



Hayatsue River Bridge



Air-float conveyor for biomass co-firing power plants



## The UBE Machinery Group will operate in line with its new purpose, which is to contribute to better tomorrows for society by caring for the environment and continuing to generate the value that customers demand.

### Long-Term Vision

Enhance business value by reinforcing the revenue base while becoming more autonomous and competitive

**Goal: Contribute to customers with products and services offering brand value**

- Keep developing products that match market needs
- Globally supply services that leverage ICT and AI and realize digital transformation in after-service processes

#### Principal Products and Businesses

- Molding machines (Die-casting machines, extrusion presses, and injection molding machines)
- Industrial machinery (Kilns, vertical mills, transportation systems, water screening equipment, crushers, and chemical equipment), bridges, and grab buckets
- Machinery services
- Steel products (Billets and castings)
- Control boards

### Business Policies under the Medium-Term Management Plan

We seek to enhance the profitability of product businesses by capitalizing on globally expanding market

needs, such as the shift to xEVs and carbon neutrality. At the same time, we look to expand service businesses by developing new proposals and catering to the products of other companies.

The UBE Machinery Group will reinforce corporate governance and establish an independent business operation.

#### Numerical Targets (Billions of yen)

	2022		2023		2024 (FY)
	Targets	Results	Targets	Forecasts	Targets
Net sales	106.0	96.9	98.0	108.5	100.0
Operating profit	5.0	5.2	5.5	6.0	6.0

### Growth Strategy toward Fiscal 2030

#### Molding Machine Business

For die-casting machines, we will develop equipment and processes that make it possible to manufacture new, lightweight components for automobiles at low costs. These include battery cases and body and chassis parts that will replace conventional engine and transmission parts with the shift to xEVs. We will expand earnings by supplying these offerings to customers.

For injection molding machines, we will create carbon-neutral, recycling-friendly new products and molding processes. We will pursue new materials approaches that contribute to a better environment.

### SWOT Analysis

#### Strengths

- We have a robust record in serving the automotive, electric power, cement, steelmaking, and other key sectors, and have earned solid customer reputations for our efforts.
- We can draw on numerous domestic and overseas operations to quickly cater to various customer needs in everything from development through after-service.
- With one of the biggest processing facilities in Japan and talented engineers, we deliver manufacturing capabilities that customers trust.

#### Opportunities

- There are accelerating efforts in carbon neutrality, product recycling, and other areas across society to contribute to a better environment.
- The technical requirements of customers for electrifying and lightening automobiles are diversifying.
- Demand for services and support is robust across diverse markets, including for global and other companies' products.

#### Weaknesses

- While our broad product lineup is a plus, the small businesses of our offerings expose us to economic fluctuations.  
**Countermeasures:** We will focus on creating core businesses that are impervious to economic downturns by developing technologies and markets in environmental and other fields with growth potential and exploring alliances.

#### Threats

- While technological development is progressing in carbon neutrality, digital transformation, and other respects, there are concerns about negative impacts on corporate value, such as from slow sales stemming from delays in delivering product value or addressing technological needs.  
**Countermeasures:** We will collect timely information from customers and other sources to develop technologies and improve systems.
- Intensifying competition in terms of pricing and delivery owing to rocketing raw materials and fuel costs and longer delivery times for electrical components, as well as delays in customer capital investment decisions, could affect our business.  
**Countermeasures:** We will secure business opportunities, such as by proposing lower product costs, shorter lead times, and government subsidy usage.



Injection molding machine 1300em III

In Chinese market, we will focus on enhancing earnings by reinforcing our local production structure for large die-casting machines in addition to regular injection molding models. In the promising Indian market, we will use local distributors to expand sales and build our brand image. We will also enhance our ICT offerings to eliminate downtimes, provide preventive maintenance, and swiftly resolve issues.

#### Industrial Machinery Business

We will expand our business by providing products and services that meet the needs of carbon-neutral and other environment-related markets. We will focus on capturing demand for new energy and expanding sales in that area. Efforts in that regard will include entering the markets for biomass fuel transportation equipment, offshore wind power generation equipment, and ammonia-related facilities. For bridges business, we will help develop social infrastructure by alleviating urban traffic congestion and renovating deteriorating overpasses.

#### After-Service

We will cater to customer demand at existing facilities,

adding value and stepping up after-service by extending the operating lives and enhancing the performances of facilities by leveraging advanced technology while focusing on control equipment renovations. We will additionally build a structure that enables us to serve customers faster by allocating personnel more flexibly.

#### Steelmaking Business

We will continue to transition our business structure from quantity to quality and stabilize earnings while taking advantage of our production capacity to manufacture special steel types and specially sized billets and large castings, which are our strengths. We will expand our environmental recycling business as a third key earnings source.

### Sustainability-Related Initiatives

We will keep striving to develop and supply equipment and service offerings that help conserve energy and develop processes and facilities that improve customers' recycled materials usage rates. In the steelmaking business, we will contribute to communities and society from the perspective of circular economy. We will do so by recycling scrap steel and melting and detoxifying medical and industrial waste.

### Employee Spotlight on Strengths

We design a wide range of conveyors, cranes, and other transportation equipment models. We recently completed a testing machine at our facilities for a new air-float conveyor. We are using it to offer specifications that match customer needs and promote our efforts. We will keep supplying products and services that match customer requirements, including air-float conveyors that help lower environmental impacts.

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Air-float conveyor testing machine