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# WACOM

STORY BOOK

ISSUE | 1



Allow us to talk about Wacom today




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**COVER PHOTO**  
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# WHAT IS INK THAT WACOM VALUES?

## Wacom and Ink: The permanent lines that express our thoughts and emotions

A handwritten thank you note given to a parent by their own child. A random doodle or a heartfelt confession, etched in the sand along the seashore. A time and place jotted down on the edge of a notebook. Lines—both *drawn* / *written*, produced with a finger or a tool—and the letters or pictures they form don't have to be clever to light a tiny spark in the hearts of fellow scribblers. Lines that carry emotions and moods with them—at Wacom, we refer to them as Ink. Our job at Wacom is to create instruments with which users can give shape to their inner thoughts by inscribing, etching, and carving lines. It is only natural for us at Wacom to try serving our deep-seated instinct to *draw* / *write* and also to want people to put utmost care into their lines—their ink.

At Wacom, we create digital instruments such as digital pens, pen displays, and pen tablets. But just as pens require ink, digital pens require digital ink. Improving the technology of digital pens is not enough; we must also push digital ink technology to the next level. This philosophy is reflected in WILL™ (Wacom Ink Layer Language), our digital ink technology. Physical ink gradually discolors and eventually disappears due to the passage of time and changes in the environment. Take the Kojiki, for example. Although this Japanese chronicle was originally written in the 8th century, the oldest existing copy is from the 14th century. This copy is less than a millennium old, but it still requires meticulous preservation and restoration to ensure it does not fade into dust in the near future. And digital ink? It is unaffected by space and time. It can record, be preserved, duplicated, and moved in ways that overcome the limitations of physical ink.

Digital ink also allows for more abstract information—thoughts and feelings—to be added to the lines for elaboration, analysis, and preservation. We have yet to tap into the full potential of digital ink. As long as humans exist, there will be people *drawing* / *writing*. Technological advances have seen the medium for ink change from rocks to stone tablets, papyrus, parchment, paper, and digital tablets. Perhaps in the near future, we may see ink applied to yet another medium; and there is always the possibility that centuries from now, we may do away with ink mediums altogether. And yet, even if that were to happen, the instinct and drive to *draw* / *write* will not die away. Wacom wants to serve this instinctual need to *draw* / *write*. That's why even if we are technically an instrument provider, we are passionate not simply about developing digital pens but also about developing experiences that bring out the best of the pen.

# WACOM VISION

from NOBUTAKA IDE

Allow me to indulge on the subject of Wacom

## A message from the company's No. 1 fan

Wacom President and CEO Nobutaka Ide (Nobu) considers himself the company's biggest fan. Ever since he made the decision to dedicate his life to Wacom, he has become intimately familiar with the depth that the company possesses—and he now sees the company as a sentient living being rather than a well-oiled machine. Nobu has long wanted to find a way to serve all humankind, and he is closer than ever to realizing that goal thanks to the support of his many Wacom colleagues—whom he considers team members rather than employees. Here, Nobu describes the value that Wacom offers and what the future holds for the company.

## Prologue

To you who have picked up this copy of *The Wacom Story Book*: This book represents a new undertaking by Wacom to allow more people to gain deeper insight into what we do and who we are. The pages are full of characters who make Wacom what it is today. They include customers who use the products that we as an instrument provider have refined over the years; partners who help us craft the life-long user experience; investors who continuously encourage us through both criticism and understanding; and our team members (the phrase I liked to use to call Wacom employees) who walk alongside each other towards the same goals. Each one of these characters is important to us; without them, we would not have the agility to transform our shape and appearance to adapt to changes in the world—just like a living being. The words written by each person in this book tell a small story. We want you to read these stories and find the spark that glows brightly deep within each tale. It is this wish that led us to title this book *The Wacom Story Book*. We hope to produce a new anthology on a regular basis and deliver more exciting adventures for you to enjoy. I would like to start off this first edition with a few words from myself to tell you about the timeless appeal of this company. After all, I consider myself Wacom's No. 1 enthusiast.

### How I became a Wacom fan

I'm not the founder of Wacom, nor did I receive any particular training at Wacom. The reason I became Wacom's No. 1 fan was because I fell in love with what Wacom as a living organism embodies, as well as with the company's boundless appeal. Wacom's mission is to continue

making instruments that allow people to *draw / write*. It's the promise of Life-long Ink—a concept that is inextricably linked to my life-long desire to support people.

What is a human being? What can I do to support all humankind? I've been thinking about these questions for a long time. *Drawing / writing* are two of our most human activities, and no two people *draw / write* the same way. Wacom's business is strongly intertwined with these two activities—in other words, our business is about humanity and human creativity. Perhaps by joining Wacom, I could serve all humankind by supporting them in their *drawing / writing* endeavors. It was this hunch that led me to join Wacom.

The reason that I became Wacom's No. 1 fan is that I recognized the infinite potential in Wacom's business. While my goal was to serve all humankind through Wacom technologies, I began my career at the company at Technology Solution Business. Here, I was involved in providing Wacom technologies with enterprise customers as a component manufacturer. Until then, I had assumed that the acts of *drawing / writing*—particularly with the use of digital pens—were unique to those involved in the production of creative work. But my time in this business made me realize that everyday life was overflowing with the act of inscription—imbuing various surfaces with pictures and words. By joining Wacom and actually working in the business, I was able to see the full scale of what Wacom represents.

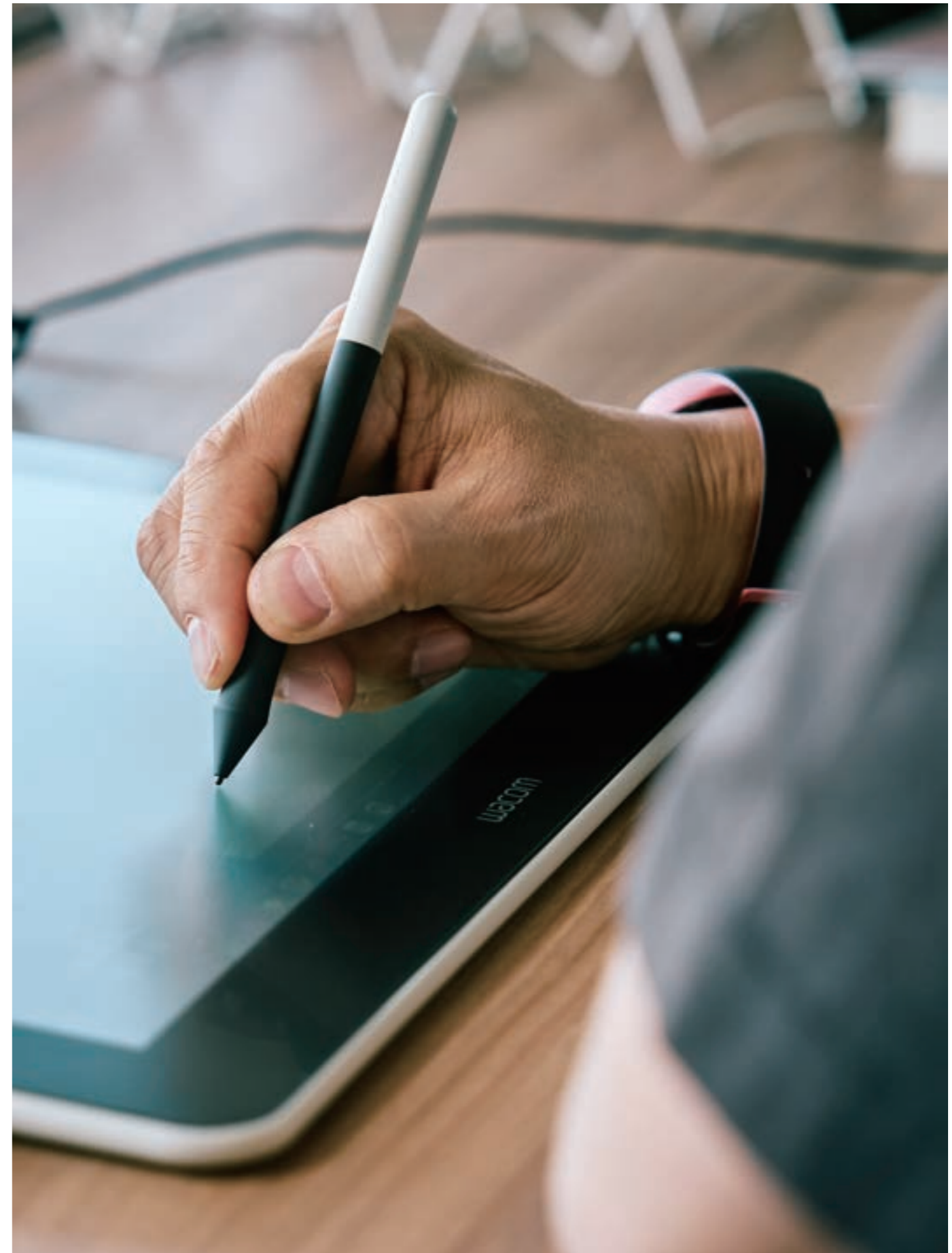
Wacom's appeal and complexity are mostly due to one factor: the deep bond the company enjoys with its customers. Our customers include individuals who use our pen displays and pen tablets, OEM customers who

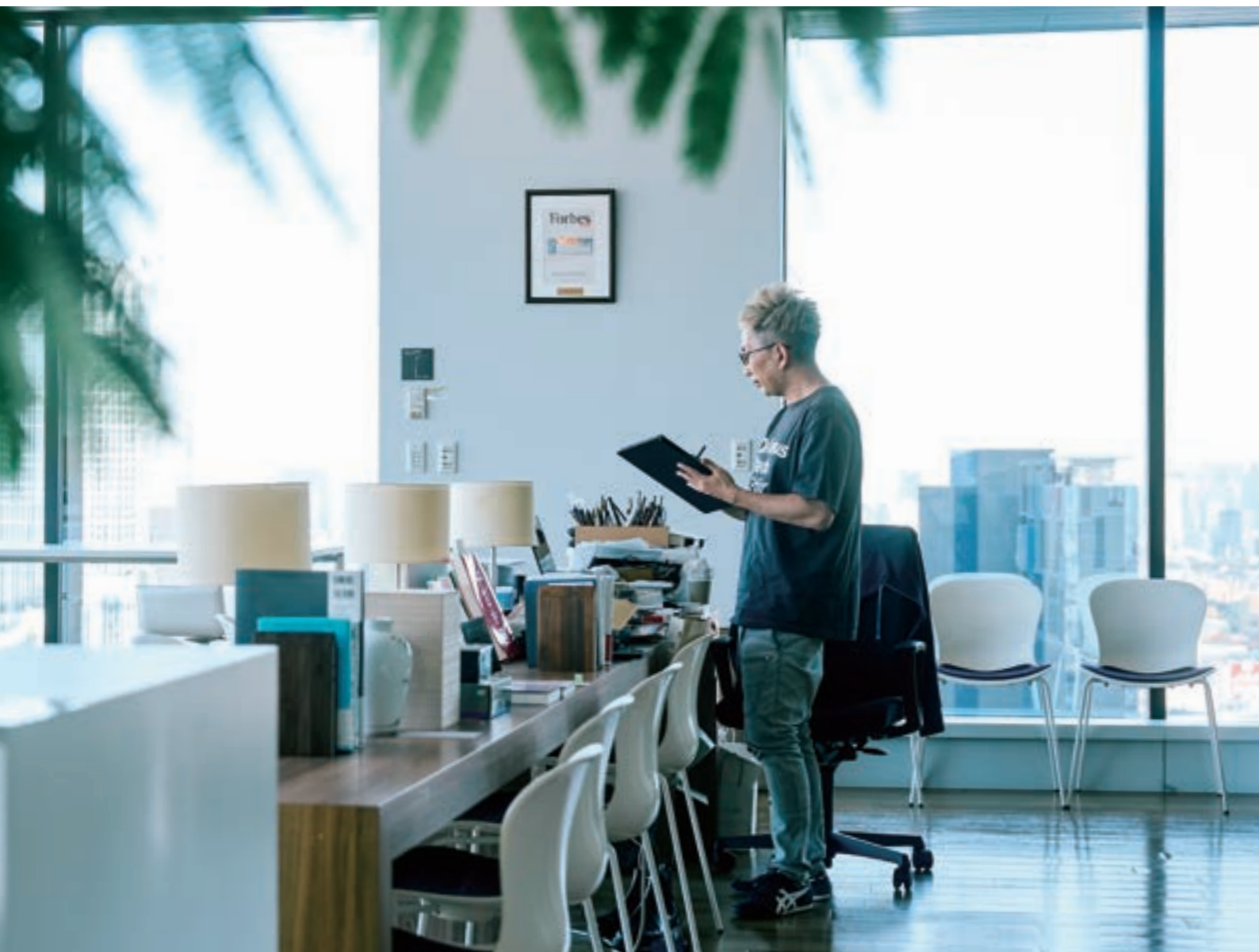
incorporate our technologies in their products, and partners who help us explore how we can add more value to the customer experience. We enjoy a close relationship with all of them because we are driven to provide value based on a clear objective: to facilitate creation, recording, and learning through the acts of *drawing / writing*. Because our goal is clear, our place in the world is also clear. I am proud of the fact that Wacom technologies can directly help so many different customers achieve their goals.

I think of Wacom as a single living organism. The company has been around for 40 years, and I'm still excited about where it's going next. As CEO, I am in a position where I am supposed to lead Wacom. Yet, I feel like what I am actually doing is being nudged forward by Wacom itself in the direction it wants to go; I simply help the company get there.

I clearly recall feeling like this for the first time during 2019's Connected Ink (see "Connected Ink," pp. 68–69). Connected Ink provides an experimental space for exploring the future of creativity through discussions on topics related to "creative chaos," as well as new topics that arose from those discussions. I remember attending this 2019 event and thinking, "This is not just a Wacom event." I saw how everyone attending Connected Ink was moved by something important to leave an impact on society—and it made me feel as if Wacom was similarly moving me and my colleagues, drawing us into an enormous vortex of action. I felt as if we were creating new cultures. Out of a sense of duty, Connected Ink and the event's attendees were working to develop cultural ideas that would benefit the next generation. I feel that this notion of creating new cultures is increasingly taking hold in Wacom.

There is a promise to Wacom's





Wacom's business is strongly intertwined with *drawing & writing*.

In other words, its business is about humanity and human creativity.

customers: Life-long Ink (see "Life-long Ink," pp. 18–19). It is a promise that Wacom will provide its customers with a life-long journey defined by their experiences with its products. These experiences, of course, are provided via the digital technologies that Wacom is constantly refining. The promise is our way of saying, "We will walk with you throughout your life's journey, providing you with ink-based experiences that can be achieved with digital technologies." Digital technology is not bound by space or time. Life-long Ink is a declaration that Wacom is a provider of experiences delivered through products and technology. It is a promise that we will support those experiences for as long as our customers live—or even beyond, continuing their stories even after they have departed from this world.

#### The four things I love about Wacom

Since there are too many things that I love about Wacom I'd like to focus here on four of them: its approach to technological innovation, its love-hate relationship with its customers, its ability to be both independent and collaborative, and its team members' care and pride for their work.

##### 01 A simple but honest pursuit of technology

Technology is the source of the value that Wacom provides. A rigorous pursuit of technological innovation is the most important contributor to our goal of providing new experiences via the pen. When I was appointed Wacom CEO, my first decision was to declare that "Wacom is a technology company." I even listed "technology leadership" as one of the five key

strategic initiatives in the Medium Term Business Direction: "Wacom Chapter 3." This is about concentrating business resources on technological development so we can provide astounding user experiences. In other words, it is not about developing technology per se, but about translating those technologies into experiences. We invest in technology so we can provide extraordinary experiences.

In the long term, we should perhaps think more about the future of *drawing / writing*. As long as humans exist, these acts will never stop being important. However, we must at least consider the possibility that some kind of disruptive technology will completely redefine these acts. The relationship we have with *drawing / writing* could transform into something we can't even begin to predict. Yet, this will not change the fact that the need to *draw / write* is one of our most primeval desires. What is important is that we continue refining our technology in preparation for such a disruptive event so we can ensure that these acts can be passed on to later generations.

But while we value technology, we must also pay heed to the dangers of digital technology. It promises us immediacy, efficiency, productivity, and reproducibility, but there is also a fear that it could destroy—some might say deliver a fatal blow to—the sense of humanity and human creativity that we have developed since the beginning of humanity. At Wacom, we are mostly interested in making information easier to move and allowing information to exist as both signal and noise. If we can somehow visualize these concepts, I believe we can create a set of brand-new digital experiences. We want to explore how to use digital technology to capture the kind of information that isn't bound by space or time—the almost-impossible-to-grasp thoughts and words—and find ways in which this

can benefit us. We are confident in our ability to achieve this goal, which is why we can confront the risks posed by digital technology and deal with them honestly.

Before I continue, I'd like to briefly talk about the three types of experiences that we provide our customers. The first is the experience of freely flowing *drawing / writing*. Creative Solution delivers the experience in the form of Wacom brand products. This is our ace in the hole, the one that allows us to provide creators and artists with the greatest pen-based experiences in the world. The second is the pen-based experience that seamlessly becomes a part of your lifestyle. Business Solution and Technology Solution Business are responsible for having our digital pen experiences permeate the world. The former does so by promoting the use of Wacom products in a variety of business settings. The latter's approach involves adding value to an OEM customer's products through Wacom's digital pen and ink technologies. To use another playing-cards analogy, the two teams allow us to hold all the cards, giving us the ability to cater to any business need or setting. The third is the experience that goes beyond that of simply using an implement. It's about unleashing the power behind the inscribed words or pictures and elevating it into a new kind of experience. This is the domain of Ink Division. The fact that we hold both an ace and all the cards puts Wacom in a very strong position.

##### 02 Having customers who can be overly passionate

Now, let's get back to my second reason for loving Wacom: its love-hate relationship with its customers. To me, love and hate are not in conflict but opposite sides of the same coin, because when you love something so much, even a small problem can easily

flip love into hate. Wacom's customers come in many shapes and sizes. There are creators and artists who use Wacom products like extensions of their bodies. There are casual users who use Wacom products on a daily basis as part of their studies or other activities. Then there are the OEM customers and corporate partners who work with Wacom to create new products and experiences through Wacom technology. Every one of these customers directs both love and hate towards us.

Those involved in creative work pour their souls into their creations. By choosing our products, they are, in a way, putting their lives in our hands. It's only natural for them to feel a strong mix of love and hate towards us and our products. The same is true with our OEM customers as well. After all, the livelihood of their businesses depends on Wacom technologies. But we at Wacom are equally driven by strong emotions. Creators and artists pour their hearts into creating something new; OEM customers are driven by a sense of duty to deliver the finest products to their customers; and we are inspired by our customers' passions to do everything we can to help them achieve their goals. It is because we and our customers are so emotionally vested in each other's successes that we have developed such a close relationship—one that goes beyond a simple commercial transaction.

Soon after I became CEO, a certain creative professional told me something that was very painful to hear. "Wacom doesn't understand how much we creators sacrifice to produce our work," they said. "There's a lot more I want to say, but I'm not going to even bother. I'm never using another Wacom product." I didn't have the words to respond. So instead, I launched development on the Wacom Cintiq Pro 27 (see "ETC - a new approach to product development,"

pp. 24–27). It is a flagship model developed with the ultimate goal of meeting our customers' demands. When we invited this same creator to give this new model a try, they responded: "What more can I say? This is exactly what I've been looking for. Thank you for creating such a marvelous product." I was so overwhelmed, I began to cry tears of joy.

We often experience something similar with our OEM customers, with whom we are constantly negotiating day and night over their technological and cost demands. There was an engineer in one of our OEM customers, who was something of a legend with an astonishing record of achievements. After retiring, he told me; "We gave Wacom a number of difficult requests along the way, but you always delivered, producing something new and innovative." I could not have asked for higher praise.

Wacom products and technologies are mission specific—in this case, *drawing / writing*. It only takes a second for a user to either love or hate them; the feedback is instantaneous. As a result, our R&D cycles tend to be quite rapid. Because *drawing / writing* are entirely subjective activities, a technology that completely satisfies every user for all the same reasons is like a dream. We could never craft something so perfect—but getting as close as we can is what drives us at Wacom.

03 A focus on both our own path and collaborations with partners

The third major reason I love Wacom is its ability to travel its own path as well as travel alongside others. We at Wacom have long walked down the path we believe in, fully prepared to deal with any obstacles along the way. You can see this in how we have

rigorously pursued digital pen and ink technologies. As a result, we have not only refined our technologies and products but also cultivated an entirely new market. But there are also things we can accomplish by traveling with others—like forging relationships and creating a community. Our ability to travel our own path as well as a path shared with others is something I consider to be one of Wacom's greatest strengths. It is also one of the things that make Wacom stand out.


It is because we have proven we can go our own way that we are able to partner so successfully with the world's pioneers. Our technology is unique, which is why it has attracted so many players in completely different sectors. We have developed technology that provides real value, and this is why we have been able to form alliances where we are on equal footing with some of the world's top companies.

Our partners fall under one of three categories: technology partners, business partners, and cultural co-creation partners (see "Wacom and its community," p. 60). These categories are not set in stone, and many of our partners fall into more than one category. What all our partners have in common is their ability to show us a world we would have never discovered on our own. There is much we have learned through our partnerships.

Digital technology's greatest attribute is the ease with which it can be combined with other technologies. This can be seen in the new products and services that are constantly being launched all across the world. Look around you, and you'll find a world brimming with technological innovations. Wacom is in a unique position of being able to spur innovations in digital pens and ink because their technologies can be combined with just about any technology. In theory, any technology company in the world could become

In theory, any technology company in the world could become a Wacom. This puts Wacom in an ideal business position.





Life-long Ink is a promise that customers will experience a life-long journey defined by their experiences with Wacom products.

a Wacom partner. This puts Wacom in an ideal business position.

04 The spark in every team member

The fourth main reason why I love Wacom is that every team member has a spark inside of them. After becoming CEO, I traveled to our offices around the world and talked to various team members. I felt that everyone I met approached their work at Wacom with a strong sense of mission, that they take pride in slowly but surely arriving at a solution that will meet their customers' expectations. Listening to these team members, I got the strong impression that they knew they were good at their jobs and were proud of it. Every office seemed to function like a collective of bright, skilled individuals—perhaps this is why Wacom itself feels to me like a living organism.

The Social Initiatives at Wacom represent our attempt to tap into the strong emotions—joy, anger, grief, excitement—located deep inside every team member to motivate them into action (see “Social initiatives,” p. 70). Such initiatives ensure that the team members are acting based on their own beliefs and passions rather than because someone is forcing them into action. These activities on their own are not particularly special; they won't surprise you by dramatically changing the world. Yet, I like to think of each activity as a little story about one person doing something they believe in—something that's within their own abilities—in their own unique way. The line between business and social contribution is blurring. In some cases, the line doesn't even exist, with social contribution firmly embedded in the business. In the future, we may be able to expand the reach of our Social Initiatives, allowing our spark to travel even farther out into the world.

### Never forgetting to be an instrument provider

Our promise to our customers is to deliver a life-long journey—one that is delivered via the instruments we make. We at Wacom never forget that we are an instrument provider responsible for supporting those who use our instruments. As an instrument provider, we are proud of our ability to ensure that our users can work without interruption, that their pens flow freely, and that their creativity is properly stimulated.

We at Wacom consider ourselves an instrument provider. We don't want to simply be a provider of core technology solutions. We want to be an instrument provider. It's not necessarily difficult to become a pure provider of technology; it's just that we want to be able to provide experiences that originate with our instruments.

As an instrument provider, we at Wacom feel a duty to ensure three things. The first is that our users can continue work uninterrupted. We don't want creators to have to pause their thinking and creativity because of a problem with the instruments we provide. We are constantly looking for new ways to prevent such a situation—for example, minimizing digital ink delay as much as possible and reducing parallax in the touch screen. The second is that users can let their pens flow freely. We want to ensure our users can simply let their pens dance all over their screens without thought or calculation. The third is that we can stimulate our users' creativity. There is nothing more we would like than for our users to find that their free-flowing pens help them deepen their thinking and enrich their creativity. We want to provide instruments that stir the imagination and lead the creator to great ideas.

But a digital pen which never crashes is desirable not just for creators. Therefore, we are constantly refining our technology so that our instruments do not affect productivity in business and educational settings as well.

Can an instrument provider also be a creator? Needless to say, the creator or artist plays the main role in any creative endeavor—and it is our duty at Wacom to support these talented people. However, I strongly believe that this act of supporting creative talent is also a very creative type of work.

### The future of Wacom

Although our mission is to continue making instruments that support the act of *drawing / writing*, it is not a permanent mission. As the world changes, technology evolves, and the nature of the competition transforms, we must reshape our mission. It is by doing so that Wacom has managed to survive for 40 years.

Wacom is in the middle of a transformation. It is evolving into a provider of wide-ranging experiences without losing its identity as an instrument provider. We have launched a number of exciting initiatives, such as KISEKI ART, which can provide new insights to creators (see “New possibilities in digital ink,” p. 48); Wacom Yuify, designed to protect the rights of creators (see “New possibilities in digital ink,” p. 49); and a service that provides children with better schoolwork feedback by using visualization to understand not just what they write in the answers but how they write it. What these projects have in common is that they all bring Wacom closer towards our promise of Life-long Ink. These projects form a giant mandala with technology at its core.



At Wacom, we see our financial records as proof of the life that Wacom has lived over the past 40 years. Whether they go up or down, they serve as evidence of the highs and lows that Wacom has experienced as a living organism. In the Medium Term Business Direction: "Wacom Chapter 3", we introduce our ROE and ROIC as guidelines for the efficiency of our investments and business operations. We then describe our envisioned growth through March 2025 and propose how we will pass on this growth to our shareholders. A growing number of companies around the world have begun adopting an ESG management. We are no different, but I do want to stress why it is important for us to adopt such a management. For us at Wacom, initiatives for Environmental, Social, and Governance are important parts of the process for realizing Life-long Ink. In April 2023, we announced our support of the Task Force on Climate-Related Financial Disclosures and published a report that explained our decision. We described how we were motivated not by social pressure for companies to adopt an ESG management but by our belief that such a decision was necessary for us to be able to serve all humankind. This is why we intend to develop our initiatives for Environmental, Social, and Governance in a way that stays true to what Wacom stands for.

Wacom's mission is to continue developing instruments for *drawing / writing*. However, the nature of our mission is inextricably linked to the times and social mores. If the nature of our mission changes, then we will also need to transform our corporate strategy. I am proud of our current management, especially our outside board of directors. Each board member believes in Wacom's mission and fully applies their skills and expertise in their management roles. I fully trust them and know

that they envision the same goal for the company and are capable of having open, yet at times pointed, discussions.

It goes without saying that management's job is to calmly assess the company's current situation and then plan and implement the things that need to be done. However, this is not enough. We are living in an age when sudden, unexpected change occurs frequently. A management that is too rigid is a terrifying risk for a company. I am strongly aware that my time as an executive is not permanent. This is why I focus on envisioning Wacom's future and put all my energy into advancing projects that I believe will become key pillars of the company in the future. It takes time for technological development to produce results. Until the time comes for me to hand the baton to the next generation, I want to continue promoting projects that will both make Wacom stand out today and provide the company with a solid future foundation. I have seen the way Wacom team members lead these projects with a sense of individual duty and an incalculable level of passion. I firmly believe that their adventures will end on a wonderful note.

**Epilogue**

*The Wacom Story Book* is just about to begin. The story that starts when you turn this page will help you understand where Wacom finds itself today. It will shed light on the path that we intend to take towards achieving the dreams and future I mentioned above. There are things that Wacom can already achieve, things that Wacom is on the verge of achieving, things that Wacom has not achieved yet but is hard at work trying to achieve, and things that Wacom will someday like to achieve. All these ideas are swirling around in a vortex, waiting for their turn to leap out and

make an appearance in Wacom's journey towards achieving Life-long Ink. I can't wait to see where the story takes Wacom next.



**Nobutaka IDE**

President and CEO  
Wacom Co.

Nobutaka Ide (Nobu) was born in Tokyo in 1970. After earning a master's degree from the Division of Public Administration of the International Christian University Graduate School, he joined a Japanese home-appliance maker. Engaged in product planning and marketing in the U.S. as well as mobile phone market development in China, before joining Wacom in 2013. After serving in various positions including Senior Vice President of the Technology Solution Business Unit, he assumed the role of Representative Director, President and CEO in 2018. In February 2021, he was appointed Representative Director of Connected Ink Village as a general incorporated association, which supports various artists, creator communities and education communities. Nobu is an avid reader with extensive interests, where one of his favorite authors include Yukio Mishima. He also relishes and writes poem as well as enjoys playing musical instruments and loves Tchaikovsky and SION. Nobu also spends time in creative collaborations with his daughter, performing as a professional dancer, in his leisure time.

The CEO's message represents an elaboration of the five key strategic initiatives introduced in the "Wacom Chapter 3": Technology Leadership, Community Engagement, New Core Technology and New Core Value Propositions, Technology Innovation for Sustainable Society, and Meaningful Growth (see "Medium Term Business Direction" p. 87). We have defined our materiality that adheres to these strategies.

**Wacom's materiality**

- 1 | Expanding our technology, product, and service portfolios to create new value and new businesses as a technology company  
(For examples of technology innovation and new creative experiences, see pp. 24, 34, 42, 46, 48, 50)
- 2 | Forming communities with our partners to create value and implement our corporate social responsibility  
(For examples of community collaboration and co-creation, see pp. 60, 68)
- 3 | Contributing towards a sustainable society through our technologies and products along with our environmental initiatives such as our support of the TCFD and JCI frameworks  
(For examples of our sustainability initiatives, see pp. 72, 76)
- 4 | Providing an environment conducive to individual growth  
(For examples of the growth-conducive environment we provide our human capital, see pp. 24, 70)
- 5 | Building a high-quality governance system based on diverse perspectives  
(For an example of how our governance supports value creation, see p. 78)



"Life-long Ink" is a concept that closely relates to a question I have constantly pondered: What can I do to provide deep-rooted support to the life of every person? Even when I first entered through the doors of Wacom, I believed that the company had a mission to embrace the creative expressions of all people—not just the professional, richly conceived works of creators and artists working in animation, comics, and other fields. I have spent my whole life asking what it means to be human, searching for answers in both the beauty of humanity and the dark abyss that lies within us. I was at Shibuya Scramble Crossing when the term "Life-long Ink" hit me like a bolt of lightning. All of a sudden, I could clearly see the line of ink trailing out of the back of every person crossing that busy intersection—lines of every shape and color, each one tracing that person's life.

### The meaning behind the concept

I will now try to explain what this phrase—Life-long Ink—means to me by separately exploring each of the two words. When I hear the word "life-long," what comes to mind is not the general lifecycle of humans but my own life and the lives of the people to whom I am connected. Each of these lives has a bright side, as well as a dark side that we sometimes find difficult to express in words. Each of these lives is an amalgamation of moments—fragments of memories. "Life-long" is a term that encompasses all of this. It is not a concept applied to some anonymous life. It is about the specific stories of actual people: myself and everyone with whom I share a connection. Similarly, it is actual people we at Wacom have in mind when we create new experiences and products.

And now, "Ink." The word "Ink" to me means more than just letters or lines. When I talk about writing or drawing, I like to say "draw in" and "write in" to emphasize that these are acts of transmission—of imprinting your thoughts and feelings into a medium to create something new (a concept that is given physicality in the acts of inscribing, etching, and carving). Ink contains thoughts and soul. When I talk about ink, I am talking about the "instruments" that Wacom

provides its customers so they can inscribe and etch their feelings and thoughts into a physical medium. This ink will be applied numerous times throughout a person's life and then saved and passed on from person to person over time and distance. Perhaps this is the nature of kotodoma—the ancient Japanese concept of finding power in words.

### A life-changing drop of ink

I believe that a single drop of ink can add color to one's life. It might be a vividly beautiful color; or it might be the opposite. Either way, that single drop of ink might change your life. This is what I pray for. I don't expect ink to change the world; but I do hope it changes your life. Life isn't all glitter and gold. There are ups, downs, and violent crashes; for every great moment, there is an equally bad moment. I want Wacom to be the kind of company that embraces all these moments as it works to change your life. Anything that adds even just a bit of color to your life—no matter what color—has meaning, wouldn't you say? This is Life-long Ink: a person's life-long story with Ink.

### A promise of an experience journey

Life-long Ink is neither the name of a Wacom technology nor the company vision. It is a promise. However, this is not some vague promise made to an indeterminate number of people. It is a personal promise made by Wacom to actual customers. What is this journey? It is the accumulation of all the experiences we deliver to our customers throughout their lives via the technologies we are constantly refining. Our promise is to provide our customers with experiences throughout their lives that can only be achieved through our Ink-related technologies. This idea is embodied by our ongoing KISEKI ART project, which involves visualizing the path that a creative work takes to completion. Our technology is our foundation—it is our medium for providing valuable new experiences to our customers. In the past few years, we have attempted to share our concept of Life-long Ink with our

customers not by explaining it in words but by producing tangible experience that embodies this life-long user journey. KISEKI ART is one example. Other examples include Wacom Yuify, which involves creating a visualized log of a creator's creative process and the stories behind the works they create, and a service that allows teachers to provide children with better schoolwork feedback through visualizations that help them understand not just what the children write in the answers but how they write it. By getting hands-on experience with these projects, our customers have been able to intuitively understand what Life-long Ink is about. But Life-long Ink isn't limited to the software-based services we provide. It also applies to our digital devices—touch and pen tablets and other products. For us at Wacom, they are not simply products but instruments that allow us to passionately support creators in their work for years and years.

In my view, Wacom was offering Life-long Ink long before I came up with the concept—just look at how we have embraced our professional users in the creative and artist community. But the closer you become with a professional user base, the more you begin to see it as your singular purpose to respond to their every need. Eventually, the line between us and them may vanish entirely, making us more or less one and the same. Perhaps becoming too symbiotic with our users is not compatible with the idea of providing a service—which is at the heart of the concept of Life-long Ink. My point is that the reason I was so confident I was onto something when I came up with the idea of Life-long Ink is that I immediately realized that this was a service that Wacom was already providing.

### Memories filled with Wacom instruments

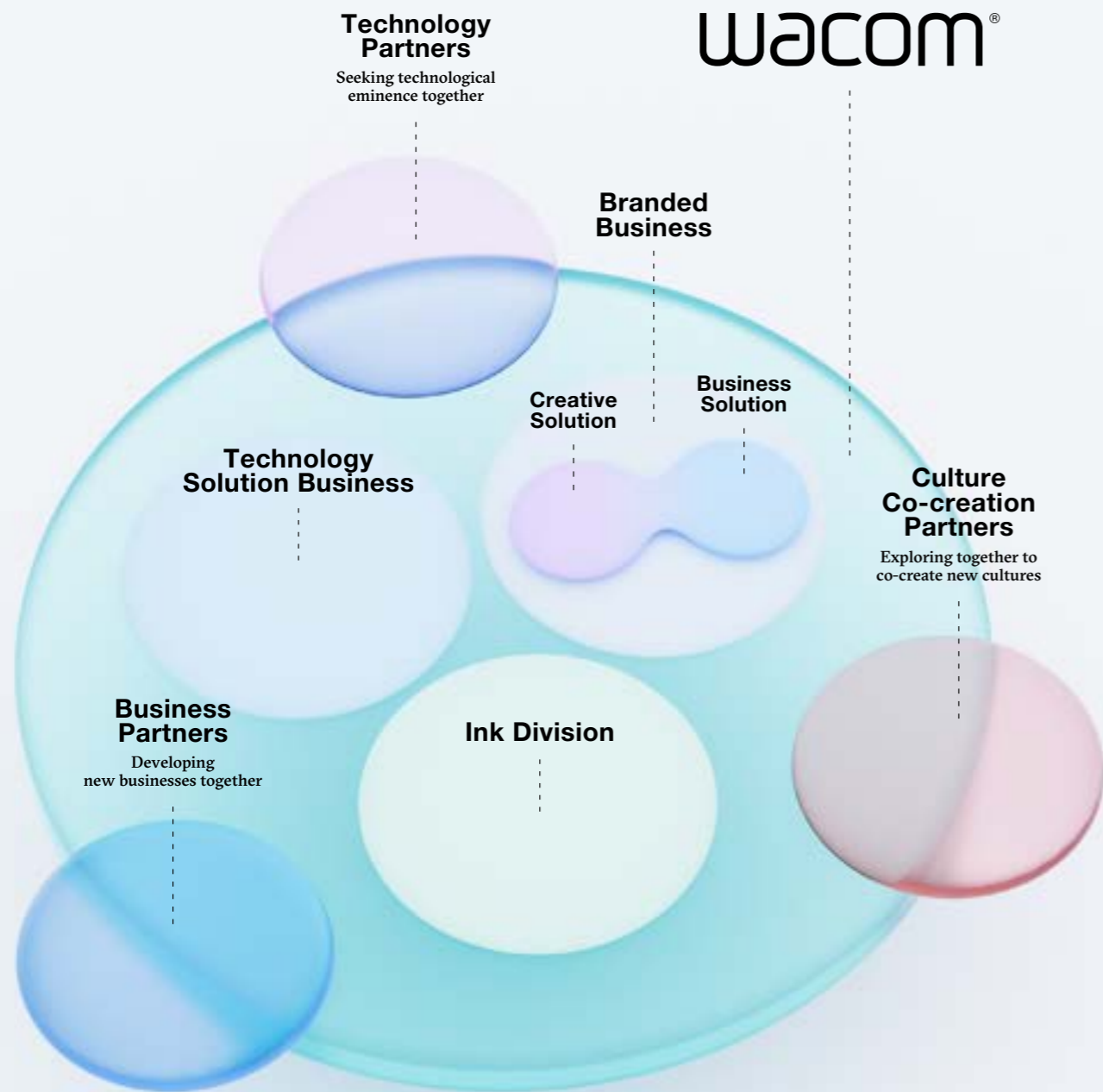
The word "journey" is very important to me. It is a very visual word, conjuring images of a long trip in which you know the general direction in which you want to travel and make your way there one step at a time, pushing past the various obstacles that get in your way. It is not about having a specific destination in mind and

getting there in the fastest and shortest way possible. It is about sharing a general goal with other people but making your way there in your own way and along your own route—choices that reflect your individuality. The pleasure and excitement of a journey is not just in reaching the destination but also in making new discoveries, forging unexpected friendships and having serendipitous encounters, and finding new sides to yourself. It is these small surprises that add spice to a journey. I want our customers—and maybe even our Wacom team members—to experience many such surprises. And every time they look back on their user journey to date, I fervently hope that the instruments we develop exist vividly in their memories.

## A Promise to Deliver an Experience Journey

Life-long Ink—the concept conjures images of a journey filled with exciting ink-based experiences; and now that Wacom is ready to unveil many of these experiences, the concept will begin to feel more tangible. Although newly coined, "Life-long Ink" could easily describe Wacom's past work as well, particularly in the way the company has worked to support the creative output of its users. One might say that the company's sense of purpose has simply been encapsulated into a memorable phrase. Wacom President and CEO Nobutaka Ide (Nobu) talks about what the Life-long Ink is.

# Life - long Ink story



# WACOM'S PROMISE

## Wacom's promise of delivering an experience journey

Wacom pursues the following three axes in driving its daily business forward: providing exceptional digital pen experiences to creators, contributing to a wide range of customers through Wacom's technologies, and refining the technologies that is Wacom's lifeblood. By exploring these axes and producing new experiential value, the realization of Life-long Ink awaits.

Every day, Wacom takes a few more steps toward realizing Life-long Ink: a promise to deliver an experience journey to customers. Three pillars of Wacom business—Branded Business, Technology Solution Business, and the Ink Division—are each contributing to the realization of this promise in their own ways.

Branded Business is composed of two areas: Creative Solution and Business Solution. While Wacom products play a central role in both areas, the two are focused on different aspects of Wacom's business, and leveraging each other.

Business Solution deals directly with businesses, who are service providers and not individual users. The decision whether to use Wacom's products is usually depends on how much it helps the business; often, the business chooses Wacom's pen displays and pen tablets based simply on their renown and reliability. This reputation—the main driver behind the permeation of Wacom products throughout the world—is the result of years of work by Creative Solution and Business Solution helps Creative Solution as well. For example, by increasing the number of businesses that incorporate Wacom products in their services, Business Solution can ensure that more people are using Wacom products in their daily lives. As a result, when one of these customers thinks about buying a digital creative tool, they are more likely to purchase one of Creative Solution's products.

While Branded Business deals with selling Wacom brand products, Technology Solution Business provides the technology with OEM customers who may potentially create competing products. One might think this would put the two businesses in conflict. However,

the record of reliability and performance that Branded Business has built up actually helps Technology Solution Business convince OEM customers to incorporate Wacom technology. Meanwhile, Technology Solution Business's successful history of selling the technology to a wide range of OEM customers helps Branded Business make the case for the superiority of their own products to artists and other creators.

The reciprocal relationship between the two businesses can be seen in other areas as well. For example, Branded Business has started sharing its own technologies with Technology Solution Business. On the other hand, Branded Business often benefits from the knowledge that Technology Solution Business acquires in the course of successfully meeting the toughest demands of its OEM customers. With a new initiative—Wacom KOBO—developing common technology sharing between the two businesses, we can expect Wacom's technology to rapidly evolve.

Both businesses are supported by the Ink Division, which handles R&D for digital ink technologies. Its primary responsibility is to propose the solutions that meet the technological demands of Wacom's customers, whether they are individual users purchasing Wacom products or OEM customers. It is not uncommon for the joint efforts of the Ink Division and Branded Business to end up having an impact on a Technology Solution Business project.

Sometimes, technology developed by the Ink Division becomes a starting point for an entirely new business. For example, the Ink Division has developed semantic ink, a technology that can

recognize the deeper meaning behind digital words and apply that meaning in a variety of ways. This technology has helped Technology Solution Business expand its involvement in the education field. So, the Ink Division primarily develops technologies to meet the business needs of Branded Business and Technology Solution Business; but sometimes, the Ink Division independently develops new technologies that would lead to the launch of new experience. This reciprocal relationship is expected to bear fruit in the coming years.

Wacom is currently in the middle of a transformation, using its years of knowledge and experience to transition from a product manufacturer into a provider of new experiences. These experiences can only be made possible through close collaboration between Branded Business, Technology Solution Business, and the Ink Division. They include three experiences that have already been made possible with Wacom products: delivering immersive experience in which creators can draw freely, digital pen experiences in everyday life scenes, and defining the way forward. None of these experiences are the sole domain of one business; they require the kind of synergy that can only come about when the three pillars are helping to enhance each other's work.

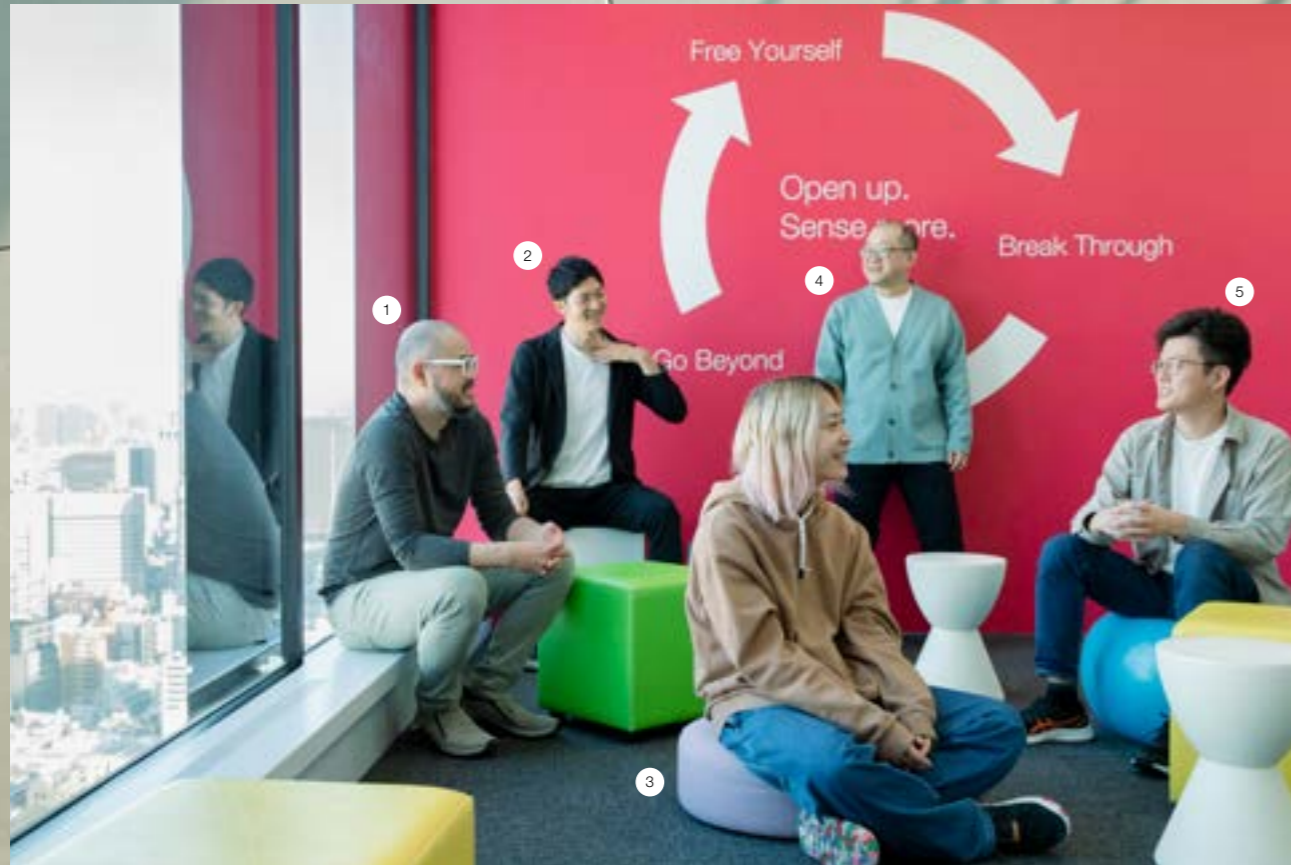
Wacom's goal is for Branded Business, Technology Solution Business, and the Ink Division to be able to work with each other even more organically so that they can heighten the Wacom experience. In the following pages, we would like to expand on the three experiences we mentioned above.



for  
**creators**

**Delivering immersive experience in  
which creators can draw freely**

Wacom team members strive day in day out to provide creative professionals with exceptional digital pen experiences via the company's solutions such as the Wacom® Cintiq® Pro 27 and other products.



# CROSSTALK

## How the ETC Team demonstrated a new approach to product development

Innovation requires bringing together minds that are often working apart from each other. This is the idea behind the ETC Team, a new systematic approach to idea generation that Wacom is implementing. The development of the Wacom Cintiq Pro 27 serves as a good model for how this approach has transformed the company.

### 1. Naoya NISHIZAWA

Director of Design  
Technology & Experience

Nishizawa joined Wacom in 2012, where he has primarily worked as a designer for consumer products such as styli, smart pads, and pen tablets. As part of the Wacom Cintiq Pro 27 ETC Team, he served for a product and package design.

### 2. Hiroaki Shiokawa

Manager  
Enterprise and Design Education Group  
Creative Business Unit

Shiokawa started out his job at Wacom in B2C sales activities with retail stores in 2007. After getting involved with solution sales activities, he moved to the current group where he engages in B2B sales activities while working as a member of the ETC team. He directly listens to feedback from customers and delivers it within the company.

### 3. Bunta Tauchi

Expert  
Technology & Experience

Tauchi joined Wacom in 2018, starting in a team developing circuitry for pen displays. He brought both an engineer's perspective and a user's perspective to the ETC Team. He is also creating artwork for events, including those organized by Wacom.

### 4. Tatsunori Kato

Senior Manager  
Software Engineering

Kato joined Wacom in 2017. He develops firmware for pen tablets while working as a member of the ETC team. Drawing on previous experience in developing entertainment robots and embedded OS for devices, he has been constantly researching for the best methods and systems to support creative activities.

### 5. Kentaro Matsumoto

Technical Support Senior Specialist  
JPAP Customer Engagement

Matsumoto joined Wacom in 2013. He was first involved in sales activities for enterprises and retail stores. Currently, he works at the Wacom Call Center and joins the ETC team. Serving as a relay point both internally and externally, he plays the role of collecting a wide range of feedback from customers, so the company can reflect it in its products.

### A new approach to product development

The product development process that Wacom has adopted in recent years is led by a task force composed of team members from departments all across the company. They are known as the Extended Core Team, or the ETC Team for short. Each member brings with them knowledge and experience accumulated from working in various specialized fields; the task force's mission is to incorporate their combined knowledge and experience into the development of a single product. Members continue working in their respective departments while participating in the ETC Team project. Not all product developments require this kind of framework, but ETC Teams are spearheading an increasing share of Wacom projects every year.

Wacom established the ETC Team process to better align themselves with the latest trends in product developments. While products are rapidly commoditized,

consumers have shifted their focus on the "experiences that can only be obtained through those products." No longer can they satisfy their customers simply by adding more features to our products. The fact that customers have shifted to seeking "specific experiences" through "material possessions" has fundamentally transformed the process of product development. Establishing the ETC Team process was a necessary initiative for meeting the needs of the times.

### Developing the best Wacom product to date

On Oct. 12, 2022, Wacom launched the Wacom Cintiq Pro 27 pen displays. This new flagship model was developed by an ETC Team. Development began in December 2019, just before the world was struck by the COVID-19 pandemic. Wacom President and CEO Nobutaka Ide (Nobu) announced that an ETC Team would be developing this



The Wacom Cintiq Pro 27 is a flagship pen display that offers breakthrough performance for inspired creativity. It features a refined design that incorporates feedback from Wacom's diverse professional user base, as well as an intuitive interface that allows one's creativity to flow freely. Together, these features provide an environment in which it is easy to immerse in your work.



new product so they could provide creators and artists with the best digital pen experience in the world. In other words: to properly reflect the valuable feedback of Wacom users in their products, Wacom needed to completely change the way they used to do things.

Known at the time only by its codename, the Wacom Cintiq Pro 27 project began with the assembly of a task force composed of five team members best suited for the task who were coincidentally from five different Wacom departments. It was a diverse team in which no two members had the same professional background. This ETC Team was led by Bunta Tauchi, a Wacom user from even before joining the company who still uses Wacom products in his creative endeavors. His reason for joining the task force was simple: as a creative type, there was nothing more he wanted to do than help create Wacom's best product yet.

Product design was handled by Naoya Nishizawa. He still remembers what Ide told him at the start of the project: "You have nothing to lose." That was when he realized this project would demand much more than the usual development process.

Another task force member was Hiroaki Shiokawa, who handles corporate clients at the Creative Business Unit. "By getting involved from the start, I was able to describe the qualities this product would require in plain words instead of rattling out features and specifications," he says. "That's a unique strength you develop when you're out there talking to clients every day about the product itself instead of about what individual creators or artists can do with it."

Kentaro Matsumoto, who receives user feedback on a daily basis as a member of the technical support team, also provided valuable insight to the project. He is known to take initiative—he once compiled user feedback and his issues into a report that he submitted directly to Ide himself, even when he wasn't specifically asked to do so. "Joining the ETC Team was a chance for me to learn something new," he says. "Deepening my knowledge of Wacom technology can only help in my everyday work."

Finally, there was Tatsunori Kato, who joined the task force in the middle of the project to fill a position that required software expertise. The first thing he did was to look through the minutes of every discussion the team had held to date. "I wanted to know what this project meant to each member and where they were coming from," he says. "That gave me insight into the kinds of things I often don't get to see in my regular work."

### Evidence to back every choice

"In the past, I felt that cooperation wasn't very smooth between the planning departments, which decide on new product concepts, and the design and development departments," says Tauchi. "As a result, it was difficult to translate user and development team feedback into product features and their benefits—something that should be done on a continuous basis." Often, features were incorporated into a product simply because they were trendy, irrespective of whether they met user

needs.

For the Wacom Cintiq Pro 27, product planning involved a thorough attempt to understand the user's perspective. The work force repeatedly discussed what it was that their users were really seeking in their products. Wacom products are sold around the world, which means the same product is used in a variety of places by a variety of people. This can make it difficult to know exactly who the product is intended for. To allay their doubts, the ETC Team formed a clear goal: they would each approach the project with a specific user in mind—someone they know—and create a product that would make that user happy. After all, nobody wants a product that is made for everyone. Working under this common goal "helped us create a really unconventional product," says Nishizawa. The accompanying Wacom Pro Pen 3—a digital pen with customizable grip thickness, weight, and center of balance—also incorporates valuable information gathered by listening to actual users and observing them use the product.

Members of the ETC Team say they were given complete freedom in commenting on the project's direction during discussions. There were no constraints to speak of; just a general understanding that discussions should focus on three pillars—"stability," "immersive," and "amplifying"—to prevent talks from going all over the place. The fact is that one's perspective on product development varies depending on the work one does every day. The varying opinions served as a catalyst for unexpected developments throughout the project. Not being experts on product

development also helped the task force members view the process with clear eyes. They were able to consider even the most minute aspects without being bound to practice or precedent and back up their opinions with objective evidence so anyone—expert or not—could be able to understand their rationale. This approach helped refine the product to a point where "we could all explain every feature of the completed Wacom Cintiq Pro 27 in precise detail," says Shiokawa.

Giving shape to an idea requires a close relationship with the engineers. Although the ETC Team included some members who were not technologically fluent—and who initially had difficulty following all the technical jargon—"we listened carefully to every explanation and little by little increased our vocabulary," says Matsumoto. "From a certain point, we were able to discuss the project at the same level as a seasoned engineer." The fact is, every member of the ETC Team was chosen because they were as passionate as engineers about creating a product that users would truly love.

The Wacom Cintiq Pro 27 was "a real technological challenge," according to Kato. "The final product is an amalgamation of so many new things we attempted during the project." It is also the product of passionate debate and discussion between people who have a deep love for creating products. The completed Wacom Cintiq Pro 27 has received rave reviews all around the world. Even the overseas team—which had some very frank discussions with the ETC Team over the course of the project—has been very happy with the product.

### Transforming the corporate culture

How will the use of ETC Teams transform product development at Wacom? According to Tauchi, one change it has already brought about is the growing company-wide resolve to develop products from the user's perspective. User feedback tends to be subjective—for example, wanting to draw without shakiness or wanting a pen that marks the screen exactly as the user intends. As a result, it used to be difficult to reflect this feedback in Wacom's technology. One thing the ETC Team for the Wacom Cintiq Pro

27 project consciously attempted was to "translate" this subjective feedback into technical jargon. If such a practice were to take root throughout the company, product development at Wacom could evolve by bounds. Already, user-based trial events have become an increasing priority for the company. The members of the next ETC Teams are also benefiting from the knowledge left behind by their predecessors, who approached this experimental undertaking without being bound to the past and by repeatedly taking on new challenges.

On reflecting on the Wacom Cintiq Pro 27, Tauchi says he feels there were some things the task force could have pushed for more. However, that simply means there is room for growth in the ETC Team approach. What worked this time around has been given shape, and that will help the next project attain an even higher level of quality. Each of the new ETC Teams that have since been established are now writing their own small stories in which they bring together their minds and passions to create another well-loved product.

### The starting point of a new journey



#### Faik KARAOGLU

Executive Vice President  
Branded Business

It is very powerful to listen to the feedback of our customers. The Wacom Cintiq Pro 27 is only the starting point of our journey to develop creative professional value propositions with the contribution of creative professionals. Our rigorous path forward to combine technology, customer perspective and experience does make the difference for future innovations.



## CREATIVE MINDS

### The creators who utilize Wacom products

Wacom has always supported the endeavors of creators around the world. Here are seven prominent creators who give their honest feedback on the experience of using Wacom products.

#### GEMI

##### A high-quality and stress-free creation process

The first words out of the mouth of Gemi are: "This model is very good—practically perfection." An illustrator who works in a variety of fields such as book design, Gemi has earned a large fan following for his artwork, which exhibits a distinctive visual style and an attention to detail that one might associate more with analog art tools.

Gemi has only been using the Wacom® Cintiq® Pro 27 for a few months, but every day he recognizes the difference it has made.

"What really appealed to me was the size of the screen," he says. "The device is more compact overall, but the screen size remains the same as previous models. I love how easy it is to create high-quality art on it. When you're painting on canvas, you'll sometimes step back to see how it's going overall. I think it's important to do the same with digital art, but it's tricky if the screen is too small."

Having received a growing number of advertising commissions in recent years, Gemi has seen the benefit of a large screen in this line of work as well. Ads are often printed in large format—such as on a poster—so it is important to maintain a high standard of quality. "If it looks off when blown up, it will of course not get the job done," he says. "For that reason, I'm grateful for the large screen—it allows me to examine my work in detail."

Gemi adds, "It's uncomfortable to use a pen when the nib is too far from the liquid crystal layer of the screen because it looks like the drawing is floating on the glass layer above. But that doesn't happen at all with this product. Also, the pen is light, comfortable to hold, and doesn't need charging, so I like it a lot."



#### GEMI

Gemi is an illustrator whose works include book designs and corporate ads. He has supplied illustrations for *New Japanese*, a textbook published by Tokyo Shoseki; *Gakuhi no Eru*, a scholarship program run by the Japanese Cabinet Office; the university preparatory school Yoyogi Seminar; Nara Shika Train, a deer-themed train wrap for Kinki Nippon Railway; and the Pokémon Trading Card Game. His illustrated books include the art collection *Rain Piles Up in the Silvers of Night* and the *Otome no Hondana* series.

#### STUDIO COLORIDO

##### "What more could you ask for."

The name of Studio Colorido comes from the Portuguese for "colorful," a fitting name for an animation studio that has produced many imaginative films over the years, including *Drifting Home*, *A Whisker Away*, and *Penguin Highway*. Colorido's director of animation is Hiroyasu Ishida, who is known for his long-time use of Wacom pen tablets in the creation of his films.

So, what impression does the Wacom® Cintiq® Pro 27 leave on such a preeminent creator of Japanese animation? Ishida's response is simple: "I couldn't ask for anything more."

"The 27-inch screen is nice because it allows me to simultaneously display the animation layers in a vertical panel and the timeline in a horizontal panel," he explains. "I pass files back and forth with many different people in my role as director, which means I handle a huge volume of information. I have to keep track of the progress of a variety of tasks, such as animation direction and production, while also adding drawings as necessary. The large screen helps me properly multitask."

Ishida is especially happy with the new Wacom Pro Pen 3. The tradition of drawing with paper and pencil is deeply rooted in the animation industry, so many animators still prefer a thin pen. "The Wacom Pro Pen 3 is even thinner than the Wacom Pro Pen Slim," says Ishida. "I appreciate that it's slim and light enough to feel like you're drawing with a pencil. The tip of the pen is also sharply angled, which is good for drawing when the tablet is on a flat surface—like when I'm sketching."



#### Hiroyasu Ishida

Hiroyasu Ishida is the animation director at Studio Colorido. Ishida first found fame with the independent film *Fumiko's Confession*, which was released in 2009 while he was still at university. His first Studio Colorido production, the short film *Sonny Boy & Dewdrop Girl*, was released in 2013. *Penguin Highway*, his first feature film, was named Animation of the Year at the 2018 Japan Academy Film Prize. His latest film, *Drifting Home*, was released in 2022.

## CREATIVE MINDS



### Phillip Boutte Jr.

from [US](#)

Concept Artist

Phillip Boutté Jr. is a concept artist from the United States who has designed costumes for Black Panther and other Marvel films, as well as for singers such as Madonna.

He says, "I choose Wacom products because the quality is better; they just have more experience making tablets. They align themselves with artists and actually listen to us to understand our needs. My initial impression of the Wacom Cintiq Pro 27 is that the sensitivity of the screen is way better. It feels so natural, as if I'm drawing on paper. I also like being able to change the weight of the pen. It feels like a very professional tool that is intuitive to use."



### Massimo Borrelli

from [ITALY](#)

Industrial Automobile Designer

Italdesign, a prestigious automobile design company, has put many famous cars and consumer products out into the world. The company's senior designer, Massimo Borrelli, refers to himself as a proud, early adopter of Wacom.

"When it comes to the rendering of automobile designs, I have personally witnessed the transition from traditional drawing—with marker pencils and pastels—to the digital age with the arrival of the first Intuos tablet," he says. "I equipped myself with a Cintiq Companion and a Wacom MobileStudio Pro, and I am currently exploring the potential of the new Wacom® Cintiq® Pro 27. I appreciate the dimensions of both the large screen and the small stand, which fits onto smaller desks without sacrificing the solidity of earlier models."



### Tony Washington

from [US](#)

Artist & Music Producer

Tony Washington is a multi-talented concept artist, illustrator, and music producer who works in a variety of fields such as comics, video games, and feature films.

"I build my music and art concepts using both analog and digital tools to enable endless creations," he says. "The sketches I draw and the wavelengths in my music both give me a sense of scale and style and help me understand how they fit into the environments I envision. As my music and digital art bring a new world into being, it is my Wacom devices that keep the creative process seamless and allow me to immerse myself in audio and visual content."



### Kang Gyoung Hun

from [SOUTH KOREA](#)

Webtoon Artist

Kang Gyoung Hun is an artist at Kenaz, a South Korean platform for the digital comics and webcomics known as webtoons. At Kenaz, some 400 artists are creating webtoons by various production process and offering webtoon IP in South Korea and abroad, with high-quality artwork.

"I have been using Wacom's products, including the Intuos, Cintiq 21UX, Cintiq 22HD, and Wacom Cintiq Pro 32, for more than 15 years," says Kang. "Wacom products are set apart by the impressive sensitivity of their pens to pressure, which is especially important to me because I am exacting when it comes to the lines of the brush strokes in my work. I stick with Wacom because they allow me to control the pressure of the pen delicately and sensitively."

### Raj Khatri

from [INDIA](#)

Poster Artist

Raj Khatri is a film and TV poster artist from Mumbai. As one of the most active artists in the industry, he has worked on a wide variety of creative endeavors and even spoke at a TEDx event.

"I have been using Wacom products since June 2010," says Khatri. "I remember it vividly. I was saving up to buy a Wacom tablet, but my girlfriend (now my wife) gifted me an Intuos 4 tablet for my birthday. My world just changed overnight. Later, I bought the Cintiq 27QHD as well. The strength of Wacom products is their extreme durability and stability and also that they open your imagination to endless possibilities."







## Digital pen experiences in everyday life scenes

Wacom envisions the future where people can reap the benefits of digital pen in every aspect of our lives. This will become possible through both Wacom branded products and pen solutions delivered via OEM customers' products.

for  
daily life

# WINNING HEARTS & MINDS

## Playing a key role in digital pen experience

### How Wacom creates an ecosystem around its technologies

Wacom branded products are not the only things powered by Wacom's technology. It's incorporated in a variety of products to support digital pen-based experiences in the IT, stationery, and education industries, providing added value to products manufactured by our partners and the companies that we serve as an original equipment manufacturer (OEM).



#### Delivering digital pen experiences to the world

There are a large number of the devices that are compatible with digital pens. Digital pen and ink technologies provide experiences that are both intuitive and sophisticated. Generally, manufacturers of stationery products and electronics do not possess such technology. This is where the Technology Solution Business comes into play—embedding Wacom technology into a customer's products so that more consumers get to enjoy Wacom's digital pen-based experiences. In that sense, the Technology Solution Business puts Wacom in the role of an original equipment manufacturer (OEM) for their customers.

Kaelin Chang—Senior Director of Technical Marketing—is based in San Francisco and travels constantly

to Japan, Taiwan, and China. She is responsible for the US and Asian markets, where she primarily handles customers who are computer and smartphone makers while also working to sign on new customers. Chang coordinates with the sales staff to ensure their customers are getting the value they expect based on user insight. Her team—diverse in both race and gender—is composed of members from Taiwan, Japan, and the United States. Members are free to work when and where they choose and are in continuous contact with their customers. If there is one word that best describes the team, it is “persistent.” They will not hesitate to employ the full brain power of the company to develop the best strategy for meeting their customers' demands. In this article, we will be taking a closer look at the Technology Solution Business.

#### Meeting expectations

The Technology Solution Business is essentially a component manufacturer for their customers, but their job is not to simply sell the technology. Rather they provide digital pen-based experiences that employ Wacom's technology. Their job is to make sure that the end product—the digital device—incorporates the digital pen-based experience that best suits that product.

When developing relationships with a product manufacturer, Wacom's assets—accumulated through the company's Branded Business such as technology base, experience, and reputation—will be a big help. Many companies open their doors to Wacom in hopes of providing their customers with *drawing and writing* experiences that cannot be found anywhere else. Digital pens would be customized according to the devices they are packaged with, but what sets Wacom apart is its ability to adapt their digital pens so that they perform just as well in different digital environments. “Our clients do not see us as just another digital pen maker,” says Chang. “They know that by incorporating Wacom technology, they can make their products more appealing to their customers.”

In some cases, Wacom branded products may end up competing with those of their customers. However, in terms of speed and volume, Wacom cannot, on their own, meet the world's expectations for digital pen experiences. Wacom's customers, on the other hand, can provide products in greater volumes and can reach markets outside of the creative fields that are Wacom's specialty. By working with these customers, Wacom ensures that products incorporating their technologies reach a much wider audience. This is why Wacom is not stuck on providing digital pen experiences based in Wacom technology solely through

their own products.

While Wacom is forming partnerships with product manufacturers, they also actively search for development partners that are well versed in cutting-edge technology. They are particularly keen on discovering companies developing technologies that can greatly expand the performance of their digital pens—especially in relation to haptic technology and gyroscopes. “Technological partners are very difficult to find; maybe one in ten candidates qualifies if you're lucky,” says Chang. “You need to meet and talk with many companies until you find that one shining diamond.”

#### The element of surprise

Sometimes, a customer makes a request that initially appears very demanding. Even then, the Technology Solution Business will doggedly attempt to meet this demand; for them, meeting their customers' hopes and expectations is more important than anything else. Customer demands can be difficult, requiring multiple departments to come together to explore a solution. “Often, it requires a completely different development process than what we're used to,” says Chang. “But by being persistent in meeting our customers' demands, we as a team become stronger. And sometimes, a project proceeds by the information and know-how that we provide our customers. So you can say that these projects are learning opportunities for both us and our customers.”

Chang says that the key to

remaining attractive to customers even as Wacom's competitors improve their technology is the element of surprise. This is often delivered by presenting the technology in innovative ways that stimulate their customers' interest. Rita Chen of the Technology Solution Business, who is also responsible for bringing in new customers, says that it is important to help their customers envision the world of digital pens—sometimes with the aid of Wacom's entire brain power. “We need to have our customers feel the depths of the technologies and experiences that only we are able to develop as an own-brand product manufacturer that is entirely focused on the digital pen experience,” she says. “You won't get anywhere if your customer is bored. Our strength is that we can work closely with Wacom team members in many different departments—sales, technical marketing, engineering—to explore different approaches to different customers.”

#### Future-based strategies

One important skill needed by a technology company is the ability to predict trends and visualize the direction of technology. Members of the Technology Solution Business meet periodically with their clients as well as top manufacturers in various industries to exchange opinions on the subject. These discussions help the team optimize their technology development strategies for each client and industry. Demand often takes time to catch up with cutting-edge technology; the Technology Solution Business is focused on acting now so

they can provide these needs when demand arises in the future.

One example of this is the Universal Pen Framework (UPF). In the past few years, Wacom has been busy approaching a variety of companies to build a common ecosystem based on their active electrostatic (Active ES®) technology. Their goal is to create a cooperative framework that even includes Wacom's competitors. The continuous innovation occurring in display development has made something like the UPF more desirable. Interest is already increasing in touch display driver integration (TDDI), in which touch sensor and display driver chips are integrated into a single chip to reduce the cost

of producing touch displays while increasing touch sensitivity. Such advances are making digital pen technologies more attractive to display makers.

Instead of limiting their high-quality technologies to their own products, Wacom wants to create an industry standard that will spread their technology all across the world.

Perhaps we will soon see a day where Wacom's digital pens can be used with every digital device—a dream come true for the company.



#### Remarkable digital pen experiences for all

##### Sayatake KOMINE

Executive Vice President  
Technology Solution Business

Our purpose is to provide remarkable digital pen experiences to a variety of end users. This requires defining the experiences that our users seek in our products and refining our technologies so we can bring those experiences to life. Our organization is highly adaptable due to our focus on hiring and nurturing engineers in a variety of hardware and software fields, as well as our commitment towards developing communal relationships with our partners. There is a theory that digital pens can provide certain types of data related to the way we act and think that other mediums cannot. We are only beginning to explore the business possibilities that such a theory suggests.

Far Left:

#### Kaelin CHANG

Senior Director  
Technology Solution Business

After earning her master's degree in industrial engineering and technology licensing at a state university in Taiwan, Chang in 2007 joined Taiwanese display maker giant AUO. In 2013, she began working at Wacom as a business development manager. After playing a key role in strengthening the technical marketing team at Technology Solution Business, she is now working as team leader.

Left:

#### Rita CHEN

Senior Manager  
Technology Solution Business

Chen joined Wacom in 2014. Her duties are varied and include planning technology solutions, developing new business models, and managing strategic partnerships.



# EVERYWHERE IN DAILY LIFE

## Wacom supports digitalization, whenever and wherever

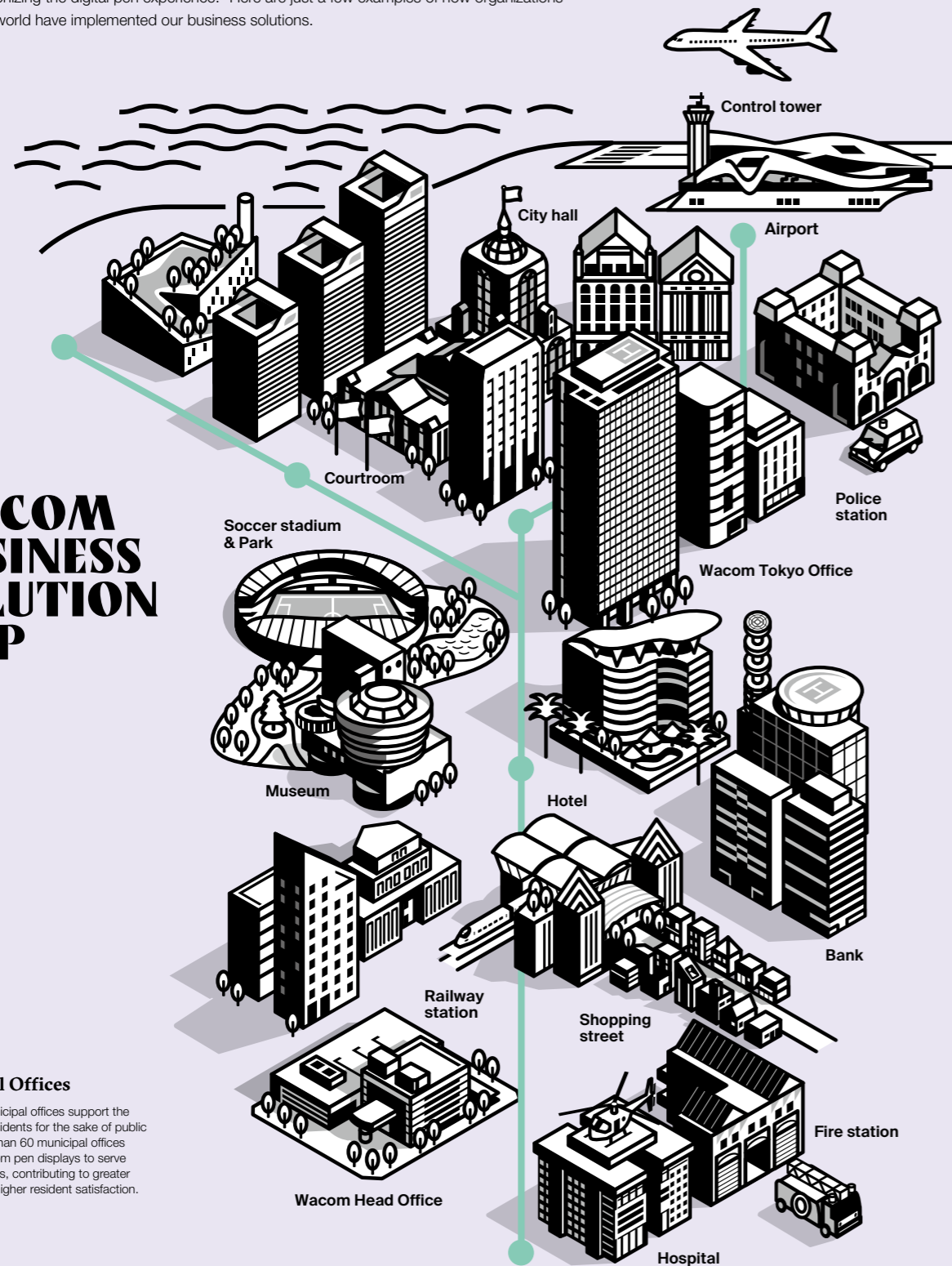
"We at Wacom are committed to having our products incorporated into all aspects of daily life and revolutionizing the digital pen experience." Here are just a few examples of how organizations around the world have implemented our business solutions.

## WACOM BUSINESS SOLUTION MAP

60

### Municipal Offices

Every day, municipal offices support the lives of their residents for the sake of public welfare. More than 60 municipal offices are using Wacom pen displays to serve residents' needs, contributing to greater efficiency and higher resident satisfaction.



1000

### Healthcare Facilities

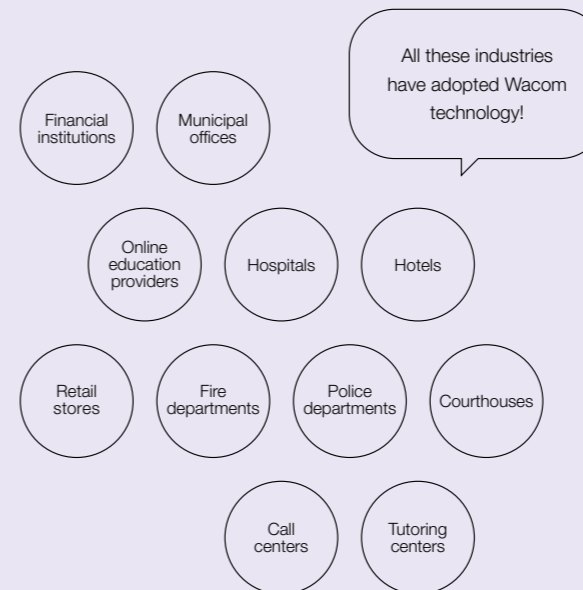
The medical field is one of many industries that are adopting digital administrative tools at an accelerating pace. Wacom pen displays serve many purposes in hospitals and other medical facilities in relation to patient information, medical records, and treatment consent forms. To date, more than 1,000 healthcare facilities are using Wacom pen displays.

800

### Hotels

In the hospitality industry, Wacom pen displays have helped streamline the process of checking into a hotel, allowing guests to input their information digitally instead of needing to write down the information on paper forms. In Japan alone, more than 800 hotels are now using Wacom products.

We live in an era in which digital technologies are evolving rapidly and becoming increasingly widespread. A growing number of services, in both our work and private lives, are going paperless. Driving this shift is the understanding that pen displays and digital pens confer many benefits, including increased work efficiency, simplified procedures, reduced costs, and enhanced security. This global trend also represents an expansion opportunity for Wacom. Its products can be used in myriad applications and industries, from the processing of paperwork at government offices and banks to the facilitation of signing for credit card payments, checking into hotels, and even entering information into patients' medical records. Take a look at some of the industries that have already implemented Wacom products.



And if Wacom successfully facilitates the incorporation of its products into all aspects of daily life and revolutionizes the digital pen experience, the Japanese company can expect to see even more customers turn to Wacom in the future.

## CASE STUDIES Wacom around the World



### OrisLine Dental (Italy)

OrisLine Dental, an IT and software firm based in Milan, provides digitalization solutions for managing dental clinics. OrisLine has streamlined administrative procedures and boosted patient satisfaction by using Wacom DTU-1141B tablets and Wacom Ink SDK multi-display software to digitalize workflows for registering patient information, inputting medical records, and signing treatment consent forms. The company's Italian and Portuguese offices have over 20 years of experience in providing digital solutions to clinics around the world.



### Supreme Court of India (India)

India's e-Courts system was launched in 2016 with the objective of facilitating the implementation of justice and reducing cumbersome paperwork in courtrooms. Wacom pen displays make it possible for judges, plaintiffs, defendants, and court personnel to digitally share documents, materials, and records necessary for court proceedings. Judges can also use their devices to note important information during the course of a trial or hearing. These advanced digitalization efforts have greatly improved efficiency in courtrooms across India.



### Yamanashi Chuo Bank (Japan)

The Yamanashi Chuo Bank was founded in 1941 and is based in Kofu City, Japan. Under its long-term corporate vision as a "value creation bank," Yamanashi Chuo aims to grow into a financial group that satisfies the expectations of all stakeholders by bringing prosperity to local communities, smiles to customers, job satisfaction to employees, and fulfillment to shareholders. As part of its digital transformation, the bank introduced Wacom One 13 pen displays to reduce reliance on paper forms. By going paperless and streamlining teller workflows through digitalization, the bank reduced administrative workloads related to processing paper forms by 65% and significantly improved productivity at branch locations.

# SOLUTION ENABLER

## The World is Full of Potential

### Honing the Powers of Imagination & Social Foresight.

Our daily lives are punctuated with countless moments of *drawing and writing*. Wacom's Business Solution team wants their digital pens and tablets to line up alongside those options. Boasting unique ideas and innovative prowess in addition to a keen insight for the future, the team has been hard at work in the name of materializing a world straight out of a science-fiction story through a process of trial and error.



#### Takashi NAKATSUJI

Senior Director  
Business Solutions Japan

For around 20 years in the Business Solution, Nakatsuji brings Wacom's core technology into a variety of business environments to offer innovative value and experiences to his clients. He is currently pressing ahead with the development of new market demands in the public and medical sectors and focusing his efforts on increasing the value added for customers through state-of-the-art software.

### Always on the Lookout. Wacom's Next Nook

How many times in a day does each of us *draw or write* something? Scribbling down a memo for something that casually popped into your head, arranging your schedule in your calendar or planner, entering patients' information into medical records, checking into hotels, or filling out government documents. When you sit down and think about it, the sheer number of times we *draw or write* may be surprising. The Business Solution sees each of these moments as an opportunity, and they've mobilized themselves with the aim of introducing pen displays, signature pads, and more.

Their mission? The proliferation of Wacom products into any situation possible to add the new "pen experience" to the everyday landscape. "We're always looking for the next 'nook' for Wacom to fit into," says Takashi Nakatsuji, the Business Solution's head of sales and marketing in Japan. He leads a team of sixteen people, including sales, marketing, solutions consultants, and internal sales staff, and is constantly imagining up new ideas to bring Wacom products into society.

The Business Solution began its journey as a pioneer for electronic medical records in Japan. Today, the medical field accounts for around half of its domestic sales, and Wacom's pen displays have spread to regular use in over 1,000 medical institutions (hospitals, university hospitals, etc.), over 800 accommodation facilities (hotels, inns, etc.), and over 60 municipal offices. The Business Solution's job is to secure the adoption of Wacom products to fulfill all kinds of business needs.

When it comes to developing the field of Business Solutions, Wacom

### Leveraging "EXP" to Solve Problems

prides itself on being a "Solution Enabler." Their purpose is supporting their customers, the decision makers. This is for the sake of taking on the mantle of support to create an environment that customers—the decision makers who choose to adopt Wacom products—find conducive to producing results through their systems. As the end users who will actually operate these products exist beyond the decision makers, the two are not one and the same. This is how the team is different from the Creative Solution despite being a part of the same Branded Business.

What the decision makers anticipate from Wacom is none other than a contribution to the business. They expect the Business Solution to contribute not just to the convenience of the end users, but to the decision maker's business as a whole. How can such improvements be made? For that, the Business Solution sketches a hypothesis of how the adoption of Wacom products will improve business efficiency, reduce costs, and simplify business processes; only after that proof of concept has demonstrated its effectiveness will product adoption be secured.

"We have a deep understanding of the businesses who are deciding whether to adopt our products. This understanding is what we value highest. We place the highest priority on quickly grasping the landscape of the industry in which the company belongs and the business processes unique to that industry in order to fully comprehend the value-add required of our products in the workplace. For that, a thorough consultation is crucial, and we hear from many voices on the front lines of business to figure out what we really need to solve. The best part of working at the Business Solution is the way we can leverage our 'EXP' to identify a company's concerns. Although it's not easy, it's the most interesting part of the job. The value of the Business Solution can be found in the way we make full use of our skills to take on our work. Of course, we also need to keep the burden we impose on the actual users to a minimum. No matter

how much we improve business efficiency, it means nothing if the users themselves can't accommodate it. If all of the applications processes and other procedures that had previously been done by hand on paper were suddenly flipped over into PC-based input, you can imagine how much chaos that would sow among those not accustomed to using electronic devices. In that respect, Wacom is well-acquainted with the world of drawing and writing by hand, and I would say has a significant advantage."

The project continues even after product adoption. Wacom places a lot of value on the delivery of an "experience." Nakatsuji refers to the feedback received from companies who have adopted their products as "a treasure trove of insights." In order to keep the experience up to date, feedback on both the positives and the areas that need improvement must be shared with the development team. Additionally, their track record of achievements becomes a tool for sales within the same industry as well as grounds to promote product adoption. Those precious voices of feedback can only be earned from performance in the field, and as they build up, they raise the persuasive power of the company when it comes to establishing new clients.

### Competitive Imagination. Anticipating Social Trajectories to Seize Opportunities.

When establishing new clients, the Business Solution considers these three points of focus: "industry / industry type," "business uses," and "uses of the standalone digital pen or digital pen and touch function." They remain ever cognizant of their search for an undiscovered frontier where all three of these focuses meet.

"The Business Solution's strongest weapon that we take pride in is our power of imagination. A good example would be when we take an idea and change it so it can apply to a completely different area. Even if it doesn't translate into business immediately, we're able to imagine the world a few years from now and start building relationships with

influential individuals, companies, and organizations within the industry. This is another kind of approach made possible by the power of imagination. In fact, medical professionals with an interest in and understanding of progressive advancements were already using Wacom products even before the legalization of electronic medical records."

In addition to the power of imagination, another key aspect is their ability to adapt to changes in the social environment, especially when it comes to legal reforms. Even in Japan with its culture bound in paper and physical stamps, the shift to paperless documentation is gradually proliferating through various fields, and things like regional elections and real estate contracts are already being digitalized, including the proof of concept cases.

"We are always keeping a close eye on the trajectory of legal reform. Especially in Japan where changes in governance have a huge impact on the private sector, we see the acceleration of digitization in public institutions as a great opportunity. Try to imagine replacing everything you see with a pen display; those are the kinds of opportunities we're imagining. Of course, not everything is about opportunities. For example, let's take the issue of determining an individual's will. You might argue that a written signature shouldn't be necessary to indicate a person's will, but we would find such a claim extremely concerning. Why signatures? Continuing to advocate for the value of a signature while considering both its convenience and cultural aspects is an important job of ours."

This trajectory is common across many countries around the world. Although things like culture and business practices may differ depending on the country or region, the Business Solution as a whole shares the idea that every place that uses paper is a potential opportunity. They draw inspiration from examples in other countries and regions and use them as the "seeds" of future development.



### The 3 Segments of Focus & Envisioning the Potential in Education

The segments that the Business Solution focuses its efforts on are healthcare, finance, and public institutions. Education is the newest to be added to the list. The Business Solution is giving their all in the field of education, but they don't brave it alone—they work in collaboration with the Technology Solution Business and Ink Division. Wacom's primary focus is on the "experience" before the "product." Rather than the adoption of pen displays and signature pads, Wacom sets its sights on the provision of new experiences that center around digital ink technology, such as Semantic Ink (a kind of digital ink that utilizes semantic technology to enable computers to understand the meaning and relevance of information based on its context and background, and to use that understanding to process it autonomously). The Business Solution's sales amount to approximately 4.4 billion yen (for the fiscal year ending in March 2023), which makes up roughly 4% of Wacom's total sales figures (consolidated at 108.8 billion yen). Considering the limitless potential for Wacom products to be adopted all over the world, this leaves plenty of room for that amount to grow even

higher in the future.

When asked what kind of society he wants to create through the use of Wacom products, Nakatsuji raised the future of signatures as an extension of reality. "It would be exciting if we could integrate handwritten signatures with personal authentication systems. In a world of closed systems, it's easy to verify individuals using IDs and passwords. However, each world requires its own authentication system. I'm sure you are all well aware of how much of a hassle that is. I dream of a future where all personal authentication—an individual's declaration of intent—could be indicated using written signatures. A society where a single signature can verify a person's identity no matter where in the world they are. This might be the ideal form of perfection as envisioned by us. (All figures are as of December 2022 unless stated otherwise)

# TECHNOLOGY SHINES THROUGH

Wacom's long-time partners include two of the world's leading device makers: Lenovo and Samsung. The two companies have often joined Wacom in developing new products. We talked to representatives from each company about their joint projects with Wacom.

case\_1

## LENOVO

Adding greater value to digital solutions



**Q. Could you tell us why you chose Wacom as your digital pen solutions partner.**

A: Wacom is a leader in the digital pen solutions field. They are a one-stop provider of high-quality solutions that cover touch-screen controller chips, firmware fixes, test reports, pen module design and manufacturing, verification, device drivers, and centralized purchasing.

For consumer products, Wacom provides high-quality designs and responds rapidly to problems with a high level of technical expertise. As a result, we can ensure a stable supply of products without any concerns about parts availability. Wacom even helps us brainstorm and prototype ideas that are indirectly related to these products, such as digital pen experiences for our users or solutions for improving customer productivity. Their robust support has greatly contributed to the kinds of high-quality solutions we at Lenovo aim to produce—like the ThinkPad.

When we launched the world's first foldable laptop in 2020, we were able to provide a digital pen-supporting display thanks to Wacom's involvement from the early stages of development. We could not have incorporated this feature without Wacom's technological expertise.



**Yasumichi TSUKAMOTO**

Executive Director  
Lenovo Japan

Tsukamoto joined IBM Japan in 2002 before moving to Lenovo Japan in 2005. Since then, he has been involved exclusively in the development of the ThinkPad. In April 2017, Tsukamoto was appointed director of system innovation for the ThinkPad, a position that involved leading development on all ThinkPad products. In 2020, Tsukamoto launched the world's first foldable laptop, the ThinkPad X1 Fold, after five years of development.



**Q. What is the added value that a digital pen brings to a device.**

A: Workplace reforms, hybrid work, and digital education have accelerated digital transformation in the last few years. As a result, consumer expectations for computers have changed, and the way we use computers has evolved. The digital pen is increasingly playing a key role in improving the user experience and customer productivity, whether it relates to videoconferencing, e-learning, or creative work. That means a digital pen can provide much greater added value to Lenovo computing solutions. We and Wacom share a common goal: to create a digital pen that can be used on a variety of devices and that can provide fantastic user experiences on a wide range of apps.

We at Lenovo hope to continue working with Wacom towards improving pen protocols and other aspects of the digital pen ecosystem through the knowledge and influence that Wacom possesses as an industry leader. We also hope we can together develop high-quality, accessible pen solutions backed by a high level of technology.

case\_2

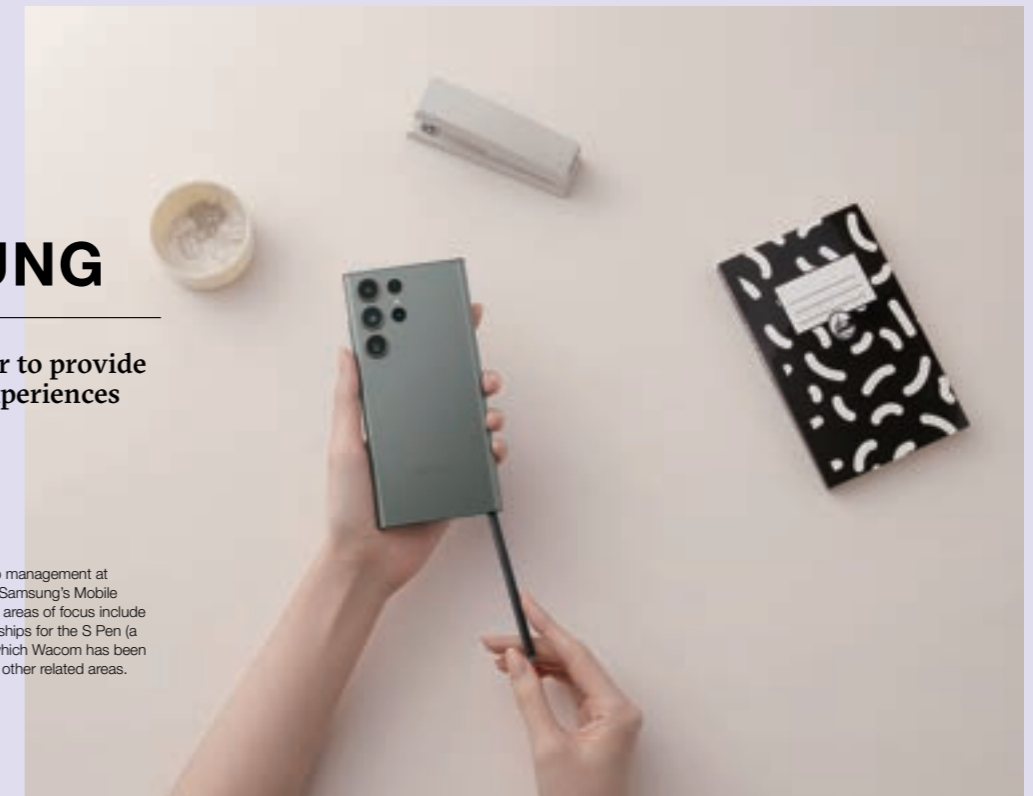
## SAMSUNG

Working together to provide unique mobile experiences

**Catarina CHO**

Senior Professional  
Technology Strategy Group  
Samsung Electronics

Cho is responsible for partnership management at the Technology Strategy Team in Samsung's Mobile Experience Business. Her current areas of focus include strengthening technology partnerships for the S Pen (a digital pen for the Galaxy series which Wacom has been developing with Samsung) and in other related areas.

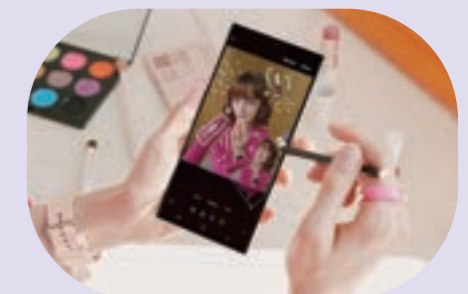


**Q. Could you tell us why you chose Wacom as your digital pen solutions partner.**

A: When we first launched the Galaxy Note back in 2011, we pioneered a new category in the mobile market—the phablet. Combining the characteristics of a smartphone and a tablet, the phablet needed a key differentiator that defined the identity of the Note series. When we decided to pack a small pen within the phone, we needed to find a partner who had the technology for digital pens. This was our first step towards forging our 12-year-long partnership with Wacom. In fact, we at Samsung immediately agreed that Wacom was the only partner who could provide the kind of writing solutions we wanted to implement. To begin with, Wacom's digital pen technology was a proven factor—not just in the patents they registered but also in the many real-life cases of renowned multinational corporations utilizing Wacom products since the '90s. But most importantly, Wacom delivers quality. Quality is one of the core values of our company, which we take very seriously. Wacom understood this, because as the industry leader for digital pen technology, they, too, shared the same values.

**Q. What is the added value that a digital pen brings to a device.**

A: It provides an unrivaled, unique mobile experience. Wacom's digital pen technology is compact enough to fit in a smartphone and provides a seamless writing experience that feels just like writing on paper. The pen needs no charging, allowing anyone to unleash their creativity anywhere and anytime. When developing the Galaxy Z Fold, our foldable smartphone, it was quite challenging to have the screen properly detect the pen signals along the fold. But we managed to solve the problem by using a bit of "magic": we divided the sensor in two. We hope we can continue to expand the world of digital ink with Wacom and that our relationship remains strong ten years from now.



# PROJECTS TO LOOK OUT FOR

case\_1

## Z-kai

Using digital ink to visualize question-answering. A new challenge for Z-kai and Wacom



### Jun WATANABE

System Development Director  
Information Systems  
Z-kai Inc.

Jun Watanabe joined Z-kai in 2001. After working in the company's Educators Department, Education Support Department and Business Strategy Department, he was posted to the New Business Development Department, where he was involved in the planning and release of Z-kai Asteria.

With over 90 years of experience as a leader in correspondence education, Z-kai has always understood the importance of writing in learning. While holding fast to its founding philosophy—"a single practice is worth a hundred lectures"—the company has also shown flexibility in adapting to the evolution of learning environments and technological innovations. Its member students range from toddlers to teenagers preparing for university entrance exams.

When Z-kai began looking for partners for a planned expansion into the digital world, Wacom was an obvious choice, as the two companies share a deep respect for handwriting. "Our initial impression was correct," says Z-kai's Jun Watanabe on the benefits of this collaboration. "Ever since Wacom introduced us to their digital ink technology, WILLTM, our joint research team has branched out into new fields. We have also made use of the ability of Wacom's tablets to replicate the low-tech experience of writing on paper—and the technology that underpins this ability—to come up with new ideas using tablets. Our research in the field of semantics is a prime example."

The first concrete outcome of this collaboration is the Tablet Course. Z-kai's decades of expertise in designing high-quality problems and providing useful corrections is incorporated into an AI program, which is then used in conjunction with personal instruction. The tablet-based learning service, launched in 2021, offers students a streamlined path to mastering course material in the comfort of their own homes.

In the course of their joint research, Z-kai and Wacom have been guided by the two questions of *what* students write on their answer sheet, and *how* they write it. The answers to these two questions are indispensable in providing personalized, optimized teaching to each and every student. For now, the research and development team is focusing on the second question: *how* students fill in their answer sheets. Specifically, the aim is to visualize human thought processes, as this serves as the basis for Z-kai's curriculum design. When a student works through a problem, which part makes him think hard before arriving at the answer? Which part perplexed him or made him hesitate, and in which parts did he proceed confidently? Each student's learning trajectory is recorded in digital ink,

Wacom has collaborated with numerous partners on projects that expand the possibility of digital ink through the development of revolutionary technological products. Here, we will look at a few examples respectively involving Z-kai, Pilot, and mui Lab.



giving researchers insight into these questions.

When marking a student's answer sheet, the instructor not only judges the accuracy of the responses but also deciphers the thought processes so as to provide individualized and constructive guidance. Tracing the student's thought processes allows the instructor to uncover errors in understanding and ascertain why the student may have misunderstood the intent of a question. Finally, the instructor provides feedback in his or her own words before returning the corrected answer sheet. Since Wacom's digital ink technology records not only the lines written by the student, but also the timing, placement, and pressure of the digital pen, the instructor can see exactly how much time was spent on each specific section.

Z-kai and Wacom are attempting to transform this understanding of students' thought processes—that is, the knowledge gained through experience—into collective knowledge accessible to all through digital technology. This digital ink technology also bridges the time gap between when the student writes the answers and when the instructor provides the corrections. The first application of these research results is in a new service named Replay & Heat Map, launched in March 2023. Although the service is being provided as a studying aid, the information that is revealed through the service is also expected to push the teaching skills of Z-kai's accomplished instructors to new heights.

As a company, Z-kai cherishes the values of *fueki ryuko*, or the balance between transience and immutability. This is one of the quintessential aspects of the poetry of Matsuo Basho, who asserted that transience and immutability are not opposing forces. Indeed, some have argued that ever-changing trends—perpetually evolving in the endless pursuit of novelty—are in fact the true essence of immutability. So, what does *fueki ryuko* mean to Z-kai? Watanabe believes that it is a verifiable rule of humankind that true academic ability comes from the repeated act of writing. And in order to uphold this immutable rule, the company must constantly adopt new insights, including cutting-edge technologies, to help children learn. The collaboration with Wacom will surely play an important role in this effort.

case\_2

## PILOT

The writing tools of tomorrow. Pushing the boundaries of drawing & writing

Pilot has long been considered a leader in its field, often being the first to incorporate the latest technologies in its products. By being forward-thinking without sacrificing tradition, the stationery giant has been able to constantly update Japan's writing culture.

Today, the company is making the transition from analog to digital via a collaboration with Wacom that began with the Connected Ink 2020 event. The two companies are exploring the impact of writing sounds on the writing experience as part of a larger project to determine the ideal qualities of a digital pen that can be used for over 8 hours per day (on the basis that this is the average time creators spend on their work every day). "The idea originated from our discussions during Connected Ink," says Junichi Iwami, a sales director at Pilot. "We at Pilot are always exploring ways to provide the ultimate writing experience, which is something that is constantly changing based on the era and social mores. This idea is an example of how we're trying to fuse the analog sensibilities of our past products with the digital sensibilities of today."

The current project involves combining writing tools and writing sounds in many different ways via digital technology to study the impact that writing sounds have on the way we write. For example, fountain pens and pencils each produce distinctive writing sounds that differ depending on what they are being used to write on (e.g., a notebook or a canvas). It isn't difficult to imagine that these sounds can have an emotional impact on us when we indulge in creative work. Using software, it could be possible to have a single writing tool produce a wide variety of writing sounds. Users would be able to enjoy faithful replicas of analog writing sounds with their digital devices—and perhaps even discover an unlikely tool/sound combination that unexpectedly inspires them.

Future goals include developing a writing tool that can produce the ideal writing sound based on factors such as the user's physical condition, emotional state, level of motivation, and stage in the creative process.

### Junichi IWAMI

General Manager of Industrial Materials Sales  
PILOT CORPORATION

Iwami joined Pilot in 1991. As director of industrial materials sales, he is responsible for leading collaborations with Wacom in the field of digital pens.



case\_3

## mui Lab

Natural-feeling technology that can deepen family history

One company attracting a lot of attention in the world of smart-home is mui Lab. The company's goal is to provide digital technology that blends naturally into living environments. mui Lab's approach involves exploring the relationship between technology and the way humans evolve as a part of nature—drawing inspiration from Calm Technology Design and traditional Japanese aesthetic principles.

Working with Wacom, mui Lab produced *Hashira no Kioku* ("memories on a pillar"). In many cultures around the world, the marking of a child's growth is recorded on pillars or walls around the home. This universal method of recording family memories via height-marking served as inspiration for *Hashira no Kioku*. By digitalizing a familiar tradition, mui Lab wanted to "develop a new form of family communication," says Nobuyasu Hirobe, one of the company's founders.

Designed to look like an ordinary wooden pillar, *Hashira no Kioku* blends right into the home. Anything written on the pillar is marking of a child's growth is recorded on pillars or walls around the home. This universal method of recording family memories via height-marking served as inspiration for *Hashira no Kioku*. By digitalizing a familiar tradition, mui Lab wanted to "develop a new form of family communication," says Nobuyasu Hirobe, one of the company's founders.

By going beyond searchability and accuracy in relation to data processing, Hirobe explains, one can still discover "new experiences that are hiding in plain sight." There is something heartwarming about rediscovering a forgotten piece of one's family history—like a long-lost memo lying at the back of a drawer or a faded color photograph in an old album. *Hashira no Kioku* is designed to provide a digital version of this experience by adding human context and contextualizing hard data.

### Nobuyasu HIROBE

Cofounder, Creative director  
Mui Lab

After serving as in-house designer, Hirobe proposed the mui board: a wood plank that displays digital information that can make life more comfortable. In his work, he is focused on exploring how information technology can intersect with familiar tactile sensations.





for  
**the future**

**Defining the way forward**

Being a technology company delivering digital pen and ink experiences, Wacom seeks to unlock the potential yet to be realized, drawing on its technological prowess.

# BE INNOVATIVE

## How Digital Ink Changes The Experience of Drawing & Writing

### In Search Of Technology That Harbors Feelings Of Companionship

With their impressive knowledge of digital ink, the Ink Division plays the role of enhancing the value of the experience of *drawing / writing* alongside the partners who make up their community. Wacom has continued to evolve from a hardware company to one specializing in delivering experiential journeys. Currently, they are in pursuit of the technology that can harbor companionship with people.



#### Bringing innovations to life

The Ink Division has a unique identity even within Wacom. While developing the technology involved in the applications of digital ink, the team also handles an extensive scope of other tasks, including the development and licensing of cloud services and applications that offer innovative experiences. Also part of the role of their division is to define the application of digital pens and digital ink and to strive for improvement.

The head of this nearly 100-member team is Heidi Wang, a woman raised in Germany with roots in Taiwan. Wang says of the Ink Division: "We are a new team that launched in 2018 as part of Mid-Term Business Plan: Wacom Chapter 2. Alongside the Branded and the Technology Solutions Business teams, we are pushing to revolutionize customer experience and the business model.

Our role is to advance the hardware-focused business to the next step while supporting an evolution towards services that deliver unique experience. In terms of structure, that puts us in an overlapping position with both the Branded and the Technology Solution Business. Coordination between teams becomes essential and natural, which is why we are keeping close daily communication with the CEO as well as the leaders of each team."

Up until now, the Ink Division has been developing the technology needed by each of the other teams, but in recent years, they have been focusing more and more on a different target. Over time, the realization of their dream to present experimental technology that can create new experiences comes ever closer. One prime example is KISEKI ART (⇒P48 \_ About KISEKI ART), which allows Wacom to visualize the multidimensional data generated



during the creative process, such as grip habits, how we apply pressure, or shifts in the emotional expression of the creator/artist. "Technology evolves based on feedback. Even without a concrete application, it is worthwhile to continue taking on challenges for the sake of future possibilities."

#### The secrets hidden within our drawing / writing

Digital ink is "technically speaking both a software and a kind of glue." It is the link between digital pens and applications. WILL™ (Wacom Ink Layer Language), a software put forward and promoted for proliferation by Wacom, will achieve the same realistic sensation of *drawing / writing* as physical ink but on the screens of the digital devices. "I wanted everyone to be able to use it, which is why I used the term, 'Language,'" explains Wang, who coined the name for the technology.

Digital ink, which captures the thoughts, emotional shifts, and even the stories behind its users' *drawing / writing*, is itself the content. Although there isn't much information yet that can be gleaned directly from concrete experiences, digital ink hides a limitless potential.

"I think my strong emotional attachment to *drawing / writing* comes from my roots in a culture that uses Chinese characters.

"As opposed to the alphabet which is phonetic, Chinese characters are ideographic, and a vast amount of information is poured into each letter. However, the author's emotions and situation in the moment influence the letters they write or the lines they draw and infuse them with information invisible to the eye, so what digital ink does—whether it's the alphabet or Chinese characters or even a drawing—is to heighten the level of

information that can be encoded in." When one recognizes great value, one inevitably turns their attention toward its protection. Developed with the Ink Division at the helm, Wacom Yuify (⇒ P49 \_ About Wacom Yuify) is a system which grants proof of creation for works made with digital ink and provides support to safeguard those rights. By using a Self-sovereign ID (SSI), the revolutionary system allows users to retain permanent proof of creation. When, where, how, and who created it—all this information is embedded into a piece the instant it is drawn. The creativity and individuality of each and every author is engraved into their works, and the data of each piece along with the proof it is paired with holds one-of-a-kind value. If Wacom Yuify gains traction, creators/artists will without a doubt be able to put their minds at ease as they lose themselves in the digital creative process. One could argue such an experiment is rather typical of Wacom, who always puts human's expressions by *drawing / writing* first.

#### Key to discovering a new you

According to Wang, what the Ink Division considers to be its prime target is the ability to share emotions and personal discoveries. Wacom is looking to release the collected information to users for themselves, which will lead to new insights. Their thought process is that this previously unknown information will awaken something in the subconscious of users and encourage all new discoveries. It may be similar to the idea of asking, "It's possible that something like this is happening in your mind. When you see it, how do you feel?"

"Our emotions are personal to us. It would be arrogant to assume our own interpretations. We hope that by opening the door to responses and exchanges, it will lead us to new discoveries, and by effect lead the technology forward."

There are three key phrases that help drive these discoveries. They are: "Back to customer," "Creative chaos to smile," and "Commit and deliver." Putting ourselves to a customer's perspective is the starting point for

discerning a landing point amidst a chaotic debate and reconciling a sea of divergent ideas. Wacom is no stranger to the term "creative chaos." As Wang puts it, "Of course, creative chaos can be quite stressful and something irritating, and it takes time to get the ball rolling. But in the end, I believe that it inevitably takes things in a creative direction with new perspectives. That's why I go out of my way to use the term 'creative chaos.'"

Meanwhile, "Commit and deliver" refers to the team's attitude taken toward customers and partners. In order for innovation to happen, explorations with things that nobody has ever done before is crucial. On the other hand, it is also true that efforts are only recognized when they bear fruit and are proposed as a value to the world. "Even when a challenge is fun, it's meaningless if it doesn't provide any value. That's why I expect results even from the less experienced members of the team."

So how does Wacom appear to a team as heavily involved in a variety of projects as the Ink Division?

"Wacom is by no means special. We have a vision, communicate closely, use trial and error, and possess both imagination and courage. Nothing is inherently challenging. What's unique is the passion towards encouraging personal growth. I am no hero and no genius. I don't even want to be. What's important to me is inspiring growth. I have witnessed how team members create new value when they grow. That in itself has been the most inspiring experience for me."

#### A technology that can harbor human companionship

Among Wang's thoughts on technology is the warm sentiment of harboring companionship with people.

"I want to create a freer form of technology than we have today. More than just value-added, but something that can be with people. That's my dream. I want it to be with people—children, artists, writers, etc.—become the people they aspire to be and achieve whatever they dream of. Each new technology that comes around behaves as if it's commanding

us, and that feels jarring to me. Even when it comes to Artificial Intelligence (AI), people raise concerns about it competing with humans, but what I would like to explore is the philosophical aspects of how AI can become a companion. I believe that technology should be like a partner who stirs up feelings of fondness within us."

Says Wang, "To me, creativity is about discovering connections between two divergent things. It's that eureka moment." What kinds of innovations will "Living-organism Wacom" spark from here on out? The Ink Division's challenges and discoveries will continue.



#### Heidi WANG

Senior Vice President  
Ink Division

Heidi is passionate about ink and innovation. For her, ink is the reflection and response of our soul and mind. As head of the Ink Division, she leads ink technology and services at Wacom. Her motto is "value is created by connections," hence her focus is on partnerships. Her purpose of technology is to create meaningful experiences.



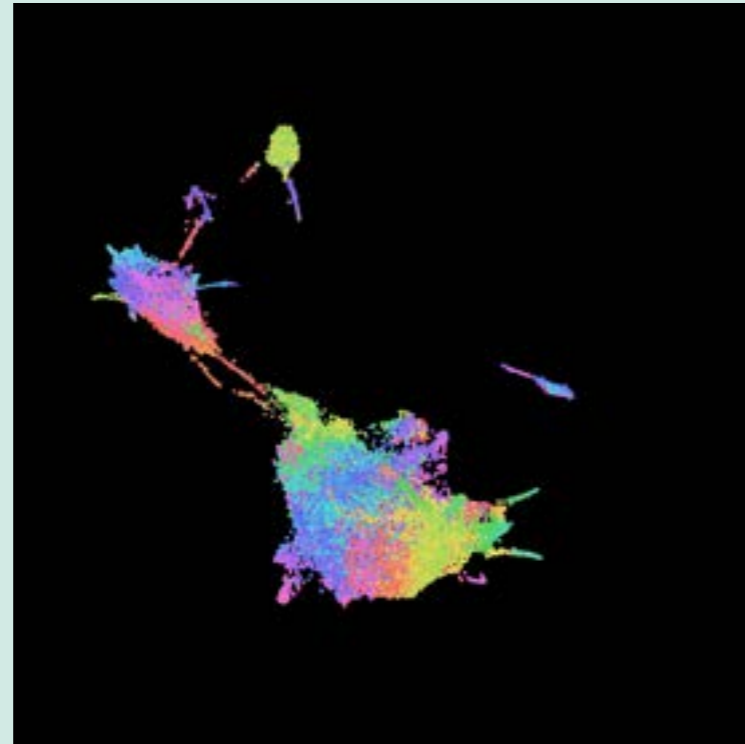
# NEW VENTURES

case\_1

## KISEKI ART

### Creating Value through an Artist's Creative Trail

Wacom's pen tablets provide creators with an important tool for giving shape to the ideas in their heads. One might say that Wacom and its creative users are allies sharing a common purpose. It is precisely this close relationship that has allowed the company to take on its next revolutionary project: KISEKI ART.



**Jeff KO**  
Business Development Manager  
Ink Division

The simplest way to describe Wacom is that it is an "instrument provider."

Being an instrument provider is about directly contributing to the process in which creators push their imaginations towards greater heights to produce something entirely new. So it only makes sense for Wacom itself to serve as a launch pad for new ideas and experiences that no one has ever thought of. This brings us to KISEKI ART, a project that was launched in 2021.

"We have developed the technology to visualize the entire creative process," says Wacom President and CEO Nobutaka Ide (Nobu). "This means the output of a digital pen is no longer just the physical line. It also includes information on the time, place, context, and other data related to that single line. If we can incorporate this additional information into experiences that benefit the user, it could be huge."

A major element of this system is WILL, Wacom's technology for displaying and saving digital ink data.

It allows us to record an artist's data on aspects such as pen pressure, angle, speed, strokes, and history of corrections—the entire creative trail ("KISEKI" means "trail" in Japanese).

"With KISEKI, every data related to creative work can be collected as RAW data," explains Jeff Ko, a business development manager at the Ink Division. "If we can develop a way for an AI to transform this data into a form of visual expression such as "Emon," we could provide a service that visualizes the background and story behind a creative work." Currently, Wacom is collaborating with Preferred Networks—whose AI development is widely renowned—and Celsys—a company that supports creators around the world with its illustration and animation production app—to explore the infinite possibilities of such a "trail."

Although KISEKI initially started as a way to give something back to creators, the user tests and other phases of the project have inspired new business ideas. "One of these is an education program for budding

animators," says Ko. "The Japanese anime industry is finding it difficult to ensure that the experience of veteran animators is properly shared with and handed down to younger animators. KISEKI could prove useful in developing a solution."

It has been two years since the project was launched. Ko's focus for now is brushing up the technology so it can be incorporated into marketable services and solutions. What will the eventual visualizations look like? One factor that is likely to determine the answer is Ko's own hopes for the project.

"Whatever form the output takes, as long as it's a service that would have made me jump for joy fifteen years ago when I first started drawing, I'll be happy," he says. "At the same time, one thing that I'm constantly thinking about is how to create a service that truly supports today's creators—the people who draw every day, some of whom are my friends."

KISEKI promises to be an exciting development in the coming years.

Even within the rapidly evolving field of technology, Web3 has managed to stand out. Web3 envisions an internet where individuals can interact directly with each other instead of via a centralized social networking service or other platform. For example, an artist wanting to provide someone with a license for their digital artwork generally needs to conduct the transaction via an asset store or other platform. With Web3, the artist can theoretically provide this license directly.

However, such peer-to-peer transactions pose potential problems in relation to authenticity and history. Who's to say that the party offering a license for an artwork didn't steal the work from the actual artist? To mitigate such problems, Wacom is developing a service that would allow users to use reliable artist ID data to manage a work's rights and licensing (can be applied to joint projects too). It is called Wacom Yuify.

"The project started as a way to help protect the unique attributes and rights of an artwork using (tamper-proof) blockchain technology, which is already used widely in Web3," says Ryoji Ishii, a Wacom Yuify project manager. "This service will allow users to license artworks directly to other users or to manage collaborative

projects so that there is a record of who contributed what part to the project."

The service will use Wacom technology to assign a unique ID to each artwork and embed the ID into the work's data in the form of "micromarks," a type of digital watermark. Wherever the work is presented, anyone will be able to read the micromark so they can access the record of creation, rights information, licensing conditions, and other information related to the work.

"Digital data is easy to copy, which I think is actually a good thing," says Ishii. "But with Wacom Yuify, we're trying to realize that while digital art can be replicated in the form of visually identical copies, its value lies not in its appearance but in the data, which is inextricably linked with the work's originality and background—the artist's own story."

Although Wacom Yuify has been positioned as a trial to offer creator's ecosystem, Ishii says the service has the potential to create new business opportunities for Wacom as well.

"Wacom Yuify could help us set foot in businesses where we haven't established a presence yet," he says. "Companies that share this vision and feel a sense of synergy with us may feel encouraged to work with us to

expand the scope of our business. That kind of expansion could enhance Wacom Yuify's position within the company and among our investors as key for moving into new areas and growing our business there."

Currently, a diverse taskforce from all across Wacom—engineers, designers, and marketers, as well as team members working in business development, customer service, finance, and legal—is working on Wacom Yuify for its first release sometime in 2023.

case\_2

## Wacom Yuify

### A new ecosystem for protecting the rights of digital creators

Web3 is rapidly expanding the possibilities in the digital realm, making it more important than ever to develop a system for protecting the rights of digital creators. Wacom has been aggressively working on a service, Wacom Yuify, that could greatly contribute to such a system.



**Ryoji ISHII**  
Project Manager  
Wacom Yuify



Joocheon Lee

Hideyuki Hara

# SHALL WE TALK?

## How technological innovation will elevate the future

Leading the development of Wacom's core technologies—electromagnetic resonance (EMR<sup>®</sup>) and active electrostatic (Active ES<sup>®</sup>)—are Joocheon Lee and Hideyuki Hara. The two talented engineers agree: Wacom is a technology company. Their words reveal their pride in their work, for it is engineers like themselves who are responsible for paving the way to the future—not through business acumen but through a focus on technology.



Wacom Linear Pen technology was first incorporated into the pen designed for the FMV LOOX from Fujitsu Client Computing—a Wacom Technology Solution customer. The sharp nib makes it easy to see the exact location the pen is touching. This pen works on Active ES<sup>®</sup>.

The Wacom Pro Pen 3 was developed in tandem with the Wacom<sup>®</sup> Cintiq<sup>®</sup> Pro 27 tablet. The pen greatly enhances the drawing experience, with detachable parts that can be replaced to suit the user's work style. This means customizable grip thickness and center of balance, as well as the option to have a side switch or not—and any combination works. This pen works on EMR.

### A fondness for science leads to a career at Wacom

— Let's begin with you, Mr. Lee. Could you tell us a bit about your background?

**Lee** I was born and raised in the Gangnam District of Seoul up until university. I'd gotten a bit tired of the hustle and bustle of Seoul as a teenager, so I decided to go to a technical university away from Seoul, where I majored in materials science.

— Did you always enjoy the hard sciences?

**Lee** I took all kinds of lessons when I was little, like painting and piano, but mathematics suited me best. So, naturally, I chose a university of science.

— How did you come to join Wacom?

**Lee** I used to work at Samsung, but one day I realized that I had already done everything that I wanted to do there. Just when I was thinking that I wanted to work in a new environment where I could delve deeper into unknown areas as an engineer, Mr. Ide—who I already knew—reached out to me. I took my time to think everything through, but eventually I decided to come to Japan because I was intrigued by the possibilities that lay before me.

— Mr. Hara, did you also like science as a child?

**Hara** I grew up in the town of Taisha in Shimane Prefecture, Japan, a short

5-minute walk from the famous Izumo Taisha Shrine. I've always hated being told what to do [Laughs.], so I never took part in any after-school lessons or clubs. Instead, I would read books, catch insects outside, and spend a lot of time doing crafts. I liked math and science class in school. I was fascinated by a scientific comic book on the theory of relativity, so I ended up going on to graduate school and devoting myself to the research of theoretical physics.

— Why did you leave science behind to join Wacom?

**Hara** Although I did like working as a scientist, I have loved creating things since I was a kid. I think that somewhere deep inside, I had a pent-up desire to create something. Also, when my parents bought me my first computer in high school, I was so excited about being able to draw digitally that I got myself a pen tablet, which happened to be a Bamboo tablet from Wacom. I remembered that tablet when I was applying for jobs, which eventually led to joining Wacom. That was in 2008, so I have been with the company for 15 years.

### How Active ES works

— Mr. Hara, you lead the development of Active ES, Wacom's active electrostatic technology. Could you describe how it works?

**Hara** In case of electromagnetic resonance (EMR), the development is led by Mr. Lee here. In EMR, a magnetic field emitted from the sensor





below an LCD screen generates an inductive current in a pen's coil, which is used to transmit information such as the position, tilt, and pressure of the pen. That means that the pen does not need a battery. Active ES technology, on the other hand, requires a battery-powered pen. Static electricity from the tip of the pen is used to transmit information on the pen's position, tilt, and pressure. The benefit of EMR is that the pen doesn't require any batteries, but you do need sensors behind the liquid crystals to generate the magnetic field. Meanwhile, Active ES eliminates the need for dedicated sensors for the pen.

—What are the benefits of Active ES?

**Hara** One notable feature is its versatility. Touchscreens have become commonplace since the advent of smartphones, even in computers. If you're going to incorporate touch sensors anyway, it's fairly simple to design a system that uses those sensors to acquire positional information about the tip of a pen. That's why many PC manufacturers have incorporated Active ES. In fact, much of our Active ES technology is sold to original equipment manufacturers (OEMs) for PCs and tablets.

—What are the advantages of Active ES over other similar technologies?

**Hara** The protocol name of a digital pen is just a name. Think about

languages—the ability to speak Chinese or German, for example, doesn't confer any specific advantage in and of itself; in the same way, there is no great advantage or disadvantage to the protocol itself. What is important is not the kind of signal that's emitted from the pen but rather the kind of performance we achieve. That is why it is so important for Wacom to focus on how far we can push this technology and to take responsibility for it, which I believe is our strength as a company.

—Since Active ES is a relatively versatile technology, could it be adopted in areas that are not yet digitalized?

**Hara** Absolutely. Since an Active ES system hinges on a touch sensor and a controller, it is easy to spread usages by adapting to different protocols. It is also relatively easy to control risk in terms of manufacturing and the supply of parts. As such, it is suitable for applications in education and other fields relating to social infrastructure.

### The future of EMR

—Mr. Lee, where do you want to take Wacom's proprietary EMR technology going forward?

**Lee** Wacom has been developing EMR technologies since the company's founding. As Mr. Hara said, use of digital pen technology is growing rapidly. So how can we draw on Wacom's unique strengths to enrich the world of EMR in a way that is unique to Wacom? To go even

further, how can we take this matured technology to the future? That is my focus now. My immediate challenge is to consider how to build a business model that leverages the technological value of the professional pen to provide solutions based on EMR technology.

Since I am a technologist, I don't think like a businessman trying to reach new markets; instead, I approach challenges first from the technology and then integrate the technology into the business side.

—Business and market development is important, but technological innovation is even more important to you to create new experiences.

**Lee** Exactly. Since Wacom is a technology company, I think it is vital for us to create value by making the most of the technologies that only we have at our disposal. And that is exactly what I wanted to do when I joined this company! I think we will find our next big story—the next innovation in Wacom pen—through this process. Once we engineers produce results, I am sure that the business side of the company will follow through.

**Hara** I fully agree. If you're in an environment in which people do not or cannot challenge themselves, talented engineers will become frustrated and quit. But if you build a corporate culture that pushes people, they will grow and will naturally want to keep working here.

—What would you say is the philosophy of "Wacom-ism" shared by the entire engineering team? For example, big-picture thinking, logic, and intuition are all necessary skills for creative thinking and technological innovation.

**Hara** I think it is important to encourage people who can see the big picture to express their opinions and incorporate them into development. I myself am an engineer, so others probably see me as a very logical person. I keep a technology roadmap in my mind, and I'm inclined to assign team members to the roles where they can best use their individual talents to work towards our destination.

—What about you, Mr. Lee? What do you value as an engineer?

**Lee** I think a broad perspective is

key. You can't think just as a Wacom engineer or just about the Wacom device you're working on. You have to mobilize all of your knowledge and senses to search and solve problems—even if it means defying practice and history—and in so doing challenge yourself to reach a level that you can be satisfied with. I think this kind of mindset is necessary particularly for young engineers, in order to grow.

—You mentioned young engineers—what do you think of Wacom's?

**Lee** When I first started here, I was worried because everyone was so quiet. But when I began making an actual effort to speak with them, I was pleased to see that there are in fact a lot of good engineers here who have a lot of grit. They all have their own skills and passions. I'm sure that the next person to lead Wacom is already among them.

### Is there a future for drawing / writing

—Lastly, what do you think will be the future role of drawing / writing with a pen?

**Hara** Considering that the Industrial Revolution ended in the 1860s, laptop computers appeared around 1990, and smartphones appeared in the early 2000s, it is clear that human science and technology has made tremendous progress in just the past 150 years. I have no doubt that we will soon see very small devices with as much processing power as a present-day PC. Technology will continue making things more convenient and lead to less hassle. However, while things have become easier and more convenient in today's society, people are feeling tired, too. It's exhausting to have access to so much information at any given time, and we've become restless—we feel that we always have to be doing something, all of the time.

In the world we live in, I think that the acts of drawing / writing are extremely important to help us organize our thoughts. As technology continues to drive efficiency, I think there will come a time when drawing / writing will be valued again. Our image of the digital world is one of immediacy, with no room for errors or flexibility, but I think this may reverse to a certain degree. We may see a comeback

of inconvenient or perplexing experiences that make us think, "What does it mean?"

Gaining a newfound appreciation for drawing / writing combined with digital technology—could considerably enrich our lives. I believe that it is Wacom's responsibility to refine technologies to help facilitate this scenario.

—What are your thoughts, Mr. Lee?

**Lee** I think that what awaits us is a connected society, one in which all information and all devices are connected. Devices may be controlled by artificial intelligence (AI), and people may switch to using voice input to issue commands. It's not surprising that people worry about what will happen to drawing / writing with a pen.

However, I don't think that AI will be able to fully replace human ingenuity. That's why I want to explore how we at Wacom can support people's creativity and imagination. Going forward, I believe that Wacom's engineers must tackle such issues as they try to envision the next digital pen and do the work to make it happen.



I hope we can show future generations how great it is to draw / write by hand.

Design is all about the details.



“Leading the Next 30 Years”  
What keeps a  
global investor like  
Shuhe Abe  
transfixed on Wacom

SPARX Asset Management CEO  
Abe Shuhe has analyzed countless  
businesses and their managers, starting  
from his time working under George  
Soros. So how does Wacom appear to  
an investor of this caliber? His ‘tough but  
fair’ comments suggest a confidence  
that Wacom has the potential to rank  
among the world’s top enterprises.

The Meaning of “Art” in Business

**Nobutaka Ide (Nobu):** Thank you for joining us today for *The Wacom Story Book*. I’ve really been looking forward to speaking with you. This Story Book is a new project that only began this year. We labeled it a ‘Story Book’ in the hopes that it could be used as a tool for communicating with the stakeholders, a way to share the stories woven by our Wacom digital pen customers, by the many partners creating value with us, and by members of the team. As much as we want our investors and shareholders to read this, we also want to read the story ourselves. When colleagues at Wacom express pride in their jobs and their company, I want the Story Book to capture those sentiments.

**Shuhe Abe:** When we started our own business as just the five of us, some of my colleagues were ashamed to have made the change from a large corporation to a small, unknown company. I kept repeating that I wanted to turn us into a company that we could be proud of to our family and friends. The desire to work for a company that you can take pride in is universal, no matter if you’re in Japan or abroad.

**Nobu:** The gathering together of individuals who feel passionate about their work creates great value as a company. Today, I hope you’ll tell us how we can achieve this. The first thing I’d like to talk about is the meaning of “art” in the field of business. When managing a corporation, you need efficiency and productivity if you want to advance towards a set goal along the shortest possible path. I know this is necessary for our society to exist, but at the same time I am also constantly aware of this idea that art, the intuitive side that on first glance may appear frivolous, may actually carry great significance.

**Abe:** As an investor, I am proud to say that I’m second

SPECIAL

# CONVERSATION



to none when it comes to the sheer number of business managers I've spoken with. Rather than efficiency or productivity, my axis of judgment as an investor is much more rooted in the intuitive side. What every investor needs is the ability to ascertain value, to find value that others cannot see. It's the same as when you look at something and think, "Wow, that's beautiful." An artist might express their individual sense by turning it into a work of art. The same goes for business. In the case of Wacom, it's all about how to combine the logic of making tools with artistic insights, isn't it? Legendary investor Warren Buffett also refers to himself as a businessman, investor, and artist.

**Nobu:** Not to mention that you yourself are also a businessman in charge of SPARX Group, an investor, and an artist who paints and creates music.

**Abe:** Intuition is extremely important. There was a film called *Let It Be* back when I was in high school. It was a documentary that followed the four members of The Beatles as they holed up in a studio to develop their sound. Each artist followed their own intuition while respecting the other band members as things gradually took shape. Only those four could have accomplished that.

**Nobu:** Even watching *Let It Be*, you can feel the value of the creative process—why they chose to go with this or that chord. I believe that the true value of expression lies precisely there, in the struggle that comes from trying to create something. An ongoing project at Wacom called "KISEKI ART" (➡p. 48\_ About "KISEKI ART") is aimed directly at the creative process. It's a new approach that asserts that it isn't only the end product that can be called art, but also the process itself. By assigning value to the creative process, and returning that value to artists and creators, we can expand how many layers are involved in the act of creation. That's the core belief we're committed to on the project.

**Abe:** It sounds like a new business will be born from this. Back when I was starting out as a securities analyst, word processors had only just started spreading. This ended up causing a revival of the novelist profession. University students and other young authors began to win prestigious literary awards. In other words, the arrival of this new tool brought about an evolution in the creative world. It's that aspect that draws my attention to Wacom. The digital pen has no language barrier, right? And you can share your creations even if you aren't physically in the same space. I'm looking forward to the birth of a tool that can transform the nature of intellectual creativity—one without the limitations of language or spatial constraints.

**Nobu:** The greatest strength of digital technology is its ability to transcend time and space. I think of it as Wacom's mission to wipe away those two barriers.

### A Perspective for the Next 30 Years: Making People Happy

**Abe:** The best businesspeople are pragmatic. Even while keeping their eye on the future, they know what needs to be done right now. We sometimes get business managers who come in for financing advice talking to us excitedly about something ten years down the line when in reality they are in the red. If they were wise enough at managing their businesses, they ought to be able to turn a profit even at the current stage. You need to work hard and leverage the small things. That's essential.

**Nobu:** I know what you mean. In *One Thousand and One Nights*, Scheherazade—the wife—risks her life every night, telling King Shahriyar tales so that he will not kill her. Although the King wants her dead, he has no choice but to leave her alive each time out of a desire to hear the rest of the story the next night. It is that accumulation of day after day of intense urgency that results in a thousand-day epic. There was no promise made at the beginning to tell a captivating thousand-day saga; it simply happened that a thousand days of storytelling had passed by the end. It occurs to me that the same could be said of business. To tell a thousand-day story, you have to already be telling a story on day one. I think that "today," with its own kind of

intense urgency, is what leads us into the future.

**Abe:** If there is a line that divides business and art, it's probably decided by whether or not something has a "now"—the pragmatism of surviving through today. At the same time, we also want to have a sense of mission that looks to the future. Without it, the project never becomes anything more than a mere cash grab. I have witnessed many people who, although their businesses appear successful from the outside, are in fact only out for profit and personal gain.

**Nobu:** I'd like to hear you go more in-depth on that. Over the last thirty-plus years, you've lived through the so-called "Heart of Capitalism." What kind of connection do you see between you taking the act of creation seriously as an individual while knowing the spirit of capitalism?

**Abe:** That's a topic I continue to think hard about. Although my view isn't an academic one, I can at least share my experience from these thirty years. The way I see it is that history is indeed cyclical. People say that capitalism is changing, but the world always moves towards its essence. Roughly thirty years ago, the advancement of technology brought the world together as one—this is what we call globalization. The axis of judgment has shifted from one of scale to one of quality. So, what will happen next? The last thirty years have been a time of deflation, where the cost of goods and services has fallen. When prices are lower, more must be sold. Over the next thirty years, the times may change again to an era where value is emphasized over volume. Further, I believe that humanity will be valued before profit. The perspective would be of making people happy—or "profit to humanity."

**Nobu:** I feel you really do seem to resonate well with Wacom. At Wacom, we've launched a concept of "Meaningful Growth." While of course we aim to maximize



financial growth, the idea behind it was a desire to contribute to human growth. The target is for everyone involved with Wacom to achieve growth in a way that is meaningful to themselves—Wacom's task in this will be to accompany them along the way.

**Abe:** I share the sentiment. I hope that companies like Wacom, with the potential to become global leaders, can bring products and services to the world without imposing limits on themselves.

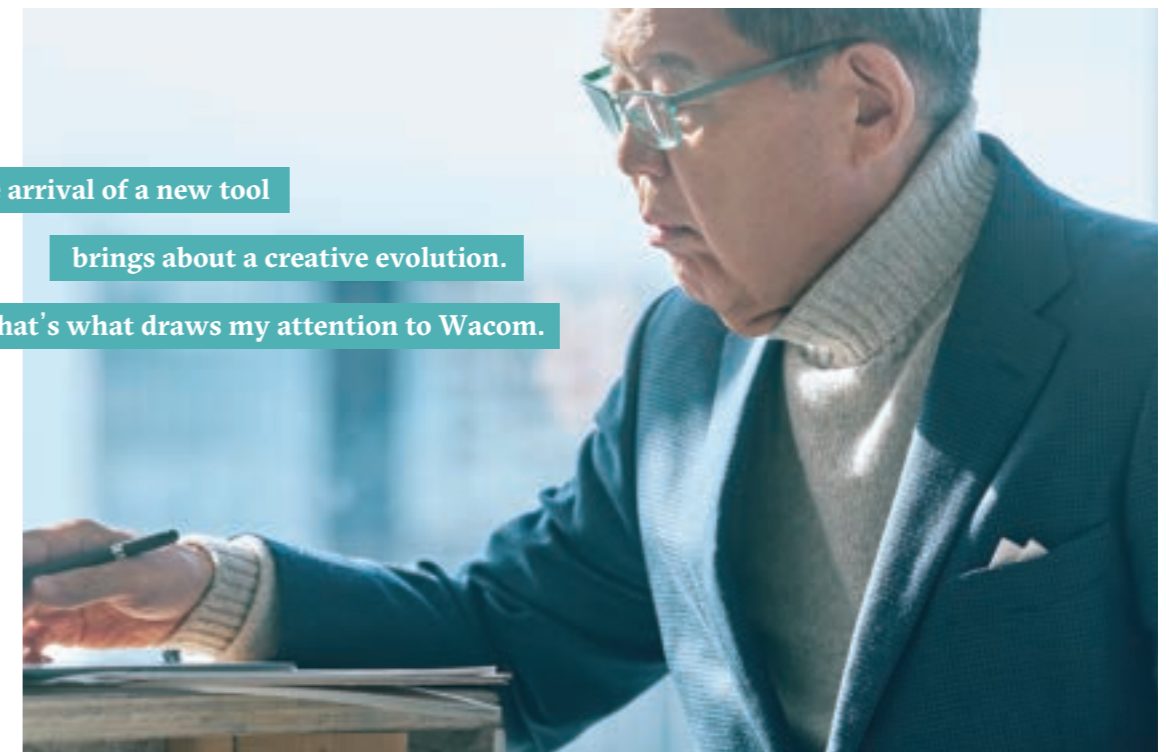
### A Wish for Wacom. The Ambition to Change the World

**Abe:** When I was young, I made the acquaintance of renowned investment genius George Soros, and for

The arrival of a new tool

brings about a creative evolution.

That's what draws my attention to Wacom.



about three years, learned his theories and beliefs about investment while at his side. He was a Hungarian-born Jew who moved to England when he was sixteen years old. That was all just after the conclusion of World War II. In 1992, he sold a huge sum of British pounds. Britain was undergoing an economic recession at the time, and the government had yet to hammer out an effective monetary policy. They temporarily tried propping up purchases to curb the pound's decline, but soon abandoned the effort. As a result of this Sterling crisis (Black Wednesday), the British economy started to show signs of improvement. Soros felt a great debt of gratitude to Britain for providing him with an education. It was a desire to rescue the country from its plight that led him to selling the pound. There are probably people out there who think that Soros engaged in currency speculation in order to make a fortune, but that is absolutely not the case. What he did could be referred to as a "profit to humanity." He was a sole combatant in a fight against the British government. I remember following behind him as he walked the streets of London, and I was deeply moved. I want young people to hold onto aspirations like his, and likewise, I hope that Wacom will carry the ambition to change the world.

**Nobu:** I'm happy to hear that. I also feel an important sense of mission. We will continue to advance what we at Wacom call the "instruments" that mankind has held in their hands for many thousands of years to shape them into something more "humane." It may sound like delusions of grandeur, but that's what we are prepared to do. Although it may never be welcomed with thunderous applause, I feel that this is the sense of mission that drives you and Mr. Soros.

**Abe:** I learned so much about that kind of spirit and drive from Soros, not to mention a sense for making it through each day. You might call it the survival spirit. Wacom is the kind of company that allows me to expect such things. As investors, we research over three thousand companies a year, but companies that make me feel this way are few and far between.

## Losing Oneself in a Goal Can Bring Happiness

**Nobu:** I would really appreciate any advice or precautions you have for Wacom.

**Abe:** I would advise not to let small successes go to your head. When I look at the business managers I most admire, I see that they always excel in their ability to keep the gears turning. They're always thinking about the same thing, and the amount of thought they put in is staggering. What's more, successful companies tend to have a color—or you could call it a sense. This is the color, the sense of the business manager. In that regard, I feel that you, Mr. Ide, meet all the criteria.

**Nobu:** Am I keeping the small successes from going to my head? Am I putting enough thought in? I'll try to test myself with these questions.

**Abe:** And finally, you have to be thinking "honorably." That's essential. Some business managers who appear successful may not actually be thinking honorably, but society is watching their actions. Business is inherently about dealing with people. In that sense, the world is fair. A company that thinks honorably should be able to last for quite some time. Wacom deals in software referred to as digital ink, but there is something real in that. There's also no language barrier. Now that the U.S.-centric economy is said to be on its way out, the time has come for Japan to



## Shuhei ABE

SPARX Group Co., Ltd. President & Group CEO  
SPARX Asset Management Co., Ltd. President & CEO

Born in 1954 in the city of Sapporo, Hokkaido, Abe graduated from the Faculty of Economics at Sophia University in 1978 before obtaining an MBA from Babson College in 1980. After returning to Japan, he started working at Nomura Research Institute, Ltd., where he conducted individual company research of Japanese stocks as a corporate research analyst. In 1982, he headed off to Nomura Securities International (New York) where he was engaged in the sales of Japanese stocks to States-side institutional investors. He founded Abe Capital Research in New York in 1985. While providing investment management and advisory services for Japanese equity investments through Western funds such as George Soros's Quantum Fund, Abe also conducted asset management for European and U.S. personal asset owners. He returned to Japan in 1989 to found SPARX Investment Advisors (now SPARX Group Co., Ltd.), which was listed in 2001. In 2005, he completed an AMP at Harvard Business School. In 2011, he was appointed to the Japanese government's Energy & Environment Council as a member of the Cost Verification Committee, and in 2012 as a member of the Supply and Demand Verification Committee. Also in 2012, he was appointed to the Risk Advisory Committee of Japan Bank for International Cooperation (JBIC). In his private time, he likes to write lyrics, compose music, play the guitar, and paint.



figure out where it stands. A day may come when future generations recognize Wacom as one of the companies that led the way forward.

**Nobu:** Thank you. The human palm is an organ with a massive number of nerves running through it. Once upon a time, doctors referred to it as "no man's land" because the structures were deemed too complex to risk taking a scalpel to. We at Wacom take pride in making instruments to be used by the human palm, and we strive never to forget our mission to offer even greater experiences and value than before.

**Abe:** Economies in Europe and the Americas are judged by statistics and numbers. During the past forty years, there has been hardly any investment made in the name of creating goods in the U.S., and the economy has been fixated on consumption. Consumer goods are sold, bought, and thrown away. This is the way the U.S. economy has prospered. It is also how China will likely become. But what will Japan do? If we can create real value in a way no one had imagined, then people will gain the ability to be more creative. As it turns out, we're happier when we're working creatively.

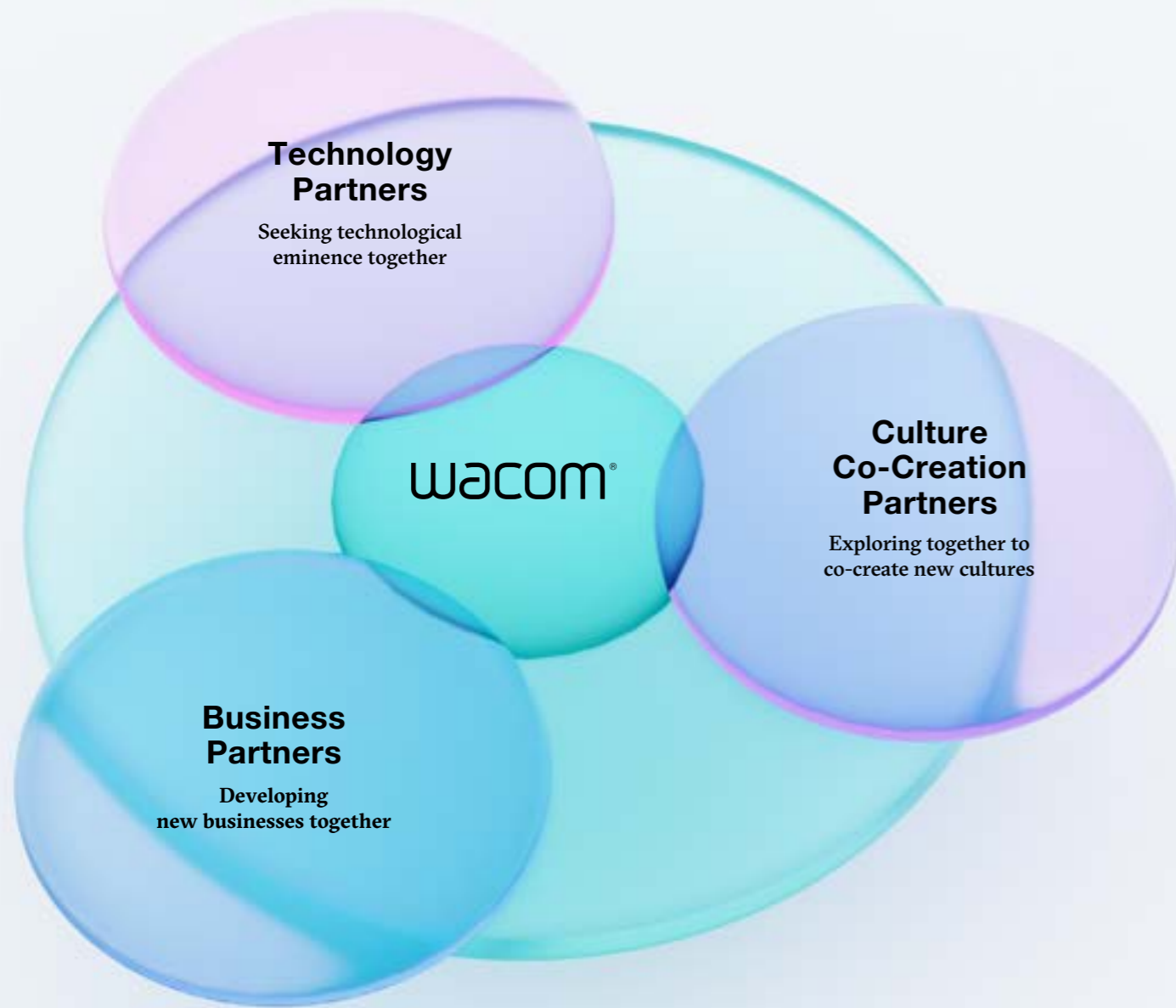
**Nobu:** We have also been thinking about the sensation of trance-like immersion—the feeling of being totally absorbed in something. You lose sight of your surroundings, and it can be quite risky in terms of an organism's survival. Still, the fact that we're all equipped with such a sensation must have some meaning, don't you think? Whether it's time to learn something or time to create, this realm of immersion is something that we can recreate through our technology. This is the aim of Wacom, the dreamer's tool shop. I also believe it's important to know when enough is enough. Those words might raise objections among those who

live a lifestyle of semi-permanent financial growth in the Heart of Capitalism, but the "enough" I'm envisioning is of a different sort. I don't mean to say that we should give up on the prospect of further growth or impose limitations on ourselves, but instead I want us to ask ourselves—to prepare ourselves—what it is we really need, and what should we leave behind? I believe it is important for us to identify what values are truly essential and to exhibit the willingness to strive to achieve them.

**Abe:** I feel the same way. I hope that a company like Wacom, under the guidance of a unique leader and outfitted with technology that can stand alongside the world's best, will take a more aggressive stance and not simply say that enough is enough. Very soon now, we will witness the rise of the companies that will define the next thirty years. I believe that Wacom could be among them. I am very glad that I could join you here today. Thank you very much.

Wacom can become one of the companies

that define the next thirty years.



# WACOM COMMUNITY

## Collaborating with various community partners toward the future

Some say that a person is defined by the friends they mingle with.  
For a company, a partner is like a friend to share dreams with.  
Drawing parallel between the friends and partners,  
communities Wacom belongs to may tell the story about who we are.

We believe that establishing strong relationships with outside partners while pursuing advances in digital pen and ink technologies is important. As we live in an increasingly complex world where specialization and segmentation of expertise accelerate, it is unrealistic for a company to try to handle everything on its own. Forming partnerships with leading companies, organizations, and academic players in every field brings new perspectives into the company along with all the latest knowledge and technologies. This also gives the company nimbleness and flexibility to quickly adapt to unexpected turns of events. In this way, partnerships can help ensure the mid- to long-term success of a business. At Wacom, we group partners into three categories: technology partners, business partners, and culture co-creation partners. Together, we work to deliver new values and experiences. Let's look into how each category plays along.

### Technology Partners

Seeking technological eminence together

Rather than doing everything by ourselves, we work with partners who have their own strengths, to leverage Wacom's technology in the most effective way. Digital technologies can be combined with so many things, offering infinite possibilities.

### Business Partners

Developing new businesses together

Innovations often times happen when two seemingly distant factors (talents, skills, assets etc.) are fused together. While sharpening its strengths restlessly, Wacom is always keen to work with partners who have been seeking added dimensions in their businesses, when opportunity knocks.

### Culture Co-Creation Partners

Exploring together to co-create new cultures

One interpretation of culture may be a set of values that guide human thought and behavior. Wacom works with partners to bring about new sets of values that may impact the way we live in this world. Through various initiatives with partners, Wacom strives to keep supporting creative human expression and education.

Composed by diversified partners, the communities Wacom belongs to have lots of potential. Every activity Wacom is involved in here is a seed for a future opportunity. Some of the seeds may have already sprouted, and bearing fruits. Some are still in the ground waiting for the right time to flourish. Every seed has its own future.

# TECHNOLOGY

## PARTNERS

Developing cutting-edge technology  
with our technology partners



from JAPAN

### Preferred Networks, Inc.

Preferred Networks (PFN) develops practical applications of deep learning, robotics, and other advanced technologies under its mission to “make the real world computable.” PFN has joined forces with Wacom and Celsys for the KISEKI ART project, an attempt to develop a groundbreaking service in which PFN’s AI technology is used to visualize the work’s “creative trail.” This involves documenting every stroke of the artist’s pen—every moment of hesitation, revision, buildup of experience, or happy accident—throughout the creative process.

[www.preferred.jp/ja](http://www.preferred.jp/ja)

from US

### Digital Stationery Consortium

The Digital Stationery Consortium (DSC) is an organization of partners working to establish a market for the new category of products known as digital stationery. Among the members are Wacom, Samsung, and Mont Blanc. DSC aims to not only promote digital ink technologies based on the Wacom Ink Layer Language (WILL™) but also to establish smart and open standards in support of the digital stationery experience.

[digitalstationeryconsortium.org](http://digitalstationeryconsortium.org)



from AUSTRIA

### Ars Electronica

Ars Electronica is an international creative institute based in Linz, Austria. The institute endeavors to envision the future of humankind and human society through four main undertakings: the Ars Electronica Festival, held every September to explore the themes of art, technology, and society; the Ars Electronica Center, a museum of art and science; the Prix Ars Electronica, an awards ceremony honoring innovation in digital art; and the Futurelab R&D facility. Ars Electronica has also been collaborating with Wacom on the Future Ink research project for the past three years.

[ars.electronica.art](http://ars.electronica.art)



from JAPAN

### National Institute of Information and Communications Technology (NICT)

Wacom has partnered with National Institute of Information and Communications Technology (NICT) in Japan to conduct research on brain activity as a measure of the effectiveness of different learning styles. Researchers recorded participants’ electroencephalogram and used the data to evaluate the effectiveness of various writing tools (conventional ink pen, digital pen, and keyboard) in aiding memorization. The results suggested that writing with an ink or digital pen aided memory retention more than typing on a computer keyboard.

Ihara, A.S., Nakajima, K., Kake, A., Ishimaru, K., Osugi, K. and Naruse Y. Advantage of handwriting over typing on learning words: Evidence from an N400 event-related potential index. *Frontiers in Human Neuroscience* 15:6791919 (2021)

[www.nict.go.jp/brain](http://www.nict.go.jp/brain)





# BUSINESS

## PARTNERS

### Creating new businesses with our business partners

from JAPAN

#### sdtech Inc.

Through a user-centered approach to manufacturing, sdtech applies design engineering—a field integrating the strengths of design, technology, and data science—towards developing advanced human-machine interfaces (HMIs) for the automotive industry and user interfaces (UIs) for remote-controlled karaoke systems. Wacom and sdtech are jointly developing an innovative new service based on artificial intelligence (AI) and digital handwriting, with applications in fields such as education.

[www.sdtech.co.jp](http://www.sdtech.co.jp)



from JAPAN

#### CELSYS, Inc.

As the company behind Clip Studio Paint—a software application popular among both professional and amateur artists who create illustrations, comics, webtoons, and animations—Celsys is known for providing services that support artists' creative endeavors. Celsys entered into a capital and business alliance with Wacom in April 2022 out of a shared desire to see the creative community grow. The two companies have since collaborated on a number of projects, from KISEKI ART to the New Normal Digital Creative Education initiative in Oiso Town, Japan.

[www.celsys.com](http://www.celsys.com)



from JAPAN

#### Association of Innovative Education (Organizer of the Edvation initiative)

Efforts to study and modernize learning by proactively introducing the latest technologies into the field of education are exemplified by the GIGA School program under the Japanese Ministry of Education, Culture, Sports, Science and Technology. With the Edvation initiative—its name a portmanteau of “education” and “innovation”—the Association of Innovative Education aims to go a step further by pioneering innovations that are even more groundbreaking. New efforts by the private sector, rather than top-down government programs, could provide significant insights and contribute to bringing education into the future through technology. As partners who believe in the importance of supporting science, technology, engineering, art, and mathematics (STEAM) education, Wacom and the Association provide collaborative support at each other's events.

[www.edvationxsummit.jp](http://www.edvationxsummit.jp)



from CHINA

#### Universal Scientific Industrial (USI)

USI provides design, material sourcing, manufacturing, logistics, and other services of electronic devices for brand owners. USI has been working with Wacom to develop LTS (Low Temperature Soldering) which saves electricity consumption in soldering process for digital pens. While normal soldering requires the temperature of 220c degrees in an electric furnace (and cooling down needs more energy), LTS needs just 140c degrees, substantially reducing CO2 emission for greener manufacturing process.

[www.usiglobal.com](http://www.usiglobal.com)



# CULTURE CO-CREATION

## PARTNERS

Promoting new cultural values  
with our cultural partners



from PORTUGAL

### Trojan Horse was a Unicorn

Trojan Horse was a Unicorn (THU) is a community organization for digital creators, founded by Andre Luis in 2013, who used to run a school for computer graphics in Portugal. THU acts as an ecosystem for creators around the world to widen their connection beyond industry categories such as 3D, VFX, game and conceptual arts. Wacom has been a long-standing sponsor for THU's annual festival where Wacom products can be seen everywhere in special activities and workshops such as Infinity Canvas, Co-Labs and the Wacom Art Battles. THU and Wacom believe in continuing to stand together for the creative community. It's all about empowering the dreams of creators, giving them the right tools.

[www.trojan-unicorn.com](http://www.trojan-unicorn.com)

from JAPAN

### Heralbony Co.

Heralbony is an experimental group whose work has a strong social-welfare element. The company—whose motto is “Be Different”—aims to expand the scope of social welfare by signing art licensing agreements with artists with disabilities from across the world. Using the over 2,000 works licensed from these artists, the group has established initiatives such as Heraldbony, an eponymous lifestyle brand, and the Wall Art Museum, which converts temporary fencing at construction sites into works of art. In collaboration with Wacom and the Connected Ink Village, Heraldbony also organizes Call & Response, an ambitious project in which creators respond in various ways to the call (i.e., works) of exceptional artists. These responses transcend boundaries and channel the power of human expression in novel ways, bringing the act of creation into new realms.

[www.heralbony.jp](http://www.heralbony.jp)



from JAPAN

### P.A.I.N.T. Inc.

LIMITS is a freestyle battle of the creative world, born out of the desire to make art and creativity more easily accessible and enjoyable. The competition—which has gradually expanded since its beginnings in Japan in 2016 to now include an Asian Championship and Global Championship—brings together creators from various genres to participate in digital drawing battles. In anticipation of the inaugural LIMITS High School Championship, to be held later in 2023, teams of three artists competed against each other in an exhibition match in November 2022.

[limits.jp](http://limits.jp)  
High School Championship  
[limits.jp/lp/highschool-tournament-2023/](http://limits.jp/lp/highschool-tournament-2023/)



from JAPAN

### Oiso Town

Out of a desire to promote the acts of *drawing and writing*, Wacom and the town of Oiso in Kanagawa, Japan, are promoting the New Normal Digital Creative Education initiative to further improve the quality of education. By providing a digital environment for traditionally low-tech creative activities that would normally be done on paper with a pen or brush, the project helps teachers introduce the advantages of digital creation in their classrooms. The aims of the program are twofold. One is to instill in students a moral framework for working in virtual environments through everyday exposure to digital technology. The second goal is to give students a foundation for developing a life-long appreciation for art by stimulating their imaginations and allowing their creativity to flourish from the earliest stages of primary and secondary education.

[www.town.oiso.kanagawa.jp](http://www.town.oiso.kanagawa.jp)



# CONNECTED INK

## A toy box of creativity and a venue for continuously supporting art, education, and technology

The Connected Ink event is one initiative that symbolizes Wacom's current direction: refining its technologies to develop unique solutions that will allow it to collaborate on projects with pioneers in a wide variety of fields. In this experimental space, Wacom is both leader and collaborator—sometimes at the same time—as it explores new ideas to experiment with.



Supporting the passion for creative expression

**Akiko OKUYAMA**

Director  
Connected Ink Village

I think of Connected Ink Village as a mirror ball that reflects the many different aspects of Wacom in a colorful light. Whether you are famous or not, if you are passionate about exploring the depth of creative expression as embodied by Connected Ink, we are here to support you in every aspect. Whether we meet you at the event as a partner of Wacom or as ourselves—a collective of singular creative professionals—we want to nurture our relationship so we can pursue meaningful projects with you.

When knowledge of immensely creative professionals at the forefronts of their fields collide with each other, they create what could be described as “creative chaos.” Connected Ink is an event for exploring the surprises, insights, and seeds of future cultures that can come out of such chaos. Discussions at this event—now in its seventh year—often revolve around pointed questions brought up by the attendees; in 2022, they included “Have Humans really evolved since their origins?” and “Do Wacom’s technology and tools really contribute to human creativity?”

The creative fields represented at Connected Ink are given robust support by Connected Ink Village, a foundation started in February 2021. It is an independent organization that focuses on individual creators, providing them with continuous artistic, educational, and technological support. The foundation’s interests include exploring human depth as expressed in works of art, exploring and promoting new educational values, and using technology and collaborations with various communities to

support these explorations. They are currently supporting numerous projects that align with these interests.

Wacom assists humanity and its creative endeavors in the realms of *drawing/writing*, but its larger goal is to serve all humankind. Providing a life-long journey via digital tools may not be enough to fulfill such an ambitious mission. Wacom may need to support creative professionals even more comprehensively and push them towards heights they could not have otherwise reached. This is the concept behind Connected Ink. It is an experimental space that is like a toy box of creativity brimming with cutting-edge forms of creativity that hint at the future to come. Attendants explore how to support creative expression and education with digital technology to enhance the culture of producing, loving, and enjoying art. They also explore how to enrich STEAM and other progressive forms of education by incorporating diversity and flexibility. Connected Ink is a forum for posing questions and debating to bring up even further questions to explore.



For more information on Connected Ink, scan the QR code on the left.



# SOCIAL INITIATIVES

## Embracing the Sparks in Team Members' Hearts. Wacom's Social Initiatives

As Nobutaka Ide (Nobu) toured Wacom offices around the world to meet and discuss with Wacom team members before assuming the role of CEO, he could not help but notice the spark that shone in the heart of each and every team member. Everyone he spoke with wanted every product, business, service, and experience provided by Wacom to enrich the lives of their close people and contribute to society at large. This passion is not something that the company demands, nor is it born out of a business-based decision. Instead, it is fed by strong personal motivation.

This passion manifests as gentle sparks that burn within the hearts of Wacom's team members. By unearthing and intertwining their sparks into stories, and subsequently sharing these stories with society, Wacom extends its support to each and every team member. This series of endeavors was officially named "Social Initiatives" in 2019. It has nurtured the sparks of more than 20 stories over the following years. By shining a light on each team member, we, Wacom, hope to communicate the value that we place on our sparks, and at the same time, we hope that our passion will ignite a spark in someone else's heart. Each person's spark also contributes to the realization of Life-long Ink, Wacom's promise to customers of a life-long journey defined by digital ink-based experiences.

We will continue to seek out the sparks that smolder within Wacom. In this article, we introduce the stories of team members from Portland, US; Beijing, China; and Oiso Town, Japan. Each of their sparks shines ever so brightly.



from PORTLAND, US

## Creating a space for everyone to be creative

The Wacom Experience Center is located in the city of Portland, Oregon. As the name suggests, it functions as a hub where the local creative community is invited to experience the sensation of creativity.

The center's Senior Manager is Megan Davis, a team member who works tirelessly to forge ties between Wacom and the local community through numerous projects. "Our mission is to engage with the local community and provide a space for people to foster their creative thoughts and innovative ideas," says Davis. "We want to inspire people in the creative world, both big names and up-and-coming artists, by creating a space where they are free to unleash their creativity."

Portland is known for hosting many events and festivals throughout the year. One of these is the Sneaker Week, which Davis was instrumental in starting in 2016. Numerous footwear brands including Nike, Adidas, and Keen call Portland home, so Davis knew it would be the perfect host city. During the Sneaker Week, the Experience Center is one of several event sites in which sneakerheads can rub shoulders with footwear industry



**Megan DAVIS**

Senior Manager  
Wacom Technology Corporation (USA)

insiders.

Portland also has a thriving comic scene due to the large number of animation and comic studios in the area and the annual Rose City Comic Con. Wacom partners with Comic Con to support up-and-coming artists, giving them space to introduce and demonstrate their work.

So, how has the Experience Center evolved in recent years? Davis says, "I think the biggest evolution is that we've attracted people with so much talent and brilliance. We often hear people say we need to 'think global, act local,' which I think sums up what is so important about local communities. If you're not taking care of your local community, how can you share anything with the wider world? We try to keep this philosophy in mind as we look to the future."



from BEIJING, CHINA

## Popularizing and elevating digital ink technology

Lannie Zhang is a member of Wacom's Ink Division and works as a global product manager in Beijing.

"It is rewarding to be so close to the Chinese market and our customers," says Zhang. "I first joined Wacom as a regional product manager and belonged to a small team. I was responsible for a variety of products, including stylus pens, pen displays, and pen tablets, and I visited many different customers. Listening to their frank feedback on our products—what they loved, were frustrated with, or hoped to see—helped me gain a deeper understanding of the needs of the market. It was a valuable experience that continues to serve me well even as I transition to the role of global product manager."

It is clear from Zhang's words that she is making a sincere effort to align with the Chinese business community. Wacom continues to evolve far beyond a mere product supplier, aiming to comprehensively deliver hardware, software, and solutions that only digital ink technology can achieve. Ink Division is a major driver of this shift. "The Ink Division is Wacom's innovation center where new ideas and technologies around ink are born," she says. "We pursue the kind of R&D that can popularize digital ink technology and elevate its value in the eyes of our customers."

Looking for a way to deepen ties with the local community, Zhang also got involved with the Digital Stationery

Consortium and Connected Ink.

Zhang's efforts to localize these global Wacom initiatives for the Chinese market have led to stronger bonds with the company's local customers.

"We preserve the global character of both initiatives but also organize our own activities on a local level," she says. "For example, we established a Chinese-language chat group to facilitate communication. These efforts have helped us attract new customers, partners, and team members and expand our partnerships so that we can explore the possibilities of digital ink technology together. It's literally the 'Chinese Way.'"



**Lannie ZHANG**

Global Product Manager  
Wacom China

from OISO TOWN, JAPAN

## Supporting the *drawing & writing* initiative with Oiso Town

In November 2020, Wacom signed a partnership agreement with Oiso Town in Japan, Celsys, Inc., and I-NET Corp. to improve the quality of education in Oiso's schools. Tadakuni Tsubota of Creative Business Unit is the driving force behind the Oiso partnership, which is rooted in a desire to encourage the love of *drawing / writing* and show children that the world expands when they continue to *draw / write*. Tsubota has traveled back and forth between his office in Shinjuku, central Tokyo, and Oiso Town over 100 times, a clear sign of his passion for this project.

The initiative's first undertaking was to support creating digital works at a junior high school. Upon seeing students experience the pure joy of creating, many other residents of Oiso were inspired to participate in the initiative. The scope of the project has since expanded from promoting *drawing* to also promoting *writing*. Small but meaningful experiences and reactions have created a chain reaction of interest that has gotten the entire town involved.

Tsubota's day-to-day work involves retail partnership to promote the sales of Wacom products. However, he says that his motivation in leading this initiative has nothing to do with increasing sales. "It is true that some people have been inspired to purchase Wacom's pen displays and pen tablets after trying them out through this initiative," he says. "But as I see it, supporting the *drawing / writing* of our customers is a key component of both our daily work and our efforts with Oiso. My goal is to have people say that they are excited to use Wacom products."

"Once, a student who struggles in school told me that they had a lot of fun creating a piece of artwork. I couldn't help but cry. It's a part of my job, but it has become a part of my life, too. This initiative has become something important to me, and the people of Oiso are extremely supportive."



**Tadakuni TSUBOTA**

Account Manager  
Creative Sales Japan



# ECO SUSTAINABILITY

## Eco-Sustainability at Wacom

From the launch of the ESG Task Force to environmental-friendly development, manufacturing, and logistics, let's take a look at the various environmental initiatives that "Technology Leadership Company" Wacom has been promoting.

### 1 What Wacom Can Do to Define an Eco-friendly Sustainable World

Back in 2019, Wacom launched an ESG Task Force to improve external ESG evaluations. With this as a starting point, Wacom began disclosing its recycling efforts and environmental performance in addition to its ISO certification information and quality and environmental policies. In the process, the Task Force worked to disclose the company's GHG (greenhouse gases) Scope 1 and 2 data and has realized it, followed by the Scope 3 data pertaining to GHG indirectly emitted from the company's activities by March 2023.

In addition to these disclosure efforts, Wacom announced its participation in the JCI (Japan Climate Initiative) in April 2021. The current plan is to achieve a 48% reduction by 2030 (a decrease of about 4% per year) compared to 2014.

Wacom's environmental disclosure score by global environmental non-profit CDP was a "D" as of 2019, but has been raised to a "C" in 2020 and beyond. This means that Wacom has achieved the same level as the global average, the Asian region, and the electrical and electronics sector. In this way, Wacom's commitment and plans for GHG emissions reduction and other environmental issues have steadily led to the attainment of a fitting external evaluation.

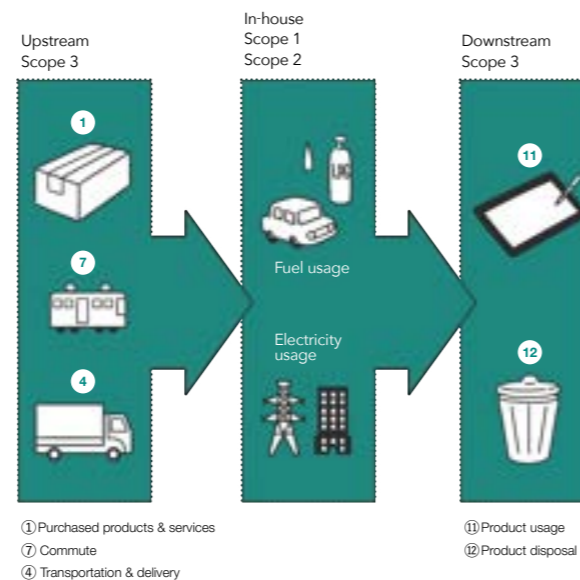


**Hidemi TOMITSUKA**

Senior Manager  
Regulation & ISO Group  
Quality Engineering  
Quality Assurance

Wacom's digital pen and ink were intended to replace paper and pens from the very start. In other words, we believe that from a perspective of reducing paper consumption, there is plenty of potential for the proliferation of Wacom products to contribute to reducing the environmental footprint. As for corporate activities, the latest flagship model, the Wacom® Cintiq® Pro 27, uses PCR plastic (recycled material), improves transportation efficiency by reducing product weight and packaging volume, which also uses eco-friendly packaging materials. And as for the office environment, Wacom has begun to introduce renewable energy and has created e-Learning materials for implementing online courses that raise environmental awareness among team members.

Looking to the future, Wacom's upcoming environmental activities include setting standards and guidelines for the company's definition of eco-friendliness, conducting product life-cycle assessment (LCA), and conducting third-party assessments of GHG emissions.



- ① Purchased products & services
- ⑦ Commute
- ④ Transportation & delivery

- ⑪ Product usage
- ⑫ Product disposal

For the latest environmental performance data, please visit the "Eco Initiatives" page on Wacom's official website.  
<https://www.wacom.com/en-jp/eco-initiatives>



Greenhouse gas (GHG) Scope 3 emissions (as of 2021)

Category	CO2 Emissions (t-CO2)
1. Purchased goods and services	764,349
2. Capital goods	4,472
3. Fuel- and energy-related activities (not included in scope 1 or scope 2)	191
4. Upstream transportation and distribution	2,115
5. Waste generated in operations	6*
6. Business travel	303
7. Employee commuting	439
8. Upstream leased assets	-
9. Downstream scope 3 emissions 9. Downstream transportation and distribution	-
10. Processing of sold products	-
11. Use of sold products	25,476
12. End-of-life treatment of sold products	240
13. Downstream leased assets	-
14. Franchises	-
15. Investments	-

\*5. Waste from projects is calculated only from Japanese figures

### 2 Moving towards Implementing Product LCA

In Mechanical Technology, we've been focusing our attention on environmental sustainability from a planning and developmental perspective, and we've put together a mid- to long-term roadmap to address the issue. Currently, we are working on the applications of eco-friendly products, which is the first part of the final step as defined therein. More specifically, this includes things like increasing our usage of PCR plastic and recyclable aluminum, and we've set a goal for making these a regular part of our product lineup by around 2025. We're also moving towards designing our products with an eye on LCA, and soon we hope to be assessing the environmental impact of our products and services quantitatively throughout their lifecycle (resource extraction—raw material processing—production—distribution & consumption—disposal & recycling).

In line with the emergence of new materials such as bioplastics, we would like to build a framework where Wacom is using eco-friendly materials in many ways, and we would also like to collaborate with universities to promote research on biomaterials in the future.



**Takenori KANEDA**

Executive Mechanical Technologist  
Head of Mechanical Technology



### 3 The Daily Environmental Efforts of Own Factory Production Lines in Japan



The production line at our main factory where the main components of our EMR digital pens used by Branded Business are manufactured is pouring daily effort into conserving resources and reducing waste.

To raise an example, we had set an environmental goal under ISO 14001 to lower the defect rate (held to our own standards of responsibility) to under 3 ppm (parts per million) by curbing errors and preventing waste loss of materials in our operations.

As of January 2023, we've achieved 0 ppm with no defects (held to our own standards of responsibility). We will continue our efforts to reduce waste loss by maintaining this rate. Further, we have begun the adoption process for "Sainokuni Furusato Electric Power" as of November 2022, which has resulted in zero CO2 emissions at the head office including the factory area in Saitama Prefecture.



**Tadashi OHASHI**

Manager  
SCM In-house Manufacturing

## 4 | The Challenge of Reducing CO<sub>2</sub> Emissions through Logistics

We, the logistics team, are working alongside our logistics partners in the name of reducing emissions of CO<sub>2</sub>, which is a GHG, and together we've begun efforts to determine the extent of our CO<sub>2</sub> emissions.

Regarding CO<sub>2</sub> reduction, in principle, Wacom products are transported overseas by boat. Nevertheless, the transportation by air is sometimes unavoidable when on time delivery to our customers is our primary objective, and in such cases, we are making efforts to load our products more efficiently.

On top of that, to up the level of environmental consciousness with our logistics partners, we are encouraging to introduce eco-friendly vehicles for domestic deliveries, and improving the efficiency of allocating vehicles by arranging deliveries through large-scale centralized facilities. One of the partner warehouses uses the uniforms made from recycled plastic bottles.



**Atsuko YODA**

Director  
Branded Logistics Branded Business SCM



## 5 | How the Flagship Model Addressed Environmental Issues

In the development of Wacom Cintiq Pro 27, we were conscious of the idea of responsible consumption and production (SDG #12) in order to keep up with the shift in our society's values to one where sustainability and SDGs have become major topics. We believe that in the future, LCA and the question of how we make things will become an important mode of thought.

To give an example, we replaced plastics made from petroleum with those made from vegetable materials and increasing the ratio of PCR plastic with the cooperation of suppliers and team members in the engineering department. Although it is difficult to express quantitative measurements by environmental aspects, we've also adopted a structure that allows for users to depend on a single pen that can be recombined with modules to meet their individual needs without developing several types of pens. We believe that these approaches have led to efficiency improvements in various perspectives, has also given users more freedom to personalize their experience, and we could deliver "the model that can be tailored to each individual preference".



**Naoya NISHIZAWA**

Director of Design  
Technology & Experience



### Examples of eco-friendly initiatives under Wacom Cintiq Pro 27

- The Introduction of lightweight products and downsized packaging  
Main Unit: Product size has been reduced by approximately 20% compared to the previous model (Wacom Cintiq Pro 24). Package has also been reduced in size by 33% (in volume), resulting in a 33% increase in transportation efficiency.  
Stand: 52% lighter than the previous model (Ergo Stand 24). Package size has also been reduced by 70% (in volume), tripling the transportation efficiency.
- Application of recycled plastic and metals  
Main Unit: Main plastic components such as chassis use recycled plastic. Weight of recycled plastic accounts for 59% of total plastic weight.  
Stand: Main components use metal out of consideration for sturdiness and ease of recycling. Recycled plastic is used for plastic components. Recycled plastic accounts for 58% of total plastic weight.

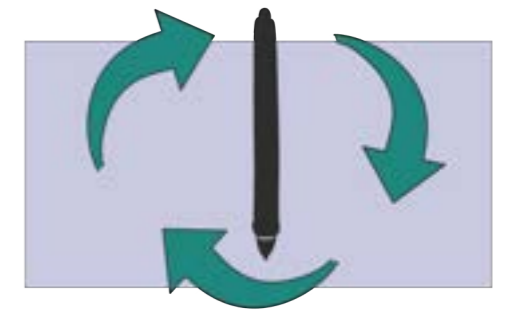
## 6 | Environmental Initiatives Responding to OEM Customer Requests

Technology Solution Business is taking a proactive role when it comes to launching eco-friendly initiatives in response to various requests from our OEM customers.

One such initiative involves us working together with an aluminum manufacturer in China to develop recycled aluminum out of the re-melted scraps and waste materials from their factory processes. We are currently working on making some prototypes of pen body made of 75% to 90% recycled aluminum.

We are also developing PCR plastic in collaboration with a Chinese plastic manufacturer and moving towards changing the material of packing bags from PE (polyethylene) to PBAT + PLA (biodegradable plastic).

Our current activities are directed at the products of our OEM customers, but we are working hard to build new supplier relationships for future collaborations in the hopes that our branded products will also use these materials someday soon.



**Ben WAN**

Manager  
Sourcing  
Wacom China Corporation



**Kenji YOKOYAMA**

Director  
Environment & Certification  
Quality Engineering  
Quality Assurance

## 7 | Collaborating with Suppliers for Water Conservation

The major suppliers of printed circuit boards (PCBs) used in Wacom's products are located in China, and they strictly comply with wastewater treatment standards under the "New Industrial Wastewater Standards" established by the Ministry of Ecology and Environment under the direct control of the government. Wacom also confirms that all of the PCB supplier plants have "wastewater permits". In addition, Wacom voluntarily inspects the plant's wastewater facilities and flow conditions to ensure that wastewater containing hazardous substances is properly managed and treated.

It seems that there are only a limited number of PCB suppliers as of yet that have established wastewater flows that are both eco-friendly and conscientious about water conservation in accordance with various regulations, Wacom would like to continue this effort in the future.



**Kenichi OKAWA**

Manager  
Sourcing

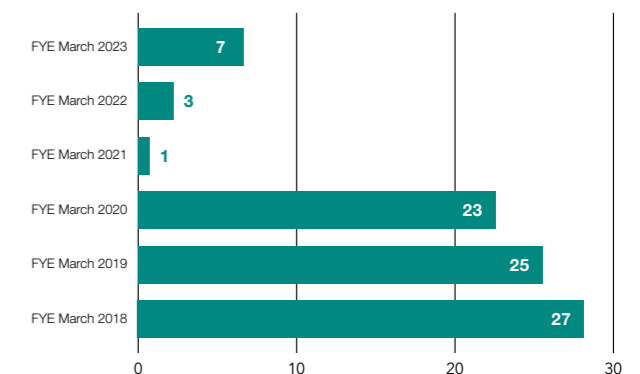
## 8 | Understanding & Disseminating the "Wacom Suppliers Code of Conduct"

As part of the company's responsible procurement efforts, Wacom has established the "Wacom Suppliers Code of Conduct" based on the RBA Code of Conduct formulated and issued by the Responsible Business Alliance (RBA).

In addition to our suppliers' own self-spurred CSR activities, we ask their own supply chain and subcontractors (including companies who dispatch temporary employees) to endorse and abide by the Code of Conduct in accordance with the guidelines provided by each item therein. Beyond that, we conduct credit checks, quality and environmental system surveys, and factory inspections for new suppliers to promote understanding and ensure compliance. We also distribute the latest version of the "Wacom Suppliers Code of Conduct" to our main suppliers to promote understanding of our ESG initiatives.

To top it off, Wacom conducts environmental audits of new suppliers and major suppliers to ensure that products do not contain hazardous substances prohibited by our customer requirements or under the laws of the countries in which they are sold.

Number of environmental audits performed (primarily hazardous substance control)



Note: The number of cases decreased from FYE March 2021 to FYE March 2023 due to the COVID-19 pandemic.

# TCFD DISCLOSURE

## Information Disclosure Based on the TCFD Recommendations

(as of May 31, 2023)

### 1. Purpose

Wacom recognizes climate change as an important consideration in striving to enhance sustainable corporate value and contribute to the realization of a sustainable society. We expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) on April 13, 2023. Based on the TCFD recommendations, we will promote information disclosure on governance, strategy, risk management, and metrics and targets, and continue to enrich content related to sustainability.

### 2. Governance

Wacom has established an ESG Task Force to ensure that the Board of Directors appropriately supervises and advises on important issues related to sustainability, such as climate change. The ESG Task Force meets regularly to examine specific sustainability policies and consider strategies, measures, and progress toward environmental targets. Participants include the President and CEO, the CFO, the environmental management representative, the secretariat of the Compliance and Risk Committee, and IR staff. Of the matters discussed by the ESG Task Force, important subjects—particularly those related to management risks and opportunities—are reported annually to the Board of Directors, which includes outside directors.

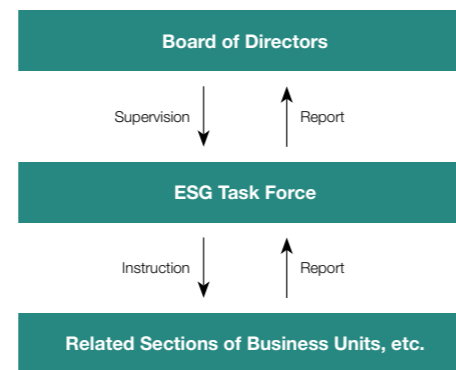
### 3. Strategy

Through the ESG Task Force, Wacom collects data and parameters necessary to identify and assess climate change-related risks and opportunities and analyzes the degree of business impact. In considering and analyzing the degree of impact and potential countermeasures, we utilize scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), and analyze the impact based on two different scenarios for the year 2030.

4°C Scenario	1.5°C Scenario
<p><b>Priority on economic activity and passive approach to climate change mitigation.</b></p> <p>Under this scenario, climate change-related government policies and regulations do not progress, resulting in a 4°C rise in the average global temperature by the end of this century compared to the start of the industrial revolution. This will lead to further long-term changes in climate and an increased impact from extreme weather events.</p>	<p><b>Society moves proactively to achieve decarbonization.</b></p> <p>Under this scenario, policies and regulations are strengthened with the goal of achieving carbon neutrality by 2050, aiming to limit the global average temperature rise to 1.5°C by the end of this century compared to the start of the industrial revolution. The decarbonization transition is supported by the market through ethical consumption, technological innovation, and other changes in consumer behavior.</p>
<p>(Reference Scenarios) IPCC Fifth Assessment Report (AR5) RCP8.5 IEA WEO2021 STEPS</p>	<p>(Reference Scenarios) IPCC Fifth Assessment Report (AR5) RCP2.6 IEA WEO2019 SDS, NZE2050</p>



#### Governance System



#### <Impact assessment in the 4°C scenario>

The analysis of the 4°C scenario includes anticipated impacts such as losses arising from direct damage to facilities and operational disruptions due to increased frequency of natural disasters. It also considers the increased cost of air conditioning due to rising average temperatures. The potential damage extends not only to our own facilities but also to contracted manufacturing factories, with direct impact from extreme weather events, particularly floods, being evaluated as significant risk factors.

At the same time, the intensification of extreme weather and the impact of rising temperatures could potentially lead to an increased demand for our products as web conferencing systems and similar solutions become more prevalent. Moving forward, we will enhance resilience against weather disasters through engagement with suppliers and consider response measures through continuous review of our Business Continuity Planning (BCP) measures.

#### <Impact assessment in the 1.5°C scenario>

In our analysis of the 1.5°C scenario, we anticipate the main risk being increased expenditures, including from the introduction of carbon taxes and rising electricity prices. Based on an analysis of Wacom's business model and actual CO<sub>2</sub> emissions, we have determined that the financial impact from these additional direct expenses is likely to be minor. However, we have to anticipate price pass-throughs of additional expenses arising from the introduction of border carbon taxes and similar impacts on contracted manufacturing and transportation partners, resulting in an increase in indirect costs. We also recognize the potential for increased demand for products which are energy-efficient and use environmentally friendly materials, and services that cater to societal and environmental concerns, such as ethical consumption. We believe that the provision of products and services which meet these needs can create business opportunities. For example, if society as a whole goes paperless, we can anticipate increased demand for various types of pen tablets across different fields, including enterprises, local governments, educational institutions, and creative industries. Wacom has been actively promoting the use of renewable energy and working towards reducing CO<sub>2</sub> emissions. Going forward, we will continue to pursue these initiatives and consider additional measures.

Classification	Item	Major Risk & Opportunity	Category	Time period	Assessment		Countermeasure
					4°C scenario	1.5°C scenario	
Migration risks	Carbon pricing	• Increase in operating costs due to the introduction of carbon pricing including a carbon tax	Risk	Long Term	-	Small	• Introduction of renewable energy • Setting CO <sub>2</sub> emissions targets • Energy-saving measures such as switching to LED lighting
		• Increase in indirect costs due to the price pass-through resulting from the implementation of cross-border carbon taxes and the introduction of carbon taxes for contracted manufacturing and transportation partners	Risk	Long Term	-	Small*	• Promotion of renewable energy at contracted partners
	Changes in energy costs	• Increase in electricity costs due to conversion to renewable energy	Risk	Long Term	-	Small	• Energy-saving measures such as switching to LED lighting • Replacement with energy-saving facilities
	Changes in customer behaviors	• Increase in demand for environmental-friendly products • Increase in demand for various pen tablets due to paperless promotion	Opportunity	Medium term	-	Medium*	• Development and sales of products with high energy-saving performance • Expansion of targets to educational settings and businesses, etc. • Respond to customer needs for paperless
Physical risks	Increase in extreme weather events	• Direct damage to company bases due to floods or storm surges • Damage due to suspension of business due to damage to the base	Risk	Short Term	Large	Medium	• Strengthening resilience of stores and offices through BCP development • Establishment of remote work systems
		• Damage caused by floods or storm surges to contracted manufacturing partners that hold our inventories • Damage due to suspension of business due to damage to contracted manufacturing partners	Risk	Short Term	Large*	Medium*	• Evaluation of stable procurement methods • Grasping the BCP measures across the entire supply chain
	Rise in global average temperature	• Increase in remote work due to fewer opportunities to go out • Increase in air conditioning usage	Opportunity	Long Term	Small*	Small*	• Expansion of targets to educational settings and businesses, etc. • Introduction of high-efficiency air conditioning systems

<Time period>

Short term: 0-1 year  
Medium term: 1-5 years(s)  
Long term: 5-10 years

<Indicators for Impact Assessment>

"Large", "Medium", and "Small" represent the impact evaluation outcomes. Evaluations marked with an asterisk (\*) indicate qualitative results. Please note that the assessment of the impact for each event is described on an individual basis and does not take into account the interrelationships between them.

### 4. Risk Management

Wacom has established a Compliance Risk Committee, chaired by the Group CEO, to serve as our risk management framework. The managers of each department, including our overseas subsidiaries, are required to report to this committee in the event of realized risks or material changes in predicted risks. The ESG Task Force identifies and evaluates risks related to climate change issues. For related risks with a significant potential impact on our company, the ESG Task Force shares information and collaborates with the Compliance Risk Committee to ensure appropriate management and supervision and minimize their potential impact on the Company. These activities are regularly reported to the Board of Directors by our Group CEO.

### 5. Metrics and Targets

As part of our response to climate change, we participate in the Japan Climate Initiative (JCI) and have set and announced an intermediate target for CO<sub>2</sub> emissions to be achieved by fiscal year 2030 in order to achieve carbon neutrality by 2050. Considering early introduction of renewable energy, we aim to reduce CO<sub>2</sub> emissions by 48% by 2030 compared to 2014 as the base year, aiming to emit less than 715 t-CO<sub>2</sub>.

#### Activities to Reduce CO<sub>2</sub> Emissions

In fiscal year 2021 our emissions amounted to 914 t-CO<sub>2</sub>, significantly lower than our target of 1032 t-CO<sub>2</sub>, which had been revised from 1151 t-CO<sub>2</sub>. We achieved this significant reduction through initiatives such as converting to LED lighting at our head office and implementing telework. While we have not set a specific target for our energy consumption rate, we will continue to disclose our actual performance. For our CO<sub>2</sub> emissions trend for fiscal years 2012 to 2021, please refer to our environmental performance data, which we expanded in fiscal 2021 to include data from our overseas locations. We have now identified the majority of available data sources and will add these to our disclosure as appropriate. Moving forward, we will explore feasible measures to reduce CO<sub>2</sub> emissions and consider setting global targets.

From November 8, 2022, we began utilizing Sai no Kuni Furusato Denki (renewable energy from post-FIT sources) at our head office in Saitama Prefecture. This is expected to enable achievement of zero CO<sub>2</sub> emissions (Scope 2) from our head office, which will be reflected in the environmental performance data for fiscal year 2022.

For the latest information on our environmental performance, please see Eco Initiatives on the Wacom website.

<https://www.wacom.com/en-jp/eco-initiatives>

1. Ken INAZUMI, Outside Director
2. Yoichi MACHIDA, Director, CFO
3. Osamu HOSOKUBO, Outside Director, Audit Committee
4. Takashi KAMUJRA, Outside Director, Audit Committee
5. Nobutaka IDE, President, CEO
6. Mikako INAMASU, Outside Director
7. Shigeki HIGASHIYAMA, Outside Director, Audit Committee
8. Yūkiō USUDA, Director & EVP, IT, Legal, IP, Corporate Strategy
9. Sadao YAMAMOTO, Director, CTO



# Corporate GOVERNANCE

## Wacom Group Governance

Here, we will outline the governance of Wacom Co., Ltd. (hereinafter referred to as “Wacom”), listed under the Prime Market of the Tokyo Stock Exchange, and its overseas subsidiaries together as an integrated group (hereinafter referred to as the “Wacom Group”).

### Activities Based on Global Policy

Wacom’s governance is led by the Group CEO and is activated globally in compliance with the local laws and regulations of each relevant country and region. The regulations for Wacom’s more specific activities are also established around a common global policy shared by the Wacom Group, meaning that group members operate under the same policy worldwide.

Each company belonging to the Wacom Group is led by locally hired members, with local team members serving as representatives. While all subsidiaries are operated locally, governance is maintained by a board of directors composed of local representatives along with directors dispatched by Wacom, to ensure alignment with the Group’s overall strategy and policies.

Given the high proportion of overseas sales activities and employees in the Wacom Group, the governance of overseas subsidiaries is regarded as an important management issue.

### Decision-making on a Global Scale

The decision-making process at Wacom is led by the Board of Directors, which is entrusted by the shareholders to make decisions on matters pertaining to legal requirements and other matters of high significance. Business activities at Wacom’s overseas subsidiaries are deliberated on by local boards of directors and followed up with deliberations by the Wacom Board of Directors, thus creating a system by which the Board presides over crucial decisions affecting the entire group.

The Wacom Group establishes policies deemed most appropriate for the operation of the Group as a whole, in consideration of both the need to ensure full governance by the Board’s rulings on important decisions, and the need to promote competitiveness, which is supported by delegating a certain degree of authority to business executives for quick and efficient execution.

For executive operations, the Wacom Group has established common rules of authority which determine who makes decisions. These are based on the Group’s shared rules, regardless of which global workplace the operations are performed in. The Wacom Group also promotes flexible and efficient operations by permitting authority to be delegated to lower positions, subject to certain approvals having been obtained.

### Strengthening Governance & Competitiveness

Wacom was founded in Japan and is supported by a shareholder base of over

20,000 individuals and numerous domestic and overseas institutional investors. The Company has a General Meeting of Shareholders, a Board of Directors, and an Audit Committee as defined by Japanese Corporate Law. A Nomination Committee and Compensation Committee have also been established voluntarily by the company, with the aim of strengthening governance and enhancing competitiveness through the optimal operation of each committee.

The Board of Directors consists of nine members, with a majority of five being outside directors. In June 2021, Wacom appointed its first female outside director.

The Audit Committee consists of three members, all of whom are also outside directors (including one full-time outside director), and these members participate in the Board of Director’s decision-making process and supervise business execution.

The Nomination Committee, chaired by an outside director, establishes policies for the selection and dismissal of Wacom’s directors and key executives, and provides advice and recommendations to the Board of Directors on selection and dismissal. The current CEO was also selected after consideration by the Committee. The Committee is expected to continue to build important bridges by deliberating over the appointment of the next generation of managers and executives, formulating a plan of succession, and passing on our company’s philosophy and values to the future generation.

The Compensation Committee, chaired by an outside director, examines the framework for director compensation and provides advice and recommendations to the Board of Directors. The Compensation Committee was also responsible for the design of the current restricted stock compensation plan for directors (excluding outside directors). It is expected that the Compensation Committee will continue to review the compensation system to meet the diversifying expectations of directors and to encourage the competitiveness of the Wacom Group.

### Characteristics of the Board of Directors

One of the strengths of the Board of Directors is its responsiveness. The market in which Wacom operates is changing rapidly, and prompt decision-making is essential for Wacom to remain competitive. The Board of Directors strives to make and execute on decisions as quickly as possible, after careful risk analysis and consideration of governance. In addition to scheduled meetings, the Board of Directors

meets on an as-needed basis to deliberate and decide on urgent matters, thereby fostering a culture of flexible and speedy decision-making.

The Board of Directors remains constantly aware of the need for close engagement with the team members who work for the Wacom Group. Team members in Japan and abroad have many opportunities to express their opinions to the Board, and the Board responds to them in a cordial manner, asking questions and offering advice. Outside directors are encouraged to share their knowledge and experience with team members, which we believe reflects our company’s flat structure and open corporate culture.

### Initiatives for the Board’s Evolution

Wacom conducts annual evaluations of the effectiveness of the Board of Directors, with the aim of enhancing the Board’s activities. All directors respond to a questionnaire prepared by administrative staff, and all directors are interviewed about their answers. The results of this survey are analyzed and discussed by the Board of Directors to identify problems, which become topics for subsequent Board of Directors meetings and are also helpful for management. These evaluations support our response to vital issues as well as promote discussion on management succession planning, and we intend to continue conducting these evaluations on an annual basis.

We recognize the importance of addressing sustainability, and Wacom’s ESG Task Force team will continue to regularly report its activities to the Board of Directors for input.

### Developing & Appointing Successors

The development and appointment of managerial successors is a crucial issue for Wacom’s midium- and long-term development. In addition to performing their usual duties, the Board of Directors is keenly aware of the importance of nurturing successors and building bridges to the future. As an example of this, outside directors hold regular study sessions with the goal of passing on their knowledge and experience to team members.

We support the development of future Wacom Group leaders by entrusting our people with tasks involving a high level of responsibility within the organization. Looking ahead, the Board of Directors will continue to have more opportunities to assess the character and capabilities of different candidates, and discussing the qualities we look for in a successor and sharing specific candidate information. In addition to scheduled meetings, the Board of Directors



# Q&A WITH Our DIRECTORS

In accordance with Wacom Group's medium-term business direction, we aim to create valuable experiences based on technology, deliver them to our customers, learn together with diverse communities, and contribute to the realization of a sustainable world through technological innovation. We believe that collectively these efforts will bring about the growth of numerous partners and contribute to a diverse and multi-dimensional society. Here, through a Q&A session led by our President and CEO Nobutaka Ide, we introduce the directors who, as of March 2023, are responsible for planning and executing these initiatives.



**Nobutaka IDE**  
President,  
Chief Executive Officer



**Yoichi MACHIDA**  
Director, Chief Financial Officer

Q: Of the new business projects that Wacom is planning, which are you most drawn to personally?  
A: If you were to ask the lead character of a popular cooking program whether they preferred sushi, soba, or tempura, all of which have been created through the culmination of sophisticated techniques, I think they would immediately answer: all of them! What I'm interested in are the mechanisms of the brain. I believe that there is meta-logic occurring in the background of the mind—even with things like emotions—by which I mean that the workings of the brain can be explained monistically through logic. What's so interesting about Wacom's new projects is that they have potential to be used as an approach to unraveling the mysterious mechanisms of the brain, or alternatively as a complementary technology for such an approach. Which is to say, each new business project may have its own best season, but I am personally drawn to all of them!



**Yukio USUDA**  
Director, EVP  
IT, Legal, IP, Corporate Strategy

Q: With IT systems evolving every day, what is your biggest focus point?  
A: IT systems are constantly changing, and I believe it is important to fully understand the technological trends and introduce services that match the company with just the right timing. The evolution of revolutionary AI is something that draws my attention on a personal level, and while it is important to balance investments in offensive and defensive IT, I have recently been focusing more on the defensive side. Last year, the unauthorized access of our online store caused great inconvenience and concern. Cyber-attacks continue to become more sophisticated and dangerous, and I believe that by layering on the latest security measures to our internal and external networks, we can detect signs of cyber-attacks at an early stage, prevent them, and reduce overall risk.



**Sadao YAMAMOTO**  
Director, Chief Technology Officer

Q: If you had to select one a piece of Wacom technology that no one could ever surpass, what would it be?  
A: The competitive edges against our competitors include our low power-consumption IC technologies and coordinate calculation algorithms in our EMR products, and the high S/N sensing and original protocol/extension technologies in our Active ES products. However, what really makes us stand out is the fact that we have been specializing in pens since our startup. We are not just trying to make the specs look good; we're developing the technology and products with the sincere aim of achieving real performance and delivering the best products to users—products that make them happy every time they use them. As long as we continue to manufacture products with this philosophy, I believe that Wacom can outperform any competitor company.



**Ken INAZUMI**  
Outside Director

Q: As an executive working for another company, what would you say makes Wacom distinct?  
A: Although Wacom is a tech firm specializing in hardware for digital *drawing and writing*, I think its culture of friendliness and closeness to its stakeholders is exemplary. To list a few examples, there's the way management and Wacom team members are able to discuss topics openly, the way the company goes out of its way to support its customers' creative inclinations, the way the company works together with partners in various fields to improve the customer experience (Connected Ink is a key symbol of this), the way the company actively engages in dialogue with investors, and the way each external director has opportunities to interact with WACOM team members according to their particular capabilities. I feel that Wacom's strength lies in the way that it spurs evolution through friendly co-creation.



**Mikako INAMASU**  
Outside Director

Q: As an expert in organizations, in what ways do you think Wacom still needs to grow?  
A: When a company sets its vision for the future, it communicates quantitative and qualitative goals both internally and externally for the business. To realize these goals, what kind of organizational design, culture, and management styles should the company adopt? They'll need to think about their organizational vision. This is an era where there is no single right answer. There are various styles depending on your goals, such as a teal organization, green, orange, amber, red and more. That is why the question to ask yourself is, "What kind of organization do we want to be in the future?" I am looking forward to witnessing the evolution of "Wacom Style," a management style that is unique to Wacom, and to the growth of an organization that is self-propelled by its team members.



**Takashi KAMURA**  
Outside Director  
Audit Committee

Q: Being the most experienced of the outside directors, how do you see the changes at Wacom?  
A: I am reminded of the old Chinese saying, "It is easy to start a business, but difficult to maintain it." I have witnessed the company, through a process of trial and error, evolve from global management during a period of strong leadership under which the founder's spirit still lingered, to a company with a market capitalization of over 100 billion yen under the current executive team. Today, the external environment for both low- and mid-tier products is changing rapidly, while the parts business has become a sturdy pillar of the company. Our drive, our effort to win, has shown no signs of faltering. We must comply with the global SDGs, and there are regional differences in thinking we must face as a global company. But I want us to realize these "differences" as diversity, a jumping off point from which we can build an environment of greater effort and ultimately greater appeal.



**Shigeki HIGASHIYAMA**  
Outside Director  
Audit Committee

Q: As someone who spends a lot of time at the company, what is your impression of the team members?  
A: I am a member of the Audit Committee, and what I feel in my daily contact with Wacom team members in the office is their love for Wacom. First and foremost, they love Wacom's products. There is also the love the team members have for each other and their families as well as for their customers and the communities. The Wacom team members love their products and they love the people who work alongside them—they love using digital pens to pursue their own creative projects, and they love working with customers to explore the potential of digital pens and tablets. We, the board members, consider it our mission to link the love of Wacom's team members to the enhancement of Wacom's corporate value.



**Osamu HOSOKUBO**  
Outside Director  
Audit Committee

Q: With your prior experience managing an investment firm, on what areas of Wacom would you place your bets?  
A: I see Wacom's strengths as market leadership, global management, and community engagement, and if I were an investor, I would place my bet on these three points. In other words, Wacom is one of the few Japanese manufacturers who for many years has continued to introduce appealing products to the global market on a foundation of advanced technology, and as a Japanese citizen, I would certainly give them my support. What's more, I've always highly respected the way Wacom has maintained a close relationship with the user community while continuing to create new technologies, products, and services—never halting progress in order to cling to their current position. Looking ahead, I hope that Wacom will realize a more diverse and robust corporate structure, and continue to be a company that looks several steps ahead of the times to go head to head with the challenges of the future.

The strengths and characteristics of each member of the Board of Directors are laid out in this skills matrix. The matrix is balanced as to highlight knowledge and experience in various fields, including specifics skills uniquely valued by Wacom such as Community Engagement—defined by the knowledge of community building and ecosystem development in areas vital to the medium-term business direction "Wacom Chapter 3"—and Digital Services—defined by the knowledge of technology and the industry in addition to IT experience at Wacom.

## Board of Directors Skill Matrix

Name	Management	Overseas Business	Finance & Accounting	HR & OD	Diversity & Inclusion <sup>1)</sup>	Legal & Compliance	Risk Management	Proprietary Technologies	Community Engagement <sup>2)</sup>	Digital Services <sup>3)</sup>
Nobutaka IDE	○	○	—	—	○	—	—	○	○	○
Yoichi MACHIDA	—	○	○	—	—	—	—	—	—	—
Sadao YAMAMOTO	—	—	—	—	—	—	—	○	—	○
Yukio USUDA	—	○	—	—	—	○	○	—	—	○
Ken INAZUMI	○	—	—	—	—	—	—	—	○	○
Mikako INAMASU	○	—	—	○	○	—	—	—	—	—
Shigeki HIGASHIYAMA	—	○	—	○	—	—	—	—	—	—
Takashi KAMURA	—	—	—	—	—	○	○	—	—	—
Osamu HOSOKUBO	○	○	○	—	—	—	—	—	—	—

<sup>1)</sup> Diversity & Inclusion means the opportunity and culture for diverse human resources to recognize and accept each other.

<sup>2)</sup> Excellent skills of community building and ecosystem development, which are important elements of the medium-term business direction "Wacom Chapter 3".

<sup>3)</sup> Excellent knowledge of the industry and technology in addition to IT experience at the Company.

# COMPANY DATA

## Wacom Co., Ltd.

Date of Establishment:	July 12, 1983
Share Capital:	JPY 4,203 million (as of March 31, 2022)
Total number of shares issued and outstanding:	166,546,400 shares (as of March 31, 2022)
Number of Employees (consolidated / non-consolidated):	1,069 / 410 persons (as of March 31, 2022)
Average Employee Age (non-consolidated):	44.5 years of age (FYE March 31, 2022)
Average Length of Employee Service (non-consolidated):	10 years and 7 months (FYE March 31, 2022)

Business Segments:	Branded Business:
	Development, manufacturing, sales of computer input devices
	Technology Solution Business:
	Development, manufacturing, sales of computer input components & modules

Closing Date:	March 31
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Banks:	Mizuho Bank MUFG Bank Saitama Resona Bank Sumitomo Mitsui Trust Bank
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Head Office / Factory: 2-510-1 Toyonodai, Kazo-shi, Saitama, 349-1148, Japan

Branches & Sales Offices (Japan):

Tokyo Branch	Sumitomo Fudosan Shinjuku Grand Tower 31F, 35F, 8-17-1 Nishi-shinjuku, Shinjuku-ku, Tokyo 160-6131, Japan
Osaka Sales Office	Shogyo 2nd Building 6F, 5-4-9 Toyosaki, Kita-ku, Osaka-shi, Osaka 531-0072, Japan

Overseas Subsidiaries

Wacom Europe (Germany)	Zollhof 11-15 40221 Dusseldorf Germany
Wacom Technology (USA)	1455 NW Irving Street, Suite 800 Portland, OR 97209, USA
Wacom China (China)	518, West Wing Office, China World Trade Center, No. 1 Jianguomenwai Avenue, Chaoyang District, Beijing 100004, China
Wacom Korea (South Korea)	Rm#1211, 12FL_KGIT Sangam Center, 402 Worldcup Bukro, Mapo-gu, Seoul, Korea, 03925
Wacom Australia (Australia)	Ground floor, Building 1, 3 Richardson Place, North Ryde NSW 2113 Australia
Wacom Hong Kong (Hong Kong)	Unit 1610, 16/F., Exchange Tower, 33 Wang Chiu Road, Kowloon Bay, Hong Kong
Wacom Singapore (Singapore)	88 Market Street, #40-01CapitaSpring, Singapore 048948
Wacom Taiwan Information (Taiwan)	9F-1, No.237 Songjiang Rd., Zhongshan Dist. Taipei 104 Taiwan
Wacom India (India)	426, Tower B, DLF Building, Jasola District Centre, Mathura Road, New Delhi 110025 India
Wacom Vietnam Science and Technology Limited Liability Company (Vietnam)	Bac Ninh City, Hanoi Area, Vietnam (Established on May 26, 2023)



Head Office (office building)

# SIX CAPITALS FOR VALUE CREATION

Wacom will henceforth leverage its "Six Capitals" strategically in order to respond to societal changes and achieve sustainable growth. The data presented here on these Six Capitals exemplifies the driving force behind Wacom's growth.

Wacom will use these capitals to promote initiatives from an ESG perspective and active dialogue with stakeholders to generate value while continuing to pursue meaningful growth for humankind and society at large.

To translate these initiatives into concrete actions, the company has established "the Wacom Code of Ethics and Business Conduct", which serves as a foundation for promoting ethical and responsible business activities while of course complying with relevant laws and regulations. For an overview of "the Wacom Code of Ethics and Business Conduct", please refer to "the Company's basic compliance policy, such as codes, policies, and systems related to sustainability" on the official website.

<https://www.wacom.com/en-jp/about-wacom/social-initiatives/policy#1>



As for the capital management (capital allocation, etc.) of "Wacom's Medium-term Business Direction" please see "Wacom Chapter 3 Update Secondary Report" in "Financial disclosures and announcements for Investor Relations" on the official website.

<https://investor.wacom.com/ir/financial-disclosures/2023/03/12/2023-03-12-19564-02/00000165611574.pdf>



\*1: Employees included in the calculation include temporary employees, etc.

\*2: While the domestic documents submitted in accordance with the Ministry of Health, Labor and Welfare Ordinance or Cabinet Office Ordinance provide an overall comparison of all employees, this section presents the job system that Wacom has adopted as the basis of its personnel system, under which wage differences are sorted according to job level, which is measured in consideration of the role's responsibility, difficulty, innovation level, and area of responsibility.

\*3: The number of mid-career hires is displayed as a percentage of the number of permanent hires made each fiscal year.

## 1: Financial Capital

① Total Assets	JPY 73.3 billion (FYE March 31, 2022)
② Net Assets	JPY 43.5 billion (FYE March 31, 2022)

## 2: Manufactured Capital

① Manufacturing partners, etc. (EMS, ODM, self-owned factory)	Number of manufacturing sites: 22 (as of March 2023) Distribution by location (as of March 2023) China 63%, Vietnam 13%, Japan 9%, Taiwan 5%, Cambodia 5%, Indonesia 5%
② Cumulative digital pen shipments	Approx. 300 million (as of March 2023)

## 3: Intellectual Capital

① Percentage of engineers (global base) *1	26% (as of March 2023)
② Engineer distribution by location	Japan 64%, Taiwan 12%, Bulgaria 8%, China 6%, USA 5%, UK 3%, South Korea 2%
③ Intellectual property figures	Number of patents registered and filed: 2,925 (as of March 2023) Number of designs registered and filed: 1,265 (as of March 2023) Number of trademarks registered and filed: 940 (as of March 2023)
④ R&D Investments	JPY 5.5 billion (FYE March 31, 2022)

## 4: Human Capital

① Wage percentage of female full-time employees when wages of male full-time employees are set at 100 *2 (Japanese domestic base) *1	Male	Female	(FYE March 31, 2023)
	General staff	100	87
	Managers	100	96
	Executives	100	97
② Mid-career hiring rate *3	96% (FYE March 31, 2023)		
	98% (FYE March 31, 2022)		
	100% (FYE March 31, 2021)		
③ Postpartum maternity leave acquisition by male	Acquisition period trends		
	3 persons (FYE March 31, 2023) less than a month to 6 months		
	3 persons (FYE March 31, 2022) less than a month to 3 months		
	0 persons (FYE March 31, 2021)		
④ Gender ratio (global base) *1	Male	Female	(as of March 2023)
	65%	35%	
⑤ Manager ratio by gender (global base) *1	77%	23%	(as of March 2023)
⑥ Female ratio in attendance at business strategy meetings	20%		(as of March 2023)

## 5: Social Capital

① Number of partners involved in Connected Ink	40 (FYE March 31, 2023)
② Number of Experience Center events	319 (2022 Portland [USA], Dusseldorf [Germany])
③ Donation activities	Donations to the Sapporo International Art Festival: JPY 12 million (FYE March 31, 2023)
④ Support for the Ukraine crisis	Donations through Japan for UNHCR: JPY 30 million (cumulative) Establishment of Stand Together Fund: JPY 20 million (contributions as internal funds) Number of local support activities: 14

## 6: Natural Capital

① CO2 emissions	Scope 1+2 1,337.2t-CO2 (FYE March 31, 2021)
② Water consumption	Note: refer to p. 72 for Scope 3 data 2,454 m <sup>3</sup> (FYE March 31, 2021)

# THEN TILL NOW

This timeline presents a look back through the history of Wacom from the company's founding in 1983 to the present day, alongside major trends in the IT industry.

## WACOM HISTORY

### 1980s

#### July 1983

Established Wacom Co.Ltd. in Ageo City, Japan (capital stock: 48 million JPY)  
Began business for pen tablets and CAD software for electrical design

#### April 1984

Released WT series, world's first pen tablet with cordless cursors

#### September 1987

Released SD series, world's first cordless pen tablet

#### April 1988

Established Wacom Computer Systems (currently Wacom Europe GmbH) in Germany



1987



1999



1984



1998

### 1990s

#### May 1990

Released Wacom's first LCD pen tablet (with 10.7-inch 2 gradation LCD screen)

#### July 1991

Established Wacom Technology Corp. in USA

#### April 1992

Released Wacom's first pen-abled computer following Microsoft's release of Windows for Pen Computing

#### October 1994

Released ArtPad, a compact pen tablet for graphic applications

#### September 1998

Released Intuos®, a pen tablet for professional users

#### November 1999

Released FAVO/Graphire, a pen tablet for entry users

### 2000s

#### March 2000

Established Wacom China Corporation

#### September 2001

Released Cintiq®, an interactive LCD pen display

#### April 2003

Listed on JASDAQ Securities Exchange

#### April 2004

Established Wacom Digital Solutions (currently Wacom Korea Co.) in South Korea

#### April 2005

Established Wacom Australia

#### December 2005

Listed in First Section of Tokyo Stock Exchange

#### April 2006

Established Wacom Hong Kong

#### May 2006

Established Wacom Singapore

#### May 2007

Released Bamboo™, a new pen tablet series for general consumers

#### September 2008

Established Wacom Taiwan Information Co.

### 2010s

#### October 2010

Established Wacom India Pvt.

#### October 2011

Wacom's digital pen technology adopted in Samsung's Galaxy Note smartphone series

#### August 2013

Introduced Cintiq® Companion (currently Wacom® MobileStudio Pro), Wacom's first mobile product with an operating system

#### February 2014

Introduced WILL™ digital ink technology

#### March 2014

Introduced Active ES system for digital pens

#### January 2016

First Connected Ink event

#### June 2017

Released Bamboo Ink, a smart stylus pen compatible with Microsoft Pen Protocol

#### December 2017

Transferred engineering solution (ECAD) business to Nitto Kogyo Corp.

#### April 2018

Wacom Chapter 2 medium-term business plan (April 2018–March 2022)

#### October 2018

Released Wacom® Cintiq® Pro 32, Wacom's first 31.5-inch LCD pen tablet

#### January 2019

Released Wacom® Cintiq® 16, an entry-level LCD pen tablet

#### November 2019

Opened Wacom Brand Store as permanent experience store in Shinjuku Marui Annex

### 2020s

#### January 2020

Released Wacom® One, an LCD pen tablet for digital beginners

#### August 2020

Digital drawing with Hi-uni Digital in collaboration with Mitsubishi Pencil Co. and Celsys, Inc.

#### November 2020

Partnership agreement with Oiso Town in Japan, Celsys, Inc., and I-NET Corp. to promote digital creative education

#### January 2021

Wacom's digital pen technology adopted in Samsung's S series smartphones for first time, incorporated into Galaxy S21 Ultra 5G

#### February 2021

Established Connected Ink Village

#### May 2021

Wacom Chapter 3 medium-term business plan (April 2021–March 2025)

#### August 2021

Wacom's digital pen technology incorporated into Samsung's Galaxy Z Fold3 5G

#### November 2021

Call & Response, artists' collaboration to create works inspired by each other

#### January 2022

Experimental demonstration using 5G mobile communications to remotely produce animation and CG

#### February 2022

Wacom's digital pen technology incorporated into Samsung's Galaxy S22 Ultra and Galaxy Tab S8 series

#### March 2022

Second generation of Active ES® pen technology first adopted in Fujitsu Client Computing's FMV LOOX

#### April 2022

Launched capital and business alliance with Celsys, Inc. (formerly ArtSpark Holdings Inc.)  
Transitioned to Prime Market of Tokyo Stock Exchange

#### October 2022

Released Wacom® Cintiq® Pro 27

#### February 2023

Wacom's digital pen technology incorporated into Samsung's Galaxy S23 Ultra and Galaxy Book3 Pro 360

#### May 2023

Published first issue of *The Wacom Story Book*

Illustration of Wacom Consolidated Net Sales Trend (Till 108.8 billion yen for FY ended March 31, 2022)

1980 - 1989

1990 - 1999

2000 - 2009

2010 - 2019

2020 - 2023

#### 1990

CAD  
Electronic publishing

#### 1990s

Internet  
CG filmmaking  
Broadband  
Digital cameras  
Mobile phones  
Portable game consoles

#### 2000s

Personal computers  
Home printers  
Digital cameras  
Mobile communications  
Smartphones  
E-books

Tablets  
3D movies  
E-signatures  
3D printers  
4K TVs

#### 2010s

Internet of Things  
Virtual reality  
Augmented reality

#### 2020s

Metaverse  
Web3

#### IT HISTORY



1992



1994



2001.09



2007.05



2013.08



2018.10



2020.01



2021.08



2022.01



2022.10



# MEANINGFUL GROWTH

The Question of “Meaningful Growth”

Toward a world that is not just about  
measurable metrics.

Today, Wacom is in the midst of a phase called Medium Term Business Direction: “Wacom Chapter 3”. Wacom Chapter 3 is marked by its 5 Key Strategic Initiatives\*, the most challenging of which being the novel concept of “Meaningful Growth”. Although financial gain is an expected responsibility as long as we exist as a place of business, I raise a question in the name of pursuing meaningful growth: “Is the fulfillment of financial milestones truly the only future that a business can look forward to?”

Team members, customers, partners...I would like to compile episodes from all of the many people involved in some way in Wacom that share with us ways in which the company has allowed us to create new experiences. If we are able to voice ourselves in this way, then perhaps Wacom will be allowed to go on existing— isn’t that what “Meaningful Growth” is all about? As “Meaningful Growth” is not a clearly quantifiable goal, it is a difficult one to evaluate. Nevertheless, Wacom will continue to ask this question.

It is my wish that the work of each and every team member will lead down the road of “Meaningful Growth”. From the perspective of an individual, the

word “growth” may also be substituted for another, such as “progress,” “improvement,” or “enrichment.” All that we in management positions can do is build an environment that leads to the “Meaningful Growth” of our team members. We can allow for greater discretion when it comes to when and where team members may work, passing the authority down to them as we provide support. That is all.

“Will that growth really be meaningful for them, for others, and for society?” That, I believe, is a question that will grant an essential perspective not just for us at Wacom, but for the future of society at large.

The publication of this story book is a new endeavor that began just this year. As we look to the realization of Life-long Ink, which represents Wacom’s promise to deliver a journey of experiences to its customers, the passion and drive of our team members who hold a “spark in their hearts” push us steadily ahead through the numerous projects. I look forward to regularly sharing with all of you the living proof of “Wacom - living organism” in the form of this story book. Please join as we pursue a future of “Meaningful Growth” at Wacom together.

★ Medium Term Business Direction. “Wacom Chapter 3” [The 5 Key Strategic Initiatives]

1

## Technology Leadership

Offering overwhelming experiences centered on technological development.

2

## Community Engagement

Crafting experiences along with customers, partners, and the community.

3

## New Core Technology, New Value Proposition

Developing and delivering new values.

4

## Technology Innovation for Sustainable Society

Advancing technology to contribute to a sustainable society.

5

## Meaningful Growth

Aiming for the valuable self-enrichment of people and society.

to be continued...



# WORK OF ART

TITLE:

sousaku 2023

ARTIST:

Bunta

COMMENT:

"I expressed my honest feelings that I would have when creating artwork, including the aspect of struggles and conflicts in my mind."

PROFILE:

Bunta creates original illustrations and manga and publish them primarily through social media channels. He is known for his meticulous attention to detail in his artwork. His hobbies include exploring abandoned places and reading books.

Created with Wacom Cintiq Pro 27

NOBU'S LETTER

As acknowledgement of Wacom story book

Thank you so much for taking your precious time to read our story book until this page!!

Since we decided to develop this story book almost one year ago, and as a result of all team members' overwhelming effort and engagement, our story is emerging in a tangible way, as you have read.

I would like to say a big thank you for all team members, partners and you for taking time to share this story book. I strongly believe that you can find a lot of love and pride for Wacom represented everywhere in this story book.

At the same time, I have another feeling that the story described here will be changing, fading out, and transforming with passing time, which would be completely natural and acceptable for us.

What we know is that we will keep living in our daily lives together with indispensable team members and partners, though everything is impermanent.

Thank you!! Nobu 2023 June



THANK YOU FOR EVERYONE

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Wacom

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pp. 3, 6-18, 54-59, 78, 86, 89

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Wacom

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Hideyuki Hara Yoichi Machida  
Takahiko Hoen  
Kenichiro Ishizaki And more.  
Takenori Kaneda \*The above list is in  
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WACOM  
STORY BOOK

May 2023  
ISSUE 1



Our journey has just begun

Production on the first issue of *The Wacom Story Book* began in September 2022. Working with a team of Wacom and external staff, we started by planning the content of this inaugural edition. For the next nine months, we conducted interviews, organized photo shoots, wrote the content, and designed the layout. We initially planned for 70 pages; the finished product is closer to 100.

The journey to get this story book published allowed the team to experience first-hand the things that define Wacom: unbridled passion, an unwavering sense of duty, and values that are unique to the company. One might think that publishing this inaugural issue brings an end to the first leg of this journey. However, the team assembled for this project is firm in its belief that we are still at the starting point—through their work on the project, they have come to understand the immense depth and boundless appeal of this company.

Revision history: pp. 76-77 "TCFD Disclosure" was updated to the final version as of May 31, 2023  
pp. 88-89 "Work of Art: sousaku 2023" by Bunta\* was newly inserted in June, 2023



The Wacom Story Book Online Survey  
The QR Code is a registered trademark of DENSO WAVE Inc.  
□Data period: Fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023) Note: Some contents include information other than the above target period □Scope of materials: Wacom Co., Ltd. and its subsidiaries □Referenced guidelines: The GRI standards for sustainability impacts, ISO26000 (Social Responsibility Guidance Standard), the SASB standards, the UN Global Compact and the SDGs, the IIRC, the TCFD recommendations, etc.

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For an inquiry on content included in *the Wacom Story Book*, please visit: <https://support.wacom.com/hc/en-us/articles/1500004114281-Contact-Us>

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