

TAKACHIHO KOHEKI CO., LTD. Interim Financial Results for the Fiscal Year Ending March 2025

Moderator: Ladies and gentlemen, thank you for your patience. The meeting of TAKACHIHO KOHEKI CO., LTD. will now begin with the presentation of interim financial results for the fiscal year ending March 31, 2025. Thank you very much for taking time out of your busy schedule to watch this program today.

I would like to explain today's schedule. First, Takanobu Ide, President and Chief Executive Officer, will give an executive summary, followed by Masaya Iwamoto, General Manager of Administration Dept., who will present the cumulative second quarter financial results for the fiscal year ending March 31, 2025, then Naoko Tsuruho, General Manager of Corporate Planning Dept., who will present the full-year forecast for the fiscal year ending March 31, 2025, and then President Ide will again give a progress report on the medium-term management plan.

There will be time for questions and answers afterwards. For questions and answers, please enter your questions through the Q&A function. You can send the questions even in the middle of the description. Please note that we will not read out the name of the person who asked the question, only the text of the question will be read on his/her behalf. You may ask your questions anonymously.

Please understand that it may be difficult to answer all questions due to time constraints.

The briefing is scheduled to end at approximately 15:20. A questionnaire screen will appear after completion. Your cooperation in answering the questions would be greatly appreciated.

Now then, President Ide, please accept my best regards.

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[Reference Material] Medium-Term Management Plan 2022-2024
[https://www.takachiho-kk.co.jp/pdf/plan_pdf/plan2022-2024\(en\).pdf](https://www.takachiho-kk.co.jp/pdf/plan_pdf/plan2022-2024(en).pdf)

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Ido: I am President and Chief Executive Officer. Thank you very much for watching today. Today, we will proceed as indicated in the table of contents shown on the screen.

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1.Executive Summary

1. Executive Summary



Executive Summary

[Millions of yen]

✓ Second Quarter of the Fiscal Year Ending March 31, 2025 <Results>

[Net sales and Operating profit] Net sales and operating profit increased year on year. The two main points are as follows.

1. **Cloud Services & Support:** An increase in the number of licenses in Cloud Services and acquisition of new maintenance contracts
2. **Systems:** Sales of security systems for offices of foreign-affiliated companies grew, and profitability improved in Global

[Net income] Net income decreased from the previous year affected by foreign exchange losses, but surpassed the Q2 forecast of 540 million yen driven by increased operating profit

✓ Full Fiscal Year Ending March 31, 2025 <Plan>

- Aim to achieve the full-year plan mainly through business growth in **Cloud Services & Support**
- Annual dividends per share is forecast at 160 yen (+2 yen from the previous year)

	FY3/24 Q2 Results	FY3/25 Q2 Results	Change	FY3/25 Full Year Plan	Rate of progress
Net Sales	12,729	13,314	+585	26,900	49.5%
Operating profit	713	936	+222	2,050	45.7%
Ordinary profit	1,057	811	(245)	2,000	40.6%
Net income	717	594	(123)	1,490	39.9%

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We will start with the executive summary. For the first half of the fiscal year ending March 31, 2025, consolidated net sales were JPY13,314 million, operating income was JPY936 million, ordinary income was JPY811 million, and net income was JPY594 million.

Both net sales and operating income increased YoY. The first factor was due to the number of cloud service licenses accumulated in Cloud Services & Support and the acquisition of new maintenance contracts.

The second is due to strong sales of security systems for offices of foreign-affiliated companies in systems and an improvement in the global profit margin.

Net income decreased from the same period last year due to the impact of foreign exchange losses but exceeded the first half forecast of JPY540 million due to an increase in operating income for the reasons explained earlier.

There are no changes to the full-year plan for the fiscal year ending March 31, 2025, from the figures announced in May. The company plans net sales of JPY26,900 million, operating income of JPY2,050 million, ordinary income of JPY2,000 million, and net income of JPY1,490 million.

The annual dividend per share is planned to be JPY160, an increase of JPY2 from the previous year.

That's all for the executive summary.

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2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025

Consolidated Financial Highlights

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



Consolidated Financial Highlights

[Millions of yen]

Strong performance in **Cloud Services & Support**, resulting in H1 operating profit of **the highest levels since the Company's listing**

Net income surpassed the H1 forecast due to an increase of operating profit, although foreign exchange losses were recorded.

	FY3/24 Q2 Results	FY3/25 Q2 Results	YoY change	FY3/25 Full Year Plan	Rate of progress
Net Sales	12,729	13,314	+4.6%	26,900	49.5%
Gross profit on sales	2,966	3,356	+13.2%	6,900	48.6%
Gross profit ratio (%)	23.3%	25.2%	+1.9pt	25.7%	-
Selling, general and administrative expenses	2,252	2,420	+7.4%	4,850	-
Operating profit	713	936	+31.2%	2,050	45.7%
Operating profit ratio (%)	5.6%	7.0%	+1.4pt	7.6%	-
Foreign exchange gains	298	-	-	-	-
Foreign exchange losses	-	147	-	-	-
Ordinary profit	1,057	811	(23.2%)	2,000	40.6%
Ordinary profit ratio (%)	8.3%	6.1%	(2.2pt)	7.4%	-
Profit before tax	1,064	815	(23.4%)	-	-
Profit attributable to owners of the parent	717	594	(17.2%)	1,490	39.9%
EPS	79.17 yen	65.08 yen	(14.09 yen)	163.09 yen	-

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Iwamoto: I am Iwamoto, General Manager of Administration Dept. I will now explain the financial results for the second quarter of the fiscal year ending March 31, 2025.

The first will be the consolidated financial highlights. In the second quarter of the fiscal year ending March 31, 2025, operating income increased 31.2% from the same period last year to JPY936 million, thanks to strong performance in Cloud Services & Support. As for operating income for the first half of the year, we have recorded the highest profit since listing for the second consecutive year.

Although net income decreased from the same period of the previous year due to a non-operating foreign exchange loss, it exceeded the first half forecast of JPY540 million due to higher operating income.

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Results by Segment

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



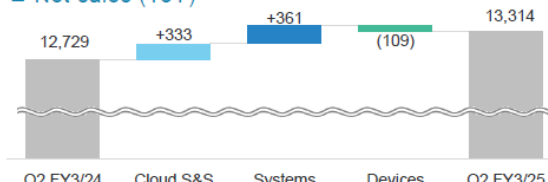
Results by Segment

[Millions of yen]

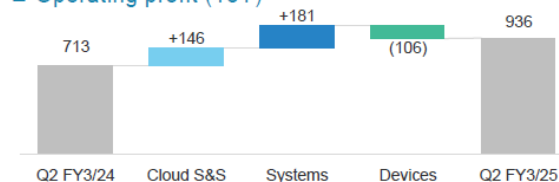
Sales and profits increased due to strong performance in **Cloud Services & Support** and by shaking off one-time expenses in the previous fiscal year in **Systems**.

		FY3/24 Q2 Results (*)	FY3/25 Q2 Results	Increase/ Decrease	Percentage change	FY3/25 Plan	Rate of progress
Cloud Services & Support	Net sales	1,439	1,773	+333	+23.2%	4,200	42.2%
	Operating profit	239	386	+146	+61.2%	730	52.9%
	Operating profit ratio (%)	16.6%	21.8%	+5.2pt	-	17.4%	-
Systems	Net sales	4,365	4,726	+361	+8.3%	9,600	49.2%
	Operating profit	(97)	84	+181	-	380	22.2%
	Operating profit ratio (%)	(2.2%)	1.8%	+4.0pt	-	4.0%	-
Devices	Net sales	6,923	6,814	(109)	(1.6%)	13,100	52.0%
	Operating profit	571	465	(106)	(18.6%)	940	49.5%
	Operating profit ratio (%)	8.3%	6.8%	(1.5pt)	-	7.2%	-
Consolidated total	Net sales	12,729	13,314	+585	+4.6%	26,900	49.5%
	Operating profit	713	936	+222	+31.2%	2,050	45.7%
	Operating profit ratio (%)	5.6%	7.0%	+1.4pt	-	7.6%	-

■ Net sales (YoY)



■ Operating profit (YoY)



(*) The figures for the fiscal year ended March 31, 2024 have been restated to reflect the change in segment classification (Please refer to page 16 for details)

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Next, I will explain our performance by segment. Cloud Services & Support sales increased 23.2% to JPY1,773 million, operating income rose 61.2% to JPY386 million, and the operating margin rose 5.2 percentage points to 21.8%.

System sales increased 8.3% YoY to JPY4,726 million, operating income increased JPY181 million YoY to JPY84 million, and the operating margin increased 4 percentage points to 1.8%.

Net sales of devices declined 1.6% YoY to JPY6,814 million, operating income fell 18.6% to JPY465 million, and the operating margin declined 1.5 percentage points to 6.8%.

In addition to the strong performance of Cloud Services & Support, the absence of additional construction costs this fiscal year for the fire protection systems business, which were incurred in the Systems segment in the previous fiscal year, contributed to the significant improvement in the operating profit.

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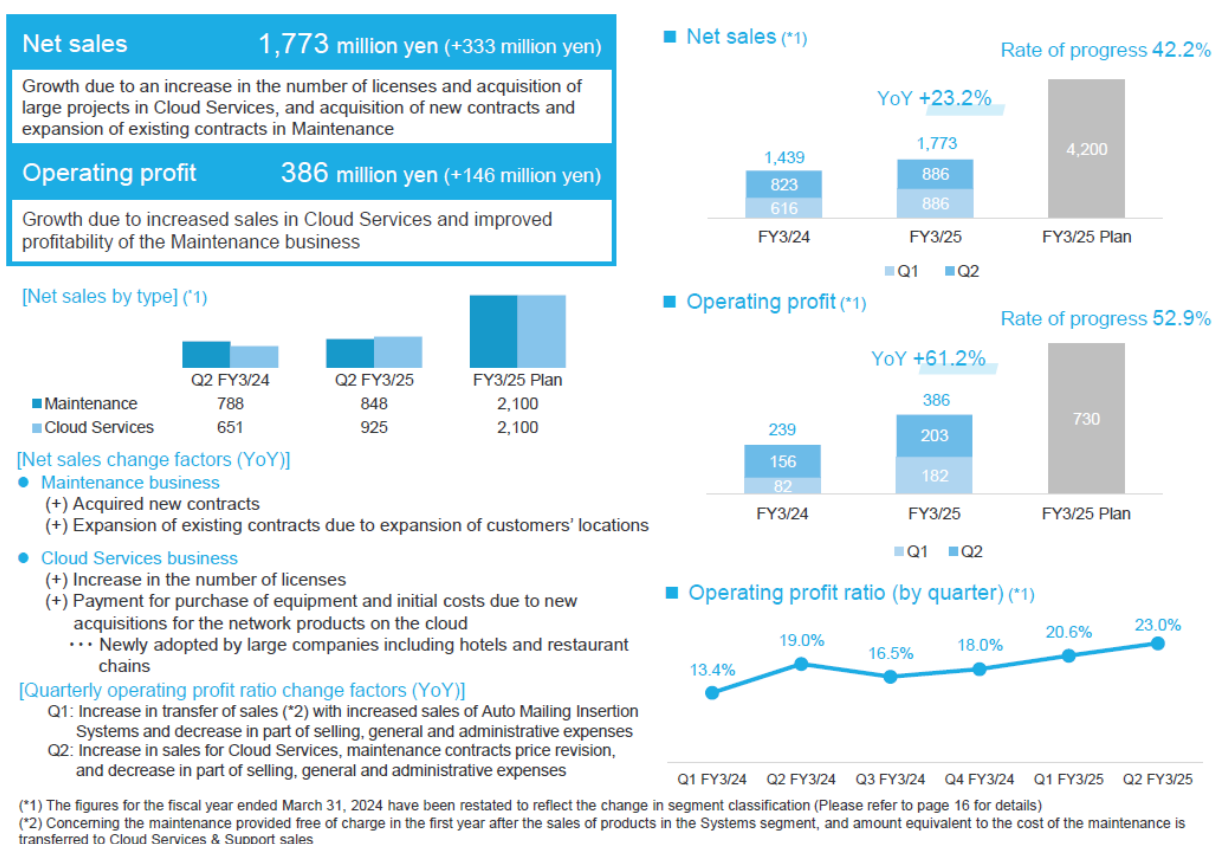
Results by Segment (Cloud Services & Support)

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



Results by Segment (Cloud Services & Support)

[Millions of yen]



The following is a detailed explanation of each segment. First of all, sales of Cloud Services & Support increased by JPY333 million from the same period of the previous year to JPY1,773 million.

In the maintenance business, revenue increased due to the acquisition of new contracts and expansion of existing contracts as customers expanded their locations.

In the cloud services business, revenue increased as the number of licenses accumulated. In addition, equipment and up-front costs also boosted results, as cloud networking products were adopted by hotels, restaurant chains, and other large companies.

The operating profit was JPY386 million, up JPY146 million from the same period last year, due to increased revenue from cloud services and improved profit from the maintenance business.

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MSP Services Contract Status

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



MSP Services Contract Status

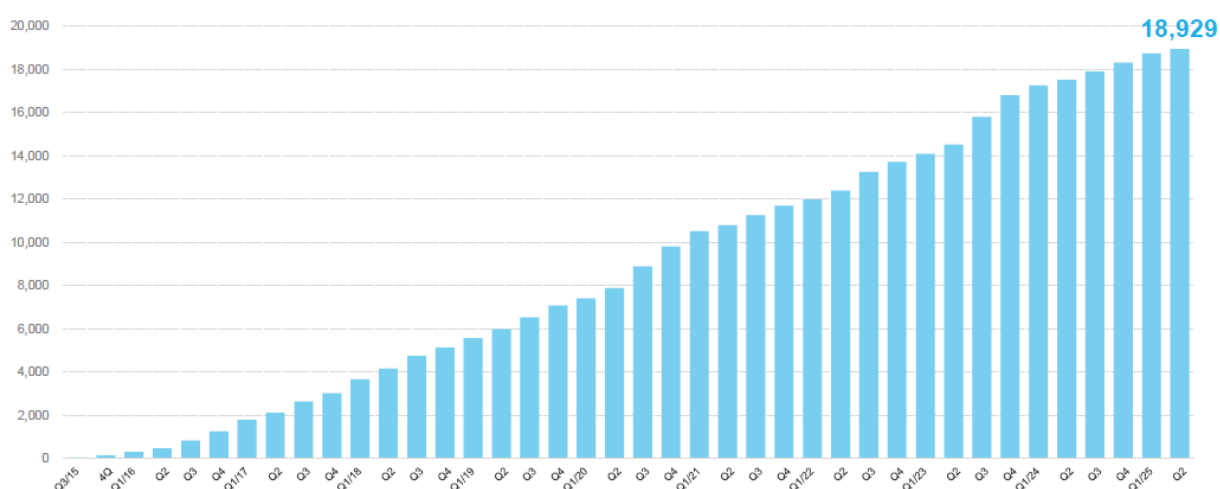
MSP Services KPIs

Number of contracts
As of September 30, 2024
18,929 licenses

Number of new contracts
April 2024 to September 2024
1,635 licenses

Monthly cancellation rate*
April 2024 to September 2024
0.76%

■ Number of MSP service contracts



(*) Monthly cancellation rate: Number of contract cancellations in a month / Total number of contracts at the end of the previous month

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The next graph shows the status of contracts for MSP services, the mainstay of the cloud services business. The MSP service is a service that allows outsourcing of maintenance, operation, and monitoring of cloud network products. For an overview of the services, please refer to page 32 of the financial results presentation.

The number of subscriptions for MSP services at the end of September 2024 was 18,929 licenses. New subscriptions for the current fiscal year totaled 1,635 licenses, with a monthly churn rate of 0.76%.

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Results by Segment (Systems)

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025

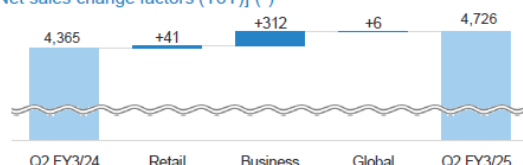


Results by Segment (Systems)

[Millions of yen]

Net sales	4,726 million yen (+361 million yen)
Growth of sales of security systems for offices of foreign-affiliated companies in Business Solutions	
Operating profit	84 million yen (+181 million yen)
Improved by shaking off one-time expenses in the previous fiscal year and focusing on high-profitability projects in Global and increased sales in Business Solutions	

[Net sales change factors (YoY)] (*)



● Retail Solutions

- (+) Surveillance cameras and facial recognition systems for GMS
 - ... Capturing replacement demand
- (-) Security systems for apparel stores
 - ... Absence of sales for large projects in the previous year

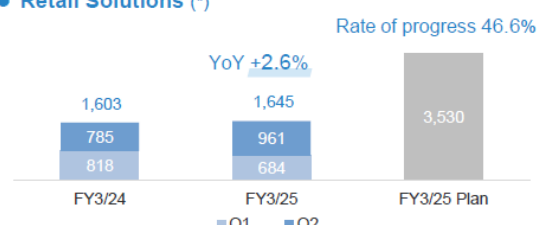
● Business Solutions

- (+) Access control systems and surveillance cameras for offices of foreign-affiliated companies
 - ... Capturing demand related to office expansions and relocations

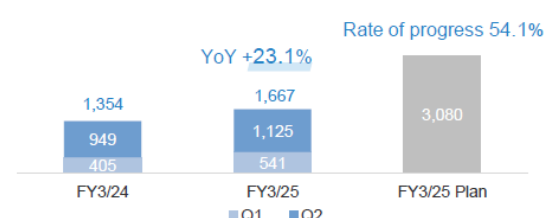
● Global

- (+) Fire protection systems
 - ... Grew by acquiring large projects, despite the impact from delays in development of a national power plan of Thailand

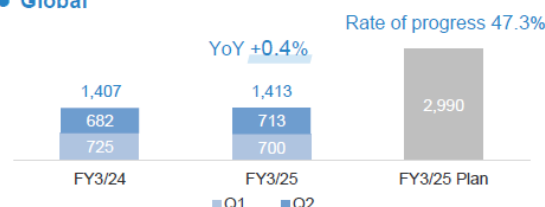
● Retail Solutions (*)



● Business Solutions (*)



● Global



(*) The figures for the fiscal year ended March 31, 2024 have been restated to reflect the change in segment classification (Please refer to page 16 for details)

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Next is the performance of the systems segment. Net sales increased JPY361 million from the same period last year to JPY4,726 million. Business Solutions led the way, with strong sales of security systems to offices of foreign-affiliated companies.

Operating income was JPY84 million, up JPY181 million from the same period last year. The improvement was mainly due to the elimination of additional construction costs for fire protection systems incurred in the previous fiscal year in the global market, as well as a focus on high-profitability projects.

By sub-segment, sales in the Retail Solutions segment increased by JPY41 million from the same period last year to JPY1,645 million. Sales to GMS were strong, capturing replacement demand for surveillance cameras and face recognition systems.

On the other hand, sales to the apparel industry decreased in the current fiscal year, as large projects were recorded in the previous fiscal year.

Next, Business Solutions sales increased by JPY312 million from the same period last year to JPY1,667 million. Sales of access control systems and surveillance cameras to offices of foreign-affiliated companies grew as they captured demand from expanding offices and relocations.

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Finally, global sales were JPY1,413 million, up JPY6 million from the same period last year. Continuing from the previous year, Thailand's National Electricity Plan has been delayed. As a result, some projects for power plants are still halted.

Despite this situation, the Company was able to win large projects, resulting in a slight increase in the sub-segment total.

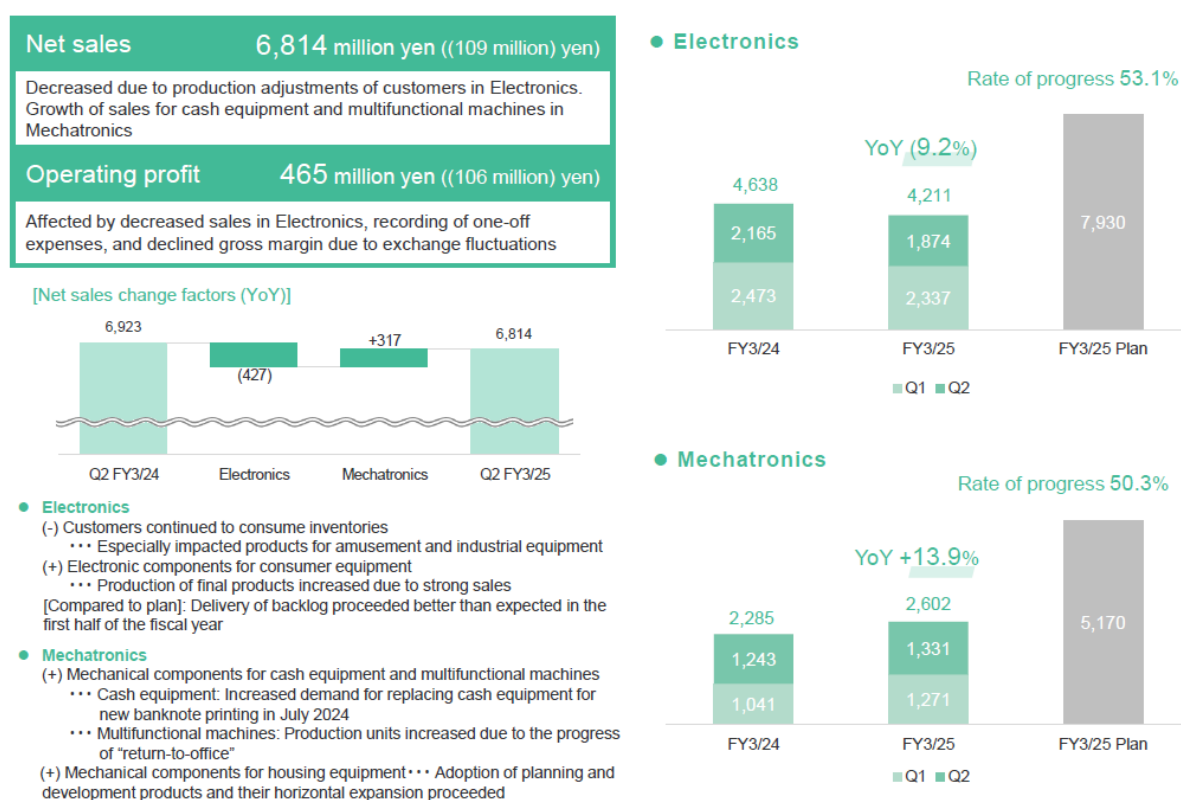
Results by Segment (Devices)

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



Results by Segment (Devices)

[Millions of yen]



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Next are the details of the performance of the devices segment. Net sales decreased JPY109 million from the same period last year to JPY6,814 million. In mechatronics, sales for money machines and MFPs were strong, but in electronics, customers' production adjustments affected sales, resulting in a decline.

Operating income was JPY465 million, down JPY106 million from the same period last year, due to lower gross margin resulting from lower sales and one-time charges in electronics and foreign exchange fluctuations.

By sub-segment, Electronics sales decreased by JPY427 million from the same period last year to JPY4,211 million. In electronics, we were affected by the ongoing digestion of semiconductor inventories on the part of our customers.

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Despite these conditions, sales of end products for consumer products, in which our company is employed, were strong, and production volume increased and remained strong.

In addition, progress against the full-year plan was 53.1%, as delivery of the backlog of orders progressed better than expected in the first half of the fiscal year.

Next, sales of mechatronics increased JPY317 million from the same period last year to JPY2,602 million. In mechatronics, sales of mechanical components for money machines grew, capturing demand for the new banknote printing. Mechanical components for MFPs also performed well as production of MFPs increased due to a return to the office.

In addition, the adoption of planned and developed products for kitchens and other residential facilities and their horizontal development also contributed to our business performance.

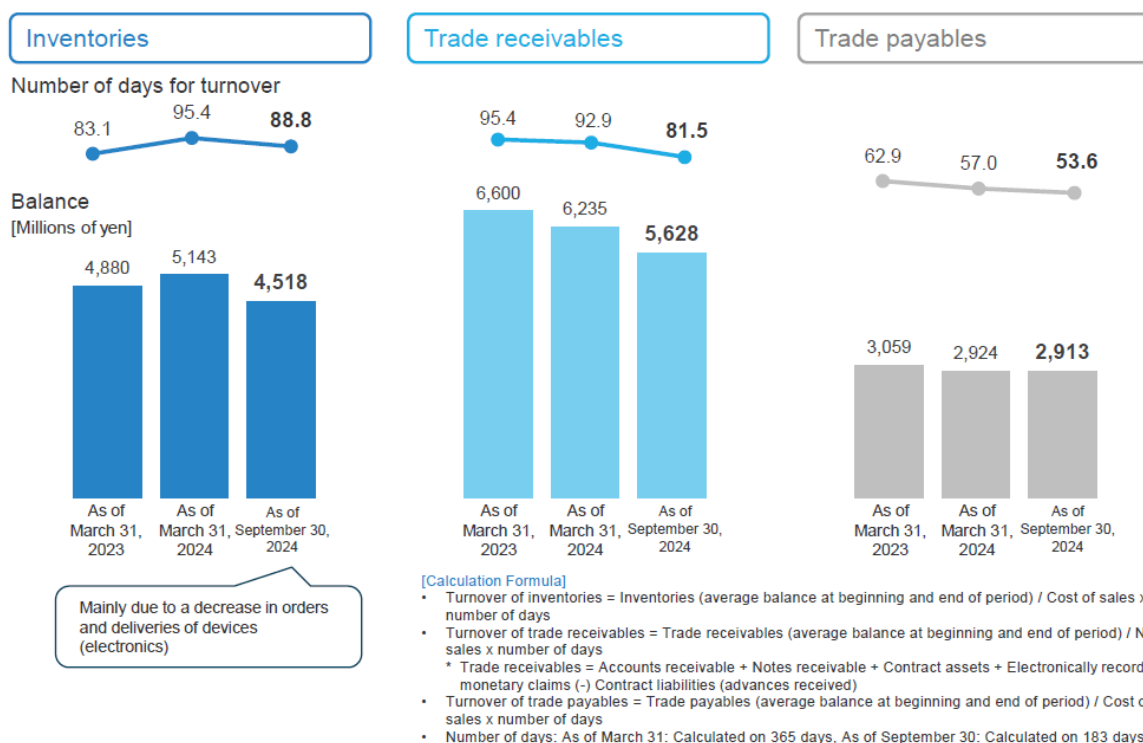
Capital Efficiency Improvement Status

2. Financial Results for the Second Quarter of Fiscal Year Ending March 31, 2025



Capital Efficiency Improvement Status

Hold inventories to appropriate levels by capturing backlogs of orders and strengthening order control
Review the transaction terms of receivables and payables and aim to improve capital efficiency



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Next, I will explain the status of capital efficiency improvements. Inventories totaled JPY4,518 million at the end of September 2024.

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It has decreased by approximately JPY600 million since the end of March, mainly due to the delivery of backlog of orders for devices. However, we recognize that the level is still high, and we will continue our efforts such as controlling orders.

With regard to receivables and payables, the Company intends to improve cash flow by reviewing transaction terms and advancing negotiations.

That is all from me. Thank you very much.

3.Forecast for the Fiscal Year Ending March 31, 2025 Consolidated Profit & Loss <Forecast>

3. Forecast for the Fiscal Year Ending March 31, 2025



Consolidated Profit & Loss <Forecast>

[Millions of yen]

Increased sales and profit is forecast by shaking off one-time expenses (Systems) in the previous fiscal year and growth, mainly in the Cloud Services & Support business

	FY3/24 Results	FY3/25 Plan	Increase	Year-on-Year
Net sales	25,224	26,900	+1,675	+6.6%
Gross profit on sales	6,051	6,900	+848	+14.0%
Gross profit ratio (%)	24.0%	25.7%	-	+1.7pt
Selling, general and administrative expenses	4,585	4,850	+264	+5.8%
Operating profit	1,465	2,050	+584	+39.9%
Operating profit ratio (%)	5.8%	7.6%	—	+1.8pt
Ordinary profit	1,835	2,000	+164	+8.9%
Ordinary profit ratio (%)	7.3%	7.4%	-	+0.1pt
Profit attributable to owners of the parent	1,437	1,490	+52	+3.6%
ROE (%)	8.6%	8.6%	-	-
EPS	158.46 yen	163.09 yen	+4.63 yen	-
Annual dividends per share (*)	158 yen	160 yen	+2 yen	-

(*) Annual dividends per share: Calculated by dividing the full amount of net profit by the number of shares at the end of the period, in accordance with the 100% payout ratio policy (EPS is calculated by dividing net profit by the average number of shares outstanding during the period)

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Tsuruho: I am Tsuruho, General Manager of the Corporate Planning Dept. I will now explain our full-year forecast for the fiscal year ending March 31, 2025. For the fiscal year ending March 31, 2025, we plan net sales of JPY26.9 billion, gross profit of JPY6.9 billion, operating income of JPY2.05 billion, ordinary income of JPY2.0 billion, and net income of JPY1.49 billion.

We plan to increase revenue and profit by growing Cloud Services & Support in addition to eliminating the cost of additional work on the fire protection system in this fiscal year, which was incurred in the previous fiscal year.

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The projected ROE is 8.6%, EPS is JPY163.09, and the annual dividend per share is planned to be JPY160.

Net Sales and Operating Profit by Segment <Forecast>

3. Forecast for the Fiscal Year Ending March 31, 2025

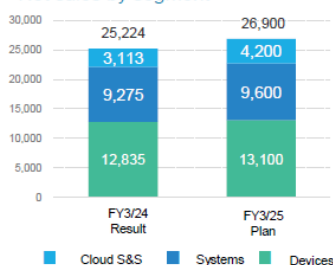


Net Sales and Operating Profit by Segment <Forecast>

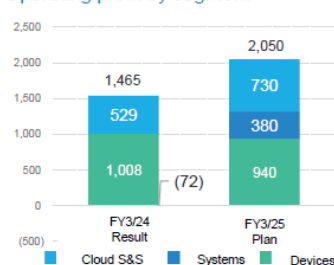
[Millions of yen]

		FY3/24 Results (*)	FY3/25 Plan	Increase/ Decrease	Percentage change
Cloud Services & Support	Net sales	3,113	4,200	+1,086	+34.9%
	Operating profit	529	730	+200	+37.9%
	Operating profit ratio	17.0%	17.4%	+0.4pt	-
Systems	Net sales	9,275	9,600	+324	+3.5%
	Operating profit	(72)	380	+452	-
	Operating profit ratio	(0.8%)	4.0%	+4.8pt	-
Devices	Net sales	12,835	13,100	+264	+2.1%
	Operating profit	1,008	940	(68)	(6.8%)
	Operating profit ratio	7.9%	7.2%	(0.7pt)	-
Consolidated total	Net sales	25,224	26,900	+1,675	+6.6%
	Operating profit	1,465	2,050	+584	+39.9%
	Operating profit ratio	5.8%	7.6%	+1.8pt	-

■ Net sales by segment



■ Operating profit by segment



(*) The figures for the fiscal year ended March 31, 2024 have been restated to reflect the change in segment classification (Please refer to page 16 for details)

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Next is the forecast for net sales and operating income by segment. For the fiscal year ending March 31, 2025, we plan a 34.9% YoY increase in Cloud Services & Support sales to JPY4.2 billion and a 37.9% YoY increase in operating income to JPY730 million.

Similarly, the company plans system sales of JPY9.6 billion, up 3.5% from the previous year, and operating income of JPY380 million, up JPY452 million from the previous year.

Next, we plan device sales of JPY13.1 billion, up 2.1% from the previous year, and operating income of JPY940 million, down 6.8% from the previous year.

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Cloud Services & Support Net Sales <Plan>

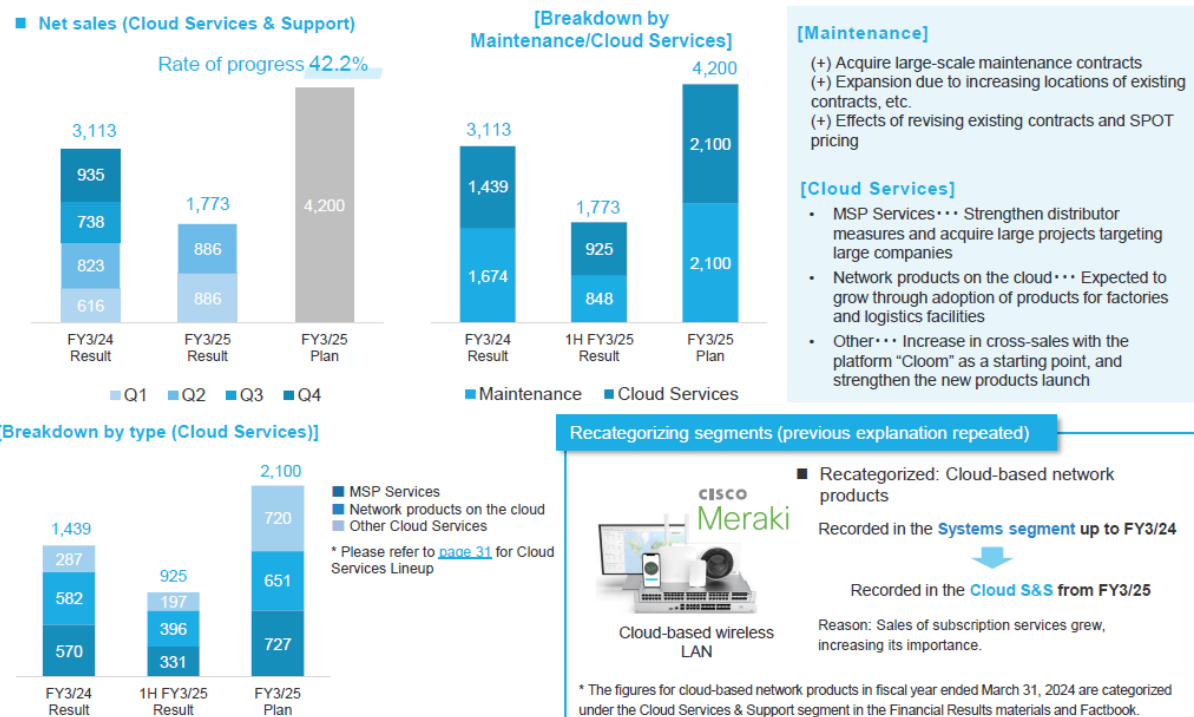
3. Forecast for the Fiscal Year Ending March 31, 2025



Cloud Services & Support Net Sales <Plan>

[Millions of yen]

Aiming to achieve the plan by accelerating our efforts to acquire new Cloud Services contracts and expand maintenance contracts.



(*) The figures for the fiscal year ended March 31, 2024 have been restated to reflect the change in segment classification (Please refer to page 16 for details)

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From here, we will take a closer look at sales by segment. First is Cloud Services & Support. We plan full-year sales of JPY4.2 billion, of which JPY2.1 billion will come from the maintenance business and JPY2.1 billion from the cloud services business. Progress in the first half against the full-year plan is 42.2%.

In the maintenance business, we aim to achieve the plan by acquiring large maintenance contracts, expanding existing contracts, and revising prices.

For the cloud services business, we will first strengthen our agency policy in MSP services. In addition, we will target large companies to obtain large-scale projects.

As for cloud-based network products, growth is expected for factories and logistics facilities.

In addition, we will increase cross-sales of cloud services, starting with our self-developed platform, Cloom, and strengthen the launch of new commercial products, such as cyber security, in order to expand our cloud services.

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Systems Net Sales (by sub-segment) <Plan>

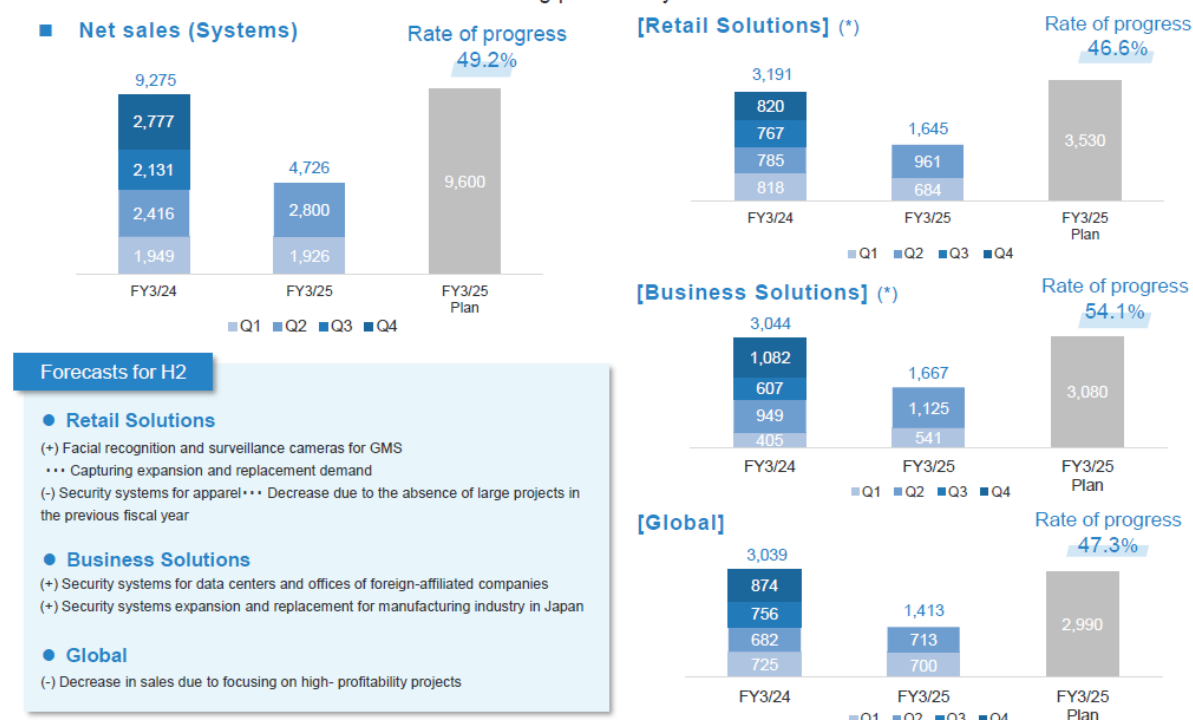
3. Forecast for the Fiscal Year Ending March 31, 2025



Systems Net Sales (by sub-segment) <Plan>

[Millions of yen]

Focusing on steadily completing inspection of large projects toward the end of the period and increasing profitability in Global.



(*) The figures for the fiscal year ended March 31, 2024 have been restated to reflect the change in segment classification (Please refer to page 16 for details)

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Next, I will explain the sales plan for the system. We plan full-year sales of JPY9.6 billion, of which JPY3.53 billion will come from retail solutions, JPY3.08 billion from business solutions, and JPY2.99 billion from global sales. Progress in the first half against the full-year plan is 49.2%.

In retail solutions, sales are expected to be strong for GMS, capturing demand for expansion and replacement of surveillance cameras and face recognition systems.

In addition, we expect a decrease in sales to the apparel industry from the previous year due to the strong performance of large-scale projects in the previous fiscal year.

In business solutions, growth is expected for data centers and security systems for offices of foreign-affiliated companies. We also expect to add or replace security systems for domestic manufacturers.

In the global market, we expect a decrease in sales amount as a result of focusing on projects with high profitability.

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Devices Net Sales (by sub-segment) <Plan>

3. Forecast for the Fiscal Year Ending March 31, 2025

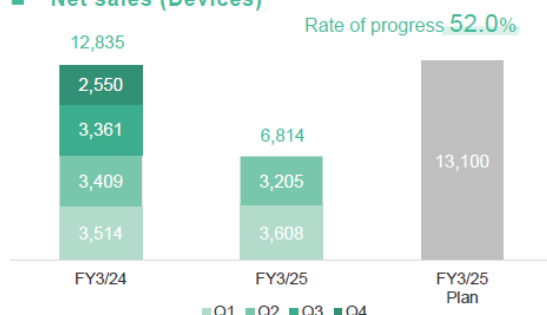


Devices Net Sales (by sub-segment) <Plan>

[Millions of yen]

Aiming to achieve the plan targets by strengthening sales to the strong markets, although impacts from production adjustments of customers are anticipated to continue.

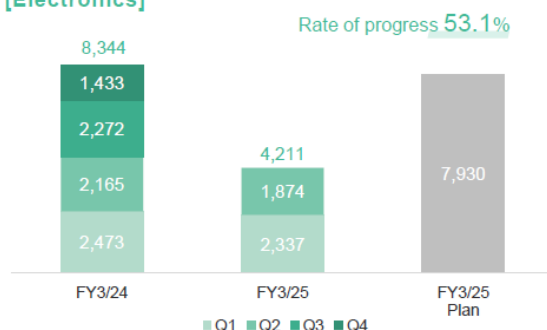
■ Net sales (Devices)



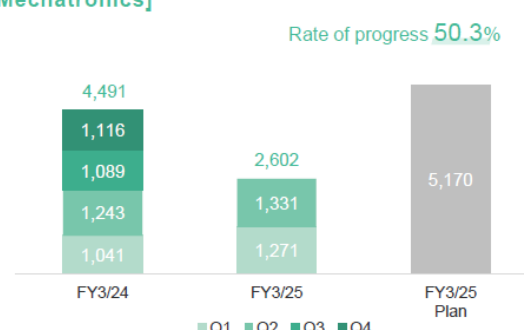
Forecasts for H2

- **Electronics**
 - (-) Affected by production adjustments of customers... Recovery in orders received is expected from Q4
 - (+) Consumer equipment... Production volume of final products are expected to keep growing
 - (+) Power modules... Strong performance of products for AI servers
- **Mechatronics**
 - (+) Mechanical components for housing equipment... Adoption of planning and development products and their horizontal expansion
 - (+) Mechanical components for multifunctional machines... Increase in production affected by "return-to-office"

[Electronics]



[Mechatronics]



18

Next, I will explain our device sales plan. The company plans full-year sales of JPY13.1 billion, of which JPY7.93 billion will come from electronics and JPY5.17 billion from mechatronics. Progress in the first half of the year against the full-year plan is 52%.

In the electronics business, we plan to decrease sales for the full year from the previous year in view of the impact of production adjustments by customers. Among the positive items are power supply modules for consumer electronics and AI servers, whose end products are performing well.

Despite the difficult business environment, we aim to achieve our full-year plan by strengthening sales to favorable markets.

In mechatronics, the impact of the new banknote printing will disappear in the second half of the year, and we expect strong sales of planned and developed products used in housing equipment, which were also strong in the first half of the year, and mechanical parts for MFPs.

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Quarterly Performance Trends

3. Forecast for the Fiscal Year Ending March 31, 2025



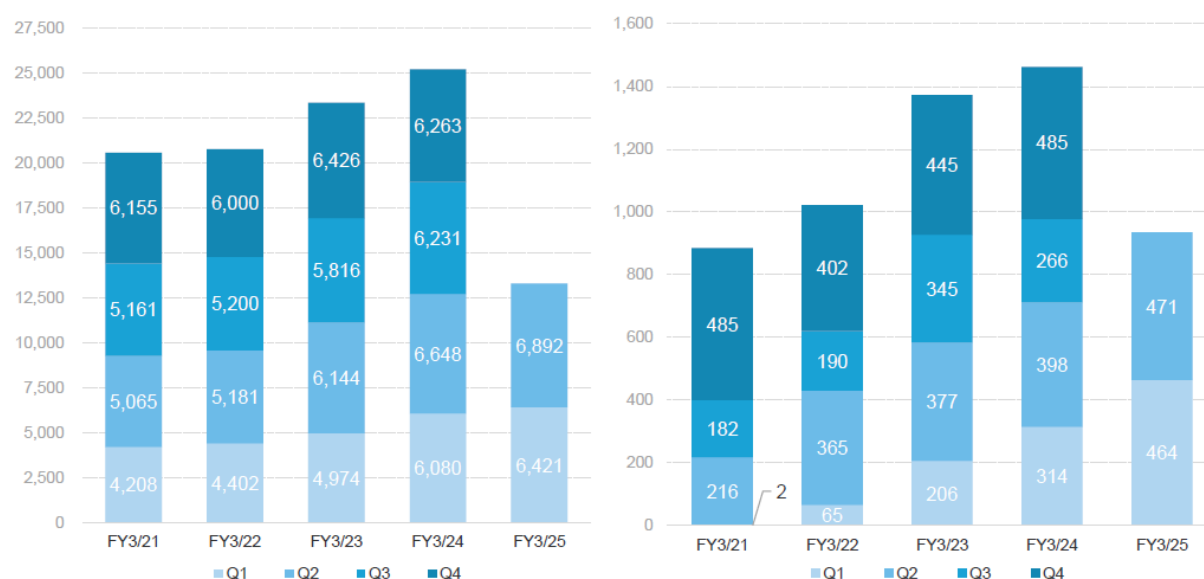
Quarterly Performance Trends

[Millions of yen]

As our products are frequently associated with facility investments, mainly in the Systems segment, sales are typically weighted towards Q4 and Q2, aligning with customers' investment periods.

■ Net sales by quarter

■ Operating profit by quarter



19

The next slide here shows the composition of quarterly results. Please refer to the following table for information, as some of the figures were less than 50% in terms of progress by segment.

To date, the Company's results have tended to be weighted toward the fourth quarter, followed by the second quarter. This is mainly due to an increase in installation completions and acceptance inspections in September and March, the months of the fiscal year, as products in the systems segment are often the subject of capital investment for customers.

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Shareholder Returns

3. Forecast for the Fiscal Year Ending March 31, 2025



Shareholder Returns

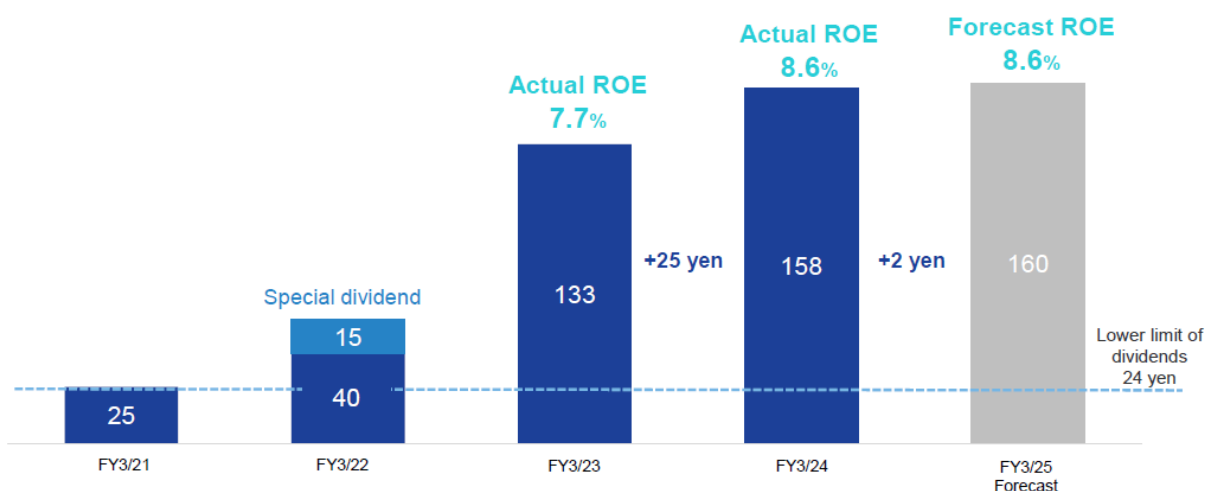
Annual dividends for the FY3/25 are planned to be **160 yen per share** (interim: 58 yen per share, year-end: 102 yen per share)

Shareholder Return Policy in the Medium-Term Management Plan 2022-2024

Maintain a **dividend payout ratio of 100% until ROE achieves 8% on average over three fiscal years (*)** in an effort to actively return profits to shareholders without increasing shareholders' equity

■ Annual dividends per share (yen)

100% dividend payout ratio until ROE of 8% is achieved on average for three fiscal years



(*) Average over three fiscal years: Average of the three most recent fiscal years from the fiscal year ended March 31, 2023, the first year of the Medium-Term Management Plan.

20

Finally, there is shareholder return. For the fiscal year ending March 31, 2025, we plan to pay an annual dividend of JPY160, up JPY2 from the previous year. Based on the consolidated earnings forecast and assuming a payout ratio of 100%, the interim dividend will be JPY58. The Company plans to pay a year-end dividend of JPY102 per share.

That is all from me.

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4. Progress of the Medium-Term Management Plan 2022-2024

Overall View of the Medium-Term Management Plan 2022-2024

4. Progress of the Medium-Term Management Plan 2022-2024



Overall View of the Medium-Term Management Plan 2022-2024



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Ide: I will now explain the progress of the medium-term management plan. The slogan of our medium-term management plan, which began in April 2022, is "Creating New Value in the Era of the New Normal." Regarding numerical targets, we have set ordinary income of JPY2 billion for the fiscal year ending March 31, 2025, and ROE of 8% on average over the three-year period of the medium-term management plan.

To achieve this goal, we have pursued various initiatives related to governance, business strategy, and capital strategy.

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Progress of the Loyal Customer Strategy

4. Progress of the Medium-Term Management Plan 2022-2024

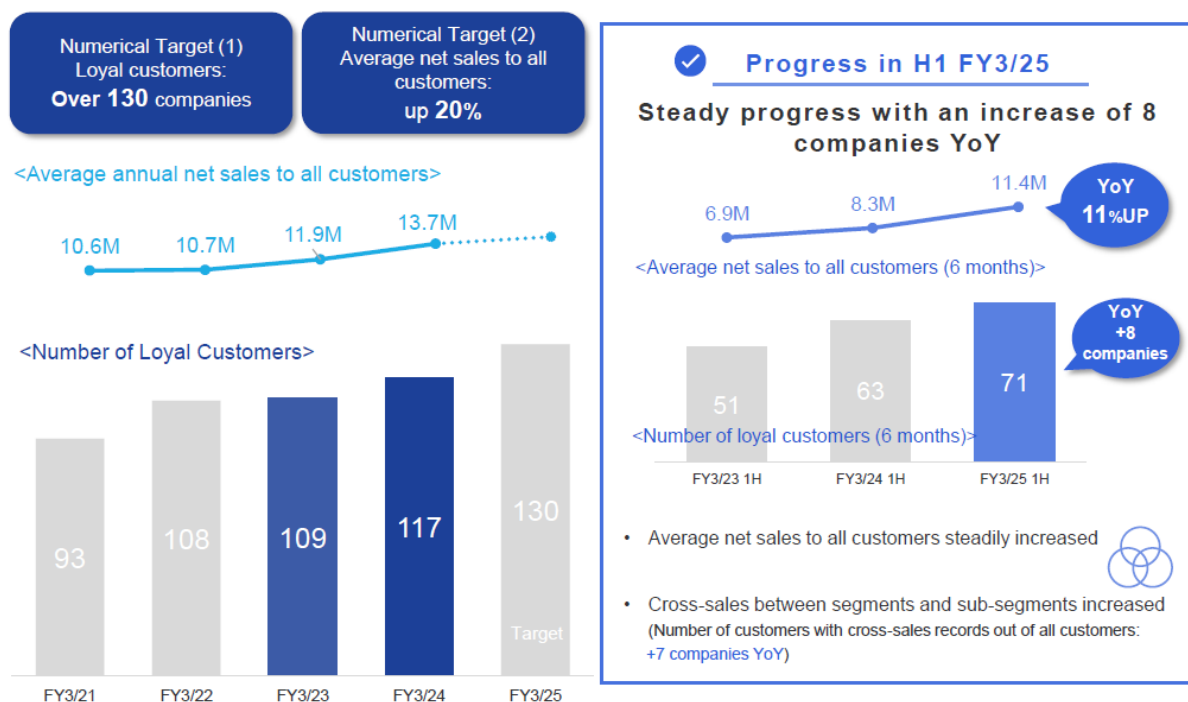


Progress of the Loyal Customer Strategy

■ Loyal Customer Strategy

(*) Loyal customers: Customers with annual net sales of 30 million yen or more per company

The strategy aims to create satisfied customers by providing added value and seeks to strengthen relationships.



23

First, let me explain the progress of the loyal customer strategy. A loyal customer strategy is one in which we aim to create satisfied customers and strengthen relationships by providing added value.

Loyal customers are defined as those with annual sales of JPY30 million or more per company. The strategy sets two numerical targets. The first is to increase the number of loyal customers to over 130 companies. Another is to increase the average sales of all customers by 20%.

The average sales target for all customers was achieved one year ahead of schedule for the fiscal year ending March 31, 2024, so the target for the current fiscal year is JPY14 million. As for progress in the first half of the year, the number of loyal customers reached 71 companies, an increase of 8 companies compared to the same period last year, which means that we are making good progress.

Average sales for all customers have also increased steadily so far, up 11% from the same period last year.

Cross-selling between sub-segments has also increased, with the number of customers with cross-selling results among all customers up 7 so far from the same period last year.

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Future Core Business: Cyber-security

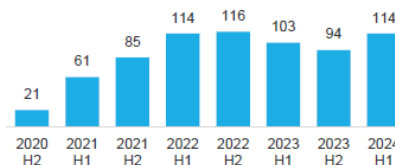
Cyber-security business has grown to be one of our **future core businesses** as we proceeded to concentrate resources.

Background

Cyberattacks against companies have worsened

- Ransomware incidents are increasing, resulting in more cases where companies are forced to suspend their business operations on top of being subjected to information leakages
- Security risks are increasing in the manufacturing industry due to the introduction of IoT at factories and an increased number of network connections
- Shortages of security professionals are challenges especially for small and medium-sized companies

No. of Reported Ransomware Cases (*)



Our business development

1. OT Security: Cyber-security for manufacturing industry

- OT: Operational Technology
Control and operation technology for optimized use of physical systems and equipment used in factories, etc.
- August 2024: **Business partnerships with Terilogy**, which has a track record of many adoptions, as a sales distributor for **Nozomi Networks USA**, a market leader in the OT/IoT security



2. Expansion of the product line-up mainly targeting mid-tier and medium and small-sized companies



* Source: Tokyo Metropolitan Police Department, "Threats in Cyberspace in the First Half of 2024"

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Next, I would like to explain our cyber security business, which we are promoting to become one of our future core businesses. We have started a business in the field of OT security for the manufacturing industry, where security risks are rising due to the IoT and automation of factories.

In August, we entered into a capital and business alliance with Terilogy, which has a proven track record as a distributor of products manufactured by Nozomi Networks, the market leader in this market, and which has installed many products.

We are also in the process of expanding our product lineup, primarily targeting small and medium-sized enterprises (SMEs) that do not yet have cyber security measures in place.

The Company intends to gather resources in the field of cyber security and grow it in the medium to long term.

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Systems Segment: Security Solutions

4. Progress of the Medium-Term Management Plan 2022-2024



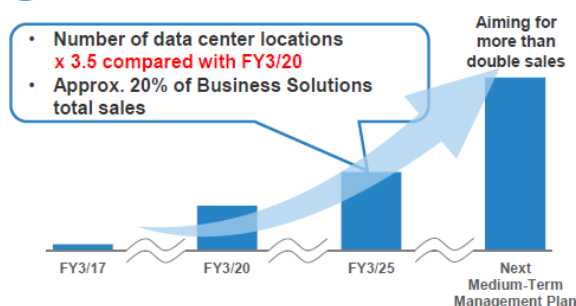
Systems Segment: Security Solutions

Aiming for expansion of Security Solutions business including access control systems and surveillance cameras for **data centers**, an expected growth business area.

Our Strengths



Net sales forecasts of our data center business



Data center market in Japan

- Japan is a central location for data centers in Asia as it gives a feeling of security
- Adopted by a foreign-affiliated data center operator with leading shares in the global market, and the number of constructions is expected to grow
- Ministry of Economy, Trade and Industry promotes investment in Japanese operators

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Next, I will explain the business for data centers. This is the business we are doing in the business solutions of the systems segment.

Currently, this business accounts for about 20% of the sales of the sub-segment Business Solutions, and for the next mid-term plan, we are aiming to expand this business to more than double the sales of the fiscal year ending March 2025.

Our strength in this business is our ability to provide a one-stop service, from consulting to system design, installation, and after-sales service.

In system design, we have designed hundreds of surveillance cameras and card readers.

For installations, we provide long-term construction management, from one to two years.

Our project management is based on our experience and expertise in handling numerous projects, which is why our clients choose us.

In addition, the domestic data center market is expanding because Japan has become a hub for Asia, and the Ministry of Economy, Trade and Industry is also promoting investment in domestic operators.

We have been adopted by a foreign data center operator with a large global market share, and that operator plans to expand the number of data centers it builds in the future.

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Systems Segment: Transition from “product sales” to “service sales”

4. Progress of the Medium-Term Management Plan 2022-2024



Systems Segment: Transition from “product sales” to “service sales”

Retail Solutions strengthened product proposals as a measure to solve issues of customers upon identification.

“Unknown loss reduction program” for retail stores (Segment: Retail Solutions)

Development of a program to reduce merchandise losses tailored to each customer's situation, based on our knowledge accumulated through sales of shoplifting prevention systems since 1970.

[Key contents of the program]

1. Store examination, data analysis
2. Implementation of initiatives tailored to the store based on the analysis results
 - ... Improve display, location of surveillance cameras and patrol routes with careful attention to blind spots, etc.
 - ... Employee education programs including greetings trainings, effective to improve prevention of crimes
 - ... Review operation flow after occurrence of shopliftings, such as information sharing schemes within stores
3. Verification of the effects



[Proposing products most suitable to solve the issues of customers]

We propose the most suitable products based the customer's issues as identified through the unknown loss reduction program.

- Products: Shoplifting prevention systems, surveillance camera systems, facial recognition systems, and RFID
- Adoption of the new products can be examined through test operations within the program



Launch: September 2024

veesion

Imaging AI analysis technologies detecting shopliftings

Launch: June 2024

rapitag

Security tags for self-service checkout

Strengthen **determination of products** to solve the customer's issues identified through the program, etc.

26

Next, I will explain the retail solutions initiatives in the systems segment. In Retail Solutions, we are strengthening our product offerings as a means of understanding and solving customer issues.

Specifically, we have implemented an unknown loss reduction program for retailers. This will be based on the knowledge we have gained from selling shoplifting prevention systems since 1970 and will be tailored to build a program to reduce product loss for our customers.

We also offer these kinds of suggestions on the software side, such as conducting a store survey and using the results to provide advice on how to display products, where to install surveillance cameras, and training on how to greet customers to increase crime prevention effectiveness.

Based on the issues identified through this program, we propose the most suitable products to our customers.

With labor shortages becoming an issue, incorporating the appropriate hardware can help reduce the workload for employees.

We are also strengthening our product lineup with new technologies, such as veesion, which uses AI-based video analysis technology to detect shoplifting behavior. We also provide our customers with the best use of these products in our programs.

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In this way, we aim to increase our market share even in the face of severe price competition by providing our unique value-added services in retail solutions.

Strengthening the Management Base (Human Resource Strategy), PR/IR

4. Progress of the Medium-Term Management Plan 2022-2024

Strengthening the Management Base (Human Resource Strategy), PR/IR

HR News (1)

Progress in appointing younger managers and female managers

Personnel system was revised in April, leading to an increased number of younger and female managers

[Personnel system revisions]

- Increased the number of positions by dividing teams into smaller groups
- Changed classifications

HR News (2)

Obtained “Kurumin” certification from Ministry of Health, Labour and Welfare

- Certified as a company supporting childcare
- Childcare leave taken by all the eligible employees (both male and female)
- Promotion of taking paid leaves and reducing overtime work

➔ Continue to create work environment where each and every employee can perform at their full potential and play active roles

HR News (3)

Introduced dual-job system within the Company

- Opportunity to experience jobs other than one's own department, during work hours
- Introduced for the purpose of individual upskilling and broadening their career options

➔ Aiming for promotion of active personnel exchanges to create interorganizational innovation

PR/IR News

Enhancement of information release and corporate PR

- The number of press releases increased
- Made our account with "note" platform ([Takachiho Koheki official note](#)) to be a part of IR note Magazine
The subjects of articles include explanations on financial results and review of IR seminars for individual investors
- Set up the Company's official social media accounts ([X](#), [Facebook](#))

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Next, I would like to explain our efforts to strengthen our management foundation, as well as our public relations and investor relations efforts. First of all, the personnel system was revised in April, which has led to the promotion of young managers and women to management positions. This was accomplished by subdividing the team, increasing the number of posts, and changing the grading system.

Six months have passed since the start of the program, and we have added four new managers, especially younger and female managers, who are very motivated and proactive in their approach to their work, and I am experiencing this firsthand.

Other initiatives included acquiring Kurumin certification from the Ministry of Health, Labor and Welfare, and launching an in-house double work system, a so-called in-house side job.

Regarding PR and IR, we are strengthening external information dissemination and corporate PR through press releases and SNS.

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Formulation of company purpose

4. Progress of the Medium-Term Management Plan 2022-2024



Formulation of company purpose

Using the power of technology and
Consideration for all,
We create “Demand for the New” in
different environments.

We strive to make your environment your comfort zone.
Somewhere you can pursue your activities freely,
speedily, and in your own way, without distraction.

For this to happen, we need to enhance the value of
cutting-edge technology while not forgetting our care
and consideration for all.

Creating solutions so indispensable,
so that when we look back we can say,
“I can't imagine life without this anymore.”
Creating solutions with that reputation.

Takachiho Koheki, meeting new needs and creating
“Demand for the New”

- In order to achieve sustainable growth in a world of rapid change, **Takachiho Koheki** has formulated a purpose that expresses the kind of society it aims to create and the significance of its existence.
- In June 2024, a workshop was held for all employees to formulate 'My Purpose', which would help them find the overlap between the company's purpose and their own values.
- Aiming to improve corporate value by increasing **employee engagement** based on the formulated purpose



【The thoughts behind the purpose】

<https://www.takachiho-kk.co.jp/purpose/>

【The path to formulating a purpose】(note)

https://note.com/takachiho_koheki/n/n6b4f4b0f9517

28

Finally, I would like to explain the Corporate Purposes announced in October. Our Purpose was formulated with the participation of our employees and is to " Using the power of technology and Consideration for all, We create “Demand for the New” in different environments.”

In these times when the future is said to be difficult to predict, our company of course needs to change. In this context, we were able to reevaluate what we value. We would like to continue our efforts to increase employee engagement around Purpose to improve our corporate value.

That is all for the presentation from our company.

Moderator: Thank you very much.

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Question & Answer

Moderator [M]: Okay, we will start the questions and answers session. Please enter your question from the Q&A function. Now, please ask your questions. First question.

Questioner [Q]: You posted a foreign exchange loss in the second quarter. How does foreign exchange affect your performance? What is the outlook for our business performance in light of the current depreciation of the yen?

Tsuruho [A]: I, Tsuruho, will answer this question. In the second quarter, the company posted a foreign exchange loss of JPY150 million due to the impact of the yen's appreciation from the beginning of the period, as the exchange rate at the end of September was at JPY143 to the dollar.

Our plan for the current fiscal year is to have approximately 55% of our purchases in foreign currency and 25% of our sales in foreign currency. We, the receivables side is longer than the debt payment side, and at this assumed rate, the positive foreign exchange gains to be recorded in non-operating income are expected to be larger than the negative impact on gross profit if the yen continues to depreciate. That is all.

Questioner [Q]: This is the next question. What was the reason for Cloud Services & Support's strong operating margin of 23% from July to September? Will this high level of operating income margin continue in the third quarter and beyond?

Tsuruho [A]: Thank you for your question. I will answer this question as well. There were three main reasons for the strong operating margin in Cloud Services & Support. One was an increase in revenue from cloud services such as MSP services, which have high profit margins. Second, we have implemented a price revision in maintenance. Third, personnel costs in the maintenance business decreased as a result of more flexible personnel allocation. We expect the same level of operating income margin in the third quarter and beyond, assuming no major changes in the sales composition of each service or special circumstances. That is all.

Questioner [Q]: This is the next question. The monthly churn rate for MSP services that seems to be increasing from previous years, what is the reason?

Tsuruho [A]: Thank you for your question. I will answer this question as well. Let me explain why the churn rate is rising. There are a variety of contract terms for MSP services, but most are generally 3-to-5-year contracts. As for our MSP service, contracts have been increasing since around 2020, as shown in the graph here. Many of those contracts are just now coming to maturity.

Basically, since the service is related to telecommunication infrastructure, there are few cases of churn, and we believe that the churn rate is low, at less than 1%. However, the churn rate is expected to rise slightly compared to the past, as the number of subscriptions itself has been increasing and the competitive environment is becoming more intense.

As for this business, our main focus is on distributor sales, and we would like to work to strengthen our distributor policy so that they will renew their contracts with us. That is all.

Questioner [Q]: This is the next question. What are the challenges of the current mid-term plan from the president's point of view.

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Ide [A]: I will answer this one. Regarding the challenges of the current mid-term plan, I believe there are two major ones. The first is a business portfolio that includes overseas subsidiaries. The other is the use of the Strategic Investment Framework. I think it is a bit of a challenge to utilize this investment framework, including M&A.

In addition, we are also aware that we are behind in new businesses, which we had set out to grow in the current mid-term plan. We launched three cloud-based businesses, but we decided to drop some of them, such as cloud-based RPA, because we launched them a little too early in the market.

We are now working to recover by switching to the cybersecurity business. We will continue to address this issue in the next mid-term plan. That is all.

Questioner [Q]: This is the next question. Please explain why the system's operating income has improved.

Iwamoto [A]: Thank you for your question. I will reply. As I explained earlier, operating income in the systems segment increased because, in addition to the increase in revenue from business solutions, there was no additional construction work in the fire protection systems business in Thailand this fiscal year that was recorded in the previous fiscal year.

Another strong performance was in security systems for retail outlets in Thailand, which explains the improved profitability of the sub-segment Global. That is all.

Questioner [Q]: This is the next question. What was the amount of impact on sales due to the new bill printing in mechatronics?

Iwamoto [A]: Thank you very much. I will answer this question as well. Regarding demand from the new banknote printing, the situation was high from around April 2023 to September of this year. Compared to the first half of the fiscal year ending March 31, 2023, two fiscal years ago, when there was almost no demand, the first half of the current fiscal year is approximately JPY200 million more. That is all.

Questioner [Q]: This is the next question. Please tell us about the current market conditions for semiconductors.

Ide [A]: Thank you for your question. I will answer this one. The semiconductor market is still in a very difficult situation. This is because the customer is still holding a lot of inventory. This is a factor. Especially for automotive and industrial applications, customers have a lot of inventory.

We expect the business environment to remain difficult in the second half of the fiscal year, but there are talks of new demand increases, such as for AI servers and next-generation memory, and we expect orders to recover from January next year onward. That is all.

Questioner [Q]: This is the next question. Please tell us the situation on the use of the JPY3 billion Strategic Investment Limit.

Ide [A]: Thank you for your question. Here is my response as well. As I mentioned earlier as one of the tasks of the medium-term plan, the use of this strategic investment quota, the amount of about JPY800 million that we reported at the end of the previous fiscal year, has already been implemented. Also, we have used about JPY300 million from the capital and business alliance implemented in August of this year, and about JPY1.1 billion as of now.

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We are still considering mergers and acquisitions and may continue to use them in the future. We will not necessarily just use up the Strategic Investment Limit but will continue to consider its use as we assess its effectiveness. That is all.

Questioner [Q]: That is all the questions we have received, so this is the last question. What are the prospects for the current fiscal year's plan for Cloud Services & Support, which seems difficult to achieve given the large amount of stock business.

Tsuruho [A]: Thank you for your question. I, Tsuruho, will answer this one again. Sales are now about 42% of the full-year plan. We are still behind schedule. As you are aware, it is difficult to achieve rapid growth only in the stock business, but the cloud service and support includes flow income such as equipment fees at the time of cloud network product installation and maintenance spot support. We hope to achieve our plan by extending this area.

In addition, the operating profit margin for Cloud Services & Support, which we received the question earlier, is higher than expected due to the absence of negative factors from the previous year and the effect of price revisions and other factors.

Therefore, we would like to firmly achieve our plan for the amount of operating income by maintaining a solid operating income ratio here. That is all.

Moderator [M]: This concludes the question-and-answer period. Mr. Ide, President, will make a few closing remarks. Mr. President, please.

Ide [M]: Once again, thank you very much for taking time out of your busy schedule today to listen to our financial results presentation. Thank you for your continued support.

Moderator [M]: Thank you very much. This concludes today's financial results briefing.

After this, a questionnaire screen will appear. Your cooperation in answering the questions would be greatly appreciated.

Thank you very much for watching to the end today.

[End]

Document Notes

1. *Portions of the document where the audio is unclear are marked with [Inaudible].*
2. *Portions of the document where the audio is obscured by technical difficulty are marked with [TD].*
3. *Speaker speech is classified based on whether it [Q] asks a question to the Company, [A] provides an answer from the Company, or [M] neither asks nor answers a question.*
4. *This document has been translated by SCRIPTS Asia.*

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