Fuji Electric
Innovating Energy Technology

Consolidated Financial Results for 1H FY2026

Fuji Electric Co., Ltd.

October 29, 2026

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Key Points

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■Financial Results for 1H FY2026 (YoY Comparison)

Net Sales	Operating Profit	Operating Profit Ratio	Profit Attributable to Owners of Parent
593.3 billion yen (+50.2 billion yen, +9%)	59.8 billion yen (+17.1 billion yen, +40%)	10.1% (+2.2%)	42.1 billion yen (+15.5 billion yen, +58%)

- Net Sales, operating profit, ordinary profit and profit attributable to owners of parent reached record highs
  Performance driven by Energy and Industry segments

■Forecasts for Full-year FY2026 (in Comparison to Forecast Announced on July 30, 2026)

Net Sales	Operating Profit	Operating Profit Ratio	Profit Attributable to Owners of Parent
1,350.0 billion yen (+50.0 billion yen)	168.0 billion yen (+11.5 billion yen)	12.4% (+0.4%)	117.0billion yen (+5.5 billion yen)

- Upward revision, based on the performance in six months ended September 30, 2026, and recent performance trend

■Dividend of Surplus

- Interim dividend payments of ¥110 per share (up ¥19 year on year)

  Projected annual dividend of ¥130 (up ¥21 year on year)

  Dividends determined targeting a payout ratio of 30%

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Summary of Consolidated Financial Results for 1H FY2026 (YoY Comparison)

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Net sales, operating profit, ordinary profit and profit attributable to owners of parent reached record highs

(Billion yen)

	FY2025	FY2026	Change	Percentage change
Net Sales	543.2	593.3	50.2	+9%
Operating Profit (Operating Profit Ratio)	42.8 (7.9%)	59.8 (10.1%)	17.1 (2.2%)	+40%
Ordinary Profit	41.7	57.6	15.9	+38%
Extraordinary Profit	-1.2	6.7	7.9	-
Profit Before Income Taxes	40.5	64.3	23.8	+59%
Profit attributable to Owners of Parent (Ratio of Profit attributable to Owners of Parent)	26.6 (4.9%)	42.1 (7.1%)	15.5 (2.2%)	+58%

(Period-End Rate : End of September) (Yen)

US$	148.88	157.35	8.47
EURO	174.47	178.34	3.87
RMB	20.88	23.45	2.57

(Average Exchange Rate) (Yen)

US$	146.04	159.37	13.33
EURO	168.06	184.35	16.29
RMB	20.30	23.52	3.22

Change of Net Sales

Gain on translation of earnings of overseas subsidiaries	+10.4
Demand Increase	+39.8

Change of Non-operating Profit

		FY2025	FY2026
Net interest expense	0.9	-0.3	0.7
Foreign exchange loss	-1.2	-0.3	-1.5
Others	-0.9	-0.4	-1.3
	-1.2	-1.0	-2.2

Change of Extraordinary Profit

Gain on sales of investment securities	6.9	0.1	7.0
Others	1.0	-1.3	-0.3
	7.9	-1.2	6.7

Factors Behind YoY Changes in Operating Profit in 1H FY2026 (YoY Comparison)

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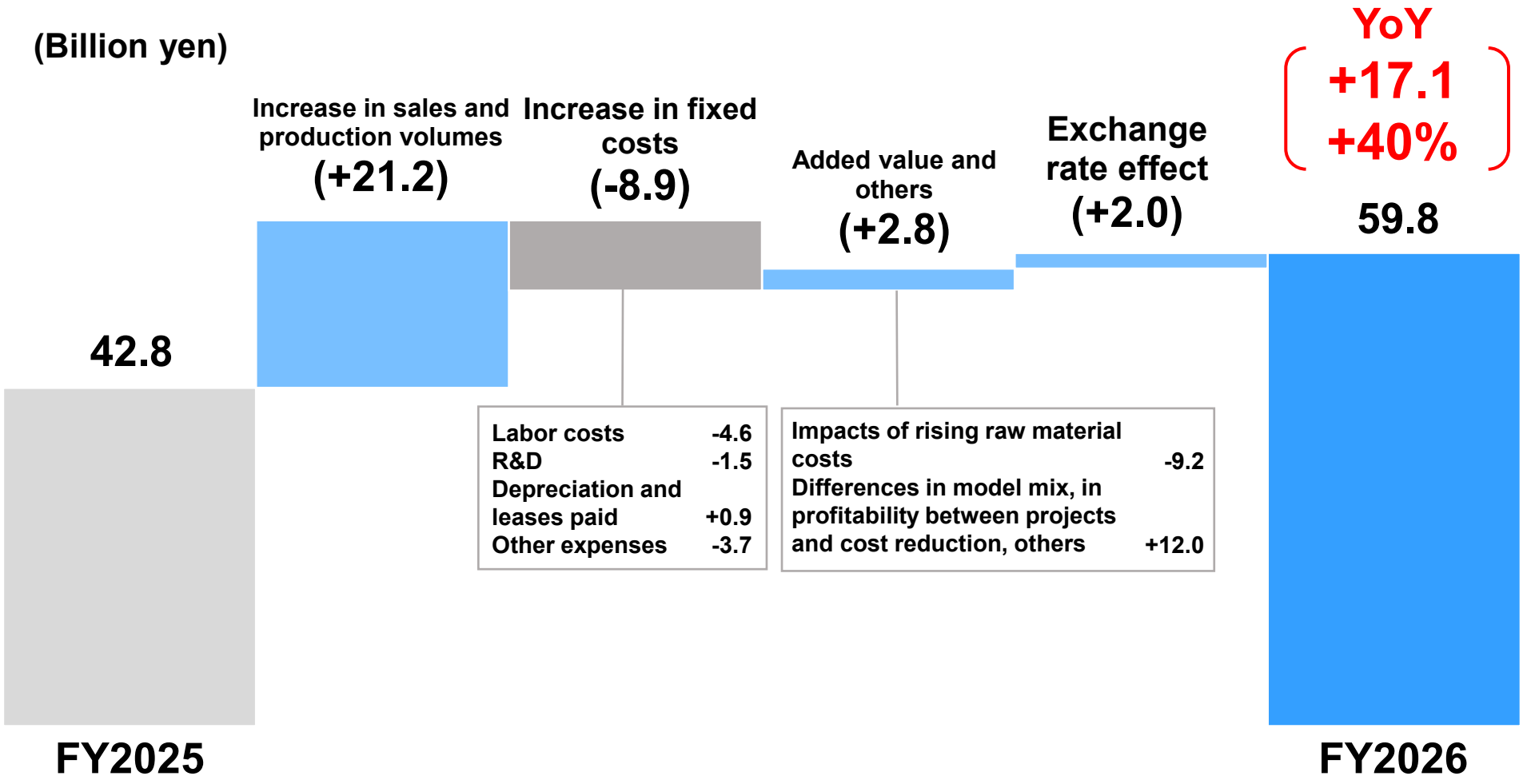
40% increase in profit, with benefits of increase in sales and production volumes, differences in profitability between models, and cost reduction activities offsetting impacts of fixed cost increases and high material prices



Net Sales and Operating Profit by Segment for 1H FY2026 (YoY Comparison)

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Performance driven by Energy and Industry segments

(Billion yen)

	FY2025			FY2026			Change	
	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit
Energy	166.1	18.9	11.4%	196.4	29.9	15.2%	+4.3* 30.3	+1.1* 11.0
Industry	205.4	11.1	5.4%	226.8	20.9	9.2%	+2.3* 21.4	-0.7* 9.9
Semiconductors	108.7	9.0	8.3%	108.5	6.4	5.9%	+4.0* -0.2	+1.6* -2.5
Food and Beverage Distribution	52.4	5.8	11.1%	50.8	5.1	10.0%	-1.6	-0.8
Others	27.8	1.6	5.7%	30.6	1.7	5.7%	2.8	0.1
Elimination and Corporate	-17.4	-3.6	-	-19.8	-4.2	-	-2.4	-0.6
Total	543.2	42.8	7.9%	593.3	59.8	10.1%	+10.4* 50.2	+2.0* 17.1

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

* Exchange rate effect

■Energy

Operating profit ratio of 15%, with higher net sales and operating results in all subsegments

(Billion yen)	FY2025	FY2026	Change	Percentage change	Overview
Net Sales	166.1	196.4	30.3 (+4.3*)	+18%	■Power Generation Higher net sales and operating results（Net sales +22%） • Increase in net sales and operating results due to increased progress in construction projects and differences in profitability between projects ■Energy Management Higher net sales and operating results（Net sales +20%） • Increase in net sales and operating results as a result of increases in storage battery system projects and in large-scale projects for substation equipment and power supply equipment ■Power Supply and Facility Systems Higher net sales and operating results（Net sales +19%） • Increase in net sales and operating results as a result of higher demand for data center-related products ■Equipment Construction Higher net sales and operating results（Net sales +9%） • Increase in net sales and operating results due to higher demand and the benefits of cost reduction activities
Operating Profit (Operating Profit Ratio)	18.9 (11.4%)	29.9 (15.2%)	11.0 (+1.1*)	+58%	

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

* Exchange rate effect

■Industry

Higher net sales and operating profit, driven primarily by increased demand for FA components and ED&C Components
Higher operating results in all subsegments

(Billion yen)	FY2025	FY2026	Change	Percentage change
Net Sales	205.4	226.8	21.4 +2.3*	+10%
Operating Profit (Operating Profit Ratio)	11.1 (5.4%)	20.9 (9.2%)	9.9 -0.7*	+89%

* Exchange rate effect

Overview

■ Factory Automation Components

Higher net sales and operating results (Net sales +15%)

- Increase in net sales and operating results primarily due to growth in domestic and overseas demand

■Automation Systems

Higher net sales and operating results (Net sales +4%)

- Increase in net sales due to growth in demand from the steel industry. Increase in operating results due to the higher net sales combined with the benefits of the absence of the increase in expenses associated with a large-scale project recorded in the previous equivalent period

■Social Solutions

Higher net sales and operating results (Net sales +19%)

- Increase in net sales and operating results as a result of an increase in projects for radiation equipment and systems and higher demand for railway systems

■ED&C Components

Higher net sales and operating results (Net sales +29%)

- Increase in net sales due to increase in demand from finished machinery manufacturers
- Increase in operating results despite the impacts of higher material prices, due to the benefits of higher demand and product selling price revisions

■IT Solutions

Lower net sales while operating results unchanged (Net sales -3%)

- Decrease in net sales due to the absence of large-scale projects from the academic sector recorded in the previous equivalent period, but operating results were unchanged year on year because of differences in profitability between projects

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

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Semiconductors

Lower profit due to decrease in demand for automotive semiconductors and increases in raw material prices

(Billion yen)	FY2025	FY2026	Change	Percentage change
Net Sales	108.7	108.5	-0.2 +4.0*	-0%
Operating Profit (Operating Profit Ratio)	9.0 (8.3%)	6.4 (5.9%)	-2.5 +1.6*	-28%

* Exchange rate effect

Overview

Net sales unchanged while operating results worsened

- Increase in net sales of industrial semiconductors as a result of higher factory automation-related demand and beneficial foreign exchange influences.
  Decrease in net sales of automotive semiconductors following reductions in demand for power semiconductors for electrified vehicles (xEVs)
- Decrease in operating results due to the impacts of higher raw material prices, price competition for industrial semiconductors centered on the Chinese market, and the lower sales of automotive semiconductors

(Billion Yen)

Sales	FY2025	FY2026	Change
Industrial	56.4	64.4	8.1
Automotive	52.3	44.1	-8.3

Capital investment	22.7	5.3	-17.4
Depreciation and leases paid*	18.8	17.9	-0.9

* The total amount of depreciation and leases paid as stated in the consolidated financial report.

■Food and Beverage Distribution

Decreased profit primarily due to lower domestic vending machine demand

(Billion yen)	FY2025	FY2026	Change	Percentage change	Overview
Net Sales	52.4	50.8	-1.6	-3%	■Vending Machines Lower net sales and operating results (Net sales -15%) • Decrease in net sales and operating results due to following declines in domestic vending machine demand ■Store Distribution Higher net sales and operating results (Net sales +7%) • Increase in net sales and operating results due to growth in demand for convenience store counter fixtures
Operating Profit (Operating Profit Ratio)	5.8 (11.1%)	5.1 (10.0%)	-0.8	-13%	

Net sales by Japan and Overseas Area for 1H FY2026 (YoY Comparison)

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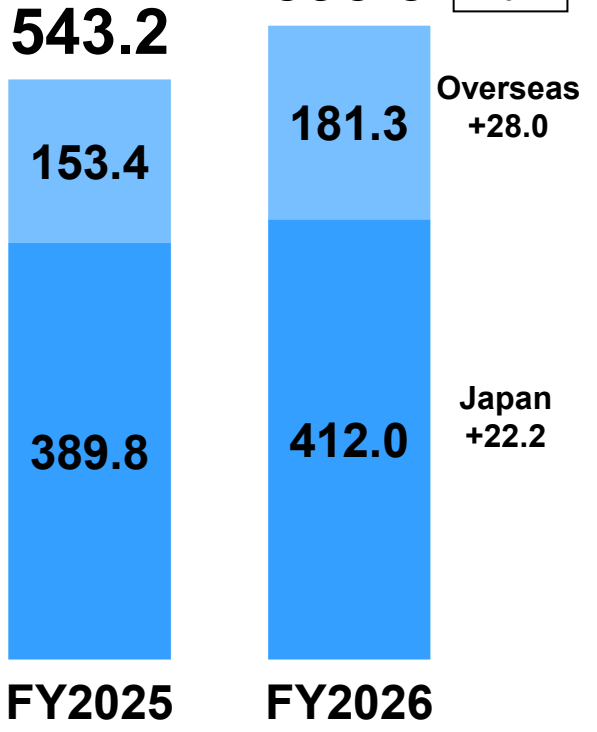
Higher sales in overseas, driven by strong performance in Energy segment



(Billion yen)	FY2025	FY2026	Change	
Overseas	153.4	181.3	+10.4*	28.0
Asia (ex. China)	54.5	83.2	+4.6*	28.7
India	14.4	17.3	-0.4*	2.8
China	52.1	54.4	+5.1*	2.3
Europe	17.7	12.9	+0.3*	-4.9
Americas	14.6	13.6	+0.8*	-1.0

Energy	+21.5
Industry	+6.5
Semiconductors	+0.6

Power Generation	+5.7
Energy Management	+4.3
Power Supply and Facility Systems	+13.1
ED&C Components	+2.1
Semiconductors (Industrial)	+1.1

FA Components	+2.2

FA Components	-1.4
ED&C Components	+1.6
Semiconductors (Industrial)	+4.1

Semiconductors (Automotive)	-4.8

Power Generation	-0.8
Energy Management	-0.9

* Exchange rate effect

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

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Orders for 1H FY2026

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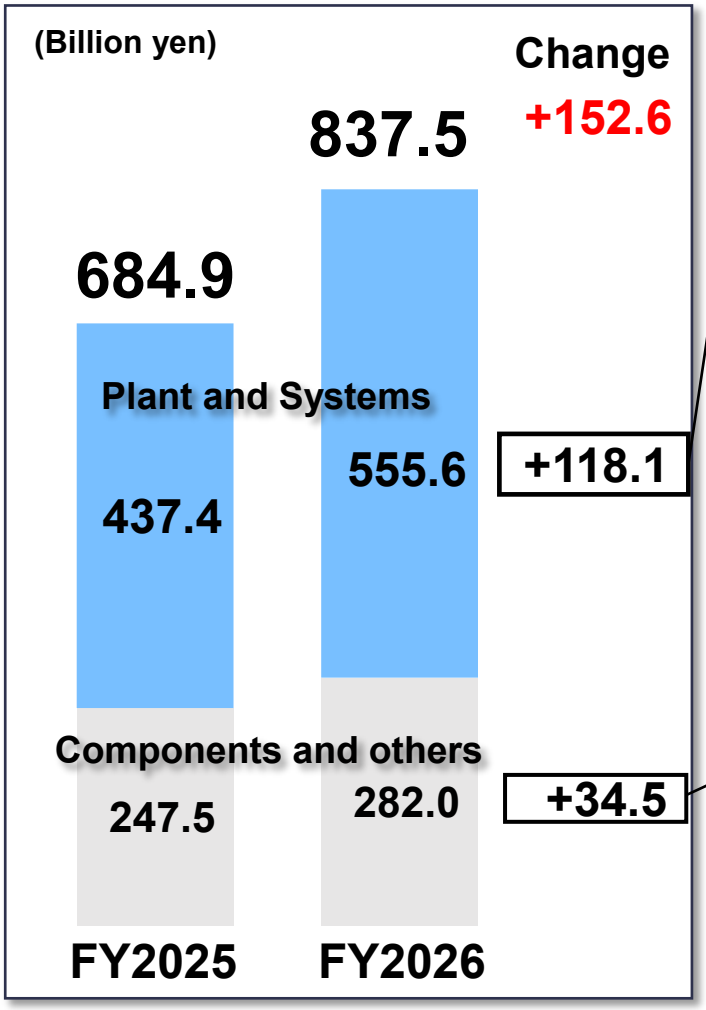
Plant and Systems: Significant order growth in Power Supply and Facility Systems
Components: Rising demand for ED&C Components and Semiconductors (Industrial)



Plant and Systems

Energy +153.9

Energy Management	—	Higher domestic demand for storage battery systems
Power Supply and Facility Systems	—	Higher demand for domestic and overseas data center-related and overseas semiconductors factories
Equipment Construction	—	Higher demand for electrical and HVAC installation constructions

Industry -36.5

IT Solutions	—	Absence of large-scale projects from academic sector in 1H FY2025 (2nd GIGA program)

Components and others

ED&C Components	—	Higher demand for finished machinery manufacturers and semiconductor manufacturing equipment
Semiconductors (Industrial)	—	Higher demand for factory automation-related in Japan and overseas

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

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Consolidated Financial Results for 1H FY2026 (in Comparison to Forecast Announced on July 30, 2026)

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Lower net sales due to plant project delays
Higher operating profit driven by increased demand for components, mainly in ED&C Components and Semiconductors (Industrial)

(Billion yen)	July 30 Forecast	Results	Change	
Net Sales	594.0	593.3	+4.9*	-0.7
Operating Profit (Operating Profit Ratio)	58.0 (9.8%)	59.8 (10.1%)	+0.7*	1.8 (0.3%)
Ordinary Profit	57.0	57.6		0.6
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	40.0 (6.7%)	42.1 (7.1%)		2.1 (0.4%)

	July 30 Forecast		Results		Change			
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales		Operating Profit	
Energy	201.5	30.0	196.4	29.9	+0.2*	-5.1	-0.0*	-0.1
Industry	223.5	19.5	226.8	20.9	+2.0*	3.3	+0.0*	1.4
Semiconductors	105.5	6.0	108.5	6.4	+2.7*	3.0	+0.7*	0.4
Food and Beverage Distribution	52.5	5.0	50.8	5.1		-1.7		0.1
Others	29.0	1.5	30.6	1.7		1.6		0.2
Elimination and Corporate	-18.0	-4.0	-19.8	-4.2		-1.8		-0.2
Total	594.0	58.0	593.3	59.8		-0.7		1.8

* Exchange rate effect

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Consolidated Balance Sheet for 1H FY2026 (in Comparison to the Balance Sheet as of March 31, 2026)

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Total assets decreased, mainly due to a decline in trade receivables, Inventories increased due to the strong performance of the Plant and Systems business

(Billion yen)

Assets	3/31/26	9/30/26	Change
Cash and deposit	70.9	75.5	4.6
Notes and account receivables-trade, Contract assets	444.7	386.2	-58.5
Inventories	257.1	286.0	28.9
Other current assets	59.2	72.0	12.9
Total current assets	831.8	819.7	-12.1
Property, plant and equipment	348.9	341.4	-7.5
Intangible assets	37.7	40.7	3.0
Investments and other assets	188.2	196.1	7.9
Total long-term assets	574.8	578.2	3.5
Deferred assets	0.0	0.0	-0.0
Total assets	1,406.7	1,398.0	-8.7

Equity ratio	56.9%	58.1%	1.2%
Net interest-bearing debt※1	19.2	-0.3	-19.5
Net D/E ratio(times) ※2	0.0	-0.0	-0.0

Liabilities and Net Assets	3/31/26	9/30/26	Change
Notes and account payables-trade	190.9	174.9	-16.0
Interest-bearing debts	89.1	74.2	-14.9
Other liabilities	283.8	292.2	8.5
Total liabilities	563.7	541.3	-22.4
Share capital	47.6	47.6	-
Capital surplus	63.8	63.8	0.0
Retained earnings	565.9	591.9	25.9
Treasury shares	-3.7	-24.2	-20.5
Shareholders' equity	673.6	679.1	5.5
Accumulated other comprehensive income	126.6	133.6	7.0
Non-controlling interests	42.8	44.0	1.2
Total net assets	842.9	8,56.7	13.7
Total liabilities and net assets	1,406.7	1,398.0	-8.7

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

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

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Cash Flow Statement for 1H FY2026 (YoY Comparison)

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(Billion yen)

	FY2025	FY2026	Factors of Change
Ⅰ Cash Flows from Operating Activities	35.9	82.8	Improved, primarily driven by increased collection of trade receivables and advances received, as well as higher profit
Ⅱ Cash Flows from Investing Activities	-44.6	-24.7	Decrease in cash used due to higher proceeds from sale of investment securities and lower capital investment
Ⅰ＋Ⅱ Free Cash Flow (FCF)	-8.7	58.1	
Ⅲ Cash Flows from Financing Activities	1.3	-54.3	
Ⅳ Cash and Cash Equivalents at End of Period	55.1	74.4	

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Forecasts for Full-year FY2026
(in Comparison to Forecasts Announced on July 30, 2026)

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Upward revisions based on the performance in six months ended September 30, 2026, and recent performance trend

(Billion yen)	July 30 Forecast	October 29 Forecast	Change
Net Sales	1,300.0	1,350.0	50.0
Operating Profit (Operating Profit Ratio)	156.5 (12.0%)	168.0 (12.4%)	11.5 (0.4%)
Ordinary Profit	157.0	166.5	9.5
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	111.5 (8.6%)	117.0 (8.7%)	5.5 (0.1%)

Assumed Exchange Rate on 2H FY2026

	US$	EURO	RMB
July 30 Forecast	¥150.00	¥175.00	¥21.90
October 29 Forecast	No change	No change	No change
Foreign Exchange Rate Sensitivity※ (Million yen)	-40	60	180

※ Impact on operating profit (6 months impact from October 2026 to March 2027)
US$ and EURO: Impact of ¥1 yen depreciation-fluctuations
RMB: Impact of 1% yen depreciation fluctuations

	July 30 Forecast		October 29 Forecast		Change		Factors of Change
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	Operating Profit	
Energy	465.5	74.0	500.0	79.5	34.5	5.5	Demand increase for storage battery systems in energy management business and for data centers and semiconductors factories in power supply and facility systems business
Industry	468.5	55.5	489.0	64.0	20.5	8.5	Demand increase in components
Semiconductors	227.5	16.5	233.5	16.5	6.0	0.0	Demand increase in industrial such as factory automation-related and storage battery systems
Food and Beverage Distribution	115.0	14.0	109.0	13.5	-6.0	-0.5	Demand decrease in vending machine and store distribution businesses
Others	60.0	3.9	60.0	3.9	0.0	0.0	
Elimination and Corporate	-36.5	-7.4	-41.5	-9.4	-5.0	-2.0	
Total	1,300.0	156.5	1,350.0	168.0	50.0	11.5	

Forecasts for 2H FY2026
(in Comparison to Forecasts Announced on July 30, 2026)

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(Billion yen)	July 30 Forecast	October 29 Forecast	Change
Net Sales	706.0	756.7	50.7
Operating Profit (Operating Profit Ratio)	98.5 (14.0%)	108.2 (14.3%)	9.7 (0.3%)
Ordinary Profit	100.0	108.9	8.9
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	71.5 (10.1%)	74.9 (9.9%)	3.4 (-0.2%)

	July 30 Forecast		October 29 Forecast		Change	
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	Operating Profit
Energy	264.0	44.0	303.6	49.6	39.6	5.6
Industry	245.0	36.0	262.2	43.1	17.2	7.1
Semiconductors	122.0	10.5	125.0	10.1	3.0	-0.4
Food and Beverage Distribution	62.5	9.0	58.2	8.4	-43	-0.6
Others	31.0	2.4	29.4	2.2	-1.6	-0.2
Elimination and Corporate	-18.5	-3.4	-21.7	-5.2	-3.2	-1.8
Total	706.0	98.5	756.7	108.2	50.7	9.7

Forecasts for Full-year FY2026 (YoY Comparison)

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Aiming for record-high net sales for the 5th consecutive period and record-high profit for the 7th consecutive period

(Billion yen)	FY2025 Results	FY2026 Forecasts (October 29 Forecast)	Change	Percentage change
Net Sales	1,227.6	1,350.0	-13.4* 122.4	+10%
Operating Profit (Operating Profit Ratio)	136.6 (11.1%)	168.0 (12.4%)	-2.6* 31.4 (1.3%)	+23%
Ordinary Profit	139.3	166.5	27.2	+20%
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	98.0 (8.0%)	117.0 (8.7%)	19.0 (0.7%)	+19%

	FY2025 Results			FY2026 Forecasts (October 29 Forecast)			Change				Percentage change	
	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales	Operating Profit	Operating Profit Ratio	Net Sales		Operating Profit		Net Sales	Operating Profit
Energy	396.4	59.5	15.0%	500.0	79.5	15.9%	-2.1*	103.6	-0.3*	20.0	+26%	+34%
Industry	465.0	44.4	9.5%	489.0	64.0	13.1%	-5.0*	24.0	-2.0*	19.6	+5%	+44%
Semiconductors	237.4	23.5	9.9%	233.5	16.5	7.1%	-6.1*	-3.9	-0.3*	-7.0	-2%	-30%
Food and Beverage Distribution	108.0	13.1	12.2%	109.0	13.5	12.4%		1.0		0.4	+1%	+3%
Others	58.4	3.9	6.6%	60.0	3.9	6.5%		1.6		0.0	+3%	+1%
Elimination and Corporate	-37.5	-7.8	-	-41.5	-9.4	-		-4.0		-1.6	-	-
Total	1,227.6	136.6	11.1%	1,350.0	168.0	12.4%		122.4		31.4	+10%	+23%

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

* Exchange rate effect

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Dividend of Surplus

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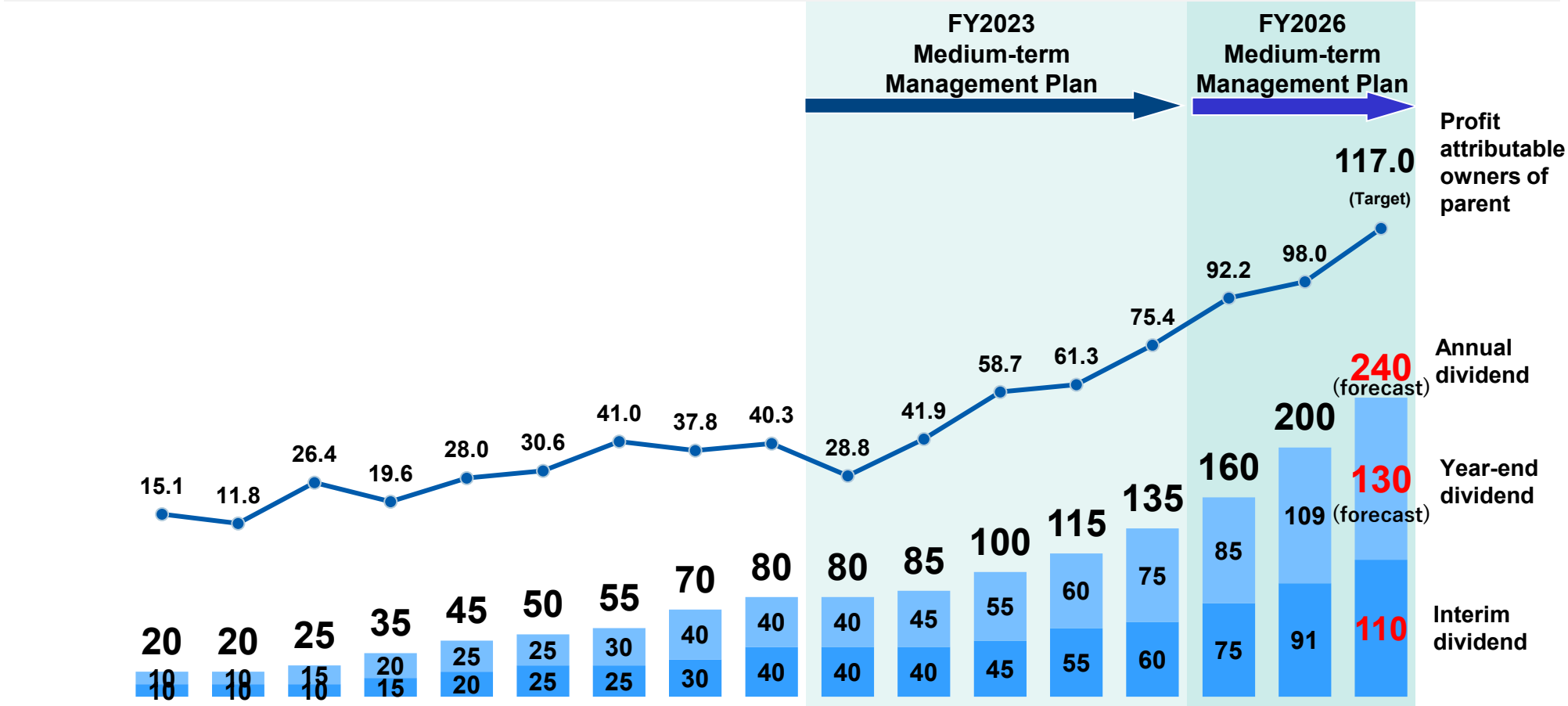
Dividends determined targeting a payout ratio of 30%

Interim dividend of ¥110 per share (up ¥19 year on year) and year-end dividend forecast of ¥130 (up ¥21 year on year)



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Dividend payout ratio	18.9	24.2	13.6	25.5	23.0	23.3	19.2	26.5	28.4	39.7	29.0	24.3	26.8	25.6	24.9	30.1	30.0

(%)

※Calculated considering the stock consideration on October 1, 2018.

Appendix

Forecasts for 2H FY2026 (YoY Comparison)

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(Billion yen)	FY2025 Results	FY2026 Forecast (October 29, 2026)	Change	Percentage change
Net Sales	684.4	756.7	-23.8* 72.2	+11%
Operating Profit (Operating Profit Ratio)	93.9 (13.7%)	108.2 (14.3%)	-4.6* 14.3 (0.6%)	+15%
Ordinary Profit	97.6	108.9	11.3	+12%
Profit Attributable to Owners of Parent (Ratio of Profit Attributable to Owners of Parent to Net Sales)	71.4 (10.4%)	74.9 (9.9%)	3.5 (-0.5%)	+5%

	FY2025 Results		FY2026 Forecast (October 29, 2026)		Change		Percentage change	
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	Operating Profit
Energy	230.3	40.6	303.6	49.6	-6.4* 73.3	-1.4* 9.0	+32%	+22%
Industry	259.5	33.3	262.2	43.1	-7.3* 2.7	-1.3* 9.8	+1%	+29%
Semiconductors	128.7	14.5	125.0	101	-10.1* -3.7	-1.9* -4.5	-3%	-31%
Food and Beverage Distribution	55.6	7.3	58.2	8.4	2.6	1.1	+5%	+15%
Others	30.5	2.3	29.4	2.2	-1.1	-0.1	-4%	-5%
Elimination and Corporate	-20.2	-4.2	-21.7	-5.2	-1.5	-1.0	-	-
Total	684.4	93.9	756.7	108.2	72.2	14.3	+11%	+15%

※ Figures for FY2025 performance reflect the business reorganization undertaken in the FY2026.

* Exchange rate effect

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Latest Financial and Business Performance Data

Appendix for Q2 FY2026 Financial Results

1. Quarterly Data (FY2025 - FY2026)	**P1～P3**	
・Sales Composition and Sales Growth Rate by Sub-segment	P1	updated
・The Increase and Decrease Rate of Orders for Major Components	P2	updated
・R&D Expenditures / Plant and Equipment Investment / Depreciation and Lease Expense	P3	updated
2. Financial & Operating Data	**P4～P12**	
・Operating Results	P4	
・Quarterly Financial Results（FY2025 - FY2026）	P5	updated
・Quarterly Financial Results（FY2004 - FY2024）	P6	
・Financial Indicators	P7	
・Business Segments Information	P8	
・R&D Expenditures / Plant and Equipment Investment / Depreciation and Lease Expense	P9	
・Balance Sheets	P10	
・Income Statement / Statement of Comprehensive Income	P11	
・Consolidated Statements of Cash Flows	P12	
3. Forecast	**P13**	
・Forecast	P13	updated

Please refer to the following

https://www.fujielectric.com/common-resource-gl/ir/data/Appendix_E.xlsx

1. These materials are outside the scope of auditing procedures required by law, and as of the date of this results presentation, financial statement auditing procedures required by law have not yet been completed.

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