

Consolidated Results of Operations for 3rd Quarter of Fiscal Year Ending March 2018

Tetsuya Fukunaga

SCSK Corporation January 31, 2018

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(1) Highlights for 3rd Quarter of FY2017



Net Sales

244,851 JPY Million

YOY 2.4%

Operating Profit

21,565 JPY Million

YOY - 7.7%

Order Backlog

100,476 JPY Million YOY - 0.4%

Operating Margin

8.8%

YOY -1.0 p.p.

(2) Consolidated Statements of Income



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	Apr. 2016-			Decrease
	Dec. 2016	Dec. 2017	Amount	Change (%)
Net Sales	239,047	244,851	5,803	2.4%
Gross Profit	59,013	58,610	-402	-0.7%
(Gross Profit Margin)	(24.7%)	(23.9%)		
SG&A Expenses	35,644	37,045	1,400	3.9%
Operating Profit	23,368	21,565	-1,803	-7.7%
(Operating Profit Margin)	(9.8%)	(8.8%)		
Ordinary Profit	25,147	23,035	-2,112	-8.4%
Profit attributable to owners of parent	20,253	25,495	5,241	25.9%

(2) Consolidated Statements of Income



	Oct. 2016-	Oct. 2017-	Increase/l	Decrease
	Dec. 2016	Dec. 2017	Amount	Change (%)
Net Sales	81,634	81,384	-249	-0.3%
Systems Development	31,314	31,764	450	1.4%
System Maintenance and Operation/ Services	31,761	32,472	711	2.2%
Packaged Software/ Hardware Sales	17,740	16,090	-1,649	-9.3%
Prepaid Card	818	1,056	237	29.1%
Gross Profit	20,552	20,267	-285	-1.4%
(Gross Profit Margin)	(25.2%)	(24.9%)		
SG&A Expenses	11,907	11,974	<i>67</i>	0.6%
Operating Profit	8,645	8,292	-353	-4.1%
(Operating Profit Margin)	(10.6%)	(10.2%)		
Ordinary Profit	9,365	8,762	-603	-6.4%
Profit attributable to owners of parent	6,967	13,460	6,493	93.2%

(3) Sales Comparison by Sales Segment



	Apr. 2016-	Apr. 2017-	Increase,	/Decrease
	Dec. 2016	Apr. 2017- Dec. 2017	Amount	Change (%)
Systems Development	93,272	94,254 (38.5%)	981	1.1%
System Maintenance and Operation/ Services	93,538 (39.1%)	96,033 (39.2%)	2,495	2.7%
Packaged Software/ Hardware Sales	49,878 (20.9%)	51,614 (21.1%)	1,736	3.5%
Prepaid Card	2,357 (1.0%)	2,948 (1.2%)	590	25.0%
Total	239,047	244,851 (100.0%)	5,803	2.4%

W Due to the transfer of all the shares of QUO CARD Co., Ltd. as of December 1, 2017, the figure of the Company for FY2017 incorporated here is for the eight months results from April to November 2017.
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(4) Incoming Orders and Backlog



		Apr. 2016-	Apr. 2017-	Increase,	/Decrease
		Dec. 2016	Dec. 2017	Amount	Change (%)
Systems	Incoming orders	94,573	97,245	2,671	2.8%
Development	Backlog	26,412	27,472	1,060	4.0%
System Maintenance and	Incoming orders	80,716	77,384	-3,331	-4.1%
Operation/ Services	Backlog	64,948	63,201	-1,747	-2.7%
Packaged	Incoming orders	52,860	51,402	-1,457	-2.8%
Software /Hardware Sales	Backlog	9,481	9,801	320	3.4%
	Incoming orders	228,149	226,032	-2,117	-0.9%
Total	Backlog	100,842	100,476	-366	-0.4%

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Oct. 2016-	Oct. 2017-	Increase/	Decrease
Dec. 2016	Dec. 2017	Amount	Change (%)
31,351	32,363	1,011	3.2%
-	-	-	-
25,971	25,674	-296	-1.1%
_	_	-	-
16,358	17,520	1,162	7.1%
_	_	-	_
73,681	75,559	1,877	2.5%
_	_	_	_

(5) Sales Comparison by Customer Industry



(Millions of yen)

		Apr. 2016 – Apr. 2017 – Dec. 2016 Dec. 2017				Increase/ Decrease		
		Amount	Composition	Amount	Composition	Amount	Change (%)	
Ма	nufacturers	66,484	27.8%	66,497	27.2%	13	0.0%	
Dis	tributors	37,588	15.7%	39,810	16.3%	2,221	5.9%	
Fin	ancial Institutions	55,542	23.2%	55,334	22.6%	-208	-0.4%	
	Banks	18,661	7.8%	17,479	7.1%	-1,182	-6.3%	
	Securities Firms	6,913	2.9%	8,053	3.3%	1,139	16.5%	
	Shopping Credit/ Leasing Companies	9,440	3.9%	9,593	3.9%	153	1.6%	
	Insurance Companies	20,527	8.6%	20,207	8.3%	-319	-1.6%	
	mmunications/ nsportation	38,895	16.3%	41,727	17.0%	2,831	7.3%	
Uti	lities	2,507	1.0%	2,835	1.2%	327	13.0%	
Sei	vices/Others*	38,028	15.9%	38,646	15.8%	618	1.6%	
Tot	al	239,047	100.0%	244,851	100.0%	5,803	2.4%	

^{%&}quot;Services/Others" includes sales of Prepaid Card Business. Due to the transfer of all the shares of QUO CARD Co., Ltd. as of December 1, 2017, the figures of the Company for FY2017 incorporated here are for the eight months results from April to November 2017.

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(6) External Sales and Segment profit by Reportable Segment



External Sales	Manufacturing Systems	Telecommun ication Systems	Distribution Systems	Financial Systems	Business Solution	Business Services	Platform Solution	Others	Adjustments	Total
Apr. 2017∼ Dec. 2017	29,773	19,511	34,480	52,484	18,916	32,807	53,351	3,526	-	244,851
Apr. 2016∼ Dec. 2016	29,141	19,755	33,808	52,122	17,507	31,726	52,050	2,936	ı	239,047
Increase/Decrease (Amount)	631	-244	672	362	1,408	1,081	1,300	590	1	5,803
Increase/Decrease (%)	2.2%	-1,2%	2.0%	0.7%	8.0%	3.4%	2.5%	20.1%	I	2.4%

Segment Profit	Manufacturing Systems	Telecommun ication Systems	Distribution Systems	Financial Systems	Business Solution	Business Services	Platform Solution	Others	Adjustments	Total
Apr. 2017∼ Dec. 2017	2,892	3,676	4,170	4,565	885	2,167	4,639	272	-1,704	21,565
Apr. 2016 \sim Dec. 2016	2,951	3,744	4,888	5,301	945	2,460	4,303	313	-1,541	23,368
Increase/Decrease (Amount)	-58	-67	-717	-736	-60	-292	335	-41	-162	-1,803
Increase/Decrease (%)	-2.0%	-1.8%	-14.7%	-13.9%	-6.4%	-11.9%	7.8%	-13.3%	_	-7.7%

^{%&}quot;Others" includes figures of Prepaid Card Business. Due to the transfer of all the shares of QUO CARD Co., Ltd. as of December 1, 2017, the figures of the Company for FY2017 incorporated here are for the eight months results from April to November 2017.

(7) Operating Profit Analysis





(Millions of yen)

23,368



[Increase of SG&A]

- •Impact from:
- -Sales increase 1.38B
- -Deteriorated Profitability caused by cost increase due to structural reform expenses etc. -1.79B

-1,400

21,565

- •Increase in expenses for:
- -Structural reforms
- Marketing

Dec. 2016

OP Margin 9.8%

Dec. 2017
OP Margin
8.8%

(8) Consolidated Balance Sheets



As of March 31, 2017

Total Assets 389.5

(Billions of yen)

As of December 31, 2017

Total Assets 291.5

(Billions of yen)

Current Assets 272.3

Cash and Cash Deposits

125.5

Fixed Assets 117.2

Total Liabilities 215.8

Loans/Bonds 60.0

Net Assets 173.6

Current Assets 179.4

Cash and Cash Deposits

96.4

Fixed Assets 112.1

Total Liabilities 101.7

Loans/Bonds 50.0

Net Assets 189.7

Equity Ratio 42.8% BPS JPY1,607.74

Equity Ratio 62.6% BPS JPY 1,759.35

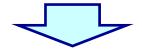
(9) Revised Forecasts for FY2017



■ Previous Forecasts Released on 30th Oct. 2017

(%: Rate of Change, YOY)

Net S	ales	Operating	Profit	Ordinary	Profit	Attribut	Profit table to of Parent
JPY B	%	JPY B	%	JPY B	%	JPY B	%
340.0	3.2	36.0	6.8	37.0	2.4	33.5	17.7



Revised Forecasts

([]:Amounts Revised,%:Rate of Change, YOY)

Net Sa	les	Operating	Profit	Ordinary Profit		Net Profit Attributable to Owners of Paren	
JPY B	%	JPY B	%	JPY B	%	JPY B	%
340.0 [No Change]	3.2	34.0 [-2.0]	0.8	35.0 [-2.0]	-3.1	33.5 [No Change]	17.7

(10) Business Strategies for FY2017



Medium-Term Management Plan

Core Strategies

Shift to Service- Oriented Businesses

Promote Strategic Businesses that Captures the Changing Times

Second Stage of Global Business Expansion

Strengthen Management Base

- 1. Seek Operational Quality
- 2. Improve Business
 Profitability
- 3. Enhance Operational Efficiency
- 4. Pleasant, fulfilling place to work/ Promote health & productivity mgt.
- 5. Enhance Human Resource Capabilities

(11) Organizational Reforms



While committed to respond to strategic IT needs of our customers which is becoming more sophisticated with evolving digital transformation,

we are accelerating shift to service oriented business model to achieve the Mid-Term Management Plan targets

Before

Manufacturing Systems **Business Group**

Telecommunication Systems **Business Group**

> Distribution Systems **Business Group**

Financial Systems Business Group I

Financial Systems Business Group II

Business Solutions Group

Business Services Group

IT Platform Solutions Group

IT Management Group

After

Sales Coordination Group

Manufacturing /Telecommunications **Systems Business Group**

Distribution / Media Systems **Business Group**

Global Trading / Global Systems **Business Group**

Financial Systems Business Group

Business Solutions Group

IT Platform Solutions Group

IT Management Group

- **Actual organization names could change
- **Effective** as of April 1, 2018



Attention on the use of this document

- •We have made amendment of previous year's data in page 7 (Sales Comparison by Customer Industry) to reflect the revision of industry applied to some customers.
- •We have made amendment of previous year's data in page 8 (External Sales and Operating Income by Reported Segment) to enable a fair comparison with this year's data under realigned reported segments.

Disclaimer

- •This data is intended to provide information about the Group's performance and business strategy
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