

# Wacom Chapter 3 Reflection

**Wacom Co., Ltd. (Prime Market, TSE Code: 6727)**

# FY2024 Reflection

## 1. Launch of New Category: “Portable Creative”

wacom  
**Movink**

Launch of the Portable Creative category (for mobile use), positioned as the key driver of renewed growth in the branded business.

## 2. Continued Technology Support for OEM Customers



Wacom technologies powering OEM devices such as AI PC / AI smartphone

## 3. Launch of Service Experiences Utilizing Digital Ink



Remote Solution Service



Service linking creators and their work



Z-KAI  
Exploratory learning service

Revenue  
**115.68** billion JPY  
(FY2023 comparison  
-3.11b JPY)

Operating Profit  
**10.21** billion JPY  
(FY2023 comparison  
+ 3.15b JPY)



Business Transformation  
(see next page)

## 4. Growth Investments for the Future



Investment in growth fields such as AI, IoT, and medical DX

# Chapter 3 Reflection Status of Transformation

## Concrete measures for All Wacom and BBG transformation

### Preparing the new portfolio

- Expansion of Portable Creative category
- Reinforcing volume segment

On-going

### Changing biz. model for regions

- Centralizing Buy and Sell functions in Japan\*1
- Focusing on community engagement and market development

Completed

### Developing Wacom Platform

- Integrated development of HW/SW/Service/U.I.
- Consolidating the majority of development resources at the hardware development hub \*2

On-going

### Streamlining company-wide operations

- System overhaul and asset streamlining as part of the transformation of the branded products business

Completed

Closing **15%-20%** of positions across Wacom and reviewing operational costs

**Over 2-billion-yen** cost reduction execution in FY 2025/3 (partially in FY2026/3)

Completed

Revenue/GP Growth (Chapter 4)

Turning a profit (seg. Profit) in FY2026/3 and Growth in Chapter4

Optimization of org. size and related costs

Quoted from the financial results briefing materials released on October 30, 2024

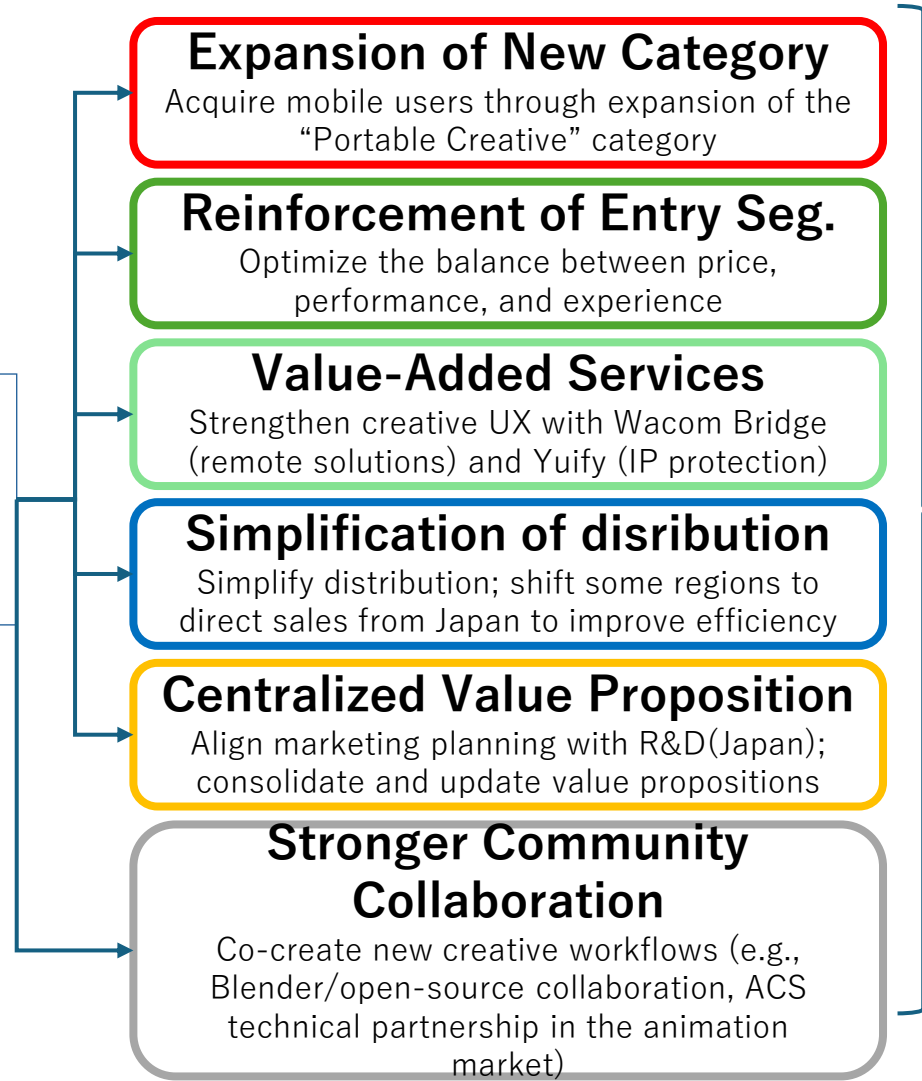
# Chapter 3 Reflection Growth through Branded Business Transformation

## Key Structural Challenges in the Branded Business



**Transformation**  
**Tech. Innovation**

## Solutions for Business Recovery



**Target Outcome for FY2026**  
**Seg.Profit Turnaround and Growth under Chapter 4**

**FY2024 vs FY2028(Plan)**  
Sales: +11.3 billion JPY  
Seg. Profit: +4.1 billion JPY



# **FY2024 (ended March 31, 2025) Financial Results**

# FY2024 Key Points of Consolidated Results

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)

## Financial Results

**Net sales JPY115.68bn**

(YOY JPY -3.11bn)

**Operating profit JPY10.21bn**

(vs FY2023 JPY + 3.15bn)

## Shareholder Returns

**Dividend increase**

(annual dividend JPY20→JPY22)

**Share buyback JPY7.5bn**

(Wacom Chapter 3: total JPY20bn)

## Capital Efficiency

**ROE 15.6%**

(YOY + 3.7 pt.)

**ROIC 16.3%**

(YOY + 5.7 pt.)

## Investment for Future Growth

**R&D + Cap. investment JPY10.1bn**

**Technological capital alliances JPY1.02bn**

(Investment areas: AI, IoT, etc.)

# FY2024 Consolidated Results Overviews

FY2021 (ended March 2022), FY2022 (ended March 2023)  
 FY2023 (ended March 2024), FY2024 (ended March 2025)

**Consolidated net sales : JPY 115.68 bn (YOY JPY -3.11 bn)**

**Operating profit : JPY 10.21 bn (YOY JPY +3.15 bn)**

- Technology Solution Biz.: Significant profit increase due to strong performance of EMR
- Branded Biz. : Reduction of loss mainly due to fixed cost reductions resulting from business structural transformation.

Consolidated P/L (JPY bn)

	FY2023	FY2024	YOY
Net sales	118.80	115.68	-3.11
Operating profit (OP)	7.06	10.21	3.15
OP margin	5.9%	8.8%	2.9%
Ordinary profit	9.85	10.39	0.54
Net profit	4.56	5.22	0.66

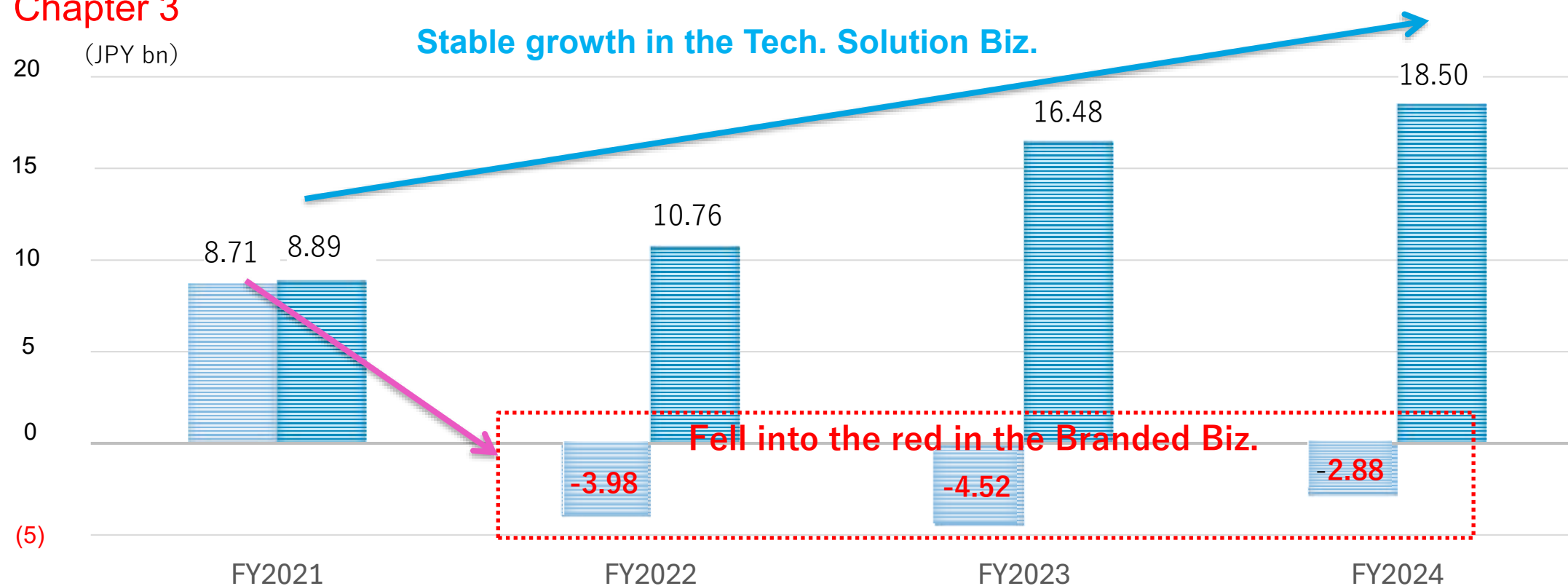
Operating profit by segment (JPY bn)

	FY2023	FY2024	YOY
Tech. Solution Biz.	16.48	18.50	2.01
Branded Biz.	-4.52	- 2.88	1.64
Adjustment	-4.90	- 5.41	-0.50
Total	7.06	10.21	3.15

# Segment Profit Trend (Wacom Chapter 3)

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)

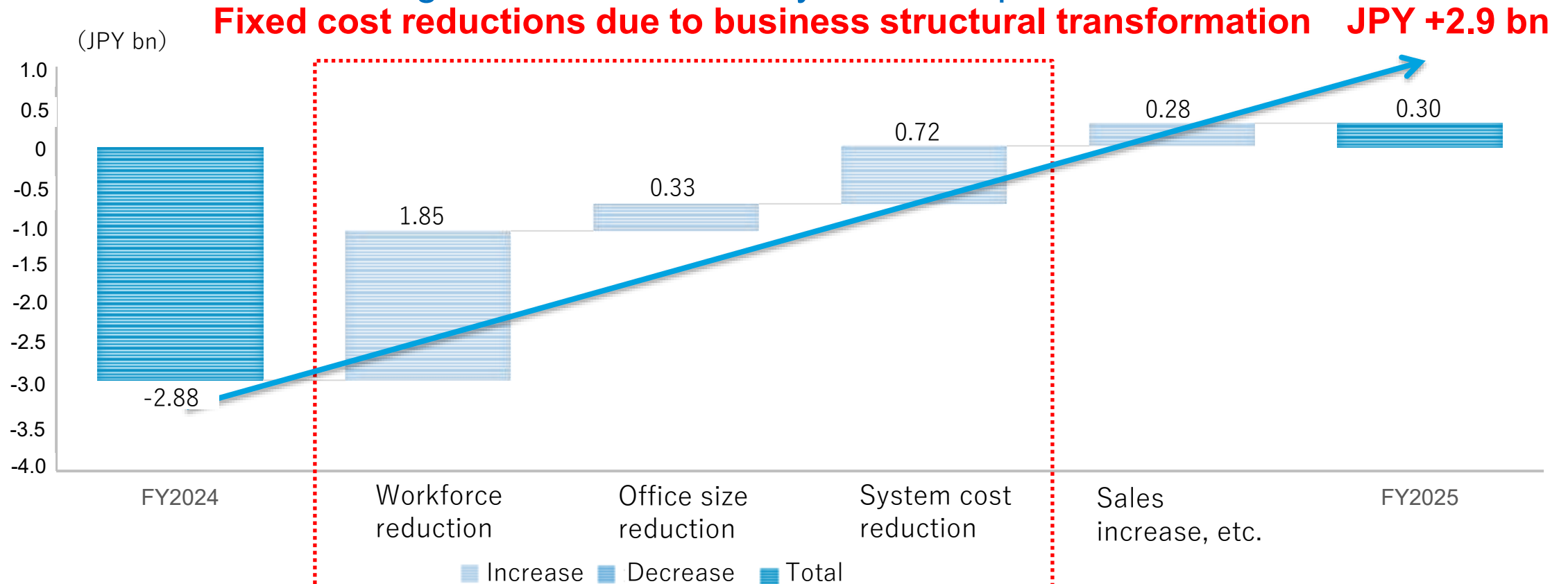
- Tech. Solution Biz.: Strong business maintains stable growth during COVID-19 period.
- Branded Biz.: Fell into the red from special surplus due to stay at home demand during COVID-19 period.
- Enhanced business restructuring transformation of the Branded Biz. during the latter half of Wacom Chapter 3



# Business Structural Transformation in the Branded Biz.

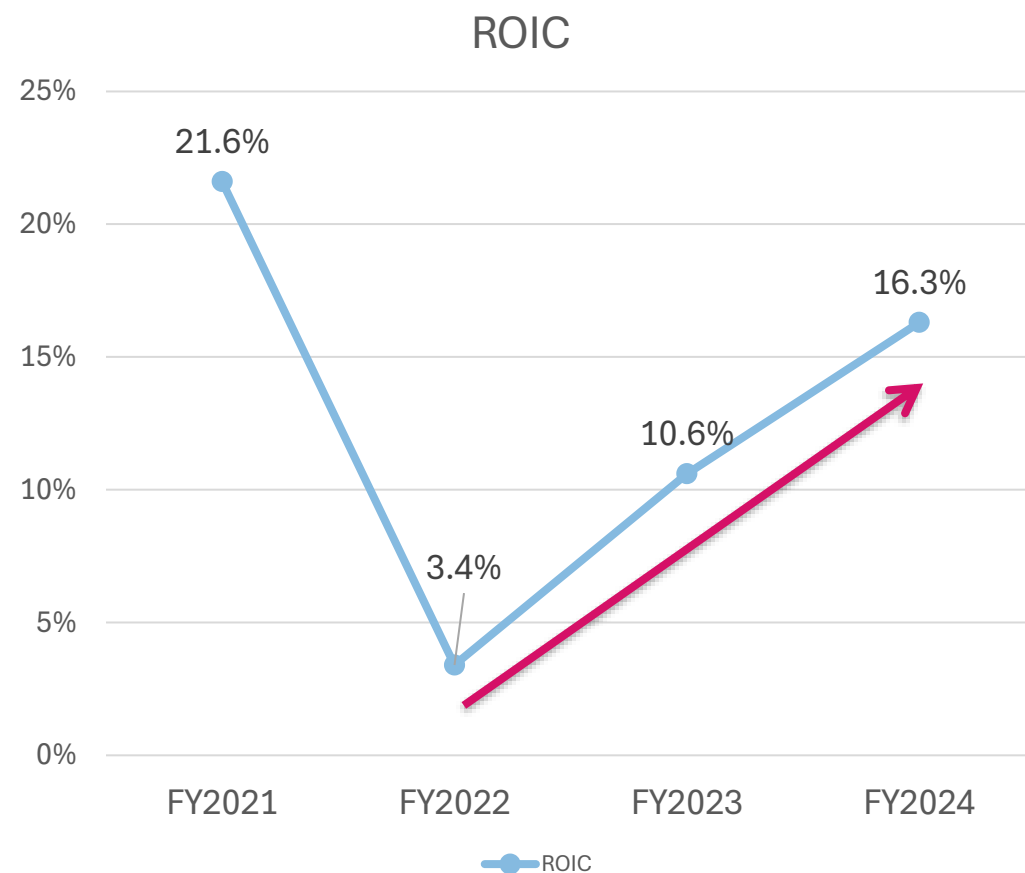
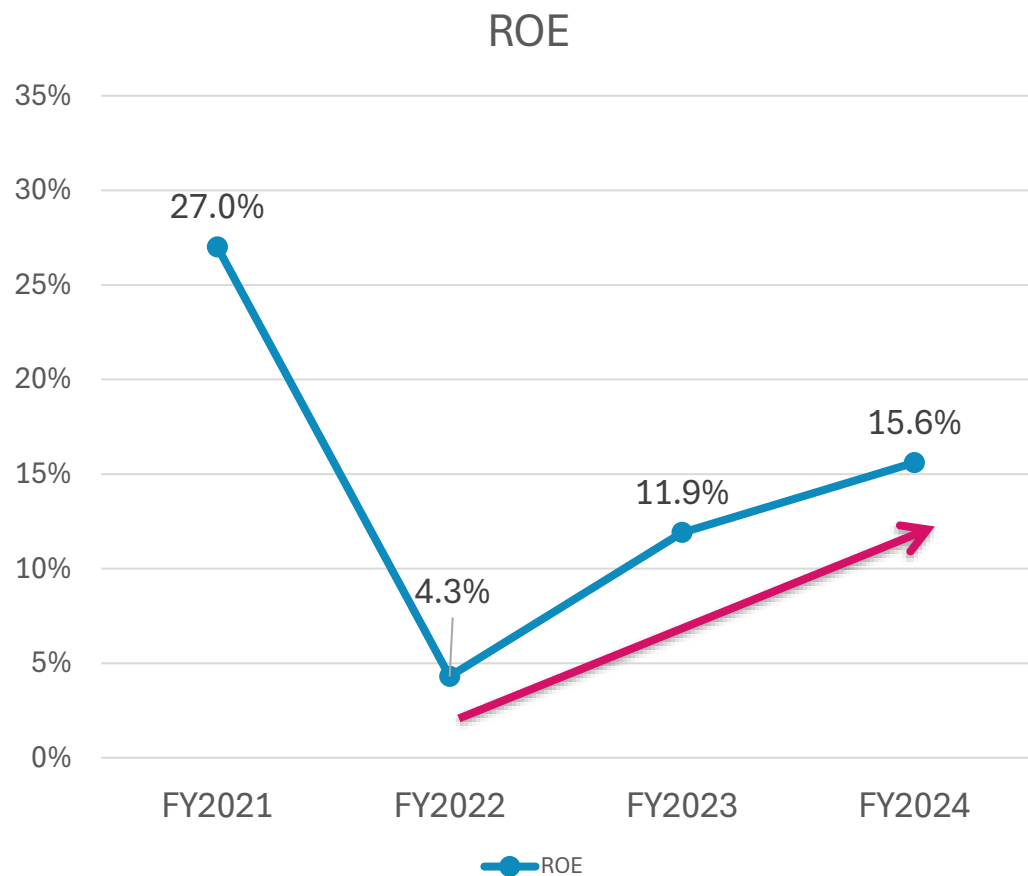
FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)

- Expect FY2025 segment profit of JPY 0.3 bn, recovering from a deficit due to fixed cost reductions resulting from business structural transformation.
- Posted JPY 3.1 bn of extraordinary loss for FY 2024 resulting from business structural transformation. (No significant extraordinary losses expected after FY2025)



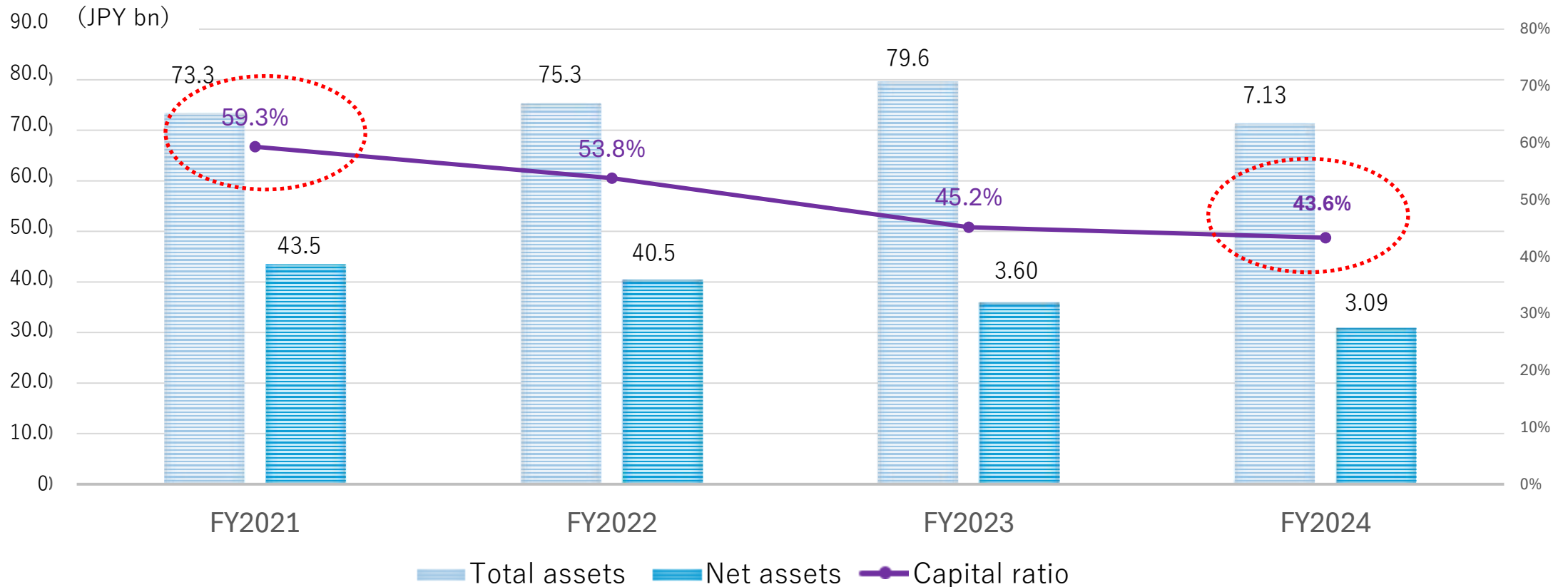
# ROE and ROIC Trend (Wacom Chapter 3)

- ROE and ROIC have been recovering after significant decline in FY2022 due to deteriorated performance in the Branded Biz.
- We will continue to strive to improve profitability and efficiency.



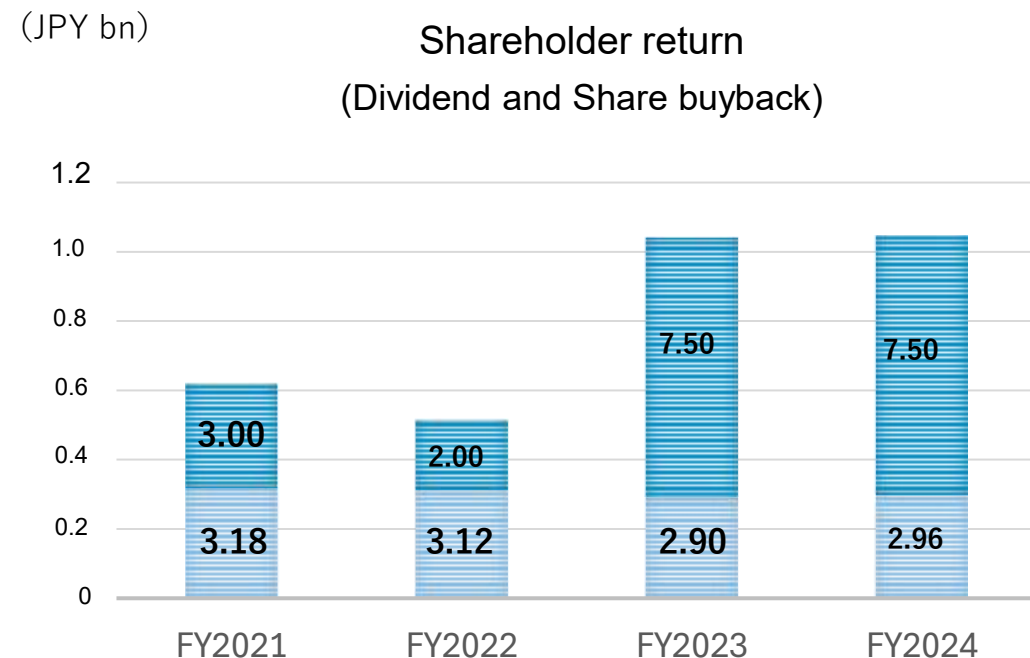
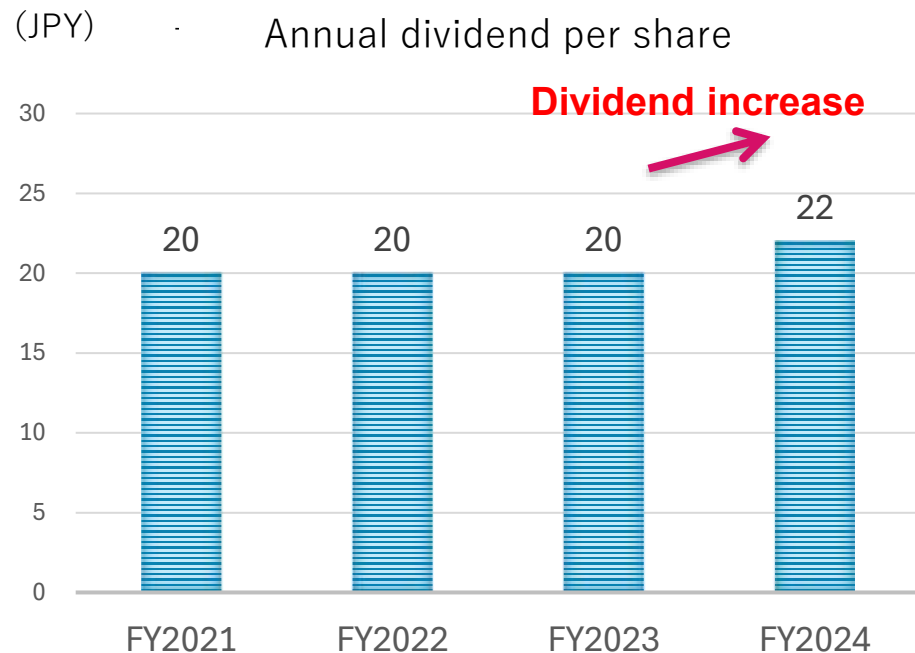
# Financial Status (Wacom Chapter 3)

- Total assets generally remained flat.
- Net assets decreased due to stable dividends and proactive shareholder returns, including large share buybacks.
- As a result, the capital ratio declined from 59.3% in FY2021 to 43.6% in FY2024.



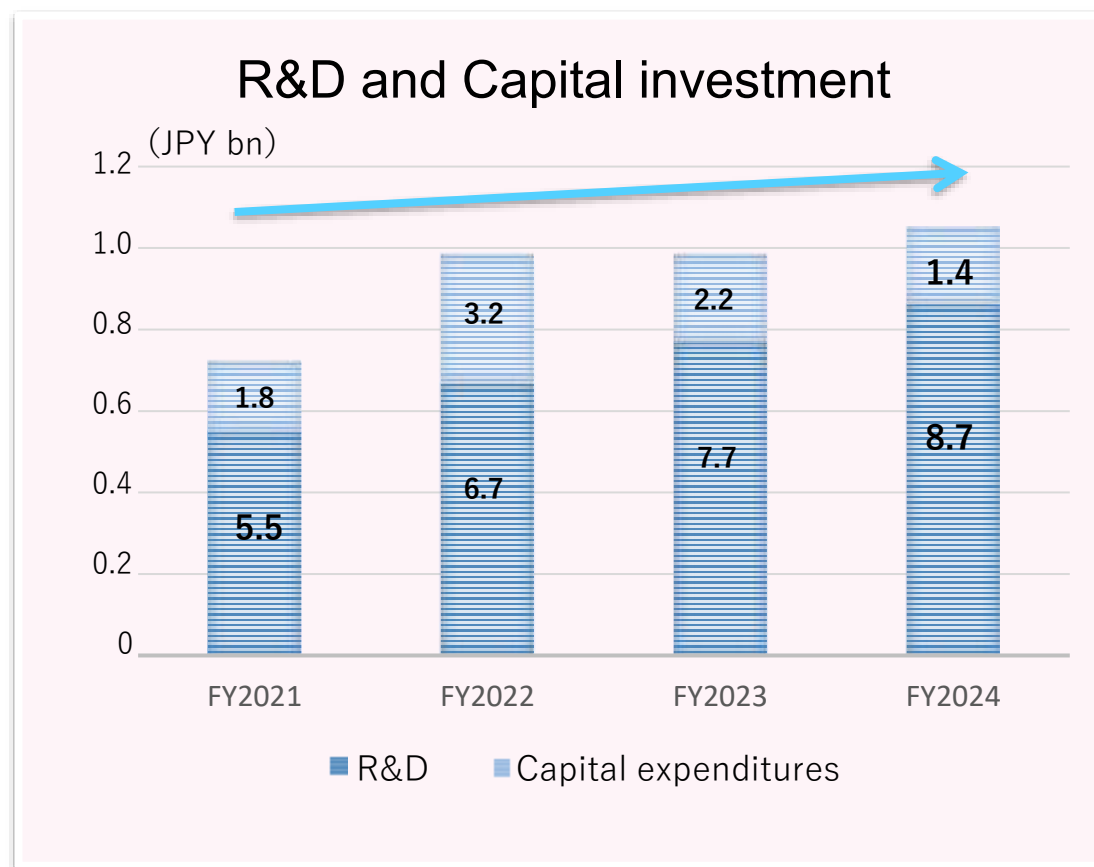
# Shareholder Returns

- In the Branded Biz., return to profitability is expected in FY2005 due to business structural transformation and stable earnings in the future are also expected. Consequently, we decided to **increase annual dividend by JPY 2.00 to JPY 22.00**.
- We will continue to provide stable and continuous shareholder returns through stable dividends and flexible share buybacks.



# Investment for Future Growth

- Continuous investment in R&D to develop proprietary technologies that will lead to a source of competitiveness.
- Promote technological and capital alliances to expand business domains and acquire new technologies.



## Technological and Capital Alliances



### Wacom × AI

- Develop and deliver innovative experiences in various fields, including education and healthcare.



### Wacom × IoT

- Deliver new value by implementing Wacom's Pen/Ink technology in the company's IoT devices.
- Accelerate business development in the IoT device market.



(Investment to be executed in May 2025.)

### Wacom × Healthcare DX/VR

- Develop and deliver innovative experiences in clinical medicine and medical education.
- Accelerate market access to the healthcare sector by leveraging the company's network of clinical medicine and medical education.

# Summary of Forecasts for FY 2025※

FY2021 (ended March 2022), FY2022 (ended March 2023)  
 FY2023 (ended March 2024), FY2024 (ended March 2025)  
 FY2025 (ending March 2026)

**Consolidated net sales : JPY 110.00 bn (YOY JPY -5.68 bn)**

**Operating profit : JPY 11.50 bn (YOY JPY+1.29 bn)**

- Net sales : Expected to decrease due to significant impact of the yen's appreciation and supply chain disruptions triggered by the U.S. tariff issue, although core business is expected to increase.
- Operating profit : Expected to increase due to fixed costs reduction through business structural transformation in the Branded Biz.

	FY2024	FY2025	YOY
Net sales	115.68	110.00	-5.68
Operating profit (OP)	10.21	11.50	1.29
OP margin	8.8%	10.4%	1.6%
Ordinary profit	10.39	11.50	1.11
Net profit	5.22	8.50	3.28

	FY2024	FY2025	YOY
Tech. Solution Biz.	18.50	17.00	-1.50
Branded Biz.	-2.88	0.30	3.18
Adjustment	-5.41	-5.80	-0.39
Total	10.21	11.50	1.29

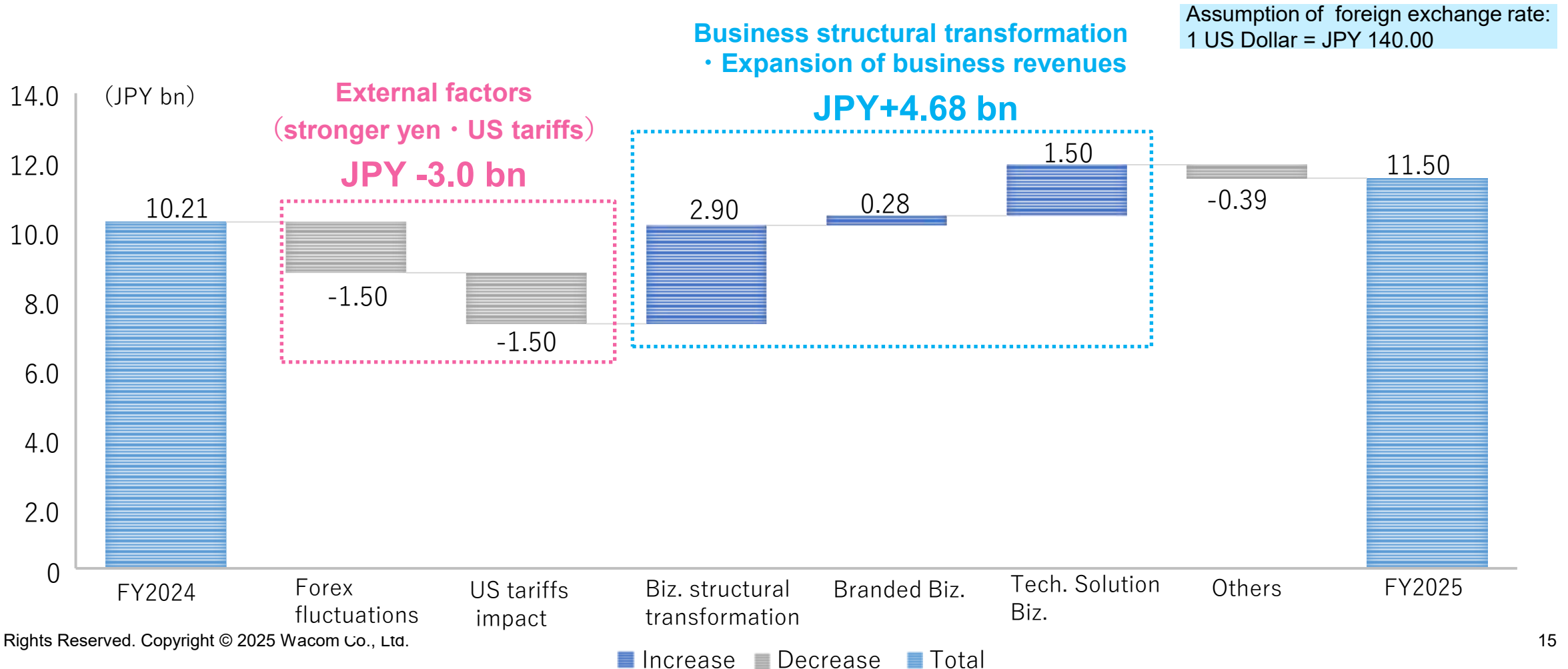
※ Forecast is based on the facts known at the moment

※ We will promptly disclose revisions to forecast if significant changes in the forecast are expected due to new facts that arise in the future or fluctuations in foreign exchange rates.

# Change in Operating Profit (FY2025 plan)

FY2021 (ended March 2022), FY2022 (ended March 2023)  
 FY2023 (ended March 2024), FY2024 (ended March 2025)  
 FY2025 (ending March 2026)

- **Heavy negative impact from external factors**, triggered by the U.S. tariff issues, such as the yen's appreciation, burden of additional tariffs that are difficult to pass on to prices, and supply chain disruptions.
- **Expected to increase by JPY 1.29 bn to JPY 11.50 bn** due to fixed costs reduction resulting from business structural transformation and core business expansion, despite significant negative impact due to external issues.





# Wacom Chapter 4

(FY2025 – FY2028)

# Table of Contents

- 1. Vision/Concept/Story**
- 2. Strategic Direction**
- 3. Circular Value Flow map**
- 4. Sustainability and Social Engagement and Communities**
- 5. Governance and Wacom People (Human Capital)**
- 6. Wacom Story Book follow up edition**
- 7. Financials (Revenue / Profit / Shareholder Returns / Capital Policy)**



**Vision/Concept/Story**

## Chapter 4 【Vision】



# Life-long ink

Wacom's promise is to deliver a lifelong journey of inking experiences. To our customers and society, we continue to provide meaningful human experiences—rooted in Wacom's technology—across an enduring timeline.

# Chapter 4 【Concept】



Exploring the ultimate in writing and drawing —  
and beyond, pioneering the broader inking experience.

## Chapter 4 【Story】



Wacom’s origin lies in supporting the act of drawing—in anime, manga, design, and more. And by empowering the act of writing in everyday work and learning, we have grown steadily over time.

In Chapter 4, we will continue to explore the ultimate experiences in drawing and writing, while also pioneering entirely new and broader forms of “Inking (kaku)” . That includes writing to communicate, drawing to connect, sketching to reflect our inner selves, and inking to live more humanely. The new form of inking(kaku) enables the integration of stroke data with various digital technologies to visualize “who is writing what, when, and in what context (state),” making it possible to deliver entirely new experiences.

To make this vision a reality, we will elevate and integrate the elemental technologies we have developed so far, and also create new technologies for new kinds of “ink” . At the same time, we will deepen our understanding of each community’ s unique use cases, and embed ourselves as part of these communities—growing alongside them, not apart.

Focusing on four use-case domains—Creating, Learning & Teaching, Working/Enjoying and beyond, and Well-being, we aim to evolve from a provider of products and components into a true instrument craftsman:  
a trusted companion that delivers holistic inking experiences.

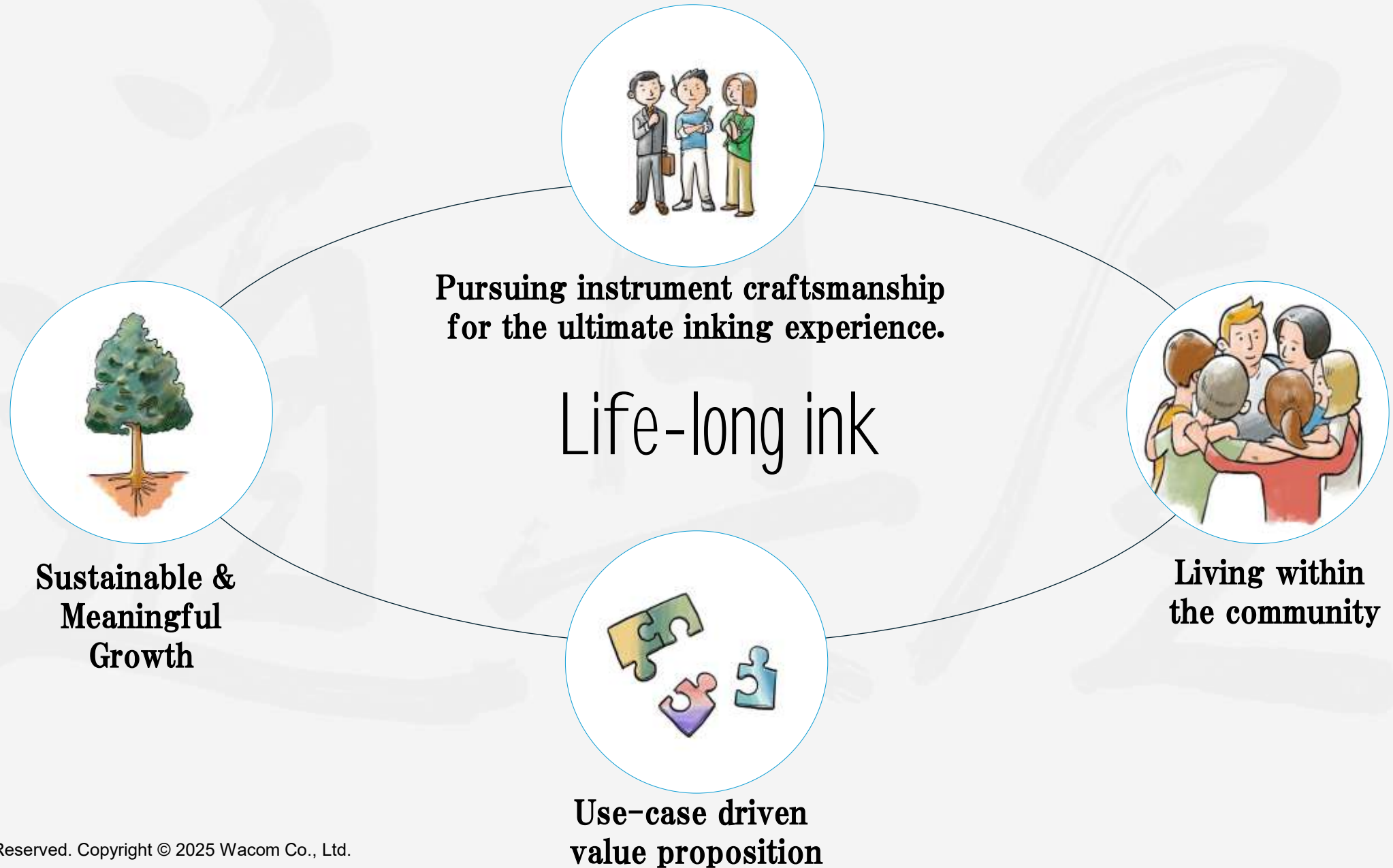
While pursuing solid economic growth—¥150 billion in revenue and ¥15 billion in operating profit—we also seek to achieve a more profound, meaningful growth: one shared with users, partners, customers, and our team members—growth not defined by metrics alone.

**We will carry forward the profound human act of “kaku (inking),” practiced for over 50,000 years, into the next 50,000.**



# Strategic Direction

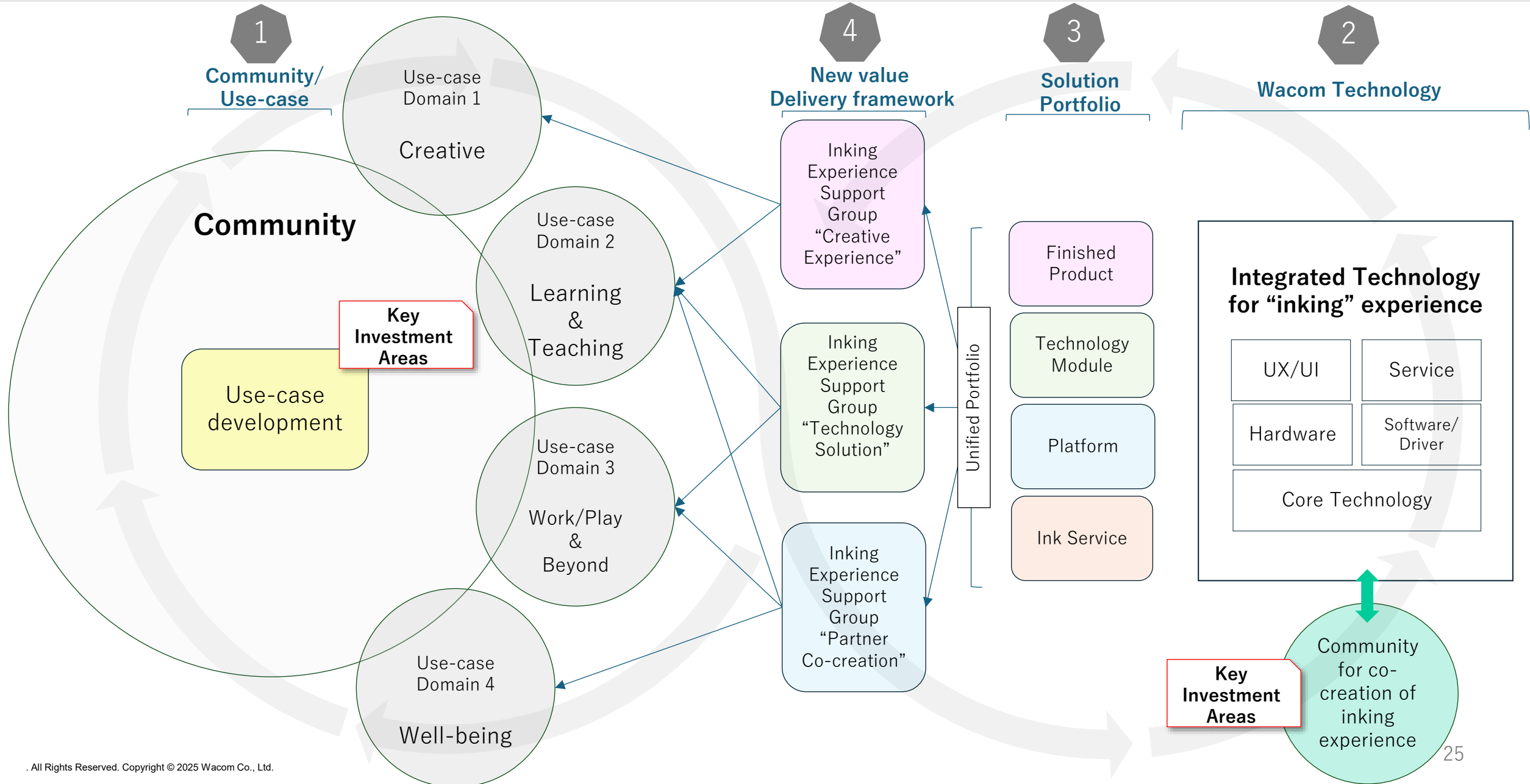
# Wacom Chapter 4 Strategic direction



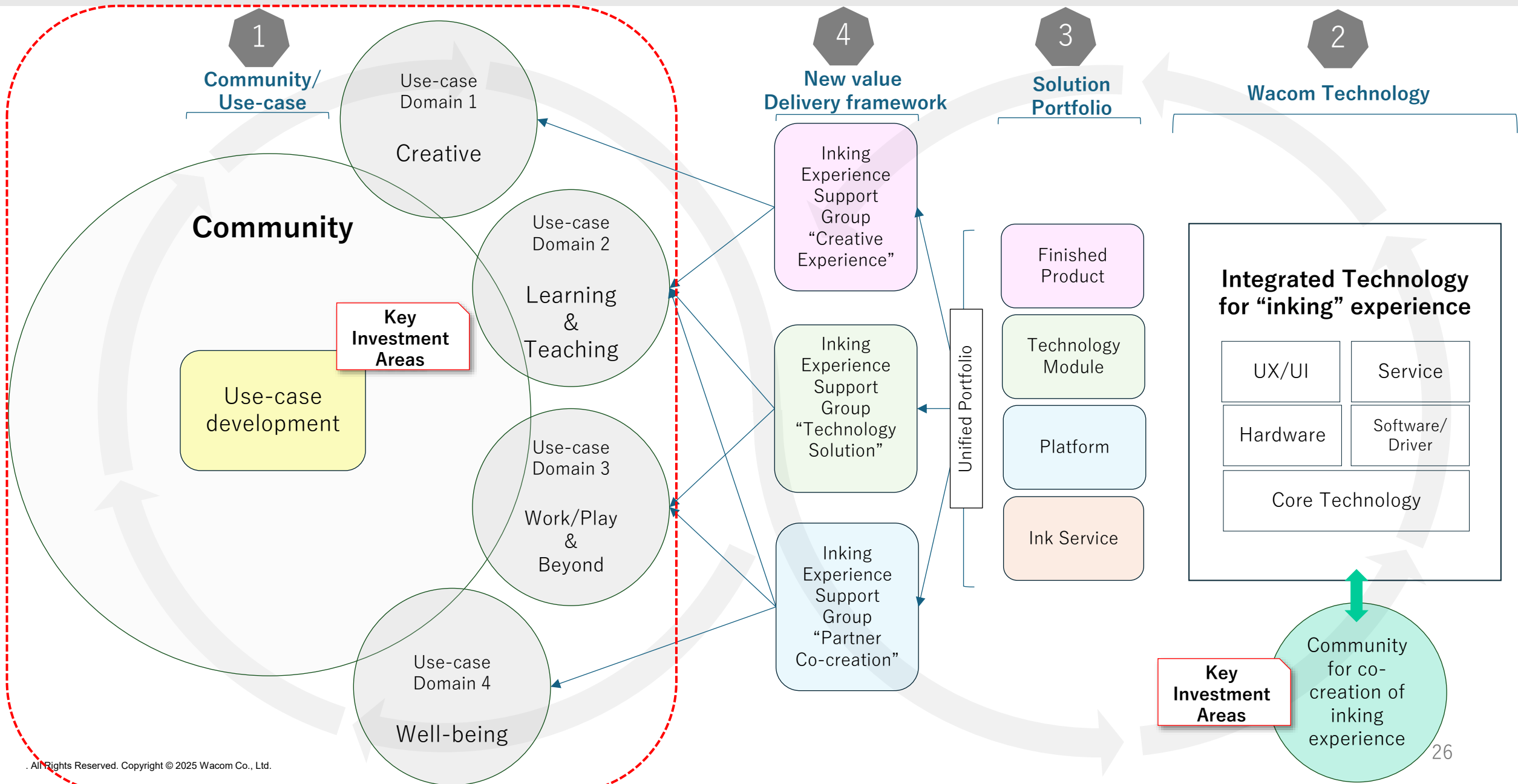


# Circular Value Flow map

# Wacom Chapter 4 Circular Value Flow Map



# Wacom Chapter 4 Circular Value Flow Map



## Creation



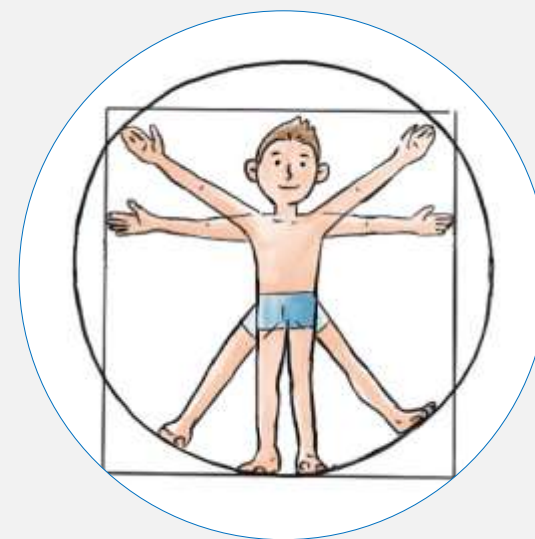
## Learning & Teaching



## Work / Play & beyond



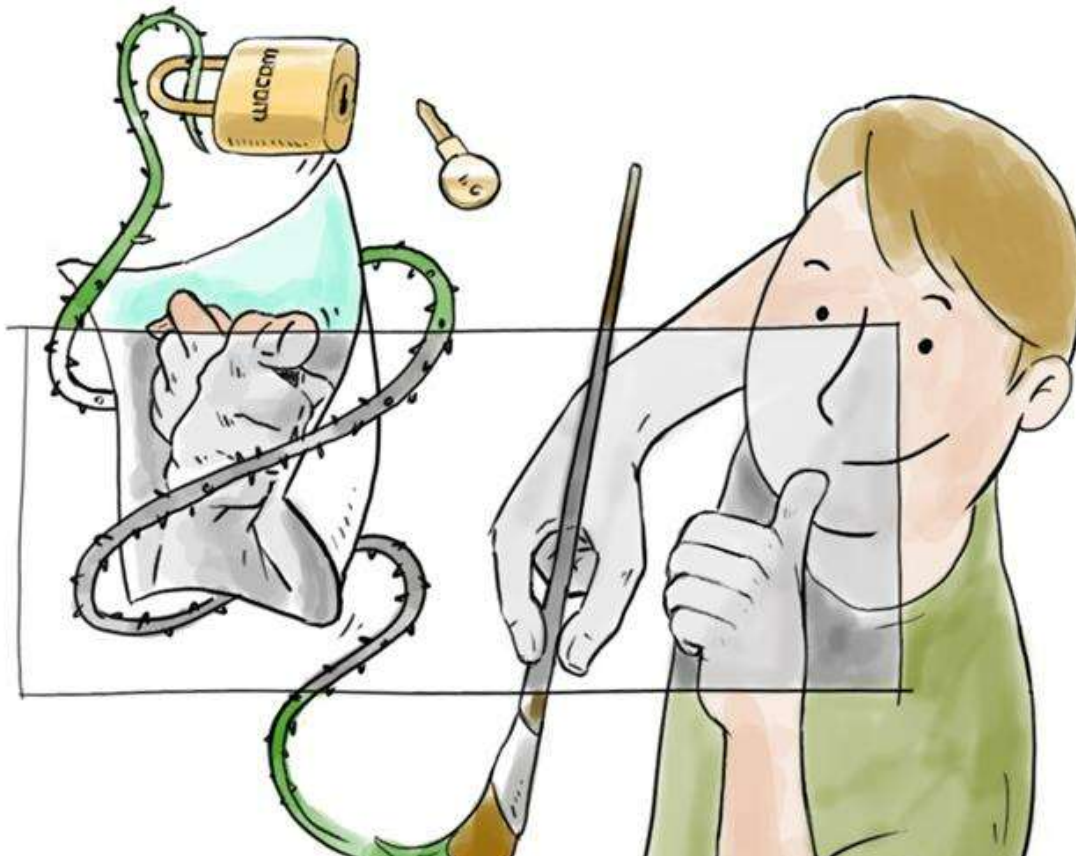
## Well-being





## Providing Digital Drawing Tablets to Art Classrooms for Higher-Quality Creative Education






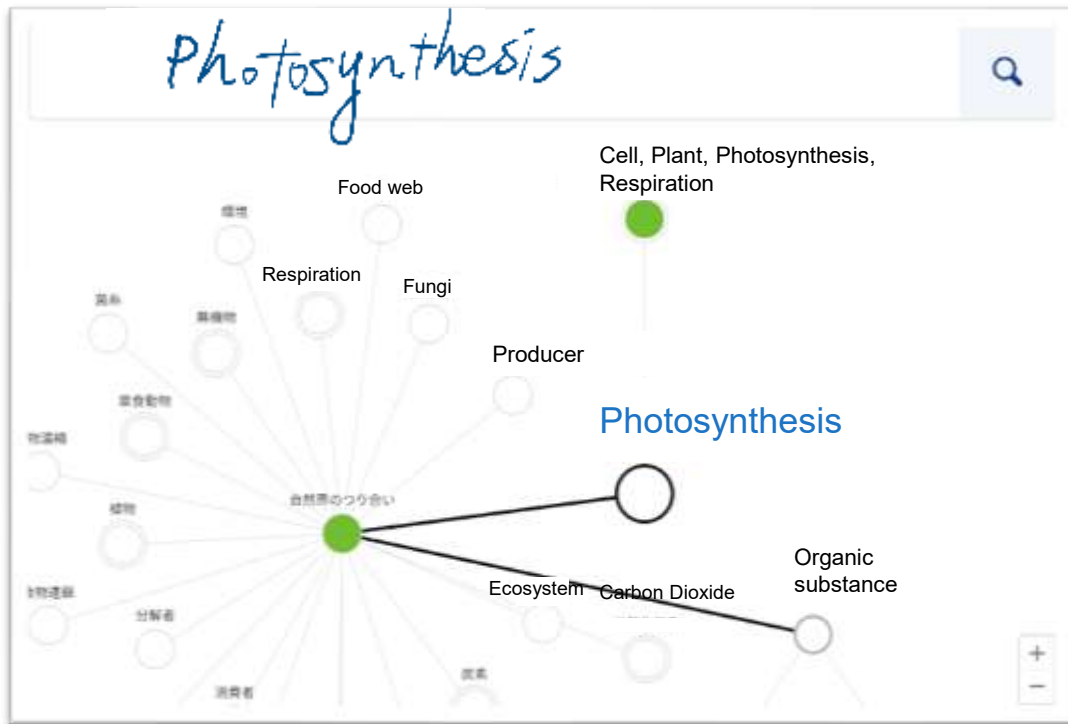
DID

did:cri:0213f4d5-...-d7b6147744b1

\*A service that links creators to their works by embedding a micromark (DID) into the content



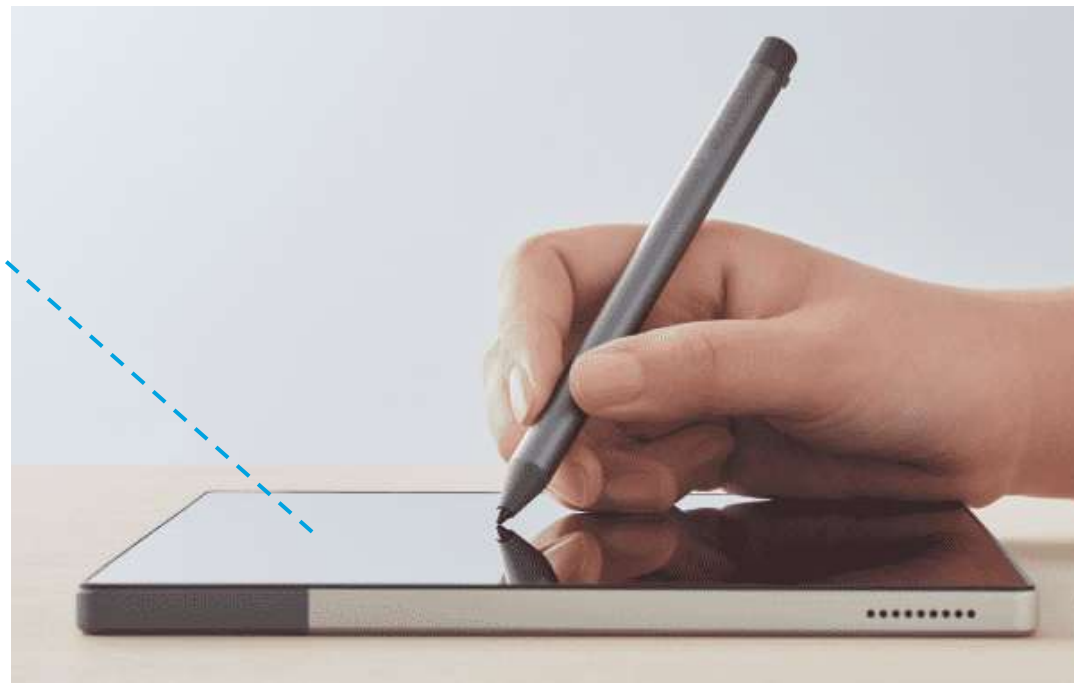
Providing IP protection solutions for digital drawing (2D/3D)  
by “Wacom Yuify\*” (beta version)



Offering the Joy of Exploration by Expanding Knowledge Beyond Memorization through Meaningful Experiences

## Exploratory Learning service

“Chieno-wa service”



# Supporting Exploratory Learning through Handwriting

The screenshot displays a digital meeting workspace. On the left, a floor plan titled "[マルチルーム]" (Multi-Room) is shown with various annotations. A yellow box highlights a specific area with handwritten notes: "Change the monitor" (green), "to spot light" (red), and "no table" (red). A red 'X' is drawn over a table icon. On the right, a list of participants is visible, including Mark Weber, Y. Onoda, S.Kim, Ordinary Days, and R.Choi. A "View all annotations" toggle is set to "On".

Handwriting Comments



# Enhancing Meeting Productivity through Log-Linked Online Notes

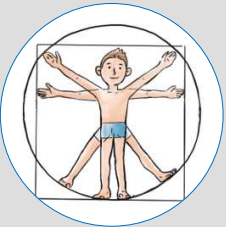


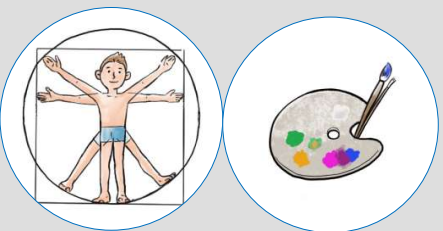
## Providing User Interaction and Communication in Extreme Environments





# Providing Digital Pen Solutions for Denture Design and Production

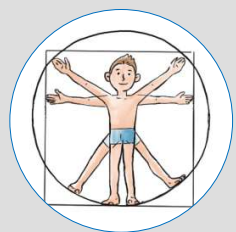




## Providing Well-being through Digital Art Learning in Elderly Communities



## Improving Healthcare Workflow with Pen and Ink Solutions in Medical Settings



## Early Detection Solution for Dementia and Beyond

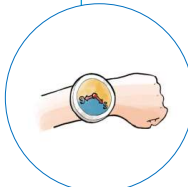
# Wacom Chapter 4 Each use-case domain holds significant market potential



## Creation

Digital Contents Creation Market

CAGR 16.3%  
(2024-30)  
29.4 billion US\$  
2024



## Work/Play & beyond

Gaming Market

CAGR 8.7%  
(2025-30)  
298 billion US\$  
2024

Work-device Market  
(PC/tablet)

CAGR 2.2%  
(2025-30)  
282 billion US \$  
(400M unit)  
2024

Note) Gaming market is picked up as case-study.

## Learn/Teach

Education Technology Market

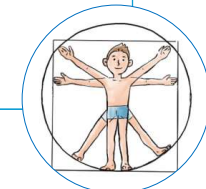
CAGR 13.3%  
(2025-30)  
165 billion US\$  
2024



## Well-being

Digital Health Care Market

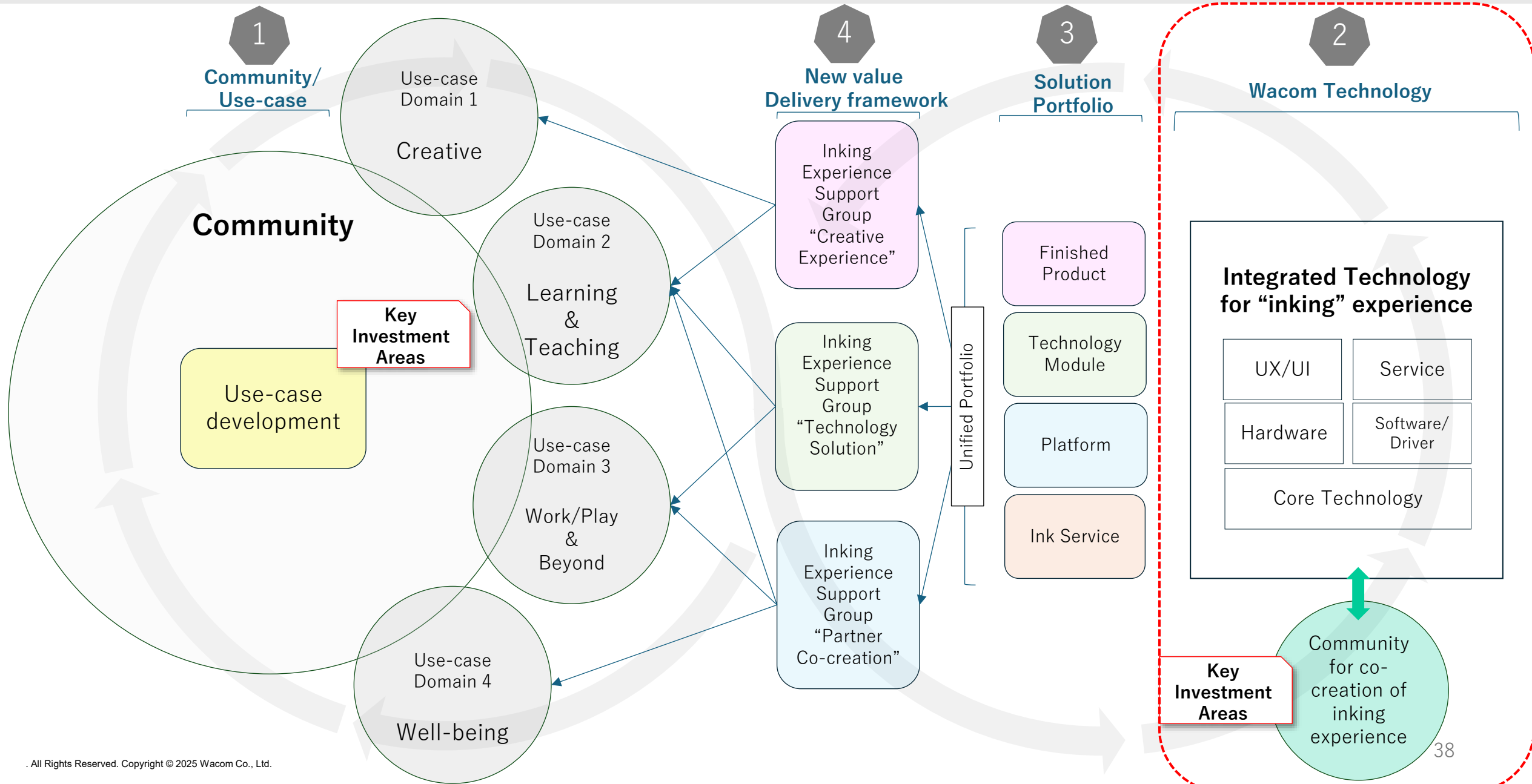
CAGR 22.2%  
(2025-30)  
288 billion US\$  
2024



Note) Digital Health care market is picked up as case-study

Source :  
Grand View Research/  
IDC 37

# Wacom Chapter 4 Circular Value Flow Map



## Technology Innovation and Co-Creation to Realize the Broader “Inking” Experience

### Technologies to Expand Ink Data Capabilities

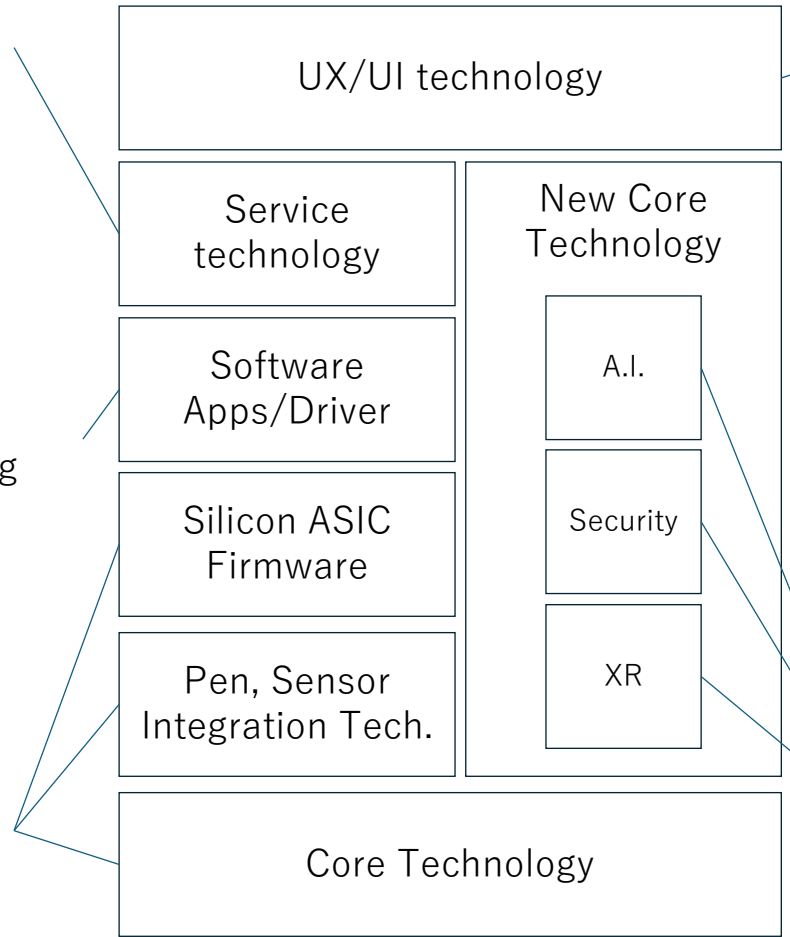
Enabling various service experiences (education, healthcare, work support, remote, etc.)

### Technologies to Organize Ink Data Effectively

Data formatting / Various handwriting apps, etc. and Data Format

### Fundamental Technologies for Precise Inking

EMR / AES methods, plus planned introduction of **new pen input technology**



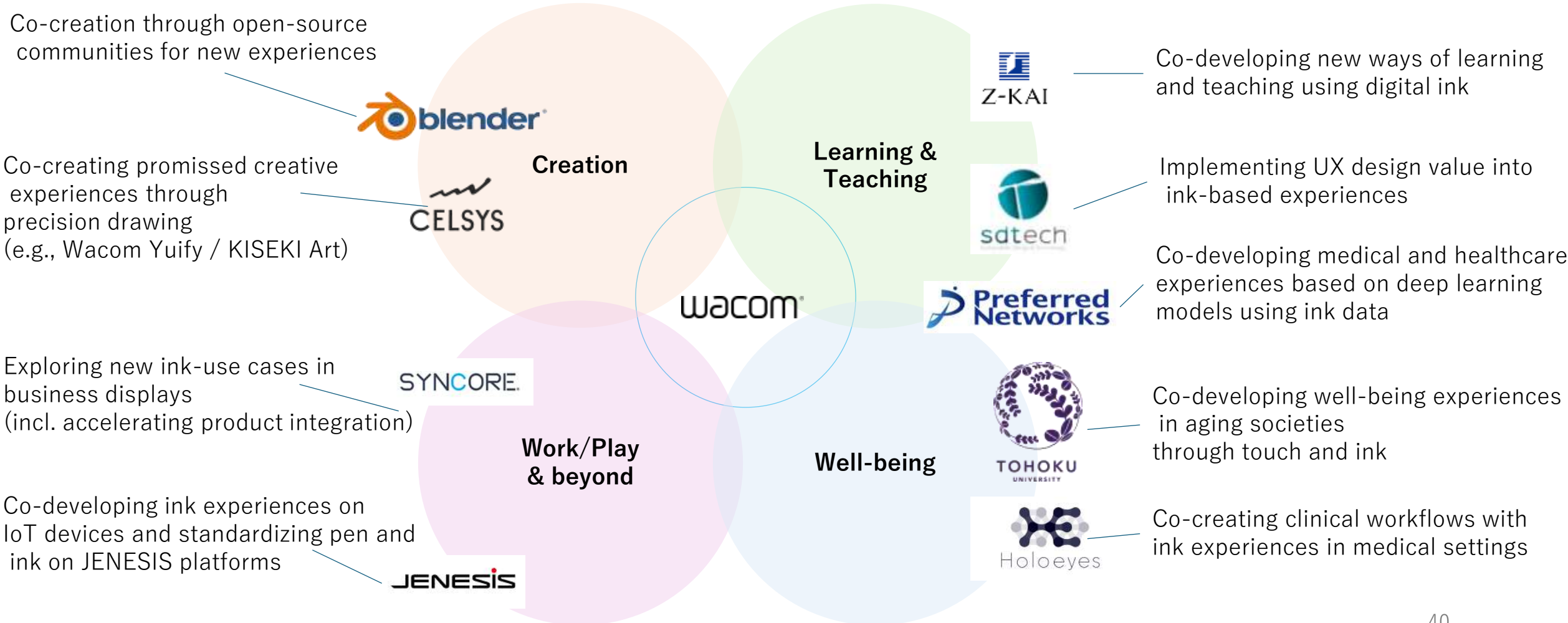
Delivering UX/UI Value Specializing in the Inking Experience



Integration of New Core Technologies into Inking Experience

(Deep learning models tailored for ink data, spatial positioning in XR, digital transparency, etc.)

## Co-creating experiences and communities with partners. Investment: ¥12B over 4 years





## Co-creating Inking Experiences within Medical Workflows and Clinical Settings

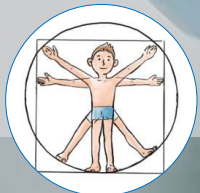
Co-creating digital inking experiences in the DX transformation of clinical settings—from surgical record visualization and training to information sharing.

Jointly developing use cases for VR Pen in virtual surgery applications.



Holoeyes

wacom



feel™  
by WACOM®

ワコムのEMR®ペンと  
Active ES®ペンに両対応した  
初めてのタブレット※1

充電不要の専用EMR®ペンで  
あなたのアイデアが自由に広がる

10.1インチ Andoird™タブレット  
**aiwa tab AE10**

10.1インチ/1,920x1,200px/Helio G99/USB PD充電対応

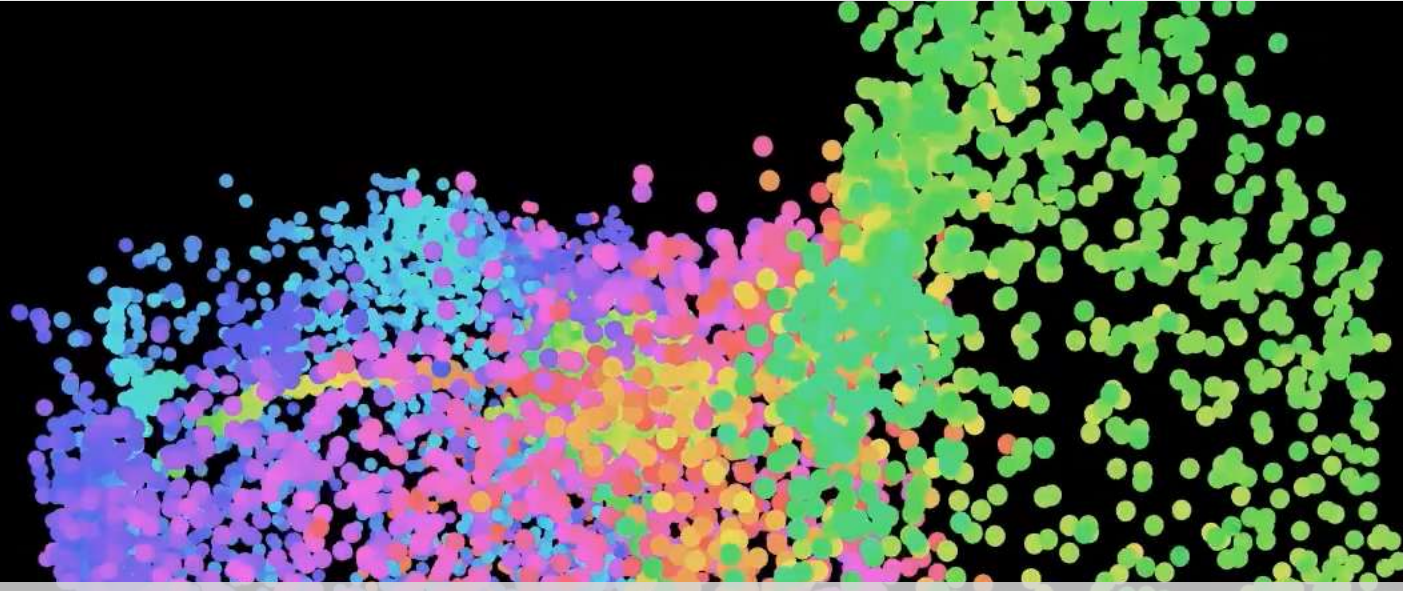
※1 2025年1月時点のデータに基づきます(株式会社ワコム調べ)

※2 本タブレットでは、EMRペン(付属)とActive ESペンが使用できます。ただし、両方のペンを同時に本タブレットで使用することはできません。

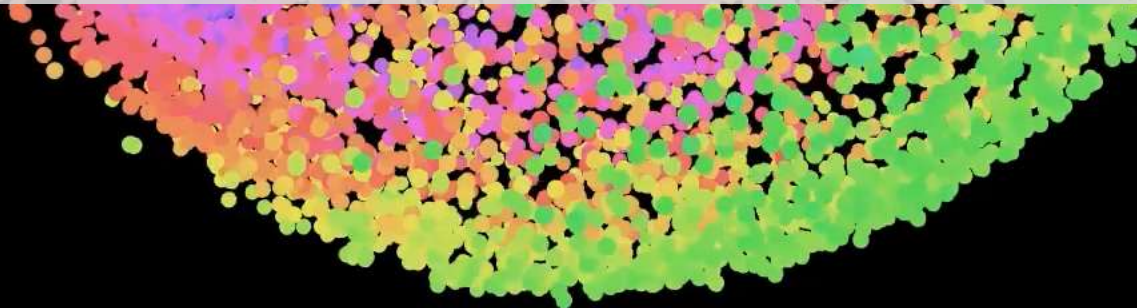
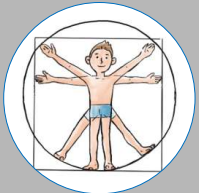
**ICo-creating Inking Experiences on IoT Devices**  
(Including Pen and Ink Standardization on the JENESIS Platform)

JENESIS

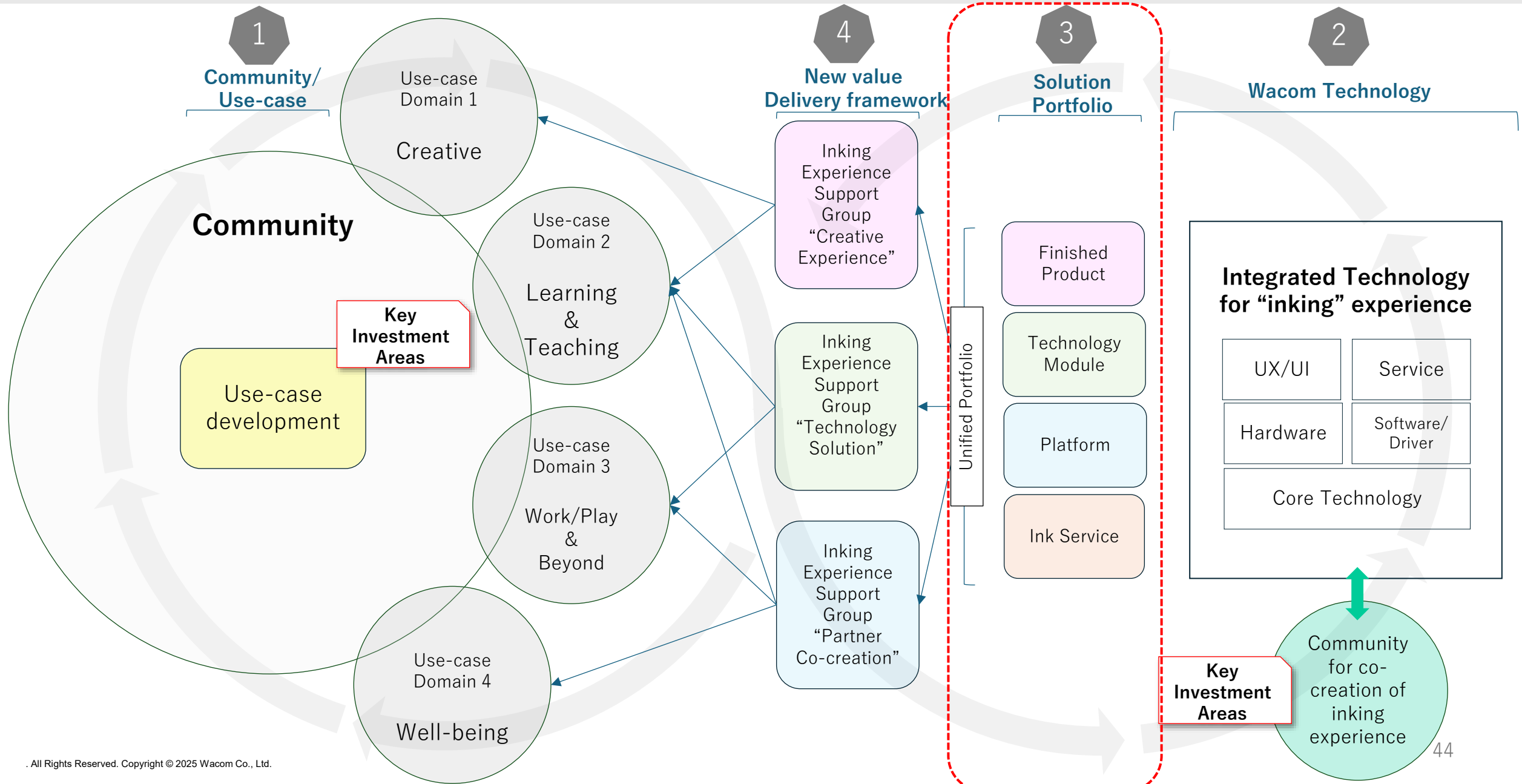
WACOM®



Expanding the jointly developed deep learning model 'Emon' into medical and educational applications.



# Wacom Chapter 4 Circular Value Flow Map



## Three Solution Portfolios Delivering Value to Communities (Digital Ink Services are Common Across All)

1

Finished Products

- ① Further evolution of Pro creative experience
- ② Expansion of portable creative lineup
- ③ Optimized experience and pricing for beginners

2

Technology Module

- ① Fundamental pen technology innovation (launch of new pen tech)
- ② Value offering contributing to end-user experience of OEM customers
- ③ Expansion of education solutions (hardware + services)

New

3

Platform (turn key solution)

- ① Semi-finished form providing more flexible handwriting experience
- ② Exploration of new use-cases beyond writing/drawing
- ③ Value offering based on integrated hardware and services

**Digital Ink Service**  
(common Across All portfolio)

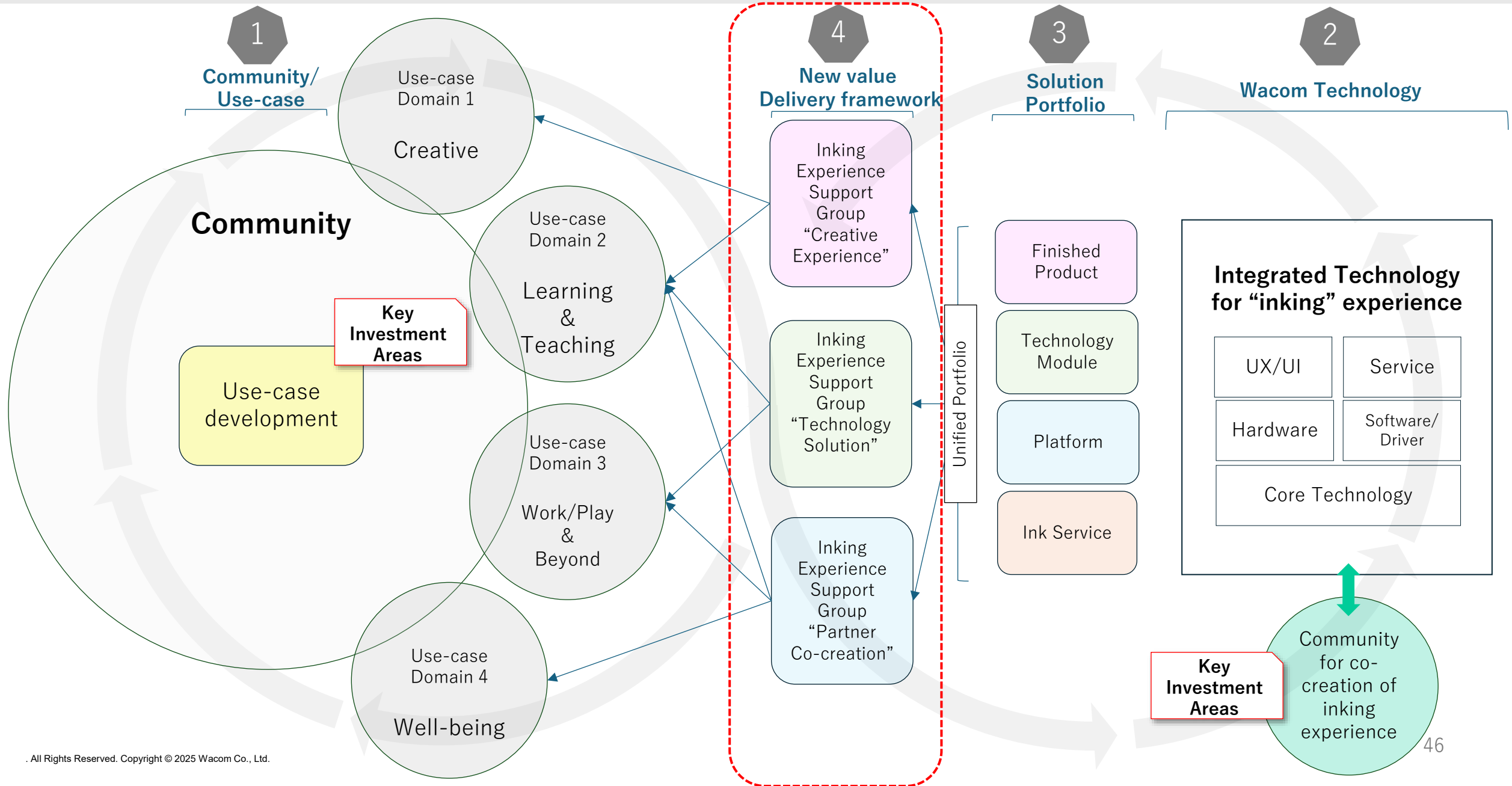
**Creative Experience Unit**  
(ex.BBG) as main responsible unit

**Technology Solution Unit**  
(ex.TSBU) as main responsible unit

**Partner & Co-Creation Unit**  
(new established) as main responsible unit

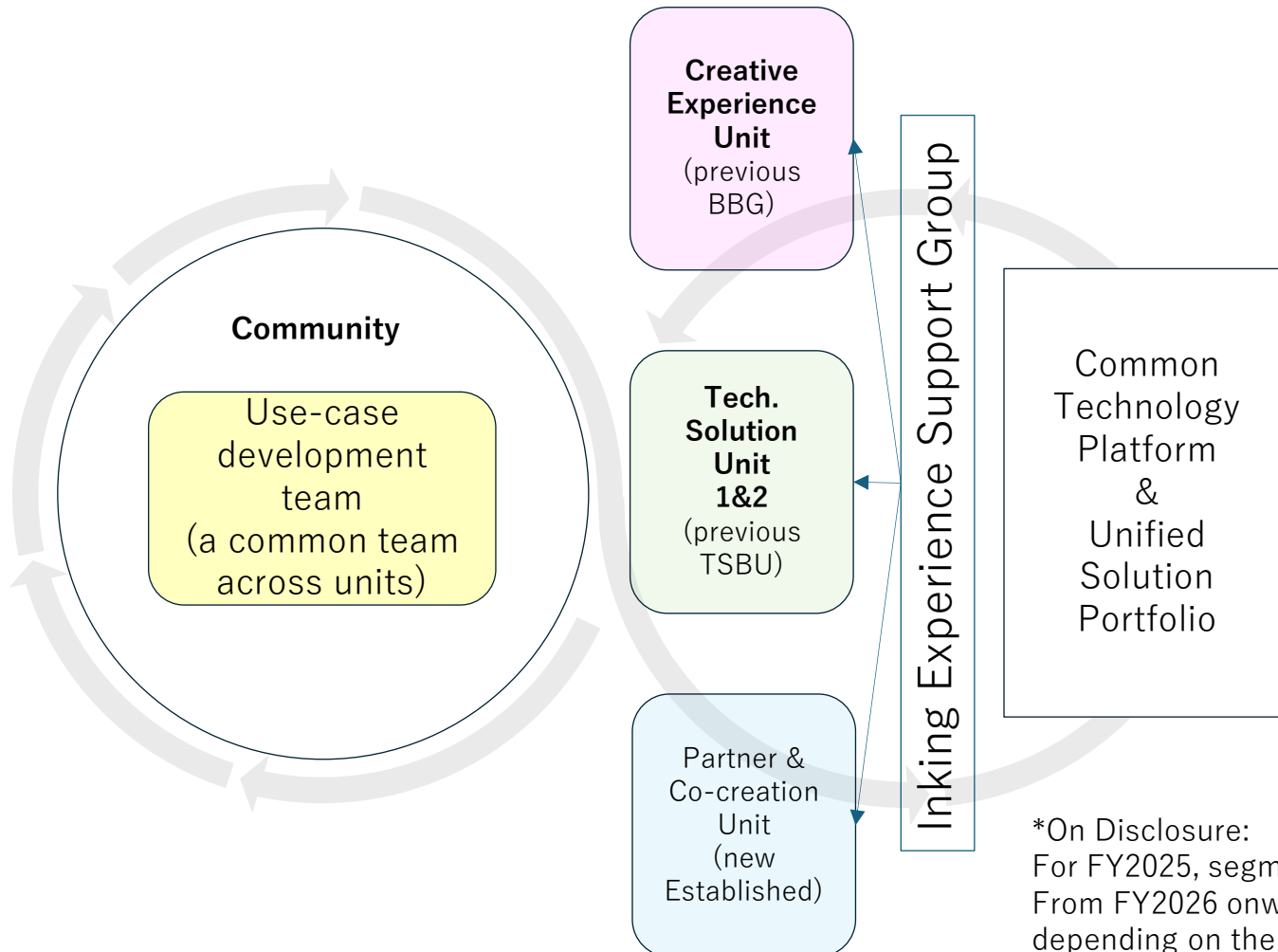
**Unified Portfolio**  
Not limited to the main responsible unit but leveraged as a shared portfolio across all Units.

# Wacom Chapter 4 Circular Value Flow Map



# Wacom Chapter 4 A New Way of Delivering Value

Three Units, including a newly established one, have been consolidated under the Inking Experience Support Group. A cross-unit use case development team has also been established to support all three Units.



<Purpose of the Organizational Restructuring>

- To establish a shared mission and target centered around delivering a broad concept of the "inking" experience
- To enable flexible management of a shared portfolio across units

## Inking Experience Support Group

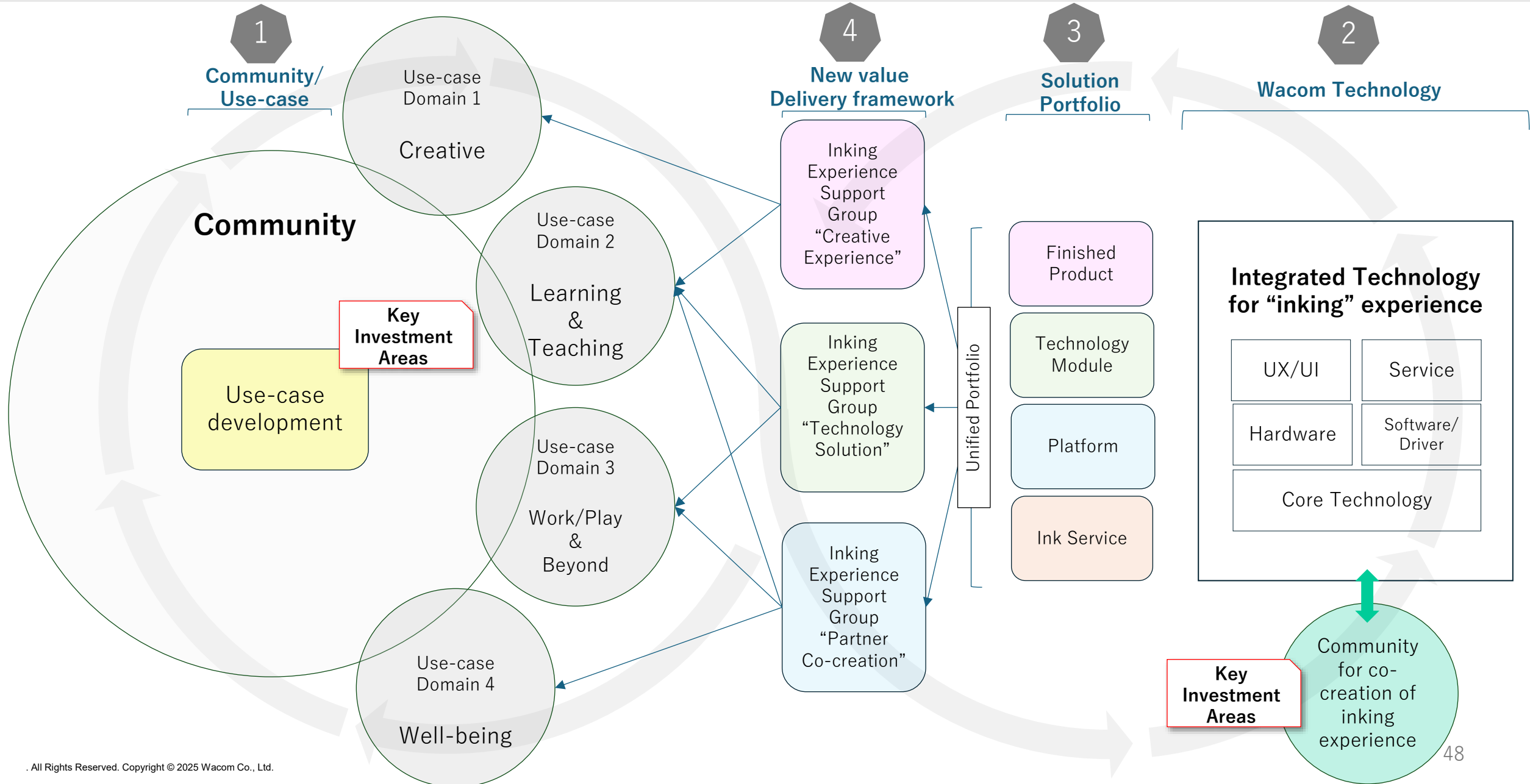
- ① Creative Experience Unit(ex BBG)  
Primary Use Cases: "Create" and "Learn/Teach"
- ② Technology Solution Unit 1&2 (ex TSBU)  
Primary use-case : "Learn/Teach" "Work/Play& beyond"
- ③ Partner & Co-creation Unit (New)  
Primary use-case: "Learn/Teach", "Well-being"

\*On Disclosure:

For FY2025, segment disclosure will follow the conventional format.

From FY2026 onward, we will consider updating the disclosed segments, depending on the growth in revenue scale of the Partner & Co-Creation Unit, potentially in combination with use-case domains.\*<開示について>

# Wacom Chapter 4 Circular Value Flow Map

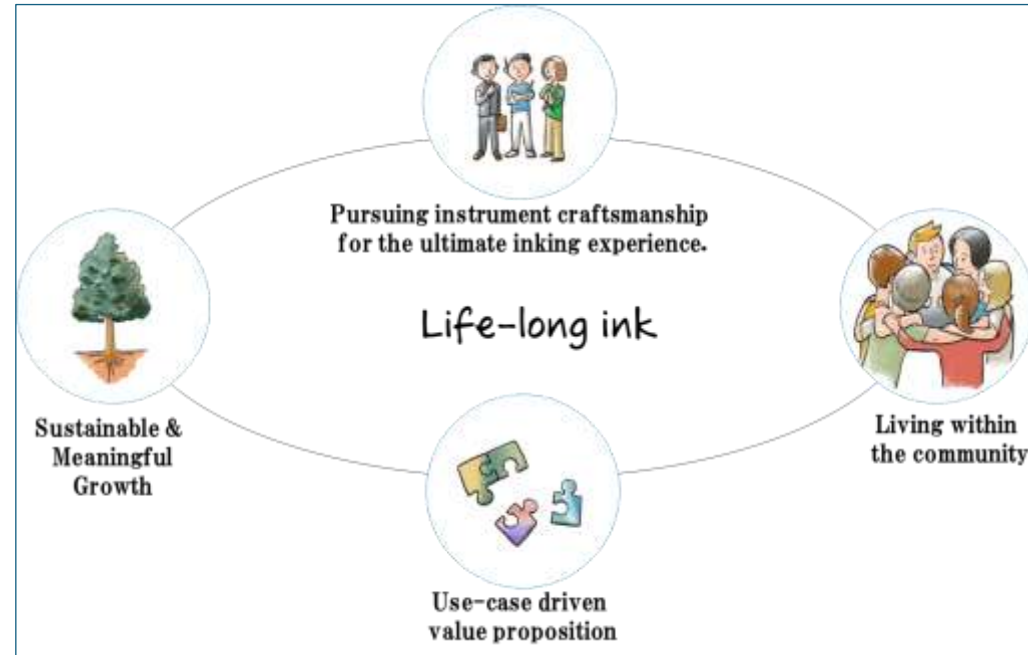




# Sustainability and Social Engagement and Communities

# Wacom Chapter 4 Sustainability

## Pursuing the Synergetic Integration of Community, Business Growth, and Sustainability



**Pursuing “Inking(Kaku)”  
Together with the  
Community**

**Delivering New  
Experiential Value in  
“Inking(Kaku)” to Drive  
Business Growth**

**Enabling “Inking(Kaku)”  
While Reducing  
Environmental Impact**

2024/4~

## June – Endorsement of the JCI Climate Change Initiative Message

"Support for the Japanese government to adopt an ambitious 2035 target aligned with the 1.5°C goal" [detail here → https://japanclimate.org/wp/wp-content/uploads/2024/07/JCI-message-2035ndc-attachment2\\_JP.pdf](https://japanclimate.org/wp/wp-content/uploads/2024/07/JCI-message-2035ndc-attachment2_JP.pdf)

## August – Third-party Verification of GHG Emissions (Scope 1–3)

Verified by : Socotec Certification Japan K.K.

## October – SBT Certification for CO2 Emissions Reduction Targets

### GHG Reduction Targets Toward 2030

【New Reduction Targets:】

- Scope 1 & 2: 80% reduction in total GHG emissions by 2030 from the 2021 baseline.
- Scope 3: 25% reduction in GHG emissions from "purchased products and services" by 2030 from the 2021 baseline.

## February 2025 – CDP Score Improvement

The 2024 Climate Change Evaluation was upgraded by one rank from "B" to "A-"※(CDP grades range from A, A-, B, B-, ..., to D-)

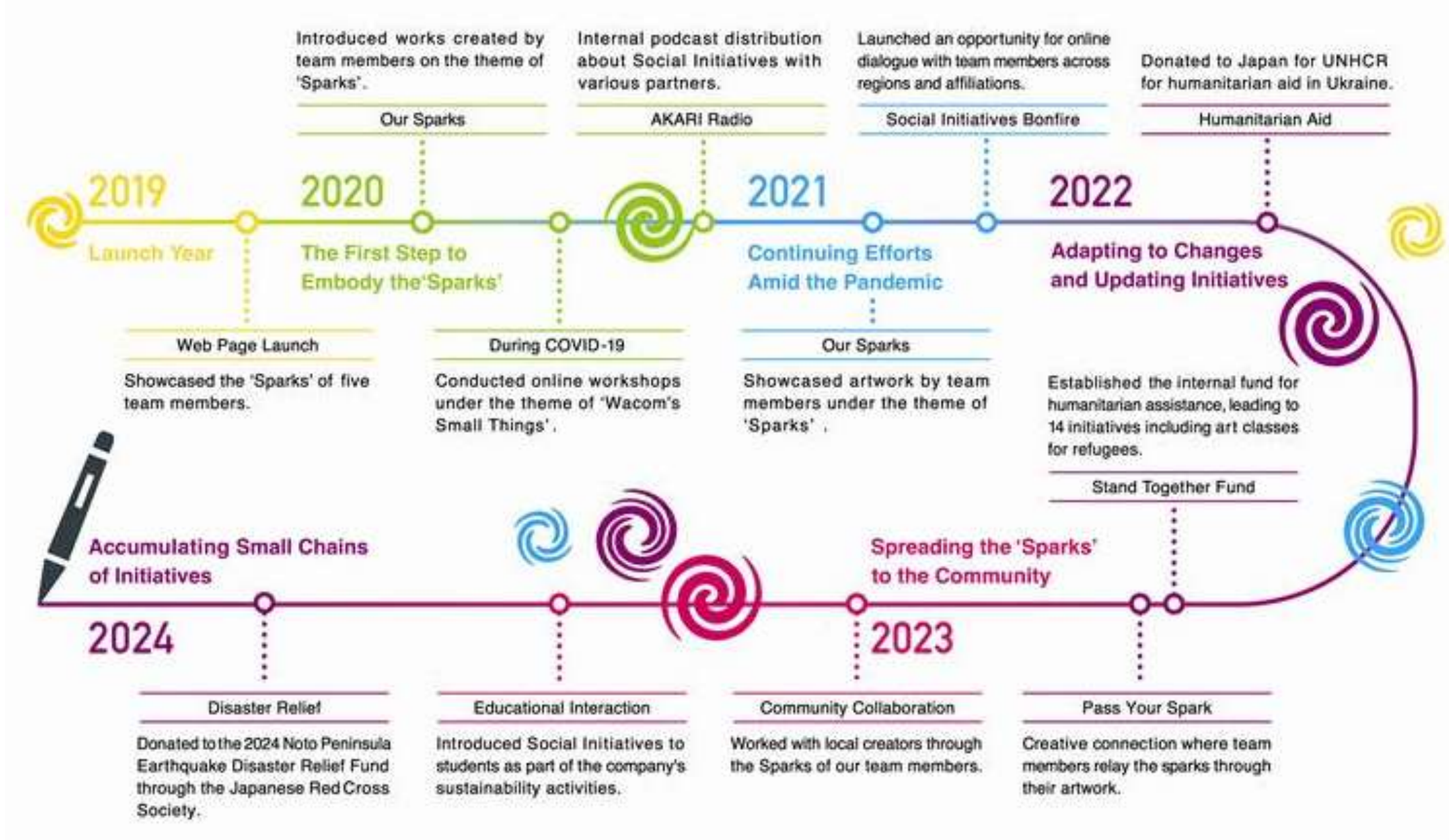
出所 : ウェブサイト <https://www.wacom.com/ja-jp/eco-initiatives>

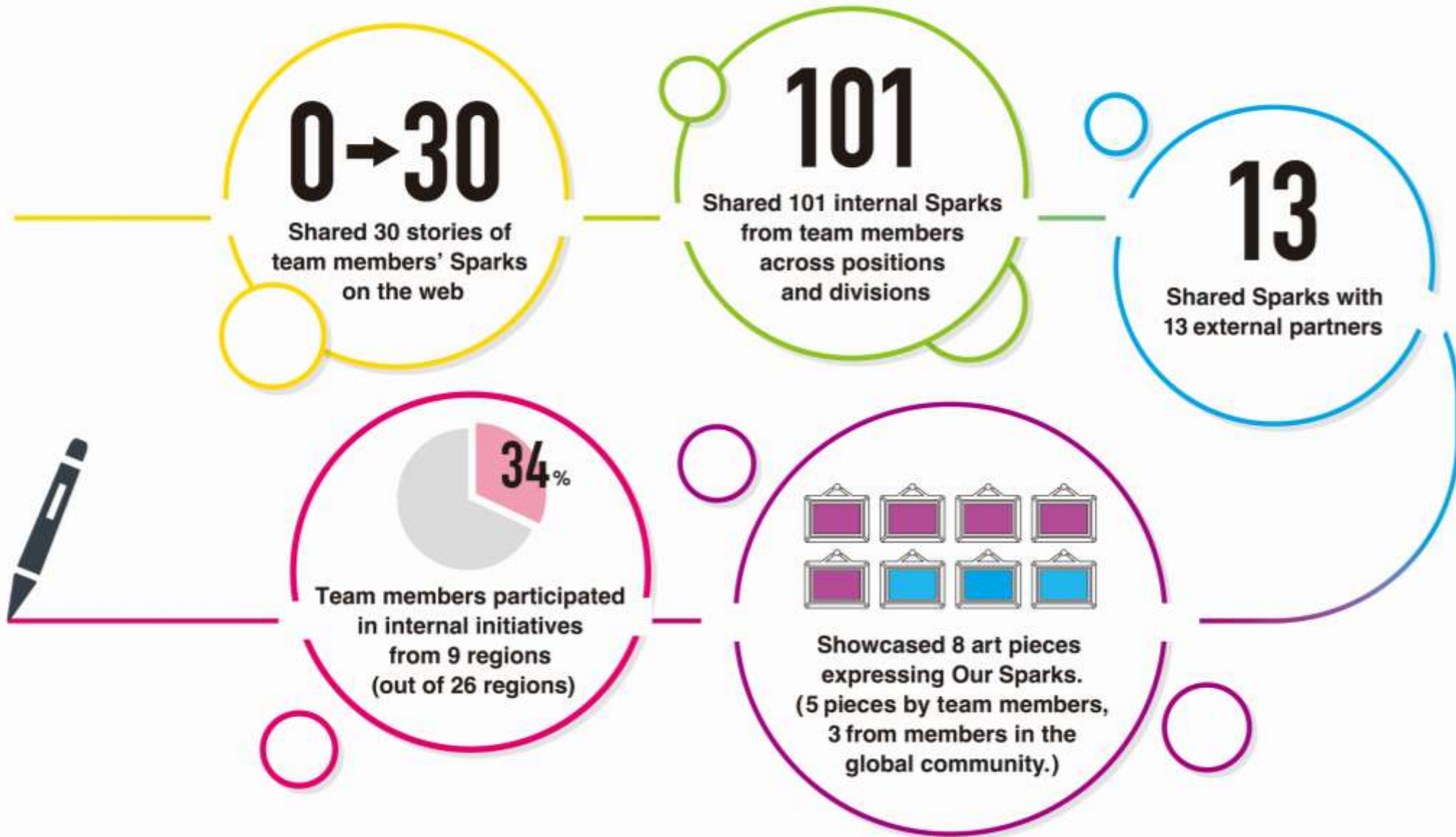
## Ongoing: Product Eco-Design

In pursuit of a sustainable world, Wacom continues to reduce product environmental impact as a manufacturer.

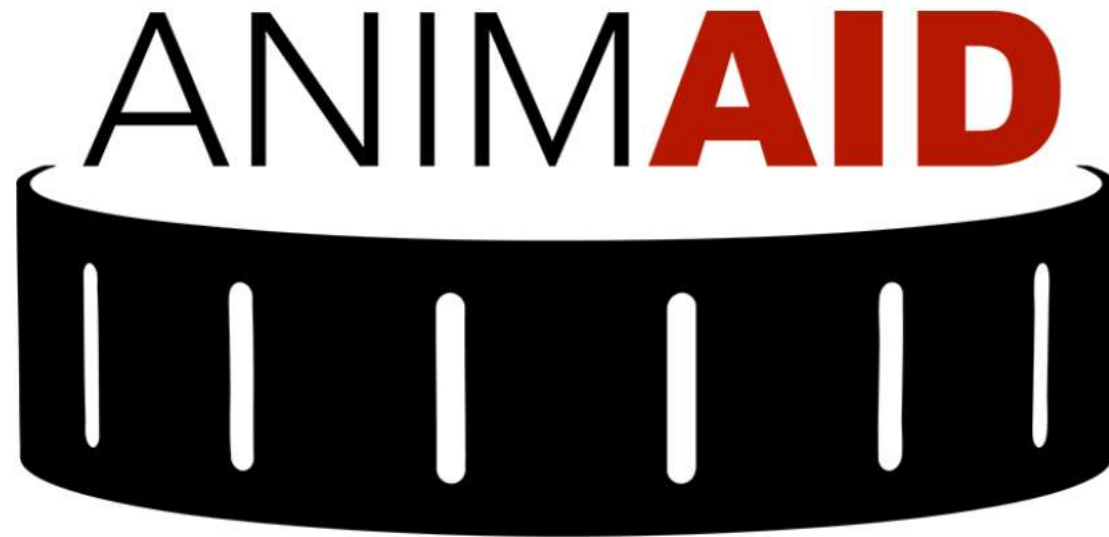
Learn more → <https://www.wacom.com/ja-jp/eco-initiatives/sustainability>

# Wacom Chapter 4 Social Engagement our journey over the last years





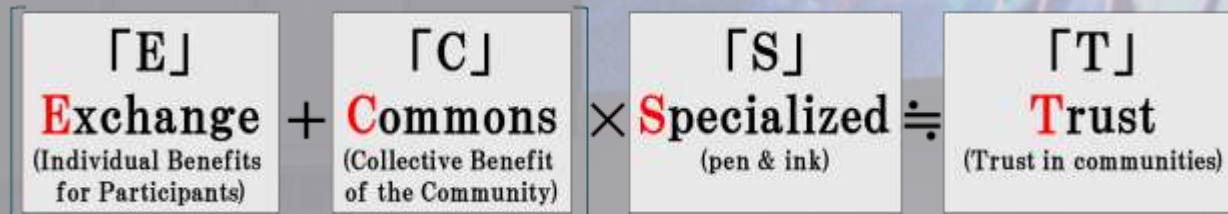
Supported the Hollywood community severely affected by the major fire in Los Angeles (Established a fund in collaboration with industry organizations, provided donations, and product support)



ANIMATING **HOPE** ONE FRAME AT A TIME



# Grow together with communities



# Wacom Chapter 4 Community case study Connected Ink (2024)

**ゲームコーナー**  
supported by 産経デジタル  
日常と非日常の狭間を楽しめる個性的な  
インディーゲーム4作品、ぜひ体験してください。

**DSC**  
DSC (デジタル文具協会) 参画企業の  
製品各種展示。企業の枠を超えた  
エコシステムの体験を。

**札幌市SIAF(札幌国際芸術祭)とのコラボレーション**  
ワコム参加のSIAF(札幌国際芸術祭)  
出展プログラム再現。  
2025年アート教育プログラムも。

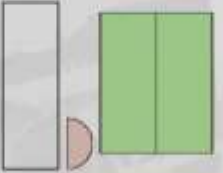
**WACOM Bridge**  
リモート制作時におけるペンタブレット  
最適化機能を紹介します。

**WACOM Yuify**  
「創作の証」を提供する  
Wacom Yuify (ユイファイ) に  
ついて紹介します。

**自分だけの  
「回想」キーホルダーを作ろう!**  
液晶ペンタブレットで  
自由に色を塗ったり、  
文字を書いたり、  
オリジナルの  
キーホルダーを作ろう。

**小島町アートプロジェクト**  
ペン画、オブジェ、  
龍頭など、  
埼玉県小島町在住の  
アーティストの方々  
による作品

**ワコム製品**  
プロクリエイターの作品を特別展示!  
最新のペンタブレット製品も  
お試しいただけます。



**20** communities  
**25** stage  
**25** exhibition  
+  
**B**ehind **C**urtain

**MINAMOTO**  
フィギュアとコンテンポラリーダンスが合体!  
MINAMOTO活動事例やスポンサー展示も

**アルスエレクトロニカ**  
Life Ink ~音を添えて~ インクの様々な側面を通して  
創造性の未来を探求するデモ展示

**mui Lab**  
「ぬくもりデジタル」 muiボードと  
インクテクノロジーによる  
「未来の暮らし」体験を展示

**しくみデザイン SHIKUMI DESIGN.**  
誰でもゲームクリエイターになれる!  
ノーコードプログラミング創作アプリ  
「スプリング」

**PILOT**  
デジタルペンで奏でる  
「新しい学び」を  
特製ブースにて体験

**Z-KAI**  
Z会・PILOT  
共同ブース

**PILOT**  
Z会の学習サービス、  
PILOTの筆記具が連携  
して進化させる  
「学びの体験」を  
ご紹介します。

組合受付

**SAMSUNG**  
ギャラクシーAIで毎日を

**LIMITS・LIMITSワークショップ**  
デジタルアートバトル体験ブースに  
クリエイティブドリル。

**Z-KAI Group**  
通信教育おしーどするZ会



## Governance and Wacom People (Human Capital)

# Wacom Chapter 4 Governance

## Robust Board Oversight Function Enabled by High Independence, Deep Expertise, and Strong Engagement with the Business

### High Independence

Outside Directors **66%**

6 Outside Directors (incl. 1 woman)  
3 Internal Directors

By having a majority of outside directors, we have established a governance structure that ensures high transparency and fairness in decision-making.

### High Quality Discussion

Extensive expertise and diverse experience insights

A compact board with **9** members, establishing a framework that enables prompt and effective decision-making. Enabling high-quality discussions grounded in specialized expertise and broad insight across various domains.

### Deep Engagement

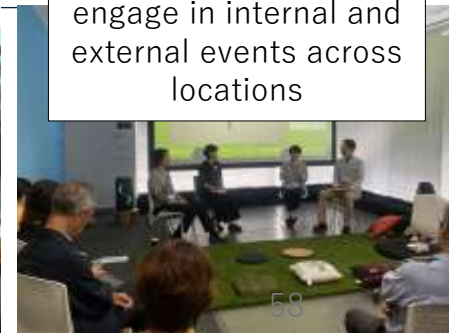
Frequent interaction with team members

Beyond board discussions, outside directors proactively engage with key executives and frontline teams, deepening their understanding of the business.

Outside directors participate in monthly town hall meetings



Outside directors engage in internal and external events across locations



Compensation Committee / Nomination Committee in place.  
Nomination Committee holds not only regular meetings but also off-site intensive sessions.  
Successor candidates including future CEOs and executives are directly reviewed by board members.

# Wacom Chapter 4 Governance Skill Matrix

The Board of Directors is structured based on a skill matrix that ensures high expertise and diverse experience/insight.

	Title	Years	Business Management	Global Business	Alliance & Investment	Finance & Accounting	HR & Org. development	Diversity & Inclusion	Environment	Legal & Compliance	Risk Management	Tech Development & IP	Community Engagement	Service Business	Notable Experience / Expertise
Nobutaka Ide	President/CEO	8 years	●	●	●		●					●	●	●	International experience and business alliance track record and Art community management experience
Sayatake Komine	Internal Director	1 year	●	●		●			●		●	●		●	Certified Public Accountant (CPA) and global business experience
Amane Kojima *1	Internal Director	—	●	●	●	●					●				CFO with experience in a listed company and a major PE-backed firm; U.S. CPA.
Ken Inazumi	Outside Director	7 years	●		●						●		●	●	Active CEO / Service business management experience
Mikako Inamasu	Outside Director	4 years	●				●	●							HR development company management experience and Business school professor
Takashi Nakajima	Outside Director	1 year	●		●				●				●	●	Active CEO and Community-based environmental recycling experience
Shigeki Higashiyama	Outside Director Audit/Supervisory Committee	7 years		●			●			●	●				Management in Global business & HR development experience
Osamu Hosokubo	Outside Director Audit/Supervisory Committee	6 years	●		●	●				●	●				Listed investment firm CEO/President
Yuji Ono	Outside Director Audit/Supervisory Committee	1 year								●	●				Attorney / Head of Capital Markets Compliance

\*1 At the Ordinary Shareholders' Meeting in June 2025, we plan to propose the appointment of Amane Kojima as Director.

**Executive Leaders**

In each key business domain, we appoint executive leaders who work alongside the Board of Directors to drive operations.

	Title	Mission	Notable Experience / Expertise
Nobutaka Ide	President/CEO	Executive Lead for Chapter 4 Mid-Term Plan Implementation and Use Case Development	Extensive international business experience and cross-sector collaboration
Sayatake Komine	Directors/CRO	Maximizing Revenue Generated from Business Operations	Certified Public Accountant (CPA) and global business experience
Amane Kojima	Directors/CFO	Financially grounded business management, capital strategy execution, and investment project leadership. Projects Driven by Talent and Organizational Development and Succession of Corporate Culture	CFO with experience in a listed company and a major PE-backed firm; U.S. CPA.
Akiko Okuyama	Head of HR	Product Development and New Technology Innovation Based on EMR Technology	HR management and corporate strategy implementation in global companies
Jooheon Lee	Head of AES technology and core technology development	Development and Advancement of AES Technology and Core Technologies	Led flagship technology product development at a global top-tier IT company
Hideyuki Hara	Head of Software/UXUI development	Leadership in Software Development and Maximizing User Experience	End-to-end experience in AES technology development and customer implementation
Hiroataka Suzuki	Head of Service Business	Development and Implementation of Service Business; Building Relationships with Global Customer Communities and Partners	Executive experience across multiple IT startups
Heidi Wang	Head of Creative Experience Unit	Restoring Profitability and Rebuilding Operations of Legacy Brand Business; Strengthening Engagement with Creative Communities	Products, technology, digital ink business development and use-case partner engagement.
Koji Yano			Led business restructuring and engaged with creative communities

# Wacom Chapter 4 Our People

## As Dougu-ya Supporting “Inking(Kaku)” – Our Organizational Culture

To deliver meaningful "kaku (inking)" experiences to humanity, Wacom’s team members—our Dougu-ya—seek to liberate themselves, live with integrity, and achieve their highest personal performance in co-creation with our customers and communities. We place great importance on creating an environment that makes this possible.

Rather than applying uniform systems, we respect the unique passions and perspectives of each individual, and implement highly personalized HR policies as much as possible.

### Freedom from Time and Location Constraints

- **No Fixed Workplace**. Team members may choose their work location freely, whether it’s the office, home, a shared workspace (under company contract), a café, or while traveling.
- We have adopted **a super-flex system with no core working hours**, enabling team members to decide their own start and end times within a broad flexible time window.

Reference Metrics  
(as of FY2024, Japan unless noted):

- Ratio of women in managerial positions (Global, FY2024 target): **22.9%**
- Percentage of men taking parental leave: **42%**
- Promotion rate for female employees: 29.6%

### Living Better

- We place high importance on **diversity**. Hiring, evaluation, promotion, and project appointments are not influenced by gender, age, nationality, race, religion, or other personal attributes.
- We offer **support services** that allow team members to consult freely about family or personal circumstances, and tailor working hours and arrangements accordingly.
- Regular **stress checks** are conducted, and our engagement team follows up appropriately based on the results.

### Learning through Practice

- We value real experience and **learning through trial and error**, and actively assign passionate and talented individuals to key projects.
- Our **Extended Core (ETC) team** allows even those without prior product planning experience to become project leaders if they demonstrate passion and potential.
- The **Task Force for Transformation (TFT)** is activated when solutions are needed beyond existing frameworks. Even new graduates play a central role.
- Participating in **Connected Ink** and other events allows team members to **learn and grow together** with the community.

"FY2024 Disclosures Based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Childcare and Caregiver Leave Act (Excerpt)"



# Wacom Story Book the follow up edition

# Wacom Chapter 4 Storybook the follow up edition “Usui-hon”

A follow-up edition of the Storybook will be published as a supplement to the Chapter 4 strategic direction. (Last published: June 2023)

Chapter 4

薄い本

2025 June



Sustainability

薄い本

2025 June



Community

薄い本

2025 June



Our People

薄い本

2025 2nd Half



Governance

薄い本

2025 June

Under Production

Use-case

薄い本

2025 2nd Half

Under Planning



# Wacom Chapter 4 KPI

# Key directions of Wacom Chapter 4

Assumption of foreign exchange rate:  
1 US Dollar = JPY 140.00

We aim to further enhance our corporate value by reinforcement of our ability to generate profits and to enhance our valuation in the market.

Corporate Value  
Enhancement

=

Reinforcement of  
Profit Generation

×

Improvement of  
Market Valuation

What we want to  
achieve in FY2028  
to enhance  
our corporate value with  
Wacom Chapter 4

Business Growth

Sales target : JPY 150 bn

Operating Profit target: JPY 15 bn

Improved  
Capital Efficiency  
ROE target: Over 20%  
ROIC target: Over 18%

Investment for the future  
R&D+Capital investment: JPY6.2bn  
Technological capital alliances:  
over JPY1.2bn

Enhanced  
Shareholder Returns  
Total return ratio: over 50%  
Minimum dividend of JPY22  
Progressive dividend system

Enhanced Sustainability  
Management

# Target for Final FY of Wacom Chapter 4 (FY2028 ending March 2029)

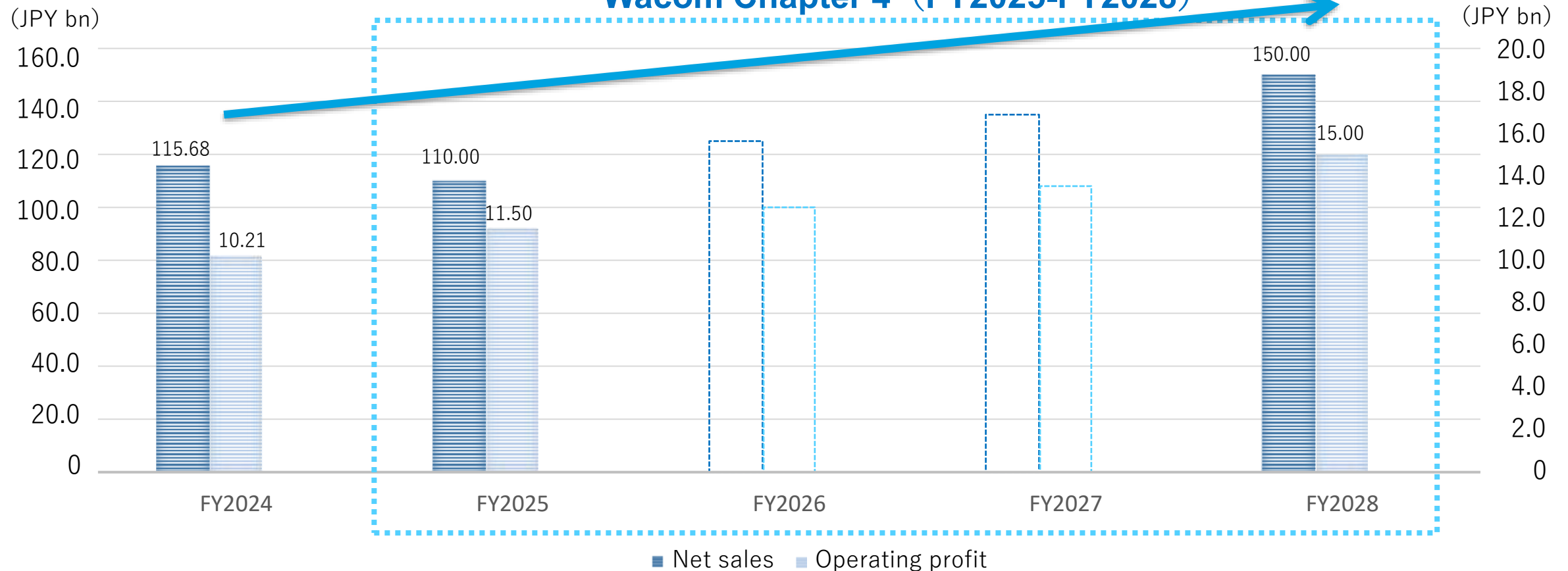
Assumption of foreign exchange rate  
1 US Dollar = JPY 140.00

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)  
FY2025 (ending March 2026)

**Consolidated Net Sales: JPY 150 bn (vs FY2024 JPY+34.32 bn)**

**Operating Profit: JPY 15 bn (vs FY2024 JPY + 4.79 bn)**

## Wacom Chapter 4 (FY2025-FY2028)

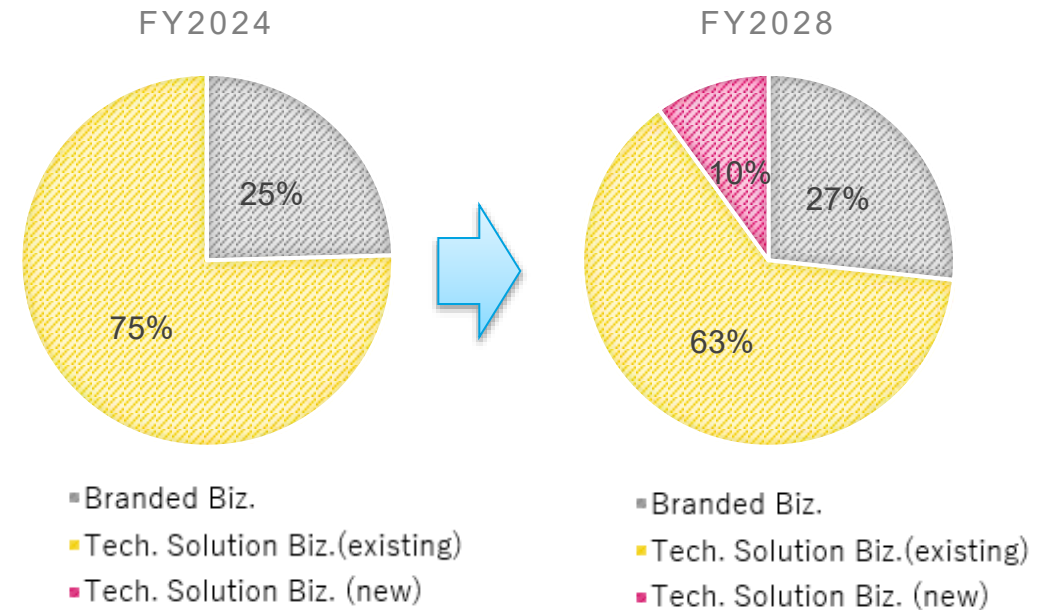
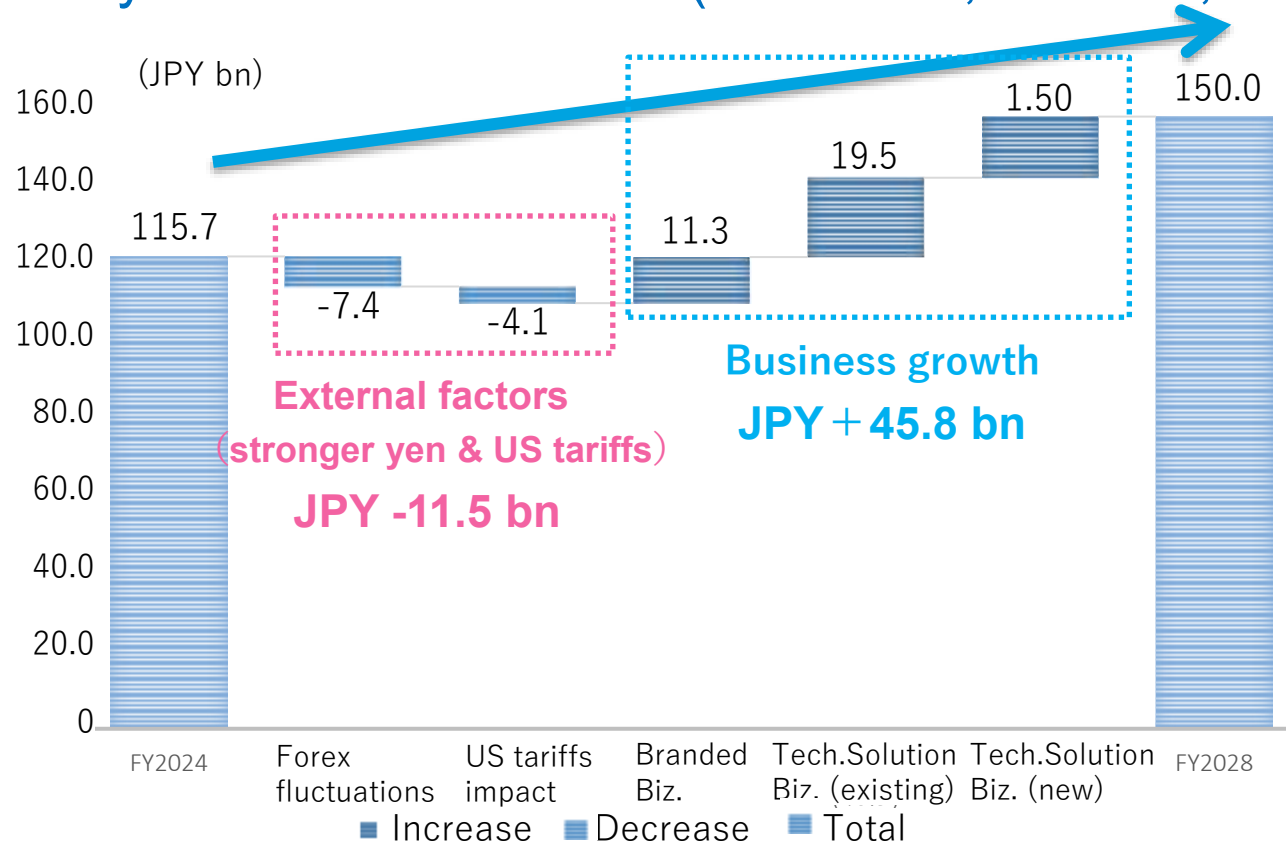


# Consolidated Net Sales

FY2021 (ended March 2022), FY2022 (ended March 2023)  
 FY2023 (ended March 2024), FY2024 (ended March 2025)  
 FY2025 (ending March 2026)

Assumption of foreign exchange rate:  
 1 US Dollar = JPY 140.00

- Branded Biz. : Sales will **increase** due to enhanced product portfolio after completion of business structural transformation
- Tech. Solution Biz. : Sales will **accelerate growth**, due to full-scale contribution to earnings by new business fields (education, medical, DX support, etc.).



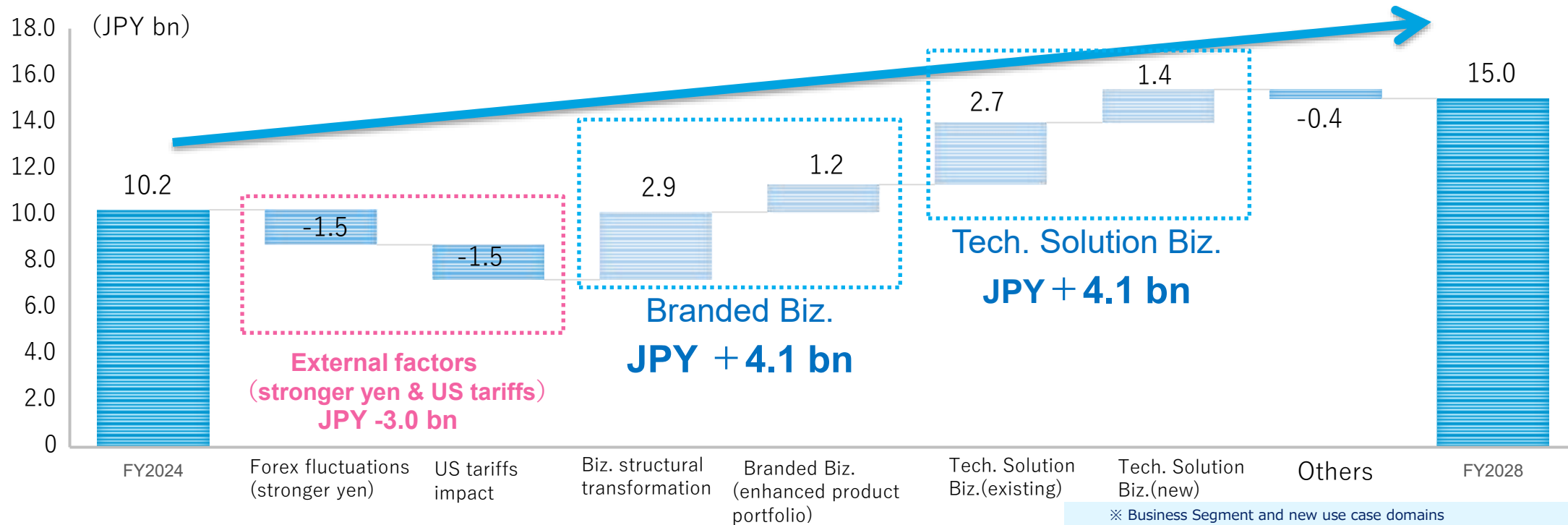
※ Business Segment and new use case domains  
 Branded Biz. : "Creation" "Learn/Teach"  
 Tech. Solution Biz. (existing) : "Work/Play and Beyond" "Learn/Teach"  
 Tech. Solution Biz. (new) : "Well-being" "Learn/Teach"

# Operating Profit

Assumption of foreign exchange rate:  
1 US Dollar = JPY 140.00

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)  
FY2025 (ending March 2026)

- Branded Biz. : Seg. profit will **increase by JPY 4.1 bn (vs FY2024)** due to fixed cost reductions from business structural transformation and revenue increase effect from enhancement of product portfolio.
- Tech. Solution Biz. : Seg. profit will **increase by JPY 4.1 bn (vs FY2024)** due to stable growth in existing businesses and contribution to earnings from new business fields (education, medical care, DX support, etc.)

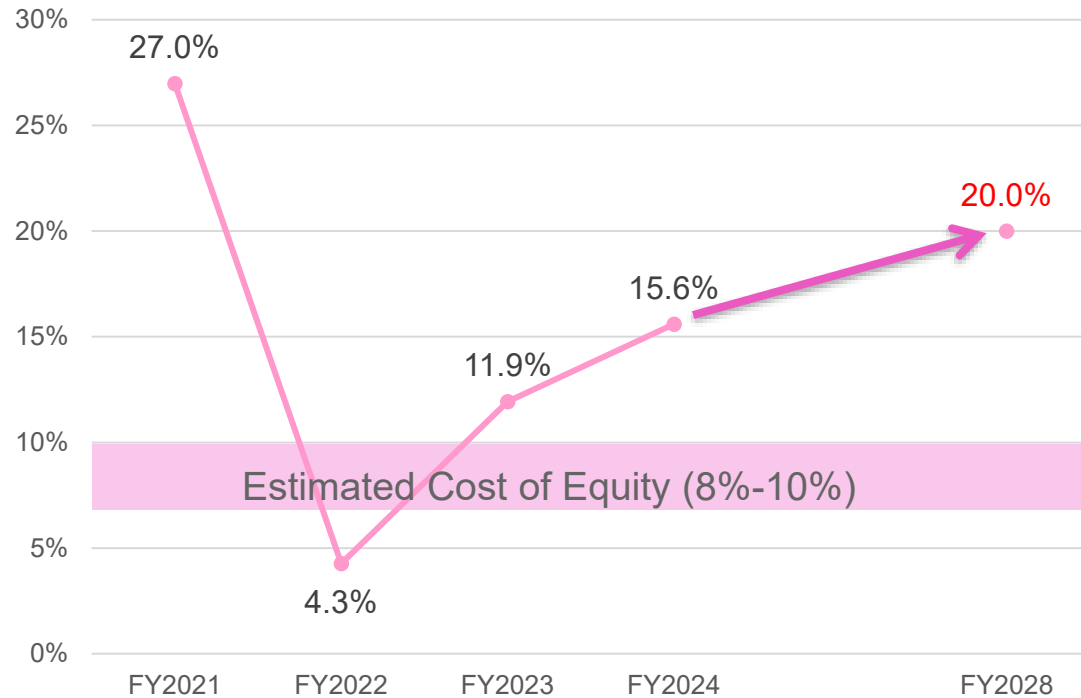


# Ensure capital efficiency in excess of Cost of Capital

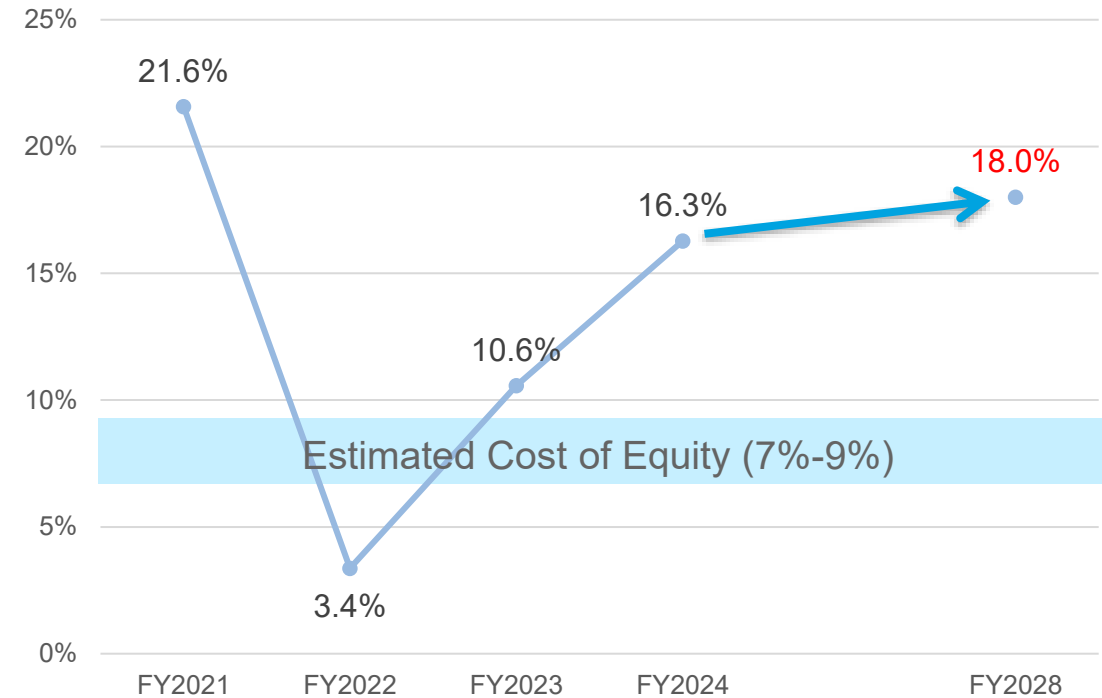
Assumption of foreign exchange rate:  
1 US Dollar = JPY 140.00

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)  
FY2025 (ending March 2026)

## ROE : Target over 20%



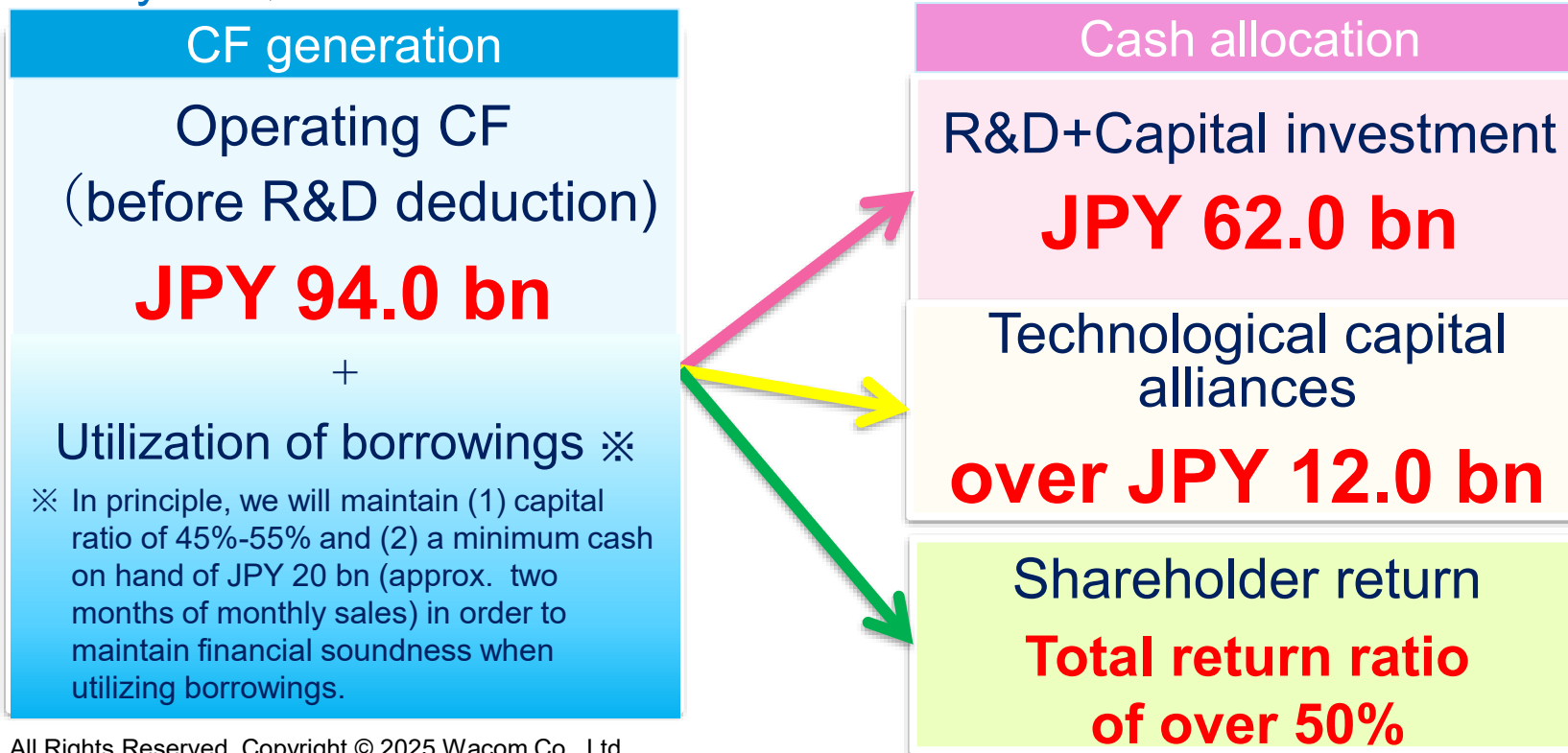
## ROIC : Target over 18%



- ※ We estimate Cost of Equity to be around 8%-10% based on CAPM estimates and market expectations (level of Return on Equity), and Cost of Capital (WACC) to be around 7%-9%.
- ※ For CAPM, the 2-year weekly beta (1.3), the 10-year government bond yield, and a market risk premium of approximately 6% are considered.
- ※ ROIC is calculated as NOPAT/(net assets + interest-bearing debt).

# Capital Policy

- Generate **JPY 9.4 bn** of operating cash flow before R&D deductions over the four years of Wacom Chapter 4
- R&D and Capital Investment : **JPY 62.0 bn**  
 Technological capital alliances incl. M&A : over **JPY 12.0 bn**
- Shareholder return : **Total return ratio of over 50%** (progressive dividend + flexible share buyback)



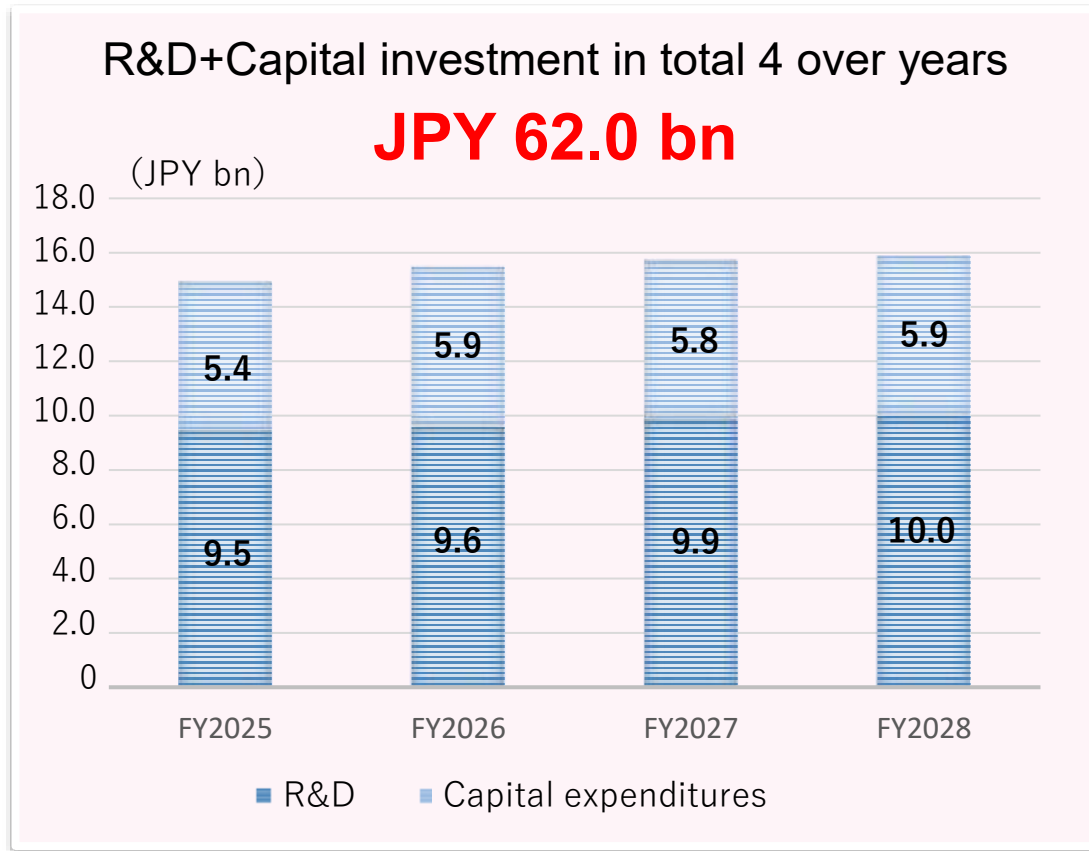
- R&D: JPY 9.5-10 bn per year
- Capital investment: mainly in product molds
- Consider the use of capital for additional shareholder returns based on the progress of the alliance and stock price level
- Progressive dividend with a minimum annual dividend of JPY 22.00 per share and flexible share buyback

# Investment for Future Growth

Assumption of foreign exchange rate:  
1 US Dollar = JPY 140.00

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)  
FY2025 (ending March 2026)

- R&D + Capital investment : **JPY 62.0 bn** in total 4 over years
- Technological capital alliances incl. M&A: **over JPY 12.0 bn** in total 4 over years



Technological capital alliance in total 4 over years

**over JPY 12.0 bn**

▷ **Targeted domains, etc.**

- Accelerate business development in new business domains  
(focused investment mainly on **education, medical care, and DX support**)

- Enhance the foundation of existing businesses  
(accelerate technology development)

▷ **Purpose of investment**

- **Acquire new technological elements, sales channels, and enhance marketing, etc.**

# Shareholder Returns

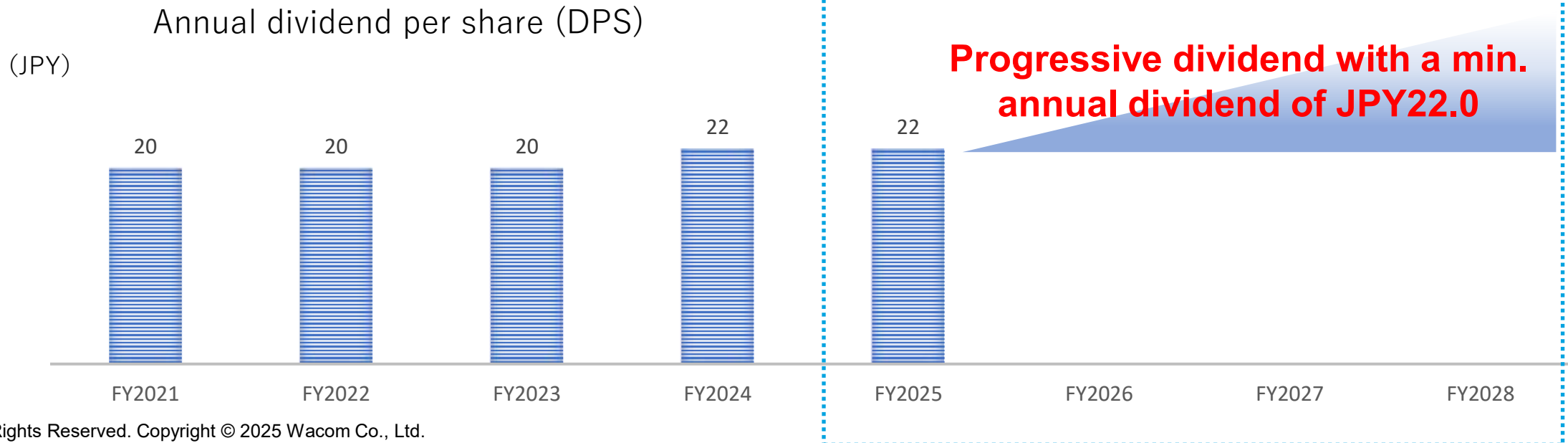
Assumption of foreign exchange rate:  
1 US Dollar = JPY 140.00

FY2021 (ended March 2022), FY2022 (ended March 2023)  
FY2023 (ended March 2024), FY2024 (ended March 2025)  
FY2025 (ending March 2026)

**Total return ratio: over 50%** (progressive dividend + flexible share buyback)

- **Stable and continuous dividend: Progressive dividend with a minimum annual dividend of JPY 22.00 per share**
- ✓ Dividend frequency : Twice per year (interim and year-end) from FY2025. (previously paid once a year) (※)  
※ Aim to increase opportunities for shareholders to receive dividends (no change in total annual dividends)
- **Share buyback : Flexible implementation based on comprehensive consideration of investment opportunities, capital efficiency, stock price levels, etc.**

## Wacom Chapter 4 (FY2025-FY2028)



# Chapter 4 【Concept】



Exploring the ultimate in writing and drawing —  
and beyond, pioneering the broader inking experience.

道楽屋



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Forward-looking statements regarding future events and performance contained in this presentation are based on currently available information and involve risks and uncertainties, including macroeconomic conditions, trends of the industry in which the company is engaged and progress in new technologies. Please note that actual results could materially differ from those expressed or implied by the forward-looking statements in this presentation due to these risks and uncertainties.

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