

Values and Aspirations

Unchanging goals that we want to achieve through corporate activities

Management Philosophy

Respect for the Individual

HDSI aspires to be a company where the rights of every individual employee are respected, and where individuals can pursue a meaningful, cultural, and worthwhile life.

We will make HDSI a company that believes in each employee's aspirations, supports independent activities, and creates an environment where employees can maximize their abilities through work, and where abilities and performance are rewarded.

A Meaningful Company

HDSI wants to be recognized as a meaningful, superior company which manifests creativity, has personality and distinctive characteristics, and whose management foundation is based on ceaseless research and development activities and a constant emphasis on quality—a company where the entire organization finds meaning in making utmost efforts.

Coexistence and Co-prosperity

HDSI is supported by many different parties including our employees, customers, shareholders, materials and parts suppliers, affiliated companies, and trading partners.

We make our best efforts to create attractive products, services, compensation, working environments, and trading relations to satisfy all these concerned parties.

Contribution to Society

HDSI broadly contributes to society and industry through our corporate activities as a good corporate citizen.

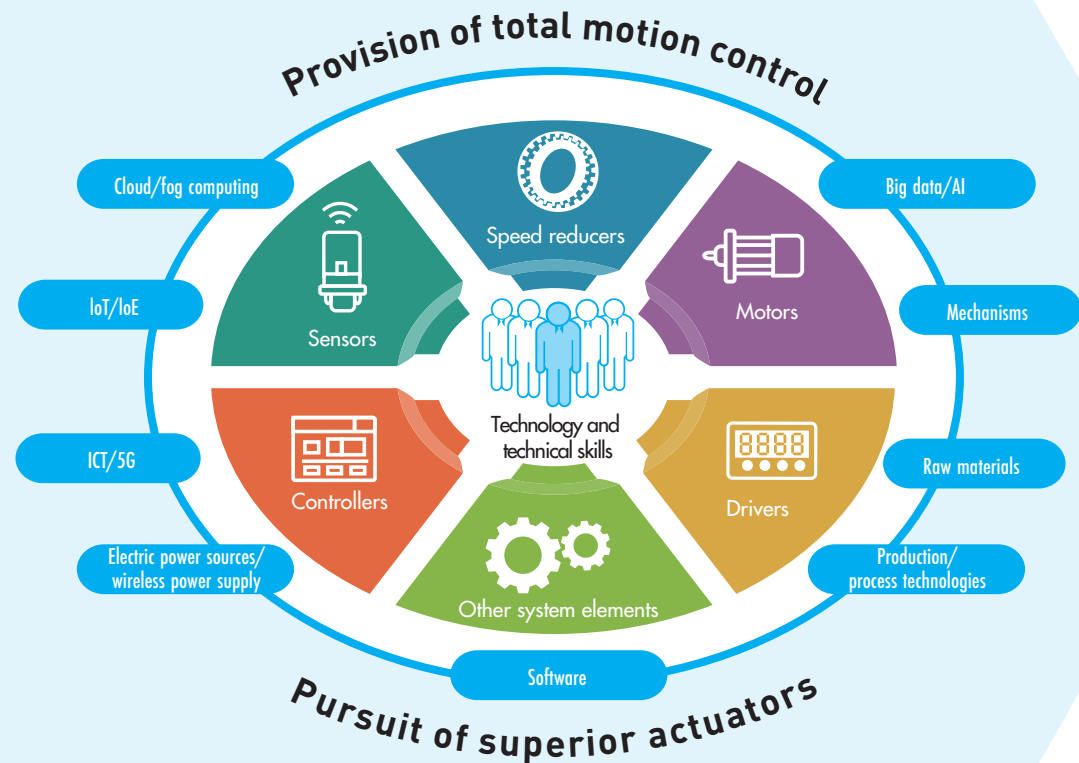
The products and services we provide directly and indirectly contribute to the betterment of society. We aspire to be a company that helps improve the environment and the quality of the communities where we are located.

The world of Motion Control Transformed by a Single Invention

The innovative idea and the unique principle of HarmonicDrive® are the brainchild of a brilliant American inventor, C. W. Musser. Making use of the deflection of metal, Musser's invention defied the conventional wisdom and instantly became the object of worldwide interest at the time as a revolutionary method of conveying motive power. Two companies stepped forward to take a chance at commercializing this concept. One was USM (United Shoe Machinery Corporation), an American company, and Hasegawa Gear Works, Ltd., the forerunner of Harmonic Drive Systems Inc. Subsequently, HarmonicDrive® was successfully commercialized for the first time in Japan. Currently, the technology fulfills the needs of various domains that require positioning accuracy. The management philosophy of Harmonic Drive Systems demonstrate our values and reflect various aspirations behind the realization of Total Motion Control.



Musser's wave-motion gearing mechanism was originally called "Strain-wave gearing" and was patented under that name. Subsequently in Japan, Harmonic Drive Systems Inc. succeeded in commercializing the technology. The technology today is generally referred to as a "wave-motion gearing mechanism," while the term HarmonicDrive® is a registered trademark that applies exclusively to the products manufactured by Harmonic Drive Systems Inc. This trademark is registered not only in Japan, but also Taiwan and South Korea.

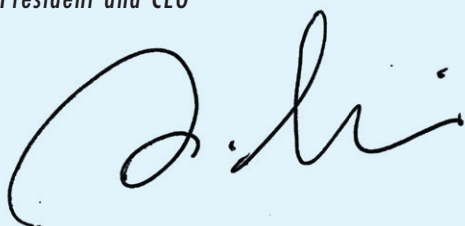


Message from the CEO

For the advancement of the Total Motion Control business, we need to break away from our monoculture and develop outside-the-box thinking.

To create new standards that define the next 50 years, we will continue to drive our effort to transform employees' mindset so that they can take on new challenges without hesitation.

President and CEO



President and CEO Akira Nagai



The connection between management philosophy, strength of our business model and our corporate culture

The management philosophy of Harmonic Drive Systems consists of four pillars: "Respect for the Individual," "A Meaningful Company," "Coexistence and Co-prosperity," and "Contribution to Society." Atsuo Tokoro, the first president, played a key role in establishing them. We don't really know what kind of aspirations our top management had when they developed these philosophies. However, today's growing awareness of SDGs (Sustainable Development Goals) shows these philosophies were truly outstanding and forward-looking.

HarmonicDrive®, a brand of strain wave gearing products, symbolizes guaranteed performance and quality

"Respect for the Individual," the most important management philosophy of all, means that HDSI aspires to be a company where the rights of every individual employee are respected and where individuals can pursue a meaningful, culturally rich, and purposeful life. We have a common payroll system for white-collar and blue-collar workers, and the concept is also applied to other internal systems and our business model. We set the retirement age at 60 as early as in the 1970s. It was raised to 65 in 2015 and 70 in 2019. Thus, employees' individuality is our top priority. At the same time, we expect them to fulfill their responsibilities as individuals and it's very important for them to understand their own roles and responsibilities.

Today, many companies aspire to be "A Meaningful Company." HarmonicDrive®, the product of the HDS Group, is capable of generating a high level of force with small motive power. It's also energy efficient and friendly to the global environment. Moreover, no industrial robots can function without it. We produce only these important components, and our corporate culture has been built around that. That means we are accustomed to ignoring other things. To put it in a

negative context, we are trapped in a monocultural environment. The HDS Group doesn't make general-purpose products. What we are good at is the customization of our original products to the individual needs of our customers. As a result of focusing on this business model, we became indispensable in society, or "A Meaningful Company."

We collaborate with our suppliers for casting and forging that are required to make our products because we are not capable of doing them internally. We know that these suppliers and intermediate processing companies are also proud of the fact that their products are used in industrial robots worldwide. Their work with this shared identity also leads to our pursuit of "Coexistence and Co-prosperity" and "Contribution to Society." I believe the HarmonicDrive® brand represents the guaranteed performance and quality of our products and the HDS Group's value and role. It is also a source our message emanates from.

We will continue to improve our business model to accomplish our mission

To achieve our mission, "To contribute to technological innovation in society through motion control technology," we need to keep improving our business model based on the management philosophy. In addition to high-precision speed reducers such as HarmonicDrive® and HarmonicPlanetary® which are our core products, we will continue to offer high-value-added products with clear advantages over competing products, including actuators made of motors, sensors, and other parts, as well as the drivers, controllers, and other system elements for drawing out their top performance.

Business environment outlook, opportunities and risks

In the HDS Group's investors' guide, a long-term sales trend of our products is presented along with those of machine tools, industrial robots, and semiconductor manufacturing equipment, the external factors that have led our sales growth. When you look at the graph, it appears as though we

have achieved growth. However, it's an afterthought, in a sense, because we don't manufacture machines and tools ourselves. Internally, I emphasize the position of the company to the employees; we are not creating innovation, but we do contribute to the people who create innovation.

Opportunities and risks in the industrial robot market where medium- to long-term growth is expected

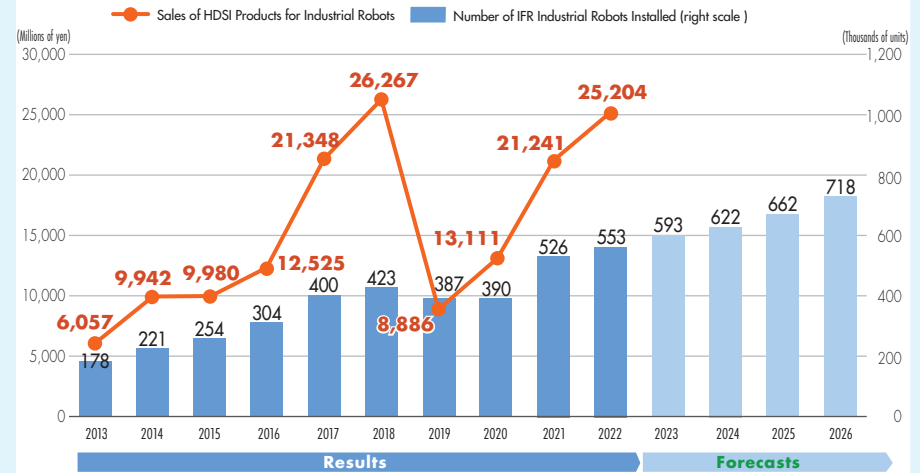
We can't just be passive, though. We need to foresee what kind of business domain will drive our growth in the future. HarmonicDrive® is small, light, and highly precise and yet can generate high levels of force. Because of this advantage, we see space industry and medical equipment as the new promising markets. In space, product durability is essential because the vacuum environment is unfavorable to lubrication. Thanks to the performance record of our products, we can expect to see the wider use and increased adoption of HarmonicDrive®. With respect to medical equipment, our products have already been adopted for surgical robots by a North American medical equipment company. This market is increasing with the recent participation of manufacturers from Japan and Europe. Our employees will keep focusing on fulfilling customers' needs every day while the management team is concentrating on making business forecasts to decide the company's future directions.

About half of our sales come from products used for industrial robots. According to the latest forecast from the IFR (The International Federation of Robotics), the number of industrial robots installed worldwide is expected to grow 7% annually on average from 2023 to 2026. China and small robots will continue to lead the growth, and demand for our HarmonicDrive® products is expected to outgrow the market average.

Within the robot market, we see humanoid robots (robots resembling the human body in shape) as a new domain. It seems almost certain that the demand for industrial robots will continue to increase with the ongoing shrinkage of global labor markets. The problem is how the speed and dexterous movements of humans can be exactly reproduced by robots. However, thanks to the evolution of AI-led autonomous driving technology, the solution is coming into sight. To make the movements of humanoid robots closer to humans, functionality of the body and the brain is the key. In terms of reproduction of human body movements, it is possible with today's robotic technologies. Seven-axis robots can reproduce the movements of human arms. However, to perform the dexterous movements of human hands, 1.5 ultra-small speed reducers are required per hand (five fingers). We have already provided our HarmonicDrive® products to be used for prototypes of humanoid robots. We see huge growth potential in this domain.

With regards to the Chinese market, how to compete with local robot manufacturers that are steadily gaining strength is an issue. Currently, among the top ten industrial robot manufacturers in China in terms of market share, six or seven are Japanese or European. Local manufacturers don't seem to have broken their dominance yet. However, we can't deny the possibility it will become like a machine tool market (there are only three or four Japanese manufacturers in the top ten companies) in the near future. To deliver our HarmonicDrive® products to leading Chinese robot manufacturers, preservation of high added value as well as reduction of the cost is required.

Sales of HDSI Products for Industrial Robots and Number of IFR Industrial Robots Installed



Source: Created by HDSI based on IFR World Robotics 2023

Our experience gained from many failures supports the performance, quality standard, and future of our customers

The HDS Group has been doing business centered around HarmonicDrive® for more than 50 years. Our products have wider applications and our mass-production system is better than those of our competitors. We don't believe apparatuses or machines equipped with HarmonicDrive® can outperform the inherent capacity of HarmonicDrive®. Although we've been doing business in this field for a long time and enjoying a commanding market share, we are always aware of the potential danger posed by competitors that are capable of gathering strength in a short period of time.

As the basic patent of HarmonicDrive® has already expired, our competitors can use the technology to guarantee the basic performance of their products. Moreover, by making additional efforts such as aggressive pricing, they may get a chance to steal business from us. The difference between us and the competitors is that HarmonicDrive® is the result of our learning from failures over the past 50 years. And this experience is reflected in our efforts to make better products such as making the product more compact and improving the design, materials, and production. That's why we are confident that the performance and quality of our products is guaranteed for many years to come. It is supported by our customers' words we hear from time to time that the lifespan of HarmonicDrive® is longer than that of their equipment.

Break away from the monoculture and challenge change

The HDS Group is focusing on the business of manufacturing HarmonicDrive® products and customizing them for each customer. We have no intention to change this business model. With HarmonicDrive® at the core, we will develop compatible motors and drivers to drive the diversification of our product lineup for the provision of Total Motion Control. This is the mission given to the top management.

We have gained knowledge of electronic technology as well as mechanical technology to deal with new customer needs

It would be ideal if we can keep growing just by manufacturing HarmonicDrive®. However, the business environment surrounding us has been changing rapidly in the past few years. Until recently, most orders could be handled with mechanical technology and we could simply concentrate on making defect-free speed reducers for our customers. Today, we are required to use electronic technology in addition to mechanical technology to meet the needs of customers who are using speed reducers consistently for their services and facilities. We don't dismiss the possibility of M&A as a way to deal with the new technology but we will stick to our core domain and stay away from new technologies we don't understand very well.

Transformation of mindset – taking on new challenges through outside-the-box thinking – is required to break away from the monoculture

We recognize the importance of sticking to our core domain, but at the same time, the prevalence of certain monocultural practices is a problem for the Group. I think, if we can take care of only HarmonicDrive® properly, it may be enough for us to survive. The problem is the lack of strong will in the company to change the monoculture. The reality is, it is difficult to expect an immediate transformation because our workers are so accustomed to making HarmonicDrive® products faithfully to the specified sizes and selling them.

Our customers will drive our changes. When we were listed on the stock market in March 1998, we adopted the corporate slogan, "Seeking harmony with the future." Our society and our customers have been evolving by designing new innovations for the future; we, too, have been evolving toward the future along with them. Just as Darwin said, "It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the



one that is able best to adapt and adjust to the changing environment in which it finds itself." The reason why we could have survived for 50 years with our monoculture is that we have been responding seriously to the changing business environment and customers' needs. While we are sticking to our peculiar monoculture, our development and product domains are expanding, with an increasing number of engineers who are well versed in both electric and electronic technologies. This is something we can be proud of.

To break away from what we might call a Harmonic syndrome, or excessive reliance on HarmonicDrive®, we are searching for new technologies that can potentially replace our existing technology in the future through partnership with SRI, a research institute in the U.S. Abacus® speed reducer, a theoretically high-efficiency technology, is one of the breakthrough technologies that may be incorporated to complement our product lineup.

Results and challenges of the Medium-term Management Plan, toward the next 50 years

The current medium-term management plan covers a period from April 1, 2021 to March 31, 2024. On April 1, 2024, a new medium-term management plan will be in force. A review of the current medium-term management plan reveals that the biggest achievement in these three years was the expansion of production capacity, although we may have to face difficulties in the final year, including a disappointing operating margin. From 2017 to 2018, monthly production capacity of the company (non-consolidated) was only around 50,000 to 60,000 units. Ultimately, it was increased to 100,000 units per month, but we put many of our customers to much inconvenience due to delays in delivery. Based on lessons learned, we incorporated forward-looking measures into the previous medium-term management plan; we decided to construct the new Ariake Plant to increase our monthly production capacity to 200,000 units, including the output from the Hotaka Plant.

Management policy on the production system; more speed is required to tackle the next issues

Management policy on our production system has also changed. Until recently, we focused on profit and stable profitability. As a result, when order volume decreased and temporary workers' workload was reduced, we tried to cut costs by not extending their contracts. However, this does not allow us to respond to an increase in order volume because temporary workers cannot be hired in such a case. So, we have changed the way we see things and set a different policy. Since we train temporary workers as well as employees to make them valuable resources for us, we will think twice before letting them go in a downturn. Due to this policy change, the decline in our profitability looks relatively large. However, we are determined to continue the policy because it is vital to the survival of the company. In parallel with keeping the necessary number of workers in the production area, we are aggressively driving automation and labor-saving efforts.

The next issue to address in the new medium-term management plan that will be put into force on April 1, 2024 is how to operate the enhanced production system in the Hotaka Plant and the Ariake Plant in full capacity. To achieve this, we need to receive more orders. For this purpose, we will expand our business domain to supply our products other than industrial robots, strengthen the vertical integration of each product group, and introduce a full lineup of mechatronics products, that is Total Motion Control.

Add mindset transformation of speed and change to customer-oriented quality standards

As a manufacturer, we aim to improve on Quality (Q), Costs (C), Delivery (D), Service (S), and additionally, Speed (S). The business of the HDSI Group is neither BtoC nor BtoB. We call it BtoE. That is, our target customers who ultimately decide the specification for product customization are engineers (E) in the customers' organizations. For our product development, understanding what kind of product they need and what kind of movement they want to reproduce is most important. As a result, more than 99% of our products are customized products. On the other hand, we knew we had a problem with the speed required to respond to the requests from the customers' engineers in a timely fashion.

To address this, we introduced an emergency response (ER) approach as practiced in medical services. That is, if we receive a request from a customer, the relevant department needs to suspend any ongoing work and hold a team meeting to discuss the matter, even if it's only 15 minutes. It's similar to an emergency room where doctors make a prompt diagnosis when a patient is brought in. I believe our employees' awareness of speed will increase, if gradually, through this kind of effort.

As a clear effect of the ER approach, the company's direction has always matched the customer-oriented approach. The definition of our quality standards is not simply to satisfy the requirement for product sizes and functions in full, but also to satisfy all our customers' expectations. Timing of delivery is one of them. Responding to the customer's request if a customer asks us to deliver products by tomorrow also leads to satisfying customer expectations.

Whether we can break away from our monoculture and how we transform ourselves will lead to "create new standards that define the next 50 years (2021 should be regarded as the ground zero, rather than the 51st anniversary) through outside-the-box thinking," described as one of the basic policies of the medium-term management plan, the key phrase of which is "Toward the Next 50 Years: Moving to a Solid Growth Stage."

Sustainability activities and stakeholder engagement efforts

We established the Sustainable Committee in April 2023, but my personal view is that the degree of our employees' commitment to sustainability is still low. In fact, we introduced a management program compliant with ISO 14001 in 1998. Based on this, we have set departmental goals for not only business issues, regular operations, and challenges, but also compliance issues and human resource development, and created a system where specific measures to achieve the goals, by whom, by when, etc., are determined. Thus, an internal system is almost ready but it is also important to have external reviews of effectiveness. I think it offers a good opportunity to strengthen our sustainability efforts.

Governance: Discussion in the Board of Directors on whether effective measures are chosen to carry out the management plan is also important

Related to sustainability, "Establishment of a management foundation that adapts to the times" is one of the material issues. In this respect, governance is particularly important, because it is not only about the supervision function of the Board of Directors but also about discussing whether effective measures are chosen to carry out the management plan. For our way of thinking and execution process, outside directors' objectivity and the skills supported by their expertise play an important role in providing awareness-raising advice to us. They also attend monthly Executive Officer meetings and give appropriate advice on operational matters.

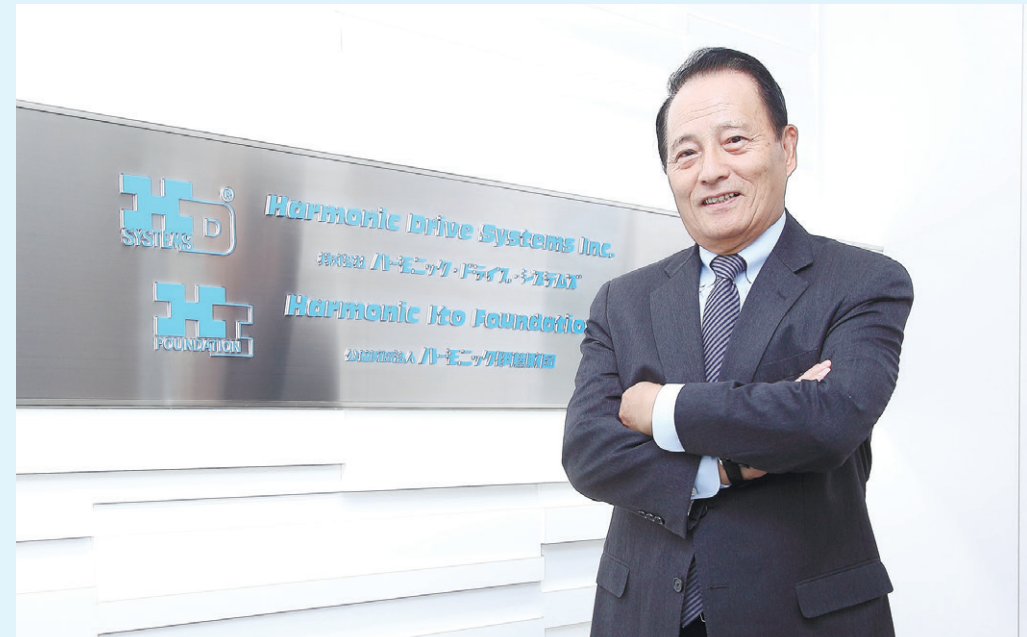
Responsibility of top management for engagement with stakeholders

Engagement with our stakeholders is important for the enhancement of corporate value on a medium- to long-term basis. In this regard, my responsibility is to accurately explain the current status and future outlook of the HDS Group for our stakeholders' understanding. Therefore, my communication capability is very important.

Within our stakeholders, we regularly engage with the customers through daily operations because most of our products need to be customized for them. With the employees, it is relatively

easy to engage because we share the common objective of making good products. However, I want to change, as my initiative, their culture of "the company rules and nothing more." With respect to our suppliers, a group has been formed by 38 Tier 1 companies, called the HDS Kyoryokukai (HDS Cooperative Association) and we keep in close contact with them through workshops and get-together events to share management issues. A proper understanding of the HDS Group by our shareholders and investors is essential. At the same time, we always strive to be aware of external views of us. We don't have a corporate culture that we deal with the market simply for the sake of the share price, but we stay vigilant so that our market value doesn't go below their original investment. With regards to the recruitment candidates who may become our stakeholders in the future, our employees provide an accurate pictures of the HDS Group, including our business and products, to technical colleges and high schools as visiting lectures.

In conclusion, we will continue to take on various new challenges for the advancement of the Total Motion Control business and manage our business to meet the expectation of our stakeholders.



Materiality to Achieve Aspirations

Based on our management philosophy, we aim to bring a sustainable society into reality and grow our business by achieving our mission of "To contribute to technological innovation in society through motion control technology."

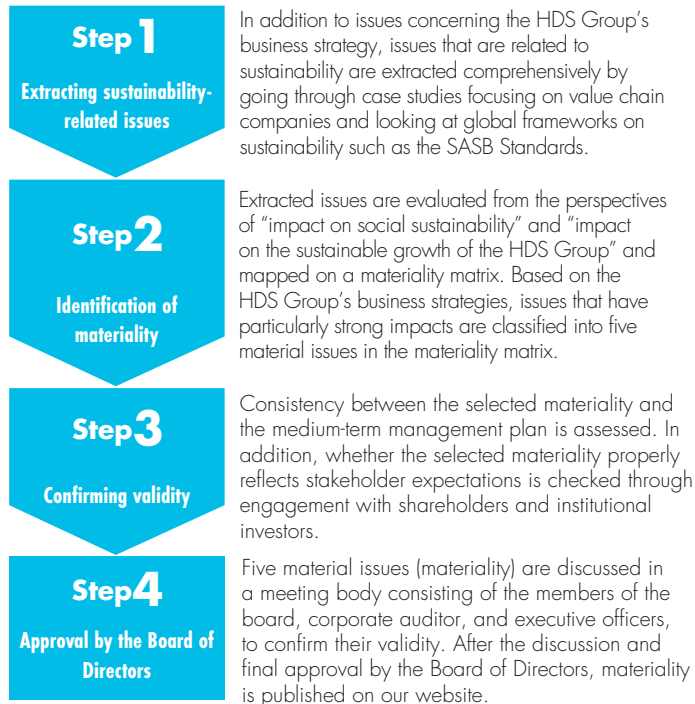
In modern society where things are changing rapidly and all kinds of social issues have been brought to the fore, it is becoming increasingly more critical to build a sustainable management foundation that can flexibly respond to short-, medium-, and long-term opportunities and risks in the future and to contribute to the solution of social issues. To achieve this, we need to identify our priorities to be addressed for the sustainable growth of the HDS Group. As part of this effort, we have identified material issues (materiality) for our business. It is important to incorporate them into

our business strategy and work on it with a medium- to long-term view.

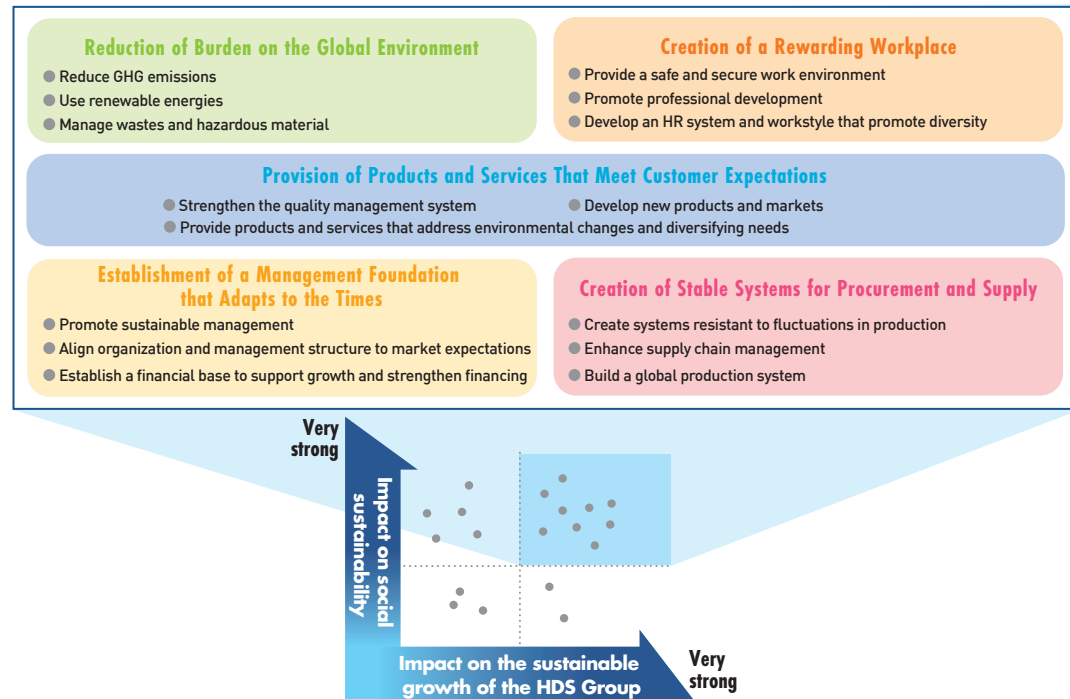
In identifying materiality, we focused on ensuring consistency with SDGs as well as management philosophy and business strategies. For evaluation, we look at it from the perspective of social sustainability and sustainable growth of the HDS Group.

Furthermore, in preparation for the formulation of the new medium-term management plan that will be in force from FY2024, we are reviewing current materiality, developing specific measures to deal with materiality, and setting KPIs (key performance indicators) through repeated discussions in the Sustainable Committee that was established in April 2023.

Process of extraction and identification of materiality



Materiality Matrix






















Among the five material issues, "Reduction of burden on the global environment" has a big impact on social sustainability. Similarly, "Creation of a rewarding workplace," "Provision of products and services that meet customer expectations," "Creation of stable systems for procurement and supply," and "Establishment of a management base that adapts to the times" have a strong impact on the sustainable growth of the HDS Group.

For "Reduction of burden on the global environment," the HDS Group will make efforts to work together with the purchasers of our products to reduce GHG emissions (through the use of renewable energies and other ways). We will also address the issue by controlling water usage, reducing wastes, and developing recyclable products. HarmonicDrive® is an environmentally friendly product. Thanks to its strong point of "small and light," devices equipped with it can be miniaturized. As a result, energy efficiency is improved in their usage and the environmental burden they create throughout their product life cycle from extraction of resource to disposal can be reduced. We will

continue to improve its performance and quality. "Creation of a rewarding workplace" is strongly related to "Respect for the individual," the most important of our management philosophy. We will strengthen our human capital by providing a safe and secure work environment, encouraging capacity development, and developing an HR system and workstyle that promote diversity. With respect to "Provision of products and services that meet customer expectations" and "Creation of stable systems for procurement and supply," we will strive to further improve our Total Motion Control business to meet diversified customer needs for performance, quality, and other aspects of our products. Concerning the enhancement of our supply chain, we need to build a strong system, including improvement in the accuracy of our forecasts to deal with the large fluctuation of demand of the HDS Group's business. In respect of "Establishment of a management base that adapts to the times," we need to strengthen the sustainability of our management system in addition to financial support to address the material issues.

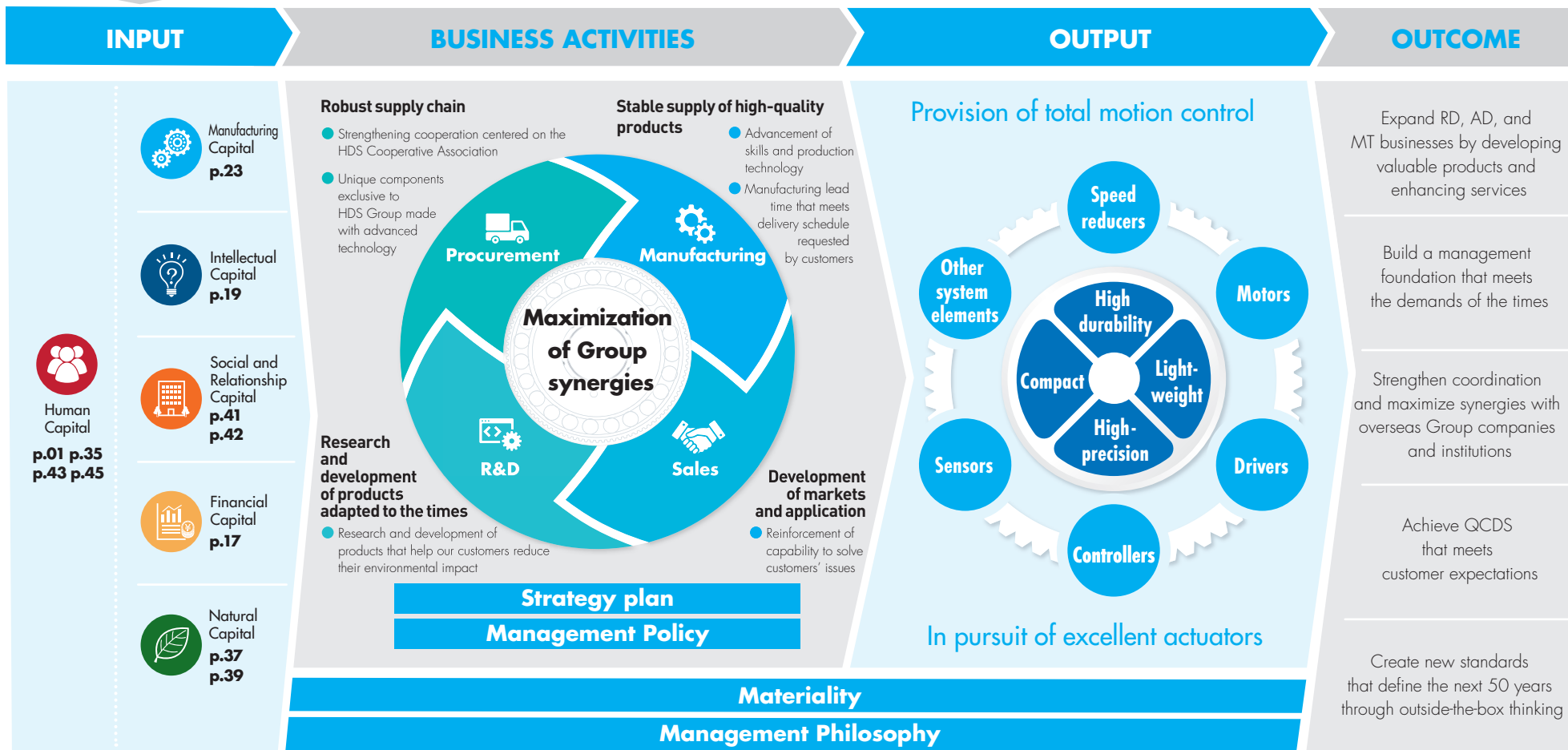
Materiality of the HDS Group

Materiality	Key Measures	Relevant SDGs	Refer to:
 Creation of a Rewarding Workplace	<ul style="list-style-type: none"> ● Provide a safe and secure work environment ● Promote professional development ● Develop an HR system and workstyle that promote diversity 	    	p.43, p.45
 Provision of Products and Services That Meet Customer Expectations	<ul style="list-style-type: none"> ● Strengthen the quality management system ● Provide products and services that address environmental changes and diversifying needs ● Develop new products and markets 	  	p.15, p.19, p.21 p.23, p.25, p.26 p.41
 Creation of Stable Systems for Procurement and Supply	<ul style="list-style-type: none"> ● Create systems resistant to fluctuations in production ● Enhance supply chain management ● Build a global production system 	 	p.42, p.66
 Reduction of Burden on the Global Environment	<ul style="list-style-type: none"> ● Reduce GHG emissions ● Use renewable energies ● Manage wastes and hazardous material 	  	p.37, p.39
 Establishment of a Management Foundation that Adapts to the Times	<ul style="list-style-type: none"> ● Promote sustainable management ● Align organization and management structure to market expectations ● Establish a financial base to support growth and strengthen financing 		p.17, p.49, p.52

Value Creation Process

Mission To contribute to technological innovation in society through motion control technology

External environment/
Risks and opportunities



From Input to Outcome in Our Value Creation Process

In order for the HDS Group to achieve sustainable growth, it is important for us to accurately identify the surrounding social issues and business environment, recognize risks and opportunities, and produce outcomes that lead to increased corporate value. These outcomes will be created from our inputs that are our strengths and through our unique business activities based on our management philosophy. This process will enable us to achieve our mission.

External environment/Risks and opportunities

- Reduction of global environmental burden and realization of a decarbonized, recycling-oriented society
- Decrease in workforce and skilled workers
- Increased interest in sustainability
- Establishment of supply chain

Global environmental issues such as decarbonization and resource recycling are global social issues, and our Group's suppliers are increasingly paying attention to these issues, including requests for information disclosure. Delays in addressing these issues may lead to a decrease in business opportunities for the HDS Group. On the other hand, the decline in the working population and the number of skilled workers will lead to an increase in demand from robot manufacturers and others, who are our customers, and the Group will also need to strengthen its production system and establish a sustainable supply chain.

INPUT

Management foundation to refine strong business activities and expected effects from inputs



[Human Capital]

Number of employees (consolidated): 1,324 (including 574 overseas)

→ Appropriate evaluation of each individual and work environment based on the management philosophy, "Respect for the Individual"



[Manufacturing Capital]

Ratio of property, plant and equipment to total assets: 31.7%, capital investment: ¥9.2 billion

→ 6 domestic and 3 overseas production bases, and a build-to-order system that creates competitiveness



[Intellectual Capital]

R&D expenditure: ¥3.2 billion, 137 R&D personnel

→ Quality standards that meet customer expectations and realization of total motion control



[Social and Relationship Capital]

HDS Cooperative Association: 38 companies, 28 global sites in 12 countries

→ Supply chain structure that supports competitiveness and an enhanced global presence



[Financial Capital]

Total assets: ¥154.3 billion, net assets: ¥103.9 billion

→ High financial stability, growth investments, including use of interest-bearing liabilities



[Natural Capital]

Energy input: 47,595 MWh, water usage (withdrawals): 31 ML (megaliter)

→ Promotion of environmentally friendly business activities

OUTCOME

Management capital and time-conscious initiatives that lead to outcomes and value creation

Expand RD, AD, and MT businesses by developing valuable products and enhancing services

To expand business by strengthening competitiveness, it is essential to develop products that cannot be imitated in precision speed reducers. In mechatronics, it is necessary to develop products that enable customers to bring their vision to life and that competitors would want to imitate. We believe that these two approaches will lead to the expansion of financial, manufacturing, intellectual, and social and relationship capital.

Build a management foundation that meets the demands of the times

To promote sustainable management, it is necessary to develop human resources capable of leading business expansion, establish personnel systems and work styles that enhance diversity, and shift away from a homogeneous corporate culture. In addition, we believe that execution of IT enhancement strategy, establishment of a financial base to support growth, and strengthening fundraising capabilities are vital as they will lead to the enhancement of financial, human, and intellectual capital.

Strengthen coordination and maximize synergies with overseas Group companies and institutions

To pursue value by regional optimization and global optimization, we need to utilize management resources at each site, promote proactive coordination with overseas research institutions, and establish a global production system. We believe that fulfilling this will lead to the growth of manufacturing, human, intellectual, and social and relationship capital.

Achieve QCDS that meets customer expectations

QCDS stands for quality (Q), cost (C), delivery schedule (D) and service (S). We aim to achieve QCDS through zero non-conformances and zero complaints (Q), improved productivity (C), commitment to delivery schedule requested by customers (D), and accelerating the speed of activities (S). We believe that this approach will result in enhanced manufacturing, human, and social and relationship capital.

Create new standards that define the next 50 years through outside-the-box thinking

In this approach, which will be conducted over a long period of time, our business activities will directly result in outcomes. Proactive challenges leveraging the strengths of the Group's products—compactness, light-weight, and high precision—are important to boost the value of the Group. This requires fostering a culture that is sensitive to changes in society and accepts variant perspectives. We believe that this approach will lead to the expansion of human, intellectual, and natural capital.

Mission

To contribute to technological innovation in society through motion control technology