

Questions and Answers

Date: February 2, 2022 (Wed) 13:00-14:00 (Japan time)

Place: PROTO CORPORATION HEAD OFFICE, Nagoya, Japan (WEB distribution)

Speaker: Mr. Kenji Kamiya, President

Mr. Takehito Suzuki, Executive Officer

Mr. Nariaki Takabayashi, Accounting and Finance Department

※The following is the content of the questions and answers at the financial results briefing. Some parts have been added and corrected for making them more understandable.

• **Financial Strategy in the New Medium-Term Three-Year Plan(Financial Results Briefing, page 27)**

Q. In the consolidated cash flow scenario for the period from FY3/2023 to FY3/2025 (3 years), operating cash flow inflow is estimated at 18 billion yen, while investment cash flow outflow (M&A investment, CVC investment, capital investment, business investment, and personnel investment) is estimated at 20 billion yen. Is it correct to say that they are highly motivated to grow?

A. As you pointed out, we would like you to understand that this is a sign of our intention to aggressively invest in growth.
