

Management Plan for FY2016

April 28, 2016
Fuji Electric Co., Ltd.

Target record-breaking operating income and net income

(Billion yen)

	FY2015 Results	FY2016 Management Plan	Change
Net Sales	813.6	830.0	16.4
Operating Income/Loss (Operating Margin)	45.0 (5.5%)	47.0 (5.7%)	2.0 (0.2%)
Ordinary Income/Loss	45.6	47.0	1.4
Profit attributable to owners of parent	30.6	31.0	0.4

Net Sales

Demand increase
 Impact on the new consolidation*
 Loss on translation of earnings of overseas subsidiaries

*New Consolidated Subsidiaries
 - Reliable Turbine Services LLC
 - Fuji Electric Retail Service Co., Ltd.

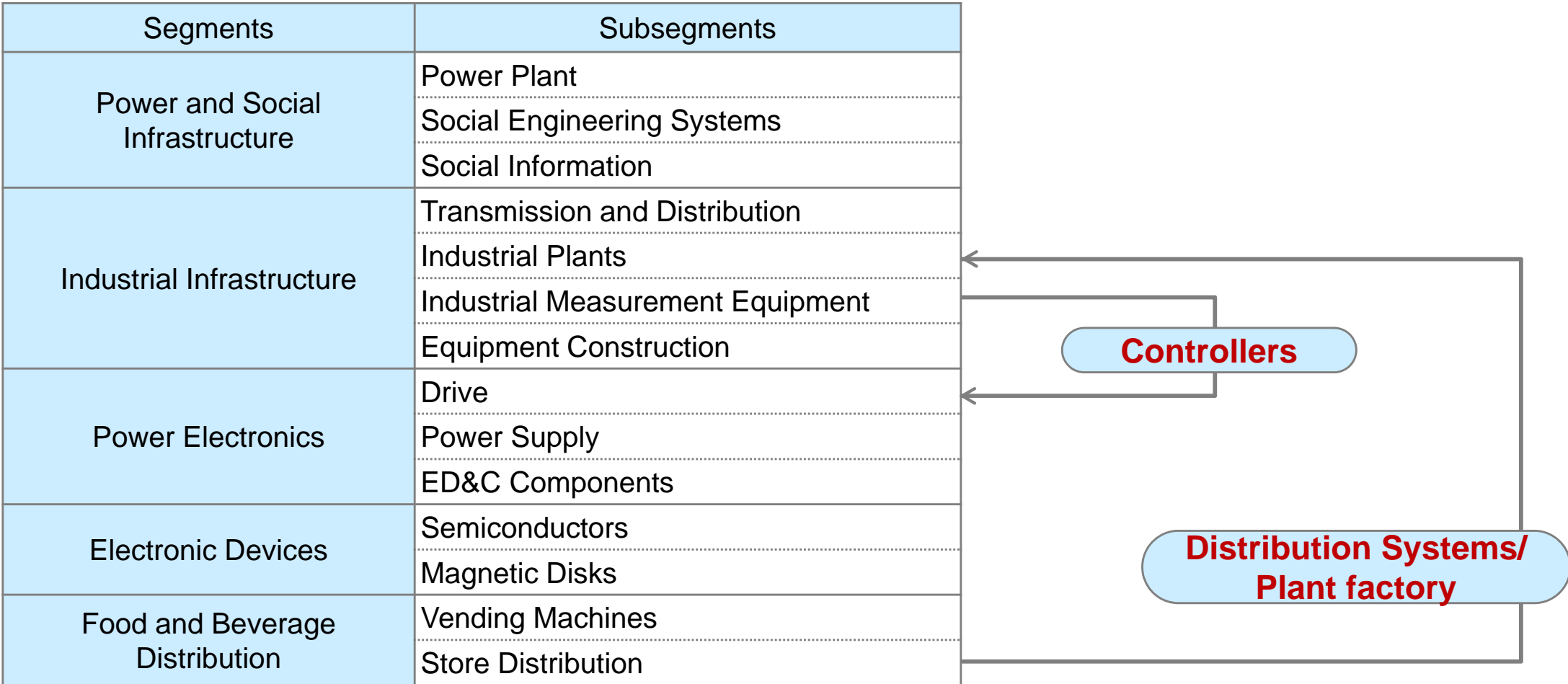
Net debt-equity ratio	0.7 time	0.6 time
Total net assets ratio	27%	30%
ROA	4%	4%
ROE	12%	13%

Assumed Exchange Rate in FY2016

	*Operating income basis	
	US\$	EURO
Assumed Exchange Rate	¥110.00	¥120.00
One Yen Effect * (Million yen)	70	70

Organizational Restructuring in FY2016

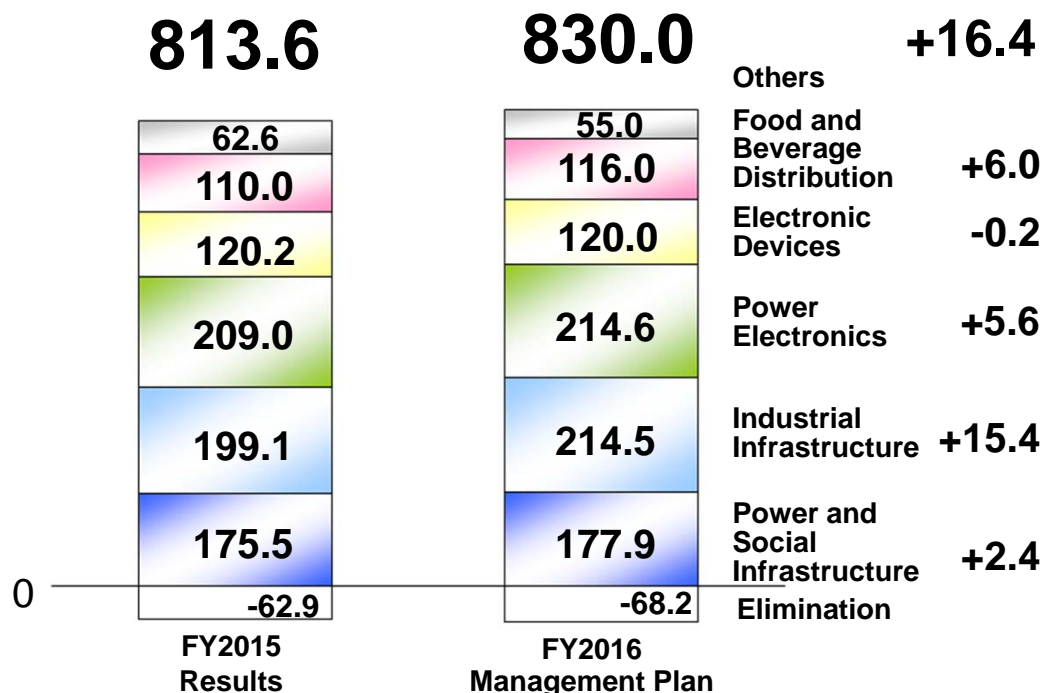
- Transferred from the store distribution business of the Food and Beverage Distribution segment to the industrial plant business of the Industrial Infrastructure segment
- Transferred from the industrial and instrumentation equipment business of the Industrial Infrastructure Distribution segment to the drive business of the Power Electronics segment



*Please refer to slide 8 for an overview of the businesses contained in each segment.

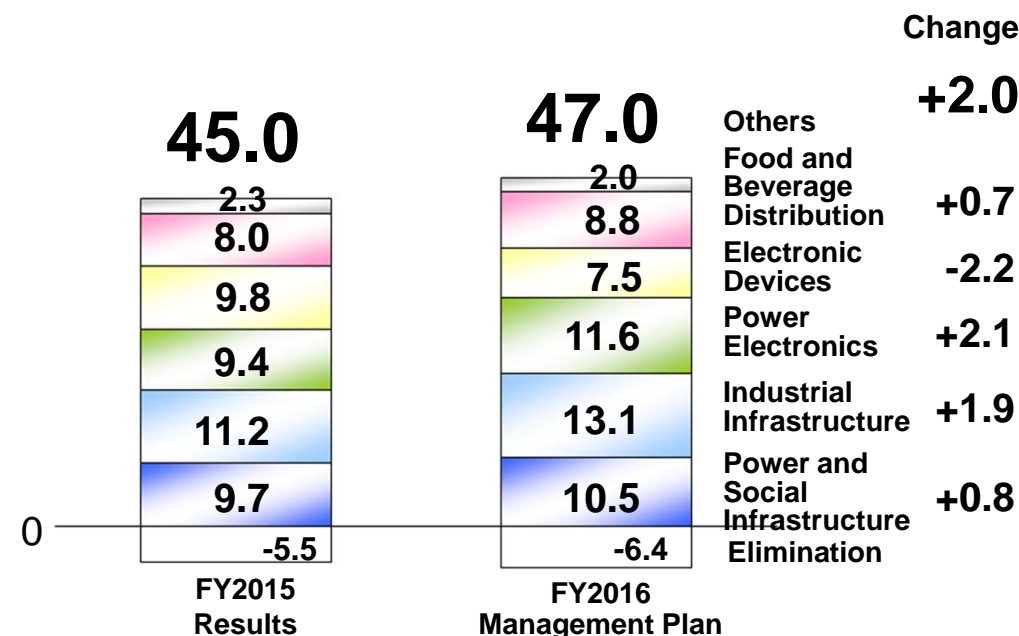
Net Sales and Operating Income by Segment

Net Sales



Operating Income/Loss

(Billion yen)



■ Power and Social Infrastructure

- Decrease in sales of Solar power generation systems and Thermal power generation facilities
- Increase in sales of Smart meters

■ Industrial Infrastructure

- Increase in sales centered on strong energy saving and replacement demand in Japan

■ Power Electronics

- Increase in sales centered on Drive and ED&C Components in Japan

■ Electronic Devices

- Increase in sales of Semiconductors centered on the industrial field
- Decrease in sales of Magnetic Disks

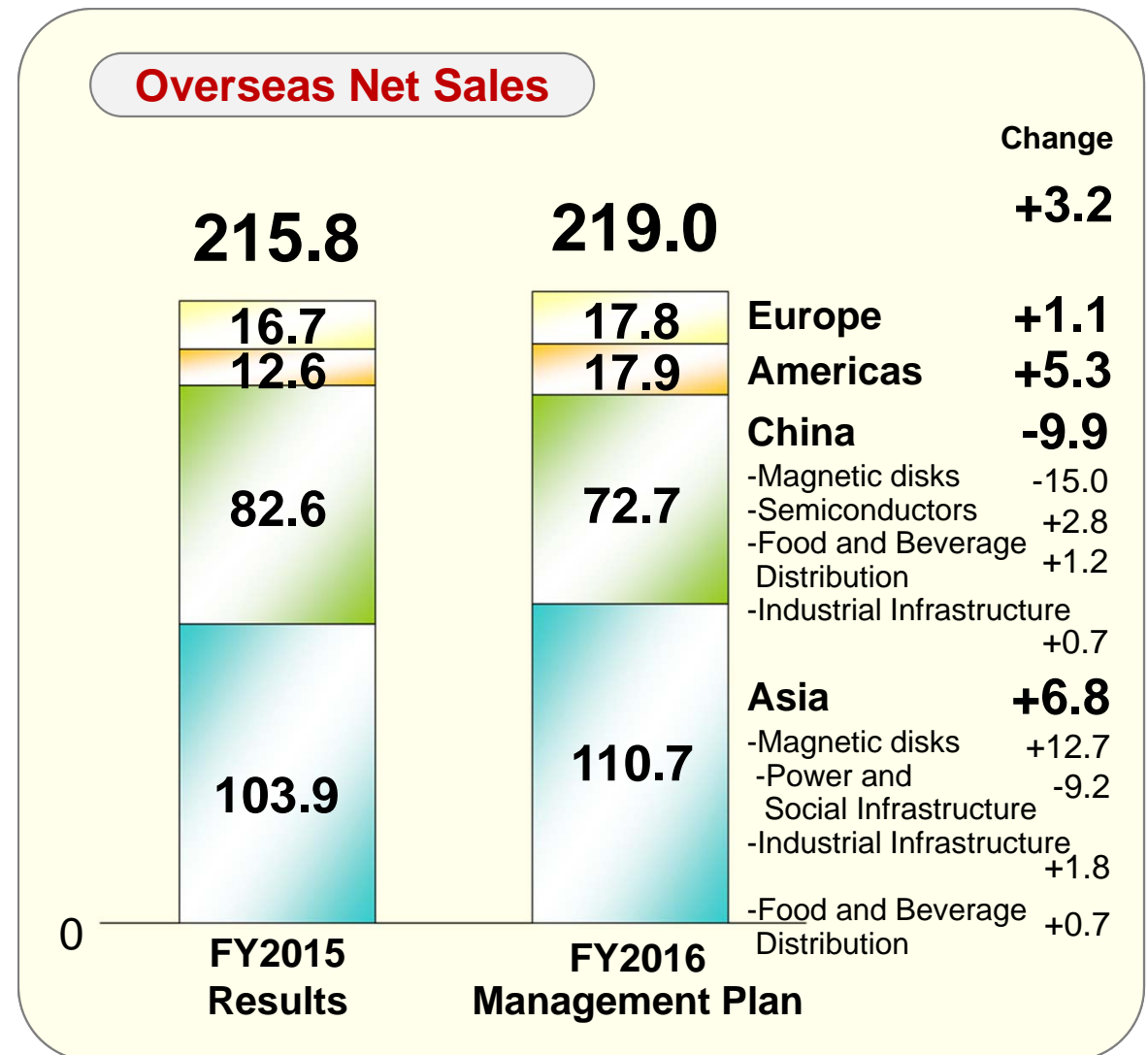
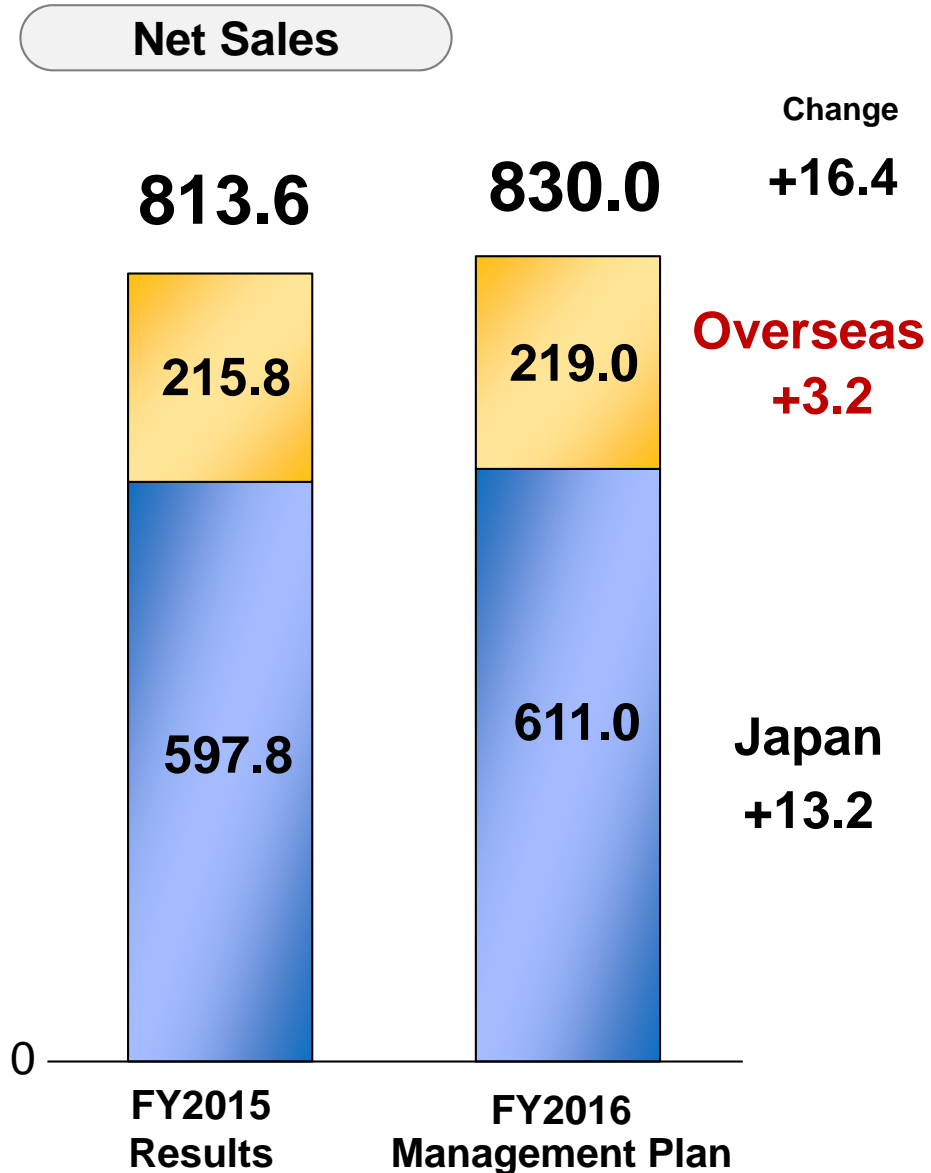
■ Food and Beverage Distribution

- Increase in sales of Vending Machines in Japan and China
- Increase in sales of facilities and equipment for convenience stores.

* Figures for FY2015 reflect the organizational restructuring conducted in FY2016.

Net Sales [Japan and Overseas]

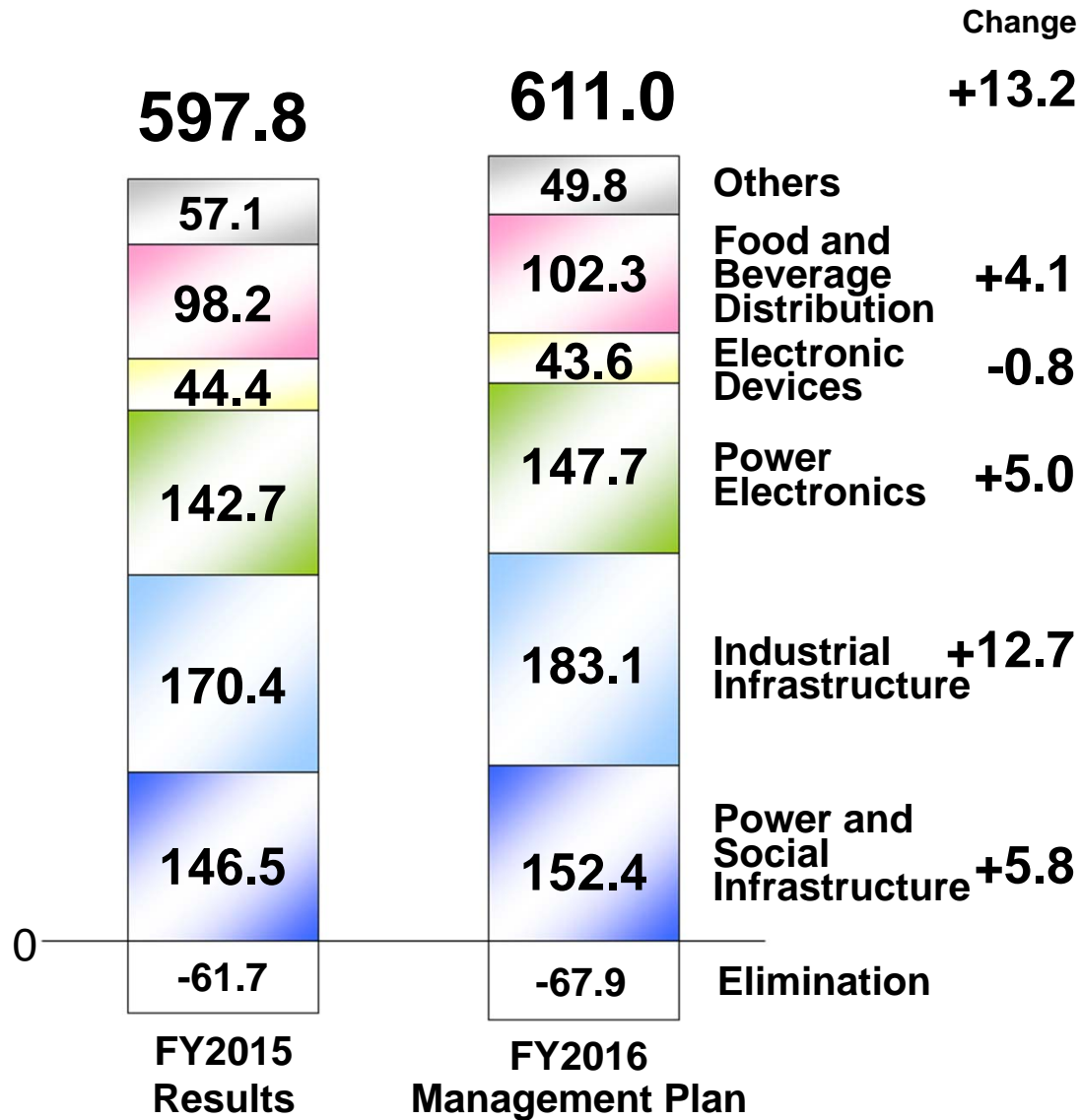
(Billion yen)



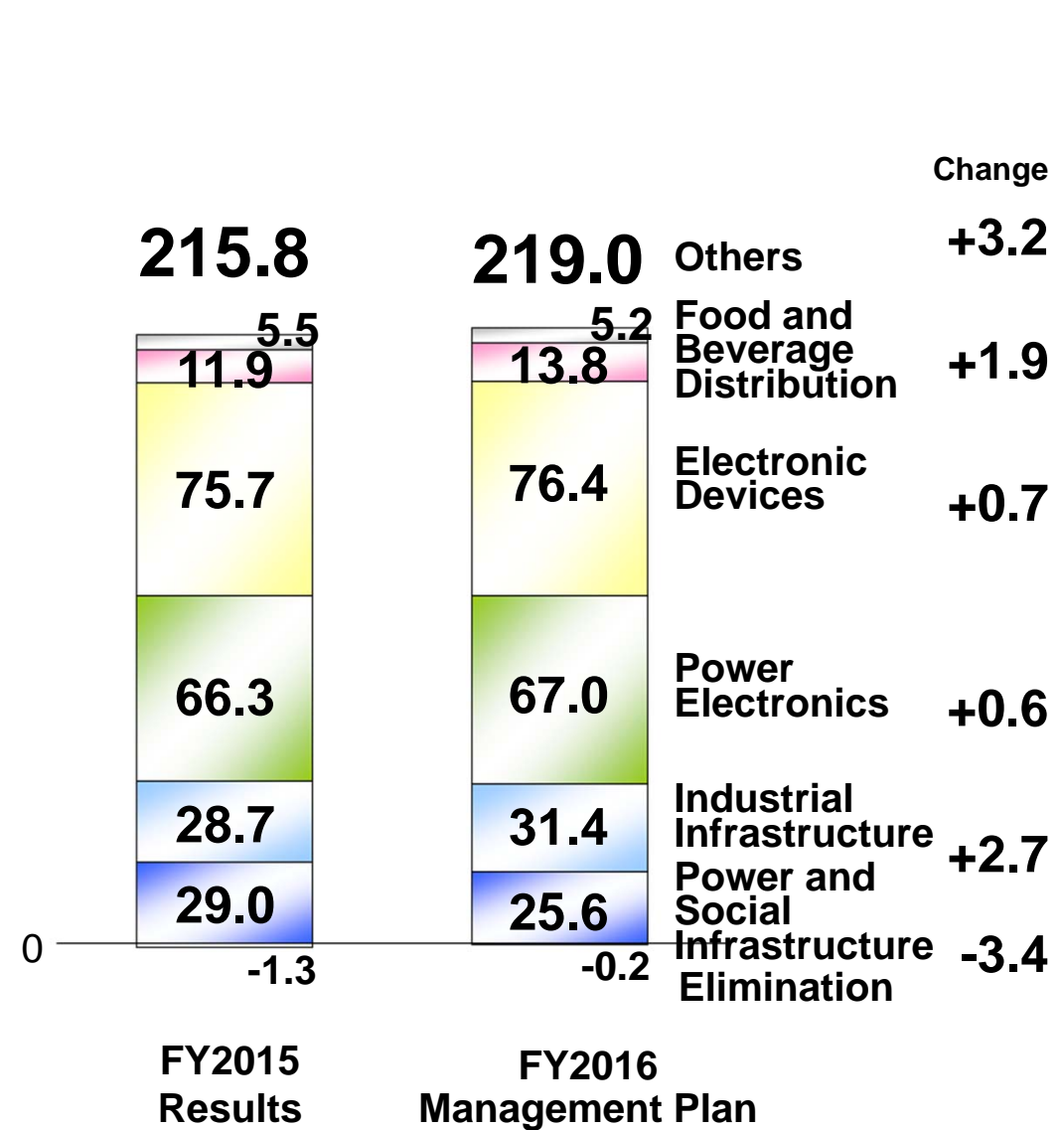
Net Sales [Japan and Overseas by Segment]

(Billion yen)

Japan Net Sales



Overseas Net Sales



Consolidated Financial Results Forecasts for 1H FY2016 (YoY Comparison)

(Billion yen)

	FY2015 Results	FY2016 Management Plan	Change
Net Sales	354.3	370.5	16.1
Operating Income/Loss	6.9	5.4	-1.4
Ordinary Income/Loss	7.0	3.8	-3.2
Profit attributable to owners of parent	4.2	0.9	-3.3

(Billion yen)

	FY2015 Results		FY2016 Management Plan		Change	
	Net Sales	Operating Income/Loss	Net Sales	Operating Income/Loss	Net Sales	Operating Income/Loss
Power and Social Infrastructure	70.7	1.4	71.6	2.4	0.9	1.0
Industrial Infrastructure	65.7	-4.3	84.5	-2.3	18.8	1.9
Power Electronics	97.7	2.8	97.1	1.3	-0.6	-1.4
Electronic Devices	63.4	4.9	58.7	2.8	-4.6	-2.1
Food and Beverage Distribution	54.7	3.8	56.4	3.8	1.7	0.0
Others	31.4	1.1	27.8	0.8	-3.7	-0.2
Elimination and Corporate	-29.3	-2.8	-25.7	-3.4	3.6	-0.6
Total	354.3	6.9	370.5	5.4	16.1	-1.4

Reference: Organization for FY2016

Segments	Subsegments	Main Business Areas
Power and Social Infrastructure	Power Plant	Thermal / Geothermal / Hydraulic power generation facilities Solar power generation systems, Fuel cells
	Social Engineering Systems	Energy management systems, Watt-hour meters, Smart meters
	Social Information	Information systems
Industrial Infrastructure	Transmission and Distribution	Substation equipment, Industrial power supply facilities
	Industrial Plants	Industrial drive systems, Plant control systems Industrial energy management systems Distribution systems / Plant factory (*1) , Data centers
	Industrial Measurement Equipment	Measuring instruments and sensors Radiation monitoring systems
	Equipment Construction	Electrical and air conditioning equipment installation
Power Electronics	Drive	Inverters / Servo systems, Motors, Controllers(*2)、Transport systems
	Power Supply	Uninterruptible power systems (UPS) Power conditioning sub-systems, Switchboards
	ED&C Components	Power distribution and control equipment
Electronic Devices	Semiconductors	Power semiconductors, Photoconductors
	Magnetic Disks	Magnetic disks
Food and Beverage Distribution	Vending Machines	Beverage, food and goods vending machines
	Store Distribution	Store facilities and equipment, Currency handling equipment

*1 Business segment change effective April 1, 2016: Transferred from the store distribution business of the Food and Beverage Distribution segment to the industrial plant business of the Industrial Infrastructure segment

*2 Business segment change effective April 1, 2016: Transferred from the industrial and instrumentation equipment business of the Industrial Infrastructure Distribution segment to the drive business of the Power Electronics segment

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