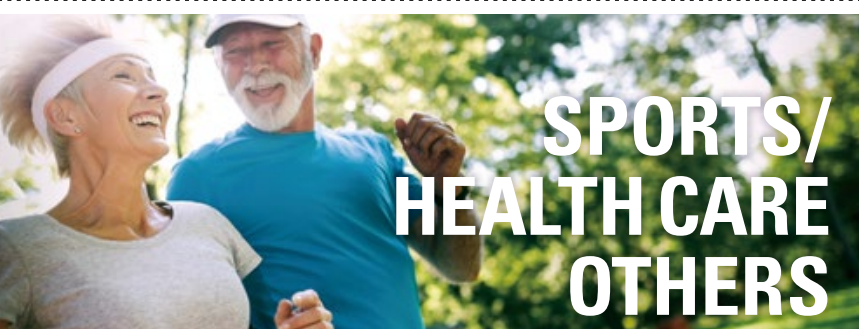
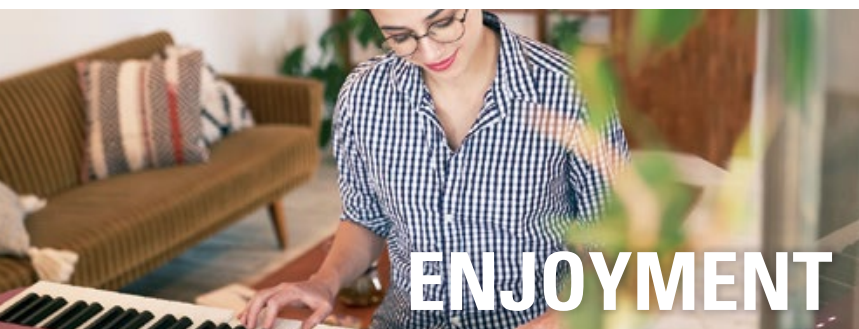


Value Provided in Each Business Domain



Seeds

- ◆ Brand-related seeds
- ▶ Data-related seeds
- Technology-related seeds

- ◆ G-SHOCK brand
- Robustness



- Compact and energy-saving
- Wearable technology

- ◆ Educational methods
- ◆ Connections with educational institutions in each country
- Robustness
- Calculation engines



- Mathematical algorithms

- Sound-source/acoustic technology



- Sensing technology
- ▶ User data

- ◆ Customer base
- Robustness



- Light-source technology
- Image processing
- Printing technology

- Light-source technology
- Image processing
- Printing technology



Value Provided

Latent needs and challenges

Timepiece Business

Create individualized lifestyles

- Participation in a community where values can be shared and appreciated
- The desire to enjoy your life in your own way
- True personalization, a fusion of the physical with the digital

Targets

- G-SHOCK core fan base: Approx. 5 million

Education Business

Improvement of educational level in response to each country's needs

- Responding to the ever-changing situation of ICT and the classroom during and after the pandemic
- Enabling the best education that combines hardware and software, going to school and online
- Use of an integrated platform for teaching styles and teaching materials

Targets

- Schools and students in each country
- Testing- and education-related industries in developed countries

Electronic Musical Instruments Business

A lifestyle surrounded by pleasant sound

- Playing anytime, anywhere

System Equipment Business

Provision of the best solutions

- Responding to environmental changes
- Improving productivity
- Adding value

New Businesses

**Health improvement
Advances in AI medical care
Security and smart development
Realization of your own beauty**

- Diverse values
- A growing health awareness
- Evolution of activities in response to advances in AI and technology
- Discovering value in the new normal society