

Roland DG Corporation

**THE 42nd ORDINARY GENERAL
MEETING OF SHAREHOLDERS**

March 24, 2023



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.

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 42nd Fiscal Year (from January 1, 2022 to December 31, 2022)
2. Non-Consolidated Financial Statements for the Company's 42nd Fiscal Year (from January 1, 2022 to December 31, 2022)

Proposals to be resolved

- | | |
|-----------------|--|
| Proposal No. 1: | Appropriation of Surplus |
| Proposal No. 2: | Election of Seven Directors |
| Proposal No. 3: | Election of One Audit & Supervisory Board Member |

Auditor's Report

Auditor's Report(Convocation notice P57, Online document P85)

監査役会の監査報告書

監査報告書

当監査役会は、2022年1月1日から2022年12月31日までの第42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。

2023年2月10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 ㊟

常勤監査役 長野直樹 ㊟

社外監査役 松田茂樹 ㊟

社外監査役 本田光宏 ㊟

以上

以上

Auditor's Report

The 42nd term Business Report

(From January 1, 2022 to December 31, 2022)

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 42nd term Financial Summary

| The 42nd term Financial Summary

Demand

Relaxation of the impact of COVID-19 infections and normalization of economic activities

Demand for capital investment in printers and output demand remained strong

New eco-solvent printer product for sign market and eco-solvent in sales grew

In growth markets with the rising move towards the digitizing of the workflow increased sales

| The 42nd term Financial Summary

Supply

Procurement difficulties with parts continued

Make adjustments to production processes

Adopt alternative parts

Reduce the impact on production and supply

| The 42nd term Financial Summary

Profit

**Soaring parts prices and marine
transportation costs**

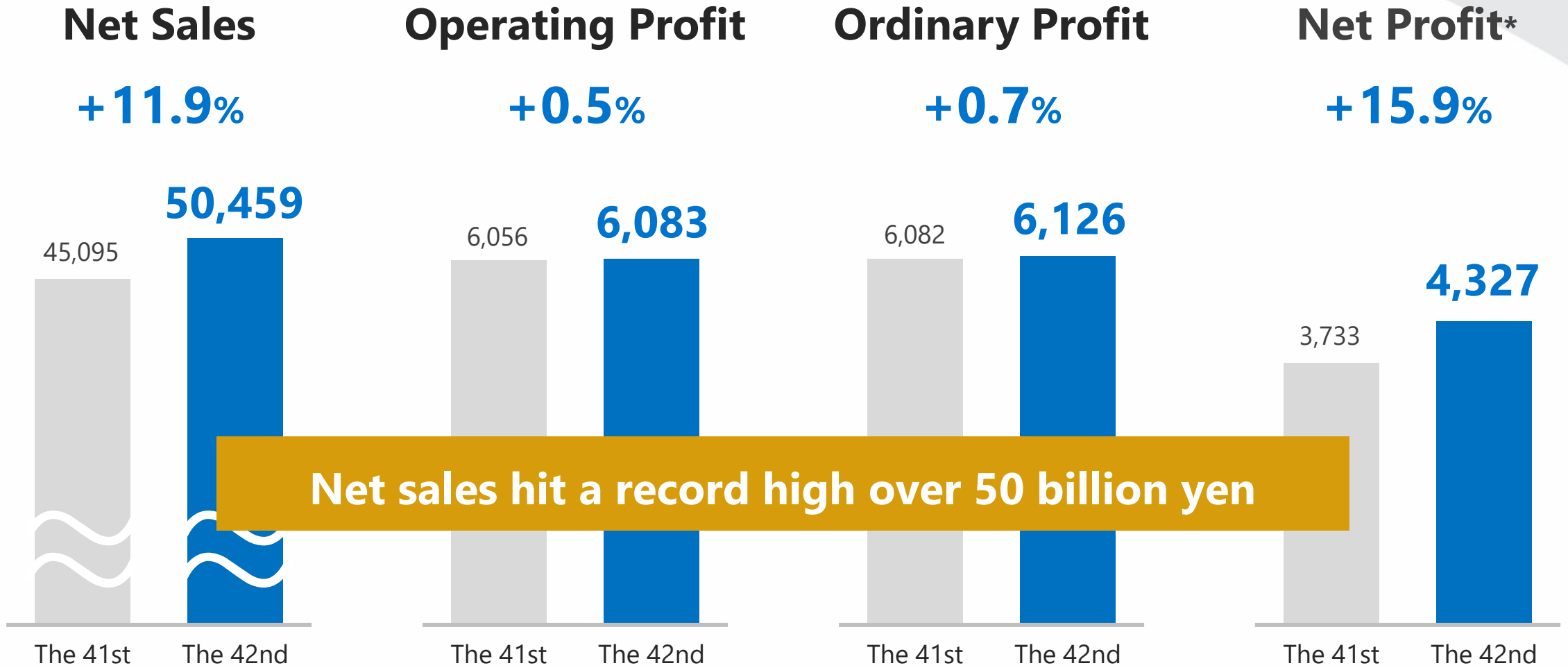
Optimize sales prices and secure revenue.

Yen depreciation pushed up sales

Increase in both sales and profits

The 42nd term Consolidated Financial Results

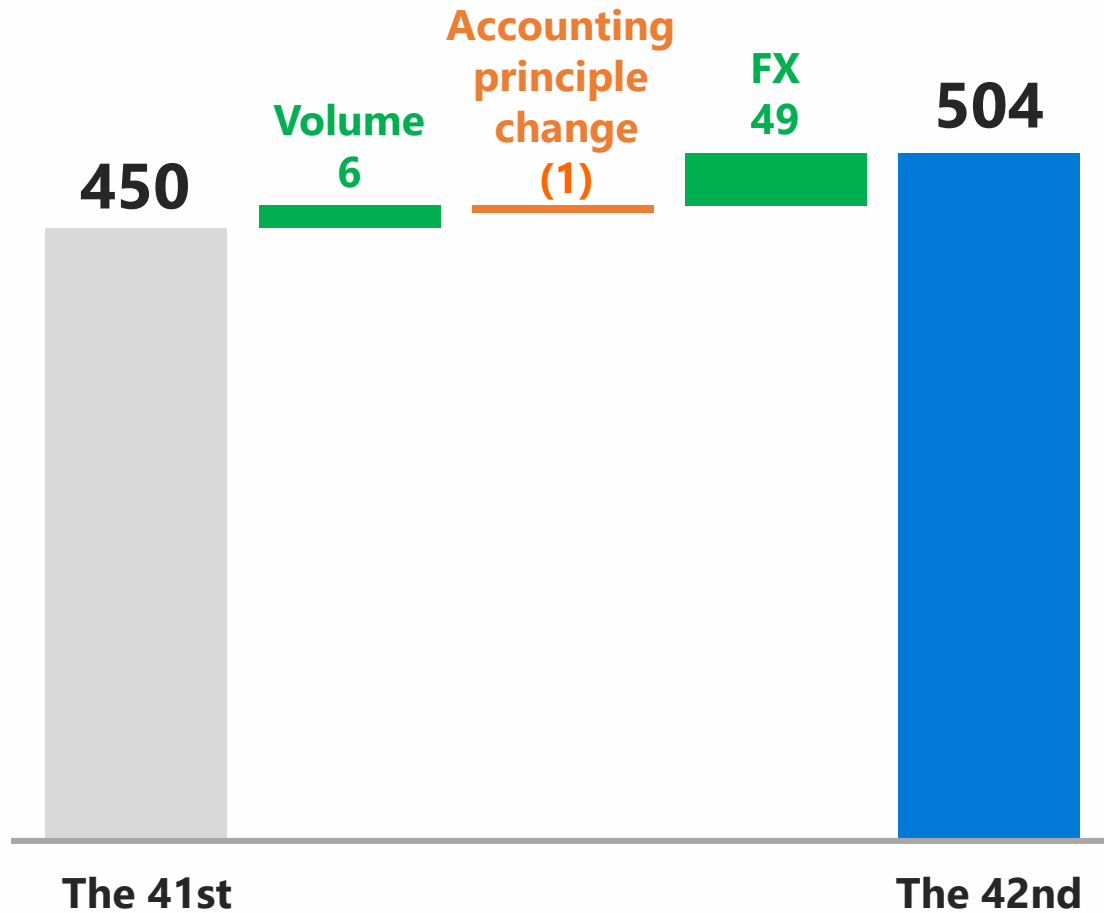
(Millions of yen)



Sales delta breakdown

(100 million of yen)

Net Sales



Plus 4.9 billion yen due to the influence of exchange rates

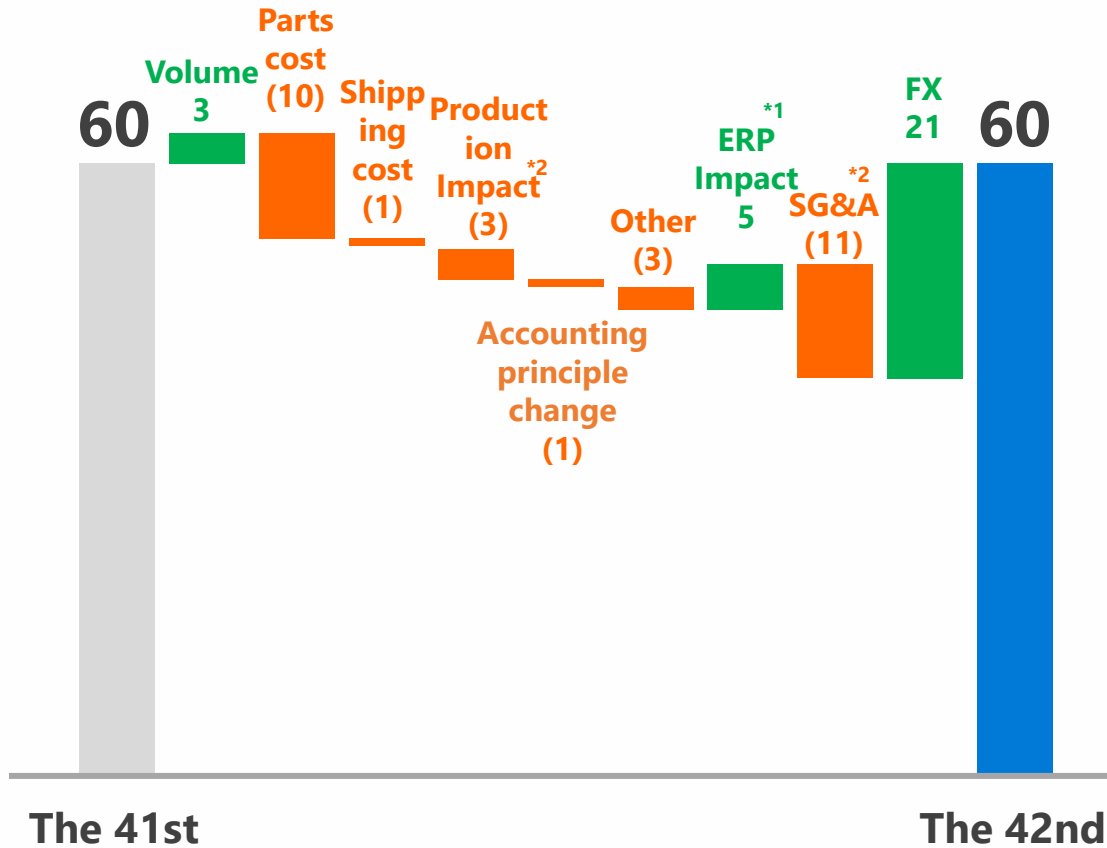
Plus 5.4B sales increase overall

Average FX Rate(Yen)	The 41st	The 42nd	
USD	109.81	131.46	119.7%
EUR	129.93	138.11	106.3%

Operating Profit delta breakdown

(100 million of Yen)

Operating Profit



*1 Early Retirement Program

*2 Excludes impact due to the Early Retirement Program

Operating profit was pushed down by parts cost and shipping cost

SG&A cost increase pushed down profit

Profit pushed up by improved efficiency from structural reform and sales growth

Plus 2.1 billion yen from FX effect

Average FX Rate(Yen)	The 41st	The 42nd	
USD	109.81	131.46	119.7%
EUR	129.93	138.11	106.3%

Change in sales disclosure category

- ❖ Changed sales disclosure category to clarify “Growth Area” and “Maintain Area”

Old Categories

Printers

Plotters

3D Products (DGSHAPE)

Supplies

Others



New categories

Visual Communication

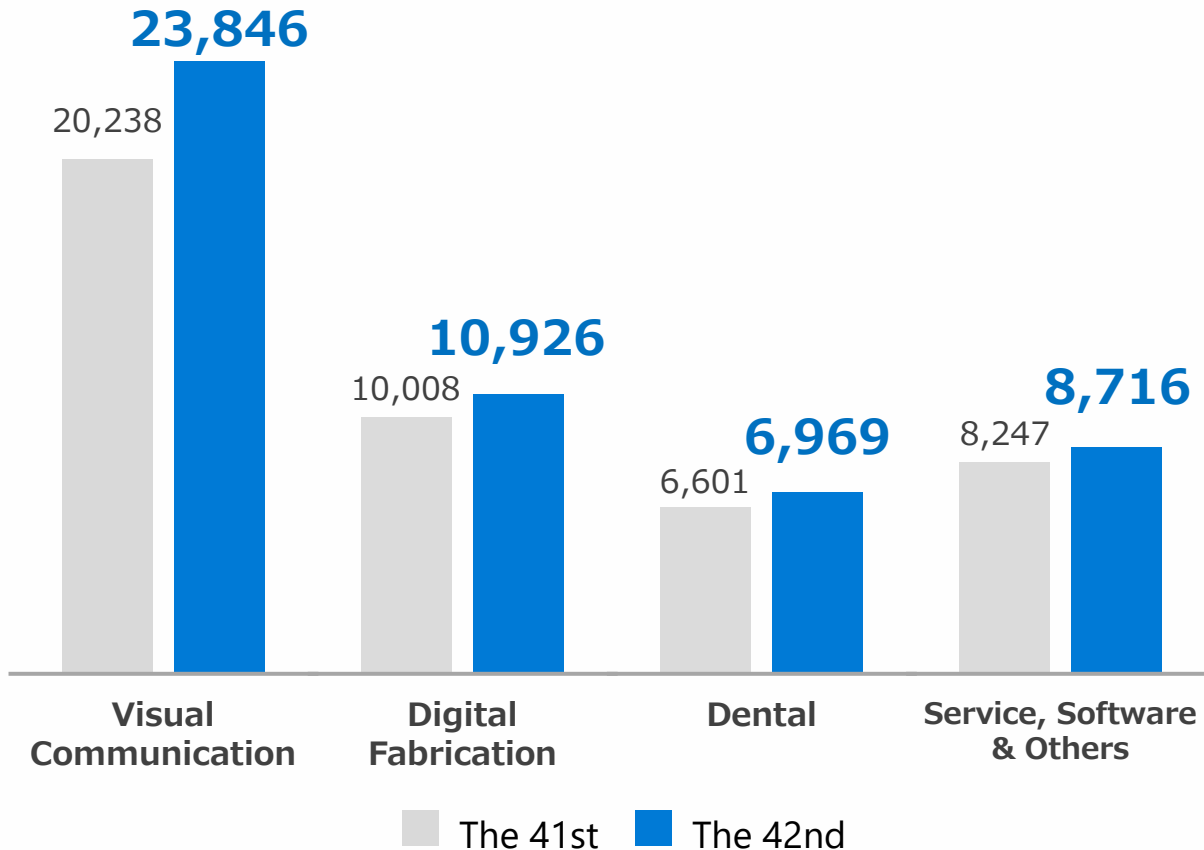
Digital Fabrication

Dental

Service, Software & Others

The 42nd terms Sales by Markets

(Millions of yen)



Visual Communication

- Change in sales disclosure category
- UV printers and UV ink supplies increased

Digital Fabrication

- Sales of the BN-20A desktop eco-solvent printer were strong
- Increase in Co-Creation model, LEC2 S Series, by sales geography expansion

Dental

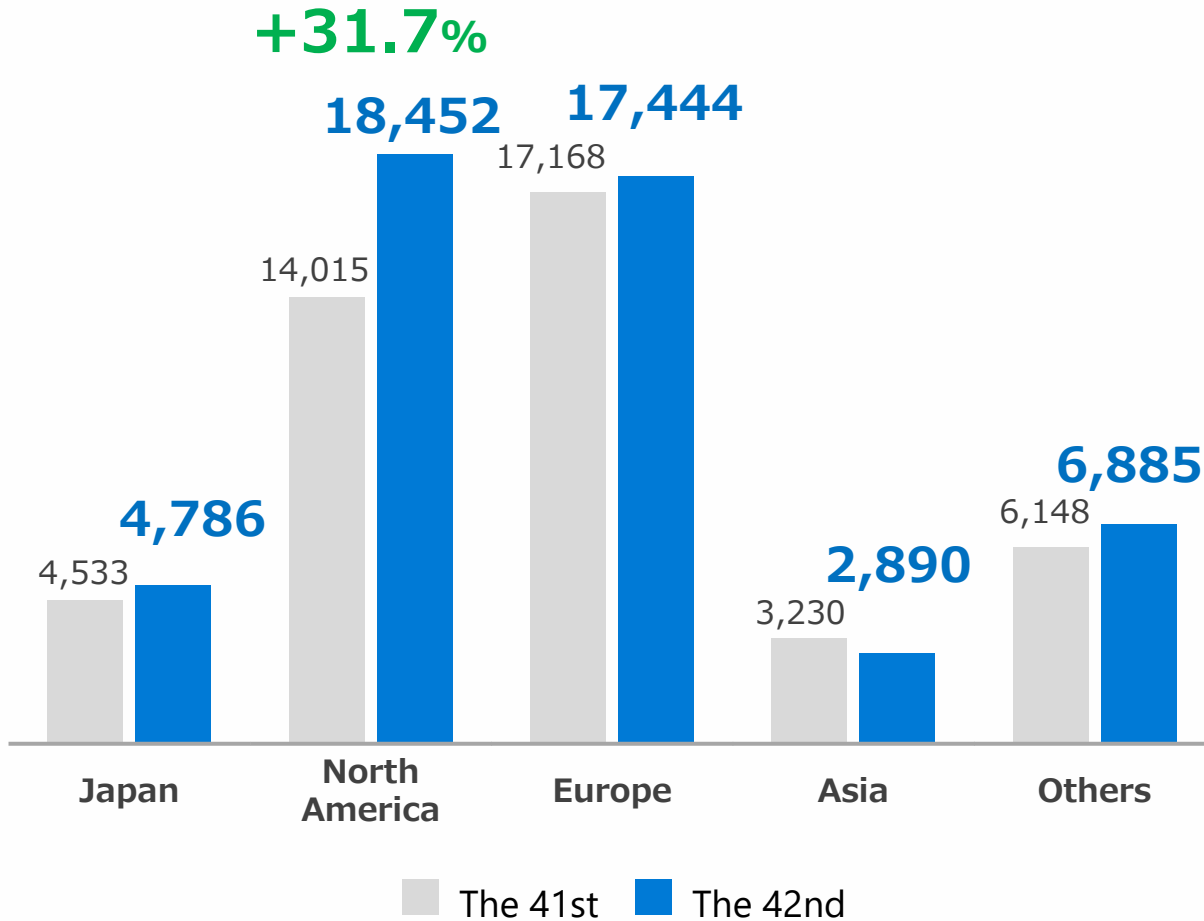
- Increased sales primarily in the Middle East and Latin America,
- Launched the dental milling machine with disc changer

Service, Software & Others

- Other sales including logistics etc. increased

The 42nd terms Sales by Regions

(Millions of yen)



Japan

- New eco-solvent printers and dental milling machine grew

North America

- New Eco-Solvent printer product for sign market and eco-solvent ink sales grew
- BN-20A, Desktop Eco-Solvent printer, increased significantly

Europe

- Roll-to-roll UV printers and flatbed type printers increased.
- Sales of Eco-Solvent printer product for sign market reduced

Asia

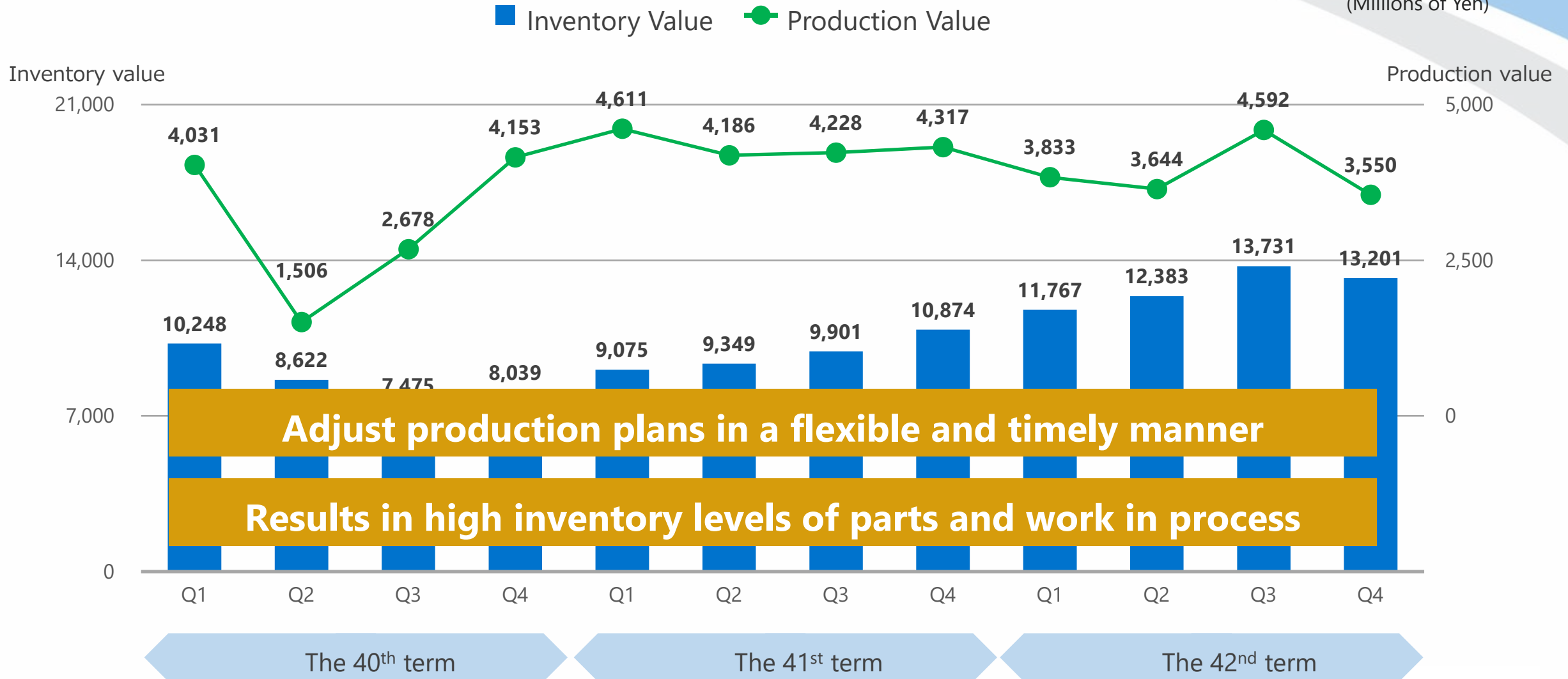
- Dental milling machines grew largely in India and Vietnam
- Sales slowed in China where the zero corona policy has been continued

Others

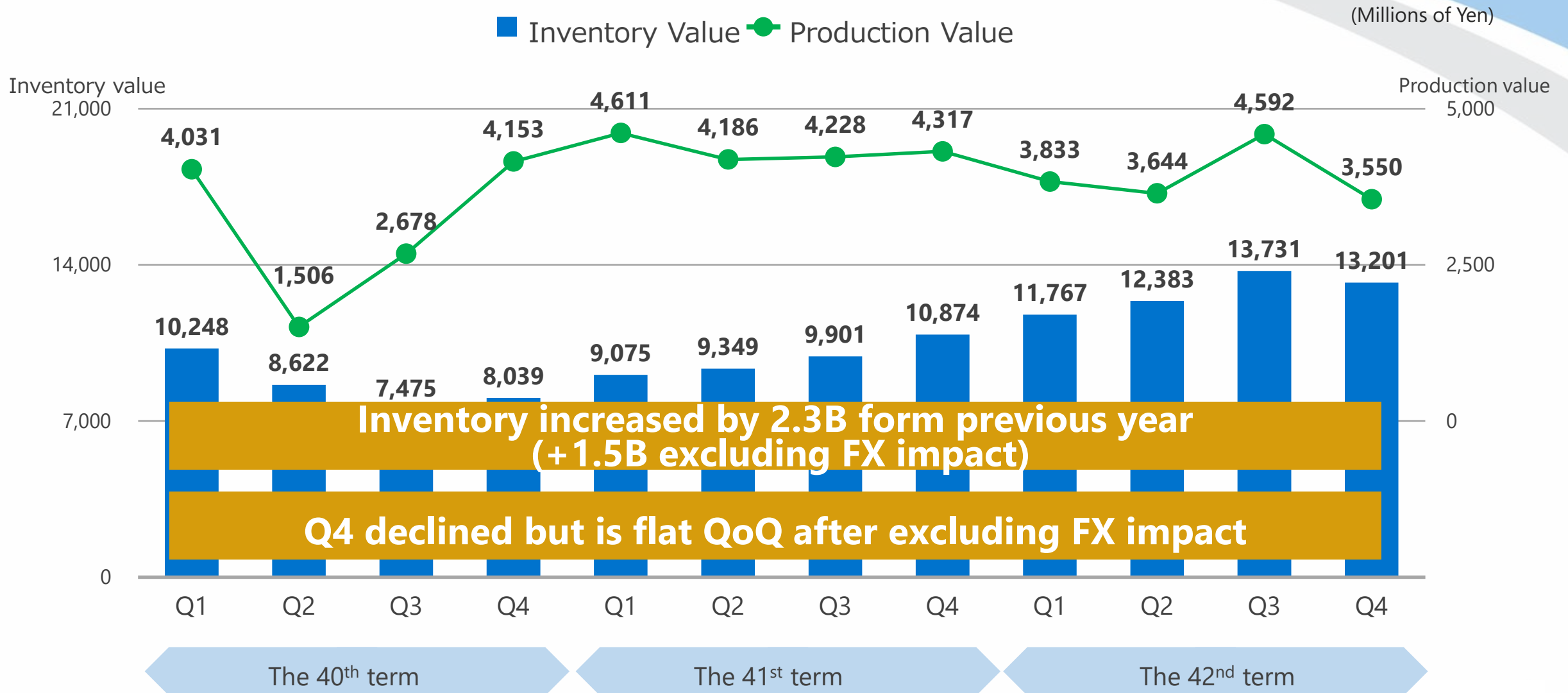
- Latin America incl Brazil grew YoY thanks to weak yen

Change in inventory value and production value

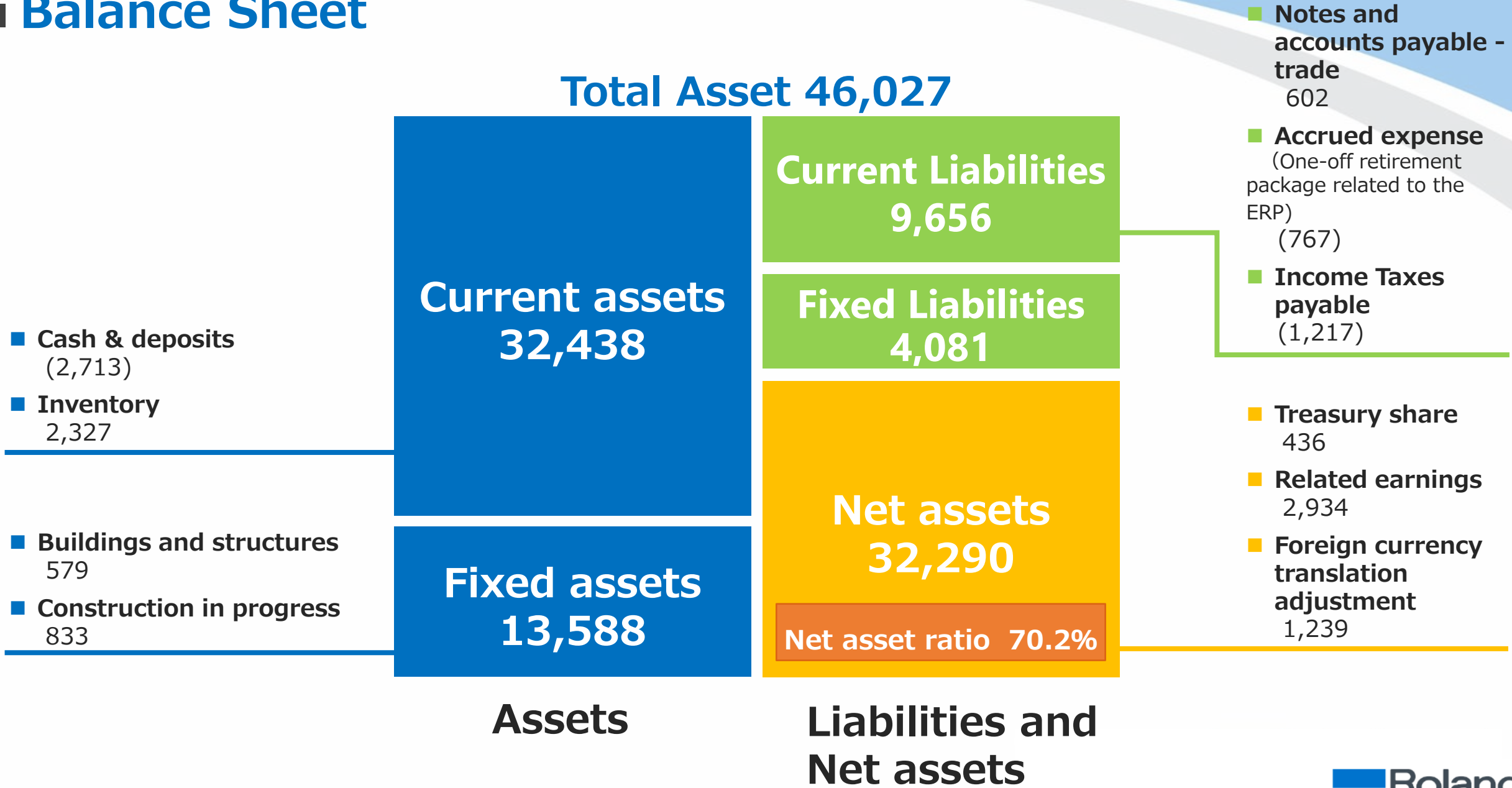
(Millions of Yen)



Change in inventory value and production value



Balance Sheet



The 43rd term Forecast

| The 43rd term overview

The 43rd term overview

1

Expand non-solvent solutions and boost the number of ink types, with the aim of accelerating growth in this area within the market defined as Visual Communication

2

Sales growth in emerging market

3

Expand and develop personalized and customized category

| The 43rd term overview

Overview of the guidance

- ❖ **Launched the new desktop printer**
- ❖ **Launched the new products that expand our non-solvent type lineup.**

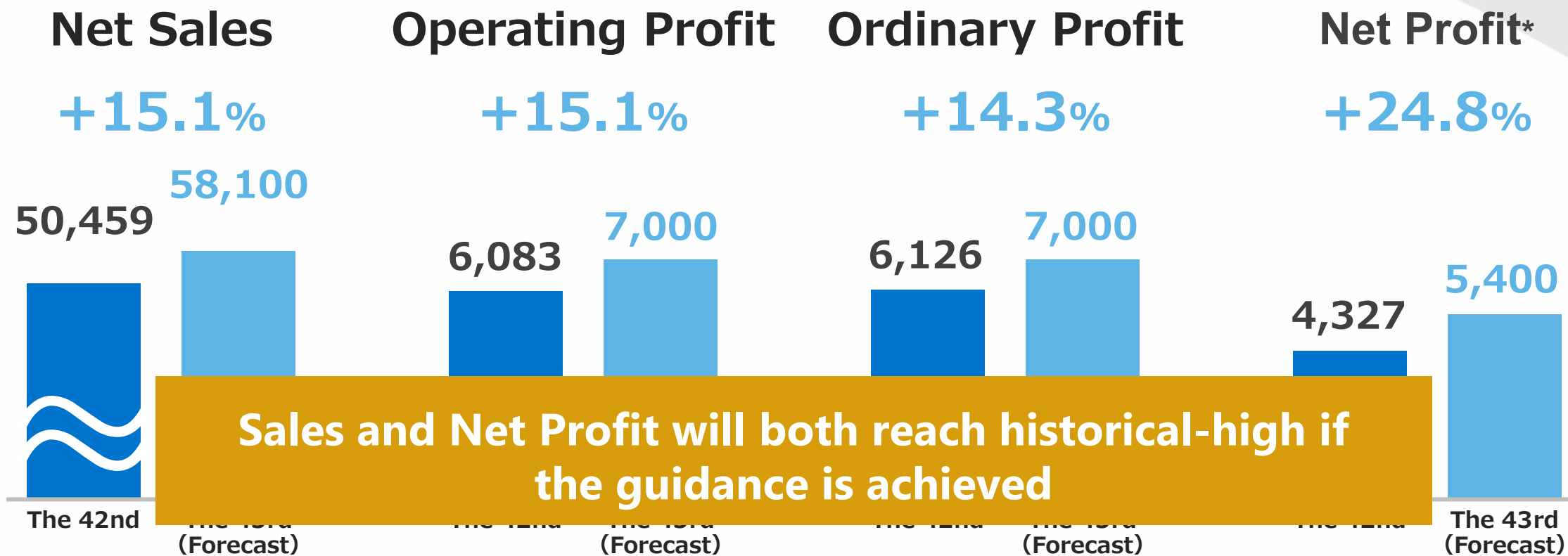


Expect sales expansion in growth areas by resuming new product launches

Expect parts procurement difficulty throughout the year and assume parts cost will remain at the same level as the end of previous year

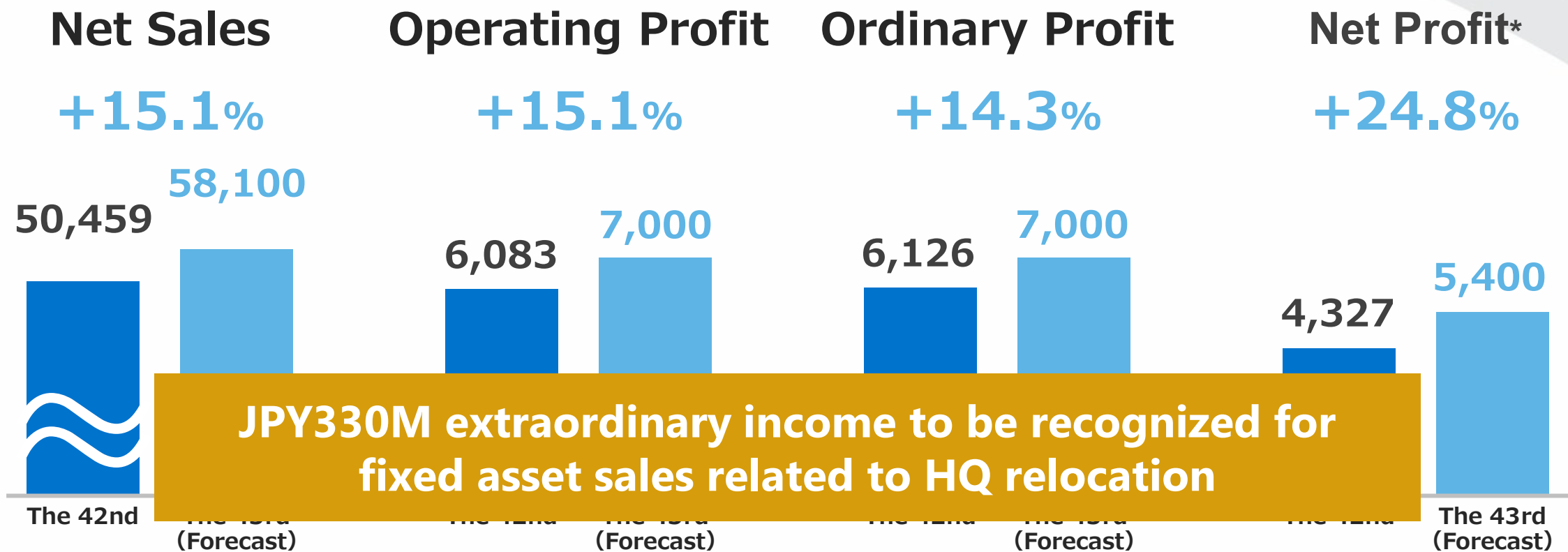
The 43rd term overview

(Millions of yen)



※ Net profit attributable to owners of parent

The 43rd term overview



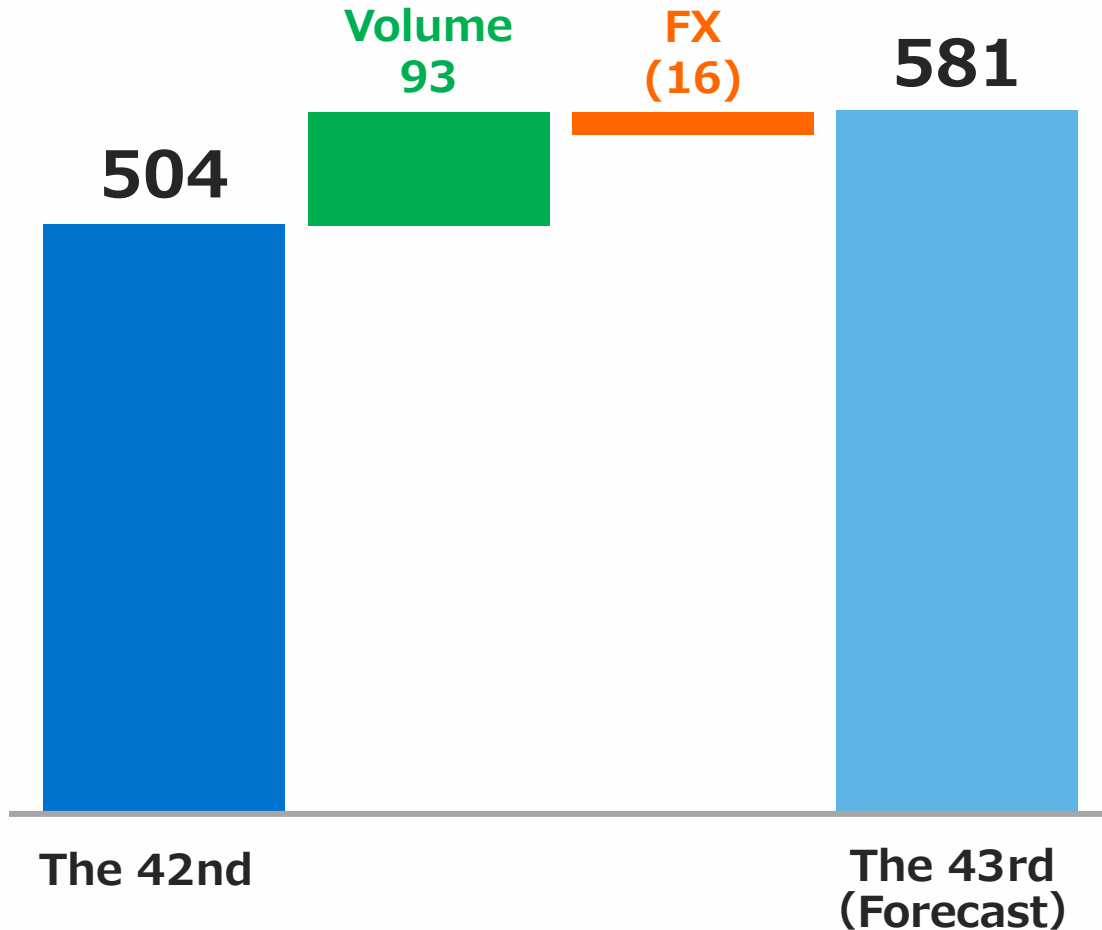
Average FX Rate(Yen)	The 42nd	The 43rd	
USD	131.46	125.00	95.1%
EUR	138.11	135.00	97.7%

※ Net profit attributable to owners of parent

The 43rd term sales delta breakdown

(100 Million of yen)

Net Sales



Plus 9.3B from volume growth

Minus 1.6B from FX impact

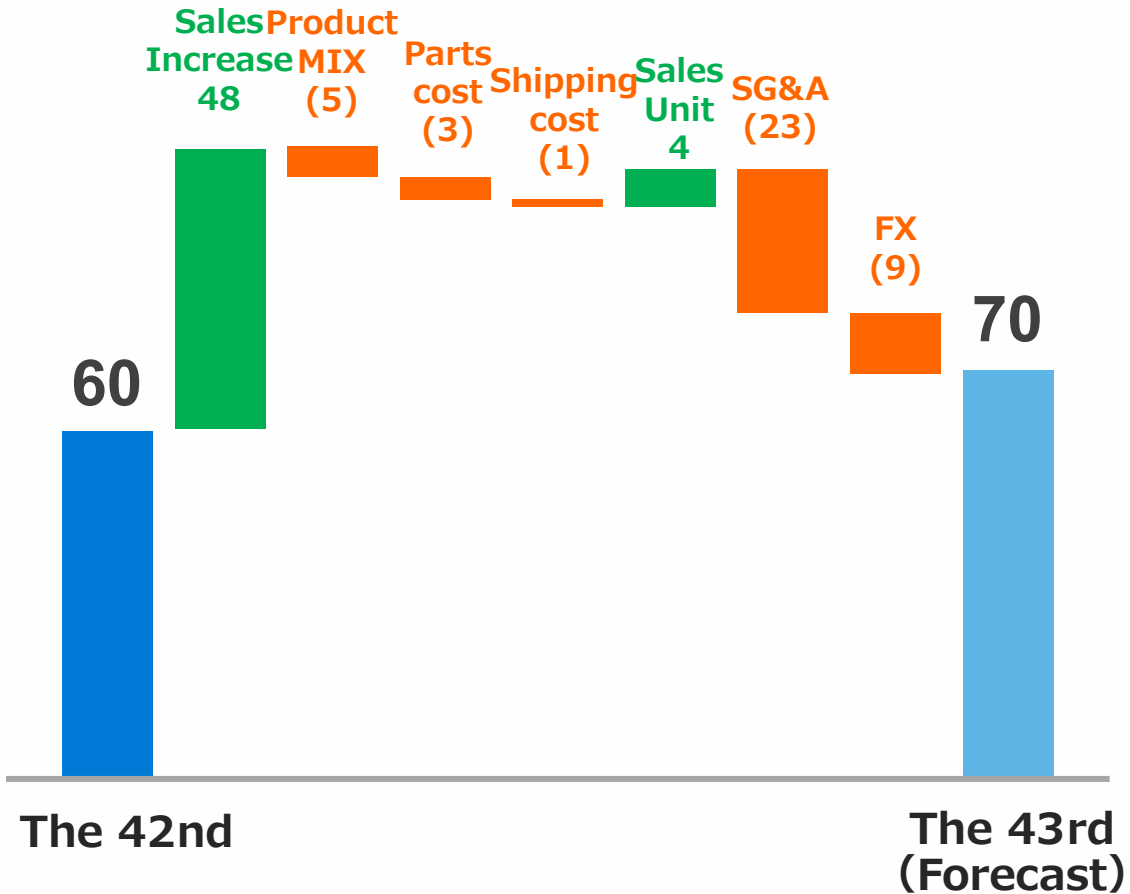
Plus 7.7B sales increase overall

Average FX Rate(Yen)	The 42nd	The 43rd	
USD	131.46	125.00	95.1%
EUR	138.11	135.00	97.7%

The 43rd term operating profit delta breakdown

(100 Million of yen)

Operating Profit



Component and logistic cost increased 0.3B and 0.1B respectively

Product mix, SG&A cost and FX increase to push down profit

Sales growth and price increase contributed

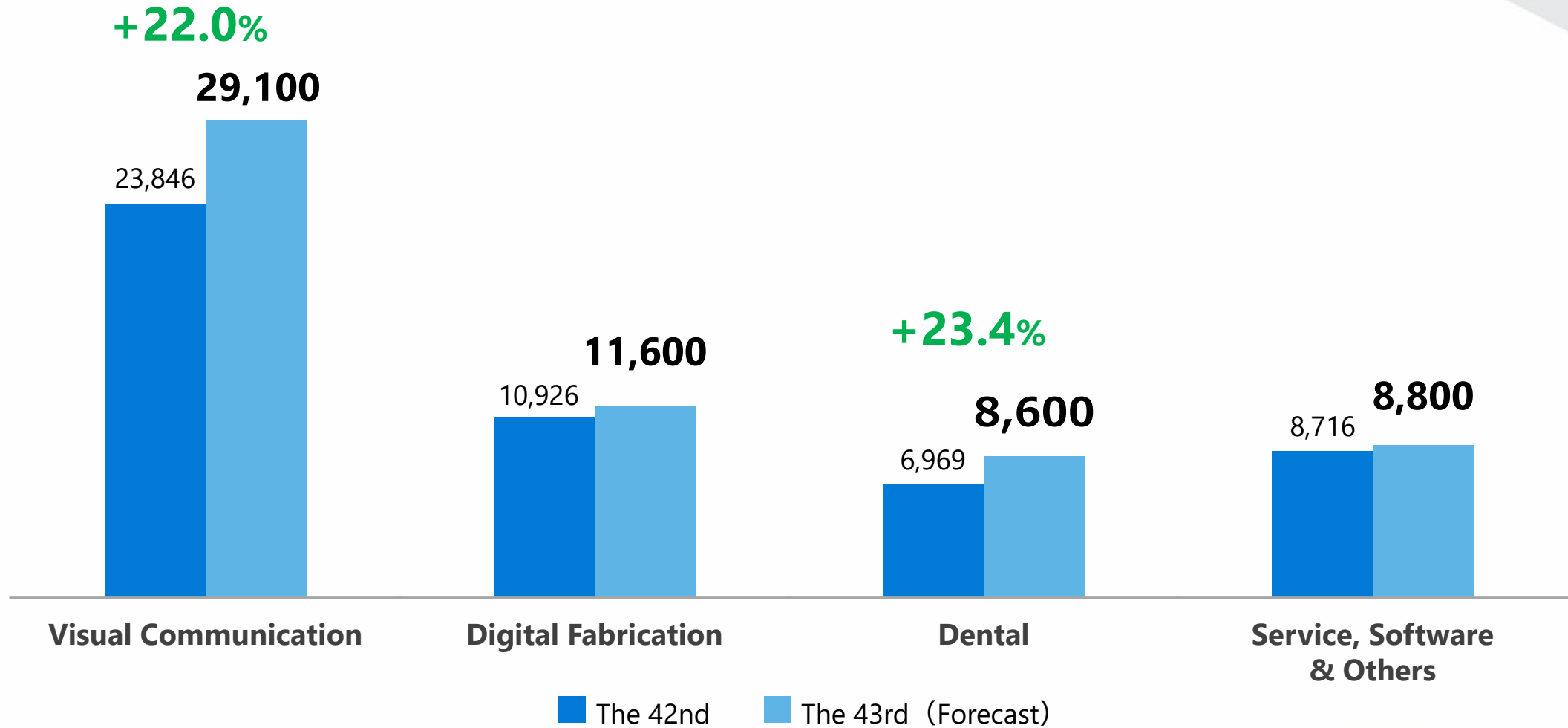
1.0B overall increase

The ratio of SG&A to net sales is planned to decrease by 1.9 percentage points

Average FX Rate(Yen)	The 42nd	The 43rd	
USD	131.46	125.00	95.1%
EUR	138.11	135.00	97.7%

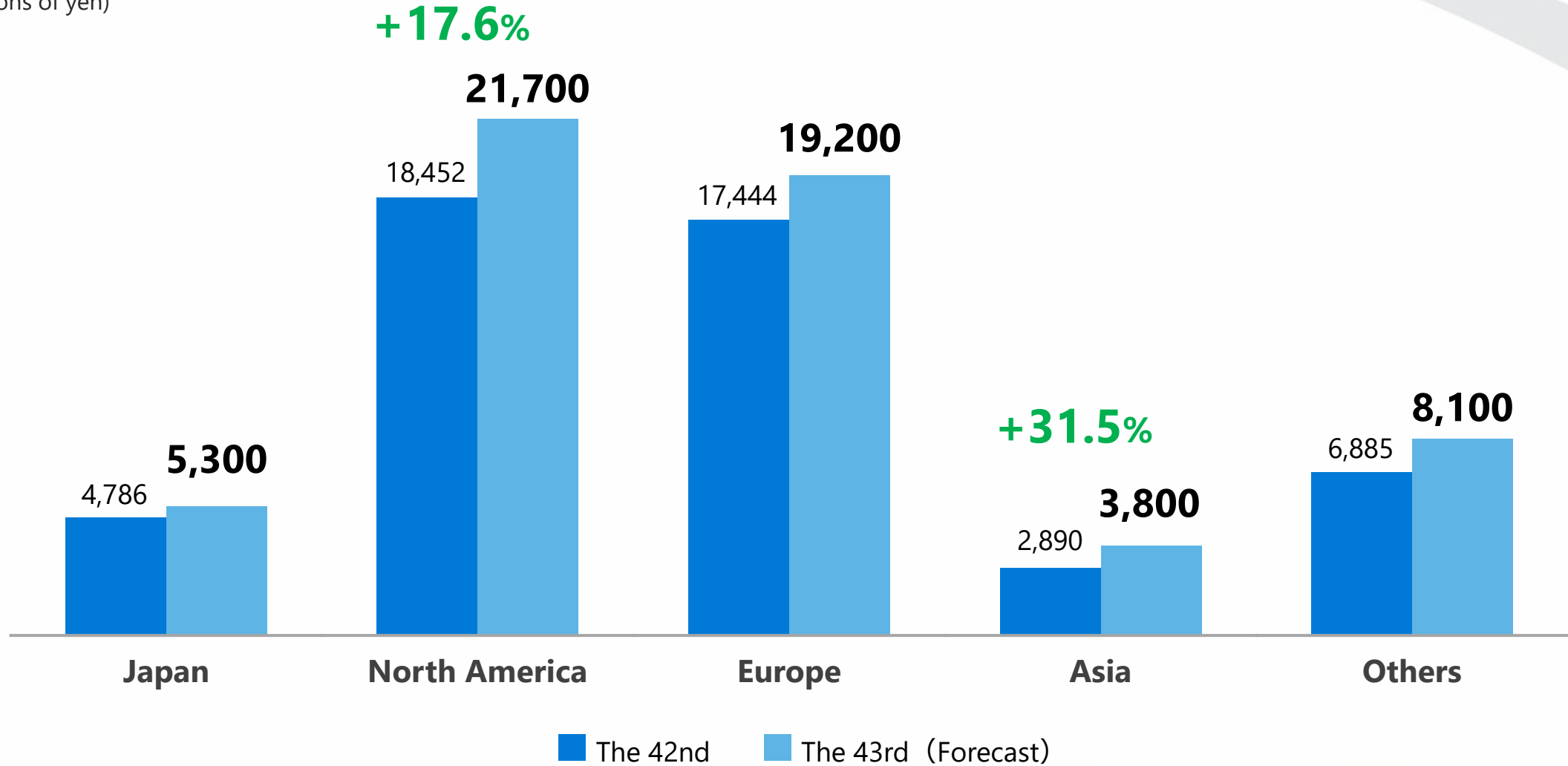
The 43rd term sales forecast by markets

(Millions of yen)



The 43rd term sales forecast by regions

(Millions of yen)



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Mid-term Plan Update

| 2021-23 MTP Core Strategy

Business Portfolio Transition

- Focus on efficiency for existing business
- Expand into new market

2021-23 MTP Core Strategy

Lean Organization

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

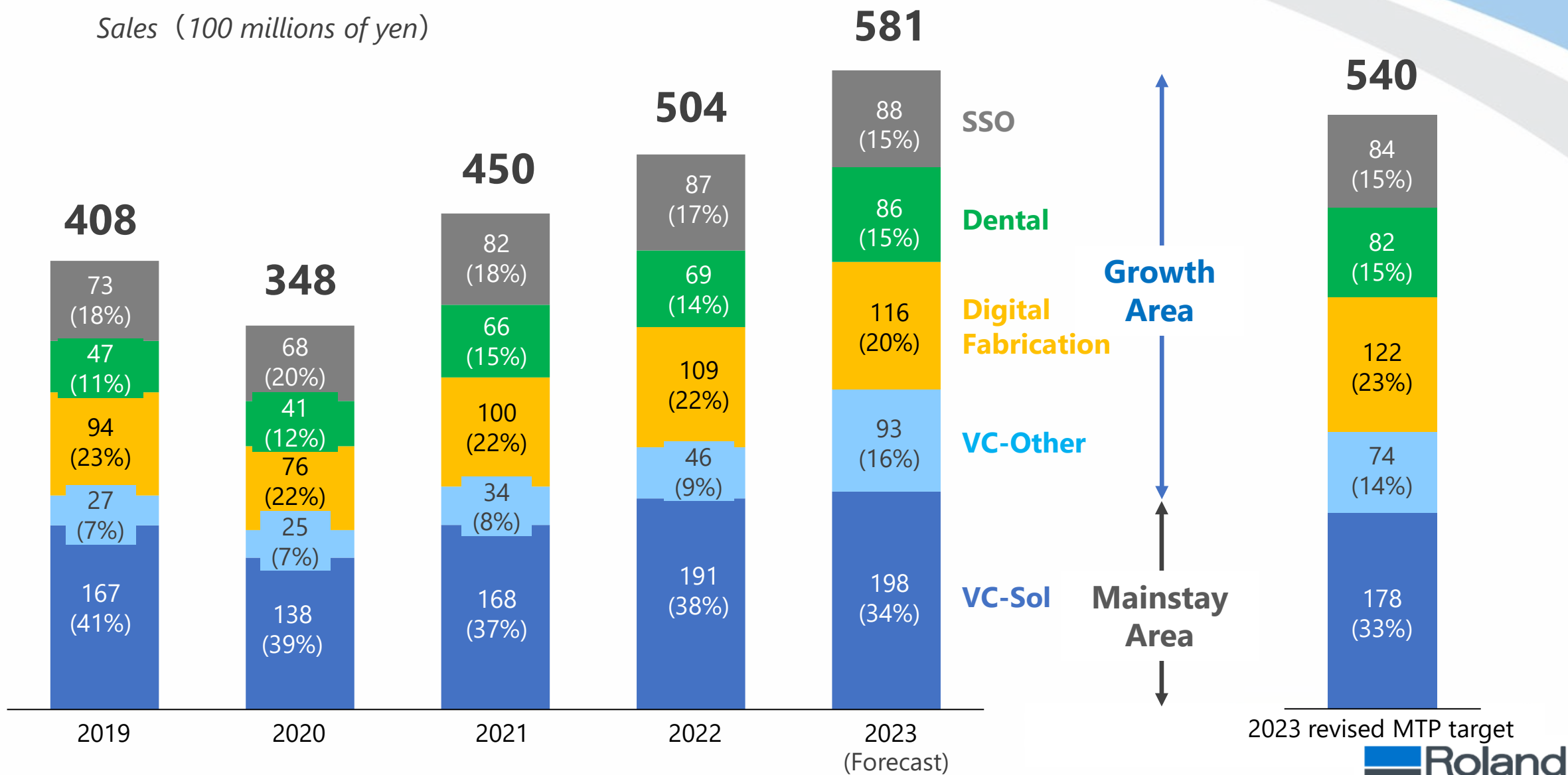
Mid-term Plan achievements to date and 2023 focus area

Focused on structural reform and VC area development for the 1st half of the MTP as planned
Will accelerate portfolio transition by new product launch in the growth area for the final year

Core Strategy	Sub category	2021~2022 Key achievements	2023 Focus Area	
Lean Organization	<ul style="list-style-type: none"> Integrate production locations Reduce cost Renew management and organization 	Execute structural reform		
Business Portfolio Transition	Solidify Maintain Area	Visual Comm. (Solvent)	Launch new platform models (VG3 series, SG3 series)	
		Visual Comm. (Other)	Launch UV Roll-to-Roll models (LEC2 Series)	Launch new products toward growth area <ul style="list-style-type: none"> Resin (AP-640) UV (LG series, MG series, UG series) Compact-size (BN-20D, GS2-24)
	Expand Growth Area	Digital Fabrication		
		Services, Software & Others		Increase Roland DG Connect users, expand service offering
		Dental	Launch emerging model and grow sales	Continue penetration into emerging markets and clinics

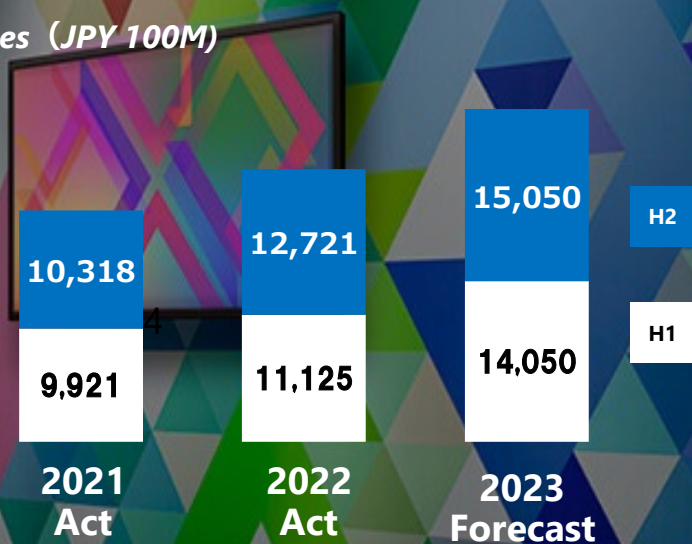
Execute portfolio transition by expanding growth area ratio

Sales (100 millions of yen)



Visual Communication Solvent / Other

Sales (JPY 100M)



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)

Launched first model of the new platform

VC-Solvent

FY21-22 progress

- Launched TrueVIS VG3/SG3 Series in 2022/3, an eco-solvent printer for the sign market based on the new platform that reduces cost and increases R&D efficiency
- Limited contribution in H1 Sales due to production impact by parts shortage, but sales grew in H2

FY23 focus

- Capture replacement and expansion demand from existing customer base

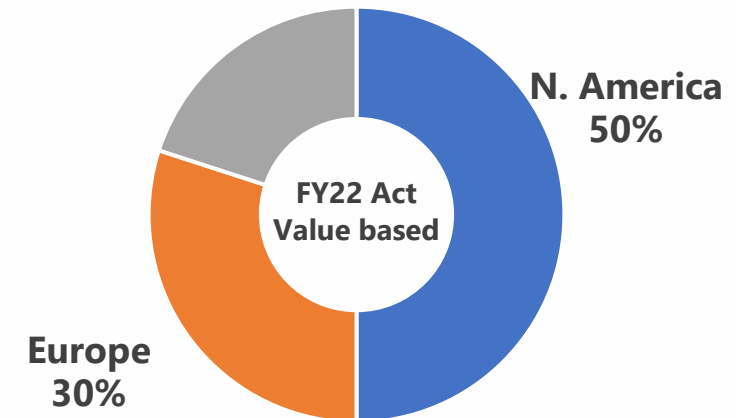


TrueVIS

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

Launched on March 23, 2022

Sales region of TrueVIS Series



- 80% to the US and Europe
- Core product for sign market

Non-solvent lineup expanded in TrueVIS series

VC-Other

TrueVIS

6 models incl. our first resin type and UV type were added to the TrueVIS Series. Product line-up expanded to 10 models in total on top of our previous 4 solvent models



AP-640



LG-640/540/300



MG-640/540

Resin Ink

- **Our first resin ink** that addresses environmental needs

UV Ink

- **High-end model** with improved **quality and speed** by newly developed print head
- **Entry model** that allows high quality resolution and print quality

Launched on January 26, 2023

DGXPRESS

New region exclusive brand established with the same quality and reliability but emphasis on productivity and price



UG-642



UG-641

UV Ink

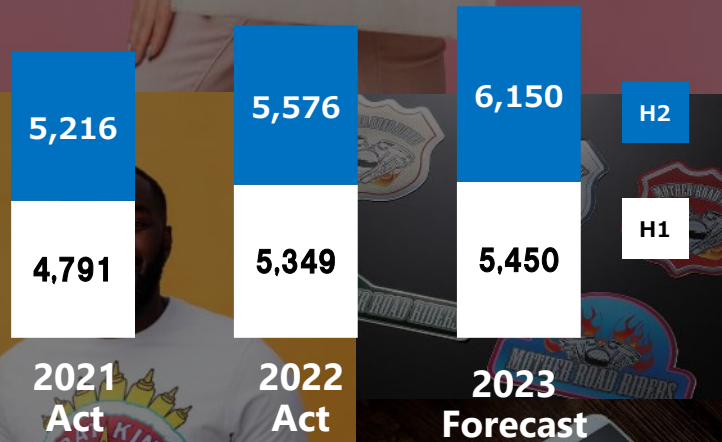
- Offer 2 models - UG-642 with high **productivity**, and UG-641 with high **cost-performance**
- **Sales regions** are Asia (ex. Japan), Middle east, Africa, East Europe, CIS (excl. Russia and Belarus, and Central & South America)

Launched on March 20, 2023



Digital Fabrication

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

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

Desktop printers increasing presence amid COVID

Digital Fabrication

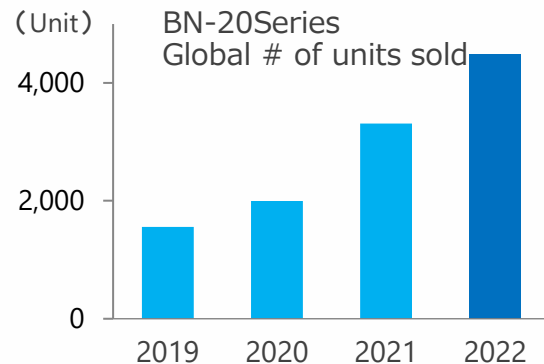
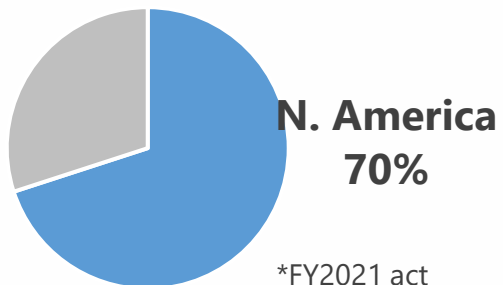
- 10,000 total units sold in N. America



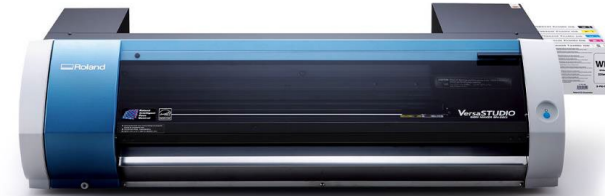
※User who bought the 10,000th unit

- Strong demand for logo marks and stickers
- Met Small & individual business owner need during COVID
- Successfully developed new channel incl. EC sites

BN-20/20A sales by region



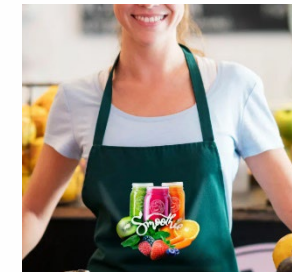
- New model added to the BN product family



VersaSTUDIO
SIGN MAKER BN-20D

Launched on January 20, 2023

- Latest DTF (Direct To Film) technology used
- Prints on various media incl. cotton and polyester
- improved efficiency and quality for apparel can produce goods on-demand



Price	980,000yen (w/o tax)	Sales Target	800units in a year (globally)
Ink type	Water-based pigment ink		



Dental

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)

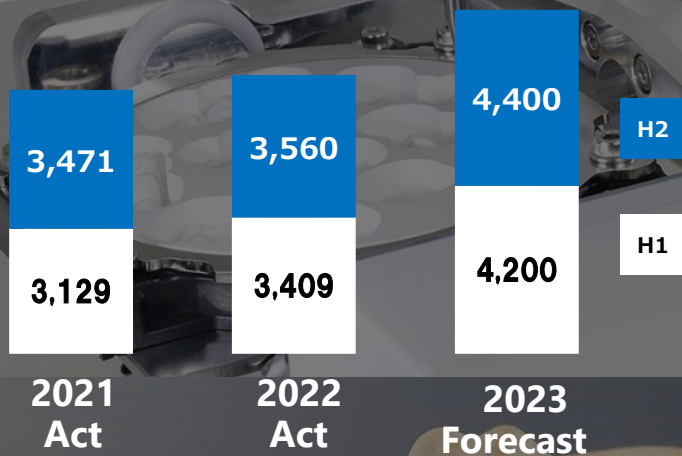
Category Overview

Applications : Dental prosthetics such as Crown/bridge, denture, implant

Main Customers : Dental labs, clinics

Products : Dental milling machines

Sales (JPY 100M)



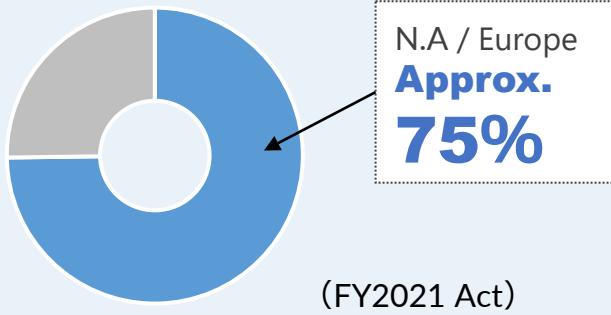
Lineup products suitable for customer needs in the respective regions

Dental

■ Capture demand in developed countries with high quality and high production

- Launched dental milling machine DWX-53DC
- Latest high productivity model with disk-changer (successor of DWX-52DCi)
- Improved quality and productivity while maintaining our unique compact design
- Targeted for North America and European markets where efficiency is more in demand

DWX-52DCi sales region (By unit)



DWX-53DC

Launched on September 7, 2022

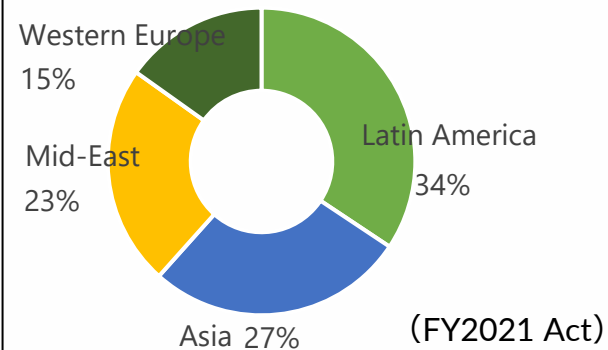
■ Develop the growth markets with exclusive model

- Launched dental milling machine for growth market in 2021
- Enhanced price-competitive while maintaining processing quality
- Expect to increase sales in growth markets in 2023 and beyond by developing sales channels

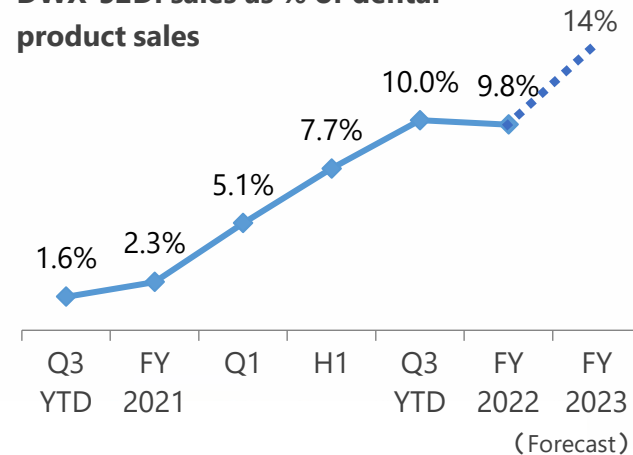


DWX-52Di
Sales start in Q3 of 2021

DWX-52Di sales region (By unit)



DWX-52Di sales as % of dental product sales



Service, Software & Others

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)

Category Overview

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

Main Customers: VC, DP, Dental area customers

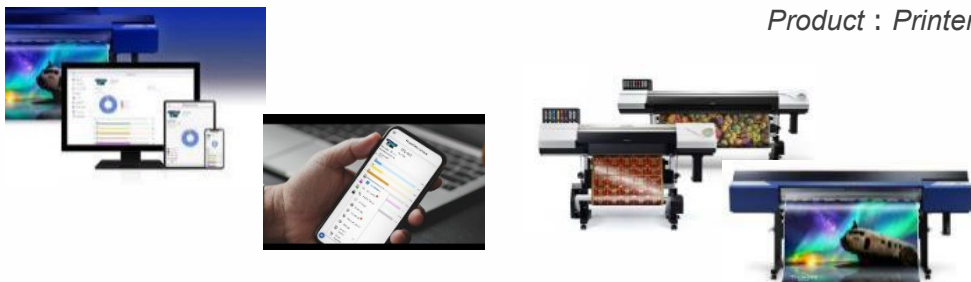
Growing user base globally – Connected Service -

- Cloud service user growing
- Develop **value-adding** service and user experience **improving functions**

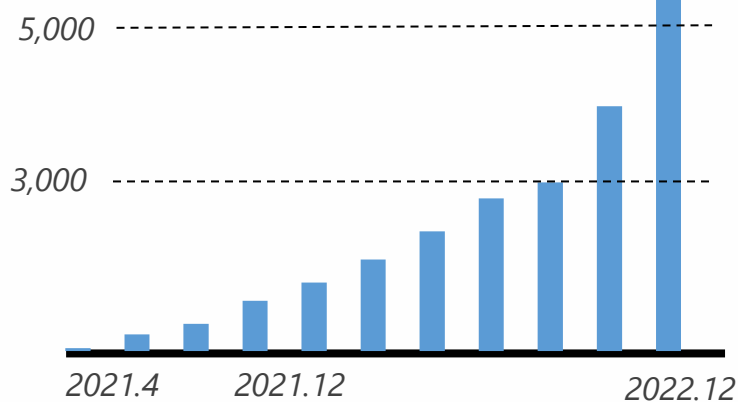
Roland DG Connect

※ Launched in April 2021

Product : Printers



※Cumulative graph



Over 5,000 Users

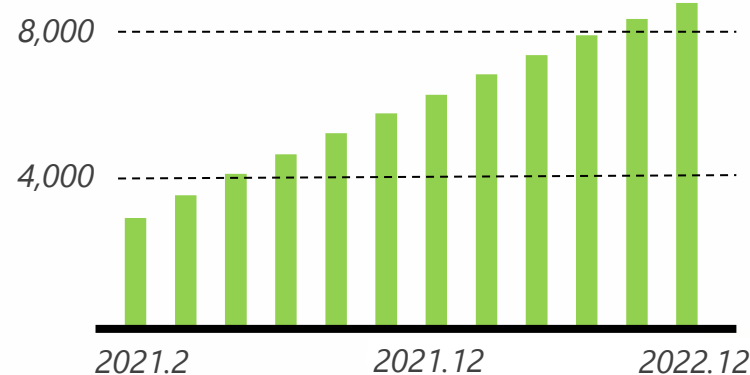
DGSHAPE CLOUD

※ Launched in July 2021

Product : Dental milling machines



※Cumulative graph



Over 8,000 Users

Digital reproduction of Hokusai's ceiling painting

TOPICS

Supported "Distributed Digital Museum Concept" to revitalize local communities by digitizing cultural assets accross Japan. Reproduced Hokusai Katsushika's late masterpiece - the ceiling painting in Gansho-in Temple, Obuse, Nagano - using our UV printer

UV Printer [VersaUV LEC2-640]



Printed 6.3m width x 5.5m depth by splitting it into 24 sections

Imagine. BLOG



Reproduced the red color of the phoenix, texture, and strokes using the characteristics of UV inks

Thailand factory awarded the highest Platinum Level (6/30/2022)

TOPICS

Awarded the highest Platinum Level at the 34th Fair of National Occupational Health and Safety for “Occupational health and security system introduction”

Held by the Public Institute for the Promotion of Occupational Safety and Health and the Work Environment (T-OSH) of the Ministry of Labor. This award recognizes organizations, mechanisms, and operations in accordance with management system standards for occupational safety and health and the work environment. 27 companies, incl. Roland DG, received the Platinum level in FY2021.

A trophy was handed by Thailand’s prime minister, Prayut Chan-o-cha



DGT President Yamashita (at the time) receives a trophy from Thailand’s Prime Minister

10th anniversary of the Thailand Factory

TOPICS

■ 10 years since start of operation



Roland Digital Group (Thailand) Ltd.

Start of mass-production October, 2012

Number of employee 290 (As of December 31, 2022)

■ Increased production capacity (2022/8)

- Having completed shift of mass production function, we are now constructing a new building in an open space to address future demand growth
- Production capacity to increase by 60%+ (in terms of dental product units)



Completion date : April 2023 (plan)

Relocation of Head Office and construction of the new business building of the Head Office

(Announced on July 28)

TOPICS

- Move HQ to Miyakoda, and integrate with the Miyakoda Office
- Demolish the old R&D center, and build the new HQ building
- Energy efficient/generative technology used; excellent seismic performance
- Reduce cost and improve efficiency by integrating locations
- Enables diverse working styles



Floor space : Approx. 7,300 m²

Building structure : Reinforced concrete structure 3 stories

Construction start date : September 2022 (plan) / Completion date : July 2023 (plan) / Relocation date : October 2023 (plan)

Investment amount (plan) : Approx. 2,950 million yen (Building and equipment)

Creating an environment where employees can maximize their potential

TOPICS

■ Supporting diverse working styles

Flex time system

Shortened Core time to 11:00-14:00

Increased work-from-home dates

From 5 to 10 days per month

Promotion of childcare and nursing care leaves

Eased rules in accordance with regulatory changes

■ Status of usage

Avg. annual leave used

79.0%

National avg 58.3%

Work-from-home used

52%

Usage in manufacturing industry 44.1%

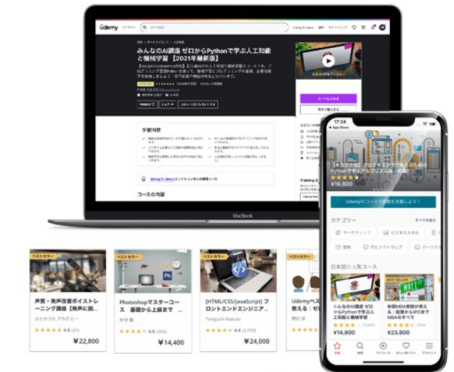
Childcare leaved taken by male employees

50.0%

National average 13.9%

■ Investment in human capital (reskilling)

Promoting reskilling to all employees to build global talents and organization to handle DX. Enable online courses anytime anywhere



udemy business

Contribution to the community

TOPICS

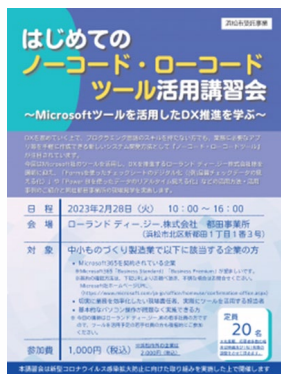
■ Hamamatsu City

Donated non-claimed shareholder benefit amount to Hamamatsu city



Left : Tanabe Right : Yasutomo Suzuki,
Mayer of Hamamatsu City

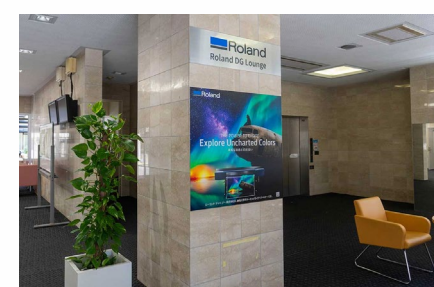
Held DX seminar for local companies



■ Shizuoka University

Support the research of university students, the future leaders of the manufacturing industry

Naming rights



Obtained naming rights for the refreshment space. Decorated with the help of our users, using inkjet printers.

Workshop for children



Provided our products and appealed the joy of manufacturing to local children

100 Yen Dinner Project



Sponsoring efforts to "Support student life" and "support their second semester exams"

Skill Matrix of Directors and Executive Officers

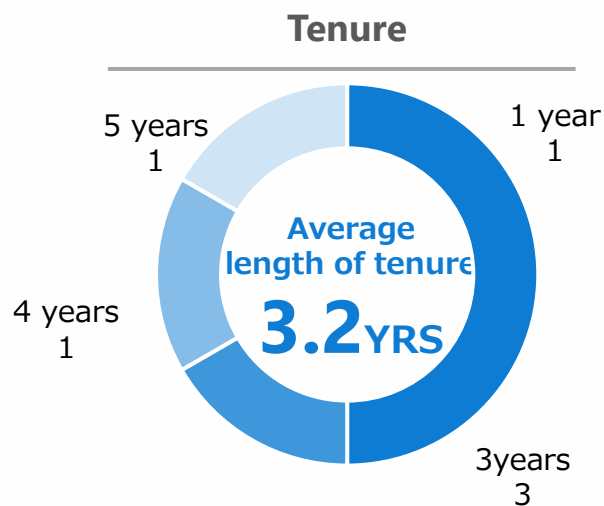
Scheduled after Annual General Meeting of Shareholders on 3/24

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	
President, Representative Director	Kohei Tanabe	●		●				●				●
Director Managing Executive Officer	Toshiharu Uwai	●	●		●	●				●		●
Director Managing Executive Officer	Andrew Oransky	●		●				●				●
Outside Director (Independent)	Osamu Hosokubo	●			●	●			●			●
Outside Director (Independent)	Naoko Okada	●		●		●			●	●	●	●
Outside Director	Brian K. Heywood	●		●	●	●			●			●
Outside Director (Independent)	Yasuhiro Kasahara	●				●			●		●	●
Corporate Auditors	Masayasu Suzuki				●							●
Corporate Auditors	Naoki Nagano				●	●						●
Outside Auditors (Independent)	Mitsuhiro Honda				●	●					●	●
Outside Auditors (Independent)	Megumi Ikuma	●			●				●			●
Managing Executive Officer	Hisashi Bito	●	●					●				●
Managing Executive Officer	Kazuhiro Ogawa	●	●	●	●	●			●	●	●	●
Executive Officers	Yuji Kurata		●					●				●
Executive Officers	Tony Miller			●					●			●

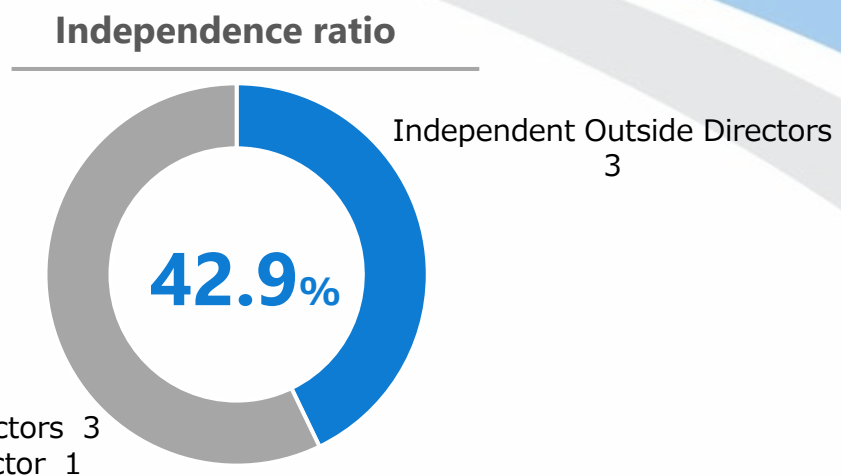
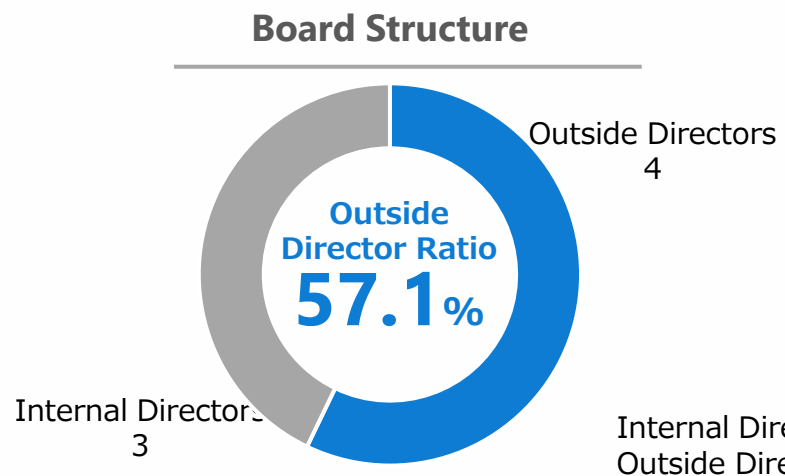
※ Sustainable Management includes the skills of Diversity & Inclusion, HR Development and SDGs

Corporate Governance Highlight

※After approval at the Annual General Meeting of Shareholders on 3/24/2023

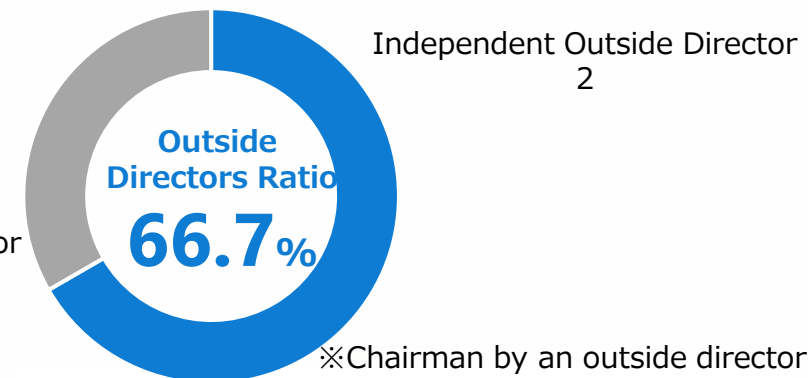
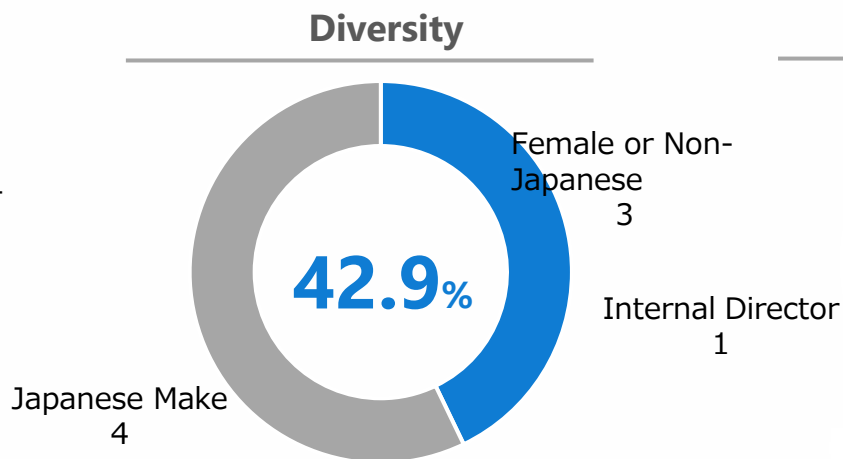
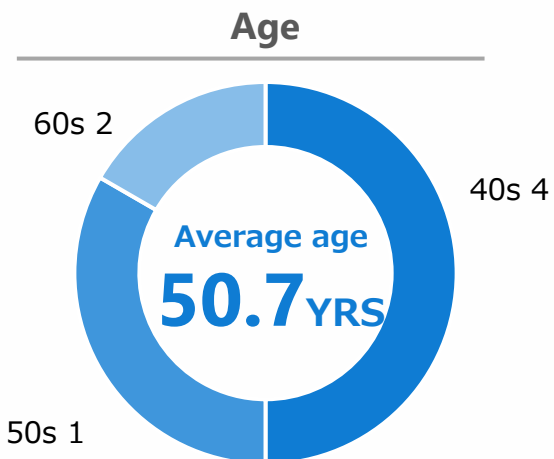


※Excluding newly appointed personnel



Appointment & Compensation Committee Structure

※As of December 31, 2022



ESG Initiatives

E *nvironment*

- Strengthening environmentally-friendly non-solvent ink solutions
- Constructing Nearly ZEB certified new HQ building with 75% less energy consumption
- Promoting Environment-friendly manufacturing

*Construction completion : July 2023 (Plan)

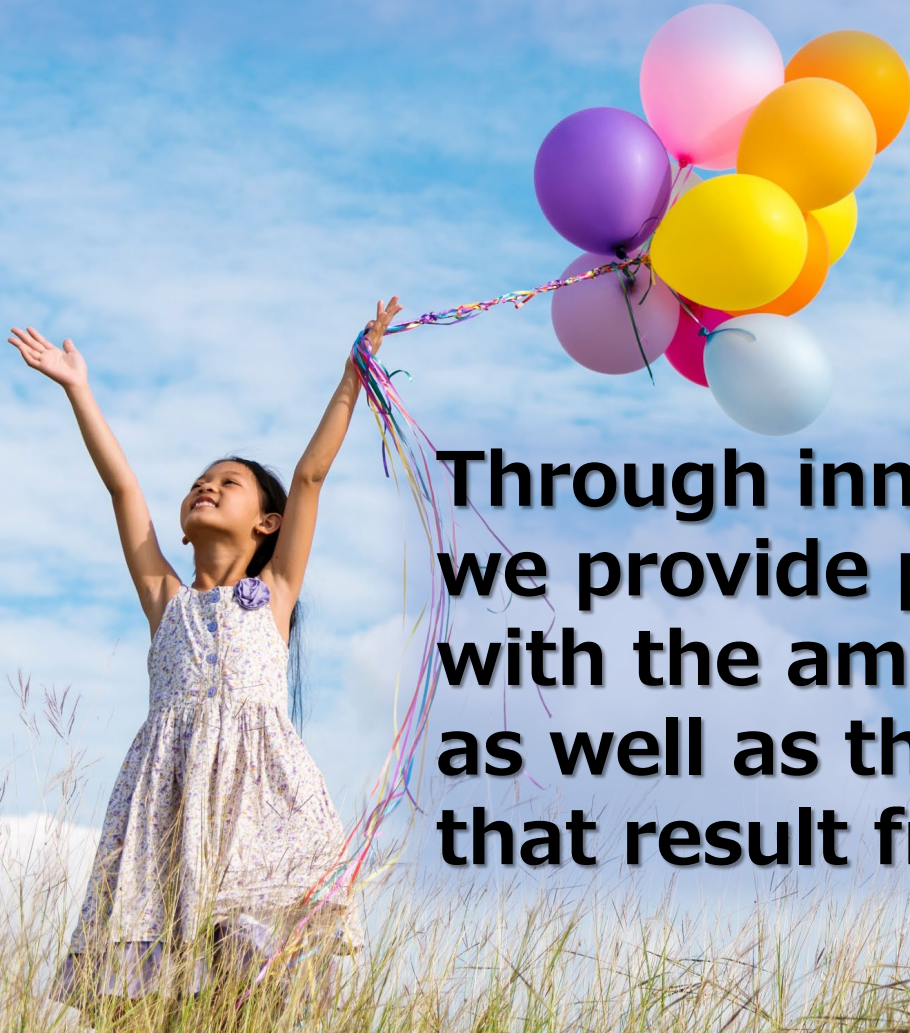
S *ocial*

- 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*

- Separate monitoring and execution, delegate authority, and speed-up decision making
- Management transparency: The Appointment and Compensation Committee, comprising half or more of which are independent Outside Directors)
- Diverse composition of Board of Directors, with foreign nationals, women, and people with wide-ranging experience and knowledge

Purpose: To Empower Creativity and Excitement Worldwide



**Through innovative digital solutions,
we provide people around the world
with the amazement and joy of creation,
as well as the wow and excitement
that result from it.**

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.

| Preliminary question

Question (Summary)

Of the Directors, Audit & Supervisory Board Members, and Executive Officers, there are only two women, including candidates, and they are appointed only from outside the Company. What is the status of women's roles in the Company? What is the percentage of women in management positions?

In Japan, SDGs are often associated with environmental considerations, but globally, the eradication of poverty, as well as gender equality, are featured prominently. As a global company, I would like to see you work on goals other than those you currently have on mind

Proposals to be resolved

The number of shareholders	17,563
The number of voting rights exercised	124,932

Proposal No.1 Appropriation of Surplus

Convocation notice P7

Dividend amount per share and payout ratio

Annual dividends
(Yen)

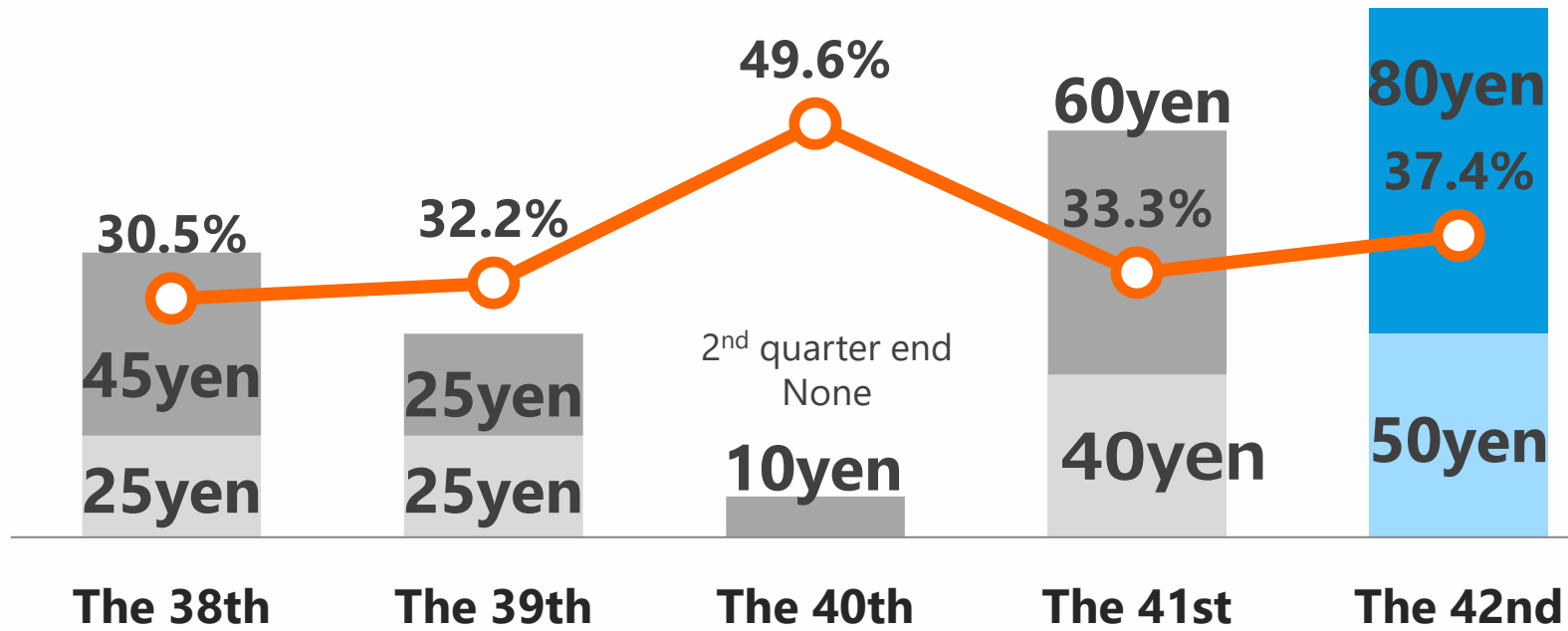
70

50

10

100

130



- Year-end dividend
- Second quarter dividend
- Payout ratio

Proposal No. 2: “Election of Seven Directors”

Convocation notice P8~14

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

※ Candidates for Outside Director

Proposal No. 3: “Election of One Audit & Supervisory Board Member”

Convocation notice P15

Name	
1	Megumi Ikuma

※ Candidates for Outside Audit & Supervisory Board Member

Introduction of Management



Megumi Ikuma



Yasuhiro Kasahara



Masayasu Suzuki



Naoki Nagano



Mitsuhiro Honda



Brian K. Heywood



Osamu Hosokubo



Toshiharu Uwai



Kohei Tanabe



Andrew Oransky



Naoko Okada

Chairman

**Thank you very much for your
attendance today.
Please have a safe trip home.**