

# Investor Presentation

2Q FY3/2026 results and progress in each business  
Small meeting for Institutional Investors



CCI Group, Inc.  
November 6, 2025

## CCI Group, Inc. Small Meeting for Institutional Investors

### Overview of Financial Results & Overall Strategy

Presenter: Shuji Tsuemura, President & CEO, CCI Group, Inc.

### Corporate Governance

Presenter: Sakon Uda, Outside Director & Chairperson of the Board, CCI Group, Inc.

### System Strategy

Presenter: Takeshi Igawa, General Manager of Information Systems Management Department,  
Director & Managing Executive Officer, CCI Group, Inc.

## 2Q FY3/2026 results and progress in each business



November 6, 2025  
CCI Group, Inc  
President & Chief Executive Officer  
Representative Director  
Shuji Tsuemura

Good afternoon, everyone. I would like to extend my sincere appreciation to all of you, including those joining us online, for your continued support. Thank you for taking the time out of your busy schedules to attend today's meeting. I am also grateful for the many one-on-one interactions I have had with you on a regular basis.

Today, I have been allocated 30 minutes. Please note that I will need to leave after this period due to other commitments. During this time, Chairman Uda will provide a presentation on the theme of "Governance to Value," and Mr. Igawa will speak regarding our system initiatives. We welcome your candid feedback and encourage you to ask any questions you may have. Thank you for your active participation.

As you may have already reviewed the materials provided, I will keep my remarks brief and focus on sharing my thoughts and key points on the current financial results as CEO. I will be happy to address your questions following my comments.

## Executive Summary



Re-branding		<ul style="list-style-type: none"> <li>In October 2025, the company name was changed to CCI Group, Inc.</li> </ul>
2nd quarter	Financial Highlights	<ul style="list-style-type: none"> <li>Ordinary income of ¥53.7 billion due to an increase in loans outstanding, an increase in interest rates, and an improvement in profits from market operations. (+8.7 billion yen YoY)</li> <li>Interim net profit 8.1 billion yen. (+2.4 billion yen YoY)</li> </ul>
	Capital strategy	<ul style="list-style-type: none"> <li>On October 1, 2025, the company conducted a stock split (1→10 shares) and completed share buybacks in the current fiscal year. (approx. 1 billion yen)</li> <li>Full-year net income revised upward to ¥13 billion (ROE5.9%) and dividends to ¥23. (Announced on October 24, 2025)</li> </ul>
	Banking business	<ul style="list-style-type: none"> <li>Under the main scenario in which the policy interest rate rises to around 1 percent, commercial loans increase and yields rise.</li> <li>Although the balance of deposits decreased from the end of March 2025, this was mainly due to the absence of a temporary increase related to the earthquake. Sticky deposits due to incorporation of individual and corporate settlements are on the rise.</li> </ul>
	New Business	<ul style="list-style-type: none"> <li>The number and value of contracts for consulting services exceeded forecasts. Based on the recognition of revenues in the second half, Full-year forecasts are in line with forecasts.</li> <li>In the cashless business, the number of affiliated stores remained flat. Settlement value is increasing, and the plan is to be achieved through promotion of new services and campaigns.</li> <li>Announced external sales of our system in August. Began dialogue with an emphasis on needs and values.</li> <li>Considering the establishment of a discussion and system for further evolution of the asset management business toward the realization of an asset management-oriented nation.</li> </ul>

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First, on October 1, the company name was changed to CCI Group. This change does not significantly alter the business strategy, but it demonstrates a strong commitment to pursuing new strategies. Branding and the mentality of both internal and external stakeholders are now more important. While the banking DNA remains valuable, the company recognized that a shift in mentality is necessary for new business areas, which led to the bold decision to change the name. The company recognizes that adopting the new brand will take time and intends to implement a detailed strategy.

## Forecast for the Fiscal Year Ending March 2026

- On October 24, we announced revisions to our earnings and dividend forecasts for the fiscal year ending March 2026.

### [Consolidated]

(Millions of yen)

(Full year)	FY2025 Revised full-year forecast	(Interim)	FY2025 Initial interim forecast	FY2025 interim term Actual	FY2025 Initial full-year forecast
Ordinary income	21,000	Ordinary income	9,000	12,345	18,000
Net income*1	13,000	Net income *1	5,500	8,105	11,000

\*1: Profit attributable to shareholders of parent (interim)

### [Hokkoku Bank on a non-consolidated basis]

(Full year)	FY2025 Revised full-year forecast	(Interim)	FY2025 Initial interim forecast	FY2025 interim term Actual	FY2025 Initial full-year forecast
Ordinary income	19,000	Ordinary income	7,500	11,388	16,000
Net income	11,500	Net income	4,500	7,423	10,000
Core net operating profit	14,500	Core net operating profit	5,000	6,793	13,000

### Cash dividends per share

	FY2021*2	FY2022	FY2023	FY2024	FY2025*3	(Initial) FY2025
Annual dividend	80 yen	100 yen	110 yen	120 yen	23 yen	20 yen
Interim dividends	30 yen	50 yen	55 yen	60 yen	11 yen	10 yen
Year-end dividend	50 yen	50 yen	55 yen	60 yen	12 yen	10 yen

\*2: Until the interim dividend for fiscal 2021, it will be paid in The Hokkoku Bank, Ltd..

\*3: Implemented a 10-for-1 split on October 1, 2025, stated after the stock split

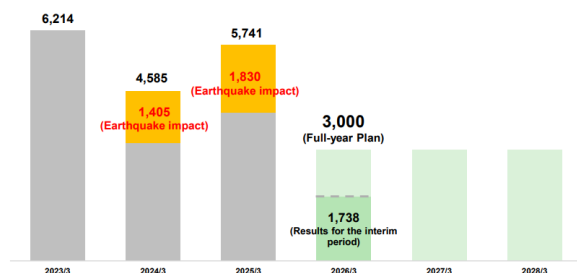
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Regarding financial results, the situation is common across the banking sector. This upward revision was mainly due to a single interest rate increase (rather than the two that were initially expected), and the company's low loan-to-deposit ratio, which kept deposit interest expenses in check. Additionally, market operations performed well. As a result, the dividend was revised upward to 23 yen, in line with the company's policy to maintain a 40% payout ratio.

## Credit Cost Results and Future Prospects

- Credit costs remained in line with expectations. It will remain at a low level in the future, and is expected to reach ¥3 billion in FY3/2026 as planned.

Credit costs (JPYmn)



<Preservation Status>	2022/3	2023/3	2024/3	2025/3	2025/9
Disclosed claims under the financial reconstruction law (billions yen)	75.8	73.4	68.3	75.5	77.3
Conservation amount (billion yen)	65.9	70.6	64.5	71.5	71.8
Coverage ratio (%)	86.9	96.2	94.4	94.6	92.9

Regarding Hokkoku Bank, there have long been two main issues.

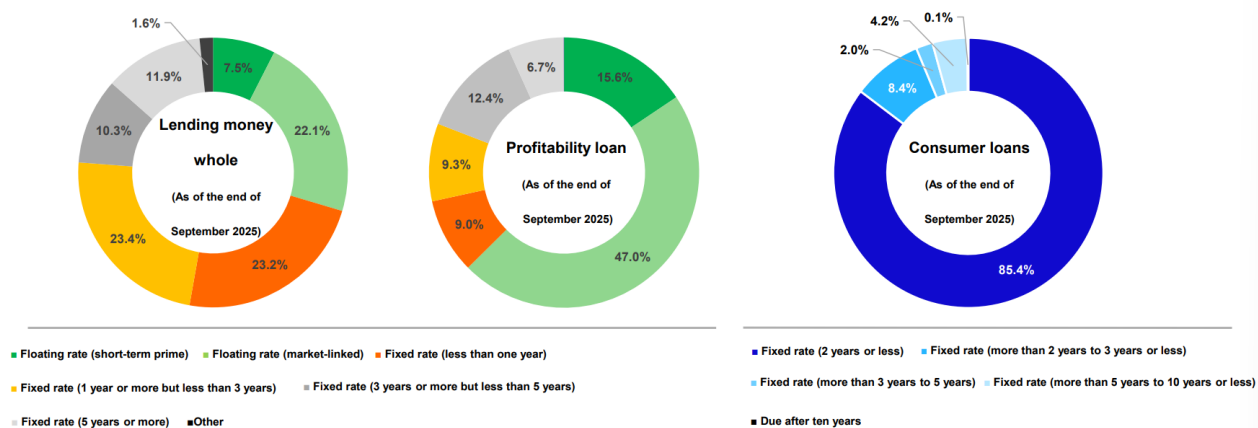
The first was non-performing loans. In the past, we consistently carried out substantial processing of these bad debts. Currently, the amount has settled in the range of 2 to 3 billion yen, and the impact of the earthquake has also been resolved, so we believe the bank has entered a stable phase.

The second issue was system investment. As for the system investments made under the accounting of Hokuriku Bank, preparations for the next phase have been completed, and we evaluate these initiatives as a strategic success. As a result, we recognize that the concerns regarding Hokuriku Bank have been largely resolved.

## Impact of Interest Rate Scenarios: Composition of Interest Rates

- Negotiations on shifting the market-linked interest rate structure for short-term loans have generally been completed. The interest rate percentage of total long-term loans is about 50% in the market-linked system due to an increase in the ratio of market-linked loans to new loans.
- The policy interest rate increase of 0.1% is expected to increase revenues by about 900 million yen/year.

Composition of interest rates on loans and discounts



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The sensitivity of loan interest rates is also entering its final stage as the shift from short-term prime rates to market-linked rates progresses. Regarding housing loans, although there have been concerns about the prevalence of fixed interest rates, most contracts are for less than two years, and with interest rate renewals advancing, we believe the risk is minimal.

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Regarding new businesses, we are focusing on three areas: consulting, cashless payments, and investment management.

In consulting, we expect to finish the fiscal year as planned. Going forward, we are looking to deploy additional strategies and frameworks, which hold the potential for significant growth in the second half and in the coming fiscal years.

In the cashless domain, as indicated by the increase in transaction volume, we expect results to be on track. However, at the current pace, we cannot expect much after ten years. Therefore, we have two pillars for growth. The first pillar is stablecoins. Recently, JPYC has been attracting attention, but since last April, we have implemented stablecoins (more precisely, tokenized deposits), and nearly 30,000 users are currently active. We aim to expand this to a scale of 100,000 users as soon as possible and will promote it in various ways. The second pillar is the launch of a fully digital debit card, which we are rolling out in the Hokuriku region and, in collaboration with Infcurion, Inc., which was recently listed, we are also advancing resales to other industries.

As for investment management, we have achieved our target balance and expect to realize profits through exits going forward. By next spring, we hope to present concrete projects and results. For this fiscal year, we expect to finish with earnings of around 300 million to 500 million yen as planned. From next fiscal year onward, we are confident that exits will allow us to record profits.

Recently, there have been news reports about the Financial Services Agency supporting system collaboration without bank reorganizations. Mr. Igawa will provide more details on this later, but for now, we are utilizing a system developed in-house, with assets held by our consulting company, CC Innovation, and used by Hokkoku Bank. This system is comprehensive, including not only the core banking system but also subsystems. We are rolling out resale strategies for these systems and are engaging in discussions with financial institutions whose strategies are aligned to some extent.

Stablecoins and our system strategy are currently hot topics, and CCI Group is focusing on expanding new business fields in addition to growing our banking sector. By 2032, we aim to achieve a 50:50 business composition between these areas.

As CEO, while bearing governance responsibility for all subsidiaries, I am especially committed to expanding business in new fields. That concludes my comments. Thank you very much.

## Governance in CCI Group



November 6, 2025  
CCI Group, Inc.  
Outside Director  
Chairperson of the Board of Directors  
Sakon Uda

Hello everyone. I believe this may be the first time many of you are meeting me. My name is Uda, the outside director and chairperson of the board at CCI Group.

You may wonder why I serve as chairperson. Having an outside director in this role is extremely important from a governance perspective. Previously, I served as chairperson of the board at Ebara Corporation for about eleven years, during which time the company underwent significant changes. Through that experience, I came to recognize just how vital the chairperson's role is in governance.

It has been about two years since I joined CCI Group as an outside director, and I have now taken on the chairperson's position. I see this as a central role in governance and a challenge that must be approached with sincerity.

In many companies, the board of directors is viewed as a higher authority over executive management, and the board is often seen simply as a venue for approving decisions made by the executives. In many cases, outside directors are appointed in a formalistic way, and substantial discussions about long-term perspectives or major strategic directions—which should really be the focus—do not actually take place. However, when an outside director serves as chairperson, the board members (including the representative director, internal directors, and outside directors) can engage on an equal footing, fostering healthy tension. Because I seek opinions frankly and without bias, internal directors also participate earnestly in discussions.

With this kind of structure, the board of directors is able to fulfill its true role, allowing the company to break free from superficial governance. Regardless of what the Corporate Governance Code states, ticking boxes does not ensure genuine governance. I would like investors to pay attention to these aspects when evaluating the company.

### Recognition of Organizational Culture at the Initial Time of Appointment (Integrated Report 2024)

- Advanced business model
- Flat, open organizational culture
- Overwhelming strengths in systems, Human resource development, and human capital

### Awareness of issues as a Board of Directors:

- **What should Board of Directors do to further develop these cultures and link them to creating corporate value?**
- Setting the right agenda
- Fostering a healthy sense of tension between executive and executive officer
- Understanding of Board of Directors roles within the organisation
- Achieve PDCA based on Board of Directors effectiveness assessment
- Enhancement of corporate value as a result of support for execution

### Progress in 2025 (Integrated Report 2025)

- Focus on an agenda that will have an impact on management in the medium to long term
- Conduct governance-related training for internal executives and invigorate controversies among internal and external directors at Board of Directors
- Result of the effectiveness assessment by external support. Deliberation of Board of Directors and achievement of PDCA of Board of Directors.
- Reducing the gap between earnings targets and supporting Board of Directors in the development of cultural innovation

### Three themes identified as the focus for the current fiscal year and beyond

- Follow-up on Business Portfolio and Results of Two Brand Strategies
- Enhancement of the Role and Functions of the Company's Going Concern Ausera Nomination Compensation Committee and Preparation and Start of Succession Plans
- Supporting the enhancement of organizational execution capabilities:
  - Follow-up of Board of Directors Consultation and Decision-Making Measures
  - Medium-to long-term Human resource development support/path to nurture next-generation leaders
  - Supporting AI Environmental and Innovation Promotion Personnel

Since last year, I have included a message as chairperson in the integrated report, and I have continued this practice this year. In the 2024 report, I mentioned the innovative organizational culture of CCI Group. For a regional bank, such a culture is rare, and I feel there is a strong drive to create new things. The atmosphere is reminiscent of an IT venture company, with no paper on desks and people greeting the president casually and with smiles, without formalities. I believe this culture is extremely important.

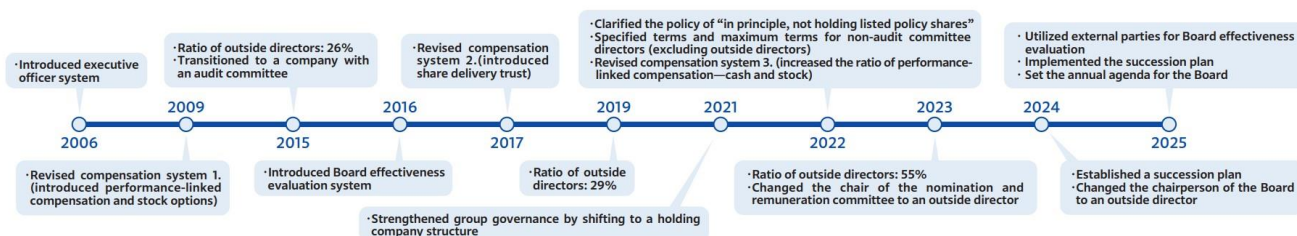
I have written about what should be done to maintain and sustain this culture over the medium to long term. As I mentioned earlier, fostering healthy tension between the executive team and the board of directors is difficult to achieve when the organization is internally focused. Regarding the dissemination of understanding about the role of the board within the organization, when I serve as chairperson, I seek everyone's opinions on an equal footing. We also take the effectiveness evaluation seriously, conducting surveys and individual interviews over about three months. These provide valuable insights for next year's board operations, which we actively utilize.

Ultimately, the role of the outside director and the chairperson is to support execution and continuously and sustainably enhance corporate value. I have included the progress being made on these fronts. In the 2025 report, I mention that we will focus on the following three areas:

1. Linking the achievements to the two-brand strategy
2. Formulating a succession plan as part of corporate continuity and developing the next generation of leaders
3. Strengthening organizational execution capabilities

## Initiatives to Date

### ■ Governance Initiatives



### ■ Initiatives Related to Corporate Culture Transformation

- ① **System** — Positioned as the core of management, strategic investment in Internet banking and other in-house development
- ② **Made a holding company** — All employees retire once and become employees of the holding company. To foster an open organizational culture
- ③ **Invest in human resources** — Develop professional human resources and promote Recurrent education
- ④ **Subsidiary Development** — Establishment of The CC Innovation, Ltd. (Consulting Firm)  
 Establishment of Digital Value (System Development Company)  
 Establishment of QR Investment Co., Ltd.

Although we have made various efforts in governance so far, through these initiatives, we will support the executive team and aim to enhance corporate value.

### ■ Change in composition

Jul 2025

	Boards	Audit and Supervisory Committee	Nomination and Compensation Committee
Chair (Chairperson)	Outside Directors	Outside Directors	Outside Directors
Composition	9 employees	4 people	3 people
Outside Directors Percentage	55%	75%	66.67%



While it is common to depict the board of directors as being above the executive body, I have intentionally used this diagram to convey that the board is not positioned above the executive team.

## Agenda setting

### ■ Board of Directors's Annual Agenda Setting Policy

- A schedule throughout the year is set in advance with the aim of appropriately reflecting constructive discussions and opinions on important agenda items based on the priority issues of our group.

Board of Directors Chairman (outside) holds a meeting to confirm the agenda with the executive (corporate planning) a few days before Board of Directors.

It is the presumption that the chairman is responsible for selecting the agenda.

### ■ What were the controversies on medium-to long-term issues?

#### ■ Governance

- [Discussion] Board of Directors Effectiveness Assessment
- [Resolution] Succession plan

#### ■ Business strategy

- [Discussion] the Medium-Long Term Business Strategy
- [Resolution] Two-brand structure  
(change of philosophy and trade name)

- [Discussion] Business Portfolio
- [Report] System strategy
- [Resolution] Next core banking

#### ■ Human resource development

- [Report] Human Capital strategy

When it comes to the substance of the board of directors, setting the agenda is extremely important. In other words, those responsible must also take ownership of what topics will be discussed at board meetings. Before each meeting, I confirm with the executive team what discussions will take place and then proceed to the board meeting. For matters of governance and management strategy, we devote considerable time and, in some cases, advance the discussion offline.

## Succession plan



<Personnel Requirements and Target Positions>

### Target Positions:

① President and Representative Director ② Internal Directors ③ President of Hokkoku Bank (subsidiary)

### Personnel Requirements:

① Integrity ② Mindset for continuous learning and reskilling ③ Communication skills ④ Strategic vision

<Selection Flow>



### Pool of candidates

Profiling based on talent data  
Comparison with Human Resource Requirements  
Necessary in the Future

### Our employees' development

Setting Challenge Opportunities to Close the Gap with Necessary  
Human Resource Requirements  
1on1 external training with executives of recurring programs

### To check the status

Reorganization as appropriate at the Nominating  
and Compensation Committee Board of Directors  
Discussion on the timing and necessity of the  
change

### Board of Directors Effectiveness Assessment

Self-evaluation relative to the requirements required for directors  
Continuously improve the effectiveness of Board of Directors's  
PDCA

I believe that one of the board of directors' most important missions is to continuously deliver CCI Group's spirit of innovation, willingness to take on new challenges, and culture unbound by convention as a source of value to others. We will continue to focus on realizing "Governance to Value (G to V)," which means transforming governance reforms into value creation.

In closing, I am convinced that governance reform is the most effective means for improving performance and preventing scandals. Having a sound and healthy top management is the key to maintaining the integrity of the entire organization. Communication with all of you is also a very important element in value creation.

This concludes my explanation regarding governance. If you have any questions, please feel free to ask.

## System strategy



November 6, 2025  
CCI Group, Inc.

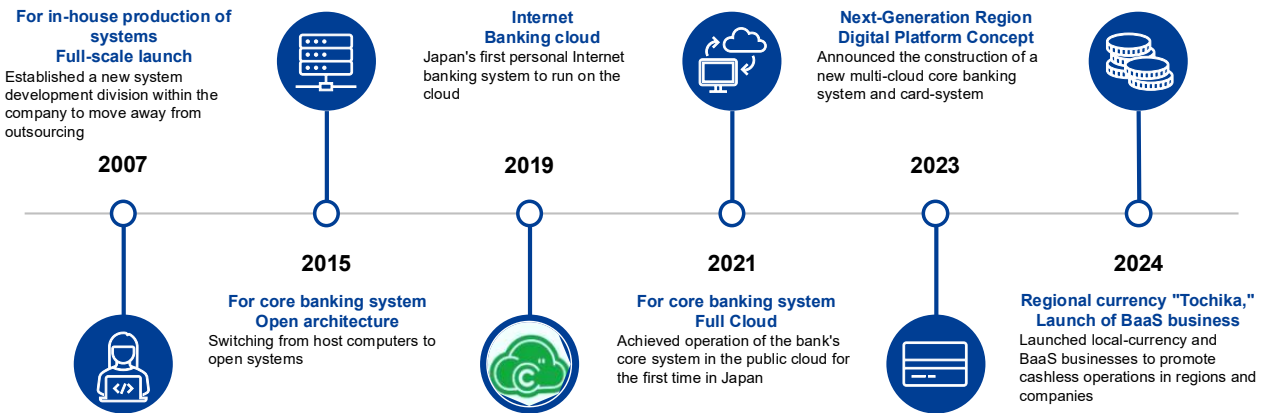
Director and Managing Executive Officer (Representative Director)  
General Manager, Information Systems Management Department  
Takeshi Igawa

Hello everyone. My name Igawa from the CCI Group, and I appreciate the opportunity to speak with you today. I will be explaining our system strategy, future plans, and especially the outlook for external sales of our systems.

## Modernize major systems



### ▶ Modernize timeline



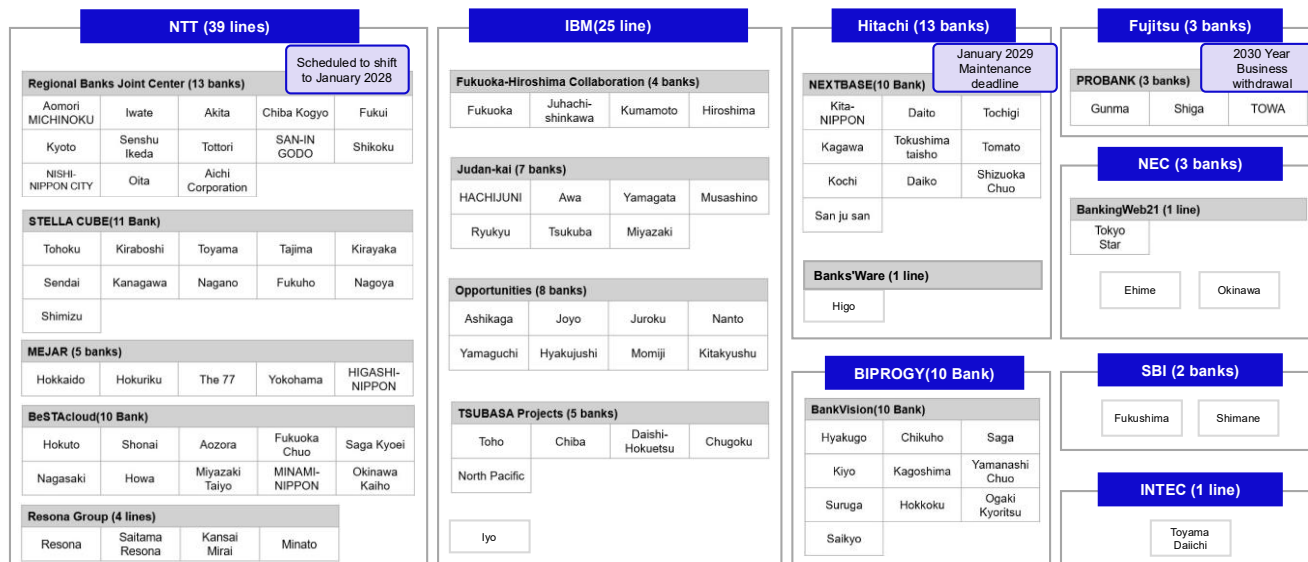
First, let me briefly explain our initiatives to date.

We aim for sustainable growth and enhanced competitiveness, we began in-house system development around 20 years ago. In the early 2000s, our efforts focused on improving operational efficiency and productivity. Around 2007, we accelerated in-house system development and promoted digital transformation (DX) by leveraging digital technologies.

In 2015, we transitioned our core banking system to an open platform, adopted a cloud-first policy, and have continued to upgrade our systems.

In 2019, we established a system development company within our group to strengthen our in-house development framework and build a mechanism to maximize synergy across the group. Our in-house developments include internet banking for corporate and individual customers, ATM, and systems for card issuance and merchant operations. Additionally, we have built a digital regional currency service (regional stablecoin) together with partner companies. Currently, we are advancing a project to renew the core banking system, which is the backbone of our bank.

## Overview of core banking system Collaboration



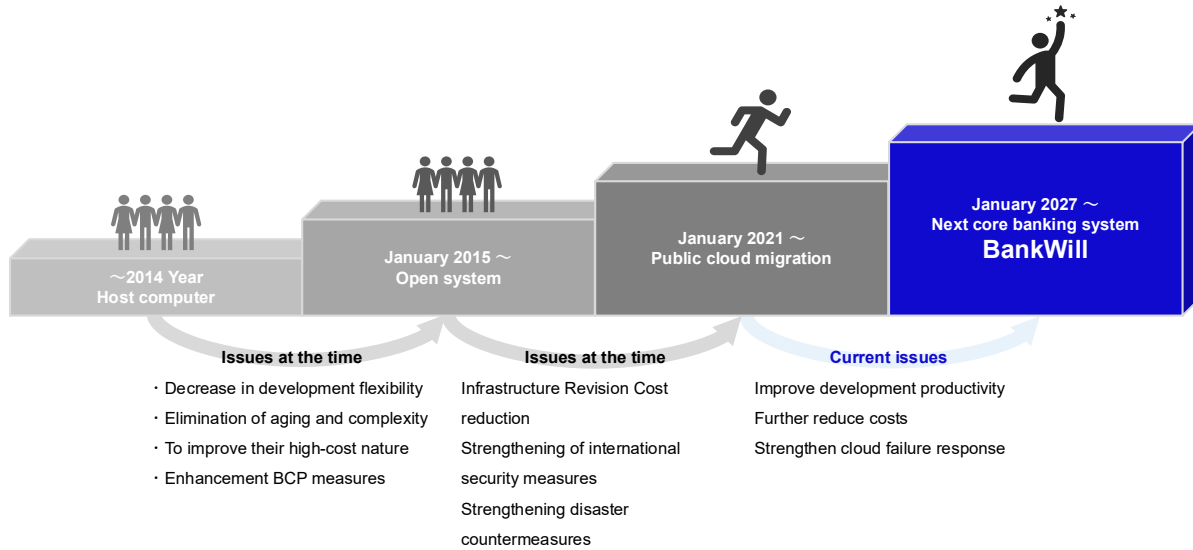
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Today, I will explain our external sales business centered around this core banking system. First, let me briefly describe the current state of core banking systems at regional banks. Many regional banks currently use packaged solutions provided by major IT vendors such as NTT Data, IBM Japan, and Hitachi, outsourcing the joint use, development, and operation of these systems. Fujitsu has announced its withdrawal from the regional bank system business by 2030. Among other IT vendors, it has also become increasingly common for banks to switch to different vendors through mergers and integrations.

## Modernize core banking system

- ▶ Business strategy runs with the aim of enabling the system to respond quickly.



However, with this type of IT vendor-dependent system, there are issues such as limited development flexibility, difficulty in utilizing the latest AI technologies due to systems built with the outdated COBOL programming language, and persistently high costs paid to IT vendors. We ourselves once faced similar challenges, and to overcome them, we have advanced in-house development and system modernization.

## Reasons for system external sales



### **Needs from other financial institutions**

⇒ A request from a financial institution that shares a common sense of value: "We had been thinking about the same strategy for some time. We wanted to buy time, we wanted to keep costs down, and because it was not a competing region,"

### **Non-customization is the major premise for the accounting system**

⇒ It is important that customization can share the concepts of bugs and the causes of system trouble

⇒ The subsystem responds to the needs with some flexibility. Largescale subsystems are recommended because their implementation improves both in cost and quality.

### **Provide financial institutions that can share values at the lowest possible cost**

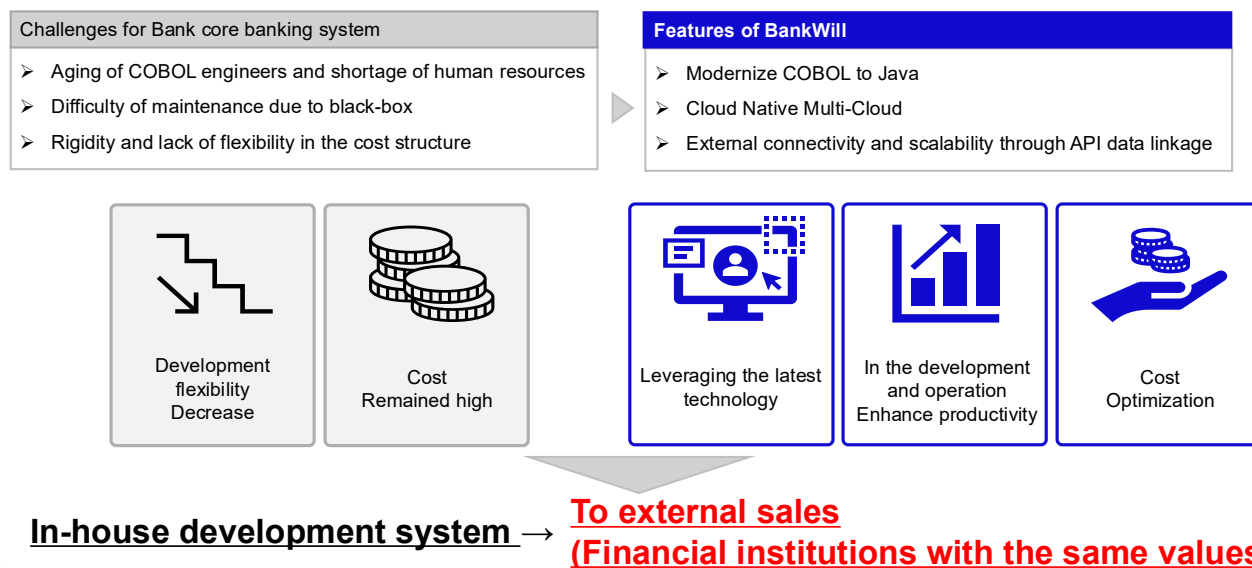
⇒ One-time software costs and subsequent version upgrades are free of charge

There are no restrictions on the change of strategy to independent routes, etc., and we will support independent routes.

Now, regarding whether there is a market for external sales of systems under these circumstances, we believe there is ample opportunity. The core banking system we are currently developing was originally intended for our own use, but we have received feedback from other financial institutions saying, "If it is modernized, highly available, and affordable, we would consider adopting it." For this reason, although the system was initially developed for our own use, we have decided to build and expand a new business model in which we sell these systems and record revenue from such sales.

## From in-house development to external sales

▶ We want to quickly and freely develop systems that support CCI Group strategies.



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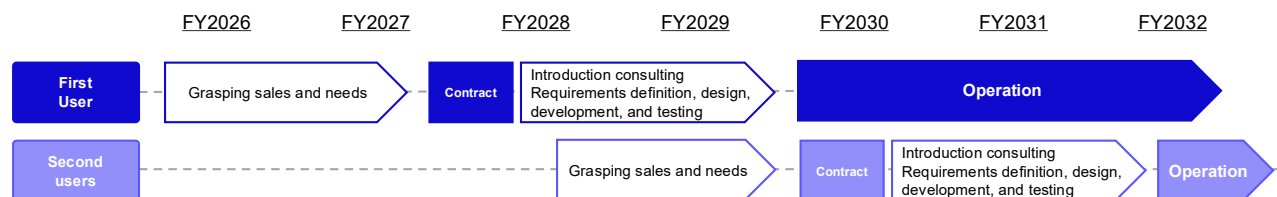
There is no competitiveness in adopting the same concept as IT vendors. Our strength lies in developing systems for our own use, based on our management strategy. What differentiates us from major IT vendors is our ability to sell these systems to financial institutions that share our values, and to flexibly combine in-house developed subsystems according to strategy. However, we do not target every financial institution; instead, we focus on those that share or aspire to our values. For these financial institutions, we believe our system will become a viable option for system renewal.

In August, the CCI Group announced the availability of this system, offering it from 600 million yen including initial fees and usage charges. We have received inquiries from multiple financial institutions who appreciate its problem-solving capabilities and potential for cost reduction. Furthermore, at last month's financial institution event (FIT Exhibition hosted by Nikkin), Tsuemura gave a presentation and we set up a booth, which led to additional inquiries from several financial institutions. As other institutions have also expressed interest and are moving towards implementation, we believe there is a high likelihood of adoption.

Additionally, the Financial Services Agency announced the establishment of a new subsidy program in this fiscal year's "Regional Financial Strengthening Plan," to encourage system integration among small and medium-sized financial institutions. Previously, such subsidies were only available for management integration or mergers, but now they will be provided even without reorganization. We see this as a tailwind for our strategy.

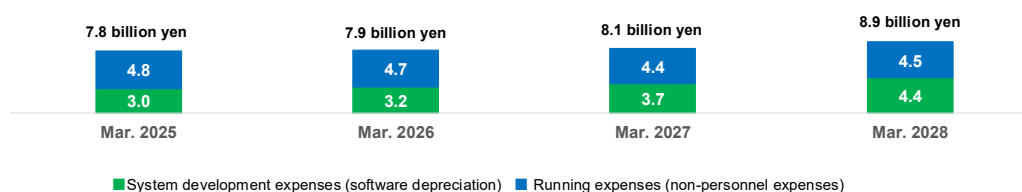
## Future Outlook

### Future sales plan



### Outlook for System Costs

Intensive investment is planned until March 2029 for **BankWill** release in January 2027

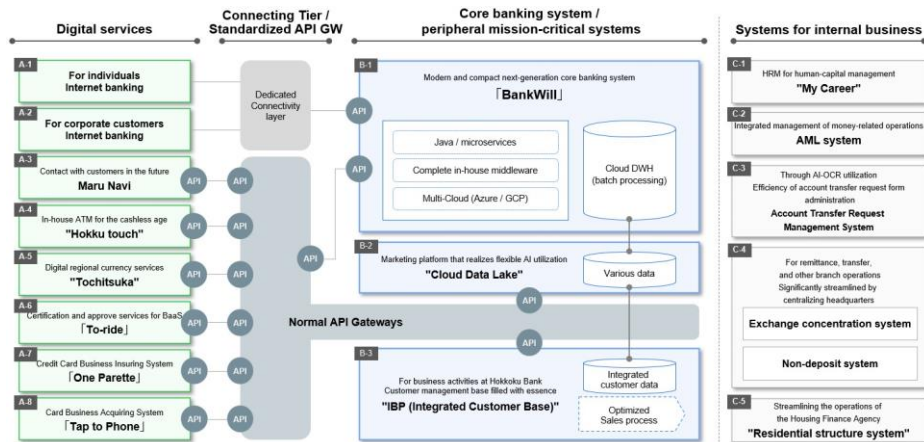


As for the schedule going forward, the core banking system renewal project is proceeding as planned, with the online area scheduled to go live in January 2027 and the batch area in January 2028. First, we will ensure stable operation at Hokkoku Bank, and then fully launch sales to other banks. The initial implementing banks are expected to begin after 2029, with consulting services provided alongside implementation, keeping customization to a minimum. Second and third user banks are also expected to follow a similar schedule.

On the system cost front, there are no major changes from the plan announced at the beginning of the fiscal year. We will make concentrated investments up to March 2029, and after completing large-scale projects (from fiscal 2029 onward), we expect to reduce more than 100 development personnel through the use of cloud and AI, thereby achieving cost reductions.

- ▶ Multiple financial institutions share our values, and there is a need for external sales.

The suite of in-house systems that support CCI Group's strategy



**Monetize through external system sales and implementation consulting**

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The new core banking system has been named "Bank Will." We will combine this core system with other in-house developed systems and offer them in line with each client's strategy. Our system strategy is not just about improving efficiency or reducing costs—it serves as a growth engine for rapid execution of management strategies, strengthening competitiveness, and creating new business opportunities. While continuing to modernize our systems and reduce costs, we will establish a new revenue model through external sales and aim for growth by maximizing the strengths of our group.

That concludes my explanation of our system strategy and external sales business. We will continue to evolve and expand our initiatives to achieve sustainable competitive advantage, growth, and realization of our system strategy. We sincerely appreciate your continued support. Thank you very much.