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March 1, 2022

To all parties concerned:

Company	Fujitec Co., Ltd. (Stock Code 6406)
Representative	Takakazu Uchiyama President and CEO
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Notice Concerning Supplemental Disclosure of Vision24 (Medium-Term Management Plan)

As announced February 18, 2022, Fujitec Group has formulated supplemental disclosure regarding implementation policies for Vision24, a medium-term management plan published at the end of the previous year.

For details, please refer to the attachment.

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Vision 24 Supplemental Disclosure

Fujitec Medium-Term Management Plan (FY2022 - 2024)

March 1, 2022

FUJITEC CO., LTD.

(TSE First Section: 6406)



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Purpose of This Presentation



- In December 2021, we announced "**Vision 24**", our mid-term plan to drive growth and profitability
 - Featuring financial targets for FY24, and an outline of our key business strategies
- In this presentation, we share more detail about the strategies planned under "Vision 24"
 - Part 1: "Further Growth and Higher Profitability"
 - Strategies by region to achieve net sales and operating income targets
 - CAPEX plans, M&A strategy
 - Part 2: "Capital Allocation Policy and Governance Structure"
 - Accelerate execution of capital deployment plans after upward revision to FY2021 earnings forecast
 - Enhance corporate governance

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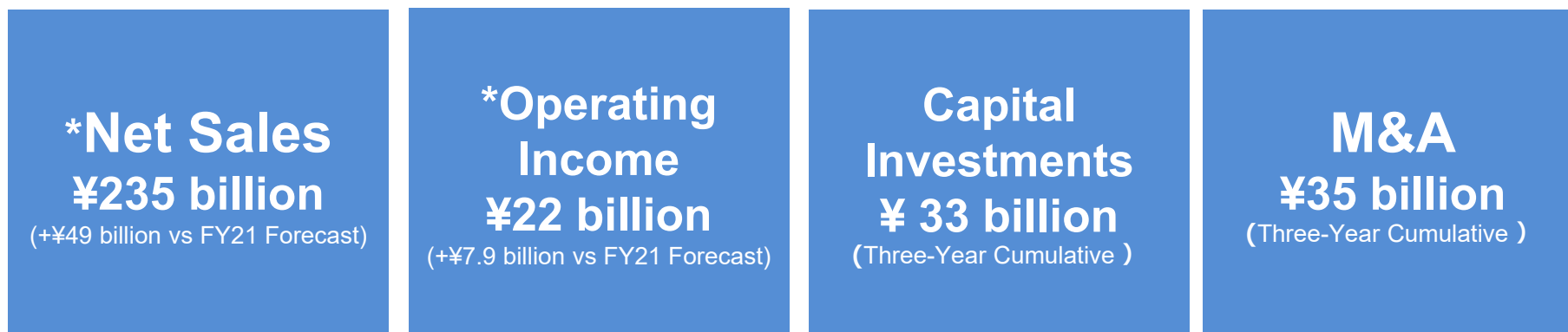
Further Growth and Higher Profitability

Part 1

Further Growth and Higher Profitability



- Business focus by region, details of CAPEX plan and M&A strategies that enable our net sales and operating income targets

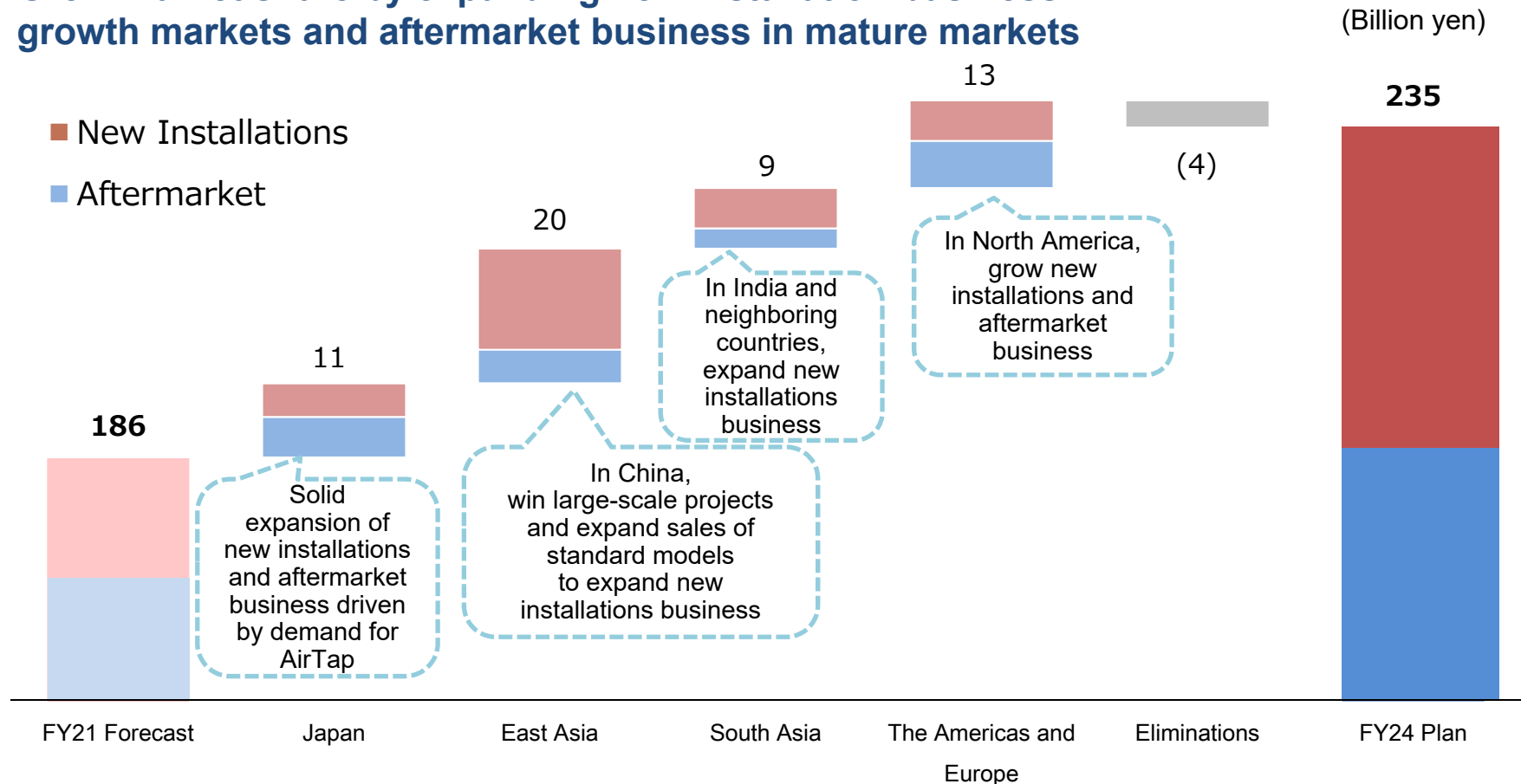


***Targets for net sales and operating income represent organic growth. This also applies to the following slides.**

(Currency conversion rates) 1 USD:110 yen, 1 RMB:17 yen

Breakdown of Net Sales Target

- Grow market share by expanding new installation business in growth markets and aftermarket business in mature markets



Strategies to Drive Net Sales Growth by Region

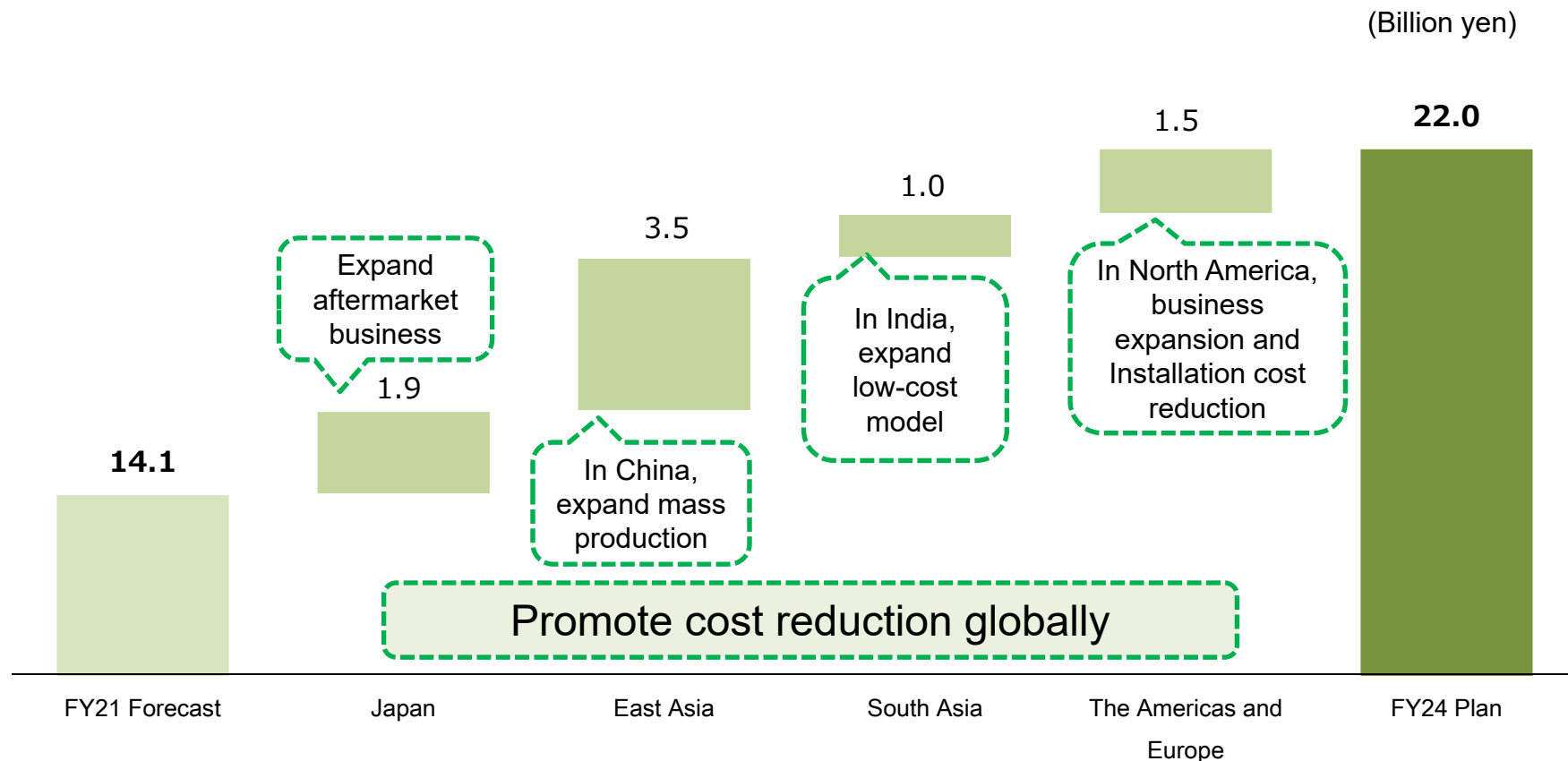


Japan	New Installations	<ul style="list-style-type: none"> • Raise brand awareness by completing large-scale projects • Expand sales of new standard model <i>XIOR</i> featuring AirTap (touchless elevator button)
	Aftermarket	<ul style="list-style-type: none"> • Leverage AirTap feature to capture demand for modernization • Enhance product lineup, technologies and skills to grow modernization business • Leverage new installations and modernization offering to grow maintenance business
China	New Installations	<ul style="list-style-type: none"> • Strengthen direct sales structure, expand sales network through distributor • Proactively target orders for large projects to raise brand recognition • Expand lineup of standard models
India	New Installations	<ul style="list-style-type: none"> • Expand sales network • Promote cost reductions of standard models for the Indian market • Expand production capacity and exports to surrounding regions
North America	New Installations	<ul style="list-style-type: none"> • Promote standard models of machine-room-less elevators to expand business • Pursue efficiency gains and cost reduction through new installation techniques and upskilling
	Aftermarket	<ul style="list-style-type: none"> • Expand modernization business for conventional rope type and hydraulic elevators
Other Regions	Aftermarket	<ul style="list-style-type: none"> • Introduce new modernization equipment • Enhance efficiency and quality by upgrading installation skills • Expand maintenance options with remote monitoring etc.

Breakdown of Operating Income Target



- Increase profitability through further net sales growth and cost reduction



Strategies to Raise Operating Income



All Regions	Cost Reduction	<ul style="list-style-type: none"> • Leverage quality gains and expand parts procurement to promote cost reduction • Promote development of modernization equipment • Develop equipment, techniques, and skills to drive cost reductions for installation and maintenance projects • Reduce maintenance costs through improved remote monitoring and the accelerated use of IT • Strengthen production capacity and operational efficiency (Expand mass production technology in China and production capacity in India)
Japan	Expand Aftermarket	<ul style="list-style-type: none"> • Expand modernization business to improve profits • Expand maintenance business by securing more installation and modernization projects
China	Expand New Installations	<ul style="list-style-type: none"> • Expand new installations business, Strengthen exports
India	Expand New Installations	<ul style="list-style-type: none"> • Expand the range of models and glow exports to surrounding regions
North America	Expand New Installations	<ul style="list-style-type: none"> • Promote standard models of machine-room-less elevators to expand business • Pursue efficiency gains and cost reduction through installation techniques and upskilling
	Expand Aftermarket	<ul style="list-style-type: none"> • Expand modernization business for conventional rope type and hydraulic elevators

CAPEX Plan



- **We plan to execute a positive CAPEX plan to change gears for the next phase of growth**

Investments for Business Growth

- **Capture demand in growth markets:** Strengthen production systems to meet increased demand in China and South Asia for new business growth
- **Expand modernization business:** Develop analysis facilities and technology centers for elevators and escalators

Approx.
¥10 billion

Investments for Profitability Gains

- **Cost reduction in procurement and manufacturing:** Establish technical analysis center for procured parts to analyze quality and evaluate technology affinity
- **Expand the use of IT:** Expand the use of AI and IT to improve maintenance efficiency, reduce costs, and develop new features
- **Global human resource development:** Establish field engineers training facilities

Approx.
¥8 billion

Investments to Promote ESG

- **Strengthen disaster prevention measures:** Strengthen remote monitoring center functions and BCP
- **Low-carbon, energy conservation, and environmental measures:** Strengthen environmental measures at business locations

Approx.
¥5 billion

Investments in Equipment and Facilities Upgrades

- **Upgrade production equipment and facilities:** Upgrades of existing equipment, machinery, and plants

Approx.
¥10 billion

Cumulative Total CAPEX Plan

Approx. ¥33 billion

M&A Strategy Overview



- Pursue growth opportunities under a disciplined investment policy

M&A Investment Budget	<ul style="list-style-type: none">• ¥35 billion over three years
Priority Areas	<ul style="list-style-type: none">• Strengthen aftermarket business in mature markets (expand human resources and facilities)• Expand business base in growth markets (expand sales channels, strengthen manufacturing base)
Acquisition Process	<ul style="list-style-type: none">• M&A Project team consisting of dedicated M&A staff leads the process from sourcing to deal execution• Project team coordinates collaboration between our Business Division (synergy analysis and PMI policies) and Finance Division (financing plans)• Search for unlisted companies using the SBI Investment network• Review each project in accordance with internal standards based on the cost of capital
Governance	<ul style="list-style-type: none">• After deliberation by internal directors, proposed acquisition is submitted to the Board of Directors.• The Board of Directors reviews and discusses all M&A deals, and make final decisions• Regular monitoring of the PMI status post-acquisition

Case Study of Business Growth via M&A

- Acquisition of Amalgamated Lifts (UK) (100% acquisition)
- The goal of the acquisition is to strengthen maintenance operations in mature markets

Company Profile / Business Overview



AMALGAMATED LIFTS

- Company Name: Amalgamated Lifts Limited
- Location: Kent, UK
- Establishment: 1988
- Acquisition announcement date: February 2020
- Business overview: Sales, installation, and maintenance of elevators and escalators

Initiatives / Synergies

✓ Accelerated Integration

Accelerated integration of top management, admin functions, office integration, etc.

✓ Expanded Procurement Channels for Parts

AL has leveraged European parts suppliers to reduce costs and shorten delivery times.

✓ Qualified to bid for UK High Speed Rail (HS2)

Qualified to bid for HS2 based on assessments of product quality and AL track record in maintenance work for Royal-related services. Expectations for future business growth.

Latest Results

✓ Awarded large modernization contracts

Won a large-scale modernization contract for HSBC headquarters.



HQ of HSBC



Capital Allocation Policy and Governance Structure

Part 2

Further Strengthen Capital Allocation Policy and Governance Structure



- Following the upward revision to our FY21 earnings forecast, we are moving forward with measures to improve capital efficiency under Vision 24 ahead of schedule
- Strengthen governance structure
- Today, ahead of Vision 24, we are disclosing plans to share buyback 10 billion yen and cancel 2.9 million shares of treasury stock

Capital Allocation Policy

(Achieve both business growth and improved capital efficiency)

Sound financial position to support growth

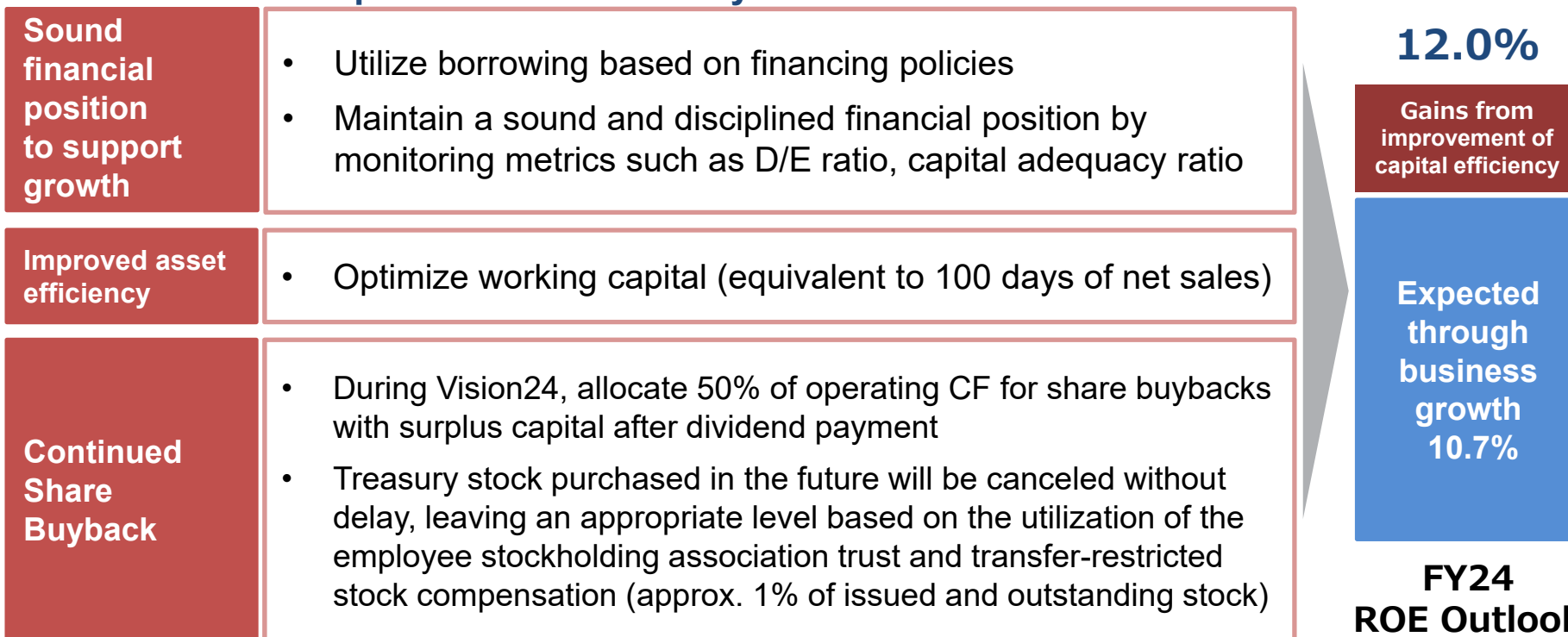
Improved asset efficiency

Continued Share Buyback

Corporate Governance
(Improving the effectiveness and transparency of the Board of Directors)

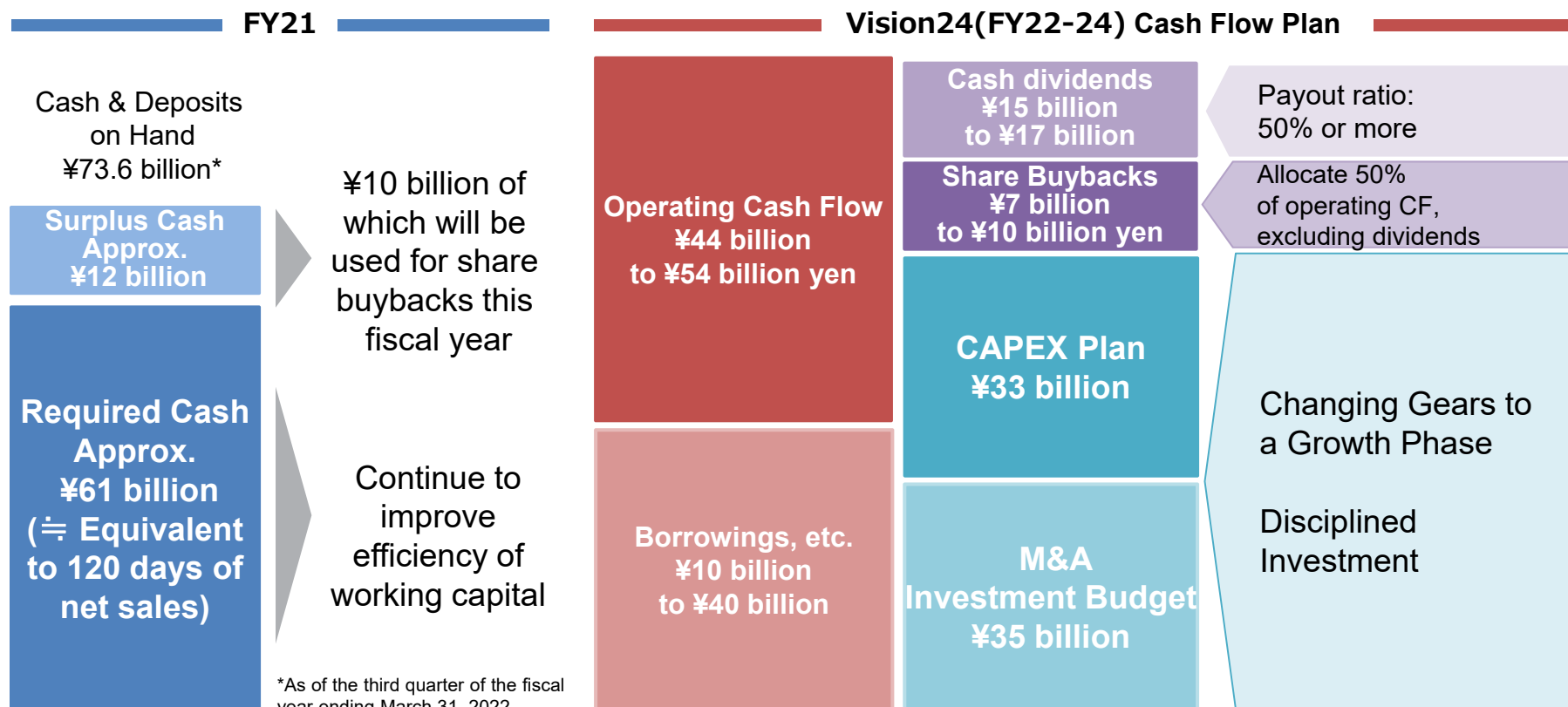
Capital Allocation Policy

- Improve capital efficiency while maintaining a sound financial position to support positive investment for growth
- Outlook for ROE of 12% driven by further business growth and capital efficiency gains
- Aim for further improvement of ROE beyond Vision 24



Share Buyback and Cash Flow Plan

- Allocate surplus cash for share buybacks during this fiscal year
- Cash management that balances shareholder returns and investments



*As of the third quarter of the fiscal year ending March 31, 2022

Further Improvements in Corporate Governance **FUJITEC**

- **Continue our efforts to improve the effectiveness and transparency of the Board of Directors**

Improve the Effectiveness of Board of Directors

- Increase the frequency of board meetings to promote swift decision-making
- Review Chairperson structure to optimize management of the Board of Directors

Strengthen information sharing with outside directors

- Expand reports from executive departments, introduce ways to gather feedback

Deepen Stakeholder Communications

- Expand opportunities for dialogue with investors, including discussions about the status of sustainability initiatives
- Promote our corporate value to a wide range of shareholders through stronger investor relations

Our Approach to Strategic Shareholdings

- Step up efforts to sell shareholdings that are no longer meaningful to the Company by closely examining the purpose and impact of holding such shares

This document includes forward-looking statements based on current company plans, estimates, expectations, and projections with respect to our business and industry trends. These forward-looking statements involve a variety of risks and uncertainties.

Risks, uncertainties, and other factors that are already known or not yet known may lead to results different than those discussed in forward-looking statements herein. We make no promises as to the accuracy of forward-looking statements or projections. Results may differ significantly from forward-looking statements.

Forward-looking statements in this document are statements of the company based on information available as of March 1, 2022. These forward-looking statements do not include updates or changes reflecting future events or circumstances.

March 1, 2022

FUJITEC CO., LTD.

