

Contributing to Manufacturing, Lifestyle, and the Future, with Our Innovative Spirit



George

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President and CEO

Creating new value based on a spirit of innovation

Since its establishment in 1959, Fuji has continued to refine its robotics and automation technologies for the manufacturing of machine tools and SMT pick and place machines, allowing us to contribute to improved efficiency and quality at production sites worldwide. Delivering high precision, high speed, and full automation, we have established ourselves globally as the high-end brand in the SMT field.

Our strengths have been further recognized in areas requiring advanced technological standards, such as smartphones, semiconductors, and automotive-related products, and we expect investment appetite to remain strong going forward. Furthermore, as the need for automated and intelligent solutions grows rapidly against the backdrop of a shrinking workforce, we continue to revolutionize existing manufacturing, centered on our cutting-edge SMT pick and place machine NXTR, which is leading the way to full automation.

Our technology is also applied to broader areas, such as Lifestyle and the Future, and we provide unique Fuji solutions in the fields of caregiving, logistics, and recycling. For example, the Hug mobility support robot, the Quist smart locker system, and the R-PLUS waste-sorting robot are quintessential examples of the use of robot technology developed by Fuji over many years to address societal issues that include the aging population and last-mile logistics problems. What supports these efforts is an organizational culture that gives shape to innovation while sincerely listening to the voices of those working in the field.

The innovative spirit embraced by Fuji is more than a mere slogan. It represents the attitude of being quick to recognize signs of change and taking action on one's own initiative, which leads to the creation of synergies and new businesses through the fusion of existing businesses and diverse fields. We will continue to evolve as a company that paves the way to future possibilities.



SMT pick and place machine NXTR



Mobility support robot Hug



Smart locker system Quist



Waste-sorting robot R-PLUS

Review of year one of the Mid-term Business Plan 2026 and market movement

Our Mid-term Business Plan 2026, formulated in 2024, sets forth three basic policies; expand existing businesses and strengthen profitability, create and commercialize next-generation businesses, and improve business foundations based on ESG. These are determined by working backwards from the FUJI 2035 long-term target, and sustainable growth of existing businesses is essential to achieving the Mid-term Business Plan.

FY2025 started off in a challenging market due to the backlash to the surge in demand accompanying COVID-19 and the slump in the global electronics market. In Europe in particular, the rapid deceleration of the automotive-related market was significant, and geopolitical risks from U.S.-China tension were a factor that increased uncertainty about the future. On the other hand, movements toward recovery were seen in various regions toward the latter half of the fiscal year, such as the restart of capital investment triggered by a change in the U.S. administration, recovery in the Chinese domestic market, growth in the Southeast Asian market, primarily Vietnam, and the continuously expanding Indian market.

By business industry, in the smartphone field, the growth of Chinese local manufacturers was significant, and capital investment increased as global manufacturers also shifted to a recovery trend. In the automotive-related field, although demand in Europe decelerated, demand in China and Southeast Asia compensated for this, and overall, the field held steady.

Under these circumstances, our business results for FY2025, the first year of the mid-term business plan, achieved our profit targets, although net sales fell slightly short of the initial plan. This is a result of our Robotic Solutions business preparing for the transition to new models during the low-demand period in the first half of FY2025, which enabled us to establish a structure for quickly supplying both current and new products during the market recovery phase in the latter half of the year. On the production side, with the start of operations at the new building of Okazaki Plant, we have established a monthly production capacity of 500 units for the new NXTR model, in addition to the 1,000-unit monthly production capacity for the existing NXT III model. In terms of products, the NXTR has been recognized by customers for equipment introduction in highly technical fields such as smartphones and semiconductor packages (SiP). Widely acknowledged as a successor model to the NXT III, the NXTR achieves higher productivity and is also capable of handling full automation; therefore, we have high expectations for future sales expansion with NXTR as a flagship model.

Meanwhile, for semiconductor manufacturing equipment (die bonders) from our group company Fasford Technology, the recovery of the memory market was slower than expected, and we fell short of our initial target.

On the other hand, the Machine Tools business achieved a profit for the first time in five years as a result of focusing on our forte, the turnkey business. This is a result of structural reforms, including revamping our organizational structure, and efforts to improve production efficiency and proposal-based sales capabilities, establishing an advantage in the turnkey business, and striving to cultivate new customers, as well as accurately implementing strategic selection and concentration in response to the market environment.

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

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



Fasford Technology



Priority issues and initiatives for FY2026

FY2026 will be a key year for promoting a full-fledged transition from the NXT III to the new, even further evolved NXTR model. First, in terms of our production capacity, we will double our 500-unit monthly production level established in FY2025 to monthly production of 1,000 units, and we will establish a system that enables stable supply to the market. In our sales strategy, we will maximize the performance advantages of the NXTR, such as high speed, high precision, and full automation, to expand our market share in a wide range of industries. We will also focus on further penetration of the NXTR in the semiconductor field, where a higher level of placement precision is being demanded.

From a technical perspective, we will work to create one-of-a-kind products that respond to the needs for automation and labor-saving measures, with the goal of solving customer issues while also improving the profitability of our entire product group. At the same time, for the die bonder business, we are moving ahead with developing new models in anticipation of the re-expansion of the memory market, and are preparing to seize the next growth opportunities.

The reinforcement of the entire global supply chain and the strengthening of our ability to respond to supply and demand fluctuations are also urgent issues. In particular, when faced with a sudden recovery in demand, boosting our ability to respond to delivery times by integrating and coordinating each function—sales, procurement, production, and inventory—will determine our competitive advantage. Through this series of efforts, we will continue to earn the trust of our customers and sustainably enhance our corporate value.



NXTR A model



NXTR production line in Okazaki Plant's new building

Enhancing ESG management and building a future-focused organization

We are working to improve business foundations based on ESG by strengthening our organizational structure and enhancing information disclosure from the perspectives of the environment, society, and governance.

Regarding the environment, we are working on the issue of carbon neutrality by expanding the scope of our CO₂ emissions calculations, which have previously only targeted our in-house business activities, to include Scope 3, and we are working to gain a comprehensive, accurate understanding across the entire supply chain. To achieve this, we are collecting primary data while sharing issues and knowledge with our suppliers and partner companies.

Concerning society, in addition to reforming our personnel system and improving education to maximize the abilities of each and every employee, we are also focusing on creating an employment base that promotes the acquisition of multiple skills and enables diverse work styles, by establishing an internal mobility-based career system. We are already providing opportunities to encourage the diversity of our employees' experiences and expand their perspectives through in-house side job and free agent systems, as well as a multi-skilling project. We are committed to the development of global human resources, particularly encouraging our young engineers to gain cross-cultural experience to promote their personal growth and enhance their creativity. We actively pursue the strategic acquisition of talent in fields where we have shortages by strengthening our recruitment communications capabilities.

In terms of governance, we have appointed outside board members and auditors with diverse backgrounds, and are actively engaged in discussions that leverage their legal, accounting, and academic expertise, which has enabled us to incorporate sound oversight functions and complementary perspectives even when we are challenging ourselves in new fields.

We are also building a stronger compliance system through the establishment of a new committee to oversee information security and the establishment of human rights and ethics policies.

Through these efforts, we will strive to strengthen our foundation to remain a sustainable and trusted company in a rapidly changing social environment.



Being a company that anticipates change and continues to take on challenges—outlook and resolve for our long-term targets

We have set a long-term target of 300 billion yen in net sales for FY2036. Achieving this target will require multifaceted business expansion, such as advancing into adjacent areas through the creation of new businesses and the swift execution of M&A, while building on the foundation of organic growth in our existing businesses. To that end, it is of the utmost importance that each and every employee has a broad vision and high aspirations, and that, based on our materialities, which are classified into the three categories of Manufacturing, Lifestyle, and the Future, the organization can anticipate change and act quickly without being bound by precedent, so that we can continue to be a company chosen and trusted by society and the market.

At Fuji, we value a corporate culture in which employees recognize issues, form their own hypotheses, and act quickly. We respect an attitude of learning from failure and trying again, and, throughout the organization, we share a culture of experiencing small failures early and making use of them in the next attempt. By repeating these types of endeavors, our employees' perspectives will broaden, leading them not only to acquire technical knowledge but also to act with a social perspective.

The term "innovative spirit" refers to this very ability to continue taking on challenges of one's own volition, and it is the spirit from which innovation originates. Value creation is not something that is born in a particular department alone, but is born from the awareness and endeavors of each and every employee. In fact, many of our current new businesses had their starting point in voices from the field and from an awareness of issues in our daily work. Quist and Hug were refined through our efforts to understand and resolve our customers' problems, and are now developing into next-generation B-to-C solutions that represent Fuji well. For the organizational system aimed at creating new businesses, the Development Center, which is responsible for the application and in-depth study of cutting-edge technologies, and the Innovation Promotion Department, which is responsible for creating non-technical areas, such as exploring sales channels and conceiving businesses, serve as dual driving forces. Through these two entities, preparations are underway to expand into areas closely related to existing businesses and to establish a third pillar of business.

Fuji's strengths lie in our corporate culture that can bring innovative ideas to reality, and that culture is supported by our systems, flexibility, and speed. We will continue to hone these strengths and provide new value to society as a company that embodies an innovative spirit.

Net Sales Target (consolidated)

