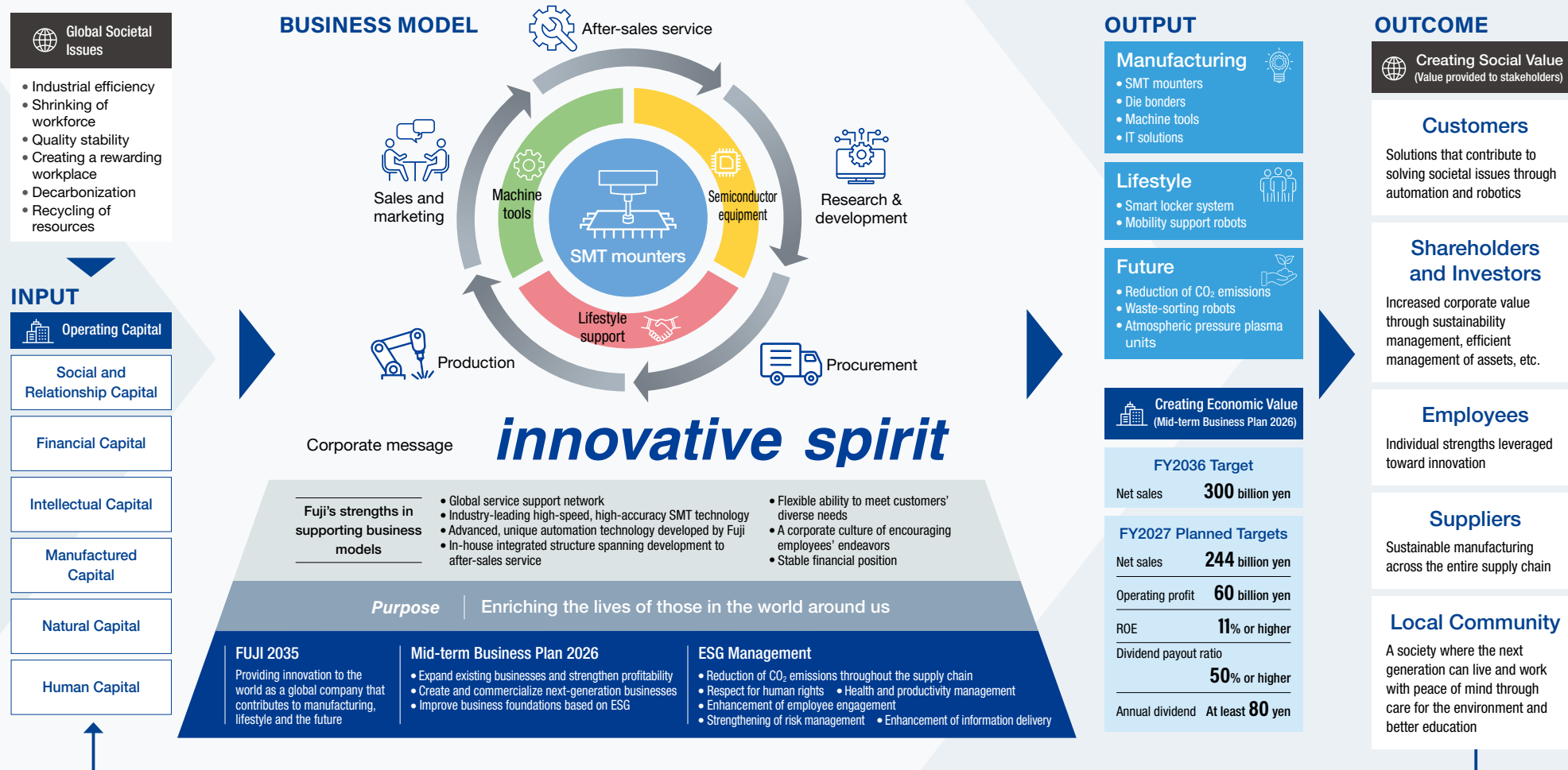


Fuji's Value Creation

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

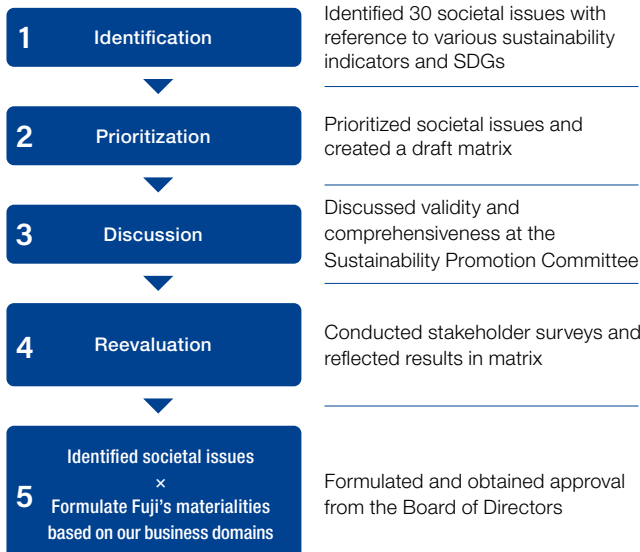
- Creating a rewarding workplace
- Decarbonization
- Recycling of resources

Identifying Fuji's materialities

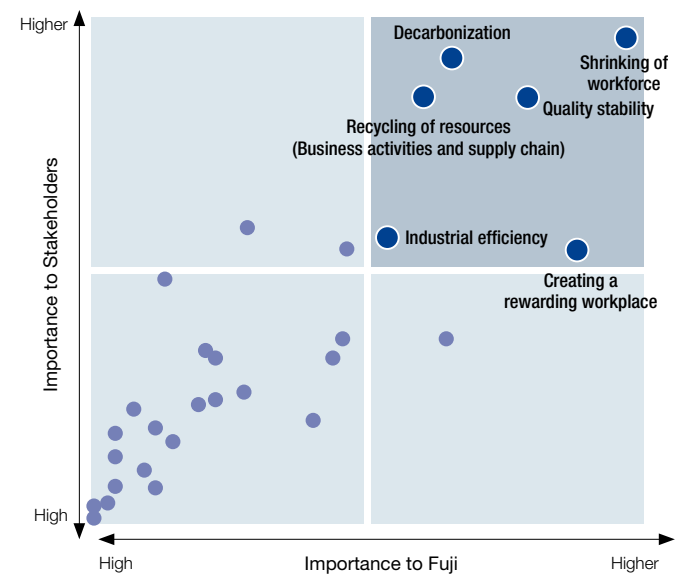
In identifying our materialities, we referred to sustainability indicators from various evaluation organizations, including the Sustainability Accounting Standards Board (SASB), based in the U.S., and Global Reporting Initiative (GRI), and also referred to the Sustainable Development Goals (SDGs), identifying 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			
<div></div> <div>Manufacturing</div> <div>Contributing to solving societal issues through business as a manufacturing company</div>	Industrial efficiency	Risk	Obsolescence of existing business models associated with the advance of new technologies	<div>● Automation and labor saving</div> <div>● Low waste manufacturing</div>	<div>● SMT pick and place machines (mounters)</div> <div>● Semiconductor manufacturing equipment (die bonders)</div> <div>● Machine tools</div> <div>● Smart factory expansion</div> <div>● Business portfolio restructuring</div>	<div></div> <div></div> <div></div> <div></div>			
			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									
Quality stability	Risk	Loss of customer trust due to defects	<div>● Digital transformation and smartification</div> <div>● Global collaboration</div>	<div>● IT solutions</div> <div>● Traceability</div> <div>● Strengthening of service network</div> <div>● Strengthening of training structure</div>	<div></div> <div></div> <div></div> <div></div> <div></div>				
		Increased investment in quality enhancements							
		Risk of defects or inconsistencies in quality due to an insufficient education system							
		Quality risks due to supply chain destabilization							
		Enhanced reliability through the upgrading of our quality management system							
	Opportunity	Strengthening of quality assurance structure through the introduction of traceability and IoT systems							
Enhanced quality stability and cost competitiveness through the optimization of global procurement									
Enhancement of customer trust through "zero placement defects"									
<div></div> <div>Lifestyle</div> <div>Expanding access to an enriched society</div>	Shrinking of workforce	Risk	Increased labor costs due to intensification of recruitment competition	<div>● Manpower shortage</div> <div>● Last mile problem</div> <div>● Aging population</div>	<div>● Smart locker system</div> <div>● Mobility support robots</div> <div>● Raising the percentage of women in leadership positions and employees without Japanese citizenship</div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>			
			Delays in delivery and loss of customer trust due to manpower shortages						
			Decline in quality of services provided to customers due to reduced productivity						
		Opportunity	Increased demand due to growing needs for automation and labor saving						
	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								
	Creating a rewarding workplace	Risk	Increase in turnover rate due to decline in employee engagement	<div>● Health and productivity management</div> <div>● Educational support for the next generation</div> <div>● Diversity</div> <div>● Career paths and growth opportunities</div>	<div>● Consideration for physical and mental health</div> <div>● Community education</div> <div>● Improvement of work environment and systems</div> <div>● Development of education and evaluation systems, and development programs</div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>			
			Damage to our corporate image due to human rights violations						
			Decline in development capabilities and continuity due to drain of engineering talent						
			Increase in medical care expenses and welfare expenses due to increase in employee health risks						
			Physical and mental health risks and reduced motivation in employees due to deterioration in the working environment						
		Opportunity	Enhancement of employee motivation and revitalization of the organization through more rewarding work						
Creation of innovation through the promotion of diversity and inclusion									
Acquisition and retention of talented human resources through strengthening of our corporate brand									
Enrichment of human resources through an enhanced education system									
Decarbonization	Risk	Increased costs associated with the introduction of carbon taxes and strengthened emissions regulations	<div>● Addressing climate change</div> <div>● Strengthening of risk management and governance</div>	<div>● Reduction of CO₂ emissions throughout the value chain</div> <div>● Strengthening of sustainability initiatives</div> <div>● Strengthening of governance framework</div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>				
		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							
		Cost reductions through the introduction of renewable energy and energy-saving technologies							
	Opportunity	New business development through decarbonization-related products and services							
Enhancement of brand value and investors' recognition as an environmentally advanced company									
Future	Risk	Increase in raw material costs due to soaring commodity prices	<div>● Expanding the scope of products that contribute to the environment</div>	<div>● Supply chain management</div> <div>● Waste-sorting robot</div> <div>● Atmospheric pressure plasma unit</div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>				
		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							
	Opportunity	Supply chain disruptions and logistics delays due to natural disasters and geopolitical risks							
	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									

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

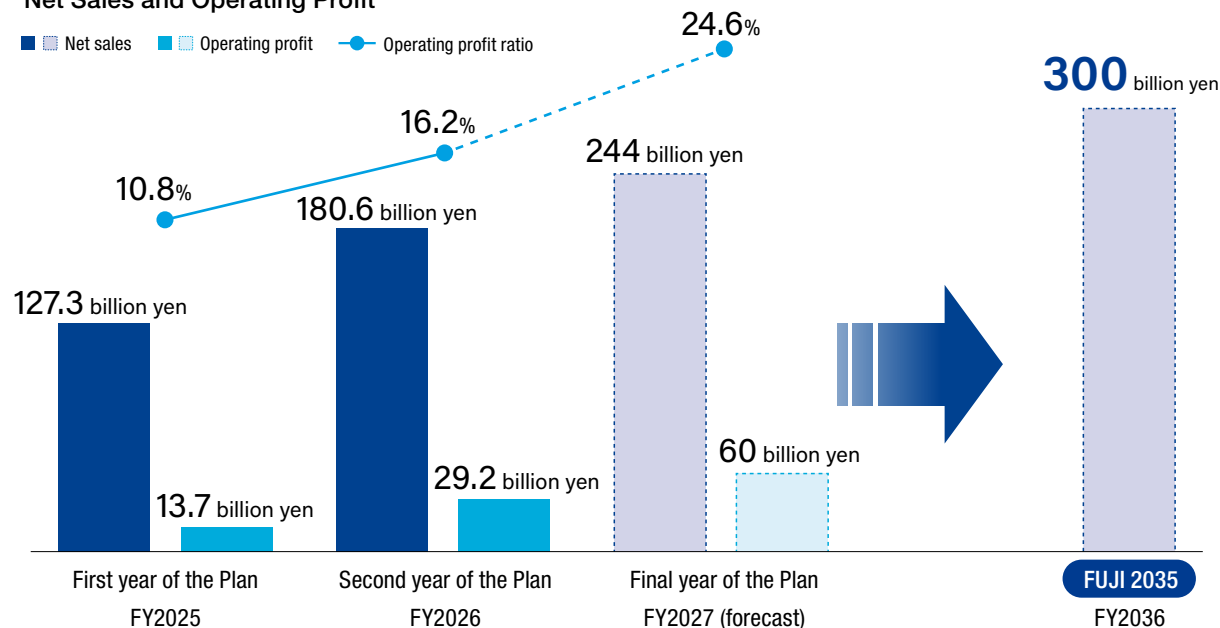
Net sales 180.6 billion yen → **244 billion yen**
Initial target: 180 billion yen

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