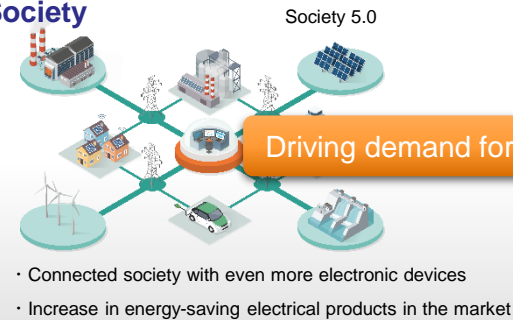
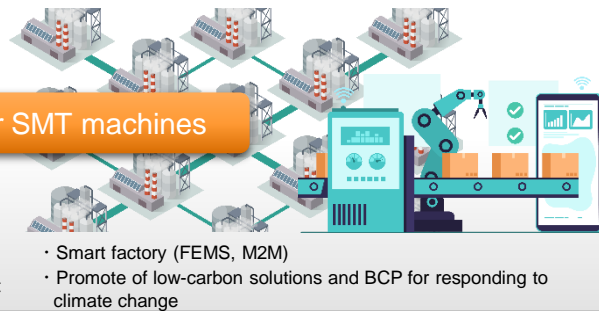


Society in the future under the 2 degrees Celsius scenario

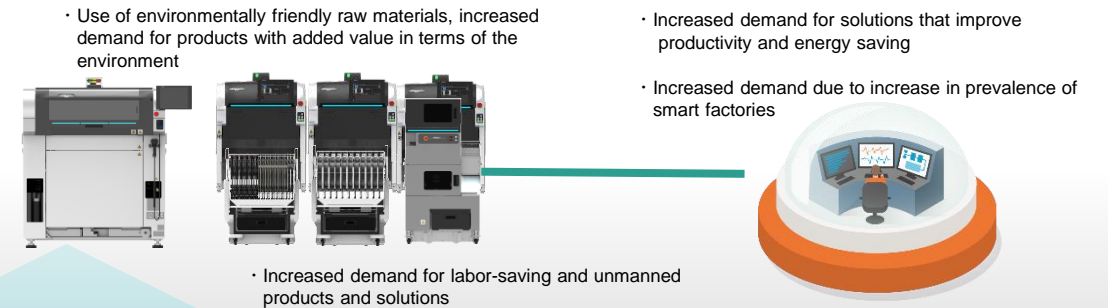
Society



Factories of the world



SMT market

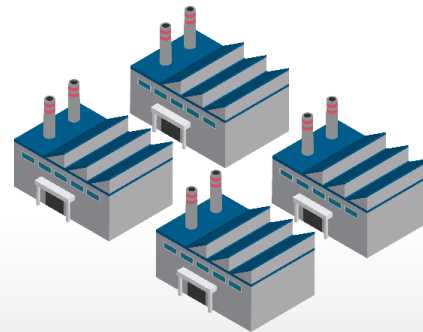


Provide equipment and solutions

Fuji production sites



- Although not as great as the risks of a 4 degrees Celsius scenario, there are greater physical risks due to climate change



- Increased need for diversification in procurement to mitigate the risks of disasters



- Renewable energy use



- Promote electrification of logistics

Government

- Promote energy saving and renewable energy to achieve CO₂ reduction targets and implement policies to promote a low-carbon society
- Increase in fuel and material procurement costs due to the introduction of a carbon tax

Investors

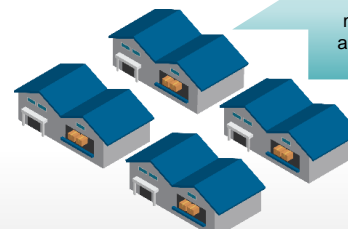
- Environmentally friendly projects to be a requirement for investment

Supplier



Raw material supply

- Demand for environmentally friendly raw materials in the manufacturing industry is increasing, leading to price hikes and supply difficulties

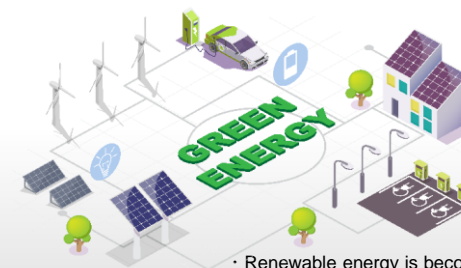


Raw material and parts supply

- Greater shift to renewable materials from exhaustible resources; higher procurement costs
- Shift to EV trucks

Power supply

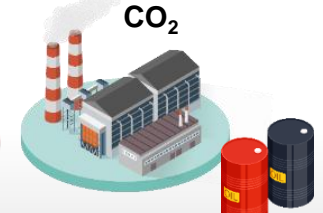
Increase in renewable energy (solar, wind, hydro, etc.)



- Renewable energy is becoming more widespread, electricity prices are rising, and power generation using fossil fuels is declining



Hydroelectric power generation

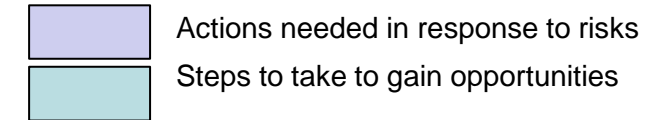


Fossil fuel use

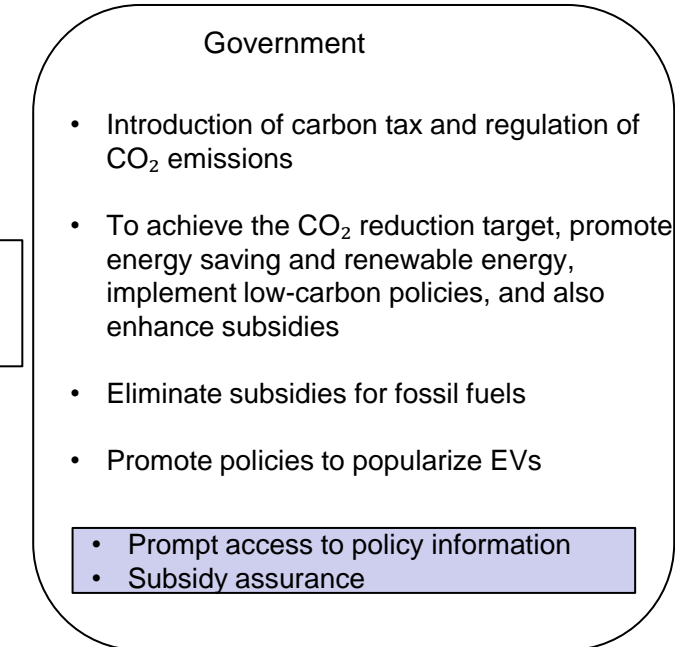
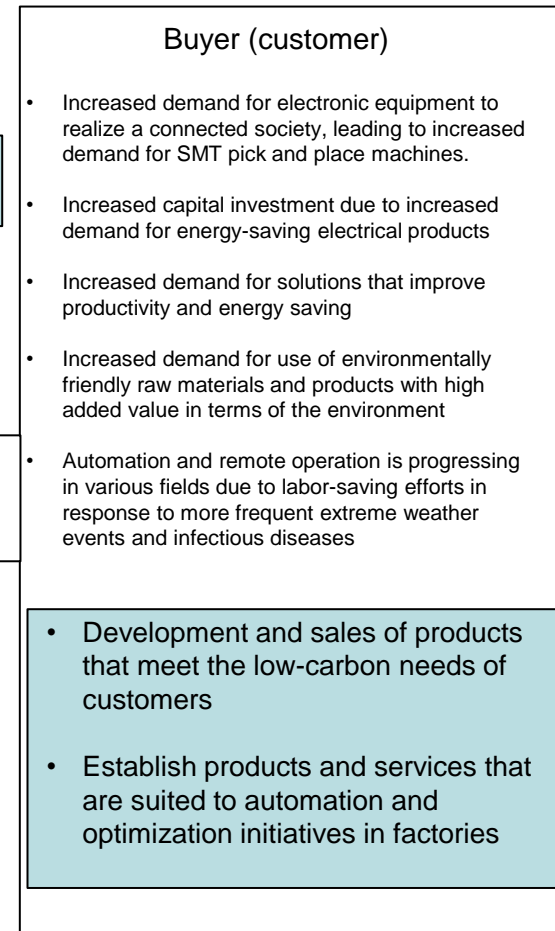
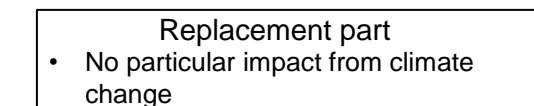
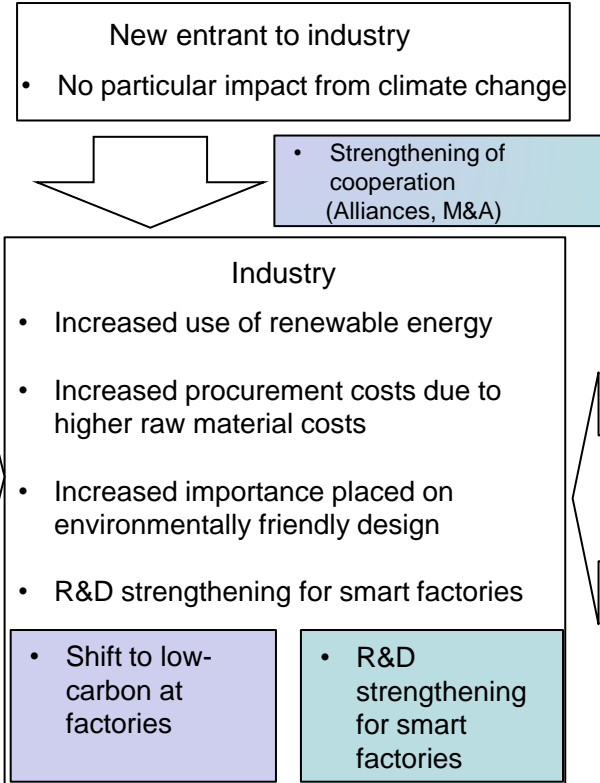
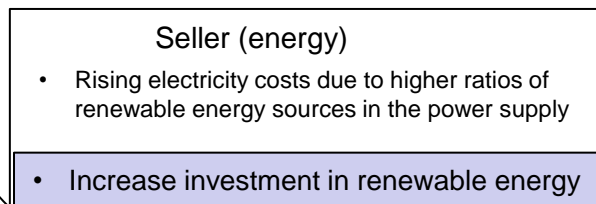
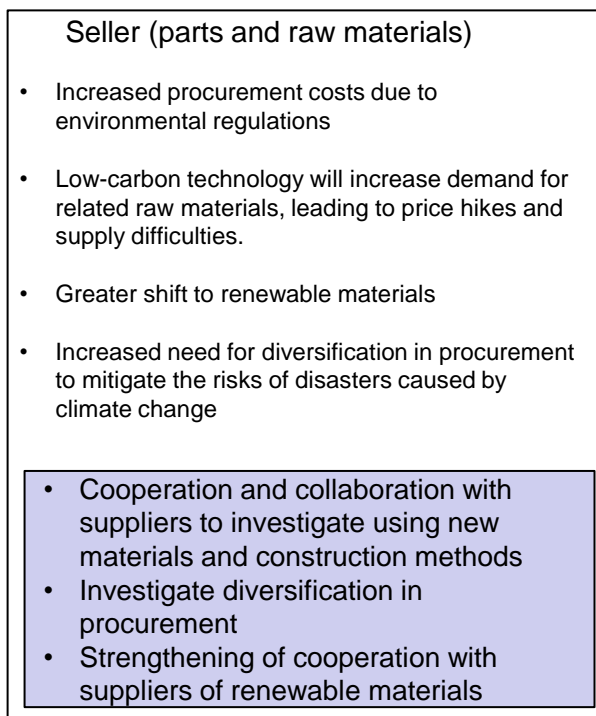
Five forces analysis of 2 degrees Celsius scenario

Growing demand for electronic equipment, factory automation equipment, EVs, and semiconductors in a world that also demands energy saving and low carbon emissions

The world of the 2030s under a 2 degrees Celsius increase



SMT pick and place machine related industries



Society in the future under the 4 degrees Celsius scenario

Society



Driving demand for SMT machines

Factories of the world

- Strengthen BCP (business continuity plan) for response to disasters



SMT market



- Increased demand for labor-saving and unmanned products and solutions



- Increased demand for equipment that can be operated remotely for factories and facilities



Provide equipment and solutions

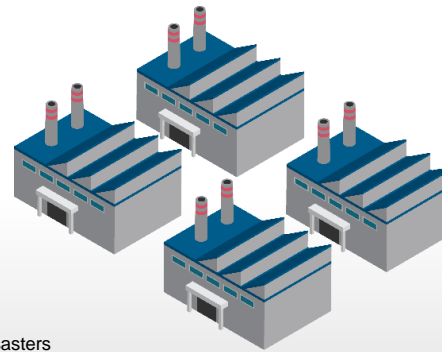
Fuji production sites



- Increase in expenses related to the BCP and increases in the cost of responding to increases in infectious diseases



- Greater physical risks due to more severe disasters



- Investigate labor saving and automation as a response to increases in infectious diseases
- Distributed production based on the BCP
- Increases in costs due to increased energy consumption for air conditioning

Government

- No carbon tax
- No support for the introduction of renewable energy

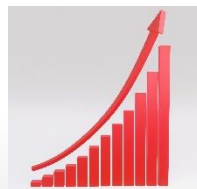
Investors

- Same investment stance as before

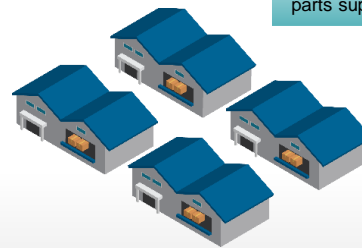
Supplier



- Increase in expenses related to the BCP and increases in the cost of responding to increases in infectious diseases



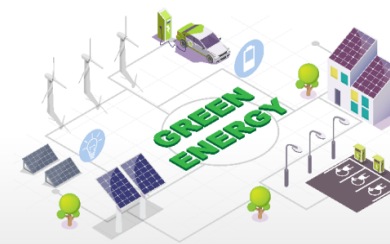
Raw material supply



- Greater need for diversification in procurement and funds for responding to intensifying disasters

Raw material and parts supply

Power supply



Continued dependence on fossil fuels

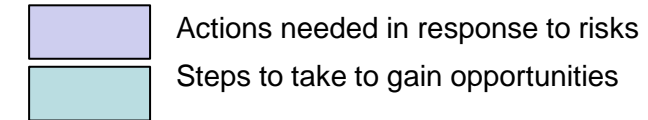


- Fossil fuel power generation will continue without any expansion of renewable energy

Five forces analysis of 4 degrees Celsius scenario

Physical risks increase as the trend toward low-carbon solutions weakens and warming continues

The world of the 2030s under a 4 degrees Celsius increase



SMT pick and place machine related industries

Seller (parts and raw materials)

- No environmental regulations are being introduced, and there is no significant change in the cost of procuring raw materials
- The shift toward renewable materials is not progressing
- Physical risks emerge for some factories and resource suppliers

- Establish a risk-resistant procurement system
- Implement BCP measures that include the supply chain

Seller (energy)

- No change in electricity prices due to no progress in switching to renewable energy
- Optimization of conventional electricity supplies and investment in renewable energy

New entrant to industry

- No particular impact from climate change

Industry

- Implementation of conventional renewable energy and energy saving measures
- Increased risk of downtime at production lines and disruptions to logistics due to severe disasters
- Increased expenses for BCP measures

- Establish a flexible production system that can respond to demand

Replacement part

- No particular impact from climate change

Buyer (customer)

- Increased demand for electronic equipment to realize a connected society, leading to increased demand for SMT pick and place machines
- As a measure under the BCP, the decentralization of production sites is progressing, and demand for SMT pick and place machines is increasing
- Need for renewal due to damage to factories caused during a disaster
- Automation and remote operation is progressing in various fields due to labor-saving efforts in response to more frequent extreme weather events and infectious diseases

- Establish products and services that are suited to automation and optimization initiatives in factories

Government

- The trend toward low-carbon solutions is weakening, and carbon taxes and other regulations are not progressing
- No support is provided for renewable energy
- No support is provided for the introduction of green products such as EVs, relying on the market instead

- Prompt access to policy information

Investors

- Same investment stance as before