

Roland DG Corporation

**THE 41st ORDINARY GENERAL  
MEETING OF SHAREHOLDERS**

March 24, 2022



# Information about live distribution

## ◆ To the visiting shareholders

- We will deliver live stream in consideration of the privacy of the shareholders who visit us.
- Only chairman's seats and officer seats will be delivered.
- Please refrain from making personally identifiable statements that are not the purpose of the matter.

## ◆ To shareholders watching live streaming

- Please note that there may be problems with the video and audio.
- Please refrain from recording audio and video.

# Amendment to the Notice of the 41st ordinary general meeting of shareholders

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Listed on the Company's website

Revision item

## (3) Remuneration for Directors/Audit & Supervisory Board Member

a. Matters concerning the Policy for Determining the Compensation, etc. for Each Director

4) Policy for determining the content and the calculation method of performance-linked share compensation

(Original)

Under the Plan, pursuant to the Rules Concerning Provision of Shares (For Officers), eligible Directors are awarded points (number of shares) that are calculated by summing basic points based on their position and points derived from multiplying a coefficient determined by their degree of achievement and weighted (consolidated net sales 30%, consolidated operating profit 40%, ROE **40%**) against a target value of consolidated net sales (growth), consolidated operating profit (profitability) and ROE (management efficiency). When said Directors will no longer hold positions as officers or employees of the Company or its affiliates, such Directors will receive the Company's shares based on the points awarded (or in the event that the Company's shares cannot be delivered, the amount of money obtained through a disposition of such shares, excluding expenses).

(Revised)

Under the Plan, pursuant to the Rules Concerning Provision of Shares (For Officers), eligible Directors are awarded points (number of shares) that are calculated by summing basic points based on their position and points derived from multiplying a coefficient determined by their degree of achievement and weighted (consolidated net sales 30%, consolidated operating profit 40%, ROE **30%**) against a target value of consolidated net sales (growth), consolidated operating profit (profitability) and ROE (management efficiency). When said Directors will no longer hold positions as officers or employees of the Company or its affiliates, such Directors will receive the Company's shares based on the points awarded (or in the event that the Company's shares cannot be delivered, the amount of money obtained through a disposition of such shares, excluding expenses).

## **Matters to be reported**

1. The Business Report, Consolidated Financial Statements and audit report on Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the Company's 40th Fiscal Year  
(from January 1, 2021 to December 31, 2021)
2. Non-Consolidated Financial Statements for the Company's 40th Fiscal Year  
(from January 1, 2021 to December 31, 2021)

## **Proposals to be resolved**

- |                 |  |
|-----------------|--|
| Proposal No. 1: | Appropriation of Surplus                         |
| Proposal No. 2: | Partial Amendments to Articles of Incorporation  |
| Proposal No. 3: | Election of Six Directors                        |
| Proposal No. 4: | Election of One Audit & Supervisory Board Member |

# Auditor's Report

# Auditor's Report (Convocation notice P57)

## 監査役会の監査報告書 謄本

### 監査報告書

当監査役会は、2021年1月1日から2021年12月31日までの第41期事業年度における取締役の職務の執行に関して、各監査役が作成した監査報告書に基づき、審議の上、本監査報告書を作成し、以下のとおり報告いたします。

#### 1. 監査役及び監査役会の監査の方法及びその内容

- (1) 監査役会は、監査の方針、職務の分担等を定め、各監査役から監査の実施状況及び結果について報告を受けるほか、取締役等及び会計監査人からその職務の執行状況について報告を受け、必要に応じて説明を求めました。
- (2) 各監査役は、監査役会が定めた監査役監査の基準に準拠し、監査の方針、職務の分担等の監査計画に従い、オンライン会議ツール等も活用しながら、取締役、執行役員、監査室等と意思疎通を図り、情報の収集及び監査の環境の整備に努めるとともに、以下の方法で監査を実施しました。
  - ① 取締役会その他重要な会議に出席し、取締役、執行役員等からその職務の執行状況について報告を受け、必要に応じて説明を求め、重要な決裁書類等を閲覧し、本社及び主要な事業所において業務及び財産の状況を調査いたしました。また、子会社については、子会社の取締役及び監査役等との意思疎通及び情報の交換を図り、必要に応じて子会社から事業の報告を求め、その業務及び財産の状況を調査いたしました。
  - ② 事業報告に記載されている取締役の職務の執行が法令及び定款に適合することを確保するための体制その他株式会社及びその子会社から成る企業集団の業務の適正を確保するために必要なものとして会社法施行規則第100条第1項及び第3項に定める体制の整備に関する取締役会決議の内容及び当該決議に基づき整備されている体制(内部統制システム)について、取締役及び執行役員等からその構築及び運用の状況について定期的に報告を受け、必要に応じて説明を求め、意見を表明いたしました。
  - ③ 会計監査人が独立の立場を保持し、かつ、適正な監査を実施しているかを監視及び検証するとともに、会計監査人からその職務の執行状況について報告を受け、必要に応じて説明を求めました。また、会計監査人から「職務の遂行が適正に行われることを確保するための体制」(会社計算規則第131条各号に掲げる事項)を「監査に関する品質管理基準」(2005年10月28日企業会計審議会)等に従って整備している旨の通知を受け、必要に応じて説明を求めました。

以上の方法に基づき、当該事業年度に係る事業報告及びその附属明細書、計算書類(貸借対照表、損益計算書、株主資本等変動計算書及び個別注記表)及びその附属明細書並びに連結計算書類(連結貸借対照表、連結損益計算書、連結株主資本等変動計算書及び連結注記表)について検討いたしました。

#### 2. 監査の結果

- (1) 事業報告等の監査結果
  - ① 事業報告及びその附属明細書は、法令及び定款に従い、会社の状況を正しく示しているものと認めます。
  - ② 取締役の職務の執行に関する不正の行為又は法令若しくは定款に違反する重大な事実は認められません。
  - ③ 内部統制システムに関する取締役会決議の内容は相当であると認めます。また、当該内部統制システムに関する事業報告の記載内容及び取締役の職務の執行についても、指摘すべき事項は認められません。
- (2) 計算書類及びその附属明細書の監査結果  
会計監査人有限責任監査法人トーマツの監査の方法及び結果は相当であると認めます。
- (3) 連結計算書類の監査結果  
会計監査人有限責任監査法人トーマツの監査の方法及び結果は相当であると認めます。

2022年2月14日

ローランド ディー.ジー.株式会社 監査役会

常勤監査役 鈴木 正 康<sup>Ⓔ</sup>

常勤監査役 長 野 直 樹<sup>Ⓔ</sup>

社外監査役 松 田 茂 樹<sup>Ⓔ</sup>

社外監査役 本 田 光 宏<sup>Ⓔ</sup>

以上

# Auditor's Report

# The 41<sup>st</sup> term Business Report

( From January 1, 2021 to December 31, 2021 )

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.



# The 41<sup>st</sup> term Financial Summary

# **| The 41<sup>st</sup> term Financial Summary**

**Demand was strong for capital investment**

**Output demand recovered from restart of events,  
while demands for caution signs gradually decreased**

**Demand continued to grow in the growing dental market**

# **| The 41<sup>st</sup> term Financial Summary**

**Parts shortage and shipping delays caused instability on the supply side**

**Implemented cost reduction activities in response to rising parts cost**

**Built temporary production site in Thailand  
to respond to higher than expected demand**



**Minimize impact on business performance through appropriate measures**

# | The 41<sup>st</sup> term Financial Summary

**The 40<sup>th</sup> term performance struggled due to the impact of COVID-19**

**Demand recovered from economical reopening**

**Dental sales increased**

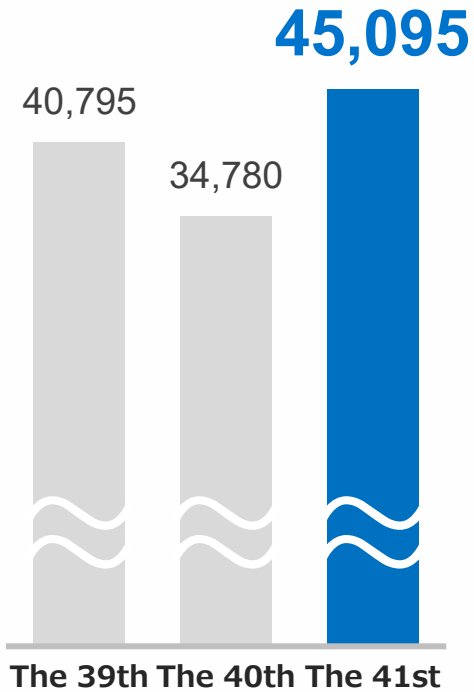
**Large increase in both sales and profits**

# The 41<sup>st</sup> term Consolidated Financial Results

(Millions of yen)

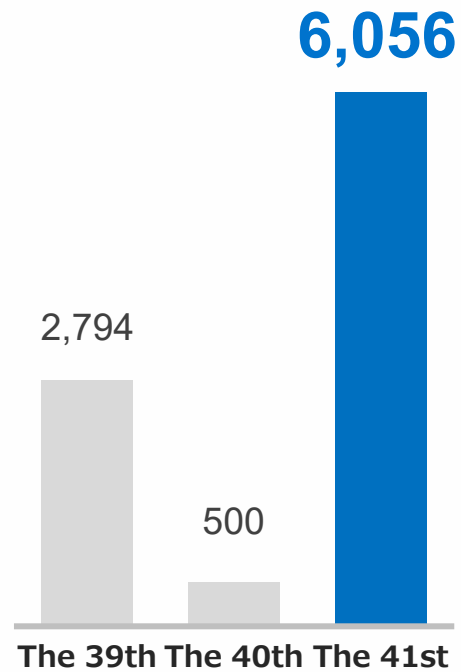
Net Sales

**+29.7%**



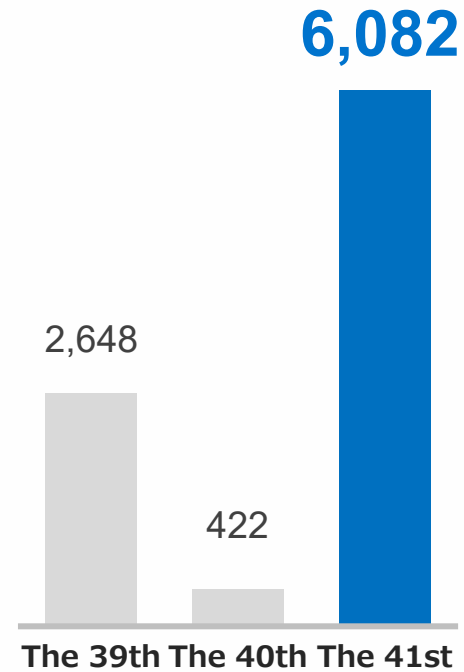
Operating Profit

**+1,110.8%**



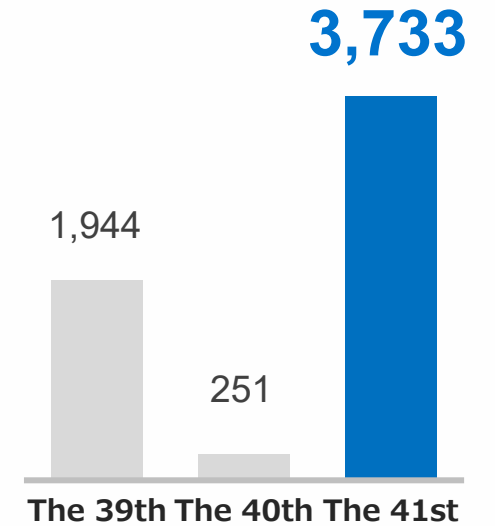
Ordinary Profit

**+1,338.7%**



Net Profit\*

**+1,386.7%**

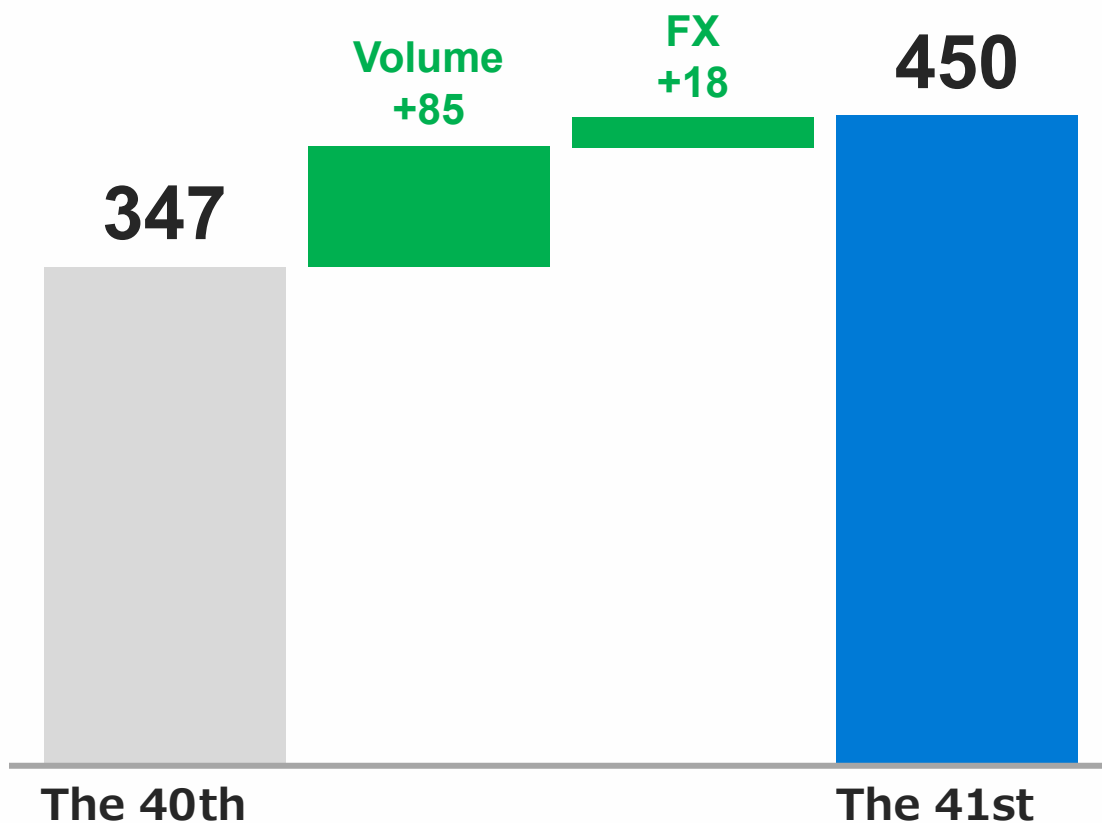


※ Net profit attributable to owners of parent

# Sales delta breakdown

(100 Million of yen)

## Net Sales



Plus 1.8 billion yen due to the influence of exchange rates

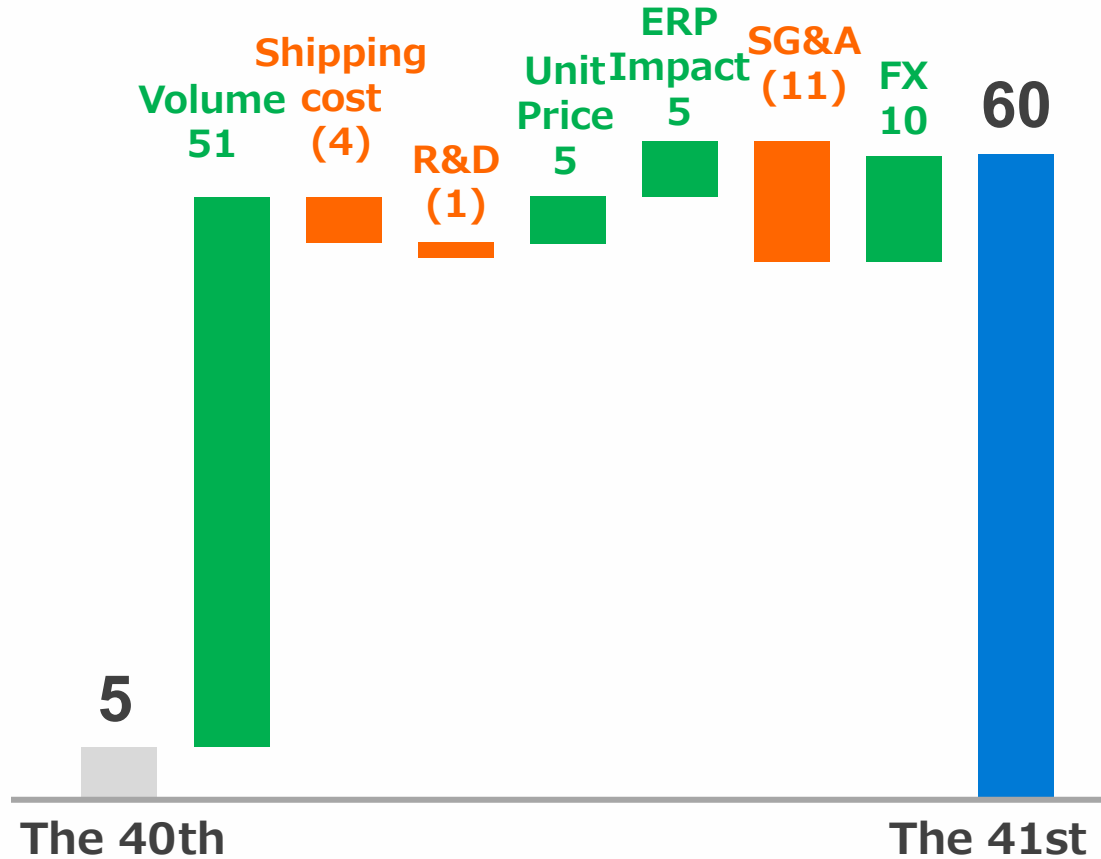
Sales increased by 10.3 billion yen from the previous year

Average FX Rate(Yen)	The 40th	The 41st	
USD	106.83	109.81	102.8%
EUR	121.86	129.93	106.6%

# Operating Profit delta breakdown

(100 Million of yen)

## Operating Profit



Minus 400M impact from rise in shipping cost

R&D and SG&A cost increase pushed down profit

5.1B profit increase from volume growth

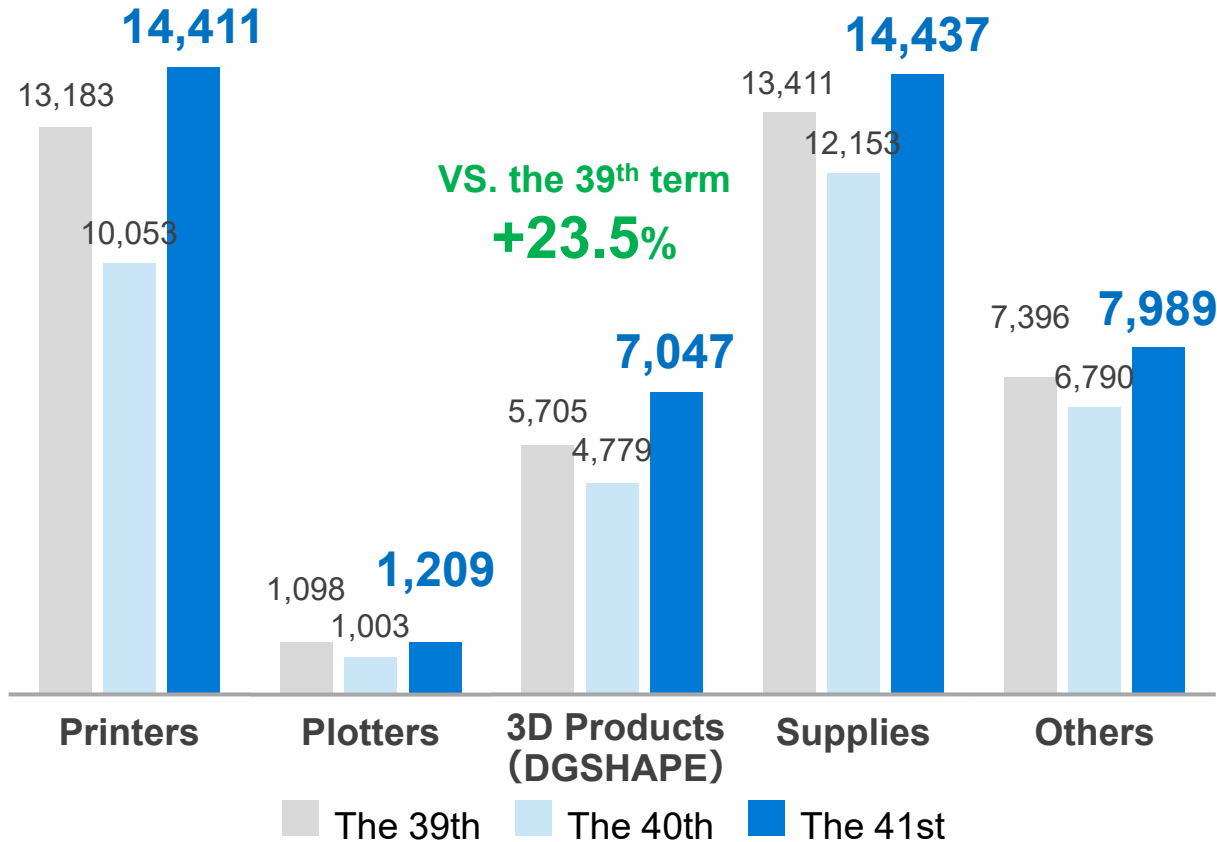
Unit price increase and fixed cost reduction contributed 500M each

Plus 1B from FX effect

Average FX Rate (Yen)	The 40th	The 41st	
USD	106.83	109.81	102.8%
EUR	121.86	129.93	106.6%

# The 41<sup>st</sup> term Sales by Products

(Millions of yen)



## Printers

- Capex demand increased
- Signage output demand grew mainly in the US and Europe
- Penetration of small desktop printers

## Plotters

- Large format models for sign market increased
- Desktop cutting machine increased

## 3D Products (DGSHAPE)

- Strong dental milling machine sales
- Demand recovery mainly in the US and Europe
- Dental products grew in emerging countries

## Supplies Others

- Printer output demand grew
- Consumable products such as inks and service parts increased

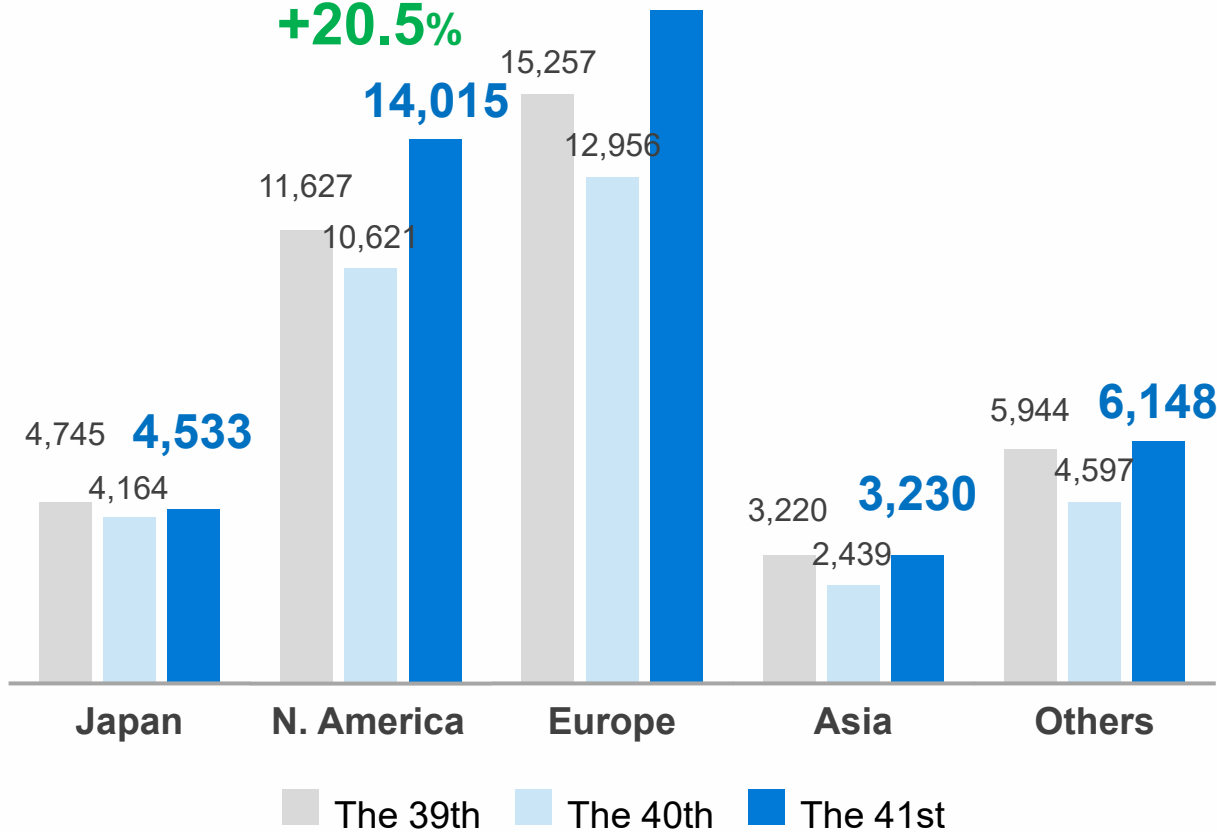


# The 41<sup>st</sup> term Sales by regions

(Millions of yen)

VS the 39<sup>th</sup> term  
**+12.5%**

VS the 39<sup>th</sup> term  
**+20.5%**



## Japan

- Printer and dental product increased
- Output demand still slow; ink (supplies) were flat YoY

## North America

- Printer and dental product sales grew largely
- Desktop printers increased compared with both FY21(40th) and FY20(39th)

## Europe

- Solid demand for both Printers and dental products
- Weak yen also contributed to growth

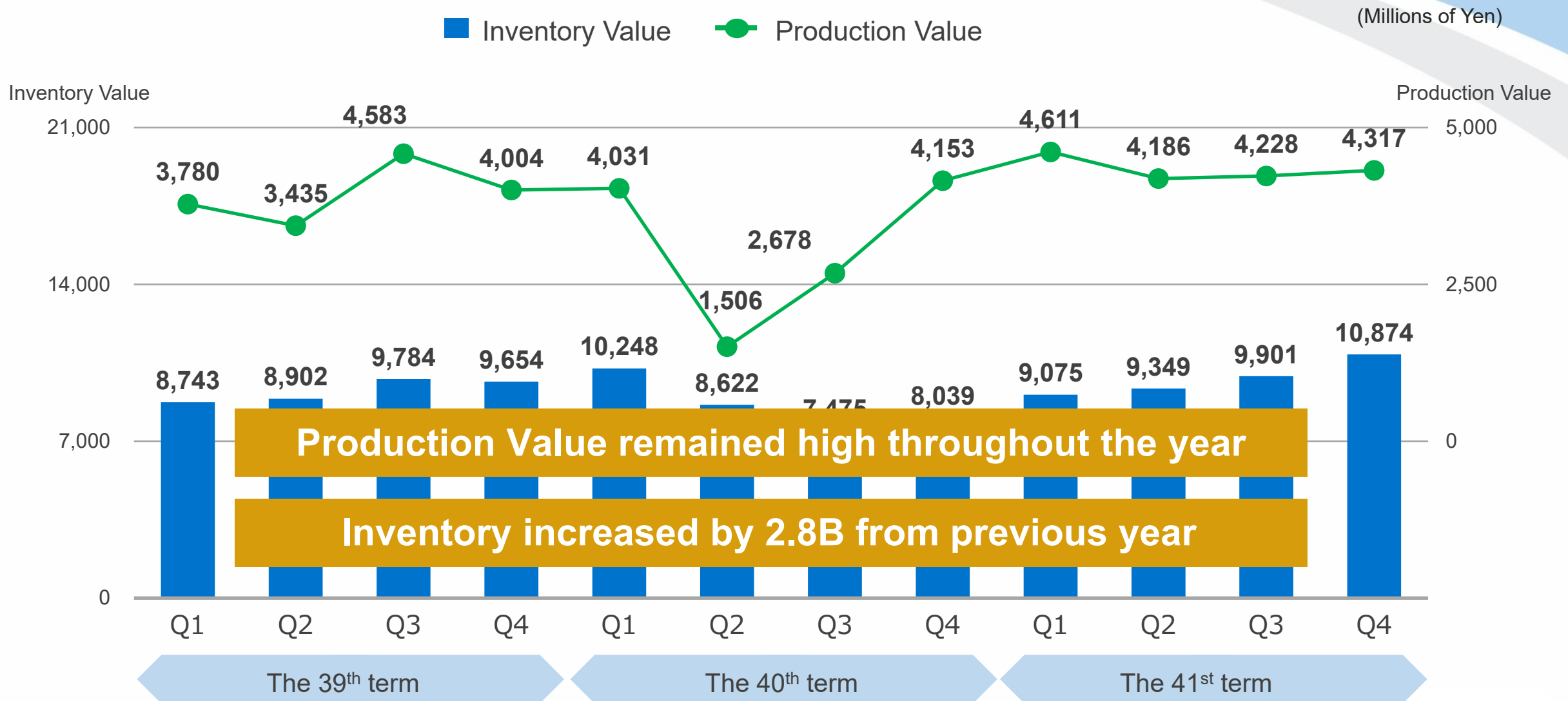
## Asia

- Strong dental milling machines sales in China and India

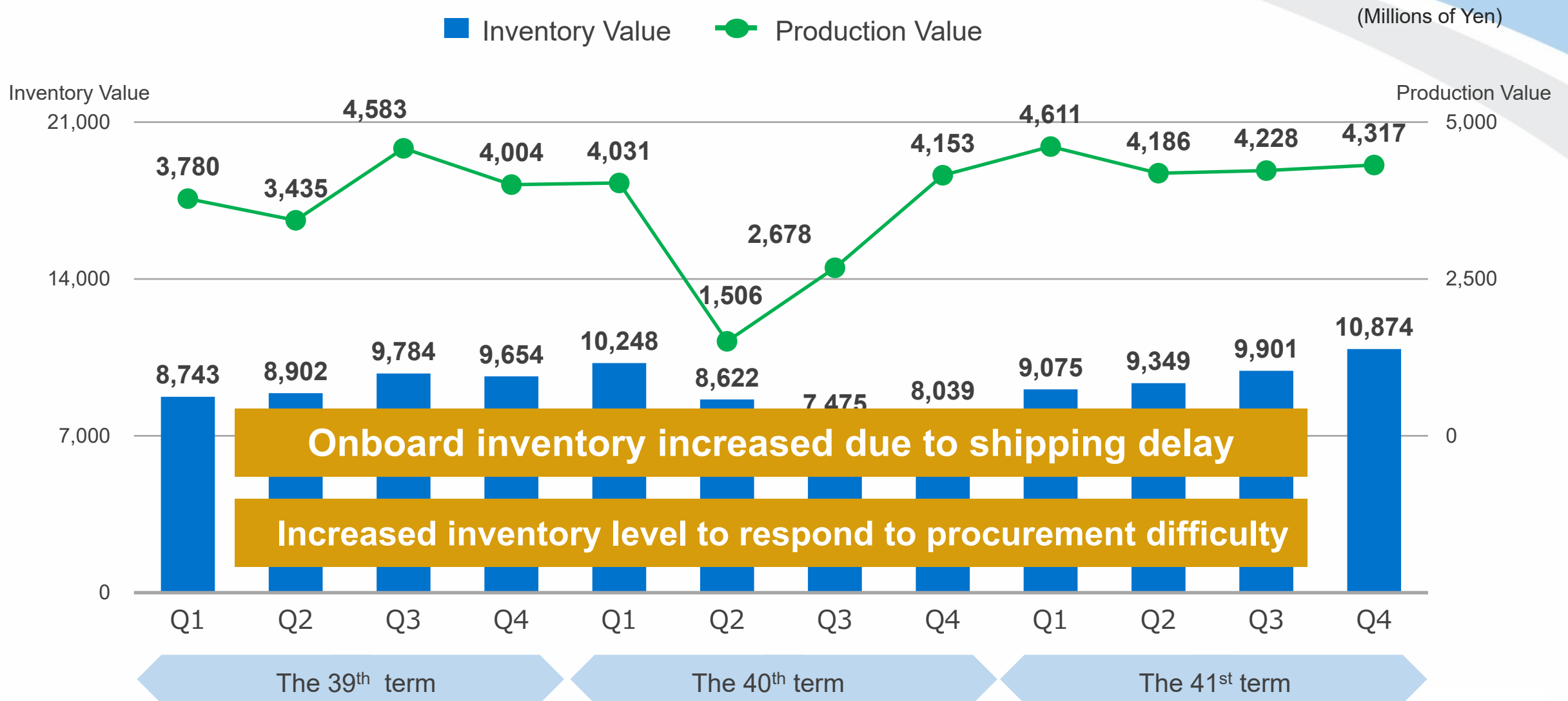
## Others

- Australia, South America, Africa and Middle East sales were strong

# Inventory increased due to parts shortage and shipping delay

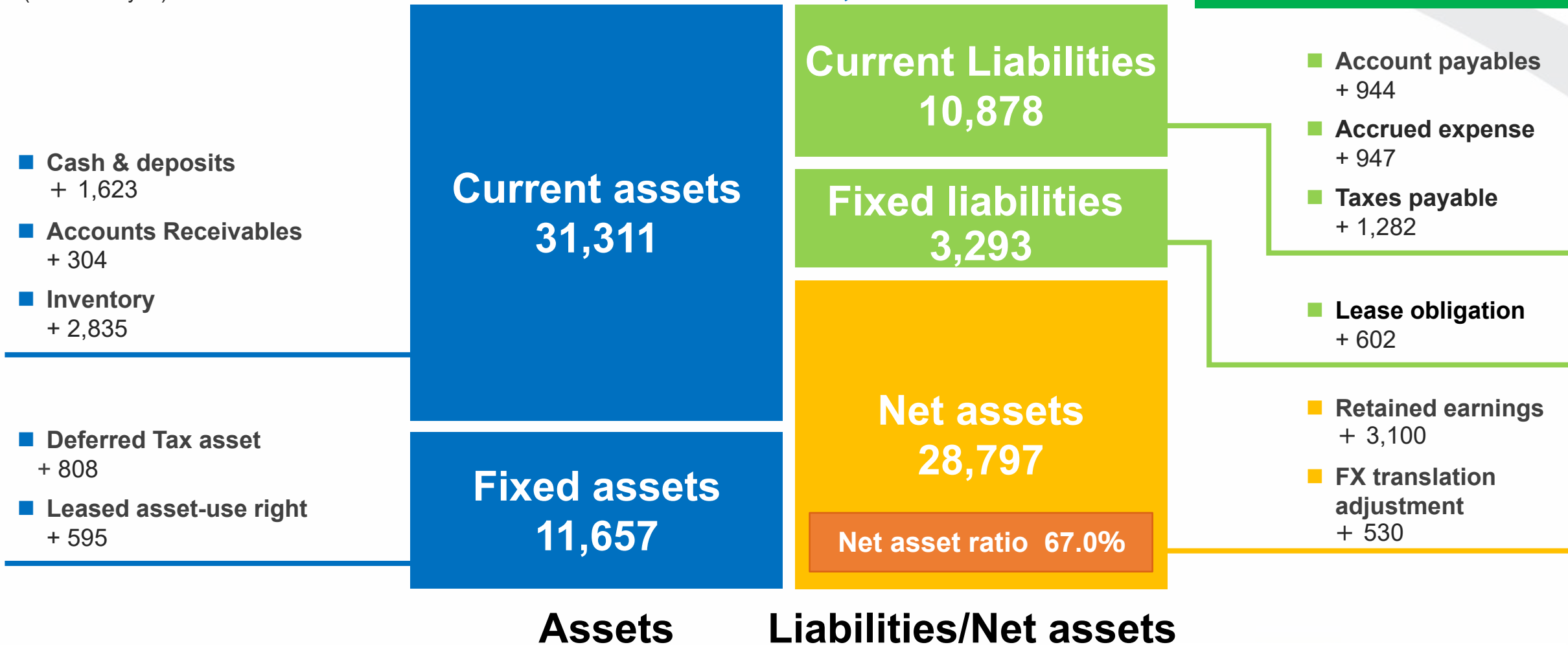


# Inventory increased due to parts shortage and shipping delay



# Balance sheet

(Millions of yen)



- Cash & deposits + 1,623
- Accounts Receivables + 304
- Inventory + 2,835

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- Deferred Tax asset + 808
- Leased asset-use right + 595

# The 42<sup>nd</sup> term Forecast

# | The 42<sup>nd</sup> term overview

## The 42<sup>nd</sup> term overview

**1** Expand and develop personalized and customized category

**2** Sales growth in emerging market and dental clinics where digitization is accelerating

**3** Maintain customer base and profitability in sign market

# | The 42<sup>nd</sup> term forecast

## Overview of the guidance

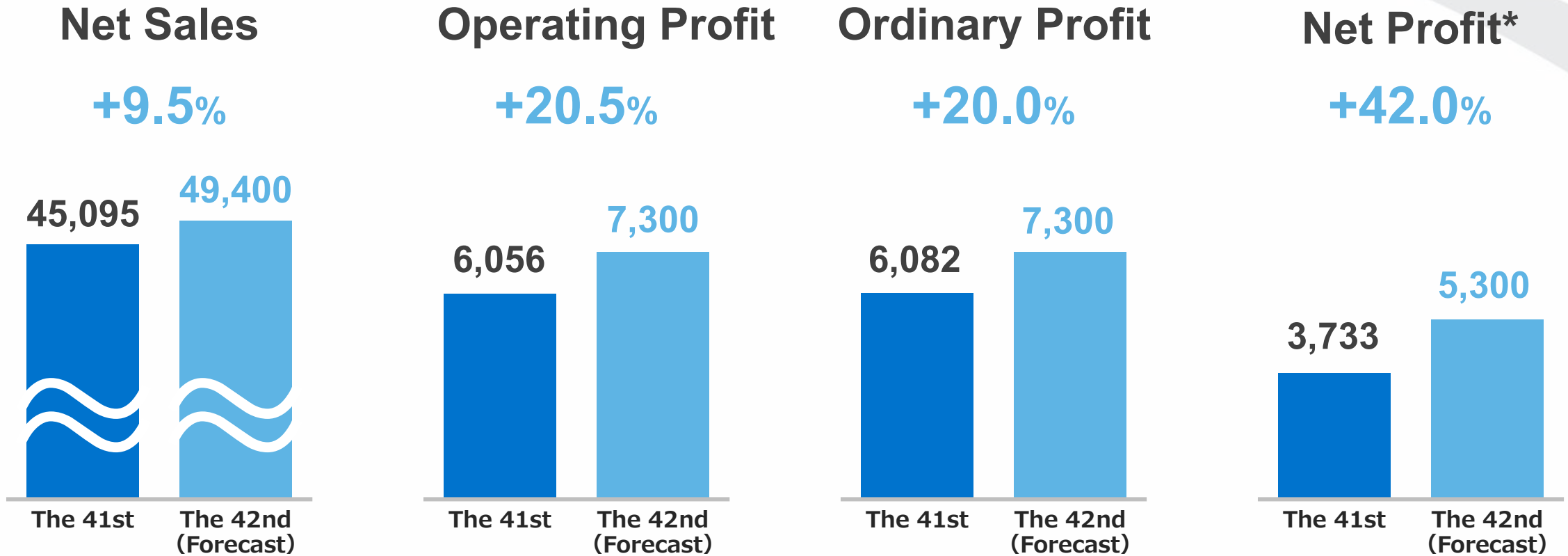
- ❖ Continued demand expected in our business areas from continued economic recovery despite continuation of COVID prevention
- ❖ Assumed that supply challenges will continue through H1 and parts shortage will relieve from H2

**Forecast sales growth by capturing customers' recovering investment demand and expansion of growth areas**

**Forecast profit increase due to fixed cost reduction by implementation of the early retirement program**

# The 42<sup>nd</sup> term forecast

(Millions of yen)



Historical-high Sales and Net Profit if forecast is achieved

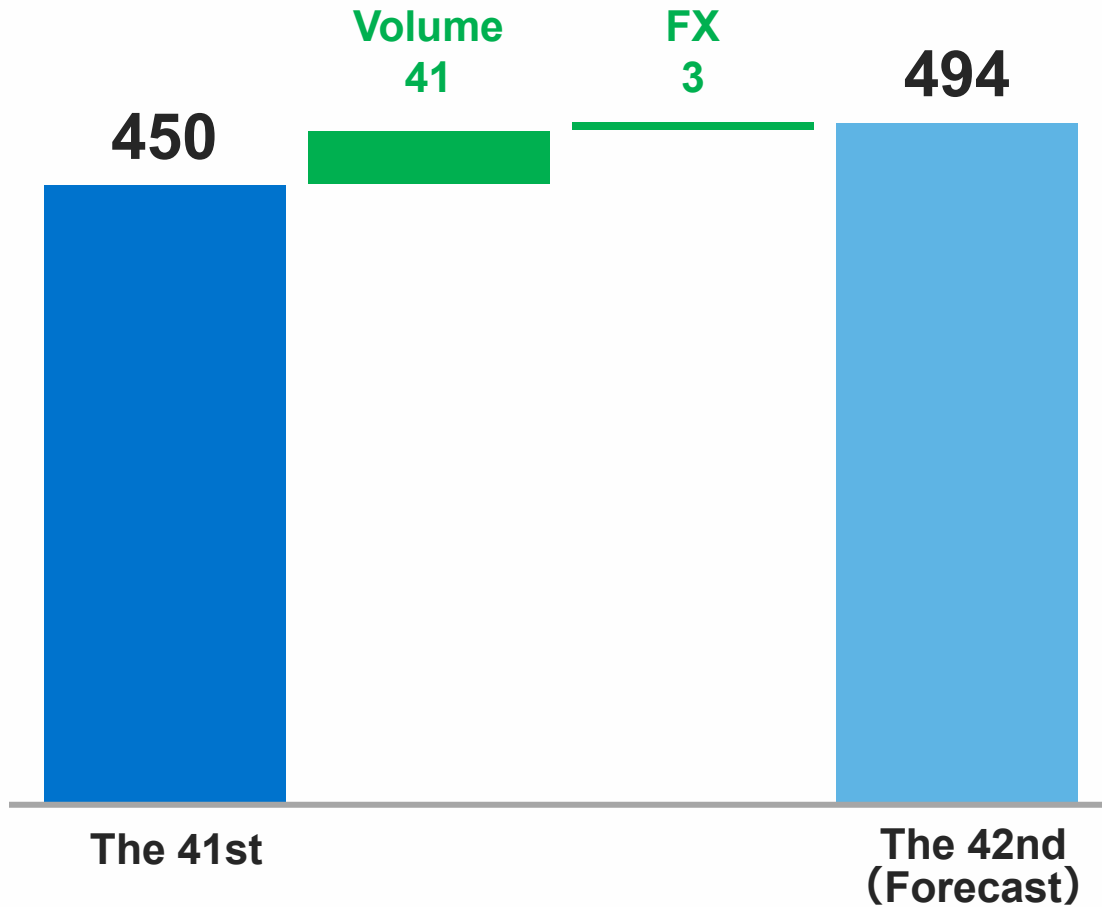
※ Net profit attributable to owners of parent



# The 42<sup>nd</sup> term sales delta breakdown

(100 Million of yen)

## Net Sales



Plus 4.1B from volume growth

Plus 300M from FX impact

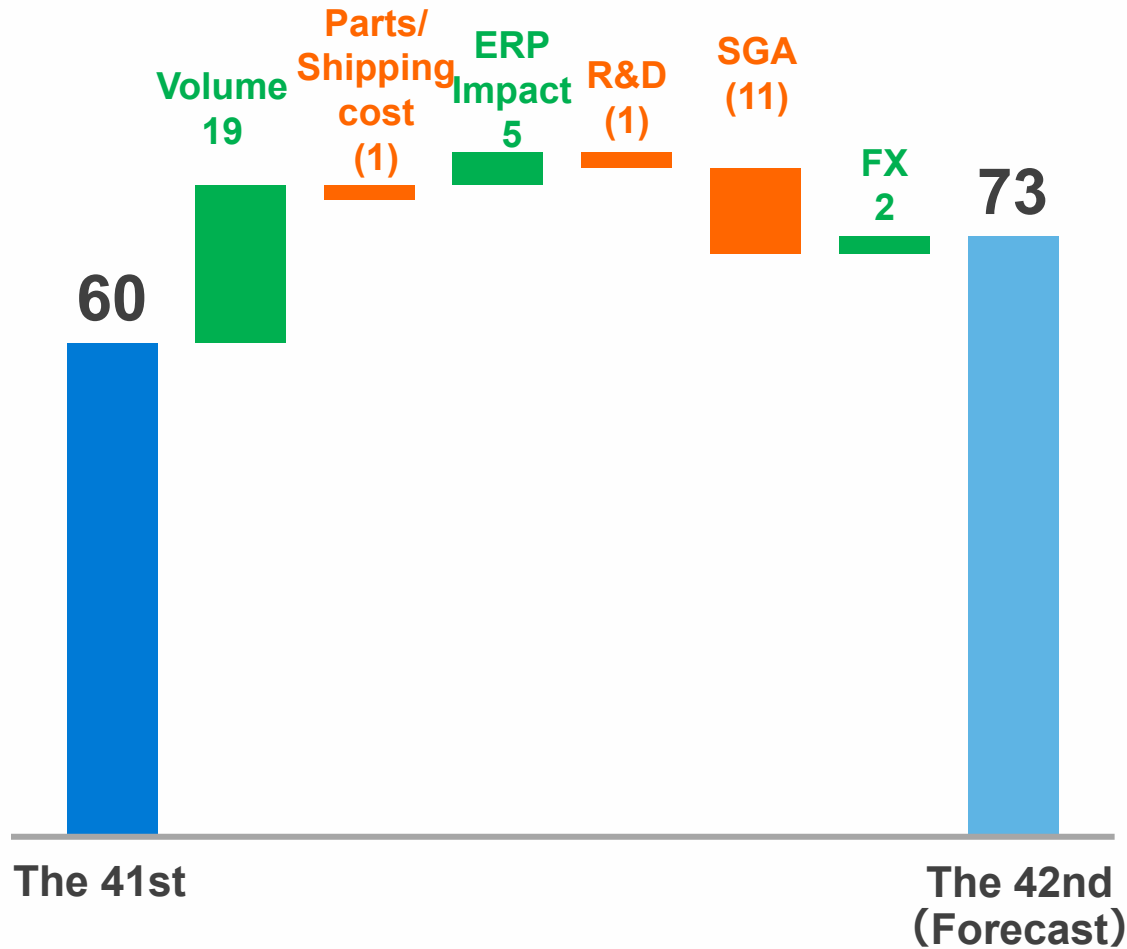
Plus 4.4B sales increase overall

Average FX Rate(Yen)	The 41st	The 42 <sup>nd</sup> Forecast	
USD	109.81	113.00	102.9%
EUR	129.93	128.00	98.5%

# The 42<sup>nd</sup> term operating profit delta breakdown

(100 Million of yen)

## Operating Profit



Parts and shipping cost to cause 100M negative effect

R&D and SG&A cost increase to push down profit

Plus 500M impact from early retirement program

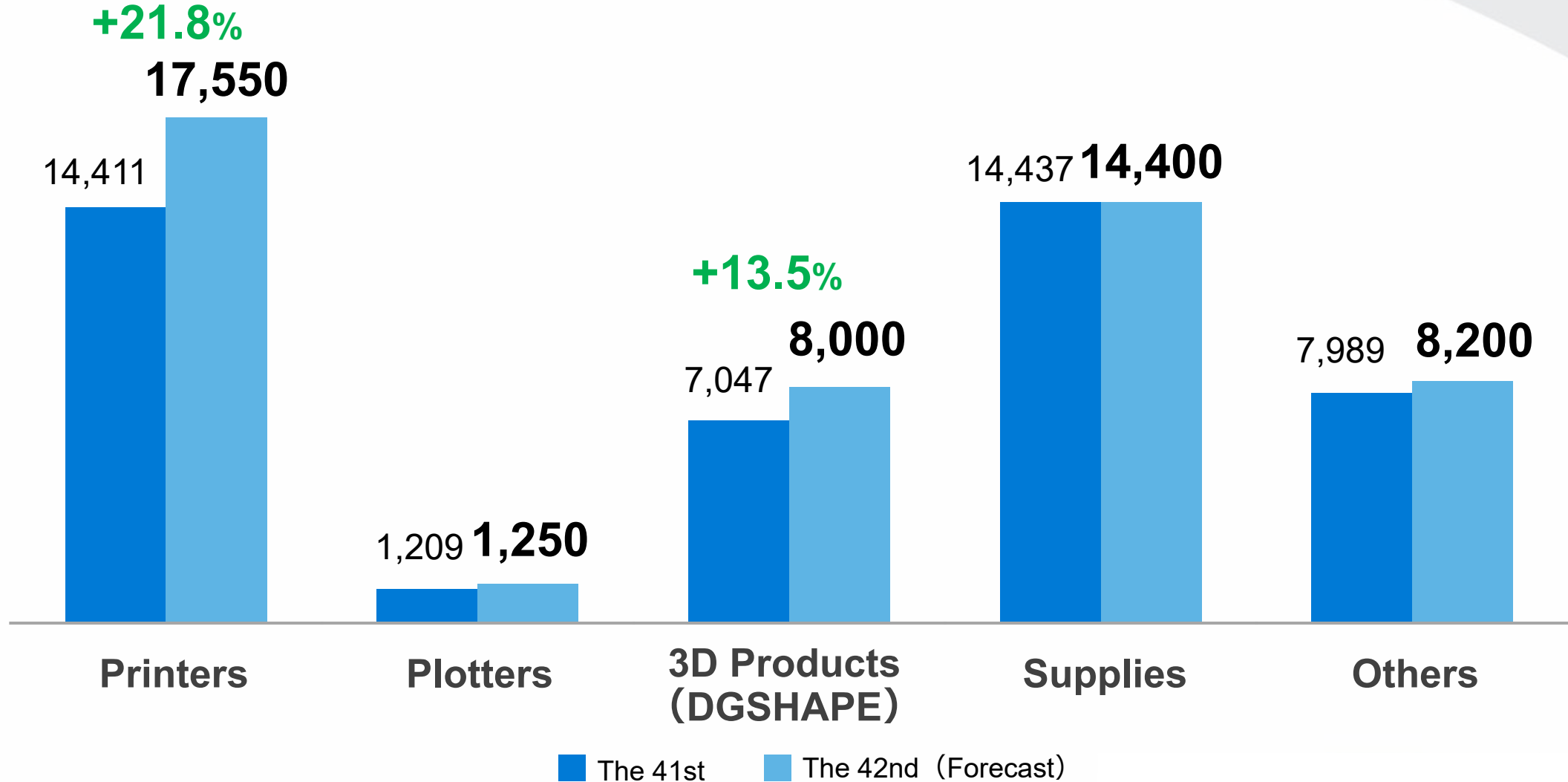
Plus 200M from FX

1.3B overall increase

Average FX Rate(Yen)	41st	42 <sup>nd</sup> Forecast	
USD	109.81	113.00	102.9%
EUR	129.93	128.00	98.5%

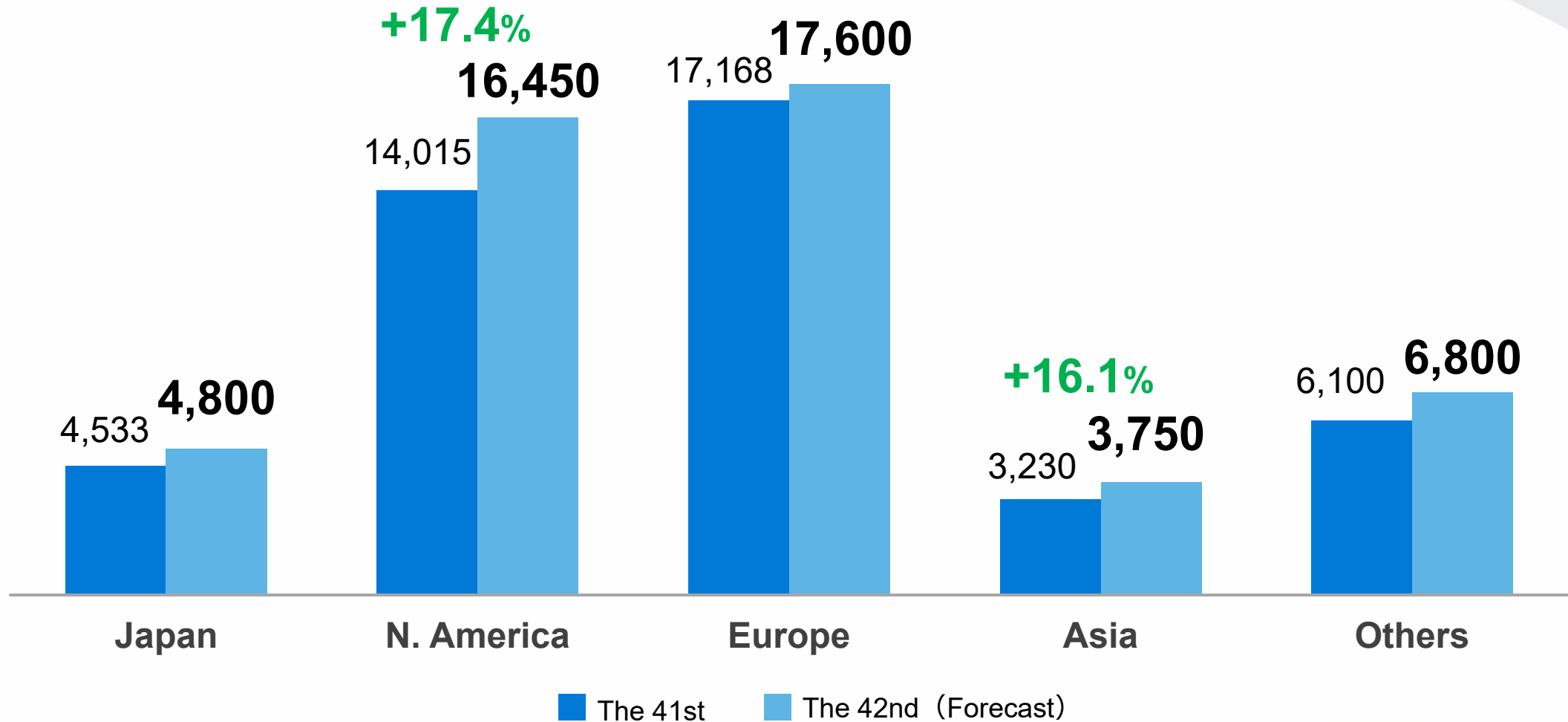
# The 42<sup>nd</sup> term sales forecast by products

(Millions of yen)



# The 42<sup>nd</sup> term sales forecast by regions

(Millions of yen)



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## | Responding to the situation in Ukraine

Roland DG Corporation is greatly concerned with the safety of the people of Ukraine as well as neighboring countries, and like people all over the world, we truly hope for peace in the world again.

Regarding business in Russia, both for our employees' security and from the perspective of human rights, Roland DG group hereby suspends all exporting and selling of products in Russia. Resumption of these business activities will be decided as circumstances in the area change. As of now we do not foresee any material impact on our financial performance.

Roland DG Corporation will continue to respond in an appropriate and timely manner as the situation changes. We will provide an update in case the situation is expected to materially affect the company's performance. Finally, we sincerely hope this tragic situation will be resolved as soon as possible.

# Mid-term Plan Update

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

<sup>1</sup> Dividend on Equity

Roland



# 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**

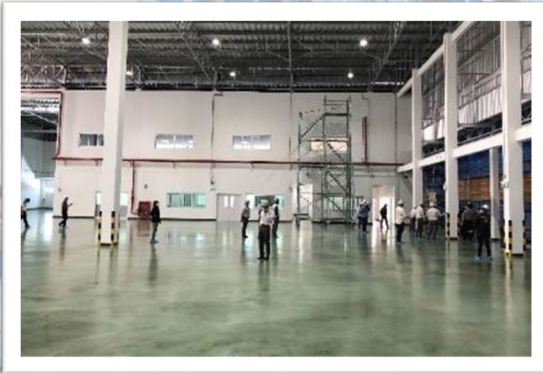
**Made solid progress towards our  
goal to become a  
Lean organization**

# Mass production migration to Thailand; floor expansion for warehouse space

■ Construction completed in January 2022



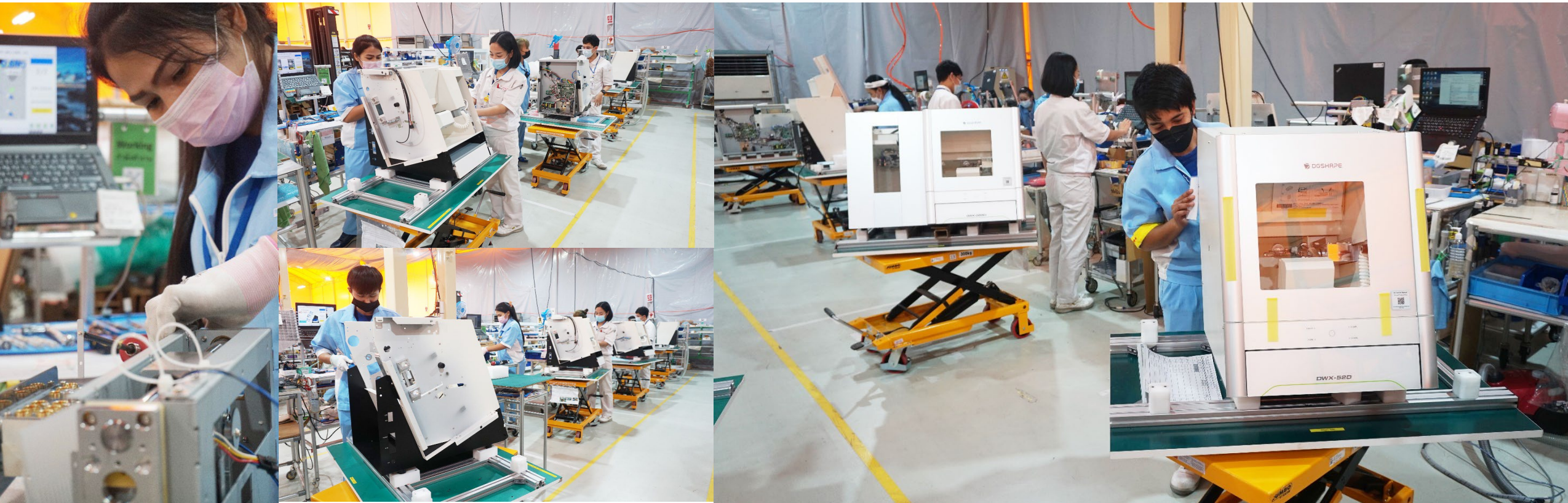
■ Opening ceremony held on February 11, 2022



# 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

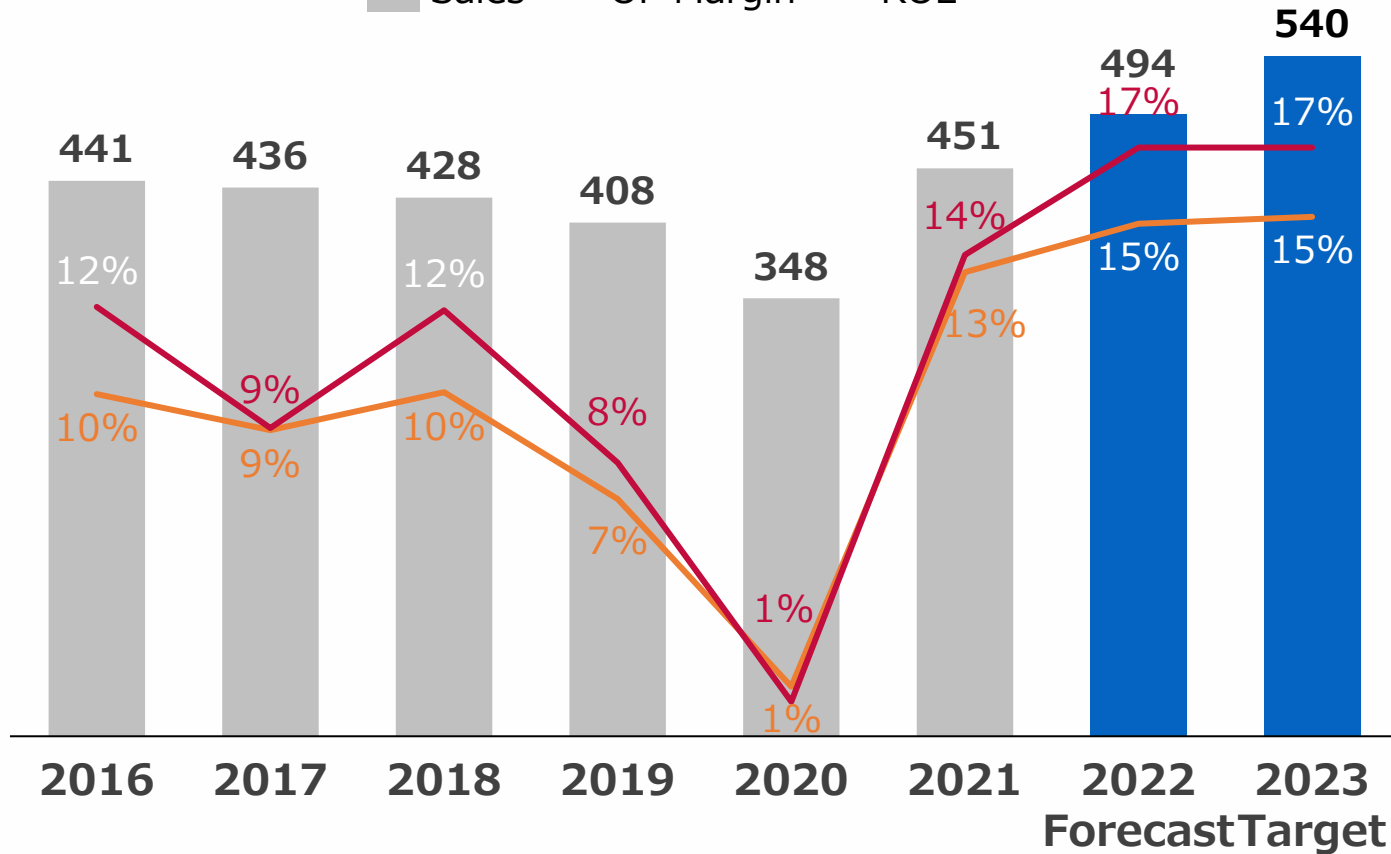
\*Dividend on Equity ratio

# 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

## Back-ground

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

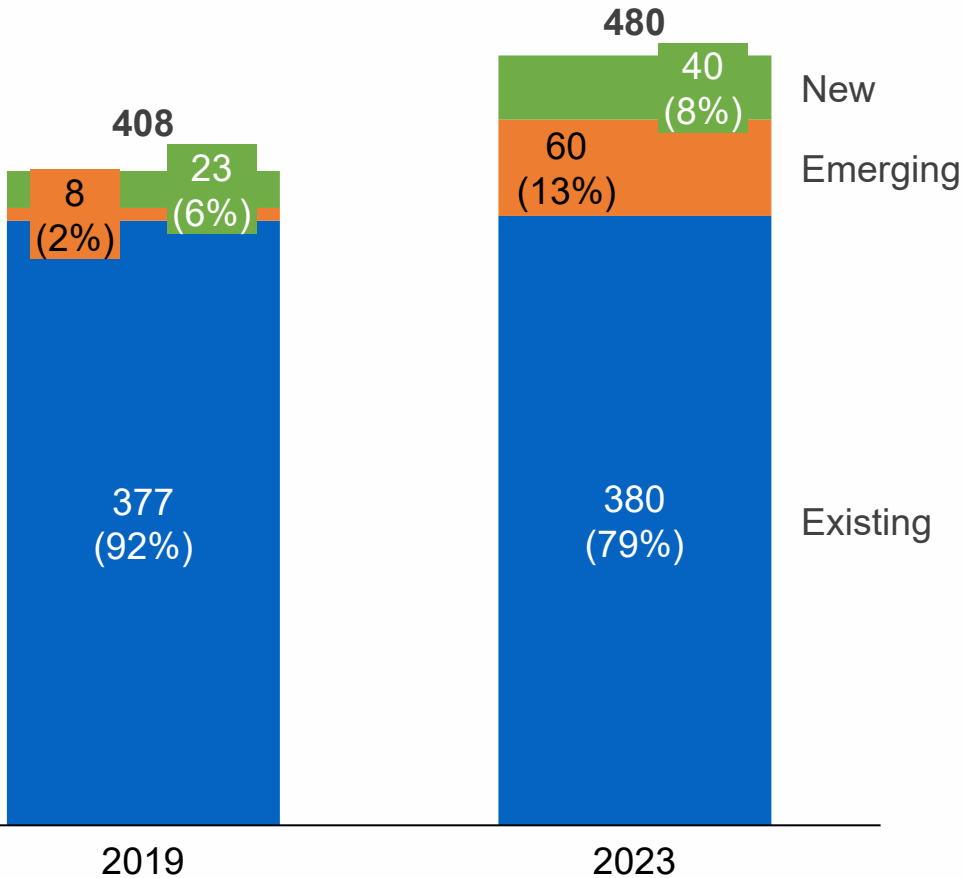
## Update overview

- 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

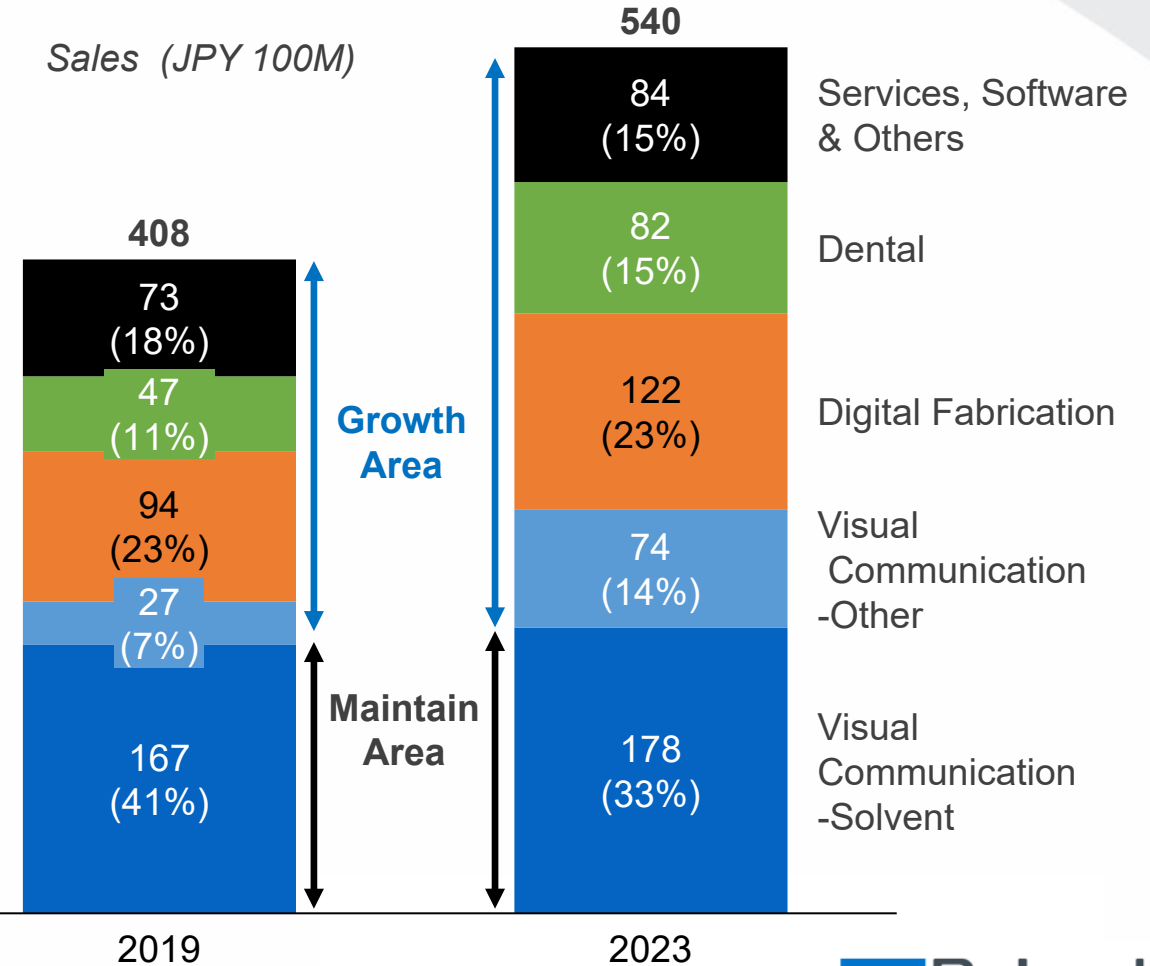
## Current MTP Category

Sales (JPY 100M)

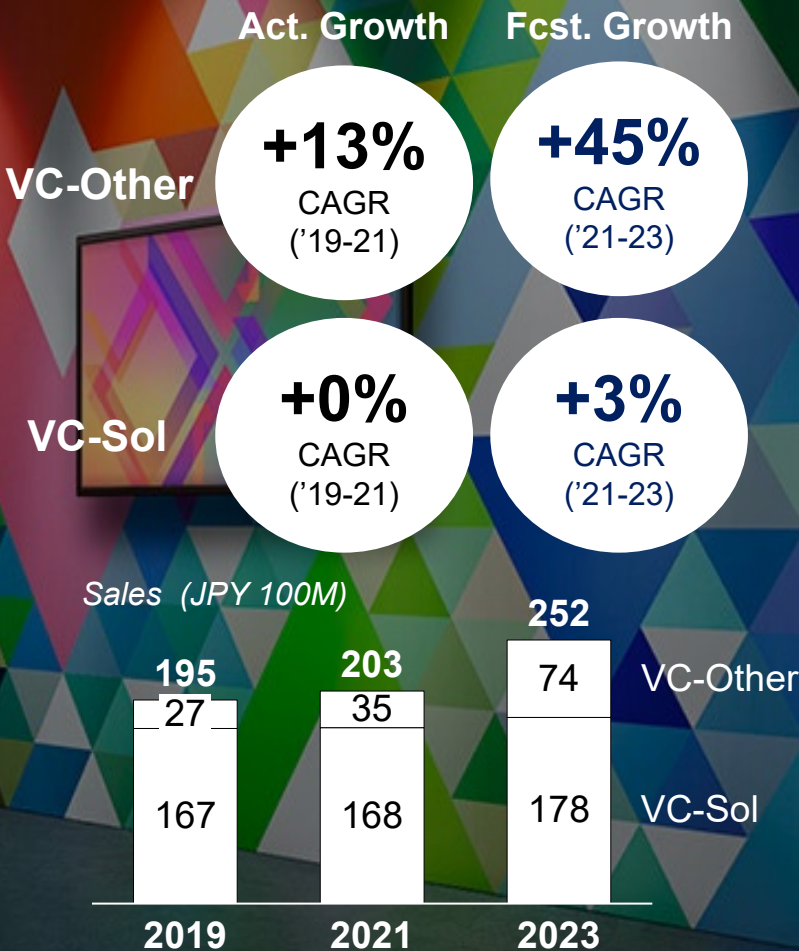


## New MTP Category

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



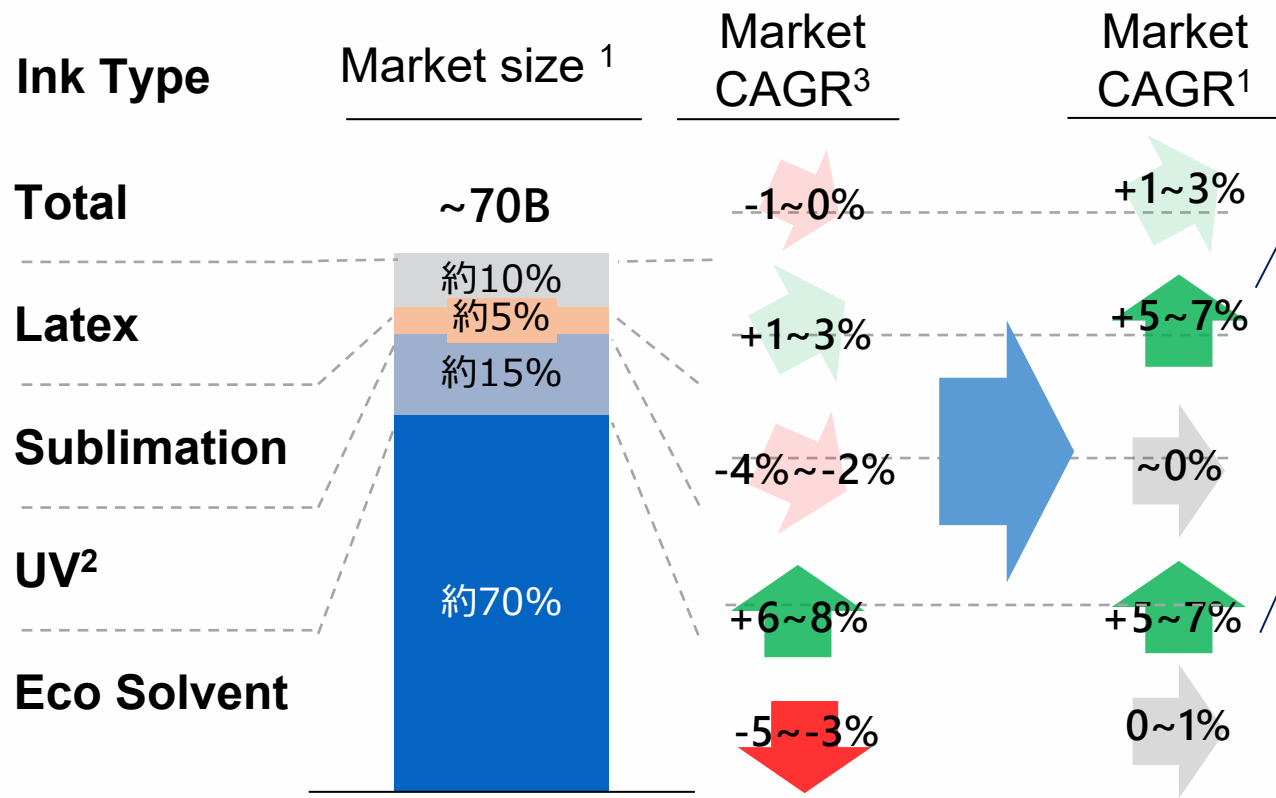
### Category Overview

<b>Applications :</b>	Sign, display, store decoration, banners, car wrapping etc
<b>Main customers:</b>	Sign & display print shops
<b>Products:</b>	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 3<sup>rd</sup> party research data(as of 2021)  
 2. Only Roll to Roll machines excluding Flatbed etc.  
 3. 2019 actual

# New Products (Released on March 1, 2022)

Renewed product line-up for large format Sign board printers

Main-stream product series with **23,000+ units** sold since the 2016 release



**NEW**

## TrueVIS

VG3-640 VG3-540 SG3-540 SG3-300

Maintain  
Customer  
Base

- Addresses various customer needs by providing print quality, productivity and Print&Cut functionality
- First full model change in 3 years to stimulate demand and revive the market

Profitability

- Core product in VC-Solvent
- First product using new-platform, improving R&D efficiency and reducing cost

# Digital Fabrication

Act. Growth

Fcst. Growth

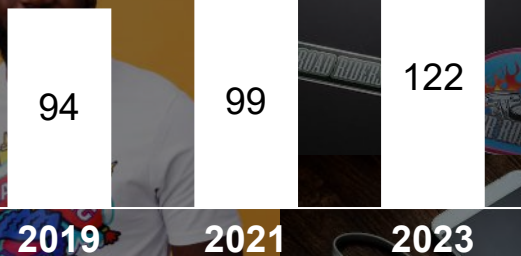
**+3%**

CAGR  
( '19-21)

**+11%**

CAGR  
( '21-23)

Sales (JPY 100M)



## 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

<b>Application :</b>	Small crafting, sticker, object decoration, small milling & marking
<b>Main Customers:</b>	Small/semi-industrial business, sole business owners, retail shops
<b>Products:</b>	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**

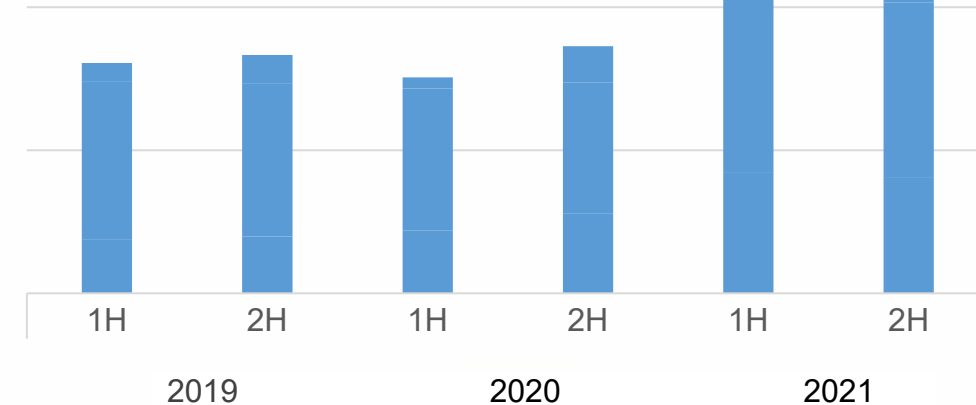


**VersaSTUDIO BT-12**



**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

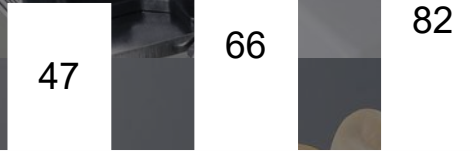
**+19%**

CAGR  
( '19-21)

**+12%**

CAGR  
( '21-23)

Sales (JPY 100M)



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

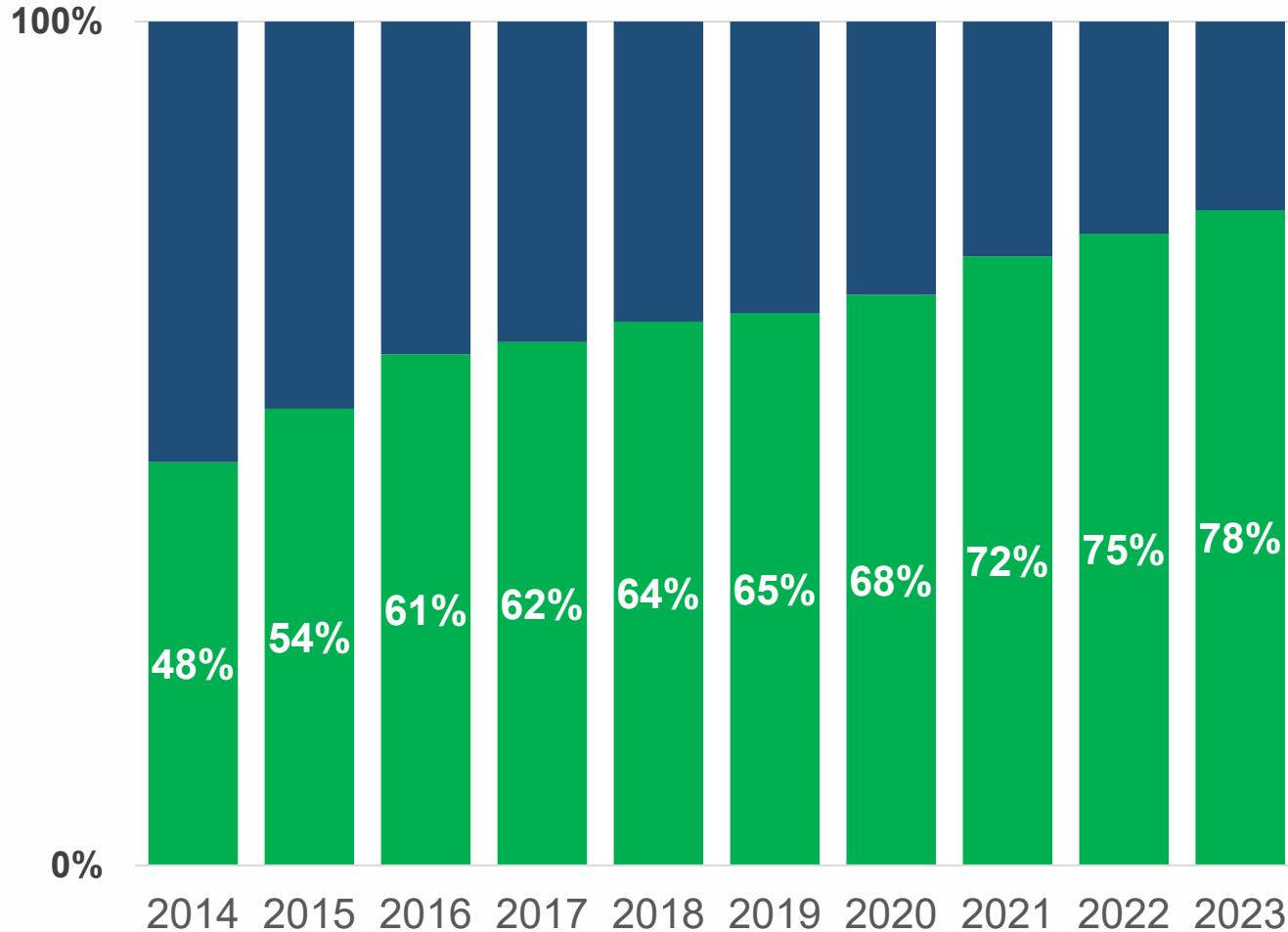
### Category Overview

<b>Application:</b>	Dental prosthetics such as Crown/bridge, denture, implant
<b>Main Customers:</b>	Dental labs, clinics
<b>Products:</b>	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

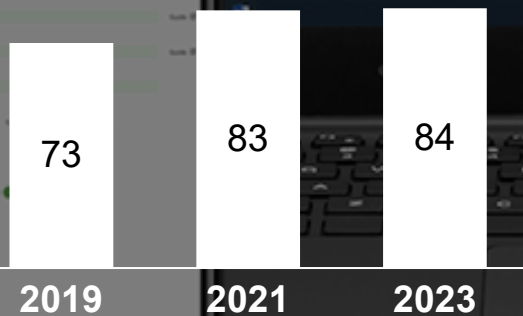
Act. Growth

**+7%**  
CAGR  
(’19-21)

Fcst. Growth

**+1%**  
CAGR  
(’21-23)

Sales (JPY 100M)



## 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)



Roland DG Connect  
for Everything Creative



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

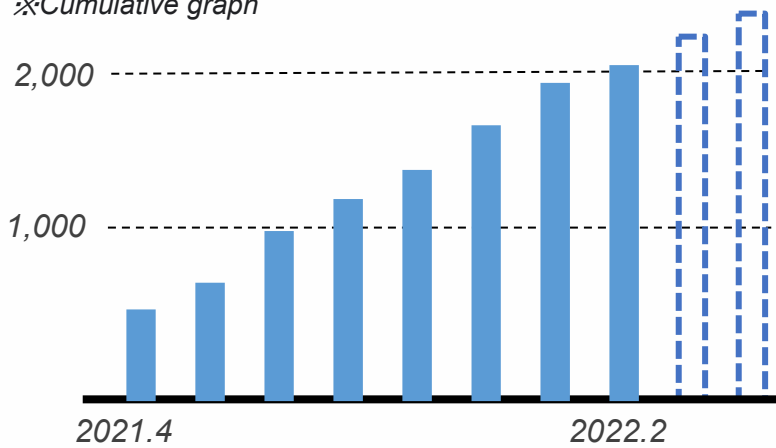
Should an error occur, the shared information on the operating status and history of the product can be used to reduce the time of repair, thus helping to reduce downtime for the customer.



Product : Printers



※Cumulative graph



Over 2,000 Users

## DWINDEX2

※ Released in July 2021

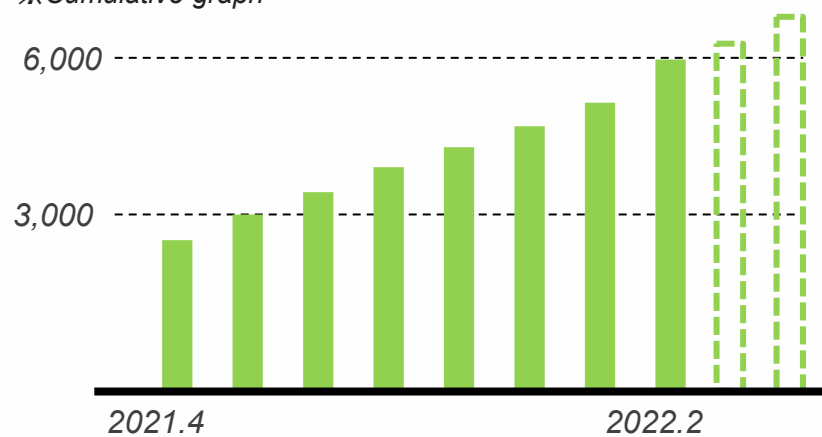
Operating management software that supports efficient business operation such as visualization of operating status of dental milling machines.



Product : Dental milling machines



※Cumulative graph

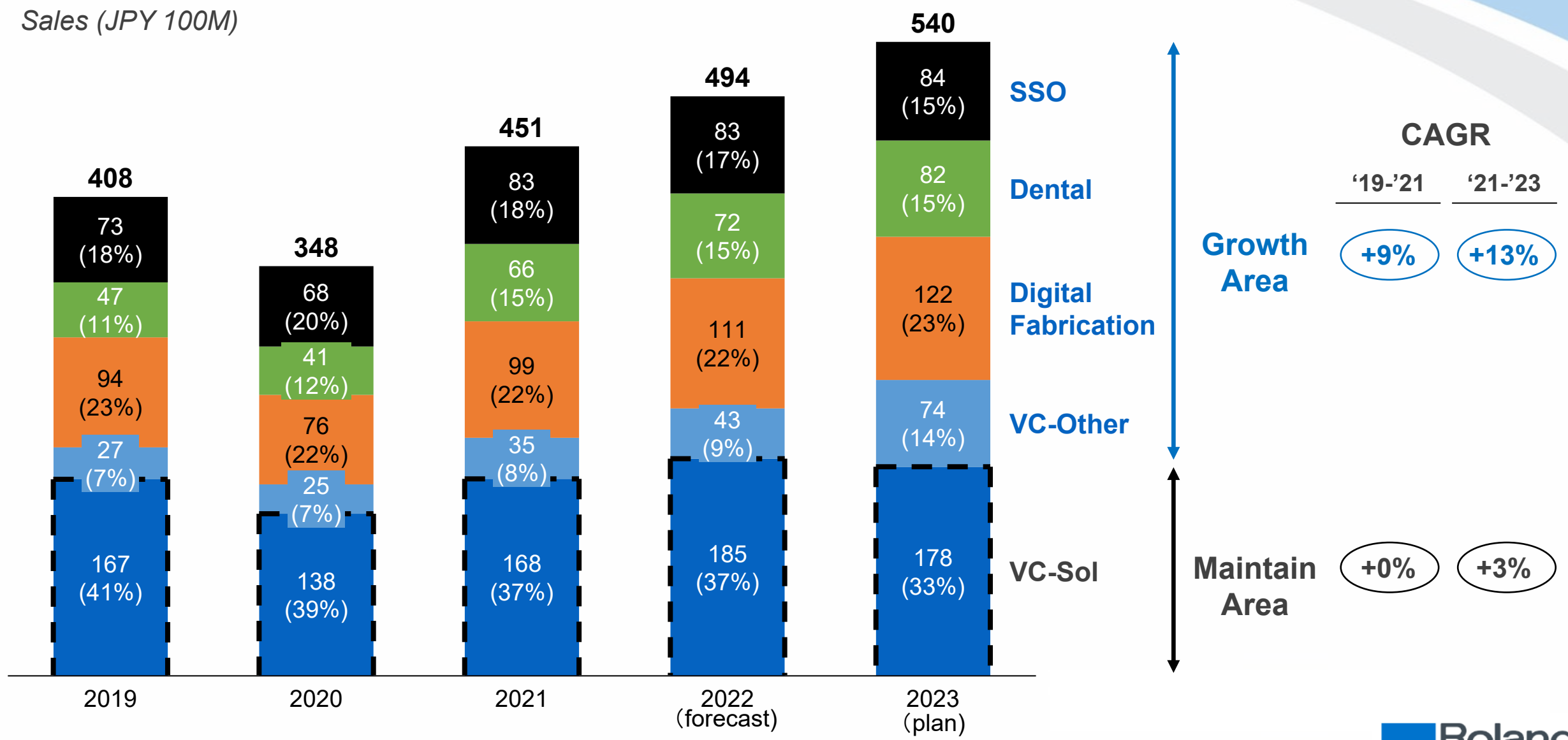


Over 6,000 Users

Laid the foundation of future profit

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

Sales (JPY 100M)



# ESG Initiatives

## **E***nvironment*

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- Strengthening environmentally-friendly non-solvent ink solutions
- Switching all power at HQ and office to CO2 free renewable energy
- Promoting Environment-friendly manufacturing

\*starting from Jan 2022

## **S***ocial*

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- Improving human health and safety through dental and medical support systems
- Work style reform: Promoted work-from-home and flextime schemes
- Promoting digital transformation of sales promotion and service activities

## **G***overnance*

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- Swift decision-making: Streamlining of the Board of Directors
- Management transparency: Outside Directors comprise majority of Board
- Diverse composition of Board of Directors, with foreign nationals, women, and people with wide-ranging experience and knowledge (Decided after resolution at this Meeting)

# Helped signages for Hamamatsu City's vaccination site

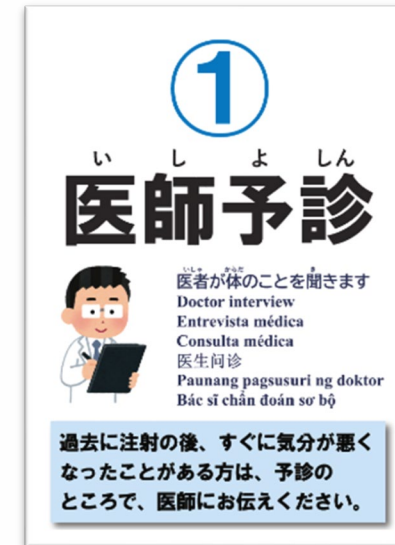
- Supported printing reception and guidance signs at vaccination sites using our printer
- Printed in English, Portuguese, Chinese, Vietnamese, Tagalog, and Spanish with the support of our overseas sales partners

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

# Skill Matrix of Directors and Executive Officers

Scheduled after Annual General Meeting of Shareholders on 3/24  
2022/02

※Executive Officers as of

Name	Fundamental Skills					Strategic Skills						
	Corporate Management	Production, Engineering and R&D	Sales and Marketing	Finance and Accounting	Compliance and Risk Management	Open Innovation and New Business Creation	M&A and Alliance	IT/DX	Corporate Communication	Sustainable Management	Global Experience	
Director	Kohei Tanabe	●		●			●					●
Director	Toshiharu Uwai	●	●		●	●				●		●
Director	Andrew Oransky	●		●			●					●
Outside Director (Independent)	Osamu Hosokubo	●			●	●	●					●
Outside Director (Independent)	Naoko Okada	●		●		●			●	●	●	●
Outside Director	Brian K. Heywood	●		●	●	●	●		●			●
Corporate Auditors	Masayasu Suzuki				●							●
Corporate Auditors	Naoki Nagano				●	●						●
Outside Auditors (Independent)	Shigeki Matsuda	●			●							
Outside Auditors (Independent)	Mitsuhiro Honda				●	●					●	●
Executive Officers	Yuji Kurata		●						●			●
Executive Officers	Hisashi Bito	●	●				●		●			●
Executive Officers	Takaaki Koshita		●	●								
Executive Officers	Kazuhiro Ogawa	●	●	●	●	●	●		●			●
Executive Officers	Tony Miller			●			●		●			●

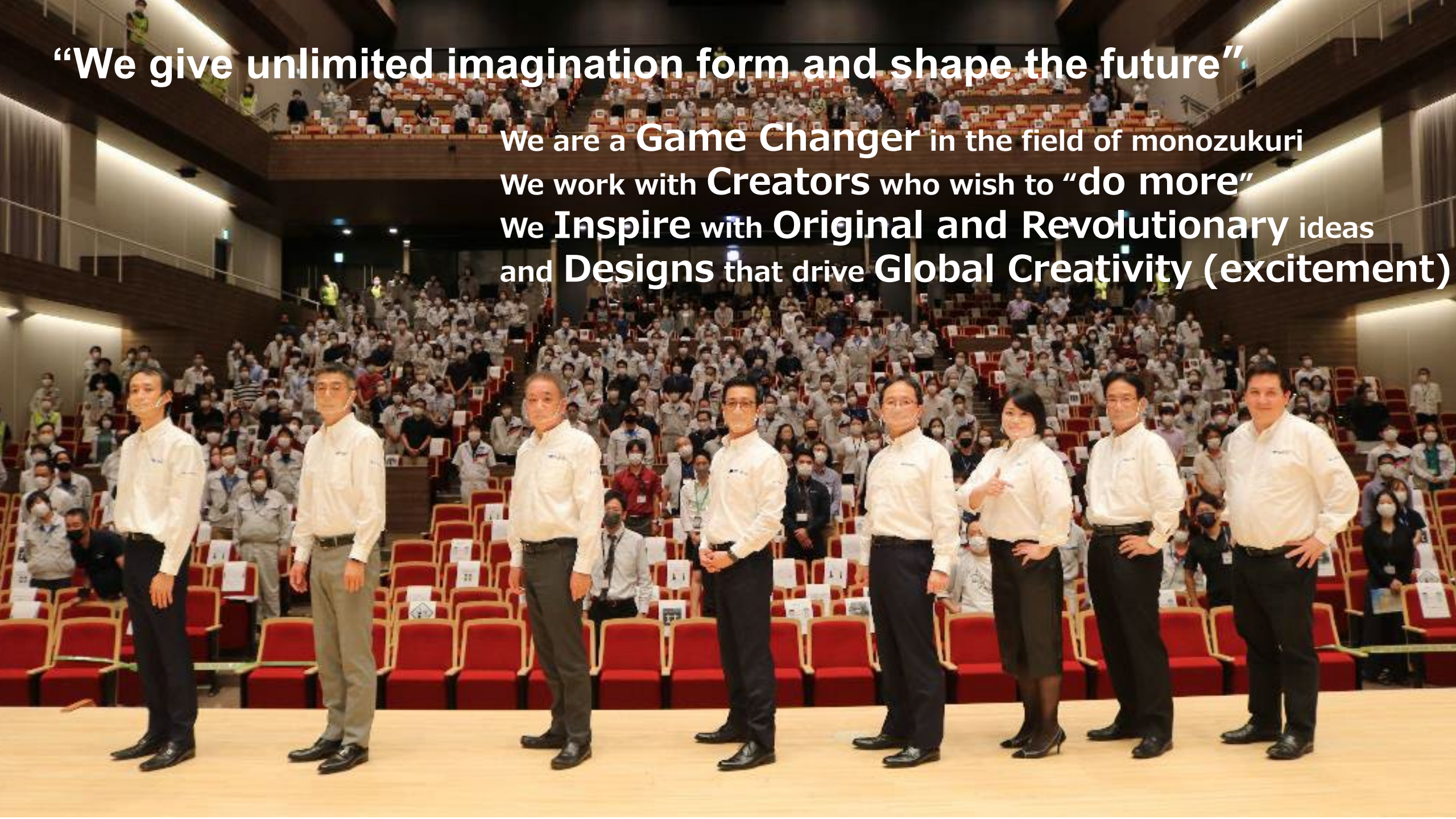
**“We give unlimited imagination form and shape the future”**

**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)**



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.



# Proposals to be resolved

The number of shareholders	<b>14,100</b>
The number of voting rights exercised	<b>126,493</b>

# Proposal No.1 Appropriation of Surplus

Convocation notice P7

Annual dividends  
(Yen)

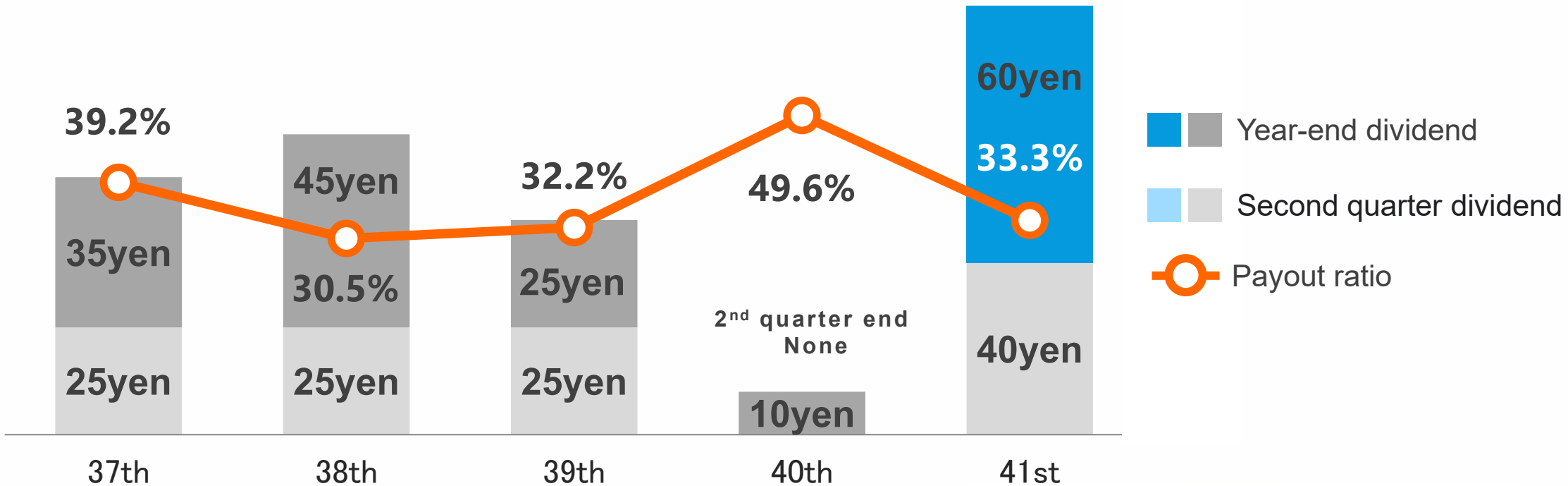
60

70

50

10

100



# Proposal No. 2: “Partial Amendments to Articles of Incorporation”

Convocation notice P8~9

The amended provisions stipulated in the supplementary provision of Article 1 of the Act Partially Amending the Companies Act (Act No. 70 of 2019) will be enforced on September 1, 2022. In order to accommodate a system for providing general shareholder meeting materials in electronic format, the Articles of Incorporation of the Company shall be amended as follows.

- ❖ (1) The proposed amendments to Article 15, Paragraph 1 shall stipulate that the Company takes the electronic provision measure for information included in the reference document for general meeting of shareholders, etc.
- ❖ (2) The proposed amendments to Article 15, Paragraph 2 shall establish a provision to limit the scope of matters to be included in the paper copy to be sent to shareholders who have requested it.
- ❖ (3) The provisions related to the Disclosure on Internet of Reference Materials for General Meeting of Shareholders Deemed and Deemed Provision of that Information (Article 15 of the current Articles of Incorporation) will become unnecessary and will therefore be deleted.
- ❖ (4) In line with the above establishment and deletion of the provisions, supplementary provisions related to the effective date, etc. shall be established.

# Proposal No. 3: “Election of Six Directors”

Convocation notice P10~15

Name	
1	Kohei Tanabe
2	Toshiharu Uwai
3	Andrew Oransky
4	Osamu Hosokubo ※
5	Naoko Okada ※
6	Brian K. Heywood ※

※ Candidates for Outside Director

# Proposal No. 4: “Election of One Audit & Supervisory Board Member”

Convocation notice P16

Name
1 Masayasu Suzuki

# Introduction of Management

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## Directors (6)



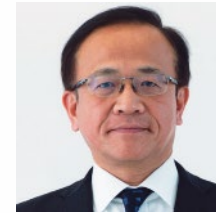
Kohei Tanabe



Toshiharu Uwai



Andrew Oransky



Osamu Hosokubo



Naoko Okada



Brian K. Heywood

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## Audit & Supervisory Board Member (4)



Masayasu Suzuki



Naoki Nagano



Shigeki Matsuda



Mitsuhiro Honda