Financial Results Presentation

for the First Quarter of the Fiscal Year Ending March 31, 2026

Systena Corporation

July 31, 2025

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1. Financial Results for First Quarter of 2026/3 (Consolidated)

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1Q 2026/3 Results

Financial Results for First Quarter of 2026/3 (Consolidated)

(in millions of yen)

Net Sales and Profit at Each Stage	2026/3 1Q Results	2026/3 Profit Ratio	YoY Change 1Q 2025/3 Results	YoY Change Profit Ratio	YoY Change Amount	YoY Change %
Net sales	22,553	-	19,746	-	2,807	14.2%
Operating profit	3,516	15.6%	2,643	13.4%	872	33.0%
Ordinary profit	3,747	16.6%	2,651	13.4%	1,095	41.3%
Profit attributable to owners of parent	2,589	11.5%	1,816	9.2%	772	42.5%

Financial Results (Consolidated)

- Reallocated management resources and improved productivity
- Focused on subscription business to secure revenue
- Promote the expansion of high value-added businesses such as the use of generative AI in the software development business, support for corporate DX promotion, and PMO projects that require advanced project management skills.

Main Financial Indicators

(in millions of yen)

Indicators	As of June 30, 2025	As of March 31, 2025	Change
Equity capital	33,354	32,464	890
Interest-bearing debt	1,550	1,550	0
Debt-to-equity ratio	4.65%	4.77%	(0.12)%pt
Equity ratio	67.1%	62.7%	4.4%pt

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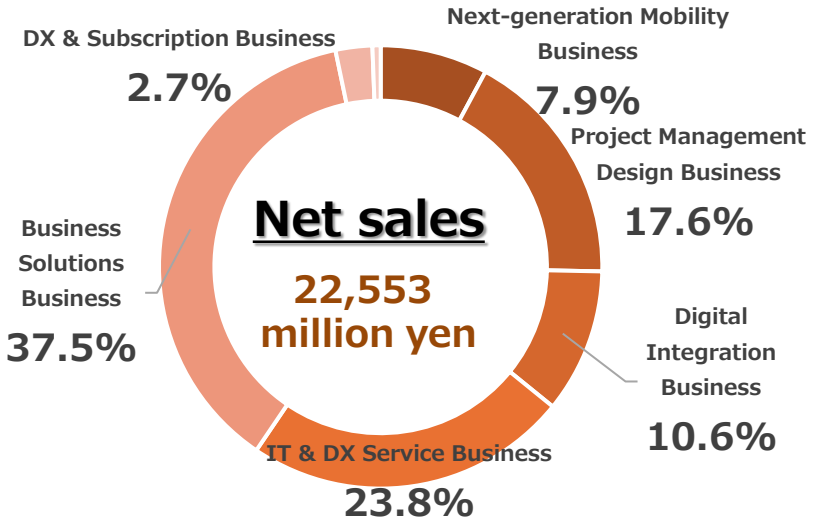
YoY Comparison (by Segment)

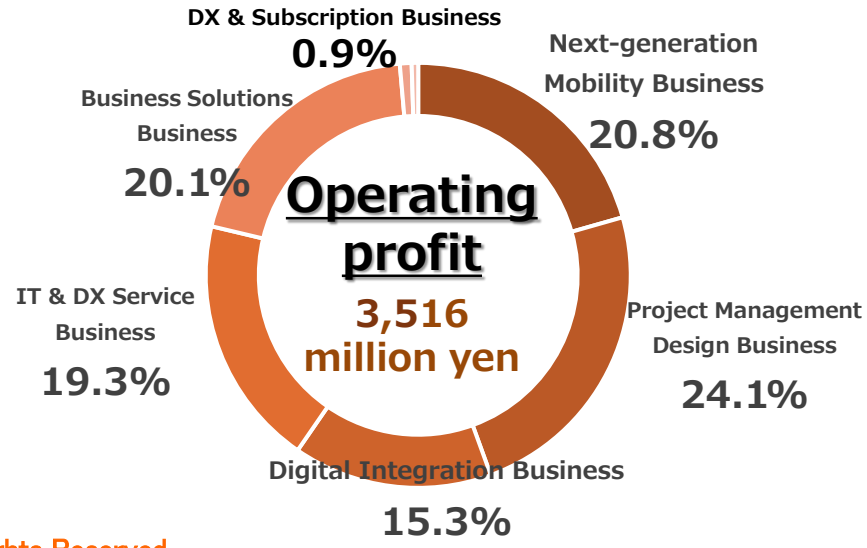
(in millions of yen)

Business Segment	2025/3 1Q Results	2026/3 1Q Results	1Q Comparison %	1Q Profit Ratio
Next-generation Mobility Business	1,086	**1,785**	64.4	41.0%
	361	**731**	102.3	
Project Management Design Business	3,864	**3,964**	2.6	21.4%
	578	**848**	46.7	
Digital Integration Business	2,051	**2,382**	16.2	22.6%
	401	**539**	34.3	
IT & DX Service Business	4,994	**5,375**	7.6	12.6%
	636	**678**	6.5	
Business Solutions Business	7,082	**8,453**	19.4	8.4%
	603	**707**	17.4	
DX & Subscription Business	516	**622**	20.3	4.8%
	58	**30**	(48.7)	
Other Business	238	**135**	(43.3)	–
	3	**(20)**	–	

* Top row: net sales, bottom row: operating profit

Composition of Net Sales and Operating Profit





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By Segment (Net Sales / Operating Profit, YoY)

Next-generation Mobility Business: 1,785 million yen (+64.4%) / 731 million yen (+102.3%)

- Providing dedicated multilayered services to the auto industry.

  Targeting automobile manufacturers and mega suppliers, we provide services such as services supporting software engineering, projects and MaaS.
- Rapidly increasing demand for the transformation of automotive software development.

  Against the backdrop of trends such as electrification, automation, the transition to connected design and vehicle sharing, our projects are increasing in areas broadly ranging from cockpits (IVI＊1, HUD＊2, CDC＊3) to HVAC＊4 and ADAS.＊5
- Receive more orders through the reallocation of mobile technologies and strategic resources.

  Leverage our software development capabilities in the mobile domain and reallocate resources within the Group to fulfill the rapidly rising demand, steadily receive more orders and increase sales.
- Solidify our position as a tier 1 software provider with a view toward the full-scale transition to SDV.

  We will identify the SDV development needs of domestic OEMs and mega suppliers to establish and expand our position as a tier 1 software provider.

＊1 IVI: In-Vehicle Infotainment (integrated automotive system delivering both informative and entertainment elements)

＊2 HUD: Head-Up Display(display device that projects information as an overlay on the scenery within a person's field of vision)

＊3 CDC: Cockpit Domain Controller (device that centralizes many different functions of a cockpit in a single electronic control unit)

＊4 HVAC: Heating, Ventilation, and Air Conditioning (a vehicle's entire air-conditioning system)

＊5 ADAS: Advanced Driver-Assistance Systems (features that reduce the risk of accidents and the burdens on drivers using sensors, cameras and other in-vehicle devices)

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By Segment (Net Sales / Operating Profit, YoY)

Project Management Design Business: 3,964 million yen (+2.6%) / 848 million yen (+46.7%)

* Certain operations were transferred from the Solution Design Business.

- Combining our development and management capabilities, our execution-oriented project management is the strength of our business, and it increases the projects we receive.
- Advance selection and concentration activities to focus on growing areas and project management in the next-generation communication, AI and mobility domains.
- In communication, we focus on supporting the development of next-generation communication networks and utilize our in-house development capabilities in the technical study and R&D phases, in addition to organizing requirements and managing progress.
- In the AI sector, our management support extends to internet and payment services when customers are renovating systems and launching services.
- In the mobility sector, our support extends to domains such as SDV-related large-scale projects for automobile manufacturers, project management for development and evaluation processes and DX-related project management handling on-site operational improvements. This, in addition to linkage with the next-generation mobility business, generates synergy.

Digital Integration Business: 2,382 million yen (+16.2%) / 539 million yen (+34.3%)

* The name was changed from the Framework Design Business.

- In the financial sector, we are handling more system replacement projects involving the use of the cloud, in addition to the development of mission-critical systems. We are receiving more inquiries regarding the insurance sector and Internet banking projects.
- In the public sector, development projects originating from the My Number individual number system continued to expand. A steady stream of orders relating to central government offices has been maintained. DX projects for local governments increased and developed into a mainstay area of this business.
- We continue to receive orders for contracted development projects for large enterprises. In addition to the integrated maintenance and development services provided under our lab framework, we have been advancing proposals regarding high productivity plans using Generative AI, and this is leading to the expansion of orders.

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By Segment (Net Sales / Operating Profit, YoY)

IT & DX Service Business: 5,375 million yen (+7.6%) / 678 million yen (+6.5%)

- Understand the customer's IT investment plan and IT events before focusing on the continued expansion of pacing-based PMO services such as services supporting the introduction of tools, encouraging the use of introduced tools and supporting the reconstruction of business processes.
- Visualize and assess the latent issues facing customers before combining and offering optimal services to attract new departments within customers and acquire new customers.
- In the DX verification service, we examine existing customers in the enterprise area to increase orders and acquire new customers, tapping into our knowledge and experience in businesses with customers in the net business and videogame sectors.

Business Solution Business: 8,453 million yen (+19.4%) / 707 million yen (+17.4%)

- Despite uncertainty over the future due to the weak yen and high prices of resources and goods, we strengthened sales activities aimed at boosting competitiveness through the utilization of DX and AI.
- In the system integration business, we received orders for migration to a cloud environment for digitalization, system development projects, and maintenance services.
- The number of inquiries increased for projects that require one-stop services, high value-added solutions that include the understanding of roadmaps, the introduction of IT equipment, the construction of IT infrastructure, the utilization of the cloud and the development of systems, as well as maintenance/operation projects.
- Replacement projects will also increase as support for Windows 10 will be terminated in October 2025.

DX & Subscription Business: 622 million yen (+20.3%) / 30 million yen (-48.7%)

- Packages for the manufacturing and healthcare industries based on Canbus. is planned, developed and actively rolled out to capture new demand.
- The number of inquiries from the customers using Canbus. related to PMO and integrations to reform operations to promote DX continues to increase.
- As we are increasingly involved in support activities to promote DX, demand connected to the utilization of AI is high, and we are receiving more inquiries about supporting AI in training, accuracy verification and other activities.
- In addition to strengthening our service development resources, we continue to actively invest in the expansion of our recurring income business which involves the acquisition of more sales partners, the improvement of marketing and other activities.

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2. Consolidated Earnings Forecast for 2026/3 and Our Initiatives

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2026/3 Full-year Forecasts

2026/3 Full-year Forecasts

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	Earnings per share
	(in millions of yen)	(in millions of yen)	(in millions of yen)	(in millions of yen)	(Yen)
Previous forecast (A)	89,100	12,700	12,700	8,850	24.76
Revised forecast (B)	89,600	13,500	13,500	9,400	26.30
Difference (B - A)	500	800	800	550	
Change (%)	0.6	6.3	6.3	6.2	
[Reference] Results for previous fiscal year (2025/3)	83,621	12,067	11,855	8,480	23.17

Full-Year Earnings - Key Points of Change

- In terms of profit, contractual unit prices have increased due to a shift of management resources to growth businesses.
- Orders for high-value-added projects increased.

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2026/3 Full-year Forecasts

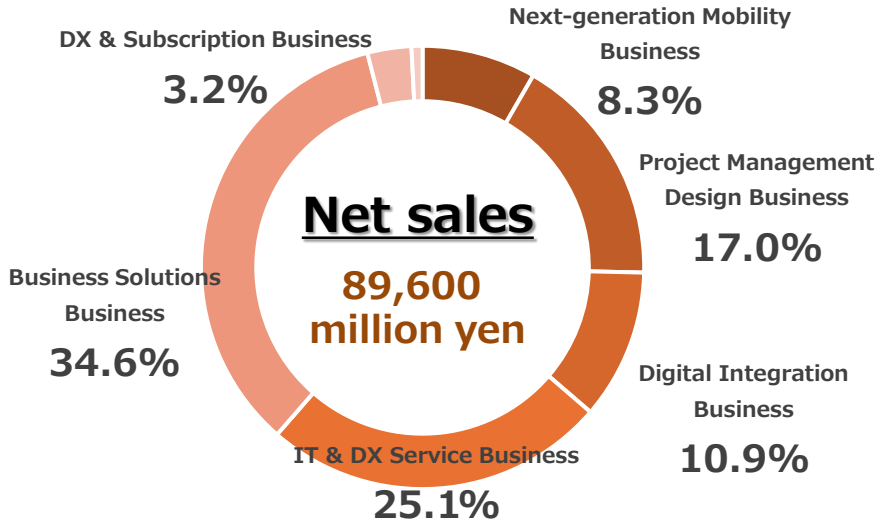
2026/3 Full-year Forecasts (by Segment)

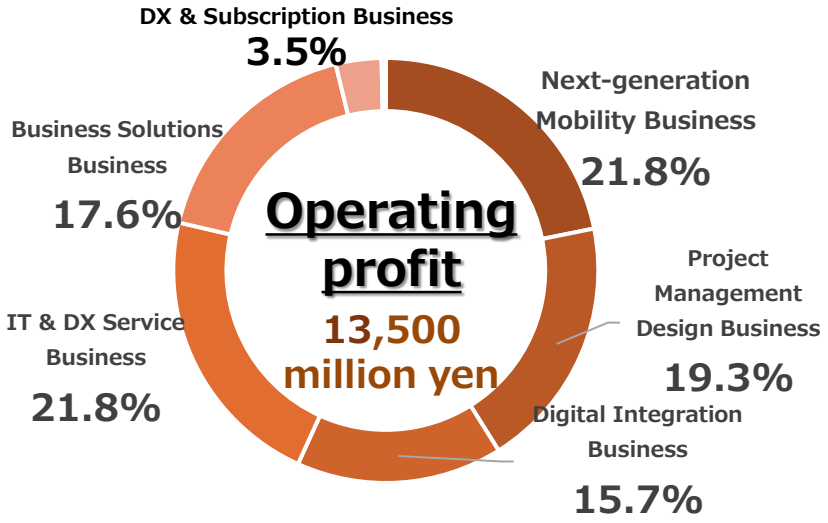
(in millions of yen)

Business Segment	2025/3 Results	2026/3 Forecasts	YoY rate Comparison %	2026/3 Profit Ratio
Next-generation Mobility Business	5,540	**7,310**	*1 34.7	39.5%
	1,964	**2,629**	50.0	
Project Management Design Business	15,661	**15,272**	(2.5)	17.0%
	2,583	**2,599**	0.6	
Digital Integration Business	8,815	**9,805**	11.2	21.6%
	1,954	**2,118**	8.3	
IT & DX Service Business	20,439	**22,479**	10.0	13.1%
	2,848	**2,948**	3.5	
Business Solutions Business	29,771	**30,989**	4.1	7.7%
	2,274	**2,373**	4.3	
DX & Subscription Business	2,725	**2,874**	5.5	16.4%
	460	**469**	2.0	
Other Business	667	**717**	7.6	6.0%
	(19)	**43**	–	

* 1 Sales of approximately 400 million yen fall under the Project Management Design Business, but are recorded in the Next-generation Mobility Business because the project in question is related to the Next-generation Mobility Business.

Composition of Net Sales and Operating Profit





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Initiatives by Segment (Outlook)

Next-generation Mobility Business

Capitalize on our experience in mobile and mobility sectors to seek new business expansion as Tier 1 software providers in response to the development of software defined vehicles (SDVs) in the automotive sector.

1. Focus on SDV development with the use of mobile technologies.	・Leveraging our expertise in UI, UX, design and development honed through mobile development projects, we are deeply involved in the development of software in the automotive cockpit domain (e.g., IVI, HUD, CDC) and provide high added value.
2. Strategically focus on the in-vehicle communication sector using our knowledge in the communication area.	・Our knowledge in network control, protocol stacks and security implementation, which has been developed for telecommunications carriers to date, will also be applied in automotive communication using connectivity functions.
3. Combine communication technologies in the SDV age with mobile development and support the development of the brand experience.	・Support UX design that combines communication and mobile technologies with the goal of realizing connected experiences, which is a requirement for vehicles in the SDV era. For each brand, experiential design consistently encompassing connections to smartphones, digital keys, portal integration and other features is supported for automobile manufacturers. In addition to providing functionality, we seamlessly support the entire process up to prototyping and the evaluation of designs with the goal of creating the experience of choice.

Project Management Design Business

Aiming to create high added-value business fields

1. Aggressive expansion into growth areas.	• We advance selection and concentration activities in growing areas and focus on the management of projects in the domains of next-generation communication technologies, AI and mobility.
2. Strengthening of organizational capabilities.	• In addition to planning and management, we invest in human resource development and recruiting with the goal of ensuring quality, that we move forward and that we handle problems in an integrated manner, leveraging the strengths of our execution-oriented project management business that combines our development and management capabilities.
3. Linkage to the next-generation mobility business.	• By linking them to our next-generation mobility business, we create synergy and expand the domains in which we provide support. Examples of this include large-scale SDV-related projects involving automobile manufacturers, the management of projects handling development and evaluation processes and the DX-related management of projects handling on-site operational improvements.

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Initiatives by Segment (Outlook)

Digital Integration Business

Capture digital transformation needs in business system development to offer integration services that support customers' growth.

1. Work untiringly to increase the customer base.	• Capture customer needs for full-scale digital transformation to achieve continuous business expansion and to increase the customer base.
2. Shift to high value-added businesses.	• Make full use of generative AI to increase development productivity and to boost competitiveness in system development. • Expand services that address low-code development and DX solutions.
3. Transform the business model.	• Turn expertise in system development into assets and shift to an active business model in which we will provide value.

IT & DX Service Business

Instead of merely making proposals in answer to customers' needs, visualize (and assess) their latent issues and then enhance comprehensive services.

1. Focusing on the provision of services for customers’ digital businesses.	• Further expand collaborative PMO services including support for the introduction of different tools, facilitation of operations after the introduction and reconstruction of business processes.
2. Promote and upgrade offering services.	• Propose optimal service options that combine services, products and expertise to help customers enhance their corporate value.
3. Expand risk management services.	• Identify or predict risks in customers' services and expand the service operations in all processes and fields ranging from consultation to testing on services for solution.

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Initiatives by Segment (Outlook)

Business Solutions Business

Shifting our focus from physical business to service business.

1. Investments in expanding the domains covered by our solutions.	• Enhance the portfolio of services and expand sales into the profit division.
2. Enhancement of hybrid environment initiatives.	• Enhance capabilities for dealing with hybrid environments and strengthen alliances with cloud developers. • Enhance the portfolio of services aimed at Windows 10 End of Life (EOL).
3. Expansion of DX-related services.	• Enhance system development and the application reconfiguration business in a multi-cloud environment.
4. Strengthening earnings capacity by expanding sales of services.	• Provide all services through ALL Systena solutions on a one-stop basis.

DX & Subscription Business

We are making proactive up-front investments in our own services, primarily Canbus., with the aim of deploying these services in the field of digital transformation (DX).

1. Planning industry-specific Canbus. Packages.	• Releasing packages for the manufacturing and healthcare industries to expand support for industries where there are greater needs regarding the promotion of DX.
2. Increasing the brand recognition of Canbus.	• Conduct a range of advertising activities such as exhibiting at events, taking part in joint events with partners, and engaging in social media-based marketing.
3. Strengthening pacing-based DX support.	• Along with the provision of the Canbus. series of products, we support the promotion of Canbus. and strengthen support for the integration of AI.

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Company Outline

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Company Outline

- Company name: Systena Corporation
- Established: March 1983
- Fiscal period: March
- Listed monetary and commodities exchange: TSE Prime Market
- Capital stock: 1,513,750,000 yen
- Number of outstanding shares: 425,880,000 shares

- Directors Representative Director and Chairman: Yoshichika Hemmi
  Director and President: Kenji Miura
  Senior Managing Director: Shingo Hemmi
  Executive Managing Director: Hiroshi Kotani
  Director: Makoto Taguchi
  Director: Hiroyuki Fujii
  Director: Seiichiro Nishikawa
  Outside Director: Mari Itoh
  Outside Director: Keirou Hemmi
  Outside Director: Rikizou Kurosaki
  Outside Director: Kazunori Saito

- Audit & Supervisory Board Members
  Full-time Outside Audit & Supervisory Board Member: Toshiji Arita
  Outside Audit & Supervisory Board Member: Yoshihiro Nakamura
  Outside Audit & Supervisory Board Member: Hiroshi Adagawa
  Outside Audit & Supervisory Board Member: Nobushige Tokuono

- Number of employees Non-consolidated: 4,108 / Consolidated: 5,702
  (as of July 1, 2025)

Business	Descriptions
Next-generation Mobility Business	▶ Provision of in-house services including engineering and MaaS to the automotive industry, with a focus on automotive OEMs and suppliers.
Project Management Design Business	▶ Planning, design, development and verification support for various products and telecommunications services. ▶ Planning, design, development and verification support for net businesses, business apps, web services, social infrastructure-related systems, IoT, artificial intelligence and robotics-related services.
Digital Integration Business	▶ Development of financial (non-life and life insurance, banks), industrial, public sector and other mission-critical systems. ▶ Development of infrastructure systems.
IT & DX Service Business	▶ Provide IT outsourcing services including IT project implementation, PMO, digital transformation support, system construction and operation, data entry, mass data output, software testing and digital transformation assessment.
Business Solutions Business	▶ Sale of IT-related products including servers, PCs, peripheral equipment and software to corporations. ▶ Provision of services related to IT equipment including infrastructure building and virtualization. ▶ Provision of RPA solutions.
DX & Subscription Business	▶ Provision of proprietary services Canbus., Cloudstep and Web Shelter. ▶ Provision of and installation support for cloud-based services including Google Workspace and Microsoft 365. ▶ Provision of PMO and direction services that support DX implementation under the brand Canbus.Lab.
Other	▶ Development of software relating to the display of information in automakers' automotive cockpits, the development of PoCs for operations leveraging startups and the encouragement of the DX of corporations using Canbus., a no-code tool. ▶ Development, manufacturing and sales of IoM® (IoT/M2M) 5G gateways, LTE routers, DCM terminals, antennas for IoM® and 5G and LTE femtocell base stations. ▶ Planning, development and operation of social games for smartphones and computers and the entrusted development of apps and systems.

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Comprehensive Solution Services from the Entire Systena Group

systena
Link People for Happiness

Project Management Design Business

- Development of social infrastructure systems
- Development of smartphone apps and Web apps
- Embedded development using robots, artificial intelligence and IoT
- One-stop support covering planning, design, development, verification and operation of different kinds of systems and services

IT & DX Service Business

- PMO services
- Service desk
- LCM services
- Support for the introduction of tools
- IT infrastructure support
- Support for digital human resources development trainingSupport for security measures
- Support for the automation and improvement of the efficiency of business practices
- Global support
- DX verification services

Other Business

- Development of software relating to the display of information in automakers' automotive cockpits, the development of PoCs for operations leveraging startups and the encouragement of the DX of corporations using Canbus., a no-code tool
- Development, manufacturing and sales of IoM® (IoT/M2M) 5G gateways, LTE routers, DCM terminals, antennas for IoM® and 5G and LTE femtocell base stations
- Planning, development and operation of social games for smartphones and computers and the entrusted development of apps and systems

Next-generation Mobility Business

- Development of autonomous driving and in-vehicle systems.

Digital Integration Business

- Development of financial systems (for life and non-life insurance companies and banks) and mission-critical systems for the public and corporate sectors
- Introduction of DX solutions, infrastructure construction and system operation
- Infrastructure consulting services

Business Solutions Business

- Sale of IT-related products and services including servers, PCs, peripheral equipment and software to corporations
- Planning, development and provision of services for product introduction (robotic process automation (RPA), business intelligence (BI) tools and others)

DX & Subscription Business

- Provision of proprietary services, e.g. Canbus., Canbus.IoT, Cloudstep and Web Shelter
- Provision of and installation support for cloud services including Google Workspace and Microsoft 365

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Group companies

	Group companies		Capital / Investment Ratio	Business Descriptions
Domestic consolidated subsidiaries ▶	ProVision	ProVision Co., Ltd.	85 million yen 99.6%	- Comprehensive net services business based on development support and quality assessment for mobile device apps and internet content
	東京都第三セクター企業 東京都ビジネスサービス株式会社	Tokyoto Business Service Co., Ltd.	100 million yen Systena Corporation: 51%, Tokyo Metropolitan Government: 49%	- Data entry, volume output, mailing, proxy dispatch, proxy administrative office services, proxy administrative processing (Model company for the employment of people with severe disabilities as a joint venture with the Tokyo Metropolitan Government)
	株式会社ティービーエスオペレーション	TBSOPERATION Co., Ltd.	40 million yen Tokyoto Business Service Co., Ltd. 100%	- Employment transition support business and employment continuation support business based on the Act on Comprehensive Support for Persons with Disabilities - Occupational training business for people with disabilities and others
	IDY	IDY Corporation	65 million yen 76.7%	- Development, manufacturing and sales of IoM® (IoT/M2M) 5G gateways, LTE routers, DCM terminals, antennas for IoM® and 5G and LTE femtocell base stations
	GaYa	GaYa Co., Ltd.	75 million yen 100%	- Planning, development and operation of social games for smartphones and computers and the entrusted development of apps and systems
	MINGAL	MINGAL, Inc.	100 million yen 100.0%	- Planning, development, distribution, maintenance and operation of cloud services through business co-creation
Domestic equity-method affiliates ▶	HIS Group HOKUYO INFORMATION SYSTEM HISホールディングス株式会社	HIS Holdings, Inc.	95 million yen 25.0%	- System development, packaged software development and sale, and sale of IT equipment - Near-shore development based in Sapporo
Overseas consolidated subsidiaries ▶	systena	Systena America Inc.	28 million US dollars 100%	- Development of software relating to the display of information in automakers' automotive cockpits, the development of PoCs for operations leveraging startups and the encouragement of the DX of corporations using Canbus., a no-code tool
	systena	Systena Vietnam Co., Ltd.	200,000 US dollars 100%	- Software development and quality evaluation - Operation and maintenance - General IT services
Overseas equity-method affiliates ▶	STRONGKEY	StrongKey, Inc.	7.65 million US dollars 28.8%	- Development and sale of data encryption and password-less authentication web servers for security measures - Development and sale of FIDO authentication, PKI and tokenization solutions
	one	ONE Tech, Inc.	6 million US dollars 50.0%	- Development and sale of AI solutions and Micro AI (edge AI) aimed at streamlining manufacturing processes and data monitoring in the manufacturing industry

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Basic Management Policy and Target Management Indicators

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Basic Management Policy

To become one of Japan's leading IT companies and support the Japanese economy from the ground up!

To achieve this, we embrace the basic policy of balanced management, controlling the conflicting qualities of "destruction and creation," "stability and growth" and "maintenance and innovation" in the right balance while continually placing the axis of management at the central point of the pendulum.

Target Management Performance Indicators

1. Stable and high dividends
2. High return on equity
3. High ratio of operating profit to sales

To achieve these indicators, we will aim to achieve a high revenue structure consistent with a basic management policy that emphasizes a balance between stability and growth.

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[Precautions regarding outlook]
This document contains forward-looking statements and predictions that represent projections determined based on the information currently available to the Company and involve considerable uncertainty.
Please note that actual business performance and other results can fluctuate due to various factors including changes in the economic or business environment.

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