

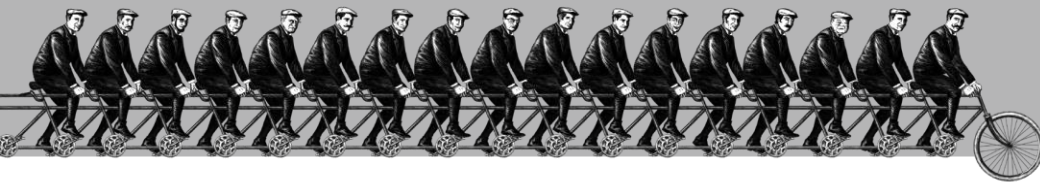


**UNISOL**

# Medium-Term Management Plan 『UNISOL』

**MARUKA FURUSATO Corporation**

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「その手があったか」を、次々と。  
One “Why didn’t we think of this?” after another.

## Open up “now” with impressive proposals, and accompany customers beyond the changes.

### 1 Group Basic Policy .....P3

- 1) New Brand Name and Logo
- 2) New Group Principle (System)

### 2 Background of Management Integration and Initiatives of Both Companies ...P6

- 1) Background of Management Integration
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**01**

**Group Basic Policy**



## 1-(1) New Brand Name and Logo



# UNISOL

Open up “now” with impressive proposals, and accompany customers beyond the changes.

To fulfill this mission, we will try to hear “Why didn’t we think of this?” from the customers as much as possible.

In line with this desire, we, MARUKA FURUSATO Corporation, have established a new brand to encompass services and products of the entire group.

Brand name is “UNISOL”.

It is comprising of “UNIQUE” and “SOLUTIONS”.

UNIQUE is our most cherished value.

It expresses our commitment to provide solutions: They are nowhere to be found, They cannot be imitated. And they are something different.

The logo is based on “U”, an initial of “UNIQUE”.

It combines with “!”, an exclamation mark, to express surprise.

We will take our customers to the “beyond-the-challenge” world and will light up the world with the unique people and ideas.

“SOL” of “UNISOL” means “sun” in Latin.

Yellow is the brightest and most luminous of the chromatic colors.

It is also the color of our hope to be made real.



# 1-(2) New Group Principle (System)

**SLOGAN**  
Vows and Password for society

One "Why didn't we think of this?"  
after another.

**3 VALUES**  
Three values we possess

「共創精神」 **Co-creative spirit**  
We recognize people and their ideas that are different from our own and exchange our opinions.

「成長意欲」 **Growth motivation**  
We are always seeking challenges to grow.

「自分事化」  
**Thinking of issues as our own matters**  
We face any issues with sincerity and take action on our own initiatives.

World, Society

## MISSION

Mission we should fulfill every day

" Open up "now" with impressive proposals,  
and accompany customers beyond the changes.

## VISION

Future we would realize

Society filled with "I want to make it happen."



Common image

Logo



Brand name

**UNISOL**

## 7 STANDARDS

**7 standards when we think and act as group members**

1. We comply with all relevant laws and social rules, and maintain a high sense of ethics.
2. We respect human rights, protect the dignity of the individual, and recognize and accept diversity.
3. We recognize the importance of environmental and social activities for the realization of sustainability, and deal with them actively.
4. We value honesty and always try to be fair and equitable.
5. We always consider the option of taking a risk and consider challenging opportunities.
6. We strive to enhance public and private trust and value relationships in which we trust others based on appropriate information.
7. We understand the significance of our work and activities and see them as opportunities for self-fulfillment in order to continue to grow.



# 02

**Background of Management Integration  
and Initiatives of Both Companies**



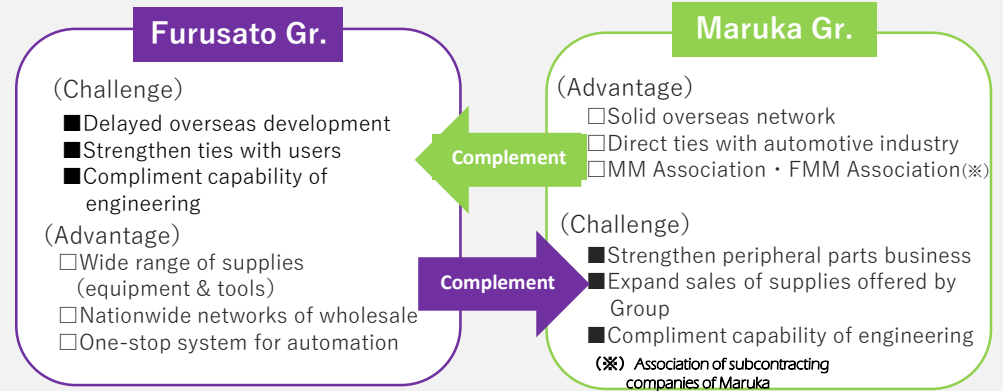
## 2-(1) Background of Management Integration

### Changes in business environment

- Mid-and long-term labor shortage due to the declining birthrate and the aging population
- Accelerating speed of penetration of EV
- Increased globalization
- Rapid digitalization by widespread use of AI and IoT
- Movement to low carbon hydrate society and circulated society
- Dealing with global warming, climate change and disaster
- Contribution to solve social problems through corporate activities
- Raising interests about SDGs and ESG management

Required needs

### Management challenges / advantages of both companies



Problem awareness

- ★ Expanding mission and responsibility that companies should fulfill.
- ★ New business chances generated by environmental change  
⇒ Capability to respond to social issues is a key for companies to achieve the sustainable growth.

- ★ In light of the industry positioning, a drastic growth strategy cannot be drawn without securing a reasonable volume and increasing buying power and presence.
- ★ Growth scenario of each company have limitations in terms of time, resources, and scale.

Management integration

Objective of integration

**Substantially strengthen capability for comprehensive solution by complementing challenges and integrating advantages of both companies**  
**Aim for sustainable growth by improving capabilities to solve customers' needs and social issues.**

Increase share of industrial machinery

Expand and evolve equipment and tools business

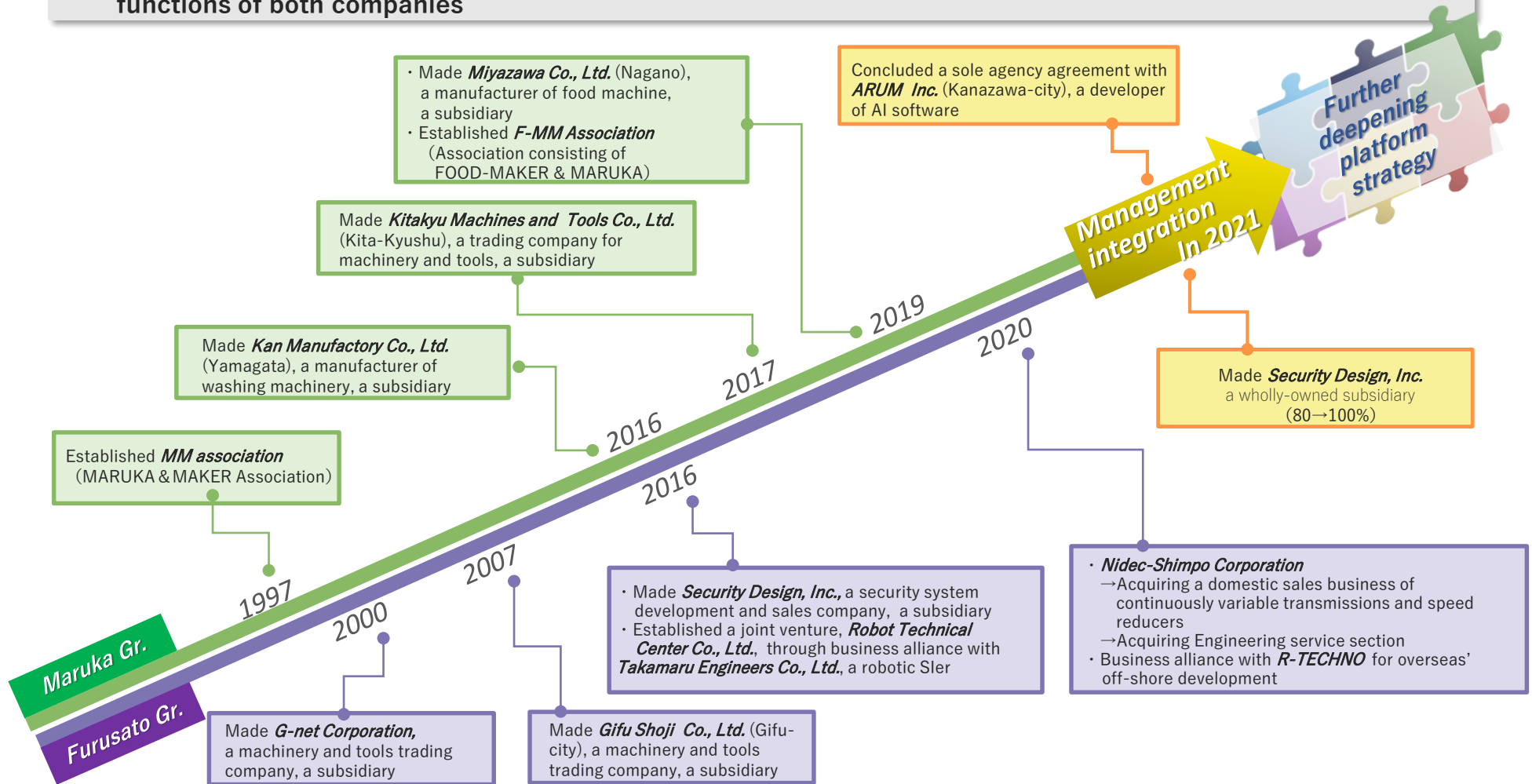
Strengthen engineering business

Develop global strategy

Focus on growth area

## 2-(2) Initiatives of Both Companies Until Now

- Proactively enhanced design and engineering functions to strengthen capabilities to make proposals to respond to the declining birthrate and aging population and to improve productivity
- Dramatically improved capabilities to respond to diversified needs of customers by combining Sler functions of both companies

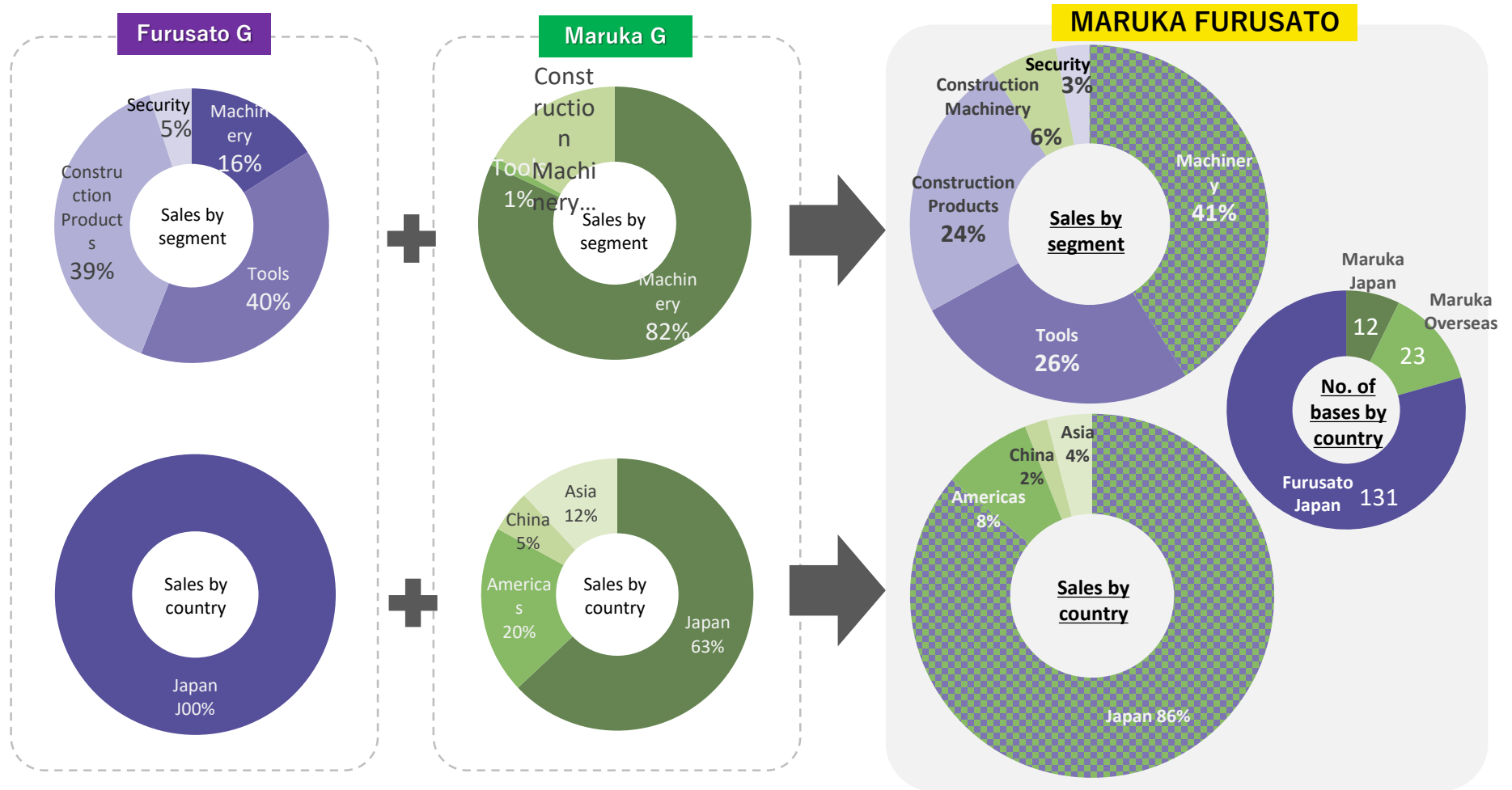




## 2-(3) Establishing Business Base

- Realized business portfolio to respond to diversified user needs by expanding product line
- Enabled us to reach a wide range of users by widely expanding sales network in Japan and overseas

**Accelerate growth**





**03**

**Mid-term Management Plan 2022-2026**



### 3-(1) What we aspire to be and where we are heading

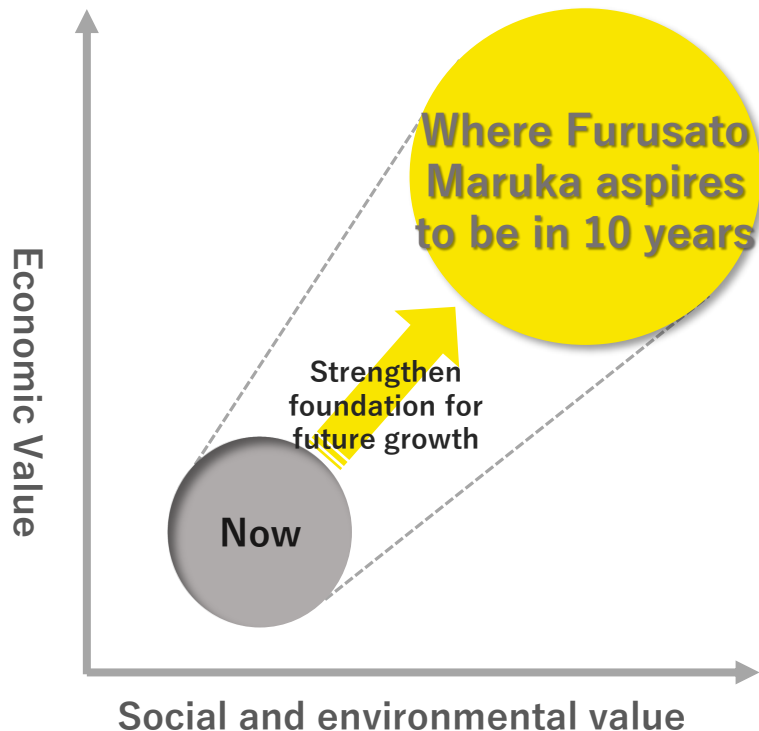
## MISSION

Mission we should fulfill everyday

Open up “now” with impressive proposals,  
and accompany customers beyond the changes.

## What we aspire to be in 10 years

Aspire to be the “**Solution Partner**” whom customers choose first, by solving various challenges faced in manufacturing sites with our unique ideas



#### Social · environmental value

- Solving social issues through businesses
  - Labor shortage due to the declining birthrate and the aging population ⇒ labor-reduction and labor-saving proposals
  - Succeeding sophisticated technology due to aging engineers ⇒ Promoting use of robots and AI
  - Reassurance, safety, comfortable society ⇒ Utilizing monitoring technology

#### Economic value

- Net sales      ¥400B level
- Op. profit      More than ¥20B

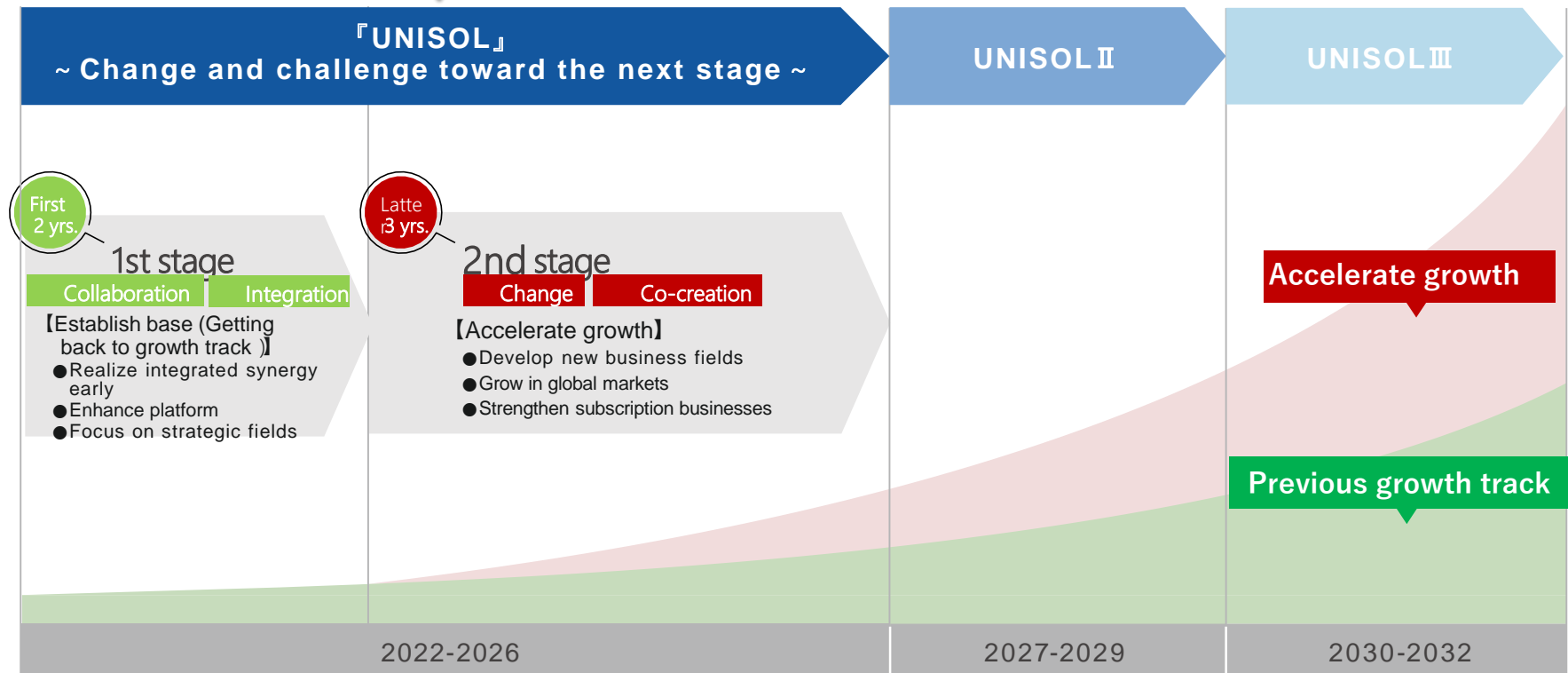
#### Guideline for improving corporate value

- Market cap    Targeting at ¥150B

## 3-(2) Positioning of This Medium-Term Management Plan

- Expand customer base in Japan and overseas and greatly enhancing the business base through integration of Maruka and Furusato. **“Accelerate growth”** by early realization of integrated synergy and promoting reforms toward the next stage
- Position this term as the period to establish **“Business Portfolio”** to realize stable growth and **“Solution Platform”** to respond to various challenges of customers and further enhance management base speedily

Further enhance management base toward the next stage  
(5 yrs.)



Fiscal year

### 3-(3) Numerical Goals

#### Numerical goals (KPIs in 5 yrs.)

- Aim for early recovery to growth track and **“Accelerate Growth”** by implementing strategies in the mid-term management plans despite an inevitable decrease in profits due to the spread of COVID-19

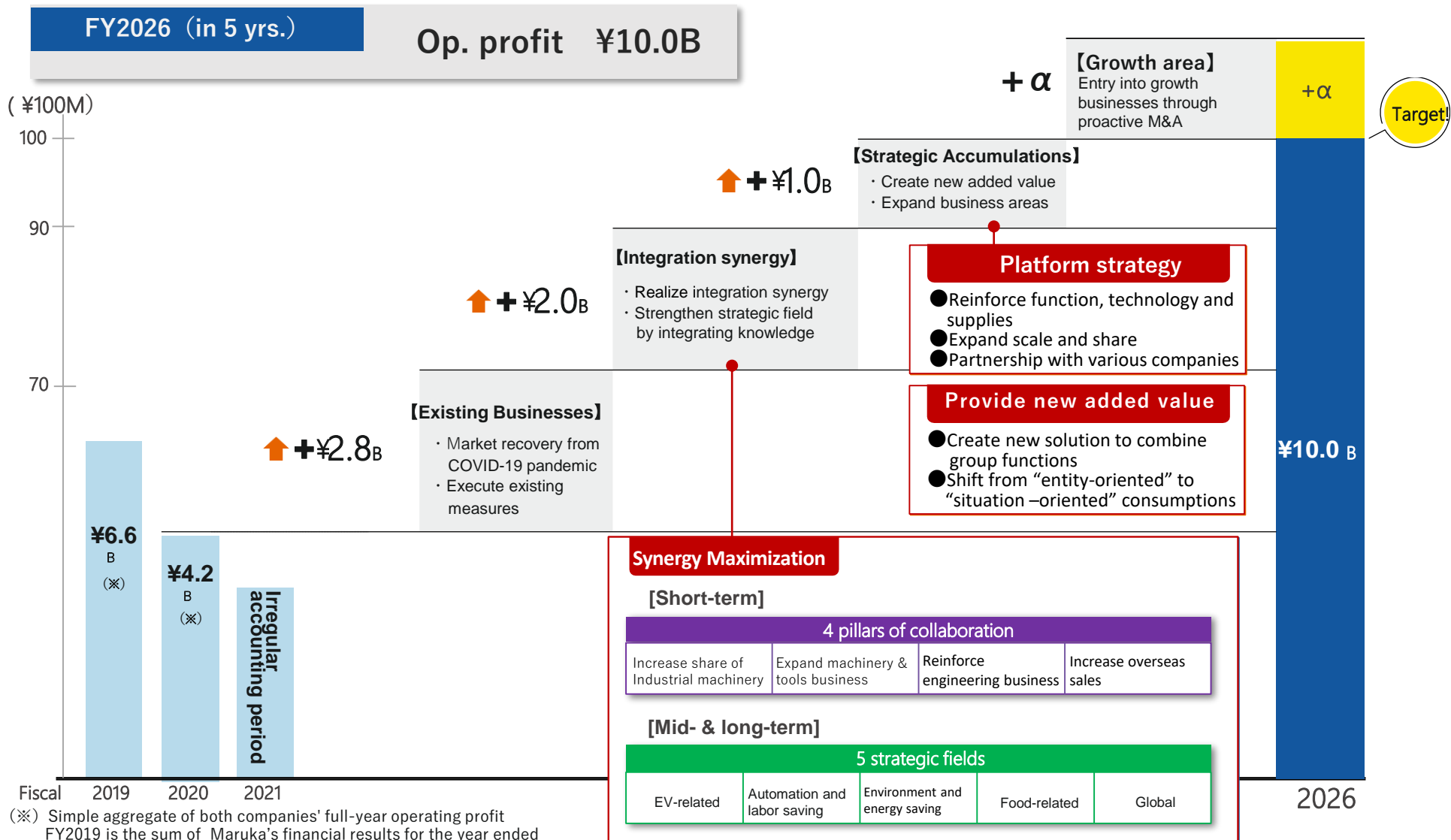
Net sales	Op. profit / profitability	Adjusted EBITDA <sup>※3</sup>	ROE
<p><b>¥200B</b> (FY2026)</p> <p>-----</p> <p>¥142.7B (FY2020) ※1 ¥173.8B (FY2019) ※2</p>	<p><b>¥10B / 5.0%</b> (FY2026)</p> <p>-----</p> <p>¥4.2B / 3.0% (FY2020) ※1 ¥6.6B / 3.8% (FY2019) ※2</p>	<p><b>¥11.5B</b> (FY2026)</p> <p>-----</p> <p>¥5.7B (FY2020) ※1 ¥7.8B (FY2019) ※2</p>	<p><b>8.5%</b> (FY2026)</p> <p>-----</p> <p>4.2% (FY2020) ※1 8.4% (FY2019) ※2</p>

(※1) FY2020 is the sum of Maruka’s financial results for the year ended November 2020 + Furusato’s financial results for the year ended March 2021

(※2) FY2019 is the sum of Maruka’s financial results for the year ended November 2019 + Furusato’s financial results for the year ended March 2020

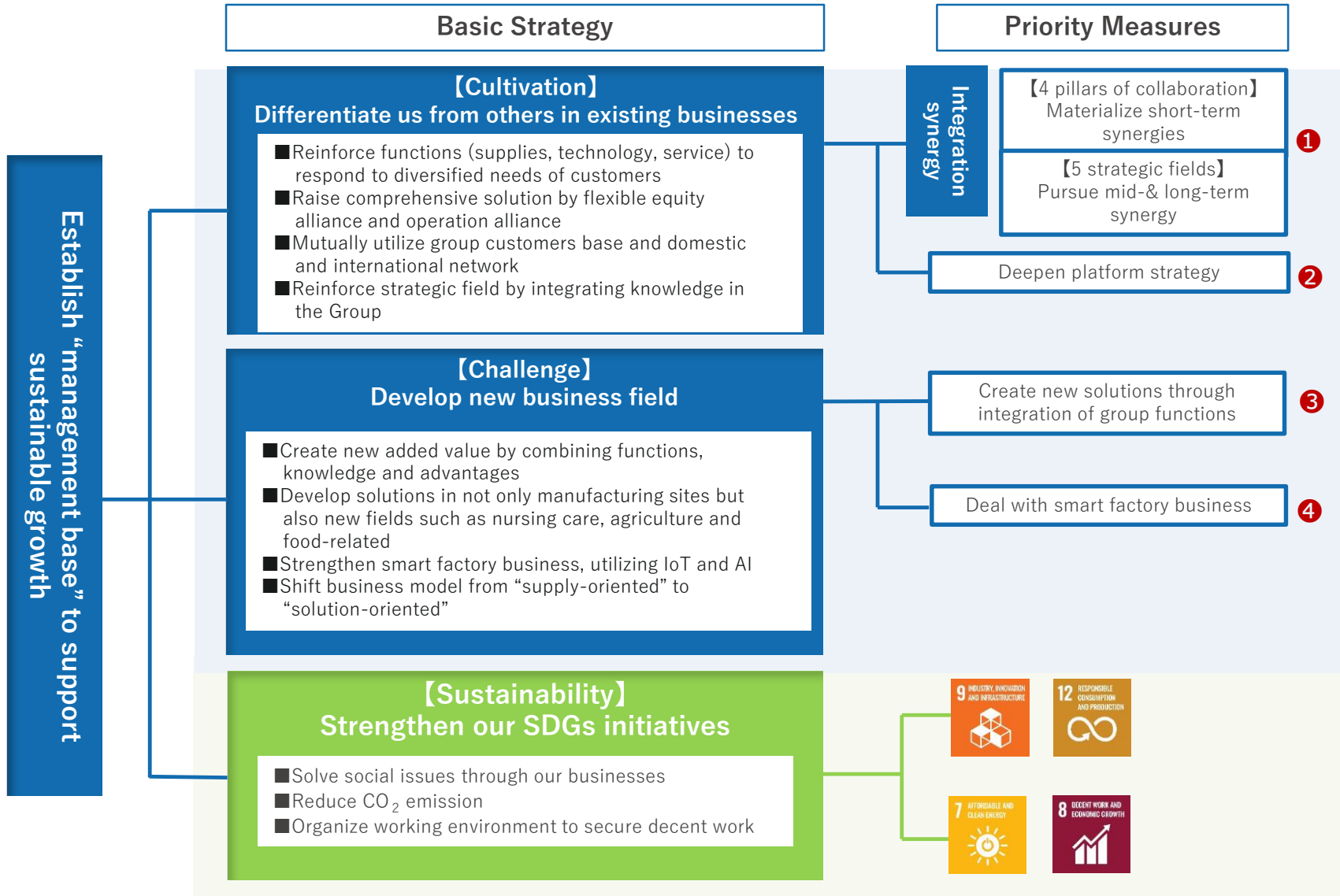
(※3) Adjusted EBITDA = Op. income + depreciation + amortization of goodwill ± Other one-time expenses and income

### 3-(4) Roadmap for Achieving Earnings Goal



(※) Simple aggregate of both companies' full-year operating profit  
 FY2019 is the sum of Maruka's financial results for the year ended November 2019 + Furusato's financial results for the year ended March 2020

# 3-(5) Basic Strategy



# 3-(6) 【Priority Measures】 Initiatives

## Priority Measure①

### Maximize integration synergy

Short-term strategy

4 pillars of collaboration

**Increase share of Industrial machinery**

- Cultivate blank area by utilizing bases of both companies
- Utilize customer base for cross-selling
- Expand supplier base

**Expand machinery & tools business**

- Expand sales to MM/FMM Association (※1) and suppliers
- Sell tools with machinery as a set
- Strengthen sales of built-in products

**Reinforce engineering business**

- Integrate group engineering functions
- Collaborate with MM/FMM Association
- Strengthen collaboration with Slers

**Increase overseas sales**

- Expand sales to equipment and tools by utilizing overseas network
- Acquire exclusive selling right in specific areas
- Develop non-Japanese company market

Mid- & long-term strategy

5 strategic fields

**EV-related**

- Develop users, manufacturers of EV-power components (e ASKUL, etc.)
- Propose weight reduction from metal to plastic parts
- Collaborate with EV-related equipment manufacturers

**Automation and labor saving**

- Penetrate “ARUMCODE”, design automation AI software
- Strengthen sales of DX products such as manufacturing site management processes, IoT, etc.
- Acquire sales rights for overseas robot manufacturers

**Environment and energy saving**

- Sell new zero-emission products
- Propose energy saving in factories
- Develop environmentally friendly PB products (GIGA Selection)

**Food-related**

- Expand export of goods of FMM Association
- Explore M&A opportunities with machinery manufacturers
- Expand sales to the cold food industry

**Global**

- Establish parts centers in existing business area
- Establish engineering companies (diversify USI (※2) horizontally)
- Establish new offices

Maximize synergy

**Contribute to Op. income**

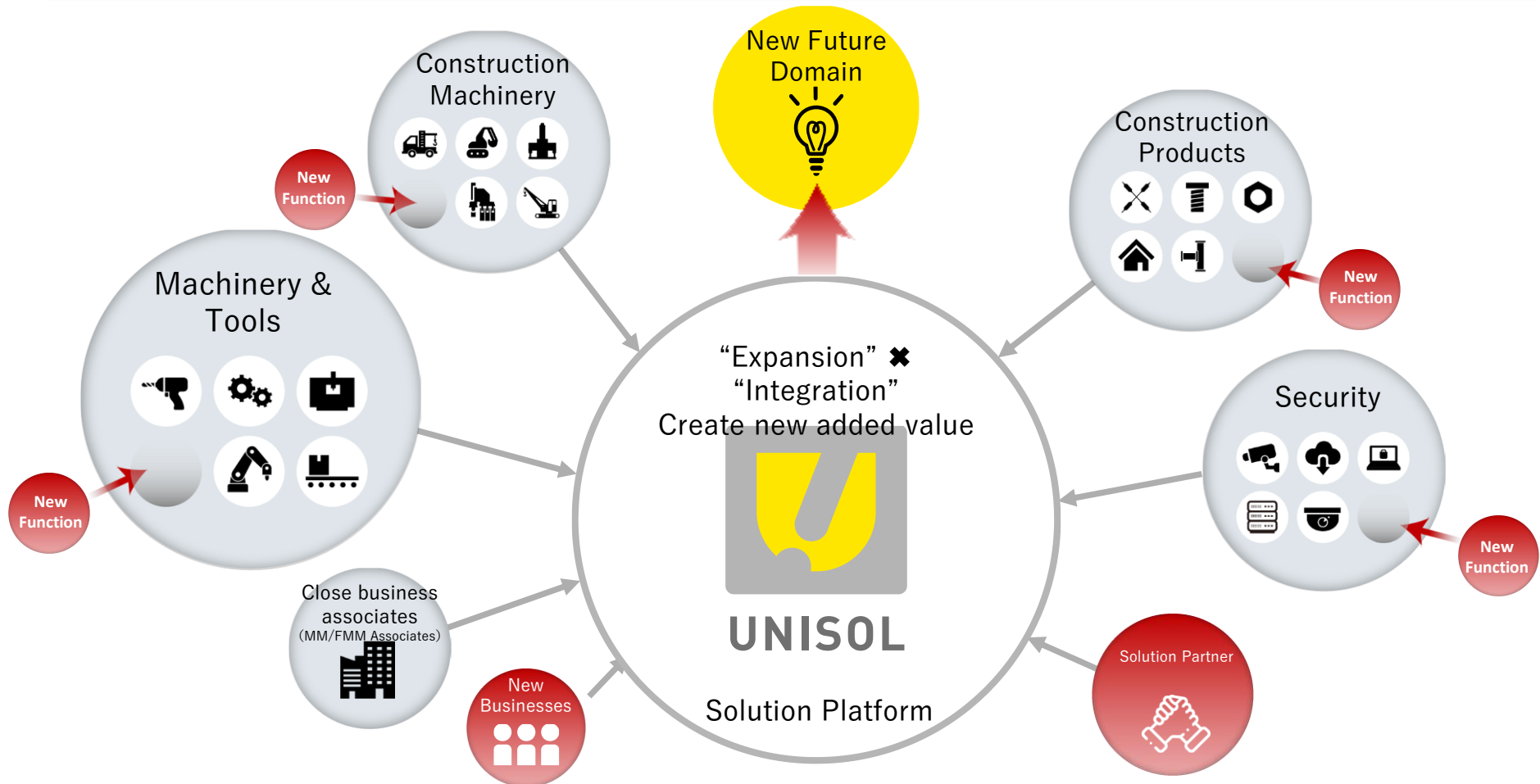
4 pillars of collaboration	¥0.9B
5 strategic fields	¥1.1B
Total synergy	¥2.0B

(※1) MM : MARUKA & MAKER Association, F-MM Association : FOOD-MAKER&MARUKA Association (※2) USI : PT.UNIQUE SOLUTIONS INDONESIA



### 3-(7) 【Priority Measures】 Conceptual Diagram of Platform Strategy

- Strengthen "Customer response capability " by complementing missing pieces (functions and services) in each business domain
- Enhance "comprehensive solution capabilities" by building flexible cooperative systems (capital and business alliances, etc.) with various companies



# 3-(8) 【Priority Measures】 Initiatives

## Priority Measure②

### Platform strategy (expansion of functions)

#### Concluded a sole agency agreement in Japan with ARUM Inc.

- Concluded a sole agency agreement for “ARUMCODE” in Japan, AI software to full automation of NC programming
- Full-automation from importing drawing data to creating machining programs, including tool selection and setting of machining conditions

#### Expand sales of “ARUMCODE”, AI software to revolutionize production in the diversified, small-lot production cutting and fabricating industry

**01 Manufacturing cost down 50%**

NCプログラミング作業の自動化によりコストの50%削減を実現し、利益率が大幅アップ

**COST DOWN**

**02 24h plant operation possible**

日中はMCをフル稼働させて加工作業を行い、夜間は無人でNCプログラミング作業を完結

**03 Annual Machine utilization up 30%→80%**

加工パスから正確な加工時間を図面毎に割り出せるためもっとも効率的な生産管理計画が可能に

**04 Annual number of orders up 180%**

3個以下の小ロット品製造に対応できる年間図面数が増え、受注件数アップ

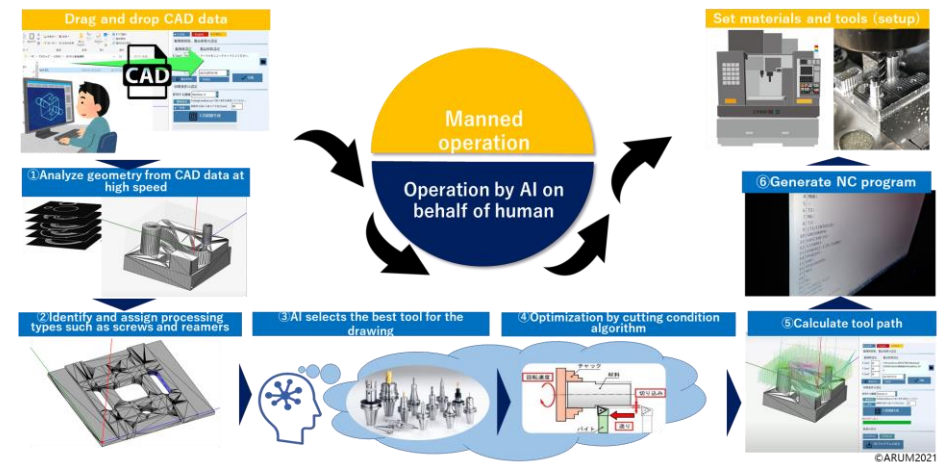
#### Features of ARUMCODE

##### Workflow of metal cutting factory: Diversified, small-lot production



#### Fully-automated by ARUMCODE

##### Mechanism of fully-automated process programming



©ARUM2021

# 3-(9) 【Priority Measures】 Initiatives

## Priority Measure③

### Integration of group functions

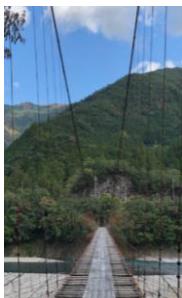
#### Laser KEREN

Construction Products ×  
Construction Machinery

- Laser KEREN with high-power laser technology is used to remove the most problematic deteriorated paint and rust from aging public infrastructure (bridges, highways, power grids, etc.).
- Attracting attention in Japan and abroad as a solution to noise, waste, and work environment improvement problems identified with conventional construction methods

Plan to do “Lasor KEREN Rental” with an operator through collaboration with Japan Rental (※), a group company  
⇒ Developing a “solution-oriented” sales business through integrated management of “supply-oriented” and “people”

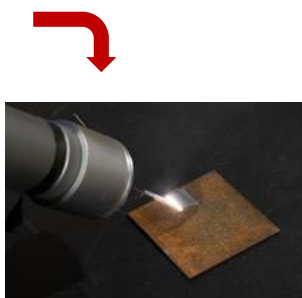
(※) Operating a rental business of elevating work vehicles including dispatching work vehicles with operators



(Bridge worksite)



(Image of working)



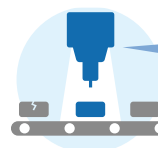
(Removing rust by Lasor)

#### Food Machinery

Machinery & Tools × Security

- Manufacture and sale of bread slicers with built-in sensors (Collaboration of Miyazawa × Security Design)
- Manufacture of food machines with functions for detecting abnormalities and predicting failures during operation, utilizing sensor technology owned by Security Design

Food machinery to enable remote monitoring without significant system development  
⇒ to expand horizontally to other food machinery through demonstration tests



Monitor operational status by sensors



(Bread slicer machine with built-in sensor)

## Priority Measure④

### Smart factory business

Future Business Domain

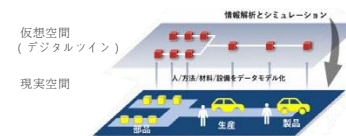
Point

#### Develop monitoring solution

- Develop “monitoring solution”, utilizing IoT know-how possessed by Security Design (Sensor/camera)
- Implement experimental study in production line within the Group
- Examine development of solution to wide range of fields

#### Digital twin technology

- 3D factory simulation
- VR robot simulation



#### Factory full-automation

- Auto delivery
- Auto-supply of materials
- 365 days unmanned non-stop line

Shift from “supply-oriented” to “solution-oriented”

#### Analyze big data

- Analyze algorithm
- Apply for **monitoring solution** ⇒ Upgrade production sites

#### Connect and Visualize

- Measurement information by sensor / camera
- Information on operation in PLC ⇒ Collecting big data

**Cloud Service**  
Centralized management and storage of information in conjunction with the network

#### Simplify control technology

- Machining program auto creation
- FA program auto creation



Automatic creation from analysis of cutting drawings to selection of tools and machining conditions

Create new solution by integrating group function

#### “Monitoring solution”



**Remote Monitoring**  
Monitoring of equipment operating status, and Remote maintenance of equipment

**Abnormality detection / fault prediction**  
Analysis of real-time data to identify potential problems and prevent trouble

**24H Surveillance Center**  
Help desk function  
Remote maintenance

**Automatic ordering of consumables**  
Automatic check of wear condition of drills, etc.  
Automatic ordering





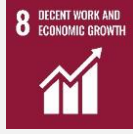
**04**

**SDGs Initiatives**



## 4. SDG s Initiative

- Solve ESG issues through our business, including automation and labor-saving solutions that enable improved productivity and efficiency, and monitoring services that utilize IoT and AI

Social Issues	ESG Issues in 5 Strategic Fields		Related SDGs
	5 Strategic Fields	Initiatives	
<b>Declining and aging workforce</b>	<b>Automation Labor-saving</b>	<ul style="list-style-type: none"> <li>• Propose automation and labor-saving of production lines to solve labor shortage</li> <li>• Promote robotics and AI for the succession of expert skills</li> <li>• Propose to improve efficiency of manufacturing process control through remote monitoring technology</li> </ul>	
<b>Global Warming and Environmental Impact Reduction</b>	<b>EV-related</b>	<ul style="list-style-type: none"> <li>• Collaborate with EV-related equipment manufacturers to contribute to the penetration of EVs</li> <li>• Support small and medium-sized parts manufacturers to change their industries</li> <li>• Propose weight reduction from metal to plastic parts</li> </ul>	
	<b>Environment Energy saving</b>	<ul style="list-style-type: none"> <li>• Sell environmentally friendly energy-saving equipment</li> <li>• Propose energy saving in factories</li> <li>• Sell zero-emission products</li> </ul>	
<b>Providing safe and secure food</b>	<b>Food-related</b>	<ul style="list-style-type: none"> <li>• Propose automation of food production processes ( solving labor shortage)</li> <li>• Sell equipment to the cold food industry to deal with food-loss issue</li> <li>• Contribute to sustainable agriculture and livestock industry through smart farm initiatives</li> </ul>	
<b>Sustainable economic growth</b>	<b>Global</b>	<ul style="list-style-type: none"> <li>• Sell machinery and tools that contribute to improving productivity at Japanese-affiliated overseas factories</li> <li>• Support overseas expansion of small and medium-sized enterprises</li> </ul>	



**05**

**Shareholder Return Policy**



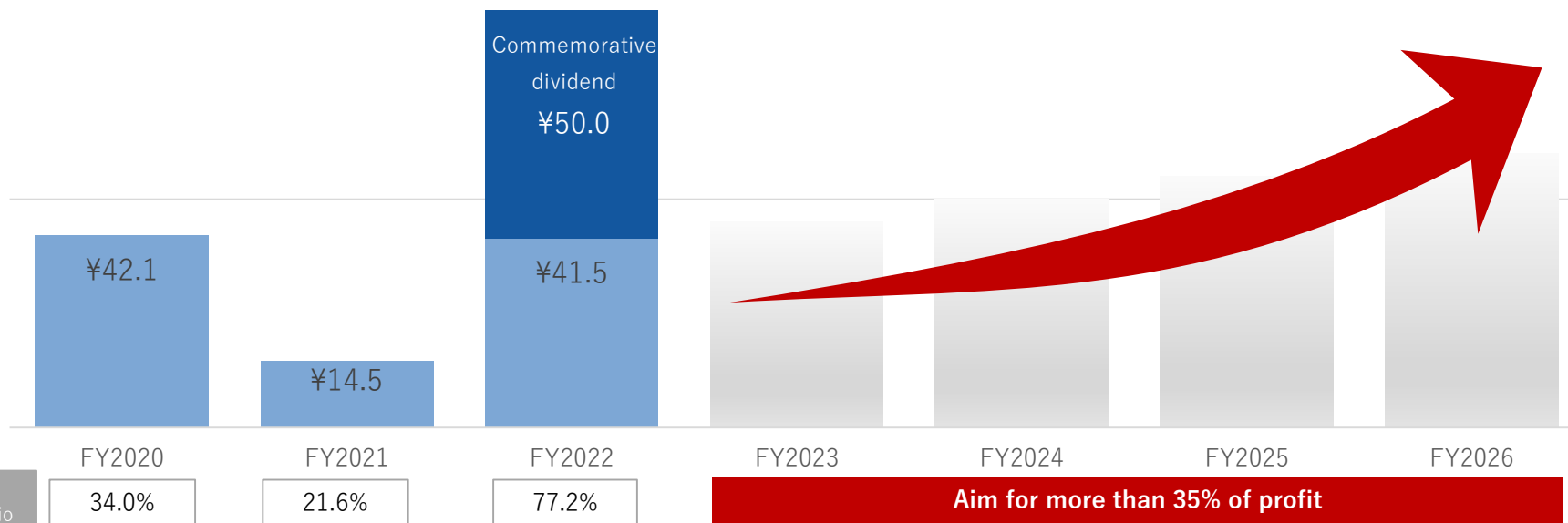
## 5. Shareholder Return Policy

- In FY2022, planning to pay commemorative dividend for management integration (¥50/share)
- Shareholder return policy for the period of the mid-term management plan
  - Dividends based on earnings distribution linked to consolidated financial results
  - Dividend payout ratio on a consolidated base: Basically approx. 35% of profit attributable to owners of parent
  - Aim to continue to pay at least ¥15 per share as the stable dividend returns to shareholders

Increase corporate value through investment for sustainable growth and continuous and stable shareholder returns

Management integration

Medium-term management plan period



【FY2021 financial results】

Irregular accounting period including 9 month results of Furusato, 1 month results of Maruka, and 3 month results of holdings company due to management integration







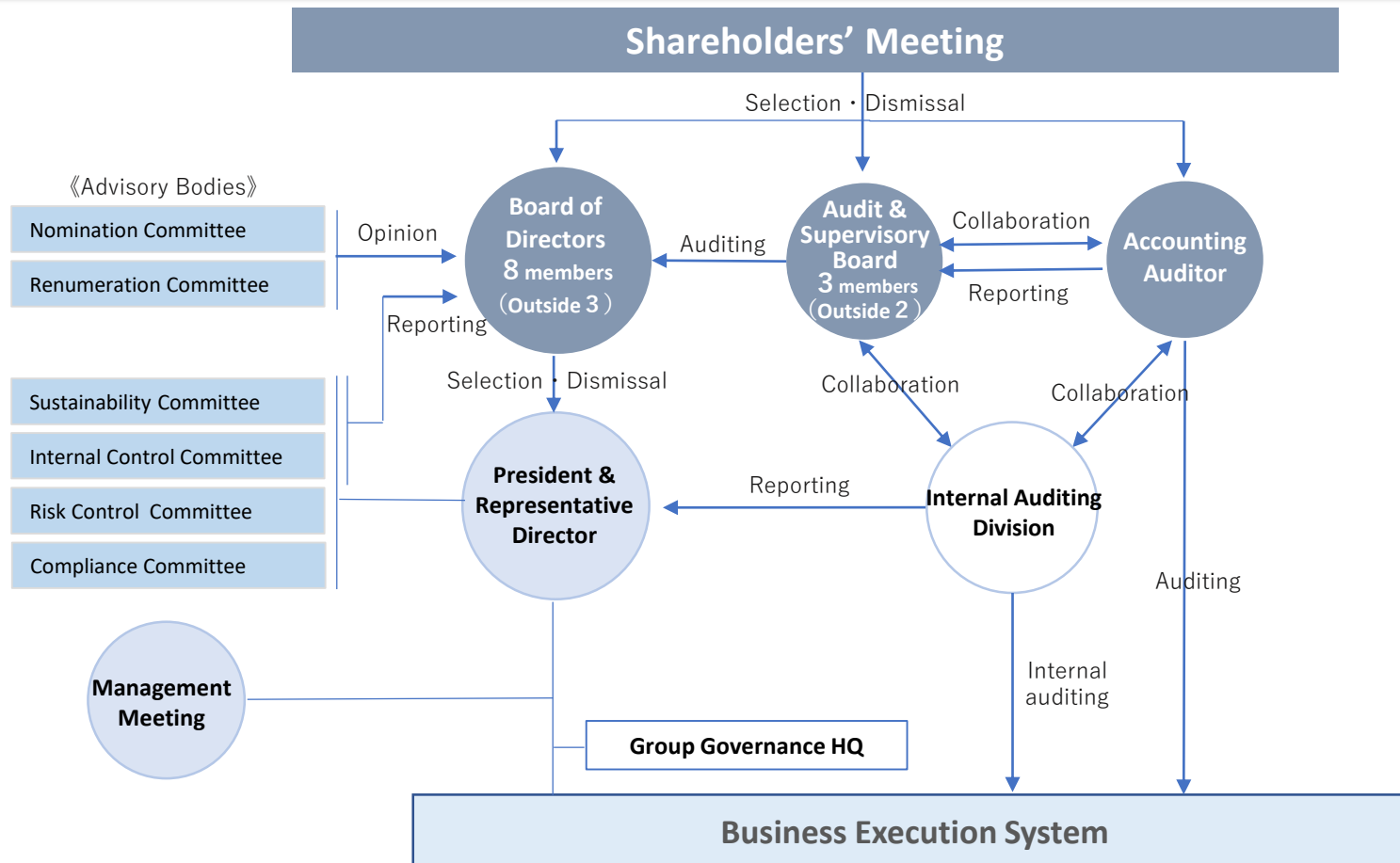
**06**

**Corporate Governance**



## 6. Corporate Governance Structure

- Adopt “Company with Board of Company Auditors” to enhance management transparency
- Establish “Group Governance HQ” to strengthen governance of the entire group  
Responsible for planning and implementing measures to improve the internal control of the entire group companies and developing systems, etc.



A large yellow exclamation mark graphic is positioned on the left side of the slide. It consists of a thick, rounded vertical bar and a semi-circular base.

**07**

**Supplemental Materials**

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## 7-(1) Strategy by Segment

### Machinery & Tools



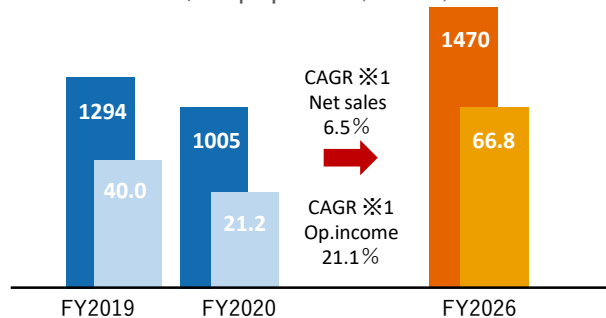
#### 【Business Overview】

- 【Direct sale】 Sales of industrial machinery such as machine tools, forging machines, and injection molding machines to domestic and overseas plants of automobile, construction machinery, agricultural machinery, railroad, and food product manufacturers
- 【Direct sale】 Sales of specialized cutting tools mainly to Tier I parts manufacturers in the Chubu area
- 【Wholesale】 Sales of machine tools and peripheral equipment, blades, tools, consumables, etc. to dealers nationwide
- 【Overseas】 U.S.: Sales of industrial machinery to the aviation, medical, and energy industries  
Asia: Sales of industrial machinery mainly to Japanese companies

#### 【Business Environment】

- Increasing need for production efficiency such as factory automation and labor saving to solve labor shortage
- Increasing further actions by machine tool manufacturers amid growing interest in smart factories
- Changing types and decreasing volume of mounted components due to the shift to EVs  
Expecting new entrants from other industries, which is highly likely to change the traditional parts supply chain
- Shift of Manufacturing Industry to Overseas Production and Growing Presence of Emerging Countries as Consumer Markets

■ Net sales / Op. profit (¥100M)



※1 CAGR (Compound annual growth rate)

$CAGR = (Ending\ value / Beginning\ value)^{(1 / No.\ of\ years)} - 1$

Showing average growth rate for the six-year period from FY2020 to FY2026

#### 【Mid-term Management Plan (Business Strategy)】

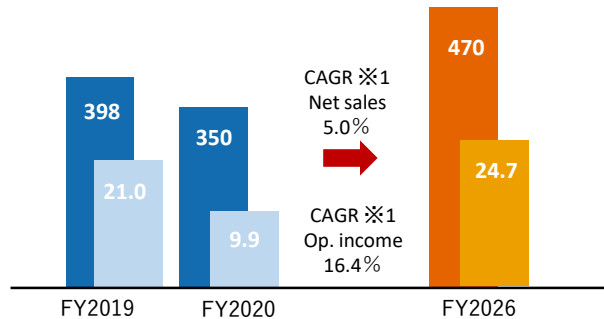
- Early materialize and maximize integration synergies
- Enhance capabilities to respond automation and labor-saving needs
- Strengthen initiatives for smart factories
- Develop markets in growth areas
- Accelerate global expansion

## 7-(2) Strategy by Segment

### Construction Products



■ Net sales / Op. profit (¥100M)



※1 CAGR (Compound annual growth rate)

$CAGR = (Ending\ value / Beginning\ value)^{(1/No.\ of\ years)} - 1$

Showing average growth rate for the six-year period from FY2020 to FY2026

#### 【Business Overview】

- 【**Manufacture**】 Manufacture and sale of turnbuckle brace, seismic parts of steel-framed buildings
- 【**Direct sale**】 Sales of building materials to steel frame builders and steel frame housing manufacturers nationwide
- 【**Direct sale**】 Sales of piping materials, mainly plant-related, to piping contractors
- 【**Wholesale**】 Sales of housing equipment to dealers nationwide

#### 【Business Environment】

- Downward trend in housing starts. Increasing needs for logistics facilities due to expansion of EC.
- With the attraction of Expo 2025 Osaka and IR, revitalizing needs for commercial facilities such as conference halls and hotels
- Increased need for new product proposals centered on labor and manpower saving due to aging population and labor shortage
- Tightening environmental requirements year by year, reflecting increasing interest in safety, security, and SDGs
- Solid remodeling and renovation market

#### 【Mid-term Management Plan (Business Strategy)】

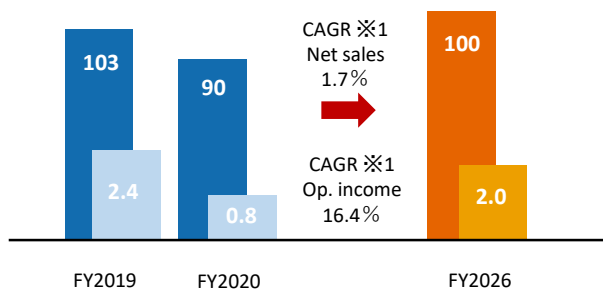
- Develop products and services to meet labor-reduction and labor-saving needs
- Enhance functions (product lineup) to increase market share and growth in the industry
- Improve earnings by strengthening construction functions
- Pursuit of environmentally-friendly production activities

## 7-(3) Strategy by Segment

### Construction Machinery



■ Net sales / Op. profit (¥100M)



※1 CAGR (Compound annual growth rate)

$CAGR = (Ending\ value / Beginning\ value)^{(1/No.\ of\ years)} - 1$

Showing average growth rate for the six-year period from FY2020 to FY2026

#### 【Business Overview】

- Sales and rental of construction equipment mainly to foundation contractors, pile driving contractors, and charterers  
Product line: cranes, foundation machinery, civil engineering machinery, various types of hydraulic machinery, and harbor cargo handling machinery.
- Rental of elevating work vehicles, including dispatch of operators as well as vehicles
- Purchase and sale of various types of used construction equipment

#### 【Business Environment】

- Private-sector construction investment: Mainly logistics warehouses, station-front redevelopment, high-rise residential buildings, factories, and industrial facilities
- Maintaining a certain amount of public works for earthquake resistance and disaster prevention/mitigation measures. Solid demand for foundation work.
- Mature domestic construction equipment industry, and unlikely to expect further significant growth in demand for construction equipment
- Penetrated market prices in construction machinery market, and unlikely to expect a significant improvement in profit margins amid competition
- Gradual progress in AI construction machinery to respond to labor shortages and improve productivity

#### 【Mid-term Management Plan (Business Strategy)】

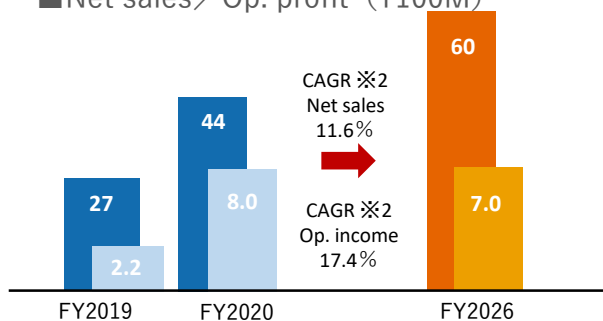
- Establish pillar products following cranes
- Enhance comprehensive service capabilities through expansion of the product lineup
- Reinforce maintenance and servicing functions

## 7-(4) Strategy by Segment

### Security



■ Net sales / Op. profit (¥100M)



※2 CAGR (Compound annual growth rate)

$CAGR = (Ending\ value / Beginning\ value)^{(1/No.\ of\ years)} - 1$

Showing average growth rate for the seven-year period from FY2019 to FY2026

#### 【Business Overview】

- System integrator of security systems
- Wholesale of surveillance camera equipment and systems
- Security service operation
  - Access control service, remote monitoring service, etc.

#### 【Business Environment】

- End of demand for thermal cameras as a countermeasure against the new coronavirus
- Increasing demand for products and services that incorporate cloud-based services linked to networks, biometric authentication, and image recognition technologies, in addition to the sale of single products such as surveillance cameras
- Expansion of camera/sensor applications - remote monitoring and predictive failure detection, etc.
  - of factory equipment
- Shortage of engineers skilled in IT/OT

#### 【Mid-term Management Plan (Business Strategy)】

- Create new business areas with surveillance cameras
- Develop “solution-oriented” business, shifting from “supply-oriented” business
- Expand into the smart factory area (remote monitoring/anomaly detection)
- Provide added value to the group's products

## 7-(5) Projection by Segment

(Unit: Millions of yen)

	FY2019	FY2020	FY2021	FY2022	FY2026
	Actual (※1)	Actual (※1)	Actual (※2)	Forecast	Plan
<b>Net sales</b>	<b>173,818</b>	<b>142,696</b>	<b>74,292</b>	<b>157,000</b>	<b>200,000</b>
Machinery & Tools	129,430	100,533	42,698	114,300	147,000
Construction Products	39,893	35,058	28,880	38,600	47,000
Construction Machinery	10,303	9,021	425	8,700	10,000
Security	2,788	4,491	2,287	3,600	6,000
<b>Op. profit</b>	<b>6,662</b>	<b>4,237</b>	<b>1,465</b>	<b>4,100</b>	<b>10,000</b>
Machinery & Tools	4,026	2,122	191	2,470	6,680
Construction Products	2,106	992	1,269	1,350	2,470
Construction Machinery	246	80	(32)	100	200
Security	228	806	0	250	700

※1 Simple aggregate of both companies' full-year operating income  
In FY2019, Furusato's financial results for the year ended March 2020 + Maruka's financial results for the year ended November 2019

※2 Irregular consolidated financial results including HD( for 3 months), Furusato (for 9 months), and Maruka (for 1 month)



### Matters in this documents

The forecasts and forward-looking statements contained in this document are based on the Company's assumptions and beliefs in light of the information currently available to it, and involve potential risks and uncertainties. Actual results may differ materially from those discussed in the forward-looking statements due to changes in various factors.

Please note that the numerical goals in this Medium-Term Management Plan are targets based on the Company's own analysis of various related indicator forecasts, and may be subject to revision due to significant changes in objective conditions or other factors.