

# Vision and Medium-Term Management Targets

## Vision

A company that provides products and services that delight customers and earn their trust.

A company that contributes to society through its business activities.

A company that provides rewarding and safe work.

## Medium-Term Management Targets

### FY2023

Consolidated Net Sales: 22.3 billion yen  
 Consolidated Ordinary Profit: 2.7 billion yen  
 Consolidated Ordinary Profit Ratio: 12.5 %  
 EPS: 56 yen



### Medium-Term Management Targets

Consolidated Net Sales: 30 billion yen or more  
 Consolidated Ordinary Profit: 5 billion yen or more  
 Consolidated Ordinary Profit Ratio: 15 % or more  
 EPS: 75 yen or more

### Strategy 1 Increase Product Attractiveness

- Develop **environmentally-friendly** robots  
 — Contribute to energy savings with Smart ECO Vacuum (PAT.P)
- Expanded **high-speed** robot product line
- Achieved the **clean room** standards required by the medical, electronics and container industries



FRA series



### Strategy 3 Cultivate a New Generation of Pioneers

- Build the brand and human resources development policy on the concept of "**Above all, reach people's hearts**"
- Provide challenging jobs and a good working environment  
 Establish "Innovation Project Suggestion System" to develop creative and independent human capital
- Improve the education system to support employees as they grow  
 Technical training (including e-learning), next generation leadership training, and manager training
- Leverage mid-career recruits and foreign nationals to ensure global diversity
- Achieved 4.7% of female managers by promoting female power (industry average 3.6%\*)

\*Average in "Manufacture of production machinery" from "Basic Survey on Wage Structure" by Ministry of Health, Labor and Welfare (released in May, 2022)

### Strategy 2 Strengthen Global Competitiveness

- Develop products that meet **regional needs**
- **Expand sales in Europe**
- Target the world's leading companies / Attract more local customers
- Enhance brand image – **showroom** opened

### Strategy 4 Develop New Business

- Launched palletizing robot in June, 2020  
 - Attract **new customers**, especially in the food industry  
 - Appeal small-footprint and easy-access