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Securities Code: 6134

June 4, 2026

FUJI CORPORATION

19 Chausuyama, Yamamachi, Chiryu, Aichi, Japan

Joji Isozumi, President & CEO

Notice of Convocation of the 80th Ordinary General Meeting of Shareholders

To Our Shareholders

We are pleased to announce that the 80th Ordinary General Meeting of Shareholders of FUJI CORPORATION (the “Company”) will be held as detailed below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of Reference Material for the General Meeting of Shareholders, etc. (excluding the Voting Card), (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access the Company’s website by using the internet address shown below to review the information.

[Company’s website]

<https://www.fuji.co.jp/ir/stockinfo/> (in Japanese)

[General Meeting of Shareholders materials posted website]

<https://d.sokai.jp/6134/teiji/> (in Japanese)

[Tokyo Stock Exchange website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the internet address shown above, enter “FUJI” in “Issue name (company name)” or the Company’s securities code “6134” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

If you will not attend the meeting, you may exercise your voting rights via the internet or in writing (by postal mail). We request that you refer to the “Reference Material for the General Meeting of Shareholders,” and exercise your voting rights by 6:00 p.m. on Thursday, June 25, 2026. For information on how to exercise your voting rights, please refer to “Information on Exercise of Voting Rights” on page 3.

Meeting Details

- 1. Date and Time:** 10:00 a.m. on Friday, June 26, 2026 (Reception is scheduled to start at 9:00 a.m.)
- 2. Venue:** Grand Hall, 7th floor of the Corporate Headquarters
19 Chausuyama, Yamamachi, Chiryu, Aichi, Japan

3. Objectives of Meeting:

Matters to be reported:

1. The Business Report and Consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026) and the Results of Audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the 80th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Seven Board Members
- Proposal 3:** Election of One Audit & Supervisory Board Member
- Proposal 4:** Election of One Substitute Audit & Supervisory Board Member

- When you attend the Meeting in person on the day, we kindly request you to submit the Voting Card to the reception desk at the meeting venue.
- When you exercise your voting rights in writing (by postal mail), if you do not indicate your approval or disapproval of a proposal on the voting form, it will be counted as a vote for approval of the proposal.
- When revisions are made to the provided electronic format measures, they will be posted on the respective websites listed on page 1.
- Please note that the Notice of Resolutions of the General Meeting of Shareholders will be posted on the Company's website (<https://www.fuji.co.jp/>) instead of being sent to you in writing.

Information on Exercise of Voting Rights

Voting rights at the General Meeting of Shareholders are principal rights of shareholders.

Please exercise your voting rights after examining the attached Reference Material for the General Meeting of Shareholders.

You may exercise your voting rights by one of the following three methods.

Attending the General Meeting of Shareholders

Please submit the Voting Card to the reception desk at the meeting venue.

Date and Time

10:00 a.m. on Friday, June 26, 2026 (Reception is scheduled to start at 9:00 a.m.)

Exercising voting rights in writing (by postal mail)

Please indicate your approval or disapproval of each proposal on the Voting Card and post it without affixing a stamp.

Deadline

Must be received no later than 6:00 p.m. on Thursday, June 25, 2026

Exercising voting rights via the internet

Please indicate your approval or disapproval of each proposal in accordance with the instructions on the following page.

Deadline

All data entry to be completed no later than 6:00 p.m. on Thursday, June 25, 2026

How to fill out the Voting Card

Proposals 1, 3, and 4:

If you approve:

Put a circle in the box marked “贊” [Approve].

If you disapprove:

Put a circle in the box marked “否” [Disapprove].

Proposal 2:

If you approve all candidates:

Put a circle in the box marked “贊” [Approve].

If you disapprove all candidates:

Put a circle in the box marked “否” [Disapprove].

If you selectively disapprove certain candidates:

Put a circle in the box marked “贊” [Approve], and also write the candidate number for each candidate you disapprove.

Please note that your online vote will prevail should you exercise your voting rights both in writing (by postal mail) and via the internet. If you exercise your voting rights more than once via the internet, only the last vote shall be deemed valid.

Guidance for Exercising Voting Rights via the Internet.

Scanning the QR Code

You can log in to the website for the exercise of voting rights without entering the login ID or temporary password printed on the Voting Card.

1. Please scan the QR Code printed on the Voting Card.
* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.
2. Please follow the directions that appear on the screen to input approval or disapproval to each proposal.

Entering login ID and temporary password

Voting website: <https://evote.tr.mufg.jp/>

1. Please access the website for exercise of voting rights.
2. Log in by entering your “login ID” and “temporary password” presented on the Voting Card.
3. Please follow the directions that appear on the screen to input approval or disapproval to each proposal.

If you have questions about the use of a computer or smartphone for exercising your vote via the internet, please contact:

Stock Transfer Agency (Help Desk), Mitsubishi UFJ Trust and Banking Corporation

0120-173-027 (Japanese-language only)
(Toll-free only from Japan / Hours: 9:00 a.m. to 9:00 p.m.)

Institutional investors may use the electronic voting platform for institutional investors operated by ICJ, Inc.

Reference Material for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

With regard to the Company's basic policy for profit distribution, we strive to maintain a dividend payout ratio of 50% as a basic policy, paying attention to capital demands for future business development as well as considering the continuous return of profits to shareholders as one of the most important management measures. Retained earnings are used for proactive investments for further growth and expansion, such as developing next-generation products and building a production structure, as well as to improve and strengthen the Company's business structure.

Based on the basic policy for profit distribution, we would like to propose to pay year-end dividends for the 80th business period as follows.

Details of the year-end dividends

- (1) Type of assets distributed as dividends: Cash
- (2) Allocation of assets distributed as dividends and the total amount thereof:
¥50 per share of the Company's common stock
Please note that the total of the dividends will amount to ¥4,404,976,600.
As a result, the annual dividend for the current fiscal year is ¥90 per share, including the interim dividend of ¥40.
- (3) Effective date of distribution from surplus:
Monday, June 29, 2026

Proposal 2: Election of Seven Board Members

The term of office of all seven Board Members expires at the close of this ordinary general meeting of shareholders. Accordingly, the Company proposes the election of seven Board Members including three Outside Board Members.

The candidates for Board Members are as follows.

Candidate number		Name	Gender	Position and primary responsibility in the Company	
1	Reappointment	Joji Isozumi	Male	President & CEO	
2	Reappointment	Junichi Kano	Male	Board Member, Senior Managing Executive Officer & CFO General Manager, Corporate Operations Division	
3	Reappointment	Takeshi Sato	Male	Board Member, Executive Officer General Manager, Robotic Solutions Division	
4	New appointment	Domingos M. Tomyama	Male	Advisor Sales / Service Department, Robotic Solutions Division	
5	Reappointment	Shoji Mizuno	Male	Outside Board Member	Outside Board Member Independent Director
6	Reappointment	Makoto Iwasaki	Male	Outside Board Member	Outside Board Member Independent Director
7	Reappointment	Chiharu Ueno	Female	Outside Board Member	Outside Board Member Independent Director

(Reference) The skills matrix of the candidates

The skills matrix of the candidates for Board Members are given below on the basis of their experience so far.

Candidate number	Name	Corporate management	Manufacture, technology, and R&D	Sales and marketing	Finance and accounting	IT and digital transformation (DX)	Legal affairs and governance	Sustainability	Global experience
1	Joji Isozumi	○	○	○		○		○	○
2	Junichi Kano	○		○	○		○	○	○
3	Takeshi Sato		○	○		○			
4	Domingos M. Tomyama	○		○	○				○
5	Shoji Mizuno Outside Board Member	○		○	○		○		○
6	Makoto Iwasaki Outside Board Member		○			○			
7	Chiharu Ueno Outside Board Member						○	○	

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
1	Joji Isozumi (January 31, 1974)	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 June 2023 President & COO; General Manager, Robotic Solutions Division April 2024 President & COO June 2024 President & CEO (Present post)	18,729
<p>(Reason for nomination as a candidate for Board Member)</p> <p>Joji Isozumi has diverse development experience at Machine Tools Division, Development Center, FUJI Innovation Lab. (U.S.), Robotic Solutions Division, etc. Further, he has properly supervised management and made decisions on important matters as President & COO and has contributed to the expansion of business since 2023. The Company believes that he will be able to utilize his experience and knowledge cultivated through his career in management of the Company; therefore, he is re-nominated as a candidate for Board Member.</p>			

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
2	Junichi Kano (April 17, 1963)	<p>April 1986 Joined OSG Corporation</p> <p>February 1987 Entered the Company</p> <p>April 2012 Manager, Sales Department 2, General Sales Department, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation</p> <p>April 2015 Manager, Sales Department 2, Electronics Assembly Equipment Division; Chairman, Fuji America Corporation; Chairman, Fuji Machine Manufacturing (Europe) GmbH</p> <p>April 2017 Manager, President's Office</p> <p>July 2017 Executive Officer; Manager, President's Office (currently Business Administration Department, Corporate Operations Division)</p> <p>June 2020 Board Member, Executive Officer</p> <p>September 2020 Board Member, Executive Officer; Manager, Business Administration Department; Manager, Accounting Department</p> <p>April 2022 Board Member, Executive Officer; General Manager, Corporate Operations Division; Manager, Business Administration Department; Manager, Accounting Department</p> <p>June 2023 Board Member, Managing Executive Officer & CFO; General Manager, Corporate Operations Division</p> <p>June 2024 Board Member, Senior Managing Executive Officer & CFO; General Manager, Corporate Operations Division (Present post)</p>	18,293
<p>(Reason for nomination as a candidate for Board Member)</p> <p>Junichi Kano has served as Manager of Sales Department, Chairman of a subsidiary, Manager of Business Administration Department, Manager of Accounting Department, etc. and has extensive job experience in sales, public relations and accounting. The Company believes that he will be able to utilize his experience and knowledge cultivated through his career in management of the Company; therefore, he is re-nominated as a candidate for Board Member.</p>			

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
3	Takeshi Sato (November 14, 1972)	<p>April 1997 Entered the Company</p> <p>April 2017 Acting Manager, Engineering Development Department 1, Development Center</p> <p>April 2021 Manager, Control Engineering Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division; Manager, Innovation Promotion Department</p> <p>July 2022 Executive Officer; Manager, Engineering Development Department, Robotic Solutions Division</p> <p>January 2023 Executive Officer; Manager, Engineering Planning Department, Robotic Solutions Division; Manager, Engineering Development Department, Robotic Solutions Division</p> <p>April 2024 Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division</p> <p>June 2024 Board Member, Executive Officer; General Manager, Robotic Solutions Division; Manager, Engineering Planning Department, Robotic Solutions Division</p> <p>April 2025 Board Member, Executive Officer; General Manager, Robotic Solutions Division (Present post)</p>	8,031
<p>(Reason for nomination as a candidate for Board Member)</p> <p>Takeshi Sato has served as Manager of Engineering Development Department, Manager of Innovation Promotion Department, Manager of Control Engineering Department, Manager of Engineering Planning Department, etc., and has executed the Company's business operations as General Manager of the Robotic Solutions Division since April 2024. The Company believes that he will be able to utilize his experience and knowledge cultivated through his career in management of the Company; therefore, he is re-nominated as a candidate for Board Member.</p>			

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
	Domingos M. Tomyama (August 29, 1965) New appointment	May 1991 Entered the Company November 1995 Joined Fuji Do Brasil Maquinas Industriais Ltda. April 2010 President, Fuji Do Brasil Maquinas Industriais Ltda. (Present post)	—
4	(Reason for nomination as a candidate for Board Member) Domingos M. Tomyama entered the Company in 1991, and in 1995 was transferred to Fuji Do Brasil Maquinas Industriais Ltda., a company within the Group, where he held positions in sales and after-sales service. Since April 2010, he has served as President of Fuji Do Brasil Maquinas Industriais Ltda., primarily contributing to expanding the market share of the Company's products in the South American market. The Company believes that he will be able to utilize his experience and knowledge cultivated through his career in management of the Company; therefore, he is nominated as a candidate for Board Member.		

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
5	Shoji Mizuno (February 28, 1955) Outside Board Member Independent Director	<p>April 1977 Joined MARUBUN CORPORATION</p> <p>March 2005 CEO and Representative Director, Marubun Semicon Corporation</p> <p>June 2011 Executive Vice President and Representative Director, MARUBUN CORPORATION</p> <p>January 2012 Senior Executive Vice President, Representative Director, MARUBUN CORPORATION</p> <p>June 2013 Chief Executive Officer, Representative Director, MARUBUN CORPORATION</p> <p>January 2020 Vice President, MARUBUN CORPORATION</p> <p>June 2020 Outside Board Member of the Company (Present post)</p> <p>[Representation of Other Companies] Outside Director, Mikasa Shoji Co., Ltd.</p>	3,153
<p>(Reason for nomination as a candidate for Outside Board Member and overview of expected role) Shoji Mizuno has a wealth of sales experience and extensive knowledge as a corporate manager. The Company believes that he will be able to take advantage of this experience to be adequately involved in decision making on its management issues and supervision over the execution of its operations. Therefore, he is re-nominated as a candidate for Outside Board Member. If he is elected, he will continue to be involved as a member of the Advisory Committee from an objective and neutral standpoint in the selection of the Company's candidates for directors (and other officers), the determination of remuneration for directors (and other officers), and other matters.</p>			

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
6	Makoto Iwasaki (January 15, 1964) Outside Board Member Independent Director	<p>April 1991 Research Associate, Faculty of Engineering, Nagoya Institute of Technology</p> <p>October 1997 Research Fellow, Ministry of Education, Science, Sports and Culture</p> <p>April 2000 Associate Professor, Faculty of Engineering, Nagoya Institute of Technology</p> <p>September 2002 Research Fellow, Ministry of Education, Culture, Sports, Science and Technology</p> <p>August 2005 Program Officer, Research Promotion Bureau, Ministry of Education, Culture, Sports, Science and Technology</p> <p>April 2009 Professor, Graduate School of Engineering, Nagoya Institute of Technology (Present post)</p> <p>April 2010 Head, Department of Computer Science Engineering, Nagoya Institute of Technology Graduate School</p> <p>April 2014 Head, Department of Electrical and Electronic Engineering, Nagoya Institute of Technology</p> <p>April 2016 Head, Department of Electrical and Mechanical Engineering, Nagoya Institute of Technology Graduate School</p> <p>April 2017 Special Advisor to the President, Nagoya Institute of Technology</p> <p>October 2020 Associate Member, Science Council of Japan (Present post)</p> <p>June 2024 Outside Board Member of the Company (Present post)</p> <p>October 2024 Vice-President, Nagoya Institute of Technology</p> <p>[Representation of Other Companies] Professor, Graduate School of Engineering, Nagoya Institute of Technology</p>	746
<p>(Reason for nomination as a candidate for Outside Board Member and overview of expected role) Makoto Iwasaki has expert knowledge in the field of engineering as a professor at the Nagoya Institute of Technology Graduate School. The Company believes that he will be able to take advantage of this experience to be adequately involved in decision making on its management issues and supervision over the execution of its operations. Therefore, he is re-nominated as a candidate for Outside Board Member. If he is elected, he will continue to be involved as a member of the Advisory Committee from an objective and neutral standpoint in the selection of the Company's candidates for directors (and other officers), the determination of remuneration for directors (and other officers), and other matters. Although he does not have experience in corporate management other than as an outside officer, the Company believes that he will be able to appropriately perform the role of Outside Board Member due to the reasons described above.</p>			

Candidate number	Name (Date of birth)	Career summary, position and responsibility in the Company (Position and representation of other companies)	Number of the Company's shares owned
7	Chiharu Ueno (April 12, 1971) Outside Board Member Independent Director	<p>October 2004 Registered as a lawyer</p> <p>October 2009 Joined Ueno Sogo Law Office (to present)</p> <p>October 2012 Part-time judge, Nagoya Summary Court</p> <p>April 2017 Councilor, Sun Vision Social Welfare Corporation</p> <p>April 2021 Expert Member, Aichi Prefecture Small and Medium Enterprises Rehabilitation Support Council (currently Aichi Prefecture Small and Medium Enterprises Revitalization Council) (Present post)</p> <p>November 2021 Member, Aichi Regional Labor Council (Present post)</p> <p>March 2023 Member, Aichi Prefecture Business Certification Council (Present post)</p> <p>May 2023 Auditor, Doho Gakuen Educational Corporation (Present post)</p> <p>June 2023 Member, Nagoya City Advertising and Landscape Council (Present post)</p> <p>April 2025 Member, Aichi Prefecture Tender Monitoring Committee (Present post)</p> <p>June 2025 Outside Board Member of the Company (Present post)</p> <p>December 2025 Member, Aichi Prefectural Labor Relations Commission (Present post)</p> <p>April 2026 Professor, Nagoya University Law School (Present post)</p> <p>April 2026 Director, Aichi Prefecture Saiseikai, Social Welfare Organization Saiseikai Imperial Gift Foundation, Inc. (Present post)</p> <p>[Representation of Other Companies] Partner, Ueno Sogo Law Office Professor, Nagoya University Law School</p>	113
<p>(Reason for nomination as a candidate for Outside Board Member and overview of expected role) The Company believes that Chiharu Ueno will be able to utilize her expertise and experience as a lawyer to be adequately involved in decision making on its management issues and supervision over the execution of its operations. Therefore, she is re-nominated as a candidate for Outside Board Member. If she is elected, she will continue to be involved as a member of the Advisory Committee from an objective and neutral standpoint in the selection of the Company's candidates for directors (and other officers), the determination of remuneration for directors (and other officers), and other matters. Although she does not have experience in corporate management other than as an outside officer, the Company believes that she will be able to appropriately perform the role of Outside Board Member due to the reasons described above.</p>			

Notes: 1. Makoto Iwasaki is currently a professor at the Graduate School of Engineering at the Nagoya Institute of Technology Graduate School. The Company conducts joint research, etc. with the university. However, since the annual transaction amount of the consideration payments, etc. is ¥4 million, which is a negligible amount, the Company's relationship with the university will not affect his independence. Chiharu Ueno is currently a professor at Nagoya University Law School. The Company conducts joint research, etc. with the university. However, since the annual transaction amount of the consideration payments, etc. is ¥20 million, which is a negligible amount, the Company's relationship with the

university will not affect her independence. The other candidates have no particular interests in the Company.

2. Matters on candidates for Outside Board Members

(1) Shoji Mizuno, Makoto Iwasaki, and Chiharu Ueno are candidates for Outside Board Members.

(2) Shoji Mizuno, Makoto Iwasaki, and Chiharu Ueno are incumbent Outside Board Members of the Company. The length of service of Mr. Mizuno, Mr. Iwasaki, and Ms. Ueno as Outside Board Members will be six years, two years, and one year, respectively, at the close of this ordinary general meeting of shareholders.

(3) Pursuant to Article 427, paragraph (1) of the Companies Act, agreements to limit the liability for damages set forth in Article 423, paragraph (1) of the said Act are entered into between the Company and Shoji Mizuno, Makoto Iwasaki, and Chiharu Ueno. When they are reappointed, the Company intends to continue the agreements with them. The limit of the liability for damages under the agreement will be the amount stipulated in applicable laws and regulations.

(4) The Company has designated Shoji Mizuno, Makoto Iwasaki, and Chiharu Ueno as Independent Directors according to the regulations of the Tokyo Stock Exchange and the Nagoya Stock Exchange, and has notified said Exchanges of that.

3. The Company has entered into a directors and officers liability insurance policy (D&O insurance policy) with an insurance company based on the provisions of Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred if the insured, including Board Members, are liable for damages caused by their performance of duties (however, compensation for damage, etc. caused by any criminal act by the insured is excluded). If each candidate is elected and assumes office as Board Member, they will be included as an insured in the D&O insurance policy. In addition, when the policy is renewed, the Company plans to renew it with the same terms.

4. The number of the Company's shares owned by each candidate indicates the number of shares as of the end of the current fiscal year (March 31, 2026). In addition, the number presented includes the equities of the candidate in the Company's officer stock ownership.

Proposal 3: Election of One Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Masaaki Sugiura expires at the close of this ordinary general meeting of shareholders. Accordingly, the Company proposes the election of one Audit & Supervisory Board Member.

This proposal has been approved by the Audit & Supervisory Board.

The candidate for Audit & Supervisory Board Member is as follows.

Name (Date of birth)	Career summary and position in the Company (Position and representation of other companies)	Number of the Company's shares owned
Takatoshi Suzuki (November 30, 1963) New appointment	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) (Present post)	1,900
(Reason for nomination as a candidate for Audit & Supervisory Board Member) Takatoshi Suzuki has extensive work experience in human resources and general affairs, having previously held positions such as Manager of Human Resources Department, Manager of Business Planning Office, Manager of President's Office, and Manager of General Affairs Department. The Company believes that he will be able to utilize his experience and knowledge cultivated through his career and sufficiently play a role in the effective audit of the Group; therefore, he is nominated as a candidate for Audit & Supervisory Board Member.		

- Notes:
1. This candidate has no particular interests in the Company.
 2. The Company has entered into a directors and officers liability insurance policy (D&O insurance policy) with an insurance company based on the provisions of Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred if the insured, including Audit & Supervisory Board Members, are liable for damages caused by their performance of duties (however, compensation for damage, etc. caused by any criminal act by the insured is excluded). If the candidate is elected and assumes office as Audit & Supervisory Board Member, he will be included as an insured in the D&O insurance policy. In addition, when the policy is renewed, the Company plans to renew it with the same terms.
 3. The number of the Company's shares owned by candidate indicates the number of shares as of the end of the current fiscal year (March 31, 2026).

Proposal 4: Election of One Substitute Audit & Supervisory Board Member

The Company proposes that one Substitute Audit & Supervisory Board Member be elected in case of a vacancy in the statutory number of Audit & Supervisory Board Members.

As long as it occurs before he assumes office, the election of this Substitute Audit & Supervisory Board Member can be nullified by a resolution of the Board of Directors, with the consent of the Audit & Supervisory Board.

This proposal has been approved by the Audit & Supervisory Board.

The candidate for Substitute Audit & Supervisory Board Member is as follows.

Name (Date of birth)	Career summary and position in the Company (Position and representation of other companies)	Number of the Company's shares owned
<p>Masaaki Abe (October 31, 1960)</p> <p>Substitute Outside Audit & Supervisory Board Member Independent Director</p>	<p>April 1990 Registered as a Certified Public Accountant</p> <p>April 1992 Established Masaaki Abe Certified Public Accountant Office (Representative)</p> <p>November 1992 Registered as a Certified Tax Accountant Established Masaaki Abe Certified Tax Accountant Office (Representative)</p> <p>December 2011 Established Abe Certified Tax Accounting Corporation (Representative) (Present post)</p> <p>[Representation of Other Companies] Representative, Abe Certified Tax Accounting Corporation Outside Director (Audit & Supervisory Committee Member), Yamaura Corporation</p>	<p>—</p>
<p>(Reason for nomination as a candidate for Substitute Outside Audit & Supervisory Board Member)</p> <p>The Company believes that Masaaki Abe will be able to utilize his expertise and experience as a Certified Public Accountant and Certified Tax Accountant to reinforce the auditing system of the Company; therefore, he is re-nominated as Substitute Outside Audit & Supervisory Board Member. Although he does not have experience in corporate management other than as an outside officer, the Company believes that he will be able to appropriately perform the role of Outside Audit & Supervisory Board Member due to the reasons described above.</p>		

- Notes:
1. This candidate has no particular interests in the Company.
 2. Matters on the candidate for Substitute Outside Audit & Supervisory Board Member
 - (1) Masaaki Abe is a candidate for Substitute Outside Audit & Supervisory Board Member.
 - (2) Pursuant to Article 427, paragraph (1) of the Companies Act, the Company will conclude an agreement to limit the liability for damages set forth in Article 423, paragraph (1) of the said Act with Masaaki Abe if he assumes the office of Audit & Supervisory Board Member. The limit of the liability for damages under the agreement will be the amount stipulated in applicable laws and regulations.
 - (3) Masaaki Abe satisfies the qualifications for Independent Director pursuant to the regulations of the Tokyo Stock Exchange and the Nagoya Stock Exchange, and upon his appointment as an Outside Audit & Supervisory Board Member, the Company intends to designate him as an Independent Director pursuant to the Tokyo Stock Exchange and the Nagoya Stock Exchange, and notify each stock exchange of such designation.
 3. The Company has entered into a directors and officers liability insurance policy (D&O insurance policy) with an insurance company based on the provisions of Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred if the insured, including Audit & Supervisory Board Members, are liable for damages caused by their performance of duties (however, compensation for damage, etc. caused by any criminal act by the insured is excluded). If the candidate assumes office as Audit & Supervisory Board Member, he will be included as an insured in the D&O insurance policy. In addition, when the policy is renewed, the Company plans to renew it with the same terms.
 4. The number of the Company's shares owned by candidate indicates the number of shares as of the end of the current fiscal year (March 31, 2026).

Business Report

(From April 1, 2025 to March 31, 2026)

1. Current Condition of the Group

(1) Business condition for the fiscal year ended March 31, 2026

1) Business progress and results

In the fiscal year ended March 31, 2026, although the economy stalled in some areas due to concerns over rising oil prices amid escalating tensions in the Middle East, it recovered gradually, supported by a rebound in exports to Asia. In addition, corporate capital investment remained firm, centering on software investment. In the global economy, although Europe saw weak export performance, the economy rebounded, driven by domestic demand. In North America and China, investment in intellectual property such as software remained robust, driven by strong demand for AI. However, the impact on the global economy of factors such as rising geopolitical risks stemming from the escalating tensions in the Middle East remains uncertain.

In this environment, within our main business of Robotic Solutions, with the aim to have the top market share for all products we handle, we have developed new markets and customers by focusing on expanding the sales of the latest models, such as the modular SMT pick and place machine NXTR and the expandable all-in-one pick and place machine AIMEXR. In particular, the NXTR has proven successful due to its automation and high-density placement, as well as improved performance and expanded functionality. As a result of the recognition of these advantages, the transition from our previous flagship model, the NXTIII, has been completed. To meet the growing demand for the NXTR, we have worked to strengthen the production system by utilizing the new factory building at the Okazaki Factory, which was completed in September 2024. Also, we have promoted the commercialization of products other than SMT pick and place machines, such as the smart locker system Quist, the transfer support robot Hug and the waste-sorting robot R-PLUS, and aimed to create businesses that will become the pillars of the next generation. In the Machine Tools business, in order to create a cycle of sustainable profit growth, we have established an advantage in the turnkey business by striving to improve production efficiency and proposal-based sales capabilities, and worked to acquire new customers. Additionally, we have further enhanced the competitiveness of our new multi-tasking lathe ACUFLEX, that addresses diversified production forms and needs for component processing. We also promoted improvements in operational efficiency in production, sales and development across the Group through the use of digital technology and aimed to increase profitability. Additionally, we accelerated efforts to achieve sustainable growth as a company by establishing a specialized department for promoting sustainability.

As a result of the above, net sales for the fiscal year ended March 31, 2026 increased by ¥53,255 million (41.8%) from the previous fiscal year, to ¥180,642 million. Operating profit increased by ¥15,501 million (112.5%) from the previous fiscal year, to ¥29,282 million, and ordinary profit increased by ¥15,962 million (104.1%) from the previous fiscal year, to ¥31,291 million. In addition, profit attributable to owners of parent increased by ¥4,826 million (44.3%) from the previous fiscal year, to ¥15,733 million.

Condition of each business is as follows.

Robotic Solutions

In the Asian region, particularly in Thailand and India, demand for AI server-related equipment remained at a high level, and demand for semiconductor-related equipment, including die bonders, also grew. As a result, net sales for the segment increased by ¥54,580 million (47.8%) from the previous fiscal year, to ¥168,737 million. Operating profit increased by ¥17,273 million (105.7%) from the previous fiscal year, to ¥33,623 million.

Machine Tools

Demand for automotive sector equipment remained sluggish, and sales volumes declined significantly, particularly in the North American market. As a result, net sales for the segment decreased by ¥1,388 million

(12.5%) from the previous fiscal year, to ¥9,705 million, and operating loss was ¥107 million (operating profit for the previous fiscal year was ¥740 million).

Others

Regarding Others, which includes the manufacture of control equipment, electronic equipment and image processing development, net sales increased by ¥63 million (3.0%) from the previous fiscal year, to ¥2,199 million, operating profit amounted to ¥85 million (operating loss for the previous fiscal year was ¥109 million).

<Net sales by business>

Business	Fiscal year ended March 31, 2025		Current fiscal year Fiscal year ended March 31, 2026		Year-on-year change	
	Amount (Millions of yen)	Ratio (%)	Amount (Millions of yen)	Ratio (%)	Amount (Millions of yen)	Ratio (%)
Robotic Solutions	114,157	89.6	168,737	93.4	54,580	47.8
Machine Tools	11,093	8.7	9,705	5.4	(1,388)	(12.5)
Others	2,136	1.7	2,199	1.2	63	3.0
Total	127,387	100.0	180,642	100.0	53,255	41.8

2) Capital investment

The Group makes ongoing capital investments in production, development, and sales facilities for such purposes as production capacity enhancement, rationalization of facilities, development of next-generation products, and the reinforcement of sales network. The total amount of capital investments during the fiscal year ended March 31, 2026 was ¥11,577 million (including intangible assets). Of this amount, ¥9,940 million were invested for the Robotic Solutions business, and ¥1,265 million were invested in Company-wide (common) not allocated to each business. The amount of capital investments in the Machine Tools business and Others was insignificant.

The details of major capital investments are as follows.

Company name Plant name	Location	Name of business	Details of facilities	Amount invested (Millions of yen)
The Company's headquarters and headquarters factory	Chiryu, Aichi	Robotic Solutions	Software for market sale	5,088
The Company's headquarters and headquarters factory	Chiryu, Aichi	Company-wide (common)	Core system modernization	1,081

There were no major disposals or sales of facilities in the fiscal year ended March 31, 2026.

3) Funding procurement

The Company has concluded specified commitment line contracts for a total of ¥12.0 billion with its main financial institutions, in order to ensure agility and security for its funding needs, and to reduce financial risk.

(2) Status of assets and profit and loss for the past three business periods

Category	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Current fiscal year Fiscal year ended March 31, 2026
Net sales (Millions of yen)	153,326	127,059	127,387	180,642
Operating profit (Millions of yen)	27,108	13,421	13,781	29,282
Ordinary profit (Millions of yen)	29,016	15,010	15,328	31,291
Profit attributable to owners of parent (Millions of yen)	20,454	10,438	10,906	15,733
Profit per share (Yen)	212.05	110.59	119.64	178.79
Total assets (Millions of yen)	254,167	250,937	244,289	278,356
Net assets (Millions of yen)	225,104	228,278	218,682	232,454
Net assets per share (Yen)	2,332.15	2,463.67	2,461.37	2,642.59

Note: The Company has introduced a stock grant ESOP trust from the 80th fiscal year. Accordingly, the Company's shares held by the trust account are included in treasury stock to be deducted in the calculation of the average number of shares outstanding during the period for the purpose of computing net income per share. In addition, such shares are also included in treasury stock to be deducted from the total number of issued shares at the end of the period in the calculation of net assets per share.

(3) Status of parent company and principal subsidiaries

1) Parent company

Not applicable

2) Principal subsidiaries

Company name	Share capital	Investment ratio of the Company (%)	Main business
ADTEK FUJI Co., Ltd.	45 million Japanese yen	100	Manufacturing, remodeling and repair of the Company's products
EDEC LINSEY SYSTEM Co., Ltd.	40 million Japanese yen	100	Manufacturing of units related to the Company's products (robotic moulder)
Fasford Technology Co., Ltd.	450 million Japanese yen	100	Manufacturing and sales of semiconductor manufacturing equipment
FUJI LINEAR CORPORATION	200 million Japanese yen	67	Development, manufacturing and sales of linear motors
Fuji America Corporation	1,000 thousand U.S. dollars	100	Sales of the Company's products (robotic moulder)
Fuji Machine America Corporation	1,000 thousand U.S. dollars	100 (100)	Sales of the Company's products (machine tools)
FUJI EUROPE CORPORATION GmbH	1,022 thousand euros	100	Sales of the Company's products (robotic moulder)
Fuji Machine China Co., Ltd.	12,737 thousand Chinese yuan	100	Maintenance and after-sale service of the Company's products (robotic moulder)
Kunshan Fuji Machine Mfg. Co., Ltd.	161,035 thousand Chinese yuan	100	Manufacturing and sales of the Company's products
Fuji Do Brasil Maquinas Industriais Ltda.	6,052 thousand Brazilian reals	95	Sales of the Company's products (robotic moulder)
FUJI INDIA CORPORATION PRIVATE LIMITED	31,000 thousand Indian rupees	100 (1)	After-sale service of the Company's products (robotic moulder) and support to dealers
FUJI MACHINE ASIA PTE. LTD.	2,986 thousand Singapore dollars	100	Sales of the Company's products (robotic moulder)

Note: The investment ratio of the Company in parentheses indicates the percentage indirectly owned by the Company and is included in the total.

(4) Issues to be addressed

With the purpose of “Enriching the lives of those in the world around us,” and with a view towards “FUJI 2035: Provides innovation to the world as a global company that contributes to manufacturing, lifestyles, and the future,” which was established as the vision for 2035, the Group is working with a focus on the following items in the medium-term management plan that commenced in the fiscal year ended March 31, 2025.

Restructure the business portfolio and enhance social corporate value towards realization of FUJI 2035

- i) Expand existing businesses and strengthen profitability
- ii) Create and commercialize next-generation businesses
- iii) Improve business foundations based on ESG

Issues to be addressed by business and for finances are as follows.

Robotic Solutions

With the aim to have the top market share for all products we handle, we will develop new markets and customers by focusing on expanding the sales of the latest models, such as the modular SMT pick and place machine NXTR and the expandable all-in-one pick and place machine AIMEXR, as well as working on the speedy development of original, competitive, next-generation products with an eye on the future. Also, we will aim to improve operational efficiency in production and sales, and ultimately strengthen profitability, through operational innovation that utilize digital technology. In addition, we will promote the commercialization of products other than SMT pick and place machines, such as the smart locker system Quist, the transfer support robot Hug, and the waste sorting robot R-PLUS, aim to create businesses that will become the pillars of the next generation.

Machine Tools

In order to create a cycle of sustainable profit growth, we will establish an advantage in the turnkey business by improving production efficiency and proposal-based sales capabilities, and work to acquire new customers. Additionally, we will further enhance the competitiveness of our new multi-tasking lathe ACUFLEX and expand sales channels, while also establishing environmentally friendly products and providing them to customers.

Finances

The Group will strive to increase corporate value by maintaining high level of investment into research and development, while also actively making strategic investments and capital investments in peripheral businesses and new businesses, aiming for future growth. Additionally, from the perspective of increasing shareholder value, the Group will work to improve profitability and capital efficiency and continuously return profits to shareholders as the most important measure for management, striving to maintain a dividend payout ratio of 50% as a basic policy.

We look forward to the continued support of all our shareholders.

(5) Main business (as of March 31, 2026)

Business	Main products
Robotic Solutions	Robotic moulder, semiconductor manufacturing equipment
Machine Tools	Machine tools
Others	Control equipment, electronic equipment, image processing development

(6) Principal offices and plants (as of March 31, 2026)

The Company	Headquarters: Chiryu, Aichi Tokyo Branch Office: Minato-ku, Tokyo Osaka Branch Office: Suita, Osaka Headquarters Factory: Chiryu, Aichi Okazaki Plant: Okazaki, Aichi Toyota Plant: Toyota, Aichi
ADTEK FUJI Co., Ltd.	Headquarters: Okazaki, Aichi
EDEC LINSEY SYSTEM Co., Ltd.	Headquarters: Toyohashi, Aichi
Fasford Technology Co., Ltd.	Headquarters: Minami Alps, Yamanashi
FUJI LINEAR CORPORATION	Headquarters: Chiryu, Aichi
Fuji America Corporation	Headquarters: Vernon Hills, Illinois, U.S.A.
Fuji Machine America Corporation	Headquarters: Vernon Hills, Illinois, U.S.A.
FUJI EUROPE CORPORATION GmbH	Headquarters: Kelsterbach, Germany
Fuji Machine China Co., Ltd.	Headquarters: Shanghai, China
Kunshan Fuji Machine Mfg. Co., Ltd.	Headquarters: Kunshan, China
Fuji Do Brasil Maquinas Industriais Ltda.	Headquarters: São Paulo, São Paulo, Brazil
FUJI INDIA CORPORATION PRIVATE LIMITED	Headquarters: Gurugram, Haryana, India
FUJI MACHINE ASIA PTE. LTD.	Headquarters: Singapore

(7) Employees (as of March 31, 2026)

1) Employees of the Group

Business	Number of employees	Change from the end of the previous fiscal year
Robotic Solutions	2,563	+158
Machine Tools	282	(28)
Others	105	+2
Company-wide (common)	182	+24
Total	3,132	+156

Note: The number of employees is the number of full-time employees.

2) Employees of the Company

Number of employees	Change from the end of the previous fiscal year	Average age	Average number of years employed
1,771	+6	44.2 years old	19.8 years

Note: The number of employees is the number of full-time employees.

(8) Status of main lenders (as of March 31, 2026)

Not applicable

(9) Other important matters regarding the current condition of the Group

Not applicable

2. Current Status of the Company

(1) Status of shares (as of March 31, 2026)

- 1) Total number of shares authorized to be issued: 390,000,000 shares
- 2) Total number of shares issued: 97,823,748 shares
- 3) Number of shareholders: 11,688
- 4) Major shareholders (top ten shareholders)

Shareholder name	Number of shares held (Thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	13,218	15.00
Custody Bank of Japan, Ltd. (Trust account)	5,528	6.27
STATE STREET BANK AND TRUST COMPANY 505001	5,411	6.14
FUJI customers stock ownership	3,063	3.47
MUFG Bank, Ltd.	2,288	2.59
Daido Life Insurance Co.	1,671	1.89
The Bank of Nagoya, Ltd.	1,554	1.76
STATE STREET BANK AND TRUST COMPANY 505103	1,524	1.73
THE BANK OF NEW YORK MELLON 140044	1,320	1.49
MSIP CLIENT SECURITIES	1,211	1.37

- Notes: 1. Shares held by the Company as treasury shares (9,724,216 shares) are excluded from the top ten shareholders listed above. Treasury shares (9,724,216 shares) do not include the Company's shares (186,463 shares) held by the stock grant ESOP trust account.
2. The number of shares held is rounded down to the nearest thousand. The shareholding ratio is calculated after deducting shares held by the Company as treasury shares and is given to two decimal places.

5) Status of shares issued to officers of the Company as compensation for execution of duties during the fiscal year ended March 31, 2026

	Number of shares	Number of recipients of shares issued
Board Members (excluding Outside Board Members)	24,430	4

Note: Details of the Company's share awards are described in "2. (3) 4) Remuneration, etc., for Board Members and Audit & Supervisory Board Members."

(2) Status of share acquisition rights, etc.

Not applicable

(3) Status of Board Members and Audit & Supervisory Board Members

1) Status of Board Members and Audit & Supervisory Board Members (as of March 31, 2026)

Position in the Company	Name	Responsibility and representation of other companies
President & CEO	Joji Isozumi	
Board Member, Chairman & CTO	Shinsuke Suhara	
Board Member Senior Managing Executive Officer & CFO	Junichi Kano	General Manager, Corporate Operations Division
Board Member Executive Officer	Takeshi Sato	General Manager, Robotic Solutions Division
Board Member	Shoji Mizuno	Outside Director, Mikasa Shoji Co., Ltd.
Board Member	Makoto Iwasaki	Professor, Graduate School of Engineering, Nagoya Institute of Technology
Board Member	Chiharu Ueno	Partner, Ueno Sogo Law Office
Full-time Audit & Supervisory Board Member	Masaaki Sugiura	
Audit & Supervisory Board Member	Kayoko Yamashita	Representative, Yamashita Certified Public Accountant Office Outside Audit & Supervisory Board Member, Sotoh Co., Ltd. Outside Director (Audit & Supervisory Committee Member), OSG Corporation
Audit & Supervisory Board Member	Yoko Noda	Representative Member, Premium Certified Public Accountant Office

- Notes: 1. Board Members, Shoji Mizuno, Makoto Iwasaki and Chiharu Ueno, are Outside Board Members.
2. Audit & Supervisory Board Members, Kayoko Yamashita and Yoko Noda, are Outside Audit & Supervisory Board Members.
3. Audit & Supervisory Board Members, Kayoko Yamashita and Yoko Noda, are licensed as a certified public accountant and have extensive knowledge of finance and accounting.
4. The Company has designated Board Members, Shoji Mizuno, Makoto Iwasaki, and Chiharu Ueno, as well as Audit & Supervisory Board Members, Kayoko Yamashita and Yoko Noda, as Independent Directors according to the regulations of the Tokyo Stock Exchange and the Nagoya Stock Exchange, and has notified said Exchanges thereof.
5. Board Members Nobuko Kawai and Audit & Supervisory Board Members Shigeki Matsuda both retired from the position of Board Member and Audit & Supervisory Board Member due to the expiration of their terms of office at the conclusion of the 79th Ordinary General Meeting of Shareholders held on June 27, 2025.

2) Outline of the liability limitation agreement

Pursuant to the provisions in Article 427, paragraph (1) of the Companies Act, the Company entered into an agreement with each Outside Board Member and Outside Audit & Supervisory Board Member to limit the liability for damages set forth in Article 423, paragraph (1) of the said Act. The limit of the liability for damages under the agreement will be the amount stipulated in applicable laws and regulations.

3) Outline of the directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insured under the said insurance policy includes all Board Members and Audit & Supervisory Board Members of the Company

and all subsidiaries of the Company, and they do not bear insurance premiums. The policy will cover losses incurred if the insured is liable for damages caused by their performance of duties. However, in order not to impair the appropriateness of their performance of duties, damages, etc. caused by any criminal act by the insured will not be subject to such coverage.

4) Remuneration, etc., for Board Members and Audit & Supervisory Board Members

a) Total amount of remuneration, etc., for the fiscal year ended March 31, 2026

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

Notes: 1. The above includes one Outside Board Member and one Outside Audit & Supervisory Board Member who resigned at the close of the 79th Ordinary General Meeting of Shareholders held on June 27, 2025.
2. No employee-portion salary was paid to any Board Member who also serves as an employee.
3. For non-monetary remuneration, the amount of expenses for the restricted share awards system recorded in the current fiscal year is indicated.

b) Matters concerning performance-linked remuneration

The performance indicators for performance-linked remuneration, etc. are “consolidated operating profit” and “consolidated ROE,” the results of which for the fiscal year ended March 31, 2025 are ¥13,781 million and 4.9%, respectively. The reason why the Company has selected this indicator is that it is valued as an indicator reflecting the results of continuous business activities and that it motivates us to enhance our business performance and corporate value. The Company’s remuneration system for officers (monetary remuneration) is based on “fixed remuneration” for each position, taking into account “performance-linked remuneration” for the entire Company as well as each individual to determine the distinctive remuneration as a regular fixed remuneration.

The remuneration ratio by position is as follows:

Position	Fixed remuneration	Performance-linked remuneration	
		Company-wide	Individual
Chairman & CEO/President & COO/Vice Chairman	67%	33%	0%
Board Member, Chairman/President	67%	33%	0%
Board Member, Vice Chairman/Vice President, Executive Officer	59%	31%	10%
Board Member, Senior Managing Executive Officer	61%	28%	11%
Board Member, Managing Executive Officer	63%	26%	11%
Board Member, Executive Officer	65%	24%	11%
Full-time Audit & Supervisory Board Member	100%	0%	0%
Outside Board Member	100%	0%	0%
Part-time Audit & Supervisory Board Member	100%	0%	0%

“Fixed remuneration” may be reduced, regardless of the above table in the case of deterioration in business performance. The performance-linked remuneration consists of the “performance-linked remuneration (company-wide)” and the “performance-linked remuneration (individual).” The “performance-linked remuneration (company-wide)” is remuneration according to the business performance, which is increased or decreased each fiscal year in consideration of the previous year’s results of “consolidated operating profit” and “consolidated ROE” that the Company emphasizes as management indicators. Meanwhile, the “performance-linked remuneration (individual)” is an evaluation of the individual performance of each officer. The “performance-linked remuneration (company-wide)” is designed to reward the results and performance produced. By setting it so that the higher position can receive greater allocation, higher positions are required to achieve higher results and responsibility for business performance. On the other hand, the “performance-linked remuneration (individual)” is an evaluation of the results and contributions to individual performance of each officer on company-wide and divisional issues. In addition to the degree of achievement of issues set by the officers themselves in consideration of the medium-term management plan, business policies, department policies, etc., the President evaluates their ability to execute business operations from the perspective of strategy, operations, and people/organization. Full-time Audit & Supervisory Board Member, Outside Board Members and Part-time Audit & Supervisory Board Members are not subject to the “performance-linked remuneration (company-wide)” and the “performance-linked remuneration (individual).”

c) Details of non-monetary remuneration, etc.

The Company has introduced the share awards system (restricted share awards system) to provide incentives for the sustainable enhancement of corporate value and to promote further value sharing with shareholders. Details of the said share awards are as described in “d) Policy for determining remuneration, etc. for directors (and other officers).” In addition, the status of share issuance in the current fiscal year is as described in “2. (1) 5) Status of shares issued to officers of the Company as compensation for execution of duties during the fiscal year ended March 31, 2026.”

d) Policy for determining remuneration, etc. for directors (and other officers)

The Company has determined the policy for decisions on individual remuneration etc., for Board Members in the Board of Directors.

The Board of Directors has confirmed that the method of determining the details of remuneration, etc., as well as the details of remuneration, etc., determined for each individual Board Member for the fiscal year ended March 31, 2026 are consistent with the determination policy adopted at the Board of Directors meeting, and has judged that they are in line with the said determination policy based on the report of the Advisory Committee.

The content of the decision-making policy for the individual remuneration, etc., of Board Members is as shown below.

1. Basic policy

Remuneration for Board Members shall be linked to the shareholders' interests so that it can work well as an incentive for the sustainable enhancement of corporate values. For determining the remuneration of individual Board Member, an appropriate level based on the responsibilities of each position shall be applied. They shall be set as the basic policy, and "fixed remuneration" for each position as well as the "performance-linked remuneration" for the entire Company and individuals shall be paid.

The proposal of "Determination of Remuneration for the Granting of Transfer-Restricted Shares to Board Members (excluding Outside Board Members)" was approved and passed at the 75th Ordinary General Meeting of Shareholders held on June 29, 2021, a part of "fixed remuneration" shall be paid in the form of the "restricted share awards."

For Outside Board Members, in consideration of their duties, only "fixed remuneration" shall be paid, except for the "performance-linked remuneration" and the "restricted share awards."

2. Policy on determination of the amounts of "fixed remuneration," "performance-linked remuneration" and "restricted share awards" or the number of allotted shares for each Board Member

"Fixed remuneration" for Board Members shall be comprehensively determined, taking into account the position, responsibilities, years of service, the Company's business performance, and the level of employees' salaries.

The "performance-linked remuneration" for Board Members consists of the "performance-linked remuneration (company-wide)" and the "performance-linked remuneration (individual)." The "performance-linked remuneration (company-wide)" is remuneration according to the business performance in consideration of the previous year's results of "consolidated operating profit" and "consolidated ROE" that the Company emphasizes as management indicators, as well as ESG indicators including environmental problems, diversity, health, and work styles. The "performance-linked remuneration (individual)" is an evaluation of the individual performance of each Board Member.

The proposal of "Determination of Remuneration for the Granting of Transfer-Restricted Shares to Board Members (excluding Outside Board Members)" was approved and passed at the 75th Ordinary General Meeting of Shareholders held on June 29, 2021, a part of annual remuneration shall be paid in the form of the "restricted share awards" up to ¥90 million, equivalent to 20% of ¥450 million, an annual amount of remuneration for Board Members approved and passed at the 62nd Ordinary General Meeting of Shareholders (held on June 27, 2008). The outline of the "restricted share awards" is as follows:

• Maximum amount of restricted share awards	Total amount ¥90 million (per year)
• Maximum number of shares to be granted	50,000 shares (per year)
• Timing of initiating the grant	July 2021 or after
• Period of restriction on transfer	Until the date of resignation

From the fiscal year ended March 31, 2022, the Board of Directors determined the amounts of "fixed remuneration," "performance-linked remuneration" and "restricted share awards," as well as the number of shares to be allotted, within the scope of the total amount of remuneration approved at the General Meeting of Shareholders, based on the details of the reports by the Advisory Committee, a voluntary advisory body for the Board of Directors newly established in April 2021. The "fixed remuneration" and the "performance-linked remuneration" are paid every month and the "restricted share awards" is paid at a certain time every year.

The Board of Directors will determine the remuneration ratio for Board Members by type, based on the details of the reports by the Advisory Committee.

e) Matters pertaining to the resolution adopted at the General Meeting of Shareholders on the remuneration, etc., for Board Members and Audit & Supervisory Board Members

The annual amount of monetary remuneration for Board Members is within ¥450 million, pursuant to the resolution adopted at the 62nd Ordinary General Meeting of Shareholders held on June 27, 2008. The number of Board Members at the close of this General Meeting of Shareholders was eight.

Also, within the scope of the above monetary remuneration, a resolution was passed at the 75th Ordinary General Meeting of Shareholders held on June 29, 2021 that the amount of share awards is within ¥90 million per year and the maximum number of shares is within 50,000 shares per year (Outside Board Members are excluded from the grant). The number of Board Members as of the conclusion of said General Meeting of Shareholders was five (excluding Outside Board Members).

The annual amount of monetary remuneration for Audit & Supervisory Board Members is within ¥60 million, pursuant to the resolution adopted at the 60th Ordinary General Meeting of Shareholders held on

June 29, 2006. The number of Audit & Supervisory Board Members at the close of this General Meeting of Shareholders was four.

- f) Total amount of remuneration, etc. for directors (and other officers) paid to Outside Board Members/Audit & Supervisory Board Members from the parent company, etc. or subsidiaries of the parent company, etc. (excluding the Company)
Not applicable
- 5) Matters related to Outside Board Members/Audit & Supervisory Board Members
- a) Significant concurrent positions held as an executive in other corporations, etc., and relationship between these corporations, etc., and the Company
- Board Member Makoto Iwasaki concurrently serves as Professor, Graduate School of Engineering, Nagoya Institute of Technology. The Company conducts joint research, etc. with the Nagoya Institute of Technology. However, since the annual transaction amount of the consideration payments, etc. is ¥4 million, which is a negligible amount, the Company's relationship with the university will not affect his independence.
 - Board Member Chiharu Ueno concurrently serves as a Partner, Ueno Sogo Law Office. There is no special interest between Ueno Sogo Law Office and the Company.
 - Audit & Supervisory Board Member Kayoko Yamashita concurrently serves as a representative of Yamashita Certified Public Accountant Office. There is no special interest between Yamashita Certified Public Accountant Office and the Company.
 - Audit & Supervisory Board Member Yoko Noda concurrently serves as a representative Member, Premium Certified Public Accountant Office. There is no special interest between Premium Certified Public Accountant Office and the Company.
- b) Significant concurrent positions held as outside officers in other corporations, etc., and relationship between these corporations, etc., and the Company
- Board Member Shoji Mizuno assumed the office of Outside Director of Mikasa Shoji Co., Ltd. in June 2021. There is no special interest between Mikasa Shoji Co., Ltd. and the Company.
 - Audit & Supervisory Board Member Kayoko Yamashita was appointed Outside Audit & Supervisory Board Member of Sotoh Co., Ltd. in June 2015 and Outside Director (Audit & Supervisory Committee Member) of OSG Corporation in February 2022, respectively. There is no special interest between Sotoh Co., Ltd. and OSG Corporation and the Company.

c) Main activities during the fiscal year ended March 31, 2026

	Summary of the attendance, statements made and duties performed in the expected role of Outside Board Members
Board Member Shoji Mizuno	Attended all 13 meetings of the Board of Directors held in the fiscal year ended March 31, 2026. Based on his extensive experience and wide range of insight in general management and sales/marketing field, he has played an appropriate role in ensuring the reasonability and justness of decision making at meetings of the Board of Directors by proactively providing advice and recommendations for the management of the Company and the Group. As a member of the Advisory Committee, he has a supervisory role in the selection of candidates for Board Member of the Company and in the process for determining remuneration for directors (and other officers) from an objective and neutral standpoint.
Board Member Makoto Iwasaki	Attended all 13 meetings of the Board of Directors held in the fiscal year ended March 31, 2026. Based on his extensive academic knowledge and wide range of insight as a university professor, he has played an appropriate role in ensuring the reasonability and justness of decision making at meetings of the Board of Directors by proactively providing advice and recommendations for technology development and strategy of the Company and the Group. As a member of the Advisory Committee, he has a supervisory role in the selection of candidates for Board Member of the Company and in the process for determining remuneration for directors (and other officers) from an objective and neutral standpoint.
Board Member Chiharu Ueno	Attended all 10 meetings of the Board of Directors held after taking office on June 27, 2025. Taking advantage of her extensive expertise and experience as a lawyer, she has played an appropriate role in ensuring the reasonability and justness of decision making at meetings by proactively providing her opinion on compliance, gender equality, etc. As a member of the Advisory Committee, she has a supervisory role in the selection of candidates for Board Member of the Company and in the process for determining remuneration for directors (and other officers) from an objective and neutral standpoint.
Audit & Supervisory Board Member Kayoko Yamashita	Attended 12 out of 13 meetings of the Board of Directors and attended 13 out of 14 meetings of the Audit & Supervisory Board held in the fiscal year ended March 31, 2026. She mainly provided her opinions as required from her professional viewpoints as a certified public accountant and certified tax accountant as well as visiting subsidiaries in Japan for audit and giving appropriate indications and improvement suggestions.
Audit & Supervisory Board Member Yoko Noda	Attended all 10 meetings of the Board of Directors and all 10 meetings of the Audit & Supervisory Board held after taking office on June 27, 2025. She mainly provided her opinions as required from her professional viewpoints as a certified public accountant as well as visiting subsidiaries in Japan for audit and giving appropriate indications and improvement suggestions.

Note: In addition to the number of Board of Directors meetings held listed above, there was one written resolution deemed to have been passed at the meeting of the Board of Directors, in accordance with the provisions of Article 370 of the Companies Act and Article 27 of the Articles of Incorporation of the Company.

(4) Status of accounting auditor

- 1) Name: KPMG AZSA LLC
- 2) Amount of remuneration, etc.

	Payment amount (Millions of yen)
Remuneration, etc. paid to the accounting auditor for the fiscal year under review	69
Total in monetary remuneration and other economic benefits to be paid to the accounting auditor by the Company and its subsidiaries	69

- Notes:
1. Among subsidiaries of the Company, FUJI EUROPE CORPORATION GmbH, Fuji Machine China Co., Ltd., Kunshan Fuji Machine Mfg. Co., Ltd., Fuji Do Brasil Maquinas Industriais Ltda., FUJI INDIA CORPORATION PRIVATE LIMITED, and FUJI MACHINE ASIA PTE. LTD. are audited by an auditing firm other than the Company's accounting auditor, for statutory audits.
 2. The audit contract between the Company and the accounting auditor does not clearly specify and cannot materially classify the amounts of remuneration that are paid for audits performed under provisions of the Companies Act or provisions of the Financial Instruments and Exchange Act. Accordingly, the table entries for remuneration, etc. paid to the accounting auditor for the fiscal year under review are totals of these respective amounts.
 3. The Audit & Supervisory Board decided to approve the amount of remuneration, etc. for the accounting auditor after verifying the content of the accounting auditor's audit plan, the status of audit accounting services performed, and the basis for the remuneration calculations.

3) Policy for decisions on dismissal or non-reappointment of the accounting auditor

If the Audit & Supervisory Board deems necessary, such as in the event that the accounting auditor is unable to appropriately execute its designated duties, the Audit & Supervisory Board shall determine the details of a proposal for the dismissal or non-reappointment of the accounting auditor, to be submitted to the General Meeting of Shareholders.

In addition, the Audit & Supervisory Board may dismiss an accounting auditor if they unanimously agree that there has been an event that corresponds to the items listed in Article 340, paragraph (1) of the Companies Act. In this case, an Audit & Supervisory Board Member appointed by the Audit & Supervisory Board shall report the dismissal of the accounting auditor and reasons for the dismissal at the General Meeting of Shareholders convened for the first time after such dismissal.

4) Outline of the liability limitation agreement

Not applicable

(5) Systems to ensure appropriate conduct of operations and the status of implementation of such systems

Decisions made on systems to ensure compliance of the execution of duties by Board Members and employees with laws and regulations and the Articles of Incorporation and other systems to ensure appropriate conduct of operations by the Company are described below.

- 1) System to ensure that the execution of duties by Board Members and employees are in compliance with laws and regulations and the Articles of Incorporation
 - a) The Company provides the Corporate Behavior Charter to achieve control objectives, such as effectiveness and efficiency of operations, reliability of financial reporting, assurance of compliance, and preservation of assets, and Board Members shall take initiatives in publicizing the Charter among employees.
 - b) The Company establishes the Risk Compliance Committee as the organization for supervising and promoting compliance across the entire Company, for which the responsible chief officer is the President.
 - c) The Company establishes the Internal Control Council, for which the responsible chief officer is the President, aiming to supervise the relevant operations for the building, improvement, operation and evaluation of internal controls involved in financial reporting.
 - d) The Audit Department conducts audits about whether operational duties in the respective departments are properly and reasonably executed in accordance with laws and regulations, the Articles of Incorporation and internal rules, and reports the results to the President.
 - e) The Company establishes the whistleblower hotline to which compliance violations relating to the execution of duties by Board Members and employees are reported.

- 2) System for storage and management of information related to the execution of duties by Board Members
Information related to the execution of duties by Board Members shall be recorded and kept in documents or electromagnetic media pursuant to the Rules on Document Archive Management and managed so that Board Members and Audit & Supervisory Board Members can view such documents or media at all times.

- 3) Rules and other aspects of the system for managing risks of loss
 - a) The Company establishes the Risk Compliance Committee to support the streamlining of cross-departmental risk management systems in the respective departments and to promote their improvement from a company-wide viewpoint.
 - b) Each department structurally and systematically organizes risks that obstruct the execution of management activities pursuant to the Basic Rules of Risk Management, and then prevents the occurrence of such risks and minimizes damages upon occurrence of such risks.
 - c) The Audit Department conducts audits about the risk management conditions in the respective departments and reports the results to the President.
 - d) The Company is committed to various risk management efforts through the Environment Control Committee and the Health and Safety Committee with regard to environment- and health/safety-related risks associated with corporate social responsibility.
In addition, as modern society becomes increasingly digitalized, the occurrence of incidents related to information security is increasing and the scale of damage caused by these incidents is expanding. As these could pose a significant risk to company management, we established a new "Cybersecurity Committee" in July 2024. By establishing this committee, we will further strengthen risk management related to information security.

- 4) System for ensuring that the duties of Board Members are efficiently performed
 - a) The Company has introduced an executive officer system in order to speed up management and clarify responsibility by separating the decision-making function and business execution function in management. Under the system, executive officers assume the responsibility for the execution of operational duties with the delegation of authority given by the President.
 - b) With respect to the execution of duties of Board Members, the Company provides for the scope of roles and responsibilities and the procedures for execution of duties in accordance with rules on organization, administrative authorities, division of business operations, etc.
 - c) In conducting the execution of business operations, the Company clarifies management objectives by formulating the annual "Management Policies" and "Annual (Medium-term) Profit Plan," and each department shall manage to achieve their objectives.
- 5) System for ensuring appropriate business operations within the Group
 - a) The regular Operations Executive Board meetings, which include representatives from subsidiaries, confirm that the subsidiaries' business activities are properly and effectively carried out.
 - b) The Audit Department audits that business duties are properly executed in the subsidiaries and that the compliance and risk management systems are properly operated, including those of the subsidiaries, and reports the results to the President.
- 6) Matters related to an employee to assist the duties of Audit & Supervisory Board Members and the independence of such employee
 - a) The Company shall not appoint any employee who assists the duties of Audit & Supervisory Board Members. However, upon request of Audit & Supervisory Board Members, the President responds to such request in each case by designating a staff of the Audit Department.
 - b) The employee who assists Audit & Supervisory Board Members shall not be subject to instructions and orders from Board Members, and personnel transfers and personnel evaluations of such employee shall be approved by Audit & Supervisory Board Members.
- 7) System for reporting to Audit & Supervisory Board Members by Board Members and employees and other systems concerning reporting to Audit & Supervisory Board Members, and system for ensuring effective audits by Audit & Supervisory Board Members
 - a) Board Members and employees shall, upon request of Audit & Supervisory Board Members, report the status of the execution of the Company's business activities to Audit & Supervisory Board Members. Also, if Board Members find any fact likely to cause significant damage to the Company, Board Members shall immediately report the fact to the Audit & Supervisory Board.
 - b) Audit & Supervisory Board Members shall meet regularly with the President and exchange opinions concerning important audit issues, etc.
 - c) Audit & Supervisory Board Members shall endeavor to enhance the quality of audits and make the audits more effective by consistently maintaining close cooperation and collaboration with the accounting auditor, proactively exchanging opinions and information, and sharing the details obtained from their audits, in addition to holding regular briefing meetings, attending audits, and exchanging information verbally or in writing.
 - d) Board Members and employees shall promptly report to Audit & Supervisory Board Members the reports relating to compliance violations.

The following is an overview of the operational status of the system to ensure appropriate conduct of operations.

The Company makes efforts to spread its corporate philosophy and to improve understanding for compliance through meetings, such as the monthly Operations Executive Board meetings and the divisional meeting held by each division, and through in-house training, etc. In addition, the Company endeavors to improve the compliance level by establishing a whistleblower hotline system for the primary purpose of early detection and prevention of violations of laws and regulations, etc., and by audits conducted by the Audit & Supervisory Board Members and the Audit Department.

In order to strengthen efforts related to risk management, the Company has established the Risk Compliance Committee as a cross-departmental organization. The responsible chief officer for this committee is the President, and the members are elected from Board Members, etc., in charge of each division and department. In order to ensure risk management related to business operations each of them is in charge of, the committee establishes policies for evaluating and addressing risks, focusing on high-risk matters, and also provides compliance training as necessary.

In order to ensure effective audits by the Audit & Supervisory Board Members, the Audit & Supervisory Board meeting is held monthly. In addition, the Audit & Supervisory Board exchanges information with the Audit Department and the accounting auditor, and holds a regular meeting with the President.

(6) Policy concerning decision on dividends of surplus

With regard to the Company's basic policy for profit distribution, we strive to maintain a dividend payout ratio of 50% as a basic policy, paying attention to capital demands for future business development as well as considering the continuous return of profits to shareholders as one of the most important management measures.

Retained earnings are used for proactive investments for further growth and expansion, such as developing next-generation products and building a production structure, as well as to improve and strengthen the Company's business structure.

Year-end dividends are proposed at ¥50 per share, based on the basic policy for profit distribution. This results in a total annual dividend of ¥90 per share, including the interim dividend of ¥40.

Remarks

Amounts described in this Business Report are rounded down to the nearest unit used for presentation.

Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Assets		Liabilities	
Current assets	195,507	Current liabilities	43,382
Cash and deposits	53,741	Notes and accounts payable – trade	14,820
Notes and accounts receivable – trade	65,341	Income taxes payable	10,407
Securities	1,181	Provision for product warranties	855
Merchandise and finished goods	19,795	Other	17,300
Work in process	30,294	Non-current liabilities	2,519
Raw materials and supplies	14,014	Deferred tax liabilities	1,679
Other	11,283	Retirement benefit liability	464
Allowance for doubtful accounts	(147)	Provision for share awards	256
Non-current assets	82,849	Other	119
Property, plant and equipment	37,711	Total liabilities	45,902
Buildings and structures	22,040	Net assets	
Machinery, equipment and vehicles	6,463	Shareholders' equity	205,005
Tools, furniture and fixtures	1,777	Share capital	5,878
Land	6,394	Capital surplus	7,252
Construction in progress	1,034	Retained earnings	213,527
Intangible assets	13,830	Treasury shares	(21,653)
Software	13,722	Accumulated other comprehensive income	27,311
Other	107	Valuation difference on available-for-sale securities	10,079
Investments and other assets	31,308	Deferred gains or losses on hedges	(7)
Investment securities	21,871	Foreign currency translation adjustment	15,976
Deferred tax assets	1,645	Remeasurements of defined benefit plans	1,263
Retirement benefit asset	7,077	Non-controlling interests	136
Other	713	Total net assets	232,454
Total assets	278,356	Total liabilities and net assets	278,356

Consolidated Statements of Income

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

Account	Amount	
Net sales		180,642
Cost of sales		114,367
Gross profit		66,275
Selling, general and administrative expenses		36,993
Operating profit		29,282
Non-operating income		
Interest and dividend income	1,230	
Gain on investments in investment partnerships	217	
Miscellaneous income	607	2,056
Non-operating expenses		
Interest expenses	21	
Miscellaneous expenses	25	47
Ordinary profit		31,291
Extraordinary income		
Gain on disposal of non-current assets	17	
Gain on sales of investment securities	3,227	
Subsidy income	65	3,310
Extraordinary losses		
Loss on disposal of non-current assets	243	
Impairment losses	9,717	9,960
Profit before income taxes		24,641
Income taxes – current		11,584
Income taxes – deferred		(2,699)
Profit		15,756
Profit attributable to non-controlling interests		22
Profit attributable to owners of parent		15,733

Consolidated Statement of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,878	7,114	204,870	(19,738)	198,125
Changes during period					
Dividends of surplus			(7,075)		(7,075)
Profit attributable to owners of parent			15,733		15,733
Purchase of treasury shares				(2,374)	(2,374)
Disposal of treasury shares		137		459	596
Net changes in items other than shareholders' equity					
Total changes during period	–	137	8,657	(1,915)	6,879
Balance at end of period	5,878	7,252	213,527	(21,653)	205,005

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	8,370	3	11,788	272	20,435	120	218,682
Changes during period							
Dividends of surplus							(7,075)
Profit attributable to owners of parent							15,733
Purchase of treasury shares							(2,374)
Disposal of treasury shares							596
Net changes in items other than shareholders' equity	1,708	(10)	4,187	990	6,876	15	6,892
Total changes during period	1,708	(10)	4,187	990	6,876	15	13,772
Balance at end of period	10,079	(7)	15,976	1,263	27,311	136	232,454

Notes to Consolidated Financial Statements

1. Significant Accounting Policies for Preparing Consolidated Financial Statements

(1) Scope of consolidation

Status of consolidated subsidiaries

- Number of consolidated subsidiaries 18
- Names of major consolidated subsidiaries Principal names of consolidated subsidiaries are as specified in “1. Current Condition of the Group, (3) Status of parent company and principal subsidiaries” of the Business Report.

(2) Application of the equity method

Not applicable

(3) Matter relating to fiscal year, etc., at consolidated subsidiaries

Of the Company’s consolidated subsidiaries, the closing date of Fuji Machine China Co., Ltd., Kunshan Fuji Machine Mfg. Co., Ltd., Fuji Do Brasil Maquinas Industriais Ltda., and FUJI MACHINE ASIA PTE. LTD., along with its five subsidiaries, is December 31. In preparing consolidated financial statements, as for Fuji Do Brasil Maquinas Industriais Ltda. and FUJI MACHINE ASIA PTE. LTD., along with its five subsidiaries, the Company uses their financial statements as of December 31, and significant transactions arising between the closing date and the consolidated balance sheet date are subject to adjustments necessary for the consolidation. As for Fuji Machine China Co., Ltd., and Kunshan Fuji Machine Mfg. Co., Ltd., the Company uses financial statements based on provisional settlement of accounts carried out as of the consolidated closing date. The closing date of other consolidated subsidiaries is on the last day of consolidated fiscal year.

(4) Accounting policies

1) Valuation standard and valuation method for significant assets

a. Securities

Held-to-maturity bonds

Amortized cost method (Straight-line method)

Available-for-sale securities

- Securities other than shares without a market price, etc.

Fair value method (valuation differences are directly included in net assets, and costs of securities sold are calculated by the moving-average method)

- Shares without a market price, etc. Measured at cost using the moving-average method

With regard to investments in investment limited partnerships and similar partnerships (deemed to be securities under Article 2, paragraph (2) of the Financial Instruments and Exchange Act), investments are recorded at the net amount equivalent to holdings, based on the most recent financial statements available in accordance with the financial reporting date specified in the partnership agreement. Investments in partnerships, etc. held by some overseas consolidated subsidiaries are recorded at the net amount equivalent to holdings based on the fair value recognized by each investment entity.

b. Inventories

- Merchandise and finished goods, and work in process

Mainly measured at cost using the specific identification method (calculated by the method to write down book value due to a decline in profitability)

- Raw materials and supplies

Mainly measured at cost using the moving-average method (calculated by the method to write down book value due to a decline in profitability)

2) Method of depreciation of significant depreciable assets

a. Property, plant and equipment

Mainly measured at the declining-balance method

However, buildings (excluding facilities attached to buildings) acquired on and after April 1, 1998, and facilities attached to buildings and structures acquired on and after April 1, 2016 are measured using the straight-line method.

- b. Intangible assets
 - Software for market sale Straight-line method over the estimated useful life
 - Software for internal use Straight-line method over the estimated usable period
 - Other intangible assets Straight-line method
- 3) Standards for recording significant allowances
 - a. Allowance for doubtful accounts To provide for loss associated with default of receivables held as at the end of fiscal year, estimated uncollectible amount is set aside in consideration of historical credit loss ratio for general receivables, while in consideration of individual collectability for doubtful receivables.
 - b. Provision for product warranties To provide for expenditure associated with costs arising from defects of products of the Company and its consolidated subsidiaries during the product warranty period, an amount calculated by multiplying net sales by the historical defect rate, which is calculated based on historical amounts, plus an estimated amount for individual projects where the amount is significant, are set aside.
 - c. Provision for share awards To provide for the issuance and payment to the Company's employees of the Company's shares and cash equivalent to the proceeds from the sale of said shares (hereinafter, "the Company Shares, etc."), the Company records the estimated amount of the Company Shares, etc. to be granted based on the points awarded in accordance with the stock-based compensation plan rules.
- 4) Standards for recording significant revenues and expenses

The Group mainly manufactures and sells robotic mounters and machine tools.

For the sale of a product, revenue is recognized when the Group completes the installation of a product if the Group has an obligation to install it under the contract with a customer or when the Group delivers a product to a customer if the Group has no obligation to install it under the contract with the customer, at either of which point in time the customer is deemed to acquire the control of the product to cause performance obligations to be satisfied. For export sale, revenue is recognized when risk is transferred to a customer pursuant to the terms and conditions of trade defined by Incoterms, at which point in time the customer is deemed to acquire the control of the product to cause performance obligations to be satisfied.

For the sale of a product in Japan, however, revenue is recognized at shipment since the period from the shipment of a product to the point in time when control of the product is transferred to a customer has normal duration.

Compensation for transactions is received within about one year from when performance obligations are satisfied and does not include significant financial components.
- 5) Other important matters for the preparation of consolidated financial statements
 - Basis for recording retirement benefit asset and liability
 - As for retirement benefit asset and liability, retirement benefit obligations less plan assets are recorded, based on the estimated amount as at the end of the fiscal year, in order to provide for retirement benefits for the employees.
 - Actuarial differences are charged to expenses collectively in the fiscal year following the year in which they arise.
 - Unrecognized actuarial differences are recorded as remeasurements of defined benefit plans in accumulated other comprehensive income under net assets after tax effect adjustments.
 - In the calculation of retirement benefit obligations, estimated retirement benefits are attributed to the period up to the end of the fiscal year by using a benefit formula basis.

2. Notes to Accounting Estimates

(1) Impairment loss on goodwill and intangible assets (“goodwill, etc.”) arising from the acquisition of Fasford Technology Co., Ltd. (“FFT”)

• Amount recorded in the Consolidated Financial Statements of the fiscal year under review

Impairment losses recorded on goodwill, etc. arising from the acquisition of FFT in the fiscal year ended March 31, 2019 and the book value of non-current assets as of the end of the fiscal year under review for which impairment losses were reviewed are as follows.

(Millions of yen)

Account items	Fiscal year under review
Goodwill	–
Intangible assets arising from acquisitions	–
Impairment losses	9,691
Other property, plant, equipment, and intangible assets	5,233

• Other information relating to accounting estimates

For the fiscal year under review, indications of impairment were recognized in the asset group that included FFT’s goodwill, etc. due to deviations from the business plan at the time of acquisition of control and continued operating losses after recording amortization of goodwill, etc., and as a result of the total undiscounted future cash flows being lower than the book value of the asset group, impairment losses have been recorded regarding the goodwill, etc.

In determining whether to recognize impairment losses and in measuring them, future cash flows have been calculated based on the remaining amortization period of the goodwill. Future cash flows have been calculated based on FFT’s business plans, with the feasibility of net sales in the business plan and forecasts of the marginal profit ratio used as key assumptions.

In the market for die bonders, FFT’s mainstay product, if a significant deterioration in the business environment is recognized due to changes in the external environment, such as customers’ capital investment trends, impairment losses may occur in the following fiscal year.

(2) Inventory valuation

- Amount recorded in the Consolidated Financial Statements of the fiscal year under review

(Millions of yen)

	Fiscal year under review
Merchandise and finished goods	19,795
Work in process	30,294
Raw materials and supplies	14,014
Total	64,105

- Other information relating to accounting estimates

We evaluate inventories by devaluing the book value of inventories based on the decline in profitability, and when the net selling value at the end of the fiscal year is lower than the acquisition cost, the inventories are evaluated at the net selling value. In addition, inventories that have been removed from the operating cycle process are regularly devalued to reflect the fact that their profitability has declined, or to their estimated disposal value.

The calculation of net selling value is estimated based on order value or actual sales of the same model, and identification of whether inventories are in the operating cycle process is also based on the length of retention and anticipated sales or use.

When changes in the external environment, such as sales trends and customers' capital investment trends, cause a significant decline in the profitability of inventory holdings, it may have a significant impact on the consolidated financial statements for the following fiscal year.

3. Notes to Consolidated Balance Sheet

Accumulated depreciation of property, plant and equipment ¥49,556 million

4. Notes to Consolidated Statement of Income

Impairment losses

The Group recorded impairment losses on the following asset group during the fiscal year under review.

Place	Use	Type
Fasford Technology Co., Ltd. (Minami Alps, Yamanashi)	–	Goodwill, Intangible assets arising from acquisitions
EDEC LINSEY SYSTEM Co., Ltd. (Toyohashi, Aichi)	Production facilities	Tools, furniture and fixtures Machinery and equipment Software

In principle, the Group groups goodwill and intangible assets arising from acquisitions at the company level, while business assets are grouped based on the business classification used for the management accounting purpose.

In the fiscal year under review, the book value of the goodwill related to Fasford Technology Co., Ltd. and the intangible assets arising from the acquisition was reduced to the recoverable amount since there is uncertainty as to the ability to acquire the revenue originally anticipated at the time of the acquisition due to the business environment characterized by large fluctuations in the semiconductor market and changes in the competition environment, with the amount of the reduction recorded as an impairment loss (¥9,691 million) under extraordinary losses.

This consists of goodwill of ¥7,135 million and intangible assets arising from acquisitions of ¥2,556 million.

The recoverable amount of this asset group was measured at value in use, which is calculated by discounting future cash flows at 18.84%.

In addition, in the fiscal year under review, the loss from operating activities of EDEC LINSEY SYSTEM Co., Ltd.'s "Other Businesses" segment remained negative. As a result of a review of this business, the carrying amount of the non-current assets grouped under this segment was reduced to the recoverable amount, with the amount of the reduction recorded as an impairment loss (¥25 million) under extraordinary losses.

The impairment losses consist mainly of tools, furniture and fixtures of ¥14 million, machinery and equipment of ¥9 million, and software of ¥1 million.

The recoverable amount of this asset group was measured at value in use, which is equal to the memorandum value because the future cash flows are estimated to be negative.

5. Notes to Consolidated Statement of Changes in Equity

(1) Matter relating to the total number of shares issued

(Thousand shares)

Type of share	Number of shares at beginning of the current period	Increased shares during the current period	Decreased shares during the current period	Number of shares at the end of the current period
Common stock	97,823	–	–	97,823

(2) Matter relating to the number of treasury shares

(Thousand shares)

Type of share	Number of shares at beginning of the current period	Increased shares during the current period	Decreased shares during the current period	Number of shares at the end of the current period
Common stock	9,026	1,095	211	9,910

Notes: 1. The number of treasury shares includes the Company's shares held by the ESOP Trust Account (– shares at the beginning of the fiscal year under review and 186 thousand shares at the end of the fiscal year under review).

2. The increase of 1,095 thousand shares is due to the increase of 907 thousand shares from the purchase of treasury shares based on a resolution of the Board of Directors, the increase of 186 thousand shares from the acquisition of the Company's shares by the Stock Grant ESOP trust, and the increase of 1 thousand shares from the purchase of fractional shares.

3. The decrease of 211 thousand shares is due to the decrease of 186 thousand shares from the disposal of shares through a third-party allotment to the Stock Grant ESOP trust, the decrease of 24 thousand shares from the disposal of treasury shares as restricted stock awards, and the decrease of 0 thousand shares from the transfer of shares from the Stock Grant ESOP trust to employees.

(3) Matters concerning dividends of surplus

1) Dividends paid and others

Resolution	Type of share	Total amount of dividend (Millions of yen)	Dividend per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders on June 27, 2025	Common stock	3,551	40.00	March 31, 2025	June 30, 2025
Board of Directors meeting on November 7, 2025	Common stock	3,524	40.00	September 30, 2025	December 8, 2025

Notes: The total amount of dividends approved by the Board of Directors on November 7, 2025, includes ¥7 million in dividends on the Company's shares held by the Stock Grant ESOP trust as of the record date.

2) Dividends with a record date in the fiscal year under review but an effective date in the following fiscal year

Planned resolution	Type of share	Total amount of dividend (Millions of yen)	Source of funds	Dividend per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders on June 26, 2026	Common stock	4,404	Retained earnings	50.00	March 31, 2026	June 29, 2026

Note: The total amount of dividends approved by the Ordinary General Meeting of Shareholders on June 26, 2026, includes ¥9 million in dividends on the Company's shares held by the Stock Grant ESOP trust as of the record date.

6. Notes on Financial Instruments

(1) Matters concerning the status of financial instruments

The Group restricts its investment of funds to deposits and held-to-maturity bonds, etc., while raises funds through borrowings from financial institutions, including banks.

The Group is striving to mitigate customers' credit risk associated with notes and accounts receivable – trade in accordance with the Credit Management Rules. Securities and investment securities largely comprise held-to-maturity bonds and shares, which are marked to market on a regular basis.

Loans payable and bonds payable are used for funding based on business plans, and interest rate swap transactions are used to fix interest expenses for the interest rate risks of long-term loans payable.

Long-term deposits are deposits with early termination clauses (callable deposits), etc.

In addition, derivative transactions used by certain consolidated subsidiaries are forward exchange contracts for avoiding exchange fluctuation risks involving operating transactions denominated in foreign currency.

Derivative transactions are carried out within the scope of actual demand in accordance with the Internal Control Rules.

(2) Matters concerning the fair value, etc., of financial instruments

Carrying values stated on the consolidated balance sheet as of March 31, 2026 (consolidated closing date of the fiscal year under review), their fair values, and the valuation differentials are as follows. Note that shares without a market price, etc. are not included in “Securities and investment securities” (see Note 2). Also, notes on cash are omitted, and those on deposits, notes and accounts receivable – trade, and notes and accounts payable – trade are also omitted since their fair values approximate book values as they are settled in a short period of time.

(Millions of yen)

	Consolidated balance sheet carrying value	Fair value	Differential
(1) Securities and investment securities			
Held-to-maturity bonds	921	890	(30)
Available-for-sale securities	19,523	19,523	–
(2) Long-term deposits	100	90	(9)
(3) Derivative transactions (Note 1)	(10)	(10)	–

Notes: 1. Net debts and credits arising from derivative transactions are presented in net amounts, and a value of a net debt after totaling of credit and debt is presented in brackets.

2. Shares without a market price, etc. are not included in “Securities and investment securities.” The carrying value of these financial instruments on the consolidated balance sheet is as follows.

(Millions of yen)

Category	Consolidated balance sheet carrying value
Unlisted shares	155
Investments in investment limited partnerships, etc.	2,452

Investments in investment limited partnerships, etc., are not subject to fair value disclosure in accordance with Paragraph 24-16 of the Implementation Guidance on Accounting Standard for Fair Value Measurement (ASBJ Guidance No. 31, June 17, 2021).

(3) Matters concerning the breakdown of each appropriate category of fair value of financial instruments, etc.

The fair values of financial instruments are categorized into the following three levels in accordance with observability and significance of inputs used to measure fair value.

Level 1 fair value: fair value measured at (unadjusted) quoted prices for identical assets or liabilities in active markets

Level 2 fair value: fair value measured by using directly or indirectly observable inputs other than level 1 inputs

Level 3 fair value: fair value measured by using significant unobservable inputs

When multiple inputs are used that significantly impact the calculation of fair value, the fair value is categorized into the level that is lowest in the hierarchy of the calculation of fair value from among the levels to which each of those inputs belongs.

1) Financial assets and liabilities with fair value in the consolidated balance sheet carrying value
(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Available-for-sale securities				
Equity securities	18,762	–	–	18,762
Bonds	–	100	–	100
Derivative transactions	–	(10)	–	(10)

2) Financial assets and liabilities without fair value in the consolidated balance sheet carrying value
(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Held-to-maturity bonds	–	890	–	890
Available-for-sale securities				
Certificates of deposit	–	661	–	661
Long-term deposits	–	90	–	90

Note: Explanation of valuation techniques used in the calculation of fair value and inputs of fair value

Securities and investment securities

Listed stocks are evaluated by using their quoted price. As listed shares are traded on active markets, their fair values are categorized as Level 1 fair values. Fair values of bonds, which are measured on the basis of prices obtained from a third party, are categorized into Level 2 since prices obtained used as inputs are observable inputs, and the impact of unobservable inputs is immaterial. Since certificates of deposit are settled in a short period, the fair value approximates the carrying amount, so the carrying amount is treated as the fair value. These are categorized into Level 2.

Derivative transactions

Since these are over-the-counter transactions and there exist no published quoted market prices, they are calculated based on current values discounted using observable inputs such as exchange rates, and classified as Level 2 fair values.

Long-term deposits

These fair values are calculated based on the current value of the total principal and interest discounted at the interest rate assumed when a similar new deposit is made as well as the current value of the included derivatives discounted using observable inputs such as interest rates, and are classified as Level 2 fair values.

7. Notes on Revenue Recognition

(1) Information from an analysis of revenue from contracts with customers

(Millions of yen)

Name of segment	Japan	China	Thailand	Rest of Asia	North America	Europe	Other	Total
Robotic Solutions	10,619	48,263	24,164	52,632	17,569	11,622	3,864	168,737
Machine Tools	3,869	1,183	114	269	3,972	270	24	9,705
Reportable segments subtotal	14,489	49,447	24,279	52,902	21,542	11,893	3,889	178,442
Other	2,181	9	–	8	–	–	–	2,199
Total	16,671	49,456	24,279	52,910	21,542	11,893	3,889	180,642
Ratio (%)	9.2	27.4	13.4	29.3	11.9	6.6	2.2	100.0

Note: Net sales are based on the locations of customers and classified by country or region.

(2) Basic information for understanding revenue from contracts with customers

The information that forms the basis for understanding revenues is described in “Notes to Consolidated Financial Statements 1. Significant Accounting Policies for Preparing Consolidated Financial Statements, (4) Accounting policies, 4) Standards for recording significant revenues and expenses.”

(3) Information for understanding amounts of revenue in the fiscal year under review and the following fiscal year onward

1) Balance of contract assets and contract liabilities, etc.

Contract liabilities mainly represent consideration received from customers in advance of delivery of products and included in Other under Current liabilities in the Consolidated Balance Sheet. Receivables from contracts with customers are represented as notes and accounts receivable – trade in the Consolidated Balance Sheet.

Balances of contract liabilities from contract with customers at the beginning and the end of the period are as follows:

(Millions of yen)

Contract liabilities	Fiscal year under review
Balance at beginning of period	2,987
Balance at end of period	6,222

The balance of contract liabilities at the beginning of the fiscal year ended March 31, 2026 was mostly recognized as revenue during the fiscal year ended March 31, 2026.

2) Transaction prices allocated to remaining performance obligations

Since the Group does not have any important transactions with an initial forecast contract period exceeding one year, information related to remaining performance obligations has been omitted as a practical expedient. Consideration arising from contracts with customers does not include any amount not included in the transaction price.

8. Notes to Per Share Information

(1) Net assets per share ¥2,642.59

(2) Profit per share ¥178.79

Note: The Company’s shares held by the Stock Grant ESOP trust are included in treasury shares deducted from the total number of shares outstanding at the end of the fiscal year for the purpose of calculating net assets per share (186,463 shares for fiscal year under review). In addition, these shares are included in the treasury shares deducted when calculating the average number of shares outstanding during the fiscal year for the purpose of determining net income per share (100,457 shares for the fiscal year under review).

9. Additional Information

(Transactions in which the Company issues its own shares to employees, etc., through a trust)

Pursuant to the resolution adopted at the Board of Directors meeting held on August 5, 2025, and with the aim of enhancing the Company’s corporate value over the medium to long term, the Company has introduced an

employee incentive plan entitled “Stock Grant ESOP” (hereinafter, “the Plan”) for employees (hereinafter, “Employees”).

(1) Overview of the transactions

Under the Plan, points are awarded to Employees in accordance with the Company’s stock-based compensation plan rules, and upon meeting certain conditions to acquire beneficial ownership, the Company shall deliver shares equivalent to the awarded points and pay a cash amount equivalent to the proceeds from the sale of such shares.

For the accounting treatment under the Plan, the Company applies the “Practical Solution on Transactions of Delivering the Company’s Own Stock to Employees etc. through Trusts” (PITF No. 30, March 26, 2015).

(2) Company shares remaining in trust

The Company’s shares remaining in the trust are recorded as treasury shares in the net assets section at their carrying amount in the trust (excluding incidental expenses). The carrying amount and number of shares of these treasury shares as of the end of the fiscal year under review were ¥530 million and 186,463 shares, respectively.

10. Notes to Significant Subsequent Events

Not applicable

Non-consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Assets		Liabilities	
Current assets	136,946	Current liabilities	32,319
Cash and deposits	26,298	Accounts payable – trade	10,755
Notes receivable – trade	950	Accounts payable – other	513
Accounts receivable – trade	53,676	Income taxes payable	8,651
Merchandise and finished goods	8,122	Accrued expenses	4,055
Work in process	24,898	Provision for product warranties	688
Raw materials and supplies	11,367	Other	7,655
Other	11,644	Non-current liabilities	2,948
Allowance for doubtful accounts	(13)	Deferred tax liabilities	2,676
Non-current assets	91,329	Provision for share awards	256
Property, plant and equipment	25,182	Other	14
Buildings	13,008	Total liabilities	35,267
Structures	1,539	Net assets	
Machinery and equipment	5,289	Shareholders' equity	182,928
Vehicles	114	Share capital	5,878
Tools, furniture and fixtures	1,058	Capital surplus	7,228
Land	4,160	Legal capital surplus	5,413
Construction in progress	11	Other capital surplus	1,814
Intangible assets	13,060	Retained earnings	191,474
Software	12,955	Legal retained earnings	1,450
Other	105	Other retained earnings	190,024
Investments and other assets	53,086	General reserve	54,900
Investment securities	19,197	Retained earnings brought forward	135,124
Shares of subsidiaries and associates	26,524	Treasury shares	(21,653)
Investments in capital	1	Valuation and translation adjustments	10,079
Investments in capital of subsidiaries and associates	1,951	Valuation difference on available-for-sale securities	10,079
Prepaid pension costs	5,084	Total net assets	193,007
Other	326	Total liabilities and net assets	228,275
Total assets	228,275		

Non-consolidated Statement of Income

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

Account	Amount	
Net sales		149,641
Cost of sales		102,525
Gross profit		47,115
Selling, general and administrative expenses		20,892
Operating profit		26,222
Non-operating income		
Interest and dividend income	7,797	
Miscellaneous income	598	8,396
Non-operating expenses		
Miscellaneous expenses	13	13
Ordinary profit		34,605
Extraordinary income		
Gain on disposal of non-current assets	2	
Gain on sales of investment securities	3,223	
Subsidy income	65	3,291
Extraordinary losses		
Loss on disposal of non-current assets	152	152
Profit before income taxes		37,744
Income taxes – current		9,710
Income taxes – deferred		(869)
Profit		28,903

Non-consolidated Statement of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity									
	Share capital	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity	
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings				Total retained earnings
						General reserve	Retained earnings brought forward			
Balance at beginning of period	5,878	5,413	1,677	7,090	1,450	54,900	113,296	169,646	(19,738)	162,878
Changes during period										
Dividends of surplus							(7,075)	(7,075)		(7,075)
Profit							28,903	28,903		28,903
Purchase of treasury shares									(2,374)	(2,374)
Disposal of treasury shares			137	137					459	596
Net changes in items other than shareholders' equity										
Total changes during period	–	–	137	137	–	–	21,827	21,827	(1,915)	20,050
Balance at end of period	5,878	5,413	1,814	7,228	1,450	54,900	135,124	191,474	(21,653)	182,928

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	8,368	8,368	171,246
Changes during period			
Dividends of surplus			(7,075)
Profit			28,903
Purchase of treasury shares			(2,374)
Disposal of treasury shares			596
Net changes in items other than shareholders' equity	1,710	1,710	1,710
Total changes during period	1,710	1,710	21,760
Balance at end of period	10,079	10,079	193,007

Notes to Non-consolidated Financial Statements

1. Matters relating to Significant Accounting Policies

(1) Valuation standard and valuation method for assets

- 1) Shares of subsidiaries and associates Measured at cost using the moving-average method
- 2) Held-to-maturity bonds Amortized cost method (Straight-line method)
- 3) Available-for-sale securities
 - Securities other than shares without a market price, etc. Fair value method (valuation differences are directly included in net assets, and costs of securities sold are calculated by the moving-average method)
 - Shares without a market price, etc. Measured at cost using the moving-average method
- 4) Inventories
 - Merchandise and finished goods, and work in process Measured at cost using the specific identification method (calculated by the method to write down book value due to a decline in profitability)
 - Raw materials and supplies Measured at cost using the moving-average method (calculated by the method to write down book value due to a decline in profitability)

(2) Method of depreciation of non-current assets

- 1) Property, plant and equipment Declining-balance method
However, buildings (excluding facilities attached to buildings) acquired on and after April 1, 1998, and facilities attached to buildings and structures acquired on and after April 1, 2016 are measured using the straight-line method.
- 2) Intangible assets
 - Software for market sale Straight-line method over the estimated useful life
 - Software for internal use Straight-line method over the estimated usable period
 - Other intangible assets Straight-line method

(3) Standards for recording allowances

- 1) Allowance for doubtful accounts To provide for loss associated with default of receivables held as at the end of fiscal year, estimated uncollectible amount is set aside in consideration of historical credit loss ratio for general receivables, while in consideration of individual collectability for doubtful receivables.
- 2) Provision for product warranties To provide for expenditure associated with costs arising from defects of products of the Company during the product warranty period, an amount calculated by multiplying net sales by the historical defect rate, which is calculated based on historical amounts, plus an estimated amount for individual projects where the amount is significant, are set aside.
- 3) Provision for retirement benefits (prepaid pension costs) To provide for retirement benefits for the employees, provision for retirement benefits is recorded based on the estimated amounts of retirement benefit obligations and plan assets at the end of fiscal year. Actuarial differences are charged to expenses collectively in the fiscal year following the year in which they arise.
- 4) Provision for share awards To provide for the issuance and payment to the Company's employees of the Company's shares and cash equivalent to the proceeds from the sale of said shares (hereinafter, "the Company Shares, etc."), the Company records the estimated amount of the Company Shares, etc. to be granted based on the points awarded in accordance with the stock-based compensation plan rules.

(4) Standards for recording revenues and expenses

The Company mainly manufactures and sells robotic mounters and machine tools.

For sales of products, for export sales, the Company deems that the customer has acquired control over the product and performance obligations have been satisfied when the burden of risk has been transferred to the customer based on the terms of trade primarily defined in Incoterms, and recognizes revenue at that point in

time.

For sales in Japan revenue is recognized at shipment since the period from the shipment of a product to the point in time when control of the product is transferred to a customer has normal duration.

Compensation for transactions is received within about one year from when performance obligations are satisfied and does not include significant financial components.

(5) Other important matters for the preparation of non-consolidated financial statements

Accounting method for retirement benefits: Accounting method for unrecognized actuarial differences related to retirement benefits is different from the accounting method for those in the consolidated financial statements.

2. Notes to Accounting Estimates

Inventory valuation

- Amount recorded in the Non-consolidated Financial Statements of the fiscal year under review

(Millions of yen)

	Fiscal year under review
Merchandise and finished goods	8,122
Work in process	24,898
Raw materials and supplies	11,367
Total	44,389

- Other information relating to accounting estimates

The same information is described in “Notes to Consolidated Financial Statements, 2. Notes to Accounting Estimates, (2) Inventory valuation.”

3. Notes to Non-consolidated Balance Sheet

(1) Accumulated depreciation of property, plant and equipment ¥38,844 million

(2) Monetary claims and debts to subsidiaries and associates

Short-term monetary claims ¥13,359 million

Short-term monetary debts ¥4,508 million

4. Notes to Non-consolidated Statement of Income

Amount of transactions with subsidiaries and associates

Net sales ¥32,085 million

Purchase of goods ¥1,155 million

Other operating expenses ¥14,654 million

Amount of transactions other than operating transactions ¥7,207 million

5. Notes to Non-consolidated Statement of Changes in Equity

Matter relating to the number of treasury shares

(Thousand shares)

Type of share	Number of shares at beginning of the current period	Increased shares during the current period	Decreased shares during the current period	Number of shares at the end of the current period
Common stock	9,026	1,095	211	9,910

Notes: 1. The number of treasury shares includes the Company’s shares held by the Stock Grant ESOP trust (– shares at the beginning of the fiscal year under review and 186 thousand shares at the end of the fiscal year under review).

2. The increase of 1,095 thousand shares is due to the increase of 907 thousand shares from the purchase of treasury shares based on a resolution of the Board of Directors, the increase of 186 thousand shares from the acquisition of the Company’s shares by the Stock Grant ESOP trust, and the increase of 1 thousand shares from the purchase of fractional shares.

3. The decrease of 211 thousand shares is due to the decrease of 186 thousand shares from the disposal of shares through a third-party allotment to the Stock Grant ESOP trust, the decrease of 24 thousand shares from the disposal of treasury shares as restricted stock awards, and the decrease of 0 thousand shares from the transfer of shares from the Stock Grant ESOP trust to employees.

6. Notes to Tax Effect Accounting

Breakdown of deferred tax assets and deferred tax liabilities by main cause

(Deferred tax assets)	(Millions of yen)
Accrued expenses	1,330
Loss on valuation of inventories	764
Loss on valuation of shares and investments in capital of subsidiaries and associates	507
Enterprise tax payable	472
Impairment losses	449
Loss on valuation of investment securities	310
Provision for product warranties	216
Excessive depreciation	92
Provision for issuance of treasury shares	80
Other	84
Deferred tax assets subtotal	<u>4,310</u>
Valuation reserve	<u>(1,039)</u>
Total deferred tax assets	3,271
 (Deferred tax liabilities)	
Valuation difference on available-for-sale securities	(4,346)
Prepaid pension costs	<u>(1,601)</u>
Total deferred tax liabilities	<u>(5,948)</u>
Deferred tax assets (liabilities), net	<u>(2,676)</u>

7. Notes to Transactions with Related Parties
Subsidiaries, etc.

Type	Name of companies, etc.	Owning (owned) ratio of voting rights, etc.	Relationship with related parties	Description of transactions	Amount of transactions (Millions of yen)	Account	Year-end balance (Millions of yen)
Subsidiary	Fuji America Corporation	Owning 100% directly	Sales of the Company's products	Sales of robotic moulder (Note)	14,158	Accounts receivable – trade	5,011
Subsidiary	FUJI MACHINE ASIA PTE. LTD.	Owning 100% directly	Sales of the Company's products	Sales of robotic moulder (Note)	9,854	Accounts receivable – trade	3,578

Terms of transactions and the policy for determining such terms

Note: Terms of transactions including prices are determined based on market prices, the same way as general terms of transactions.

8. Notes on Revenue Recognition

The information that forms the basis for understanding revenue from contracts with customers is identical to the information presented in “Notes to Consolidated Financial Statements, 7. Notes on Revenue Recognition,” so these notes have been omitted.

9. Notes to Per Share Information

- | | |
|--------------------------|-----------|
| (1) Net assets per share | ¥2,195.44 |
| (2) Profit per share | ¥328.46 |

Note: The Company's shares held by the Stock Grant ESOP trust are included in treasury shares deducted from the total number of shares outstanding at the end of the fiscal year for the purpose of calculating net assets per share (186,463 shares for fiscal year under review). In addition, these shares are included in the treasury shares deducted when calculating the average number of shares outstanding during the fiscal year for the purpose of determining net income per share (100,457 shares for the fiscal year under review).

10. Additional Information

(Transactions in which the Company issues its own shares to employees, etc., through a trust)

The note has been omitted because the same information regarding transactions in which the Company shares are issued to employees, etc., through a trust is described in “Notes to Consolidated Financial Statements, 9. Additional Information.”

11. Notes to Significant Subsequent Events

Not applicable

Independent Auditor's Report

May 20, 2026

To the Board of Directors of FUJI CORPORATION:

KPMG AZSA LLC
Nagoya Office, Japan

Masahide Kinbara
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Junya Baba
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the related notes of FUJI CORPORATION (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”), as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied

with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Independent Auditor's Report

May 20, 2026

To the Board of Directors of FUJI CORPORATION

KPMG AZSA LLC
Nagoya Office, Japan

Masahide Kinbara
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Junya Baba
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the supplementary schedules (“the financial statements and the supplementary schedules”) of FUJI CORPORATION (“the Company”) as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Financial Statements and the Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the supplementary schedules, including the disclosures, and whether the financial statements and the supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

Audit Report

With respect to Board Members' performance of their duties during the 80th business period (from April 1, 2025 to March 31, 2026), the Audit & Supervisory Board has prepared this audit report after deliberations, as unanimous opinion of all Audit & Supervisory Board Members based on the audit reports prepared by each Audit & Supervisory Board Member, and hereby report as follows:

1. Method and Contents of Audit by Audit & Supervisory Board Members and the Audit & Supervisory Board

(1) The Audit & Supervisory Board has established the audit policies and the division of duties of each Audit & Supervisory Board Member, etc., and received a report from each Audit & Supervisory Board Member regarding the status of implementation of their audits and results thereof. In addition, the Audit & Supervisory Board has received reports from Board Members, etc., and the accounting auditor regarding the status of performance of their duties, and requested explanations as necessary.

(2) In conformity with the Audit & Supervisory Board Members auditing standards established by the Audit & Supervisory Board, and in accordance with the audit policies and division of duties, etc., each Audit & Supervisory Board Member endeavored to facilitate mutual understanding with Board Members, the internal audit division and other employees, etc., endeavored to collect information and maintain and improve the audit environment, and conducted audits in the following manner.

1) Each Audit & Supervisory Board Member attended Board of Directors' meetings, Operations Executive Board meetings and other important meetings, received reports on the status of performance of duties from Board Members and other employees and requested explanations as necessary, examined requests for approval and other important documents, and inspected the status of corporate affairs and assets at head office and other principal business locations. With respect to the subsidiaries, each Audit & Supervisory Board Member endeavored to facilitate a mutual understanding and exchanged information with the Board Members and Audit & Supervisory Board Members, etc., of each subsidiary and received from subsidiaries reports on their respective business as necessary.

2) Each Audit & Supervisory Board Member regularly received reports on the status of the system and performance from Board Members and other employees and, as necessary, requested explanations for and expressed opinions on the status of the contents of the Board of Directors' resolutions regarding the development and maintenance of the system to ensure that Board Members' performance of their duties described in the business report complied with all laws, regulations and the Articles of Incorporation of the Company and other systems that are set forth in Article 100, paragraphs (1) and (3), of the Ordinance for Enforcement of the Companies Act as being necessary for ensuring the appropriateness of the corporate affairs of the corporate group comprising the Company and its subsidiaries, and the systems (internal control systems) based on such resolutions.

3) Each Audit & Supervisory Board Member monitored and verified whether the accounting auditor maintained its independence and properly conducted its audit, received a report from the accounting auditor on the status of its performance of duties, and requested explanations as necessary. In addition, each Audit & Supervisory Board Member received a report from the accounting auditor to the effect that the "system for ensuring that duties are performed properly" (matters stipulated in the items of Article 131 of the Rules of Corporate Accounting) had been developed and maintained in accordance with "Quality Control Standards for Audit" (Business Accounting Council), etc., and requested explanations as necessary.

Based on the above-described methods, each Audit & Supervisory Board Member examined the business report and the supplementary schedules thereto, non-consolidated financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in equity, and notes to non-consolidated financial statements) and the supplementary schedules

thereto, as well as the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity, and notes to consolidated financial statements), for the business period under consideration.

2. Results of Audit

(1) Results of Audit of the Business Report, etc.

- 1) We acknowledge that the business report and the supplementary schedules thereto fairly present the status of the Company in conformity with the applicable laws and regulations and the Articles of Incorporation of the Company.
- 2) We acknowledge that no misconduct or material fact constituting a violation of any law or regulation or the Articles of Incorporation of the Company was found with respect to the Board Members' performance of their duties.
- 3) We acknowledge that the Board of Directors' resolutions with respect to the internal control systems are appropriate. We did not find any matter to be mentioned with respect to the contents of the business report concerning the internal control systems and the Board Members' performance of their duties.

(2) Results of Audit of the Non-consolidated Financial Statements and their Supplementary Schedules

We acknowledge that the methods and results of audit performed by the accounting auditor, KPMG AZSA LLC, are appropriate.

(3) Results of Audit of the Consolidated Financial Statements

We acknowledge that the methods and results of audit performed by the accounting auditor, KPMG AZSA LLC, are appropriate.

May 20, 2026

Audit & Supervisory Board of FUJI CORPORATION

Full-time Audit & Supervisory Board Member	Masaaki Sugiura
Outside Audit & Supervisory Board Member	Kayoko Yamashita
Outside Audit & Supervisory Board Member	Yoko Noda

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