

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.

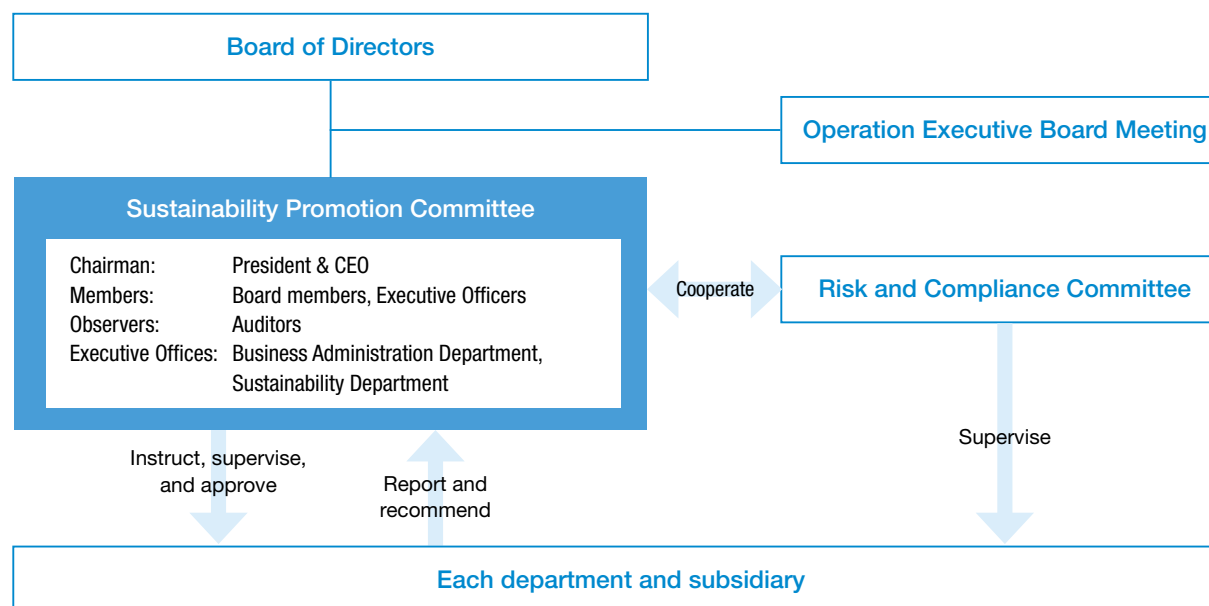
To further accelerate these initiatives, we established the Sustainability Department and Strategic HR Department in April 2025, reinforcing our organizational framework. The two departments are responsible for translating discussions and decisions by the Board of Directors and the Committee into concrete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

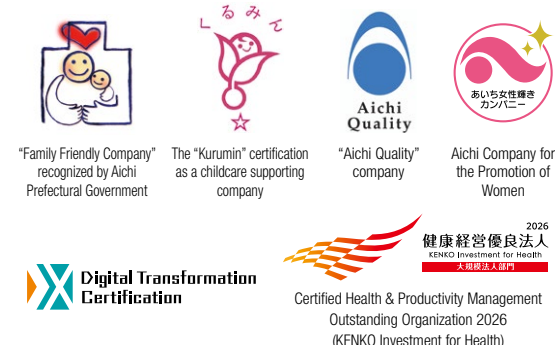
Inclusion in indices



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.

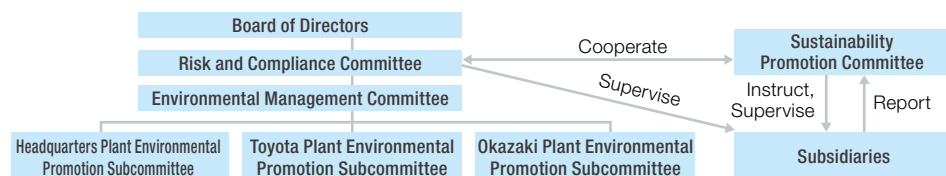
Guiding Principles

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

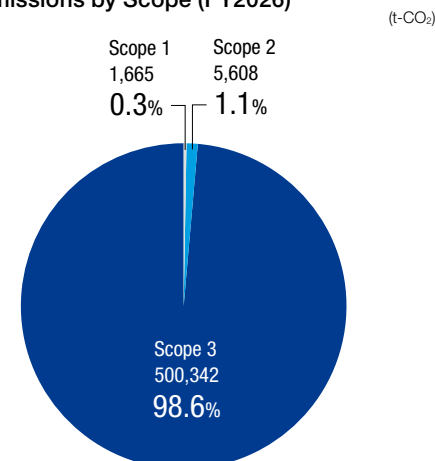
Each business division reviews climate change-related risks and opportunities annually. The Environmental Management Committee monitors the results and progress of related measures, and promotes continuous improvement through a company-wide PDCA cycle. These matters are also regularly reported to and 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

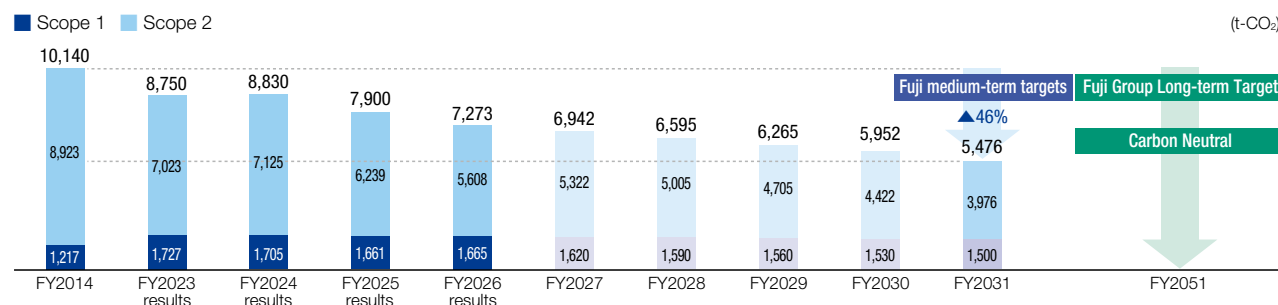


Environment

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	(○ New installation/expansion □ Renewal ● Completed)						
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.

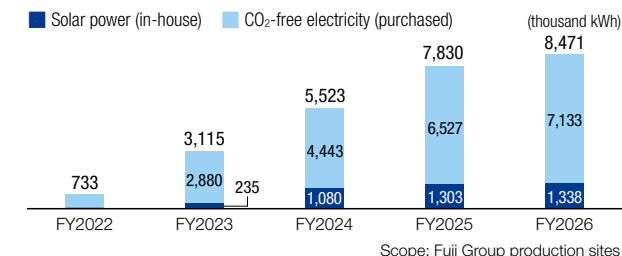
FY2026 Results	• ICP calculated for 7 cases Calculation condition: 7,000 yen/t-CO ₂ Main calculation examples: Solar power generation systems, gas heat pump (GHP) air-conditioning systems, heat-shielding glass products, and machine tools
FY2026 revision	• Added Scope 1 (city gas) to the calculation scope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

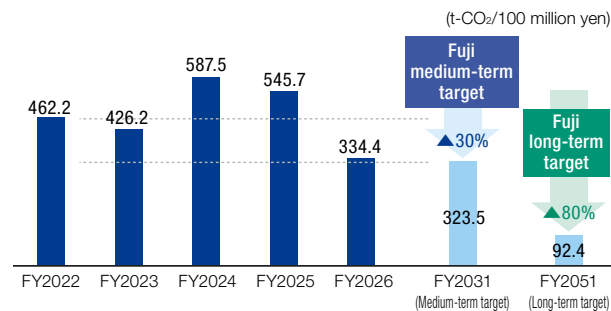


Environment

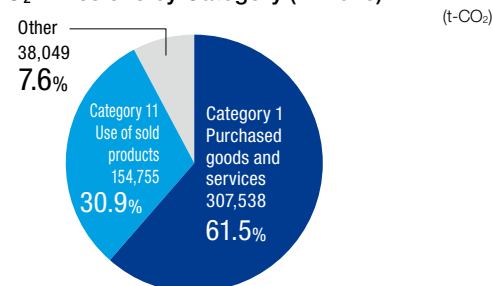
Medium- and long-term environmental targets: addressing Scope 3 emissions

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).

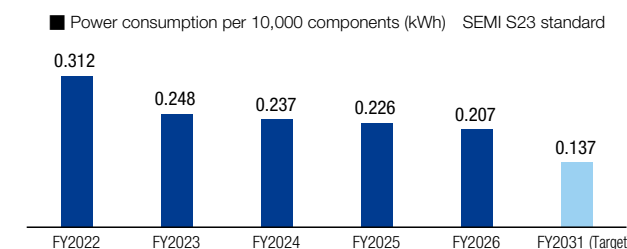


Category 11: Development of Eco-friendly Products for Reducing Emissions

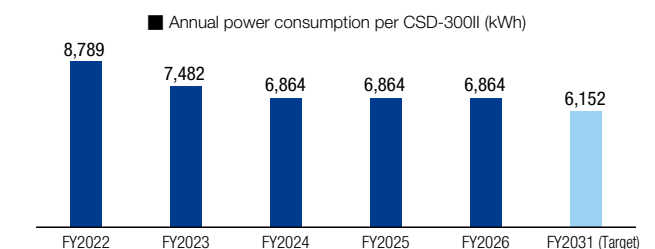
We will further reduce power consumption by improving the placement speed of the SMT pick and place machine NXTR. To reduce environmental impacts throughout the product life cycle, we are working to recycle materials, reduce the weight of materials, reduce the use of consumables during electronic component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

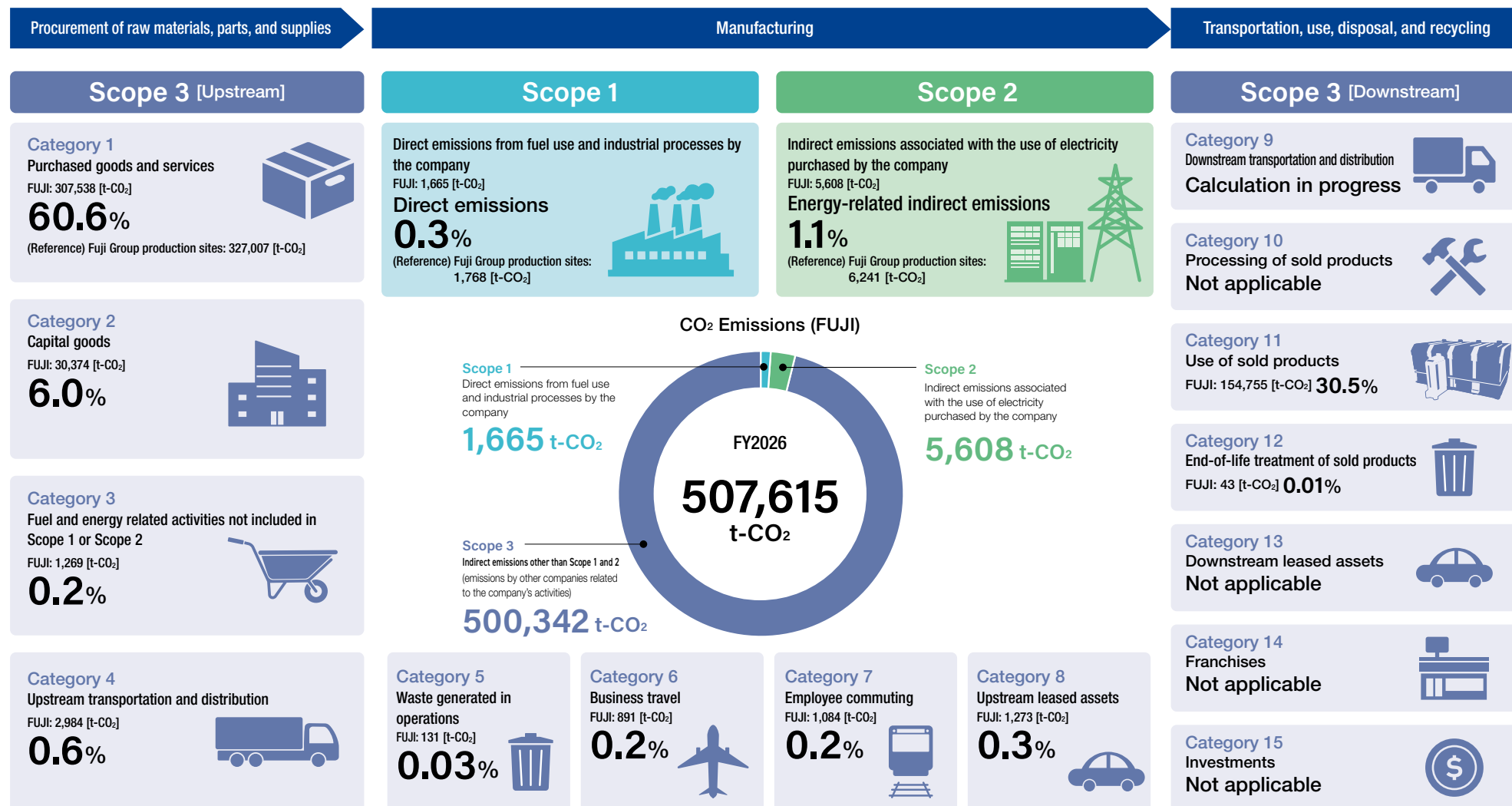
Power Consumption of SMT Pick and Place Machines



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

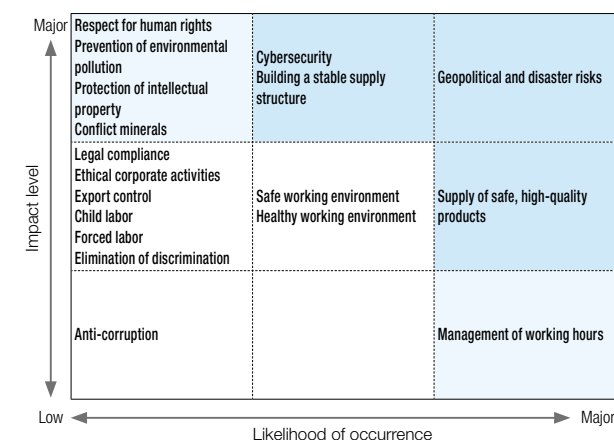


In recent years, companies have been expected to respect human rights and conduct responsible business activities not only within their own operations but throughout their supply chains. Addressing issues such as the elimination of child labor and forced labor, prohibition of discrimination, and responsible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

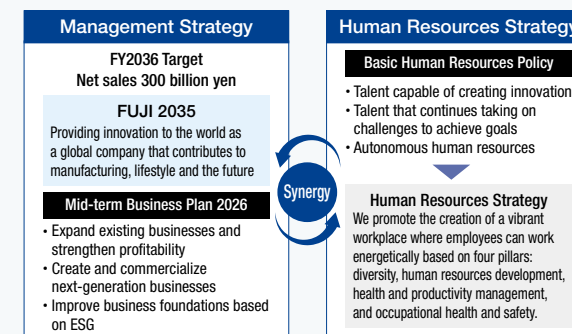


human capital that generate innovation and support Fuji's sustainable growth.

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.

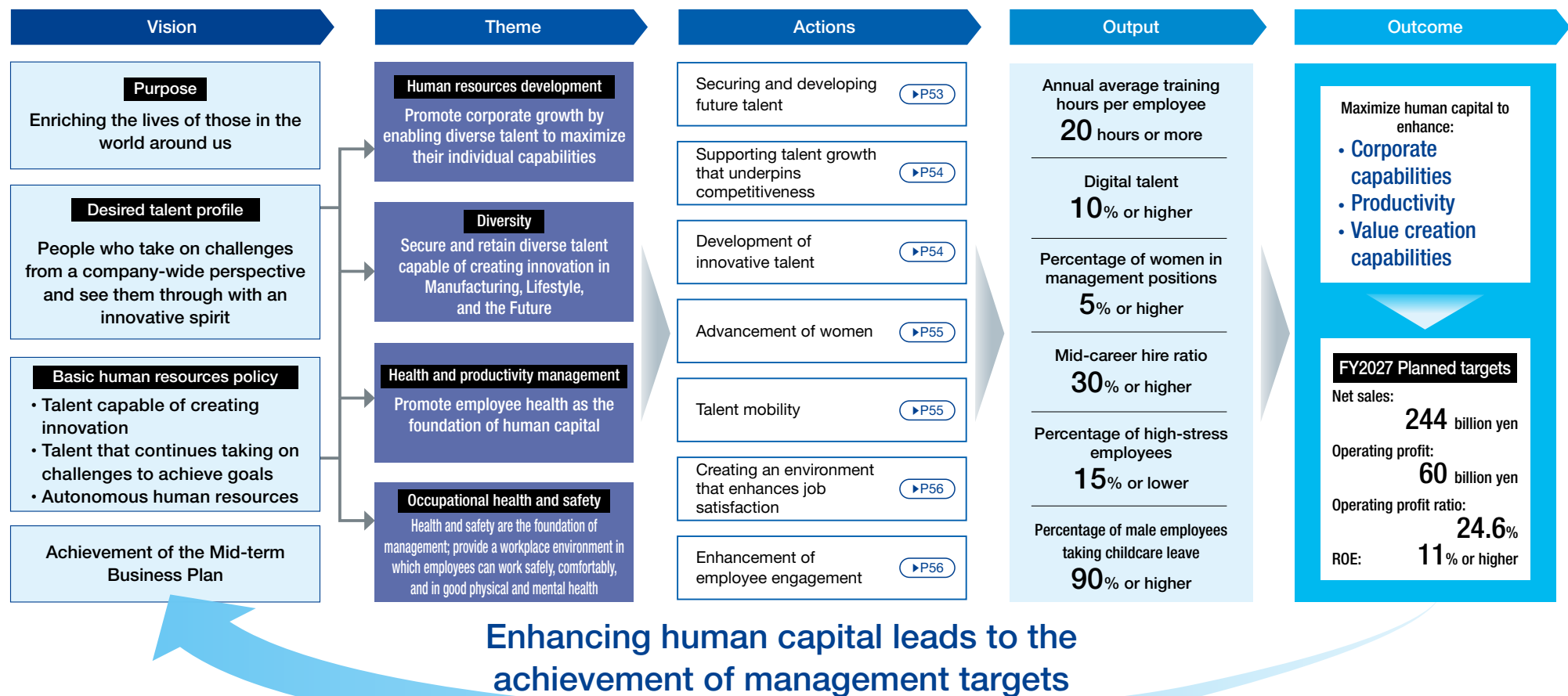


Social

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.

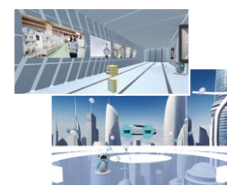
In our technical internship program, which we have offered continuously since 2012, we prepare approximately 30 courses each year so that science and engineering students can experience genuine manufacturing. Over three weeks, participants are assigned to actual engineering departments and experience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

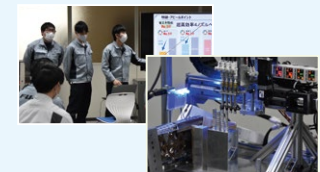
Eligible participants: Engineers in their first year with Fuji or domestic group companies (about 20 to 30 people)

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.

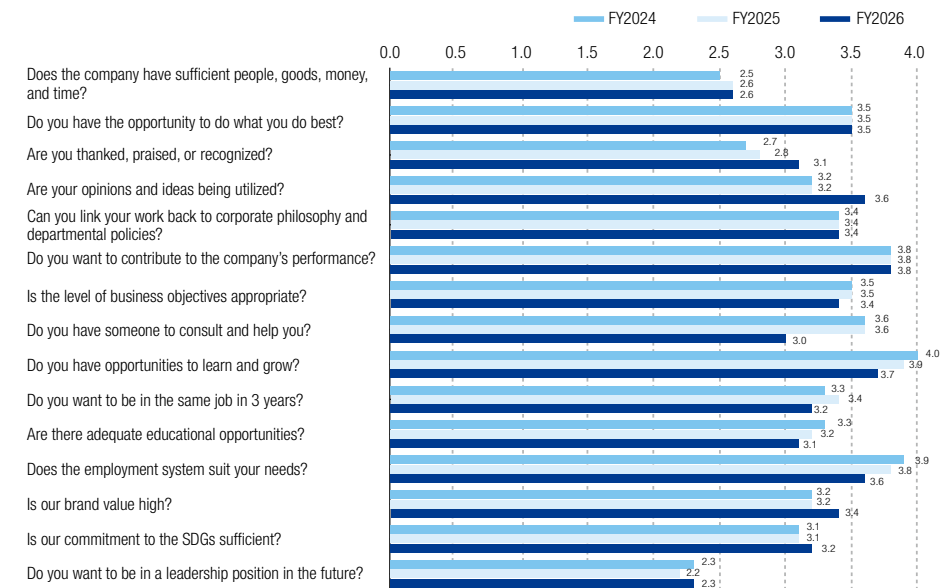
On the other hand, scores declined for items such as “I have people I can consult with and help one another” and “Satisfaction with employment systems.” We recognize improving the work environment in light of busy workloads and promoting the operation of systems that make it easier to work as issues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

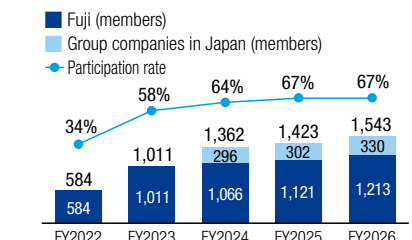
To further support employees’ asset building through company shares and heighten their sense of participation in enhancing corporate value, in 2022 we raised the incentive contribution rate for the employee stock

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



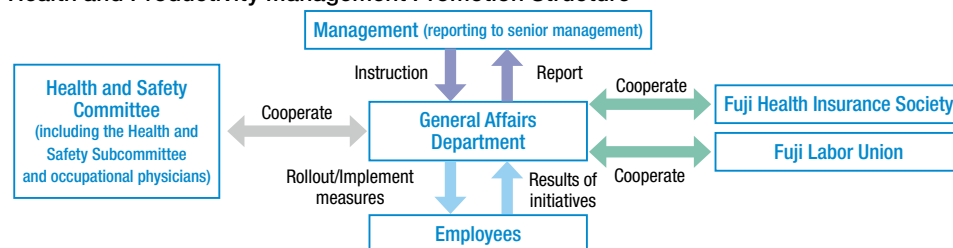
Social

Health and Productivity Management Supporting Sustainable Corporate Growth

Strengthening our health and productivity management promotion framework

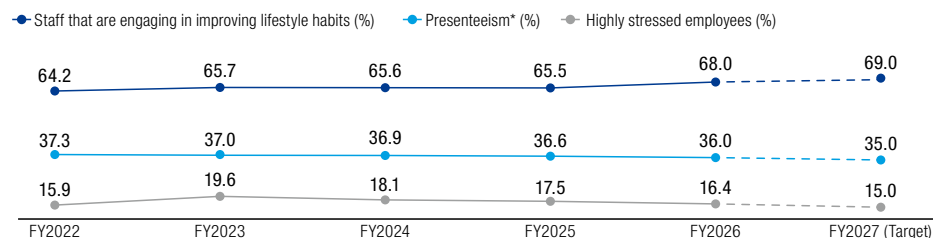
Fuji views the health of our employees as the foundation of our corporate activities, as well as a key management issue and a valuable management resource. Under the thinking that physical and mental health for all employees connects to sustainable growth for the company and greater competitiveness,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

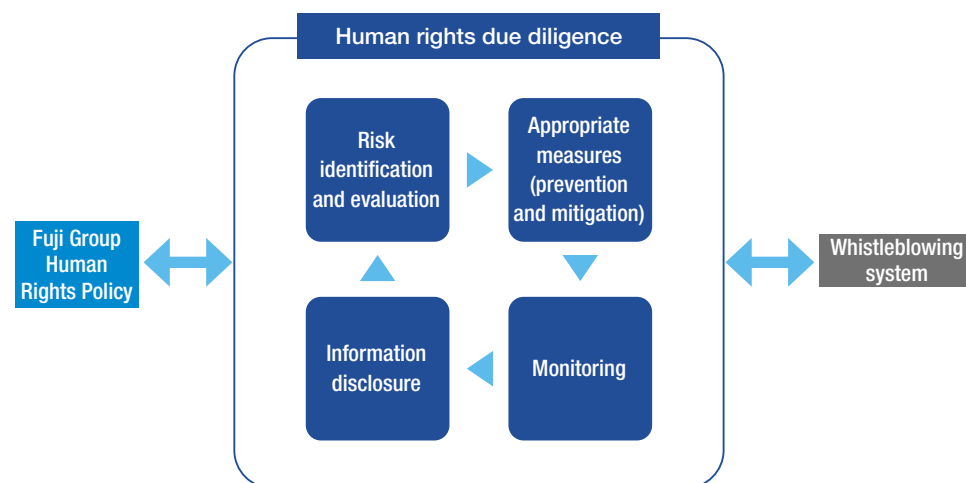
Fuji Group supports international human rights norms, including the International Bill of Human Rights, and formulated the Fuji Group Human Rights Policy in March 2025 to clearly state its commitment to respecting fundamental human rights.

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.

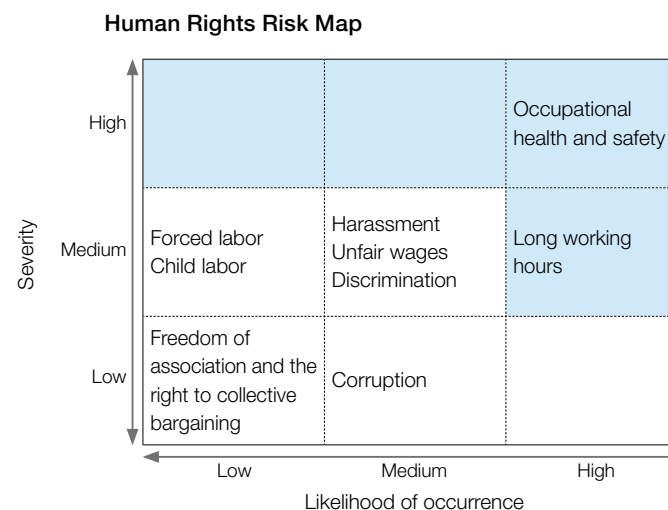


Training on the Fuji Group Human Rights Policy and the Fuji Group Ethics and Compliance Policy for managers

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 Joined OSG Corporation
 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

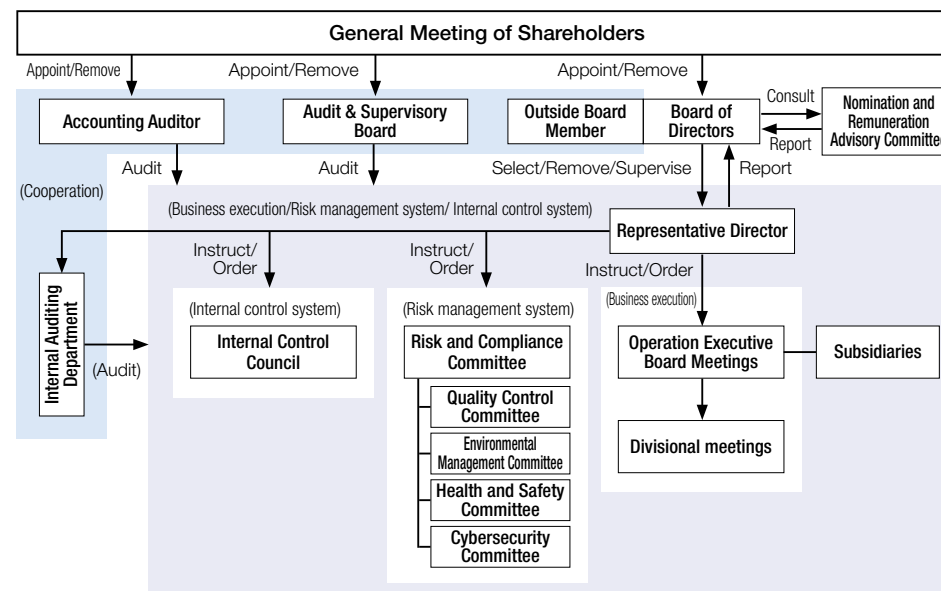
Fuji Group recognizes the creation of greater corporate value for shareholders, customers, business partners, and employees as its most important management priority. Accordingly, we are working to construct and enhance an organizational structure that can respond to changes in the management environment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

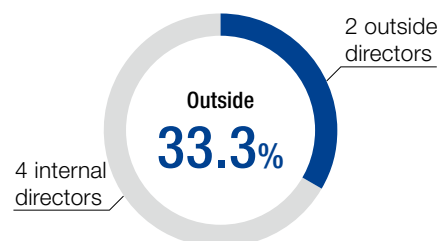
To separate management decision-making from business execution, accelerate management, and clarify responsibilities, we have introduced an executive officer system. We delegate authority to executive officers and assign them responsibility for business execution, while reports on business execution and 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

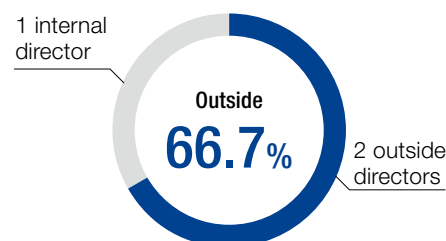


Composition of Board Members and Audit & Supervisory Board Members (As of June 27, 2026)

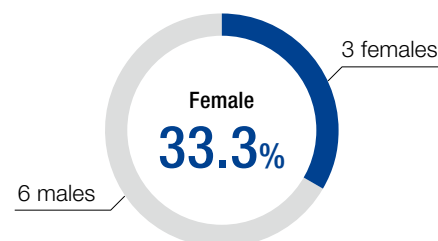
Board Members



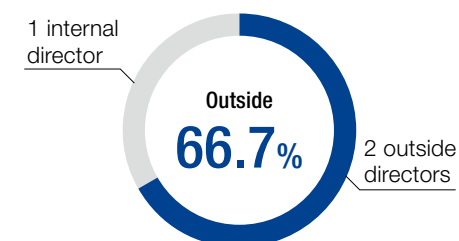
Audit & Supervisory Board Members



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)

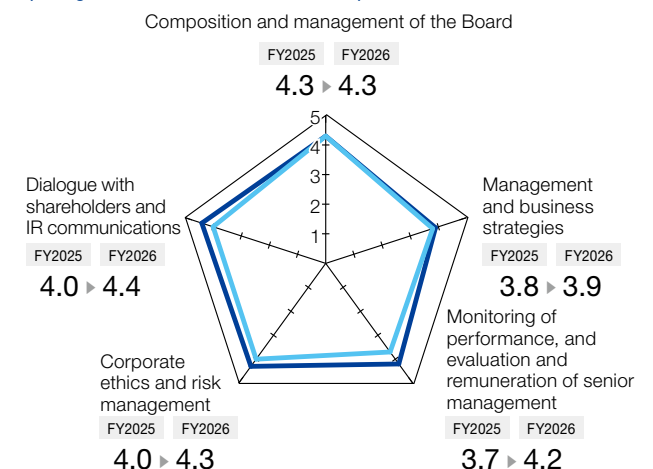
Ongoing initiatives to enhance effectiveness

- 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)

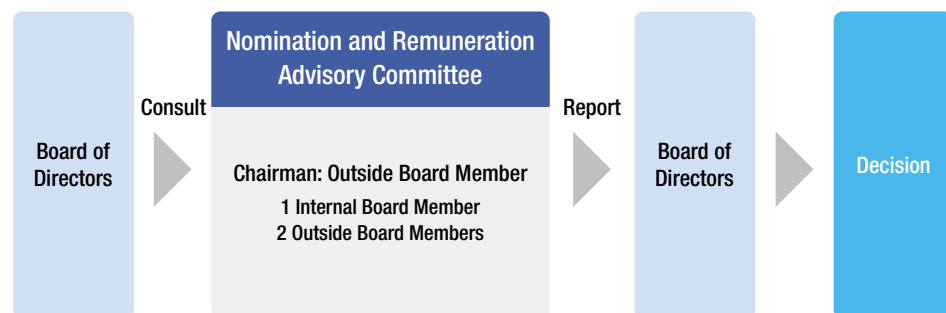


Governance

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

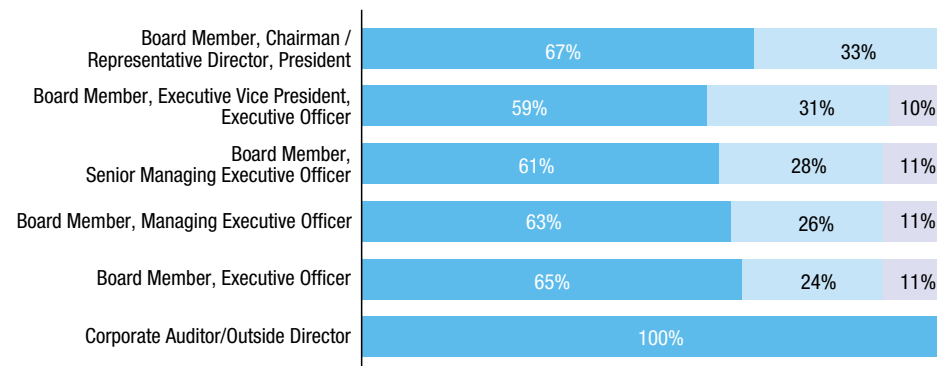


Remuneration Composition

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

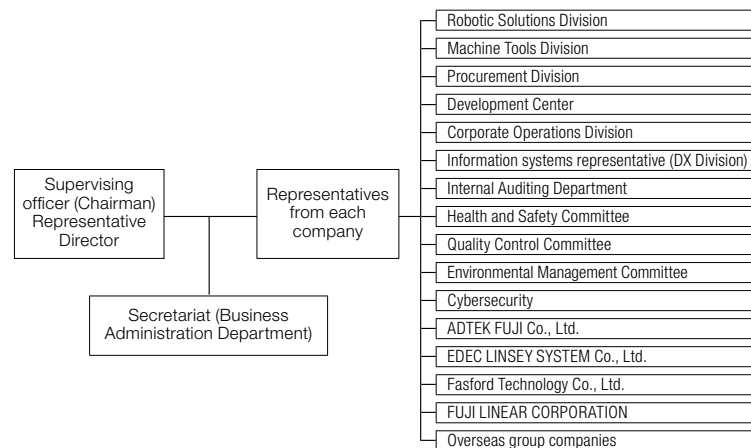
led to concrete initiatives, including not only responses to overseas governance issues but also risk management training for officers and exchanges of views with the legal function. At Fuji, both an atmosphere in which people can voice their opinions and mechanisms that put ideas into action ensure 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

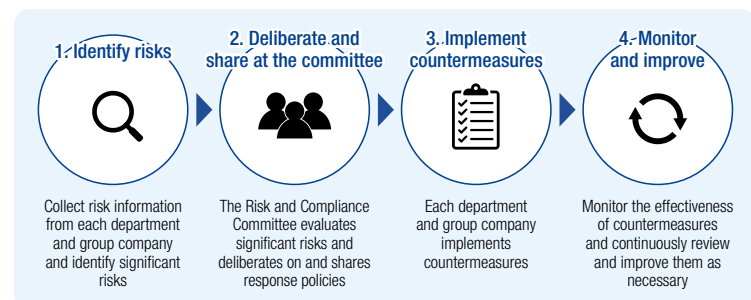
Fuji identifies and assesses, across the company, various risks that could affect business activities and takes appropriate measures to ensure business continuity and enhance corporate value. At the Risk and Compliance Committee, senior management, relevant departments, and representatives of Group companies 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

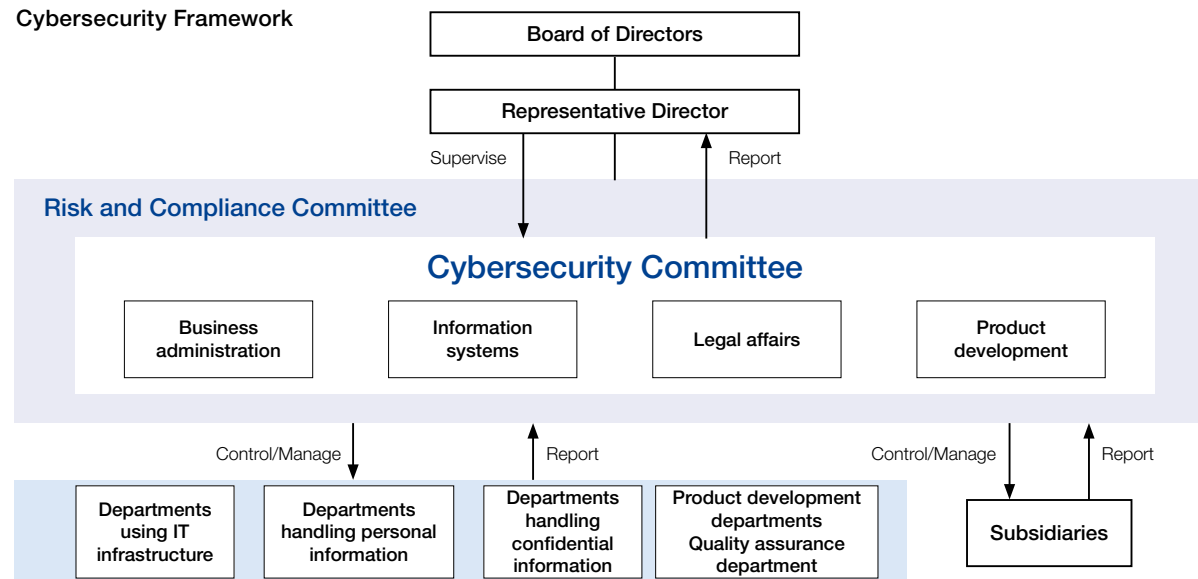
Cybersecurity Initiatives

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)

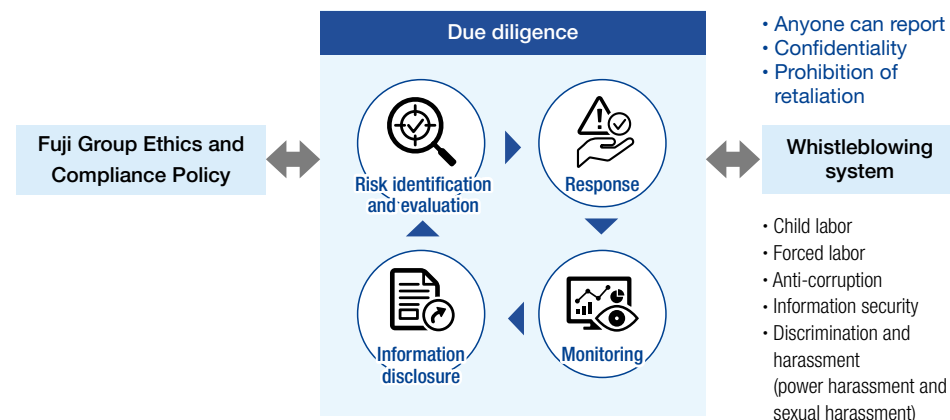
Main awareness-raising activities in FY2026

- 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

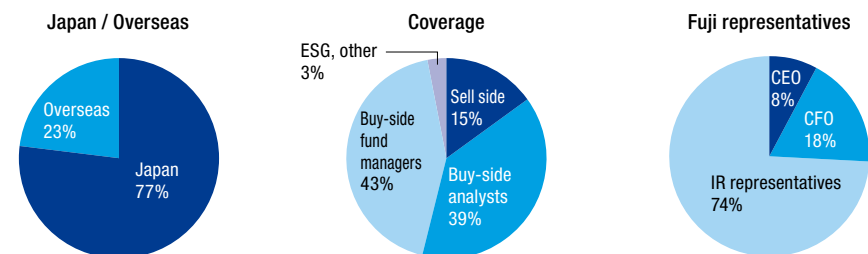
Senior Executive Manager
Deputy General Manager,
Corporate Operations Division



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.

