## **Segment Highlights**

### **Business Overview**

### **Products**

# MOTION CONTROL

- AC servo & controller business
- Drives business

AC servos are incorporated in production equipment for electronic parts, semiconductor products, etc., that require high precision.

AC drives are used in social infrastructure, such as HVAC, escalators and elevators, and contribute to energy-saving.



AC servo Σ-7series and machine controller MP3300



AC drive GA700

### **ROBOTICS**

- Arc and spot welding robots
- Painting robots
- Handling robots
- Clean/vacuum transfer robots for semiconductor and LCDmanufacturing equipment

The segment supplies vertical articulated robots as key products to contribute to the automation of welding, painting, assembly, transfer, etc., at production sites of automobile-related markets and various other fields.



Bobot controller

YRC1000

Arc-welding robot MOTOMAN-AR1730

SYSTEM ENGINEERING

- Steel plant business
- Social system business
- Environment & Energy business
- Industrial electronics business

The segment mainly targets the market of various large-scale plant facilities, such as steel plants and water treatment plants, as well as large-scale cranes for which stable operation is essential.

It also offers electric products for largescale wind turbines, solar generation and marine application in environment & energy business.



Medium-voltage AC drive FSDrive-MV1000



Converter panel for marine application (A1000/D1000)





Generator and converter for large-scale wind turbines

### **OTHER**

- IT-related services
- Other

The segment covers information-related businesses and businesses such as logistics services, etc.

CDMA 1X packet communications adapter MMLink-1X





Laser beam machine LIBWE

Japan

29%

#### FY2016 Ratio of Net Sales Net Sales\* Operating Income (Loss)\* in Japan and Overseas\* Operating income (100 Million yen) • Operating income ratio (100 Million yen) 2,000 -250 -- 15.0 1,720 - 12 0 200 -1,500 -1,881 1,875 1.623 - 9.0 150 -1,000 -1,443 100 -- 6.0 71% 500 -50 -- 3.0 32 164 217 224 0 2014 2015 2016 (FY) 2012 2013 2014 2015 2016 (FY) 2012 2013 Operating income (100 Million yen) Operating income ratio 1,399 (%) (100 Million yen) 1,500 -160 -- 12.0 1,200 -140 -- 10.0 1,359 120 -1,225 -8.0 900 100 -1,102 80 -- 6.0 Overseas 600 -60 -- 4.0 **77**% 40 -300 -- 2.0 20 -83 105 0 2012 2013 2014 2015 2016 (FY) 2012 2013 2014 2015 2016 (FY) 593 Operating income (loss) (100 Million yen) Operating income ratio (100 Million yen) (%) 500 25 - 6.0 - 5.0 400 -20 -4.0 - 4.0 431 15 -409 40% -30300 10 – 353 - 2.0 5 -200 -- 1.0 0 0.0 100 -- -1.0 -5 --1.0 - -2.0 -1.9 -10 2012 2013 2014 2015 2016 (FY) 2012 2013 2014 2015 2016 (FY) Operating income (100 Million yen) Operating income ratio (100 Million yen) (%) 500 -15 -- 6.0 12 400 -Overseas 9 - 4.0 34% 300 -6 -235 - 2.0 351 3 -

0

-3

-6 -

2012

200 -

100 -185

2012

2013

2014

266

2015

2016 (FY)

12

2013 2014

0.0

-2.0

-3.1 - -4.0

2016 (FY)

2015

**66**%

st · Revisions were made to the division of businesses segments starting FY2017. The PV inverter business, which was previously included in Motion Control, is included in System Engineering. Value and profit ratios of each segment for FY2016 reflect this change. The change is not applied to values and profit ratios for the period up until FY2015. Starting FY2013, reportable segments changed to the following 3 segments: Motion Control, Robotics, and System Engineering. There have also been partial changes in the division of businesses within these segments. Value and profit ratios of each segment for FY2012 are based on figures before the change was implemented.