

Financial Results

31st Term

(Ended March 2012)

Roland DG Corporation
President Tomioka Masahiro

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31st Term (Ended March 2012) Consolidated Performance

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I would like to present our financial result for the 31st term, ended March 2012.

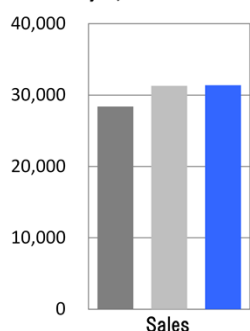
31st Term – Consolidated Performance

(Unit : 1 million yen)

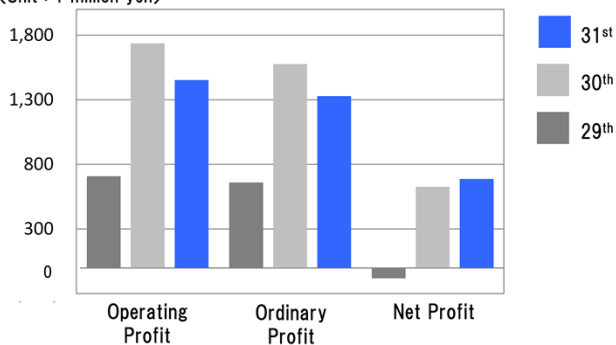
	29 th	30 th	31 st	Change
Sales	28,403	31,282	31,379	0.3%
Operating Profit	708	1,736	1,449	△16.5%
Ordinary Profit	659	1,576	1,324	△15.9%
Net Profit	△82	626	687	9.8%

- Even harsh economic conditions, sales was steady with the previous year
- Operating profit decreased due to less production in the first half year and appreciation of yen
- Net Profit in the first half year increased owing to goodwill loss
- Foreign currency impact: sales -1.4billion yen, operating profit -1billion yen compared with the previous term

(Unit : 1 million yen)



(Unit : 1 million yen)

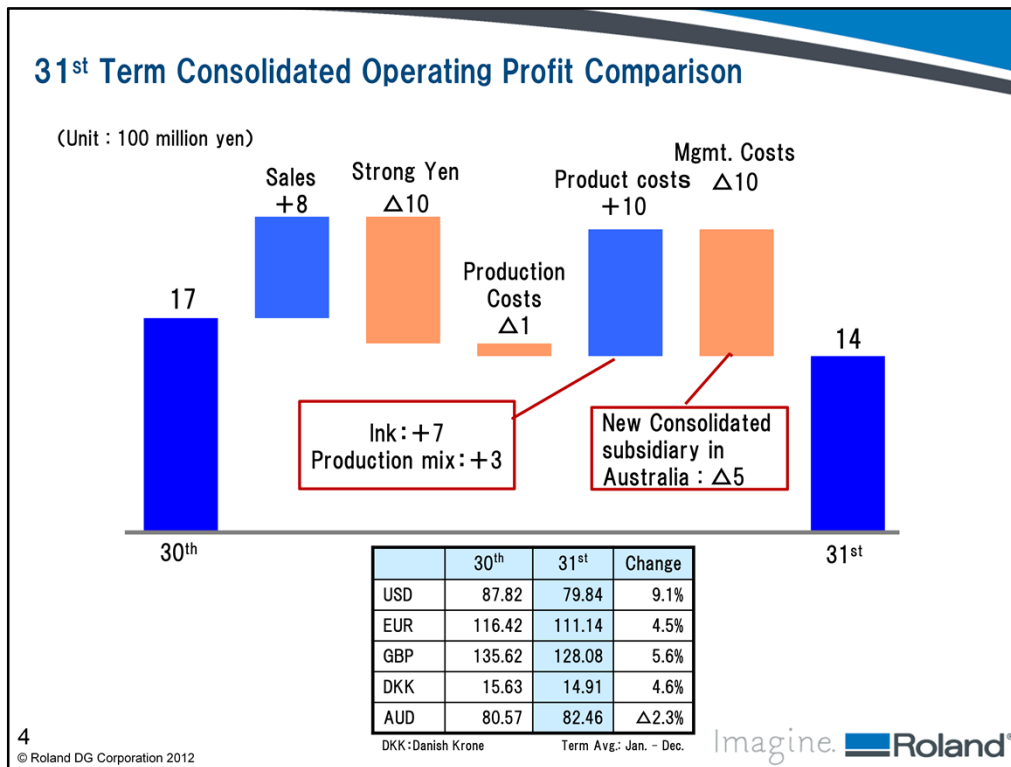


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The economic environment this term was thrown into turmoil from the beginning with the damage caused by the Great Eastern Japan Earthquake. Harsh economic conditions dragged on as the value of the yen soared to record levels against the dollar and the euro. However, sales maintained their pace in developed markets, and increased in newly introduced markets, allowing us to achieve sales numbers on par with the previous term.

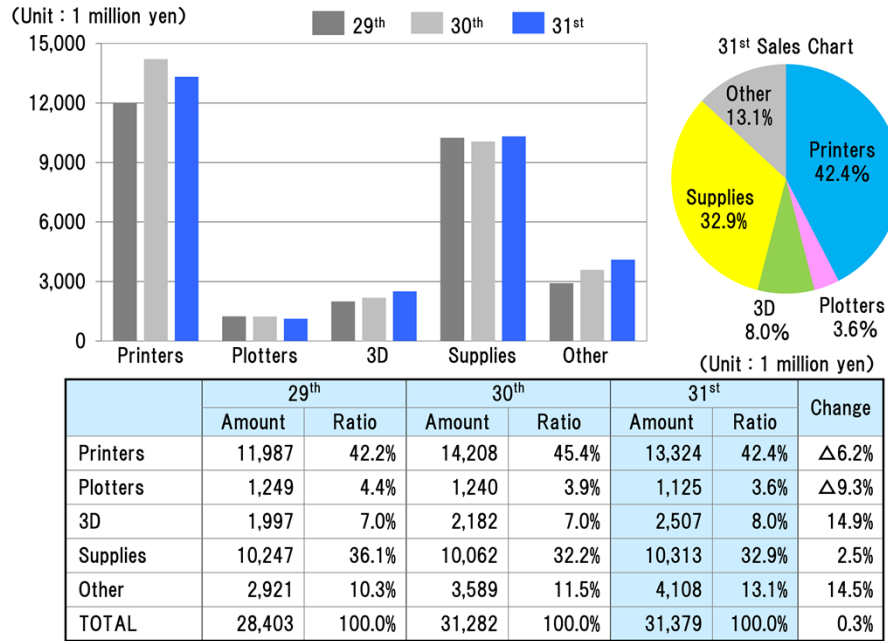
As for profits, we aimed to reduce the cost of products and ink, but the strong yen and the negative effects of the earthquake caused a drop in production. Net income for the term increased due to the extraordinary loss of 300 million yen through the impairment of goodwill on the acquisition of a foreign subsidiary.



When comparing operating profit to the previous term, there is an increase of 800 million yen from substantial sales, and a 1 billion yen loss from the continuing high value of the yen. Another 100 million yen was lost from adjustments made to shipping and production, which worsened product costs.

Meanwhile, improved ink costs and cost reductions from our product mix led to an increase of 1 billion yen. However, sales and management expenses, including those of newly consolidated subsidiary, also increased by 1 billion yen, and in total, profits fell by 300 million yen.

31st Term Sales by Product



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Next, we have sales by product. Within printers, strong sales of metallic printers brought a boost to sales along with new additions to desktop-sized solvent printers and UV printers. Unfortunately, models aimed at Asian markets struggled. Credit uncertainty in Europe also hurt sales of high-priced models, and overall, income was lower than the previous term.










In 3D, sales maintained their strong pace among milling and engraving machines, along with dental milling machines. Sales increased compared with the previous term.

In supplies, aggressive sales activity proved successful, and sales were up over the previous term.

Additionally, print heads and service parts increased sales of Other products compared with the previous term.

Printers: Signage Market in Developed Countries

Introduce products with high value-added and affordable price

Products	Usage	Value for customers
Metallic Printers  VS シリーズ	 Banners  Window displays	<ul style="list-style-type: none"> • Improving cost-effectiveness: represent luxury and brilliant color using metallic and white ink • Replacing as a professional-level printer and a second model • A choice of four printer sizes
 BN-20	 Posters  Original Apparel	<ul style="list-style-type: none"> • The world first desktop size metallic printer • Affordable price and high value-added print • To meet needs of promotional and original goods
UV Printers  LEJ-640 <small>© Roland DG Corporation 2012</small>	 Shop Decorations  Outdoor Signage	<ul style="list-style-type: none"> • Expand business: print a variety of materials such as roll sheet and thick material • Print directly to thick materials : No need to stick to other materials

Imagine. 

Regarding printers, the introduction of high value-added, affordable printers in developed signage markets helped support our strong sales.







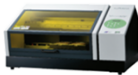


VS series, the standard lineup for metallic printing, was accepted by the wider signage market thanks to its brilliant silver ink, which adds great expressive value to all users' printing output.

The BN-20, the desktop-sized metallic printer, was widely praised for its affordable price, and enjoys widespread use in creating posters and other promotional tools, as well as original goods.

Also, in this term, the LEJ-640 hybrid UV printer, which is capable of printing to roll sheets and plate board, expanded the variety of work available to signage professionals. It experienced greatly increased sales, especially throughout North America and Europe.

Printers: Cultivating New Market by UV printers

Deliver solutions for cultivating a new market

Products	Usage	Main Markets and Solutions
 LEC-300A	 Stickers  Labels	Sticker/Label industry <ul style="list-style-type: none"> •Direct print to special sheet •Various effects by gloss and white ink
 LEC-330 LEC-540	 Soft Packages  Paper Container Packages	Package industry <ul style="list-style-type: none"> •Direct printing to packages up to 1mm thick •White ink served as an undercoat onto transparent media •Luxurious effects with gloss ink textures •Mark folds on paper containers
 LEF-12	 Smart Phone Cover  Original Goods	Decoration printing <ul style="list-style-type: none"> •Original decollation to commodities •Direct printing to objects up to 100mm thick •On-demand pad and screen printing •New business of street stalls •High value-added to commodities

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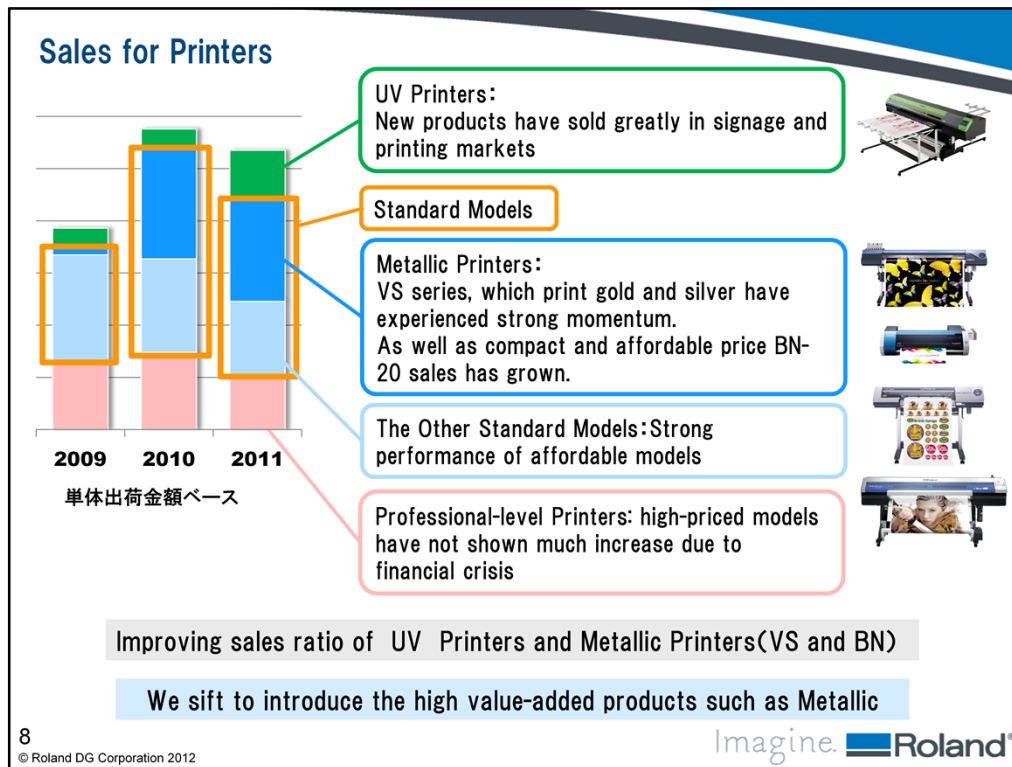
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We worked to cultivate new markets by pushing key solutions for our UV printers, which can handle on-demand printing to a wide variety of materials.

This term also saw the release of the LEF-12 small-scale flatbed UV printer. The LEF-12 is capable of printing directly onto small objects up to 100mm thick, and has helped us further cultivate the decorative printing market.

The LEF-12 is able to print original decorative patterns onto everyday objects. Recently, more and more new businesses that produce accessories such as smart phone cases have picked up this machine.

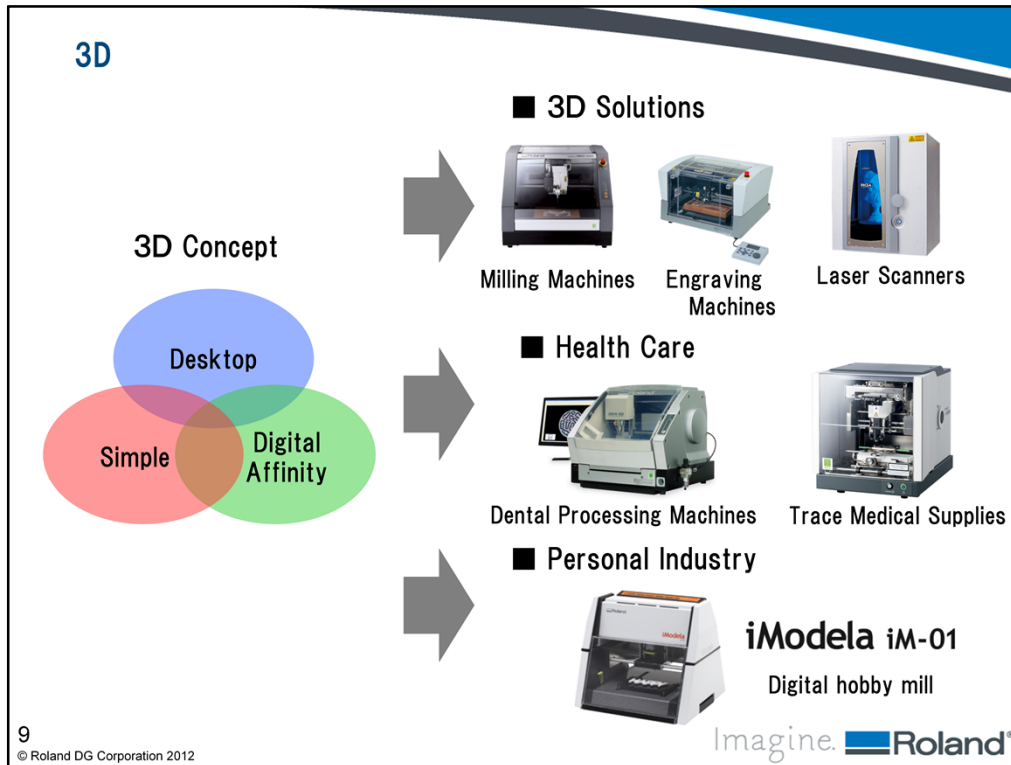


The portion of UV printer sales this term that went to signage professionals creating new products and printing to decorative accessories has risen dramatically.

In addition, our metallic printers, which can realize high added value through gold and silver printing, have retained their strong sales from the previous term, and as our standard machines, increased their share within overall sales.

Meanwhile, professional-use machines struggled this term due to their relatively high cost, which makes them a difficult investment when considering the current economic climate.

Through these and other activities, we sought to cultivate new customers by developing solutions and exploring new areas. The sale of printers is making a big shift from simply producing machines to delivering products that provide inherent added value.

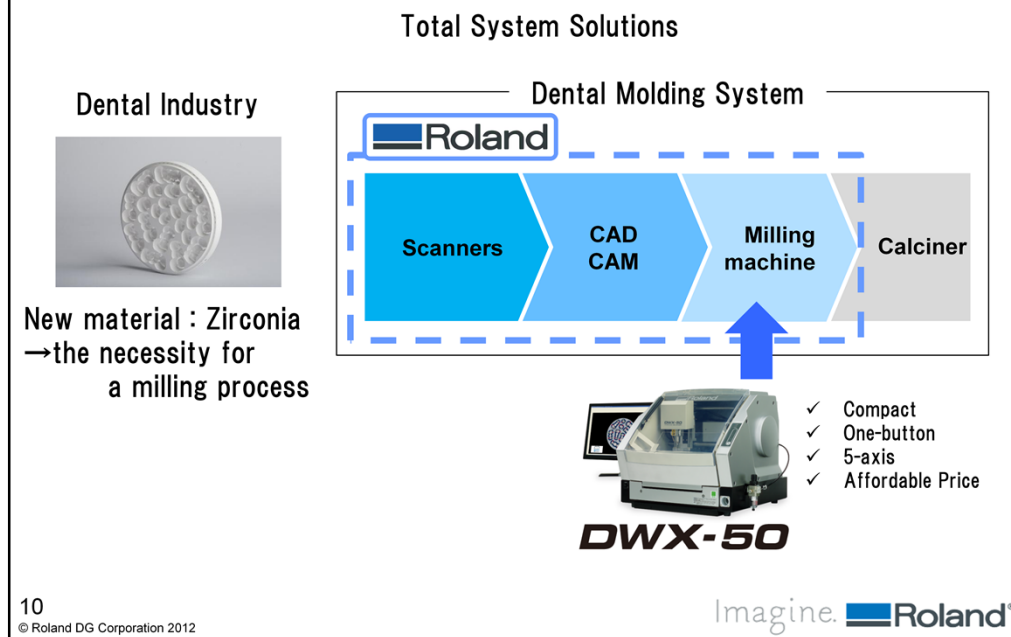


In the area of 3D, we are delivering “digital MONO-Zukuri,” which is about the creation of digital 3D data.

We pushed forward product development with the user-friendly concept of creating compact, desktop-sized machines that anyone could easily utilize to harness the benefits of digital data.

We continue to leverage 3D digital technology to develop products for medical and personal use.

3D:Dental



In the dental industry, gold is being dropped in favor of zirconia as a material in false teeth, which creates the necessity for a milling process. To meet that need, our company's digital milling machine—DWX—is being introduced into the dental industry.

The DWX exists as a milling machine in the system of molding false teeth, and in order to function within that system, it requires scanning and CAD/CAM processes.


Until now, we have helped to strengthen existing systems and cultivated markets with the help of system vendors. Going forward, we seek to expand our sales, and to do so, must organize a complete system we can offer within our own company.

3D:Personal

Platform development for cultivating "Personal" market

Open the sites for selling and connecting with users

Sales Website





Activating SNS

facebook
Over 3,000 "like"

twitter
Followers over 500

YouTube USTREAM



iModela iM-01

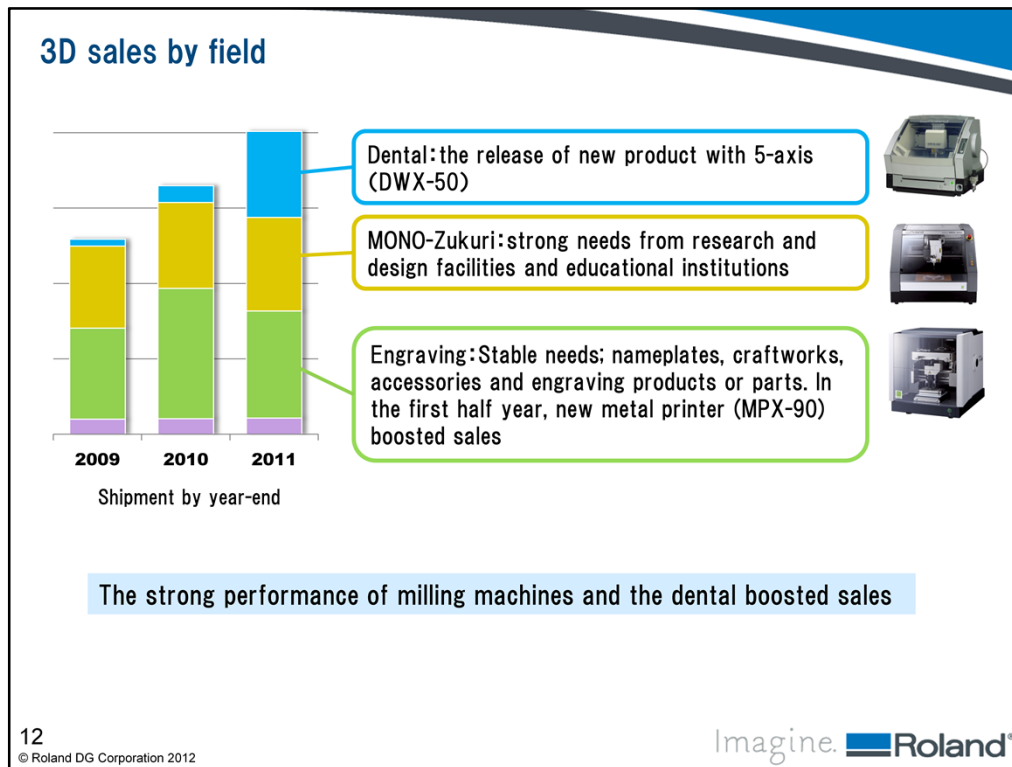
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Meanwhile, we have continued efforts to support the increasing number of businesses being created in the personal space.

The iModela, which released this term, draws not only from the virtual world on your monitor or computer screen, but can give form to ideas themselves. We can deliver the true enjoyment of MONO-Zukuri and let people touch and feel their very imagination.

The worldwide network of computers and cell phones has allowed us to gather together like-minded people on social networking services and websites. We have created a true community of instant access to information where we can interact with, and market to, customers directly.



Dental has increased its ratio among units shipped within 3D.

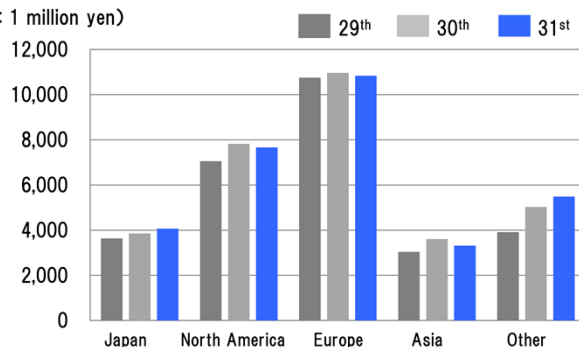
In addition, in the milling machine centric MONO-Zukuri field, there is a deep-seated demand among educational research facilities, as well as R&D and product design departments involved in product creation. Even under these harsh economic conditions, the sales showed solid growth.

Our company continues to cultivate markets in engraving as well, exploring accessories, such as engraving for nameplates and crafted goods, and stamping on products and parts. Our efforts to foster these areas have brought much success, and reveal a wide, steady base of demand.

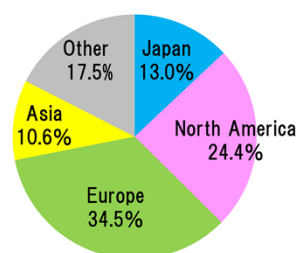
In this way, our existing 3D business acts as a steady foundation upon which we are adding easy-to-use, “one button” solutions, connecting with once hidden users through SNS, and cultivating new markets. We are working hard to expand the reach of digital MONO-Zukuri as we move forward.

31st Term Sales by Region

(Unit : 1 million yen)



31st Term Sales Chart



(Unit : 1 million yen)

	29 th		30 th		31 st		Change
	Amount	Ratio	Amount	Ratio	Amount	Ratio	
Japan	3,636	12.8%	3,856	12.3%	4,069	13.0%	5.5%
North America	7,058	24.9%	7,824	25.0%	7,667	24.4%	△2.0%
Europe	10,749	37.8%	10,967	35.1%	10,836	34.5%	△1.2%
Asia	3,042	10.7%	3,607	11.5%	3,318	10.6%	△8.0%
Other	3,915	13.8%	5,026	16.1%	5,487	17.5%	9.2%
TOTAL	28,403	100.0%	31,282	100.0%	31,379	100.0%	0.3%

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※その他（豪州、中近東、南米、南アフリカ など） ※海外連結子会社の会計期間は 1-12月

In Japan, our efforts to sell the new LEF-12 UV printer have paid off with increased income. However, in Asia, the effects of shipping restrictions and fierce competition with local manufacturers have caused an income decrease.

In Other regions, South Africa and Brazil saw some struggling sales. Increased income came from expansion through Central and South America—excluding Brazil—and from a boost in sales from our newly-consolidated subsidiary in Australia.

Signage Market in China

- Competitiveness of local manufacturers

	Market in China	Market in Developed Countries
Markets	<ul style="list-style-type: none"> •Aqueous ink + Synthetic paper •Short-term outdoor posters or flags 	<ul style="list-style-type: none"> •Solvent ink + vinyl sheet •Mid-long term outdoor print quality
Needs	<ul style="list-style-type: none"> •Cost is more important than functions •Low-cost products, inks and media •Print function only 	<ul style="list-style-type: none"> •Print with high-resolution and precision •High value-added products (Print&Cut, Metallic, UV) •Utilize aqueous ink and solvent ink properly
Competitiveness	<ul style="list-style-type: none"> •A large number of local manufacturers 	<ul style="list-style-type: none"> •A large number of Japanese manufacturers



Aqueous Inkjet Printer for Chinese and Korean Market
HI-FIJET FH-740

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Now, I would like to talk about trends happening in Asia within the Chinese market. In the previous term, we saw a decrease within China and the rest of Asia due to shipping adjustments made in light of the earthquake.

When creating outdoor promotional signage in China, they do not seek the highest quality of weather-resistant solvent inks with vinyl sheets; they want low-cost, aqueous inks and synthetic paper. In order to respond to their need for water-based materials in their output, we released the FH-740 aqueous printer in November of last year for the Chinese and Korean markets.

However, local manufacturers in China offer many low-priced aqueous printers, so sales continue to struggle, even now.

In this way, entering the Asian region through China presents different needs and challenges where our business model for developed regions may not apply.

Going forward, in order to expand our business in Asia and take advantage of the high economic growth predicted there, we need to let go of what we experienced in the past and construct a new business model appropriate for the region.

Market in China and the Other Asia

Address the new business model in Asia

Asia and Chinese Market

Asia Head Office

- Understand local needs directly
- Reinforce the relationship with local agencies
- Cultivate a new market by direct marketing

Subsidiary in Thailand (Factory)

- Optimal product design
- Local procurement, local production
- Products with optimal costs



Building a factory in Thailand (2012/5/3)

Creative Center/ Academy

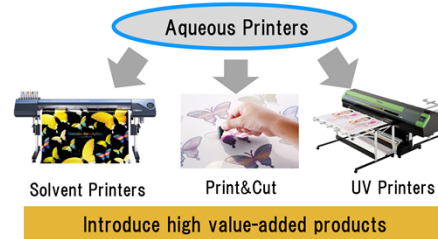
- Provide our know-how to users
- Build our brand image



Academy



Creative Center



Introduce high value-added products

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As we look to deliver solutions that meet local needs, our company established an Asia headquarters in October of last year, and our production house has begun operating alongside dealers in the area.

In addition, we must also deliver products that provide affordability and functionality appropriate to the region. Therefore, we have constructed a factory in Thailand, which is set to begin operations in October of this year.

Our company is now developing water-based machines that provide the cost performance power that meets the current needs of the region. While we plan to secure and maintain our position in the market, we also continue to operate Creative Centers and Academies through which we can provide usage solutions for our high value-added products. All of this and more encompass our activities towards generating future demand.

32nd Term (ending March 2013) Year-long Consolidated Performance Forecast

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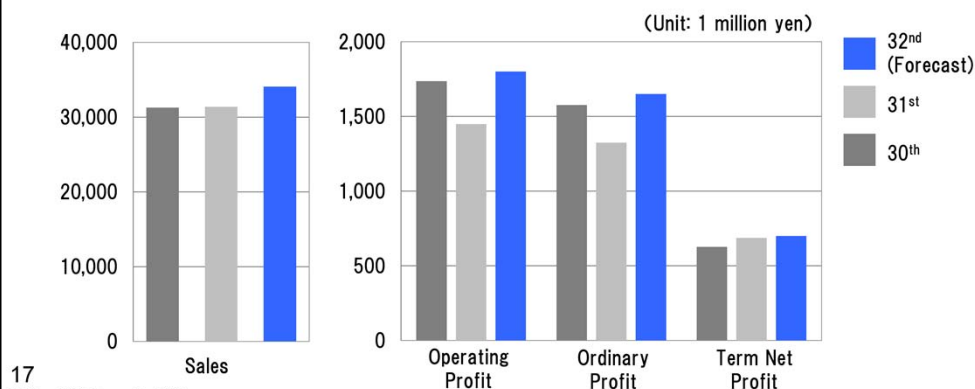
Moving along, I would like to present our performance forecast for the 31st term, ending March 2013.

32nd Term Consolidated Performance Forecast

(Unit: 1 million yen)

	30 th Term	31 st Term	32 nd (Forecast)	Change
Sales	31,282	31,379	34,000	8.4%
Operating Profit	1,736	1,449	1,800	24.1%
Ordinary Profit	1,576	1,324	1,650	24.5%
Term Net Profit	626	687	700	1.8%

- Increase income by expanding the sales of printers
- Strengthen marketing in Asian region
- Increase cost by prior investment
- Foreign currency impact: sales -600 million yen, Operating profit -400 million yen compared with the previous year



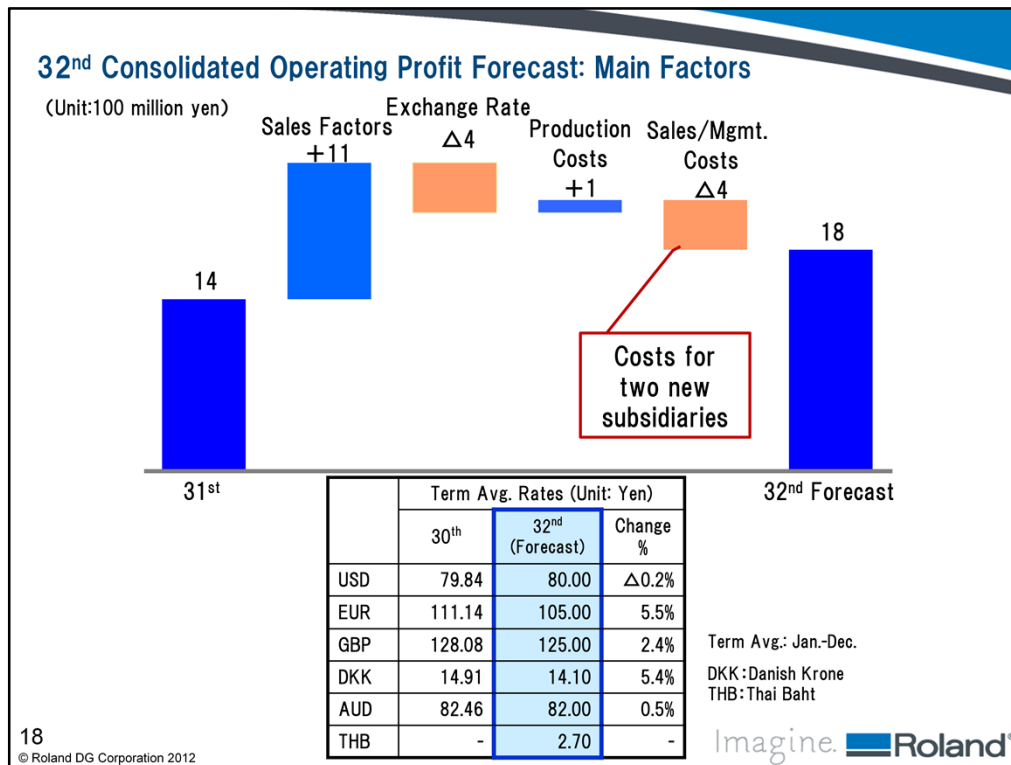
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In our consolidated performance forecast for this term, ending March 2013, we predict an increase in income and profit from an expansion of sales in Asia, focused on printers.

Now, this consolidated forecast also includes our overseas production factory in Thailand, which is set to be consolidated, as well as the preemptive investment expenses related to our shared services subsidiary in Europe.

Our consolidated forecast is based mainly on a term-long average exchange rate of 80 yen to the dollar and 105 yen to the euro.



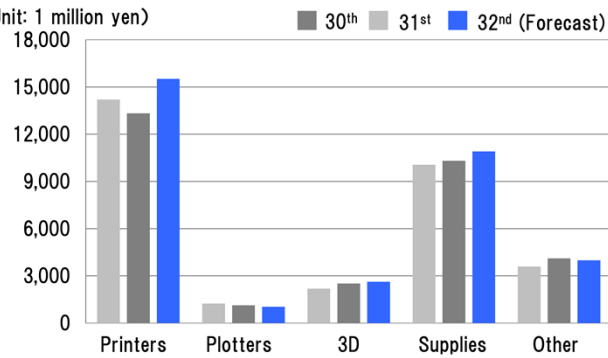
The operating profit forecast compares to the previous term as follows:

- A 1.1 billion yen increase from a substantial boost in sales
- A 400 million yen loss due to the high value of the yen
- A 100 million yen increase from an increase in production over reductions made in the previous term
- A 400 million yen increase in sales and management expenses for a new company

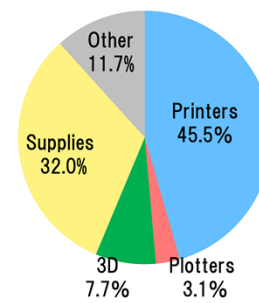
Overall, we are forecasting a total increase of 400 million yen.

32nd Term Consolidated Operating Profit Forecast

(Unit: 1 million yen)



32nd Forecast Sales Chart



(Unit : 1 million yen)

	30 th Term		31 st Term		32 nd (Forecast)		Change
	Amount	Ratio	Amount	Ratio	Amount	Ratio	
Printers	14,208	45.4%	13,324	42.4%	15,500	45.5%	16.3%
Plotters	1,240	3.9%	1,125	3.6%	1,000	3.1%	△11.2%
3D	2,182	7.0%	2,507	8.0%	2,600	7.7%	3.7%
Supplies	10,062	32.2%	10,313	32.9%	10,900	32.0%	5.7%
Other	3,589	11.5%	4,108	13.1%	3,900	11.7%	△5.1%
TOTAL	31,282	100.0%	31,379	100.0%	34,000	100.0%	8.4%

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In sales by product, printers are expected to increase 16.3% over the previous term, while supplies will increase by 5.7%. We also forecast solid performance for our 3D machines.

Color

- ❖ Strengthening shop decollation and solicitation for designers with white ink



- ❖ Acquisition of demands in signage market with Hybrid UV printers



- ❖ Compact UV for 3D users

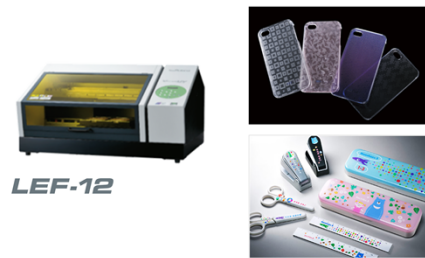
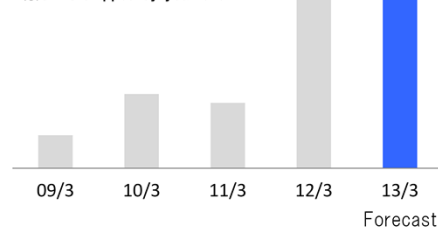


Image of UV printers' sales
※Units shipped by year-end



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The main initiatives within Color this term include the introduction of white ink capable models with metallic and desktop-size printers as we aim to further spread their use. In addition, we are focusing efforts on strengthening the sales of UV printers and printers designed for emerging countries.

At the same time, we seek to secure more demand in our strongest area—the signage market—with our hybrid model LEJ-640.

Also, we will respond to the direct needs of our 3D users with small-scale UV printers.

With UV printers, we plan to cultivate more of the printing industry and take on new solutions in order to expand our sales.

Color

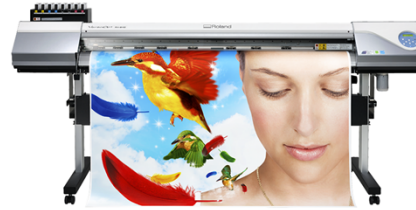
- ❖ Address to emerging countries and meet a need of affordable price

New

VersaArt
RE-640/RA-640



Soft solvent printer for all regions



Aqueous Printer for emerging countries

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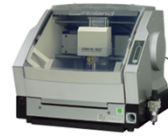
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In Asia and other emerging regions, we have introduced the Versa Art series of aqueous printers, which were developed based on marketing efforts conducted within the region. We are currently working to expand their sales performance.

3D

❖ Dental Processing Machines

- Educational campaigns for subsidiaries and dental laboratories



DWX-50



Dental educational laboratory built by a subsidiary in Italy

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Next is our 3D business activity.

We foresee a constant demand for our 3D milling and engraving machines for this term.

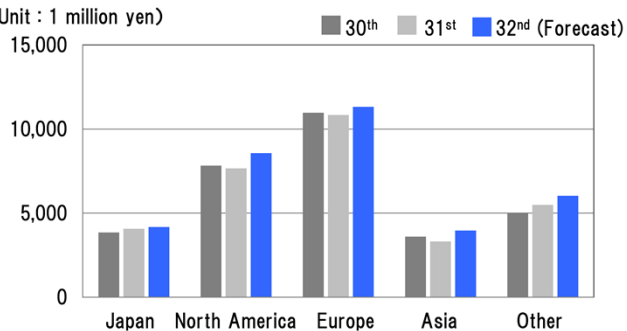
For our dental milling machines, we are building a total solution structure and plan to bring complete transparency and understanding to the digital process through comprehensive education.

At our subsidiary in Italy, there are already unique solutions in place that are showing positive results, such as educational laboratories constructed in the image of actual dental schools and workshops.

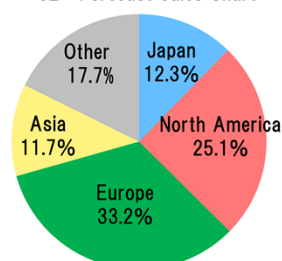
We want to take such projects and develop them on a global level to boost our competitive edge and realize a total solution package. This will be our year to solidify our foothold in the dental industry.

32nd Term Consolidated Sales by Region Forecast

(Unit : 1 million yen)



32nd Forecast Sales Chart



(Unit: 1 million yen)

	30 th Term		31 st Term		32 nd Forecast		Change
	Amount	Ratio	Amount	Ratio	Amount	Ratio	
Japan	3,856	12.3%	4,069	13.0%	4,100	12.3%	0.7%
North America	7,824	25.0%	7,667	24.4%	8,500	25.1%	10.9%
Europe	10,967	35.1%	10,836	34.5%	11,300	33.2%	4.2%
Asia	3,607	11.5%	3,318	10.6%	3,900	11.7%	17.5%
Other	5,026	16.1%	5,487	17.5%	6,000	17.7%	9.3%
TOTAL	31,282	100.0%	31,379	100.0%	34,000	100.0%	8.4%

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© Roland DG Corporation 2012 ※ Other (Australia, Middle East, South America, South Africa etc.)

For sales by region, we forecast an increase in income for all regions. In particular, we foresee exceptional growth in Asia and North America, where we experienced slow performance in the previous term.

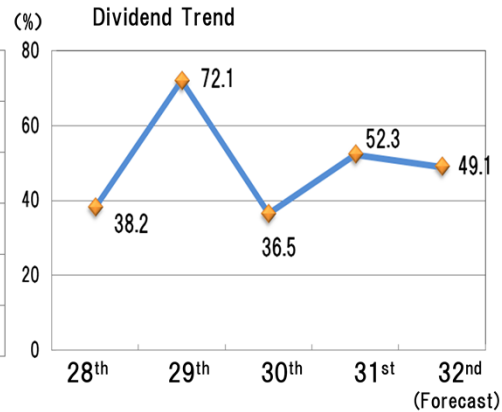
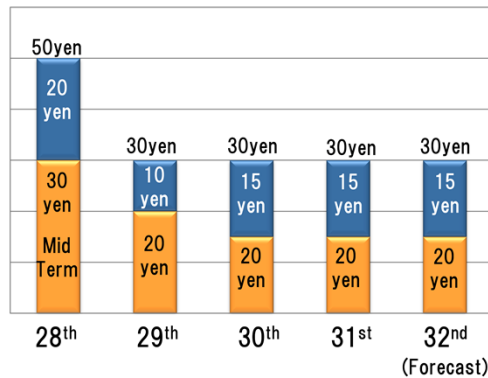
Shareholder Returns

- 31st Term
Dividend Forecast: 1 share=30yen
※ same as previous term

Dividend Policy

Goal: **30%** (non-consolidated)

Dividends per share



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Here is a look at shareholder returns.

Our company has a basic policy for dividends: our goal is 30% of non-consolidated profits. However, we believe it is important to prioritize returns to our shareholders, and we work hard to keep dividend amounts stable, even when it exceeds our benchmark.

Year-end dividends will be 15 yen, which when combined with midterm dividends, gives us a total of 30 yen for the full term. According to our figures, this makes the dividend payout ratio 52.3% of the year's non-consolidated profit.

In the next term, the 32nd term, ending March 2013, our forecast shows dividends will be paid at 15 yen per share in the mid-term and at term end. This will make a total of 30 yen for the entire year, which is equal to this term.

A Summary of Business Activities		
Signage	31 st Term Performances	
	Future Initiatives	
Developed Countries	<ul style="list-style-type: none"> With metallic printers and high-resolution UV printers, we raised the level of added value for the consumer and reinvigorate the market. The BN-20 became the industry's first desktop-size printer optimized for small printing jobs and apparel. Under current market conditions, it generated demand among buyers and expanded our influence to new customers in signage. 	<ul style="list-style-type: none"> For our signage customers, who comprise the foundation of our business, we will foster the services and technological prowess that can deliver new and sustainable value. We will take our experience and know-how from all local regions and developed commercial printing solutions and constructed sales channels.
Emerging Countries	<ul style="list-style-type: none"> We established an Asia headquarters in our company and began direct marketing with the joint efforts of production and sales. Aqueous printers were released based on the result of our marketing efforts, which allowed us to gain a foothold in the aqueous market. 	<ul style="list-style-type: none"> We will reinforce the sales in local areas and the system of local marketing due to expand our business. Starting with the factory in Thailand, we will create the system that we will be able to respond swiftly to local demands of technology and service.
UV	31 st Term Performances	
	Future Initiatives	
3D	<ul style="list-style-type: none"> Through cooperative efforts with CMS vendors, we developed commercial printing solutions and constructed sales channels. The release of the small-scale flatbed LEF-12 model further cultivated promotional goods and gift creation in the decorative printing industry. 	<ul style="list-style-type: none"> Successful implementation procedures from each region will be developed globally. Marketing will be strengthened, and our company will clearly define current needs and applications. We will augment the technological components for realizing our needs.
	<ul style="list-style-type: none"> By partnering with successful businesses in the dental industry, we were able to appeal to early adopters with the DWX. Along with the release of the personal use iModera, we launched marketing efforts across SNS and built a new business model. 	<ul style="list-style-type: none"> Building a marketing framework and total solution package for dental. Having leveraged the special characteristics of digital, we can focus on boosting our technological prowess with the goal of delivering simple and useful 3D MONO-Zukuri tools.

The following is our business activity for the 31st term and our plans for the future.

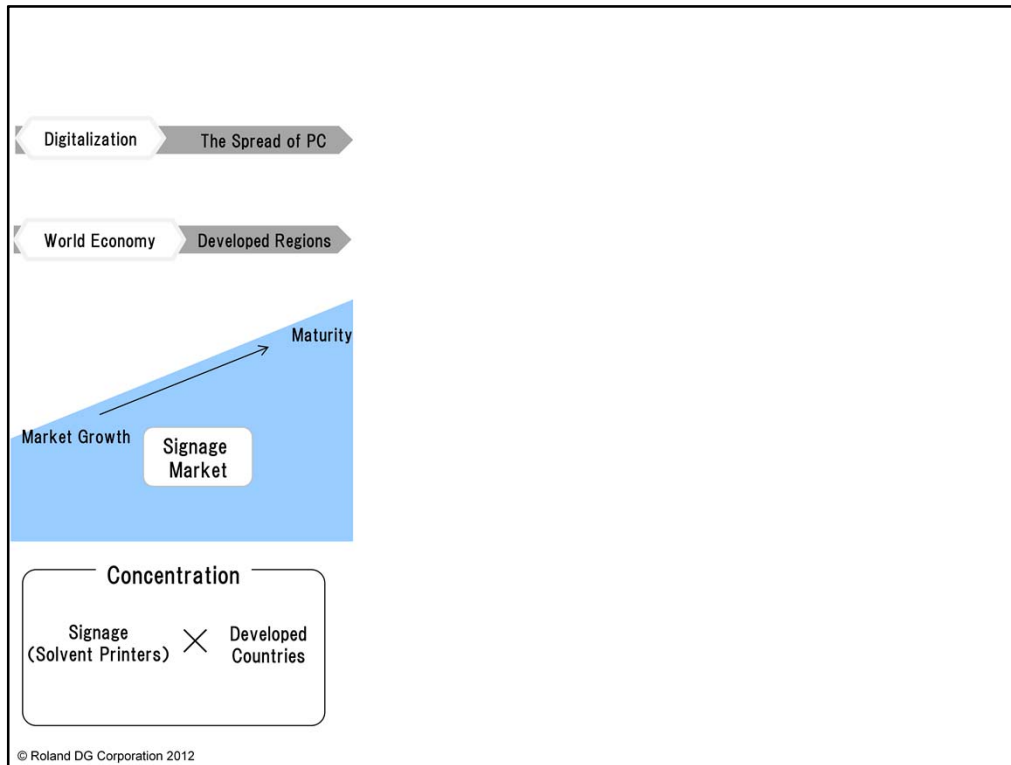
Reform Structure

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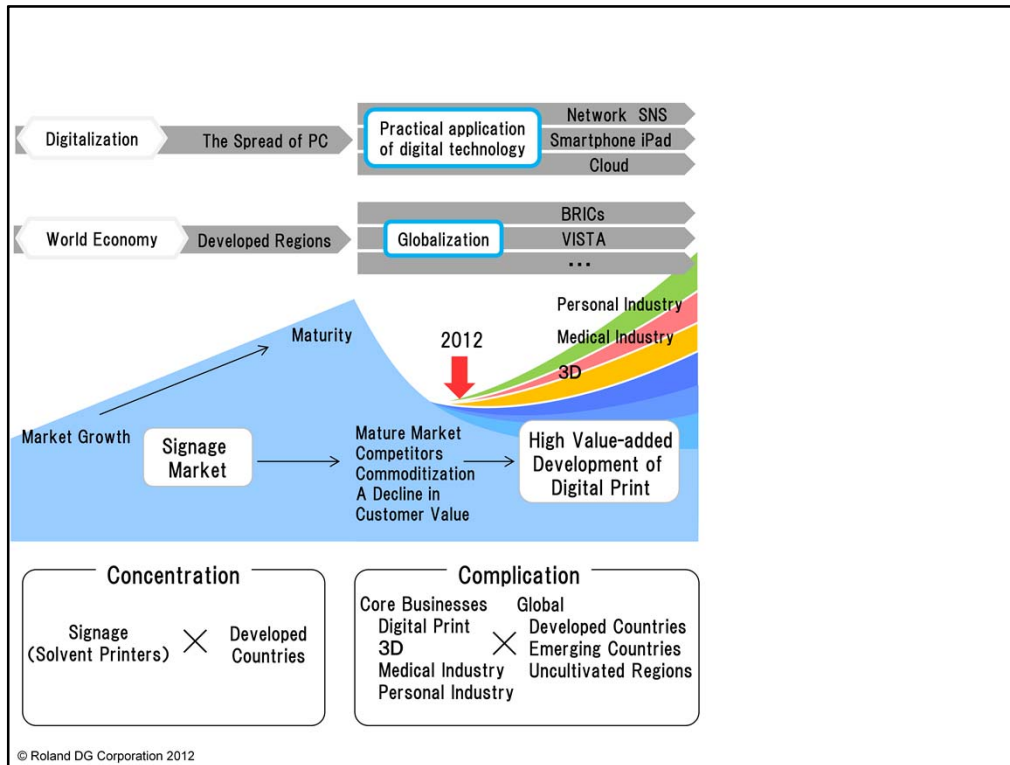
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As we responded to the changing business environment, we also reformed our corporate structure to prepare a foundation for future growth. I would like to cover the details of that with you now.



For the past 10 years, our company has run a highly efficient business that focused on signage markets in developed countries.

During that time, the proliferation of the PC swiftly digitalized society; developed countries drove the world's economy, and our company's business continued to flow and adapt along with their development.

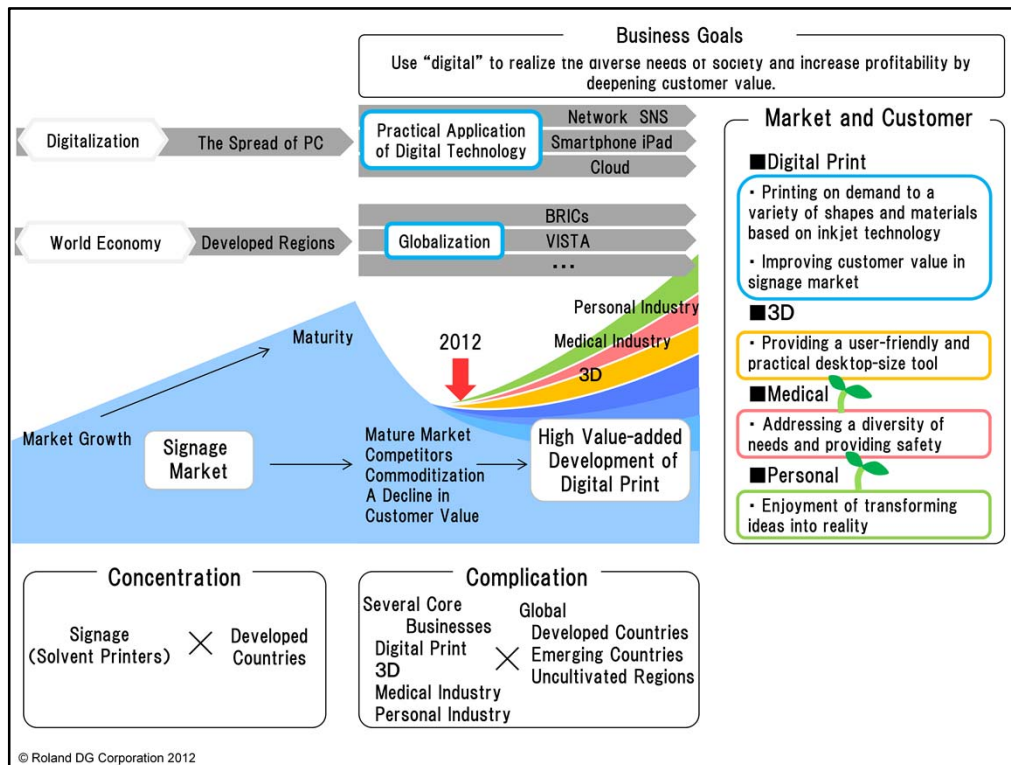


However, the situation has changed, and now the markets are saturated, and printers have become commoditized. User value continues to shrink. Furthermore, large-scale manufacturers are joining the competition and squeezing our company's profits.

We sought to find stable growth despite our situation, worked to establish a new pillar of business, and also revitalize the signage market. This slide illustrates our move to have multiple pillars supporting our business. Now, in 2012, the seeds we have planted are beginning to sprout and show results within our portfolio.

Digital technology is entering an application phase around the world, and the focus of economic growth is shifting from developed regions to emerging ones. The business world has undergone some complicated changes compared with 10 years ago. At the same time, the needs of the MONO-Zukuri market are growing more diverse, and the areas we can serve with our Color and 3D digital technology are more numerous than ever.

Going forward, we believe the keys to growth include: the global market, establishing multiple pillars of business, realizing deeper customer value, and becoming No. 1 across niche markets.



Increase the momentum behind digitalization and seize new areas where our unique characteristics can shine.

● Digital Printing

First, we have digital printing, which is a growing necessity that encompasses many diverse needs in society.

Using our core inkjet technology as a base, we can create support for a wider variety of materials, as well as shapes and sizes of media, and realize on demand printing.

For the signage market, which forms our key customer base, we can raise the level of value and differentiate our services while appealing to the five senses with astounding expressive capability.

● 3D

3D includes desktop-size digital manufacturing tools that have helped us cultivate unique markets.

In order to expand across new groups of users, we must further simplify the application of 3D solutions.

● Medical

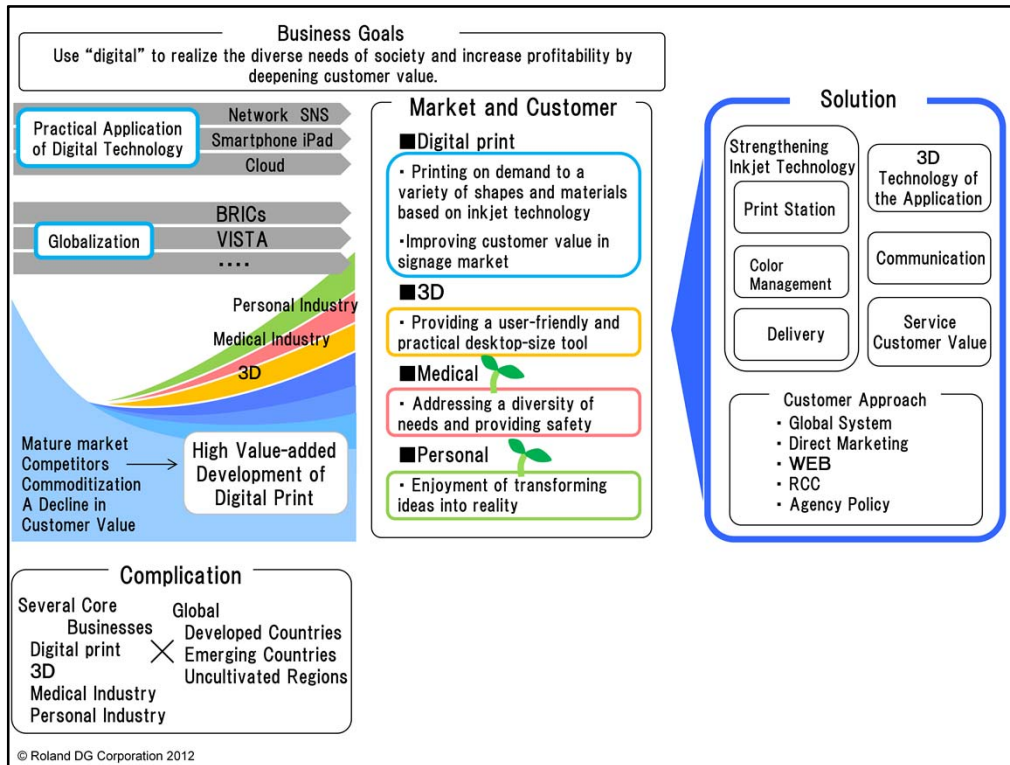
Medical is the ultimate field for delivering safety and security through digital technology. The needs inherent to health care are growing every day.

Our company began with the digitalization of dental, and we are finally beginning to see results. This is a market where we can create growth through solution development and setting sales channels.

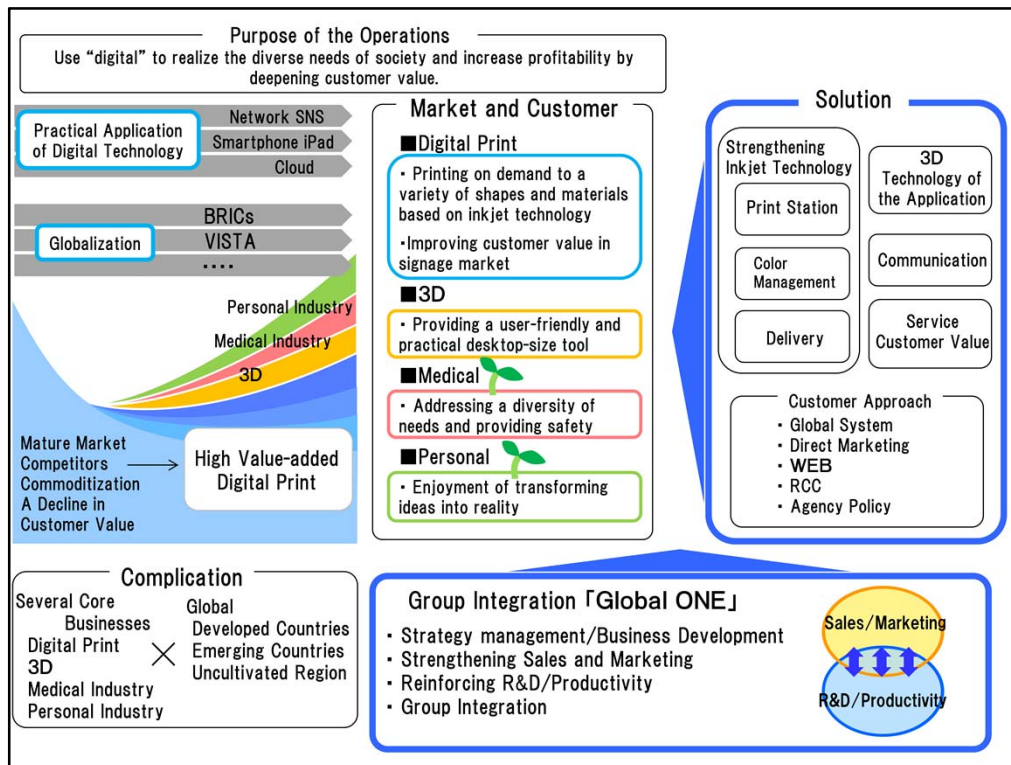
● Personal

In personal, our proposal is to give form to ideas; we can let people touch and feel their very imagination and spread the enjoyment of MONO-Zukuri.

Beginning with digital natives, we believe we can bring people the excitement of creating something from one's ideas through the power of digital MONO-Zukuri.



In order to realize new value creation that meets the changes of markets and customers within these areas, we need to strengthen our core technology, reform our approach to customers, and rebuild a structure that promotes the power of solutions.



In addition, as we work to strengthen our solutions, we must continue to approach the market with new products and services while always moving towards the next big thing.

This requires the complete utilization of all our group's resources. To that end, we have launched the Global ONE project—a restructuring effort to fully exercise our combined ability and promote quick, decisive action.

Global ONE Project : Group Integration

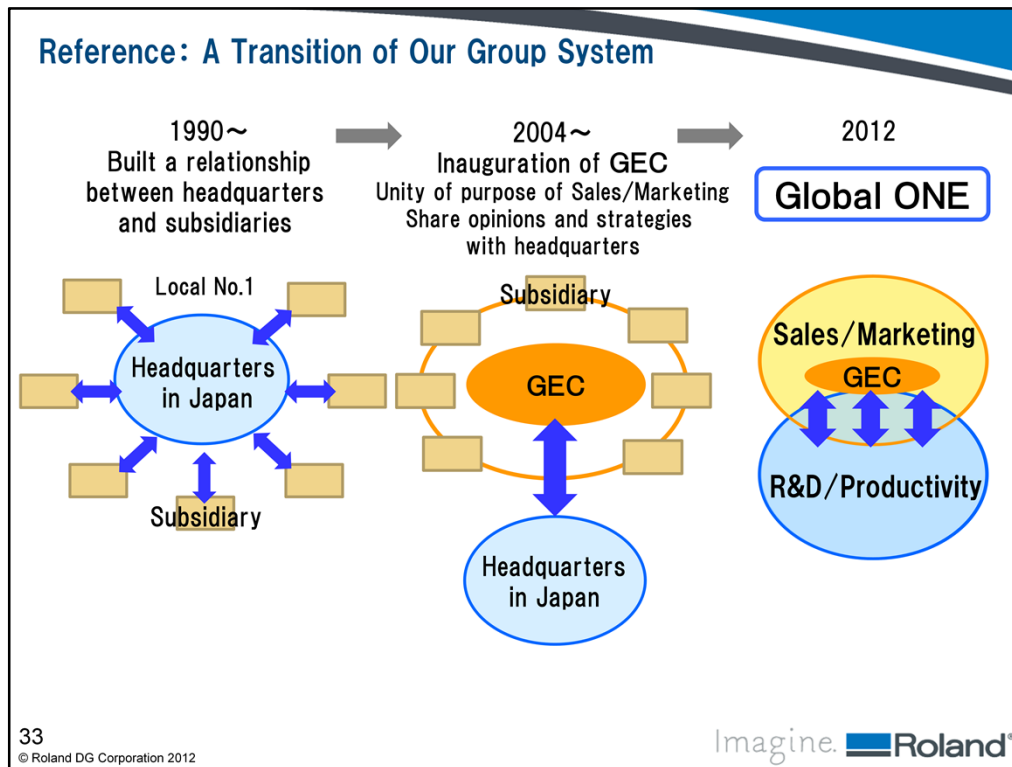


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On a basic level, our business responsibilities have been delegated as so: Japan handles development and production, while each sales subsidiary is in charge of sales and marketing for their respective areas while sharing responsibility over MONO-Zukuri and the markets.

With the Global ONE project, we aim to connect MONO-Zukuri directly with the market, and with a new, flexible infrastructure and work on KACHI-Zukuri.



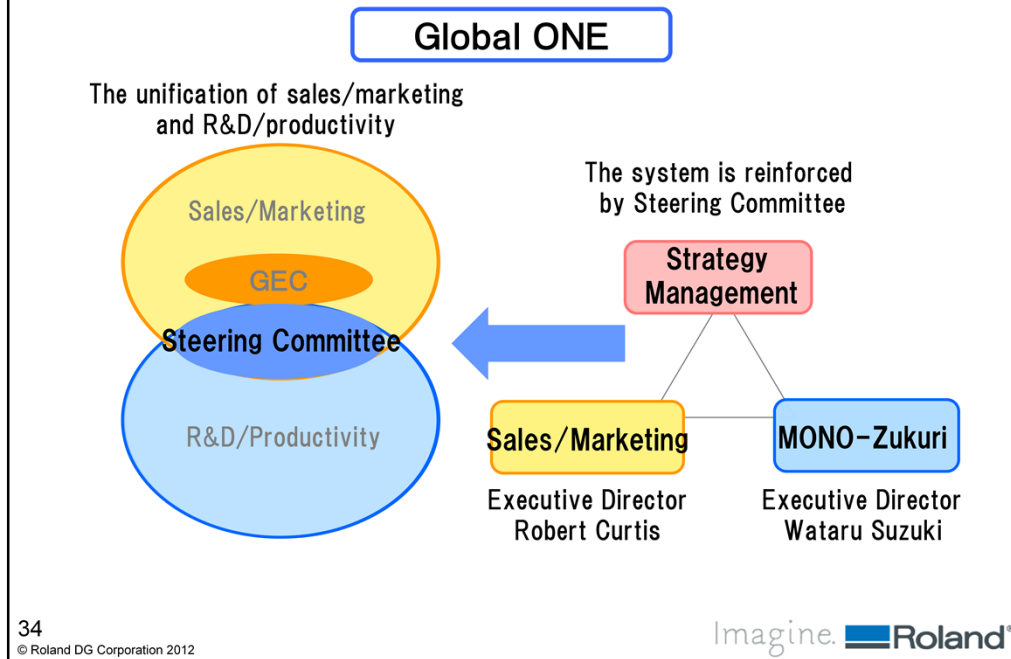
Our company has taken a firm look at group unification and organized the GEC (Global Executive Committee) to tie together our sales subsidiaries.

The GEC is comprised of our subsidiaries' CEOs, and it seeks not only to bring together their ideas and opinions, but the Chairman serves as an employee of headquarters who shares group strategies.

In this way, CEOs can study each other's best practices and develop them for their local sales and marketing efforts. This is how our companies can achieve No. 1 in their local regions.

By participating in group management, the GEC can quickly share market information that benefits our global strategy, and we can execute that strategy as a unified group.

Global ONE Project : Steering Committee



In addition to group unification, we have placed a steering committee at the heart of the company, which functions to strengthen strategy management, sales and marketing, and MONO-Zukuri.

- The steering committee will help manage complex business strategies and develop new businesses.
- GEC Chairman Robert Curtis will be made executive director in charge of global sales and marketing.
- Wataru Suzuki will be made executive director in charge of strengthening MONO-Zukuri.

Steering Committee

■ Strategy Management/ Business Development : Steering Committee (President)

- Determine and prioritize development possibilities in market and technologies
- Manage integrated strategy of complex business fields
- Generate appeal for products and services

■ Sales/Marketing Reinforcement: Executive Director Robert Curtis

- Manage sales and marketing based on region, business
- Support group management planning at GEC, collaborate on R&D

■ MONO-Zukuri Reinforcement: Executive Director Wataru Suzuki

- Cost Competitiveness: Streamline overseas production, overseas procurement and domestic production
- Strengthen Core Technology: Boost technological development and product R&D
- Establish quality assurance structure to support expansion into new business areas

Steering Committee Roles and Responsibilities.

The performance forecasts, plans and strategies contained within this document are not historical fact, but are predictions related to this company's future performance. Any information or determinations made were based on the information available at any time of its creation (May 15th, 2012) and contain the requisite uncertainty and risk based on that limitation. Actual future performance may vary greatly from these predictions. Therefore, we caution against basing any investment decisions solely on the information contained herein.

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