

(TRANSLATION)

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Consolidated Annual Financial Results

(based on Japanese standards)
For the Year Ended March 31, 2025

April 23, 2025

Company name: FANUC CORPORATION Stock exchange listing: Tokyo Stock Exchange
Stock code: 6954 URL: <https://www.fanuc.co.jp/eindex.html>
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Scheduled date of the Annual Meeting of Shareholders: June 27, 2025

Scheduled date of commencing dividend payments: June 30, 2025

Scheduled date of filing the Securities Report: June 26, 2025

Supplementary briefing material on annual financial results: Yes

Annual financial results briefing session: Yes

(Amounts are rounded to the nearest million yen)

1. Consolidated Financial Results for the Year Ended March 31, 2025 (April 1, 2024 – March 31, 2025)

(1) Consolidated Results of Operations

(% represents changes from the previous term.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2024	797,129	0.2	158,846	11.9	196,738	8.2	147,557	10.8
FY2023	795,274	(6.7)	141,919	(25.8)	181,755	(21.4)	133,159	(21.9)

Note: Consolidated comprehensive income FY2024: ¥154,640 million (28.3)%

FY2023: ¥215,709 million 5.9%

	Net income per share	Net income per share (diluted)	Return on equity	Ordinary income-to-total capital ratio	Operating income-to-net sales ratio
	Yen	Yen	%	%	%
FY2024	157.31	—	8.6	10.2	19.9
FY2023	140.23	—	8.0	9.6	17.8

(Reference) Equity in earnings of affiliates FY2024: ¥28,040 million FY2023: ¥27,540 million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
FY2024	1,937,031	1,739,890	89.0	1,847.86
FY2023	1,926,037	1,719,200	88.6	1,803.59

(Reference) Equity: FY2024: ¥1,724,545 million FY2023: ¥1,705,556 million

(3) Consolidated Cash Flow Position

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of the fiscal year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
FY2024	255,273	(134,084)	(136,618)	502,091
FY2023	171,764	(13,563)	(122,514)	526,881

2. Dividends

(Cut-off date)	Dividends per share					Total amount of dividends (full year)	Payout ratio (consolidated)	Dividends-to-net assets ratio (consolidated)
	1st Quarter	2nd Quarter	3rd Quarter	Fiscal year-end	Full year			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
FY2023	—	40.26	—	43.88	84.14	79,852	60.0	4.8
FY2024	—	44.51	—	49.88	94.39	88,196	60.0	5.1
FY2025 (forecast)	—	—	—	—	—		—	

Note: The 2nd quarter-end and year-end dividends for FY2025 will be disclosed promptly upon their availability.

3. Consolidated Financial Forecasts for FY2025 (April 1, 2025 – March 31, 2026)

The consolidated financial forecasts for the year ending March 31, 2026 are not reported, as it is not feasible at present to reasonably calculate them. The forecasts will be announced as soon as reasonable calculation is possible.

*Notes

(1) Significant changes in the scope of consolidation during the fiscal year ended March 31, 2025 : No

(2) Changes in Accounting Principles and Accounting Estimates, and Revisions/Restatements

1. Changes in accounting principles associated with changes in accounting standards : No
2. Changes in accounting principles other than 1 : No
3. Changes in accounting estimates : No
4. Revisions/Restatements : No

(3) Number of shares outstanding (Common shares)

1. Number of shares outstanding at the end of the period (including treasury stocks)

March 31, 2025	995,418,885 shares	March 31, 2024	1,003,073,989 shares
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2. Number of shares of treasury stock at the end of the period

March 31, 2025	62,154,566 shares	March 31, 2024	57,426,048 shares
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3. Average number of shares during the period

Year ended March 31, 2025	938,025,253 shares	Year ended March 31, 2024	949,589,287 shares
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(Reference) Summary of Non-Consolidated Financial Results

1. Non-Consolidated Financial Results for FY2024 (April 1, 2024 – March 31, 2025)

(1) Non-Consolidated Results of Operations

(% represents changes from the previous term.)

	Net sales		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2024	485,284	2.2	84,078	30.0	154,927	20.1	127,403	23.4
FY2023	474,794	(25.2)	64,670	(49.6)	129,018	(44.4)	103,284	(45.8)

	Net income per share	Net income per share (diluted)
	Yen	Yen
FY2024	135.82	—
FY2023	108.77	—

(2) Non-Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
FY2024	1,323,430	1,196,541	90.4	1,282.10
FY2023	1,321,895	1,208,679	91.4	1,278.15

(Reference) Equity: FY2024 ¥1,196,541 million FY2023 ¥1,208,679 million

- * The report of the annual financial results is not subject to audit by certified public accountant or audit firm.
- * Notes on appropriate use of the financial forecasts, other notes.

There are numerous uncertain factors, including the impact of tariffs in the United States, the resulting effects on the global economy, exchange rate trends, geopolitical risks. Overall, it is expected that the situation will remain unpredictable.

As for the consolidated financial forecast for the fiscal year ending March 2026, we plan to carefully assess the impact of tariffs in the United States and other factors, and promptly disclose the forecast once a reasonable calculation becomes feasible.

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1. Overview of Results of Operations, etc.

(1) Overview of Results of Operations

Regarding the circumstances surrounding the FANUC Group during this fiscal year (April 1, 2024 – March 31, 2025), the economy is gradually recovering, and capital investment appears to be picking up. However, the situation remained uncertain due to several factors, such as the impact of inflation and high interest rates in the U.S. and Europe and concerns about the outlook of the Chinese economy.

Amidst these difficult conditions, we have done every effort for sales expansion and cost reduction, etc., through the concerted efforts of all the divisions, including sales divisions, R&D divisions, factories, service divisions, and administrative divisions.

We have continued to actively push forward with initiatives towards future development, including the development of new products and new functions to reinforce our competitiveness, streamlining of production sites to achieve greater productivity, and the introduction of new equipment to handle new products.

In addition, amid the global pushing toward a carbon-free society, we recognize that climate change is an important management issue for the FANUC Group as well, as we are doing business globally, and pushed forward with development geared towards improved energy-efficiency of our products. Further, FANUC CORPORATION has been recognized for leadership in transparent disclosure and performance on climate change by an international non-profit organization, CDP, and has received its highest-rating 'A List' for the second consecutive year.

During the fiscal year ended March 31, 2025, FANUC posted consolidated net sales totaling ¥797,129 million, up 0.2%, consolidated ordinary income totaling ¥196,738 million, up 8.2%, and net income attributable to owners of parent totaling ¥147,557 million, up 10.8%, compared with the previous fiscal year.

During this fiscal year, the FANUC Robot M-800, an industrial robot that achieves substantially higher rigidity and absolute accuracy than previous models, together with enhanced path accuracy, was awarded the METI Minister's Award in the 11th Robot Awards Program. In addition, the FANUC Series 500i-A, the CNC, a new platform that promotes the development of machine tools adapted to various changes in conditions and circumstances, achieving automation and productivity improvements at manufacturing sites, received the Main Award at the 67th Nikkan Kogyo Shimbun Best 10 New Product Awards.

The following is a summary of the results for each business division:

[FA Division]

In the FA Division, demand from the machine tool industry, the primary market for CNC systems, remained firm in India and China, where demand was vigorous from industries that are actively undertaking capital investment, despite weak demand in Japan and Europe, and sales of our CNC

systems increased.

The FA Division posted consolidated sales totaling ¥194,824 million, up 8%, compared with the previous fiscal year, and FA Division sales accounted for 24.4% of consolidated net sales.

[ROBOT Division]

In the ROBOT Division, sales increased in Japan amid firm demand in both automobile-related industries and general industries. In China, however, sales decreased due to a slight drop in demand for EV-related industries, which had previously been strong, as well as weak demand for general industries and electronic industries. Sales in Europe and the Americas also decreased, mainly due to weak demand in automobile-related industries.

The ROBOT Division posted consolidated sales totaling ¥329,566 million, down 13.5%, compared with the previous fiscal year. ROBOT Division sales accounted for 41.3% of consolidated net sales.

[ROBOMACHINE Division]

In the ROBOMACHINE Division, sales of ROBODRILLS (compact machining centers) increased mainly due to the steady trend in the Chinese market. Sales of ROBOSHOTS (electric injection molding machines) increased due to rising demand in China and the rest of Asia. Sales of ROBOCUTs (wire electrical-discharge machines) were only marginally higher than the previous fiscal year amid lower sales in Europe although higher sales in the Americas, China and the rest of Asia.

The ROBOMACHINE Division posted consolidated sales totaling ¥137,588 million, up 33.1%, compared with the previous fiscal year. ROBOMACHINE Division sales accounted for 17.3% of consolidated net sales.

[Service Division]

In the Service Division, under the spirit of 'Service First', we have strengthened our service system globally to enhance customer satisfaction by focusing on CX (customer experience) utilizing IT.

The Service Division posted consolidated sales totaling ¥135,151 million, up 3.5%, compared with the previous fiscal year. Service Division sales accounted for 17.0% of consolidated net sales.

(2) Overview of Financial Position

Total assets were ¥1,937,031 million, up ¥10,994 million compared with the end of the previous fiscal year.

Total liabilities were ¥197,141 million, down ¥9,696 million compared with the end of the previous fiscal year.

Total net assets were ¥1,739,890 million, up ¥20,690 million compared with the end of the previous fiscal year.

(3) Overview of Cash Flows

Cash and cash equivalents (hereinafter “Cash”) for this fiscal year amounted to ¥502,091 million, down ¥24,790 million from the end of the previous fiscal year.

(Cash flows from operating activities)

Cash provided by operating activities amounted to ¥255,273 million, up ¥83,509 million from the previous fiscal year. This was mainly due to a decrease in inventories.

(Cash flows from investing activities)

Cash used in investing activities amounted to ¥134,084 million, up ¥120,521 million from the previous fiscal year. This was mainly due to payments into time deposits.

(Cash flows from financing activities)

Cash used in financing activities amounted to ¥136,618 million, up ¥14,104 million from the previous fiscal year. This was mainly due to share buybacks.

(4) Future Outlook

There are numerous uncertain factors, including the impact of tariffs in the United States, the resulting effects on the global economy, exchange rate trends, geopolitical risks. Overall, it is expected that the situation will remain unpredictable.

As for the consolidated financial forecast for the fiscal year ending March 2026, we plan to carefully assess the impact of tariffs in the United States and other factors, and promptly disclose the forecast once a reasonable calculation becomes feasible.

(5) Basic Policy on Return of Profit to Shareholders and Dividends

Our basic policy for distributing profits to shareholders is as follows:

1. Dividends

We have set a dividend payout ratio of 60% as our basic policy.

2. Share buybacks

We will buy back our own shares in a flexible manner depending on the level of our stock price, taking into account the balance with our investments for growth.

3. Cancellation of treasury shares

We limit the number of our treasury shares to 5% of the total number of shares issued. As a general rule, we will cancel any portion exceeding that limit every fiscal year.

Dividends for this fiscal year are scheduled as follows:

	First half	Second half (forecast)	Full year (forecast)	Payout ratio
Current period (fiscal year ended March 31, 2025)	Yen 44.51	Yen 49.88	Yen 94.39	60.0%
(Reference) Previous period (fiscal year ended March 31, 2024)	Yen 40.26	Yen 43.88	Yen 84.14	60.0%

2. Management Policy, Business Environment, Challenges, and Other Matters

(1) Basic Management Policy

FANUC has consistently pursued factory automation. The starting point was when a project team responsible for controls was established in 1955, which went on to successfully develop the first NC and servo system in the private sector in Japan, in 1956.

The targets at its beginnings were to become a company, though small in size, having the robustness of a giant with roots firmly spread in the ground, and to concentrate on technology to go forward, by “walking a straight and narrow path.” This is being pursued to this day.

In order to turn this vision into reality, the FANUC Group has established “Genmitsu (Strict Preciseness)” and “Tomei (Transparency)” as its basic principles. In these principles lie the beliefs that a company will last forever and be sound with strict preciseness, and that the corruption of an organization and downfall of a company will start from a lack of transparency.

FANUC engages in the FA, ROBOT and ROBOMACHINE businesses. The FA Unit encompasses basic technologies consisting of NCs, servos and lasers, which are also applied to the ROBOT and ROBOMACHINE Units. In addition, by actively incorporating IoT/AI technologies in all three areas, the Company endeavors to make FANUC products more efficient for customers to use.

Being true to its origins as a supplier of production goods, maintenance and service support is provided for FANUC products for as long as they are used by customers.

Through such activities, the FANUC Group contributes to the development of manufacturing industries in Japan and overseas, by promoting automation and efficiency in customers’ factories. FANUC expects to steadily grow in the field of factory automation, which is extremely promising in the mid-to-long term.

(2) Business Environment and Challenges

As FANUC products are production goods that are significantly affected by economic changes, we continue management from a long-term perspective without being affected by short-term events.

Regarding the business environment surrounding the FANUC Group, with increased geopolitical risk and concerns over economic slowdown and others, it is anticipated that the situation will remain difficult and unpredictable for some time. On the other hand, the demand for factory automation is expected to grow over the mid-to-long term.

Guided by the slogan “one FANUC,” the FANUC Group will take maximum advantage of our unique

strengths in uniting the three businesses of FA, ROBOT and ROBOMACHINE with SERVICE to jointly provide total solutions and taking care of customers throughout the world as a team. In particular, we perceive collaboration between CNC machine tools and Robots, and between Robomachines and Robots, as one of our key themes, and will develop products accordingly.

In addition, the FANUC Group will adhere to its origins as a producer of production goods to be used at manufacturing sites, and will be thorough in implementing our slogan “Reliable,” “Predictable,” “Easy to Repair” in product development, to minimize downtime in our customers’ factories and improve their operating rates. Moreover, we will develop products with an even greater focus on ease of use, in order to respond to the increase in demands for factory automation, as acquiring skilled workers becomes more difficult.

Furthermore, we will practice a “Service First” based on providing high-level maintenance services pursuant to FANUC’s global standard anywhere in the world, and “lifetime maintenance” for as long as our customers use our products. In particular, we will continue to focus on “lifetime maintenance,” as it is one of the core strengths of the FANUC Group, which is difficult for competitors to imitate.

Moreover, we will focus on the area of factory automation, in which we can exhibit the Company’s strengths, and proactively invest in research and development with an aim to develop and launch highly competitive products to the market. In addition, we will improve our intellectual property.

The FANUC Group believes that IoT and AI are indispensable technologies for FANUC to continue developing and launching highly competitive products to the market. By aggressively adopting these technologies in all areas of FA, ROBOT, and ROBOMACHINE products, we will further promote customers’ production efficiency.

We will also aim to make FANUC’s products significantly contribute to the achievement of SDGs.

We will pursue basic measures to strengthen our corporate structure from a long-term perspective, such as reinforcing product competitiveness, strengthening sales and service activities, promoting automation and robotization in factories, reducing costs and time, and enhancing work efficiency. In addition, as a supplier of production goods, we are establishing multiple production sites and service centers in order to fulfill our responsibilities as a supplier and maintain service activities under any circumstance. Furthermore, we are also fortifying our supply chain by increasing the number of parts suppliers and maintaining appropriate inventory levels for parts.

In addition, we consider human resources as being most vital for achieving medium and long-term growth. From this perspective, we will work on the key issues of creating better working environments for our employees and further improving employee motivation. Furthermore, with an eye to the future, we will proactively invest in human capital so that we may recruit the necessary personnel and strengthen employee training. Through these initiatives, we will continue to enhance our human capital.

With regard to management, in addition to the operating income ratio, ordinary income ratio, and ROE, market shares will also be considered to be an important business indicator, and decisions will be made comprehensively with these in mind. Furthermore, our Company will accurately identify its cost of capital, and shall target the average equity spread (difference between ROE and cost of capital) for five years to become a plus figure.

The FANUC Group will continue to thoroughly practice our basic principles of “Strict Preciseness

and Transparency,” and promote such measures united as one group in all aspects, in order to gain more customer confidence and trust in the FANUC Group while adapting to dramatic changes in the environment, in our efforts to become a company that will continue forever.

3. Basic Way of Thinking Regarding the Choice of Accounting Standards

In consideration of enabling the comparison of consolidated financial statements for designated periods and comparison with other companies, FANUC will continue its policy of generating consolidated financial statements according to Japanese standards for the foreseeable future.

4. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheet

(Millions of yen)

	March 31, 2024	March 31, 2025
Assets		
Current assets		
Cash and bank deposits	522,979	590,504
Notes receivables, trade	18,990	20,517
Accounts receivable, trade	136,931	135,920
Marketable securities	16,100	16,000
Finished goods	147,545	116,143
Work in progress	91,929	83,219
Raw materials and supplies	123,072	107,077
Other current assets	20,206	18,396
Allowance for doubtful accounts	(1,487)	(1,989)
Total current assets	1,076,265	1,085,787
Noncurrent assets		
Property, plant and equipment		
Buildings, net	326,373	325,311
Machinery and equipment, net	49,653	48,706
Land	163,593	163,164
Construction in progress	49,285	47,971
Other, net	18,851	19,114
Total property, plant and equipment	607,755	604,266
Intangible assets	9,823	8,800
Investments and other assets		
Investment securities	184,434	192,214
Deferred tax assets	44,825	43,542
Net defined benefit asset	1,785	1,220
Others	1,254	1,296
Allowance for doubtful accounts	(104)	(94)
Total investments and other assets	232,194	238,178
Total noncurrent assets	849,772	851,244
Total assets	1,926,037	1,937,031

(Millions of yen)

	March 31, 2024	March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payables, trade	42,938	37,454
Accrued income taxes	5,490	19,005
Warranty reserves	10,021	9,085
Other current liabilities	98,441	92,042
Total current liabilities	156,890	157,586
Long-term liabilities		
Net defined benefit liability	42,437	31,208
Other long-term liabilities	7,510	8,347
Total long-term liabilities	49,947	39,555
Total liabilities	206,837	197,141
Net assets		
Shareholders' equity		
Common stock	69,014	69,014
Capital surplus	95,995	95,995
Retained earnings	1,540,398	1,585,779
Treasury stock, at cost	(143,573)	(173,859)
Total shareholders' equity	1,561,834	1,576,929
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	21,740	14,795
Foreign currency translation adjustment	127,754	127,908
Remeasurements of defined benefit plans	(5,772)	4,913
Total accumulated other comprehensive income	143,722	147,616
Non-controlling interests	13,644	15,345
Total net assets	1,719,200	1,739,890
Total liabilities and net assets	1,926,037	1,937,031

**(2) Consolidated Statement of Income and
Consolidated Statement of Comprehensive Income**
Consolidated Statement of Income

(Millions of yen)

	Years ended March 31	
	2024	2025
Net sales	795,274	797,129
Cost of goods sold	519,430	502,204
Gross profit	275,844	294,925
Selling, general and administrative expenses	133,925	136,079
Operating income	141,919	158,846
Non-operating income		
Interest income	4,549	7,122
Dividends income	2,273	2,350
Equity in earnings of affiliates	27,540	28,040
Miscellaneous income	8,901	4,828
Total non-operating income	43,263	42,340
Non-operating expenses		
Loss on valuation of investment securities	—	1,101
Removal expenses of noncurrent assets	931	820
Donations	335	500
Foreign exchange loss	—	454
Miscellaneous expenses	2,161	1,573
Total non-operating expenses	3,427	4,448
Ordinary income	181,755	196,738
Income before income taxes	181,755	196,738
Income taxes-current	48,413	45,919
Income taxes for prior periods	3,212	—
Income taxes-deferred	(5,357)	(528)
Total taxes and others	46,268	45,391
Net income	135,487	151,347
Net income attributable to non-controlling interests	2,328	3,790
Net income attributable to owners of parent	133,159	147,557

Consolidated Statement of Comprehensive Income

(Millions of yen)

	Years ended March 31	
	2024	2025
Net income	135,487	151,347
Other comprehensive income		
Valuation difference on available-for-sale securities	8,022	(6,946)
Foreign currency translation adjustment	55,528	(14,278)
Remeasurements of defined benefit plans	11,242	10,685
Share of other comprehensive income of affiliates accounted for using equity method	5,430	13,832
Total other comprehensive income	80,222	3,293
Comprehensive income	215,709	154,640
Comprehensive income attributable to:		
Owners of parent	212,240	151,451
Non-controlling interests	3,469	3,189

(3) Consolidated Statements of Changes in Net Assets

Year ended March 31, 2024 (April 1, 2023 - March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at April 1, 2023	69,014	96,265	1,515,662	(130,206)	1,550,735
Cumulative effects of changes in accounting policies			(2,945)		(2,945)
Cumulative effects of applying inflation accounting			(887)		(887)
Restated balance	69,014	96,265	1,511,830	(130,206)	1,546,903
Changes during the year:					
Dividends of surplus			(90,128)		(90,128)
Net income attributable to owners of parent			133,159		133,159
Purchase of treasury stock				(28,391)	(28,391)
Disposal of treasury stock		151		140	291
Retirement of treasury stock		(421)	(14,463)	14,884	—
Net change except shareholders' equity during the year					—
Total changes during the year	—	(270)	28,568	(13,367)	14,931
Balance at March 31, 2024	69,014	95,995	1,540,398	(143,573)	1,561,834

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at April 1, 2023	13,718	67,937	(17,014)	64,641	12,179	1,627,555
Cumulative effects of changes in accounting policies						(2,945)
Cumulative effects of applying inflation accounting						(887)
Restated balance	13,718	67,937	(17,014)	64,641	12,179	1,623,723
Changes during the year:						
Dividends of surplus						(90,128)
Net income attributable to owners of parent						133,159
Purchase of treasury stock						(28,391)
Disposal of treasury stock						291
Retirement of treasury stock						—
Net change except shareholders' equity during the year	8,022	59,817	11,242	79,081	1,465	80,546
Total changes during the year	8,022	59,817	11,242	79,081	1,465	95,477
Balance at March 31, 2024	21,740	127,754	(5,772)	143,722	13,644	1,719,200

Year ended March 31, 2025 (April 1, 2024 - March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at April 1, 2024	69,014	95,995	1,540,398	(143,573)	1,561,834
Cumulative effects of changes in accounting policies					—
Cumulative effects of applying inflation accounting					—
Restated balance	69,014	95,995	1,540,398	(143,573)	1,561,834
Changes during the year:					
Dividends of surplus			(83,140)		(83,140)
Net income attributable to owners of parent			147,557		147,557
Purchase of treasury stock				(49,555)	(49,555)
Disposal of treasury stock		103		130	233
Retirement of treasury stock		(103)	(19,036)	19,139	—
Net change except shareholders' equity during the year					—
Total changes during the year	—	—	45,381	(30,286)	15,095
Balance at March 31, 2025	69,014	95,995	1,585,779	(173,859)	1,576,929

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at April 1, 2024	21,740	127,754	(5,772)	143,722	13,644	1,719,200
Cumulative effects of changes in accounting policies						—
Cumulative effects of applying inflation accounting						—
Restated balance	21,740	127,754	(5,772)	143,722	13,644	1,719,200
Changes during the year:						
Dividends of surplus						(83,140)
Net income attributable to owners of parent						147,557
Purchase of treasury stock						(49,555)
Disposal of treasury stock						233
Retirement of treasury stock						—
Net change except shareholders' equity during the year	(6,945)	154	10,685	3,894	1,701	5,595
Total changes during the year	(6,945)	154	10,685	3,894	1,701	20,690
Balance at March 31, 2025	14,795	127,908	4,913	147,616	15,345	1,739,890

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Years ended March 31	
	2024	2025
Cash flows from operating activities		
Income before income taxes	181,755	196,738
Depreciation and amortization	49,001	46,448
Increase (decrease) in allowance for doubtful accounts	(410)	522
Increase (decrease) in net defined benefit liability	(13,496)	(11,159)
(Increase) decrease in net defined benefit asset	4,175	544
Interest and dividend income	(6,822)	(9,472)
Equity in (earnings) losses of affiliates	(27,540)	(28,040)
(Increase) decrease in receivables, trade	24,798	(4,613)
(Increase) decrease in inventories	12,556	52,489
Increase (decrease) in payables, trade	(18,812)	(4,480)
Other	10,761	13,859
Subtotal	215,966	252,836
Interest and dividends received	25,227	33,198
Income taxes paid	(71,503)	(32,363)
Other	2,074	1,602
Net cash provided by operating activities	171,764	255,273
Cash flows from investing activities		
Payments into time deposits	(9,290)	(120,000)
Proceeds from withdrawal of time deposits	50,000	27,526
Purchases of property, plant, and equipment	(53,884)	(40,805)
Other	(389)	(805)
Net cash used in investing activities	(13,563)	(134,084)
Cash flows from financing activities		
Purchases of treasury stock	(28,391)	(49,555)
Dividends paid	(90,096)	(83,133)
Other	(4,027)	(3,930)
Net cash used in financing activities	(122,514)	(136,618)
Effect of exchange rate changes on cash and cash equivalents	14,241	(9,361)
Net increase (decrease) in cash and cash equivalents	49,928	(24,790)
Cash and cash equivalents at beginning of year	476,953	526,881
Cash and cash equivalents at end of year	526,881	502,091

(5) Notes to Consolidated Financial Statements

(Note on premise of a going concern)
Not applicable

(Change in accounting principles)
Not applicable

(Changes in presentation methods)
(Consolidated Statement of Income)

“Loss on sales and retirement of noncurrent assets” and “Loss on net monetary position,” which were listed separately under “Non-operating expenses” for the previous fiscal year, have been included in “Miscellaneous expenses” under “Non-operating expenses” from the fiscal year ended March 31, 2025 due to the decreased monetary significance of the items. “Donations” which was included in “Miscellaneous expenses” under “Non-operating expenses” for the previous fiscal year, have been listed separately from the fiscal year ended March 31, 2025 due to the increased monetary significance of the items. To reflect this change in presentation, the consolidated financial statements for the previous fiscal year have been reclassified. As a result, ¥564 million of “Loss on sales and retirement of noncurrent assets,” ¥943 million of “Loss on net monetary position,” and ¥989 million of “Miscellaneous expenses” that were presented under “Non-operating expenses” have been reclassified as ¥335 million of “Donations” and ¥2,161 million of “Miscellaneous expenses.”

(Segment information, etc.)

1. Segment information

Year ended March 31, 2024 (April 1, 2023 – March 31, 2024) and
Year ended March 31, 2025 (April 1, 2024 – March 31, 2025)

FANUC Group focuses on the development, production, and sales of CNC systems and related application products based on FANUC’s CNC system technologies as a comprehensive supplier of factory automation (FA) systems. Ultimately, FANUC CNC systems and the related application products are used in automated production systems.

FANUC Group uses its CNCs and servo motors to manufacture all of its products. For this reason, the decision is made, taking into consideration the status of orders, sales and production of all products, in addition to the status of particular products.

As mentioned above, FANUC Group runs only one business segment based on the decision that the entire group makes for investment. Thus, the segment information is not stated herein.

2. Relevant information

Year ended March 31, 2025 (April 1, 2024 – March 31, 2025)

(1) Information by product and service

(Millions of yen)

	FA	ROBOT	ROBOMACHINE	Service	Total
Net sales to unaffiliated customers	194,824	329,566	137,588	135,151	797,129

(2) Information by region

◎ Net sales

(Millions of yen)

Japan	Americas	Europe	Asia	Other	Total
109,219	214,279	142,721	321,738	9,172	797,129

Note: Net sales are broken down by country or region where customers are located.

◎ Property, plant and equipment, at cost

(Millions of yen)

Japan	Europe	Other	Total
485,319	65,350	53,597	604,266

(Per share data)

Fiscal year 2023 (April 1, 2023 – March 31, 2024)		Fiscal year 2024 (April 1, 2024 – March 31, 2025)	
Net assets per share	1,803.59 yen	Net assets per share	1,847.86 yen
Net income per share	140.23 yen	Net income per share	157.31 yen
Net diluted income per share is not stated herein as there exist no dilutive shares.		Net diluted income per share is not stated herein as there exist no dilutive shares.	

Note: Net income per share is calculated based on the following:

	Fiscal year 2023 (April 1, 2023 – March 31, 2024)	Fiscal year 2024 (April 1, 2024 – March 31, 2025)
Net income attributable to owners of parent (Millions of yen)	133,159	147,557
Amount not attributable to common shareholders (Millions of yen)	—	—
Net income attributable to owners of parent, assigned to common share (Millions of yen)	133,159	147,557
Average number of common shares outstanding (Thousands of share)	949,589	938,025

(Significant subsequent events)

(Cancellation of treasury shares)

At the meeting of the Board of Directors held on April 23, 2025, the Company resolved to cancel treasury shares in accordance with Article 178 of the Companies Act.

1	Types of shares to be cancelled:	Company common shares
2	Number of shares to be cancelled:	13,035,392 shares (Ratio of total number of issued shares prior to cancellation: 1.31%)
3	Scheduled date of cancellation:	May 30, 2025
4	Total number of issued shares after cancellation:	982,383,493 shares

(Share Buyback)

At the meeting held on April 23, 2025, the Board of Directors of FANUC CORPORATION authorized the repurchase of its common shares pursuant to Article 156 of the Company Act as applied pursuant to paragraph 3 of Article 165 of the Company Act, as described below.

1. Purpose of share buyback:

To maintain the flexibility and mobility of the company's capital policy, in response to changes in the management environment.

2. Summary of share buyback:

(1)	Class of shares to be repurchased	Common shares
(2)	Total number of shares to be repurchased	Up to 12.5 million shares (1.34% of outstanding shares*)
(3)	Aggregate amount of shares to be repurchased	Up to 50 billion yen
(4)	Method of share buyback	Market purchase on the Tokyo Stock Exchange
(5)	Buyback period	May 1, 2025 – April 30, 2026

*Excluding treasury shares