



FUJI CORPORATION

Fiscal Year Ended March 31, 2026

Financial Results Briefing and Second-Year Review of Mid-Term Business Plan

May 2026

| Premier Market of the Nagoya Stock Exchange, Prime Market of the Tokyo Stock Exchange, Securities Code: 6134

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Contents

- 01 | Financial Summary
- 02 | Financial Forecast
- 03 | Second-Year Review of Mid-Term Business Plan
- 04 | Appendix

01 | Financial Summary

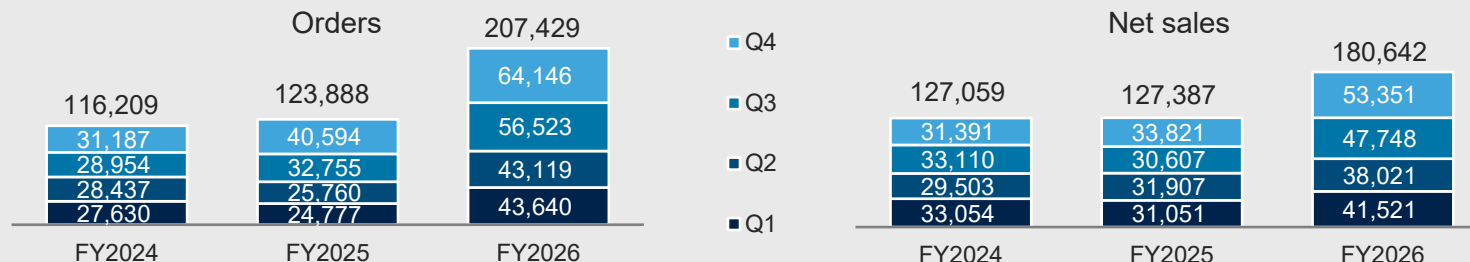


FY2026 Results

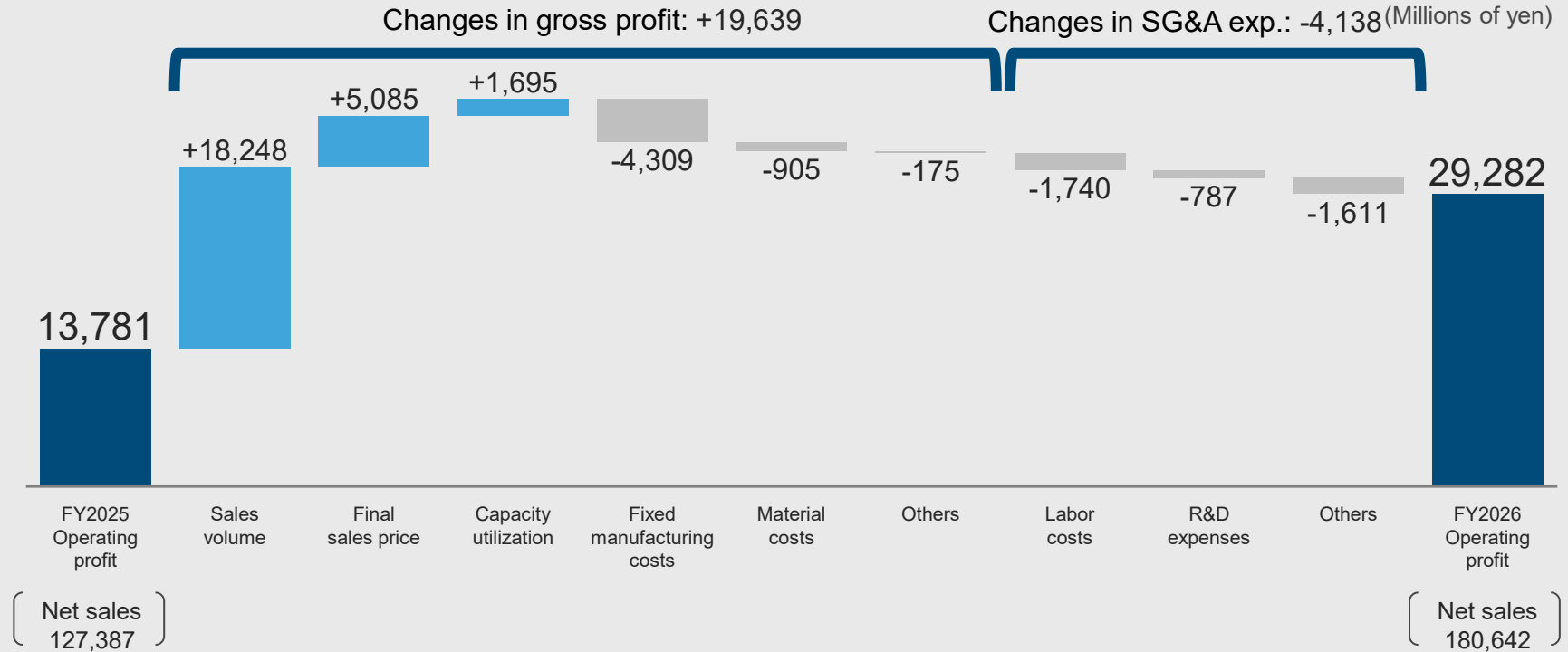
- Orders, net sales, operating profit, and ordinary profit all reached record highs
- Profit attributable to owners of parent includes an impairment loss of 9,691 million yen on goodwill and other assets related to Fasford Technology Co., Ltd.

(Millions of yen)

	FY2025 results	FY2026 results	YoY change	
			Amount	Percentage
Orders	123,888	207,429	+83,541	+67.4%
Net sales	127,387	180,642	+53,255	+41.8%
Operating profit	13,781	29,282	+15,501	+112.5%
Ordinary profit	15,328	31,291	+15,962	+104.1%
Profit attributable to owners of parent	10,906	15,733	+4,826	+44.3%



Analysis of Changes in Operating Profit



Balance Sheet Summary

- Total assets increased by 34,067 million yen , mainly due to increases in notes and accounts receivable-trade, inventories, and decreases in goodwill
- Total liabilities increased by 20,295 million yen due to increases in income taxes payable, notes and accounts payable-trade
- Net assets increased by 13,772 million yen due to increases in retained earnings

(Millions of yen)

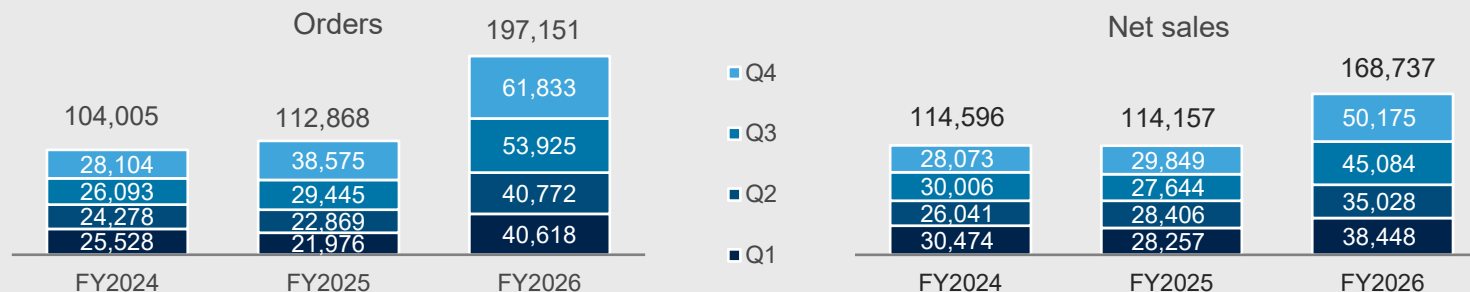
	As of March 31, 2025	As of March 31, 2026	Difference	Factors of change
Current assets	155,427	195,507	+40,079	Notes and accounts receivable-trade +30,543 Inventories +10,914
Non-current assets	88,862	82,849	-6,012	Goodwill -8,087 Retirement benefit asset +2,048
Total assets	244,289	278,356	+34,067	
Current liabilities	22,256	43,382	+21,126	Income taxes payable +7,440 Notes and accounts payable-trade +6,977 Advance received and deposits received +5,482
Non-current liabilities	3,350	2,519	-831	
Total liabilities	25,606	45,902	+20,295	
Net assets	218,682	232,454	+13,772	Retained earnings +8,657 Foreign currency translation adjustment +4,187
Total liabilities and net assets	244,289	278,356	+34,067	

Segment Results: Robotic Solutions Summary

- Orders, net sales, and operating profit all reached record highs
- Demand for AI servers is driving business performance

(Millions of yen)

	FY2025 results	FY2026 results	YoY change	
			Amount	Percentage
Orders	112,868	197,151	+84,283	+74.7%
Net sales	114,157	168,737	+54,580	+47.8%
Operating profit	16,349	33,623	+17,273	+105.7%
Order backlogs	33,246	61,660	+28,413	+85.5%

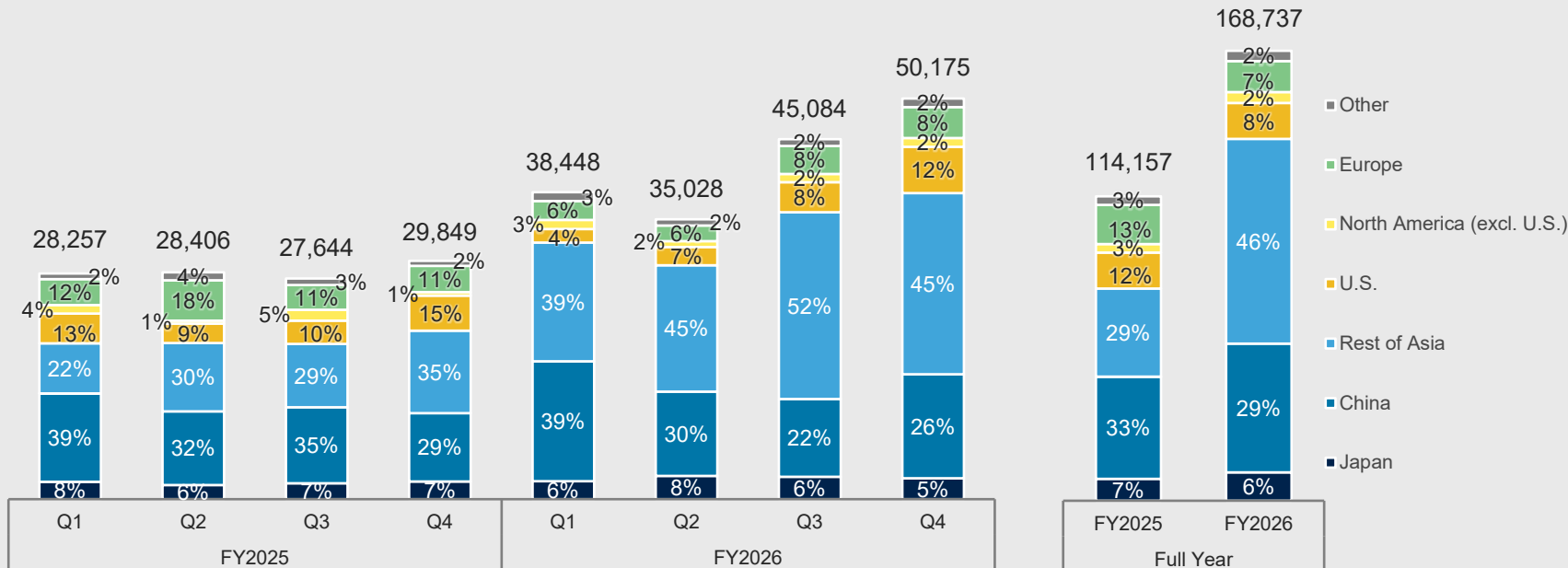


Segment Results: Robotic Solutions Net Sales by Region

QoQ

- China: Although demand in the telecommunications and automotive sectors has moderated, demand for die bonders is recovering
- Rest of Asia: Demand for AI servers remains high, particularly in Thailand and India

(Millions of yen)

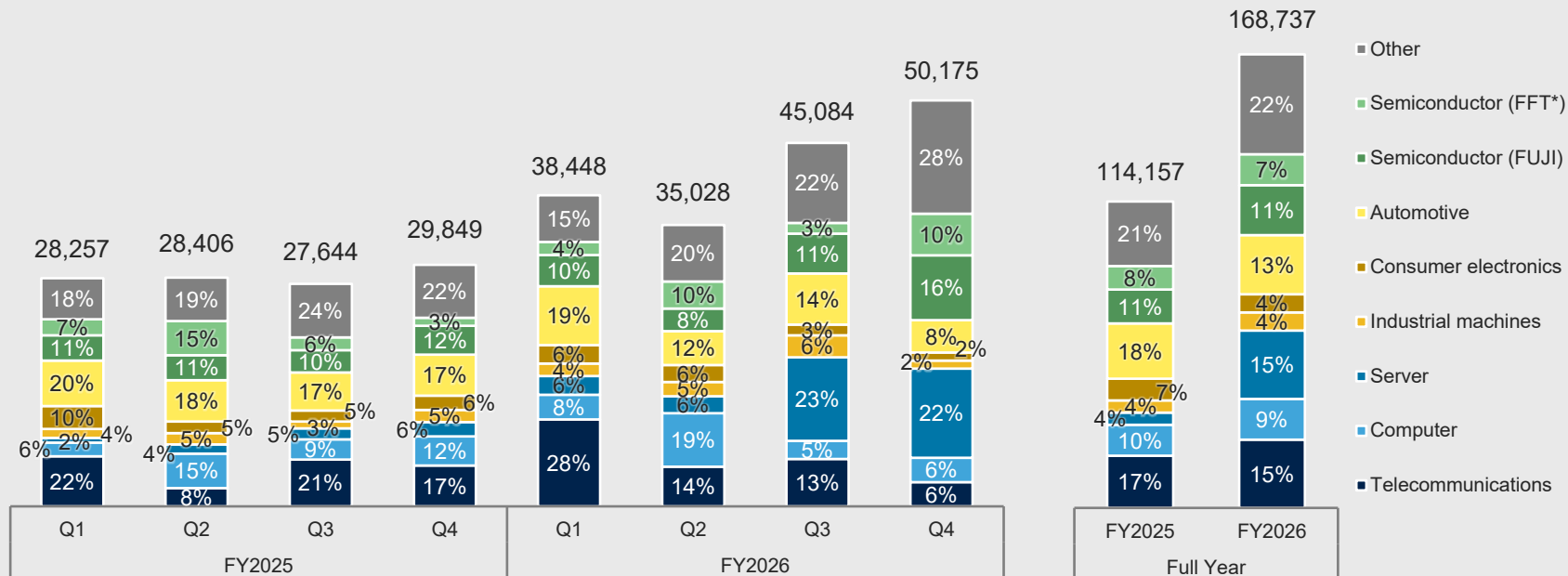


Segment Results: Robotic Solutions Net Sales by Sector

QoQ

- Servers and other (including server power supplies): AI server-related demand continued, particularly in the Asian region
- Semiconductor: In addition to growing demand for general-purpose memory in China, market conditions have improved and the customer base has expanded in the module parts and SiP applications

(Millions of yen)

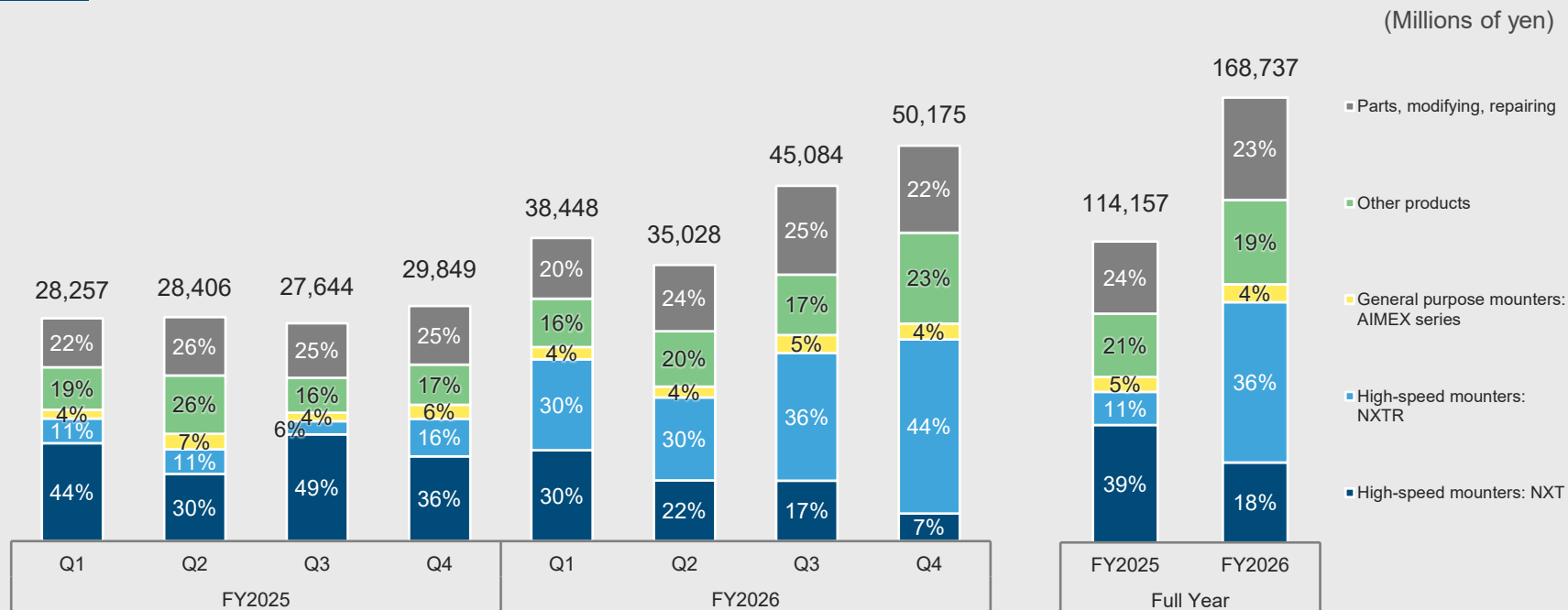


*FFT: Fasford Technology

Segment Results: Robotic Solutions Net Sales by Machine Type

QoQ

■ NXT was sold out by March 2026; sales of high-speed mounters will be consolidated into NXTR

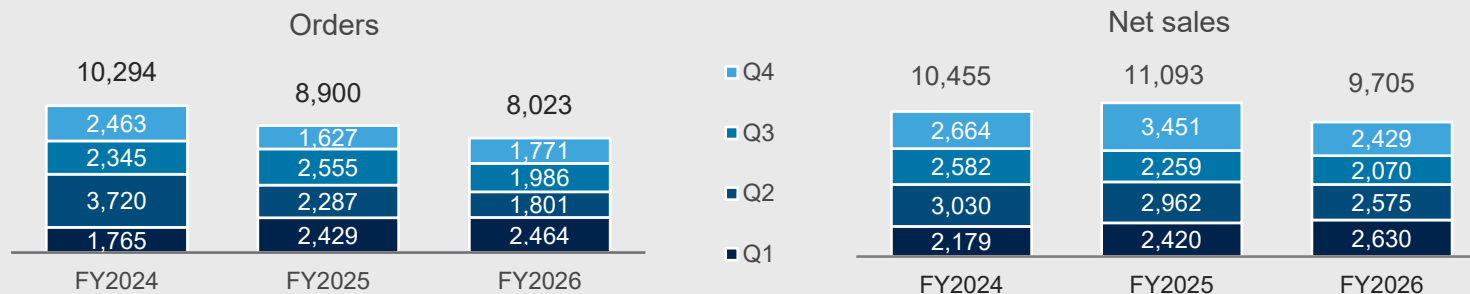


Segment Results: Machine Tools Summary

- Weak demand for capital investment in the automotive industry continued, resulting in a loss for the first time in two years

(Millions of yen)

	FY2025 results	FY2026 results	YoY change	
			Amount	Percentage
Orders	8,900	8,023	-877	-9.9%
Net sales	11,093	9,705	-1,388	-12.5%
Operating profit	740	-107	-847	-
Order backlogs	4,825	3,143	-1,681	-34.9%

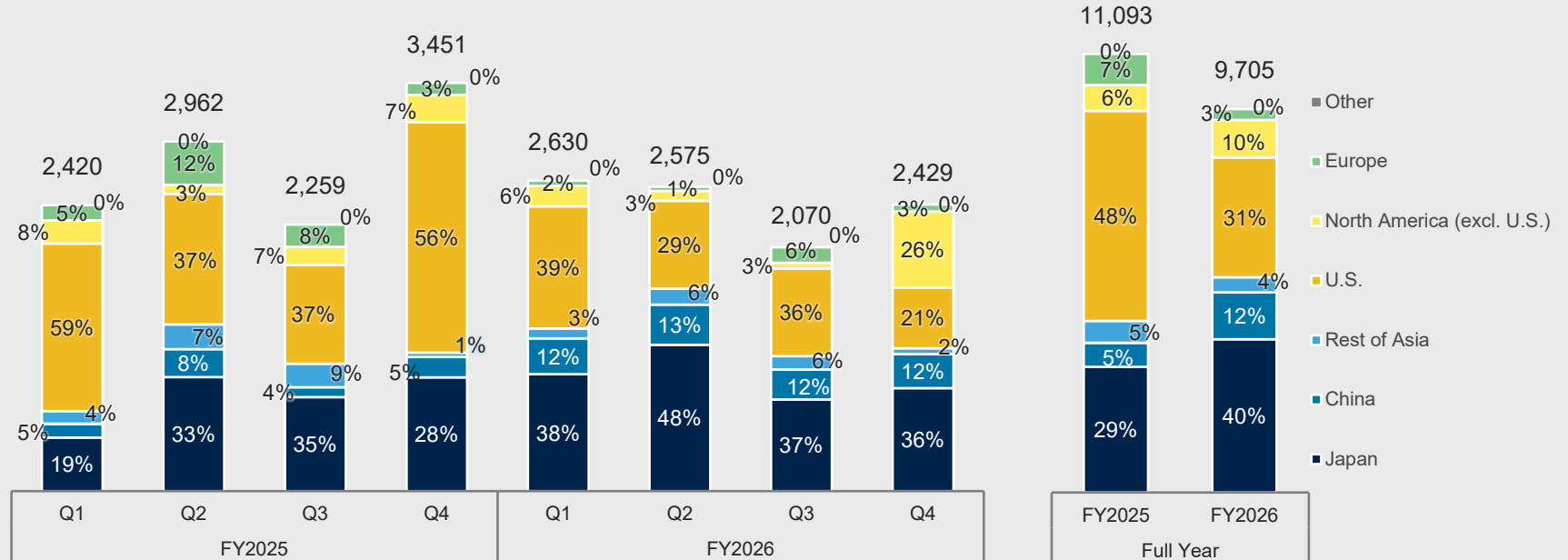


Segment Results: Machine Tools Net Sales by Region

QoQ

■ North America (excl. U.S.): Differential housing projects in Mexico

(Millions of yen)



02 | Financial Forecast



Results Forecasts




- With continued demand expected in the AI server and semiconductor fields, sales and profits are projected to increase
- The estimated financial impact of the situation in the Middle East has been factored in based on current assumptions

(Millions of yen)

	FY2026 results	Forecast for FY2027			
		First half	Full year	YoY change	
				Amount	Percentage
Orders	207,429	115,500	211,000	+3,570	+1.7%
Net sales	180,642	112,000	211,000	+30,357	+16.8%
Operating profit	29,282	24,900	43,600	+14,317	+48.9%
Operating profit ratio	16.2%	22.2%	20.7%	—	—
Ordinary profit	31,291	25,300	44,300	+13,008	+41.6%
Profit attributable to owners of parent	15,733	19,400	33,000	+17,266	+109.7%
(Reference Information)					
Capital expenditures	11,577	6,400	11,600	+22	+0.2%
Depreciation	9,508	4,800	10,200	+691	+7.3%
R&D expenses	8,514	4,100	8,400	-114	-1.3%

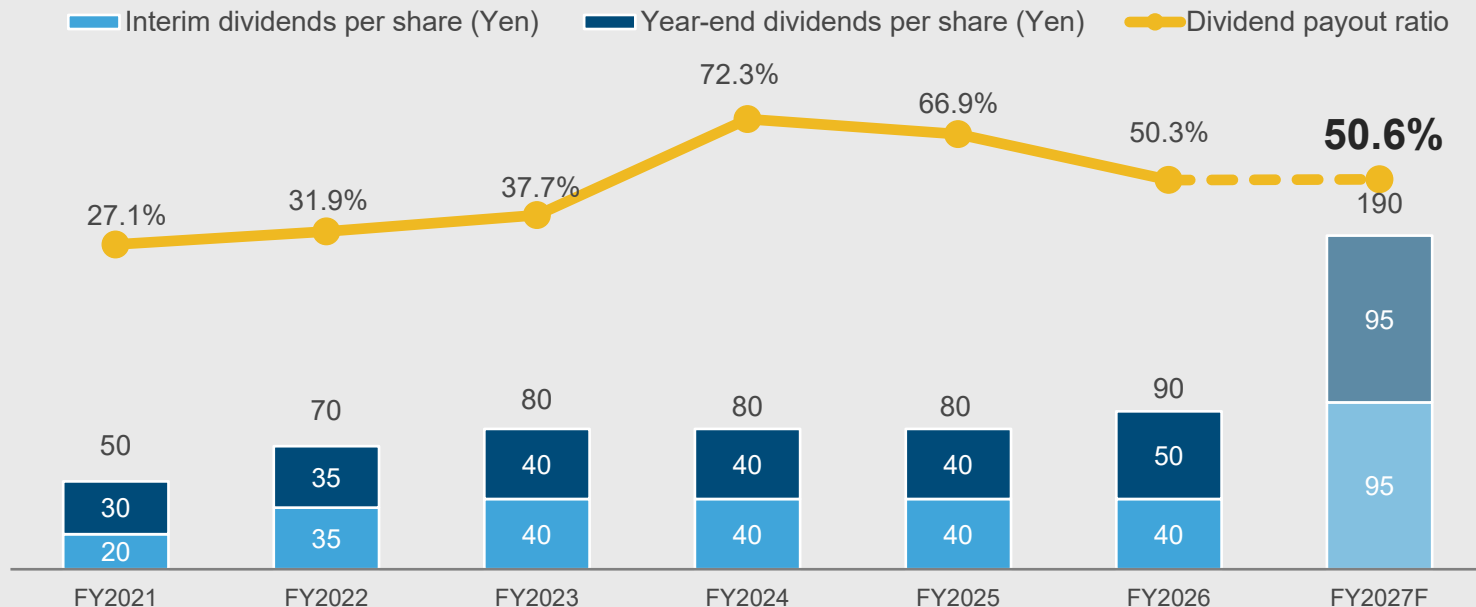
Forecast of Orders and Net Sales by Segment

(Millions of yen)

		FY2026 results	Forecast for FY2027			
			First half	Full year	YoY change	
					Amount	Percentage
 Robotic Solutions	Orders	197,151	110,000	200,000	+2,848	+1.4%
	Net sales	168,737	107,000	200,000	+31,262	+18.5%
	Order backlogs	61,660	64,660	61,660	±0	-
 Machine Tools	Orders	8,023	4,500	9,000	+976	+12.2%
	Net sales	9,705	4,000	9,000	-705	-7.3%
	Order backlogs	3,143	3,643	3,143	±0	-
 Others	Orders	2,255	1,000	2,000	-255	-11.3%
	Net sales	2,199	1,000	2,000	-199	-9.1%
	Order backlogs	329	329	329	±0	-
Total	Orders	207,429	115,500	211,000	+3,570	+1.7%
	Net sales	180,642	112,000	211,000	+30,357	+16.8%
	Order backlogs	65,133	68,633	65,133	±0	-

Dividends

- The FY2026 year-end dividend was increased from 40 yen to 50 yen
- Based on the policy of a dividend payout ratio of 50% or more and a minimum annual dividend of 80 yen, the planned annual dividend for FY2027 is 190 yen



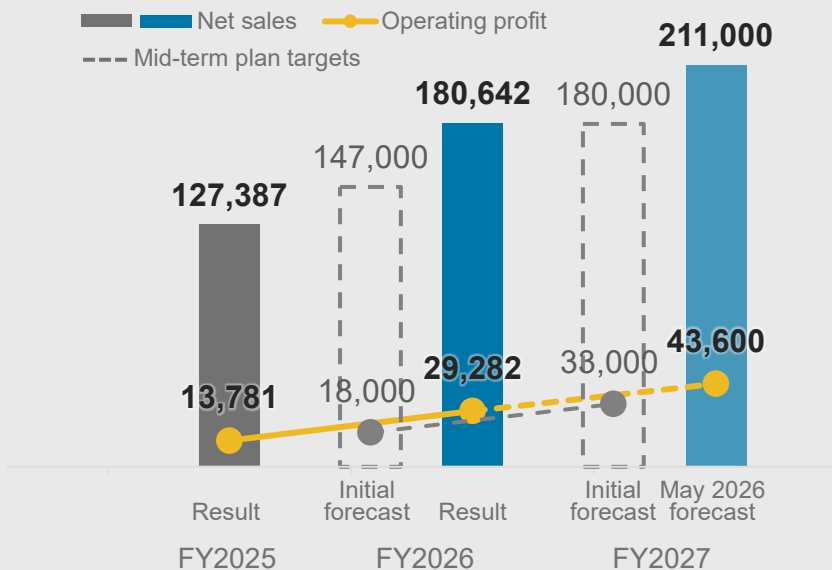
03 | Second-Year Review of Mid-Term Business Plan



Entering the Final Year of the Mid-Term Business Plan

- In the second year, the sales target of 180,000 million yen set in the mid-term business plan was achieved; results for the current fiscal year, the final year of the plan, are expected to significantly exceed the plan

Net sales and operating profit (million yen)



Robotic Solutions:

Expand sales by capturing demand for AI server-related products and semiconductors (SiP and module parts)

Semiconductors:

Recovery in the die bonder market for general-purpose memory applications

Machine Tools:

Improve profitability and return to profit (focusing on turnkey solutions, maintenance, and modifications)

SMT Pick and Place Machines (Mounters) Market Environment and Growth Strategy

- **Market environment:** Increased demand related to AI (Data centers, semiconductor packages, edge devices)

- **Growth strategy**

With NXTR at the core, adapting to demand fluctuations through comprehensive coverage across industries and regions

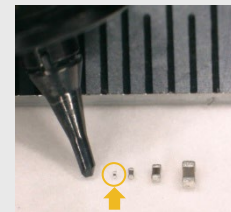
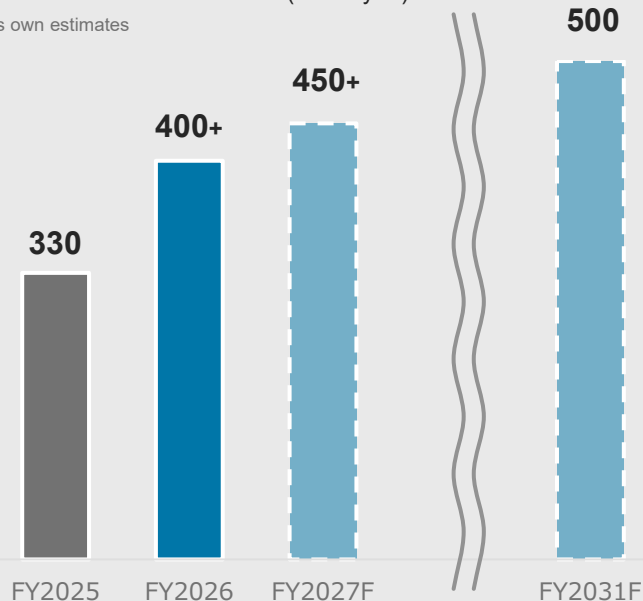
- **Key initiatives**

1. Enhance product capabilities

- Further expand solutions for AI servers
- Enhance capabilities for high-accuracy and high-density placements for SiP manufacturing
- Expand automation solutions to support a wider range of processes

Mounter market forecast (billion yen)

Fuji's own estimates



016008 mm (006003") shown beside commercially available components

2. Stable product supply

- Establish a stable production system capable of adapting to demand fluctuations
Optimal work allocation between people and robot systems
- Maintain inventories to prevent lost sales

Semiconductor Equipment (Die Bonders) Market Environment and Growth Strategy

■ Market environment

Recovery in the general-purpose memory market due to AI demand

Expected growth in the hybrid bonder market for high-value-added applications

■ Growth strategy

Expand market share in the general-purpose memory and IC markets

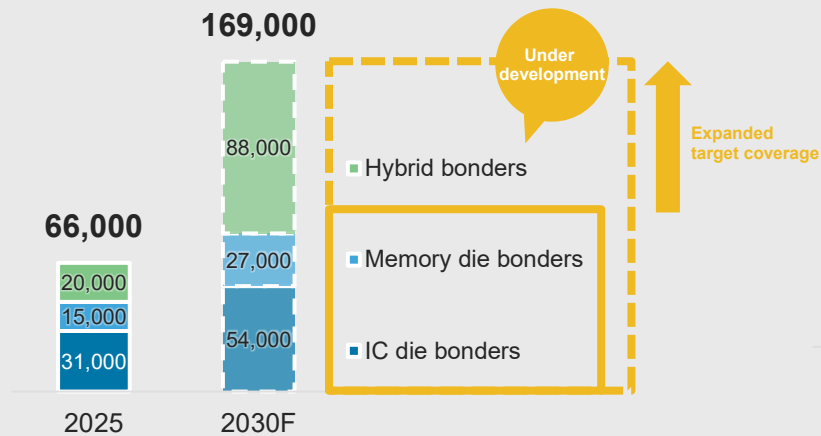
Enter the hybrid bonder market

■ Key initiatives

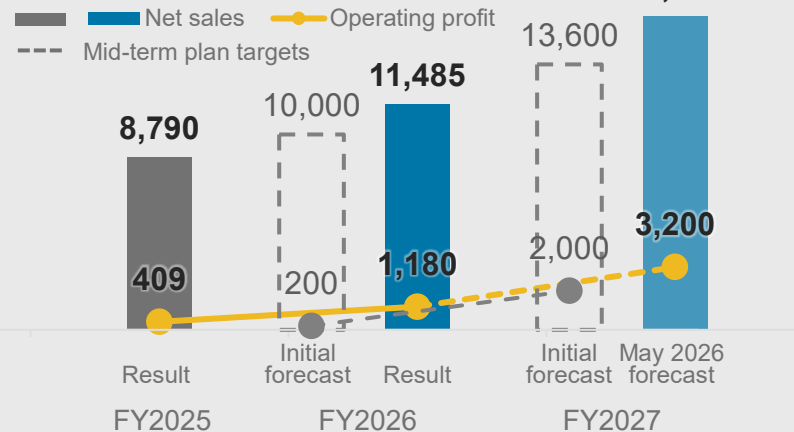
FY2027: Launch a [high-precision model](#)

FY2028 and beyond: Begin customer evaluations of hybrid bonders

Target market forecast (million yen) Fuji's own estimates

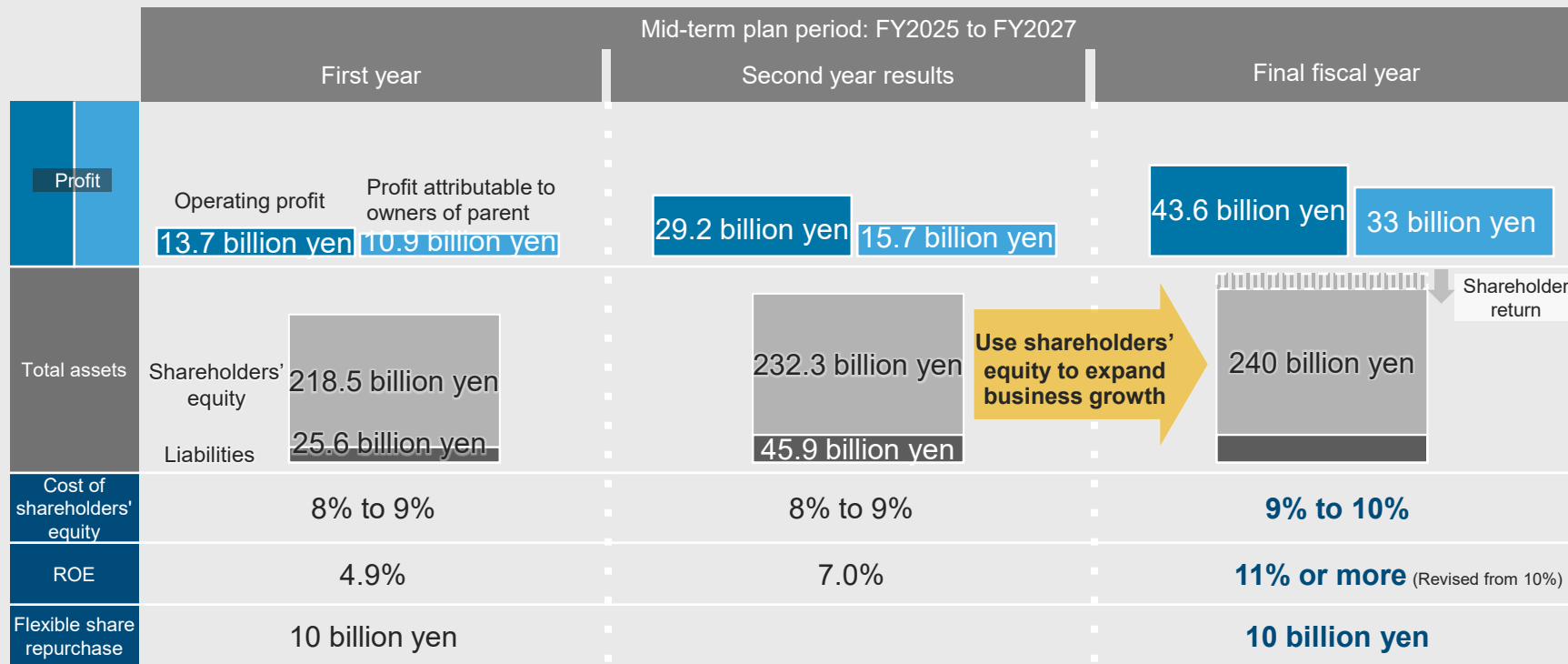


Net sales and operating profit (million yen)



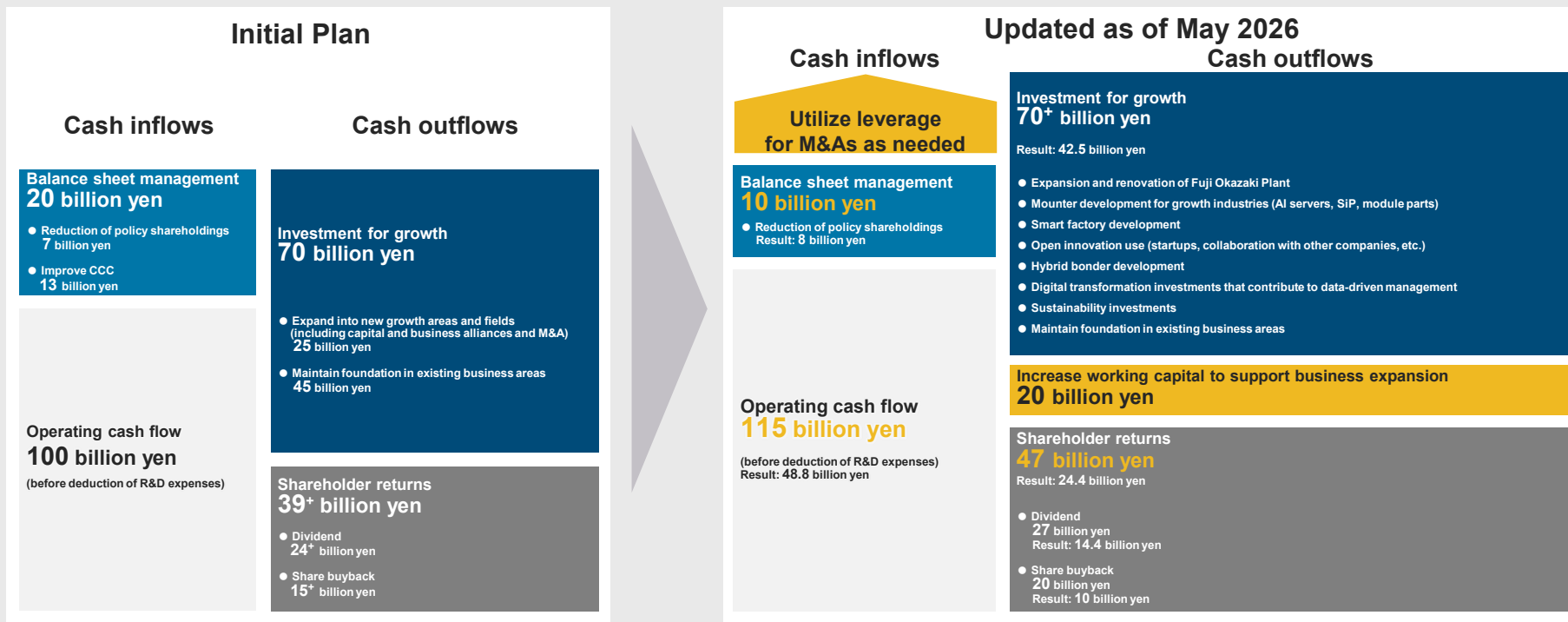
Management Focused on Capital Efficiency

- Increase shareholders' equity in line with business growth
- Plan flexible share repurchase totaling 10 billion yen in fiscal 2027



Review of Capital Allocation

- Given growing operating cash flow, strengthen working capital allocation to support business growth and enhance shareholder returns
- Growth investments are progressing as planned; leverage may be used for M&As as needed

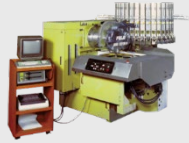


04 | Appendix

Company Profile

Company name	FUJI CORPORATION (Former company name: Fuji Machine Mfg. Co., Ltd.)
Established	April 1959
Headquarters	19 Chausuyama, Yamamachi, Chiryu, Aichi 472-8686 Japan
Representative	Joji Isozumi, President and CEO
Share capital	5,878 million yen (as of March 31, 2026)
Sales	180,642 million yen (consolidated, FY2026)
Employees	3,132 (consolidated, as of March 31, 2026)
Major products	Electronic assembly equipment (SMT pick and place machines), machine tools, semiconductor manufacturing machines
Listed stock markets	Premier Market of the Nagoya Stock Exchange Prime Market of the Tokyo Stock Exchange (Securities Code: 6134)

History



- Board assembly machine - BA



- Fuji Scalable Placement Platform - NXT



Quist

- Public Stoker System – Quist
- Mobility Support Robot - Hug



Hug

- FUJI Smart Factory Platform - NXTR S model (Standard)



- Fuji Flexible Placement Platform - AIMEXR

1959

1978

1994

2003

2013

2016

2018

2019

2022

2023

2024

Machine Tools

Electronic Assembly Equipment

New Business

Semiconductor

- Founded Fuji Machine Mfg. Co., Ltd.



- Ultra high-speed chip placer - CP-6



- Stock listed on the First Section of the Tokyo Stock Exchange

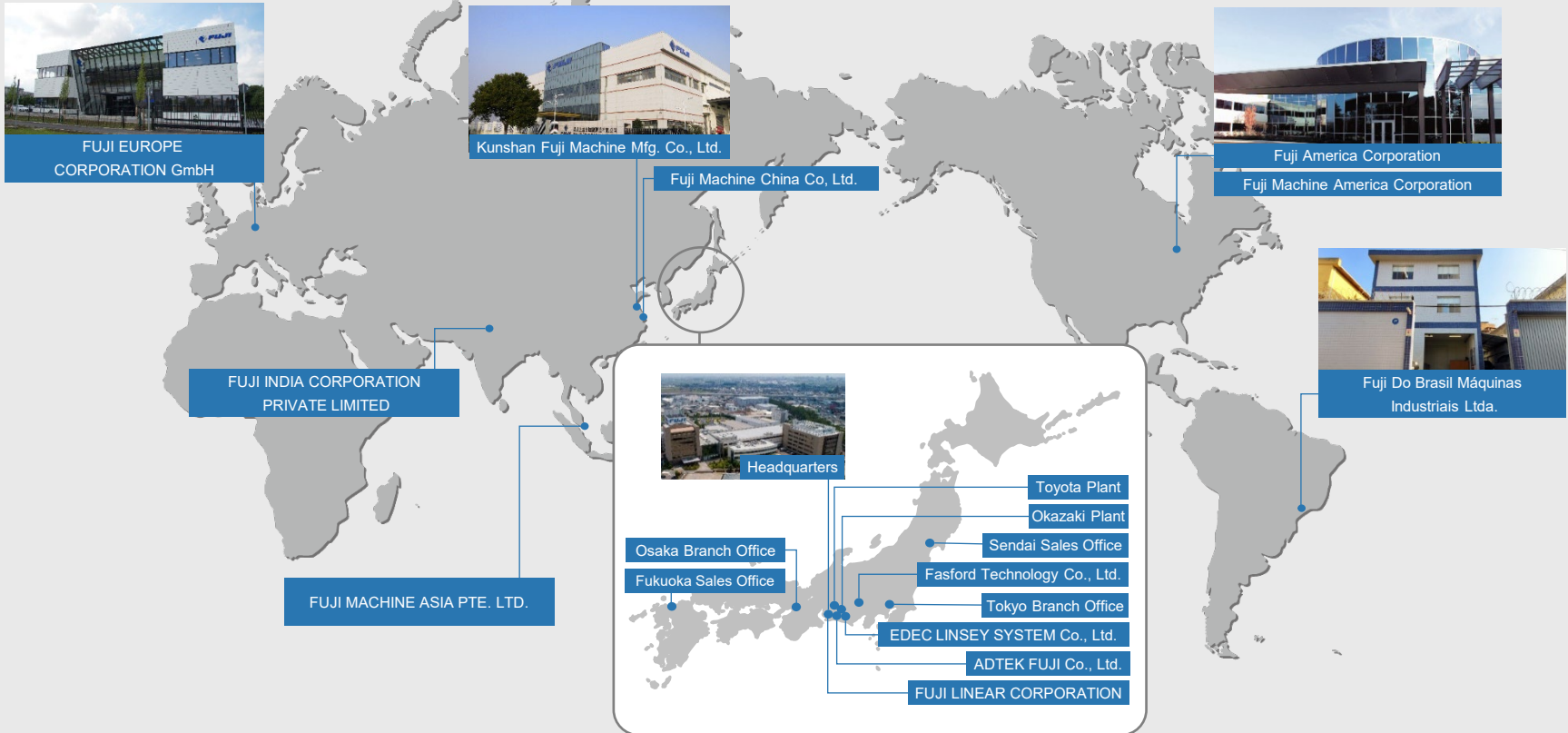
- Changed the company name to FUJI CORPORATION
- Formalized Fasford Technology Co., Ltd. as a subsidiary

- FUJI Smart Factory Platform - NXTR A model (Automation)



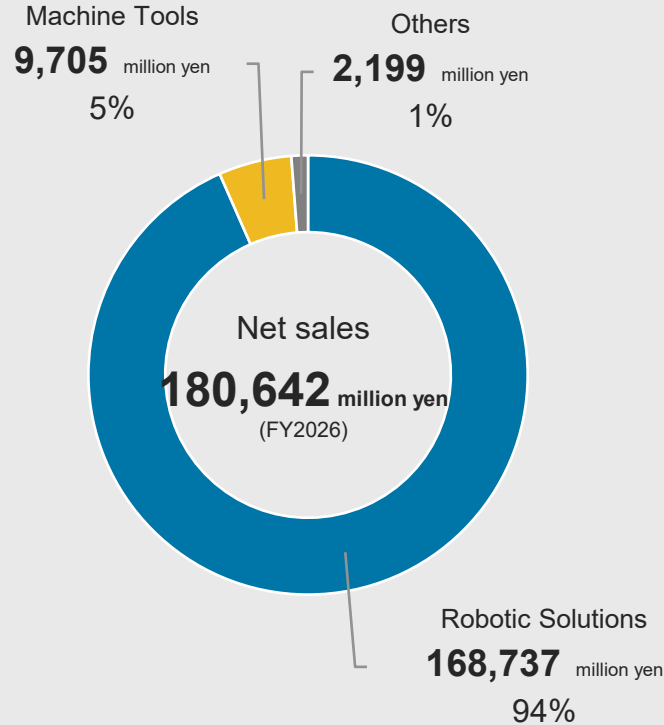
- Completed new factory building at Okazaki Plant
- Multi Task CNC Lathe - ACUFLEX









Worldwide Operations



Business Overview

Robotic solutions accounts for 90% of sales



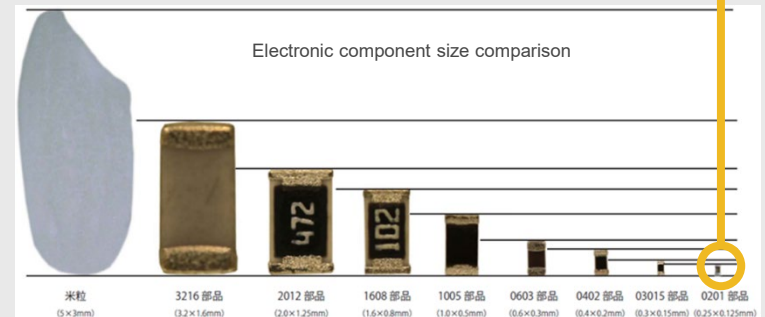
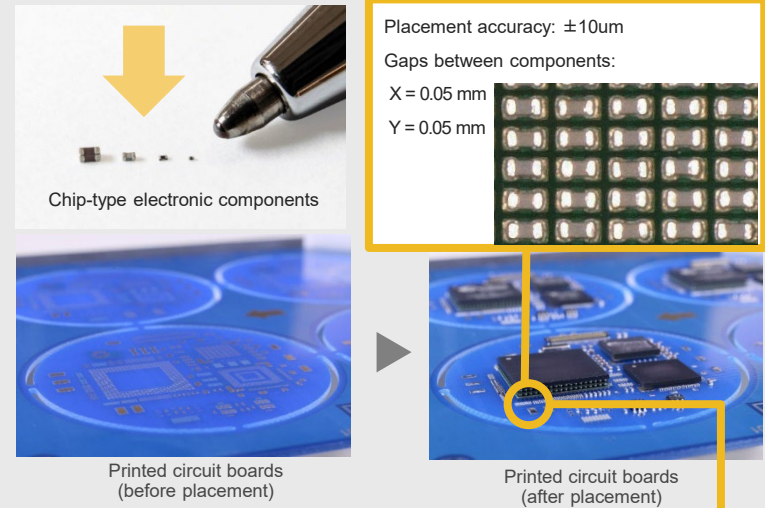
Robotic Solutions Division	
SMT pick and place machines (Mounters)	 NXTR FUJI Smart Factory Platform  AIMEXR
Semiconductor manufacturing machines (Die bonders)	 FASFORD TECHNOLOGY DB850 series  DB820
Lifestyle support	 Yuq Mobility Support Robot  Quist Public Stocker System
Machine Tools Division	
Machine tools (Lathes)	 Front-facing Twin Spindle Lathe CS SERIES  Opposing Twin Spindle Lathe ANW SERIES

What Are SMT Pick and Place Machines (Mounters)?

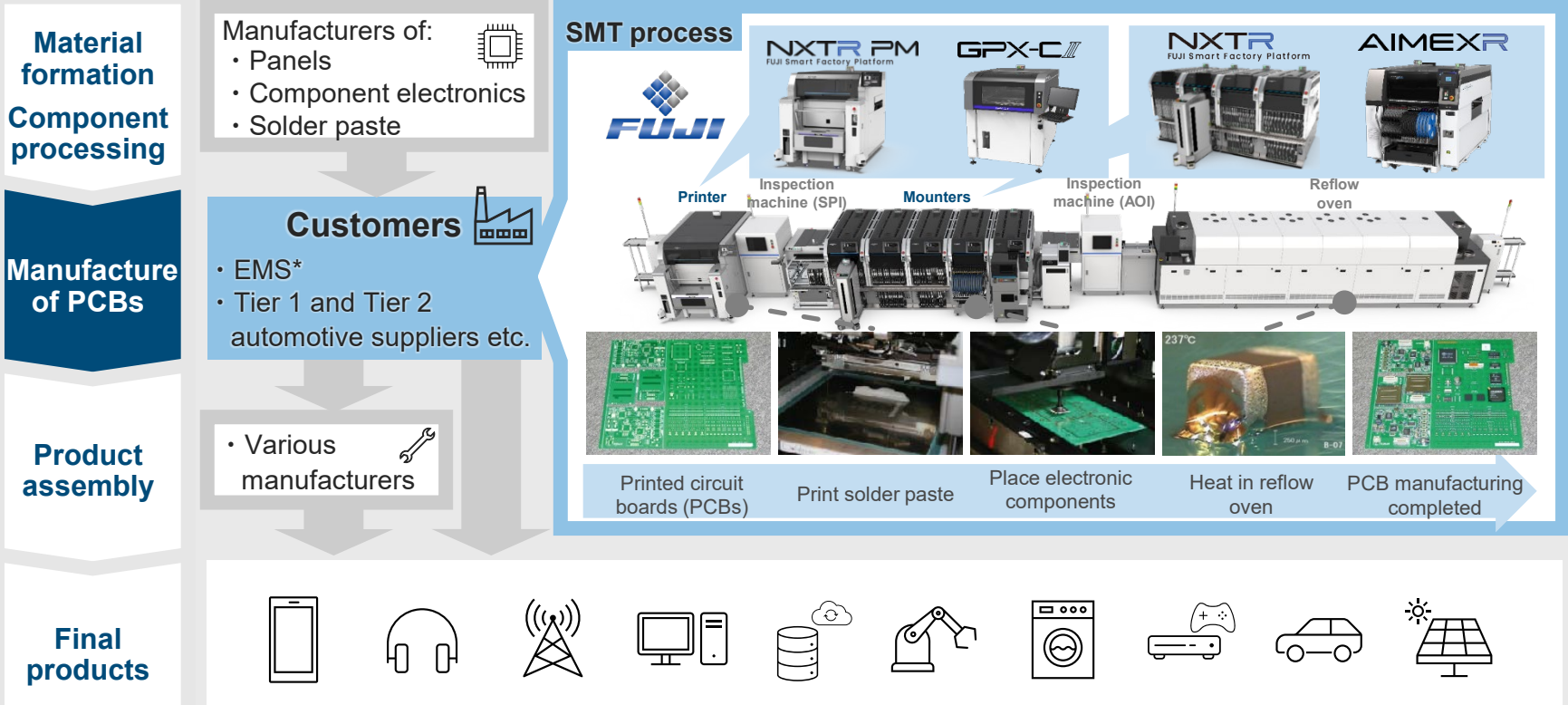
- **SMT** stands for Surface Mount Technology
... This is the technology of accurately arranging electronic components on printed wiring boards.
- **Mounters** are machines that place electronic components on the surface of the boards.
- They can accurately place electronic components down to 0.16 x 0.08 mm at high speeds.
- Fuji mounters can place up to 16 micro-sized electronic components in one second.



NXTR



Fuji's Involvement in Electronics Manufacturing

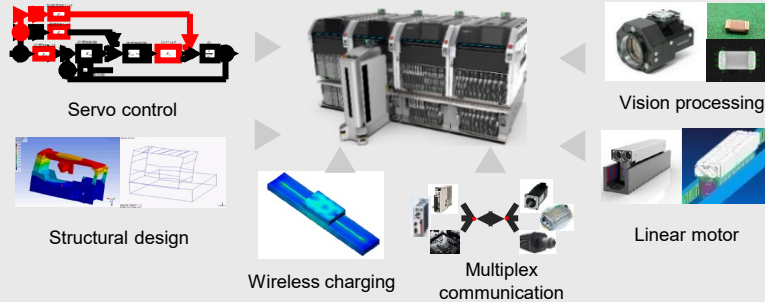


*EMS: An abbreviation for Electronics Manufacturing Service, referring to companies or services that contract to manufacture products for other companies.

Fuji's Strengths

■ Technical strengths

- Complete in-house manufacturing and development of core technologies such as motors, servos, and vision processing



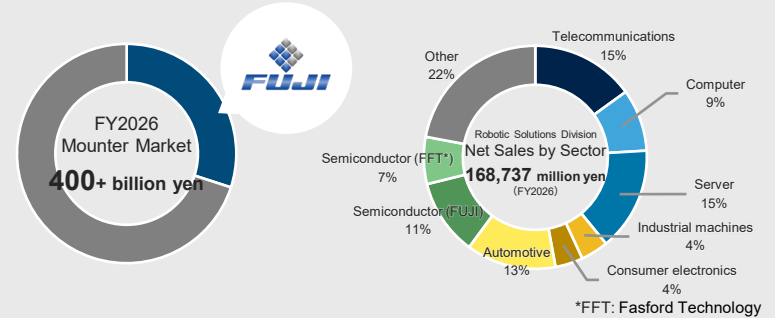
■ Unrivaled product development, proven by our modular concept

- Patent registrations in Japan and internationally: 7,000+ (as of March 31, 2026)
- Awards
 - 2014 The 6th Robot Awards organized by Japan's Ministry of Economy, Trade and Industry (METI)
 - 2016 The 2016 National Invention Award, presented by the Japanese Minister of education, Culture, Sports, Science and Technology
 - 2018 An Ichimura Prize in Industry for Excellent Achievement



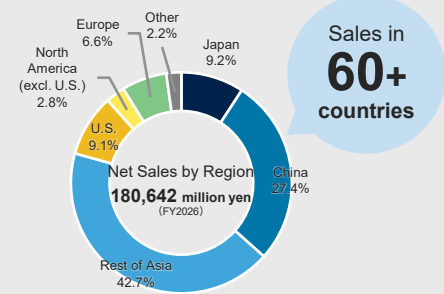
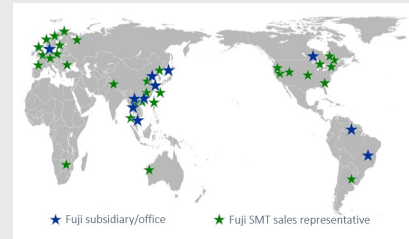
■ World's top class market share

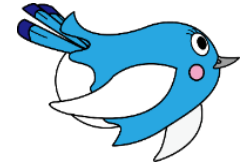
- Customers across various industries and sectors



■ Worldwide sales and service network

- Supporting production by staying close with customers in each region





Important Note about This Document

When we were preparing this material, we were careful to ensure accuracy, but we do not guarantee completeness. We accept no liability whatsoever for problems or damages that may arise as a result of the information in this document.

Performance forecasts and future predictions in this document are the results of estimates based on the information available at the time of the preparation of this document, and therefore include an element of risk and uncertainty. As a result, due to various factors such as changes in the business environment, actual results may differ significantly from the forecasts, outlook, and forward-looking statements mentioned or described.

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