

Business Results Summary
for the 1st Half of Fiscal Year Ending March 2026
and
Progress of the Medium-Term Management Plan

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Representative Director, President
October 29, 2025

1. Consolidated Financial Results for the 1st Half of FY2025

- Summary
- Backlog

2. Progress of the Medium-Term Management Plan

- Core Strategy II : KPI and Progress
- Core Strategy II : PROACTIVE and Mobility Business
- TOPICS: Business Synergies and PMI

(Appendix)



1. Consolidated Financial Results for the 1st Half of FY2025

Consolidated Financial Results for the H1 of FY2025 (Summary)

Net Sales: Continues steady demand from clients for IT investment
Gross Profit: Profit increased due to improved profitability and transitioning PROACTIVE business to sales phase
Operating Profit: The reversal of prior year's asset disposal (¥1.1B) absorbed increased merger-related expenses

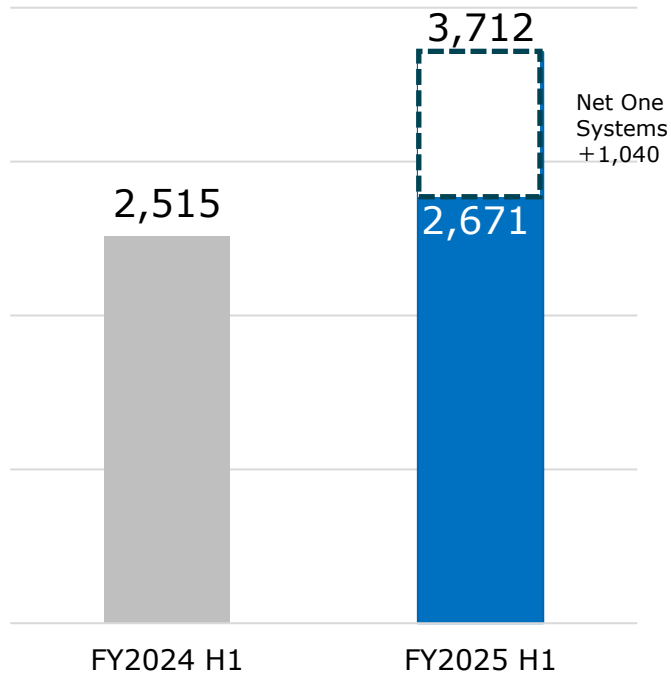
(Note: The above comments exclude increase/decrease factors for Net One Systems Co., Ltd.)

(100 millions of yen)

Net Sales

YoY +47.6%

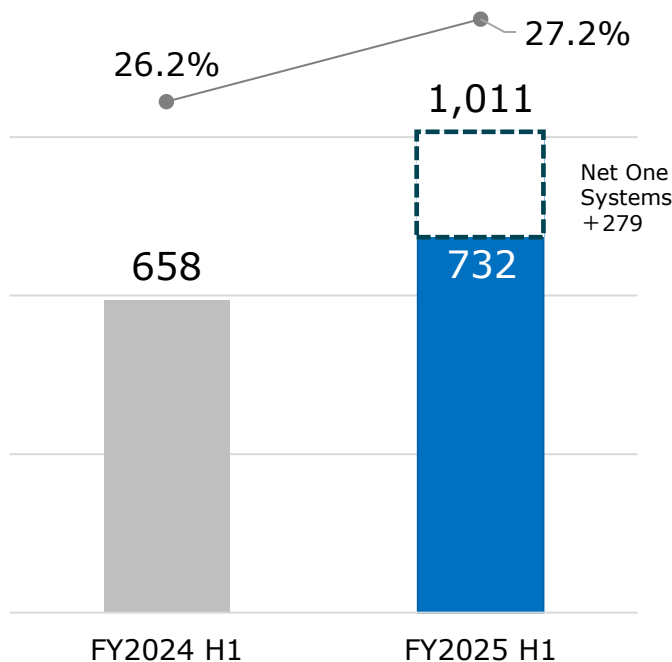
(w/o Net One Systems +6.2%)



Gross Profit & Gross Profit Margin

YoY +53.6%(+1.1pt→27.2%)

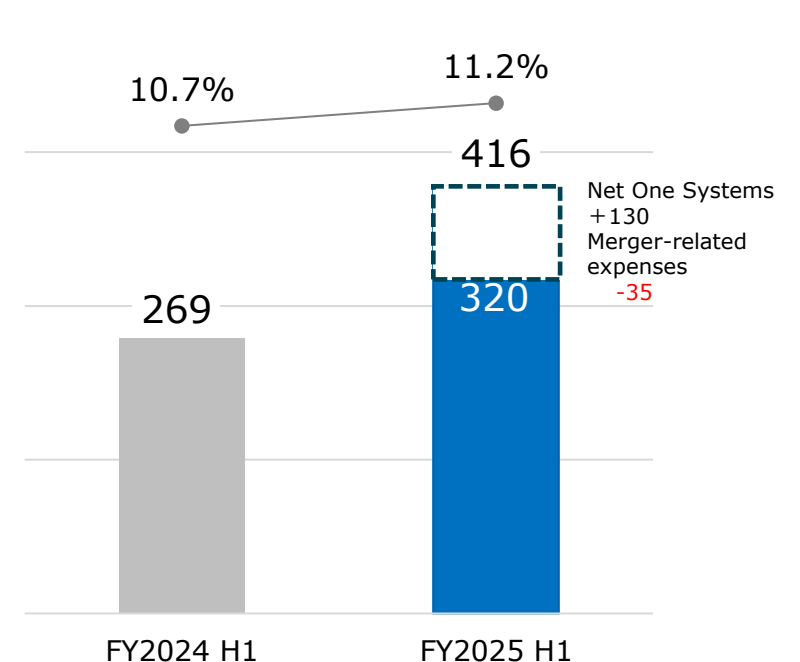
(w/o Net One Systems +11.1%(+1.2pt→27.4%))



Operating Profit & Operating Profit Margin

YoY +54.3%(+0.5pt→11.2%)

(w/o Net One Systems +18.6%(+1.3pt→12.0%))



Consolidated Financial Results for the H1 of FY2025 (Backlog)



Systems Development: Increased due to the business growth for communications industry
System Maintenance and Operation/ Services: Increase in management services, despite a decrease in verification services for manufacturing industry
Packaged Software/ Hardware Sales: Increased mainly due to the sales of large volume of hardware sales

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

(100 millions of yen)

Systems Development

YoY + 37.2%

(w/o Net One Systems +3.0%)

System Maintenance and Operation/ Services

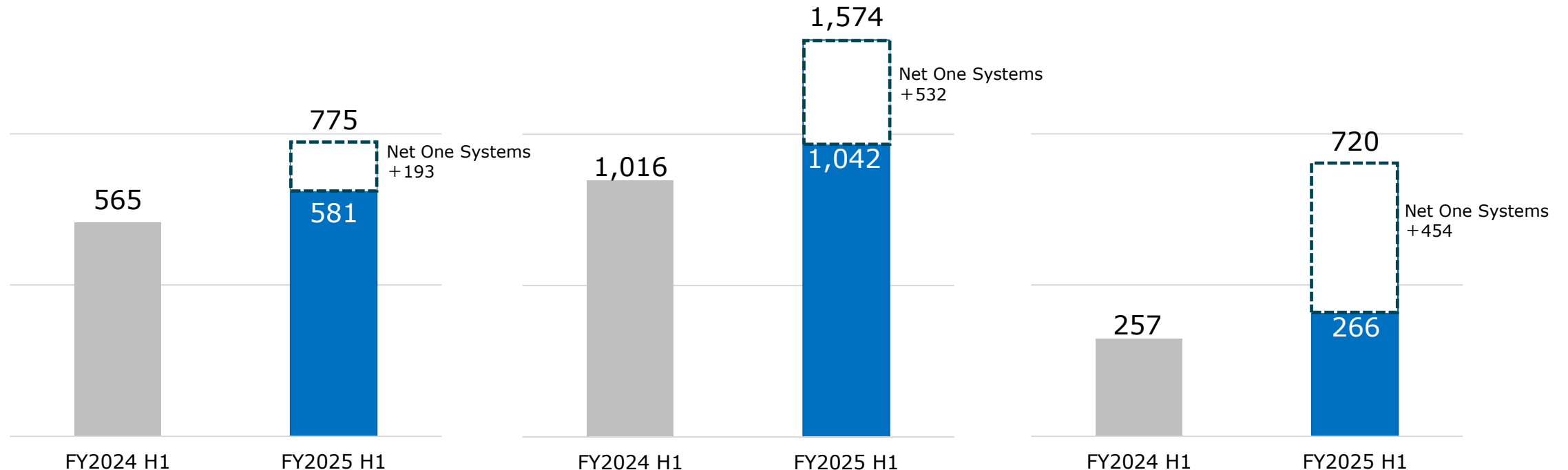
YoY + 54.9%

(w/o Net One Systems +2.6%)

Packaged Software/ Hardware Sales

YoY + 179.2%

(w/o Net One Systems +3.2%)





2. Progress of the Medium-Term Management Plan

Medium-Term Management Plan SCSK Group's Core Strategies

■ 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

All section's action

1 Decisive Business Shifts —Three Shifts

1

Market

Shift toward high-potential
business areas

2

Value

Shift toward high-value-added areas

3

Business
modelShift toward high-productivity
business models

+

Concentrate resources to achieve high growth

2

Development of Market-
Leading Businesses in
Growth Markets

For 2030 - IT for the next delight -

3

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

Managerial Foundation Reinforcement Measures

Promotion of Technology-
Driven ApproachMaximization of Human
Resource Value

Value-Driven Management

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) + COBOL PARK MF+
 - 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)

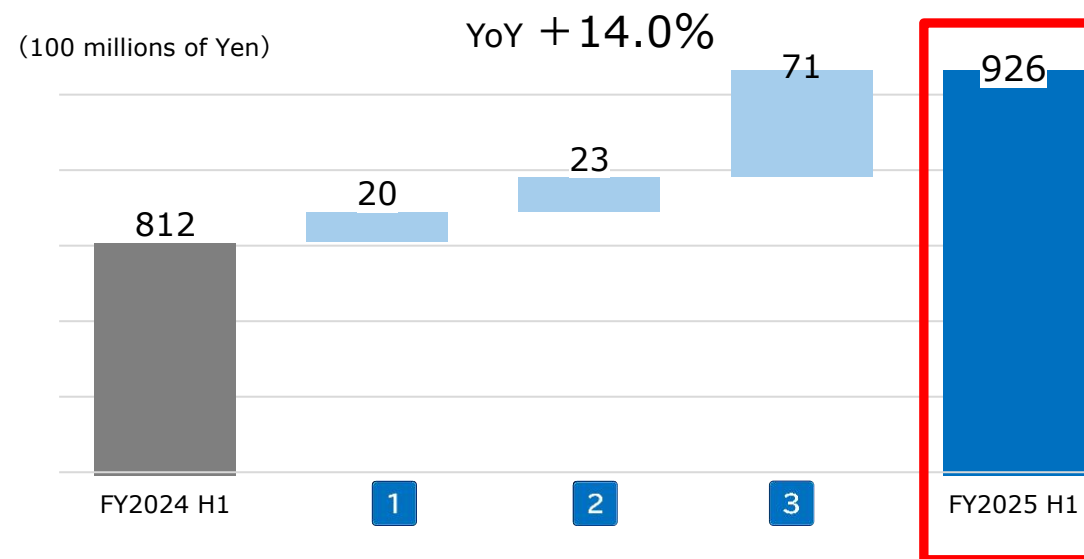
- 3 Integration services supporting society's digitalization**
- Security
 - Data integration
 - Cloud integration
- + **net one**



Market expansion capturing the trend of digitalization

- Global Business (Digital reforms in emerging markets)

Net Sales



1. Growth in Digital Supply Chain (DSC) business for manufacturing and PROACTIVE.
2. Mobility business maintained double-digit growth.
3. Security business performed strongly, also leveraging cross-selling effects.

Sales Plan

FY25 **¥200 Billion**
 ↑ +¥70 B
 FY22 **¥130 Billion**

Sales Growth (Past 2.5 years)

+¥50.3 Billion
 Target Gap: +¥19.7 Billion

Core Strategy II PROACTIVE

Achieved growth significantly exceeding expectations.

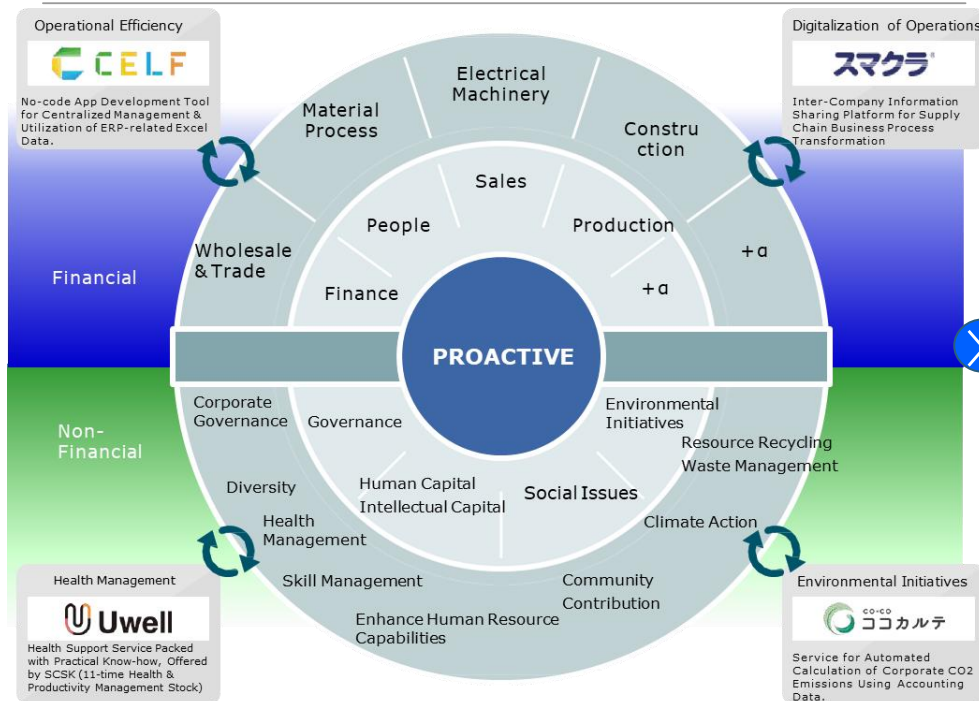
Expanding non-financial domain services as future growth pillars, launching new services such as

Uwell (Health Management) and CoxCo Karte (CO2 Emissions Management)

Solution Evolution

AI Evolution

Biz Impacts



- Collaboration with Data Providers
- Expanding Regulatory Compliance Functions
- Proprietary AI Technology Development (Patent Pending)

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 problem-solving
PaaS/IaaS	Streamlining IT Operations with the Latest Technology	Empowering businesses with agile digital transformation

Business Progress

Strong expansion in both new and existing customers, driving growth far beyond expectations.

- New Customers: Secured National Printing Bureau; expanding into diverse sectors
- Existing Customers: Japan Stock Exchange upgraded; robust demand
- AI Users: Adopted by THE SANKEI BUILDING CO., Ltd., SMB Kenzai Co., Ltd., etc.; increasing AI usage
- Production Management: FP Corporation Go-Live; successful conversions from foreign ERP packages

Expanding Ecosystem

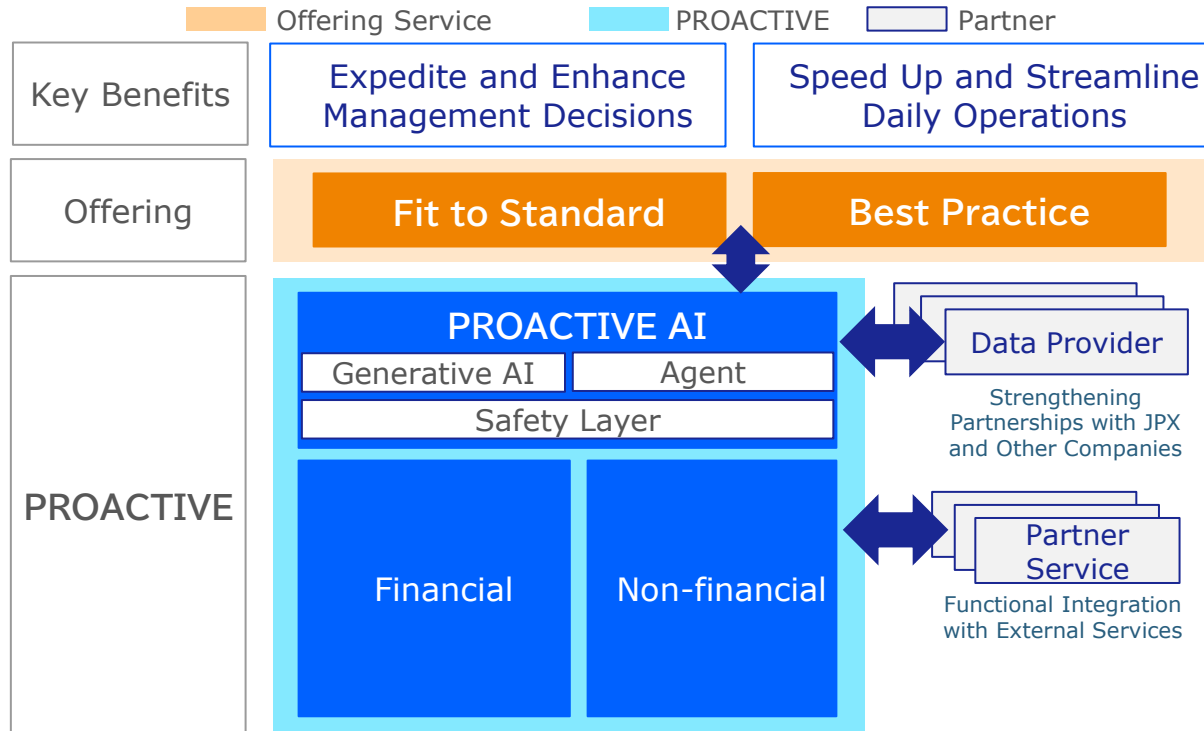
- Sales Channels: Signed agency agreement with OTSUKA CORPORATION for the construction industry
- Ecosystem: Enhanced data ecosystem via partner collaborations

Core Strategy II PROACTIVE

Evolving PROACTIVE into a Business Management Platform
Driving AI feature expansion and co-creation with external partners

Free provision of "AI Dashboard Function" to existing SaaS users begins January 2026

Product Overview



Product Roadmap



Business Progress

- Enhancing Generative AI & AI Agent Features: Further strengthening daily operational automation and decision-making support.
- Integrating JPX Data with PROACTIVE AI: Expanding analytical capabilities by linking management indicators and market data.
- Implementing a Safety Layer: Ensuring secure and safe AI usage while minimizing risks.
- Fusion with OT (Operational Technology): Incorporating production site data for real-time management support.

Rapid Development of SDV Concept Vehicles via Fabless x Horizontal Collaboration
Becoming a Co-creation Partner for OEMs, Tier 1s, & IT Companies as a Digital "Orchestrator"

Software Product Company
Reimagining In-Car Experience with **AI**/Digital

Establishing
Co-creation Ecosystem with
Global Partners



Enabling Rapid Development via
Scrum Framework x Sprint Development

Japan Mobility Show

SDV Concept Vehicle: "SCSK-Car"



A Concept Model for
Software-Evolving Vehicles

Intelligent Cockpit

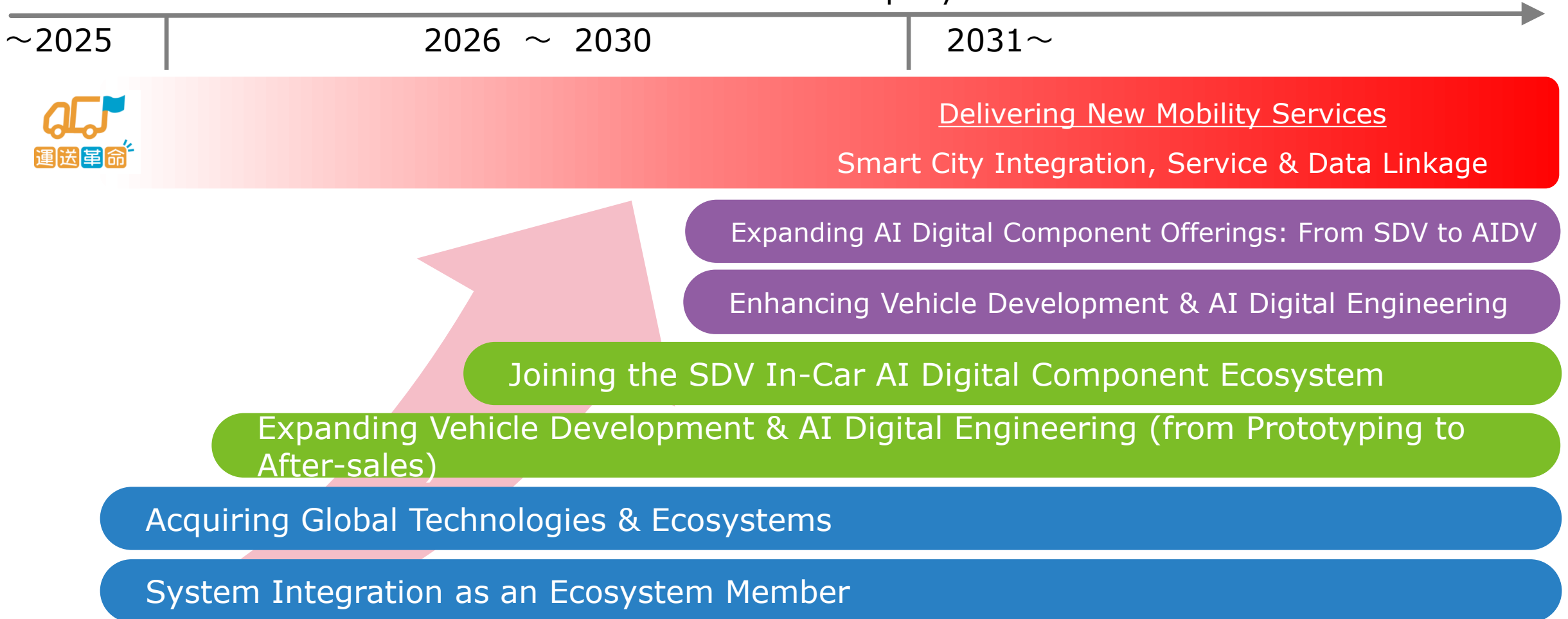


Proposing Personalized In-Car
Experience with **AI** Voice Agent &
Personalization Features.

Other Integrated Solutions

- Cloud Platform for Flexible App Management
- **AI** Driver Monitoring System
- Micromobility Services

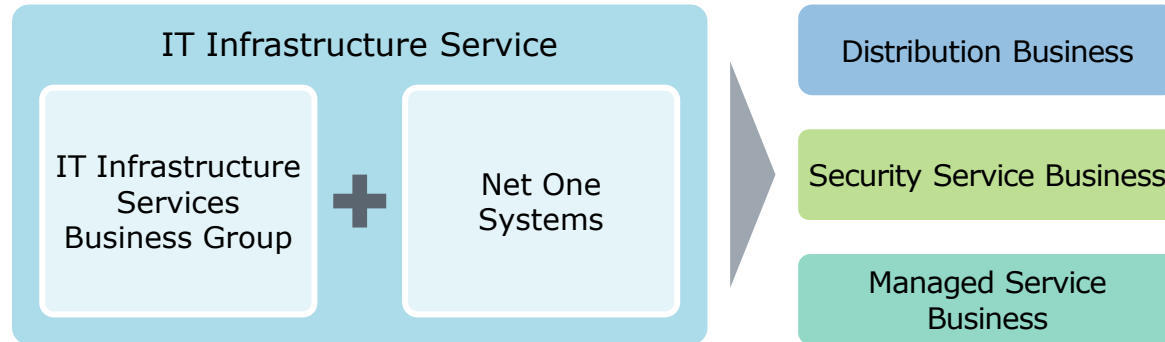
Envisioning Smart Cities: Becoming a "Service-Oriented x AI-Driven" Mobility Service Provider as a Software Company



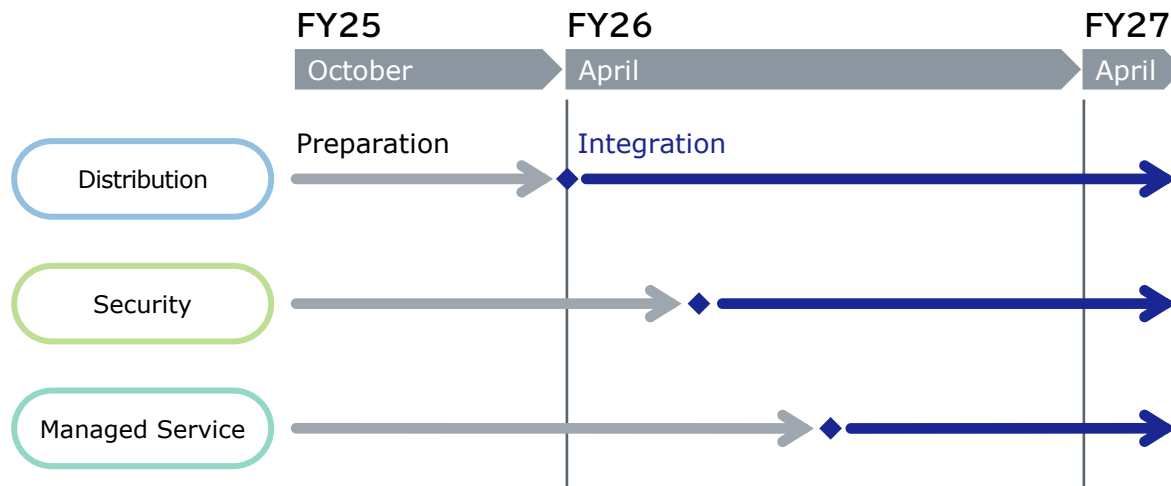
PMI in IT Infrastructure Service and Cross-Selling Progress



Proactive Integration of 3 Core Businesses



Schedule



Cross-selling Progress

FY25 Sales Forecasts

¥4 Billion – ¥5 Billion (incl. Order Received: Approx. ¥2.2 Billion)

Order received through multiple solutions such as security, hybrid cloud, and data & AI etc, focusing on networks.

Cross-Selling Cases Examples and its Synergies

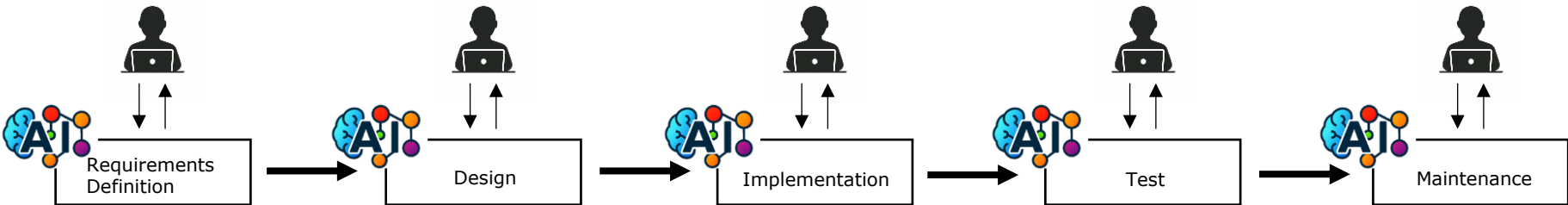
Industry	Overview
Manufacturing Company A	Full Outsourcing for Customer IT Infrastructure
Manufacturing Company B	Advancing Smart Manufacturing (with AI & Video Analytics)
Manufacturing Company C	Cloud Lift: Comprehensive SI x NI Proposals & Leveraging Large-scale Success Models (IP)
Financial Company D	New DC Relocation & Network Reconstruction (Post-Merger)
Financial Company E	Virtual Infrastructure Modernization (Consulting, Rebuilding, Operation)
Communications Company F	Rebuilding Corporate Customer Portal (Network Base & App Development)
Communications Company G	Next-Gen IT Infrastructure Reconstruction (Planning & Consulting)



(Appendix)

AI in Large-Scale Systems Development

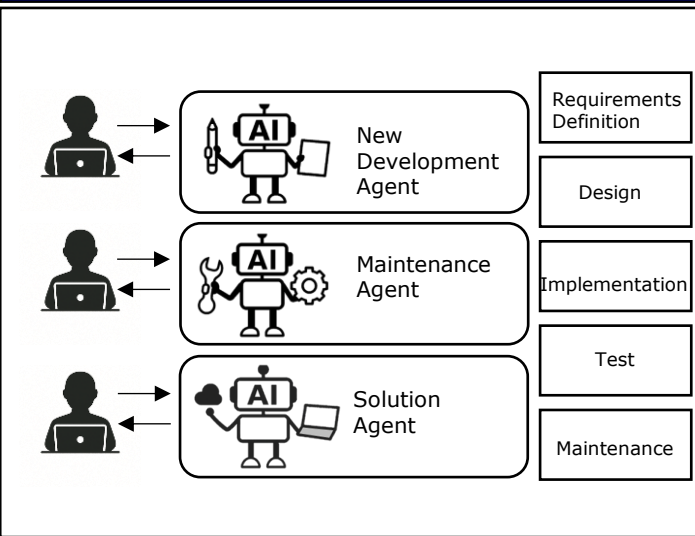
Developing and testing phase-specific AI functions for large-scale development, achieving 20-60% productivity gains in targeted areas, with significant potential for broader project-wide impact



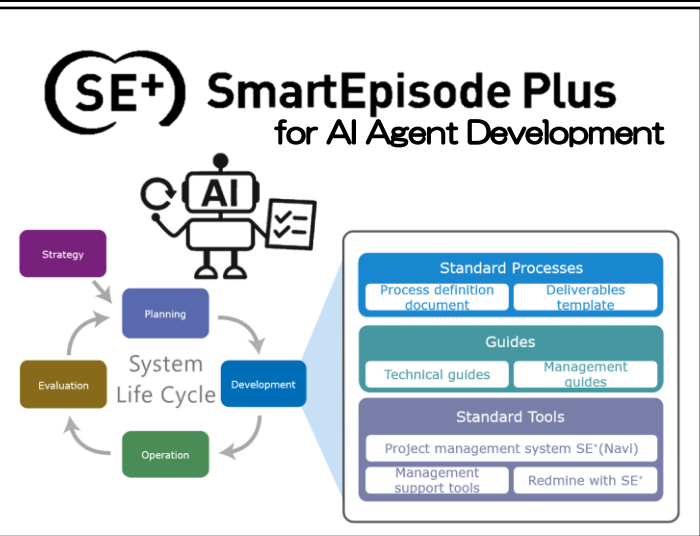
Achieving High-Speed, High-Quality Development

Aiming to realize next-generation, high-speed development by expanding AI applications with AI Agents, standardizing AI-driven development through our AI-enhanced "SE+" framework, and accelerating AI integration into PMO functions

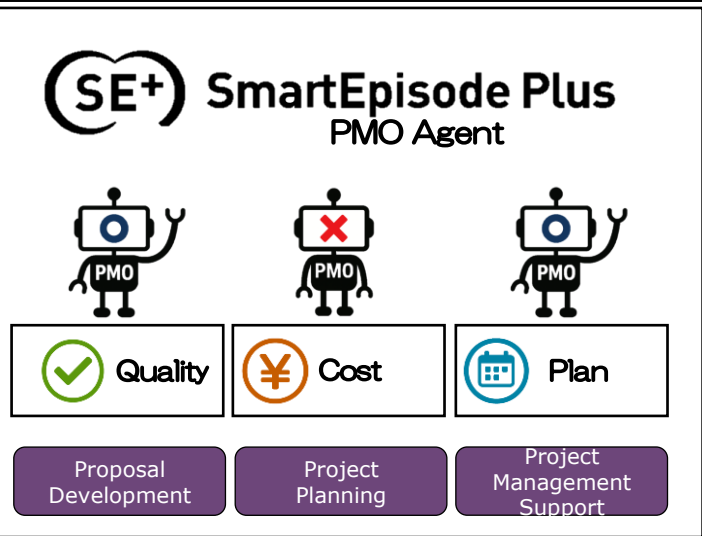
System / Platform



Development Process



Management Process



Current Phase
From FY2024

Next Phase
From FY2025

Building a Simulation Environment with Virtual ECUs and Generative A

■ Leveraging Virtual ECUs

- Enables verification without physical hardware by modeling ECU functions as software
- Allows for integrated simulation, from individual ECUs to the full system level
- Shifts from hardware-dependent verification to "front-loading" tests in early development stages

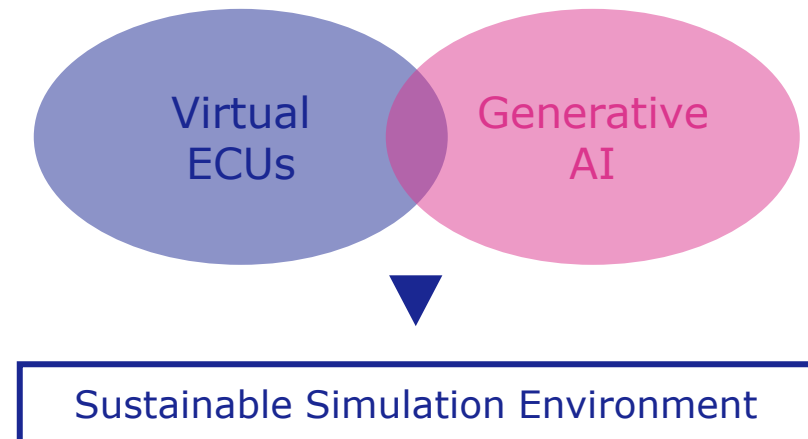
■ Introducing Generative AI

- Automated generation of test scenarios (extracted from specifications and past logs)
- AI-powered auto-generation of simulation environment configuration files
- AI-assisted log analysis, anomaly detection, and report generation

■ Benefits of Technology Collaboration

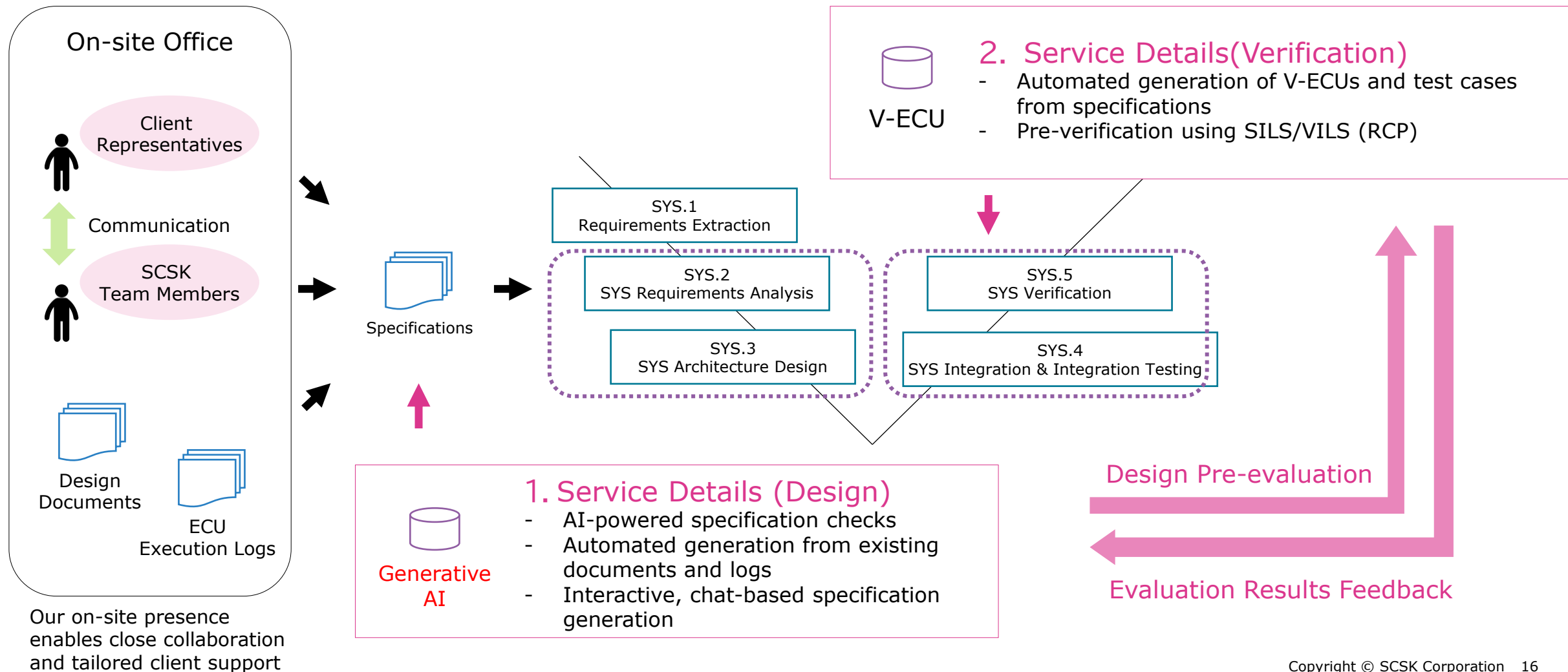
- ✓ Reduced verification setup time (via automated scenarios & configurations)
- ✓ Improved quality (through comprehensive test generation)
- ✓ Reduced reliance on individual expertise (through AI-based knowledge formalization)
- ✓ Laying the groundwork for sustainable environment operations

⇒ Collaboration between humans and AI creates a more flexible and **sustainable** development environment



Reference: Initiatives in Mobility Development – Leveraging Virtual ECUs and Generative AI

MBSE Support Service with Core Technologies: Generative AI for Design Support & V-ECU for Desktop Verification



Automating Test Scenarios & Environments with Our Proprietary Generative AI (QINeS-GAI)

■ Streamlining Test Preparation through Automation

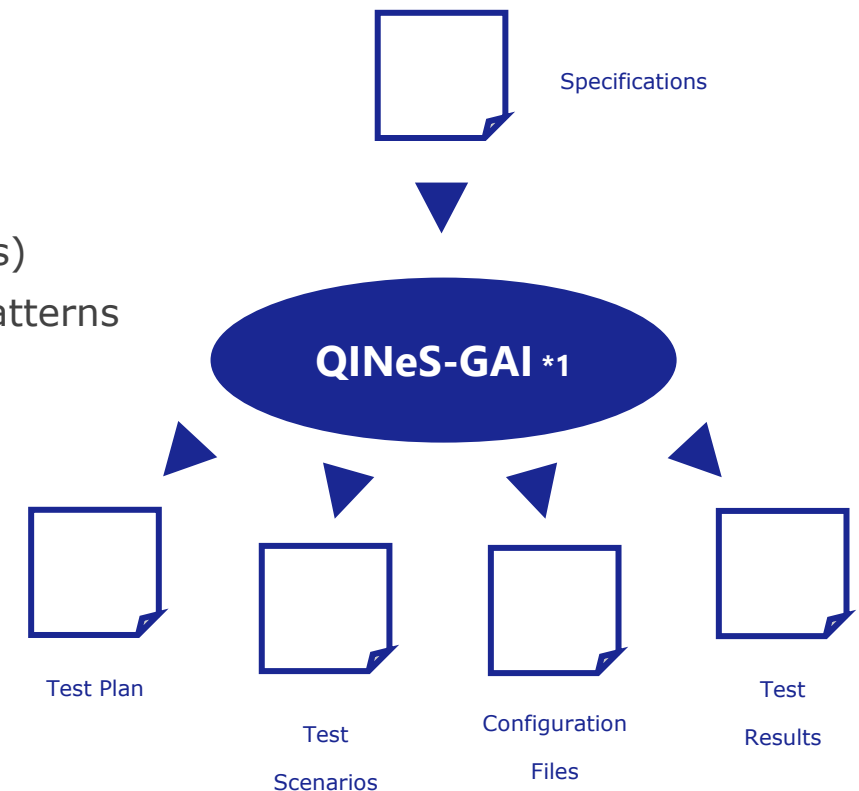
- AI automatically generates test scenarios from specifications and past test logs
- Automated creation of simulation environment configuration files (e.g., communication, sensor, vehicle models)
- Significantly reduces verification setup time

■ AI-Powered Test Analysis and Quality Enhancement

- AI-driven anomaly detection from log data
- Automated reporting of test results (complete with charts and comments)
- Assists in preventing recurrence by cross-referencing with past defect patterns

■ AI-Driven Knowledge Management and Succession

- Ensures reproducibility of test environments and patterns, regardless of personnel changes
- Reduces reliance on individual expertise by accumulating know-how in AI models
- Improves the precision of environment operations through continuous learning



*1 QINeS-GAI: "QINeS" is SCSK's one-stop service for in-vehicle systems, centered on our proprietary, AUTOSAR-compliant Basic Software (the OS, drivers, and middleware for ECUs). "QINeS-GAI" is the collective name for SCSK's projects aimed at innovating mobility software development

Attention on the use of this document

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

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