

Consolidated Financial and Non-Financial Highlights

Financial Highlights

Fiscal year	Millions of yen								Thousands of U.S. dollars*1	
	2016	2017	2018	2019	2020	2021*9	2022	2023	2024*10	2024
Operating Results										
Net sales	837,765	893,451	914,915	900,604	875,927	910,226	1,009,447	1,103,214	1,123,407	7,539,645
Japan	632,723	674,744	682,503	679,719	654,020	655,821	717,390	770,790	797,923	5,355,193
Overseas	205,042	218,707	232,412	220,885	221,907	254,405	292,057	332,424	325,484	2,184,452
Operating profit	44,709	55,962	59,972	42,515	48,595	74,835	88,882	106,066	117,646	789,577
Profit Attributable to Owners of Parent	40,978	37,763	40,267	28,793	41,926	58,660	61,348	75,353	92,239	619,056
R&D and Capital Investment										
R&D expenditures	34,910	35,620	33,669	34,457	33,562	33,756	36,216	36,059	37,822	253,840
Plant and equipment investment*2	27,149	26,465	43,338	48,208	35,890	59,320	84,147	68,311	85,185	571,712
Depreciation and amortization*3	29,445	30,151	30,906	32,319	36,194	39,969	45,938	51,875	57,341	384,842
Cash Flows										
Cash flows from operating activities	58,185	53,146	54,949	46,087	26,931	76,809	116,163	84,858	144,920	972,622
Cash flows from investing activities	9,748	(14,550)	(21,448)	(27,621)	23,477	(22,350)	(49,498)	(62,418)	(63,384)	(425,397)
Free cash flow	67,934	38,596	33,501	18,466	50,408	54,458	66,665	22,439	81,536	547,224
Cash flows from financing activities	(56,082)	(46,887)	(38,172)	16,918	(39,518)	(42,894)	(77,192)	(45,868)	(86,246)	(578,836)
Financial Position										
Total assets*4	886,663	914,744	952,659	996,827	1,051,952	1,117,112	1,181,552	1,271,174	1,312,175	8,806,550
Total net assets	323,863	366,546	392,061	406,002	461,254	523,729	572,068	661,472	730,658	4,903,750
Equity	291,216	330,636	352,922	365,620	416,997	472,900	517,092	602,516	691,767	4,642,733
Net interest-bearing debt	141,578	130,177	124,850	153,617	140,872	117,041	99,107	97,362	42,201	283,229
Interest-bearing debt	183,465	163,507	153,985	217,364	216,205	208,391	183,273	162,906	104,876	703,870
Financial Indicators										
Ratio of operating profit to net sales (%)	5.3	6.3	6.6	4.7	5.5	8.2	8.8	9.6	10.5	—
Ratio of overseas sales to net sales (%)	24.5	24.5	25.4	24.5	25.3	27.9	28.9	30.1	29.0	—
ROIC (Return on Invested Capital) (%)	—	—	—	—	—	—	10.2	11.5	12.9	—
ROE (Return on equity) (%)	15.7	12.1	11.8	8.0	10.7	13.2	12.4	13.5	14.3	—
ROA (Return on assets) (%)*4	4.7	4.2	4.3	3.0	4.1	5.4	5.3	6.1	7.1	—
Equity ratio (%)*4	32.8	36.1	37.0	36.7	39.6	42.3	43.8	47.4	52.7	—
Net debt-equity ratio (times)*5	0.5	0.4	0.4	0.4	0.3	0.2	0.2	0.2	0.1	—
Debt-equity ratio (times)*6	0.6	0.5	0.4	0.6	0.5	0.4	0.4	0.3	0.2	—
Per Share Data*7										
Profit	286.82	264.34	281.89	201.57	293.52	410.68	429.50	527.57	642.69	4,313
Net assets	2,038.40	2,314.50	2,470.65	2,559.60	2,919.34	3,310.80	3,620.23	4,218.41	4,695.56	31,513
Cash dividends	55.00	70.00	80.00	80.00	85.00	100.00	115.00	135.00	160.00	1,073
Dividend payout ratio (%)	19.2	26.5	28.4	39.7	29.0	24.3	26.8	25.6	24.9	—

Non-Financial Highlights

Fiscal year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2024
Employees	26,503	27,009	27,416	27,960	27,593	26,757	27,123	27,325	27,391	—
Japan	17,716	17,704	17,647	17,681	17,647	17,493	17,392	17,340	17,368	—
Overseas	8,787	9,305	9,769	10,279	9,946	9,264	9,731	9,985	10,023	—
Greenhouse gas emissions throughout the supply chain (10,000 t-CO ₂)										
	—	—	—	12,473	5,688	17,994	17,690	5,841	5,612	—
Greenhouse gas emissions through production (10,000 t-CO ₂)										
	46.7	48.4	52.1	45.1	43.7	36.4	33.4	33.8	33.1	—
Contribution to CO ₂ reduction in a society through our products (10,000 t-CO ₂)*8										
	2,230	2,579	3,162	3,651	4,127	4,544	4,979	5,622	5,769	—

*1 The U.S. dollar amounts represent the arithmetic results of translating yen into dollars at ¥149 = U.S. \$1, the approximate exchange rate at March 31, 2025.

*2 Plant and equipment investment is the total of investment in tangible fixed assets, including acquisition amounts for lease contracts.

*3 Depreciation and amortization expense is the total of the depreciation of tangible fixed assets and amortization of intangible assets.

*4 Effective April 1, 2018, the Company have adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, revised on February 16, 2018). As such, financial indicators in consolidated accounting period as of March 31, 2018 have been adjusted to retroactively apply said accounting standards.

*5 Net debt-equity ratio is the ratio of net interest-bearing debt (interest-bearing debt + lease obligations – cash and cash equivalents) to equity.


*6 Debt-equity ratio is the ratio of interest-bearing debt to equity.

*7 Effective October 1, 2018, the Company conducted a 1-for-5 common stock consolidation. Amounts for profit per share and net assets per share have been calculated assuming that the stock consolidation took place on April 1, 2014. The amount of dividend ¥48 per share for the year ended March 31, 2019 is total of the interim dividend of ¥8 per share and the year-end dividend of ¥40 per share. Since the Company conducted a 1-for-5 common stock consolidation effective October 1, 2018, the interim dividend of ¥8 does not reflect stock consolidation effect and the annual dividend of ¥40 reflects stock consolidation effect. If the stock consolidation effect is also considered to the interim dividend per share, the interim dividend of ¥8 per share without the effect is equivalent to ¥40 per share with the stock consolidation effect. Accordingly, the annual dividend for fiscal 2018 amounted to ¥80 per share, including adjusted interim dividend of ¥40 per share and year-end dividend ¥40 per share.


*8 Reductions in CO₂ emissions through products refer to CO₂ emission reductions from products shipped in and after fiscal 2009 that were in operation for a year. Calculated based on the Ministry of Economy, Trade and Industry's Guideline for Quantifying Greenhouse Gas Emission Reduction Contribution.

*9 From the beginning of the fiscal year ended March 31, 2022, the company applied the "Accounting Standard for Revenue Recognition" (Accounting Standard Board of Japan ("ASBJ") statement No. 29 issued on March 31, 2020) etc. The figures after consolidated accounting period as of March 31, 2022 in the "Consolidated Financial Highlights" reflect the application of the accounting standards.

*10 The Company applies "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022) etc. from the beginning of the current fiscal year. As such, financial indicators in consolidated accounting period as of March 31, 2024 have been adjusted to retroactively apply said accounting standards. In addition, "Revised Accounting Standard of 2022" is applied the transitional treatment prescribed in the proviso of paragraph 20-3 of Accounting Standard for Current Income Taxes and the proviso of paragraph 65-2 (2) of "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No.28, October 28, 2022). As a result, the figures in consolidated accounting period as of March 31, 2025 in the "Consolidated Financial Highlights" reflect the application of the accounting standards.



Detailed financial information is available on our website.
https://www.fujielectric.com/ir/library/financial_results/index.html



Corporate Data

Company Information (As of March 31, 2025)

Company Name	FUJI ELECTRIC CO., LTD.
Established	August 29, 1923
Consolidated Subsidiary	68 (Japan 20, Overseas 48)
Equity Method Affiliate	4
Head Office	1-1, Tanabeshinden, Kawasaki-ku, Kawasaki-shi, Kanagawa 210-9530, Japan
Head Office Business Address	Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Capital Stock	¥47.6 billion
Employees (Consolidated)	27,391 (Japan 17,368, Overseas 10,023)
Net Sales (Consolidated)	¥1,123.4 billion (Year ended March 31, 2025)
Stock Code	6504

Stock Information (As of March 31, 2025)

Issued and Outstanding Shares	149,296,991
Number of Shareholders	47,030

Major Shareholders

Shareholders' name	Number of shares (1,000s)	Voting rights (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	23,625	16.00
Custody Bank of Japan, Ltd. (Trust Account)	14,204	9.62
STATE STREET BANK AND TRUST COMPANY 505001	4,966	3.36
Asahi Mutual Life Insurance Company	3,983	2.70
National Mutual Insurance Federation of Agricultural Cooperatives	3,059	2.07
FANUC CORPORATION	2,684	1.82
BNYM AS AGT / CLTS 10 PERCENT	2,659	1.80
STATE STREET BANK WEST CLIENT - TREATY 505234	2,658	1.80
GOVERNMENT OF NORWAY	2,563	1.74
JPMorgan Securities Japan Co., Ltd.	1,889	1.28

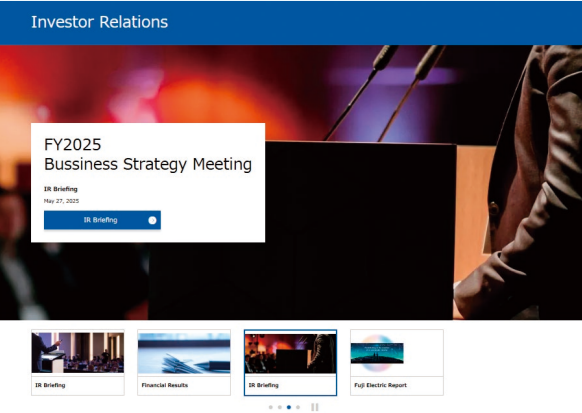
Note: The ratio of shareholding is calculated by deducting the number of treasury stock from the total number of shares outstanding based on the provisions of the Ordinance for Enforcement of the Companies Act.

Share Distribution by Shareholder Type


Type	Number of shareholders	Number of shares	Holding (%)
Financial institutions / Securities firms	148	59,339,206	39.74
Other corporations in Japan	572	5,564,928	3.73
Foreign corporations	958	66,732,166	44.70
Individuals and others	45,352	17,660,691	11.83
Total	47,030	149,296,991	100.00

Note: "Individuals and others" includes treasury stock.

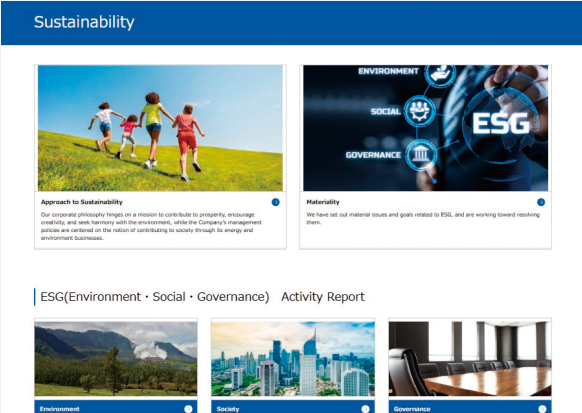

Corporate Data on Fuji Electric Website
(Information Related to IR and Sustainability)




If you would like to obtain **information related to IR**, please refer to the Investor Relations site.




Investor Relations
<https://www.fujielectric.com/ir/>



If you would like to obtain **information related to sustainability**, please refer to the sustainability site.



Sustainability
<https://www.fujielectric.com/csr/>



TOPICS

Fuji Electric’s Promotion of Youth Development

To further deepen our relationship of trust with society, we engage in social contribution activities to leverage the people and technology that we have cultivated through our business activities and to contribute to solving social issues around the world. We are focusing on the promotion of youth development for children, students, and teachers in the communities where we operate.

[In Japan]

To convey the wonder of science and technology as well as the importance of manufacturing to elementary and junior high school students, our employees serve as instructors for science classes; we invite students to visit our factories and other bases for work experience and factory tours; and we provide teachers with corporate training.



Programming education for elementary school students
(An elementary school in Tokyo, Japan)



Private corporate training for teachers
(An elementary school in Tokyo, Japan)

[Overseas]

In India and the Southeast Asian region, which are experiencing remarkable economic development, we provide technical support to science and engineering universities, such as by establishing courses on manufacturing and product technology and by donating experimental equipment (our products).



Courses for technical colleges
(Thailand)



Partnership with a university
(India)