

Aiming to Become a Leading-Edge Company
in “Energy and the Environment

Fiscal 2010 Management Policies

May 12, 2010

Fuji Electric Holdings Co., Ltd.

FY2009 Business Results Summary

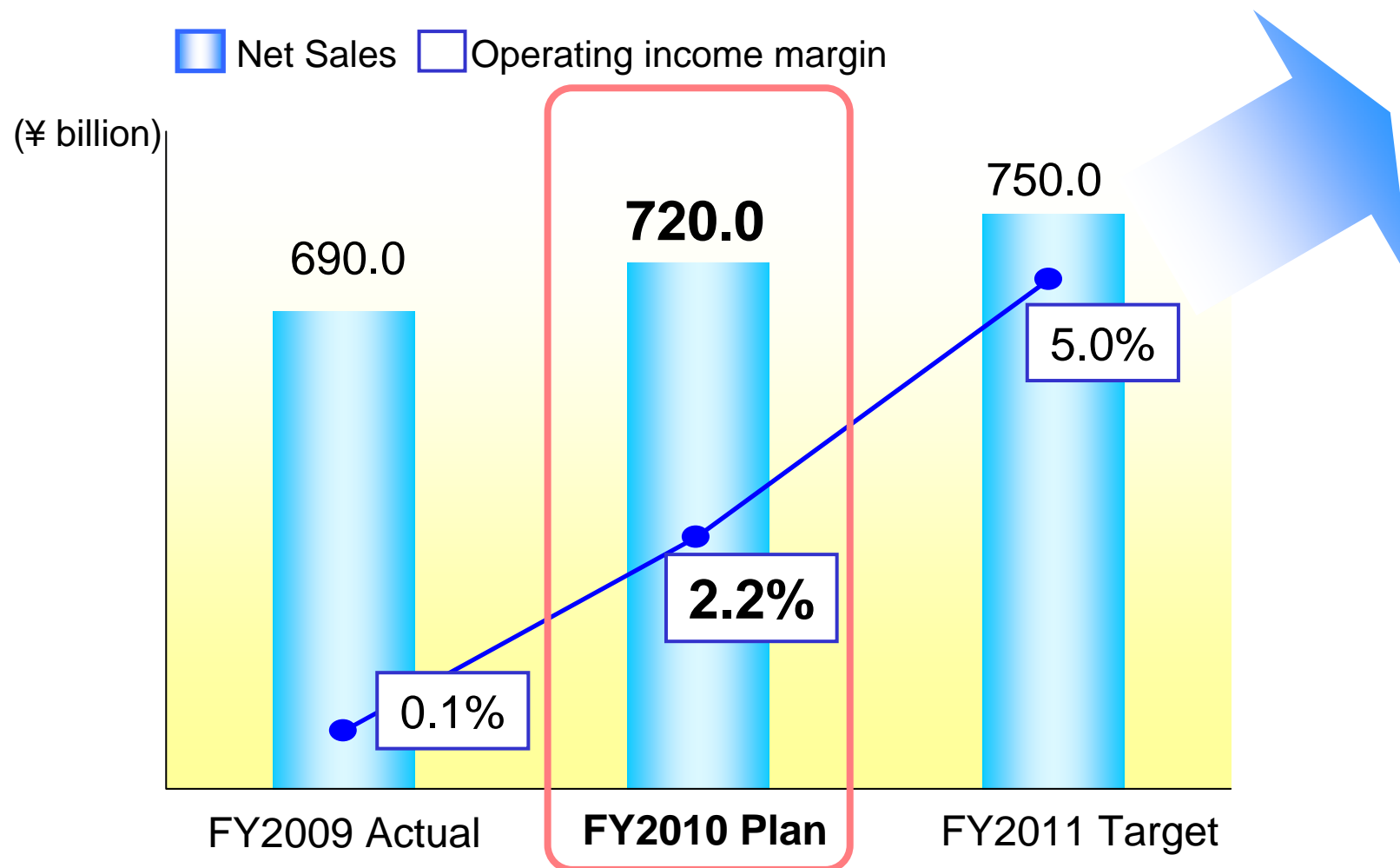
Achieved more-than-expected operating income by restructuring

(¥ billion)

	FY2009 Initial target (May15, 2009)	FY2009 Forecast (January 29, 2010)	FY2009 Actual
Net Sales	690.0	690.0	691.2
Operating Income / Loss	-12.0	0	0.9
Ordinary Loss	-17.0	-3.0	-0.5
Net Income / Loss	-17.0	-9.0	6.8

FY2010 Management Plan

Improve earnings steadily to realize medium-term management plan



Management Policies

Transform into a global company in “energy and the environment” with power electronics technology as its strength

Expand Fuji Electric from Japan to the World

**Focus efforts on businesses in the fields of
“energy and the environment”**

**Activate personnel /
strengthen Group synergies**

Increase overseas sales centered on China and Asia

Overseas sales as percentage of net sales:

26% (FY2009) ⇒ 40% (FY2011)

Build global business management system

- **Establishment of overseas operations in China / Asia / North America and Europe and global strategic management headquarters (April 1, 2010)**

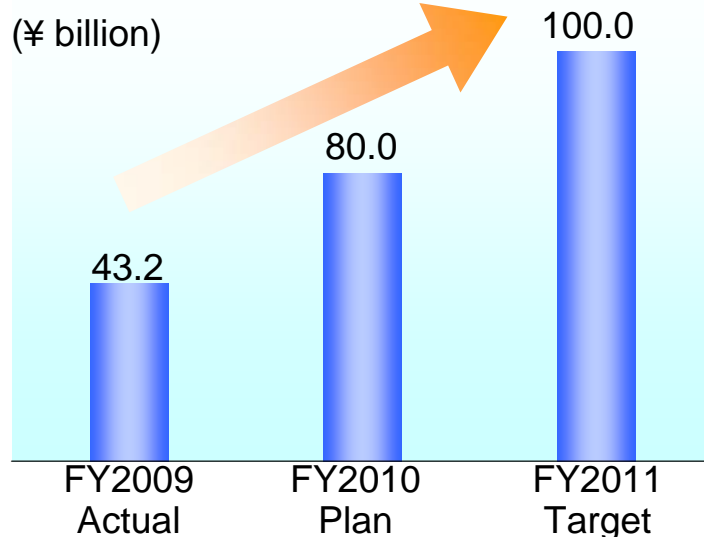
Expand Fuji Electric from Japan to the World

Accelerate overseas operational rollout
with China / Asia as priority markets

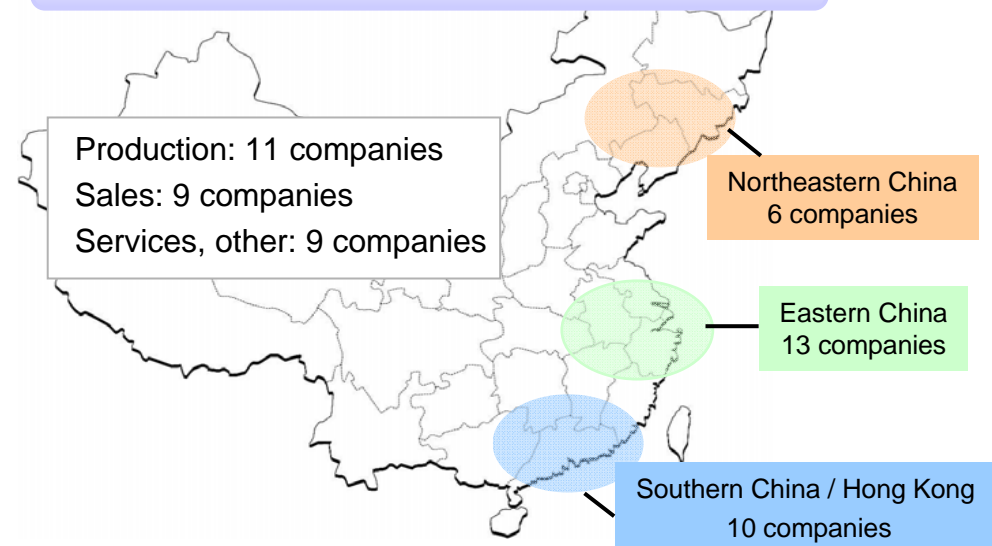
Integrate operational management from development through production, sales, and services

- Priority deployment of personnel
- Establishment of R&D base
- Strengthen development, sales, engineering system
- Consolidate bases

China net sales



China: 29 bases (April 2010)



Summary of new segments (from April 1, 2010)

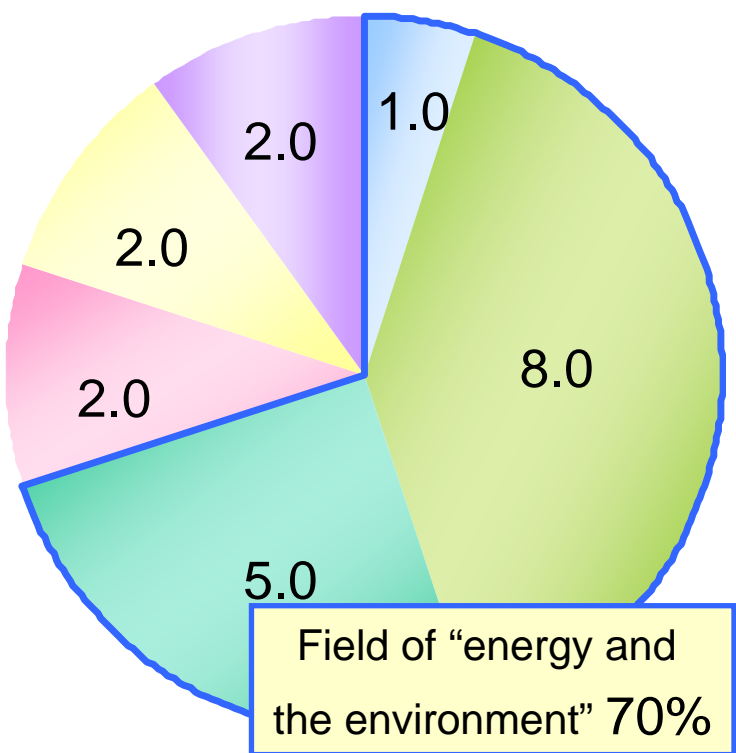
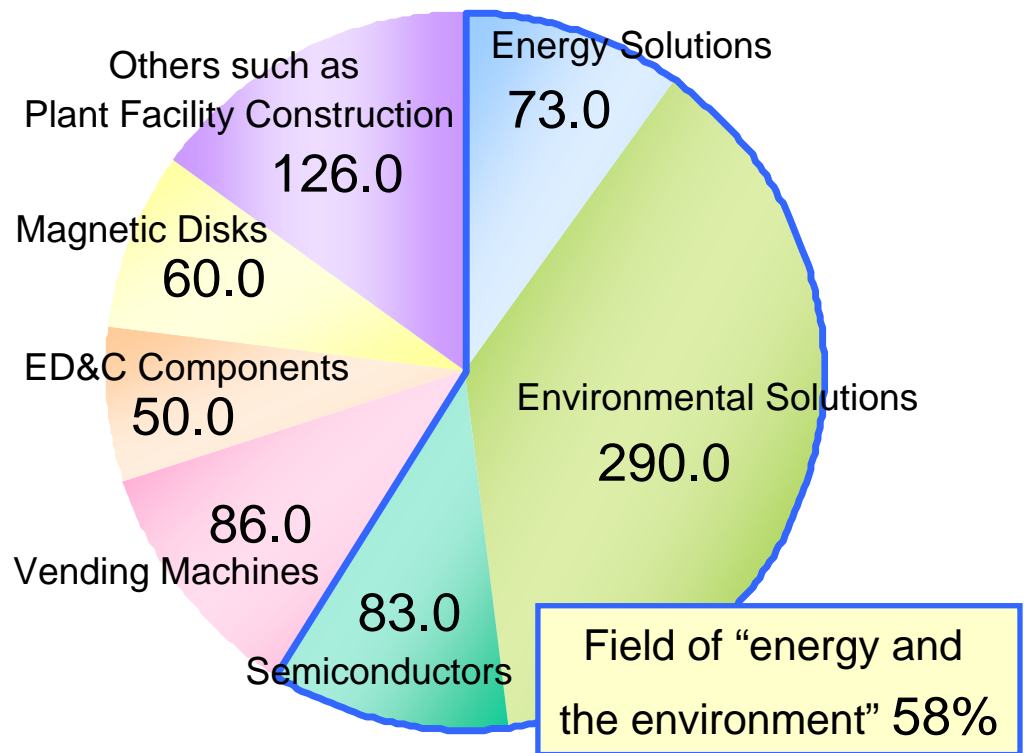
	Segment	Subsegment	Mainstay products
Solutions	Energy Solutions	Green Energy Solutions	Geothermal power generation facilities, thermal power generation facilities, hydroelectric power generation facilities, nuclear power related equipment
		Grid Solutions	Photovoltaic power generation systems, power transmission and distribution systems, measurement systems, radiation control systems, watt-hour meters
	Environmental Solutions	Industrial Solutions	Control and drive systems, measurement systems, information systems, measurement / sensors, industrial power supplies, electrical machinery equipment for facilities
		Transportation Solutions	Equipment and systems for railcars / automobiles, electrical equipment for transportation infrastructure, inverters, motors
		Social Solutions	Power supply systems, cleanroom facilities, retail / logistics systems, water environmental systems
	Products	Semiconductors	
Vending Machines			Food / beverage vending machines, currency handling systems
ED&C Components			Magnetic contactors, low-voltage circuit breakers, earth-leakage circuit breakers
Magnetic Disks			Aluminum and glass substrate magnetic disks, aluminum substrates
Others such as Plant Facility Construction			Electrical equipment installation work, air conditioning / water supply and drainage installation work

* Semiconductors includes power semiconductors for Energy Solutions and Environmental Solutions

Focus efforts on businesses in the fields of “energy and the environment”

Net Sales
¥720.0 billion (FY2010 Plan)

Operating Income
¥16.0 billion (FY2010 Plan)

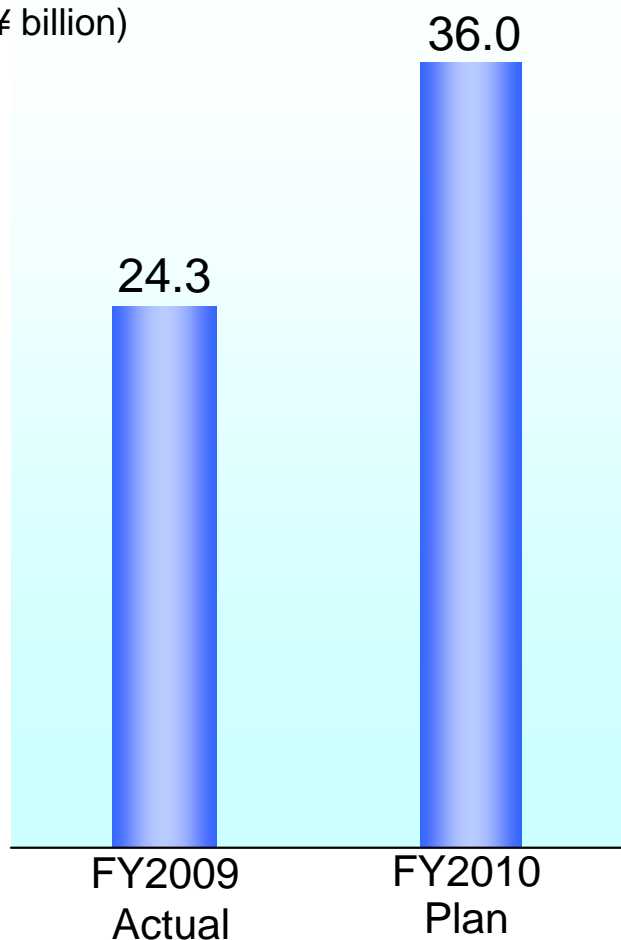


* Prior to elimination of intersegment sales / operating income

R&D expenditures

As percentage of net sales
3.5% → 5.0%

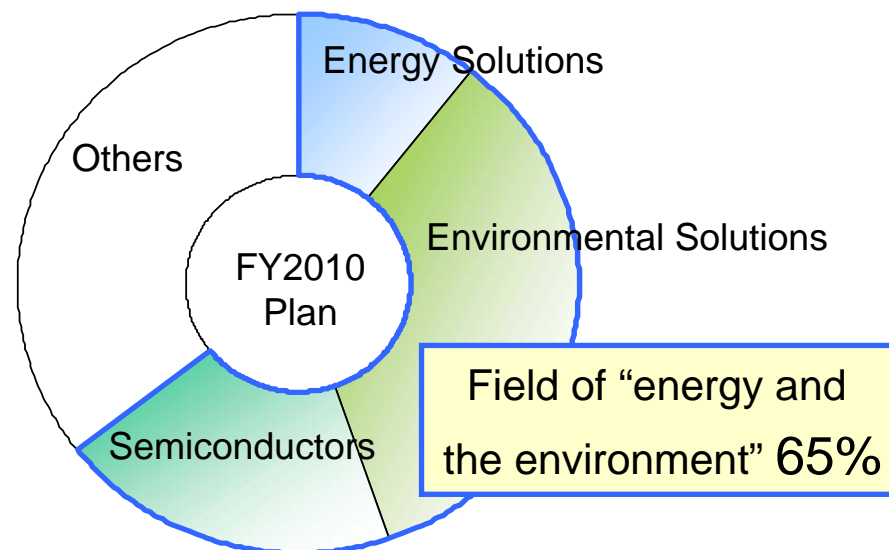
(¥ billion)



Main research themes

- SiC/GaN next-generation power semiconductors
- Smart grid related
- Power stacks for wind power generation
- Power electronics systems for EV

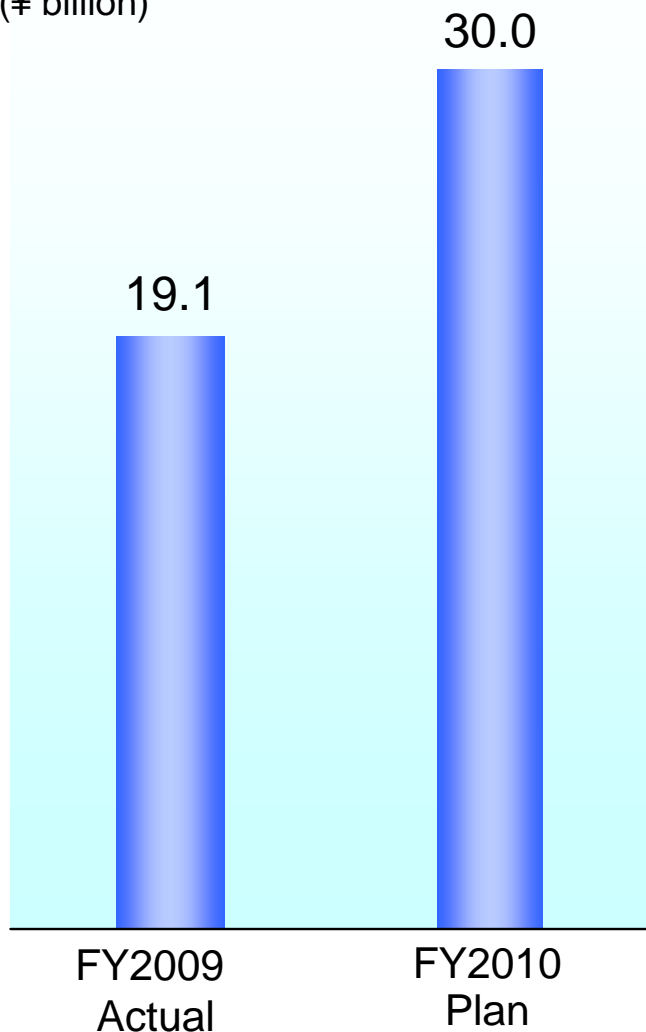
《Breakdown by field》



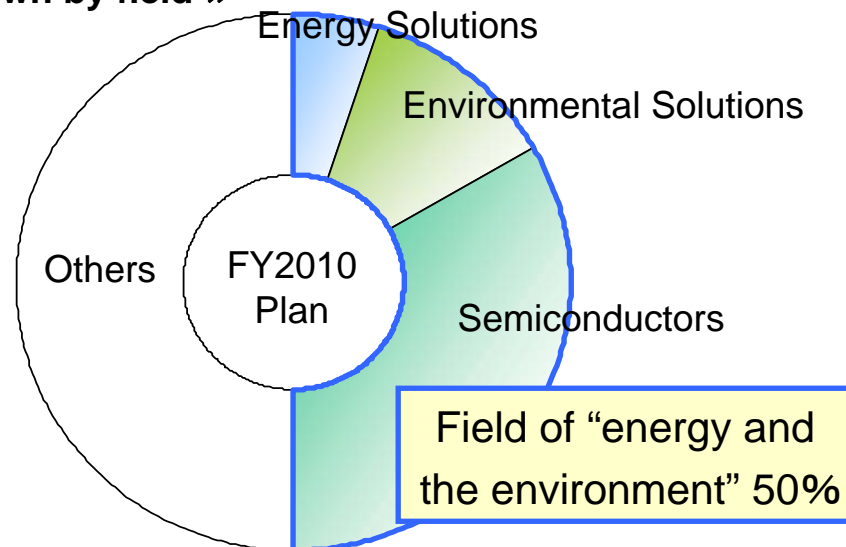
Capital investment

Capital investment

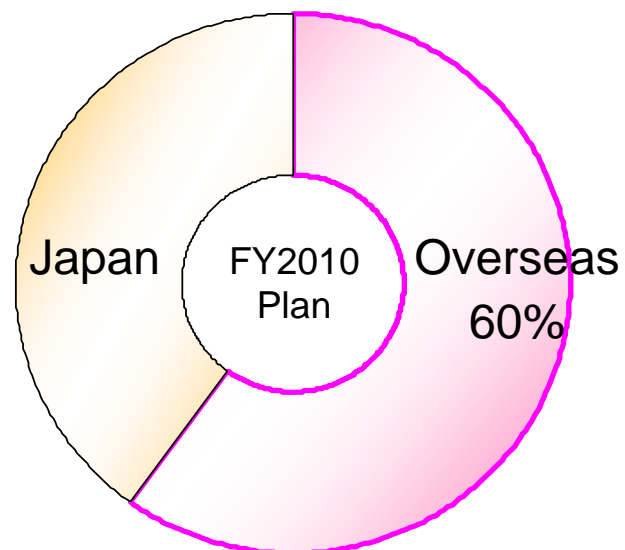
(¥ billion)



« Breakdown by field »



« Japan / overseas breakdown »



Deploy personnel strategically overseas and in field of “energy and the environment”

- **Implement self-declaration “work I want to do” system targeting all employees**
- **Expand internal recruitment system**
- **Step up local employment overseas**
- **Strengthening development of global personnel**

Strengthen Group synergies further

- **Advance integrated business management of Group**
 - **Integration of cold-chain equipment business into Energy & Electric Systems Group (April 1, 2010)**
 - **Integration of certain management divisions of Fuji Electric Holdings and Fuji Electric Systems (April 1, 2010)**

● Sale of FANUC shares

- Ensure surplus funding raising capacity (for bond redemption)
- Strengthen financial position through reduction of interest-bearing debt

(March 31, 2011: net debt-to-equity ratio approximately 1.2 times)

● Tasks going forward

- Deal with unrecognized actuarial differences for retirement benefits plans

Slogan

**Working Together as a Group
to Become a Leading-Edge Company
in “Energy and the Environment”**

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