



CREATING  
TRANSPORT

# Fiscal Year Ending March 2023 Financial Results Briefing

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April 27, 2023

 **TRANCOM**  
トランコム株式会社

(Securities Code: 9058)

## Industry Environment

### Surrounding Environment

- Cargo movements were on a recovery trend in the 1st half, but gradually slowed down in the latter part of the 2nd half.
- One year until April 2024 (the 2024 problem), deepening concerns about how to improve the efficiency of “transportation”.

## Results

### FY2022 Results

- Sales increased due to an increase in the number of contracts concluded in the logistics information service business and the expansion of business areas in our business overseas (China)
- Operating profit decreased due to an increase in expenses from building an industry platform in the LM business, an increase in payment expenses in the logistics information service business, and upfront investment expenses such as human resources and DX for future business growth.
- Net profit decreased due to impairment losses at subsidiaries overseas, despite capital gains at the information system external sales business.

## Earnings Forecast

### FY2023 Results Forecast

- A sales increase is expected in the three business segments. We are planning to increase personnel in the logistics information service business. For the full year, consolidated operating profit is expected to be the same as the previous year.

## Return to Shareholders

### Return to Shareholders

- Considering the results of FY2022, the annual dividend for FY2022 will be revised to 128 yen from the initially announced amount of 136 yen (up 2 yen from the previous fiscal year), an increase for the 22nd consecutive year.
- The annual dividend forecast for FY2023 is 132 yen (a 4 yen increase from the previous fiscal year), and we plan to increase the dividend for the 23rd consecutive year.
- Completion of buying our own shares: The total number of shares acquired was 279,200 shares, and the total amount acquired was 1,999,483,935 yen. In FY2023, the total amount we plan to acquire is 2 billion yen (upper limit), and 300,000 shares (upper limit).



# FY2022 Results

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# FY2022 Consolidated Results



(Millions of Yen)

	FY2021			FY2022				Planned values			
	1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY	Full-year Forecast	Plan ratio
<b>Sales</b>	79,716	83,267	<b>162,984</b>	83,889	5.2%	83,871	0.7%	<b>167,760</b>	<b>2.9%</b>	171,500	-2.2%
<b>Operating Profit</b> (% of Sales)	3,959 (5.0%)	4,031 (4.8%)	<b>7,990</b> (4.9%)	3,660 (4.4%)	-7.5% (-0.6P)	3,777 (4.5%)	-6.3% (-0.3P)	<b>7,438</b> (4.4%)	<b>-6.9%</b> (-0.5P)	7,800 (4.5%)	-4.6% (-0.1P)
<b>Recurring Profit</b> (% of Sales)	4,010 (5.0%)	4,180 (5.0%)	<b>8,190</b> (5.0%)	3,805 (4.5%)	-5.1% (-0.5P)	3,767 (4.5%)	-9.9% (-0.5P)	<b>7,573</b> (4.5%)	<b>-7.5%</b> (-0.5P)	8,000 (4.7%)	-5.3% (-0.2P)
<b>Net Profit Attributable to Parent Company Shareholders</b> (% of Sales)	2,600 (3.3%)	2,691 (3.2%)	<b>5,291</b> (3.2%)	3,320 (4.0%)	27.7% (+0.7P)	933 (1.1%)	-65.3% (-2.1P)	<b>4,253</b> (2.5%)	<b>-19.6%</b> (-0.7P)	6,000 (3.5%)	-29.1% (-1.0P)

## Sales

Consolidated sales increased by 2.9% due to an increase in the number of contracts concluded in the logistics information service business and the expansion of business areas in our business overseas

## Operating profit

Overseas business contributed to operating profit, but consolidated profit decreased by 7.5% due to higher freight payment in the logistics information service business and an increase in investment for business growth.

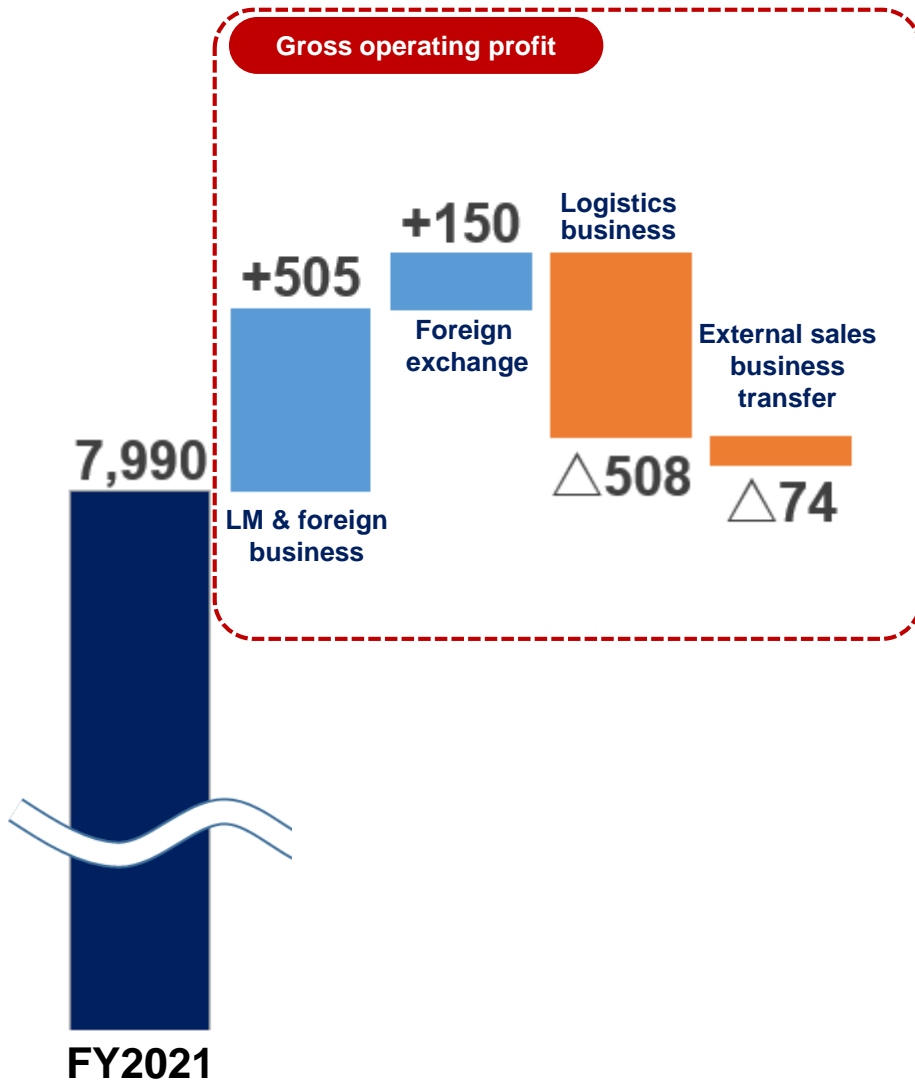
## Net profit

With a capital gain of 1,343 million yen from the information system external sales business, and an impairment loss of 1,424 million yen at subsidiaries overseas, consolidated profit decreased 19.6%.

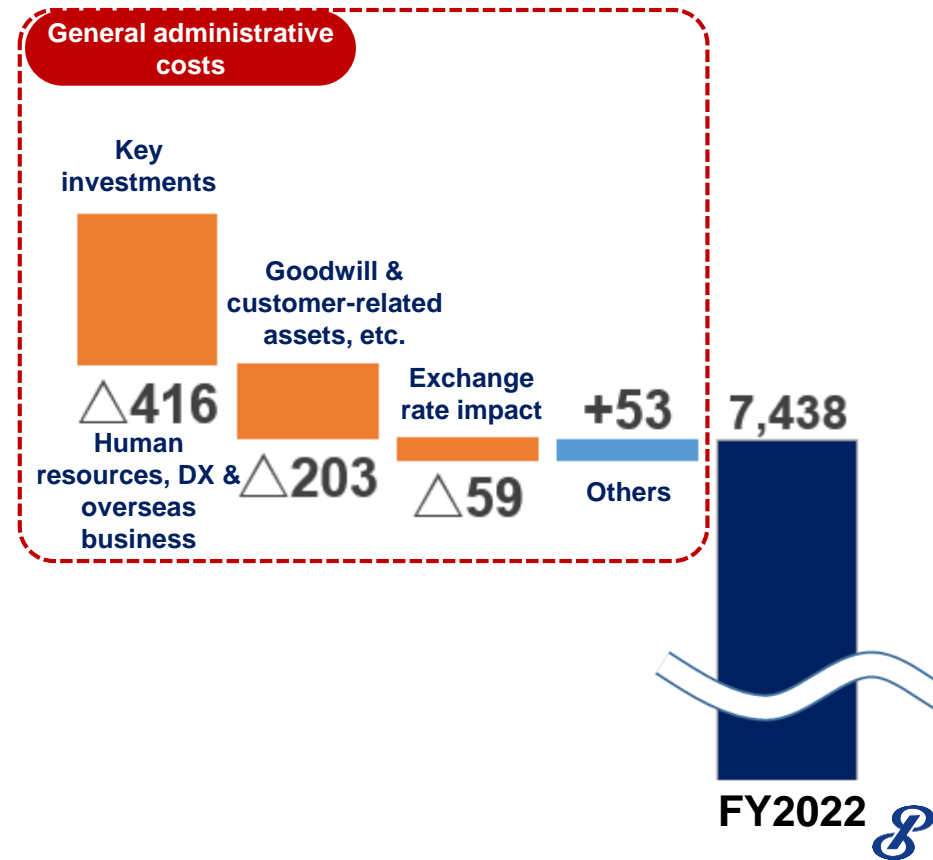
# FY2022 Change in Operating Profit



(Unit: Millions of Yen)



**Profit decreased due to investment expenses focused on human resources, DX, and overseas expansion for the future.**



# Recording Extraordinary Profits and Losses



For the purpose of promoting and strengthening logistics DX



## TRANCOM ITS (system subsidiary) external sales business transferred to Accenture

Transferring to Accenture the external sales business of TRANCOM ITS, which designs, develops and maintains systems. Promoting joint solution development for the construction of new manufacturing and the realization of logistics DX that supports it, and promoting collaboration through the building of new DX solutions for our group.

**Extraordinary profit: Profit from the sale of shares in an affiliated company**

**1,343 million yen**

## Impairment loss at three Singapore subsidiaries

### ▶ **Sergent Services Pte. Ltd., a building maintenance business**

Demand for building maintenance services was sluggish due to COVID-19

### ▶ **Starlink Resources Pte. Ltd. and H&S Co Pte. Ltd., which are both logistics businesses**

Reduction in logistics business due to changes in the sales strategies of major customers

In light of the current business environment, and as a result of reviewing the future business plan, since the company no longer expected to generate earnings as originally forecast, in the consolidated fourth quarter of FY2022, the company posted impairment losses on goodwill and customer-related assets

**Extraordinary loss: Impairment loss**

**1,424 million yen**



# FY2022 Consolidated Results (By Segment)



(Millions of Yen)

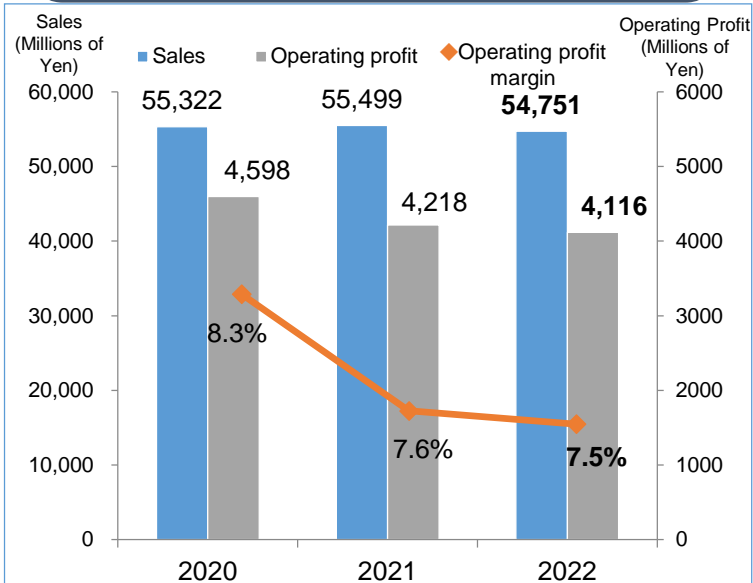
		FY2021			FY2022						Planned values	
		1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY	Full-year Forecast	Plan ratio
Logistics Management Business	Sales	27,891	27,607	55,499	27,265	-2.2%	27,486	-0.4%	54,751	-1.3%	55,150	-0.7%
	Operating profit (% of Sales)	2,187 (7.8%)	2,030 (7.4%)	4,218 (7.6%)	2,005 (7.4%)	-8.3% (-0.4P)	2,110 (7.7%)	3.9% (+0.3P)	4,116 (7.5%)	-2.4% (-0.1P)	4,370 (7.9%)	-5.8% (-0.4P)
Logistics Information Service Business	Sales	43,381	46,095	89,477	46,207	6.5%	46,512	0.9%	92,720	3.6%	95,100	-2.5%
	Operating profit (% of Sales)	1,531 (3.5%)	1,663 (3.6%)	3,194 (3.6%)	1,315 (2.8%)	-14.1% (-0.7P)	1,332 (2.9%)	-19.9% (-0.7P)	2,647 (2.9%)	-17.1% (-0.7P)	2,880 (3.0%)	-8.1% (-0.1P)
Industrial Support Business	Sales	3,162	3,115	6,278	2,894	-8.5%	2,869	-7.9%	5,764	-8.2%	6,110	-5.7%
	Operating profit (% of Sales)	162 (5.1%)	155 (5.0%)	318 (5.1%)	153 (5.3%)	-5.5% (+0.2P)	120 (4.2%)	-22.4% (-0.8P)	274 (4.8%)	-13.8% (-0.3P)	350 (5.7%)	-21.6% (-0.9P)
Others	Sales	6,043	7,216	13,259	8,289	37.2%	7,896	9.4%	16,185	22.1%	16,670	-2.9%
	Operating profit (% of Sales)	149 (2.5%)	257 (3.6%)	407 (3.1%)	360 (4.3%)	140.5% (+1.8P)	341 (4.3%)	32.8% (+0.7P)	701 (4.3%)	72.4% (+1.2P)	470 (2.8%)	49.3% (+1.5P)
Intercompany Eliminations	Sales	-763	-767	-1,530	-767	-	-893	-	-1,661	-	-1,530	-
	Operating profit (% of Sales)	-71 -	-76 -	-147 -	-174 -	- -	-128 -	- -	-302 -	- -	-270 -	- -
Consolidated Total	Sales	79,716	83,267	162,984	83,889	5.2%	83,871	0.7%	167,760	2.9%	171,500	-2.2%
	Operating profit (% of Sales)	3,959 (5.0%)	4,031 (4.8%)	7,990 (4.9%)	3,660 (4.4%)	-7.5% (-0.6P)	3,777 (4.5%)	-6.3% (-0.3P)	7,438 (4.4%)	-6.9% (-0.5P)	7,800 (4.5%)	-4.6% (-0.1P)



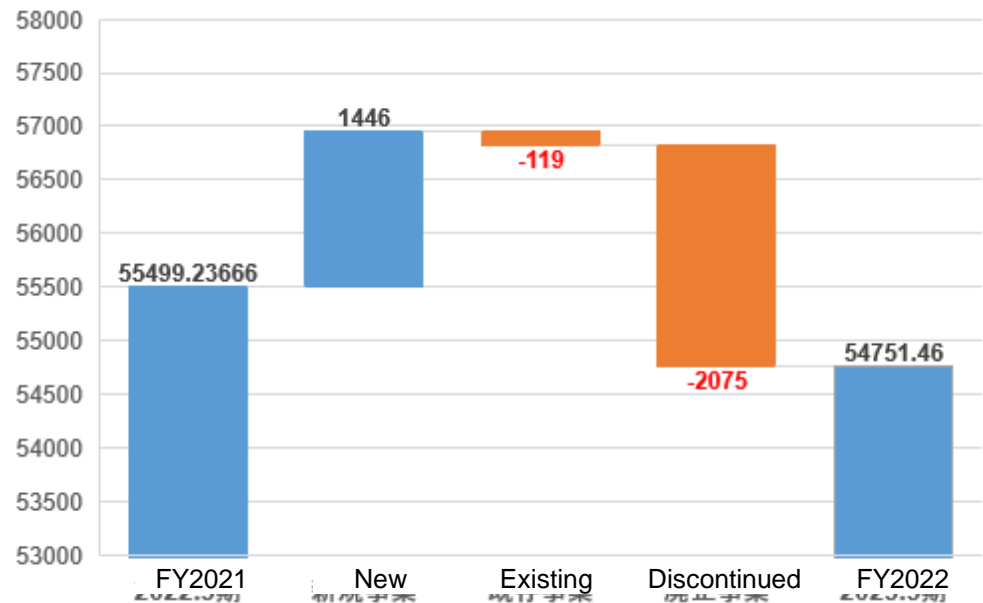
# FY2022 Consolidated Results <LM Business>



## Sales, Operating Profit, Operating Profit Margin



## Sales Change Unit: Millions of Yen



### Sales

While sales increased due to the opening of new locations in this fiscal year and the previous fiscal year, sales decreased due to the impact of the closure of locations for policy reasons (**down -1.3% YoY**).

### Operating profit

Profit decreased due to initial costs for opening new locations this fiscal year and upfront investment costs for “transportation” (**down -2.4% YoY**).

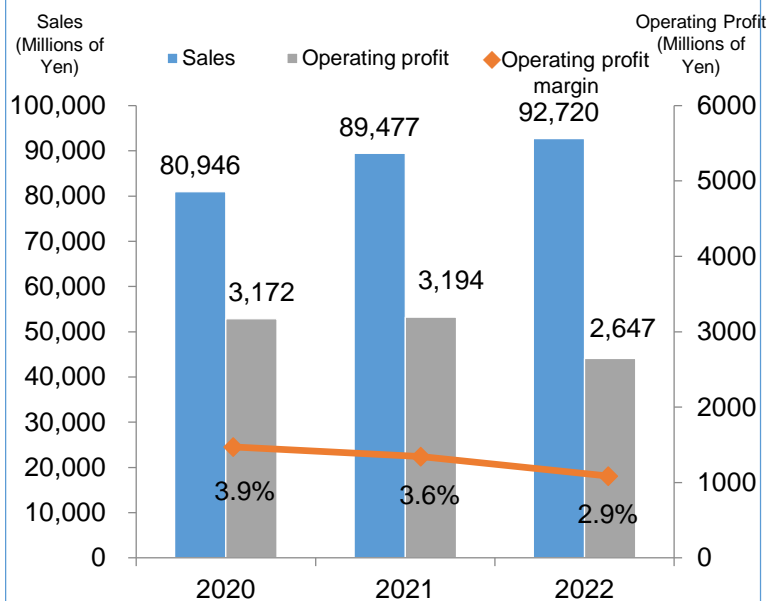




# FY2022 Consolidated Results (Logistics Information Service Business)



## Sales, Operating Profit, Operating Profit Margin



## Main Indicators

Vs. same period last year	1 Q	2 Q	3 Q	4 Q
Cargo Information Numbers	Up 14.2%	Up 13.2%	Up 8.5%	Up 3.3%
Empty Truck Information Numbers	Dn 11.2%	Dn 5.3%	Dn 9.4%	Dn 0.5%
Trucks Dispatched	Up 4.8%	Up 4.7%	Dn 0.9%	Up 0.05%

	End Mar. 2021	End Mar. 2022	End Mar. 2023
Productivity personnel	578 people	566 people	612 people
Dedicated Truck Numbers	1,570	1,658	1632
Location no.	41 locations	45 locations	49 locations

Apr.2022	Kansai Special Vehicle Center	Center that specializes in handling special vehicles
Oct.	Fukuyama Information Center	
Nov.	Cold Chain Center	Center that specializes in handling refrigerator cars
	Kobe Drayage Center	

## Sales

Sales increased (up 3.6% YoY) due to an increase in the number of contracts concluded (up 2.1% YoY) and an increase in freight unit prices (up 1.1% YoY).

## Operating profit

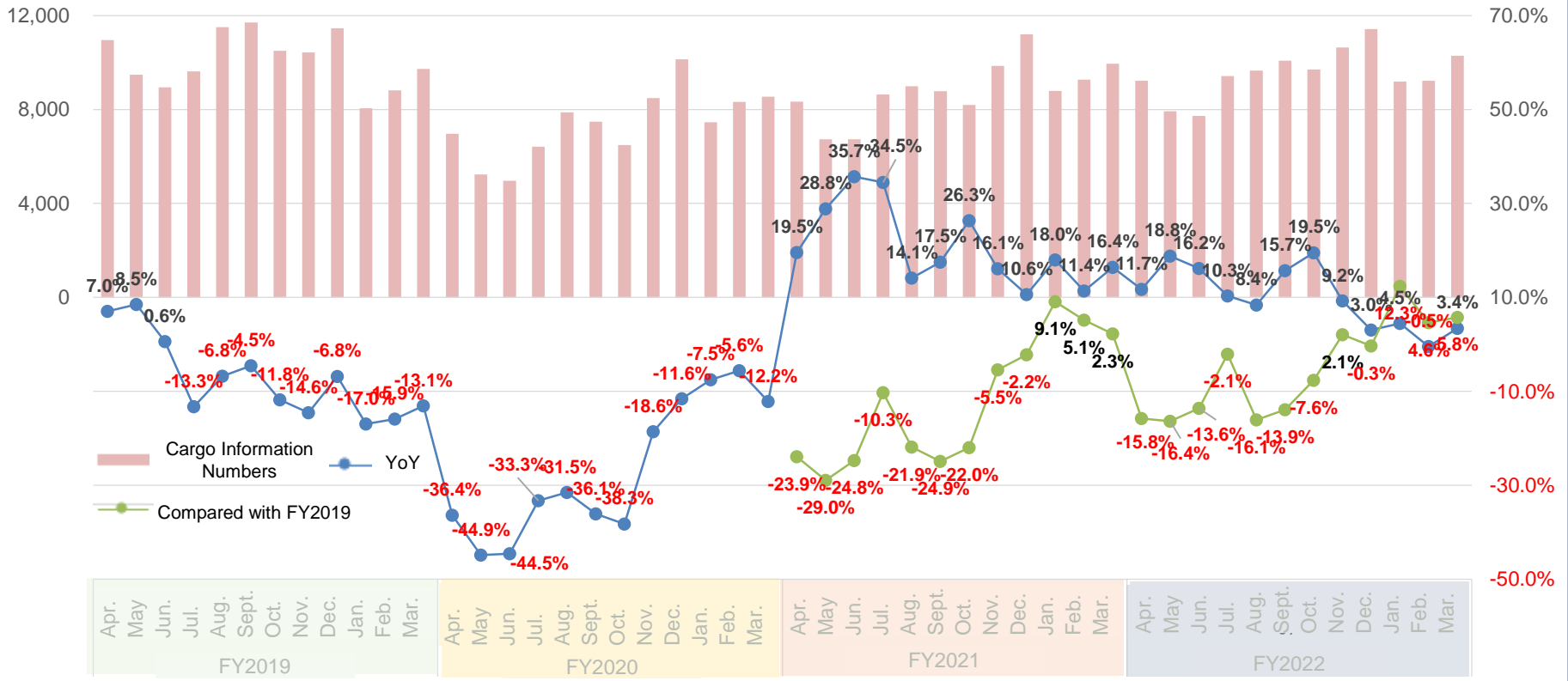
Profit decreased (down -17.1% YoY) due to the payment of appropriate freight unit prices due to soaring fuel costs, etc.



# Status of the Logistics Information Service Business



Daily cargo information numbers since April 2019, and the rate of increase or decrease YoY and from the year before last

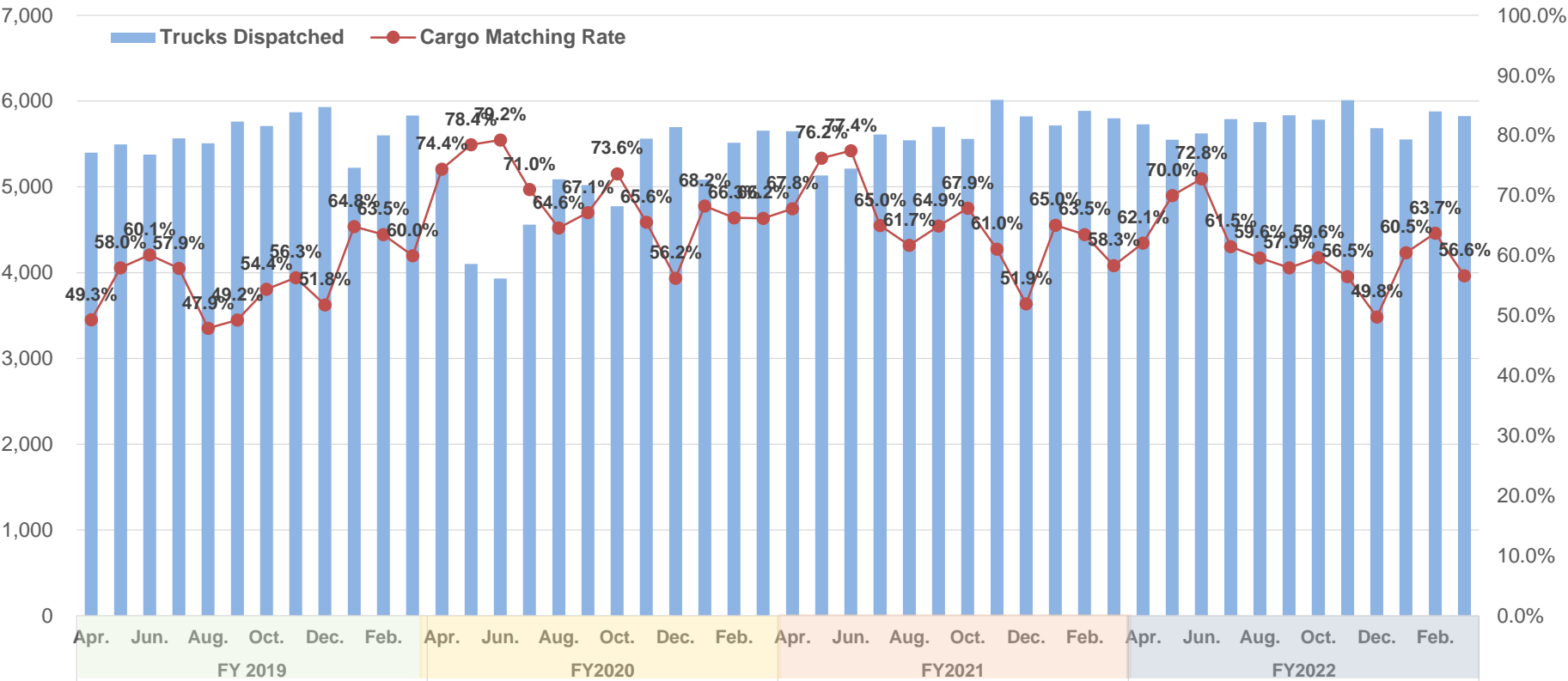


-1.8%	-12.9%	-37.6%	-16.7%	+23.2%	+15.6%	+13.3%	+6.4%
Half-yearly rate of change (Upper row: compared to the previous year; Lower row: compared to 2019)				-23.1%	-3.7%	-12.9%	+2.4%

# Status of the Logistics Information Service Business



Number of trucks dispatched since April 2019 and the cargo matching rate



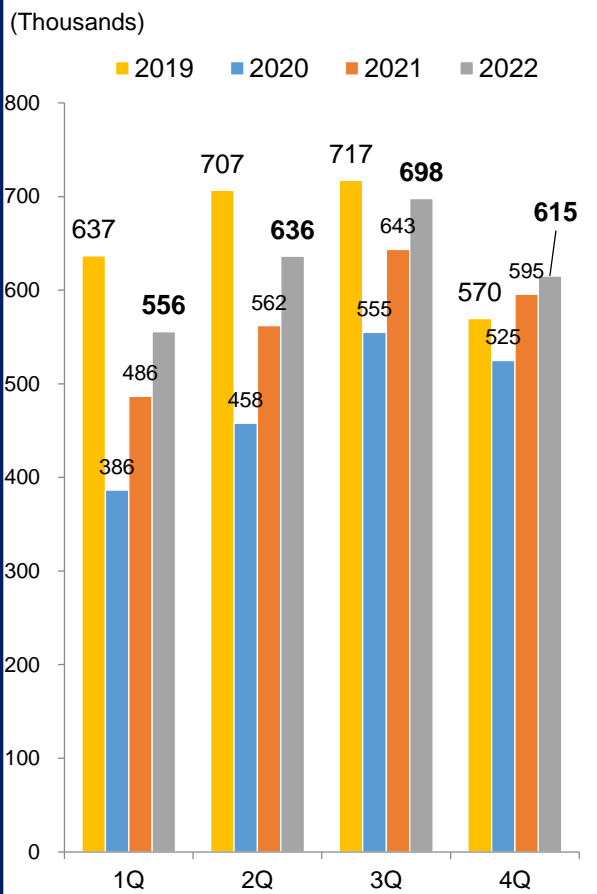
Half-yearly cargo matching rate



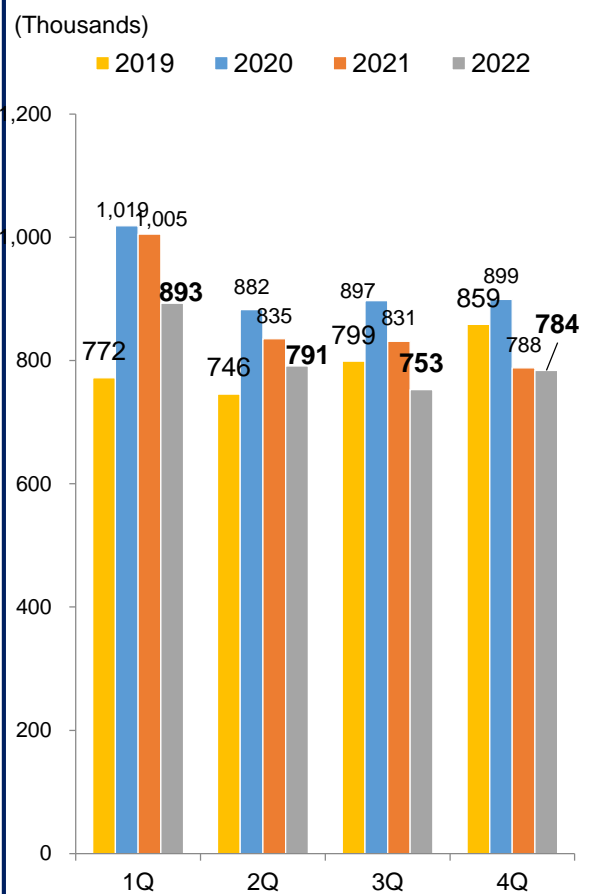
# Logistics Information Service Business - Information Numbers



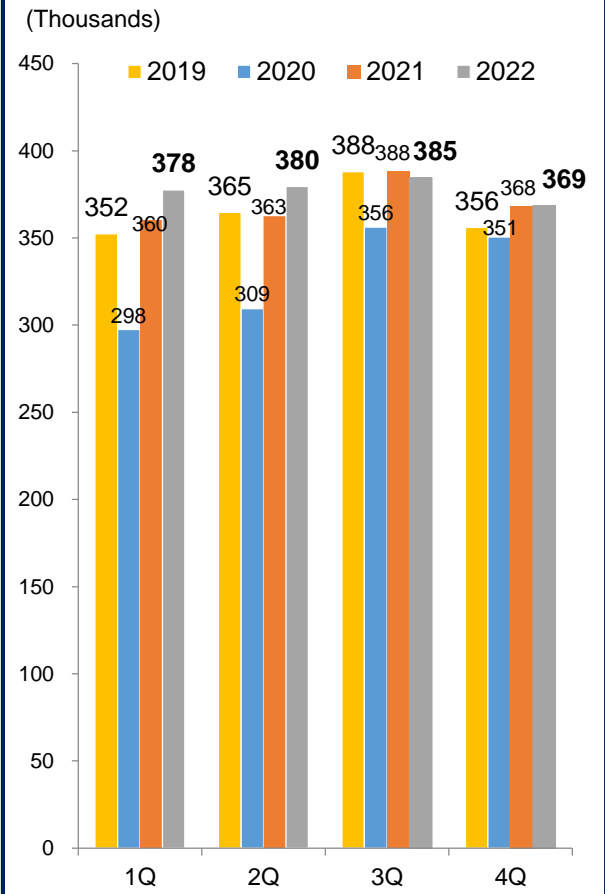
**Cargo Information Numbers**



**Empty Truck Information Numbers**



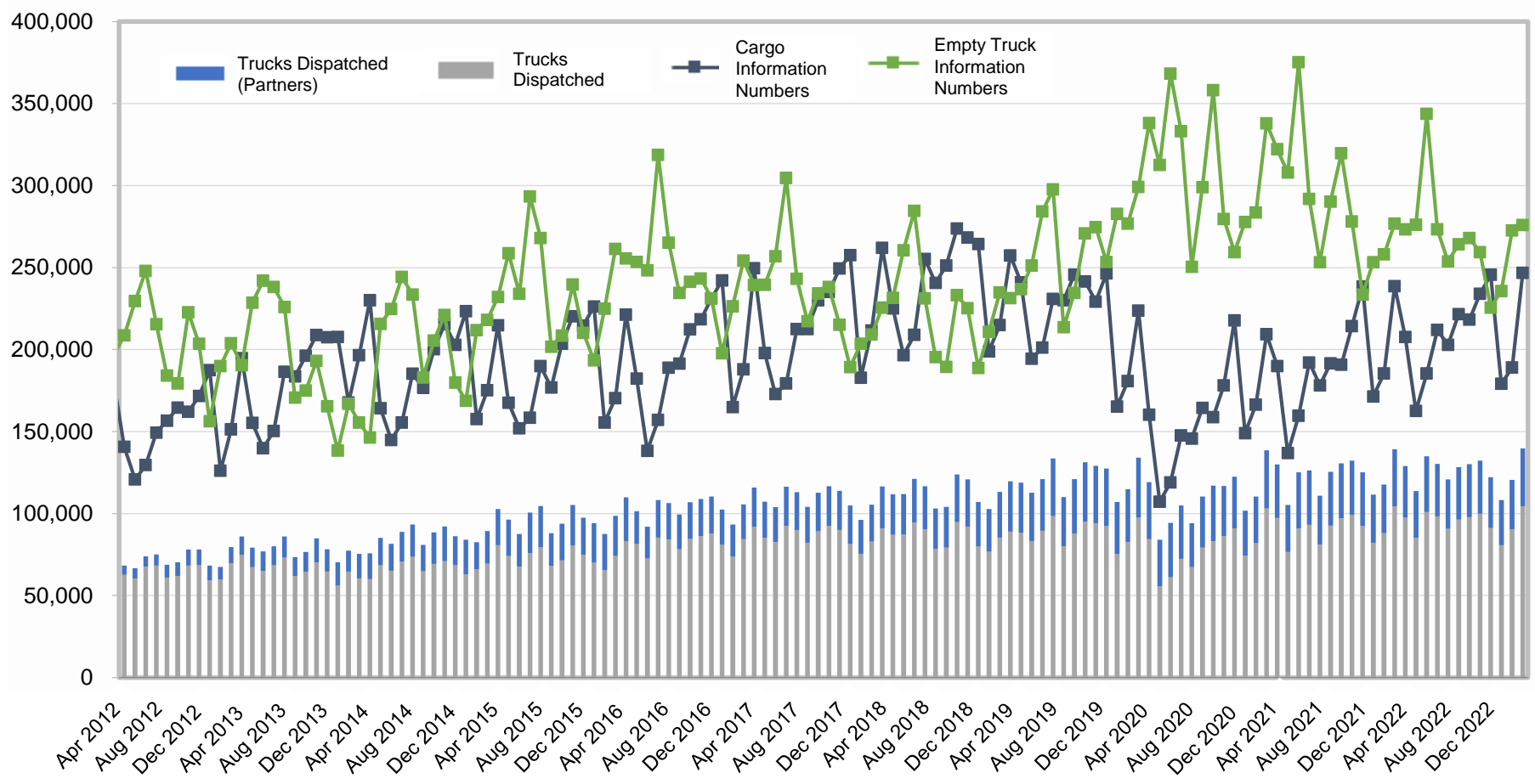
**Trucks Dispatched**



# (Reference) Logistics Information Service Business - Change in Information Numbers



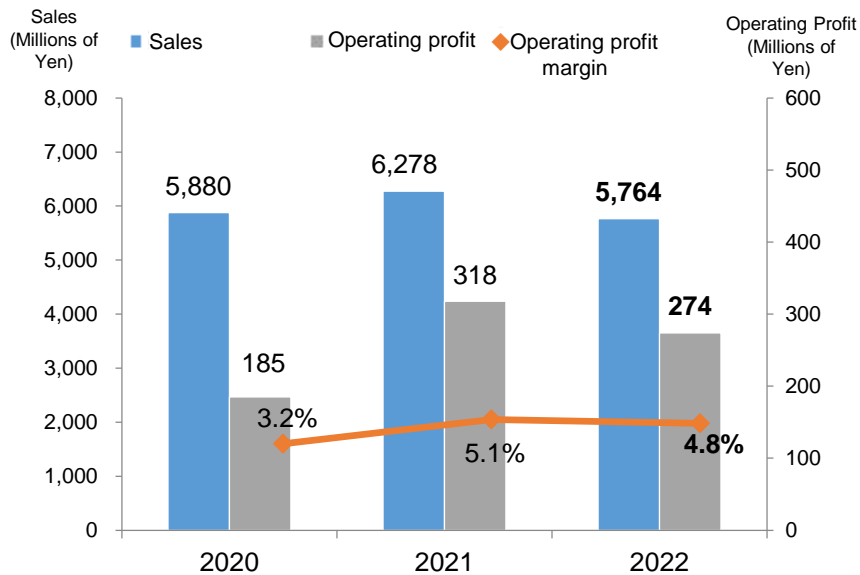
Change in the number of information cases since 2009



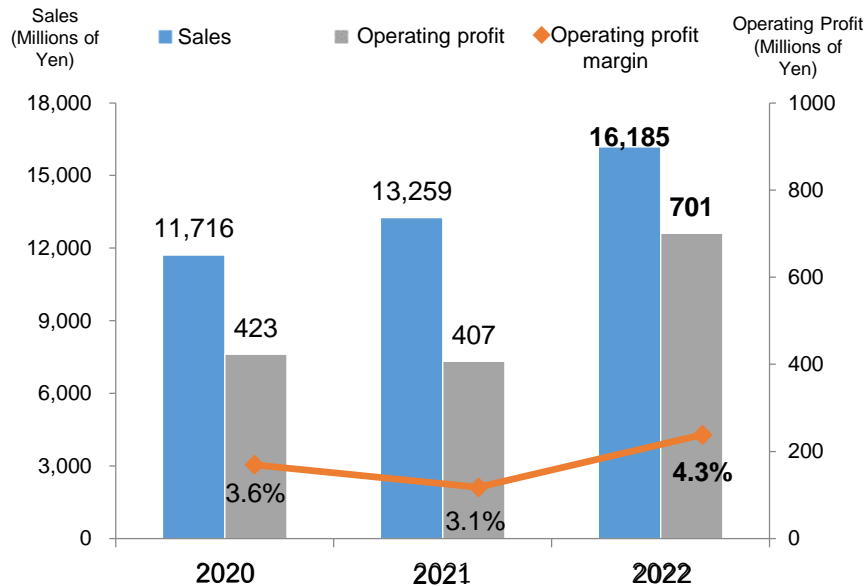


# FY2022 Consolidated Results (Industrial Support Business & Others)

## Industrial Support Business



## Others (Overseas Business, Vehicle Maintenance Business, etc.)



### Results

Due to the impact of closed locations  
Sales decrease (**down -8.2% YoY**)  
Profit decrease (**down -13.8% YoY**)

### Results

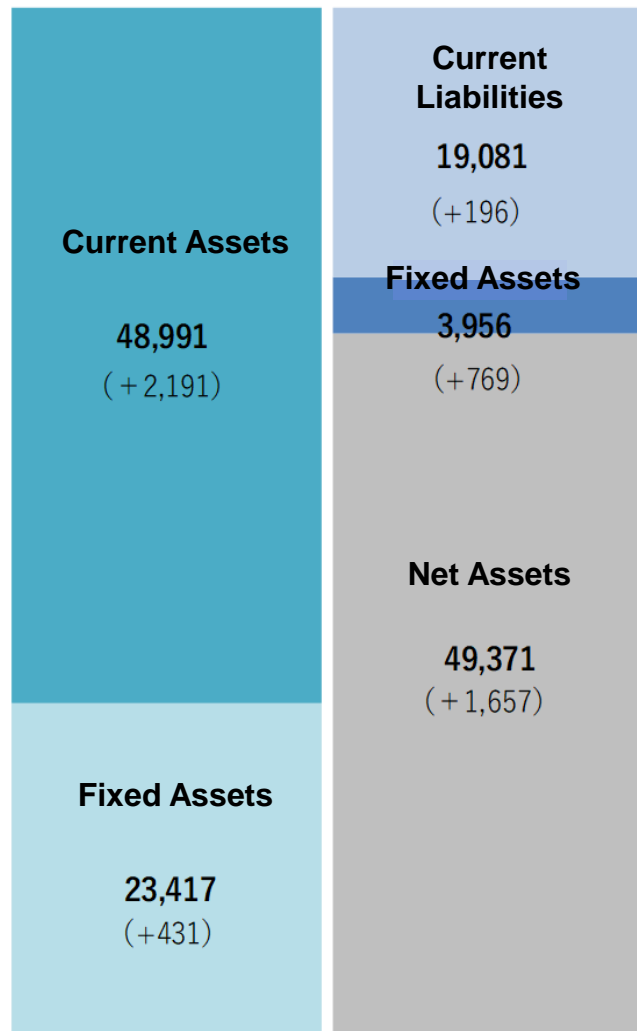
Due to business expansion in China and Thailand, and exchange rates  
Sales increase (up 22.1% YoY)  
Profit increase (up 72.4% YoY)

Foreign exchange		End Mar. 2022	End Mar. 2023
China	Yen/Yuan	18.06 Yen	19.01
Thailand	Yen/THB	3.43 Yen	3.8
Singapore	Yen/SGD	85.15 Yen	98.76

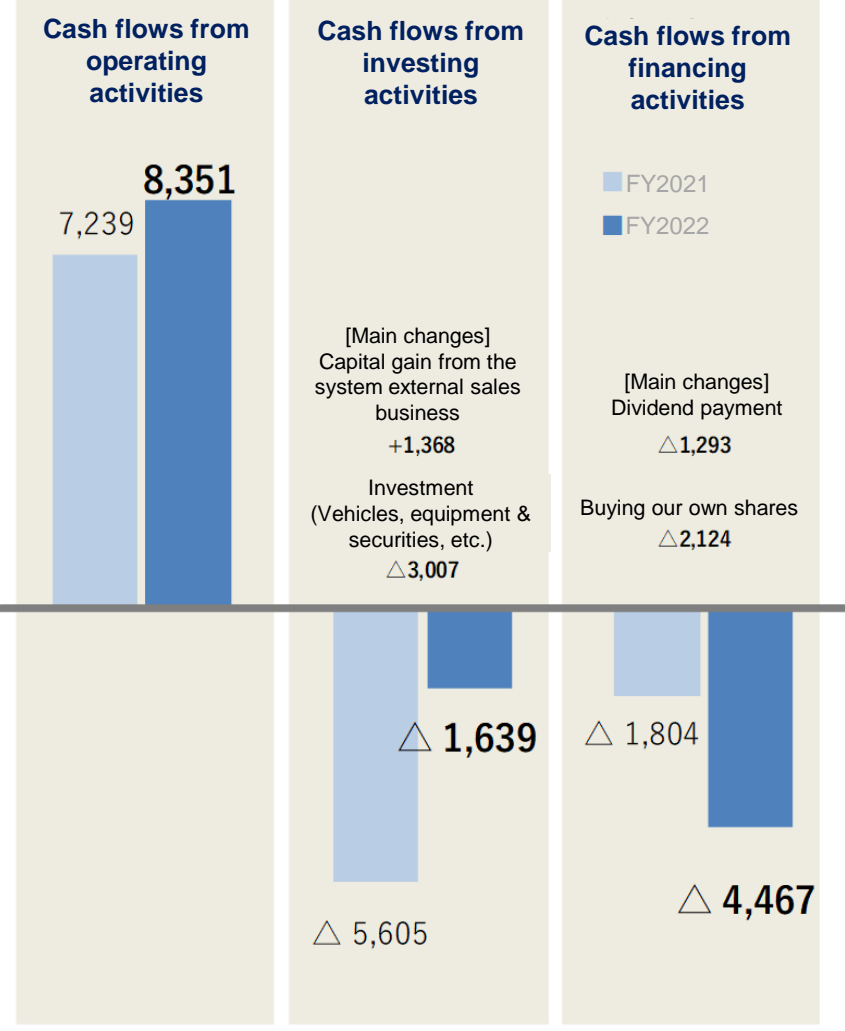


# FY2022 Consolidated Balance Sheet

Consolidated Balance Sheet - Unit: Millions of Yen



Consolidated Cash Flow Statement - Unit: Millions of Yen





**FY2023**

# **Full-Year Earnings Forecast**

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# FY2023 Consolidated Results Forecast

(Millions of Yen)

	FY2022			FY2023 (Forecast)					
	1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY
<b>Sales</b>	83,889	83,871	<b>167,760</b>	85,150	1.5%	89,420	6.6%	<b>174,570</b>	<b>4.1%</b>
<b>Operating Profit</b> (% of Sales)	3,660 (4.4%)	3,777 (4.5%)	<b>7,438</b> (4.4%)	3,635 (4.3%)	-0.7% (-0.1P)	3,865 (4.3%)	2.3% (-0.2P)	<b>7,500</b> (4.3%)	<b>0.8%</b> (-0.1P)
<b>Recurring Profit</b> (% of Sales)	3,805 (4.5%)	3,767 (4.5%)	<b>7,573</b> (4.5%)	3,690 (4.3%)	-3.0% (-0.2P)	3,910 (4.4%)	3.8% (-0.1P)	<b>7,600</b> (4.4%)	<b>0.4%</b> (-0.1P)
<b>Net Profit Attributable to Parent Company Shareholders</b> (% of Sales)	3,320 (4.0%)	933 (1.1%)	<b>4,253</b> (2.5%)	2,426 (2.8%)	-26.9% (-1.2P)	2,574 (2.9%)	175.8% (+1.8P)	<b>5,000</b> (2.9%)	<b>17.6%</b> (+0.4P)

## Sales

We plan to increase consolidated sales by 4.1% for the full year due to increases in the logistics management business and the logistics information service business.

## Operating profit

Consolidated profit is expected to increase slightly by 0.8% due to the recording of initial costs for the operation of new locations in the logistics management business.

## Net profit

We plan to increase consolidated profit 17.6% due to the extraordinary losses recorded in the previous fiscal year.

# FY2023 Consolidated Results Forecast <By Segment>



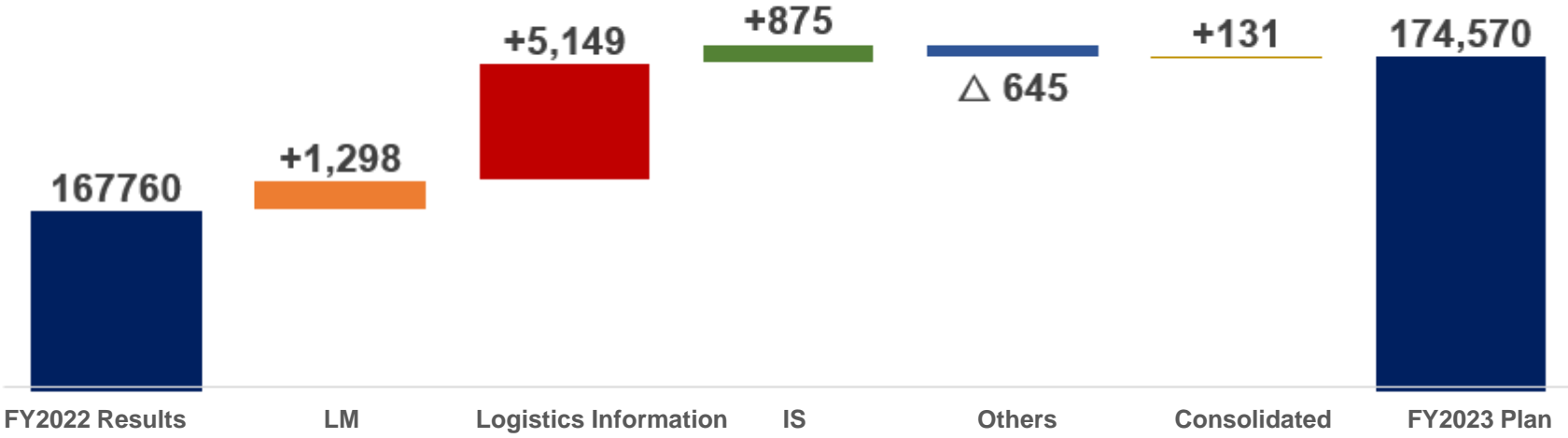
		FY2022			FY2023 (Forecast)					
		1st Half	2nd Half	Full Year	1st Half	YoY	2nd Half	YoY	Full Year	YoY
Logistics Management Business	Sales	27,265	27,486	54,751	27,650	1.4%	28,400	3.3%	56,050	2.4%
	Operating profit (% of Sales)	2,005 (7.4%)	2,110 (7.7%)	4,116 (7.5%)	2,040 (7.4%)	1.7% (+0.0P)	2,030 (7.1%)	-3.8% (-0.6P)	4,070 (7.3%)	-1.1% (-0.2P)
Logistics Information Service Business	Sales	46,207	46,512	92,720	47,730	3.3%	50,140	7.8%	97,870	5.6%
	Operating profit (% of Sales)	1,315 (2.8%)	1,332 (2.9%)	2,647 (2.9%)	1,260 (2.6%)	-4.2% (-0.2P)	1,410 (2.8%)	5.8% (-0.1P)	2,670 (2.7%)	0.8% (-0.2P)
Industrial Support Business	Sales	2,894	2,869	5,764	3,050	5.4%	3,590	25.1%	6,640	15.2%
	Operating profit (% of Sales)	153 (5.3%)	120 (4.2%)	274 (4.8%)	74 (2.4%)	-51.8% (-2.9P)	172 (4.8%)	42.2% (+0.6P)	246 (3.7%)	-10.4% (-1.1P)
Others	Sales	8,289	7,896	16,185	7,480	-9.8%	8,060	2.1%	15,540	-4.0%
	Operating profit (% of Sales)	360 (4.3%)	341 (4.3%)	701 (4.3%)	311 (4.2%)	-13.6% (-0.1P)	303 (3.8%)	-11.3% (-0.5P)	614 (4.0%)	-12.5% (-0.3P)
Intercompany Eliminations	Sales	-767	-893	-1,661	-760	-	-770	-	-1,530	-
	Operating profit (% of Sales)	-174 -	-128 -	-302 -	-50 -	- -	-50 -	- -	-100 -	- -
Consolidated Total	Sales	83,889	83,871	167,760	85,150	1.5%	89,420	6.6%	174,570	4.1%
	Operating profit (% of Sales)	3,660 (4.4%)	3,777 (4.5%)	7,438 (4.4%)	3,635 (4.3%)	-0.7% (-0.1P)	3,865 (4.3%)	2.3% (-0.2P)	7,500 (4.3%)	0.8% (-0.1P)



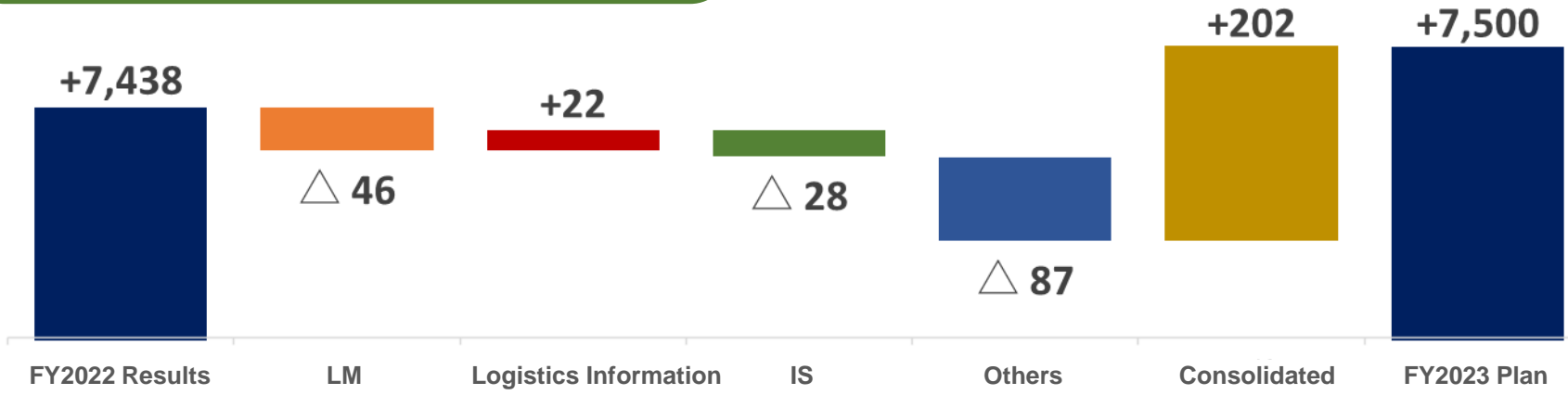


# FY2023 [Change in Sales & Operating Profit]

## Sales Unit: Millions of Yen



## Operating Profit Unit: Millions of Yen





# Initiatives this FY for Business Growth

LM  
Business

## Building a solid business foundation

Details

- 1 Appropriately deal with rising costs
- 2 Flexibly respond to the changing logistics needs of customers
- 3 Strengthening the human resources system

LM  
Business

## Expanding business and improving the quality of logistics services

- 1 Cultivating business by strengthening account sales and acquiring new logistics business
- 2 Increasing the amount of “transportation” and strengthening joint delivery services by building industry-specific platforms
- 3 Promoting automation for logistics center operations

P22~23



# Platform Concept by Industry 1

Strategy 1

## Platform concept by industry (daily necessities & food): From Kanto to Chubu & Kansai

### Chubu Area

#### Aichi (Ichinomiya)

Oct. 2023  
Scheduled to open



Address	Ichinomiya, Aichi
Nearest IC	Ichinomiya Nishi IC about 4km
Floor area	9,519 tsubo

Daily necessities & processed food platform

### Kanto Area

#### Saitama (Kuki) Saitama (Hasuda)

Existing locations

Jul. 2021  
Operation

Confectionery platform



Address	Hasuda, Saitama
Nearest IC	Metropolitan Inter - City Expressway Shiraoka Shobu IC about 3km
Floor area	23,787 tsubo

Daily necessities platform

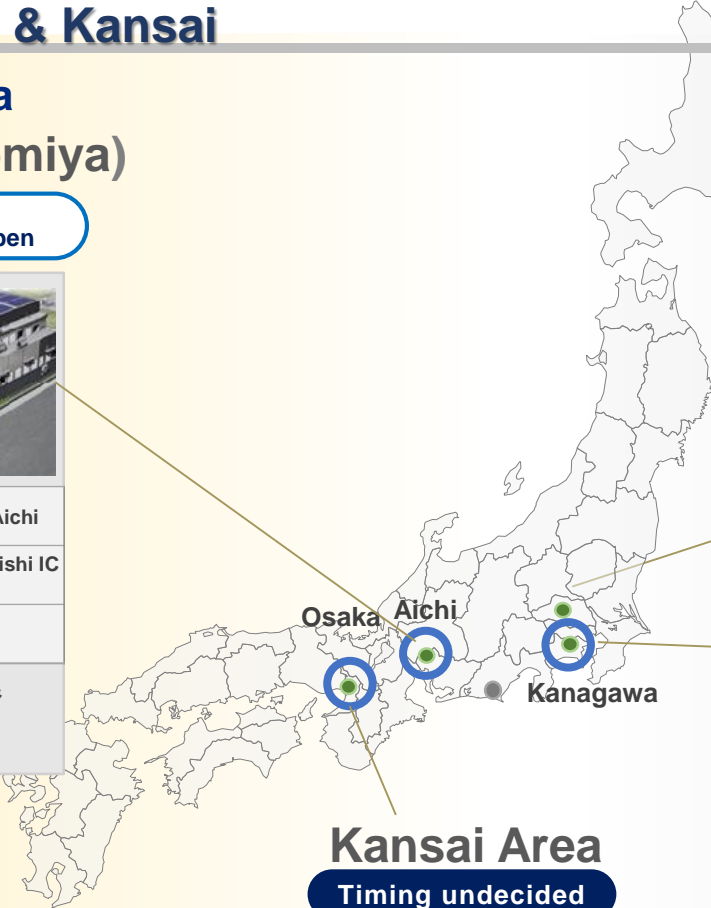
#### Kanagawa(Atsugi)

Jul. 2023  
Scheduled to open



Address	Aiko-gun, Kanagawa Prefecture Aikawa-machi
Nearest IC	Metropolitan Inter - City Expressway Sagami-hara Aikawa IC about 3km
Floor area	7,461 tsubo

Daily necessities, confectionery & processed food platform



### Kansai Area

Timing undecided

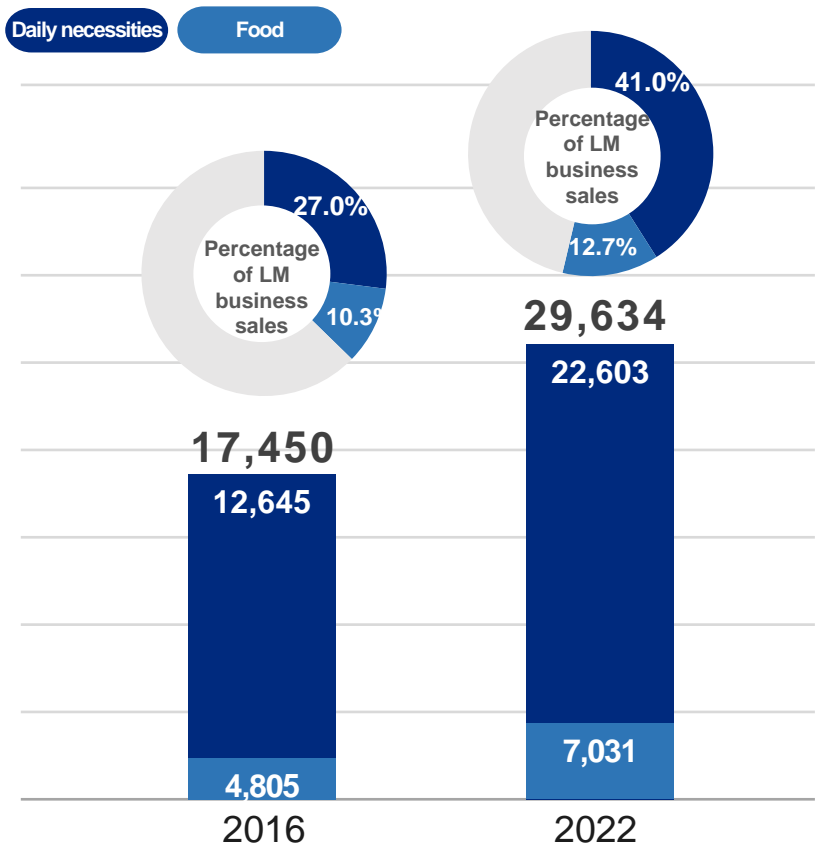
Daily necessities platform



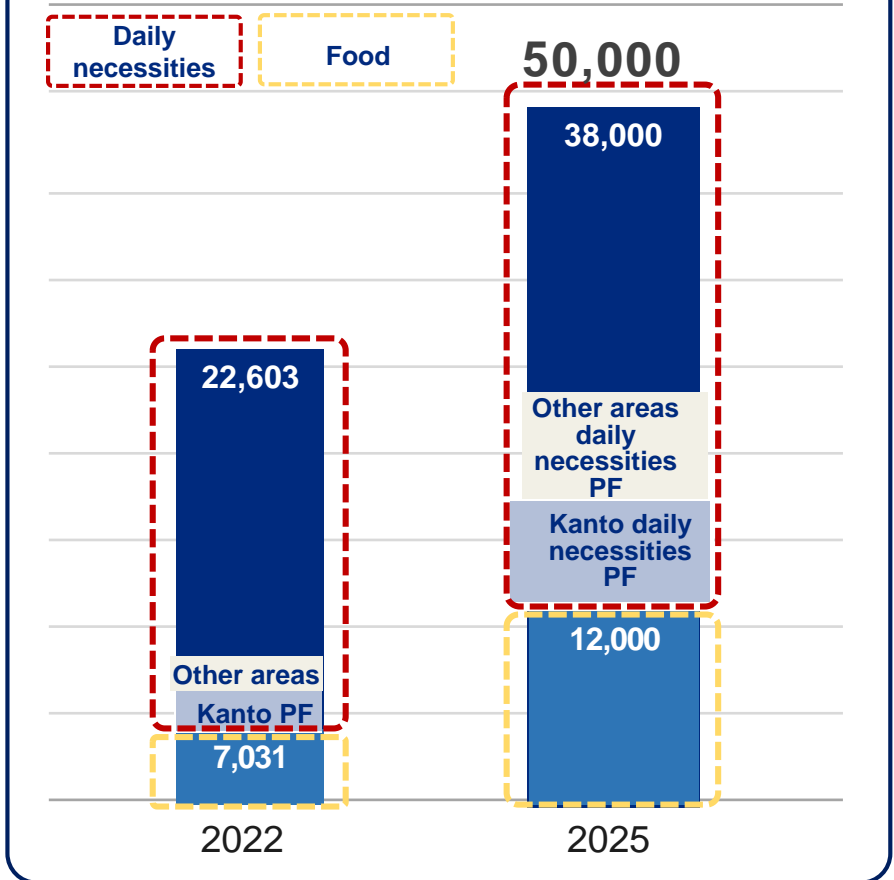


# Platform Concept by Industry 2

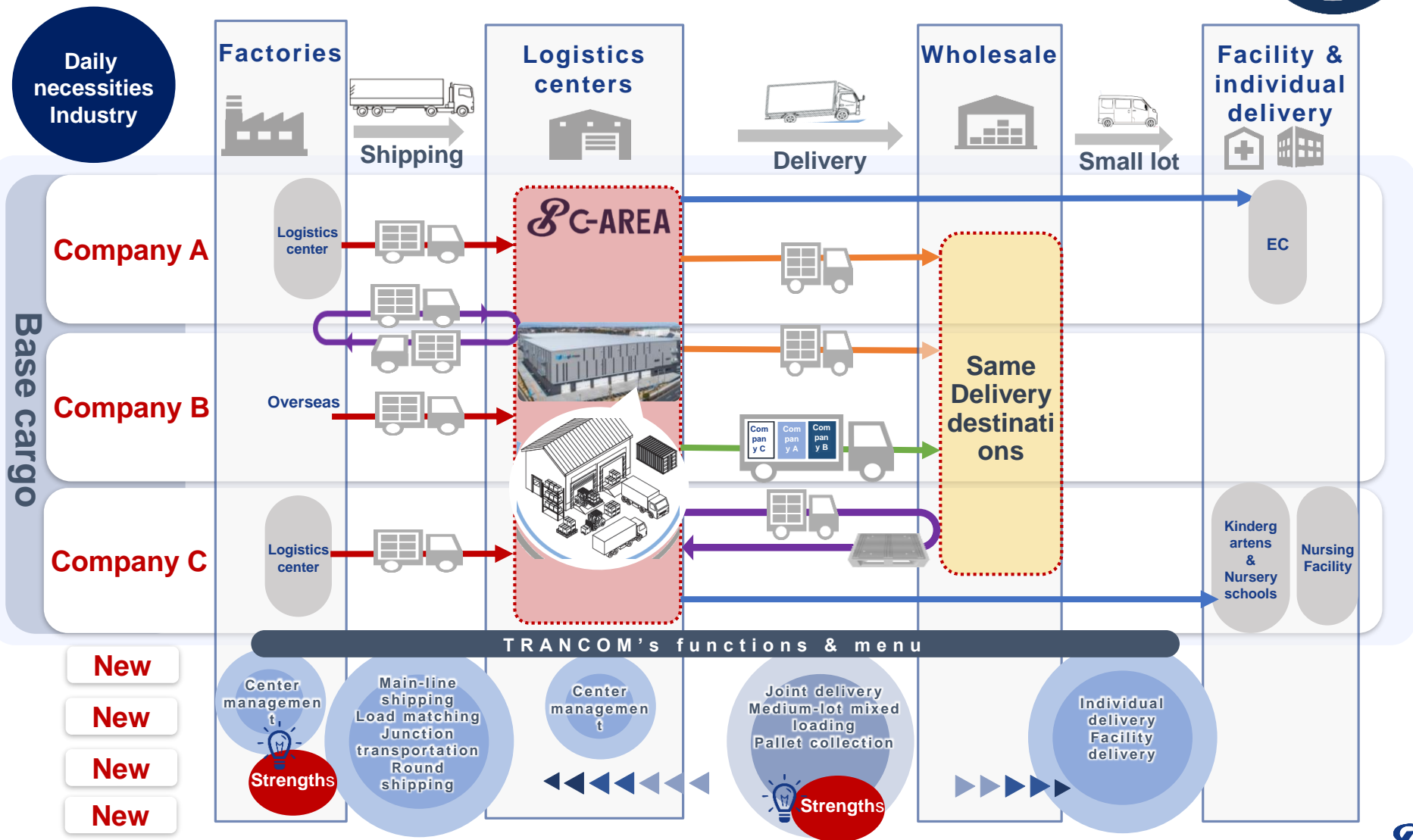
Sales trend for daily necessities & food (manufacturing Industry) Unit: Millions of Yen



Expanding from Kanto to the whole country Unit: Millions of Yen



# Platform Concept by Industry 3 (Reference)





# Initiatives this FY for Business Growth

Logistics  
Business

## Further business growth and improving our ability to handle things

Details

- 1 Supporting various shipping needs P26
- 2 Expanding our coverage area by opening new locations (information centers) P27
- 3 Increasing shipping volume by strengthening sales

Logistics  
Business

## Strengthening the earnings base

- 1 Strengthening cooperation with shipping partner companies P28
- 2 Improving matching productivity



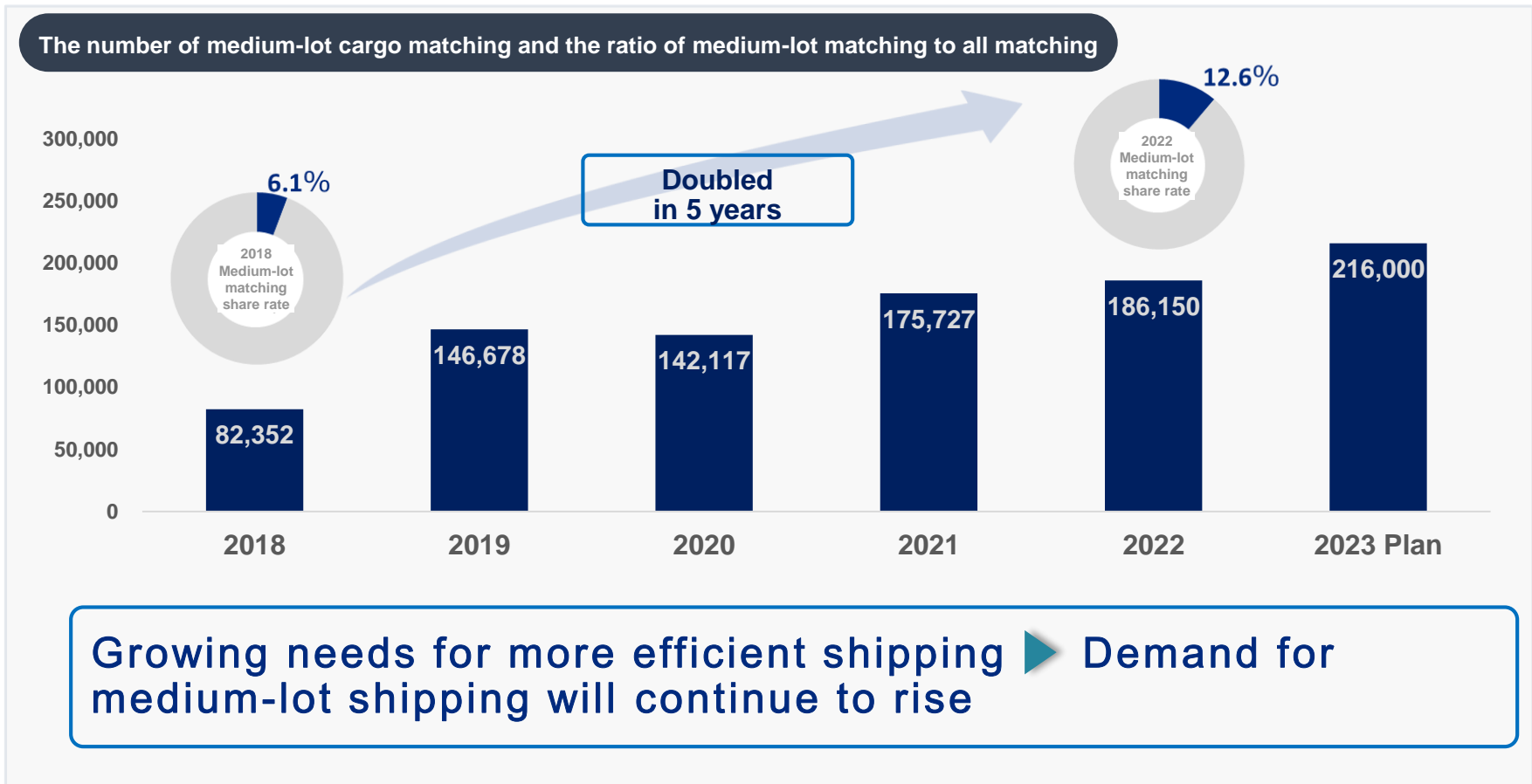


# Towards the Growth of the Logistics Information Service Business



## Supporting various shipping needs

Integration of charter and medium-lot centers ► Increase in medium-lot cargo matching

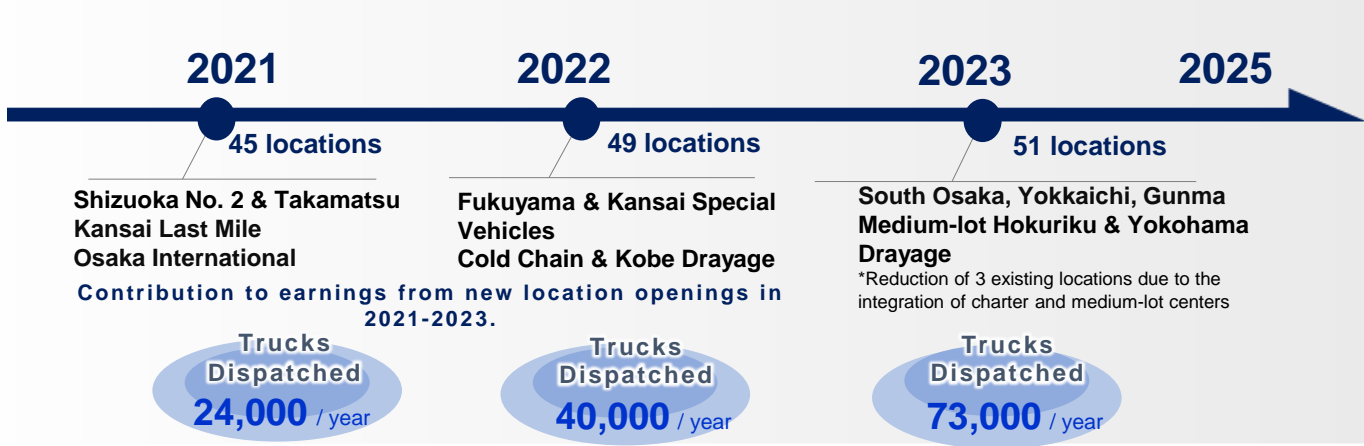




# Towards the Growth of the Logistics Information Service Business

Business Growth

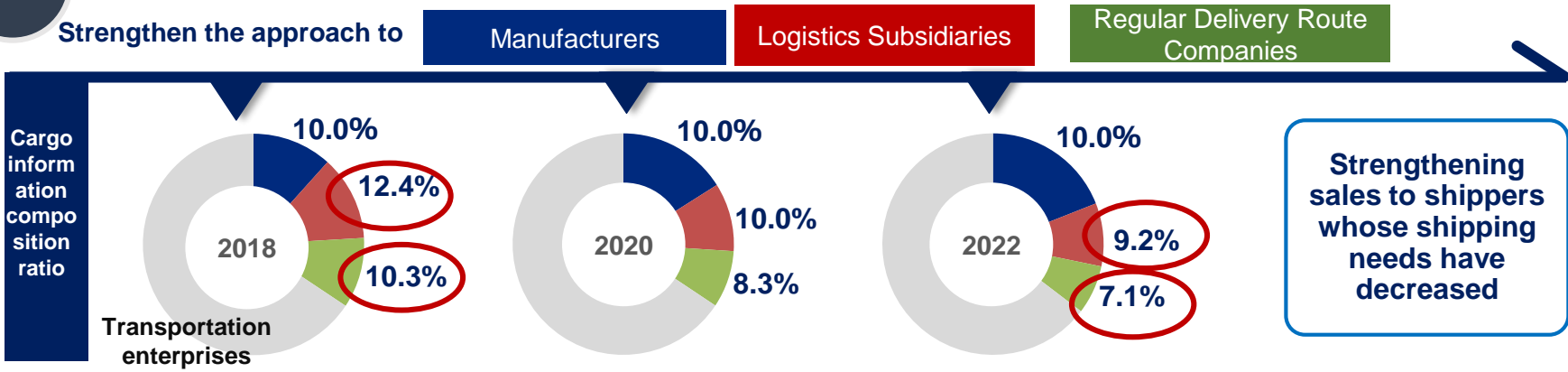
## Expanding our coverage area by opening new locations (information centers)



Possible to meet various spot freight transportation needs throughout Japan

Business Growth

## Increasing shipping volume by strengthening sales



Strengthening sales to shippers whose shipping needs have decreased



# Towards the Growth of the Logistics Information Service Business

Strengthening Earnings

## Strengthening cooperation with shipping partner companies

Cooperating to address issues such as rising prices and fuel costs

Strengthening communication with partner companies.  
Promoting problem-solving in cooperation with shippers.

Strengthening Earnings

## Improving matching productivity

Increasing the number of matches per person by training adjusters and introducing DX

In two days, we want to transport cargo from point A to B.



Certainly, sir. We will arrange it.

10% increase in the number of matches due to the introduction of AI

At the moment, we don't know how many empty trucks will be available in two days...

Based on past trends learned by AI

- Empty truck forecast
- Route
- Past results

Worried about finding a vehicle that meets the requirements...

The matching conditions are complicated...

Scoring the possibility of finding an empty truck that matches the target cargo.

It's a high score, so let's consign!

Determining the consignment faster. Reducing matching loss and improving productivity.

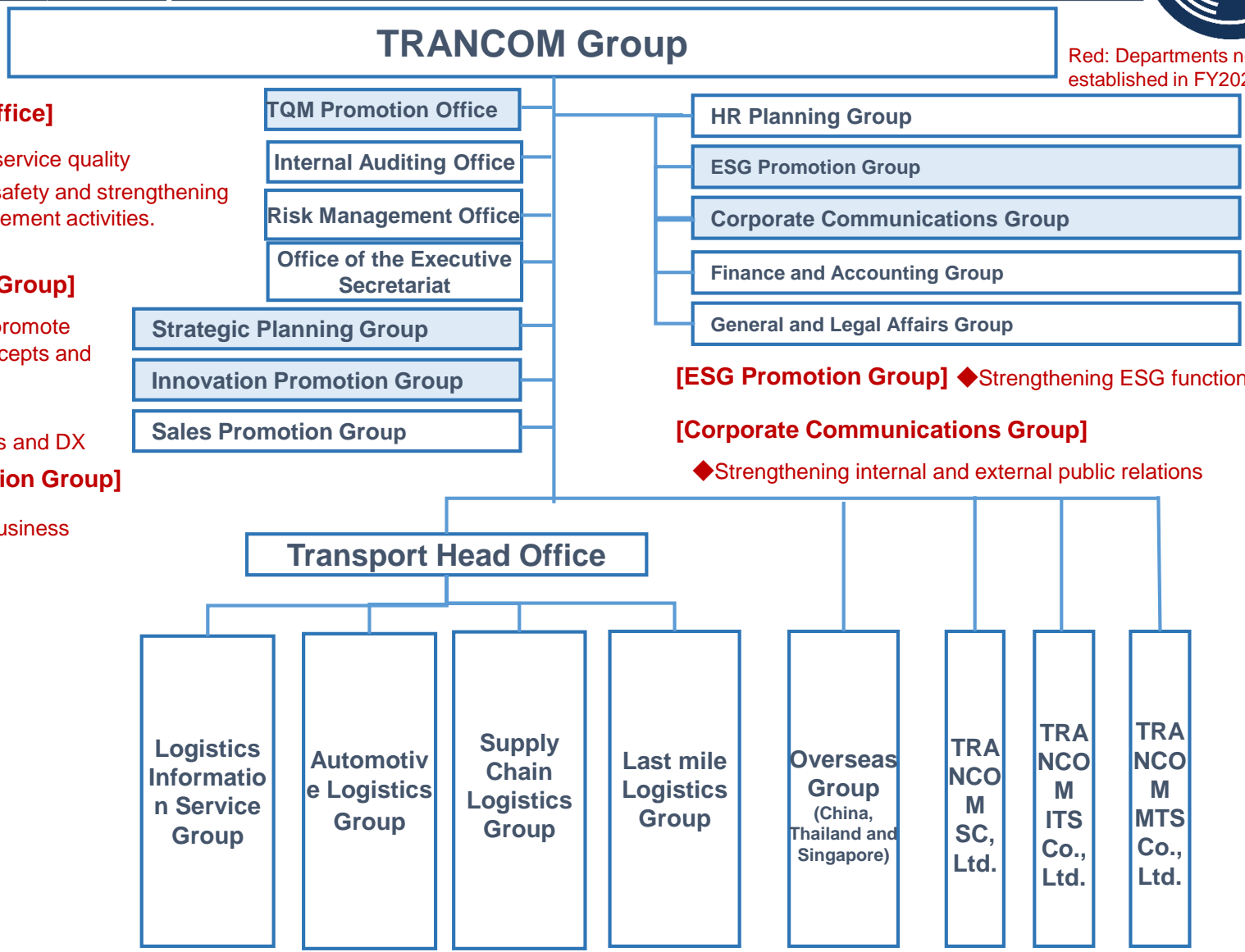
[Before introducing AI]

[After introducing AI]





# TRANCOM Group Organizational Restructuring (as of April 1, 2023)



Red: Departments newly established in FY2022

**[TQM Promotion Office]**  
◆ Further improving service quality  
Ensuring thorough safety and strengthening promotion of improvement activities.

**[Strategic Planning Group]**  
◆ Plan, formulate & promote future business concepts and strategies

◆ Promoting alliances and DX

**[Innovation Promotion Group]**  
◆ Developing new business

**[ESG Promotion Group]** ◆ Strengthening ESG functions

**[Corporate Communications Group]**  
◆ Strengthening internal and external public relations



# Return to Shareholders

## Implementing a flexible capital policy with more awareness of shareholder returns

### Dividend policy

While actively investing for the purpose of business growth, we will continue to increase dividends to shareholders.

- ◆ FY2022 annual dividend ¥128 (+ ¥2 YoY)
- ◆ FY2023 annual dividend ¥132 (+ ¥4 YoY) – planned

**With FY2023, scheduled to increase dividends for 23 consecutive years**

### Buying our own shares

Reason: To be able to return profits to shareholders and implement a flexible capital policy in response to changes in the business environment

#### FY2022

Announced: Buying up to ¥2 billion and 290,000 of our own shares  
(Period: May 2nd, 2022 to Feb 29th, 2023)

Purchase completed: ¥1.999 billion and 279,000 shares

#### FY2023

Announced: Buying up to ¥2 billion and 300,000 of our own shares  
(Period: May 8th, 2023 to Mar 29th, 2024)

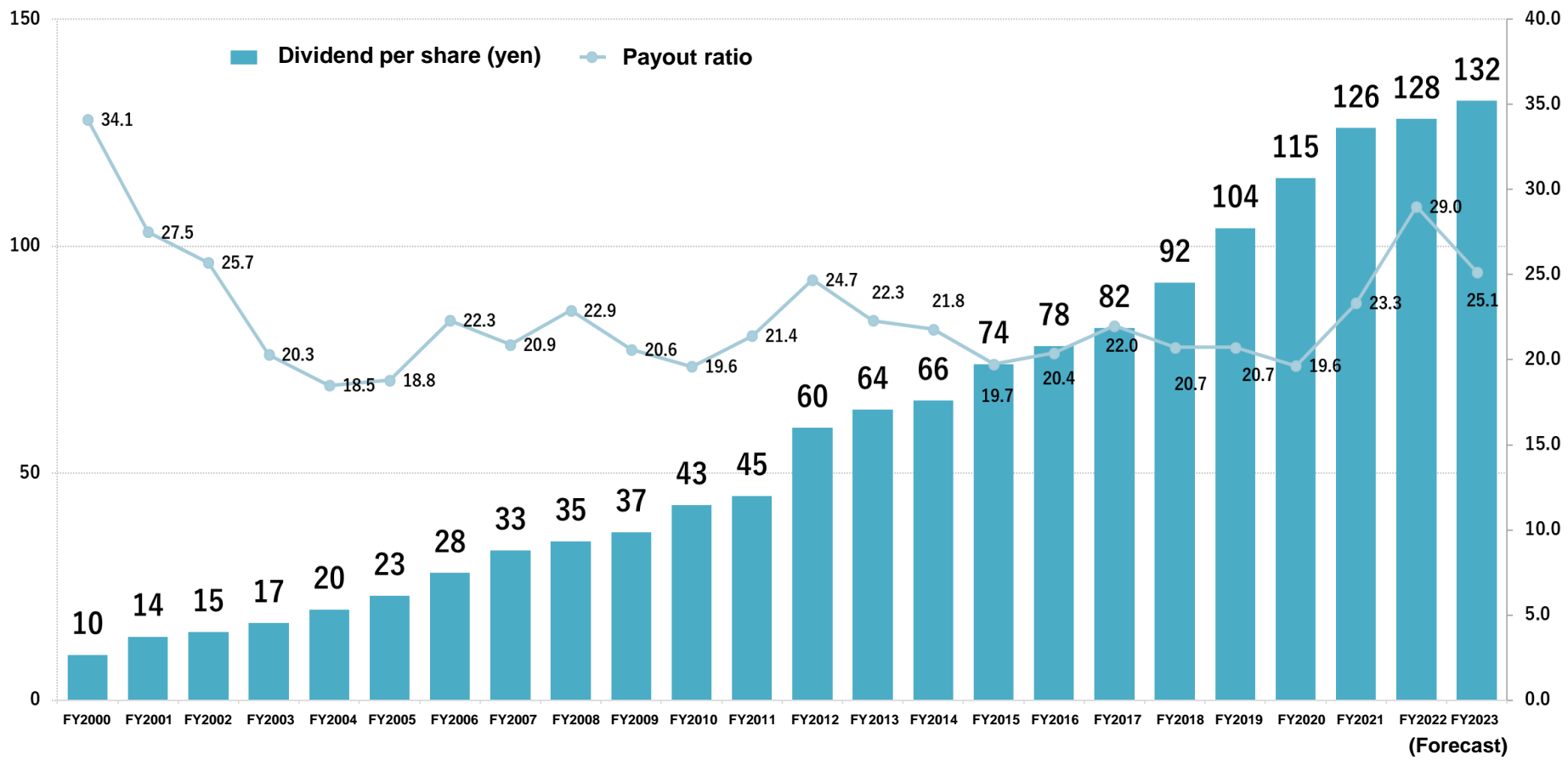
(3.1% of the total of issued shares (excluding treasury stock))



# Return to Shareholders



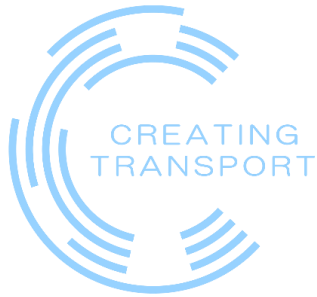
Dividend per share & dividend payout ratio since 2000





# Reference Materials

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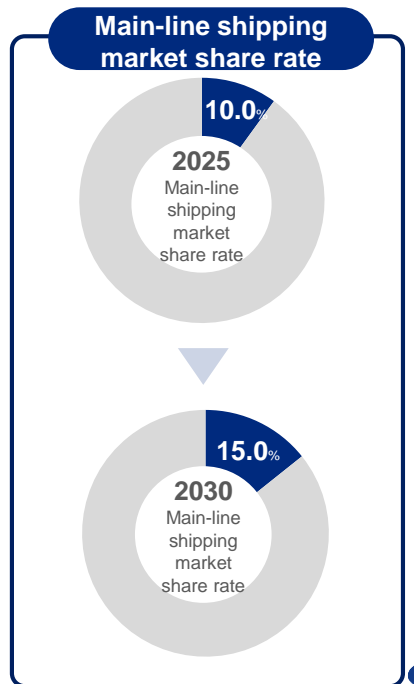
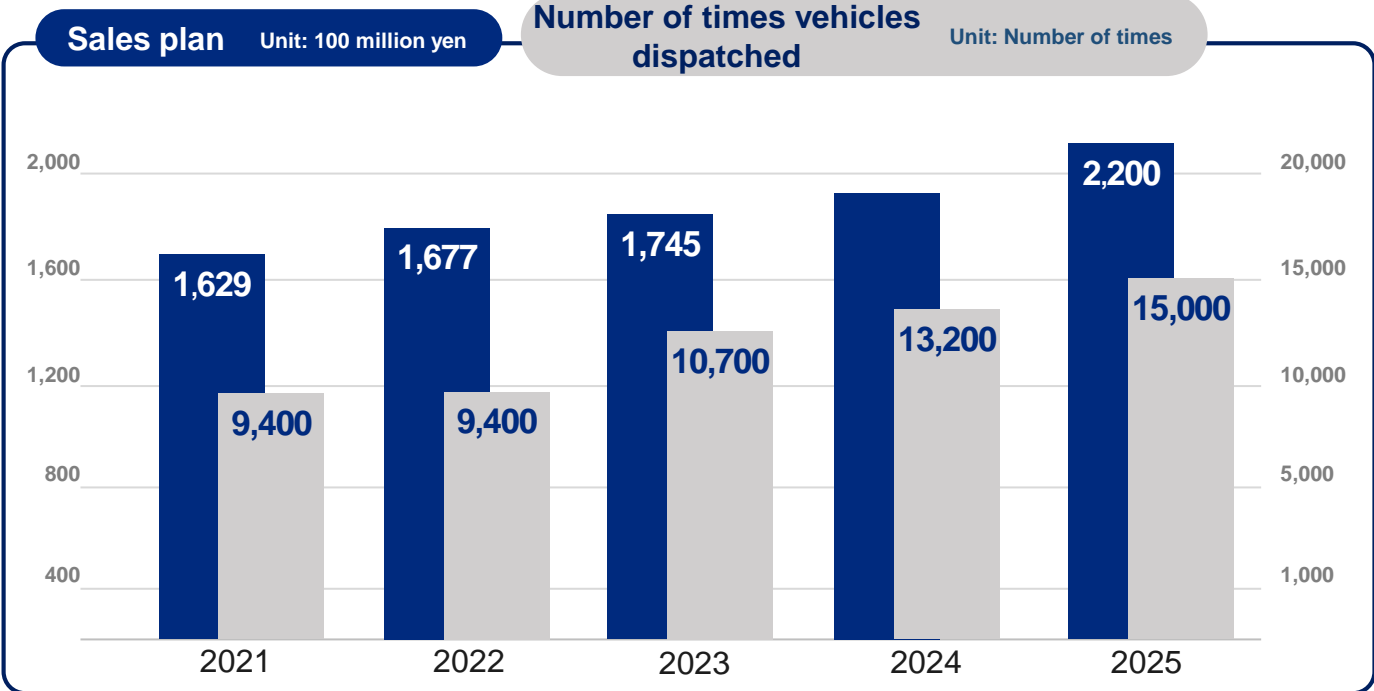
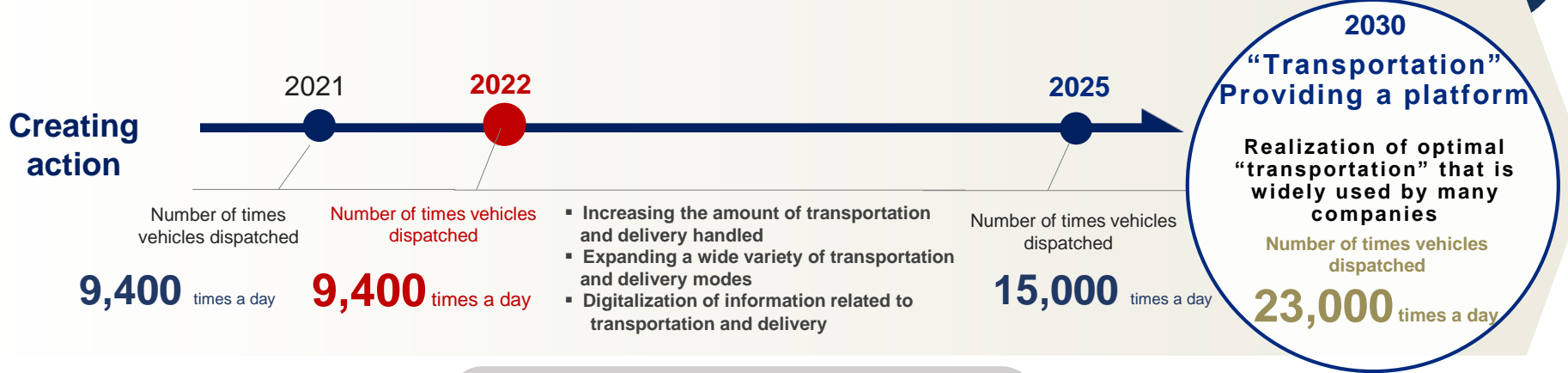


# TRANCOM VISION 2025

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# TRANCOM VISION2025





## Concentrating all management resources on transport

### Focusing on transport

1. Improving and increasing transportation and delivery capacity & expanding a wide variety of transportation and delivery modes
2. Increasing the shipping volume handled in Japan
3. Business innovation for the load matching service
4. Strengthening innovation by collaborating with other companies
5. System development for the advancement of digitalization & building data connections with other companies

### Building the foundation of the existing business

6. Building a strong business foundation for the logistics management business
7. Strengthening growth in the ASEAN region

### Rebuilding the foundation for growth

8. Further strengthening & diversifying human resources and the organization
9. Progressing to ESG & SDGs management





# Focusing on Transport

Increasing the volume of transportation and delivery

## Sales

Deeply cultivating existing customers

Strengthening and expanding the transportation function

New industries such as industrial products and chemical products

## Partners

Increasing the number of dedicated trucks and strengthening relationships with shipping partners

Increasing transportation abilities

Strengthening functions and the ability to handle things

## Locations

C-AREA (strategic locations), C-LINK (junction locations)

Location development for platform building

Depot locations for consumption areas nationwide  
Home delivery depot locations

## Services

Shipping: Load matching, medium-lots, junction transportation, special vehicles & refrigerator freezer

Handling various transportation and delivery

Delivery: Joint delivery  
Last mile

Expanding transportation and delivery modes



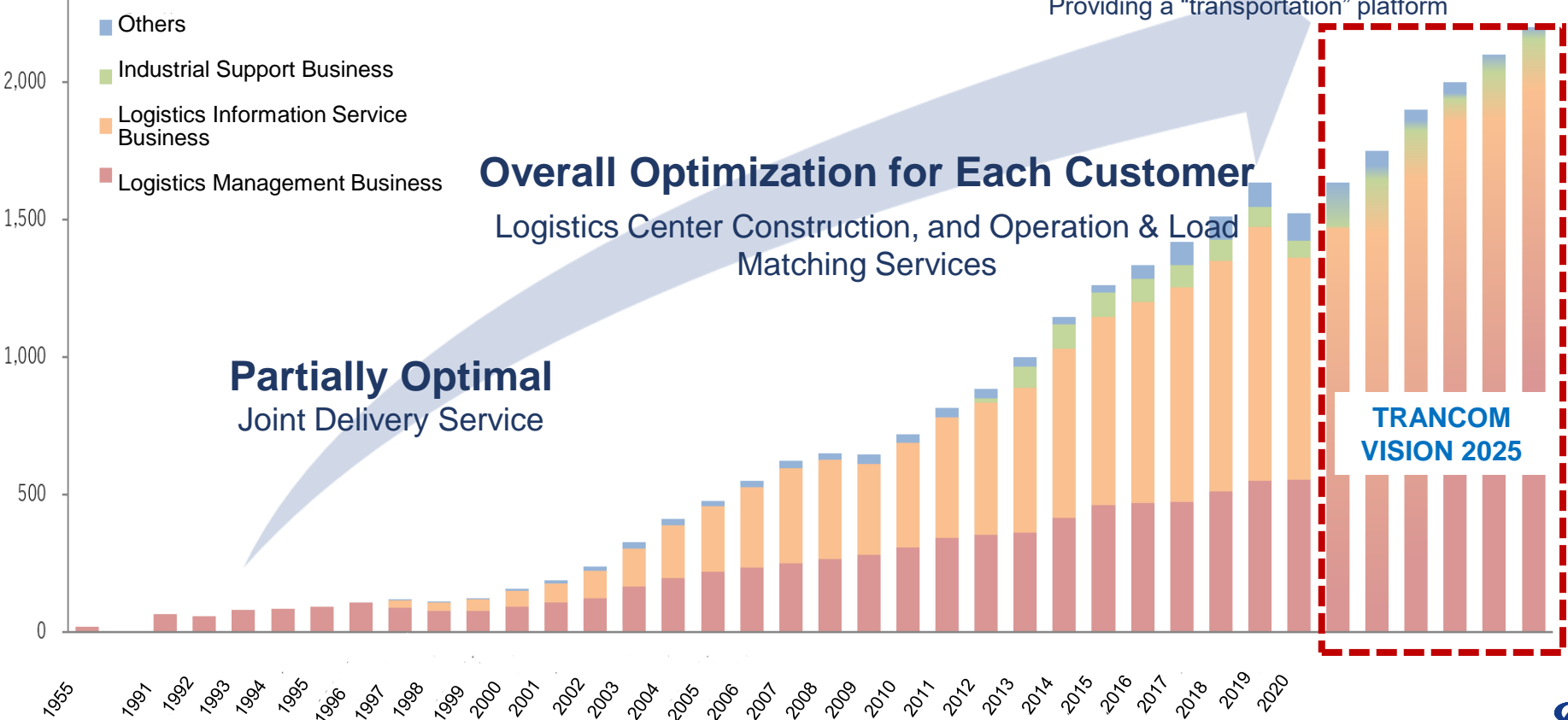
# TRANCOM Business Reform



**Change in sales since the company was founded**

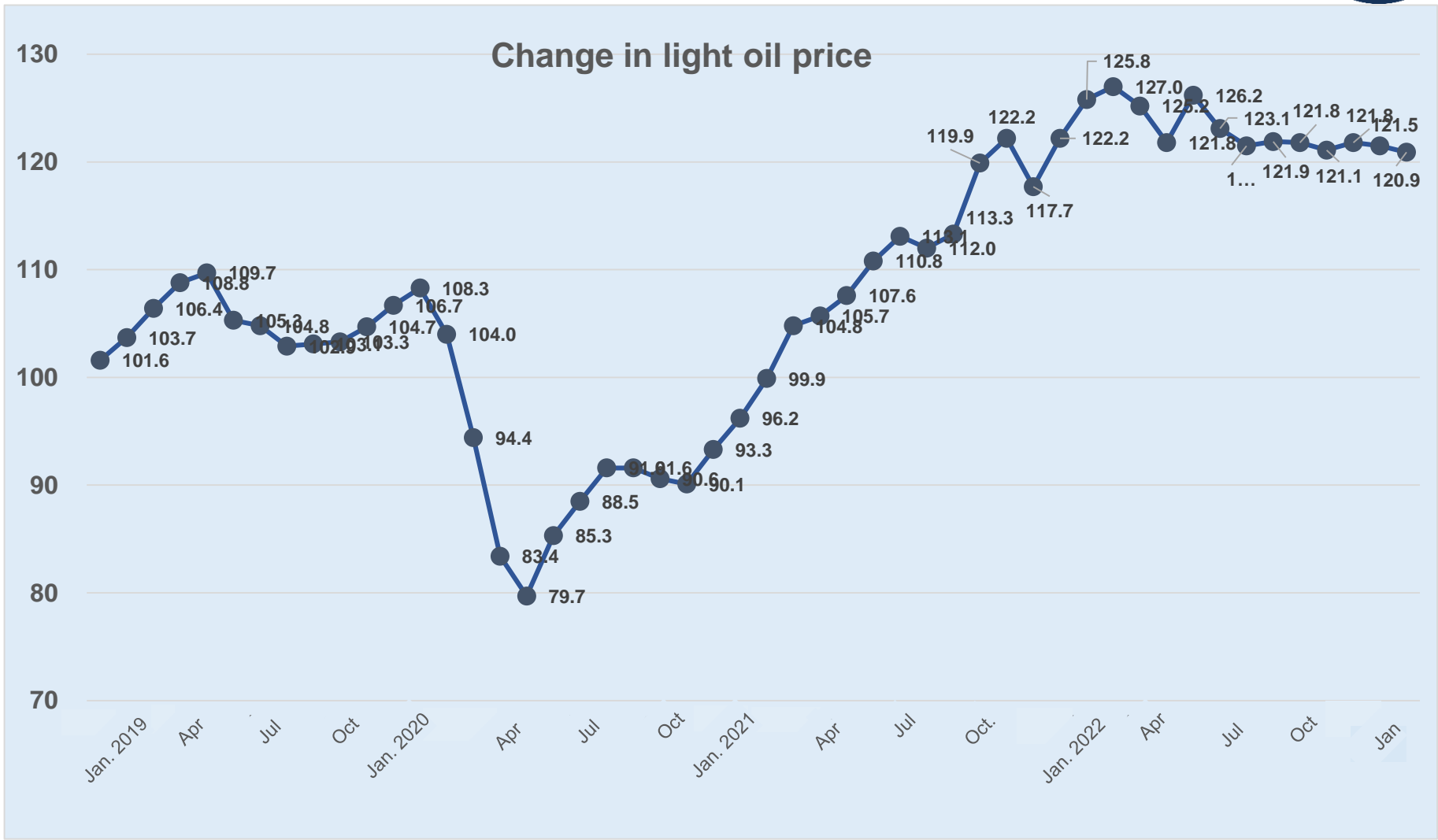
**Overall optimization of domestic transportation and delivery**  
 “Transportation”  
 Providing a “transportation” platform

(100 million yen)





# Change in Unit Fuel Price



Source: Light oil lorry price for large users, The Oil Information Center



## Logistics industry as a whole

About **24** tln yen

## Truck transportation business

About **14.4** tln yen

Number of registered trucks

About **1,292,000** trucks

## Home delivery business

About **2.4** tln yen

Number of registered trucks

About **288,000** trucks

Source: “Logistics 2019 by the Numbers” from the Japan Association for Logistics and Transport;  
“By Vehicle Type (Details), Number of Registered Vehicles Table” from the Automobile Inspection & Registration Information Association



**For inquiries related to investor relations and this document,  
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\*This document contains forward-looking statements such as forecasts based on information at the time of preparation.  
Please be aware that the actual results may differ due to changing elements and risk factors in the future.

