Medium-Term Management Plan Rolling Plan (FY2025/6 to FY2027/6)

System Support Inc. (Security Code: 4396)

August 7, 2024

STS システムサポート

Medium-Term Management Plan Rolling Plan (FY2025/6 to FY2027/6)

Contents

Formulation of Rolling Plan (FY2025/6 to FY2027/6)

We have reviewed the Mid-term Management Plan Rolling Plan (FY2024/6 to FY2026/6) announced in August 2023 to reflect external and internal changes.

Background of formulation of "Rolling Plan (FY2025/6 to FY2027/6)"

[External Environment]
- The market for the Cloud-related business is expected to continue to grow significantly due to the migration of IT systems from on-premises as well as an increase in utilization after migration and increasing multi-Cloud support.
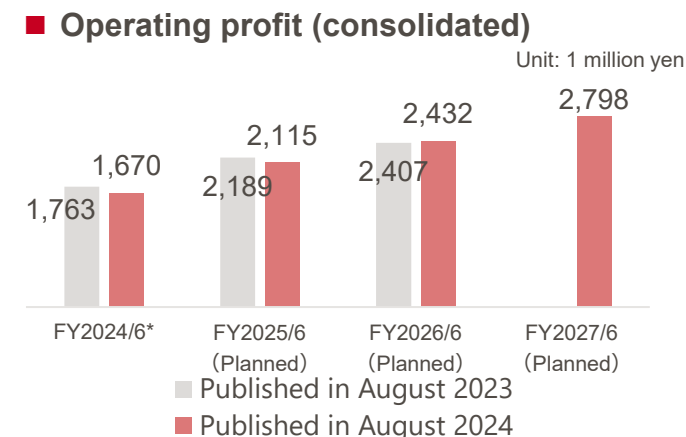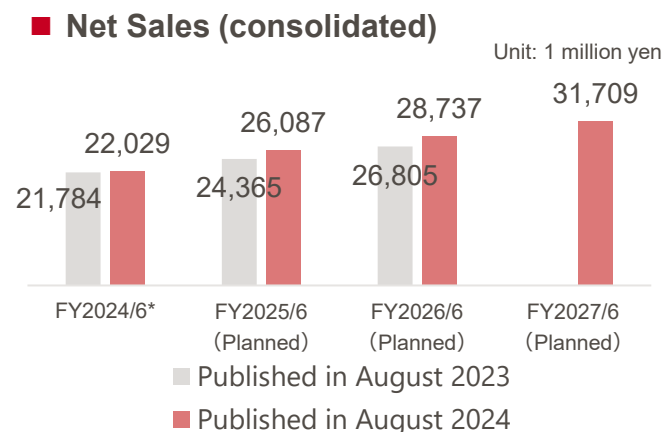- The competition for talent is intensifying

【Internal Environment】
- The Cloud Integration Business continues to grow and the composition of the business changes due to the expansion of resale, which is a stock-based revenue.
- Reinforcement of the organization mainly by strengthening Cloud-related engineers is generally progressing as planned.
- Concluded two M & A contracts in the fiscal year ended June 2024 for the expansion of the service provision system and lineup of services.
- Started preparation for transition to a holding company structure to be commenced on January 1, 2025

◆ **There is no change to the Medium-Term Themes** (specific measures have been slightly revised).

◆ **The figures have been revised to the plan figures based on the results for the fiscal year ended June 2024.**

Comparison of planned figures between announcement in August 2023 and Rolling Plan (FY2025/6 to FY2027/6)Published in August 2024

■ **Net Sales (consolidated)**

Unit: 1 million yen

	FY2024/6*	FY2025/6 (Planned)	FY2026/6 (Planned)	FY2027/6 (Planned)
Published in August 2023	21,784	24,365	26,805	
Published in August 2024	22,029	26,087	28,737	31,709

■ **Operating profit (consolidated)**

Unit: 1 million yen

	FY2024/6*	FY2025/6 (Planned)	FY2026/6 (Planned)	FY2027/6 (Planned)
Published in August 2023	1,763	2,189	2,407	
Published in August 2024	1,670	2,115	2,432	2,798

* With respect to figures for the fiscal year ended June 2024, projected figures were announced in August 2023 and actual figures have been announced in August 2023.

Group Corporate Creed (values)

Sincerity and Creation

Group Management Philosophy

Contributing to Society

Advanced Customer Service

Sharing Value

Medium-Term Themes

Growth and creation of further innovation

Expansion of services that form the foundation of DX promotion for customers and society
- We will be the first to deploy AI-related services and new overseas services in the Japanese market.
- Focusing on the Cloud Integration Business, we aim to achieve further growth through human resource development and R & D.

Growth and success of diverse human resources
- Positioning human resources as the biggest source of business growth
- Implementing aggressive investment in human resources
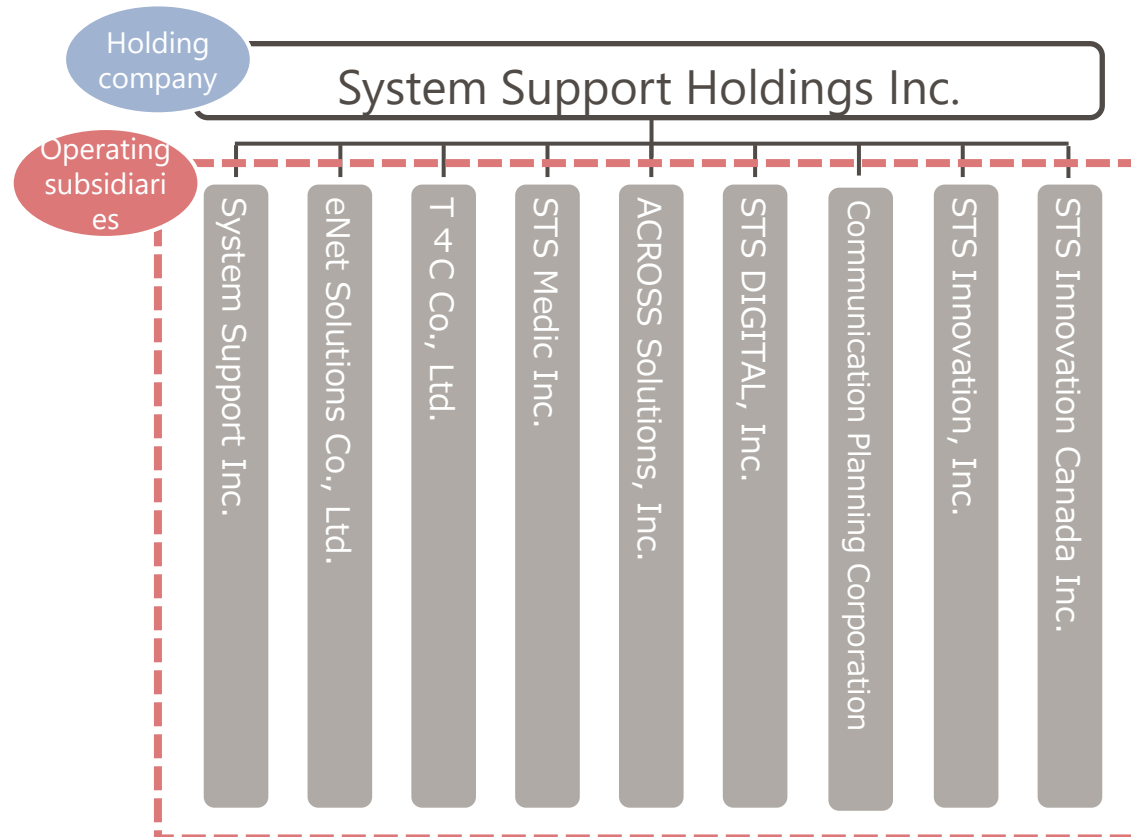- Continue to create a comfortable working environment

Strengthening Sustainability Management
- Strengthening sustainability initiatives
- Complying with the revised Corporate Governance Code

Transition to a Holding Company Structure

◆ **The Company is scheduled to transition to a holding company structure on January 1, 2025 through a company split.**

◆ **We aim to establish a group management structure that enables dynamic and flexible decision making for further growth of the Group.**

■ Holding structure diagram

Holding company

System Support Holdings Inc.

Operating subsidiaries

- System Support Inc.
- eNet Solutions Co., Ltd.
- T 4 C Co., Ltd.
- STS Medic Inc.
- ACROSS Solutions, Inc.
- STS DIGITAL, Inc.
- Communication Planning Corporation
- STS Innovation, Inc.
- STS Innovation Canada Inc.

Roles of each company in the holding structure

■ Holding company

Promote group-wide management strategies, M & A strategies, enhancement of corporate governance, etc.

■ Operating subsidiaries

- Strengthen the growth and profitability of the existing businesses, expand into new business areas, and diversify profit models.
- Cultivate the next generation of management personnel by assigning management to competent personnel.

* The Company will transition to a holding company structure through a company split and change its corporate name in line with the transition, subject to the approval by the resolution of the Ordinary General Meeting of Shareholders scheduled to be held on September 26, 2024, as well as the necessary approvals and permissions by the relevant authorities.

Review of the First Year (FY2024/6) of the Medium-Term Management Plan

Item		Review of the first year (FY2024/6)
Numerical planning		■ Net sales increased 1.1% compared with the plan (+ 14.3% YoY), whereas operating profit decreased - 5.2% compared with the plan (+ 14.7% YoY). ■ By segment, the Cloud Integration Business performed well, and the System Integration Business fell short of the plan ■ Factors behind the failure to achieve the operating profit ratio included expenses related to two M & As (30 million yen) and bad debt losses and the related provision of allowance for doubtful accounts (57 million yen)
Medium-term themes	**Expansion of services that form the foundation of DX promotion for customers and society**	■ In addition to services related to ServiceNow, AWS, and Microsoft Azure, which have been the long-standing pillars of the Cloud Integration Business, services related to Google Cloud have grown to be the fourth pillar. ■ Expanded the lineup of AI-related services, including Azure OpenAI and Amazon Bedrock. ■ Resale, a stock-based revenue, expanded as customers moved to the cloud and increased data usage.
	Growth and success of diverse human resources	■ Reinforcement of the organization mainly by strengthening Cloud-related engineers through recruitment and training is generally progressing as planned. ■ Continue to develop an environment to meet the diversifying needs of employees
	Strengthening ESG management	■ Continue efforts to enhance the quality of corporate governance ■ Strengthening full-scale disclosure of sustainability information ■ Support for the promotion of DX by industry, academia, and public and private sectors through the provision of free DX education at Microsoft Base Kanazawa, etc.

Medium-Term Management Indicators (Consolidated) – Summary

Planned CAGR of Net Sales: 12.9% or more
Planned CAGR of Operating Profit: 18.8% or more

Net sales
14.43 billion yen
Operating profit
930 million yen
Operating profit ratio
6.5%

FY2021/6

Net sales
22.02 billion yen
Operating profit
1.67 billion yen
Operating profit ratio
7.6%

FY2024/6

Net sales
31.70 billion yen or more
Operating profit
2.79 billion yen or more
Operating profit ratio
8.8% or more
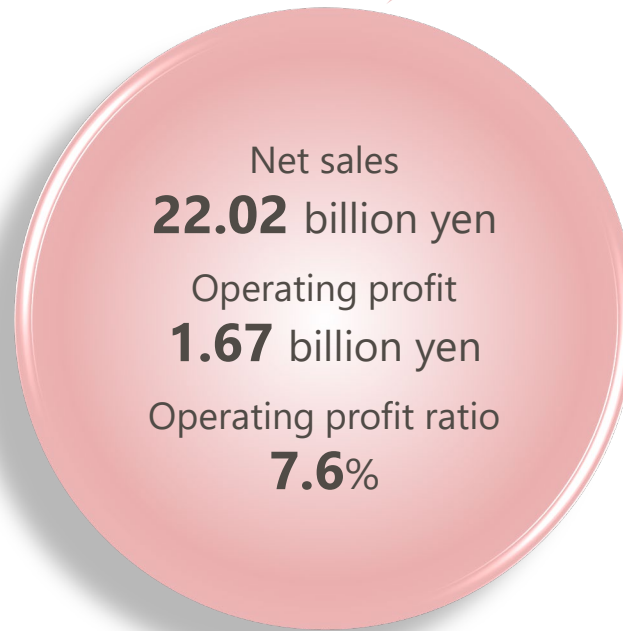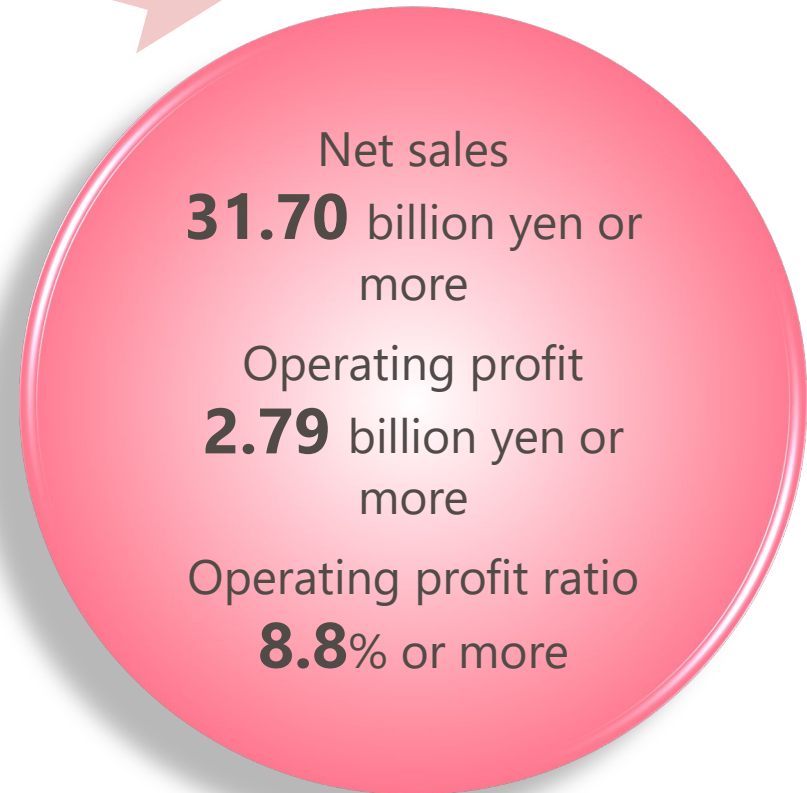
FY2027/6 (Planned)

Medium-Term Management Plan Rolling Plan (FY2025/6 to FY2027/6)

Medium-Term Management Indicators (Consolidated) – Sales and Profit Plan

◆ **We aim to Increase profits by focusing on the highly profitable Cloud Integration Business.**

■ **Net sales (consolidated)** [*1]

Unit: 1 million yen

CAGR
12.9%以上

Year	Value
FY2022/6	16,198
FY2023/6	19,267
FY2024/6	22,029
FY2025/6 (Planned)	26,087
FY2026/6 (Planned)	28,737
FY2027/6 (Planned)	31,709

■ **Operating profit/profit ratio (consolidated)** [*2]

Unit: 1 million yen

CAGR（Operating profit）
18.8%以上

Year	Operating profit	Ratio
FY2022/6	1,196	7.4%
FY2023/6	1,456	7.6%
FY2024/6	1,670	7.6%
FY2025/6 (Planned)	2,115	8.1%
FY2026/6 (Planned)	2,432	8.5%
FY2027/6 (Planned)	2,798	8.8%
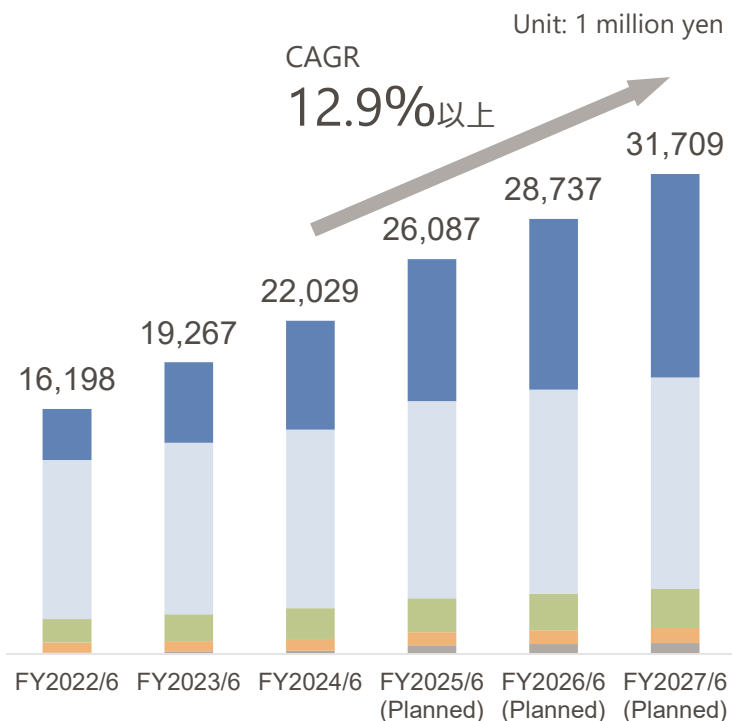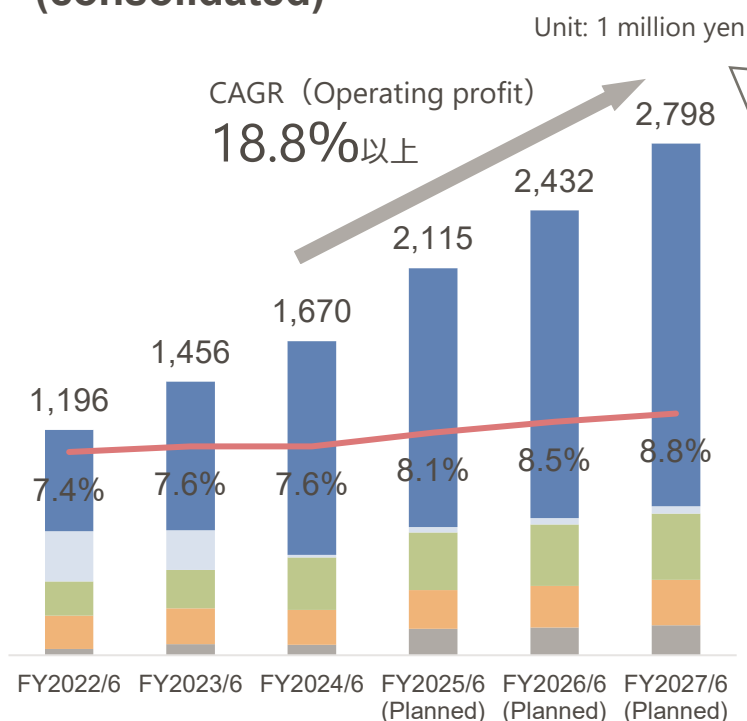
In the plan, operating profit of each segment will increase or decrease depending on the allocation of common SG & A expenses such as head office expenses (prorated to each segment according to incurred costs), while gross profit of each segment will grow steadily.

■ **Gross profit (consolidated)** [*3]

Unit: 1 million yen

Year	Value
FY2022/6	4,336
FY2023/6	5,227
FY2024/6	6,091
FY2025/6 (Planned)	
FY2026/6 (Planned)	
FY2027/6 (Planned)	
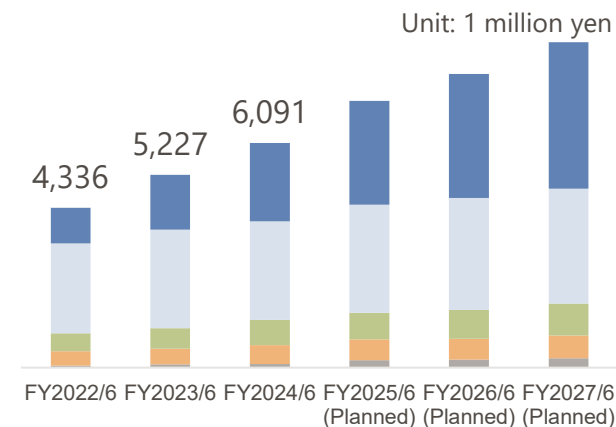
■ Cloud integration ■ System integration ■ Outsourcing ■ Product ■ Overseas ― Operating profit ratio

[*1]Net sales are sales to external customers. [*2] Operating profit is the amount after adjustment for operating profit in the consolidated financial statements.
[*3] The amount of gross profit is after adjusting gross profit in the consolidated financial statements.

Growth Strategy by Segment - Whole Picture

Growth potential

* The size of circle is the amount of sales.

The most important business driving the Group's growth. Taking advantage of market growth, we will actively invest in expanding new areas such as AI and promoting existing businesses, and secure stock-based revenues through resale.

Cloud Integration Business

Overseas Business

In addition to research on the most advanced IT information in North America, we have strengthened the system to ensure that this business alone generates profits.

Outsourcing Business

Product Business

Steadily expand sales and profit by accumulating stock-based revenues, mainly in our own data center.

Steadily build up stock-based revenues such as license fees and expand a high-margin and stable earnings structure.

System Integration Business

Steadily secure sales and profits as a stable business. In addition, we will provide a diverse lineup of services in this business to customers in other businesses to support them to receive orders. We will also encourage engineers to shift their skills to the cloud sector, contributing to a high growth of the entire Group.

Profitability

Growth Strategy by Segment (Cloud Integration Business)(1)

> **Business outline:** Technical support for migration and use of cloud services (ServiceNow, Microsoft Azure, AWS, Google Cloud, etc.) and resale of licenses, etc. (Resale)

◆ **In this business, a driving force of our Group, we will actively invest in expanding our scope of business and growing our existing businesses, while also expanding the virtuous cycle in which training engineers leads to increased orders.**

1 **Expansion of the corresponding area**
Expand the range of services by investing in AI-related services and new overseas services in order to be the first to deploy such services in the Japanese market.

2 **Expansion of existing businesses**
Focusing on AWS, Microsoft Azure, Google Cloud, and ServiceNow, which are the mainstays of this business, we will promote the recruitment and training of engineers and further enhance customer convenience as well as strengthen the development of unique services to improve the productivity of our Group, aiming to differentiate ourselves from other cloud integrators.

Training cloud-related engineers will lead to an increase in orders, and market growth will further grow our business.

■ Net sales of Cloud Integration Business

Unit: 1 million yen

Legend:
- Others
- Google Cloud
- Microsoft Azure
- AWS
- ServiceNow
- Ratio of stock (resale) sales

Chart values: FY2022/6: 3,388 (29%); FY2023/6: 5,319 (31%); FY2024/6: 7,217 (35%); FY2025/6 (Planned); FY2026/6 (Planned); FY2027/6 (Planned)

Expansion of orders

Strengthening relationships with global IT vendors

Engineer training and know-how accumulation

Strengthens relationships with global IT vendors by gaining technical certifications and recognition

Actively invests in training cloud-related engineers

Growth Strategy by Segment (Cloud Integration Business)(2)

◆ **Stock revenue (resale) accounted for 35% of net sales of Cloud Integration Business**

The Company resells cloud accounts (pay-as-you-go or bulk purchases based on data usage) to customers when they use cloud infrastructure such as AWS, Microsoft Azure, and Google Cloud.

Cloud integration business
Sales composition ratio(FY2024/6)

ServiceNow

Cloud Platform Migration and Usage Support（AWS, Microsoft Azure, Google Cloud, Others）

Resale revenues：
Resale revenues will expand to be stock-based revenues without labor cost as customers migrate to Cloud and increase their data usage.
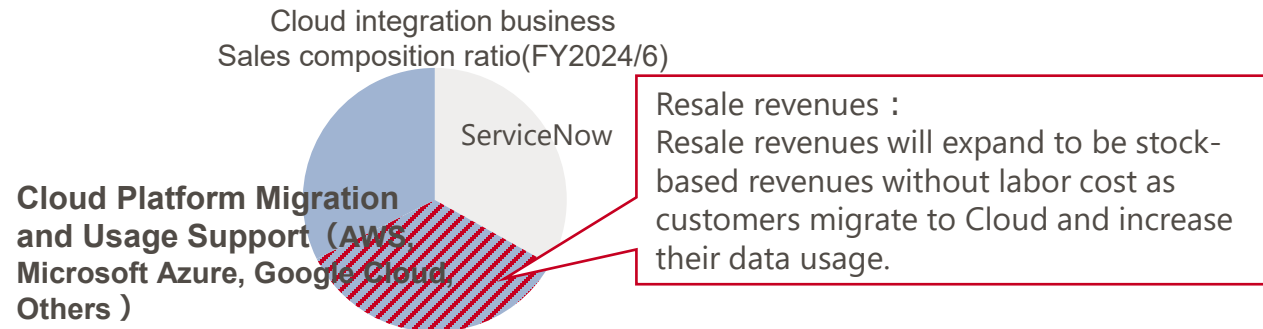
■ **Flow of cloud platform migration and usage support**

Our main services

Before cloud migration

Proposal and design
▼
Migration and usage support
(creation of cloud environment)
▼
(Delivery)
▼

After cloud migration

Operation and monitoring Resale

■ **Changes in resale net sales in net sales for Cloud Integration Business**

単位：百万円

+51.0%
Period over period

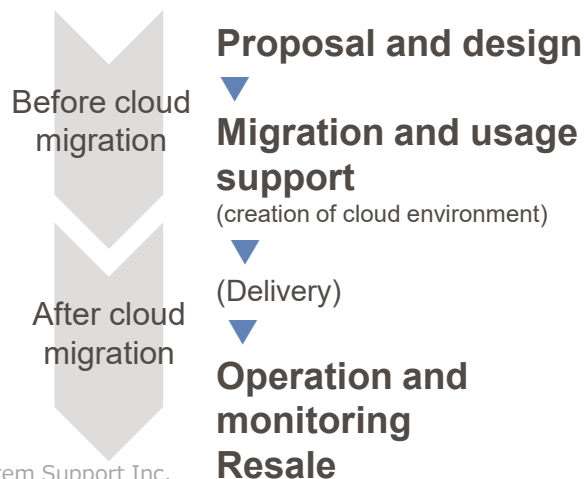|	FY2020/6	FY2021/6	FY2022/6	FY2023/6	FY2024/6
Total	759	773	991	1,648	2,490
4Q	153	216	273	420	648
3Q	141	212	216	424	736
2Q	273	181	287	470	653
1Q	191	163	214	333	452
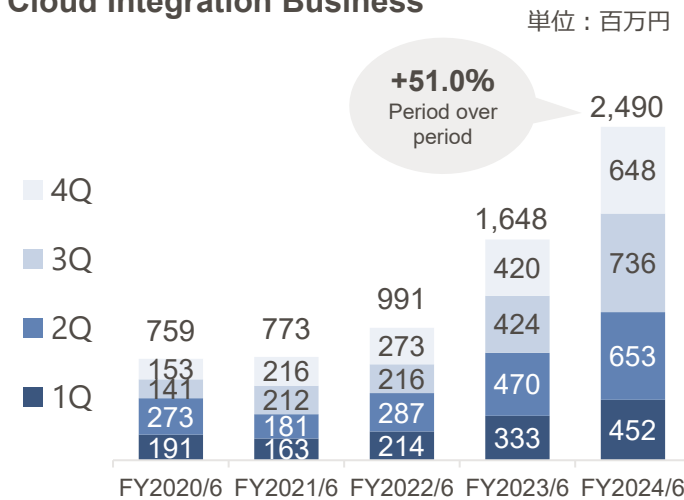
Expansion of the Cloud Market

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

(100 million yen)

FY2021 to FY2027 (Forecast)

CAGR **19.6%**

2021	2022	2023	2024 (Forecast)	2025 (Forecast)	2026 (Forecast)	2027 (Forecast)
13,000	16,100	19,400	23,100	27,400	32,300	38,000

Note 1: Business operator's net sales base   Note 2: Forecasts for 2024 and subsequent years
Note 3: Market size does not include Software as a Service (SaaS)

* "Survey on the Cloud Platform (IaaS/PaaS) Services Market (2024)," by Yano Research Institute, Inc., announced on April 23, 2024

Growth Strategy by Segment

Business outline	Growth strategy

System Integration Business

Technical support for the introduction and use of ERP packages, construction of infrastructure such as Oracle database, and IT system consulting, design, development, operation, and maintenance

■ Expansion of existing businesses
Steadily recruit and train engineers and secure orders for ERP-related, database-related, RPA-related, and other IT system development, which are the mainstay of this business.

■ Provide customers with a variety of options
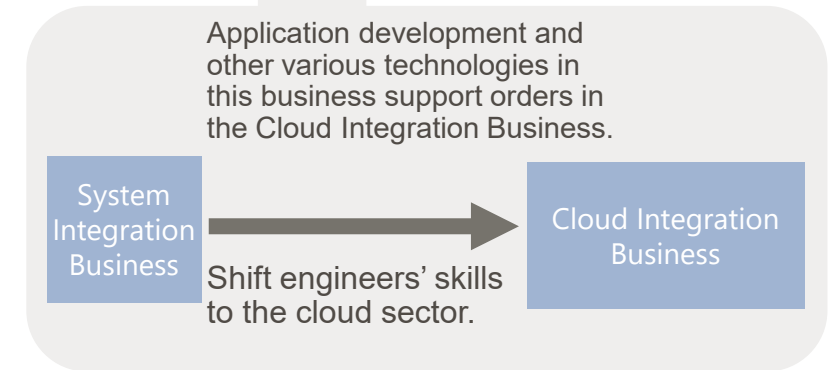Provide a variety of services such as application development to customers in other businesses, including the Cloud Integration Business.

■ Strengthening project management
Continue project management from the perspective of quality, duration, cost, and risk control to curb the occurrence of unprofitable projects and improve service quality.

Client Companies

Percentage of direct transactions: 67.1%[*1]
Customer repeat rate: 85.1%[*2]

Application development and other various technologies in this business support orders in the Cloud Integration Business.

System Integration Business → Cloud Integration Business

Shift engineers' skills to the cloud sector.

Outsourcing Business

Our Group's private cloud and other data center services, data analysis and input, and near-shore system operation and maintenance

■ Data center expansion
Target customers different from major cloud users, and use AI-related and other unique services as a hook tool to build up the numbers of customers and subscription fees per customer.

■ Continuous data center facility expansion
We will gradually increase equipment at our Group's data centers in Kanazawa and Tokyo according to operating status, achieving both quality improvement and profitability.

■ Expansion of ERP near-shore
With the need for maintenance of ERP products, centered on SAP ERP, expected to increase toward 2027, Our Company is strengthening its system by training near-shore personnel in the Kanazawa area.

■ Net sales of Outsourcing Business and ratio of stock sales (annual and monthly data center fees) against net sales

Unit: 1 million yen

75% 73% 69%

1,541 1,772 2,043

FY2022/6 FY2023/6 FY2024/6 FY2025/6 (Planned) FY2026/6 (Planned) FY2027/6 (Planned)

- Net sales
- Ratio of stock sales
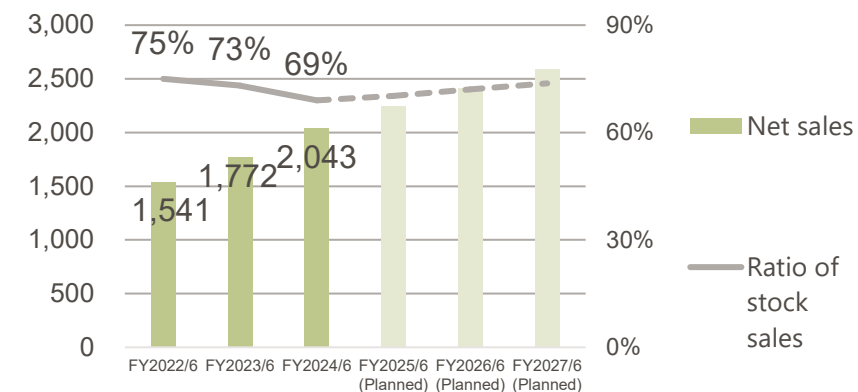
Growth Strategy by Segment

Business outline		Growth Strategy

Product Business

Development, sales, and customization of products (software) by Our Group
Mainly cloud-based products (monthly billing system)

■ Maintaining and improving stable high profitability

By increasing non-customized sales, we will strengthen the structure in which increased sales lead to higher profits. We will accumulate stock-based sales such as monthly usage fees to ensure stable high profit margins.

■ Customer expansion

In order to increase new customers, Our Company will expand sales channels for agents and strengthen advertising and publicity.

■ Functional enhancement

Continue to enhance existing products to reduce lead time until introduction and improve competitiveness against other companies' products.

■ Net sales of Product Business and ratio of stock sales (monthly usage fees, etc.) against net sales

Unit: 1 million yen

FY2022: 670, 52%
FY2023: 693, 57%
FY2024: 769, 58%
FY2025 (Planned)
FY2026 (Planned)
FY2027 (Planned)

- Net sales
- Ratio of stock sales
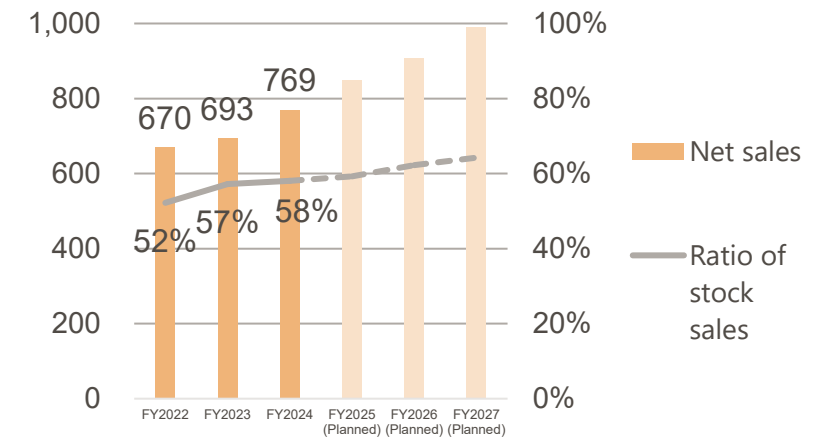
Overseas Business

System integration overseas (in the U.S. and Canada), outsourcing of payroll and accounting services, recruitment services, and media management

■ Expansion of cutting-edge services in Japan

Collecting cutting-edge IT information to develop promising businesses in Japan.

■ Support for companies entering North America

Support for IT infrastructure, recruitment, and marketing of Japanese companies entering North America.

■ Strengthening outsourcing services

Strengthen remote monitoring services for Japanese companies using the time difference between Japan and North America and outsourcing services for Japanese companies in the U.S.

The subsidiary in Canada provides outsourcing services to Japanese companies in the United States.

Support companies entering North America and provide remote monitoring service using time difference

★: Group bases
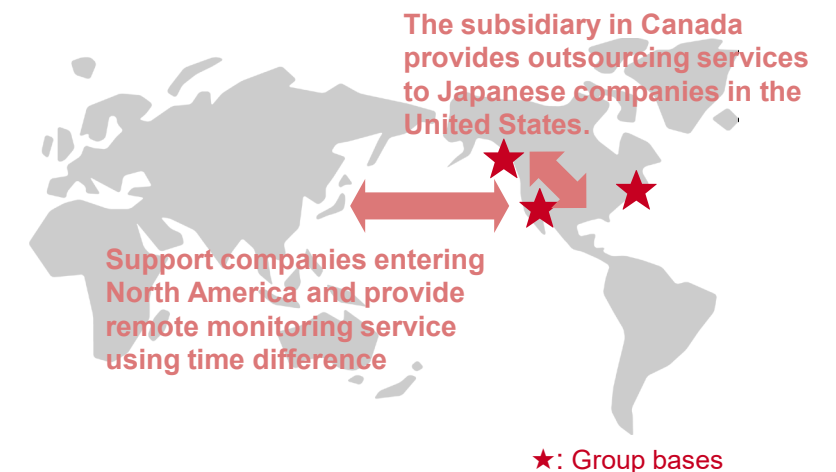
Human resources strategy

◆**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 to promote health management, diversity inclusion and equity, we set and achieve targets for the ratio of female employees, the ratio of employees taking paid leave, and the ratio of employees taking parental leave.

■ **Personnel plan (consolidated)**

We plan to continue to increase the number of employees by approximately 10% every year with the aim of achieving both active recruitment and a comprehensive human development system.
*Effect of an increase in personnel due to M & A in the fiscal year ending June 2025.

Unit: People

Legend:
- Engineers
- Retirement rate
- Turnover rate in the information and communications industry*

* Source: Ministry of Health, Labor and Welfare, Turnover Rate by Industry of Employment Trend Survey

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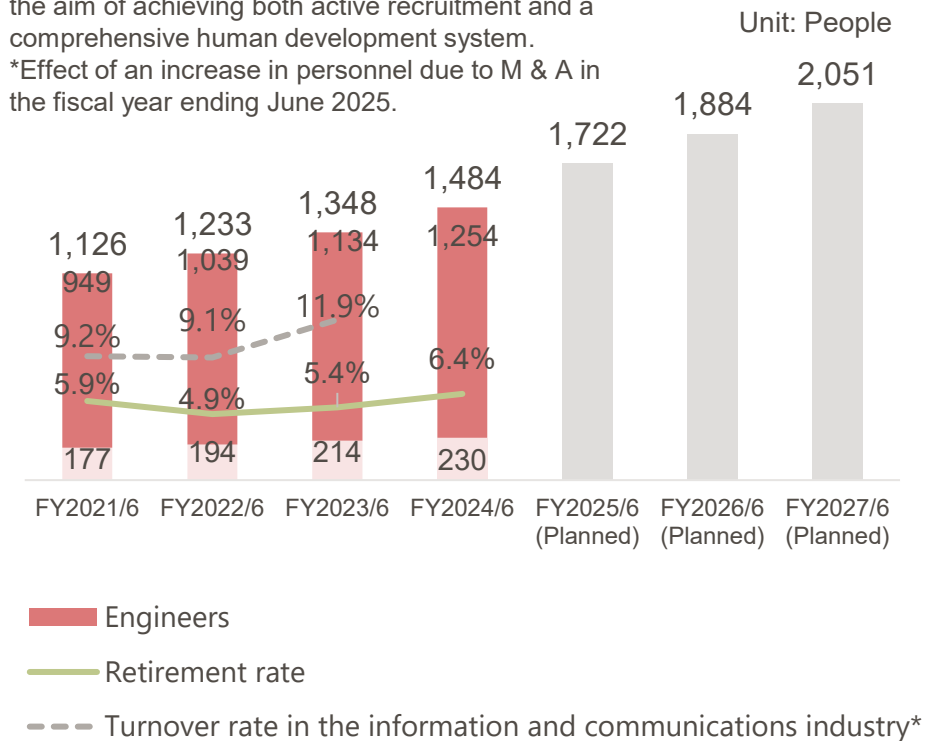
Growth Investment Policy

◆**Accelerate growth by investing cash generated from business activities for developing new areas and strengthening business foundations.**

20~24 billion yen

1.28 billion yen

FY2022/6 to FY2024/6
(cumulative)

FY2025/6 to FY2027/6
(plan and cumulative)

■ Investment in human resources (recruitment-related expenses)
■ Investment in human resources (training expenses)
■ Research and development (R & D) expenses ■ M & A-related expenses
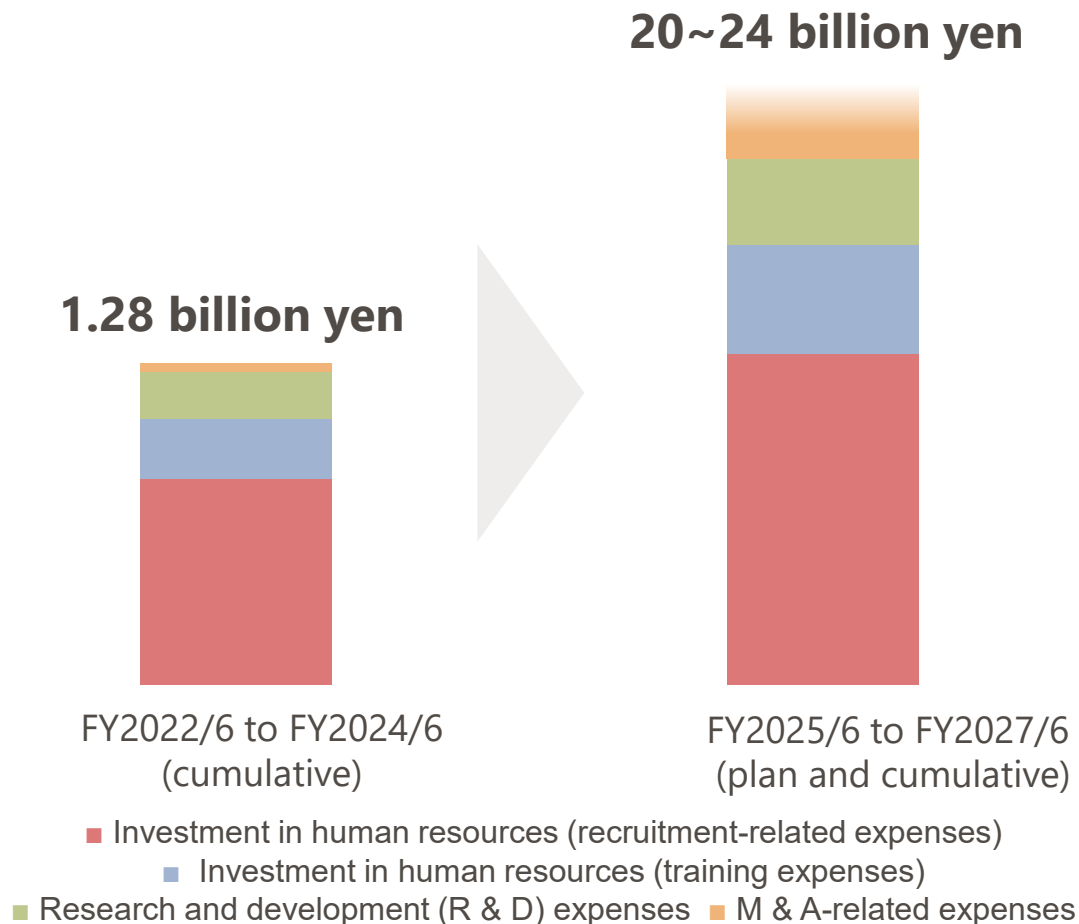
Policies in each sector

■ Investment in human resources

Positioning human resources as a source of business growth, we will invest mainly in "active recruitment and appointment of diverse human resources" and "human resources development" (see page 14 for human resources strategy)

■ R & D investment

Focus on considering the development and strengthening of services, especially AI and cloud services.

■ M & A investment

Dynamic implementation of M & A to expand the service lineup and resources in growth areas.

Shareholder Return Policy

◆**Dividend policy**

Our basic profit distribution policy is to continue to pay progressive dividends to shareholders and increase the level of dividends in accordance with our performance and profit level, while investing in future growth and strengthening our management structure.

Enhancement of shareholder returns through sustainable profit growth

Shareholder returns

Progressive dividends **+** Increasing the level of dividends in line with our performance and profit levels

Growth investment

Sound financial base

■ **Dividend trend** *

Unit: Yen

	FY2019/6	FY2020/6	FY2021/6	FY2022/6	FY2023/6	FY2024/6	FY2025/6 (Forecast)
Total	1.5	10	21	25	32	40	48
Year-end dividends		10	21	13	17	22	24
Interim dividends				12	15	18	24

■ Interim dividends ■ Year-end dividends

Sustainability Policy

◆ **Address social issues through sustainability management based on the management philosophy.**

	Efforts to date	Efforts to strengthen
Environment E	• The Sustainability Committee was established to plan and study sustainability measures. • Implement CO_2 emission reduction activities using renewable energy. • Start of information disclosure on sustainability	• Set CO_2 emission targets and implement further reduction measures • Expand a disclosure system in line with the TCFD, and respond to CDP and improve score
Society S	• Development of IT engineers • Realization of diverse human resources employment and work styles • Contribution to local communities and local administration	• Promote health management, diversity inclusion, and equity initiatives for the advancement of diverse human resources. • Expanding the activities of Microsoft Base Kanazawa with the aim of expanding local businesses and revitalizing the economy through development of DX human resources.
Governance G	• Establishment of various committees and improvement of systems to improve corporate governance • The Board of Directors is composed to strengthen corporate governance and ensure diversity (Four independent outside directors and three women out of nine directors).	• Aim to improve the response and quality of the revised Corporate Governance Code. • Continue to work to strengthen corporate governance and ensure diversity in the composition of the Board of Directors.

Advanced Customer Service

Contributing to Society

Management philosophy

Sharing Value

Reference Materials

Company Profile

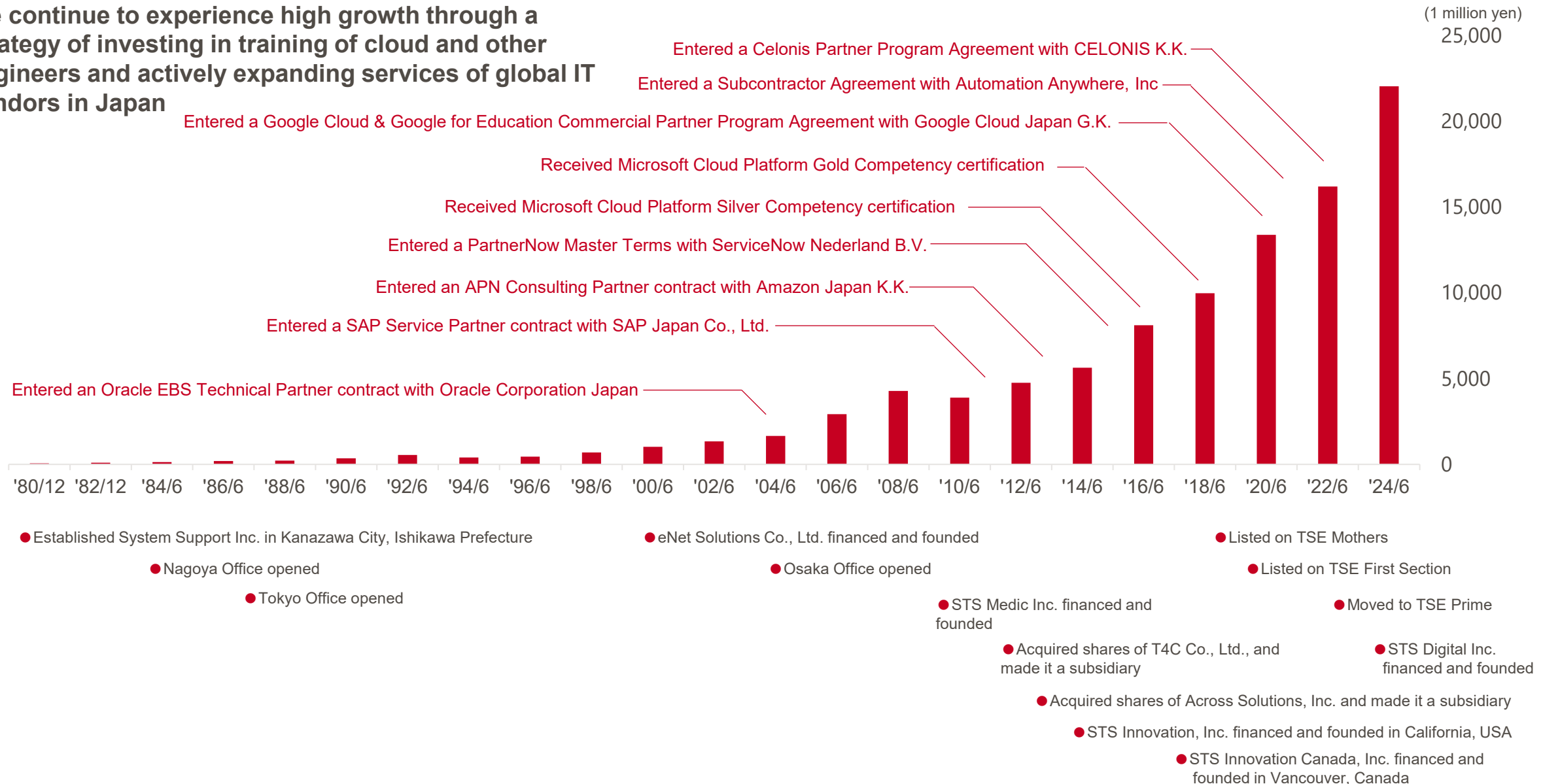|	
Company name	System Support Inc. (STS)
Location	9F Rifare, 1-5-2 Honmachi, Kanazawa-shi, Ishikawa Prefecture
Founding	January 1980
Listed market	Tokyo Stock Exchange Prime Market (security code: 4396)
Capital	723 million yen
Net sales	22,029 million yen (FY2024/6, consolidated)
Representative	Ryoji Koshimizu, Representative Director
Number of employees	1,484 (as of June 30, 2024, consolidated)
Group bases	Tokyo, Nagoya, Osaka, and Kanazawa (headquarters), United States (Silicon Valley, LA), Canada (Vancouver)
Business outline	

- The head office is located in Kanazawa City, and the center of business including employees and customers is Tokyo, Nagoya, and Osaka.
- 85% of employees are engineers

Overseas (U.S. & Canada) 13

Kanazawa 288
Tokyo 771
Nagoya 194
Osaka 218

Number of employees by region
(as of June 30, 2024, consolidated)

Business outline

■ **Cloud Integration Business**
Technical support for migration and use of cloud services (ServiceNow, Microsoft Azure, AWS, Google Cloud, etc.) and resale of licenses, etc.

■ **System Integration Business**
Technical support for the introduction and use of ERP packages, construction of infrastructure such as Oracle database, and IT system consulting, design, development, operation, and maintenance

■ **Outsourcing Business**
Our Group's private cloud and other data center services, data analysis and input, and near-shore system operation and maintenance

■ **Product Business**
Development and sale of products (software) by Our Group, and customization according to user companies' applications

■ **Overseas Business**
Overseas system integration, outsourcing of payroll and accounting services, recruitment services, and media management
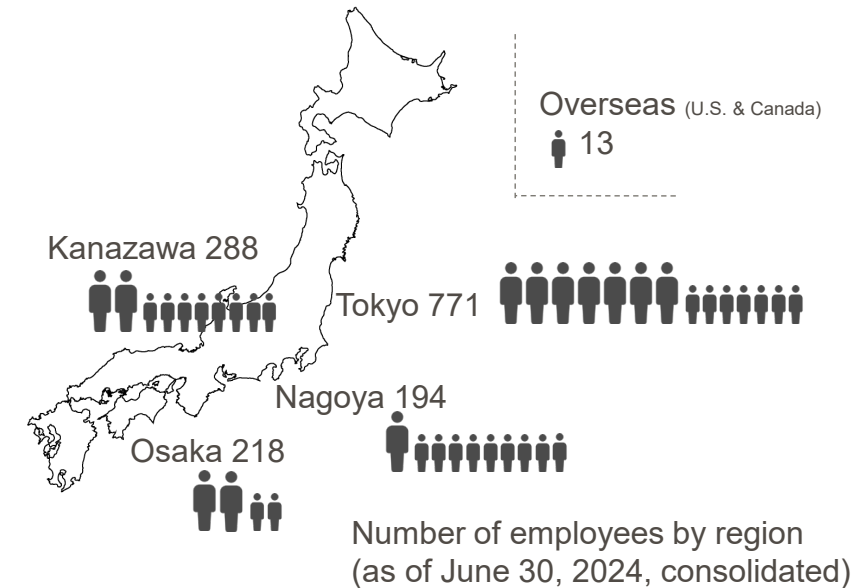
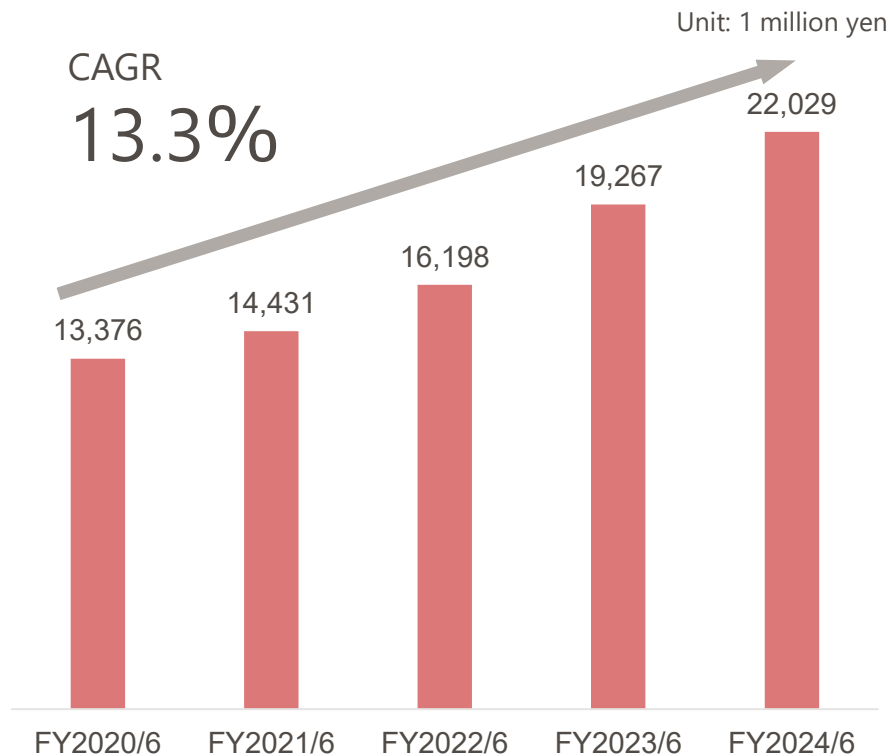# Company Profile – Net Sales Trends and History

We continue to experience high growth through a strategy of investing in training of cloud and other engineers and actively expanding services of global IT vendors in Japan
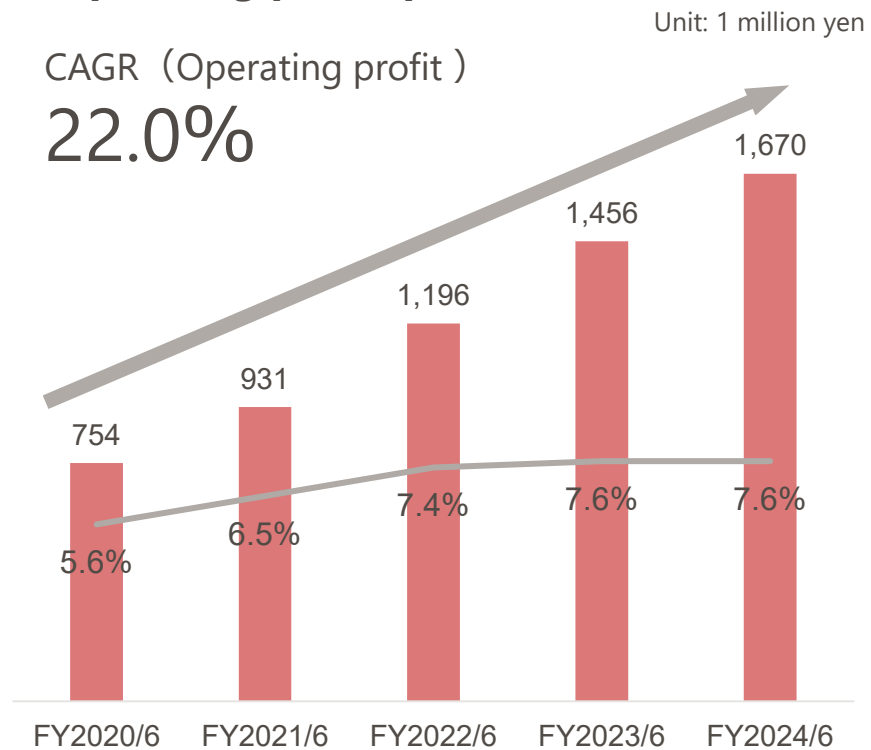
(1 million yen)

Entered a Celonis Partner Program Agreement with CELONIS K.K.

Entered a Subcontractor Agreement with Automation Anywhere, Inc

Entered a Google Cloud & Google for Education Commercial Partner Program Agreement with Google Cloud Japan G.K.

Received Microsoft Cloud Platform Gold Competency certification

Received Microsoft Cloud Platform Silver Competency certification

Entered a PartnerNow Master Terms with ServiceNow Nederland B.V.

Entered an APN Consulting Partner contract with Amazon Japan K.K.

Entered a SAP Service Partner contract with SAP Japan Co., Ltd.

Entered an Oracle EBS Technical Partner contract with Oracle Corporation Japan

Chart y-axis: 0, 5,000, 10,000, 15,000, 20,000, 25,000

Chart x-axis: '80/12, '82/12, '84/6, '86/6, '88/6, '90/6, '92/6, '94/6, '96/6, '98/6, '00/6, '02/6, '04/6, '06/6, '08/6, '10/6, '12/6, '14/6, '16/6, '18/6, '20/6, '22/6, '24/6

- Established System Support Inc. in Kanazawa City, Ishikawa Prefecture
- Nagoya Office opened
- Tokyo Office opened
- eNet Solutions Co., Ltd. financed and founded
- Osaka Office opened
- STS Medic Inc. financed and founded
- Acquired shares of T4C Co., Ltd., and made it a subsidiary
- Acquired shares of Across Solutions, Inc. and made it a subsidiary
- STS Innovation, Inc. financed and founded in California, USA
- STS Innovation Canada, Inc. financed and founded in Vancouver, Canada
- Listed on TSE Mothers
- Listed on TSE First Section
- Moved to TSE Prime
- STS Digital Inc. financed and founded

* Net sales are consolidated from FY2016/6, and unconsolidated before that.

Review: FY2020/6 to FY2024/6 (1)

◆ **Net sales were driven by Cloud-related business and CAGR was 13.3%.**
◆ **Operating profit grew at a CAGR of 22.0% and the operating profit rate increased by 2.0 percentage points due to the expansion of profitable businesses such as cloud-related businesses.**
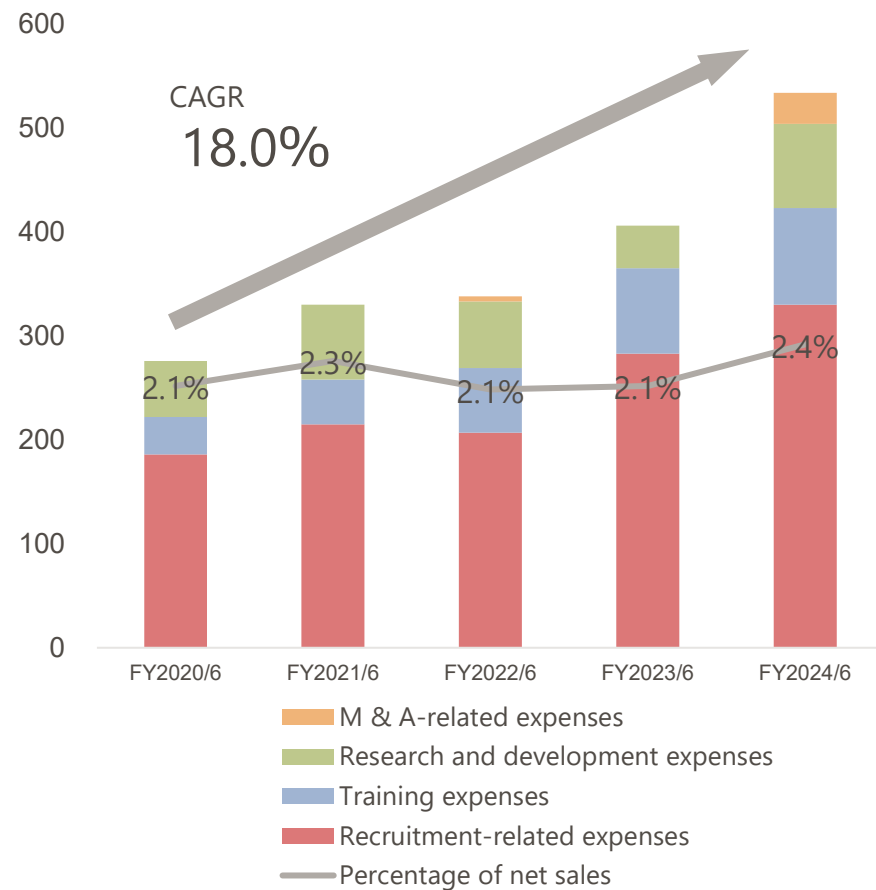
■ **Net sales (consolidated)**

Unit: 1 million yen

CAGR
13.3%

13,376	14,431	16,198	19,267	22,029
FY2020/6	FY2021/6	FY2022/6	FY2023/6	FY2024/6

■ **Operating profit/profit ratio (consolidated)**

Unit: 1 million yen

CAGR（Operating profit）
22.0%

754	931	1,196	1,456	1,670
5.6%	6.5%	7.4%	7.6%	7.6%
FY2020/6	FY2021/6	FY2022/6	FY2023/6	FY2024/6

■ **Investment-related expenses (consolidated)**

Unit: 1 million yen

CAGR
18.0%

- FY2020/6: 2.1%
- FY2021/6: 2.3%
- FY2022/6: 2.1%
- FY2023/6: 2.1%
- FY2024/6: 2.4%

- M & A-related expenses
- Research and development expenses
- Training expenses
- Recruitment-related expenses
- Percentage of net sales

■ **Management indicators (consolidated)**

Return of equity:
- FY2020/6: 20.5%
- FY2021/6: 25.0%
- FY2022/6: 24.5%
- FY2023/6: 26.8%
- FY2024/6: 26.7%

Return on invested capital:
- FY2020/6: 14.8%
- FY2021/6: 16.9%
- FY2022/6: 17.1%
- FY2023/6: 19.1%
- FY2024/6: 19.0%

Earnings per share:
- FY2020/6: ¥45
- FY2021/6: ¥65
- FY2022/6: ¥76
- FY2023/6: ¥98
- FY2024/6: ¥118

- Earnings per share
- Return of equity
- Return on invested capital

Disclaimer and Forward Looking Statements

◆This document has been prepared by System Support Inc. (hereinafter referred to as "Our Company") for the purpose of providing investors with an understanding of the current status of Our Company.

◆The contents of this document are prepared based on economic, social, and other conditions generally recognized as prevailing at the time this report was prepared, as well as certain assumptions that we have judged to be reasonable, but may be subject to change without notice due to changes in the business environment or other reasons.

◆The materials and information provided in this presentation include so-called "forward looking statements." These statements are based on current expectations, projections, and assumptions with risks and involve uncertainties that could cause results to differ materially from those in the statements.

◆Such risks and uncertainties include general industry and market conditions, and general domestic and international economic conditions such as interest rate and currency exchange rate fluctuations.

For further information, please contact:
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Thank you

システムサポート