



Materials for

Financial Result Briefing

April 1, 2016 to March 31, 2017

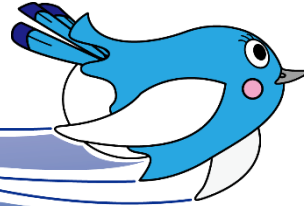
FUJI MACHINE MFG. CO., LTD.

May 2017

Important note:

The information provided in this material is for informational purposes only. Items such as the business forecasts, revisions, and plans in this material are based on information which could be obtained under business circumstances at the current time. They are based on the judgments of Fuji management and therefore include an element of risk and uncertainty. Please understand that actual business results may differ based on changes to various factors.

Changing the company name to FUJI CORPORATION



Reason:

1. To establish a strong global brand
2. To widen the scope of our business based on robot technology

Scheduled change date: April 1, 2018

Income Statement

(Million Yen)

	15.4-16.3 Results	16.4-17.3 Forecast (Nov.10, 2016)	16.4-17.3 Results	Change from previous year	Change from Forecast
Orders	82,651	86,000	94,024	+ 11,373 +13.7%	+ 8,024 +9.3%
Sales	86,642	84,000	86,397	▲ 245 ▲0.3%	+ 2,397 +2.9%
Operating Income	11,901	8,200	9,794	▲ 2,107 ▲17.7%	+1,594 +19.4%
Ordinary Income	11,991	8,200	10,200	▲ 1,791 ▲14.9%	+2,000 +24.3%
Net Income	7,232	6,000	7,054	▲ 178 ▲2.5%	+1,054 +17.5%

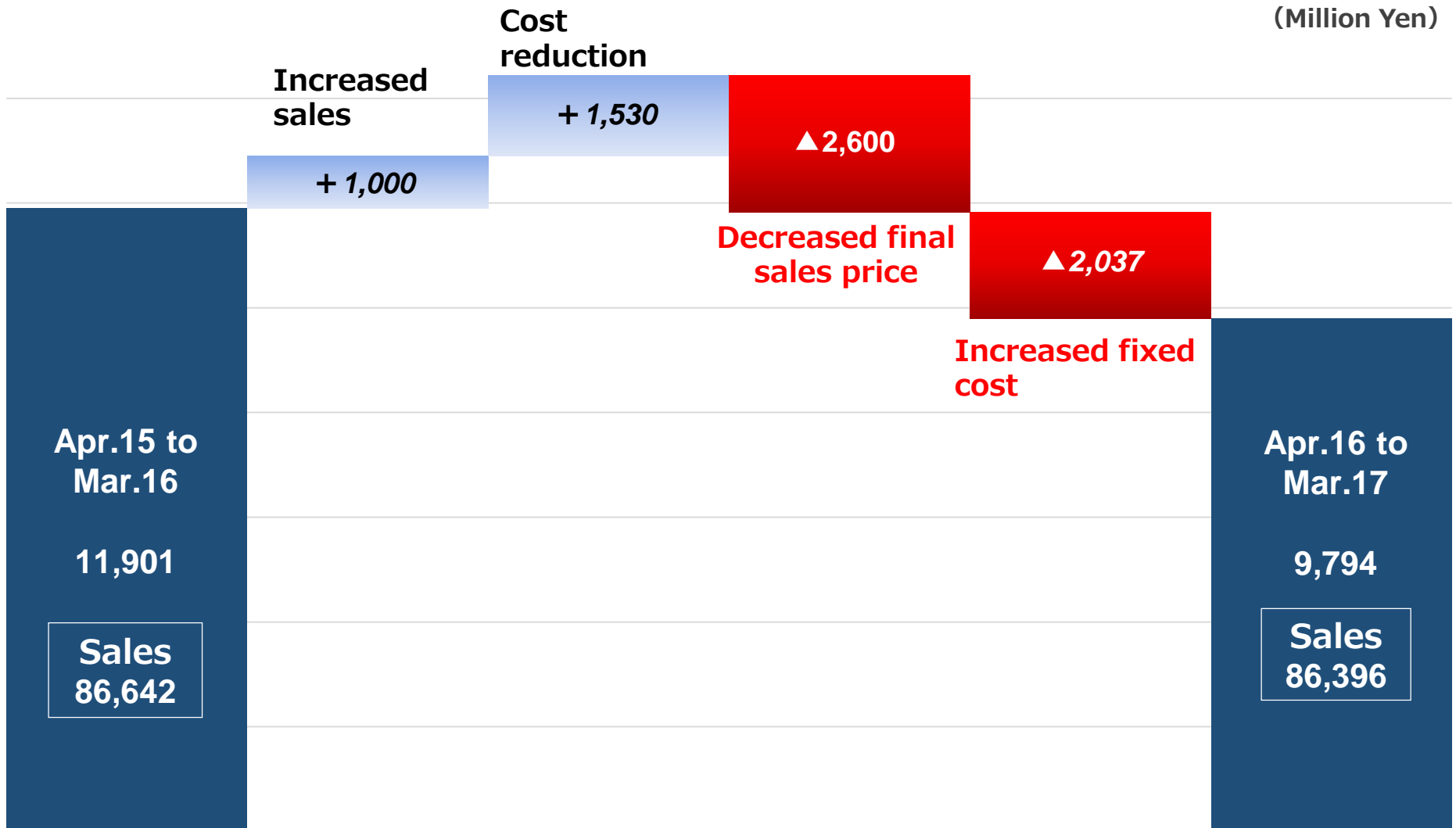
* Including the estimated differences relating to a reservation for employee's retirement allowance in the operating income, about ¥ 1,450 Million as minus cost.

(Yen)

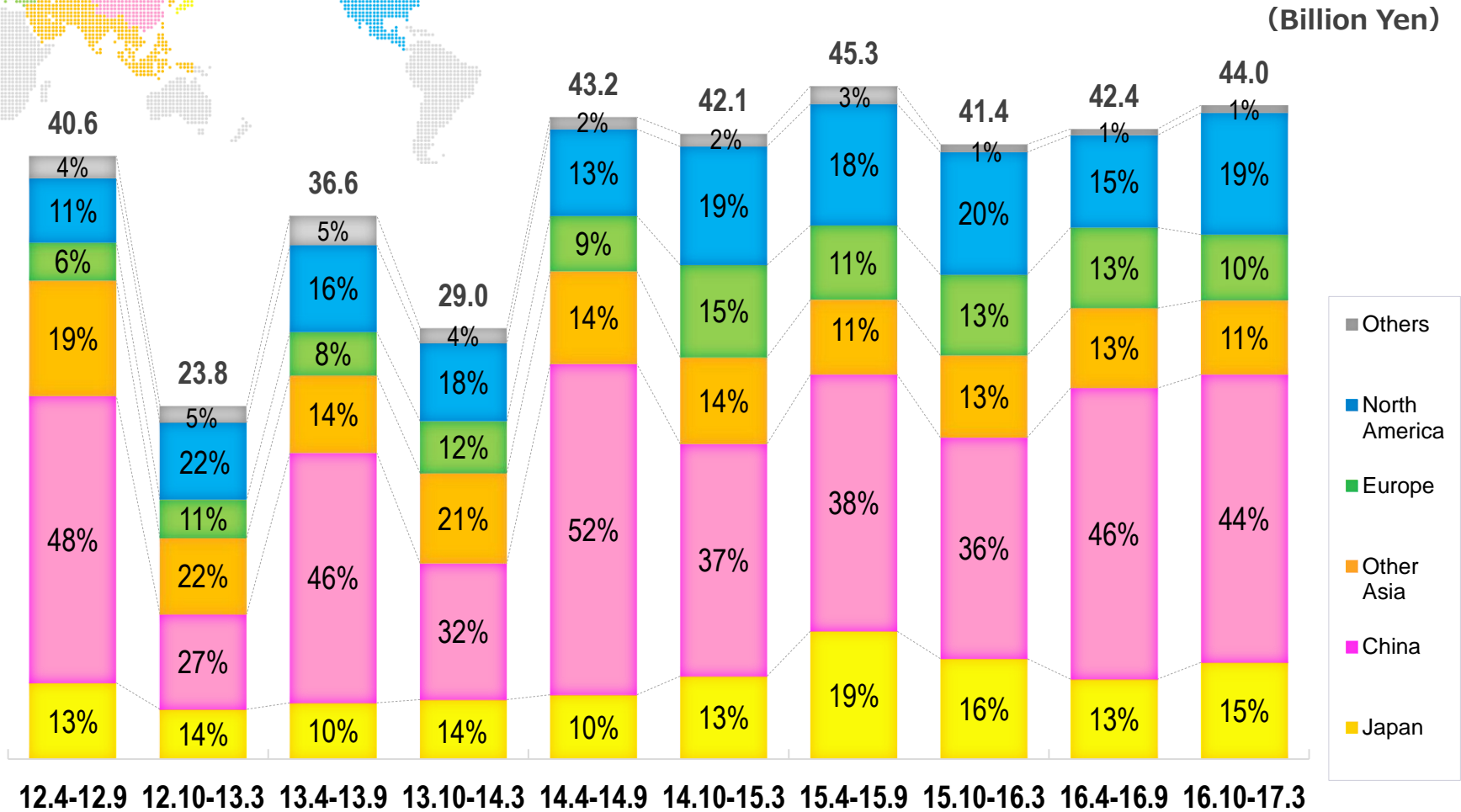
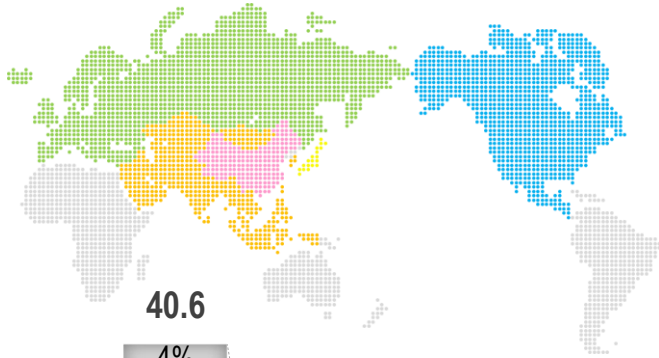
Net Income per share	74.13	63.56	76.19	+ 2.06	+12.63
Dividend per share	28.00	30.00	30.00	+ 2.00	±0

Operating Income Increase/Decrease Analysis

(Million Yen)



Sales Trend by Geographic region



Segment Statement

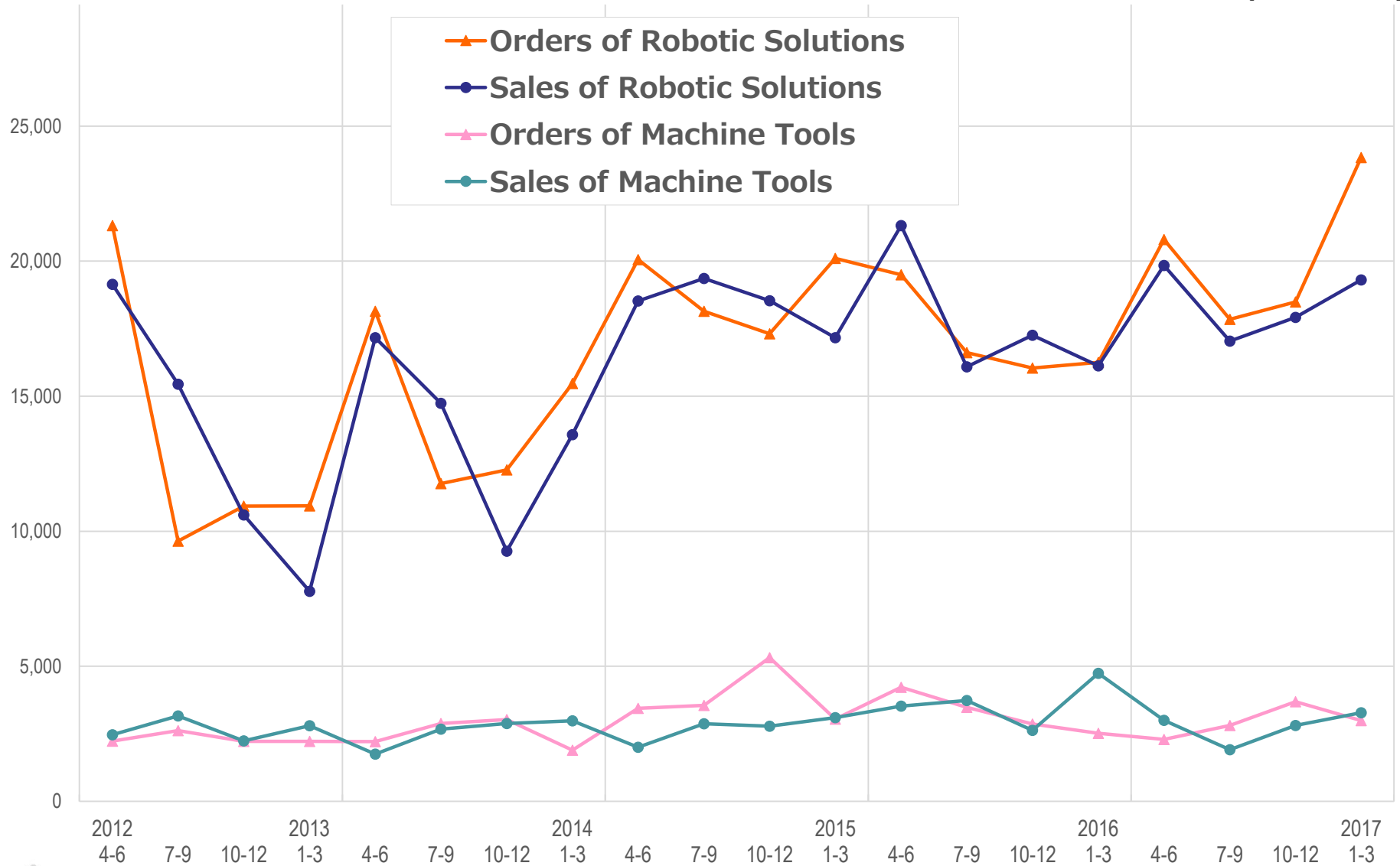
(Million Yen)

Robotic Solutions	15.4-16.3 Results	16.4-17.3 Forecast (Nov.10, 2016)	16.4-17.3 Results	Change from previous year	Change from Forecast
Orders	68,408	73,000	80,981	+12,573	+7,981
Sales	70,786	71,500	74,105	+3,319	+2,605
Operating Income	14,527	---	14,545	+18	---
Order Backlog	9,310	10,811	16,187	+6,877	+5,376

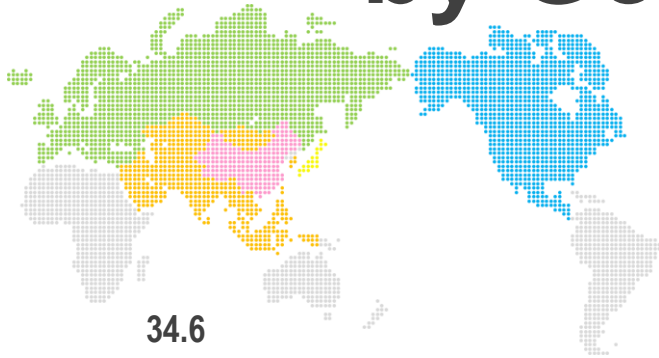
Machine Tools	15.4-16.3 Results	16.4-17.3 Forecast (Nov.10, 2016)	16.4-17.3 Results	Change from previous year	Change from Forecast
Orders	13,080	11,500	11,776	▲1,304	+276
Sales	14,623	11,000	10,997	▲3,626	▲3
Operating Income	614	---	▲712	▲1,326	---
Order Backlog	6,874	7,375	7,654	+784	+279

Orders and Sales Trend

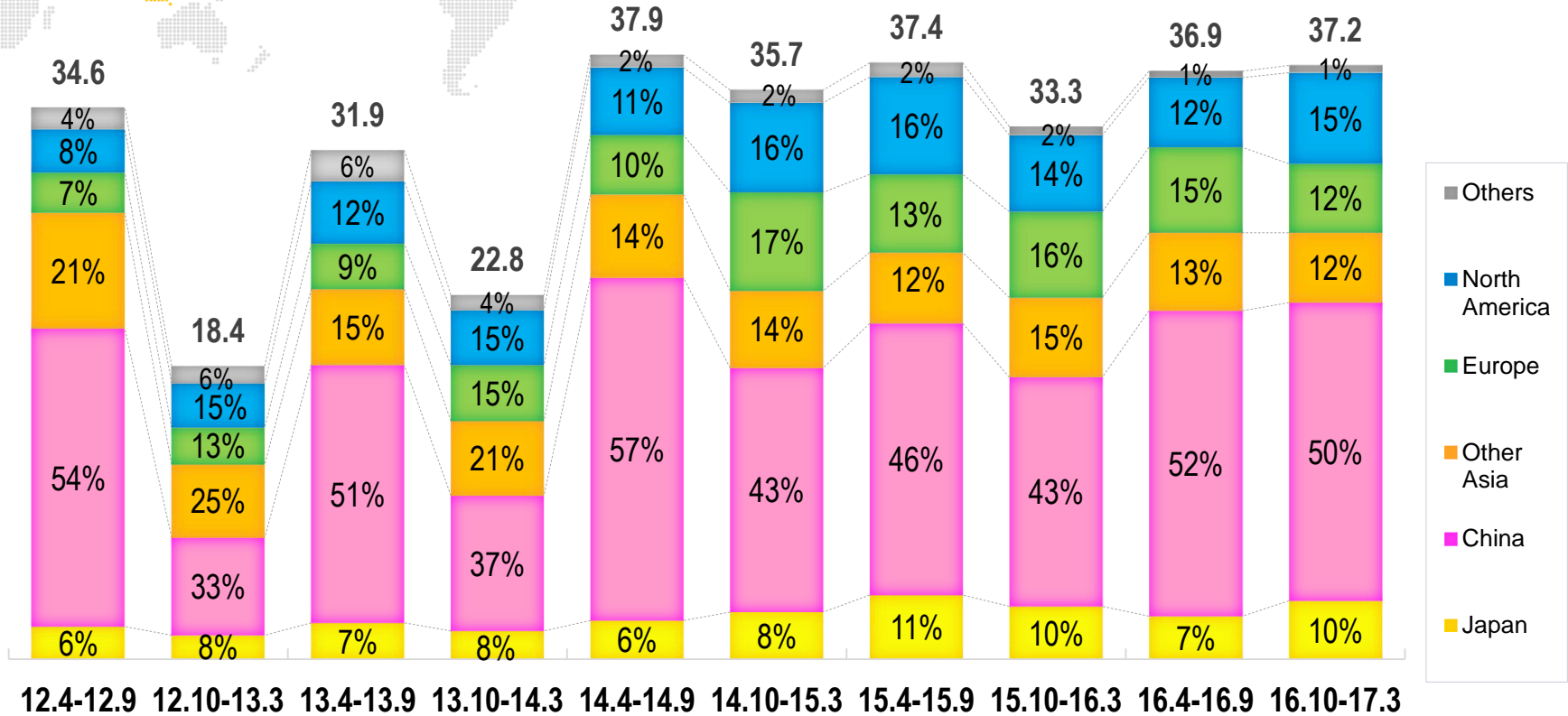
(Million Yen)



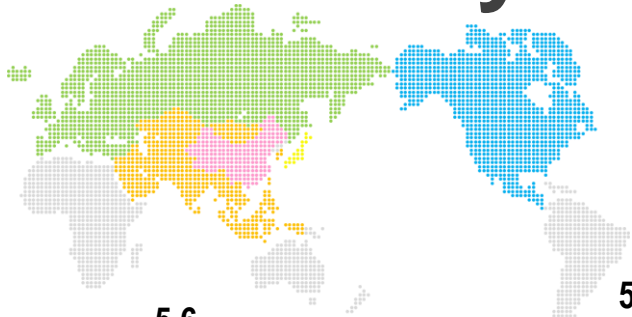
Sales Trend of Robotic Solutions by Geographic region



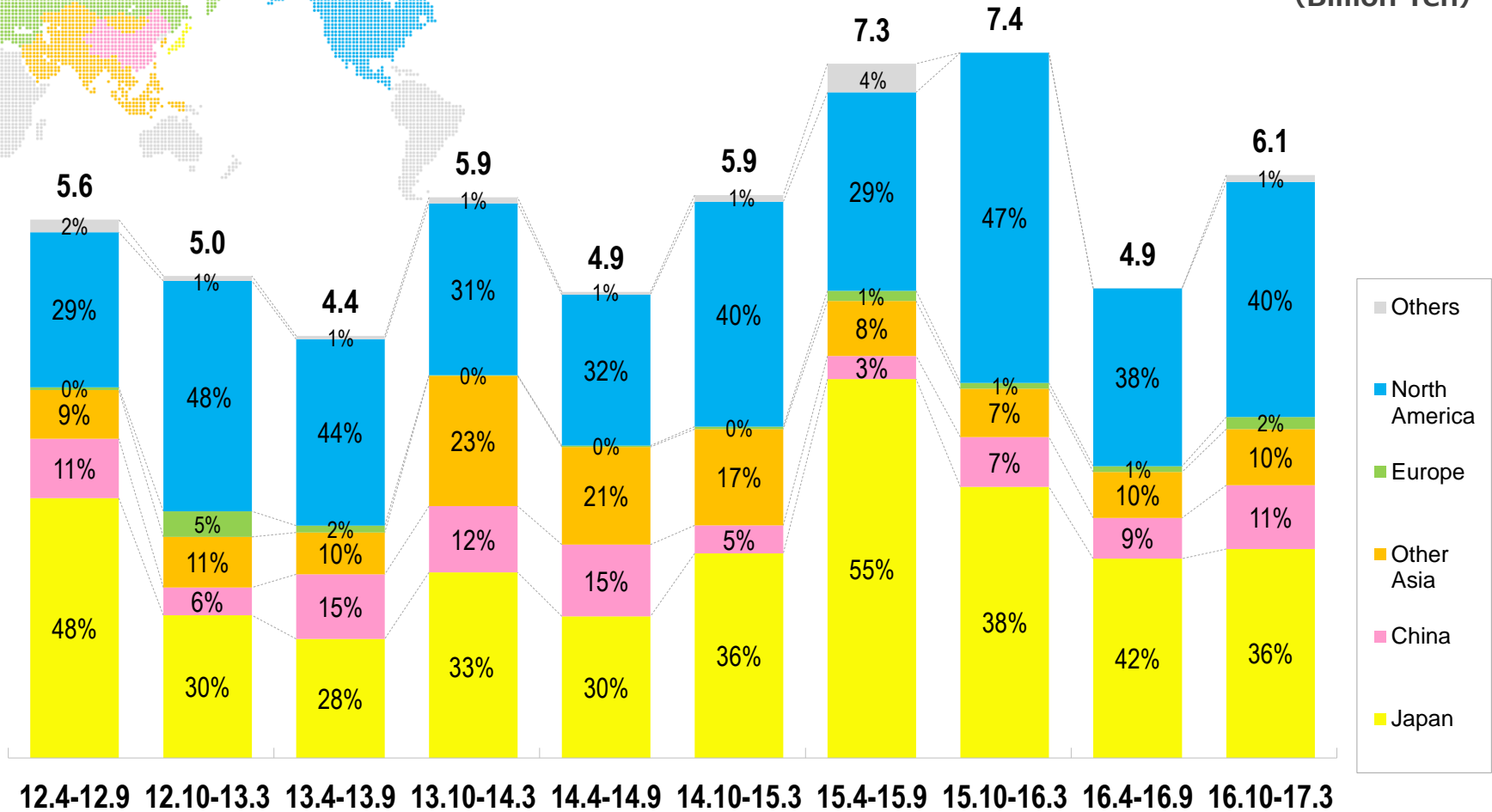
(Billion Yen)



Sales Trend of Machine Tools by Geographic region



(Billion Yen)



Sales/Earnings Estimate

(Million Yen)

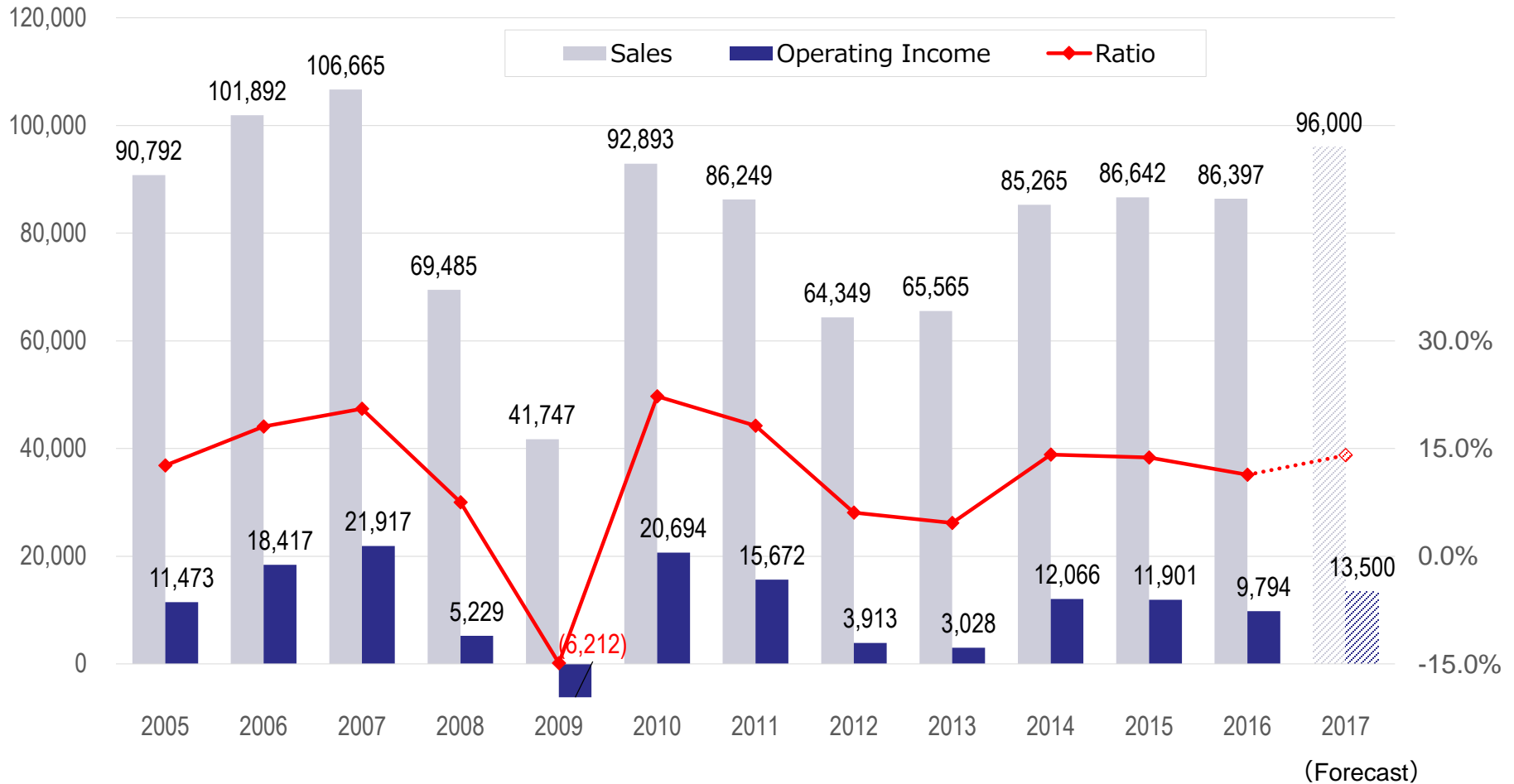
	16.4-17.3 Results	17.4-17.9 Forecast	17.4-18.3 Forecast	Change from previous year
Orders	86,397	50,000	96,000	+ 9,603
Sales	9,794	7,700	13,500	+ 3,706
Operating Income	11.3%	15.4%	14.1%	+ 2.7%
Ordinary Income	10,200	8,000	14,000	+ 3,800
Net Income	7,054	5,700	10,000	+ 2,946

(Yen)

Net Income per share	76.19	63.72	111.79	+ 35.6
Dividend per share	30.00	20.00	40.00	+ 10.00

Sales/Operating Income Trend

(Million Yen)



Segment Information

(Million Yen)

Orders

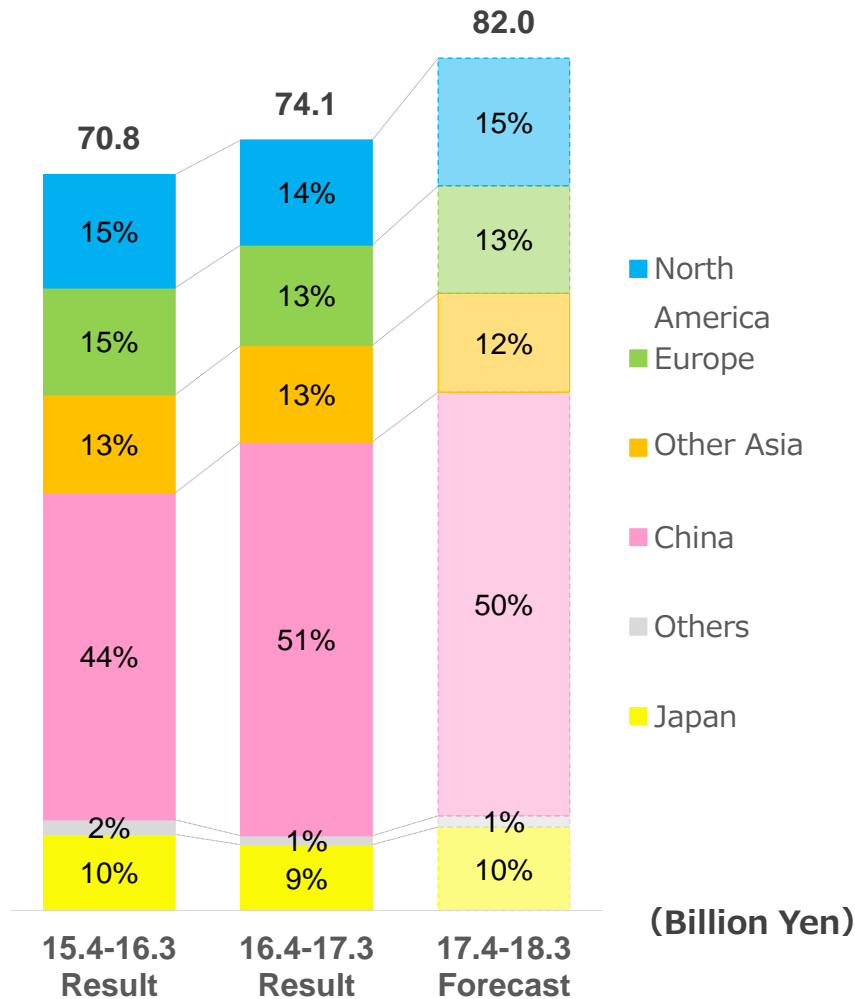
Sales

Order Backlog

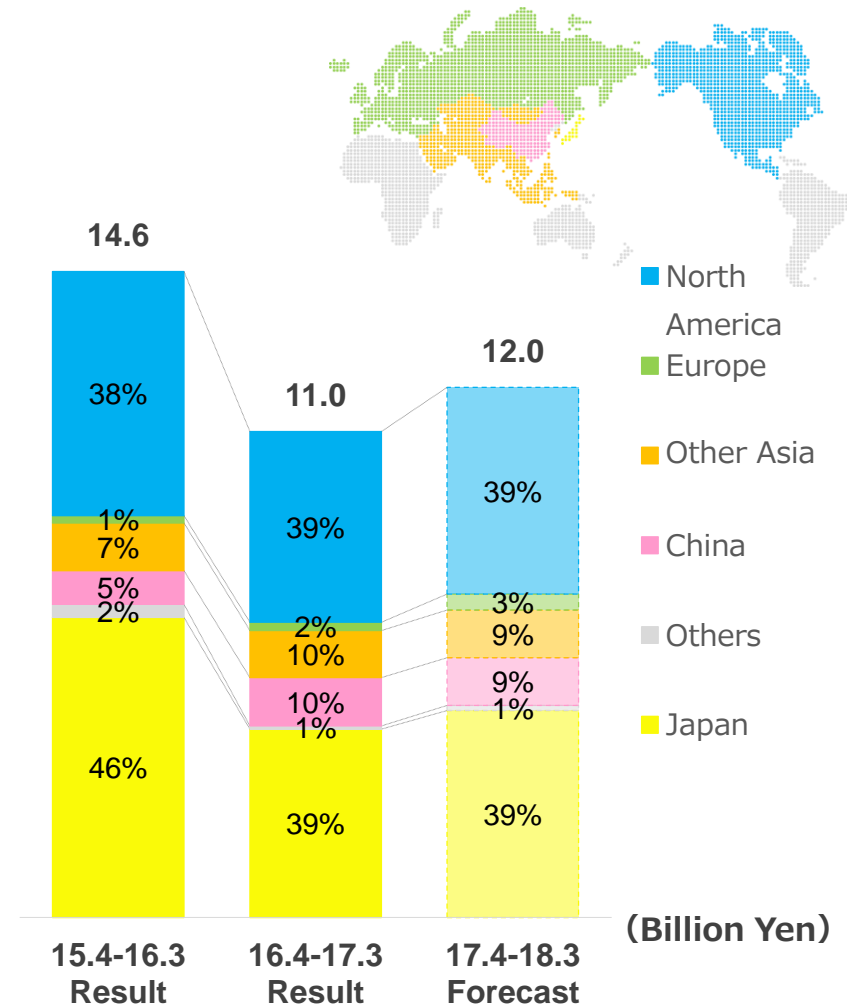
	16.4-17.3 Results	17.4-18.3 Forecast	Change from previous year	16.4-17.3 Results	17.4-18.3 Forecast	Change from previous year	16.4-17.3 Results	17.4-18.3 Forecast	Change from previous year
Robotic Solutions	80,981	79,500	▲1,481	74,105	82,000	+7,895	16,187	13,687	▲2,500
Machine Tools	11,776	12,000	+224	10,997	12,000	+1,003	7,654	7,654	±0
Others	1,265	2,500	+1,235	1,294	2,000	+706	136	636	+500
Total	94,024	94,000	▲24	86,397	96,000	+9,603	23,978	21,978	▲2,000

Estimate of Sales by Geographic region

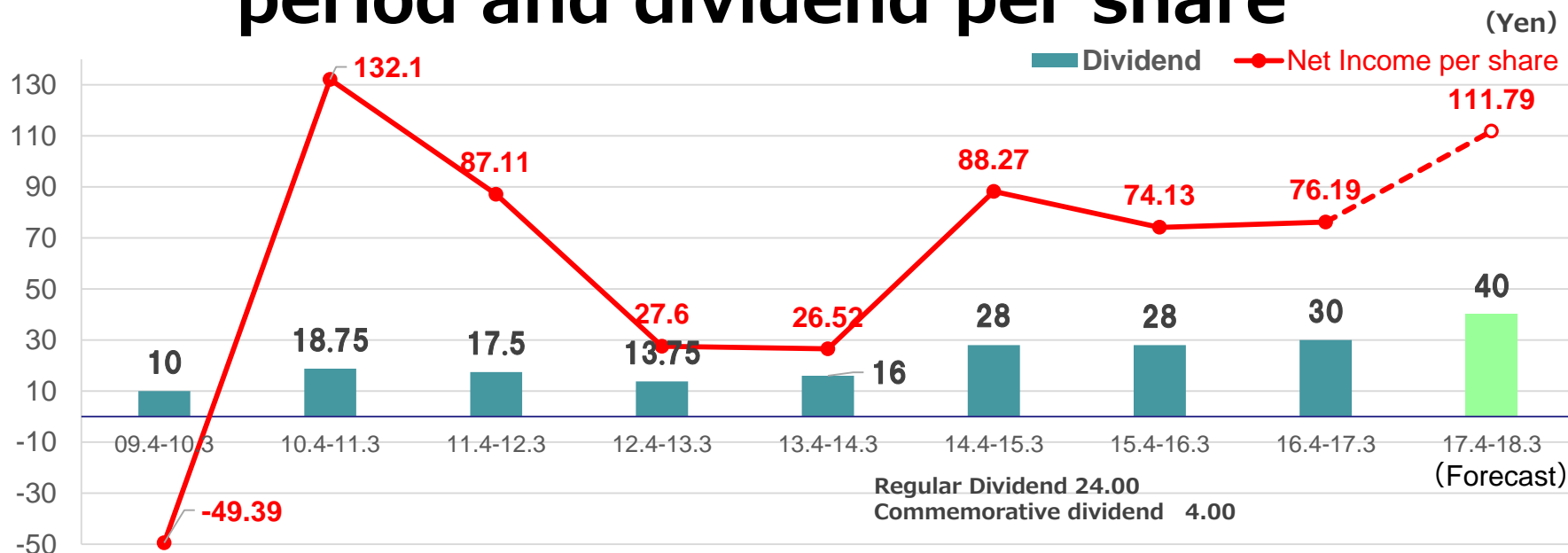
Robotic Solution



Mother Machine



Net income per shares for the current period and dividend per share



	09.4-10.3	10.4-11.3	11.4-12.3	12.4-13.3	13.4-14.3	14.4-15.3	15.4-16.3	16.4-17.3	17.4-18.3 Forecast
Payout Ratio	Δ 20.2%	14.2%	20.1%	49.8%	60.3% (45.2%)	31.7% (27.2%)	37.8%	39.4%	35.8%

Note: On January 1, 2013 a stock split of 2 for 1 ordinary shares was executed.

() Payout ratio for regular dividend

Calculated supposing this stock split was performed at the beginning of the FY ending 2009 March.

About the Share repurchase

8,303,800 shares were acquired by FUJI MACHINE MFG.CO.,LTD (hereafter "the Company") from March 10.2016 to February 28.2017. 8,372,922 shares were held at the end of March 2017, representing 8.56% of shares issued.

Medium-term management targets (2015~2017)

Create new value and achieve 100 billion yen in sales

Robotic Solutions Division

Next Step 30

- Accelerate researching & developing next generation machine
- Enhance marketing and services

Machine Tools Division

Improvement of profitability

- Lead DLFn into flagship product
- Enhance sales and services

New Product Development

Create New Business

- Create new technologies and deepen research and development
- Create advanced robot innovation

Procurement and Manufacturing

- Reconstruct logistics of procurement and manufacturing.
- Chase higher quality, lower cost, proper delivery

Corporate Value Improvement

- Enhance organization capability
- Enforce compliance
- Innovate work style
- Design and implement IT strategy
- Enhance financial organization
- Disclose information globally



Robotic Solutions

Division Tactics

『Next Step30』 ~Stay number1~

Environment

Macroeconomic Trends

Japan: Economy at a standstill due to the effects of strong yen.

World: US economy has a sign of some recovery. The economy of Europe pick up gradually. China improves the investment climate.

Demands for mounters remain roughly flat

<Market size>

FYE March of 2017 Approx.220 billion yen (Every half market size is 110billion in a year)

FYE March of 2018 forecast will be estimated Approx.230 billion yen (1st half 120billion, 2nd half 110billion)

<Outlook>Moulder demand temporally increased in China and surroundings.

Expanding of tie-up with other company in same business market
(Increasing of demand for total solution)

Revitalize investment under going through model change of Smart phone

Effective utilization of IoT system and spread of cloud solutions

More electronics in cars (for fuel efficiency, safety, infomatics)

Robotic Solutions

NXT-III



NXT III
Fuji Scalable Placement Platform



AIMEX III
AIMEX III C



Scalable placement platform



Assembly robot

Nexim



System for production processes

Smart FAB



Concept of Smart Factory



Analyzing and monitoring of whole production line

Automatic warehouse



• Analyzing and monitoring of whole production line, quality, operation situation



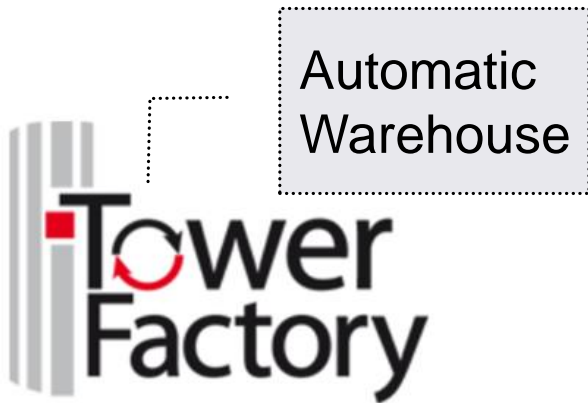
Feedback controlling for screen

Performing changeover whole production line automatically

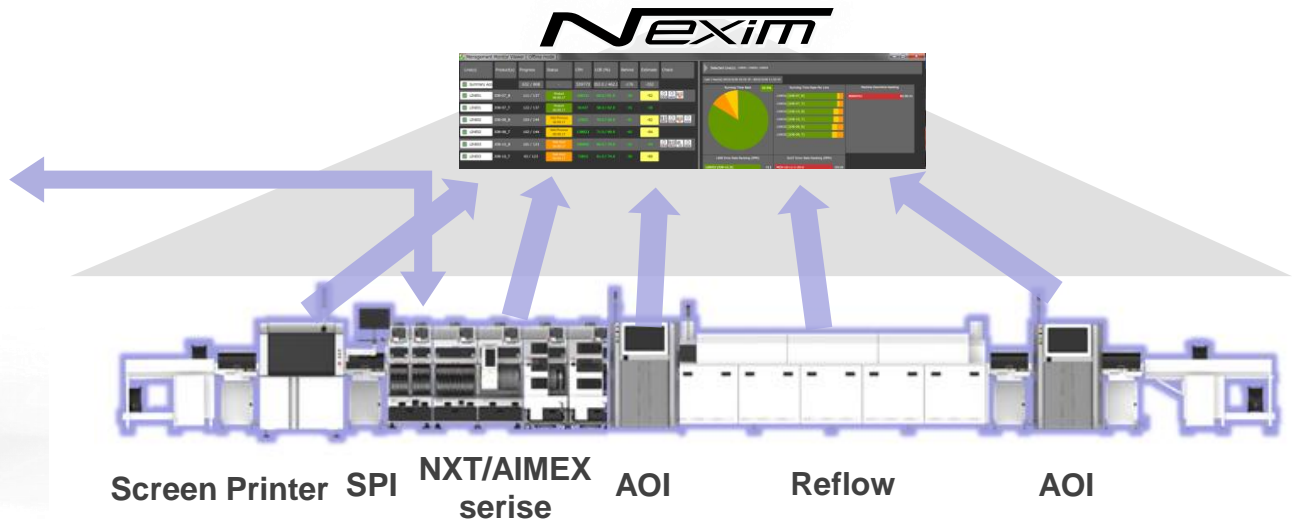
Feedback controlling for moulder

Strengthen coordination with external machines

FUJI obtained 100% of Tower Factory's shares



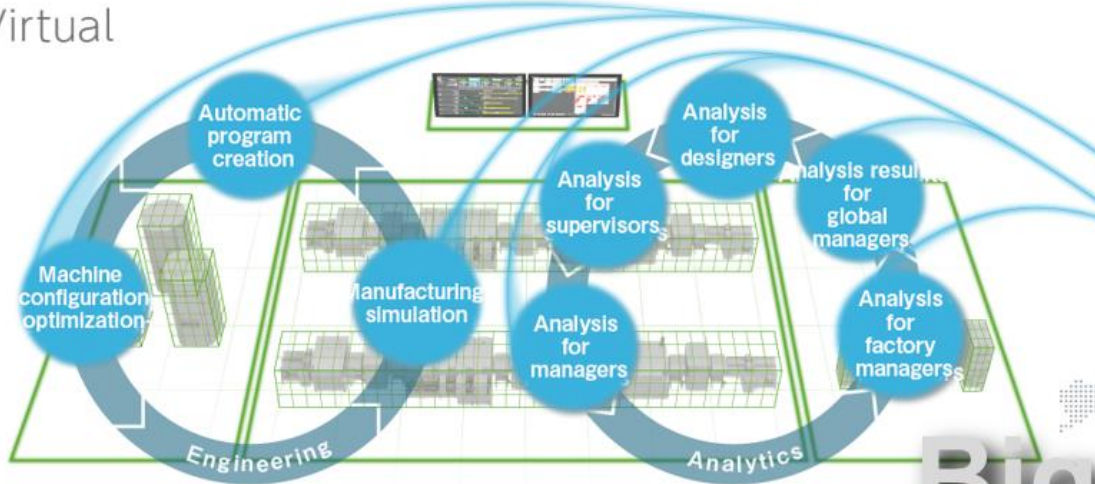
Headquarter : Freidberg, Germany
President : Pierre De Menech
Another Company Executives :
Klaus Gross(President of FME)/
Ezaki Hajime(Executive of FUJI Machine MFG)
Start date : From March, 2017
The accounting period : From January to December
Main business : Manufacturing and Sales activities of Automatic Warehouse「sTower」



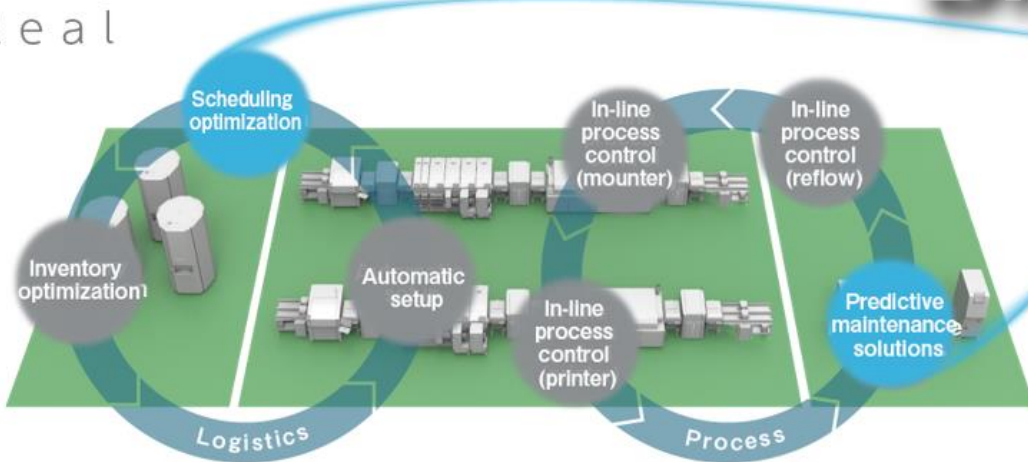
Technology partner of AWS



Virtual



Real



Machine Tools

Division
Strategy

『Reconstruction of profit constitution』

Environment

According to the Japan Machine Tool Builders' Association's (JMTBA) forecast, domestic economy at a standstill due to the effects of automotive, semiconductor and aircraft related industry. US is expected infrastructure investment and tax reduction has positive effects on. Europe keeps being recovered moderately. China is expected to demand investment in automotive, armatures, precision machines and construction machines.

<Aim>Orders of CY2017 is 1 trillion and 350 billion.

<Result>Orders of CY2016 is approx.1 trillion and 250 billion.

Division Tactics

Income improvement based on sales strategy

Sales

Emphasize developing new customer through selling DLFn
Enhance worldwide sales network-aggressive sales activities with trading company

Development

Make DLFn series fulfil
Go through model change and modest change of usual production

Production

Build up substantial production line for manufacturing DLFn
Short delivery term and lead time

Machine Tools



CSD300

Front facing twin spindle lathe



TN400R

Horizontal CNC lathe

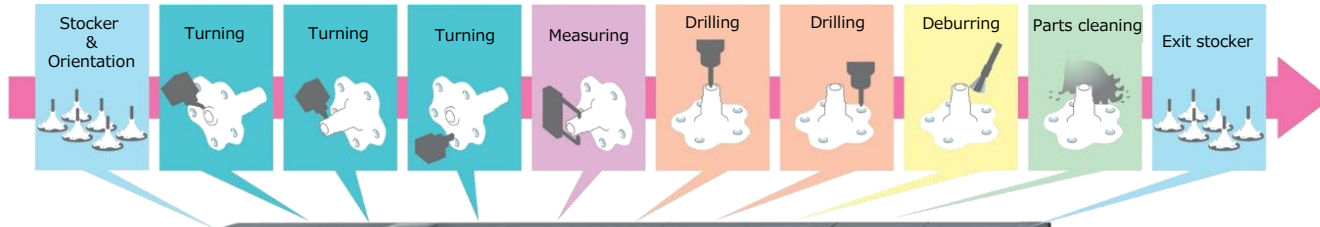


DLFn

Modular production equipment

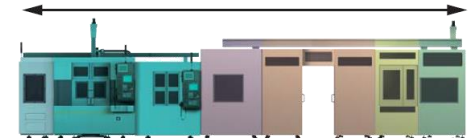
Modular production equipment **DLFn**

Miniature factory by DLFn modules, which are invented for various type like drilling, milling, turning and so on.

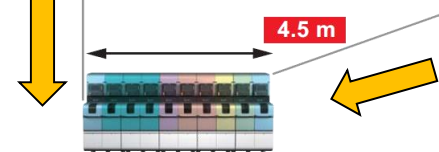


Improved area productivity

Usual production line **11 m**



4.5 m



Production line by DLFn

DLFn

Robotic material handlings are equipped in DLFn



Make a production line freely by modular production system



FUJI's Innovative Robotic Technology

Smart Factory

Miniature factory



High accuracy
& productivity



Development of innovative robotics

The 6th Robot Awards



High accuracy
and productivity,
low impact

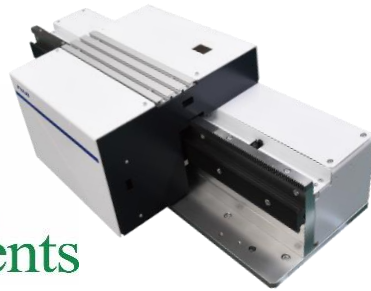
Establishing FUJI Innovation LABO

Setting Up a technology laboratory in Silicon Valley, north California USA,
as one of method for creating new technology and business

The first exhibition RoboDEX was held in Tokyo from 18 to 20, January 2017



Linear motor

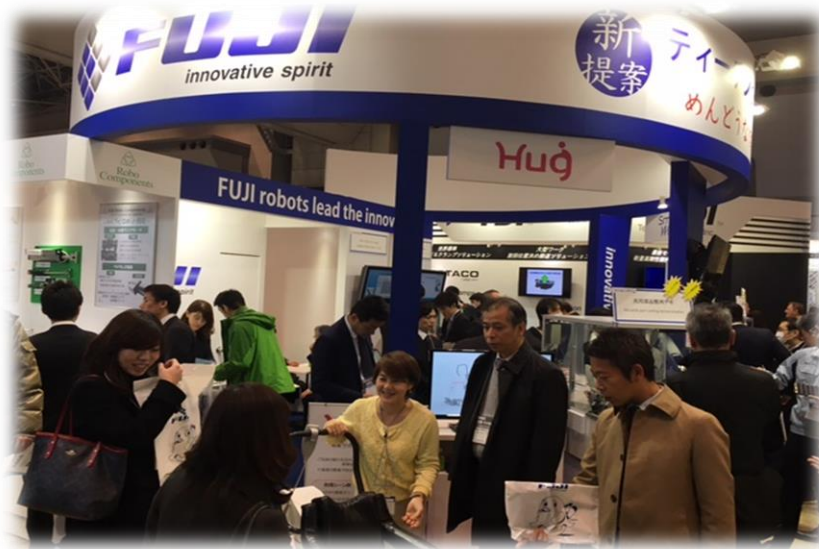


Wireless power supply

Smart Wing



Mobility Support Robot



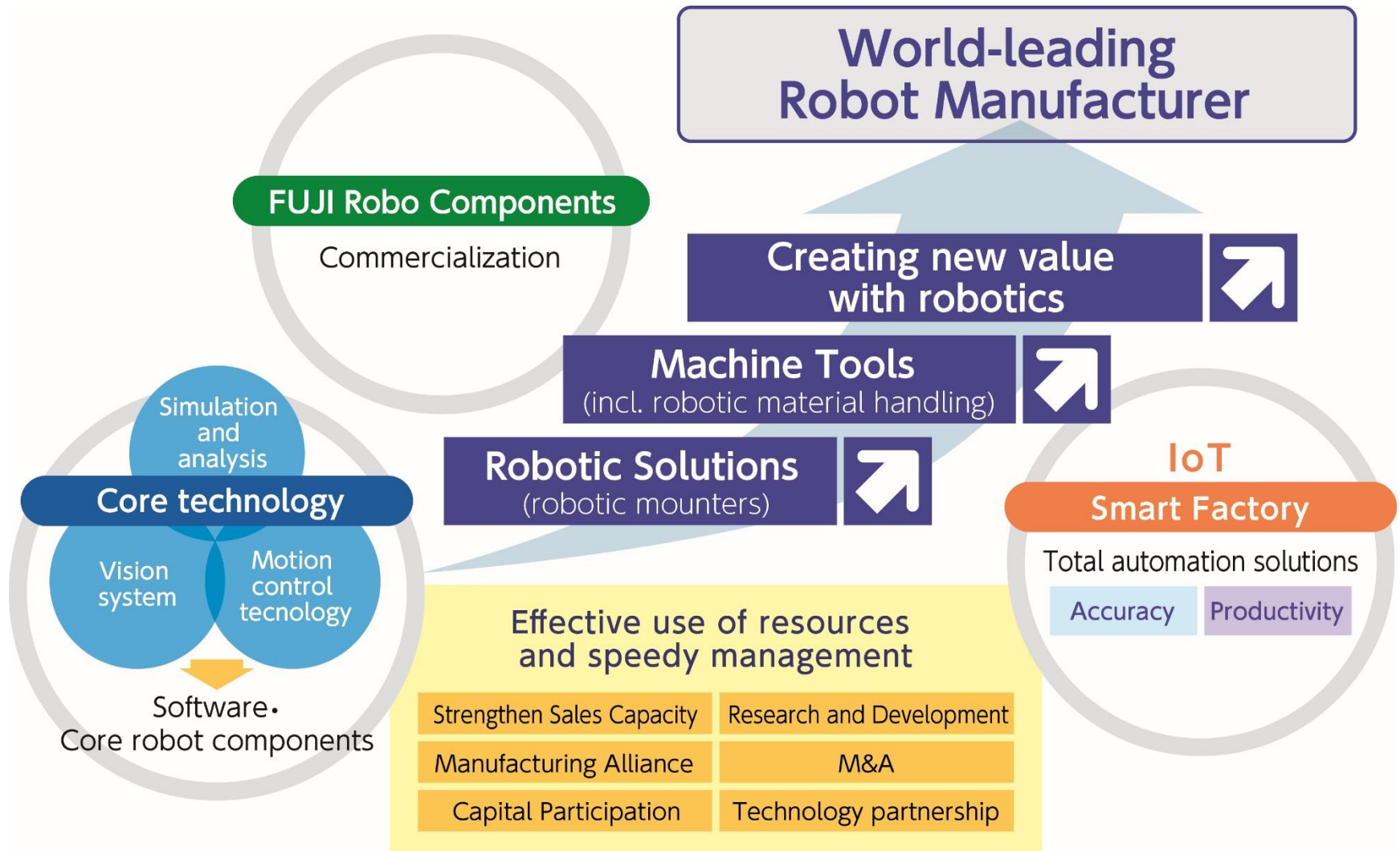
New Fuji's solution in production process



New innovation in health care industry

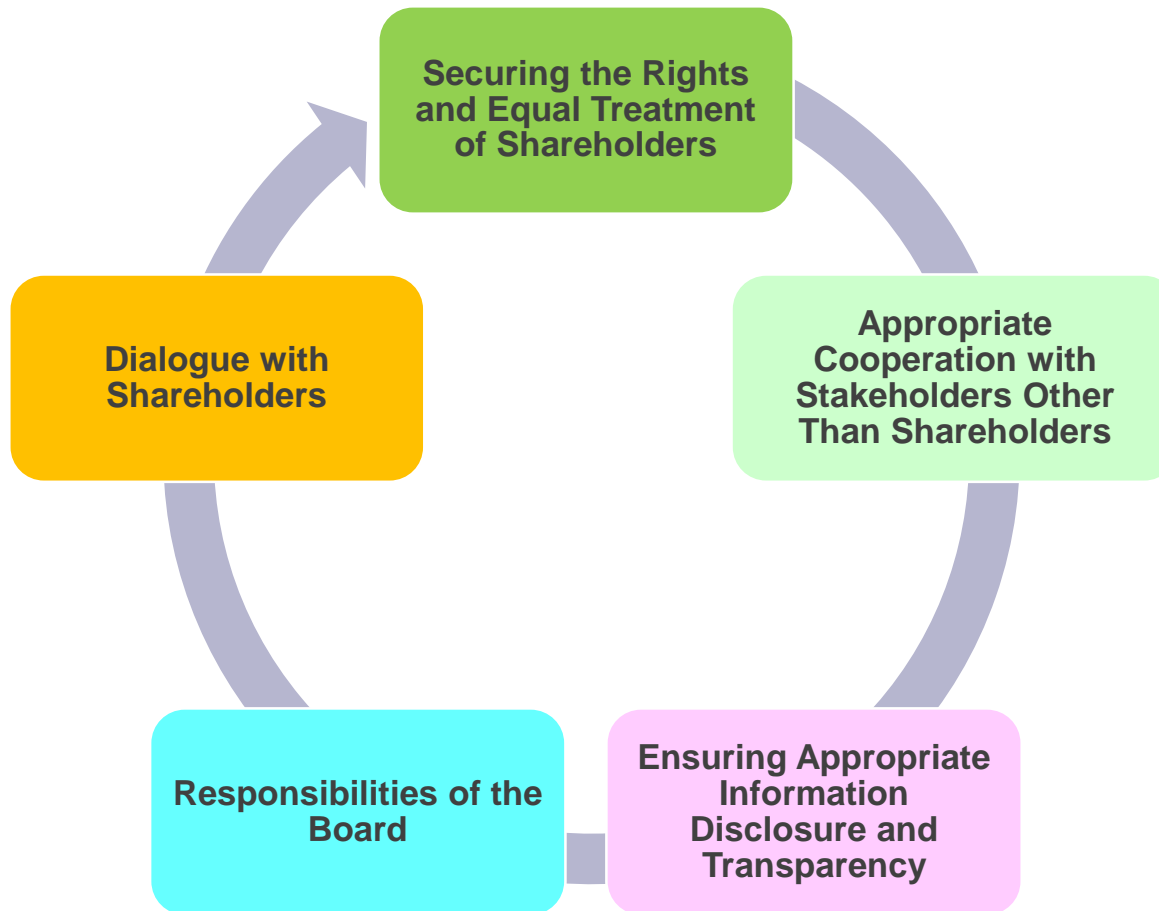
FUJI robots lead the way

The Growth Strategy



Corporate Governance Code

FUJI is improving corporate value based on Corporate Governance Code.



- 1. Securing the rights and equal treatment of shareholders**
 - Information disclosed in English
 - Electric disclosure of notice calling a general shareholders meeting beforehand
- 2. Appropriate cooperation with stakeholders other than shareholders**
 - Ensure diversity including empowering female employees
 - Establish bonds with suppliers and local communities
 - Ensure a lively working environment
- 3. Ensuring appropriate information disclosure and transparency**
 - Disclose information by corporate governance reports
 - Disclose information on website in an appropriate and timely manner
- 4. Responsibilities of the board**
 - Timely decision making by the board and quick management and clear responsibilities by executive officers
 - Independent outside directors play active roles
- 5. Dialogue with shareholders**
 - Regular IR/SR meetings