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Furusato Industries, Ltd. (Stock Code : 8087)
1. Medium-term Management Plan Basic Policies
   -1 Basic Policy (1) Corporate Slogan ・・・ 04
   -2 Basic Policy (2) Qualitative Targets ・・・ 05
   -3 Basic Policy (3) Numerical Targets ・・・ 06

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   -1 Business Environment ・・・ 08
   -2 Challenges ・・・ 09

3. Priority Subjects by Business Segment
   -1 Priority Subjects (Equipment & Tools) ・・・ 11
   -2 Priority Subjects (Machine & Facility) ・・・ 12
   -3 Priority Subjects (Construction & Piping Products) ・・・ 13

4. New Projects on Group Projects
   -1 New Production System ・・・ 15
   -2 Robotic System Integrator ・・・ 16
   -3 Security Service ・・・ 17
   -4 Renovating workplace environment with high job satisfaction ・・・ 18

5. Numerical Targets
   -1 Numerical Targets ・・・ 20
   -2 Dividends Policy ・・・ 21

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   - 1 Numerical Targets
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Appendix
One step ahead, pursuing the value customers never experience

“What is a must to satisfy our customers?”

To answer this question, we say “Delivering the real value”. We challenge the problems that our customers suffer from and propose the best solutions in good faith, sometimes trying methods that nobody has challenged. If that is what the customers want, we believe that the customers must smile. Furusato Group has moved forward with that belief in mind.

In this Medium-term Management Plan, we gather the power of the group with the aim of making these daily steps more powerful. We set the slogan, “Design the Future 2020”. By the slogan, we express our passion that we would like to deliver the astonishing value to the customers and then to draw our new future vision of the Furusato Group through this challenge. We will keep moving forward for further growth from now on.
Design the Future 2020

Qualitative Targets

Going forward toward new targets following existing policies

<table>
<thead>
<tr>
<th>Period</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/4-2014/3</td>
<td>Acquiring and reinforcing new growth engine by utilizing cash flow</td>
</tr>
<tr>
<td>2014/4-2017/3</td>
<td>Aiming to realize business structure to achieve operating income over ¥3 billion</td>
</tr>
<tr>
<td>2017/4-2020/3</td>
<td>Aiming for further growth by maximizing comprehensive strength of the group. Realizing the passion in the corporate slogan</td>
</tr>
<tr>
<td>2020/4~</td>
<td>Aiming for “going concern”, the group that will continue to grow</td>
</tr>
</tbody>
</table>

Qualitative Targets

- Pursuing new value to satisfy customers further
- Deepening sales and proposal capabilities to build a lasting partnership with suppliers
- Fulfilling comprehensive power by reinforcing strength of and concentrating power of each companies of the group
- Reforming work environment to raise job satisfaction among employees
- Growing together with all group companies and employees

Basic Concept・Code of Conduct

- Customer first: All business activities begin from customers.
- Compliance: Observing laws and rules as corporate citizens
Aiming for further growth by maximizing comprehensive strength of the group

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring and reinforcing new growth engine by utilizing cash flow</td>
<td>Aiming to realize business structure to achieve operating income over ¥3 billion</td>
<td>Aiming for further growth by maximizing comprehensive strength of the group</td>
<td>Realizing the passion in the corporate slogan</td>
</tr>
</tbody>
</table>

- **Business strategy with clarified tasks**
  - Equipment & Tools Business: “Identifying potential needs”
  - Machine & Facility Business: Support for building production process
  - Pursuing expertise to reinforce engineering function
  - Housing Equipment Business: Establishing new business function
  - Steel Frame Building Supplies Business: Promoting new production system

- **Realizing M&A strategy**
  - Collaboration with a partner to maximize synergy of existing business
  - Examining a change to enter into a new business field

- **Work-style reform**
  - Reinforcing various measures to realize fulfilling work environment

**Numerical Targets**

- **Acquiring and reinforcing new growth engine by utilizing cash flow**
  - Making G-net a subsidiary
  - Entering into a business mainly dealing with machinery and tools, machine tools, etc.
  - Making Gifu Shoji a subsidiary
  - Gaining new sales channel and know-how for proposal-based marketing
  - Establishing overseas local companies
    - Establishing local companies in China and Thailand.
    - Building overseas support system
  - New production system of Furusato
    - Improving productivity by promoting labor-saving and automation
  - Investing in Takamaru Engineers and Robot Technical Center
    - Reinforcing engineering function and gaining know-how
  - Capital participation in Security Design
    - Securing a position as a security provider

<table>
<thead>
<tr>
<th>Year</th>
<th>Net sales (Unit: ¥100M)</th>
<th>Operating income (Unit: ¥100M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/3</td>
<td>800</td>
<td>10</td>
</tr>
<tr>
<td>2014/3</td>
<td>1,000</td>
<td>30</td>
</tr>
<tr>
<td>2017/3</td>
<td>1,400</td>
<td>60</td>
</tr>
</tbody>
</table>

- **Net sales (Unit: ¥100M)**
- **Operating income (Unit: ¥100M)**
1. Medium-term Management Plan Basic Policies
   - 1 Basic Policy (1) Corporate Slogan
   - 2 Basic Policy (2) Qualitative Targets
   - 3 Basic Policy (3) Numerical Targets

2. Business Environment and Challenges
   - 1 Business Environment
   - 2 Challenges

3. Priority Subjects by Business Segment
   - 1 Priority Subjects (Equipment & Tools)
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   - 1 New Production System
   - 2 Robotic System Integrator
   - 3 Security Service
   - 4 Renovating workplace environment with high job satisfaction

5. Numerical Targets
   - 1 Numerical Targets
   - 2 Dividends Policy

Appendix
| **Equipment・Tools** | Currently upward trend in the Industrial Production Index  
| Internet retailing will be popular in sales channel of machine and tools  
| Change of kinds of and decrease in the number of car components by growing availability of electric cars and next-generation cars  
| Estimated new construction starts of houses: Sluggish despite good factors like an low interest rate |
| **Machine・Facility** | Domestic orders received of machine tools is estimated to generate a certain level of demand in around 2019 due to renewal demand and the impact by consumption tax hike despite gradual fall of the effect of subsidies  
| Advancing IoT-related measures of each machine tools manufacturers according to growing interest of the IoT  
| New processing technology of components like 3D printer  
| Growing needs for automation and labor-saving of facilities to solve a problem of labor shortage and improve productivity |
| **Construction・Piping Products** | Strong building demand toward Tokyo Olympic Games 2020 and a decline in demand following it  
| Increasing new distribution centers along Kenoudou according to growing Internet retailing  
| Risk of slowdown in growth in the construction industry due to short of labor  
| Growing attention to saving-energy, saving-labor and saving-cost |
### Design the Future 2020

#### Challenges

| Equipment • Tools |  ◆ Pursuing our own strength and added-value to overcome an environmental change like growing popularity of Internet retailing  
|                  |  ◆ Flexible response to changes of components and processing methods with popularity of next-generation cars  
|                  |  ◆ Reinforcing a business base to keep stable growth even in sluggish housing market |  Priority subject p.11 |
| Machine • Facility |  ◆ Realizing stable businesses without greatly affected by trends of machine tools and capital investment  
|                  |  ◆ Reinforcing proposal of systems along with sales of machines and equipments  
|                  |  ◆ Responding growing needs for automation and labor-saving |  Priority subject p.12 |
| Construction • Piping Products |  ◆ Acquiring sufficient construction demand toward Tokyo Olympic Games and establishing a business structure that can respond to a declining demand following it  
|                  |  ◆ Reinforcing the Piping Products Business as a growth engine of Furusato  
|                  |  ◆ Promoting production efficiency by stable running of new production lines in the early stage |  Priority subject p.13 |
| Overall |  ◆ Further reinforcing relationships with customers and suppliers  
|                  |  ◆ Increasing sales and enhancing profitability by the group overall  
|                  |  ◆ Organizing our work environment considering work-life balance |
### Medium-term Management Plan Basic Policies

1. Basic Policy 1: Corporate Slogan
2. Basic Policy 2: Qualitative Targets
3. Basic Policy 3: Numerical Targets

### Business Environment and Challenges

1. Business Environment
2. Challenges

### Priority Subjects by Business Segment

1. Priority Subjects (Equipment & Tools)
2. Priority Subjects (Machine & Facility)
3. Priority Subjects (Construction & Piping Products)

### New Projects on Group Projects

1. New Production System
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4. Renovating workplace environment with high job satisfaction

### Numerical Targets

1. Numerical Targets
2. Dividends Policy

### Appendix
Accelerating growth of the group by pursuing added-value that is not available in the Internet retailing

Establishing a business base to overcome an expected decrease in sales of existing products according to a change of car components

Aiming for a growth exceeding the market growth by establishing new strategic functions

Mission by Business

◆ Expanding sales of supplies to satisfy users’ needs
◆ Deepening proposal-based marketing “Identifying potential needs”

◆ Active development of new customers
◆ Diversifying a business through a measure for new focusing supplies

◆ Improving added-value by establishing a building system and distribution networks
◆ Full cover for remodeling demand

Priority Subjects

Numerical Target

Net sales (Millions of yen)

- Net sales ¥54,000 M
- Operating income ¥1,545 M

CAGR (Compound Average Growth Rate)

\[ \text{CAGR}=\left(\frac{\text{Target figure}}{\text{Initial value}}\right)^{\frac{1}{\text{period}}}-1 \]

CAGR=6% to 9.5% for three years from the year ending March 31, 2017 to the year ending March 31, 2020.
**Mission by Business**

### Machine Tools

- Establishing a solid business structure to generate stable earnings without being impacted by market trends
- Enhancing capabilities of proposal and sales other than sales of machines themselves

### Factory Automation

- Accumulating know-how and reinforcing collaboration networks as a pioneer of the engineering business in the group
- Accelerating measures related to the system integrator (SIer) businesses in the group as a new strength

**Priority Subject**

**Machine Tools**

- Expanding sales of major products to satisfy customers’ needs
- Enhancing added-value by reinforcing engineering functions
- Support for design production by technologies including production management software and 3D modeling

**Factory Automation**

- Establishing networks and reinforcing collaboration with Slers in each region
- Support for establishing production processes targeting small- and medium-sized companies

**Numerical Target**

<table>
<thead>
<tr>
<th>Period</th>
<th>Net sales (Millions of yen)</th>
<th>Operating income(Millions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/3</td>
<td>¥16,647</td>
<td>479</td>
</tr>
<tr>
<td>16/3</td>
<td>¥20,440</td>
<td>719</td>
</tr>
<tr>
<td>17/3</td>
<td>¥19,333</td>
<td>559</td>
</tr>
<tr>
<td>20/3</td>
<td>¥22,820</td>
<td><strong>CAGR 5.6%</strong></td>
</tr>
<tr>
<td></td>
<td>CAGR = (Target figure / Initial value)^(1/period) - 1. Indicating the average growth ratio for three years from the year ending March 31, 2017 to the year ending March 31, 2020.</td>
<td>CAGR 7.5%</td>
</tr>
</tbody>
</table>

**Net sales** ¥22,820 M  
**Op. income** ¥695 M
**Mission by Business**

**Steel Frame Building Supplies**

Establishing a solid business base by promoting automation and labor-saving through introduction of new production system
Further reinforcing competitiveness by combining merchandise and sales strategy

**Piping Products**

Aiming for expanding a business by constant and active allocation of management resource
Fostering a strong growth engine of Furusato

**Priority Subject**

- Promoting efficiency and labor-saving by introducing new production system
- Developing supplies and PB products to respond to changing environment surrounding customers

- Accelerating speed of fostering human resources specializing in Piping Products Business
- Fostering major supplies and reinforcing service systems for stable growth

**Numerical Target**

<table>
<thead>
<tr>
<th>Priority Subject</th>
<th>Net sales (Millions of Yen)</th>
<th>Operating income (Millions of Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steel Frame Building Supplies</strong></td>
<td>Net sales ¥32,075 M</td>
<td>Operating income ¥1,760 M</td>
</tr>
<tr>
<td></td>
<td>28,380</td>
<td>28,916</td>
</tr>
<tr>
<td></td>
<td>CAGR 3.4%</td>
<td>1,728</td>
</tr>
<tr>
<td></td>
<td>CAGR 9.7%</td>
<td></td>
</tr>
</tbody>
</table>

※CAGR (Compound Average Growth Rate)
CAGR=\((\text{Target figure/ Initial value})^{(1/\text{period})}-1\). Indicating the average growth ratio for three years from the year ending March 31, 2017 to the year ending March 31, 2020.
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Appendix
Improving productivity of introducing new production system

Renewal of existing production lines which each process was separated.

In Shiga plant, a major plant, a process from putting raw materials to manufacturing finished products is automated by connecting all production processes. Those change can realize enhancing production capability and improving productivity substantially.

In addition, we have introduced the new production system in each plant located in Utsunomiya plant, Toyama plant, Sendai-kita plant and Kagawa plant aim to improve productivity in those plants. We plan to introduce it in plants located in Saitama and Kurume.

Through those measures, we aim to acquire huge demand toward Tokyo Olympic Games and also to establish production system to overcome a possible drop following the event.
Factory Automation Business in the Machine and Facility Segment, has provided production lines mainly to our suppliers and have been required to pursue a expertise in the field.

Establishing collaboration network with system integrators (SIer), mainly Takamaru Engineers Co., Ltd., a capital alliance partner. Reinforcing sales capability to respond to customer's needs by accumulating know-how for robotic labor-saving method and automation

Establishing Robot Technical Center (RTC) with Takamaru Engineers. RTC is certified as the cross-field partnership new business development plan by Kansai Bureau of Economy, Trade and Industry and can offer providing comprehensive service including introduction, design, manufacturing, installation, running and maintenance of industrial robot systems as well as operator training

※1 Takamaru Engineers Co., Ltd.
Headquarter in Nishinomiya-shi, Hyogo.
Mainly engaged in a robotic system integrator business. (our ownership 11.8%)
※2 Robot Technical Center Co., Ltd.
Headquarter in Nishinomiya-shi, Hyogo. Mainly engaged in an education business like robotic safety program (Our ownership 49%)
Generating new synergy by collaboration of security business

Security System Business of G-net in the Equipment and Tools Segment has provided foreign-made security camera and our own crime-prevention equipment, etc.

However, most of their business are sales of security products. There have been problems that they cannot respond to needs for collaboration security cameras with network systems, etc.

Realizing to provide not only security products but also system building including access control system (※1) under the partnership with Security Design, Inc (※2), a capital alliance partner.

Aiming to expand the business outline by trying new measures including development of private brand products under growing interest in security measures along with increasing demand for security cameras toward Tokyo Olympic Games

※1 Access control system
Equipment to record and store the data that authorized people enter and exit from companies and limited area. Access management device.

※2 Security Design, Inc.
Headquarters in Minami-aoyama, Tokyo. Advantage: Access control area. Sales agent for HIK Vision, the biggest security camera manufacturer in the world (Our ownership 80%)
Design the Future 2020

Renovating workplace environment with high job satisfaction

Renovating workplace environment with high job satisfaction

Strong attention to organizing effective, comfortable workplace with the aim of reducing long working hours and improving productivity under “Work Style Reform”

Reducing our working hours from July 2016 to consider work-life balance to organize an environment using more time in self-improvement, housework and child-raising

Aiming to establishing a system to work in the appropriate place to maximize each capability and promote the appointment of women in management actively.

Focusing to realize a workplace with high job satisfaction and high productivity by continuing and developing those measures.
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Appendix
2020/3 Net sales ¥108B, Operating income ¥4B

Numerical Targets

Consolidated net sales
Consolidated operating income

2007 Making Gifu Shoji a subsidiary
2000 Making G-net a subsidiary

Lehman Shock
Net sales upward trend

01/3 05/3 10/3 15/3 17/3

【Target ( Millions of yen)】

<table>
<thead>
<tr>
<th></th>
<th>Net sales</th>
<th>Operating income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17/3 (Actual)</td>
<td>20/3 (Target)</td>
</tr>
<tr>
<td>Equipment・Tools</td>
<td>45,804</td>
<td>54,000</td>
</tr>
<tr>
<td>Machines・Facility</td>
<td>19,333</td>
<td>22,820</td>
</tr>
<tr>
<td>Construction・Piping</td>
<td>29,872</td>
<td>32,075</td>
</tr>
<tr>
<td>Total</td>
<td>94,109</td>
<td>108,895</td>
</tr>
</tbody>
</table>

※CAGR (Compound Average Growth Rate)
CAGR={(Target figure/ Initial value)^(1/period)-1. Indicating the average growth ratio for three years from the year ending March 31, 2017 to the year ending March 31, 2020.

Total

¥108B
¥4B

2020/3 Medium-term Management Plan Target

Consolidated net sales
Consolidated operating income
The target annual dividend payout ratio is approximately 30% of consolidated net income. In case that the annual dividend per share based on the above dividend payout ratio is less than ¥10, we aim to continue to pay ¥10 as the stable dividend returns to our shareholders.
1. Medium-term Management Plan Basic Policies
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   - 2 Basic Policy（2）Qualitative Targets …… 05
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   - 1 Numerical Targets …… 20
   - 2 Dividends Policy …… 21

Appendix …… 23
### Consolidated Group Overview

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959</td>
<td>Furusato Tekkosho Ltd. incorporated</td>
</tr>
<tr>
<td>1973</td>
<td>Renamed to Furusato Industries, Ltd.</td>
</tr>
<tr>
<td>1986</td>
<td>Stocks listed on the new Second Section of O.S.E.</td>
</tr>
<tr>
<td>1988</td>
<td>Issued Swiss Francs convertible bonds</td>
</tr>
<tr>
<td>1990</td>
<td>The same above</td>
</tr>
<tr>
<td>1991</td>
<td>Net sales exceeded ¥20B</td>
</tr>
<tr>
<td>1999</td>
<td>Net sales ¥16.6B Profitability deteriorated</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1947</td>
<td>Gomiya Shoten started</td>
</tr>
<tr>
<td>1964</td>
<td>Stocks listed on the 2nd Section of O.S.E.</td>
</tr>
<tr>
<td>1980</td>
<td>Labor dispute (1980's)</td>
</tr>
<tr>
<td>1983</td>
<td>President changed (founding family→banker)</td>
</tr>
<tr>
<td>1991</td>
<td>Eliminating dead stock at overseas branch</td>
</tr>
<tr>
<td>1997</td>
<td>Renamed to G-net Corporation</td>
</tr>
<tr>
<td>2002</td>
<td>Off-balance-sheet transaction Extraordinary loss ¥3B recorded</td>
</tr>
</tbody>
</table>

#### 2000 Accepted a third party allocation of new stocks of G-net, making it a subsidiary (Ownership ratio: 51%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Made G-net a wholly-owned subsidiary of Furusato by a share exchange</td>
</tr>
<tr>
<td>2003</td>
<td>Headquarters transferred (Group headquarters started)</td>
</tr>
<tr>
<td></td>
<td>Piping Products Business launched</td>
</tr>
<tr>
<td>2004</td>
<td>Furusato stocks listed on the Second Section of T.S.E.</td>
</tr>
<tr>
<td>2006</td>
<td>Furusato stocks listed on the First Section of T.S.E.</td>
</tr>
<tr>
<td>2007</td>
<td>Made Gifu Shoji a subsidiary of Furusato by share transfer from Tokai Corp.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Nagoya Factory Automation Division transferred to Gifu Shoji</td>
</tr>
<tr>
<td>2015</td>
<td>Tokyo Headquarters established, dual headquarters structure</td>
</tr>
<tr>
<td>2016</td>
<td>Making Security Design Inc. a subsidiary of Furusato</td>
</tr>
<tr>
<td>Segment</td>
<td>Company</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Equipment &amp; Tools</strong></td>
<td></td>
</tr>
<tr>
<td>Industrial Tools</td>
<td>G-net</td>
</tr>
<tr>
<td>Machine &amp; Tools for</td>
<td>G-net</td>
</tr>
<tr>
<td>Automotive</td>
<td>G-net</td>
</tr>
<tr>
<td>Housing Equipment</td>
<td>G-net</td>
</tr>
<tr>
<td>Overseas・Other</td>
<td>G-net</td>
</tr>
<tr>
<td><strong>Machine &amp; Facility</strong></td>
<td></td>
</tr>
<tr>
<td>Machine Tools</td>
<td>G-net</td>
</tr>
<tr>
<td>Factory Automation</td>
<td>G-net</td>
</tr>
<tr>
<td>**Construction &amp;</td>
<td></td>
</tr>
<tr>
<td>Piping Products</td>
<td></td>
</tr>
<tr>
<td>Steel Frame Building</td>
<td>Furusato</td>
</tr>
<tr>
<td>Supplies</td>
<td>Furusato</td>
</tr>
<tr>
<td>Piping Products</td>
<td>Furusato</td>
</tr>
</tbody>
</table>
About items contained in this material

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The numerical targets in this medium-term management plan are the target figures which resulted from analysis based on estimates of each related indicators in our own method. That may be revised due to a substantial change of environment and conditions surrounding us and others.

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Corporate Planning Division
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E-mail: info-ir@furusato.co.jp