

Segment Overview

New Segments for Developing Energy-Related Businesses

Striving to create a system for developing energy-related businesses utilizing energy technologies based on electricity and thermal energy, Fuji Electric changed its segments in April 2012.

As part of this change, we established two new segments: the Power and Social Infrastructure segment and the Food and Beverage Distribution segment. The Power and Social Infrastructure segment handles all aspects of our smart community operations, from power generation to the supply of electricity to users. The Food and Beverage Distribution segment combines store distribution and vending machine operations to create new businesses by fusing electricity technologies with heating and cooling technologies to develop new products. In addition, the ED&C Components and Power Electronics segments were combined into a single segment to generate synergies and strengthen these businesses. Meanwhile, the Industrial Systems segment's name was changed to the Industrial Infrastructure segment, but the segment remained otherwise unchanged. Together with the Electronic Devices segment, this makes for a total of five segments.

Subsegment / Main Products

Power and Social Infrastructure

Power Generation	Thermal / Geothermal / Hydraulic power generation
	Nuclear power-related equipment
Social Infrastructure	Energy management systems
	Substation equipments
	Watt-hour meters
	Radiation monitoring systems
	Transport systems

Industrial Infrastructure

Industrial Plants	Industrial drive systems
	Plant control systems
	Measurement instruments
Facilities	Industrial power supplies
	Power receiving and distribution substation equipment for industry

Power Electronics

Drive	Inverters / Servo systems
	Motors
	EV systems
Power Supply	Uninterruptible power supply systems (UPSs)
	Power conditioners (PCSs)
ED&C Components	Power distribution and control equipment

Electronic Devices

Semiconductors	Power semiconductors
	Photoconductive drums
	Solar cells
Magnetic Disks	Magnetic disks

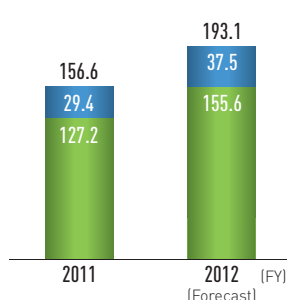
Food and Beverage Distribution

Vending Machines	Food and beverage vending machines
Store Distribution	Retail distribution systems
	Showcases
	Currency handling equipment

Net Sales

■ Japan ■ Overseas

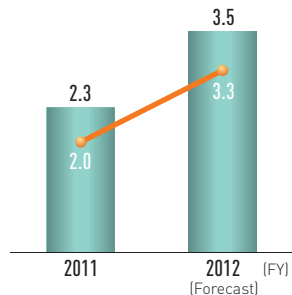
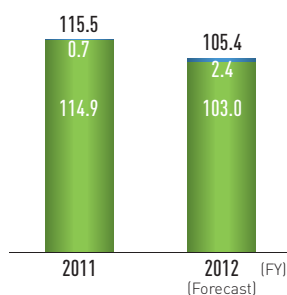
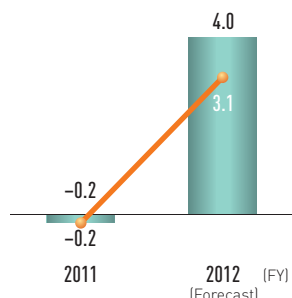
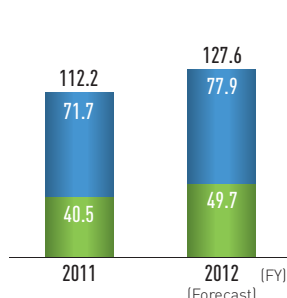
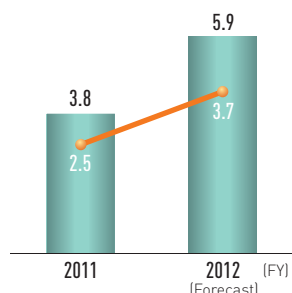
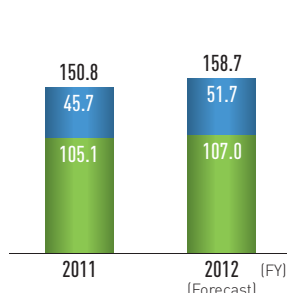
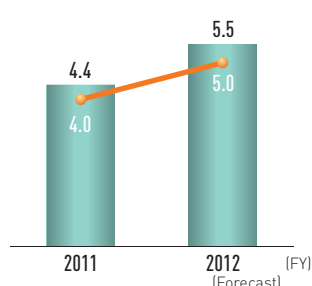
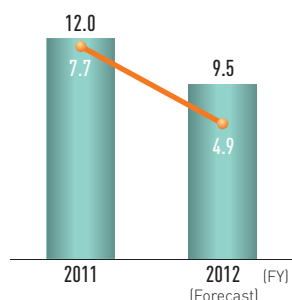
(Billions of yen)



Operating Income (Loss) / Ratio of Operating Income (Loss) to Net Sales

(Billions of yen)

(%)



Three-Year Rolling Plans

(Fiscal 2012-2014)

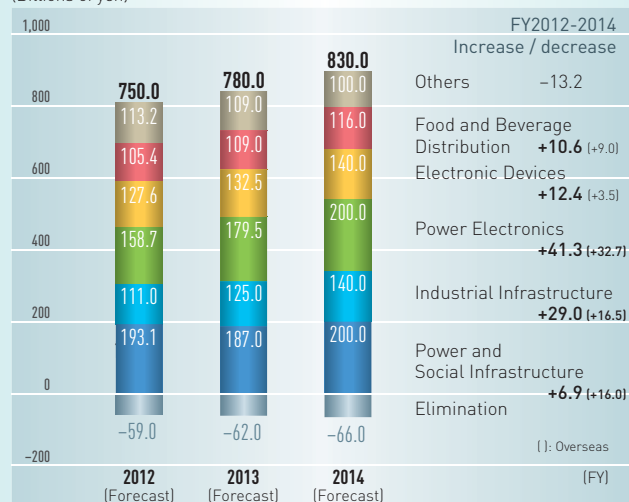
The Company has developed the target for fiscal 2014 of achieving net sales of ¥830.0 billion, 11% higher than fiscal 2012's levels, and operating income of ¥35.0 billion, 52% higher. We will work vigorously over the three-year period from fiscal 2012 to fiscal 2014 to meet these goals.

Looking at different business segments, we will target higher sales in infrastructure businesses (Power and Social Infrastructure and Industrial Infrastructure segments) by leveraging products such as power electronics that utilize the Company's power semiconductors. Furthermore, in the Power and Social Infrastructure, Industrial Infrastructure, and Power Electronics segments, we plan to expand overseas sales to a significant degree.

In addition, we expect all segments to see operating income increases as the Electronic Devices and Power Electronics segments, which experienced deterioration in operating results during fiscal 2011, will record substantial improvements.

Net Sales

(Billions of yen)



Operating Income

(Billions of yen)

