

Financial Results Presentation

for the Fiscal Year Ending March 31, 2026



May 21, 2026

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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
 Vice Chairman and Director: Kenji Miura
 Director and President : 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


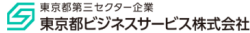










- Audit & Supervisory Board Members
 Full-time Outside Audit & Supervisory Board Member: Toshiji Arita
 Outside Audit & Supervisory Board Member: Yoshihiro Nakamura
 Outside Audit & Supervisory Board Member: Hiroshi Adagawa
 Outside Audit & Supervisory Board Member: Nobushige Tokuono

- Number of employees Non-consolidated: 4,188 / Consolidated: 5,921
 (as of April 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 東京都ビジネスサービス株式会社	Tokyoto Business Service Co., Ltd 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. 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
	 THINKLOGIC	Think Logic Co., Ltd. 37.5 million yen GaYa Co., Ltd 62.1%	- Online game development for PCs and smartphones, embedded software development, open-system software development
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 ▶	 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



1. Financial Results for 2026/3 (Consolidated)

2026/3 Results

Financial Results for 2026/3 (Consolidated)

Net Sales and Profit at Each Stage	2026/3		YoY Change			
	Results	Profit Ratio	2025/3 Results	Profit Ratio	(in millions of yen) Amount %	
Net sales	94,400	-	83,621	-	10,779	12.9%
Operating profit	15,367	16.3%	12,067	14.4%	3,300	27.3%
Ordinary profit	16,145	17.1%	11,855	14.2%	4,290	36.2%
Profit attributable to owners of parent	11,312	12.0%	8,480	10.1%	2,832	33.4%

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.
- Through the practice of data-driven management, we visualize and analyze operational efficiency and profitability on a project-by-project basis in real time, driving rapid decision-making and optimal resource allocation.
- 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.
- The young talent we have recruited and expanded has successfully become an effective workforce through our in-house engineering training programs, significantly enhancing our organizational execution capabilities.

Main Financial Indicators

(in millions of yen)

Indicators	As of December 31, 2025	As of March 31, 2025	Change
Equity capital	39,612	32,464	7,148
Interest-bearing debt	1,550	1,550	0
Debt-to-equity ratio	3.91%	4.77%	(0.9)%pt
Equity ratio	64.9%	62.7%	2.2%pt

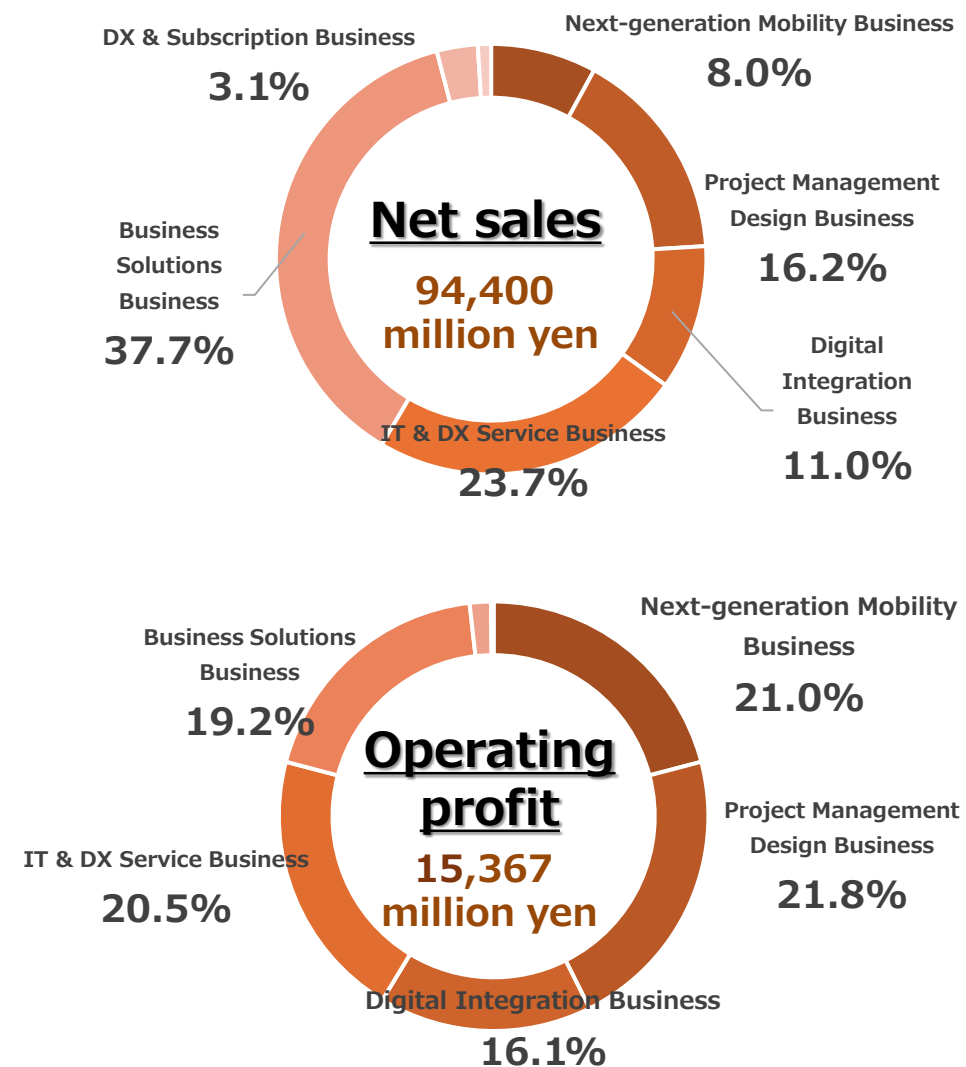
YoY Comparison (by Segment)

(in millions of yen)

Business Segment	2025/3	2026/3	YoY rate	2026/3
	Results	Results	Comparison %	Profit Ratio
Next-generation Mobility Business	5,540	7,569	36.6%	42.5%
	1,964	3,219	63.9%	
Project Management Design Business	15,669	15,296	(2.4)%	21.9%
	2,583	3,342	29.4%	
Digital Integration Business	8,815	10,406	18.1%	23.8%
	1,954	2,476	26.7%	
IT & DX Service Business	20,753	22,356	7.7%	14.1%
	2,848	3,146	10.5%	
Business Solutions Business	29,795	35,584	19.4%	8.3%
	2,274	2,957	30.0%	
DX & Subscription Business	2,783	2,892	3.9%	8.7%
	460	251	(45.3)%	
Other Business	797	1,001	25.5%	—
	(19)	(26)	—	
Adjustment	(534)	(707)	—	—
	—	—	—	
合計	83,621	94,400	12.9%	16.3%
	12,067	15,367	27.3%	

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

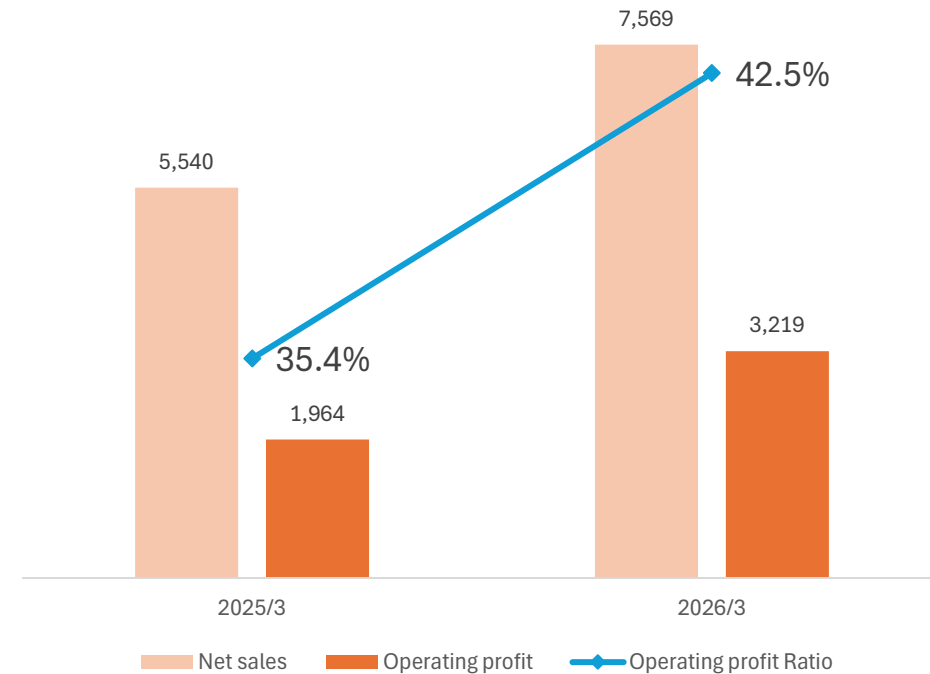
Composition of Net Sales and Operating Profit



By Segment (Net Sales / Operating Profit, YoY)

■ **Next-generation Mobility Business: 7,569 million yen (+36.6%) / 3,219 million yen (+63.9%)**

- 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, by establishing a system to provide end-to-end support starting from the upstream planning and requirements definition stages, we have maintained high utilization levels and achieved stable orders and operations throughout the fiscal year.

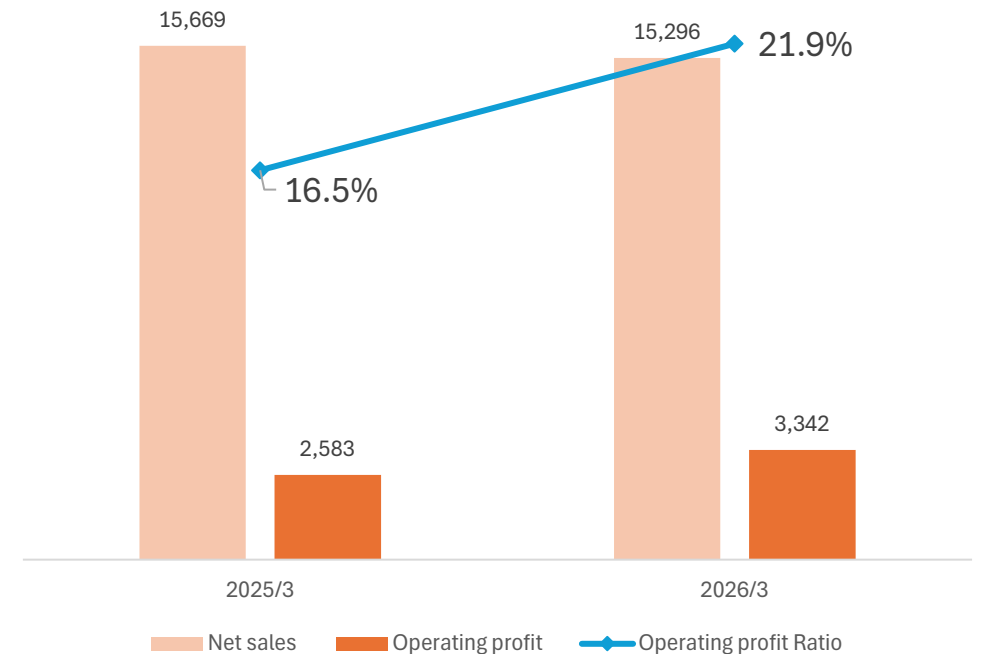


By Segment (Net Sales / Operating Profit, YoY)

Project Management Design Business: 15,296 million yen (-2.4%) / 3,342 million yen (+29.4%)

* 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 sector, we continued to provide transition support for system infrastructure modernization, while in the AI field, we expanded our involvement in upstream processes, such as platform restructuring and proof of concept (PoC) leveraging generative AI.
- Profitability remained high throughout the fiscal year, thanks to our execution-oriented promotion system, which provides comprehensive support from strategy formulation to the completion of practical operations in the field operations.

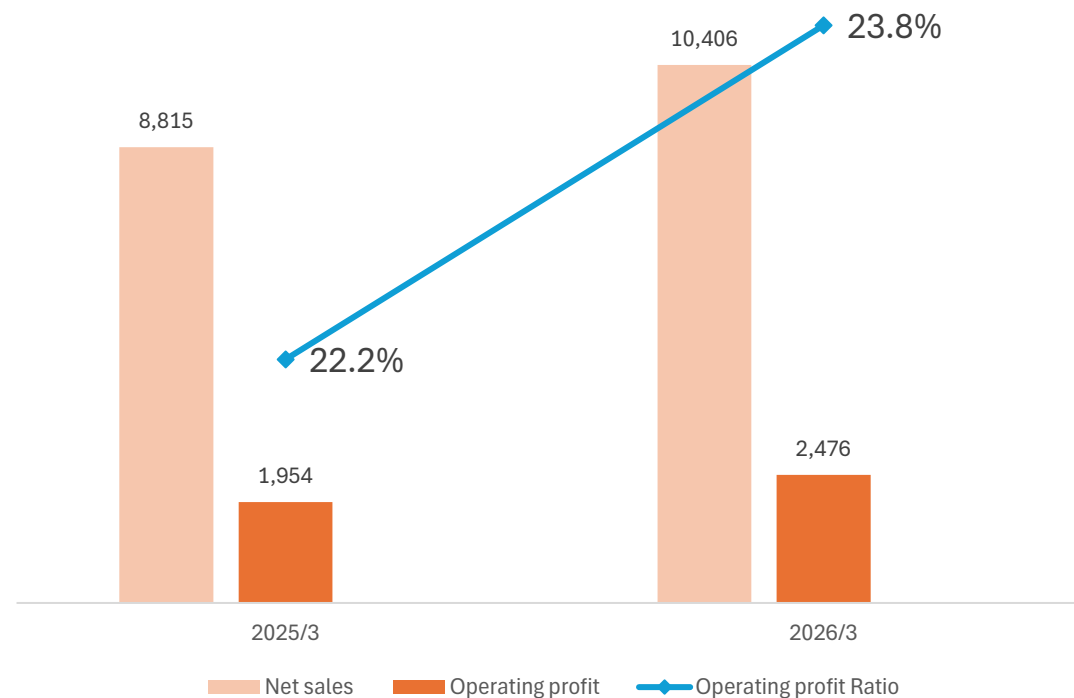


By Segment (Net Sales / Operating Profit, YoY)

Digital Integration Business: 10,406 million yen (+18.1%) / 2,476 million yen (+26.7%)

* The name was changed from the Framework Design Business.

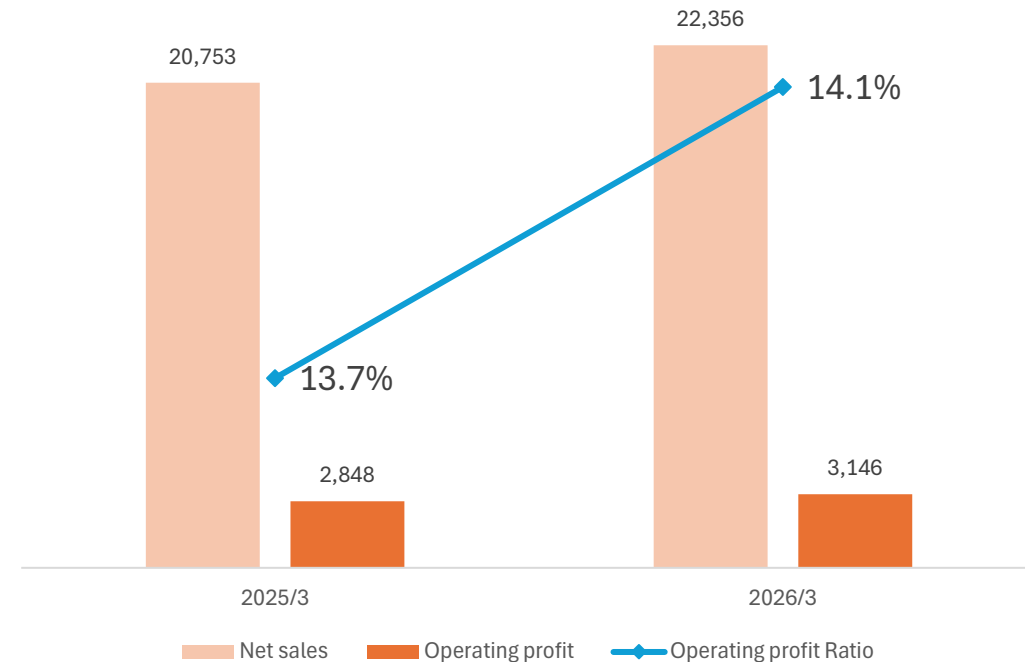
- In the financial sector, core system modernization projects expanded throughout the fiscal year, primarily in the insurance domain, powerfully driving overall segment sales growth.
- In the public and corporate sectors, performance remained solid, driven primarily by additional projects from existing clients.
- During the current fiscal year, we have focused on shifting resources to advanced development projects that utilize generative AI and to high-unit-price DX support areas; this transition of our earnings structure improved overall segment profit margins and further enhanced the stability of our business portfolio.
- We have also initiated productivity enhancements through AI-driven development, driving the strengthening of our technological competitiveness for the next fiscal year.



By Segment (Net Sales / Operating Profit, YoY)

IT & DX Service Business: 22,356 million yen (+7.7%) / 3,146 million yen (+10.5%)

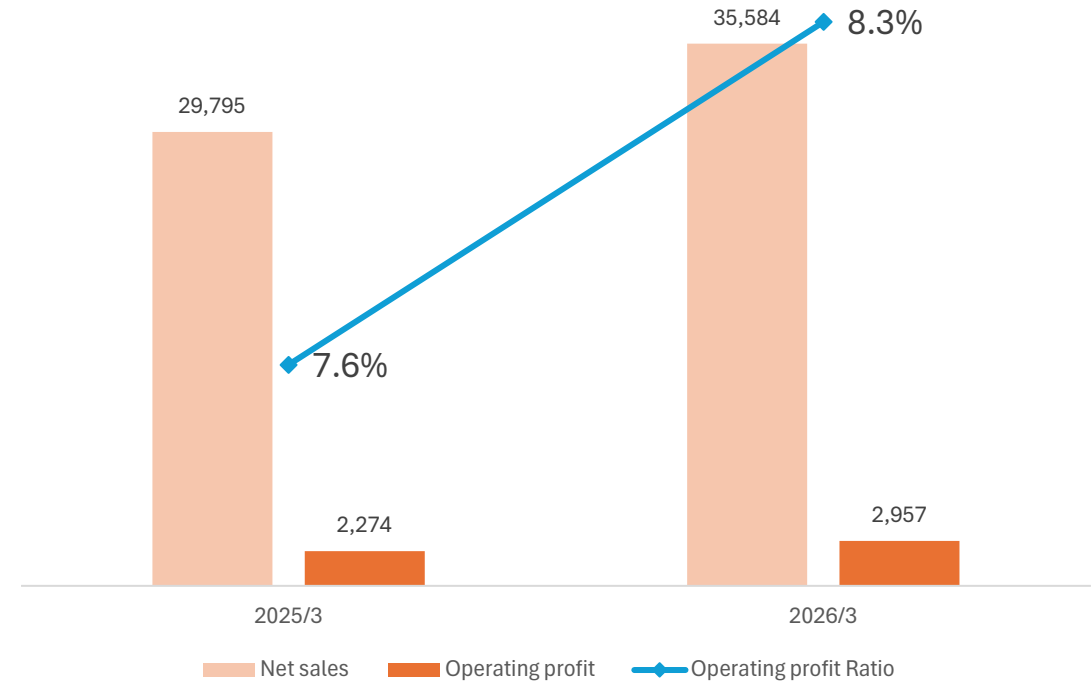
- In response to companies' growing appetite for digital business investments, inquiries for business process optimization and "hands-on PMO services" continued throughout the year.
- In DX verification services, we have successfully completed our shift to the enterprise domain.
- In BPO operations, three group companies, including our special-purpose subsidiary for employment of individuals with disabilities, collaborated organically and optimized resource allocation, driving order expansion and significantly contributing to strengthening the foundation of the entire group.



By Segment (Net Sales / Operating Profit, YoY)

Business Solution Business: 35,584 million yen (+19.4%) / 2,957 million yen (+30.0%)

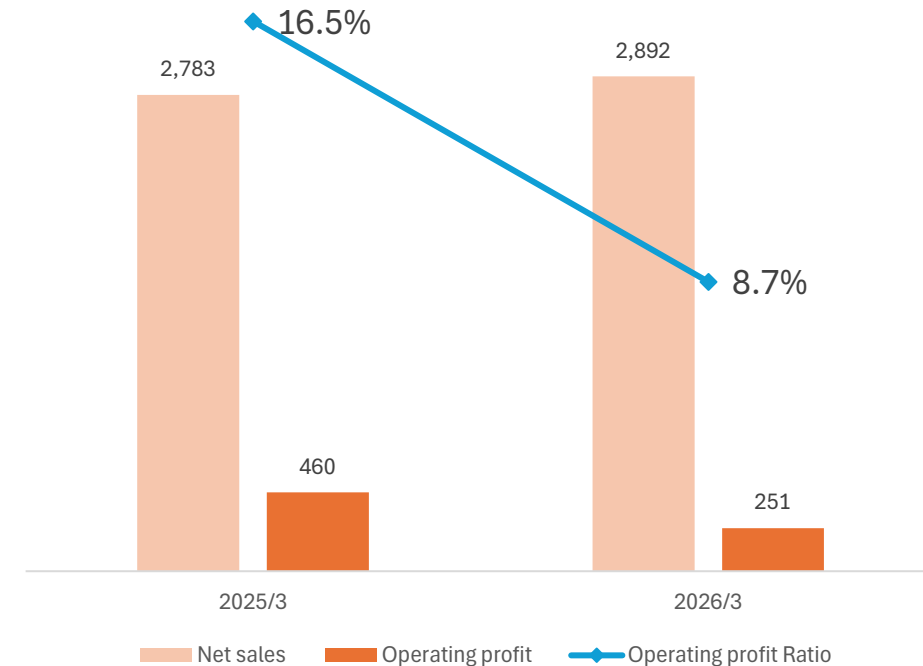
- PC replacement projects driven by the end of Windows 10 support in October 2025 were concentrated through the third quarter of the consolidated fiscal year, significantly boosting net sales.
- Orders remained solid even through the fiscal year-end for cloud lift-and-shift projects, expanding cloud utilization projects, growing managed services, and security-related SI such as Zero Trust. These factors effectively absorbed the post-temporary-demand backlash, contributing significantly to full-year increases in both sales and profit.



By Segment (Net Sales / Operating Profit, YoY)

DX & Subscription Business: 2,892 million yen (+3.9%) / 251 million yen (-45.3%)

- 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 throughout the year.
- 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 2027/3


2027/3 Full-year Forecasts

2027/3 Full-year Forecasts

	Net sales	EBITDA+S*	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)	(in millions of yen)	(Yen)
Earnings Forecast for 2027/3 (A)	98,000	*1 17,250	15,960	15,960	10,630	29.74
2026/3 Actual results (B)	94,400	*2 15,819	15,367	16,145	11,312	31.65
Difference (B - A)	3,600	1,431	593	(185)	(682)	(1.91)
Change (%)	3.8%	9.0%	3.9%	(1.1)%	(6.0)%	(6.0)%

*1. EBITDA+S 17,250 million yen = Operating Profit 15,960 million yen + Depreciation and Amortization 450 million yen + Share-based Compensation Expenses 840 million yen

*2. EBITDA + S 15,819 million yen = Operating Profit 15,367 million yen + Depreciation and Amortization 452 million yen



3 . Medium-term Management Plan (2027/3~2029/3)

Formulation of Medium-Term Management Plan

As our strategies to date have proved successful and initiatives toward achieving our targets are progressing steadily, we have formulated a new three-year Medium-Term Management Plan ending in the fiscal year ending March 31, 2029, aiming for further leaps in our corporate growth.

In the current business environment, while uncertainty regarding social conditions is increasing, new growth opportunities are expanding, including the full-scale utilization of AI, the shift toward Software-Defined Vehicles (SDV) in the mobility sector, and the increasing complexity of customer needs. To capitalize on these opportunities, we will calmly assess environmental changes, build a resilient earnings structure that is not susceptible to specific businesses or market conditions, and establish a foundation for sustainable growth.

Management Policy

To achieve the targets of this plan, the Group will promote the following three basic policies.

(1) Strengthening Business Competitiveness and Evolving the Business Portfolio

Under the new Medium-Term Management Plan, we will further enhance our technological capabilities, proposal-making strengths, and industry-specific domain expertise, aiming for each business to establish a presence that surpasses competitors in its respective market.

(2) Evolution of Profit Structure through Full-Scale Rollout of AI-Related Businesses and Expansion of Recurring Revenue Models

We will enhance the continuity and predictability of our earnings by driving AI integration into existing businesses, expanding into new AI-related domains, and establishing diverse revenue models, including recurring (stock-type) business. Through these initiatives, we will evolve into a high-value-added profit structure.

(3) Evolving Human Capital Management and Strengthening the Foundation for Sustainable Growth

We will link human capital to the creation of corporate value by enhancing our ability to recruit highly specialized talent, continuously increasing value-added per employee, and ensuring appropriate compensation levels.

Performance target

(Millions of yen)

	FY2026 Actual results	FY2027 Forecast	FY2029 Plan
Net sales	94,400	98,000	120,000
EBITDA+S*	15,819	17,250	21,510
Operating profit	15,367	15,960	20,160
Operating profit margin	16.3%	16.3%	16.8%



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.

