

Roland DG Corporation

Consolidated Financial Results for the Fiscal Year December 31, 2021

February 18, 2022

1. Financial Summary
2. Consolidates Financial Forecast
- 3. Mid-term Plan Update**
4. Appendix

Overview of the current 2021-23 Mid-term plan (Recap)

Core Strategy

Business Portfolio Transition

- Focus on efficiency for existing businesses
- Expand into new markets

**2021-2023 MTP
Core Strategy**


Lean organization

- Integrate production locations
- Reduce cost
- Renew management team and organization

Financial Target

Financial Target			
(JPY)	FY2019	FY2020	FY2023
Sales	40.8B	34.8B	48B + α
New business sales / % of total sales	3.1B / 8%	2.5B / 7%	10B / 20%
Operating profit / margin	2.8B / 6.8%	0.5B / 1.4%	6B / 12.5%
ROE	7.9%	1.0%	15%
ROIC	6.5%	0.6%	15%
CCC	163	141	120
Payout ratio / DOE ¹	32% / 2.5%	50% / 0.5%	30% / 2%

1. Dividend on Equity



| Core Strategy: Solid progress on structural reform

Initiatives so far

- Implemented an early retirement program in Japan
- Migrated mass production function to Thailand
- Renewed management structure
- Accelerated visualization and decision making in management

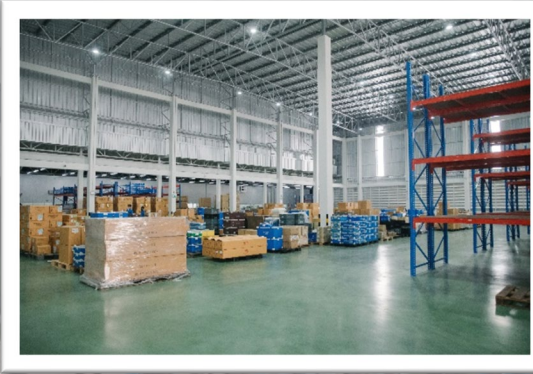


**Reduced JPY1.3B (annualized)
fixed cost in year 1**

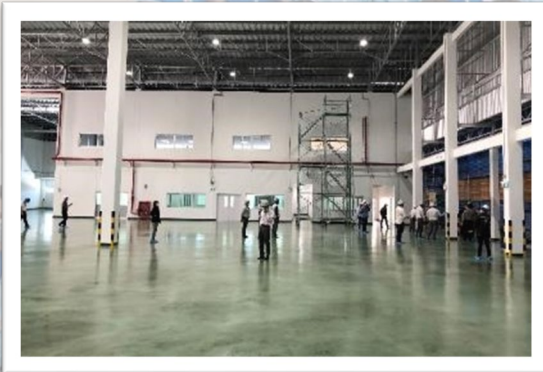
**Made solid progress towards our
goal to become a
Lean organization**

Mass production migration to Thailand; floor expansion for warehouse space

■ Construction completed in January 2022



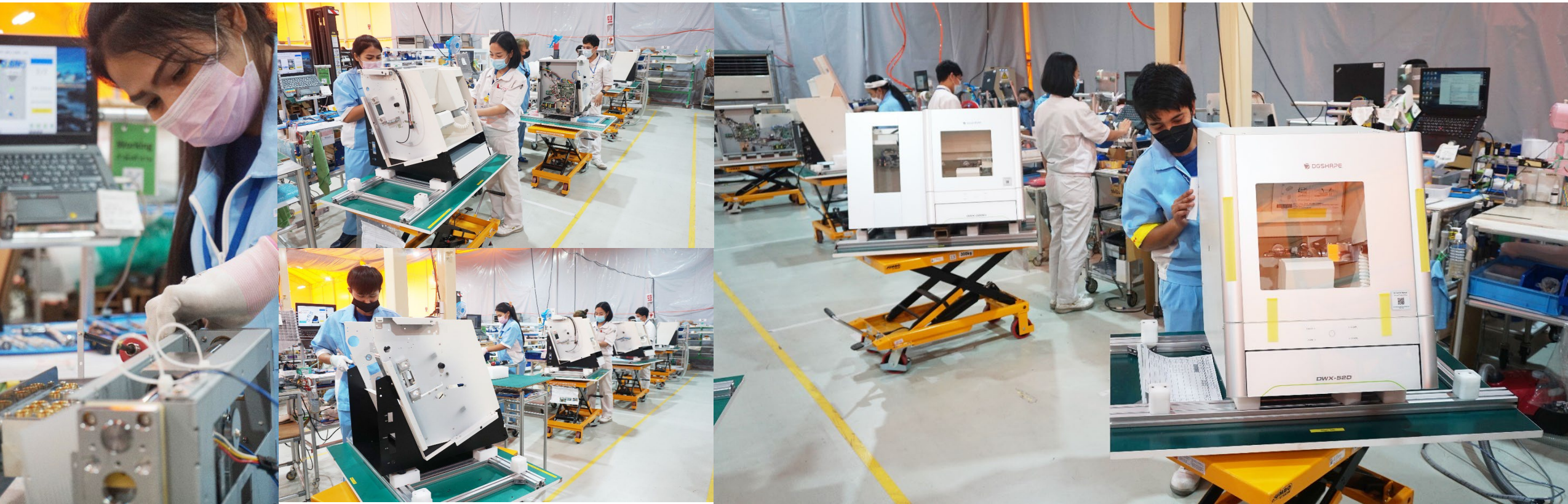
■ Opening ceremony held on February 11, 2022



| Migration of production of dental milling machines

■ Completed in 2021 as planned

- The Thai factory has mainly produced mass-produced printers. Started production of dental milling machines at the Thai factory due to production consolidation
- Guarantee the quality of products with our unique production method that supports workers.



| We will raise our financial target and aim for further value creation

	Actuals		Q4 Announcement		MTP Target	
	FY2019	FY2020	FY2021	FY2022	Original FY2023	New FY2023
Sales	40.8B	34.8B	45.0B	49.4B	48.0B	54.0B
Operating Profit / %	2.8B / 6.8%	0.5B / 1.7%	6.0B / 13.4%	7.3B / 14.8%	6.0B / 12.5%	8.0B / 14.8%
ROE	7.9%	1.0%	13.9%	17%	15%	17%
ROIC	6.5%	0.6%	13.0%	-	15%	15%
CCC	163	141	147	-	120	120
Payout % / DOE※	32% / 2.5%	50% / 0.5%	33% / 4.6%	30% / -	30% / 2%	30% / 2%
FX Rate (USDJPY/EURJPY)	109/122	107/122	110/130	113/128	100/125	113/128

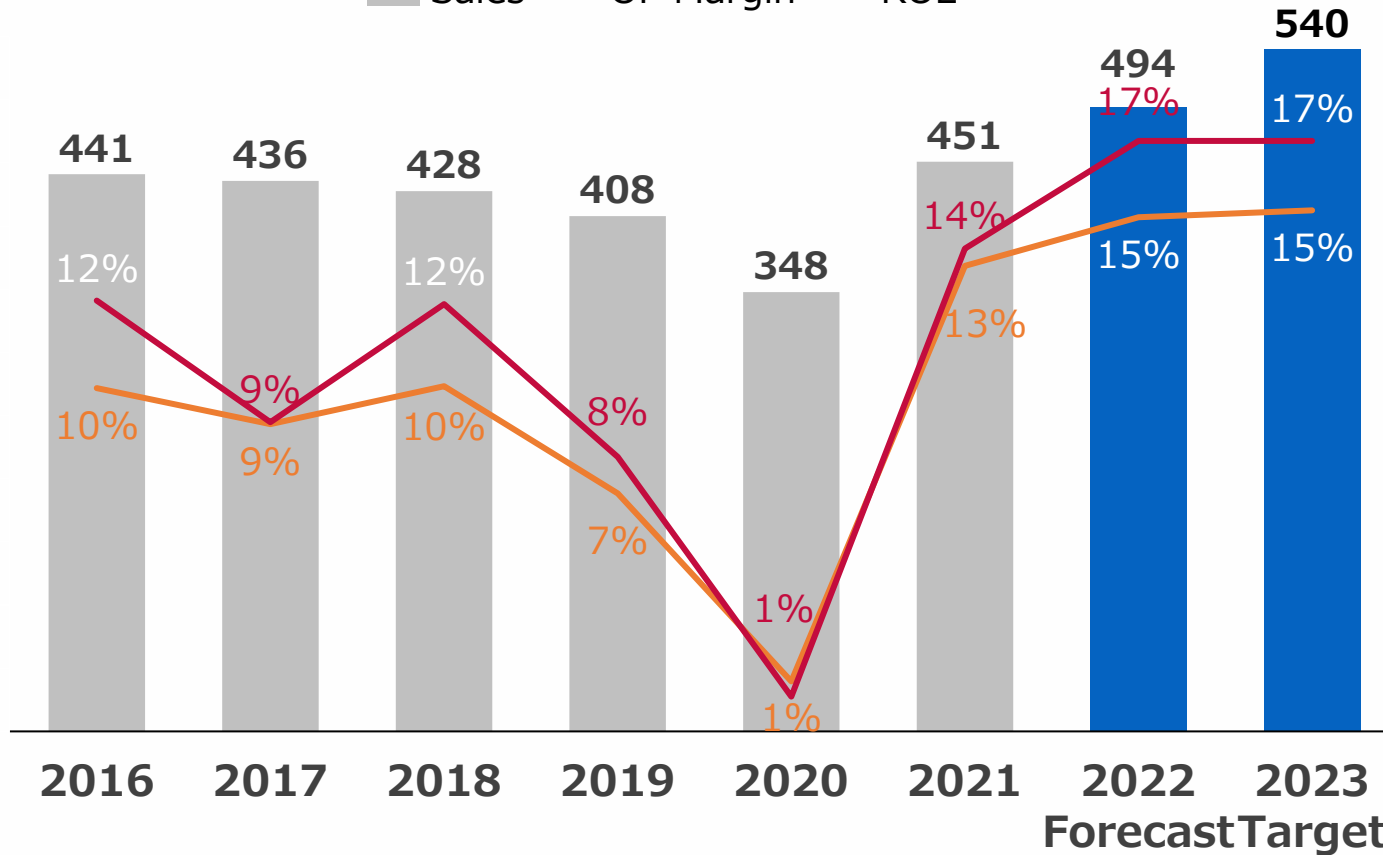
※Dividend on Equity ratio

Return to growth trajectory while maintaining high profitability and capital efficiency

Financial performance since 2016, 2022 guidance, and MTP target

(JPY100M, %)

■ Sales — OP Margin — ROE



- Target 9-10% annual **Sales growth** through '21-'23
- Maintain **high profitability & capital efficiency**

| Update of the Business Portfolio Transition

Background

Updated strategy as we start shifting our focus to business portfolio transition (growth strategy)

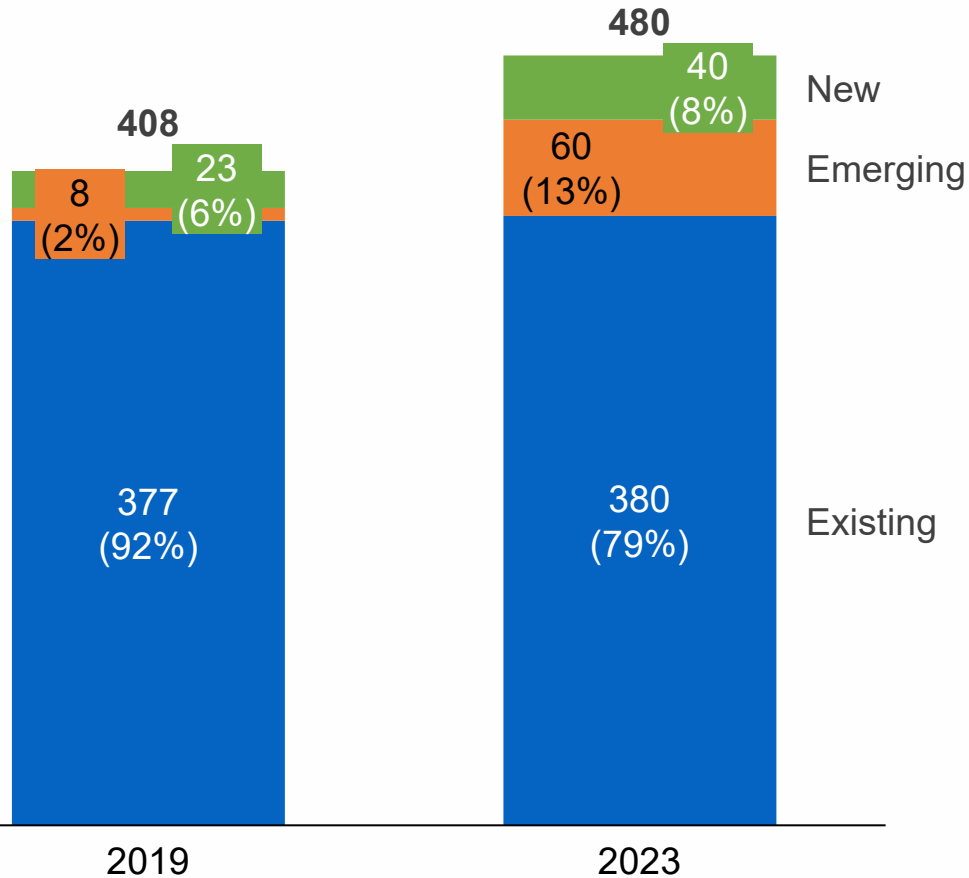
Update overview

- Redefined based on **product category** and **clarified growth/maintain areas**
- Develop and execute Product ~ Sales strategy by category
Actively allocate resource to growth areas
- As a result we aim to **shift our portfolio** from solvent printers (maintain area) to growth areas

Target 54B Sales by increasing the Growth Area

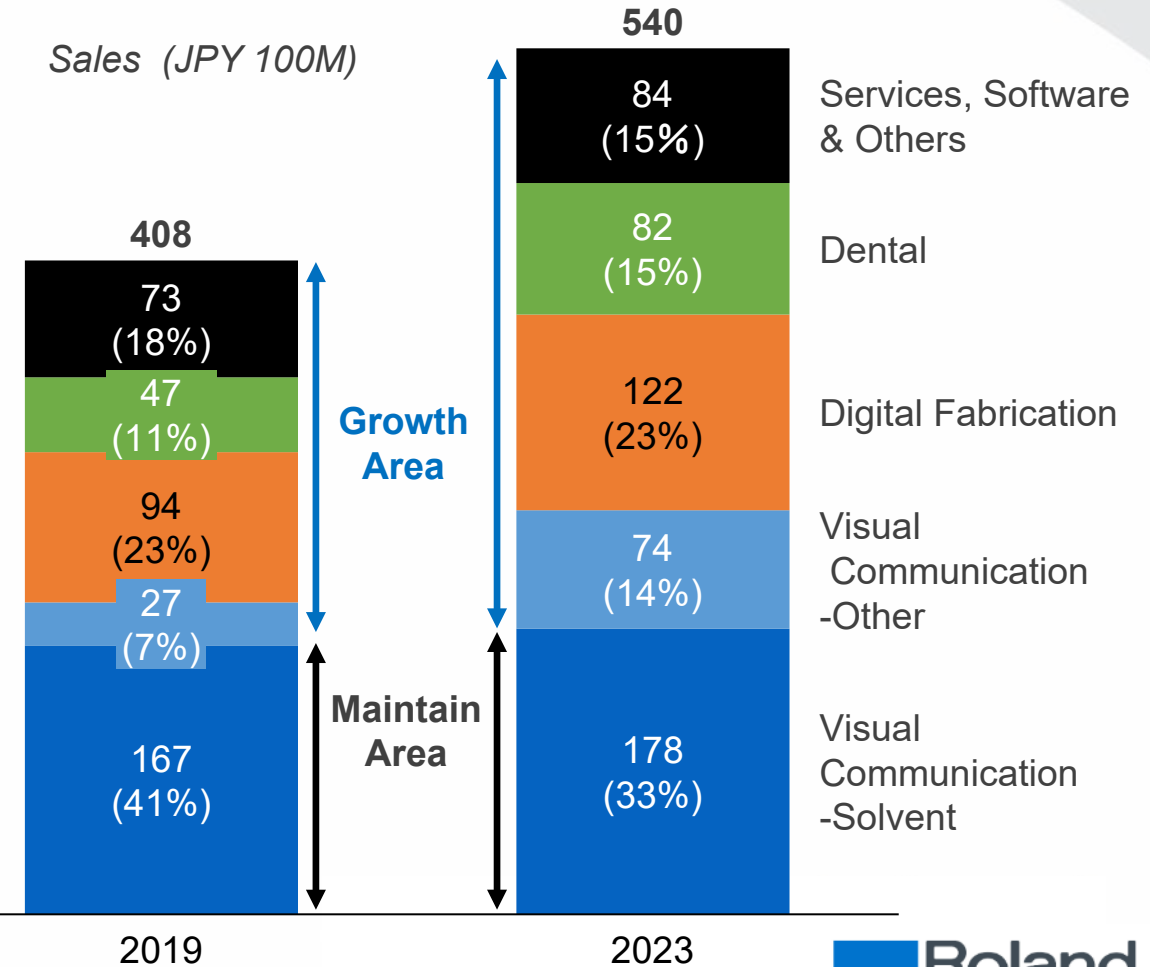
Current MTP Category

Sales (JPY 100M)

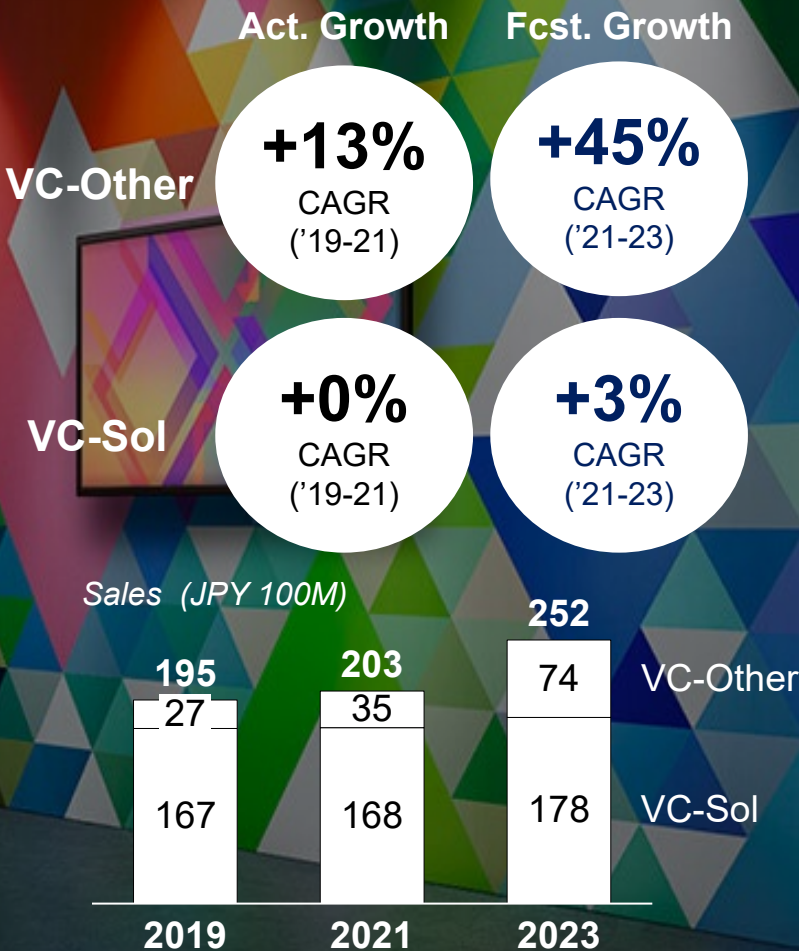


New MTP Category

Sales (JPY 100M)



Visual Communication Solvent / Other



Market Outlook

- **Visual Communication ≠ Outdoor Signboards**, market to steadily grow
 - Signboards maturing; However, needs for **“Visual Communication”** with customers will increase e.g. displays and decorations
- Assume some switching demands from solvent to UV/Water-based ink

Our Strategy

- Maintain #1 position in solvent printers
- Gain share in other ink types and emerging markets
- Diversify ink to develop new application/market in the future

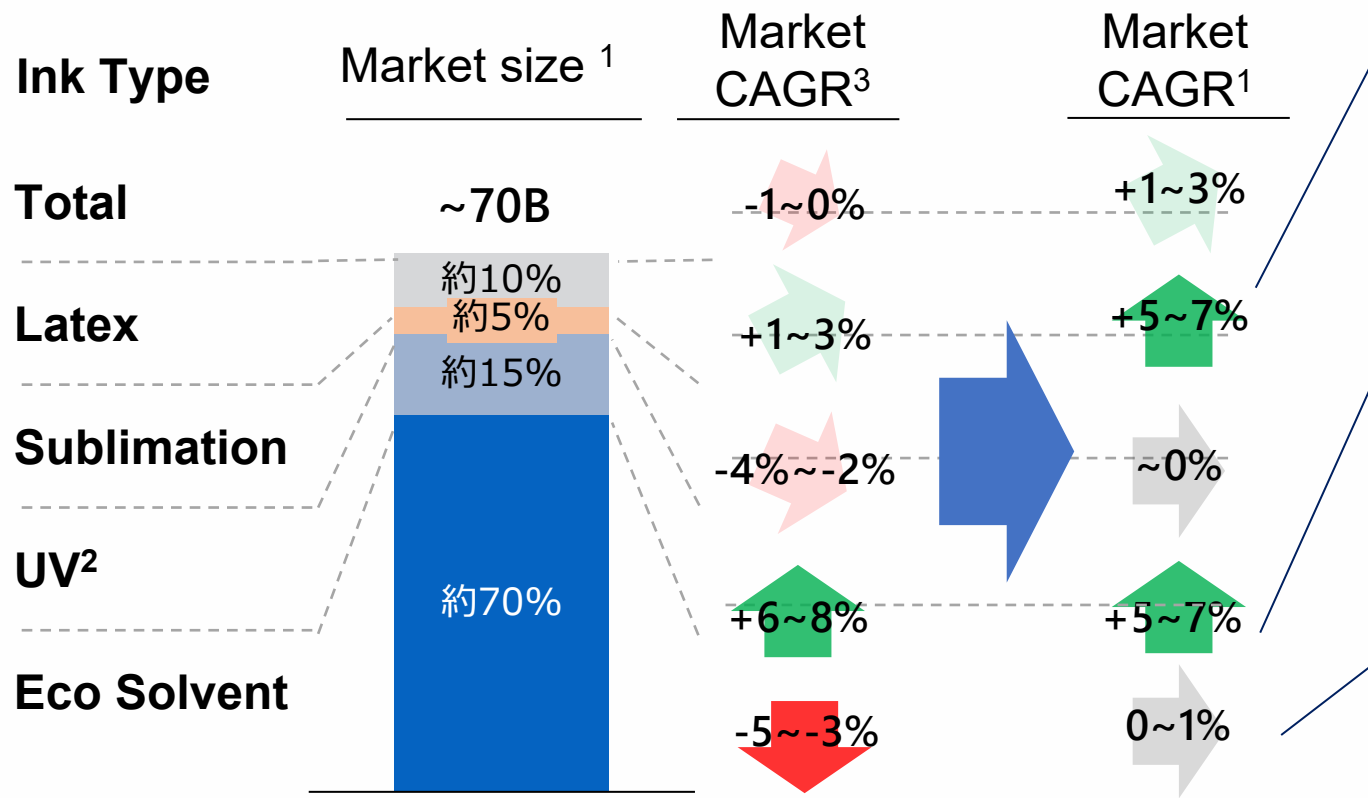


Category Overview

Applications :	Sign, display, store decoration, banners, car wrapping etc
Main customers:	Sign & display print shops
Products:	Large Solvent roll-to-roll printers, inks (VC-Solvent) Other Large roll-to-roll printers, cutters, ink (VC-Other)

VC market trend update

VC market landscape



Water-based

Expanding needs for eco-friendly ink

UV

Gaining market share in UV ink with the launch of the LEC series(Roll to Roll machine)

Eco Solvent

Maintain current position - growth rate is modest but large size market with high profitability

1. Roland DG Corporation estimate based on 3rd party research data(as of 2021)

2. Only Roll to Roll machines excluding Flatbed etc.

3. 2019 actual

Digital Fabrication

Act. Growth

Fcst. Growth

+3%

CAGR
('19-21)

+11%

CAGR
('21-23)

Sales (JPY 100M)

94

99

122

2019

2021

2023

Market Outlook

- Needs for decoration/crafting by small & semi-industrial businesses will continue from personalization trend
- Online channels towards small businesses became more prevalent during COVID pandemic

Our Strategy

- Roll out channel and marketing strategy globally dedicated to this new customer segment
- Expand product line through partnership and Co-Creation work



VersaUV Series
(LEF2)



VersaSTUDIO
(BN-20/20A)



LEC2 S-Series



METAZA (MPX)

Category Overview

Application :

Small crafting, sticker, object decoration, small milling & marking

Main Customers:

Small/semi-industrial business, sole business owners, retail shops

Products:

Desktop printers, Decoration printers, milling machines

| Digital Fabrication e.g.

Printer

Small Business market globally accelerated by personalized needs

- Small product demand increased by stayhome and home office demand
- Approached broad customer base by strengthening e-commerce channel
- Broad product line-up including small Print & Cut, T-shirt printer



**VersaSTUDIO
BN-20**



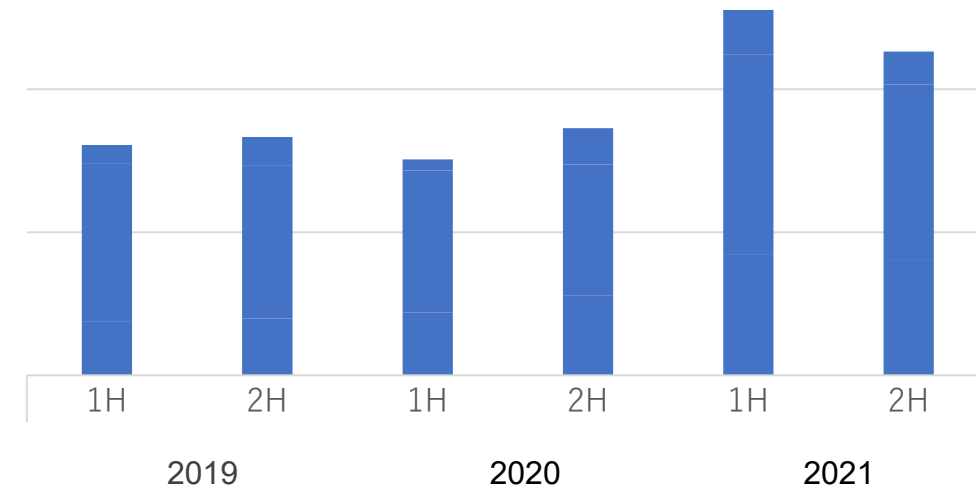
VersaSTUDIO BT-12



**CAMM-1
GS-24**



Sales volume of desktop models



| Digital Fabrication e.g.

Co-Creation

Cross selling solutions developed in Europe to US and Asia since 2022

- UV printers for thick materials selling well in Europe
- Accelerate cross sell into North America, Asia and Australia
- On-demand printing solution for decorations to replace screen printing



LEC2-640 S-Series



(C) Multicopy The Communication Company
YouTube | 00:41

Dental

Act. Growth

Fcst. Growth

+19%

CAGR
(’19-21)

+12%

CAGR
(’21-23)

Sales (JPY 100M)

47

66

82

2019

2021

2023

Market Outlook

- Longevity drive long-term high growth in dental area overall
- Metal free demands in advanced countries and acceleration of digitization in emerging markets to lead to 10%+ annual market growth

Our Strategy

- Maintain position in current main market (Advanced country/labs)
- Strengthen channel in emerging markets where dental digitization is accelerating
- Add growth by entering dental clinics and new applications (denture implants etc)



DWX-52DCi



DWX-52D



DWX-4

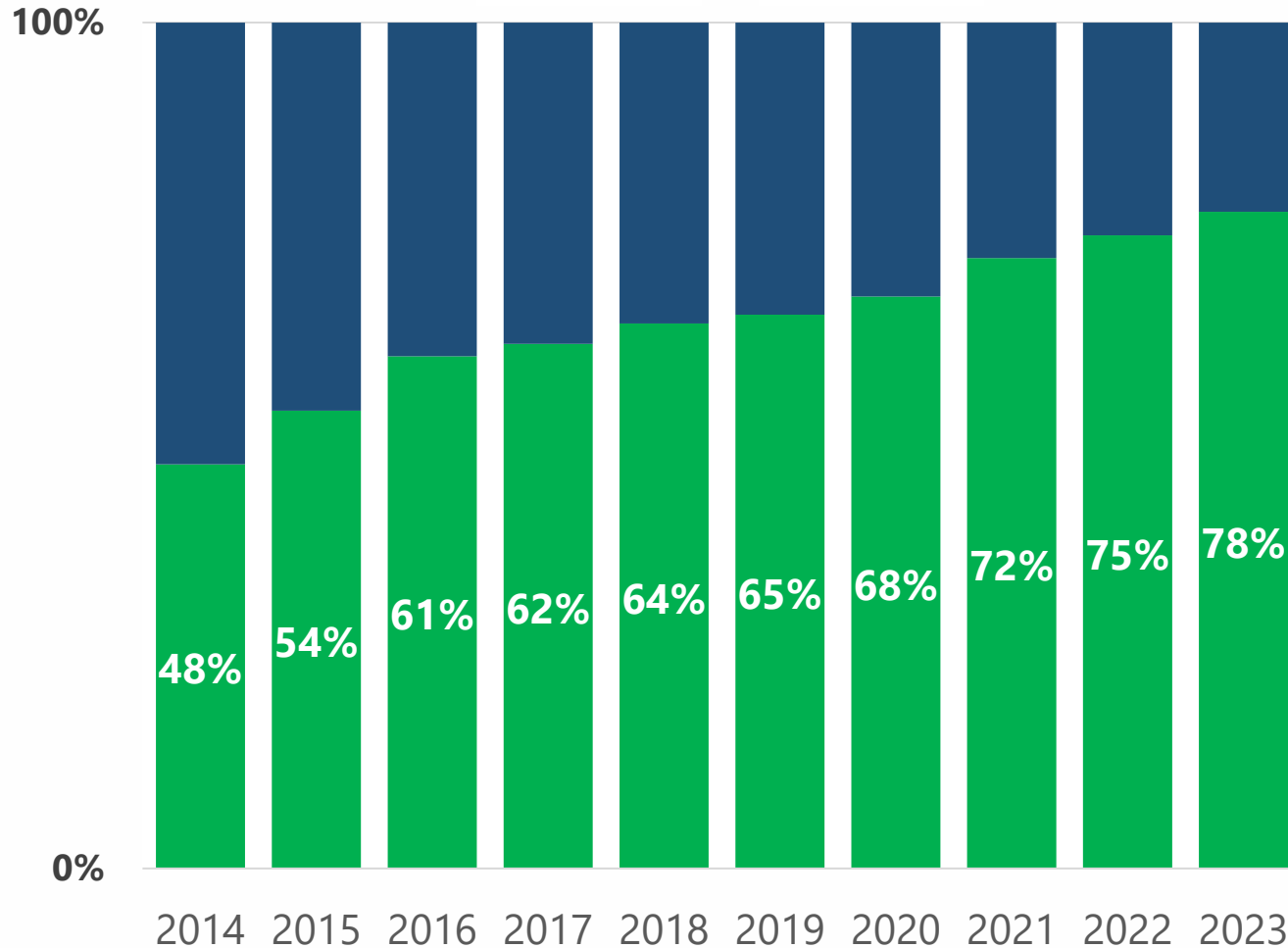
Category Overview

Application:	Dental prosthetics such as Crown/bridge, denture, implant
Main Customers:	Dental labs, clinics
Products:	Dental milling machines

Milling machine demand to increase by penetration of ceramics

Crown & bridge materials trend (North America)

■ Ceramic ■ Metal



※Roland DG analysis

Shift from metal to ceramic materials

- Ceramic materials (e.g. Zirconia) have better human body affinity
- Metal price increase
- CAD/CAM workflow penetration
- Ceramics to rise to 80% in North America





Dental machines growing in Emerging markets



Service, Software & Others

Act. Growth

Fcst. Growth

+7%

CAGR
(’19-21)

+1%

CAGR
(’21-23)

Sales (JPY 100M)

73

83

84

2019

2021

2023

Market Outlook

- Service was traditionally a “reactive” “cost center” but has the potential to evolve through IoT and connected technologies
- Opportunity to provide software & hardware combined solutions will increase

Our Strategy

- Reduce customer downtime and improve profitability by Repair & maintenance service upgrade
- Increase end-customer engagement through Roland DG Connect
- Plant seeds to build new opportunity in Software (SaaS)



DWINDEX2

Category Overview

Product: Spare parts, Maintenance service, Software/apps etc

Main Customers: VC、DPF、Dental area customers

The number of users is expanding all over the world -Connected Service -

Roland DG Connect

for Everything Creative

※ Released in April 2021

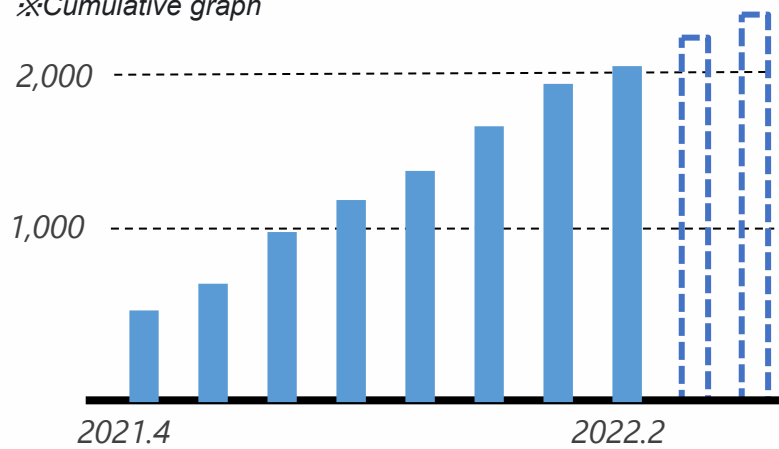
Should an error occur, the shared information on the operating status and history of the product can be used to reduce the time of repair, thus helping to reduce downtime for the customer.



Product : Printers



※Cumulative graph



Over 2,000
Users

DWINDEX2

※ Released in July 2021

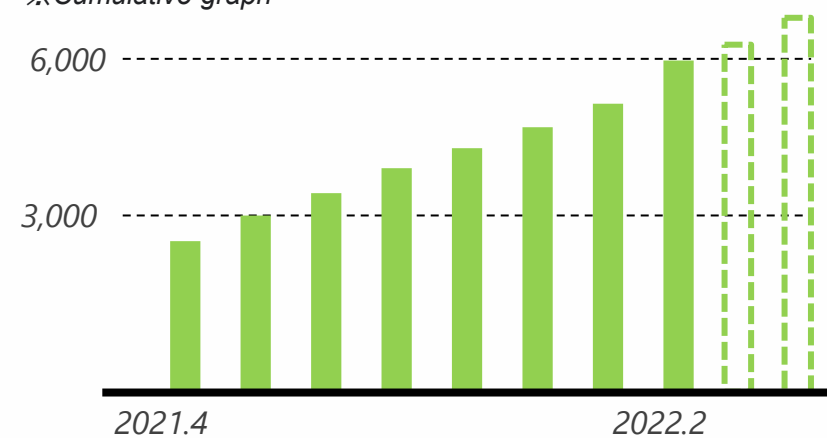
Operating management software that supports efficient business operation such as visualization of operating status of dental milling machines.



Product : Dental milling machines



※Cumulative graph

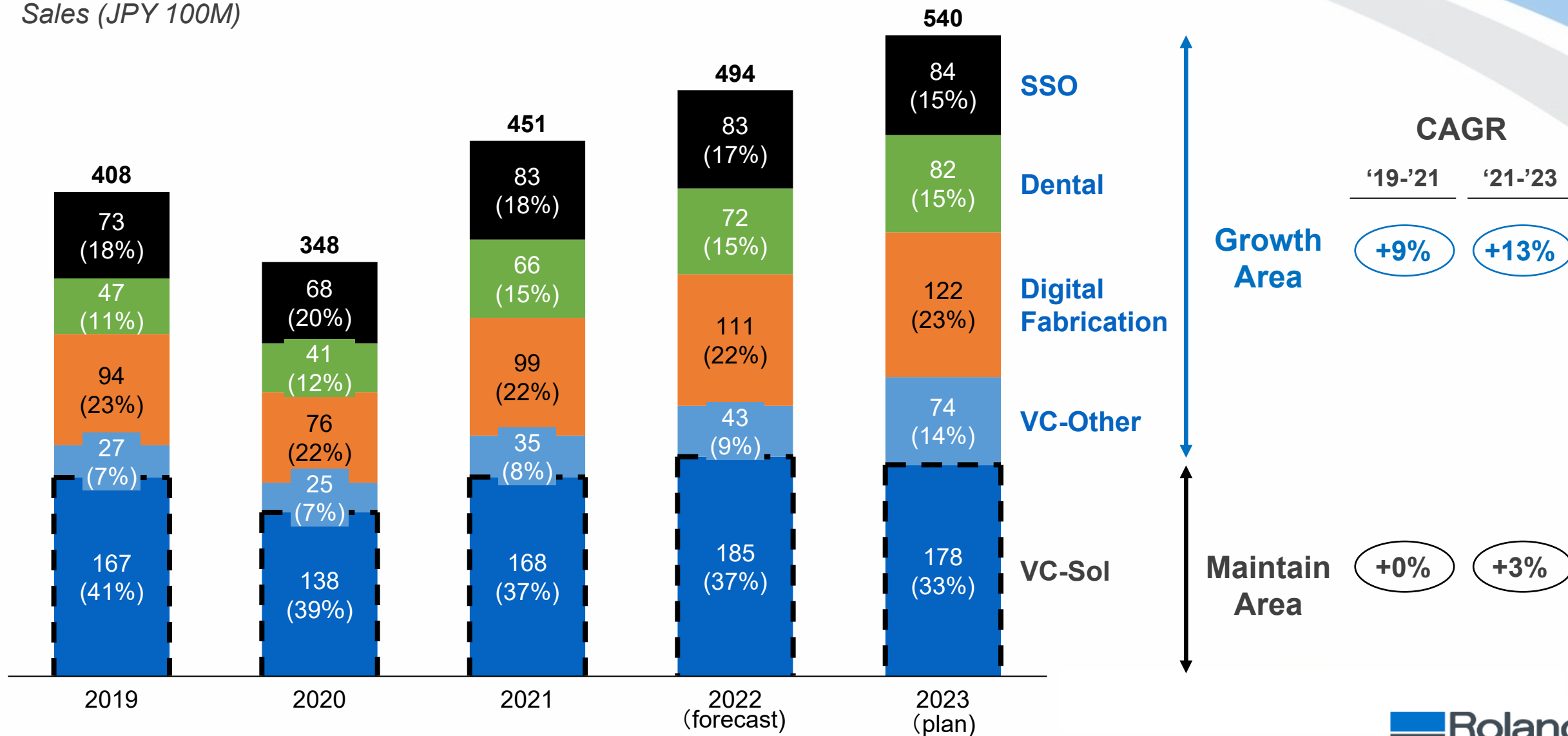


Over 6,000
Users

Laid the foundation of future profit

As a result, Growth Area portion will increase (= business portfolio transition)

Sales (JPY 100M)



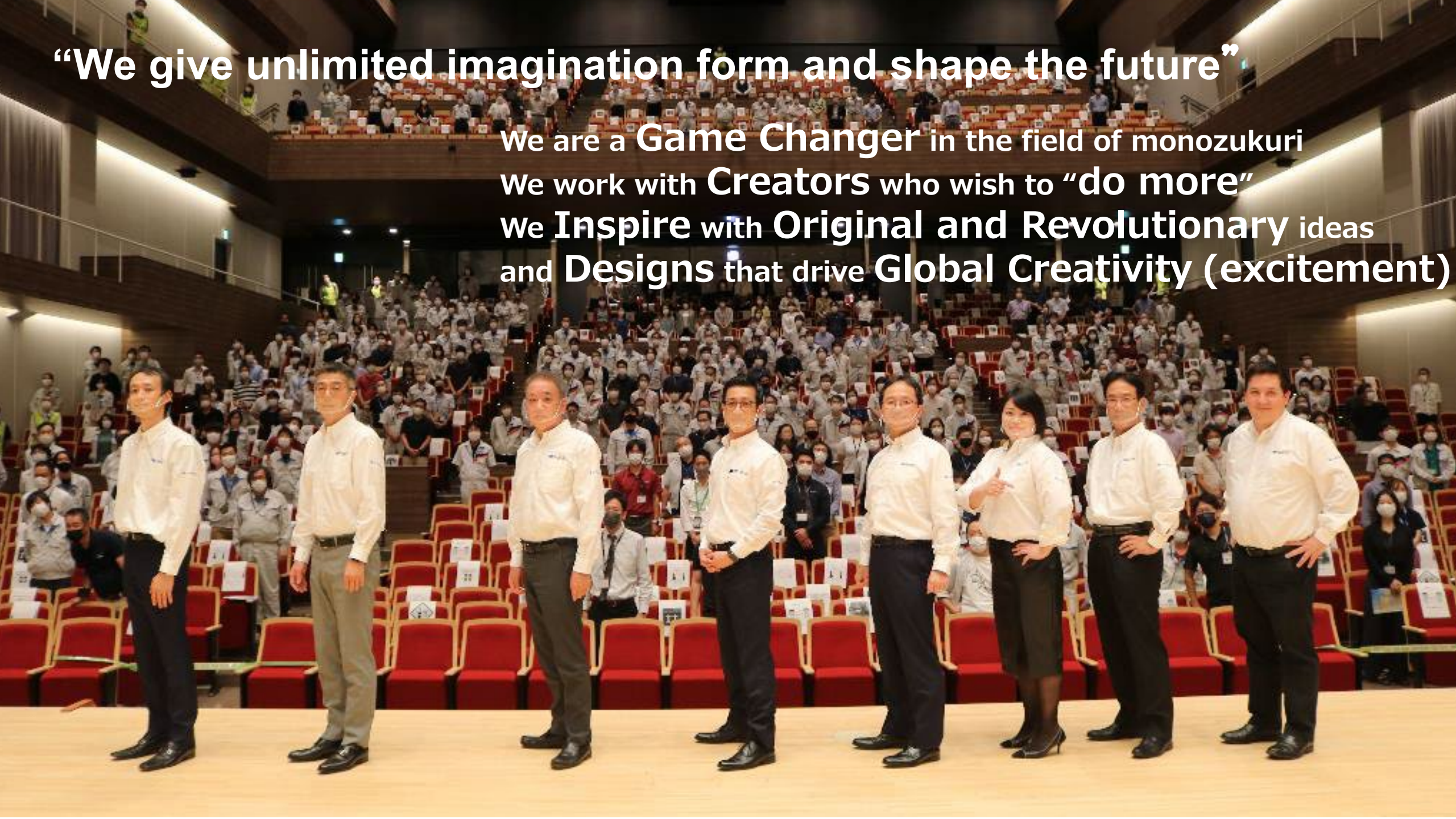
“We give unlimited imagination form and shape the future”

We are a Game Changer in the field of monozukuri

We work with Creators who wish to “do more”

We Inspire with **Original and Revolutionary** ideas

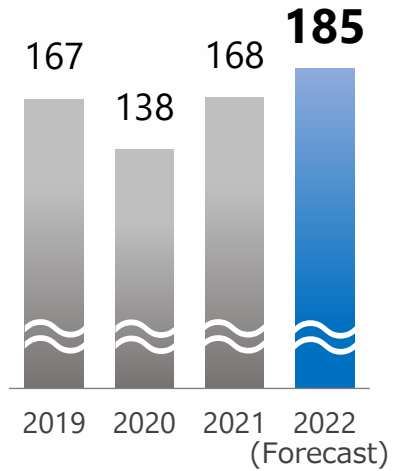
and Designs that drive **Global Creativity (excitement)**



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4. **Appendix**

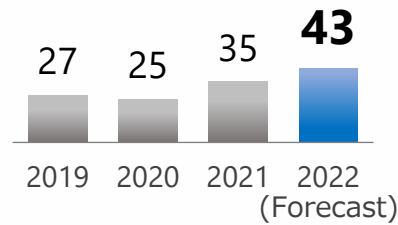
Historical and 2022 forecast based on new category

(100 Millions of Yen)



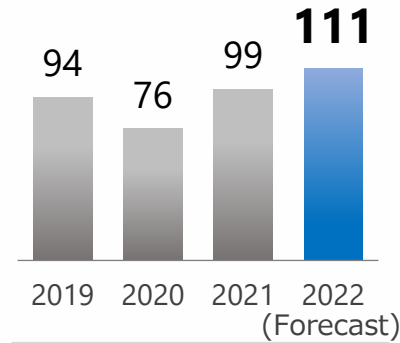
VC-SOL

- Solid investment demand
- Output demand incl. signs will increase ink sales
- Cutting machines for sign market to increase



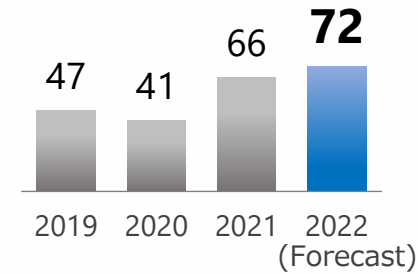
VC-Other

- UV printers to grow by promoting Print & Cut function and advantages of ink
- Textile printers to increase by regional expansion of Co-Creation products



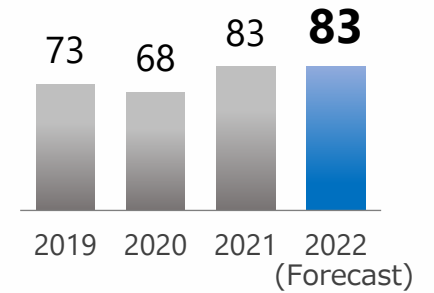
Digital Fabrication

- Retail desktop UV printers to stay flat
- Small desktop printers for in-house / small business to grow
- Co-Creation product for object printing to increase



Dental






- Grow into clinics with inhouse labs in addition to dental labs
- Develop sales channel in emerging countries e.g. Middle East and Latin America
- Expand application including Dentures and implants



Service, Software & Other

- Maintenance fee to increase while service parts decline
- Improve service support through connected technologies and educate market

New product category overview

Product Category		Customer	Uses and Applications	Products	Model
Visual-Communication	VC-Solvent	Sign shops Printing shops	Outdoor sign Store interior/displays Banners Car wrapping	Solvent printers	VG2 series SG2 series 
	VC-Other	Sign shops Printing shops Print / design companies	Out/indoor sign Stickers and labels Design prototypes Textile / apparel	UV Printers Textile printers Large format cutters	LEC2 series Texart series EU-1000 GR2 series 
Digital Fabrication		Small/semi-industrial business Retail stores Sole business owners	Object printing Stickers Small object milling Marking	Small printers Small cutters 3D milling machines Engravers Metal Printers	LEF series BN-20/20A LEC2 Series MDX Series MPX-95 
Dental		Dental labs Dental clinics	Dental prosthesis	Dental milling machines	DWX series 
Service, Software & Others		VC, DF, Dental customers	Spare parts Maintenance services Software Apps	Service parts Maintenance Software	Print head Roland DG Connect DWINDEX2 

Product launched this year

VC...Visual Communication

DF...Digital Fabrication

SSO...Service, Software & Others

MULTI-PIN CLAMP
(for DWX-42W)



Dental

Open edge adapter
(for DWX-52D)



Dental



DWX-52Di

SSO

DWINDEX2



Software to support efficient business operations, including visualization of dental milling machine operation status

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec



VC

VersaUV
LEC2-640 LEC2-330



SSO



Roland DG Connect
for Everything Creative

VC



EU-1000MF

DF



DF



VersaSTUDIO
SIGN MAKER BN-20A

Expanded product line for desktop printers – BN-20 – that increased under COVID

DF



VersaUV
LEC2 S-Series

DF



UV Ink "V-BOND" than can be used for toys

VC



New addition of Red and Orange color UV inks



CAMM-1
GR2-640 GR2-540

XT-640S and LEC2 S-Series launched in North America

Roland

Helped signages for Hamamatsu City's vaccination site

- Supported printing reception and guidance signs at vaccination sites using our printer
- Printed in English, Portuguese, Chinese, Vietnamese, Tagalog, and Spanish with the support of our overseas sales partners

Printed by our UV Printer VersaUV LEC2-640



Print design data available on our website
for usage in vaccination sites

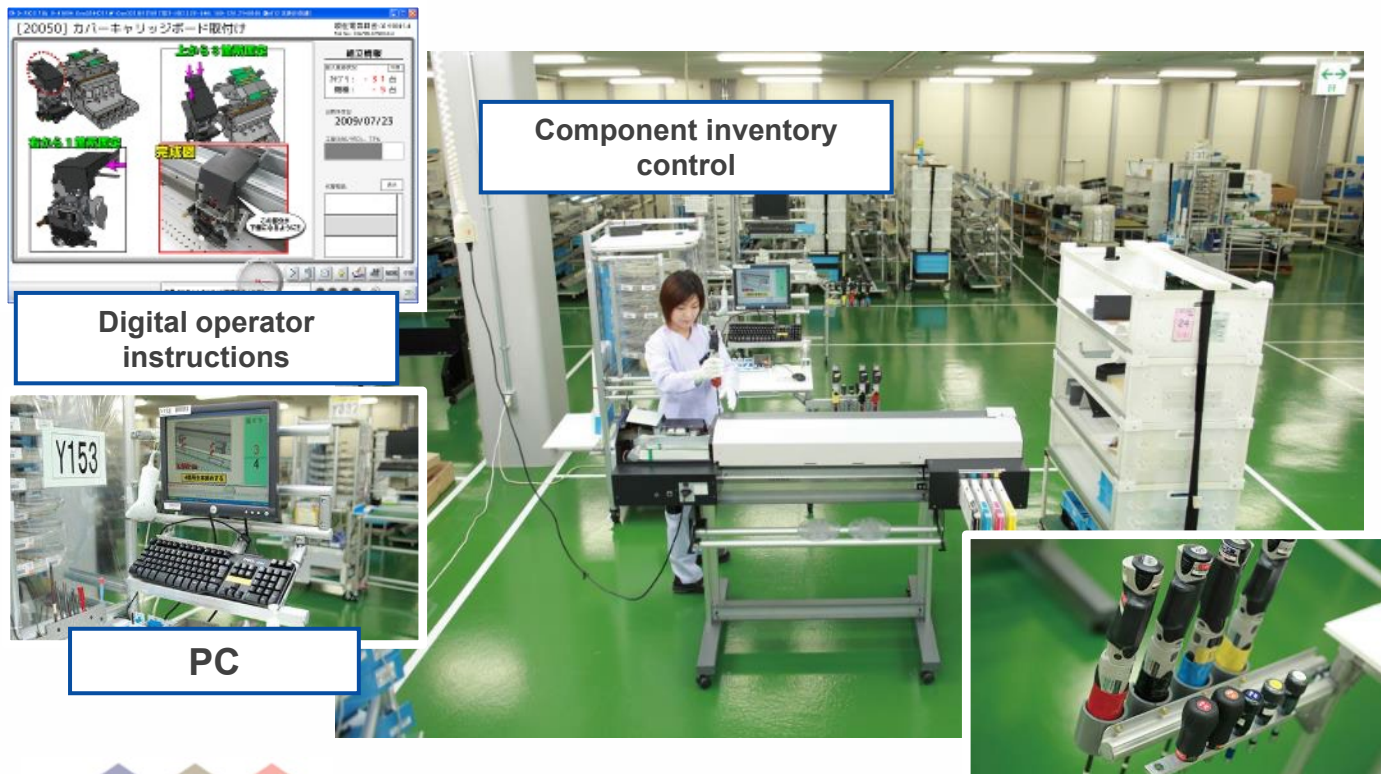
Imagine. BLOG



Installed in 3 large scale vaccination sites and 11 welfare centers

Roland DG's manufacturing

A unique cell production method called “D-shop” that enables on-demand production
Can adopt and minimize effect of rapid demand recovery and production adjustments from electronic parts shortages



Uniqueness of the cell production method

- *Can adopt to demand changes and ideal for multi type & volume variation production*
- *Easy to change factory layouts*

Can flexibly adopt to changes in production plans



FY2021 Consolidated financial results

(Millions of yen)	2019		2020		2021		YoY change		
	Performance	% of sales	Performance	% of sales	Performance	% of sales	Change	Ratio	Exchange rate impact excluded Real term
Net Sales	40,795	100.0%	34,780	100.0%	45,095	100.0%	10,315	129.7%	124.4%
Gross Profit	17,330	44.0%	13,178	37.9%	19,968	44.3%	6,790	151.5%	140.7%
SGA cost	14,536	36.3%	12,678	36.5%	13,912	30.9%	1,234	109.7%	106.3%
Operating Profit	2,794	7.8%	500	1.4%	6,056	13.4%	5,556	1210.8%	954.3%
Ordinary Profit	2,648	7.3%	422	1.2%	6,082	13.5%	5,659	1438.7%	1123.0%
Net Profit	1,944	5.5%	251	0.7%	3,733	8.3%	3,482	1486.7%	1078.8%
EPS (Yen)	155.39		20.17		299.88				
Exchange rate Yen	USD	109.06	106.83		109.81				
	EUR	122.11	121.86		129.93				

※ Net profit attributable to owners of parent (Millions of yen)

Exchange rate Amount of impact	Net sales	1,819
	Operating Profit	951

FY2021 Consolidated financial results

Sales by Products & Regions

(Millions of yen)

	2019		2020		2021		YoY change		
Sales by Products	Performance	% of sales	Performance	% of sales	Performance	% of sales	Change	Ratio	Exchange rate impact excluded Real term
Printers	13,183	32.3%	10,053	28.9%	14,411	32.0%	4,358	143.4%	137.4%
Plotters	1,098	2.7%	1,003	2.9%	1,209	2.7%	206	120.6%	116.2%
3D Products (DGSHAPE)	5,705	14.0%	4,779	13.7%	7,047	15.6%	2,267	147.5%	141.5%
Supplies	13,411	32.9%	12,153	35.0%	14,437	32.0%	2,284	118.8%	114.0%
Others	7,396	18.1%	6,790	19.5%	7,989	17.7%	1,198	117.7%	113.1%
Total	40,795	100.0%	34,780	100.0%	45,095	100.0%	10,315	129.0%	124.4%
Sales by Regions									
Japan	4,745	11.6%	4,164	12.0%	4,533	10.0%	369	108.9%	—
North America	11,627	28.5%	10,621	30.5%	14,015	31.1%	3,393	131.9%	128.4%
Europe	15,257	37.4%	12,956	37.3%	17,168	38.1%	4,211	132.5%	124.3%
Asia	3,220	7.9%	2,439	7.0%	3,230	7.2%	790	132.4%	127.1%
Others	5,944	14.6%	4,597	13.2%	6,148	13.6%	1,551	133.7%	128.4%
Total	40,795	100.0%	34,780	100.0%	45,095	100.0%	10,315	129.7%	124.4%

Consolidated financial results (3 months)

	2019				2020				2021					
(Millions of yen)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	YoY	QoQ
Net Sales	9,887	10,070	9,926	10,910	9,038	6,736	9,187	9,817	10,298	11,548	11,566	11,682	119.0%	101.0%
Gross Profit	4,458	4,429	4,266	4,175	3,771	1,467	3,829	4,110	4,323	5,304	5,217	5,123	124.7%	98.2%
%	45.1%	44.0%	43.0%	38.3%	41.7%	21.8%	41.7%	41.9%	42.0%	45.9%	45.1%	43.9%	+2.0P	(1.2P)
SGA cost	3,637	3,682	3,517	3,698	3,446	2,918	3,045	3,267	3,292	3,377	3,340	3,902	119.4%	116.8%
%	36.8%	36.6%	35.4%	33.9%	38.1%	43.3%	33.1%	33.3%	32.0%	29.2%	28.9%	33.4%	+0.1P	+4.5P
Operating Profit	820	746	749	477	324	(1,450)	783	842	1,031	1,926	1,876	1,221	144.9%	65.1%
%	8.3%	7.4%	7.5%	4.4%	3.6%	—	8.5%	8.6%	10.0%	16.7%	16.2%	10.5%	+1.9P	(5.7P)
Ordinary Profit	794	688	705	459	136	(1,355)	776	865	1,108	1,950	1,763	1,258	145.4%	71.4%
%	8.0%	6.8%	7.1%	4.2%	1.5%	—	8.4%	8.8%	10.8%	16.9%	15.2%	10.8%	+2.0P	(4.4P)
Net Profit *	587	482	578	296	92	(1,416)	534	1,040	(215)	1,796	1,227	925	88.9%	75.4%
%	5.9%	4.8%	5.8%	2.7%	1.0%	—	5.8%	10.6%	—	15.6%	10.6%	7.9%	(2.7P)	(2.7P)
EPS (Yen)	46.79	38.53	46.31	23.76	7.38	(121.03)	50.27	83.55	(17.34)	144.38	98.55	74.29	—	—

* Net profit attributable to owners of parent

Consolidated financial results (3 months)

Sales by Products & Regions

(Millions of yen)

	2019				2020				2021					
Sales by Products	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	YoY	QoQ
Printers	3,126	3,261	3,156	3,638	2,498	2,092	2,618	2,843	3,232	3,777	3,797	3,604	126.7%	94.9%
Plotters	284	274	261	277	281	215	239	266	336	283	265	324	121.8%	122.0%
3D Products (DGSHAPE)	1,326	1,318	1,381	1,678	1,334	642	1,207	1,595	1,494	1,892	1,692	1,967	123.3%	116.3%
Supplies	3,264	3,429	3,321	3,395	3,079	2,485	3,311	3,277	3,247	3,693	3,781	3,715	113.4%	98.3%
Others	1,855	1,786	1,804	1,920	1,844	1,300	1,811	1,834	1,987	1,902	2,028	2,070	112.9%	102.1%
Total	9,887	10,070	9,926	10,910	9,038	6,736	9,187	9,817	10,298	11,548	11,566	11,682	119.0%	101.0%
Sales by Regions														
Japan	1,208	1,062	1,339	1,134	1,173	866	1,018	1,106	1,167	1,051	1,113	1,201	108.6%	107.8%
North America	2,563	2,924	2,934	3,205	2,581	2,472	2,776	2,791	3,103	3,983	3,725	3,202	114.7%	85.9%
Europe	3,879	3,821	3,401	4,155	3,309	2,242	3,549	3,856	3,739	4,162	4,346	4,919	127.6%	113.2%
Asia	805	822	774	818	608	465	580	785	723	808	755	943	120.1%	124.9%
Others	1,431	1,438	1,477	1,596	1,366	690	1,262	1,277	1,564	1,543	1,624	1,415	110.8%	87.1%
Total	9,887	10,070	9,926	10,910	9,038	6,736	9,187	9,817	10,298	11,548	11,566	11,682	119.0%	101.0%

FY2022 Consolidated financial forecast

(Millions of yen)	2020		2021		2022 Forecast		YoY change		
	Performance	% of sales	Performance	% of sales	Forecast	% of sales	Change	Ratio	Exchange rate impact excluded Real term
Net Sales	34,780	100.0%	45,095	100.0%	49,400	100.0%	4,304	109.5%	108.9%
Gross Profit	13,178	37.9%	19,968	44.3%	25,500	51.6%	5,531	127.7%	126.6%
SGA cost	12,678	36.5%	13,912	30.9%	18,200	36.8%	4,287	130.8%	130.3%
Operating Profit	500	1.4%	6,056	13.4%	7,300	14.8%	1,243	120.5%	118.1%
Ordinary Profit	422	1.2%	6,082	13.5%	7,300	14.8%	1,217	120.0%	117.8%
Net Profit* ¹	251	0.7%	3,733	8.3%	5,300	10.7%	1,566	142.0%	139.4%
EPS (Yen)	20.17		299.88		425.42				
Exchange rate Yen	USD	106.83	109.81		113.00				
	EUR	121.86	129.93		128.00				

*¹ Net profit attributable to owners of parent

*R&D cost previously accounted as COGS has been moved to SG&A from 2022

		USD	EUR
Currency Sensitivity (based on 2021 results)	Net Sales	140	117
	Operating Profit	64	74

FY2022 Consolidated financial forecast

Sales by Products & Regions

(Millions of yen) Sales by Products	2020		2021		2022 Forecast		YoY change		
	Performance	% of sales	Performance	% of sales	Forecast	% of sales	Change	Ratio	Exchange rate impact excluded Real term
Printers	10,053	28.9%	14,411	32.0%	17,550	35.5%	3,138	121.8%	121.0%
Plotters	1,003	2.9%	1,209	2.7%	1,250	2.5%	40	103.4%	101.2%
3D Products (DGSHAPE)	4,779	13.7%	7,047	15.6%	8,000	16.2%	952	113.5%	113.3%
Supplies	12,153	35.0%	14,437	32.0%	14,400	29.2%	(37)	99.7%	98.9%
Others	6,790	19.5%	7,989	17.7%	8,200	16.6%	210	102.6%	102.2%
Total	34,780	100.0%	45,095	100.0%	49,400	100.0%	4,304	109.5%	108.9%
Sales by Regions									
Japan	4,164	12.0%	4,533	10.0%	4,850	9.8%	316	107.0%	-
North America	10,621	30.5%	14,015	31.1%	16,450	33.3%	2,434	117.4%	114.0%
Europe	12,956	37.3%	17,168	38.1%	17,600	35.6%	431	102.5%	103.5%
Asia	2,439	7.0%	3,230	7.2%	3,750	7.6%	519	116.1%	116.5%
Others	4,597	13.2%	6,148	13.6%	6,750	13.7%	651	109.8%	110.3%
Total	34,780	100.0%	45,095	100.0%	49,400	100.0%	4,304	109.5%	108.9%

FY2022 H1/H2 Forecast

(Millions of yen)	2021				2022					
	H1 Actual	% of sales	H2 Actual	% of sales	H1 Forecast	YoY	% of sales	H2 Forecast	YoY	% of sales
Net Sales	21,846	100.0%	23,249	100.0%	23,900	109.4%	100.0%	25,500	109.7%	100.0%
Gross Profit	9,627	44.1%	10,340	44.5%	12,200	126.7%	51.0%	13,300	128.6%	52.2%
SGA cost	6,669	30.5%	7,243	31.2%	9,200	137.9%	38.5%	9,000	124.3%	35.3%
Operating Profit	2,958	13.5%	3,097	13.3%	3,000	101.4%	12.6%	4,300	138.8%	16.9%
Ordinary Profit	3,059	14.0%	3,022	13.0%	3,000	98.0%	12.6%	4,300	142.3%	16.9%
Net Profit* ¹	1,580	7.2%	2,152	9.3%	2,100	132.9%	8.8%	3,200	113.5%	12.5%

*¹ Net profit attributable to owners of parent

※R&D cost previously accounted as COGS has been moved to SG&A from 2022

FY2022 H1/H2 Forecast

Sales by Products & Regions

		2021				2022					
(Millions of yen)		H1 Actual	% of sales	H2 Actual	% of sales	H1 Forecast	YoY	% of sales	H2 Forecast	YoY	% of sales
Sales by Products											
Printers		7,010	32.1%	7,401	31.8%	8,350	119.1%	34.9%	9,200	124.3%	36.1%
Plotters		619	2.8%	590	2.5%	600	96.9%	2.5%	650	110.1%	2.5%
3D Products (DGSHAPE)		3,387	15.5%	3,660	15.8%	3,750	110.7%	15.7%	4,250	116.1%	16.7%
Supplies		6,940	31.8%	7,497	32.3%	7,100	102.3%	29.7%	7,300	97.4%	28.6%
Others		3,889	17.8%	4,099	17.6%	4,100	105.4%	17.2%	4,100	100.0%	16.1%
Total		21,846	100.0%	23,249	100.0%	23,900	109.4%	100.0%	25,500	109.7%	100.0%
Sales by Regions											
Japan		2,218	10.2%	2,315	10.0%	2,450	110.4%	10.2%	2,400	103.7%	9.4%
North America		7,087	32.4%	6,928	29.8%	8,000	112.9%	33.5%	8,450	122.0%	33.1%
Europe		7,901	36.2%	9,266	39.8%	8,650	109.5%	36.2%	8,950	96.6%	35.1%
Asia		1,531	7.0%	1,698	7.3%	1,700	111.0%	7.1%	2,050	120.7%	8.1%
Others		3,107	14.2%	3,040	13.1%	3,100	99.7%	13.0%	3,650	120.0%	14.3%
Total		21,846	100.0%	23,249	100.0%	23,900	109.4%	100.0%	25,500	109.7%	100.0%

The information pertaining to our business plans and forecasts that has been provided in this presentation contains forward-looking statements that are based on the plans and prospects of the Company at this point in time. The actual business results could be significantly different from those stated in this presentation due to changes in conditions. As such, please be advised that it cannot be guaranteed that these statements will not differ materially from actual results.