

SATO by the numbers (As of March 31, 2024)

Founded

1940

Consolidated net sales

143,446
millions of JPY

Net sales CAGR (FY14–23)

+4.1 %

ROIC

8.5 %

Global network

Offices in **26** countries/
Presence in over **90** regions

Customers in Japan

88,000
companies

Repeat customers in Japan (FY21–23)

92 %

CAGR for RFID business (FY21–23)

+35 %

Employees

5,744
(35% in Japan, 65% elsewhere)

Insight database for bettering the company

About **50** years of use
Approx. **3,000** ideas,
reports and proposals per day

* Teiho system to compile intelligence from employees.

Patents owned

1,978

Patent utilization rate in Japan

60 %

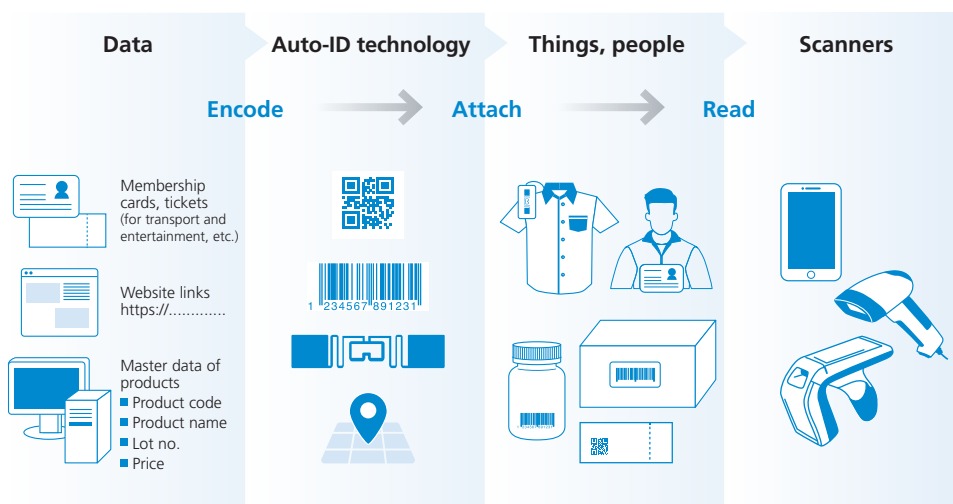
* Outside Japan, we count the total number of patents and not unique patents. If a patent is granted in four countries, it is counted four times.

Our business: Tagging

About auto-ID solutions

Auto-ID (automatic identification) is the technology found in barcodes, RFID or image recognition that allows information to be read and identified “automatically.” Auto-ID solutions use hardware and software to identify things and people and digitize processes to solve on-site issues related to traceability, supply chain management and asset control.

What tagging encompasses

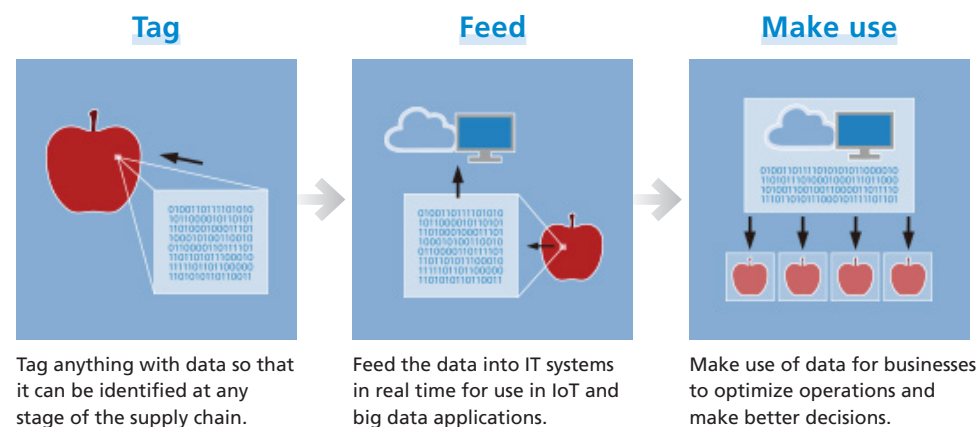


Tag, feed and make use of data

The very essence of our auto-ID solutions lies in tagging: the act of physically attaching information such as ID and status to things and people and digitizing the data so that it can be fed to and processed by core IT systems for producing analyses and insights. With tagging, data collected from worksites and supply chains can be converted into big data to enable value creation in accuracy, safety, reassurance and more for wide applications in society.

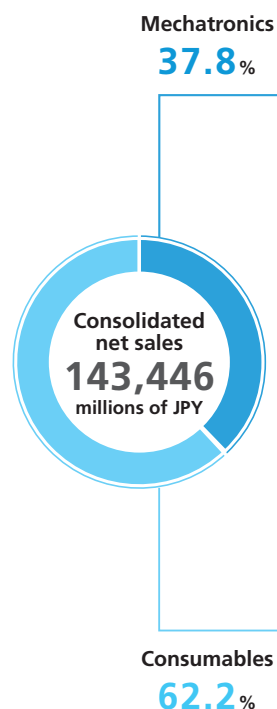
What sets SATO apart from the competition is how we are able to tag everything that moves through the supply chain from upstream to downstream, digitizing a wide range of data with high precision. To tag something, we not only look at its shape, what it is made of, which labels/tags to use and how to use them, but also consider how data would be read from the labels/tags and when it would be fed to IT systems, in line with the customer's workflows. Our other differentiator is making use of this collected data in various ways, such as offering visibility into complex worksites and streamlining their operations. Through tagging, we help businesses make better decisions, maximizing the value of data for customers and society.

Making the most of data



Our business

Sales breakdown by product (FY 2023)



Product lineup

Printers

Our product line of industrial, desktop, mobile and stand-alone printers is designed for a wide range of operational scenarios. With technical prowess accumulated over decades, we design our printers for universal usage and maximum performance in any environment. We are expanding our RFID printing/encoding capabilities to meet the growing demand for automation.



Software

SATO provides a comprehensive range of software solutions to support and deploy hardware and help customers centralize printing and management of label/tag data. We also develop application software and enable integration with ERP, WMS and MDM systems.* Our "intelligence inside the printer" platform eliminates the need for computers and transforms our printers into a stand-alone label/tag printing solution.

*Enterprise Resource Planning, Warehouse Management System and Mobile Device Management Systems, used to manage day-to-day transactions, operations and assets within organizations.



Printing supplies

With tags, labels, ribbons and wristbands, we meet a wide range of tagging needs using the right material, adhesive, processing method, automatic identification technology and print data for the item, purpose and work environment to maximize on-site productivity. We design inlays, convert tags and labels and perform quality inspections all in-house to meet the growing demand for RFID.



Print & apply systems

We have 40 years of experience providing print engines that are integrated with robotic arm applicators for high-speed, high-precision label printing and application to enhance accuracy and efficiency across market sectors, industries and use cases. As robotics technology advances, print & apply systems find wider use in enabling full automation and unmanned operations. We work to deliver the best print & apply systems through our knowledge of customer pain points and collaboration with technology partners.



Service and support

Customers who have installed our products and solutions benefit from our global network of servicing, which involves our in-house tech service teams and certified partners in providing troubleshooting assistance to improve the customers' operations and keep their businesses running. We continue to innovate technical support with SOS, our IoT preventative maintenance system that monitors printer operations 24/7 via the cloud, and through integration with industry-leading IoT management systems.



Stickers and primary labels

We create product labels used on a variety of consumer goods, offering full support from creating the design and selecting the paper/adhesive material to printing, finishing and applying the label. Our plants have the know-how to provide attractive and durable pressure-sensitive labels to differentiate products in the food & beverage, pharmaceutical, cosmetics, home care, chemical and other sectors at their point of sale.



Sales by market sector* (FY 2023)

Retail

SmartLiving
with SATO Solutions

Industries

Supermarkets, convenience stores, drugstores, apparel stores and e-commerce

21.1%

Manufacturing

ConnectedFlexible
with SATO Solutions

Industries

Automotive, chemical, iron/steel, machinery, electrical equipment and electronic parts

29.2%

Food

Right Food, Right Way
with SATO Solutions

Industries

Food & beverage manufacturers, food service operators, farms and fisheries

11.0%

Logistics

AgileLogistics
with SATO Solutions

Industries

Warehousing, transportation, wholesale distribution, 3PL and postal services

16.8%

Health care

PatientHappiness
with SATO Solutions

Industries

Hospitals/clinics, pharmaceutical, medical devices/supplies, clinical laboratories, pharmacies and blood centers

11.7%

Public

Industries

Government offices, utilities, education and public transit

3.0%

* Based on FY 2023 sales reported by SATO's key sales subsidiaries in Japan and overseas, excluding factories and primary label companies. Ratios do not add up to 100 percent due to contributions from other verticals not outlined here.

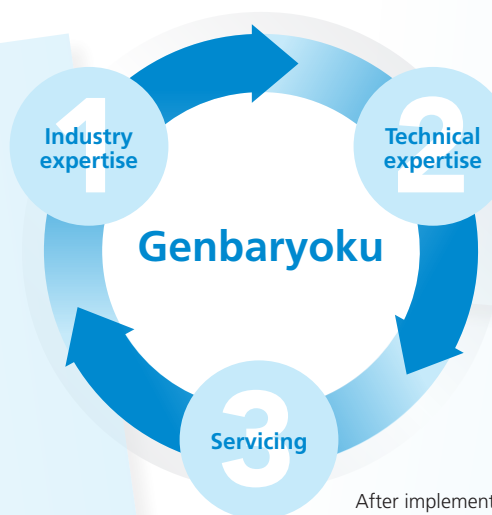
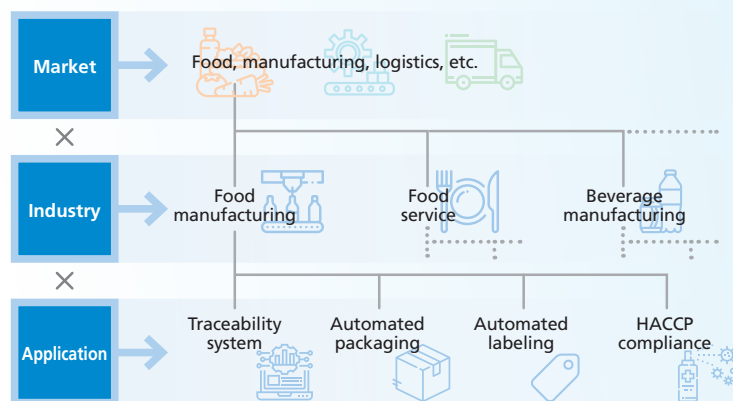
Our core competency

Leading companies choose SATO because we can provide optimal solutions using our core competency of genbaryoku, which is about understanding how things work on site. It's what we have built up over time through tagging and data collection of things and people across supply chains. We define genbaryoku as three strengths that we hone to provide auto-ID solutions that are "powered on site."

1 Know-how on diverse markets, industries and applications

Tagging requirements vary by customer, and finding the best method for the case at hand takes know-how. As a manufacturer, we challenge ourselves and commit to honing our technology, which has resulted in functional products such as freezer-safe labels, UV-resistant outdoor labels and patient wristbands that fasten securely.

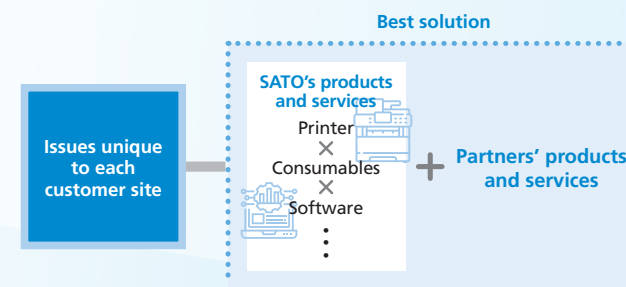
And because we understand customer sites, we know so many workflows and issues across a variety of industries. This expertise helps us propose and provide optimal solutions for every aspect of operations upstream to downstream.



2 The best solutions from mixing and matching technologies

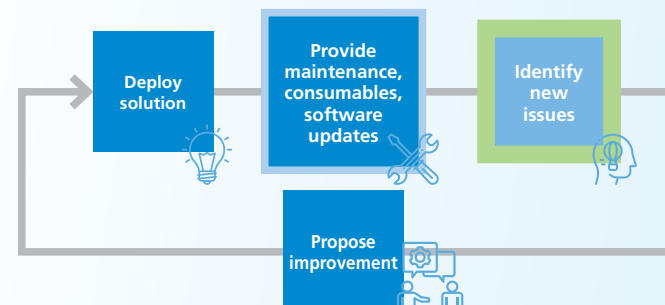
To solve unique customer issues, we cannot rely solely on our own products and services. We collaborate with business partners specialized in other fields to integrate their products, systems and technologies into our auto-ID solutions.

With our technical expertise to create the ideal combination of label printers, consumables, software and other devices, we not only address pain points for businesses but also tackle challenges for entire industries and the broader society.



3 Continuous connection and long-term relationship with customers

After implementing solutions, we continue to provide products and services that customers would need for their operations to run stably and efficiently. This after-sales support helps us maintain long-term relationships with customers to spot new issues and propose new solutions to improve their business without downtime.



Driving continuous improvements through Teiho

See our [insight database](#) web page for details.

Powered on site to optimize operations

SATO helps companies track data across their operations to make better decisions. We are unique in providing solutions for technically complex challenges that take time and effort to overcome. We excel at delivering what works best for our customers through expertise and experience accumulated over decades of trial and error.

1

We build strong sales proposals with industry knowledge and expertise



Yasuyo Shigeta
Sales Administration
SATO Corporation

At SATO, members from sales, servicing, operations and related departments work together for each project. We use our customer relationship management (CRM) system to ensure everyone understands who our customers are and accesses and shares accurate data to improve the overall customer experience.

CRM also stores information about past proposals and successful sales projects, so we know how each solution can be or is being used in each market/industry to propose it or apply the corresponding know-how to other customers with similar needs. Collecting and using CRM data gives us insights into diverse industries to present stronger proposals to customers.



2

We bring together different products to transform manual tasks



Yoshiyuki Shibata
Sales Strategy
SATO Corporation

Many companies still depend on handwritten forms, manual data entry, counting or searching in their operations. One of SATO's greatest strengths is integrating products, technologies and know-how into optimal solutions, and we use this technical expertise to digitalize such manual tasks. That's how we not only help businesses enhance productivity and standardize operations but also make jobs more accessible to less experienced or non-Japanese-speaking workers to address labor shortages and other societal challenges.

3

Customer satisfaction is our greatest reward



Haruya Suzuki
Kyoto Support Center
SATO Corporation

As service engineers, our top priority is to ensure uninterrupted and stable operations for customers. Besides regular maintenance inspections, we also put effort into IoT and cloud-based preventative maintenance through SOS (SATO Online Services). With SOS, we can monitor printer operations online to predict the replacement timing for service parts so our printers do not break down and cause stoppages. We schedule our visits during the short breaks in customers' operations to minimize downtime. And a happy customer gives us a profound sense of pride and fulfillment.