

Consolidated Financial Results for the Fiscal Year Ended March 2025 and Financial Forecasts for the Fiscal Year Ending March 2026

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Managing Executive Officer
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FY2024

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- Summary of Financial Results from Jan. to Mar. 2025 (PL/Incoming Orders/Backlog)
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- Incoming Orders/Backlog Analysis
- Business Performance by Reportable Segment (Net Sales/Operating Profit/Operating Profit Margin)
- Business Performance by Reportable Segment (Incoming Orders/Backlog)
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FY2025

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FY2024 Consolidated Financial Results

Summary of Financial Results (PL/Incoming Orders/Backlog)



(Millions of yen)

	FY2023 (Apr. 2023 - Mar. 2024)	FY2024 (Apr. 2024 - Mar. 2025)	YoY	
			Amount	%
Net Sales	480,307	596,065	115,757	24.1%
Gross Profit	127,971	159,476	31,505	24.6%
Gross Profit Margin	26.6%	26.8%	0.1%	
SG&A Expenses	- 70,940	- 91,515	- 20,574	29.0%
Other Income and Expenses	- 26	- 1,838	- 1,812	
Operating Profit	57,004	66,121	9,117	16.0%
Operating Profit Margin	11.9%	11.1%	-0.8%	
Profit attributable to owners of parent	40,461	45,035	4,573	11.3%
Incoming Orders	484,717	613,176	128,459	26.5%
Backlog	187,580	314,172	126,592	67.5%

FY2024 Consolidated Financial Results

Summary of Financial Results from Jan. to Mar. 2025 (PL/Incoming Orders/Backlog)

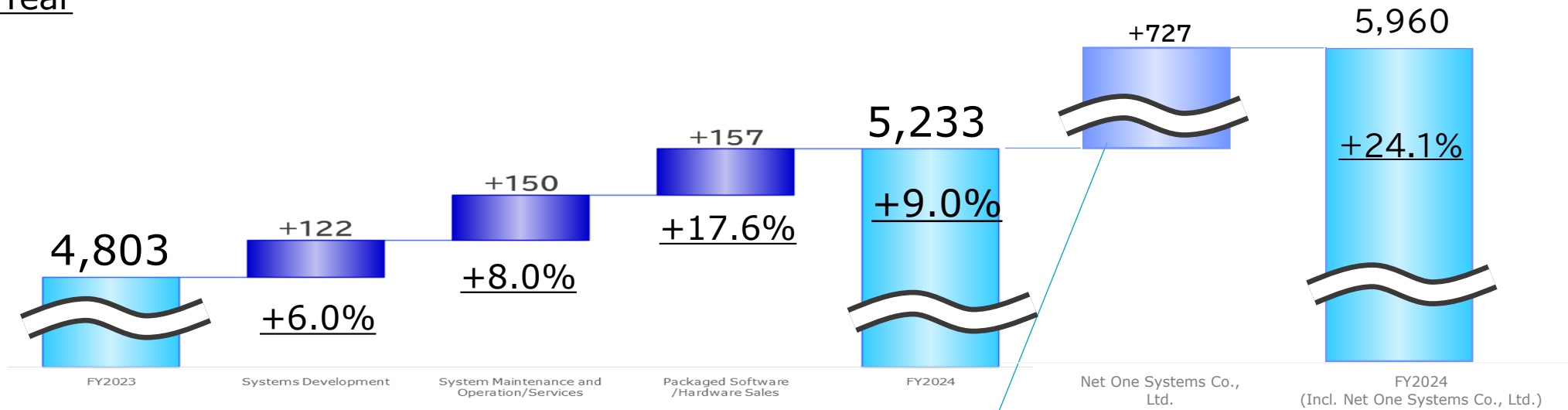


(Millions of yen)

	FY2023	FY2024	YoY	
	(Jan. 2024 - Mar. 2024)	(Jan. 2025 - Mar. 2025)	Amount	%
Net Sales	128,944	211,225	82,281	63.8%
Gross Profit	35,263	56,911	21,647	61.4%
Gross Profit Margin	27.3%	26.9%	-0.4%	
SG&A Expenses	- 19,242	- 32,376	- 13,133	68.3%
Other Income and Expenses	- 5	- 1,308	- 1,302	
Operating Profit	16,015	23,227	7,211	45.0%
Operating Profit Margin	12.4%	11.0%	-1.4%	
Profit attributable to owners of parent	12,125	15,237	3,111	25.7%
Incoming Orders	154,426	242,985	88,558	57.3%
Backlog	187,580	314,172	126,592	67.5%

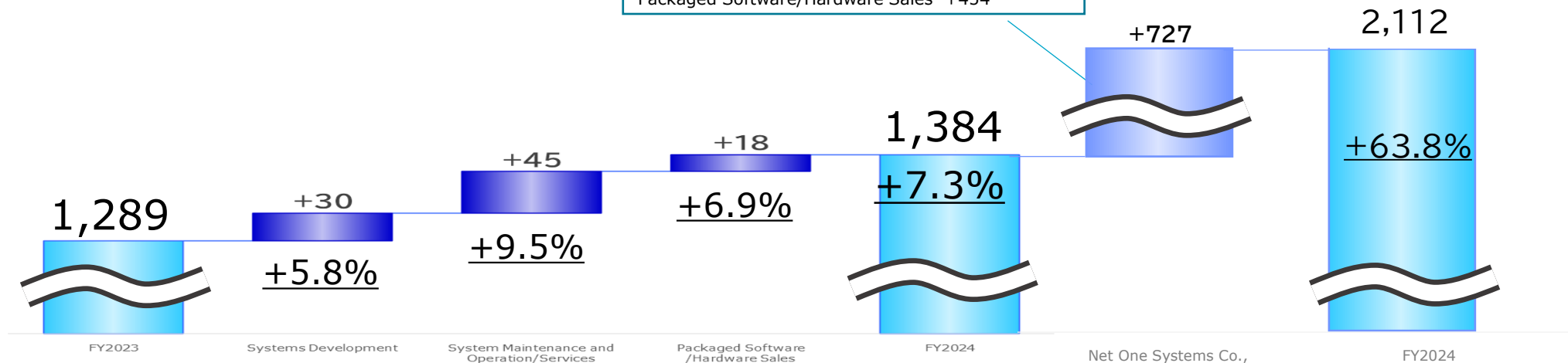
Net Sales Analysis

Full Year

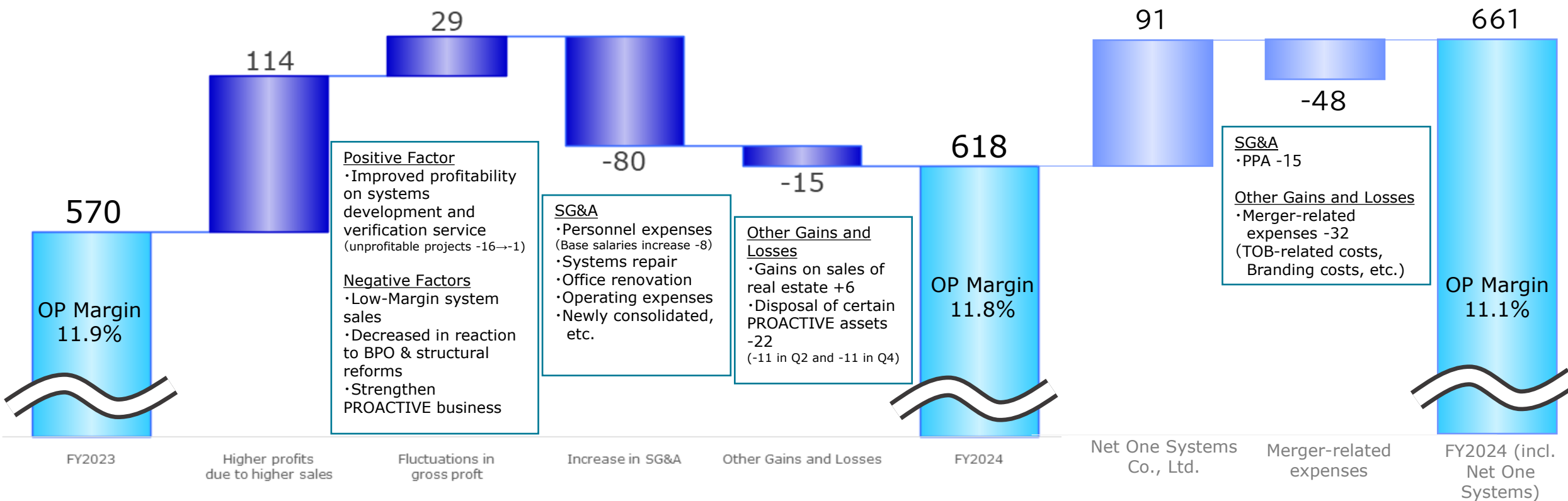


Systems Development +85
System Maintenance and Operation/Services +186
Packaged Software/Hardware Sales +454

Q4

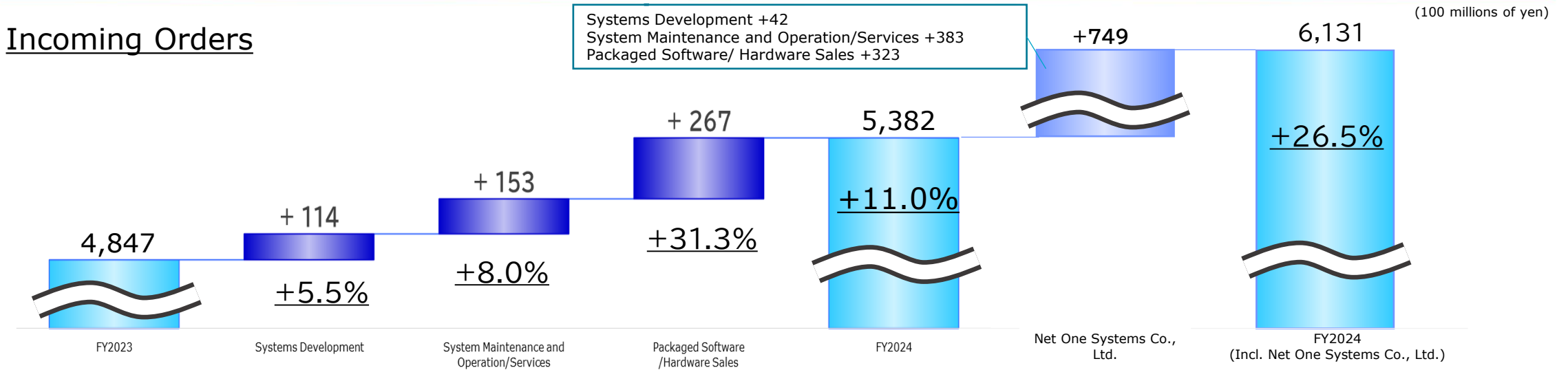


Operating Profit Analysis

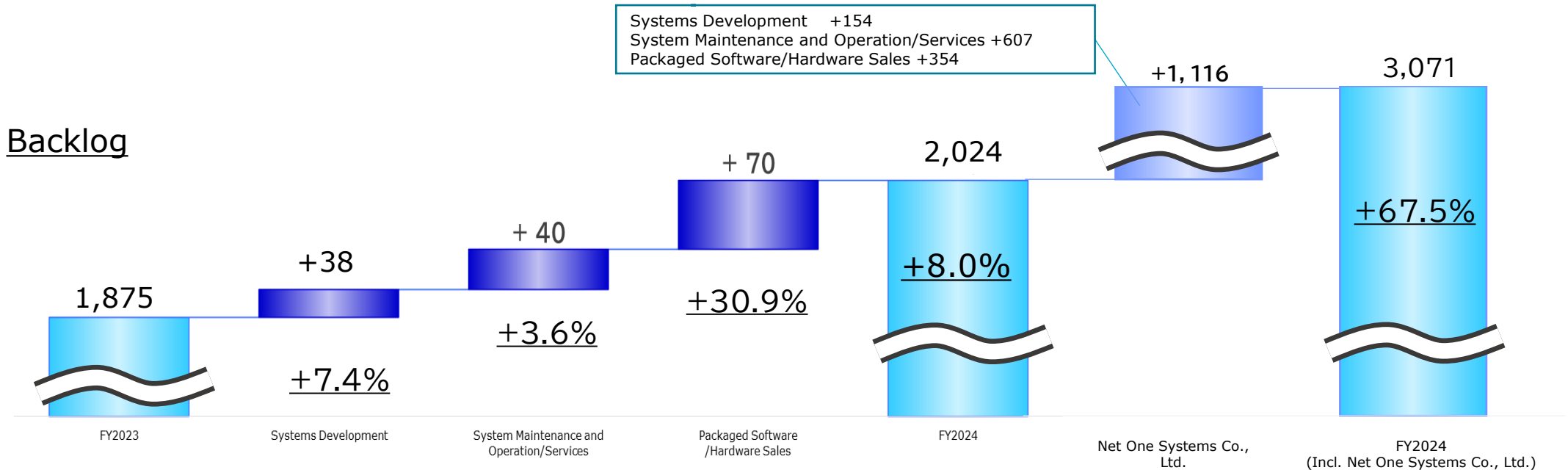


Incoming Orders/ Backlog Analysis

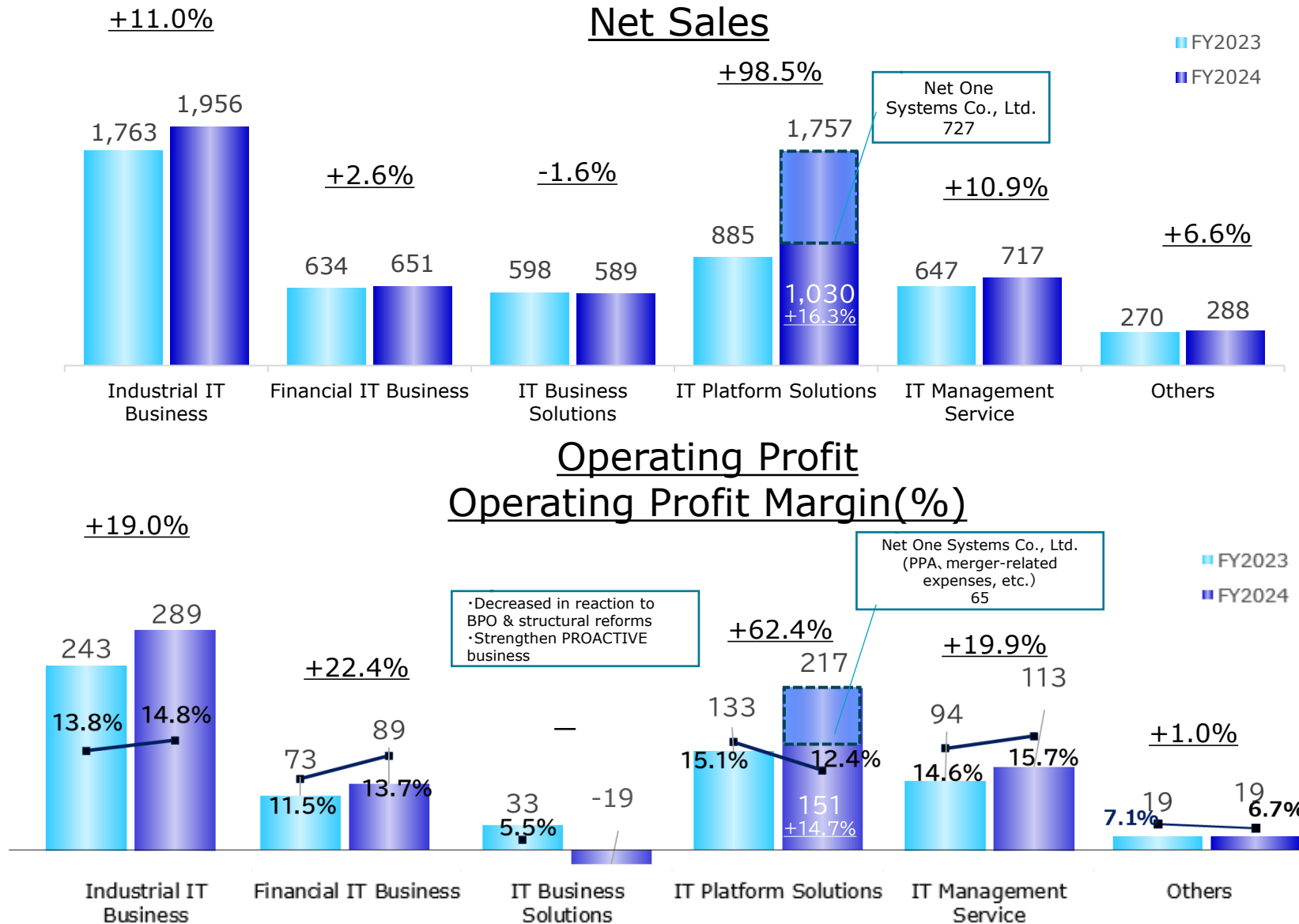
Incoming Orders



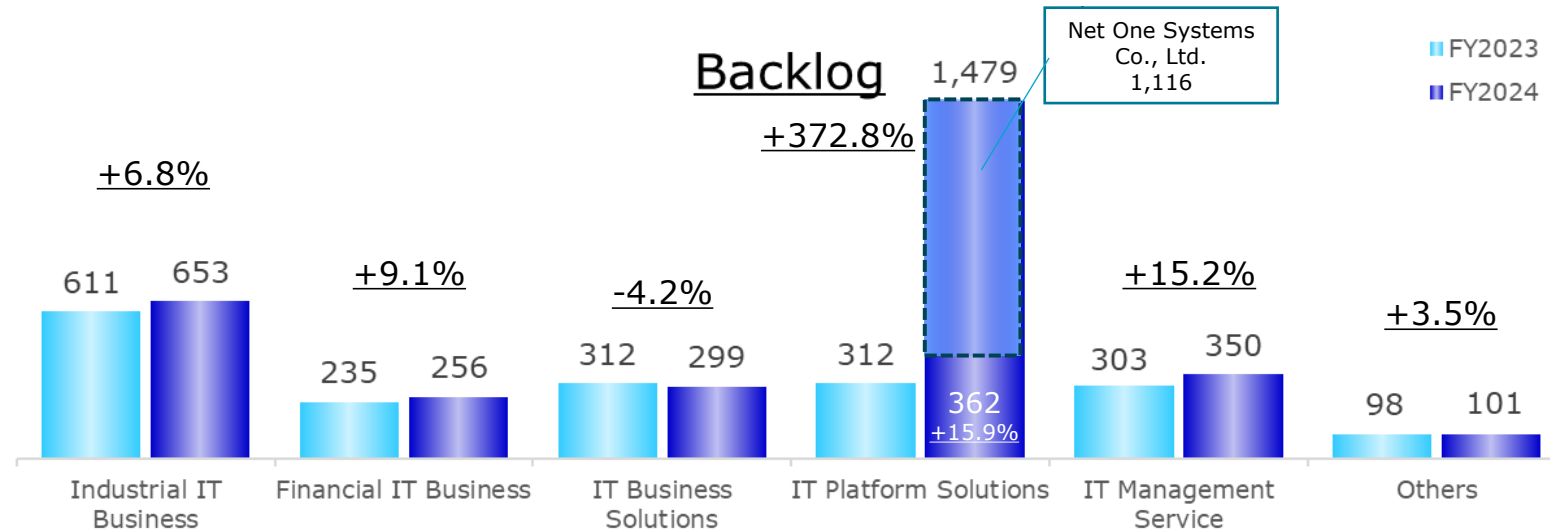
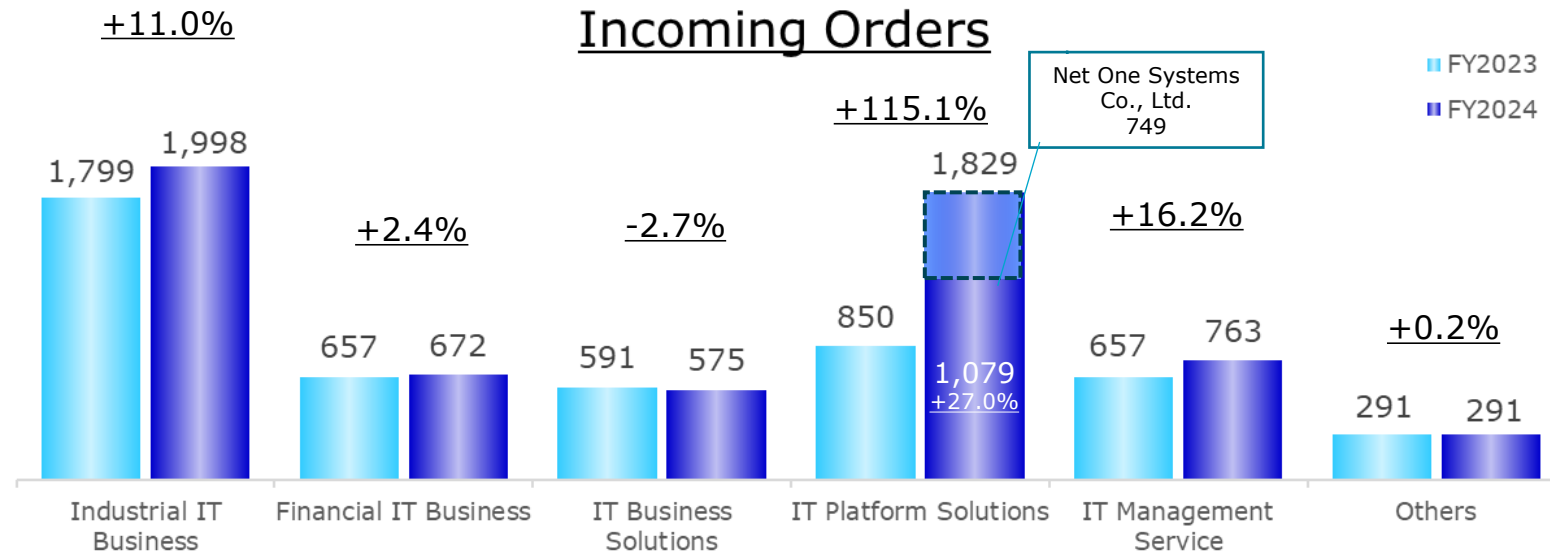
Backlog



Business Performance by Reportable Segment (Net Sales/Operating Profit/Operating Profit Margin)



Business Performance by Reportable Segment (Incoming Orders/Backlog)



Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
Industrial IT Business	(+) Increased in Digital Supply Chain projects (+) Demand for strategic investment in the automotive industry (+) Expansion of verification services (−) Decreased in projects for the distribution industry	(+) Increased in Digital Supply Chain projects (+) Contribution of projects for the automotive industry (−) Decreased in projects for the distribution industry (+) Shrinking unprofitable projects	(+) Increased in orders for the automotive industry and communications industry (+) Expansion of verification services (+) Increased in Digital Supply Chain(SAP) projects (−) Decreased in projects for the distribution industry
Financial IT Business	(+) Expansion of systems development projects for the banks and securities firms (−) Shrinking projects for the shopping credit/leasing companies and insurance companies	(+) Contribution of projects for the banks and securities firm (−) Shrinking projects for the shopping credit/leasing companies and insurance companies	(+) Expansion of systems development projects for the securities firms and banks (−) Decreased projects for the shopping credit/leasing companies
IT Business Solution	(−) Shrinking public projects in BPO businesses (−) Decrease in reaction to the Japan Invoice System by PROACTIVE	(−) Shrinking public projects in BPO businesses and structural reform expenses (−) Decrease in reaction to the Japan Invoice System by PROACTIVE (−) Disposal of certain software asset	(+) Increased in EC-related projects due to new consolidation (−) Cancellations and other issues from certain BPO business customers

Note: (+): Factors for increase (−): Factors for decrease

Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
IT Platform Solution	(+) Accumulation of hardware sales to the academic research institutions (+) Increased in orders of security products for the communications and transportation industry and financial institutions (+) Increased in network equipment-related sales due to new consolidation		(+) Increased in orders of equipment for specific customers in the communications industry (+) Increased in hardware sales projects for the automotive industry (+) Increased in system sales due to new consolidation
IT Management Service	(+) Increased in management services (+) Increased in license sales	(+) Increased in management services	(+) Increased demand for management services (+) Increased in cloud service projects
Others	(+) Increased in systems development and system maintenance projects at SCSK Minori Solutions Corp. (+) Increased in packaged software and hardware sales projects at SCSK Minori Solutions Corp.	(+) Improved the sales mix	(+) Increased in systems development and system maintenance projects at SCSK Minori Solutions Corp. (–) Decreased in packaged software and hardware sales projects at SCSK Minori Solutions Corp.

FY2025 Consolidated Financial/Dividend Forecasts



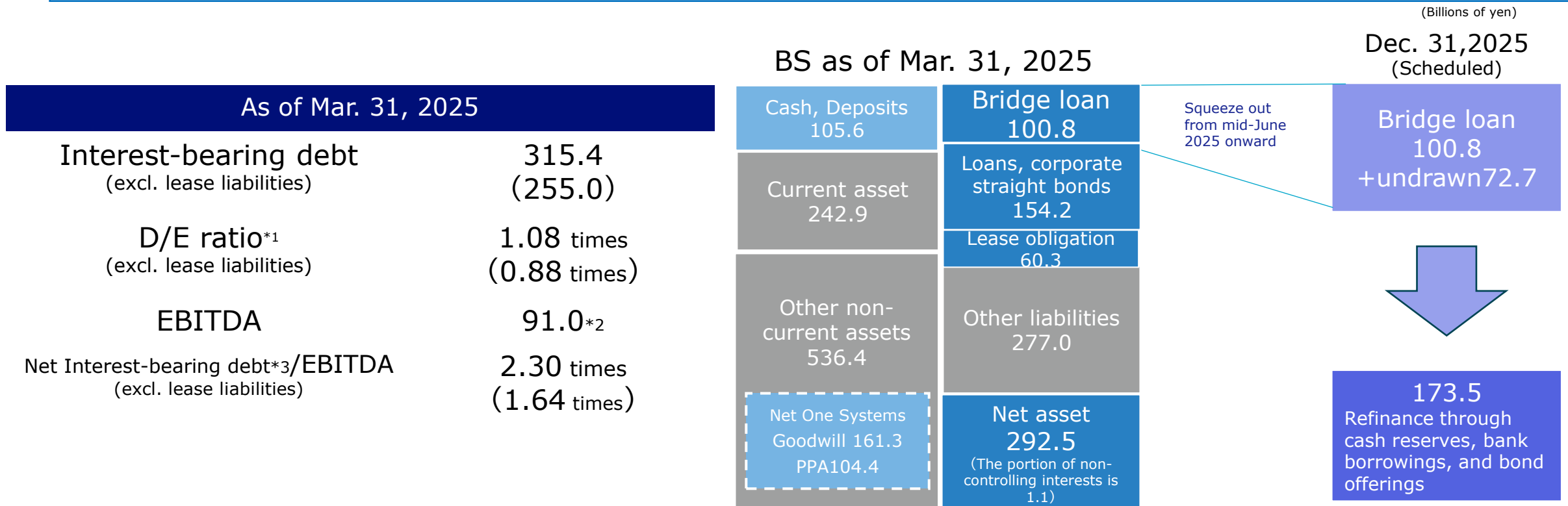
	(Millions of yen)				SCSK FY2025 Forecasts
	FY2024 Results (A)	FY2025 Forecasts (B)	YoY Amount (B-A)	%	
Net Sales	596,065	790,000	193,934	32.5%	545,000
Gross Profit	159,476	214,500	55,023	34.5%	151,000
Gross Profit Margin	26.8%	27.2%	0.4%		27.7%
SG&A Expenses	-91,515	-130,000	-38,484	42.1%	-83,500
Other Income and Expenses	-1,838	500	2,338		500
Operating Profit	66,121	85,000	18,878	28.6%	68,000
Operating Profit Margin	11.1%	10.8%	-0.3%		12.5%
excl. PPA	11.4%	11.6%	0.2%		
Profit attributable to owners of parent	45,035	57,600	12,564	27.9%	
Dividends per share (Yen)	71.00	94.00	23.00		
Dividend Payout Ratio	49.3%	51.0%	1.7%		

FY2025 Proforma Consolidated Financial Forecasts



(Millions of yen)										
	FY2024 Results_Proforma				FY2025 Forecasts				YoY	
	SCSK	Net One Systems	Merger-related expense	Total(A)	SCSK	Net One Systems	Merger-related expense	Total(B)	Amount (B-A)	%
Net Sales	523,328	232,590	—	755,918	545,000	245,000	—	790,000	34,081	4.5%
Gross Profit	142,378	57,245	—	199,624	151,000	63,500	—	214,500	14,875	7.5%
Gross Profit Margin	27.2%	24.6%		26.4%	27.7%	25.9%		27.2%	0.4%	
SG&A Expenses	-78,979	-33,829	-4,704	-117,514	-83,500	-38,500	-8,000	-130,000	- 12,485	10.6%
Other Income and Expenses	-1,589	-407	—	-1,996	500	—	—	500	2,496	
Operating Profit	61,809	23,008	-4,704	80,113	68,000	25,000	-8,000	85,000	4,886	6.1%
Operating Profit Margin	11.8%	9.9%		10.6%	12.5%	10.2%		10.8%	-0.3%	

1. The bridge loan is scheduled to be repaid by December 2025 using cash on hand, bank loans, bond issuance, etc. (excluding equity financing)
2. Controlling D/E ratio to be below 1.0x in the medium term
3. Net Interest-bearing Debt/EBITDA stands at 2.3x, maintaining a sound financial position



*1 D/E ratio=Interest-bearing debt /(Net asset - Non-controlling interests)

*2 EBITDA=SCSK ¥82.1 billion (FY2024 result)+NOS ¥8.9 billion(FY2024 Q4 result)

*3 Net Interest-bearing debt=Interest-bearing debt–Cash, Deposits

Appendix

FY2024 Comparison by Sales Segment (Sales/Incoming Orders/Backlog)



Systems Development

(Lower row: The three-month period from Jan. to Mar.)

(Millions of yen)

	FY2023	FY2024	YoY		FY2024 Net One Systems
	(Apr. 2023 - Mar. 2024)	(Apr. 2024 - Mar. 2025)	Amount	%	
Net Sales	202,799	223,642	20,843	10.3%	8,596
	53,161	64,838	11,676	22.0%	
Incoming Orders	207,383	223,048	15,665	7.6%	4,203
	55,869	62,900	7,030	12.6%	
Backlog	51,086	70,355	19,268	37.7%	15,470

➤ Net Sales

- Increased in systems development projects for the manufacturing industry, including the automotive industry
- Increased in systems development projects for the banks
- Decreased in reaction to projects for the distribution industry

➤ Incoming Orders/Backlog

- Expansion of investment in manufacturing industries, mainly in the automotive industry
- Increased in systems development projects for the communications industry

Note: The comments exclude increase/decrease factors for Net One Systems Co., Ltd.

FY2024 Comparison by Sales Segment (Sales/Incoming Orders/Backlog)



System Maintenance and Operation/Services

(Lower row: The three-month period from Jan. to Mar.)

(Millions of yen)

	FY2023	FY2024	YoY		FY2024 Net One Systems
	(Apr. 2023 - Mar. 2024)	(Apr. 2024 - Mar. 2025)	Amount	%	
Net Sales	188,340	222,065	33,724	17.9%	18,689
	48,342	71,601	23,258	48.1%	
Incoming Orders	192,094	245,776	53,682	27.9%	38,339
	75,941	120,129	44,188	58.2%	
Backlog	113,691	178,550	64,858	57.0%	60,796

- Net Sales
 - Strong demand for the verification service
 - Increased in management service business
- Incoming Orders/Backlog
 - Decreased in reaction to BPO business
 - Increased in the verification service
 - Increased in management service business

Note: The comments exclude increase/decrease factors for Net One Systems Co., Ltd.

FY2024 Comparison by Sales Segment (Sales/Incoming Orders/Backlog)



Packaged Software/Hardware Sales

(Lower row: The three-month period from Jan. to Mar.)

(Millions of yen)

	FY2023	FY2024	YoY		FY2024 Net One Systems
	(Apr. 2023 - Mar. 2024)	(Apr. 2024 - Mar. 2025)	Amount	%	
Net Sales	89,168	150,357	61,189	68.6%	45,451
	27,440	74,785	47,345	172.5%	
Incoming Orders	85,238	144,350	59,111	69.3%	32,390
	22,615	59,955	37,339	165.1%	
Backlog	22,802	65,267	42,464	186.2%	35,410

➤ Net Sales

- Increased in sales of equipment for specific customers in the communications industry and in the distribution industry
- Increased in sales of hardware equipment for the automotive industry and for academic research institutions
- Increased in sales of network products and security products for the communications and transportation industry and financial industry

➤ Incoming Orders

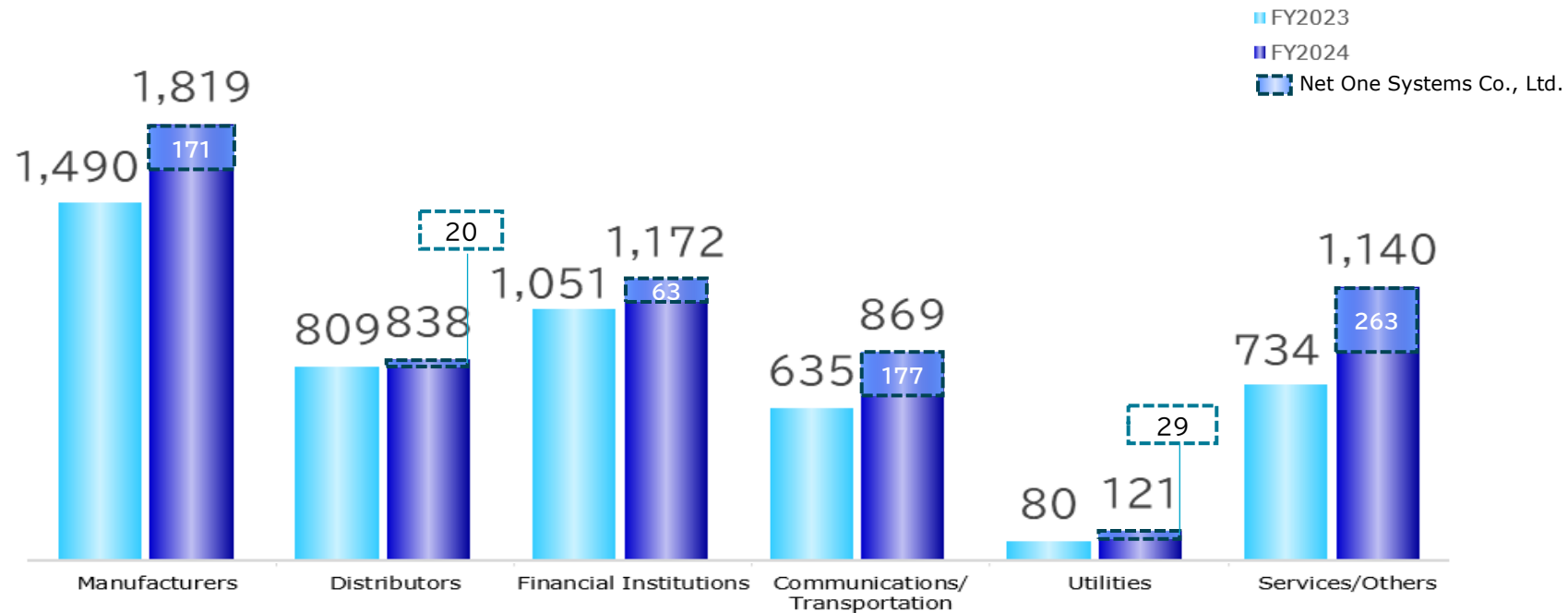
- Increased in sales of equipment for specific customers in the communications industry and in the distribution industry
- Increased in sales of hardware equipment for the automotive industry and for academic research institutions
- Increased in sales of security products for the transportation industry and financial industry

➤ Backlog

- Increased in sales of equipment for specific customers in the communications industry

Note: The comments exclude increase/decrease factors for Net One Systems Co., Ltd.

FY2024 Sales Comparison by Customer Industry



- In the manufacturing industry, increased due to strategic investments and verification services for the automotive industry and systems development projects for other manufacturing industries
- In the distribution industry, sales increased due to maintenance and operation and system sales, despite a reactionary decline in core system construction projects
- In the financial industry, increased due to systems development projects and management services for the banks
- In the communications and transportation industry, increased due to systems development and sales of equipment to specific customers in the communications industry
- In the electric power and gas industry, increased due to systems development projects in the electric power industries
- In the services and others industry, increased due to the sales of systems to the academic research institutions

Attention on the use of this document

- We have made amendment of FY2023 data (Sales Comparison by Customer Industry) to reflect the revision of industry applied to some customers.
- Business Performance by Reportable Segments have been reclassified to reflect the change in segment classification in FY2024 under review. Accordingly, results for the FY2023 have been reclassified to reflect this change in segment classification.
- Figures are rounded down to the nearest unit and Percentages are rounded to the nearest unit.

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