

IR Meeting about Business Integration with Net One Systems, Co., Ltd.



SCSK Corporation

September 19, 2025

<Agenda>

1. Basic Policy on Business Integration

- Vision for SCSK Group – Grand Design 2030 –
- Vision for the Integrated Company
- Merger Timeline

2. Business Synergies

- Overview of Business Synergies
- Action Plans to Realize Business Synergies
 - (1) Driving Cross-selling and Joint Proposals for Key Customers
 - (2) High-Quality Design and Implementation of Applications and Hybrid Cloud Environments
 - (3) Providing Integrated Managed Services Spanning Security, Applications, and Infrastructure
 - (4) Smart Manufacturing; Creating New Value Areas through OT/IT Convergence
- Quantitative Targets for Business Synergies

3. Advancement of Corporate Functions

- Goals for Advancement of Corporate Functions
- Quantitative Targets for Advancement of Corporate Functions (Cost Synergies)

4. Company-wide Initiatives for Further Enhancement of Corporate Value

- Integration of Corporate Cultures for Corporate Value Enhancement
- Post-Integration Vision



1. Basic Policy on Business Integration

Vision for SCSK Group –Grand Design 2030–

Vision –Grand Design 2030–

The current Medium-Term Management Plan (FY2023-FY2025)

2030 Co-Creative IT Company

- IT for the next delight -

SCSK Group aims to be a "Co-Creative IT Company" that promotes co-creation with customers, partner companies, and the community by improving our human capital. It is a corporate group that continues to provide value to address various issues.

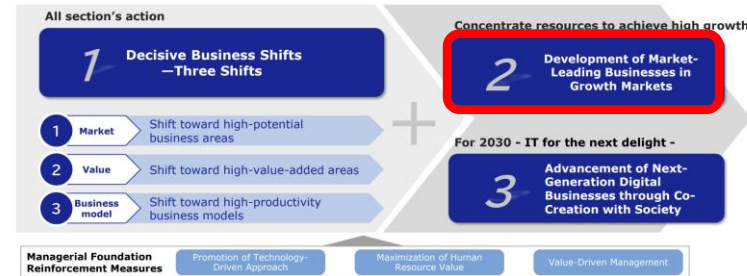
Dramatic improvements in
"Comprehensive Corporate Value"

Target net sales of ¥1 trillion

Medium-Term Management Plan SCSK Group's Core Strategies

SCSK

- Pursue dramatic improvements in "Comprehensive Corporate Value" through:
 - Reorganization of business areas and redevelopment of business models to continue providing new value to clients and society
 - Maximization of the market value of all employees based on the recognition that the growth of employees drives the growth of SCSK Group



constantly seek out new target businesses

Market-Leading Businesses in Growth Markets

SCSK

use high growth while contributing to market growth by exercising its **kets and technology areas related to cloud and digital technologies** in a manner that is not within resources of current organization, **It be utilized in an organization-wide manner, and SCSK Group will**

Net Sales
FY25 **¥200 billion**
↑
FY22 **¥130 billion**
(CAGR 15.4%)

Leading Cloud & Digital

Modernization services for solving social and customer issues

- Manufacturing field (Digital Supply Chain, atWill)
- Financial field (AML, Wealth Management)
- Mid-sized company data-driven management support (ProActive)
- BPM (Business Process Modernization)

Innovation services for new value creation

- Healthcare (Support for digital business reforms for the medical field)
- Mobility (Mobility software leading SDM era)

Integration services supporting society's digitalization

- Security
- Data integration
- Cloud integration



Market expansion capturing the trend of digitalization

- Global Business (Digital reforms in emerging markets)

Social Issues

«Global»

- Disruptive innovation driven by technological progress
- Cyberattacks on companies and organizations
- Climate change and decarbonization
- Geopolitical risk

«Japan»

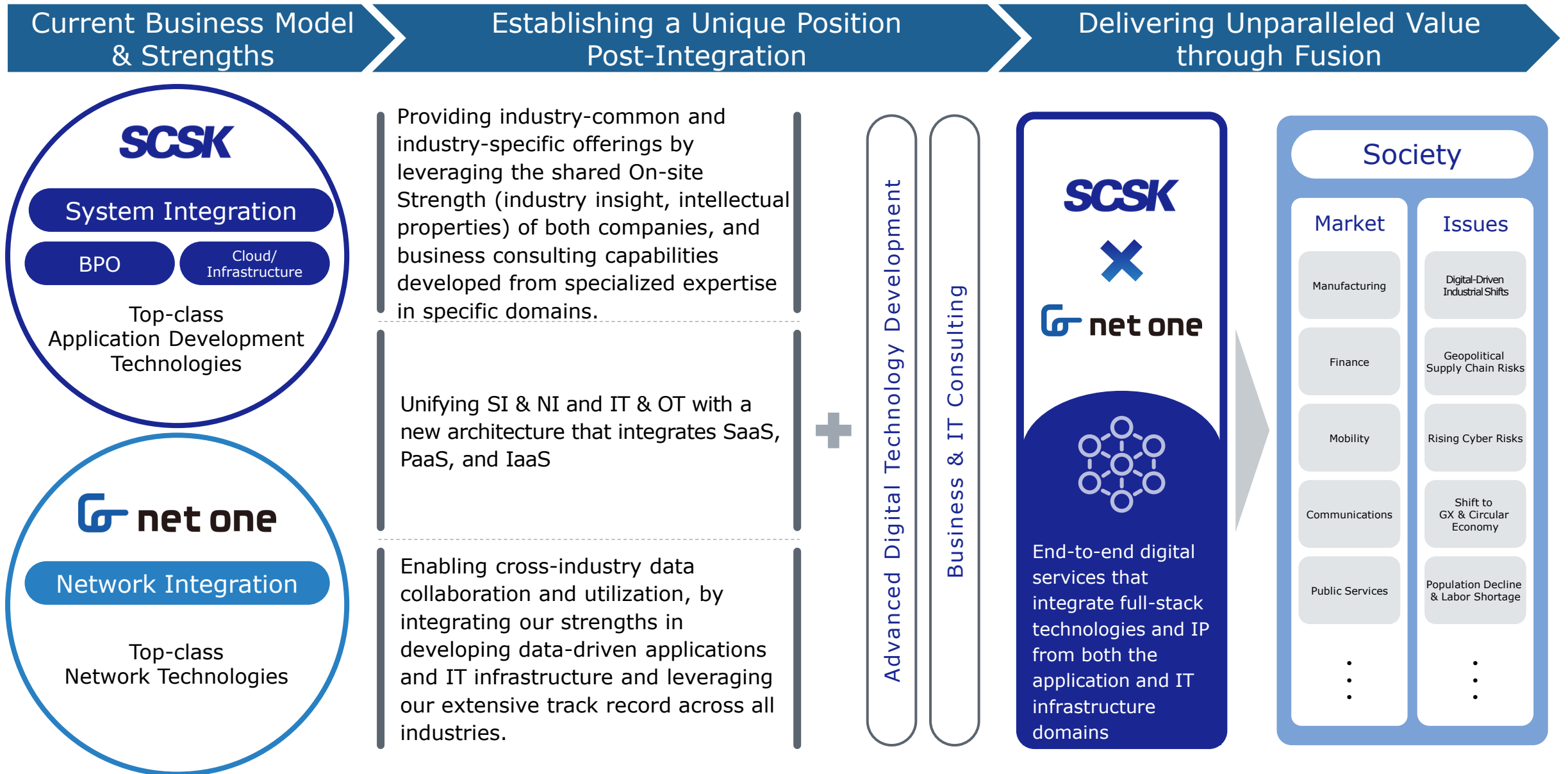
- Population aging
- Population decline
- Aging of social infrastructure
- Catastrophic and frequent large-scale natural disasters etc.

Social Trends

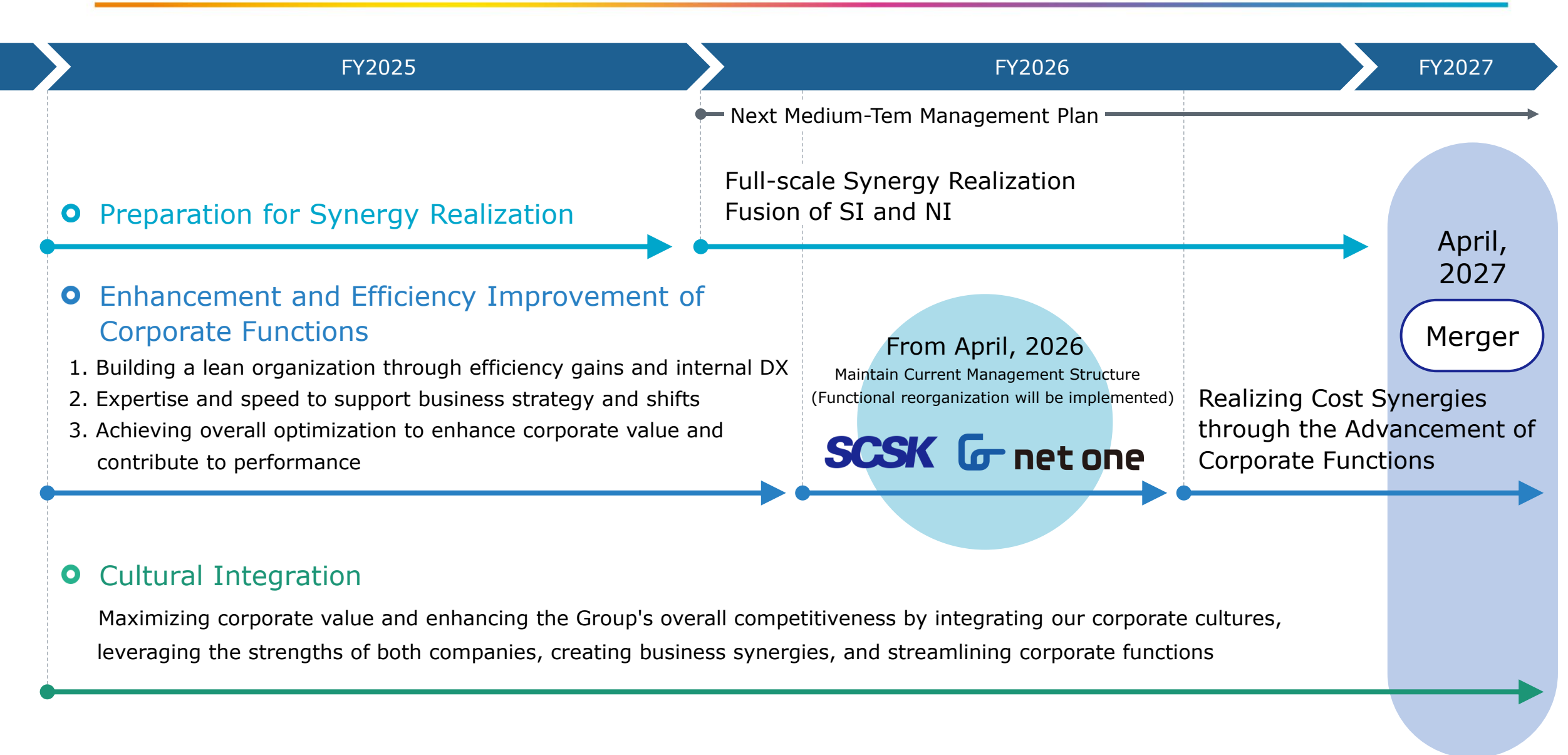
- Progress in data-driven management
- Business innovation in each industry
- Mobility revolution etc.

- [AI]
Machine Learning/
Deep Learning
- [IoT]
Sensing/Edge
- [Blockchain]
Web3/NFT
- [Security]
Zero Trust/Encryption
- [Data analysis]

Vision for the Integrated Company



Merger Timeline





2. Business Synergies

Overview of Business Synergies

1. Joint Proposals and Cross-selling to Key Clients of Both Companies

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2. High-Quality Design and Implementation of Applications and Hybrid Cloud Environments

P9

Core
Technology
"Security"

3. Providing Integrated Managed Services Spanning Security, Applications, and Infrastructure

P10

4. Smart Manufacturing; Creating New Value Areas through OT/IT Convergence

P11

Top-class
Application Development Technologies

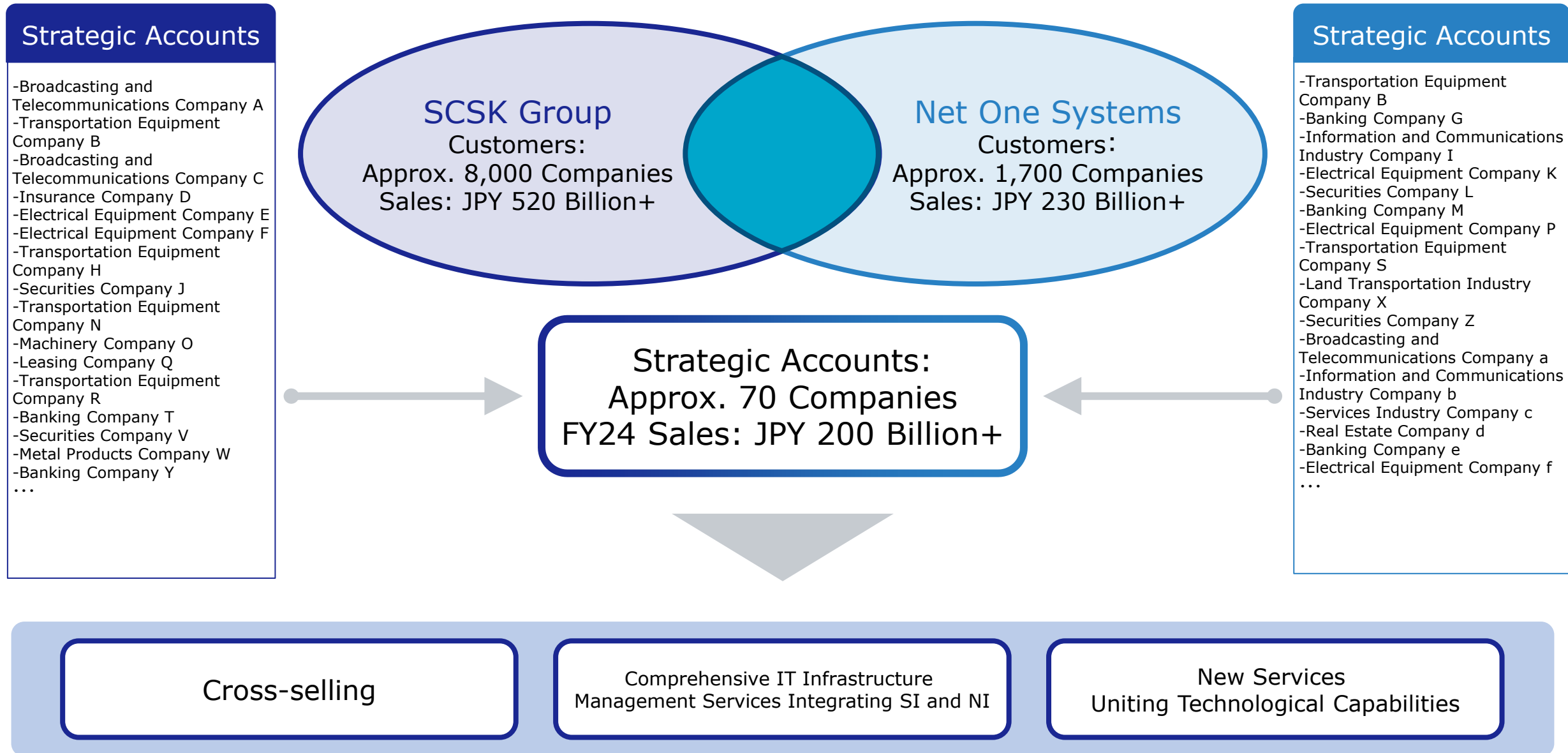
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Top-class
Network Technologies

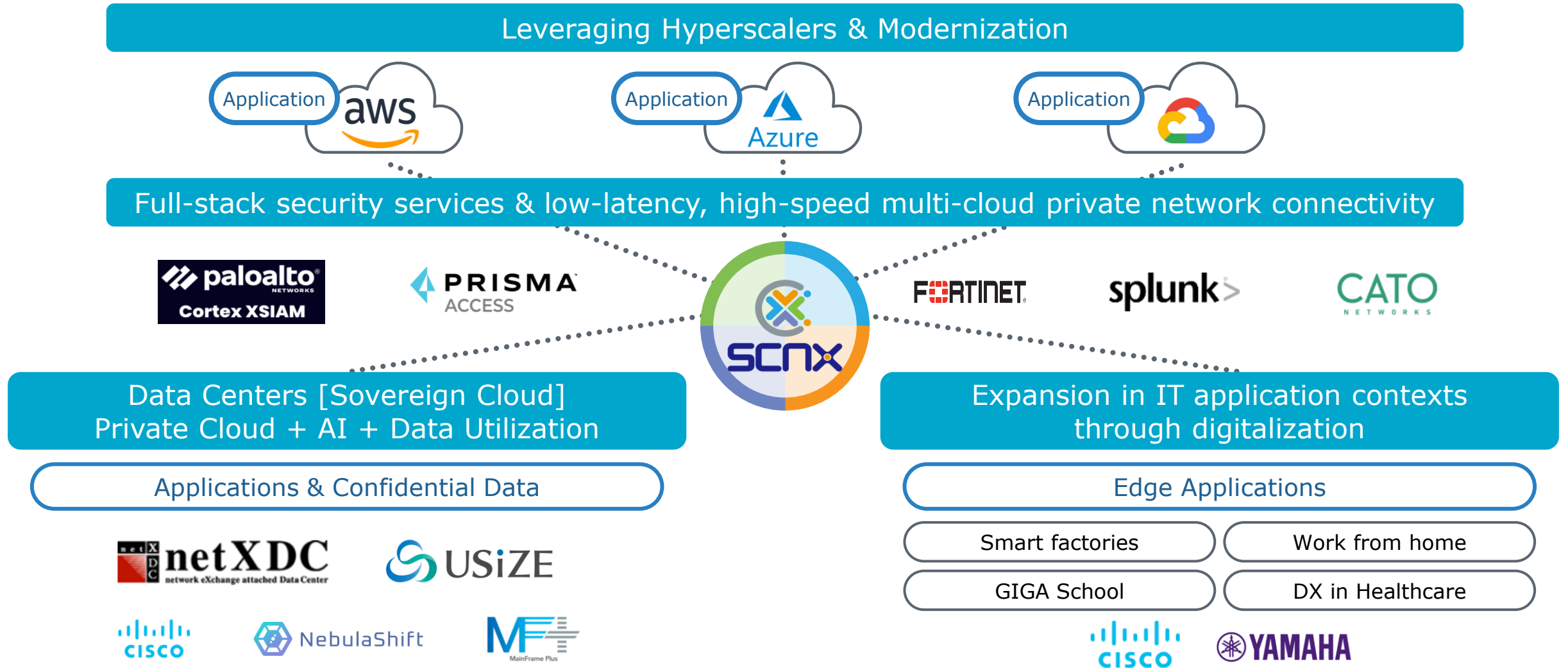
net one

(1) Driving Cross-selling and Joint Proposals for Key Customers



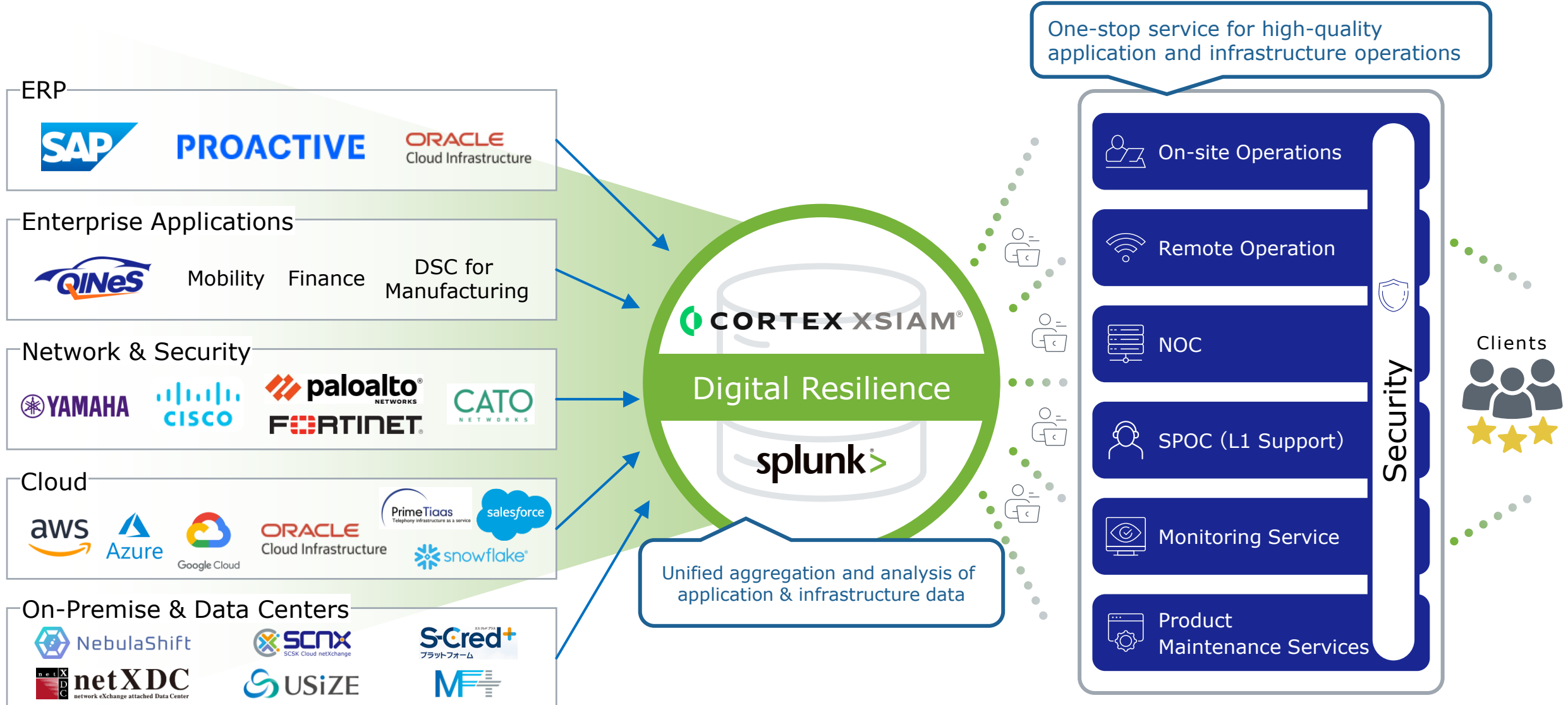
(2) High-quality Design and Implementation of Applications and Hybrid Cloud Environments

- Leading cloud expertise in Japan and superior connectivity with hyperscalers
- High-quality and secure design and implementation of increasingly complex and diverse architectures



(3) Providing Integrated Managed Services Spanning Security, Applications, and Infrastructure

- Aggregating clients' daily operational data into Splunk and CORTEX XSIAM
- Security-centric operation and monitoring across applications and infrastructure



(4) Smart Manufacturing; Creating New Value Areas through OT/IT Convergence

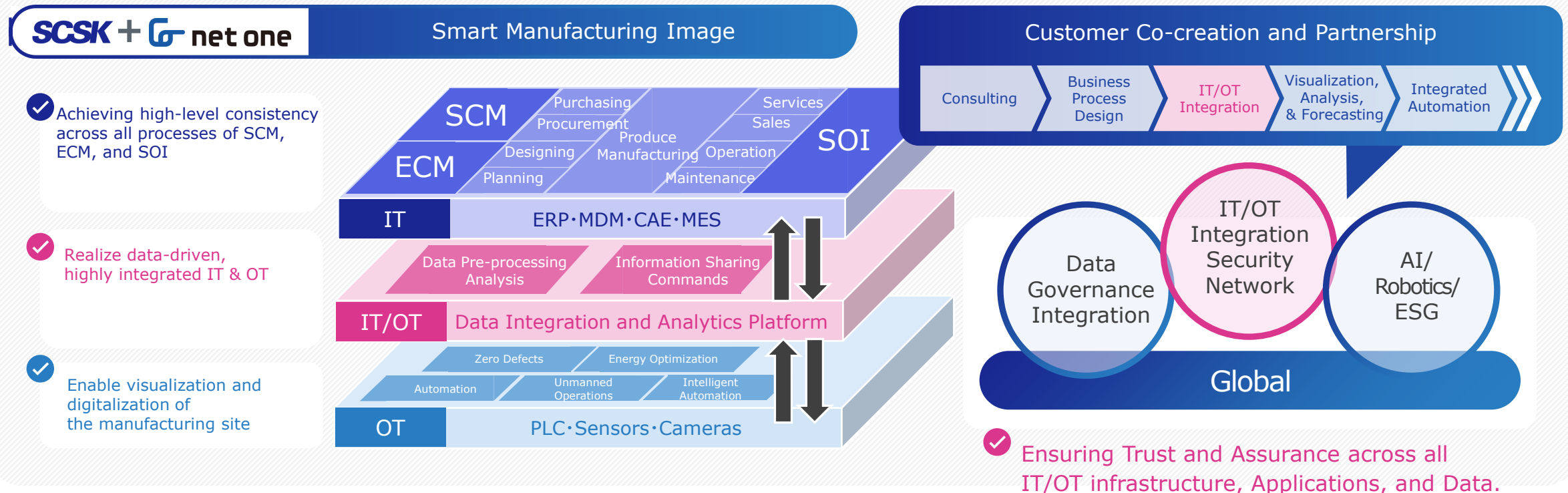
Value Proposition of the Integrated Company

Seamlessly integrating complex IT & OT to realize data-driven, highly coordinated Smart Manufacturing

IT **SCSK** | Building a resilient Digital Supply Chain with consistent, high value-added IT services covering all stages of SCM, ECM, and SOI

OT **net one** | Enabling visualization and digitalization of the manufacturing floor by securing infrastructure, networks, and security, and leveraging our capability to extract and structure diverse data

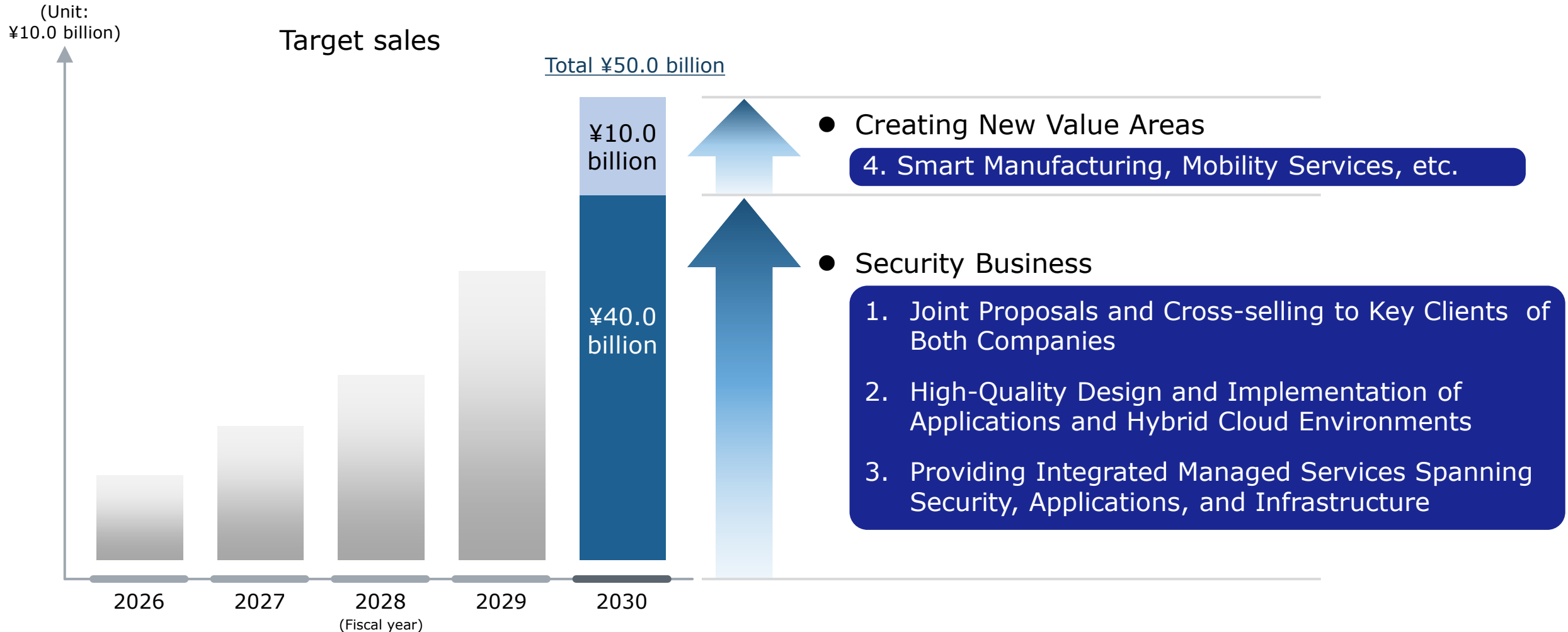
IT/OT **SCSK** × **net one** | Driving data-driven, highly coordinated IT & OT for the manufacturing industry by implementing security, data governance, and data integration that span both domains



Quantitative Targets for Business Synergies

Beyond growing our existing businesses, we will ignite a synergistic "Catalytic Reaction" to transform the potential of the integration into extraordinary value

Quantitative Targets for FY2030: Net Sales of ¥50.0 billion (excluding organic growth of both companies)

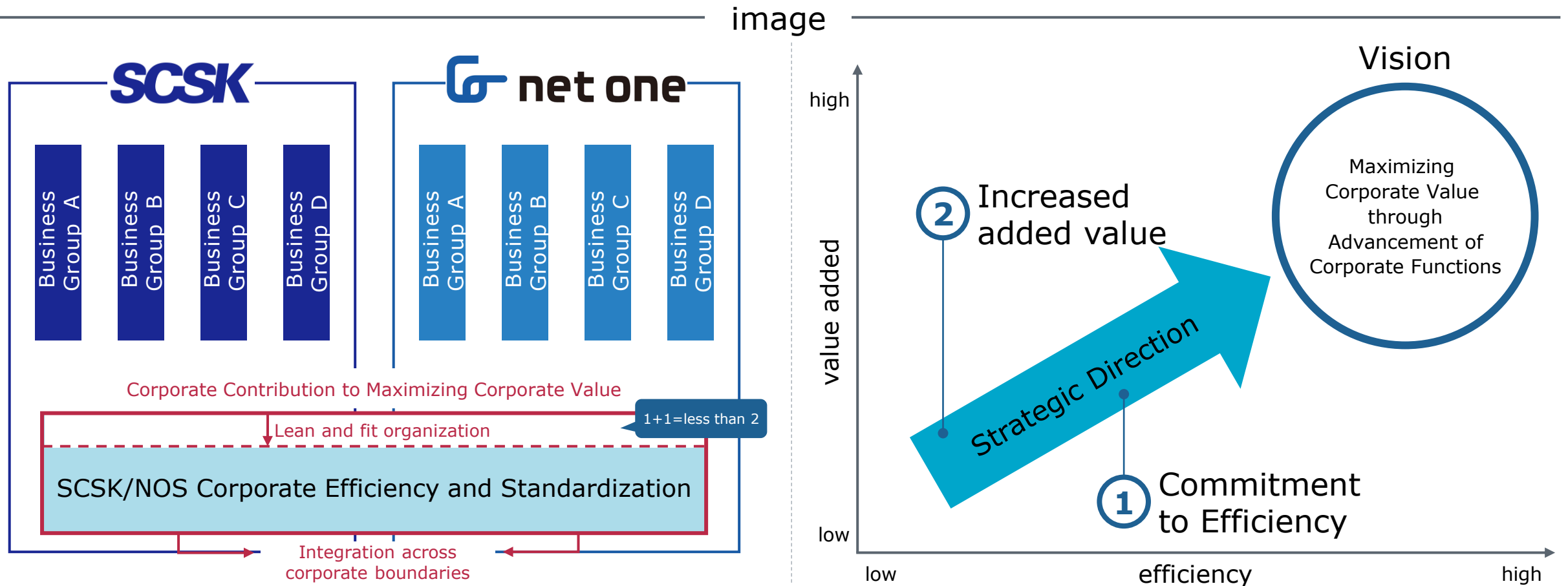




3. Advancement of Corporate Functions

Goals for Advancement of Corporate Functions

1. Building a lean organization through workload reduction and internal DX
2. Expertise and speed to support business strategy and shifts
3. Achieving overall optimization to enhance corporate value and contribute to performance



Quantitative Targets for Advancement of Corporate Functions (Cost Synergies)



Operational Efficiency

Elimination and simplification

Unification of business processes

Standardization of operations

etc



Corporate Personnel Expenses Optimization

Optimization of the number of personnel due to natural attrition of employees

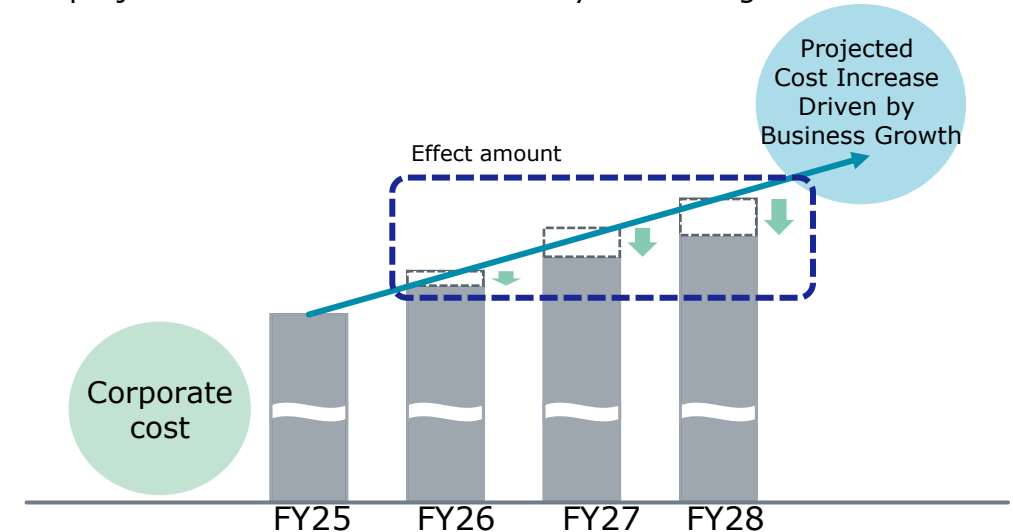
etc



Target Financial Impact

FY26-FY28 3 Year Cumulative Total
More than ¥6.0 billion

Comparing corporate costs with projected costs increases driven by business growth



<Outlook for in-house IT and office-related investments>

*Cumulative cash-out assumed amount if it is temporarily implemented between FY26-30

- Renovation of in-house IT systems for future sophistication (¥12.0~¥14.0 billion*)
- Office-related investments to maximize integration (¥10.0~¥12.0 billion*)



4. Company-wide Initiatives for Further Enhancement of Corporate Value

Integration of Corporate Cultures for Corporate Value Enhancement

Co-creation of the Future with Society and Customers

Advancement of
Technology

Creating Unique Technological
Value through SI and NI
Integration

Customer Expansion

Gaining the Trust of a New
Customer Base with Shared
On-site Strength

Employee Growth

Boundary-less Growth
Opportunities from New
Technology, Customers, and
Organizations

Integration of
Corporate Cultures

SCSK

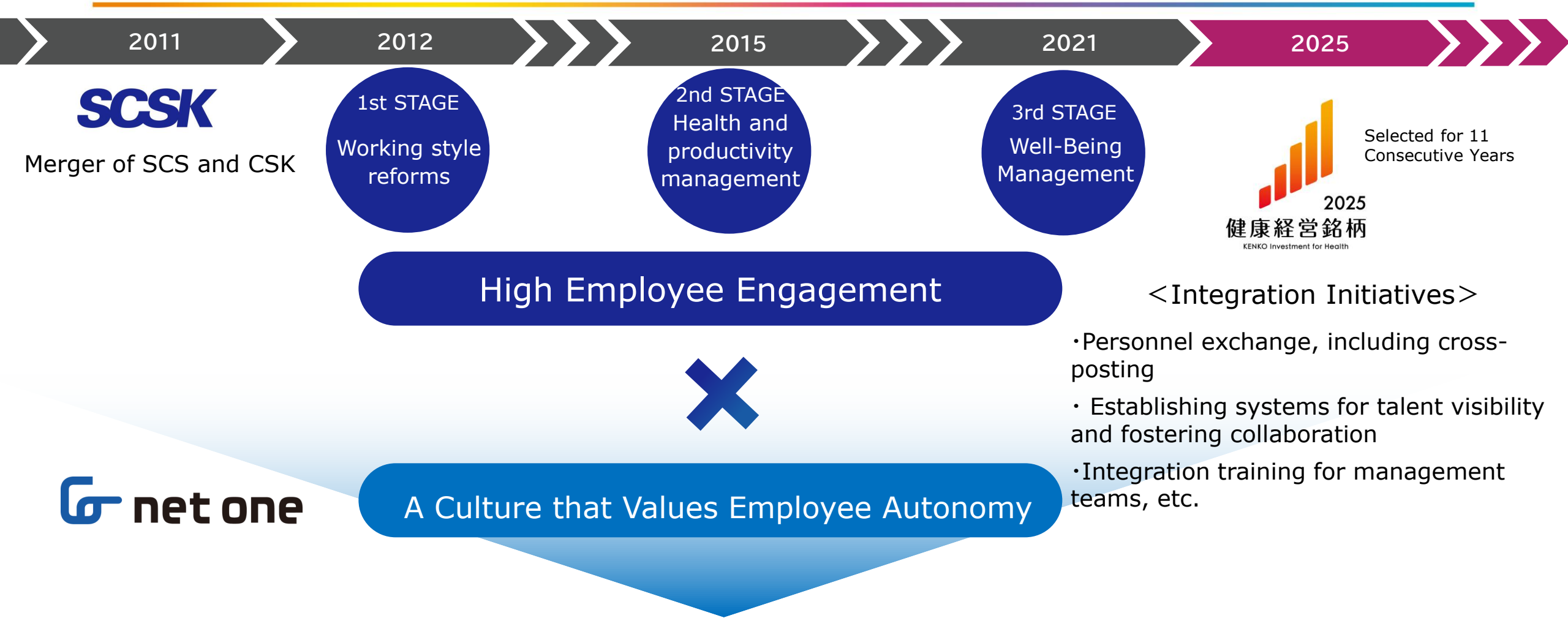
Create Our Future of Dreams

net one

Unleash the potential of people and networks,
and create a prosperous future by carrying on /
inheriting tradition and making innovation happen

Both Companies' Management Philosophies and Purposes are Highly Aligned
— Emphasizing Technology, Customers, and Employees

Integration of Corporate Cultures for Corporate Value Enhancement



Towards an SCSK Group that Creates Value for Society and Offers Employees a True Sense of Purpose and Fulfillment

Post-Integration Vision

The Company We Aim to Be

A corporate group that drives social issue resolution and deploys business groups with overwhelming presence and influence

- To be chosen by all Stakeholders (Society, Customers & Partners, Shareholders & Investors, Employees, etc.)
- Establishing a unique position in specific domains based on advanced technical capabilities and market insights
- Continuous and Sustainable Growth & Evolution Cycle

Pioneering the future by anticipating change, driven by the growth of each employee

Human capital and the resulting intellectual properties are the engine of new value creation

Leading the Transformation

Employee Development and Market Expansion Capability

Corporate Culture and Code of Conduct in our Ideal Company Profile

Integrity
(Honesty, Dedication, Nobility, etc.)

Opportunities for
Challenge and
Growth

Respect for
Diversity

Advancing
Co-Creation

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