



B 2020 A 2021 (G 2022 2030)

K O

2020

F 2020

F 2020

Cash flows from operating activities ¥31.6 billion

Business profit margin 2.5%

After-tax ROIC<sup>1</sup> 2.8%

<sup>1</sup> ROIC = (Profit attributable to owners of parent + interest expense x (1 - effective tax rate)) ÷ invested capital (average NET interest-bearing debt at the beginning and at the end of the period ÷ shareholders' equity at the beginning of the period)

M 2020

A safe and secure remotely connected society

- E 2020
- Industrial robots
  - Disaster prevention products (stand-by gas turbines, doctor helicopters/disaster relief helicopters, off-road motorcycles/off-road four-wheelers)
  - Development of "Successor" robot system/humanoid robots
- N 2020
- The *hinotori*™ surgical robot system
  - Nursing care support service business
  - Addressing sn k6iOR.rgic(s)11.lchallleorZs.nic( tuh)15 (obughtuhe RZs.nic(molink)JJ-0.05 -1.167 Td(dplat)20 (orm JJ0

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C 2020

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2020

2020

2020 2021 2022 (E G 2022 2030)

- Energy and environmental solutions (value chain)
- Business and human rights
- Promotion of human resource activities
- Technology development and DX
- Product liability/safety
- Compliance
- Occupational safety and health
- Information security

