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Life and health are first in these bad situations of the world

Prepare for various bad situations in order not to say

“I have never given the matter any thought” !!



Chairman, UCHIYA Masao

A living creature is a battle against disaster & misfortune.

- 1) War
 - 2) Plague
 - 3) Hunger
 - 4) Calamity
 - 5) Wicked man matter
- Weapons of mankind for them are science & technology, and also wisdom from the bottom of our heart.

令和三年 元旦

謹んで新年の挨拶を申し上げます。昨年はいよいよコロナ禍で大変な年となりました。皆様のご支援とご協力により、何とか乗り切れました。誠に有り難うございます。本年も相変わらぬご支援とご協力をお願い申し上げます。

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Happy New Year !
I would like to express my sincere greetings for the New Year of 2021. It was a tough year due to the Corona Disaster last year, but with your support and cooperation by everyone we have managed to survive. Please let me tell you “Thank you so much indeed”. And also please give us your continuous support and cooperation again this year.
New Year’s day of the 3rd yaer of Reiwa era

New Year's Greeting at the third year of Reiwa era

New Year's Day of the 3rd year of Reiwa era
President, SHIMIZU Sumito

Everyone, Happy New Year !

I would like to express our sincere congratulations on the new year. As it is still far from recovering from the social unrest and chaos caused and the serious damage to the world economy by the Corona disaster since last year, I have felt that I have to talk about my aspirations for the new year with care.

Uchiya's sales is dependent on overseas business by 70%. As the new coronavirus infection has spread in the Western market in



particular and the second lockdown has been carried out (infected persons, the rate of sever patients and mortality are more serious than that of the first one), the order quantity of Uchiya has continued to decline by 20% to 25% since May of last year.

Fortunately, as a result of a diversification strategy of the sales market for a long time, we have judged that we can manage to avoid a big damage of an order decrease which would exhaust our corporate strength. We couldn't avoid the reduction in profits, but have ensured our surplus. The sales for medical equipment have increased and the ones for hair care home appliances have been relatively stable except for Dyson (severe decline). The sales

for semiconductor manufacturing related industries have improved and the sales for automobile industries have started to improve gradually from last September.

However the sales for machine tools, robot systems, industrial equipment and capital investment related products have just started to recover by being driven by smartphone demand and haven't recovered fully yet.

Furthermore, the aerospace related market is the farthest one from recovery. The forecast for financial results during this term at the end of February is that the decline of the sales by about -20% would be inevitable. However, in order to improve order



situation in January and February, we have visited domestic customers frequently. Because we couldn't get additional orders by telework.

The new coronavirus COVID-19 is the horrifying virus that has given fear of death, social unrest, and a global recession to humanity, but at the same time has been accelerating the arrival of a digital society on a global scale.

We could roughly classify into five fields as following

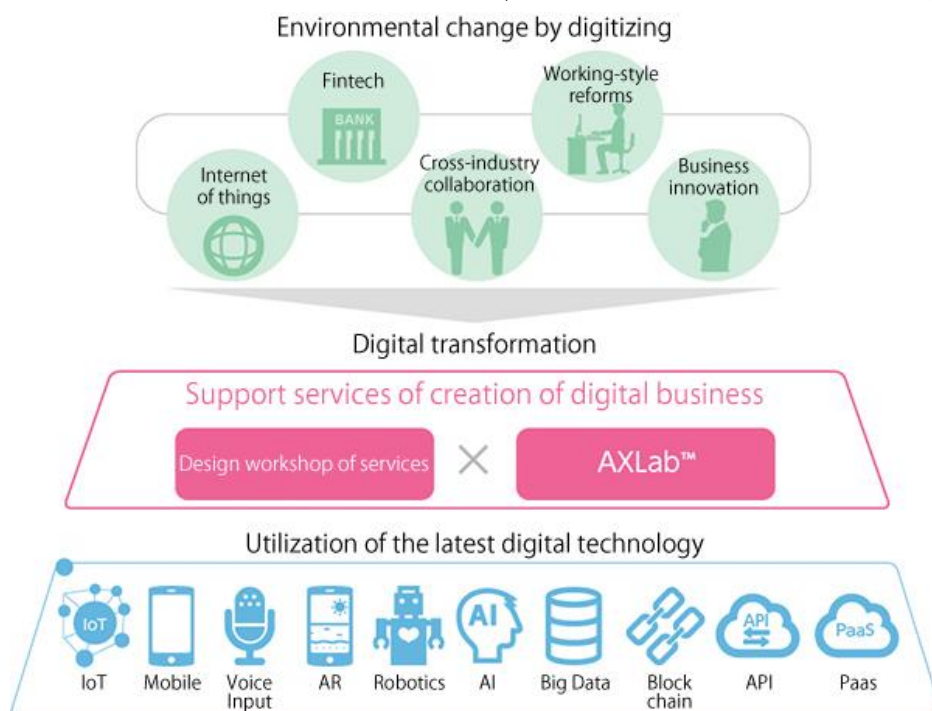
①IOT network, ②Robot system, ③Remote control, ④AI artificial intelligence, ⑤4K to 8K ultra-high-precision video and 5G to 6G ultra-high-speed communication

They(①~⑤) have linked together and interlocked with one another, and then the digital revolution of society would make progress. In digital reform, temperature protection of semiconductor devices that support electronic control will become more important as a new market.

The temperature protection of conventional hardware such as electrical equipment and electric motors, etc. is mainly an electronic control method. The key word of Uchiya's new sales strategy is the market development and continuous supply of thermostats with a mechanic function which could stop the runaway of equipment and back up temperature control when electronic control malfunctions.

For that purpose, the protector function (function equivalent to a thermal fuse) is not enough. They need to have a sufficient function to substitute temperature control instead of temporary electronic control. And then they could have the high durability of opening/closing and work under the condition of a DC low voltage / minute current circuit indispensably. Uchiya will bring these products (which could operate in the low temperature zone, medium temperate zone, and high temperature zone) to each market within three years.

We have already provided in the market our products that can protect the temperature of semiconductor devices themselves (EP Series, JP Series). So we must thoroughly



implement this sales strategy and expand the temperature range of our products within three years. In addition, as a tactic, we need to have products of electronic board-mounted shapes and automatically mounted packaging forms of thermostats within 3 to 5 years. The greatest strategic significance is that Uchiya product line-up can open and close

signals in DC electronic circuits (low voltage, minute current).

This makes it possible to substitute electronic control in an emergency as a backup for digital equipment, which could prevent robots and electronic/electrical equipment from losing their functions. It is failsafe. Not only stopping equipment, but also completing their functional purpose of the device is the important role of functional safety.

It is said that the fail rate of semiconductor products is less than a few PPM and only a few products out of one million are defective. However unexpected causes of failure include cyber attacks, soft errors(temporary malfunctions and failures that occur when electronic devices are exposed to radiation and cosmic rays), and extremely large electromagnetic pulses such as lightning strikes(including electromagnetic pulses weapons). The above are the factors that could hinder electronic control.

And it is necessary for Uchiya to make modularization integrally of this semiconductor element and Uchiya's bimetal thermostat over the next 10 to 20 years. Specifically, we need to integrate our products with capacitors & power semiconductors, and strongly promote the business model of electronic control and protection systems in which bimetal thermostats are also used. And finally, Uchiya needs to continue growing as a company which has highly transparent management or shareholders, managers, employees, customers, business partners that are stakeholders, as well as financial institutions, local communities and government agencies, and is essential for society.

Wang Yangming have made a famous saying in the Chinese classic, 「天下之事、万變也雖、吾之応所以、喜怒哀樂之四者不出」 It means that "Thinking over deeply every change in life doesn't go beyond the four emotion of joy, anger, grief and pleasure. It is all of the life how you joy, get angry, grieve sad, and enjoy yourself.

If you look closely, it is all about life that you do not get out of the four emotions, In other word, it means that we need to establish "justifiable discipline" for "how to live" and to have "fundamental principles". No matter how digital reform progresses, business forms change, work styles change, and lifestyles change drastically,

people could not be digitally reformed. Therefore, Uchiya believes that it is actually the most important to develop human resources who can proceed with proper corporate ethics, social responsibility and social contribution, realization of a sustainable diverse society, and an ability & passion to overcome any difficulties with courage.

We believe that it is actually the most important to develop human resources. It's people who can carry out, and digital reform is just the meaning for it. I have pledged to promote our goal, and I would like to finish making a greeting at the beginning of the year.



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