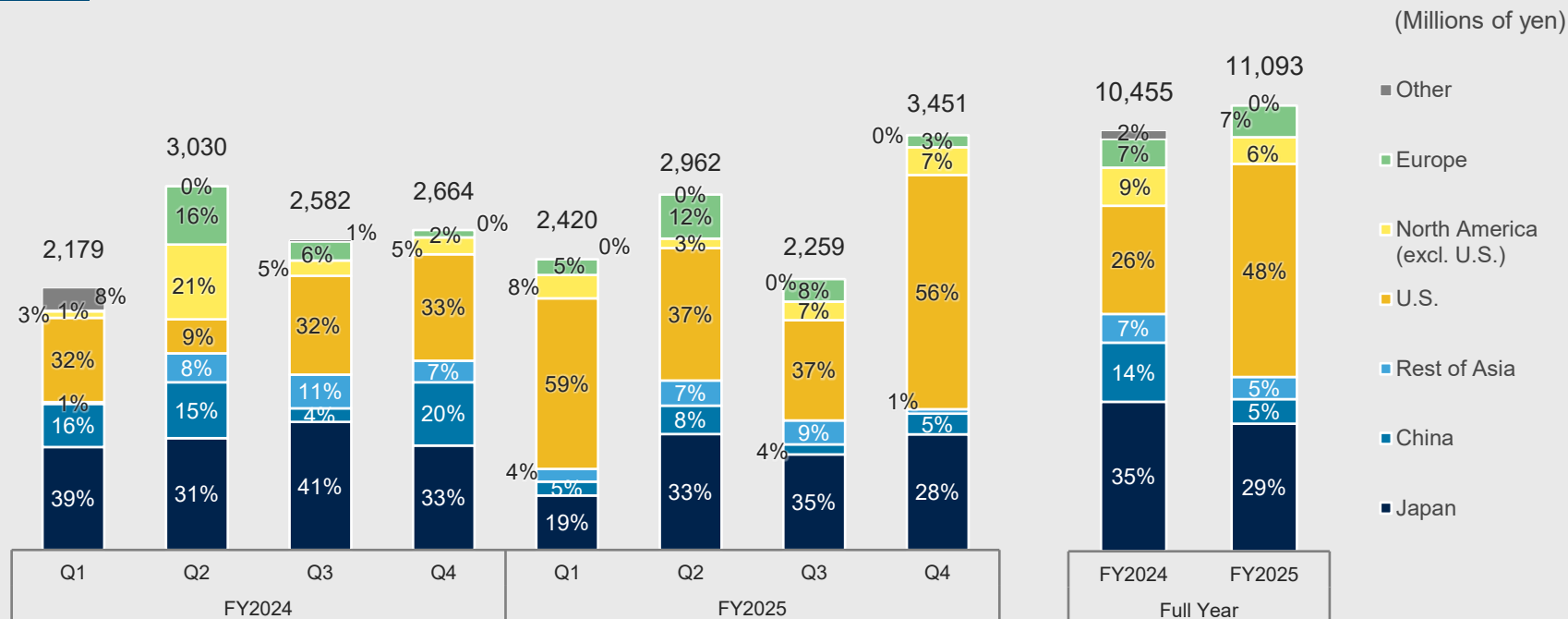
	FY2024 results	FY2025 results	YoY change	
			Amount	Percentage
Orders	10,294	8,900	-1,394	-13.5%
Net sales	10,455	11,093	+637	+6.1%
Operating profit	-786	740	+1,526	-
Order backlogs	7,018	4,825	- 2,192	-31.2%



Segment Results: Machine Tools Net Sales by Region

QoQ

■ Temporary demand for capital investment in the automobile industry in U.S.



02 | Financial Forecast



Results Forecasts




- Sales and profits are projected to increase for this fiscal year, supported by growth in the Robotic Solutions Division.

(Millions of yen)

	FY2025 results	Forecast for FY2026			
		First half	Full year	YoY change	
				Amount	Percentage
Orders	123,888	70,000	144,000	+20,111	+16.2%
Net sales	127,387	73,000	147,000	+19,612	+15.4%
Operating profit	13,781	8,900	18,000	+4,218	+30.6%
Operating profit ratio	10.8%	12.2%	12.2%	—	—
Ordinary profit	15,328	9,100	18,500	+3,171	+20.7%
Profit attributable to owners of parent	10,906	7,500	14,000	+3,093	+28.4%
(Reference Information)					
Capital expenditures	14,801	6,200	13,000	-1,801	-12.2%
Depreciation	9,073	4,600	10,000	+926	+10.2%
R&D expenses	7,727	4,200	8,300	+572	+7.4%

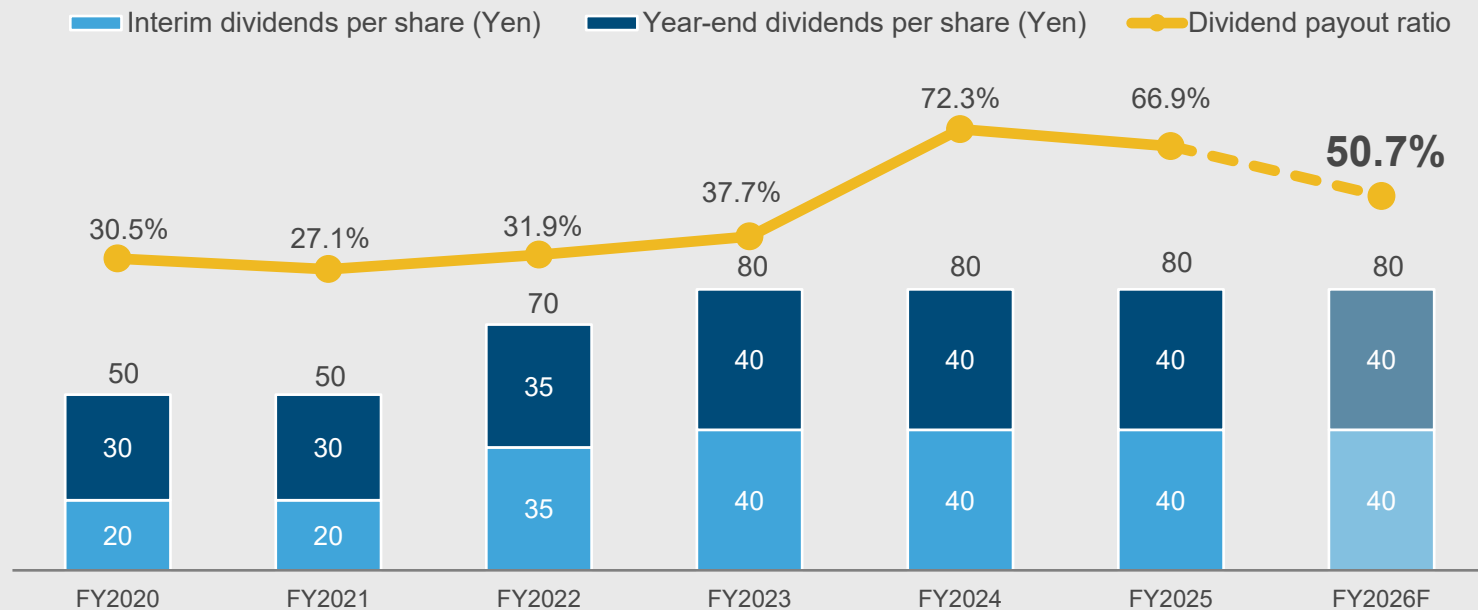
Forecast of Orders and Net Sales by Segment

(Millions of yen)

		FY2025 results	Forecast for FY2026			
			First half	Full year	YoY change	
					Amount	Percentage
	Robotic Solutions					
	Orders	112,868	64,500	132,500	+19,631	+17.4%
	Net sales	114,157	67,500	135,000	+20,842	+18.3%
	Order backlogs	33,246	30,246	30,746	-2,500	-7.5%
	Machine Tools					
	Orders	8,900	4,500	9,500	+599	+6.7%
	Net sales	11,093	4,500	10,000	-1,093	-9.9%
	Order backlogs	4,825	4,825	4,325	-500	-10.4%
	Others					
	Orders	2,120	1,000	2,000	-120	-5.7%
	Net sales	2,136	1,000	2,000	-136	-6.4%
	Order backlogs	273	273	273	±0	-
	Total					
	Orders	123,888	70,000	144,000	+20,111	+16.2%
	Net sales	127,387	73,000	147,000	+19,612	+15.4%
	Order backlogs	38,346	35,346	35,346	-3,000	-7.8%

Dividends

- A dividend of 80 yen is planned for FY2026, in line with our policy of maintaining a payout ratio of 50% or more and a minimum annual dividend of 80 yen.



03 | First-Year Review of Mid-Term Business Plan



First-Year Progress of the Mid-Term Plan

- In the first year, sales fell short, but operating profit met the target.
- Factors: Delayed recovery in the electronics market, weakness in the die bonder market, restructuring of the Machine Tools Division

Targets by business (Millions of yen)		FY2025	
		Initial	Results
Robotic Solutions	Net sales	120,500	114,157
	Operating profit	17,000	16,349
Machine Tools	Net sales	10,500	11,093
	Operating profit	100	740
Others	Net sales	2,000	2,136
	Operating profit	0	-109
Total	Net sales	133,000	127,387
	Operating profit	13,500	13,781

- The FY2027 forecasts have been revised based on the expected mounter market recovery.
- Restructuring of the business model under consideration for the Machine Tools Division, with all options under review

		FY2027 forecasts	
		Initial	Revised
Robotic Solutions	Net sales	145,000	156,000
	Operating profit	30,600	33,600
Semiconductor	Net sales	27,000	14,000
	Operating profit	5,500	2,000
Machine Tools & Others	Net sales	8,000	10,000
	Operating profit	500	700
Total	Net sales	180,000	180,000
	Operating profit	33,000	33,000

Note: The sum of the operating profit of each business does not add up to the total as corporate expenses are not listed.

Robotic Solutions Division – Forecast Revision

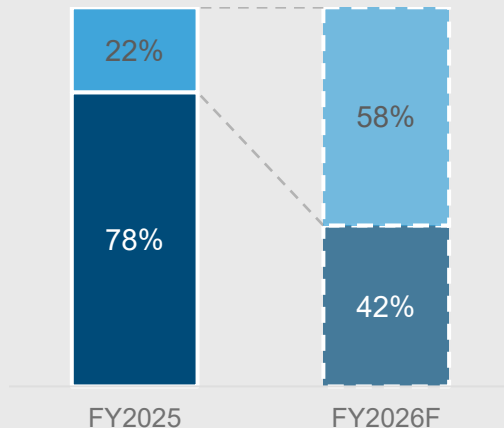
■ Customer evaluations of the NXTR are progressing and its strengths in automation and high-density placement is expanding its applications, accelerating the transition from NXT to NXTR

■ Secure at least a 30% share of the mounter market, which is expected to grow to 400 billion yen in FY2027

■ Strengthen the NXTR production system at Okazaki Plant; increase the monthly production capacity from the current 500 units to 1,000 units by FY2026

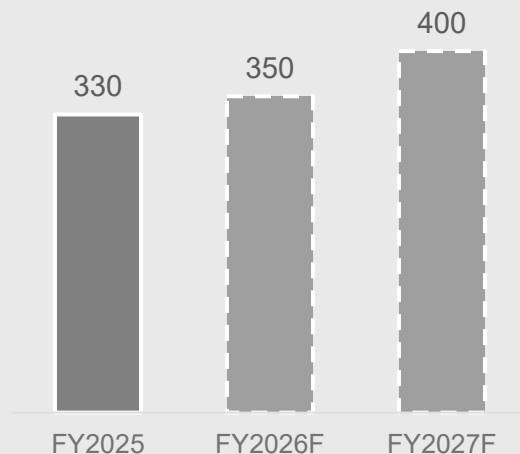
NXT/NXTR sales trend

- High-speed mounters: NXTR
- High-speed mounters: NXT



Mounter market forecast

(billion yen)



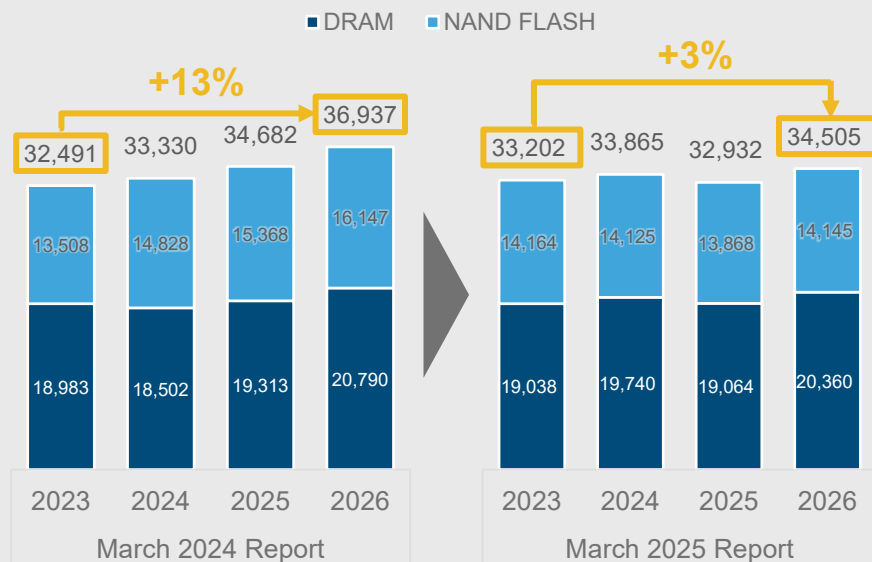
Fuji's own estimates based on Market Data Convention (MDC) resources and other data



Fasford Technology – Forecast Revision

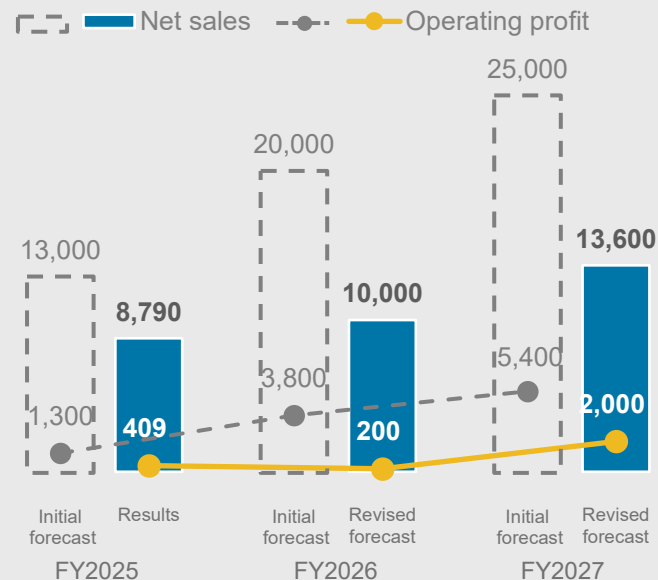
- Mid-term plan progress: Targets not met due to lower demand in the general-purpose memory market
- New products under development; to be launched from FY2027 (high-accuracy machines for advanced packaging, hybrid bonders)
- Expect market expansion in Southeast Asia through acceleration of China Plus One, and full-scale mass semiconductor production in India

Semiconductor production (million units)



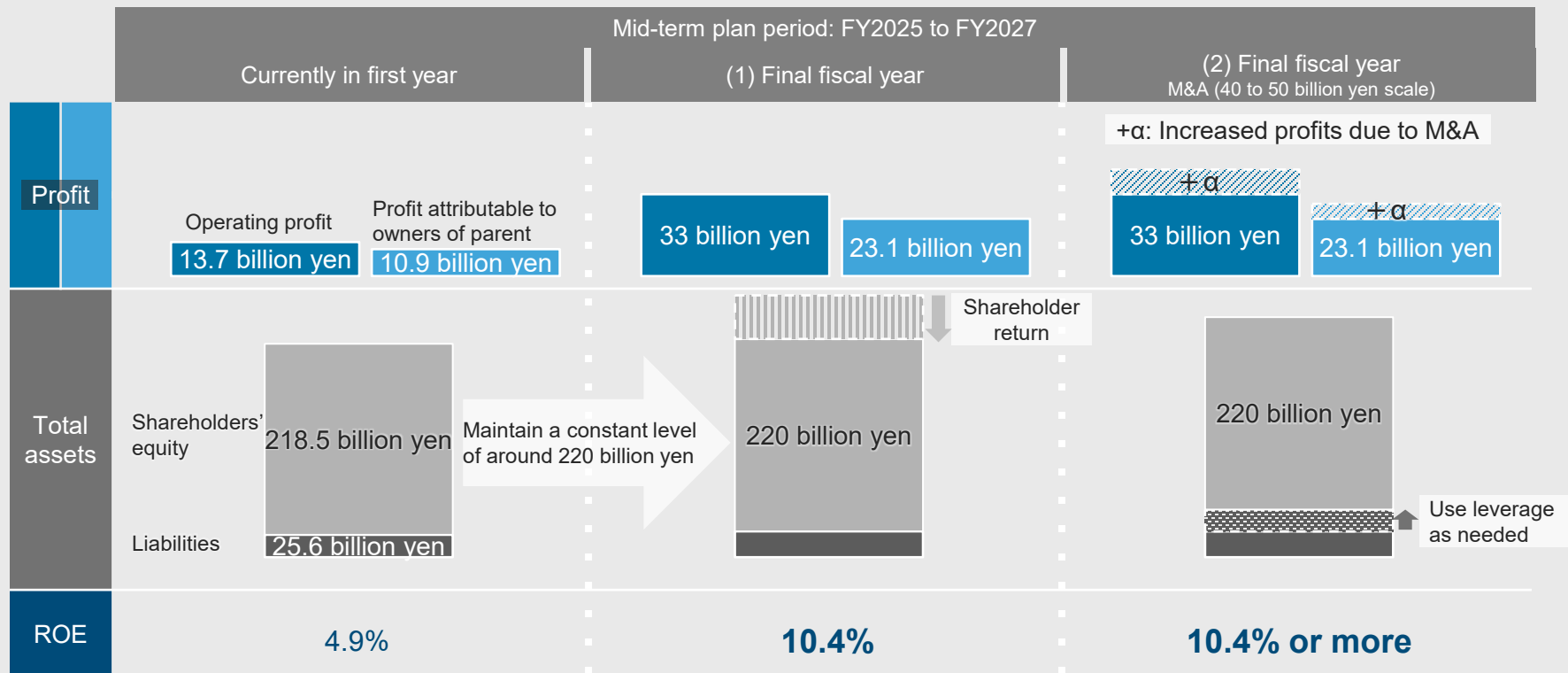
Prepared by Fuji with reference to TechInsights.

Net sales and operating profit (million yen)



Achieving ROE Targets – Management Focused on Capital Efficiency

- Generate profits by expanding existing businesses, while actively pursuing M&A opportunities
- Enhance both shareholder value and business growth by improving capital efficiency through use of shareholder returns and leverage



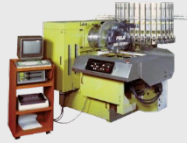
04 | Appendix



Company Profile

Company name	FUJI CORPORATION (Former company name: Fuji Machine Mfg. Co., Ltd.)
Established	April 1959
Headquarters	19 Chausuyama, Yamamachi, Chiryu, Aichi 472-8686 Japan
Representative	Joji Isozumi, President and CEO
Share capital	5,878 million yen (as of March 31, 2025)
Sales	127,387 million yen (consolidated, FY2025)
Employees	2,976 (consolidated, as of March 31, 2025)
Major products	Electronic assembly equipment (SMT pick and place machines), machine tools, semiconductor manufacturing machines
Listed stock markets	Premier Market of the Nagoya Stock Exchange Prime Market of the Tokyo Stock Exchange (Securities Code: 6134)

History



- Board assembly machine - BA



- Fuji Scalable Placement Platform - NXT



- Public Stocker System – Quist
- Mobility Support Robot - Hug



- FUJI Smart Factory Platform - NXTR S model (Standard)

1959

1978

1994

2003

2013

2016

2018

2019

2022

Machine Tools

Electronic Assembly Equipment

New Business

Semiconductor

- Founded Fuji Machine Mfg. Co., Ltd.



Single Function Hydraulic Machine - FS

- Ultra high-speed chip placer - CP-6



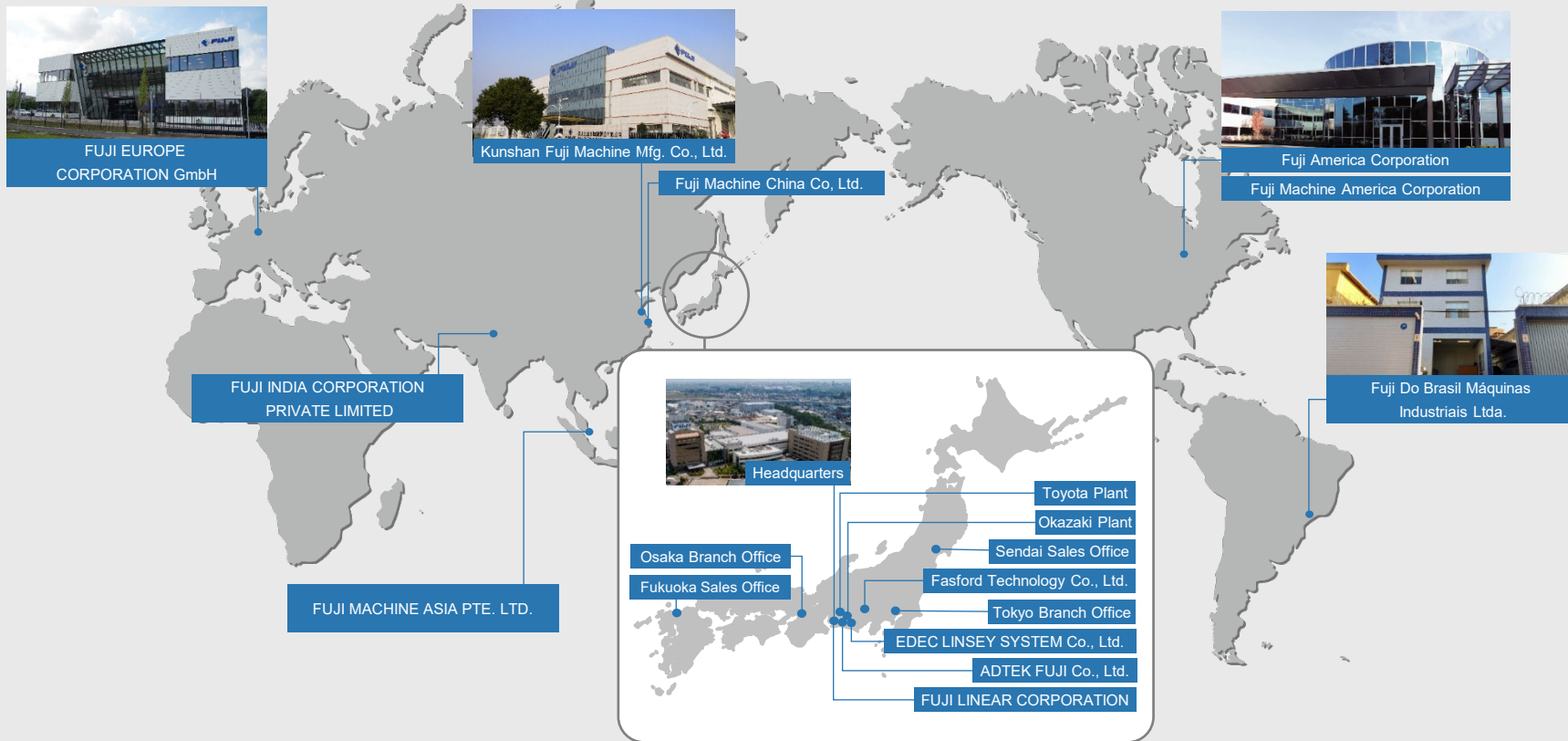
- Stock listed on the First Section of the Tokyo Stock Exchange

- Changed the company name to FUJI CORPORATION
- Formalized Fasford Technology Co., Ltd. as a subsidiary

- FUJI Smart Factory Platform - NXTR A model (Automation)

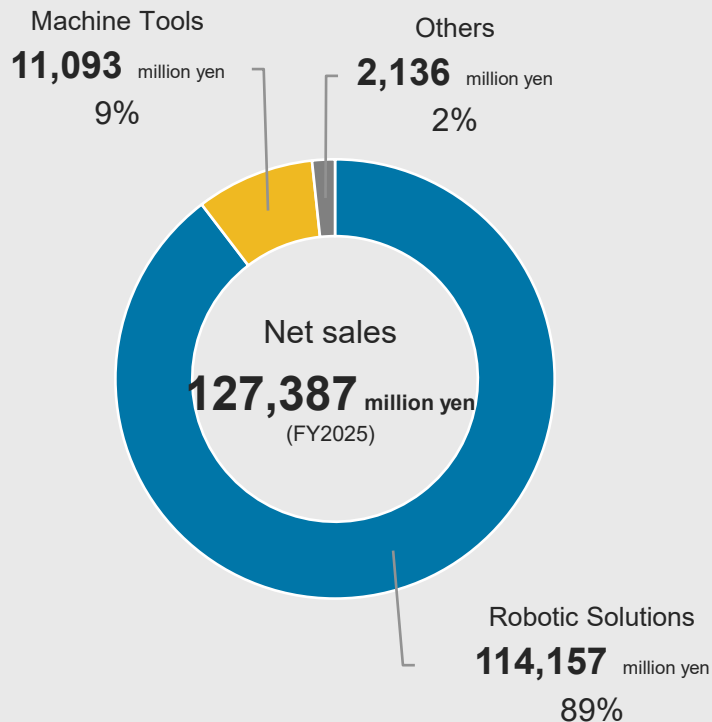


Worldwide Operations



Business Overview

Robotic solutions accounts for 90% of sales



Robotic Solutions Division

SMT pick and place machines
(Mounters)



Semiconductor manufacturing machines
(Die bonders)



Lifestyle support



Mobility Support Robot
HUG



Public Stocker System
QuiST

Machine Tools Division

Machine tools
(Lathes)



Front-facing Twin Spindle Lathe
CS SERIES



Opposing Twin Spindle Lathe
ANW SERIES

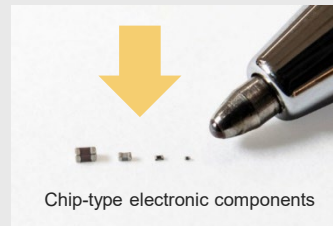
What Are SMT Pick and Place Machines (Mounters)?

- **SMT** stands for Surface Mount Technology
 - This is the technology of accurately arranging electronic components on printed wiring boards.
- **Mounters** are machines that place electronic components on the surface of the boards.
- They can accurately place electronic components down to 0.25 x 0.125 mm at high speeds.
- Fuji mounters can place up to 16 micro-sized electronic components in one second.

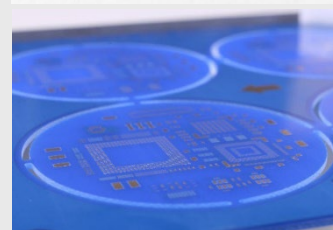
120,000

NXT series modules
shipped to date

Mounter NXT III



Chip-type electronic components



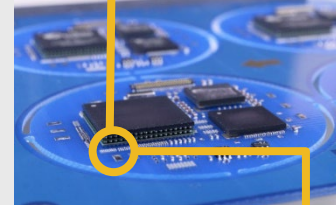
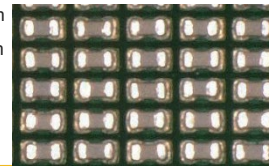
Printed circuit boards
(before placement)

Placement accuracy: Typically $\pm 15\mu\text{m}$

Gaps between components:

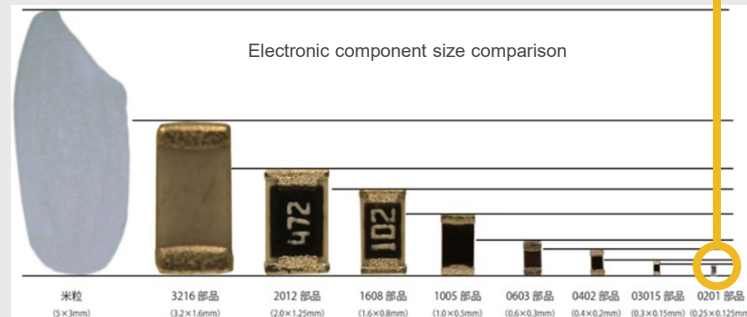
X = 0.13 mm

Y = 0.08 mm



Printed circuit boards
(after placement)

Electronic component size comparison



Fuji's Involvement in Electronics Manufacturing

Material
formation
Component
processing

Manufacturers of:

- Panels
- Component electronics
- Solder paste



Manufacture
of PCB

Customers



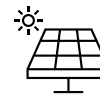
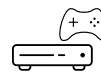
- EMS*
- Tier 1 and Tier 2 automotive suppliers etc.

Product
assembly

- Various manufacturers



Final
products



SMT process



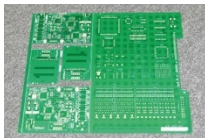
NXTR PM
FUJI Smart Factory Platform



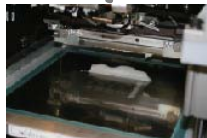
NXTR
FUJI Smart Factory Platform



AIMEXR



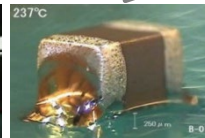
Printed circuit
boards (PCBs)



Print solder paste



Place electronic
components



Heat in reflow
oven



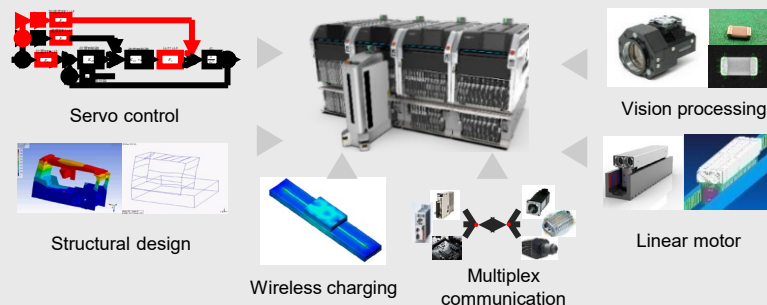
PCB manufacturing
completed

*EMS: An abbreviation for Electronics Manufacturing Service, referring to companies or services that contract to manufacture products for other companies.

Fuji's Strengths

■ Technical strengths

- Complete in-house manufacturing and development of core technologies such as motors, servos, and vision processing



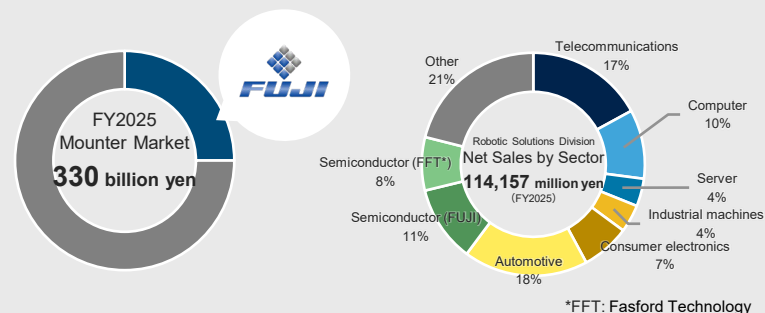
■ Unrivaled product development, proven by our modular concept

- Patent registrations in Japan and internationally: 7,000+ (as of March 31, 2025)
- Awards
 - 2014 The 6th Robot Awards organized by Japan's Ministry of Economy, Trade and Industry (METI)
 - 2016 The 2016 National Invention Award, presented by the Japanese Minister of education, Culture, Sports, Science and Technology
 - 2018 An Ichimura Prize in Industry for Excellent Achievement



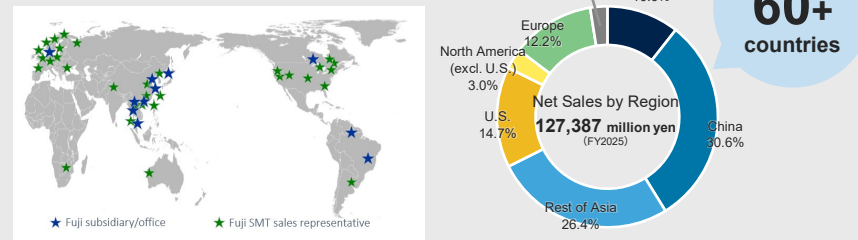
■ World's top class market share

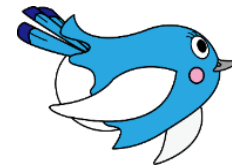
- Customers across various industries and sectors



■ Worldwide sales and service network

- Supporting production by staying close with customers in each region





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.

Contact

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