

A large, abstract graphic on the left side of the page. It consists of several overlapping, semi-transparent images: a person's hands holding a smartphone, a person's hands typing on a laptop keyboard, a network of glowing nodes and lines, and a server room aisle. The graphic is framed by thick, diagonal stripes in green and yellow.

FY2022

Financial Results

February 27, 2023

Segue Group Co., Ltd.

Stock Code : 3968

Opinions and forecasts contained in this material are based on our judgments at the time the materials were prepared, and we do not guarantee the accuracy of the information.

Actual results may differ materially from the forward-looking statement due to changes in various factors.

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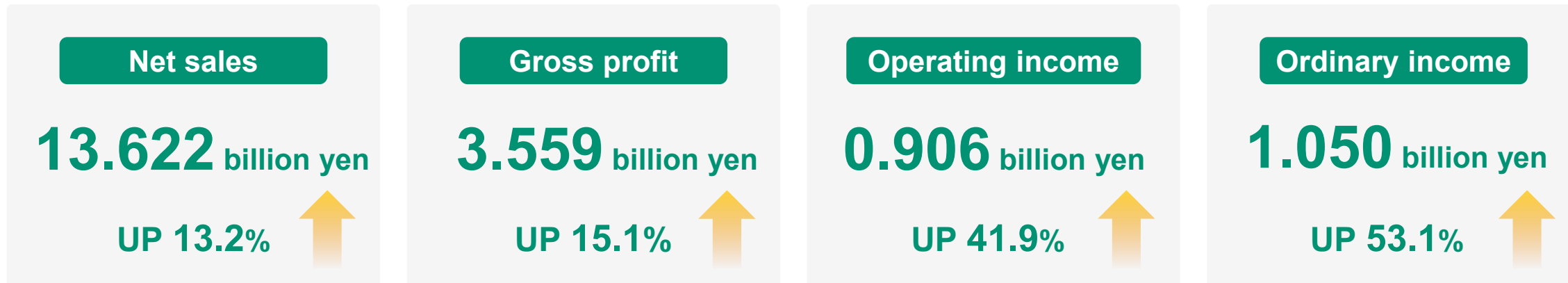
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1

FY2022 Highlights

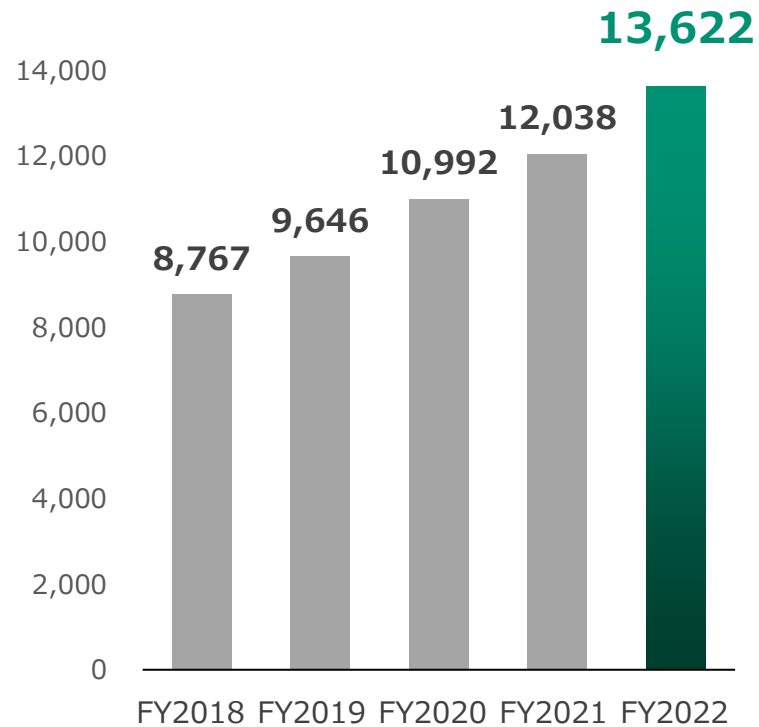
Record highs for all figures including net sales and each profit!



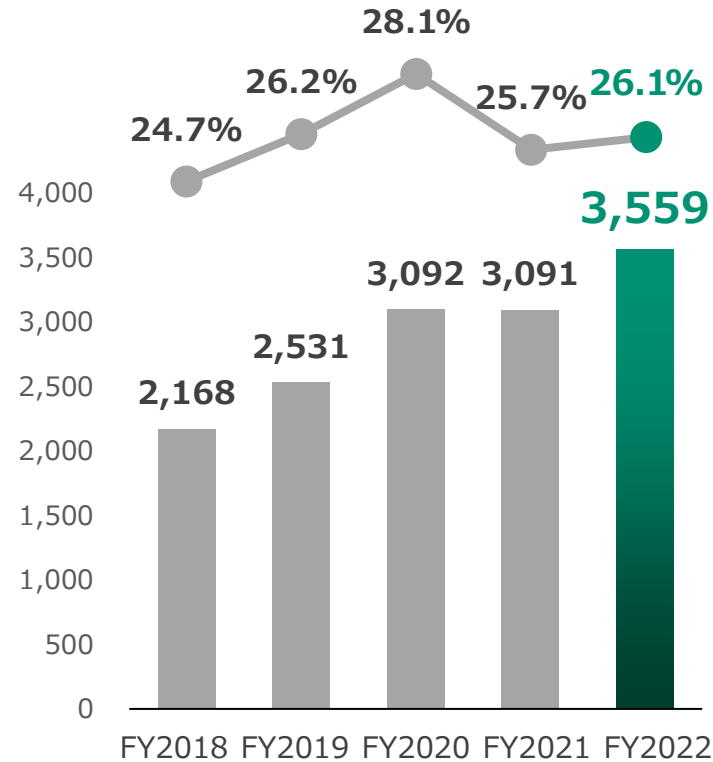
- **Net sales:** Sales of security and DX infrastructure products increased as more companies embraced digital transformation. Sales increased despite the negative impact of the adoption of the Accounting Standard for Revenue Recognition, etc. If the standard had not been applied, sales would be 14.286 billion yen (UP 18.7%).
- **Gross profit & Operating income:** Gross profit increased and operating income increased substantially, driven by sales growth from in-house developed products.
- **Ordinary income:** Increased significantly reflecting the foreign exchange gains from the valuation of foreign currency-denominated assets
- **Order backlog:** 6.4 billion yen (End-2021) ➔ 7.0 billion yen (End-2022)

Highlights : Performance Trends

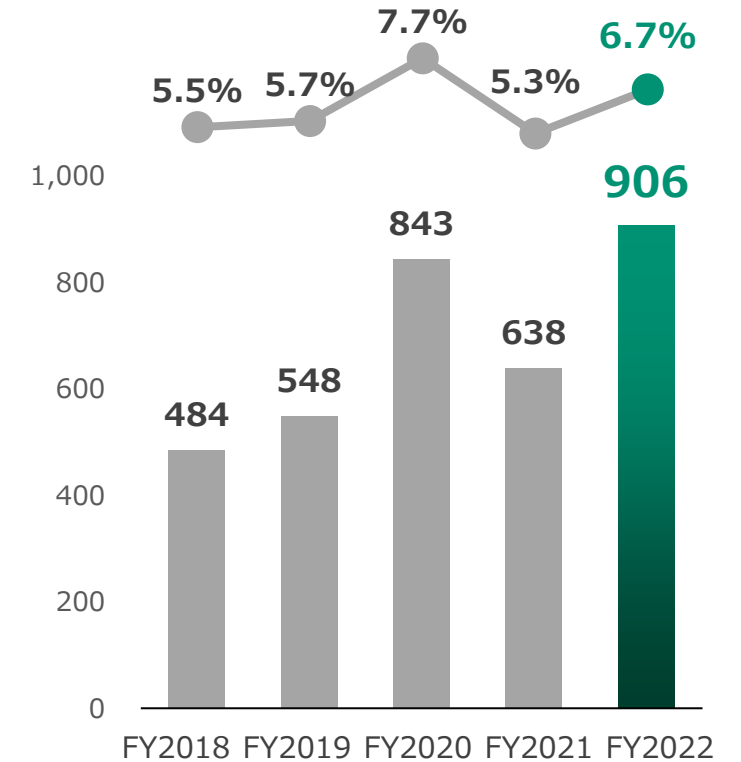
Net sales (million yen)



Gross profit (million yen)
Gross margin (%)



Operating income (million yen)
Operating margin (%)

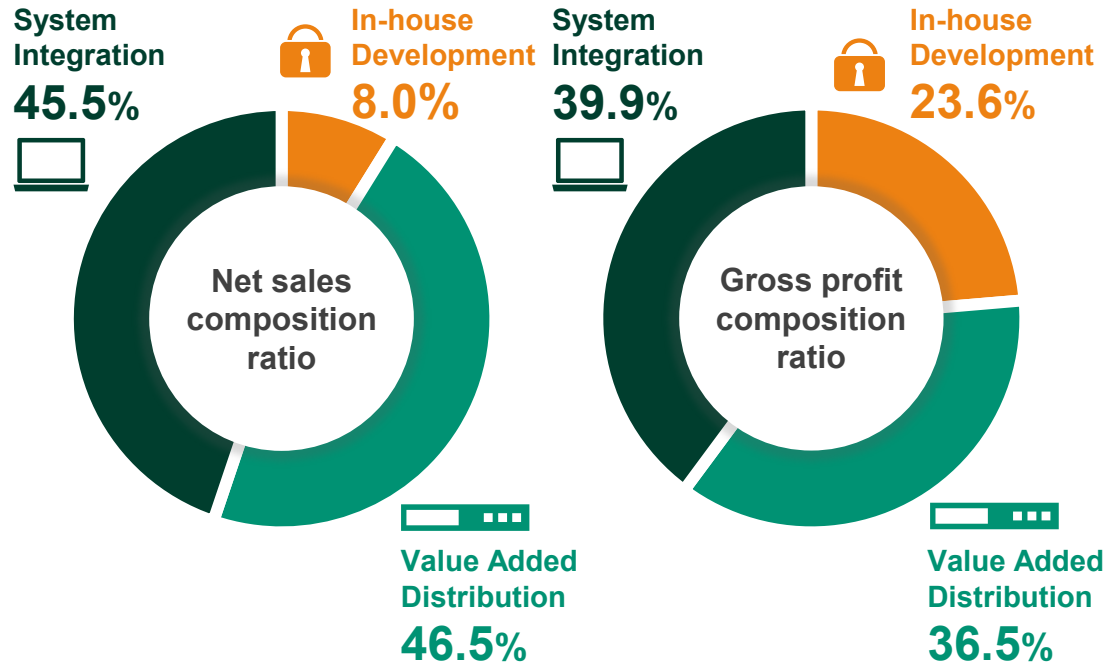


Highlights : Number of Each Business

In-house Development business: sales of security solutions to local governments and medical institutions grew significantly.

Value Added Distribution business: sales increased due to strong sales, but gross profit decreased slightly reflecting the impact of exchange rates (making up by non-operating foreign exchange revenue due to currency hedging).

System Integration business: sales were flat due to the adoption of the Accounting Standard for Revenue Recognition, but significantly increased under the previous standard.



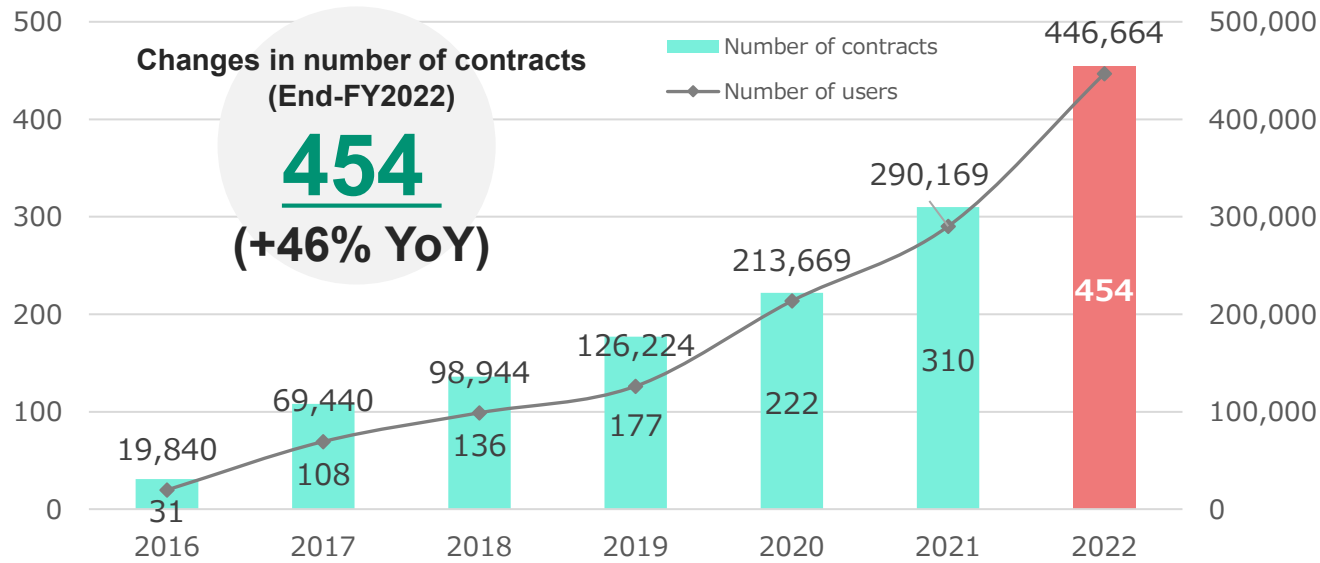
In-house Development Business	Net sales	1.088 billion yen +79.0%	Gross profit	0.841 billion yen +153.3%
Value Added Distribution Business	Net sales	6.331 billion yen +20.3%	Gross profit	1.298 billion yen -1.1%
System Integration Business	Net sales	6.202 billion yen +0.6%	Gross profit	1.418 billion yen -1.9%

* Since the "Accounting Standard for Revenue Recognition" has been applied from the beginning of the first quarter of the current fiscal year, the application of these standards and related treatment had a negative impact of 0.663 billion yen on net sales mainly for the System Integration business.

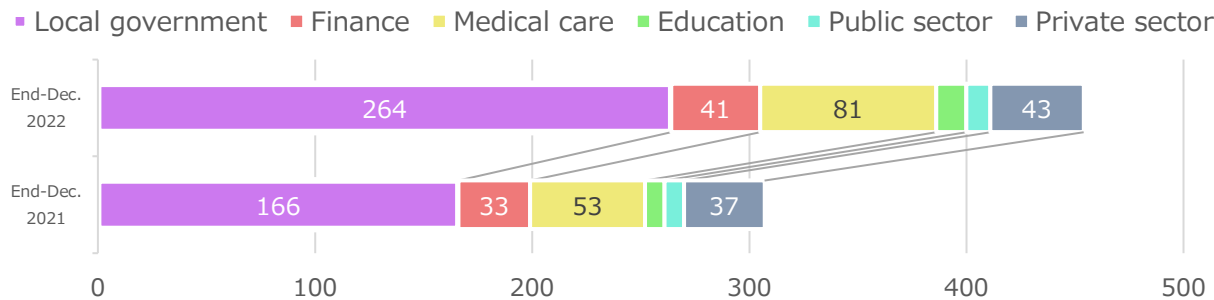
Highlights: Business Topics

In-house Development business/Sales Record of RevoWorks

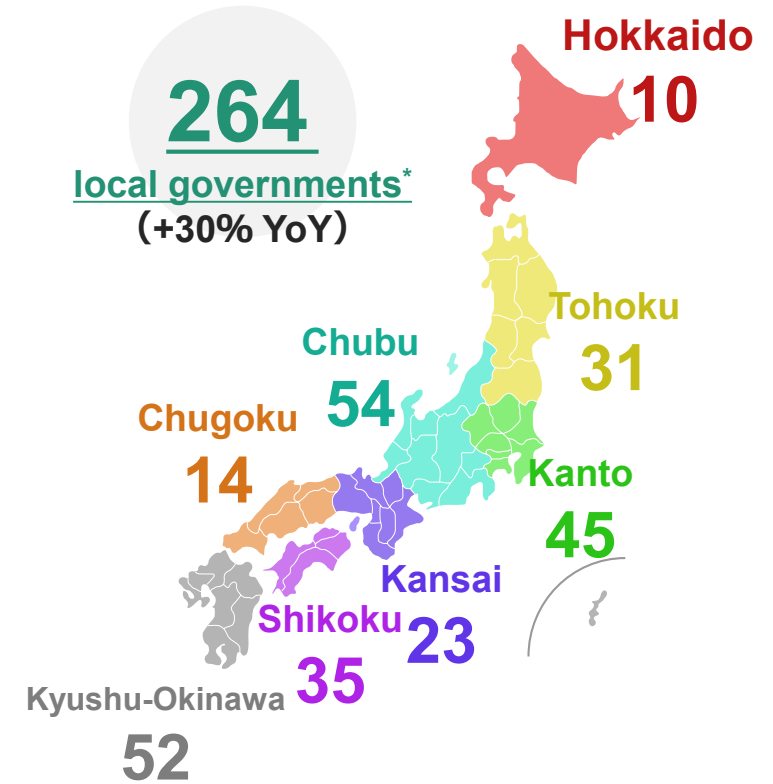
Seized demands from local governments and the medical field, the number of contracts increased significantly.



[Number of contracts by industry]



[Results of contracts from local governments]



*Figures for "Local government" are totals for contracts from governments of prefectures and municipalities.

*In the medical sector, 81 hospitals nationwide have introduced the system.

Value Added Distribution Business

- Achieved an increase in product sales amid ongoing delayed delivery due to a shortage of semiconductors.
 - ✓ Sales increased by nearly 20% YoY (approx. 0.7 billion yen)
 - ✓ Juniper +24%、Ruckus + 4 % 、Rapid7 +267%
- Received awards from security product manufacturers.
 - ✓ Received Japan Distributor of the Year 2021 for 6 consecutive years from Juniper
 - ✓ Received 2022 Darktrace Partner of the Year (Japan) for 2 consecutive years from Darktrace
 - ✓ Received Strategic Win of the Year 2022 from Ivanti
- Support service sales (recurring revenue) steadily increased.
 - ✓ Sales increased by 26% YoY (approx. 0.4 billion yen)

Value Added Distribution Business

■ Continuous handling of new security products



- ✓ April 2022: Rapid7 "Threat Command" detecting indications of cyber-attacks



- ✓ June 2022: "Barracuda Cloud-to-Cloud Backup", a SaaS backup service for Microsoft365



- ✓ August 2022: "Forescout", providing security solutions based on IP device visualization



- ✓ September 2022: "Cobalt Strike", a secret and highly emulated cyber-attack



- ✓ September 2022: "Vade for M365", a mail security subscription-based solution dedicated to Microsoft365

System Integration Business

Sales increased despite the negative impact from the adoption of the "Accounting Standard for Revenue Recognition" and related initiatives.

Investment in human resources

Aiming to double the number of engineers hired, which is essential as the foundation of the business, the project was launched under the direct control of the President.

Strengthened recruitment organizations to accelerate recruitment and training.

Number of Employees: 473 at the end of December 2021 → 527 at the end of December 2022 (up 54, including 43 engineers)

Establishment of an organization with advanced security engineers

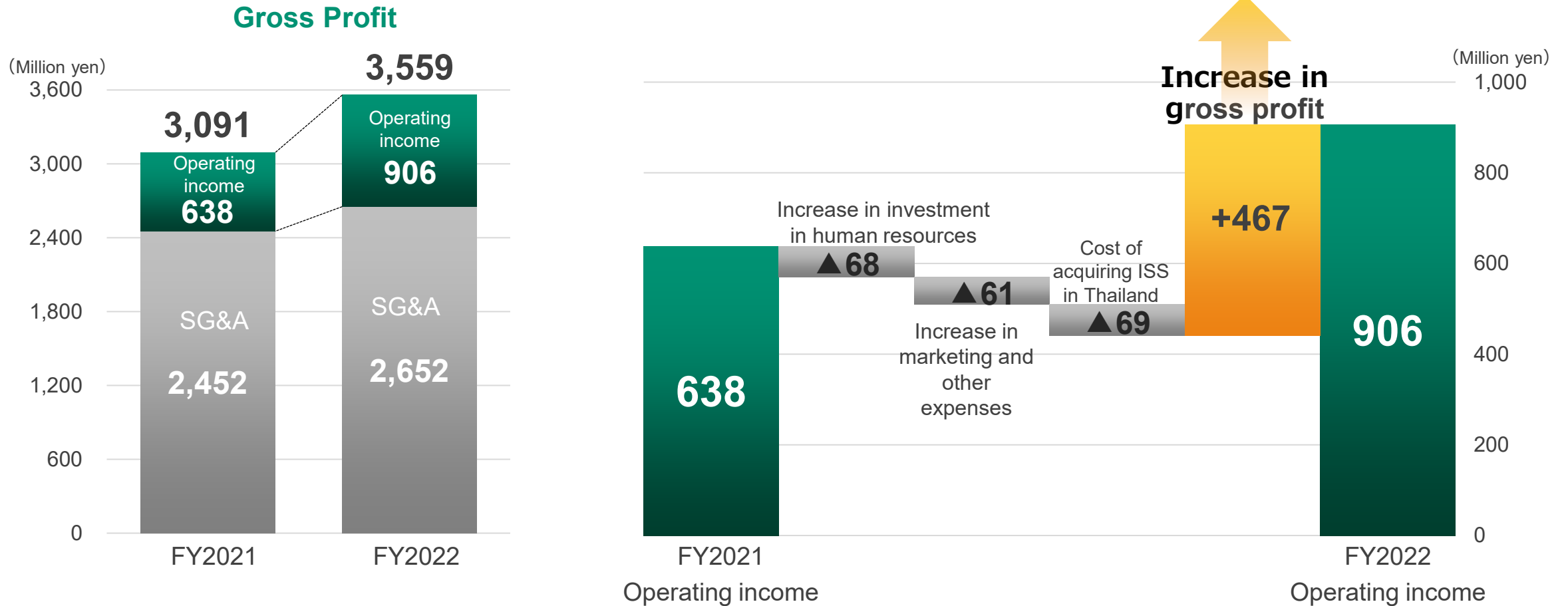
In November 2022, Segue Security was established to specialize in cyber security.

Overseas expansion

Acquired Thailand ISS Resolution in December 2022 and made it a subsidiary, as the first overseas expansion.

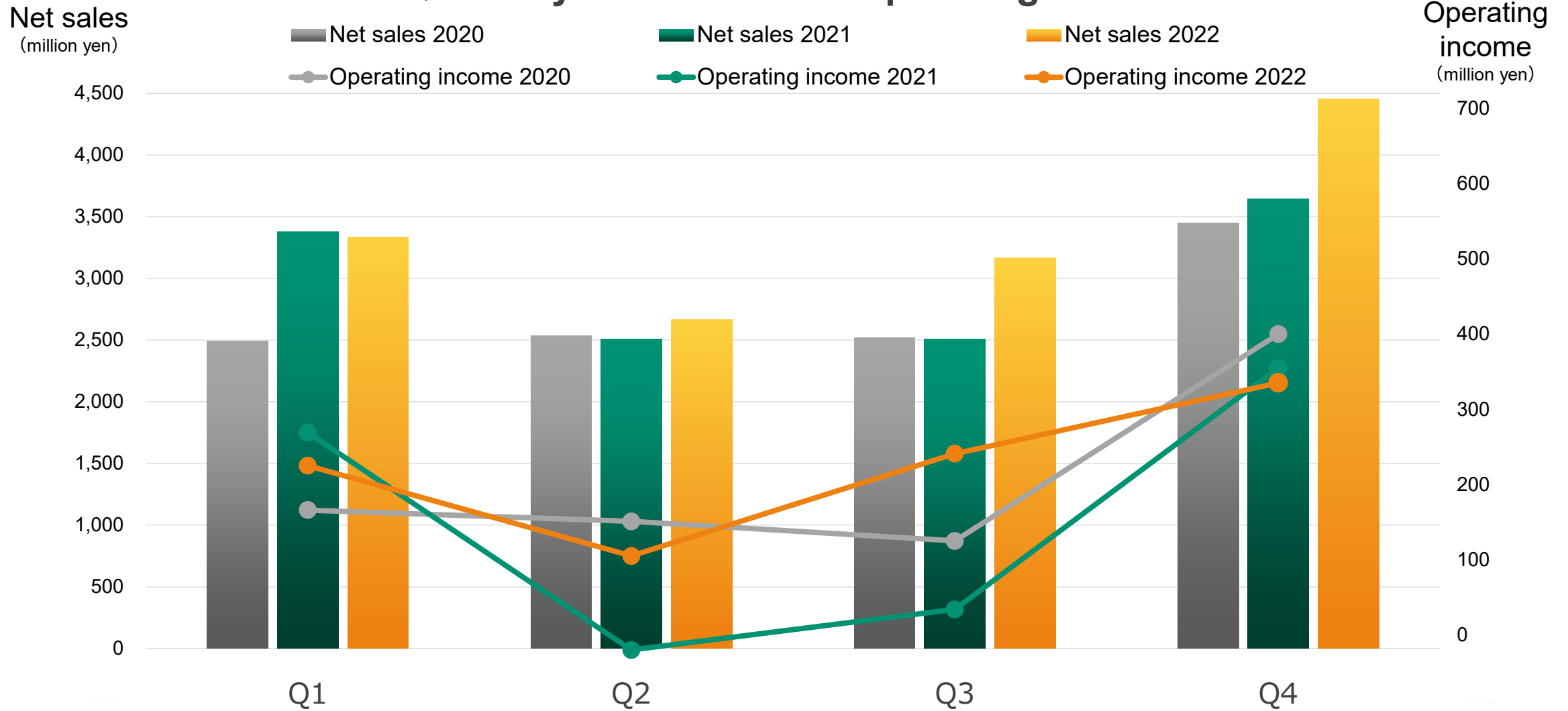
Highlights : Breakdown of Changes in Operating Income

Gross profit increased due to growth in sales of in-house developed products.
 Operating income increased by more than 40% as the acquisition of ISS in Thailand and other investment costs were absorbed.



Highlights : Quarterly Performance Trends

Quarterly Net Sales and Operating Income



Highlights : Consolidated Statements of Income

All figures exceed revised forecasts!

Higher profits in the In-house Development business exceeded the impact of exchange rates on the Value Added Distribution business. Operating income margin improved.

Unit: million yen

	FY2021 Full-year	FY2022 Full-year	YoY		Full-year Initial plan	Full-year plan (Revised on Aug. 9, 2022)	Achievement rate of revised forecast
			Change	Change ratio			
Net sales	12,038	13,622	1,584	+13.2%	13,300	13,300	102.4%
Gross profit	3,091	3,559	467	+15.1%			
(Profit margin)	25.7%	26.1%	+0.4pt				
SG&A expenses	2,452	2,652	199	+8.2%			
Operating income	638	906	267	+41.9%	760	760	119.2%
(Profit margin)	5.3%	6.7%	+1.4pt		5.7%	5.7%	
Ordinary income	686	1,050	364	+53.1%	760	804	130.6%
(Profit margin)	5.7%	7.7%	+2.0pt		5.7%	6.1%	
Net income	454	743	288	+63.5%	520	656	113.2%

*Foreign exchange gain (197 million yen) recorded in non-operating income

*Gain on sales of securities (188 million yen) recorded as extraordinary income

Highlights : Consolidated Balance Sheets

Steady growth in advances received from recurring revenue-type services, which will generate future sales.

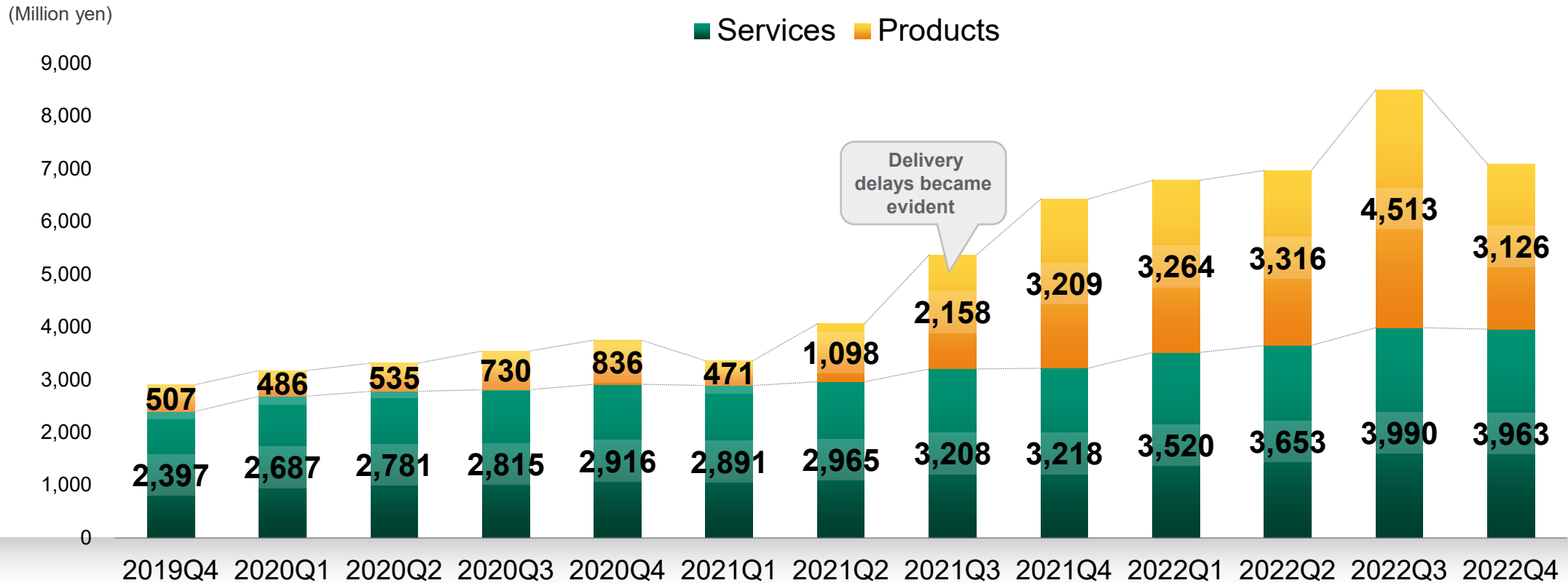
Unit: million yen

	FY2021 Year-end	FY2022 Year-end	Change
Current assets	7,236	9,975	2,739
Cash and deposits	1,351	2,989	1,637
Notes and accounts receivable, and Electronically Recorded Monetary Claims	2,078	2,360	282
Inventory assets	2,376	3,103	727
Other	1,429	1,521	91
Non-current assets	1,388	1,276	▲112
Property, plant and equipment	209	248	38
Intangible assets	166	258	92
Investments and other assets	1,013	770	▲243
Total assets	8,625	11,252	2,626

	FY2021 Year-end	FY2022 Year-end	Change
Current liabilities	5,101	6,367	1,265
Accounts payable-trade	1,605	1,885	279
Short-term debt	501	287	▲213
Advances received	2,472	3,137	665
Other	520	1,055	534
Non-current liabilities	324	1,200	875
Total liabilities	5,426	7,567	2,141
Total net assets	3,199	3,685	485
Total liabilities and net assets	8,625	11,252	2,626

Highlights : Backlog of Orders

Although the impact of delivery delays due to a shortage of semiconductors remains, we have secured and delivered more equipment in FY2022 Q4. Services sales increased steadily.





2

Medium-Term Targets and Progress

Medium-term Numerical Targets

Selected the Prime Market on December 29, 2021,
Set the medium-term targets for FY12/24.

	Net sales	Operating income	Net income
FY2021 (Results)	12.0 billion yen	0.63 billion yen	0.45 billion yen
FY2022 (Results)	13.6 billion yen	0.90 billion yen	0.74 billion yen
FY2023 (Plan)	15.7 billion yen	0.10 billion yen	0.67 billion yen
FY12/24 Targets	17.0 billion yen	1.2 billion yen	0.80 billion yen

*The "Accounting Standard for Revenue Recognition" has been applied since FY2022.

Initiatives to Achieve Medium-Term Targets

Significant increase in the number of engineers,
who are the foundation of our company

Growth

Growth in the Value Added
Distribution business

Expansion of the In-house
Development Business

Enhancement of the System
Integration Business

Change and reform

Expansion of recurring
revenue services

Business transformation

Capital and business
alliances, M&A

Raising corporate value

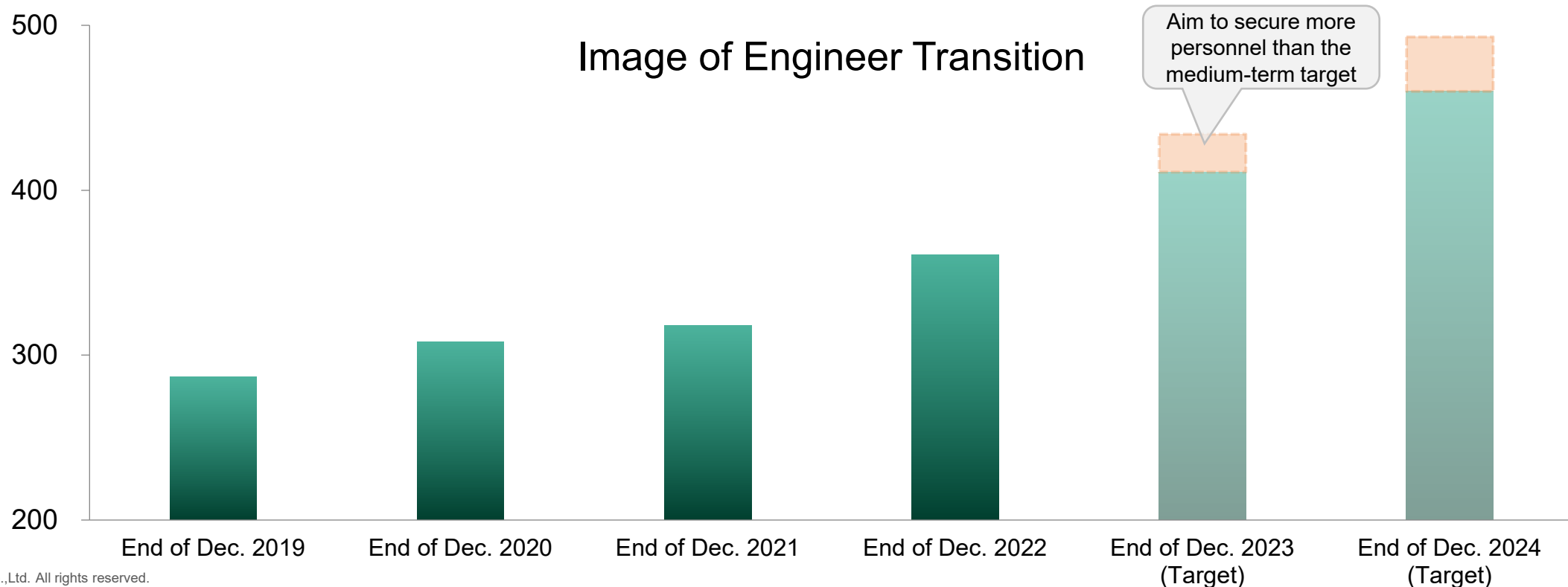
IR/Capital Policy

Initiatives for SDGs

Progress of Medium-Term Initiatives: Recruitment of Engineers

Substantial increase in the number of engineers as the foundation

- ✓ Launched a project under the direct control of the president. We will strengthen recruitment organizations and improve the environment, aiming to double the number of engineers hired and greatly increase the number of engineers set in the medium-term target.
- ✓ 25 new graduates are going to join in 2023, including 19 technical employees.



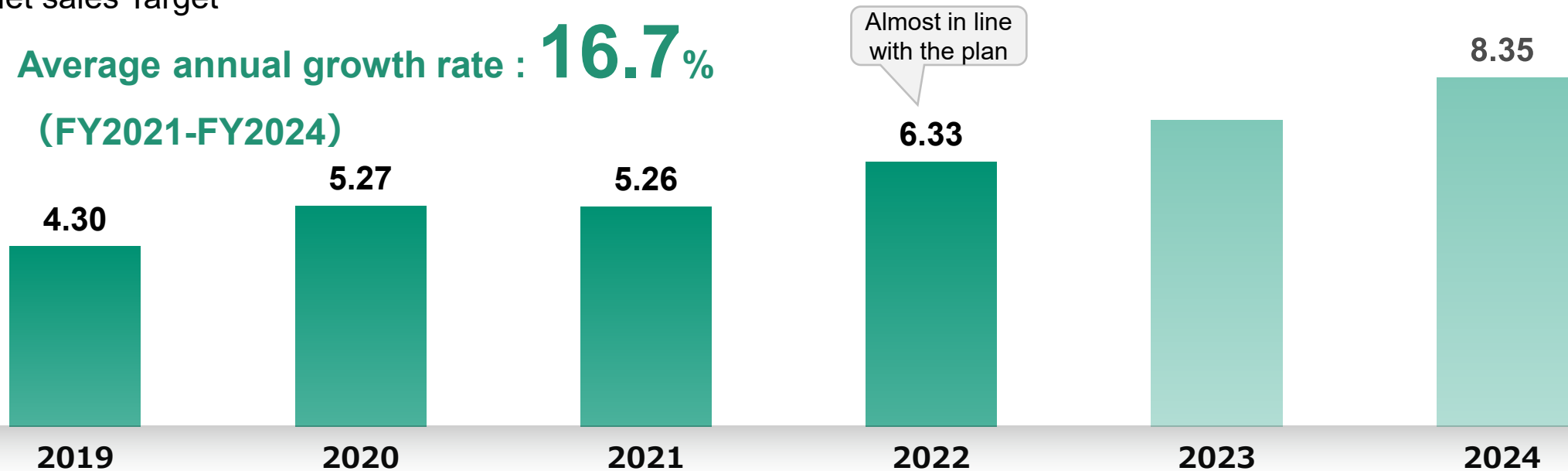
Growth in the Value Added Distribution Business

- Sales of security and DX infrastructure products grew (nearly 20% YoY).
- Started handling 5 new security products.
- Support service sales (recurring revenue) steadily increased (up 26% YoY).

Net sales Target

Average annual growth rate : **16.7%**
(FY2021-FY2024)

Unit: billion yen



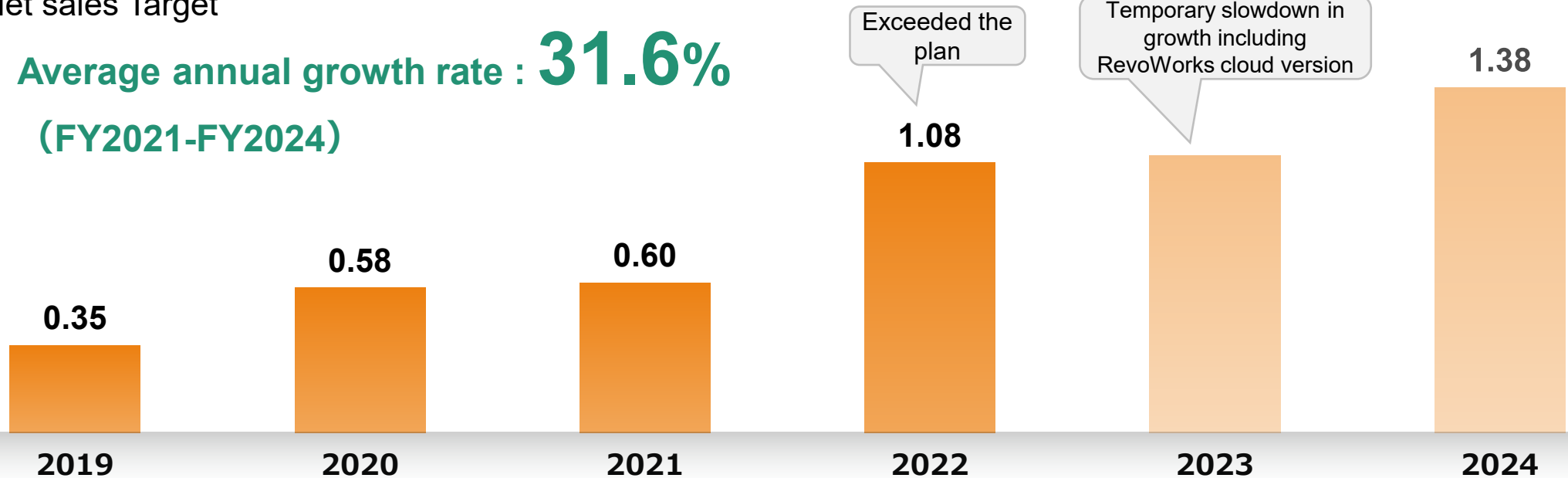
Expansion of the In-house Development Business

- Acquired local government resilience projects.
- Private demand development of medical institutions, financial institutions, manufacturing companies, etc.
- Development of new series and cloud versions (Aiming to expand recurring revenue services).

Net sales Target

Average annual growth rate : **31.6%**
(FY2021-FY2024)

Unit: billion yen



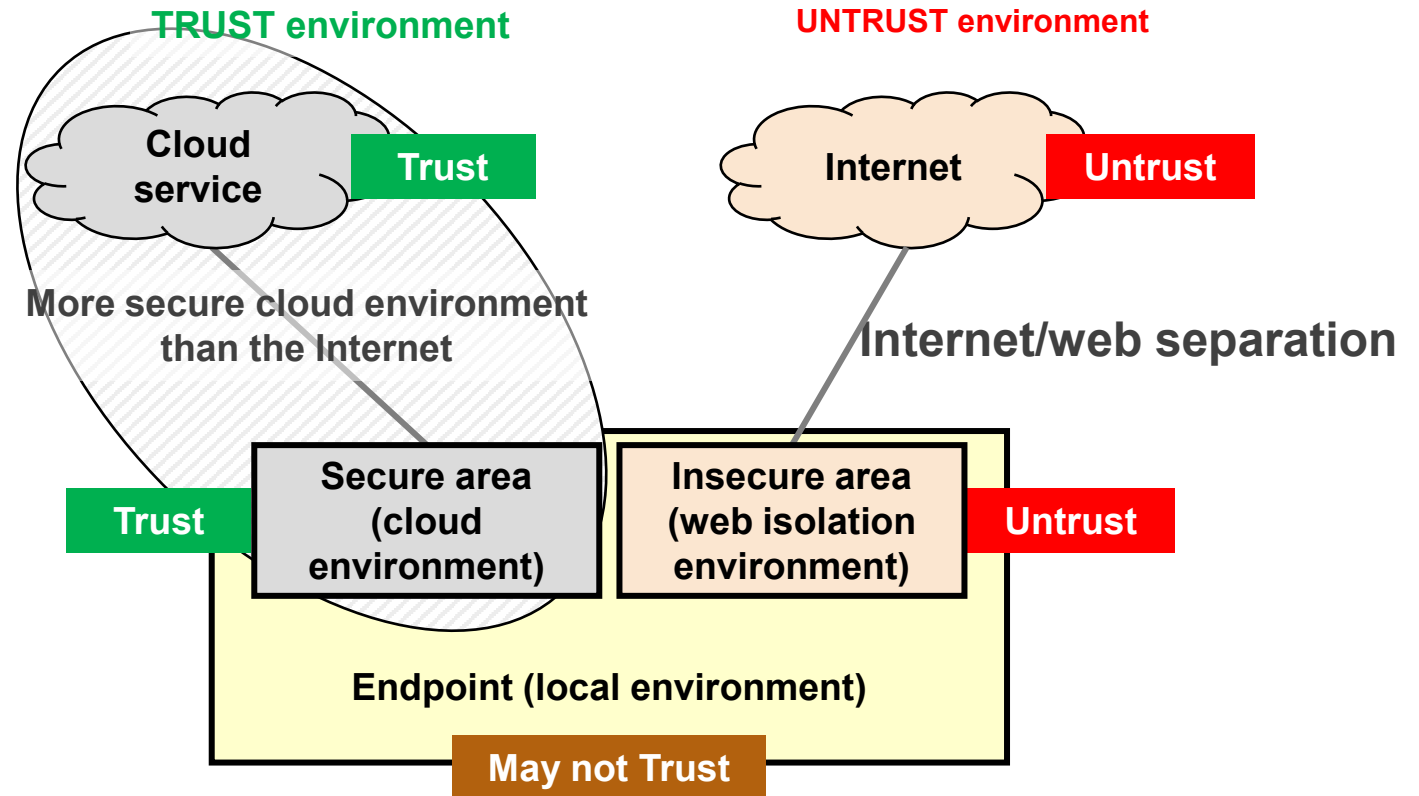
Development of RevoWorks Cloud Version

Developed a cloud version of RevoWorks with the aim of providing a more secure cloud usage environment.

Scheduled to launch the service around summer 2023, strengthen efforts to capture private-sector demand.

<Strengths>

- ✓ Protection of user data (information leakage prevention)
- ✓ Integration of secure cloud usage environment and web separation environment
- ✓ Pursuit of user convenience and cost performance



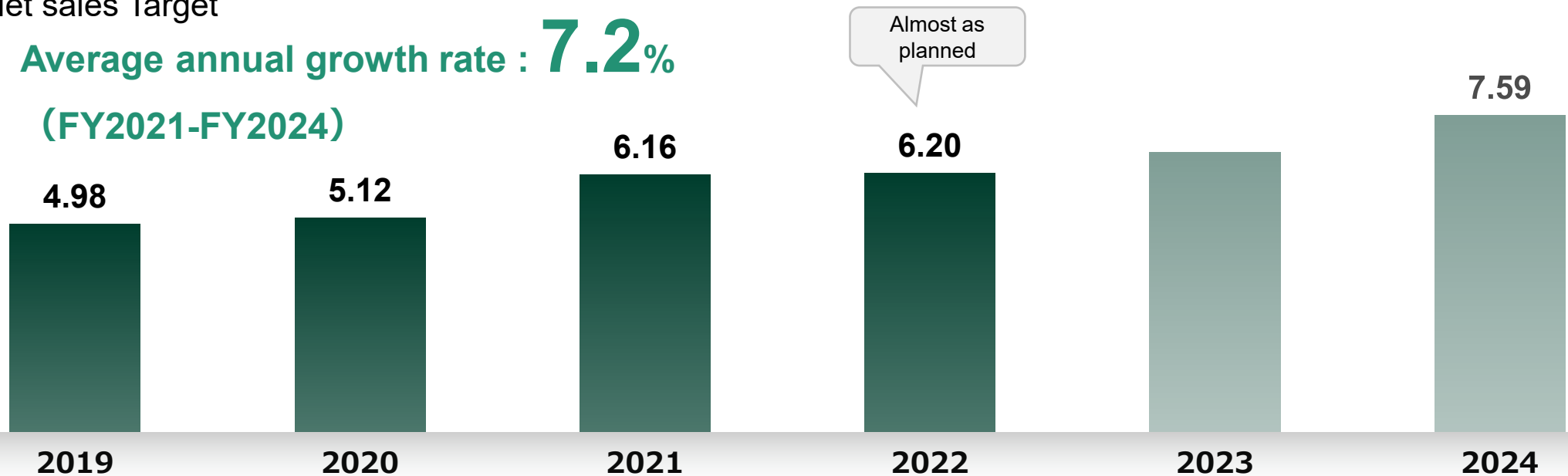
Strengthening of System Integration

- Optimize business structure through organizational restructuring.
- Acquire larger projects.
- Provide information-system support services as DX operation support and expand of service menu.

Net sales Target

Average annual growth rate : **7.2%**
(FY2021-FY2024)

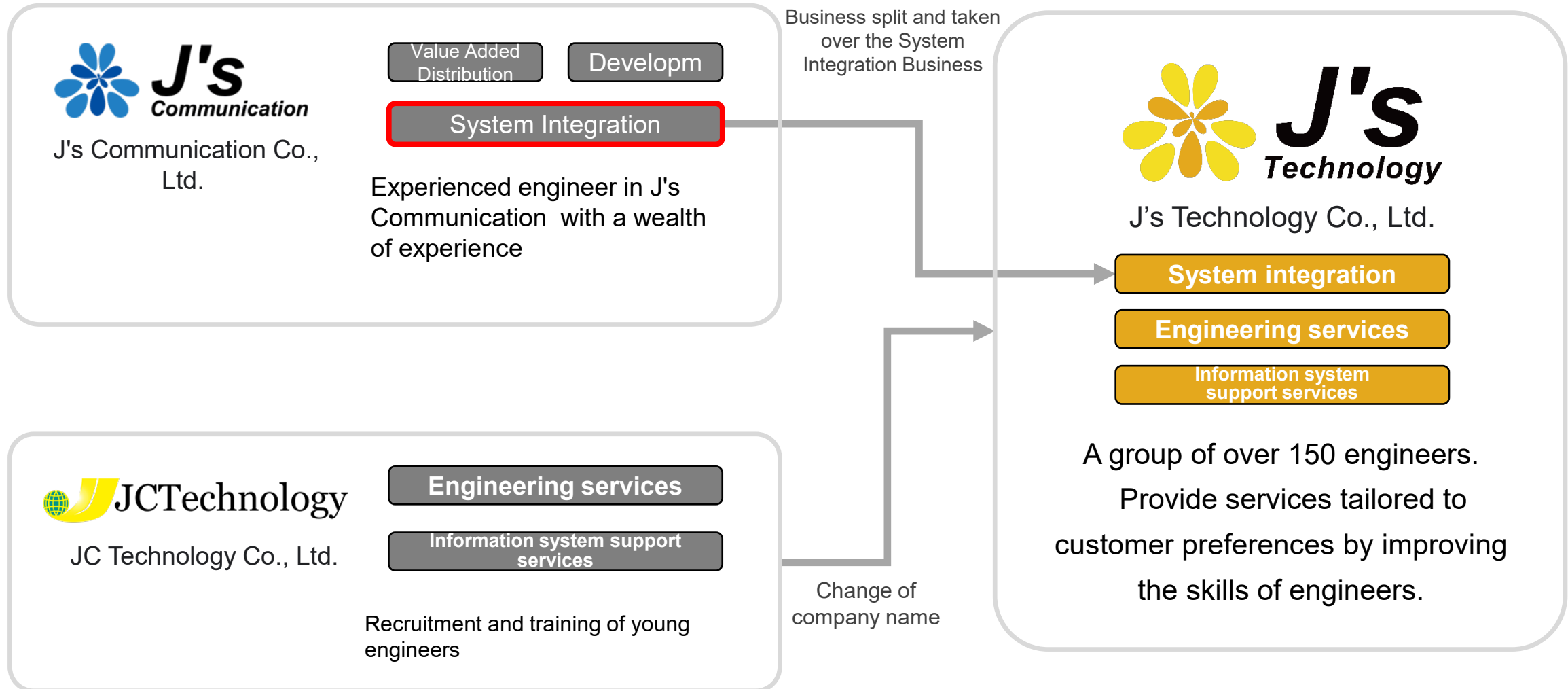
Unit: billion yen



*In FY2022, the adoption of the "Accounting Standard for Revenue Recognition" and other measures had an impact on net sales of 0.663 billion yen, including incidental initiatives.

Strengthen the System Integration Business

Promoting solutions centered on technical services



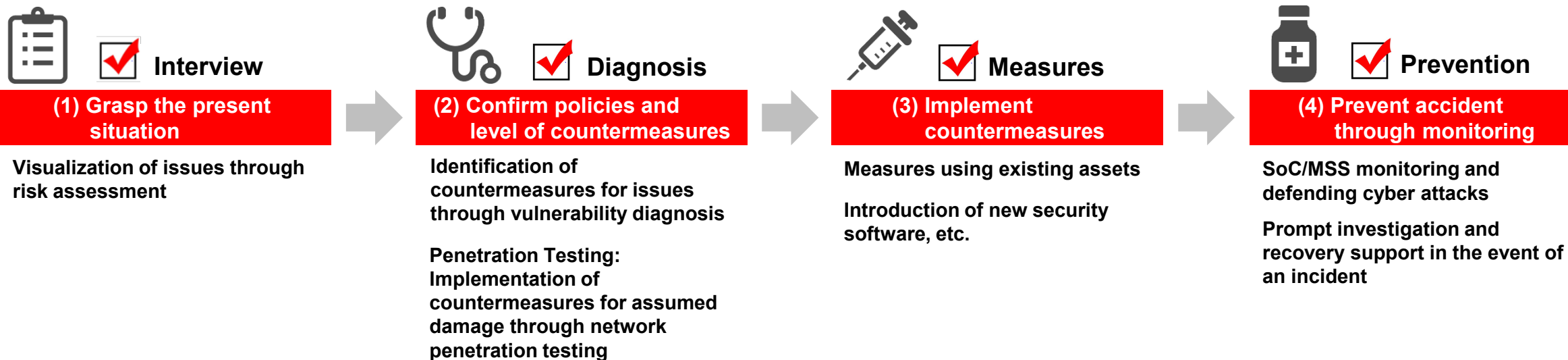


Company name	Segue Security Co., Ltd.	
Established	November 11, 2022	
Office	Headquarter	Sumitomo Fudosan Kayabacho Building, 1-16-3 Shinkawa, Chuo-ku, Tokyo
Representative	Representative Director and Chairman	Yasuyuki Aisu
	Representative Director and President	Koji Morii
Capital	40 million yen	
Business overview	Provision of managed security service Provision of security survey, diagnosis, and consulting services Provision of equipment, software, and services to prevent information leaks Provision of security education and training services	

- ✓ Established a joint venture with Mr. Koji Morii, representative of Leon Technology, Inc., that hires white-hat hackers, to enhance security solutions and accelerate training of security engineers.
- ✓ First, we will engage in personnel recruitment (mid-career and new graduate recruitment) and training. In addition, we plan to conduct seminars to increase name recognition and lead to the acquisition of projects.

Specializing in cyber security

Provides a one-stop cyber security measures needed at the time.



Risk assessment



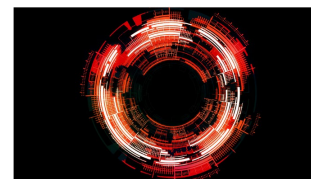
Security Diagnostics
Penetration



Consulting
Audit



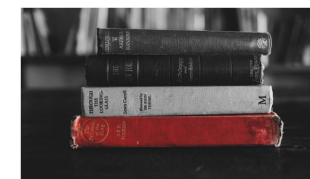
SOC
MSS



Forensic



Education
Human Resource
Development



Lectures
Seminars

Progress of Medium-Term Initiatives: Regional Expansion through Acquisitions of Overseas Subsidiaries



Company name	ISS Resolution Limited	
Established	January 19, 1990	
Office	33/4 Rama 9 Road, Kweang Huaykwang, Khet HuayKwang, Bangkok, 10310 Thailand	
Representative	Managing Director	Kenichiro Tanaka
Capital	110,000,000 Thai baht	
No. of employees	22	
Business overview	Sales of security and IT infrastructure products Maintenance and support services Digital platform	

- ✓ A company operating globally in Thailand (DELL, Bank of Ayudhya, and Chulalongkorn Hospital are major continuing customers)
- ✓ In addition to strengthening the company's existing business, work on building new businesses such as security training



- ✓ Promote business development in ASEAN markets with the aim of establishing a position as a globally expanding company
- ✓ It is expected that opportunities to secure IT human resources, which are expected to be insufficient domestically, will be expanded to other countries.

Medium-Term Initiatives: Capital Policies/Shareholder Returns

- ✓ In FY2022, the dividend increased by 2 yen to 18 yen per share.
- ✓ To change the dividend policy from FY2023 onward (as announced on February 13, 2023) In order to clarify and enhance its stance on returning profits to shareholders, we have begun paying interim dividends based on dividend payout ratio of around 50%. Annual dividend for FY2023 are expected to be 15 yen for interim, and 15 yen for year end, for a total of 30 yen.

	FY2018	FY2019	FY2020	FY2021	FY2022 (Plan)	FY2023 (Forecast)
Dividend per share	5 yen (Commencement of dividends)	10 yen (Including 5 yen commemorative dividends)	16 yen (10 yen planned at the beginning of the term)	16 yen	18 yen (16 yen planned at the beginning of the term)	30 yen (Interim: 15 yen)
Dividend payout ratio	15.1%	27.9%	29.2%	40.0%	27.4%	50.0%

Going forward, we aim to increase dividends by enhancing corporate value and increasing profits.

*The revised dividend policy will be applied for the foreseeable future, with a target end year of FY2026.

Mr. Takashi Naito used as brand ambassador

- The Group chose Mr. Takashi Naito as its brand ambassador since his image as an actor who has long played the role of a detective protecting people's everyday lives matches the Group's desire to promote the safe use of IT.
- To increase company awareness and realize the company's image, leading not only to higher sales but also to better recruitment and greater stakeholder confidence.

Top page of J's Communication's corporate website





3

FY2023 Forecasts

FY2023 Full-year Business Forecasts

Promote sales of infrastructure products and related services while continuing to invest in achieving medium-term targets.

Formulate plans to exceed the second-year targets of the medium-term plan for FY2022-2024.

Unit: million yen

	FY2022	FY2023 (Forecast)	YoY	
			Change	Change ratio
Net sales	13,622	15,700	2,077	15.2%
Operating income	906	1,000	93	10.3%
(Profit margin)	6.7%	6.4%	▲0.3pt	
Ordinary income	1,050	1,000	▲50	▲4.8%
(profit margin)	7.7%	6.4%	▲1.3pt	
Net income	743	679	▲63	▲8.6%

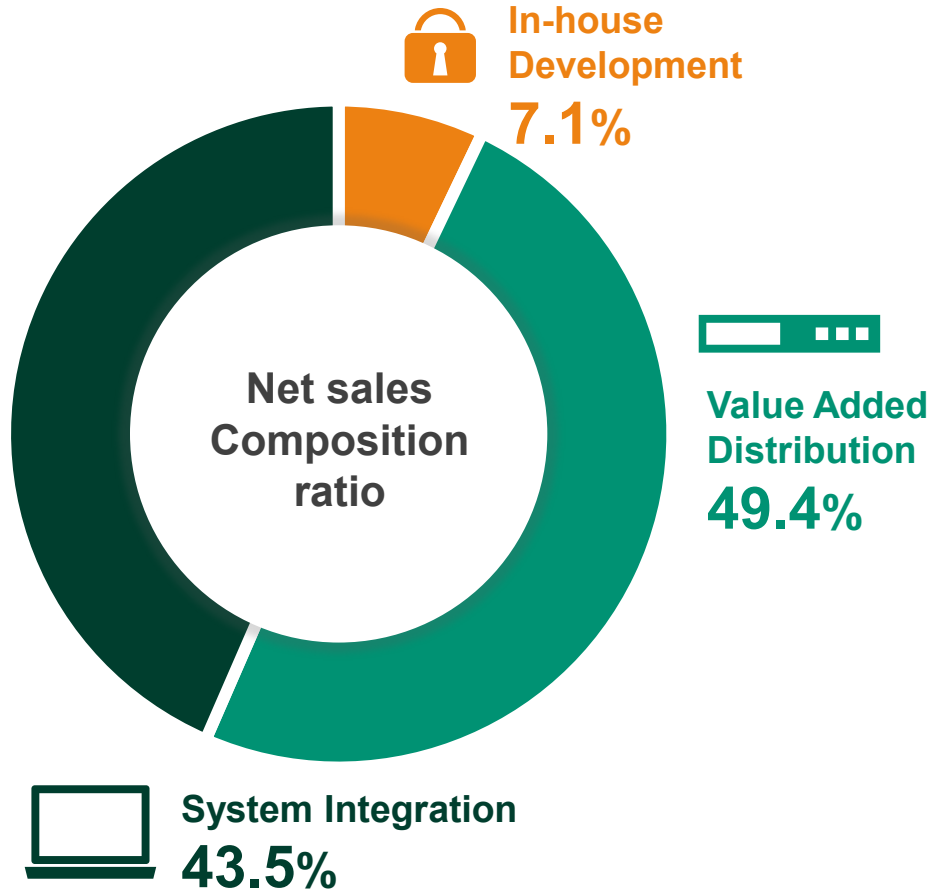
*Ordinary income (result) for 2022 includes the impact of the exchange rate of 197 million yen, but we do not anticipate the impact of the exchange rate in our full-year plan for 2023.

FY2023 Plans by Business

In-house Development Business: upfront costs are expected including shifting to RevoWorks cloud version (subscription revenue). Forecast a temporary decline in gross profit margin.

Value Added Distribution Business: plan to increase sales, including security and DX infrastructure products and new products we handle. Some normalization of delivery times is also expected. In addition, the exchange rate is expected to stabilize from 2022, and the gross profit margin is expected to recover.

System Integration Business: we aim to increase sales and profits while expanding the scope of its service offerings and accelerating recruitment and training of engineers.



In-house Development Business	Net sales	1.11 billion yen +2.3%	Gross profit	0.67 billion yen ▲19.7%
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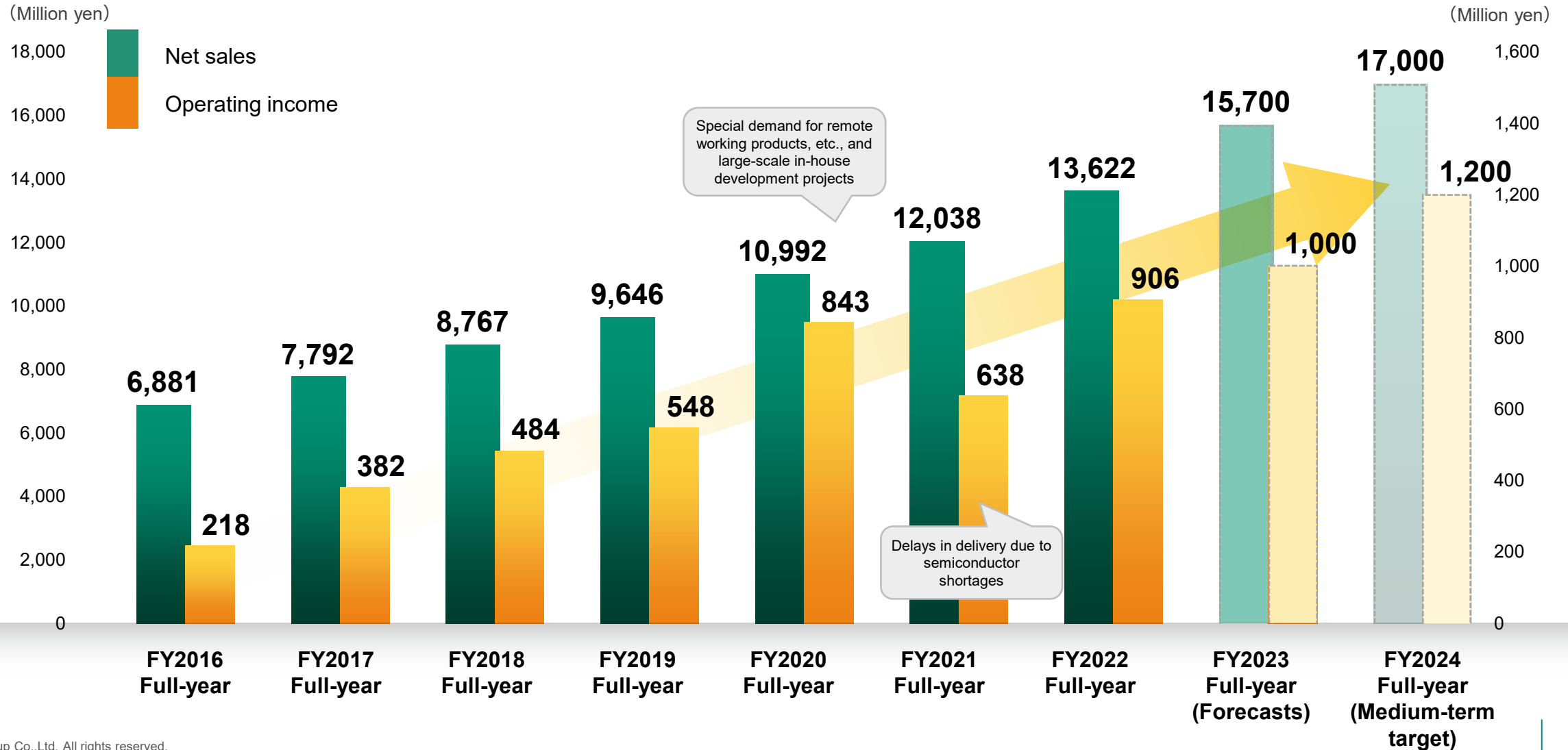
Value Added Distribution Business	Net sales	7.76 billion yen +22.6%	Gross profit	1.94 billion yen +49.6%
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System Integration Business	Net sales	6.82 billion yen +10.0%	Gross profit	1.49 billion yen +5.7%
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* In-house Development Business include original security services provided by Segue Security Co., Ltd.

Performance Trends and Forecasts

Continue to achieve double-digit average growth rate and aim to achieve medium-term targets.



We will continue to grow together with our customers by leveraging IT to create value . We contribute to the realization of a prosperous society.



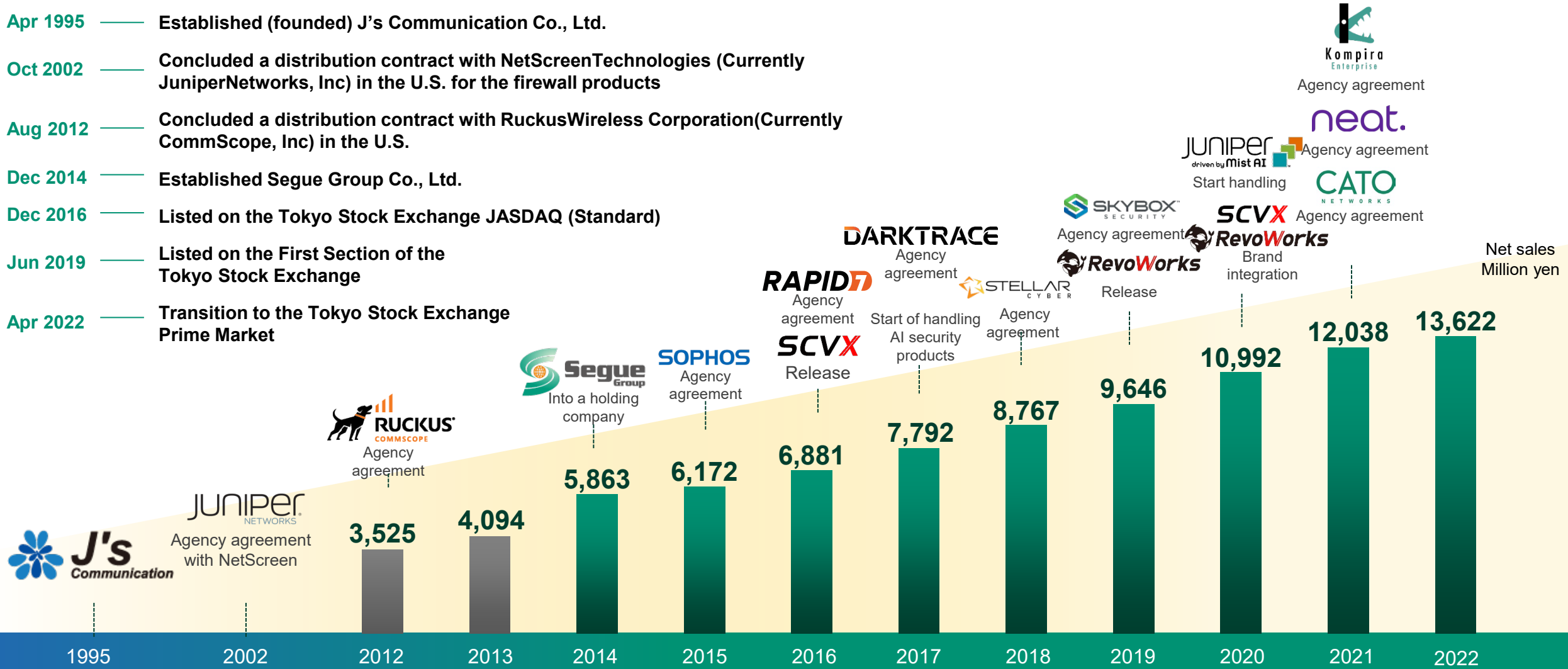


4

Reference Material

History of Segue Group

- Apr 1995** — Established (founded) J's Communication Co., Ltd.
- Oct 2002** — Concluded a distribution contract with NetScreenTechnologies (Currently JuniperNetworks, Inc) in the U.S. for the firewall products
- Aug 2012** — Concluded a distribution contract with RuckusWireless Corporation(Currently CommScope, Inc) in the U.S.
- Dec 2014** — Established Segue Group Co., Ltd.
- Dec 2016** — Listed on the Tokyo Stock Exchange JASDAQ (Standard)
- Jun 2019** — Listed on the First Section of the Tokyo Stock Exchange
- Apr 2022** — Transition to the Tokyo Stock Exchange Prime Market



Established J's Communication Co., Ltd.	Established JC Technology	Established Segue Group	Listed on JASDAQ	Listed on TSE2	Listed on TSE1	Transferred to the TSE Prime market
	Established J's Telecom Systems			Made Falcon System Consulting as a subsidiary	Made ASTEM as a sub-subsidiary	Established Segue Security
						Made ISS Resolution as a subsidiary

Supporting customers' business foundations
by providing total solutions for security and IT infrastructure

Security

Target attack countermeasures

Information leakage countermeasures

Vulnerability countermeasures

Telework security



IT infrastructure

Network

Virtualization

Cloud

Wireless

**Carrier data center
Service provider**

**Government agencies and local governments
Academic institutions
Medical institutions**

**Enterprise
Manufacturing industry
Financial institution etc..**

Company Profile : Segue Group

Number of Group Employees : 527 employees
(about 70% are Engineers)



Solution products

Network Security Products

[In-house development
Security software]

IT infrastructure Products

Providing Solutions Combining Security and
IT Infrastructure Products
System Integration

Solution services

Design and
construction Services

Maintenance
Services

Help desk
Services

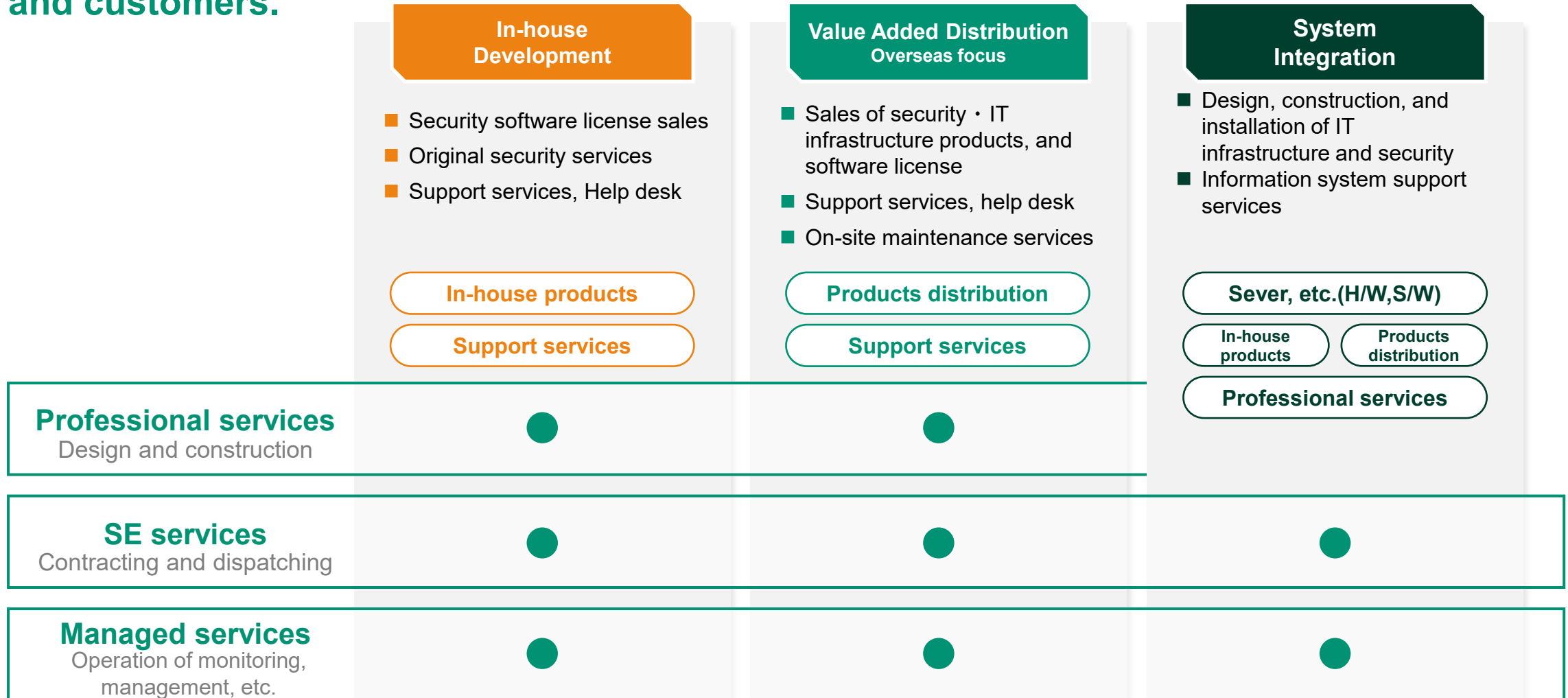
Original security
services

IT engineer SE
services

Others
(Monitoring, dispatch, etc.)

Company Profile : Business Structure

Providing a variety of added value in response to the needs of partners, system integrators, and customers.



Our Business : In-house Development Business

About In-house Development business

Providing our original security products and services supporting the safety of our customers with our technologies

In-house developed software

- "RevoWorks" series improve security and business efficiency to enhance the quality of work



Server-based Virtual Browser "RevoWorks SCVX"



Local Virtual Browser "RevoWorks Browser"



Local Virtual Desktop "RevoWorks Desktop"

- "WisePoint" series use visually-friendly images and random number tables for passwords

WisePoint

Authentication & Telework Solution "WisePoint Authenticator"

Authentication & Single Sign-on Solution "WisePoint 8"

Original security services



Provide integrated, one-stop solutions essential to cybersecurity: From assessment services for security risks that exist in the organization to monitoring and analysis measures, security diagnostics, employee training, and investigations and responses to incidents.

In-house Developed Products : RevoWorks



Improve security and operational efficiency to enhance the quality of work !



RevoWorks SCVX

Virtual browser with server container



RevoWorks Browser

Virtual Browser with local container



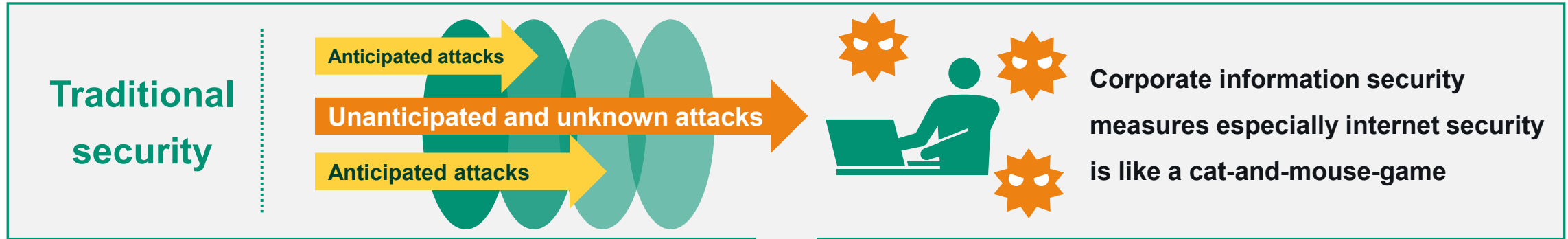
RevoWorks Desktop

Virtual Desktop with local container

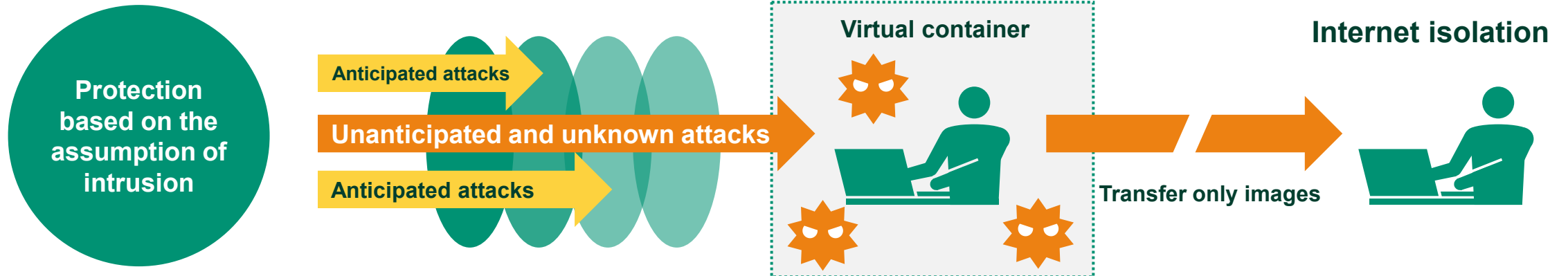
Internet isolation / Content Sanitizer

Information leakage countermeasures,
Work style reforms / Telework

Structure of RevoWorks SCVX



RevoWorks SCVX Security



1. Even if attacks occur, their impact is limited to virtual containers, and their PCs remain intact
2. By closing your PC browser, the virtual container disappears with malware

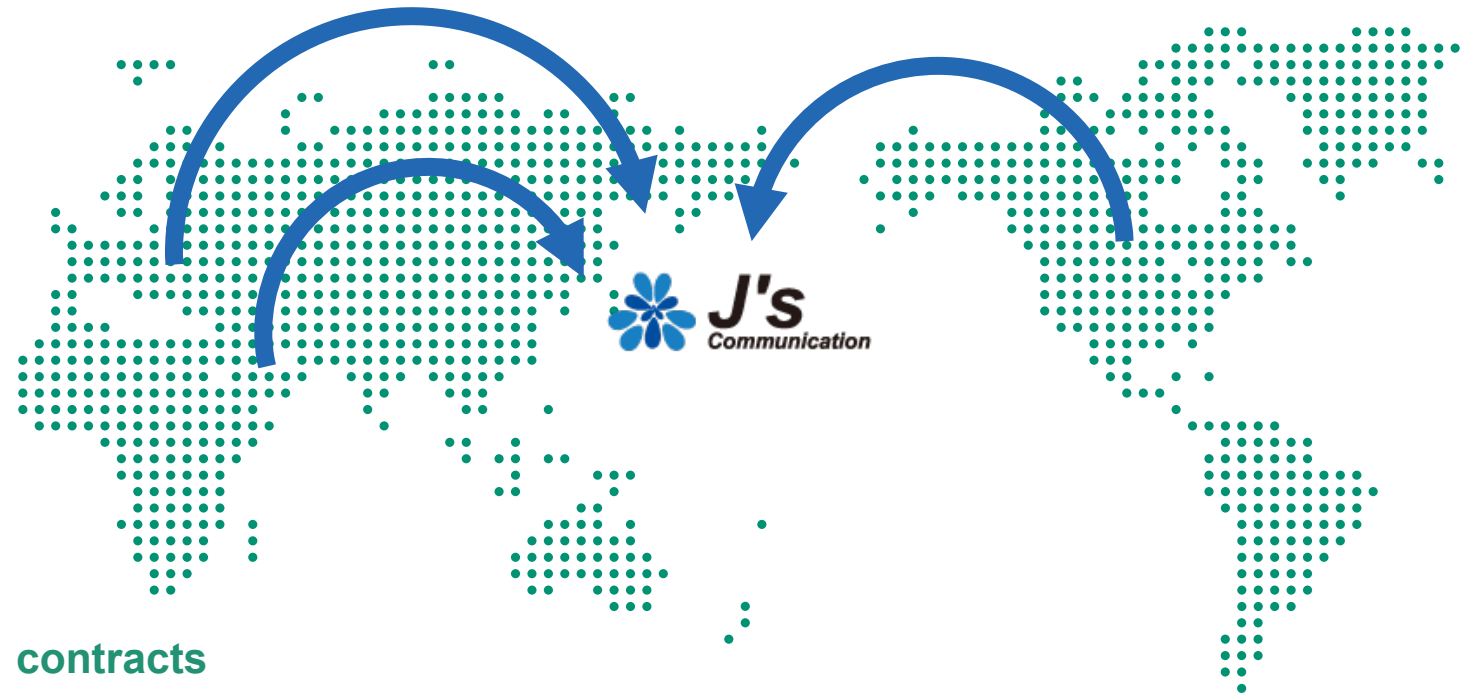
Our Business : Value Added Distribution Business

About Value Added Distribution Business

Importing of products with cutting-edge technologies, global technologies, niche technologies, etc. from United States and other developed security countries, and providing technical value-added services such as design, construction, and support in response to customer requests

Line-up of Security products

- WAF
- Security vulnerability diagnosis and management
- IP address management
- Network management
- Firewall / VPN
- Nest-generation Firewall
- UTM
- Malware protective

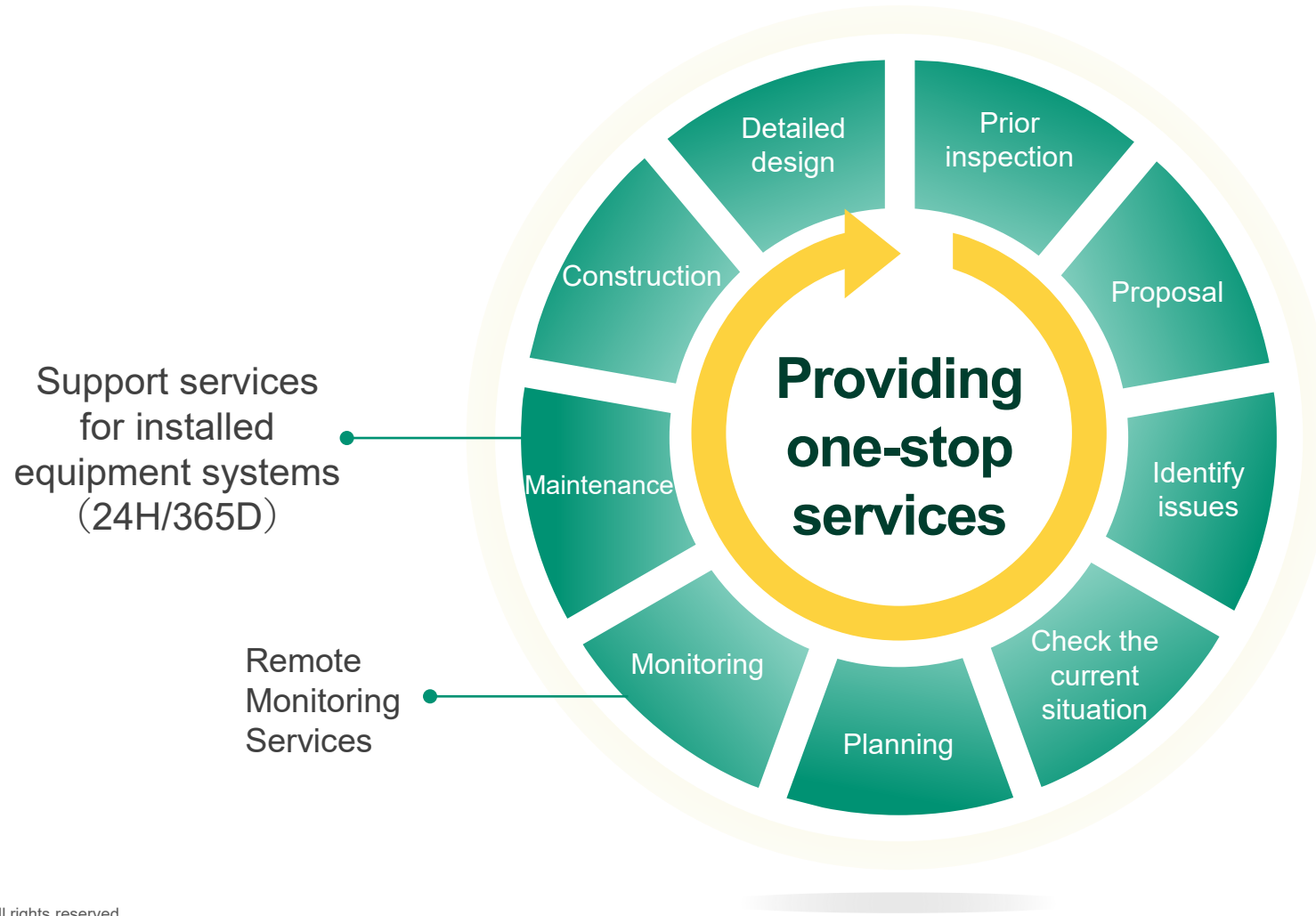


Major manufactures with distribution contracts



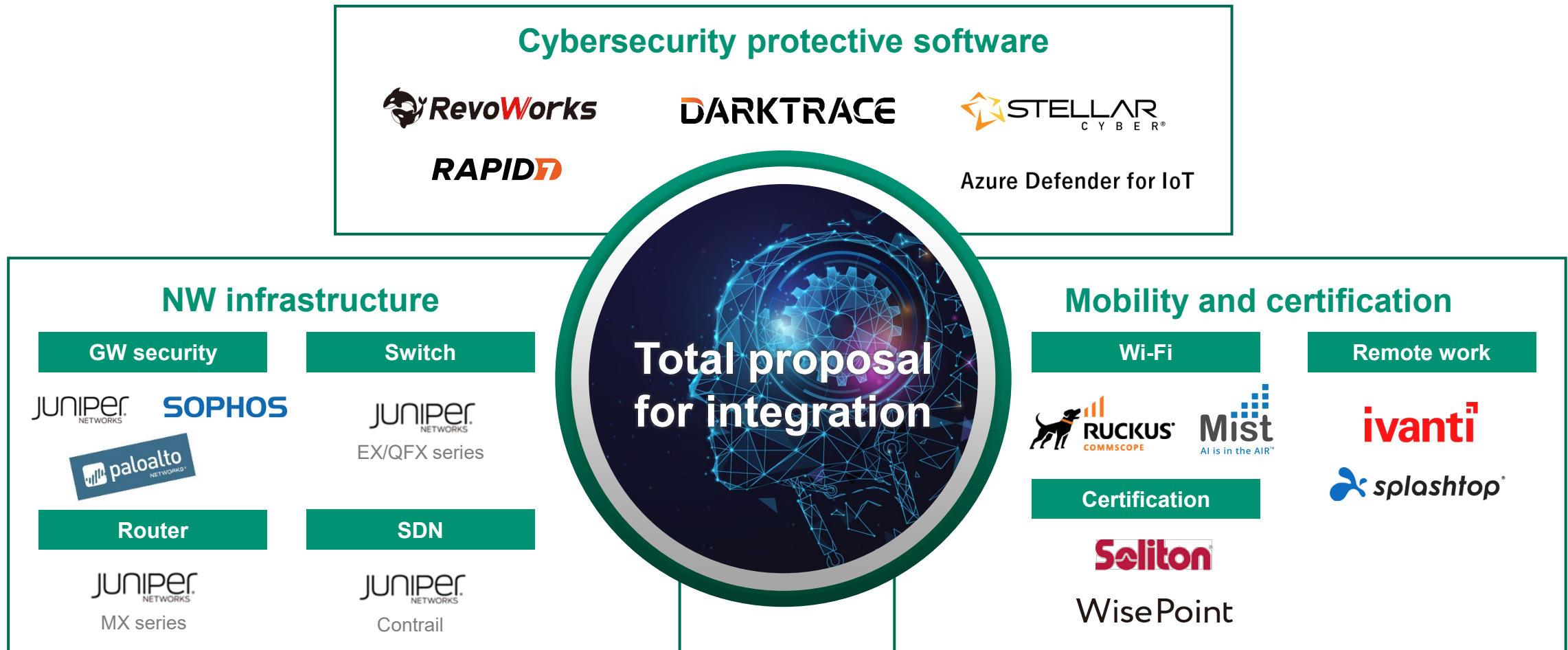
Our Business : System Integration

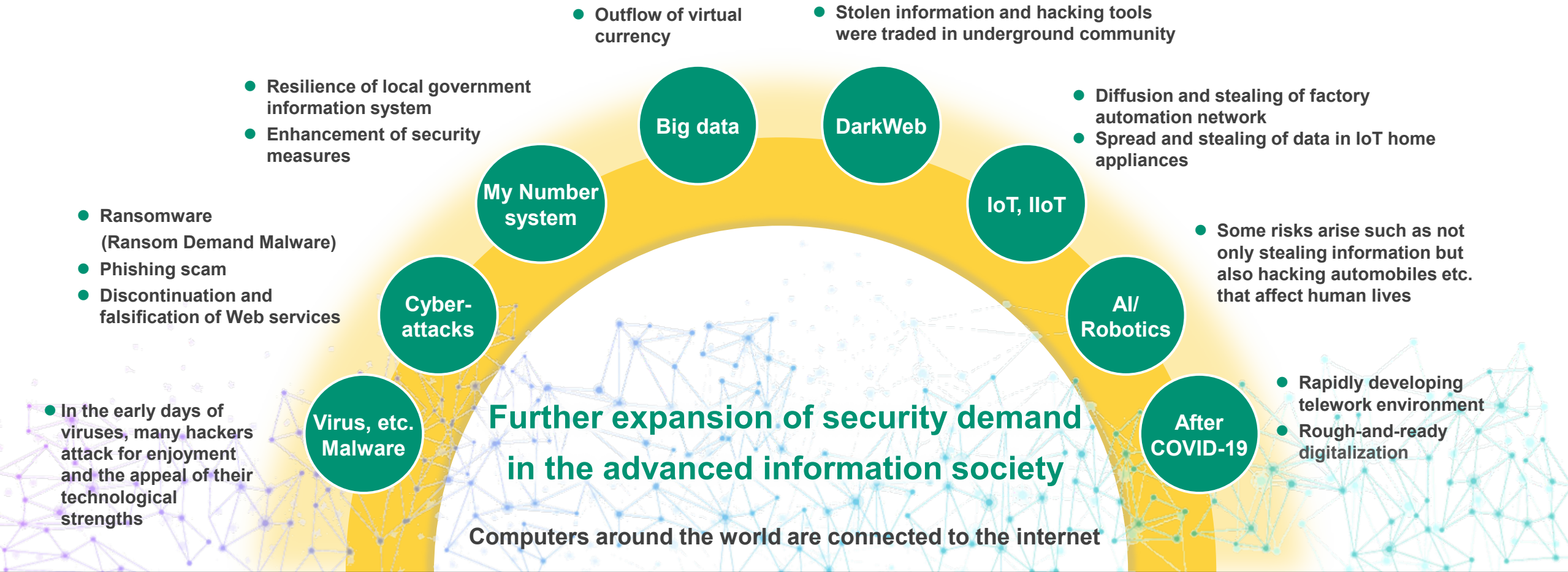
Sales of software and appliances for security and IT infrastructure, etc., combined with the provision of services such as system, after-sales services, and monitoring services



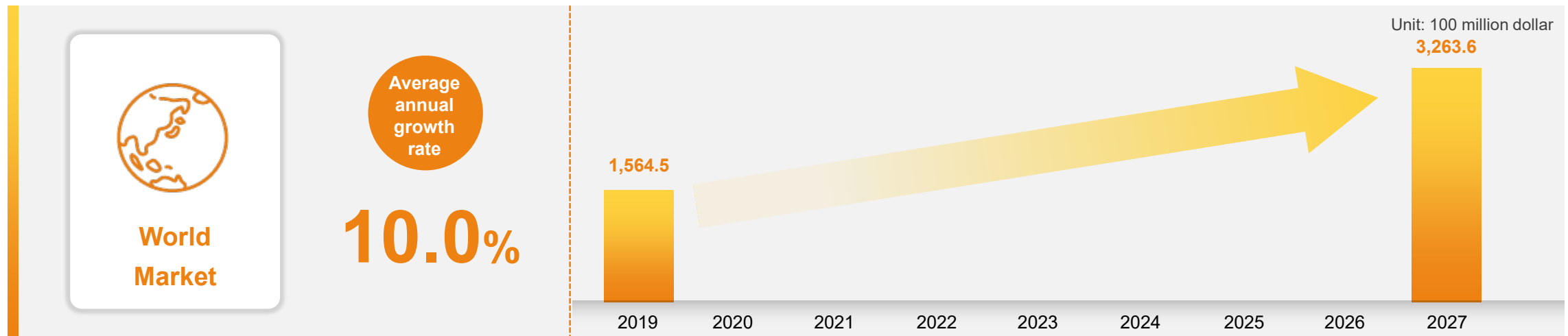
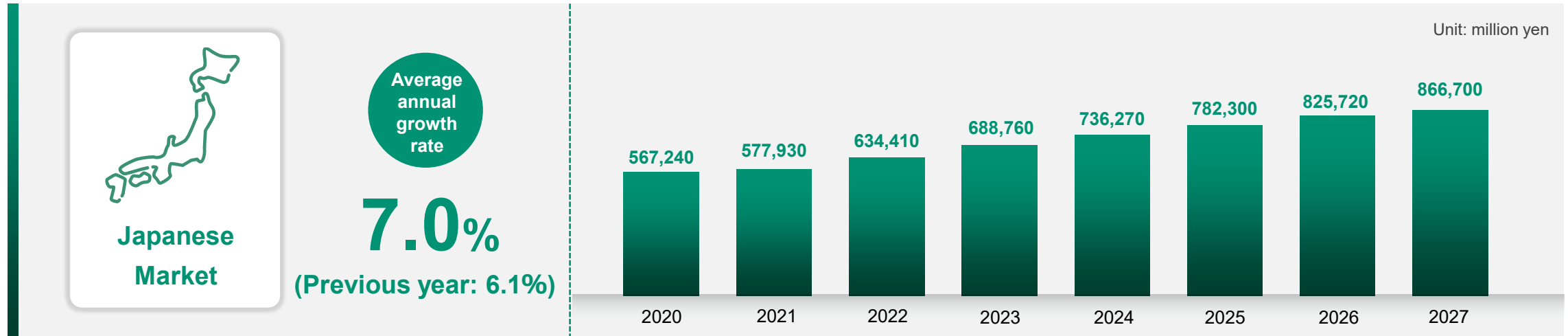
Focus on Security

Providing safe and comfortable solutions by compensating for a shortage of security technicians with AI and automation software





Business Environment : Security (Products and Services) Market



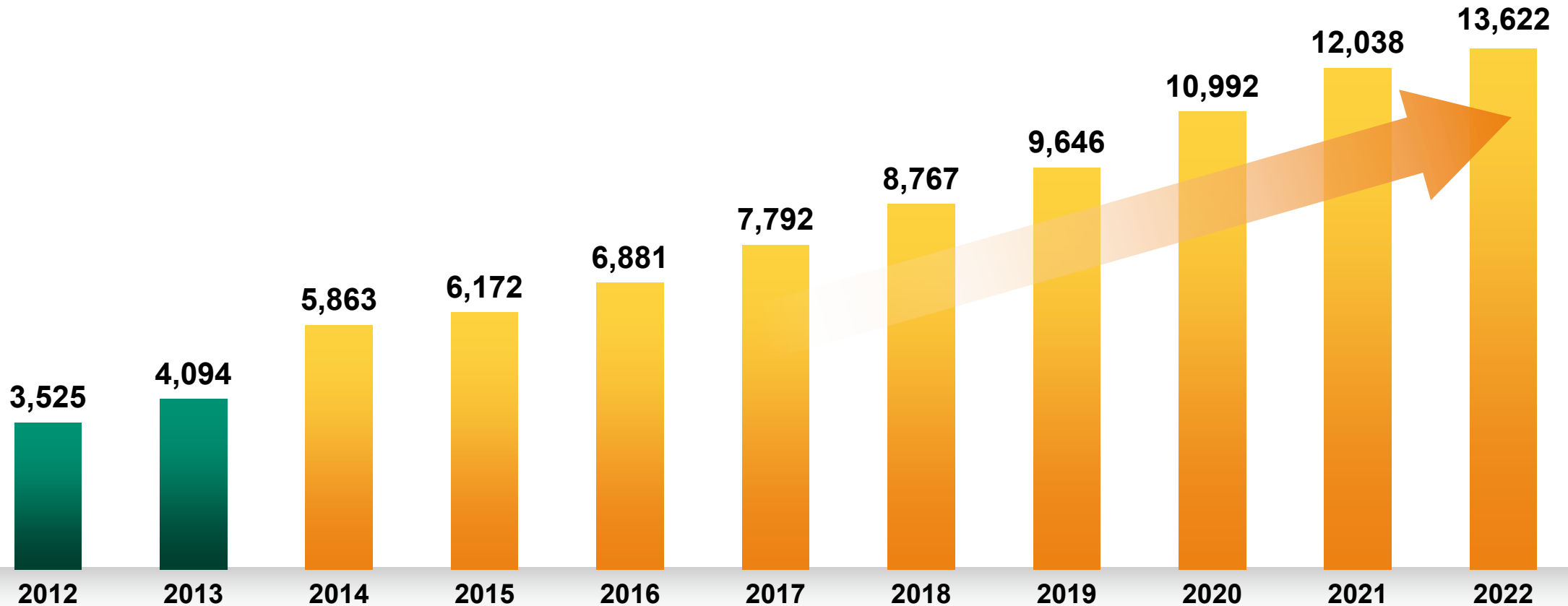
Source: Fuji Chimera Research Institute, "2022 Network Security Business Survey"
Grand View Research "Cyber Security Market Size & Share Report, 2020-2027"

Our Sales Trends

CAGR of Sales: **14.5** % (2012-2022)

Unit: million yen

Continuing to exceed the growth of the security market!



* Figures for 2012 and 2013 are based on results of J's Communication Co., Ltd.

Conduct M&As since 2010 to accelerate Group development

- ✓ February 2010: Acquired Shibatsu Osaka Office mainly for strengthening technological capabilities
- ✓ November 2012: Established JC Technology as a joint venture with a non-listed company engaged in system engineering and education and training
- ✓ February 2013: Established J's Telecom System in December 2012 and acquired the construction, operation, and maintenance business of voice and IP network systems from unlisted companies
- ✓ June 2013: Made MY Workstation a subsidiary with the aim of increasing the number of sales partners (merged with J's Communication in January 2015)
- ✓ April 2018: Acquired Falcon System Consulting as a subsidiary to strengthen development capabilities (merged with Jays Communication in January 2022)
- ✓ March 2019: Acquired Astem as a subsidiary to strengthen sales in the Kyushu and Chugoku regions (merged with J's Communication in January 2022)
- ✓ December 2022: First overseas expansion; Acquired ISS Resolution in Thailand to expand business in ASEAN

Aiming to create various types of synergies, centered on IT companies

- ✓ Invested in February 2013: KnowledgeSuite Inc., developing cloud-based CRM/SFA businesses
 - ➡ December 2017: Listed on the TSE Mothers market (currently the TSE Growth market)
- ✓ Invested in October 2017: an unlisted company planning, development, and selling cloud services
 - ➡ Transferred to a major IT company at a price significantly higher than when acquired
- ✓ Invested in September 2018: TRIPLEIZE CO., LTD. which develops AI engines independently and promote DX innovation
 - ➡ May 2022: Listed on TSE Growth market
- ✓ Invested in January 2019: lafool Inc., which provides mental data tech using AI
- ✓ Invested in December 2020: ZenmuTech, Inc., which has proprietary secret distributed cryptography technology and concealed computing technology
- ✓ Invested in February 2021: EAGLYS, which has data security and AI designing techniques centered on secret computing
- ✓ Invested in September 2021: Fixpoint, Inc., which provides system operation automation tools
- ✓ Invested in November 2021: manebi, which promotes on-line recruitment and training, and visualization of human resource development results

Initiatives for SDGs

- Training and producing IT & security personnel
- Provide engineer training to customers
- Develop human resources for achieving high-value-added results
 - ⇒ Promote group-wide initiatives such as strengthening recruitment organizations, improving the environment through organizational restructuring, and establishing a new organization of advanced security engineers
- Creating an environment in which employees can perform work that is more rewarding
 - ⇒ Plan to expand office floor space in line with recruitment progress and increase in personnel
- Continue investing in companies with new or original technologies such as AI



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