

Financial Results Presentation

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



February 5, 2026

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

3Q 2026/3 Results

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

Net Sales and Profit at Each Stage	2026/3		YoY Change			
	3Q Results	Profit Ratio	3Q 2025/3 Results	Profit Ratio	(in millions of yen) Amount %	
Net sales	70,063	-	60,564	-	9,498	15.7%
Operating profit	11,563	16.5%	8,714	14.4%	2,848	32.7%
Ordinary profit	12,404	17.7%	8,600	14.2%	3,804	44.2%
Profit attributable to owners of parent	8,603	12.3%	5,917	9.8%	2,686	45.4%

Financial Results (Consolidated)

- Deepening the earnings structure and improving productivity.
- To further stabilize the earnings base, continue to build up the recurring-type business, which is less susceptible to economic fluctuations.
- Concentrate resources on high-margin areas, such as supporting the incorporation of generative AI into the software development business, facilitating corporate DX, and running PMO projects that require advanced management.
- A comprehensive quality control system for projects reduces defects and other accidents, curbs rework costs, and improves customer confidence.
- The younger generation has steadily become more competitive through the in-house training program for engineers, and the pyramid structure of the organization has been optimized, greatly improving the execution capability of the site.

Main Financial Indicators

(in millions of yen)

Indicators	As of December 31, 2025	As of March 31, 2025	Change
Equity capital	36,891	32,464	4,427
Interest-bearing debt	1,550	1,550	0
Debt-to-equity ratio	4.20%	4.77%	(0.6)%pt
Equity ratio	69.0%	62.7%	%pt

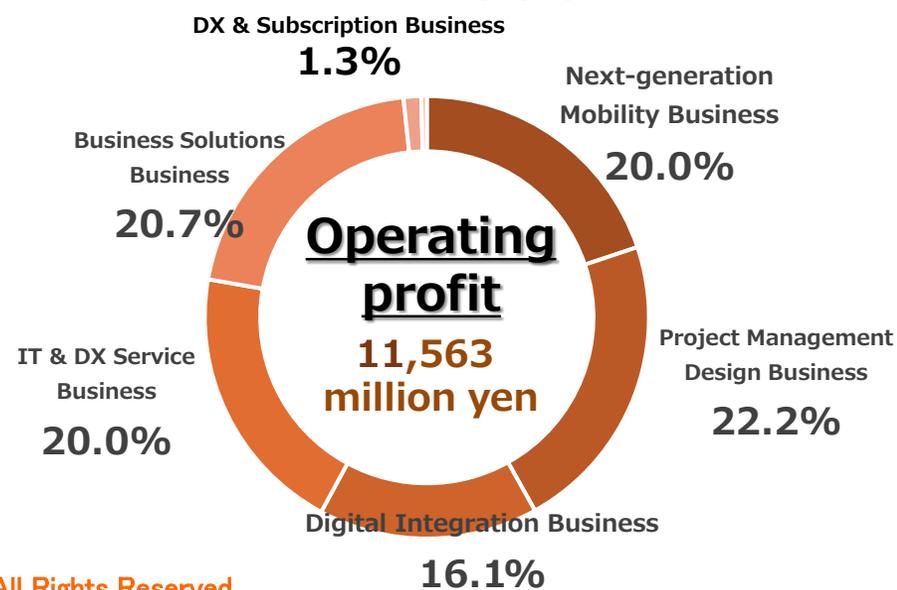
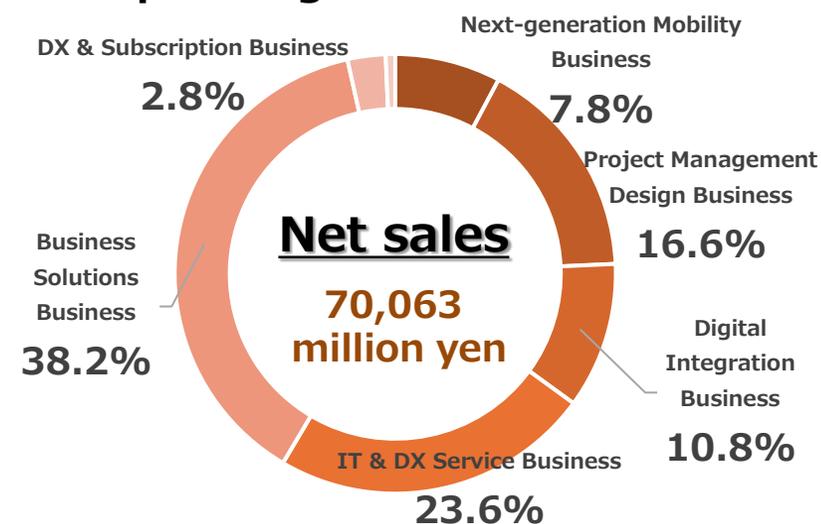
YoY Comparison (by Segment)

(in millions of yen)

Business Segment	2025/3	2026/3	3Q	3Q
	3Q Results	3Q Results	Comparison %	Profit Ratio
Next-generation Mobility Business	3,943	5,476	38.9%	42.2%
Project Management Design Business	1,412	2,312	63.7%	
	11,632	11,597	(0.3)%	22.2%
	1,823	2,571	41.0%	
Digital Integration Business	6,468	7,579	17.2%	24.6%
	1,432	1,867	30.4%	
IT & DX Service Business	15,339	16,548	7.9%	14.0%
	2,044	2,311	13.0%	
Business Solutions Business	20,982	26,777	27.6%	8.9%
	1,691	2,394	41.6%	
DX & Subscription Business	1,913	1,990	4.0%	7.5%
	325	150	(53.8)%	
Other Business	573	581	1.4%	–
	(15)	(44)	–	
Adjustment	(290)	(488)	–	–
	–	–	–	
Total	60,564	70,063	15.7%	16.5%
	8,714	11,563	32.7%	

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

Composition of Net Sales and Operating Profit



By Segment (Net Sales / Operating Profit, YoY)

■ Next-generation Mobility Business: 5,476 million yen (+38.9%) / 2,312 million yen (+63.7%)

- Against the backdrop of the accelerating shift to SDV in the automotive industry, demand for software development is expanding from the cockpit area to the back end.
- Direct transactions with major domestic finished vehicle manufacturers remained steady, and progress was also made in generating projects in the North American market through the U.S. subsidiary.
- Leveraging our strengths in UX design and agile development, we have established a system that can provide consistent support from the planning and requirements definition stage at the top of the process to stabilize orders and operations.

■ Project Management Design Business: 11,597 million yen (-0.3%) / 2,571 million yen (+41.0%)

* Certain operations were transferred from the Solution Design Business.

- Reallocation of resources to strengthen the execution structure in the next-generation telecommunications and AI areas.
- In the telecommunications field, we will provide transition support for the renewal of system infrastructure. In AI, we will expand our involvement in upstream processes, such as platform reconstruction and proof of concept (PoC) using generated AI.
- Profitability remained high, thanks to our execution-oriented promotion system, which provides comprehensive support from strategy formulation to the completion of practical operations in the field.

By Segment (Net Sales / Operating Profit, YoY)

■ Digital Integration Business: 7,579 million yen (+17.2%) / 1,867 million yen (+30.4%)

* The name was changed from the Framework Design Business.

- In the financial sector, core system modernization projects expanded, principally in the insurance domain, driving segment sales.
- In the public sector, projects related to central government ministries and agencies remained strong, while the corporate sector saw growth in host migration and projects utilizing generative AI.
- We have also begun to improve productivity through AI-driven development using generative AI to further strengthen our technological capabilities.

■ IT & DX Service Business: 16,548 million yen (+7.9%) / 2,311 million yen (+13.0%)

- In response to the growing willingness of companies to invest in digital business, inquiries for business process optimization and accompanying PMO services continued.
- In DX verification services, we will shift to the enterprise domain.
- Orders for BPO services at special-purpose subsidiaries also increased, the result of the right person being in the right place at the right time.

By Segment (Net Sales / Operating Profit, YoY)

■ Business Solution Business: 26,777 million yen (+27.6%) / 2,394 million yen (+41.6%)

- The number of PC replacement projects will rise significantly through the third quarter given the end of Windows 10 support in October 2025.
- Lift and shift projects to cloud computing, RPA, and security-related system integration orders also remained strong, contributing significantly to the increase in sales and profit.

■ DX & Subscription Business: 1,990 million yen (+4.0%) / 150 million yen (-53.8%)

- Canbus., a no-code DX platform, saw strong adoption from major companies.
- Orders for packages for the medical industry based on Canbus. also saw steady increases.
- Priority was given to strengthening development functions in anticipation of future growth in the number of subscriptions, and to maintaining and strengthening the support system in line with the expansion of the customer base.



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

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)	(Yen)			
Earnings Forecast for 2026/3 (A)	90,200	14,500	14,900	10,360	28.98
2025/3 Actual results (B)	83,621	12,067	11,855	8,480	23.17
Difference (B - A)	6,578	2,432	3,044	1,879	
Change (%)	7.9%	20.2%	25.7%	22.2%	

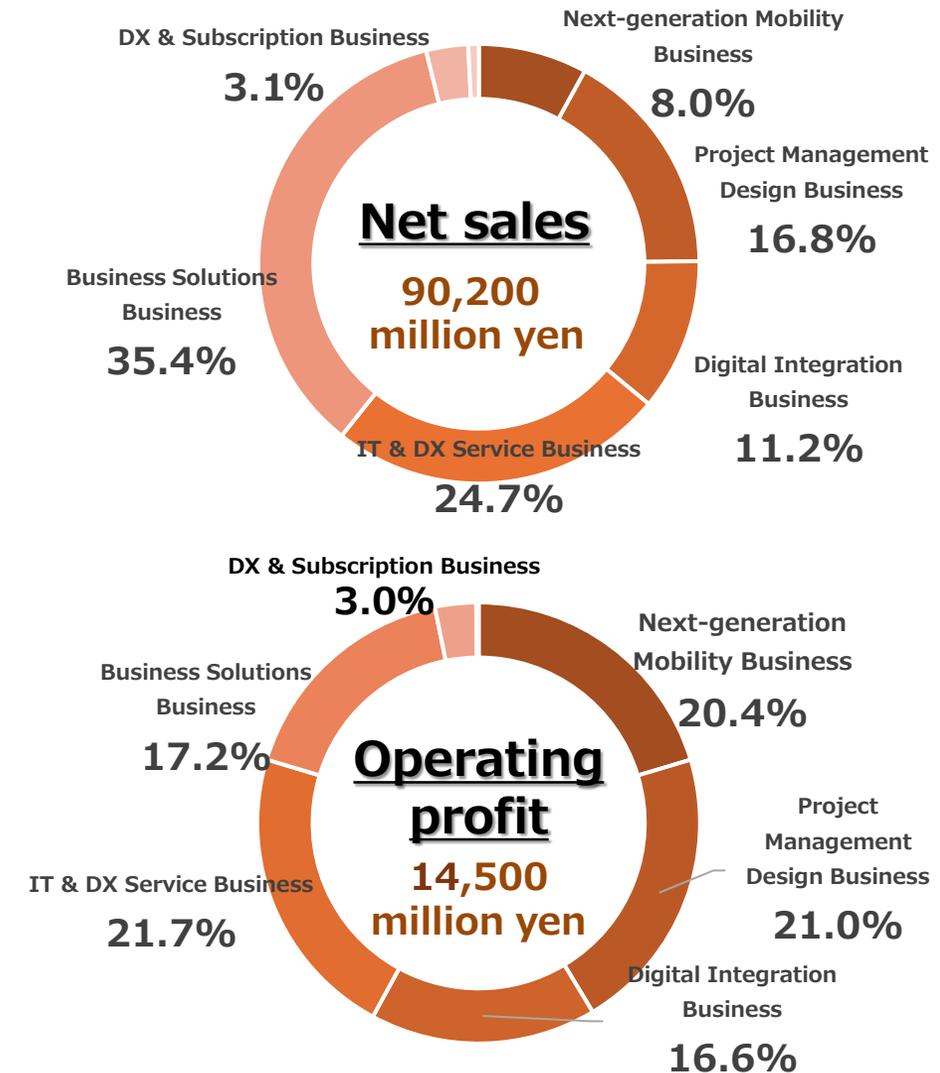
2026/3 Full-year Forecasts

2026/3 Full-year Forecasts (by Segment)

(in millions of yen)

Business Segment	2025/3	2026/3	YoY rate		2026/3
	Results	Forecasts	Comparison %	Profit Ratio	Profit Ratio
Next-generation Mobility Business	5,540	7,193	*1	29.8	41.1%
	1,964	2,953		50.4	
Project Management Design Business	15,661	15,140		(3.0)	20.1%
	2,583	3,007		17.9	
Digital Integration Business	8,815	10,100		14.6	23.8%
	1,954	2,400		22.8	
IT & DX Service Business	20,439	22,261		8.9	14.1%
	2,848	3,147		10.5	
Business Solutions Business	29,771	31,974		7.4	7.8%
	2,274	2,490		9.5	
DX & Subscription Business	2,725	2,831		2.1	15.6%
	460	475		(5.4)	
Other Business	667	698		4.7	3.8%
	(19)	26		—	
Total	83,621	90,200		7.9	16.1
	12,067	14,500		20.2	

Composition of Net Sales and Operating Profit



* 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.

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.
 2. Strategically focus on the in-vehicle communication sector using our knowledge in the communication area.
 3. Combine communication technologies in the SDV age with mobile development and support the development of the brand experience.
- 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.
 - 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.
 - 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.
 2. Strengthening of organizational capabilities.
 3. Linkage to the next-generation mobility business.
- 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.
 - 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.
 - 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.

Initiatives by Segment (Outlook)

■ Digital Integration Business

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

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|---|---|
| <ol style="list-style-type: none">1. Work untiringly to increase the customer base.2. Shift to high value-added businesses.3. Transform the business model. | <ul style="list-style-type: none">• Capture customer needs for full-scale digital transformation to achieve continuous business expansion and to increase the customer base.• 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.• Turn expertise in system development into assets and shift to an active business model in which we will provide value. |
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■ 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.

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|---|---|
| <ol style="list-style-type: none">1. Focusing on the provision of services for customers' digital businesses.2. Promote and upgrade offering services.3. Expand risk management services. | <ul style="list-style-type: none">• Further expand collaborative PMO services including support for the introduction of different tools, facilitation of operations after the introduction and reconstruction of business processes.• Propose optimal service options that combine services, products and expertise to help customers enhance their corporate value.• 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.

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|---|---|
| <ol style="list-style-type: none">1. Investments in expanding the domains covered by our solutions.2. Enhancement of hybrid environment initiatives.3. Expansion of DX-related services.4. Strengthening earnings capacity by expanding sales of services. | <ul style="list-style-type: none">• Enhance the portfolio of services and expand sales into the profit division.• Enhance capabilities for dealing with hybrid environments and strengthen alliances with cloud developers.• Strengthening infrastructure business after Win10End Of Life (EOL)• Enhance system development and the application reconfiguration business in a multi-cloud environment.• Provide all services through ALL Systemena solutions on a one-stop basis. |
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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).

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| <ol style="list-style-type: none">1. Planning industry-specific Canbus. Packages.2. Increasing the brand recognition of Canbus.3. Strengthening pacing-based DX/AI support. | <ul style="list-style-type: none">• The proposal of packages for the manufacturing and healthcare industries was expanded and support for integration at the time of introduction was expanded together with the packages.• 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.• A series of collaborative services were provided, from the selection of AI use cases and support for PoCs to the company-wide introduction of services, including support for system departments and DX promotion departments. |
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Company Outline

Company Outline

- Company name: Systema 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

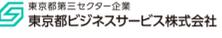
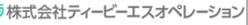
- Audit & Supervisory Board Members
 Full-time Outside Audit & Supervisory Board Member: Toshiji Arita
 Outside Audit & Supervisory Board Member: Yoshihiro Nakamura
 Outside Audit & Supervisory Board Member: Hiroshi Adagawa
 Outside Audit & Supervisory Board Member: Nobushige Tokuono

- Number of employees Non-consolidated: 4,008 / Consolidated: 5,631
 (as of January 1, 2026)

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.



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 Tokyoto Business Service Co., Ltd.	Tokyoto Business Service Co., Ltd. 100 million yen Systema 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 100.0%	- 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
	 THINKLOGIC	Think Logic Co., Ltd. 37.5 million yen GaYa Co., Ltd 32.0%	- Online game development for PCs and smartphones, embedded software development, open-system software development
Overseas consolidated subsidiaries ▶	 systema	Systema America Inc. 28 million US dollars 100.0%	- 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
	 systema	Systema Vietnam Co., Ltd. 200,000 US dollars 100.0%	- Software development and quality evaluation - Operation and maintenance - General IT services
	 ProVision VN	ProVision VN Co., Ltd. 200,000 US dollars ProVision Co., Ltd. 100.0%	- Outsourcing of software development resources for Japan and overseas - Development and sales of digital content for overseas markets
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



Basic Management Policy and Target Management Indicators

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.



ALL Systemena

[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.

