

Management Plan for FY2021

April 27, 2021 Fuji Electric Co., Ltd.

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Management Plan for FY2021 (YoY Comparison)



Year-on-year increase in sales and income, record-breaking net income attributable to owners of parent							
(Billion yen)							
FY2020FY2021ChangeResultsManagement Plan							
Net Sales	875.9	900.0	24.1	YoY exchange rate effect			
Operating Income	perating Income 48.6 60.0 11.4						
Operating Margin	Operating Margin5.5%6.7%1.2ptOperation						
Net Income Attributable to Owners of Parent	41.9	42.0	0.1				

[Financial Indicators]

Net D/E Ratio*	0.3 times	0.4 times	0.1 times
Equity Ratio	39.6 %	41.5 %	+1.9pt
ROA (Return on Assets)	4 %	4 %	—
ROE (Return on Equity)	11 %	10 %	-1pt

※ Net interest-bearing debt ÷ Equity

	US\$	EURO	RMB
FY2021 Exchange Rate	¥102.00	¥123.00	¥ 15.50
Foreign Exchange Sensitivity (million yen) ※	80	90	260

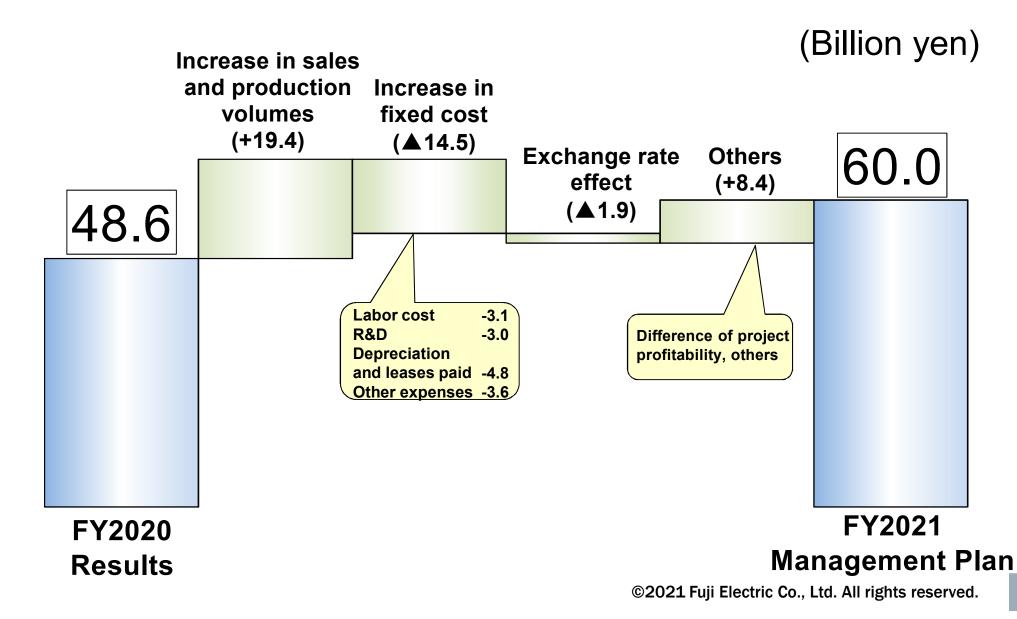
X US\$ and EURO: Impact of ¥1-fluctuation / RMB: Impact of 1% fluctuations

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Breakdown of Changes in Operating Results for FY2021 Management Plan (YoY Comparison)



Higher income due to increases in sales and production volumes and differences in profitability between projects



Net Sales and Operating Income by Segment for FY2021 Management Plan (YoY Comparison) ①



Higher income due to increased demand for xEV power semiconductors

(Billion yen) ※(): Ratio of Operating Income		FY2020 Results	FY2021 Management Plan	Change	Overview
Power Electronics	Net Sales	209.2	217.0	7.8	 Energy management: Lower sales and income primarily due to decreased demand for railway and industry substation equipment Power supply and facility systems:
Systems Energy	Operating Income/ Loss	14.0 (6.7%)	15.2 (7.0%)	1.2 (0.3pt)	 Higher sales and income due to increased data center- and semiconductor- related demand ED&C components: Higher sales and income following recovery in demand from finished equipment manufacturers
Power Electronics	Net Sales	345.9	329.0	-16.9	 Automation systems: Higher sales and income due to demand growth stemming from domestic and overseas factory automation market recovery Higher sales and income because of system business growth in China and other parts of Asia Social solutions:
Systems Industry	Operating Income/ Loss	21.8 (6.3%)	22.2 (6.7%)	0.4 (0.4pt)	 Higher sales and income due to railway field demand growth Equipment construction: Higher sales and income following recovery of demand in equipment construction business IT solutions: Lower sales and income due to disappearance of GIGA School Concept-related demand rush
Semiconductors	Net Sales	157.5	174.0	16.5	 Higher sales and income due to increased xEV power semiconductor
	Operating Income/ Loss	17.7 (11.2%)	21.6 (12.4%)	3.9 (1.2pt)	demand stimulated by xEV popularization

※Effective from April 1, 2021, Electronic Devices segment was renamed Semiconductors segment.

Net Sales and Operating Income by Segment for FY2021 Management Plan (YoY Comparison) 2

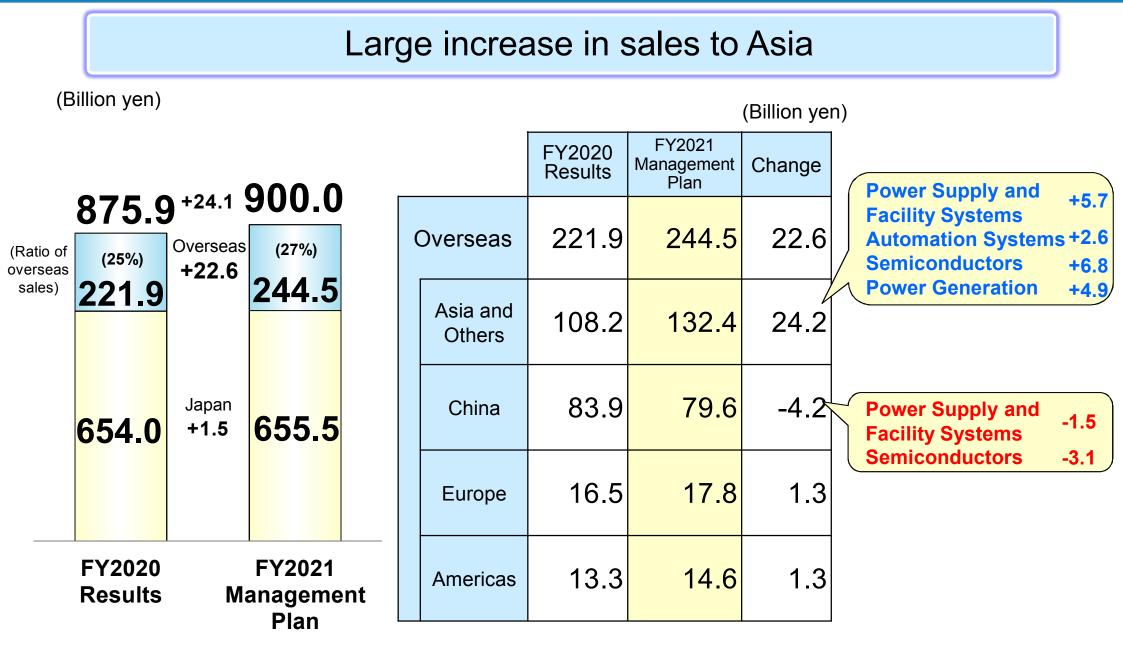


Massive increase in income due to benefits of Food and Beverage Distribution segment structural reforms and cost reduction activities

(Billion yen) ※(): Ratio of Operating Income		FY2020 Results	FY2021 Management Plan	Change	Overview
Power	Net Sales	80.4	84.0	3.6	 Higher sales and income because of increases in renewable energy
Generation	Operating Income/ Loss	2.5 (3.1%)	3.3 (3.9%)	0.8 (0.8pt)	projects and services amid accelerated decarbonization trend
Food and	Net Sales	76.6	87.5	10.9	 Vending machines: Higher sales and income following rise in domestic vending machine market share despite projection for levels unchanged from FY2020 Store distribution:
Beverage Distribution	Operating Income/ Loss	-5.3 (-6.9%)	2.7 (3.1%)	8.0 (10.0pt)	 Higher sales and income due to increased demand for convenience store equipment → Massive improvement in Food and Beverage Distribution segment earnings due to higher demand and benefits of structural reforms and cost reduction activities
• "	Net Sales	52.7	50.0	-2.7	
Others	Operating Income/ Loss	2.2 (4.2%)	1.8 (3.6%)	-0.4 (-0.6pt)	
Elimination and Corporate	Net Sales	-46.3	-41.5	4.8	
	Operating Income/ Loss	-4.3	-6.8	-2.5	©2021 Fuji Electric Co., Ltd. All rights reserved. 5

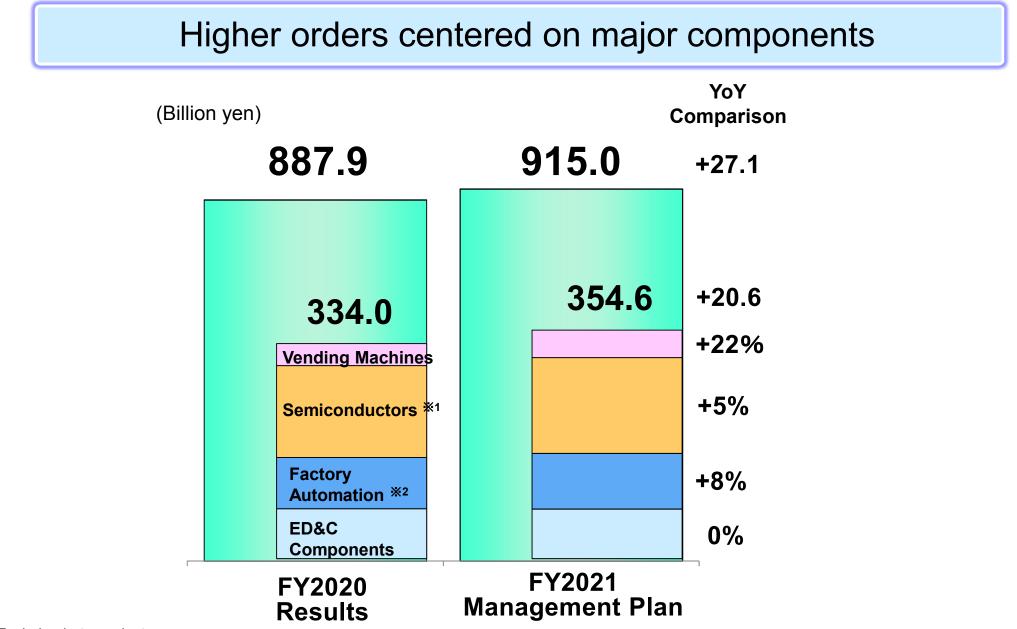
Net Sales by Japan and Overseas Area for FY2021 Management Plan (YoY Comparison)





Breakdown of Changes in Amount of Orders Received by Products for FY2021 Management Plan (YoY Comparison)





%1: Exclude photoconductors

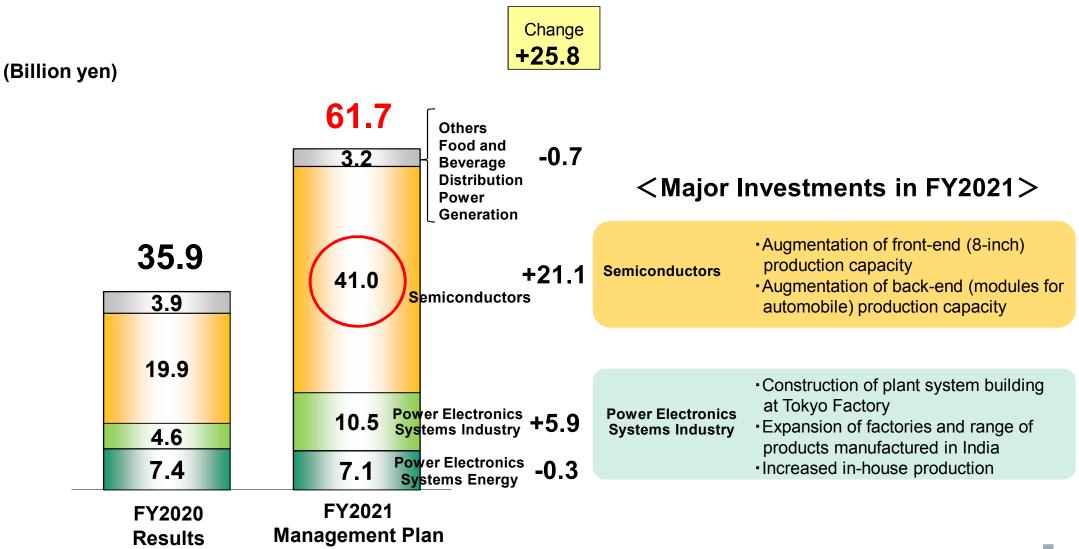
2: Factory Automation: low-voltage inverters, motors, FA components and measuring instruments

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Capital Investment for FY2021 Management Plan



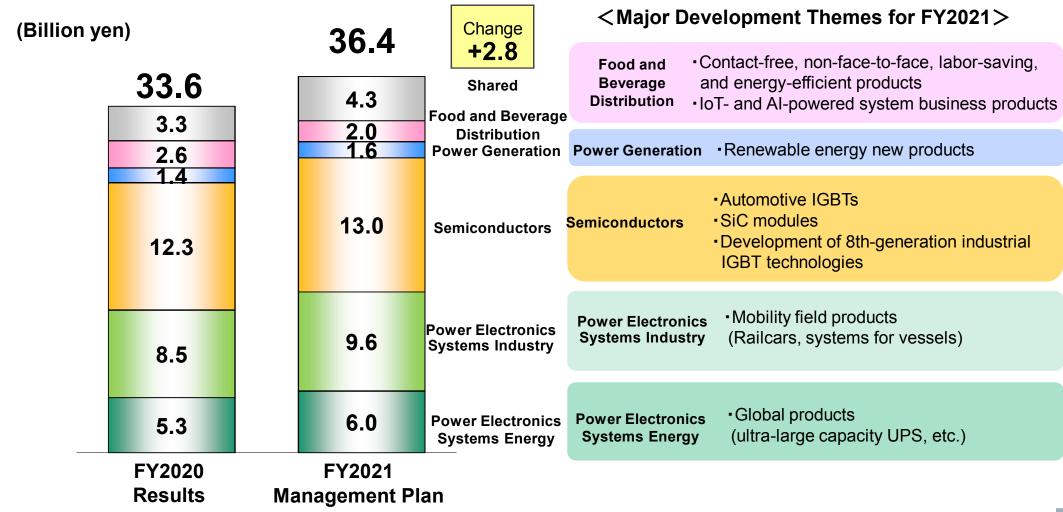
Ahead-of-schedule investment for boosting power semiconductor production capacity



Research and Development for FY2021 Management Plan



Ongoing aggressive development investments in growth fields (power electronics systems, power semiconductors)



Note: Figures for R&D expenditures above have been divided by segment based on theme and may therefore differ from the figures contained in the consolidated financial report.

Consolidated Balance Sheet at the End of FY2021 (Comparison with the End of FY2020)

For Fuji Electric

(Billion ven)

Assets 3/31/22 Change 3/31/21 **1 Cash and time deposit 76.5 45.8 -30.7Notes and account -3.8 349.2 345.4 receivables, trade receivables 160.7 167.7 7.0 Inventories 6.7 48.9 55.6 Other current assets 635.3 614.5 -20.8 Total current assets 27.2 209.8 237.0 Tangible fixed assets -1.1 22.3 Intangible fixed assets 23.4 Investments and other -7.1 189.1 182.0 assets 19.0 422.3 441.3 Total long-term assets 0.1 0.1 Deferred assets -1.9 1.057.7 1.055.8 Total assets 162.3 140.9 21.4 Net interest-bearing debt%2 0.3 0.4 0.1 Net D/E ratio%3 (times) 41.5% 1.9% Equity ratio 39.6%

			(Billoff yer)				
Liabilities and Net Assets		lities and Net Assets	3/31/21 _{*1}	3/31/22	Change		
		Notes and account payables, trade payables	172.0	160.0	-12.0		
		Interest-bearing debts	216.2	207.6	-8.6		
		Other liabilities	207.1	203.3	-3.8		
То	tal	liabilities	595.4	571.0	-24.4		
		Capital stock	47.6	47.6	-		
		Capital surplus	46.0	46.0	-		
		Retained earnings	272.9	302.0	29.1		
		Treasury stock at cost	-7.3	-7.3	-		
	Sh	areholders' equity	359.1	388.2	29.1		
		cumulated other mprehensive income	59.0	49.5	-9.5		
	No	n-controlling interests	44.3	47.1	2.8		
Total net assets		net assets	462.3	484.9	22.6		
То	tal	liabilities and net assets	1,057.7	1,055.8	-1.9		

X1 Figures for March 31, 2021, have been restated to reflect application of Accounting Standard for Revenue Recognition (ASBJ Statement No.29).

 $\$ 2 Net interest-bearing debt: Interest-bearing debt – Cash and cash equivalents

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

(Billion yen)

		FY2020 Results	FY2021 Management Plan
Ι	Cash Flows from Operating Activities	26.9	50.2
Π	Cash Flows from Investing Activities	23.5	-30.2
I + II	Free Cash Flow	50.4	20.0
Ш	Cash Flows from Financing Activities	-39.5	-50.0

IV Cash and Cash	Equivalents at End of Period	75.3	45.3
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Management Plan for 1H FY2021 (YoY Comparison)



			(Billion yen)
	1H FY2020 (Results)	1H FY2021 (Management Plan)	Change
Net sales	357.0	410.0	53.0
Operating Income	5.3	11.5	6.2
Ordinary Income	5.2	11.0	5.8
Net Income Attributable to Owners of Parent	2.1	8.0	5.9

(Billion yen)

	1H FY2020 (Results)		1H F א Managem)	′2021 nent Plan)	Change	
	Net Sales Operating Income/Loss		Net Sales	Operating Income/Loss	Net Sales	Operating Income/Loss
Power Electronics Systems Energy	81.8	1.6	102.0	3.7	20.2	2.1
Power Electronics Systems Industry	128.2	0.2	148.0	1.8	19.8	1.6
Semiconductors	72.4	6.3	84.0	8.7	11.6	2.4
Power Generation	32.7	1.1	27.0	-1.1	-5.7	-2.2
Food and Beverage Distribution	37.7	-2.6	44.0	0.5	6.3	3.1
Others	25.1	0.8	24.0	0.7	-1.1	-0.1
Elimination and Corporate	-20.8	-2.1	-19.0	-2.8	1.8	-0.7
Total	357.0	5.3	410.0		53.0	6.2

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