

1. Financial Performance

(1) Qualitative Information Regarding Consolidated Results of Operations

Under FY2026 Medium-Term Management Plan “To be enthusiastic, ambitious and sensitive 2026,” the three-year medium-term management plan slated to conclude with the fiscal year ending March 31, 2027, Fuji Electric is enacting the basic policy of further improvement of corporate value through management emphasizing profit. Based on this policy, the Company will work toward the improvement of profitability, the promotion of growth strategies, and the strengthening of management foundations to achieve profitable business growth and reinforce its management constitution. Furthermore, the Company reorganized its reportable segments in conjunction with the launch of the plan in order to better accommodate the plan’s growth strategies. This reorganization entailed transferring the equipment construction business to the Energy segment to strengthen system operations and reassigning the ED&C components business to the Industry segment to facilitate the generation of synergies with the factory automation components business.

In the nine months ended December 31, 2025, the outlook for the global economy remained opaque due to the impacts of the trade policies of the United States. At the same time, raw material prices surged due to a tight supply–demand balance. However, capital investment in the power, manufacturing, and data center sectors remained firm due to green transformation investments aimed at decarbonization and rising energy demand accompanying the spread of generative AI and digital technologies.

In this environment, Fuji Electric moved forward with initiatives to expand its reliable supply system for renewable energy and electricity in response to the growing energy demand while also bolstering its plant and system operations to cater to energy saving and electrification needs. In addition, enhancements to earnings power were pursued through digital technology-powered productivity improvements at production sites and efforts were made to build more resilient supply chains. The Company also continued augmenting production capacity of controlgears, power panels, transformers, and switchgears to respond to robust demand. Furthermore, a plan was enacted for conducting capital investment in relation to SiC power semiconductors in order to accommodate future market growth.

Due to these factors, increases were seen in the net sales of the plant, system, and IT solutions operations of the Energy and Industry segments, resulting in consolidated net sales in the nine months ended December 31, 2025 rising ¥60.0 billion, or 8%, year on year, to a new record high of ¥851.1 billion.

Profit was impacted by the increases to personal expenses that accompanied efforts to enhance human capital and higher prices for copper and silver. Conversely, overall profit was buoyed by the benefits of growth in plant and system demand. As a result, operating profit rose ¥5.6 billion year on year, to a new record high of ¥74.0 billion. In addition, ordinary profit increased ¥5.8 billion, reaching a new record high of ¥74.2 billion, due to the higher operating profit. Meanwhile, profit attributable to owners of parent decreased ¥6.9 billion, to ¥48.5 billion, because of the absence of the extraordinary income recorded in the previously equivalent period following the sale of certain investment securities.

Consolidated results of operations for the nine months ended December 31, 2025 were as follows.

	(¥ billion)		
	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Net sales	791.1	851.1	60.0
Operating profit	68.4	74.0	5.6
Ordinary profit	68.4	74.2	5.8
Profit attributable to owners of parent	55.4	48.5	(6.9)

Results of operations by reportable segment in the nine months ended December 31, 2025 were as follows.
(¥ billion)

	Nine months ended December 31, 2024		Nine months ended December 31, 2025		Change	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
Energy	234.0	20.3	261.1	33.1	27.1	12.8
Industry	288.8	17.1	321.3	19.7	32.4	2.6
Semiconductors	166.7	21.5	172.7	15.0	6.0	(6.6)
Food and Beverage Distribution	85.5	12.3	79.6	9.3	(5.9)	(3.0)
Others	41.6	2.4	42.5	2.5	0.9	0.1
Elimination and Corporate	(25.5)	(5.2)	(26.1)	(5.7)	(0.6)	(0.4)
Total	791.1	68.4	851.1	74.0	60.0	5.6

Energy

In the Energy segment, net sales and operating profit were up year on year primarily due to higher demand in the energy management business and the power supply and facility systems business.

- In the power generation business, net sales and operating results were up year on year as a result of the benefits of an increase in large-scale hydropower generation facility projects.
- In the energy management business, net sales and operating results were up year on year as a result of increases in storage battery system orders and in large-scale orders for substation equipment for power and industrial applications and power supply equipment for industrial applications.
- In the power supply and facility systems business, net sales and operating results were up year on year due to growth in demand from data centers.
- In the equipment construction business, net sales and operating results were up year on year due to an increase in large-scale orders, differences in profitability between projects, and the benefits of cost reduction activities.

Industry

In the Industry segment, net sales and operating profit were up year on year due to an increase in large-scale orders in the IT solutions business.

- In the factory automation components business, net sales were up year on year following growth in demand for measuring instruments, but operating results were unchanged from the previous equivalent period due to a decline in demand for low-voltage inverters.
- In the automation systems business, net sales were up year on year due to increased demand from the steel industry. Operating results, meanwhile, were down year on year because of a rise in expenses associated with large-scale projects.
- In the social solutions business, net sales and operating results were up year on year due to increases in demand for transportation systems.
- In the ED&C components business, net sales were up year on year because of a modest recovery in demand from finished machinery manufacturers while operating results were relatively unchanged year on year due to the impacts of higher material prices.
- In the IT solutions business, net sales and operating results were up year on year following growth in large-scale orders from the academic sector.

Semiconductors

- In the semiconductors business, net sales of industrial semiconductors were up year on year due to higher demand in China and beneficial foreign exchange influences. Meanwhile, net sales of automotive semiconductors were down due to reductions in demand for power semiconductors for electrified vehicles. Despite the growth in net sales of industrial semiconductors, operating results were down year on year due to the lower sales of automotive semiconductors, the rise in expenses for bolstering production capacity, and the increases in material costs.

Food and Beverage Distribution

- In the vending machine business, net sales and operating results were down year on year following declines in domestic vending machine demand.
- In the store distribution business, net sales and operating results were down year on year, despite increased demand for store fixtures accompanying a rise in convenience store renovations, as a result of the rebound from the special demand trend seen for automatic change dispensers that stemmed from the issuance of newly designed paper currency in Japan and contributed to performance in the previous equivalent period.

Note: Effective April 1, 2025, a reorganization was undertaken resulting in changes to the businesses included within the Energy and Industry reportable segments. Year-on-year comparisons use figures that have been restated to reflect these changes.