

## Fiscal Year Ended March 31, 2015 (FY2014) Financial Result Presentation

KRG





## **1** Fiscal Year 2014 Financial Results

## 2 Fiscal Year 2015 Forecasts

## **3** Achievement of Mid-term Management Plan



### Fiscal Year 2014 Financial Results

#### Net Sales, Operating Income and Ordinary Income reach new record highs for three consecutive terms

|                     |         |                        |         |                        | (           | (Millions of yen) |
|---------------------|---------|------------------------|---------|------------------------|-------------|-------------------|
|                     | FY2014  | Percentage<br>(Margin) | FY2013  | Percentage<br>(Margin) | Change in % | Initial Plan      |
| Orders<br>Received  | 178,823 | 100.0%                 | 165,789 | 100.0%                 | + 7.9%      | -                 |
| Domestic            | 68,520  | 38.3%                  | 61,056  | 36.8%                  | + 12.2%     | -                 |
| Overseas            | 110,303 | 61.7%                  | 104,733 | 63.2%                  | + 5.3%      | -                 |
| Net Sales           | 165,297 | 100.0%                 | 147,054 | 100.0%                 | + 12.4%     | 160,000           |
| Domestic            | 61,508  | 37.2%                  | 58,338  | 39.7%                  | + 5.4%      | -                 |
| Overseas            | 103,789 | 62.8%                  | 88,715  | 60.3%                  | + 17.0%     | -                 |
| Operating<br>Income | 13,488  | 8.2%                   | 12,871  | 8.8%                   | + 4.8%      | 13,000            |
| Ordinary<br>Income  | 14,826  | 9.0%                   | 14,187  | 9.7%                   | + 4.5%      | 14,200            |
| Net Income          | 8,356   | 5.1%                   | 7,664   | 5.2%                   | + 9.0%      | 7,800             |
| EPS                 | ¥90.84  | -                      | ¥82.32  | -                      | + ¥8.52     | ¥83.78            |

Average Exchange Rate : FY2014 1US\$=¥105.2, FY2013 1US\$=¥96.4





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Net Sales increase in both domestic and overseas markets



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### 1-4. Operating Income – Quarterly Cumulative Comparison **FUJITEC**

# Japan remains robust and Overseas Operating Income increases in East Asia



### **1-5. Net Sales by Business and Segment**

Net Sales increase in New Installation Business and in East Asia especially



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## 1-6. Net Sales & Operating Income by Segment **FUJITEC**

# Driven by Japan and East Asia, Net Sales continue the trend to increase globally

(Millions of yen)

|                 | Net Sales |         |             | Operating Income |        |        |
|-----------------|-----------|---------|-------------|------------------|--------|--------|
|                 | FY2014    | FY2013  | Change in % | FY2014           | FY2013 | Change |
| Japan           | 65,514    | 62,407  | + 5.0%      | 5,149            | 4,605  | + 543  |
| East Asia       | 76,240    | 66,363  | + 14.9%     | 7,328            | 6,670  | + 657  |
| North America   | 17,735    | 14,165  | + 25.2%     | - 582            | - 26   | - 555  |
| South Asia      | 15,499    | 13,024  | + 19.0%     | 1,558            | 1,779  | - 220  |
| Europe          | 601       | 673     | - 10.7%     | - 1              | 5      | - 6    |
| Total           | 175,591   | 156,634 | + 12.1%     | 13,453           | 13,033 | + 419  |
| Reconciliations | - 10,294  | - 9,580 | -           | 35               | - 161  | + 197  |
| Consolidated    | 165,297   | 147,054 | + 12.4%     | 13,488           | 12,871 | + 616  |

Average Exchange Rate : FY2014 1US\$=¥105.2, FY2013 1US\$=¥96.4

### 1-7. Operating Environment - Japan

After-market

**Business** 

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Net Sales and Operating Income reach new record highs

| New<br>Installation<br>Business | <ul> <li>Sales of the standard type elevators remained<br/>the same as in the previous year</li> <li>Sales for the large-scale development projects<br/>in the Tokyo metropolitan area increased</li> </ul> | G |
|---------------------------------|---|---|
|                                 |   | ] |

in the Tokyo metropolitan area

increased

Renewal of existing elevators increased mainly

Sales of "Safety Enhancement Packages"



Ginza 5-chome Redevelopment Project (Tokyo)



Otemachi 2-chome Area 1st Class Urban Redevelopment Project (Tokyo) 10

### **1-8. Operating Environment - East Asia**



Driven by China, Net Sales and Operating Income increase

| China | <ul> <li>Net Sales increased due to an increase in New<br/>Installation Orders</li> <li>Operating Income Margin decreased due to<br/>intensified competition</li> </ul> |  |
|-------|---|--|
|-------|---|--|



Chongqing Ranjiaba Center (China)

| Hong Kong<br>Taiwan<br>Korea | <ul> <li>Net Sales increased steadily</li> <li>Operating Income increased in Hong Kong and<br/>Taiwan</li> </ul> | Cathay Tainan Landmark |
|------------------------------|--|------------------------|
|                              |  | (Taiwan)               |

## **1-9. Operating Environment - South Asia**

Net Sales increase but Operating Income is influenced by external conditions

| Singapore | <ul> <li>Installation costs were influenced by an increase<br/>in labor costs</li> </ul> |
|-----------|--|
|-----------|--|

| India<br>ASEAN<br>Region | <ul> <li>Projects were postponed due to the general<br/>election, etc.</li> </ul> |
|--------------------------|---|
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Marina One (Singapore)



TRIL Ramanujan IT City (India)

### 1-10. Operating Environment - North America & Europe

Net Sales in North America increase and Europe is sluggish

| North<br>America | <ul> <li>Net Sales increased due to an increase in New<br/>Installation Orders Received</li> <li>Operating Income improved in the second half<br/>year</li> </ul> |
|------------------|---|
|------------------|---|

| Europe | <ul> <li>Focus on Maintenance-oriented business</li> <li>Operating activity remained sluggish</li> </ul> |
|--------|--|
|--------|--|



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One West End (USA)

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(Millions of yen)

|  | As of Mar 2015 | As of Mar 2014 | Change    | 備考  |
|--|----------------|----------------|-----------|---|
| Current Assets                         | 132,134        | 111,271        | + 20,863  |   |
| Cash and Cash Equivalents              | 51,674         | 41,212         | + 10,462  | Increased in East Asia  |
| Trade Notes and Accounts<br>Receivable | 53,184         | 42,116         | + 11,067  | Increased in Japan and East Asia  |
| Inventories                            | 20,554         | 19,929         | + 624     |   |
| Others                                 | 6,721          | 8,013          | - 1,291   |   |
| Fixed Assets                           | 47,722         | 42,993         | + 4,728   |   |
| Property, Plant and Equipment          | 32,885         | 29,982         | + 2,903   | Capital investment:+4,071, Depreciation:-2,187,<br>Foreign exchange etc.:+1,019   |
| Intangible Assets                      | 4,311          | 3,876          | + 435     |   |
| Investments and Other Assets           | 10,524         | 9,135          | + 1,389   | Increased in Japan  |
| Total Assets                           | 179,856        | 154,265        | + 25,591  |   |
| Current Liabilities                    | 71,406         | 54,348         | + 17,058  | Electronically recorded obligations-operating +5,281,<br>Short-term debt:+7,369,<br>Advance from customers:+5,207                 |
| Non-current Liabilities                | 3,829          | 6,414          | - 2,585   | Net defined benefit liability:-3,686  |
| Net Assets                             | 104,620        | 93,501         | + 11,118  | Retained earnings:+7,833, Treasury stock:-6,747,<br>Foreign currency translation adjustments:+6,323,<br>Minority interests:+2,347 |
| Shareholders' Equity Ratio             | 51.9%          | 54.8%          | -         |   |
| BPS                                    | ¥1,074.82      | ¥912.40        | + ¥162.42 |   |



### **Free Cash Flows increase**

(Millions of yen)

|   | FY2014  | FY2013  | Change  |
|---|---------|---------|---------|
| Cash and Cash Equivalents at<br>Beginning of the Year | 20,903  | 15,519  | + 5,384 |
| Cash Flows from Operating Activities                  | 10,753  | 9,294   | + 1,459 |
| Cash Flows from Investing Activities                  | - 619   | - 2,655 | + 2,035 |
| Free Cash Flows                                       | 10,134  | 6,639   | + 3,494 |
| Cash Flows from Financing Activities                  | - 3,225 | - 3,823 | + 597   |
| Cash and Cash Equivalents at End of the Year          | 30,602  | 20,903  | + 9,699 |



## Fiscal Year 2015 Forecasts

# Driven by Japan and East Asia and aiming to achieve the Mid-term Management Plan

| FY2014                |              |                              |        |  |  |  |
|-----------------------|--------------|------------------------------|--------|--|--|--|
| (100 millions of yen) |              |                              |        |  |  |  |
|                       | Net<br>Sales | Operating Income<br>(Margin) |        |  |  |  |
| Japan                 | 655          | 51                           | 7.9%   |  |  |  |
| East Asia             | 762          | 73                           | 9.6%   |  |  |  |
| North America         | 177          | - 5                          | - 3.3% |  |  |  |
| South Asia            | 154          | 15                           | 10.1%  |  |  |  |
| Europe                | 6            | - 0                          | - 0.2% |  |  |  |
| Total                 | 1,755        | 5 134 7.7                    |        |  |  |  |
| Reconciliations       | - 102        | 0                            | -      |  |  |  |
| Consolidated          | 1,652        | 134                          | 8.2%   |  |  |  |

Average Exchange Rate: 1US\$=¥105.2

|          | FY2015   |              |            |                   |
|----------|----------|--------------|------------|-------------------|
|          |          |              | (100 milli | ons of yen)       |
|          |          | Net<br>Sales |            | g Income<br>rgin) |
| Japan    |          | 690          | 54         | 7.8%              |
| East Asi | ia       | 850          | 82         | 9.6%              |
| North Ar | merica   | 180          | 0          | -                 |
| South A  | sia      | 160          | 17         | 10.6%             |
| Europe   |          | 8            | 0          | -                 |
| Total    |          | 1,888        | 153        | 8.1%              |
| Reconci  | liations | - 138        | - 3        | -                 |
| Consolio | dated    | 1,750        | 150        | 8.6%              |
| Average  | Exchange | Rate: 1US\$= | ¥115       | 17                |



### Japan: Net Sales and Operating Income increase

|                  |        |        | (Millions of yen) |
|------------------|--------|--------|-------------------|
|                  | FY2015 | FY2014 | Change in %       |
| Net Sales        | 69,000 | 65,514 | + 5.3%            |
| Operating Income | 5,400  | 5,149  | + 4.9%            |
| Margin           | 7.8%   | 7.9%   | - 0.1P            |

- New Installation Market is estimated to continue strong
- Demand related to redevelopment projects in the Tokyo metropolitan area and Tokyo Olympics is expected to expand



# East Asia: Net Sales and Operating Income are expected to increase with a further increase in Market Share

|                  |        |        | (Millions of yen) |
|------------------|--------|--------|-------------------|
|                  | FY2015 | FY2014 | Change in %       |
| Net Sales        | 85,000 | 76,240 | + 11.5%           |
| Operating Income | 8,200  | 7,328  | + 11.9%           |
| Margin           | 9.6%   | 9.6%   | -                 |

Average Exchange Rate: 1RMB=¥18.7

Demand for New Installations in China is estimated to expand gradually

Aiming to further increase market share



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### South Asia: New Installation Business expands and Margin increases

|                  | (Millions of yen) |        |             |
|------------------|-------------------|--------|-------------|
|                  | FY2015 FY2014     |        | Change in % |
| Net Sales        | 16,000            | 15,499 | + 3.2%      |
| Operating Income | 1,700             | 1,558  | + 9.1%      |
| Margin           | 10.6%             | 10.1%  | + 0.5P      |

Average Exchange Rate: 1S\$=¥88.4

- Promotion of cost reductions
- Net Sales and Operating Income in India increase
- Development of emerging markets



(Millions of ven)

#### North America & Europe: Increase in Net Sales and Break-even

|                     |               |               | (Millions of yen)      |
|---------------------|---------------|---------------|------------------------|
| North America       | FY2015        | FY2014        | Change in %            |
| Net Sales           | 18,000        | 17,735        | + 1.5%                 |
| Operating Income    | 0             | - 582         | -                      |
| Margin              | -             | -             | -                      |
|                     |               |               |                        |
| Europe              | FY2015        | FY2014        | Change in %            |
| Europe<br>Net Sales | FY2015<br>800 | FY2014<br>601 | Change in %<br>+ 33.0% |
|                     |               |               |                        |

Average Exchange Rate: 1US\$=¥115, 1EURO=¥143.2

North America continues to focus on After-market Business



### Capital Investment, Depreciation, R&D Expenses and Dividends

|                    | FY2015 | FY2014 | Change  |
|--------------------|--------|--------|---------|
| Capital Investment | 7,700  | 4,216  | + 3,484 |
| Domestic           | 2,000  | 1,441  | + 559   |
| Overseas           | 5,700  | 2,775  | + 2,925 |
| Depreciation       | 2,900  | 2,373  | + 527   |
| R&D Expenses       | 2,000  | 2,023  | - 23    |

(Millions of yen)

| (Yen) |
|-------|
|-------|

|           | FY2015 | FY2014 | Change |
|-----------|--------|--------|--------|
| Dividends | 30     | 24     | + 6    |
| Interim   | 15     | 12     | + 3    |
| Year-end  | 15     | 12     | + 3    |

|  | ✓ Feb.13, 2015 6,000,000 shares  |    |
|--|----------------------------------|----|
| Purchase of Treasury Stock 12,491,400 shares | く Apr.9, 2015 6,491,400 shares ノ | 22 |

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## **3** Achievement of Mid-term Management Plan

### 3-1. Efforts around the world (East Asia)



Continuing expansion of Orders Received

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## 3-1. Efforts around the world (East Asia)



### China: Strengthening the products supply system

# Shanghai Fujitec City Huasheng Fujitec Enhancement of the major Enhancement of elevator equipment capacity production capacity

Accommodating market demand

### 3-2. Efforts around the world (East Asia)

#### Korea: Enhancement of R&D and production system

Fujitec Korea

- Completion of Elevator Research Tower
- Supply products to global bases



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### 3-3. Efforts around the world (South Asia)

#### **Establishment of Fujitec Lanka**





#### Fujitec Lanka

- Demand for high-rise buildings increases
- Working to expand sales in cooperation with Fujitec India

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### 3-4. Efforts around the world (Japan)

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The Tokyo Metropolitan Area: Promotion of sales activity to win Orders for Redevelopment Projects





### **Reference Information**

## **Corporate Profile (as of March 31, 2015)**

| Corporate Name  | Fujitec Co., Ltd.  |
|-----------------|--|
| Established     | Feb 1948 (Listed Feb 1974 on TSE1)   |
| Head Office     | Hikone, Shiga (Big Wing)   |
| Business        | R&D, manufacturing, marketing, installation and maintenance of elevators and escalators  |
| Paid-in Capital | 12,533 million yen (shares issued: 93,767,317)   |
| Directors       | President & CEO, Takakazu Uchiyama<br>7 directors (including 3 outside directors)<br>4 corporate auditors (including 2 outside auditors) |
| Employees       | Consolidated 9,057 (non-consolidated 2,758)  |
| Group companies | 33 companies (including 19 consolidated subsidiaries)<br>(North and South America, East and South Asia,<br>Europe/Middle East)           |

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