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.

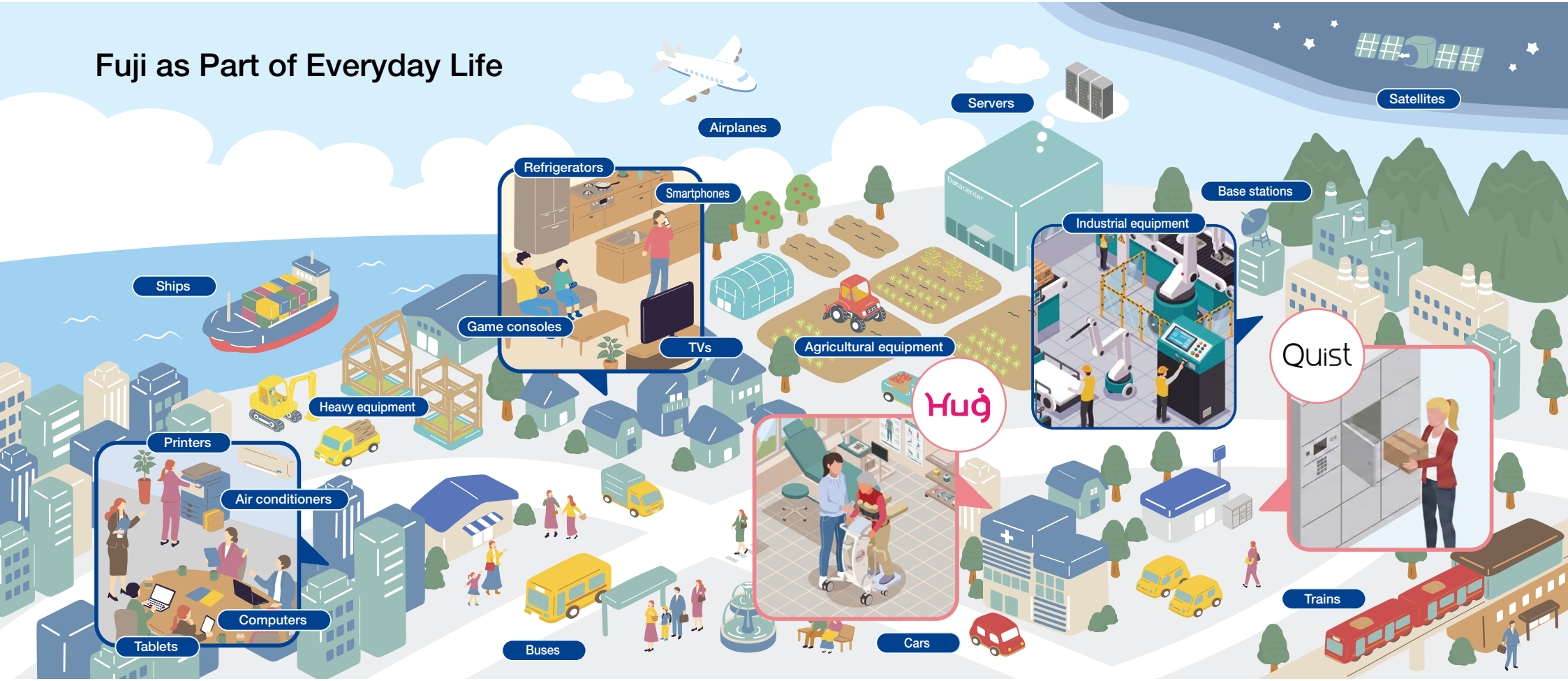
The forecasts and forward-looking statements contained in this report are based on information available to Fuji at the time this report was prepared and involve potential risks and uncertainties. Accordingly, actual results may differ materially from those discussed or implied in the forward-looking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

Environment Social Governance
Guidance for Collaborative Value Creation

Fuji as Part of Everyday Life



Business sectors

Fuji Group products Made with Fuji Group products

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

Hug

Smart locker system

Quist

Fuji as Part of Everyday Life

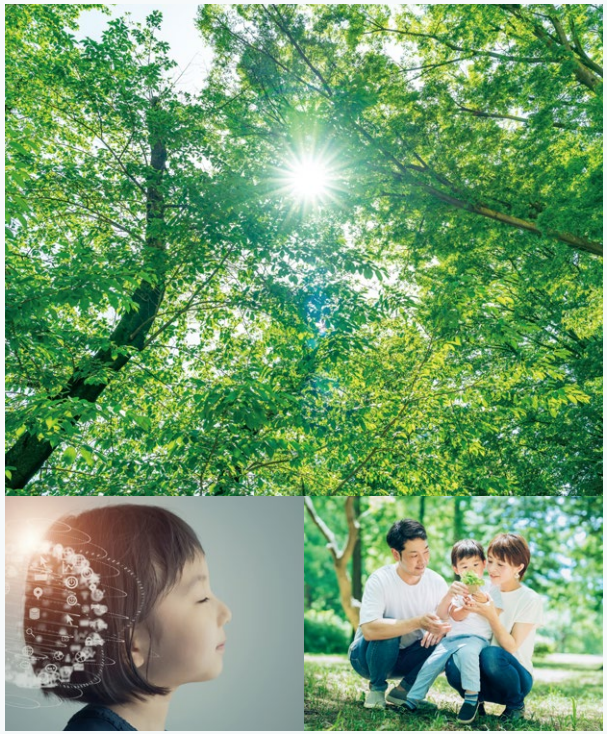
Supporting industry Manufacturing

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.

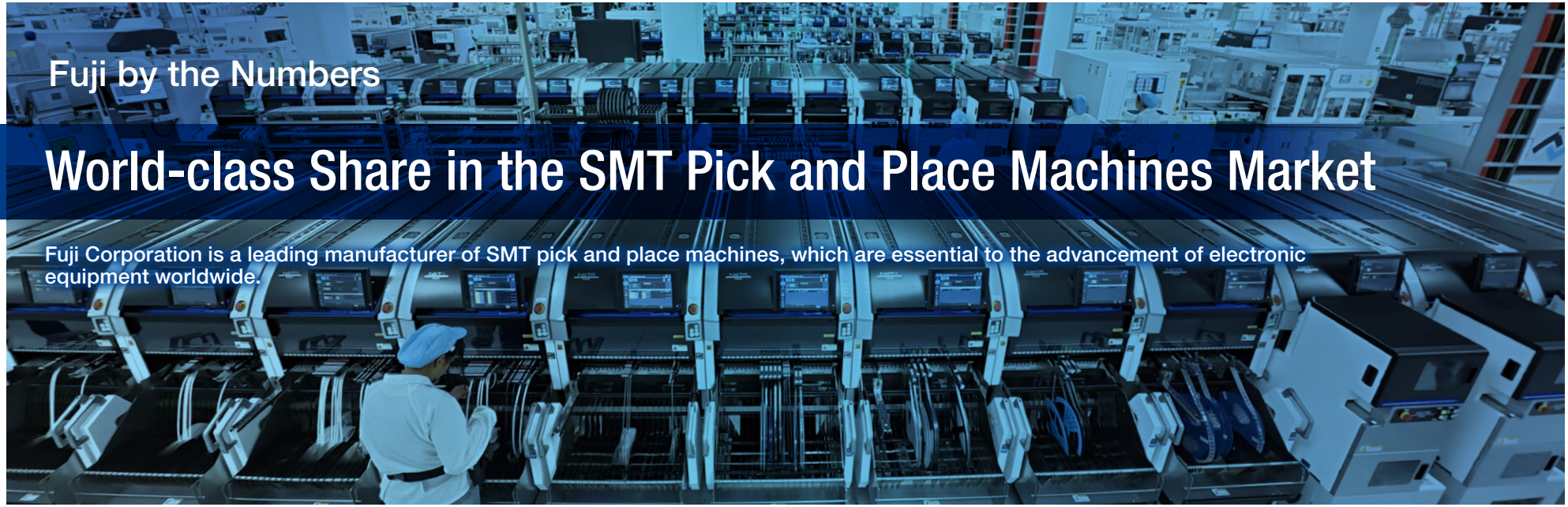
Supporting daily living Lifestyle

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 network
100+ locations worldwide

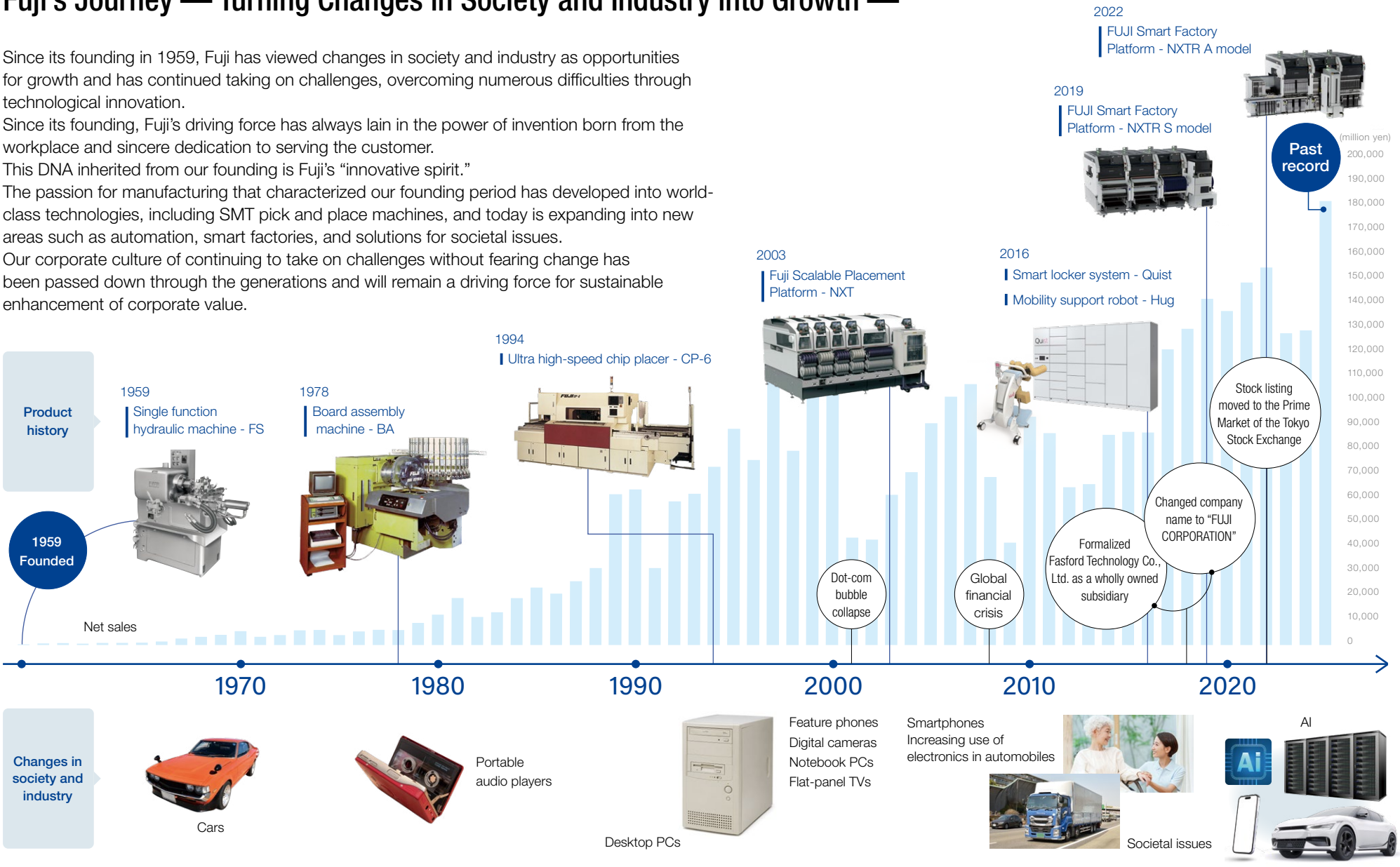
Product presence
70+ countries

Technology and development

Patent registrations in Japan and overseas
7,000 or more
(As of March 31, 2026)

R&D expenses
8.5 billion yen
(FY2026)

Product development support
Fundamental 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.