



OPTiM Corporation

Financial Results for FY2020

May 21, 2021

Presentation

Sugaya: Hello, everyone. My name is Sugaya, and I am the representative director of OPTiM Corporation. Thank you very much for participating in our financial results briefing for the fiscal year ended March 31, 2021, today.

This time, as the Tokyo Metropolitan Government has declared a state of emergency, and COVID-19 is rampant throughout the country, including Tokyo, we decided to hold the financial results briefing online in order to prevent the spread of the infection. Thank you for your understanding and cooperation.

Agenda



1. FY3/2021 Financial Results
2. Growth strategy
3. FY3/2022 Financial Forecasts

Disclaimer

All plans, forecasts, strategies, etc. described in this material are predictions based on information available at the time of creation, and are subject to variable factors, such as economic conditions, a competitive environment and the success or failure of new services. Accordingly, please be advised that the actual results of business performance may differ substantially from the projections described here. Market information and other statements contained in this report are based on information currently available, and we do not guarantee complete accuracy.

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Now, let me start explaining our financial results for the fiscal year ended March 31, 2021. The agenda will include the following 3 topics. I would like to introduce the highlights of our financial results for the fiscal year ended March 31, 2021, our future growth strategy, and our earnings forecast for the fiscal year ending March 31, 2022.

From FY2017, we have been actively investing in OOxIT, and have positioned FY2021 as a period to record profits.

OPTiM®

Medium-term Management Policy

OPTiM®

Ongoing investment in our "OO x IT" strategy

Progressing steadily
Advancing the further acquisition of AI, IoT and robotics technology
And pushing efforts to record sales

We continue to invest aggressively in the field of AI, IoT and robotics, full-fledged booking of sales and return through profits will follow the schedule below.



From financial results briefing materials for the fiscal year ended March 31, 2018

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Let me start with the highlights of our financial results for the fiscal year ending March 31, 2021.

We have positioned the period from FY2017 to FY2020 as a period of active investment in "OO × IT" and have been making focused investments. We positioned the fiscal year ended March 31, 2021, and fiscal year ending March 31, 2020, as the period for recording profits and worked on our business. For the past 4 years, we worked to become a company that plays a central role in the Fourth Industrial Revolution.

Sales Review

Achieved record high sales for the 21st consecutive fiscal year since the foundation

Under the influence of the new coronavirus, we were able to capture the penetration of DX services, the increase in the number of managed terminals due to demand for telework, and the resulting demand for support, non-contact, and dense avoidance. As a result, stock sales, centering on license sales of Optimal Biz, Optimal Remote, AI services including AI Camera, OPTIM Cloud IoT OS, and services for each industry, grew about 120% year on year.

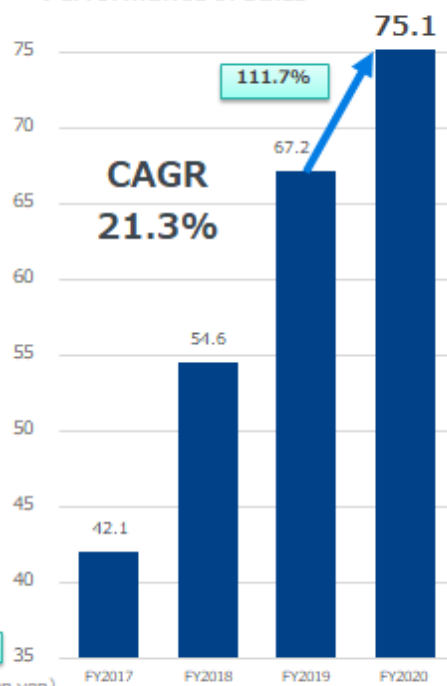
In addition, although the progress of some license customization(*) projects was delayed due to the impact of the new coronavirus, we were able to achieve a certain level of recovery.

As a result, sales were **7.51 billion yen (111.7% year-on-year)**, in line with the initial sales plan (7.41-8.0 billion yen).

※license customization---This is a customized development based on our R&D portion as a license. This development will lead to the issuance of licenses in the future.

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Performance of sales



(Unit: 100 million yen)

Although the financial results were non-consolidated in FY2017 and FY2018, we are comparing them with the consolidated results as a reference value.

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As for the results, here are the sales trends from FY2017, and sales for this fiscal year were JPY7.51 billion, a YoY increase of 111.7%, or a CAGR of 21.3% over the investment period.

Initially, we were expecting a little more sales, but COVID-19 had an impact on our business. In this context, our company was also affected by the support for projects with some large companies, especially large companies, and the sales growth rate was about 11%.

There was a slight misuse of words in the supplementary material, so I have corrected this area a little. Mainly DX service spread. As a result, we offer a wide range of services to meet the demand for telework, or remote technologies, for avoidance contact or closed spaces. Against this backdrop, licenses for Optimal Biz, Optimal Remote, AI services including AI Camera, Cloud IoT OS, and services for various industries grew steadily and strongly, and stock sales grew 120% YoY.

However, as I mentioned at the beginning, due to the impact of the COVID-19, there were delays in the progress of some licenses and customizations. In the end, we were able to achieve a certain level of recovery. The result was 111.7% or JPY7.51 billion, which was within the planned range.

Profit Review

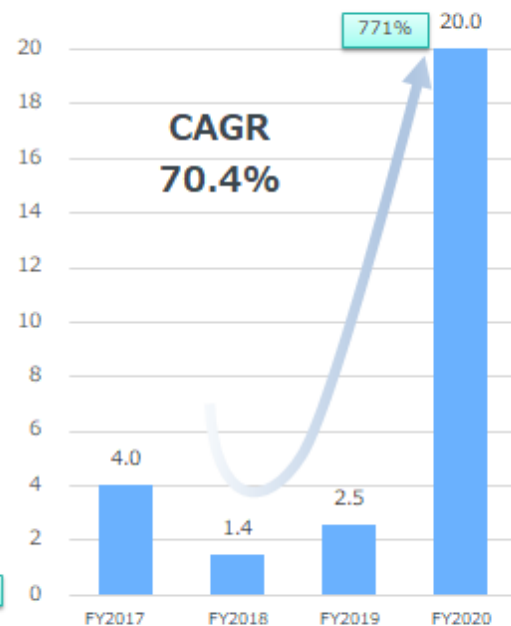
OPTIM®

This term, which was positioned as a profit recovery period, **exceeded the upper limit of the initial plan by 24% and achieved a record high profit.**

Due to **the strong performance of license sales** under the influence of the coronavirus and **the start of software capitalization** of major services, profits increased significantly to a record high.
Significantly exceeded the initial ordinary profit plan (0.8-1.61 billion yen)

Operating Profit: 1.8 billion yen (703.8% YoY)
Ordinary Profit: 2.0 billion yen (771.0% YoY)
Net Profit: 1.2 billion yen (1055.8% YoY)

Performance of ordinary profit



(Unit: 100 million yen)

Although FY2017/FY2018 were non-consolidated fiscal year, comparisons are made with consolidated results for reference.

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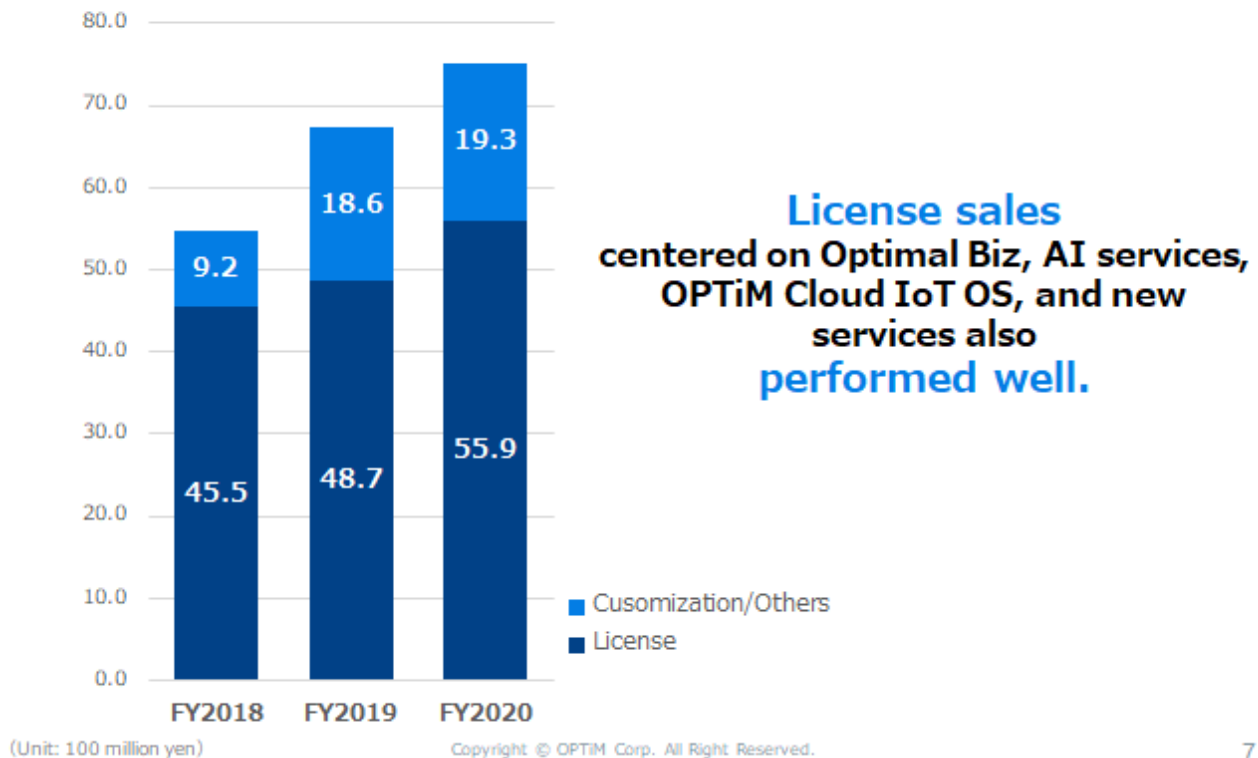
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Next, we positioned FY2020 as the first profit recovery period. We were able to achieve a record-high profit, exceeding the upper limit by 24%.

We have achieved a CAGR of 70.4% in ordinary profit over the past 4 years. Compared to last year, the increase in ordinary profit was about 7 or 8 times.

Overall sales and license/customization sales results for the past three years

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In addition, from this time on, we will be disclosing these figures. This is the trend of overall sales or license/customization sales for the past 3 years.

As you can see here, licensing is going well. As I mentioned at the beginning, we are developing various other services centering on Optimal Biz. We have been developing AI services, remote services, and services for industries.

All of our licensing services basically achieved steady growth, and license sales were also strong, especially for Optimal Biz, AI services, OPTiM Cloud IoT OS, and new services.

As you can see from these figures, the growth of customization was sluggish in the last fiscal year, and the growth of licensing supported the growth of OPTiM and our company.

Optimal Biz : Business Model

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Major sales partners



"Optimal Biz" is [provided through sales partners](#) or as a [service of sales partners through OEM](#) provision, and OPTIM [receives license fees based on the number of devices](#). When providing "Optimal Biz" on an OEM basis, we also customize it to meet the needs of its sales partners.

Standard price for one device: 300 yen/month

Option services

Optimal Biz Web Filtering
powered by i-Filter



Optimal Biz Antivirus
Antivirus option



Optimal Biz Secure Sync
Remote Access
Service



Optimal Biz" provides various functions such as web filtering, antivirus, MAM, MCM, etc. as [options](#), and [companies can select and install them by paying a license fee for only the functions they need](#).

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From this time, I would like to introduce the business model and other figures of Optimal Biz, one of the core services of our stock business.

This service, Optimal Biz, is for centralized management of smartphones, tablets, and PCs from the cloud, and we believe that this is one of the essential services that will be required when IoT devices are used, especially in business scenes. Our company holds the de facto standard in Japan for such services.

We provide this SaaS service through our sales partners, or as an OEM service to large customers, and charge a monthly subscription fee for licenses based on the number of devices.

The standard end-user price is JPY300 per terminal, and we also offer a variety of optional services for those who want to enhance their security.

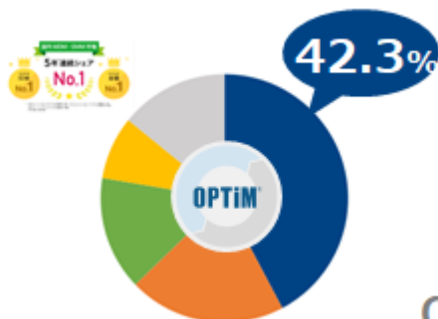
Optimal Biz : Key Figures

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Optimal Biz — Expanding the Possibilities of Mobile —

No.1 market share in Japan



Average churn rate about

0.5%

Overwhelming success with
more than **180,000 companies**

※1 MIC Research Institute "Market Outlook for Collaboration Mobile Management Software 2019 Edition" Number of SaaS / ASP Type MDM Shipment IDs, Fuji Chimera Research Institute "2020 Network Security Business Survey Overview < Market Edition >" Mobile Security Management Tool "and several other surveys Report

※2 June 25, 2019, our total

※3 Calculated by us based on the results of major partners. Aggregation period (May 2019 - March 2021)

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These figures have been evaluated by various statistical organizations as the Number 1 market share in Japan, with a market share of about 42.3%. This means the Number 1 in Japan.

As for the average churn rate, which is a concern for SaaS services, I would like to point out that the average churn rate is 0.5%, which is extremely low, according to the statistics for 2 years.

As for the number of companies that have adopted the system, it has been adopted by a cumulative total of 180,000 companies. This is a very large number of companies compared to other SaaS service vendors, as I will show you later. We have been able to achieve these results thanks to the cooperation system with our strong sales partners that we have built.

OPTiM's AI Solution #1 Share in 5 Categories ※1



※1 Deloitte Tohmatsu MIC Research Institute "Current Status and Outlook of Image Recognition Solution Market Utilizing AI (Deep Learning) [2020 Edition]"

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The AI service also made significant progress this year. Licensing also grew significantly, and according to statistical institutions, OPTiM's AI solutions won the top market share in 5 categories.

The products are shown below. Of course, with or without COVID-19, the need, necessity, and societal need for AI will only increase rapidly. We are planning to capture a large market share in this market, as well.

Building group companies that promote “〇〇x IT”

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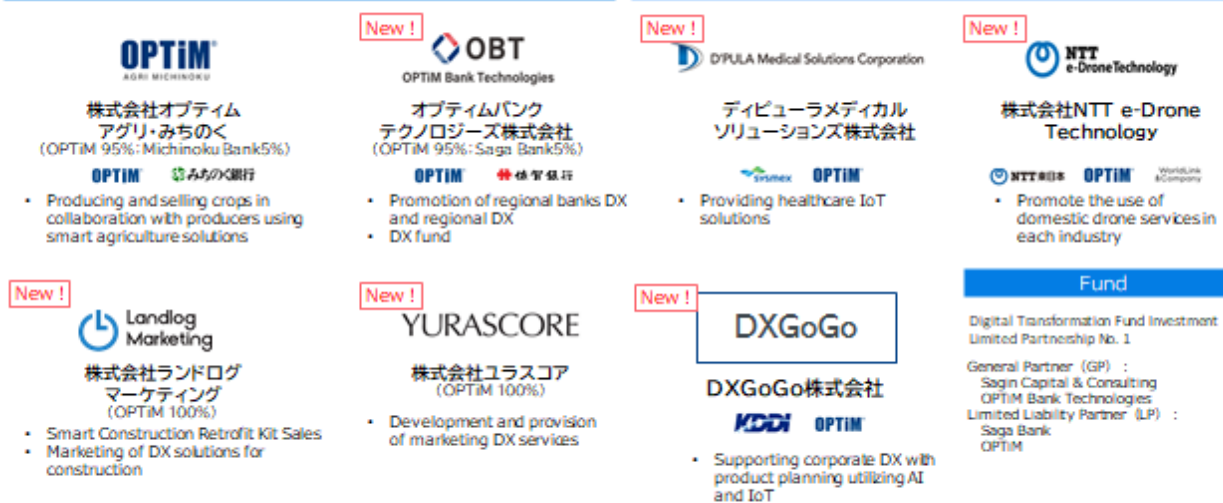
OPTiM Group

OPTiM®

株式会社オプティム

Consolidated subsidiaries

Affiliated companies accounted for by the equity-method



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※New: Establishment in FY2020

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Next, I would like to introduce our group companies.

In fact, the reason why I included this slide this time is because of the fact that there are 7 companies in our group, and 6 of them were established during FY2020. In promoting “〇〇 × IT,” we aimed for deeper relationships with our partners to work on various fields with “〇〇 × IT,” including the medical field, construction field, and agricultural field.

In addition, as for our aim to use our overwhelming track record of being adopted by 180,000 companies, which I will explain later, to promote DX to all companies in Japan, from small- and medium-sized enterprises to large corporations, I believe that this was a year in which we strategically prepared to gain the cooperation of many partners.

We established a joint venture company with Saga Bank called Optim Bank Technologies. This is like a regional trading company that develops DX solutions for regional banks, and also with Saga Bank, it has started managing a digital transformation fund and investing, for the first time for OPTiM to manage a fund.

In addition, we have an open platform called LANDLOG, which we are working on with Komatsu. To promote it more, we established Landlog Marketing.

We also performed M&A with YURAScore. YURAScore. This company is a marketing DX company with excellent marketing DX services. We acquired this company, and by combining it with OPTiM's technology, we created a company that will further advance marketing DX.

Also, together with Sysmex, we decided to establish a joint venture company called D'PULA Medical Solutions to promote the use of AI and IoT in medicine and DX services.

Also, in the field of drones, we have formed a joint venture with NTT East and World Link, a manufacturer of drones called NTT e-Drone Technology. We have started a joint venture company to manufacture and sell drones.

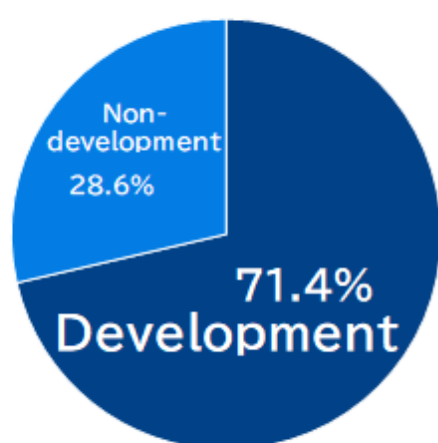
We have also established a joint venture called DXGoGo with KDDI, our main sales partner for Optimal Biz mobile device management, a JV between the 2 companies to launch new services in the area of DX and 5G.

From this perspective, I believe that the results of the investments made over the past 4 years have solidified the first foundation for the future.

Ratio of service and product development staff to total staff, and ratio of regular staff to total staff

OPTiM

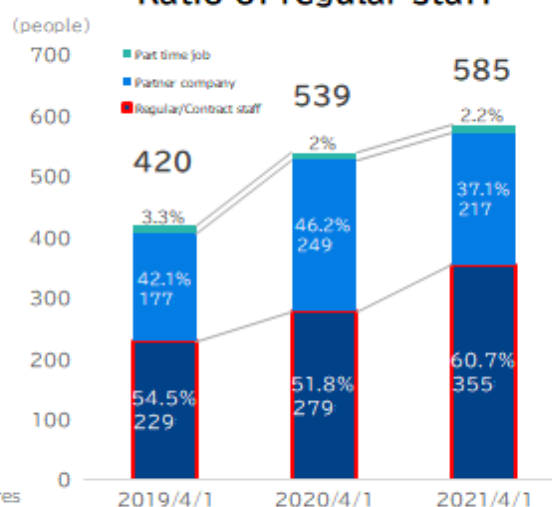
Service/product development personnel ratio



※As of April 1, 2021, figures compiled by OPTiM

71.4% of personnel are directly involved in service/product development

Ratio of regular staff



The ratio of regular staff is 60.7%, which is on the rise.

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Next, let me touch on the cost aspect. I thought about the cost aspect and how to show it. In this context, OPTiM is an intellectual property company, and a company that is all about human resources, and therefore, it is these human resources that account for the majority of our costs. We have included a slide showing the costs of human resources and how and where they are used.

First, as for the ratio of service and product development personnel, 71.4% are development personnel, which means that the majority of personnel are directly involved in creating products and services. Non-development personnel accounting for 28.6% include back-office administrative personnel and sales personnel and are referred to as non-development personnel.

In this sense, we are a company that invests heavily in areas that directly lead to increased value for our customers. As you can see, the overall number of staff and the ratio of regular staff have been steadily increasing, and as in April 2021, we have about 585 staff members working together.

Among them, the ratio of full-time employees has been increasing, and we are now in a position where we have more talented people in place and ready to push forward toward our goals.

Notification

OPTiM

Our engineers are also actively engaged in disclosure activities about technical information in blogs and seminars. If you are interested, please follow us.



A variety of technical information that supports our company updated weekly by our engineers!

Example of contents: Deep Learning, Edge Computing, IoT, etc.

Started in December, 2018
Total number of articles: 172
Number of authors: 49,
published once a week

<https://tech-blog.optim.co.jp/>



A place for seminar-type technical information dissemination and exchange sponsored by our engineers

Example of sessions: AI/IoT, Scrum development, PM, SRE/Cloud infrastructure, etc.
Started in October 2019
Total number of sessions: 15
Total number of participants: 741
Currently conducted completely online

<https://optim.comnpass.com/>

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One of the results of that is OPTiM TECH BLOG and hosting of TECH NIGHT. I do not know how many of you are directly interested in technology, but this is exactly where you will find many efforts that represent one of the sources of value at OPTiM, so I hope you will follow and take a look. And we would be very happy if you could join us. Thank you.

Summary of Consolidated Financial Results

OPTIM

(Unit: 100 million yen)	FY2018	FY2019	FY2020	YoY
Sales	54.6	67.2	75.1	111.7%
IoT Platform Service	39.8	53.4	61.3	114.9%
Remote Management Service	7.7	7.5	7.9	104.8%
Support Service	1.5	1.4	1.3	89.6%
Other Service	5.4	4.8	4.5	94.6%
Cost of sales	19.6	26.2	29.4	112.2%
Gross profit	35.0	41.0	45.7	111.4%
Selling, general and administrative expenses	34.0	38.4	27.6	71.9%
Operating profit	0.9	2.5	18.0	703.8%
Ordinary profit	1.4	2.5	20.0	771.0%
Profit attributable to owners of parent	0.1	1.1	12.3	1,055.8%

Consolidated operating results for this fiscal year were net sales of 7.51 billion yen, operating profit of 1.80 billion yen, ordinary profit of 2.00 billion yen, and profit attributable to owners of the parent company of 1.23 billion yen.

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Now, a summary of business results. For the 3-year period, we have published this information, which is also available in the Annual Securities Report. Please check the numbers here.

Toward the further promotion of OOxIT concept



From the materials for the financial results briefing for the second quarter of the fiscal year ending March 31, 2021

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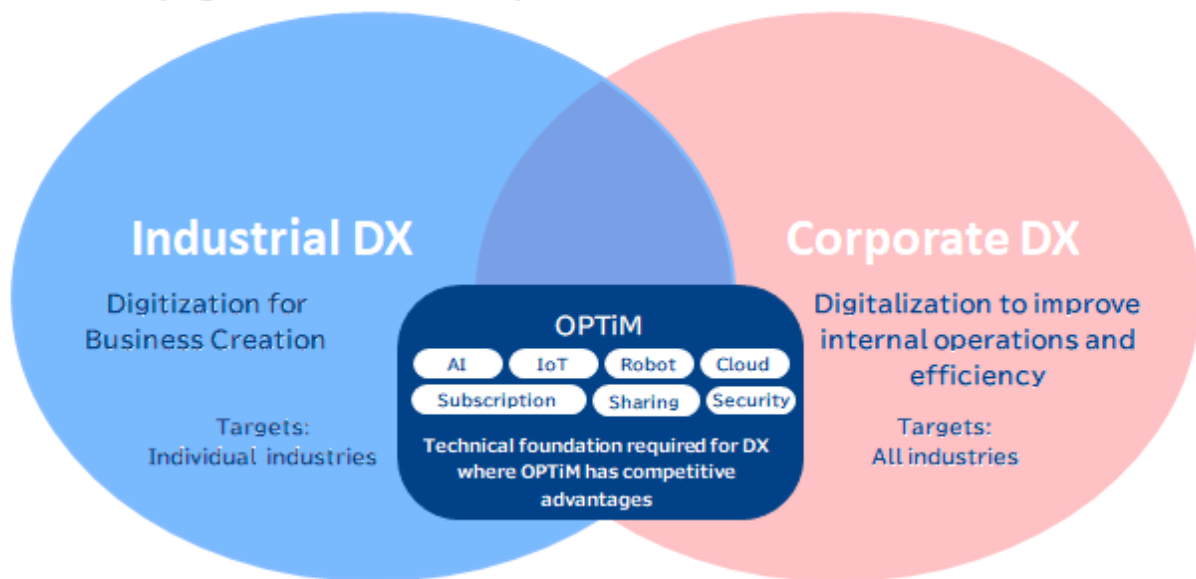
We also announced that we will be investing aggressively in "OO × IT" starting in 2017, and that we wanted to be a key company in the Fourth Industrial Revolution, and that we would be investing for that purpose.

For FY2020, which is the end of this 4-year period, we have reported on the results of our efforts just now, and we have achieved a 7-fold increase in ordinary profit compared to last year. I would like to introduce how we will further accelerate our growth.

As for the growth strategy, the mid-term theme was as follows. OPTiM, which only understands various AI and IoT, wants reinvention into a Fourth Industrial Revolution industry by working together with leading companies in each industry. With this in mind, we have been working on the concept of "OO × IT," which refers to the integration of each other's know-how and resources.

As a result, we have made progress on the "OO × IT" concept in various industrial fields, such as agriculture, medical care, construction, and others, and I believe that we have stood on the foundation to start the project through the 4 years.

From here, we will accelerate that direction further. I believe you all agree that the Fourth Industrial Revolution will have a major impact on the history of mankind, and we would like to play a role in it that only we can play. In order to achieve this goal, we would like to further promote this concept of "OO × IT."



The Coronavirus caused two DX with different characteristics to develop significantly.

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In the process of promoting the "○○ × IT" concept, the keyword "DX" has been frequently mentioned in the news and newspapers, especially since last year, to the extent that even the general public knows about it. This is another form of expression of "○○ × IT," digital transformation, or DX, I think.

In particular, the COVID-19 pandemic has led to the stronger trend of DX and has led to more fragmentation and the emergence of DX with unique characteristics, according to our analysis.

The first is called Industrial DX, and I think this is the DX that has been called DX in the past. Digitization for business creation. Mainly, digitalization as the process of creating new sales through digitalization. We are working with companies like Komatsu, Sysmex, and others to provide value to new users. The idea is that it is a digital transformation through that.

The other thing is that the COVID-19 pandemic has made it difficult for people to go to the office, and companies are facing a difficult business environment, so digitalization is necessary to improve internal operations, eliminate waste, improve efficiency, and reduce costs. We call it "Corporate DX."

Rather than focusing on individual industries, we are evolving to introduce DX for common operations in all industries.

OPTiM has done both of these types of DX in the past. In particular, there is a service called Optimal Biz, which is designed for companies to start using smartphones, tablets, and PCs, and provides the necessary services for them to the so-called information system department and general affairs department. This is a service that can be used for all employees.

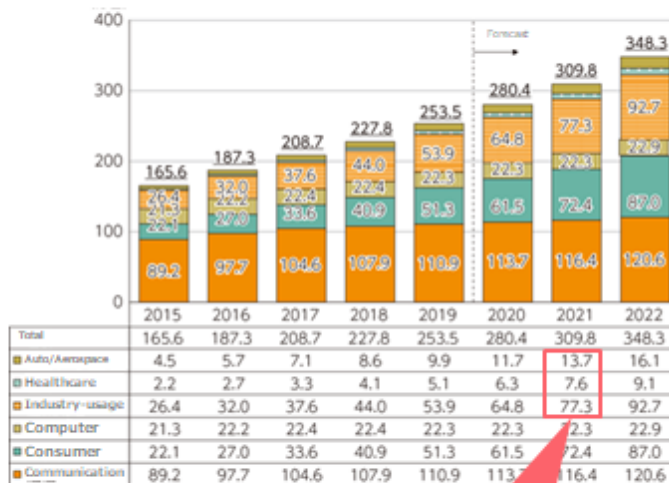
In the area of "〇〇 × IT," we have been promoting digitalization in the fields of agriculture, medicine, and construction. As a technology platform for this, we have competitive technologies in areas such as AI, IoT, robotics, cloud, subscription, sharing, and security, and we have been investing in them.

Industrial DX Strategy :

OPTiM®

The IoT market will continue to grow, with its focus on industrial applications

Trends and forecasts for the number of IoT devices worldwide
(Unit: 100 million yen)



Source: 2020 Information and Communication White Paper



Approximately 10 billion units in industrial-related applications

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I would like to introduce our growth strategy from the perspective of these 2 aspects of DX.

First, DX is about creating new businesses in each industry. This is exactly what the IoT era, the so-called age of the Internet, will be centered on. As you can see in the figure, which is from the WHITE PAPER Information and Communications.

The global IoT device trend and forecast shows that more and more industrial machines will be connected to the Internet in the future. In the past, it was mainly smartphones and tablets used by consumers that led the way, but now, industrial devices are being connected. This chart tells us that we are entering an era of Industrial DX. Eventually, about 45 billion devices will be connected to the Internet around the world.

This in itself is a huge opportunity for OPTiM, while smartphones, tablets, and computers in its offices and for its users and employees account for the large part, as far as market share goes. We are the Company that has established the de facto standard in Japan in the market for connecting and controlling such devices.

That said, in the market that will grow in the future, many more other machines will be connected. More and more cameras and other industrial machines will be connected to the Internet. Naturally, we have the same needs for services, such as ID management, device management, remote control, and strong security, which are also common needs in this large market. We have been promoting "〇〇 × IT" in order to shift to this market, as well as the smartphone, tablet, and PC markets.

Dramatic increase in the number of devices connected to OPTiM's AI/IoT platform and killer services for industry through the promotion of the OOXIT strategy **OPTiM®**



Continue to promote device coverage and development of industrial killer services by further promoting OOXIT
Aim to connect to 45 billion devices worldwide and provide industrial killer services

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As you can see, there are devices that are common to all industries, such as PCs, smartphones, tablets, and cameras, as well as devices for construction. These are excavators, dump trucks, and so on, which are the excavators for construction. We have been connecting these via a platform called LANDLOG.

In the medical field, hinotori, Japan's first surgical robot, is also connected to our services, and remote control and security management are performed.

From now on, we will connect to agriculture, IoT, the agricultural field, and drones, as we have established a drone company with NTT.

As we announced the other day, we are working with Kawasaki Heavy Industries in the field of robotics, and we are going to connect these machines, as well, so we are already starting to connect various things in the industrial field and this large market through "OO × IT."

And this is just the beginning, but we are targeting 45 billion units, and we would like to increase our market share by connecting them in the same way we are doing with Optimal Biz.

New Services in Industrial DX domain

OPTiM®

Maximize the power of devices and equipment Cloud Device Management Service OPTiM IoT

"OPTiM IoT" is a service that manages and operates all kinds of devices and equipment from the cloud. By introducing "OPTiM IoT", you can optimize the operation of managed devices and equipment, minimize downtime, and reduce maintenance costs. This allows you to maximize the productivity of your devices and equipment.

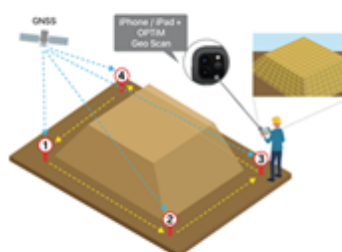


1 Device JPY1,000/Month~

Just scan the object with your smartphone or tablet Easy LiDAR 3D Surveying App OPTiM Geo Scan

OPTiM Geo Scan is a surveying application that combines a LiDAR sensor and high-precision location information to enable highly accurate surveying with ease.

It allows anyone to easily perform surveying tasks that normally require a skilled technician.



JPY972,000/Year~

※ Up to 3 sites can be used simultaneously

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One of the needs that arises when these common industrial machines are connected is the management of IDs, so that passwords are not leaked and only certain people can operate them, which is part of security. The idea is that people who quit will no longer be able to use their IDs, and that authority will be limited to a certain level of people and above, to what extent they can operate machines, and only see what state they are in.

Then device management. To know which devices are running where and how, to control them remotely, and to control the resources in the cloud, and most importantly, to enhance security. In addition, there are common needs for IoT industrial equipment, such as the need to have various companies create applications using the resulting data, to operate the ecosystem, and to manage billing because they want to sell the applications. The OPTiM Cloud IoT OS provides all these services in one package, and we will continue to expand this service.

And for each industry, or for each hardware, there will be AI services that are more necessary for that machine, or killer services. Many of these products are also developed in collaboration with partners, and we will continue to develop them.

In the field of network cameras, it is also difficult for people to watch security cameras quietly all the time, so AI can analyze them for them. This is called AI Camera. In the construction field, we recently announced Geo Scan, a revolutionary service that makes 3D surveying easy with just a smartphone.

Or in the medical field, MINS is a service with which we want to provide surgical robots, remote management, and security management. In the field of agriculture, we will also release a series of killer applications, such as pinpoint pesticide spraying and fertilizing robot DX services.

We would like to connect to 45 billion connected devices around the world and provide killer services for industry, while promoting further "〇〇 × IT," increasing device coverage through it, and developing killer services for industry in parallel.

This is a new service in the Industrial DX area, called OPTiM IoT, which is a product that extracts only this device management function of the OPTiM Cloud IoT OS and makes it easy to use. As I mentioned earlier, we have a revolutionary service that allows you to do 3D surveying easily with your smartphone, which is 80% less expensive than the conventional way that cost several tens of millions of yen. We have also started to introduce killer services like this.

Industrial DX Strategy : Agriculture

OPTiM

Efforts so far

Establishing a consumer- and producer-first business model. Rice is the largest single crop in the domestic market. Providing integrated services from cultivation to processing and sales (EC)



Establishing a consumer- and producer-first business model for "smart rice," which we grow and sell in partnership with producers.



Managing "SMART AGRI," the future media of Agri/IT. More than 2,000 organizations, mainly producers, have joined the Smart Agriculture Alliance, which was launched by OPTiM. Working together to promote the DX of agriculture as a whole.



Conducted many advanced joint research with Ministry of Agriculture, Forestry and Fisheries, local governments, and producers

Developed unique DX (AI and IoT) services to improve efficiency and add value to the entire agriculture and food industries



Providing pinpoint pesticide spraying and fertilization technology using drones (world's first, patented)



Providing Drone-Based Seeding Technology



Providing "Agri Field Manager," a service that analyzes images and sensors in the field using AI and IoT



Providing a Wide-Area Field Management System Using a Glide-Type Drone

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Future Developments

DX of the entire rice industry

Providing DX services that cover the entire process from cultivation to processing, distribution, and sales of "smart rice" for which we have established know-how through cultivation and sales.



Source: Yano Research Institute, "The Actual Situation and Future Prospects of the Rice Business and Rice Market, 2020 Edition" Market size of the rice market

TAM
approx.
2.3
trillion yen

Expansion of sales of agricultural DX service

We will provide a number of DX services through various channels to improve the efficiency and add value to cultivation, which has entered the stage of practical application.



TAM
approx.
38.85
billion yen

Calculated by quoting "Next-generation farms," "Agricultural robots," and "Production platform" from the market size forecast in "Food & AgriTech in 2030" (edited by NIPA).

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In addition, I have introduced a general view of Industrial DX this time, and I would also like to introduce some of our initiatives in individual industries, as well. Over the past 4 years, we have been working to establish a business model that puts consumers and producers first in agriculture.

We have also focused on rice, which has the largest domestic market among single crops, and have provided an integrated system in which we are involved in rice cultivation and sales. Now that we have established the know-how, technology, and services for this, we have been promoting the introduction of DX to the entire rice industry.

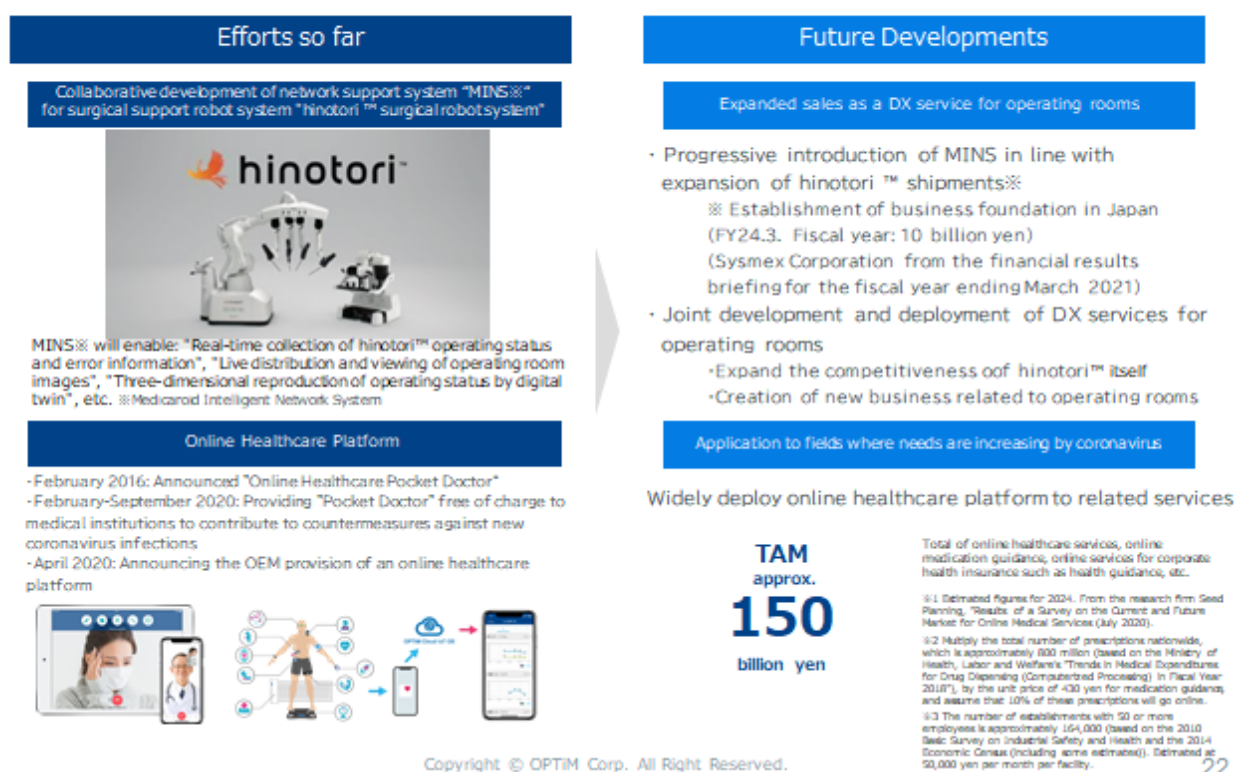
This industry is also lagging behind in digitalization, and we would like to develop our DX services, not only for cultivation, but also for cultivation, processing, distribution, and sales as a whole. By doing so, we hope to work on further development of the rice industry, or make it possible for consumers to enjoy delicious rice with greater peace of mind, and for producers to increase their income. We believe that the TAM of the industries in this area is about JPY2.3 trillion.

Another aspect is agricultural equipment using AI and IoT. We have been developing unique DX services for agricultural work using AI and IoT for the past 4 years. We have developed services, such as pinpoint pesticide spraying, not using pesticides where they are not needed, applying fertilizers only where they are needed, using drones for rice planting, and using aerial photography to capture the macroscopic environment of farmland.

We are now ready to start selling these agricultural DX services one after another this year. We will work to sell our products through a variety of channels. We believe that the domestic market alone is worth about JPY400 billion.

Industrial DX Strategy : Healthcare

OPTIM[®]



Next, let me introduce you to Industrial DX in the medical field. The first major topic in the past 4 years has been the launch of the AI and IoT platform for hinotori, Japan's first surgical robot.

From now on, hinotori will rapidly expand in the Japanese market, since there are many aspects of surgery that would be better if it were robotized, and also because it is made in Japan. Based on the expansion of the market, we will gradually introduce AI and IoT platforms.

In addition to the safe operation of the robot, we would like to develop and provide, in collaboration with Sysmex and Medicaroid, a DX service that can assist doctors with higher efficiency, productivity, and safety by introducing DX to the data obtained by the robot or the entire operating room. We would like to provide this service.

We also believe that the online medical care platform is growing with COVID-19 and will continue to evolve as it takes on different forms. This market also has about JPY150 billion of TAM, and we would like to develop here, as well.

Industrial DX Strategy : Construction/Civil Engineering **OPTiM®**



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And then there is the construction and civil engineering field. To date, we have been working with Komatsu to create an open platform called LANDLOG, and we provide OPTiM Cloud IoT OS to that platform to manage and analyze various edge devices such as excavators, dump trucks, and drones.

55 companies have provided applications using our ecosystem platform.

In addition, we established and are promoting LANDLONG Marketing to accelerate the popularization of LANDLOG and to do what OPTiM can to help in the marketing aspect, as well.

This time, a new company called EARTHRAIN was established under the leadership of Komatsu. We will continue to provide the OPTiM Cloud IoT OS to EARTHRAIN and promote the development of the LANDLOG business, and more importantly, since LANDLOG is now in its popularization phase, we would like to establish a nationwide sales network for LANDLOG services through LANDLOG Marketing, aiming for 100% area coverage.

In this context, we ourselves have been developing DX services for the construction and civil engineering industries, together with Matsuo Construction. Through this LANDLOG Marketing, we aim to sell and spread such products nationwide. The TAM market here is about JPY360 billion, so we would like to develop in this market, as well.

Initiatives in new industrial field

OPTiM®

NTT e-Drone Technology was established to promote the use of domestic drone services in various industries



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As part of our efforts in new industrial fields, NTT e-Drone Technology has been developed by NTT East, WorldLink, and our company. In this rapidly emerging drone market, we have taken the position not to directly sell drones as a manufacturer. And we have taken the position of providing AI and IoT software services to drone manufacturers. The deep involvement of OPTiM is embodied as NTT e-Drone Technology.

NTT East is a company with a large customer network and, of course, a lot of human resources, including communications infrastructure, so NTT East will take the lead in manufacturing and selling hardware. WorldLink will be doing especially sales promotion for drones. We will provide robotics technology, AI and IoT platforms, and services to NTT e-Drone Technology, the 3-company joint venture.

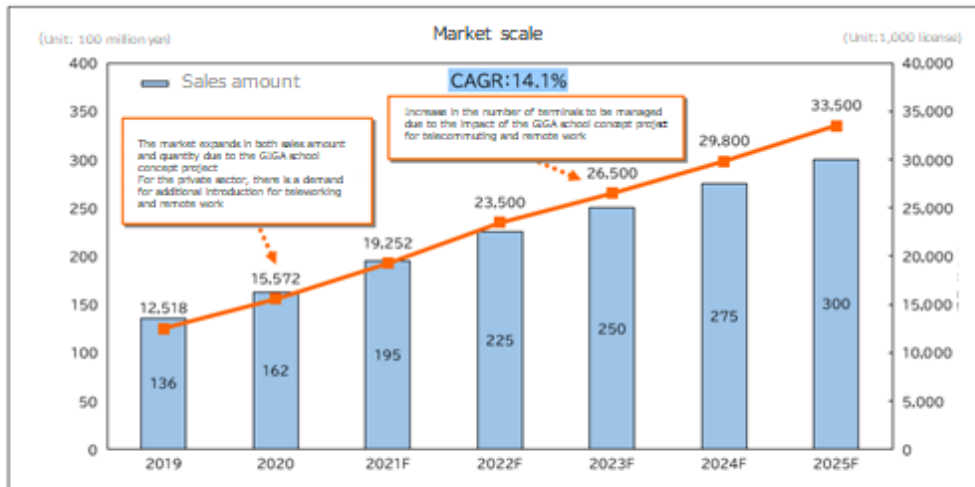
The market for drones is also rapidly emerging, and it is said to have a domestic market size of about JPY640 billion, so we would like to develop in this field.

So far, I have introduced Industrial DX.

The Optimal Biz (MDM) market continues to grow in an era where digitalization of office operations requires more sophisticated security operations **OPTiM**

The MDM (Mobile Device Management) market is expected to continue to grow at a steady pace. ^{※1} **OPTiM has a 30%-40% share of the market** and has become the de facto standard.

Mobile management market trend



※ 1 Techno System Research, March 2021, "2020-2021 Endpoint Management Market Marketing Analysis"

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Now, let me explain what strategies we will be taking for Corporate DX.

I would like to explain why we have introduced the new Corporate DX. Because the characteristics of each market are different, the marketing and strategies are different, so we have divided the domains into these 2 categories.

In particular, the digitization of office operations due to COVID-19, which we call Corporate DX, has led to a rapid increase in the need for remote work, business efficiency, and cost reduction. In this regard, many ventures are also increasing their sales performance.

In addition, as a company that has been involved in Corporate DX, we would like to focus more on Corporate DX, as well.

First, I would like to talk about the future of Optimal Biz, which is the core of OPTiM's Corporate DX. The number of devices used in offices will naturally continue to increase as offices become more digitalized. Some local governments, government offices, and other organizations with a long history have yet to use 1 computer per person, and smartphones and tablets have yet to be widely adopted by each and every person.

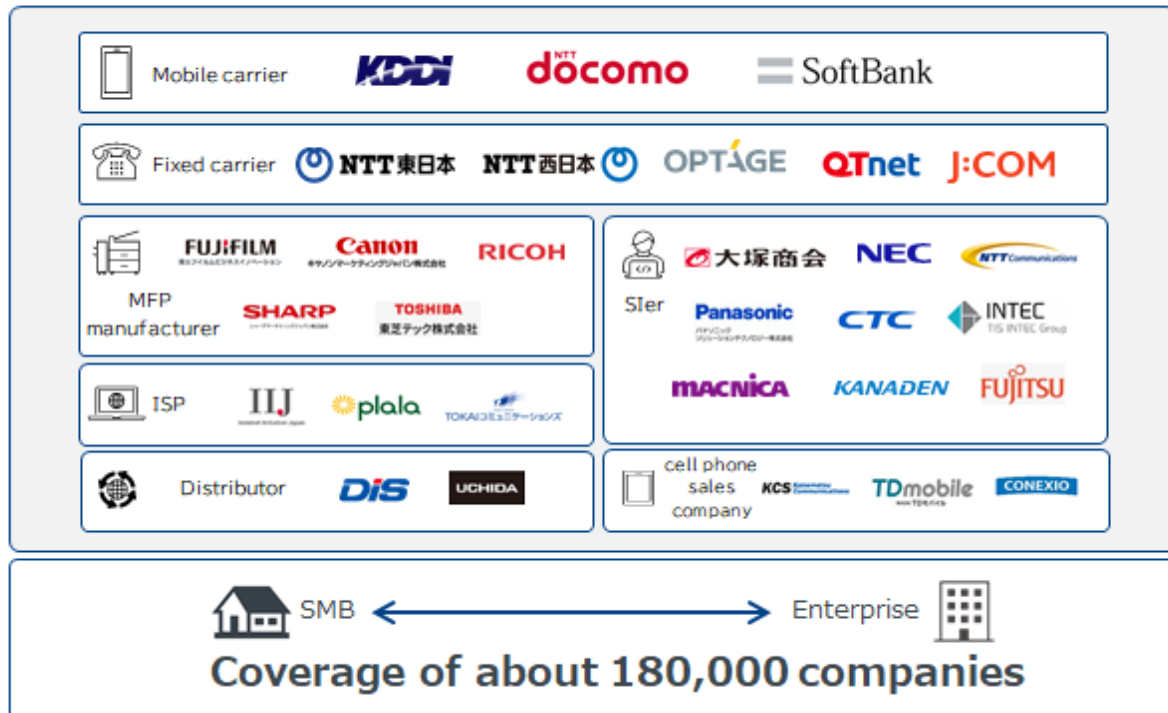
In light of these factors, the number of PCs, smartphones, and tablets will continue to grow.

In addition to this, it is becoming possible to work from a variety of places, and the number of terminals connected to the Internet is also increasing. As a result, the time has come for any company, no matter how small, to require advanced security operations. With our de facto standards, the market for mobile device management is expected to grow strongly in the coming years.

OPTiM has a 40% share of this market, and we would like to continue to expand our share in this growing market.

Partner strategy to build a customer network of approximately 180,000 companies, mainly Optimal Biz customers

OPTiM



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The next question is how to promote new services to the corporate DX market. First, I would like to introduce to you that OPTiM is a company that has a customer base of about 180,000 companies, mainly Optimal Biz customers. In addition, we already have partners to build our customer base.

We will further strengthen our channels to these 180,000 companies and partner relationships in order to sell OPTiM's new Corporate DX services.

This coverage of 180,000 companies is also advantageous because we have established close relationships with a wide range of partners to have a full range of channels for SMBs, enterprises, so-called small- and medium-sized enterprises, micro enterprises, and large enterprises. This is a key feature of our business. We would like to make full use of this partner network to develop the Corporate DX market.

Established joint venture with KDDI to further strengthen the DX strategy

OPTiM®

Established a new company to strategically expand sales in the MDM (mobile security service for corporations) field, strengthen Corporate DX, and expand Industrial DX in anticipation of the 5G and AI era.



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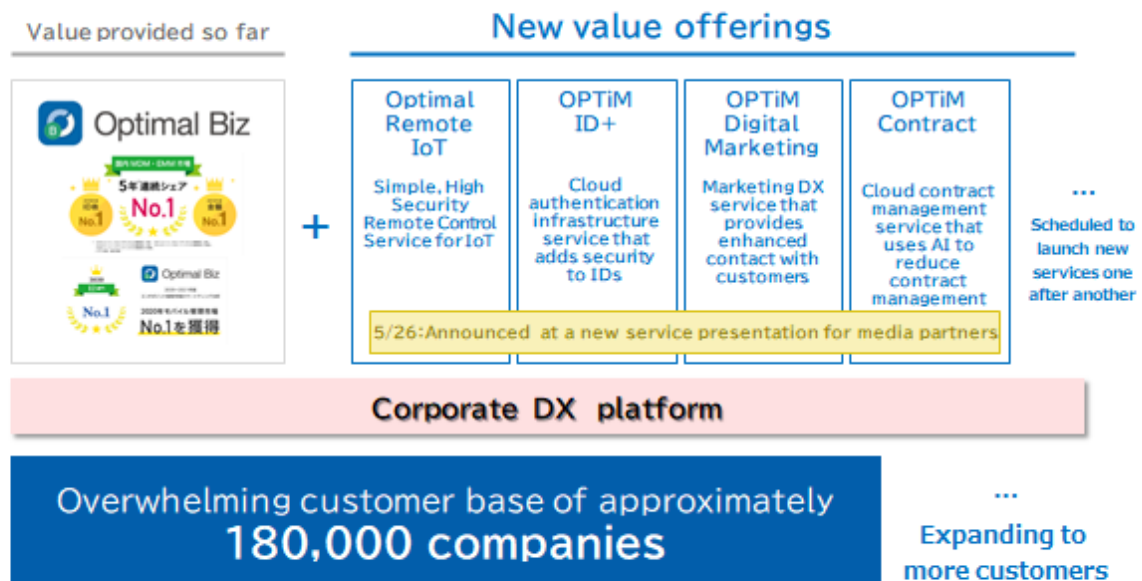
As a symbol of this, we have established a joint venture with KDDI called DXGoGo. This company, DXGoGo, which we have been working on with KDDI, is for mobile device management and Optimal Biz in anticipation of the 5G and AI era.

This is one of the main reasons why we have been able to capture the Number 1 share of the MDM market, and we will continue to strengthen our MDM capabilities. We have created this joint venture because we want our current MDM customers to be able to use the newer services that KDDI and OPTiM are developing.

As a result, both companies will be able to develop and provide new services to customers who are currently using Optimal Biz MDM service via KDDI.

Furthermore, KDDI has a lot of power, so we would like to use DXGoGo, which is a joint venture with KDDI, to advance in areas such as agriculture, medical care, and construction.

Deployment of new Corporate DX services to approximately 180,000 companies utilizing **OPTiM**
Optimal Biz's overwhelming customer base and partner network



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The image summarizes what I have just introduced verbally. In the Corporate DX field, we have been focusing on Optimal Biz, but we are going to release more new products one after another. We are planning to announce the products at the new service presentation for media partners on May 26.

The service is called Optimal Remote IoT, which allows administrators to manage various devices from any stationary kiosk-type device, including PCs and tabs. Nowadays, every security issue, problem, or challenge of information leakage starts with ID management. This can be caused by leaking passwords, forgetting to delete IDs, and so on. Such need for security for IDs is very much in demand.

In order to meet the needs of the times, we are introducing a product called OPTiM ID+. In addition, COVID-19 is accelerating the need for DX and digital marketing. OPTiM Digital Marketing, a service that meets the needs of the times, is now available thanks to YURASCOPE joining our group. We will also provide these services.

And OPTiM Contract. Contracts are also becoming more and more digitalized now. Contract documents, too. It is very good that these contracts are being digitized, but the management after that has to be done by people in the end. OPTiM Contract is a service that uses AI to manage these issues easily and with low risk. We have strong patents in this field, and we also provide services here.

We will provide this service to 180,000 companies together with the many partners we have cultivated over the years. By doing so, in the field of Corporate DX, we will also aim to become a company that can contribute to DX in Japan, from small- and medium-sized companies to large corporations.

Four years(2017-2020) with the prospect of "becoming a leading company in the Fourth Industrial Revolution"

Medium-term Management Policy

OPTIM[®]

Ongoing investment in our "○○ x IT" strategy

Progressing steadily
Advancing the further acquisition of AI, IoT and robotics technology
And pushing efforts to record sales

We continue to invest aggressively in the field of AI, IoT and robotics, full-fledged booking of sales and return through profits will follow the schedule below.



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So, let me summarize our growth strategy. We have invested from 2017 to 2020 with an aim to be a central player in the Fourth Industrial Revolution.

From this perspective, I believe that the past 4 years have given us the prospect of becoming a central company in the Fourth Industrial Revolution.

What I mean by this is that the Fourth Industrial Revolution, as of 2017, no one knew what it is. We were in a time when we were told that AI and IoT would become popular, that robots would become popular, and that drones would become popular, but we did not know what they meant, and we did not know how they would be used.

However, as a result of our proactive technological development, sales efforts, and partnership efforts in this field over the past 3 years, we now have an idea of which markets will emerge, at what time, and on what scale.

In order to capture this market, we have been able to form alliances, including joint ventures, with many leading companies over the past 4 years. From here, we would like to enter the next phase of penetrating, spreading, and attacking the market where that target has been found.



What OPTiM defines as IT

**AI • IoT • Robot • Cloud (Big Data) •
Subscription • Sharing • Security**

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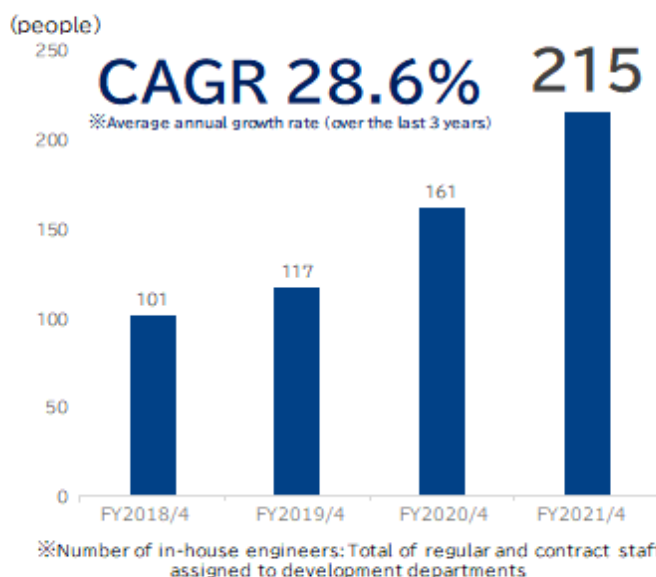
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These 7 technological foundations will be the source of OPTiM's competitive advantage over the medium- to long-term, and we will continue to invest mainly in these 7 technological foundations. We will invest in technologies such as AI, IoT, Robot, Cloud, Subscription, Sharing, and Security.

Acquiring more talented people to strengthen engineering

OPTiM

The number of engineers in OPTiM, the source of our competitiveness, has more than doubled in the last three years



As of	Number of engineers (people)	Number of regular / contract staff (people)	%
2018, April	101	183	55.2%
2019, April	117	229	51.1%
2020, April	161	279	57.7%
2021, April	215	355	60.6%

OPTiM ranked in the "Starting Salary Ranking 2021" compiled by Nikkei Inc.
 In the "Starting Salary Ranking 2021" compiled by Nikkei Inc. based on the results of the "Survey of Employment Plans for New College Graduates," our starting salary for new graduates in the engineering field was ranked 13th overall (8th in the industry).

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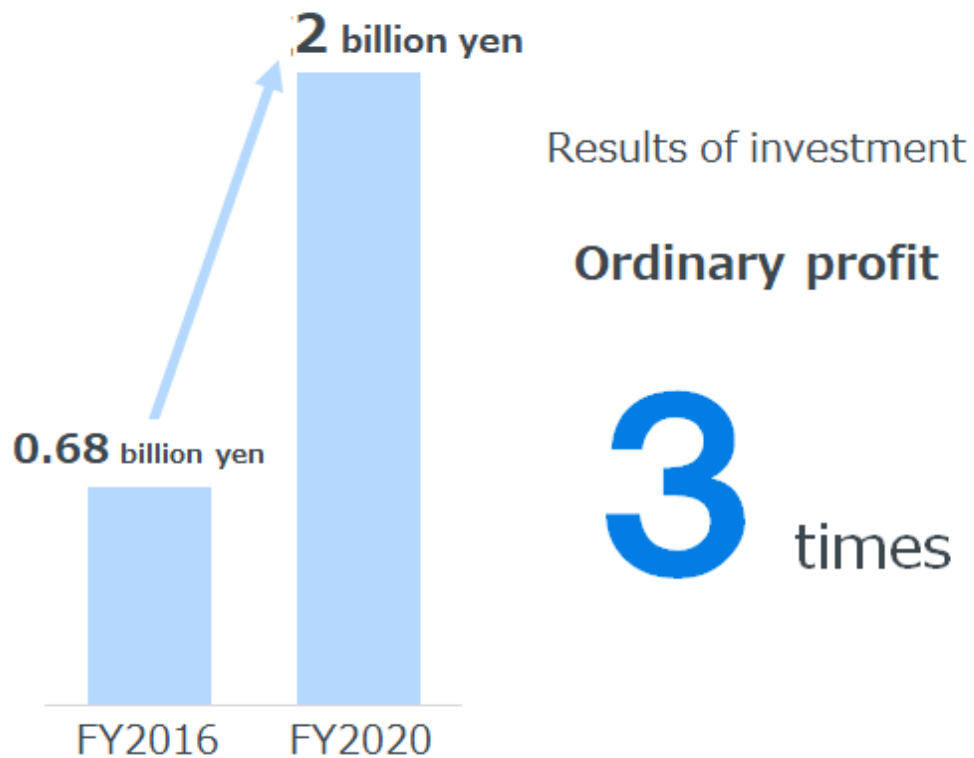
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Investing in these technologies also means investing in people.

In our case, we are a company that pursues innovation, with people including marketers, salespeople, and back-office staff, so it is not just about engineers, but I am referring here to the number of engineers, which is a particularly obvious source of competition.

The competition to acquire engineers is also intensifying, as the market expands rapidly year by year, and the competition to acquire engineers is also intensifying. Against this backdrop, the number of engineers at OPTiM has more than doubled in the last 3 years, thanks to the presence of many excellent engineers.

We would like to invest more in this area. Excellent engineers, excellent human resources. In addition, since OPTiM is a company made up of only human resources, we would like to invest heavily in excellent human resources, including those who have been in the Company and those who we will invite in the future.



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As an example of how we are making such investments, our company was ranked in the starting salary rankings for 2021, if you would like to check it out.

As one of the results of our investment from 2017 to 2020, we have been able to increase our ordinary profit by about 3 times. We are not satisfied with these figures, and we would like to achieve even greater growth by investing more in the future market.

**Market size to be achieved by
“becoming a leading company in the 4th Industrial Revolution”**

OPTiM®

$$45 \text{ billion units}^{\text{※1}} \times 300 \text{ JPY/month} =$$

(IoT device shipment forecast) (Optimal Biz Average Monthly Price)

TAM approx. 160 trillion yen^{※2}

Domestic market TAM approx. 9 trillion yen, TAM approx. 3.6 trillion yen by acquiring 40% share of domestic market^{※3}

※1 : Source: Ministry of Internal Affairs and Communications, 2019 White Paper on Information and Communications, Part 1, Section 2, Trends in ICT Supporting the Digital Economy,

(2) Rapid Spread of IoT Devices, Figure 1-2-1-3, Trends and Forecasts of the Number of IoT Devices in the World.

<https://www.soumu.go.jp/life/news/intermed/whitopaper/19/401/Item4nd112920.html>

※2 : Calculated based on the Optimal Biz pricing, an average monthly price of 300 yen per device and annual price of 3,600 yen per device.

※3 : Estimated domestic market based on global market TAM and Japanese GDP ratio; Optimal Biz share is about 40%.

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We want to be a key player in the Fourth Industrial Revolution, and that is what we have been working on. And I showed you that we found outlook for that in the past the 4 years.

In this sense, we now know the scale of the market that we can expect by becoming a key player in the Fourth Industrial Revolution. To give you an idea of the size of this market, in terms of TAM, it is estimated that a global market of about JPY160 trillion will be generated.

To tell you how we calculated it, as I mentioned earlier, it is estimated that about 45 billion units of IoT devices will be shipped worldwide in the future.

This service, Optimal Biz, is currently the de facto standard in Japan for connection and management by OPTiM, and the average monthly fee is JPY300. In other words, if a service that costs JPY300 per month can be attached to all these 45 billion units, the market would be worth about JPY160 trillion.

Many of our partners have a large share of the global market, and if we can provide our technology services through these partners, I believe it will not be a dream to reach the JPY160 trillion mark.

In addition, based on the ratio of Japan's GDP, which is said to be around 5.7%, of this JPY160 trillion, about JPY9 trillion would be the size of domestic market, by multiplying by 5.7%. As a market, in Japan, JPY9 trillion worth of devices will be connected. The connection market of JPY9 trillion is expected to be generated.

If we can keep our market share at least at the current level, about 40% in the currently connected market for Optimal Biz, we will have about JPY3.6 trillion, which is the market we should put our efforts in general, focus, and keep our eye on.

In order to capture this market, we will continue to make efforts and investments.

List of OPTiM's services and TAM at this time

	Agriculture	Healthcare	Construction	All Industries
Industrial DX	<u>Agri DX service</u> TAM ^{※1} Approx. 390 billion yen	<u>Online healthcare</u> TAM ^{※1} Approx. 150 billion yen	<u>OPTiM Geo Scan</u> TAM ^{※1} Approx. 360 billion yen	<u>OPTiM AI Camera</u> TAM ^{※1} Approx. 700 billion yen
	<u>Rice Industry DX service</u> TAM ^{※1} Approx. 2.3 trillion yen			<u>OPTiM IoT</u> TAM ^{※1} Approx. 50 trillion yen
Corporate DX	<u>Optimal Biz</u> TAM ^{※1} Approx. 190 billion yen	<u>Optimal Remote IoT</u> TAM ^{※1} Approx. 190 billion yen	<u>OPTiM ID+</u> TAM ^{※1} Approx. 84 billion yen	<u>OPTiM Digital Marketing</u> TAM ^{※1} Approx. 530 billion yen
	<u>Optimal Remote</u> TAM ^{※1} Approx. 500 billion yen	<u>Optimal Remote Web</u> TAM ^{※1} Approx. 500 billion yen	<u>OPTiM Contract</u> TAM ^{※1} Approx. 280 billion yen	

※1 TAM: Total Addressable Market.

The basis for each calculation is shown on the next page.

(Reference) Calculation method of TAM

- Agri DX service : Calculated based on the market size forecast in "Food and Agri-Tech in 2030," edited by NAPA
- Rice industry DX : From the Yano Research Institute's "2020 Report on the Actual Situation and Future Prospects of the Rice Business and Rice Market", the market size of the rice market
- Online healthcare : Total TAM of Online healthcare service^{※1}、Online medication guidance^{※2}、and Online services for corporate health insurance such as health guidance^{※3}
 - ※1 Calculated from Seed Planning's "Results of a Survey on the Current and Future Market for Online Medical Services (July 2020)"
 - ※2 Calculated independently from the total number of prescriptions nationwide, about 800 million (from "Trends in dispensing medical expenses (computer processing) in FY2018" by the Ministry of Health, Labor and Welfare) and the unit price of medication guidance
 - ※3 Calculated independently based on the number of establishments with 50 or more employees and the unit price of services
- OPTiM Geo Scan : Originally calculated from 1.3 million construction companies that are the main contractors for civil engineering work, taking into account the target company size and service unit price
- OPTiM AI Camera : Calculated independently based on the surveillance camera market, shipment forecasts, and service unit prices
- OPTiM IoT : Independent calculation of hardware maintenance market from global industrial equipment market size
- Optimal Biz : Calculated independently based on the number of workers and office workers in Japan, the number of mobile devices shipped, etc., and the unit price of services
- Optimal Remote/ Optimal Remote Web : Calculated based on the contact center solution market in Yano Research Institute's "2020 Call Center Market Overview - Services & Solutions"
- Optimal Remote IoT : Calculated based on Japan's working population, number of office workers, number of mobiles shipped, etc
- OPTiM ID+ : Independently calculated based on the number of workers and office workers in Japan and the unit price of services
- OPTiM Contract : Independently calculated based on the number of corporations in Japan (2.8 million) and service unit prices
- OPTiM Digital Marketing : IDC Japan Calculated based on the "Domestic Digital Marketing Related Services Market Forecast"

There are many other markets that I mentioned earlier, killer services, and connecting industrial applications. We have been providing various services that not only connect, but also bring great benefits by it, by realizing them as services.

A list of the market sizes of these services is also shown here, so please check it when you have time.

In addition to connecting OPTiM, we would like to provide the DX services that result from the connection.

Major investments required for the TAM of 160 trillion yen and their usage

OPTiM

- 1) Investment to expand connected devices and covered industries through further promotion of OO×IT
- 2) Investment to develop Industrial Killer Services
- 3) Investment to develop new Corporate DX Services for a customer base of 180,000 companies
- 4) Invest in AI/IoT platform – “OPTiM Cloud IoT OS”, to realize the above
- 5) Further investment in talented people who realize the above

Toward the TAM of 160 trillion yen

Continue **aggressive growth investment** while securing profits

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I have introduced the idea that there will be a global market of JPY160 in the future. We would like to invest more in growth from this fiscal year toward becoming a central company here.

As for what fields we should invest in, in the further promotion of "〇〇 × IT," we have succeeded in "〇〇 × IT" in the areas of agriculture, medical care, and construction, and have increased the number of connected devices in the areas of robots and drones. And that is what we are going to do even more.

And the more connected industries become, the more killer services will emerge that will be needed. In addition to investing in the development of these killer services, we are also planning to launch a series of new services to our cumulative customer base of 180,000 companies in the rapidly growing Corporate DX market.

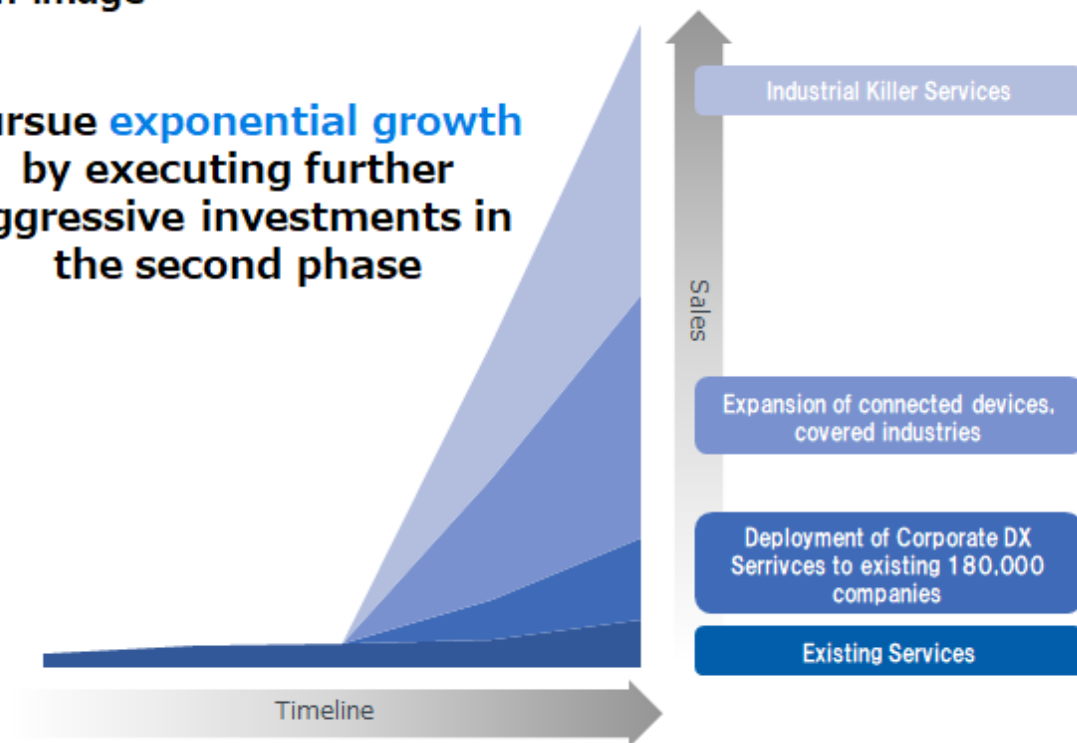
We have a great deal of intellectual property for this purpose, and we would like to deploy it.

And we want to invest in the OPTiM Cloud IoT OS, which is the AI and IoT platform that is the technological foundation of OPTiM. Above all, we want to make further investments in talented people who can realize these goals, and we will continue to invest aggressively in growth while securing profits for the JPY160 trillion market.

Growth image

OPTiM®

Pursue **exponential growth**
by executing further
aggressive investments in
the second phase



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As an image of growth, from this fiscal year, we will expand sales of Corporate DX, connections, and the technologies that we have developed over the past 4 years.

In this sense, we are aiming to increase our sales from here, and although there may be bumps in the road depending on the market, from a large macro perspective, there is no doubt that we will see the spread of DX, AI and IoT services, and the emergence of Fourth Industrial Revolution. I am not able to go into the details of the time axis, but we would like to aim for this kind of growth image and exponential growth.

So, that was my long explanation to show you what we want to be, what OPTiM wants to be. We would like to make continued efforts to become a central company in the Fourth Industrial Revolution, and we will make every effort to do so.

Management Philosophy

Try hard to create universal technology/services/business models that influence people all over the world in a good way.

Don't aim to exist without having ambitions and enjoying challenges.

Understand each other's position and be warm-hearted rather than being conscious of each other's boundaries and property.

OPTiM believes that the very reason for its existence as a company is to contribute to many people, and as part of this, we are actively working on environmental and social issues. Profit generation is positioned as necessary to perpetuate the contribution or to maximize and streamline the contribution by investing in innovation.

We also emphasize diversity and relationships with local communities and have been promoting the above management philosophy since our founding. In addition, by strengthening governance, we will strive to prevent corporate scandals and fraud, create a rewarding work environment for each OPTiM staff member, and realize a prosperous life by ensuring transparency.

We will also contribute to the achievement of our goals through our business activities for the SDGs (Sustainable Development Goals) adopted by the United Nations.

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Next, from this year, we would like to introduce our company's initiatives for ESG and SDGs.




Even before the ESG and SDGs wordings came out, OPTiM has been operating under this management philosophy since it was established in 2000, and this management philosophy itself was established when I was a student at Saga University with the purpose of contributing to society in a sense.

In a word, we want to create something that will have a significant positive impact on the people of the world. We have been running our company for 20 years, hoping to achieve this in a way that only we can.

At OPTiM, we believe that the very reason for a company's existence is to contribute to many people. As part of this effort, we have been proactively addressing environmental and social issues.

Profit, from our point of view, has a purpose, which is largely to serve the people of the world. Innovation is necessary to perpetuate these efforts or to achieve further innovation and thereby greatly benefit people. To do this, we need to invest. In order to invest, we need to earn, which means we need profits.

That is how we see profits for us. We would like to continue to contribute to the achievement of these ESG and SDGs in the future.

Related SDGs	Our activities
Environment	
  	<p>Theme: Securing Biodiversity and Reducing Environmental Impact Up to 99% Reduction of Chemical Pesticides and Fertilizers by Pinpoint Pesticide and Fertilizer Spraying OPTIM's patented "Pinpoint Pesticide and Fertilizer Spraying Technology" enables precision agriculture using drones and image analysis technology. By spraying pesticides and fertilizers only where they are needed, the system can reduce the load on the soil environment and cut costs at the same time. It also allows for reduced pesticide cultivation and stable crop yields. This approach is also introduced in the "Green Food System Strategy" formulated by the Ministry of Agriculture, Forestry and Fisheries. It also specifies "the spread of pinpoint pesticide and fertilizer spraying by drones" as a specific initiative.</p> <p>Theme : Promotion of climate change measures Establishment of cultivation technology system that can respond to climate change (warming) using digital technology By digitizing weather, water level, cultivation history, pests and diseases, and growth data, we have developed a system to recommend cultivation methods according to the environment and growth conditions. We are also working on the advancement of AI-based pest prediction technology. The system will enable sustainable cultivation against issues such as high temperature damage to crops and the northward spread of diseases due to climate change.</p> <p>Theme : Promoting the realization of a carbon-neutral, decarbonized society in 2050 Providing "Forest Scope", a resource survey service that utilizes drones ForestScope can take aerial photographs of forests using drones and estimate the number of trees and the amount of timber volume through image analysis. This makes it possible to easily survey the amount of forest resources and reduce the man-hours required to survey the amount of resources. Resource volume surveys are effective data for forest conservation, and can contribute to systematic forest management for thinning for conservation, resource recycling, and carbon neutrality.</p>

In the area of the environment, we are working to reduce the use of chemical pesticides and fertilizers by up to 99% through technologies such as pinpoint pesticide spraying and fertilizer application.

Pesticides have saved humanity from starvation, but it is also pesticides and chemical fertilizers that are now threatening the ecosystem. Obviously, the less we use these things, the better, because they have side effects on nature.

This has become a reality with the rise of AI and IoT. We would like to be the first in the world to realize these technologies and provide them to the environment. We would like to provide it for climate change measures.

From the perspective of the forestry industry, we are also providing a resource survey service using drones, ForestScope. In this way, we hope to contribute to efforts to protect greenery.

Initiatives for ESG/SDGs

Related SDGs	Our activities
Society	
<div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>10 REDUCED INEQUALITIES</div>	<p>Theme : Resolving labor shortages in local communities, proposing new work styles Providing services to support various ways of working (Optimal Biz, Optimal Biz Telework, Optimal Remote, Optimal Second Sight)</p> <p>With the spread of the new coronavirus a state of emergency has been declared, and many companies shifted their work style to telework (working from home). There is also a need for a way of working that does not consider physical location or time. In order to respond to this social situation, several services are being offered to realize various ways of working.</p>
<div>3 GOOD HEALTH AND WELL-BEING</div>	<p>Theme : Eliminating regional medical disparities and providing advanced healthcare Realization of an "online medical service" with benefits for both patients and medical institutions</p> <p>To address the issue of disparities in medical care between regions and the loss of opportunities to visit the hospital due to work, childcare, physical conditions, etc., remote healthcare using smartphones and tablets enables continuous consultations, which leads to preventive medicine and reduces the number of people with lifestyle-related diseases and caregivers. It also reduces the time and financial burden of home visits for doctors.</p>
Governance	
<div>5 GENDER EQUALITY</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>	<p>Theme: Aiming to improve corporate value and shareholder value Establishment of "Management Advisory Committee" consisting of experts in each field</p> <p>Invited leading experts in the fields of agriculture, construction, and healthcare, which OPTIM is currently working on, as committee members (executive advisors). Not only are they involved in various industrial fields based on their knowledge backed by their experience, but they also provide valuable advice on how to strengthen corporate governance to maximize corporate value and ensure the transparency and soundness of management.</p>

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From the viewpoint of society, our services cover a wide range of things. Among them, Optimal Biz and Optimal Remote can be used to work remotely, which is now done even if you work in a local area. The solutions and services are for realizing that. We hope to be of great help in resolving labor shortages in local communities, regional disparities, and proposing new ways of working.

Another example of regional disparity is the disparity in medical care, which we hope to address with online medical care services. In addition, to ensure that we ourselves are correct, we have established a Management Advisory Committee, with the participation of representatives from various industries, to continue to correct ourselves.

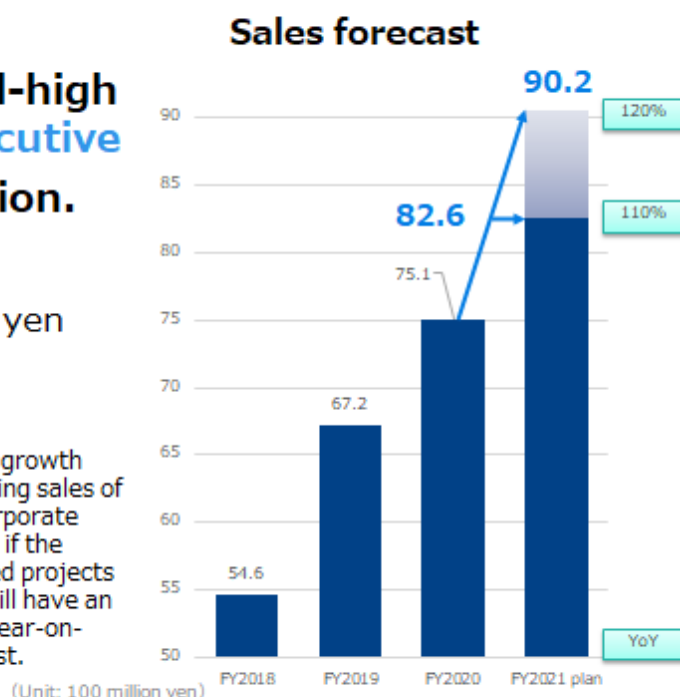
FY3/2022 Financial Forecasts – Sales Plan

OPTIM®

We aim to achieve record-high sales for the 22nd consecutive year since our foundation.

Planned in the range of
9.02 billion yen to 8.26 billion yen
(110% to 120% year-on-year)

As for sales, we believe that we can secure a growth rate of about 120% year on year by anticipating sales of new services such as "Industrial DX" and "Corporate DX" in addition to existing services. However, if the Coronavirus delays the progress of customized projects for the introduction of new businesses, this will have an impact on sales, so a range of 120%-110% year-on-year growth is adopted to disclose our forecast.



Although FY2018 was a non-consolidated fiscal year, comparisons are made with consolidated results for reference.

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Now, lastly, I would like to introduce our earnings forecast for the fiscal year ending March 31, 2022.

For the fiscal year ending March 31, 2022, we aim to achieve record-high sales for the 22nd consecutive year since our founding. We are planning for growth of 120% to 110%. If business continues as usual, we believe we can achieve 120% growth. However, we have not been able to foresee the impact of the COVID-19 yet, so we decided to adopt the range this time.

FY3/2022 Financial Forecasts – Profit Plan

OPTiM®

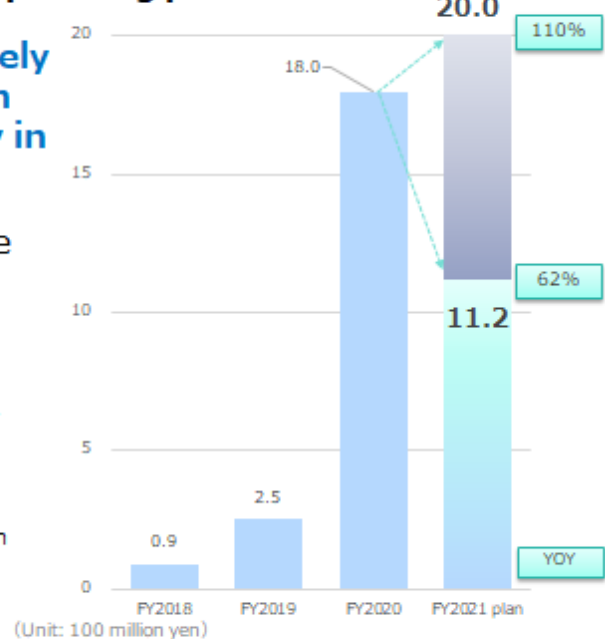
We will continue to invest aggressively in growth while securing profits in order to become a leading company in the 4th Industrial Revolution.

Planned for operating profit in the range of 2.00 billion yen to 1.12 billion yen
(Operating margin 22% to 13%)
(110%~62% compared to the previous year)

The operating profit margin is expected to be around 20%, as we will be aggressively investing in growth, promoting “Industrial DX” and “Corporate DX” initiatives, further promoting “OO x IT” and aggressively developing new markets.

On the other hand, we plan to aggressively invest in growth even if the sales plan is affected by coronavirus, which is difficult to predict as of now. In consideration of these, we will adopt forecast disclosure in the range format as well as sales.

Operating profit forecast



Although FY2018 was a non-consolidated fiscal year, comparisons are made with consolidated results for reference.

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I would like to present our operating profit forecast. For this, I also mentioned earlier that OPTiM will be investing aggressively.

While investing aggressively, we have products that have very high marginal profit margins. In addition, we will only make investments that are, of course, efficient and very promising in terms of opportunity. I believe proactive investment means actively looking for them.

Based on that, usually, we have operating profit of about 20%, but, as I mentioned earlier, our sales are in the range in the first place, and if we found a big opportunity, we would naturally like to make a large investment in this area.

With that in mind, we will also announce a range regarding the operating profit. Operating profit is planned to be JPY2 billion to JPY1.12 billion.

In order to become a leading company in the 4th Industrial Revolution, we will **aggressively invest** in growth to develop **the TAM of 160 trillion yen**.

In terms of sales, we aim to achieve **record high sales** for **the 22nd consecutive year** since our establishment.

As for profits, we aim to achieve an operating margin of **13% to 22%** while aggressively investing in growth.

In summary, we have continued our efforts to become a key player in the Fourth Industrial Revolution, and although we have only just begun, I believe we are steadily approaching and getting closer to becoming such a company.

We would like to implement investments in further growth for this emerging global market of JPY160 trillion.

In terms of current sales, we are working to achieve record high sales for the 22nd consecutive year.

However, with regard to profits, we will invest aggressively while generating a solid profit. Therefore, we will invest with a target of operating profit 13% to 22%.

This presentation of our financial results is a milestone. It has been taking a little longer time to introduce it. We will make every effort to become a key player in the Fourth Industrial Revolution. Thank you for your continued support.

Thank you all very much for your time today.

[END]