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## 1. Financial Performance

### (1) Qualitative Information Regarding Consolidated Results of Operations

#### Results of Operations in the Fiscal Year Ended March 31, 2026

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 fiscal year ended March 31, 2026, the outlook for the global economy remained opaque due to the impacts of the trade policies of the United States. At the same time, the prices of copper, silver, and other raw materials surged due to a tight supply–demand balance and an influx of investment. 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 systems 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 transformers, switchgears, controlgears, and power panels at domestic factories to respond to robust demand and began reinforcing production systems for catering to growing overseas data center 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 driven by the net sales of the energy management business and the power supply and facility systems business in the Energy segment and of the IT solutions business in the Industry segment, resulting in consolidated net sales in the fiscal year ended March 31, 2026 rising ¥104.2 billion, or 9%, year on year, to a new record high of ¥1,227.6 billion.

Profit was impacted by the increases to personnel expenses that accompanied efforts to enhance human capital as well as higher raw material prices, lower demand for automotive semiconductors, and the rebound from the special demand trend seen for automatic change dispensers that stemmed from the issuance of newly designed paper currency in Japan that impacted the Food and Beverage Distribution segment. Conversely, overall profit was buoyed by the benefits of growth in plant and system demand centered on the Energy segment. As a result, operating profit rose ¥19.0 billion year on year, to ¥136.6 billion. In addition, ordinary profit increased ¥20.6 billion, to ¥139.3 billion, due to the higher operating profit. Profit attributable to owners of parent also rose, increasing ¥5.8 billion, to ¥98.0 billion, due to the recording of gain on sale of investment securities under extraordinary income. The figures for all three of these profit items represented new record highs.

Consolidated results of operations for the fiscal year ended March 31, 2026 were as follows.

(¥ billion)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Change
Net sales	1,123.4	1,227.6	104.2
Operating profit	117.6	136.6	19.0
Ordinary profit	118.8	139.3	20.6
Profit attributable to owners of parent	92.2	98.0	5.8

Results of operations by reportable segment in the fiscal year ended March 31, 2026 were as follows.

(¥ billion)

	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026		Change	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
Energy	354.3	36.3	394.2	59.5	39.8	23.2
Industry	400.0	34.0	467.2	44.4	67.2	10.4
Semiconductors	236.8	37.1	237.4	23.5	0.6	(13.6)
Food and Beverage Distribution	111.5	13.9	108.0	13.1	(3.5)	(0.8)
Others	56.1	3.8	58.4	3.9	2.2	0.1
Elimination and Corporate	(35.4)	(7.3)	(37.5)	(7.8)	(2.1)	(0.5)
Total	1,123.4	117.6	1,227.6	136.6	104.2	19.0

## 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 were up year on year as a result of the benefits of an increase in large-scale hydropower generation facility projects. Operating results were also up due to the combined benefits of the higher net sales, the absence of the rise in expenses associated with thermal power and geothermal power projects recorded in the previous fiscal year, and differences in profitability between 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 and operating results were up year on year primarily

due to growth in demand for measuring instruments.

- In the automation systems business, net sales and operating results were up year on year due to increased demand from the steel industry.
- 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. Operating results were also up year on year, despite the impacts of higher material prices, due to the benefits of higher demand and product selling price revisions.
- 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 segment, net sales of industrial semiconductors were up year on year as a result of 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 and the impacts of the selling price revisions instituted in the previous fiscal year. Despite the growth in net sales of industrial semiconductors, operating results were down year on year due to the impacts of higher raw material prices, price competition for industrial semiconductors seen centered on the Chinese market, and the lower sales of automotive and the selling price revisions instituted in the previous fiscal year for these semiconductors.

#### **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 were up year on year while operating results were relatively unchanged from the previous fiscal year. This outcome was a result of the increase in demand for store fixtures seen accompanying a rise in convenience store renovations offsetting the impacts 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 fiscal year.

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.

## Forecasts for the Fiscal Year Ending March 31, 2027

Forecasts for consolidated business results in the fiscal year ending March 31, 2027 are as follows. Furthermore, the forecast assumes exchange rates of US\$1 = ¥150, €1 = ¥175, RMB1 = ¥21.9 for the fiscal year ending March 31, 2027

(Consolidated Business Results Forecasts)

(¥ billion)

	Fiscal year ended March 31, 2026 Results	Fiscal year ending March 31, 2027 Forecasts	Change
Net sales	1,227.6	1,275.0	47.4
Operating profit	136.6	142.5	5.9
Ordinary profit	139.3	143.0	3.7
Profit attributable to owners of parent	98.0	105.0	7.0

(Forecasts by Segment)

(¥ billion)

	Fiscal year ended March 31, 2026 Results		Fiscal year ending March 31, 2027 Forecasts		Change	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
Energy	396.4	59.5	455.0	71.0	58.6	11.5
Industry	465.0	44.4	454.0	48.0	(11.0)	3.6
Semiconductors	237.4	23.5	225.0	13.0	(12.4)	(10.5)
Food and Beverage Distribution	108.0	13.1	115.0	14.0	7.0	0.9
Others	58.4	3.9	60.0	3.9	1.6	0.0
Elimination and Corporate	(37.5)	(7.8)	(34.0)	(7.4)	3.5	0.4
Total	1,227.6	136.6	1,275.0	142.5	47.4	5.9

Effective April 1, 2026, a portion of the drive control system operations contained in the automation systems business of the Industry segment was transferred to the equipment construction business of the Energy segment. Figures for the fiscal year ended March 31, 2026 have been restated to reflect these changes.

## (2)Quantitative Information Regarding Consolidated Financial Position

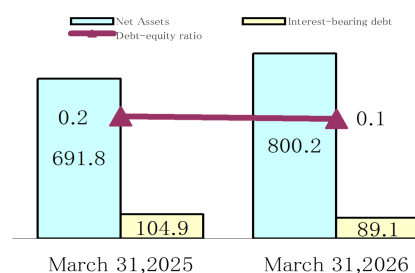
(Unit: Billion Yen, Times)

	As of March 31,2025	Proportion (%)	As of March 31,2026	Proportion (%)	Changes
Total assets	1,312.2	100.0	1,406.7	100.0	+94.5
Interest-bearing debt	104.9	8.0	89.1	6.3	(15.8)
Net assets	691.8	52.7	800.2	56.9	+108.4
Debt-equity ratio	0.2		0.1		(0.1)

\*Net assets = Total net assets - Non-controlling interests

\*Debt-equity ratio = Interest bearing debt / Net assets

(Unit: Billion Yen, Times)



Total assets on March 31, 2026 stood at ¥1,406.7 billion, an increase of ¥94.5 billion from the end of the previous fiscal year. Total current assets were up ¥65.2 billion primarily as a result of increases in accounts receivable-trade and inventories. Total non-current assets were up ¥29.3 billion due to an increase in retirement benefit asset and an increase resulted from valuation difference on available-for-sale securities.

Interest-bearing debt as of March 31, 2026 amounted to ¥89.1 billion, down ¥15.8 billion from the previous fiscal year-end due to repayments of lease obligations. Furthermore, net interest-bearing debt—interest-bearing debt net of cash and cash equivalents—decrease ¥23.0 billion from the previous fiscal year-end, amounting to ¥19.2 billion on March 31, 2026.

Net assets on March 31, 2026 were ¥842.9 billion, up ¥112.3 billion from the previous fiscal year-end. This outcome was primarily because of higher retained earnings. In addition, equity—total net assets net of non-controlling interests—was up ¥108.4 billion from the previous fiscal year-end, standing at ¥800.2 billion on March 31, 2026. The debt-to-equity ratio (interest-bearing debt ÷ equity) was 0.1 times, down 0.1 times from the previous fiscal year-end. Also, the net debt-to-equity ratio (net interest-bearing debt ÷ equity) was 0.0 times, down 0.1 times from the previous fiscal year-end.

(¥ billion)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Change
Net cash provided by (used in) operating activities	144.9	123.6	(21.4)
Net cash provided by (used in) investing activities	(63.4)	(72.6)	(9.2)
Free cash flow	81.5	51.0	(30.6)
Net cash provided by (used in) financing activities	(86.2)	(48.2)	38.1
Cash and cash equivalents at end of period	62.7	69.9	7.2

In the fiscal year ended March 31, 2026, consolidated free cash flow (net cash from operating activities + net cash from investing activities) was a positive ¥51.0 billion, a decrease of ¥30.6 billion compared with positive free cash flow of ¥81.5 billion in the previous fiscal year.

### Cash flows from operating activities

Net cash provided by operating activities was ¥123.6 billion, compared with net cash provided by operating activities of ¥144.9 billion in the previous fiscal year. Major factors increasing cash included the recording of profit before income taxes and increase in contract liabilities. Major factors decreasing cash included increase in accounts receivable-trade, and contract assets and increase in inventories.

This was a decrease in cash provided of ¥21.4 billion year on year.

### Cash flows from investing activities

Net cash used in investing activities was ¥72.6 billion, compared with net cash used in investing activities of ¥63.4 billion in the previous fiscal year. This outcome was primarily a result of the purchase of property, plant and equipment, which counteracted proceeds from sale of investment securities.

This was an increase in cash used of ¥9.2 billion year on year.

**Cash flows from financing activities**

Net cash used in financing activities was ¥48.2 billion, compared with net cash used in financing activities of ¥86.2 billion in the previous fiscal year. This was principally due to outflows for dividends paid and repayments of lease obligations.

As a result, consolidated cash and cash equivalents on March 31, 2026, amounted to ¥69.9 billion, up ¥7.2 billion from the previous fiscal year-end.

### **(3) Basic Policy Regarding Distribution of Earnings and Dividends for the Fiscal Year Ended March 31, 2026 and the Fiscal Year Ending March 31, 2027**

We intend to return profit gained through business activities to shareholders. At the same time—while strengthening our management foundation—we intend to appropriate profit for consolidated shareholders' equity in order to secure internal reserves for research and development, capital investment, development of human resources, and other uses reflecting a medium- to long-term viewpoint.

We will determine the amount of dividends to be paid from retained earnings in light of the above medium-to-long term business cycle; our policy of paying stable and continuous dividends; and a comprehensive evaluation of the business results from the relevant fiscal year, research and development and capital investment plans for future growth, and the operating environment.

We regard the acquisition of treasury stock as a flexible mechanism to supplement dividends from retained earnings when warranted by the cash flow position.

Based on a rigorous evaluation of performance during the fiscal year ended March 31, 2026, forecasted performance for the fiscal year ending March 31, 2027, and our financial position, we plan to pay a year-end dividend of ¥109 per share for the fiscal year ended March 31, 2026, which will make for an annual dividend of ¥200 per share, when including the interim dividend.

The Company intends to issue an interim dividend of ¥107 for the fiscal year ending March 31, 2027. We have not yet decided the year-end dividend to be issued for this fiscal year.

## **2. Basic Approach to the Selection of Accounting Standards**

The consolidated financial statements of Fuji Electric group have been prepared in conformity with accounting principles generally accepted in Japan. In regard to the application of IFRS, we will pay close attention to overseas sales ratio and domestic adoption trends and consider accordingly.

### 3. Consolidated Financial Statements and Main Notes

#### (1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current assets:		
Cash and deposits	63,542	70,931
Notes receivable - trade	12,718	10,181
Electronically recorded monetary claims - trade	61,894	55,642
Accounts receivable - trade	249,353	273,200
Contract assets	93,830	105,640
Merchandise and finished goods	84,472	98,282
Work in process	55,156	59,797
Raw materials and supplies	99,021	98,994
Other	57,083	68,092
Allowance for doubtful accounts	(10,401)	(8,920)
<b>Total Current assets</b>	<b>766,672</b>	<b>831,844</b>
Non-current assets:		
Net Property, plant and equipment		
Buildings and structures, net	113,893	117,300
Machinery, equipment and vehicles, net	105,853	101,530
Tools, furniture and fixtures, net	13,420	15,521
Land	36,019	36,313
Leased assets, net	25,367	13,917
Construction in progress	49,089	59,969
Other	3,430	4,312
<b>Total Property, plant and equipment</b>	<b>347,074</b>	<b>348,865</b>
Intangible assets	30,318	37,718
Investments and other assets		
Investment securities	108,713	120,733
Long-term loans receivable	3,948	3,681
Deferred tax assets	18,275	10,634
Retirement benefit asset	26,052	38,136
Other	14,679	19,161
Allowance for doubtful accounts	(3,627)	(4,154)
<b>Total Investments and other assets</b>	<b>168,042</b>	<b>188,194</b>
<b>Total Non-current assets</b>	<b>545,435</b>	<b>574,778</b>
Deferred assets	67	47
<b>Total Assets</b>	<b>1,312,175</b>	<b>1,406,669</b>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities:		
Notes and accounts payable - trade	192,834	190,893
Short-term borrowings	10,716	21,827
Lease liabilities	14,292	10,159
Accrued expenses	58,809	60,207
Income taxes payable	28,121	30,553
Contract liabilities	67,129	78,689
Provision for product warranties	3,706	3,276
Other	55,857	38,440
<b>Total Current liabilities</b>	<b>431,466</b>	<b>434,047</b>
Non-current liabilities:		
Bonds payable	30,000	30,000
Long-term borrowings	30,073	15,057
Lease liabilities	16,212	7,502
Deferred tax liabilities	916	1,137
Provision for retirement benefits for directors (and other officers)	95	126
Retirement benefit liability	66,797	60,775
Other	5,955	15,084
<b>Total Non-current liabilities</b>	<b>150,050</b>	<b>129,685</b>
<b>Total Liabilities</b>	<b>581,517</b>	<b>563,732</b>
<b>Net Assets</b>		
Shareholders' equity:		
Share capital	47,586	47,586
Capital surplus	64,573	63,784
Retained earnings	493,885	565,936
Treasury shares	(4,273)	(3,700)
<b>Total shareholders' equity</b>	<b>601,771</b>	<b>673,606</b>
Accumulated other comprehensive income:		
Valuation difference on available-for-sale securities	49,318	57,031
Deferred gains or losses on hedges	(2)	789
Foreign currency translation adjustment	40,046	54,737
Remeasurements of defined benefit plans	633	13,997
<b>Total Accumulated other comprehensive income</b>	<b>89,995</b>	<b>126,555</b>
<b>Non-controlling interests</b>	<b>38,891</b>	<b>42,775</b>
<b>Total Net assets</b>	<b>730,658</b>	<b>842,936</b>
<b>Total Liabilities and Net assets</b>	<b>1,312,175</b>	<b>1,406,669</b>

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

(Consolidated Statements of Income)

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
<b>Net sales</b>	1,123,407	1,227,595
<b>Cost of sales</b>	805,505	883,594
<b>Gross profit</b>	317,901	344,001
<b>Selling, general and administrative expenses</b>	200,254	207,380
<b>Operating profit</b>	117,646	136,620
<b>Non-operating income</b>		
Interest income	685	749
Dividend income	2,790	2,592
Equity in earnings of affiliates	1,065	1,528
Subsidy income	1,200	—
Foreign exchange gains	—	1,399
Other	1,528	1,866
<b>Total Non-operating income</b>	7,269	8,136
<b>Non-operating expenses</b>		
Interest expenses	3,335	3,067
Depreciation of inactive non-current assets	101	1,338
Business conversion expenses	190	—
Share exchange related expenses	727	—
Foreign exchange losses	1,126	—
Other	675	1,039
<b>Total Non-operating expenses</b>	6,156	5,446
<b>Ordinary profit</b>	118,759	139,310
<b>Extraordinary income</b>		
Gain on sale of non-current assets	132	1,456
Gain on sale of investment securities	16,644	4,127
Settlement income	3,000	—
<b>Total Extraordinary income</b>	19,777	5,584
<b>Extraordinary losses</b>		
Loss on disposal of non-current assets	987	1,347
Loss on valuation of investment securities	107	51
Impairment losses	—	2,947
Extra retirement payments	—	456
Settlement payments	3,780	—
<b>Total Extraordinary losses</b>	4,874	4,802
<b>Profit before income taxes</b>	133,661	140,091
<b>Income taxes-current</b>	41,750	40,801
<b>Income taxes-deferred</b>	(4,770)	(2,131)
<b>Income taxes</b>	36,980	38,670
<b>Profit</b>	96,681	101,421
<b>Profit attributable to non-controlling interests</b>	4,441	3,390
<b>Profit attributable to owners of parent</b>	92,239	98,030

## (Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
<b>Profit</b>	96,681	101,421
<b>Other comprehensive income</b>		
Valuation difference on available-for-sale securities	(5,432)	7,710
Deferred gains or losses on hedges	32	792
Foreign currency translation adjustments	2,253	16,239
Remeasurements of defined benefit plans	(832)	13,409
Share of other comprehensive income of associates accounted for using equity method	344	225
<b>Total other comprehensive Income</b>	<b>(3,634)</b>	<b>38,377</b>
<b>Comprehensive income</b>	<b>93,046</b>	<b>139,798</b>
Comprehensive income attributable to owners of parent	88,998	134,589
Comprehensive income attributable to non-controlling interests	4,048	5,209

### (3) Consolidated Statements of Changes in Net Assets

Year ended March 31, 2025

(Millions of yen)

	Shareholders' Equity				
	Share Capital	Capital surplus	Retained earnings	Treasury shares	Total Shareholders' Equity
<b>BALANCE AT APRIL 1, 2024</b>	47,586	45,954	423,135	(7,397)	509,278
Changes during the period					
Dividends of surplus			(21,424)		(21,424)
Profit attributable to owners of parent			92,239		92,239
Purchase of treasury shares				(2,340)	(2,340)
Disposal of treasury shares		2,077		262	2,340
Change by share exchanges		33,168		5,201	38,370
Change in scope of consolidation			(64)		(64)
Change in ownership interest of parent due to transactions with non-controlling interests		(16,627)			(16,627)
Net changes in items other than shareholders' equity					
Total changes during the period	—	18,619	70,750	3,123	92,492
<b>BALANCE AT MARCH 31, 2025</b>	47,586	64,573	493,885	(4,273)	601,771

	Accumulated other comprehensive income					Non-controlling interests	Net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
<b>BALANCE AT APRIL 1, 2024</b>	54,717	(35)	37,772	782	93,237	58,956	661,472
Changes during the period							
Dividends of surplus					—		(21,424)
Profit attributable to owners of parent					—		92,239
Purchase of treasury shares					—		(2,340)
Disposal of treasury shares					—		2,340
Change by share exchanges					—		38,370
Change in scope of consolidation					—		(64)
Change in ownership interest of parent due to transactions with non-controlling interests					—		(16,627)
Net changes in items other than shareholders' equity	(5,398)	32	2,273	(148)	(3,241)	(20,065)	(23,306)
Total changes during the period	(5,398)	32	2,273	(148)	(3,241)	(20,065)	69,186
<b>BALANCE AT MARCH 31, 2025</b>	49,318	(2)	40,046	633	89,995	38,891	730,658

Year ended March 31, 2026

(Millions of yen)

	Shareholders' Equity				
	Share Capital	Capital surplus	Retained earnings	Treasury shares	Total Shareholders' Equity
<b>BALANCE AT APRIL 1, 2025</b>	47,586	64,573	493,885	(4,273)	601,771
Changes during the period					
Dividends of surplus			(25,980)		(25,980)
Profit attributable to owners of parent			98,030		98,030
Purchase of treasury shares				(33)	(33)
Disposal of treasury shares		1		607	608
Change by share exchanges					—
Change in scope of consolidation					—
Change in ownership interest of parent due to transactions with non-controlling interests		(790)			(790)
Net changes in items other than shareholders' equity					
Total changes during the period	—	(788)	72,050	573	71,834
<b>BALANCE AT MARCH 31, 2026</b>	47,586	63,784	565,936	(3,700)	673,606

	Accumulated other comprehensive income					Non-controlling interests	Net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
<b>BALANCE AT APRIL 1, 2025</b>	49,318	(2)	40,046	633	89,995	38,891	730,658
Changes during the period							
Dividends of surplus					—		(25,980)
Profit attributable to owners of parent					—		98,030
Purchase of treasury shares					—		(33)
Disposal of treasury shares					—		608
Change by share exchanges					—		—
Change in scope of consolidation					—		—
Change in ownership interest of parent due to transactions with non-controlling interests					—		(790)
Net changes in items other than shareholders' equity	7,712	792	14,690	13,363	36,559	3,883	40,443
Total changes during the period	7,712	792	14,690	13,363	36,559	3,883	112,278
<b>BALANCE AT MARCH 31, 2026</b>	57,031	789	54,737	13,997	126,555	42,775	842,936

#### (4) Consolidated Statements of Cash Flows

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	133,661	140,091
Depreciation and amortization	57,341	61,778
Increase (decrease) in allowance for doubtful accounts	1,277	(1,714)
Increase (decrease) in provision for product warranties	986	(430)
Interest and dividend income	(3,475)	(3,342)
Interest expenses	3,335	3,067
Foreign exchange losses (gains)	(162)	(56)
Loss (gain) on sale of non-current assets	(132)	(1,456)
Loss (gain) on sale of investment securities	(16,644)	(4,127)
Loss (gain) on disposal of non-current assets	987	1,347
Loss (gain) on valuation of investment securities	107	51
Settlement payments	3,780	—
Settlement income	(3,000)	—
Impairment losses	—	2,947
Extra retirement payments	—	456
Decrease (increase) in accounts receivable - trade, and contract assets	11,770	(21,181)
Decrease (increase) in inventories	(11,670)	(11,583)
Increase (decrease) in trade payables	(14,999)	(3,581)
Increase (decrease) in contract liabilities	12,104	10,836
Other, net	128	(10,573)
Subtotal	175,395	162,529
Interest and dividends received	3,474	3,327
Interest paid	(3,286)	(3,063)
Income taxes paid	(33,662)	(38,774)
Settlement received	3,000	—
Extra retirement payments	—	(456)
Net cash provided by (used in) operating activities	144,920	123,562
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(76,748)	(70,534)
Proceeds from sale of property, plant and equipment	267	1,694
Purchase of intangible assets	(10,006)	(13,492)
Purchase of investment securities	(277)	(99)
Proceeds from sale of investment securities	18,492	4,325
Loan advances	(10,499)	(22,447)
Proceeds from collection of loans receivable	10,681	22,987
Other, net	4,705	4,959
Net cash provided by (used in) investing activities	(63,384)	(72,608)

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	(1,247)	(4,527)
Increase (decrease) in commercial papers	(36,000)	—
Proceeds from long-term loans borrowings	15,113	—
Repayments of long-term loans borrowings	(28,517)	(125)
Proceeds from issuance of bonds	10,000	—
Repayments of lease obligations	(20,675)	(15,405)
Proceeds from sale of treasury shares	2,407	1
Purchase of treasury shares	(2,340)	(33)
Purchase of treasury shares of subsidiaries	(20)	(13)
Dividends paid	(21,424)	(25,980)
Dividends paid to non-controlling interests	(3,542)	(1,301)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(787)
Net cash provided by (used in) financing activities	(86,246)	(48,174)
<b>Effect of exchange rate changes on cash and cash equivalents</b>	637	4,406
<b>Net increase (decrease) in cash and cash equivalents</b>	(4,073)	7,186
<b>Cash and cash equivalents at beginning of period</b>	65,543	62,675
<b>Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation</b>	1,205	—
<b>Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries</b>	—	11
<b>Cash and cash equivalents at end of year</b>	62,675	69,873

## (5) Notes to the Consolidated Financial Statements

(Notes Regarding Assumption of Going Concern)

None

(Significant Accounting Policies for Preparation of Consolidated Financial Statements)

### 1. Scope of Consolidation

#### (1) Number of consolidated subsidiaries

Number of consolidated subsidiaries 68 companies

(Name of major consolidated subsidiaries Fuji Electric FA Components & Systems Co., Ltd.)

#### (2) Names of major unconsolidated subsidiaries

Fuji Green Power Co., Ltd.

Reasons for exclusion from scope of consolidation

All of the unconsolidated subsidiaries are small in scale, and their combined total assets, net sales, profit (loss) (amount corresponding to equity interest), and retained earnings (amount corresponding to equity interest) do not have a material effect on the Company's consolidated financial statements.

### 2. Application of Equity Method

#### (1) Number of non-consolidated subsidiaries and affiliated companies accounted for using equity method and names of major entities accounted for using equity method

Number of non-consolidated subsidiaries accounted for using equity method. 2 companies

Fuji Furmanite Co., Ltd.

Fuji Electric E&C (Thailand) Co., Ltd.

Number of affiliated companies accounted for using equity method. 2 companies

METAWATER Co., Ltd.

METAWATER SERVICE Co., Ltd.

#### (2) The Company does not consolidate nor apply the equity method to subsidiaries or affiliates whose gross assets, net sales, profit (loss) and retained earnings are not significant to the consolidated financial statements. Investments in unconsolidated subsidiaries and affiliates are stated at cost.

### 3. Fiscal years of consolidated subsidiaries

The balance sheet date of certain consolidated subsidiaries is December 31 or January 31. In principle, the financial statements of such subsidiaries were tentatively prepared in accordance with the fiscal year of the Company, and those were consolidated.

### 4. Accounting Policies

#### (1) Basis and method for valuation of assets

##### ① Securities

##### i ) Other securities

Securities with quoted market price are stated at fair value. Unrealized gains and losses, net of taxes, are reported in a separate component of net assets.

Securities with no quoted market price are stated at cost determined by the moving-average method.

##### ② Inventories

##### i ) Merchandise and finished goods and Work in process

Finished goods and work in process are mainly stated at actual cost determined by accumulated production cost for contract items or average cost for regular production items, except that finished goods of certain consolidated subsidiaries are priced by the most recent purchase price method.

##### ii) Raw materials

Raw materials are mainly stated at cost, determined by the most recent purchase price method.

③ Derivatives

Derivatives are recognized as either assets or liabilities and measured at fair value.

(2) Depreciation method

① Tangible fixed assets (excluding leased assets)

Depreciation is computed by the straight-line method.

② Leased assets

Depreciation is computed by the straight-line method over the lease period assuming no residual value.

(3) Recognition criteria for provisions

① Allowance for Doubtful Accounts

The allowance for doubtful accounts is stated in amounts considered to be appropriate based on the Companies' past credit loss experience and an evaluation of potential losses in the receivables outstanding.

② Provision for retirement benefits for directors (and other officers)

For certain consolidated subsidiaries, provision for directors' retirement benefits were provided mainly at an amount to be required at the year-end according to internal regulations.

③ Provision for product warranties

To prepare for potential warranty costs, provision for product warranties is recorded based on the past occurrence of the defects and expected specific events.

(4) Retirement Benefits

① Method for period attribution of retirement benefit estimates

The retirement benefit obligation for employees is attributed to each period by the benefit formula method over the estimated years of service of the eligible employees.

② Method for amortization of actuarial gains and losses, and past service costs

Prior service costs are amortized by the straight-line method within the average remaining years of service of the employee participants. The actuarial gains and losses are amortized by the straight-line method within the average remaining years of service of the employee participants from the next period in which they arise, respectively.

(5) Recognition for Revenue and Costs

In accordance with the following five-step approach, the Companies recognize a transfer of a promised good or service to a customer as revenue in an amount which reflects the consideration expected to be entitled in exchange for the good or service.

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligations in the contract.

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the Companies satisfies a performance obligation

The Companies are engaged in a wide range of business activities, such as product development, production, sales, and services. The details of the main performance obligations related to revenues from the contracts with the customers in the main business and the normal time points to satisfy the performance obligations (normal time points to recognize revenues) are as follows.

① Sales of standard products

For the performance obligation, control of goods is transferred to a customer at a point in time.

For domestic sales, the Companies recognize revenue upon shipment because the period from shipment to transfer of control of goods to customer is the normal period. (Application of shipping standards) For domestic sales which do not apply shipping standards, the Companies recognize revenue upon delivery of goods to a customer.

For export transactions, the Companies recognize revenue upon delivery of goods to customer specified in trade terms.

② Sales of job-order production goods, contract works and rendering of services

For the performance obligation, the Companies apply the method that revenue is recognized over time

by measuring progress toward complete satisfaction of performance obligations (the cost-based input method is used in measuring the progress). The progress toward complete satisfaction of performance obligations is determined based on the ratio of costs incurred to the end of the fiscal year to the estimate of the total cost of the contract. In the case that progress cannot be reasonably estimated, the Companies recognize revenue under the cost recovery method only to the extent of the costs incurred that are expected to be recovered. For maintenance contracts, etc., in which services are rendered to customers evenly over the contract period, the Companies recognize revenue on a straight-line basis over the contract period. When an invoiced amount (right to invoice) directly corresponds to the consideration amount for the satisfied performance obligation, the Companies recognize revenue by the amount in which the invoice is entitled. Regarding estimates of progress toward complete satisfaction of performance obligations, the Companies apply a method that appropriately reflects the transfer of control and consistently apply it to similar performance obligations. In addition, the progress toward complete satisfaction of performance obligations is appropriately reviewed at the end of the fiscal year.

#### (6) Foreign Currency Financial Statements

All monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the exchange rates at the balance sheet date. The foreign exchange gains and losses from translation are recognized in the consolidated statements of income to the extent that they are not hedged by forward exchange contracts.

Assets, liabilities, and revenue and expense accounts of the foreign consolidated subsidiaries are translated into Japanese yen at the current exchange rate as of the balance sheet date except for shareholders' equity, which is translated at the historical rate. Differences arising from such translation are included in foreign currency translation adjustments and non-controlling interests in consolidated subsidiaries as a separate component of net assets.

#### (7) Hedging Activities

##### ① Methods of hedge accounting

In principle, deferred hedge accounting is applied. Deferral hedge accounting is used for forward exchange contracts and foreign currency swaps that meet the conditions for deferral hedge accounting.

##### ② Hedge instrument and hedged items

###### a. Hedge instrument.....foreign exchange forward contracts

Hedged items.....trade receivables and payables denominated in foreign currencies and forward contracts denominated in foreign currencies

###### b. Hedge instrument.....commodity swap

Hedged items.....Low materials

##### ③ Hedging Policies

The Companies enter into derivative financial instruments ("derivatives"), including foreign currency forward contracts to hedge foreign exchange risk associated with certain assets and liabilities denominated in foreign currencies.

In addition, the Companies enter into commodity swap agreements to hedge the risk of fluctuation of commodity prices for raw materials.

##### ④ Methods for hedge effectiveness evaluation

The Companies compare the market change of hedged items and hedging instruments or the cash flow changes. Assessment of effectiveness for hedging activities depends on the ratio of the amount of change.

#### (8) Amortization method and period for Goodwill

Goodwill resulting from the difference between the cost and the underlying net assets at the respective dates of acquisition are being amortized over a period of 5 or 10 years.

#### (9) Cash Equivalents

For the purpose of the consolidated statements of cash flows, the Companies consider all short-term, highly liquid instruments with a maturity of three months or less to be cash equivalents.

- (10) Other basic policies and important items for the preparation of consolidated financial statements  
The Company and some domestic consolidated subsidiaries apply the Group Tax Sharing System.

(Notes Regarding Changes in Presentation)

(Consolidated Balance Sheets)

"Electronically recorded monetary claims -trade", which was included in "Notes receivable - trade" under "Current assets" in the previous consolidated fiscal year, has been decided to disclose it separately from this consolidated fiscal year due the possibility that its materiality may increase.

As a result of this change, 74,613 million yen, which was disclosed "Notes receivable - trade" under "Current assets", has been reclassified to 12,718 million yen of "Notes receivable - trade" and 61,894 million yen of "Electronically recorded monetary claims -trade" in the Year ended March 31,2025.

(Notes Regarding Consolidated Balance Sheet)

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Accumulated depreciation of Property, Plant and Equipment	468,971	503,451

(Notes Regarding Consolidated Statement of Changes in Net Assets)

Year ended March 31, 2025

1. Shares issued and outstanding / Treasury stock

(Thousands of shares)

	As of March 31, 2024	Increase in the year	Decrease in the year	As of March 31, 2025
Shares outstanding:				
Common stock	149,296	—	—	149,296
Total	149,296	—	—	149,296
Treasury stock:				
Common stock *1, *2, *3	6,466	293	4,787	1,973
Total	6,466	293	4,787	1,973

Notes 1. The increase of 293 thousand shares in treasury stock of common stock was due to the increase of 291 thousand shares from the acquisition of performance-related share-based remuneration plan (Stock Beneficiaries' Trust) for directors and 2 thousand shares from the purchase of fractional shares.

2. The decrease of 4,787 thousand shares in treasury stock of common stock was due to the disposal of 4,495 thousand shares through Share Exchange, the decrease of 291 thousand shares by disposal to performance-related share-based remuneration plan (Stock Beneficiaries' Trust) for directors and 0 thousand from the sale of fractional shares.

3. The number of treasury stocks at the end of period includes 291 thousand shares held by the Stock Beneficiaries' Trust.

2. Share acquisition rights and Treasury share acquisition rights

None

3. Dividends

(1) Dividends paid

(Resolution)	Type of Shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Cut-off date	Effective date
Meeting of the Board of Directors on May 23, 2024	Common stock	10,712	75.0	March 31, 2024	June 5, 2024
Meeting of the Board of Directors on October 31, 2024	Common stock	10,712	75.0	September 30, 2024	December 4, 2024

(2) Dividends with the cut-off date in the year ended March 31, 2025 and effective date in the year ended March 31, 2026

(Resolution)	Type of Shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share (Yen)	Cut-off date	Effective date
Meeting of the Board of Directors on May 23, 2025	Common stock	12,547	Retained Earnings	85.0	March 31, 2025	June 5, 2025

Note: The total amount of dividends resolved at the Meeting of the Board of Directors scheduled on May 23, 2025 includes 24 million yen in dividends on the Company's shares held by the Stock Beneficiaries' Trust.

Year ended March 31, 2026

1. Shares issued and outstanding / Treasury stock

(Thousands of shares)

	As of March 31, 2025	Increase in the year	Decrease in the year	As of March 31, 2026
Shares outstanding:				
Common stock	149,296	—	—	149,296
Total	149,296	—	—	149,296
Treasury stock:				
Common stock *1, *2, *3	1,973	3	76	1,900
Total	1,973	3	76	1,900

Notes 1. The increase of 3 thousand shares in treasury stock of common stock was due to the purchase of fractional shares.

2. The decrease of 76 thousand shares in treasury stock of common stock was due to the delivery of 76 thousand shares to performance-related share-based remuneration plan (Stock Beneficiaries' Trust) for directors and 0 thousand from the sale of fractional shares.

3. The number of treasury stocks at the end of period includes 214 thousand shares held by the Stock Beneficiaries' Trust.

2. Share acquisition rights and Treasury share acquisition rights

None

3. Dividends

(1) Dividends paid

(Resolution)	Type of Shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Cut-off date	Effective date
Meeting of the Board of Directors on May 23, 2025	Common stock	12,547	85.0	March 31, 2025	June 5, 2025
Meeting of the Board of Directors on October 30, 2025	Common stock	13,432	91.0	September 30, 2025	December 3, 2025

(2) Dividends with the cut-off date in the year ended March 31, 2026 and effective date in the year ending March 31, 2027

(Resolution)	Type of Shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share (Yen)	Cut-off date	Effective date
Meeting of the Board of Directors on May 25, 2026 (Scheduled)	Common stock	16,089	Retained Earnings	109.0	March 31, 2026	June 9, 2026

Note: The total amount of dividends resolved at the Meeting of the Board of Directors scheduled on May 25, 2026 includes 23 million yen in dividends on the Company's shares held by the Stock Beneficiaries' Trust.

## (Segment information)

### 1. Outline of reporting segments

The Companies' reporting segments are components for which separate financial information is available and whose operating results are reviewed regularly by the Board of Directors of the Company in order to make decisions about resource allocation and to assess performance. The Company has business headquarters by products and services at its head office. The business headquarters prepare comprehensively global strategies related to their products and services and control their business activities.

Accordingly, the Companies have the following four reporting segments, principally based on the business headquarters that take into account the similarity of category and nature of products and services: Energy, Industry, Semiconductors and Food and Beverage Distribution. These segments consist of 2 or more business segments.

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.

Main products and services of each reporting segment consist of the following:

Reporting segments	Main products and services
Energy	Thermal power generation, geothermal power generation, hydroelectric power generation, fuel cells, nuclear power-related equipment, substation equipment, industrial power source, electricity storage systems, energy management systems, solar and wind power generation, uninterruptible power systems (UPSs), switchboards, electricity construction, air conditioning equipment construction
Industry	Inverters, motors, servo systems, power supply (small), measuring instruments, sensors, smart meters, controllers, HMI, drive control systems, measuring and control systems, FA system, transport systems, ship and harbor systems, radiation monitoring systems, power distribution and control equipment, ICT equipment and software
Semiconductors	Power semiconductors for industrial and vehicles
Food and Beverage Distribution	Beverage vending machines, vending machines for food and other goods, store equipment, currency handling equipment

### 2. Calculation method of net sales and profit or loss, on each reporting segment

The accounting policies applied by each reporting segment are consistent with those described in "Summary of Significant Accounting Policies."

Segment profit or loss presented in segment information is based on operating profit in the consolidated statements of income.

Intersegment sales and transfer are determined by market value.

### 3. Information on net sales and profit or loss by each reporting segment

Year ended March 31, 2025

(Millions of yen)

	Energy	Industry	Semiconductors	Food and Beverage Distribution	Others (*1)	Total	Adjustments (*2)	Consolidated (*3)
Net sales								
Sales to third parties	347,717	396,679	233,524	109,261	36,223	1,123,407	—	1,123,407
Inter-segment sales and transfers	6,619	3,353	3,263	2,235	19,924	35,396	(35,396)	—
Total sales	354,336	400,032	236,788	111,497	56,148	1,158,803	(35,396)	1,123,407
Segment profits (losses)	36,263	33,971	37,081	13,902	3,762	124,981	(7,334)	117,646

Notes: 1. Others segment consisted of business segments not attributable to reporting segments and included financial services, real estate operations, insurance agency services, travel agency services, printing and information services, etc.

2. The adjustments for segment information above were as follows:

Segment profit or loss	(Millions of yen)
Corporate expense*	(7,449)
Elimination of intersegment sales	114
Total	(7,334)

\* Corporate expense mainly consisted of administration cost of the Company.

3. Segment profits (losses) were reconciled to operating profit (loss) in the consolidated statements of income.

Year ended March 31, 2026

(Millions of yen)

	Energy	Industry	Semiconductors	Food and Beverage Distribution	Others (*1)	Total	Adjustments (*2)	Consolidated (*3)
Net sales								
Sales to third parties	385,260	464,353	234,253	105,573	38,154	1,227,595	—	1,227,595
Inter-segment sales and transfers	8,906	2,878	3,133	2,403	20,203	37,524	(37,524)	—
Total sales	394,167	467,232	237,386	107,976	58,357	1,265,120	(37,524)	1,227,595
Segment profits (losses)	59,506	44,383	23,520	13,132	3,865	144,407	(7,787)	136,620

Notes: 1. Others segment consisted of business segments not attributable to reporting segments and included financial services, real estate operations, insurance agency services, travel agency services, printing and information services, etc.

2. The adjustments for segment information above were as follows:

Segment profit or loss	(Millions of yen)
Corporate expense*	(7,955)
Elimination of intersegment sales	168
Total	(7,787)

\* Corporate expense mainly consisted of administration cost of the Company

3. Segment profits (losses) were reconciled to operating profit (loss) in the consolidated statements of income.

(Amounts Per Share)

(Yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Net assets per share	4,695.56	5,428.63
Profit per share	642.69	665.18

Note 1: Diluted profit per share in 2026 and 2025 is not disclosed because there is no potential common stock that has a dilutive effect.

2: 214 thousand shares of the Company's stock held by the Stock Beneficiaries' Trust are included in the treasury stock which is deducted from the number of shares issued and outstanding as of the end of the period when calculating net assets per share.

3: Profit per share is calculated based on the following:

Furthermore, 238 thousand shares of the Company's stock held by the Stock Beneficiaries' Trust are included the treasury stock which is deducted from the number of shares issued and outstanding as of the end of the period when calculating net income per share.

	Year ended March 31, 2025	Year ended March 31, 2026
Profit per share		
Profit attributable to owners of parent (Millions of Yen)	92,239	98,030
Amount not attributable to shareholders of common stock (Millions of Yen)	—	—
Profit attributable to shareholders of common stock of parent (Millions of Yen)	92,239	98,030
Average number of shares outstanding during the period (Thousands of shares)	143,520	147,374

## (Significant Subsequent Events)

### (Acquisition of Treasury Stock)

At the meeting of the Board of Directors of Fuji Electric Co.,Ltd. held on April 28, 2026, parameters for treasury stock acquisition were approved pursuant to Article 459 (1) of the Companies Act of Japan and Article 39 of the articles of incorporation of the Company.

#### 1. Reason for Parameters for Treasury Stock Acquisition

The following parameters for the treasury stock acquisition were decided for the purpose of facilitating the flexible acquisition of treasury stock based on strategic investment opportunities and on the Company's financial position and share price as part of the efforts to improve capital efficiency and implement capital policies as appropriate given the operating environment.

#### 2. Parameters for Treasury Stock Acquisition

(1) Type of shares to be acquired	Common shares
(2) Upper limit for share acquisition	2,500 thousand shares (1.7% of number of shares issued [excluding treasury stock])
(3) Upper limit for acquisition amount	21,000 million yen
(4) Acquisition period	May 1, 2026 – March 31, 2027
(5) Acquisition method	Planned Market purchases based on a discretionary dealing contract through Tokyo Stock Exchange

#### 4. Supplemental Consolidated Financial Materials

(Billions of yen)

(% indicate changes from the same period of the previous fiscal year.)

##### (1) Financial Summary

	FY2024		FY2025		FY2026 (Forecast)	
		%		%		%
Net sales	1,123.4	101.8%	1,227.6	109.3%	1,275.0	103.9%
Operating profit	117.6	110.9%	136.6	116.1%	142.5	104.3%
Ordinary profit	118.8	110.1%	139.3	117.3%	143.0	102.6%
Profit attributable to owners of parent	92.2	122.4%	98.0	106.3%	105.0	107.1%

##### (2) Number of Consolidated Subsidiaries

	FY2024	FY2025	FY2026 (Forecast)
Number of consolidated subsidiaries	68	68	67
Japan	19	19	19
Overseas	49	49	48
Number of equity-method subsidiaries and affiliates	4	4	4

##### (3) Profit Per Share

	FY2024	FY2025	FY2026 (Forecast)
Profit per share (Yen)	642.69	665.18	712.36

##### (4) Average Exchange Rates (Yen)

	FY2024	FY2025	FY2026 (Forecast)
U S \$	152.58	150.77	150.00
E U R O	163.75	174.79	175.00
R M B	21.10	21.25	21.90

##### (5) Net Sales by Reporting Segment

	FY2024		FY2025	
		%		%
Energy	354.3	-	394.2	111.2%
Industry	400.0	-	467.2	116.8%
Semiconductors	236.8	-	237.4	100.3%
Food and Beverage Distribution	111.5	-	108.0	96.8%
Others	56.1	-	58.4	103.9%
Subtotal	1,158.8	-	1,265.1	109.2%
Elimination	(35.4)	-	(37.5)	-
Total	1,123.4	101.8%	1,227.6	109.3%

	FY2024		FY2025		FY2026 (Forecast)	
		%		%		%
Energy	-	-	396.4	-	455.0	114.8%
Industry	-	-	465.0	-	454.0	97.6%
Semiconductors	-	-	237.4	-	225.0	94.8%
Food and Beverage Distribution	-	-	108.0	-	115.0	106.5%
Others	-	-	58.4	-	60.0	102.8%
Subtotal	-	-	1,265.1	-	1,309.0	103.5%
Elimination	-	-	(37.5)	-	(34.0)	-
Total	-	-	1,227.6	109.3%	1,275.0	103.9%

**(6) Operating Profit(Loss) by Reporting Segments**

	FY2024		FY2025	
		%		%
Energy	36.3	-	59.5	164.1%
Industry	34.0	-	44.4	130.6%
Semiconductors	37.1	-	23.5	63.4%
Food and Beverage Distribution	13.9	-	13.1	94.5%
Others	3.8	-	3.9	102.7%
Subtotal	125.0	-	144.4	115.5%
Elimination	(7.3)	-	(7.8)	-
Total	117.6	110.9%	136.6	116.1%

	FY2024		FY2025	
		%		%
Energy	-	-	59.5	-
Industry	-	-	44.4	-
Semiconductors	-	-	23.5	-
Food and Beverage Distribution	-	-	13.1	-
Others	-	-	3.9	-
Subtotal	-	-	144.4	-
Elimination	-	-	(7.8)	-
Total	-	-	136.6	116.1%

FY2026 (Forecast)	
	%
71.0	119.3%
48.0	108.1%
13.0	55.3%
14.0	106.6%
3.9	100.9%
149.9	103.8%
(7.4)	-
142.5	104.3%

**(7) Net Overseas Sales**

	FY2024		FY2025	
		%		%
Asia (except for India and China)	113.0	80.8%	124.5	110.2%
India	28.5	120.3%	31.1	109.2%
China	98.9	102.6%	112.1	113.4%
Europe	40.2	102.6%	42.1	104.6%
Americas	44.9	134.3%	35.0	77.9%
Total	325.5	97.9%	344.8	105.9%

FY2026 (Forecast)	
	%
163.4	131.2%
35.7	114.9%
103.2	92.0%
30.3	72.0%
31.2	89.2%
363.9	105.5%

**(8) R&D Expenditures**

	FY2024		F2025	
		%		%
Energy	7.9	-	8.6	108.4%
Industry	12.3	-	12.2	98.8%
Semiconductors	13.4	-	14.2	105.4%
Food and Beverage Distribution	4.1	-	4.0	96.3%
Others	0.0	-	0.0	-
Total	37.8	104.9%	38.9	102.9%
Ratio to net sales (%)	3.4%	-	3.2%	-

	FY2024		F2025	
		%		%
Energy	-	-	8.6	-
Industry	-	-	12.2	-
Semiconductors	-	-	14.2	-
Food and Beverage Distribution	-	-	4.0	-
Others	-	-	0.0	-
Total	-	-	38.9	102.9%
Ratio to net sales (%)	-	-	3.2%	-

FY2026 (Forecast)	
	%
9.6	112.5%
13.5	110.9%
14.5	102.4%
3.9	99.0%
0.0	-
41.6	106.9%
3.3%	-

**(9) Plant and Equipment Investment (Including Leases)**

	FY2024		F2025	
		%		%
Energy	5.3	-	8.0	149.8%
Industry	10.9	-	10.0	92.0%
Semiconductors	64.4	-	34.9	54.2%
Food and Beverage Distribution	2.3	-	1.8	78.6%
Others	2.3	-	2.0	88.4%
Total	85.2	124.7%	56.7	66.6%
(Leases)	0.7	43.1%	0.3	46.8%

Note: Leases are included in total plant and equipment investment.

	FY2024		F2025	
		%		%
Energy	-	-	8.0	-
Industry	-	-	10.0	-
Semiconductors	-	-	34.9	-
Food and Beverage Distribution	-	-	1.8	-
Others	-	-	2.0	-
Total	-	-	56.7	66.6%
(Leases)	-	-	0.3	46.8%

Note: Leases are included in total plant and equipment investment.

FY2026 (Forecast)	
	%
18.2	228.0%
14.6	145.4%
20.3	58.3%
2.2	119.4%
0.8	39.8%
56.0	98.8%
0.2	79.1%

**(10) Depreciation, Leases Paid**

	FY2024		F2025	
		%		%
Energy	4.0	-	4.8	117.8%
Industry	9.3	-	9.9	106.8%
Semiconductors	36.4	-	37.7	103.5%
Food and Beverage Distribution	1.9	-	1.9	98.9%
Others	0.9	-	1.0	112.7%
Total	52.6	111.5%	55.3	105.2%
(Leases)	0.7	81.4%	0.6	82.2%

	FY2024		F2025	
		%		%
Energy	-	-	4.8	-
Industry	-	-	9.9	-
Semiconductors	-	-	37.7	-
Food and Beverage Distribution	-	-	1.9	-
Others	-	-	1.0	-
Total	-	-	55.3	105.2%
(Leases)	-	-	0.6	82.2%

FY2026 (Forecast)	
	%
5.6	116.7%
10.7	107.9%
38.2	101.4%
2.0	106.3%
1.1	104.6%
57.6	104.1%
0.3	48.4%

**(11) Number of Employees**

	FY2024	F2025
Energy	6,853	6,965
Industry	10,961	10,856
Semiconductors	6,198	5,822
Food and Beverage Distribution	1,860	1,825
Others	1,519	1,487
Total	27,391	26,955
Japan	17,368	17,347
Overseas	10,023	9,608

	FY2024	F2025
Energy	-	7,019
Industry	-	10,802
Semiconductors	-	5,822
Food and Beverage Distribution	-	1,825
Others	-	1,487
Total	-	26,955
Japan	-	17,347
Overseas	-	9,608

FY2026 (Forecast)	
7,837	
10,868	
5,690	
1,799	
1,508	
27,702	
17,575	
10,127	