

Consolidated Financial and Non-Financial Highlights

Financial Highlights										Thousands of U.S. dollars*1
										Millions of yen
Fiscal year	2017	2018	2019	2020	2021*9	2022	2023	2024*10	2025	2025
Operating Results										
Net sales	893,451	914,915	900,604	875,927	910,226	1,009,447	1,103,214	1,123,407	1,227,595	7,720,726
Japan	674,744	682,503	679,719	654,020	655,821	717,390	770,790	797,923	882,823	5,552,352
Overseas	218,707	232,412	220,885	221,907	254,405	292,057	332,424	325,484	344,772	2,168,374
Operating profit	55,962	59,972	42,515	48,595	74,835	88,882	106,066	117,646	136,620	859,247
Profit Attributable to Owners of Parent	37,763	40,267	28,793	41,926	58,660	61,348	75,353	92,239	98,030	616,543
R&D and Capital Investment										
R&D expenditures	35,620	33,669	34,457	33,562	33,756	36,216	36,059	37,822	38,907	244,698
Plant and equipment investment*2	26,465	43,338	48,208	35,890	59,320	84,147	68,311	85,185	56,711	356,678
Depreciation and amortization*3	30,151	30,906	32,319	36,194	39,969	45,938	51,875	57,341	61,778	388,541
Cash Flows										
Cash flows from operating activities	53,146	54,949	46,087	26,931	76,809	116,163	84,858	144,920	123,562	777,120
Cash flows from investing activities	(14,550)	(21,448)	(27,621)	23,477	(22,350)	(49,498)	(62,418)	(63,384)	(72,608)	(456,654)
Free cash flow	38,596	33,501	18,466	50,408	54,458	66,665	22,439	81,536	50,954	320,466
Cash flows from financing activities	(46,887)	(38,172)	16,918	(39,518)	(42,894)	(77,192)	(45,868)	(86,246)	(48,173)	(302,982)
Financial Position										
Total assets*4	914,744	952,659	996,827	1,051,952	1,117,112	1,181,552	1,271,174	1,312,175	1,406,669	8,846,977
Total net assets	366,546	392,061	406,002	461,254	523,729	572,068	661,472	730,658	842,936	5,301,490
Equity	330,636	352,922	365,620	416,997	472,900	517,092	602,516	691,767	800,161	5,032,462
Net interest-bearing debt	130,177	124,850	153,617	140,872	117,041	99,107	97,362	42,201	19,210	120,818
Interest-bearing debt	163,507	153,985	217,364	216,205	208,391	183,273	162,906	104,876	89,083	560,274
Financial Indicators										
Ratio of operating profit to net sales (%)	6.3	6.6	4.7	5.5	8.2	8.8	9.6	10.5	11.1	—
Ratio of overseas sales to net sales (%)	24.5	25.4	24.5	25.3	27.9	28.9	30.1	29.0	28.1	—
ROIC (Return on Invested Capital) (%)	—	—	—	—	—	10.2	11.5	12.9	12.6	—
ROE (Return on equity) (%)	12.1	11.8	8.0	10.7	13.2	12.4	13.5	14.3	13.1	—
ROA (Return on assets) (%)*4	4.2	4.3	3.0	4.1	5.4	5.3	6.1	7.1	7.2	—
Equity ratio (%)*4	36.1	37.0	36.7	39.6	42.3	43.8	47.4	52.7	56.9	—
Net debt-equity ratio (times)*5	0.4	0.4	0.4	0.3	0.2	0.2	0.2	0.1	0.0	—
Debt-equity ratio (times)*6	0.5	0.4	0.6	0.5	0.4	0.4	0.3	0.2	0.1	—
Per Share Data*7										YenU.S. dollars*1
Profit	264.34	281.89	201.57	293.52	410.68	429.50	527.57	642.69	665.18	4.183
Net assets	2,314.50	2,470.65	2,559.60	2,919.34	3,310.80	3,620.23	4,218.41	4,695.56	5,428.63	34.142
Cash dividends	70.00	80.00	80.00	85.00	100.00	115.00	135.00	160.00	200.00	1.257
Dividend payout ratio (%)	26.5	28.4	39.7	29.0	24.3	26.8	25.6	24.9	30.1	—

Non-Financial Highlights

Fiscal year	2017	2018	2019	2020	2021	2022	2023	2024	2025	2025
Employees	27,009	27,416	27,960	27,593	26,757	27,123	27,325	27,391	26,955	—
Japan	17,704	17,647	17,681	17,647	17,493	17,392	17,340	17,368	17,347	—
Overseas	9,305	9,769	10,279	9,946	9,264	9,731	9,985	10,023	9,608	—
Greenhouse gas emissions throughout the supply chain (10,000 t-CO ₂)	—	—	12,473	5,688	17,994	17,690	5,841	5,612	5,472	—
Greenhouse gas emissions through production (10,000 t-CO ₂)	48.4	52.1	45.1	43.7	36.4	33.4	33.8	33.1	27.1	—
Contribution to CO ₂ reduction in a society through our products (10,000 t-CO ₂)*8	2,579	3,162	3,651	4,127	4,544	4,979	5,622	5,769	5,888	—

*1 The U.S. dollar amounts represent the arithmetic results of translating yen into dollars at ¥159 = U.S. \$1, the approximate exchange rate at March 31, 2026.

*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 has 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, 2013. 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 for the fiscal year ended March 31, 2022 and onwards 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 fiscal year ended March 31, 2025. 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 for the fiscal year ended March 31, 2025 and onwards 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, 2026)

Company Name	FUJI ELECTRIC CO., LTD.
Established	August 29, 1923
Consolidated Subsidiary	68 (Japan 19, Overseas 49)
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)	26,955 (Japan 17,347, Overseas 9,608)
Net Sales (Consolidated)	¥1,227.6 billion (Year ended March 31, 2026)
Stock Code	6504

Stock Information (As of March 31, 2026)

Issued and Outstanding Shares	149,296,991
Number of Shareholders	43,989

Major Shareholders

Shareholders' name	Number of shares (1,000s)	Voting rights (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	28,044	19.00
Custody Bank of Japan, Ltd. (Trust Account)	16,426	11.13
National Mutual Insurance Federation of Agricultural Cooperatives	5,099	3.45
Asahi Mutual Life Insurance Company	3,983	2.70
FANUC CORPORATION	2,684	1.82
STATE STREET BANK AND TRUST COMPANY 505001	2,348	1.59
CACEIS BANK, LUXEMBOURG BRANCH / UCITS CLIENTS ASSETS	2,097	1.42
JP MORGAN CHASE BANK 385781	2,018	1.37
STATE STREET BANK AND TRUST COMPANY 505025	2,013	1.36
STATE STREET BANK AND TRUST COMPANY 505019	1,935	1.31

Note: The voting rights are 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	134	64,485,197	43.19
Other corporations in Japan	560	5,704,772	3.82
Foreign corporations	1,021	63,545,461	42.56
Individuals and others	42,274	15,561,561	10.43
Total	43,989	149,296,991	100.00

Note: "Individuals and others" includes treasury stock.

Social Contribution Activities

To further deepen our relationship of trust with society, we engage in social contribution activities at operating sites around the world, leveraging the people and technology that we have cultivated through our business activities, with the promotion of youth development and natural environment conservation as priority themes.

Promotion of Youth Development

In Japan, leveraging the knowledge and technologies we have cultivated over many years as an electrical equipment manufacturer, we hold science classes at elementary schools near our factories, with employees serving as instructors, to provide children with opportunities to experience the excitement of science and technology and the appeal of manufacturing. We also provide work experience and factory tours for elementary and junior high school students and corporate training for teachers.

Overseas, in regions such as Southeast Asia and India where we conduct business activities, 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).



Introducing semiconductor technology to children (Fuji Electric (Malaysia) Sdn. Bhd.)

Natural Environment Conservation

We carry out a wide range of activities around the world, particularly in communities where we have operating sites, to contribute to natural environment conservation from the perspectives of preventing global warming and conserving biodiversity.

We conduct forest conservation activities that restore and preserve the functions of forests, including preventing sediment disasters, mitigating floods, and absorbing carbon dioxide, through tree planting, forest thinning, and selective clearing. We also undertake biodiversity conservation activities to protect the global ecosystem, such as reclaiming abandoned farmland to reduce damage caused by wildlife and planting mangroves to preserve their function as habitats for marine life.



Forest cultivation activities (Fuji Electric Meter Co., Ltd.)

TOPICS

Teaching How Electricity Generation Works in Science Classes

Since fiscal 2017, the Kawasaki Factory has held science classes at elementary schools every year. The lessons, designed for sixth-grade students, focus on how electricity is generated and use original teaching materials featuring turbines and generators manufactured at the Kawasaki Factory. The theme in fiscal 2025 was hydropower generation. Using plastic bottles, water guns, handmade blades, motors, and other materials, students conducted experiments to explore how to generate more electricity.

“In our own work, we also consider various conditions—such as the strength of the water and the length, number, and shape of the blades—to make products suited to the locations where power generation equipment will be installed.” At the end of the lesson, employees explain how

the experiments relate to the Company’s work. The classes are designed to make science enjoyable while sparking students’ interest in the world of work.



Science class at a nearby elementary school (Kawasaki Factory)