

# Fiscal Year Ending March 2015 (143th Business Year) 2nd Quarter Financial Analyst Meeting

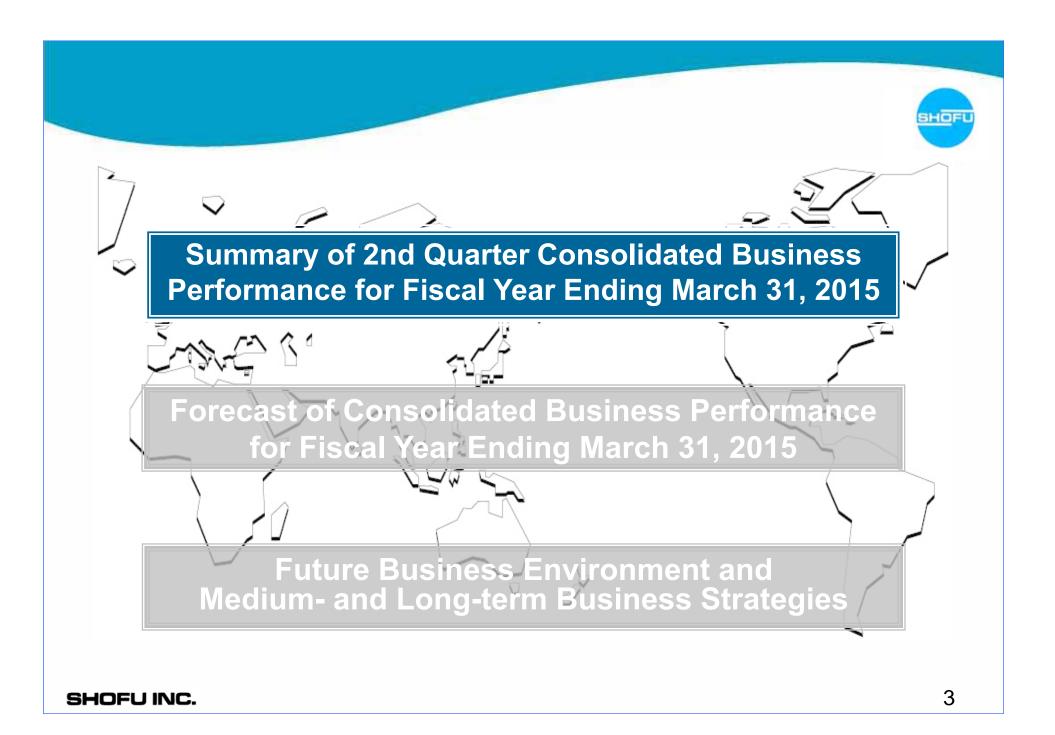
November 21, 2014



# **Contents of Today's Presentation**

- Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015
- Forecast of Consolidated Business Performance for Fiscal Year Ending March 31, 2015
- Future Business Environment and Mediumand Long-term Business Strategies

**Director/President Noriyuki Negoro** 



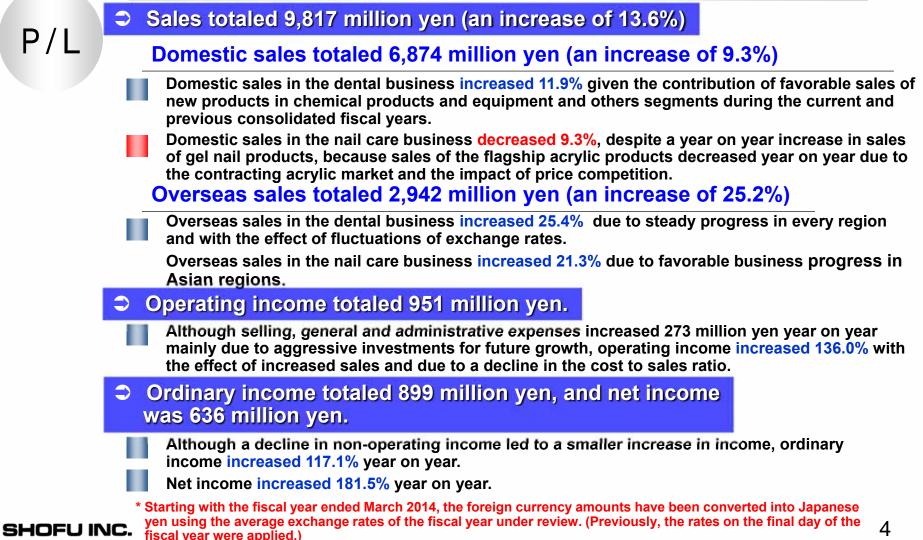
## Summary of 2nd Quarter **Business Performance**

Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015

Positive factors

Negative factors

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# Summary of 2nd Quarter Business Performance

 Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015

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Sales and profits increased compared to the previous period and the forecast.

Units: millions of ven, %

	Fiscal March 2014 (2Q Results) (% of sales)	Fiscal March 2015 (2Q Forecast) (% of sales)	Fiscal March 2015 (2Q Results) (% of sales)	Change from Previous Period (% change)	Change from Forecast (% change)
Sales	8,639 ( 100.0)	9,177 ( 100.0)	<b>9,817</b> ( 100.0)	1,177 (13.6)	639 ( 7.0)
(Domestic sales)	6,288 (72.8)	6,479 (70.6)	6,874 (70.0)	585	<b>395</b> (6.1)
(Overseas sales)	2,350 (27.2)	2,698 (29.4)	2,942 (30.0)	<b>591</b> ( 25.2)	244 (9.1)
Operating profit	403 (4.7)	389 (4.2)	<b>951</b> (9.7)	548 ( 136.0)	562 (144.5)
Ordinary profit	414 ( 4.8)	<b>316</b> ( 3.5)	<b>899</b> ( 9.2)	<b>485</b> ( 117.1)	582 ( 183.9)
Net profit	<b>226</b> ( 2.6)	<b>149</b> ( 1.6)	<b>636</b> ( 6.5)	<b>410</b> ( 181.5)	487 ( 326.9)
Net profit per share	14.19	9.36yen	39.92yen	25.73yen	30.56yen
Return on equity	1.20%		3.15%	1.95P	

\* Based on the results of the first half ended on September 30, 2014, diluted net income per share for the fiscal year ending March 2015 was 39.66 yen.

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the

SHOFU INC. fiscal year were applied.)

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#### Sales by Product Category (Comparison with Previous Period)

Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015



Unit: millions of yen

	Fiscal March 2014	Fiscal March 2015	Cange from previous period			
	(20 Results)	(2Q Results)			Domestic	Overseas
Artificial teeth	1,219	1,327	107	( 8.8)	<b>∆29</b>	136
Abrasives	1,774	1,878	104	( 5.9)	∆17	121
Metal products	162	150	∆11	<b>(</b> ∆7.2 <b>)</b>	∆11	—
Chemical products	1,626	1,834	208	( 12.8)	Δ5	214
Cements and others	894	943	48	( 5.4)	31	16
Equipment and others	2,030	2,787	757	( 37.3)	687	70
Dental business total	7,708	8,922	1,214	( 15.7)	654	559
Nail care business	889	853	∆35	( ∆4.0)	<b>∆68</b>	32
Other	42	41	۵1	<b>(</b> ∆2.8)	Δ1	_
Total	8,639	9,817	1,177	(13.6)	585	591

\*The effect of foreign currency fluctuations (U.S. dollar (USD), Euro (EUR), British pound (GBP) and Chinese yuan (CNY)) on overseas net sales was +175 million yen.

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)

#### Sales by Product Category (Comparison with Forecast)

SHOFU INC.

 Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015



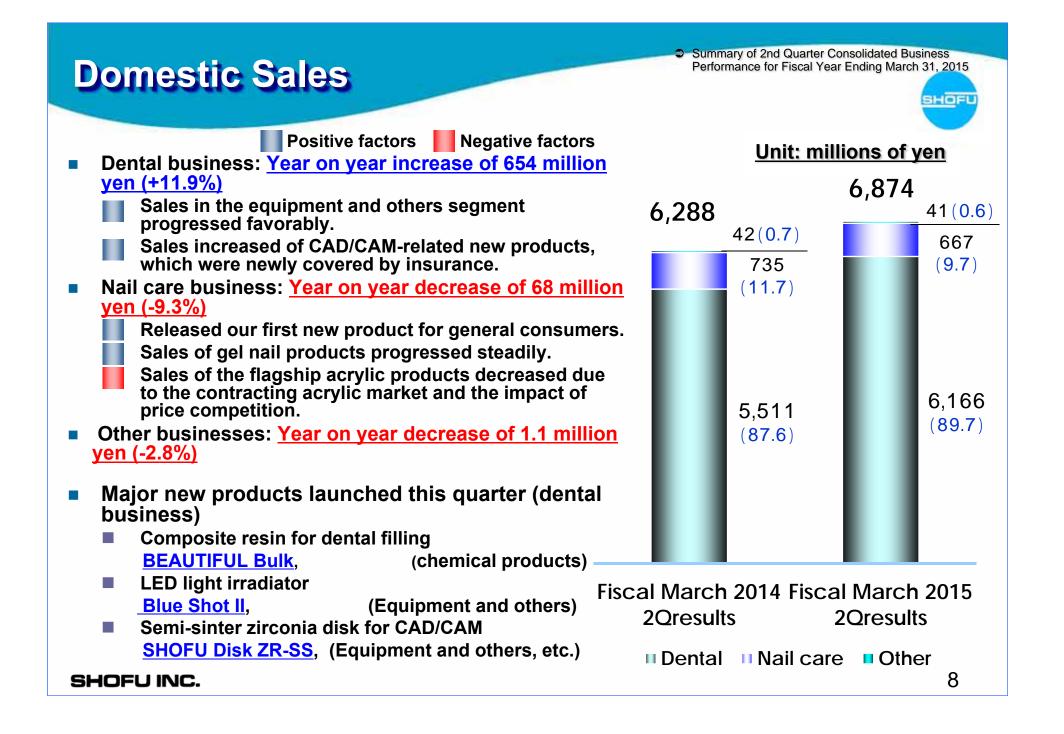
Unit: millions of yen

Figures in parentheses represent percentage changes; unit: %

	Fiscal March 2015	Fiscal March 2015	Cange from Forecast			
	(2Q Forecast)	(2Q Results)			Domestic	Overseas
Artificial teeth	1,375	1,327	∆47	<b>(</b> ∆3.5 <b>)</b>	∆54	6
Abrasives	1,798	1,878	80	( 4.5)	∆39	119
Metal products	160	150	∆10	( ∆6.3)	∆10	—
Chemical products	1,772	1,834	62	( 3.5)	<b>∆60</b>	123
Cements and others	1,003	943	<b>∆59</b>	<b>( △</b> 5.9)	∆14	∆45
Equipment and others	2,142	2,787	644	( 30.1)	656	∆12
Dental business total	8,252	8,922	669	( 8.1)	477	192
Nail care business	877	853	∆23	( Δ2.7)	∆75	51
Other	48	41	∆6	<b>(</b> ∆14.5)	Δ6	—
Total	9,177	9,817	639	( 7.0)	395	244

\* The effect of foreign currency fluctuations (U.S. dollar (USD), Euro (EUR), British pound (GBP) and Chinese yuan (CNY)) on overseas net sales was +183 million yen.

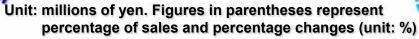
\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)



Overseas Sales	Perform		Consolidated Busine ear Ending March 31	
Positive factors       Negative factors         North America and Latin America: Year-on-year increase of 162         million yen (21.7%)         The flagship abrasives segment progressed steadily. Sales in the chemical products and equipment and others segments grew. Revenue also increased with the favorable effect of fluctuations of foreign currency exchange rates.         Local currency basis: Year on year increase of 114 million yen (+15.3%)	factors 2,350	<u>Unit: m</u> 2,942 1,158 (39.4)		n sia and Oceania
<ul> <li>Europe: Year-on-year increase of 158 million yen (22.2%)</li> <li>Revenue increased due to the growth of sales in the chemical products and abrasives segments and with the favorable effect of fluctuations of foreign currency exchange rates. Local currency basis: Year on year increase of 84 million yen (+11.9%)</li> <li>Asia and Oceania: Year-on-year increase of 270 million yen (30.5%)</li> <li>Sales in China surged due to the growth in the flagship artificial teeth segment and with the favorable effect of fluctuations of foreign currency</li> </ul>	888 (37.8) 713 (30.3)	<b>871</b> (29.6)	(39.9)	Europe
exchange rates. Sales in other Asian markets increased due to favorable sales in the artificial teeth and chemical products segments. Local currency basis: Year on year increase of 216 million yen (+24.4%) China: Year on year increase of 147 million yen (+42.7%) Elsewhere in Asia: Year on year increase of 123 million yen (+22.7%)		<b>912</b> (31.0)	011	orth and Latin America
(Dental business) Overseas sales ratio of 30.9%	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2015	
<ul> <li>(28.5% for the same quarter of the previous fiscal year; 29.5% after adjustment for fluctuations of foreign currency exchange rates)</li> <li>* Starting with the fiscal year ended March 2014, the foreign currency am into Japanese yen using the average exchange rates of the fiscal year u rates on the final day of the fiscal year were applied.)</li> </ul>			2Q Results after adjustment for foreign currency translation	
<b>SHOFU INC.</b> The results of the quarter under review after adjustment for fluctuati been calculated based on the same exchange rates used for the results of	ons of foreign ults of the fisca	currency excha I year ended M	ange rates have arch 2014.	9

#### Performance by Segment (Sales and Operating Profits)

 Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015

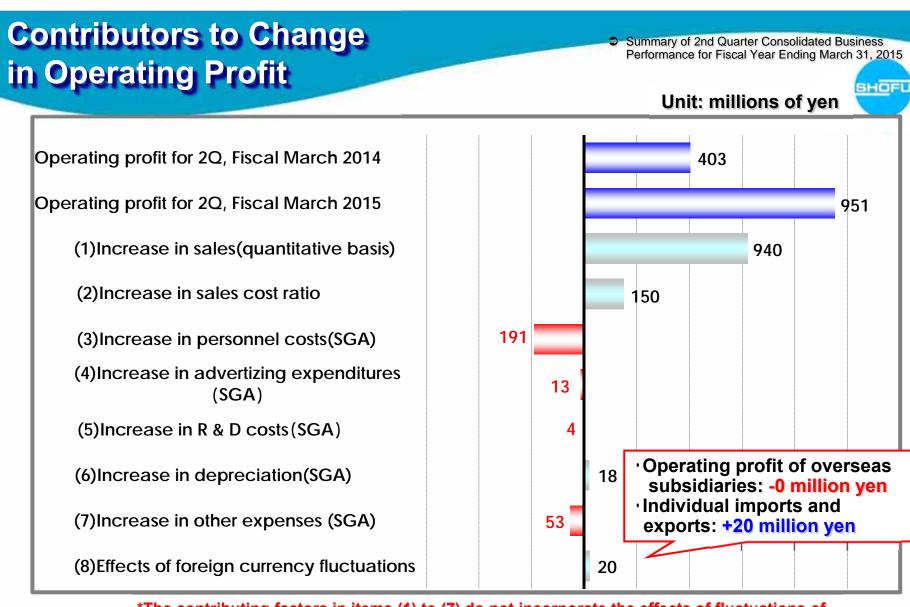


			1.1			
		Fiscal March 2014 (2Q Results) Amount (% of sales)	Fiscal March 2015 (2Q Forecast) Amount (% of sales)	Fiscal March 2015 (2Q Results) Amount (% of sales)	Change from Previous Period	Change from Forecast
Dental	Sales	7,708	8,252	8,922	1,214	669
	Operating expenses	7,335	7,873	7,982	647	109
	Operating profit	372	378	939	567	560
	(operating profit margin)	( 4.8)	( 4.6)	( 10.5)		
Nail care	Sales	889	877	854	∆35	∆23
	Operating expenses	872	876	857	∆14	∆18
	Operating profit	17	0	∆3	∆20	∆4
	(operating profit margin)	( 2.0)	( 0.1)	( ∆0.4)		
Other	Sales	44	48	44	0	Δ3
	Operating expenses	29	39	34	4	∆4
	Operating profit	15	9	10	Δ5	1
	(operating profit margin)	( 34.1)	( 18.8)	( 22.8)		
Total before	Sales	8,642	9,177	9,820	1,178	643
consolidation	Operating expenses	8,236	8,788	8,874	637	85
adjustment	Operating profit	405	389	946	541	557
aujusimeni	(operating profit margin)	( 4.7)	( 4.2)	( 9.6)		
Consolidated	Sales	8,639	9,177	9,817	1,177	639
	Operating expenses	8,236	8,788	8,865	629	77
	Operating profit	403	389	951	548	562
	(operating profit margin)	(4.7)	(4.2)	(9.7)		

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)

SHOFU INC. fiscal year were applied.)

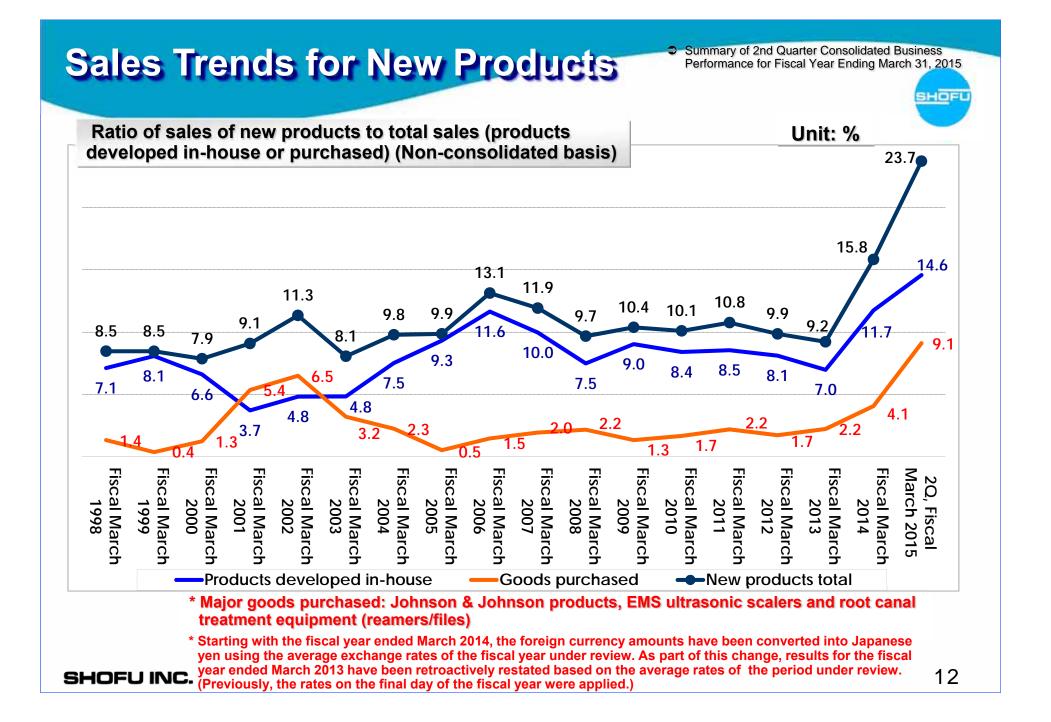
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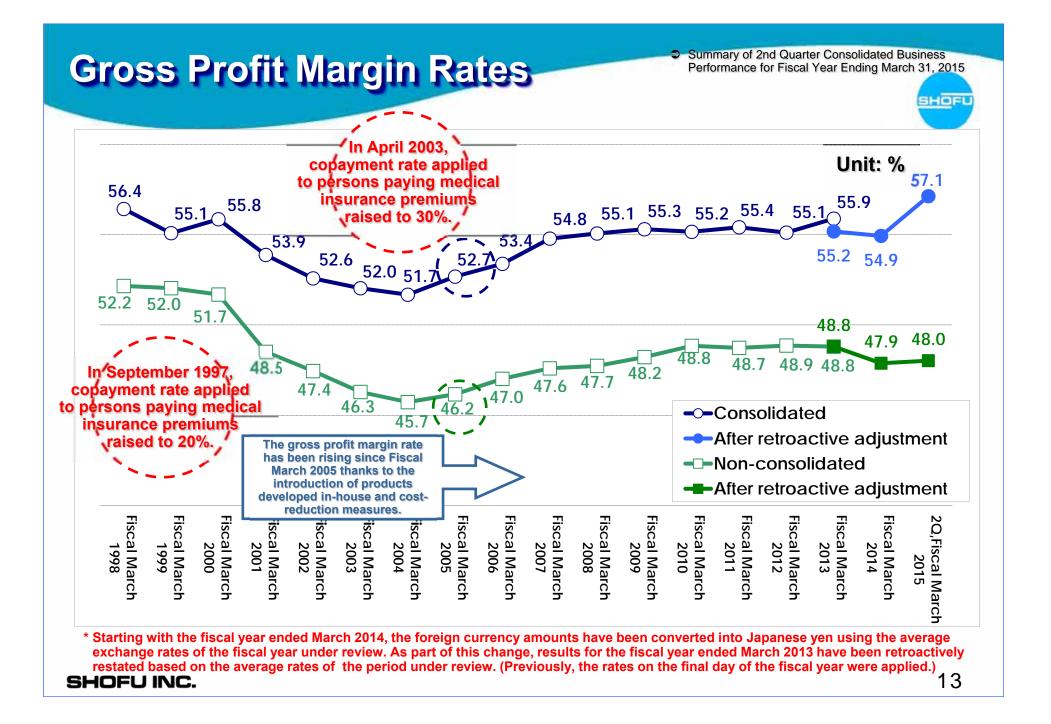


\*The contributing factors in items (1) to (7) do not incorporate the effects of fluctuations of foreign currency exchange rates.

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)

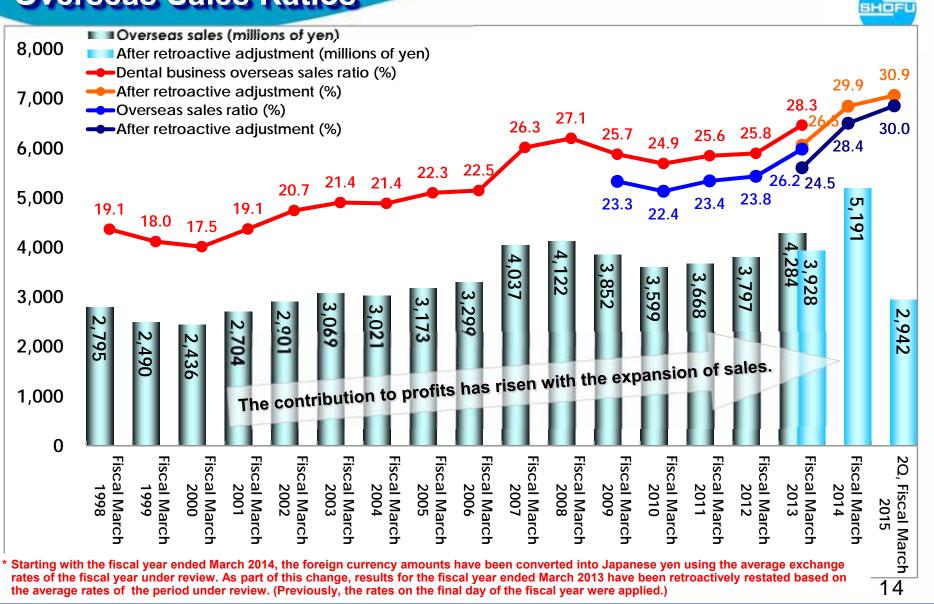
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#### **Overseas Sales and Overseas Sales Ratios**

Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015



#### Financial Condition: Major Balance Sheet Accounts

Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015

Unit: millions of yen

	Fiscal March 2014	2Q,Fiscal March 2015	Change	Major contributors to changes, special notes
Cash and deposits	5,266	4,869	-397	
Notes and bills receivable, trade accounts receivable	2,910	2,719	-190	
Inventory	4,168	4,487	319	Increase in merchandises and finished goods
Securities, investment securities	3,740	4,390	650	Increase in valuation of investment securities
Others	7,953	8,832	879	Increase in buildings and structures
Assets	24,039	25,300	1,260	
Long-term and short-term borrowings	0	0	0	
Reserve for retirement benefits and directors' retirement benefits	114	115	0	
Others	4,177	4,411	234	Increase in consumption tax payable and deferred tax liabilities
Liabilities	4,291	4,526	235	
Net worth	19,747	20,773	1,025	Increase in valuation difference on available- for-sale securities Increase in retained earnings
Total liabilities and net worth	24,039	25,300	1,260	
Capital adequacy ratio	81.9%	81.9%	-0.0P	
Net worth per share	1,235yen	1,298yen	63yen	

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#### Capital Expenditures, Depreciation Costs, R&D Expenses, etc.

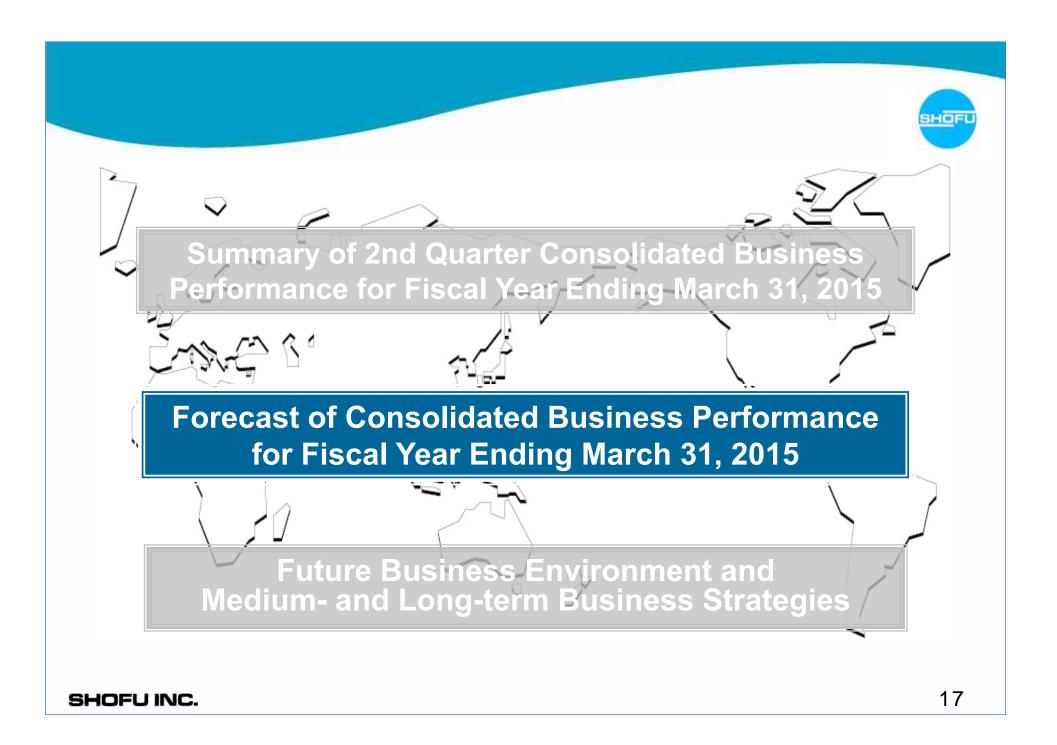
Summary of 2nd Quarter Consolidated Business Performance for Fiscal Year Ending March 31, 2015

Unit: millions of yen

	Fiscal March 2014 (2Q Results)	Fiscal March 2015 (2Q Forecast)	Fiscal March 2015 (2Q Results)
Capital expenditures	346	933	876
Depreciation costs	302	374	346
R&D expenses	649	739	653
Foreign exchange rates			
US dollar	97.99	95.00	103.51
Euro	128.79	130.00	139.07
Pound sterling	151.33	150.00	172.93
Renminbi	15.29	16.00	16.67

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)





#### **Overview of Forecast of Business Performance for the Year**

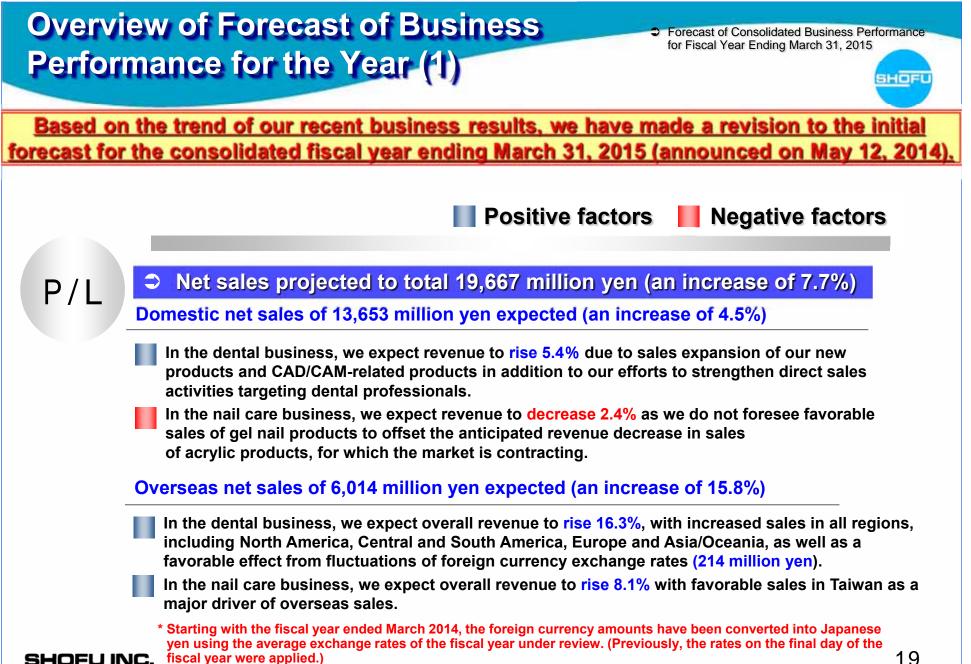
Forecast of Consolidated Business Performance for Fiscal Year Ending March 31, 2015

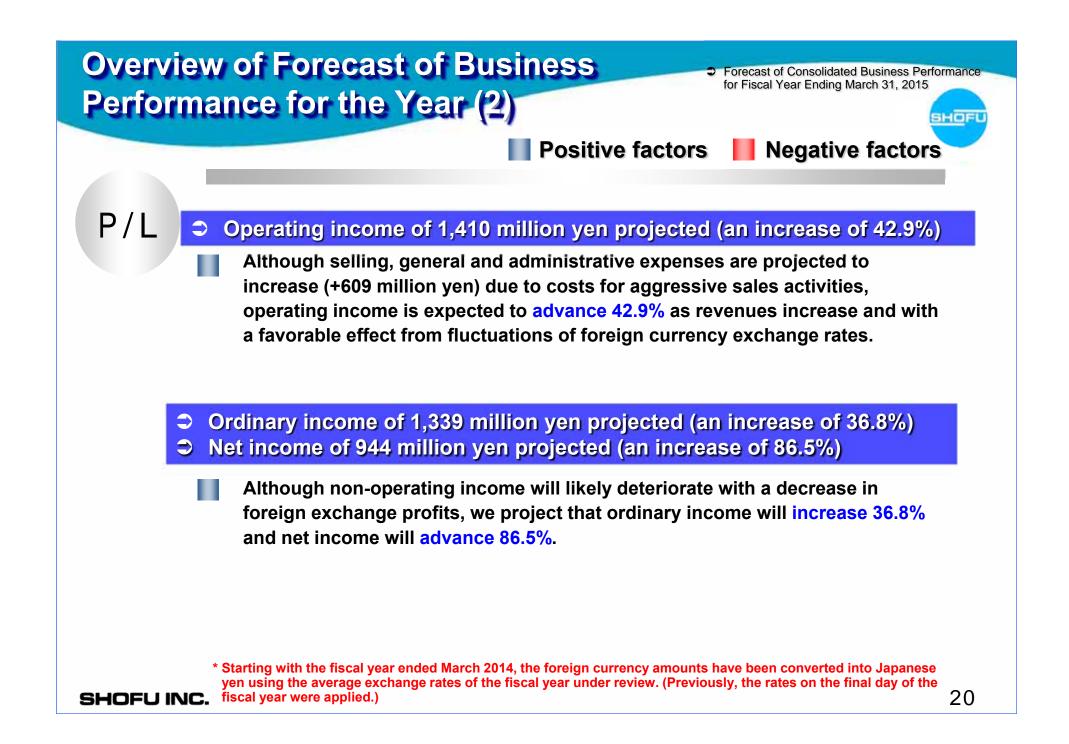
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Based on the trend of our recent business results, we have made a revision to the initial forecast for the consolidated fiscal year ending March 31, 2015 (announced on May 12, 2014).

	Fiscal March 2014 Results (% of sales)	Fiscal March 2015 Yearly Forecast (% of sales)	Fiscal March 2015 Yearly Forecast (% of sales)	Change from Previous Period (% change)	Change from Forecast (% change)
Sales	18,258 ( 100.0)	18,838 ( 100.0)	<b>19,667</b> ( 100.0)	1,408 (7.7)	828 (4.4)
(Domestic sales)	13,066 (71.6)	13,182 ( 70.0)	13,653 (69.4)	586 ( 4.5)	470 ( 3.6)
(Overseas sales)	5, <b>191</b> (28.4)	5,655 (30.0)	6,014 ( 30.6)	822 (15.8)	358 (6.3)
Operating profit	<b>987</b> (5.4)	1,048 (5.6)	1,410 (7.2)	423 (42.9)	<b>362</b> (34.6)
Ordinary profit	<b>978</b> (5.4)	925 (4.9)	1,339	360 (36.8)	414 ( 44.8)
Net profit	506 (2.8)	565 (3.0)	944 (4.8)	437 (86.5)	<b>379</b> (67.1)
Net profit per share	31.77yen		59.25yen		23.82yen
Return on equity	2.67%	2.90%	4.80%	2.13P	1.90P
Foreign exchange rates					
US dollar	100.00	95.00	103.51	3.51	8.51
Euro	134.01	130.00	139.07	5.06	9.07
Pound sterling	159.20	150.00	172.93	13.73	22.93
Renminbi	15.80	16.00	16.67	0.87	0.67

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the SHOFU INC. average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.) 18





#### (Full- year Outlook)

#### **Comparison of Major Statistics**

Forecast of Consolidated Business Performance for Fiscal Year Ending March 31, 2015

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Units: millions of yen, %

Sales and profits increased compared to fiscal March 2014

	Fiscal March	Fiscal March	2015 Forecast	Change from	Change from
	2014 Results	2Q Results	Yearly Forecast	Forecast	Previous Period
	(% of sales)	(% of sales)	(% of sales)	(% change)	(% change)
Sales	18,258	<b>9,817</b>	<b>19,667</b>	828	1,408
	( 100.0)	( 100.0)	( 100.0)	( 4.4)	(7.7)
(Domestic sales)	13,066	<mark>6,874</mark>	13,653	470	586
	( 71.6)	( 70.0)	( 69.4)	( 3.6)	( 4.5)
(Overseas sales)	5,191	<b>2,942</b>	<mark>6,014</mark>	<b>358</b>	822
	(28.4)	( 30.0)	( 30.6)	( 6.3)	( 15.8)
Operating profit	<b>987</b>	<b>951</b>	1,410	<b>362</b>	423
	( 5.4)	( 9.7)	( 7.2)	( 34.6)	(42.9)
Ordinary profit	<b>978</b>	<b>899</b>	1,339	414	360
	( 5.4)	( 9.2)	(6.8)	( 44.8)	( 36.8)
Net profit	<b>506</b>	<b>636</b>	<b>944</b>	<b>379</b>	<b>437</b>
	( 2.8)	( 6.5)	( 4.8)	(67.1)	( 86.5)
Net profit per share	31.77yen	39.92yen	59.21yen	23.78yen	27.44yen
Return on equity	2.64%	3.15%	4.80%	1.90P	2.16P

\* The impact of fluctuations of foreign currency exchange rates on overseas net sales was +379 million yen compared to initial projection and +216 million yen year on year . (U.S. dollar (USD), Euro (EUR), British pound (GBP) and Chinese yuan (CNY)).

**SHOFU INC.** \* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the 21 average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)

#### **Domestic Sales**

#### Dental business: Year on year increase of 615 million yen (+5.4%)

We expect sales to rise 5.4% as a result of efforts to strengthen direct sales activities targeting dental professionals and release new products and CAD/CAMrelated products.

#### A Nail care business: Year on year decrease of 36 million yen (-2.4%)

- We expect sales to decrease 2.4% despite the steady growth of sales of gel nail products with the contribution of new products, which, however, will not offset a decline in sales of acrylic products.
- Other businesses: Year on year increase of 7 million yen (+8.3%)

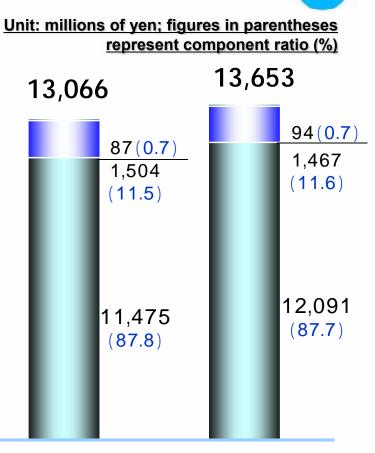
#### A Major new products to be released during the fiscal year ending March 2015

- Composite resin for dental filling **BEAUTIFUL Bulk**, (chemical products)
- LED light irradiator Blue Shot II.

SHOFU INC.

- Semi-sinter zirconia disk for CAD/CAM
- **SHOFU Disk ZR-SS**, (Equipment and others, etc.) New type of ultrasonic periodontal scaler

(Equipment and others)



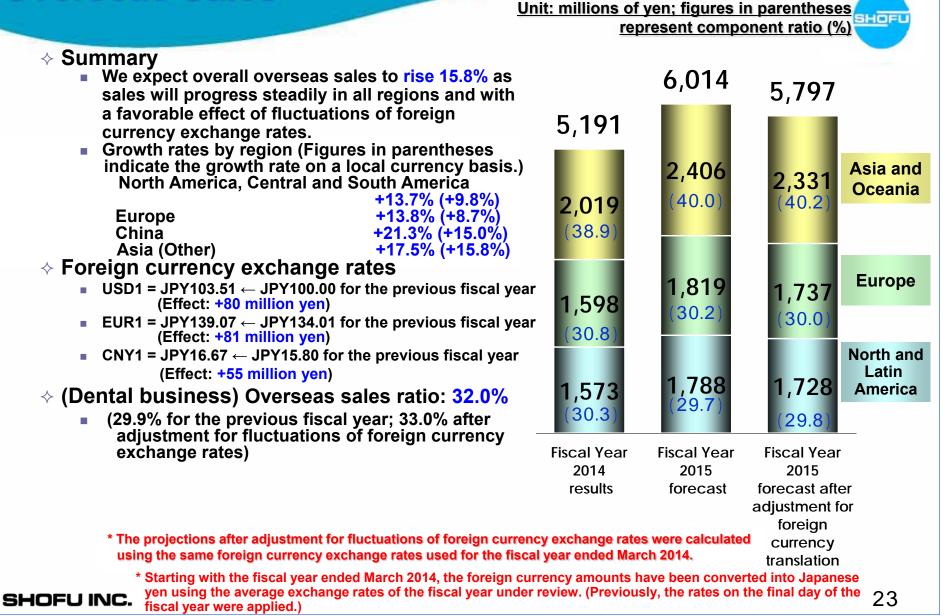
Forecast of Consolidated Business Performance

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for Fiscal Year Ending March 31, 2015

(Equipment and others) Fiscal March 2014 Fiscal March 2015 forecast results Dental Nail care Other

#### **Overseas Sales**



Forecast of Consolidated Business Performance

for Fiscal Year Ending March 31, 2015

#### Impact of Foreign Exchange Fluctuations (US Dollar, Euro)

Forecast of Consolidated Business Performance for Fiscal Year Ending March 31, 2015

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	Foreign exchange rate			onsolidated	Per yen of yen strength		
	Fiscal March 2014 actual	Fiscal March 2015 estimate	Sales	Operating profits	Sales	Operating profits	
US Dollar	100.00	103.51	78	31	-22	-8	
Euro	134.01	139.07	53	36	-10	-2	

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. (Previously, the rates on the final day of the fiscal year were applied.)

\* The foreign currency exchange rates used for the forecast for the consolidated fiscal year ending March 31, 2015, were revised when the revisions to the forecast were announced on October 29, 2014.

# Medium-term Management Plan – Principle Targets

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Future Business Environment and Mediumand Long-term Business Strategies

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	Fiscal March	Mid-ter	m Manageme	ent Plan	Fiscal March	Fiscal March	Fiscal March
	2012 (Results)	Fiscal March 2013	Fiscal March 2014	Fiscal March 2015	2013 (Results)	2014 (Results)	2015 (Forecast)
Sales	15,985	16,677	18,153	19,548	16,028	18,258	19,667
(Change from Previous Period)	(1.7%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)
(Domestic sales)	12,188	12,724	13,649	14,257	12,100	13,066	13,653
(Change from Previous Period)	(1.2%)	(4.4%)	(7.3%)	(4.4%)	(-0.7%)	(8.0%)	(4.5 <b>%</b> )
(Overseas sales)	3,797	3,953	4,503	5,291	3,928	5,191	6,014
(Change from Previous Period)	(3.5 <b>%</b> )	(4.1%)	(13.9 <b>%</b> )	(17.5 <b>%</b> )	(3.4%)	(32.2%)	(15.8 <b>%</b> )
Operating profit	997	949	1,468	1,856	725	987	1,410
(Persentage of sales)	(6.2%)	(5. <b>7%</b> )	(8.1 <b>%</b> )	(9.5 <b>%</b> )	(4.5 <b>%</b> )	(5.4 <b>%</b> )	(7.2%)
Ordinary profit	962	825	1,323	1,703	732	978	1,339
(Persentage of sales)	(6.0%)	(4.9%)	(7.3%)	(8.7%)	(4.6%)	(5.4 <b>%</b> )	(6.8 <b>%</b> )
Net profit	510	511	840	1,104	18	506	<mark>944</mark>
(Persentage of sales)	(3.2%)	(3.1%)	(4.6%)	(5.6%)	(0.1%)	(2.8%)	(4.8 <b>%</b> )
Dental business Overseas sales ratio	<b>25.8%</b>	25.6%	<b>27</b> .0 <b>%</b>	29.4 <b>%</b>	<b>26</b> .5 <b>%</b>	29.9 <b>%</b>	32.0%

#### ····Record Unit: Millions of yen, %

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. As part of this change, results for the fiscal year ended March 2013 have been retroactively restated based on the average rates of the period under review. (Previously, the rates on the final day of the fiscal year were applied.)

#### Medium-term Management Plan by Segment (Sales and Operating Profile)

Future Business Environment and Mediumand Long-term Business Strategies

#### Unit: Millions of yen, %

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	Fiscal March 2012 (Results)		Mid-Term Management Plan						Fiscal March		Fiscal March		Fiscal March	
			Fiscal March		Fiscal March		Fiscal March		2013		2014		2015	
			2013		2014		2015		(Results)		(Results)		(Forecast)	
	Amout	%	Amout	%	Amout	%	Amout	%	Amout	%	Amout	%	Amout	%
Dental business	14,329	89.6	14,932	89.5	16,343	90.0	17,673	90.4	14,317	89.3	16,379	89.7	17,793	90.5
Nail care business	1,575	9.9	1,661	10.0	1,710	9.4	1,755	9.0	1,633	10.2	1,793	9.8	1,779	9.0
Other businesses	85	0.5	83	0.5	100	0.6	120	0.6	83	0.5	91	0.5	94	0.5
Sales	15,990	100.0	16,677	100.0	18,153	100.0	19,548	100.0	16,033	100.0	18,263	100.0	19,667	100.0
Dental business	1,032	7.2	935	6.3	1,441	8.8	1,811	10.3	750	5.2	925	5.7	_	_
Dental Dusiliess	Ι,υσΖ	1.2	930	0.5	1,441	0.0	1,011	10.5	750	5.2	920	5.7		
Nail care business	-63	-4.0	-9	-0.6	3	0.2	13	0.8	-52	-3.2	24	1.4	_	
Other businesses	24	28.9	22	27.1	23	24.0	31	26.3	21	26.2	29	31.9	_	-
Operating profit	994	6.2	949	5.7	1,468	8.1	1,856	9.5	718	4.5	979	5.4	_	_

\* Starting with the fiscal year ended March 2014, the foreign currency amounts have been converted into Japanese yen using the average exchange rates of the fiscal year under review. As part of this change, results for the fiscal year ended March 2013 have been retroactively restated based on the average rates of the period under review. (Previously, the rates on the final day of the fiscal year were applied.)

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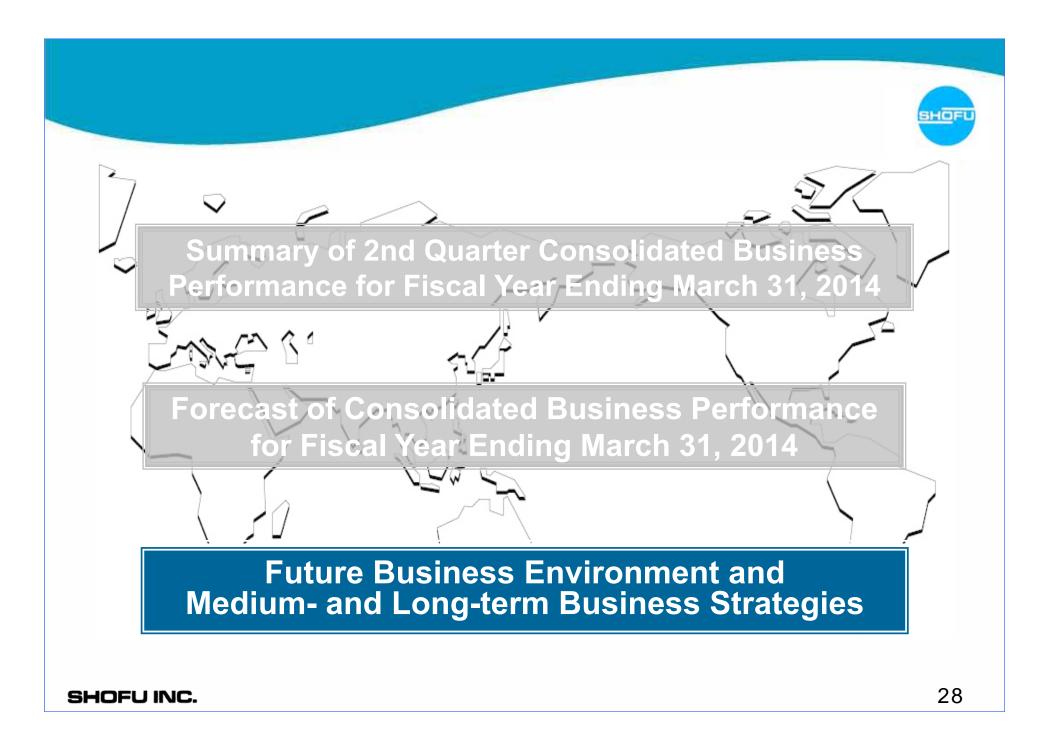
#### Medium-term Management Plan Capital Expenditures, Depreciation Costs, R&D Expenses

Future Business Environment and Mediumand Long-term Business Strategies

#### Unit: Millions of yen

SHOFU

	Fiscal March	Mid-Ter	m Managem	ent Plan	Fiscal March	Fiscal March	Fiscal March 2015 (Forecast)	
	2012 (Results)	Ficsal March 2013	Ficsal March 2014	Ficsal March 2015	2013 (Results)	2014 (Results)		
Capital expenditures	280	894	570	701	1,209	1,282	1,725	
Depreciation costs	712	660	652	665	660	656	731	
(of which goodwill amortization)	89	89	89	89	89	0	0	
R&D expenses	1,185	1,391	1,487	1,615	1,219	1,332	1,486	



# **Business Environment Awareness**

Future Business Environment and Mediumand Long-term Business Strategies

SHOFL

**Domestic dental market** 

Although a certain market scale will be maintained, falling total population and declines in the incidence of cavities make significant growth unlikely.

#### **Overseas dental market**

In addition to the existence of an enormous market centered on developed nations, demand for dental care will increase dramatically due to economic growth and the rising standard of living in regions worldwide, particularly developing nations.

SHOFU INC.

**10 years vision: Fundamental Principles** 

Future Business Environment and Mediumand Long-term Business Strategies

SHOF



Company-wide > Group sales: 50 billion yen <Domestic sales: 17 billion yen; overseas sales: 33 billion yen>

> Group operating profits: 7.5 billion yen (Operating profit margin: 15%)

Pursue globalization in every department, function (R&D, production, and sales), personnel, and by extension the company's overall management.

targets

for fiscal

March 2022

### Key issues in order to achieve goals

#### [Research and Development]

**Overlaps Development and introduction of new products** that match the local demands

# [Production]

**Relocation of production base and expansion of** offshore production

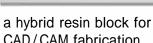
# [Sales]

**♦ Improvement of our sales network** 

- ♦ Realignment of sales offices
- **Establishment of domestic and international** academic networks

#### [Human resources]

Overlaps the security of human resources and securing the skilled employees





a smart digital camera designed

exclusively for dentistry



Future Business Environment and Mediumand Long-term Business Strategies



#### Specific Efforts – Research and Development

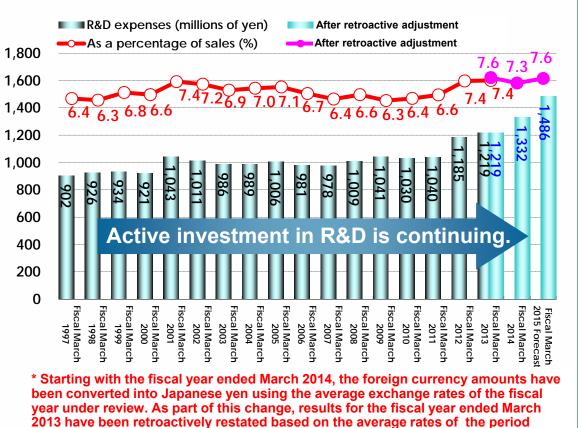
Future Business Environment and Mediumand Long-term Business Strategies



#### Oevelopment and introduction of new products that match the local demands

- Developing products with a worldwide vision
- Developing new products for regions' middle-class and high-volume segments
- Developing products with the goal of creating markets in new fields

#### **Trend in R&D investment**



under review. (Previously, the rates on the final day of the fiscal year were applied.)

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# **Specific Efforts – Production**

Future Business Environment and Mediumand Long-term Business Strategies

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# Relocation of production base and expansion of offshore production

Further expand the market share of our time-honored specialties such as artificial teeth and abrasives by enhancing price competitiveness and reducing costs.

#### Effectively utilizing existing domestic factories

#### Domestic manufacturing Group companies ......

kyoto (Kyoto)

Expanding overseas production



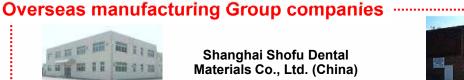


Shofu products Nail Labo Co.

#### Nail Labo Co. (Saitama)

#### Principal issues and purpose of repositioning of production

- 1) limited productions capacity of SHOFU Headquarters
- 2) high production costs in Japan
- 3) currency fluctuations
- 4) high shipping costs for hazardous and heavy goods
- 5) better delivery service to users
- 6) high tariff



Advanced Healthcare Ltd. (UK)

33

## **Specific Efforts – Sales**

Future Business Environment and Mediumand Long-term Business Strategies



#### **♦Improvement of our sales network**

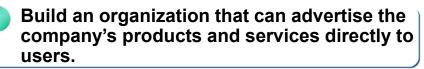
Develop a network of overseas distributors.

#### **♦**Realignment of sales offices

Enhance the functions of the Singapore subsidiary.

Establish new overseas sales bases.

# Establishment of domestic and international academic networks



#### Overseas sales Group companies (bases)







Shofu Dental Corporation (U.S.A.)

Shofu Dental GMBH (Germany)

Shofu UK (Sales Office) (UK)

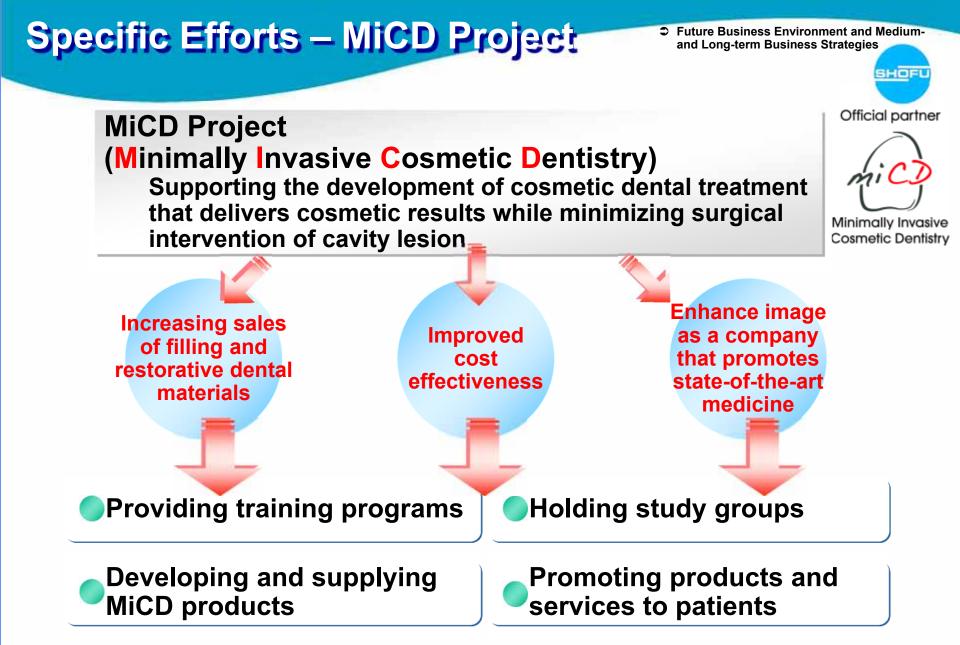




Shofu Dental Trading (Shanghai) Co., Ltd., (China)

Shofu Dental Asia-Pacific PTE (Singapore)





SHOFU INC.

#### Expanding sales channels in overseas markets - U.S., Europe, South Korea, China **Work to expand the nail care business by taking advantage of the R&D** and production engineering capabilities the company has developed in the dental materials business.

- **improved Presto** Improving competitiveness and profitability by
- integrating operations from product planning and manufacture to sales
  - $\Rightarrow$  March 2013: Acquisition of Promech Inc. by Nail Labo Co., Ltd. June 2013: Establishment of Nail Care **Division at the Head Office** August 2014: Released "by Nail Labo," the first gel nail system for general consumers

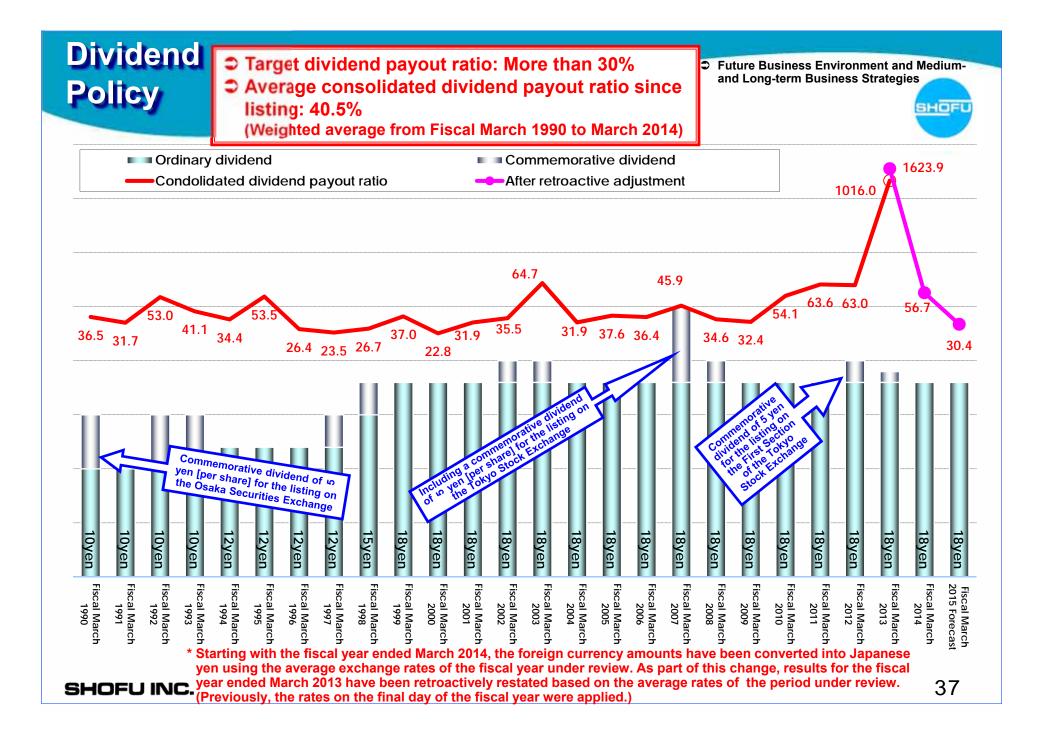
**Specific Efforts – Nail Care Business** 

Capturing share in the LED gel market with

Future Business Environment and Mediumand Long-term Business Strategies

SHOF





Forecasts in this document are based on information and data available at the time of release as well as on assumptions concerning uncertain factors that might affect the company's future business performance. Depending on various factors, actual business performance could differ substantially from the forecasts contained in this document.

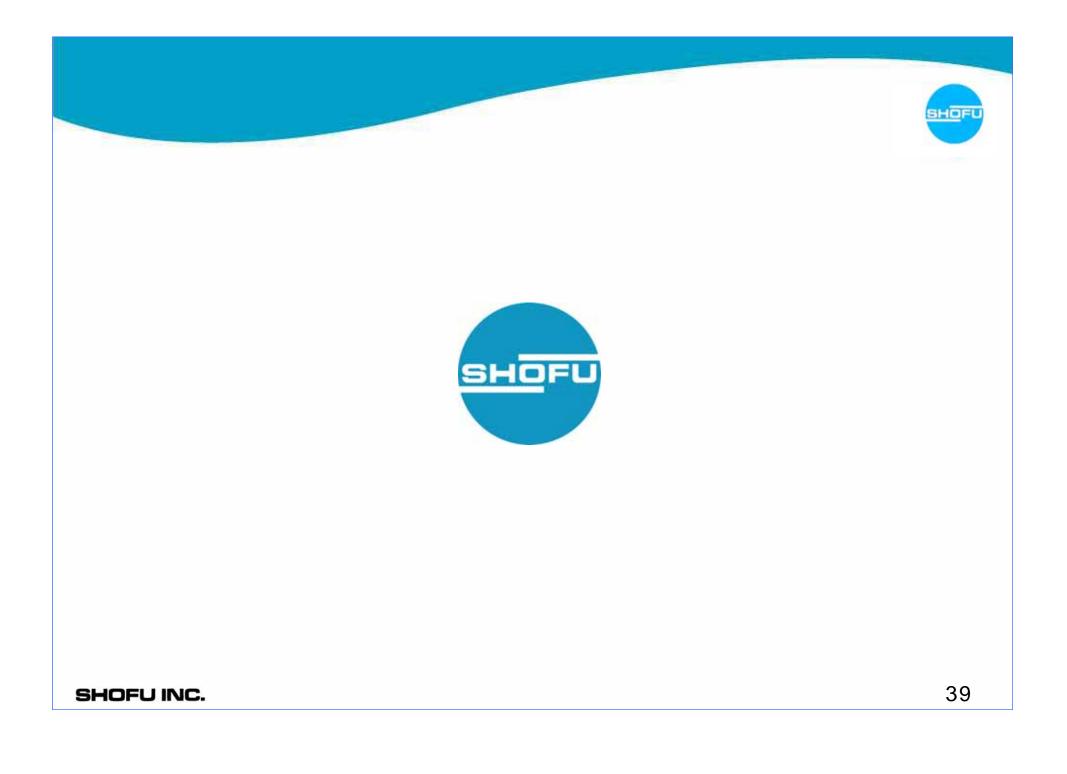
#### SHOFU INC.

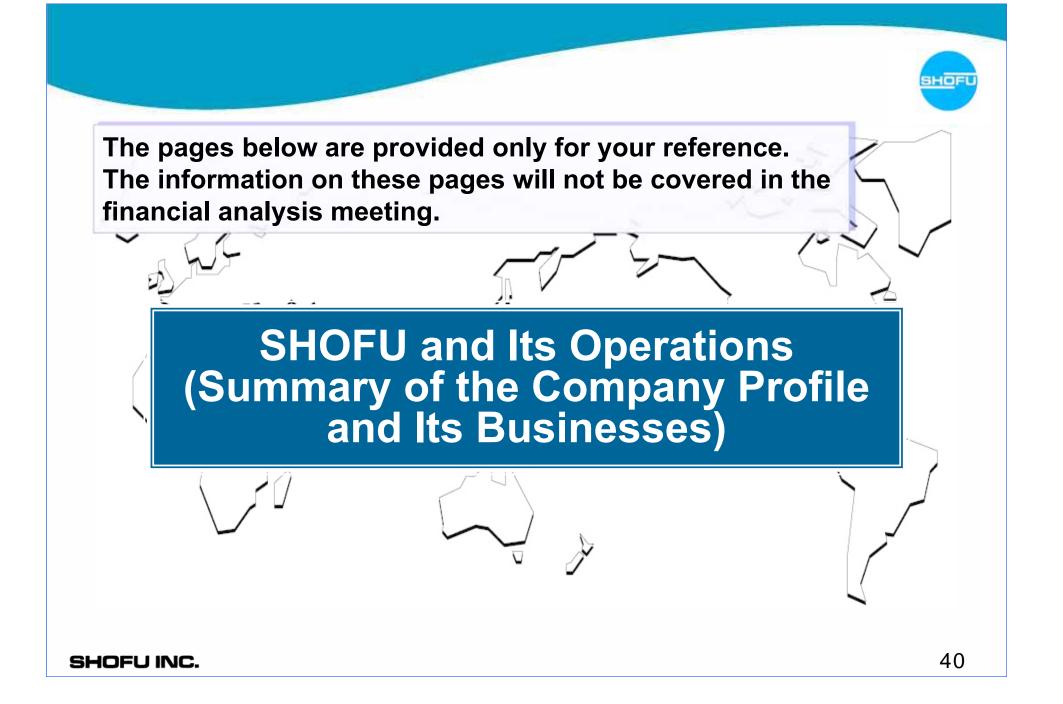
11 Kamitakamatsu-cho, Fukuine, Higashiyama-ku, Kyoto 605-0983, Japan Phone: +81-75-561-1112 Fax: +81-75-561-1227 URL: http://www.shofu.co.jp E-mail: ir@shofu.co.jp

**Contact: Corporate Planning Department** 

SHOFU INC.

HOF

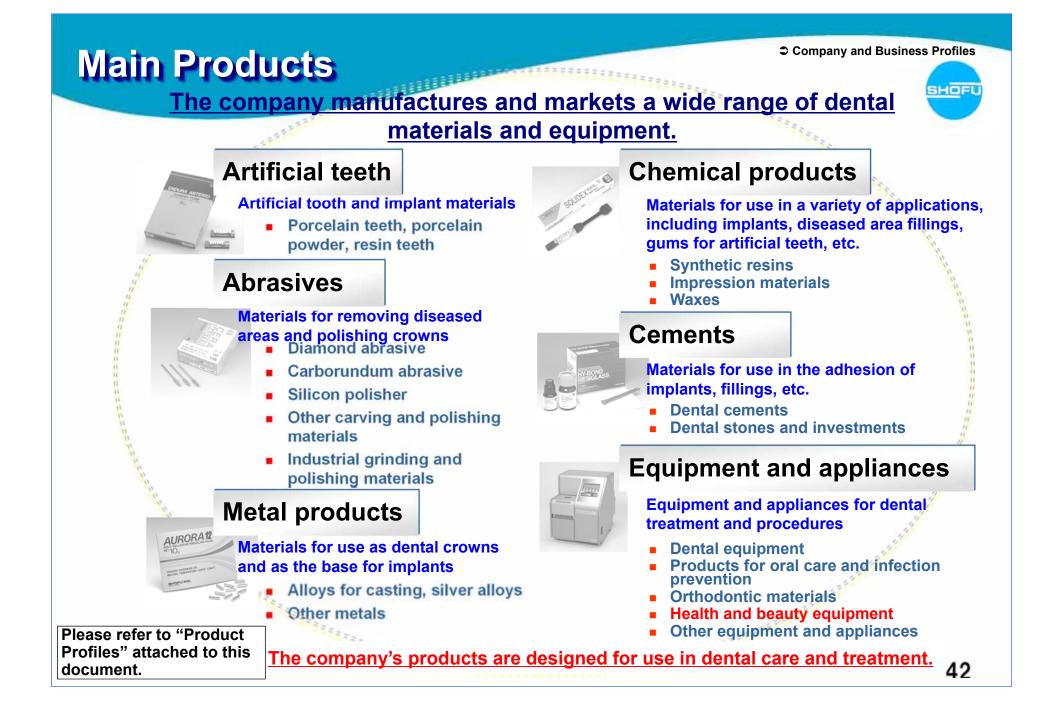




#### **Company Profile**

SHOFU INC.

Company and Business Profiles SHOFL (As of September 30, 2014) Company SHOFU Inc. name Representative Noriyuki Negoro, President and CEO Address 11 Kamitakamatsu-cho, Fukuine, Higashiyama-ku, Kyoto 605-0983, Japan Date of May 15, 1922 establishment 4,474,646,614 yen Capital Listed First Section of Tokyo Stock Exchange (date listed: March 29, 2012) exchanges Number of 422 (entire group: 856, including 290 in overseas subsidiaries) employees Manufacture and sale of dental materials and equipment Business Main Dental institutions (via sales agencies) customers 11 (three in Japan, seven overseas) Number of Dental companies: 8 (two in Japan, six overseas) group companies Nail care companies: 2 (one in Japan, one overseas)

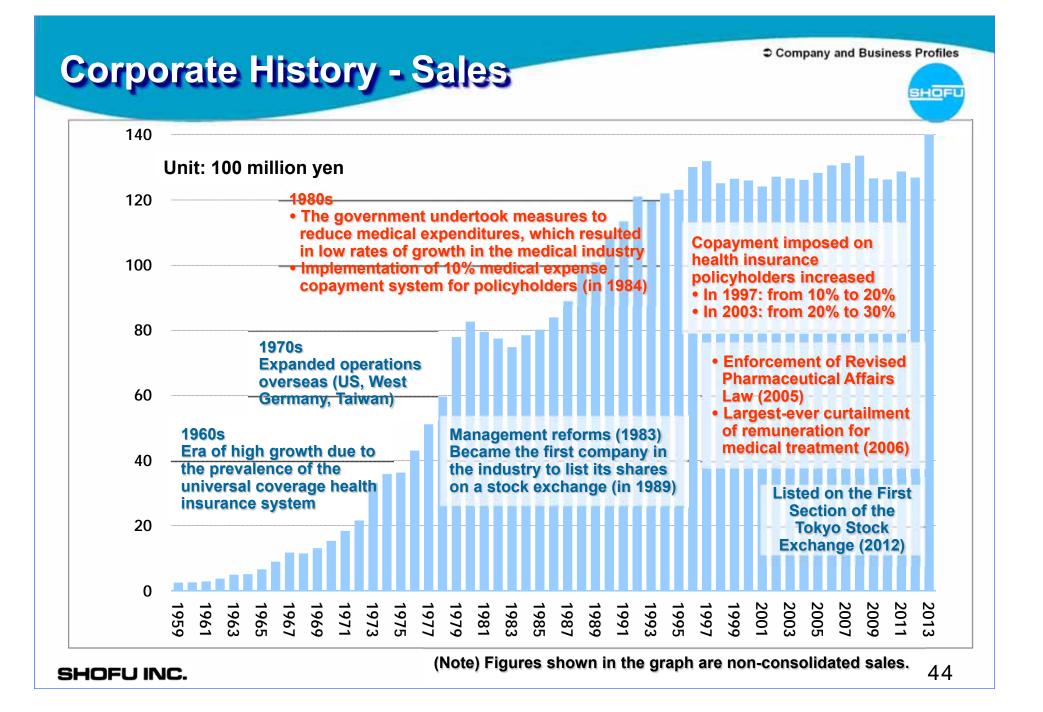


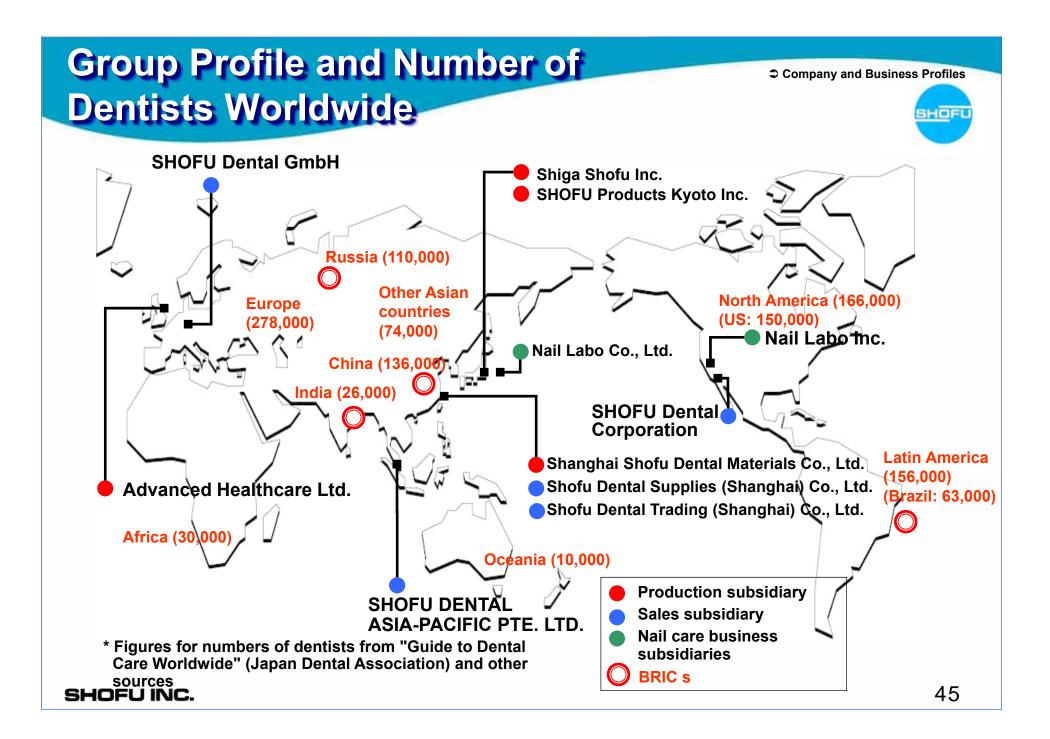
# **Corporate History**

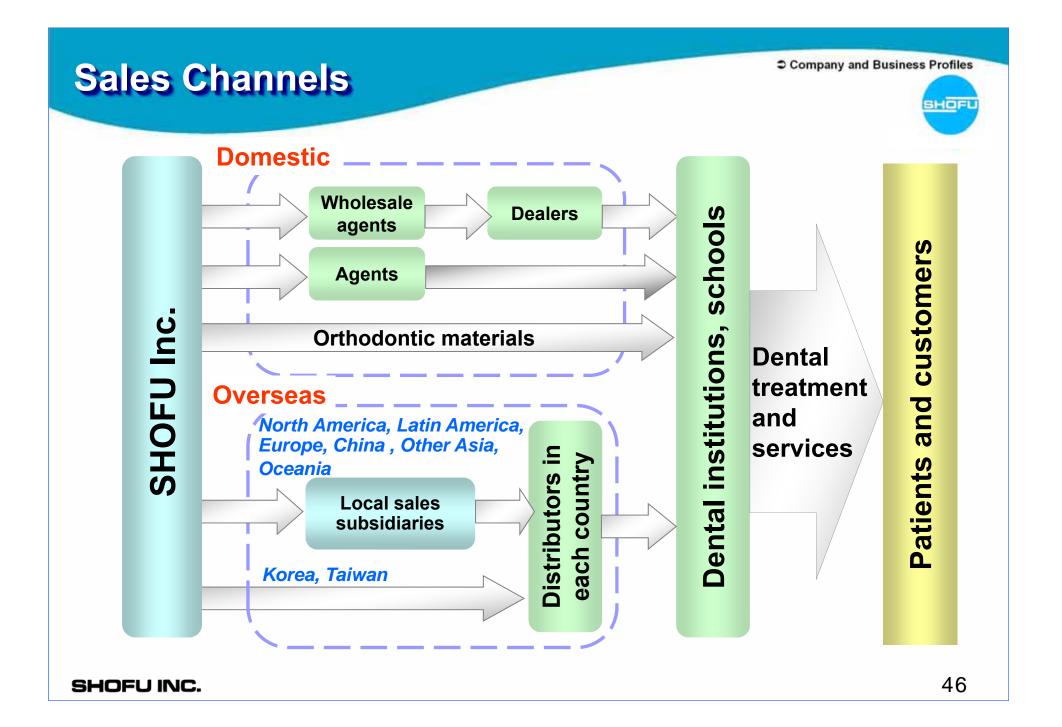
Company and Business Profiles

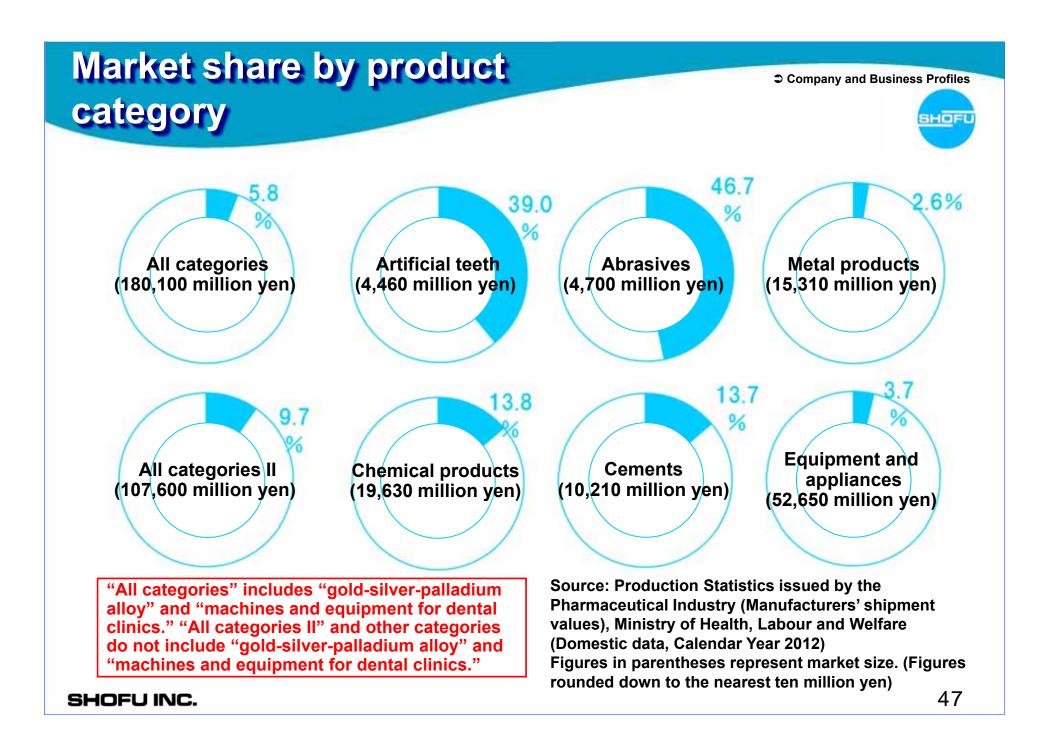
SHOFU

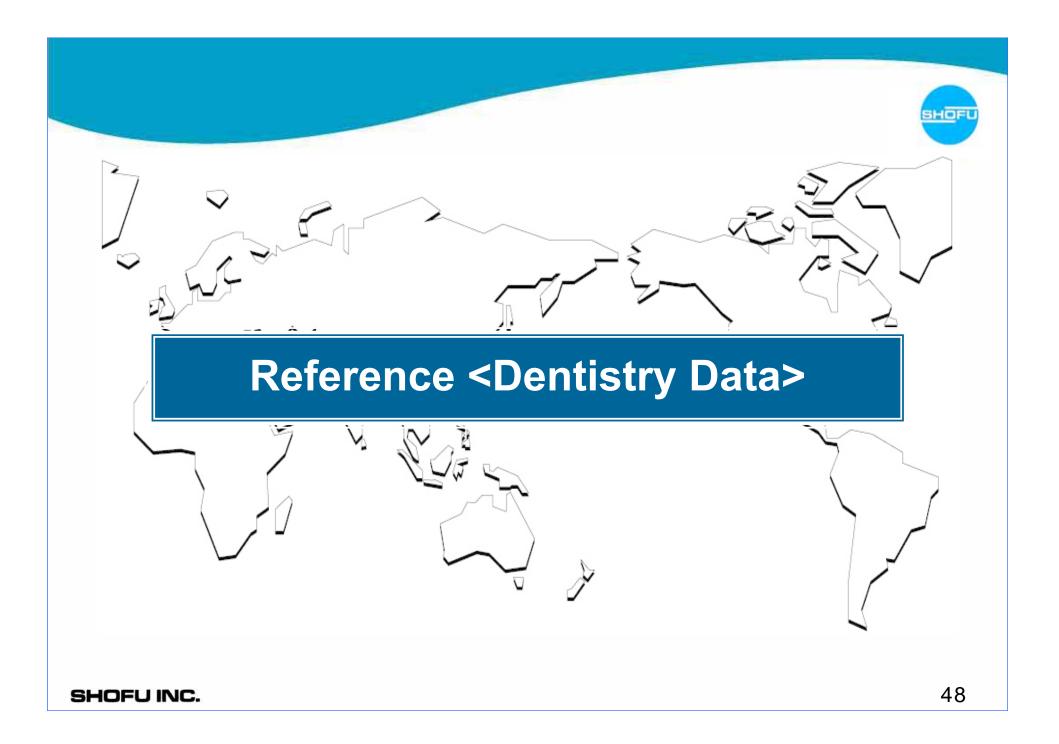
• 1922	Shofu Dental Manufacturing Co., Ltd. founded and commenced the manufacture and sale of Japan's first artificial teeth.		
• 1963	Shofu shares listed on the over-the-counter market.		
• 1971 ~ 1978	Established sales subsidiaries in the U.S. and West Germany. Started overseas production (in Taiwan). Established Shiga Shofu Inc. as a manufacturing facility for resin teeth.		
• 1983	Changed the company name to SHOFU Inc. Commenced management reforms.		
• 1989	Shofu's shares listed on the Second Section of the Osaka Securities Exchange (in November).		
• 1990 ~ 1997	Purchased a British research & development and manufacturing company. Founded a sales subsidiary in the U.K. Obtained the UK GMP (Good Manufacturing Practice) Certificate. Acquired a CE marking certificate.		
• 1996	Founded Promech Inc. Established Liaison Office in Shanghai, China.		
• 1997	Established the industry's largest research facility as a part of a project to commemorate Shofu's 75th anniversary.		
• 2002 ~ 2003	Celebrated the company's 80th anniversary (in May 2002). Established Liaison Office in Beijing, China.		
	Obtained ISO 14001 (Environmental Management System) certification (both for the headquarters and all group companies).		
	Established Shanghai Shofu Dental Materials Co., Ltd., a production facility in China.		
• 2005	Acquired Shoken Inc. as a wholly owned subsidiary through a share exchange.		
	Established Shofu Dental Supplies (Shanghai) Co., Ltd., a sales facility in China.		
• 2006	Training Center designed to promote customers service completed (in August).		
• 2007	Celebrated the company's 85th anniversary. Shofu's shares listed on the Second Section of the Tokyo Stock Exchange (in February).		
• 2008	Acquired and turned Nail Labo Co., Ltd. into a subsidiary.		
	Acquired 1.6 million of the company's own shares in accordance with the purchase of the company's own shares scheme in the J-NET market of the Osaka Securities Exchange.		
• 2009	Reached basic agreement concerning business and capital partnership with Mitsui Chemicals, Inc., and Sunmedical Co., Ltd.		
	Transferred 1.8 million shares of treasury stock to Mitsui Chemicals, Inc., through a third-party allocation.		
2010	Shofu Dental Trading (Shanghai) Co., Ltd., is established in China.		
2012	Celebrated the 90th anniversary of its founding. Listed on the First Section of the Tokyo Stock Exchange.		
• 2013	Promech Inc. is split up, with Shoken Inc. taking over its dental businesses and Nail Labo Co,. Ltd., absorbing the company and its remaining operations.		
	The Singapore Sales Office is incorporated as the local corporation SHOFU Dental ASIA-Pacific Pte.Ltd.		
•2014	SHOKEN INC. moved to a new manufacturing site and company name was changed to SHOFU PRODUCTS KYOTO INC., establishing a CAD/CAM Processing Center within the same premises.		

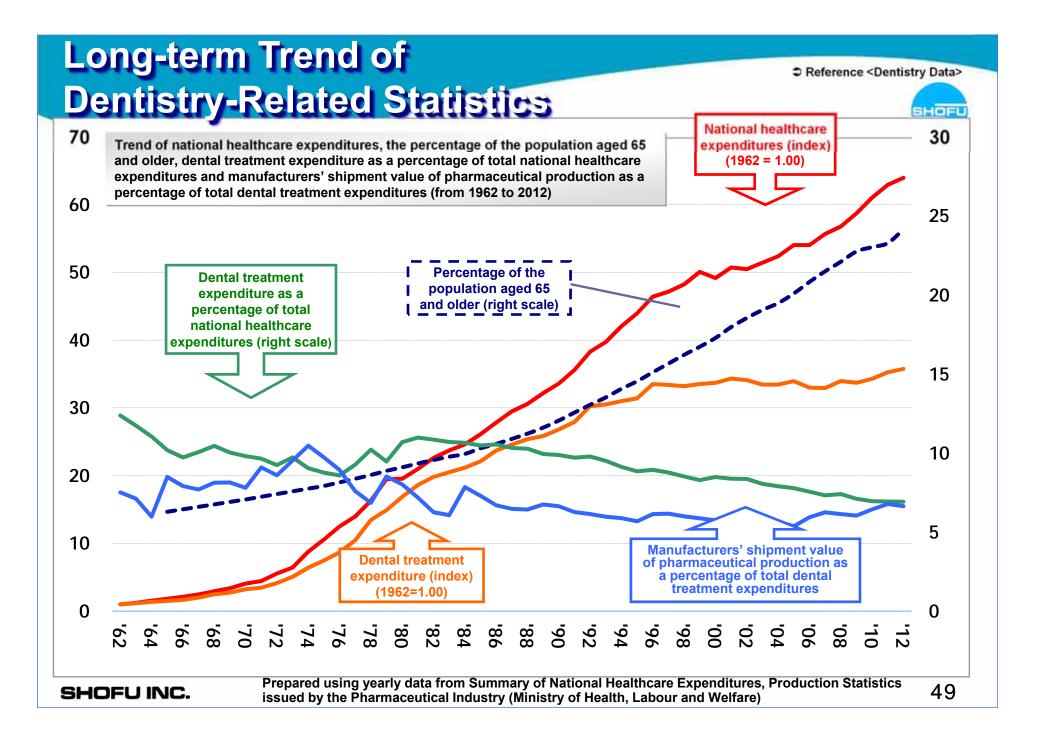


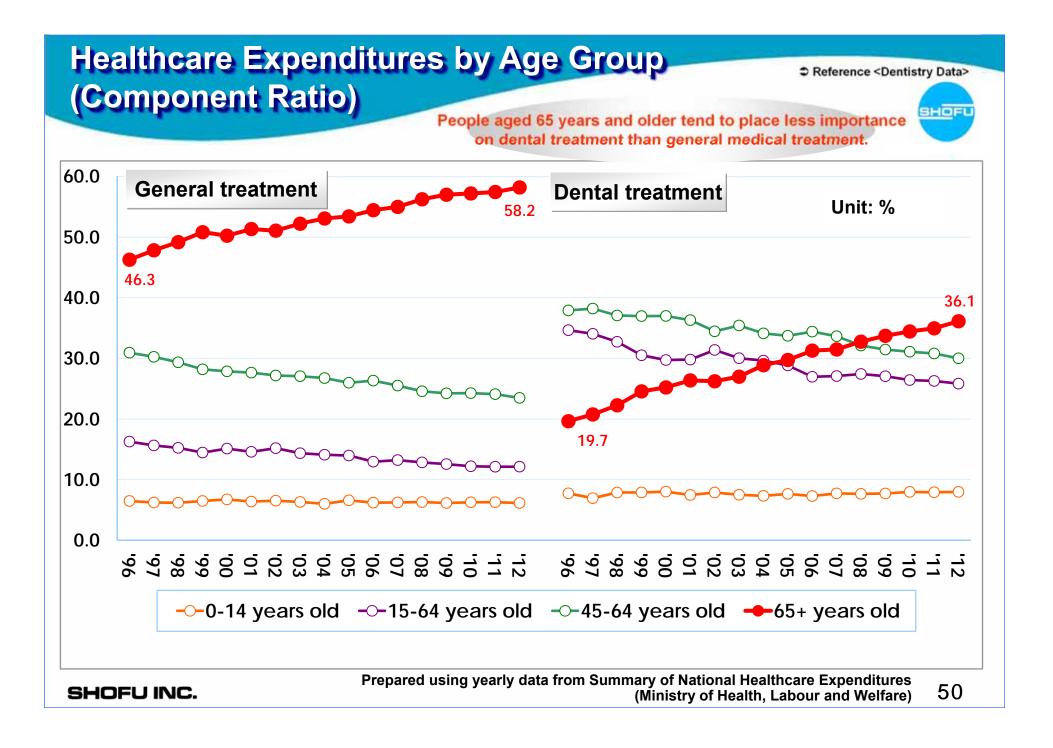


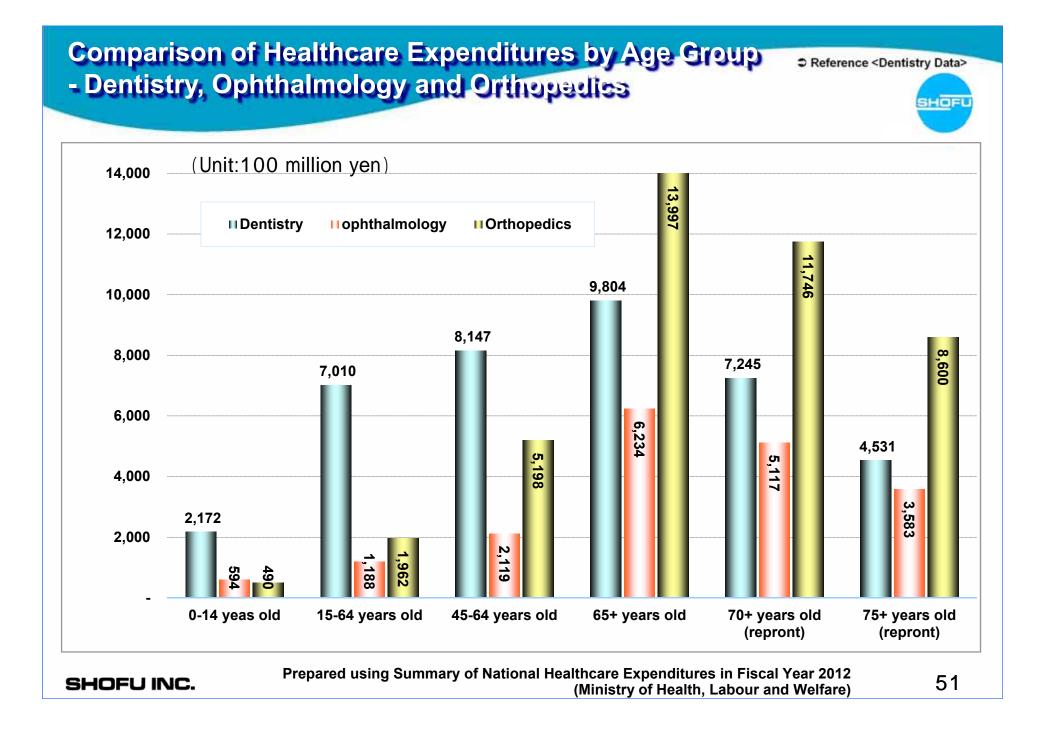


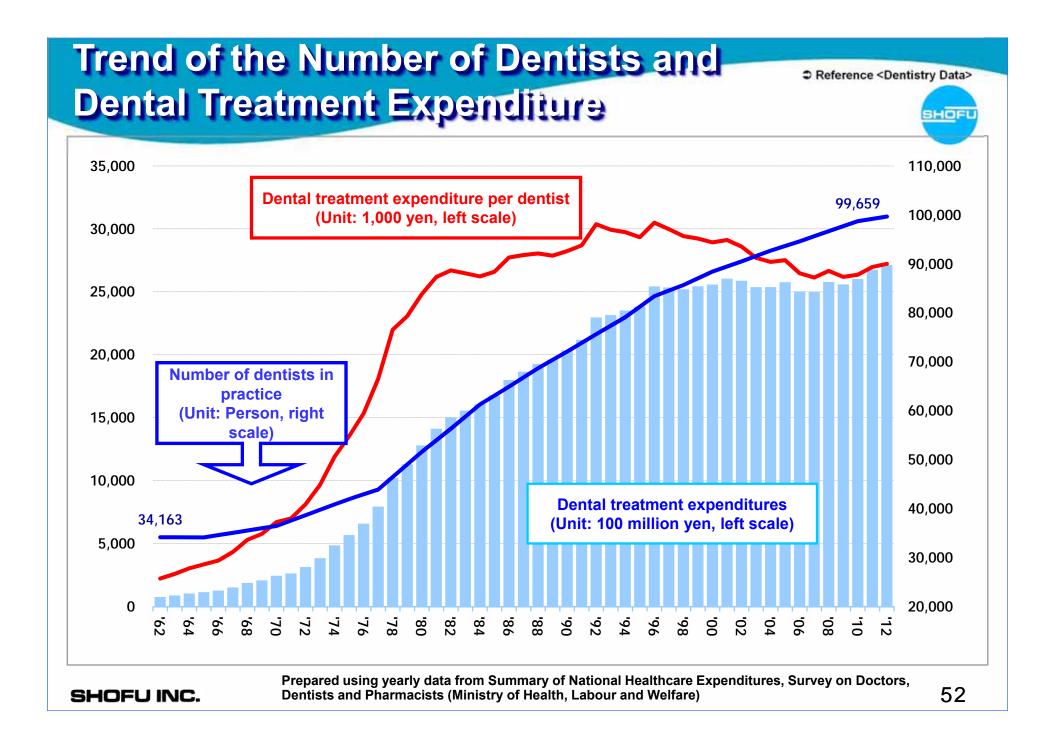


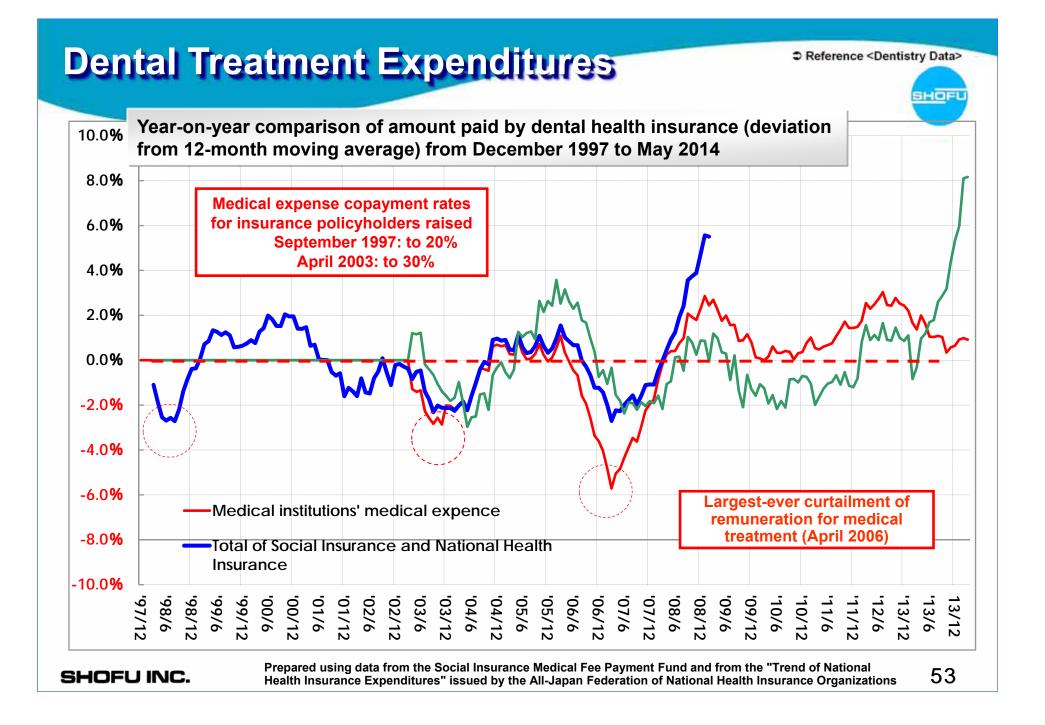


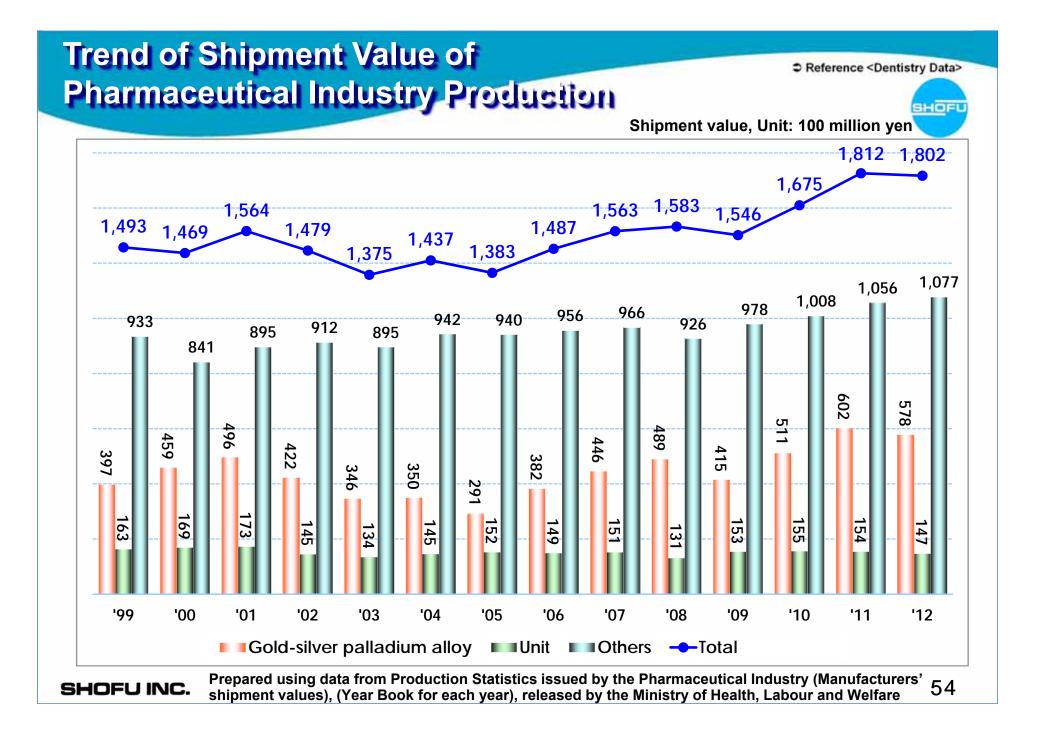










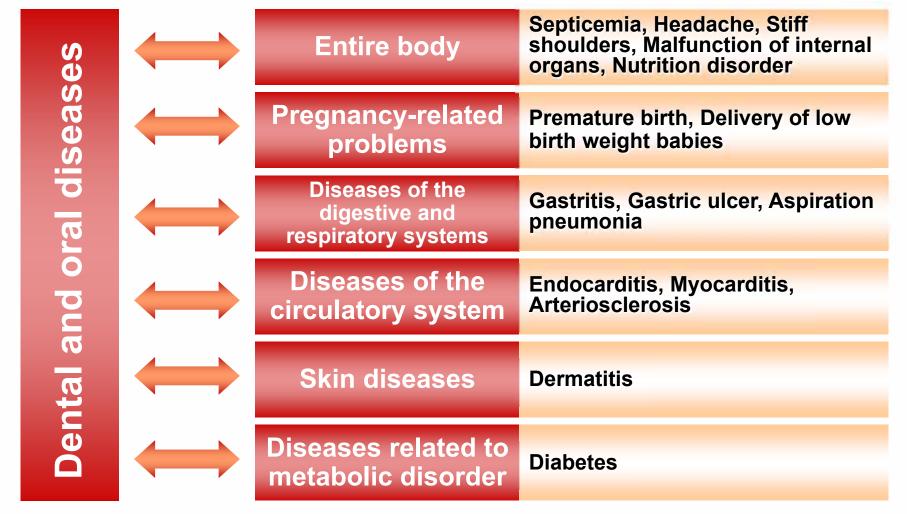


#### Systemic Diseases Caused by Caries and Periodontal Disease

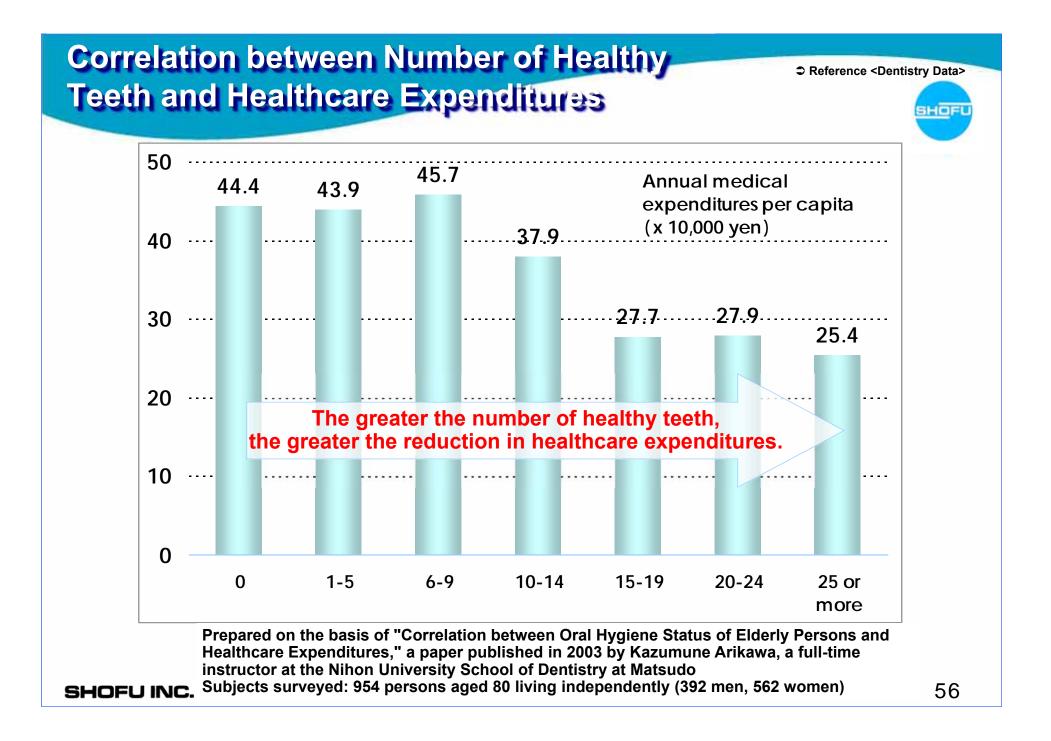
SHOFU INC.

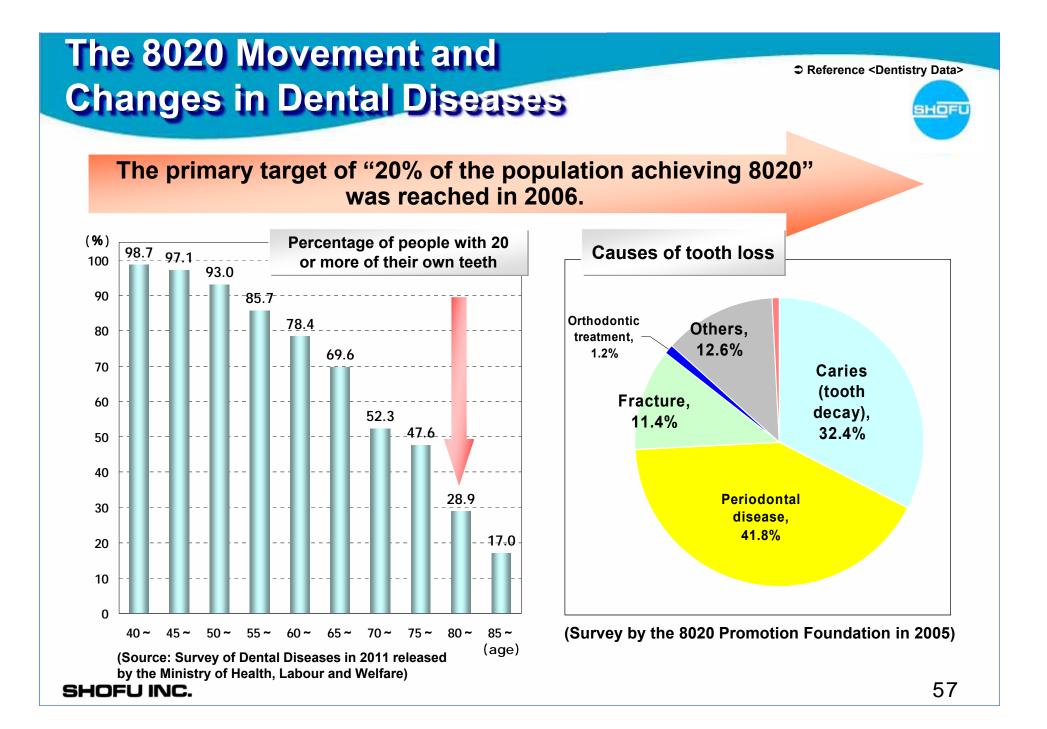
Reference <Dentistry Data>





(Reprinted from the "Archive of the 8020 and Enjoy Healthy Life" issued by Social Insurance Research Institute)





#### Perception of Dental and Oral Health

Source: Fiscal 2007's Dental Equipment Industry Vision (References)

Are you satisfied with your oral health?

Not satisfied

11.8%

Not very satisfied

42.2%



Reference <Dentistry Data>

**Fully satisfied** 

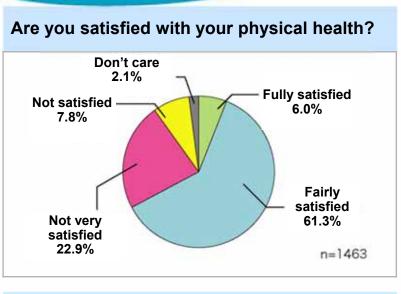
1.8%

Fairly

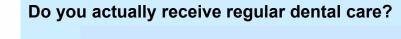
satisfied

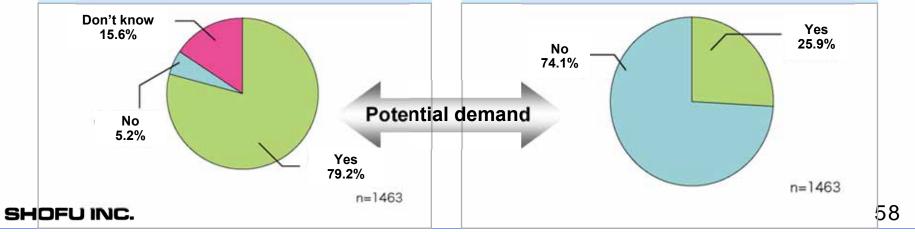
44.2%

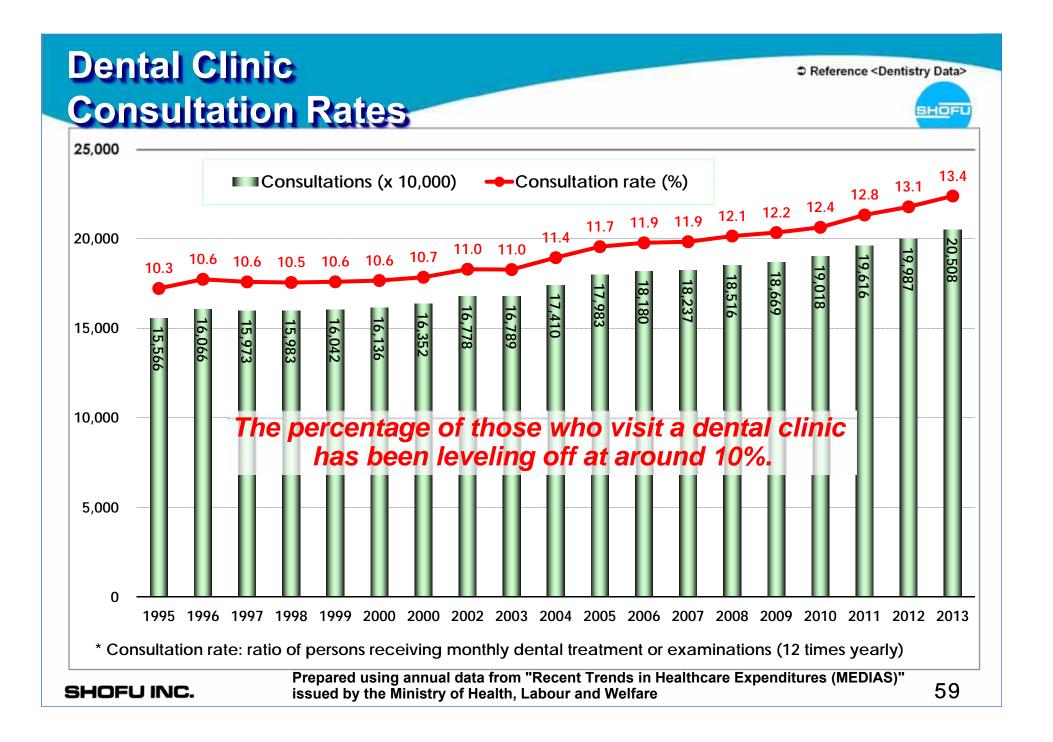
n=1463



Do you think it necessary to receive regular dental care (checkup and cleaning) at a dental clinic?







#### Trend in the North American Market

Reference <Dentistry Data>



The public developed the habit of paying regular visits to dental clinics.  $\rightarrow$  Shortage of dentists

Increase in regular visits to dental clinics  $\rightarrow$  Solution to the problem of oversupply of dentists

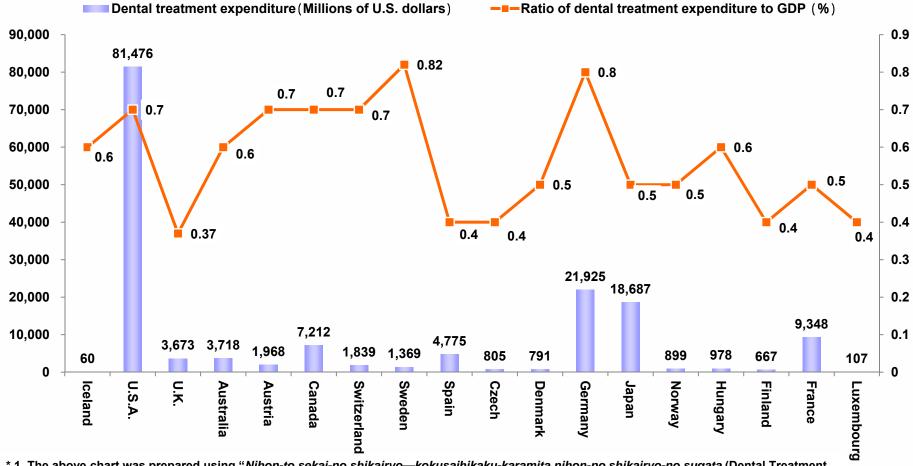
	North America	Japan
Percentage of those who make regular visits to dental clinics	54%	(16%)
Number of dentists (per 1,000 persons)	0.6 person	0.7 person
Population (per dentist)	1,670 person	1,430 person
conducted by Colgate-Palmolive * Consulted an article titled "Reaso	Company ns for the Success of the Canadian Professor and head of the Departm	propriate ratio. th, Labour and Welfare and a survey Dental Community" (DH Style, Septe

## Relation between Dental Treatment Expenditure and GDP Although Japan's dental treatment

Reference <Dentistry Data>

SHOFU

Although Japan's dental treatment expenditure is at a high level in international comparison, the ratio of Japan's dental treatment expenditure to GDP is in the middle range in international comparison.



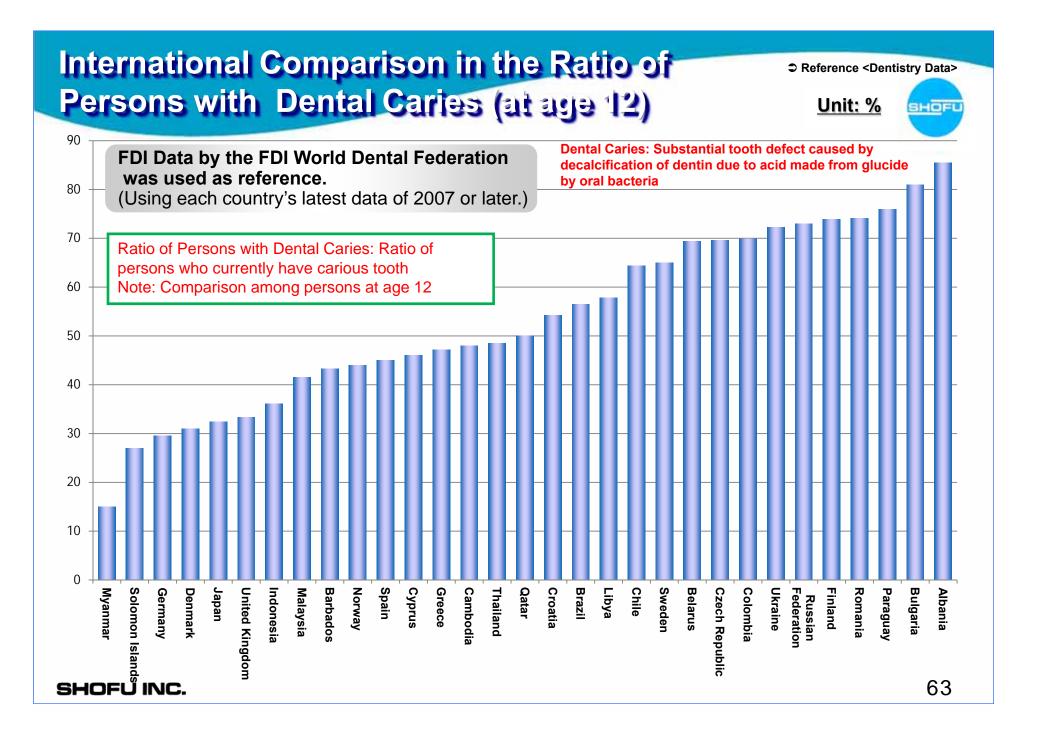
\* 1. The above chart was prepared using "*Nihon-to sekai-no shikairyo—kokusaihikaku-karamita nihon-no shikairyo-no sugata* (Dental Treatment in Japan and in the Rest of the World—Dental Treatment in Japan from the Perspective of International Comparison)," by Kento Taira (medical corporation Seiryokai) as reference.

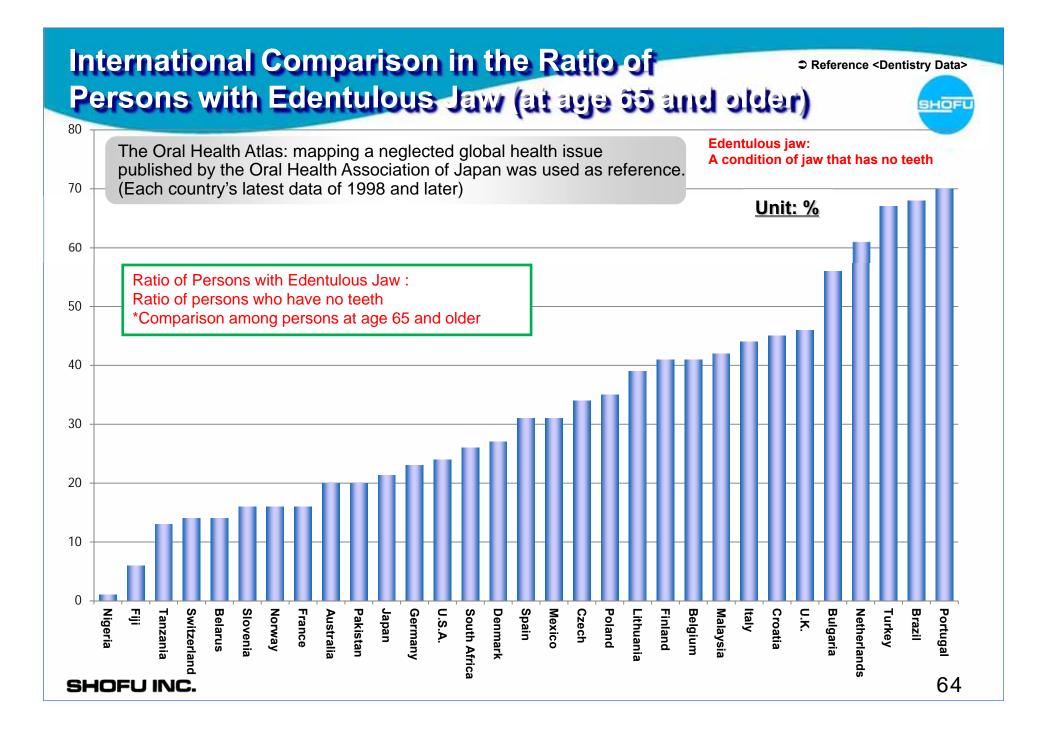
2. The above data for each country is as of 2004 except for Sweden's data, which is as of 1992.

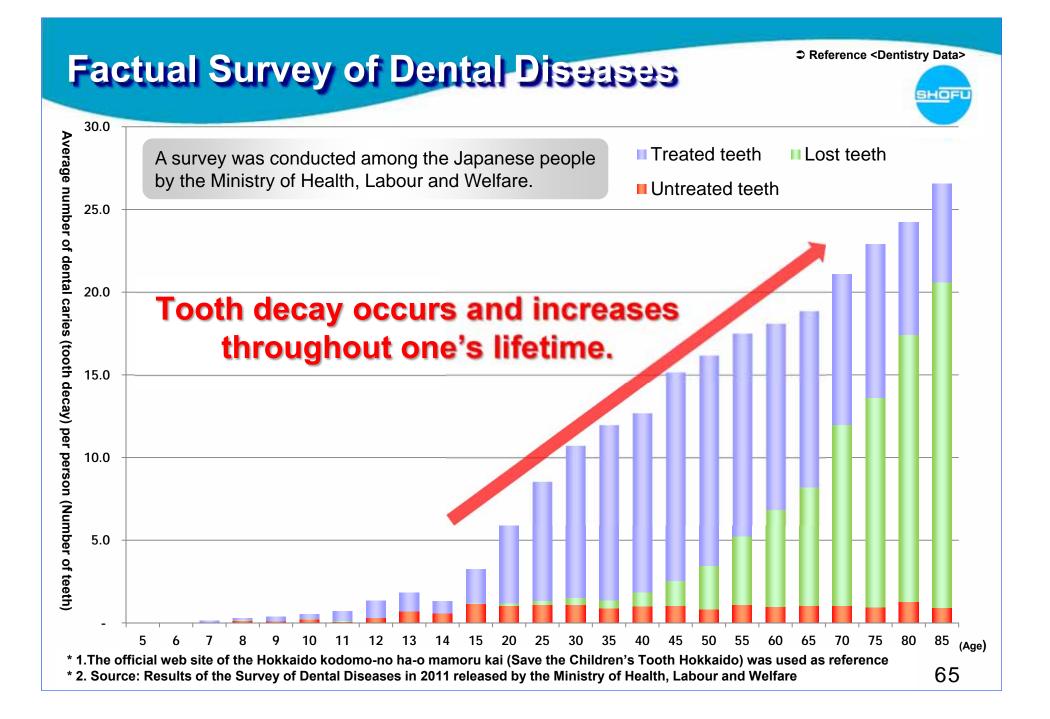
61

#### International Comparison of Dental Treatment Reference <Dentistry Data> Expenditure (Unit Price of a Treatment Session) Unit: ven SHOFU \*Japan: Unit price for a treatment session according to public healthcare insurance (⇒ The patient's payment obligation is 30% of the amounts below.) Root canal treatment Dental calculus removal 120.000 15,000 713,630 108.011 12,566 92.220 12,000 90,000 9.000 52,764 6,366 60.000 43,920 36.601 6,000 4,626 3,144 30.000 14,146 3,000 1,779 5.839 732 0 0 Canada U.S.A Japan U.S.A Japan France U.K France U.K Switzerland Germany Switzerlanc Canada Germany Metal crown Dental calculus removal 111,732 109,330 108.000 30,000 120,000 25,724 25,000 100,000 80,000 20.000 66,276 14,658 50,536 15,000 11,880 60,000 10,567 10,000 40.000 6,218 2,851 9,139 5,000 20,000 0 0 Canada U.S.A Japan U.K. France U.S.A Japan France Germany Switzerland Switzerlanc Canada

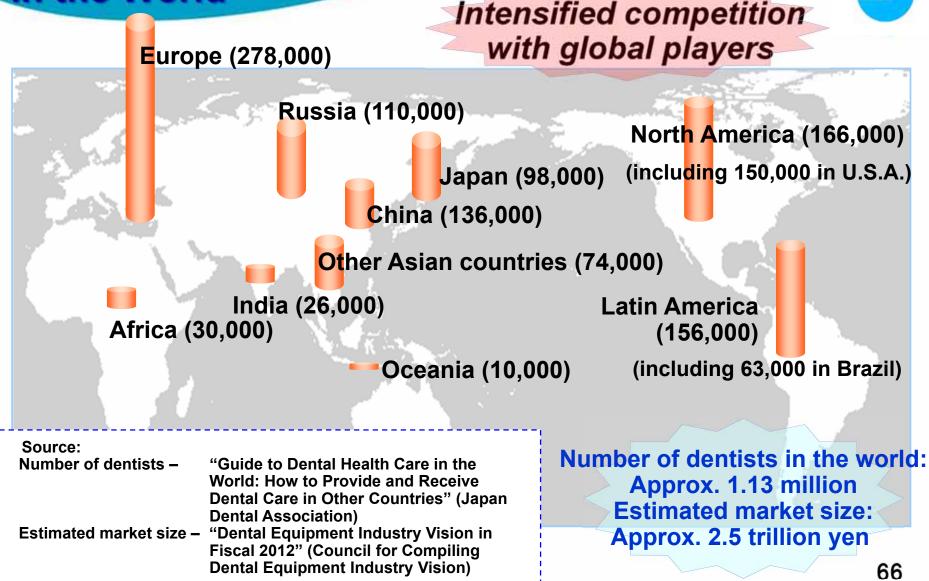
\* The above chart was prepared using material from "*Iryo, kaigokyufuhi suikei-ni-tsuite* (On the Estimate of Medical and Nursing Care Benefit Expenses)" by Professor Kawabuchi of the Graduate School of Tokyo Medical and Dental University (submitted to the 6th meeting of the Social Security Council of Japan on July 31, 2008).







### Number of Dentists in the World



SHOF

Glossary (	1	)
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Term	Meaning
Impression	An imprint of teeth and other intraoral areas, created with impression material. Based on the impression mould, plaster model can be produced, onto which prosthesis is fabricated. $\rightarrow$ Dental prosthetic (page 68)
Implant (treatment)	A treatment method to replace missing tooth. An artificial root is implanted into the bone, upon which a variety of dental prostheses can be placed. In addition to conventional prosthetic treatment, implant is a new option to restore mastication and esthetics.
Caries	Tooth decay.
Occlusion	The position of the teeth when the jaws are closed.
Composite resin	Synthetic resin to fill cavity and lesion, available in a variety of shades to make the restored area harmonious with surrounding teeth of each patient. It is often used to treat decay. $\rightarrow$ Resin (page 68)
Filling	To fill resin or cement after removing a decay to restore the affected area.
Aesthetic dentistry	A variety of treatment to enhance patient's esthetic appearance, including orthodontics and whitening.
Scaler	An instrument used to remove plaque and tartar accumulated on the tooth surface.
Dental floss	A thread used to remove plaque from the spaces between teeth.
Handpiece <b>HOFU INC.</b>	A handheld device to which small instruments for removing tooth decay, plaque, and tartar are attached. $\rightarrow$ Plaque (page 68) 67

Glossary	(2)
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SHOFU

Term	Meaning	
Nail care	Care for fingernails and the surrounding area, including attachment of artificial nails. Nail care is widely considered an import part of personal grooming in many parts of the world, and it is also growing popular among young women in Japan, which leads to a rapid growth of the market.	ly
PMTC	PMTC stands for Professional Mechanical Tooth Cleaning. In PMTC, a dentist or hygienist uses machines and instruments to remove plaqu tartar (calcified plaque), and other dental deposits (caused by smokir etc).	e,
Fluoride	A substance that accelerates re-calcification of the tooth surface and strengthens tooth structure (especially for enamel).	
Plaque	Calculus deposits. Bacteria living in plaque create acids and toxins, which cause decay and periodontal disease. Thus, removing plaque helps prevent dental disease and enhance oral health.	
Dental prosthetic	An artificial replacement of defective area. It includes fillings and crowns that restore patient's oral function and esthetic appearance.	
Bonding (material)	A material to bond composites to natural tooth (enamel and dentin). → Composite resin (page 67)	
Resin	Synthetic high polymer. Resins are popularly used for dental restoratives.	
SHOFU INC.		68