

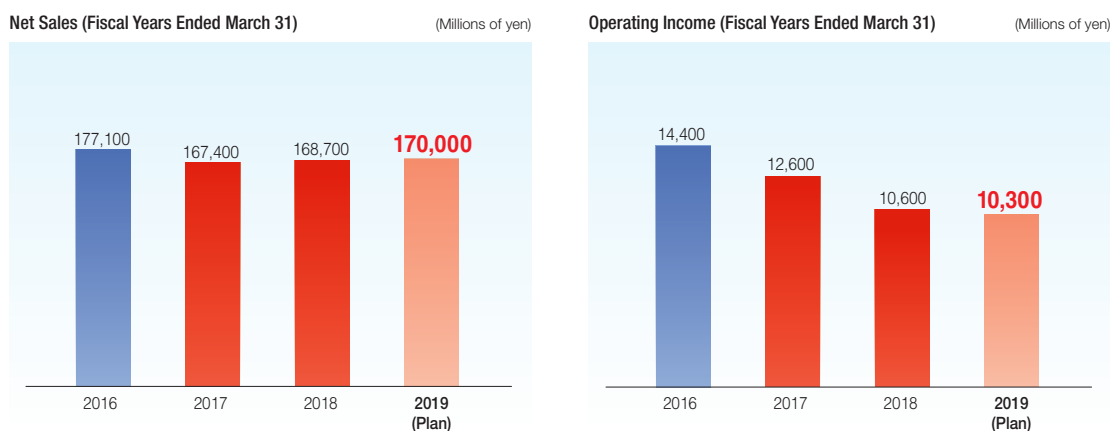
Marking the Final Year of the Mid-Term Management Plan

Undertaking Various Initiatives in Global and Japanese Markets Based on Action Vision to Achieve Targets

Fujitec's three-year Mid-Term Management Plan "No Limits! Push Forward Together!" was launched in April 2016 to focus on the sustainable enhancement of our corporate value. As the culmination of the plan in the fiscal year ending March 31, 2019, we are pushing hard to achieve final targets in global and Japanese markets based on our action vision.

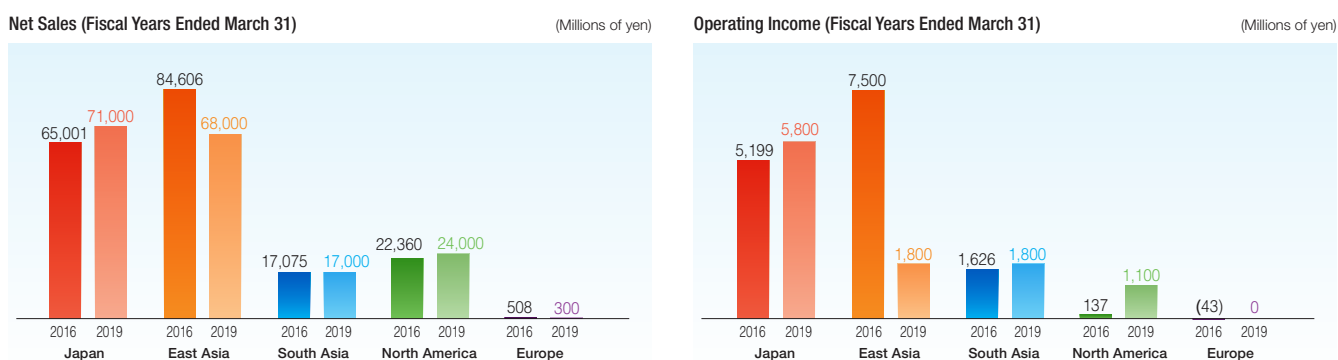
Numerical Targets in the Final Year of the Plan

Our target management indicators for the fiscal year ending March 31, 2019, which is the final year of the Mid-Term Management Plan, are net sales of ¥170,000 million, operating income of ¥10,300 million and an operating margin of 6.1% on a consolidated basis.



Segment-Specific Targets

Compared with the fiscal year ended March 31, 2016, for the fiscal year ending March 31, 2019, we expect increases in sales and profits in Japan and North America; an increase in sales but a decrease in profits in South Asia and Europe; and decreases in both sales and profits in East Asia.



Action Vision

To achieve targets laid out in the Mid-Term Management Plan, we have set up four key objectives of the action plan: Increase Fujitec's market share by identifying and supporting specific regional needs; increase competitiveness through the unification of product specifications; innovate procurement systems and establish a new global network for product design; and enhance the quality of Fujitec's corporate management. Accordingly, we have proactively implemented various measures in the global and Japanese markets.

1 Increase Fujitec's market share by identifying and supporting specific regional needs.

2 Increase competitiveness through the unification of product specifications.

3 Innovate procurement systems and establish a new global network for product design.

4 Enhance the quality of Fujitec's corporate management.

1 Increase Fujitec's Market Share by Identifying and Supporting Specific Regional Needs

In emerging countries, we strive not only to expand market share but to also enhance Fujitec's brand recognition by improving customer satisfaction and receiving orders for high-profile properties. Meanwhile, regarding the modernization business in mature markets, we are focusing on the proactive delivery of product proposals matched to customer requests and expanding sales to respond to robust demand in Japan and overseas.

In addition, with Japan experiencing a boom in the number of visitors from overseas, we are strengthening sales activities to meet the expanding demand for tourism-related facilities.

Enhancing Fujitec's Brand Recognition



We have received an order for elevators for the Snowland Project to be constructed for the 2022 Beijing Winter Olympics and Paralympics.

2 Increase Competitiveness through the Unification of Product Specifications

We are introducing new global models by standardizing products among global manufacturing bases, including those located in Japan.

We have consolidated our global standard elevators into ZEXIA (with machine room) and REXIA (without machine room) and plan to release these products to the global market. As for escalators, we have developed the "unit in truss" method, which enables retrofitting a new escalator into an existing truss, and have since commenced sales in Japan and overseas.

Additionally, our R&D base facility WING SQUARE was established at the Head office, Big Wing, in 2017. Here, we engage in research to apply cutting-edge engineering and IT to promote the development of global models that possess even greater market competitiveness.

Strengthening market competitiveness through the introduction of new global models around the world



3

Innovate Procurement Systems and Establish a New Global Network for Product Design

With the commercialization of global standard models, we are promoting procurement innovation to develop an optimal manufacturing framework and reduce costs by establishing a unified purchasing and management structure throughout the Fujitec Group. In order to curtail distribution costs, the newly established logistics site in Shanghai aims to play a functional and efficient role in streamlining a new flow of commerce on a global scale.

We are additionally integrating our sales order management system by organically connecting sales sites in 24 countries and regions and 10 manufacturing sites in an attempt to improve the efficiency in manufacturing, sales and logistics on a global scale. We are also building a global network that enables the sharing of design information at respective sites to make the best use of resources accumulated throughout the Fujitec Group.

Globally sharing design information



- New Flow of Global Commerce and Unification of Sales Order Management System



4

Enhance the Quality of Fujitec's Corporate Management

We have been striving to enhance the quality of Fujitec's corporate management by promoting a better workplace environment that utilizes smartphones and other IT tools. For example, we utilize smartphones and an internally developed attendance record app, map app and maintenance-related app for more efficient work procedures.

More efficient work procedures using smartphones

