

TEAMWORK IN IR PRESENTATION



- Only President Furukawa currently handles all processes from explanation to Q&A on results briefings
- We recommend that heads of IR and other divisions attend to take this initiative together

Potential Formation (rough idea)

- Results briefing: EMD Maejima (Corporate)
- Strategy: President Furukawa
- Q&A Session:
 - Vice President Takagi (Sales)
 - Senior EMD Tsukamoto
(Machine Tool & Production)
 - Director Huang (China Business)



Best Practice (Examples)

- Tokyo Ohka Kogyo
 - Multiple speakers attend incl. CEO, Heads of Finance, Sales...
 - Pre-recorded briefing + LIVE Q&A
 - <https://www.tok.co.jp/ir/movie>
- Z Holdings
 - Publicly discloses all archives with Q&A
 - <https://www.irwebcasting.com/20220202/1/3d2d8a6a90/mov/main/index.html>
- Cloud Works
 - Dual attendance by CEO and Vice President
 - Briefly address key points
 - <https://crowdworks.co.jp/ir/>

INTERNAL REINFORCEMENT / EXTERNAL RESOURCES



- It is worth considering to seek attendance of IR team and leverage outsourcing in the case that it is difficult to ask for immediate help from other directors

Other possible IR Enhancement

- Use internal human resource
 - As Takagi-san and Takeda-san from IR team are capable to explain clearly and have expertise in facing investors, it's natural to play a major role at financial result briefings too
- New hires from outside
 - In recent years, regardless of industry or size, IR has been reevaluated as a strategic function that requires advanced communication skills, and companies have been actively recruiting for this position. Recruiting by LinkedIn and Minsetsu could be an option to take
 - <https://www.linkedin.com/jobs/view/2906269569>
 - <https://ir-career.com/>
- Appoint IR agencies
 - IR Japan https://www.irjapan.net/service/ir_sr/ir_explan.html
 - Other <https://www.jira.or.jp/irservice/list>

INVESTOR ENGAGEMENT STRATEGY DIVERSIFICATION



Japanese market, especially small-cap, is losing attentions from global investors.

Unless you take every possible measure, no one will likely pay attention to you even if your business is sound and you explain it at periodic earnings call as attendance is low.

A shift from passive IR to aggressive and progressive IR strategy is a **MUST**.

- Hold sessions of laboratory tours and technology briefings, etc. in addition to current periodic earnings call
- Interactive discussion sessions with investors on deeper topic such as “my strategy and plan” (We can also help you to set up such session like we did with Ihara Science)
- Utilize external IR advisory services for strategy development and execution all at once
- Expand sponsored research to appoint the second to have multiple views
- It is essential to conduct above actions in multiple ways with focus on foreign investors. This is the weak link amongst IR service companies in Japan

DISCLAIMER



Hibiki Path Advisors Pte. Ltd.

Tel: +65 6931 3914

Email: info@hibiki-path-advisors.com

Website: www.hibiki-path-advisors.com

Address: 39 Temple Street, #02-01 Singapore (058584)

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