

May 15, 2008

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FY2008 Topics

- Emergency rope and sheave inspections and response to substandard "Steel Problem"
 - Completed permanent corrective measures for all 560 elevators affected by the "Steel Problem"
 - Filed a law suit to claim damages against steel suppliers (January)
 - Steel product quality management guidelines established for the industry
 - Reinforced quality management and compliance programs
- Dual head office organization with Big Wing and Tokyo
 - Strengthened organization on the occasion of the 60th anniversary
 - Increased sales capabilities in the Tokyo metropolitan area
- Further development of growing markets
 - Strengthened operations in India following
 China and Middle East



Big Wing Head Office



Tokyo Head Office

FY2008 Financial Highlights

Consolidated

Sales growth in East Asia and South Asia led to an all-time high for the second consecutive year. North America and Europe became profitable at the operating income level.

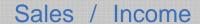
Non-consolidated

The Steel Problem and other issues had a negative impact on the receipt of new equipment orders. But sales and earnings increased because of growth in the number of elevators under maintenance contracts and an increase in elevator modernization projects.

(million yen)

	Consolidated		Non-consolidated	
	Amount	YoY	Amount	YoY
Sales	110,632	5.6 %	52,597	3.5%
Operating income	4,428	9.7 %	1,241	17.2 %
Ordinary income	4,725	- 1.0 %	2,483	7.7%
Net income	2,219	- 69.4 %	1,261	- 77.0 %
EPS(yen)	23.66 yen	(Previous year	13.48 yen	(Previous year 58.55 yen)
		77.32 yen)		38.33 yen)

Results (Consolidated)





Extraordinary gain due to sales of fixed assets

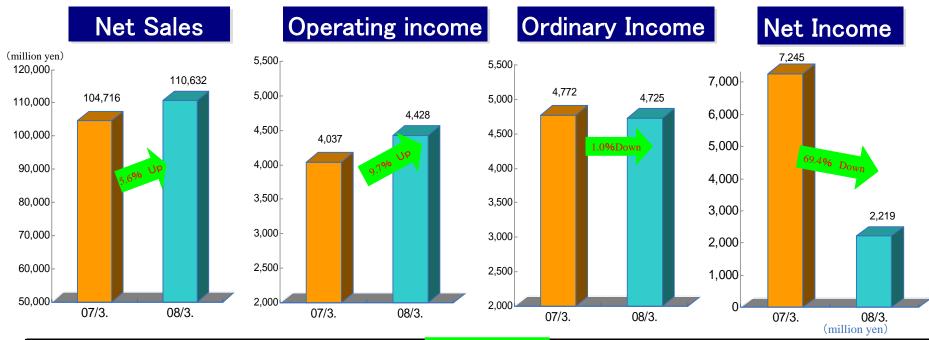


Results (Consolidated)





FY2008 Summary of Results (Consolidated)

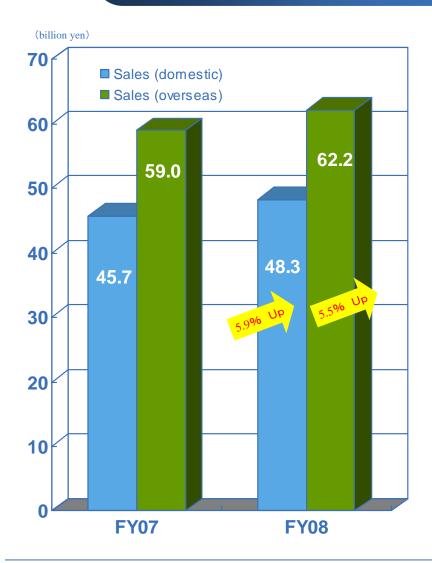


	FY07	Forecast	FY08	YoY (±%)	Details
Sales	104,716	110,000	110,632	+5.6%	Breakdown of net sales: Domestic up 5.9%, overseas up 5.5%
Gross profit	19,543		20,419	+4.5%	Gross profit margin 18.5%, down 0.2 points YoY
SG&A expenses	15,506		15,990	+3.1%	SG&A expense ratio 14.5%, up 0.3 points YoY
Operating income	4,037	4,400	4,428	+9.7%	Operating margin 4.0%, up 0.1 points YoY
Ordinary income	4,772	4,900	4,725	-1.0%	Ordinary income ratio 4.3%, down 0.3 point YoY
Net income	7,245	2,700	2,219	-69.4%	Extraordinary loss of about ¥400mn for reinforcement work (in FY07, included ¥7.8bn gain on sale of land)
EPS(yen)	77.32	28.78	23.66	-69.4%	<u>.</u>

*Projected US\$/yen exchange rate of ¥120 in FY08/1H and ¥118 for FY08 (foreign currency exchange loss in non-operating expense = about ¥400 million)

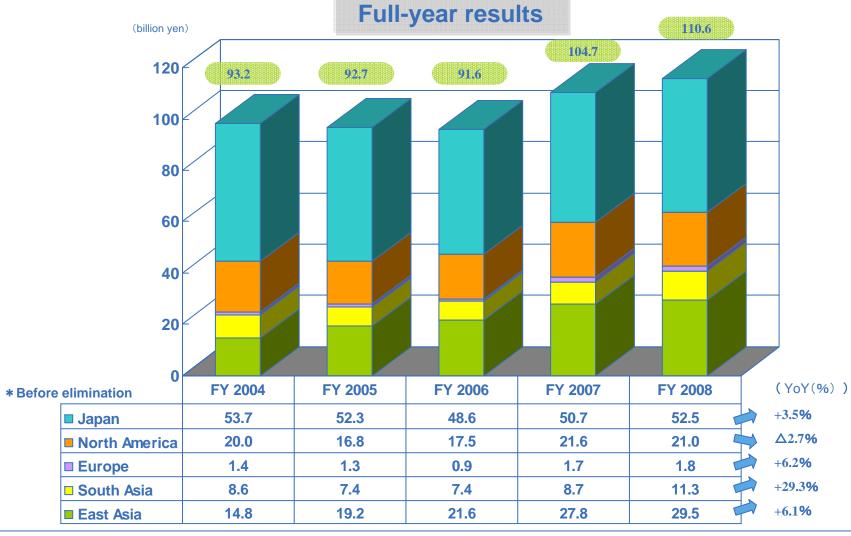


FY2008: Domestic and Overseas Sales



- Sales: ¥110.6 billion (up 5.6%)
 - Domestic: Sales up 5.9%
 Downturn in orders for condominium buildings
 Solid demand for shopping centers, etc.
 Higher demand for modernization projects
 - Overseas: Sales up 5.5%
 Higher demand in Asia, particularly South Asia
 In North America, solid demand for office buildings and commercial facilities
- Order backlog at end of FY08: ¥104.1 billion (up 7.8% from end of FY07)
 - Domestic ¥37.8 billion (down 7.5%)
 - Overseas ¥66.3 billion (up 19.0%)

FY March 2008: Sales by Region



FY 2008: Sales and Operating Income by Region

(billion ven)

	Sales			Operating income		
	FY07	FY08	Change (%)	FY07 (margin %)	FY08 (margin %)	Change
			. ,		, ,	0.10
Japan	50.7	52.5	3.5%	1.05 (2.1%)	1.24 (2.4%)	0.18
North America	21.6	21.0	Δ2.7%	△0.05(△0.3%)	0.03 (0.2%)	0.09
Europe	1.7	1.8	6.2%	Δ0.02(Δ1.2%)	0.06 (3.6%)	0.08
South Asia	8.7	11.3	29.3%	0.87 (10.0%)	1.13(10.0%)	0.25
East Asia	27.8	29.5	6.1%	2.27 (8.2%)	1.93 (6.5%)	Δ0.33
Subtotal	110.7	116.3	-	4.12	4.41	
Elimination	Δ6.0	△5.7	-	Δ0.08	0.01	
Consolidated	104.7	110.6	5.6%	4.03	4.42	
		Operating margin	3.9%	4.0%		

•	Japan:	Operating margin improved due to sales growth in maintenance and modernization projects
٠	North America : Europe	Returned to profitability (operating income) due to implementation of a strategy emphasizing profit
•	South Asia:	Earnings continued to steadily increase along with sales
•	East Asia:	Despite higher sales in China, operating margin down due to intense competition and rising raw material costs

Financial Indicators





Equity ratio, ROE



FY 2008: Consolidated B/S, CF

(million yen)

	FY07	FY08	Change %	Remarks
Current assets	75,832	66,981	-11.7%	
Cash and deposits	23,317	17,661	-24.3%	Repayments of some short-term debts
Notes&accounts receivable	29,984			
Inventories	16,964			
Others	5,566	2,060	-63.0%	Collection of amount due for sale of land in FY07
Fixed assets	47,056	45,061	-4.2%	
Tangible fixed assets	29,108	28,404	-2.4%	
Intangible fixed assets	4,166	3,816	-8.4%	
Investments and others	13,782	12,841	-6.8%	Decrease in investment securities valuation difference
Total assets	122,889	112,043	-8.8%	
Current liabilities	42,521	36,017	-15.3%	
Notes and accounts payable	12,537	11,687	-6.8%	
Short-term debt	13,140	8,272	-37.0%	Repayments of short-term debts
Current portion of long-term debt	_	800	_	Shifted from long-term debts
Income tax payable	806	485	-39.7%	
Advances from customers	6,160	6,393	3.8%	
Others	9,877	8,378	-15.2%	
Long-term liabilities	8,580	7,669	-10.6%	
Total net assets	71,786	68,355	-4.8%	
Equity ratio%	54.3%	56.4%	_	
Total liabilities&net assets	122,889	112,043	-8.8%	
BPS	713.3 yen	675.4 yen		

	FY07	FY08
Operating cash flows	4,113	3,453
Investing cash flows	-3,025	2,675
Free cash flows	1,087	6,129
Financing cash flows	-2,213	-6,594
Cash and cash equivalents	18,836	16,866



Cash used in financing activities increased due mainly to repayments of short-term debts

(Operating cash flows)

Posting of income before income taxes

[Investing cash flows]

Net proceeds of ¥3.5bn from time deposits

[Financing cash flows]

¥4.5bn for repayment of short-term debts

¥2bn for payments of interests and dividends





Long-term Management Vision

Corporate philosophy

"Fujitec value its corporate resources – People, Technologies and Products – and collaborates with people from nation around the world to develop beautiful, functional cities that meet the needs of new age."

Based on the above, we aim to realize long-term management vision as follows.

Long-term management vision (2008 — 2017)

Top Quality for Customers

Fujitec will be a global brand with No. 1 quality

- Providing products and services that can be trusted and appreciated by customers
- Providing a new value by placing importance on sensitivity and creativity
- Making a company where each employee can grow and take pride in being a corporate member

Mid-term Management Plan (2008-2010)

Regeneration for Quality

Mid-term business plan: Build a base for progress for the 3-year period ending March 31, 2010

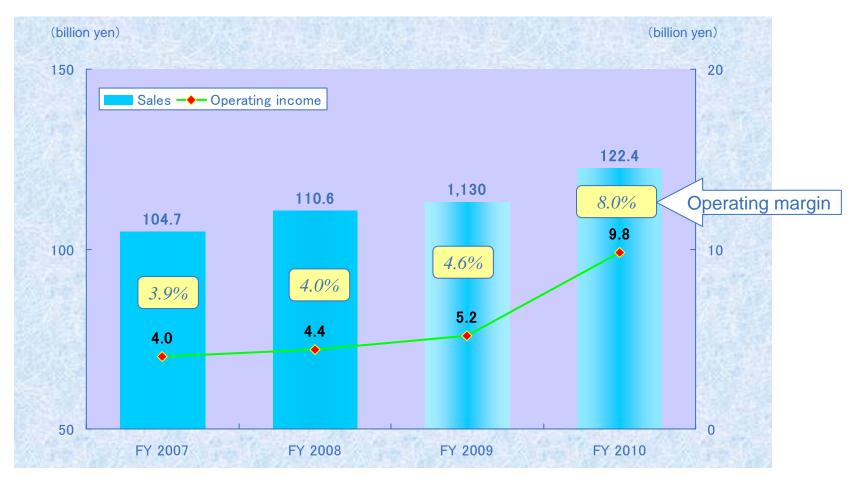


- Live up to customers' confidence and expectations by giving top priority to safety and quality
- > Supply products that are globally recognized as number one
- Reform corporate culture to build a sound base for sustainable growth



- Improve the gross profit margin by introducing new products and procuring material from China; cut fixed expenses to raise the operating margin to 8%!
- ➤ Capture orders for high-profile buildings in Japan and overseas to increase share in growing markets (China, Middle East, India, etc.)
- Increase earnings in mature markets by expanding maintenance and modernization operations

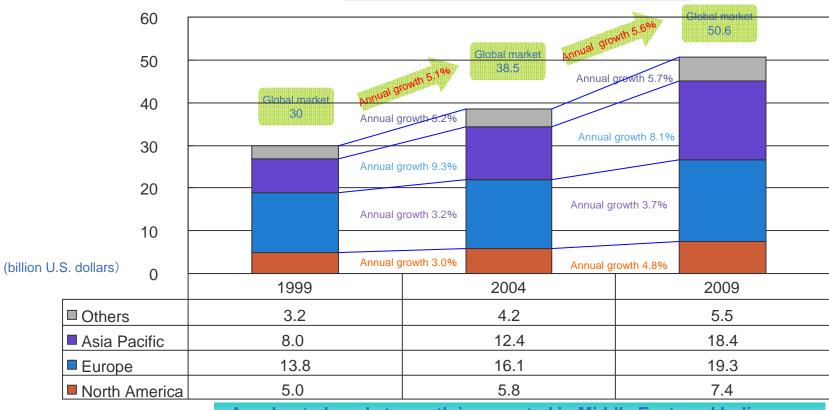
Goal of Mid-term Business Plan



^{*} FY09 operating margin reduced from the 6% target announced in FY07

Market Scale (Global)

Global demand for elevators



Source: 2006 Freedonia Group

- •Accelerated market growth is expected in Middle East, and India following the continued market growth of China
- •Expansion of maintenance and modernization in advanced nations including Japan

Overseas Operations

- Consolidated subsidiary
- O Non-consolidated subsidiary
- Affiliate company
- **©FUJITEC UK LTD.**
- **©FUJITEC DEUTSCHLAND GmbH**
- OFUJITEC EGYPT CO., LTD.
- FUJITEC SAUDI ARABIA COLLID



Europe: Middle and Near East

East Asia

Fujlted Co., Ltd.

North and South America



OFUJITEC (HK) CO., LTD. (production base)

(1/sales subsidiary (HONG KONG)

OFUJITEC TAIWAN CO., LTD. (production base)

OFUJITEC KOREA CO. LTD. (production base)

©China; HUASHENG FUITTEC ELEVATOR CO., LTD. (production base)

©China: SHANGHAI HUASHENG FUJ TEC ESCALATOR CO., LTD. (production base)

OChina : FUJUEC SHANGHAL TECHNOLOGIES CO., LTD. (R&D base)

OChina: FUJITIC SHANGHAI SOURCING CENTER CO., LTD. (procurement base)

South Asia



OP.T. FUJITEC INDONESIA (production base)

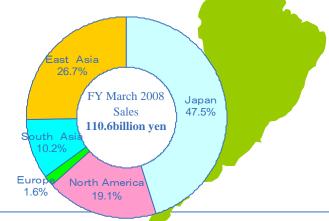
©5 sales subsidiaries (SINGAFORE, MALAYSIA, INDIA,

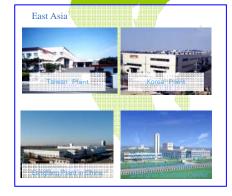
PHILIPPINES, VIETNAM)



◎FUJITEC AMERICA, INC. (production base)
 ◎FUJITEC CANADA, INC.
 ○FUJITEC VENEZUELA C.A.
 ○FUJITEC ARGENTINA S.A.

OFUJITEC PACIFIC, INC.





Global Strategy

Europe

- Rollout of selected products
- ·Focus on maintenance operations

Japan

- Launch of new standard type elevators
- Increase volume of maintenance customers and increase sales of modernization
- Enhance installation and maintenance skills and improve a preventive maintenance system



Roppongi Hills

World Financial Center



Renaissance London

Chancery Court Hotel (London)

East Asia

- Strengthen infrastructure to increase sales in China
- Reinforce escalator-manufacturing capabilities by starting operations in the new factory at Shanghai Huasheng Fujitec Escalator
- · Utilize the Shanghai Sourcing Center
- Secure maintenance customers and increase sales of modernization

North and South America

- Conduct efficient operations that reflect local markets (To be dominant No.1 in strategic areas such as NY)
- ·Selection of business areas and products
- ·Reinforce maintenance operations, increase sales of modernization

South Asia







- •Increase sales in ASEAN region
- Establish a framework for group companies to purchase parts and equipment from Singapore

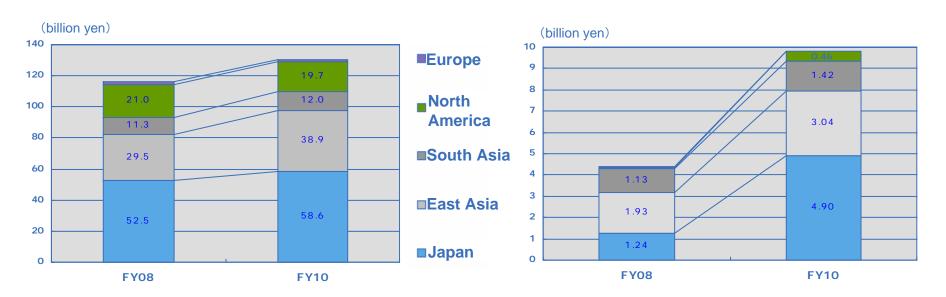
Flow of materials Marketing^{*}

Global Business Plan by Region

Regional sales and operating income targets leading up to FY10

FY08 ⇒ FY10 (Sales by region)

FY08 ⇒ FY10 (Operating income by region)



FY2009 Business Policy

Japan

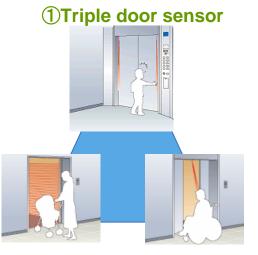
- Increase sales and market share by introducing new products
 Launched the "XIOR" elevator and "GS type" escalator
- Increase maintenance and modernization operations
- Build infrastructure that can support growth and stronger quality management

Overseas

- Pursue synergies through collaboration among overseas production bases
- Further increase sales in China and Middle East and start full-scale operations in India
- Select orders and expand maintenance and modernization operations (North America, Europe)

Initiatives in Japan (1) – New Products

- April 2008: Started sales of "XIOR", a new standard elevator
 - Concept: Safety & Security, Comfort, Harmony
 - Industry first: ① Triple door sensor is standard equipment
 - Industry first: 2 LED indicator at elevator entrances
 - Industry first: 3 LED used as the primary ceiling lighting fixtures



2 LED entrance indicators







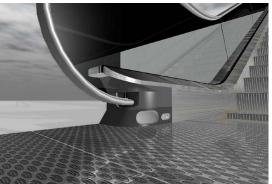


Initiatives in Japan (2) – New Products

- April 2008: Started sales of "GS type", a new standard escalator
 - Developed jointly at Fujitec bases in China and Japan
 - Global standard products

The GS type – A new line of standard escalators



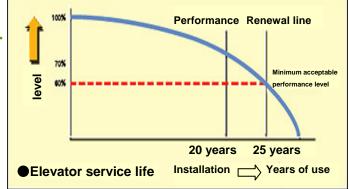




Initiatives in Japan (3) - Maintenance and Modernization

Maintenance:

- Increasing awareness among building owners and managers of safety
- Stricter standards for periodic inspections
 - Appeal for the value of maintenance by the manufacturer
 - Promote preventive maintenance
 - Establish an inspection department independent of the maintenance department



Modernization:

- Establish a system to increase sales by responding to increase in target number of elevators
 - Establish integrated business unit including sales, design and procurement
 - Sale of new "control renewal" modernization service;
 - Simplifies modernization through standardized specifications for construction processes

Initiatives in Japan (4) - Infrastructure

- Build an infrastructure that can support growth and improve quality management
 - Big Step: Base for developing and manufacturing escalators (Toyooka-shi, Hyogo)
 - Big Fit: Field and modernization operating base (Ibaraki-shi, Osaka)





Orders and Deliveries in Japan



Hankyu Department Store, Umeda



■ The National Art Center, Tokyo



Tokyo Midtown



Kotocross Hankyu Kawaramachi



Art Center of Kobe

Overseas Initiatives

- China; Increase sales and enlarge production activities
 - Supply materials from Fujitec Shanghai Sourcing Center to Fujitec business sites worldwide
- Middle East: Further increase sales in Dubai
 - Conduct aggressive sales activities as the company that supplied the Dubai Airport Sky Train
- India; Increase activities in this growing market
 - Established head office and engineering center in Chennai on the east coast of India
 - Develop and introduce elevators for the Indian market
- Europe/North America: Place priority on profitability based on maintenance and modernization



Orders and Deliveries Overseas



New stadium for New York Giants (U.S.)



Dubai Metro (UAE)



New York Times Tower (U.S.)



Sheraton Aleppo Hotel (Syria)



St. Regis (Singapore)



AEON Bukit Tinggi Shopping Centre (Malaysia)





Forecast for FY March 2009

(million yen)

Non- consolidated	FY 2008 Actual	FY 2009 Forecast	YoY
Sales	52,597	55,000	4.6%
Operating income	1,241	2,000	61.1%
Ordinary income	2,483	3,400	36.9%
Net income EPS	1,261 13.48 yen	1,400 14.96 yen	11.0%

Consolidated	FY 2008 Actual	FY 2009 Forecast	YoY
Sales	110,632	113,000	2.1%
Operating income	4,428	5,200	17.4%
Ordinary income	4,725	5,700	20.6%
Net income EPS	2,219 23.66 yen	3,100 33.07 yen	39.7%

Second year of New Mid-term Business Plan

"Receneration for Quality"

- Strengthening the trust of customers by prioritizing safety and quality
- · Supply products that are number-one on a global scale
- Reform the corporate structure to build a sound base for sustained growth

Capital investment

FY 2008 2 billion yen (Japan 1.3 billion yen, South and East Asia 400 million yen, North America 300 million yen)

FY 2009 Plan 4.4 billion yen (Japan 3.6 billion yen, South and East Asia 800 million yen)

Dividend

FY 2008 12 yen per share (Interim 5 yen, year end 7 yen)

=Ordinary 5 yen+ commemorative 2 yen)

FY 2009 Plan 12 yen per share

(Interim 5 yen, year end 7 yen

=Ordinary 5 yen + commemorative 2 yen)

* Average dollar-yen exchange rate: 103 yen (assumed)

Corporate Profile (as of March 31, 2008)

Name: FUJITEC CO., Ltd.

Established: Feb 1948 (Listed on May 1963)

Head office: 591-1 Miyata-cho, Hikone-shi, Shiga (Big Wing)

Activities: R&D, manufacturing, selling, installation and maintenance for elevators, escalators,

moving walkways, vertical parking equipment, new transportation systems, etc.

Common stock: 12,533 million yen (shares issued: 93,767,317)

Directors: President & CEO, Takakazu Uchiyama

5 directors, 3 outside directors, 1 full-time corporate auditor

(2 outside corporate auditors)

Employees: Consolidated 7,151 (non-consolidated 2,561)

Group: 27 group companies (including 17 consolidated subsidiaries)

(North and South America, East and South Asia, China, Europe/Middle East)

Audit firm: Osaka Audit Corporation

Banks: Resona Bank, Mizuho Corporate Bank, Bank of Tokyo-Mitsubishi UFJ

Major shareholders: Citigroup Global Markets, Inc., 11.3%, Uchiyama International Ltd., 10.7%

Mellon Bank, 6.1%, Master Trust Bank of Japan, 6.0%, Fuji Electric, 5.4%

(No. of shareholders 3,631) Credit Suisse Zurich, 4.9%





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This presentation was prepared to provide information on the company's FY March 2008 results 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 that is current as of March 31, 2008. 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.