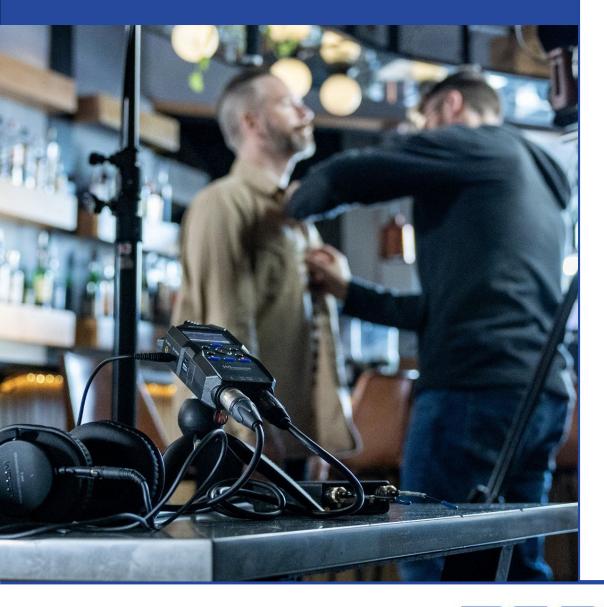
# WE'RE FOR CREATORS™



Fiscal Year ended December 2023 (41st term)

# Financial Results Briefing

February 22, 2024

**ZOOM CORPORATION** 



# **We're For Creators**

# I. FY 2023/12 financial results

# FY2023 financial results highlights



Conversion of the Sound Service Group into a consolidated subsidiary and weakness of the yen resulted in sharply increased sales, and factors such as a depression in the North American market resulted in decreased profits

# 2023 consolidated financial results

Net sales: 17,901 million yen (+4,665 million yen YoY)

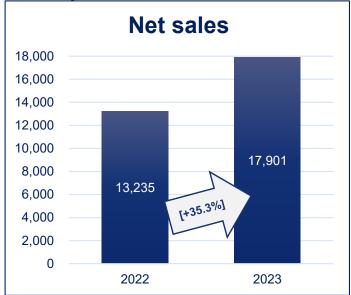
Operating profit: 573 million yen (-90 million yen YoY)

Ordinary profit: 649 million yen (-70 million yen YoY)

- The Company recorded sharply increased sales due to the yen weakness compared with the same period of the previous year and conversion of Sound-Service Musikanlagen-Vertriebsgesellschaft mbH (hereinafter referred to as the "Sound Service") and its subsidiary Sound Service MSL Distribution Ltd (hereinafter referred to as "Sound Service MSL" and, combined with the former, collectively referred to as the "Sound Service Group") into a consolidated subsidiary in January 2023. There was a depression in the North American market.
- In the first fiscal year of consolidation, temporary expenses in new consolidation meant that the consolidation of the Sound Service Group did not cause an increase in operating profits.

■ Fullyear

(Million yen)







# **Consolidated income statement for FY2023 (summary)**



(Million yen)

	FY 2022/12 Results	FY 2023/12 Results	Change	Remarks
Net sales	13,235	17,901	4,665	<ul> <li>Increase mainly from conversion of the Sound Service Group into a consolidated subsidiary in January 2023</li> <li>Depression in sales in North American market</li> </ul>
Gross profit (Gross profit margin)	5,221 (39.5%)	7,069 (39.5%)	1,848	Conversion of the Sound Service Group with a high gross profit margin into a consolidated subsidiary Increase in a deducted amount of unrealized profit included in stock of the group due to conversion of the group into a consolidated subsidiary (up 363 million yen, one-time expenses for the first term) Decrease in gross profit margin due to policies such as rebates in conjunction with depression of sales in the North American market
Operating profit (Operating profit margin)	664 (5.0%)	573 (3.2%)	-90	Selling, general and administrative expenses including 214 million yen in amortization of goodwill arising from conversion of the Sound Service Group into a consolidated subsidiary
Ordinary profit (Ordinary profit margin)	720 (5.4%)	649 (3.6%)	-70	
Net income attributable to owners of the parent (Net profit margin)	377 (2.9%)	88 (0.5%)	-288	Down 560 million yen from ordinary profit due to the lack of tax-savings effects on amortization of goodwill and the occurrence of non-controlling interests (229 million yen) on Mogar and Sound Service Group
EBITDA	1,111	1,378	267	Increase in amortization of goodwill  EBITDA = Operating profit + Depreciation *
Depreciation R&D expenses Foreign exchange gains/losses	*447 947 21	*805 898 -48	357 -48 -70	* Including 437 million yen in amortization of goodwill (vs. 209 million yen in the previous year)
Average exchange rate (yen/USD)	131.4 yen	140.5 yen	+9.1 yen	

# **Net sales by product category FY2023 (graph)**



#### Other brands

**Brands offered by Mogar** 

**Brands offered by HookUp** 

**Brands offered by Sound Service** 

Other (Audio Interface, Vocal processor, Microphone, Accessories)

#### **UAC-232**



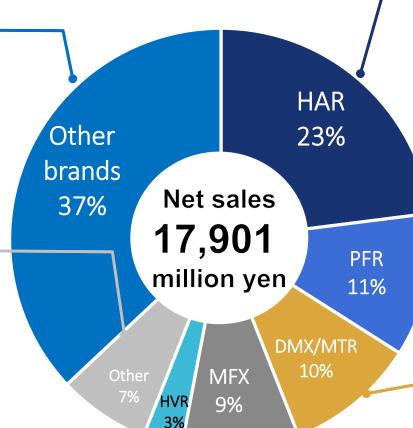
An audio interface enabling top-quality recording with no need for gain adjustment, using our proprietary dual-AD circuitry and 32-bit floating recording technology

#### Handy Video Recorders



Q8n-4K

High-quality sound 4K camera for musicians



#### Multi Effects



#### **G2X FOUR**

Multi-effects equipped with the expression pedal significantly increasing the expressiveness of guitar

# Handy Audio Recorders



#### **H6** essential

A six-track Handy Audio Recorders that is a must-have for artists, and which combines dual AD converters with 32-bit floating audio and is capable of recording perfect, unclipped audio in various situations

#### **Professional Field Recorders**



#### F8n Pro

Field recorders making it possible to record sound from overwhelming sound to very quiet sound at the best quality without distortion in a variety of sets.

Digital Mixers / Multi track Recorders



#### **R4**

The world's first portable multi-track recorders that supports 32-bit floating audio and allows musicians and artists to achieve quick, high-quality, and reliable recording of the melodies and phrases in their heads

# FY2023 net sales by product category



Sales increase in many categories due to conversion of the Sound Service Group into a consolidated subsidiary

(Million yen)

	FY 2022/12 Results	FY 2023/12 Results	Change Main factors behind changes in net sa	
	(share)	(share)	Onlange	main factors belinia changes in het sales
Handy audio recorders (HAR)	4,093 (31%)	<b>4,101</b> (23%)	7	Despite effects of the conversion of the Sound Service Group into a consolidated subsidiary and a devalued yen, the decrease in demand for existing models has caused declining sales
Professional field recorders (PFR)	1,349 (10%)	1,909 (11%)	559	<ul><li>Effects of new models of the M series</li><li>Strong sales of the F series</li></ul>
Digital mixers/Multi track recorders (DMX/MTR)	1,684 (13%)	1,811 (10%)	127	Increase in sales due to conversion of Sound Service Group into a consolidated subsidiary
Multi-effects (MFX)	1,404 (11%)	1,620 (9%)	215	<ul> <li>Increase in sales due to conversion of Sound Service Group into a consolidated subsidiary</li> <li>Effects of new models of the G2 FOUR series and G1 FOUR series</li> </ul>
Handy video recorders (HVR)	661 (5%)	595 (3%)	-66	A downturn has been continuing due to the fact that there had been demand for web cameras during the COVID-19 pandemic
Others	1,099 (8%)	1,234 (7%)	134	Increase in sales due to conversion of Sound Service Group into a consolidated subsidiary
Brands offered by Mogar	959 (7%)	1,144 (6%)	185	Increase in sales due to weak yen and favorable year-end sales battle
Brands offered by HookUp	1,982 (15%)	1,625 (9%)	-357	<ul> <li>For the same period of the previous year, the sales of 15 months were posted, but, for this year, the sales of 12 months were posted, thereby resulting in a decrease</li> </ul>
Brands offered by Sound Service	-	3,859 (22%)	3,859	Posting of net sales other than those of ZOOM products in brands offered by the Sound Service Group due to conversion of the Sound Service Group into a consolidated subsidiary
Total	13,235	17,901	4,665	Increase in sales of 4,605 million yen due to conversion of the Sound Service Group into a consolidated subsidiary

# FY2023 net sales by region



Sharply increased net sales in central Europe due to conversion of the Sound Service Group into a consolidated subsidiary

(Million yen)

	FY 2022/12 Results (share)	FY 2023/12 Results (share)	Change	Main factors behind changes in net sales
Central Europe *1	1,428 (11%)	6,291 (35%)	4,863	<ul> <li>Increase in sales due to conversion of Sound Service Group into a consolidated subsidiary</li> <li>Sales decreased in the previous quarter due to inventory adjustments by sales agents and retail stores</li> </ul>
North America	5,000 (38%)	4,473 (25%)	-527	<ul> <li>Decrease in sales due to unfavorable summer sales and year-end sales battle caused by worsened perception of economic state</li> <li>Decrease in sales due to the decrease in demand for existing models of Handy Audio Recorders, which is a major product</li> </ul>
Southern Europe *2	2,098 (16%)	2,619 (15%)	521	<ul> <li>Increase in sales due to weak yen and favorable year-end sales battle</li> <li>Increase in sales of ZOOM products through Amazon</li> </ul>
Japan	2,791 (21%)	2,564 (14%)	-227	<ul> <li>Sales of HookUp decreased by 342 million yen due to the change in the ending date of the fiscal period. Due to the fact that the period included fifteen months last year but twelve months this year.</li> <li>Increase of 115 million yen in sales of ZOOM products due to favorable sales of F Series</li> </ul>
China	240 (2%)	253 (1%)	12	
Others	1,676 (12%)	1,699 (10%)	22	Philippines + 49M, Australia + 42M     Bolivia -20M, Finland -18M
Total	13,235	17,901	4,665	

<sup>\*1.</sup> Central Europe includes Germany, the UK, the three Benelux states, Austria, Poland, the Czech Republic, Slovakia, the three Baltic states, and other countries.

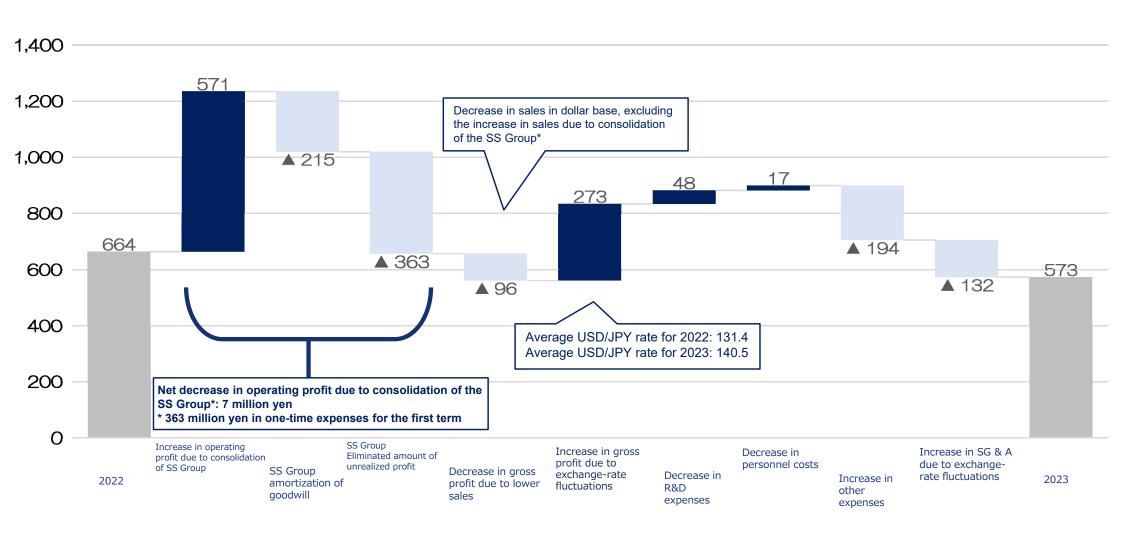
<sup>\*2.</sup> Southern Europe includes Italy, France, Spain, and Portugal

# FY2023 analysis of changes in operating profit



# Analysis of changes in operating profit(million yen)

\* SS Group: Sound-Service Musikanlagen-Vertriebsgesellschaft mbH and Sound Service MSL Distribution Ltd



# FY2023 Consolidated Balance Sheet (summary)



(Million yen)

	End of FY 2022/12	End of FY 2023/12	Change	Main factors behind changes
Current assets	10,841	13,721	2,880	
Cash and deposits	2,171	2,847	676	* See the Consolidated Statements of Cash Flows (summary)
Notes and accounts receivable-trade	2,109	2,267	158	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+183 million yen)
Merchandise and finished goods	4,013	6,668	2,654	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+2,565 million yen)
Raw materials and supplies	1,288	1,106	-181	
Non-current assets	2,808	5,538	2,730	
Property, plant, and equipment	647	1,491	844	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+869 million yen)
Intangible fixed assets	1,437	3,287	1,849	Increase in goodwill of 1,866 million yen due to conversion of the Sound Service Group into a consolidated subsidiary
Investments and other assets	723	759	36	
Total assets	13,650	19,260	5,610	
Current liabilities	5,907	7,143	1,235	
Accounts payable-trade	1,080	1,396	316	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+229 million yen)
Short-term loans payable	2,513	3,410	897	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+628 million yen)
Non-current liabilities	1,152	4,193	3,040	Increase due to conversion of Sound Service Group into a consolidated subsidiary (+975 million yen) Increase in long-term loans payable of 2,068 million yen due to getting a loan for acquisition of the stock of the Sound Service
Total liabilities	7,060	11,336	4,276	
Capital stock	212	212	-	
Total net assets	6,590	7,923	1,333	Increase in non-controlling interests of 1,160 million yen due to conversion of the Sound Service Group into a consolidated subsidiary
Total liabilities and net assets	13,650	19,260	5,610	

# FY2023 Consolidated Statements of Cash Flows (summary)



(Million yen)

	Results for FY 2022/12	Results for FY 2023/12	Change
Cash flow from operating activities	-586	817	1,403
Cash flow from investing activities	-175	-2,443	-2,267
Cash flow from financing activities	726	2,231	1,505
Effect of exchange rate change on cash and cash equivalents	159	159	0
Net increase in cash and cash equivalents	123	764	640
Cash and cash equivalents at beginning of period	2,032	2,156	123
Cash and cash equivalents at the end of the period	2,156	2,826	670

# ■ Major factors behind changes in cash flow (CF) in FY 2023/12 (million yen)

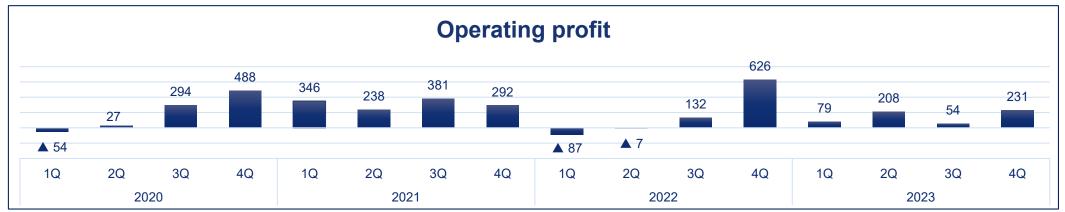
- Primary CF causes due to operating activities:
   Net profit before tax 637 / depreciation and amortization of goodwill 805 / decrease in trade receivables 635 / decrease in other receivables 968 / increase in inventory assets -915 / decrease in accounts payable -798 / payment of corporation tax -728
- Primary CF causes of investment activities:
   Acquisition of subsidiary shares in conjunction with change to scope of consolidation -2,207
- Primary CF causes due to financing activities:
   Net increase in short-term loans 134 / income from long-term loans 3,300 / repayment of long-term loans -929 / payment of dividends -214

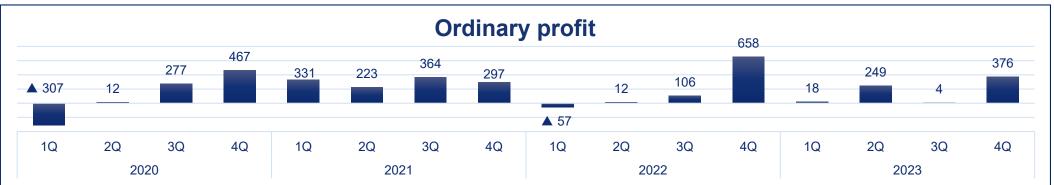
# Trends in quarterly business results in FY2023 and the past three years No.1



(Million yen)





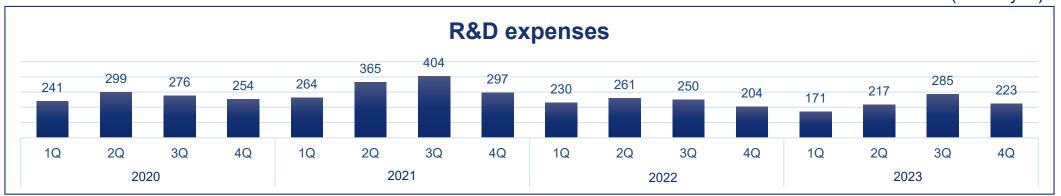


Sluggish growth in sales or profitability in the second half of the year was due to unfavorable summer sales and year-end sales battle caused by worsened perception of the economic state in Europe and the United States

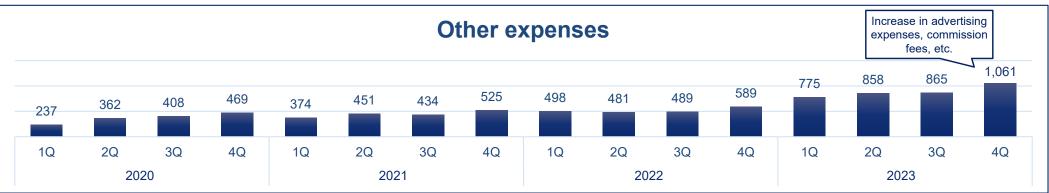
# Trends in quarterly business results in FY2023 and the past three years No.2



(Million yen)







Increase in personnel costs and other expenses due to conversion of the Sound Service Group into a consolidated subsidiary

# About the disparities between the forecasted consolidated results for FY2023 and the actual results



(Million yen)

	Net sales	Operating profit	Ordinary profit	Net income attributable to owners of the parent	Net profit per share (yen)
Previous forecast (A)	17,200	680	800	280	65.04
Actual figures (B)	17,901	573	649	88	20.64
Difference (B-A)	701	-106	-150	-191	-
Rate of change (%)	4.1	-15.6	-18.8	-68.2	-
(Reference) (FY 2022/12 results)	13,235	664	720	377	88.36

#### <Reasons for disparities>

1. Net sales
Increased due to policies such as rebates and clearance sales of the current Handy Audio Recorders.

#### 2. Operating profit

As a result of the above policies, the gross profit margin decreased more than expected.

Distribution costs and administrative expenses increased more than expected. (There was an increase of 176 million yen. This primarily includes personnel expenses, product guarantee reserves, and bad debt expenses.)

#### 3. Ordinary profit

Due to the effects of a sudden strong yen around the ending date of the fiscal year, foreign exchange losses increased more than previously expected, by 56 million yen.

4. Net income attributable to owners of the parent Loss on retirement of fixed assets totaled 11 million yen, and corporation taxes, etc. increased more than previously expected by 19 million yen.

# **We're For Creators**

# II. FY2024 forecasts

# Return to shareholders



#### Cash dividend for FY2023/12 of 30 yen per share (as in the last forecast) to be paid on March 29, 2024

We think dividend as a significant matter in return of profits to shareholders, and we have the policy to keep dividend stable, taking into account profit for each fiscal year and future business expansion, seek return of profits to shareholders, and pay stable dividend with the target payout ratio of around 30%.

Moreover, the newly formulated fourth medium-term business plan (2024 to 2026) established a policy of incremental dividends with no reductions in dividends and a payout rate of at least 30%. We plan to pay dividends based on this policy from FY 2024.

Dividend	FY 2022 (Actual)	FY 2023 (Actual)	FY 2024 (Forecasts)
Net income attributable to owners of the parent	377 million yen	88 million yen	400 million yen
Total amount of dividends	214 million yen	(plan) 129 million yen	134 million yen
Annual dividend per share	50 yen	(plan) 30 yen	31 yen
Payout ratio	56.6%	145.3%	33.5%

<sup>\*</sup> Amounts of dividend forecasts may vary with financial results.

# FY2024 forecasts of consolidated financial results



Consolidation of Sound Service Group is expected to provide major contributions to profitability and massive increases in profits

- We expect a slight year-on-year decrease in sales due to the expected strength of the yen, despite an increase in USD-based sales.
- We expect an improvement in the gross profit margin of ZOOM North America. Also, temporary expenses due to eliminated amount of unrealized profit in the first fiscal year of consolidation (decrease in operating profit of 363 million yen in FY 2023) will be eliminated.
- We expect resolution of semiconductor shortages and limited increases in manufacturing costs of components, etc.

(Million yen)

	FY 2023/12		FY 2024/12	
	Results	Forecast	Change	Rate of change
Net sales	17,901	17,500	-401	-2.2%
Operating profit	573	1,140	+566	+98.7%
Ordinary profit	649	1,060	+410	+63.2%
Net income attributable to owners of the parent	88	400	+311	+349.7%
EBITDA	1,378	1,871	+492	+35.4%
Net profit per share	20.64 yen	92.47 yen	+71.83 yen	+348.0%
Dividends per share	30 yen	31 yen	-	-
Payout ratio	145.3%	33.5%	-	-
Exchange rate (yen/USD)	140.5 yen	132.5 yen	-	-

# **Assumed exchange rate**



The yen will be slightly strong against the dollar toward the end of year, and the exchange rate is assumed for each quarter.

	1 Q	2 Q	3 Q	4 Q	Average of FY 2024
USD/JPY	1 US\$ = 140 JPY	1 US\$ = 135 JPY	1 US\$ = 130 JPY	1 US\$ = 125 JPY	1 US\$ = 132.5 JPY

\* Sensitivity to exchange rates (effects of changes in exchange rates on annual income):

An increase (decrease) of one yen per one USD in the value of the yen in foreign exchange would lead to a decrease (increase) of approximately 17 million yen in operating profit.

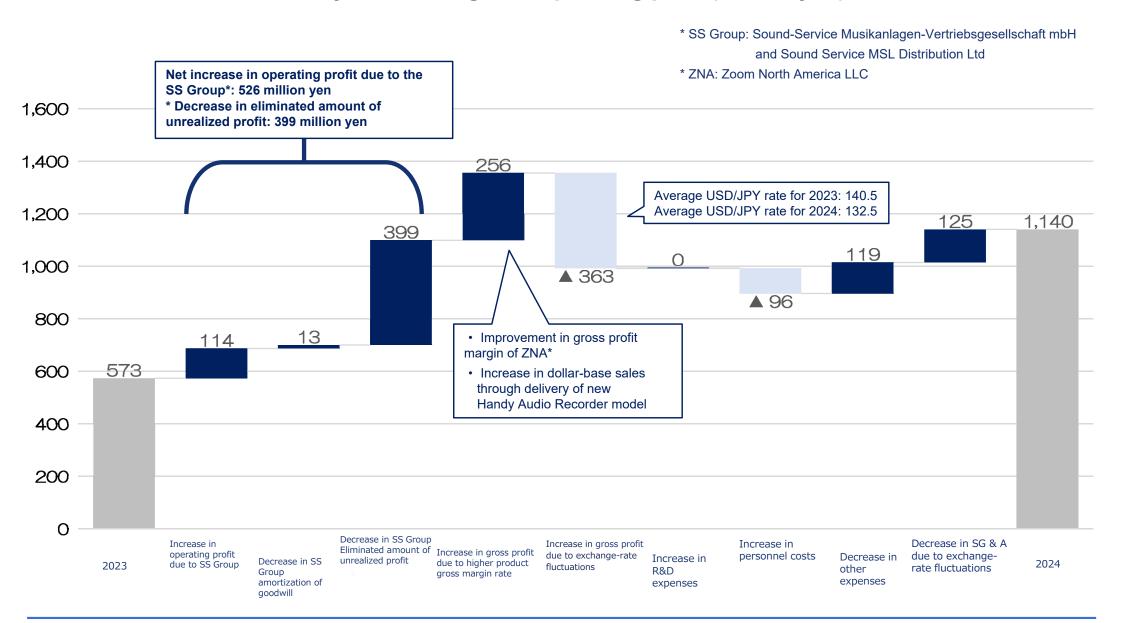
(The euro to yen and pound to yen exchange rates are also expected to change in connection with the dollar to yen exchange rate)

<sup>\*</sup> The yen/euro exchange rate is an assumed exchange rate of 142.5 yen to 1 euro, based on the average of FY 2024.

# FY2024 analysis of changes in forecasted consolidated operating profit



### Analysis of changes in operating profit(million yen)



# **We're For Creators**

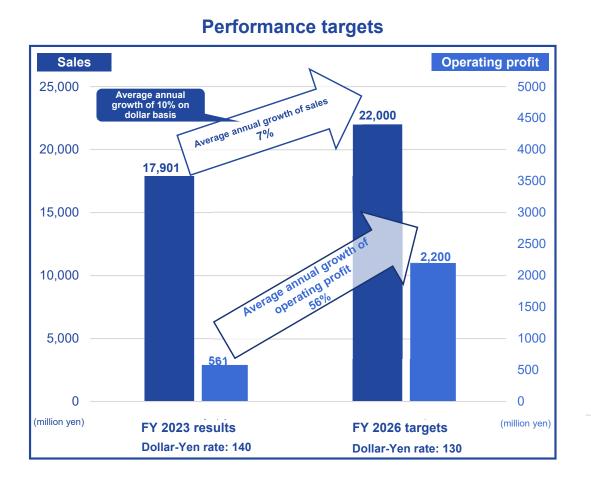
III. Fourth medium-term business plan(2024-2026)

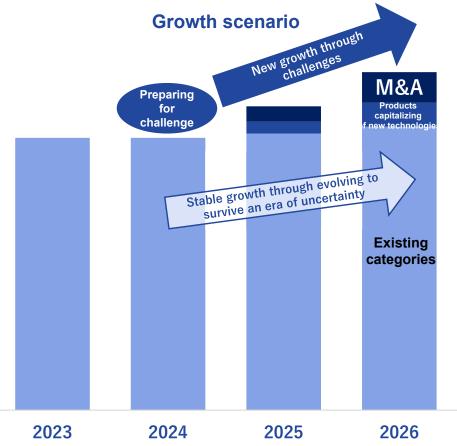
# Numerical target (i): Financial result targets and growth scenarios



Aim for a 10% compound annual growth rate (CAGR) that excludes the effects of exchange rates.

Add growth attained newly through taking on challenges to the stable growth based on evolution.







# Enhance profitability by three measures for efficiency, and pursue improvement in capital efficiency

#### Three measures for efficiency

Improvement in profit margins

Improve profit margins through standardization and optimization of development, as well as cost control with 1 yen in mind, including efficient sales promotion.

Improvement in turnover ratio

Decrease lead time by reducing the delivery time of components and unifying destination countries.

Always optimize inventory by accelerating communication with overseas sales subsidiaries further.

Improvement in productivity

Concentrate human capital on evolution and challenge by establishing business operation using Al and DX.

#### Financial goals





# Distribute the operating cash flow to investment and shareholder returns in a well-balanced way

#### Distribution of operating cash flow (for 3 years) Usual investment: 1.2 billion ven · Molds for new products and other capital investments Investment Investment in growth: 2 billion yen 3.2 billion Technological investment in the fields of Al and IoT ven • Promoting the diversification related to core business Make up for shortfalls by financing Operating cash Payment of cumulative dividends with no reduction with the target of the payout flow Return to ratio at over 30% stakeholders 4.6 billion yen 0.5 billion yen Introduction of a shareholder special benefit plan **Financial** improvement Reduction of interest-bearing debt to strengthen its financial status 0.9 billion yen

# Our business environment (i): Opportunities



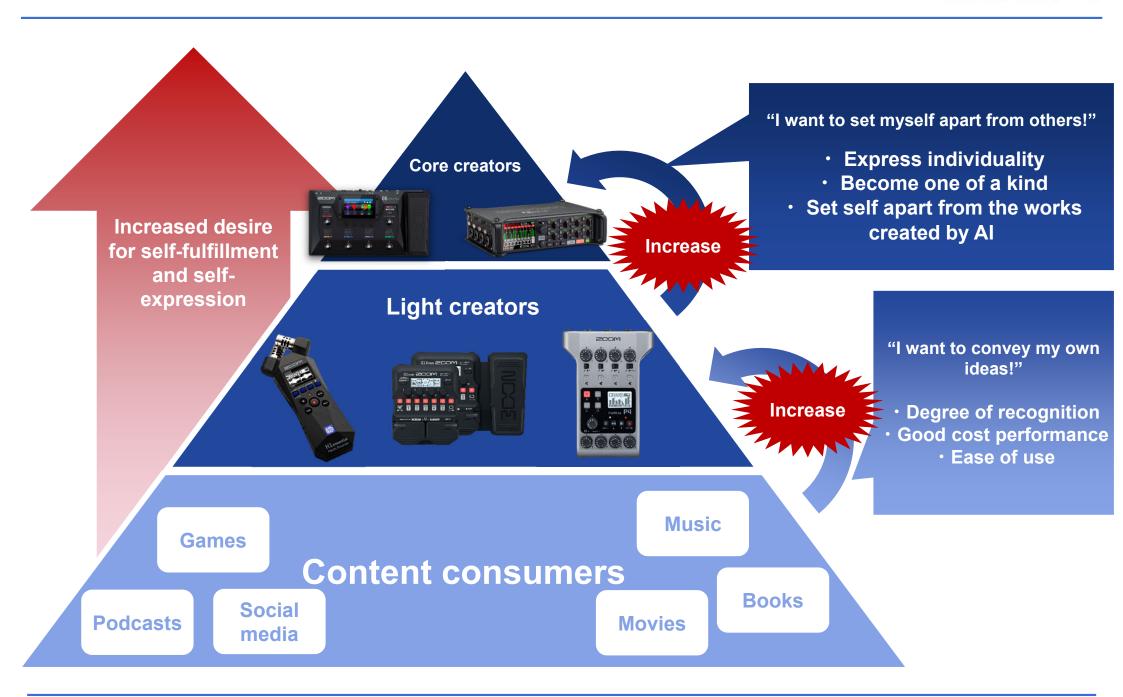
# Understand that the expansion of the creator economy due to increased interest in self-expression and the rise of Al are once-in-a-lifetime opportunities, and focus on new markets and cultivating new customers

#### **Actions for opportunities** Awareness of the opportunity It is a time when all people in the world, regardless of Widened and Widened and Develop products through which more people can recognize the fun whether their countries are developed or not, can diversified selfdiversified selfof self-expression, and deliver products that are easy for beginners transmit their own expression, which boosts interaction to use and reasonably priced to more regions widely. expression expression among them. The key is "their own style." Economic activities in which creators transmit their own expression **Development of Development of** Form a task force comprising cross-sectional members in order to by themselves and earn revenue are developing. grasp the latest trend of the creative area and approach new a creator a creator It is forecast that the market size will reach 68 trillion yen (\$480) billion)\* in 2027. As of 2023, hundreds of millions of creators are economy creators. economy active in the world. As the barrier to becoming a creator is lower than before and work While evolving current products with consideration for the impact Rising Rising efficiency is improved, new business opportunities and, at the same of generative AI on creators, develop new products and services generative Al generative Al time, great opportunities for improving business profitability are using Al. created. Delay of the supply has significantly improved. As the increase in Enhance actions for reducing costs of components we presently Improvement in Improvement in the cost of the one-time purchase of semiconductors has also been use. For the development of new products, strengthen the semiconductor semiconductor reduced, there is almost no impact on the production run time. The relationship with suppliers by consolidating major components to cost of components, particularly that of memories, is also shortage shortage balance cost reduction and stable supply. decreasing.

<sup>\*</sup> Goldman Sachs Research(2023) The creator economy could approach half-a-trillion dollars by 2027

# Our business environment (i): Increase in the number of creators (reference)





# Our business environment (ii): Threats



In order to survive an age of uncertainty, it is crucial that we deliver new products that are efficient and effective.

In addition, we will strengthen internal coordination and take multi-angled actions to deal with various circumstances.

	Awareness of threats		Actions against threats
Uncertainty in business confidence	Particularly among young people in North America, disposable income has decreased because of inflation and rising interest rates. Though inflation is slowing worldwide, the economy's downside risk still remains.	Uncertainty in business confidence	Balance the reasonable prices and high profit margins by increasing the number of new products to be launched through the pursuit of efficiency in development and by identifying the essential functions that users expect to fucus our resources on them.
Labor shortage	The jobs-to-applicants ratio is 1.3, which is as high as that during the economic bubble. The population of working age is steadily decreasing.	Labor shortage	Increase contacts with students, as well as expanding the scope of new graduate hiring. At the same time, improve the skills of employees by dispatching them to graduate schools, introducing job rotation, and other measures.
Geopolitical risk	In the event of a contingency involving Taiwan, if the worst case where a wide range of import to/export from China are banned because of an economic sanction occurs, there would be a significant impact on our purchases.	Geopolitical risk	Increase the production of new products in Southeast Asia to at least 30%. In addition, develop a business model other than that for hardware sales.
Competitors	While competitors' entry in the business domain of our Company would revitalize the market, there may be a risk of losing our market share.	Competitors	Pursue overwhelming differentiation from competitors by grasping the technical and manufacturing trend of latest equipment, including one other than sound devices, and incorporating the world-first elements into all products on an ongoing basis.



In mature markets, we will aim to improve customer loyalty through brand value improvements with the high-added-value-products created through our "challenges" and improve customer loyalty through marketing. In emerging markets, we will proactively enhance sales and construct an image of top management.

Our ultimate goal is to improve our recognition as a highly reliable brand.

#### **Products in the existing categories Products in new categories** Improvement of the brand value Fostering a community Improve the brand value by entering middle/high-end markets Mature market Open a global forum to build close touch points with customers. through creation of new value. Establishment of a product ecosystem Global market research Develop service that maximizes the potential of products. Assign specialized personnel locally in order to capture the market Limited sale of collaboration models in the ZOOM Store trends of major countries as fast as possible. Collaborate with artists and apparel brands that are greatly supported Strengthening of connection with new creators by creators. Actively try to approach creators whom we have not reached yet to Strengthening of sales at physical stores co-create value. Strengthening of marketing/sales in the Asian region Appoint a regional manager to strengthen market analysis and sales **Emerging market** · Grasping challenges creators in emerging countries have promotion. Elicit potential needs that cannot be seen in mature countries to lead **Strengthening of brand management** Build a consistent brand image globally while adapting to regional to the creation of new ideas. **Development of a top brand image** characteristics. Instill the image of a top brand in the relevant region through **Expansion of multi-channel distribution** differentiated high-quality products and marketing strategies that Expand the measures for distribution via two channels of MI(Musical meet the needs of the region. Instruments) and CE(Consumer Electronics) in one country. Strengthening of online sales



The World ZOOM Aims to Create

Makes people in the world *Creators* 

Creator: A figure of selffulfillment doing what they like in their sincere way, which contributes to society

Management Vision of the Fourth Midterm Business Plan for approaching the world ZOOM aims to create

# Supports self-expression as much as possible through *Evolution* and *Challenge*

#### Value on which **ZOOM** places importance

#### New Code of Conduct: Conduct based on altruistic motivation to provide value with dignity for creators

#### Five management principles

- 1. Distribute proper profits to all stakeholders
- 2. Contribute to solving social issues through commitment to SDGs
- 3. Contribute to improvement in people's QOL through sound, music and musical instruments.
- 4 . Aim for a brand that will last for 100 years by following universal principles
- 5. Do not get involved in the military industry and nuclear industry

Five principles of product development

- 1. Provide professionals and amateurs with motivation to meet their challenges and continue their activities respectively.
- 2. Incorporate something as the "world's first" in functionality, performance, appearance, operativity, etc.
- 3. Create products that make even we ourselves feel like using them from users' perspective.
- 4. Design must be connected with functionality.
- 5. Create a new market with solution-oriented, opportunity-offering products.

# Strengthening of management foundation (i): Product development



With qualitative and quantitative expansion of product development through strengthening and streamlining of the development system and expansion of core compliance through the inauguration of an advanced technologies development team, we will realize growth through "advancements" and "challenges" of the vision in our fourth medium-term business plan.

Strengthening of a development system

Increase the number of product development projects through proactive hiring of new employees and mid-career employees, development of outsourcing partners, development of ODM products, M&A, and other initiatives.

Improvement in the efficiency of product development

Pursue efficiency in product planning and proactive design standardization by setting up a working group for product planning in order to improve efficiency in product development.

**Prior art development** 

In addition to the development team for regular products, establish a project team devoted to prior art development.

Develop new products adopting the latest technologies, such as AI and cloud computing, and launch them into the market.

All people-friendly UI

Incorporate UI that is easy to use for anyone, including those who need visual aids and the elderly, into new products to be launched in and after 2024, such as a voice guidance function and a function for changing a font size.

# Organization and human resources development



While expanding our strength of having employees who have experience as creators and creating an organization where employees can share a vision and aim for the same goals, we will conduct human resources development that utilizes external programs as well, with the aim to strengthen our management resources.

Establish a hybrid development system combining a project-oriented one and a matrix-oriented one. Push ahead with the optimization of operation to balance the speed-up of development and the offering of attractive product value.

#### **Enhancement of strength**

In order to enhance our strength of our employees who are creators as well, participate in the creative field actively to strengthen a sense of togetherness with people who are active in the field. Improve the essential quality of products.

# Creation of leaders in a new generation

The key to product development is the existence of new leaders in a new generation who can share value with creators. Foster such leaders continuously through internal development programs and external programs, such as dispatching candidates to graduate schools.

#### **Dissemination of philosophy**

In order to disseminate the vision of the Fourth Midterm Business Plan, in other words, Evolution and Challenge, and establish a corporate culture that enables every employee to take actions for the purpose, implement an interview with the top management and internal training.



While mitigating geopolitical risks and other risks such as personnel shortages, we will realize quality and prices that yield high customer satisfaction, which is a starting point for manufacturing.

Strengthening of production capacity

Improve productivity by enhancing cost improvement through using a new EMS in Asia to create a competitive relationship with existing EMS plants. In addition, make logistics efficient and speedy by introducing a global HUB warehouse in Asia.

Improvement in the quality of production

Continue to aim for a defect rate of less than 0.1%. Adopt a new EMS with the ability of high quality board mounting, considering the possibility of future increase in the production in Asia. Continuously reform the quality improvement cycle based on the manufacturing priority management manual.

Strengthening of component procurement

Improve the ability of procurement by narrowing down components strategically according to the standardization of electronic components and proposals by the procurement division, and strengthening partnership with suppliers through intensive purchase.

**Risk management** 

Decentralize the production site in Asia with an eye on geopolitical risks, and at the same time, avoid future risks of labor shortage by reducing man-hours for assembly through improving design and automating inspection.



# We will realize sustainable management through organizational actions.

Business continuity plan (BCP)	In order to formulate a BCP for ensuring the production and the supply of products for customers while protecting employees and their families in the event of a large-scale disaster, set up a committee to take the necessary actions promptly for that.
Business succession	Development of candidates for CEOs who will be responsible for the next generation in each group company so that the entire Group can grow sustainably. Formulate a successor development plan based on the current situation of each group company, and the implementation of the plan shall be monitored.
Diversity	Recognizing once again that ensuring diversity in human resources is important for the sustainable growth of the Company, establish an environment where every employee can play an active role, irrespective of gender or nationality, by the appointment of female directors, job rotation including overseas subsidiaries, and the promotion of personnel exchanges.
Promotion of DX Utilization of Al	Reduce the operational burden and pursue efficiency through further DX of back-office operations (attendance management, personnel labor management, financial affairs, IR) and the utilization of AI for customer support and manual creation in order to improve the operational productivity of employees and management efficiency.

# New product essential Series / On sale in early March 2024



The essential Series is our latest lineup of products. We incorporated cutting-edge 32-bit floating audio recording technology into our ZOOM Handy Recorder Series, which has sold 5.2 million units.

By focusing on strengthening the essential functions that creators such as musicians, videographers, and podcasters need for creating content, we were able to realize a model at a lower price point than the previous one.

We will expand three models: the "H1essential", which provides the easiest recording of 32-bit floating stereo audio; the "H4essential", which realizes advanced recording utilizing two XLR/TRS inputs for external microphones or other inputs; and the "H6essential", our flagship model that can be expanded to suit various needs, with a replaceable microphone capsule and four XLR/TRS inputs.

This is our company's first handy recorder designed for accessibility and with the aim to "create more creators around the world". Creators who need visual assistance can use this device while listening to explanations of the menu in their preferred language.

For explanations of the functions of the ZOOM Handy Recorder essential Series, please see the official website (https://zoomcorp.com).









H4essential
HandyRecorder



H6essential HandyRecorder

# **We're For Creators**

