



Company Presentation

for the 43term



Value Engagement Partner

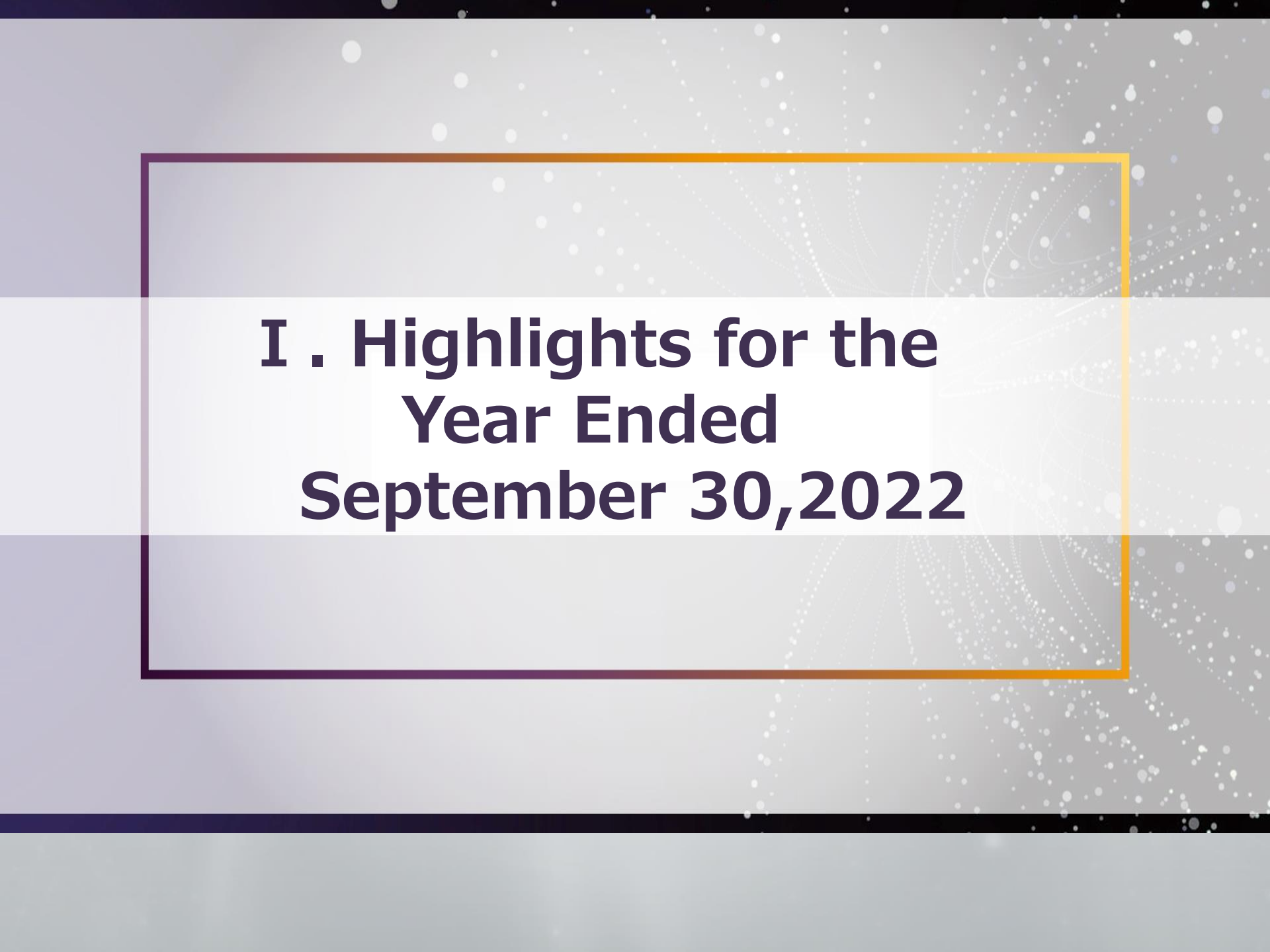
SYSTEM INFORMATION Co.,Ltd.

Index

- I . Highlights for the Year Ended September30,2022
- II . Recent Topics
- III . Forecasts for the Year Ending September30,2023
- IV . Initiatives for DX

Reference

- ① Company Information
- ② Continuous Initiatives for Sustainable Growth
- ③ ESG, SDGs, Social Contribution Activities



I . Highlights for the Year Ended September 30,2022

I - 1. Summary of Financial Results (Consolidated)

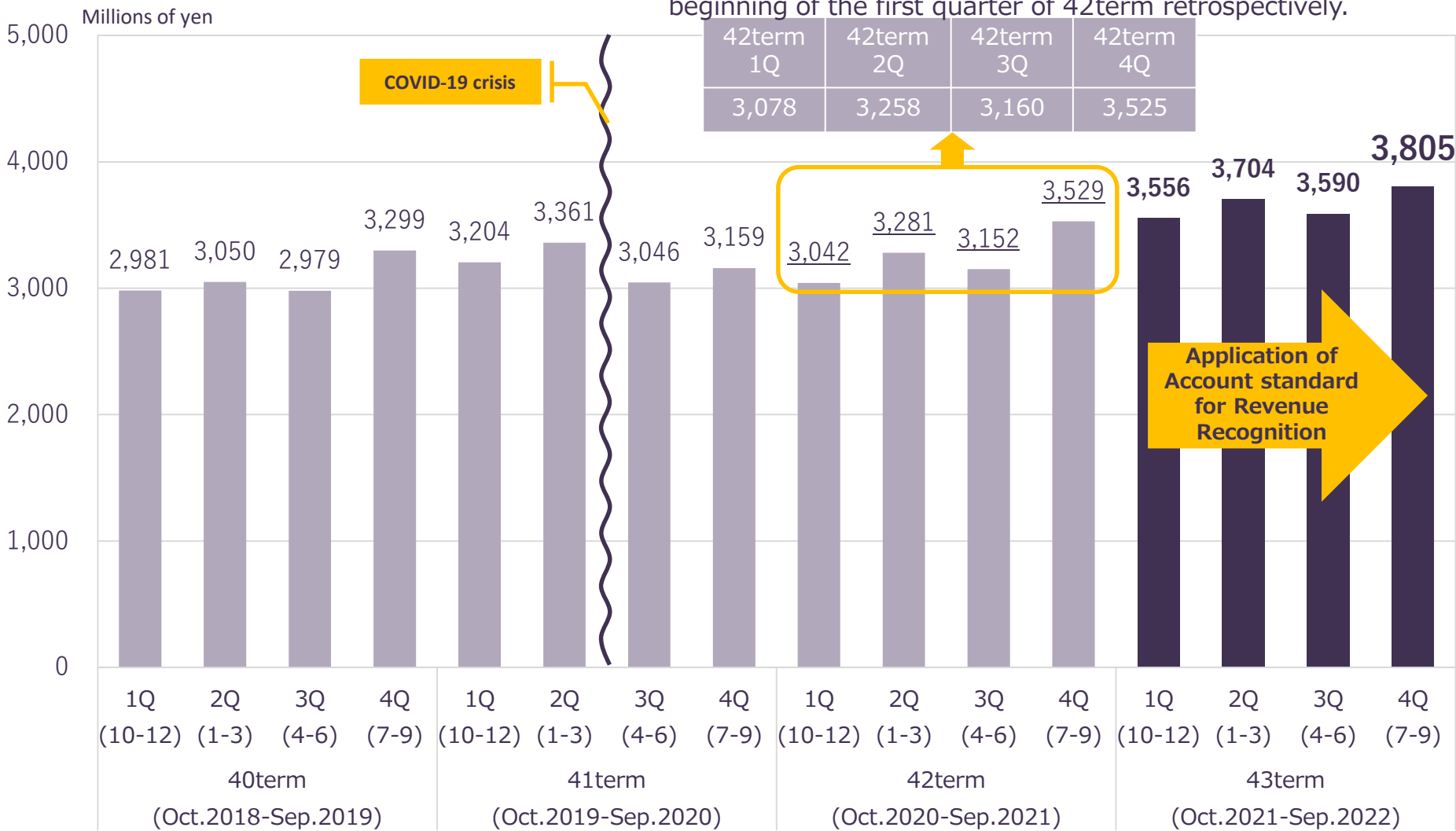
Consolidated Statement of Income

Millions of yen

Items	Year Ended September 30,2021		Year Ended September 30,2022		YoY
	Amount	% of Net sales	Amount	% of Net sales	
Net sales	13,004	100.0%	14,655	100.0%	12.7%
Gross profit	2,781	21.4%	3,126	21.3%	12.4%
SG&A expenses	1,163	8.9%	1,310	8.9%	12.7%
Operating profit	1,618	12.4%	1,815	12.4%	12.2%
Ordinary profit	1,631	12.5%	1,829	12.5%	12.1%
Profit	1,095	8.4%	1,242	8.5%	13.4%
Basic earnings per share(Yen)	46.88	—	53.36	—	13.8%

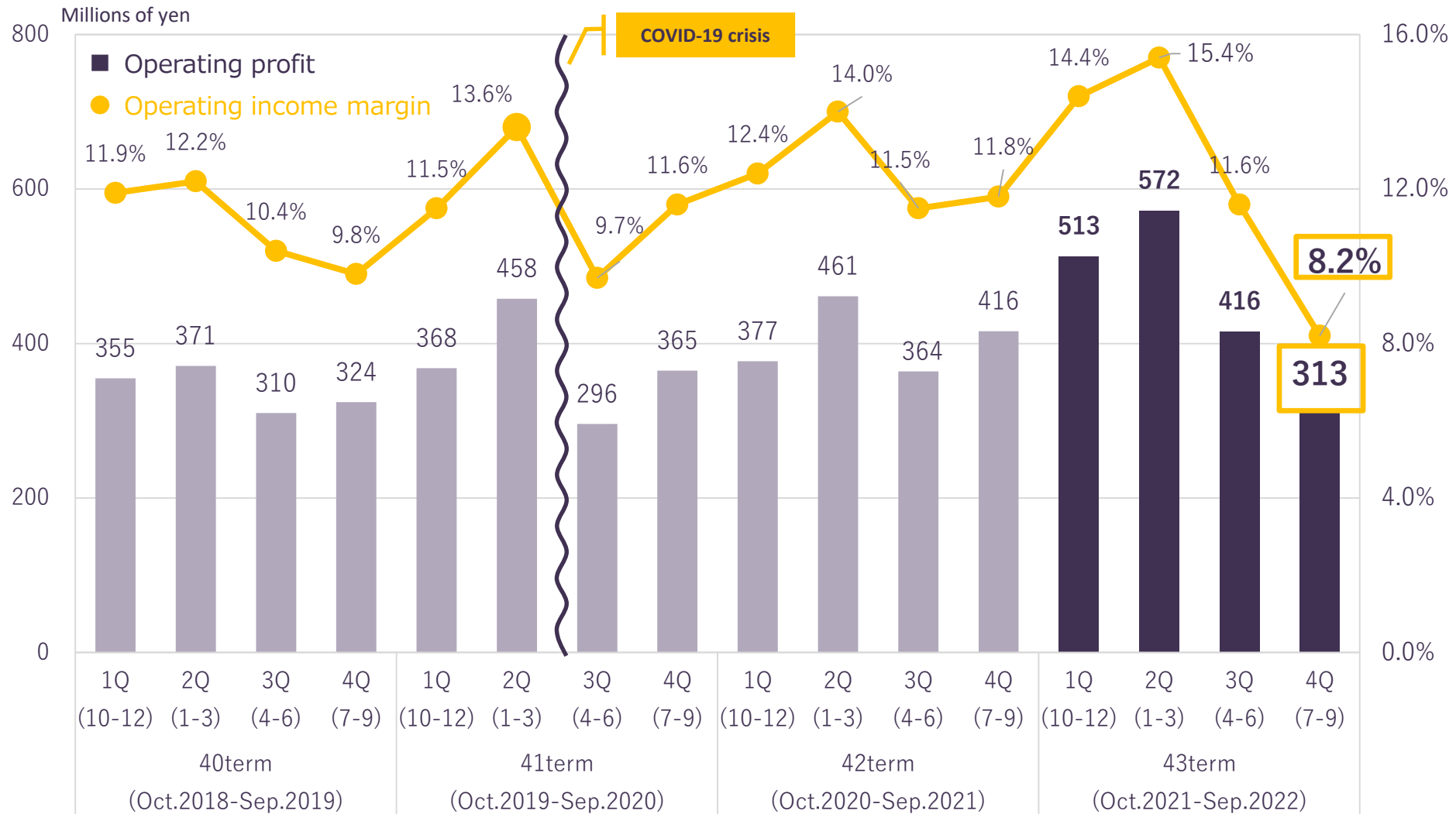
I - 2 - ①. Quarterly Trends

Quarterly Trends of Net sales



I - 2 - ②. Quarterly Trends

Quarterly Trends of Operating profit and Operating income margin



I - 2 -③. Quarterly Trends

Trends of the Number of Project



I - 2 - ④. Points of Financial Results

- ◆ Amid increasing uncertainty in the economic environment

Accelerating digitalization and increased DX-related demand

- ◆ Through DX human resource development and backup of DX specialized organization

Expand orders for advanced projects by strengthening DX proposals

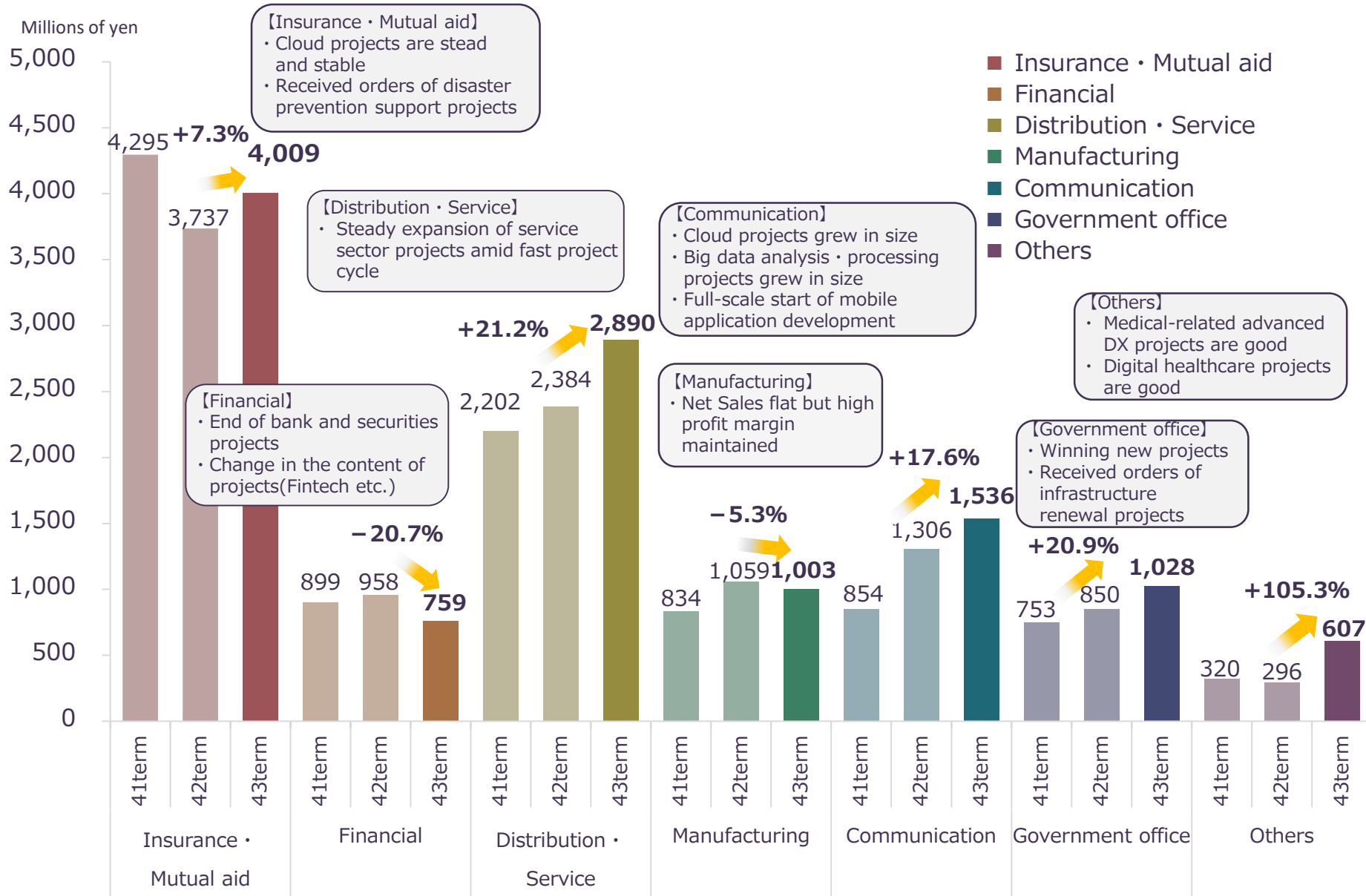
- ◆ To increase corporate value through internal growth

Appropriate allocation of management capital to human resources



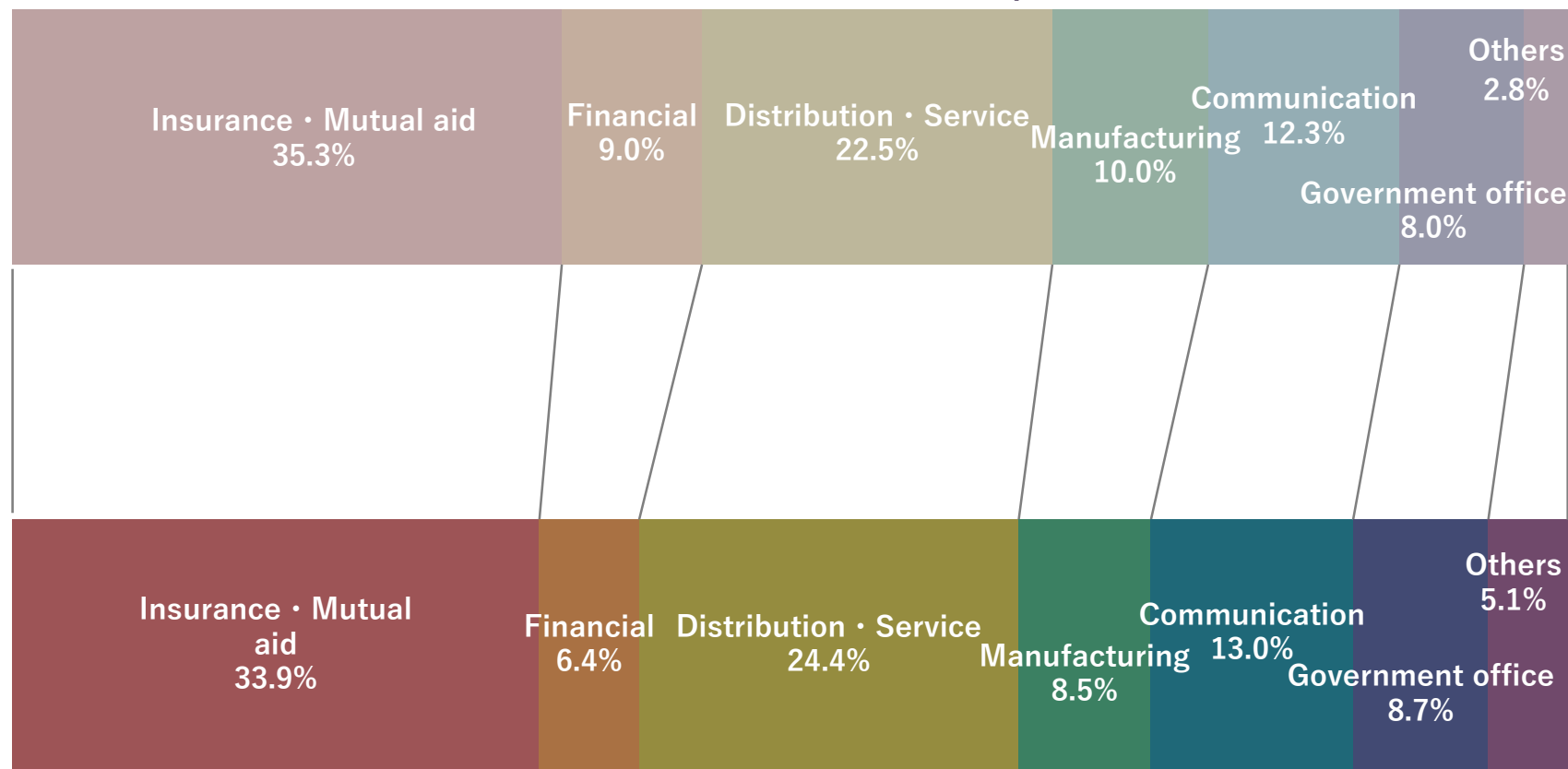
- Quarterly net sales reached a record high in 2Q, and higher in 4Q
- Invest record profits in the first half in human resources and education in the second half
- Achieved the highest annual profit (Appropriate allocation to internal growth and shareholder returns)

I - 3. Trends of Net Sales by Industry (Non-consolidated)



I - 4. Net Sales Ratio by Industry (Non-consolidated)

Total Net Sales for the 42term 10,588 million yen



Total Net Sales for the 43term 11,831 million yen

I - 5. Financial Position (Consolidated)

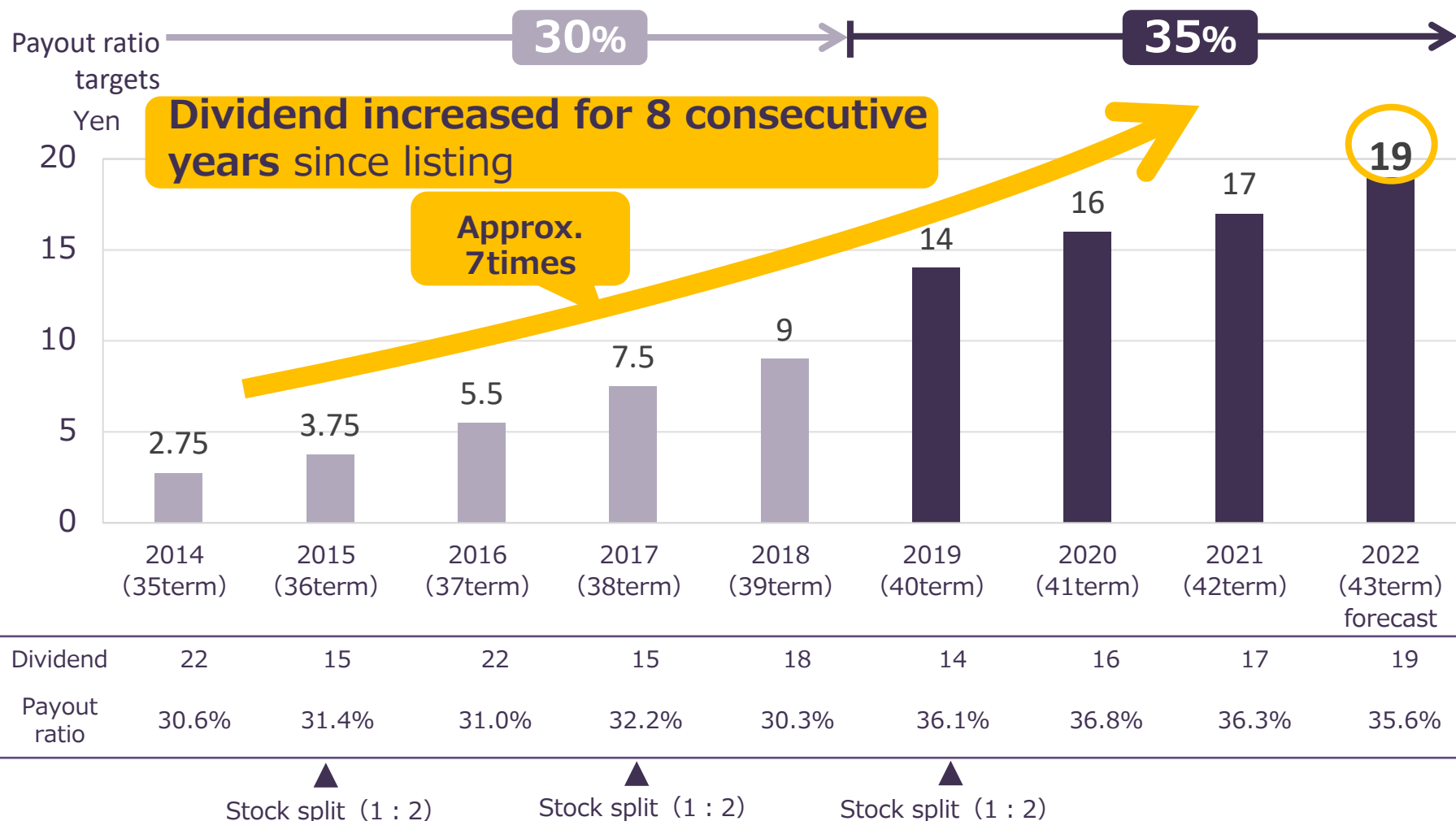
Consolidated Balance sheet

Millions of yen

		Year Ended September, 2021	Year Ended September, 2022	Change	Reasons for Changes
	Current assets	5,568	6,139	570	(+) Accounts receivable-trade and contract assets
	Non-current assets	1,478	1,656	178	(+) Investments and other assets (-) Intangible assets
	Total assets	7,047	7,795	748	
	Current liabilities	1,784	2,098	314	(+) Accounts payable-trade (+) Income taxes payable
	Non-current liabilities	442	295	-146	(-) Long-term borrowings ※Including reclassification from Long-term borrowings to Current potion of long- term borrowings
	Total liabilities	2,226	2,394	168	
	Total net assets	4,820	5,400	580	(+) Retained earnings (-) Treasury stock
	Total liabilities and net assets	7,047	7,795	748	

Equity ratio **69.3%**

I - 6. Dividend



Note) We conducted a stock split on July 1, 2015 at a ratio of 2 stocks for every one common stock, on June 1, 2017 at a ratio of 2 stocks for every one common stock, on May 1, 2019 at a ratio of 2 stocks for every one common stock. Dividend is referring to the amount after stock split.

II. Recent Topics

Ⅱ-1. Topics : Exhibition

Exhibit at 「AI・BUSINESS AUTOMATION EXPO2022」

We participated in the specialized exhibition exhibited by business automation solutions such as AI(Artificial Intelligence) and RPA・Chatbot etc. in October 26～28,2022 at Makuhari Messe

Our booth is also notable and thriving



【Highlights of our exhibits】

- ①Exhibiting Image scanners×AI-OCR×Data linkage demonstrations
- ②Exhibiting cases of data linkage solutions
- ③Exhibiting a wide variety of AI/Analytics use cases

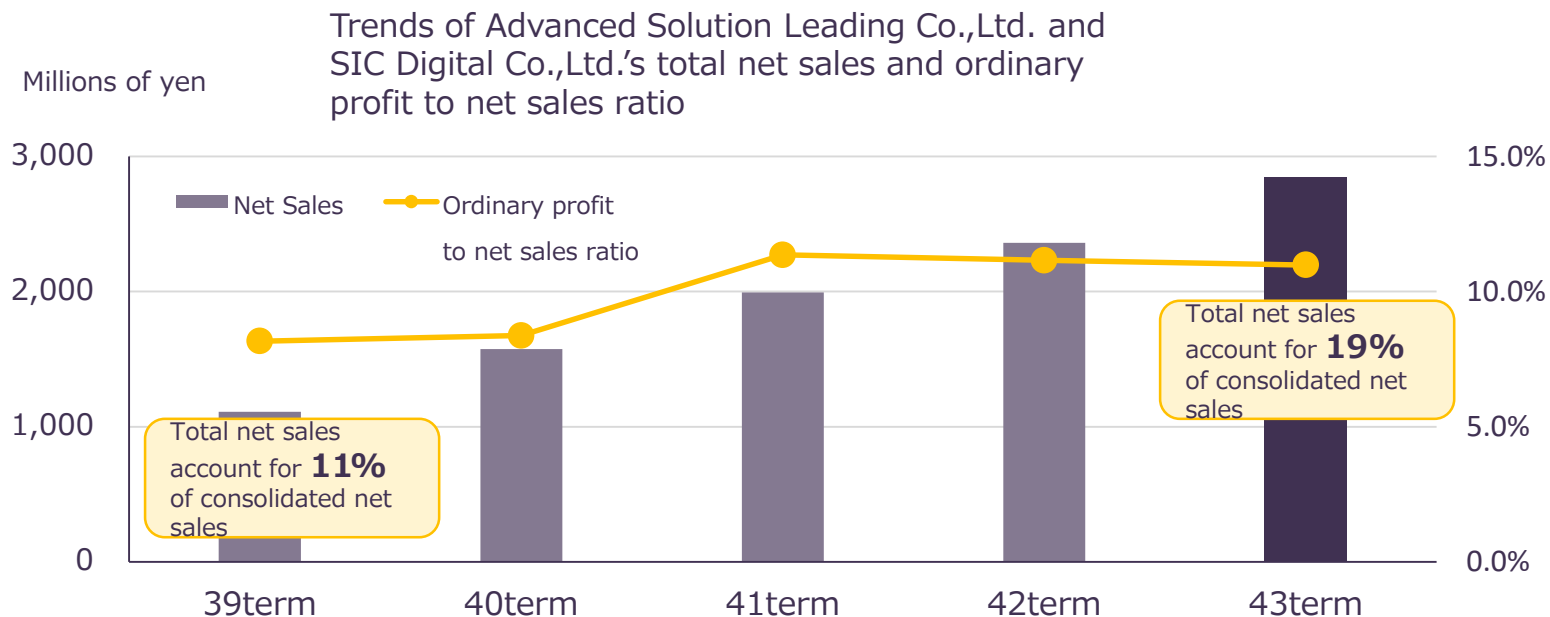
Ⅱ-2. Topics : Conglomerate Premium

Expansion in the performance of subsidiaries 「Advanced Solution Leading Co.,Ltd.」 and 「SIC Digital Co.,Ltd.」

Advanced Solution Leading Co.,Ltd. (Headquarters : Tokyo) ,
SIC Digital CO.,Ltd. (Headquarters : Osaka) that became subsidiaries in 37 term grew steadily.
Advanced Solution Leading Co.,Ltd. and SIC Digital Co.,Ltd. 's total net sales account for **approximately 20%** of consolidated net sales.

Expand share in the group by developing customer segments different from those of the parent company

To expand group value, further M&A becomes an option for future strategy

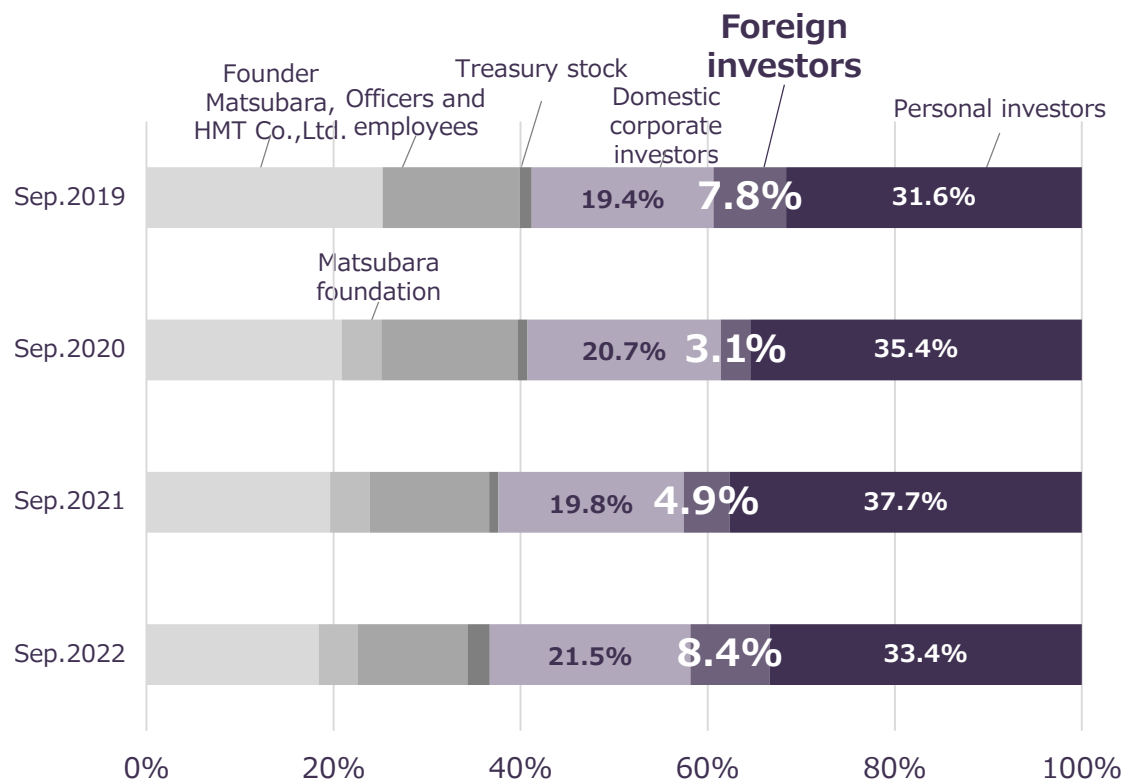


Ⅱ-3. Topics : Status of Shares

Increase in the ratio of foreign investors among our shareholders

Increased attention from overseas money
Commenced English disclosure due to the increase in the ratio of foreign investors

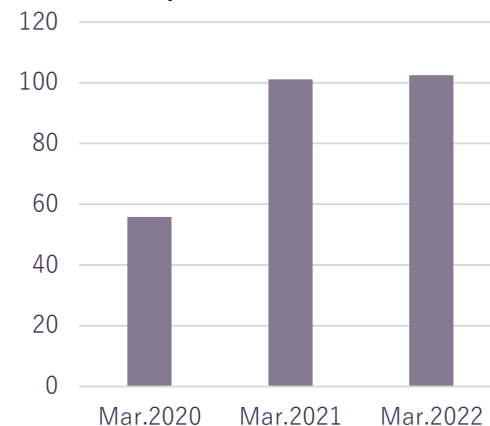
GPIF (※) holdings also increased in Japan



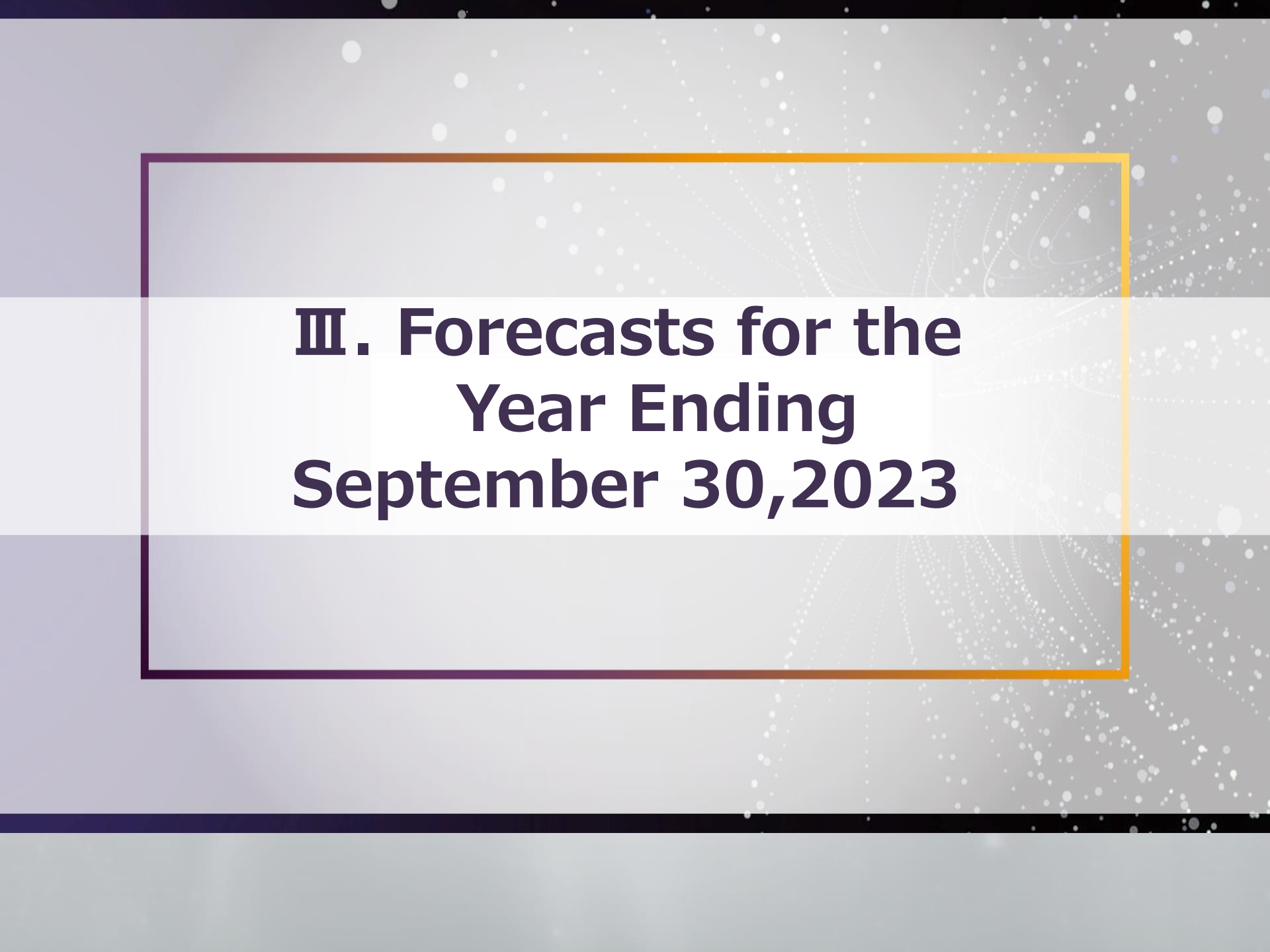
※ GPIF

Japanese Government Pension Investment Fund. Emphasis on safe and efficient management in the long term

(Millions of shares)



Note) Excerpt from all stocks held at the end of each fiscal year disclosed by GPIF

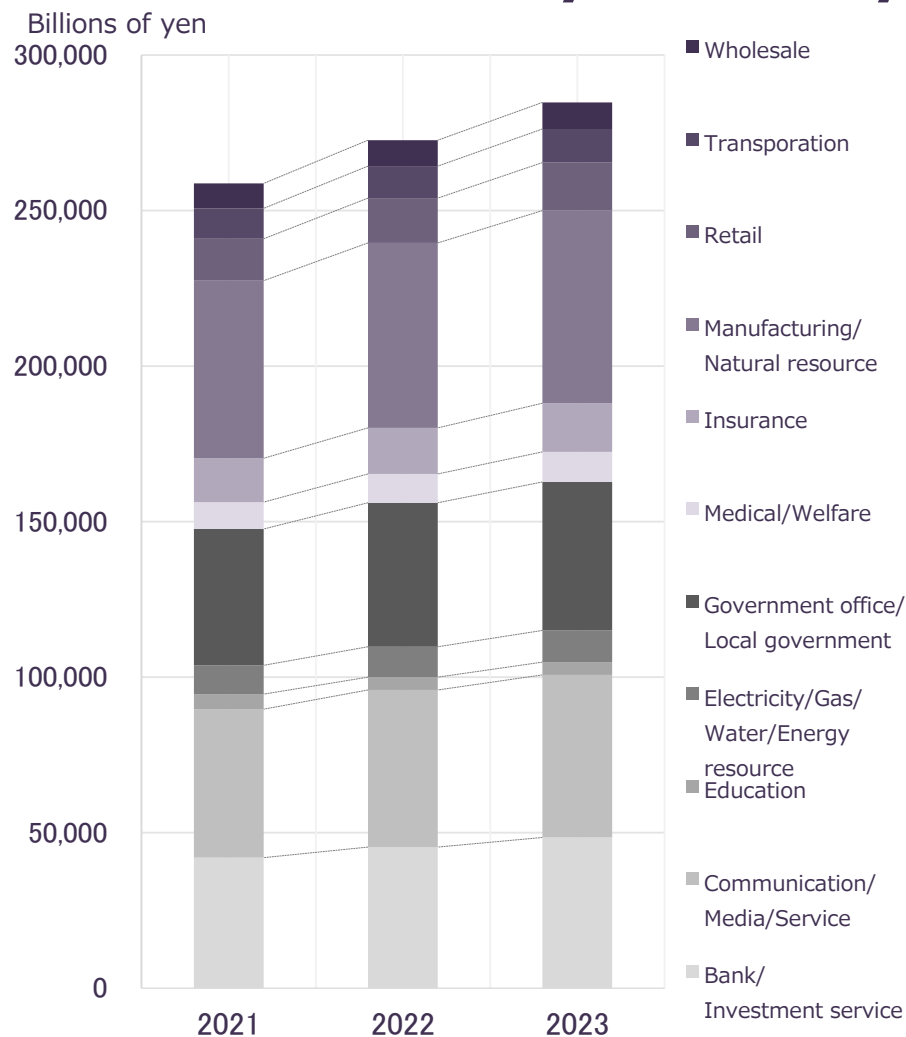


III. Forecasts for the Year Ending September 30, 2023

Ⅲ- 1. Industry Trends

Gartner※ 『IT Spending Forecast by Industry in Japan』

※Gartner Japan Limited is a U.S. company that conducts research and advises mainly in the IT field



Industry	2021 Growth Rate	2022 Growth Rate	2023 Growth Rate
Retail	-1.5%	3.6%	1.7%
Transportation	-1.7%	4.5%	5.8%
Wholesale	0.7%	7.4%	7.1%
Manufacturing/ Natural resource	2.2%	4.2%	4.1%
Insurance	3.9%	5.5%	5.1%
Medical/Welfare	2.2%	5.8%	5.1%
Government office/ Local government	8.0%	5.8%	3.1%
Electricity/Gas/Water Energy resource	2.6%	4.9%	4.2%
Education	24.6%	-14.0%	1.4%
Communication/Media/ Service	-0.9%	5.9%	3.5%
Bank/ Investment service	5.2%	8.0%	6.7%

- Positive growth in all industries except Education in 2022
- As the business moves from analog to digital, IT shifts from a business support role to the business itself

Ⅲ- 1 . Forecasts for the Year Ending September 30,2023 (Consolidated)

Consolidated statement of Income

Millions of yen

Items	2022 (Results)		2023 (Forecasts)		YoY
	Amount	% of Net sales	Amount	% of Net sales	
Net sales	14,655	100.0%	15,500	100.0%	5.8%
Operating profit	1,815	12.4%	1,720	11.1%	-5.3%
Ordinary profit	1,829	12.5%	1,740	11.2%	-4.9%
Profit	1,242	8.5%	1,170	7.5%	-5.9%
Basic earnings per share(Yen)	53.36	-	50.78	-	-4.8%
Dividend per share and dividend payout ratio	19.0yen (35.6%)		19.0yen (37.5%)		-

Ⅲ- 2. Forecasts for the Year Ending September 30, 2023

Forecasts for the First Half · Second Half

Millions of yen, %

Items	First half of 2023(44term) (Oct.2022~Mar.2023)		Second half of 2023(44term) (Apr.2023~Sep.2023)		Medium-term management plan (Oct.2021~Sep.2026)
	Forecasts	% of Net sales	Forecasts	% of Net sales	
Net sales	7,640	—	7,860	—	Growth of performance • corporate value
Operating profit	885	11.6%	835	10.6%	
Ordinary profit	890	11.6%	850	10.8%	
Profit	600	7.9%	570	7.3%	
Classification	First half of the 44term		Second half of the 44term		After 45term
【Existing employees】 【Career personnel】	Continuous human resource education				After 45term making them a force
【New graduates】 【Second new graduates】	Recruitment・Education investment Increase engagement				

Ⅲ- 3. Outlook for the Year Ending September 30, 2023 and Assumptions for Full-year Outlook

Outlook for the Year Ending September 30, 2023

- ◆ DX project inquiries continue to grow at an accelerated pace
- ◆ By focusing on business expansion and profit margins in the first half, and focusing on investment development for the future in the second half (expansion and development), Dividend of 19 yen per share is expected to be maintained despite the forecast of lower profits for the full year, and net sales are expected to reach a new record high as revenue increases are secured
- ◆ Accelerating the development of young engineers by DX Expert Academy and further expand the DX provided value by sharing the knowledge of the DX Technology Headquarters
- ◆ In particular, we plan to further expand DX projects in the area of matching businesses with human resources and consumer users, which is our specialty, such as human resources services and EC site construction
- ◆ Continued selection and concentration of projects within limited resources

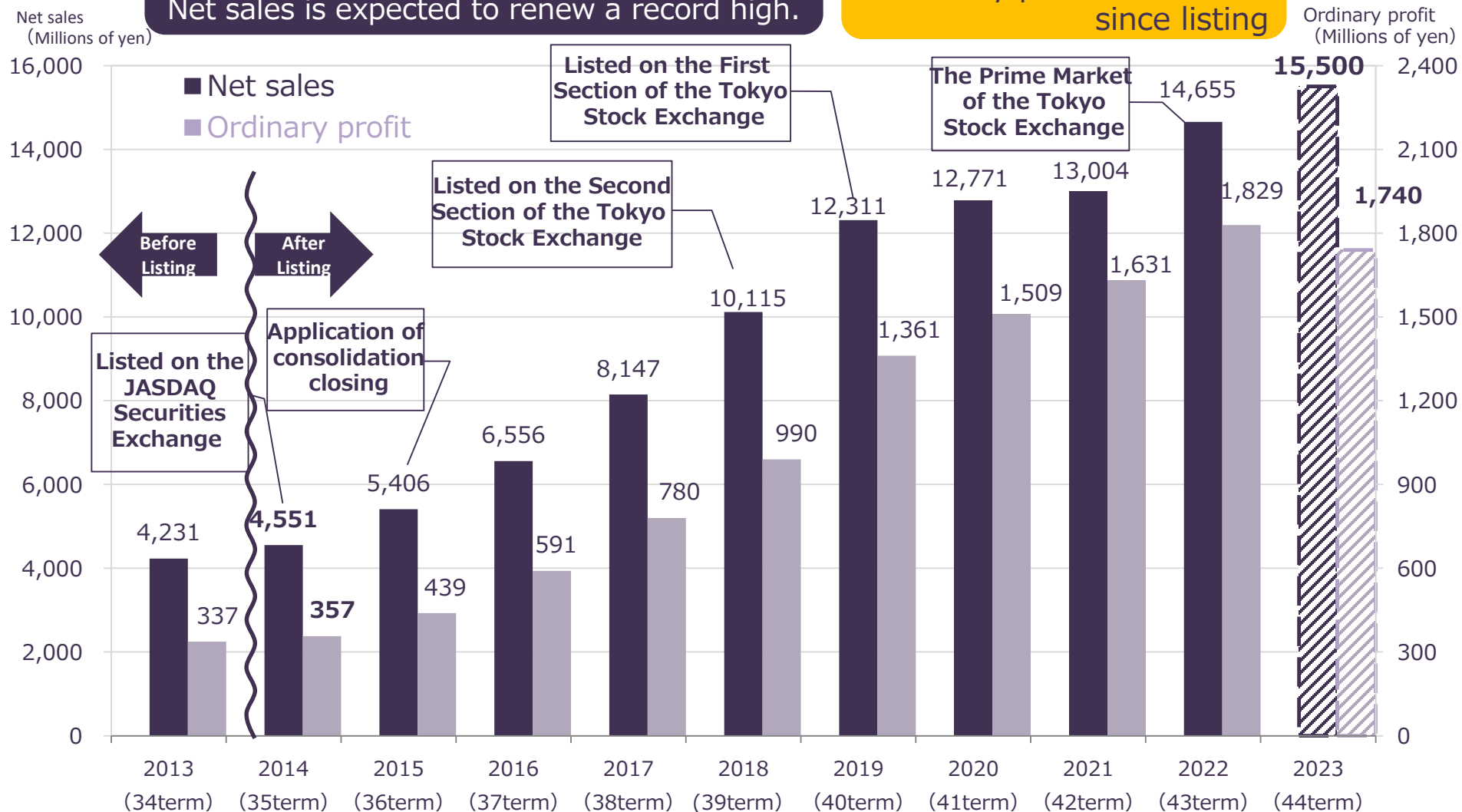
Assumptions for Full-year Outlook

- ◆ IT investment by each client industry is expected to remain at the same level as the previous year
- ◆ Expected increase in the number of human resources secured by the business (own company and partner companies)
- ◆ Labor costs are expected to rise to a certain level

Ⅲ-4. Trends of Net Sales · Ordinary Profit

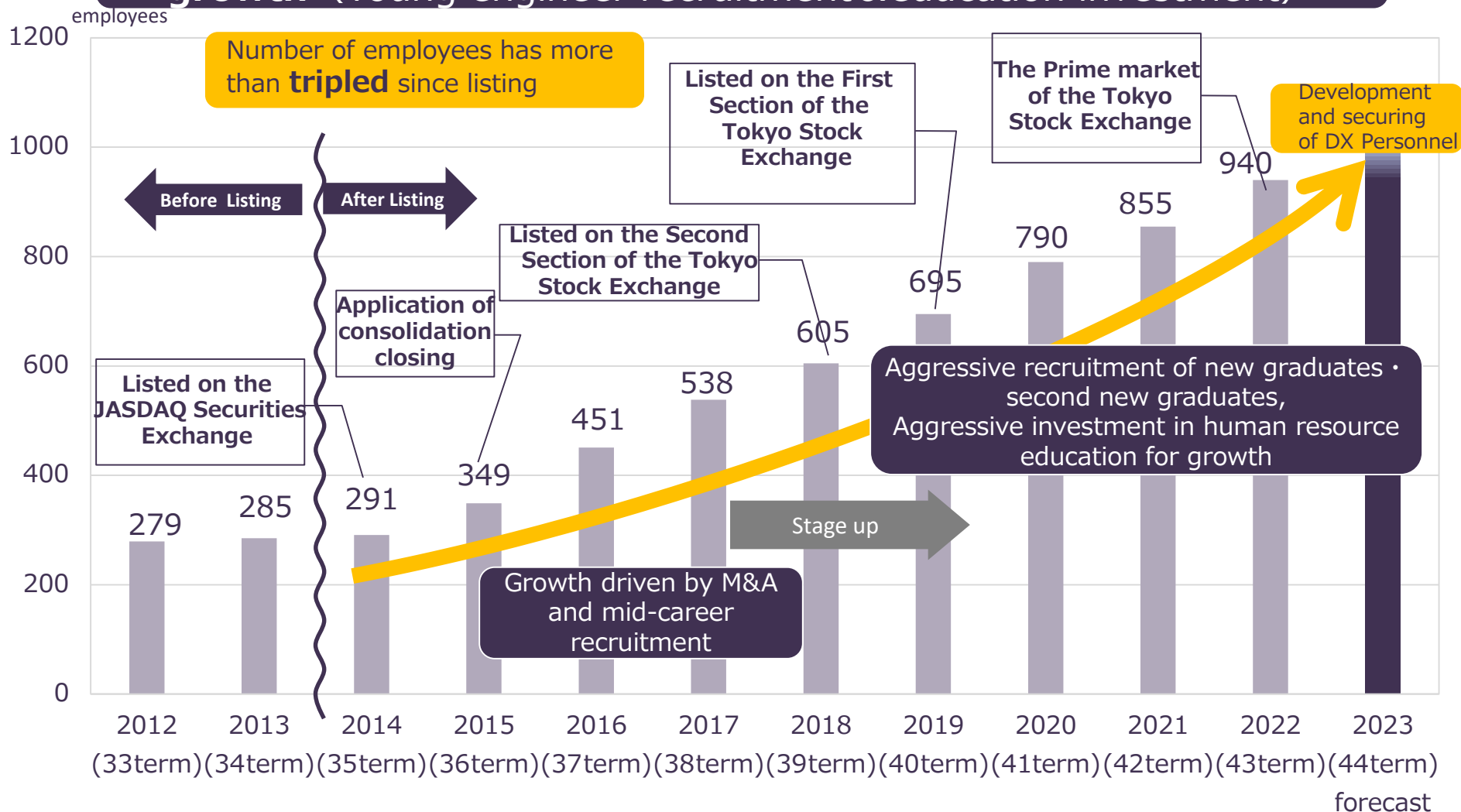
Net sales is expected to increase for 10 consecutive years since listing.
Net sales is expected to renew a record high.

Net sales **3.4**times
Ordinary profit **4.9**times
since listing



Ⅲ-5. The Number of Employees Trends

External growth (M&A & Mid-career recruitment) ⇒ **Internal growth** (Young engineer recruitment & education investment)

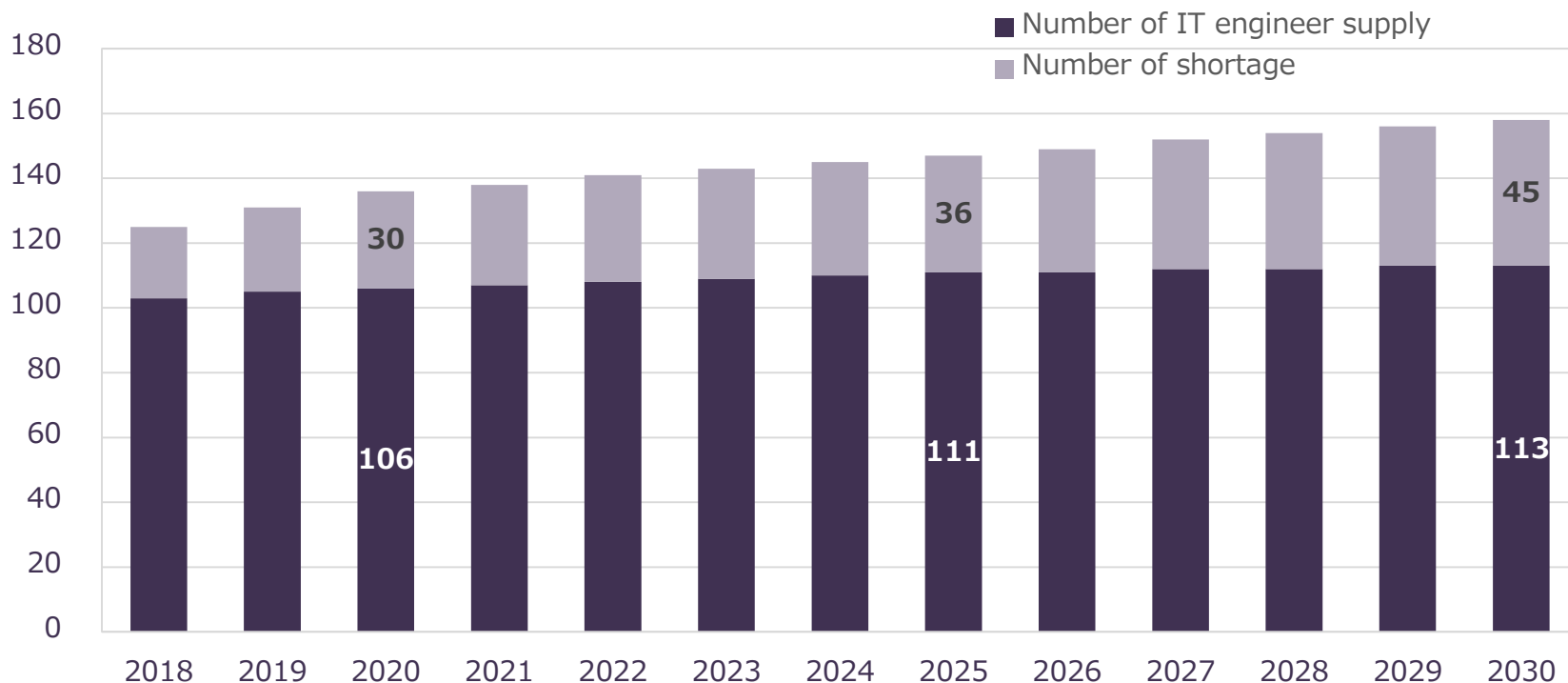


Ⅲ-6. The Situation of IT Engineer Demand and Supply (Survey by Ministry of Economy, Trade and Industry · Trial Calculation)

The gap between demand and supply for IT engineer is large

According to trial calculation by Ministry of Economy, Trade and Industry, in 2030 the shortage of IT engineer is estimated to be around 450,000. If IT demand's uptrend is high, the shortage of IT engineer is estimated to increase to around 790,000.

◆ Trial calculation of IT engineer supply and shortage (Unit : 10K people)



Ⅲ-7. Human Capital Management

Pursuing the creativity and diversity
required of IT personnel

Securing excellent personnel by
strengthening recruitment

Education investment and
strengthening engagement



Becoming a company selected
from the excellent personnel
through active investment
amid tight IT personnel supply

Becoming a core human resource capable of creating new value and proposing
innovation on its own

Strengthening DX driving forces such as design thinking
and facilitation capabilities

**Becoming a human resource capable
of expanding customer business value**

Further strengthening of
certification requirements of
Agile, cloud etc.

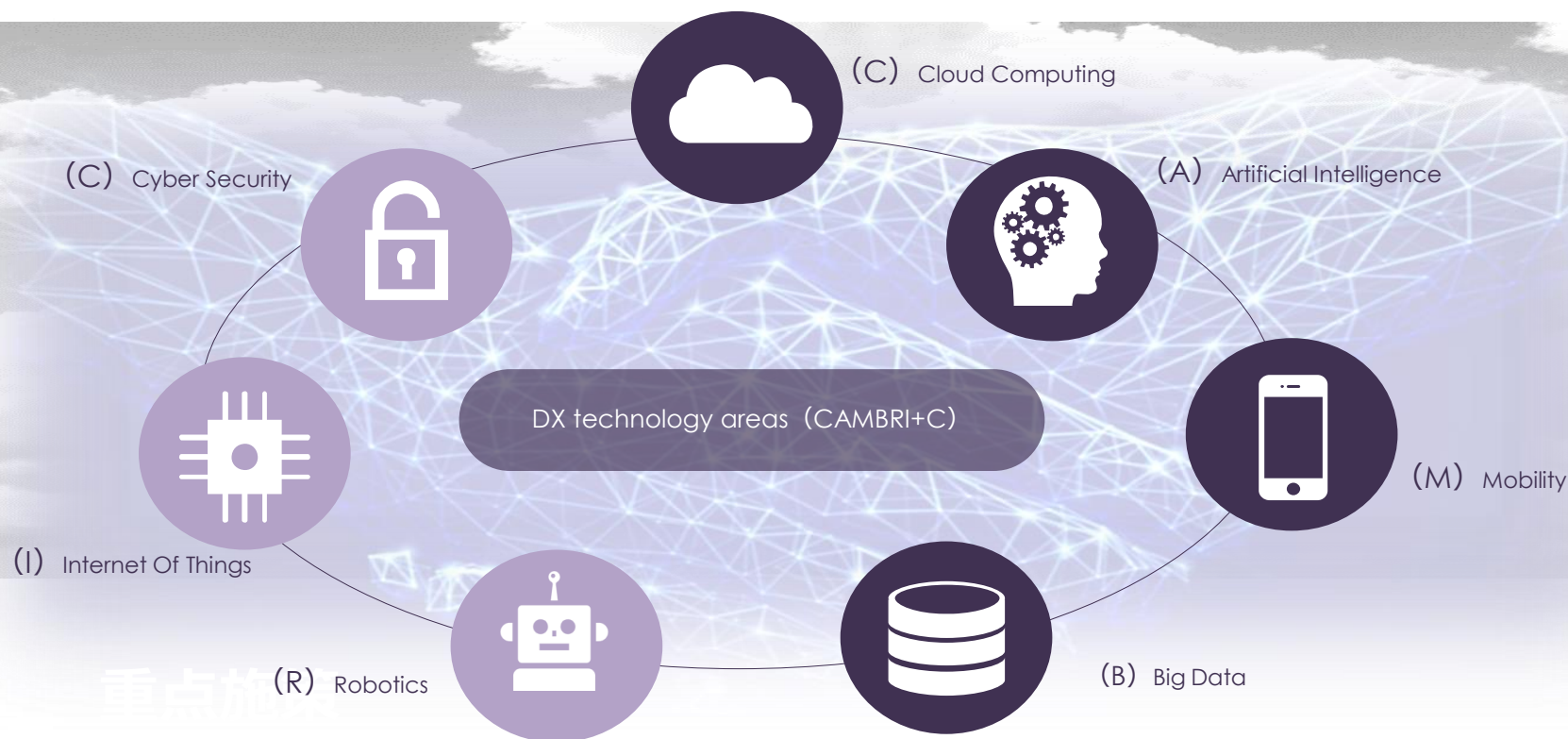
ESG and sustainability penetration led by management

**Becoming a human resource who can
maximize corporate value**

IV. Initiatives for DX

IV- 1. DX Technology Areas 「CAMBRIC」

CAMBRIC areas which we have reliable technologies and experiences



IV-2. Best Practices : Co-creation Type Business

We have abundant experiences in 「Co-creation type」 business necessary for DX

SoR (System of Record) /mode1

SoE (System of Engagement) /mode2

Request-responsive type

(Conventional system)

Co-creation type

(DX)



Durability
Accuracy
Stability
Confidentiality



Waterfall-type

All tasks are fully
understandable in
advance



Information system
department



Business efficiency
Business data processing
Governance

01

System
characteristics

02

Department
methodology

03

Responsible
department

04

Role of system

Agility
Flexibility
Elasticity

Agile-type

Optimize predictability
iteratively

Business department

Contact-points with customers
Business reform
Creation of new business
Sources of revenue



Defined Process Control

Empirical Process Control

IV-3-①. Strengthening Organization for DX Growth

Growth of Agile process

- ◆ We made the quality assurance process for Agile development(*2) in our development standard 「SICP(*1)」
- ◆ In 2018 we partnered with AgileCxO.org, Inc. in USA which is Agile research development organization and began Agile • consulting • service.
In February, 2021 we made a partner contract with Scaled Agile, Inc. to provide large-scale Scaled Agile Framework ® (SAFe ®) (*3).
- ◆ Develop internally and hold hands-on seminars which can gain agile experiences actually
- ◆ Strengthen supports to increase the employees which have certified scrum master and certified product owner(*4)

(*1) SICP (SI&C system Integration Control Process)

The development standard made by SI&C's development know-how for 40 years, based on PMBOK®, CMMI® which are global certificate/standard, We apply SICP to all project developments and get high appraisal from customers.

(*2) Agile development

Agile is a group of techniques to start moving from high-priority functions, complete a part in a short time, have customers and users see it quickly, and grow the software while receiving feedback.

> reference 「Agile development and Scrum by Kenji Hiranabe and Ikujiro Nonaka」 p.4

(*3) SAFe® (Scaled Agile Framework®)

To achieve Lean, Agile and DevOps large-scale, online knowledge base which integrated principles, practices and competencies were summarized. SAFe® was developed by Dean Leffingwell.

Systematic approaches for expanding Agile are provided in accordance with growth of corporate scale and responded to gradual growth of Agile.

In 2021 we signed partner contract with Scaled Agile, Inc. (Colorado, USA, CEO: Chris James) which own copyright of SAFe® and joined the Scaled Agile Partner Network as a Bronze Transformation Partner.

(*4) Certified scrum master / Certified product owner

Scrum master is a facilitator in framework, called scrum among Agile development methodologies. Product owner is a product manager in scrum. Taking courses and passing the CSM exam give you certified scrum master and certified product owner.

IV-3-②. Strengthening Organization for DX Growth

Project ・ facilitation

- ◆ Define 「Project ・ facilitation」 on our development standard 「SICP (*1)」, based on the way of thinking that the key of leading projects to goal is 「facilitation」 skills.
- ◆ Engineer can improve facilitation-related skills and contribute to creating “new value to customer business” through various training.

Strengthening upstream process centered on UX

- ◆ UX (*5) design capabilities necessary for growth of DX
- ◆ Define process for UX on our development standard 「SICP (*1)」 and capture UX related tools and the ways of thinking such as 「persona」 which define user, 「Customer journey map」 which design user's experiences, 「design thinking」 which create ideas and 「Prototyping」 which create prototype etc.

(*5) UX (User Experience)

A person's perceptions and responses that result from the use or anticipated use of a product or service.
By improving the results of user's experience, it is aimed at improving the quality of product ・ service.

IV-4. Utilizing the “Thought-provoking shelves” to facilitate DX

Utilizing Takumi Method provided by Takumi Business Place, with which we formed a business alliance in June 2022.

Business Design Thinking (To Strengthen Ability to Design)

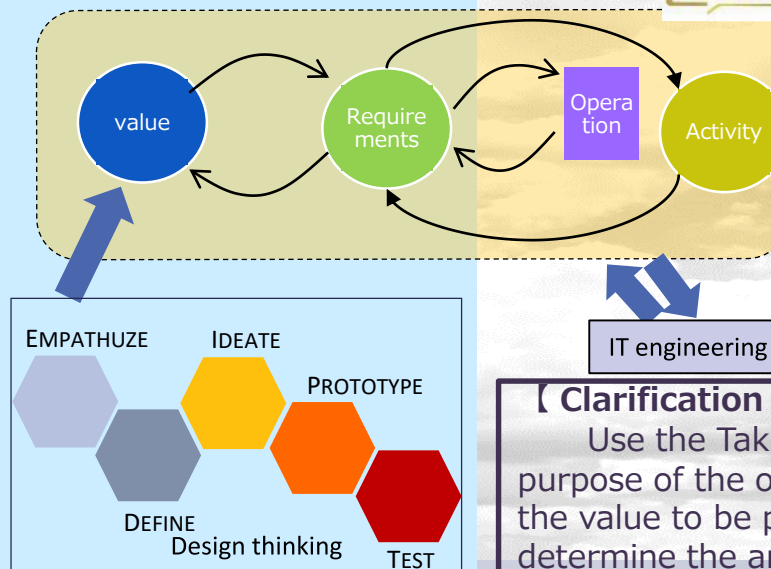
System Thinking (To Strengthen Ability to Develop)

◇Role of Takumi Method

- focus on business speed
- strengthening creativity of future value
- change the way they think
- business value design
- business model design
- balancing value among stakeholders
- creating ideas in a short time
- **incorporating and validating ideas**
- business strategy
- operation design
- activity design

◇Role of Design thinking

- realization of ideas
- idea discovery by brainstorming
- customer experience creation through empathy
- real problem solving in the field
- creation of problem-solving ideas
- validation of ideas



【 Clarification of vision and purpose】

Use the Takumi Method to define the vision and purpose of the organization and project, and clarify the value to be provided to stakeholders, and then determine the areas of application for “Design Thinking”

【 Validating and creating the value of ideas】

By applying the ideas formed in "design thinking" to the model of the Takumi Method, we validate the following:

- Which strategy of the project (or company/organization) the idea leads to
- Which idea creates a new strategy
- Whether the idea leads to value for customers, users, and stakeholders for business success

IV-5. Measures for Strengthening DX Engineers

Establishment of DX Expert Academy

Aggressive recruitment of 「Z generation(*1)」 who are digital・native and DX education

(*1) Z generation : Generation who were born after the mid to late 1990s. They tend to become familiar with the internet and portable digital devices at a young age, known as first generation of digital native.

The position of 「Engineer development」 in Medium-term management plan

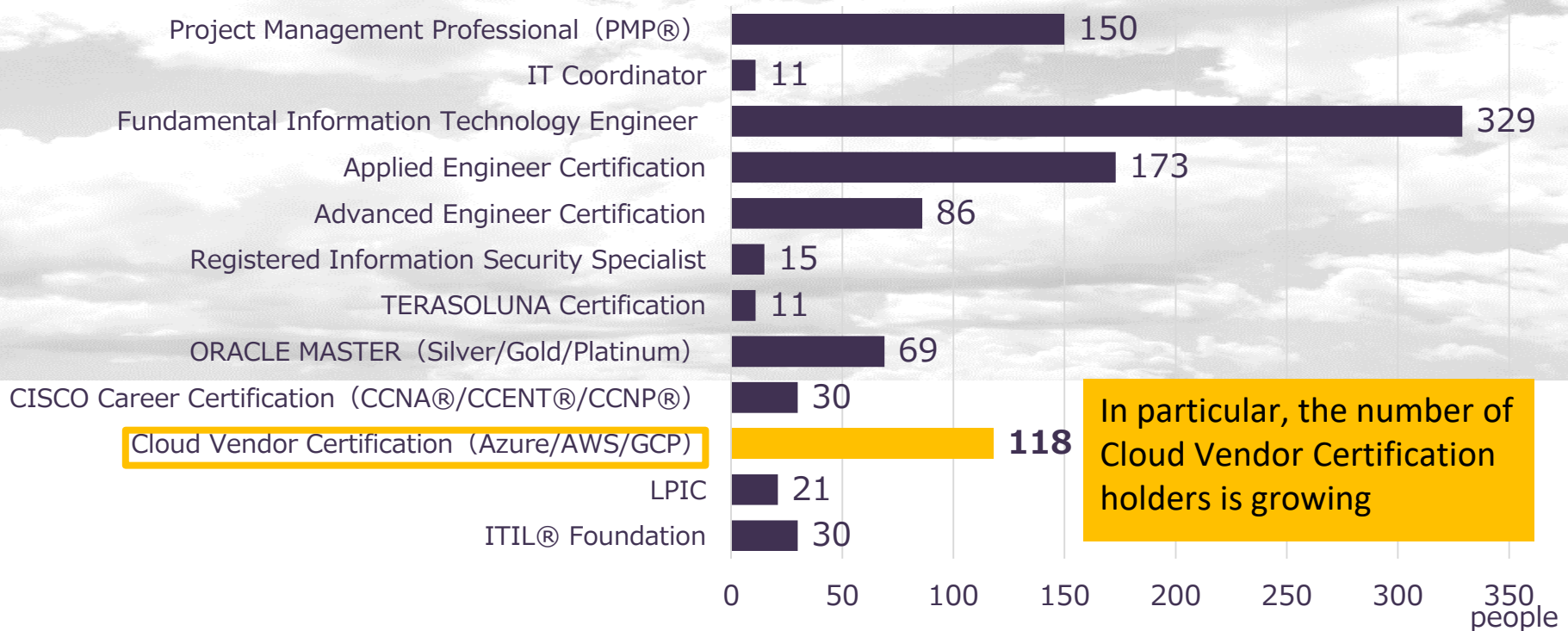
Growth investment		
Internal enhancement		M&A
Human resources	R&D	
• promote investment in recruiting DX human resources including potential human resources • promote investment in developing high-added value DX employees who can support CAMBRIC technology areas	• cutting-edge digital technology research such as CAMBRIC etc. • applied research for supporting the startup of new business	
		• acquire technology, know-how and conduct strategic M&A which can expect synergy effects as a group

Source: Disclosed in November12,2021 「Medium-term management plan (October,2021-September,2026)」

IV-6. Strengthening Skills for DX Growth

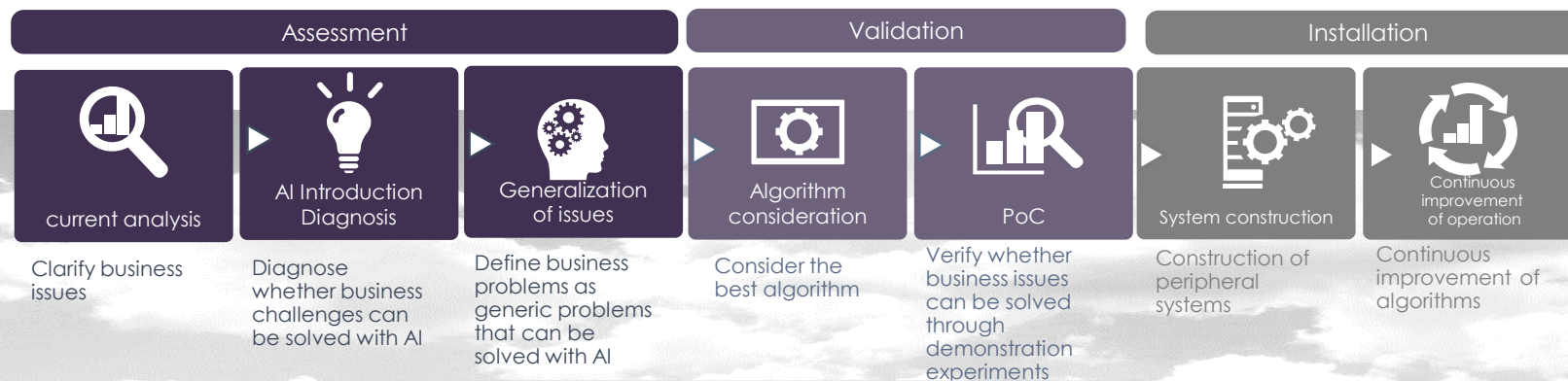
There are various types of certificate holders including global certificate · vendor certification in the company

◆ Skills Matrix of certification

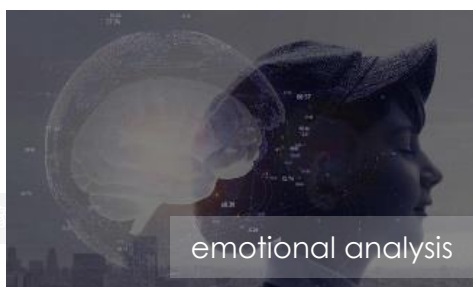
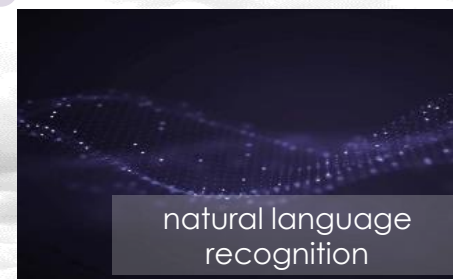
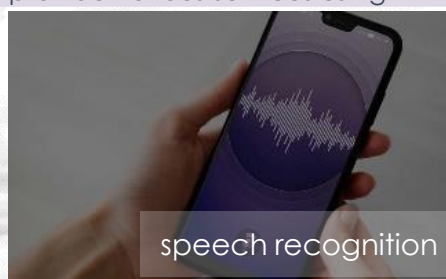
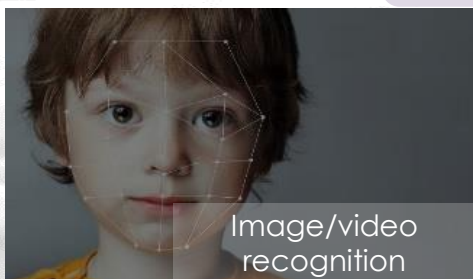


IV-7-①. Proven DX Technology Areas/AI,IoT

AI,IoT utilization support services/ One stop from installation to operation



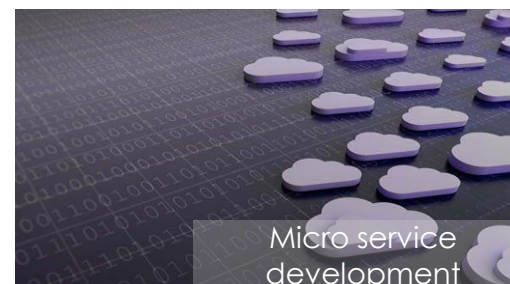
We provide various services using AI



IV-7-②. Proven DX Technology Areas/Cloud

Cloud utilization support service We combine a wide variety of clouds to create an optimal business environment

Leveraging the public cloud to respond quickly and flexibly to market changes is critical to driving customer DX (digital transformation) .
We provide a variety of services to help customers take full advantage of the public cloud.

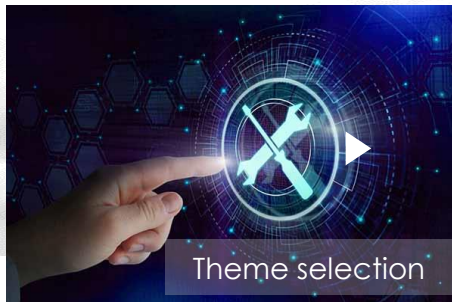


IV-7-③. Proven DX Technology Areas/Big Data

Data analysis · Utilizing support service We support installation, analysis, and operation of optimal BI tools

Our company, which has a rich history of system construction, selects the best BI tools to make the most of the 「value」 of the data its customers have and proposes the best systems to provide new value through data analysis.

We also work with data scientists to ensure the integrity of systems and data with the needs of the business, and respond to the development of 「data-driven」 business strategies to meet the ever-changing needs.



<Reference>



①COMPANY INFORMATION

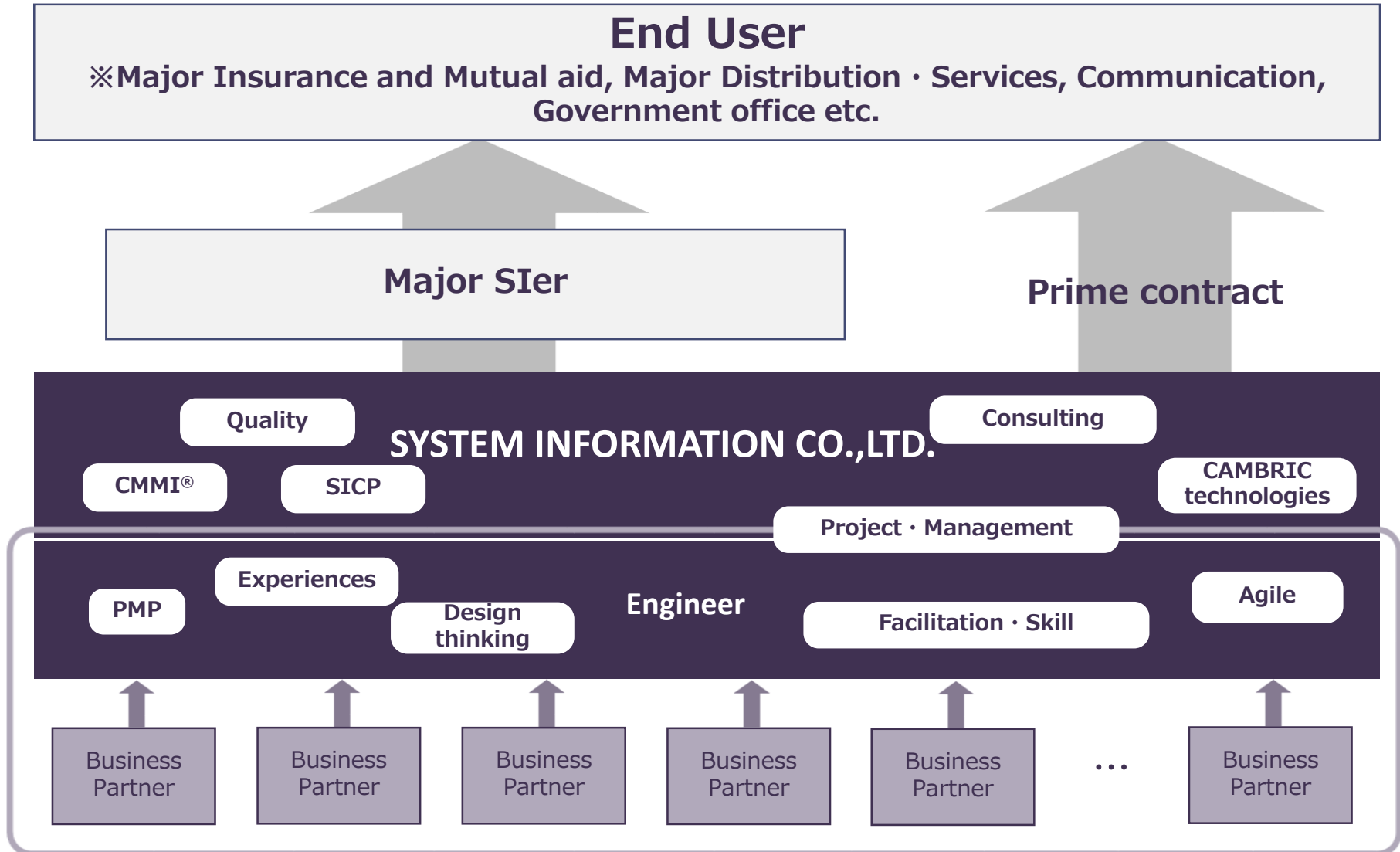
**②CONTINUOUS INITIATIVES FOR SUSTAINABLE
GROWTH**

③ESG,SDGS, SOCIAL CONTRIBUTION ACTIVITIES

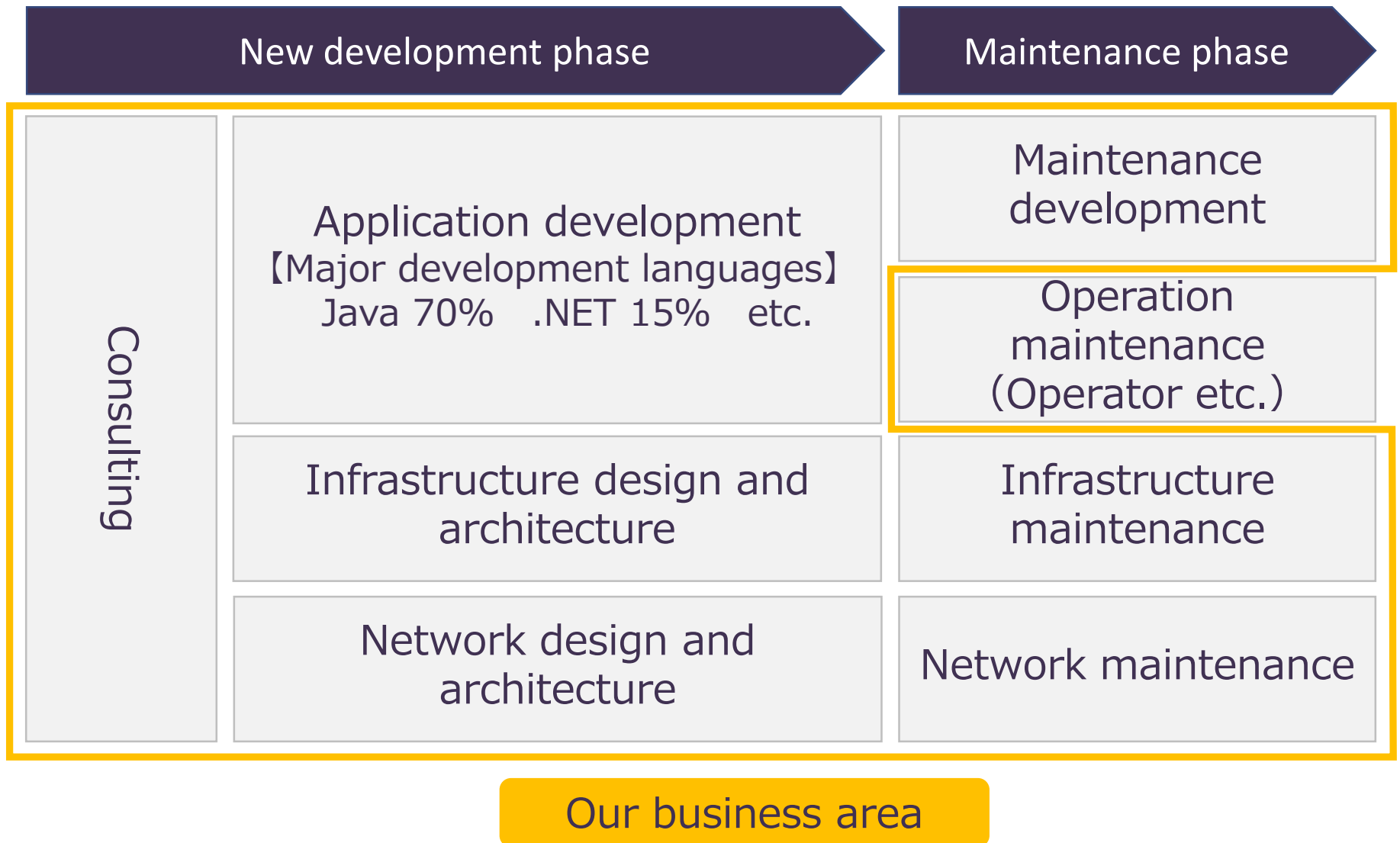
①- 1. Company Information

Company name	SYSTEM INFORMATION CO.,LTD.
Established	January,1980
Description of business	Commissioned software development
Address	Kachidoki Sun Square Bldg.,1-7-3 Kachidoki, Chuo-ku, Tokyo, Japan
Common Stock	502,636 thousand yen (As of September 30,2022)
Representative	Takashi Suzuki, President
Major Shareholders	HMT Co.,Ltd. (11.4%) ,The Master Trust Bank of Japan, Ltd. (7.5%) , Haruo Matsubara(7.5%) , Tokyo Small and Medium Business Investment & Consultation Co.,Ltd. (6.2%) ,Takashi Suzuki (5.8%) ,Matsubara foundation (4.3%) ,Employees' shareholding association (2.4%) (As of the end of September,2022)
Major business partners	NTT DATA Group, The Dai-ichi Life Information Systems Co.,Ltd., TOSHIBA DIGITAL SOLUTIONS CORPORATION, NS Solutions Corporation, MITSUBISHI ELECTRIC INFORMATION SYSTEMS CORPORATION, IBM Japan Digital Services Company, Ricoh IT Solutions Co.,Ltd., ITOCHU Techno-Solutions Corporation, DXC Technology Japan,LLC, NIHON KOHDEN CORPORATION, BIPROGY Inc.
Certification	CMMI®level 5 (2012 accomplishment,2015,2018, September,2021 continuous accomplishment) ISO/IEC27001 (information security management systems : ISMS) (December,2010) ISO14001 (environmental management systems) (January,2007) Privacy Mark (December,2005) Scaled Agile Framework® (SAFe®) (February,2021)

①- 2. SI Business Structure



①- 3 . Business Area of SI Business



①-4-1. Driving Force of Differentiation (Evolution of development quality)

History of CMMI accomplishments

Level 3
September, 2006
accomplishment

Level 4
September, 2010
accomplishment

Highest Level : Level 5

November, 2012 accomplishment
November, 2015 accomplishment
October, 2018 accomplishment

**September, 2021
accomplishment**



CMMI DEV / 5SM

CMMI is the process improvement maturity model, developed by Software Engineering Institute in the United States and a systematic process improvement model to measure an organization's process ability in 5 levels and propels continuous improvements.

Maturity Level **5 Optimizing**

Organization is focused on continuous improvement and is built to pivot and respond to opportunity and change. The organization's stability provides a platform for agility and innovation.

Maturity Level **4 Quantitatively Managed**

Organization is data-driven with quantitative performance improvement objectives that are predictable and align to meet the needs of internal and external stakeholders.

Maturity Level **3 Defined**

Organization-wide standards provide guidance across projects, programs, and portfolios.

Maturity Level **2 Managed**

Projects are planned, performed, measured, and controlled.

Maturity Level **1 Initial**

Work gets completed but is often delayed and over budget.

Maturity Level **0 Incomplete**

Work may or may not get completed.

①-4-2. Driving Force of Differentiation (Utilizing CMMI® for SI business)

Domestic companies which achieved
new CMMI ®V2.0 Maturity Level 5
are only 4※companies

※ as of October 31,2022

Differences between CMMI ®V2.0 and CMMI ®V1.3
In CMMI ®V2.0 two new practice areas,Governance
and Implementation Infrastructure have been created.
CMMI makes sure whether we have infrastructure
necessary for continuing the success of projects and
governance is worked well.



To make use of speed and flexibility which is good for
Agile development and acquire necessary quality, we
made the process of quality assurance for Agile in our
development standard 「SICP」 .



Foothold for expanding large-scale Agile projects

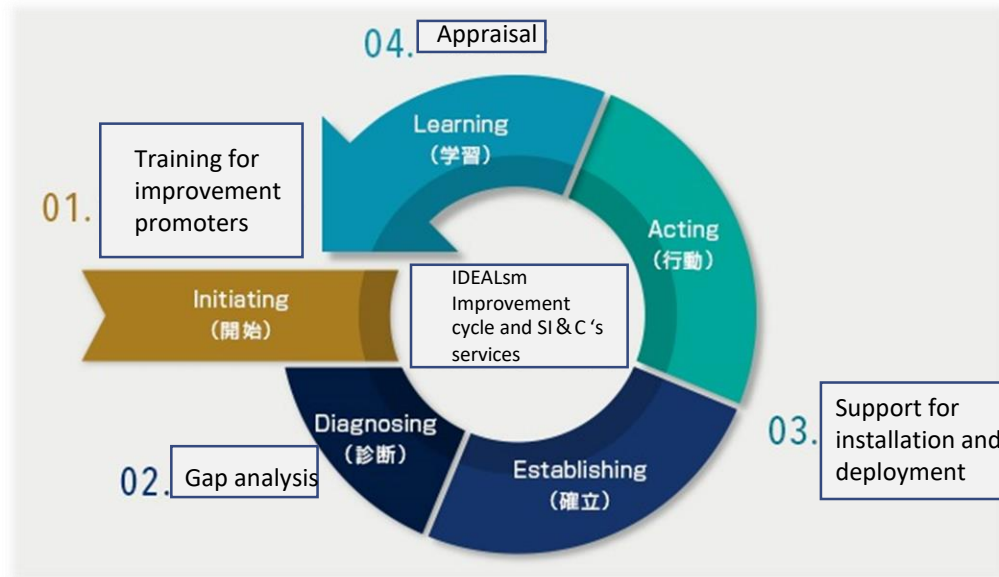


①-4-3. Driving Force of Differentiation (Further use of CMMI® knowledge)

Proven CMMI consulting · service

CMMI lead appraisers and experienced consultants support business process improvement. We provide consulting services based on improvement cycle in IDEALSM model (※) .

(※) IDEALSM model : SEI (Software Engineering Institute) -defined business improvement approach and is composed in 5phases (Initiating/Diagnosing/Establishing/Acting/Learning) .



01 Training for improvement promoters

- CMMI training

02 Gap analysis

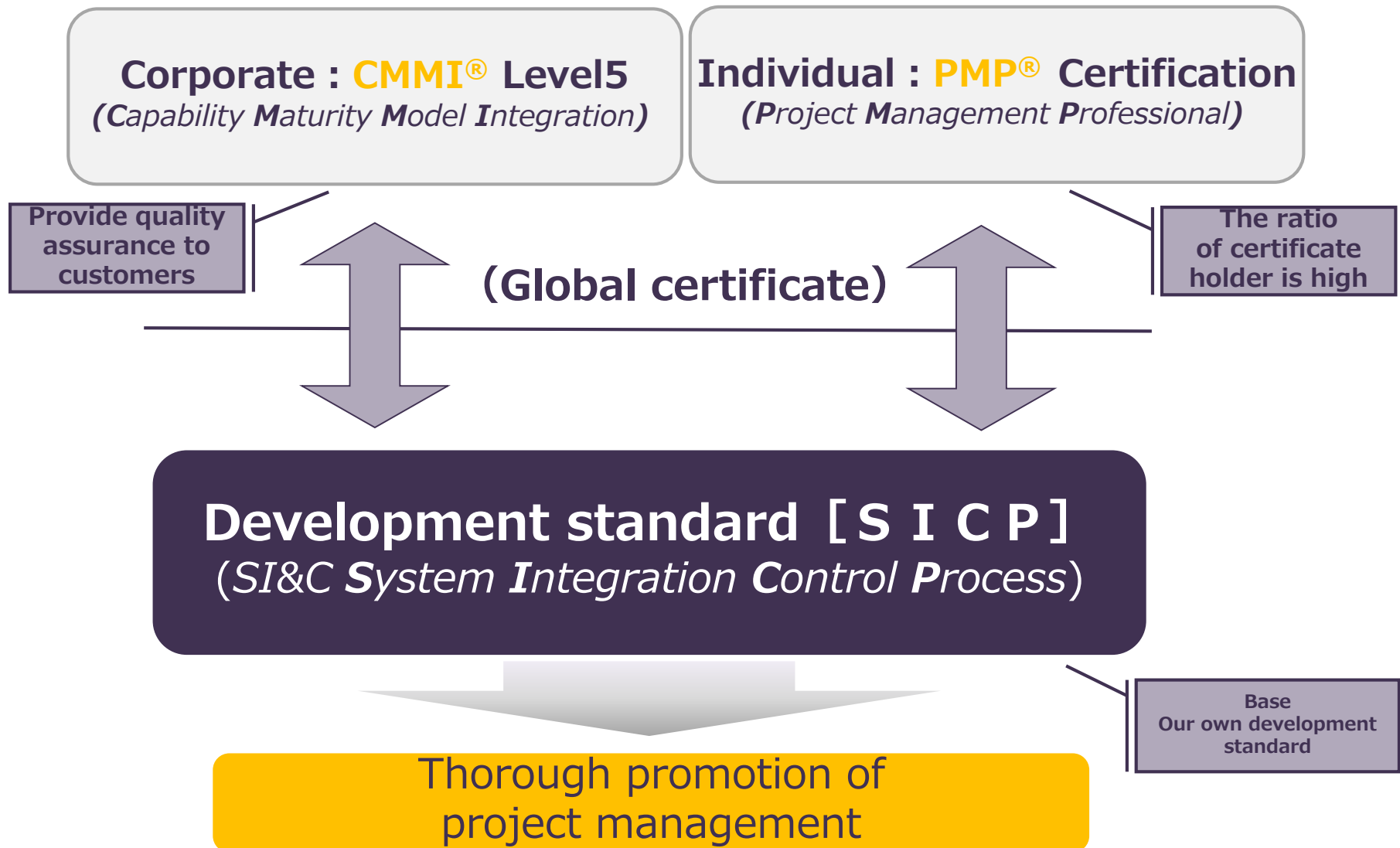
- Gap analysis with CMMI practice

03 Support for installation and deployment

- Prioritize issues
- Planning

04 Appraisal

①- 5. Our Strengths



①- 6. Group Structure

Our Group structure

Total number
of employees
940
※As of
September 30,2022

SYSTEM INFORMATION CO.,LTD.
The number of employees : 566

Absorption-type merger for
strengthening cloud business
April 1,2021

**Advanced Solution
Leading Co.,Ltd.**
employees : 327
(at October,2015 acquisition : 46)

SIC Digital Co.,Ltd.
employees : 47
(at October,2015 acquisition : 35)

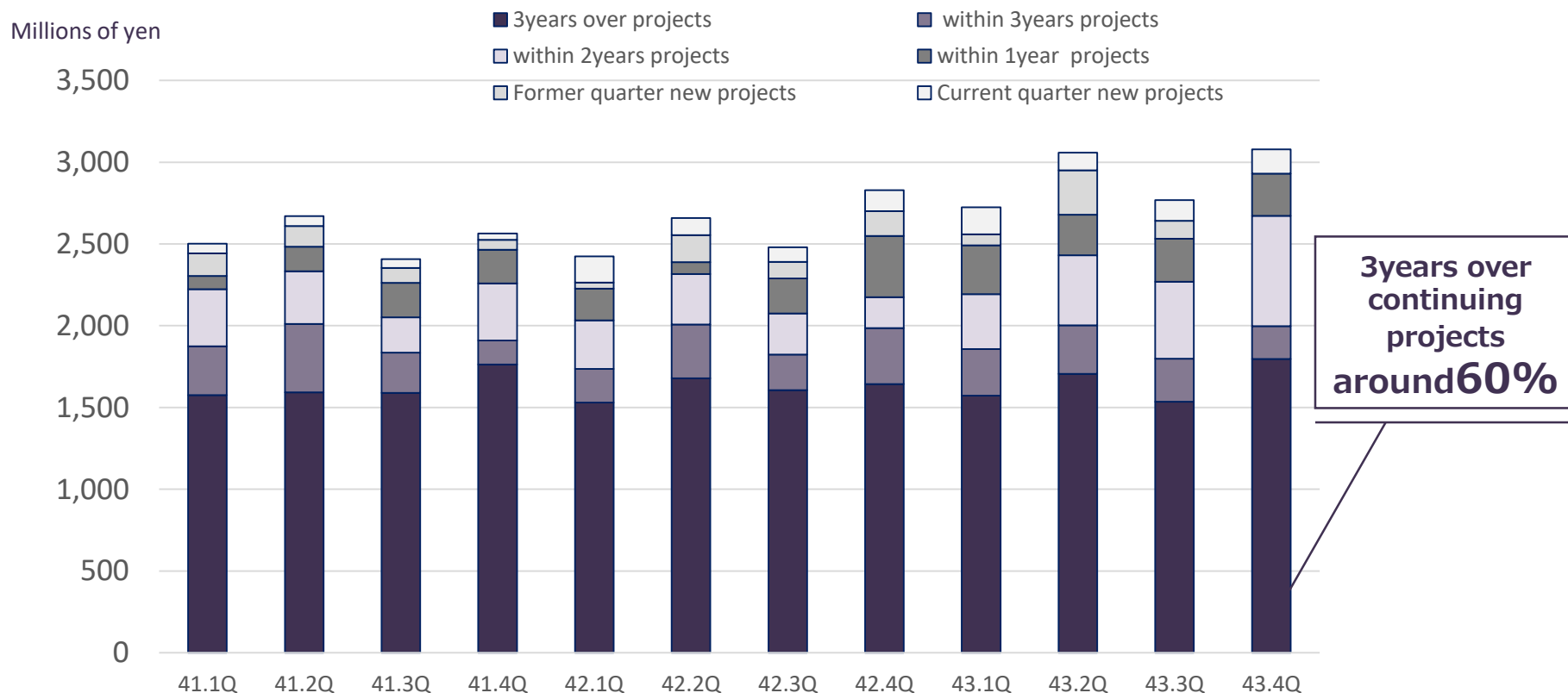
**SYNC SQUARE
Co.,Ltd.**

②-1. Continuous Initiatives for Sustainable Growth

Focus on expanding stock business ※

※ long-term continuing projects

Continuing projects and new projects in SI business



②-2. Continuous Initiatives for Sustainable Growth

Measures to enhance profitability

Growth and Establishment of SICP (*1)
(Agile quality, UX (Design thinking))

(*1) SICP (SI&C system Integration Control Process)
The development standard made by SI&C's development know-how for 40 years, based on PMBOK®, CMMI® which are global certificate/standard. We apply SICP to all project developments and get high appraisal from customers.

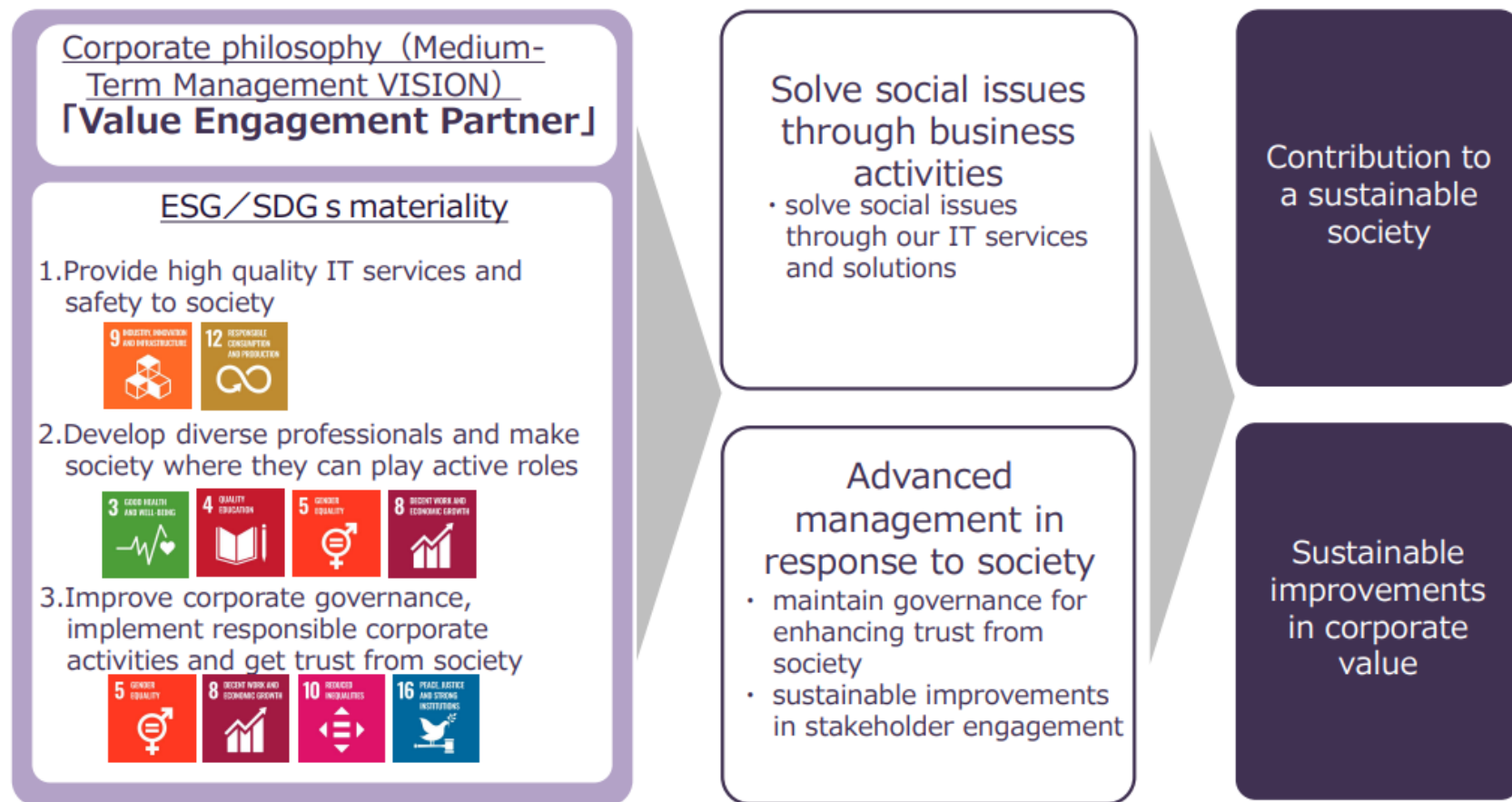
Thorough quality control in projects

**Continuous
initiatives**

**Ensuring high profitability by
prevention of unprofitable projects**

③-1. Policy for ESG・SDGs Initiatives

One of our basic policies is to create social and economic value through management based on our Medium-Term Management VISION 「Value Engagement Partner」 and contribute not only to the sustainable enhancement of corporate value but also to the realization of a sustainable society.



③-2. Social Contribution Activities

Promotion of Employment of Persons with disabilities : Wakaba farm



Community Contribution Activities Support for Children's Dining 「Ohisama Kitchen」



School meals support activities in developing countries Support for TABLE FOR TWO International



Sponsorship of 「Onigiri Action Program 2022」 held by TABLE FOR TWO
(September 1, 2022 PR information)

Initiatives for IT education : Community ICT club activities



Since 2018, when Sayama City Industrial Development Division, local companies, and Waseda University Global Software Engineering Laboratory started cooperation, Washizaki, Director of the Company, and Kobayashi, Fellow, participated in ICT club activities conducted by Sayama City Community Center and the Institute. We support courses for elementary and junior high school students to learn programming and ICT through manufacturing experience.

《Details》 <https://www.sysj.co.jp/company/company-approach-sustainability/sustainability-social-contributions>

This document contains forward-looking statements that reflect our plans and expectations based on information available to us at the time of preparation and on certain other information we believe to be reasonable. These forward-looking statements are not guarantees of future performance, and actual results, performance, achievements or financial position may differ materially from those expressed or implied herein due to a range of factors.

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Note: This document is an excerpt translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the Japanese original document, the latter shall prevail.

<Inquiries concerning IR>
<https://www.sysj.co.jp/contact/contact-form>