



December 12, 2025

Company name: SCAT Inc.

Code 3974, Tokyo Stock Exchange Standard Market, Nagoya Stock Exchange Main Market

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Announcement of Revision of Medium-Term Management Plan

SCAT Inc. (the “Company”), announce that at the Board of Directors meeting held today, we have decided to revise the target figures for the fiscal year ending October 31, 2026, in our medium-term management plan which was announced on December 14, 2023.

1. Revised plan for the fiscal year ending October 31, 2026.

	Target for the fiscal year ending October 31, 2026 (Before revision)	Target for the fiscal year ending October 31, 2026 *1 (Revised)	Actual results for the fiscal year ended October 31, 2025 (Reference)
Net sales	3,000 million yen	2,630million yen	2,605 million yen
Ordinary profit	300 million yen	200million yen	197 million yen
Operating profit margin	10.0% or more	7.6%	7.6%
ROE	9.0% or more	6.3%	6.3%
PBR (*2)	1x	0.86x	0.86x

*1 Target net sales and Ordinary profit (revised) for the fiscal year ending October 31, 2026, are based on the "Consolidated Earnings Forecast for the Fiscal Year Ending October 31, 2026" disclosed in the Consolidated Financial Results for the Fiscal Year Ended October 31, 2025, released on December 12, 2025.

*2 Calculated based on the three-month average stock price from August to October.

2. Reason for revision.

In December 2023, our group formulated a medium-term management plan through the fiscal year ending October 31, 2026, aiming for sustainable growth by promoting management across four segments: the "Beauty ICT business," the "Business services business," and the "Nursing care service business."

We are currently pursuing business activities aimed at growth. However, after considering trends in each industry, responses to changes in the market environment, and the progress of each measure, we have determined that it will be difficult to achieve our initial targets for the fiscal year ending October 2026 and have therefore decided to revise our performance targets.

In our core beauty ICT business, we will continue to build on our main source of revenue from system sales (product sales), as well as maintenance, content, and new fee-based services, among other stock revenues. Specifically, the outlook for system sales for the fiscal year ending October 2026 is that sales of on-premises systems are expected to decrease compared to the previous fiscal year, as the target users for lease sales replacement are those who purchased systems from fiscal 2020 to 2021, when sales volumes were sluggish due to the COVID-19 pandemic. With the major upgrade of our cloud-based system and the release of new content "cloud karte," we will strengthen sales of our fee-based system. This will reduce the risk of fluctuations in system sales, accelerate the accumulation of stock-based revenue from content and maintenance, and promote reforms to our profit structure that emphasizes stock.

In the business services business, in addition to expanding our consulting services for improving management as a "Support agencies for business innovation," we will also provide back-office services for small and medium-sized enterprises, primarily accounting services, thereby securing stable revenue from ongoing projects primarily with existing clients and further expanding our solution services.

In the nursing care service business, there is a certain number of people who leave due to death during terminal care (end-of-life care), but by securing residents through the operation of nursing care facilities in cooperation with the local community, we expect the occupancy rate of each nursing care facility to gradually improve. Additionally, day care and other home care services are expected to maintain their current high occupancy rates.

There will be no changes to our capital policy (financial strategy) or business strategy (product strategy, sales promotion measures, etc.), and we will continue to focus on these strategies in order to achieve sustainable growth and increase our corporate value.

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