

# **To Our Shareholders and Investors**

Business Report for Fiscal Year ended March 2021 April 1, 2020 - March 31, 2021



**SOURCENEXT** Corporation

### Greetings

## Going Global with SOURCENEXT

To all our valued shareholders and investors, I would like to express my warmest gratitude for your continued loyal patronage and hope that this letter finds you well.

Founded in August 1996 with the mission of "Creating products that inspire joy and move the world," we have striven to plan and develop products that would exceed customer expectations as we strengthen our corporate structure and improve and reform our business. As a result, it has become time for a candidate successor to take on the management role, and Tomoaki Kojima has become our new president as of February 1, 2021.

With an eye on the globalization of our business, we aim to further strengthen our management base and speed up decision-making to even further raise the corporate value of our group.

By "Fostering product owners to continue creating hit products," "Building the structure to become a global corporation," "Creating a rewarding organization by promoting delegation of authority" and working on other initiatives, Noriyuki Matsuda, as founder and CEO, will work with Tomoaki Kojima, the new president, to lead the new managerial structure for the sustainable growth and development and the increased corporate value of our group.

We would like to express our deepest gratitude to all our shareholders and investors for their continued support and, in line with our new slogan, create "Your next delight," one after another, and work toward expanding into the global market to inspire joy and move the world with our products.

We thank all of you again, from the bottom of our hearts, for your kind understanding and encouragement, and look forward to your continued support in the coming future.

June 2021

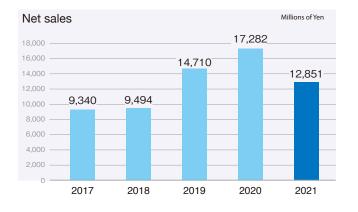


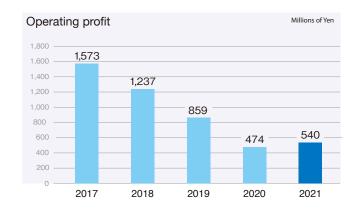
Founder and CEO Noriyuki Matsuda

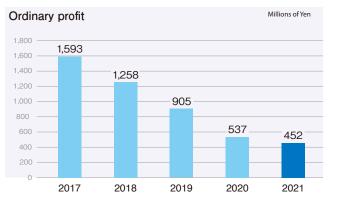
President and COO Tomoaki Kojima

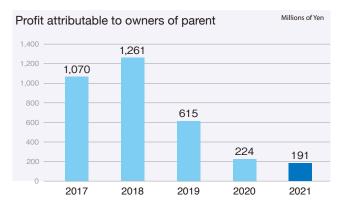
## **Main Highlights**

- Recorded an operating profit greater than the previous fiscal year despite the effects of COVID-19
- Dividend payout of 0.21 yen (maintained dividend payout ratio of 15%)









## **Forecasts for Next Fiscal Year**

Millions of Yen		Millions of Yen	Millions of Yen	Millions of Yen	Yen	Yen
	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	Earnings per share	Annual dividends per share
Six months ending September 30, 2021	6,850	46	0	0	0.00	_
Full year	16,817	578	550	376	2.76	0.41

## **NEWS** Started Sales of Products for Web Conferencing in Response to the Rapidly Changing Market Caused by COVID-19

# Strengthen the Management Base through Product Diversification

Up until now, we have mainly dealt with products for the general consumer market. However, by opening up the corporate market with POCKETALK, making products for web conferencing and teleworking a new pillar of our business and diversifying products, we will build a strong management base that can withstand rapid changes in the economic environment.

### **Products for Web Conferencing**



The Meeting Owl

These are products for web conferencing, which has become common for helping prevent the spread of COVID-19, that enabled us to gain more corporate customers.

### Comprehensive Web Page on Telework



In March 2020, we opened a dedicated page on the SOURCENEXT site called "TELEWORK COLLECTION," which is a collection of telework-related products. The Company offers a variety of proposals, from work to solving a lack of exercise, learning and education.



### XSplit Vcam for Background Freedom

Software that can blur your background or switch between an image or video in order to protect your privacy by preventing others from seeing your room during web conferences.





Advertisement featuring the comedian Akihiro Kakuta of "Tokyo 03"

A web conferencing tool equipped with a 360° camera, microphones, and speakers. It can automatically focus on whoever is speaking, providing a more immersive meeting experience than ever before. We have been able to ship 10,000 units over approximately seven months, and it is being used by various companies across the industry.





### Freedom of Expression - Ewodas

Our proprietary software that can display images or text on your video display during web conferences.

krisp

### Krisp, Surprisingly Silent

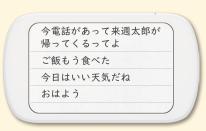
Software that uses AI technology to reduce unwanted noise during web conferences.

### **Products and Services**

### **IoT Products**

Through new products that utilize the technology from the AI translation device POCKETALK, we are expecting to acquire new customers and to expand the market.

### Al Voice-to-text Device



タブレット**mimi** 

With the tablet-size "TABLET mimi," simple operation by just talking is realized.

We realized that some customers were using POCKETALK to communicate with people who are hearing impaired. Therefore, we released two types of specialized devices for displaying the contents of what is spoken into large text. These facilitate communication with people who have impaired hearing including the elderly.

### Voice-to-text Recorder

Al-powered translation device



AutoMemo can convert recorded voice memos into text using Al over the internet, and automatically send it together with the audio file to a computer or smartphone. This improves efficiency with the creation of meeting minutes and drafts.

POCKETALK S English(US) 電話力 て来週太 郎が帰って くるって言 てたよ 日本語 3 POCKEŤALK POCKETALK GOOD DESIGN AWARD 2020年度受賞 S Plus "POCKETALK S."

The AI-powered translation device POCKETALK is the size of a business card. We introduced an all new "POCKETALK S Plus" in July 2020, which featured the same camera translator as "POCKETALK S," but with an even larger screen size. It has quickly gained popularity due to its easy-to-operate and easy-to-view screen size.

An air Purifier **M**<sup>o</sup>LEKULE

"Molekule." whose name is taken from the English word "molecule," is an innovative air purifier developed in the U.S. It can remove various molecules from the air including viruses, pollen, house dust, and bacteria using a photoactive nanofilter and special catalyst. We launched the molekule.jp website in October 2020, and are currently expanding our sales channels to electronics retailers.

"POCKETALK mimi" won the Good Design Award along with

**Air Purifier** 

## Providing a wide-range of products, from smartphone apps to computer software

### **Smartphone Apps**

### Providing Apps to All 3 Major Mobile Carriers

ISOURCENEXT provides apps to the all-you-can-use app services of all 3 major carriers in Japan.

Providing Apps Since	Carrier	Service Name	Number of Apps Provided
March 2012	KDDI	"au SmartPass"	2
June 2013	NTT DOCOMO	"SugoToku Contents"	15
August 2014	Softbank	"App Pass"	36
			(As of March 2021)

Example of apps provided



# World's First Voice Messaging Service with LINE Integration



The number of service contracts has been increasing with respect to the "Smart RUSUDEN" voice message to text service that enables users to read their voice messages either on the spot, or through Email or LINE (messaging service).



### **All-You-Can-Use Services**

### New State of Apps

SOURCENEXT is leveraging our unique ability to handle a large number of apps from a wide range of fields to focus on providing flat-rate, "all-you-can-use" services. In addition to selling this as our own product, our sales channels have been expanding to wide-ranging business sectors as a result of actively providing apps on an OEM basis.

Service Name	Platform	Provided To	
Apps CHOU HODAI	For Smartphone Users	Internet service providers, Cable TV service providers, mobile virtual network	
CHOU HODAI For PC Users		operators (MVNOs), PC schools, smartphone/PC shops, etc.	





An "all-you-can-use" monthly app subscription service with over 100 apps to choose from.



Users can download and use all the software they want from a lineup of 120 applications, including the world's top performing antivirus software "Super Security." It is available under one-year, three-year and monthly subscription plans.

	製品名	S45
	スーパーセキュリティ 3台用 マルチのS版 組み合わせ目由で3台まで使える、世界磁高レベル性能 のセキュリティ対策ソフト ソースネウスト版式会社	t#1
V	<b>超ブルーライト削減 Ver.2 (5台用)</b> 簡単操作でパシコンの画面から出るブルーライトを削減 できるソフトです。(Windows 5台用) ソースネクストRit会社	システ. リティ
•	いきなりPDF Ver.8 BASIC PDF作成ソフト ・ 販売本款シェア17年連続No.1シリーズの普及版 ・ PDFの作成、安逸、編集、結合、分割、抽出ができる ソースネクスト様式会社	E94
<u> </u>	<b>筆王Ver.25 オールシーズン</b> 在所録・はがき作成ソフト ・離単、お湯、高性能。 ・5台の/VUコンで使える ソースネクスト概念社	Ø4 · :
	Paintgraphic 4 Pro 画像編集ソフト ・仮伝格で本相的な画像編集ソフト ・Photoshop形式も対応 ソースネクスト株式会社	alami - i
	<b>カンタン切り抜き写真 4</b> 写真端集ソフト ・トラックだけて簡単に切り抜き ・ムが人物を始出 ソースネクスト版IGA1	80MI - 1
	<b>満足素材</b> ロイヤリティフリーの20,000点以上の写真とイラスト素 材 ソースネクスト度式会社	素材
1003.Lotwo 3D麻雀	100万人のための3D麻雀 人間的な思考を追及した、本格的4人打ち麻雀 株式会社アンバランス	ゲーム
	信長の野望・蒼天録 with パワーアップキット 「信長の野留・蒼天娘」本体と、新しい楽しみ方をブラ スするパワーアップキットのセット &KGR1コーエーテクモケームス	<i>7</i> -Δ

### PC Software

Demand for security and business software, as well as learning and educational software, has been on the rise due to the rapid adoption of telework throughout the country.

## "ZERO," Antivirus Software With No Renewal Fee

AV



In 2006, SOURCENEXT abolished the security software update fee, which had been a customary practice in the industry, and it has been very well received by our customers. There are two versions to choose from: virus security, which costs 1,980 yen, or "Super Security," which has the world's best performance.



Super Security's engine has achieved the highest score for seven consecutive years.

It has achieved the highest score for seven consecutive years in performance testing by AV-Comparatives, an Austrian third-party organization. In 2020, it achieved the highest rank in all seven tests, including protection and resource usage, and won "Outstanding Security Product 2020."

#### "IKINARI PDF," No.1 Share for 18 Consecutive Years Since Its Launch



A long-selling, high-performance, low-cost product that has changed common practice in PDF creation and has been introduced to over 9,800 companies. It helps to increase efficiency of document management, reduce costs and promote telework.

POS actual sales statistics from 2,717 major electronics retailers, computer stores and online shops nationwide (2003-2020 BCN Inc. survey)



#### The World Famous, Language Learning Software "Rosetta Stone"



"Rosetta Stone" is world famous language learning software that covers a total of 24 languages. The "Rosetta Stone Library" is an online language learning platform that allows you to take lessons at your convenience, using your computer, smartphone or tablet.

## No. 1 in the Number of Units Sold in 7 Categories of PC Software



Number of units of "PC Software" sold by each manufacturer in 2020 according to GfK Japan's research on sales data of major domestic electronics retailers. "OCR/Translation/PDF" extracted from "Business" category, "PC Software Training" extracted from "Educational," Postcard/Mobile/Typing" extracted from "Practical Use," and "Video Editing/DVD-Related" extracted from "Graphics."

### Over 70% Share in the Postcard Creation Software Category



As a group, SOURCENEXT gained more than 70% of the share in the postcard creation software market, with the top-selling postcard software "FUDEMAME," our own copyrighted product "FUDEOH," and "ATENA SHOKUNIN" for Mac.

#### Full Range of Video, Image Editing and Music Software

SOURCENEXT has a wide range of video editing software, image editing software, composition and sound editing software that is used worldwide.

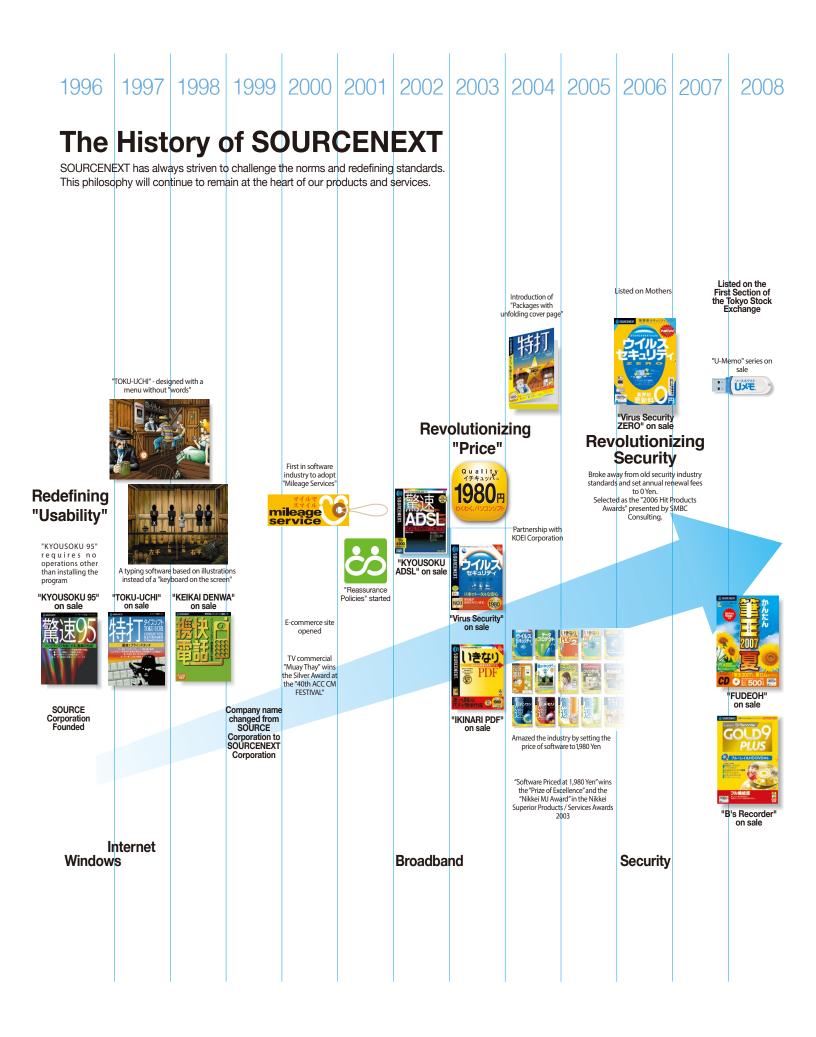


### **User Services**

### **Over 17 Million Registered Users**

Customers who purchase a product and get registered as users are encouraged to purchase again through information on after-sale upgrades, discounts, etc. The total number of registered users now exceeds 17 million, making it a major source of income for SOURCENEXT.







Millions of Yen

	As of March 31, <b>2020</b>	As of March 31, <b>2021</b>
Assets		
Current assets	11,518	13,465
Cash and deposits	3,898	4,779
Merchandise and finished goods	3,092	4,330
Non-current assets	5,511	6,865
Property, plant and equipment	157	105
Intangible assets	2,927	2,930
Investments and other assets	2,426	3,829
Total assets	17,029	20,331
Liabilities		
Current liabilities	3,985	6,538
Non-current liabilities	952	1,428
Total liabilities	4,937	7,966
Net assets		
Shareholders' equity	11,992	12,152
Accumulated other comprehensive income	△19	59
Share acquisition rights	118	151
Total net assets	12,091	12,364
Total liabilities and net assets	17,029	20,331
Current ratio	289.0%	205.9%
Quick ratio	157.1%	104.1%
Equity ratio	70.3%	60.1%

### **Consolidated Balance Sheets**

### **Consolidated Statements of Income**

	Fiscal year ended March 31, <b>2020</b>	Fiscal year ended March 31, <b>2021</b>
3 Net sales	17,282	12,851
Cost of sales	7,096	5,256
Gross profit	10,185	7,594
Selling, general and administrative expenses	9,710	7,054
Operating profit	474	540
4 Ordinary profit	537	452
Profit before income taxes	565	418
Total income taxes	340	227
Profit attributable to owners of parent	224	191

Millions of Yen

### Consolidated Statements of Cash Flows Millions of Yen

	Fiscal year ended March 31, <b>2020</b>	Fiscal year ended March 31, <b>2021</b>
5 Cash flows from operating activities	△1,329	△639
6 Cash flows from investing activities	△1,715	△2,755
<b>7</b> Cash flows from financing activities	△602	4,271
Effect of exchange rate change on cash and cash equivalents	△16	4
Net increase (decrease) in cash and cash equivalents	△3,663	881
Cash and cash equivalents at beginning of period	7,562	3,898
Cash and cash equivalents at end of period	3,898	4,779



### Total assets

Cash and deposits increased by 881 million yen, merchandise and finished goods such as IoT products and telework goods increased by 1.237 billion yen, and investment securities at Molekule, Inc. of the U.S. and other companies increased by 1.665 billion yen.

### **5** Ca

### Cash flows from operating activities

Outflows decreased compared to the previous fiscal year, amounted to 639 million yen. The main factors were a 470 million yen decrease in advance payments to suppliers because of the decrease in POCKETALK purchases, a 546 million yen decrease in unearned revenue because of the decrease in POCKETALK sales, and an 834 million yen decrease in accounts payable outflows because of the reduced advertising expenses.

2

### **Total liabilities**

Liabilities increased by 3.028 billion yen to become 7.966 billion yen. The main factor was an increase of 3.3 billion yen in short-term borrowings, for purchases of IoT products and "Meeting Owl" and for the investment in Molekule, Inc. of the U.S.

### Cash flows from investing activities

Net cash used in investing activities amounted to 2.755 billion yen, an increase of 1.039 billion yen in outflows compared to the previous fiscal year. The main factors were an increase of 683 million yen in outflows for purchase of investment securities and an increase of 237 million yen in outflows for purchase of software.

C Net sales

Sales of POCKETALK fell as demand for outbound and inbound travel decreased, but telework products such as "Meeting Owl" captured much of the domestic demand. In addition, we introduced numerous new IoT products, including "POCKETALK S Plus," "TABLET mimi" and "AutoMemo." Though augmented by the expansion of telework-related and security PC software, net sales decreased by 25.6% from the previous fiscal year to 12.851 billion yen.

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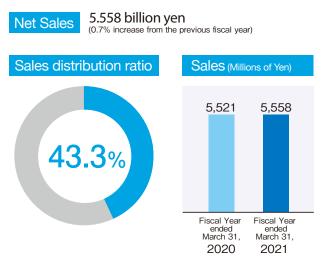
### **Ordinary profit**

We greatly reduced advertising expenses and took other effective cost-cutting measures, and as a result, our operating profit closed higher than the previous year, at 540 million yen (13.8% increase from the previous fiscal year). However, because the spread of COVID-19 became a long-term issue, sales of IoT products did not grow as initially expected, and investment losses of 86 million yen arose from an entity accounted for using equity method in China. As a result, our ordinary profit closed at 452 million yen (15.8% decrease from the previous fiscal year).

### **7** Cash flows from financing activities

Inflows for the current fiscal year amounted to 4.271 billion yen. The main factors were purchases of new IoT products such as Meeting Owl and Molekule and financing of borrowings for investing. The net increase of short-term borrowings was 3.3 billion yen, and inflows from long-term borrowings amounted to 1.5 billion yen.

### SOURCENEXT eSHOP(EC site)



We sell IoT products, software and the like through the online shop on our website. Net sales amounted to 5.558 billion yen (a 0.7% increase from the previous fiscal year).

## Growth in PC software due to the rise in stay-home demand and telework demand

Overview of sales and major activities

- Stable sales of security, postcard creation software, and other existing products
- Introduced new PC software including "XSplit Vcam" and "B's Video Recorder"
- Started to carry "Meeting Owl," "Molekule," "AutoMemo," "Tablet mimi," and other new IoT products
- Started a migration service for POCKETALK from the first generation to the new product
- · Introduced a point system exclusive to the online shop



## **Electronic Retail Stores**

 A.223 billion yen (50.6% decrease from the previous fiscal year)

 Sales distribution ratio
 Sales (Millions of Yen)

 32.9%
 4,223

 Fiscal Year ended March 31, 2020
 Fiscal Year ended March 31, 2021

We sell IoT products, PC software and the like to individual consumers, mainly at electronics retail stores around Japan. Net sales amounted to 4.223 billion yen (a 50.6% decrease from the previous fiscal year).

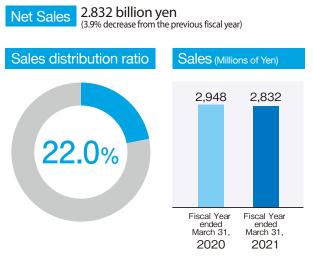
## Enhanced in-store appeal by placing sample products and displays listing awards

Overview of sales and major activities

- Grew appeal of "POCKETALK" as a language-learning tool
- Developed new sales routes for "TABLET mimi," such as optical stores that carry hearing aids
- Expanded in-store placement of "Meeting Owl" and "AutoMemo" with displays listing awards and adoption cases
- Sales of security and typing software increased with greater telework and online-learning demand



## **Corporate Sales**



We sell and rent "POCKETALK," "Meeting Owl" and more to corporations and organizations, and we also provide services such as "all-you-can-use" subscription services for PC software and apps. Net sales amounted to 2,832 million yen (a 3.9% decrease from the previous fiscal year).

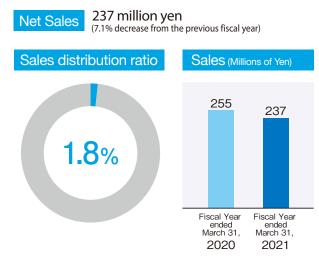
## Stable sales because of capturing corporate telework demand

Overview of sales and major activities

- "POCKETALK" demand decreased, for both new and rental units; Stable performance however, with continuing needs from corporations with demand related to foreign residents in Japan
- Increased orders for "Meeting Owl" from major companies as more companies adopt telework; adoption also at universities and the like
- Among content provision for "all-you-can-use" apps services for major mobile carriers, there was an increase in ubscribers for some carriers, leading to increased sales
- Monthly subscriptions to "Smart RUSUDEN" and "Apps CHOU HODAI" are performing steadily



### Others



Net sales amounted to 237 million yen (a 7.1% decrease from the previous fiscal year).

## "POCKETALK" introduced at U.S. medical institutions; sales also recovering

Overview of sales and major activities

- Donated "POCKETALK" to medical institutions through our U.S. subsidiary and was selected by Newsweek for its "50 U.S. Businesses That Stood Out During the Pandemic"
- Consumer online shopping through Amazon is steady in 2021, resulting in major growth in sales in the fourth quarter, 2.6 times from the previous year
- Promotional activities such as the development of pop-up stores with a focus on Asia (Thailand and Malaysia) are progressing



### Chosen as a Best Company in the "Great Place to Work®" ranking for seven consecutive years



## The Meeting Owl awarded "Nikkei Superior Products and Services Award"



The Meeting Owl won one of the "2020 Nikkei Superior Products and Services Awards - Nikkei Awards for Excellence."

The Great Place to Work® Institute is one of the largest institutions in the world that conducts and analyzes employee satisfaction surveys. In the 2021 ranking of "Great Place to Work" among Japanese companies, SOURCENEXT was chosen as one of the Best Companies for seven consecutive years since 2015.

# **POCKETALK** appearance in Newsweek



POCKETALK was selected as one of the "50 U.S. Businesses That Stood Out During the Pandemic" in Newsweek, and its logo was printed on the cover as it donated 850 devices to medical institutions in the United States. (July 10, 2020 edition of Newsweek)

## Introduction of shareholder benefit plan



The Company introduced a shareholder benefit plan with the aim of expressing the Company's gratitude to shareholders for their ongoing support, increasing the number shareholders holding shares in the medium to long term by increasing the appeal of investing into the Company's stocks, and enabling shareholders to gain an even deeper understanding of the Company's business. Shareholder benefit points that can be used at the Company's website will be presented to shareholders depending on the number of shares held and the duration of ownership.

#### Q. What is your most popular product / service?

### A. The AI translation device "POCKETALK" and telework-related products, led by "Meeting Owl," are popular.

We have sold a total of over 800,000 "POCKETALK" units since its release in December 2017 (as of November 2020). Though demand for international travel has decreased, we have updated "POCKETALK" so that it can be used in learning and in remote meetings, and it has remained popular. Shipment of the 360 ° AI camera "Meeting Owl" exceeded 10,000 units in just seven months (as of February 2021), and the product received a "2020 Nikkei Superior Products and Services Awards - Nikkei Awards for Excellence." This and other products that support the increasing telework are popular.

## Q. What are your thoughts on premium redemptions to shareholders?

A. We are committed to firmly maintaining a policy of paying stable dividends.

Our dividend policy is to implement the distribution of profits with comprehensive consideration of performance, the dividend payout ratio and the amount of investment required for medium- and long-term corporate growth. For the fiscal year ended March 31, 2021, we paid out dividends on the basis of a 15% dividend payout ratio. For the fiscal year ending March 31, 2022, we also plan to pay dividends on the basis of a 15% dividend payout ratio upon taking business conditions into account. Going forward, we are committed to firmly maintaining a policy of paying stable dividends while taking business conditions into account.

#### Q. What are your future business strategies?

A. With an eye on the "post-COVID-19 era" and the "COVID-19 era," we will expand sales of "POCKE-TALK" further and expand our lineup of products for remote meetings and telework.

In preparation for widespread vaccination against the COVID-19, we will add even more features to "POCKETALK" and expand our sales routes, including international sales. Making "POCKETALK" support remote meetings is certain. We will also expand our lineup of IoT products and software for corporations that will make the office telework environment more convenient and introduce new products that support the changing times.

- Q. Does SOURCENEXT have an established regulatory compliance program?
- A. Yes, we have established a culture of treating compliance with utmost importance.

In our corporate philosophy of "becoming the most exciting company in the world," we define "exciting" to mean "being genuinely good," "creating happiness," and "having fun," and we are fostering a culture that expects our people to do the right thing. Moreover, in addition to requiring our employees to undergo training and do a test at the time of entering the company and once a year thereafter, regardless of the form of their employment with the company, we also teach via other methods such as through the activities of committees composed of employees. Furthermore, as a response for actions that arouse suspicions as to whether they are within laws and regulations, we have established the "Corporate Ethics Hotline" that provides the means for all employees to make an anonymous report to the company via an independent organization with no relationship of interest with our company.

### **Shareholders' Notes**

#### **Fiscal Year**

From April 1 to March 31 of the following year

### **Annual Meeting of Shareholders**

June of every year

### **Record Date**

For Annual Shareholders' Meeting: March 31, every year

For Year-end Dividend: March 31, every year

If others are deemed necessary, the dates will be as notified in advance

#### Shareholder Registry Administrator and Transfer Account Management Institution for Special Accounts

1-4-1 Marunouchi, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited

#### **Shareholder Registry Administrator Office**

1-4-1 Marunouchi, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited,

Stock Transfer Agency Business Planning Dept.

(Mailing Address) 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063

Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Planning Dept.

(Telephone Number) 0120-782-031 (Available only in Japan)

(Internet Homepage URL) https://www.smtb.jp/personal/agency/index.html

(Regarding changes in registered address and referencing information regarding shares)

Shareholders who have an account opened with a securities company, who need to make changes to their regis tered address or need to reference any records, please contact the securities companies for which the account is opened for. For shareholders who do not have an account at any securities company, please make inquiries to the telephone number noted above.

#### (Regarding Special Accounts)

For shareholders who are not using Japan Securities Depository Center for their electronic stock certificates, we have prepared an account (special account) at the above Sumitomo Mitsui Trust Bank, Limited. For address changes and referrals regarding these special accounts, please contact the above telephone number.

### **Method of Notification**

Notification will be made public electronically (http://www.sourcenext.com), but in any cases where notification via electronic publication is not possible, the information will be made public through the Nihon Keizai (Nikkei) Shimbun.

### **Securities Code**

4344

### Traded

Tokyo Stock Exchange (First Section)

### SOURCENEXT CORPORATION

Shiodome City Center 33F, 1-5-2, Higashi-Shimbashi, Minato-ku, Tokyo 105-7133 TEL: 81-3-6254-5231

Windows is a trademark or registered trademark of Microsoft Corporation in the United States and/or other countries.

• The names of other companies, products and services are the property of their respective owners.

### **Overview of Corporation**

(as of March 31, 2021)

### Company Name

SOURCENEXT Corporation

#### Founded

August 2, 1996

#### Headquarter

Shiodome City Center 33F, 1-5-2 Higashi-Shim bashi, Minato-ku, Tokyo 105-7133

#### Capital

3,688 million yen

### Number of Employees

Nonconsolidated: 137 (including 5 temporary staff / employees) Consolidated: 151 (including 5 temporary staff / employees; excluding 2 seconded employee)

#### **Description of Business**

Planning, development and distribution of PC / smartphone software and hardware products

### Members of the Board (as of March 31, 2021)

Founder and CEO Noriyuki Matsuda President and COO Tomoaki Kojima Senior Managing Director Kousuke Fujimoto Managing Director & CFO Fumihiko Aoyama **Outside Director** Hideaki Kubori **Outside Auditor** Kunitake Ando **Outside Auditor** Nobuhide Nakaido Standing Auditor Masaaki Hirose **Outside Auditor** Tetsuya Kobayashi **Outside Auditor** Kakuji Takano

Present Shares (as of March 31, 2021)

Total Number of Authorized Shares 361,120,000 shares

Total Number of Issued Shares 136,256,800 shares

Number of Shareholders 49,361

#### **Corporate Philosophy**

Origin of company name: "We Source What's Next"

#### SOURCENEXT's Ultimate Strategy

Corporate Mission

Creating products that inspire joy and move the world

**Corporate Vision** 

To become the most exciting company in the world

The three conditions of "Exciting" Being genuinely good Creating happiness Having fun

Corporate Principles

Work diligently. Think positively. Keep your senses sharp.