



INTEGRATED REPORT 2026

FUJI CORPORATION

Advancing Manufacturing Worldwide for Future Prosperity

Since its founding, Fuji has supported the development of a broad range of industries, including electronics, semiconductors, artificial intelligence (AI), and automotive-related fields, driven by the precision technologies it has cultivated and its “innovative spirit” of continuously taking on challenges.

Throughout this period, technological advances have brought major changes to people’s lives and the way industries operate, and this trend is expected to continue.

We view these changes in society and industry as opportunities to create new value, and through further advances in SMT technologies, automation technology, and robotics, we will work with our customers to pioneer the next generation of manufacturing.

By contributing to the development of industrial infrastructure around the world, we aim to help realize a safe, secure, and sustainable society and enriched lives for people beyond it.

Corporate Ideologies

Purpose

Enriching the lives of those in
the world around us

Corporate message

innovative spirit

Our values

PRECISION IN *ACTION*

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Editorial Policy

This report is intended to help shareholders, customers, business partners, employees, local communities, and other stakeholders better understand the Group's management strategy and financial and non-financial information, and to serve as a tool for dialogue with them.

In this FY2026 report, we placed emphasis on presenting Fuji's path toward enhancing corporate value over the medium to long term. The Message From Top Management explains the direction of management in creating the next areas of growth, while the CFO Message provides details of our financial capital strategy, including the cost of capital, capital efficiency, cash allocation, and shareholder returns. The growth strategy section of the report presents Fuji's competitive advantages, including the technological capabilities that support high-speed, high-accuracy placement and automation, product development capabilities, and our global sales and service structure. We have also expanded disclosure on the environment, human capital, the supply chain, and governance.

Fuji will continue working to solve societal issues through its business activities and enhance its corporate value by expanding information disclosure and deepening dialogue with its stakeholders.

Scope of Reporting

The activities of Fuji Corporation and its 18 group companies. Some of the contents for Fuji Corporation are presented on a non-consolidated basis.

Period Covered

FY2026 (April 1, 2025 to March 31, 2026)
Includes some information for FY2027.

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.

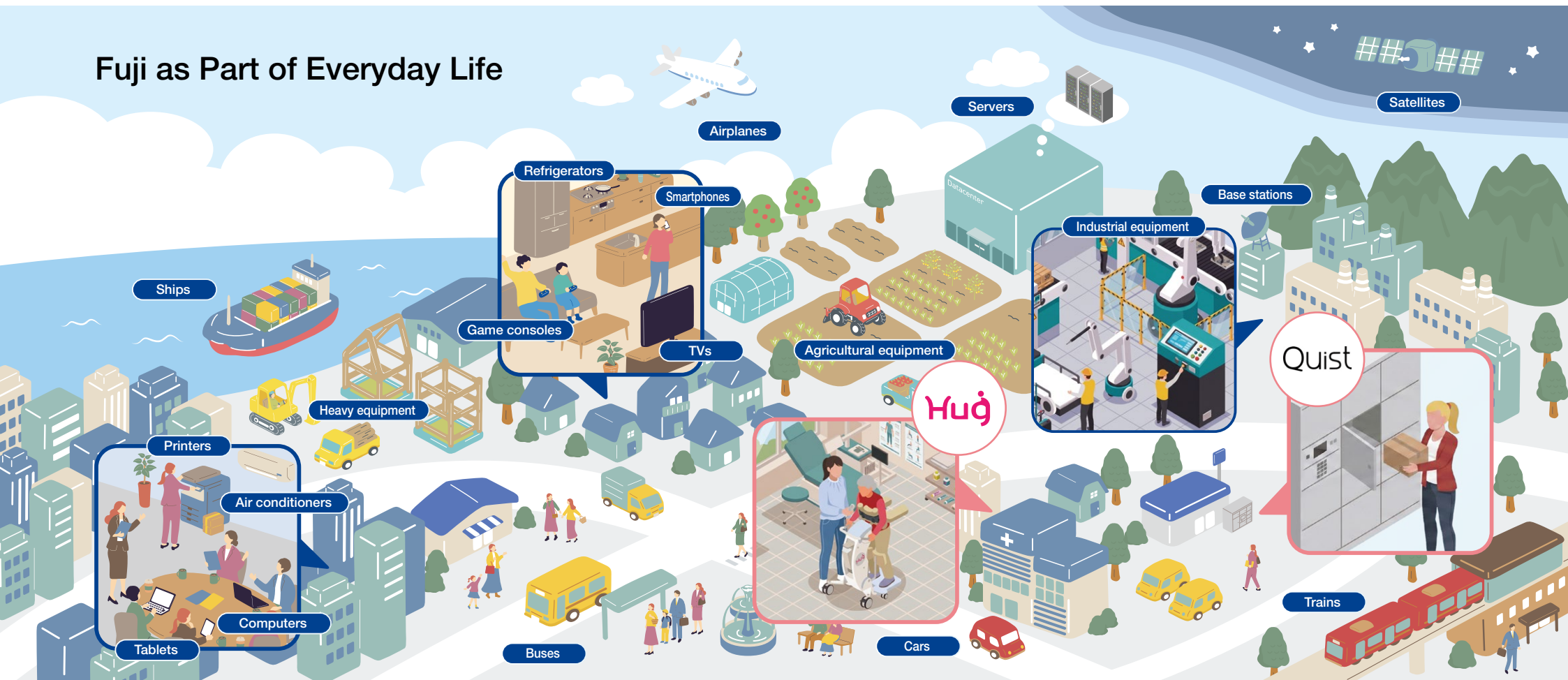
The forecasts and forward-looking statements contained in this report are based on information available to Fuji at the time this report was prepared and involve potential risks and uncertainties. Accordingly, actual results may differ materially from those discussed or implied in the forward-looking 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 2.0



Fuji as Part of Everyday Life



Business sectors

SMT mounters

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



NXTR

Semiconductor equipment

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

DB series



FASFORD TECHNOLOGY

Machine tools

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

Front facing twin spindle lathe



CS SERIES

Lifestyle support

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

Mobility support robot



Huq

Smart locker system



Quist

 Fuji Group products

 Made with Fuji Group products

Fuji as Part of Everyday Life

Supporting industry

Manufacturing



Electronic circuit boards and semiconductors are essential to a wide range of products that support our daily lives and industries, including smartphones, automobiles, and AI servers. Fuji supports the production of these products through its SMT pick and place machines and semiconductor manufacturing equipment. With high-precision, high-speed production technologies, we contribute to improving customers' productivity and quality and support the advancement of manufacturing worldwide.

Supporting daily living

Lifestyle



We are expanding the robotics and automation technologies cultivated through manufacturing into fields that support people's lives. We provide new solutions to societal issues such as labor shortages and the aging population, including improving logistics efficiency with smart locker systems and reducing the burden on caregiving and medical workplaces with mobility support robots.

Creating the next generation

Future



Based on technologies Fuji has cultivated, including robotics, automation, and vision recognition, we continue to take on challenges in new fields. By expanding the potential of our technologies while responding to changes in society and industry, we aim to contribute to social progress and Fuji's sustainable growth through the creation of new value that leads to next-generation manufacturing and lifestyles.

Fuji by the Numbers

World-class Share in the SMT Pick and Place Machines Market

Fuji Corporation is a leading manufacturer of SMT pick and place machines, which are essential to the advancement of electronic equipment worldwide.

Company and people



Year founded

1959

Employees
(Consolidated)

3,132

(As of March 31, 2026)

Employees without
Japanese citizenship

24.4%

(As of March 31, 2026)

Earnings and finance



Net sales

180.6 billion yen
(FY2026)

Operating profit ratio

16.2%
(FY2026)

Equity ratio

83.5%
(As of March 31, 2026)

Global indicators



Overseas sales

90% or higher
(FY2026)Sales and
service network100+
locations
worldwide

Product presence

70+
countries

Technology and development

Patent registrations in
Japan and overseas7,000
or more

(As of March 31, 2026)



R&D expenses

8.5 billion yen
(FY2026)Product
development supportFundamental
technology
development x
Open innovation

Fuji's Journey — Turning Changes in Society and Industry into Growth —

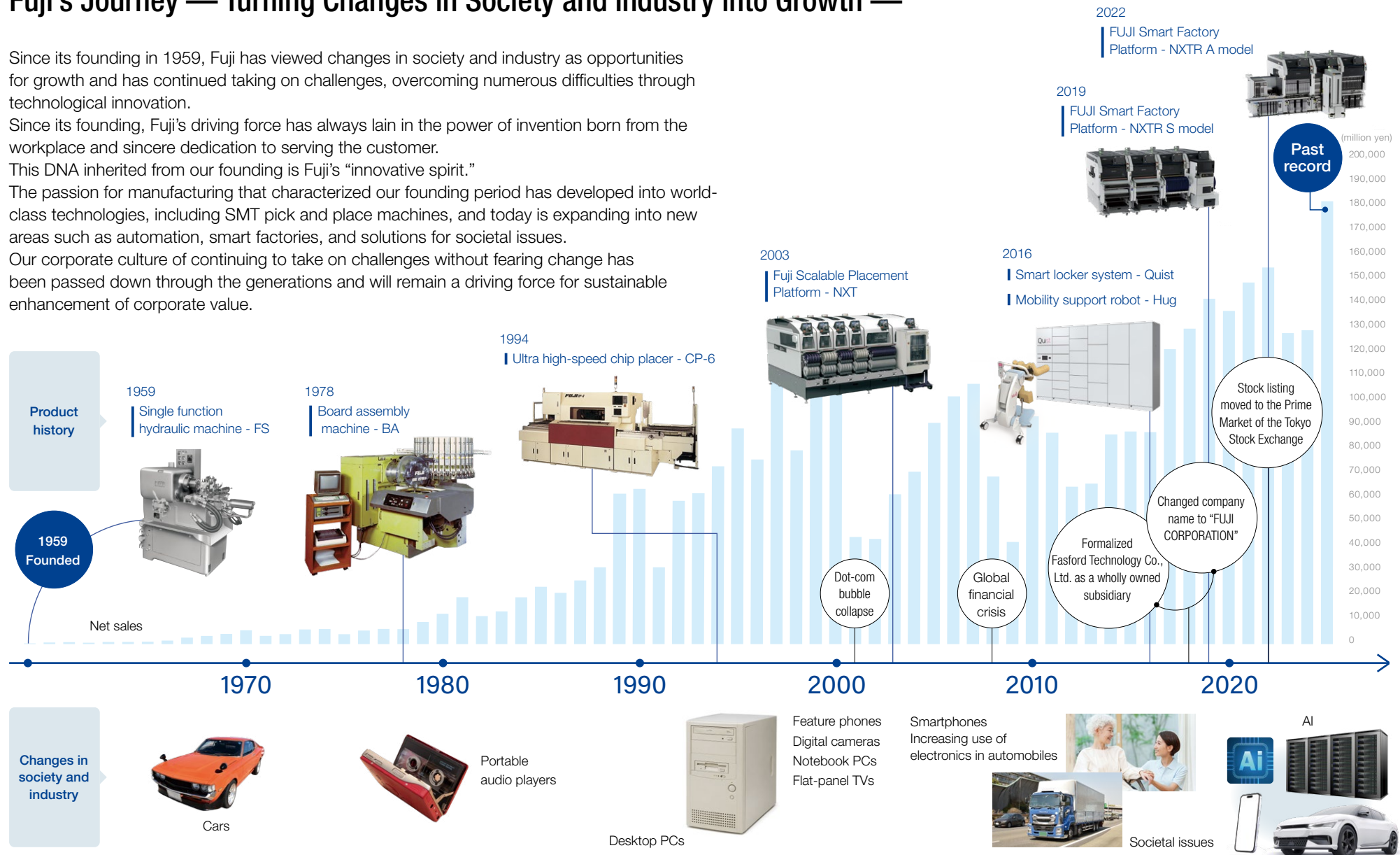
Since its founding in 1959, Fuji has viewed changes in society and industry as opportunities for growth and has continued taking on challenges, overcoming numerous difficulties through technological innovation.

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.

This DNA inherited from our founding is Fuji's "innovative spirit."

The passion for manufacturing that characterized our founding period has developed into world-class technologies, including SMT pick and place machines, and today is expanding into new areas such as automation, smart factories, and solutions for societal issues.

Our corporate culture of continuing to take on challenges without fearing change has been passed down through the generations and will remain a driving force for sustainable enhancement of corporate value.



Multidimensional Growth into New Markets Centered on Individual Growth

Joji Isozumi President and CEO

Looking back on the three years since I became President in 2023, the pace of change in our operating environment has accelerated further, with a succession of events that have had a major impact on the global economy and industrial structure, including recovery from the global pandemic, the emergence of geopolitical risks, and the explosive spread of generative AI. In this environment, responding to sudden changes is an important role for management. At the same time, it is also important to create businesses with the potential to make major advances over the medium to long term, and we place importance on a multidimensional perspective to identify what changes will occur in which markets.

CEO MESSAGE

MESSAGE FROM TOP MANAGEMENT

A management vision that draws out employees' potential

In FY2026, orders, net sales, operating profit, and ordinary profit all reached record highs. Net sales were 180.6 billion yen and operating profit was 29.2 billion yen, enabling us to achieve the Mid-term Business Plan target of 180 billion yen in net sales for FY2027 one year ahead of schedule. When we set out to achieve the FY2036 net sales target of 300 billion yen under our long-term vision, FUJI 2035, there were initially some doubts within the company about whether it was achievable. However, through the challenges and efforts of each and every employee, we were able to clear the first hurdle. This made me realize once again the tremendous potential of each person working at Fuji. To draw out that potential to the fullest, I, as the head of management, must first continue to set ambitious visions without placing limits on myself. I believe that is my role as a corporate executive and the guiding principle for continuously enhancing corporate value.

However, no matter how ambitious the vision or goals set by top management may be, simply communicating them one-sidedly will not move the front line. Turning a vision into tangible results requires strong organizational momentum. Through my experience to date, I have come to realize that, whether an initiative takes a top-down or bottom-up approach, projects move extremely efficiently and smoothly toward success when everyone from management to front-line personnel shares a common focus on where we are headed and strong consensus has been built. Simply having top management decide on that direction is not enough to bring out

FY2026 Results by Business

(million yen)

	Robotic Solutions	Machine Tools	Other	Total
Net sales	168,737	9,705	2,199	180,642
Operating profit	33,623	-107	85	29,282

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

the true capabilities of the front line. When the entire team heads in the same direction and our vectors align, momentum is generated within our organization at a level beyond what we can imagine.

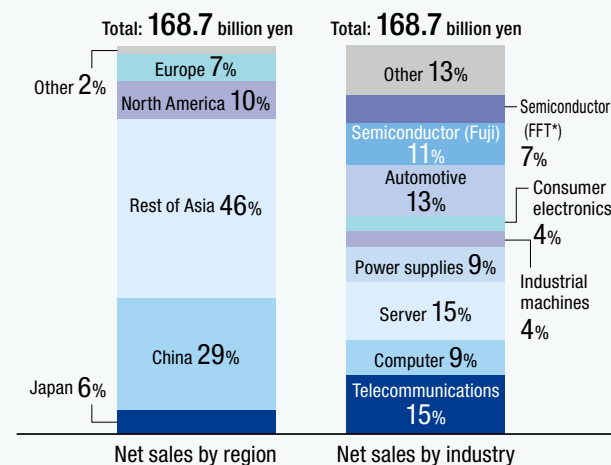
A multidimensional strategy that turns every change into a business opportunity

Our growth to date has been supported in part by our technological advantages in the mobile device market, particularly the smartphone market. Until relatively recently, our business structure was straightforward: specific industries, such as the smartphone industry, and specific regions, such as China, accounted for a large proportion of sales. When those markets grew, our business performance expanded as well. However, given the rapid pace of change in technology trends and geopolitical risks, we cannot expect sustainable growth if we remain dependent on specific

industries or regions. We therefore set our sights on building a structure that enables us to win regardless of which industries or regions grow. This structure shifts us away from relying on specific markets and towards a multidimensional strategy of pursuing opportunities looking at markets on all fronts. Today, our sales mix is diversified not only across China but also Asia, North America, Europe, and other regions, while our industry mix has evolved into a highly balanced portfolio spanning communications, servers, automotive, and more.

Our former flagship model, the NXT III, has demonstrated strong competitiveness as a product optimized for the smartphone market. However, to move away from dependence on specific markets and build a structure capable of competing in every market, we needed to fundamentally rethink our approach to product development. The result was the NXTR. The NXTR is not simply a successor to the NXT III. In addition to accommodating PCBs of different sizes, from large boards for servers

FY2026 Robotic Solutions Business Net Sales



* FFT: Fasford Technology



MESSAGE FROM TOP MANAGEMENT

to small boards for smartphones, the NXTR adopts a design concept that combines a common platform with a wide range of options so that it can also address semiconductor-related fields with differing functional requirements. As a result, it has evolved into a product that can demonstrate competitiveness in every market. Underlying this is our overwhelming technological strength, which enables us to develop all core technologies, such as motors and vision processing, in-house.

Another factor supporting this strategy has been our thorough commitment to a hands-on, front-line approach. In the past, market trends

and customer needs were sometimes conveyed to engineers only after passing through distributors and sales personnel. Today, however, we strongly encourage engineers themselves to proactively visit customers in Japan and overseas. Engineers at the forefront of development visit customer sites to directly observe how machines are used, for what products, and where the challenges lie. Essential insights and discoveries that can only be gained from first-hand information lead to the next business opportunities. This has created a sense of unity in which everyone, from engineers to sales personnel, can discuss solutions to customers' issues from the same perspective.

At present, demand related to data centers is increasing explosively alongside the rapid spread of generative AI. The NXTR, which we have steadily developed under our multidimensional strategy, is now hitting the market's sweet spot and strongly driving our performance. We view this not as a fortuitous tailwind, but as the result of having anticipated coming changes and having prepared to respond no matter which market took off.

Providing added value to customers and laying the groundwork for the future

One of our strengths highly valued by investors is our high profitability. Our operating profit ratio reached 16.2% in FY2026, and we forecast it to exceed 20% in FY2027. At the same time, price negotiations with customers in our sales activities are extremely competitive, and high functionality alone is not enough to win customers' acceptance. It is essential that our products deliver returns to customers that exceed their investment. We believe we are able to maintain high profitability because, while continuing relentless cost-reduction efforts, the products and solutions we provide offer unique, one-of-a-kind value.

The semiconductor field is one of the key markets that will drive our future growth, and we continue to invest with a view to the future. In FY2026, taking into account the performance of our group company



SMT pick and place machine NXTR

Fasford Technology Co., Ltd. over the past two years and the volatility of the semiconductor market, among other factors, we recorded an impairment loss of 9.6 billion yen on goodwill and other related assets. However, current market conditions are steadily recovering, and our view that the semiconductor market will grow over the medium to long term remains unchanged.

We are pursuing initiatives in this growth market along two axes. In the die bonder field in which Fasford Technology operates, we are developing hybrid bonders with next-generation semiconductor packaging in mind and, while also making use of open innovation, aiming to start customer evaluations from FY2028 onward. Meanwhile, in the mounter field, we are strengthening our product lineup under our multidimensional strategy so that we can respond to growing semiconductor-related demand, including demand for module components and system-in-package (SiP) components.



MESSAGE FROM TOP MANAGEMENT



Fasford Technology Co., Ltd.

The next innovations born from speed and failure

In the technology industry, companies that fail to continue innovating will be swallowed up by waves of price competition. And the source of that innovation is unquestionably people. We believe the company is energized when people from across the organization are free to take on challenges, demonstrating exceptional passion, creativity, and capabilities. For that reason, we are also making bold changes to our approach to personnel evaluation. When taking on something new, rather than demanding a perfect score from the outset, we place importance on speed and on what was learned through action, including from failures. Rather than becoming overly cautious for fear of failure, we want employees to repeatedly “fail small and fail early” and to learn lessons from those experiences. Truly innovative ideas will not emerge simply by listening to needs that are already visible in the market. Even initiatives that at first glance appear unlikely to produce results may contain promising elements that could lead to the

next stage of growth. We value an environment that does not overlook such seeds and patiently nurtures them.

Another factor supporting our fast-paced business operations is in-house digital transformation (DX). We have engineers dedicated to artificial intelligence (AI) in-house and are successively implementing proprietary AI functions ourselves. By developing with our own resources without excessive reliance on external parties, we can continue providing solutions at exceptional speed across the entire organization, from sales and development to service operations.

We also value flexible thinking in our efforts to achieve inorganic growth through collaboration with external partners. By leveraging our sales and service network spanning more than 70 countries and our high market share, in other words, our access to customers, we can create substantial business value when partnering with startups that possess outstanding technologies. In Silicon Valley and elsewhere, rather than searching for specific technology that we want, we take a different approach of assessing how a startup’s technology can connect with our business, efficiently and dynamically continuing to sow the seeds of our next growth.

“PRECISION IN ACTION” — Guiding principles supporting the improvement of our business foundations

One of the basic policies of the Mid-term Business Plan is to “Improve business foundations based on ESG,” and we are seeing every day how environmental considerations and the establishment of a governance framework directly contribute to a more resilient supply chain and greater business stability. Fortifying our ESG foundation is an essential safeguard for maintaining business sustainability as external conditions grow increasingly volatile. Our management team engages in open, flat discussions and makes decisions quickly. A culture has taken root in which the best answer can be reached as a team by engaging in open dialogue.

A particularly important point is to thoroughly eliminate ambiguity from day-to-day operations. To ensure that every employee shares this value, we established “PRECISION IN ACTION” as a shared commitment across the company. In any line of work, you cannot draw valid lessons if uncertainty remains in the process. Consistently taking precise action eliminates uncertainty. Even an action as small as a final check to confirm that a screw has been tightened reduces losses across the organization. This approach raises the quality of day-to-day work in manufacturing, development, service, and other operations, leading to more efficient value creation. We believe it is precisely the accumulation of these efforts that ultimately supports high capital efficiency and the building of a resilient financial structure.

Becoming a company where each individual can grow to their fullest potential

We aim to create a vibrant organization that continually generates new technologies and unprecedented services from within. Corporate growth and enhanced corporate value are always underpinned by the growth of each individual employee. What I value above all as a leader of the company is the fact that the company remains to be a space where individuals can grow.

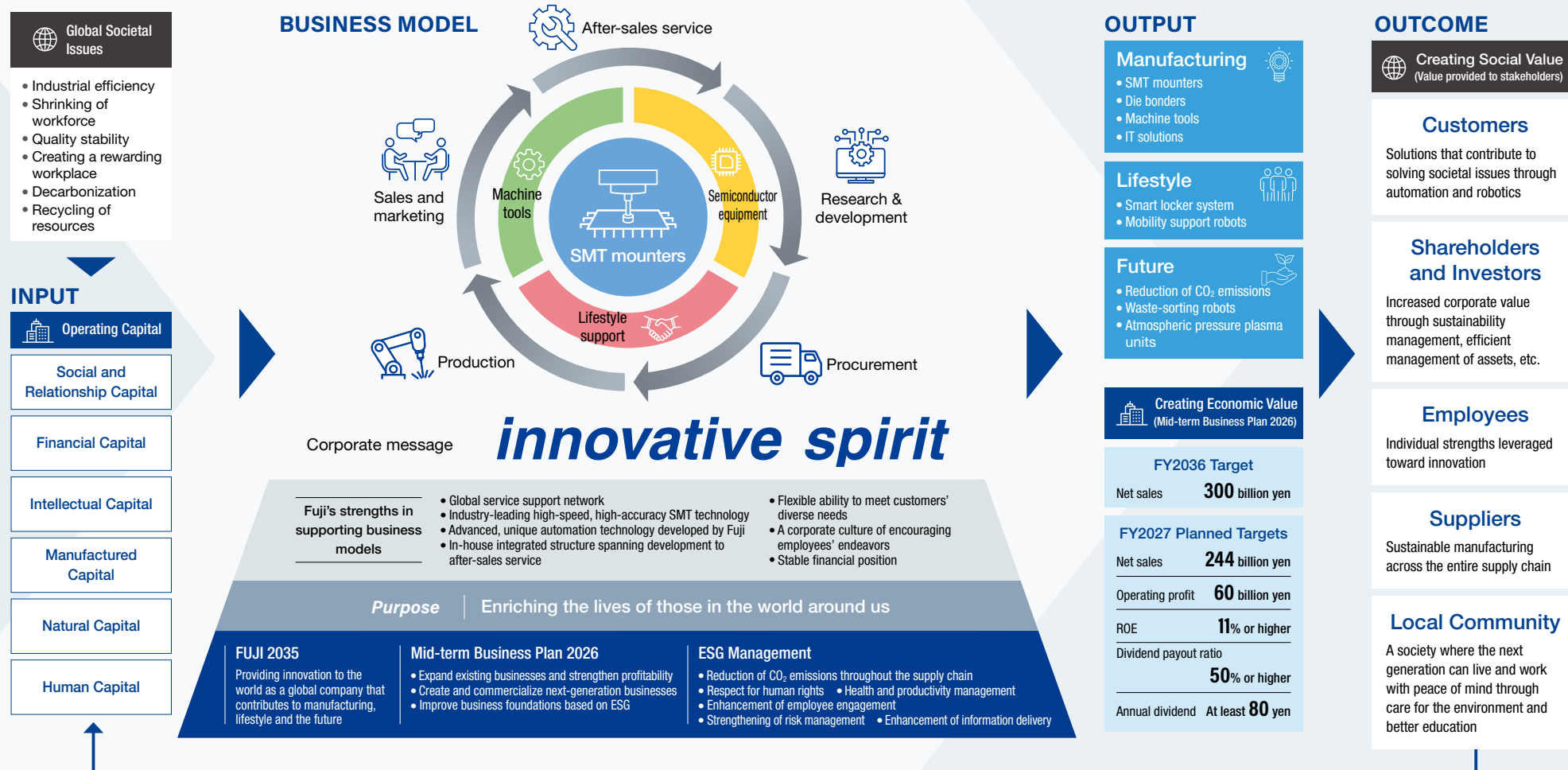
Rather than resting on past successes, we will pursue ambitious visions without placing limits on ourselves. With every employee united in embodying “PRECISION IN ACTION,” we will further evolve the multidimensional strategy we have cultivated and pioneer untapped markets with our own hands.

In FY2027, the final year of the Mid-term Business Plan, we aim to reach unprecedented heights of 244 billion yen in net sales and 60 billion yen in operating profit. We ask our investors for their continued support and look forward to their expectations for Fuji as we boldly take on the next stage of growth while maintaining high profitability.

Fuji's Value Creation

By shifting the core of our business from machine tools to robots, and while creating a wide range of innovations, we are creating a future in which everyone can live enriched lives. To this end, Fuji's Value Creation Process represents a roadmap to success by connecting societal issues, prospective new business, and corporate ideologies. While what awaits us in the future is largely unknown, 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.

Our ideal
Provide innovation to the world to enrich the lives of those in the world around us



Six Capitals Supporting Value Creation

Fuji positions six forms of capital as its management foundation in pursuit of its Purpose: Enriching the lives of those in the world around us.

By strengthening these forms of capital while contributing to Manufacturing, Lifestyle, and the Future, we aim to sustainably enhance corporate value.

Operating Capital

(As of March 31, 2026)

		Description of Each Capital	Initiatives to Strengthen Capital
Social and Relationship Capital	18 consolidated subsidiaries Across 13 countries Global service locations: 100+ Product presence: 70+ countries	Relationships of trust with customers, business partners, and local communities form the foundation of our business. Through our worldwide sales and service structure and collaboration across the supply chain, we create customer value and achieve sustainable growth.	<ul style="list-style-type: none"> • Strengthening the global sales and service network • Strengthening customer relationships through Voice of Customer (VoC) activities • Strengthening business continuity planning (BCP) across the supply chain and improving quality stability
Financial Capital	Total assets: 278.3 billion yen Shareholders' equity: 232.3 billion yen Equity ratio: 83.5%	While maintaining a sound financial foundation, we promote both growth investment and shareholder returns. By managing finances with an emphasis on capital efficiency, we support optimization of the business portfolio and sustainable enhancement of corporate value.	<ul style="list-style-type: none"> • Expanding sales and strengthening profitability through the multidimensional strategy • Improving capital efficiency toward an ROE of 11% or higher • Balancing growth investment and shareholder returns • Flexible share repurchases
Intellectual Capital	Patent registrations: 7,239 R&D expenses: 8.5 billion yen	Our in-house core technologies, including motors, servo technology, and vision processing, together with our intellectual property, are sources of competitive advantage. By linking technology development with intellectual property strategy and making use of external collaboration, we will rapidly advance existing businesses and create next-generation products.	<ul style="list-style-type: none"> • Development of market-competitive products and services • Optimizing our intellectual property portfolio and promoting the securing of rights • Establishing invention reward programs, innovation training, idea-generation platforms, and other mechanisms
Manufactured Capital	Manufacturing sites: 7 companies Capital expenditure: 11.5 billion yen	We have established a manufacturing foundation that achieves both high quality and high productivity. By promoting automation and labor-saving measures, we aim to build a production structure that can flexibly respond to fluctuations in demand while also improving manufacturing quality.	<ul style="list-style-type: none"> • Standardization and leveling of production through NXTR line production utilizing the new building at Okazaki Plant • Promoting automation and labor saving through coordination between people and robots • Enhancing visualization and traceability through the use of manufacturing execution systems
Natural Capital	CO ₂ emissions: (non-consolidated) 507,615 t-CO ₂ Approx. 36% of electricity used at Fuji headquarters and Fuji Group production sites comes from renewable energy sources.	We work to reduce environmental impact from both our business activities and products for achieving carbon neutrality, thereby contributing to a sustainable society.	<ul style="list-style-type: none"> • Development and expansion of eco-friendly products and environmental contribution products • Reducing CO₂ emissions throughout the value chain • Using renewable energy
Human Capital	Employees: Consolidated 3,132 Non-consolidated 1,771 Digital talent (non-consolidated): 108	People with diverse expertise and a corporate culture that encourages challenges are driving forces for innovation. Through talent development, appropriate placement of people, and enhancement of employee engagement, we are building an organization that supports business growth.	<ul style="list-style-type: none"> • Strengthening human resource management • Promoting digital talent development, Sokaijuku, and multi-skilling • Promoting health and productivity management, diversity and inclusion • Enhancing recruitment methods and promoting workforce mobility

Fuji's Materialities

Basic approach

Even in an ever-changing macro environment in which it is difficult to predict the future, we will continue to take on the challenge of fulfilling our Purpose: Enriching the lives of those in the world around us. In FY2024, with the aim of contributing to a sustainable society, we identified six societal issues to address and, based on their relevance to our business domains, defined our materialities under three categories: Manufacturing, Lifestyle, and the Future.

Manufacturing



- Contributing to solving societal issues through business as a manufacturing company

Relevant Societal Issues

- Industrial efficiency
- Quality stability

Lifestyle



- Expanding access to an enriched society

Relevant Societal Issues

- Shrinking of workforce
- Creating a rewarding workplace

Future



- Contributing to a carbon neutral society
- Fostering innovative talent

Relevant Societal Issues

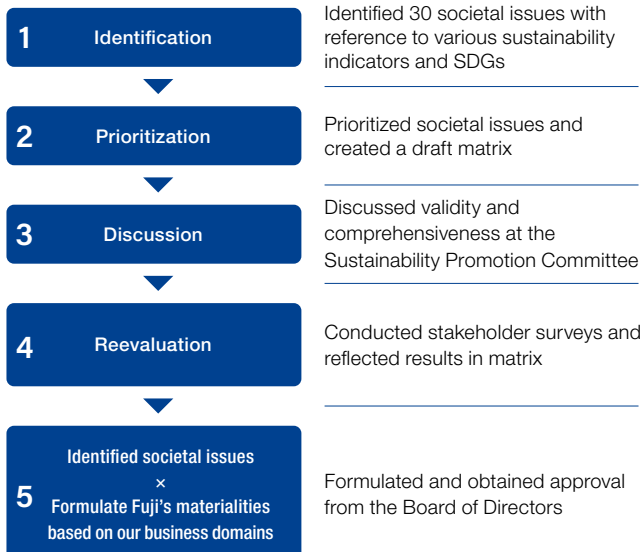
- Creating a rewarding workplace
- Decarbonization
- Recycling of resources

Identifying Fuji's materialities

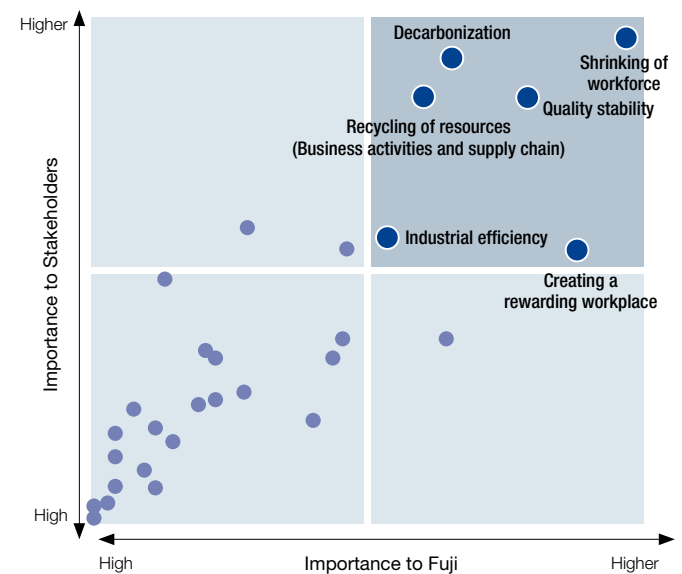
In identifying our materialities, we referred to sustainability indicators from various evaluation organizations, including the Sustainability Accounting Standards Board (SASB), based in the U.S., and Global Reporting Initiative (GRI), and also referred to the Sustainable Development Goals (SDGs), identifying 30 societal issues that are attracting attention or are regarded as important. We organized and evaluated the identified societal issues and prioritized them based on their importance to stakeholders and to Fuji, creating the Societal Issues Matrix.

Based on the identified societal issues and our business domains, we formulated Fuji's materialities and themes, which were reported to and approved by the Board of Directors.

By advancing specific initiatives derived from these materialities and themes, we will contribute to solving societal issues.



Societal Issues Matrix



Fuji's Materialities

Materialities Category	Societal Issues	Risks and Opportunities	Theme	Products, Services, and Initiatives	Relevant SDGs
 Manufacturing Contributing to solving societal issues through business as a manufacturing company	Industrial efficiency	Risk Obsolescence of existing business models associated with the advance of new technologies Deterioration of profitability due to declining labor productivity Loss of market competitiveness due to inability to meet customers' automation needs Increase in development costs due to intensification of competition in product development Risk of business suspension and reduced productivity due to cyberattacks and system failures Opening of new markets through the provision of innovative solutions Opportunity Dramatic enhancement of productivity through the use of DX and AI New business development through business portfolio review	● Automation and labor saving ● Low waste manufacturing	● SMT pick and place machines (mounters) ● Semiconductor manufacturing equipment (die bonders) ● Machine tools ● Smart factory expansion ● Business portfolio restructuring	   
 Lifestyle Expanding access to an enriched society	Shrinking of workforce	Risk Increased labor costs due to intensification of recruitment competition Delays in delivery and loss of customer trust due to manpower shortages Decline in quality of services provided to customers due to reduced productivity Increased demand due to growing needs for automation and labor saving Opportunity Introduction of remote work, in-house side job system, and other support for flexible work styles Securing of a diverse workforce not limited by gender or nationality	● Manpower shortage ● Last mile problem ● Aging population	● Smart locker system ● Mobility support robots ● Raising the percentage of women in leadership positions and employees without Japanese citizenship	      
 Future Contributing to a carbon neutral society Fostering innovative talent	Decarbonization	Risk Increased costs associated with the introduction of carbon taxes and strengthened emissions regulations Decline in investor interest due to lower ESG ratings Loss of trading opportunities due to delays in addressing Scope 3 Risk of suspension of business activities due to extreme weather Opportunity Cost reductions through the introduction of renewable energy and energy-saving technologies New business development through decarbonization-related products and services Enhancement of brand value and investors' recognition as an environmentally advanced company	● Addressing climate change ● Strengthening of risk management and governance	● Reduction of CO ₂ emissions throughout the value chain ● Strengthening of sustainability initiatives ● Strengthening of governance framework	     
	Recycling of resources	Risk Increase in raw material costs due to soaring commodity prices Risk of stricter regulations and penalties related to waste disposal Risk of deselection by customers with high environmental awareness Risk of suspension in product supply due to difficulties in obtaining components Increase in waste disposal costs Supply chain disruptions and logistics delays due to natural disasters and geopolitical risks Opportunity Cost optimization through the use of recycled raw materials and reused components Securing of competitive advantage through development of resource-efficient, eco-friendly products Expansion of business opportunities through environmentally beneficial products that contribute to various industries, such as recycling and waste processing	● Expanding the scope of products that contribute to the environment	● Supply chain management ● Waste-sorting robot ● Atmospheric pressure plasma unit	      

Mid-term Business Plan 2026 — Progress in Year Two

Mid-term Business Plan 2026: Basic Policies

1

Expand existing
businesses and
strengthen profitability

2

Create and
commercialize
next-generation businesses

3

Improve business
foundations based
on ESG

Second year results →

Final-year forecast

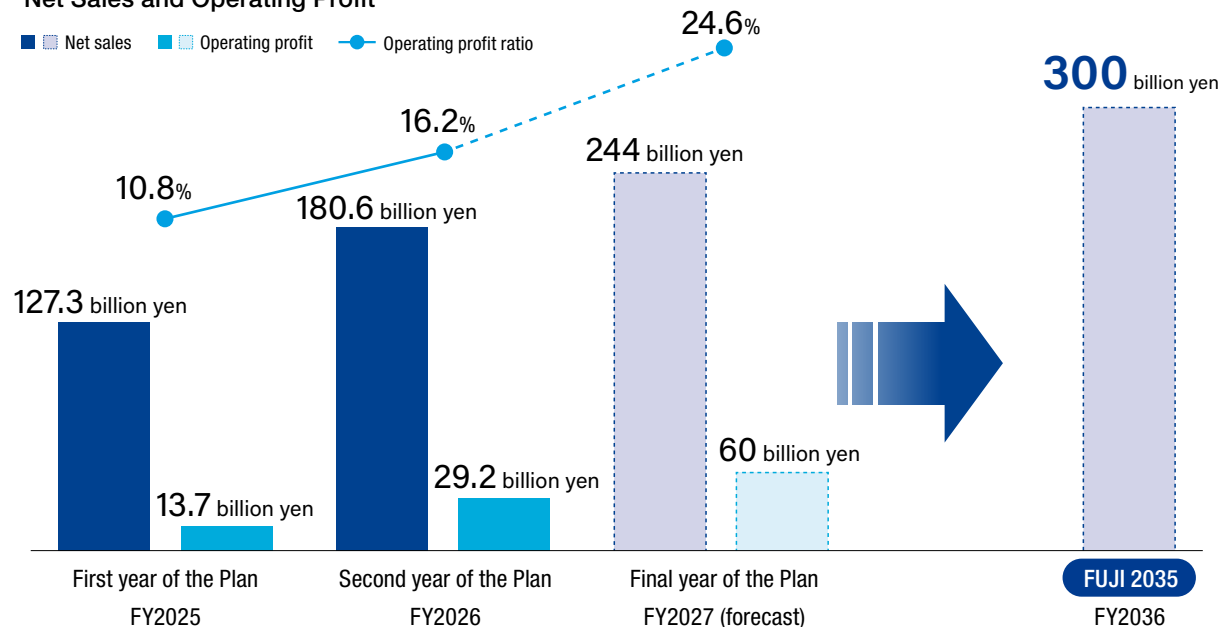
Net sales 180.6 billion yen → **244 billion yen**
Initial target: 180 billion yen

Operating profit 29.2 billion yen → **60 billion yen**
Initial target: 33 billion yen

Operating profit ratio 16.2% → **24.6%**

ROE 7.0% → **11% or higher**
Initial target: 10%

Net Sales and Operating Profit



Achieved the Mid-term Business Plan net sales target of 180 billion yen in year two

In our Mid-term Business Plan 2026, we have set forth three basic policies: Expand existing businesses and strengthen profitability, Create and commercialize next-generation businesses, and Improve business foundations based on ESG, and are advancing initiatives toward realizing our long-term vision, FUJI 2035. In FY2026, Robotic Solutions grew significantly against the backdrop of expanding demand related to AI servers and semiconductors. As a result of increased sales of the flagship NXTR model and strengthened production capacity following the start of operations at Okazaki Plant's new factory building, together with expansion of the die bonder business amid a market recovery, net

sales reached 180.6 billion yen. This enabled us to achieve the Mid-term Business Plan target of 180 billion yen in net sales for FY2027 one year ahead of schedule. ROE also improved to 7.0%, marking our steady progress in improving capital efficiency. Meanwhile, improving profitability remains an issue for Machine Tools due to the impact of the market environment. In addition, we are fostering next-generation businesses such as Quist and Hug and promoting ESG management, steadily advancing the evolution of our business portfolio and enhancement of corporate value.

Mid-term Business Plan 2026 — Overview of Priority Measures

Based on the basic policies of the Mid-term Business Plan 2026, we are working to accelerate growth in existing business, create new businesses, and strengthen our management foundation centered on ESG. By steadily executing these initiatives, we aim to achieve sustainable growth and enhance corporate value.

1 Expand existing businesses and strengthen profitability

For our current core businesses, which support the company, we will expand market share and reform the earnings structure.

SMT mounters

- Our core business accounting for the majority of our net sales
- Aim to expand market share in growth markets such as AI servers, automotive, and semiconductors
- Strengthen placement capabilities for AI servers and SIP applications
- Build a stable production structure capable of responding to fluctuations in demand
- Expand automation solutions through FUJI Smart Factory



Semiconductor manufacturing equipment (die bonders)

- Business expected to see future market expansion driven by AI demand and other factors
- In addition to maintaining share in the memory field, expand business domains into non-memory fields and hybrid bonding
- Launch high-precision die bonders



Machine tools

- Strength in turnkey solutions
- Strengthen highly profitable after-sales businesses, including maintenance, parts, service, and modification, to establish the business foundation and achieve sustainable earnings growth (return to profitability)



2 Create and commercialize next-generation businesses

Based on the materiality categories of Manufacturing, Lifestyle, and the Future, we will create and develop new business that solves societal issues.

Lifestyle support

- As a growth area responsible for market development and expansion, provide solutions using robotics and automation technologies to address issues at caregiving, medical, logistics, retail, and other sites
- Accelerate business growth by expanding installation sites and applications for services



Mobility support robot Hug



Smart locker system Quist

Create new business ventures that solve societal issues

- Promote the creation and commercialization of new solutions based on market needs
- Create new business themes through open innovation and collaboration inside and outside the company
- Create earnings opportunities by expanding into areas adjacent to existing business



Waste-sorting robot R-PLUS

3 Improve business foundations based on ESG

We will strengthen the management foundation that supports sustainable growth and achieve long-term enhancement of corporate value.



Environment

- Promote initiatives toward carbon neutrality throughout the value chain
- Implement environmental innovation based on life cycle assessment (LCA)



Social

- Promote the active participation of diverse talent
- Enhancement of employee engagement
- Develop and secure digital talent
- Establish new recruitment methods
- Promote health and productivity management



Governance

- Promote group management framework
- Review business portfolio
- Strengthen risk management
- Strengthening BCP in the supply chain
- Improve the results of the evaluation of the effectiveness of the Board of Directors
- Strengthen information security



IR and branding

- Enhance information disclosure and strengthen communication of corporate value
- Expand IR meetings and briefings for individual investors
- Strengthen the Fuji brand through media utilization

CFO MESSAGE

Aiming for Sustainable Enhancement of Corporate Value by Improving Profitability and Capital Efficiency

Junichi Kano

Board Member,
Executive Vice
President,
CFO & CHRO
General Manager,
Corporate Operations
Division



Overview of FY2026 results

Consolidated net sales rose 41.8% year on year to a record high of 180,642 million yen mainly due to a significant increase in equipment demand related to AI servers and semiconductors in Robotic Solutions.

Operating profit also reached a record high of 29,282 million yen while the operating profit ratio reached 16.2%, an improvement of 5.4 points year on year. These results reflected not only higher sales volume, but also greater absorption of fixed costs due to improved capacity utilization and an improvement in unit selling prices as the sales mix shifted toward the new NXTR.

Meanwhile, there was increased uncertainty over the earnings capacity originally anticipated at Fastord Technology Co., Ltd., which became a group company in August 2018, due to factors including significant fluctuations in the business environment and changes in the competitive environment. This led us to recognize an impairment loss* of 9,691 million yen on goodwill and other assets related to the company and record it as an extraordinary loss. As a result, profit attributable to owners of parent was 15,733 million yen, falling below the FY2026 target for the period.

* With respect to goodwill and intangible fixed assets arising from the acquisition of Fastord Technology Co., Ltd., we reviewed future cash flows in light of semiconductor market volatility and changes in the competitive environment. Based on a business plan using net sales and the marginal profit ratio as key assumptions, this review resulted in the recognition of an impairment loss of 9,691 million yen, comprising 7,135 million yen of goodwill and 2,556 million yen of intangible fixed assets arising from the acquisition.

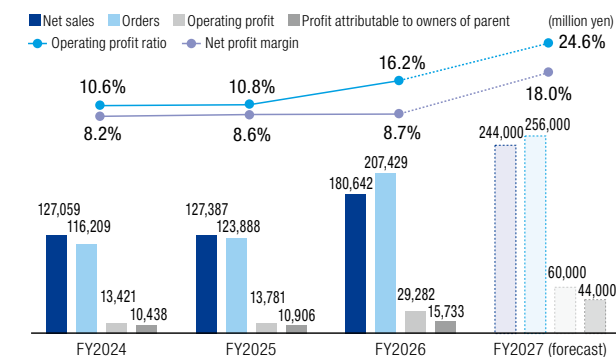
FY2027 earnings forecast

For FY2027, based on expectations that strong demand related to AI servers and semiconductors will continue from the previous fiscal year, we are targeting consolidated net sales of 244 billion yen, which would result in an increase of 63.357 billion yen year on year if achieved.

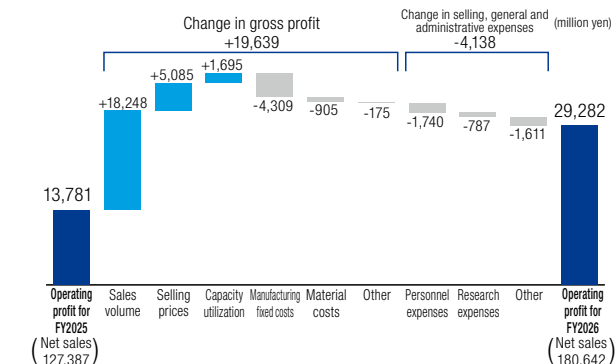
We also expect operating profit to reach 60 billion yen, an increase of 30.717 billion yen from the previous fiscal year. This outlook incorporates improved production efficiency from consolidating the previous parallel

production of the NXT III and NXTR into production of the NXTR alone from the current fiscal year, as well as improved profitability accompanying the recovery trend in the North American market. At the same time, we have factored in a certain level of cost increases, including higher raw material prices due to the impact of conditions in the Middle East and other factors. These performance targets would all represent unprecedented highs for Fuji. To achieve these targets, our engineering, manufacturing, and sales functions are working together as one, with the entire company united in its efforts.

Net Sales, Orders, Operating Profit, and Net Profit



Analysis of Changes in Operating Profit



CFO Message

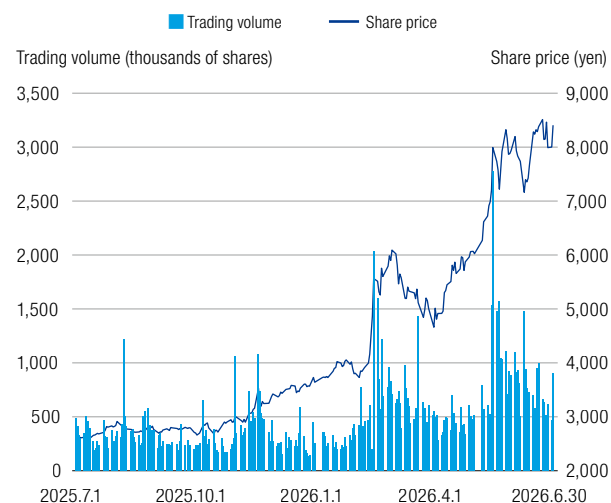
Recent share price performance

Fuji's share price remained weak at around 2,500 yen through the middle of 2025, but began to show signs of bottoming out in 2026 and, particularly since spring 2026, has shifted to a clear upward trend.

We believe this reflects growing recognition of Fuji as a company operating in growth fields such as semiconductor capital investment and AI-related markets, and the capital market's evaluation of our proactive efforts to strengthen our medium- to long-term growth foundation. These efforts include continued R&D investment and construction of new factories, as well as the results of management that has remained conscious of improving our share price and P/B ratio.

Going forward, maintaining the current share-price level and achieving further gains will require stronger overall management capabilities, including business growth, further improvements in capital efficiency, and continued constructive dialogue with the capital markets.

Share Price Performance over the Past Year



Cost of shareholders' equity

Fuji has long pursued management with an awareness of capital efficiency. At its core, we seek to reduce the cost of shareholders' equity and improve return on equity (ROE), with the aim of achieving ROE above the cost of shareholders' equity.

We estimate Fuji's cost of shareholders' equity for the current fiscal year at approximately 9% to 10%, based on the Capital Asset Pricing Model (CAPM). Recently, risk-free rates, as represented by Japanese government bond yields, have been trending upward, creating a certain degree of upward pressure on the cost of shareholders' equity as well. Given the high demand volatility characteristic of our core SMT pick and place machine business, we will work to restrain the beta (β), a component of the cost of shareholders' equity, by establishing a stable earnings base and strengthening our risk management framework.



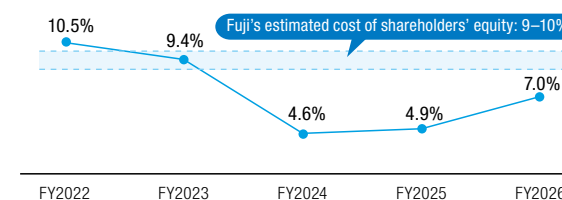
ROE

Fuji's ROE declined to 4.6% in FY2024. Under the Mid-term Business Plan 2026, we positioned improvement in profitability as our highest-priority issue and set a target of restoring ROE to 10% in FY2027, the final year of the Plan.

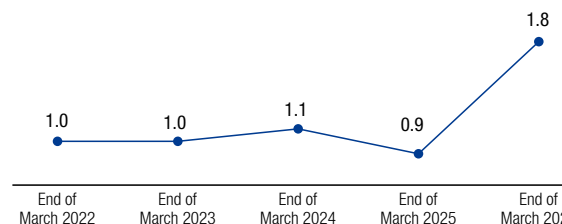
Progress has been steady: ROE recovered to 4.9% in FY2025, the first year of the Plan, and to 7% in FY2026. In FY2027, the final year of the Plan, we aim to achieve an ROE of 11%.

Further strengthening earnings capacity through our business activities is essential to improving ROE. At the same time, we recognize the importance of thoroughly emphasizing the "quality" of operations, including profitability and capital efficiency, rather than simply expanding scale. We will also review and reduce low-return assets and reallocate assets to fields expected to generate higher returns, thereby improving capital efficiency.

ROE



P/B Ratio



CFO Message

Operating cash flow

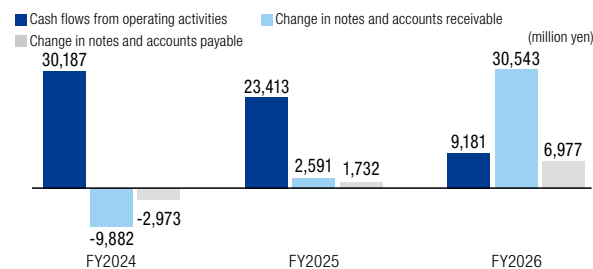
We recognize that the recent trend in operating cash flow is one area of concern from investors' perspective. Operating cash flow declined significantly from 30.1 billion yen in FY2024 to 23.4 billion yen in FY2025 and further to 9.1 billion yen in FY2026.

Our SMT business is characterized by a multi-step CCC (Cash Conversion Cycle): Parts procurement → Production → Order Receipt → Shipment → Customer acceptance → Payment collection. In addition, lead time from order receipt to shipment is a critical factor in whether orders are won, and the market strongly requires a structure capable of supplying products quickly.

Given these business characteristics, expanding market share and sales requires us to hold a certain level of finished-goods inventory and strengthen our ability to respond to sudden customer demand. In recent years expanding global semiconductor-related demand and heightened geopolitical risks have increasingly caused instability in the procurement of necessary parts and materials. Accordingly, we are securing parts and materials further in advance than before. In addition to the continuing increase in accounts payable accompanying expanded procurement, accounts receivable have increased due to sales growth in response to the rapid rise in demand, resulting in lower operating cash flow.

On the other hand, most accounts receivable are from customers with whom we have long-term business relationships, and collection is progressing steadily. We recognize that the recent decline in operating cash flow is mainly attributable

Operating Cash Flow and Changes in Accounts Receivable and Accounts Payable



to a temporary increase in working capital during a phase of business expansion and is not a structural issue.

Cash allocation

Total cash inflows over the three years from FY2025 through FY2027 are expected to be 125 billion yen, approximately 5 billion yen above the initial target of 120 billion yen. Although improvement in the CCC has remained gradual due to the increase in accounts receivable, this increase in cash inflows reflects higher operating cash flow resulting from the upward revision of our earnings forecast.

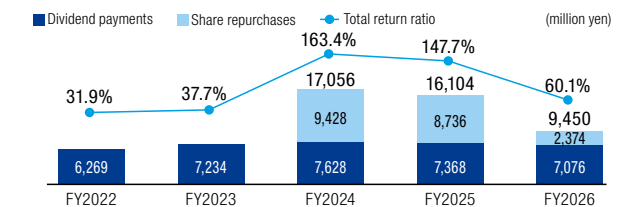
Furthermore, we are conducting a review of the cash outflows associated with our planned uses of funds. First, our basic shareholder return policy remains unchanged at a dividend payout ratio of at least 50% and an annual dividend of at least 80 yen per share. Dividend increases accompanying

stronger business performance are expected to raise total dividends during the Mid-term Business Plan period from the initially planned 24 billion yen to 27 billion yen.

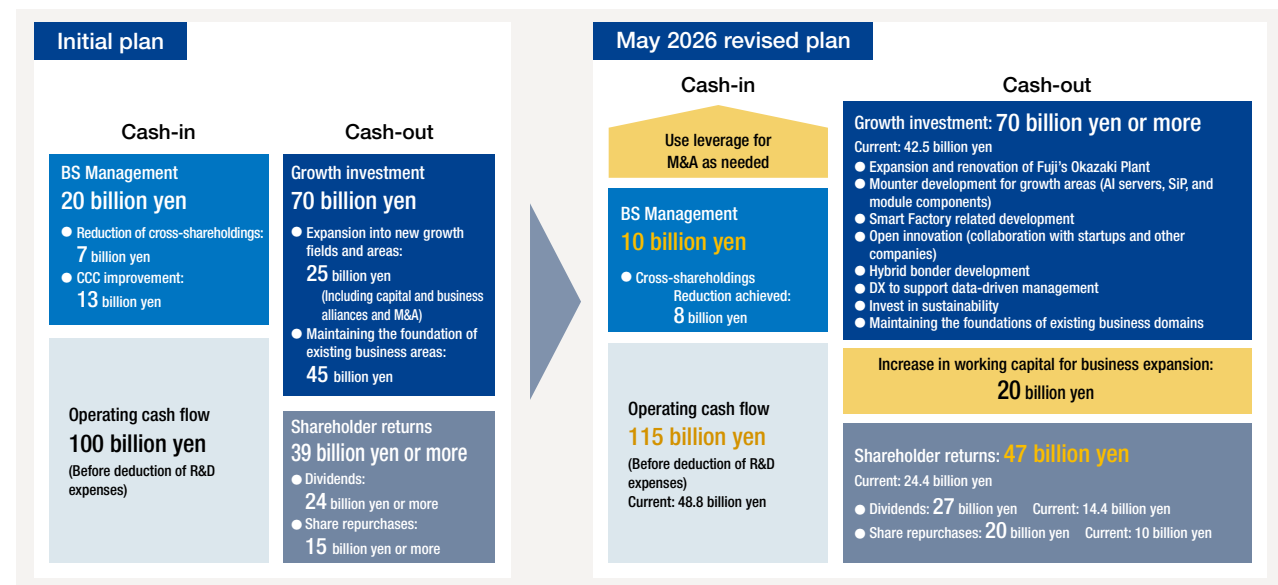
With regard to share repurchases, we had already repurchased 10 billion yen through FY2026 and intend to flexibly carry out repurchases of an equivalent scale during the remaining plan period. Together, these measures are expected to bring total shareholder returns to approximately 47 billion yen.

In regard to growth investment, we have already invested in the

Shareholder Returns



Cash Allocation



CFO Message

expansion and renovation of our main Okazaki Plant and in product development in existing business fields. Going forward, we will continue investing in areas that contribute to future growth, including construction of automated production lines at the plant, renewal of our core systems, and construction of new office buildings at overseas subsidiaries. In addition, in anticipation of expanding the scale of our business to respond to rapid market growth, we plan an increase of approximately 20 billion yen in working capital.

We continue to consider M&A opportunities, provided that they contribute to enhancing corporate value. When executing such transactions, in addition to



utilizing cash on hand, we intend to use flexible financing methods, including debt financing as necessary to appropriately employ financial leverage.

Cross-shareholdings

We regard the reduction of cross-shareholdings as one of Fuji's important management issues.

Since the start of the current Mid-term Business Plan, we have steadily reduced cross-shareholdings, with a reduction of approximately 4.8 billion yen on a market-value basis as of the end of March 2026, two years after the plan was launched. As a result, cross-shareholdings as a percentage of consolidated net assets have declined to 8.1%.

In FY2027, the final year of the Mid-term Business Plan, we will continue steadily working toward our final target of a 30% reduction from FY2024 levels, equivalent to a reduction of 7 billion yen on a market-value basis.

Capital policy

Because Fuji operates in an industry that is susceptible to economic fluctuations, we recognize that our balance sheet has been maintained at a relatively defensive level, and we have long worked to optimize capital in order to improve capital efficiency. As a result, our equity ratio, which exceeded 90% at the end of March 2024, declined in stages to 89.5% by the end of March 2025 and 83.5% by the end of March 2026. However, we recognize that there remains room for improvement from the perspective of capital efficiency.

Going forward, as described above, we will continue reviewing and reducing low-return assets while strengthening shareholder returns and taking other measures to optimize our balance sheet and further improve capital efficiency.

Status of Cross-shareholdings

		End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Number of issues (stocks)	Listed	29	26	25	23	20
	Unlisted	6	6	6	6	6
	Total	35	32	31	29	26
Balance sheet amount (million yen)	Listed	18,458	17,784	23,588	17,878	18,762
	Unlisted	35	35	35	35	35
	Total	18,493	17,820	23,623	17,914	18,797
Net assets (million yen)		208,782	225,104	228,278	218,682	232,454
Ratio of cross-shareholdings to net assets		8.9%	7.9%	10.3%	8.2%	8.1%
Total amount of sale proceeds related to decreases in shareholdings (million yen)		3,290	2,079	446	3,130	4,930

DX Strategy

Driving Company-wide Optimization through DX

— Corporate Transformation and Talent Development through Digital Utilization —

Hiroshi Murakami

Senior Executive Officer
CDO
General Manager, DX Division



Fuji's Digital Transformation (DX) Strategy is an important foundation supporting the realization of our management strategy. We actively use digital technologies and data with the aim of strengthening business competitiveness and sustainably enhancing corporate value. What Fuji seeks is not mere digitalization, but an organization in which each employee views issues as their own, transcends the boundaries of departments and sites, and can make decisions and take action quickly from a company-wide perspective. By leveraging digital technologies, we are transforming Fuji into an agile company that can respond flexibly to change. Since FY2025, Fuji has been certified under the Digital Transformation Certification Program of the Ministry of Economy, Trade and Industry.



Basic policy for DX strategy

Based on Fuji's materialities, we are promoting DX from both the perspectives of business growth and strengthening our management foundation. Our four priority areas are the supply chain, global collaboration, human resource development, and security. By advancing initiatives in these areas not as isolated measures but in the form of an integrated effort across data utilization, business-process reform, and talent development, the company is strengthening customer value, improving profitability, and enhancing organizational resilience.

Strengthening the supply chain

We are digitally linking processes from orders and demand forecasting through procurement, production, inventory, and logistics while increasing visibility across the entire supply chain. By identifying demand fluctuations and supply risks at an early stage, we aim to improve production efficiency, delivery responsiveness, and profitability. We are also undertaking a complete renewal of our core systems and will fully accelerate DX aimed at optimizing the entire supply chain.

Strengthening global collaboration

We are advancing the use of Salesforce across overseas sites, distributors, and subsidiaries to build a globally consistent customer response framework. By integrating sales-related and service information into a common global data platform, we have created an environment that enables rapid progress from situational awareness to decision-making through visualization and analysis of sales and service activities. Compared with FY2025, the number of users at overseas sites, distributors, and subsidiaries increased by 8% in FY2026 while the volume of registered data increased approximately sixfold, demonstrating steady progress in utilization. In FY2026, we added eight AI functions and further strengthened mechanisms for continuously utilizing accumulated data. This is improving the accuracy and speed of proposals tailored to each customer's needs, enhancing customer value and strengthening the foundation for growth in our global business.

Strengthening digital talent development

To link DX to continuous enhancement of corporate value, it is essential to develop talent who can use digital technologies in the workplace and independently execute business transformation. Fuji has established Gyokakujiyuku, a digital talent development program where employees can systematically learn robotic process automation (RPA), AI utilization, data utilization, Microsoft 365, and other skills, with the DX Department providing practical training. Gyokakujiyuku enters its fourth year in FY2027. Centered on RPA, which accounts for approximately 80% of the improvement in work efficiency, the program added courses on AI utilization in FY2026.

We have also established a certification system based on digital skill levels and an incentive program that encourages employees to apply acquired technologies to actual work improvements, supporting their growth and willingness to take on challenges.

We track educational outcomes using three indicators: hours saved through operational improvements, number of certified digital talents, and number of employees completing training. In FY2026, the use of digital technologies produced 2,783 hours of annual work improvement, demonstrating that learning outcomes are being applied to actual operational improvements.

FY2026 Results

1) Annual work hours saved through the use of digital technologies		2,783 hours
2) Number of digital skill level certifications		108
Skill level	Definition	Number of certification holders
Master	Can educate beginners	10
Advanced	Can use effectively in work	12
Beginner	Possesses basic digital-related knowledge	86
3) Number of people who have completed digital education courses		
Skill		
Statistics		482
Python		179
RPA		76
Microsoft 365		42
Excel data utilization		351

DX Strategy

Strengthening of security

We are also continuing to strengthen our information security management framework as a foundation supporting DX. Under the supervision of the Board of Directors, we established the Cybersecurity Committee in 2024 and are promoting the standardization of security rules throughout Fuji Group. At the same time, we continue to implement multifaceted measures, including establishing security guidelines and providing education to all employees, evaluating risks using an external security rating service (A rating as of April 2026), building an incident response framework, and regularly checking compliance with rules using checklists. In August 2025, the DX Department also obtained ISO/IEC 27001:2022 certification for its information security management system from GCERTI.

DX framework

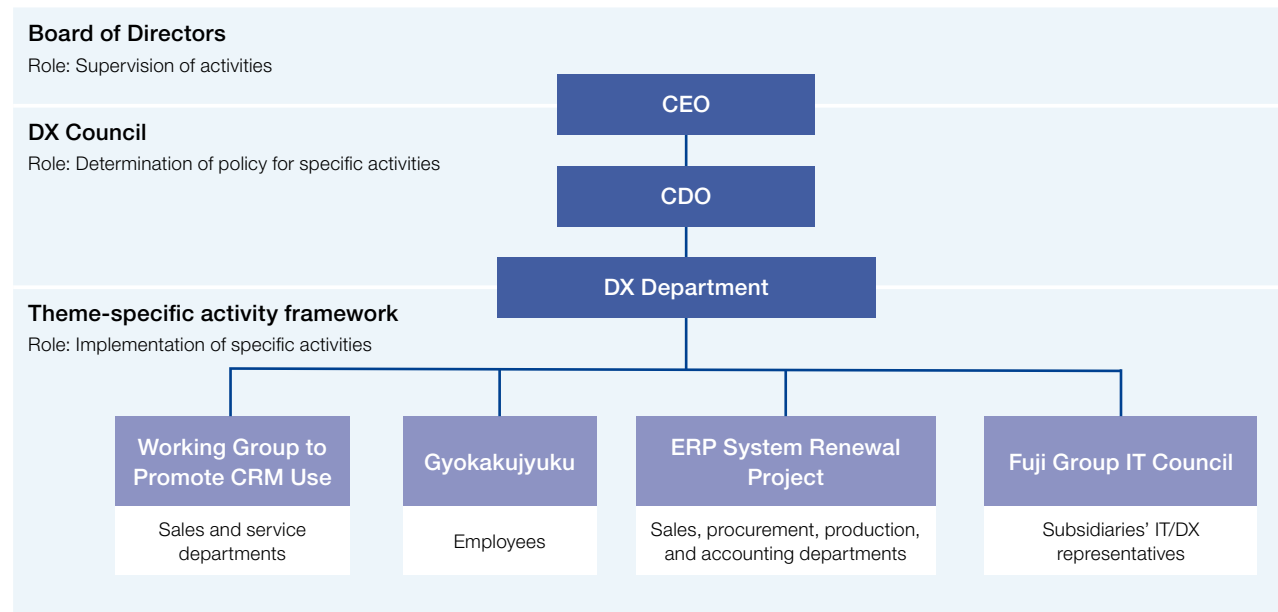
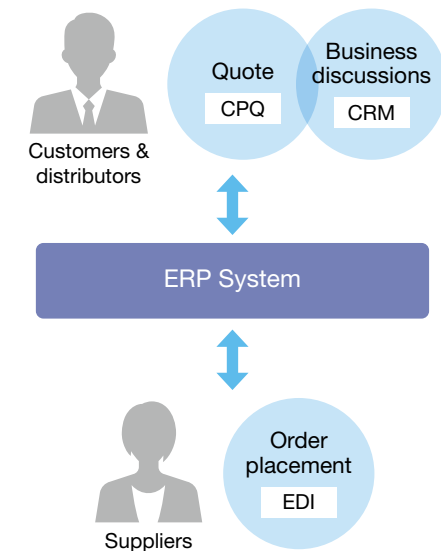
Under the supervision of the Board of Directors, the CDO, DX Department, and business divisions collaborate to promote DX activities by theme, each directly linked to management issues. Each theme is established based on management and business issues. The DX Department is responsible for company-wide standardization, progress management, and support for each business division, while the business divisions drive implementation in the workplace and creation of tangible benefits. We are currently working on digitalization in factories and digital utilization across the supply chain and engineering chain. We are also advancing a core system renewal project to further strengthen the supply chain.

Creation of an environment for DX

As a part of our IT investments related to strengthening our supply chain and group management, we are making the transition to cloud-based systems. We use the number of cloud services adopted as a metric for evaluating our progress toward this goal. To date, we have adopted and put into use 24 cloud services.

Linking our cloud-based CRM (Customer Relationship Management), EDI, and CPQ (for estimating complex product configurations) with our core systems, we accelerate information sharing and quotation work with customers, suppliers, distributors, and subsidiaries. Furthermore, by renewing our PLM (Product Lifecycle Management) system, we strengthened our information management platform that uses BOM (Bill of Materials) data. We are promoting DX across the engineering chain, reducing the work time required for BOM editing by approximately 15% and reducing missed parts arrangements by approximately 90%.

DX Framework



Core Technology Development and Intellectual Property Strategy

Core Technology Development and Intellectual Property Strategy

— Value Creation Strategy through Technology and Intellectual Property —

Masatoshi Fujita

Senior Executive Officer
General Manager,
Development Center



Value creation by integrating technology and intellectual property

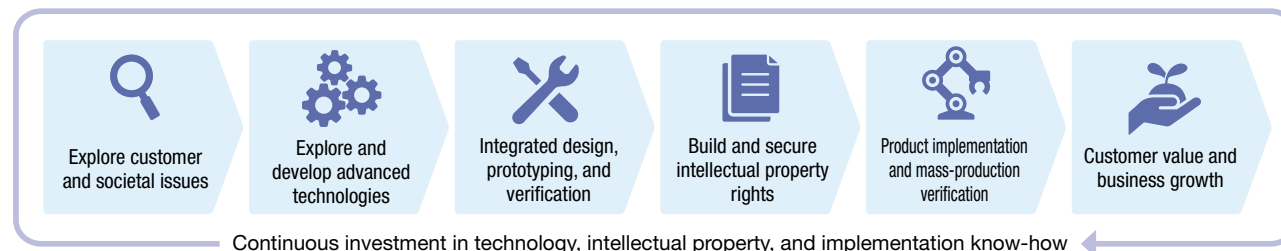
Fuji has established the Intellectual Property Department within the Development Center, creating a structure that integrates technology development and intellectual property strategy. As market and customer issues become more sophisticated and diverse, I believe the source of competitive advantage lies not merely in possessing technology, but in the ability to continuously convert it into customer value.

Through dialogue with customers and the collection and analysis of equipment operating data, we continuously identify new market issues and future needs. In response to these issues, we pursue an integrated process from exploration of fundamental technologies and R&D through integrated design, acquisition of intellectual property, and implementation in products.

The Development Center leads the development of fundamental technologies, deepening core technologies that are the source of product

competitiveness, including high speed and high precision. We also actively incorporate the latest global technology trends while working to utilize AI and digital technologies. In recent years, we have also been promoting the use of the IP landscape to apply intellectual property data, including patent information, to decision-making in technology development. By combining our core technologies with intellectual property information, we are improving the accuracy of decisions on development themes and problem solving while also generating cases in which development speed has been increased. The intellectual property department participates from the initial stages of fundamental technology development and integrated design, assessing technological advantages, utilizing intellectual property information, and building our intellectual property portfolio.

Through this integrated management of technology development and intellectual property activities, Fuji is increasing the certainty of commercializing R&D results and building a mechanism for linking technologies to the value provided to customers.



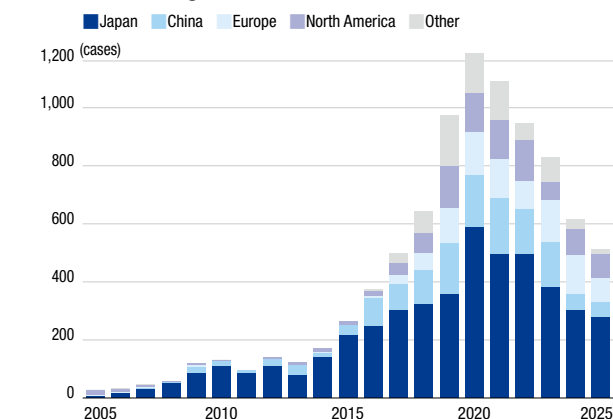
Market implementation of technological value and intellectual property strategy

Fuji places importance on intellectual property activities that support the implementation of R&D results in products and connect them to business value. As a foundation supporting these initiatives, we continuously analyze our patent utilization rate and the quality of our intellectual property portfolio and work to improve the returns on investment.

In recent years, rather than pursuing only an increase in the absolute number of patents held, we have promoted intellectual property activities that emphasize alignment with business strategy and technological advantages. By having the development and intellectual property departments collaborate from the initial stages of technology development, we concentrate management resources on technology fields that will contribute to future business growth and promote selection and concentration of rights. As a result, our patent utilization rate has remained high at approximately 40% over the past five years, and we are building an efficient, high-quality intellectual property portfolio.

We will continue optimizing our intellectual property portfolio to maintain and strengthen our competitive advantage and achieve sustainable growth.

New Patent Registrations



Core Technology Development and Intellectual Property Strategy

Intellectual property portfolio supporting technological value

Fuji continuously analyzes the product value derived from customers' issues and the competitive advantages of the intellectual property supporting that value.

For the SMT pick and place machine NXTR, we have built an intellectual property portfolio combining multiple technologies to realize value in automation, scalability, maintainability, and energy saving. Through

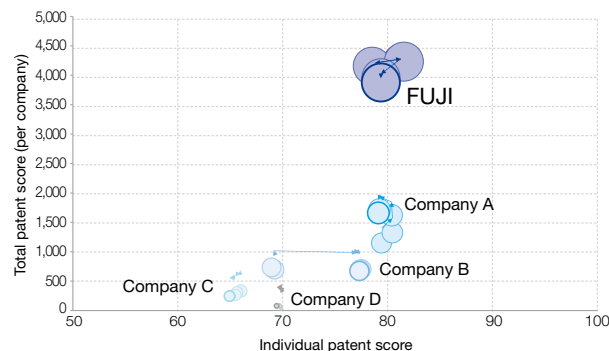
comparative analysis with competitors, we identify our strengths and challenges, thereby driving our R&D and IP investment forward in priority areas.

The figure below compares technology coverage with four major competitors and visualizes the overall strength of Fuji's patent score. It shows that Fuji has higher intellectual property competitiveness than other companies in all four areas: automation, scalability, maintainability, and energy saving.

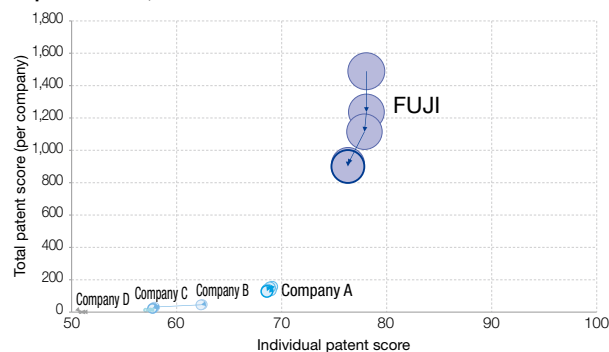


Patent Competitiveness Analysis Note: Provided by Biz Cruncher

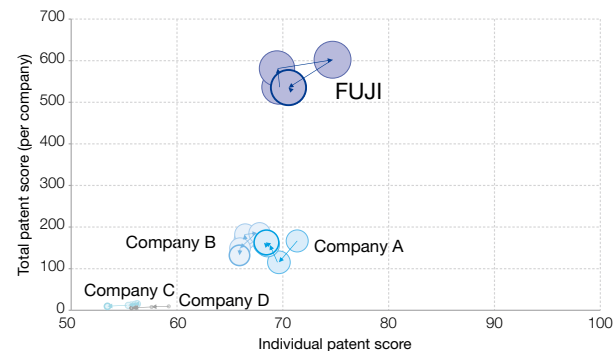
Automation: Technologies such as automatic feeder replacement using loaders



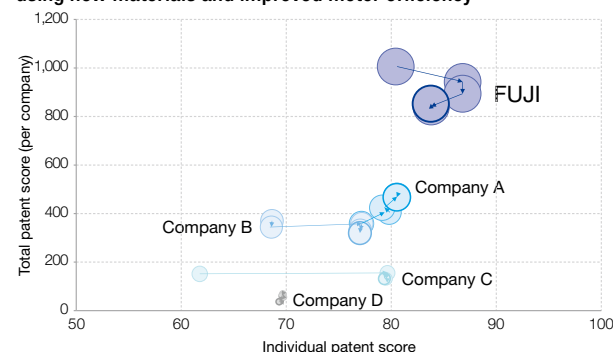
Scalability: Technologies related to head and nozzle replacement, etc.



Maintainability: Technologies supporting maintenance work such as nozzle cleaning



Energy saving: Technologies such as structural weight reduction using new materials and improved motor efficiency



Next-generation value creation through intellectual property intelligence

Using the IP landscape, we conduct integrated analysis of patent information, technology information, and market information. By visualizing the competitive environment and technology trends, we are strengthening the competitiveness of existing business areas while advancing new business exploration and the sophistication of R&D themes.

Through these activities, we create a cycle among technology development, intellectual property, and business development, leading to the creation of new market opportunities.

Example of an IP Landscape (Island Map)

An island map visualizes the breadth of technology fields and the competitive landscape based on patent information. Fuji uses this analysis to identify promising technology fields and to select R&D themes and formulate intellectual property strategies.

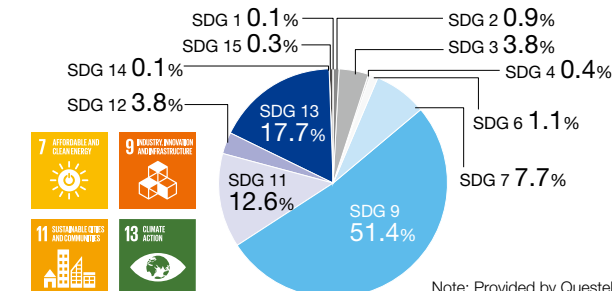
Note: Provided by Orbit Intelligence



Contribution to a sustainable society

We promote technology development that contributes to solving environmental and societal issues. The number of patents related to the Sustainable Development Goals (SDGs) continues to increase, and our technologies contribute not only to productivity improvements but also to the creation of social value through energy saving, resource saving, and labor-saving solutions. The number of SDG-related patents increased steadily from 1,386 in FY2025 to 1,460 in FY2026. We will continue aiming to enhance corporate value over the medium to long term through technology development that achieves both customer value and social value.

Fuji Group's SDG-related Patents, by Goal (FY2026)



Company-wide Strategy Summary

Further Growth with SMT Pick and Place Machines and Semiconductor Manufacturing Equipment as Growth Drivers

Fuji continues to grow with its Robotic Solutions business, centered on SMT pick and place machines, as its core business. Through automation, smart technologies, and labor saving, we will contribute to solving challenges faced by the manufacturing industry and work to create new value.

Lifestyle support

Mobility support robot

Huq



Smart locker system

Quist



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

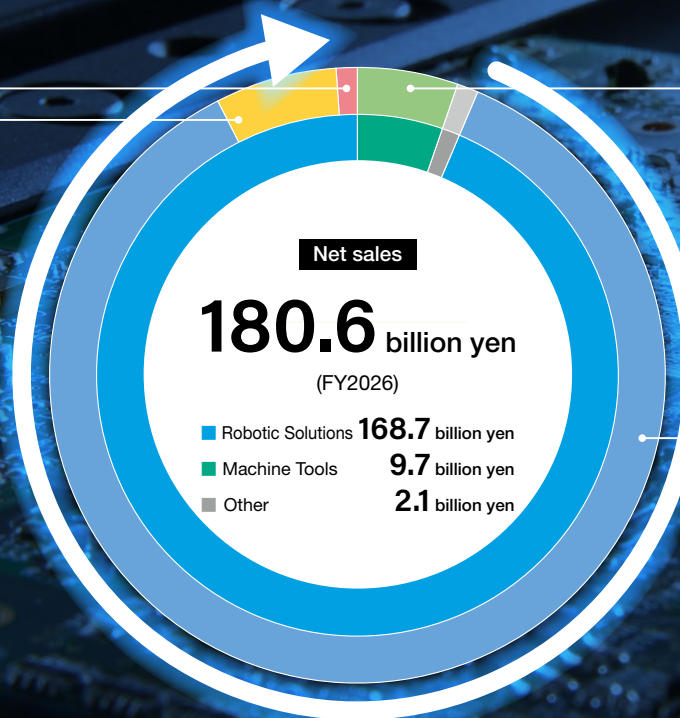
Semiconductor equipment

DB series

FASFORD TECHNOLOGY



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



Machine tools

Front facing twin spindle lathe

CS SERIES



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

SMT mounters

NXTR



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

Company-wide Strategy Summary

Business and product portfolio

Fuji Group addresses societal issues under the keywords of automation, smart technologies, and labor saving. The business environment surrounding Fuji is changing significantly, including expanding demand for AI and data centers, growth in the semiconductor market, worsening labor shortages, and accelerating investment in automation in the manufacturing sector. At the same time, because our business structure is susceptible to global economic fluctuations and capital investment cycles, management that balances growth potential, profitability, and capital efficiency is important. Based on this recognition, we are continuously reviewing our business and product portfolios.

We position our core SMT mounters and semiconductor equipment businesses as growth engines and actively invest in R&D and business expansion while strengthening the earnings base of the machine tools business. In lifestyle support, we are also working to create future growth opportunities by solving societal issues.

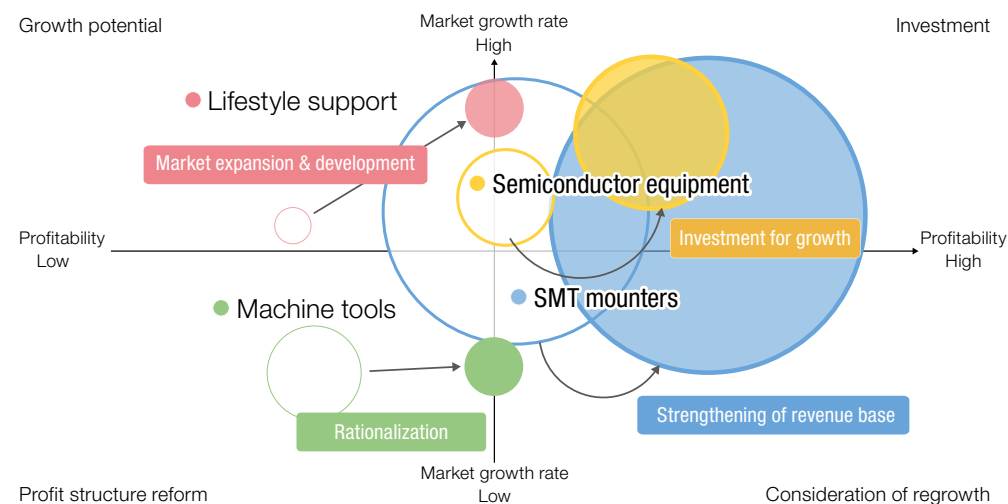
Going forward, we will optimally allocate management resources while taking into account the characteristics of each business and its market environment with the aim of sustainably enhancing corporate value.

Management Indicators (consolidated)

Targets by segment (million yen)		FY2027 targets As of May 2025
Robotic Solutions	Net sales	156,000
	Operating profit	33,600
Semiconductor	Net sales	14,000
	Operating profit	2,000
Machine Tools & Others	Net sales	10,000
	Operating profit	700
Total	Net sales	180,000
	Operating profit	33,000

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

Business Portfolio Concept



Business Strategy 01

Robotic Solutions

Aiming for No. 1 Share Across All Products through Trust and Market Penetration

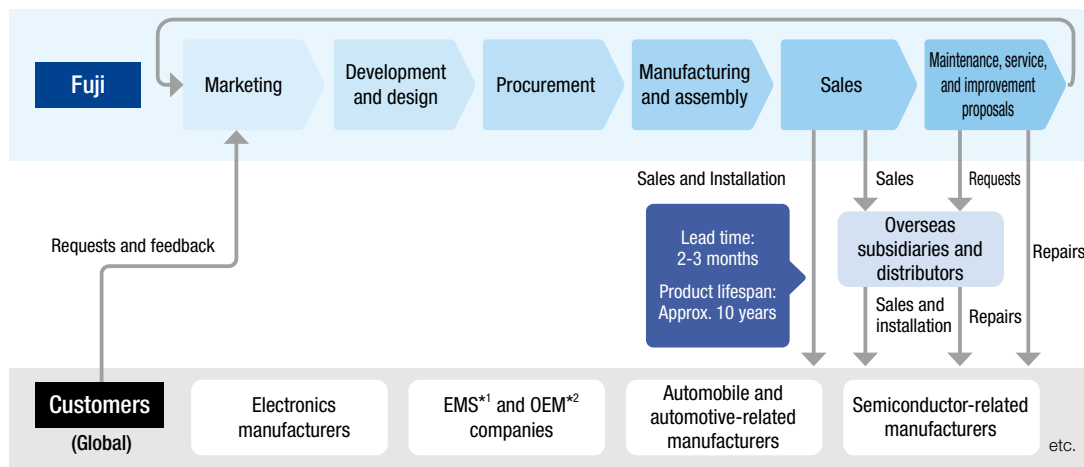
Takeshi Sato

Board Member,
Managing Executive Officer
General Manager,
Robotic Solutions Division



Business Characteristics

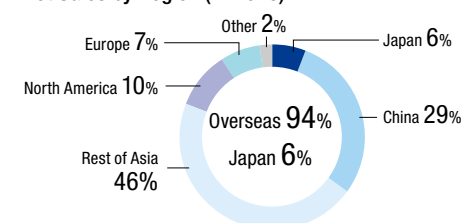
- Provides SMT pick and place machines to electronics manufacturers and electronics manufacturing services (EMS)*¹ companies around the world
- Proposes maintenance, software updates, and production line improvements in addition to equipment sales
- Supports efficiency improvements, labor saving, and quality stability across customers' entire production lines
- Meets the expanding customer demand for automation at production sites against the backdrop of decentralized manufacturing sites and labor shortages
- Supports minimizing production line downtime through a global service structure



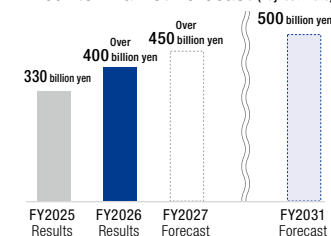
Business Information

Main markets	Electronics, automotive equipment, communications and network equipment, servers, semiconductor-related products, medical equipment, and industrial equipment
Main products	SMT pick and place machines (mounters), printers, insertion machines, automation and labor-saving solutions, and software (integrated production systems)
Main product brands/series	NXTR, AIMEXR, GPX-C, etc.
Industry share and major achievements	World-class share in SMT pick and place machines market Used at electronic board manufacturing sites in more than 70 countries worldwide
Key strengths	High-speed, high-accuracy placement; modular concept; fully automated SMT line proposals; global service framework
Main production sites	Okazaki Plant Kunshan Fuji Machine Mfg. Co., Ltd. (printers)
Main competitors	Japan: Panasonic Connect Co., Ltd.; Yamaha Motor Co., Ltd.; JUKI CORPORATION Overseas: ASMPT (Singapore)

Net Sales by Region (FY2026)



Mounter Market Forecast (Fuji estimate)



*1 EMS (Electronics Manufacturing Service): Service specializing in electronics that undertake an integrated range of activities for other companies' products, from parts procurement through manufacturing, inspection, and shipment

*2 OEM (Original Equipment Manufacturer): A manufacturer that undertakes only the manufacturing of another company's products

Robotic Solutions

Creating Value with an Eye to the Future — Fuji's Multidimensional Marketing Strategy —



Domingos M. Tomyama
Board Member, Executive Officer
Robotic Solutions Division
Deputy General Manager
Representative for Sales,
Marketing and Service

As the electronics industry navigates a rapidly changing market, traditional, isolated process improvements are no longer enough to tackle modern challenges like labor shortages, shifting production hubs, higher product complexity, stricter quality demands, and the push for sustainable manufacturing. At Fuji, we do more than solve today's problems—we anticipate future shifts, identify emerging needs, and engineer the solutions our customers will rely on tomorrow.

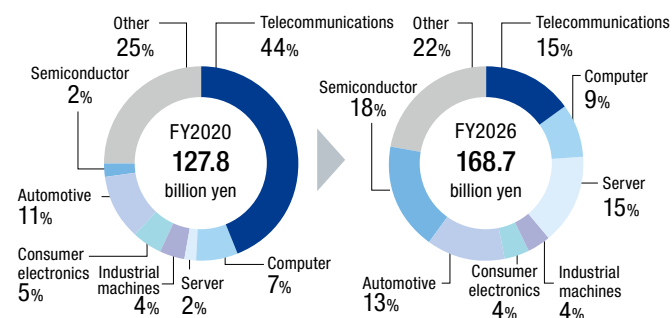
By looking beyond individual markets or products, we view the future of manufacturing through multiple lenses: customers, technologies, markets, regions, and services. Our multidimensional marketing strategy unites these elements to deliver innovative solutions to our customers' needs. We see market evolution not as a hurdle, but as an opportunity. By staying proactive and continuously creating value for our customers and society, we drive sustainable growth and long-term corporate value for Fuji.

Product portfolio responsive to market changes

For current issues, we collect customer feedback through VoC (Voice of Customer) activities and rapidly reflect it in product development. The CLT-FG compact placement machine, scheduled for market launch at the end of 2026, is a new platform born from these initiatives. To provide Fuji's high speed, high-accuracy placement technologies to a broader range of customers, we pursued the optimal balance between cost and functionality.

With a lineup comprising our flagship NXTR, the AIMEXR for high-mix, low-volume production, and the compact CLT-FG, we will build a framework capable of proposing optimal placement solutions tailored to customers' production scale, applications, and investment needs.

Net Sales by Industry: Shifting toward a More Balanced Mix



Compact general-purpose
placement machine CLT-FG

Turning market changes into growth opportunities

Due to its evolution, AI is becoming social infrastructure rather than merely a technology, accelerating greater functionality and autonomy across all types of electronic products. To make this possible, placement technologies must support even higher density, greater precision, and further miniaturization than ever before. The boundary between SMT technology and semiconductor packaging is also overlapping. Fuji views this change as the arrival of the "hybrid SMT" era.

The fields in which AI is used are expanding from data centers to wearable devices and edge devices, further increasing the value of placement technologies that support ultra-compact and ultra-lightweight devices. At the same time, as AI server-related equipment becomes increasingly sophisticated, our machines are also required to accommodate larger and heavier components. Fuji views these changes as growth opportunities. In January 2026, we established placement technologies for the 016008M, one of the world's smallest capacitors, and in July 2026, we established placement technology for large, heavy components measuring 200 x 200 mm and weighing 2.0 kg. In this way, we are expanding the range of components we can support for placement, from ultra-small to large and heavy, as we advance initiatives with an eye to the future.

Automobiles are also evolving from means of transportation into office and entertainment spaces, with greater electrification and functionality progressing regardless of differences in powertrains. Although growth markets shift among AI, semiconductors, automotive applications, and other fields, the areas in which Fuji's SMT technologies can contribute continue to expand.



Size of the 016008M
compared with standard
components



Placement of a large,
heavy component for
an AI server

Sales and service structure supporting global markets

Fuji currently ships products to more than 70 countries, and its overseas sales ratio has reached approximately 90%. Taking into account economic fluctuations and regional characteristics in each market, we have built a global business foundation capable of flexibly providing customers with the most suitable solutions.

In addition, we are focusing on software development that brings new value to customers' production. In addition to our service network cultivated worldwide, we will further evolve remote support and predictive maintenance to contribute to realizing "production lines that never stop."

Anticipating the market and advancing to the next stage of growth

Fuji's multidimensional marketing strategy is not a strategy for chasing markets. By anticipating market changes, even as growth regions and industries and the products demanded shift, Fuji will continue supporting customers' manufacturing and creating new value with placement technologies at its core. As a leading company in the placement industry, we will continue to grow together with the evolution of manufacturing worldwide.

Robotic Solutions

The Okazaki Plant is Earning Customer Trust with a Production Structure Resilient to Change



Katsuya Nishino
Executive Officer
Robotic Solutions Division
Plant Manager, Okazaki Plant

Flexible supply capacity and high-quality manufacturing to meet growing demand

Since NXTR production began at the Okazaki Plant's new factory building in October 2024, we have strengthened production capacity to respond to expanding demand, including AI server-related demand, and customers' needs for shorter delivery times. Along with improving NXTR production efficiency, we have expanded assembly lines. By the end of FY2026, we had established production capacity of approximately 1,000 units per month, enabling us to respond flexibly to market changes.

A strength of Okazaki Plant is its production system, which can respond flexibly to fluctuations in production plans while maintaining high quality. The NXTR assembly line adopts a layout that allows the number of processes to be flexibly increased or decreased in line with production plan fluctuations. A production scheduler linked to the Manufacturing Execution System (MES) automatically optimizes the number of processes and takt time for each process based on required delivery dates and quantities. As a result, even in a highly volatile market environment, our production sites achieve both stable quality and high productivity.

A key feature of the NXTR is its modular concept, which allows equipment to be configured by combining SMT placement heads, component supply units, and other options in units to match each customer's specifications. Following this same concept in the production process, various units, including the NXTR main unit, XY robots, and transfer conveyors, are assembled and inspected by unit, then assembled together on the main assembly line to complete the machine. This production method improves production efficiency and quality while enabling flexible response to a wide range of specifications. Furthermore, through unit-based production process design, management of manufacturing quality records, centralized management of production plans and results using the Manufacturing Execution System (MES), industrial engineering (IE) training for operators, and 5S activities, we have built a high level of traceability and a robust quality assurance framework, delivering reliable quality together with our products.

Next-generation production structure evolving through coordination between people and robots

As a new initiative for FY2027, we launched the Okazaki Factory Automation Project. Under the basic policy of "Coordination: Optimum division of labor between people and robots," the project is based on the concept that people handle work requiring high-precision assembly while robots handle simple and repetitive tasks. While promoting



Factory-floor improvement activity



Project meeting



Automation of the production process
(automatic machine for NXTR bed underside roller assemblies)



generational transition among skilled workers and human resource development, we are also advancing automation and labor saving to improve production efficiency and further stabilize manufacturing quality.

The project also focuses on visualization to ensure that the benefits of automation and labor-saving initiatives translate directly into improved production efficiency. By visualizing the progress of various automation and labor-saving initiatives and creating a mechanism that enables the operators who proposed them to see their own contribution to production, we are improving workplace motivation and fostering a culture where people keep thinking on the plant floor.

In addition, we use our own NXT III, sFAB, and SmartWing products to automate production processes, contributing not only to further improvements in production efficiency but also to more stable manufacturing quality.

Through these initiatives, we will further advance the sophistication of our production engineering capabilities. Okazaki Plant will continue to pursue manufacturing that earns customers' trust through a production system resilient to change and continuous improvement activities.

Robotic Solutions

FUJI Smart Factory and NXTR A: Pursuing Full Automation of SMT Processes



Takehito Okada
Executive Officer
Robotic Solutions Division
General Manager, Engineering
Planning Department
Representative for Engineering

Fuji has established its position as a front runner in automation with the NXTR pick and place machine. Furthermore, Fuji is promoting the FUJI Smart Factory concept, which seeks to automate the entire SMT floor, including upstream and downstream processes. By optimizing not only individual machines but the entire production line, we contribute to improving customers' productivity and strengthening their competitiveness.

Automation is a growth area supporting Fuji's competitive advantage

Demand for electronic products is expanding against a backdrop that includes the spread of AI servers and the electrification and greater functionality of automobiles. While production volumes are increasing, production plants are being expanded into multiple sites as production moves closer to demand locations. As a result, SMT factories face increasingly serious management issues in securing operators, process engineers, and maintenance personnel, and in transferring skills. Mounter manufacturers are expected not only to improve the performance of individual machines, but also to automate entire production lines and achieve high productivity with fewer personnel.

Fuji positions automation technology as a priority area supporting future growth. Against the backdrop of labor shortages and increasingly sophisticated production, we expect demand for automation across the entire SMT floor to continue expanding. As a management target, we aim for automation-related products and services to account for 20% of Robotic Solutions net sales by 2030.



TAKAYA CORPORATION



Automated factory at
TAKAYA CORPORATION

Achieving automation including pre-setup operations

By combining the Auto Kitting Station (AKS), autonomous mobile robots (AMRs), NXTR A, and Nexim, we have automated upstream preparation processes that traditionally depended on people, including materials preparation, kitting, and transport.

The AKS is a system that automates the tape-reel loading process. This was the process on the SMT production floor that was the most difficult to automate and for which customer expectations were particularly high. With its completion, we made it possible to automate the entire sequence from the warehouse through production to empty-reel collection. The Integrated Production System Nexim acquires equipment data in real time and manages everything from progress monitoring to instructions for the next action, enabling operations based on production plans.

Automation is not only about reducing the number of workers involved but also about increasing the effectiveness of capital investment

- **Labor saving:** Workers previously assigned to setup, transport, and kitting can be reassigned to higher-value-added work.
- **Improved overall equipment effectiveness:** By reducing line downtime during breaks, shift changes, nighttime hours, and other periods and increasing equipment utilization, we maximize the production capacity of existing equipment and improve customers' returns on capital investment.
- **Improved quality:** Reducing human intervention suppresses human errors such as incorrect kitting and changeover mistakes, as well as brief equipment downtime.
- **Consistent production:** Stable quality and productivity can be maintained even when production sites or operators change, reducing the training burden.

Aiming to create “factories that never stop operations” through predictive forecasting and automatic control

Going forward, we will combine AI and data utilization with the platform built through automation, evolving toward autonomous operation in which equipment data is monitored and analyzed in real time and the entire process from detecting signs of errors through response and recovery is completed without human intervention. We will evolve this into a one-of-a-kind platform capable of looking ahead to fully unmanned SMT floors, thereby contributing to improved customer productivity.

Examples of Customer Benefits from Implementation (based on interviews with companies using our products for automation)

	Case study 1: TAKAYA CORPORATION	Case study 2: Module component production plant of a major Japanese electronics manufacturer
Before introduction	NXT I	Other companies' equipment
After introduction	NXTR + Automation equipment	NXTR + Automation equipment
Effects	Time per changeover 30 min. → 8 min. Number of changeovers per day 20 → 50 Improved capability for high-mix, low-volume production	Work ratio 44% reduction in man-hour ratio Time required for operators to become proficient 6 months → 2-3 weeks Improved productivity through stable operation

FUJI × ENGINEERS



Yasuaki Masuda
General Manager, Marketing
Department
Robotic Solutions Division

Daisuke Kato
General Manager, Smart Factory
Development Department
Robotic Solutions Division

Ryohei Kamio
General Manager, Software
Engineering Department
Robotic Solutions Division

Yusuke Yamakage
General Manager, NXTR
Development Department
Robotic Solutions Division

Engineering Roundtable

Behind the Development of the NXTR and Passing on Our DNA

Fuji's Technological Capabilities That Create an Overwhelming Technological Advantage

Engineering Roundtable

Sources of our world-class technologies

Masuda (Moderator): My name is Yasuaki Masuda and I serve as General Manager of the Marketing Department. Today, we have brought together three people who have been at the forefront of developing Fuji's flagship mounter NXTR to discuss our technological capabilities, including candid stories from the development front line.

Yamakage: My name is Yusuke Yamakage, General Manager of the NXTR Development Department. In developing the NXTR, I oversaw the mechanical and hardware design of the NXTR main unit.

Kato: My name is Daisuke Kato and I am the General Manager of the Smart Factory Development Department. I have been involved in developing smart factory solutions to realize production automation for the NXTR.

Kamio: My name is Ryohei Kamio and I serve as General Manager of the Software Engineering Department. I am responsible for system development and the control platform, and I led the development of optimization software for maximizing production efficiency by simulating robot movements on the NXTR.

The technological breakthrough behind the NXTR

Masuda: Compared with the previous flagship model, the NXT III, the NXTR achieved not only higher performance but also full automation. Tell us about the process that led to completion of the NXTR and what provided the breakthrough.

Yamakage: From the standpoint of the breakthrough toward full automation, the Smart Loader was indispensable. It differentiates us from competitors by enabling automatic exchange of feeders, units that supply electronic components, while the mounter is operating. Another distinctive feature is that the Smart Loader is suspended above the floor. Competitors transport components using autonomous mobile robots (AMRs), but the problem is that factory floors are not necessarily level. Differences in height

relative to the equipment can therefore make precise component exchange difficult. We addressed this issue from the initial concept stage and adopted a structure that suspends the Smart Loader from the mounter itself, keeping it off of uneven floors.

We also incorporated results from fundamental technology development cultivated at our Development Center into the mechanism that moves the Smart Loader while suspended. This contributes to supplying components automatically without stopping the line in operation.

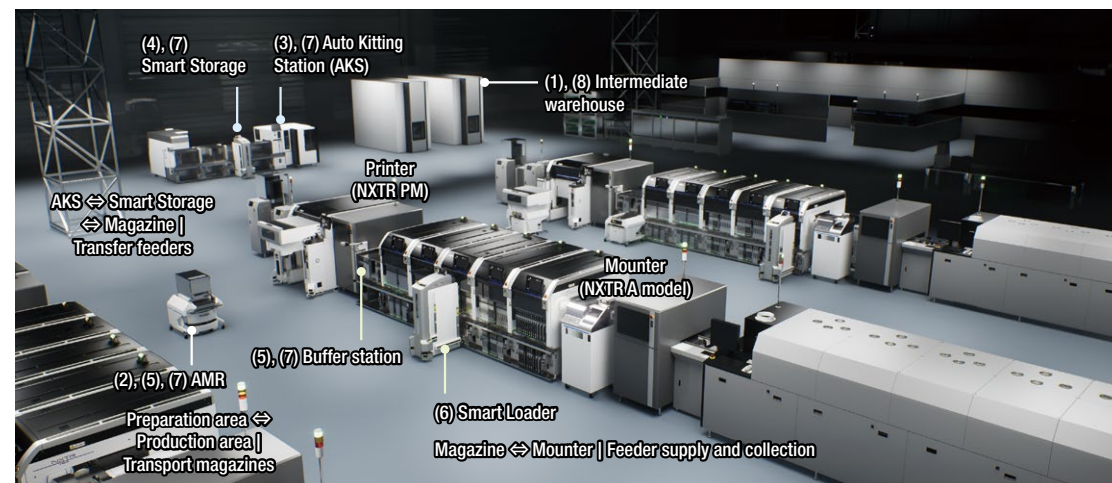
Kamio: On the software side, a key achievement was applying the NXT III's refined control platform to the Smart Loader and enhancing it further. Because the Smart Loader operates through highly coordinated interaction among multiple mechanisms, a software platform with high reliability and scalability is essential. Fuji's strength lies in its ability to build such control platforms in-house and continuously evolve and reuse them across products. I believe this has led to the technological advantage that supports full automation.

Kato: From a business perspective, the breakthrough was drawing a clear vision of the goal of automation and giving it concrete form together with customers. The Smart Loader was groundbreaking hardware, but at first we also heard concerns such as whether only part of the process was being automated, or if it would really deliver a return on investment (ROI). We therefore held intensive discussions with one customer about what automation should look like across the entire factory and built a lab where that concept could actually be seen and experienced. We then accumulated a track record through large-scale investments by customers in China and Taiwan, which subsequently led to expansion of the NXTR's market share.

From selling products to selling solutions

Masuda: I assume there were challenges in ensuring that the new product

Customer Factory Featuring Full Automation Envisioned by Fuji



(1) Retrieve tape reels* from the intermediate warehouse. (2) Transport the tape reels by autonomous mobile robot (AMR) to the Auto Kitting Station (AKS). (3) Load the tape reels into feeders at the AKS. (4) Store and sort feeders in Smart Storage, and transfer prepared feeders to magazines. (5) Transport the magazines by AMR to the buffer station. (6) Supply the prepared feeders to the mounter using the Smart Loader and place electronic components on PCBs. (7) Collect used feeders and reuse them at the Smart Storage and the AKS. (8) Return used tape reels to the intermediate warehouse.

* Tape reel: A packaging format in which electronic components are stored in tape wound onto a reel

Engineering Roundtable

and the value it offers gained acceptance in the market. How did you overcome those challenges?

Kamio: The NXTR uses a more complex placement head structure than previous models. I was responsible for optimizing its movement, which was a challenge because in the early development stages it was difficult to achieve the performance that was expected. We therefore held exhaustive discussions with stakeholders across departmental boundaries and considered and implemented every conceivable improvement measure. By doing so, we were able to achieve the desired movement.

Fuji has a culture that accepts failure and uses it as nourishment for the future. The knowledge and technologies gained through this process are being applied not only to mounter control but also to production planning for customers' entire factories and equipment optimization algorithms, continuing to live on as Fuji know-how.

Kato: For me, the challenge was how to improve ROI. Initially, we proposed automation mainly as a labor-saving measure in terms of how much labor could be reduced, but the cost of introducing automation equipment was high relative to labor costs, so the return on investment was insufficient. We therefore shifted to an approach that emphasized the business value of dramatically improving factory productivity through automation and generating sales and profit every day. After verifying customer data, we achieved the result of cutting total production time in half. Later, a customer



Fuji's flagship NXTR A model (automation model)

that introduced the NXTR contacted us delightedly to express how the results far exceeded their expectations. This experience made me realize that Fuji is evolving from simply "selling products" to "selling value and experiences" that support customers' business growth.

Yamakage: The challenge I saw was, because the NXT III was already so highly refined, it took time for the potential of the NXTR to be understood. Since I had also been a designer of the NXT III, my past success became a barrier. What broke through that wall was the track record we built by introducing the NXTR to a wide range of customers. Almost every day, more than 20 people, including department-manager-level personnel, came together to share issues arising at customer sites and address them as one team across departmental boundaries. This hands-on capability and commitment to customers form the foundation of Fuji.

Future vision

Masuda: As technologies such as AI and smart factories change at an accelerating pace, what kind of vision do each of you have for the future?

Kato: Automation to date has essentially replaced front-line workers with machines. The next step is to build autonomous production lines, with the ultimate goal of fully unmanned production floors and manufacturing without human intervention. Customers sometimes tell us that Fuji is five years ahead of competitors. Going forward, I want us to lead with a one-of-a-kind



solution, which is unmanned production.

Yamakage: Advances in AI are changing the world at a speed beyond what we can imagine. Just as the spread of smartphones transformed the market, I believe unexpected changes will continue to occur. I want us to identify the earliest signs of those changes and continually launch innovative products that stay one step ahead of the market, thereby firmly establishing our position as market leader.

Kamio: I believe mounters will evolve into platforms that generate valuable data. By continuously accumulating and utilizing operating data, learning from it, and repeatedly optimizing themselves, they will increase in value the more they are used through the power of software and data. That is the kind of mounter we aim to realize.

Deepening core technologies and strategically integrating external knowledge

Masuda: Fuji develops many of its core technologies in-house. Tell us how development staff think about and approach the deepening of core technologies and collaboration with external partners.

Yamakage: Our strength is thorough in-house development of core

Engineering Roundtable

technologies. We develop all of the key units that support the NXTR's specifications in-house. The advantage of in-house development is that when trouble occurs at a customer's site, we can investigate the cause and respond ourselves without depending on external vendors. That speed leads to customer trust.

Kamio: The technologies that push our mounters to move at extraordinary speed and accuracy are a source of our competitiveness. At the same time, further strengthening and advancing these core technologies requires external collaboration, including industry-academia partnerships with universities and co-creation with partner companies. We believe that bringing in cutting-edge knowledge from research institutions and ultimately internalizing it as technology that contributes to our own competitiveness is an extremely effective approach to strengthening our technological advantage.

Kato: We believe it is important to pursue open innovation and closed innovation in parallel when solving issues on the factory floor.

One example is our collaboration with a startup in the Middle East. We developed our system to incorporate the startup's advanced image inspection technology, which can instantly determine whether electronic components are counterfeit or defective. Rather than insisting on developing everything in-house, the flexibility to incorporate innovative external knowledge will be essential to future growth.



Engineering DNA and an insatiable spirit of inquiry

Masuda: Fuji has engineering DNA that has been passed down through generations. What have each of you inherited, and what do you want to pass on to the next generation?

Kamio: Fuji has a culture that encourages people to take on challenges without fearing failure and a corporate culture that keeps us close with our customers. We ask younger engineers to think deeply about why we are manufacturing a product rather than only thinking about what we make.

By making the customer the subject and thoroughly focusing on the question of why we are manufacturing a given product, engineers can recognize problems that customers themselves have not yet articulated and make proposals one step ahead. The ability to put one's own identity into manufacturing is precisely what gives Fuji engineers pride and is an essential quality. Also, we want them to like what they create.

Kato: I was once deeply impressed when the chairman of another company told me, "Engineers should be the initial salespeople. The people behind making a product should want to sell it more than anyone else, so why leave that to others?" We also ask young engineers not to be satisfied merely with making a product, but to communicate its value directly to customers with their own passionate feelings for it.

The appeal of working at Fuji lies in the fact that you can feel, every



Industry-first Auto Kitting Station for automating the tape reel loading process



single day, that your work is genuinely contributing to society. We also actively send young employees to overseas sites. The experience of solving difficult issues independently on the global front line changes engineers' outlook and gives them firm confidence.

Yamakage: My seniors passed down to me the deep pride of being a mother machine manufacturer. When I created my first design drawing, my supervisor reprimanded me, saying, "A company that makes machine tools (mother machines) should never produce such an embarrassing drawing." I believe it is precisely because of this uncompromising attitude that we have been able to design mounter placement heads to be as small and lightweight as possible.

When I look at the products and technologies left by generations of senior engineers, I am astonished and think, "It's amazing that they were already considering this ten years ago." The pressure to surpass our predecessors and a strong sense of urgency that never allows us to be satisfied with the status quo are among Fuji's greatest strengths.

Masuda: Thank you for participating in this meaningful discussion. We have reached the point where customers say, "When you think of mounters, you think Fuji," and we want to further strengthen their trust in us going forward. I expect the strength of our people that supports Fuji's competitive advantage and the DNA that continually generates innovation to lead to further enhancement of corporate value. Thank you very much for joining us today.

Business Strategy 02

Semiconductor Manufacturing Equipment
(Fasford Technology)Advanced Packaging Technologies
Supporting the Semiconductor Market

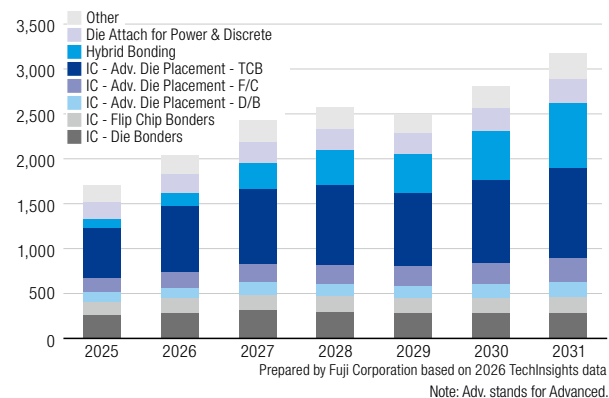
Hiroyuki Ao

Fasford Technology Co., Ltd.
President and CEO

Market environment

The semiconductor market is currently in a phase of structural growth. In particular, the market for back-end semiconductor equipment (die bonder-related) reached approximately USD 1.7 billion in 2025 and is expected to grow at a high annual rate of 11% going forward (forecast for 2025–2031). The spread of AI and advanced packaging is rapidly

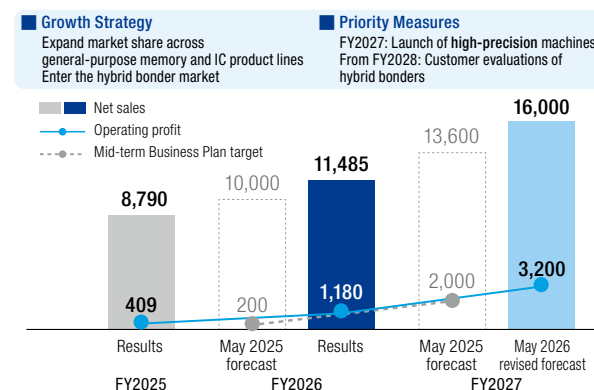
Die Bonder Market Size Forecast (million USD)



increasing the importance of back-end equipment, providing a strong tailwind of expanding demand for Fasford Technology, or FFT. The overall semiconductor market is also expected to continue stable growth at an annual rate of 12%, while the memory segment in particular is forecast to grow at more than 22% annually, supported by expanding AI applications.

Against this market backdrop, FFT operates in the packaging process, the area with the highest growth rate, and we believe there is substantial room for medium- to long-term growth.

Net Sales and Operating Profit (million yen)



Product strategy — addressing AI and advanced packaging

Against the backdrop of the spread of generative AI, demand for HBM (High Bandwidth Memory) and advanced packaging is expanding rapidly together with investment in data centers. Semiconductor back-end processes now require even higher precision and added value than before, further increasing the importance of the packaging process. FFT views this structural change as an important growth opportunity and is working to advance high-precision die bonder technologies and develop new products.

In FY2027, FFT will launch the advanced packaging platform XERDIA and conduct joint evaluations with customers targeting next-generation NAND flash memory and dynamic random-access memory (DRAM) packages. To respond to the evolution of HBM, we are also developing hybrid bonding technologies and plan to begin customer evaluations of hybrid bonders for HBM from FY2028 onward.

Through these initiatives, we are shifting our business from its traditional focus on general-purpose memory toward higher-value-added, higher-growth advanced packaging fields. Although advanced fields require a high level of equipment technology, they also offer opportunities for improved profitability and will become an important pillar supporting sustainable growth.

Semiconductor Manufacturing Equipment (Fasford Technology)

FFT also has the strength of a vertically integrated model covering development, design, manufacturing, sales, and after-sales service. This structure enables us to respond quickly to customer needs while providing high-quality equipment and services, helping us build long-term relationships with global semiconductor manufacturers.

Going forward, we will continue evolving in both technology development and value provision while accurately capturing market expansion centered on AI semiconductors and HBM.

Fasford Technology's aspirational vision

FFT has maintained a high market share in die bonders for memory semiconductors and has built a stable business foundation through technologies that support production of NAND flash memory and DRAM.

The semiconductor market is currently undergoing major structural change against the backdrop of advances in generative AI and expanding data center demand. Advanced packaging, including HBM, is evolving into a field requiring even higher precision and productivity than before, dramatically increasing the importance of back-end processes. We view this change as a new growth opportunity and are expanding into high-value-added fields such as AI semiconductors and logic devices based on technologies cultivated in the memory field.

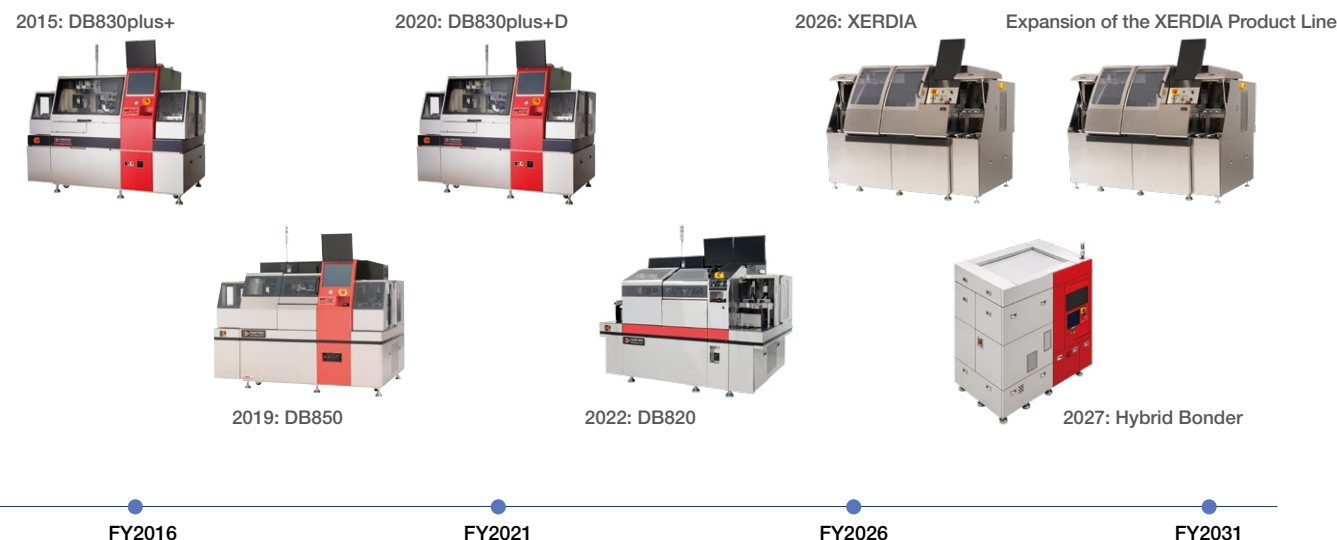
Our strengths lie in high-precision technology that enables die positioning at the micron level and technology for stably handling ultra-thin wafers with low stress. By combining these core strengths with technologies such as defect detection through image processing, equipment clean techniques, automation, and line integration, we have contributed to improved quality and production efficiency for semiconductor manufacturers. This accumulation of technologies supports our long-term

relationships of trust with customers.

Going forward, we will advance our business portfolio by launching high-precision die bonders for advanced packaging, expanding products for non-memory applications, and developing hybrid bonders for HBM. We will also strengthen our R&D structure and enhance our ability to respond quickly to market needs through joint evaluations with customers, delivering value through an integrated approach from development to mass production.

Semiconductors are a foundational technology supporting progress in fields such as AI, mobility, and social infrastructure. Among these, the packaging process is a field that holds the key to creating new value. Through advances in bonding technology, we will support this transformation and contribute to medium- and long-term enhancement of corporate value as a member of Fuji Group, while achieving both sustainable growth and value creation for society.

Product Roadmap



Super cleanroom



R&D building

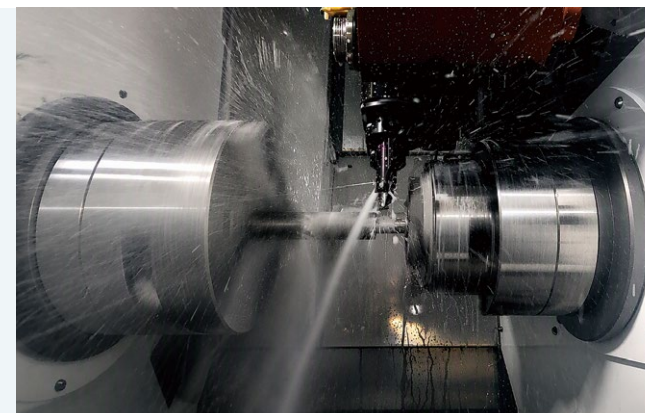
Business Strategy 03

Machine Tools

Leveraging Our Strength in Turnkey Solutions to Establish a Stable Earnings Base

Kazuyoshi Nagato

Executive Officer
General Manager, Machine Tools Division



Strengths of the turnkey business

The business model in which Fuji's Machine Tools Division business excels most is turnkey solutions that optimize customers' entire machining processes rather than simply supplying standalone machine tools. Even a high-performance machine tool cannot fully demonstrate its true value unless its performance is maximized through the right combination of machining conditions and peripheral equipment. We position our added value not simply as selling machine tools, but as providing them to customers with machine performance maximized.

Starting from customer requirements such as machining accuracy and cycle time, we provide an integrated process from proposing machining methods and conducting machining verification through start-up after equipment delivery. We also address workplace issues caused by chips and coolant by integrating chucking, tooling, and automation technologies accumulated since our founding, enabling "vertical ramp-up" in which stable operation is achieved immediately after equipment delivery.

For the machine itself, we pursue high rigidity and high precision through analytical technologies and rigorous evaluation testing. Our long track record of adoption, particularly in the automotive industry, forms the

foundation of customer trust. The technologies and knowledge we have cultivated were also carried forward and put into the Multi Task CNC Lathe ACUFLEX 400S, which integrates multiple processes.

Our ability to provide these turnkey solutions helps reduce customers' investment risk and improve productivity while building long-term relationships of trust.



Turnkey solutions (CSD-300II & CSS-300II)

Machine Tools

Strategy for returning to profitability

Although Machine Tools returned to profitability in FY2025, the business environment became difficult again in FY2026, making it challenging to secure profits.

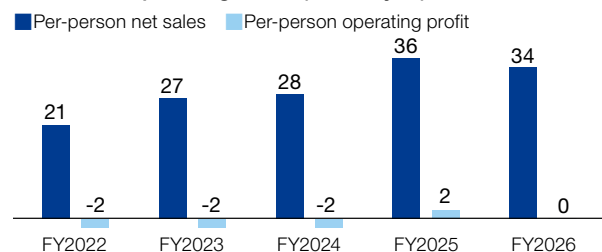
The main factor was that orders in our core automotive parts machining field fell far below our initial assumptions due to uncertainty surrounding future investment in the automotive industry, against the backdrop of U.S. tariff policy and a slowdown in the shift to electric vehicles (EVs). This brought into sharp relief our longstanding issue of heavy dependence on the automotive industry.

In FY2027, we expect the market environment to improve, with Japanese manufacturers resuming capital investment centered on hybrid vehicles and concrete investment plans anticipated in the North American market, where the direction of a return toward internal combustion engines (ICEs) has become clearer.

At the same time, we recognize that the most important task for this business is to establish a business foundation capable of generating stable profits regardless of the market environment. Accordingly, we are focusing on three measures: diversifying demand, strengthening our earnings structure, and improving earnings power.

While capturing the current market recovery, we position transforming to an earnings structure that does not depend on the external environment as our highest-priority issue. Based on the issues that became evident in FY2026, we will diversify our business portfolio and build a flexible organizational structure in order to transform the business into one capable of consistently generating profits.

Machine Tools Division Per-person Consolidated Net Sales and Operating Profit (million yen)



Improving Logistics Efficiency

Diversification of Demand (Reducing Dependence on the Automotive Industry)

- Start in-house machining of mounter parts using the ACUFLEX multitasking lathe
- Expanding test-cutting opportunities in industries beyond automotive
- Strengthen sales to growth fields, including components for AI server cooling equipment

Strengthening the Earnings Structure (Cost Structure Reform)

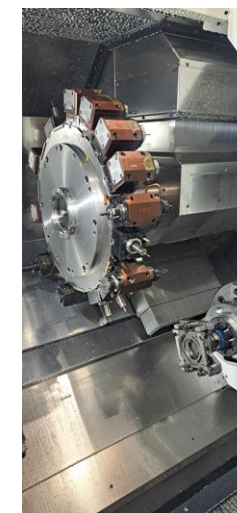
- Conducting a cross-departmental review of operations and rebuilding optimal staffing
- Improve logistics efficiency by locating the parts warehouse adjacent to the production area
- Begin building a production structure with the minimum necessary staffing

Improving Earnings Power (Structural Transformation)

- Lowering the break-even point by building a flexible organization capable of securing profits even under order fluctuations
- Strengthen highly profitable after-sales businesses (maintenance parts, service, and modification)



Multi Task CNC Lathe ACUFLEX 400S



Business Strategy 04

New Business

Creating Next-generation Businesses Starting from Societal Issues

Koji Kawaguchi

General Manager,
New Business Department
Robotic Solutions Division



At Fuji, we are planning new businesses in the three areas defined by our materialities—Manufacturing, Lifestyle, and the Future—to address societal issues while driving the creation and commercialization of next-generation businesses.

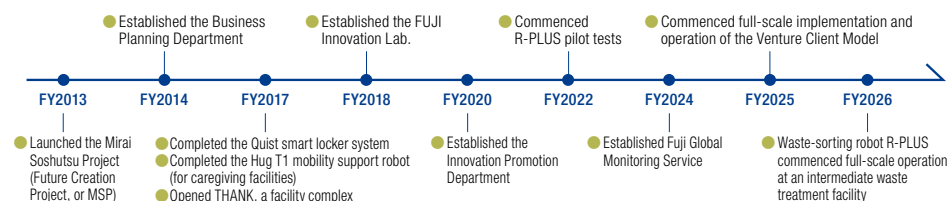
This initiative has focused on identifying societal issues from a market-in perspective based on market needs, devising solutions to address them, and placing importance on adopting a small-scale initial approach to quickly test ideas.

By repeatedly experiencing failure and learning early on, and steadily applying that experience to subsequent challenges, we have established a cycle that increases the success rate of new business ventures. This process encourages each employee's acceptance of challenges and growth which also leads to the strategic development of human capital.

Fuji also captures front-line issues and latent needs through dialogue with customers and works to improve the convenience of its solutions. By reflecting customer feedback in improvements to products and services, we aim to achieve both the resolution of societal issues and business growth.

We are also actively communicating these initiatives and new value through social media and various other media to make more customers aware of our products and services. We use the reactions and feedback generated through this communication to improve products and services and consider new proposals.

History of Fuji's New Business Creation



By sincerely engaging with new perspectives and needs expressed by customers as a result of our products and new initiatives, a variety of “chemical reactions” emerge. As a result, we are expanding into adjacent applications and creating new market opportunities, further broadening and deepening our business domains.

Moving forward, we will continue to deliver products and services that excite and inspire our customers, guided by the innovative spirit that resides in the hearts of Fuji employees. We will also grow new business opportunities into the next pillar of earnings, achieving both the resolution of societal issues and enhancement of corporate value.

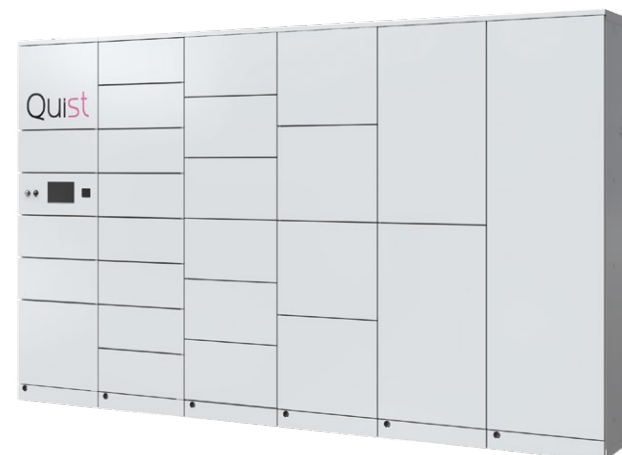
Smart locker system Quist

Quist

Quist is a next-generation smart locker system that links the locker itself, the cloud, and the user's end device. Quist is currently in use at leading companies in industries including convenience stores, supermarkets, pharmacies, home improvement stores, furniture stores, and second-hand goods stores.

Quist's strengths lie in its high connectivity, which enables integration with a wide range of systems, and its ability to propose solutions tailored to customer issues. Since Quist can be easily linked with customers' existing systems and various services, it can address diverse needs across different industries and business formats. Drawing on the knowledge accumulated through extensive implementation experience, we support the creation of new value by proposing optimal operating models and services for each customer.

As a labor-saving and unmanned tool that bridges the time lag between those who want to hand over goods and those who want to receive goods, we will continue planning and developing solutions that respond to new customer needs arising every day, while working to further expand the business.



Lockers for sending and receiving parcels at convenience stores



Tool management within factories

New Business



For home care

For hospitals and care facilities

For bathing assistance

Hug

Mobility support robot Hug

From bed to wheelchair, or wheelchair to toilet seat, at caregiving and medical facilities, 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 or undressed. By combining Fuji's superior motion-control technologies with simple, easy-to-use operation and a compact design, we have shipped approximately 6,000 units of the series since sales began in 2016.

Hug is available in three models, for home care, for hospitals and care facilities, and for bathing assistance, addressing a wide range of needs in caregiving and medical settings. By offering products optimized for different use scenarios, we are expanding the range of transfer-assistance applications while contributing to alleviating labor shortages and caregiving burdens in caregiving and medical settings.

Going forward, based on technologies and know-how cultivated through the development and deployment of Hug, we will expand beyond caregiving into the medical field, including rehabilitation. As a leading company in the mobility support robot field, we believe our mission is to plan and develop products that solve emerging issues.

Waste-sorting robot R-PLUS

R-PLUS

R-PLUS is equipment that uses AI and robotics to automate sorting work that has traditionally been performed manually in the recycling process for industrial waste such as construction waste. It detects foreign materials such as wood and metal in waste concrete, asphalt fragments, and other materials using AI and automatically removes them with a picking hand, contributing to improved quality of recycled materials.

R-PLUS has achieved automation of sorting work at intermediate industrial-waste treatment facilities, where there had previously been few examples of robot utilization. Even after its market launch, we have continued improving AI learning and recognition technologies and system performance, allowing R-PLUS to evolve into equipment that operates with greater precision and stability. As a result, in addition to improving the quality of recycled products, it contributes to addressing labor shortages and improving the safety of work performed in dusty and noisy environments.

In the recycling field, where the effective use of the Earth's finite resources is essential, R-PLUS will continue evolving and contributing to the realization of a circular society and a sustainable future.



2025 Nikkan Kogyo Shimbun, Ltd.
55th Industrial Machine Design
Award IDEA Recipient of the Jury's
Special Award



Sustainability

Fuji's Sustainability

Fuji regards supporting enriched lives for people around the world as its mission and positions sustainability as one of the important foundations of management. We have identified our materialities around the key themes of Manufacturing, Lifestyle, and the Future, and promote initiatives integrated with our business activities. We will continue to steadily advance each initiative while valuing dialogue with stakeholders, aiming together with them to realize an enriched and sustainable future.

Takashi Oshima

General Manager,
Sustainability Department
Corporate Operations Division



Sustainability Promotion Committee

We position sustainability as one of our key management policies and aim to enhance our medium- to long-term corporate value while fulfilling our social responsibilities. We established the Sustainability Promotion Committee in April 2022 to strengthen company-wide initiatives that ensure co-existence with society and the sustainability of our business, despite the rapidly changing macro environment.

The Sustainability Promotion Committee is chaired by the president and consists of full-time and part-time directors and executive officers. Auditors also participate in committee meetings as observers to ensure transparency.

To date, the Sustainability Promotion Committee has advanced themes directly linked to enhancing corporate value, including human capital management, development of human rights, ethics, and compliance policies, health and productivity management, and strengthening the corporate brand.

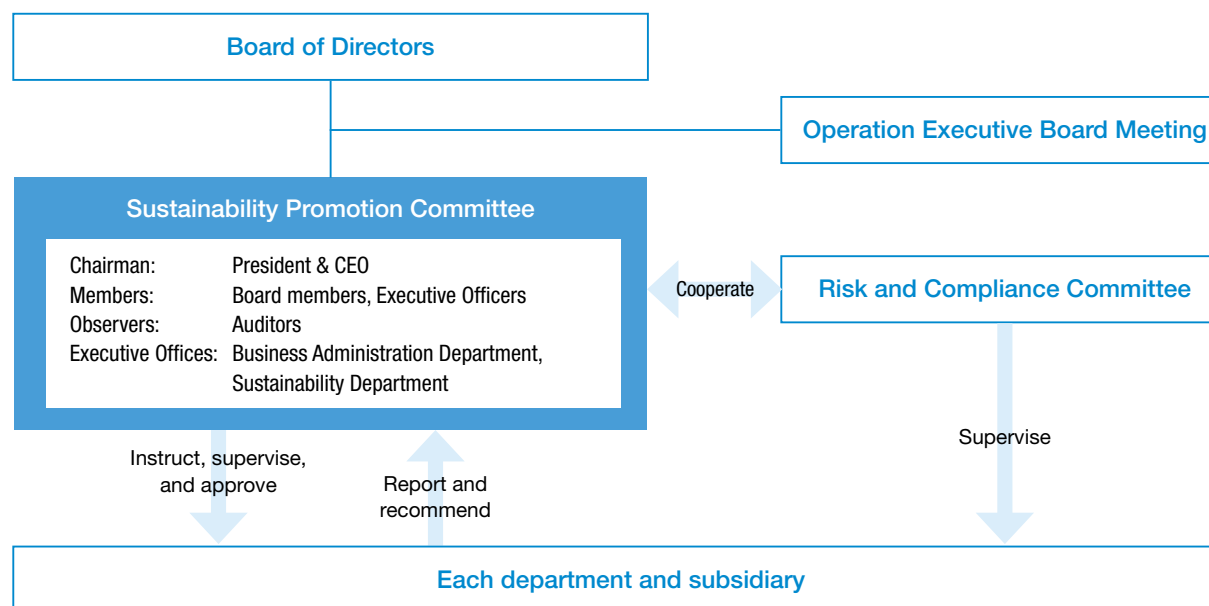
To further accelerate these initiatives, we established the Sustainability Department and Strategic HR Department in April 2025, reinforcing our organizational framework. The two departments are responsible for translating discussions and decisions by the Board of Directors and the Committee into concrete measures across the company, thereby enhancing the effectiveness of sustainability promotion.

Going forward, we will continue to address societal issues through our business activities and strive to achieve both a sustainable society and enhanced corporate value through ongoing dialogue with stakeholders.

See here for past
Sustainability Promotion
Committee activities



Sustainability Management Promotion Framework



Sustainability Promotion Committee (FY2026: 5 Meetings)

- Explanation of measures to strengthen the sustainability promotion framework (launch of the Sustainability Department)
- Reporting and decision on the 1.5°C scenario and internal carbon pricing
- Reporting on measures to create innovation (new business proposal system, training, etc.)
- Discussion on affirming the brand message
- Reporting on external sustainability assessment results and discussion of related issues

Fuji's Sustainability

Relationship with stakeholders

We have identified our customers, shareholders and investors, employees, suppliers, and local communities as our primary stakeholders, and we will actively engage in dialogue and communication with them, use their opinions and requests to improve our management, and strive to enhance 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 a channel for dialogue with shareholders and investors, through which the representative directors and other management staff 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 Meeting of Shareholders	Once a year
		Financial results 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 talent 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.	Employee engagement surveys, stress checks	Once a year
		Employee pulse survey	Four times a year
		Company newsletter, portal site, 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 the basic CSR procurement policy and the Fuji Supplier CSR Guidelines, under which we share with our suppliers our policy and vision to continue trying to create new value and to contribute to the creation of a prosperous society. We conduct transparent, fair, and equitable procurement activities with consideration for their impact on the global environment and work throughout the supply chain toward realizing 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 communities	As a member of the local communities, we are committed to initiatives with the goal of becoming a company that is loved and trusted by local residents.	Community cleaning activities	Daily
		Fostering talent who will be active in the electronics industry on a global scale, providing workplace training experience, participating in local events, facility tours	As needed

External evaluation (as of July 31, 2026)

Inclusion in indices



Sustainability ratings



Acknowledgments



Participation in external initiatives



Environment

Environmental Management

Basic approach

Fuji Group recognizes that conservation of the earth's environment is one of the high-priority issues shared by all mankind, and endorses global goals such as the Sustainable Development Goals (SDGs) and the Paris Agreement. In order to conserve lush natural environments 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.

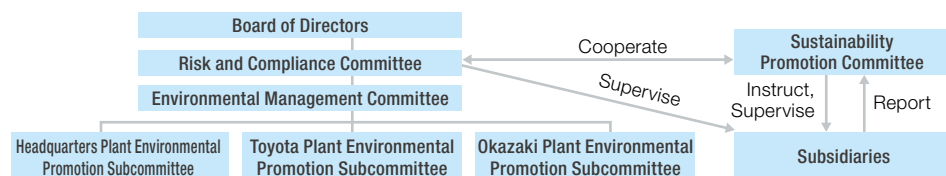
Guiding Principles

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 address environmental issues including reduction of CO ₂ 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.

Environmental management framework

We established the Environmental Management Committee under the Risk and Compliance Committee, which oversees our risk management framework, aiming to improve our environmental performance. The committee members meet regularly to monitor our energy consumption, amount of waste disposal, progress toward our environmental targets, and compliance with environmental laws and regulations.

The Risk and Compliance Committee, in cooperation with the Sustainability Promotion Committee, is developing a framework to expand our sustainability-related initiatives to our subsidiaries.



Environmental action plans for FY2025 to 2027

We update the environmental action plans every three years, and confirm the target values with our performance for each of the categories every year. At the same time, we clarify the connections between each initiative and the relevant Sustainable Development Goals (SDGs) and continuously promote the plan-do-check-act (PDCA) cycle of environmental management.

	Category	Initiatives	Related SDGs
Business activities (Scopes 1 and 2)	Operations	<ul style="list-style-type: none"> • Improve operational efficiency (development, production, sales, and administrative operations) • Save energy • Promote digital transformation • Raise environmental awareness (carbon neutral) 	
	Facilities	<ul style="list-style-type: none"> • Install renewable energy equipment (e.g., solar panels) • Use renewable energy 	
Initiatives for society (Scope 3)	Development (Products)	<ul style="list-style-type: none"> • LCA (Life Cycle Assessment): <ul style="list-style-type: none"> – Development of eco-friendly products and environmental contribution products – Reduction of environmental impacts throughout the product life cycle (all processes) 	
	Procurement	<ul style="list-style-type: none"> • Reduce and make visual the CO₂ emissions associated with delivered parts and materials 	

FY2026 Results

Category	Item	Management indicator	Target	Results	Self-evaluation
Business activities (Scopes 1 and 2)	Reduction of CO ₂ emissions (total)	CO ₂ emissions (t-CO ₂ /year)	7,308	7,273	○
	Environmental Education – Training for new graduates and mid-career hires – Training for newly appointed managers	Number of Training Participants	100	149	○
Initiatives for society (Scope 3)	SMT – Development of energy-saving specifications	Power consumption per 10,000 components (kWh)	0.213	0.207	○
	Machine tools – Development of energy-saving specifications	Reduction in power consumption compared with FY2022	10.00%	10.10%	○
	Scope 3, Category 1 Expansion of the number of suppliers using primary data calculations	Percentage of suppliers for which primary data has been calculated Scope: Top suppliers accounting for 95% of total procurement value	20%	25%	○
Circular society	Delivery Packaging Materials Promote Returnable Packaging	Distribute Returnable Trays	Distribute the Prescribed Number of Trays	Prescribed Number of Trays Distributed	○

Self-evaluation criteria for achievement against annual targets: ○ Target achieved × Target not achieved

Environment

Disclosure Based on TCFD Recommendations

Fuji views addressing climate change through reductions in CO₂ emissions as one of the important issues for realizing a sustainable society. We investigate and analyze the risks and opportunities that climate change presents to our business activities, reflect the results in management strategy, and are working to calculate the financial impacts.

In June 2022, we endorsed the Task Force on Climate-related Financial Disclosures (TCFD) and are disclosing information. To further strengthen our response to climate change, we joined the TCFD Consortium in February 2025. We also continue to participate in the GX Future Consortium, established in April 2026 and will contribute to realizing a sustainable society by advancing measures to address climate change and decarbonization.

See here for details of the 1.5°C and 4°C scenarios and the five forces analysis



1.5°C Scenario (excerpts of major items)

Risk or opportunity	Transition or physical	Category	Issues	Responses to risks and opportunities	Impact level
Risk	Transition	Policies and regulations	<ol style="list-style-type: none"> Increases in fuel procurement costs and material procurement costs due to the introduction of carbon taxes such as the EU Carbon Border Adjustment Mechanism (CBAM) and carbon pricing. Increases in costs due to mandatory purchase of green power and other requirements resulting from stricter emission regulations. 	<ol style="list-style-type: none"> Cooperate with suppliers to reduce CO₂ emissions, collaboratively explore the use of new materials and production methods, and ensure information transparency through purchasing CBAM certificates and obtaining third-party certifications. Purchase CO₂-free electricity, install renewable energy generation equipment and storage batteries, and purchase green power certificates. 	Medium
Risk	Transition	Market	<ol style="list-style-type: none"> Discontinuation of transactions with companies that do not engage in decarbonization amid an increasingly decarbonized society. 	<ol style="list-style-type: none"> Establish a cooperative framework to reduce greenhouse gas emissions throughout the supply chain. <ul style="list-style-type: none"> Comply with domestic and international decarbonization laws and regulations. Improve external scores and ratings, such as CDP and EcoVadis. 	High
Opportunity	Transition	Product and service Markets	<ol 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, as the automotive industry shifts toward EVs. Increased customer willingness to purchase as a result of carbon footprint visualization. Increased customer demand resulting from the manufacturing of products using carbon-neutral steel and green materials. 	<ol style="list-style-type: none"> Accelerate development of high-efficiency, power-saving products. Promote development of production equipment with high energy-saving performance. Strengthen development of products and technologies for the EV market. Disclose carbon footprints of products. Promote the use of materials with low environmental impact. 	High
Opportunity	Transition	Resilience	<ol style="list-style-type: none"> Increased number of machines delivered as customers establish factories in multiple countries in order to mitigate the risk of climate change-related disasters. 	<ol style="list-style-type: none"> Establish a flexible production system that can respond to sudden changes in demand. 	Medium

4°C Scenario (excerpts of major items)

Risk or opportunity	Transition or physical	Category	Issues	Responses to risks and opportunities	Impact level
Risk	Physical	Acute	<ol style="list-style-type: none"> Fuji Group: Increases in instances of damage due to frequent weather disasters, resulting in factory shutdowns and increased repair costs. Suppliers: Stagnation of production activities due to disruptions in the supply chain, ranging from parts procurement to product shipment logistics, caused by frequent weather disasters. 	<ol style="list-style-type: none"> Strengthen business continuity planning (BCP) measures that also cover the supply chain. 	Medium
Risk	Physical	Chronic	<ol style="list-style-type: none"> Increases in costs due to increased energy consumption for air conditioning at Fuji-owned factories. Increases in costs for responding to infectious diseases. 	<ol style="list-style-type: none"> Reduce CO₂ emissions by introducing renewable energy equipment and promoting the use of CO₂-free electricity. Promote automation and labor-saving measures in factories. 	Medium
Opportunity	Transition	Market	<ol style="list-style-type: none"> Market expansion of robotics and automation solutions 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. 	<ol style="list-style-type: none"> Create products and services that meet requirements for factory automation and optimization. 	Medium
Opportunity	Transition	Resilience	<ol style="list-style-type: none"> Increased number of machines delivered as customers establish factories in multiple countries in order to mitigate the risk of climate change-related disasters. 	<ol style="list-style-type: none"> Establish a flexible production system that can respond to sudden changes in demand. 	Medium

Scenario analysis confirmed that under the 1.5°C scenario, solution businesses that improve factory productivity and energy efficiency, as well as the shift to EVs, represent opportunities that could expand demand for SMT pick and place machines and machine tools. Meanwhile, higher material procurement costs and costs associated with incorporating low-carbon technologies into products represent risks. Under the 4°C scenario, where decarbonization does not progress and weather-related disasters are expected to become more severe, we believe that addressing physical risks will be important.

For the identified risks and opportunities, we classify the degree of impact on our business as high, medium, or low, determine measures for each, incorporate them into business activities, and report progress to the Sustainability Promotion Committee to drive continuous improvement. Going forward, for items with a high degree of impact, we will identify the relevant financial items and work to understand their financial impact.

Environment

Governance

Recognizing climate change as both a risk and an opportunity that can have a material impact on our corporate value and business activities, we report progress on climate change measures to directors and executive officers at the Sustainability Promotion Committee twice a year. These reports are used in decision-making and oversight as we promote continuous improvement. Matters that could have a material impact on management are also submitted to or reported to the Board of Directors.

Aiming to promote environmental responsiveness, each business division makes recommendations on capital investment and business plans to the Sustainability Promotion Committee and reports on their progress.

Strategy

We conduct scenario analysis¹ to understand the impact of climate change on our business activities. We first identified business-related items from the perspectives of transition risks (policy and regulation, technology, market, and reputation), physical risks (acute and chronic), transition opportunities (products and services, markets, and resilience), and physical opportunities (acute). Next, based on information published by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), we established a 1.5°C scenario² and a 4°C scenario³ with 2030 as the time horizon, and for physical risks we used future projection data from the Climate Change Adaptation Information Platform (A-PLAT). We also take into account changes in Fuji's business environment, including the spread of internet of things (IoT) devices accompanying the advancement of Society 5.0 and increased factory automation. Based on these assumptions, after organizing the social and market environments anticipated under each scenario, we conducted a five forces analysis to evaluate changes in market structure and the competitive environment.

1. The scenario was revised from one in which the global average temperature rises about 2°C above pre-industrial levels to one in which it rises about 1.5°C (2025)

2. Scenario in which the global average temperature rises about 1.5°C above pre-industrial levels (IPCC SSP1-RCP1.9, IEA NZE2050)

3. Scenario in which the global average temperature rises about 4°C above pre-industrial levels (IPCC RCP8.5)

Risk management

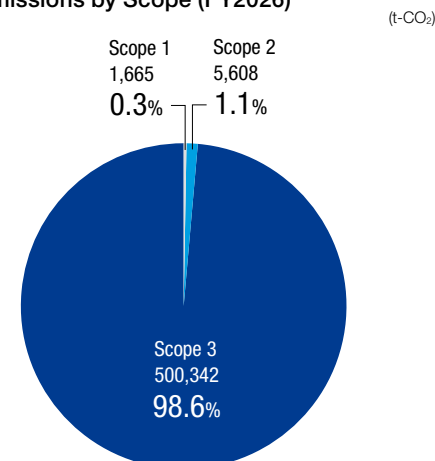
Each business division reviews climate change-related risks and opportunities annually. The Environmental Management Committee monitors the results and progress of related measures, and promotes continuous improvement through a company-wide PDCA cycle. These matters are also regularly reported to and shared with the Sustainability Promotion Committee and the Board of Directors, and we work to prevent risks from materializing and minimize their impact through appropriate risk management and rapid response.

Indicators and targets

Fuji positions climate change response as an important management issue. In April 2023, the Sustainability Promotion Committee formulated Fuji Group's long-term targets and strategic roadmap toward achieving carbon neutrality. Going forward, we will expand the scope of our initiatives beyond the Group to the entire supply chain and promote activities aimed at realizing a decarbonized society.

Category	By FY2031	By FY2051	Major actions
Scopes 1 and 2 Reduction of CO ₂ emissions in the Fuji Group's own activities	Reduce CO ₂ emissions by 46% (non-consolidated, compared to FY2014)	Endeavor to become carbon neutral (consolidated)	<ul style="list-style-type: none"> • Install solar power generation system • Expand procurement of CO₂-free electricity in steps • Make electricity usage visual
Scope 3 Initiatives for society through the entire supply chain	Reduce CO ₂ emissions per unit sales by 30% (compared to FY2022)	Reduce CO ₂ emissions per unit sales by 80% (compared to FY2022)	<ul style="list-style-type: none"> • Make products use less energy • Development of environmental contribution products • Strengthen cooperation with suppliers

CO₂ Emissions by Scope (FY2026)



The Carbon Neutral Strategy Roadmap is here

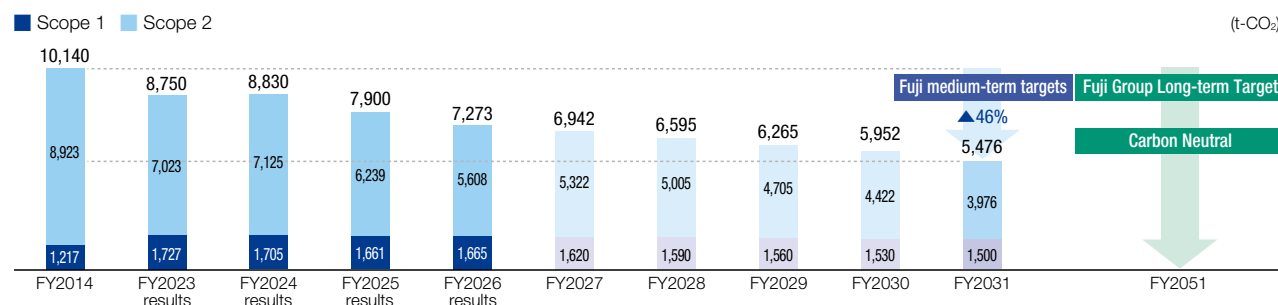


Environment

Decarbonization Initiatives

Medium- and long-term environmental targets: addressing Scope 1 and 2 emissions

We have set a long-term target of achieving carbon neutrality by FY2051 and a medium-term target of reducing Scope 1 and Scope 2 CO₂ emissions by 46% from FY2014 levels by FY2031. For Scope 1, we will focus on reducing fuel consumption and upgrading to energy-efficient equipment, while for Scope 2 we will focus on promoting energy conservation and expanding the introduction of renewable energy, managing progress each fiscal year as we advance these initiatives.

Medium- and Long-term Environmental Targets: CO₂ Emission Reduction Targets (Scopes 1 and 2)

Environmental investment roadmap

We plan environmental investments totaling 4.5 billion yen over the seven years from FY2025 through FY2031. By reflecting internal carbon pricing (ICP) in investment decisions, we are enhancing decision-making toward decarbonization and promoting measures to reduce CO₂ emissions.

Highlights in FY2026

- Solar panel installation began at Toyota Plant with operation scheduled to begin in 2026.
- As energy-saving and heatstroke-prevention measures, glass heat-insulating coating and heat-insulating film at Headquarters passed verification testing. Installation is scheduled for FY2027.

		Expected reduction		Environmental capital investment plan						
		Scope 1	Scope 2	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
Renewable energy	Solar panels	★	★★★	●		○	○			
	CO ₂ -free electricity		★★★	●	●	○	○	○	○	○
Energy saving	Air-conditioning equipment	★★	★★			□	□	□	□	□
	Heat-shielding measures	★	★		●	○	○	○	○	○
	Energy-efficient equipment	★	★	●	●	○	○	○	○	○
	Machining equipment	★	★★	●	●	○	○	○	○	○

* Expected reduction: ★ 5% or less ★★ Over 5% up to 20% ★★★ Over 20%

Internal carbon pricing (ICP)

Internal carbon pricing (ICP) is a mechanism that assigns an internal price to CO₂ emissions and incorporates it into investment decisions.

Using ICP promotes decision-making toward decarbonization and advances sustainable management.

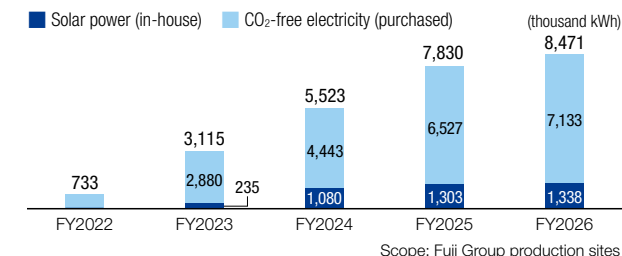
FY2026 Results	• ICP calculated for 7 cases Calculation condition: 7,000 yen/t-CO ₂ Main calculation examples: Solar power generation systems, gas heat pump (GHP) air-conditioning systems, heat-shielding glass products, and machine tools
FY2026 revision	• Added Scope 1 (city gas) to the calculation scope when renewing GHP air-conditioning systems
FY2027 revision	• Revised the ICP price to 10,000 yen/t-CO ₂ to further promote environmental management

Renewable energy

Fuji Group is promoting the adoption of solar power and the use of CO₂-free electricity.

At Fuji Headquarters and Fuji Group production sites, all electricity used has been switched to CO₂-free electricity. Renewable energy accounts for approximately 36% of the electricity used at Fuji Group production sites, and we will continue expanding the use of renewable energy.

Adoption of Renewable Energies

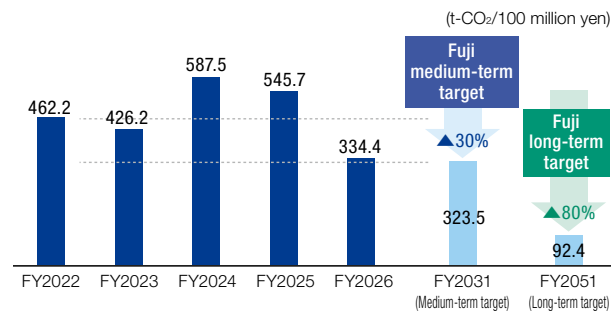


Environment

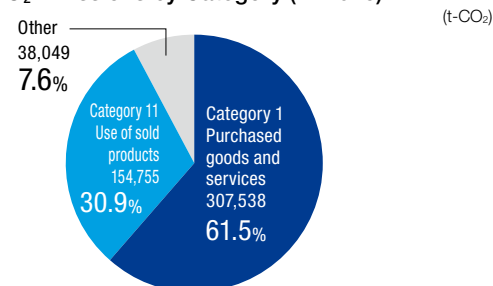
Medium- and long-term environmental targets: addressing Scope 3 emissions

We have set a long-term target of reducing CO₂ emissions per unit sales by 80% from FY2022 levels by FY2051 and a medium-term target of reducing them by 30% from FY2022 levels by FY2031. In FY2026 results, excluding Category 9 Downstream transportation and distribution, which is currently under study, Scope 3 accounted for approximately 98% of total Scope 1, 2, and 3 emissions. Among these, emissions from Category 1 Purchased goods and services, and Category 11 Use of sold products account for a large proportion of the emissions. Going forward, we will further strengthen collaboration with suppliers and support the calculation of CO₂ emissions, thereby expanding the collection of primary data and promoting emissions reductions. At the same time, we will advance environmentally conscious product design, including improved energy-saving performance, and work to reduce Scope 3 emissions.

Medium- and Long-term Environmental Targets: FUJI CO₂ Emission Reduction Target (Scope 3)



Scope 3 CO₂ Emissions by Category (FY2026)



Toward achieving the medium- and long-term environmental targets

Category 1: Collaboration with Suppliers

In FY2022, an analysis of CO₂ and other greenhouse gas emissions across Fuji's overall non-consolidated business activities showed that emissions attributable to the supply chain, including raw material procurement and logistics, accounted for approximately 60% of the total. To achieve our medium-term environmental target of reducing CO₂ emissions in the supply chain by 30% per unit sales by FY2031 compared with FY2022, it is extremely important to reduce emissions through collaboration with suppliers in addition to our own energy conservation and introduction of renewable energy. We are therefore advancing initiatives to raise awareness of this issue. Specifically, we are deepening mutual understanding through participation by representative suppliers in a Ministry of the Environment model project and through study sessions on carbon neutrality organized by Fuji.

Date	Details	Number of participating companies	Number of people participating
January 2023	Carbon neutral briefing session	13	50
April 2023	Carbon neutral briefing session / financial institution subsidy information session	17	37
March 2024	Report meeting on the Ministry of the Environment's "Model Project for Promoting Decarbonization Throughout the Value Chain Initiative"	129	147
November 2025	Supplier Day (policy briefing): Carbon neutrality (CN) promotion plan and human rights due diligence (DD)	123	198
May 2026	Supplier Day: Environment	129	215
June 2026	Setting CO ₂ Emissions Targets (for companies using primary data calculations)	22	42

CDP Supplier Engagement Assessment (SEA): A rating

For calculating CO₂ emissions in the supply chain, we are shifting from a simplified method that multiplies procurement value by industry-specific CO₂ emission factors to the use of primary data based on suppliers' energy consumption (Scopes 1 and 2). Our efforts in collaboration with suppliers toward carbon neutrality were recognized with an "A" score in the CDP 2025 Supplier Engagement Assessment (SEA).

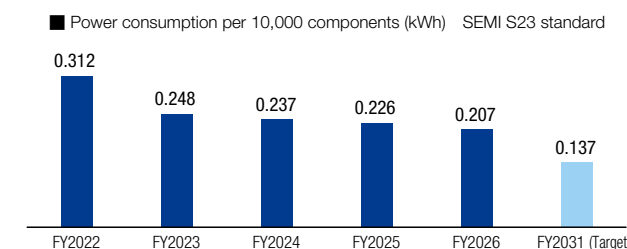


Category 11: Development of Eco-friendly Products for Reducing Emissions

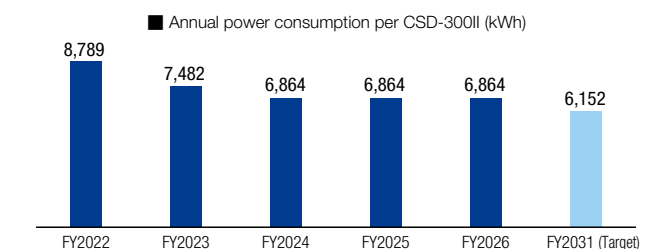
We will further reduce power consumption by improving the placement speed of the SMT pick and place machine NXTR. To reduce environmental impacts throughout the product life cycle, we are working to recycle materials, reduce the weight of materials, reduce the use of consumables during electronic component placement, and reduce air consumption.

For machine tools, we are reducing the power consumption of our products, such as CSD-300II, a front facing twin spindle lathe. We are working on hydraulic standby control, reduction of warm-up time through air saving and thermal displacement compensation, etc.

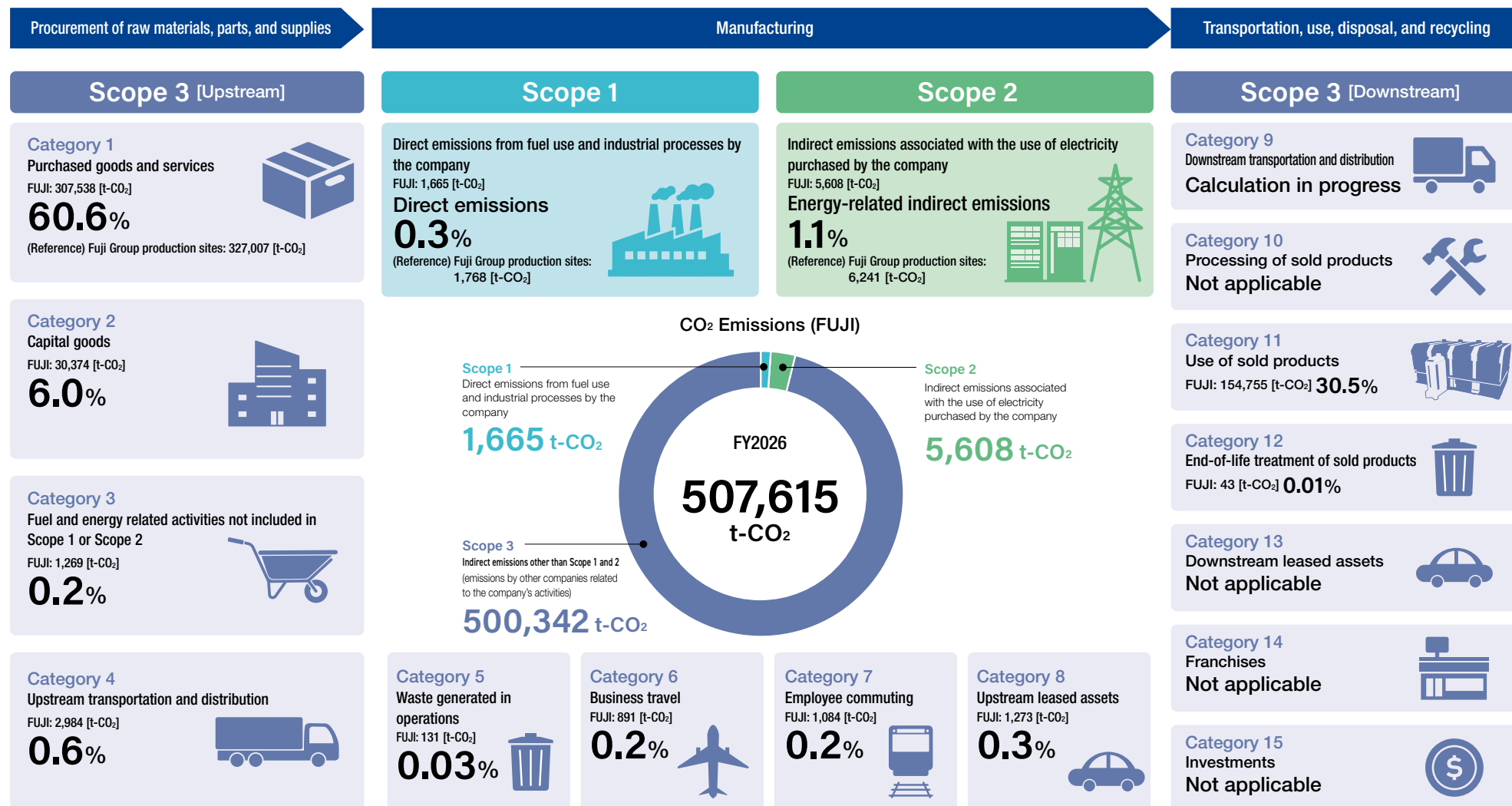
Power Consumption of SMT Pick and Place Machines



Power Consumption of Machine Tools (CSD-300II)



Environment

CO₂ emissions throughout the value chainCO₂ Emissions Summary (Scopes 1, 2, and 3)

Note: The uppercase designation "FUJI" indicates data presented on a non-consolidated basis.

Social

Supply Chain Engagement

Fuji Group procurement CSR initiatives

Fuji Group Procurement CSR Policy

As a global company, we promote procurement activities in line with the principles of the United Nations Global Compact (UNGC) and the RBA Code of Conduct, taking into consideration the requests of our stakeholders from all perspectives.

- Build relationships with our suppliers as good partners based on mutual trust and fair, transparent, and equitable business practices.
- Comply with laws, regulations, rules and social norms, and actively work to achieve the SDGs.
- Commit to our trading basics that meet the Q (quality), C (cost), D (delivery time), S (service), and S (speed) requirements of Fuji.

Fuji Group promotes corporate social responsibility (CSR) activities throughout the supply chain toward realizing a sustainable society. We position the suppliers that support our business activities as important partners, cooperating in line with the Fuji Supplier CSR Guidelines, and require thorough compliance with laws and regulations, respect for human rights, occupational health and safety, environmental conservation, and corporate ethics.



Specifically, as shown in the diagram above, we conduct an annual CSR questionnaire survey of suppliers to identify risks through self-assessment and promote improvement activities. We also analyze supply-chain risks from perspectives including human rights, occupational health and safety, the environment, and corporate ethics, and create a risk map. When survey results or risk assessments identify matters requiring confirmation, we conduct on-site audits and provide education and improvement support, working together with suppliers to strengthen the risk management framework and promote continuous improvement.

CSR Questionnaire Survey Results Scope: Suppliers accounting for the top 95% of purchases by fiscal year

Fiscal year	Questionnaire targets (companies)	Questionnaires collected (companies, rate)	Content confirmation and education implemented (companies) [Telephone interviews]	Content confirmation and education implemented (companies) [Web audits]	On-site audits or training (companies)
FY2025	145	145 (100%)	16	0	4
FY2026	133	132 (99%)	21	1	5
FY2027	122	122 (100%)	3 (planned)	11 (planned)	5 (planned)

Takashi Suzuki

Executive Officer
General Manager,
Procurement Division
General Manager, Machining
Department

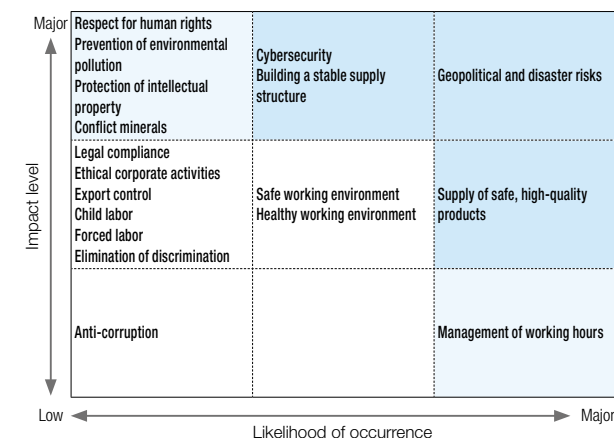


In recent years, companies have been expected to respect human rights and conduct responsible business activities not only within their own operations but throughout their supply chains. Addressing issues such as the elimination of child labor and forced labor, prohibition of discrimination, and responsible mineral sourcing has become an important management issue.

In response to these societal expectations, Fuji Group established the Fuji Group Human Rights Policy and Fuji Group Ethics and Compliance Policy in FY2025. We also began operating the Supplier Code of Conduct and Agreement, with 165 companies having agreed as of June 2026, to share Fuji Group's approach and expectations with suppliers. Through this, we are fostering a common understanding of respect for human rights and ethical conduct and promoting responsible procurement activities throughout the supply chain.

Going forward, Fuji Group will continue enhancing the effectiveness of CSR activities through dialogue and collaboration with suppliers, while building a sustainable supply chain that gives due consideration to human rights, the environment, and compliance, with the aim of growing together with society.

Supply Chain CSR Risk Map



Social

Supply Chain Risks

Strengthening BCP in the supply chain

In recent years, risks affecting supply chains have become increasingly diverse and complex, including not only natural disasters such as earthquakes and torrential rains but also geopolitical risks and the spread of infectious diseases. Fuji is working to strengthen resilience throughout the supply chain to ensure business continuity and fulfill its responsibility for stable supply.

As part of these efforts, in March 2025 we introduced a safety confirmation system for suppliers. This system operates in a cloud environment independent of our internal procurement management system, establishing a structure that enables us to maintain communication with suppliers even in the event of a disaster or emergency.

In an emergency, we quickly ascertain the safety status of supplier personnel and damage at production sites and visualize supply chain risks at an early stage, enabling prompt initial responses such as alternative sourcing and revisions to production plans. This helps reduce the risk of supply interruptions and shorten recovery periods while maintaining stable supply to customers.

Even during normal times, we visualize and analyze the overall state of the supply chain, including the distribution of production sites and supply capacity, and continuously evaluate high-risk suppliers and critical materials to implement risk-reduction measures according to priority. In addition, to address economic security risks, we are diversifying supply chain risks by establishing multiple sources, developing alternative procurement structures, and reducing dependence on specific regions, suppliers, and items. We also work to identify potential risks early and strengthen our response capabilities through ongoing dialogue and information sharing with suppliers. Through these initiatives, we not only improve resilience throughout the supply chain but also reduce business continuity risks and maintain and enhance corporate value. Fuji will continue working with suppliers to improve resilience throughout the supply chain and promote the construction of a sustainable and resilient supply chain capable of flexibly responding to a changing risk environment.

Main initiatives in FY2026

- BCP survey (business continuity plans and production sites)
- Survey of impacts from China's rare-earth export restrictions
- Survey of impacts from the deterioration in the situation in the Middle East
- Survey of impacts from difficulties procuring memory products
- Survey of impacts from the earthquake off the eastern coast of Aomori Prefecture
- Survey of impacts from the earthquake in the Chugoku region

Fuji Supplier Day

To achieve sustainable growth and enhance corporate value, Fuji is working with suppliers, our important business partners, to create value throughout the supply chain.

As part of these efforts, we hold Fuji Supplier Day twice a year for members of Fuso-kai, the supplier association that has supported our business activities since the company's founding.

At these events, we share Fuji's management policies, business strategies, and procurement policies and explain priority issues for promoting sustainability management. In recent years in particular, we have deepened dialogue on themes attracting growing societal expectations, including carbon neutrality, respect for human rights, responsible procurement, and supply chain risk management, strengthening shared understanding and collaboration with our suppliers.

At Supplier Day held in May 2026, 215 people from



129 companies participated. We have deepened mutual understanding and trust through dialogue between participating companies and our officers, while promoting understanding of CSR in procurement and advancing initiatives to strengthen our ability to address environmental and societal issues and enhance resilience throughout the supply chain.

Fuji will continue dialogue and collaboration with suppliers and deepen partnerships based on relationships of trust, thereby working to build a sustainable and competitive supply chain and provide value to all stakeholders, including society, customers, and business partners.



Declaration of Partnership Building

To promote collaboration and mutual prosperity with our business partners throughout the supply chain, we have published the Declaration of Partnership Building. In particular, based on the Basic Approach and Basic Principles for Transactions and the Memorandum on the Handling of Molds set forth in the Report of the Council for Promotion of Appropriate Mold Transactions, we strive to ensure fair and appropriate transactions. We promote the disposal of unnecessary product molds, ensuring that partner companies are not required to store product molds without compensation.



Social

Human Capital Management

MESSAGE

Declaring a Shift from “Management” to “Strategy”

Making human resources strategy a driving force for corporate value creation

Fuji has set a long-term target of 300 billion yen in net sales for FY2036 and aims to continue providing innovation to the world as a global company that contributes to Manufacturing, Lifestyle, and the Future. To achieve this target, we are reexamining the role of the human resources department itself.

Traditionally, the human resources department has focused primarily on defensive functions such as administering systems and managing labor matters. Of course, these functions are indispensable to the foundation of corporate management. However, as technological innovation and changes in the market environment accelerate, the quality of human resources and organizational capabilities are what determine a company's growth.

Based on this recognition, we abolished the former Human Resources Section, General Affairs Department and established the Strategic HR Department in FY2026. We are shifting from an organization centered on personnel administration to one that supports corporate value creation through human resources strategy. This transformation is the starting point of our human resources strategy.

People create Fuji's competitiveness

Fuji's strengths are not limited to outstanding products and technologies. They also lie in the power of an organization in which diverse human resources autonomously take on challenges and continue creating new value.

The innovative manufacturing capabilities cultivated since our founding are also rooted in the growth of our people. In an era of rapid change, it is important not only to maintain technologies themselves but also to sustain the people and organization capable of creating new technologies and value.

That is why we promote recruitment, development, systems, and organizational development not as separate measures, but as an integrated human resources strategy linked to our management strategy.

Human capital management supporting our challenge toward 2035

To remain a company chosen and trusted by society and the market, it is of the utmost importance that each and every employee has a broad perspective and high aspirations, and that we are an organization capable of anticipating change and acting swiftly without being bound by precedent.

To this end, in addition to innovation training and level-specific training, we develop technology, DX, and global talent through specialized training. Furthermore, through the in-house free agent system, in-house side job system, and career consultation desk, we provide opportunities for employees to broaden their experience and perspectives and support autonomous career development.

We also continue to promote diversity so that people with diverse values and experiences can thrive, health and productivity management to support employee vitality, and the creation of safe and comfortable workplaces. We regard these not simply as systems, but as investments in

Rena Maeshima

General Manager, Strategic HR
Department
Corporate Operations Division

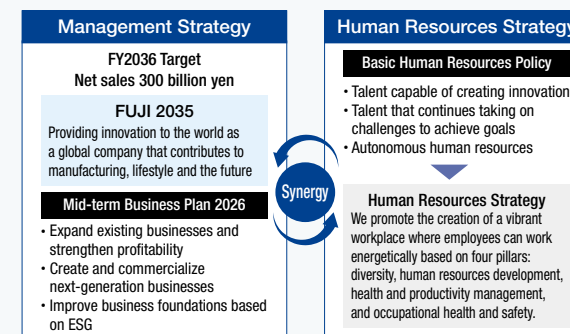


human capital that generate innovation and support Fuji's sustainable growth.

Toward a corporate culture that turns challenges into strength and generates growth

We aim to create a virtuous cycle in which each employee experiences personal growth by learning from failure and taking on challenges again, and that growth leads to enhanced corporate value. The source of Fuji's competitiveness is a corporate culture in which people continue taking on challenges of their own volition and bring innovation to life.

As a catalyst for further evolving this culture, the Strategic HR Department will shift its thinking from defense to offense and from administration to value creation, and will promote human capital management toward achieving our vision for 2035.

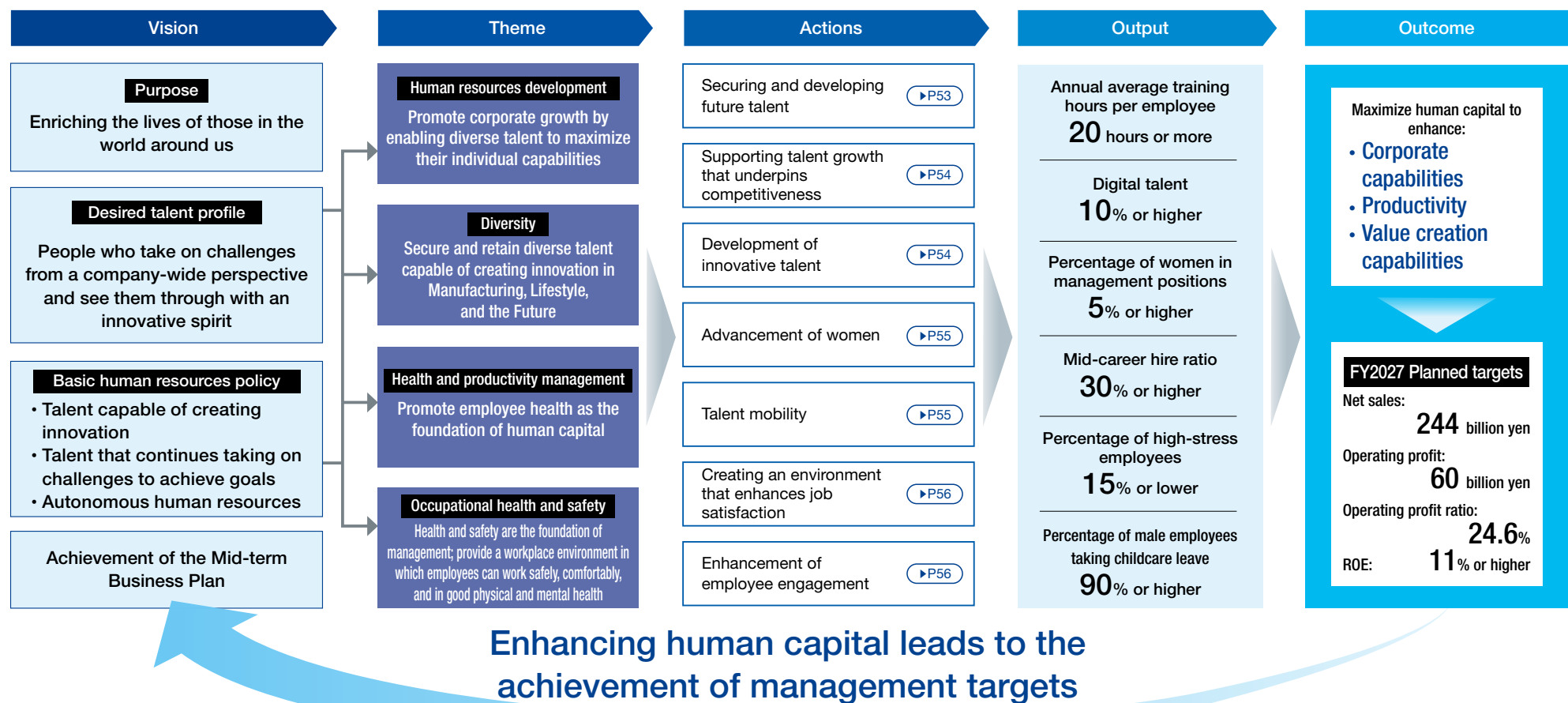


Social

Linking Human Resources Strategy with KPIs

We regard maximizing human capital as an important management policy for enhancing corporate value over the medium to long term. We have also defined our ideal human resources, needed to fulfill our purpose of “Enriching the lives of those in the world around us,” as “people who take on challenges from a company-wide perspective and see them through with an innovative spirit,” and are advancing our human resources strategy based on four pillars: human resources development, diversity, health and productivity management, and occupational health and safety.

Overview of the Human Resources Strategy



Social

Securing Future Talent and Building a Development Foundation

Expanding connections with talent through innovative recruitment methods

We are innovating our recruitment methods to attract diverse talent. To secure diverse human resources, we are strengthening mid-career recruitment through measures such as introducing referral recruitment that includes alumni. As a result, the mid-career hire non-consolidated ratio at Fuji in FY2026 was 43.9%.

For new graduate recruitment, in FY2026 we began using social media for recruitment marketing and, in addition to conventional methods, held company information sessions using the metaverse. Participants have commented that this is an initiative unique to Fuji.

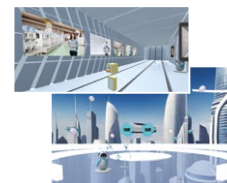
In our technical internship program, which we have offered continuously since 2012, we prepare approximately 30 courses each year so that science and engineering students can experience genuine manufacturing. Over three weeks, participants are assigned to actual engineering departments and experience a variety of development work alongside our employees.

By strengthening our ability to communicate information in recruitment activities, we will continue working strategically to acquire talent for fields with high demand.

Recruitment Social Media



Metaverse Company Information Session



Technical Internship Program

FY2026 Fuji internship programs (29 programs in total)

1 Development of data analysis algorithms for IoT devices	16 Creation of cloud-based dashboards
2 Design and Development That Draws Out Ultimate Performance	17 Visualization of collected data via web applications
3 Design and Development That Meets Diverse Needs	18 Development of host systems for SMT machines
4 Development of control platforms for SMT machines	19 Development of IoT-related systems for SMT placement lines
5 Development of control software for labor-saving and automation units for SMT machines	20 Mechanical design and verification of SMT machines
6 Development of vision processing algorithms for SMT machines	21 Application development for SMT machines
7 Development of optimization software for SMT machines	22 Hardware development for SMT machines
8 Electrical design of SMT machines	23 AI-based image inspection of defects occurring inside solder paste printers
9 Development of control boards for SMT machines (1)	24 Equipment verification for electronics 3D printer
10 Development of control boards for SMT machines (2)	25 Mechanical design of general-purpose assembly robots
11 Development of control boards for SMT machines (3)	26 Development of control software for general-purpose assembly robots
12 Component pickup testing using SMT machines	27 Development of 3D simulation technology for SMT machines
13 Control design and verification of automation and labor-saving units	28 Performance evaluation for SMT machines using CAE analysis
14 Development of factory automation using AMRs	29 Designing high-speed, high-precision positioning control algorithms for SMT machines
15 Development of an automatic dispatch instruction application for AMRs	

Building the foundation for people who will shape Fuji's future

We regard new employee training not simply as an opportunity to acquire job knowledge, but as an important period for learning the values, ways of thinking, and fundamentals of manufacturing needed to thrive within Fuji Group.

Fuji places importance on each new employee understanding Fuji's purpose and corporate culture and developing the ability to think and act independently. Comprehensive new employee training is provided through course-specific curricula that enable participants to learn the skills required for each job category.

New Employee Training Chart

Target		Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Engineering-field university graduates, technical school graduates	Mechanical fields	Onboarding training	Okazaki Plant training	Innovation training	Sokaijuku							OJT	Machining
	Control// software fields											OJT	
University graduate career-track positions	Sales				User support training		OJT						
	Other than the above				OJT								
Clerical positions					OJT								
Engineering-field technical school graduates, high school graduates					OJT								

Sokaijuku is Fuji's proprietary development program for newly hired engineers. It was developed from the Fuji Technology Skill Standards (FTSS) initiative with the aim of "developing engineers to strengthen development capabilities." The program has been held continuously since its launch in 2012. After learning the fundamentals of mechanics, software, and control across disciplines, participants develop practical development capabilities through the development of compact SMT pick and place machines. In addition, by establishing a system in which program graduates become involved in operating Sokaijuku for the next generation, we create a virtuous cycle of human resource development and strengthen the foundation that supports our technological capabilities.

Sokaijuku

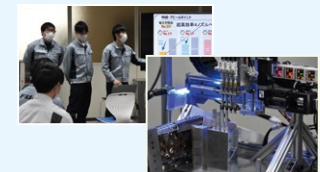
Eligible participants: Engineers in their first year with Fuji or domestic group companies (about 20 to 30 people)

Operation: About 120 people
(tutors, caretakers, organizers, HR staff)

Period: July to the end of January (7 months)

Training hours per person: 1,054 hours (FY2026)

Training format: 3 to 4 people per team



Social

Supporting Talent Growth That Underpins Competitiveness

People who continue learning create Fuji's competitiveness

In an uncertain business environment, the corporate culture that is the source of Fuji's competitiveness is sustained by people who continue learning. Fuji provides diverse growth opportunities according to employees' career stages even after they join the company, supporting autonomous learning. Fuji's human resource development consists of three pillars: level-specific training aligned with employees' career progression; specialized training in technology, global skills, and DX; and self-development support, including assistance for obtaining qualifications and correspondence education programs.

In level-specific training, to strengthen managers' capabilities, we provide annual management training and a nine-month training program for newly appointed managers from July through March. In March 2026, we also launched pre-appointment training for new managers to provide those who will become managers in the new fiscal year with the mindset and knowledge they need. To help prevent turnover among younger employees, beginning in FY2026 we added a six-month follow-up program from October through March to the conventional group training for third-year employees. Participants meet one-on-one with their supervisors each month to strengthen fundamental workplace skills and consider their career plans.

In specialized training, we place particular emphasis on engineering education. We offer a range of technical curricula, including advanced training for young and mid-career engineers, basic patent education for new and mid-career engineers, and level-specific industrial engineering (IE) education to develop manufacturing engineers. With overseas sales accounting for more than 80% of our total sales, we also position the development of global human resources as one of our important management strategies. To develop designers who approach product development from a global customer perspective, we offer the Multi-skilling Project for young employees, which gives participants experience in product installation work, call center operations, and resident assignments at service locations in Japan and overseas. Starting in FY2026, we also introduced the Practical Global Sales Training Program, under which young overseas sales personnel based in Japan are dispatched for three months to an overseas subsidiary outside the region they normally cover, enabling them to gain hands-on sales experience while experiencing different distribution channels and cultures firsthand. Gyokakujyuku, which promotes the use of digital technologies, also focuses on developing DX talent. By acquiring skills in the use of robotic process automation (RPA), Microsoft 365, and other tools and applying them to business process reform, we aim to improve productivity across the organization.

Through these initiatives, we will further strengthen the virtuous cycle of challenge and learning and achieve sustainable enhancement of corporate value.

Education and Training Program

Classification	Managers and specialists	Leaders	General employees
Level	Management training		
	Training for newly appointed managers		
	Pre-appointment training for newly appointed managers		
		Leadership training	Third-year training
Technical			Education for new employees
		Level-up Training (for young and mid-career engineers)	Sokajuku / Factory practical training
		Basic patent training (for new and mid-career engineers)	
		Manufacturing engineer development	
Global		On-the-job training (OJT), job-specific training (Off-JT), skills-related training, and other programs	
		Multi-skilling Project	
		Practical Global Sales Training Program	
DX		Language training (online training, etc.) and in-house TOEIC testing	
		Gyokakujyuku (various IT tools and RPA)	
Self-development support		Statistics education, Python	
		Support for obtaining qualifications (job-related and recommended qualifications)	
Other		Correspondence courses and e-learning	
		Occupational health and safety / health management	
		Supporter training for employees with disabilities	
		Defined contribution (DC) pension-related education and life planning	

Human resource development that fosters an innovative spirit

To promote the spread of our corporate message of "innovative spirit," we have continuously offered design thinking-based innovation training since 2023 led by employees who obtained qualifications in Silicon Valley. A total of 231 people, including officers and managers, had completed the training by FY2026. In addition, as a place to put the design thinking cultivated through this training into practice, we have established WAVE, an idea-generation platform available to all employees, creating an environment that transforms employees' ideas into new initiatives and operational improvements.

Innovation Training Participation

(people)

Target	FY2024	FY2025	FY2026	Total number of participants
New employees	31	30	38	99
Newly appointed managers	25	20	28	73
Department managers	-	-	37	37
Officers	-	10	-	10
Applicants	-	6	6	12
Total number of participants	56	66	109	231

Investment in Human Resources Education

	FY2022	FY2023	FY2024	FY2025	FY2026
Number of participants in major educational programs	2,408	2,912	1,731	1,452	1,249
Total training hours for major educational programs (hours)	31,861	33,574	34,484	32,042	35,977
Annual average training hours per employee (hours)	18.6	19.3	19.7	18.2	20.3
Investment in human resources education ^{Note} (million yen)	41	41	43	41	42

Note: The investment in human resources education is calculated using Fuji's non-consolidated expenses for external training and the hourly rates of in-house instructors.

Comments from Participants in the Practical Global Sales Training Program

During the training period, I visited approximately 40 customers. I was able to observe firsthand sales approaches that differ from those in Japan, including customer needs in each country, how local staff communicate with customers, and how equipment is presented. The three months I spent away from my usual territory experiencing a new market were an invaluable opportunity that I feel would be difficult to obtain in the future. I hope to apply the lessons and insights I gained through this experience to my future sales activities.



Social

Promotion of Diversity and Inclusion

An environment where diverse people thrive generates innovation

Fuji is implementing a variety of diversity, equity and inclusion (DEI) initiatives aimed at creating an environment and organizational culture in which diverse people can thrive, regardless of gender, age, nationality, disability status, experience, values, or other differences. We also believe that enabling diverse people to take on new work and fields of expertise and encounter different knowledge and experiences creates opportunities for generating new added value. By using systems such as the in-house free agent system and in-house side job system to promote talent mobility, we seek to expand growth opportunities for each employee and revitalize the organization.

We also consider it important to support employees through life events so that capable people can thrive in a wide range of job categories regardless of gender. We strengthen support for balancing work with childcare, caregiving, and other family responsibilities and strive to create a workplace where employees can work with peace of mind by offering systems that exceed statutory requirements in every respect. For example, reduced working hours for childcare and leave to care for sick children can be used through the end of the fiscal year in which a child completes sixth grade, caregiving leave can be taken for up to one year, and reduced working hours for caregiving can be used for up to three years. We also actively promote the use of childcare leave by male employees.

Going forward, we will continue aiming for sustainable growth and innovation by creating an organization in which diverse people can demonstrate their capabilities, stimulate one another, and create new value.

Diversity Priority Goals

	FY2026 results	FY2027 targets
Number of women in management positions	6	9 or more
Percentage of women in management positions	3.4%	5% or higher
Female employees	15.5%	16% or higher
Female career-track position hires	42.9%	50% or higher
Mid-career hire ratio	43.9%	30% or higher
Employment rate of persons with disabilities	2.7%	2.7% or higher

DEI Initiatives

	Main measures (systems, education, etc.)	Details
Specialist personnel	Expert system	A discretionary work system for employees in technology development departments who are leading experts in technology research and development
	Specialist system	A system that recognizes employees who possess outstanding specialized skills and contribute to business operations
Talent mobility	In-house free agent system	A system under which employees who have been in their current department for three years or more can self-report their desired transfer
	In-house side job system	A system that allows employees to remain assigned to their primary department while using part of their working hours over a four-month period to experience work in another department
	Job descriptions by section	Documents summarizing the work performed and skills that can be acquired in each section are disclosed on the employee portal site
	Career design consultation	A system with five counselors from different departments that allows employees to have one-on-one meetings with a counselor of their choice on topics such as role models, necessary skills, and work-life balance
Global human resources	Fuji English training	A program for Fuji employees explaining standardized notation and formatting rules for Fuji English-language documents
Employment of persons with disabilities	Supporter training for employees with disabilities	A program that enables employees who support persons with disabilities to learn about different types and characteristics of disabilities
Health and productivity management	Fuji Individual Athlete Support Program	A system that supports athletes competing at the national or prefectural representative level and engages them as health and productivity management evangelists to promote health and productivity management within the company

Note: Data on this page presented on a non-consolidated basis.

Childcare Leave Taken by Male Employees

	FY2022	FY2023	FY2024	FY2025	FY2026
Percentage of male employees taking childcare leave	17.4%	40.5%	60.7%	77.8%	85.0%
Average number of days of utilization	67.4 days	36.6 days	47.4 days	65.6 days	65.4 days
Number of persons utilizing leave	8	17	17	21	17
Of above, number utilizing leave for one month or longer	6	10	8	14	14
Utilizing leave for one month or longer	75.0%	58.8%	47.1%	66.7%	82.4%

TOPICS Fuji Individual Athlete Support Program

The first employee certified under the Fuji Individual Athlete Support Program is Ms. Horie of the General Affairs Section at Toyota Plant, who plays a leading role as an ace on Japan's women's canoe polo national team. Canoe polo is a sport in which players compete in a form of water polo from one-person canoes. Known as "combat on water," the sport is said to have originated in Germany and the United Kingdom. At the Asian Championships held in Malaysia in September 2025, her team placed third, while she personally finished as the tournament's top scorer. She also serves as a Fuji health and productivity management evangelist inside and outside the company, including by holding canoe experience events for employees.



Social

Enhancing Engagement and Creating a Rewarding Work Environment

Building an organization that makes use of employee feedback

Since FY2024, Fuji has conducted engagement surveys to understand the effectiveness of various human resources strategy measures and link the findings to continuous improvement. We analyze survey results to understand employee attitudes and organizational issues and use them to review and improve our personnel systems and various measures.

In the FY2026 survey, the score for “I want to contribute to the company’s performance” was 3.8 out of 5.0, maintaining the same level for the third consecutive year. This result confirmed that many employees continue to have a desire to contribute to the company’s growth. Scores also improved for items such as “I am thanked or praised” and “My opinions and ideas are put to use,” confirming progress in fostering mutual recognition among employees and a sense of proactive participation.

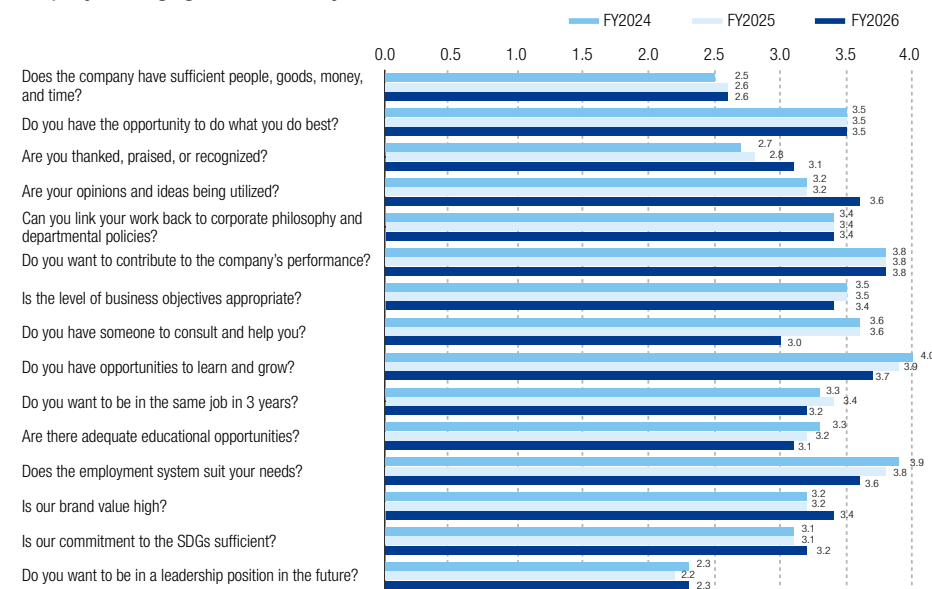
On the other hand, scores declined for items such as “I have people I can consult with and help one another” and “Satisfaction with employment systems.” We recognize improving the work environment in light of busy workloads and promoting the operation of systems that make it easier to work as issues to be addressed.

Going forward, while reflecting employee feedback in management and system operation, we will continue creating an environment in which each employee can find their work rewarding and grow, while aiming to enhance engagement across the organization and increase corporate value.

Engagement Survey (non-consolidated)

Survey fiscal year	Overall average (Maximum score: 5)	Response rate
FY2024	3.30 points	84.2%
FY2025	3.24 points	72.4%
FY2026	3.26 points	83.4%

Employee Engagement Survey Results



Asset-building support that links employee and corporate growth

Fuji Group has introduced an employee stockholding program to increase employees’ sense of participation in management and support their asset building. Employees can make regular contributions of a fixed amount from their monthly salaries and bonuses to purchase shares in the company. As of the end of March 2026, 67% of employees participated in the program.

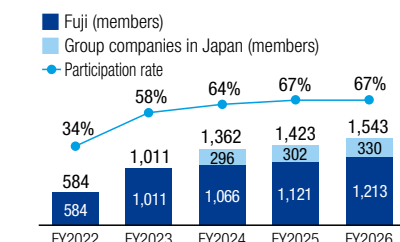
To further support employees’ asset building through company shares and heighten their sense of participation in enhancing corporate value, in 2022 we raised the incentive contribution rate for the employee stock

ownership incentive from 10% to 20%.

Furthermore, in 2025 we introduced an Employee Stock Ownership Plan (ESOP) for employees who meet certain requirements, with the aim of fostering awareness of medium- to long-term corporate value enhancement and encouraging actions toward sustainable growth.

Through these programs, we will seek to improve employees’ financial wellness while enhancing corporate value and promote an environment in which employees and the company can grow together.

Employee Stockholding Membership and Participation Rate



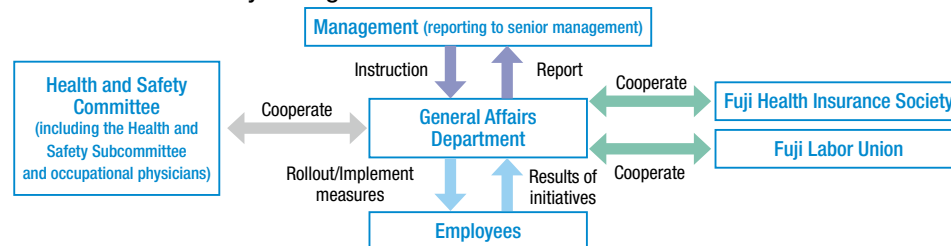
Social

Health and Productivity Management Supporting Sustainable Corporate Growth

Strengthening our health and productivity management promotion framework

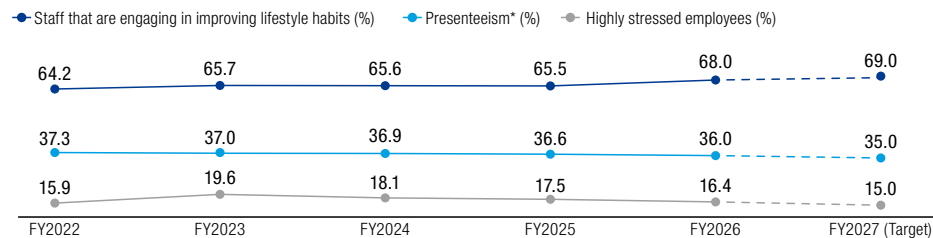
Fuji views the health of our employees as the foundation of our corporate activities, as well as a key management issue and a valuable management resource. Under the thinking that physical and mental health for all employees connects to sustainable growth for the company and greater competitiveness, we actively work to further promote our health and productivity management.

Health and Productivity Management Promotion Structure



We have formulated a strategy map that organizes management issues to be resolved in promoting health and productivity management, employee health issues, and measures for resolving them. By using specific indicators from this map, we work to maintain and improve employees' good health and promote health and productivity management. In FY2025, we formulated the Fuji Group Health and Productivity Policy, clearly setting out guidelines for resolving company-wide health issues. We also promoted collaborative health initiatives with the Fuji Health Insurance Society to enhance our health support structure. For purposes including maintaining and managing employee health, we have nurses stationed at Fuji Headquarters, Toyota Plant, and Okazaki Plant and have prepared an environment in which employees can request consultations with confidence along with a health consultation system that enables rapid response.

Health and Productivity Management KPIs (non-consolidated)



Note: Presenteeism refers to a state in which an employee is at work but, due to physical or mental health problems, is unable to perform at their usual level, resulting in reduced work performance or productivity.

Initiatives as a Certified Health & Productivity Management Outstanding Organization

In FY2026, based on the Fuji Health and Productivity Management Declaration, we encouraged each employee to set familiar goals for staying healthy and established five health actions that can be practiced in daily life, maintaining an appropriate weight, undergoing physical and mental health checks, getting sufficient sleep, not smoking, and drinking alcohol in moderation, to promote a review of lifestyle habits. The President and other officers take the lead in practicing healthy behaviors, sharing their initiatives and results internally to foster greater health awareness among employees. We also held events such as bone density measurement sessions, sleep seminars, and walking challenges to support the practice and establishment of healthy behaviors.



Five Health Actions: Officers Take the Lead in both Practice and Promoting Adoption throughout the Company



Main Health and Productivity Management Initiatives

Diet	Support for healthy eating habits	To maintain and improve employee health, our employee cafeterias provide meals that take nutritional balance and calories into consideration. We are promoting the creation of an environment in which employees can practice healthy eating habits on a daily basis.
Exercise	Walking events	The company and the Health Insurance Society jointly hold walking events as a health promotion initiative that employees can enjoy participating in casually.
	InBody measurement sessions	We hold InBody measurement sessions that use body composition measurements to help employees understand their physical condition, including muscle mass, and support each individual in engaging in appropriate exercise.
	In-house fitness centers	Fitness rooms have been established at three locations in Japan. We provide an exercise environment that employees can use before and after work, during breaks, and on Saturdays.
Sleep	Sleep improvement seminars	We hold sleep improvement seminars, including opportunities to try bedding, with the aim of increasing knowledge about sleep and improving sleep environments.

Social

Respect for Human Rights

Fuji Group Human Rights Policy

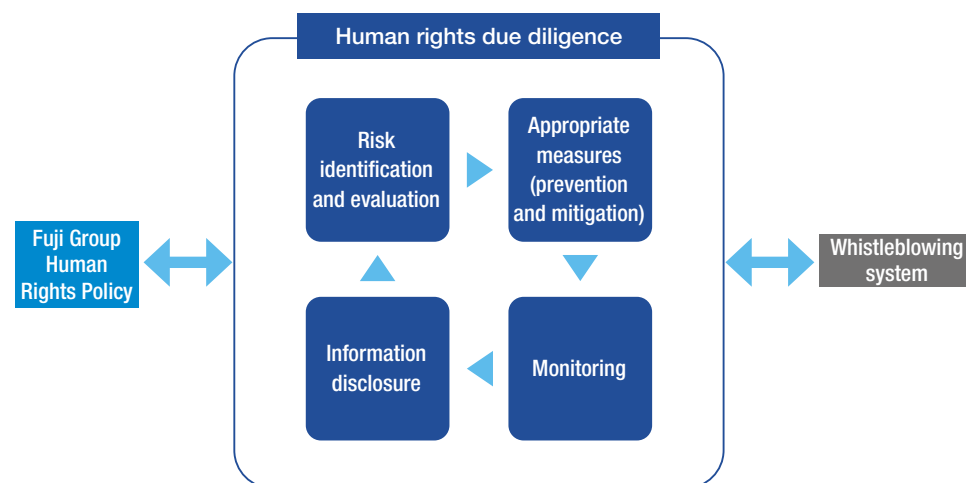
Fuji Group supports international human rights norms, including the International Bill of Human Rights, and formulated the Fuji Group Human Rights Policy in March 2025 to clearly state its commitment to respecting fundamental human rights.

We position it as a corporate responsibility to protect the dignity of all stakeholders, including employees and business partners in Japan and overseas, based on principles that include prohibiting forced labor and child labor, ensuring a safe and hygienic work environment, and respecting diversity in employment and labor.

Human rights due diligence

To identify potential and actual human rights risks and take appropriate measures, we conduct human rights due diligence covering Fuji Group's business activities and supply chain. As part of this process, we identify and assess risks, implement preventive and mitigation measures, and conduct ongoing follow-up.

In FY2026, an audit department independent of the business execution line conducted a control self-assessment (CSA) questionnaire at Group companies, four in Japan and seven overseas, to confirm internal dissemination of the Fuji Group Human Rights Policy. We requested the two companies that had not yet disseminated the policy internally to do so thoroughly and subsequently confirmed their implementation status.

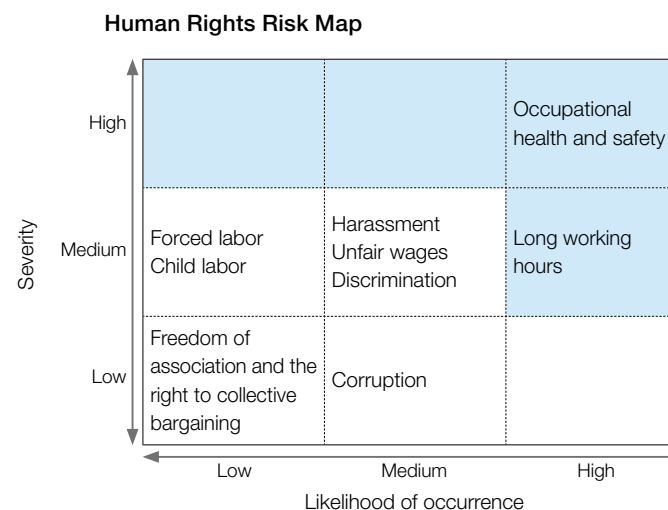


Training on the Fuji Group Human Rights Policy and the Fuji Group Ethics and Compliance Policy for managers

Identification of human rights issues

We assess issues from the perspectives of severity of impact, including scale, scope, and remediability, and likelihood of occurrence, identify human rights issues that could arise in our business activities, and organize them in a human rights risk map.

Based on the assessment results, we identified occupational health and safety, long working hours, and other matters as important human rights issues. In particular, we position occupational health and safety as one of our priority issues and are working on measures including cause analysis, thorough implementation of recurrence prevention measures, and strengthened education. For these issues, we pursue continuous improvement by strengthening risk assessments and internal education.



Governance



- 1 Joji Isozumi**
President and CEO
- 2 Junichi Kano**
Board Member, Executive Vice President, Executive Officer
- 3 Takeshi Sato**
Board Member, Managing Executive Officer
- 4 Domingos M. Tomyama**
Board Member, Executive Officer
- 5 Shoji Mizuno**
Board Member Outside Independent
- 6 Chiharu Ueno**
Board Member Outside Independent
- 7 Takatoshi Suzuki**
Audit & Supervisory Board Member
- 8 Kayoko Yamashita**
Audit & Supervisory Board Member Outside Independent
- 9 Yoko Noda**
Audit & Supervisory Board Member Outside Independent

Governance

Skills Matrix

To achieve sustainable growth and enhance corporate value over the medium to long term, we have organized the knowledge, experience, and capabilities that the Board of Directors as a whole should possess and prepared a Skills Matrix. Based on the characteristics of Fuji Group's businesses and its management environment, we have selected Corporate Management, Manufacturing, Technology, and R&D, Sales and Marketing, Finance and Accounting, IT and DX, Legal Affairs and Governance, Sustainability, and Global Experience as the skills required of the Board of Directors. In FY2026, from the perspective of achieving both a sustainable society and enhanced corporate value, Sustainability was added as an important skill category after deliberation by the Nomination and Remuneration Advisory Committee. The Board of Directors works to ensure accurate, prompt, and fair decision-making by maintaining a balance and diversity of these skills.

Skills Matrix

Name	Years in office	Title at Fuji	Nomination and Remuneration Advisory Committee	Corporate management	Manufacturing, technology, and R&D	Sales and marketing	Finance and accounting	IT and DX	Legal affairs and governance	Sustainability	Global experience
Joji Isozumi	4	President and CEO	●	●	●	●		●		●	●
Junichi Kano	6	Board Member		●		●	●	●	●	●	●
Takeshi Sato	2	Board Member			●	●		●			
Domingos M. Tomyama	-	Board Member		●		●	●				●
Shoji Mizuno	6	Board Member Outside Independent	◎	●		●	●		●		●
Chiharu Ueno	1	Board Member Outside Independent	●						●	●	
Takatoshi Suzuki	-	Full-time Audit & Supervisory Board Member			●					●	
Kayoko Yamashita	11	Audit & Supervisory Board Member Outside Independent					●				
Yoko Noda	1	Audit & Supervisory Board Member Outside Independent					●				

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

Governance

Board Members

**Joji Isozumi**Representative Director,
President and CEO

April 1996 Entered the Company
 March 2014 Acting Manager, Business Planning Department
 April 2017 Seconded to Fuji America Corporation in a position equivalent to a department acting manager
 June 2021 Executive Officer; Manager, Technology Development Department, Robotic Solutions Division; Manager, Innovation Promotion Department
 June 2022 Executive Officer; General Manager, Robotic Solutions Division; Manager, Business Planning Department
 June 2022 Board Member, Executive Officer; General Manager, Robotic Solutions Division; Manager, Business Planning Department
 June 2023 President & COO; General Manager, Robotic Solutions Division
 April 2024 President & COO
 June 2024 President & CEO (Present post)

■ Shares held: 18,000

**Junichi Kano**Board Member, Executive Vice President,
Executive Officer CFO & CHRO
General Manager, Corporate Operations Division

April 1986 Entered the Company
 February 1987 Entered the Company
 April 2012 Manager, Sales Department 2, General Sales Department, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation
 April 2015 Manager, Sales Department 2, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation; Chairman, Fuji Machine Manufacturing (Europe) GmbH
 April 2017 Manager, President's Office
 July 2017 Executive Officer; Manager, President's Office (currently Business Administration Department, Corporate Operations Division)
 June 2020 Board Member, Executive Officer
 September 2020 Board Member, Executive Officer; Manager, Business Administration Department; Manager, Accounting Department
 April 2022 Board Member, Executive Officer; General Manager, Corporate Operations Division; Manager, Business Administration Department; Manager, Accounting Department
 June 2023 Board Member, Managing Executive Officer & CFO; General Manager, Corporate Operations Division
 June 2024 Board Member, Senior Managing Executive Officer & CFO; General Manager, Corporate Operations Division
 June 2026 Board Member, Executive Vice President, Executive Officer; CFO & CHRO, General Manager, Corporate Operations Division (Present post)

■ Shares held: 18,000

**Takeshi Sato**Board Member, Managing Executive Officer
General Manager, Robotic Solutions Division

April 1997 Entered the Company
 April 2017 Acting Manager, Engineering Development Department 1, Development Center
 April 2021 Manager, Control Engineering Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division; Manager, Innovation Promotion Department
 July 2022 Executive Officer; Manager, Engineering Development Department, Robotic Solutions Division
 January 2023 Executive Officer; Manager, Engineering Planning Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division
 April 2024 Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division
 June 2024 Board Member, Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division
 April 2025 Board Member, Executive Officer; General Manager, Robotic Solutions Division
 June 2026 Board Member, Managing Executive Officer; General Manager, Robotic Solutions Division (Present post)

■ Shares held: 8,000

**Domingos M. Tomyama**Board Member, Executive Officer
Deputy General Manager, Robotic Solutions Division

May 1991 Entered the Company
 November 1995 Joined Fuji Do Brasil Máquinas Industriais Ltda.
 April 2010 President, Fuji Do Brasil Máquinas Industriais Ltda.
 June 2026 Board Member, Executive Officer; Deputy General Manager, Robotic Solutions Division (Present post)

■ Shares held: —

**Shoji Mizuno**

Outside Board Member

April 1977 Joined MARUBUN CORPORATION
 March 2005 CEO and Representative Director, Marubun Semicon Corporation
 June 2011 Executive Vice President and Representative Director, MARUBUN CORPORATION
 January 2012 Senior Executive Vice President, Representative Director, MARUBUN CORPORATION
 June 2013 Chief Executive Officer, Representative Director, MARUBUN CORPORATION
 January 2020 Vice President, MARUBUN CORPORATION
 June 2020 Outside Board Member of the Company (Present post)
 [Representation of Other Companies]
 June 2021 Outside Director, Mikasa Shoji Co., Ltd. (Present post)

■ Shares held: 3,000

Governance

**Chiharu Ueno**

Outside Board Member

October 2004 Registered as a lawyer
 October 2009 Joined Ueno Sogo Law Office (to present)
 October 2012 Part-time judge, Nagoya Summary Court
 April 2017 Counselor, Sun Vision Social Welfare Corporation
 April 2021 Expert Member, Aichi Prefecture Small and Medium Enterprises Rehabilitation Support Council (currently Aichi Prefecture Small and Medium Enterprises Revitalization Council) (Present post)
 November 2021 Member, Aichi Regional Labor Council (Present post)
 March 2023 Member, Aichi Prefecture Business Certification Council (Present post)
 May 2023 Auditor, Doho Gakuen Educational Corporation (Present post)
 June 2023 Member, Nagoya City Advertising and Landscape Council (Present post)
 April 2025 Member, Aichi Prefecture Tender Monitoring Committee (Present post)
 June 2025 Outside Board Member of the Company (Present post)
 December 2025 Member, Aichi Prefectural Labor Relations Commission (Present post)
 April 2026 Professor, Nagoya University Law School (Present post)
 April 2026 Director, Aichi Saiseikai, Social Welfare Organization Imperial Gift Foundation Saiseikai (Present post)

■ Shares held: 0

**Takatoshi Suzuki**

Full-time Audit & Supervisory Board Member

April 1986 Entered the Company
 April 2009 Acting Manager, Human Resources Department
 April 2010 Manager, Business Planning Office, Electronics Assembly Equipment Division
 June 2013 Manager, President's Office
 April 2017 Manager, General Affairs Department
 June 2018 Executive Officer; Manager, General Affairs Department (currently General Affairs Department, Corporate Operations Division)
 June 2026 Full-time Audit & Supervisory Board Member (Present post)

■ Shares held: 1,000

**Kayoko Yamashita**

Outside Audit & Supervisory Board Member

October 1992 Joined Chuo Shinko Audit Corporation
 April 1996 Registered as a Certified Public Accountant
 April 1997 Joined Miyake Certified Public Accountant Office
 June 2006 Established Yamashita Certified Public Accountant Office (Representative) (Present post)
 April 2008 Registered as a Certified Tax Accountant
 June 2015 Outside Audit & Supervisory Board Member of the Company (Present post)
 [Representation of Other Companies]
 June 2015 Outside Audit & Supervisory Board Member, Sotoh Co., Ltd. (Present post)
 February 2022 Outside Director (Audit & Supervisory Committee Member), OSG Corporation (Present post)

■ Shares held: 3,000

**Yoko Noda**

Outside Audit & Supervisory Board Member

February 2012 Joined PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Japan LLC)
 September 2015 Registered as a Certified Public Accountant
 July 2016 Joined Cosmos Tax Corporation (to present)
 July 2016 Joined Premium Certified Public Accountant Office
 June 2021 Representative Member, Premium Certified Public Accountant Office (Present post)
 June 2025 Outside Audit & Supervisory Board Member of the Company (Present post)

■ Shares held: 0

Executive Officer

Hiroshi Murakami,
 Senior Executive Officer CDO
 General Manager, DX Division

Tetsuya Asaoka,
 Senior Executive Officer
 General Manager, Sales Planning Department, Robotic Solutions Division
 Chairman, FUJI AMERICA CORPORATION
 Chairman, FUJI EUROPE CORPORATION GmbH

Masatoshi Fujita,
 Senior Executive Officer
 General Manager, Development Center
 President and CEO,
 FUJI LINEAR CORPORATION

Takashi Suzuki,
 Executive Officer
 General Manager, Procurement Division,
 General Manager, Machining Department

Kazuyoshi Nagato,
 Executive Officer
 General Manager, Machine Tools Division
 Chairman, FUJI MACHINE AMERICA CORPORATION
 Chairman, Kunshan FUJI Machine Mfg. Co., Ltd.

Katsuya Nishino,
 Executive Officer
 Okazaki Plant Factory Manager,
 Robotic Solutions Division

Takehito Okada,
 Executive Officer
 General Manager, Engineering Planning Department, Robotic Solutions Division

Koji Oka, Executive Officer
 General Manager, Sales Department I,
 Robotic Solutions Division
 Chairman, FUJI MACHINE CHINA CO., LTD.
 Chairman, FUJI INDIA CORPORATION

Governance

Corporate Governance

Basic approach

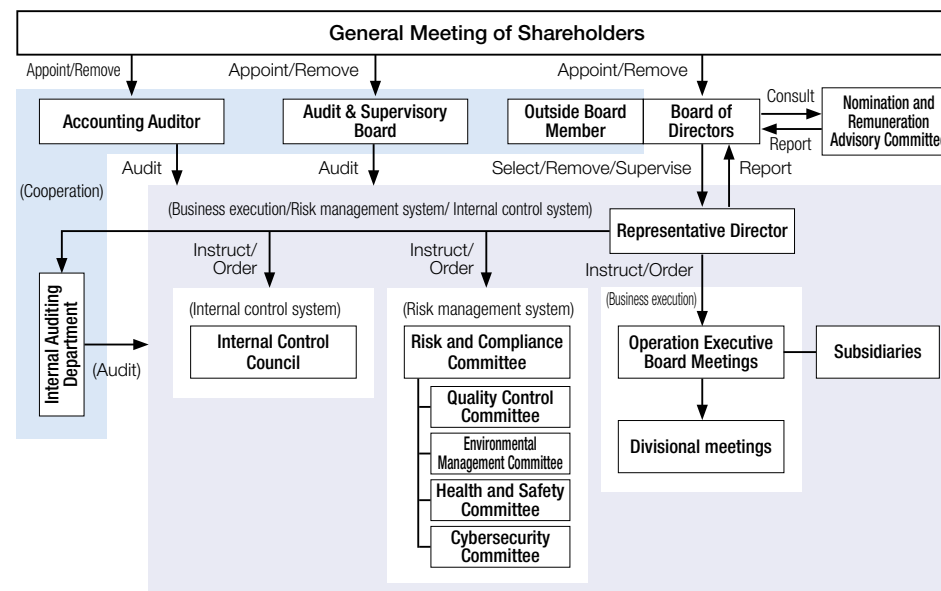
Fuji Group recognizes the creation of greater corporate value for shareholders, customers, business partners, and employees as its most important management priority. Accordingly, we are working to construct and enhance an organizational structure that can respond to changes in the management environment promptly and accurately, as well as to construct and enhance fair and transparent management systems, and strengthen our risk management and compliance systems.

Corporate governance framework

Fuji has adopted a corporate auditor system. In addition to regular monthly meetings, the Board of Directors holds extraordinary meetings as necessary to decide matters stipulated by laws and regulations and important management matters, and to supervise the status of business execution. Audit & Supervisory Board Members attend meetings of the Board of Directors and hold meetings of the Audit & Supervisory Board monthly and as necessary to audit management and the legality of directors' execution of their duties.

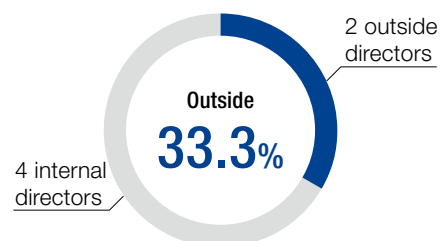
To separate management decision-making from business execution, accelerate management, and clarify responsibilities, we have introduced an executive officer system. We delegate authority to executive officers and assign them responsibility for business execution, while reports on business execution and decisions on execution policies are made at operation executive board meetings. In executing business operations, we formulate annual management policies and annual (interim) profit plans to clarify management targets, and each department manages progress toward achieving them. Operation executive board meetings also receive reports on the management status of group companies, and we work to strengthen corporate governance across the group.

Corporate Governance Framework

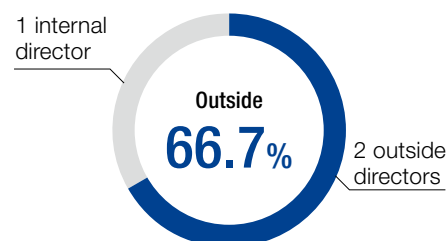


Composition of Board Members and Audit & Supervisory Board Members (As of June 27, 2026)

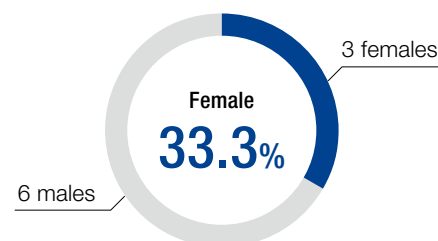
Board Members



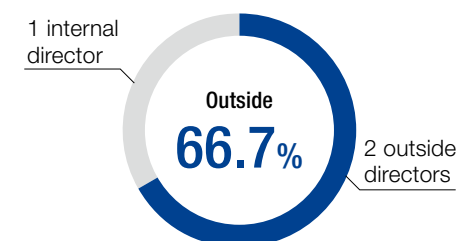
Audit & Supervisory Board Members



Female Directors



Nomination and Remuneration Advisory Committee



Governance

Governance Practices Supporting Corporate Value Enhancement

At Fuji, the Board of Directors and other meeting bodies each fulfill their respective roles and coordinate with one another to make decisions on important matters and supervise and monitor business execution. We strive to improve the effectiveness of governance through ongoing discussions and reports in addition to resolutions for important themes related to enhancing corporate value.

Role of the Board of Directors

Fuji seeks prompt decision-making by a small number of directors while incorporating the diverse experience and specialized knowledge of outside directors to discuss management issues from multiple perspectives. The Board of Directors is responsible for deciding basic management policies and important matters stipulated by laws, regulations, and the Articles of Incorporation, while supervising business execution. Through the executive officer system, we separate management decision-making and supervisory functions from business execution functions to accelerate management and clarify responsibilities. We also improve the quality of decision-making and strengthen supervision of business execution by continuously deliberating and receiving reports on a broad range of themes, including business performance, growth strategies, research and development, Group management, dialogue with capital markets, risk management, and sustainability.

Main Matters Resolved

1	Human resources, organization, and remuneration
2	R&D, capital investment, and strengthening of production structure
3	Finance, capital policy, and sale of cross-shareholdings
4	Governance and internal control
5	Sustainability and creation of social value

Main Matters Deliberated and Reported

1	Business performance monitoring
2	Growth strategy and business portfolio
3	Growth investments in group companies
4	R&D status
5	Dialogue with shareholders and investors
6	Risk and compliance
7	Board effectiveness and enhancement of governance

Activities of Key Meetings (FY2026)

Meeting name	Number of meetings	Details
Board of Directors	13	<ul style="list-style-type: none"> Decision-making on important matters and supervision of business execution
Audit & Supervisory Board	14	<ul style="list-style-type: none"> Preliminary review of Board of Directors agenda items Discussing audit policies, annual audit plans, and work assignments Assessing the appropriateness of the accounting auditor audits
Operation Executive Board Meeting	12	<ul style="list-style-type: none"> Determining business execution policies and confirmation of progress
Nomination and Remuneration Advisory Committee	6	<ul style="list-style-type: none"> Deliberating and recommending officer nominations and remuneration Reviewing the skills matrix
Internal Control Council	2	<ul style="list-style-type: none"> Discussing and approving the internal control assessment plan Determining the effectiveness of internal controls based on the results of internal control assessment
Risk and Compliance Committee	3	<ul style="list-style-type: none"> Identifying and assessing company-wide material risks and deliberation on response policies Monitoring measures addressing priority risks such as information security and disasters
Business Portfolio Review Meeting	3	<ul style="list-style-type: none"> Reviewing the product portfolio Reviewing the business portfolios of group companies

Governance

Evaluation of the Effectiveness of the Board of Directors

Fuji conducts an annual evaluation of the composition and operation of the Board of Directors and the content of its discussions. By identifying issues through the evaluation and linking them to improvement activities, we continuously work to enhance the effectiveness of the Board of Directors.

Implementation Process



Evaluation Results and Future Improvement Themes

■ Method: questionnaire ■ Implementation period: March 2026 ■ Evaluation: 21 questions in five categories, rated on a five-point scale (1–5)

Scope	FY2026 achievements	Implemented responses and future improvements
1. Composition and management of the Board	<ul style="list-style-type: none"> Enhanced diversity Improved materials and distributed them in advance Improved the quality of discussions 	Continued follow-up on important issues identified through the effectiveness evaluation
2. Management and business strategies	<ul style="list-style-type: none"> Promoted management that is conscious of the cost of capital and stock price Strengthened ESG initiatives through the launch of the Sustainability Department 	Deepening discussions on business process reform
3. Monitoring of performance, and evaluation and remuneration of senior management	<ul style="list-style-type: none"> Reported performance indicators in a way that highlights their connection to management strategy and corporate value enhancement 	Management of the business portfolio across the Group and stronger governance, including at overseas group companies → Strengthened collaboration with overseas group companies
4. Corporate ethics and risk management	<ul style="list-style-type: none"> Affirmed our Purpose and Our Values, "PRECISION IN ACTION" 	Enhance discussions with a view to medium- and long-term risks such as natural disasters → Established an environment in which outside directors can participate in the Risk and Compliance Committee as observers to share awareness
5. Dialogue with shareholders and IR communications	<ul style="list-style-type: none"> Enhanced information sharing with and feedback to the Board of Directors Increased the number of meetings with investors through proactive investor relations (IR) activities 	Develop IR personnel and strengthen the IR structure → Appointed an officer responsible for overseeing IR in April 2026

Analysis and evaluation of the questionnaire results confirmed improvement in initiatives related to management and business strategies and IR communications, while indicating that initiatives concerning governance of overseas subsidiaries require further development. Based on these results, we will further enhance the effectiveness of the Board of Directors by advancing discussions aimed at strengthening governance across Fuji and its group companies.

Main initiatives to improve effectiveness

Initiatives in FY2026

- Tours of Okazaki Plant and Toyota Plant for newly appointed outside directors (August 2025)
- Governance and management seminar for all officers (December 2025)

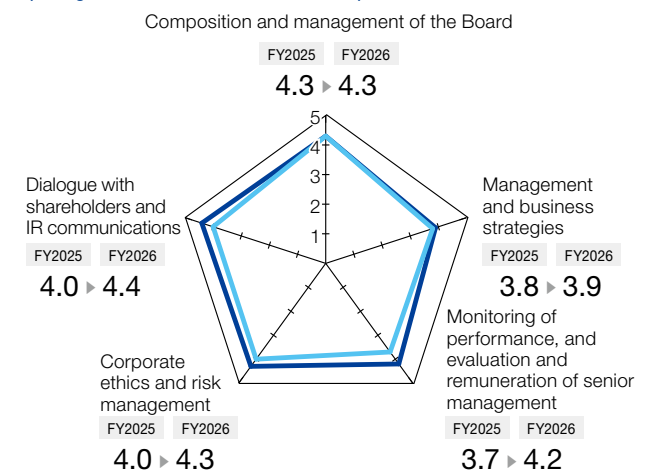
Ongoing initiatives to enhance effectiveness

- Regular participation by outside directors in operation executive board meetings
- Share information from the Risk and Compliance Committee with outside directors (from FY2027)

Evaluation scores

(average score of 10 directors and auditors)

— FY2026 (overall score: 4.2)
— FY2025 (overall score: 4.0)

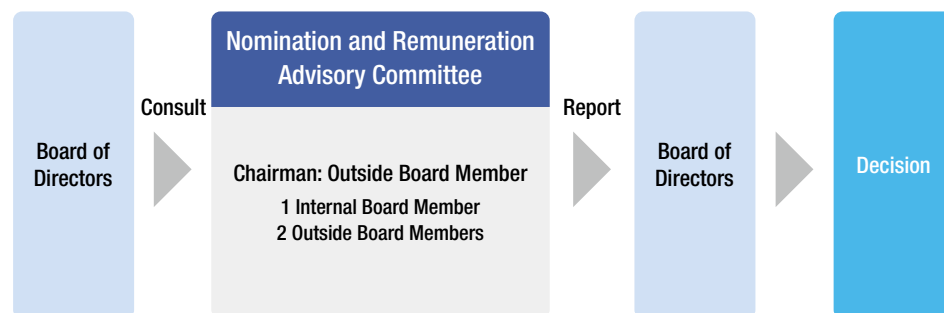


Governance

Executive Remuneration

Fuji positions executive remuneration as an important incentive for achieving sustainable enhancement of corporate value. Under a highly transparent and objective deliberation process by the Nomination and Remuneration Advisory Committee, we operate a remuneration system that reflects environmental issues, diversity, health and work-style indicators, and other ESG indicators in addition to consolidated operating profit and return on equity (ROE). To further promote shared value with shareholders, in FY2026 we also increased the proportion of restricted share awards from approximately 10% to approximately 20%.

Remuneration Determination Process

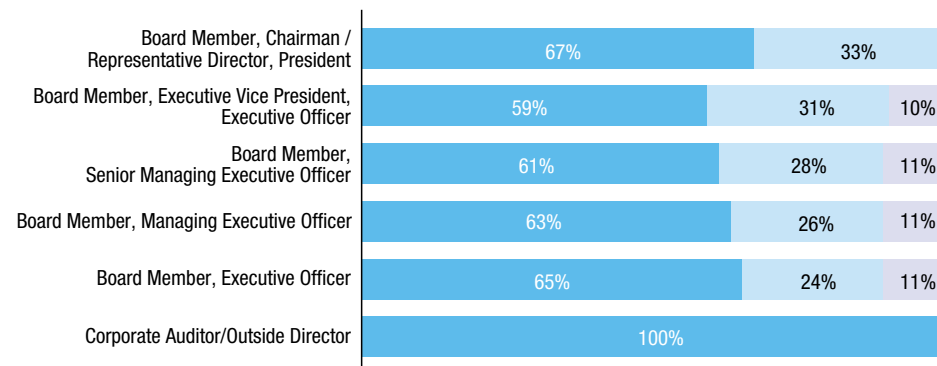


Remuneration Composition

Fixed remuneration	Determined with comprehensive consideration of position, responsibilities, years of service, Fuji's business performance, and employees' salaries. Outside directors and auditors are paid only fixed remuneration in consideration of the nature of their duties.
Performance-linked remuneration	Performance-linked remuneration is determined based on company-wide performance and individual evaluations, with consolidated operating profit, consolidated ROE, and ESG indicators (environmental issues, diversity, health, working styles, etc.) used in evaluations.
Restricted share awards	We have raised the proportion of stock-based remuneration from about 10% to about 20%. This action is aimed at sharing the benefits and the risks of stock price fluctuations with shareholders and further heightening incentives for sustainable growth and for the enhancement of medium- to long-term corporate value.

Executive Remuneration Ratios by Position

■ Fixed remuneration ■ Performance-linked remuneration, company-wide ■ Performance-linked remuneration, individual



Total Remuneration for FY2026

Category	Total remuneration (million yen)	Total amount of remuneration, etc. by type (million yen)				Number of eligible officers (persons)
		Fixed remuneration	Performance-linked remuneration		Non-monetary remuneration	
			Company-wide	Individual		
Board Members (of which are outside directors)	287 (25)	146 (25)	58 (-)	25 (-)	56 (-)	8 (4)
Audit & Supervisory Board Members (of which are outside auditors)	45 (18)	45 (18)	- (-)	- (-)	- (-)	4 (3)
Total (of which are outside directors)	332 (43)	191 (43)	58 (-)	25 (-)	56 (-)	12 (7)

Notes: 1. The table above includes one Outside Board Member and one Outside Audit & Supervisory Board Member who retired at the conclusion of the 79th Annual General Meeting of Shareholders held on June 27, 2025, and one Outside Board Member who resigned effective June 22, 2026.

2. No employee-portion salary was paid to any director who also serves as an employee.

3. For non-monetary remuneration, the amount of expenses is indicated for the restricted share awards system recorded during the fiscal year.

Outside Director Dialogue

From Supervision to Value Creation: Outside Board Members on Fuji's Next Stage of Growth

The role expected of Outside Board Members extends beyond supervising management. It is important that they leverage their diverse experience and expertise to support enhancement of corporate value through repeated constructive dialogue with management.

At Fuji, in addition to vitalizing Board of Directors discussions, we are deepening dialogue on medium- to long-term enhancement of corporate value, including management that is conscious of the cost of capital and stock price, growth investment, human capital, and sustainability. We asked Outside Board Member Shoji Mizuno, who has management experience at a trading company, and Outside Board Member Chiharu Ueno, an attorney with expertise in corporate law and governance, to discuss their roles as Outside Board Members, Fuji's strengths, and their expectations for the future.

Chiharu Ueno

Outside Board Member

Shoji Mizuno

Outside Board Member



Outside Director Dialogue

Moving beyond supervision to dialogue that improves management

Looking back on FY2026, how do you evaluate the Board of Directors?

Mizuno: Compared with when I first became an Outside Board Member at Fuji, I feel that discussions at Board of Directors meetings have changed considerably. Previously, there were occasions when meetings centered on approving agenda items and receiving reports, but today information on management issues is shared from an early stage, creating an environment in which Outside Board Members can more readily express their views.

In particular, since the new president took office, his strong knowledge of technology and experience in the sales function have accelerated discussions grounded in the essence of the business. Inside and Outside Board Members are able to exchange candid views on themes directly linked to enhancing corporate value, including research and development, capital investment, the supply chain, and capital policy.

The role of Outside Board Members is not simply to vote for or against agenda items. It is important to prioritize issues through repeated discussions with management and lead them to better decision-making. In that sense, I believe Fuji's Board of Directors is evolving from a forum for supervision into a forum for dialogue that supports corporate value enhancement.

Ueno: Since this was my first year serving as an Outside Board Member, I had opportunities to tour factories and offices and speak directly with employees. My first impression was that Fuji is a very open company. Even at Board of Directors meetings, there is no atmosphere that makes it difficult to speak simply because one is an Outside Board Member.

At Fuji, outside directors also participate not only in Board of Directors meetings but in operation executive board meetings. We can continuously hear discussions close to the front line on procurement, overseas businesses, the supply chain, development, and the issues executive

officers face in their day-to-day work. This is extremely useful for understanding the company and providing appropriate advice as an Outside Board Member.

Discussing both offensive and defensive measures with future corporate value in mind

How do you evaluate management that is conscious of the cost of capital and the stock price?

Mizuno: When I was appointed, improving capital efficiency was an important management issue for Fuji. With the price-to-book (P/B) ratio hovering around 1.0, the Board of Directors has continuously discussed management that is conscious of the cost of capital and stock price.

What is important is to show the market not only short-term profits but also a medium- to long-term growth story. I believe the steady progress we have made on initiatives that lead to future enhancement of corporate value, such as new product development, strengthening production capacity, and expanding ESG disclosure, has also contributed to the market's evaluation of Fuji.

Of course, we still have more work to do to enhance corporate value. Precisely because we have a strong financial foundation, it is important to continue investments that lead to future growth, not only shareholder returns but also research and development, capital investment, human resource development, DX, and M&A as necessary. Going forward, I believe it will remain important to further strengthen the virtuous cycle of making growth investments while remaining conscious of capital efficiency and returning the results to shareholders.

Ueno: In considering corporate value, I believe it is important to look not only at financial results but also at whether a business contributes to solving societal issues.

For example, the mobility support robot Hug is a product that creates new value by applying Fuji's technologies to societal issues such as population

aging and shortages of caregiving personnel. Such businesses contribute not only to profitability but also to fulfillment of Fuji's purpose of "Enriching the lives of those in the world around us."

Developing businesses that are necessary within society will become a source of long-term corporate value. That is why, in discussions of growth investment, I want us to consider not only investment viability and risk, but also the value that a business will bring to society.

As an Outside Board Member, what do you place importance on when discussing growth investments?

Mizuno: With growth investment, it is important to clarify not only what we invest in but also the reasons. For research and development and capital



Outside Director Dialogue

investment, we examine factors including market potential, competitive advantage, synergies with existing businesses, and risk analysis.

To achieve long-term growth, M&A can also be an option in addition to organic growth. However, executing M&A is not an end in itself. We need to clarify how an acquisition will lead to enhanced corporate value, including post-merger integration and verification of investment effects.

As an Outside Board Member, I seek to objectively confirm the purpose and risks of investments while supporting management in taking on challenges.

Ueno: I believe that supporting growth investment requires an organization that can take on challenges while also managing risks appropriately.

Governance is sometimes perceived as something that applies the brakes, but that is not its true purpose. By establishing appropriate

processes, making risks visible, and making responsible decisions, a company can take on challenges with confidence.

In fact, when an overseas governance issue was shared with the Board of Directors, specific countermeasures were promptly discussed at the next Risk and Compliance Committee meeting. I feel that one of Fuji's strengths is the speed with which it addresses issues rather than leaving them unresolved. Having both a good offense and defense will be essential to future growth.

Shaping the future of management through discussions on human capital, diversity, and other topics within the Nomination and Remuneration Advisory Committee

As an Outside Board Member, how do you view human capital?

Ueno: I believe people are the most important asset supporting corporate value. No matter how excellent the technology or equipment may be, people are the ones who put it to use and create new value. For that reason, I have a particular interest in discussions concerning human capital.

At Fuji, initiatives in human rights, diversity, human resource development, and other areas are being advanced mainly by the Sustainability Department and Strategic HR Department, both established in April 2025. We also continuously discuss the personnel evaluation system and the development of next-generation leaders. Although the results of these initiatives may be difficult to see in the short term, they are an important foundation supporting corporate value over the medium to long term.

With regard to the advancement of women in particular, establishing systems alone is not enough. It is important to create an environment in which people aspiring to management positions can take on challenges

with confidence rather than feeling that they must be perfect. I believe that seeing people grow by taking on challenges, learning through trial and error, and forging their own careers gives courage to those who follow.

Mizuno: I also believe human resource development is an important theme directly linked to enhancing corporate value. Outside Board Members participate in monthly operation executive board meetings, which allows us to continuously observe how executive officers and division general managers think about and advance their businesses. Factory tours and exchanges of views with front-line employees also allow us to understand personalities and leadership qualities that cannot be seen from materials alone.

At the Nomination and Remuneration Advisory Committee, we discuss how to develop future management candidates who possess not only executive skills but also high ethical standards, flexible thinking, and the ability to respond to change. Business leaders cannot be developed overnight. I believe an important role of Outside Board Members is to take a long-term view of people and ensure they gain the necessary experience.

What points do you emphasize in the Nomination and Remuneration Advisory Committee?

Mizuno: As the business environment changes dramatically, management teams need diverse experience and values. At the committee, we discuss not only the selection of officer candidates but also the development of next-generation leaders, the appropriate form of remuneration systems, and incentive design that reflects a shareholder perspective.

The increase in restricted stock compensation from 10% to 20% is a meaningful initiative in encouraging directors to consider corporate value from the same perspective as shareholders. Officer remuneration is not merely compensation. It is also a message about the kind of management the company seeks to achieve.

Ueno: As Fuji operates globally, I believe the appointment to the Board of a foreign national with extensive experience at an overseas group company is highly meaningful in enhancing management diversity. By bringing knowledge and networks cultivated in overseas markets back into Fuji headquarters management, new perspectives and values are added to



Outside Director Dialogue

discussions, which also strengthens Fuji's competitiveness as a global company.

There is still room for improvement in appointing women to management positions and as officers. Rather than pursuing numbers alone, it is important to create an organizational culture in which diverse people can naturally thrive. Ensuring diversity supports organizational resilience and flexibility precisely as social conditions change. In that sense, I believe initiatives in human capital and diversity are not merely responses to societal expectations, but management strategies essential for Fuji to continue growing.

Connecting people and trust from society to achieve sustainable growth

What do you expect from Fuji going forward in order to achieve sustainable growth?

Mizuno: Every time I visit an exhibition or factory, I am struck by Fuji's high level of technological capabilities. That is precisely why I hope Fuji will not simply aim for the number one market share, but will be a company that provides unique, one-of-a-kind value. If we can identify issues that customers themselves have not yet recognized and propose solutions, we can further enhance value unique to Fuji rather than becoming caught up in price competition. To do so, it is important that technology development, sales, manufacturing, service, planning, and other functions work as one to make proposals with an eye on customers' future needs.

Fuji's strong financial foundation is another major strength. I hope Fuji will leverage this strength to actively pursue investments for the future, including research and development, capital investment, human resource development, and new business development. As an Outside Board Member, I will participate in discussions from an objective perspective, remaining conscious of capital efficiency so that these investments lead to sustainable enhancement of corporate value.



Ueno: Precisely because society is changing dramatically with the spread of AI, I believe the value of Fuji's Purpose of "Enriching the lives of those in the world around us" is becoming even greater. AI and digital technologies contribute to operational efficiency and new value creation, but there are also things only people can notice and value that only people can create. I believe Fuji's "innovative spirit" and "PRECISION IN ACTION" are values realized precisely because people think, take on challenges, and act.

For a company to continue earning society's trust, it is also essential to steadily advance sustainability initiatives in areas such as human rights, compliance, coexistence with local communities, and consideration for the environment. Fuji has a culture of sincere manufacturing and the flexibility to quickly adopt what it believes is good.

There have already been cases in which proposals from outside directors

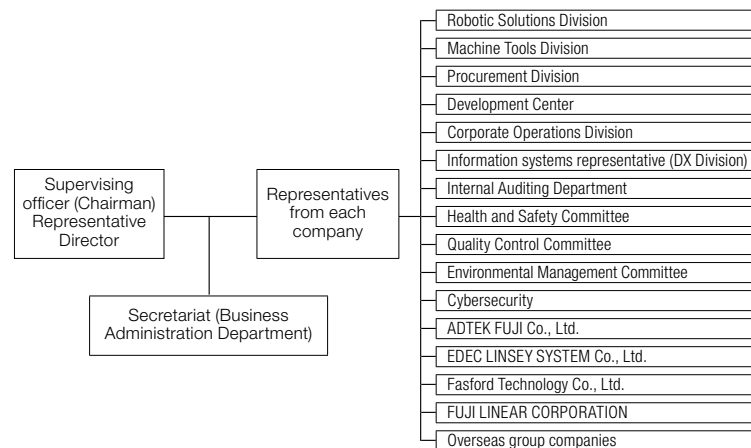
led to concrete initiatives, including not only responses to overseas governance issues but also risk management training for officers and exchanges of views with the legal function. At Fuji, both an atmosphere in which people can voice their opinions and mechanisms that put ideas into action ensure the effectiveness of the Board of Directors. Going forward, I will continue to share my observations candidly and engage in constructive discussions with management. In this way, I will continue contributing to the sustainable enhancement of Fuji's corporate value so that Fuji can remain a company trusted by all stakeholders, including shareholders and investors, customers, employees, and local communities.

Governance

Risk Management

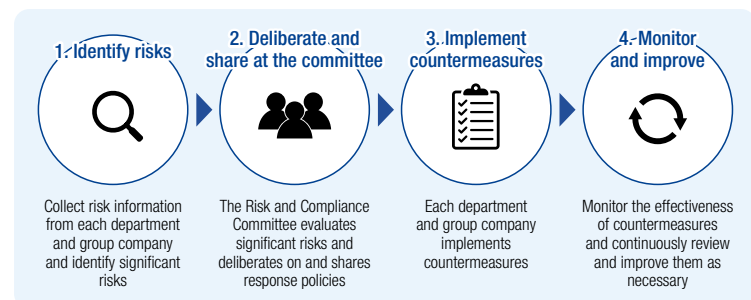
Fuji identifies and assesses, across the company, various risks that could affect business activities and takes appropriate measures to ensure business continuity and enhance corporate value. At the Risk and Compliance Committee, senior management, relevant departments, and representatives of Group companies in Japan and overseas work together to continuously confirm and improve the status of responses to material risks.

Risk and Compliance Committee Framework



Note: Members from overseas sites are exempt from attending committee meetings, and implement committee decisions at their respective sites.

Risk Management Cycle



Roles of the Risk and Compliance Committee

- **Establish policies and structures**
Establish risk and compliance policies and regulations
- **Risk management**
Identify and assess significant risks and deliberate on the status of responses
- **Education and awareness**
Promote compliance education and training
- **Monitoring**
Respond to violations of laws and regulations, operate internal reporting systems, and prevent recurrence
- **Reporting to management**
Report to the Board of Directors and operation executive board meetings

Main Agenda Items in FY2026

Classification	Main agenda items and initiatives
Management foundation	Impact of core system renewal on internal controls and responses
Human rights and compliance	Operation of human rights due diligence (DD) at group companies, establishment of a Social Media Policy, alerts concerning online casinos, and confirmation of work eligibility
Human capital	Reporting on occupational accidents and promotion of recurrence prevention measures, and strengthening of attendance management
Cybersecurity	Strengthening of product and information security and collaboration with group companies
Chemical substance management	Response to surveys on chemical substances contained in products



Dialogue on governance with management teams of overseas group companies (June 2026)

Business continuity plan (BCP)

We have formulated a business continuity plan (BCP) to ensure the continuity and early recovery of critical businesses in preparation for emergencies such as large-scale disasters and infectious diseases. We operate preparedness in normal times, initial response when a disaster occurs, and recovery as a single continuous process.

Regular times Prevention and preparedness

- Regular inspection of buildings and equipment
- Maintenance of disaster preparedness supplies
- Evacuation and safety confirmation drills
- Establishment of a disaster response headquarters framework
- Distribution of disaster preparedness cards to employees

When a disaster occurs Initial response

- Establishment of a disaster response headquarters
- Confirmation of employee safety and assessment of damage
- Initial response and prevention of secondary disasters
- Communication with employees and related parties

Recovery Business continuity

- Early recovery of each plant
- Recovery support for each business division
- Responses to suppliers and customers
- Ongoing review of recovery manuals

Governance

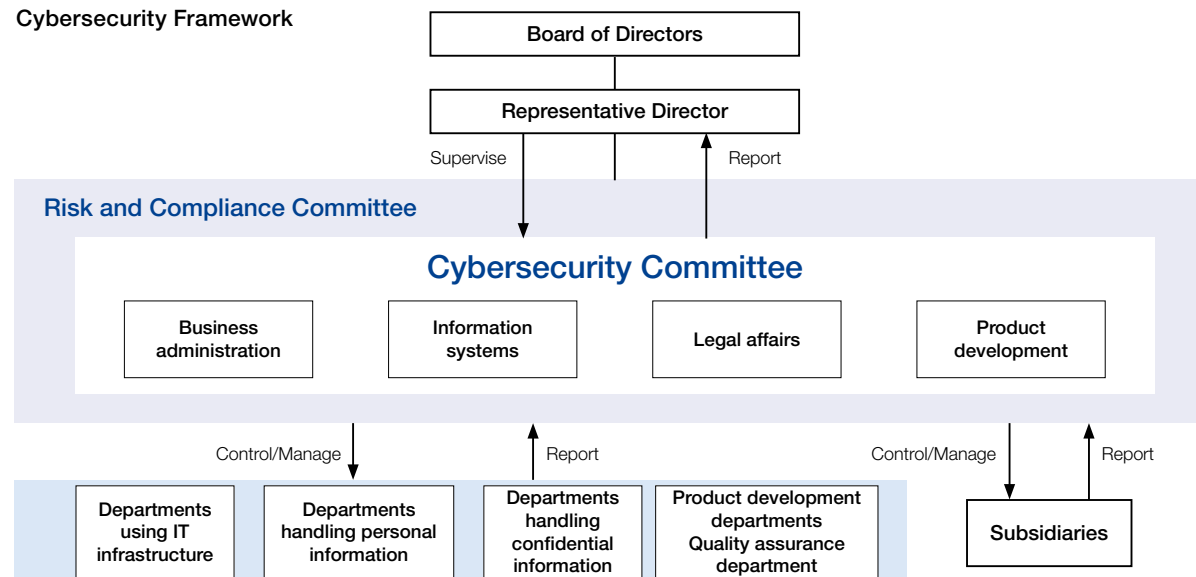
Cybersecurity Initiatives

Fuji positions cybersecurity as an important management issue and promotes security measures across the group from the perspectives of protecting information assets and ensuring business continuity. We have established management systems based on applicable laws and regulations and internal rules covering information security, product security, personal information protection, and other areas.

We have established the Cybersecurity Committee under the Risk and Compliance Committee. It formulates cybersecurity regulations and rules for the entire Group and promotes countermeasures and risk management. In the event of a security incident, the Cybersecurity Committee promptly initiates an initial response and reports to and coordinates with relevant departments to minimize damage and prevent recurrence.

We also use an external security rating service to maintain and operate our cybersecurity measures. We maintained an A grade as of April 2026.

Cybersecurity Framework



Main Initiatives

■ Compliance with international standards

We have obtained certification under ISO/IEC 27001, the international standard for information security management systems, and are strengthening our security management framework for the internal IT environment. We have also obtained certification under IEC 62443-4-1:2018, the international standard for industrial control system security, for our product development rules, and are taking steps to comply with the EU Cyber Resilience Act (CRA).

■ Employee education and incident response

In addition to providing information security education and ongoing targeted email attack drills, we have established an initial response manual for incidents and are working to build a framework for rapid response.

■ Protection of personal information and information assets

We review internal regulations and provide employee education in response to evolving privacy and data protection regulations. We also thoroughly manage information assets and technical information appropriately and deploy guidelines for the proper use of generative artificial intelligence (AI), among other measures, to reduce the risk of information leakage.

■ Strengthening security across the Group

We roll out rules and educational programs developed by Fuji to group companies and confirm their status using an IT management checklist. We promote common security measures, including the introduction of multi-factor authentication and standardization of backup rules, to raise the level of security across Fuji Group.

Governance

Compliance

Ethics and compliance policy

In March 2025, we formulated the Fuji Group Ethics and Compliance Policy to ensure fair and honest corporate activities. We are committed to compliance with laws and regulations as well as social norms and corporate ethics. In addition to providing education and training to employees inside and outside the group, disclosing our policies, and establishing an internal reporting system, we are strengthening our monitoring system through the Risk and Compliance Committee.

An audit department independent of the business execution line also audits various initiatives to reduce risks such as bribery and corruption in accordance with the Fuji Group Ethics and Compliance Policy, and reports the results to the Board of Directors and Board of Auditors.

Anti-corruption initiatives

Based on the Fuji Group Ethics and Compliance Policy, Fuji works to prevent corruption, including bribery. We promote fair and transparent business activities through appropriate management of entertainment and gifts, checks of new business partners for relationships with antisocial forces, and thorough management of inside information to prevent insider trading. In FY2026, fines arising from corrupt practices and political contributions were both 0 yen.

Education and awareness

To disseminate the Fuji Group Human Rights Policy and the Fuji Group Ethics and Compliance Policy, we have posted them in Japanese, English, and Chinese on the Group portal site and provide level-specific education for officers and employees.

Main educational initiatives

- Education for new employees (every April)
- Training for mid-career hires (every May)
- Training for officers of domestic group companies (every May and October)
- Training for managers (every September)
- Pre-appointment training for newly appointed managers (every March)

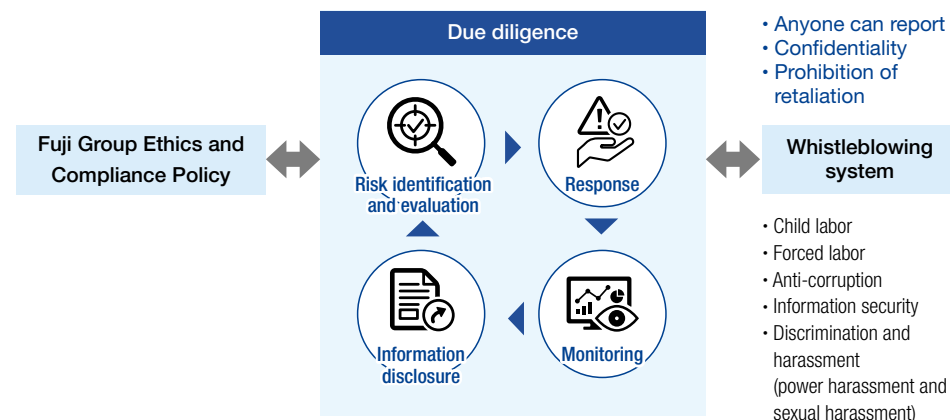
Main awareness-raising activities in FY2026

- We conducted awareness-raising activities to address social environment and risk trends.
- Establishment and communication of the Social Media Policy and alerts concerning related risks
 - Alerts concerning online casinos
 - Alerts concerning entertainment, gifts, and invitations for public officials

Anti-corruption due diligence

Fuji Group continuously identifies, assesses, addresses, and monitors corruption risks in its own operations and supply chain.

In FY2026, in light of misconduct cases at other companies, we conducted an internal review of our purchasing and acceptance inspection processes. No misconduct was identified, but we issued a notice prohibiting self-approved transaction, in which the same manager alone handles the entire process from purchase request through acceptance inspection. The audit department subsequently conducted ongoing monitoring and confirmed that there were zero cases of self-approved transaction.



Whistleblowing system

To prevent, detect early, and correct violations of laws and misconduct, we have established internal reporting regulations and internal and external reporting channels for officers, employees, and others at group companies in Japan and overseas. We thoroughly protect anonymity and whistleblowers and have also established a harassment consultation desk. The company also works to raise awareness of the system through measures such as notices on the Fuji Group's portal site and in the in-house newsletter.

	FY2022	FY2023	FY2024	FY2025	FY2026
Number of reports and consultations	4	5	9	11	13

Governance

IR Activities Report

Enhancing corporate value through dialogue with shareholders and investors

Fuji appointed an officer responsible for overseeing investor relations (IR) in FY2027, and I am the person who was placed in this role. I have been involved in the business through sales, directly engaging with markets and customers and gaining a front-line understanding of changes in the business environment and customer needs. Drawing on that experience, I strive to communicate not only financial information but also non-financial information such as the business environment and technology trends in an easy-to-understand manner.

I also place importance on two-way communication with shareholders and investors, and share the opinions and expectations received through dialogue with senior management and the Board of Directors as we work to enhance corporate value over the medium to long term.

IR structure and enhanced dialogue

To enhance dialogue with shareholders and investors, Fuji has established an IR structure in which management, including representative directors, works in coordination with the IR team. Through quarterly financial results briefings, individual meetings with institutional investors in Japan and overseas, conferences, and other opportunities, we engage in ongoing dialogue on management and business strategies and financial and non-financial information.

We also work to enhance information dissemination through our website and integrated report to deepen shareholders' and investors' understanding of Fuji. At the same time, we ensure fair and appropriate disclosure by establishing silent periods and operating in accordance with our internal information management regulations.

Yuji Koyanagi

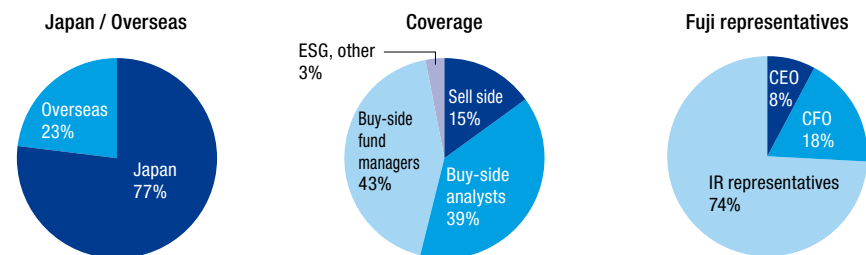
Senior Executive Manager
Deputy General Manager,
Corporate Operations Division



Summary of Dialogue with Shareholders (FY2026)

IR initiatives			
Details	Fuji representatives	Number of meetings	Participants
Financial results briefings	CEO, CFO	4	321
Meetings with institutional investors	CEO	5	9
Meetings with securities analysts and institutional investors (meetings including ESG and other topics)	CFO	45	70
Meetings with securities analysts and institutional investors (meetings including ESG and other topics)	Business Administration Department	207	307
Participation in conferences	Business Administration Department	6	47
IR events for individual investors	Business Administration Department	1	364
IR events for securities analysts and institutional investors	CEO/CFO	2	28
Responses to inquiries	Business Administration Department	As needed	As needed

Dialogue with Institutional Investors and Analysts



Dialogue Themes

Category	Topics
Management plans and financial policy	<ul style="list-style-type: none"> Progress and feasibility of the Mid-term Business Plan Business portfolio Improvement of ROE and capital efficiency Shareholder returns and capital policy
Product development and business strategy	<ul style="list-style-type: none"> Business strategy and competitive advantages centered on the NXTR SMT pick and place machine Responses to AI server, automotive, and semiconductor-related markets Growth strategy for group company Fasford Technology
Sustainability and information disclosure	<ul style="list-style-type: none"> Enhancement of integrated report and non-financial information disclosure Exchange of views on IR activities

TOPICS Factory tours for institutional investors

We held factory tours for institutional investors and securities analysts to deepen understanding of our businesses in December 2025. One year after completion of the new building at Okazaki Plant, we welcomed 23 institutional investors and securities analysts, with the President, CFO, and the Plant Manager of Okazaki Plant in attendance.

We explained the plant overview, production system, and initiatives to improve production efficiency, and participants viewed a demonstration of the SMT pick and place machine NXTR as well as the production processes from assembly and inspection through shipment.

Going forward, we will proactively create opportunities to directly communicate the realities of our businesses and our management strategy and will strive for constructive dialogue with shareholders and investors.



Non-financial Data: Five-year Summary

Scope: Fuji Headquarters, Toyota Plant, Okazaki Plant

Environment

		FY2022	FY2023	FY2024	FY2025	FY2026
CO ₂ emissions	(t-CO ₂)	543,137	509,754	549,051	527,231	507,615
Scope 1	(t-CO ₂)	1,973	1,727	1,705	1,661	1,665
Scope 2 Market-based approach	(t-CO ₂)	6,891	7,023	7,125	6,239	5,608
Scope 2 Location-based approach	(t-CO ₂)	-	10,081	7,528	6,964	7,448
Scope 3	(t-CO ₂)	534,273	501,004	540,221	519,331	500,342
C1. Purchased goods and services	(t-CO ₂)	308,836	299,001	381,797	309,605	307,538
C2. Capital goods	(t-CO ₂)	30,976	22,468	24,723	57,191	30,374
C3. Fuel and energy related activities not included in Scope 1 or Scope 2	(t-CO ₂)	8,288	9,351	1,454	1,425	1,269
C4. Upstream transportation and distribution	(t-CO ₂)	-	4,631	6,078	2,395	2,984
C5. Waste generated in operations	(t-CO ₂)	96	133	251	118	131
C6. Business travel	(t-CO ₂)	450	542	798	781	891
C7. Employee commuting	(t-CO ₂)	1,003	975	1,018	1,058	1,084
C8. Upstream leased assets	(t-CO ₂)	619	938	1,015	912	1,273
C11. Use of sold products	(t-CO ₂)	183,974	162,929	123,056	145,814	154,755
C12. End-of-life treatment of sold products	(t-CO ₂)	31	38	31	32	43
Total waste volume	(t)	798	883	881	796	1,084
Copy paper purchased (A4 size equivalent)	(thousand sheets)	4,574	4,021	3,072	2,589	2,649
Volume of water purchased	(m ³)	51,964	50,613	49,755	46,983	48,958
Chemicals used						
Toluene	(Kg)	57.05	45.75	46.14	73.13	33.36
Xylene	(Kg)	5.90	16.53	26.54	33.24	14.19
Ethylbenzene	(Kg)	2.79	7.81	11.84	15.12	7.55
Other	(Kg)	11.23	13.15	43.32	16.47	18.74

Scope: consolidated

Social

		FY2022	FY2023	FY2024	FY2025	FY2026
Number of employees	(persons)	-	-	2,911	2,976	3,132
Male	(persons)	-	-	2,460	2,511	2,623
Female	(persons)	-	-	451	465	509
Average age of employees	(years)	-	-	42.8	42.6	40.8
Male	(years)	-	-	43.2	43.0	41.2
Female	(years)	-	-	40.3	40.7	38.6
Number of managers*	(persons)	-	-	343	379	387
Male	(persons)	-	-	311	343	345
Female	(persons)	-	-	32	36	42
	(%)	-	-	9.3	9.5	10.9
Number of employees without Japanese citizenship	(persons)	-	-	579	636	765
Male	(persons)	-	-	454	510	616
Female	(persons)	-	-	125	126	149
Employees without Japanese citizenship	(%)	-	-	19.9	21.4	24.4

Scope: non-consolidated

Social

		FY2022	FY2023	FY2024	FY2025	FY2026
Number of employees	(persons)	1,710	1,738	1,750	1,765	1,771
Male	(persons)	1,474	1,502	1,505	1,509	1,496
Female	(persons)	236	236	245	256	275
Average number of years employed	(years)	18.3	18.5	18.9	19.1	19.7
Male	(years)	18.9	18.9	19.4	19.6	20.4
Female	(years)	15.2	15.9	16.0	16.2	16.0
Average age of employees	(years)	43.2	43.6	43.8	43.9	44.1
Male	(years)	43.9	44.2	44.5	44.5	44.8
Female	(years)	39.4	39.9	40.2	40.3	40.4
Number of managers*	(persons)	185	182	179	181	174
Male	(persons)	180	177	173	175	168
Female	(persons)	5	5	6	6	6
	(%)	2.7	2.7	3.4	3.3	3.4

*Section manager level or higher

Non-financial Data: Five-year Summary

Scope: non-consolidated

Social (Cont.)		FY2022	FY2023	FY2024	FY2025	FY2026
Labor union membership	(%)	83.7	83.7	80.6	80.6	79.8
Annual total hours worked per employee	(hours)	1,887	1,883	1,874	1,872	1,906
Monthly average hours of overtime	(hours)	17.3	17.7	17.3	16.8	19.9
Number of paid vacation days	(days)	16.5	17.4	17.7	17.5	17.3
Paid vacation utilization rate	(%)	85.9	90.6	92.0	90.7	89.5
No overtime day adherence rate	(%)	87.4	88.5	86.9	86.4	81.8
Employees using parental leave	(persons)	17	29	26	34	28
	Male (persons)	8	17	17	21	17
	Female (persons)	9	12	9	13	11
Employees using shortened working hours for childcare	(persons)	62	65	65	65	63
Employees using caregiving leave	(persons)	0	1	1	3	1
Usage of shortened working hours for caregiving	(persons)	4	1	0	0	1
Employees with disabilities ^{Note 1}	(%)	2.4	2.3	2.2	2.7	2.7
Employees without Japanese citizenship	(%)	1.4	1.4	1.3	1.3	2.1
Post-retirement reemployment	(%)	83.3	84.6	79.4	79.1	80.6
New graduate hires	(persons)	39	38	44	46	46
	Male (persons)	33	35	36	35	39
	Female (persons)	6	3	8	11	7
New mid-career hires	(persons)	12	12	63	17	36
	Male (persons)	10	8	57	13	16
	Female (persons)	2	4	6	4	20
Turnover rate	(%)	3.0	1.9	2.4	3.0	3.3
Turnover rate due to personal reasons	(%)	1.3	1.2	1.2	2.0	2.2
Participation in regular health examinations	(%)	100	100	100	100	100
Anomaly observation in regular health examinations	(%)	70.8	70.0	79.7	79.1	76.1
Reexamination for abnormal health check results	(%)	76.0	78.1	73.9	75.7	61.1
Stress check completion	(%)	87.5	88.1	83.0	90.7	96.3
Individuals with high stress	(%)	15.9	19.6	18.1	17.5	16.4
Regular smokers	(%)	19.9	17.9	17.1	16.9	16.2
Employees that get enough sleep	(%)	63.0	66.8	63.0	61.2	61.4
Employees motivated to adopt healthier habits	(%)	64.2	65.7	65.6	65.5	68.0

		FY2022	FY2023	FY2024	FY2025	FY2026
Absenteeism ^{Note 2}	(days)	1.9	1.7	2.1	2.3	2.7
Presenteeism ^{Note 3}	(%)	37.3	37.0	36.9	36.6	36.0
Number of participants in major educational programs	(persons)	2,408	2,912	1,731	1,452	1,249
Major educational program attendance time	(hours)	31,861	33,574	34,484	32,042	35,977
Average hours of training per person per year	(hours)	18.6	19.3	19.7	18.2	20.3
Occupational accident frequency ^{Note 4}	(-)	1.22	0.25	0.74	0.50	1.11
Occupational accident severity rate ^{Note 5}	(-)	0.025	0.012	0.001	0.008	0.026
Lost workdays	(days)	101.10	49.32	2.46	30.41	115.07

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

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

Note 3: 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

Scope: non-consolidated

Governance		FY2022	FY2023	FY2024	FY2025	FY2026
Directors	(persons)	8	8	7	7	7
Outside directors (independent directors)	(persons)	3	3	3	3	3
Female directors	(persons)	1	1	1	1	1
Female director board membership	(%)	12.5	12.5	14.3	14.3	14.3
Auditors	(persons)	3	3	3	3	3
Outside auditors (independent auditors)	(persons)	2	2	2	2	2
Female auditors	(persons)	1	1	1	1	2
Female auditor board membership	(%)	33.3	33.3	33.3	33.3	66.7
Major violations of laws and ordinances	(cases)	0	0	0	0	0
Number of whistleblower reports and consultations	(cases)	4	5	9	11	13
Political contributions	(yen)	0	0	0	0	0

Financial Data: Eleven-year Summary

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Orders	million yen	82,651	94,024	123,539	124,254	146,815	150,021	163,473	142,429	116,209	123,888	207,429
Net sales	million yen	86,642	86,397	120,032	129,104	140,967	136,161	148,128	153,326	127,059	127,387	180,642
Robotic Solutions	million yen	70,786	74,105	104,002	111,536	127,763	125,569	136,863	139,879	114,596	114,157	168,737
Machine Tools	million yen	14,623	10,997	13,798	15,660	10,839	7,866	8,106	10,261	10,455	11,093	9,705
Other	million yen	1,232	1,294	2,231	1,907	2,364	2,725	3,159	3,185	2,007	2,136	2,199
Operating profit	million yen	11,901	9,794	22,827	23,106	19,571	21,904	28,472	27,108	13,421	13,781	29,282
Ordinary profit	million yen	11,991	10,200	23,538	23,454	20,119	23,224	29,943	29,016	15,010	15,328	31,291
Profit attributable to owners of parent	million yen	7,237	7,054	17,523	16,855	14,963	17,167	21,188	20,454	10,438	10,906	15,733
Capital expenditures	million yen	5,640	6,175	6,765	11,223	8,641	7,856	11,442	10,242	14,291	14,801	11,577
Depreciation	million yen	4,934	5,157	5,282	6,066	6,825	7,273	8,045	8,605	8,433	9,073	9,508
Research and development expenses	million yen	6,612	6,788	8,349	7,993	8,803	9,009	8,107	8,611	8,228	7,727	8,514
Cash flows from operating activities	million yen	8,086	17,380	16,220	4,186	22,560	30,870	15,720	12,994	30,187	23,413	9,181
Cash flows from investing activities	million yen	-6,307	-10,160	-9,169	-28,458	-5,100	-10,471	-11,598	-5,779	-12,366	-11,418	-6,971
Cash flows from financing activities	million yen	4,273	-10,916	-3,165	-4,111	-3,993	-4,577	-6,513	-7,951	-17,148	-16,195	-9,038
Cash and cash equivalents	million yen	59,357	55,358	58,923	30,852	43,907	60,388	59,538	59,982	62,466	58,005	53,139
Total assets	million yen	156,958	158,406	183,037	194,366	198,504	224,671	243,310	254,167	250,937	244,289	278,356
Net assets	million yen	132,069	130,947	151,412	161,624	167,939	194,556	208,782	225,104	228,278	218,682	232,454
Overseas sales	%	82.3	86.3	83.7	88.1	89.5	90.0	89.0	90.0	88.1	89.4	90.8
Operating profit to net sales	%	13.7	11.3	19.0	17.9	13.9	16.1	19.2	17.7	10.6	10.8	16.2
Profit to net sales	%	8.4	8.2	14.6	13.1	10.6	12.6	14.3	13.3	8.2	8.6	8.7
Ordinary profit to total assets (ROA)	%	7.7	6.5	13.8	12.4	10.2	11.0	12.8	11.7	5.9	6.2	12.0
Return on equity (ROE)	%	5.4	5.4	12.4	10.8	9.1	9.5	10.5	9.4	4.6	4.9	7.0
Equity ratio	%	84.0	82.5	82.6	83.1	84.4	86.5	85.8	88.5	90.9	89.5	83.5
Net assets per share (BPS)	yen	1,372.18	1,461.63	1,655.29	1,767.3	1,834.76	2,014.41	2,163.55	2,332.15	2,463.67	2,461.37	2,642.59
Profit per share (EPS)	yen	74.13	76.19	195.04	184.52	163.81	184.26	219.70	212.05	110.59	119.64	178.79
P/B ratio	times	0.8	1.0	1.3	0.8	0.9	1.4	1.0	1.0	1.1	0.9	1.8
Dividend payout ratio	%	37.8	39.4	20.5	27.1	30.5	27.1	31.9	37.7	72.3	66.9	50.3
Dividends per share	yen	28	30	40	50	50	50	70	80	80	80	90

Company Information

Corporate profile (as of March 31, 2026)

Name	FUJI CORPORATION
Headquarters	19 Chausuyama, Yamamachi, Chiryu, Aichi, Japan
Established	April 1959
Capital	5,878 million yen
Main business	Manufacturing and sales of SMT pick and place machines and machine tools
Number of employees	Consolidated: 3,132 Non-consolidated: 1,771

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 Máquinas Industriais Ltda.	Brazil	November 1995
FUJI INDIA CORPORATION PRIVATE LIMITED	India	December 2019
FUJI MACHINE ASIA PTE. LTD.	Singapore	January 2001

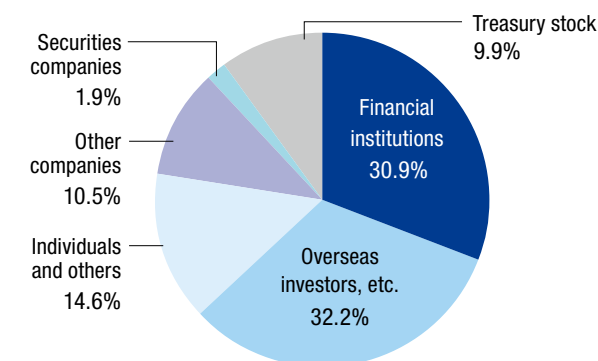
Summary of shares (as of March 31, 2026)

Authorized shares	390,000,000 shares
Issued shares	97,823,748 shares (includes 9,724,216 shares of treasury stock)
Number of shareholders	11,688

Major shareholders (top 10)	Shares held (Thousands)	(%)
The Master Trust Bank of Japan, Ltd. (Trust account)	13,218	15.00
Custody Bank of Japan, Ltd. (Trust account)	5,528	6.27
STATE STREET BANK AND TRUST COMPANY 505001	5,411	6.14
Fuji supplier stock ownership	3,063	3.47
MUFG Bank, Ltd.	2,288	2.59
Daido Life Insurance Company	1,671	1.89
The Bank of Nagoya, Ltd.	1,554	1.76
STATE STREET BANK AND TRUST COMPANY 505103	1,524	1.73
THE BANK OF NEW YORK MELLON 140044	1,320	1.49
MSIP CLIENT SECURITIES	1,211	1.37

Notes: 1. Treasury shares held by Fuji (9,724,216 shares) are excluded from the top 10 shareholders shown above. The treasury shares do not include Fuji shares (186,463 shares) held by the ESOP trust account.
2. The number of shares held is rounded down to the nearest thousand shares. Shareholding ratios are calculated excluding treasury shares and are rounded down to two decimal places.

Shareholders by type



Stock information

Listed markets	Prime Market of the Tokyo Stock Exchange Premier Market of the Nagoya Stock Exchange
Securities code	6134
Number of shares per unit	100 shares
Fiscal year	April 1 to March 31
Ordinary general meeting of shareholders	June

Website information

We have renewed our corporate website to communicate Fuji's businesses, technologies, and corporate initiatives in a clearer and more accessible manner.



Corporate
Website



Investor
Relations



Sustainability





19 Chausuyama, Yamamachi, Chiryu, Aichi 472-8686, Japan
<https://www.fuji.co.jp/en/>