

## Outline of business results

### Consolidated Net sales and Profits

(Millions of yen)

	FY 2023	FY 2024					FY 2025					
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	Amount	Composition Ratio	Plan (Note)	Ratio to Plan(Note)	Difference to Last year	Change to Last year	Consolidated to non-consolidated ratio
Net sales	977,370	1,107,668	100.0%	+130,297	+13.3%	1,322,791	100.0%	1,261,000	104.9%	+215,122	+19.4%	1.14
Gross profit	203,978	224,471	20.3%	+20,492	+10.0%	252,174	19.1%	-	-	+27,703	+12.3%	1.09
Operating profit	62,959	74,360	6.7%	+11,401	+18.1%	89,943	6.8%	86,200	104.3%	+15,582	+21.0%	1.11
Ordinary profit	64,517	75,931	6.9%	+11,413	+17.7%	91,525	6.9%	86,600	105.7%	+15,593	+20.5%	1.09
Profit*	47,448	53,481	4.8%	+6,033	+12.7%	64,303	4.9%	58,700	109.5%	+10,821	+20.2%	1.06

\*Profit attributable to owners of parent

(Note)According to plan revised on August 1, 2025

### Non-consolidated Net sales and Profits

(Millions of yen)

	FY 2023	FY 2024					FY 2025					
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	Amount	Composition Ratio	Plan (Note)	Ratio to Plan(Note)	Difference to Last year	Change to Last year	Consolidated to non-consolidated ratio
Net sales	869,573	985,134	100.0%	+115,561	+13.3%	1,163,138	100.0%	1,114,100	104.4%	+178,003	+18.1%	
Gross profit	187,044	206,688	21.0%	+19,643	+10.5%	232,008	19.9%	-	-	+25,319	+12.3%	
Operating profit	55,323	66,497	6.8%	+11,173	+20.2%	81,196	7.0%	77,700	104.5%	+14,698	+22.1%	
Ordinary profit	57,253	68,304	6.9%	+11,050	+19.3%	83,971	7.2%	79,800	105.2%	+15,666	+22.9%	
Profit	43,150	48,993	5.0%	+5,843	+13.5%	60,534	5.2%	55,570	108.9%	+11,540	+23.6%	

(Note)According to plan revised on August 1, 2025

### Quarterly change of consolidated Net sales

(Millions of yen)

	FY 2023	FY 2024				FY 2025		
	Amount	Amount	Difference to Last year	Change to Last year	Amount	Difference to Last year	Change to Last year	Consolidated to non-consolidated ratio
1Q (Jan. - Mar.)	242,609	266,664	+24,054	+9.9%	315,541	+48,877	+18.3%	
2Q (Apr. - Jun.)	278,447	303,058	+24,610	+8.8%	379,590	+76,532	+25.3%	
3Q (Jul. - Sep.)	219,001	252,540	+33,539	+15.3%	310,586	+58,045	+23.0%	
4Q (Oct. - Dec.)	237,312	285,405	+48,092	+20.3%	317,071	+31,666	+11.1%	

### Quarterly change of consolidated Ordinary profit

(Millions of yen)

	FY 2023	FY 2024				FY 2025		
	Amount	Amount	Difference to Last year	Change to Last year	Amount	Difference to Last year	Change to Last year	Consolidated to non-consolidated ratio
1Q (Jan. - Mar.)	17,431	17,641	+210	+1.2%	21,852	+4,211	+23.9%	
2Q (Apr. - Jun.)	20,192	22,210	+2,018	+10.0%	28,247	+6,036	+27.2%	
3Q (Jul. - Sep.)	11,222	14,163	+2,941	+26.2%	17,971	+3,807	+26.9%	
4Q (Oct. - Dec.)	15,671	21,915	+6,244	+39.8%	23,453	+1,538	+7.0%	

### Consolidated Net sales by segments

(Millions of yen)

	FY 2023	FY 2024					FY 2025			
	Amount	Amount*	Composition Ratio*	Difference to Last year*	Change to Last year*	Amount*	Composition Ratio*	Difference to Last year*	Change to Last year*	Consolidated to non-consolidated ratio
System Integration business	630,185	727,814	65.7%	+101,411	+16.2%	902,915	68.3%	+175,100	+24.1%	
Service and Support business	347,185	379,853	34.3%	+28,886	+8.2%	419,875	31.7%	+40,022	+10.5%	

\*From fiscal 2025, we have revised some of the business results management classifications

for consolidated subsidiaries and changed the classification method for business segments.

Amount, composition ratio, amount increases/decreases, and percentage increases/decreases for Jan. - Dec. of FY2024 have been calculated retroactively to reflect these changes (the impact is minor).

### Non-consolidated Net sales and Gross profit by segments

(Millions of yen)

	FY 2023	FY 2024					FY 2025				
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	Amount	Composition Ratio	Difference to Last year	Change to Last year	Consolidated to Non-consolidated ratio	
Net sales	System Integration	525,875	613,251	62.3%	+87,376	+16.6%	751,700	64.6%	+138,449	+22.6%	
Net sales	Service and Support	343,698	371,883	37.7%	+28,184	+8.2%	411,437	35.4%	+39,553	+10.6%	
Gross profit	System Integration	99,350	110,810	53.6%	+11,460	+11.5%	123,769	53.3%	+12,959	+11.7%	
Gross profit	Service and Support	87,694	95,877	46.4%	+8,183	+9.3%	108,238	46.7%	+12,360	+12.9%	

### Non-consolidated Net sales by 4 segments

(Millions of yen)

	FY 2023	FY 2024					FY 2025				
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	Amount	Composition Ratio	Difference to Last year	Change to Last year	Consolidated to Non-consolidated ratio	
System Integration business	SI related products	467,764	552,819	56.1%	+85,054	+18.2%	685,301	58.9%	+132,482	+24.0%	
System Integration business	Custom-made software etc.	58,110	60,431	6.1%	+2,321	+4.0%	66,399	5.7%	+5,967	+9.9%	
Service and Support business	Supplies	185,502	196,286	19.9%	+10,783	+5.8%	212,071	18.2%	+15,785	+8.0%	
Service and Support business	Maintenance, etc.	158,195	175,597	17.8%	+17,401	+11.0%	199,365	17.1%	+23,768	+13.5%	

Full-Year of FY 2025(Jan. 2025 – Dec. 2025) Business results data**Consolidated Cash flows**

	(Millions of yen)		
	FY 2023	FY 2024	FY 2025
C/F from operating	71,649	37,711	<b>92,218</b>
C/F from investing	-21,473	-11,949	<b>-20,475</b>
C/F from financing	-23,839	-25,891	<b>-47,613</b>
Cash and cash equivalents at end of period	229,615	229,488	<b>253,620</b>

**Consolidated Equity, Interest-bearing debt, ROE and ROA**

	FY 2023	FY 2024	FY 2025	(Millions of yen)
Equity	343,112	370,799	<b>394,324</b>	
Interest-bearing debt	8,188	7,528	<b>7,855</b>	
Total assets	561,805	673,903	<b>729,200</b>	
Equity ratio	61.1%	55.0%	<b>54.1%</b>	
Interest-bearing debt ratio	1.5%	1.1%	<b>1.1%</b>	
ROE	14.32%	14.98%	<b>16.81%</b>	
ROA	11.83%	12.25%	<b>13.03%</b>	

**Non-consolidated Key strategic business**

	FY 2023	FY 2024			FY 2025			(Millions of yen)
	Amount	Amount	Difference to Last year	Change to Last year	Amount	Difference to Last year	Change to Last year	
"tanomail"	198,134	209,686	+11,552	+5.8%	<b>228,410</b>	+18,723	<b>+8.9%</b>	
SMILE	15,952	16,029	+77	+0.5%	<b>14,750</b>	-1,279	<b>-8.0%</b>	
ODS	56,896	57,560	+664	+1.2%	<b>61,839</b>	+4,278	<b>+7.4%</b>	
OSM	108,025	127,331	+19,305	+17.9%	<b>160,606</b>	+33,274	<b>+26.1%</b>	
<As reference: Number of Sales> (Units)								
Copier	36,356	35,847	-509	-1.4%	<b>38,315</b>	+2,468	<b>+6.9%</b>	
(of which color copier)	35,543	35,119	-424	-1.2%	<b>37,716</b>	+2,597	<b>+7.4%</b>	
Server	21,537	18,637	-2,900	-13.5%	<b>17,738</b>	-899	<b>-4.8%</b>	
PC	1,161,417	1,424,555	+263,138	+22.7%	<b>2,152,397</b>	+727,842	<b>+51.1%</b>	
Client Total	1,213,089	1,480,883	+267,794	+22.1%	<b>2,368,548</b>	+887,665	<b>+59.9%</b>	

**Future Plans****Plans of consolidated Net sales and profits**

	(Millions of yen)				
	FY 2024 (Result)	FY 2025 (Result)	FY 2026 (Plan)		
	Amount	Amount	Change to Last year	Amount	Change to Last year
Net sales	1,107,668	1,322,791	+19.4%	<b>1,311,000</b>	<b>-0.9%</b>
Operating profit	74,360	89,943	+21.0%	<b>90,000</b>	<b>+0.1%</b>
Ordinary profit	75,931	91,525	+20.5%	<b>90,100</b>	<b>-1.6%</b>
Profit*	53,481	64,303	+20.2%	<b>61,130</b>	<b>-4.9%</b>

\*Profit attributable to owners of parent

**Plans of consolidated Net sales by segments**

	(Millions of yen)				
	FY 2024 (Result)	FY 2025 (Result)	FY 2026 (Plan)		
	Amount*	Amount	Change to Last year*	Amount	Change to Last year
System Integration	727,814	902,915	+24.1%	<b>857,100</b>	<b>-5.1%</b>
Service and Support	379,853	419,875	+10.5%	<b>453,900</b>	<b>+8.1%</b>

\*From fiscal 2025, we have revised some of the business results management classifications for consolidated subsidiaries and changed the classification method for business segments.

Amount for Jan. - Dec. of FY2024 have been calculated retroactively to reflect these changes (the impact is minor).