

Non-financial Data

	FY2021	FY2022	FY2023	FY2024	FY2025	
● Environment (scope: Fuji Headquarters, Toyota Plant, Okazaki Plant)						
CO ₂ emissions (t-CO ₂)	9,158	543,137	509,754	521,610	534,195	
Scope 1	1,633	1,973	1,727	1,705	1,661	
Scope 2 Market-based approach	7,525	6,891	7,023	7,125	6,239	
Scope 2 Location-based approach	—	—	10,081	7,528	6,964	
Scope 3	—	534,273	501,004	540,221	519,331	
C1. Purchased goods and services	—	308,836	299,001	381,797	309,605	
C2. Capital goods	—	30,976	22,468	24,723	57,191	
C3. Fuel and energy related activities not included in Scope 1 or Scope 2	—	8,288	9,351	1,454	1,425	
C4. Upstream transportation and distribution	—	—	4,631	6,078	2,395	
C5. Waste generated in operations	—	96	133	251	118	
C6. Business travel	—	450	542	798	781	
C7. Employee commuting	—	1,003	975	1,018	1,058	
C8. Upstream leased assets	—	619	938	1,015	912	
C11. Use of sold products	—	183,974	162,929	123,056	145,814	
C12. End-of-life treatment of sold products	—	31	38	31	32	
Total waste volume (t)	714	798	883	881	796	
Copy paper purchased, in thousand sheets (A4 size equivalent)	4,671	4,574	4,021	3,072	2,589	
Volume of water purchased (m ³)	50,759	51,964	50,613	49,755	46,983	
Chemicals used	Toluene (kg)	38.12	57.05	45.75	46.14	73.13
	Xylene (kg)	4.38	5.90	16.53	26.54	33.24
	Ethylbenzene (kg)	2.22	2.79	7.81	11.84	15.12
	Other (kg)	5.67	11.23	13.15	43.32	16.47

● Society (scope: consolidated)

Number of employees	—	—	—	2,911	2,976
Men	—	—	—	2,460	2,511
Women	—	—	—	451	465
Average age	—	—	—	42.8	42.6
Men	—	—	—	43.2	43.0
Women	—	—	—	40.3	40.7
Number of managers (section managers or higher)	—	—	—	343	379
Men	—	—	—	311	343
Women	—	—	—	32	36
Female managers (%)	—	—	—	9.3	9.5
Number of foreign-born employees	—	—	—	579	636
Men	—	—	—	454	510
Women	—	—	—	125	126
Foreign-born employees (%)	—	—	—	19.9	21.4

● Society (scope: non-consolidated)

Number of employees	1,712	1,710	1,738	1,750	1,765
Men	1,476	1,474	1,502	1,505	1,509
Women	236	236	236	245	256
Average number of years employed	17.9	18.3	18.5	18.9	19.1
Men	18.4	18.9	18.9	19.4	19.6
Women	14.8	15.2	15.9	16.0	16.2
Average age	42.8	43.2	43.6	43.8	43.9
Men	43.5	43.9	44.2	44.5	44.5
Women	38.7	39.4	39.9	40.2	40.3
Number of managers (section managers or higher)	183	185	182	179	181
Men	179	180	177	173	175
Women	4	5	5	6	6
Female managers (%)	2.2	2.7	2.7	3.4	3.3

● Society (scope: non-consolidated) (Cont.)

	FY2021	FY2022	FY2023	FY2024	FY2025
Labor union membership (%)	84.2	83.7	83.7	80.6	80.6
Annual total hours worked per employee	1,831	1,887	1,883	1,874	1,872
Monthly average hours of overtime	11.1	17.3	17.7	17.3	16.8
Number of paid vacation days	14.9	16.5	17.4	17.7	17.5
Paid vacation utilization rate	77.7	85.9	90.6	92.0	90.7
No overtime day adherence rate	92.4	87.4	88.5	86.9	86.4
Employees using parental leave	22	17	29	26	34
Men	10	8	17	17	21
Women	12	9	12	9	13
Employees using shortened working hours for childcare	66	62	65	65	65
Employees using caregiving leave	1	0	1	1	3
Usage of shortened working hours for caregiving	1	4	1	0	0
Employees with disabilities ^{Note 1} (%)	2.4	2.4	2.3	2.2	2.7
Foreign-born employees (%)	1.4	1.4	1.4	1.3	1.3
Post-retirement reemployment (%)	95.7	83.3	84.6	79.4	79.1
New graduate hires	41	39	38	44	46
Men	36	33	35	36	35
Women	5	6	3	8	11
New mid-career hires	8	12	12	63	17
Men	4	10	8	57	13
Women	4	2	4	6	4
Turnover rate	2.5	3.0	1.9	2.4	3.0
Turnover rate due to personal reasons	1.1	1.3	1.2	1.2	2.0
Participation in regular health examinations (%)	100	100	100	100	100
Anomaly observation in regular health examinations (%)	68.4	70.8	70.0	79.7	79.1
Reexamination for abnormal health check results (%)	85.9	76.0	78.1	73.9	75.7
Stress check completion (%)	94.6	87.5	88.1	83.0	90.7
Individuals with high stress (%)	10.4	15.9	19.6	18.1	17.5
Regular smokers (%)	21.5	19.9	17.9	17.1	16.9
Rate of providing specific health guidance (%)	78.0	70.1	71.1	76.0	74.5
Staff that get enough sleep (%)	63.5	63.0	66.8	63.0	61.2
Staff that are engaging in improving lifestyle habits (%)	65.0	64.2	65.7	65.6	65.5
Absenteeism ^{Note 2} (days)	—	1.9	1.7	2.1	2.3
Presenteeism ^{Note 3} (%)	—	37.3	37.0	36.9	36.6
Number of participants in major educational programs	1,018	2,408	2,912	1,731	1,452
Major educational program attendance time (hours)	25,141	31,861	33,574	34,484	32,042
Average hours of training per person per year	14.7	18.6	19.3	19.7	18.2
Occupational accident frequency ^{Note 4} (%)	0.77	1.22	0.25	0.74	0.50
Occupational accident severity rate ^{Note 5} (%)	0.006	0.025	0.012	0.001	0.008
Lost workdays	23.84	101.1	49.32	2.46	30.41

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

Note 2: Absenteeism: Absence from work due to illness or injury, or due to suspension. Calculation method: Number of sick leave certificate days for more than 7 consecutive days / number of employees

Note 3: Presenteeism: Percentage of employees who attend work but are unable to perform adequately due to mental or physical illness, resulting in reduced work performance and productivity.

Calculation method: Calculated from in-house stress check using the WHO-HPQ

Note 4: Lost-worktime injuries / employee total hours worked × 1,000,000

Note 5: Total number of working days lost / employee total hours worked × 1,000

● Governance (scope: non-consolidated)

Directors	8	8	8	7	7
Outside directors (independent directors)	3	3	3	3	3
Female directors	1	1	1	1	1
Female director board membership (%)	12.5	12.5	12.5	14.3	14.3
Auditors	3	3	3	3	3
Outside auditors (independent directors)	2	2	2	2	2
Female auditors	1	1	1	1	1
Female auditor board membership (%)	33.3	33.3	33.3	33.3	33.3
Major violations of laws and ordinances	0	0	0	0	0
Number of whistleblower reports and consultations	3	4	5	9	11
Political contributions	None	None	None	None	None

Financial Data

	FY2015	FY2016	FY2017	FY2018
Orders (millions of yen)	92,019	82,651	94,024	123,539
Net sales (millions of yen)	85,265	86,642	86,397	120,032
Japan domestic	9,903	15,336	11,876	19,515
Overseas	75,362	71,306	74,520	100,516
Operating profit (millions of yen)	12,066	11,901	9,794	22,827
Ordinary profit (millions of yen)	13,026	11,991	10,200	23,538
Profit attributable to owners of parent (millions of yen)	8,629	7,237	7,054	17,523
Capital expenditures (millions of yen)	4,916	5,640	6,175	6,765
Depreciation (millions of yen)	5,351	4,934	5,157	5,282
Research and development expenses (millions of yen)	7,491	6,612	6,788	8,349
Cash flows from operating activities (millions of yen)	9,476	8,086	17,380	16,220
Cash flows from investing activities (millions of yen)	-5,463	-6,307	-10,160	-9,169
Cash flows from financing activities (millions of yen)	-2,004	4,273	-10,916	-3,165
Cash and cash equivalents (millions of yen)	54,207	59,357	55,358	58,923
Total assets (millions of yen)	153,890	156,958	158,406	183,037
Net assets (millions of yen)	135,044	132,069	130,947	151,412
Overseas sales (%)	88.4	82.3	86.3	83.7
Operating profit to net sales (%)	14.2	13.7	11.3	19.0
Profit to net sales (%)	10.1	8.4	8.2	14.6
Ordinary profit to total assets (ROA) (%)	9.0	7.7	6.5	13.8
Return on equity (ROE) (%)	6.8	5.4	5.4	12.4
Equity ratio (%)	87.6	84.0	82.5	82.6
Net assets per share (BPS) (yen)	1,379.19	1,372.18	1,461.63	1,655.29
Profit per share (EPS) (yen)	88.27	74.13	76.19	195.04
Dividend payout ratio (%)	31.7	37.8	39.4	20.5
Dividends per share (yen)	28	28	30	40

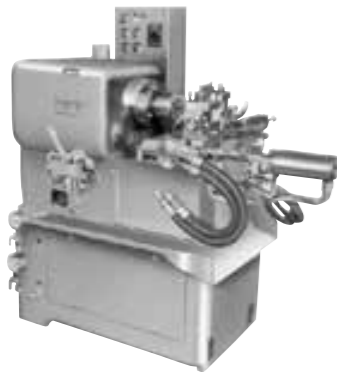
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	124,254	146,815	150,021	163,473	142,429	116,209	123,888
	129,104	140,967	136,161	148,128	153,326	127,059	127,387
	15,359	14,779	13,654	16,244	15,384	15,173	13,465
	113,744	126,188	122,506	131,884	137,942	111,886	113,921
	23,106	19,571	21,904	28,472	27,108	13,421	13,781
	23,454	20,119	23,224	29,943	29,016	15,010	15,328
	16,855	14,963	17,167	21,188	20,454	10,438	10,906
	11,223	8,641	7,856	11,442	10,242	14,291	14,801
	6,066	6,825	7,273	8,045	8,605	8,433	9,073
	7,993	8,803	9,009	8,107	8,611	8,228	7,727
	4,186	22,560	30,870	15,720	12,994	30,187	23,413
	-28,458	-5,100	-10,471	-11,598	-5,779	-12,366	-11,418
	-4,111	-3,993	-4,577	-6,513	-7,951	-17,148	-16,195
	30,852	43,907	60,388	59,538	59,982	62,466	58,005
	194,366	198,504	224,671	243,310	254,167	250,937	244,289
	161,624	167,939	194,556	208,782	225,104	228,278	218,682
	88.1	89.5	90.0	89.0	90.0	88.1	89.4
	17.9	13.9	16.1	19.2	17.7	10.6	10.8
	13.1	10.6	12.6	14.3	13.3	8.2	8.6
	12.4	10.2	11.0	12.8	11.7	5.9	6.2
	10.8	9.1	9.5	10.5	9.4	4.6	4.9
	83.1	84.4	86.5	85.8	88.5	90.9	89.5
	1,767.30	1,834.76	2,014.41	2,163.55	2,332.15	2,463.67	2,461.37
	184.52	163.81	184.26	219.70	212.05	110.59	119.64
	27.1	30.5	27.1	31.9	37.7	72.3	66.9
	50	50	50	70	80	80	80

Company History Blue characters show the history of products

1959 Founded Fuji Machine Mfg. Co., Ltd.



Single Function Hydraulic Machine - FS



1963 Established branch office in Chicago, U.S.

1964 Stock listed on Second Section of Nagoya Stock Exchange

1971 First automated assembly machine

1978 Board assembly machine - BA



1985 First in the industry, high-speed chip placer with vision recognition - CP-II

1991 Established subsidiary in Germany: Fuji Machine Manufacturing (Europe) GmbH



1994 Ultra high-speed chip placer - CP-6



1995 Established subsidiary in Brazil: Fuji do Brasil Maquinas Industriais Ltda.



2001 Established subsidiary in Singapore: FUJI MACHINE ASIA PTE. LTD.

Opened a branch office in China

2003 Fuji Scalable Placement Platform - NXT



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

2014 NXT III won the Japanese METI Minister's Award in the 6th Robot Awards



2016 Opened THANK, a facility complex



Smart locker system - Quist

Mobility Support Robot - Hug

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



Formalized Fasford Technology Co., Ltd. as a subsidiary

The development of Fuji's SMT pick and place machines was awarded with the 50th Ichimura Prize in Industry for Excellent Achievement

2019 Established subsidiary in India: FUJI INDIA CORPORATION PRIVATE LIMITED
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
FUJI Smart Factory Platform - NXTR A model

2023 Fuji Flexible Placement Platform - AIMEXR



2024 Completed new factory building at Okazaki Plant
Multi Task CNC Lathe - ACUFLEX

Corporate Profile (as of March 31, 2025)

Name	FUJI CORPORATION
Headquarters	19 Chausuyama, Yamamachi, Chiryu, Aichi, Japan
Established	April 1959
Capital	5,878 million yen
Listed markets	Prime Market of the Tokyo Stock Exchange (Securities Code: 6134) Premier Market of the Nagoya Stock Exchange (Securities Code: 6134)
Main business	Manufacturing and sales of SMT pick and place machines and machine tools
Number of employees	Consolidated: 2,976 Non-consolidated: 1,765

Consolidated Subsidiaries

Company	Location	Established
ADTEK FUJI Co., Ltd.	Aichi, Japan	April 1977
EDEC LINSEY SYSTEM Co., Ltd.	Aichi, Japan	November 1992
Fasford Technology Co., Ltd.	Yamanashi, Japan	March 2015
FUJI LINEAR CORPORATION	Aichi, Japan	February 2020
Fuji America Corporation	U.S.	April 1970
Fuji Machine America Corporation	U.S.	November 1994
FUJI EUROPE CORPORATION GmbH	Germany	November 1991
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



See the IR website here below.

<https://www.fuji.co.jp/en/ir/>



See the sustainability website here below.

<https://www.fuji.co.jp/en/sustainability/>



Disclosure Policy

Information disclosure standards

We appropriately manage and disclose corporate information subject to disclosure in accordance with the Companies Act, the Financial Instruments and Exchange Act, and other related laws and regulations, as well as the Timely Disclosure Rules set by the Tokyo Stock Exchange. We disclose all information required by applicable laws and regulations, as well as the Timely Disclosure Rules, including both statutory and timely disclosure information, without omission. In addition, we proactively disclose and provide as much relevant information as possible — whether financial or non-financial — that may not be subject to specific laws, regulations, or rules but could have a material impact on our business performance or corporate value, or that may help deepen stakeholders' understanding of Fuji. In disclosing information, we ensure the accuracy of the contents, while also considering understandability and usefulness.

Information disclosure methods

Information required to be disclosed under the Financial Instruments and Exchange Act and the Companies Act is appropriately released through the Electronic Disclosure for Investors' NETWORK (EDINET) provided by the Financial Services Agency and the Timely Disclosure network (TDnet) from the Tokyo Stock Exchange. Following timely disclosure to the Tokyo Stock Exchange, we promptly make the same information available on our website to ensure wide dissemination. In addition, even for voluntary disclosures not subject to the Timely Disclosure Rules, we strive to disclose information that is deemed to have a material impact on investment decisions or that may be useful in understanding Fuji. Such information is shared fairly and promptly on our website, in alignment with the spirit of the Fair Disclosure Rules.

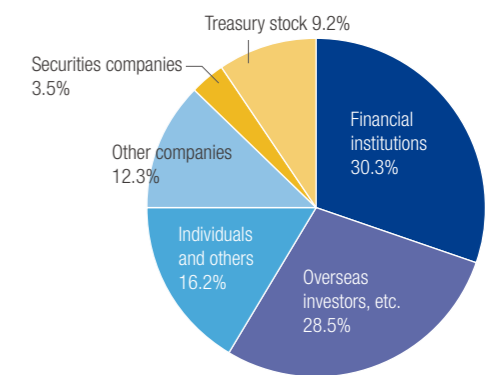
Summary of Shares (as of March 31, 2025)

Authorized shares	390,000,000 shares
Issued shares	97,823,748 shares (Includes 9,026,846 shares of treasury stock)
Number of shareholders	11,714

Major shareholders (top 10)

	Shares held (Thousands)	(%)
The Master Trust Bank of Japan, Ltd. (Trust account)	13,708	15.43
Custody Bank of Japan, Ltd. (Trust account)	5,296	5.96
STATE STREET BANK AND TRUST COMPANY 505001	4,861	5.47
Fuji supplier stock ownership	3,198	3.60
Daido Life Insurance Company	2,506	2.82
MUFG Bank, Ltd.	2,288	2.57
STATE STREET BANK AND TRUST COMPANY 505103	1,850	2.08
The Bank of Nagoya, Ltd.	1,554	1.75
BNYM AS AGT/CLTS NON TREATY JASDEC	1,259	1.41
JPMorgan Securities Japan Co., Ltd.	1,223	1.37

Shareholders by type



Forward-looking statements

Plans, forecasts, business performance projections, and other forward-looking statements disclosed by Fuji represent judgments based on information available at the time of disclosure. They are not guarantees or promises of future performance or the realization of business plans. It should be noted that these forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from those projected at the time of disclosure.

Quiet period

To prevent leaks of financial information and ensure fairness in disclosure, we designate the period from the last day of each quarter until the announcement of the relevant financial results as a quiet period. During this time, we refrain from answering questions or providing comments regarding financial results and performance. However, even during the quiet period, if a material fact arises — such as the prospect of a significant deviation from previously announced earnings forecasts — we will promptly disclose the necessary information in accordance with the Timely Disclosure Rules.