



Details by Segment

- Precision Machinery & Robot -


FY2023 (vs. FY2022)

Orders received 
-¥48.6 bil.

Decreased mainly due to decline in hydraulic equipment for Chinese construction machinery market and industrial robots


Revenue 
-¥24.7 bil.

Same as above


Business profit 
-¥10.6 bil.

Decrease due to revenue decrease and decline in operations


FY2024 forecast (vs. FY2023)

Orders received 
+¥26.7 bil.

Increase due to an increase in orders of hydraulic equipment and various robots for the construction machinery market

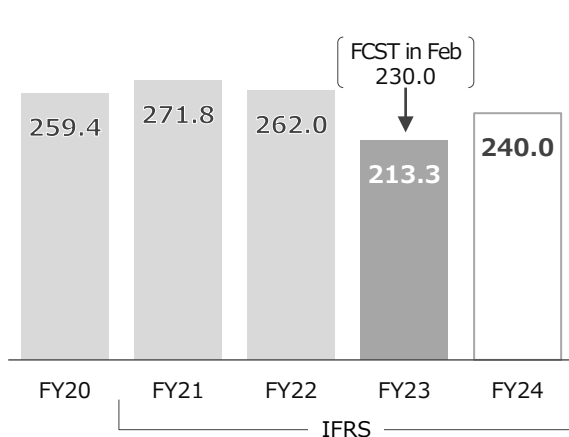
Revenue 
+¥2.1 bil.

Increase due to an increase in revenue of robots for semiconductors

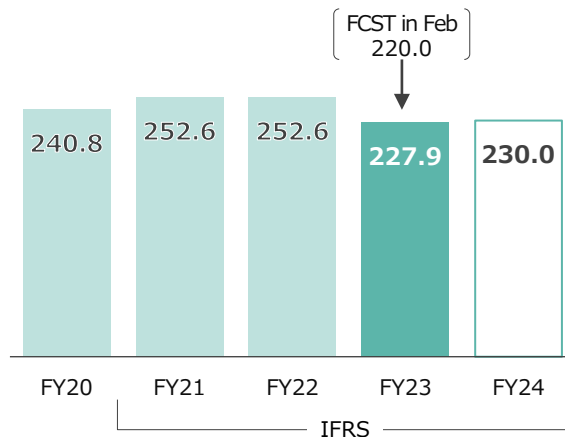
Business profit 
+¥8.9 bil.

Increase due to an increase in revenue and improved profitability

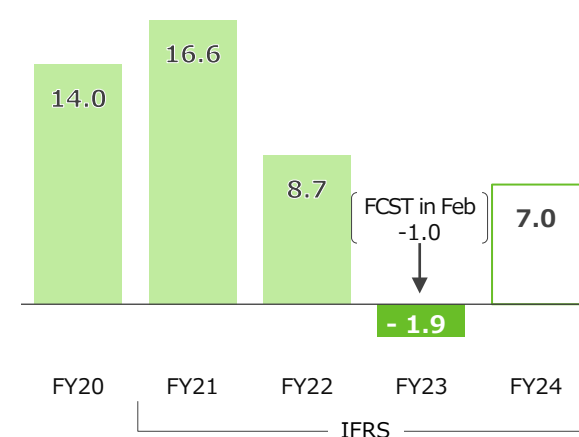
Orders received (billion yen)



Net Sales or Revenue (billion yen)



Operating Profit or Business Profit (billion yen)



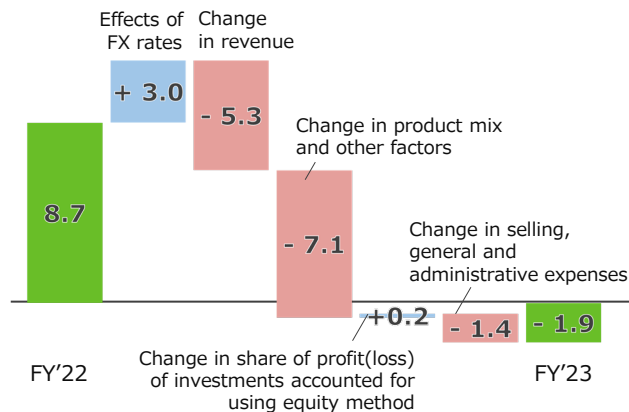
Details by Segment - Precision Machinery & Robot -

(Billion Yen)

	FY2022	FY2023				FY2024	
	Actual	FCST in Feb.	Actual	Chg. Vs. FY22	Chg. Vs. FCST	Forecast	Chg. Vs. FY23
Orders Received	262.0	230.0	213.3	- 48.6	- 16.7	240.0	+ 26.7
Hydraulic Components & Systems	154.6	140.0	136.1	- 18.5	- 3.9	150.0	+ 13.9
Robotics	107.4	90.0	77.2	- 30.1	- 12.8	90.0	+ 12.8
Revenue	252.6	220.0	227.9	- 24.7	+ 7.9	230.0	+ 2.1
Hydraulic Components & Systems	153.0	140.0	141.5	- 11.4	+ 1.5	140.0	- 1.5
Robotics	99.6	80.0	86.3	- 13.2	+ 6.3	90.0	+ 3.7
Business Profit (Loss)	8.7	- 1.0	- 1.9	- 10.7	- 0.9	7.0	+ 8.9
[Margin]	[3.5%]	[- 0.5%]	[- 0.9%]	[- 4.3pt]	[- 0.4pt]	[3.0%]	[+ 3.8pt]
Share of profit (loss) of investments accounted for using equity method	- 2.7	- 2.0	- 2.5	+ 0.2	- 0.5	- 2.0	+ 0.5

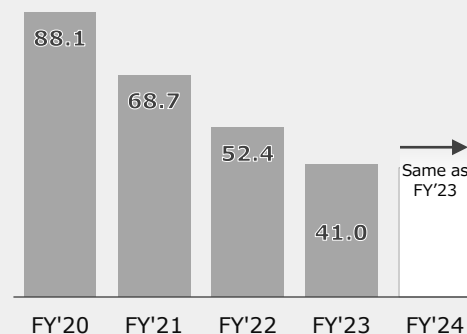
Details of change in Business Profit(Loss)

(billion yen)



Appendix

Revenue of hydraulic components to China (billion yen)



Revenue of robots by segment* (billion yen)

	FY'22	FY'23	FY'24 FCST
Automobile assembly and painting	34.5	38.9 (+4.4)	36.0 (-2.9)
Semiconductor	43.7	27.4 (-16.3)	35.0 (+7.6)
General robots for industrial use and others	32.4	28.6 (-3.8)	29.0 (+0.4)
Total	110.6	94.9 (-15.7)	100.0 (+5.1)

*Including intercompany revenue

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Market Overview

- Construction machinery
 - Weak demand in China due to prolonged real estate recession, etc
 - Demand outside China remains solid
 - Electrification will be promoted due to the environmental regulations
 - Automation and autonomy will be promoted due to a shortage of skilled workers

- Robots
 - General purpose robots

Demand for automation is potentially growing due to increasing labor costs and labor shortages, although inventory adjustment is protracted due to China's sluggish economy
 - Robots for semiconductors

Demand has temporarily declined due to the sluggish semiconductor market, but has recently bottomed out and is expected to recover from FY24
 - Supply chain risk

Electronic components shortage and logistics disruption are improving but the prices of electronic components and materials keep high

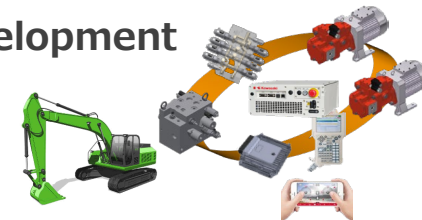
Specific Efforts



Measures for the development of hydraulic business

Development of new products and market for construction machinery

- Leveraging advanced control technology and development capabilities to develop markets for electrification and automation



New electric hydraulic system for construction machinery

Strengthening the after sales business

- Expanding after sales and building and expanding sales networks by leveraging past sales results

Strengthening hydrogen / MOD business

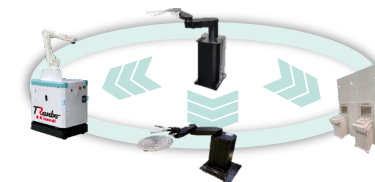
- Development of hydrogen compressors and fuel cell systems
- Expansion of MOD related products in us



Strategic Challenges in the Robotics

Concentrated investment in high value-added areas

- Development of supply system for full-scale recovery of semiconductor market
- Expansion of new fields (Vacuum process, Back-end process, EFEM, factory automation, etc.)



Expansion into new fields for semiconductors

Strengthening the medical robots business

- Spreading the "hinotori™" (with Medcaroid and Sysmex)
- Differentiation by remote control technology

Strengthening brand strength

- Accelerated collaboration with unicorn companies
- Promotion of commercialization in the social robots field