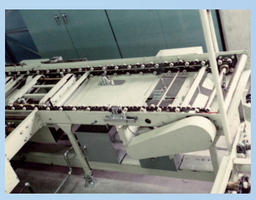
## Value Creation Milestones

| | 1940~ | 1950~ | 1980~ | 2000~ |
|---|---|---|---|---|
| **Market Changes** | Transportation streamlining | Automation | Globalization | DX + Environmental Contribution |
| **Changes in Production Thinking** | | Low-mix, high-volume production<br>Line production | High-mix, low-volume production<br>Cell production | Multiproduct variable quantity production (mass customization)<br>Line production + Cell production |
| **Hirata Solutions** | • Manufacture and sale of conveyors<br>• Pursuit of conveyance streamlining | • Production lines that realize aim to "enhance people to double their capabilities" *<br>• Development of robot products | | • Development/establishment of ACS concept<br>• Strengthening of responses overseas<br>• Supply of production equipment incorporating digital technologies<br>• Utilization of IoT and development/sale of products with reduced environmental impact |

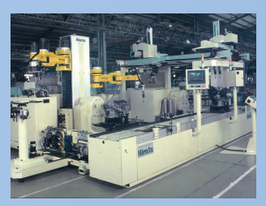
* Hirata's coined phrase that expresses the idea of making the best use of people by having them do jobs with higher added value, instead of "labor saving" that reduces the number of people by automating equipment.

**Net sales**
(Billions of yen)

Handcart

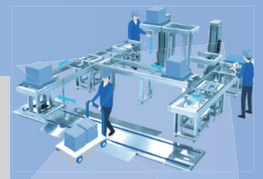

Free Flow Conveyor

*MACHINE-BASE* Cartesian coordinate robot

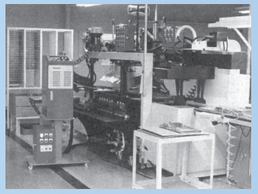

ACS concept model exhibited at Chicago robot exhibition

Automotive-related equipment
• Engine assembly lines

*HIRATA BLUE MOTOR*
DC motor


ECO electric series

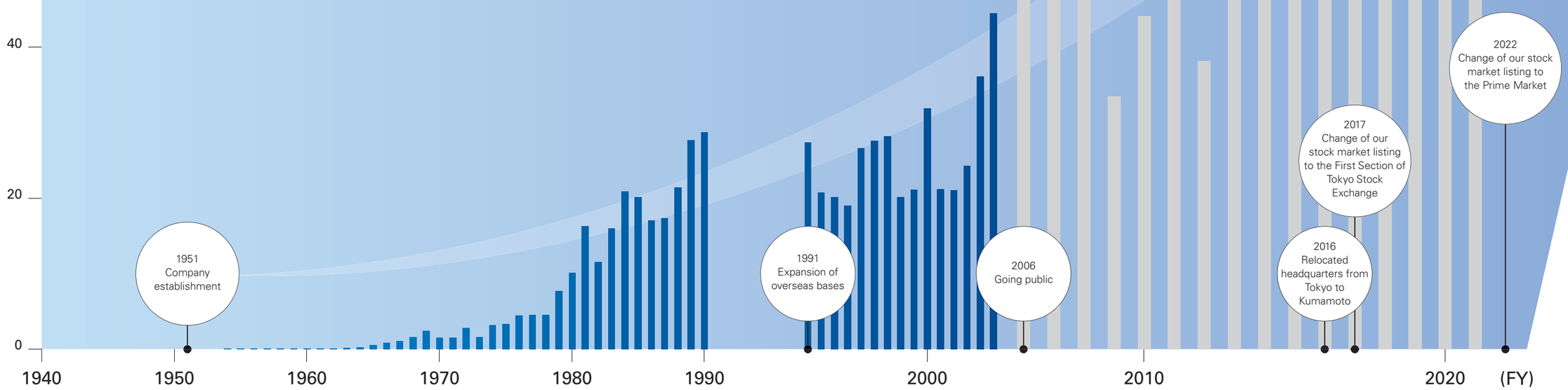
Cart


Television assembly line

*ARM-BASE* SCARA* robot
* Selective Compliance Assembly Robot Arm
(Horizontally articulated robot)

Cathode-ray tube (CRT) production line

Semiconductor-related equipment
• Load ports
• Wafer transfer robots
• EFEM

Real-time operating status monitoring

**Realization of smart factories**