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July 31, 2025

## Consolidated Financial Results for the Three Months Ended June 30, 2025 (Under Japanese GAAP)

Company name: Systema Corporation  
 Listing: Tokyo Stock Exchange  
 Securities code: 2317  
 URL: <https://www.systema.co.jp/>  
 Representative: Yoshichika Hemmi, Representative Director and Chairman  
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 Scheduled date to commence dividend payments: —  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended								
June 30, 2025	22,553	14.2	3,516	33.0	3,747	41.3	2,589	42.5
June 30, 2024	19,746	5.4	2,643	38.4	2,651	48.9	1,816	48.9

Note: Comprehensive income For the three months ended June 30, 2025: ¥2,558 million [38.4%]  
 For the three months ended June 30, 2024: ¥1,849 million [36.7%]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
June 30, 2025	7.24	—
June 30, 2024	4.73	—

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
June 30, 2025	49,007	33,354	67.1	92.01
March 31, 2025	51,762	32,950	62.7	90.82

Reference: Equity  
 As of June 30, 2025: ¥32,890 million  
 As of March 31, 2025: ¥32,464 million

**(3) Consolidated cash flows**

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Three months ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
June 30, 2025	1,332	(534)	(2,134)	20,122
June 30, 2024	1,168	(198)	(5,083)	25,997

**2. Cash dividends**

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	–	6.00	–	6.00	12.00
Fiscal year ending March 31, 2026	–				
Fiscal year ending March 31, 2026 (Forecast)		6.00	–	6.00	12.00

Note: Revisions to the forecast of cash dividends most recently announced: None

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)**

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	89,600	7.2	13,500	11.9	13,500	13.9	9,400	10.8	26.30

Notes: Revisions to the earnings forecasts most recently announced: Yes

1. For the consolidated earnings forecasts for the fiscal year ending March 31, 2026, please refer to the “Notice Concerning Upward Revisions to Earnings Forecasts” announced today (July 31, 2025).

\* **Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - (ii) Changes in accounting policies due to other reasons: None
  - (iii) Changes in accounting estimates: None
  - (iv) Restatement: None

(4) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of June 30, 2025	425,880,000 shares
As of March 31, 2025	425,880,000 shares

- (ii) Number of treasury shares at the end of the period

As of June 30, 2025	68,424,173 shares
As of March 31, 2025	68,424,163 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2025	357,455,833 shares
Three months ended June 30, 2024	384,083,745 shares

Note: The Company has introduced a stock compensation plan, and in calculating the number of treasury shares of common shares at the end of the period and the average number of shares outstanding during the period, the number of treasury shares includes shares of the Company held by Japan Custody Bank, Ltd. (the Trust Account) as trust assets for the “Trust for Granting Shares to Directors” and the “Trust for Granting Shares to Executive Officers.” The numbers of treasury shares held by the Trust Account included in the number of treasury shares at the ends of the periods ended June 30, 2025 and March 31, 2025 were both 1,552,600 shares, and the numbers of treasury shares held by the Trust Account excluded from the calculation of the average number of shares outstanding during the three months ended June 30, 2025 and three months ended June 30, 2024 were as follows: the average numbers of treasury shares of common shares held by the Trust Account for the three months ended June 30, 2025 and three months ended June 30, 2024 were 1,552,600 shares and 1,567,700 shares, respectively.

- \* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit corporation: None

- \* Proper use of earnings forecasts, and other special matters

Forward-looking statements in this material, including earnings forecasts, are based on information currently available to the Company and on certain assumptions deemed reasonable. Actual results may differ significantly due to various factors.

## Quarterly consolidated financial statements

### (1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	21,860	20,392
Notes and accounts receivable - trade, and contract assets	18,605	17,056
Securities	833	453
Merchandise	2,053	1,907
Other	830	1,500
Total current assets	44,184	41,310
Non-current assets		
Property, plant and equipment		
Buildings, net	688	680
Tools, furniture and fixtures, net	509	488
Land	97	97
Construction in progress	-	2
Other, net	25	23
Total property, plant and equipment	1,321	1,292
Intangible assets		
Software	153	135
Software in progress	12	12
Other	3	3
Total intangible assets	169	151
Investments and other assets		
Investment securities	3,293	3,389
Long-term loans receivable from subsidiaries and associates	417	398
Leasehold and guarantee deposits	1,676	2,174
Deferred tax assets	1,020	597
Other	97	90
Allowance for doubtful accounts	(417)	(398)
Total investments and other assets	6,087	6,253
Total non-current assets	7,578	7,697
Total assets	51,762	49,007

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	9,063	7,245
Short-term borrowings	1,550	1,550
Accounts payable - other, and accrued expenses	2,530	2,862
Income taxes payable	2,167	850
Provision for bonuses	2,068	981
Provision for loss on orders received	–	10
Asset retirement obligations	–	16
Other	1,241	1,934
<b>Total current liabilities</b>	<b>18,621</b>	<b>15,451</b>
Non-current liabilities		
Provision for share-based payments	169	180
Other	21	21
<b>Total non-current liabilities</b>	<b>190</b>	<b>201</b>
<b>Total liabilities</b>	<b>18,812</b>	<b>15,653</b>
<b>Net assets</b>		
Shareholders' equity		
Share capital	1,513	1,513
Capital surplus	2,188	2,188
Retained earnings	39,817	40,252
Treasury shares	(11,099)	(11,099)
<b>Total shareholders' equity</b>	<b>32,419</b>	<b>32,854</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(72)	(56)
Foreign currency translation adjustment	117	91
<b>Total accumulated other comprehensive income</b>	<b>45</b>	<b>35</b>
Non-controlling interests	485	463
<b>Total net assets</b>	<b>32,950</b>	<b>33,354</b>
<b>Total liabilities and net assets</b>	<b>51,762</b>	<b>49,007</b>

**(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income****Quarterly consolidated statement of income**

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Net sales	19,746	22,553
Cost of sales	14,828	16,602
Gross profit	4,917	5,951
Selling, general and administrative expenses	2,274	2,435
Operating profit	2,643	3,516
Non-operating income		
Interest income	18	5
Dividend income	5	25
Gain on sale of securities	–	12
Gain on valuation of securities	–	149
Share of profit of entities accounted for using equity method	15	21
Subsidy income	5	–
Foreign exchange gains	5	–
Other	6	24
Total non-operating income	56	238
Non-operating expenses		
Interest expenses	2	3
Loss on sale of securities	5	–
Loss on valuation of securities	33	–
Loss on sale of investment securities	2	–
Foreign exchange losses	–	1
Other	3	1
Total non-operating expenses	47	7
Ordinary profit	2,651	3,747
Extraordinary losses		
Loss on liquidation of subsidiaries and associates	9	–
Total extraordinary losses	9	–
Profit before income taxes	2,642	3,747
Income taxes - current	388	765
Income taxes - deferred	460	414
Total income taxes	849	1,180
Profit	1,793	2,567
Loss attributable to non-controlling interests	(23)	(21)
Profit attributable to owners of parent	1,816	2,589

## Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Profit	1,793	2,567
Other comprehensive income		
Valuation difference on available-for-sale securities	1	16
Foreign currency translation adjustment	66	(32)
Share of other comprehensive income of entities accounted for using equity method	(13)	6
Total other comprehensive income	55	(9)
Comprehensive income	1,849	2,558
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,872	2,579
Comprehensive income attributable to non-controlling interests	(23)	(21)

### (3) Quarterly consolidated statement of cash flows

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
<b>Cash flows from operating activities</b>		
Profit before income taxes	2,642	3,747
Depreciation	107	101
Increase (decrease) in provision for bonuses	(953)	(1,086)
Increase (decrease) in provision for share-based payments	9	11
Interest and dividend income	(23)	(31)
Interest expenses	2	3
Loss (gain) on sale of securities	5	(12)
Loss (gain) on valuation of securities	33	(149)
Loss (gain) on sale of investment securities	2	–
Share of loss (profit) of entities accounted for using equity method	(15)	(21)
Foreign exchange losses (gains)	(5)	1
Loss (gain) on liquidation of subsidiaries and associates	9	–
Decrease (increase) in trade receivables	277	1,548
Decrease (increase) in inventories	184	145
Decrease (increase) in advance payments to suppliers	14	(3)
Increase (decrease) in trade payables	(290)	(1,817)
Increase (decrease) in accounts payable - other, and accrued expenses	538	482
Increase (decrease) in accrued consumption taxes	69	216
Increase (decrease) in advances received	24	(76)
Other, net	(13)	252
Subtotal	2,620	3,313
Interest and dividends received	23	31
Interest paid	(2)	(3)
Income taxes paid	(1,472)	(2,008)
Net cash provided by (used in) operating activities	1,168	1,332
<b>Cash flows from investing activities</b>		
Payments into time deposits	(100)	(100)
Proceeds from withdrawal of time deposits	240	231
Purchase of property, plant and equipment and intangible assets	(140)	(89)
Purchase of securities	(1,327)	(348)
Proceeds from sale of securities	1,065	326
Purchase of investment securities	–	(13)
Proceeds from sale of investment securities	33	–
Payments of leasehold and guarantee deposits	(2)	(513)
Proceeds from refund of leasehold and guarantee deposits	32	15
Proceeds from distributions from investment partnerships	–	23
Purchase of shares of subsidiaries and associates	–	(65)
Other payments	–	(0)
Other proceeds	0	0
Net cash provided by (used in) investing activities	(198)	(534)



(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
<b>Cash flows from financing activities</b>		
Purchase of treasury shares	(3,178)	(0)
Dividends paid	(1,905)	(2,134)
Net cash provided by (used in) financing activities	(5,083)	(2,134)
Effect of exchange rate change on cash and cash equivalents	18	(5)
Net increase (decrease) in cash and cash equivalents	(4,095)	(1,341)
Cash and cash equivalents at beginning of period	30,092	21,464
Cash and cash equivalents at end of period	25,997	20,122