

Three-Year Rolling Plan Sales Strategies

November 17, 2011
Fuji Electric Co., Ltd.
Sales Headquarters

Market conditions outlook

Japan

Although the market is likely to recover due to restoration demand, there is concern over reduction in the pace of recovery due to yen appreciation/slowdown in overseas demand.

Asia

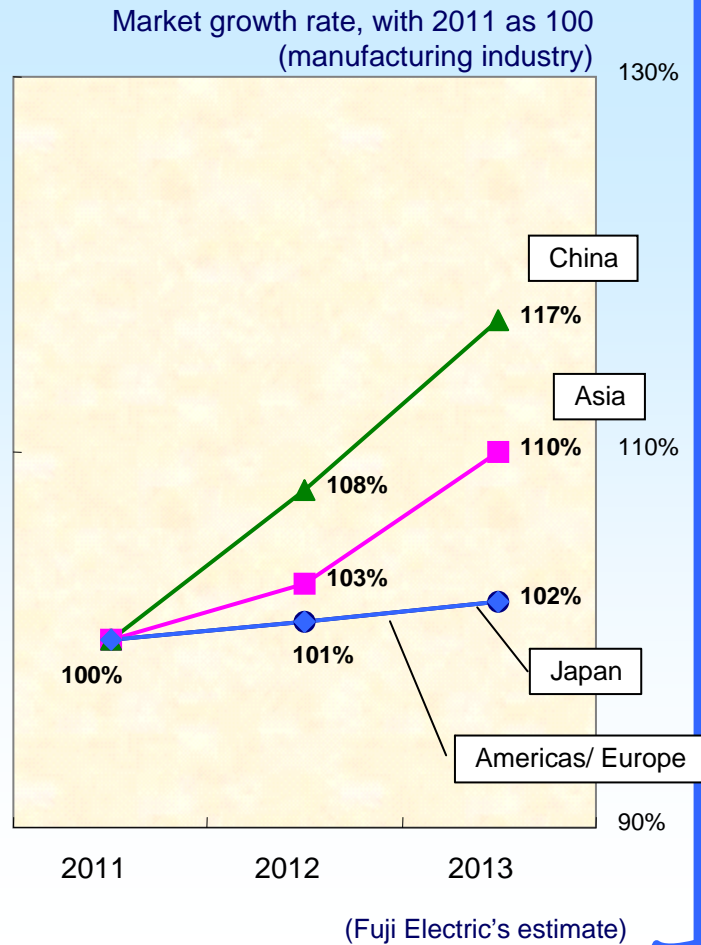
Although growth rate may soften due to global economic trends and wage inflation, it is likely to continue growing.

China

Despite lower growth rates as a result of global economic trends and monetary tightening, it is expected to continue growing.

Americas and Europe

Although the outlook is for continuing modest growth, uncertainty is heightening over such issues as Europe's problems.



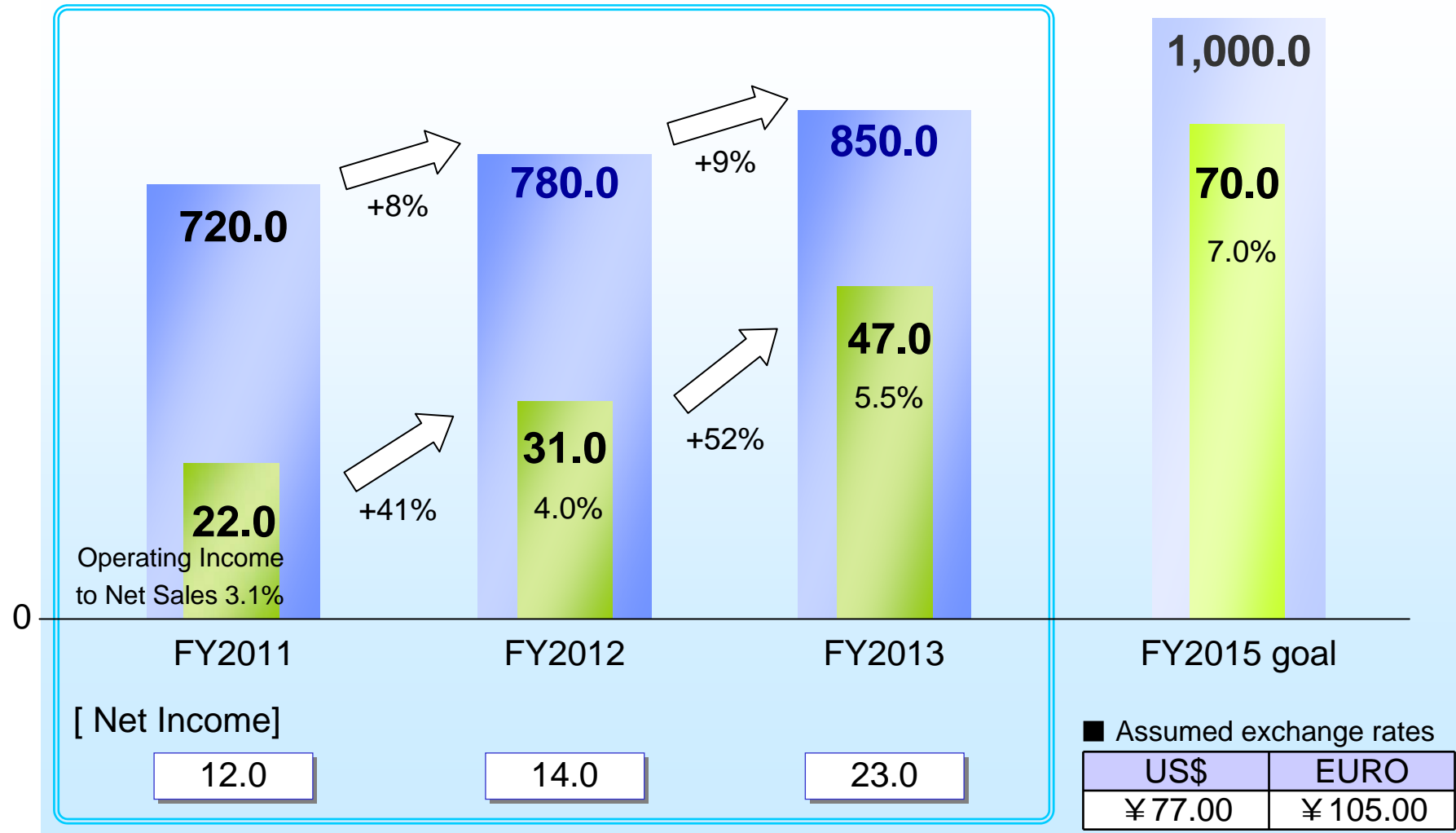
Basic Direction

- ◆ Strengthen local sales systems, increase overseas volume
 - Expand and improve sales bases focusing on Asian region
 - Develop new areas through operational collaborations with local partners
 - Increase market share by introducing new products that match market needs
- ◆ Strengthen solutions-based sales, increase domestic market share
 - Strengthen initiatives for restoration support through project systems
 - Enhance customer satisfaction by strengthening systems of service divisions
 - Increase market share and develop new customers by introducing new products

Net Sales / Operating Income Targets

(¥ billion)

Net Sales
Operating Income

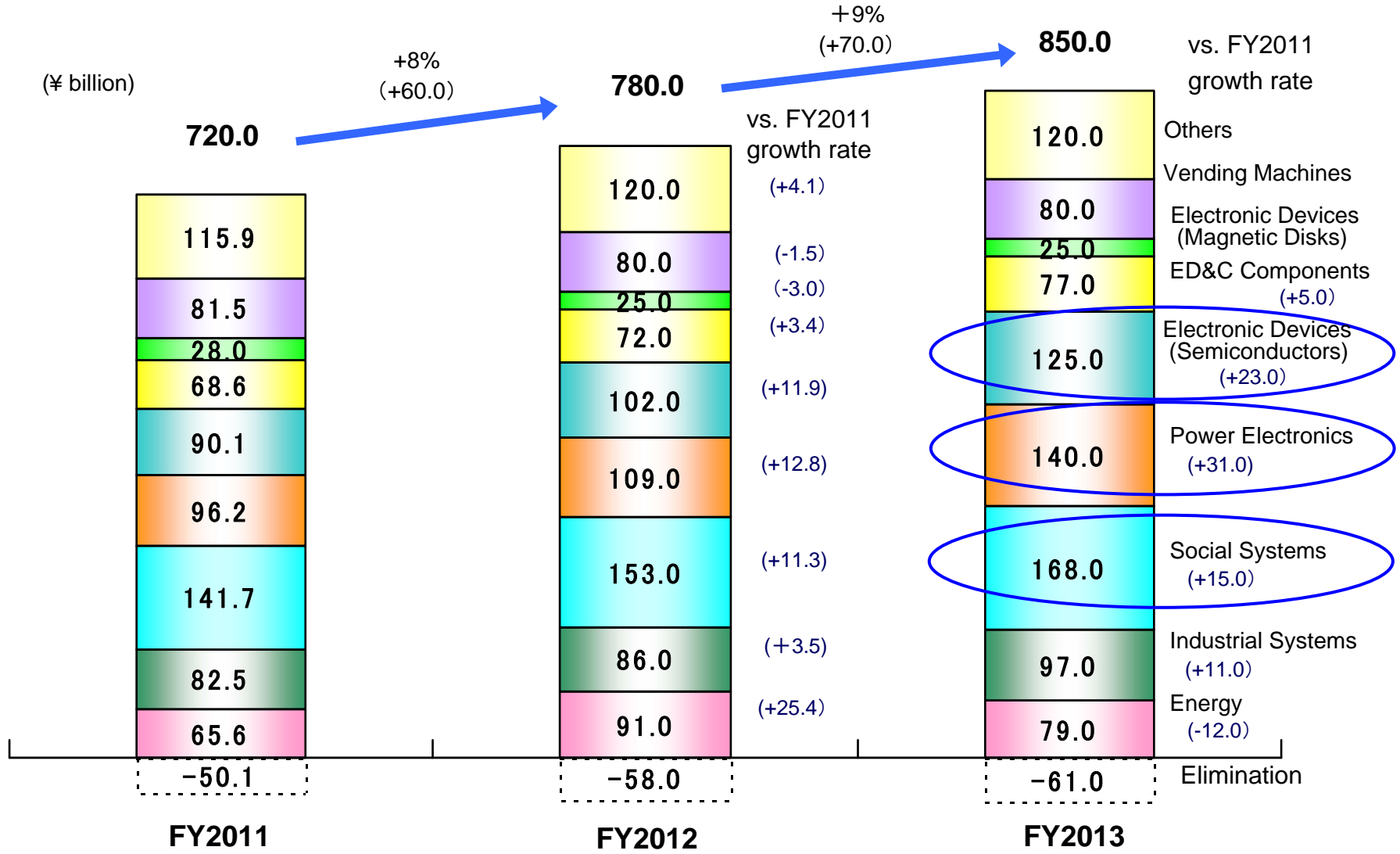


■ Assumed exchange rates

US\$	EURO
¥ 77.00	¥ 105.00

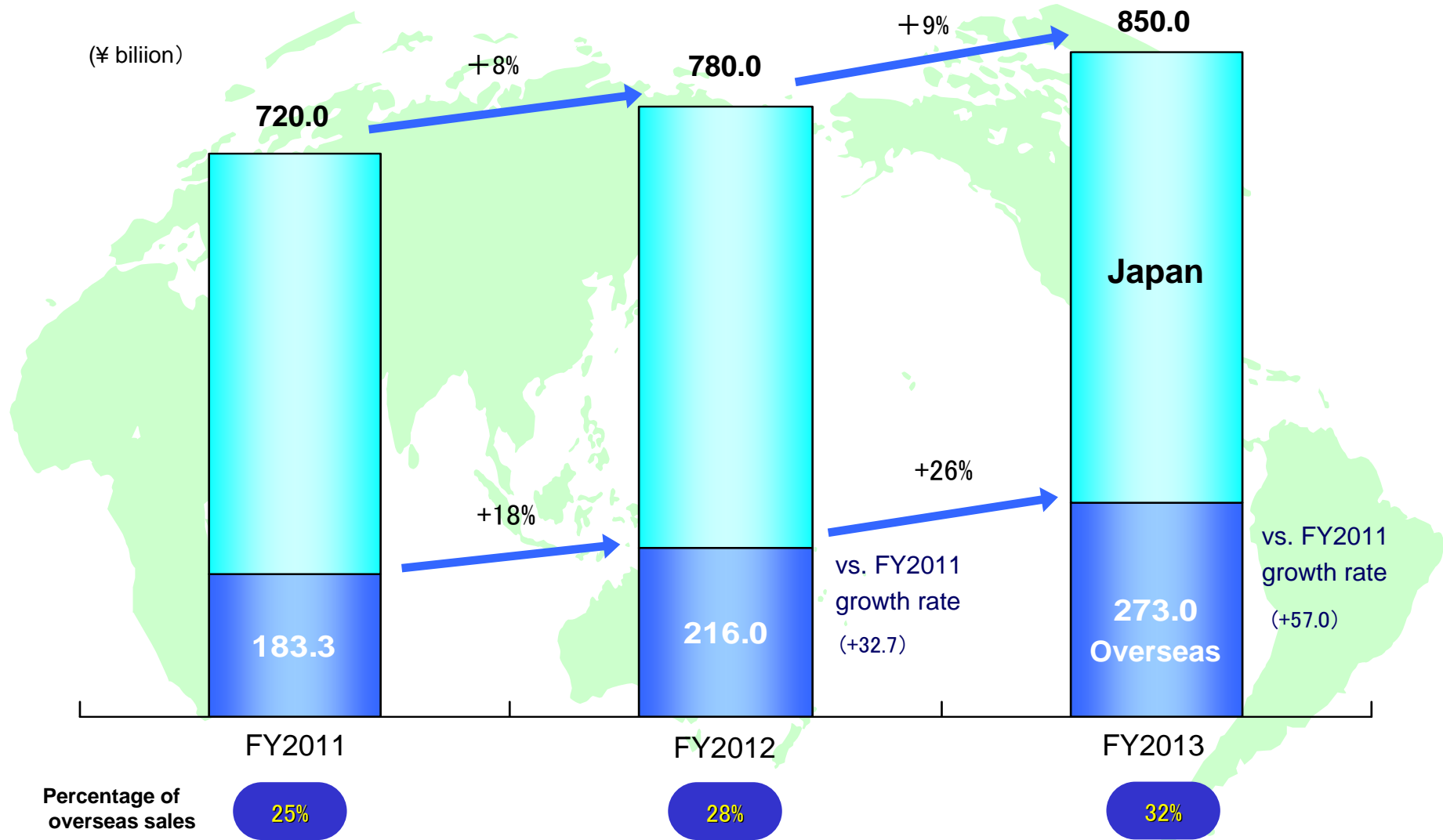
Net Sales (by segment)

■ Increase net sales significantly through power electronic devices (inverters, UPSs), power semiconductors, social systems (energy management)



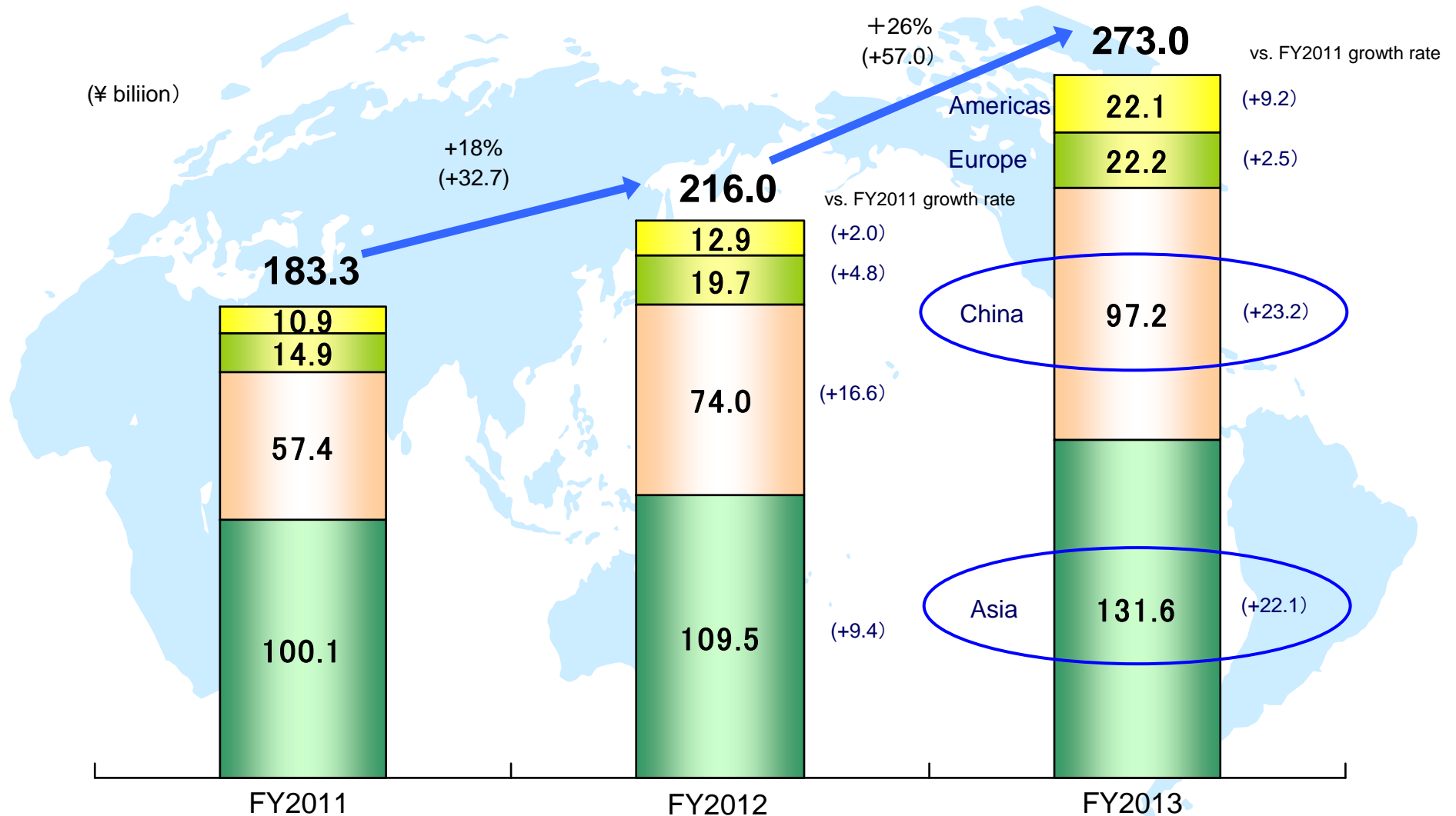
Net Sales (percentage from overseas sales)

■ Increase percentage of net sales from overseas sales from 2011: 25% > 2013: 32%



Overseas Net Sales (by region)

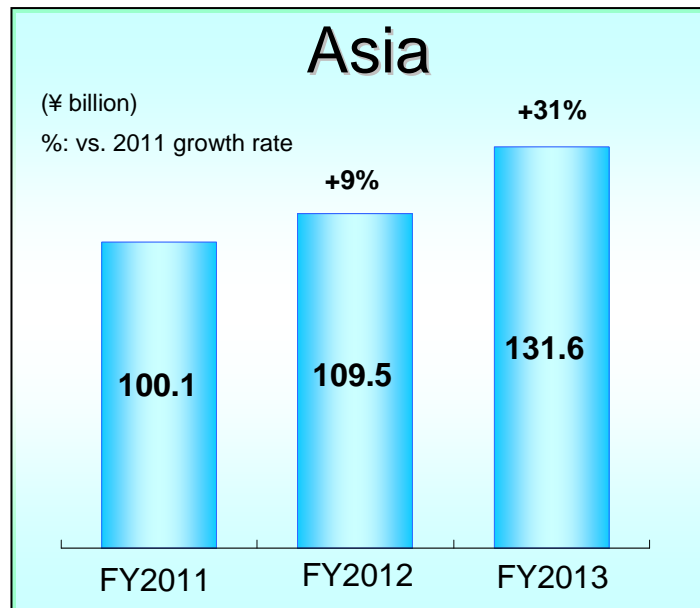
■ Increase net sales in Asia/China significantly—
 FY2011: ¥157.5 billion > FY2013: ¥228.8 billion (+ ¥71.3 billion)



Priority Measures by Region (by segment)

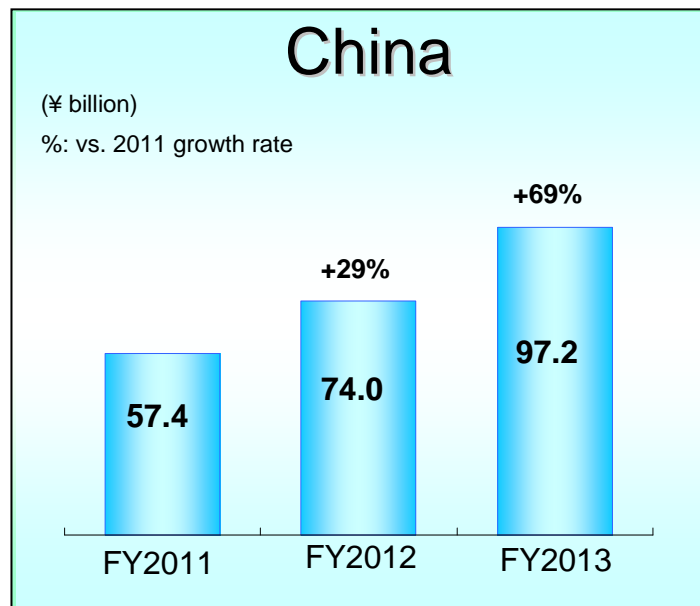
	Japan	Asia	China	Americas	Europe	
Energy	Strengthen restoration support initiatives	Strengthen sales capabilities for services	Strengthen order-winning activities targeting full turn-key projects for geothermal and thermal power generation plants			
Industrial Systems			Increase orders centered on materials industry area	Strengthen ability to cater to local needs by expanding and improving sales network	Enter new area through operational collaborations with local partners	
Social Systems			Advance energy management businesses in smart community market			
Power Electronics	Increase market share and enter end-user market (inverters) by introducing new products matching market needs		Increase sales of medium-capacity and large-capacity UPSs through operational collaborations with local partners			
Electronic Devices	Increase volume of power semiconductors for EVs/HEVs	Grow share of power semiconductor market by introducing new products and increasing sales engineers				
ED&C Components	Expand and improve sales network and product lineup					

Priority Measures by Region (Asia/China)



Priority measures

- Strengthen ability to cater to local needs by newly establishing/bolstering sales bases
- Enter energy-saving businesses in earnest focusing on materials industry area
- Advance energy management businesses in smart community market
- Increase share of inverter market by introducing new products
- Increase UPS sales through operational collaborations with local partners

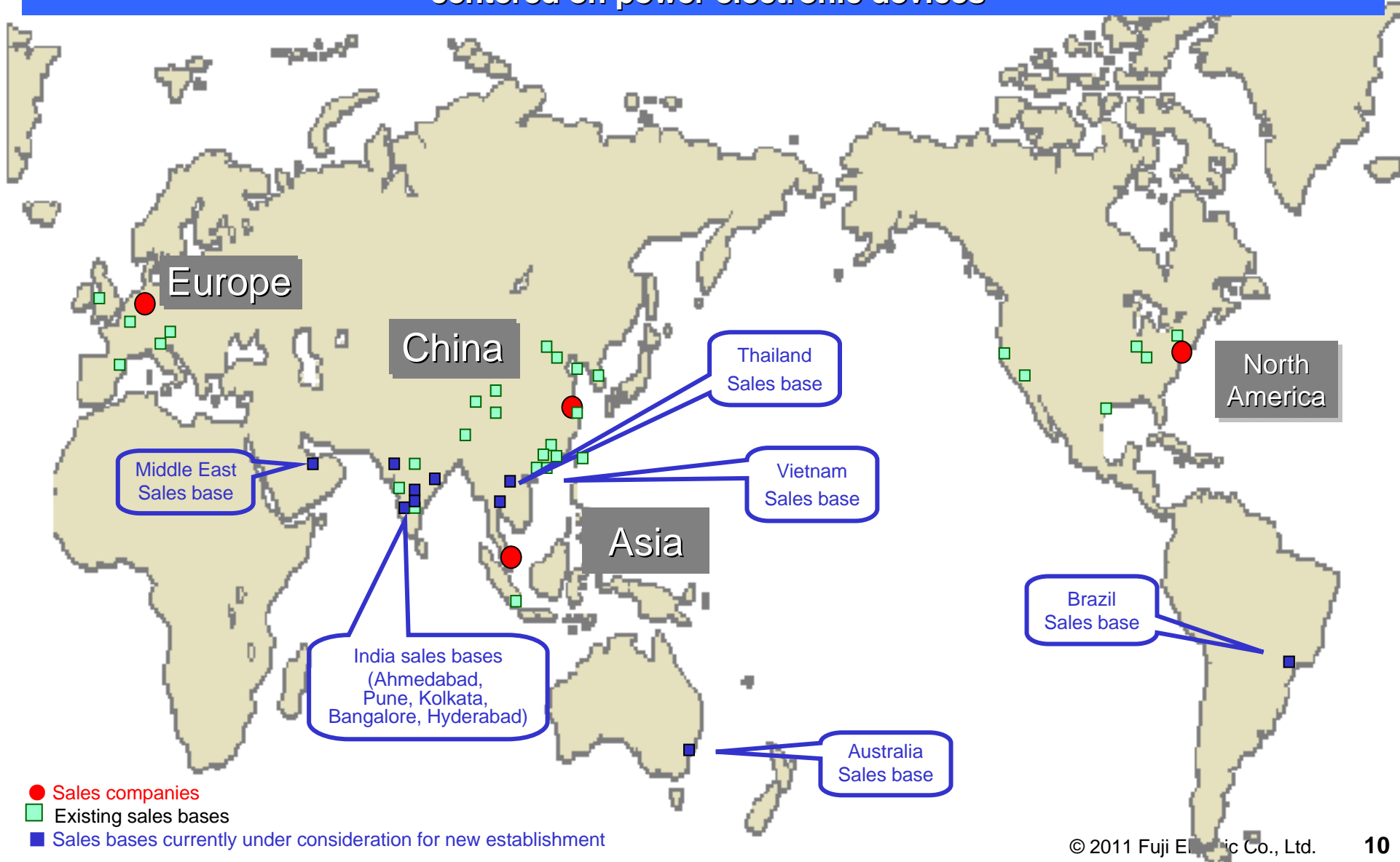


Priority measures

- Increase share of component market by expanding and improving sales network
- Expand systems business through operational collaborations with local partners
- Increase share of inverter, ED&C component market by introducing new products matching market needs
- Increase market share for power semiconductors for industry and new energy by increasing sales engineers

Sales Bases

■ Expand and strengthen functions of systems sales network centered on power electronic devices



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