



Industry Business Strategies for FY2026

Industry Business Group

May 27, 2026

1 Business Overview	P.3
2 Review of FY2025	P.5
3 Management Plan for FY2026	P.7
Market Trends	P.8
Business Policies / Business Plan	P.9
Priority Measures	P.10
Development Schedule	P.15
Capital Investment / Research and Development	P.16

1 Business Overview

Energy saving, automation, and electrification

ED&C Components

(Domestic sales: 71%; Overseas sales: 29%)*

No. 1 domestic share*



Magnetic switches

No. 2 domestic share*

No. 2 domestic share*



Molded-case circuit breakers

No. 2 domestic share*



High-voltage vacuum circuit breakers



Push Buttons

IT Solutions

(Domestic sales: 100%; Overseas sales: 0%)*



MESSs, EMSs, maintenance IoT, AI



Operational support systems

Social Solutions

(Domestic sales: 79%; Overseas sales: 21%)*

Radiation-related equipment

Real-time dosimeters



Net sales (FY2025 results)

¥465 billion

(Domestic sales: 76%; Overseas sales: 24%)*

Substation equipment

Low-voltage inverters

Industrial motors
Small-capacity power supplies
Measuring instruments and sensors
Control equipment

Machinery equipment manufacturers

ED&C Components
21%

FA components
28%

IT Solutions
26%

Automation Systems
17%

Social Solutions
8%

Mobility

Radiation-related equipment

Mobility

Rail cars



Electrical equipment for railcars



Passenger door systems

Ships, harbors



Electric propulsion systems



Onshore harbor power supply systems

FA Components

(Domestic sales: 53%; Overseas sales: 47%)*

No. 2 domestic share*



Low-voltage inverters



Servo systems



Miniature motors



Measuring instruments and sensors

No. 2 domestic share*



Smart meters



Small-capacity power supplies

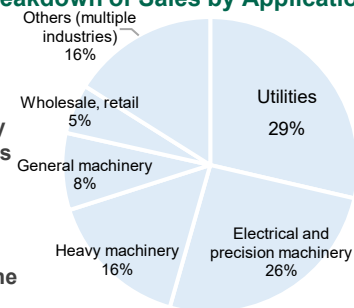


Controllers



Human machine interface

Breakdown of Sales by Application



Automation Systems

(Domestic sales: 84%; Overseas sales: 16%)*



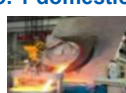
High-voltage industrial inverters



Testing / production line equipment

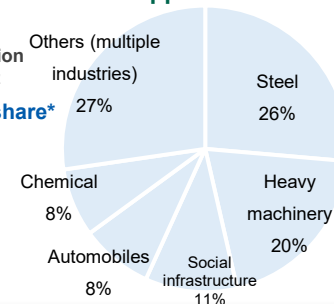


Drive control systems
Measurement control systems



Induction furnaces

Breakdown of Sales by Application



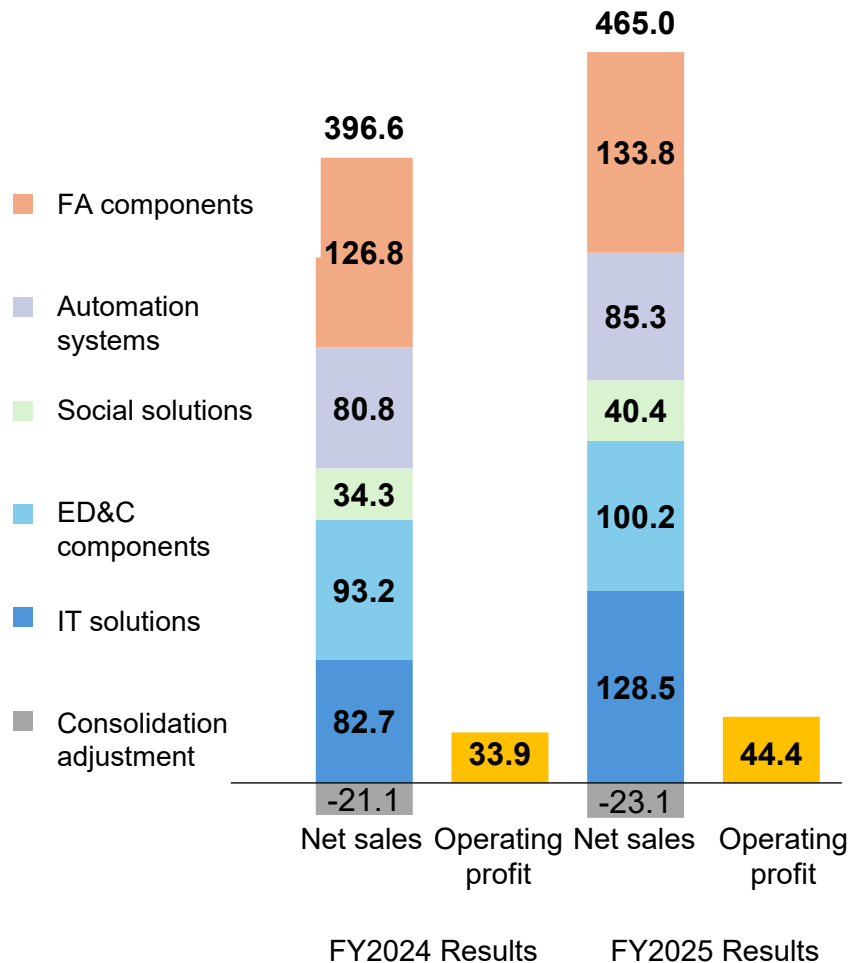
* Shares represent estimates by Fuji Electric based on FY2025 performance.

Note: Percentages of total net sales figures represent FY2025 results and are calculated before deduction and adjustment for inter-segment sales. FY2025 results reflect the FY2026 business reorganization.

2 Review of FY2025

Net Sales and Operating Profit by Subsegment

(Billion Yen)



Successes











- Higher sales and profit in all subsegments
- Strengthening of constitution of FA and ED&C components businesses
- Establishment of foundations for expanding operations in India (acquisition of billions of yen worth of smart meter orders)
- Ensured execution of large-scale academic sector of IT solutions.

Challenges

- Allocation of management resources to growth fields
- Expansion of green transformation (GX) and overseas business with new products
- Further strengthening of the profitability structures.

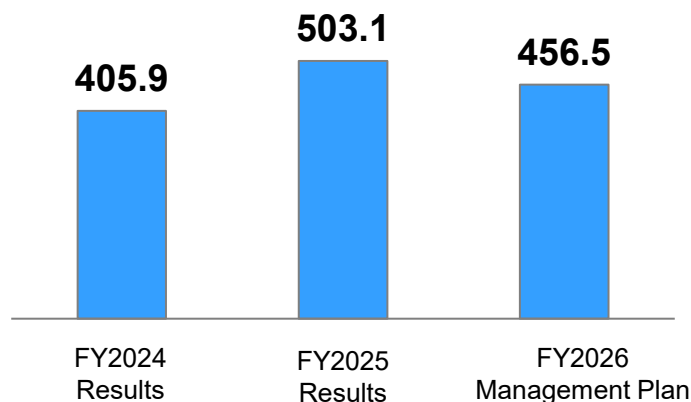
Note: FY2025 results reflect the FY2026 business reorganization. FY2024 results are reference figures calculated based on a simplified calculation.

3 Management Plan for FY2026

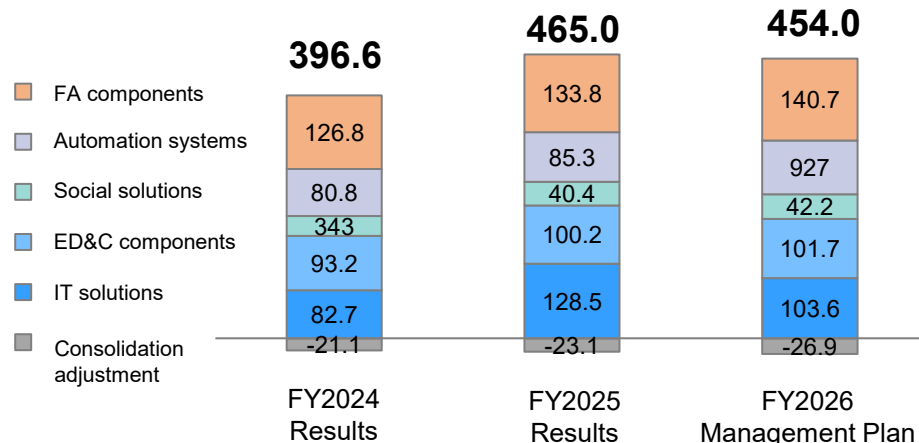
	Subsegment	Market Trends (FY2026)		
		Market	Outlook	FY2025 to FY2026
Components	FA components	Japan	3% growth YoY. While semiconductor growth is expected to drive a gradual recovery in machine tools and metal processing, other major industries will remain flat.	
		Overseas	Flat growth overall. China declined 4% YoY due to sluggish domestic demand and lower exports amid deteriorating U.S.-China relations. Conversely, the U.S. remained strong, driven by data centers, while Asia and India are growing at 5% YoY.	
	ED&C components	Japan	Market growth of 6% YoY in finished machinery market driven by semiconductor production equipment and machine tools. Flat growth in substation equipment market.	
		Overseas	Slight decrease of Chinese market amid ongoing declines in demand in industries affected by slumping construction (elevators). In overseas markets overall, minor growth anticipated due to recovery of semiconductor-related markets of United States, South Korea, and Southeast Asia.	
Plants and systems	Automation systems	Japan	While some steel investment is shifting overseas, GX investment centered on energy saving and decarbonization, along with replacement demand for aging facilities, continues to grow in the steel, nonferrous metals, and chemical sectors.	
		Overseas	Brisk investment in India; meanwhile, Chinese manufacturers are shifting focus to overseas markets due to the domestic slowdown in harbor cranes sector.	
	Social solutions	Japan	Increasing demand for equipment upgrades, digitalization, and predictive maintenance, despite flat investment in new railcars.	
		Overseas	Upward trend in investment for upgrades to railcars used in major city subways in United States; continuous development of new railways largely taking advantage of official development assistance programs in India and Southeast Asia	
		Japan	Proactive movements to restart, decommission, and build nuclear power facilities stimulated by rising electricity demand and Japan's basic plan to fully utilize nuclear power	
	IT solutions	Japan	Continuation of solid trends in digital transformation (DX) investment in private and public sectors. While in academic sector, nationwide preparation of 2 nd GIGA program completed in second half of FY2025 with demand expected to center on operation management and maintenance for foreseeable future.	

Business Policies: Further enhancement of profitability structures in component businesses
Creation of competitive components to expand business in growth fields
Expansion of GX and overseas business in plant and systems

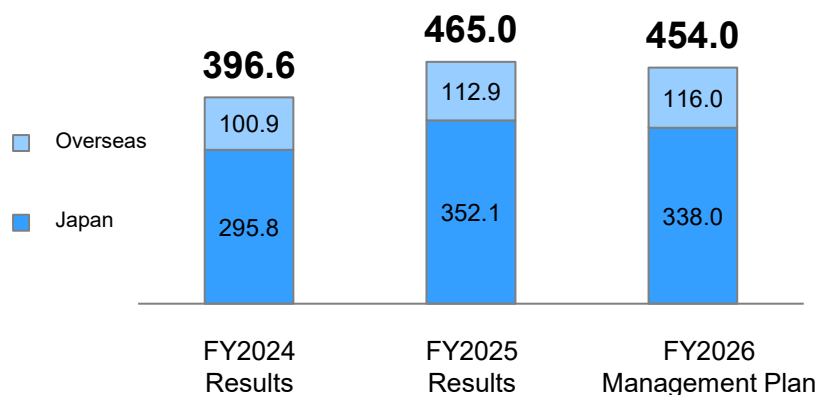
Orders by Segment (Billion Yen)



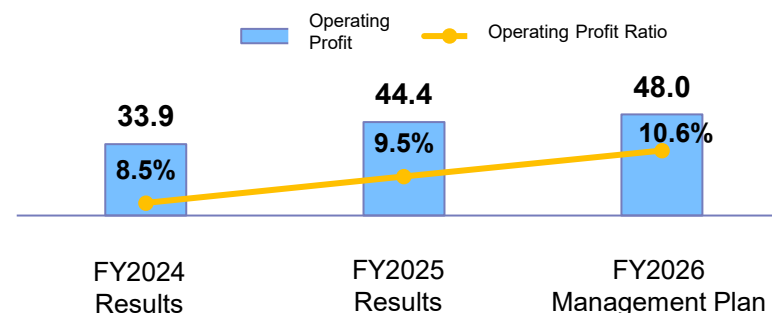
Net Sales by Subsegment (Billion Yen)



Net Sales in Japan / Overseas (Billion Yen)

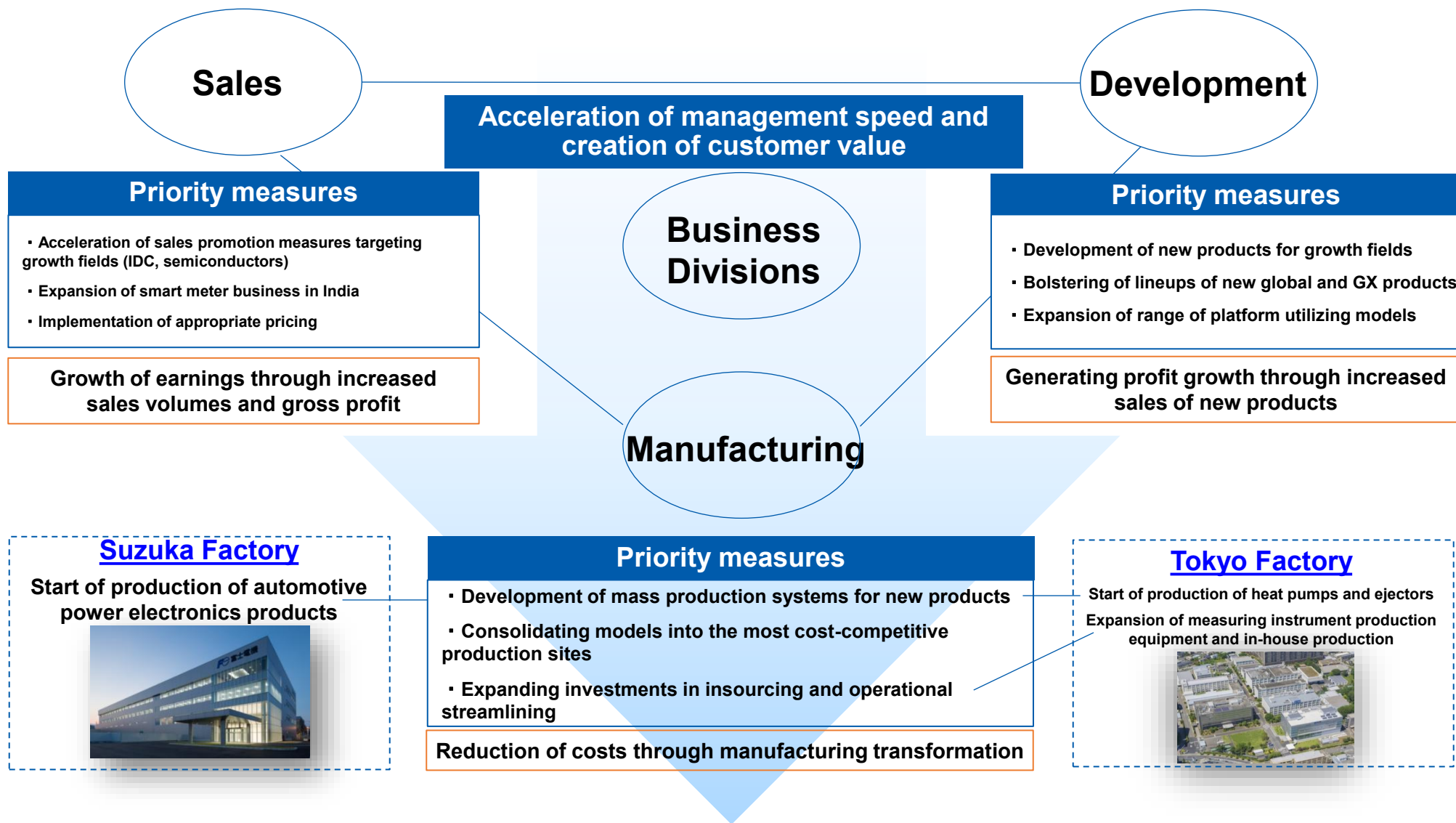


Operating Profit / Operating Profit Ratio (Billion Yen)



Note: FY2025 results reflect the FY2026 business reorganization. FY2024 results are reference figures calculated based on a simplified calculation.

General	<ul style="list-style-type: none">● Operational transformation for a stronger business foundation
FA components	<ul style="list-style-type: none">● Focus on growth fields (internet data centers (IDC), semiconductors)● Expansion of overseas businesses<ul style="list-style-type: none">▪ Growth of businesses in India (smart meters)▪ Introduction and enhancement of global products
ED&C components	<ul style="list-style-type: none">● Introduction of new products and advancement of sales measures (IDC, semiconductors)
Automation systems	<ul style="list-style-type: none">● Establishment of heat and cooling solutions business (IDC)● Enhancement of responsiveness toward electrification demand● Development and lineup expansion of global product● Strengthening the security of monitoring control system
Social solutions	<p>Mobility: ● Launch of new power electronics products for automotive</p> <p>Radiation-related equipment: ● Launch of new products for overseas markets</p>
IT solutions	<ul style="list-style-type: none">● Strengthening of DX solutions businesses targeting private and government sectors● Focus on operation and maintenance businesses associated with 2nd GIGA program in academic sector



Creating customer value while strengthening our business foundation through profit-driven, agile decision-making.

Contributions to energy efficiency improvement and stable equipment operation through launches of new air-condition (liquid cooling systems) and power supply products

250 kW Ejector Cooling System

Auto-
mation



- Applications
Liquid cooling for AI servers
- Advantages
Energy conservation (up to 85% reduction)
Reliable equipment operation
Optimization of total operating costs

■ Launch: June 2026

Harmonic-mitigation inverter

FA



- Applications
Drive and control of cooling equipment
- Advantages
Improving power usage efficiency
Complying with harmonic standards
Reducing equipment footprint
- Launch : 1H of FY2028 (tentative)

New ultrasonic flowmeter

FA



- Applications
Flow measurement between CDUs* and server racks
- Advantages
Measuring specialized refrigerants
High precision

■ Launch : June 2026

*CDU: Coolant Distribution Unit

Major Strategies

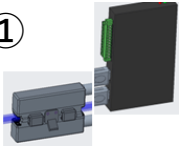
- Acceleration of design-in activities for new products targeting cooling equipment manufacturers worldwide (chillers, cooling water pumps, coolant distribution units)
- Proposing complete system solutions for coolant distribution unit manufacturers
(Inverters, flowmeters, motors, control equipment, ED&C components)
- Proposal of solutions integrating electrical machinery, heat & cooling, and DX

Contribution to energy saving, footprint reduction, and stable operation through new product and bundle proposals for end users and equipment manufacturers

Flowmeters

FA

①



■ Applications

- ① Semiconductor production equipment
- ② Ancillary equipment
- ③ Pure water production equipment

②



■ Advantages

Energy conservation, reliable equipment operation
(Lineup capable of accommodating diverse installation methods and precision needs)

③



■ Flowmeter for semiconductor production equipment

Launch: 1H of FY2028 (tentative)

Power Supply Equipment

FA

①



■ Applications

Semiconductor production equipment
Air-conditioning equipment

②



■ Advantages

Control during power outages
Protection of equipment power supplies
Improvement of electricity quality
(detection of sudden voltage stops and harmonics)

Magnetic Switches, Circuit Breakers

ED&C



■ Applications

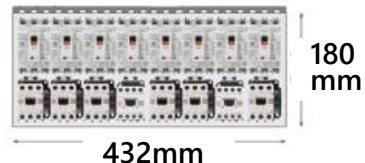
Semiconductor production equipment
Control panels

■ Advantages

Energy conservation
Space saving

[Application Example: Etching Device]

- Magnetic switch: SC-NEXT
- Circuit Breaker: G-TWIN A
- Energy consumption: Down 51.5W
- Panel size: 22% lower



Major Strategies

■ Accelerating new product design-in and proposal activities for major domestic semiconductor production equipment manufacturers

■ Expansion of sales through registration as vendor for overseas semiconductor manufacturers (end users)

Contributions to decarbonization through automotive inverters utilizing Fuji Electric IGBT module technologies and products

Automotive Inverters

Social
Solu-
tions

■ Market Trends

Accelerating development of electrified vehicles in response to Japan's upcoming 2030 Corporate Average Fuel Economy (CAFE) standards (average fuel target of 25.4km/L, 32.4% improvement from FY2016)

→ Development of **low-profile, lightweight, high-power-density** inverters compatible with size of compact vehicles sold in large numbers in Japan

Synergies between power semiconductors and power electronics	Developing scalable, compact, and low-cost modules by utilizing Fuji Electric's market-proven automotive IGBT technology
	Development of compact, low-cost inverters based on Fuji Electric's IGBT model technologies and products as well as motor control technologies with strong track record in other mobility field

Applications and Advantages

■ Applications

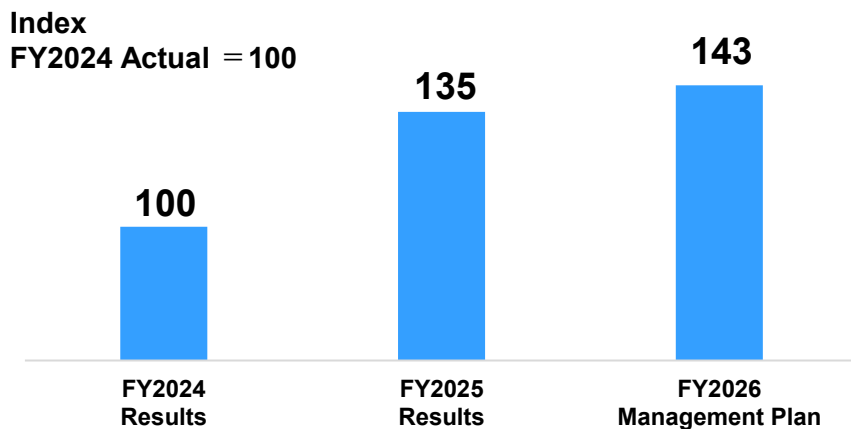
Compact HV and EV

■ Advantages

Contributions to decarbonized society through IGBT modules and inverters for HV and EV

Contributing to stable facility operations and decarbonization/energy savings through the steady execution of a strong order backlog and global/GX products.

Order backlog (as of April 2026)



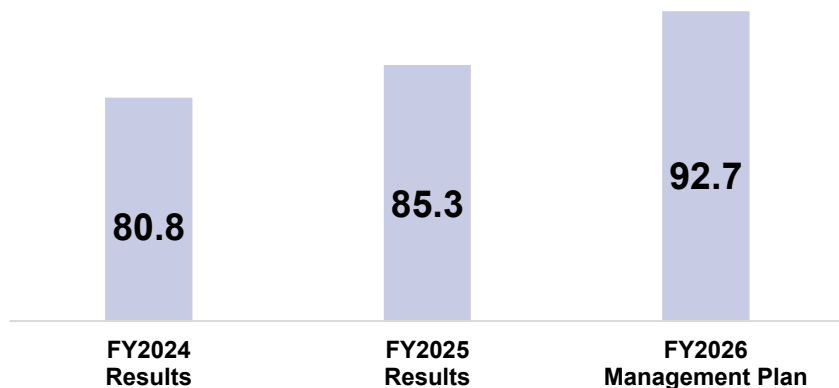
Next-Gen Medium Voltage Inverter



FRENIC4600FM7

- Applications:
Compressors, Conveyors, and more
- Value:
Stable equipment operation, energy savings, space-saving design
- Release : Launched in April 2026
(Further lineup in coming up)

Net Sales (billion yen)



Induction Heating System



IGBT Power System



MOS-FET Power Supply



Billet Heater






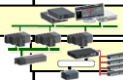














ERW Pipe Welder

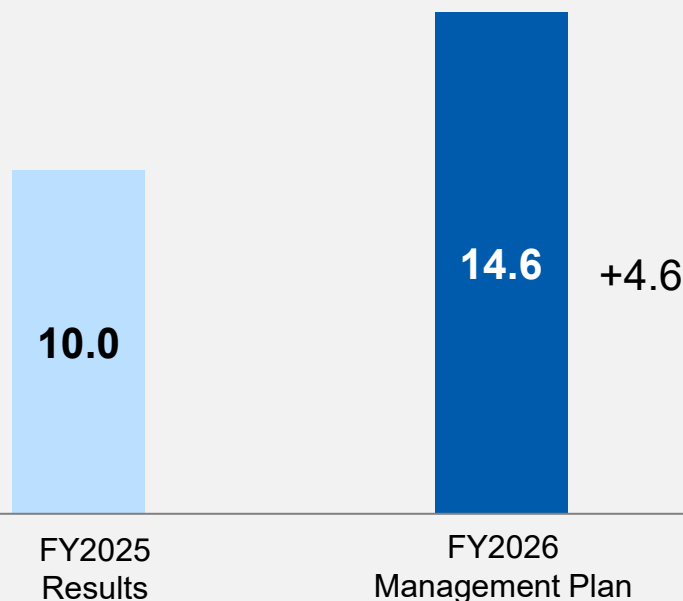
- Application:
Heat Treatment Processes for Steel, Non-Ferrous Metals, and Chemicals
- Strengths:
High-frequency power supplies (utilizing in-house power semi)
Induction heating and simulation tech.
- Value Proposition:
CO₂ reduction through electrification (heat source conversion)
Improved energy efficiency
Enhanced maintainability

Development Schedule (Product Strategies)

Improvement of development efficiency, swift introduction of new products, and expansion of range of platform-utilizing models

	Major Development Themes	Market	FY2024	FY2025	FY2026	FY2027	FY2028		
Factory Automation Components	Low-voltage inverters <ul style="list-style-type: none">Platform developmentAll-in-one and new products for elevatorsHarmonic-mitigation inverter	Japan Europe North America China Asia		Deployment of products for 7th platform		8th platform development			
	Servos <ul style="list-style-type: none">Global servo systems	China (Asia)		All-in-one elevator solutions	New products for elevators				
	Next-generation electricity measuring instruments <ul style="list-style-type: none">Power quality measurement / dual power measurement	Japan South Korea Taiwan North America	Platforms	Alpha7E (expansion of series and functions)	Products for IDC and cooling equipment				
	Measuring instruments <ul style="list-style-type: none">Compact ultrasonic flowmeters (S-Flow)Ultra-compact ultrasonic flowmeters	Japan Asia and Europe			Expansion of series and functions				
					Expansion wireless capabilities and features				
Automation Systems	Systems <ul style="list-style-type: none">Bolstering of industrial inverter functionsGS unit typeLarge-capacity water-cooled invertersGlobal Medium-voltage invertersMedium-sized industrial motor model updates and lineup expansion	Japan China Asia			Expansion of industrial inverter series				
	Plant control systems <ul style="list-style-type: none">Global control systems				Large-capacity water-cooled inverters	GS unit type			
	Industrial electric heating <ul style="list-style-type: none">Induction heating systems				Global Medium-voltage inverters	Expansion of series			
	Heat & cooling products				Medium-sized industrial motor model updates	Medium-sized industrial motor lineup expansion			
						Next-generation systems, integration of DCS and PLC platforms	Coordination with higher-level systems		
						Control system security capabilities			
					Existing model upgrade, next-generation high-frequency power supply, and induction heating unit development				
					Heat pumps, ejector cooling systems				
	Mobility		Electrical mobility equipment and systems <ul style="list-style-type: none">Electrical equipment for shinkansen trainsNext-generation door platforms and condition-based management systems (CBM)Automotive power electronicsElectric propulsion, shaft generators	Japan North America Asia India		Smaller, lighter, and all-SiC electrical equipment for shinkansen trains			
						Standardized door development and lineup expansion			
				Automotive power electronics					
				Electric propulsion, shaft generators					
Radiation Related equipment	Radiation exposure management products and components for overseas markets <ul style="list-style-type: none">Next-generation dosimetersNew survey meters	Japan China and Asia Europe North America		Next-generation dosimeter development					
				Next-generation survey meters					
ED&C components	Enhancement of competitiveness of core products <ul style="list-style-type: none">SC-NEXT series magnetic switchesNext-generation breakers and measuring units	Japan China and Asia Europe North America	SC-NEXT		Large MAG development				
				Breaker measuring units	Next-generation breakers				
IT Solutions	Digital transformation product lineup expansion <ul style="list-style-type: none">Development of platforms for factory digital transformation and expansion of employing systems	Japan China and Asia		Digital solutions					

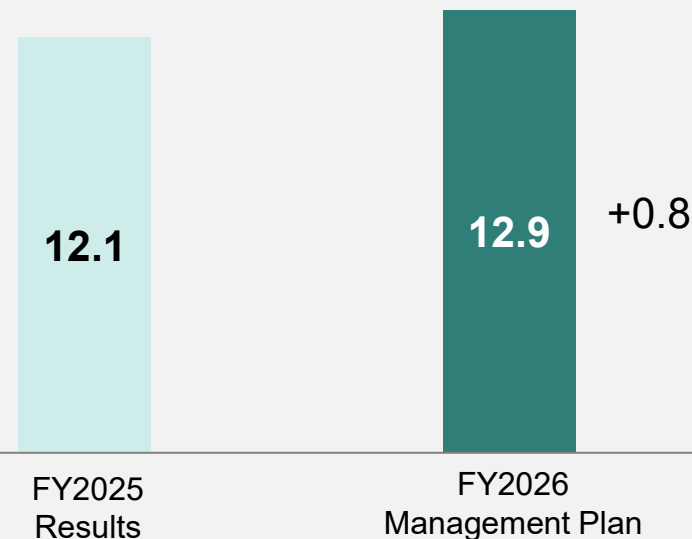
Capital Investment (Billion Yen)



- **Investment for reinforcement of profitability structures**

- Expansion of measuring instrument production equipment and in-house production
- Testing equipment for global products in automation system
- Investing in ED&C components to optimize production and increase capacity

Research and Development (Billion Yen)



- **Maximizing earnings while investing in future development**

- Application of platform approach for strengthening business constitution
- Early product finalization based on growth-sector specs and swift launch
- Contribution to businesses by developing products that capture green transformation demand

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