



# Consolidated Financial Results for the Three Months Ended June 30, 2025

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Managing Executive Officer  
July 29, 2025

## **FY2025 Q1**

- Summary of Financial Results (PL/Incoming Orders/Backlog)
- Proforma Consolidated Financial Forecasts
- 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
- PROACTIVE: Status Update
- FY2025 Consolidated Financial/Dividend Forecasts
- Finance Policy

## **Appendix**

- FY2025 Comparison by Sales Segment (Sales/Incoming Orders/Backlog)
- FY2025 Sales Comparison by Customer Industry

(Millions of yen)

	FY2024	FY2025	YoY	
	(Apr. 2024 - Jun. 2024)	(Apr. 2025 - Jun. 2025)	Amount	%
Net Sales	122,543	177,474	54,931	44.8%
Gross Profit	31,336	48,785	17,448	55.7%
Gross Profit Margin	25.6%	27.5%	1.9%	
SG&A Expenses	- 19,093	- 30,373	- 11,280	59.1%
Other Income and Expenses	670	1,699	1,028	
Operating Profit	12,914	20,111	7,196	55.7%
Operating Profit Margin	10.5%	11.3%	0.8%	
Profit attributable to owners of parent	9,222	13,416	4,194	45.5%
EBITDA*	18,390	28,470	10,079	54.8%
Incoming Orders	115,735	173,103	57,368	49.6%
Backlog	180,772	309,801	129,029	71.4%

\*EBITDA: Operating Profit + Depreciation and Amortization

# FY2025 Q1 Proforma Consolidated Financial Forecasts

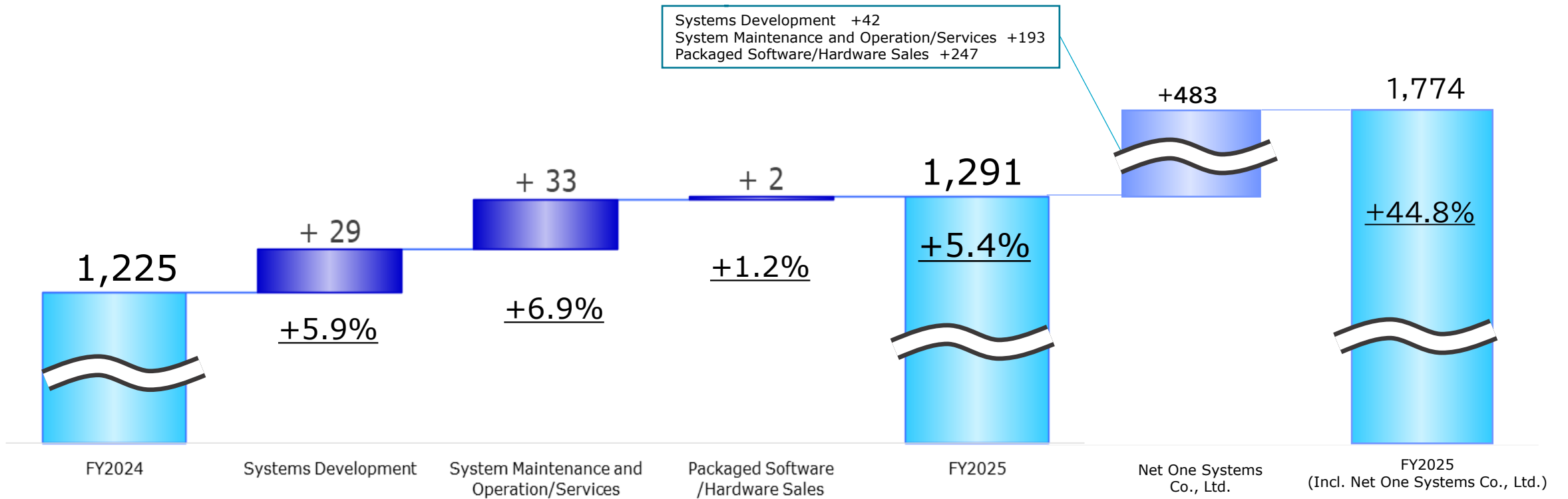


									(Millions of yen)	
	FY2024				FY2025				Amount (B-A)	%
	SCSK	Net One Systems	Merger- related expense	Total (A)	SCSK	Net One Systems	Merger- related expense	Total (B)		
Net Sales	122,543	45,708	—	168,252	129,172	48,302	—	177,474	9,222	5.5%
Gross Profit	31,336	12,281	—	43,618	35,385	13,400	—	48,785	5,166	11.8%
Gross Profit Margin	25.6%	26.9%	/	25.9%	27.4%	27.7%	/	27.5%	1.6%	/
SG&A Expenses	- 19,093	- 8,439	—	- 27,532	- 20,298	- 8,360	- 1,715	- 30,373	- 2,841	10.3%
Other Income and Expenses	670	- 255	—	415	80	1,618	—	1,699	1,283	/
Operating Profit	12,914	3,587	—	16,501	15,167	6,658	- 1,715	20,111	3,609	21.9%
Operating Profit Margin	10.5%	7.8%	/	9.8%	11.7%	13.8%	/	11.3%	1.5%	/

# FY2025 Q1 Net Sales Analysis



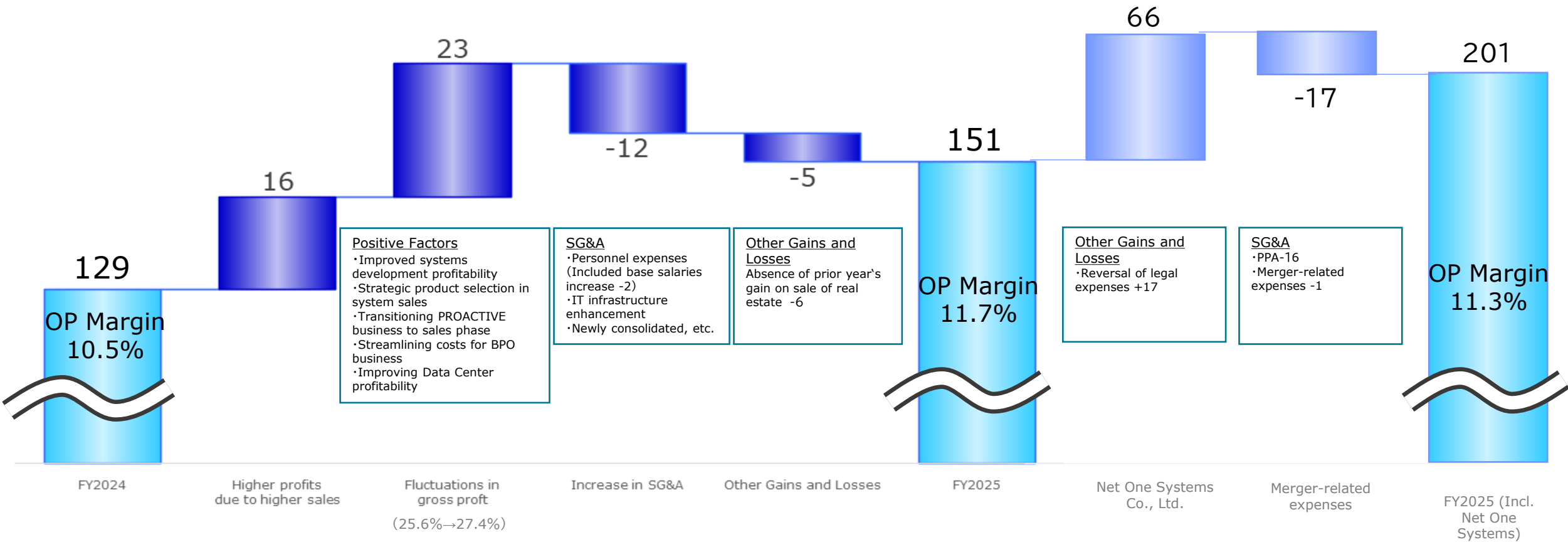
(100 millions of yen)



# FY2025 Q1 Operating Profit Analysis



(100 millions of yen)



**Positive Factors**

- Improved systems development profitability
- Strategic product selection in system sales
- Transitioning PROACTIVE business to sales phase
- Streamlining costs for BPO business
- Improving Data Center profitability

**SG&A**

- Personnel expenses (Included base salaries increase -2)
- IT infrastructure enhancement
- Newly consolidated, etc.

**Other Gains and Losses**

- Absence of prior year's gain on sale of real estate -6

**Other Gains and Losses**

- Reversal of legal expenses +17

**SG&A**

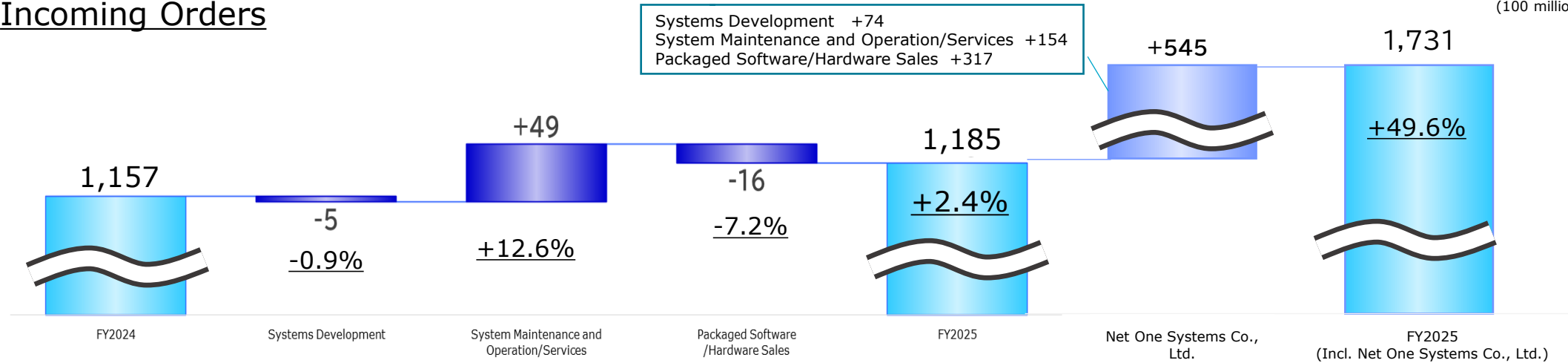
- PPA-16
- Merger-related expenses -1

# FY2025 Q1 Incoming Orders/ Backlog Analysis

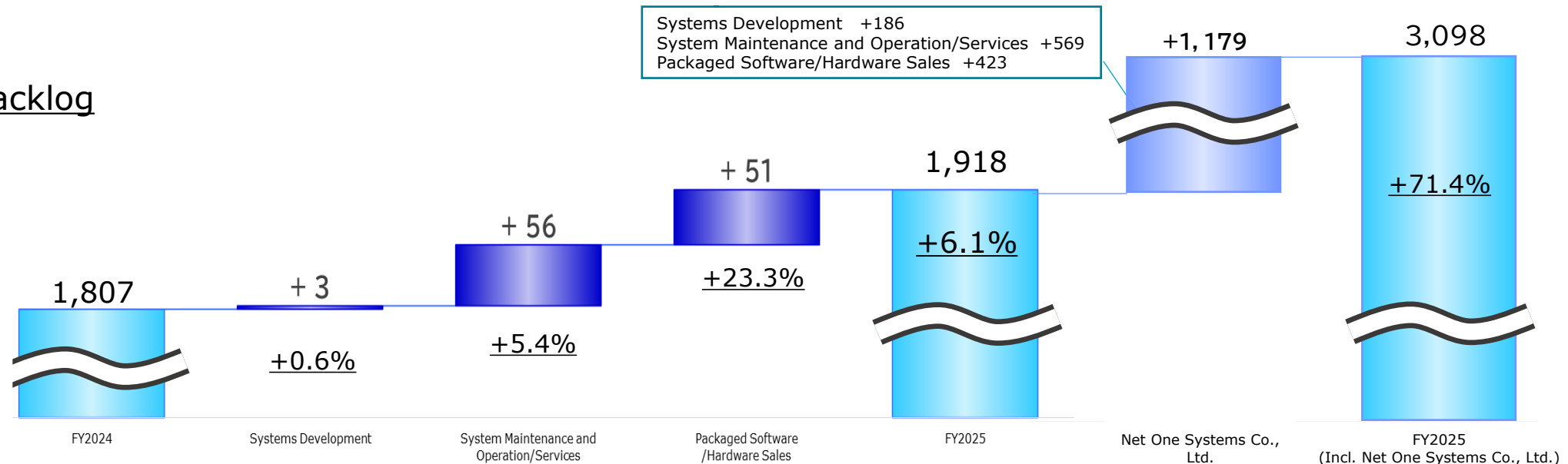


## Incoming Orders

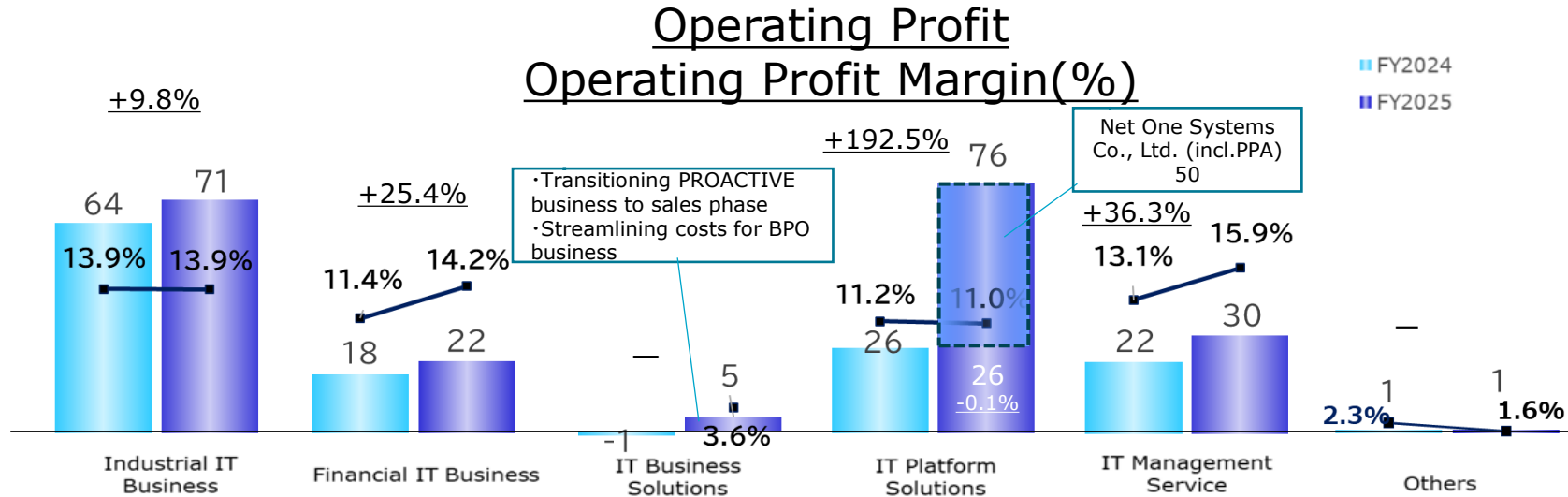
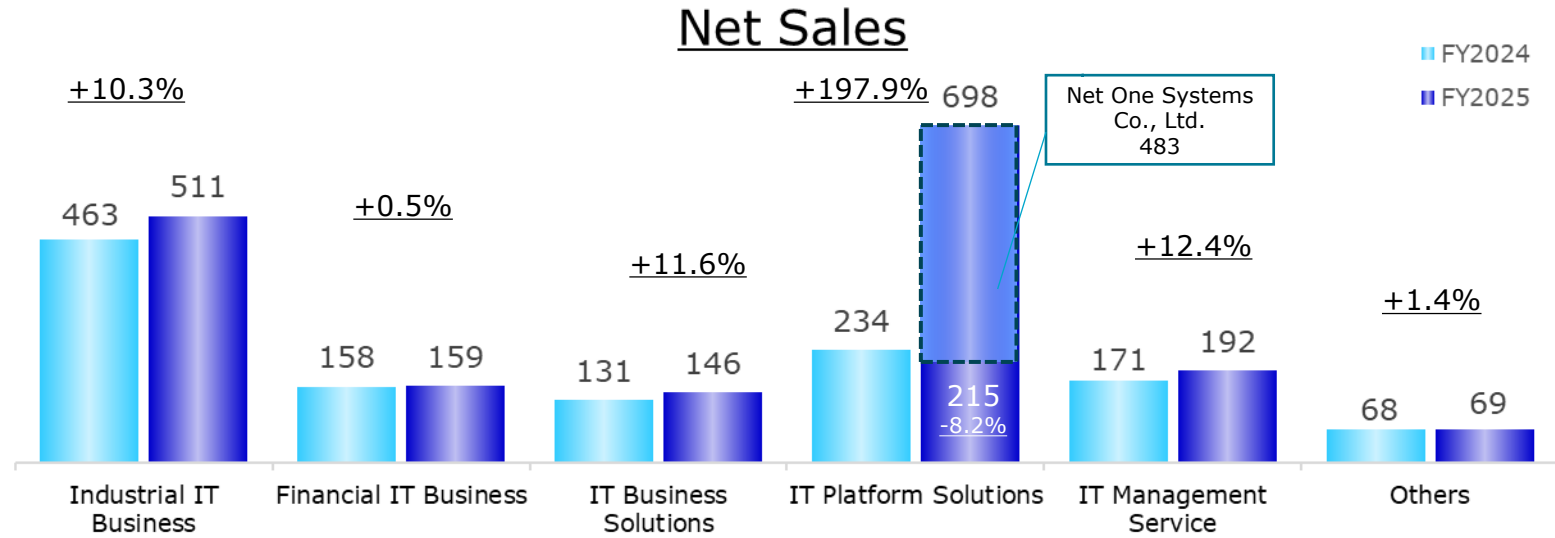
(100 millions of yen)



## Backlog

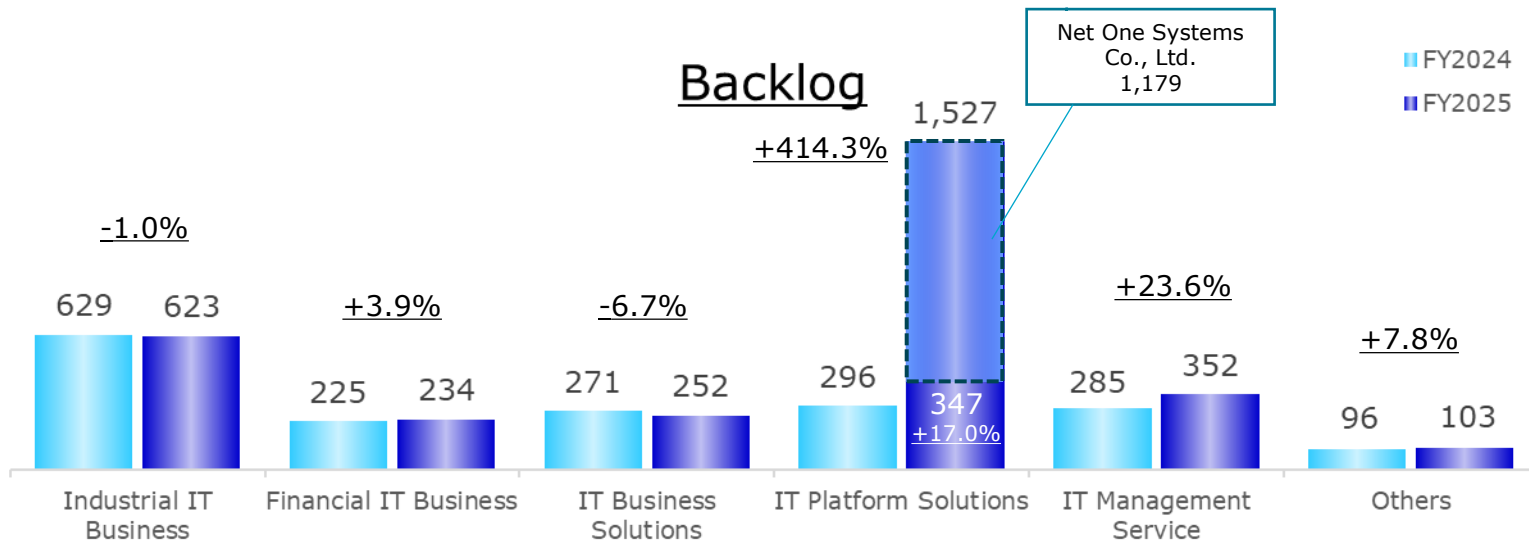
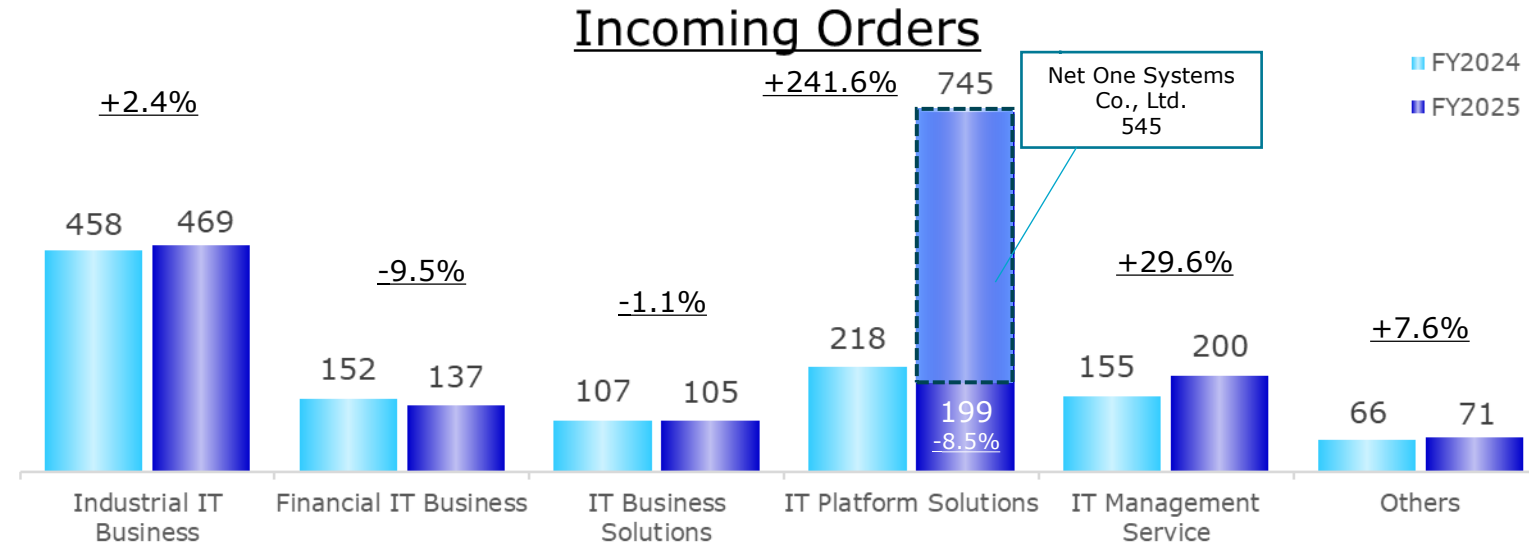


(100 millions of yen)





(100 millions of yen)



FY2025 Q1  
Business Performance by Reportable Segment Analysis



Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
Industrial IT Business	(+) Demand for strategic investment in the automotive industry (+) Expansion of verification services (+) Increased in projects for the communications industry (-) Decreased in projects for the distribution industry	(+) Contribution of projects for the automotive industry (+) Expansion of verification services (+) Increased in projects for the communications industry (-) Decreased in projects for the distribution industry	(+) Increased in orders for the automotive industry and the electronics industry (+) Expansion of verification services (-) 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 insurance companies	(+) Improvement of profitability in projects for the banks and insurance companies (+) Improvement of business performance at consolidated subsidiaries	(+) Expansion of systems development projects for the banks (-) Decreased projects for the shopping credit/leasing companies
IT Business Solution	(+) Expansion of PROACTIVE business (+) Increased in EC-related projects due to new consolidation (-) Cancellations and other issues from certain BPO business customers	(+) Improvement of profitability in the PROACTIVE business (+) Increased in EC-related projects due to new consolidation (-) Cancellations and other issues from certain BPO business customers	(+) 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

FY2025 Q1  
Business Performance by Reportable Segment Analysis



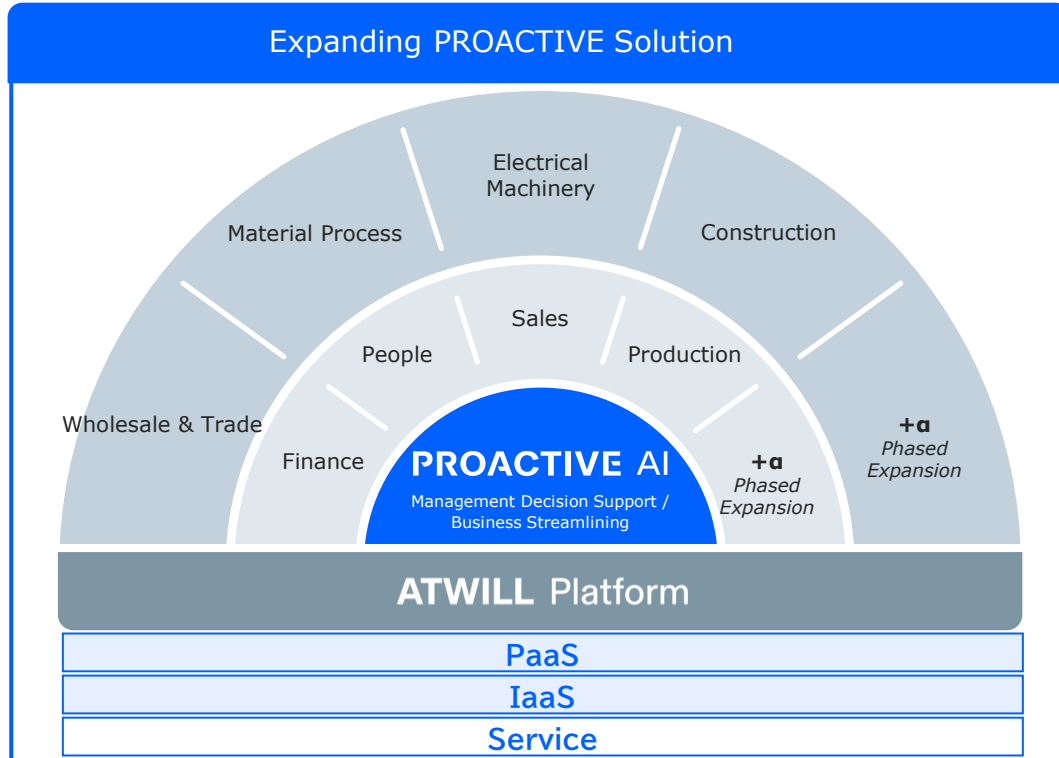
Segment	Net Sales	Operating Profit	Incoming Orders/ Backlog
IT Platform Solution	(+)Accumulation of hardware sales to the academic research institutions (+)Increased in sales of security products for the distribution industry and insurance companies (+)Increased in system sales due to new consolidation (–)Decreased in equipment sales to a specific customer in the communications industry (–)Decreased in sales of security products for the banks		(+)Increased in system sales due to new consolidation (–)Decreased in equipment sales to a specific customer in the communications industry (–)Decreased in sales of security products for the banks
IT Management Service	(+)Increased in management services (+)Increased in license sales	(+)Improvement of profitability at data centers	(+)Increased demand for management services (+)Increased in data center service projects
Others	(+)Increased in systems development projects at SCSK Minori Solutions Corp.	(+)Improved the sales mix	(+)Increased in systems development projects and packaged software and hardware sales orders at SCSK Minori Solutions Corp.

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

# PROACTIVE: Status Update

Driving business expansion through growth in case study companies, a broader partner ecosystem, and an enhanced template for wholesalers and trading companies

## Solution Overview



## Business Progress Highlights

- **Increasing number of case study companies in each industry**
- **Continuously updating our business-specific and industry-specific offerings**  
Providing offerings focused on the resolution of management and operational issues
- **Expansion of PROACTIVE AI scenarios**  
Accelerating management support and operational efficiency, while also offering data analysis services

## Expansion of Customer Case Studies by Industry

Industry	Case Study / Issues	Our Solution & Value
Wholesale & Trade	System Standardization for Sumitomo Corporation Group Companies	✓ Leveraging our extensive track record and expertise in supporting the Sumitomo Corporation Group, we developed a template to address unique industry-specific business practices and challenges
Manufacturer	Case A: Switching from a Global ERP	✓ Seamless integration of PROACTIVE AI and business applications resolves unique industry challenges and reduces the operational burden
Professional Service	Case B: Legacy System Replacement	✓ Delivered our in-house best practices for budget vs. actual management and sales/maintenance of various products, resulting in lower implementation and operational workload
Construction	Case C: Legacy System Replacement	✓ Provided best practices incorporating the business practices of the construction industry, based on our track record of implementing management control systems for major to small and medium-sized construction companies

## Expansion of Solution Strategy

- **Partnership with Loglass Inc., a cloud-based management control system provider**  
Enhancing our management accounting offerings and facilitate rapid management decision-making
- **Partnership with Microsoft**  
Providing a concierge service through the integration of "Copilot Studio" and "PROACTIVE AI"
- **Partnership with Google**  
Providing an AI dashboard that integrates "Gemini," "Looker," and "PROACTIVE AI"

# FY2025 Consolidated Financial/Dividend Forecasts



No revisions to the latest forecasts announced on June 10, 2025

	(Millions of yen)			
	FY2025 Forecasts Announced on April 30 (A)	FY2025 Forecasts Announced on June 10 (B)	YoY	
			Amount (B-A)	%
Net Sales	790,000	790,000	—	—
Gross Profit	214,500	214,500	—	—
Gross Profit Margin	27.2%	27.2%	—	/
SG&A Expenses	-130,000	-130,000	—	—
Other Income and Expenses	500	500	—	—
Operating Profit	85,000	85,000	—	—
Operating Profit Margin	10.8%	10.8%	—	/
Profit attributable to owners of parent	57,600	63,500	5,900	10.2%
Dividends per share (Yen)	94.00	94.00	/	/
Dividend Payout Ratio	51.0%	46.3%	-4.7%	/

1. Following the completion of the squeeze-out, the bridge loan balance increased.
2. The bridge loan is scheduled to be repaid by December 2025 using cash on hand, bank loans, bond issuance, etc. (excluding equity financing)
3. Controlling D/E ratio to be below 1.0x in the medium term

(Billions of yen)

BS as of Mar. 31, 2025

Cash, Deposits 105.6	Bridge loan 100.8
Current asset 242.9	Loans, corporate straight bonds 154.2
	Lease obligation 60.3
Other non-current assets 536.4	Other liabilities 277.0
Net One Systems Goodwill 161.3 PPA 104.4	Net asset 292.5 (The portion of non-controlling interests is 1.1)



BS as of Jun. 30, 2025

Cash, Deposits 118.2	Bridge loan 172.3
Current asset 233.2	Loans, corporate straight bonds 152.9
	Lease obligation 57.7
Other non-current assets 511.8	Other liabilities 188.8
Net One Systems Goodwill 161.3 PPA 102.8	Net asset 291.4 (The portion of non-controlling interests is 1.1)

	As of Mar. 31, 2025	As of Jun. 30, 2025
Interest-bearing debt (excl. lease liabilities)	315.4 (255.0)	383.1 (325.3)
D/E ratio*1 (excl. lease liabilities)	1.08 times (0.88 times)	1.32 times (1.12 times)

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

# Appendix

(Millions of Yen)

Systems Development

	FY2024	FY2025	YoY		FY2025 Net One Systems
	(Apr. 2024 - Jun. 2024)	(Apr. 2025 - Jun. 2025)	Amount	%	
Net Sales	50,728	57,930	7,201	14.2%	4,216
Incoming Orders	54,016	60,913	6,896	12.8%	7,400
Backlog	54,374	73,338	18,964	34.9%	18,654

- Net Sales
  - Increased in systems development projects for the manufacturing industry, including the automotive industry and the electronics industry
  - Increased in systems development projects for the communications industry
  - Decreased in reaction to projects for the distribution industry and the insurance companies
- Incoming Orders/Backlog
  - Increased in system construction projects for the automotive industry and the communications industry
  - Decreased in reaction to projects for the distribution industry, the shopping credit/leasing companies and the insurance companies



(Millions of Yen)

System Maintenance and Operation/Services

	FY2024	FY2025	YoY		FY2025 Net One Systems
	(Apr. 2024 - Jun. 2024)	(Apr. 2025 - Jun. 2025)	Amount	%	
Net Sales	48,321	70,973	22,651	46.9%	19,300
Incoming Orders	38,978	59,332	20,353	52.2%	15,431
Backlog	104,347	166,908	62,560	60.0%	56,928

- Net Sales
  - Increased in EC-related projects due to new consolidation
  - Cancellations and other issues from certain BPO business customers
  - Increased in management service business
- Incoming Orders/Backlog
  - Increased in EC-related projects due to new consolidation
  - Cancellations and other issues from certain BPO business customers
  - Increased in management service business, the verification service, and data center business

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

(Millions of Yen)

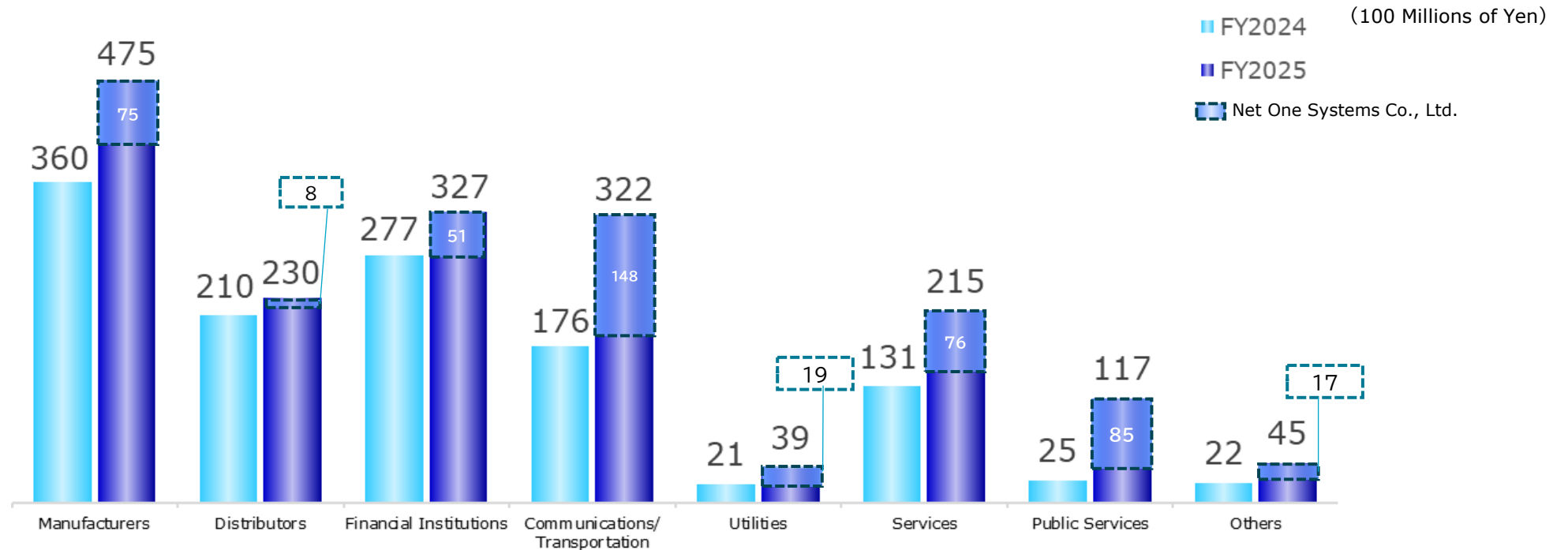
## Packaged Software/Hardware Sales

	FY2024	FY2025	YoY		FY2025 Net One Systems
	(Apr. 2024 - Jun. 2024)	(Apr. 2025 - Jun. 2025)	Amount	%	
Net Sales	23,493	48,571	25,078	106.7%	24,785
Incoming Orders	22,740	52,858	30,117	132.4%	31,752
Backlog	22,050	69,554	47,504	215.4%	42,377

- Net Sales
  - Increased in sales of equipment for specific customers in the communications industry
  - Increased in sales of security products for the distribution industry and insurance companies, and decreased in sales of security products for the banks
  - Increased in sales of hardware equipment for academic research institutions
- Incoming Orders
  - Decreased in sales of equipment for specific customers in the communications industry
  - Increased in sales of security products for the distribution industry and insurance companies, and decreased in sales of security products for the banks
- Backlog
  - Increased in sales of equipment for specific customers in the communications industry
  - Increased in sales of hardware equipment for academic research institutions

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

# FY2025 Q1 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 the electronics 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, decreased due to a reactionary decline in system sales to the banks and a reactionary decline in development projects for shopping credit/leasing, and insurance companies
- In the communications and transportation industry, decreased due to sales of equipment to specific customers in the communications industry
- The electric power and gas industry remained largely flat year-on-year
- In the services industry, increased due to maintenance and operation services for the information service
- In the public services industry, increased due to system sales to academic and research institutions

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

**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.

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