

September 26, 2025

SATO CORPORATION

Business briefing (New printers):
CL4/6-SXR Series industrial printers

SATO Corporation
Securities Code: 6287.T

Sales strategy

Hayato Shindo
Vice President
Group Operating Officer



Technology strategy

Satoshi Sakurada
Executive Officer
Executive General Manager
of Mechatronics



Sales strategy

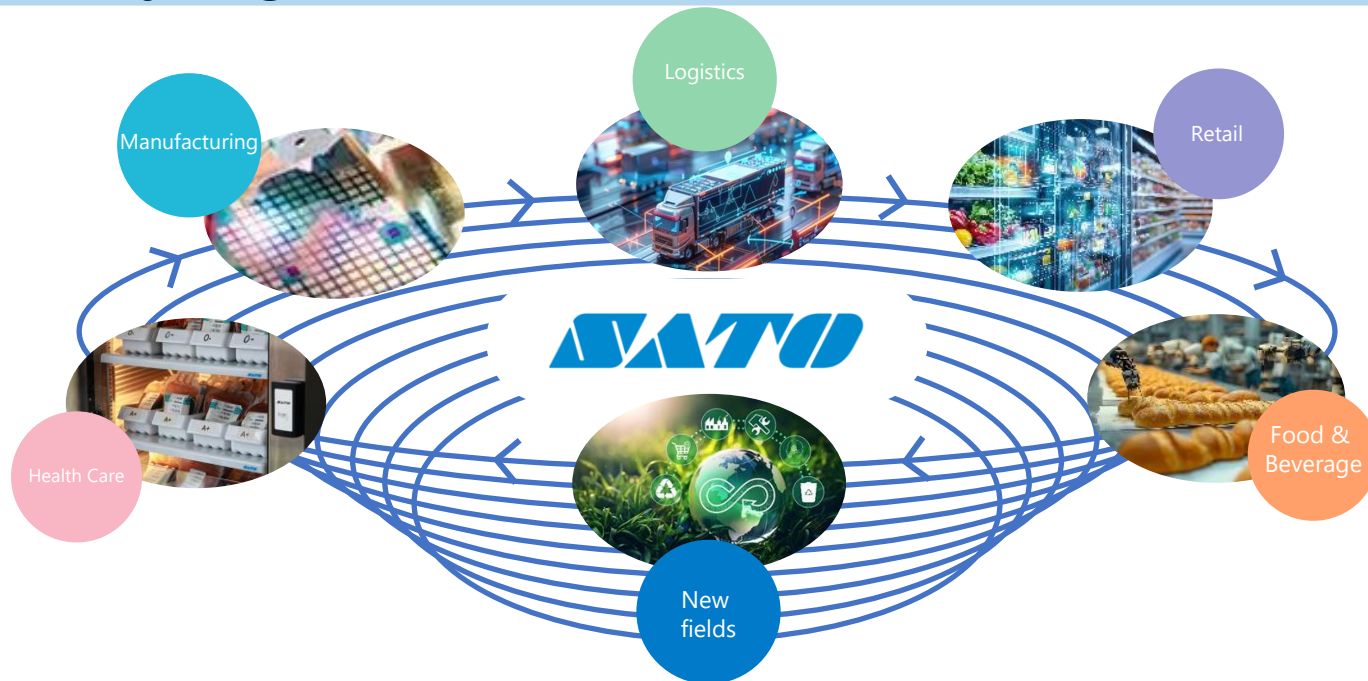
Technology strategy

- **We will drive profitability and sustainable growth with new products by:**
 - Flexibly addressing customers' operational challenges to satisfy demand for existing application while seeking to cocreate new applications with partners/customers.
 - Achieving global sales of approx. 300,000 units from FY25 through FY30.
- **With our printers' technological advantages and newly standardized platform, we will drive down cost and enhance profitability. Specifically, we will:**
 - Support diverse customer needs with a broad range of functions and differentiated performance, ensuring stable operations.
 - Reduce total costs, optimize development resources and rightsize inventory through an optimized printer lineup.

Give every 'thing' its own ID so it connects with the world



**Pursue Perfect and Unique Tagging to realize a future
where everything has its own ID and connects with the world seamlessly**



Coordinate strategic actions across business divisions to generate profit and achieve sustainable growth

Policy

Promote ROIC-based management
Realize Perfect and Unique Tagging (PUT)

New MTMP (FY24-28): Key strategies

- **Lay foundation for Perfect and Unique Tagging** (as a new revenue base)
 - Enhance/innovate tagging technologies (RFID, automation, etc.)
 - Pursue M&A, capital alliance and partnerships, as appropriate

- **Boost core businesses**

Restore profitability in Japan

1. Capture demand in focal markets
2. Adjust pricing in a timely fashion
3. Strengthen value chain management
4. Launch new printers
5. Drive shift to sales performance measurement system focused on profit



Drive sustainable & efficient growth overseas

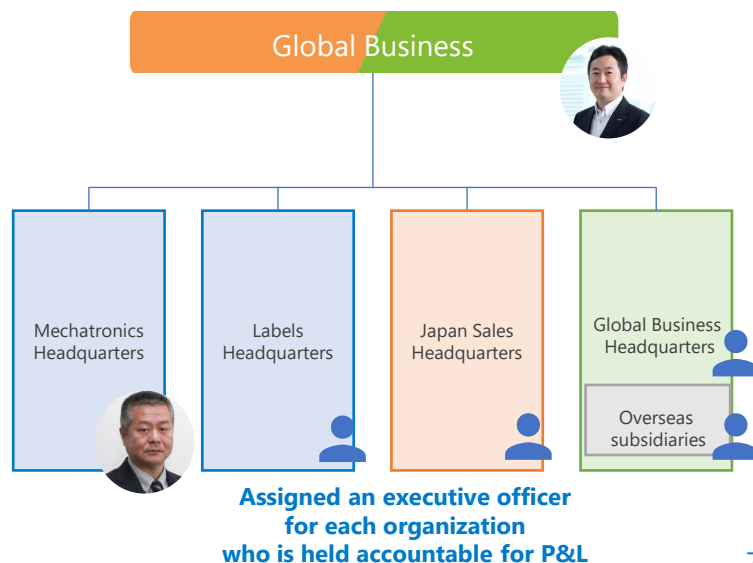
<Base business>

- Efficiently create solutions and drive their adoption across market/industry

<Primary Labels business>

- Stabilize sales and profits

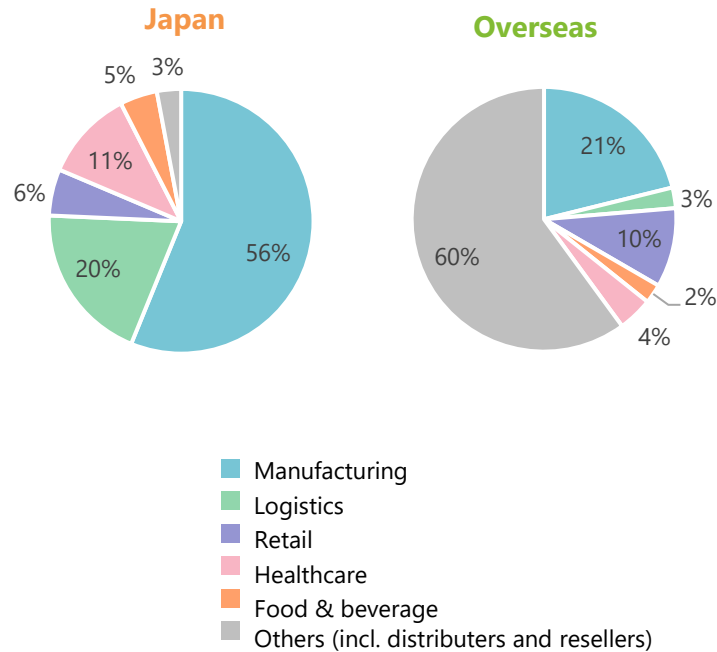
Organization



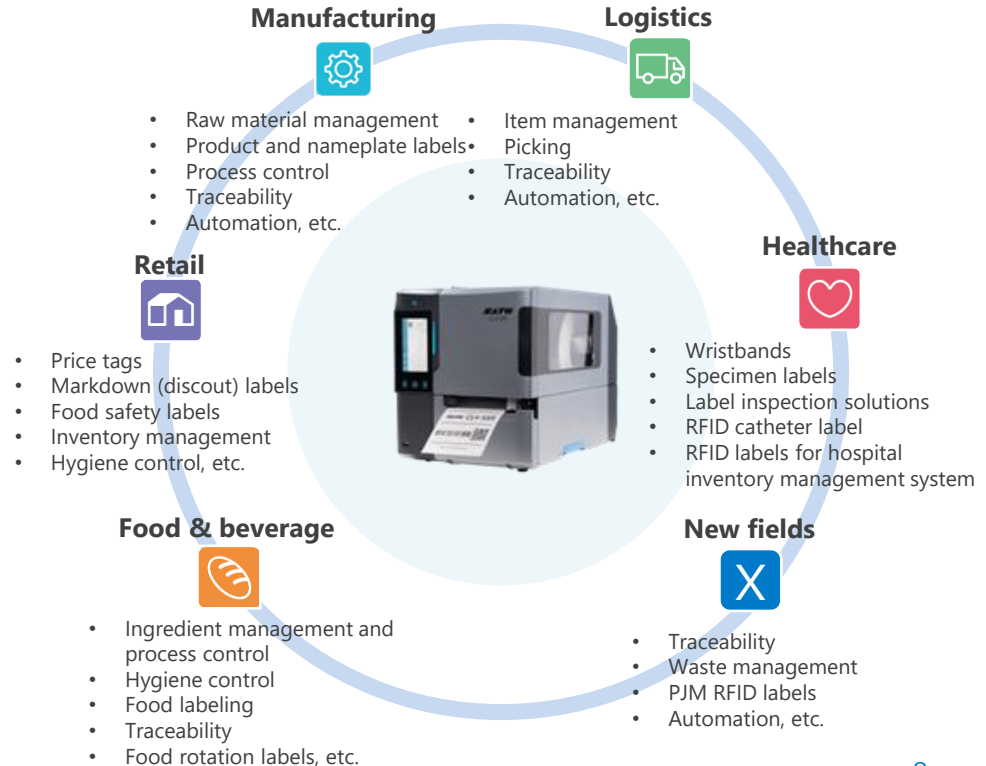
Industrial printers — Sales by vertical and their applications

With the increased flexibility to address on-site challenges afforded by the new printers, we aim to capture demand for existing applications while cocreating new ones with customers/partners.

Sales by vertical (FY24 results)

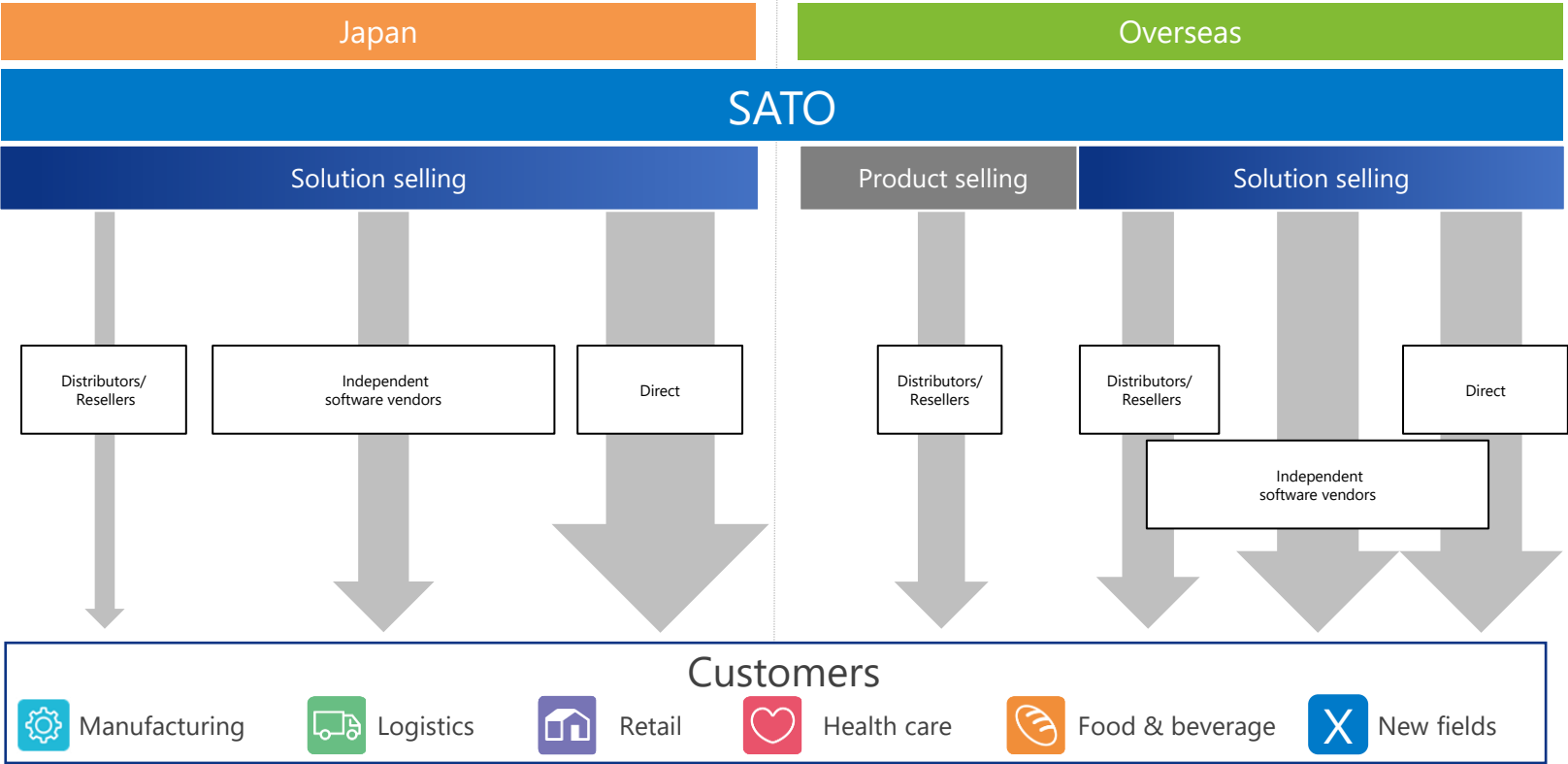


Examples of applications and solutions



Sales frameworks and channels

We use both direct and indirect sales to expand our sales and profits:
Through direct sales, we capture new and existing demand; through indirect sales, we enhance our market presence.



We manage potential risks while working to drive sustainable growth.

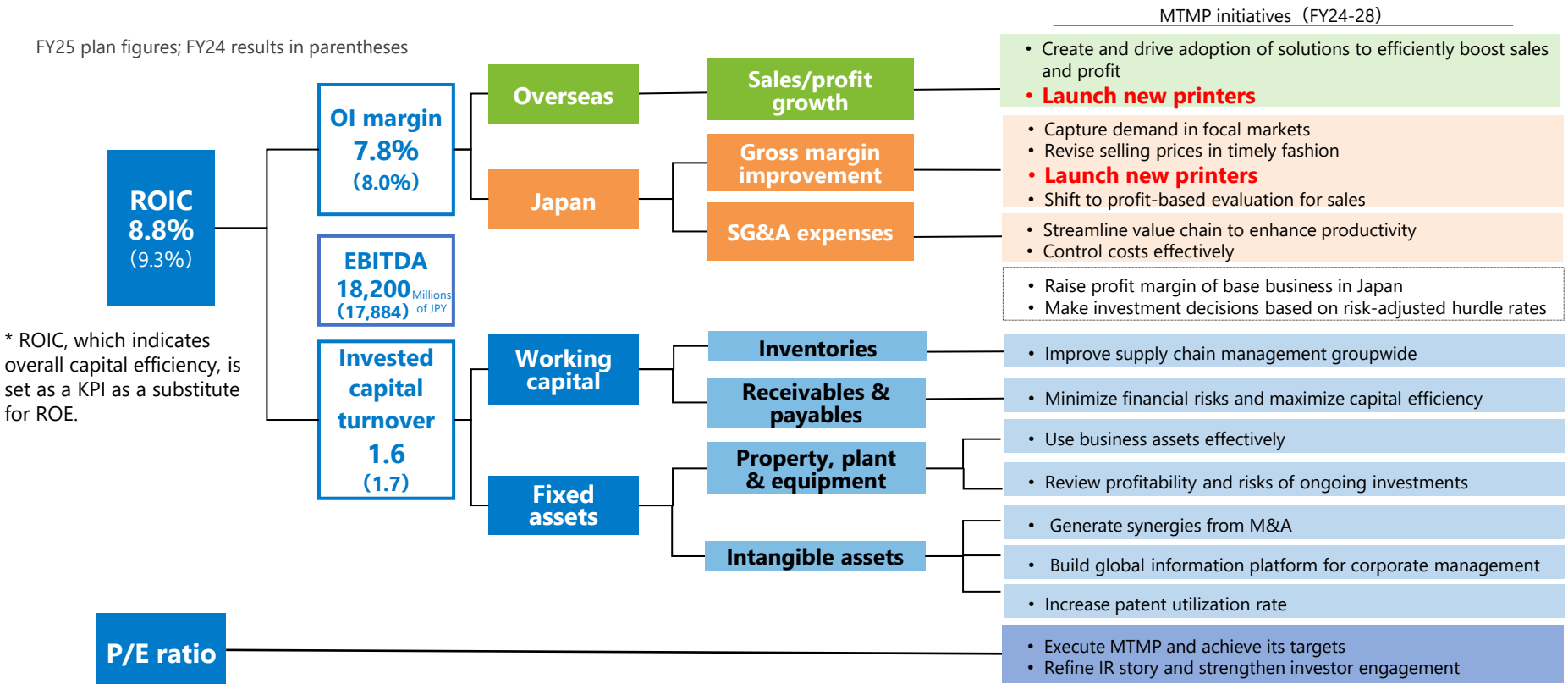
Key business risks

- Regulatory changes in global markets
- Rising raw materials and logistics costs from supply chain disruptions
- Heightened environmental awareness and requirements
- Cybersecurity threats, including data breaches via network connections

Mitigation strategies

- Diversify locations of sales subsidiaries and manufacturing
- Timely and appropriate price adjustments
- Promote 3Rs (Reduce, Reuse, Recycle) to optimize resource use
- Enhance product security through a dedicated security department

New printers will help us enhance profitability of overseas and Japan businesses.



Target: Approx. 300,000 units globally (FY25-30)

Evolution of SATO industrial printer series



SG4R**
SG4R-e**
CL4**

Enhanced basic performance: Jan 2009-Mar 2016

Media feeding
Processing speed
Communication interfaces, etc.



CL4/6-NX
Apr 2014-Jun 2021

CL4/6-NX Plus
Jan 2020-Present

Expanded online services and maintenance functions:

SATO Online Services (SOS)
Multiple emulation languages
Five-year warranty option
Tool-free maintenance
Global model, etc.



CL4/6-SXR
Jan 2026-present

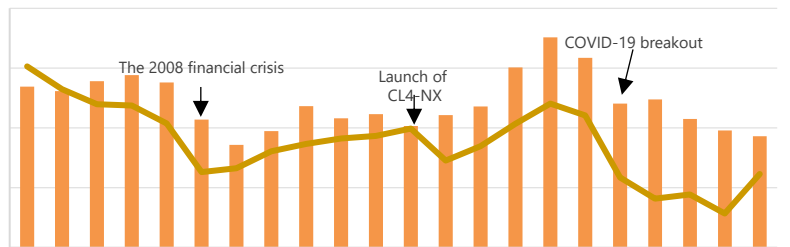
Empowering future workplace

Scalability to adapt to diverse operational needs
High durability and performance
Environmental compliance
Predictive maintenance features, etc.

Industrial printer sales and operating margins

■ Bars: Sales volume
■ Line: Operating margin

Japan

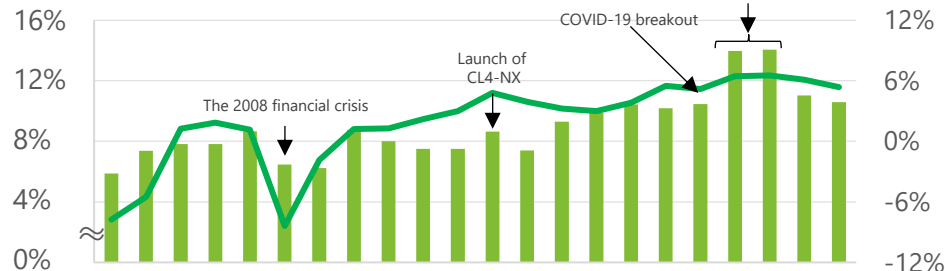


FY04 FY06 FY08 FY10 FY12 FY14 FY16 FY18 FY20 FY22 FY24



■ Bars: Sales volume
■ Line: Operating margin

Overseas



FY04 FY06 FY08 FY10 FY12 FY14 FY16 FY18 FY20 FY22 FY24

* Operating margins of overseas business are those of our sales subsidiaries.

Sales strategy

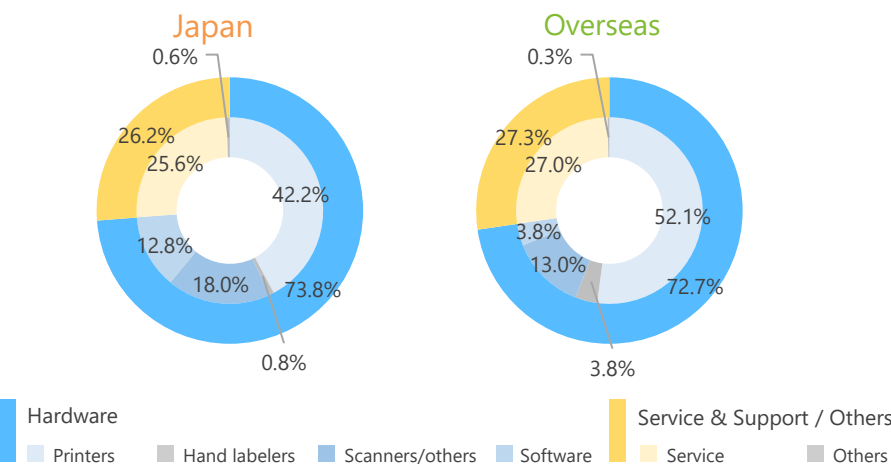
Technology strategy

Maximize profitability by overseeing all main functions for mechatronics products: product planning, R&D, manufacturing and product promotion

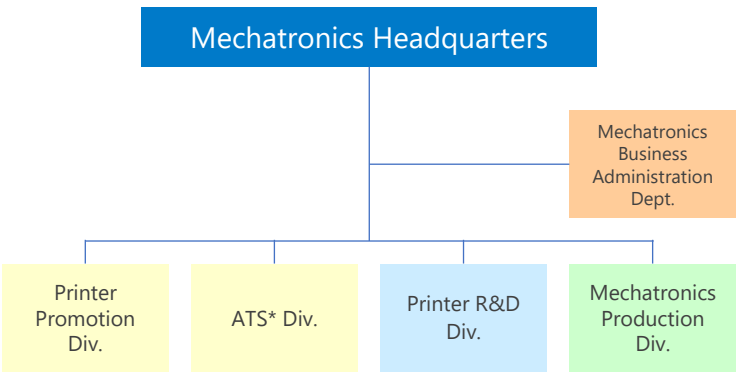
Policy

Leverage market coverage and knowledge of customer needs (gained via access to voice of customers) to inform product planning, research and development, production and promotion.
Help achieve ROIC targets by optimizing cost and improving profitability.

Sales breakdown by product (FY24 results)

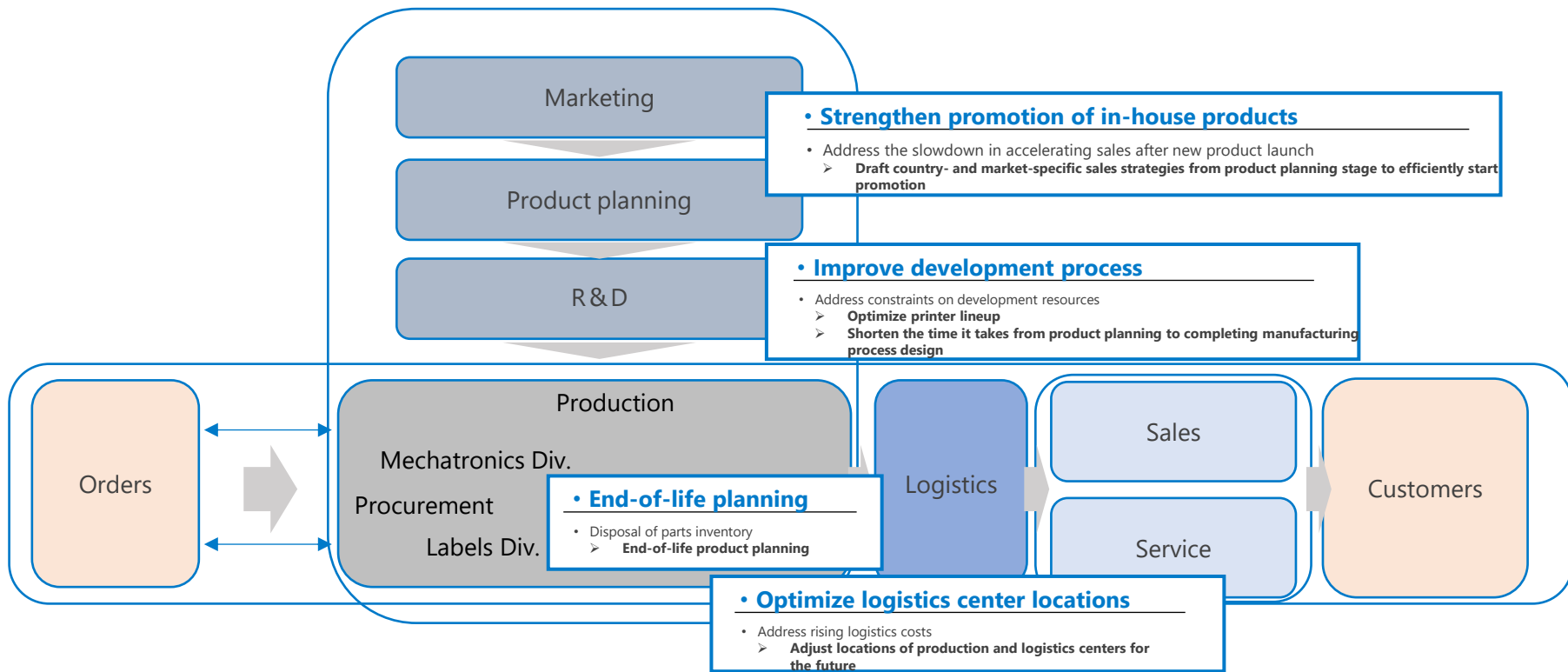


Organization



*ATS: Auto Tagging Solutions

Address challenges in R&D, production and sales to generate profit



Support diversifying operational needs with:

Scalability

New functions delivered by firmware updates

- Automatic updates via cloud services

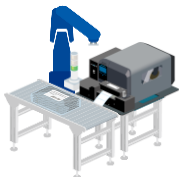
Enhanced labeling operations enabled by applications

- Use of applications optimal for each site



Compatibility with external devices

- Labor saving through integration with robots
- Print inspection/verification options tailored to needs



User interface

Large, highly-visible touch screen

- Intuitive operation
- Print preview to prevent errors and waste



Equipped with a speaker (new feature)

- Voice guidance for improved productivity

“ラベルハッコウがカンリョウシマシタ！” (Japanese)
“Label printing is complete!” (English)

(Voice guidance examples)



**Designed for user-friendly operation
across diverse needs**

Boost operational efficiency and stability with:

High print performance and quality

Thermal print head purpose-built for high-quality, durable prints

- High noise immunity
- Cold temperature compensation
- Smudge prevention
- Thermal history-based print head control, etc.



Fastest print speed in our lineup

- High print quality even at high speed



High-precision printing

- New sensor for higher accuracy



Patent pending



Predictive maintenance

Preventive maintenance (before SXR)



Determines component replacement timing based on printer mileage (data taken from regular inspection)

Cannot prevent unexpected errors related to specific user environment causing downtime

Predictive maintenance



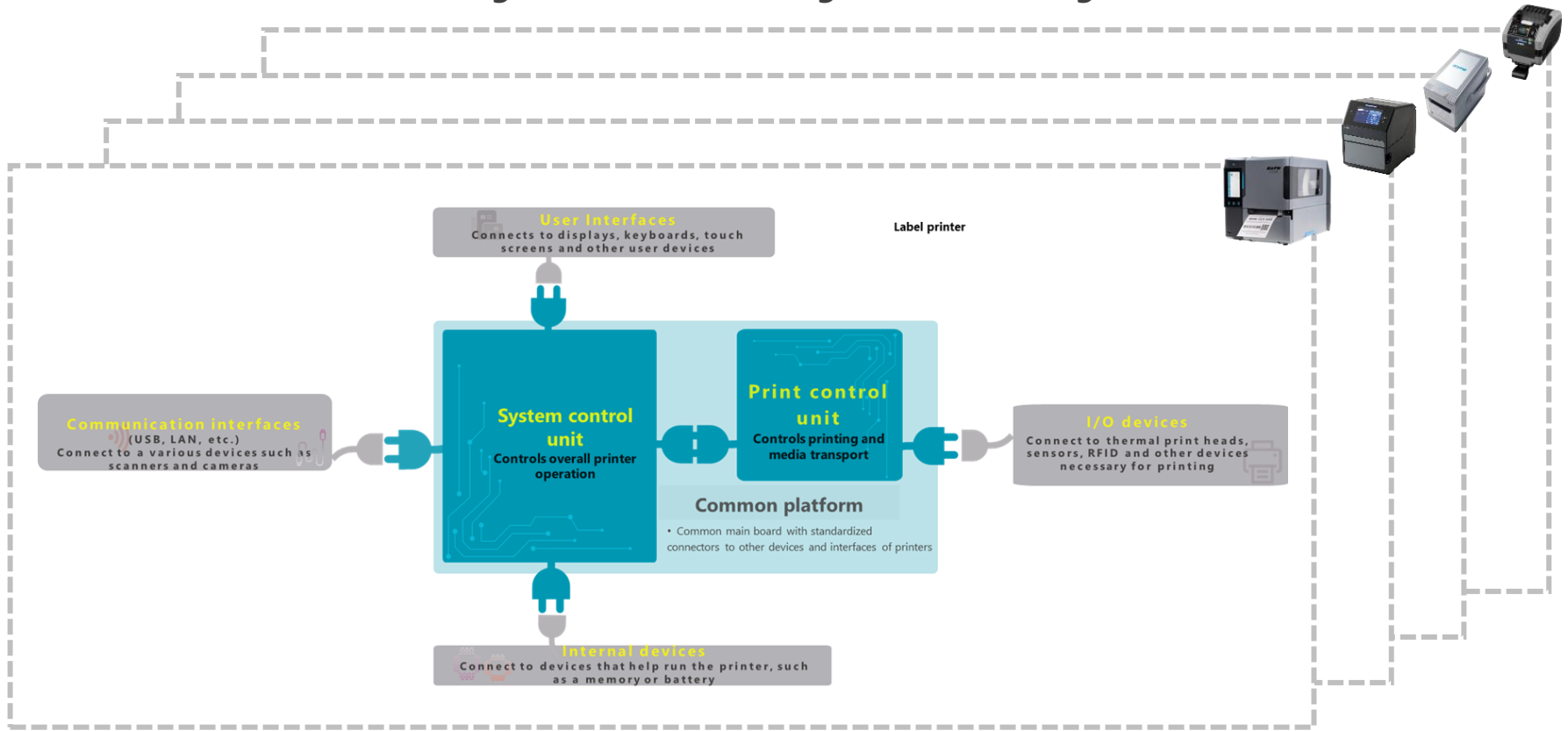
Collects information on printer/component conditions

- AI predicts optimal replacement timing for wearable parts for each customer

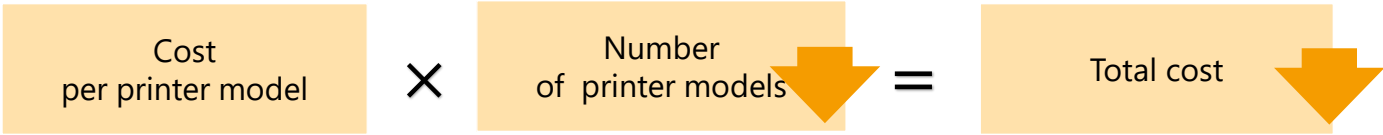
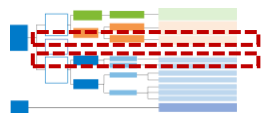
Prevents unexpected errors to achieve more stable operation

[VimeoCL4/CL6-SXR industrial printer:
Empowering the future workplace](#)

Standardized connection among/between controlling units, consisting devices and interfaces

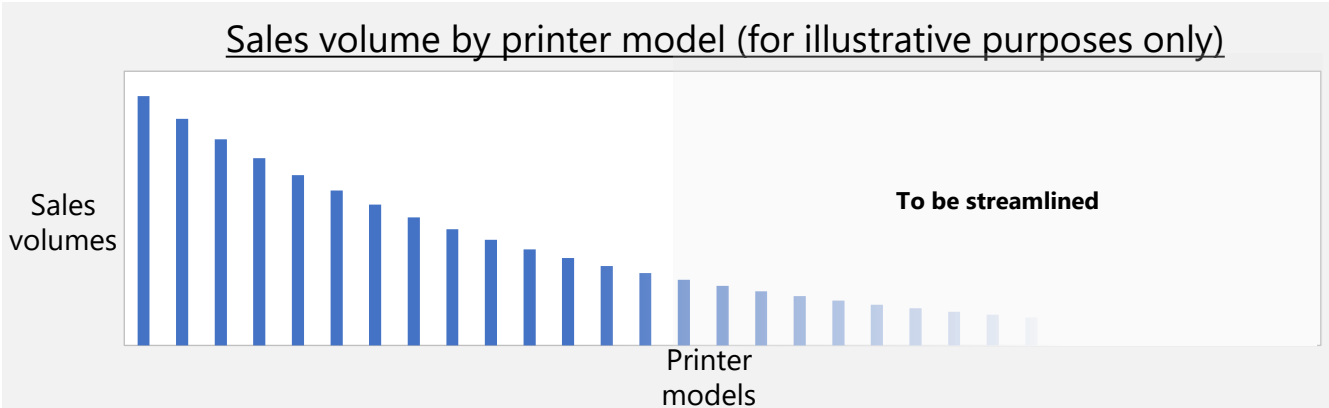


Reduces total costs, improves profitability and optimizes development resources

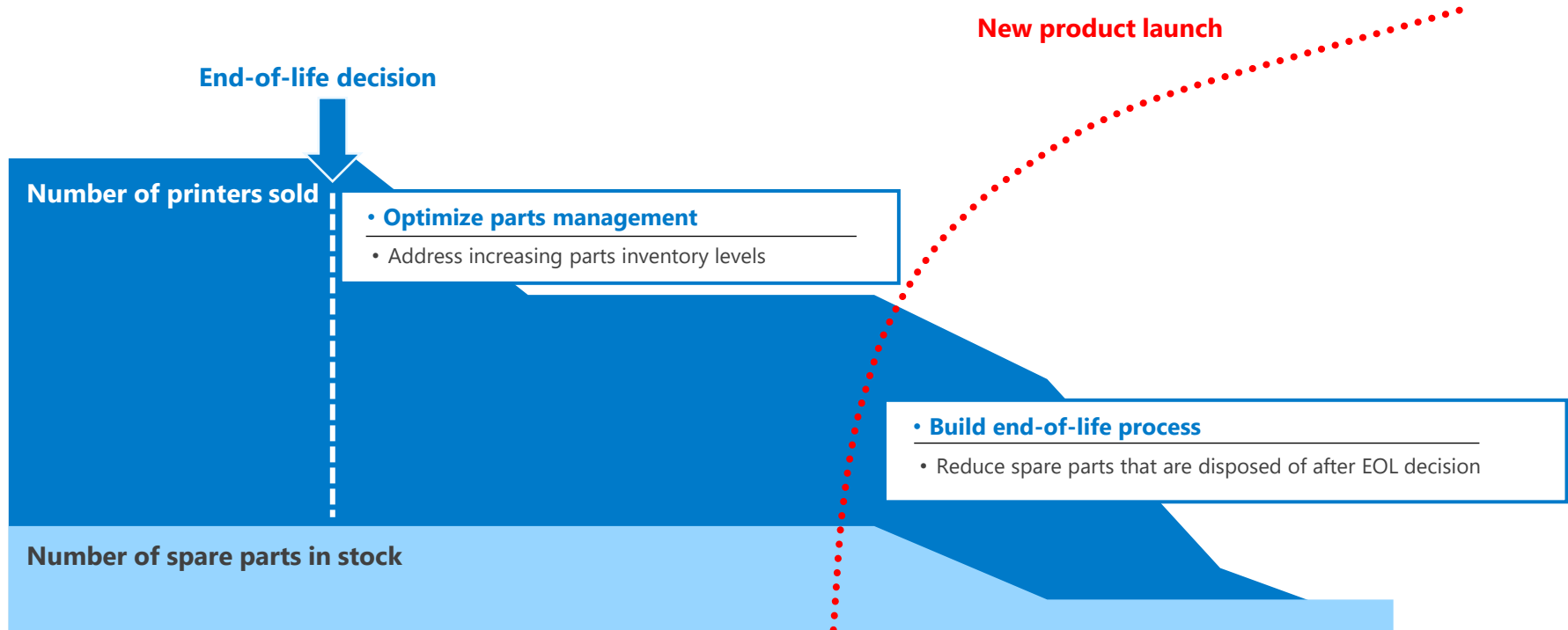
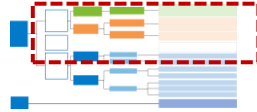


- Benefits customers by
- Enhanced performance of hardware and software
 - Enabling use of same printer model across diverse markets and applications

- Benefits SATO by
- Lowering costs of manufacturing and streamlining management of different printer models



Establish an end-of-life (EOL) process to optimize parts inventory and streamline processes for ensuring stable supply



Promote resource conservation and circularity while ensuring ease of handling and safety of our products

Mechatronics products in general

Promote the 3Rs (Reduce, Reuse, Recycle) in our operations and utilize resources effectively

Reduce

Waste-prevention design, returnable containers, bulk packaging, zero waste approach to printer components

Reuse

Refurbishment of returned products and spare parts (e.g., platen rollers)

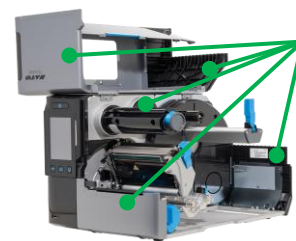
Recycle

Collection of battery packs, design for disassembly

CL4/6-SXR printers

Use of recycled plastic resin in printer components

- Approx. **30%** (of total weight of resin parts)



Recycled ABS resin

Design for repair and disassembly/materials separation

- Design the main unit to support the "right to repair"
- Facilitate recycling and reduce environmental impact
- Support the accelerating shift toward repair-oriented business models, particularly in Europe



©2025 SATO CORPORATION. All rights reserved.

This document is prepared based on information as of September 2025.

Specifications subject to change without notice.

Any unauthorized reproduction of the contents of this presentation, in part or whole, is strictly prohibited.

SATO is a registered trademark of SATO Corporation and its subsidiaries in Japan, the U.S. and other countries.

All other trademarks are the property of their respective owners.