

Consolidated Financial Results  
for the Fiscal Year Ended March 31, 2026  
and  
Financial Forecasts  
for the Fiscal Year Ending March 31, 2027

May 1, 2026

## **FY2025**

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

## **FY2026**

- Consolidated Financial Forecasts

## **Appendix**

- Summary of Financial Results from Jan. to Mar. (PL/Incoming Orders/Backlog)
- Comparison by Sales Segment (Sales/Incoming Orders/Backlog)
- Sales Comparison by Customer Industry
- Management Targets Progress Summary

(Millions of yen)

	FY2024	FY2025	YoY	
	(Apr. 2024 - Mar. 2025)	(Apr. 2025 - Mar. 2026)	Amount	%
Net Sales	596,065	780,326	184,260	30.9%
Gross Profit	159,476	212,863	53,387	33.5%
Gross Profit Margin	26.8%	27.3%	0.5%	
SG&A Expenses	- 91,515	- 128,919	- 37,404	40.9%
Other Income and Expenses	- 1,838	2,316	4,155	
Operating Profit	66,121	86,260	20,138	30.5%
Operating Profit Margin	11.1%	11.1%	- 0.0%	
Profit attributable to owners of parent	45,035	66,870	21,835	48.5%
EBITDA*	91,009	121,858	30,849	33.9%
Incoming Orders	613,176	806,006	192,829	31.4%
Backlog	314,172	339,852	25,679	8.2%

Note\*: EBITDA refers to Operating Profit + Depreciation and Amortization

# FY2025 Proforma Consolidated Financial Results



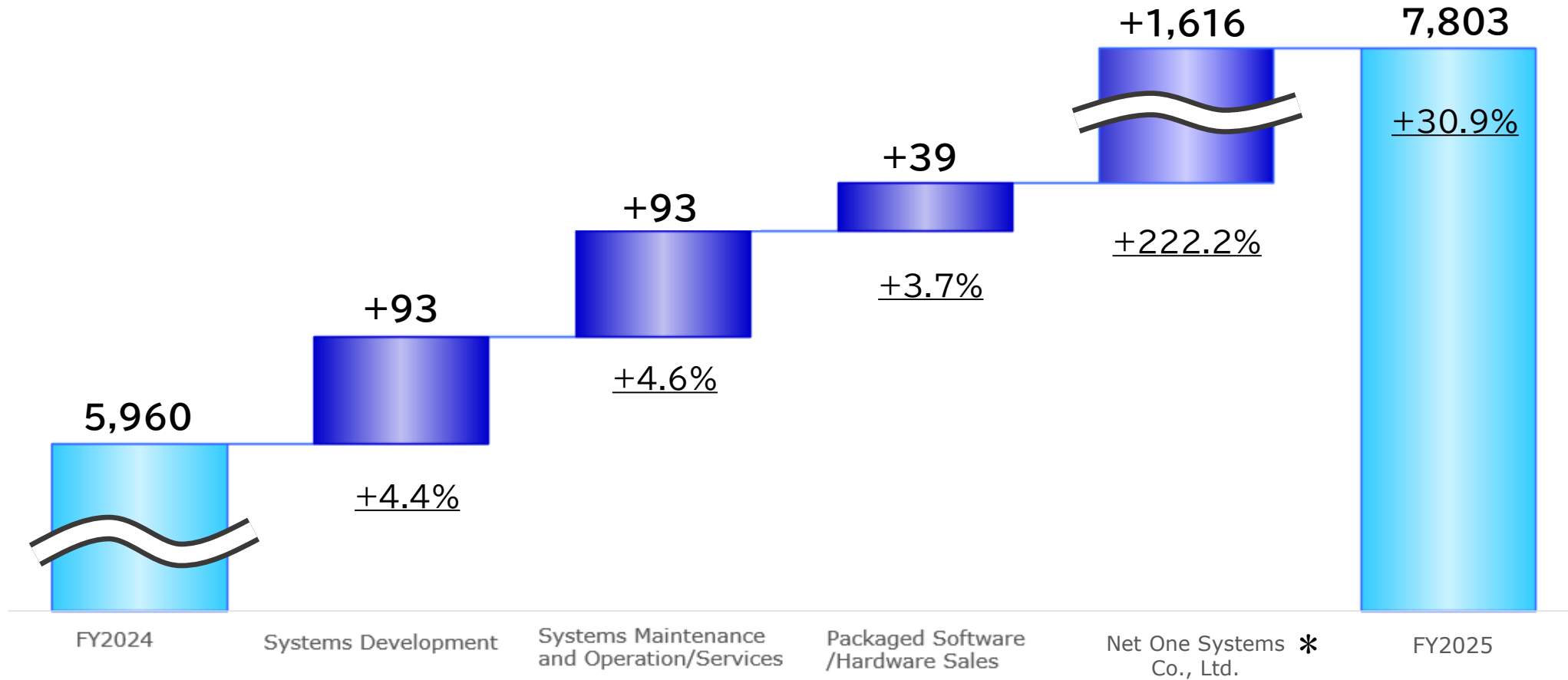
(Millions of yen)

	FY2024				FY2025				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	545,978	234,348	—	780,326	24,408	3.2%
Gross Profit	142,378	57,245	—	199,624	151,448	61,414	—	212,863	13,239	6.6%
Gross Profit Margin	27.2%	24.6%	/	26.4%	27.7%	26.2%	/	27.3%	0.9%	/
SG&A Expenses	- 78,779	- 33,829	- 4,704	- 117,313	- 84,168	- 36,560	- 8,191	- 128,919	- 11,606	9.9%
Other Income and Expenses	- 1,789	- 407	—	- 2,197	698	1,618	—	2,316	4,513	/
Operating Profit	61,809	23,008	-4,704	80,113	67,978	26,473	- 8,191	86,260	6,147	7.7%
Operating Profit Margin	11.8%	9.9%	/	10.6%	12.5%	11.3%	/	11.1%	0.5%	/

# FY2025 Net Sales Analysis

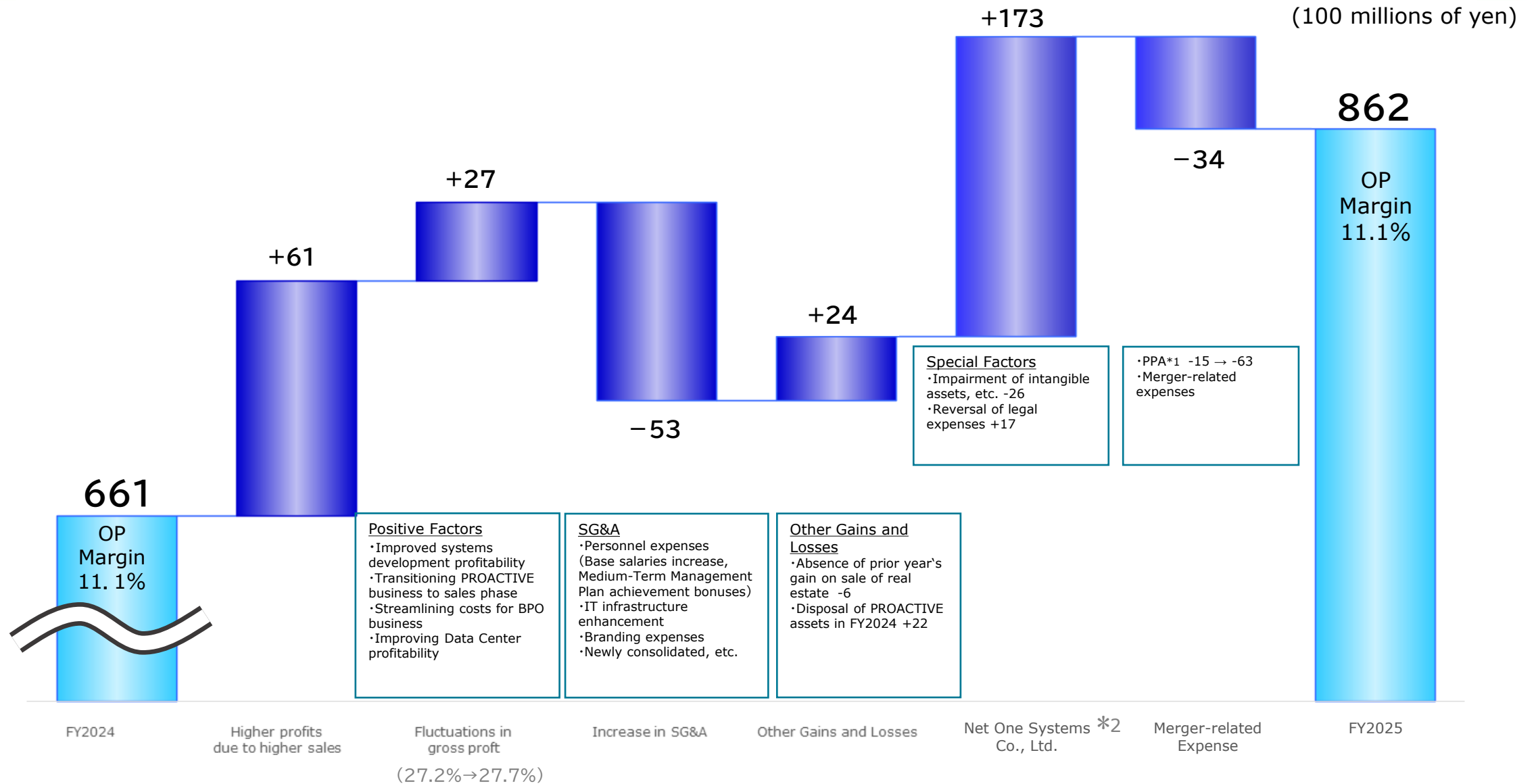
(100 millions of yen)

## Net Sales



Note\*: The results of Net One Systems were consolidated only for the Q4 in the FY2024

# FY2025 Operating Profit Analysis



Note \*1: PPA refers to Purchase Price Allocation

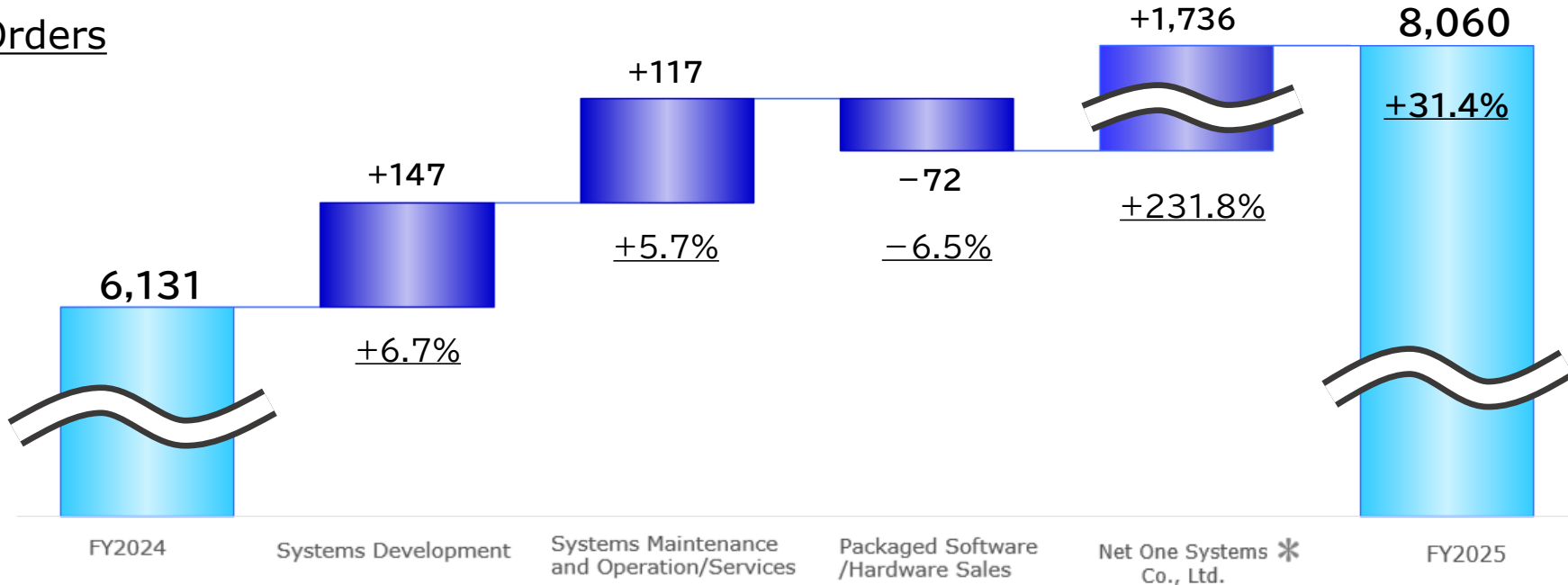
\*2: The results of Net One Systems were consolidated only for the Q4 in the FY2024

# FY2025 Incoming Orders/Backlog Analysis



(100 millions of yen)

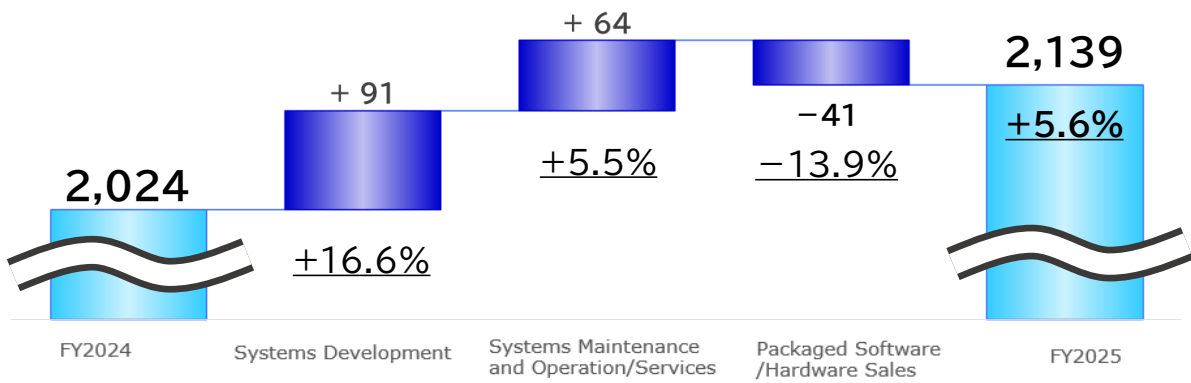
## Incoming Orders



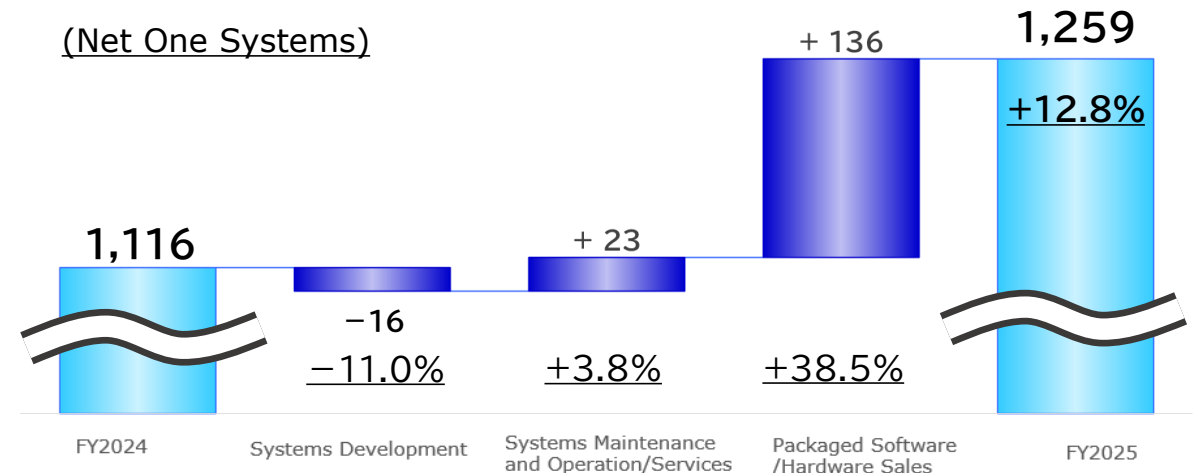
Note\*: The results of Net One Systems were consolidated only for the Q4 in the FY2024

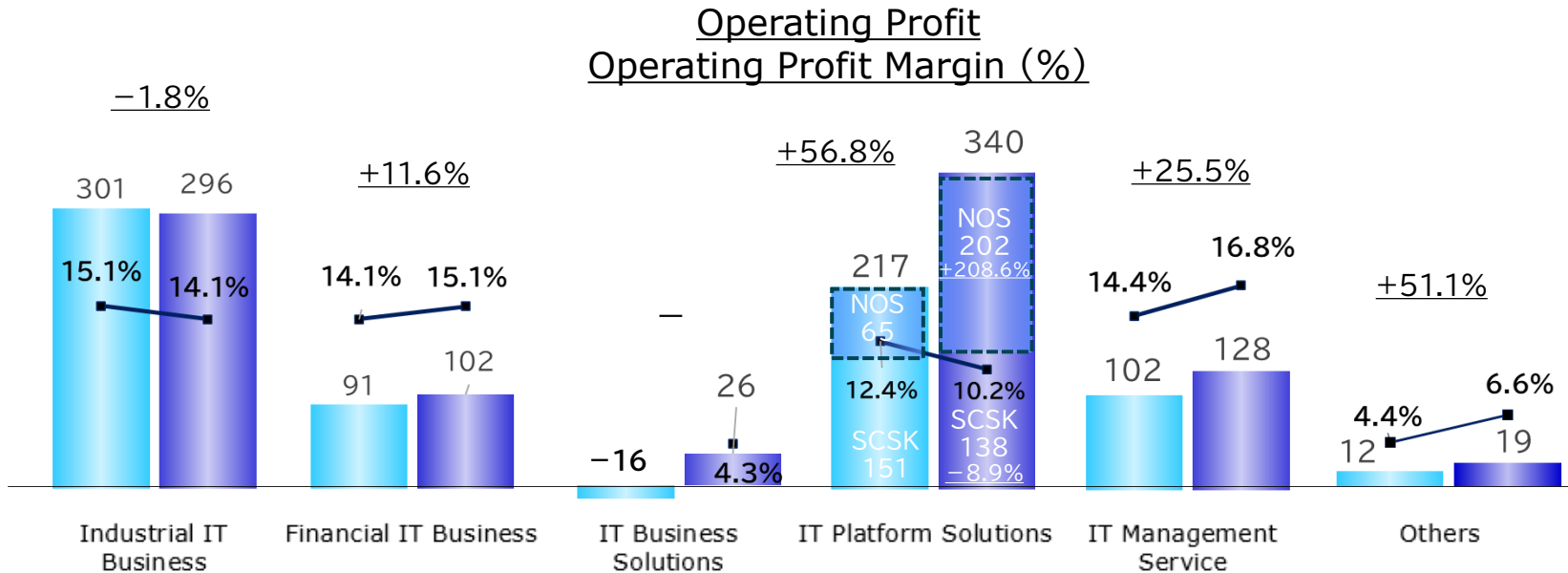
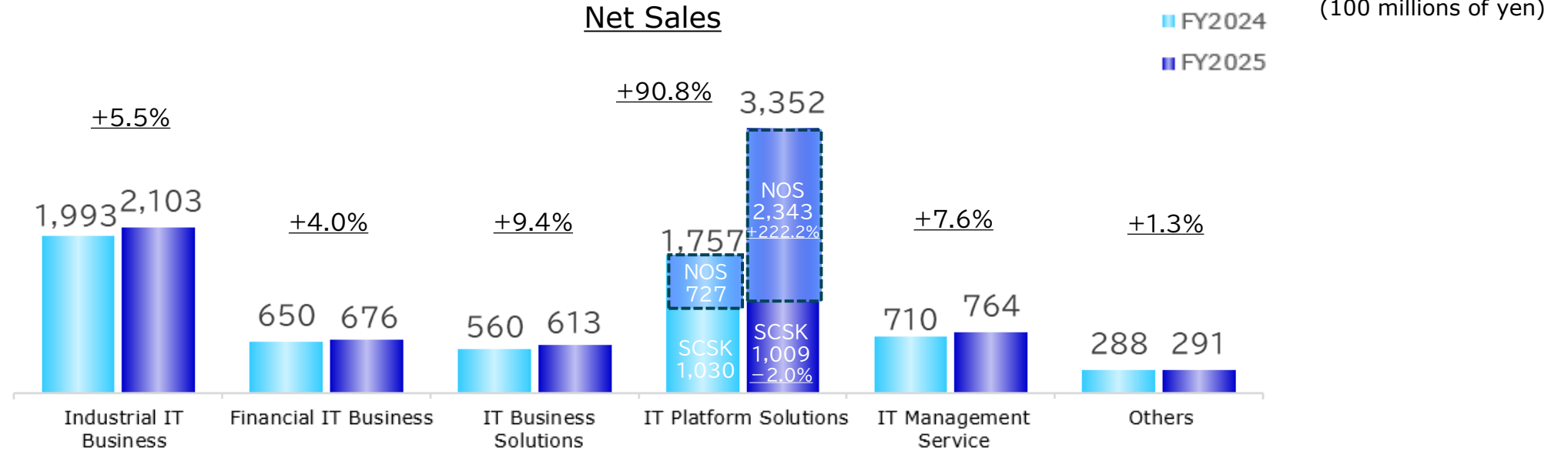
## Backlog

(SCSK)



(Net One Systems)

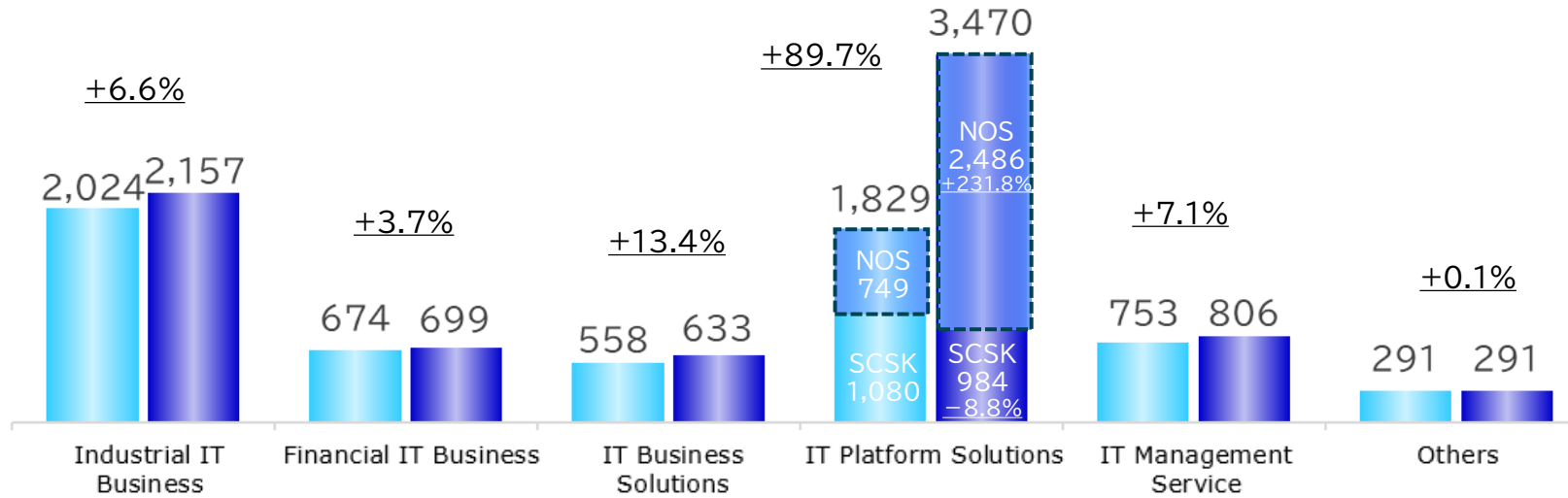




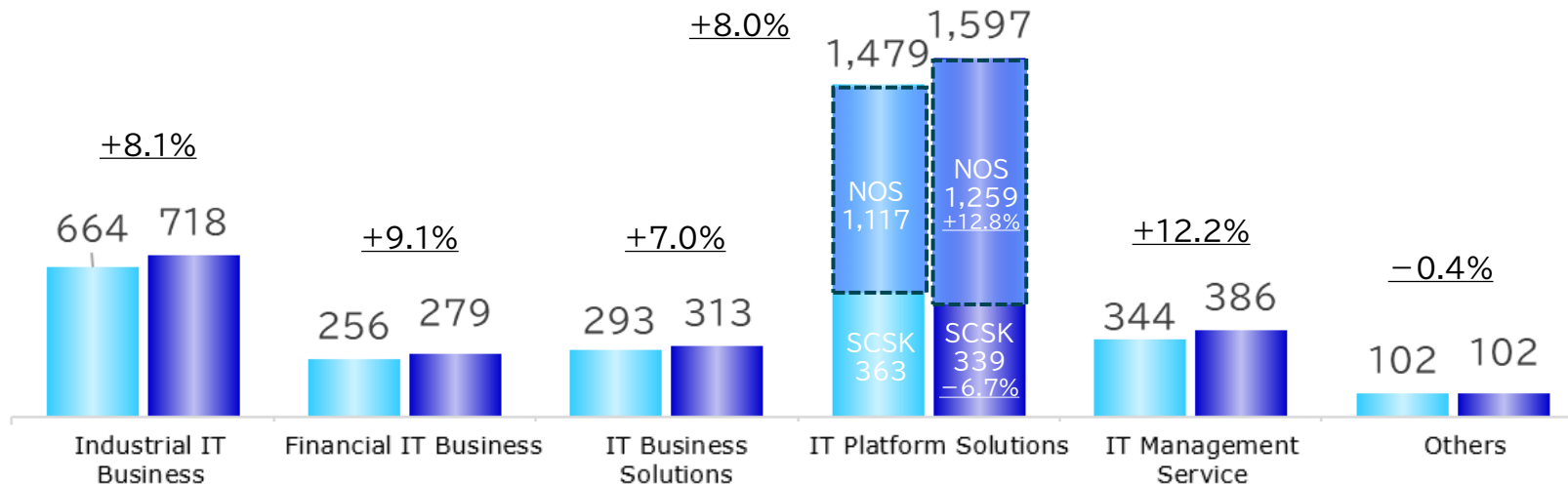
(100 millions of yen)

Incoming Orders

FY2024  
FY2025



Backlog



Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
Industrial IT Business	<ul style="list-style-type: none"> <li>(+) Increased in digital supply chain projects</li> <li>(+) Increased in projects for the communications industry</li> <li>(+) Demand for strategic investment in the automotive industry</li> <li>(-) Decreased in projects for the distribution industry</li> </ul>	<ul style="list-style-type: none"> <li>(+) Contribution of digital supply chain projects</li> <li>(+) Increased in projects for the communications industry</li> <li>(-) Decreased in projects for the distribution industry</li> <li>(-) Reduction in investment for verification services</li> </ul>	<ul style="list-style-type: none"> <li>(+) Increased in projects for the communication industry, the electronics industry and the automotive industry</li> <li>(+) Increased in projects for the distribution industry</li> </ul>
Financial IT Business	<ul style="list-style-type: none"> <li>(+) Expansion of projects for the banks and securities firms</li> <li>(+) Expansion of solutions business</li> </ul>	<ul style="list-style-type: none"> <li>(+) Improvement in the profitability of the solutions business, including consolidated subsidiaries</li> <li>(+) Improvement of profitability in projects for banks and securities firms</li> </ul>	<ul style="list-style-type: none"> <li>(+) Increased in projects for securities firms</li> </ul>
IT Business Solution	<ul style="list-style-type: none"> <li>(+) Increased in EC-related projects due to new consolidation</li> <li>(+) Expansion of PROACTIVE business</li> </ul>	<ul style="list-style-type: none"> <li>(+) Increased in EC-related projects due to new consolidation</li> <li>(+) Improvement of profitability in the PROACTIVE business and in a reaction of loss on disposal in previous fiscal year</li> <li>(+) Improvement of profitability in BPO business</li> </ul>	<ul style="list-style-type: none"> <li>(+) Increased in EC-related projects due to new consolidation</li> <li>(+) Increased in projects for PROACTIVE business</li> </ul>

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

Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
IT Platform Solution	(+)Increased in sales of network and security products for several industries (+)Increased in system sales due to new consolidation (–)Decreased in equipment sales to a specific customer in the communications industry		(+)Increased in system sales due to new consolidation (–)Decreased in equipment sales to a specific customer in the communications industry
IT Management Service	(+)Increased in management services (+)Increased in cloud service (+)Increased in data center business	(+)Contribution of cloud service (+)Improvement of profitability of data center business	(+)Increased demand for management services (+)Increased in data center business
Others	(+)Increased in systems development projects at SCSK Minori Solutions Corp.	(+)Contribution of SCSK Minori Solutions Corp.	(±)On a par with the previous fiscal year

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

# FY2026 Consolidated Financial Forecasts



(Millions of yen)

	FY2025 Results (A)	FY2026 Forecasts (B)	YoY	
			Amount (B-A)	%
Net Sales	780,326	820,000	39,673	5.1%
Operating Profit	86,260	100,000	13,739	15.9%
Operating Profit Margin	11.1%	12.2%	1.1%	
Group Consolidation Adjustments	—	9,500	9,500	—
Adjusted Operating Profit	86,260	109,500	23,239	26.9%
Adjusted Operating Profit Margin	11.1%	13.4%	2.3%	
Profit Before Tax	93,388	105,000	11,611	12.4%
Profit <sup>*1</sup>	66,870	75,000	8,129	12.2%
Profit Margin	8.6%	9.1%	0.6%	
EBITDA <sup>*2</sup>	121,858	145,500	23,641	19.4%
EBITDA Margin	15.6%	17.7%	2.1%	

Note \*1: Profit refers to profit attributable to owners of parent

\*2: EBITDA refers to Operating Profit + Depreciation and Amortization



# Appendix

(Millions of yen)

	FY2024	FY2025	YoY	
	(Jan. 2025 - Mar. 2025)	(Jan. 2026 - Mar. 2026)	Amount	%
Net Sales	211,225	217,233	6,008	2.8%
Gross Profit	56,911	58,541	1,629	2.9%
Gross Profit Margin	26.9%	26.9%	0.0%	
SG&A Expenses	- 32,376	- 35,238	- 2,861	8.8%
Other Income and Expenses	- 1,308	44	1,352	
Operating Profit	23,227	23,347	120	0.5%
Operating Profit Margin	11.0%	10.7%	-0.2%	
Profit attributable to owners of parent	15,237	16,588	1,351	8.9%
EBITDA*	37,096	32,746	- 4,350	-11.7%
Incoming Orders	242,985	267,352	24,367	10.0%
Backlog	314,172	339,852	25,679	8.2%

Note\*: EBITDA refers to Operating Profit + Depreciation and Amortization

Systems Development

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

(Millions of yen)

	FY2024	FY2025	YoY		FY2025 Net One Systems
	(Apr. 2024 - Mar. 2025)	(Apr. 2025 - Mar. 2026)	Amount	%	
Net Sales	223,642	252,749	29,106	13.0%	28,308
	64,838	68,633	3,794	5.9%	9,641
Incoming Orders	223,048	260,162	37,113	16.6%	26,611
	62,900	73,444	10,544	16.8%	6,844
Backlog	70,355	77,768	7,412	10.5%	13,773

- Net Sales(+9, 394:+4.4%)
  - Increased in systems development projects for the communications industry and the manufacturing industry
  - Decreased in reaction to projects for the distribution industry
- Incoming Orders(+14, 705:+6.7%)/Backlog(+9, 109:+16.6%)
  - Increased mainly in systems development projects for the communications industry and the manufacturing industry and securities firms
  - Decreased in reaction to projects for the distribution and the financial industry

System Maintenance and Operation/Services

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

(Millions of yen)

	FY2024	FY2025	YoY		FY2025 Net One Systems
	(Apr. 2024 - Mar. 2025)	(Apr. 2025 - Mar. 2026)	Amount	%	
Net Sales	222,065	298,152	76,087	34.3%	85,435
	71,601	78,234	6,633	9.3%	23,486
Incoming Orders	245,776	306,924	61,147	24.9%	87,744
	120,129	126,573	6,443	5.4%	40,454
Backlog	178,550	187,322	8,772	4.9%	63,105

- Net Sales(+9,340:+4.6%)
  - Increased in EC-related projects due to new consolidation
  - Increased in management service ,cloud service and data center business
- Incoming Orders(+11,742:+5.7%)/Backlog(+6,463:+5.5%)
  - Increased in EC-related projects due to new consolidation
  - Increased in management service business and data center business

Packaged Software/Hardware Sales

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

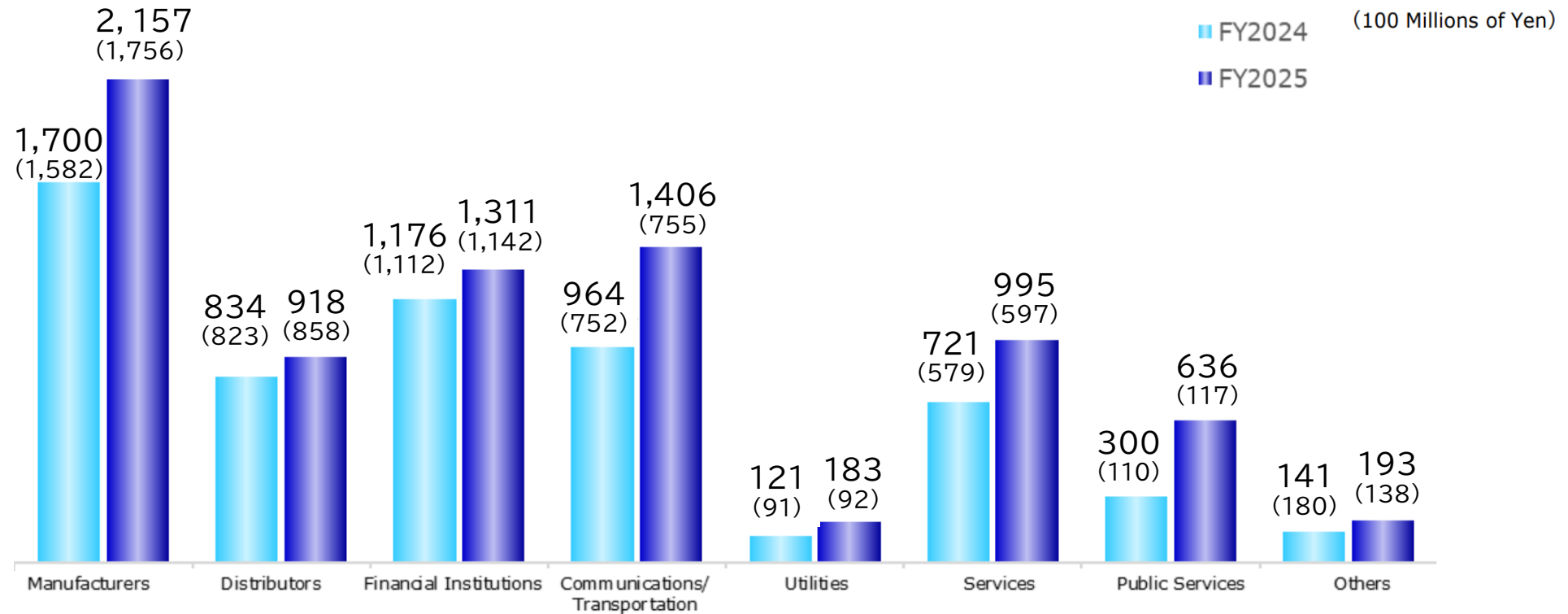
(Millions of yen)

	FY2024	FY2025	YoY		FY2025
	(Apr. 2024 - Mar. 2025)	(Apr. 2025 - Mar. 2026)	Amount	%	Net One Systems
Net Sales	150,357	229,425	79,067	52.6%	120,604
	74,785	70,365	- 4,419	-5.9%	40,284
Incoming Orders	144,350	238,919	94,568	65.5%	134,237
	59,955	67,334	7,378	12.3%	36,644
Backlog	65,267	74,761	9,494	14.5%	49,043

- Net Sales(+3,914:+3.7%)
  - Increase driven by rising demand for network and security products
  - Decreased in sales of equipment for specific customers in the communications industry and sales of product for the service industry
- Incoming Orders(-7,278:-6.5%)
  - Increased in sales of security products for the electronics, the distribution, and the transportation industry
  - Decreased in sales of equipment for specific customer in the communications industry and sales of hardware product for the automotive industry
- Backlog(-4,138:-13.9%)
  - Decreased in sales of equipment for specific customer in the communications industry and sales of hardware product for the automotive industry

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

# FY2025 Sales Comparison by Customer Industry



- In the manufacturing industry, increased due to products sales and systems development for the electronic industries and strategic investments for the automotive industry
- In the distribution industry, increased due to maintenance and operation and system sales, despite a reactionary decline in core system construction projects
- In the financial industry, although decreased due to a reactionary decline in system sales for banks, increased in systems development and maintenance and operation service projects for banks
- In the communications and the transportation industry, although equipment sales to specific customer decreased, covered by an increase in systems development to other specific customer.
- The electric power and gas industry, increased due to systems development
- In the services industry, increased in maintenance and operation services for the EC-related projects due to new consolidation
- In the public services industry, increased due to maintenance and operation and system sales

Note: Figures in parentheses in the lower row represent SCSK and its consolidated subsidiaries, excluding Net One Systems  
 The comments exclude increase/decrease factors for Net One Systems Co., Ltd., changes in the above parenthesized figures  
 The results of Net One Systems were consolidated only for the Q4 in the FY2024

# Management Targets(Financial) Core Strategy Indicators Progress Summary



(100 millions of yen)

Items	FY2022 (Results)	FY2023 (Results)	FY2024*1 (Results)	FY2025*1 (Results)	Targets
<b>Financial Targets</b>					
Operating Profit	513	570	618	679	650
Operating Profit Margin	11.5%	11.9%	11.8%	12.5%	12.5% or higher
ROE	14.4%	14.1%	—	—	14%
<b>Shareholder Returns</b>					
Dividend Payout Ratio	43.5%	46.3%	49.3%	—	50%
<b>Core Strategy Indicators</b>					
Core Strategy I - I*1	Around 40%	—	—	38%	60% or higher
Core Strategy I - II*2	26.5%	26.9%	28.1%	28.7%	29.0% or higher
Core Strategy I - III*3	¥4.70 million	¥5.01 million (YoY +6.5%)	¥5.39 million (YoY +7.5%)	¥5.63 million (YoY +4.4%)	¥5.70 million
Core Strategy II	1,300	1,485	1,689	1,885	2,000

Items	FY2023 (Results)	FY2024 (Results)	FY2025 (Results)	(Total)
<b>Growth Investment</b>				
M&A (500~700)	69	20	36	126
R&D・Business Development (200~300)	162	173	167	504
Investment in people (100~200)	51	71	66	190
(Total)	284	264	271	821

\*1: The results and targets are based on SCSK and its consolidated subsidiaries, excluding Net One Systems and merger-related expense.

\*2: Domestic IT Service (Except products sale)

\*3: Domestic IT Service

# Management Targets(Non-Financial) Progress Summary

Items	FY2023 (Results)	FY2024 (Results)	FY2025 (Results)	Targets	Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2030 (Targets)	FY2050 (Targets)	
<b>Human resources portfolio/Human resource development</b>					<b>Reduction of greenhouse gas emissions <sup>*5</sup></b>						
Talent for consulting and business design	319 persons	523 persons <sup>*1</sup>	587 persons <sup>*1</sup>	500 persons or more	Scope1+2	22% reduction	23% reduction	25% reduction	47% reduction	100% reduction	
Persons who completed cutting-edge engineer development training	1,745 persons	2,349 persons	3,881 persons	3,000 persons or more	Scope3	0.1% increase	9% increase	49% increase	28% reduction	—	
Advanced PM talent	183 persons	219 persons	265 persons	250 persons or more							
Persons who completed digital skill standard education	3,772 persons	11,129 persons	12,694 persons	10,000 persons							
<b>Well-Being/D&amp;I promotion</b>											
Engagement <small>(pleasant workplace)</small>	89.3%	89.7%	89.6%	90% or higher <sup>*2</sup>							
Engagement <small>(rewarding workplace)</small>	78.0%	79.1%	80.0%								
Performance Volatility <small>(abilities are leveraged)</small>	76.1%	77.3%	79.3%	90% or higher <sup>*3</sup>							
Performance Volatility <small>(presenteeism)</small>	80.2%	78.5%	77.9%								
Number of females in general manager positions	1.3 times	2.0 times	3.0 times	Three times or more <sup>*4</sup>							

- \*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 FY2025: 86.1% and 76.8%, 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 FY2025: 75.2% and 75.5%, respectively.
- \*4: Calculate the ratio for FY2022 (Results).
- \*5: Figures shown are compared to FY2019; FY2025 results are being compiled.

**Attention on the use of this document**

- We have made amendment of FY2024 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 FY2025 under review. Accordingly, results for the FY2024 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.

**Disclaimer**

- 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.
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# SCSK

Create Our Future of Dreams

 charge ∠ channel ∠ change