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FOR IMMEDIATE RELEASE

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### **Notice Regarding Formulating the Medium-Term Management Plan “UNISOL”**

MARUKA FURUSATO Corporation (the “Company”) announces today that the Company formulated the Medium-Term Management Plan “UNISOL” from the fiscal year ending December 31, 2022 to the fiscal year ending December 31, 2026. The outline is as follows.

The outline of the Medium-Term Management Plan  
“UNISOL～Change and Challenge Toward the Next Stage～”

#### 1. Basic strategy

To establish a management base to support sustainable growth, the Company will cultivate deeper by “differentiating it from others in existing businesses”, take on the challenge of “developing new business fields”, and achieve sustainability by “strengthening its SDGs initiatives”.

#### 2. Priority measures

- ① Maximize integration synergy
  - i) 【4 pillars of collaboration】 Materialize short-term synergies
  - ii) 【5 strategic fields】 Pursue medium-and long-term synergy
- ② Deepen platform strategy
- ③ Create new solutions through integration of group functions
- ④ Deal with smart factory business

### 3. Numerical goals (KPIs in 5 years)

KPIs	Goals in FY2026
Consolidated net sales	¥200.0B
Consolidated operating profit (ratio)	¥10.0B (5.0%)
Adjusted EBITDA※	¥11.5B
ROE	8.5%

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

### 4. Shareholder Return Policy

In fiscal 2022, the Company is planning to pay the commemorative dividends of ¥50.00 in addition to ordinary dividends based on the financial results. During the period of the Medium-Term Management Plan, the Company will pay dividends based on earnings distribution linked to consolidated financial results. The Company defined that dividend payout ratio on a consolidated base is basically approximately 35% of profit attributable to owners of parent. The Company aims to continue to pay at least ¥15 per share as the stable dividend returns to shareholders.

※Please see the attached material for details of the Medium-Term Management Plan “UNISOL”.

The forward-looking statements such as numerical goals contained in this document are based on the Company's assumptions and beliefs in light of the information currently available to it, and the Company has not guaranteed that it will achieve this goal.

Actual results may differ materially from those discussed in the forward-looking statements due to changes in various factors.