



Briefing of Financial Results for FY2024 Management Plan for FY2025

Fuji Electric Co., Ltd.

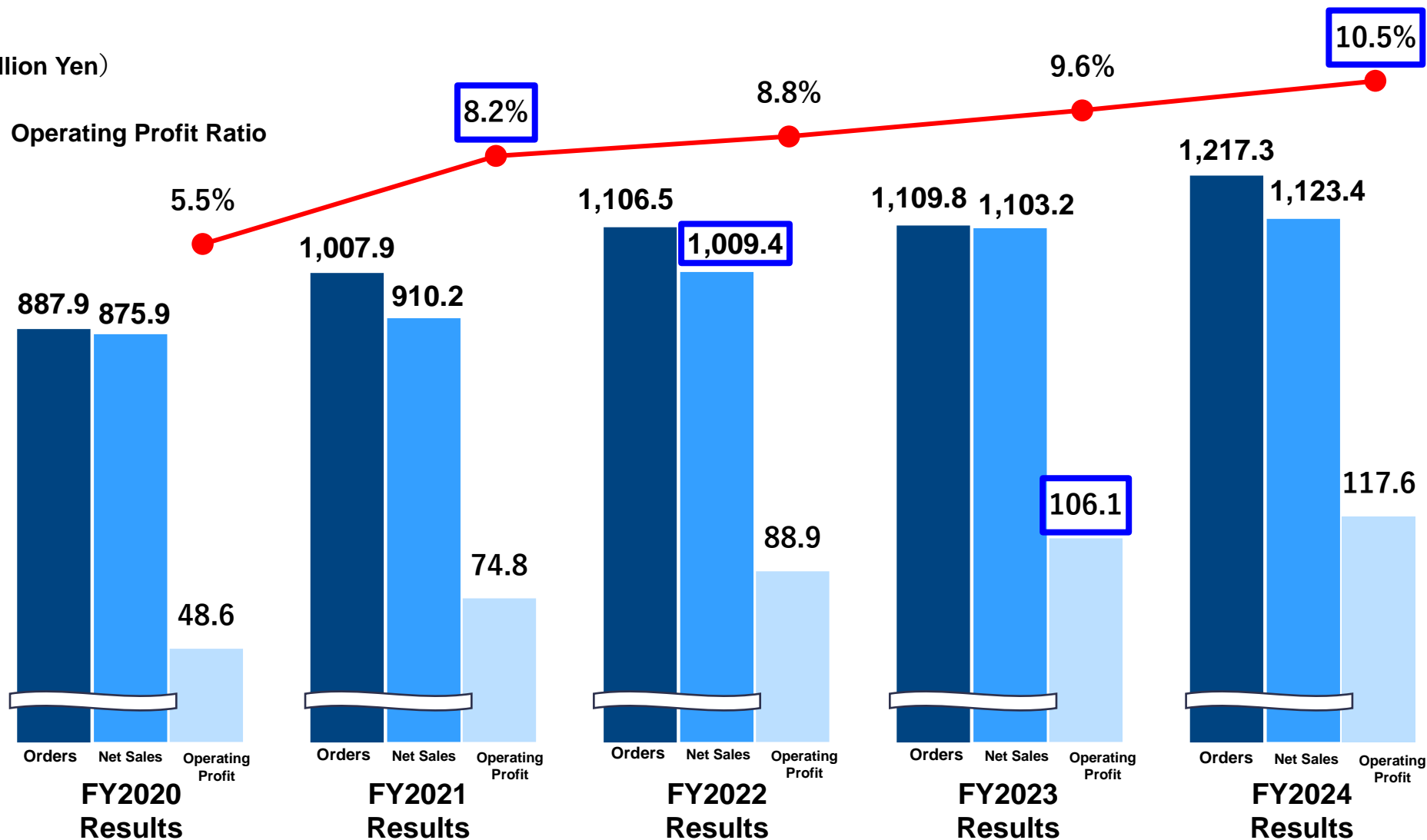
April 25, 2025

Record highs set for net sales, operating profit, and profit attributable to owners of parent, Operating profit ratio of more than 10% achieved

	FY2023	FY2024	Change
Net Sales	¥1,103.2 billion	¥1,123.4 billion	+¥20.2 billion
Operating Profit (Operating Profit Ratio)	¥106.1 billion 9.6%	¥117.6 billion 10.5%	+¥11.6 billion +0.9%
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	¥75.4 billion 6.8%	¥92.2 billion 8.2%	+¥16.9 billion +1.4%
ROE	13.5%	14.3%	+0.8%
ROIC	11.5%	12.9%	+1.4%

Steadily achieved the targets

(Billion Yen)



Energy Industry

■ Plant Systems

The robust demand continues due to the expansion of energy demand and decarbonization.

(Renewable energy-related, new installations for IDC and semiconductor factories, update of aging equipment)

Orders also progressed well

■ Components

Due to the disruption of the balance between supply and demand after COVID-19, the recovery of demand has been delayed

Semiconductors

■ The growth of electrified vehicle market was lower than expected

■ The demand for renewable energy remains strong

Food and Beverage Distribution

■ Growth in performance due to the expansion of high value-added products and the respond to the issuance of newly designed paper currency

FY2026 Mid-Term Management Plan

Pursuit of ongoing improvements in corporate value and contributions to society through adaptation to changing times

No change to Companywide targets

Management Plan for FY2025

Market Trends

- The energy demand is rising due to the establishment of new AI data centers and semiconductor manufacturing facilities
- Changes in the pace of efforts toward decarbonization
- The impact of U.S. trade policy requires close attention

Basic Policy

- Amid increasing uncertainty, enhance the adaptability to change and advance the profit-oriented management outlined in the mid-term management plan
- Building a production system that adapts to changes in demand, executing optimal and timely investments aimed at increasing production capacity, and striving to enhance productivity through the use of digital technology.
- The power electronics business of Energy and Industry segments will serve as the core driving force to drive the performance

Segment Changes in FY2025

- Strengthening Energy Plant Business
- Enhancing the creation of real value through digital utilization and expansion of software business
- Strengthening proposal and sales capabilities through the synergy of FA components and ED&C Components

Before (FY2024)

Segments	Sub-segments
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Energy	Power Generation
	Energy Management
	Power Supply and Facility Systems
	ED&C Components

Industry	Automation Systems
	Social Solutions
	Digital Transformation Solutions
	Equipment Construction

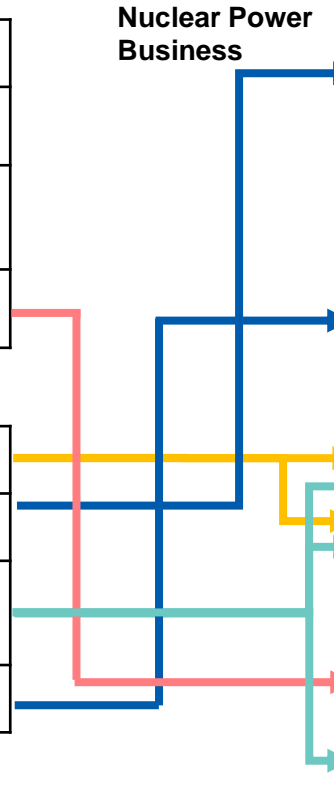
After (FY2025)

Sub-segments	Segments
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Energy	Power Generation
	Energy Management
	Power Supply and Facility Systems
	Equipment Construction

Industry	FA Components
	Automation Systems
	Social Solutions
	ED&C Components
	IT Solutions

Nuclear Power Business



Net Sales and Operating Profit by Segment for FY2025 (YoY Comparison)

Higher net sales and profit due to the growth in Energy and Industry which compensated the lower sales and profit in Semiconductors and Food and Beverage Distribution segments

(Billion yen)

	FY2024 Results			FY2025 Management Plan			Change		
	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio
Energy	354.3	36.3	10.2%	374.5	46.5	12.4%	20.1	10.2	2.2%
Industry	400.0	34.0	8.5%	413.5	40.5	9.8%	13.5	6.5	1.3%
Semiconductors	236.8	37.1	15.7%	223.0	21.5	9.6%	-13.8	-15.6	-6.0%
Food and Beverage Distribution	111.5	13.9	12.5%	105.0	12.0	11.4%	-6.5	-1.9	-1.0%
Others	56.1	3.8	6.7%	58.0	4.0	6.9%	1.9	0.2	0.2%
Total	1,123.4	117.6	10.5%	1,140.0	118.0	10.4%	16.6	0.4	-0.1%

Note: Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

Priority Measures for FY2025

	Priority Measures
Energy	<ul style="list-style-type: none"> ■ Growth in orders achieved by taking advantage of rising energy demand and decarbonization needs ■ Production capacity enhancement, productivity improvement ■ Continuous Enhancement of Project Management
Industry	<ul style="list-style-type: none"> ■ Improvements to earnings power and capital efficiency through integration of sales and production in component businesses ■ Enhancement of comprehensive plant automation, energy saving, and electrification ■ Expansion of Business in India (Smart meters)
Semiconductors	<ul style="list-style-type: none"> ■ Ongoing investment in production capacity increases (management of investment speed based on demand) ■ Consistent basis in R&D investments ■ Growth of Renewable Energy Area
Food and Beverage Distribution	<ul style="list-style-type: none"> ■ Growth in sales of new high-value-added products that contribute to customer value creation ■ Exploration of and enhancement of earnings power in restaurant, food product, distribution, and other new fields

**To be enthusiastic, ambitious
and sensitive 2026**

**Ongoing Improvement of
Corporate Value**

Adaptability, Imagination, and Creativity

Enthusiasm - The eagerness to contribute to society by creating new technologies and product

Ambition - The determination and spirit to set high goals and continuously pursue them

Sensitivity - The kindness to appreciate and care for our customers, colleagues and families

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