



## **Financial results for FY 12/2022**

Core Concept Technologies Inc.

Securities Code: 4371

February 13, 2023

1	Executive Summary	P-3
2	Earnings Report	P-5
3	Earnings Forecast	P-19
4	Business Model	P-23
5	Growth Strategy	P-27
6	Appendix	P-33

# 1 Executive Summary

---

Topic in  
FY 12/2022

**We established a joint venture named DT dynamics corporation with MISUMI Group Inc.**

Results for  
FY 12/2022

**Sales and profit grew considerably year on year.**

Net sales: **12,113** million yen **+55.3** % year on year  
Operating profit: **1,120** million yen **+105.2** % year on year  
Operating profit margin: **9.3** % **+2.3** points year on year

Earnings  
forecast for  
FY 12/2023

**We plan to increase sales and profit at a steady pace.**

Net sales: **15,761** million yen **+30.1** % year on year  
Operating profit: **1,586** million yen **+41.5** % year on year  
Operating profit margin: **10.1** % **+0.8** points year on year

# 2 Earnings Report

---

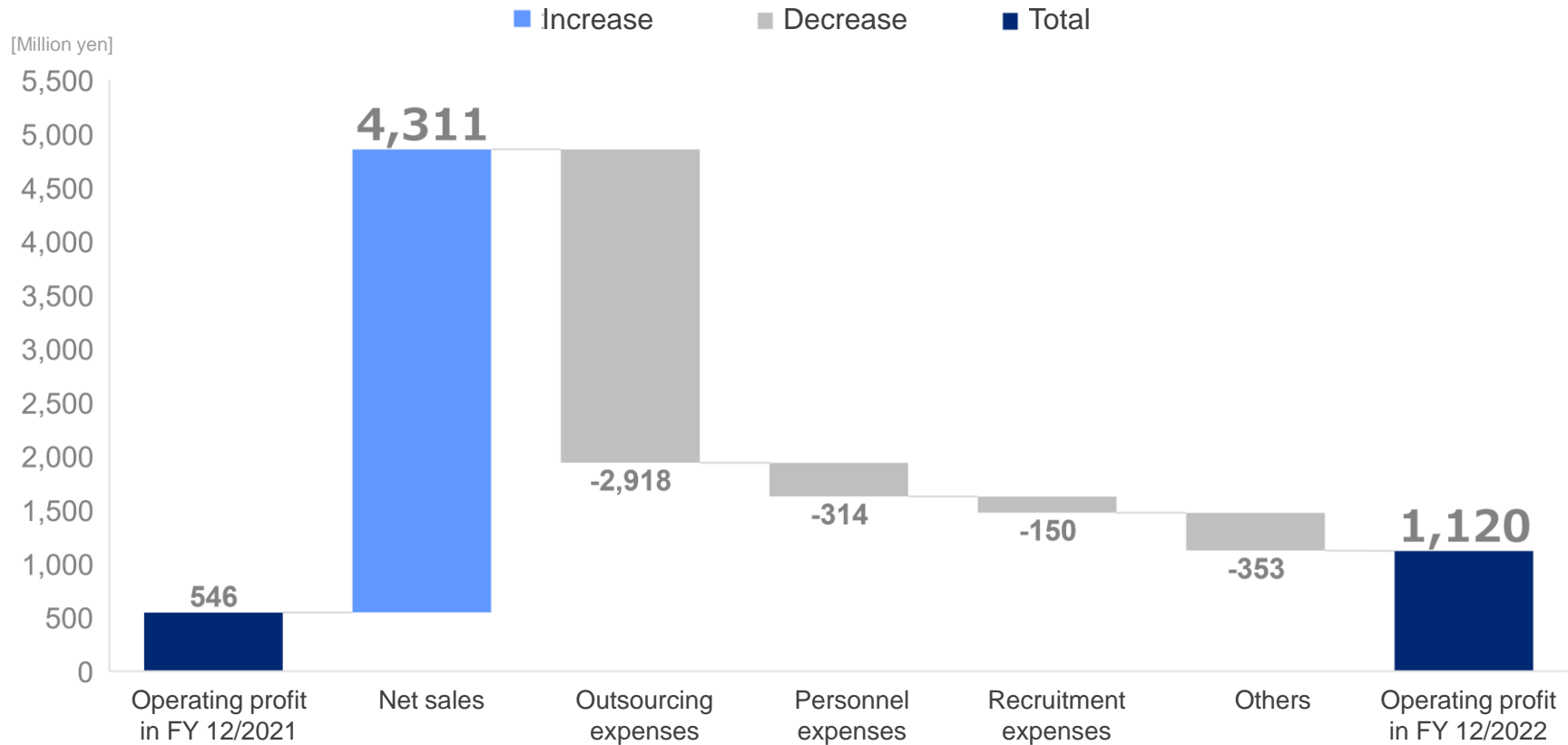
- ◆ Sales and profit for FY2022 grew considerably year on year.
- ◆ Net sales and other profits were better than earnings forecast.

- A provision for year-end bonus amounting to 155 million yen and 120 million yen was posted in selling, general and administrative expenses in FY 12/2021 and FY 12/2022, respectively.

Unit: million yen

	2021	2022	Change	% Change	Earnings forecast (revised on July 21)	Achievement rate
Net sales	7,801	12,113	+4,311	+55.3%	11,622	104.2%
Outsourcing expenses	4,561	7,479	+2,918	+64.0%	-	-
Personnel expenses	1,235	1,461	+225	+18.3%	-	-
Other costs	206	442	+235	+113.6%	-	-
Gross profit	1,797	2,729	+932	+51.9%	-	-
Selling, general and administrative expenses	1,250	1,608	+358	+28.6%	-	-
Operating profit	546	1,120	+574	+105.2%	1,105	101.4%
Ordinary profit	546	1,139	+593	+108.6%	1,126	101.2%
Profit	410	836	+426	+103.9%	781	107.1%
Gross profit margin	23.0%	22.5%	-0.5P	-	-	-
Operating profit margin	7.0%	9.3%	+2.3P	-	9.5%	-
Outsourcing expense rate	58.5%	61.7%	+3.2P	-	-	-

◆ **Thanks to the growth in net sales, operating profit rose considerably.**  
(+574 million yen, or up 105.2 %, year on year)



◆ Both support for DX and support for staffing of IT personnel saw significant growth of sales and profit.

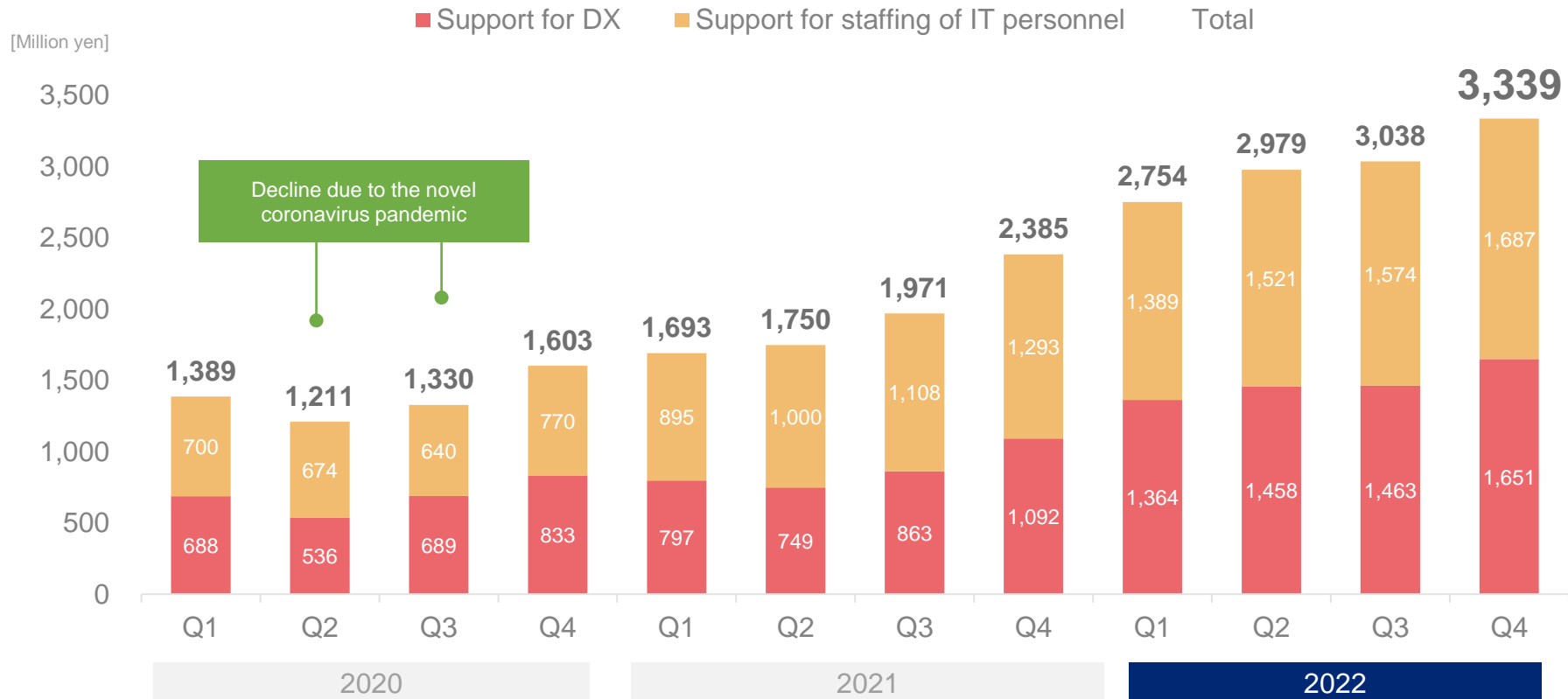
Unit: million yen

	2021	2022	Change	% Change
<b>Net sales</b>	7,801	12,113	+4,311	+55.3%
Support for DX	3,503	5,939	+2,435	+69.5%
Support for staffing of IT personnel	4,297	6,173	+1,875	+43.6%
<b>Gross profit</b>	1,797	2,729	+932	+51.9%
Support for DX	1,201	1,766	+565	+47.0%
Support for staffing of IT personnel	595	963	+367	+61.8%
<b>Gross profit margin</b>	23.0%	22.5%	-0.5P	-
Support for DX	34.3%	29.7%	-4.6P	-
Support for staffing of IT personnel	13.9%	15.6%	+1.7P	-
<b>Backlog of orders (as of the end of term)</b>	2,197	2,824	+627	+28.5%
Support for DX	1,254	1,593	+339	+27.0%
Support for staffing of IT personnel	942	1,230	+288	+30.6%



# ◆ An upward trend continues in terms of net sales for both support for DX and support for staffing of IT personnel.

- The ratio in the first half was higher in FY 12/2022 compared with previous terms.
- Since many client companies settle accounts in March, net sales tend to increase from April (the second quarter of our fiscal year) to March of the following year (the first quarter of our fiscal year).



## ◆ Unlike previous terms, we earned more profit in the first half in FY 12/2022.

- Usually, operating profit margin is high in Q1 and Q3, while that in Q2 and Q4 is low due to the effects of personnel expenses, recruitment expenses and a provision for year-end bonus.

- 1** **Operating profit margin dropped** due to recruitment of new graduates & experienced personnel.
- 3** **Operating profit margin rose** due to the posting of sales from a large project with a high profit margin.

- 2** **Operating profit margin dropped** due to a provision for year-end bonus. (155 million yen and 120 million yen were posted in selling, general and administrative expenses in FY 12/2021 and FY 12/2022, respectively.)
- 4** **Operating profit margin dropped** due to an increase in outsourcing expenses to deal with strong demand.



## ◆ Personnel expenses and recruitment expenses increased as we enhanced recruitment activities.

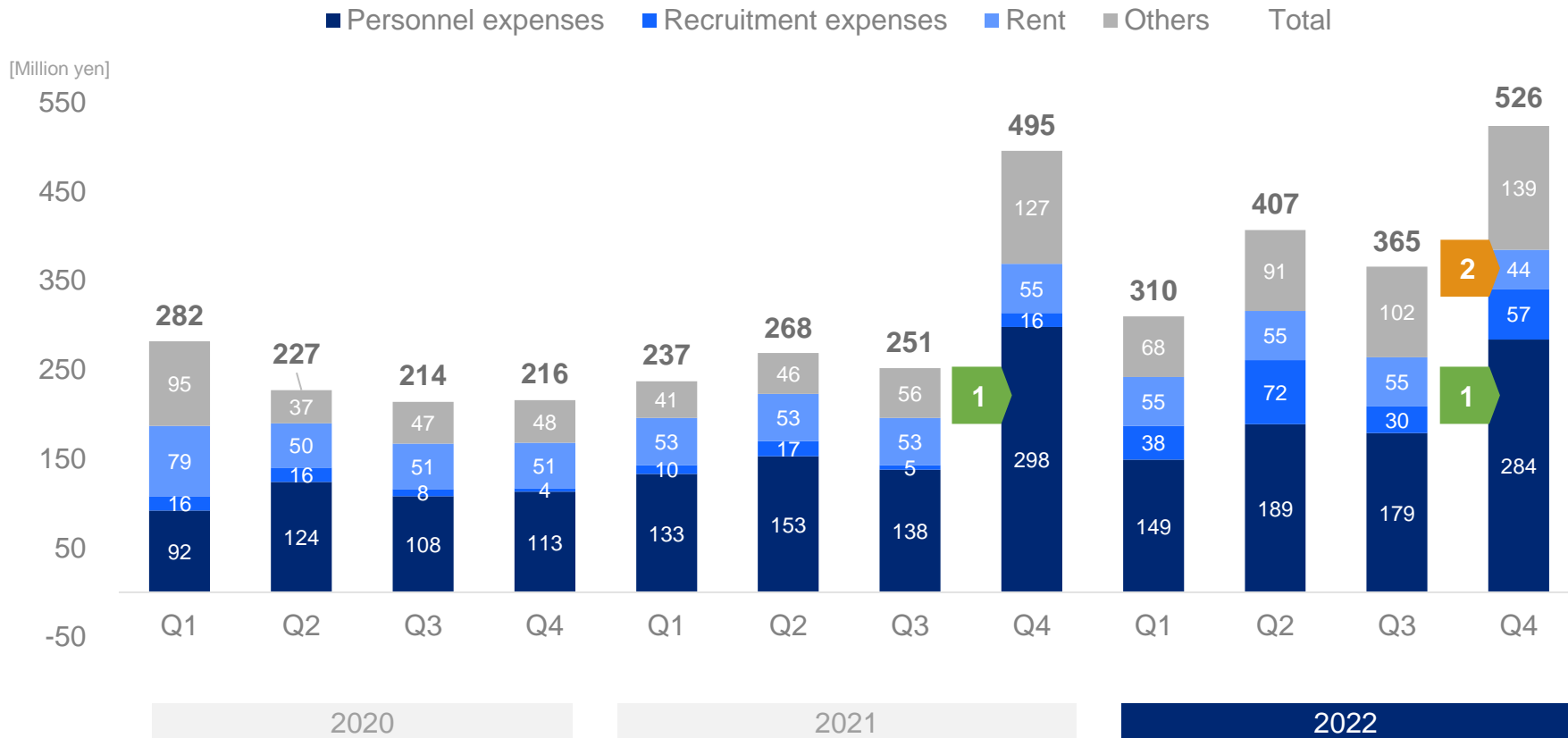
- In Q4 of FY 12/2021 and Q4 of FY 12/2022, personnel expenses rose due to the posting of a provision for year-end bonus.

1

Personnel expenses rose due to the posting of a provision for year-end bonus. (155 million yen and 120 million yen were posted in FY 12/2021 and FY 12/2022, respectively.)

2

Decrease due to subleasing of a part of the office



\*A portion of rent was posted as cost of sales until FY 12/2020.

\*A portion of personnel expenses (remuneration for executives) was posted as cost of sales until FY 12/2021.

- ◆ Net sales have been increasing steadily.
- ◆ Gross profit and operating profit in Q1 of FY 12/2022 are exceptionally high due to the posting of sales from a large project with a high profit margin in support for DX.

Unit: million yen

	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4
Net sales	1,693	1,750	1,971	2,385	2,754	2,979	3,038	3,339
Outsourcing expenses	952	1,032	1,132	1,444	1,579	1,805	1,990	2,105
Personnel expenses	290	302	312	329	349	343	375	392
Other costs	61	76	66	3	108	140	55	137
Gross profit	389	338	460	608	717	690	618	704
Selling, general and administrative expenses	236	267	250	495	310	406	365	526
Operating profit	152	70	209	113	406	283	252	177
Ordinary profit	165	59	205	115	430	284	250	174
Profit	111	35	139	123	314	209	184	127
<b>Gross profit margin</b>	<b>23.0%</b>	<b>19.3%</b>	<b>23.4%</b>	<b>25.5%</b>	<b>26.0%</b>	<b>23.2%</b>	<b>20.3%</b>	<b>21.1%</b>
<b>Operating profit margin</b>	<b>9.0%</b>	<b>4.0%</b>	<b>10.6%</b>	<b>4.8%</b>	<b>14.8%</b>	<b>9.5%</b>	<b>8.3%</b>	<b>5.3%</b>
<b>Outsourcing expense rate</b>	<b>56.3%</b>	<b>59.0%</b>	<b>57.4%</b>	<b>60.5%</b>	<b>57.3%</b>	<b>60.6%</b>	<b>65.5%</b>	<b>63.0%</b>

- ◆ **Gross profit margin of support for DX in the second half of FY 12/2022 was low due to an increase in outsourcing expense rate to deal with strong demand.**

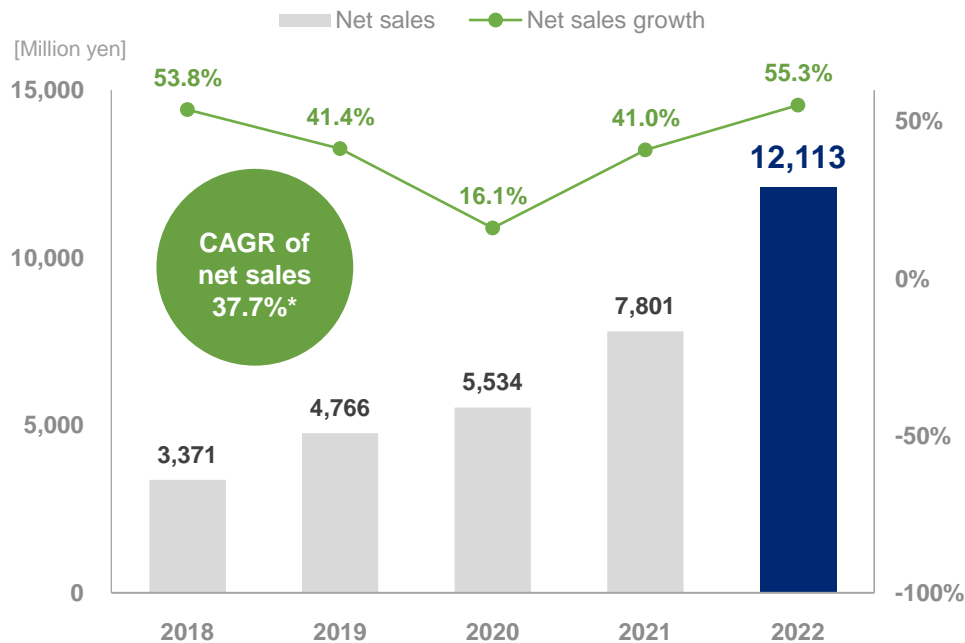
Unit: million yen

	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4
Net sales	1,693	1,750	1,971	2,385	2,754	2,979	3,038	3,339
Support for DX	797	749	863	1,092	1,364	1,458	1,463	1,651
Support for staffing of IT personnel	895	1,000	1,108	1,293	1,389	1,521	1,574	1,687
Gross profit	389	338	460	608	717	690	618	704
Support for DX	277	209	306	408	506	454	376	429
Support for staffing of IT personnel	111	129	154	199	210	235	241	275
Gross profit margin	23.0%	19.3%	23.4%	25.5%	26.0%	23.2%	20.3%	21.1%
Support for DX	34.8%	27.9%	35.4%	37.4%	37.1%	31.2%	25.7%	26.0%
Support for staffing of IT personnel	12.5%	12.9%	14.0%	15.4%	15.2%	15.5%	15.4%	16.3%
Backlog of order (as of the end of term)	1,445	1,384	1,672	2,197	2,226	1,960	2,405	2,824
Support for DX	688	638	844	1,254	1,296	1,027	1,273	1,593
Support for staffing of IT personnel	756	746	827	942	929	933	1,131	1,230

## ◆ Top line continued to grow at a high rate and operating profit margin also increased.

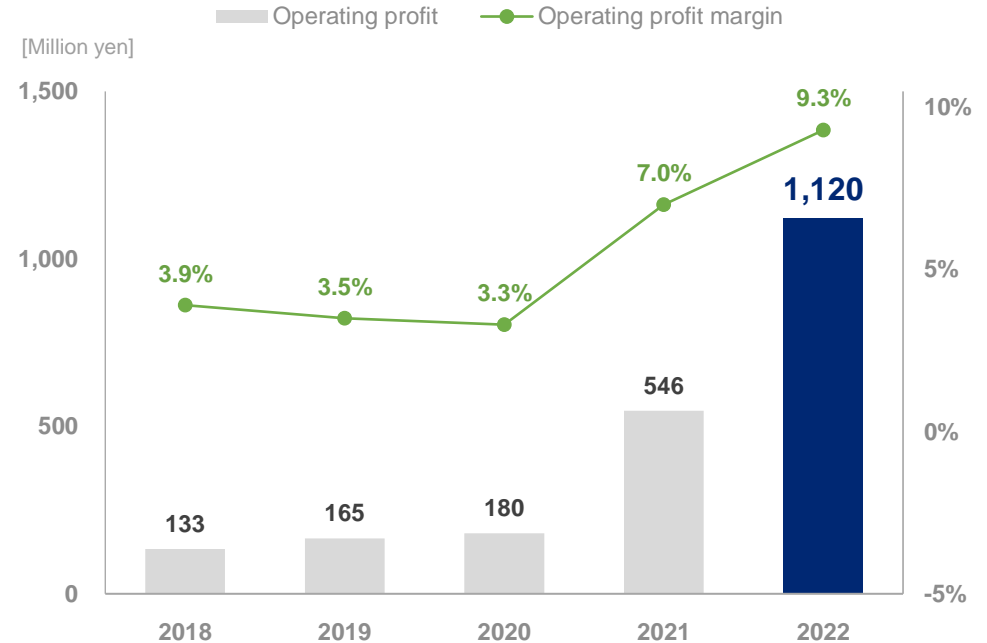
### Variations in net sales and sales growth

- In FY 12/2020, growth rate declined, due to the delay in order receipt and the postponement of project delivery due to the novel coronavirus pandemic.



### Variations in operating profit and its margin

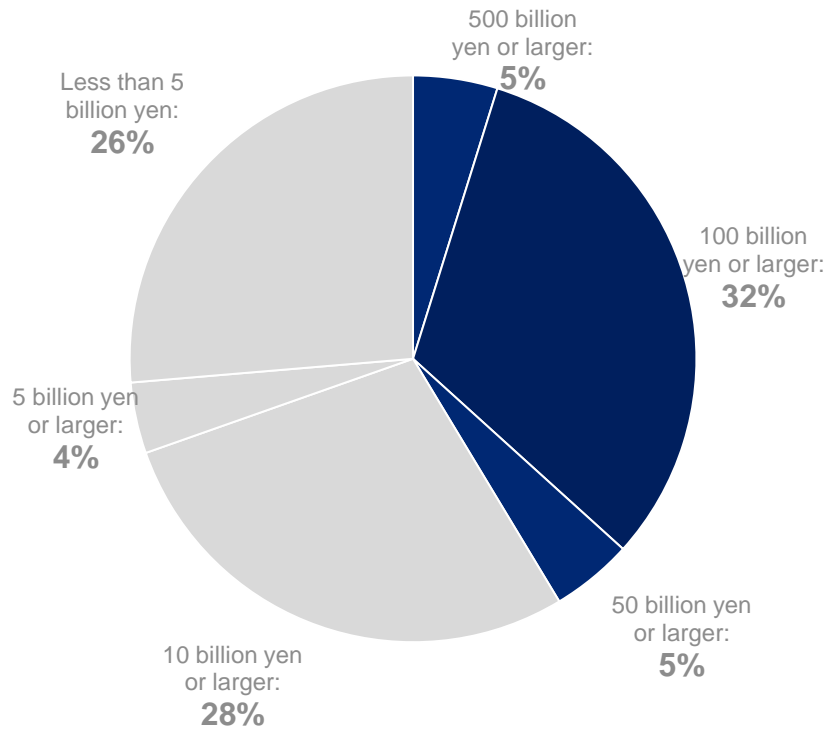
- We invested for growth from FY 12/2018 to FY 12/2020. We prioritized active recruitment and office relocation.



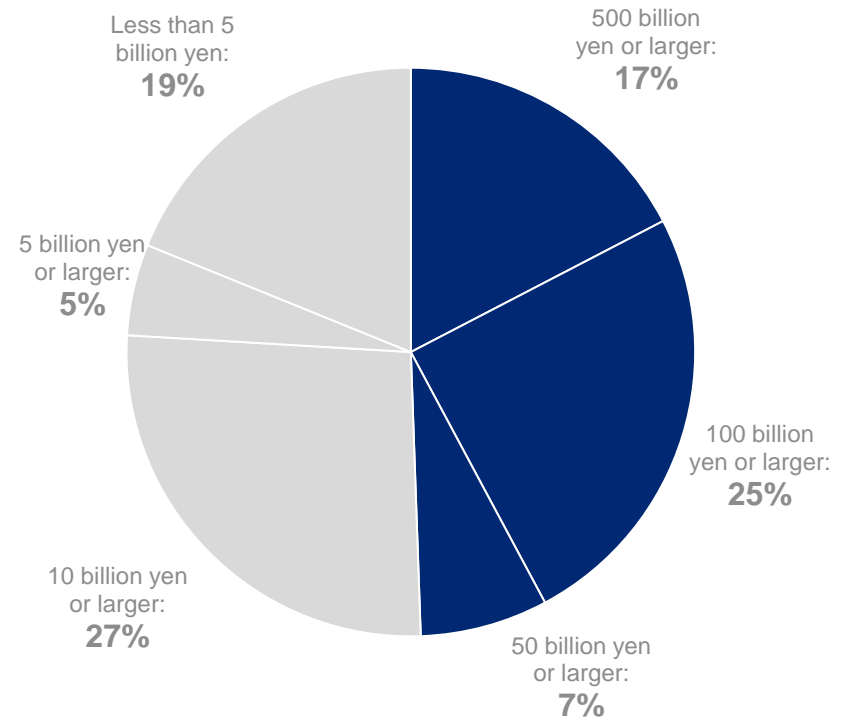
\*From FY 12/2018 to FY 12/2022

◆ We increased transactions with large companies by actively giving proposals.

FY 12/2021

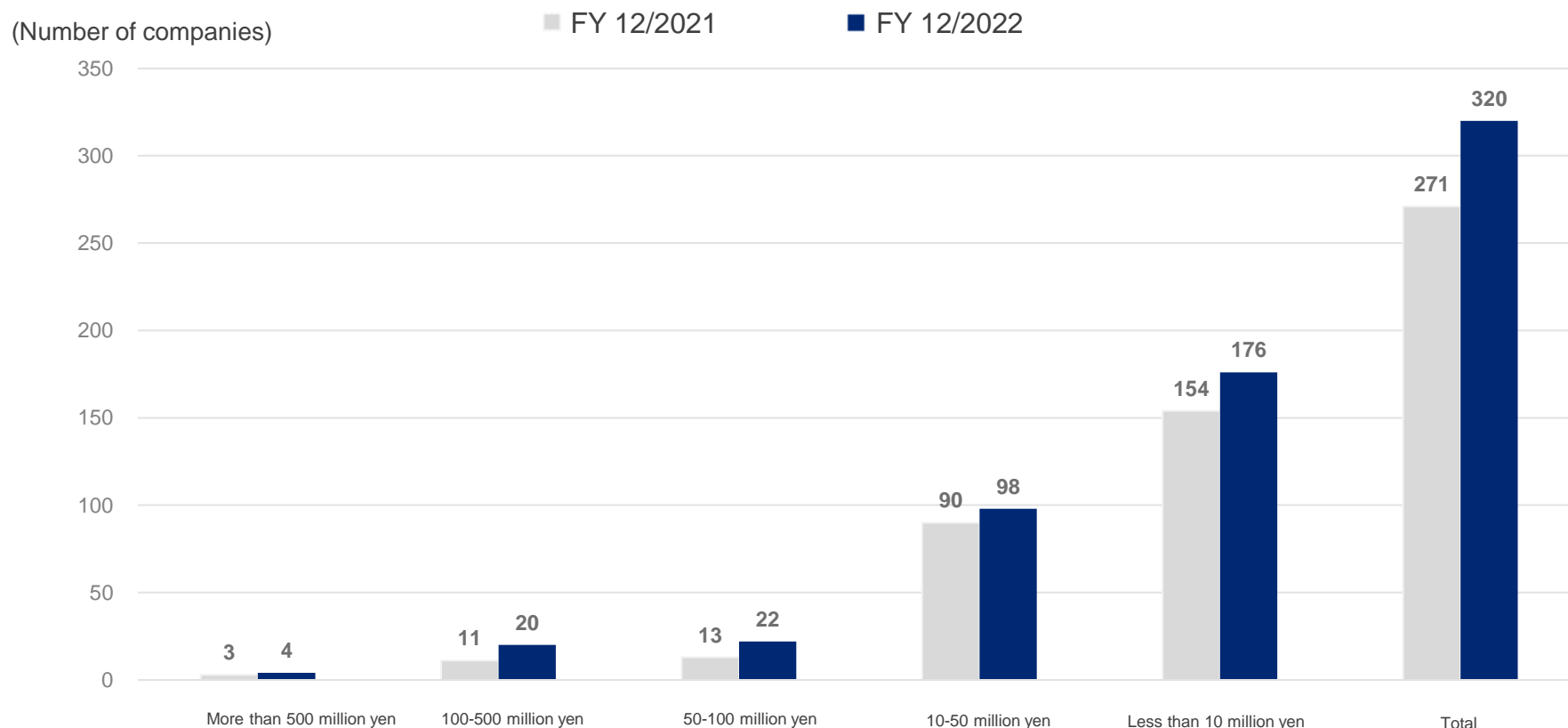


FY 12/2022



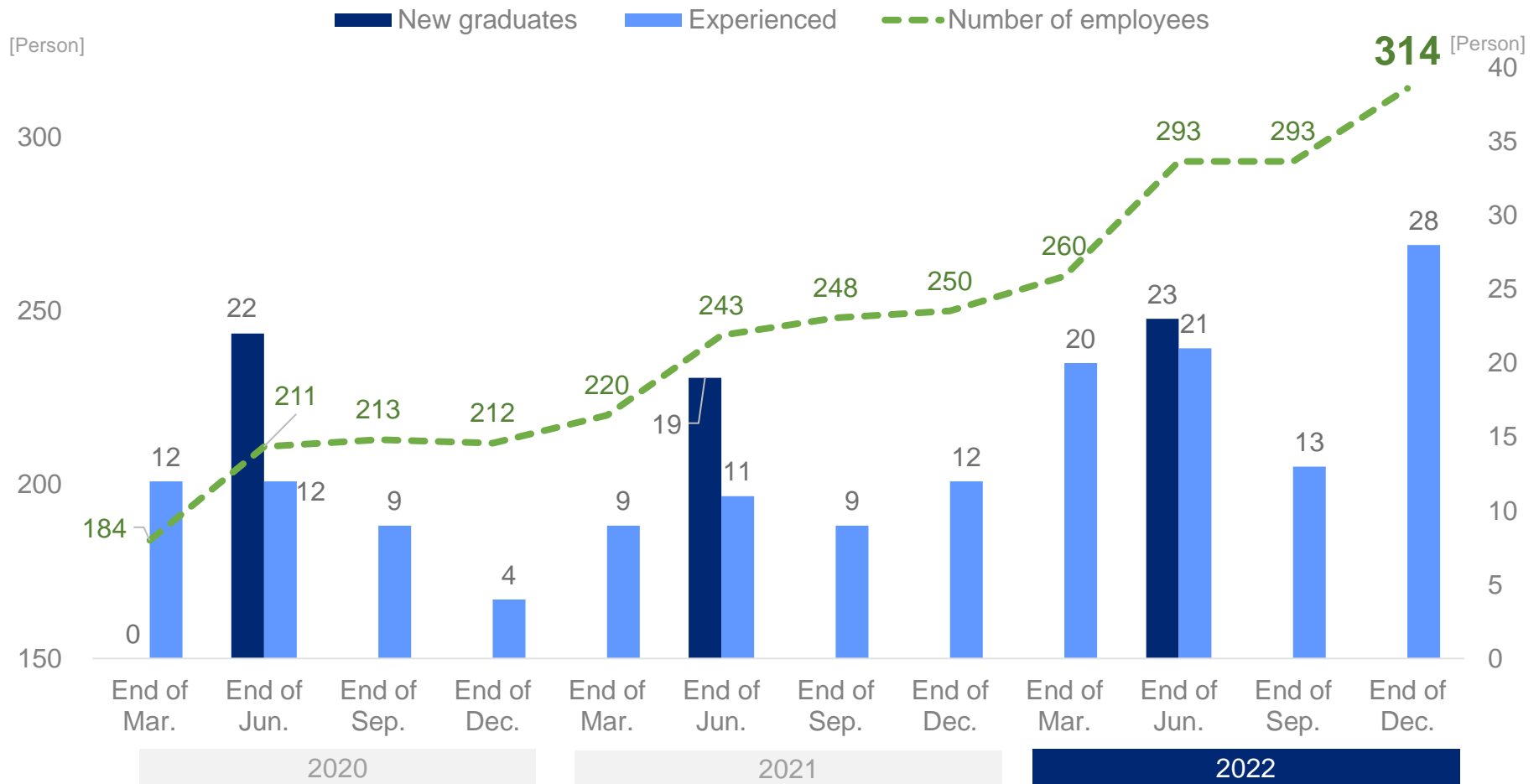
◆ As we increased continuous transactions with existing clients, the number of clients with high spend on our services is increasing.

### Number of clients in each sales range





## ◆ We concentrate on recruitment activities, and the number of employees is steadily increasing.



## ◆ Retained earnings increased thanks to strong performance, resulting in improved financial soundness.

Unit: million yen

	End of FY 12/2021	End of FY 12/2022	Change	Major factors in increase/decrease
Current assets	3,031	4,351	+1,320	Increase in cash and deposits: +857 Increase in accounts receivable - trade due to sales growth: +505
Cash and deposits	1,341	2,199	+857	Cash flows from operating activities: +883
Non-current assets	741	762	+20	
<b>Total assets</b>	<b>3,773</b>	<b>5,114</b>	<b>+1,340</b>	
Current liabilities	1,617	2,133	+516	Increase in accounts payable - trade due to increased outsourcing expenses: +229 Increase in income taxes payable, consumption tax, etc. due to sales growth: +107
Non-current liabilities	194	134	(59)	
Net assets	1,961	2,846	+884	Retained earnings: +836
<b>Total liabilities and net assets</b>	<b>3,773</b>	<b>5,114</b>	<b>+1,340</b>	
<b>Equity capital ratio</b>	<b>52.0%</b>	<b>55.6%</b>	<b>+3.7P</b>	

# 3 Earnings Forecast

---

Unit: million yen

	FY2022 result	FY2023 forecast	Change	% Change
Net sales	12,113	15,761	+3,648	30.1%
Support for DX	5,939	7,810	+1,871	31.5%
Support for staffing of IT personnel	6,173	7,950	+1,777	28.8%
Gross profit	2,729	4,193	+1,463	53.6%
Support for DX	1,766	3,012	+1,246	70.5%
Support for staffing of IT personnel	963	1,181	+217	22.6%
Gross profit margin	22.5%	26.6%	+4.1P	-
Support for DX	29.7%	38.6%	+8.8P	-
Support for staffing of IT personnel	15.6%	14.9%	-0.7P	-
Operating profit	1,120	1,586	+465	41.5%
Ordinary profit	1,139	1,579	+439	38.6%
Profit	836	1,095	+258	30.9%
<b>Operating profit margin</b>	<b>9.3%</b>	<b>10.1%</b>	<b>+0.8P</b>	<b>-</b>

It is possible to disclose quarterly earnings forecasts with reference to internal materials. However, we decided to disclose full-year earnings forecasts as sales may be recognized in other quarters and we want to avoid unnecessary confusion.

## Business environment

- Digital transformation investment and IT personnel demand in client companies are both expected to continue increasing.
- There are no significant risk factors which will lead to a decline in receiving orders.

## Main initiatives

- Support for DX
  - Expand transactions with existing clients and cultivate new clients focused on the manufacturing and construction industries.
  - Strengthen competitiveness by enhancing the functions of Orizuru.
- Support for staffing of IT personnel
  - Steadily expand transactions with existing leading system integrators and cultivate new clients.
  - Expand our regional network of partners for supporting IT development.

## ◆ Points to our earnings forecast

### Net sales

- We plan to increase net sales by 30% year-on-year (assumed ordinary growth).
- We expect net sales to gradually increase from Q1 to Q4.

### Gross profit margin

- We forecast a year-on-year decline in Q1 in support for DX.  
(Gross profit margin in Q1 of FY 12/2022 is exceptionally high → Outsourcing expense rate will continue to remain high in part in this Q1.)
- We forecast a gradual improvement in support for DX by Q4 after it bottoms out in Q1.  
(There will be a gradual decrease in the outsourcing expense rate and an increase in the order unit price.)

### Operating profit

- We forecast a decrease in profit year-on-year in Q1 of FY 12/2023.  
(There will be a decrease in the gross profit margin in support for DX and an increase in selling, general and administrative expenses due to an increase in personnel.)
- We forecast a year-on-year increase in profit, up 41.5%, for FY 12/2023.

# 4 Business Model

---

## ◆ Our core business is to support DX and staff IT personnel.

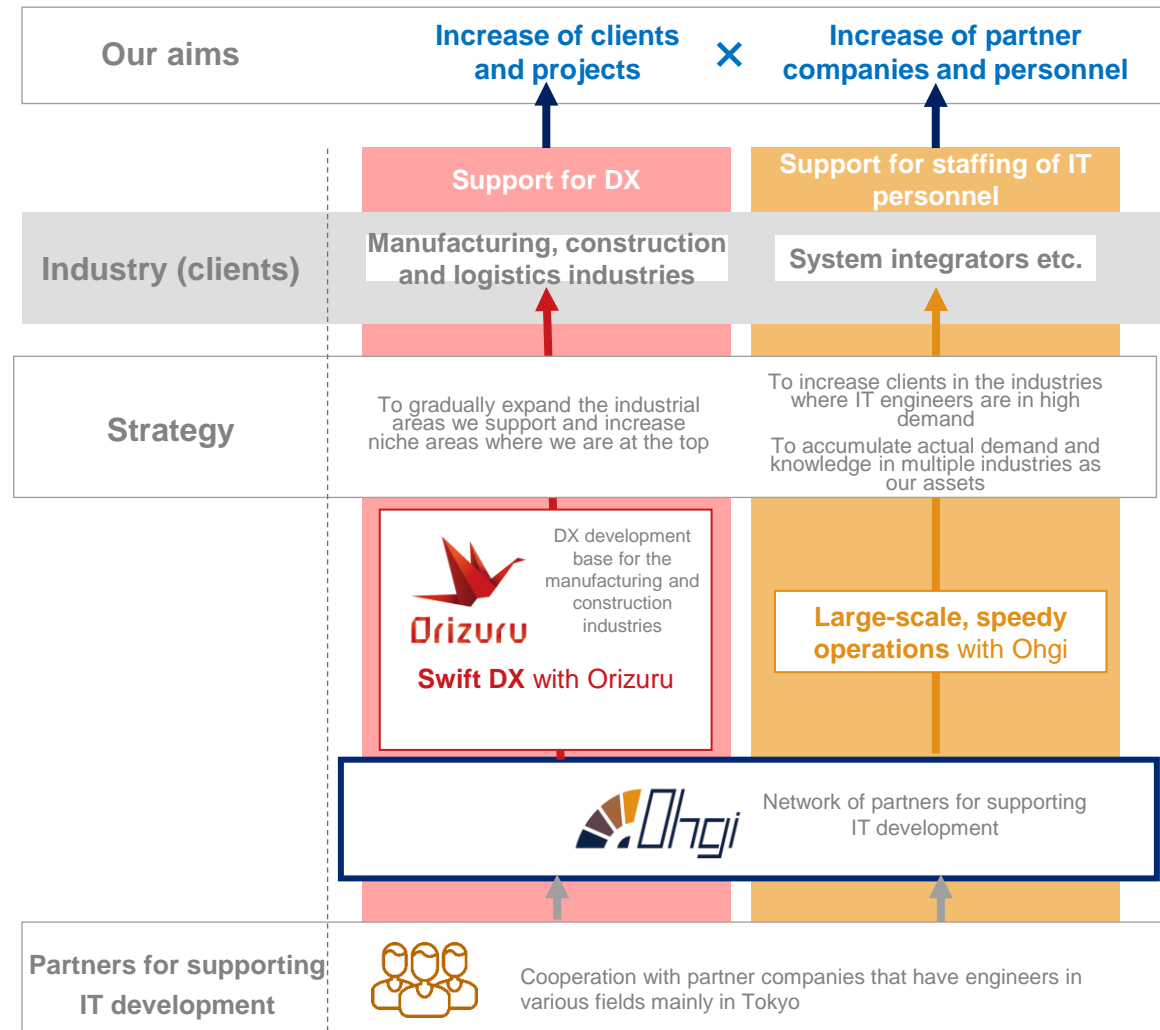
### Support for DX

We support client companies in DX, based on “CCT-DX Method,” which is CCT’s original method for supporting DX, and “Orizuru,” a DX development base and an IoT/AI solution for streamlining the establishment and operation of systems.

We provide hands-on support for clients in all processes, including the envisioning of an ideal state after DX, the verification of technologies, the development, operation, and maintenance of systems, and in-house DX.

### Support for staffing of IT personnel

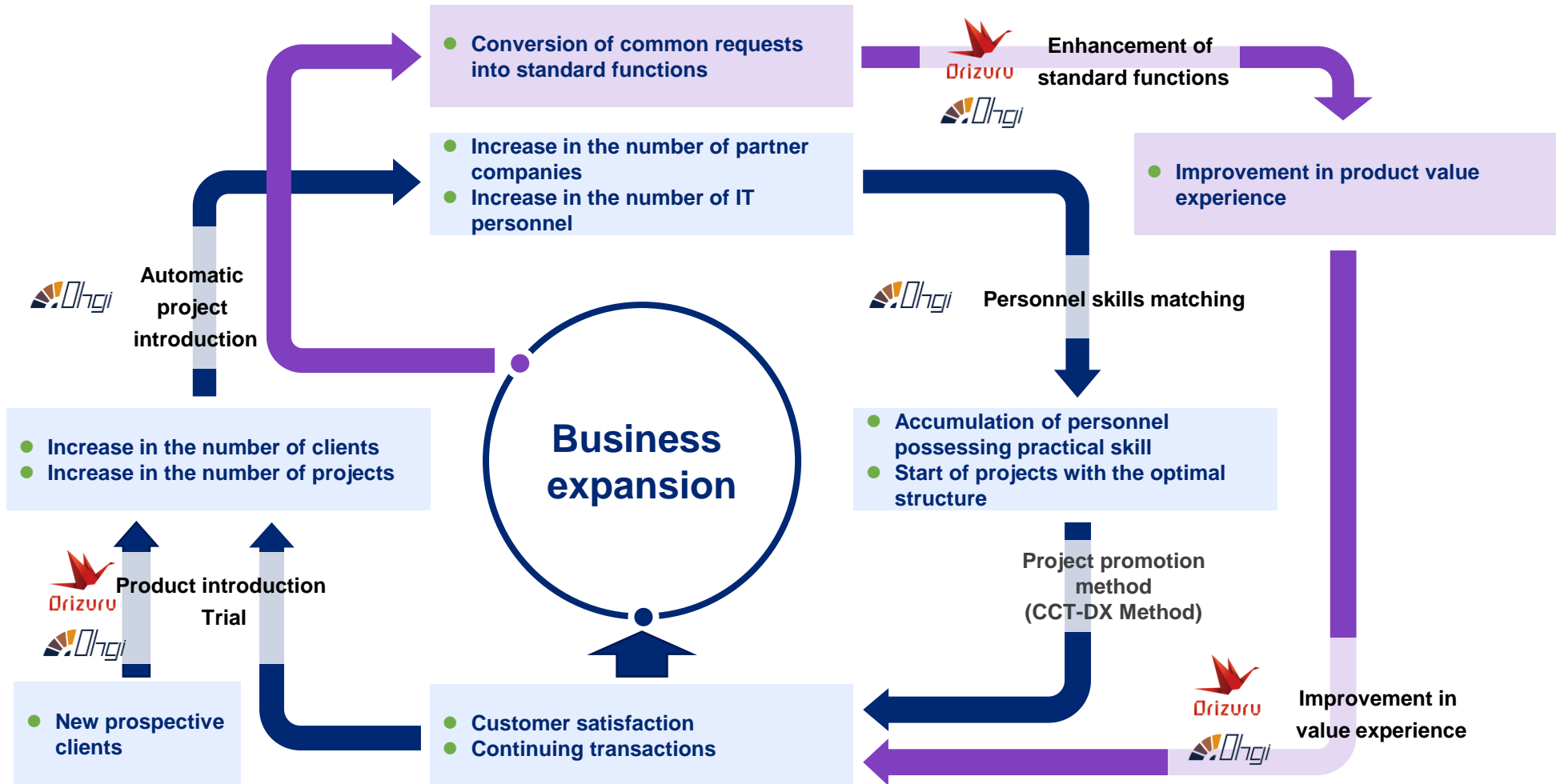
By utilizing the know-how for implementing projects and managing teams, and IT personnel staffing capability based on “Ohgi,”\* a broad network of partners for supporting IT development, we support some functions of the HR sections, procurement sections, and project managers of various companies, leading system integrators, consulting firms, etc. on a one-stop basis.



\*We utilize the “Ohgi” network in projects we received in support for DX, and work on projects in collaboration with them.



This is a model in which we sustain our business growth (P/L growth) by receipt of orders and project execution (blue arrows) and product value improvement (purple arrows), which lead to customer satisfaction, and increasing the number of projects and continuing transactions.



## This is a structure which enhances the following four organizational strengths together with business and sustains business growth (P/L growth).

2

**Involve the IT personnel of SMEs across Japan including those based regionally in our economic zone with our high unit price from direct orders by clients in 1.**

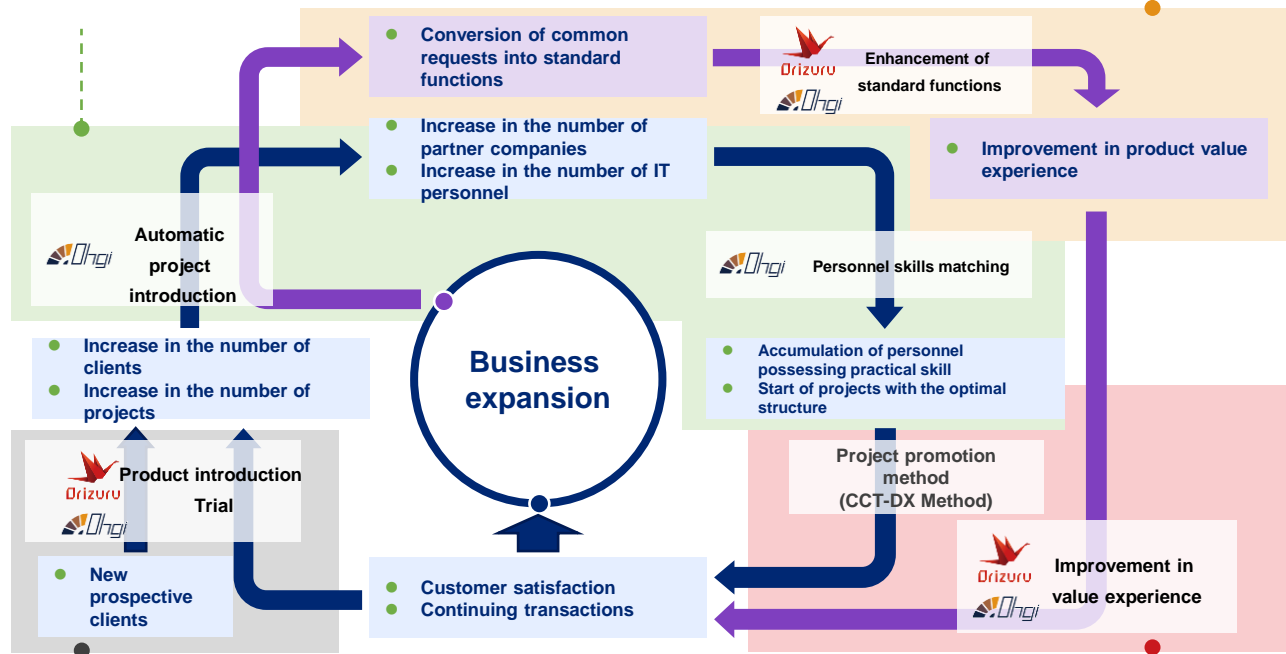
Convert ability to receive orders into ability to acquire personnel

- Personnel strengths which secure a wide range of skills lead directly to the ability to get things done in 3 and 4

4

**Reliable product evolution which is not a hit or miss by development upon obtaining a solution to actual demand from clients**

- Reasonable continuity even for venture companies (those with weak financial strength)
- Operations in 1, 2 and 3 are standardized and productivity improvement continues.



1

**Visually show the state after digital transformation in products and promote value with the “case study + method + actual system.”**

- Product functions continue to evolve in 4.
- Accumulation of case studies and messages of customer satisfaction provide a boost.

3

**Accumulate organizational execution capabilities with our project methods in addition to products.**

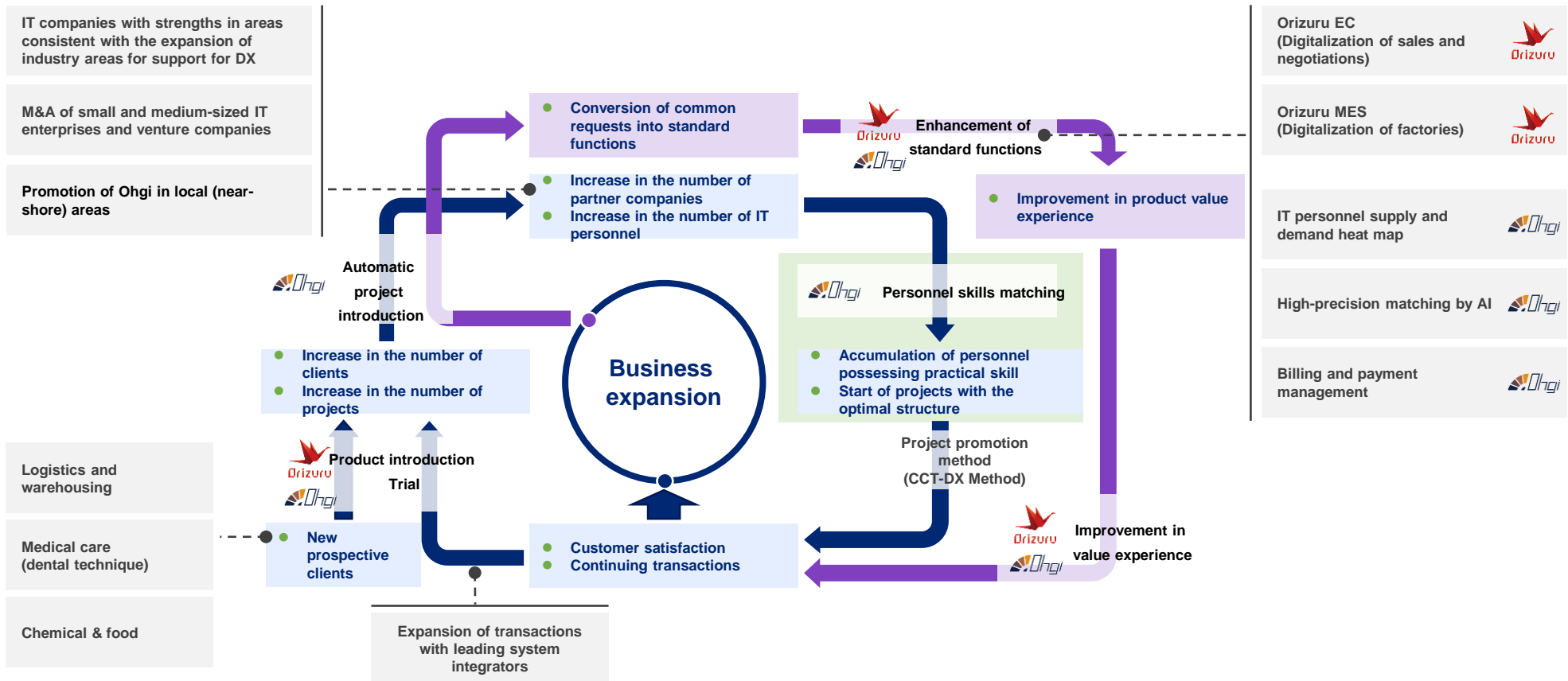
- Continue to stick to our origins of customer satisfaction by creating results.
- New personnel in 2 become ready to play a role early in line with the model when participating.
- When proposing 1, it enables explanations with reproducibility and directly links to the ability to receive orders.

# 5 Growth Strategy

---

Domain	Strategies	Concrete measures		
<p><b>Support for DX (Orizuru)</b></p>	<p><b>Introduction of usage fee income (Recurring-revenue business)</b></p>	<p>Orizuru EC (Digitalization of sales and negotiations)</p>	<p>Orizuru MES (Digitalization of factories)</p>	
	<p><b>Expansion of our industrial areas</b></p>	<p>Logistics and warehousing</p>	<p>Medical care (dental technique)</p>	<p>Chemical &amp; food</p>
<p><b>Support for staffing of IT personnel business partner network</b></p>	<p><b>Expansion of our customer base and areas</b></p>	<p>Expansion of transactions with leading system integrators</p>	<p>Promotion of Ohgi in local (near-shore) areas</p>	
	<p><b>Improvement in convenience (Ohgi)</b></p>	<p>IT personnel supply and demand heat map</p>	<p>High-precision matching by AI</p>	<p>Billing and payment management</p>
<p><b>M&amp;A and alliances</b></p>	<p><b>Securing of resources</b></p>	<p>M&amp;A of small and medium-sized IT enterprises and venture companies</p>		
	<p><b>Expansion of our industrial areas</b></p>	<p>IT companies with strengths in areas consistent with the expansion of industry areas for support for DX</p>		

Three axes – (1) increase the number of clients/projects, (2) increase the number of IT personnel and (3) strengthen products – are key measures for growth. (Continue improvements in practice for the promotion of projects after receiving orders.)



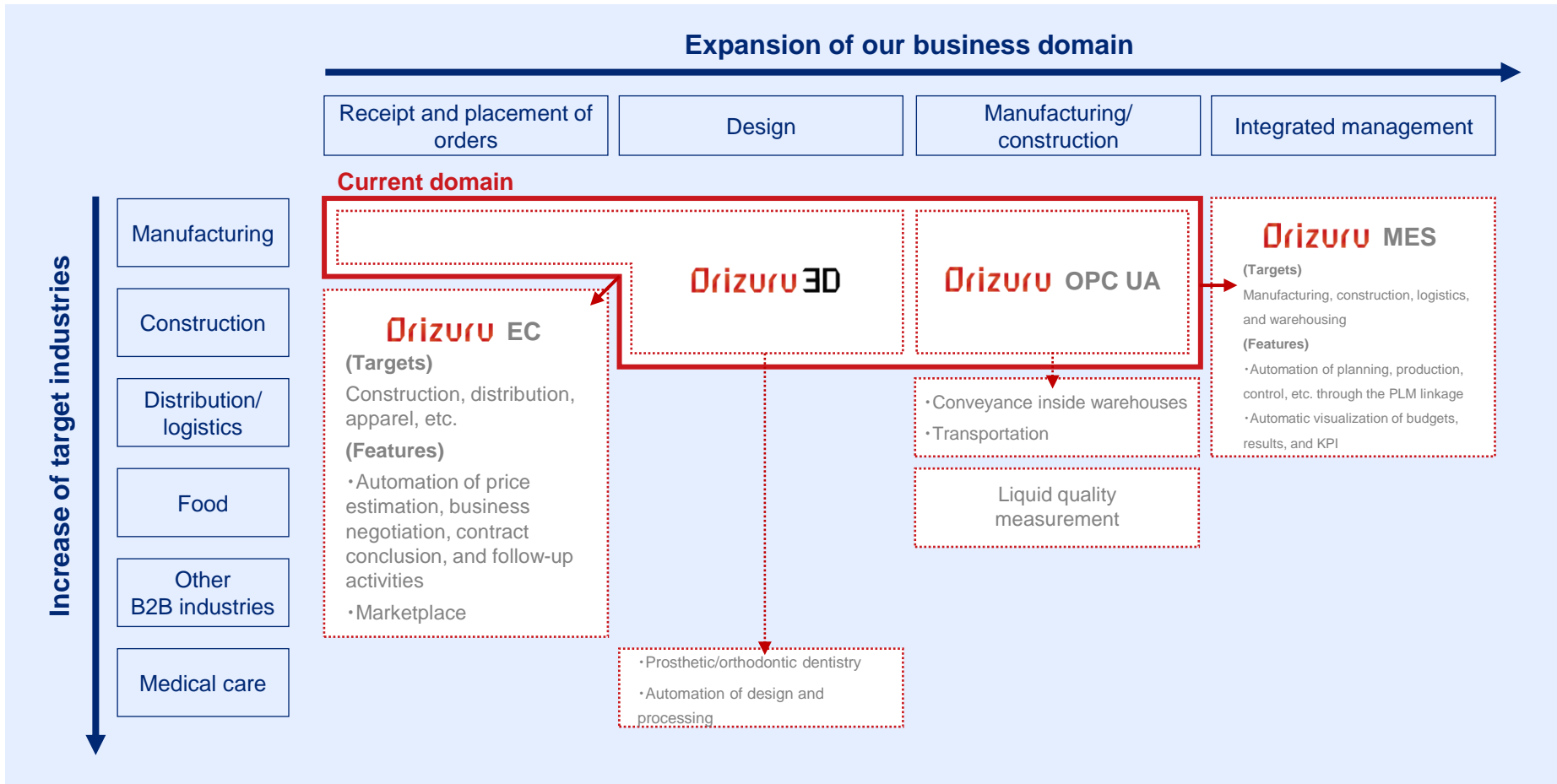
The investment in DX is expected to grow considerably.

We will expand our DX support business domain in the fields of traffic/transportation, distribution, and medical care, which have a high affinity for the manufacturing and construction fields.

Industries/business fields	FY 2021 [100 million yen]	Forecast for FY 2030 [100 million yen]	CAGR 30/21 (%)	
Traffic/transportation	3,215	11,795	15.5	← Future priority field
Finance	2,465	8,880	15.3	
Manufacturing	2,590	8,130	13.6	← Current priority field
Distribution/Retail	516	1,852	15.2	← Future priority field
Medical care/nursing care	896	2,052	9.6	← Future priority field
Real estate	435	1,514	14.9	
Municipalities	520	1,760	14.5	
Sales and marketing	1,630	3,240	7.9	
Customer services	231	462	8.0	
Others	10,675	25,509	-	
Total	23,173	65,194	12.2	

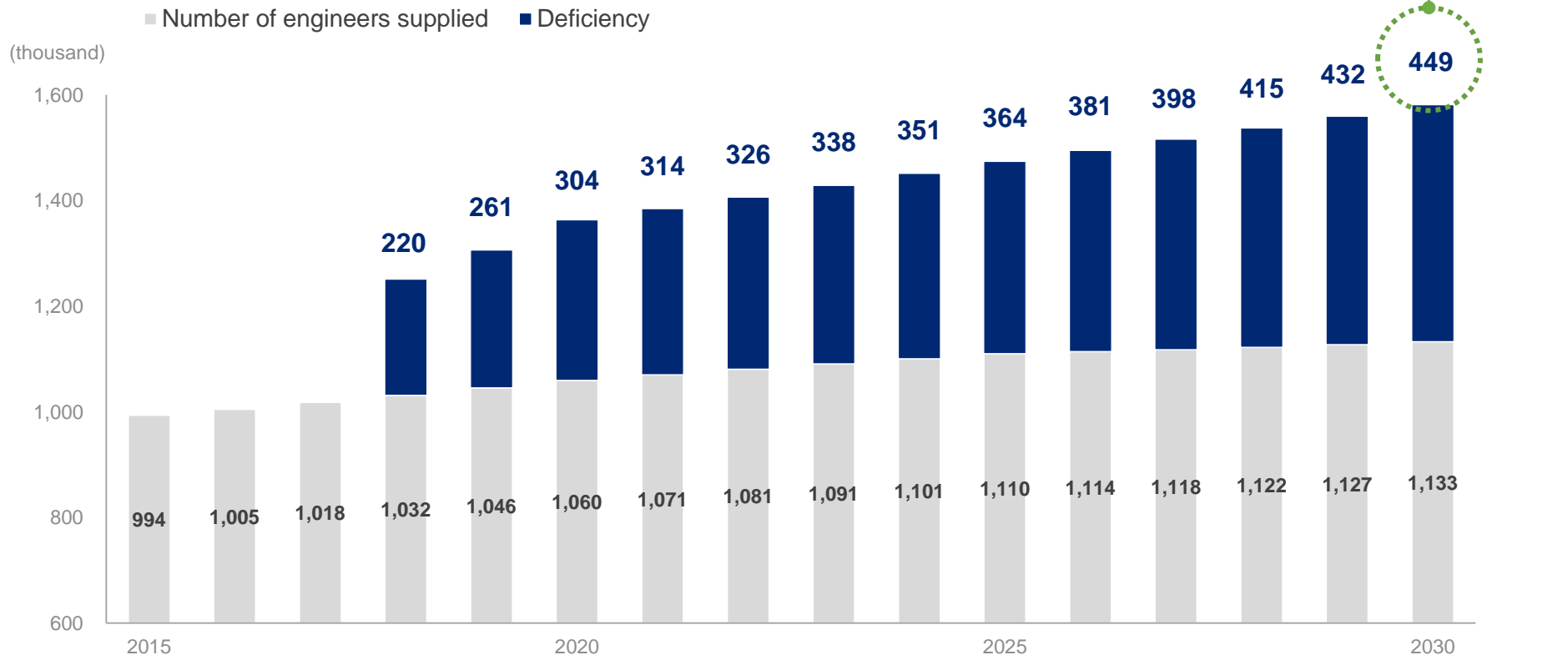
\*Source: Future Outlook for the Digital Transformation Market in 2023 produced by Fuji Chimera Research Institute, Inc. on January 30, 2023

**To expand the DX support domain by enhancing the functions of “Orizuru”**  
**To conduct business also in industries that have a high affinity for the manufacturing and construction industries**



# We are entering the age in which business competitiveness is determined by the capability of staffing IT personnel.

## Estimated number of IT engineers demanded and supplied



\*Source: Survey on IT Engineers Demanded and Supplied produced by Mizuho Information & Research Institute, Inc. in March 2019



# 6 Appendix

---

Corporate name	<b>Core Concept Technologies Inc. (CCT)</b>
Business description	<b>To support client companies in DX and staffing of IT personnel</b>
Location	<b>11th floor of DaiyaGate Ikebukuro, 1-16-15 Minami-ikebukuro, Toshima-ku, Tokyo</b>
Representative	<b>Takeshi Kaneko, Representative Director, President, CEO</b>
Date of establishment	<b>September 17, 2009</b>
Capital stock	<b>533,537,000 yen</b> (as of December 31, 2022)
Account closing month	<b>December</b>
Number of employees	<b>314</b> (as of December 31, 2022)
Office locations	<b>Tokyo (headquarters), Osaka, and Fukuoka</b>



### Tokyo Headquarters

11th floor of DaiyaGate Ikebukuro, 1-16-15 Minami-ikebukuro, Toshima-ku, Tokyo



### Osaka Office

3rd floor of Dai-san Nakajima Bldg., 5-11-10 Nishi-Nakajima, Yodogawa-ku, Osaka-shi, Osaka

### Fukuoka Office

11th floor of Hakataeki-mae City Bldg., 1-9-3 Hakataeki-mae, Hakata-ku, Fukuoka-shi, Fukuoka

## Mission

## Create the Next-generation IT Industry

## Vision

## Right AI, Right DX.

In order to support and promote true digital transformation (DX) among clients and secure business competitiveness in the AI era to come, we will fulfill our valuable roles. (Right AI, Right DX.)

Under this management vision, we are operating business with the aim of becoming an IT vendor for offering new values.

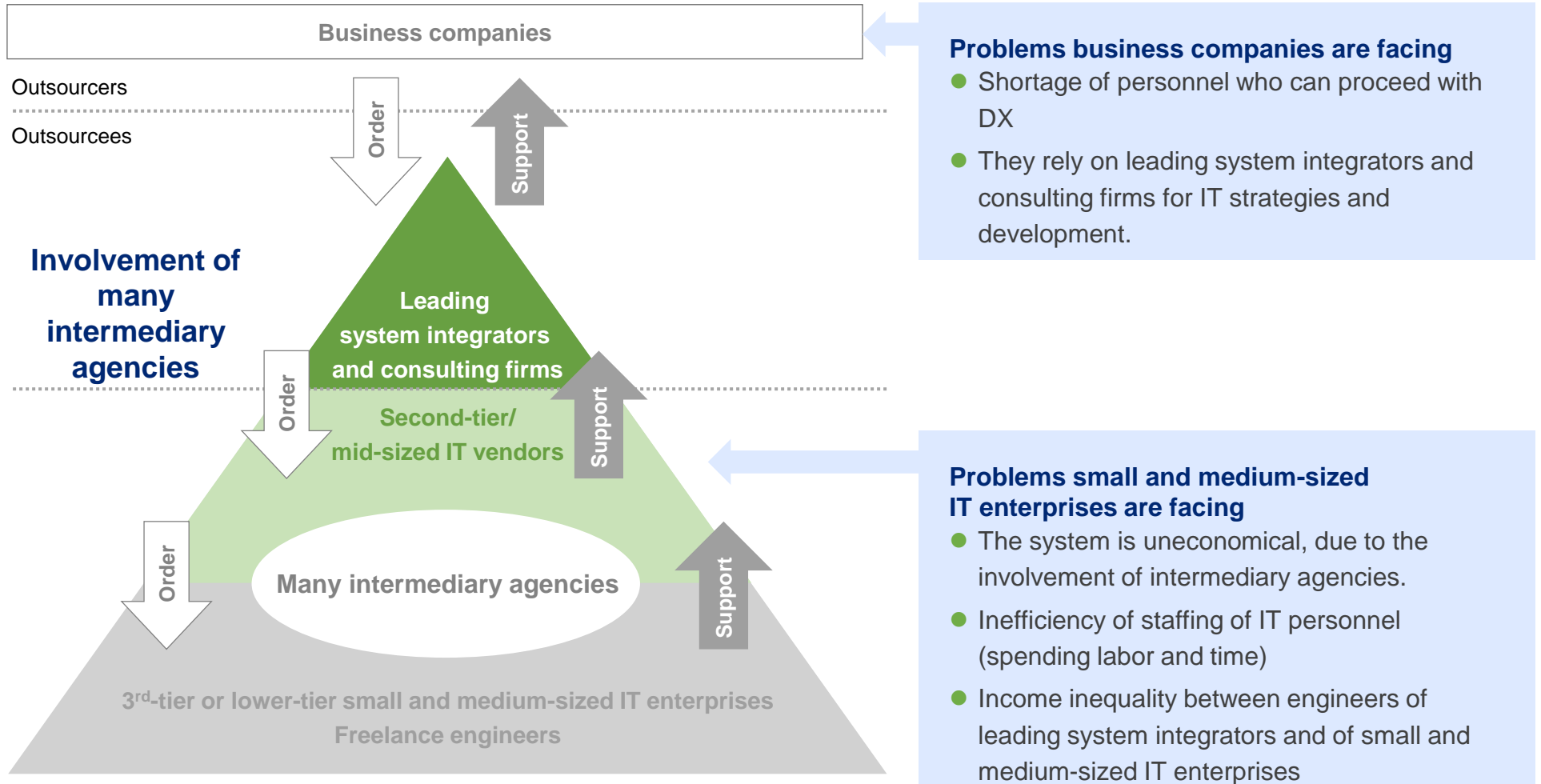
Action  
Guideline

## Think Big, Act Together.

Our course of action is composed of the following:

- (1) Out-of-the-box, freewheeling thinking (Think Big), and
- (2) Cooperatively taking action while envisioning ideal business activities from the standpoint of customers (Act Together).

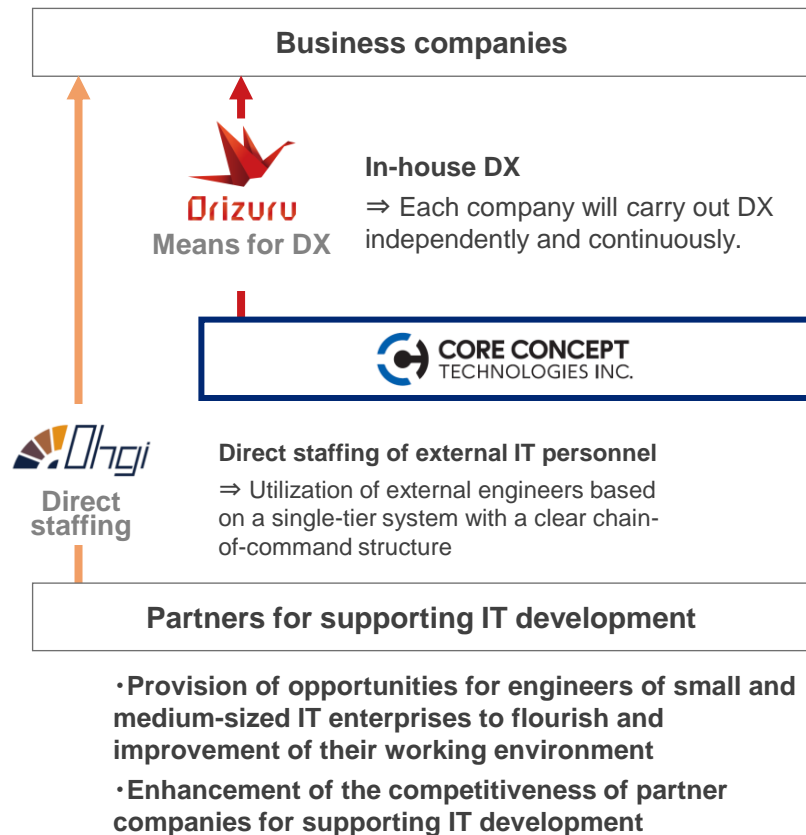
## It is difficult for business companies to conduct DX by themselves. The involvement of many intermediary agencies makes each project uneconomical.



**So that business companies can realize “in-house DX,” we will provide “reproducible DX methods and the DX development base (“Orizuru”).”**

**We will offer a system for enabling business companies to hire external IT engineers directly, to solve the problem of involvement of many intermediary agencies.**

**Our ideal state = Creating the next-generation IT industry**



**Our strategies**

**To provide “reproducible DX methods and a DX development base,” so that clients can conduct DX by themselves**

- “CCT-DX Method” for implementing DX without help from outside
- “Orizuru” equipped with DX functions for each industry
- (Current) We are focusing on manufacturing and construction industries.
- (In the future) We will expand our business domain to include other industries.

**To offer a system for enabling business companies to hire IT engineers directly**

- To provide client companies with “Ohgi,” a network of partners for supporting IT development

**To increase partners for supporting IT development to be registered in Ohgi**

- (Current) Tokyo
- (In the future) Tokyo Metropolitan Area, Osaka, Fukuoka, Nagoya, and Sendai

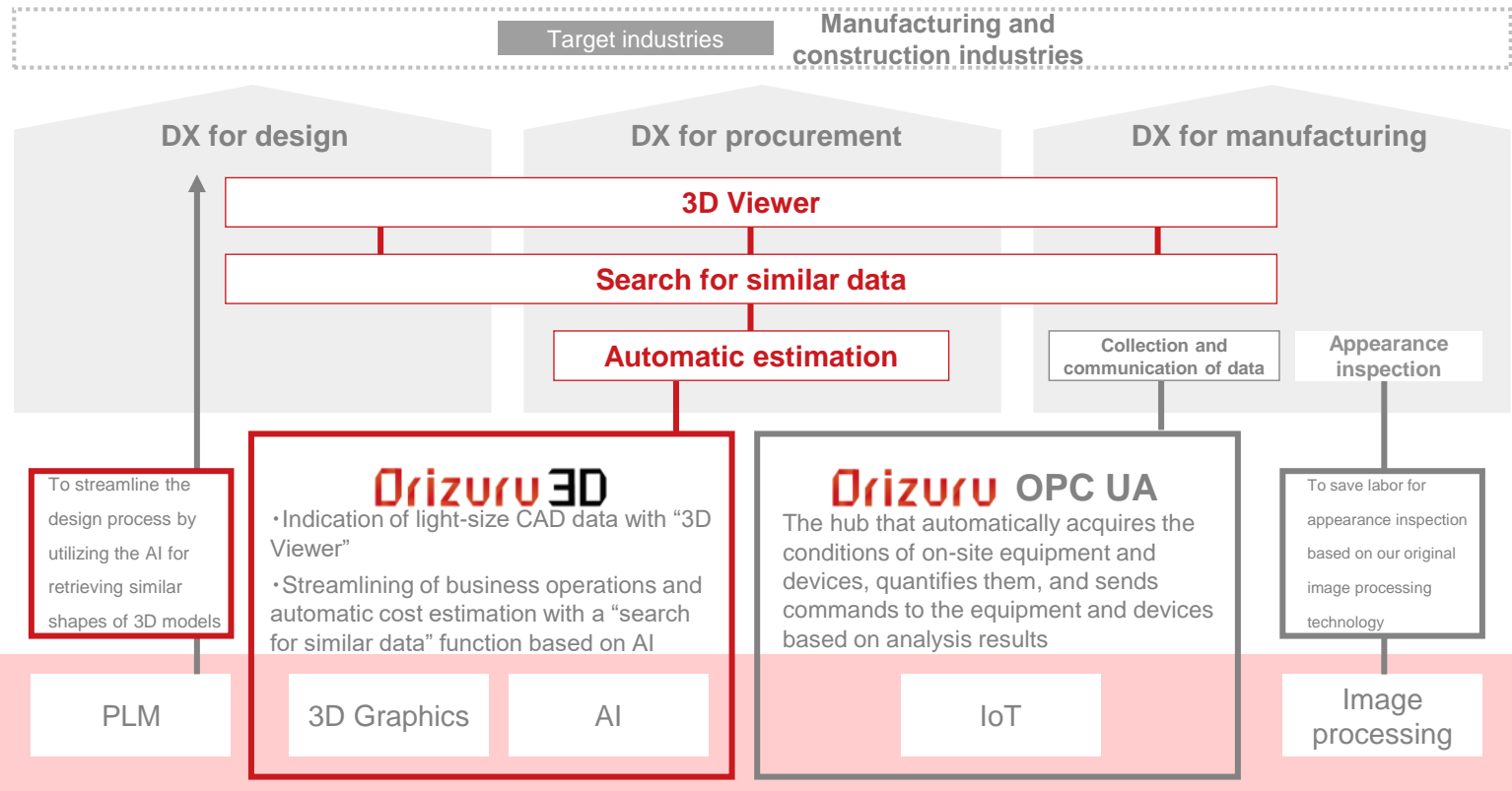
**Pursuit of synergy among 3 strategies**

## ◆ To actualize the functions demanded by customers swiftly at low cost by utilizing a DX development base “Orizuru”

### Product lineup and features for realizing DX



Our forte and element technologies



**\*PLM:** Abbreviation of “Product Lifecycle Management.” It means summarizing a variety of technological information on the entire product lifecycle, and using it for improving the capability of developing products and corporate competitiveness.

**3D Graphics:** A method of producing a 3D image on a plane by using 3D data with height, width, and depth.

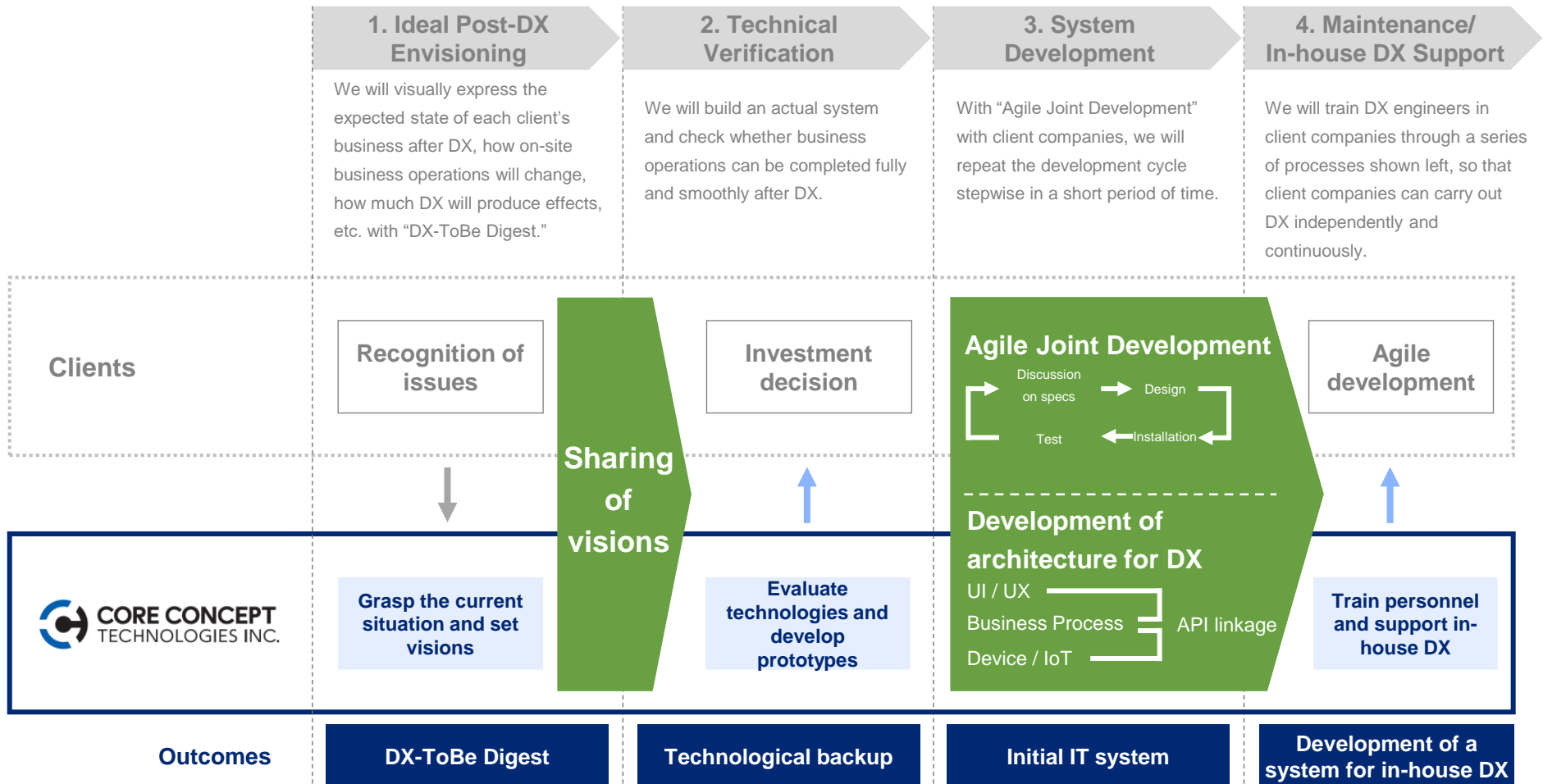
**AI:** Abbreviation of “Artificial Intelligence.” Technology for conducting intellectual activities, such as identification, inference, and problem solving, on behalf of human beings.

**IoT:** Abbreviation of “Internet of Thing.” It means linking the Internet with things that have been offline so far.

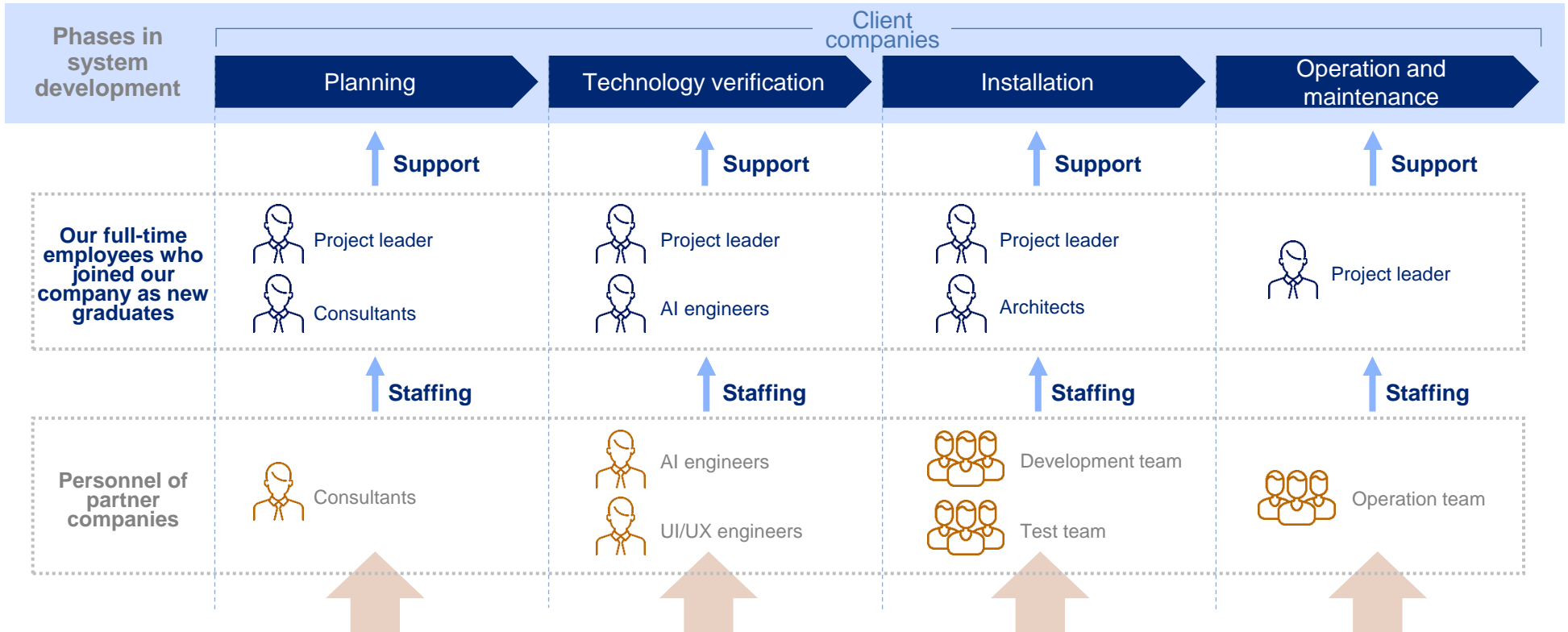
**CAD:** Abbreviation of “Computer Aided Design.” It is a tool for supporting design and drawing with a computer.

## Original method to accompany and support our clients to realize DX in-house by utilizing Orizuru and Ohgi

**Aim to continue maintaining quality and customer satisfaction even as the number of projects and employees increases**



To meet the needs for personnel staffing in each phase (processes, jobs, the number of workers, and periods) with “Ohgi” swiftly



Database for IT personnel staffing

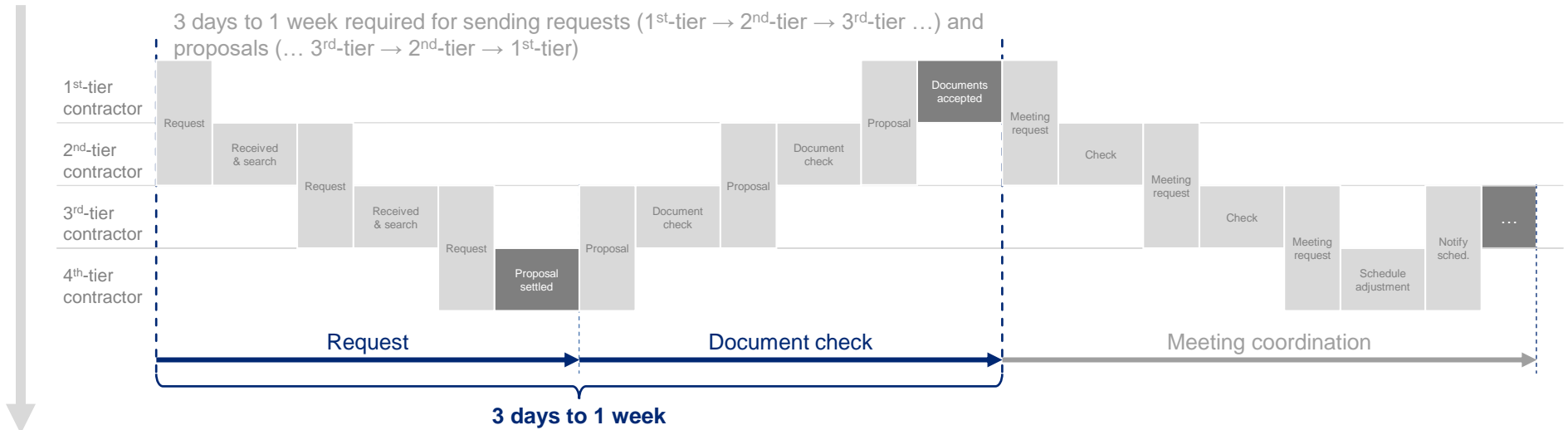


It is possible to match projects with IT personnel who belong to our development support partner companies in a short time. Our company uses it for support for DX and support for staffing of IT personnel.

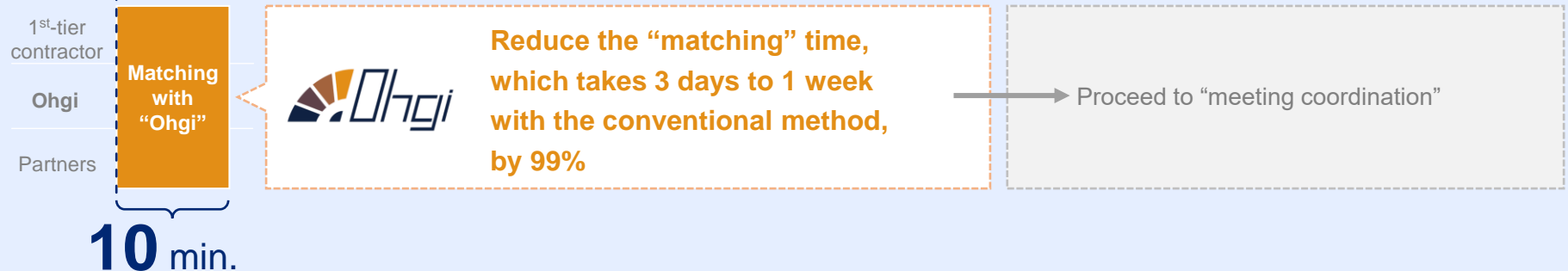


**By reducing the time for allocating staff to each project considerably, it is possible to swiftly give a proposal to each client company.**

## Workflow in the conventional multi-outsourcing system



## Matching process with “Ohgi”



Support for DX has supported clients mainly in the manufacturing and construction fields.

Support for staffing of IT personnel has assisted a wide range of industries through leading system integrators.

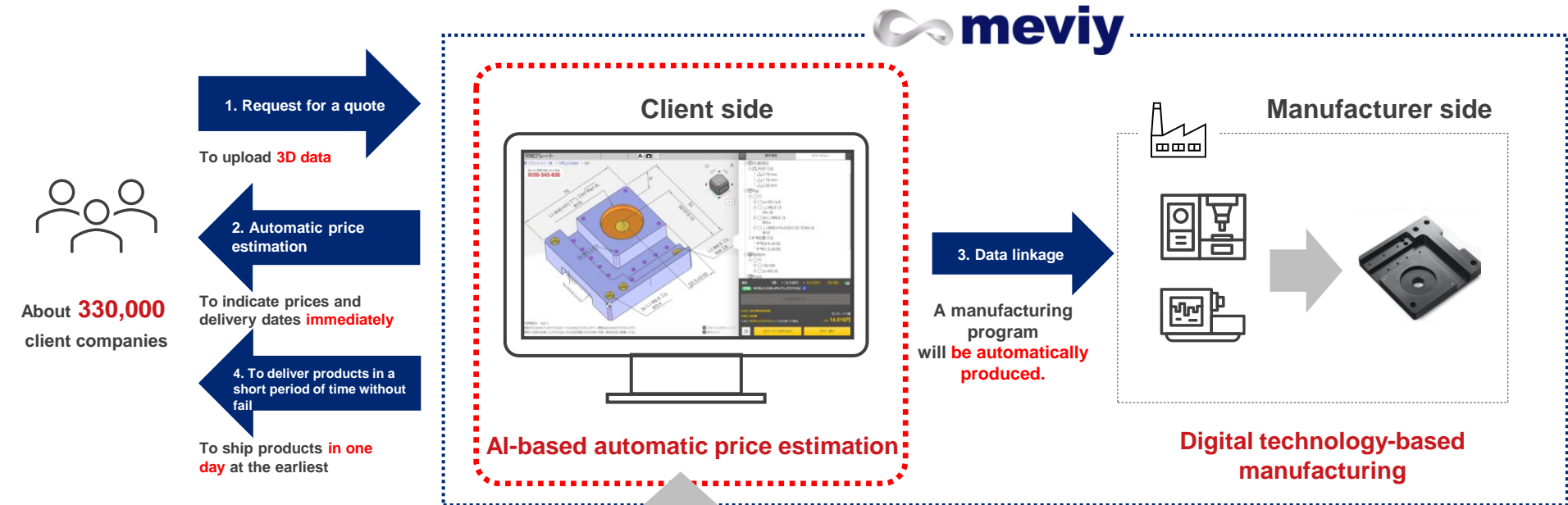


\*Existing clients account for over 80% of sales. Repeat orders from existing clients shore up steady growth.

Development of a platform for receiving and placing orders for components

We supported MISUMI in developing a smooth transaction from enabling their clients to upload design data, automatic estimate prices and immediate product shipment.

We will utilize the shape data processing technology nurtured through the development of “Orizuru” for AI-based automatic price estimation and digital technology-based manufacturing.



**Orizuru**

**Ohgi**

Our company's roles

- To jointly develop a 3D user interface and technologies for AI-based automatic price estimation and digital technology-based manufacturing by utilizing the shape data processing technology nurtured through the development of **Orizuru.**
- To organize a large-scale development team utilizing **Ohgi**

\*MISUMI Group Inc. received the Prime Minister Award at the 9<sup>th</sup> Japanese Manufacturing Awards for meivy.

Development of a platform for receiving and placing orders for components

## We will establish a joint venture named DT dynamics corporation, for accelerating development and realizing in-house DX.

## We support the staffing of IT personnel by utilizing the Ohgi network.

### Establishment of a joint venture

By combining the know-how of MISUMI, which has been striving to improve the inefficiency in procurement of parts through the development, manufacturing, and sale of over 30 million machine parts, and the technology of CCT, which excels at developing systems for the manufacturing industry by utilizing the advanced 3D data processing technology, we will further accelerate the system development for meviy, with the aim of achieving further global growth.

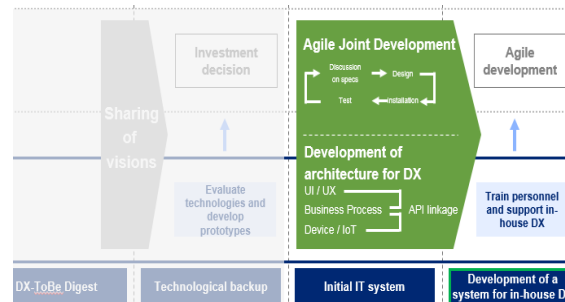
**Expected effects: Acceleration of development and provision of overseas services**



### Promotion of in-house DX

In the final phase of support for DX, we will support in-house DX. We will entrust the joint venture with the development of meviy, which has been conducted in an agile manner, to realize in-house DX and transformation into a tech company.

**Expected effect: Transformation into a tech company**



### Support for staffing of IT engineers

It is difficult to form a team swiftly by recruiting IT engineers required for development. The utilization of the "Ohgi" network enables the timely procurement of IT personnel with required skills and contributes to the swift formation of a team.

**Expected effect: Dynamic personnel staffing capability**



- This material was produced by our company for the sole purpose of providing information, and not intended for soliciting the purchase or sale of securities of our company.
- The descriptions related to forecasts included in this material are based on our judgments and assumptions as well as currently available information, and include information on our business plans, market scale, competitors' situations, industries, and growth potential. Accordingly, there is a possibility that actual results may differ significantly from explicit and implicit forecasts due to various risks and uncertainties.
- Unless otherwise specified, this document indicates financial data in accordance with the generally accepted accounting principles in Japan.
- Information on companies other than our company is based on publicly available information.



**CORE CONCEPT**  
TECHNOLOGIES INC.

