

April 17, 2019

To whom it may concern

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(Stock Code 6406)
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**Fujitec announces New Mid-Term Management Plan
“Innovation, Quality & Speed”**

Fujitec (TSE: 6406) today announced that we launches new Mid-Term Management Plan “Innovation, Quality & Speed” (FY2019-FY2021).

For details, please refer to the attachment.

The Fujitec logo is positioned in the top right corner of the slide. It consists of the word "FUJITEC" in a bold, red, serif font. The background of the entire slide is a dark blue space-themed image featuring a glowing Earth with city lights, a network of blue and green lines connecting various points, and a bright sun or starburst in the upper left quadrant.

FUJITEC

**Year 2019-2021
Mid-term Management Plan**

“Innovation, Quality & Speed”

**April 17, 2019
Fujitec Co., Ltd**

Action Vision

“Innovation, Quality & Speed”

Our Policy

We aim to provide safe and reliable products to people around the world for sustainable enhancement of our corporate value in the global market.

Goal for the End of the Mid-term Plan (Consolidated Basis)

Net Sales	1 8 0 Bln Yen (Base Year2018 Projection + 5.9%)
Operating Income	1 3 Bln Yen (Base Year2018 Projection +26.2%)
Operating Income Margin	7 . 2 % (Base Year2018 Projection +1.1%pt)
ROE	8 . 0 % or more

FX Rate: The Mid-term plan 105Yen/USD, Year2018 Projection 110Yen/USD

The Mid-term Management Plan

Segment Financial Information Targets



Increases of Operating Income for all segments

MIn Yen	Year2018 Projection		
	Net Sales	Operating Income	The Income Margin
Japan	72,000	5,200	7.2%
East Asia	69,000	2,300	3.3%
South Asia	16,000	1,800	11.3%
North America·Europe(*)	24,000	900	3.8%
Sub-total	181,000	10,200	5.6%
Reconciliations	△11,000	100	—
Consolidated	170,000	10,300	6.1%

MIn Yen	Year 2021 Plan		
	Net Sales	Operating Income	The Income Margin
Japan	75,000	6,200	8.3%
East Asia	69,000	3,500	5.1%
South Asia	21,000	2,100	10.0%
North America·Europe(*)	28,000	1,400	5.0%
Sub-total	193,000	13,200	6.8%
Reconciliations	△13,000	△200	—
Consolidated	180,000	13,000	7.2%

※FX Rate : 110Yen/USD

※FX Rate : 105円Yen/USD

*: Current segments "North America" and "Europe" will be consolidated as "North America·Europe" from Year2019. For convenience on this comparison, the two segments in Year2018 are consolidated into "North America·Europe".

Key Objective 1

“Expansion of Fujitec standard model in our products throughout the world and enhancement of our profitability with customers’ satisfaction”

- Value-added solution for satisfaction of customers’ needs
- Infiltration of value of brand-name “Fujitec” according to market share increase

Key Objective 2

“Reinforcement of our technical platform to enhance corporate growth and value”

- Enhancement of competitiveness and efficiency of development process
- Creation of added value by development of our advanced technologies

Key Objective 3

“Process innovation to meet changing needs of customers at their required speed”

- Innovation of manufacturing technologies with automated works and manpower savings
- Construction of optimal framework of production and logistics

Key Objective 4

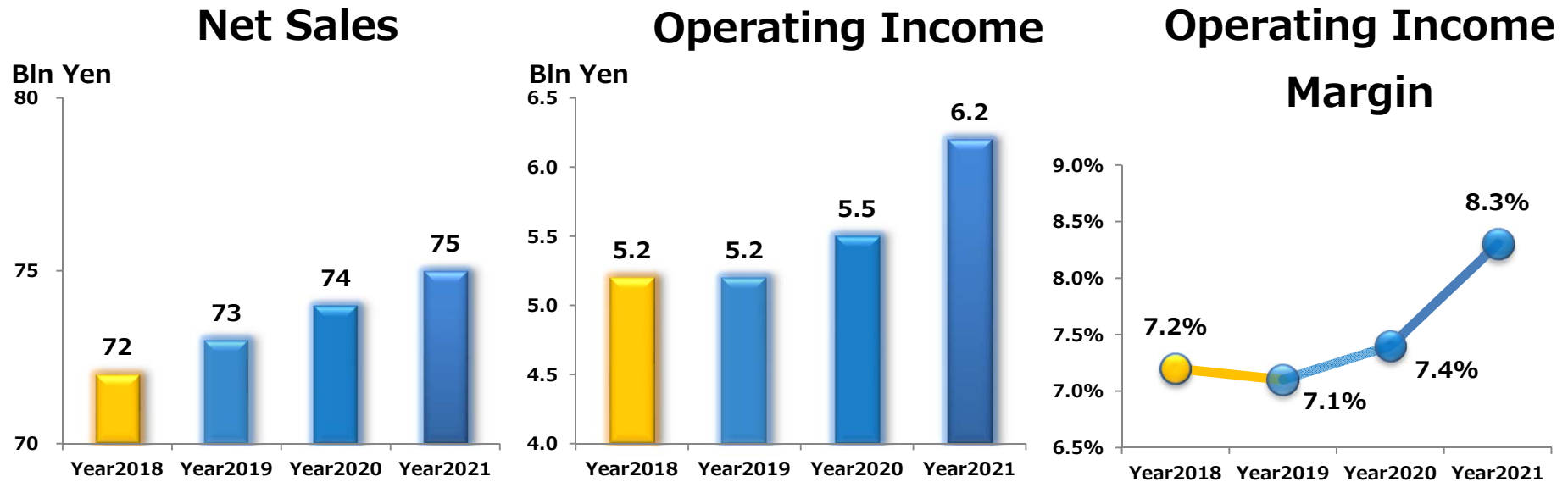
“Enhancement of quality of management with SDGs approach”

- Optimal allocation of management resources
- Capital cost conscious management

The Mid-term Management Plan

Key Objective 1

Japan



• Installation:

- Achieving an increase in orders from properties with high market value and further enhancing the brand name "Fujitec"
- Putting our new line of elevator models on the market

• Modernization:

- Achieving sustainable growth

• Maintenance:

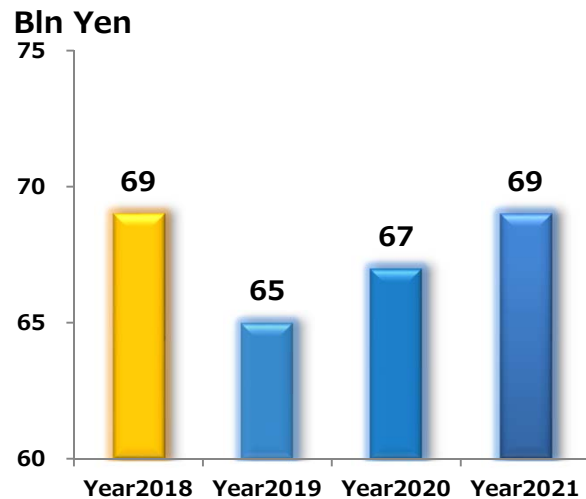
- Further building earning power with more sophisticated maintenance technologies and utilization of digital technologies

The Mid-term Management Plan

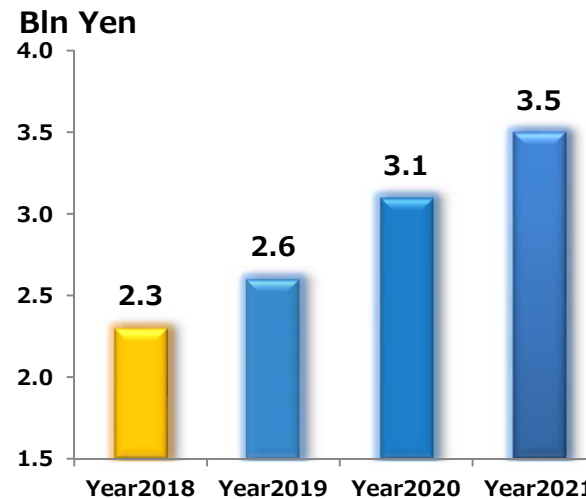
Key Objective 1

East Asia

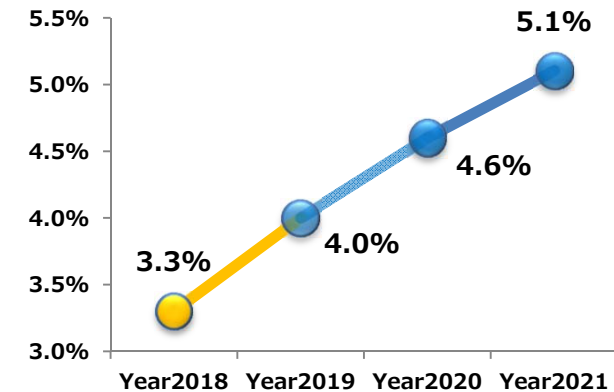
Net Sales



Operating Income



Operating Income Margin



- China:

- Simultaneous pursuit of larger market share and higher profitability of installation based on further enhancement of price competitiveness

- Hong Kong, Taiwan and Korea:

- Concentrating on aftermarket business, mainly modernization

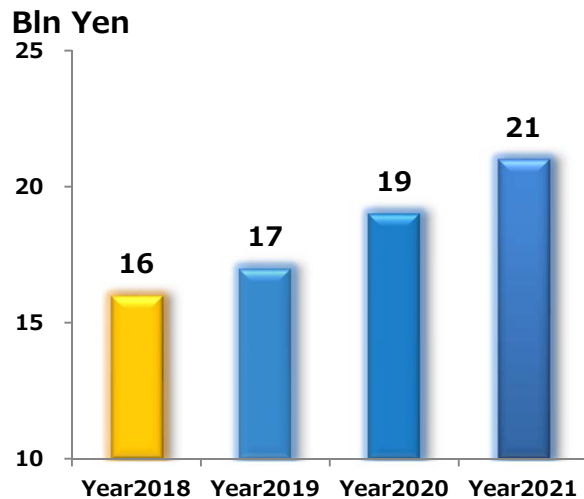
The Mid-term Management Plan

Key Objective 1

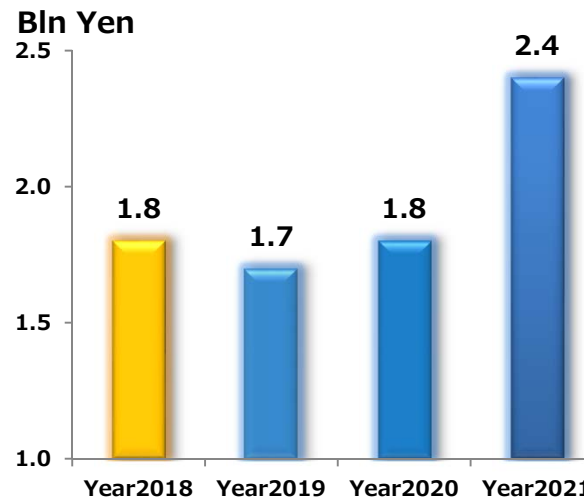


South Asia

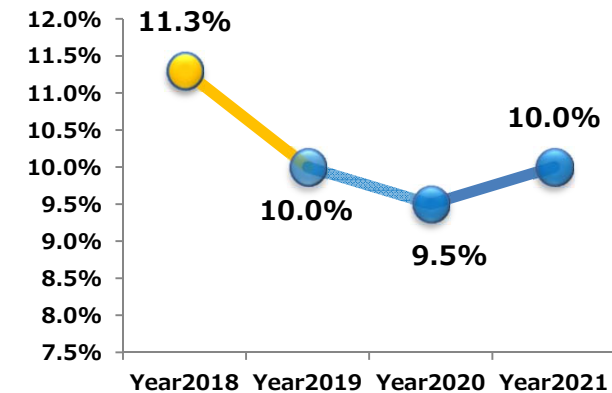
Net Sales



Operating Income



Operating Income Margin



•ASEAN region, India and Mekong basin:

- Continuous devotion to management of resources
- Continuous growth by reinforcement of efficient supply chain management and the products supply system, with a focus on India
- Expansion of exports from India (strengthening of supply chain mainly in this area)
- Further enhancement of quality of services by advancing the training function in Singapore

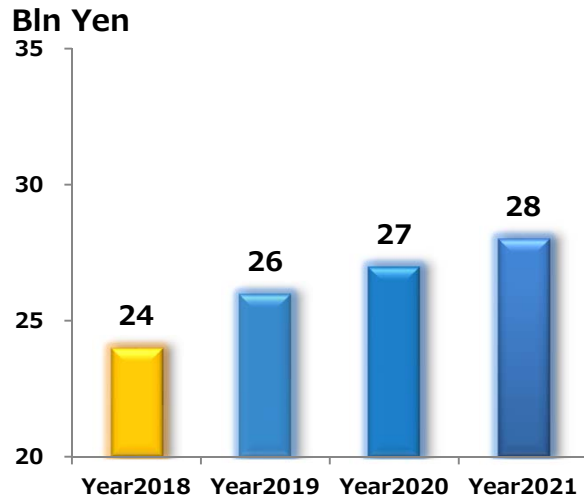
The Mid-term Management Plan

Key Objective 1

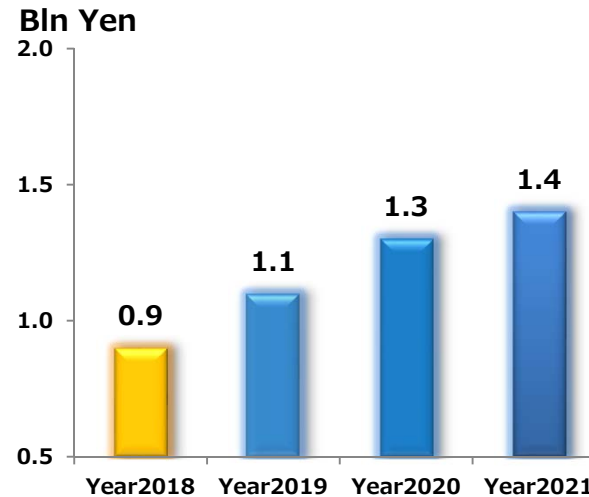


North America・Europe

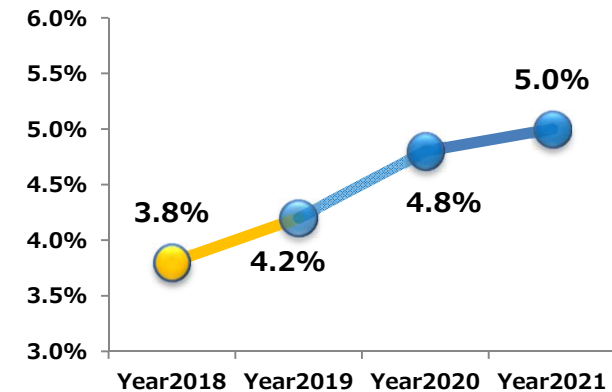
Net Sales



Operating Income



Operating Income Margin



- North America:

- Increasing the market share through installation and modernization
- Improving profitability by reinforcing competitiveness of maintenance activities

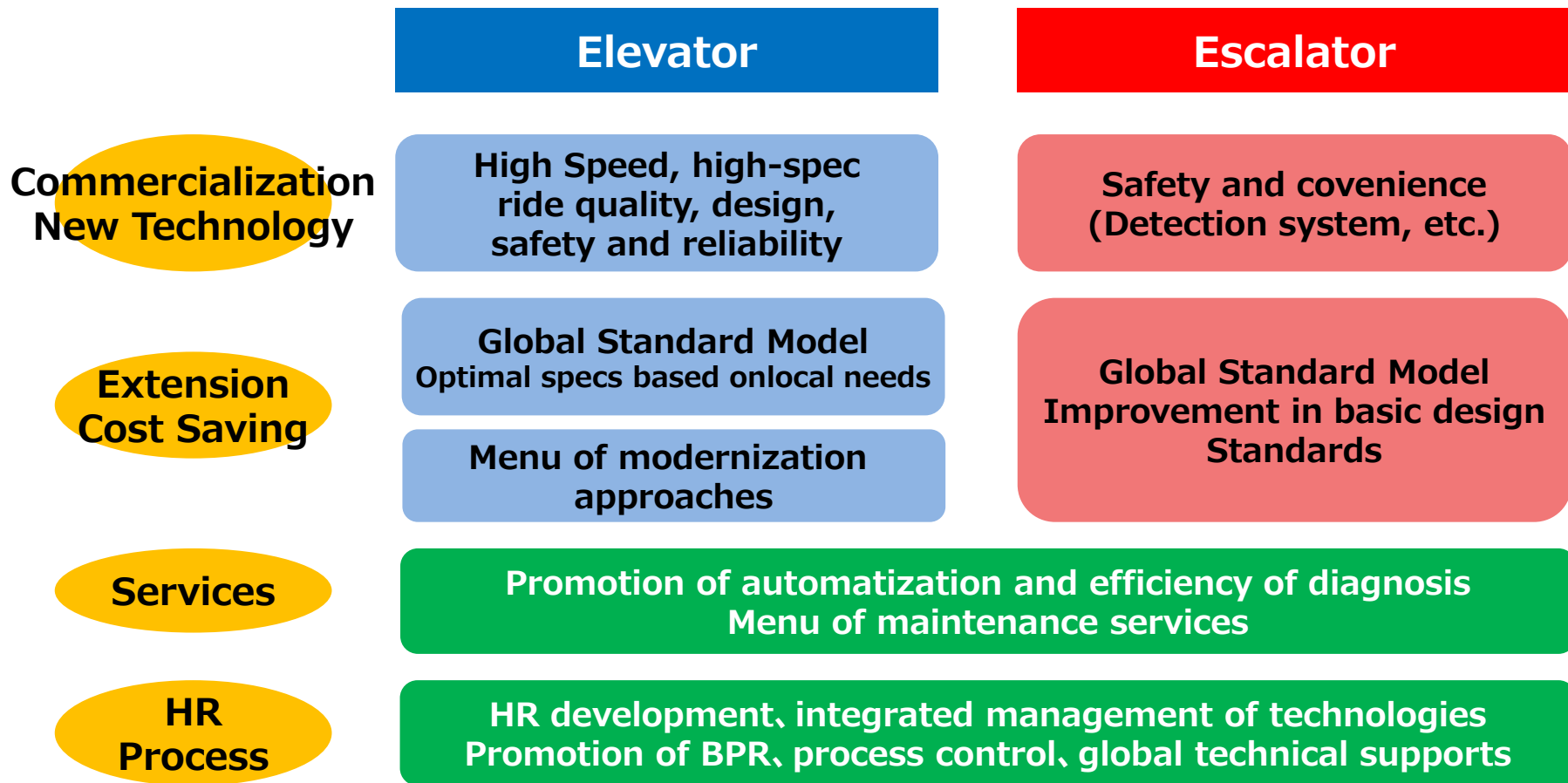
- Europe:

- Constructing revenue base in UK, focusing on installation and modernization

The Mid-term Management Plan

Key Objective 2

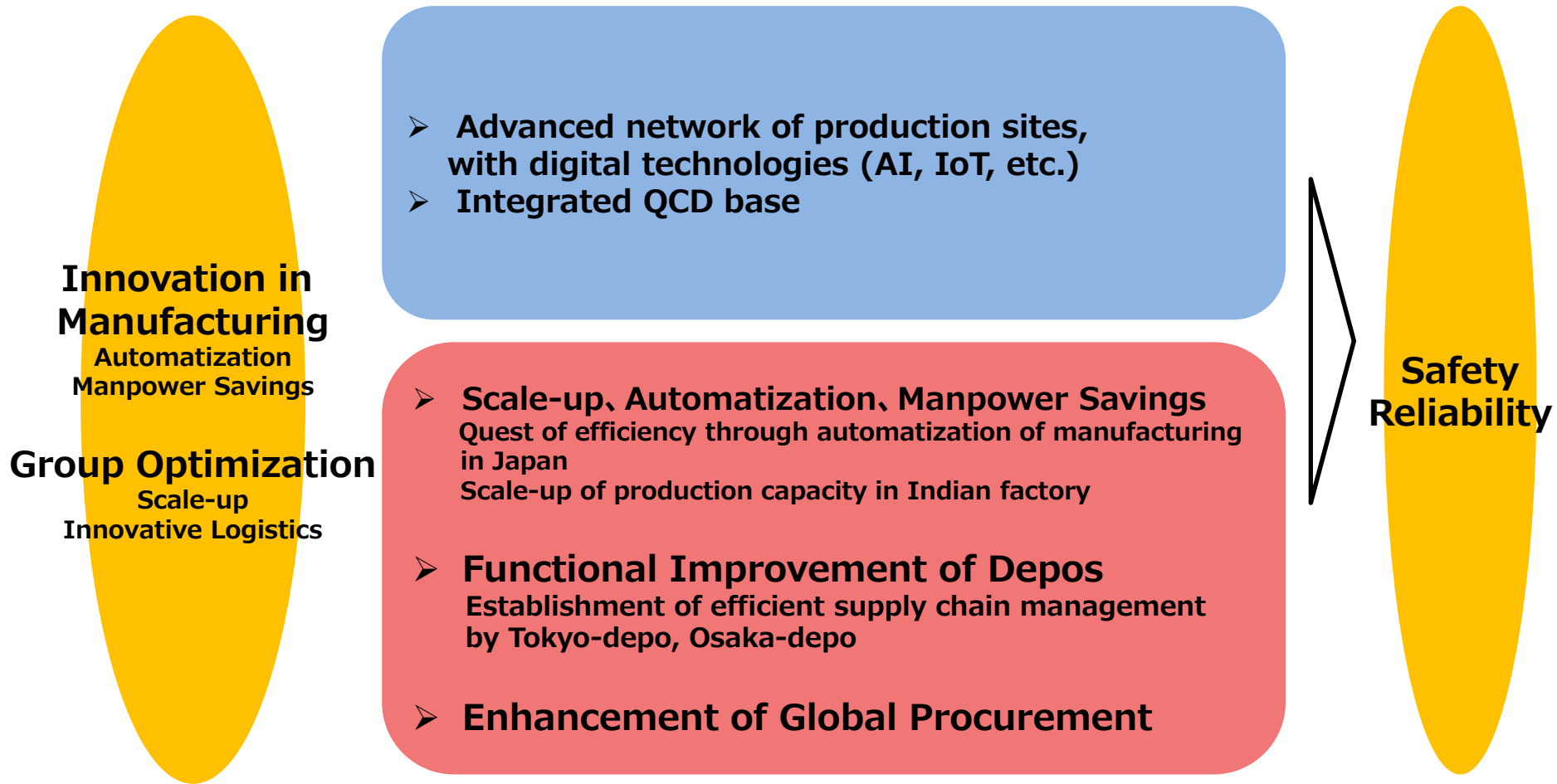
- Enhancement of competitiveness of our products and efficiency of the development process
- Creation of added value by development of our advanced technologies



The Mid-term Management Plan

Key Objective 3

- Innovation of manufacturing technologies with automated works and manpower savings
- Construction of optimal framework of production and logistics



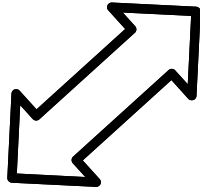
The Mid-term Management Plan

Key Objective 4

- Optimal allocation of management resources
Capital cost conscious management

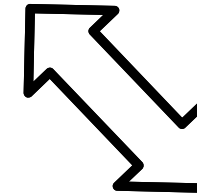
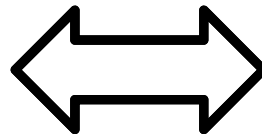
Enhancement of quality of management

- Ensuring transparency of management, based on Corporate Governance Policy
- Further strengthening of corporate governance
- Facilitating further IR activities



Optimal allocation of management resources

- Business investment, development of human resources
- Pursuing M&A opportunities
- Simultaneous pursuit of rich internal reserve and an increase in shareholders' returns, with the aim of long-lasting stability of corporate management and stakeholders' benefits











Capital-cost-conscious Management

The Mid-term Management Plan

Key Objective 4

•Management with SDGs approach

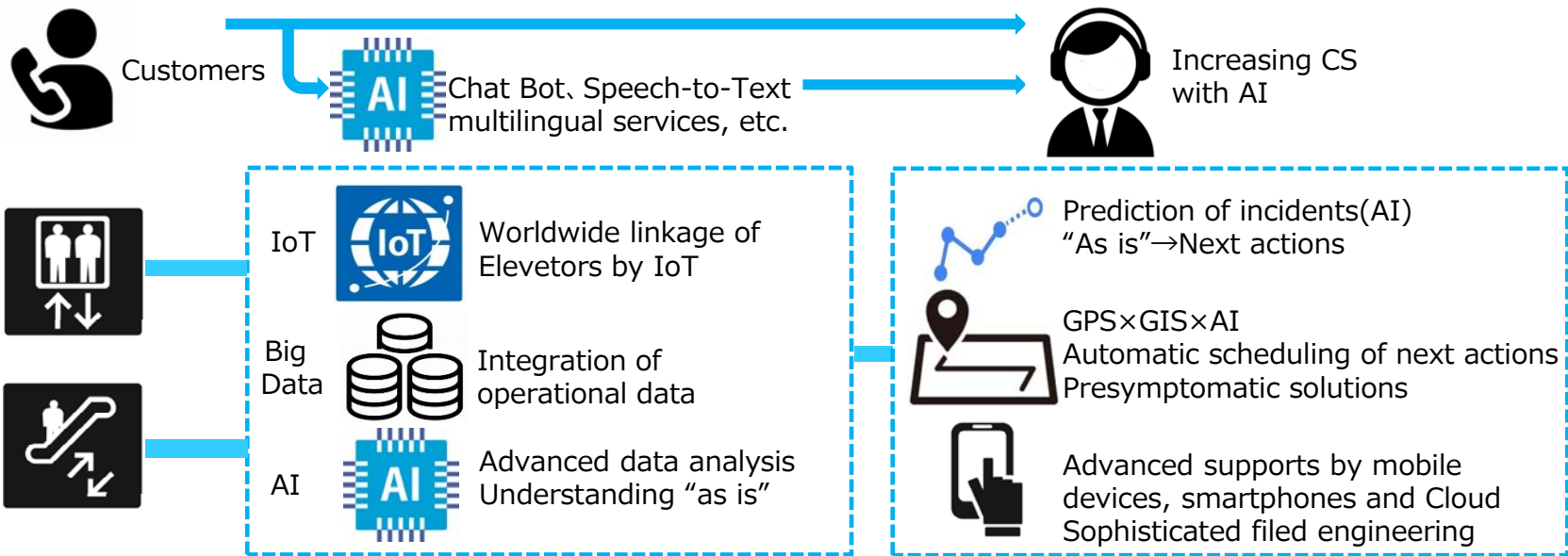
Theme	Business	Relation among environment and society
Reinforcement of Corporate Governance	<ul style="list-style-type: none"> •More effective internal control system •More effective risk management system 	<ul style="list-style-type: none"> •Faithful performance of action vision and policy of Fujitec  
Proceeding of digitization of the business	<ul style="list-style-type: none"> •Cooperation, integration and automatization of business •Automitization of services and optimization of QCD by AI, IoT, etc 	<ul style="list-style-type: none"> •Development of social infrastructure •Reform of working practices via process reengineering  
Reduction of environmental burdens	<ul style="list-style-type: none"> •Adoption of EN Code •Driving forward of Maintenance and Modernization •Improvements of logistics 	<ul style="list-style-type: none"> •Conformity of high-spec environmental regulations •Energy saving by using current technologies •Reduction of environmental burdens by a decrease in service repair actions and improvements in logistics  
Human resource development	<ul style="list-style-type: none"> •"Experience Centre" •HR development in Tokyo and Singapore, toward enhancement of service qualities 	<ul style="list-style-type: none"> •Development of high-quality social infrastructure through the pursuit of safety and reliability  

The Mid-term Management Plan

Key Objective 4

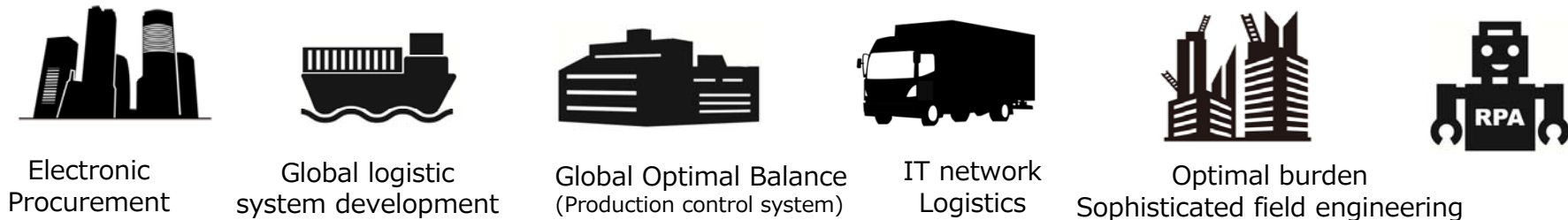
Innovation of business process via digitization

Creation of digital linkage design with customers, products and services



Safety · Reliability

Reduction of lead-time, increased profitability and optimal burden across entire supply chain



The Mid-term Management Plan

Key Objective 4

GPS×GIS×AI



Advanced support with mobile devices, smartphones, and Cloud



Disclaimers

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This presentation was prepared to provide information on the company's Fiscal Year Ended March 31, 2018 forecasts and medium-term business plan. The purpose of these materials is not to solicit investments in the company's stock or other securities. All information in this presentation is based on data currently available as of April 17, 2019. The company makes no guarantees regarding the accuracy or completeness of this information and retains the right to revise this information at any time with no prior notification.

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