

Medium-Term Management Plan FY2023/6 - FY2025/6 (Summary)

System Support Inc. (Security Code: 4396)

August 10, 2022



Notice: 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 original Japanese document, the latter shall prevail.

Corporate Creed, Management Philosophy, and Medium-Term Themes

Corporate creed (values)

**Sincerity and
Creation**

Management philosophy

**Contributing to
Society**

**Advanced
Customer Service**

Sharing Value

Medium-Term Themes

**Growth and creation of further
innovation**

**Growth and success of diverse
human resources**

- Positioning human resources as the biggest source of business growth
- Implementing aggressive investment in human resources

**Strengthening ESG
management**

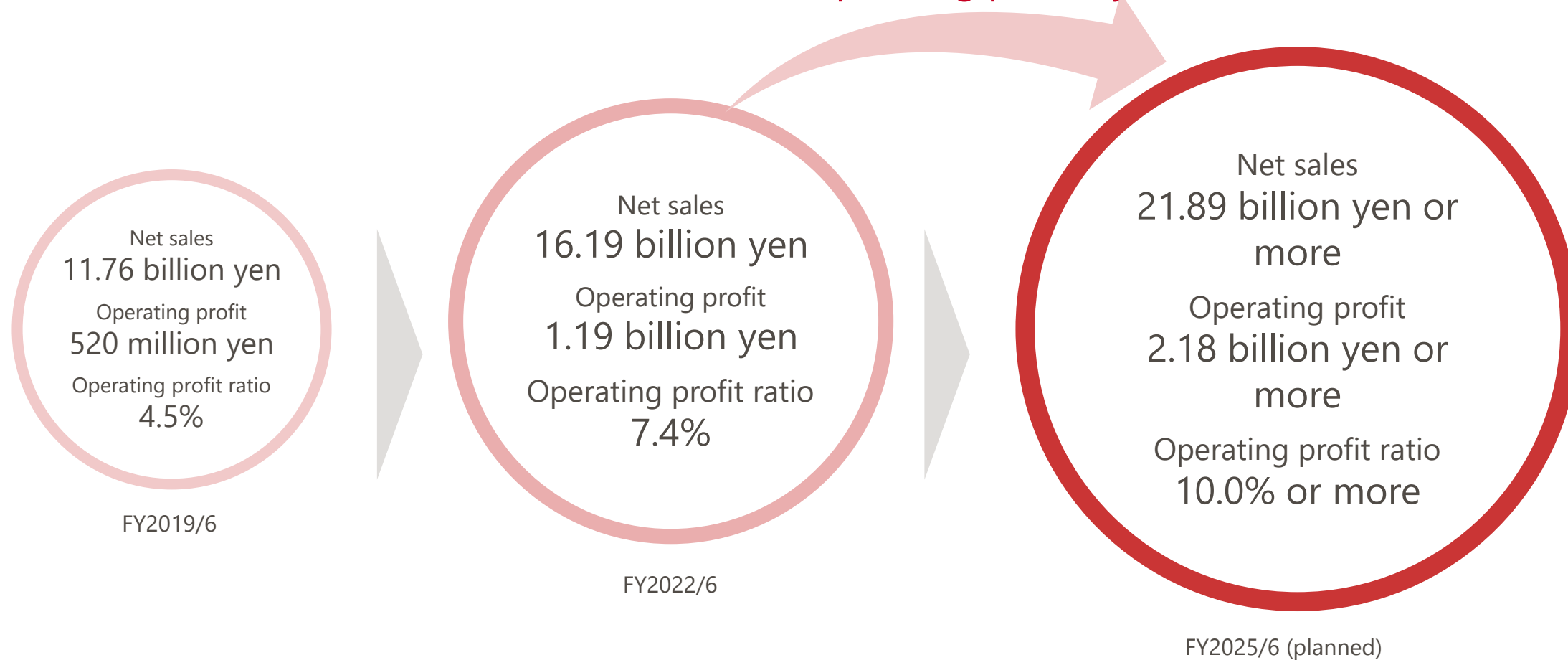
- Strengthening sustainability initiatives
- Expanding regional business by developing DX human resources
- Complying with the revised Corporate Governance Code

**Expansion of services that form the
foundation of DX promotion for
customers and society**

- Amid the growing momentum for DX promotion, our Group will focus on the cloud integration business, which is the foundation for promoting DX for customers and society.
- In addition to the existing cloud services, we will be the first to deploy new overseas services in the Japanese market.

Medium-Term Management Indicators (Consolidated) – Summary

Net sales are expected to increase by 35% or more and operating profit by 83% or more.

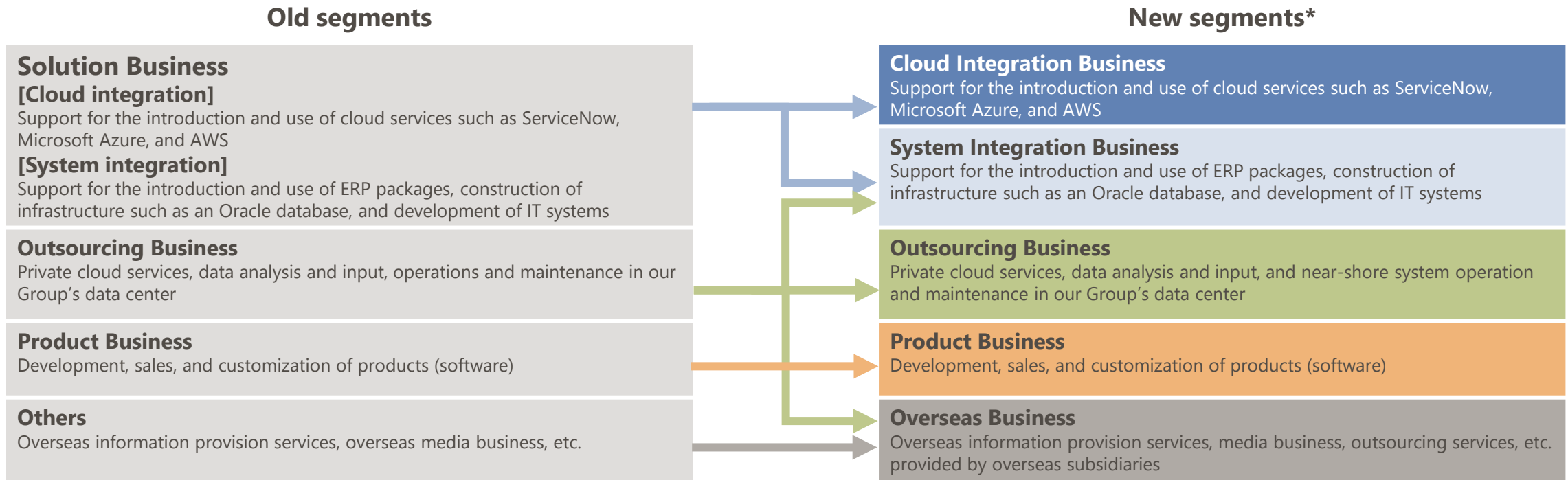


Listed on Mothers Market – Changed to Prime Market

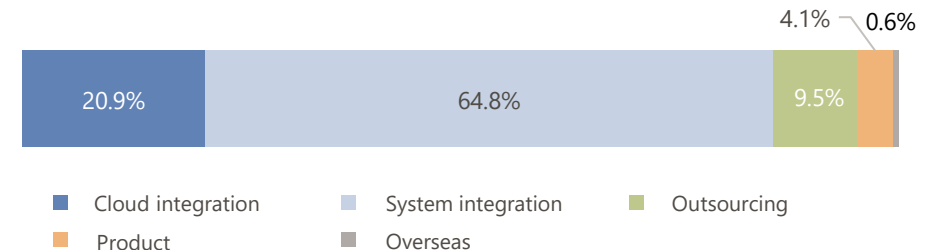
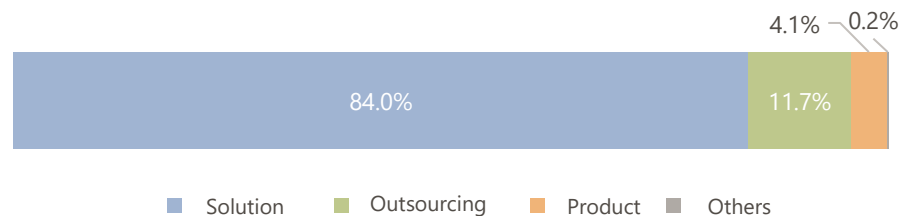
Medium-Term Management Plan for FY2023/6 to FY2025/6

Change in Business Segments

◆ From FY2023/6, the business segments will be changed with the primary objective of carving out the cloud integration field as one segment that we focus on in the medium term.

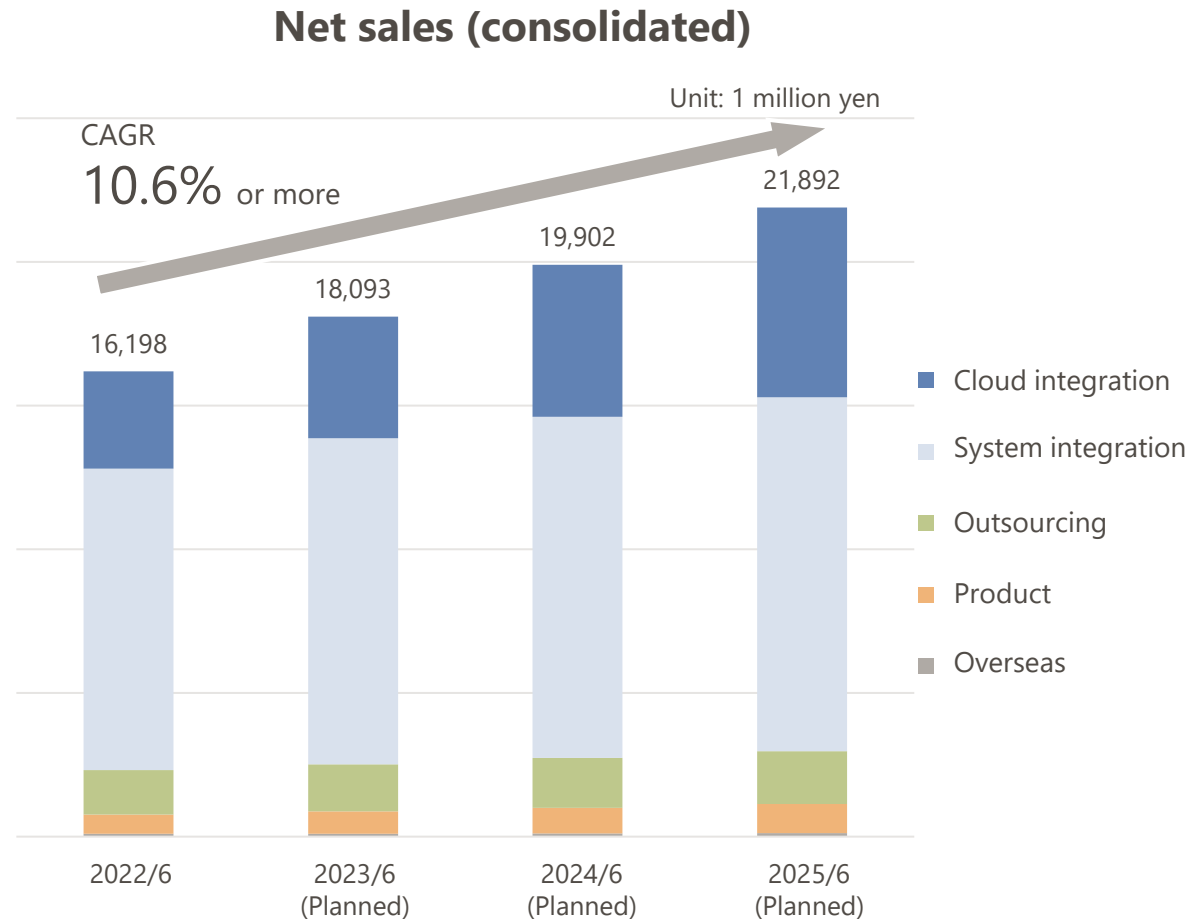


Net sales composition (FY2022/6, consolidated)



Medium-Term Management Indicators (Consolidated) – Sales Plan

◆ Aim for net sales of 21.89 billion yen or more in FY2025/6.



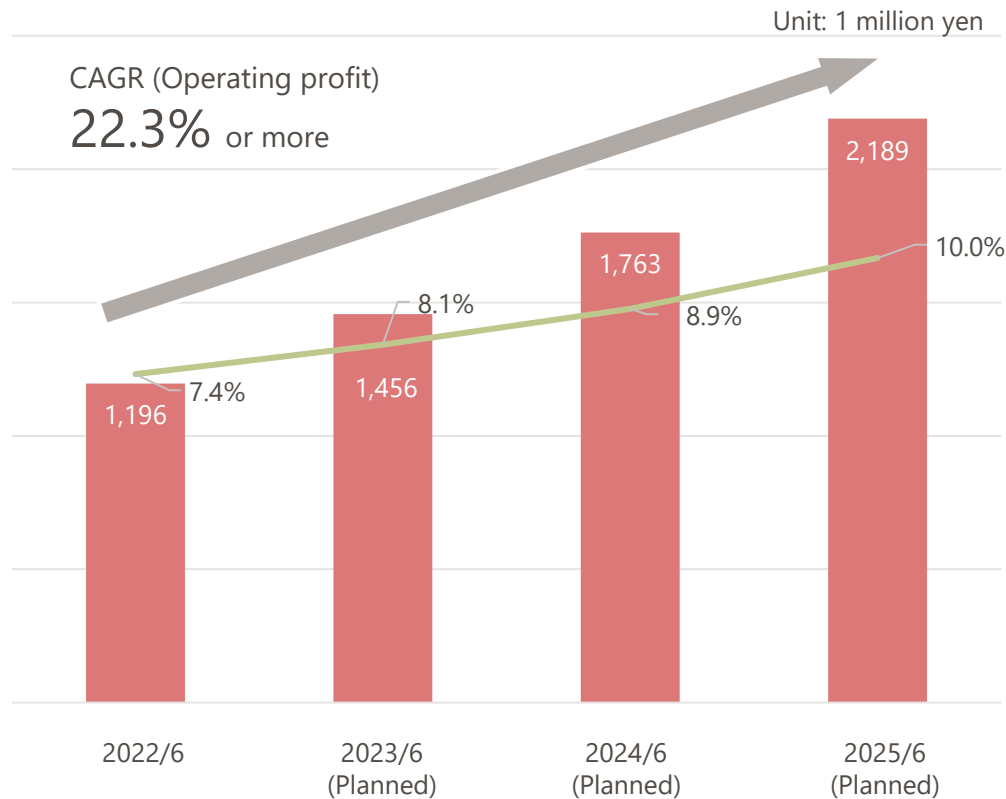
FY2022/6 to FY2025/6 (planned) CAGR

Cloud integration Business	25.0%
System integration Business	5.5%
Outsourcing Business	6.0%
Product Business	15.0%
Overseas Business	7.0%

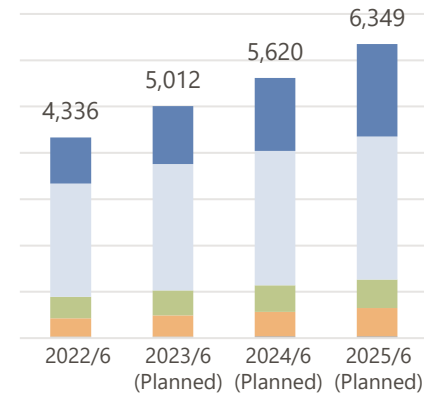
Medium-Term Management Indicators (Consolidated) – Profit Plan

◆ Aim to achieve an operating profit of at least 2.18 billion yen and an operating profit ratio of at least 10% by FY2025/6.

Operating profit (consolidated)



Segment profit* (consolidated)



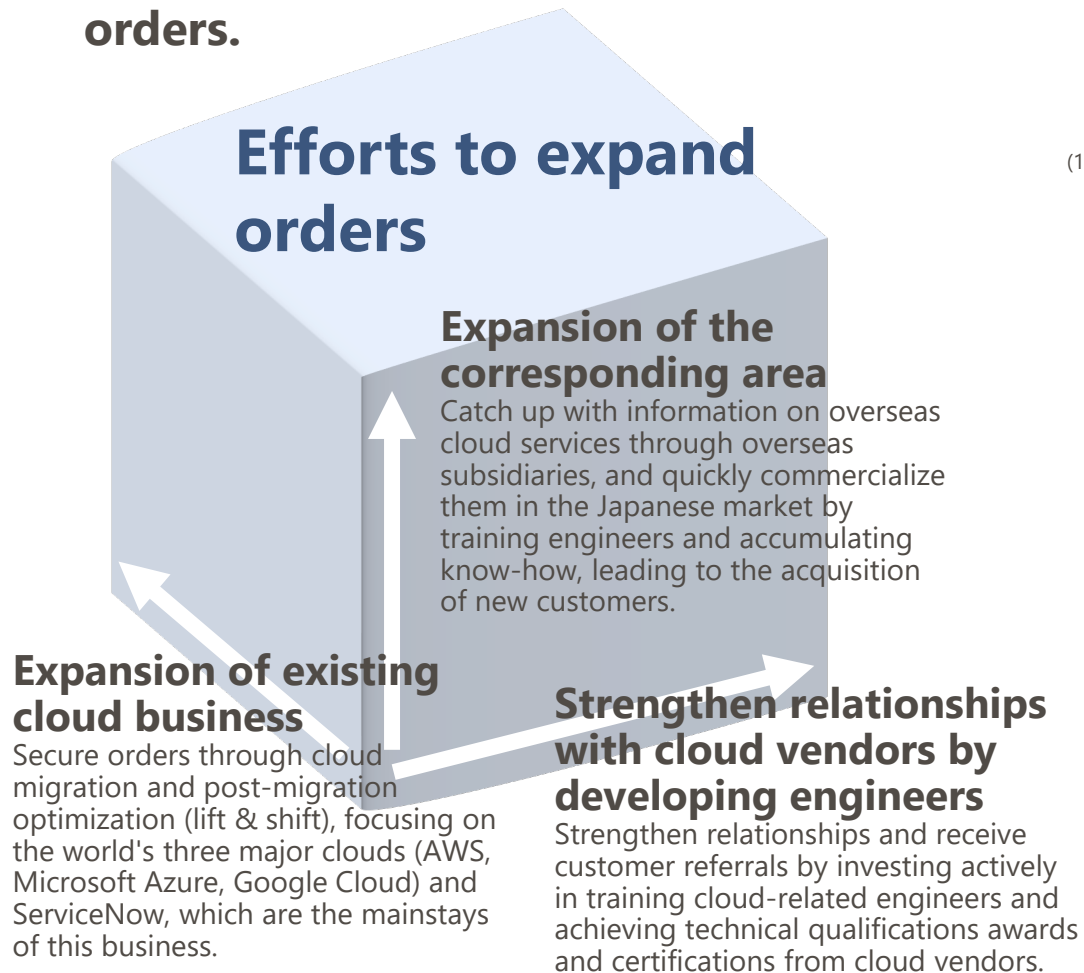
- Cloud integration
- System integration
- Outsourcing
- Product
- Overseas

**FY2022/6 to FY2025/6 (Planned)
CAGR**

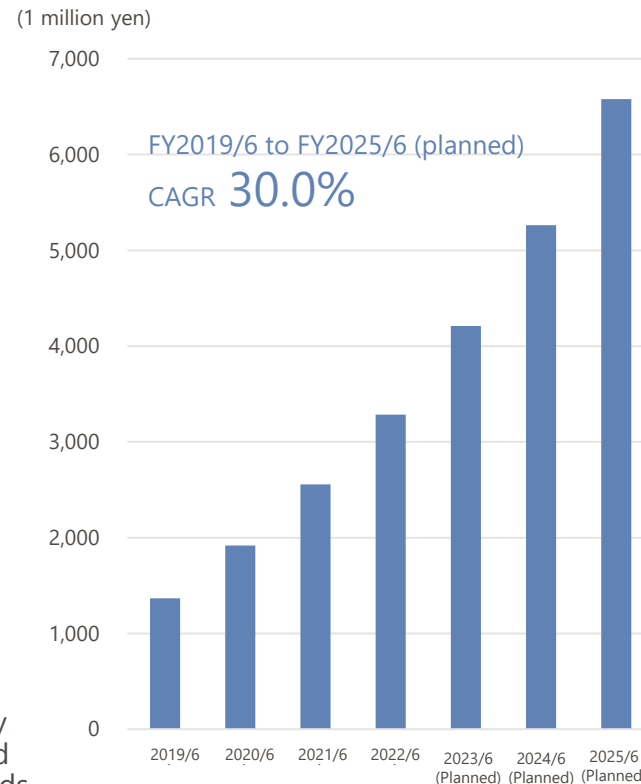
Cloud integration Business	26.2%
System integration Business	8.1%
Outsourcing Business	9.4%
Product Business	15.3%
Overseas Business	9.7%

Medium-Term Theme – Cloud Integration Business Measures

- ◆ Cloud platform services, which serve as the foundation for DX, are expected to continue to expand in the market.
- ◆ Focus on growth of existing businesses and expansion of business areas in this field to increase orders.



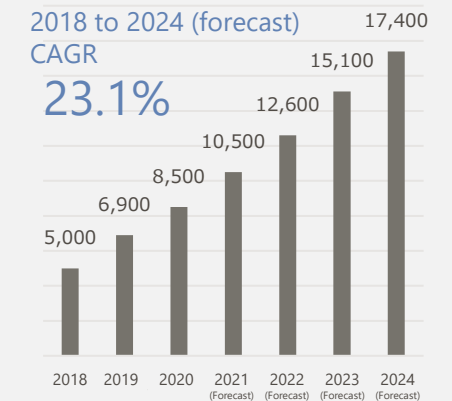
Net sales of the Group's cloud integration (consolidated)*¹



Background: cloud market growth

Cloud platform services (IaaS/PaaS) market trends and forecasts*²

Unit: 100 million yen



Note 1: Business operator net sales basis
 Note 2: Forecasts for 2021 and subsequent years
 Note 3: Market size does not include Software as a Service (SaaS)

*¹ Sales of the cloud integration segment of the solution business until FY2021/6, and net sales of the cloud integration business from FY2022/6 onward

*² Source: "Survey on the Cloud Platform (IaaS/PaaS) Services Market (2021)," by Yano Research Institute, Inc., announced on September 7, 2021

Medium-Term Theme – Growth and Success of Diverse Human Resources

- ◆ Positioning human resources as the source of business growth, we aim to create new corporate value through “Active recruitment and promotion of diverse human resources,” “Human resource development,” and “Comfortable working environment.”

Recruitment and development measures

1 Active recruitment activities

Instead of recruiting all employees at the head office, we assign a recruiting manager to each location for flexible recruiting and to prevent mismatches between applicants.

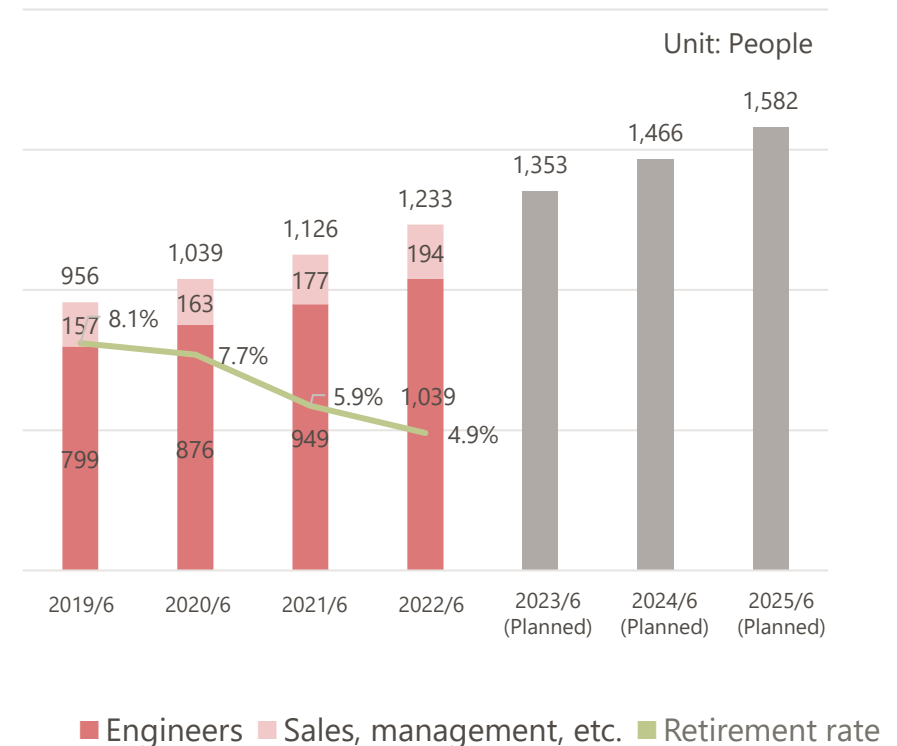
2 Development of IT engineers

Investing to maintain and improve competitiveness, including acquisition of vendor qualifications mainly in the cloud field.

3 Raising salary levels and creating a comfortable working environment

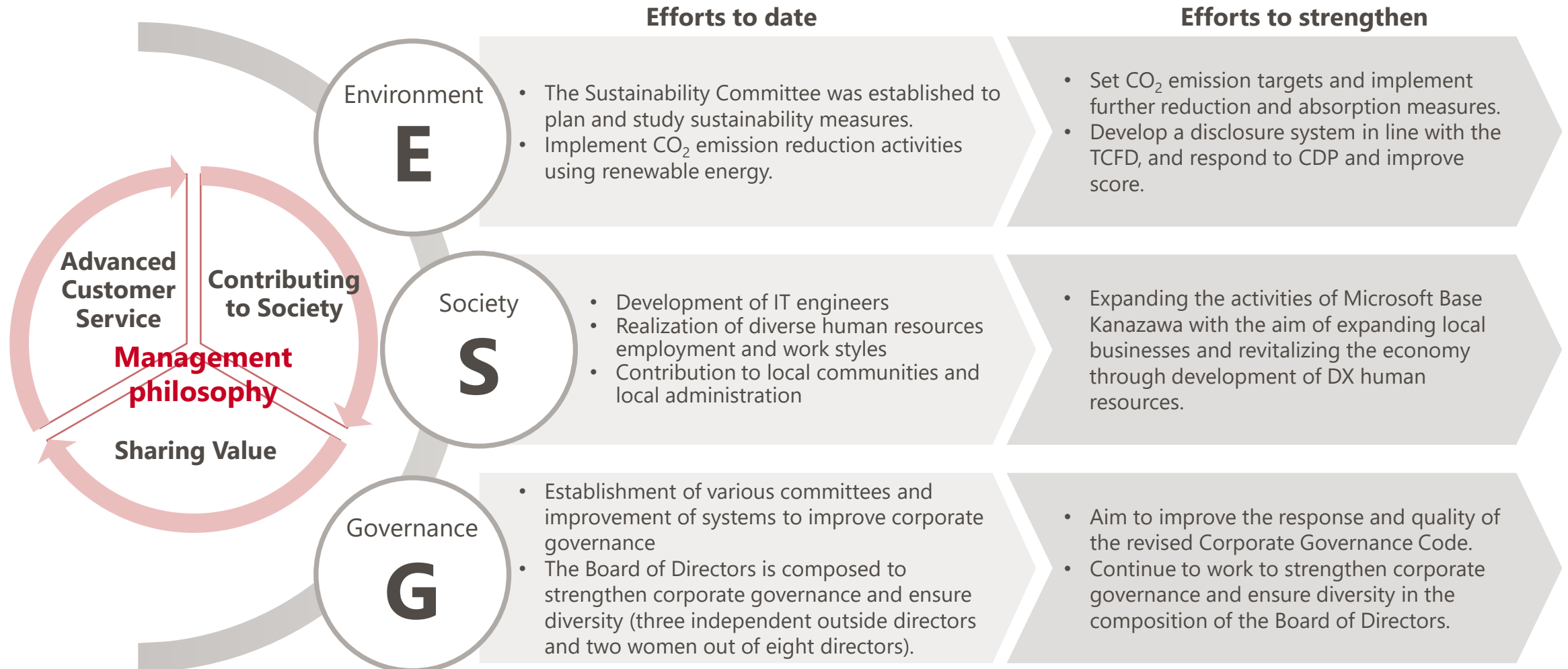
Aiming to improve salary levels and achieving targets for the ratio of female employees, reduction of total working hours, and percentage of employees taking childcare leave.

Personnel plan (consolidated)



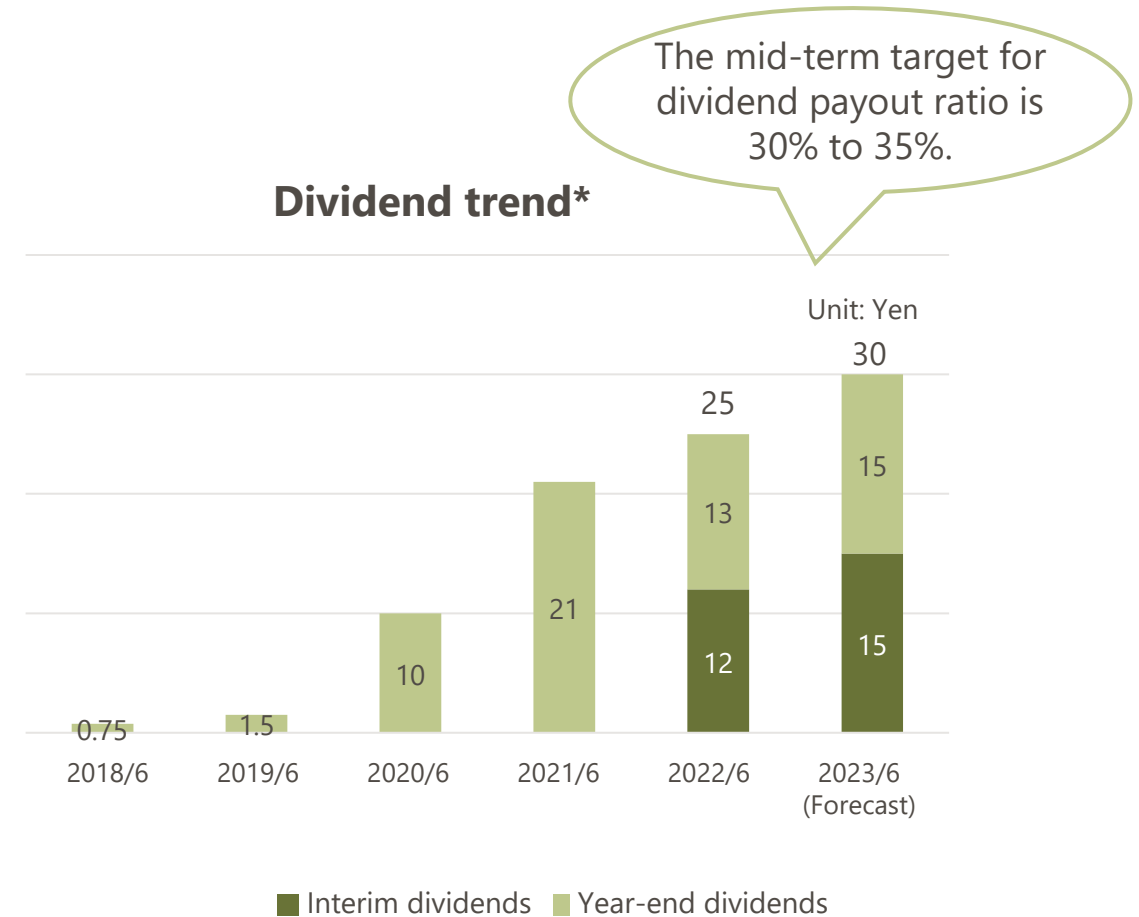
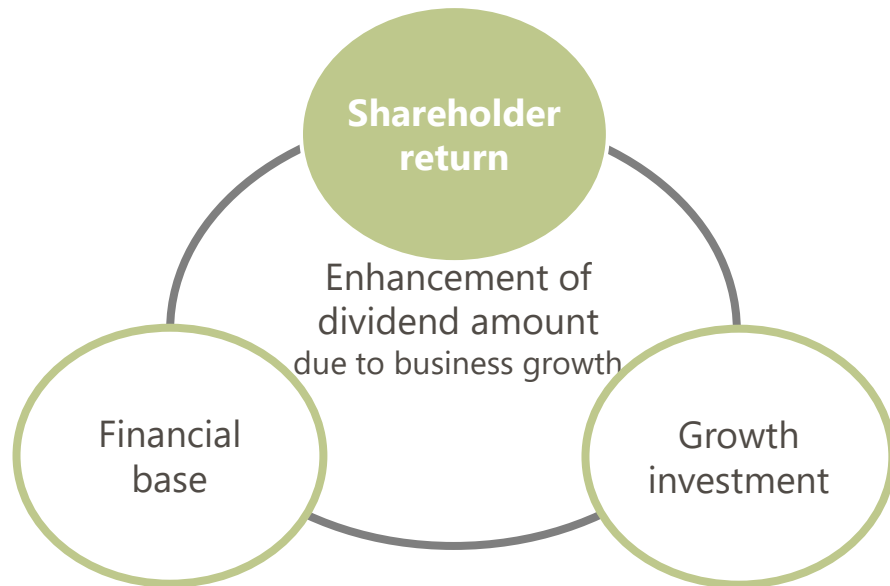
Medium-Term Theme – Strengthening ESG Management

◆ Addressing social issues through ESG management based on the management philosophy.



Shareholder Return Policy

◆ While maintaining the internal reserves necessary for future business development and strengthening our management structure, we will continue to pay a stable dividend and improve the level of dividends according to our performance and profit levels.



* Our Company conducted a 2-for-1 stock split of shares of common stock on April 1, 2019, and June 1, 2020, and the figures for FY2019/6 and earlier in this graph have been retroactively adjusted.

Thank you

 システムサポート