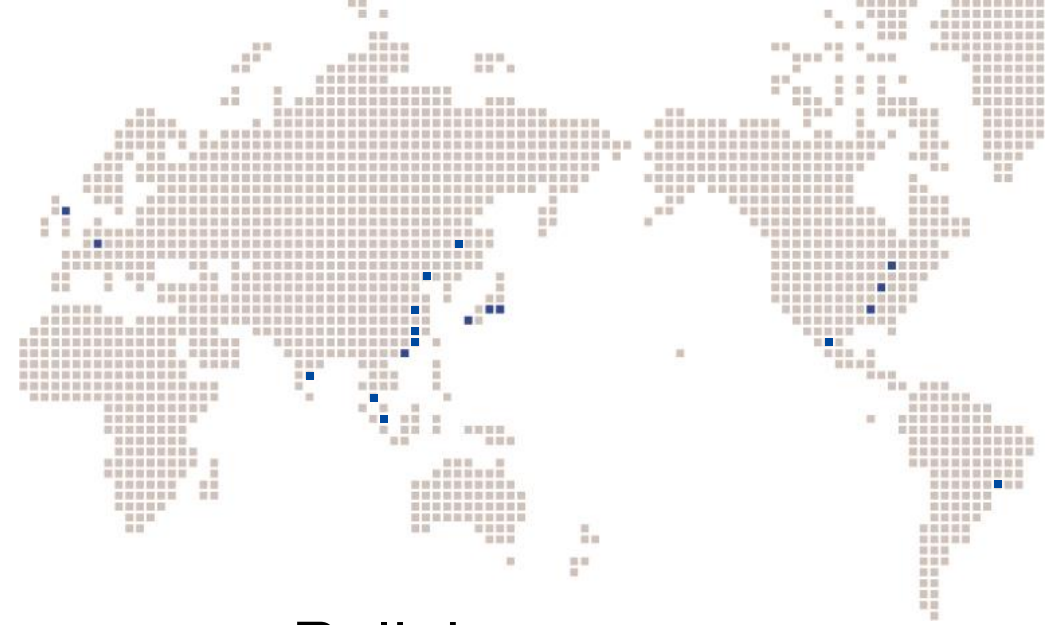


May 10, 2024

## **Notice Regarding the Formulation of the Medium-term management Policies**

Company name: Unipres Corporation  
Representative: Nobuya Uranishi, President and Representative Director  
Securities code: 5949 (Tokyo Stock Exchange, Prime)  
Contact: Shigeto Ito, Senior Vice President  
Tel. +81-45-470-8755  
Website: <https://www.unipres.co.jp/>

We are pleased to announce that we have established medium-term management policies for the period FY2024-FY2026, with the aim of realizing management that is conscious of the cost of capital and stock price, as shown in the attached document.



## FY2024–2026 Medium-term Management Policies:

Action to Implement Management that is Conscious of Cost of Capital and Stock Price





Analysis of the current situation

Policies and targets

Measures to be undertaken



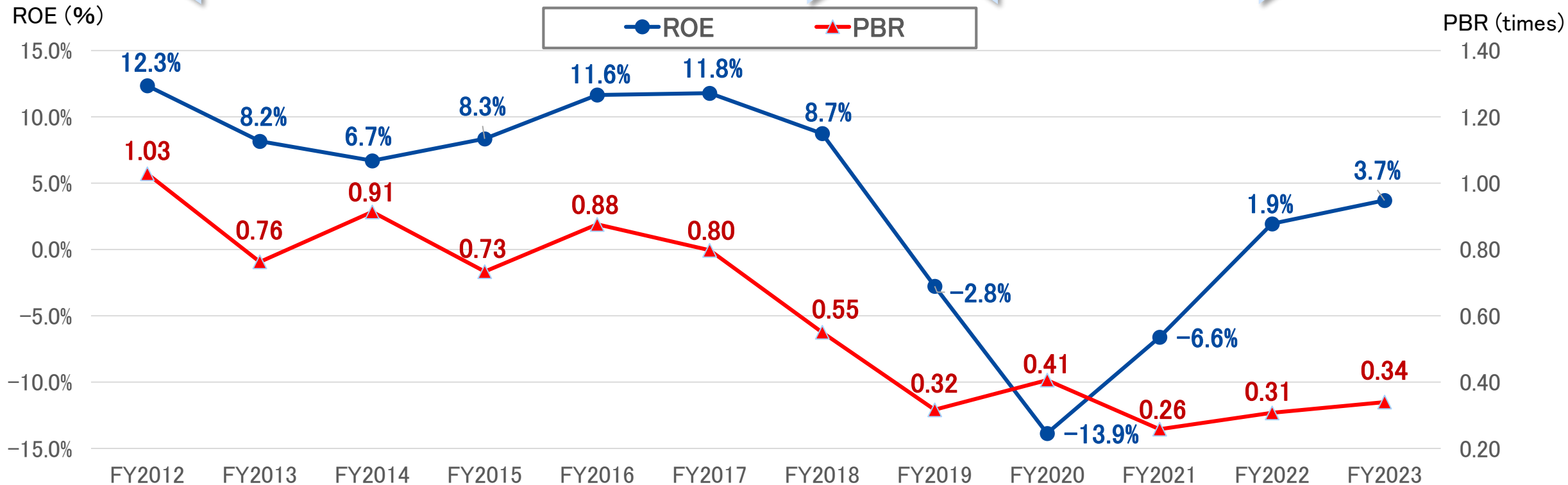
## Analysis of the current situation

# Changes of PBR and ROE

Recovery of revenue and reduction of equity capital are the issues

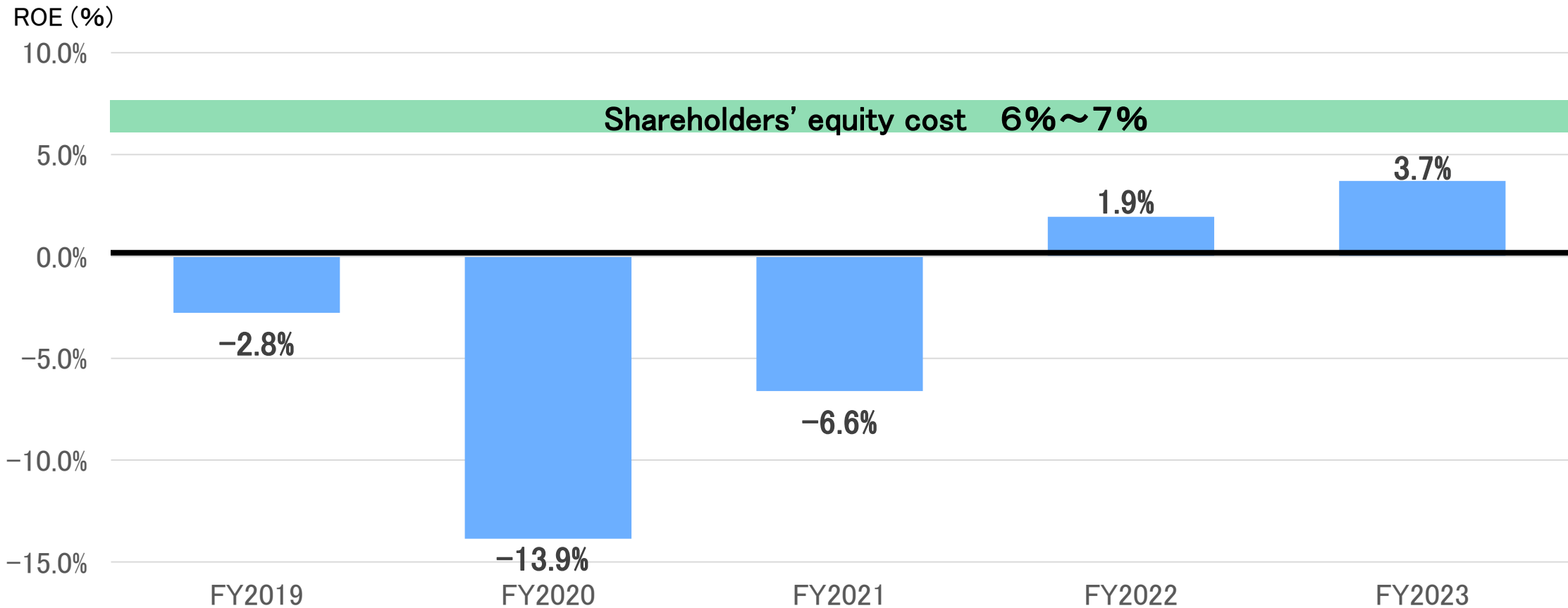
Strong revenue and yen depreciation led to capital expansion

Sluggish revenue due to the impact of COVID-19 and semiconductor shortage



# The Relationship Between Shareholders' Equity Cost and ROE

**Strengthening of efforts to achieve ROE that exceeds the cost of shareholders' equity**





# Policies and targets

**Setting a mid-term goal of achieving an ROE of 8% or higher,  
with the aim of improving PBR**

## Strengthening of revenue base (Improvement of ROE)

### Business strategies

- Promotion of strategic technology development
- Promotion of sales expansion
- Promotion of smart control

### Financial strategies

- Enhancement of shareholder returns
- Allocation of funds that increases profitability

## Obtaining market confidence in the company's future potential

### Non-financial strategies

- Achieve sustainability management

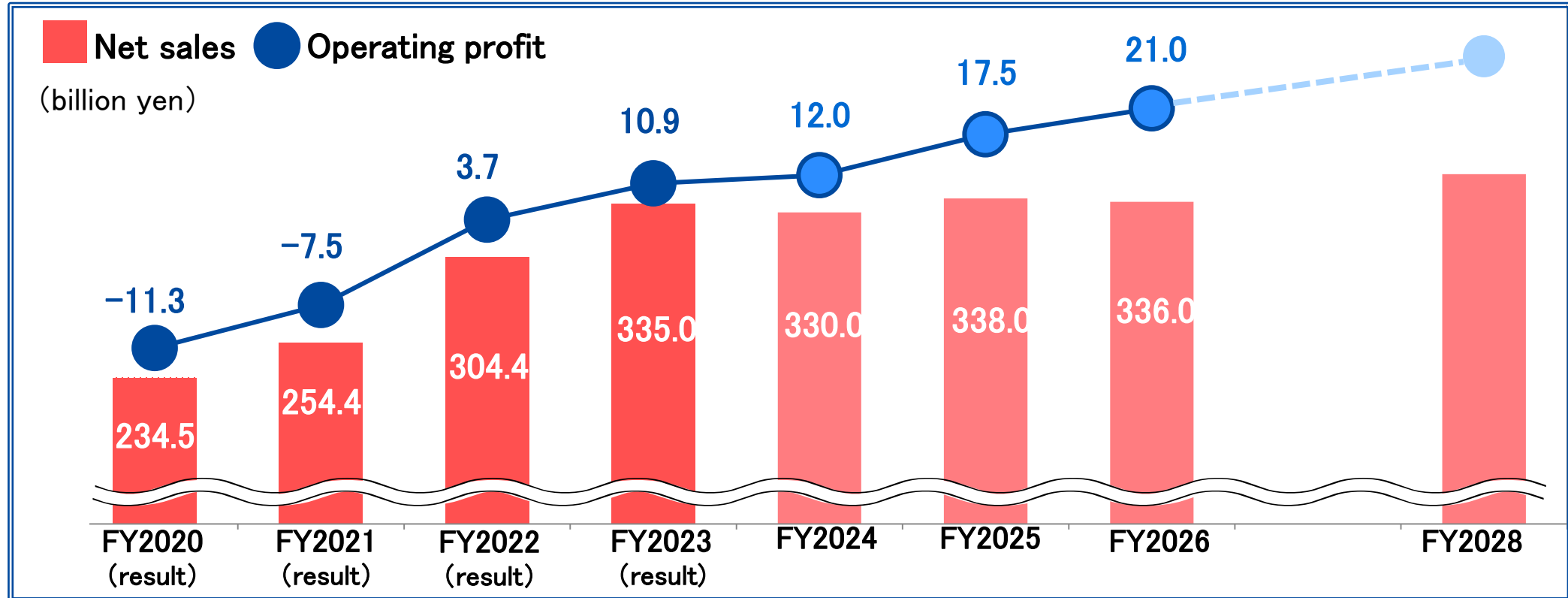
### Improvement of dialogue with shareholders and investors

- Bolster IR/SR initiatives

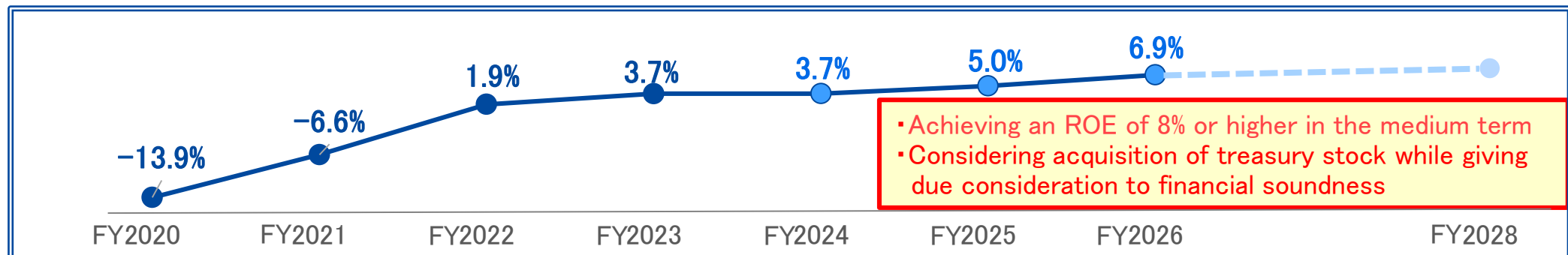


# FY2024–2026 Medi-term Management Policies Quantitative Target

Net sales  
Operating profit



ROE



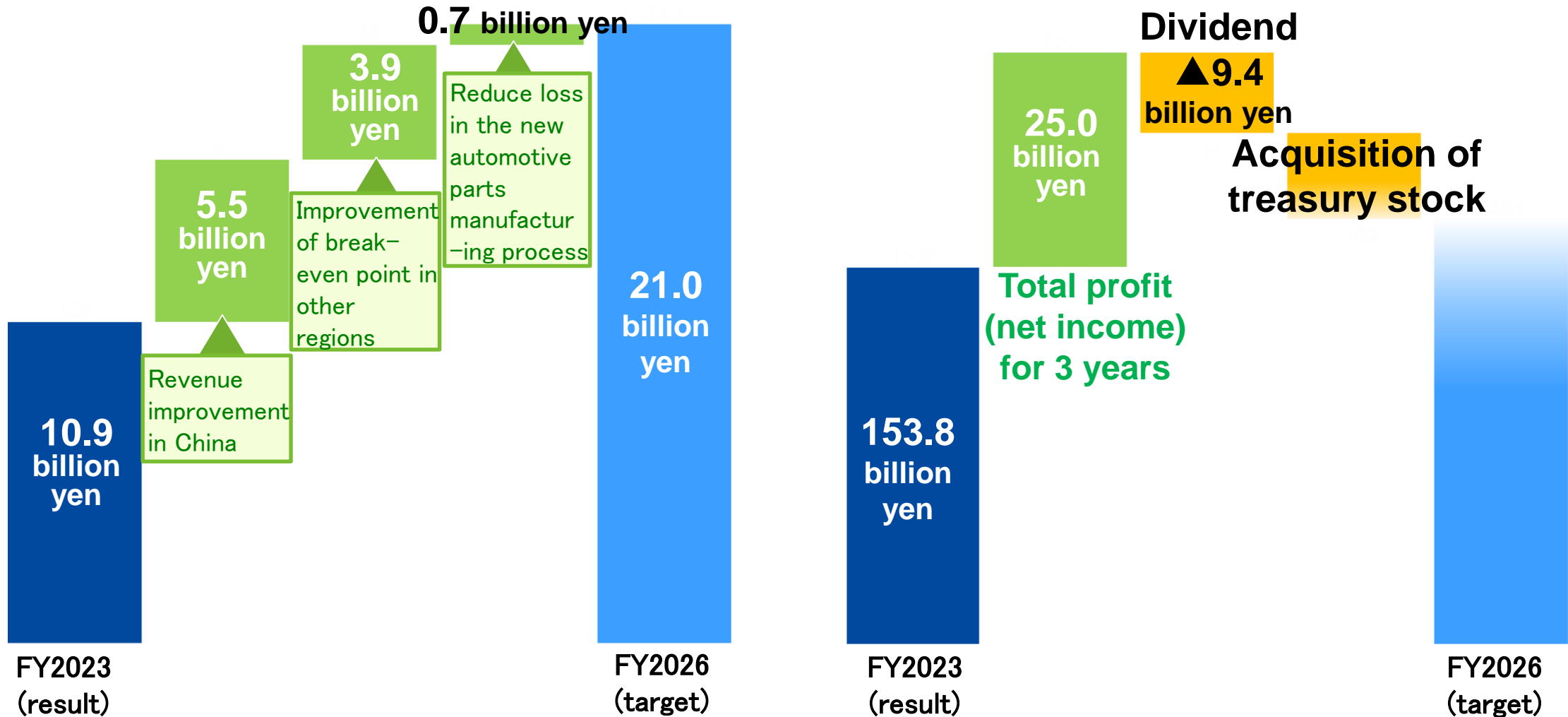


## Measures to be undertaken

# Strengthening of Revenue Base (Improvement of ROE )

## <Improvement of operating profit>

## < Reduction of equity capital >



Car body press parts business

Plastic parts business

Transmission parts business

## Technology Development

### Proposal of optimal car body structure

- Weight reduction/ cost reduction
- Strengthening ability to respond to aluminum parts

### Multi-functionality

- Promoting new functions
- Environmentally safe materials

### EV powertrain parts

- e-Axle component parts
- Pressing of existing component parts

Increase added value

## Sales Expansion

- Expand sales to new customers, including emerging EV manufacturers and parts suppliers
- Strengthen sales expansion focusing on Japan
- Strengthen sales expansion to automobile manufacturers and unit manufacturers
- Taking on the challenge of entering new fields

Improving cost competitiveness

## Smartification

### Production department

- Achieve smartification of plants



### Headquarter and engineering department


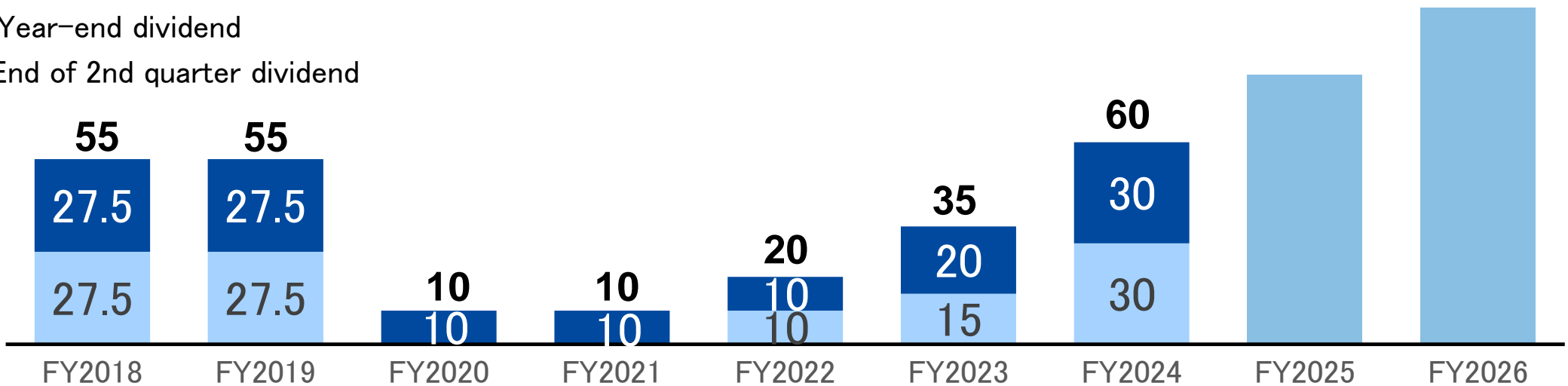
- Achieve smartification of headquarter and engineering department

# Enhancement of shareholder returns

- Aim for the stable and an appropriate level of dividends, with an awareness of DOE
- Aim for DOE of over 2% for the time being and 3% in the medium term

(yen/share)

 Year-end dividend

 End of 2nd quarter dividend


DOE	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
	1.8%	1.7%	0.4%	0.4%	0.7%	1.1%	1.7%	Aim for DOE of over 2% for the time being	

- Cumulative total for 3 years from FY2024 to FY2026

< Cash Inflows >



< Cash outflows >

Dividend 9.4 billion yen

R&D 18.0 billion yen

Capital investment  
55.0 billion yen

Repayment of borrowings, etc.  
27.7 billion yen

Operating funds, etc. 13.4 billion yen

## Investment in human capital

### Well-being Management

#### ◆ Career

- Implementation of career enhancement measures
- Further increase in the ratio of women in management positions

#### ◆ Human relations

- Improvement of psychological safety (e.g., training for all managers)

#### ◆ Economic aspect

- Revision of wage system

#### ◆ Mental and Physical Health

- Improvement of health literacy

#### ◆ Local communities

- Enrichment of community service activities

< Personal growth >

< Corporate growth >

Enhancement of corporate value

Further enhance IR/SR activities, including strengthening information disclosure, thereby bridging the perception gap with shareholders and investors and enhancing corporate value

## FY2023 initiatives

- Briefings on financial results are held twice a year by the President and Representative Director, the executives in charge of plants and production, engineering, and finance.
- Conduct proactive IR/SR meetings
  - Number of individual dialogues with institutional investors and analysts by the director in charge of finance and the director in charge of IR: 72 times
  - Number of individual dialogue by IR officers with voting officers (institutional investors), etc.: 11 times
- Shareholder and investor opinions obtained through dialogues are fed back to management.

## Future initiatives

- Strengthen information disclosure by renovating the corporate website, including the IR website (scheduled to be released in FY2024).
- Consider holding technical briefings, factory tours, etc. to deepen understanding of our company.





**UNIPRES**