

Business Results Summary for the Fiscal Year Ended March 2025 and Progress of Medium-Term Management Plan

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Representative Director, President

April 30, 2025

1. Business Results Summary for FY2024
and Business Forecasts for FY2025
2. Progress of Medium-Term Management Plan
(FY2023 - FY2025)

(Appendix)



1. Business Results Summary for FY2024 and Business Forecasts for FY2025

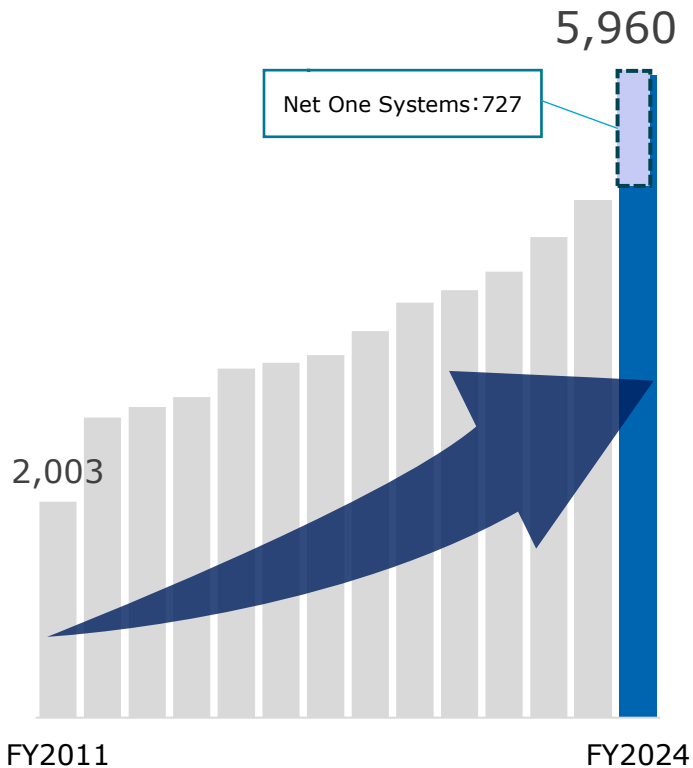
Consolidated Business Results Summary

- Both SCSK and *Net One Systems achieved record-high net sales and operating profit *consolidated from Q4
- Operating profit was ¥67.6 billion excluding the ¥1.5 billion impact of PPA

Special Factors: [Impact of loss on disposal of PROACTIVE]Q2:¥1.1 billion and Q4:¥1.1 billion [PPA]Q4:¥1.5 billion

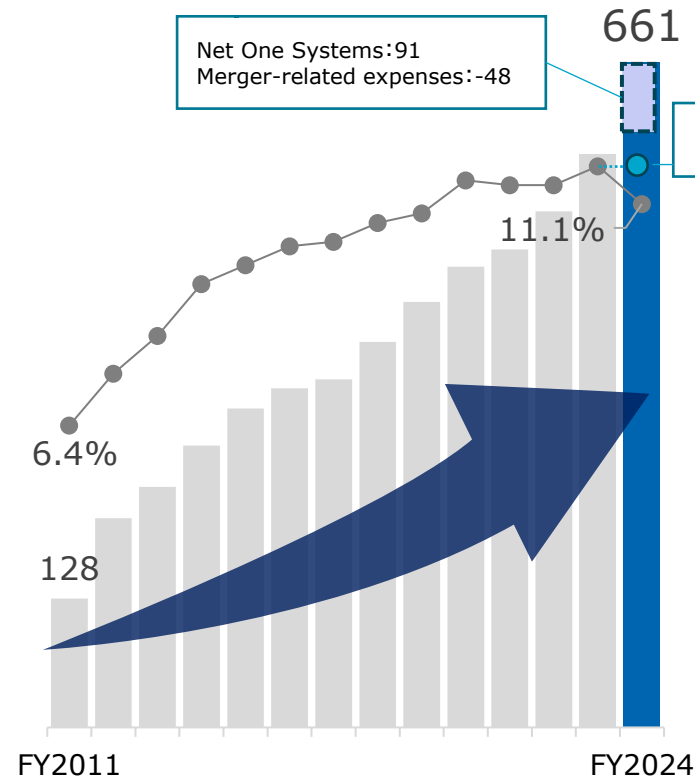
Net Sales

(100 million Yen)



Operating Profit Operating Profit Margin

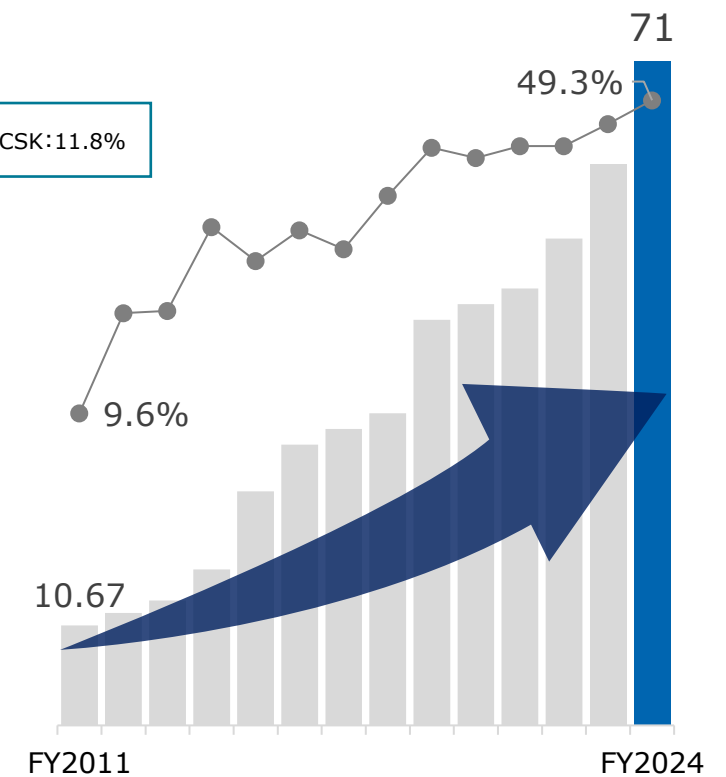
(100 million Yen)



Dividend per Share Dividend Payout Ratio

(Yen)

Note: Converted value after stock split



FY2025 Business and Dividend Forecasts



<Business Forecasts>

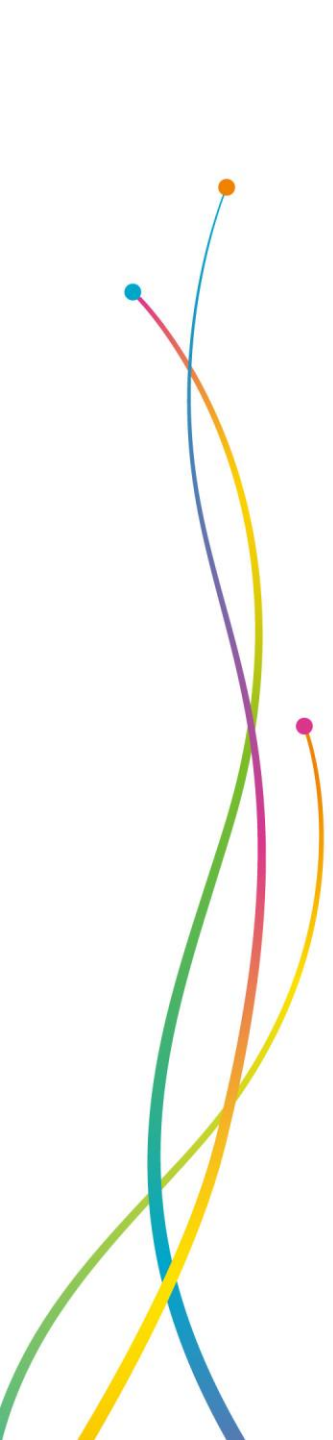
(100 millions of yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Net Sales	5,960	7,900	+1,939	+32.5%
Operating Profit	661	850	+188	+28.6%
Operating Profit Margin	11.1%	10.8%	-0.3pt	-
(excluding PPA)	(11.4%)	(11.6%)	(+0.2pt)	-
Profit attributable to owners of parent	450	576	+125	+27.9%

<Dividend Forecasts>

(Yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Annual Dividend per Share	71.00	94.00	+23.00	-
Dividend Payout Ratio	49.3%	51.0%	+1.7pt	-



2. Progress of Medium-Term Management Plan (FY2023 - FY2025)

Medium-Term Management Plan SCSK Group's Core Strategies

<Medium-Term Management Plan (FY2023-FY2025)>

Policy

■ 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

Core Strategy I Decisive Business Shifts —Three Shifts

Core Strategy II Development of Market-Leading Businesses in Growth Markets

Core Strategy III Advancement of Next-Generation Digital Businesses through Co-Creation with Society

[Management Targets (Finance)]

- Achieve high earnings growth by restructuring business fields and models for sustainable growth

<FY2025>

OP	: ¥65 billion
OP Margin	: 12.5%
ROE	: 14%

Managerial Foundation
Reinforcement Measures

Promotion of Technology-
Driven Approach

Maximization of Human
Resource Value

Value-Driven Management

[Management Targets (Non-Finance)]

Human Resource portfolio
and
Development

Expand consulting functions and strengthen
business development

Consulting and business design personnel

500 or more

[265 employees as of FY2022]

Cultivation of advanced engineers

Certificated advanced engineers

3,000 or more

[1,150 employees as of FY2022]

High-quality project execution

Advanced PM personnel

250 or more

[166 employees as of FY2022]

Enhancement of company-wide education and training

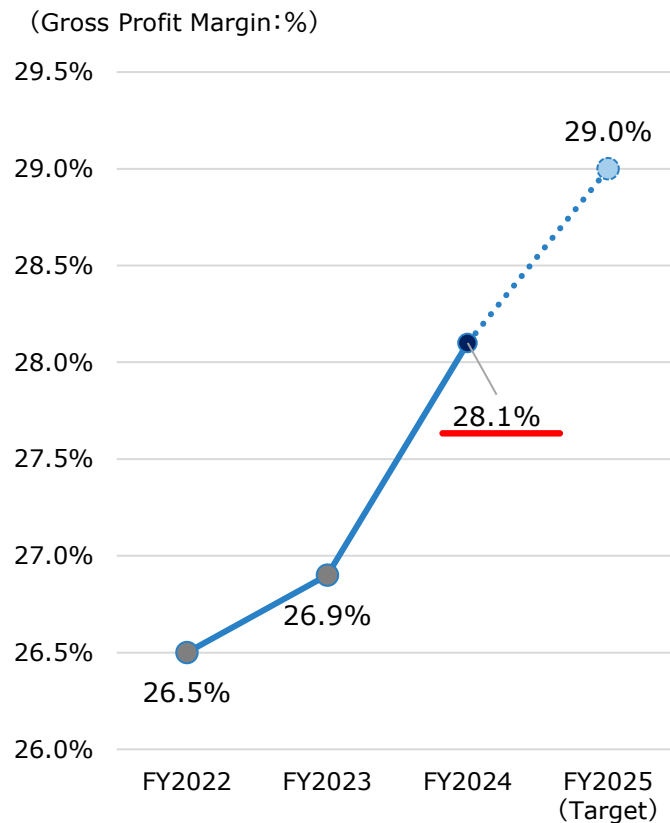
Certificated IT engineers groupwide for the Digital Skill Standard Training

10,000 employees [1,600 employees as of FY2022]

Progress of Core Strategy I

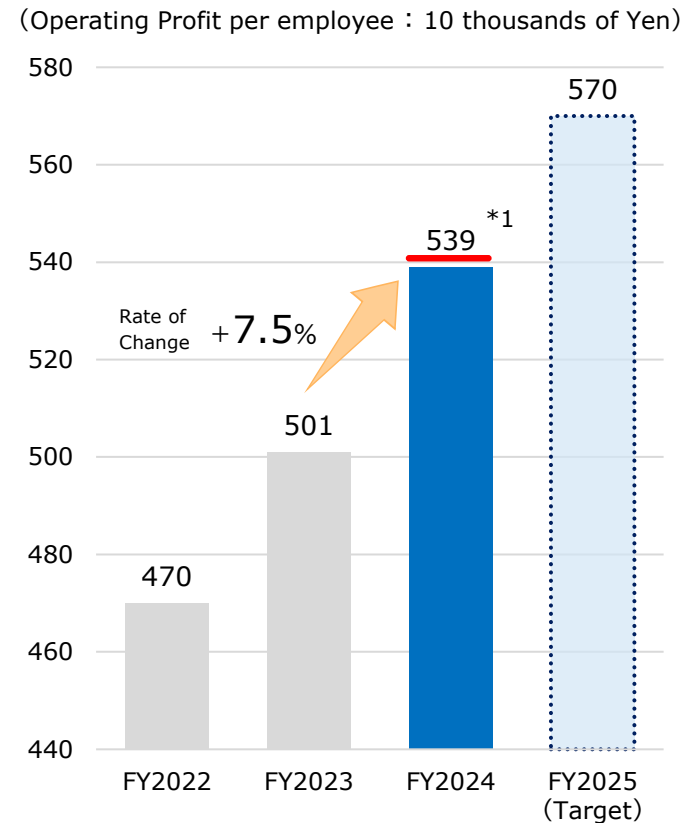
Core Strategy I - II

YoY + 1.2pt



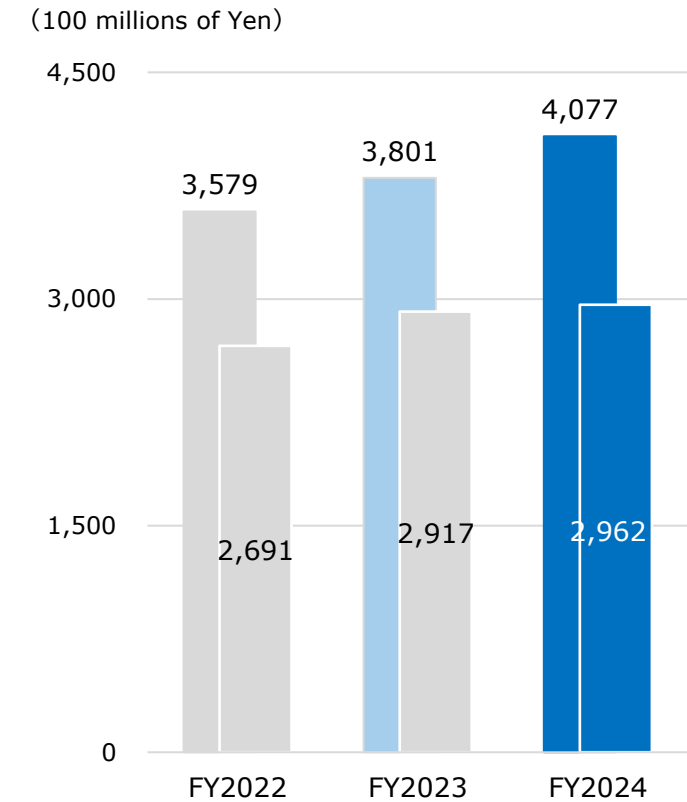
Core Strategy I - III

YoY + 38



(Reference) Sales of Domestic IT Service

YoY + 7.3%



(Note: The graphs on right does not include products sales)

Note: Results for Basic Strategy 1-1 will be disclosed in the final fiscal year, while results for Basic Strategy 1-2 are calculated as sales excluding product sales from domestic IT services.

Note *1: The amount does not include the losses of disposal of PROACTIVE ¥2.2 billion

Progress of Core Strategy II

<Core Strategy II>

Development of Market-Leading Businesses in Growth Markets

1 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)

2 Innovation services for new value creation

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

3 Integration services supporting society's digitalization

- Security
- Data integration
- Cloud integration



Market expansion capturing the trend of digitalization

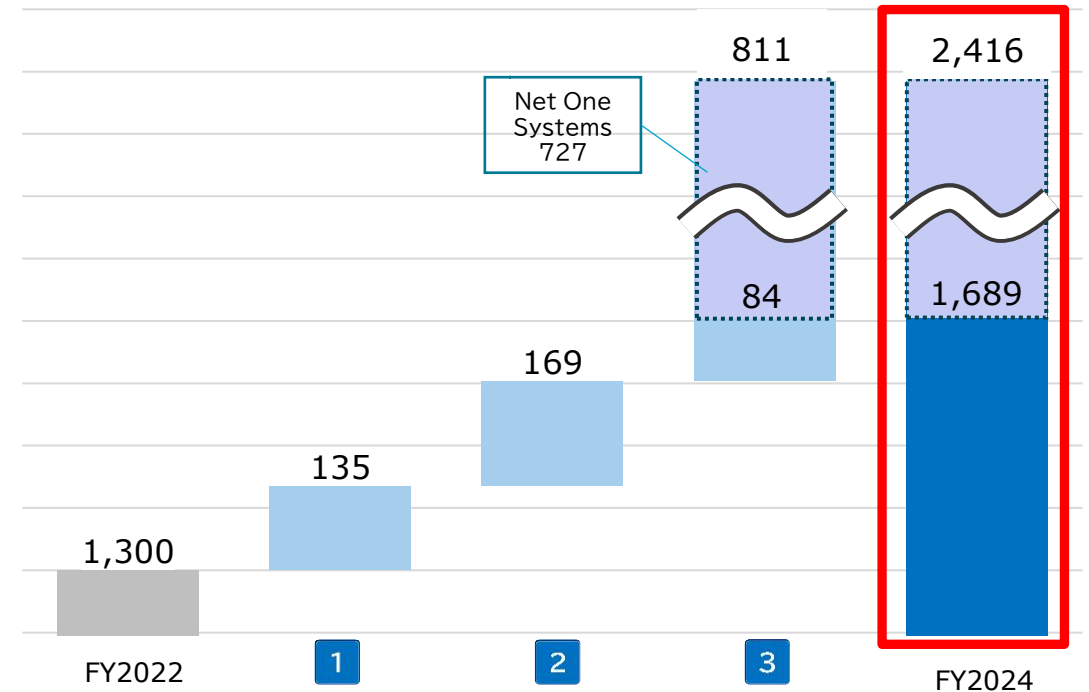
- Global Business (Digital reforms in emerging markets)

Sales Performance (Past 2 Years)

CAGR +36.3%

(In case of not including Net One Systems: +14.0%)

(100 million yen)



Sales Plan

FY2025 **¥200 billion**
 FY2022 **¥130 billion**

Sales Forecast

FY2025 **¥400 billion and more**
 FY2022 **¥130 billion**

- Digital Supply Chain Business in the Medium-Term Management Plan (Core Strategy II)

Leveraging extensive experience in large-scale system implementations for major manufacturers, and deep expertise in SAP and Oracle ERP, we empower manufacturers to transform their supply chains with digital technologies.

Progress and Future

Engineering Chain

- Consolidating our capabilities into a unified organization to support the entire engineering chain

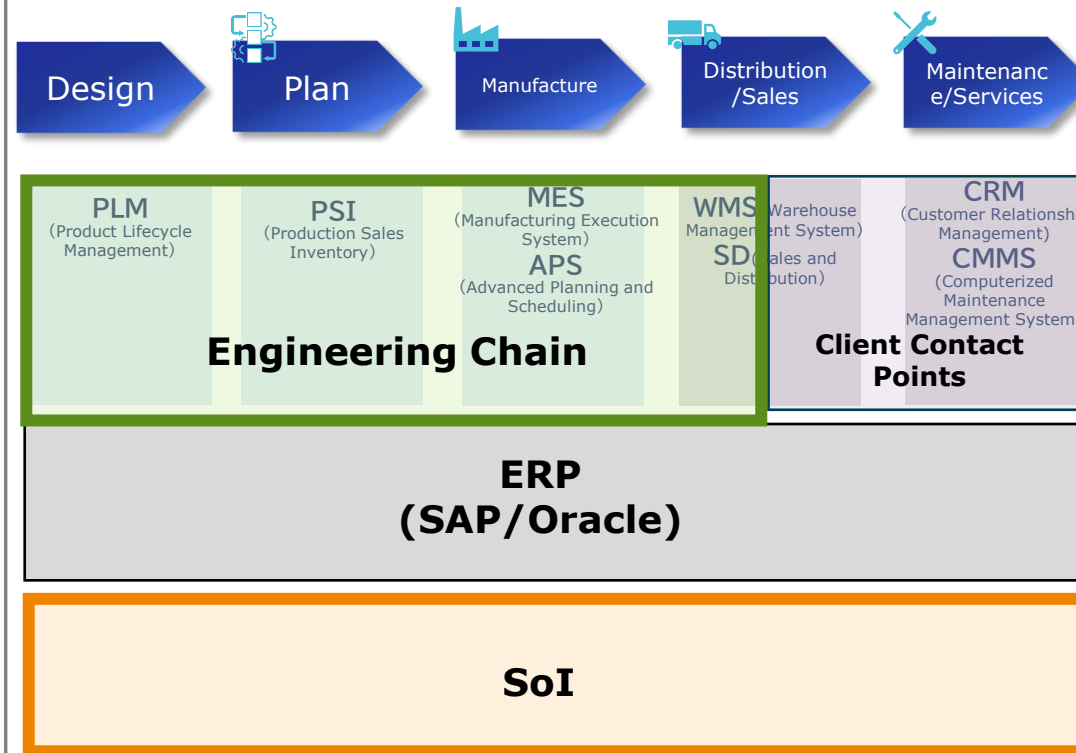
ERP

- Secured multiple large-scale core system implementation projects for major manufacturing clients, entering the design and build phase this fiscal year

SoI

- Enhancing our intellectual property to establish a System of Insight (SoI) for the manufacturing industry
⇒ launching [SuccessChain for DataPlatform](#) (see next page)

Digital Supply Chain Business



Expanding Service Areas

Enhancing our capabilities to optimize and advance client operations across all areas of the supply chain, in conjunction with IT implementation and maintenance.

【Strengthening Client Relationships】

- Established a joint venture with Niterra Co., Ltd. to drive their IT operational transformation (see next page)

【DSC×BPM】

- Delivering enhanced value to clients by optimizing IT operational maintenance within their supply chains and streamlining business processes through both IT and operational improvements

BPM

Executing a comprehensive approach to business process management (BPM), from consulting to IT/operational implementation.

I News Release



2025年3月21日
SCSK株式会社

製造業のサプライチェーンマネジメントの高度化・業務効率化を支援する データプラットフォーム「SuccessChain for DataPlatform」を提供開始

SCSK株式会社(本社:東京都江東区、代表取締役 執行役員 社長:富麻 隆昭、以下 SCSK)は、株式会社 JDSC(以下 JDSC)と協業し、製造業のサプライチェーンにおける各業務システムの分散したデータを集約し、業務課題を可視化し、経営の高度化と業務効率化向上に貢献する「SuccessChain for DataPlatform」を2025年4月1日より提供開始します。SCSKの製造業におけるシステム構築の実績や多様なサービス提供の経験と、JDSCのAI・データサイエンスの技術力や事業開発力を組み合わせ、製造業のサプライチェーンマネジメントの高度化や業務効率化、データドリブン経営の実現に向けて、伴走型で支援します。



Service Overview

Systematizing intellectual property from our Data Science Center (DSC) to develop the Success Chain for Data Platform. This platform rapidly aggregates data from various sources, visualizes key challenges, and forms the foundation for a series of branded solutions. The first offering in this series is the Operation Data Platform.

Roadmap

- Leveraging SCSK's system integration and service delivery strengths with JDSC's consulting and data science expertise. We are creating high-profit, value-added offering services specifically tailored for the manufacturing industry.
- Building a service business model centered around high-value, competitive intellectual property and templates.

II SCSK



2025年4月8日
SCSK株式会社
日本特殊陶業株式会社

SCSKと日本特殊陶業、中長期的な日本特殊陶業の IT 運営変革を推進する 合併会社の設立で合意 ～中長期的に成長し続ける製造業 IT 運営変革への挑戦～

SCSK株式会社(本社:東京都江東区、代表取締役 執行役員 社長:富麻 隆昭、以下 SCSK)と日本特殊陶業株式会社(本社:名古屋市東区、社長:川合 尊、以下 日本特殊陶業)は、両社の協業関係構築の一環として、日本特殊陶業の中長期的な IT 運営変革の実現、及び製造業の IT 変革への貢献を目指し、出資比率を SCSK51.0%、日本特殊陶業 49.0%とする合併会社を設立することに合意しました。

(Press released only in Japanese)

Service Overview

Established a joint venture to foster co-creation and collaboration Niterra Co., Ltd. This partnership will execute initiatives based on a shared strategy and strengthen IT operational functions.

Roadmap

- Starting with core system implementation and expanding to peripheral systems (e.g., engineering chain, customer touchpoints, SOI). This will strengthen IT operational functions within the manufacturing industry.
- Applying the know-how gained from co-creation projects, implementation, and operational experience to other manufacturing clients.

● Mobility Business in the Medium-Term Management Plan (Core Strategy Ⅱ)

- Leading mobility software development in the SDM era
- Developing and selling software products for the SDM era, building on the proven track record of QINeS-BSW
- Navigating industry change. Leveraging our knowledge and expertise to adapt to the evolving automotive landscape, aiming to become a unique software-driven supplier.
- Meeting the high quality demands of the industry with our proprietary verification technology, contributing to a safer and more secure society.

1st year(FY2023)

2nd year(FY2024)

3rd year(FY2025)

Co-creations with Domestic Manufacturers

- Co-creation with Honda Motor Co., Ltd
- Co-creation with other customers

Expanding upstream engineer support ⇒
Steadily expanding

Advancing to the second stage of
our strategic partnership

Co-creations with International Manufacturers

- Advancing joint development projects with manufacturers primarily in Europe and China, focusing on specific technologies and products.

In-House Product Development

- Establishing a product concept. Integrating existing assets (QINeS series) with cutting-edge global technologies.

➤ **Japan Mobility Show 2025 (October 2025)**

Showcasing the future of SDV/SDM from the perspective of an IT company



PROACTIVE AI-Powered Solutions: Integrating Proprietary Technology and Advanced Solutions Across ERP and PaaS/IaaS

Biz & Tech Offerings

Overview of the Solutions Provided by SCSK

SaaS

PROACTIVE AI

Management Decision Support

Facilitating data-driven management through built-in data analysis and forecasting features that leverage ERP data for insightful decisions

Business Streamlining

AI-powered input assistance and proactive suggestions boost efficiency within the ERP system

PROACTIVE + Business- and industry-specific offerings

Finance

Accounting

Common (BI, etc)

Personnel Planning

Personnel Payroll & Labor

PaaS

IaaS

Service

Our Values

Delivering business professional AI, combined with SCSK's latest industry best practices

Providing PROACTIVE and business/industry-specific offerings to solve management issues that cannot be solved by ERP alone

Delivering high-agility and scalability through our cutting-edge PaaS/IaaS solutions

Providing solutions for improved efficiency and talent shortages.

Biz Impacts

Disclosure Type	Financial	Non-financial
Management Decision Support	Achieving improved performance through data-driven business management	Driving non-financial data utilization with AI
Business Streamlining	Driving workplace reform with AI. Streamlining operations and reducing employee workload (data entry, verification, etc.).	
Offering	Achieving total optimization of operations through Fit to Standard	Delivering industry-specific best practices for rapid problem-solving
PaaS/IaaS	Streamlining IT Operations with the Latest Technology	Empowering businesses with agile digital transformation

PROACTIVE Business Progress

1. PROACTIVE Sales (Sales & Distribution) and PROACTIVE AI have been released

- Increasing pipeline from customers prior to the release and demand to switch to the new version

- Completed the business modernization, including old-tech assets disposal, and improvement of cost efficiency of business

- Collaboration with Google Inc. to release the next-generation business dashboard powered by Gemini

2. Templates for wholesalers and trading companies to be released in the first half of FY2025

3. Started offering business- and industry-specific offerings that strengthen the strengths of domestically produced ERP

4. Building the ecosystem in collaboration with various companies to be a recipient for overseas ERPs EOL.

Core Strategy II Maximizing Value through IT Infrastructure × Information Security × Applications



Core Strategy II

Maximizing Value through IT Infrastructure × Information Security × Applications

Value Provided through the Integration of both companies

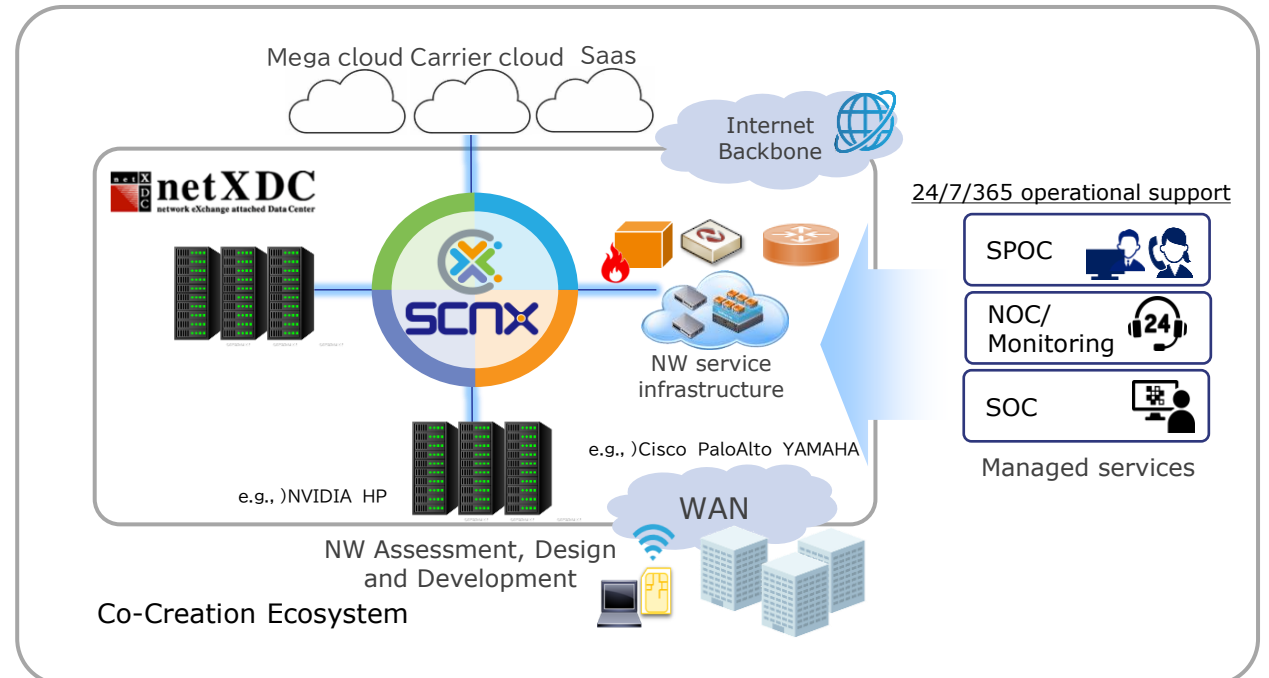
Providing safe, functional and flexible value and capabilities to solve social issues and achieve innovation as needed by society, industries, and companies

- Achieving seamless integration from consulting to developments and operations based on an extensive experience, as the importance and complexity of IT infrastructure and security domains increase
- Providing secure and optimal IT infrastructure environments through deep knowledge and expertise in products and cloud, and solid partnerships with manufacturers
- Addressing the IT talent shortage faced by Japanese companies by providing a reliable IT infrastructure environment that can be entrusted for a long time through a robust maintenance and operational foundation

SCSK + net one Capabilities

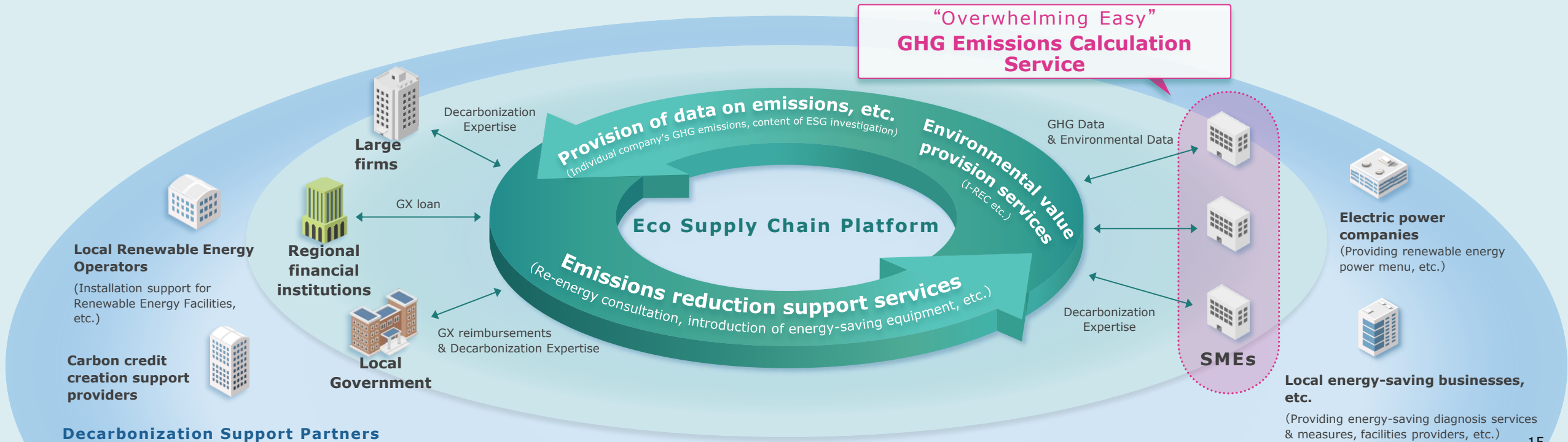
Planning and Developments	Proposal planning and consulting skills that lead clients
	Design and Development skills for secure and optimal network and infrastructure environments
Service Infrastructure	Sovereign cloud environment ensuring economic security
	One of the top domestic cloud technical capabilities and the competitive advantage in connecting with mega cloud providers
	Providing full-stack security services
Support	24/7/365 monitoring and operational support
	Managed services that secure the entire infrastructure foundation
Products	Solid partnerships with manufacturers (realization of Co-Creation Ecosystem)
	Expansion of product lineup and enhancement of buying power

SCSK + net one Provision of advanced IT infrastructure and Information Security Environment



Core Strategy Ⅲ Progress of GX Businesses

Focusing on SMEs and small-medium sized buildings that tend to be left behind by decarbonization, and on the value of renewable energy attributes that sitting domestically



FY2025 Business and Dividend Forecasts



<Business Forecasts>

(100 millions of yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Net Sales	5,960	7,900	+1,939	+32.5%
Operating Profit	661	850	+188	+28.6%
Operating Profit Margin	11.1%	10.8%	-0.3pt	-
(excl. PPA)	(11.4%)	(11.6%)	(+0.2pt)	-
Profit attributable to owners of parent	450	576	+125	+27.9%

<Dividend Forecasts>

(Yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Annual Dividend per Share	71.00	94.00	+23.00	-
Dividend Payout Ratio	49.3%	51.0%	+1.7pt	-



(Appendix)

Managerial Foundation Reinforcement Measures

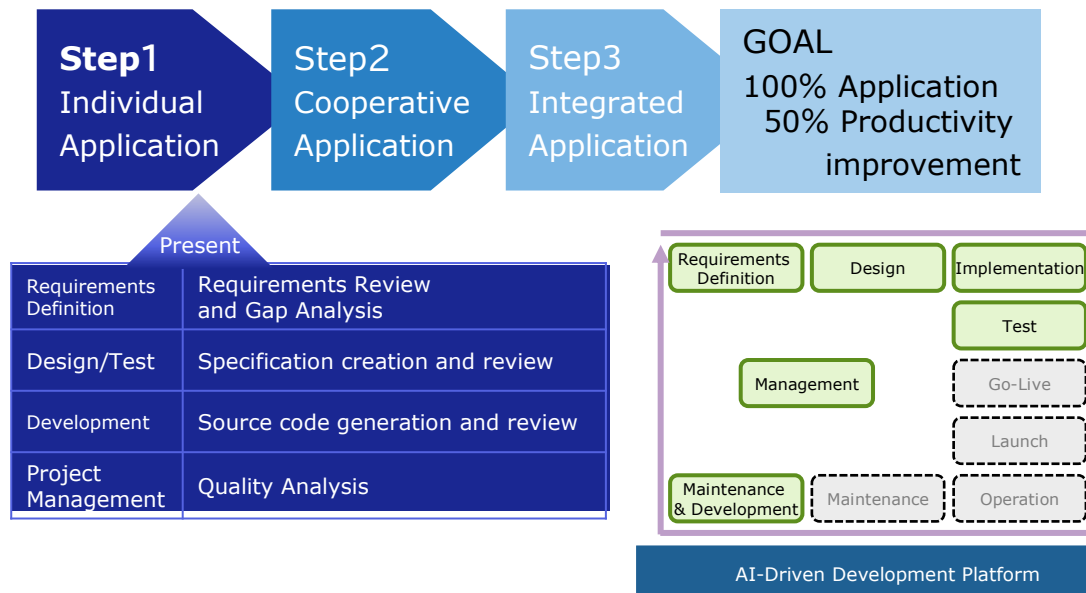
Promotion of Technology-Driven Approach(Advanced Technology)

- Established the SCSK Group Technology Strategy (Technology Vision 2030) to accelerate our technology-driven approach
- Promoting the maximum utilization and intellectual property creation of advanced technologies, focusing on AI and data utilization



SCSK's AI-driven business model, starting with AI-driven development

- ✓ Accelerating delivery for business needs
- ✓ Consolidate various know-how into an AI-driven platform (also supports prevention of problem cases)



AI in Our Solutions

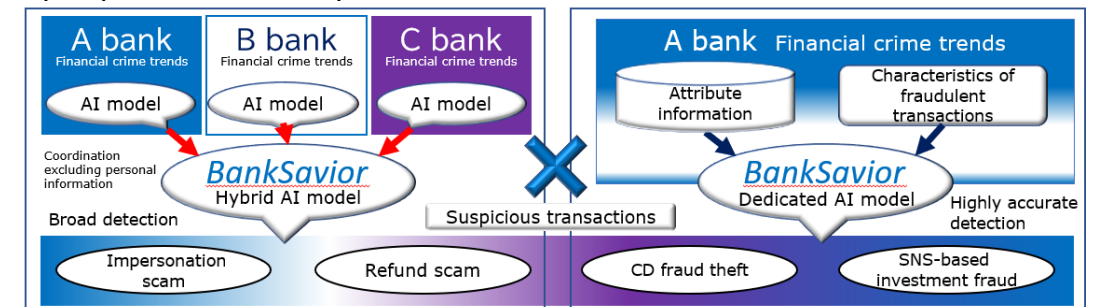
➤ System for protecting against financial crime *BankSavior*®

- Combating Increasing Financial Crime: Public-Private Partnership is Key
- Issues for financial institutions: Enhanced fraud detection & prevention
- Responding to evolving financial crime with agility

➤ Leveraging Shared AI for Enhanced Fraud Detection

- Drastically improved detection accuracy through an FSA-backed shared hybrid AI model
- Launched July 2024: five banks onboard, more to follow
- Helping improving effectiveness of system and operation

by sophisticated analytics



Mission of SCSK RegTech Edge as Funds Transfer Transaction Analysis Service Providers

Contributing to the realization of a safe and secure society as a specialized financial crime prevention company authorized by the Financial Services Agency

●Progress on KPIs

Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Targets)
Human resources portfolio/ Human resource development				
Talent for consulting and business design	265 persons	319 persons	523 persons *	500 persons or more
Persons who completed cutting-edge engineer development training	1,150 persons	1,745 persons	2,349 persons	3,000 persons or more
Advanced PM talent	166 persons	183 persons	219 persons	250 persons or more
Persons who completed digital skill standard education	1,600 persons	3,772 persons	11,129 persons	10,000 persons or more

*Note: Added headcount of Consulting & Business Design Professionals (defined by each business group).

- Progress is generally on track to meet the Medium-Term Management Plan targets.
- Defined "Upstream Professionals" for growth areas (e.g., SAP, Mobility). Driving growth with customized development plans.
- Developing 100+ Advanced Project Managers & Implementing Generative AI for enhanced project quality.

Management Targets(Financial)

Core Strategy Indicators Progress Summary



(100 millions of yen)

Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Targets)*5
Financial Targets				
Operating Profit	513	570	661	850
Operating Profit Margin	11.5%	11.9%	11.1%	10.8%
ROE	14.4%	14.1%	15.2%	18.8%
Shareholder Returns				
Dividend Payout Ratio	43.5%	46.3%	49.3%	51.0%
Core Strategy Indicators				
Core Strategy I - I *1	Around 40%	—	—	60% or higher
Core Strategy I - II *2	26.5%	26.9%	28.1%	29.0% or higher
Core Strategy I - III *3	¥4.70 million	¥5.01 million (YoY +6.5%)	¥5.39 million (YoY +7.5%)	¥5.70 million (+20% or higher)
Core Strategy II	1,300	1,485	2,485*4	4,000 or more*4

Items	FY2023 (Results)	FY2024 (Results)	FY2023 to FY2025 (Targets)
Growth Investment			
M&A	69	20	500~700
R&D・Business Development	162	173	200~300
Investment in people	51	71	100~200
(Total)	284	264	1,000

*1: The results will be disclosed in the final fiscal year.

*2: Domestic IT Service (Except products sale)

*3: Domestic IT Service

*4: The amount includes Net One Systems Co., Ltd.

*5: Financial targets of Medium-Term Management Plan
 OP 650 (100 millions of yen) OP Margin 12.5% or more
 ROE 14% Dividend payout ratio 50.0%

Management Targets(Non-Financial) Progress Summary

Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Targets)	Items	FY2021 (Results)	FY2022 (Results)	FY2023 (Results)	FY2030 (Targets)	FY2050 (Targets)
Human resources portfolio/Human resource development					Reduction of greenhouse gas emissions *5					
Talent for consulting and business design	265 persons	319 persons	523 persons*1	500 persons or more	Scope1+2	Approx. 15% reduction	Approx. 22% reduction	Approx. 23% reduction	47% reduction	100% reduction
Persons who completed cutting-edge engineer development training	1,150 persons	1,745 persons	2,349 persons	3,000 persons or more	Scope3	Approx. 6% reduction	9% increase	28% reduction	28% reduction	—
Advanced PM talent	166 persons	183 persons	219 persons	250 persons or more						
Persons who completed digital skill standard education	1,600 persons	3,772 persons	11,129 persons	10,000 persons or more						
Well-Being/D&I promotion										
Engagement (pleasant workplace)	90.6%	89.3%	89.7%	90% or higher*2						
Engagement (rewarding workplace)	75.6%	78.0%	79.1%							
Performance Volatility (abilities are leveraged)	76.8%	76.1%	77.3%	90% or higher*3						
Performance Volatility (presenteeism)	81.7%	80.2%	78.5%							
Number of females in general manager positions	—	1.3 times	2.0 times	Three times or more*4						

*1: Added headcount of Consulting & Business Design Professionals (defined by each business group).

*2: The percentage of employees who answered positively in response to both of the items "SCSK is a company with a pleasant workplace" and "SCSK is a company with rewarding workplace" in the employee awareness survey in FY2024: 87.2% and 77.5%, respectively.

*3: The percentage of employees who answered positively in response to the item "My abilities are fully leveraged" in the employee awareness survey and who answered that "80% of my performance is demonstrated on the assumption that performance made in healthy conditions is 100%" in the health questionnaire survey in FY2024: 75.1% and 75.4%, respectively.

*4: Calculate the ratio for FY2022 (Results).

*5: Figures shown are compared to FY2019; FY2024 results are being compiled.

Attention on the use of this document

- Figures are rounded down to the nearest unit and Percentages are rounded to the nearest unit.

Disclaimer

- This data is intended to provide information about the Group's performance and business strategy and is not intended to solicit the purchase or sales of shares in Group companies.
- Estimates, targets, and outlooks included in this report are forward-looking statements based on information available as of the date of publication. Results and outcomes may differ materially from the forward-looking statements and no guarantee is made that targets will be reached. All such statements are subject to change without notice.
- SCSK cannot be held responsible for losses resulting from information contained in this report. This report should not be reproduced or retransmitted without authorization.

SCSK

Create Our Future of Dreams