

Consolidated Financial Results for 3Q FY2025

Fuji Electric Co., Ltd.
January 29, 2026

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Good afternoon.

I am Miyoshi of the Corporate Management Planning Headquarters.

Thank you for attending the Third Quarter Results Briefing for Fuji Electric.

■ Financial Results in Nine-Months Period Ended December 31, 2025 (YoY Comparison)

Net Sales

851.1 billion yen
(+ 60.0 billion yen)

Operating Profit

74.0 billion yen
(+ 5.6 billion yen)

Operating Profit Ratio

8.7%
(0.0%)

- New record highs for net sales, operating profit, and ordinary profit
Performance driven by Energy and Industry segments

■ Financial Results Forecasts for Fiscal Year Ending March 31, 2026 (in Comparison to Forecast Announced on October 30, 2025)

Net Sales

1,185.0 billion yen
(± 0 billion yen)

Operating Profit

128.5 billion yen
(± 0 billion yen)

Operating Profit Ratio

10.8 %
(± 0.0%)

Profit Attributable to Owners of Parent

89.0 billion yen
(± 0 billion yen)

- No revision to consolidated forecasts for full-year performance
Revisions to operating results forecasts by segment
Continuation of strong performance in Energy segment

The general overview of Third Quarter Results is that the Energy and Industry segments continue to drive financial results, as we discussed during the Interim Results Briefing in October.

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New record highs for net sales, operating profit, and ordinary profit

	(Billion yen)		
	FY2024	FY2025	Change
Net Sales	791.1	851.1	60.0
Operating Profit (Operating Profit Ratio)	68.4 (8.7%)	74.0 (8.7%)	5.6 (0.0%)
Ordinary Profit	68.4	74.2	5.8
Extraordinary Profit	16.2	-0.5	-16.7
Profit Before Income Taxes	84.6	73.7	-10.8
Profit Taxes	25.4	23.0	-2.4
Profit Attributable to Non-controlling Interests	3.8	2.2	-1.6
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent)	55.4 (7.0%)	48.5 (5.7%)	-6.9 (-1.3%)

Change of Net Sales	
Gain on translation of earnings of overseas subsidiaries	+4.8
Demand Increase	+55.2
Change of Non-operating Profit	
Net interest expense	FY 2024 0.3 (-0.5 → -0.2)
Foreign exchange gain	FY 2025 0.4 (0.1 → 0.5)
Others	-0.4 (0.3 → -0.1)
	0.2 (-0.1 → 0.2)
Change of Extraordinary Profit	
Gain on sales of investment securities	-16.6 (16.6 → 0.1)
Others	-0.1 (-0.4 → -0.5)
	-16.7 (16.2 → -0.5)

(Period-End Rate : End of December) (Yen)			
US\$	158.18	156.56	-1.62
EURO	164.92	184.33	19.41
RMB	21.67	22.36	0.69

(Average Exchange Rate) (Yen)			
US\$	152.57	148.74	-3.83
EURO	164.83	171.83	7.00
RMB	21.15	20.78	-0.37

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This is a summary of consolidated financial results for the First through Third Quarters, on a year-on-year basis.

Net Sales, Operating Profit, and Ordinary Profit all reached record highs.

Net Sales were up 60 billion yen YoY to 851.1 billion. The increase includes 4.8 billion yen of gains on translation of overseas subsidiary earnings. The increase due to underlying growth in demand was 55.2 billion yen.

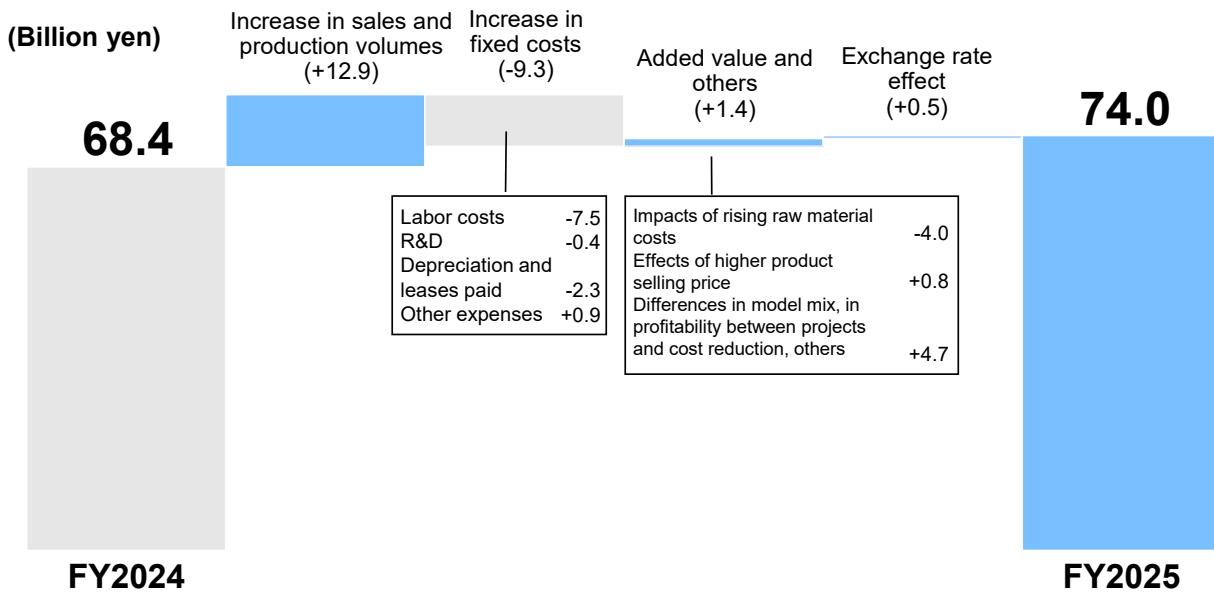
Operating Profit was up 5.6 billion yen YoY to 74.0 billion yen. We will look at factors behind movement in Operating Profit on the next page.

Ordinary Profit was up 5.8 billion yen YoY to 74.2 billion yen, owing to forex gains booked to non-operating gains and losses.

Extraordinary gains/losses were down 16.7 billion yen YoY mainly due to a 16.6 billion yen decline in gains on the sale of investment securities recorded in the previous year.

Net profit was down 6.9 billion yen YoY to 48.5 billion yen, owing to the movement in extraordinary gains and losses.

Higher profit, despite impacts of increased fixed costs and raw material costs, due to benefits of growth in sales and production volumes, profitability differences between models, and cost reductions



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We will now look at factors behind the movement in Operating Profit.

On the negative side was a 9.3 billion yen increase in costs related to future growth investment, including labor costs. There was also a 4 billion yen drag from rising raw material costs, shown under added value and others.

The higher raw material costs had a particularly pronounced effect on ED&C Components in the Industry segment and the Semiconductors segment.

However, higher sales and production volumes offset the increased costs and deterioration in the external environment, while differences in model mix and between projects lifted profit alongside cost reductions. As a result, Operating Profit reached 74 billion yen.

Of the 12.9 billion yen increase in sales and production volume, over 8 billion related to the Energy segment and over 4 billion to Industry, with both segments making a significant contribution.

Higher net sales and profit driven by Energy and Industry segments

(Billion yen)	9 months FY2024 Results			9 months FY2025 Results			Change			
	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio	
Energy	234.0	20.3	8.7%	261.1	33.1	12.7%	27.1	+0.1*	12.8	4.0%
Industry	288.8	17.1	5.9%	321.3	19.7	6.1%	32.4	+0.1*	2.6	0.2%
Semiconductors	166.7	21.5	12.9%	172.7	15.0	8.7%	6.0	+0.3*	-6.6	-4.2%
Food and Beverage Distribution	85.5	12.3	14.4%	79.6	9.3	11.7%	-5.9	-3.0	-2.7%	
Others	41.6	2.4	5.8%	42.5	2.5	6.0%	0.9	0.1	0.1%	
Elimination and Corporate	-25.5	-5.2	-	-26.1	-5.7	-	-0.6	-0.4	-	
Total	791.1	68.4	8.7%	851.1	74.0	8.7%	60.0	+0.5*	5.6	0.0%

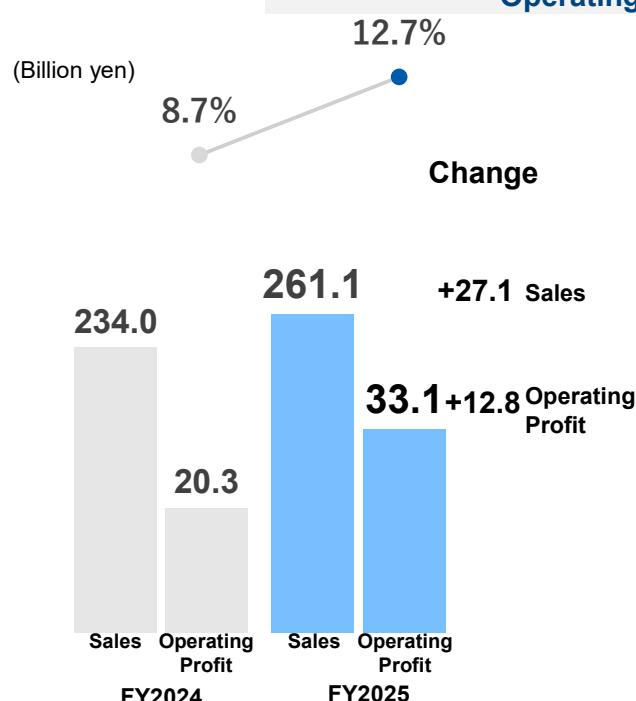
* Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

*Exchange rate effect

This is an overview across segments. The Energy and Industry segments drove both Net Sales and Operating Profit in the third quarter.

The Energy segment in particular generated an Operating Profit Ratio of 12.7% for the three quarters, a four point improvement over the prior year.

Energy



**Higher net sales and operating result
Operating profit ratio improved by 4pts**

Power Generation	Higher net sales and operating results (Net Sales Increased by 5%) Increase in net sales and operating results as a result of the benefits of an increase in large-scale hydropower generation facility projects.
Energy Management	Higher net sales and operating results (Net Sales Increased by 25%) Increase in net sales and operating results 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.
Power Supply and Facility Systems	Higher net sales and operating results (Net Sales Increased by 9%) Increase in net sales and operating results due to growth in demand from data centers.
Equipment Construction	Higher net sales and operating results (Net Sales Increased by 9%) Increase in net sales and operating results due to an increase in large-scale orders, differences in profitability between projects, and the benefits of cost reduction activities.

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

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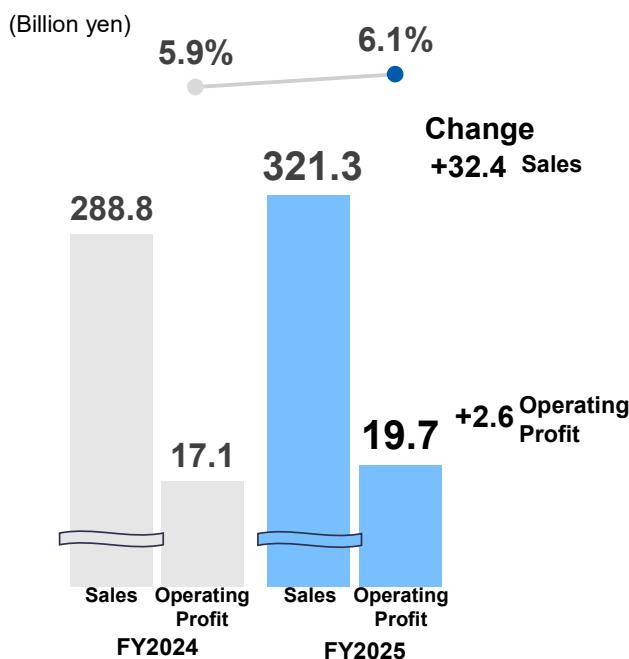
In the Energy segment, Net Sales were up 27.1 billion yen YoY, and Operating Profit was up 12.8 billion yen. Sales and profit were up across all subsegments. In Power Generation, sales and profit were up on large hydropower generation facility projects.

In Energy Management, sales and profit were up sharply for both storage battery systems and substation equipment, driving the Energy segment overall.

In Power Supply and Facility Systems, demand for use in data centers remained brisk, driving sales and profit growth. In Equipment Construction, both sales and profit remained in an uptrend.

Industry

Higher net sales and operating profit, driven by IT Solutions and Social Solutions



Factory Automation Components	Higher net sales while operating results unchanged (Net Sales Increased by 1%) Increase in net sales following growth in demand for measuring instruments, but operating results were unchanged due to a decline in demand for low-voltage inverters.
Automation Systems	Higher net sales but operating results worsened (Net Sales Increased by 4%) Increase in net sales due to increased demand from the steel industry. Decrease in operating results because of a rise in expenses associated with large-scale projects.
Social Solutions	Higher net sales and operating results (Net Sales Increased by 19%) Increase in net sales and operating results due to increases in demand for transportation systems.
ED&C Components	Higher net sales while operating results unchanged (Net Sales Increased by 4%) Increase in net sales because of a modest recovery in demand from finished machinery manufacturers while operating results were relatively unchanged due to the impacts of higher material prices.
IT Solutions	Higher net sales and operating results (Net Sales Increased by 37%) Increase in net sales and operating results following growth in large-scale orders from the academic sector.

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

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In the Industry segment, net sales were up 32.4 billion yen YoY and Operating Profit was up 2.6 billion yen YoY.

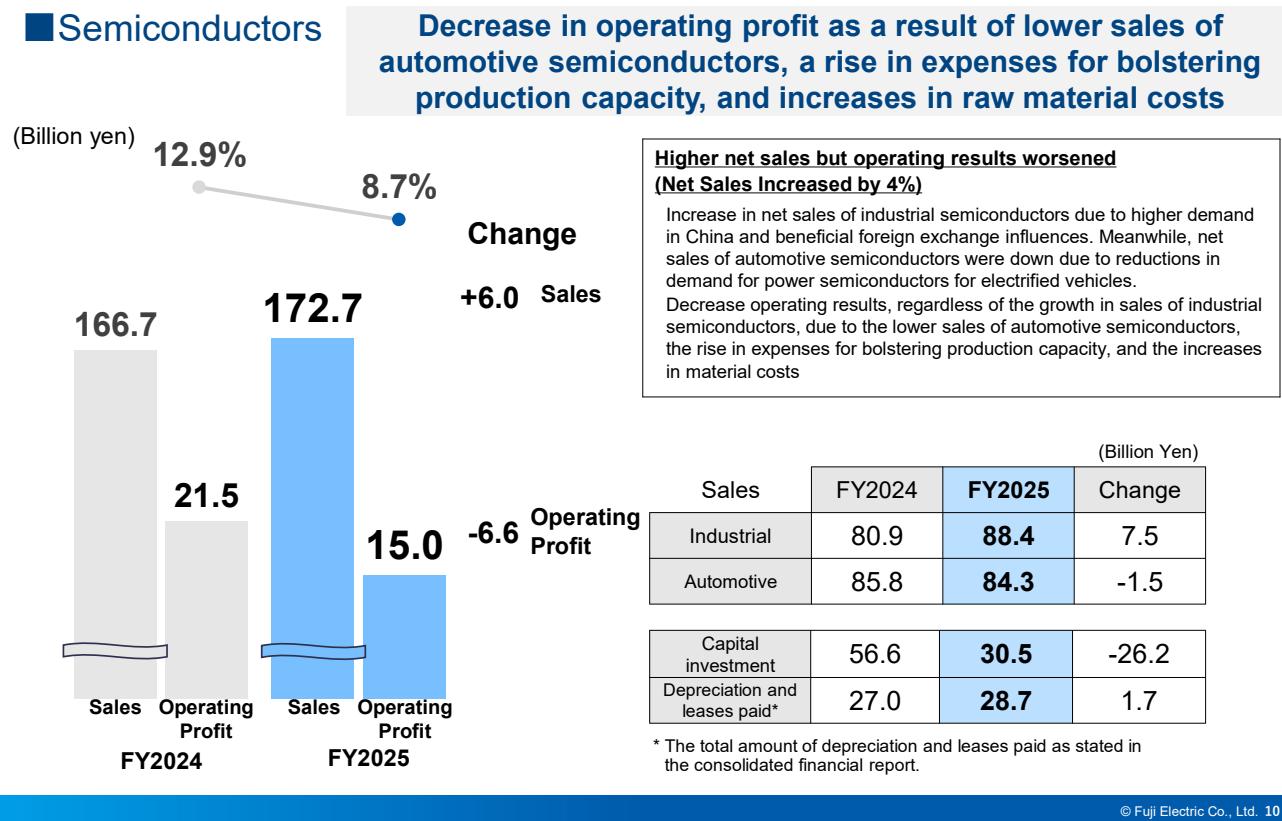
In IT Solutions, sales and profit were both up, driven by large education projects linked to the government-run GIGA School Program.

In Social Solutions, sales and profit were up on higher demand for railway rolling stock.

In Factory Automation Components, demand rose for measuring instruments, but low-voltage inverters remained weak. As a result, sales were up slightly, while operating profit was flat YoY.

In Automation systems, sales were up on solid demand for plant system projects, mainly in the steel industry, but operating profit was below the prior year owing to rising costs on large projects, as noted at Interim results.

For ED&C Components, sales rose on a moderate recovery in demand from finished machinery manufacturers, but operating profit was flat YoY as higher sales could not offset surging raw materials costs.



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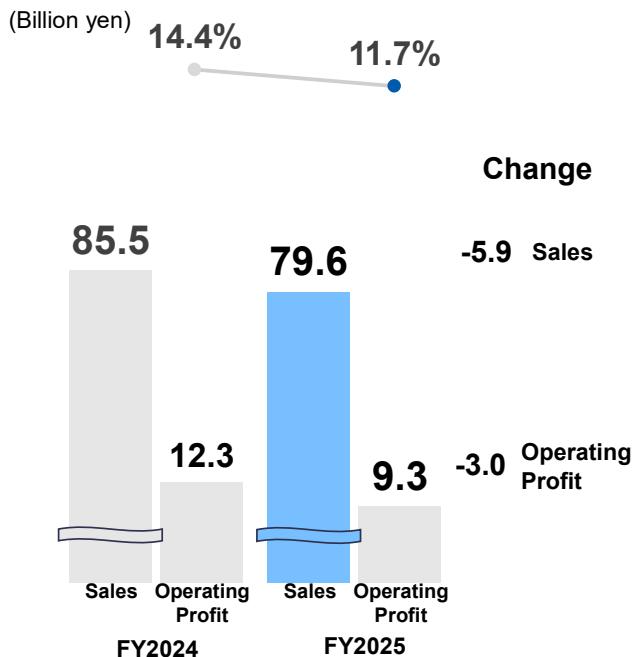
In the Semiconductors segment, sales were up 6 billion yen YoY, but Operating Profit was down 6.6 billion yen YoY.

In the Automotive business, sales declined on falling demand for use in EVs. Profit also fell on a combination of higher depreciation costs caused by production capacity investment, and surging raw material prices.

In the Industrial business, sales were up YoY thanks to higher demand in China and favorable forex impact.

Food and Beverage Distribution

Lower net sales and operating profit, impacted by a
reactionary decline from last year's special demand.
Firm demand for store fixtures



Vending Machines	<u>Lower net sales and operating results</u> <u>(Net Sales Decreased by 14%)</u> Decrease in net sales and operating results following declines in domestic vending machine demand.
Store Distribution	<u>Lower net sales and operating results</u> <u>(Net Sales Decreased by 1%)</u> Decrease in net sales and operating results, 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.

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In the Food and Beverage Distribution segment, net sales were down 5.9 billion YoY and Operating Profit was down 3 billion yen YoY.

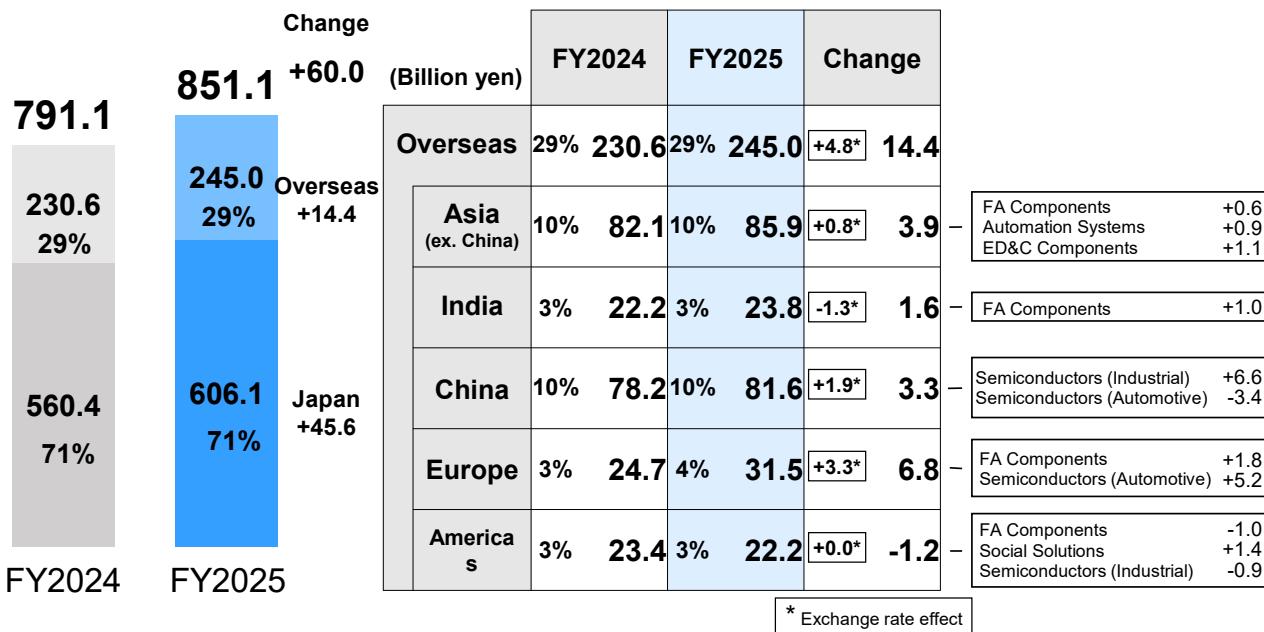
This owed to the drop-out of special demand related to the new banknotes issued in the previous year. However, excluding this special demand, both sales and profit continued to rise in underlying terms.

In Vending Machines, a decline in domestic vending machine demand caused both sales and operating profit to fall YoY.

In Store Distribution, demand was firm for store fixtures for use in convenience stores, but this was unable to offset the decline in the Vending Machines division and the drop-out of prior-year special demand.

As a result, sales were down for the segment overall.

Higher domestic sales due to strong demand in Energy and Industry segments
Increase in overseas sales of factory automation components in Industry segment and industrial semiconductors in Semiconductors segment



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

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We will now look at Net sales for the first three quarters for Japan and each overseas region.

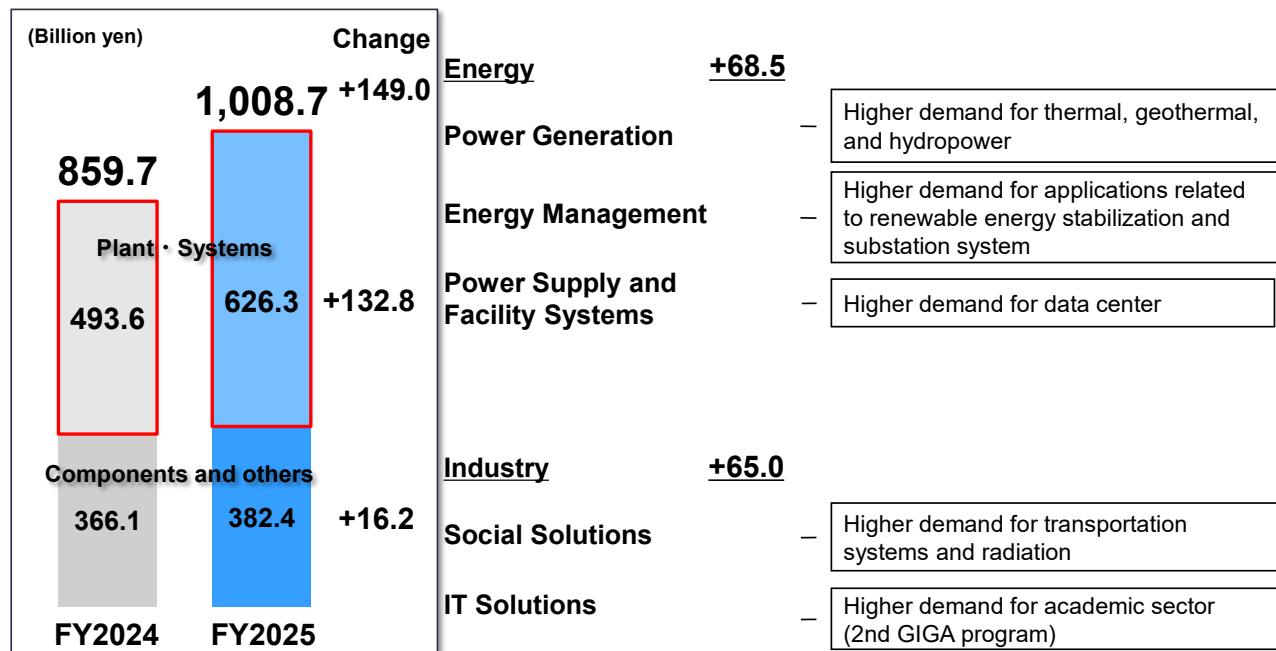
In Japan, sales rose on firm demand in the Energy and Industry segments.

Japan sales were up 45.6 billion yen YoY. Overseas sales were up 14.4 billion yen YoY, including 4.8 billion yen from forex. The underlying demand-driven increase in sales was around 10 billion yen YoY.

In Overseas markets, sales growth was driven by FA Components within the Industry segment, and Industrial business within the Semiconductors segment.

By Overseas region, Sales were down 1.2 billion yen YoY in the Americas, partly owing to policy developments. Performance differed between segments for other regions, but in general growth was led by FA Components and industrial business in Semiconductors segment.

Continuation of strong performance in plant and system operations for Energy and Industry segments



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

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This slide shows orders received for the three quarters.

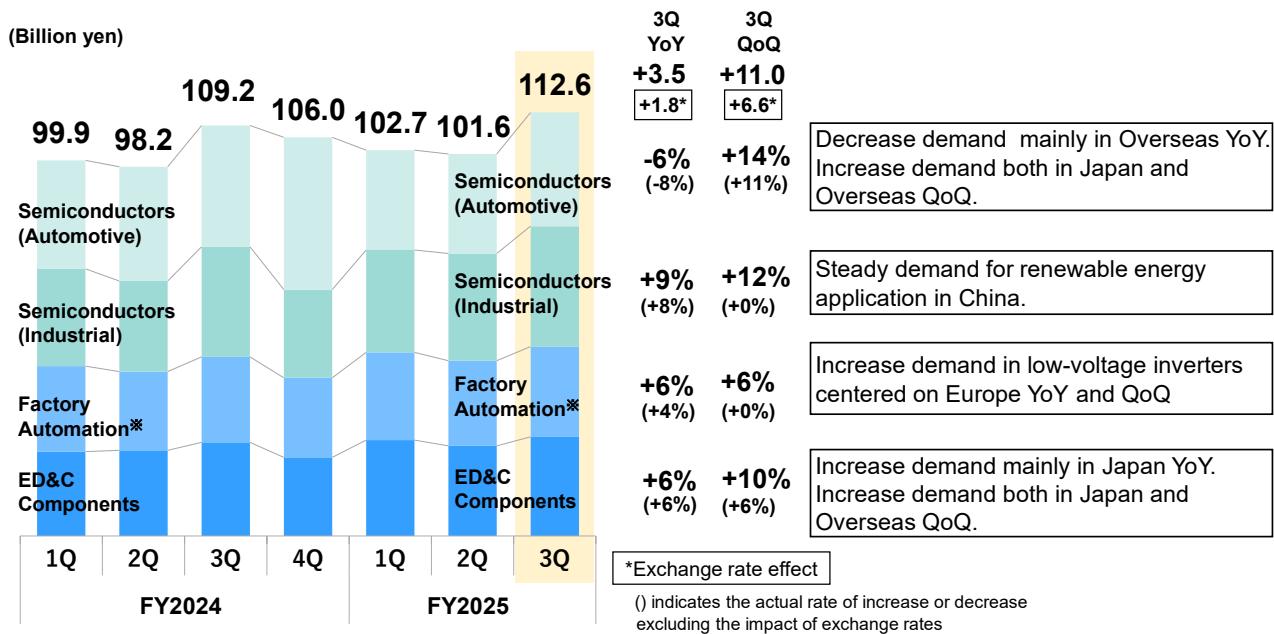
Demand remains strong for plant systems in Energy and Industry. Orders overall were up 149 billion yen YoY to 1,008.7 billion yen.

Plant system orders were up 132.8 billion yen YoY.

Energy segment orders were up 68.5 billion yen YoY, mainly on growth for power generation, energy management, and power supply and facility systems.

Industry segment orders were up 65 billion yen YoY, mainly driven by education applications within IT Solutions, and remained strong.

Higer Demand YoY/ QoQ but recovery remains gradual



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

※ The definition of factory automation components are low-voltage inverters, industrial motors, and measuring instruments.

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We will next look at orders for major components.

Orders for components (for Factory Automation, ED&C Components, and Semiconductors) in the third quarter were 112.6 billion yen. This is the highest for a single quarter since the first quarter in fiscal 2024. Orders are in a gradual recovery, albeit without a sharp improvement.

Momentum varied slightly between segments. Demand was down YoY in Automotive Semiconductors, mainly in overseas markets. Demand was up quarter-on-quarter both overseas and in Japan.

In Industrial Semiconductors, YoY demand momentum was firm, mainly for renewable energy applications in China.

In Factory Automation, demand was up both YoY and versus 2Q, mainly in Europe. For ED&C components, demand was up YoY, mainly in Japan. In quarter-on-quarter terms, demand was up both in Japan and overseas.

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Total assets up as an increase in inventories supported by favorable performance in plant and system operations and an increase resulted from valuation difference on available-for-sale securities counteracted the decrease in accounts receivable-trade

Assets	3/31/25	12/31/25	Change
Cash and deposit	63.5	70.3	6.8
Notes and account receivables-trade, Contract assets	417.8	375.0	-42.8
Inventories	238.7	270.3	31.6
Other current assets	46.7	74.3	27.6
Total current assets	766.7	789.9	23.2
Property, plant and equipment	347.1	352.2	5.2
Intangible assets	30.3	35.8	5.4
Investments and other assets	168.0	201.2	33.2
Total long-term assets	545.4	589.2	43.8
Deferred assets	0.1	0.1	-0.0
Total assets	1,312.2	1,379.2	67.0
Equity ratio	52.7%	54.6%	1.8%
Net interest-bearing debt ^{※1}	42.2	57.6	15.4
Net D/E ratio(times) ^{※2}	0.1	0.1	0.0

Liabilities and Net Assets	3/31/25	12/31/25	Change	(Billion yen)
Notes and account payables-trade	192.8	180.3	-12.6	
Interest-bearing debts	104.9	127.0	22.1	
Other liabilities	283.8	278.4	-5.4	
Total liabilities	581.5	585.7	4.2	
Share capital	47.6	47.6	-	
Capital surplus	64.6	63.8	-0.8	
Retained earnings	493.9	516.4	22.5	
Treasury shares	-4.3	-3.7	0.6	
Shareholders' equity	601.8	624.1	22.3	
Accumulated other comprehensive income	90.0	128.5	38.5	
Non-controlling interests	38.9	40.9	2.0	
Total net assets	730.7	793.5	62.8	
Total liabilities and net assets	1,312.2	1,379.2	67.0	

※1 Net interest-bearing debt: Interest-bearing debt – Cash and cash equivalents

※2 Net D/E ratio: Net interest-bearing debt ÷Equity

We will now look at the balance sheet and cash flows.

Total assets were up 67 billion yen versus the end of fiscal 2024 to 1,379.2 billion yen.

Despite a decline in trade accounts receivable, inventories and contract assets were up, driven by brisk growth in plant system projects, and an increase in the market value of investment securities.

Liabilities, however, stayed in line with the end of fiscal 2024, as a decline in accounts payable was offset by a 22.1 billion yen increase in interest-bearing debt following the issue of commercial paper.

Net interest-bearing debt was up 15.4 billion yen to 57.6 billion yen, and the net debt-to-equity ratio remains at a healthy 0.1 times (actual value 0.08 times). The equity ratio is up 1.8% to 54.6%.

(Billion yen)	FY2024	FY2025	Factors of Change
I Cash Flows from Operating Activities	96.2	79.9	Decrease in cash flows due to an increase in inventories and a reduction in advances collected
II Cash Flows from Investing Activities	-41.8	-67.8	Decrease in cash flows due to decline in proceeds from sale of investment securities
I + II Free Cash Flow (FCF)	54.4	12.1	
III Cash Flows from Financing Activities	-61.5	-7.8	Procurement of funds through commercial paper
IV Cash and Cash Equivalents at End of Period	61.5	69.4	

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We now turn to cash flows.

Cash flows from operating activities were positive 79.9 billion yen, the result of an increase in inventories and a decline in advances collected.

Cash flows from investing activities declined to outflows of negative 67.8 billion yen, owing to a decline in proceeds from the sales of investment securities versus the prior year. As a result, free cash flows were 12.1 billion yen, in line with internal targets.

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No change to consolidated forecasts for full-year performance

Rewvisions to operating results forecasts by segment; continuation of strong performance in Energy segment

(Billion yen)	October 30 Forecast	January 29 Forecast	Change	Assumed Exchange Rate on 4Q FY2025
				US\$ EURO RMB
Net Sales	1,185.0	1,185.0	0	October 30 Forecast ¥140.00
Operating Profit (Operating Profit Ratio)	128.5 (10.8%)	128.5 (10.8%)	0 (0.0%)	January 29 Forecast (No Change) ¥164.00 (No Change) ¥19.80 (No Change)
Ordinary Profit	128.0	128.0	0	Foreign Exchange Rate Sensitivity※ (Million yen)
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	89.0 (7.5%)	89.0 (7.5%)	0	-10 40 130

※ Impact on operating profit (3 months impact from January 2026 to March 2026)
US\$ and EURO: Impact of ¥1 yen depreciation/fluctuations
RMB: Impact of 1% yen depreciation fluctuations

	October 30 Forecast		January 29 Forecast		Change		Factors of Change
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	Operating Profit	
Energy	388.0	52.5	388.0	54.5	0	2.0	• Upward revision due to differences in profitability between projects, and the benefits of cost reduction activities.
Industry	450.0	43.5	450.0	42.0	0	-1.5	• Downward revision due to the impacts of higher raw material prices in ED&C.
Semiconductors	222.0	23.0	222.0	23.0	0	0	
Food and Beverage Distribution	108.0	13.0	108.0	13.0	0	0	
Others	59.0	4.0	59.0	4.0	0	0	
Elimination and Corporate	-42.0	-7.5	-42.0	-8.0	0	-0.5	
Total	1,185.0	128.5	1,185.0	128.5	0	0	

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This slide shows our consolidated results forecasts. While we kept our company-wide full-year forecasts in place, we revise our Operating Profit forecasts by segment, reflecting progress through the Third Quarter and the current external environment.

Net Sales, Operating Profit, Ordinary Profit, and Net Profit remain as in the October announcement. We also reiterate our forex assumptions of 140 yen per dollar and 164 yen per euro.

Within this context, we raised our Operating Profit forecast for the Energy segment by 2 billion yen to reflect brisk demand. Our Operating Profit Ratio forecast is 14.0%.

In the Industry Segment, we lowered our Operating Profit forecast by 1.5 billion yen, reflecting higher raw materials prices in ED&C Components.

Our overall Operating Profit Ratio target is 10.8%. We have used the figure disclosed in October as our forecast minimum, and aim to raise the ratio further in the remaining two months.

Forecasts for Full-year FY2025 –
YoY Comparison

(Billion yen)	FY2024 Results		FY2025 Forecasts (January 29 Forecast)		Change						
Net Sales	1,123.4		1,185.0		-5.3*	61.6					
Operating Profit (Operating Profit Ratio)	117.6 (10.5%)		128.5 (10.8%)		-0.2*	10.9 (0.4%)					
Ordinary Profit	118.8		128.0			9.2					
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	92.2 (8.2%)		89.0 (7.5%)			-3.2 (-0.7%)					
FY2024 Results			FY2025 Forecasts (January 29, 2025)			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%	388.0	54.5	14.0%	+2.2*	33.7	+0.6*	18.2	3.8%
Industry	400.0	34.0	8.5%	450.0	42.0	9.3%	-3.7*	50.0	-0.1*	8.0	0.8%
Semiconductors	236.8	37.1	15.7%	222.0	23.0	10.4%	-3.4*	-14.8	-0.7*	-14.1	-5.3%
Food and Beverage Distribution	111.5	13.9	12.5%	108.0	13.0	12.0%		-3.5		-0.9	-0.4%
Others	56.1	3.8	6.7%	59.0	4.0	6.8%		2.9		0.2	0.1%
Elimination and Corporate	-35.4	-7.3	-	-42.0	-8.0			-6.6		-0.7	
Total	1,123.4	117.6	10.5%	1,185.0	128.5	10.8%		61.6		10.9	0.4%

* Exchange rate effect

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This slide compares our full-year consolidated forecasts with the prior year.
If forex remains at current levels, Net Sales would overshoot by just over 10 billion
yen and Operating Profit by just over 1 billion yen.
That is the end of the presentation.

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