



# Briefing of Financial Results for FY2025 Management Plan for FY2026

**Fuji Electric Co., Ltd.**

**April 28, 2026**

# Financial Results for FY2025: Profit-Oriented Management

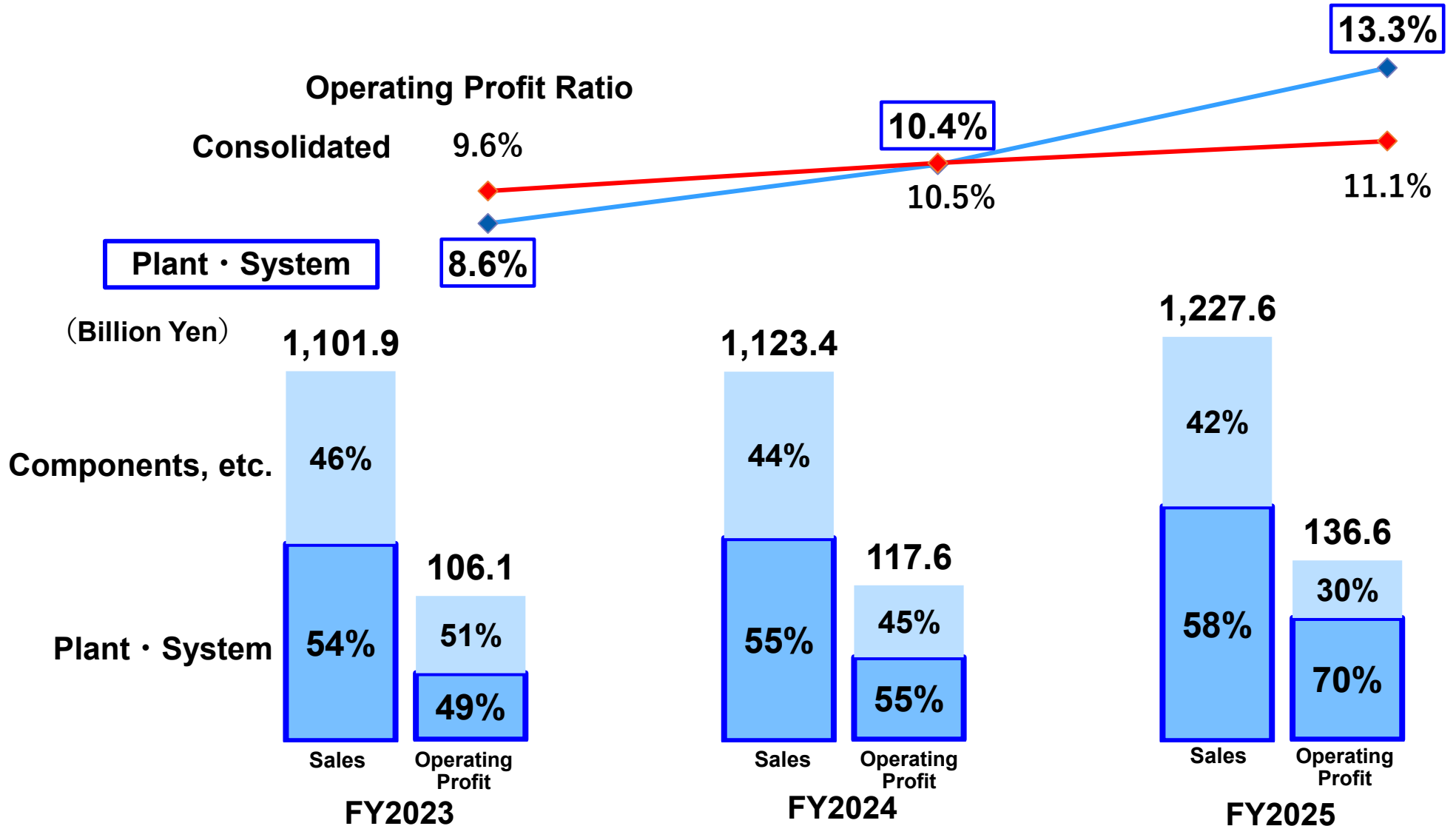
**New record highs for net sales, operating profit, and profit attributable to owners of parent  
Achieved Operating Ratio of above 11%**

(Billion Yen)	FY2024	FY2025	Change
<b>Net Sales</b>	<b>1,123.4</b>	<b>1,227.6</b>	<b>+ 104.2</b>
<b>Operating Profit</b> (Operating Profit Ratio)	<b>117.6</b> (10.5%)	<b>136.6</b> (11.1%)	<b>+ 19.0</b> (+ 0.7%)
<b>Profit Attributable to Owners of Parent</b> (Ratio of Profit Attributable to Owners of Parent to Net Sales)	<b>92.2</b> (8.2%)	<b>98.0</b> (8.0%)	<b>+ 5.8</b> (- 0.2%)

<b>ROE</b>	<b>14.3%</b>	<b>13.1%</b>
<b>ROIC</b>	<b>12.9%</b>	<b>12.6%</b>
<b>Equity Ratio</b>	<b>52.7%</b>	<b>56.9%</b>
<b>Net D/E Ratio</b>	<b>0.1 times</b>	<b>0.0 times</b>

# Net Sales & Operating Profit (Plant · Systems / Components)

Our business structure has evolved through adaptation to the changing business environment



Note: Results for FY2023, FY2024, and FY2025 reflect the FY2026 business reorganization.

Note: Composition ratios are calculated based on amounts prior to the elimination and adjustment of inter-segment transactions.

## Projected to achieve key Mid-term Management Plan targets and reach record-high business results

(Billion Yen)	FY2026 Medium-term management plan	FY2026 Management plan	vs. FY2026 Medium-term management plan
<b>Net Sales</b>	<b>1,250.0</b>	<b>1,275.0</b>	<b>+ 25.0</b>
<b>Operating Profit</b> (Operating Profit Ratio)	<b>140.0</b> (11.2%)	<b>142.5</b> (11.2%)	<b>+ 2.5</b> (0.0%)
<b>Profit Attributable to Owners of Parent</b> (Ratio of Profit Attributable to Owners of Parent to Net Sales)	<b>90.0</b> (7.2%)	<b>105.0</b> (8.2%)	<b>+ 15.0</b> (+ 1.0%)

<b>ROE</b>	More than <b>12%</b>	<b>12.8%</b>
<b>ROIC</b>	More than <b>10%</b>	<b>12.6%</b>
<b>Equity Ratio</b>	About <b>50%</b>	<b>57.8%</b>
<b>Net D/E Ratio</b>	About <b>0.2</b> times	<b>0.0</b> times

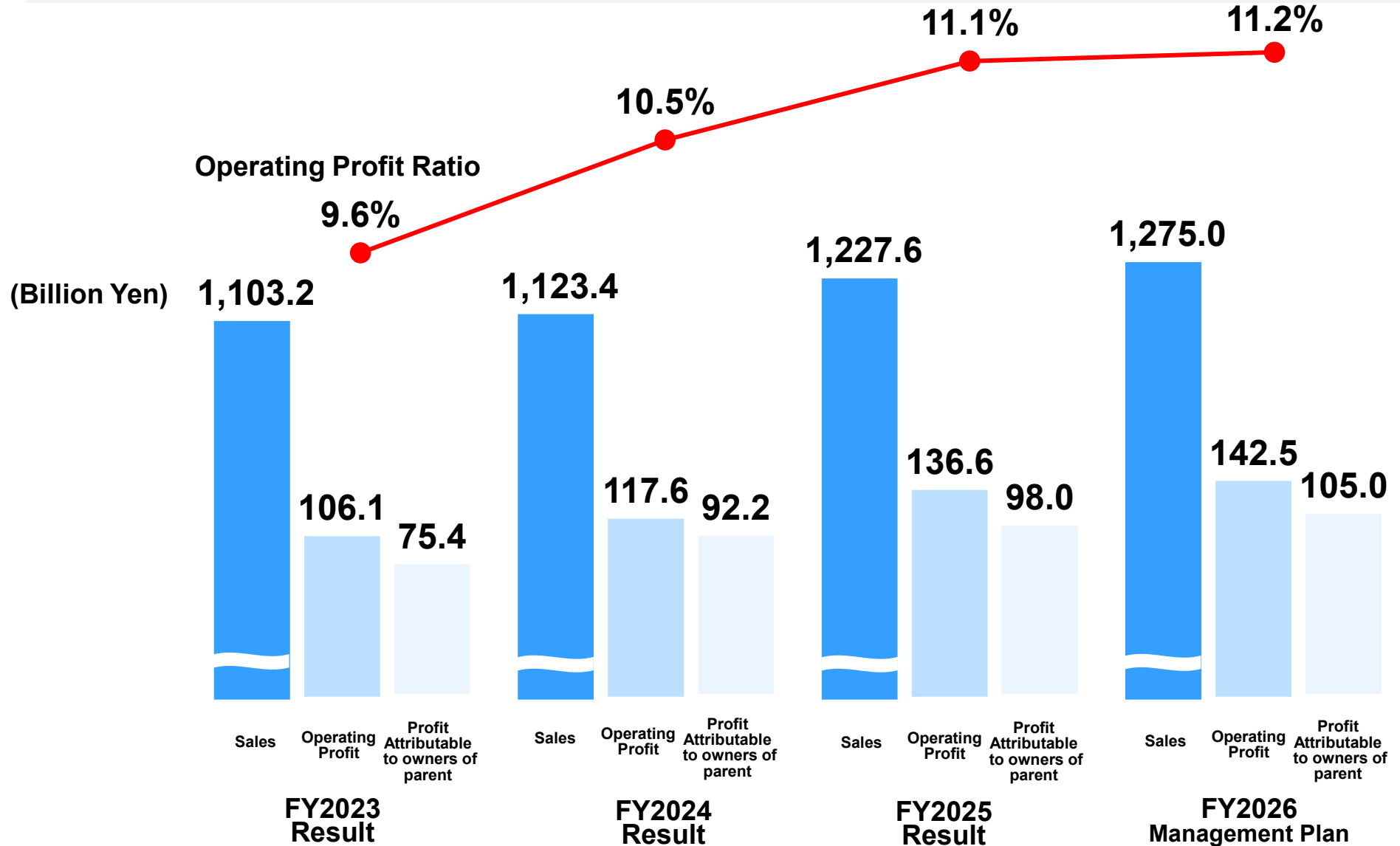
**FY2025 Dividend Payout Ratio: 30% / FY2026 Total Payout Ratio: 50%**

**FY2026 Interim Dividend Forecast : ¥107 per share**

**Treasury Stock Acquisition: Upper limit of ¥21.0 billion in total**

(Billion Yen)	FY2024 Actual	FY2025 Actual	FY2026 Management Plan
Profit Attributable to Owners of Parent	92.2	98.0	105.0
Annual Dividend Per Share (Yen)	160	200	
Interim (Yen)	75	91	107
Year-end (Yen)	85	109	
Dividend Payout Ratio	24.9%	30.1%	30%
Amount of Treasury Stock Acquisition	—	—	21.0
Total Payout Ratio	24.9%	30.1%	50%

Aiming to be a "Sustainable Growth Company" by realizing a virtuous cycle of growth



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