

# **Consolidated Financial Results for FY2021**

April 27, 2022

Fuji Electric Co., Ltd.

<b>1. FY2021 Results</b> (YoY Comparison)	P.	3
<b>2. FY2021 Results</b> (Comparison with Forecasts on Jan.27, 2022)	P.	12
<b>3. Balance Sheet・Cash Flow Statement</b>	P.	14
<b>4. Dividend of Surplus</b>	P.	17
<b>5. Reference</b>	P.	19

# **1. FY2021 Results**

## **(YoY Comparison)**

# Summary of Consolidated Financial Results for FY2021 (YoY Comparison)

**Higher sales and income. New record highs achieved for operating income, ordinary income, and net income attributable to owners of parent**  
**Medium-term management plan operating margin target 8% or more achieved**

(Billion yen)

	FY2020	FY2021	Change
Net Sales	875.9	910.2	34.3
Operating Income/Loss (Operating Margin Ratio.)	48.6 (5.5%)	74.8 <b>(8.2%)</b>	26.2 (2.7%)
Ordinary Income/Loss	50.4	79.3	28.9
Extraordinary Income/Loss	12.9	9.2	-3.7
Income/Loss before Income Taxes	63.3	88.5	25.2
Income Taxes	17.9	23.9	6.0
Net Income Attributable to Non-controlling Interests	3.4	5.9	2.5
Net Income Attributable to Owners of Parent	41.9	58.7	16.7

(End of the Month Rate Difference: March 31, 2021 → March 31, 2022)

(Yen)

US\$	110.71	122.39	11.68
EURO	129.80	136.70	6.90
RMB	16.84	19.26	2.42

(Average Exchange Rate)

(Yen)

US\$	106.06	112.38	6.32
EURO	123.70	130.56	6.86
RMB	15.67	17.51	1.84

## Net Sales

Gain on translation of earnings of overseas subsidiaries	+20.7
Demand Increase	+13.6

## Operating Income/Loss

Increase in sales and production volumes	+24.7
Increase in fixed costs	-7.7
Exchange rate effect	+5.1
Others*	+4.1
	<u>+26.2</u>

\*cost reduction, price fluctuations, sales mix changes and others

## Non-operating Income/Loss

Net interest expense	-0.4	( 1.5 → 1.1 )
Foreign exchange gain	+1.7	( -0.4 → 1.3 )
Others	+1.4	( 0.7 → 2.0 )
	<u>+2.7</u>	( 1.8 → 4.5 )

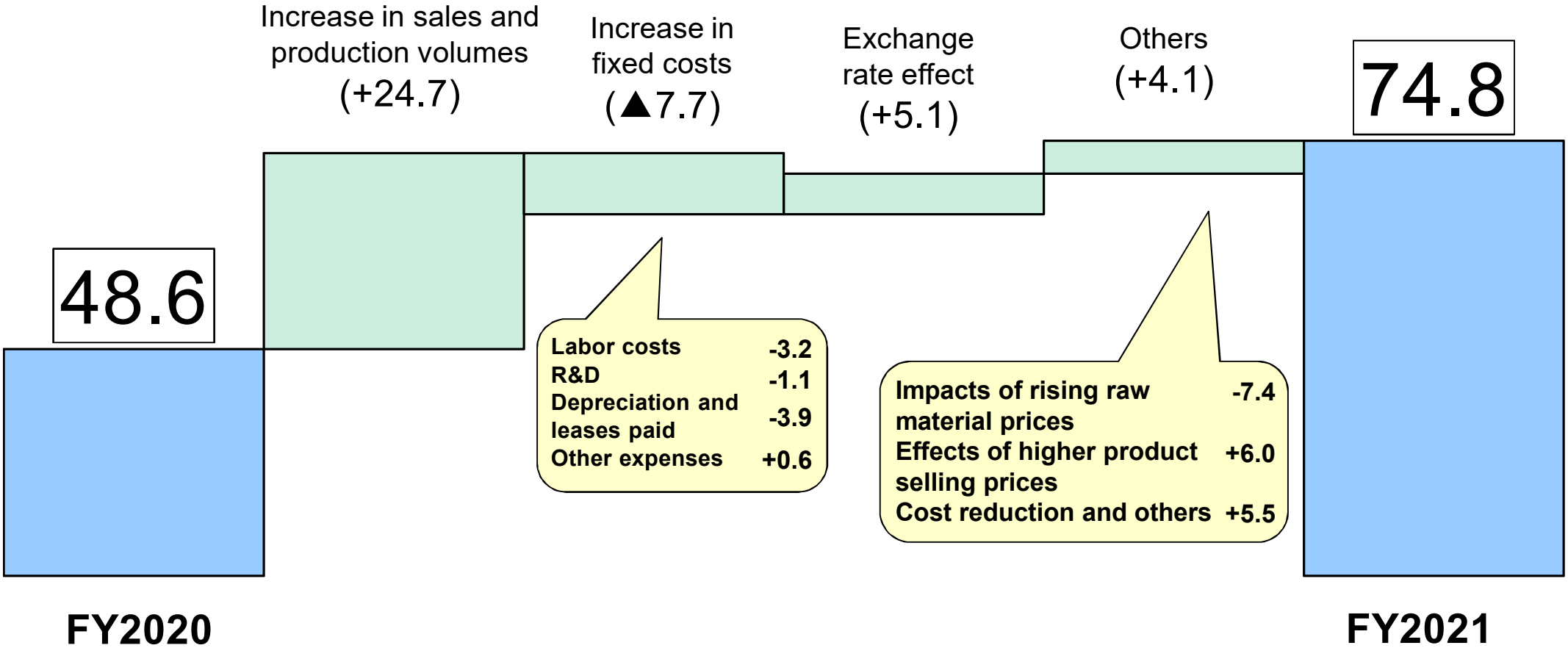
## Extraordinary Income/Loss

Gain on sales of investment securities	-30.5	( 40.9 → 10.4 )
Cost of corrective measures for product defects	+25.7	( -25.7 → 0.0 )
Loss on valuation of investment securities	+0.8	( -1.0 → -0.2 )
Others	+0.3	( -1.2 → -0.9 )
	<u>-3.7</u>	( 12.9 → 9.2 )

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

**Higher income primarily as a result of increases in sales and production volumes as well as favorable foreign exchange influences**  
**Cost reductions and price increases instituted to absorb impacts of soaring material prices**

(Billion yen)



# Net Sales and Operating Income by Segment for FY2021 (YoY Comparison)

## Operating results improvements in all segments

(Billion yen)

	FY2020			FY2021			Change		
	Net Sales	Operating Income/Loss	Operating Margin Ratio.	Net Sales	Operating Income/Loss	Operating Margin Ratio.	Net Sales	Operating Income/Loss	Operating Margin Ratio.
Power Electronics Energy	209.2	14.0	6.7%	240.6	21.4	8.9%	31.3	7.3	2.2%
Power Electronics Industry	345.9	21.8	6.3%	314.3	23.7	7.5%	-31.6	1.9	1.2%
Semiconductor	157.5	17.7	11.2%	178.8	27.1	15.2%	21.3	9.5	4.0%
Power Generation	80.4	2.5	3.1%	78.6	3.1	4.0%	-1.8	0.6	0.8%
Food and Beverage Distribution	76.6	-5.3	-6.9%	90.8	3.0	3.3%	14.2	8.3	10.2%
Others	52.7	2.2	4.2%	54.7	2.8	5.2%	2.0	0.6	1.0%
Elimination and Corporate	-46.3	-4.3	—	-47.5	-6.3	—	-1.2	-2.0	—
<b>Total</b>	<b>875.9</b>	<b>48.6</b>	<b>5.5%</b>	<b>910.2</b>	<b>74.8</b>	<b>8.2%</b>	<b>34.3</b>	<b>26.2</b>	<b>2.7%</b>

※ Effective April 1, 2021, the Electronic Devices segment was renamed the Semiconductor segment.

※ Effective July 1, 2021, the Power Electronics Systems Energy segment was renamed the Power Electronics Energy segment and the Power Electronics Systems Industry segment was renamed the Power Electronics Industry segment.

# Business Results by Segment for FY2021 (YoY Comparison) ①

(Billion yen)

			FY2020 Results	FY2021 Results	Change	Overview
Power Electronics	Energy	Net Sales	209.2	240.6	31.3 +4.9*	<p><b>Energy Management Net Sales Decreased by 3%</b> Decrease in net sales and operating results as a result of the absence of large-scale orders for substation equipment for industrial and railway applications recorded in the previous fiscal year</p> <p><b>Power Supply and Facility Systems Net Sales Increased by 17%</b> Increase in net sales and operating results as a result of increased demand for projects from data centers and semiconductor manufacturers</p> <p><b>ED&amp;C Components Net Sales Increased by 31%</b> Increase in net sales and operating results due to significantly higher demand from domestic and overseas manufacturers of machine tools and other finished equipment</p>
		Operating Income/Loss	14.0	21.4	7.3 +0.9*	
	Industry	Net Sales	345.9	314.3	-31.6 +5.9*	<p><b>Automation Systems Net Sales Increased by 11%</b> Increase in net sales and operating results due to the higher demand seen centered on low-voltage inverters and factory automation components</p> <p><b>Social Solutions Net Sales Decreased by 6%</b> Decrease in net sales despite an increase in large-scale projects for electrical equipment for railcars, because of a reduction in orders for exhaust gas cleaning systems for ships, but increase in operating results due to differences in profitability between projects</p> <p><b>Equipment Construction Net Sales Increased by 11%</b> Increase in net sales and operating results due to higher demand for electrical and air-conditioning equipment construction</p> <p><b>IT Solutions Net Sales Decreased by 43%</b> Decrease in net sales and operating results due to the absence of the large-scale public- and academic-sector projects recorded in the previous fiscal year</p>
		Operating Income/Loss	21.8	23.7	1.9 +1.0*	

\* Exchange rate effect

# Business Results by Segment for FY2021 (YoY Comparison) ②

(Billion yen)

		FY2020 Results	FY2021 Results	Change	Overview												
Semiconductor	Net Sales	157.5	178.8	21.3 +8.9*	<p>Increase in net sales despite the repercussions of withdrawing from magnetic disk operations, due to production capacity increases undertaken in response to substantial growth in demand for power semiconductors for electrified vehicles (xEVs) and for industrial applications. As a result, high operating ratios were able to be maintained leading to massive increases in sales volumes and subsequently improvements in operating results, regardless of the rise in expenses for bolstering power semiconductor production capacity and for conducting research and development</p> <table border="1"> <thead> <tr> <th>Breakdown of sales</th> <th>FY2020</th> <th>FY2021</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Industrial</td> <td>79.4</td> <td>93.7</td> <td>14.3</td> </tr> <tr> <td>Automotive</td> <td>54.0</td> <td>73.1</td> <td>19.2</td> </tr> </tbody> </table>	Breakdown of sales	FY2020	FY2021	Change	Industrial	79.4	93.7	14.3	Automotive	54.0	73.1	19.2
	Breakdown of sales	FY2020	FY2021	Change													
Industrial	79.4	93.7	14.3														
Automotive	54.0	73.1	19.2														
	Operating Income/Loss	17.7	27.1	9.5 +3.4*													
Power Generation	Net Sales	80.4	78.6	-1.8	<p>Decrease in net sales due to the rebound from a large-scale renewable energy project recorded in the previous fiscal year, but increase in operating results because of differences in profitability between projects and the benefits of cost reductions activities</p>												
	Operating Income/Loss	2.5	3.1	0.6													
Food and Beverage Distribution	Net Sales	76.6	90.8	14.2	<p><b>Vending Machines Net Sales Increased by 15%</b> Increase in net sales following growth in demand in Japan and overseas and increase in operating results due to the higher sales and the benefits of cost reduction activities</p>												
	Operating Income/Loss	-5.3	3.0	8.3	<p><b>Store Distribution Net Sales Increased by 22%</b> Increase in net sales and operating results because of an increase in demand for store equipment for convenience stores</p>												

※Figures for FY2020 reflect the organizational restructuring conducted in FY2021.

\* Exchange rate effect

©2022 Fuji Electric Co., Ltd. All rights reserved.

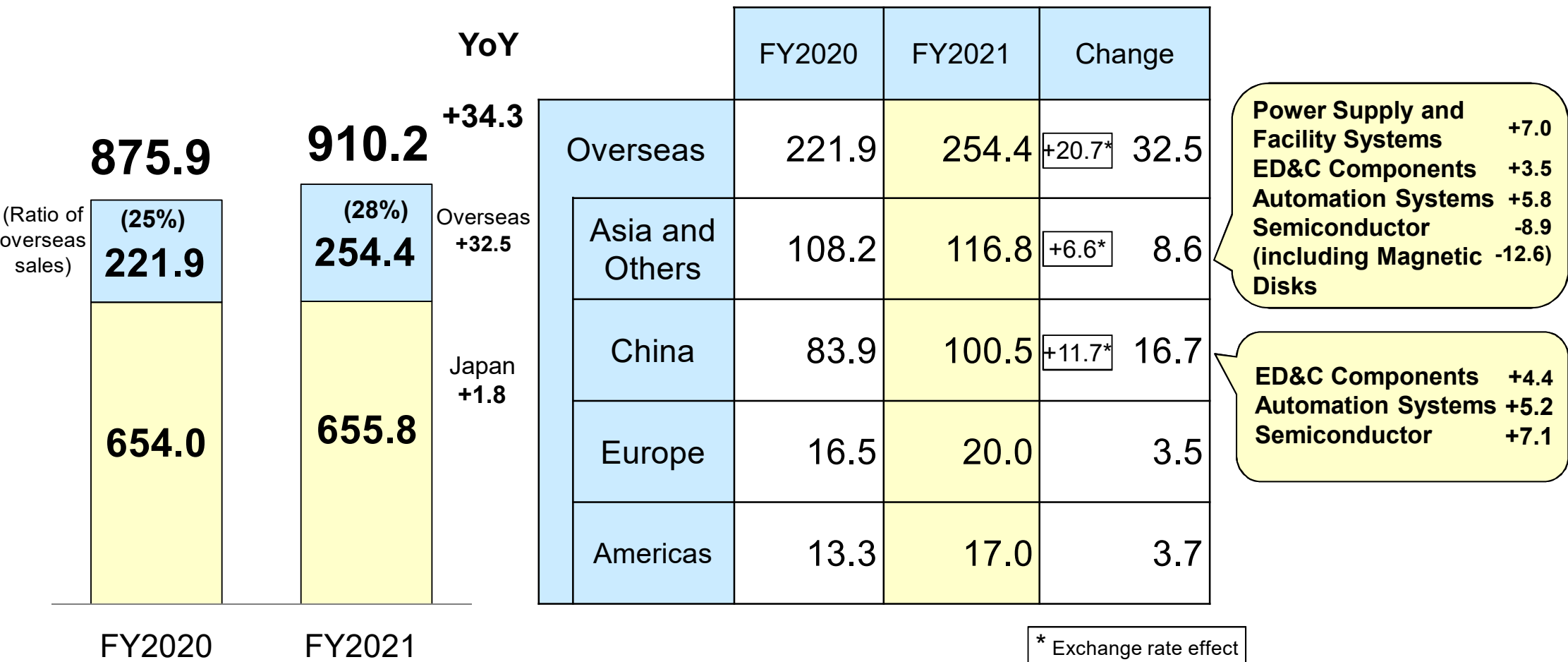


# Net Sales by Japan and Overseas Area for FY2021 (YoY Comparison)

## Increases in sales to all overseas area

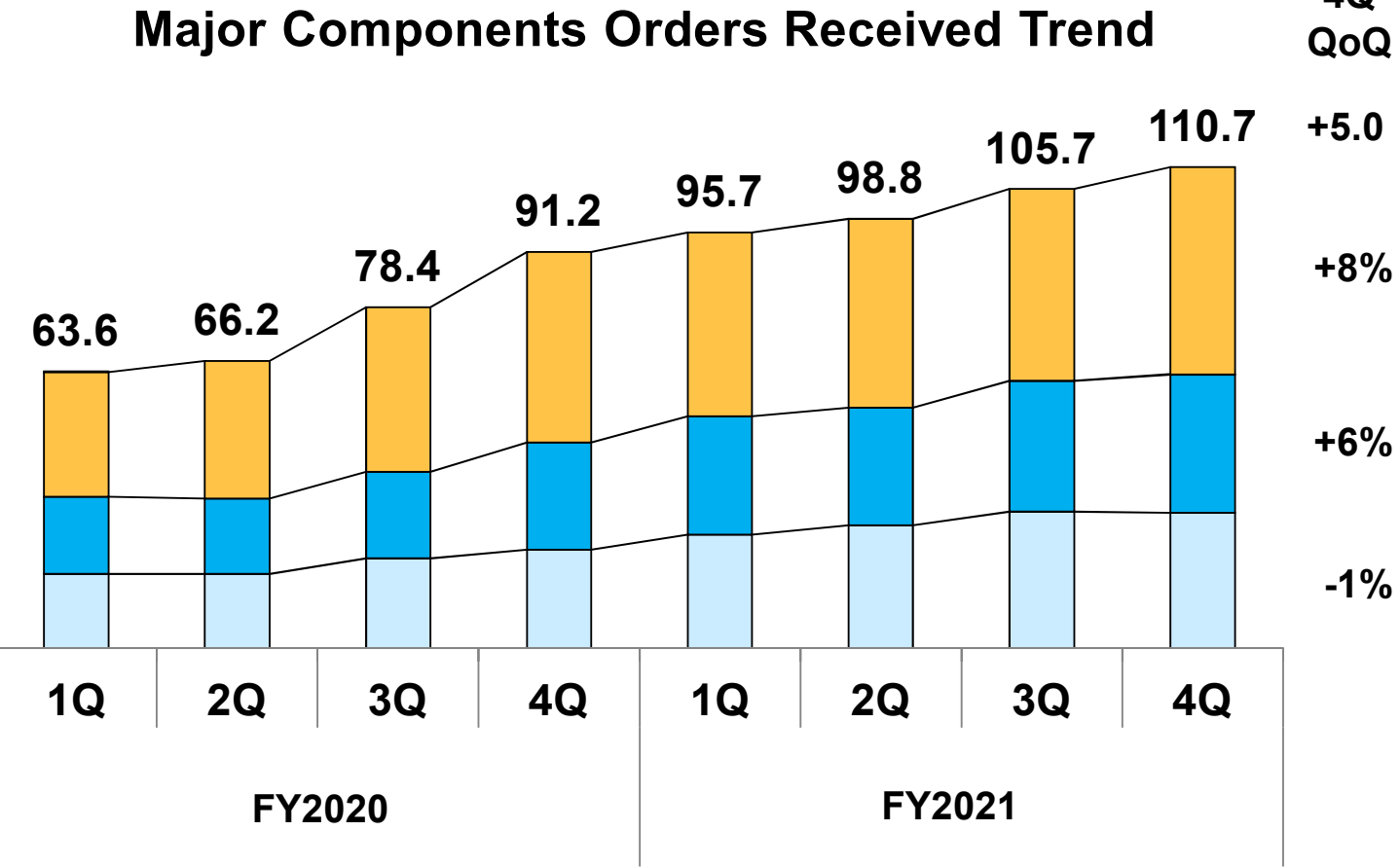
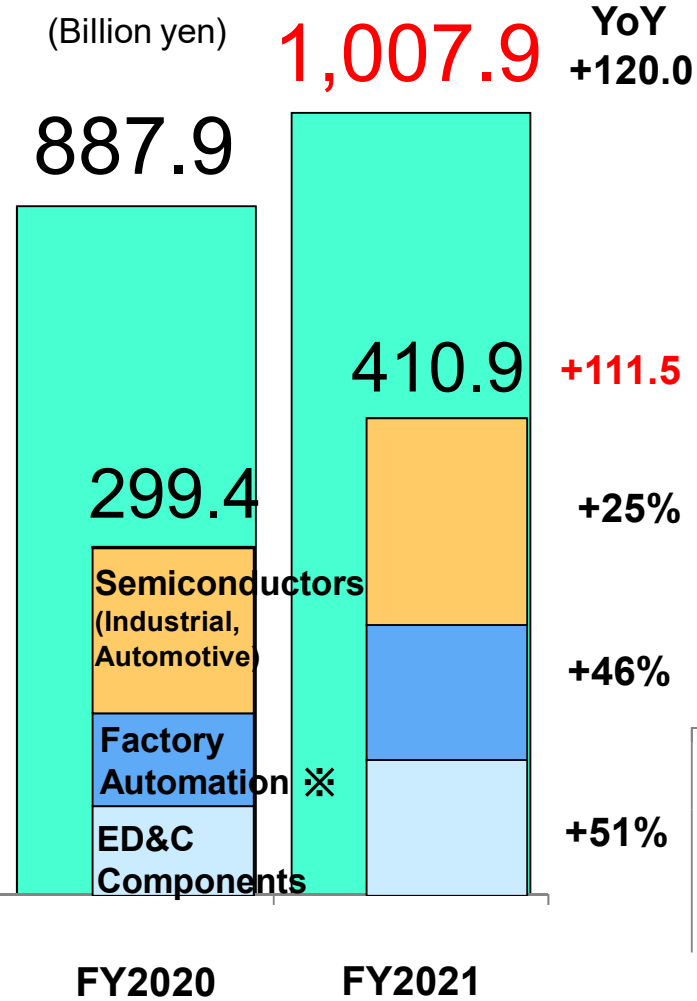
(Billion yen)

(Billion yen)



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

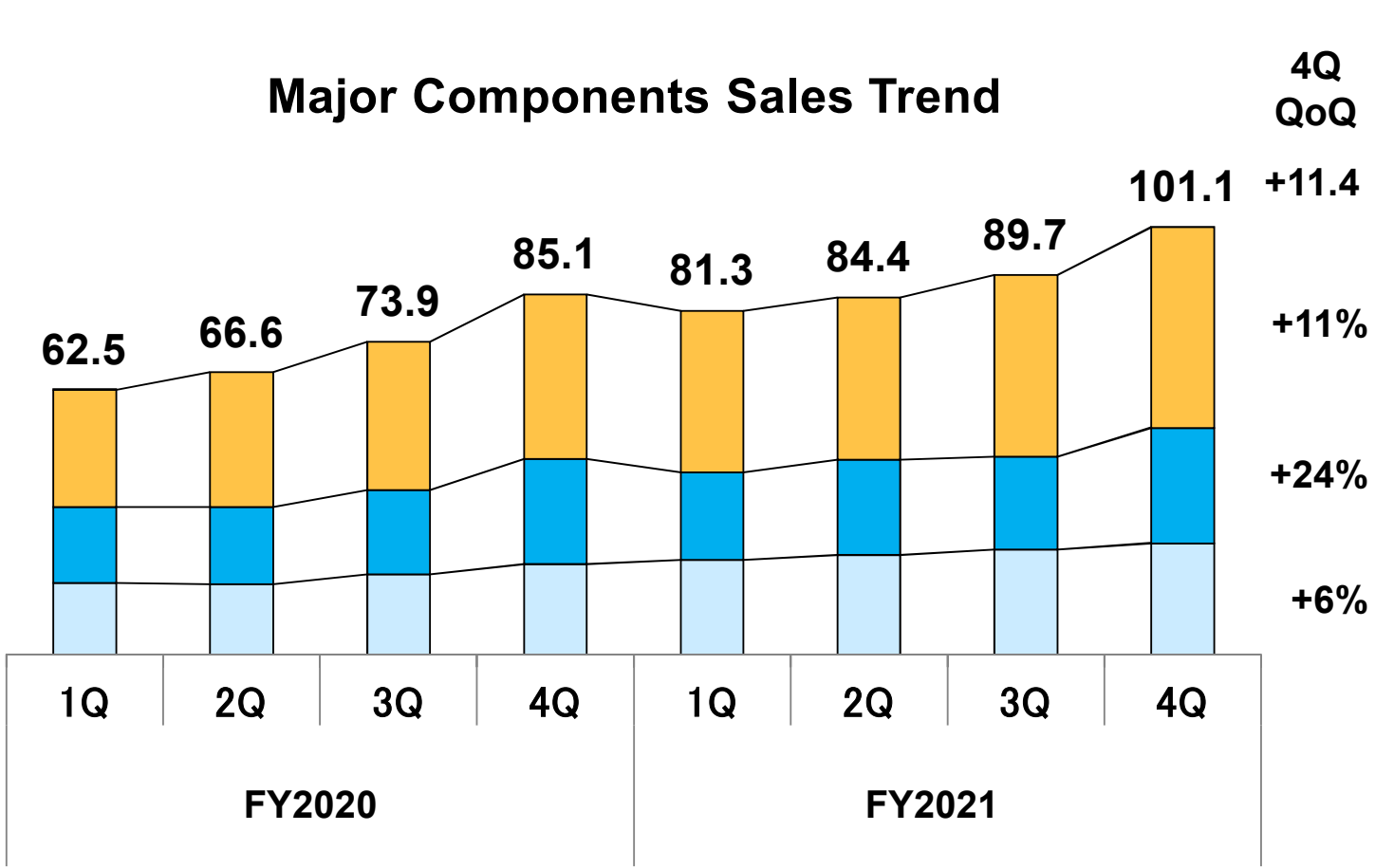
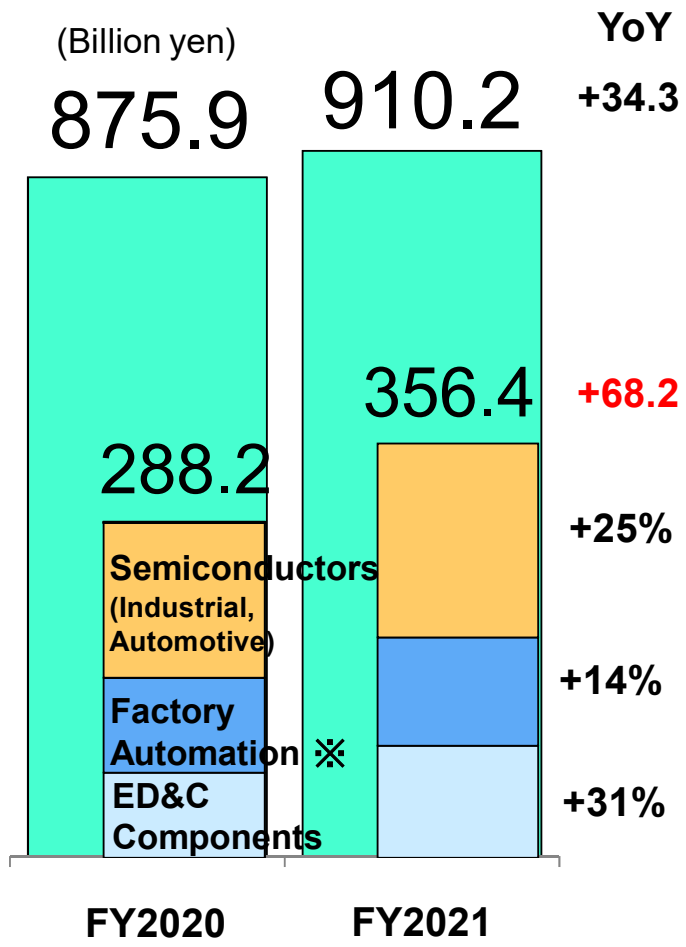
**Incoming orders surpass ¥1 trillion due to increased demand for major components (ED&C components, Power Electronics Factory Automation, Semiconductor)**



※Factory Automation : low-voltage inverters, motors, FA components and measuring instruments  
 ※Figures for FY2020 reflect the organizational restructuring conducted in FY2021.

# Breakdown of Changes in Amount of Sales by Products FY2021 (YoY Comparison)

**Strong sales of major components**  
(ED&C components, Power Electronics Factory Automation, Semiconductors)



※Factory Automation : low-voltage inverters, motors, FA components and measuring instruments  
 ※Figures for FY2020 reflect the organizational restructuring conducted in FY2021.

# **2. FY2021 Results**

**(Comparison with Forecasts on Jan.27, 2022)**

# Summary of Consolidated Financial Results for FY2021 (Comparison with Forecasts on Jan. 27, 2022)

	FY2021 Forecasts (Jan. 27, 2022)	FY2021 Results	Change	
Net Sales	900.0	910.2	+23.8*	10.2
Operating Income/Loss	72.0	74.8	+3.0*	2.8
Ordinary Income/Loss	73.0	79.3		6.3
Net Income Attributable to Owners of Parent	52.5	58.7		6.2

(Billion yen)

\* Exchange rate  
effect

(Billion yen)

	FY2021 Forecasts (Jan. 27, 2022)		FY2021 Results		Change	
	Net Sales	Operating Income/Loss	Net Sales	Operating Income/Loss	Net Sales	Operating Income/Loss
Power Electronics Energy	233.0	20.0	240.6	21.4	7.6	1.4
Power Electronics Industry	325.0	25.0	314.3	23.7	-10.7	-1.3
Semiconductor	170.0	26.0	178.8	27.1	8.8	1.1
Power Generation	84.0	3.3	78.6	3.1	-5.4	-0.2
Food and Beverage Distribution	87.5	2.7	90.8	3.0	3.3	0.3
Others	50.0	1.8	54.7	2.8	4.7	1.0
Elimination and Corporate	-49.5	-6.8	-47.5	-6.3	2.0	0.5
Total	900.0	72.0	910.2	74.8	10.2	2.8

# **3. Balance Sheet Cash Flow Statement**

# Consolidated Balance Sheet at the End of FY2021 (YoY Comparison)

## ROE increased to 13%

Assets	3/31/21※1	3/31/22	Change
Cash and time deposit	76.5	93.0	16.4
Notes and account receivables, trade receivables	350.5	357.3	6.9
Inventories	159.7	170.3	10.6
Other current assets	49.8	61.4	11.6
<b>Total current assets</b>	<b>636.5</b>	<b>682.0</b>	<b>45.5</b>
Tangible fixed assets	209.8	233.7	23.9
Intangible fixed assets	23.4	22.5	-0.9
Investments and other assets	188.8	178.9	-9.9
<b>Total long-term assets</b>	<b>422.0</b>	<b>435.1</b>	<b>13.1</b>
Deferred assets	0.1	0.1	-0.0
<b>Total assets</b>	<b>1,058.6</b>	<b>1,117.1</b>	<b>58.5</b>
<b>ROA</b>	<b>4%</b>	<b>5%</b>	<b>1%</b>
<b>ROE</b>	<b>11%</b>	<b>13%</b>	<b>2%</b>
Net interest-bearing debt※2	140.9	117.0	-23.8
Net D/E ratio※3 (times)	0.3	0.2	-0.1
<b>Equity ratio</b>	<b>39.6%</b>	<b>42.3%</b>	<b>2.7%</b>

Liabilities and Net Assets	3/31/21※1	3/31/22	Change
Notes and account payables, trade payables	172.0	171.7	-0.3
Interest-bearing debts	216.2	208.4	-7.8
Other liabilities	207.2	213.2	6.1
<b>Total liabilities</b>	<b>595.4</b>	<b>593.4</b>	<b>-2.1</b>
Capital stock	47.6	47.6	—
Capital surplus	46.0	46.0	-0.0
Retained earnings	273.5	319.3	45.8
Treasury stock at cost	-7.3	-7.4	-0.0
<b>Shareholders' equity</b>	<b>359.7</b>	<b>405.5</b>	<b>45.7</b>
Accumulated other comprehensive income	59.0	67.4	8.5
Non-controlling interests	44.4	50.8	6.4
<b>Total net assets</b>	<b>463.1</b>	<b>523.7</b>	<b>60.6</b>
<b>Total liabilities and net assets</b>	<b>1,058.6</b>	<b>1,117.1</b>	<b>58.5</b>

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

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

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

# Consolidated Cash Flows for FY2021 (YoY Comparison)

(Billion yen)

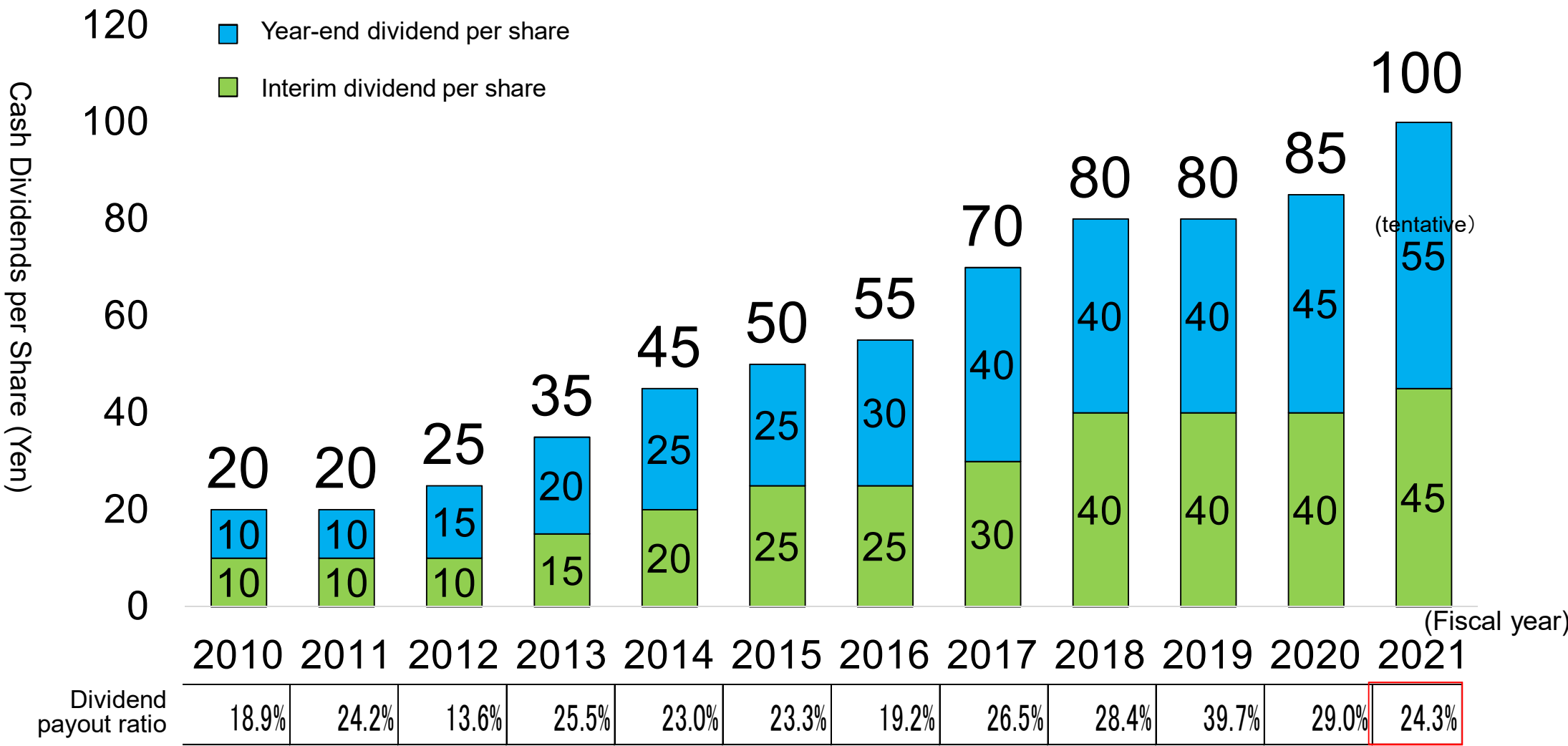
		FY2020	FY2021
I	Cash Flows from Operating Activities	26.9	76.8
II	Cash Flows from Investing Activities	23.5	-22.4
I + II	Free Cash Flow	50.4	54.5
III	Cash Flows from Financing Activities	-39.5	-42.9
IV	Cash and Cash Equivalents at End of Period	75.3	91.4



# 4. Dividend of Surplus

# Dividend of Surplus

## Year-end dividends of 55 yen per share (tentative)



※Dividend figures for prior to the reverse stock split (the fiscal years ended March 31, 2011 to 2018, and the six-month period ended September 30, 2018) are per five shares.

# 5. Reference

## ■ ED&C Components amount of orders received

	4Q QoQ	4Q YoY
All	-1%	+37%
Japan	-5%	+50%
Overseas	+11%	+12%

Annual YoY
+51%
+54%
+42%

## ■ Low-voltage inverters amount of orders received

	4Q QoQ	4Q YoY
All	+16%	+60%
Japan	+2%	+47%
Overseas	+24%	+67%

Annual YoY
+69%
+57%
+78%

## ■ Semiconductor amount of orders received

	4Q QoQ	4Q YoY
Industrial + Automotive	+8%	+9%
Industrial	+10%	-3%
Automotive	+5%	+28%

Annual YoY
+25%
+18%
+35%

## ■ Vending machines amount of orders received

	4Q QoQ	4Q YoY
All	+18%	+23%

Annual YoY
+19%

※Figures for FY2020 reflect the organizational restructuring conducted in FY2021.

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.
2. Statements made in this documents or in the presentation to which they pertain regarding estimates or projections are forward-looking statements based on the company's judgments and assumptions in light of information currently available. Actual results may differ materially from those projected as a result of uncertainties inherent in such judgments and assumptions, as well as changes in business operations or other internal or external conditions. Accordingly, the company gives no guarantee regarding the reliability of any information contained in these forward-looking statements.
3. These documents are for information purpose only, and do not constitute an inducement by the company to make investments.
4. Unauthorized reproduction of these documents, in part or in whole, is prohibited.