

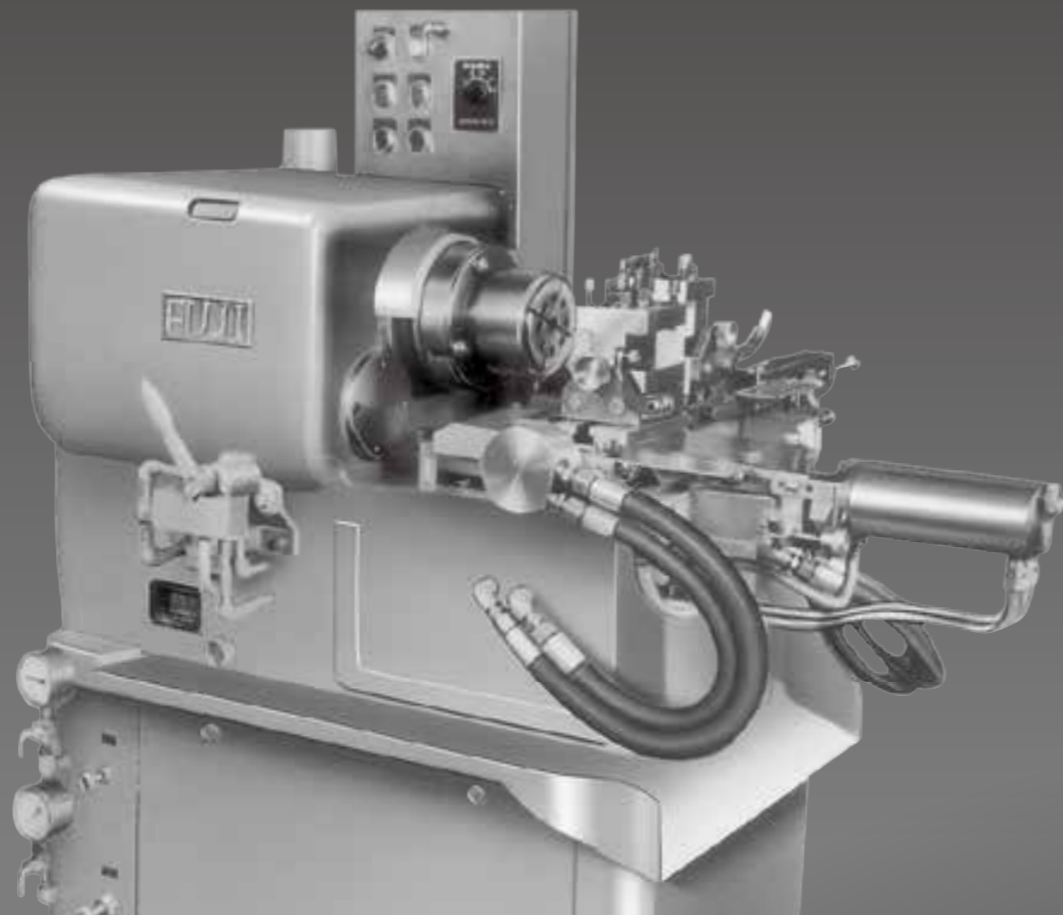
Fourteen Men of Ambition, with Wisdom and Passion in Their Hearts, Set off on an Arduous Journey in 1959

As Japan entered into its period of post-war economic miracle in 1959, a team of fourteen people led by Mamoru Sakagami gathered in Nagoya and founded Fuji Machine Mfg. Co., Ltd. With no blueprint yet in hand, they relied on their wisdom and passion alone.

Shortly after Fuji was founded, its factory was damaged by a major typhoon in Ise Bay. In just half a month, however, production resumed in the town (now city) of Chiryu in Aichi Prefecture. The indomitable spirit that these men brought to manufacturing laid the foundation for the company.

With the completion of the FS, a single-function hydraulic machine, orders rushed in. The company was listed on the Second Section of the Nagoya Stock Exchange in 1964 and continued its steady progress.

Since its founding, Fuji's driving force has always lain in the power of invention born from the workplace and sincere dedication to serving the customer.



Toward the World's Top Position with Industry-first Pick and Place Machine Technology

Fuji pioneered a new era with the BA board assembly machine in 1978.

In 1985, the company completed CP-II, the industry's first high-speed chip placer with vision recognition, establishing a continued presence as a world-class leader in the field of pick and place machines. Fuji continued making great leaps forward, expanding to sites in the U.S., Europe, and Asia, and surpassing the 100 billion yen net sales mark in the 1990s.

In the 2000s, Fuji dramatically improved the flexibility and production efficiency of its machinery with the introduction of the NXT Fuji Scalable Placement Platform.

By building an organization that adapts to change through unification from development to production, Fuji became known worldwide as a name that stands for technology.



Creating New Value in Manufacturing on a Foundation of Automation, Diversity, and Coexistence with the Earth

In the semiconductor, EV, medical care, and other rapidly changing industries, Fuji has continued to contemplate the potential of manufacturing. From a beginning in mounters, the evolution of Fuji's machinery has spread through the production line and on to smart factories.

Fuji strives to achieve a future of decarbonization, energy conservation, and collaboration between humans and robots. While supporting the roots of industry through our technology and passion, Fuji is contributing to the lives of people worldwide and to sustainability for the earth.

We will continue to build a culture and structures by which diverse human resources inside and outside the company grow together and take personal involvement in pioneering the way to the future.



Corporate Ideologies

Corporate message

innovative spirit

Purpose Enriching the lives of those in the world around us

- Philosophy**
- We will deliver products and services that contribute to the well-being of both people and the global environment.
 - We will grow our business and deliver the appropriate returns to our stakeholders.
 - We will continue to be a company of high moral standards that not only complies with laws and regulations, but also goes beyond the set requirements.

Vision Be the leading brand for factory automation processes in semiconductors and beyond

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Editorial Policy

This report is intended to help stakeholders (shareholders, customers, business partners, employees, local communities, and others with diverse interests in Fuji Group) better understand the Group's management strategy, financial information, and ESG information, and to serve as a tool for dialogue with them.

Taking our corporate message of "innovative spirit" as its guiding concept, this FY2025 report presents the features "Cover Story" and "Technology Roundtable Discussion" to express how a spirit of innovation, passed down since our founding, has enhanced our corporate value and contributed to the advancement of society. The report also introduces Fuji's uniqueness and strengths from a variety of angles, together with our specific business strategies and policies based on the Mid-term Business Plan 2026, and taking into account the medium- to long-term business environment.

Fuji will continue to work on solving societal issues through its business activities, and will strive to enhance its corporate value by expanding information disclosure and deepening dialogue and communication with its stakeholders.

Scope of Reporting

The activities of Fuji Corporation and its 18 group companies. Some of the contents are for Fuji Corporation alone.

Period Covered

FY2025 (April 1, 2024 to March 31, 2025), including some FY2026 information.

Cautionary Note on Forward-looking Statements

While every effort has been made to ensure the accuracy of this report, completeness is not guaranteed. We assume no responsibility for any damage or disruption caused by the information in this report.

The forecasts and forward-looking statements contained in this report are based on information available to Fuji at the time this report was prepared and involve potential risks and uncertainties. Accordingly, actual results may differ materially from those discussed or implied in the forward-looking statements due to various factors, including changes in the business environment.

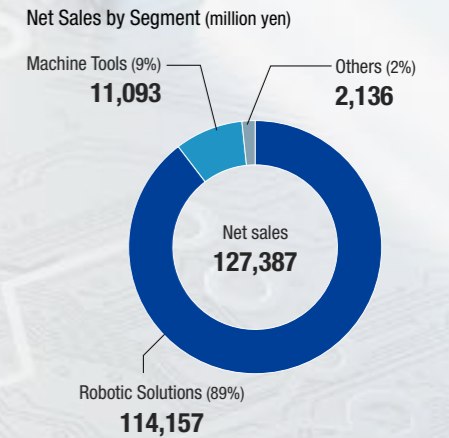
Guidelines Used for Reference

Ministry of Economy, Trade and Industry: Guidance for Collaborative Value Creation
IFRS Foundation: International Integrated Reporting Framework



Fuji by the Numbers (FY2025)

Net sales	127.3 billion yen	Operating profit	10.8%
ROE	4.9%	Overseas sales	89.4%
Global locations	100+	Sales in	60+ countries

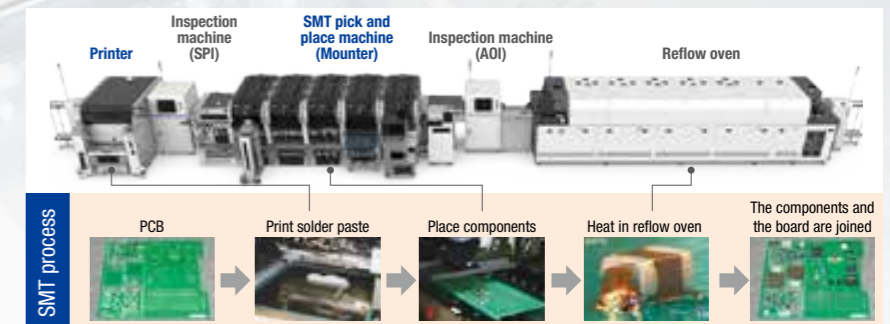


About SMT

SMT (Surface Mount Technology) is a technology for placing electronic components on PCBs, used in manufacturing the electronic boards found in smartphones, personal computers, home appliances, automobiles, industrial equipment, and other wide-ranging electronic products. Electronic boards are manufactured in large quantities with high precision through an automated production line called an SMT line.

This SMT line consists primarily of three processes. First, a solder printing machine applies solder paste to a PCB on which circuit patterns are formed using copper foil. Next, an SMT pick and place machine precisely places small electronic components in determined positions on the board. Finally, a heating machine called a reflow oven melts the solder to join the components to the board and complete the electronic board.

Fuji boasts a high global share for the SMT pick and place machines used in these processes. Our machines are used at sites manufacturing all manner of electronic products.



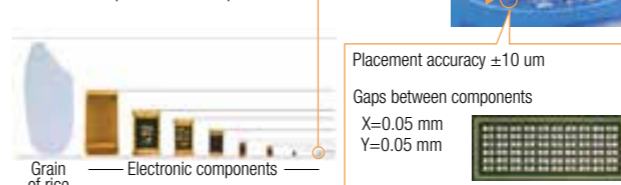
What Are SMT Pick and Place Machines?

An SMT pick and place machine is a machine that accurately places electronic components on a printed circuit board (PCB).

Fuji's machines are capable of positioning and placing components with high speed and high precision, placing up to 16 components as small as 0.25 mm x 0.125 mm every second.



Electronic Component Size Comparison



Modular Concept

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



Removable

The placement heads inside the equipment are also modular and can be attached and detached without the use of tools.



Optimize line configuration by freely reconfiguring modules

Fuji as Part of Everyday Life

Business sectors

SMT pick and place machines (mounters)

Robots that attach semiconductors and electronic components at high speed and with high accuracy onto electronic boards used in smartphones, home appliances, and automobiles.



Semiconductor manufacturing equipment (die bonders)

Equipment for attaching dies cut from wafers to substrates for packaging in the back-end process of semiconductor manufacturing.



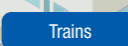
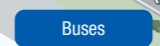
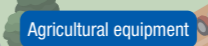
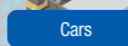
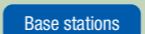
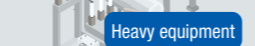
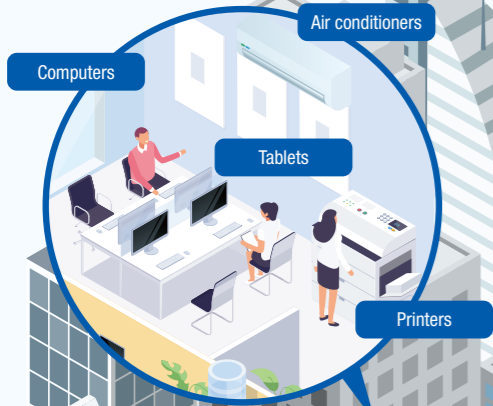
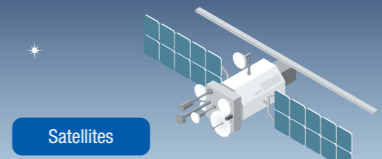
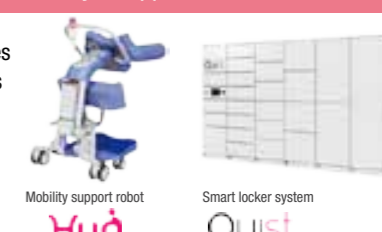
Machine tools

Machines that cut and process metal materials to produce high-precision parts used mainly for automobiles and industrial machinery.



Lifestyle support

Products and services that support people's lifestyles in a wide range of fields, including caregiving and logistics.



Fuji Group products
 Made with Fuji Group products