

Kanamic Vision 2030

Medium-term Objectives / Management Plan (2022-2024)

[Digitally Transforming Japan's Aging Society]

November 2, 2021

株式会社 **カナミックネットワーク**

Kanamic Network Co., Ltd



Long-term Vision (Kanamic Vision 2030)



Medium-term Objectives / Management Plan
(2022-2024)



Growth Strategy



ESG Information

1. Long-term Vision

人生を抱きしめるクラウド

子育てにはじまり、介護まで。
人の幸せを支える、クラウド技術があります。

“Cloud technology for all stages of life”

Purpose & Values

We strive to contribute to people and society through “cloud technology for all stages of life”.

Going forward, we will capitalize on opportunities for bringing Digital Transformation (DT) to aging populations in Japan and the rest of the world with our cloud platform. In doing so we seek to contribute to the development of a more sustainable and healthier future for humanity.

Origin of our name

“**Kaigo**” (Japanese for “elderly care”) + “**Dynamic**” + “**Network**”

1-2. Kanamic Vision 2030

Phase1: User Acquisition (BtoB、 BtoG)

- Cloud service (healthcare / elderly care / childcare)

Phase2: Expansion of Platform Services (BtoB、 BtoBtoC)

- Internet Ads
- Web Statements/BPO
- Talent Recruitment / Dispatch
- System Engineering Service (SES)
- Sharing economy
- Fintech
- AI/IoT
- Physical Product Sales
- IT Lab

Phase3: Branding (BtoC)

- Healthcare related
- Pharmacy related
- Elderly care related
- Data Business
 - Pharmaceutical-related
 - Talent Recruitment
- Business related to prolonging the healthy lifespan
 - ※Nutrition/exercise/community
 - ※Business targeting active seniors

Phase4: Global Expansion

- ICT for healthcare / elderly care
- Business related to prolonging the healthy lifespan
 - Improve the lives of seniors around the world with "Kaigo" (Japanese-style elderly care)

2020

2025

2030

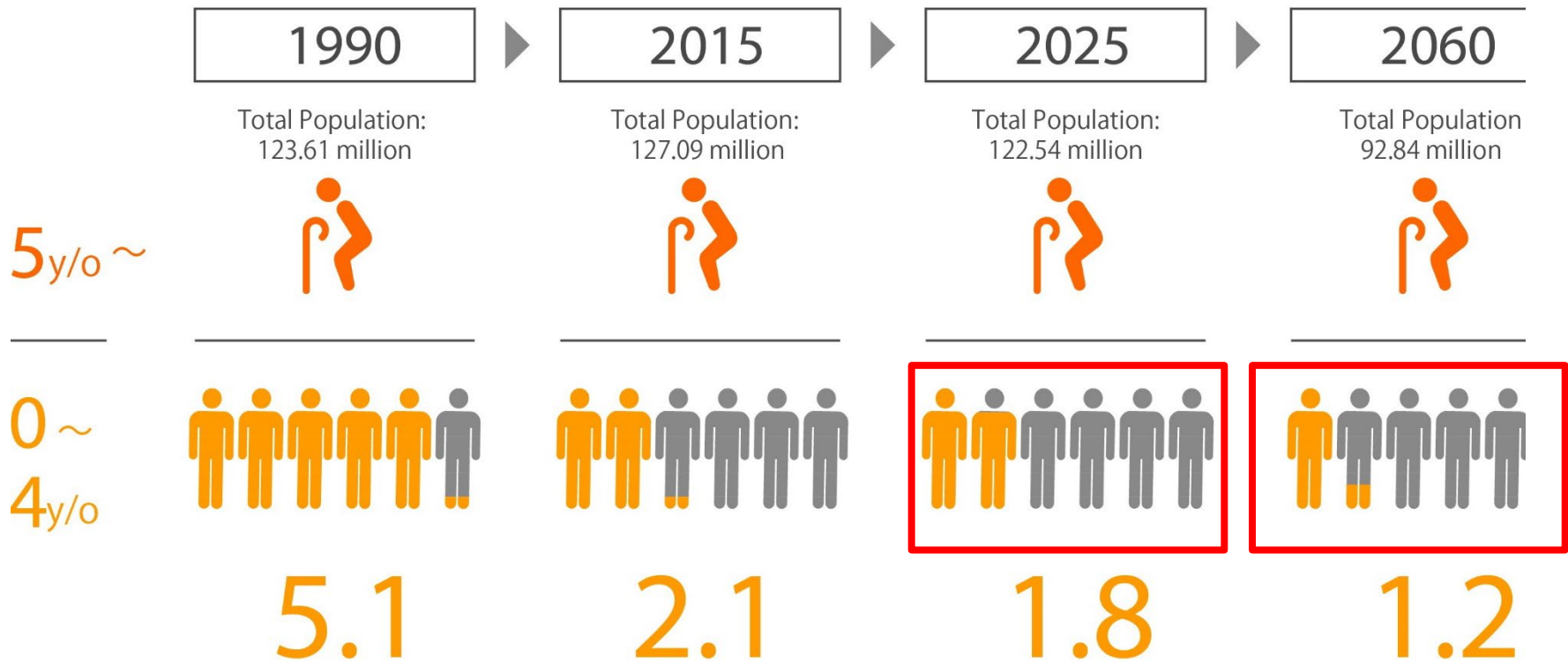
- Japan
- Global
- Increased attention to wellness due to pandemic
- Increased usage of social security numbers in Japan; Implementation of "science-based elderly care" ; Digital transformation of LTC industry
- Seniors as a percentage of Japan population surpasses 30%
- Baby boomers (as defined in Japan) all now older than 75 y/o
- Seniors as a percentage of population surpasses 20% for western nations
- Global non-communicable disease (NCD) deaths rise to 55 million by 2030
- Japanese boomers all now older than 80
- Seniors as percentage of population for Asian countries (ex Japan) reaches 15-20%

1-3. Projected Business Environment

■ Japan's Shifting Population Demographics

In 1990 there were 5.1 working-age people for every senior citizen in Japan. But due to changing population demographics it is projected that by 2060 the ratio will fall to just 1.2 working-age people per senior citizen.

Number of working-age people per senior citizen:



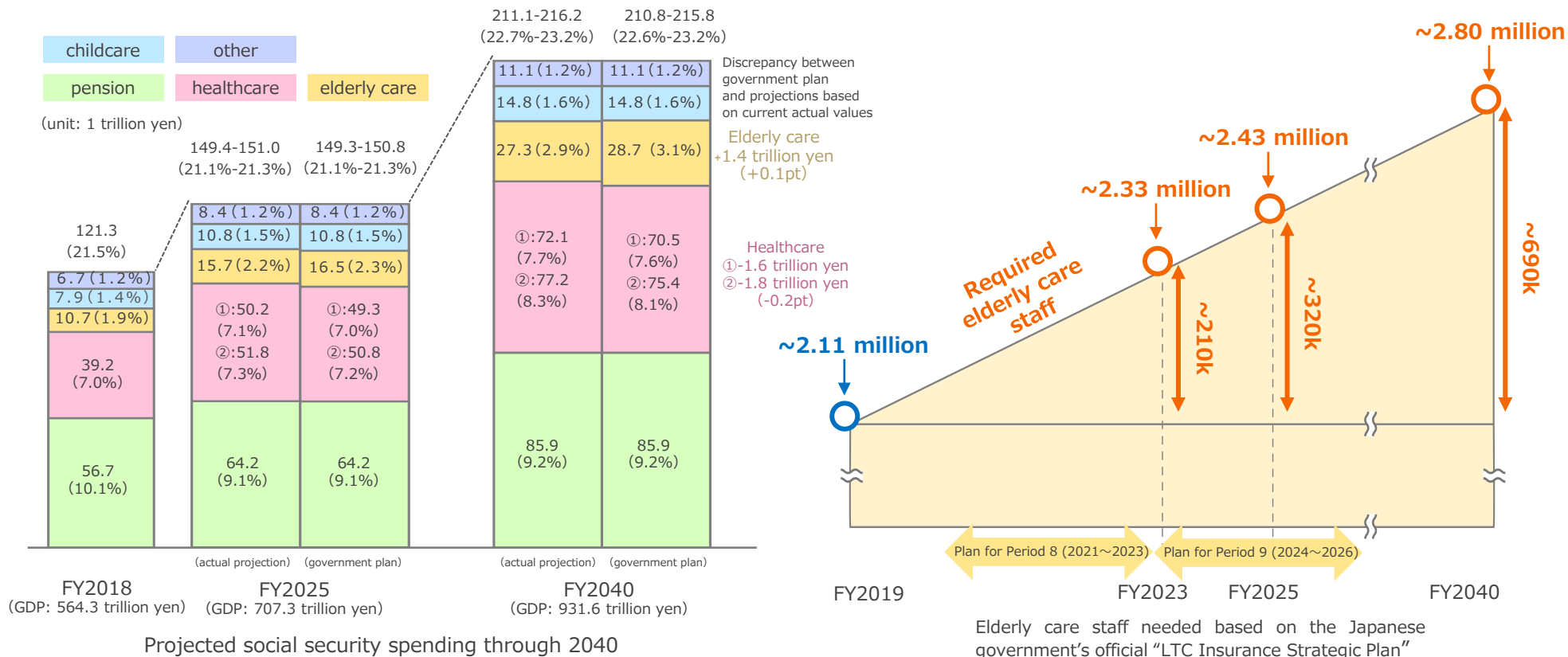
The labor shortage will continuously increase demand for ICT, IoT, and AI solutions going forward

Source: Ministry of Internal Affairs and Communications: "Census" and "Population Estimate"; National Institute of Population and Social Security Research: "Japan's Future Estimated Population (January 2012 Estimate): Medium Birth / Medium Death Estimate"

1-4. Projected Business Environment

■ Japan Social Security Costs Projection

Healthcare / elderly care spending as well as labor demand for related jobs to rise due to sustained increase in the number of senior citizens (which is projected to peak in 2040)

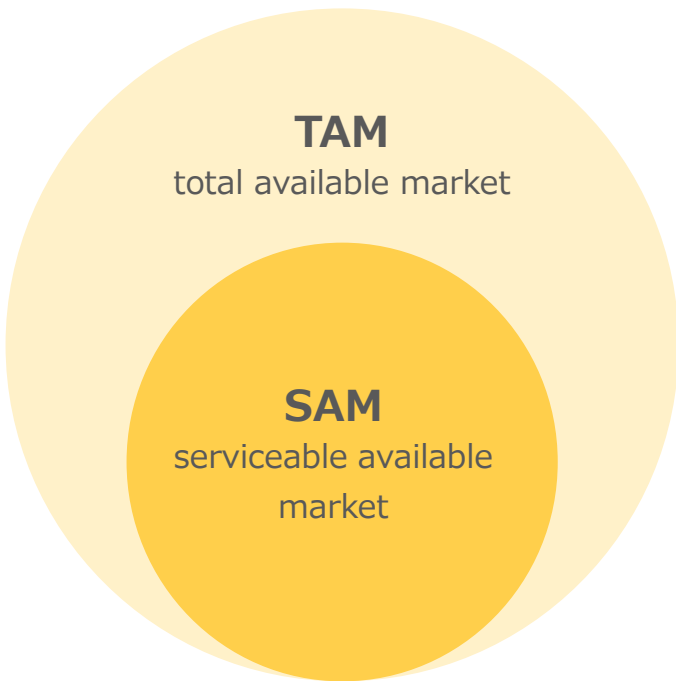


The healthcare/elderly care/childcare market will continue expanding. With this, a large-scale increase in LTC labor supply will be needed. But due to a shrinking working-age population and difficulty attracting foreign labor, labor alone can't be depended upon. Therefore, digital transformation is needed.

Source: "Future outlook for social security with an eye on 2040 (material for discussion) ; Economy: Growth realization case" (Cabinet Secretariat, Cabinet Office, Ministry of Finance, Ministry of Health, Labor and Welfare, May 21, 2018)

1-5. TAM & SAM for healthcare IT / elderly care IT (domestic market)

■ Analysis of projected market size (domestic)



	Sector	2020	2025	2030
TAM	Healthcare information systems	485.5 billion yen	500 billion yen	518.7 billion yen
	Digital (data) health	210 billion yen	224 billion yen	240 billion yen
	Elderly care software	43.7 billion yen	56.8 billion yen	73.8 billion yen
	Subtotal	739.2 billion yen	780.8 billion yen	832.5 billion yen
SAM	Healthcare information systems	11.4 billion yen	20 billion yen	30.3 billion yen
	Digital (data) health	21 billion yen	22.4 billion yen	24 billion yen
	Elderly care software	43.7 billion yen	56.8 billion yen	73.8 billion yen
	Subtotal	76.1 billion yen	99.2 billion yen	128.1 billion yen

- Projections for TAM are based on the following sources:
- Fuji Keizai Co., Ltd.'s "Domestic Market Research on Healthcare Information Systems"
 - Seed Planning, Inc.'s "Data on Healthcare Market Trends"
 - Seed Planning, Inc.'s "Current status and future outlook for the elderly care software market"

- Projections for SAM are based on the following:
- We calculate the market size of subset of the healthcare information systems sector related to community-based comprehensive care
 - We calculate the market size of subset of the digital (data) health sector which excludes health screening systems (which makes up 90% of the sector) and includes only the PHR subsector etc.
 - Kanamic can provide all elderly care software services

The domestic market for medical / elderly care-related IT systems will grow due to the declining birthrate and aging society. Therefore, there is a lot of room for growth in the future.

*TAM / SAM may increase due to business expansion in the future.

2. Medium-term Forecast / Management Plan (2022-2024)

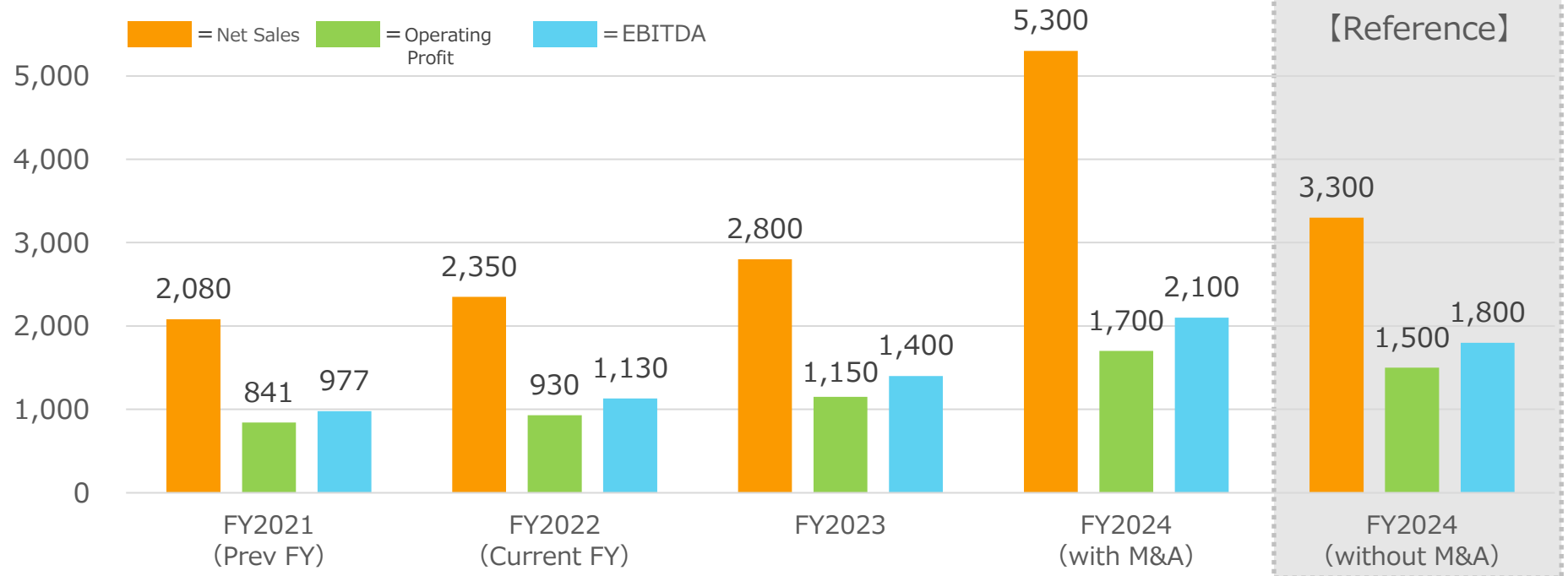
2-1. Financial Targets

■ 3-year growth targets (FY 2022 – FY 2024)

Continue to record high-profit-margin organic growth centered around the cloud service / platform services.

*A contract with a major elderly care service provider has been secured with implementation scheduled for FY 2023. Ahead of this, preparatory investments will be made during FY 2022.

*It is difficult to pinpoint when M&A transactions will begin contributing to financial results, so FY 2024 is used as an assumption (note that amortization of goodwill is not taken into account)



(Unit: 1 million yen)

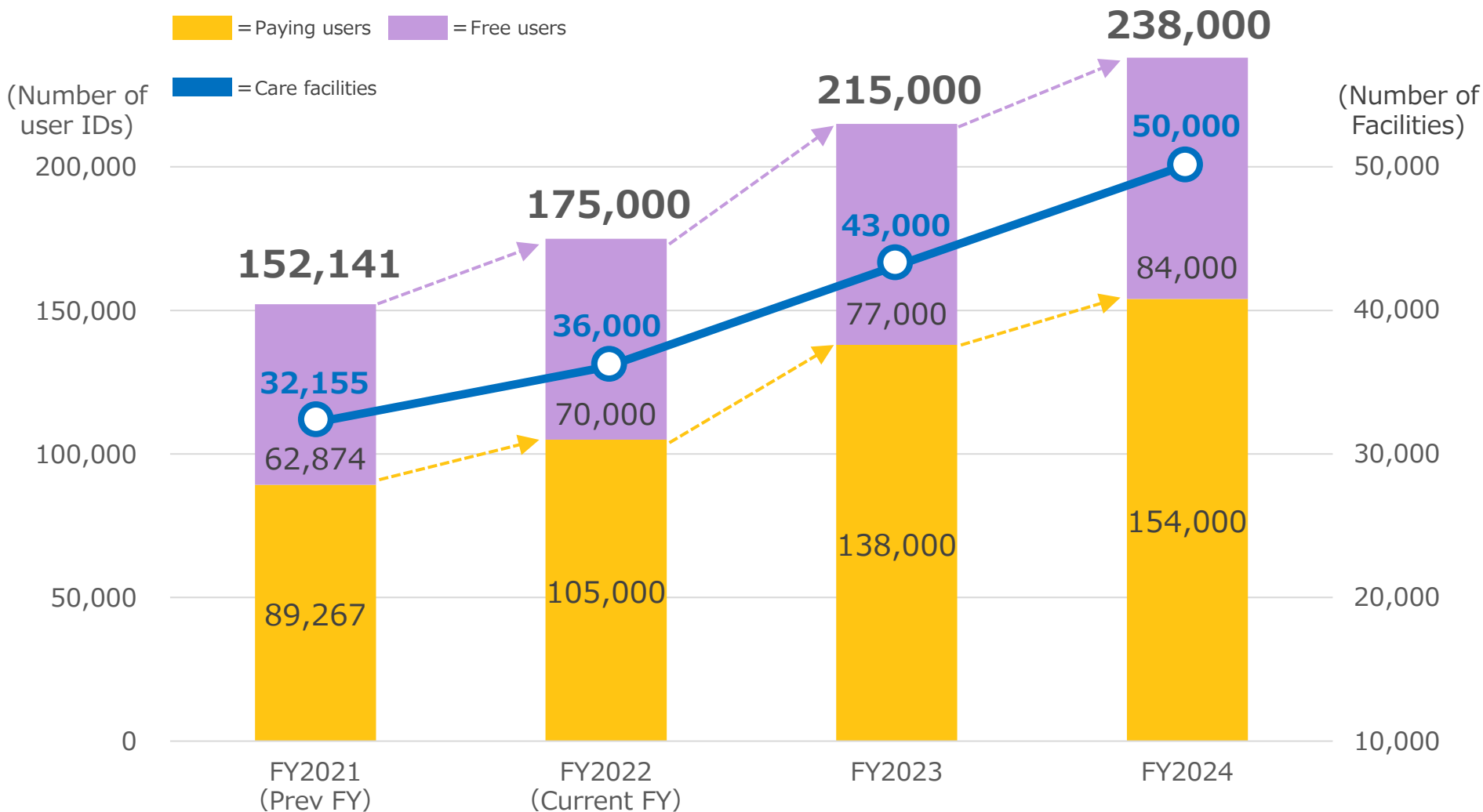
	FY2021 (Prev FY)		FY2022 (Current FY)		FY2023		FY2024 (with M&A)		FY2024 (without M&A)	
	Actual	YoY	Target	YoY	Target	YoY	Target	YoY	Target	YoY
Net Sales	2,080	110.6%	2,350	112.9%	2,800	119.1%	5,300	189.3%	3,300	117.9%
Operating Profit	841	128.6%	930	110.5%	1,150	123.7%	1,700	147.8%	1,500	130.4%
EBITDA	977	123.8%	1,130	115.6%	1,400	123.9%	2,100	150.0%	1,800	128.6%

2-2. KPI Targets

■ 3-year User Growth Targets (FY 2022 – FY 2024)

Free user growth will precede and drive paying user growth via conversions

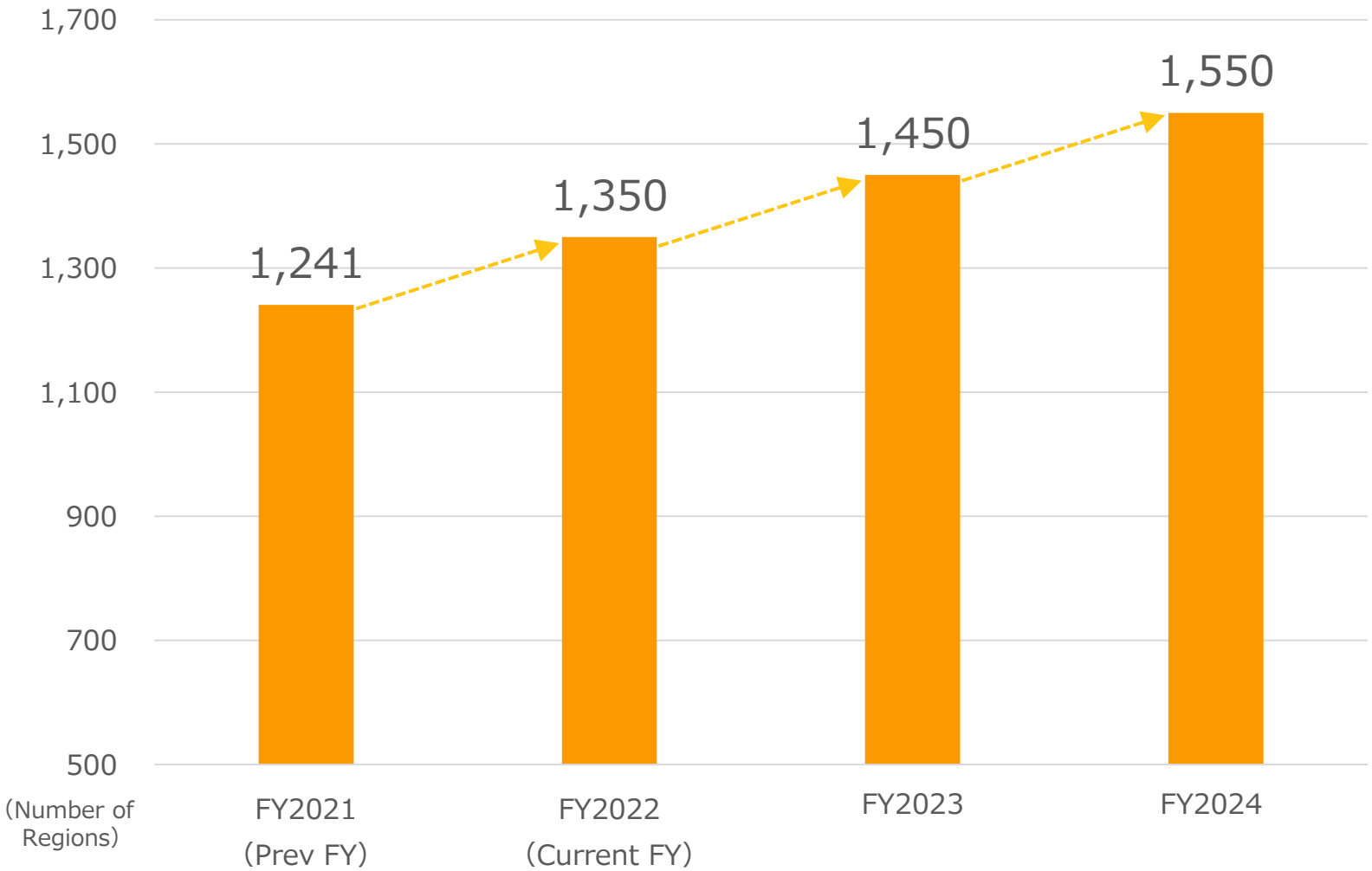
*A contract with a major elderly care service provider has been secured with implementation scheduled for FY 2023. This will accelerate paying user growth



2-3. KPI Targets

■ 3-year Growth Targets for the Number of Regions Using Service (FY 2022 – FY 2024)

We aim to steadily grow the number of regions, with expansion in the platform’s coverage zone centered in metropolitan areas.



*One region consist of an area with a population of 30,000 people, roughly the size of a junior high school district as defined within the community comprehensive care framework envisioned by the Ministry of Health, Labour and Welfare

3. Growth Strategy

3-1. Kanamic's Growth Strategy

■ The Growth Blueprint

We will strengthen and broaden our "Contents", "Reach", and "Platform" as we continue to grow existing businesses organically and pursue new business opportunities. We are also actively considering M&A as a method of strengthening and expanding our business.

Kanamic's Purpose & Values:

"Helping People and Communities with a Cloud Service for ALL Stages in Life"

PHR Solutions: Empower children, adults and seniors alike with Personal Health Data

Contents

**For a GLOBAL Userbase
(Japan and Abroad)**

Reach

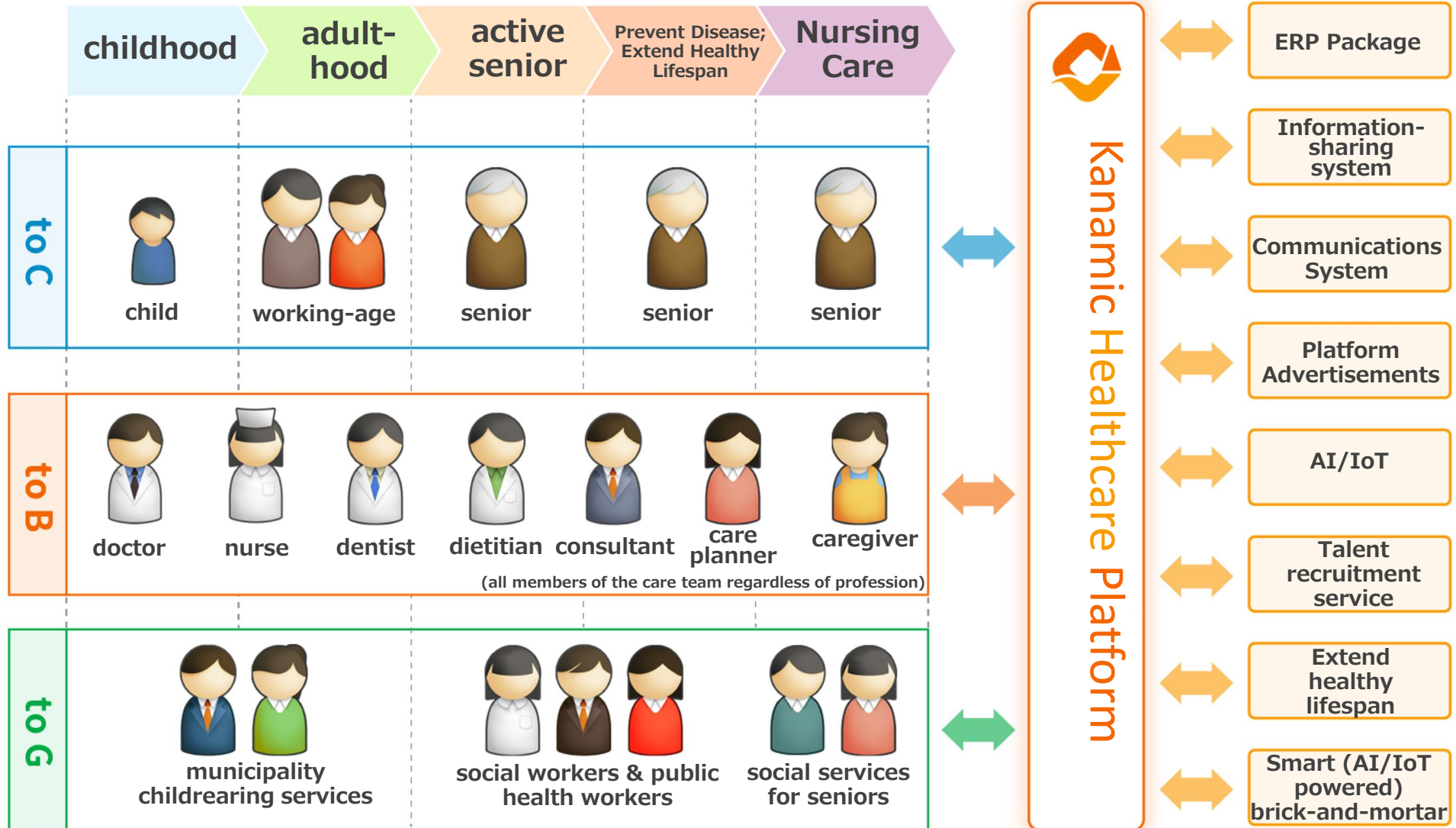
**Healthcare Platform for
Adding Value to People AND Businesses**

Platform

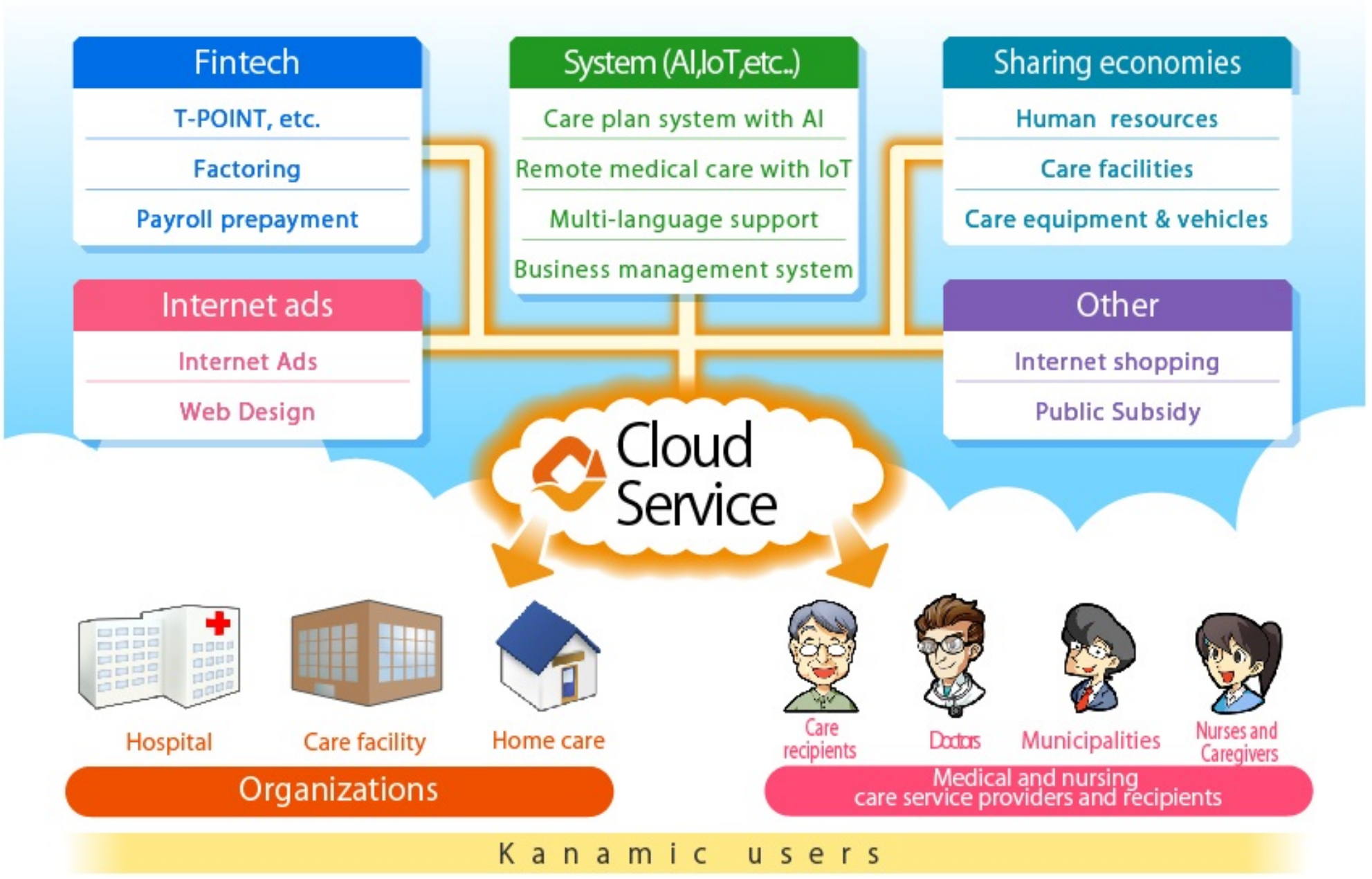
3-2. Kanamic's Growth Strategy

■ “Helping People and Communities with a Cloud Service for ALL Stages in Life”

A global platform for helping people and businesses manage health data



3-3. Growth Strategy / Platform Strategy

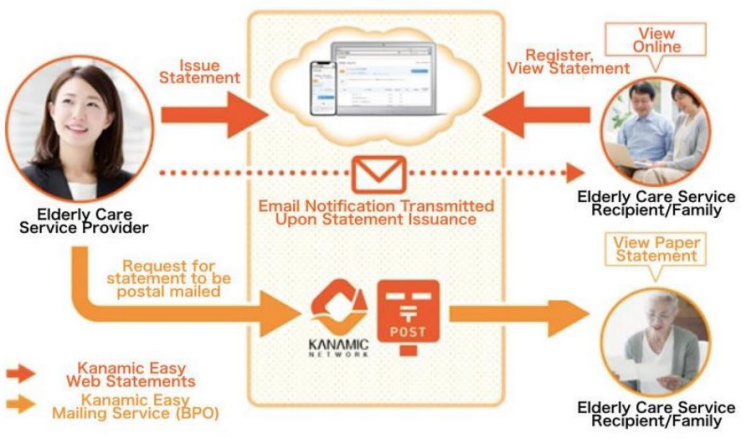


3-4. New service areas

■ Kanamic has begun expanding into new service areas where it can capitalize on healthcare/LTC expertise

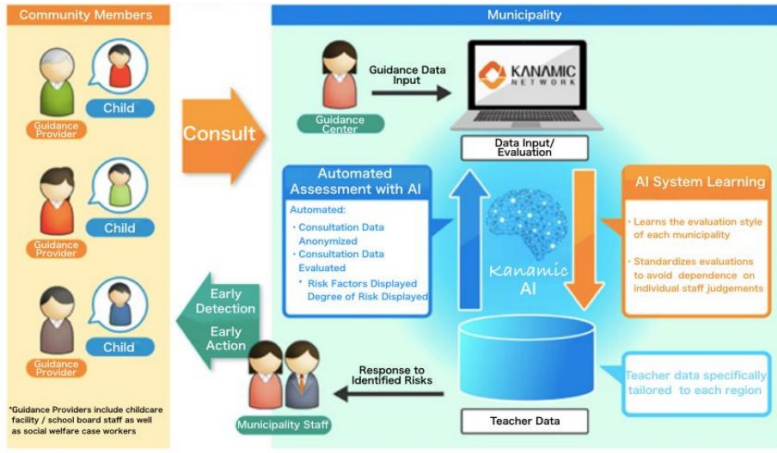
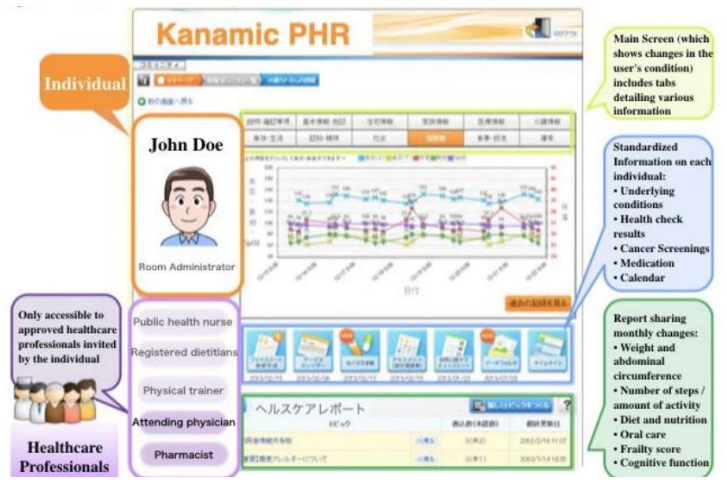
BtoC services that build upon the existing cloud service

[Web Statements & BPO]



Lengthening the "Disability-Free-Life-Expectancy" through Personal Health Records (PHR) –based services

[Electronic Health Record Handbook]

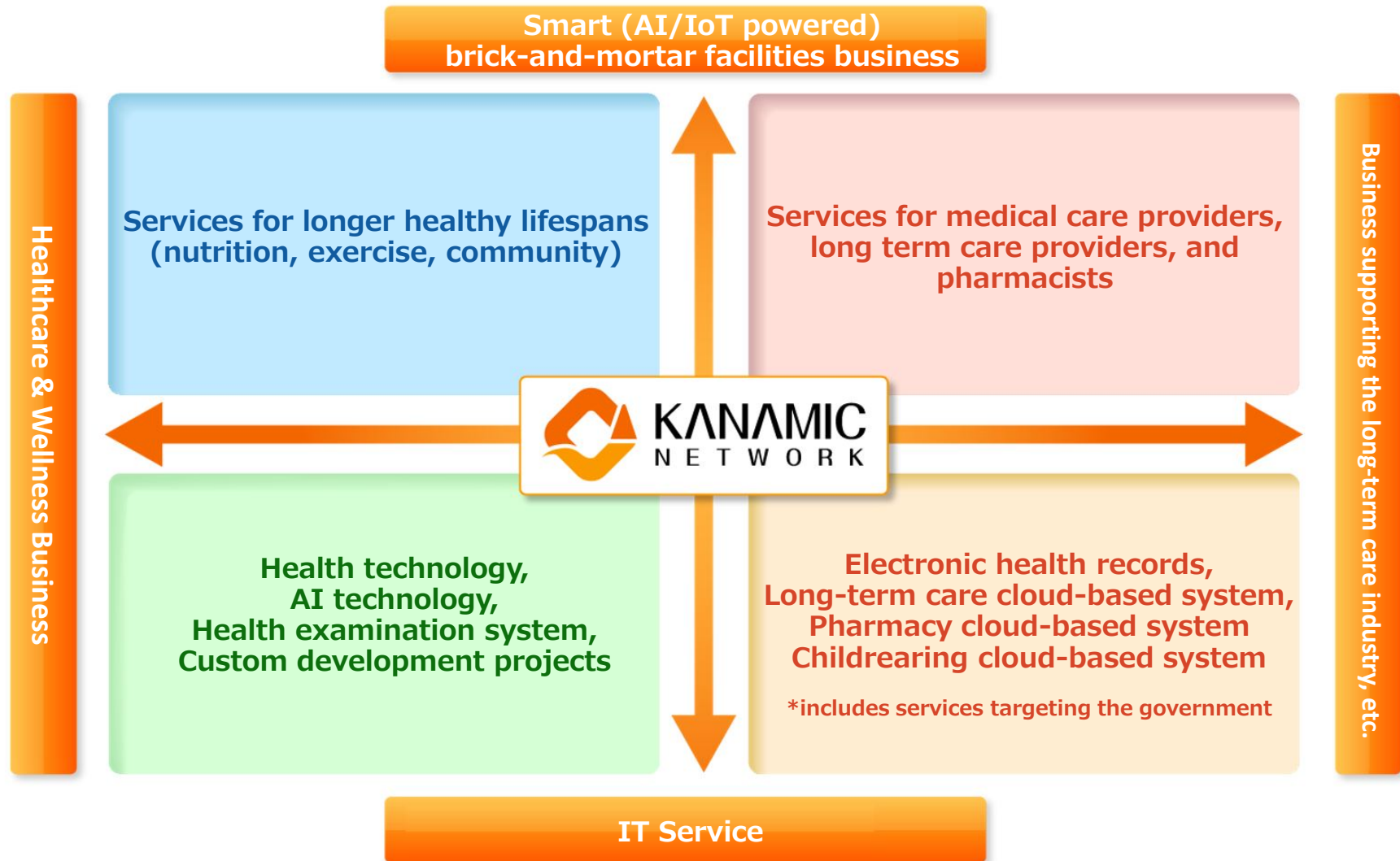


AI services that capitalize on operational data
[AI System for the identification of children at risk of requiring aid]

3-5 Kanamic's M&A Strategy

■ Targeting M&A (and capital/business alliance) candidates that fit Kanamic's purpose & values

- Identifying strategic synergies to accelerate the realization of the Kanamic Healthcare Platform;
- Smart (AI/IoT powered) brick-and-mortar facilities present opportunities for data gathering



4.ESG Information

4-1. Top Message



Kanamic Network Co.,LTD
Representative Director and President

Takuma Yamamoto

山本 拓真

■ Transforming an elderly society into a wellness-orientated, sustainable society

I would like to express my sincere gratitude to our shareholders, investors and stakeholders for their continued support as we endeavor in pursuit of our corporate purpose of "contributing to people and society with cloud technology for all stages of life".

Currently, Japan has the highest ratio of seniors as a percentage of the population, and in 2025, the baby boomer generation (as defined in Japan) will reach 75 years of age. This represents a turning point for Japan in which solving the problems of a super-elderly society will become even more critical.

Amid this backdrop, Kanamic will continue to provide cloud-powered solutions to address the resulting societal challenges (such as the increase in long-term care recipients, the increase in dementia patients, and the deepening of the labor shortage brought on by a shrinking working-age population).

As a platformer aspiring to support our super-elderly society, we aim to be the #1 cloud service provider for the healthcare, elderly care, and childcare industries and will strive to continually improve enterprise value / shareholder value.

Furthermore, we recognize the contribution we can make to global society through this platform; and our ESG management style lends consideration to the environment, society, and the importance of corporate governance.

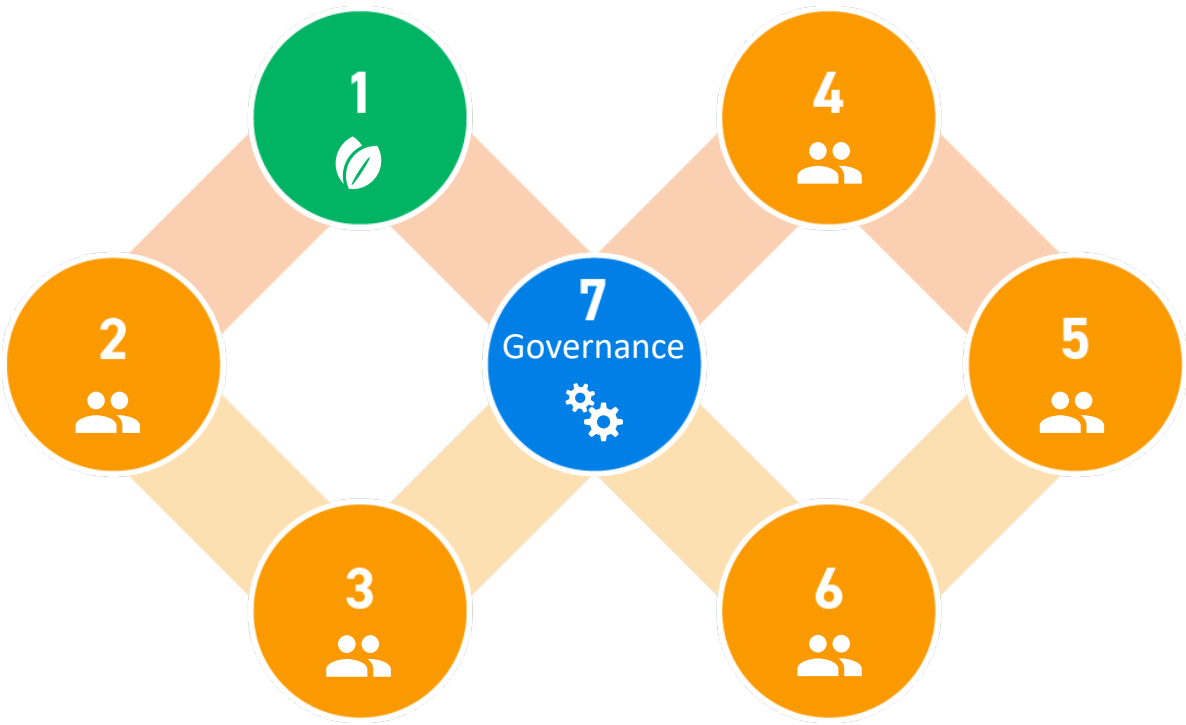
Going forward we will actively set ESG goals and establish plans for achieving these goals. Furthermore, we will actively make related disclosures as we continue to work towards the realization of "Kanamic Vision 2030".




We look forward to your continued support and encouragement in the future.

4-2. Kanamic's ESG Material Topics

■ Kanamic strives to contribute to the fulfillment of the UN's Sustainable Development Goals (SDGs) via the impact it exerts in the following areas, which have been assessed to be material ESG topics for Kanamic.

Moreover, Kanamic aims to realize sustainable growth and increase enterprise value through applying health technology solutions to solve problems faced by "ultra-elderly" societies.



-  **E (Environment)**: Information disclosure based on TCFD Recommendations
-  **S (Social)** : Information disclosure based on SASB Standard
-  **G (Governance)** : Disclosure based on Japan's Corporate Governance Code

① [Harmony with the environment](#)



② [Addressing challenges faced by ultra-elderly societies](#)



③ [Data Security](#)

④ [Data Privacy](#)

⑤ [Managing Systemic Risk from Technology Disruptions](#)

⑥ [Recruiting & Managing a Global, Diverse Workforce](#)



⑦ [Governance](#)

4-3. Summary of ESG Metrics (Environment)

E (Environment) : Disclosure Based on TCFD Recommendations

KPI	TCFD Scope / Category	FY 2021	2024 Target	2030 Target
Emissions from company vehicles	Scope 1	11.0 t-CO2	10 t	6 t
Emissions from consumption of purchased electricity (HQ, Sales Offices)	Scope 2	37.9 t-CO2	55 t	65 t
Subtotal	Scope 1 + Scope 2	48.9 t-CO2	65 t	71 t
Emissions from data centers not owned by the Company	Scope 3, Category 3	37.7 t-CO2	50 t	65 t
Emissions from business travel	Scope 3, Category 6	86.6 t-CO2	100 t	130 t
Emissions from employee commuting	Scope 3, Category 7	7.7 t-CO2	9 t	10 t
Total (Scope 1 + Scope 2 + Scope 3)	Supply Chain GHG Emissions	180.9 t-CO2	224 t	276 t
Emissions Per System User	GHG intensity	0.0012 t-CO2 / User	0.0009 t	0.0006 t

*Overall CO2 emissions will increase due to server expansion, etc. stemming from business / user growth. However, Kanamic aims to halve emissions per system user by 2030.

Reduce by 50% ↑

■ **The four thematic areas**

TCFD has outlined 4 areas for companies to focus on when making disclosures regarding climate-related risks and opportunities.

As part of Kanamic’s overall ESG management strategy, the company announces its support of the TCFD recommendations and will endeavor to provide the following disclosures in line with them.

① Governance

Kanamic will disclose its governance approach to climate related risks and opportunities.

② Strategy

Kanamic will disclose information on the impact of climate risks / opportunities on it’s strategy / business plans when this information is deemed important.

4 Thematic Areas

③ Risk Management

Kanamic will disclose how it identifies, evaluates, and manages climate-related risks.

④ Metrics (KPI) & Targets

Kanamic will disclose metrics / targets used in evaluating and managing climate related risk / opportunities when this information is deemed important.

Environment-related disclosure based on the Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations

■ Oversight by the board of directors

ESG Committee

Propose metrics, targets and plans; and monitor progress of plans

- Identify environmental risk / opportunities
- Propose metrics (KPI) for evaluating environmental risk / opportunities
- Propose targets for managing environmental risk / opportunities
- Propose plans for achieving targets
- Monitor progress of plans, etc.

Coordinate

Report,
Propose

Board of
Directors

Board of Directors

Approve environment related targets / plans and oversee ESG Committee

- Identify environmental risk / opportunities
- Approve targets / plans
- Exercise oversight functions over ESG Committee

Approve,
Oversee, Instruct

ESG Committee

(Positioned directly below Board of Trustees)

Mission Committee

Closely coordinate with the ESG Committee to implement plans and achieve targets

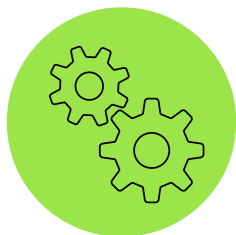
Mission
Committee

Discuss,
assist

Climate strategy meeting

To better coordinate climate strategy, a regular joint meeting between the ESG Committee and the Mission Committee will be held once a year.

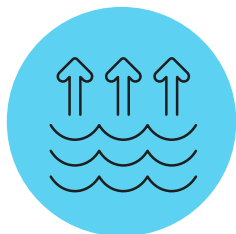
■ Enterprise Risk Management



Analyze the cost and impact of addressing each environmental risk and aim to smoothly incorporate countermeasures for specific environmental risks into overall management strategy.



Rather than only viewing climate related risks as merely a “source of risk to be mitigated,” instead also recognize that it may be appropriate to take certain risks to improve growth and profitability or to address other ESG material topics.



To facilitate this, the Company will conduct scenario analysis on a regular basis to predict and analyze the probability, impact, and nature of climate change-related risks identified under various environmental scenarios that may emerge in the future. Based on the results of this analysis, risks can be assigned priorities and the relative importance of various climate-related risks versus other risks (non-environmental risks) and opportunities can be assessed.

4-7. Summary of ESG Metrics (Social)

 **S (Social)** : Disclosure based on SASB Standard

KPI	SASB Code	FY2021	2024 Target	2030 Target
Number of data breaches	TC-SI-230a.1	0	0	0
Monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	0 yen	0 yen	0 yen
Number of service disruptions	TC-SI-550a.1	5 (2020)	3	2
Total downtime (days)	TC-SI-550a.1	1.09 days (2020)	0.73 day	0.54 day
Percentage of employees that are located offshore	TC-SI-330a.1	15%	20%	25%
Percentage of managers that are non-Japanese	TC-SI-330a.3	11%	11%	13%
Percentage of managers that are women	TC-SI-330a.3	7%	10%	15%
Percentage of technical (engineering, etc.) staff that are women	TC-SI-330a.3	33%	35%	40%
Percentage of employees (excluding directors) that are women	TC-SI-330a.3	23%	30%	40%
Monetary losses resulting from legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	0 yen	0 yen	0 yen

■ Making our ultra-elderly society a sustainable society

Working toward the Digital Transformation (DT) of Japan’s ultra-elderly society to solve social problems and build a more sustainable society.

Contributing to the realization of the “community comprehensive care system” with a cloud service that facilitates cooperation among interdisciplinary professionals

- Number of Cloud Service Users : 135,000
- Number of regions using Kanamic : 1,250
- Kanamic Models / Case Studies : “Kashiwa model”, “Asahikawa model”, “Tokyo Portal Site”

**2024 Targets : Users : 238,000
Regions : ~1,550**

Bringing Digital Transformation (DT) to the elderly care industry

- [Digitizing billing in the elderly care industry](#)
- [AI-powered Solutions](#)
- IoT, ICT Solutions

**2024 Targets : Digitize ~10% of elderly care insurance claims work
Release 5 new AI / IoT Services**

Working towards the development of framework for lengthening the “Disability-Free-Life-Expectancy” through the utilization of PHR and EHR

- Compatibility with Long-term care Information System for Evidence (LIFE, aka “Science-based Elderly Care”)
- [Development of standardized community-based health-data system for municipalities](#)

2024 Goal : Smart facilities providing services that lengthen the “Disability-Free-Life-Expectancy”

Wellness promotion

- [2020 Certified Health & Productivity Management Outstanding Organization](#)
- [Medical Institution Search System for Novel Coronavirus](#)
- [Coronavirus related products](#)

2024 Goal : Be continually recognized under Certified Health & Productivity Management Outstanding Organizations Recognition Program

 Click the links to view related press releases

4-9. ESG Material Topics (S) : Addressing challenges to ultra-elderly societies

April 2021: the long-awaited birth of the digital transformation in long-term care

Promotion of the community comprehensive care framework

Interdisciplinary collaboration using communications systems

Promotion of undertakings in scientific nursing care (LIFE)

Utilizing data to improve quality of long-term care

Shifting from in-person meetings to online meetings

Utilization of ICT in meetings and interdisciplinary collaboration

Doing away with "signing and sealing"

Digitally signed and time stamped electronic contracts/documents

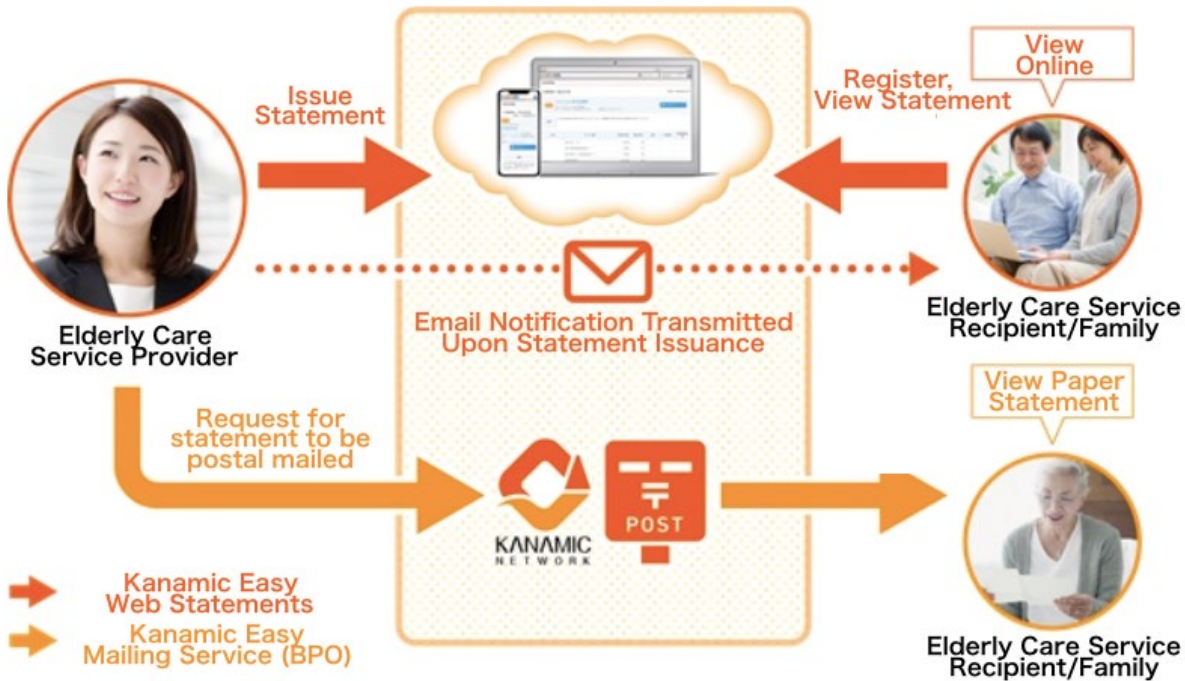
Relaxation of staffing requirements for providers who adopt IoT/ICT technology

Fewer night staff required when care recipient monitoring devices are used

In the 2021 revision of the long-term care law, a policy of promoting and rewarding the utilization of IT towards the following ends was adopted: "for strengthening the ability to respond to infectious diseases and disasters", "for promoting efforts to help care recipients live independently and prevent their condition from worsening", and for "addressing personnel shortages and revolutionizing the long-term care front lines". Along these lines, Kanamic is playing its part by striving to digitally transform the elderly care industry with our cloud service in order to solve the problems of our super-elderly society.

4-10. ESG Material Topics (S) : Addressing challenges to ultra-elderly societies

Helping clients streamline cumbersome billing operations / receipt issuance!



"Kanamic Easy Web Statements" allows clients to issue and transmit bills and receipts (created with the Kanamic Cloud Service) completely over the internet. The "Kanamic Easy Mailing Service" is a BPO service that helps clients (1) print, (2) enclose / seal, and (3) mail bills/receipts.

These services allow elderly care service providers to greatly reduce labor costs and man-hours associated with issuing bills/receipts, to go paperless, and to reduce the burden on elderly care workers on the caregiving front lines.

4-11. ESG Material Topics (S) : Data Security

In the healthcare and long-term care industries, personal information being leaked or lost carries not only the risk of damage claims, but there is also the risk of causing serious reputational damage to care providers (Kanamic's customers) and physical injury to long-term care recipients. In light of this risk, Kanamic has established internal rules regarding unauthorized access to personal information, prevention of data leakage, prevention of data loss, and prevention of damage to personal information.

Going forward, Kanamic aims to obtain System and Organization Controls (SOC) reports, which are evaluations by external organizations, auditing the appropriateness and effectiveness of various internal controls.

Furthermore, Kanamic is committed to protecting personal information as follows:



Privacy Mark

Kanamic has acquired the privacy mark and strives to protect personal information.



Information Security

We are working to prevent human-error related incidents and we take precautions such as encrypting system communications and strictly controlling the handling of devices containing personal information. We also comply with the guidelines for safe operation of medical information systems.



Business Continuity Plan (BCP)

Data is stored in high security domestic data centers. Disbursed data storage minimizes the risk of complete data loss in the unlikely event of a system mishap.

	FY2021 (Actual)	2024 Target
Number of data breaches	0件	0件
Percentage involving personally identifiable information (PII)	-	-
Number of users affected	-	-

Disclosure based on Sustainability Accounting Standards Board (SASB) Standards

4-12. ESG Material Topics (S) : Data Privacy

We respect the privacy of healthcare / elderly care service recipients and we work to ensure the privacy of medical / elderly care information as well as other personal information. We have established rules regarding the handling all personal information (including that of customers and employees), and we take measures to prevent the use of personal information beyond the scope necessary to achieve the specified purpose of use.



Privacy Mark

Kanamic has acquired the privacy mark and strives to protect personal information.



Use of information for secondary purposes

We specify the purpose of use of personal information and we only use information for other purposes if the customer is notified in advance and consent is obtained.



Addressing Complaints

It is our policy to respond appropriately and promptly to complaints and inquiries regarding our handling of personal information; and we have internal procedures for handling such complaints.

	FY2021 (Actual)		2024 Target
Total amount of monetary loss as a result of legal proceedings associated with user privacy	0 Yen	→	0 Yen
Number of law enforcement requests for user information	0	→	0
Number of users whose information was requested	0	→	0
Percentage of such request resulting in disclosure	-	→	-
List of countries where core services are subject to government monitoring	Japan Only	→	Japan Only

Disclosure based on Sustainability Accounting Standards Board (SASB) Standards

4-13. ESG Material Topics (S) : **Managing Systemic Risk from Technology Disruptions**

Service disruptions of systems used in healthcare / elderly care can have a very negative impact on customers. We have business continuity plans (BCP) in place to minimize risk including unexpected service interruptions. We have set a goal of halving service interruptions by 2030.

In the future, we aim to obtain SOC reports, which are evaluations by external organizations assessing the appropriateness and effectiveness of various internal controls.

	2020 (Actual)		2030 Target
Total downtime (days)	1.09 Days	➔	0.54 Day
Number of service disruptions	5.0	➔	2.0
System Availability Ratio	99.7%	➔	99.85%

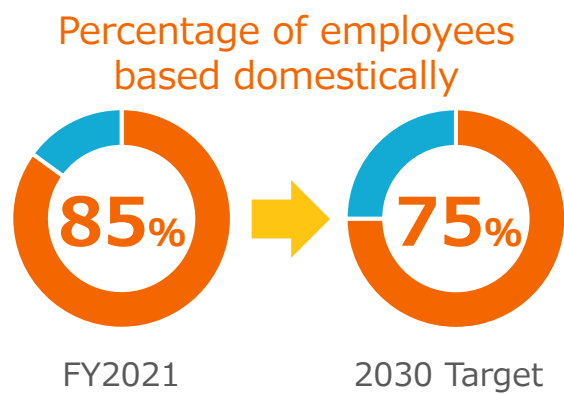
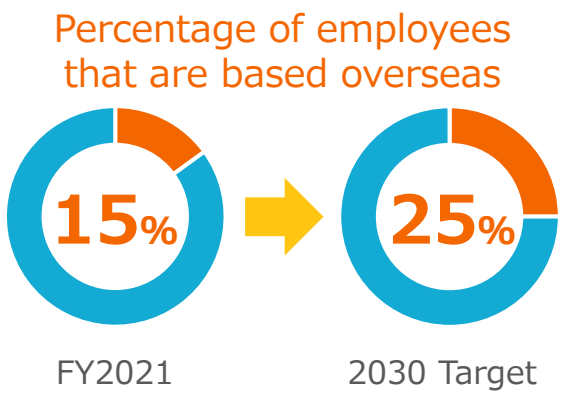
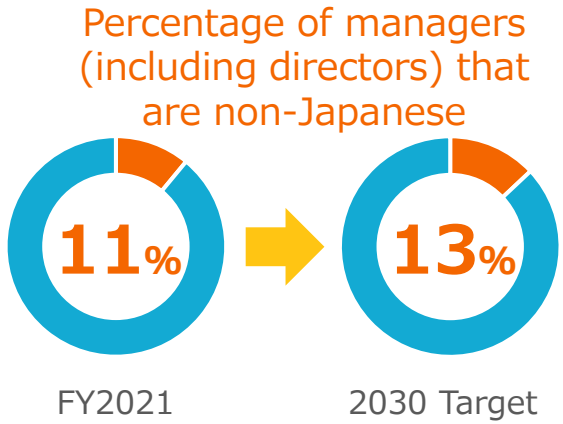
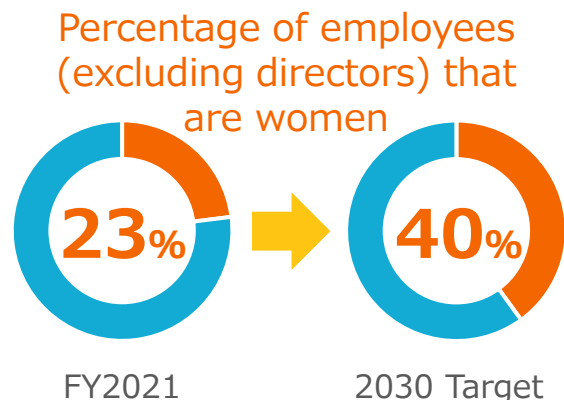
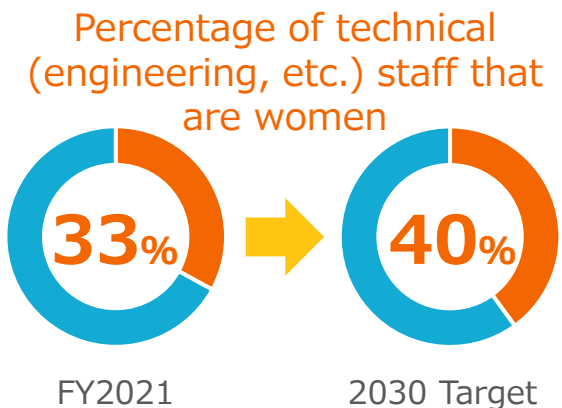
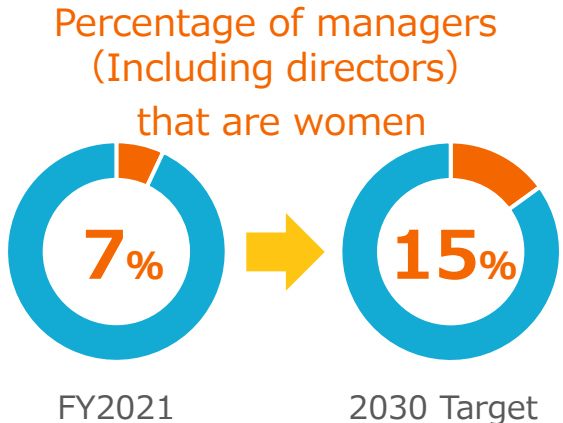
Disclosure based on Sustainability Accounting Standards Board (SASB) Standards

4-14. ESG Material Topics (S) : Recruiting & Managing a Global, Diverse Workforce

Kanamic is a place where people of different ethnicities and genders, possessing different skills and sensibilities come together, create synergies, and work with a unified purpose while respecting one another.

Kanamic, in bringing together such a diverse cast, seeks to spark innovation in the healthcare industry.

Kanamic Network will always provide employees with equal opportunities to play an active role.



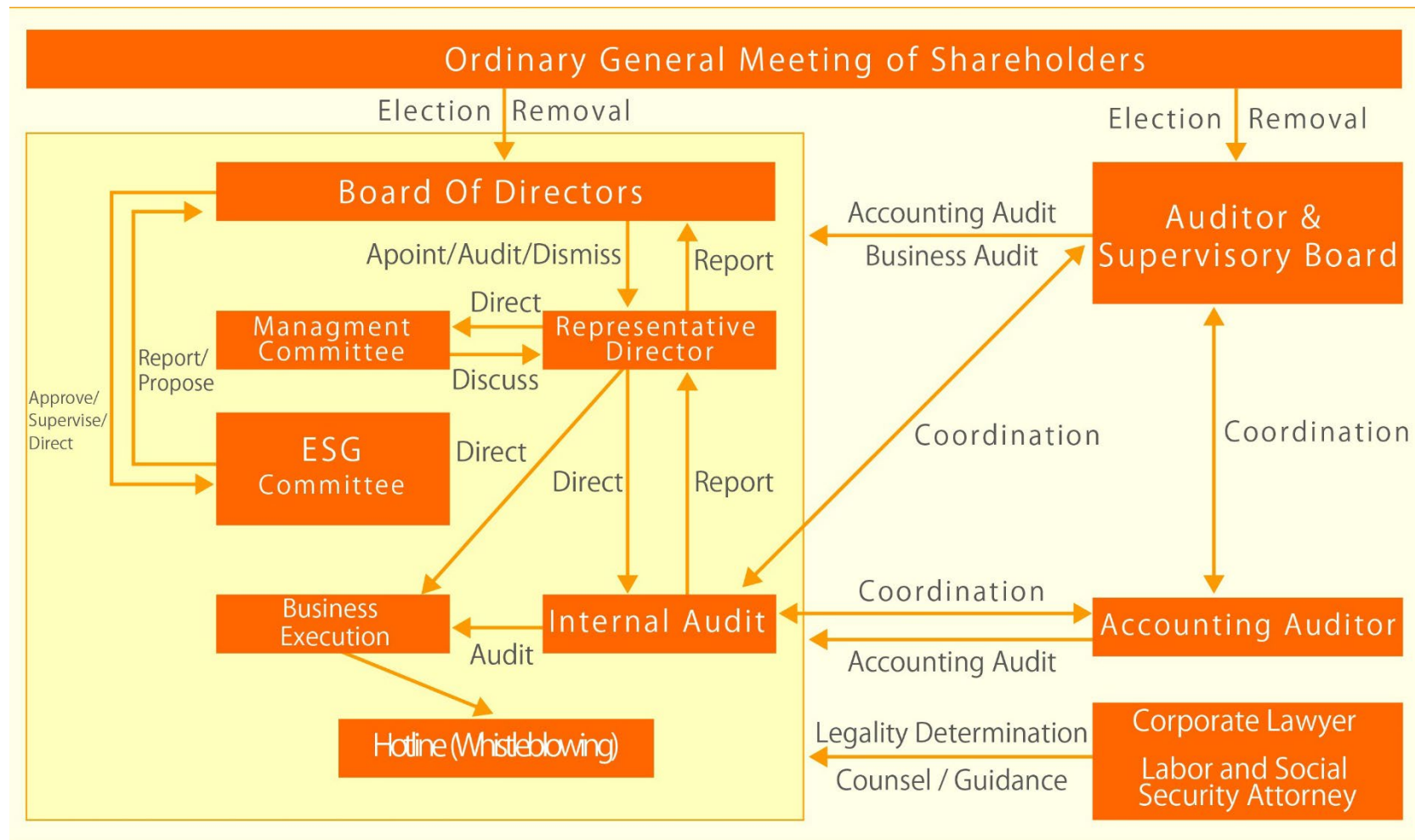
Disclosure based on Sustainability Accounting Standards Board (SASB) Standards

4-15. ESG Material Topics (G) : Corporate Governance

G (Governance) : Disclosure based on Japan's Corporate Governance Code

We aim for sustainable growth through a management framework based on controls which facilitate appropriate decision making and execution. We strive for conformity with all the principles outlined in Japan's Corporate Governance Code

* For details, please refer to our Corporate Governance Report as well as our [company webpage](#).



4-16. ESG Material Topics (G) : Corporate Governance

■ Board of Trustees Skill Matrix

Kanamic is an IT company specializing in the fields of healthcare, elderly care, and childcare. As a company seeking to digitally transform Japan's ultra-elderly society, we foster sustainability in management through appointing directors and corporate auditors possessing a diverse set of experiences and skills.

* For details, please refer to our Corporate Governance Report as well as a our [company webpage](#).

	Name	Gender	Outside director	Nomination Committee	Compensation Committee	Skills					
						Corporate Leadership Experience	Industry experience	IT/DX	Accounting	Legal affairs/risk management	ESG
Directors	Minoru Yamamoto	M				●	●	●	●		●
	Yoko Yamamoto	F				●	●		●	●	●
	Takuma Yamamoto	M		●	●	●	●	●	●	●	●
	Keiji Yamamoto	M					●	●			●
	Ryuta Ishikawa	M					●	●			
	Kenya Wakabayashi	M							●	●	●
	Tadao Kakizoe	M	●	●	●	●	●				
	Shinji Fukukawa	M	●	●	●	●	●	●			●
	Kazuo Futagawa	M	●			●	●			●	●
Auditors	Kyoichi Oyo	M	●						●	●	
	Toshio Imatani	M	●						●	●	
	Tsunehisa Chiba	M							●	●	●

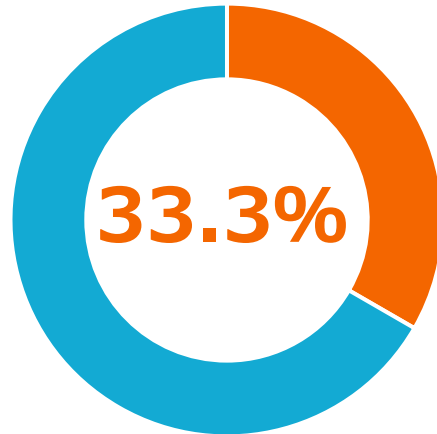
*Some areas of particular skill for each person are noted but the above list does not represent all the knowledge and experience of each person.

*The Company is not a "company with a nominating committee" as stipulated by Article 2-12 of the Companies Act, and therefore the nominating committee and compensation committees noted above are voluntary

■ Composition of the Board of Directors

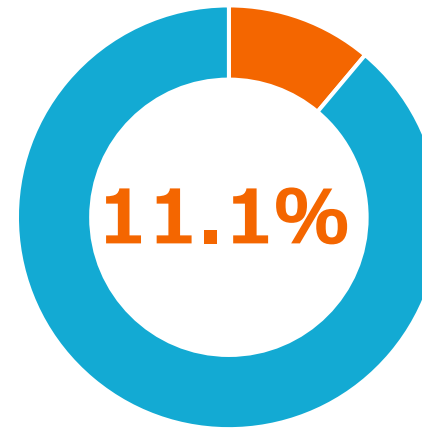
Outside directors

(3 out of 9 directors are outside directors)



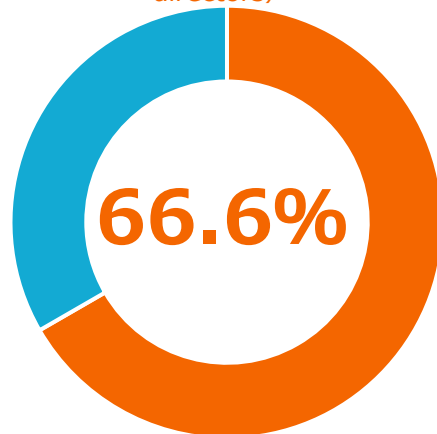
Female directors

(1 out of 9 directors is a female director)



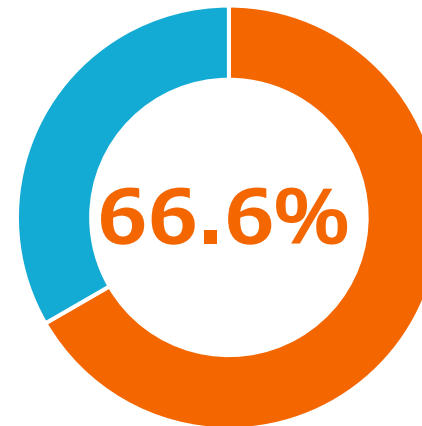
Outside Directors on Nomination Committee

(2 out of 3 committee members are outside directors)



Outside Directors on Compensation Committee

(2 out of 3 committee members are outside directors)



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