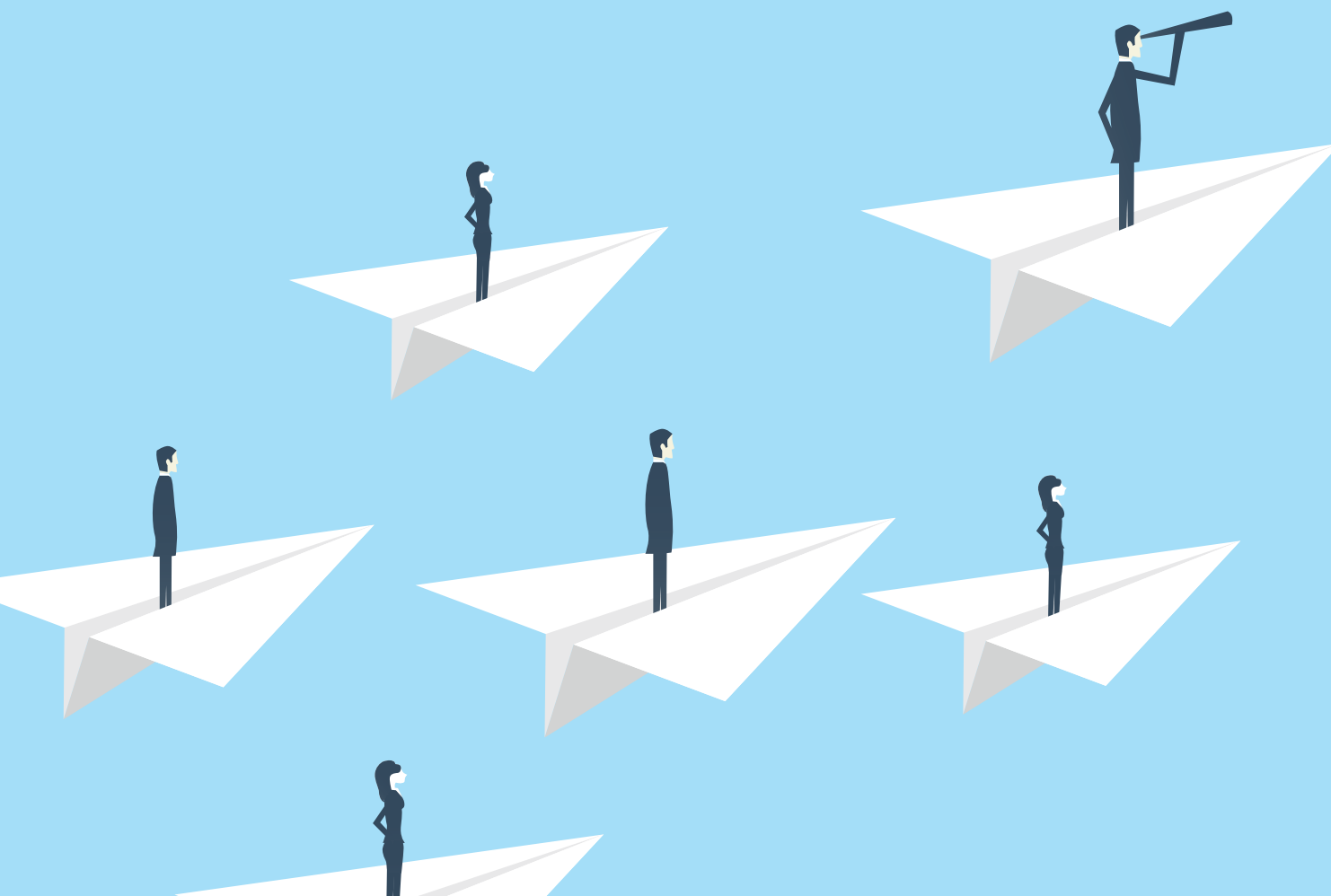


2023

CORPORATE REPORT

Fiscal year ended
March 31, 2023



FUJI CORPORATION

Enriching the lives of those in the world around us

Ever-evolving smartphones
 High-speed data sustaining social infrastructure
 Environmentally friendly electric vehicles
 Task load reducing robots
 Non-stop machinery
 Fuji technology breathes life into everyday conveniences

For more comfort and convenience
 For new surprises that await us every day
 For a future that brings smiles to the faces of people
 around the world
 We at Fuji Group are tackling societal issues
 and supporting the enrichment of people's lives



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innovative spirit Creating new value with world-first and industry-first technologies and ideas

 Foundation April 1959	65 years	 Number of employees as of March 31, 2023	2,848 people	 Net sales FY2023	153.3 billion yen
 Overseas sales ratio FY2023	90%	 Operating profit ratio FY2023	17.7%	 ROE FY2023	9.4%
 Market capitalization as of March 31, 2023	215.5 billion yen	 Equity ratio as of March 31, 2023	89%	 Dividend payout ratio FY2023	37.7%
 Patent registrations as of March 31, 2023	7,000+	 Global network as of March 31, 2023	100+ locations	 Sales records as of March 31, 2023	60+ countries

1959

- Founded Fuji Machine Mfg. Co., Ltd.
- Single Function Hydraulic Machine - FS



1978

- Board assembly machine - BA



1994

- Ultra high-speed chip placer - CP-6

2005

- Intelligent Screen Printer - GPX

2010

- Standard NC lathes - TN300 and TN400
- Ultra High Density Atmospheric Pressure Plasma Unit - Tough Plasma
- Front-Facing Twin-Spindle Lathes - CSD200, CSD300, and CSD400

2013

- Stock listed on the First Section of the Tokyo Stock Exchange
- Modular Production Equipment - DLFn

2016

- Public Stocker System - Quist
- Mobility Support Robot - Hug
- Opened THANK, a facility complex
- The Fuji Scalable Placement Platform won the Japanese MEXT Minister's Award in the 2016 National Invention Awards

2017

- Established FUJI Innovation Lab. in Silicon Valley, U.S.

2018

- Changed the company name to FUJI CORPORATION
- The development of Fuji's SMT pick and place machines was awarded with the 50th Ichimura Prize in Industry for Excellent Achievement
- Formalized Fasford Technology Co., Ltd. as a subsidiary

History

1963

- Established branch office in Chicago, U.S.

1964

- Stock listed on Second Section of Nagoya Stock Exchange

1971

- First automated assembly machine

1985

- First in the industry, high-speed chip placer with vision recognition - CP-II

2003

- Fuji Scalable Placement Platform - NXT



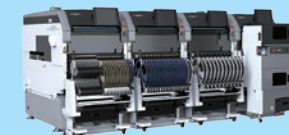
2014

- NXT III won the Japanese METI Minister's Award in the 6th Robot Awards



2019

- FUJI Smart Factory Platform - NXTR S model



2021

- Hug won the Japanese MHLW Minister's Award in the 9th Robot Awards

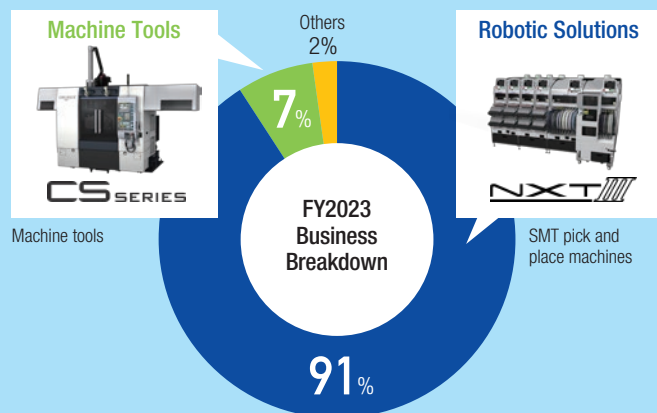
2022

- Stock listing moved to the Prime Market of the Tokyo Stock Exchange

Business Overview and Strengths

Robotic Solutions Accounts for 90% of Sales

Since its foundation, Fuji has continued to develop a wide range of industrial machines that meet the needs of the times, whether it be for automobile production, or rising demands for computers and consumer electronics, with a focus on automation in manufacturing. Currently there are two main Fuji divisions, the Robotic Solutions Division, for which the main products are SMT pick and place machines (mounters), and which accounts for 90% of our sales, and the Machine Tools Division. We are also looking beyond manufacturing and out toward lifestyles, to expand into new areas of business.



What are SMT pick and place machines?

These are industrial machines that are also called mounters. These machines place electronic components, which differ in size and shape, onto the printed circuit boards that are essential for electronics.

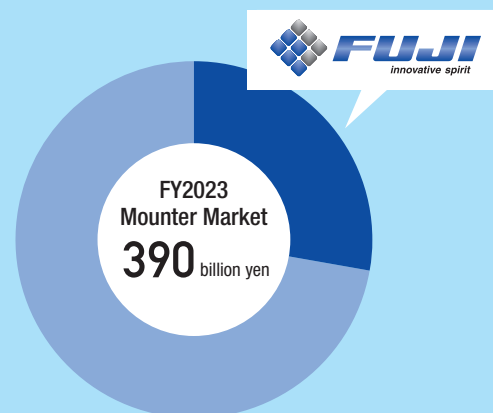
What are machine tools?

These machines are responsible for cutting and grinding metallic materials, and they contribute to high accuracy and productivity through automation and precision control. Lathes, which are major Fuji products, rotate and cut metal.

Top-class Market Share

The global mounter market was 390 billion yen in FY2023. The electronics market is expected to continue growing due to next-generation communications, the electrification and advanced functionality of automobiles (ADAS, CASE), as well as VR and AR. Printed circuit boards are indispensable for these products and services, and the mounter market, which is responsible for placing electronic components on these boards, is also expected to grow.

Fuji has a leading global market share in the mounter market, which has a high barrier to entry.



Fuji's strengths

- Modular concept that allows for flexible configuration
- High-speed, high-accuracy, and highly robust
- Establishing industry-standard technologies such as vision processing through in-house development
- Providing total solutions with peripheral equipment and smart factories

The Future Created by Fuji's Products



Fuji's Strengths



Competence in Robotics

The 6th Robot Awards

Won the Japanese METI Minister's Award, the highest award in all categories, at the 6th Robot Awards in 2014 (NXT III).



NXT III

The 50th Ichimura Prize in Industry for Excellent Achievement

We received the Ichimura Prize in Industry in recognition of our technology, which realizes a modular concept. This award is given to technology developers who have contributed to and made significant achievements in the development of the industrial field through the development of superior domestic technology.

The 9th Robot Awards

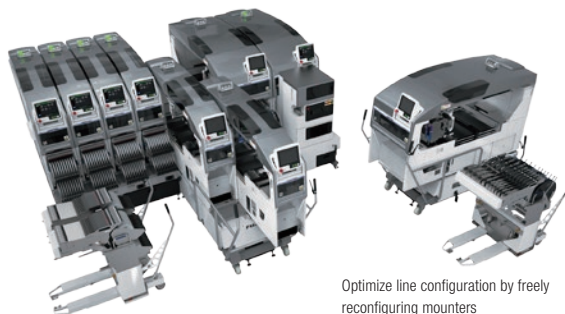
Won the Japanese MHLW Minister's Award, the highest award in the field of nursing care, medical care, and health, at the 9th Robot Awards in 2021 (Hug T1-02).



Unrivalled Design Capabilities

Modular Concept

Equipment design that pursues true modularity. The units that make up each mounter are also modular and can each be easily removed. Fuji's proprietary equipment design offers superior maintainability and scalability.



Optimize line configuration by freely reconfiguring mounters

Removable

The placement head inside the machine is also modular and can be removed without tools.



The Japanese MEXT Minister's Award in the 2016 National Invention Awards

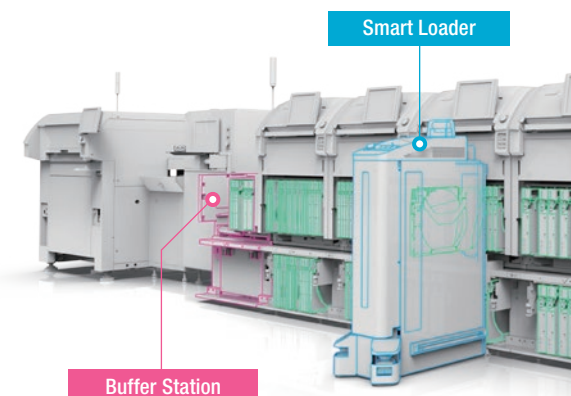
We won the National Invention Award, which recognizes outstanding inventions in Japan, for our proprietary equipment design that dramatically improved area productivity by arranging small, modularized mounters of approximately 30 centimeters.



Industry Leader

Industry-first Automated Parts Supply System

First in the industry! Fully automated parts supply to mounters. The newly developed Smart Loader on the FUJI Smart Factory Platform NXTR loads electronic components as well as preparing them for subsequent production in accordance with the production schedule. This prevents production stoppages due to work delays and parts supply failures caused by setting errors. It frees operators from simple tasks and contributes to production with the highest level of quality.



Automated transfer robots (AGV, etc.) transfer electronic components to the buffer station. The Smart Loader (parts transfer system) automatically supplies electronic components to the mounter.



Our mission is to continue enriching people's lives through the creation of new value.

Joji Isozumi President and COO

Introduction (Purpose, Commitment, Vision)

My name is Joji Isozumi, and I was appointed President in June 2023. While inheriting the spirit and culture that have been built up by successive generations of management, I will strive for the further development of Fuji by taking on the challenges of leading an ever-changing company.

Fuji was founded in 1959 as a machine tool manufacturer and has contributed to the development of society by introducing insertion machines and SMT pick and place machines. To achieve our purpose of "Enriching the lives of those in the world around us," we have systematized our vision and philosophy, which express how Fuji should be in the future, and incorporated them into our corporate ideologies. Underlying these principles is our "innovative spirit," which has been passed down since the company's founding. It is our heartfelt desire to create new value that does not exist in the world and to deliver products and services that excite and inspire our customers. Based on our corporate ideologies, we will look ahead to the next era and strive to conduct corporate activities with sensitivity to societal changes over the medium to long term.

Fuji's strength lies in its robotic and digital technology. We believe that

we can contribute to enriching the lives of those in the world around us by advancing automation in the world through the use of the technologies we have cultivated. In addition to our current core business of factory automation, which includes mounters, peripherals, and machine tools, we will support and promote automation in a variety of fields, including the logistics industry, as well as products for use by the general public, such as mobility support robots and smart lockers.

Inaugural Aspirations — Being an ever-evolving company —

I joined the company in 1996, and for about 20 years, I worked as an engineer on control design and software development for machine tools and robot-related products. Later, I was also in charge of new business development and gained valuable experience creating business in new fields such as mobility support robots and smart lockers. Our collaboration with overseas startups has also increased as we have adopted open innovation, through initiatives such as collaborating with other companies, in order to take a broader view of business development. In doing so, I keenly felt the importance of speed when collaborating with innovators

around the world and was involved in the establishment of the FUJI Innovation Lab. in Silicon Valley, where I worked for four years. We have since expanded to New York, Seattle, and other cities, exploring the latest trends in technology and business on a global scale, and have created several projects that have contributed to our business.

By shifting our major business of SMT and semiconductor back-end processes from being China-centric to globally diversified, and by diversifying from the once massive mobile market into various fields such as automotive electronics, we are responding to market shifts by enhancing our product lineup and strengthening our global bases. We are also expanding our business domain to take the lead in automation by increasing our connections with markets as diverse as healthcare and logistics. In this way, we are striving to deepen our current business, the heart of our company, while also expanding the scope of our business, including the development of new business, in what is known as ambidextrous management.

As COVID-19 wreaked havoc around the world, people's lives were altered. Major changes are also underway in manufacturing and logistics, including digital transformation and looming shortages of human resources.



I believe that, in this environment, people are the key to the growth of a company. It goes without saying that the creation, development, and continuation of products, services, and businesses rely heavily on employees—or, in other words, human assets. As a company, we need to enhance our efforts to help each employee develop their strengths, draw out their unrealized potential, and cultivate a wide-ranging set of skills.

Fuji is a technology company, and we are fortunate to have a wealth of highly specialized personnel. We have established an expert position system through which the company certifies employee strengths, as well as a specialist certification system for those who specialized in skills outside the engineering field. The multi-skilling project, in which young employees with a few years of experience are sent overseas, is an initiative that both encourages the development of the participants and energizes the entire organization by inspiring the employees who support them. We are convinced that reliable human resources who have developed their strengths and acquired global and diverse skills will make a significant contribution to the company's growth.

Achieving the Mid-term Business Plan

The FY2022-2024 mid-term business plan, announced in 2021 and ending in FY2024, is a three-year plan that serves as a stepping stone toward becoming a company with sales of 200 billion yen and is intended to further develop Fuji by strengthening our management base, as well as contribute to the creation of a sustainable society.

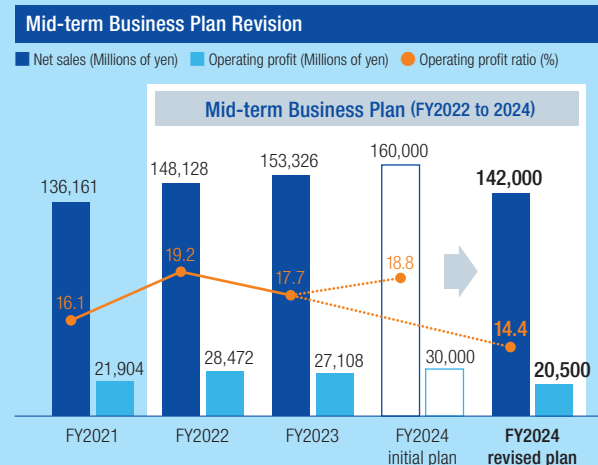
Two years have passed since the launch of this mid-term business plan, and the business environment surrounding our company, including our supply chain, has changed dramatically with the widespread impact of the COVID-19 pandemic, global societal conditions, material shortages and soaring prices, and other factors. Despite concerns about this harsh business environment, in FY2022, we achieved record performance

thanks to remote work and lifestyle changes, which led to increased demand for smartphones and PCs and the accompanying capital investment in semiconductors. FY2023 also saw record net sales due to solid growth in equipment for industrial machines and EVs, mainly in Europe and the United States. However, high material costs and higher SG&A expenses pushed down operating profit.

FY2024 will be an important year as it is the final year to achieve our mid-term business plan. In May 2023, we announced our revised plan that reflects our expectation for both net sales and operating profit to fall short of the initial plan due to a slowdown in global demand for semiconductors and high material costs. We are targeting net sales of 142.0 billion yen, operating profit of 20.5 billion yen, and an operating profit ratio of 14.4%.

Our biggest challenge is to expand our market share in the Robotic Solutions business. Our current market share is about 25 to 30%, and we expect the moulder market to approach 600 billion yen in 2030. Our development, sales, and production teams will work hand-in-hand to expand our product lineup, enhance our services, and strengthen our coordination with our supply chain to establish a 35% market share in the growing moulder market.

As a global robot manufacturer, we will continue enriching the lives of those in the world around us through persistent innovation. We would like to thank all of you for your continued support.



Segment Breakdown

(Millions of yen)

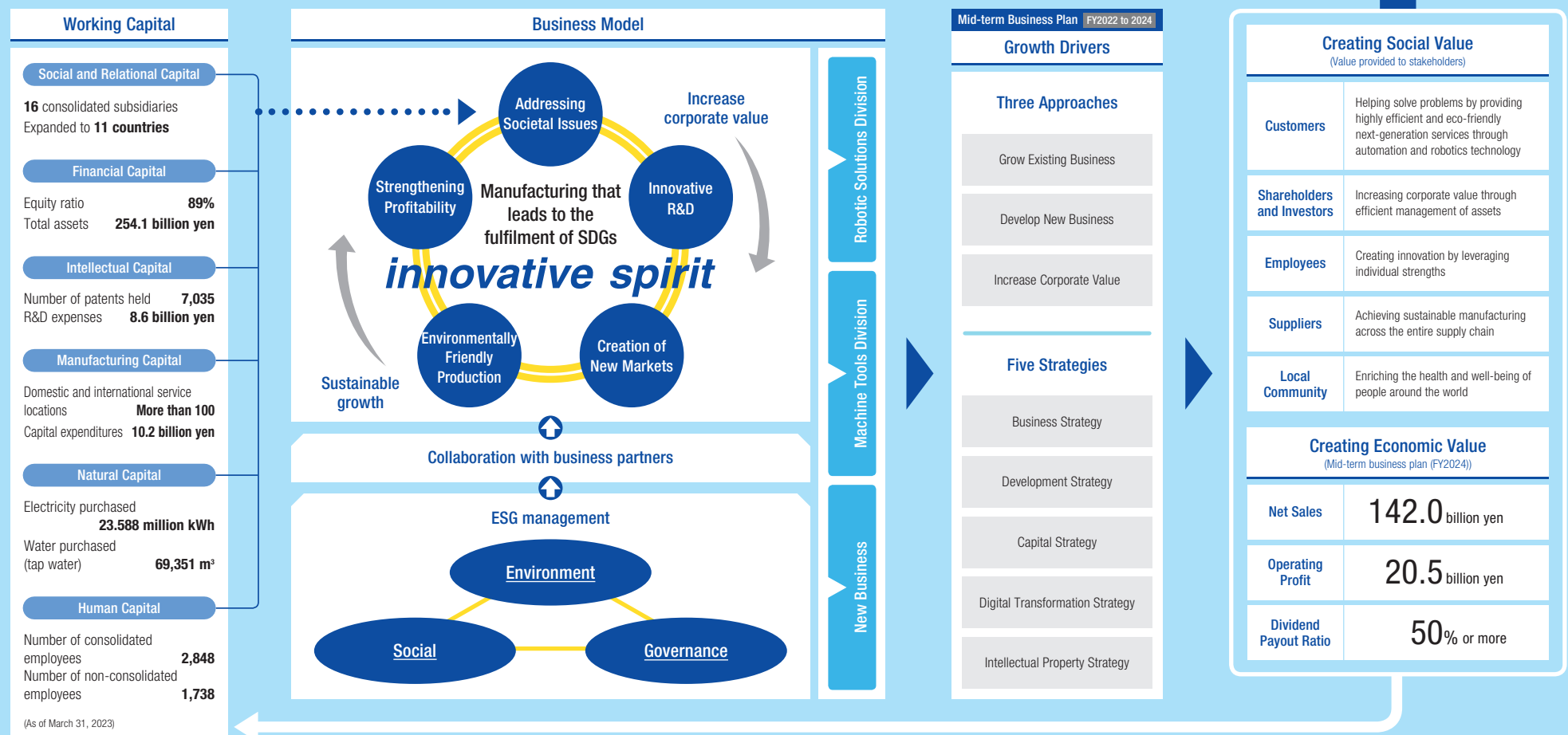
		FY2024 initial plan	FY2024 revised plan
Robotic Solutions	Net sales	140,000	127,000
	Operating profit	31,000	24,200
Machine Tools	Net sales	16,000	12,500
	Operating profit	1,800	0
Others	Net sales	4,000	2,500
	Operating profit	400	0
Total	Net sales	160,000	142,000
	Operating profit	30,000	20,500



VALUE CREATION PROCESS

Fuji's Value Creation

By shifting the core of our business from machine tools to robots, we are creating a future in which everyone can live prosperous lives while creating a wide range of innovations. To this end, Fuji's Value Creation Process represents a roadmap to success by connecting societal issues, prospective new business, SDGs, and Fuji's vision. As the future becomes increasingly uncertain, we will use this value creation process as a pathway to continue to enhance corporate value and achieve sustainable growth, and build a better relationship between business, society, the environment, and the economy while responding to new societal needs that emerge with each new era.



Enriching the lives of those in the world around us

(As of March 31, 2023)



Sustainability Management

One of the basic policies of our mid-term business plan formulated in 2021 is "Business development rooted in the SDGs." The Sustainability Promotion Committee, chaired by the company representative, with all directors and executive officers serving as members, recognizes that management is not only responding to risks in ESG, but also to important management issues that lead to profit opportunities. And we will monitor more actively and develop speedily our sustainability initiatives, such as environmental initiatives, employee engagement, and technological innovation.

As the global movement toward a decarbonized society accelerates, Fuji recognizes that conservation of the earth's environment is one of the most important issues for us, and we also endorse global goals such as the Sustainable Development Goals (SDGs) and the Paris Agreement, and are committed to environmental efforts. Our efforts to contribute to the realization of a sustainable society by taking on societal challenges through a combination of the technologies and services we have accumulated with the latest technologies are also in line with our management philosophy.

In recent years, we have been diligent in addressing a wide range of societal issues, such as chronic labor shortages in the nursing and medical fields and the last-mile problem in the logistics industry, and some of our efforts have begun to reveal paths toward solutions. We believe that placing sustainability at the center of our management efforts will enhance our business portfolio, create synergies, expand our technological domain and knowledge, and strengthen our business competitiveness.

Major SDGs Relevant to Fuji

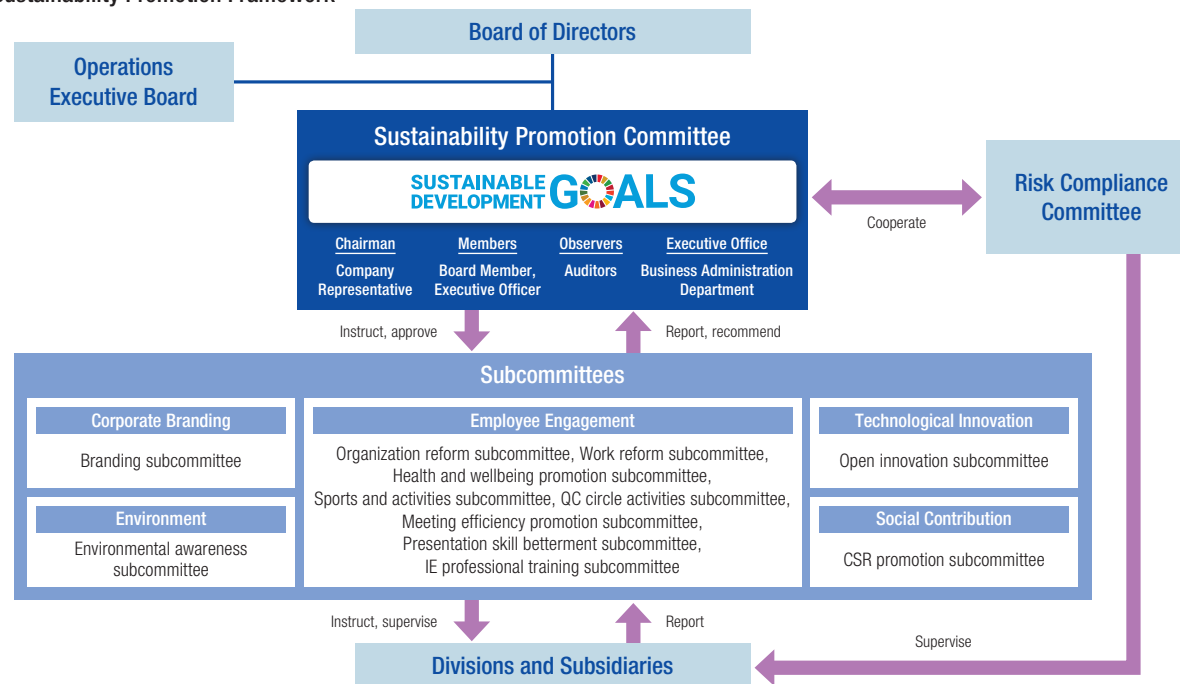


Sustainability Promotion Committee (Results for FY2023: Held 8 times)

Agenda

- ▶ Reporting activities related to open innovation
- ▶ Disclosing information regarding the TCFD recommendations and efforts to reduce CO₂ emissions
- ▶ Discussing human resources strategies
- ▶ Reporting on the status of ESG disclosure and discussing future initiatives
- ▶ Reporting on the human resource development program for digital transformation
- ▶ Reporting on data usage
- ▶ Discussing the current status and challenges of outside employment
- ▶ Reporting on the challenges and policies for building supply chains

Sustainability Promotion Framework



Robotic Solutions Division

Outline

Automating SMT processes is our major strength
Helping solve societal issues through automation

In the surface mounting process of assembling electronic components onto circuit boards (SMT), we provide SMT pick and place machines and solder paste printers that automate production, as well as various units for equipment maintenance and electronic component handling, and smart factory solutions that contribute significantly to maintaining and improving productivity by comprehensively managing every step from production preparation to completion and equipment maintenance.

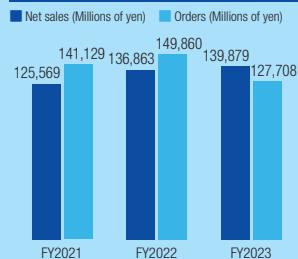
We will contribute to the resolution of issues faced by society by keeping one eye on manufacturing and the other on societal needs. In addition to the contribution made through our SMT production systems, our die bonders play a key role in the back-end process of semiconductor manufacturing. Our robotics equipment contributes to factory automation, and we are able to make further contributions through the other products and services that utilize the expertise we have cultivated through our business.

Climate

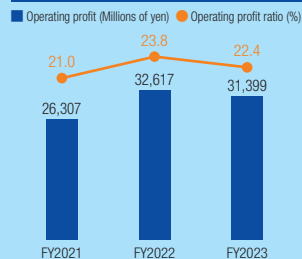
Decline of Chinese economy and decentralization of production
Growth drivers shifting from telecommunications to automotive

The spread of COVID-19 led to lockdowns in China, the main market for the Robotic Solutions business, restricting logistics as well as economic activities in the country, including reduced factory operations by major customers and postponed exhibitions. The Chinese economy's slowdown and tensions between the United States and China have lowered demand in many industries, including telecommunications, automotive, and personal computers, resulting in a drop in global demand for semiconductors. On the other hand, production is decentralizing to Southeast Asia and India at an increasing rate, and capital investment in the automotive and industrial machine markets has continued, particularly from Europe and the United States.

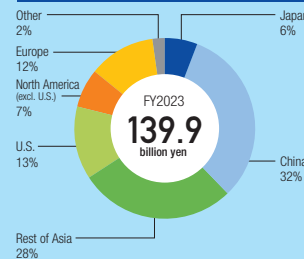
Net Sales and Orders



Operating Profit and Operating Profit Ratio



Net Sales by Region



Strategy

Expanding model line-up
Strengthening global cooperation

We will expand our mounter lineup by introducing new models such as the NXTR and AIMEXR to meet demand from a wide range of industries, including mobile devices, which is our specialty, as well as automotive and network servers. Furthermore, in response to the growing demand for automation due to labor shortages, we will work to develop comprehensive automation solutions with a focus on reducing workloads across the entire production floor. We will work to increase our market share by developing a product mix that can respond to rising demand in any market in the future, as well as develop a system to strengthen cooperation with overseas distributors and share marketing information, so that we can provide the renowned Fuji quality in any region.



NXTR
FUJI Smart Factory Platform



AIMEXR

News Topics of FY2023

Production capacity to increase 50% for sustainable business growth

As communication functions are incorporated into a wide range of devices, including vehicles and home appliances, the quantity of electronic components mounted on circuit boards is increasing. The mounter market will continue to grow in line with this trend, and we expect it to be 1.5 times larger by 2030. In anticipation of sustainable business growth, we announced the construction of a new factory building at the Okazaki Plant, the production base for our SMT business, in May 2022. The new building, which will be outfitted with cutting-edge robotics and IoT technologies, is scheduled to be operational in the fall of 2024, and we are building a production system that is capable of meeting market demands by increasing the production capacity of our SMT business.



AIMEXR announced & NXTR A model fully introduced

In January 2023, we debuted our new chip mounter, AIMEXR, at IPC APEX EXPO 2023 (U.S.). The product, developed as an "all-rounder" that enables flexible and stable production from prototyping to mass production, is positioned as a core model for the base station and server markets and is expected to further expand our market share. Development is also underway for the "A model," a fully automated NXTR model that will contribute to the automation of the entire production floor and improved productivity, in preparation for its full-scale market launch.

Solving Societal Issues

It has been more than 60 years since Fuji was established. Over this time, we have supported industrial development by supplying many thousands of SMT pick and place machines and machine tools to our customers, and we believe that it is our duty to provide society with new solutions that contribute to the environment, safety, and health through our business by applying the robotics technologies we have developed over the years, precisely because we are now called upon to address various societal issues.

Monozukuri

Compact Multijoint Robot

SmartWing

This compact, multi-jointed robot can be programmed without expertise in teaching or programming languages. It has a unique camera system and programming software for easy start-up. It enables automation of a wide range of processes, such as transferring, sorting, and foreign matter inspection via vision processing.

SmartWing BA, a machine that combines Fuji's vision processing technology with a SCARA robot, is a simple solution for automating the electronic component insertion process. We will develop Fuji's robotics technology to solve the labor shortage we are already facing.



Ultra High Density Atmospheric Pressure Plasma Unit

Tough Plasma

This plasma processing equipment is capable of producing high-density radicals at the world's highest levels. In recent years, there has been growing interest in this process as a pretreatment for bonding high-performance plastics used in electric vehicles for weight reduction and metals and as an environmentally friendly cleaning method to replace conventional processes that require solvents and chemicals.

Cleaning and pretreatment processes can be automated by attaching the plasma unit to an articulated robot, such as SmartWing, and integrating it into the production line.



Lifestyle



Mobility Support Robot

Hug

From bed to wheelchair, or wheelchair to toilet seat; this support robot assists when needing to transfer to a sitting position or in situations where standing for a period of time is required, such as when getting dressed. Hug is a support robot based on the novel concept of not simply holding users up but assisting them in moving and standing up using their remaining abilities, thereby reducing the burden of care while maintaining the user's dignity. Since its market launch in 2016, the total quantity of delivered units has exceeded 3,000, and in 2021, Fuji won the Japanese MHLW Minister's Award at the 9th Robot Awards. We are also expanding our sales channels both domestically and internationally. As a market leader, we will continue developing products that meet the needs of nursing care.



Public Stocker System

Quist

This next-generation delivery locker system makes full use of IoT to link the locker itself, the cloud, and user mobile devices. As a "non-face-to-face/non-contact" solution that has taken hold as a result of COVID-19, the system also accommodates BOPIS (Buy Online Pick-up In Store), which is rapidly expanding in the retail industry, and improves customer convenience and store operation efficiency by automating and reducing the labor required to receive and deliver goods and packages. Recently, the drug store and convenience store industries, which have been expanding on a large scale, have also been looking closely at this system, such as for the delivery of prescription drugs via lockers, and we will continue providing new services that enrich our lives by connecting with various industries and business categories.

Machine Tools Division

Outline

A main focus on NC lathes
Strengths in turnkey and mass production

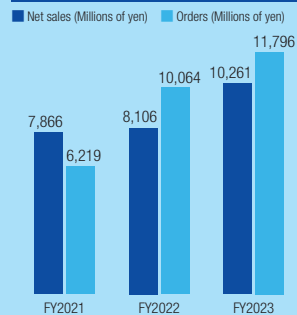
Machine tools for cutting and machining metal materials are essential for producing highly accurate machined parts for use in automobiles and industrial machines. Fuji develops and manufactures machine tools, focusing on NC lathes. Our strength is in high-accuracy, high-speed machining of mass-produced parts, and in particular, we provide superior productivity in the mass production of shafts and other automobile parts. In addition to the machines themselves, we also excel in the turnkey business, where we offer total solutions for production equipment from the selection of chucks and tooling to the design of robots for handling workpieces, and thus can provide automated production lines that only a robot manufacturer can offer.

Climate

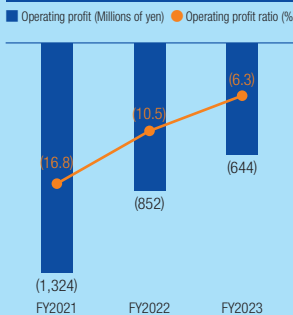
An accelerating shift to electric vehicles in the automobile industry

Capital investment in machine tools, which had declined due to the COVID-19 pandemic, is recovering both domestically and internationally amid the proliferation of electric vehicles and rising factory utilization rates in the manufacturing industry. In the automobile industry, the primary market for the Machine Tools business, there was an increase in EV-related capital investment demand in response to the accelerating shift toward electric vehicles. Simultaneously, soaring labor costs, labor shortages, and heightened environmental and other considerations have increased the demand for energy-efficient production equipment that enables labor savings and higher efficiency, as well as automation solutions that address these social challenges.

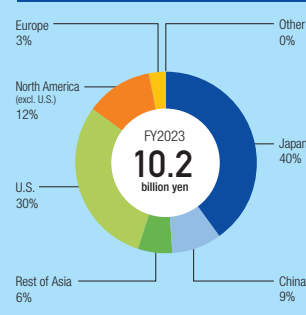
Net Sales and Orders



Operating Profit and Operating Profit Ratio



Net Sales by Region



Strategy

The digitalization of know-how
Entering a general-purpose market

In our highly competitive turnkey business, we have expertise based on our extensive experience. Going forward, we will digitalize this know-how and build an AI platform that can find and relay machining data for similar workpieces. We will further reduce delivery times in our turnkey business by proposing timely solutions based on our past results for the machining that our customers require.

Furthermore, in addition to existing markets such as the automobile industry, and construction, agricultural, and industrial equipment, we will cultivate new markets where we can utilize our know-how, expand our distributor network, and strengthen our shared turnkey business (adjusting to line specifications locally) in the United States (Fuji Machine America) and China (Kunshan Fuji), where we have subsidiaries.

We will also focus on cultivating growth markets such as speed reducers, semiconductors, and healthcare and developing highly versatile equipment capable of machining a variety of parts to meet market demands.

In terms of environmental measures, we will continue to develop products that improve energy efficiency through reduced power consumption, visualize power usage, and improve production efficiency in order to achieve carbon neutrality.

News Topics of FY2023

● Unveiling the ANW III series in Japan

We introduced the ANW III series, an opposing twin spindle lathe, in Japan at the 31st Japan International Machine Tool Fair (JIMTOF 2022) in November 2022. Our original Feons operation screen is used in its highly operable touch-panel operation panel. In addition to expanding orders through the shift to EVs in the automobile market, such as the machining of EV motor parts, we will strive to expand sales for this product, which is equipped with an eco-operation mode, as a product that can contribute reducing the impact on the environment.



New Business Development

● Toward Creating New Corporate Value

We believe that giving back to society by utilizing the technology, know-how, and expertise accumulated through our business activities will play an important role in the realization of Fuji's corporate ideologies and sustainable growth. In particular, we believe that the creation of new value by our employees through the development of products and solutions will not only enhance our corporate value but will also directly contribute toward efforts to realize a sustainable society. For issues that must be solved, we are working to create new value that contributes to society not only through in-house development but also through open innovation.

● Giving Back to Society by Utilizing Our Technology and Expertise

Fuji × Medical

WATSON EVUS guide system (Catheter medical assistance unit)



Fuji held entering the medical field high on the list of our next endeavors, and this desire matched ASAHI INTECC CO., LTD.'s passionate desire to enter the new field of robotic medicine. We started this project as a joint development project, and in July 2023, we developed an ultrasonic probe driving unit. This system holds the ultrasound probe – the tip of the ultrasound imaging system that is in direct contact with patients – and supports an environment in which treatment can be performed without the constraints of human resources or skills by enabling stable ultrasound video rendering even during long surgeries.



● Creating a New Future through Technological Innovation

Fuji × Logistics

Rally (AMR: Fully autonomous mobile robot)

Employee workloads and a shrinking workforce have become issues in the retail industry, where people handle a large number of carts in the logistics process. Rally, a fully autonomous mobile robot under development for the retail industry, will replace this heavy workload and add value by allowing employees to focus more on serving customers. Rally is compatible with existing carts, and no changes to store layouts are required. A proof-of-concept demonstration is underway at some major home improvement stores, where the robots transport carts inside the stores after closing, when the stores are unmanned and the lights are off. We will continue to incorporate user feedback and develop solutions for commercialization.

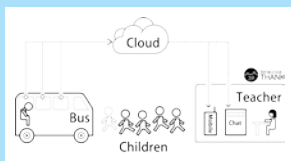


Fuji × Societal Issues

Left Behind Prevention System



We developed a "Left Behind Prevention System" in which a sensor installed in the vehicle is activated when the engine is turned on/off and notifies a designated contact if it detects movement from a person left behind in the vehicle. In response to recent tragic incidents of children being left behind in cars, this new initiative was born out of an internal question: "Is there anything we can do with our technology?" In December 2022, the system was trialed in vehicles used to transport students to and from "teracoya THANK," an English after-school operated by Fuji, enabling safer student transportation and demonstrating the system's usability and practicality. The lessons and insights gained from this demonstration will also be applied to product development in our other business areas.



Fuji × Manufacturing

FPM-Trinity (Electronics 3D printer)

A manufacturing method called additive manufacturing (AM) is attracting attention as a solution to the challenges facing the electronics industry as a whole, such as the acceleration of the IoT, the development of a sustainable society, and the shortening of development cycles. This manufacturing method is widely seen in 3D printers, which enable the production of three-dimensional objects of complex



shapes with minimal materials and equipment in minimal quantities. We are developing the FPM-Trinity, an electronics 3D printer that applies this method as an integrated unit, enabling resin molding, circuit fabrication, and component placement in a single unit. This machine can produce unique electronic devices directly from design data in a single unit, and it also enables environmentally friendly manufacturing with material processing resulting in near-zero material loss and waste liquids.

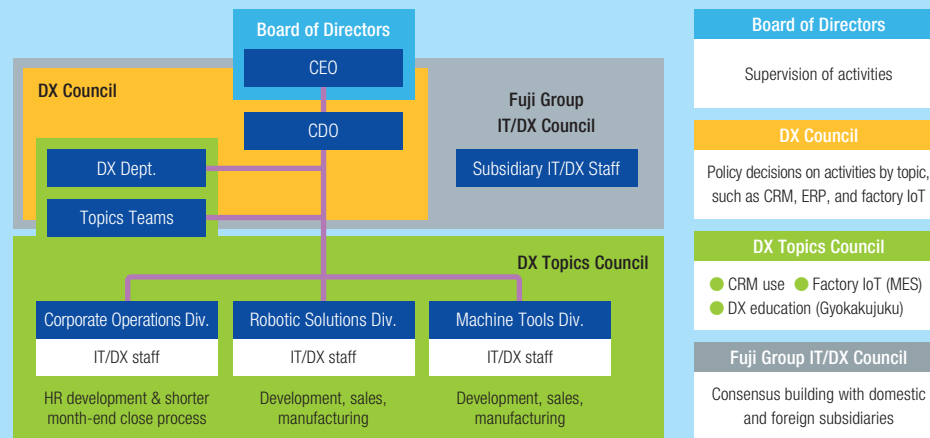


Digital Transformation Strategy

Fuji will promote the use of digital technology from two perspectives to build the No. 1 brand in the industry. The first is digital transformation for customers, which is digitalization in product development and service delivery. By advancing technological innovation, we will deliver products and services that excite and inspire our customers. The second is digital transformation within the company, which will take our "innovative spirit" to the next level by promoting the use of digital technology for human resource development, workstyle, production systems, and office operations.

The goal of Fuji's digital transformation is for each employee to be able to understand and be mindful of the current situation and make decisions based on a view of the entire company.

Digital Transformation Promotion Framework



Board of Directors
Supervision of activities

DX Council
Policy decisions on activities by topic, such as CRM, ERP, and factory IoT

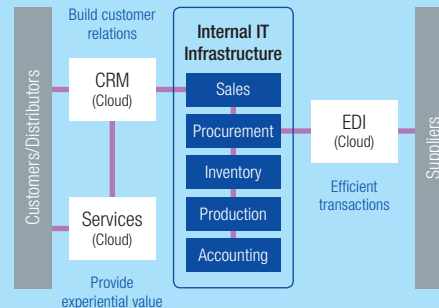
DX Topics Council
● CRM use ● Factory IoT (MES)
● DX education (Gyokakujuku)

Fuji Group IT/DX Council
Consensus building with domestic and foreign subsidiaries

Building IT/DX Infrastructure

We will build an IT system that utilizes cloud technology to enable faster information sharing with customers, distributors, and suppliers.

As for internal systems, we will revamp systems related to sales, procurement, production management, accounting, and other areas to promote business visualization and enable speedier decision-making.



Note: "DX" is an abbreviation of digital transformation.

Developing Digital Talent

In conjunction with our management strategy, we are cultivating talent capable of utilizing digital technologies. In FY2023, we set digital skill levels based on progress and outcomes. Furthermore, we are working to create opportunities to practice these skills within each department by implementing various campaigns and measures.

Definition of Digital Skill Levels

Level	Definition
Master	Can educate beginners
Advanced	Can apply skills in work
Beginner	Has basic knowledge

Beginner-level Training Results

Engineers	FY2023	FY2027 (Target)
Statistics	226	466
Python	85	160

Office Employees	FY2023	FY2027 (Target)
Statistics	14	59
Python	12	27
RPA	10	25
Microsoft 365	1	25

Gyokakujuku

We started Gyokakujuku in FY2023. We educate our administrative staff on IT tools and other digital technologies in a hands-on training format. We are developing human resources capable of implementing reforms that cross departmental boundaries by instilling an understanding of their own and other departments' operations, as well as the flow of data and objects throughout the company.

In October 2022, we held an introductory education session, and from November to December, we conducted 15 interviews with participants about the problems they face in their work. We advise on specific improvement methods, and coordinate to improve operations and ensure that staff have adequate related training. Instructors are selected from DX Dept. and some other departments, and a reward system will be established for those who improve their work through DX and acquire certain skills. We will implement skill certification to better understand the current state of digital training.

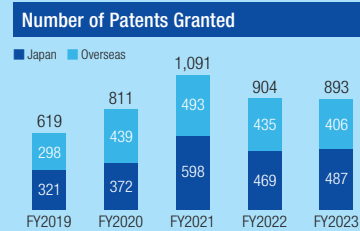


Target	Administrative departments, including subsidiaries
Curriculum	IT tools and usage scenarios (Power BI, RPA, etc.) Coordinated efforts to apply in the workplace
FY2023 Results	Participants: 236 Training hours: 236

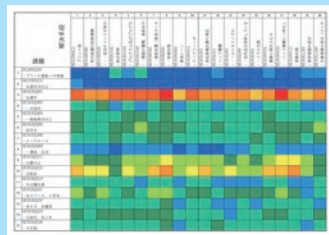
Intellectual Property Strategy

● Building/Strengthening Our Patent Portfolio

We have built up a broad and comprehensive patent portfolio in order to protect our products with intellectual property rights, without omission. In particular, our major business products incorporate unique technologies not available from other companies, such as the NXT base/module configuration and the NXTR's Smart Loader, and we are working to strengthen our patent portfolio by focusing on these technologies in order to ensure the market competitiveness of our products.



● Utilizing IP Information

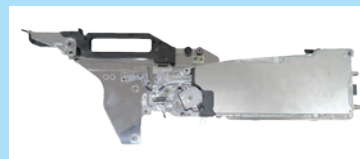


Exploring solutions (image)

In addition to acquiring and utilizing intellectual property rights for our products, we have begun to use the vast amount of patent information outside of our company in our business activities. Possibilities include the development of new business and applications, business strategies for opening/closing, as well as M&A and alliance candidate research. To start with, we are increasing project numbers and improving the accuracy of our patent information analysis as we accumulate know-how.

● Strengthening Anti-counterfeiting Measures

There are counterfeits of our feeders and nozzles in circulation, and customers who unintentionally use counterfeit products are not able to have our guaranteed product quality. We are taking a firm stance against all counterfeiters to ensure that all of our customers can use our products with confidence.



Counterfeit feeder (example)

● Contributing to the SDGs through Technology

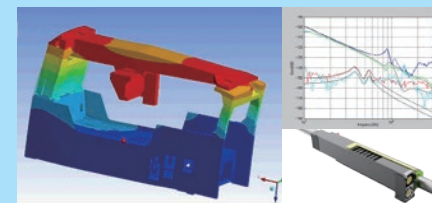
In terms of intellectual property, we will clarify Fuji's technologies that contribute to the SDGs and work to visualize the possession of technologies and patents, including those of other companies. We believe this visualization will not only improve the evaluation from our stakeholders and promote partnerships but will also lead to our developers recognizing their contribution to the SDGs, motivating them to further develop their technological expertise.

Development Strategy

● Developing Elemental Technologies to Boost Business Competitiveness

Based on our "innovative spirit," which has guided us since our founding, we are further deepening the unique technologies (innovations) that we have built up by developing cutting-edge elemental technologies to boost product competitiveness and technologies for new business aimed at new markets.

High Speed and High Accuracy Technology



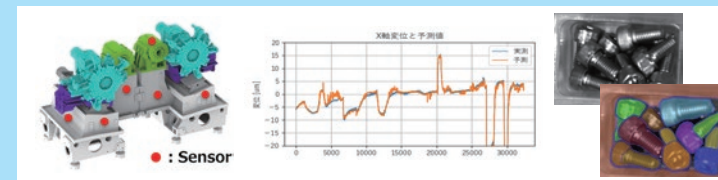
Developing high speed and high accuracy placement/processing

CAE analysis technology for deriving highly rigid mechanisms

Vibration-control servo technology that achieves high speed positioning

High performance linear motors that can operate with heavy loads

AI Development



Realizing optimum control and predictive maintenance of our machines through data analytics and machine learning

● Creating New Technologies and Products that Provide New Value

Robotics Technology Development

Developing robotic technologies covering a wide range from motion control to vision processing



Shaft Linear Motors

Supplying linear motors with low torque ripples and high responsiveness



Platform Development (e-Sys)

Combining robotic equipment markets together with digital twin environments, e-Sys assists system integrators in creating equipment configurations for automation





Making all aspects of corporate management financially sustainable

Junichi Kano

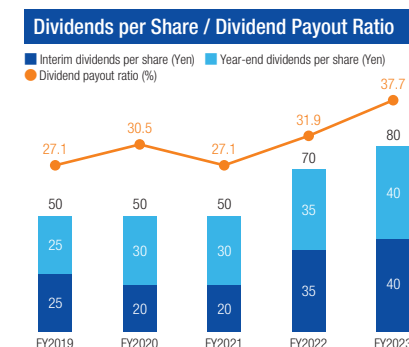
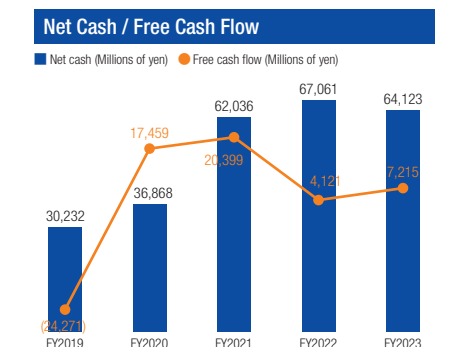
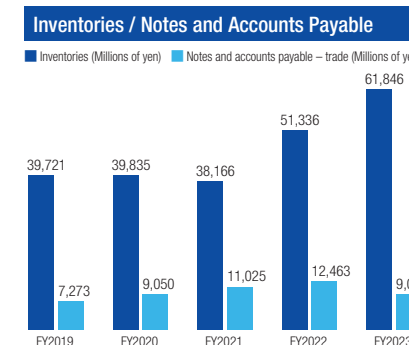
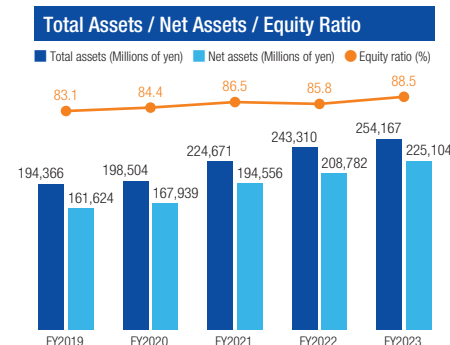
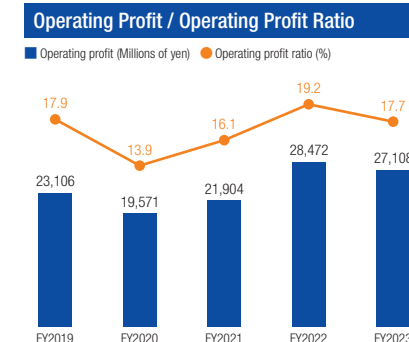
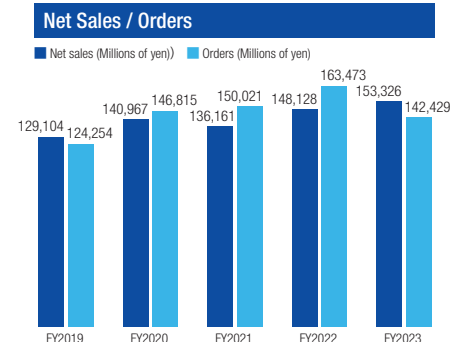
Board Member & CFO, Managing Executive Officer
General Manager, Corporate Operations Division

Looking Back on FY2023

Consolidated net sales for FY2023 increased 5.1 billion yen from the previous fiscal year to 153.3 billion yen, a record high. This was due to a significant increase in capital investment in the European and American markets, primarily in the automotive and industrial equipment-related sectors, for both our Robotic Solutions and Machine Tools businesses. On the other hand, operating profit was 27.1 billion yen, down 1.3 billion yen from the previous fiscal year, due to high material costs, an increase in SG&A expenses associated with the post-pandemic resumption of business activities, and other factors.

Looking at the balance sheet, total assets at the end of FY2023 were 254.1 billion yen, up 10.8 billion yen from the end of the previous fiscal year, and total liabilities were 29.0 billion yen, down 5.4 billion yen from the end of the previous fiscal year. The increase in total assets was mainly due to a 10.5 billion yen increase in inventories for advance purchase of materials. Our core business model is characterized by very short lead times of only one to two months from the receipt of an order from a customer to production and shipment. However, faced with global difficulties in procuring materials, especially for semiconductors, we were forced to respond preemptively to secure them. While inventories have been increasing for some time as a result, the advance procurement situation is finally improving, which is evident from the 3.3 billion yen decrease in notes and accounts payable – trade, the main reason for the decrease in total liabilities.

In terms of cash flow, free cash flow increased steadily, up 3.1 billion yen from the previous fiscal year to 7.2 billion yen, and net cash was 64.1 billion yen (67.0 billion yen at the end of FY2022).



Final Year of the Mid-term Business Plan

FY2024 is the final year of the mid-term business plan that was launched in 2021, and in advance of this, we released a report in May 2023 that reviewed the progress made over the previous two years. In conjunction with this, we disclosed more specific financial strategies based on the three pillars of management base, investment for growth, and shareholder returns.

Basic Policies

Management Base	<ul style="list-style-type: none"> Cash flow management Prepare for future risks
Investment for Growth	<ul style="list-style-type: none"> Strengthen competitiveness in existing business, and ensure sustainable growth Develop new business fields Solve societal issues
Shareholder Returns	<ul style="list-style-type: none"> Basic dividend payout ratio: 50% or more Share repurchase programs

While it has been a long time since the term sustainable began being used, we believe the most important thing for us as a company is to first continue being sustainable.

From this perspective, with respect to our management base, we will secure 40 billion yen as cash reserves to manage financing and hedge against medium- to long-term opportunities and risks.

On that basis, we set aside 50 billion yen for growth investments. We are investing in R&D and making capital investments to enhance the competitiveness of our existing businesses and for further growth. In FY2024, Fasford Technology, a group company, will construct an R&D building, and in FY2025, the Okazaki Plant will partially reconstruct its building to increase the production of mounters, our main product, and Kunshan Fuji Machine Mfg., our production base in China, will construct a new factory building.

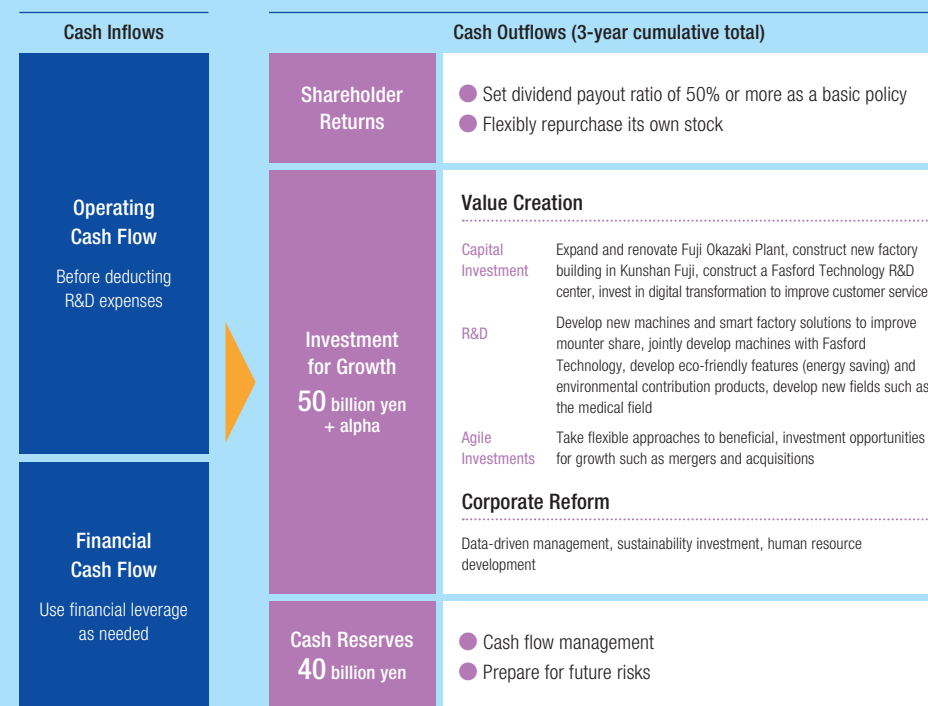
We consider it an important management responsibility to return a portion of the results of our business activities to our shareholders, and we have raised our dividend payout ratio to 50% from the 30% target set two years ago when we formulated our mid-term business plan. In addition, we will strive to return profits to shareholders through share buybacks of up to 6 million shares at a maximum cumulative purchase price of 10 billion yen through May 2024.

Financial Health and Future Prospects—Roles and Responsibilities as CFO

I believe that my responsibility in achieving sustainable value creation is to make all aspects of corporate management sustainable from a financial perspective. By maintaining the financial soundness of the company through proper capital planning, risk management, and optimization of expenses, we will solidify our management base, make investment decisions for business expansion, utilize funds effectively, and return the results to our stakeholders.

We will also further strengthen the management philosophy and strengths that Fuji has built up over the years, and while evolving with the times, we will communicate our future vision to everyone more clearly than ever before and reflect it in our corporate management through repeated dialogue and feedback. We would like to thank all stakeholders for their continued support.

Cash Allocation for the Next Three Year



Basic Approach

Fuji recognizes that conservation of the earth's environment and high-priority issues are shared by mankind, and endorses global goals such as Sustainable Development Goals (SDGs) and the Paris Agreement.

In order to conserve beautiful, rich nature for future generations, we are making company-wide efforts to reduce environmental impacts in our business activities and contribute to development of a sustainable society and environmental conservation.

Guiding Principles

1 Engage in development and production while taking into account environmental impacts as befitting of a manufacturing company.

2 Constantly seek improvements in our environmental management system, and also address environmental issues including reduction of CO₂ emissions.

3 Comply with environmental laws and regulations applicable to the company, and additional requirements of which Fuji is in favor.

4 Set and work on environmental targets designed to embody the basic environmental policy, and periodically conduct a review.

5 Endeavor to keep all employees informed of the environmental policy by means of environmental education and internal communications, and actively engage in communication with related government agencies, local residents and partner companies as well.

Climate Change Response

We are investigating and analyzing the risks and opportunities posed by climate change in relation to our business activities, and reflecting the results of our analysis to our management strategies while calculating the financial impact. In June 2022, we will endorse the TCFD (Task Force on Climate-related Financial Disclosures) and disclose information.



Strategy

We conducted a scenario analysis of the impact of climate change on our business activities. The results of the scenario analysis showed that the 2 degrees Celsius scenario provides an opportunity with solution business focused on increasing factory productivity and energy-saving capabilities, as well as the shift in the automobile field to EV, resulting in greater demand for mounters and machine tools. The risks include increased procurement costs for materials and increased costs for products with low-carbon technologies. Under the 4 degrees Celsius scenario, low carbon emissions will not be promoted and weather-related disasters are expected to become more severe, making it important to address physical risks.

2 degrees Celsius Scenario

Risk or opportunity	Transition or physical	Category	Issues	Responses to risks and opportunities	Impact level
Risk	Transition	Policies and regulations	<ul style="list-style-type: none"> Increases in fuel costs and material and procurement costs due to the introduction of a carbon tax. Increases in costs due to the purchase of green power and other costs due to stricter emission regulations. 	<ul style="list-style-type: none"> Investigate using new materials and construction methods through partnerships and cooperation with suppliers. Purchase CO₂-free electricity. Introduce renewable energy equipment and batteries for storage. 	Medium
Risk	Transition	Technology and markets	<ul style="list-style-type: none"> Increases in cost due to the use of low-carbon technologies in products (such as lightweight and high-strength materials, environmentally friendly motors, semiconductors, and other advanced equipment), resulting in higher product prices and reduced competitiveness. 	<ul style="list-style-type: none"> Promote the development of energy-saving technologies. Research software technology that is not affected by material procurement costs, based on the latest technical information. Begin research and development efforts, including joint research, to secure low-cost, high-quality materials. 	Medium
Risk	Physical	Acute	<ul style="list-style-type: none"> Fuji Group: Increases in instances of damage due to frequent weather disasters, resulting in plant shutdowns and increased repair costs. Suppliers: Stagnation of production activities due to disruptions in the supply chain, including disruptions to the procurement of materials and product shipments, caused by frequent weather disasters. 	<ul style="list-style-type: none"> Strengthen business continuity planning (BCP) measures including for the supply chain. 	Minor
Risk	Physical	Chronic	<ul style="list-style-type: none"> Increases in costs due to increased energy consumption for air conditioning at Fuji-owned plants. Increases in costs for countermeasures to prevent infectious diseases. 	<ul style="list-style-type: none"> Reduce CO₂ emissions by introducing renewable energy equipment and promoting the use of CO₂-free electricity. Promote the use of automation and labor-saving tools in factories. 	Minor
Opportunity	Transition	Product and service markets	<ul style="list-style-type: none"> Expansion of market size due to an increase in energy-saving electrical products in the market. Wider scope of business opportunities in solutions for greater energy-saving performance and improvements in the productivity of factories and equipment. Wider scope of business opportunities in machine tools and SMT pick and place machines for EV manufacturing, as the automotive industry shifts toward EV. 	<ul style="list-style-type: none"> Increase opportunity for orders by developing and promoting energy-saving products and services. 	Major
Opportunity	Transition	Market	<ul style="list-style-type: none"> Market expansion of automation solutions including robotics because of a greater interest in automation, due to labor-saving efforts being pursued in many fields; driven by the need to address increases in abnormal weather conditions and infectious diseases. 	<ul style="list-style-type: none"> Create product and service configurations that meet requirements for factory automation and optimization efforts. 	Medium
Opportunity	Transition	Resilience	<ul style="list-style-type: none"> Increased quantity of machines purchased as users establish factories in multiple countries in order to mitigate the risk of disasters caused by climate change. 	<ul style="list-style-type: none"> Establish a flexible production system that can respond to sudden demand. 	Medium

4 degrees Celsius Scenario

Risk or opportunity	Transition or physical	Category	Issues	Responses to risks and opportunities	Impact level
Risk	Physical	Acute	<ul style="list-style-type: none"> Fuji Group: Increases in instances of damage due to frequent weather disasters, resulting in plant shutdowns and increased repair costs. Suppliers: Stagnation of production activities due to disruptions in the supply chain, including disruptions to the procurement of materials and product shipments, caused by frequent weather disasters. 	<ul style="list-style-type: none"> Strengthen business continuity planning (BCP) measures including for the supply chain. 	Medium
Risk	Physical	Chronic	<ul style="list-style-type: none"> Increases in costs due to increased energy consumption for air conditioning at Fuji-owned plants. Increases in costs for countermeasures to prevent infectious diseases. 	<ul style="list-style-type: none"> Reduce CO₂ emissions by introducing renewable energy equipment and promoting the use of CO₂-free electricity. Promote the use of automation and labor-saving tools in factories. 	Medium
Opportunity	Transition	Market	<ul style="list-style-type: none"> Market expansion of automation solutions including robotics because of a greater interest in automation, due to labor-saving efforts being pursued in many fields; driven by the need to address increases in abnormal weather conditions and infectious diseases. 	<ul style="list-style-type: none"> Create product and service configurations that meet requirements for factory automation and optimization efforts. 	Medium
Opportunity	Transition	Resilience	<ul style="list-style-type: none"> Increased quantity of machines purchased as users establish factories in multiple countries in order to mitigate the risk of disasters caused by climate change. 	<ul style="list-style-type: none"> Establish a flexible production system that can respond to sudden demand. 	Medium

Medium- and Long-term Environmental Targets

We have been working to combat climate change, with the medium-term target of reducing CO₂ emissions by 46% from the FY2014 level by FY2031. In April 2023, the Sustainability Promotion Committee established the Fuji Group's long-term goals and strategic roadmap for achieving carbon neutrality, as we are strongly aware that the preservation of the global environment is one of the most important issues shared by all humankind. We will address climate change throughout the entire Group and supply chain.

Fuji Medium-term Targets

Scope 1, 2 **FY2031** Reduce CO₂ emissions by 46% (compared to FY2014)

Fuji Group Long-term Targets

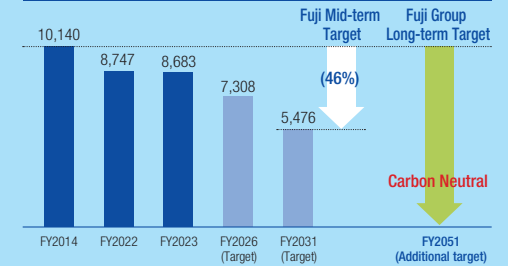
Scope 1, 2 **FY2051** Challenge to become carbon neutral

Scope 3 Reduce CO₂ emissions for net sales per unit by 80% (compared to FY2022)

Scope 1: Direct emissions by in-house fuel consumption
Scope 2: Indirect emissions by in-house use of electricity and heat

Scope 3: Emissions of other companies generated in the value chain such as material procurement, logistics, and sales related to our business activities other than those of scopes 1 and 2.

CO₂ Emission Reduction Targets (scope 1, 2) (t-CO₂)



Carbon Neutral Strategy Roadmap

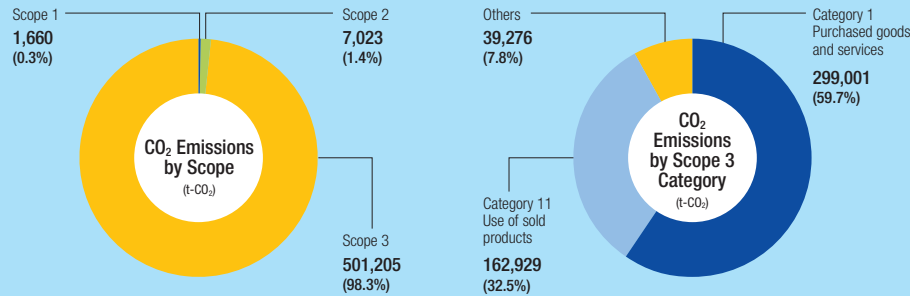
In order for Fuji Group to meet the medium- and long-term environmental targets, we are working together with group companies and business partners to take action against climate change throughout the supply chain.

		2025	2030	2050	
CO ₂ Emissions from Fuji Group's Business Activities Scope 1, 2	CO ₂ Emission Reduction Targets (compared to FY2014)	20% Reduction (Fuji non-consolidated)	46% Reduction (Fuji non-consolidated)	Fuji Group Challenge to Become Carbon Neutral	
	Visualization of CO ₂ emissions from all group companies	● Understanding CO ₂ emissions from production activities by Fuji Group and setting targets	● Understanding CO ₂ emissions from all group companies and setting targets	● Promoting CO ₂ emission reduction activities	
	Energy-saving activities	● Updating to more energy-efficient air conditioning equipment and energy-saving production facilities	● Visualization of daily electricity usage	● Raising employee's awareness and energy-saving activities	
	Use of renewable energies	● Installing solar panels (at new plants)	● Purchase of CO ₂ -free electricity, etc. (gradually increase purchase volume)		
	Use of carbon neutral energies			● Use of carbon neutral city gas	
Social Initiatives Across the Entire Supply Chain Scope 3	Net Sales per Unit CO ₂ Emission Reduction Targets (compared to FY2022)	30% Reduction		80% Reduction	
	Life Cycle Assessment (LCA)	Visualization	● Understanding CO ₂ emissions over the entire life cycle of major products, setting reduction targets, and promoting reduction activities	● Understanding CO ₂ emissions over the entire life cycle of other products, setting reduction targets, and promoting reduction activities	
		Develop eco-friendly products (Note 1)	● Promoting recycling of products and materials and reducing electricity consumption of products in use, etc.		
	Develop environmental contribution products (Note 2)	● Product sales expansion (Delivery locker systems, recycling sorting robots, electronics 3D printers)	● Contributing to carbon neutrality of society as a whole by expanding our lineup of environmental contribution products		
	Suppliers	Visualization of CO ₂ emissions (Rough figures to actual measurements)	● Target suppliers: Top 50% of suppliers based on purchase amount	● Target suppliers: Top 90% of suppliers based on purchase amount	
Energy-saving activities		● Distribution of environment-related information and coordination of energy-saving activities			

Note 1: Eco-friendly products: Products designed to have less impact on the environment by reducing the amount of waste, designing products for easy recycling, reducing power consumption during use, etc. Note 2: Environmental contribution products: Products that result in end products that are used for or contribute to global environmental conservation and other similar purposes.

CO₂ Emissions Across the Entire Supply Chain

In FY2022, we began calculating emissions in scope 3 (upstream and downstream emissions in the supply chain). The FY2023 results indicate that scope 3 accounts for 98% of emissions from the entire supply chain, excluding category 9 (downstream transportation and distribution), which is still under investigation. The scope 3 emissions are influenced largely by category 1 (purchased products and services) and category 11 (use of sold products). In light with this, we strive to reduce scope 3 emissions by deepening cooperation with suppliers and promoting eco-friendly design of products.



Detailed Breakdown of Scope 3 (FY2023)

Category	CO ₂ Emissions (t-CO ₂)	Calculation Method
1 Purchased goods and services	299,001	Calculated by applying emissions intensity metrics to the amount and value of goods purchased from suppliers.
2 Capital goods	22,468	Calculated by applying per capital good intensity metrics to the fixed asset acquisition value.
3 Fuel and energy related activities not included in scope 1 or scope 2	9,351	Calculated by applying emissions intensity metrics to energy consumption (such as electricity and fuel).
4 Upstream transportation and distribution	4,631	Calculated by applying emission intensity metrics to the transportation distance that was estimated based on the addresses of suppliers and delivery locations.
5 Waste generated in operations	133	Calculated by applying emissions intensity metrics to the emissions for each waste type.
6 Business travel	542	Calculated by applying emissions intensity metrics based on the days traveled.
7 Employee commuting	975	Calculated by applying emissions intensity metrics based on the normal number of employees.
8 Upstream leased assets	1,139	Calculated by applying emissions intensity metrics to the floor area of the leased property.
9 Downstream transportation and distribution	—	Under investigation
10 Processing of sold products	—	Not applicable
11 Use of sold products	162,929	Calculated by applying emissions intensity metrics to the lifetime energy consumption (assuming 7 years of use) for the annual sales volume of the NXT III SMT pick and place machine and the CSD II front-facing twin spindle lathe, which are the main products of each business division.
12 End-of-life treatment of sold products	38	Calculated by classifying the materials that configure packing materials for the NXT III SMT pick and place machine and the CSD II front-facing twin spindle lathe, which are the main products of each business division, and by applying emissions intensity metrics to the annual sales volume of these.
13 Downstream leased assets	—	Not applicable
14 Franchises	—	Not applicable
15 Investments	—	Not applicable
Total	501,205	

Eco-friendly Actions

● Operating a Solar-powered System

Solar power generation systems have been installed in some buildings at Fuji Toyota Plant, EDEC LINSEY SYSTEM, and Fasford Technology. The solar power generation systems have a total power generation capacity of 929 kW, and can reduce CO₂ emissions by approximately 485 tons per year.



Fuji Toyota Plant's part processing factory

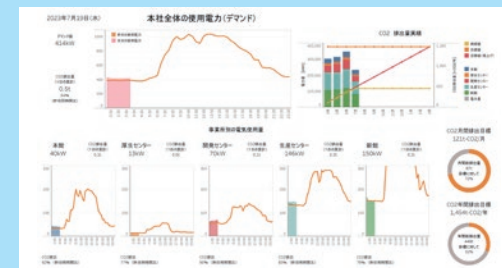
● Use of CO₂-free Electricity

Fuji is gradually increasing the ratio of CO₂-free electricity purchased to reduce CO₂ emissions. Fasford Technology uses electricity generated by the Yamanashi Prefectural Enterprise Bureau's hydroelectric power plants through the prefecture's hydroelectric power project, resulting in zero CO₂ emissions from electricity use.



Visualizing Power Consumption

Fuji's headquarters and Toyota Plant use electronic bulletin boards and other means to visualize power consumption data and raise environmental awareness among employees.

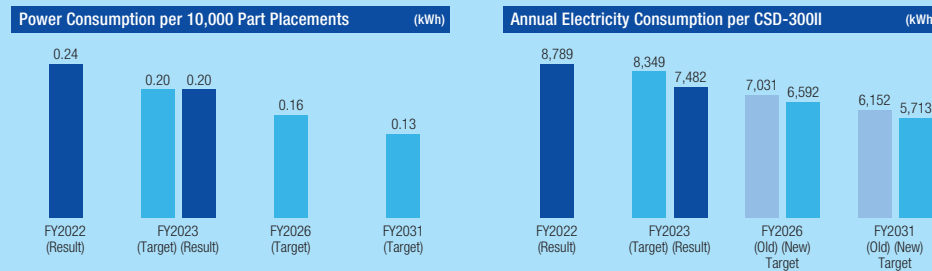


Power usage dashboard

Develop Eco-friendly Products

We will promote reduced power consumption by improving the placement speed of the NXTR SMT pick and place machine. We are also working to reduce the weight of materials used, recycle materials, reduce consumables used during electronic part placement, and curb air consumption to reduce loads that impact the product life cycle.

For machine tools, we will reduce the power consumption of our products such as CSD-300II, a front facing twin spindle lathe. Our efforts are seen with hydraulic standby control, air saving, shorter warm-up time through thermal displacement compensation, and visualization (energy saving screen). Furthermore, we have changed the target set in FY2022 to a higher goal.



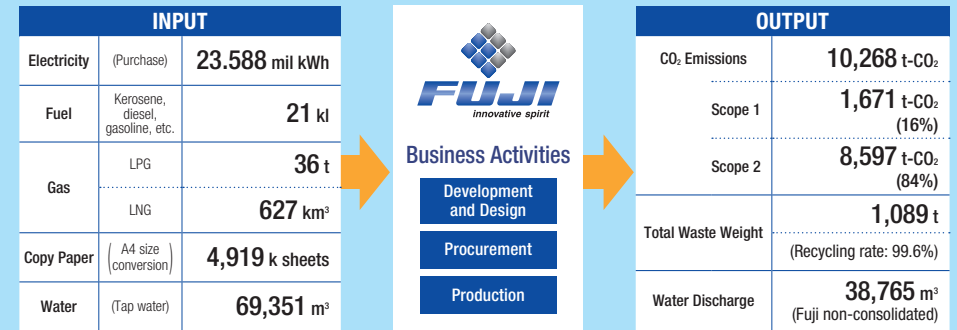
Develop Environmental Contribution Products

The public stocker system, Quist, is a delivery locker that enables the consolidation of delivery locations as a solution to the last mile problem. The electronics 3D printer, FPM-Trinity, is a machine that combines both circuit formation by printing and ultra-low temperature parts placement. This revolutionary process significantly reduces the amount of liquid and waste materials used in manufacturing electronic circuit boards.



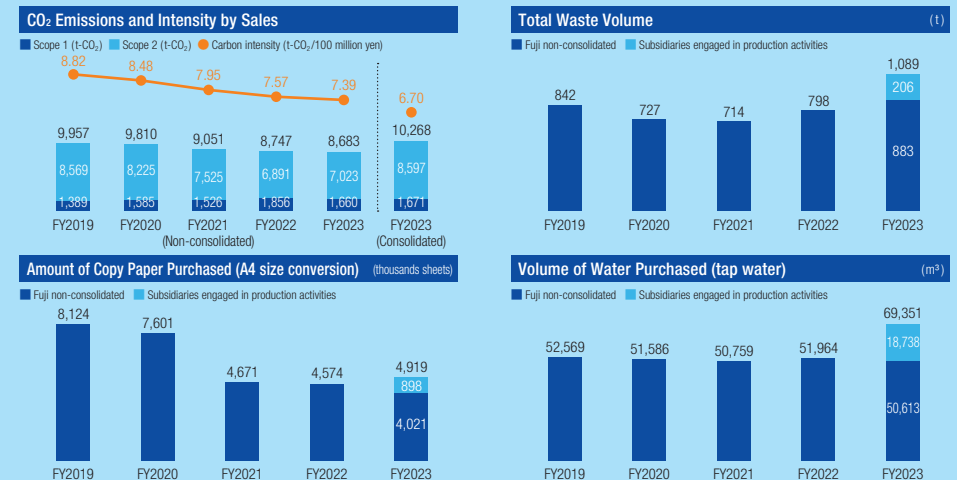
Environmental Impact Framework (FY2023)

We strive to reduce our environmental impact by understanding our resource inputs and waste outputs at Fuji Group production sites.



Ecological Footprint

The scope of data management was expanded to include Fuji Group production sites from FY2023. We will work on environmental data management for the entire Fuji Group.



The scope of the data in this page includes Fuji (headquarters, Okazaki Plant, Toyota Plant), ADEK FUJI, EDEC LINSEY SYSTEM, Fasford Technology, and Kunshan Fuji Machine Mfg.

Relationship with Stakeholders

We have identified our customers, shareholders, investors, employees, suppliers, and local communities as our primary stakeholders, and we will actively engage in dialogue and communication with them to meet their expectations, as well as understand their opinions and requests to improve our management, and strive to enhance our corporate value.

Primary Stakeholders	Policies	Main Communication Opportunities	Frequency
Customers	We are committed to our quality first policy, always providing technology and services that are a complete answer to the issues that customers face and that inspire their confidence.	Daily sales activities, CS/CV activities, websites, social media	Daily
		Exhibitions, company showrooms, factory tours, online seminars, machine training	As needed
Shareholders and Investors	We have in place a channel for dialogue with shareholders and investors, through which the Representative Directors, Executive Officers in charge, and other representatives proactively communicate with shareholders and investors for their better understanding of our business strategies, divisional strategies, financial information, and other matters, emphasizing fairness, accuracy, and continuity. We strive to facilitate constructive dialogue with shareholders and investors through our IR activities for meaningful communication.	General shareholders meeting	Once a year
		Financial result briefings for analysts and institutional investors	Four times a year
		IR events for analysts and institutional investors, individual meetings, facility tours, website (mid-term business plan, integrated reports, financial statements, financial results briefing materials, etc.), responses to ESG evaluation surveys, participation in IR events for individual investors	As needed
Employees	We strive to provide employees with the tools to become self-driven, maintain and improve the health of our employees, and create an employee-friendly working environment based on the policies of developing and utilizing human resources and building a lively workplace where employees can work with vitality. We create a corporate culture in which a diverse workforce with different values and perspectives can fully show their individuality and abilities and play an active role.	Manager appraisal, stress checks	Once a year
		Company newsletter, intranet, health and safety committee meetings, labor-management council meetings, supervisor-subordinate meetings	Periodically
		Various training programs	As needed
		Whistle blowing and contact points	Always
Suppliers	We have established the basic CSR procurement policy and the Fuji supplier CSR guidelines, under which we share with our suppliers our policy and vision to continue challenging to create a new value and to contribute to the creation of a prosperous society. We are committed to fair, equitable, and environmentally friendly procurement, working throughout our supply chain to realize a sustainable society.	Procurement activities	Daily
		CSR surveys, supplier annual general meetings, business continuity plan surveys, scope 3 surveys	Once a year
		Announcement via Web-EDI, CSR study sessions, financial results briefings	Periodically
Local Community	As members of the local community, we will engage in various activities with the aim of being "Fuji that is known and loved by everyone in the community".	Community cleaning activities	Periodically
		Providing workplace training experience, participating in local events, facility tours	As needed



Customer Relations

Global Support System

Domestic and foreign stationed staff and overseas' service engineers are engaged in daily customer support. Customer inquiries are registered in our customer management database and handled by our call center on a 24-hour schedule in cooperation with service engineers.

We are implementing a cycle in which customer requests obtained through after-sales service, maintenance, and CS surveys are fed back to the company, leading to the research and development of advanced technologies and the development of products and services that contribute to solving societal issues, thereby offering new value to our customers.

Relationship with Local Communities

Beautification Activities in Local Communities

We regularly conduct cleanup activities in the areas around our business sites. In FY2023, a total of nine cleanups were held at the headquarters, Toyota Plant, and Okazaki Plant, with a total of 188 employees voluntarily participating in cleanup activities.

Donating Hug to Nursing Homes

We donated 10 Hug mobility support robots to cities including Minami-Alps City, Yamanashi Prefecture, where Fasford Technology is located. They will be used in ten special nursing homes and long-term care facilities in the prefecture.

Striving to Develop Human Resources to Support the Future

We run the English after school program "teracoya THANK" in Chiryu city, where Fuji is headquartered, to cultivate talents who will find their place in the world. The concept of the school is to learn English while doing science, and by conducting a science-based curriculum in English, the school provides a place where children can develop the ability to think and find answers on their own, as well as the ability to communicate in English through exposure to the English language. As of March 31, 2023, approximately 200 children were enrolled.

Relationship with Shareholders and Investors

Policy on Constructive Dialogue

Information disclosure is made in a timely, fair, and appropriate manner by the department responsible for overseeing the information gathering, management, and disclosure in cooperation with related departments.

IR Activities	Number of Times	Number of Participants
Financial results briefing	4	205
Hold meetings with individual analysts and institutional investors (virtually or by phone) on as needed	166	242
Participate in online conferences for institutional investors in Japan and overseas and hold talks with them	2	8
Participate in IR events for individual investors	1	376
Business briefing for securities firms	1	55

FY2023 results

Relationship with Suppliers

Conducting Surveys on CSR Activities

To further promote CSR activities among suppliers, we conducted surveys on the CSR activities of suppliers accounting for the top 90% of transaction volume in FY2023, of which three companies underwent corrective audits. In addition to confirming the current status of suppliers, we are working to further improve and strengthen our activities based on the results of the surveys, such as conducting on-site audits as necessary.

Toward Environmental Conservation

We promote green procurement by procuring environmentally friendly products from suppliers who are actively involved in environmental conservation. In addition, we are promoting the use of returnable containers to reduce the amount of packaging materials that are disposed of in an effort to become carbon neutral. When starting transactions with new suppliers, we check the status of their efforts on environmental conservation using an environmental questionnaire.

Promote Suppliers' Green Transformation

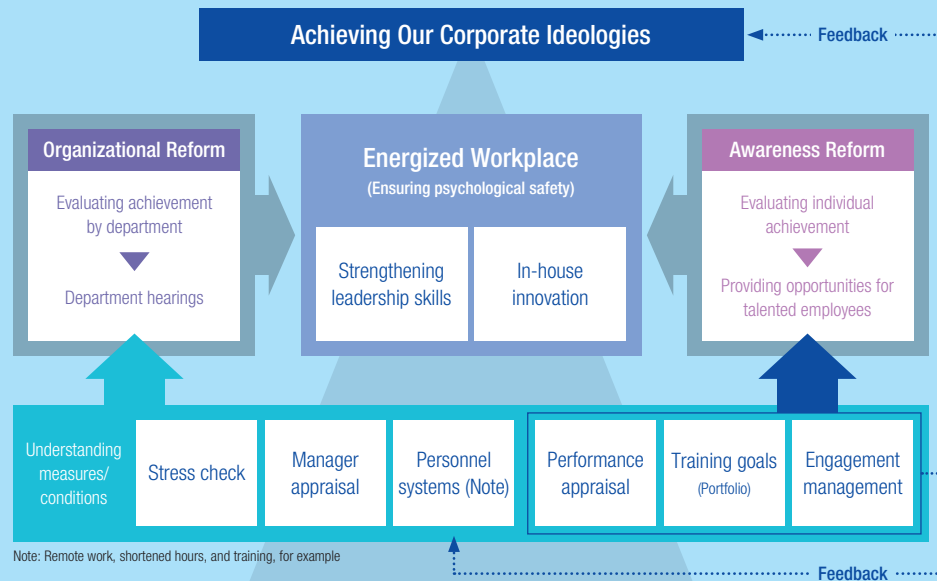
We are working with our suppliers to understand the scope 1, scope 2, and scope 3 standards and calculate their emissions, preparing for our initiative to reduce CO₂ emissions throughout the entire supply chain.

Employee Relations

Human Resources - Development & Recruitment

At Fuji, we are working to create a good workplace culture and an environment where diverse talents with various perspectives and ideas can fully show their individuality and abilities and play an active role.

Human Capital Management Framework



Gender and Diversity

We aim to be a company where a diverse range of talent can play an active role because we are convinced that valuing the new ideas generated by employees with diverse values, independent of gender, age, nationality, disability, and background, as well as respecting the individuality of each employee, will lead to further innovation. Specifically, we have set targets for the number of women in leadership positions, given consideration to the unique circumstances of non-Japanese employees based on cultural differences, and created a barrier-free environment. We are also working to create a comfortable working environment by introducing remote work and flextime systems, as well as formulating corporate action plans to support work-life balance, including childcare and nursing care.

In FY2023, we established an expert position system, which is clearly differentiated from managerial positions, as a new career path for employees who support Fuji's product development and possess advanced engineering skills. We will continue expanding our flexible personnel system.

Training Programs

Fuji strives to develop self-directed human resources capable of innovating and solving customer and societal problems. From graduate-hire employee training that teaches the fundamentals of working life to specialized training that provides employees with the knowledge and skills that are necessary on the job, we offer a variety of training programs to help them advance to the next level. We are also working to enhance systems that support self-development, such as support systems for obtaining certifications and providing distance learning programs.

Sokajjuku

We provide six months of classroom lectures and hands-on manufacturing training to new engineers as part of the training of engineers who will be in charge of the next generation of manufacturing. Going beyond what employees specialized in during their school years and understanding the processes required to develop products provides them with a broad understanding of the joys and fundamentals of manufacturing. We have established a good engineer development cycle by placing young and mid-career engineers who have graduated from Sokajjuku as lecturers and staff.



Target	New engineers
Curriculum	Fundamentals of mechanical, electrical/electronic, and software technology Robot development practice
FY2023 Results	Participants: 25 Training hours: 24,606

Employee Relations

Health-conscious Management

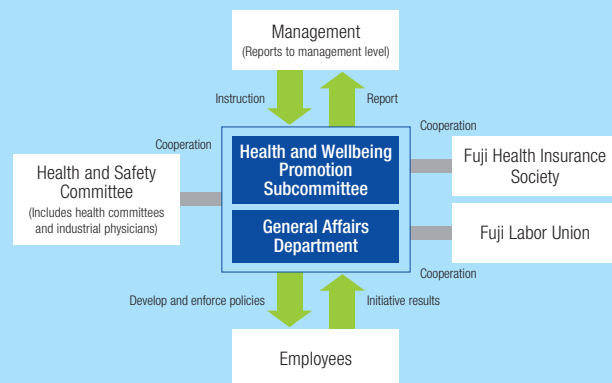
Fuji Recognized under the 2023 Health & Productivity Stock Selection Program



Under the program held by the Ministry of Economy, Trade and Industry, the Government of Japan together with Nippon Kenko Kaigi that recognizes corporations that practice excellent health and productivity management, Fuji's efforts in the area of health-conscious management practices were acknowledged with Fuji being selected as one of the "Certified Health & Productivity Management Organizations" in the large enterprise category for the fourth year in a row.

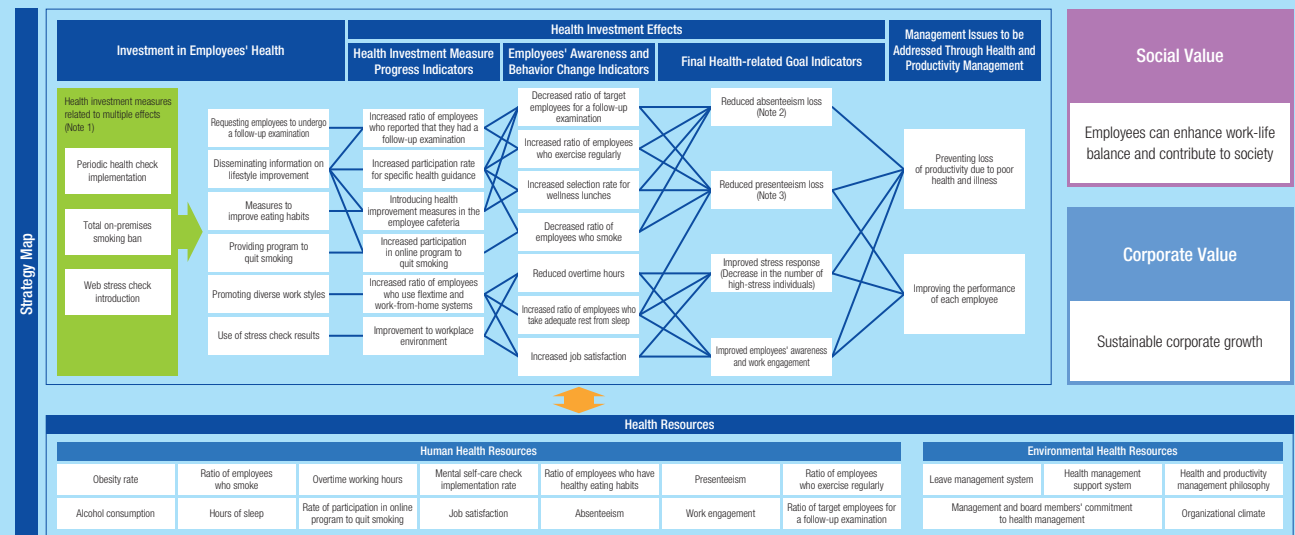
Health and Productivity Promotion Framework

With the health and wellbeing promotion subcommittee at the center, we will promote health-conscious management in cooperation with the General Affairs Department. In addition, in order to maintain and improve good health of employees we are working together with the health and safety committees as well as our health insurance society and the Fuji labor union to develop various policies.



Health and Productivity Management Strategy Map

We promote a healthy, enjoyable, and lively working environment by visualizing the management issues to be addressed through health-conscious management, employees' health issues, and measures to solve them, as well as by using specific indicators for such measures.

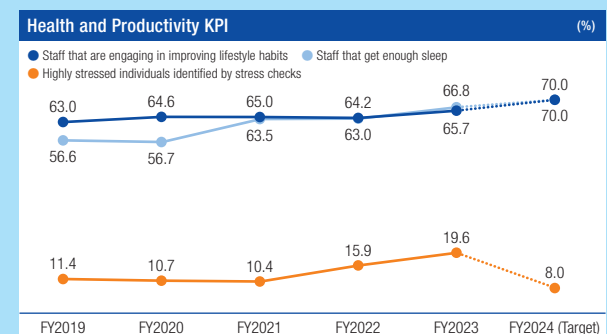


Note 1: Each health investment measure has a corresponding indicator related to the progress of health investment measures. However, there are some measures that are related to multiple indicators for the progress of health investment measures, and thus such health investment measures are classified as "Health investment related to various effects".
 Note 2: Absenteeism: This refers to a state in which an employee is unable to work, such as being late for work, being absent from work, or taking a leave of absence, due to poor physical condition both mentally and physically.
 Note 3: Presenteeism: This refers to a state in which an employee attends work but is unable to perform work at full capacity due to poor physical condition both mentally and physically.

Health and Productivity KPI (key performance indicators)

To promote health management, we have set KPIs for FY2024 with the goals of "ensuring sufficient sleep and rest", "reducing the ratio of highly stressed employees", and "increasing engagement in lifestyle improvement", and will implement PDCA cycles to achieve these goals.

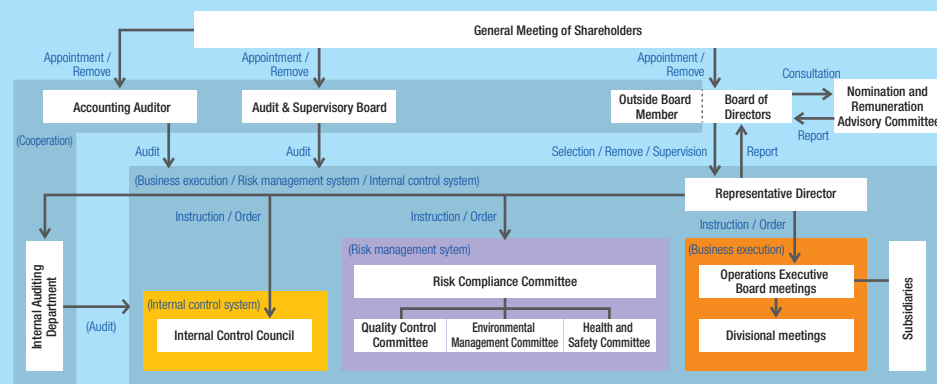
In FY2024, we will distribute information on mental health care in a new effort to strengthen mental health self-care skills. We will continue our ongoing efforts, such as encouraging employees to use the self-check and learning functions in the mental health care program and provide information and have a consultation at contact points inside and outside the company, as well as distribute Fuji health news that involves internal information on a regular basis.



Basic Approach

Fuji views the creation of higher corporate value for all of our stakeholders to be an important issue. Accordingly, Fuji is working to establish and enhance fair and transparent management systems, an organizational structure that can respond to changes in the management environment promptly and accurately, and to strengthen its risk management and compliance system.

Corporate Governance Framework



Activities of the Board of Directors, Audit & Supervisory Board, Committees, etc. (FY2023)

Type	Number of Meetings	Average Attendance	Main Topics
Board of Directors	13	99%	<ul style="list-style-type: none"> Discussion and approval of financial statements, dividends, budget, and the purchase and sale of cross-shareholdings Discussion and approval of high-priority R&D and capital investments Discussion and approval of management appointments, organizational changes, and the recruitment and development of talent
Audit & Supervisory Board	14	100%	<ul style="list-style-type: none"> Preliminary confirmation of the Board of Directors' agendas Discussion about auditing policies, annual audit plans, and work assignments Assessing the appropriateness of the accounting auditor audits
Nomination and Remuneration Advisory Committee	2	100%	<ul style="list-style-type: none"> Nomination and remuneration of directors, executive officers, and auditors Discussion about the performance evaluation system
Internal Control Council	2	100%	<ul style="list-style-type: none"> Discussion and approval of internal control assessment plan Determination of the effectiveness of internal controls based on the results of internal control assessment
Risk and Compliance Committee	4	100%	<ul style="list-style-type: none"> Discussion about cybersecurity security measures and information security guidelines Visualizing and addressing supply chain risks Anti-counterfeiting measures for our products

Corporate Governance Structure

Number of Directors	7 (including 3 outside directors)
Number of Auditors	3 (including 2 outside auditors)
Number of Independent Directors/Auditors	5
Number of Board Meetings Held in a Year	13 (planned)
A Term of Directors	1 year
Adoption of Executive Officer System	Yes
Number of Executive Officers	12

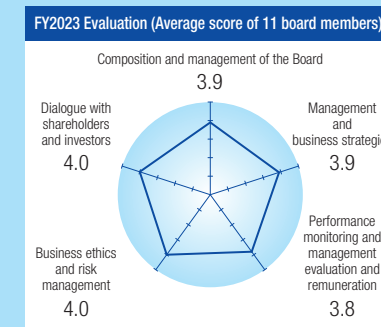
(As of June 29, 2023)

Improving the Effectiveness of the Board

In order for the Board of Directors to effectively fulfill its roles and responsibilities, the structure and operation of the Board of Directors is regularly reviewed as a whole to ensure that it is functioning properly, and to identify issues in order to improve problem areas and reinforce its strengths.

Regarding the evaluation of the effectiveness of the Board of Directors, a survey to assess the effectiveness of the Board of Directors was administered to all Board Members and Audit & Supervisory Board Members in April 2023. The questions in the survey are reviewed annually. This year's questions covered matters related to sustainability, including addressing environmental problems caused by climate change and respect for human rights. Concerning the FY2023 Board of Directors' meetings, a total of 20 questions were asked in five categories on a five-point scale, with a mandatory comment section for each category.

The analysis and evaluation from the surveys revealed that the composition and functions of the Board, and governance aspects such as monitoring of business performance, and risk management are effective. On the other hand, the results indicate that the human resource strategy, including ensuring diversity, needs to be deeply cultivated. Based on these results, we will strive to further enhance the effectiveness of the Board of Directors by having deeper discussions on human resources strategies, including at each of our group companies.



Whistleblower Systems

In order to prevent violations of laws and regulations and misconduct, as well as to detect and correct such violations at an early stage, internal reporting regulations have been established, and a reporting and consultation service applicable to all directors and employees working for group companies has been put in place. These regulations prevent whistleblowers from being disadvantaged in accordance with the Whistleblower Protection Act, and allow for anonymous reporting.

In addition, a dedicated consultation service has been established to appropriately respond to consultations and complaints of power harassment and sexual harassment in the workplace, ensuring that human rights are appropriately addressed.

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of whistleblowing and consultations	0	6	3	4	5

Message from Outside Director



As an outside director, I will make every effort to help Fuji fulfill its social responsibilities.

Nobuko Kawai

Outside Board Member

In an ever-accelerating and changing society, Fuji has been quick to identify potential market demands and problems and provided innovative products that solve them. From its highly successful SMT pick and place machines to machine tools for high-accuracy part machining, mobility support robots, public stocker systems, and catheter medical assistance units, Fuji's products are all cutting-edge equipment that support modern society.

Exposed to fierce competition and faced with various risks such as friction between the U.S. and China, the Ukraine conflict, climate change, and soaring material prices, the management team has always made quick and bold decisions. Outside directors are responsible for supervising management to ensure that decisions are made in a manner that is rationally explainable to stakeholders. Each of us speaks with expertise, and as an attorney, I strive to play a monitoring role to ensure that decisions are made appropriately and in accordance with the principle of business judgment rules. Today, as represented by the words

"business and human rights" and "SDGs," a company that disregards human rights and the global environment will be ostracized by the market. As an outside director, I will do everything in my power to assist the company in fulfilling its social responsibility by constantly updating its common sense while maintaining an unwavering sense of justice.

In addition, for a company to grow amid the declining birthrate and aging population, it is important to attract talented and diverse human resources and have them fully exert their abilities. Fuji is committed to creating an environment where employees can secure a variety of learning opportunities and feel a sense of personal growth. Above all, I want employees to be empowered regardless of their gender. To this end, I believe it is important to remove unconscious bias from the workplace as well as to provide reasonable accommodations, and I deliberately speak up and remind people of this, even if I think they are already aware of it.

I feel that Fuji is a young company that not only takes the opinions of

outside directors seriously but also has the spirit to take it a step further and put them into practice. By young, I am not referring to age. I am referring to the positive attitude of each and every employee. These days, I believe that I must continue improving myself so that Fuji can continue growing while retaining this youthfulness.



A roundtable discussion with female employees

Executive Team

(As of June 29, 2023)

Board Members



Representative Director,
Chairman & CEO
Nobuyuki Soga

- 1975 Joined Fuji
- 2007 Board Member, Executive Officer
- 2008 Board Member, Managing Executive Officer
- 2009 President & CEO
- 2019 Chairman & CEO
- 2022 Representative Director, Chairman & CEO (To present)



Outside Board Member
Nobuko Kawai

- 1992 Registered as a lawyer
Joined Nishimura & Sanada Law Office
- 1998 Established Nobuko Kawai Law Office (Representative) (To present)
- 2009 Vice Chairman, Aichi Bar Association
- 2015 Outside Board Member of Fuji (To present)
- 2017 Outside Director, IBIDEN CO., LTD.
- 2021 Outside Director, KKUSJI Chemical Industries Co., Ltd. (To present)
- 2022 Member of Review Committee, The Japan Center for Settlement of Traffic Accident Disputes (To present); Auditor (part-time) of Central Nippon Expressway Company Limited (To present)



Full-time Audit &
Supervisory Board Member
Masaaki Sugiura

- 1986 Joined Fuji
- 2015 Executive Officer
- 2018 Board Member, Executive Officer
- 2020 Board Member, Managing Executive Officer; General Manager, RS Division
- 2022 Full-time Audit & Supervisory Board Member (To present)

Audit & Supervisory Board Members



Representative Director,
President & COO
Joji Isozumi

- 1996 Joined Fuji
- 2021 Executive Officer
- 2022 Board Member, Executive Officer
General Manager, RS Division (To present)
- 2023 Representative Director, President & COO (To present)



Outside Board Member
Hideaki Tamada

- 1970 Joined SANYO Electric Co., Ltd.
- 1995 President, SANYO Energy (EUROPE) Corporate GmbH
- 2006 President, SANYO Europe Ltd.
- 2011 Advisor, TONG SAN ELECTRIC CO., LTD.
- 2019 Outside Board Member of Fuji (To present)



Outside Audit &
Supervisory Board Member
Shigeki Matsuda

- 1986 Joined Marunouchi Audit Corporation (Currently Deloitte Touche Tohmatsu LLC)
- 1990 Registered as a Certified Public Accountant
- 1993 Registered as a Certified Tax Accountant
- 1994 Established Matsuda Certified Public Accountant Office (Representative) (To present)
- 2004 Established Aiki Tax Accounting Corporation (Representative) (To present)
- 2012 Auditor, Nagoya Institute of Technology (National University)
- 2013 Outside Audit & Supervisory Board Member of Fuji (To present)
- 2015 Outside Audit & Supervisory Board Member, Roland DG Corporation



Board Member
Vice chairman & CTO,
Executive Officer
Shinsuke Suhara

- 1981 Joined Fuji
- 2008 Executive Officer
- 2010 Board Member, Executive Officer
- 2012 Board Member, Managing Executive Officer
- 2013 Board Member, Managing Executive Officer; General Manager, HT Division
- 2015 Board Member, Senior Managing Executive Officer; General Manager, RS Division
- 2018 Board Member, Vice President, Executive Officer; General Manager, RS Division
- 2019 President & COO; General Manager, RS Division
- 2020 President & COO
- 2022 Representative Director, Vice Chairman & CTO
- 2023 Board Member, Vice chairman & CTO, Executive Officer (To present)



Outside Board Member
Shoji Mizuno

- 1977 Joined MARUBUN CORPORATION
- 2005 CEO and Representative Director, Marubun Semicon Corporation
- 2013 CEO, Representative Director, MARUBUN CORPORATION
- 2020 Vice President Senior Corporate Advisor, MARUBUN CORPORATION; Outside Board Member of Fuji (To present)
- 2021 Outside Director, Mikasa Shoji Co., Ltd. (To present)



Outside Audit &
Supervisory Board Member
Kayoko Yamashita

- 1992 Joined Chuo Shinko Audit Corporation
- 1996 Registered as a Certified Public Accountant
- 1997 Joined Miyake Certified Public Accountant Office
- 2006 Established Yamashita Certified Public Accountant Office (Representative) (To present)
- 2008 Registered as a Certified Tax Accountant
- 2015 Outside Audit & Supervisory Board Member of Fuji (To present); Outside Audit & Supervisory Board Member, Sotuh Co., Ltd. (To present)
- 2022 Outside Director (Audit & Supervisory Committee Member), OSG Corporation (To present)



Board Member & CFO,
Managing Executive Officer
Junichi Kano

- 1987 Joined Fuji
- 2017 Executive Officer
- 2020 Board Member, Executive Officer
- 2022 Board Member, Executive Officer; General Manager, Corporate Operations Division (To present)
- 2023 Board Member & CFO, Managing Executive Officer (To present)

Note: HT Division: Electronics Assembly Equipment Division
RS Division: Robotic Solutions Division

Executive Officers

Senior Executive Officer	Hiroshi Murakami	Executive Officer	Tetsuya Asaoka
Executive Officer	Takatoshi Suzuki	Executive Officer	Hiroyuki Ao
Executive Officer	Kazutoshi Sakai	Executive Officer	Takehiro Ido
Executive Officer	Takashi Suzuki	Executive Officer	Masatoshi Fujita
Executive Officer	Takehito Okada	Executive Officer	Takeishi Sato

Policy for Determining Executive Remuneration

The nomination and compensation advisory committee was established in April 2021 as an advisory body for the board in order to enhance the fairness, transparency, and objectivity of procedures related to the nomination and remuneration of directors, executive officers, and auditors, and to enhance Fuji's corporate governance. The committee deliberates and reports on the nomination and remuneration of directors, executive officers, and auditors.

In determining the remuneration of individual directors, the company provides "fixed remuneration" for each position and "performance-linked remuneration" based on the individual performance for the entire company and individuals so that it serve as an incentive for the sustainable enhancement of corporate values. Followed by resolution of the limit to remuneration for restricted share awards at the 75th Ordinary General Meeting of Shareholders held on June 29, 2021, a part of fixed remuneration shall be paid in the form of the restricted share awards. For outside directors, in consideration of their duties, only fixed remuneration shall be paid, and the performance-linked remuneration and restricted share awards shall not be granted. The fixed remuneration shall be comprehensively determined, taking into account the position, responsibilities, years of service, Fuji's business performance, and the level of employees' salaries. The performance-linked remuneration consists of "performance-linked remuneration (company-wide)" and "performance-linked remuneration (individual)." The performance-linked remuneration (company-wide) is remuneration according to the business performance in consideration of the previous year's results of "consolidated operating profit" and "consolidated ROE" that Fuji emphasizes as management indicators as well as the ESG indicators including environmental issues, diversity, and health and work styles. The performance-linked remuneration (individual) is based on an evaluation of the individual performance of each director.

Skills Matrix

	Nomination and Remuneration Advisory Committee	Corporate Management	Manufacture, Technology, and R&D	Sales and Marketing	Finance and Accounting	IT and Digital Transformation (DX)	Legal Affairs and Governance	Global Experience
Nobuyuki Soga	◎	○	○				○	
Joji Isozumi	○		○	○		○		○
Shinsuke Suhara		○	○			○	○	
Junichi Kano		○		○	○			○
Nobuko Kawai	○						○	
Hideaki Tamada	○	○	○	○				○
Shoji Mizuno	○	○		○			○	○
Masaaki Sugiura		○		○				○
Shigeki Matsuda					○			
Kayoko Yamashita					○			

Note: The ◎ symbol for the Nomination and Remuneration Advisory Committee indicates the Chairman.

Financial Highlights

		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Orders	Millions of yen	62,783	68,269	92,019	82,651	94,024	123,539	124,254	146,815	150,021	163,473	142,429
Net sales	Millions of yen	64,349	65,565	85,265	86,642	86,397	120,032	129,104	140,967	136,161	148,128	153,326
	Domestic	Millions of yen	8,466	7,769	9,903	15,336	11,876	19,515	15,359	14,779	13,654	15,384
	Overseas	Millions of yen	55,882	57,796	75,362	71,305	74,520	100,516	113,744	126,188	122,506	137,942
Operating profit	Millions of yen	3,913	3,028	12,066	11,901	9,794	22,827	23,106	19,571	21,904	28,472	27,108
Ordinary profit	Millions of yen	4,406	3,786	13,026	11,991	10,200	23,538	23,454	20,119	23,224	29,943	29,016
Profit attributable to owners of parent	Millions of yen	2,698	2,592	8,629	7,237	7,054	17,523	16,855	14,963	17,167	21,188	20,454
Capital expenditures	Millions of yen	7,253	6,937	4,916	5,640	6,175	6,765	11,223	8,641	7,856	11,442	10,242
Depreciation	Millions of yen	3,921	5,002	5,351	4,934	5,157	5,282	6,066	6,825	7,273	8,045	8,605
Research and development expenses	Millions of yen	7,884	6,334	7,491	6,612	6,788	8,349	7,993	8,803	9,009	8,107	8,611
Cash flows from operating activities	Millions of yen	7,330	13,769	9,476	8,086	17,380	16,220	4,186	22,560	30,870	15,720	12,994
Cash flows from investing activities	Millions of yen	(7,371)	(7,885)	(5,463)	(6,307)	(10,160)	(9,169)	(28,458)	(5,100)	(10,471)	(11,598)	(5,779)
Cash flows from financing activities	Millions of yen	(4,116)	(4,392)	(2,004)	4,273	(10,916)	(3,165)	(4,111)	(3,993)	(4,577)	(6,513)	(7,951)
Cash and cash equivalents at end of period	Millions of yen	47,877	50,658	54,207	59,357	55,358	58,923	30,852	43,907	60,388	59,538	59,982
Total assets	Millions of yen	131,089	135,942	153,890	156,958	158,406	183,037	194,366	198,504	224,671	243,310	254,167
Net assets	Millions of yen	115,738	120,794	135,044	132,069	130,947	151,412	161,624	167,939	194,556	208,782	225,104
Overseas sales ratio	%	86.8	88.2	88.4	82.3	86.3	83.7	88.1	89.5	90.0	89.0	90.0
Operating profit to net sales	%	6.1	4.6	14.2	13.7	11.3	19.0	17.9	13.9	16.1	19.2	17.7
Profit to net sales	%	4.2	4.0	10.1	8.4	8.2	14.6	13.1	10.6	12.6	14.3	13.3
Ordinary profit to total assets (ROA)	%	3.3	2.8	9.0	7.7	6.5	13.8	12.4	10.2	11.0	12.8	11.7
Return on equity (ROE)	%	2.4	2.2	6.8	5.4	5.4	12.4	10.8	9.1	9.5	10.5	9.4
Equity ratio	%	87.9	88.9	87.6	84.0	82.5	82.6	83.1	84.4	86.5	85.8	88.5
Net assets per share (BPS)	Yen	1,183.90	1,235.64	1,379.19	1,372.18	1,461.63	1,655.29	1,767.30	1,834.76	2,014.41	2,163.55	2,332.15
Profit per share (EPS)	Yen	27.60	26.52	88.27	74.13	76.19	195.04	184.52	163.81	184.26	219.70	212.05
Dividend payout ratio	%	49.8	60.3	31.7	37.8	39.4	20.5	27.1	30.5	27.1	31.9	37.7
Dividends per share	Yen	22.50	16.00	28.00	28.00	30.00	40.00	50.00	50.00	50.00	70.00	80.00



Non-financial Highlights

		FY2019	FY2020	FY2021	FY2022	FY2023
● Environment (Scope: Headquarters, Toyota Plant, Okazaki Plant)						
CO ₂ emissions	t-CO ₂	9,957	9,810	9,051	543,219	509,888
Scope 1	t-CO ₂	1,389	1,585	1,526	1,856	1,660
Scope 2	t-CO ₂	8,569	8,225	7,525	6,891	7,023
Scope 3	t-CO ₂	—	—	—	534,472	501,205
Category 1	t-CO ₂	—	—	—	308,836	299,001
Category 1.1	t-CO ₂	—	—	—	183,974	162,929
Others	t-CO ₂	—	—	—	41,662	39,276
Total waste volume	t	842	727	714	798	883
Copy paper purchased (A4 size conversion)	k sheets	8,124	7,601	4,671	4,574	4,021
Volume of water purchased	m ³	52,569	51,586	50,759	51,964	50,613

		FY2019	FY2020	FY2021	FY2022	FY2023
● Society (Scope: Non-consolidated)						
Number of employees	Individuals	1,671	1,689	1,712	1,710	1,738
	Men	1,446	1,458	1,476	1,474	1,502
	Women	225	231	236	236	236
Number of employees by age	Individuals	9	9	13	9	8
	19 and younger	9	9	13	9	8
	20 to 29	195	196	203	218	237
	30 to 39	478	457	436	415	403
	40 to 49	620	604	572	537	501
	50 to 59	330	382	433	472	514
	60 and older	39	41	55	59	75
Number of managers (section manager or higher)	Individuals	182	186	183	185	182
Female managers	%	1.6	1.6	2.2	2.7	2.7
Number of employees with disabilities	Individuals	28	31	31	31	31
Employment of persons with disabilities (Note 1)	%	2.3	2.4	2.4	2.4	2.3
Average number of years employed	Years	17.1	17.6	17.9	18.3	18.5
	Men	17.6	18.1	18.4	18.9	18.9
	Women	13.9	14.3	14.8	15.2	15.9
Average age	Age	41.9	42.4	42.8	43.2	43.6
	Men	42.5	43.0	43.5	43.9	44.2
	Women	37.6	38.1	38.7	39.4	39.9
Paid vacation utilization rate	%	87.9	86.1	77.7	85.9	90.6
Usage of parental leave	Individuals	11	22	22	17	29
	Men	3	4	10	8	17
	Women	8	18	12	9	12
Usage of shortened working hours for childcare	Individuals	83	80	66	62	65
Usage of care-giving leave	Individuals	1	1	1	0	1
	Men	1	1	1	0	0
	Women	0	0	0	0	1
Usage of shortened working hours for nursing care	Individuals	0	2	1	4	1

Note 1: The employment rate of persons with disabilities is calculated based on the Act on Employment Promotion etc. of Persons with Disabilities.

		FY2019	FY2020	FY2021	FY2022	FY2023
● Society (Scope: Non-consolidated)						
Employment (new graduates)	Individuals	32	40	41	39	38
	Men	26	32	36	33	35
	Women	6	8	5	6	3
Employment (mid-career)	Individuals	26	11	8	12	12
	Men	22	8	4	10	8
	Women	4	3	4	2	4
Turnover rate	%	2.7	1.9	2.5	3.0	1.9
	Men	2.8	1.9	2.5	2.9	1.8
	Women	2.2	2.2	2.5	3.4	2.5
Turnover rate due to personal reasons	%	1.3	1.2	1.1	1.3	1.2
	Men	1.2	1.1	1.0	1.0	0.9
	Women	1.3	2.2	1.7	3.0	2.5
Foreign-born employees	Individuals	26	25	24	23	25
Foreign-born employee rate	%	1.6	1.5	1.4	1.4	1.4
Post retirement reemployment	Individuals	16	13	22	20	22
Post retirement reemployment rate	%	84.2	92.9	95.7	83.3	84.6
Annual total hours worked per employee	Hours	1,973	1,934	1,831	1,887	1,883
Monthly average hours of overtime	Hours	25.2	21.8	11.1	17.3	17.7
Employee average salary	Yen	7,267,297	7,074,286	6,832,477	7,033,237	7,136,106
	Men	7,877,407	7,608,672	7,341,890	7,537,207	7,630,030
	Women	4,136,247	4,158,565	4,097,541	4,346,578	4,443,253
Labor union membership	%	82.8	83.5	84.2	83.7	83.7
Participation rate in regular health examinations	%	100	100	100	100	100
Anomaly observation rate after regular health examinations	%	65.8	68.5	68.4	70.8	70.0
Stress check completion rate	%	97.5	94.1	94.6	87.5	88.1
Individuals with high stress	%	11.4	10.7	10.4	15.9	19.6
Smoking rate	%	23.9	22.7	21.5	19.9	17.9
Number of participants in major educational programs	Individuals	838	1,165	1,018	2,408	2,912
Workplace accident frequency rate (Note 2)	%	0.49	0.49	0.77	1.22	0.25
Workplace accident severity rate (Note 3)	%	0.006	0.003	0.006	0.025	0.012

Note 2: Lost-worktime injuries / employee total hours worked × 1,000,000 Note 3: Total number of working days lost / employee total hours worked × 1,000

		FY2019	FY2020	FY2021	FY2022	FY2023
● Governance (Scope: Non-consolidated)						
Directors	Individuals	9	8	8	8	8
Outside directors (independent directors)	Individuals	2	2	3	3	3
Female directors	Individuals	1	1	1	1	1
Female director board membership	%	11.1	12.5	12.5	12.5	12.5
Auditors	Individuals	3	3	3	3	3
Outside auditors (independent directors)	Individuals	2	2	2	2	2
Female auditors	Individuals	1	1	1	1	1
Female auditor board membership	%	33.3	33.3	33.3	33.3	33.3
Number of whistleblower and consultations	Cases	0	6	3	4	5
Major violations of laws and ordinances	Cases	0	0	0	0	0
Political contributions	Yen	0	0	0	0	0



Overview

Name	FUJI CORPORATION	Listed markets	Prime Market of the Tokyo Stock Exchange Premier Market of the Nagoya Stock Exchange
Location of registered headquarters	19 Chausuyama, Yamamachi, Chiryu, Aichi, Japan	Main business	Manufacturing and sales of SMT pick and place machines and machine tools
Established	April 1959	Number of employees	Consolidated: 2,848 Non-consolidated: 1,738 (as of March 31, 2023)
Capital	5,878 million yen		

Consolidated Subsidiaries

Company	Location	Established	Company	Location	Established
ADTEK FUJI Co., Ltd.	Aichi, Japan	April 1977	Fuji America Corporation	U.S.	April 1970
EDEC LINSEY SYSTEM Co., Ltd.	Aichi, Japan	November 1992	Fuji Machine America Corporation	U.S.	November 1994
Fasford Technology Co., Ltd.	Yamanashi, Japan	March 2015	FUJI EUROPE CORPORATION GmbH	Germany	November 1991
FUJI LINEAR CORPORATION	Aichi, Japan	February 2020	Fuji Machine China Co., Ltd.	China	November 2007
			Kunshan Fuji Machine Mfg. Co., Ltd.	China	January 2012
			Fuji Do Brasil Maquinas Industriais Ltda.	Brazil	November 1995
			FUJI INDIA CORPORATION PRIVATE LIMITED	India	December 2019
			FUJI MACHINE ASIA PTE. LTD.	Singapore	January 2001



Shareholders (as of March 31, 2023)

Authorized shares	390,000,000 shares
Issued shares	97,823,748 shares
Number of shareholders	13,264

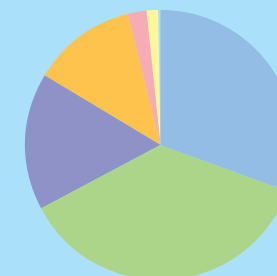
Major shareholders (top 10)

Shareholder name	Number of shares held (Thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	13,545	14.04
Custody Bank of Japan, Ltd. (Trust account)	5,010	5.19
Daido Life Insurance Company	3,342	3.46
FUJI customers stock ownership	3,137	3.25
STATE STREET BANK AND TRUST COMPANY 505001	2,575	2.66
MUFG Bank, Ltd.	2,288	2.37
THE BANK OF NEW YORK MELLON 140044	2,067	2.14
SSBTC CLIENT OMNIBUS ACCOUNT	1,838	1.90
The Bank of Nagoya, Ltd.	1,554	1.61
BNYM AS AGT/CLTS NON TREATY JASDEC	1,460	1.51

Shares held by Fuji as treasury shares (1,351,477 shares) are excluded from the top ten shareholders listed above. The number of shares held is rounded down to the nearest thousand, and the shareholding ratio is calculated by deducting treasury shares held by Fuji and rounded down to two decimal places.

Shareholder structure

	Ratio (%)
Financial institutions	30.7
Overseas investors, etc.	36.7
Individuals and others	16.4
Other companies	12.4
Securities companies	2.4
Treasury stock	1.4



Editorial Policy

The purpose of this report is to make Fuji's business strategies and financial information easy to understand for stakeholders (including shareholders, customers, business partners, employees, and local communities that have a diversity of interests in Fuji).

Period Covered

Fiscal year 2023
(April 1, 2022 to March 31, 2023)