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May 12, 2025

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)



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 Listing: Tokyo Stock Exchange
 Securities code: 9753
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 Scheduled date of annual general meeting of shareholders: June 24, 2025
 Scheduled date to commence dividend payments: June 25, 2025
 Scheduled date to file annual securities report: June 23, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(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	%
Fiscal year ended								
March 31, 2025	22,828	5.0	1,867	12.8	1,950	12.2	1,326	4.0
March 31, 2024	21,748	7.6	1,655	13.4	1,739	13.4	1,275	24.1

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥1,527 million [(10.3)%]
 For the fiscal year ended March 31, 2024: ¥1,702 million [40.8%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	138.72	—	14.1	13.6	8.2
March 31, 2024	132.21	—	15.6	13.2	7.6

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2025: ¥18 million
 For the fiscal year ended March 31, 2024: ¥24 million

(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
March 31, 2025	15,070	10,059	66.8	1,051.79
March 31, 2024	13,652	8,813	64.6	921.73

Reference: Equity
 As of March 31, 2025: ¥10,059 million
 As of March 31, 2024: ¥8,813 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
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	838	(30)	(145)	6,435
March 31, 2024	1,146	(18)	(448)	5,773

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	–	0.00	–	30.00	30.00	286	22.7	3.5
Fiscal year ended March 31, 2025	–	0.00	–	40.00	40.00	382	28.8	4.1
Fiscal year ending March 31, 2026 (Forecast)	–	0.00	–	40.00	40.00		28.0	

Note: Breakdown of the fiscal year-end dividend for the fiscal year ended March 31, 2025: Common dividend of 35.00 yen and commemorative dividend of 5.00 yen (for the 25th anniversary of the Company's inception)

3. Consolidated financial result 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
Full year	23,238	1.8	1,925	3.1	1,987	1.9	1,366	3.0	142.95

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: –

Excluded: –

(2) 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

(3) Number of issued shares (common shares)

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

As of March 31, 2025	10,800,000 shares
As of March 31, 2024	10,800,000 shares

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

As of March 31, 2025	1,235,936 shares
As of March 31, 2024	1,238,465 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	9,562,717 shares
Fiscal year ended March 31, 2024	9,644,968 shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts and other special matters

The forecast figures stated above are projections based on currently available information and contain many uncertainties. Actual results may differ from the forecast figures above due to changes in business conditions and other factors.

For matters related to the above forecasts, please see pages 3 and 4 of the Attachments.

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- * The Company plans to hold a financial results briefing for institutional investors and analysts on Wednesday, May 28, 2025. Materials distributed at the briefing will be posted on the Company's webpage immediately after the briefing.

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended March 31, 2025 (the “fiscal year under review”), the Japanese economy was on a gradual recovery track due in part to improvements in the employment and income environment and a recovery in consumption mainly driven by inbound tourism demand. This was despite an uncertain economic outlook amid price increases due to the impact of factors such as trends in foreign exchange rates and geopolitical risks.

In the domestic information services market, companies’ continuing efforts on digital transformation (DX) to promote business transformation and work-style reforms led to strong demand for IT services that support these initiatives.

Under these circumstances, the Group has established its Group Purpose, “Connecting people one world,” aimed at fostering a corporate culture that develops a group-wide management system in order to connect IT and society through co-creation and create a prosperous future. Under this Group Purpose, the Group has added non-financial perspectives, such as human capital that contributes to improving corporate value, to its medium-term management policy, centered on the three pillars of expanding core businesses, creating next growth businesses, and strengthening business foundations, and has worked to expand its capabilities through sustainability management integrating financial and non-financial strategies.

Specifically, the Group strove to expand its core businesses by enhancing the ability to deal with cloud native development through cross-sectional human resources development and operational support by the Company’s special unit, as well as by strengthening the Group’s sales system and collaboration with partner companies to respond to diversifying customer needs. In addition, the Group advanced efforts on business innovation utilizing cutting-edge digital technologies through co-creation with its customers and partner companies. Further, the Group promoted additional initiatives by positioning investments in businesses through alliances and M&A, which it had long been working on, as a means of strengthening its business foundations over the medium to long term.

In terms of trends by item of services for the fiscal year under review, in the Consulting and System Integration Services, orders for financial-related system development projects and social and public service-related system development projects received via leading vendors remained strong. In the System Management Services, orders for infrastructure and environment development projects received via leading vendors were also robust.

As a result, for the fiscal year under review, net sales were 22,828 million yen, up 5.0% year on year. In terms of profits, the increase in net sales and ongoing efforts to control selling, general and administrative expenses resulted in operating profit of 1,867 million yen, up 12.8% year on year, ordinary profit of 1,950 million yen, up 12.2% year on year, and profit attributable to owners of parent of 1,326 million yen, up 4.0% year on year, all of which were higher than in the previous fiscal year.

(2) Overview of Financial Position for the Fiscal Year under Review

Assets

Total assets as of March 31, 2025 amounted to 15,070 million yen, an increase of 1,417 million yen from March 31, 2024. This is mainly attributable to increases in cash and deposits of 661 million yen, accounts receivable - trade of 572 million yen, and investment securities of 233 million yen.

Liabilities

Total liabilities as of March 31, 2025 amounted to 5,010 million yen, an increase of 171 million yen from March 31, 2024. This is primarily attributable to a decrease in retirement benefit liability of 448 million yen and increases in income taxes payable of 292 million yen, accounts payable - trade of 145 million yen, provision for loss on orders received of 107 million yen, and long-term borrowings of 100 million yen.

Net assets

Total net assets as of March 31, 2025 amounted to 10,059 million yen, an increase of 1,246 million yen from March 31, 2024. This is mainly attributable to increases in retained earnings of 1,039 million yen and valuation difference on available-for-sale securities of 133 million yen.

As a result, the equity-to-asset ratio increased to 66.8% from 64.6% as of March 31, 2024.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents (“net cash”) amounted to 6,435 million yen at the end of the fiscal year under review, an increase of 661 million yen (11.5%) from March 31, 2024.

The status of cash flows and their contributing factors during the fiscal year under review are as follows.

Cash flows from operating activities

Net cash provided by operating activities was 838 million yen (down 26.9% year-on-year). This increase is mainly due to the cash inflow from recording profit before income taxes of 1,949 million yen and an increase in provision for loss on orders received of 107 million yen, and the cash outflow from an increase in trade receivables of 648 million yen, income taxes paid of 371 million yen, and contribution to employees’ retirement benefits trust of 200 million yen.

Cash flows from investing activities

Net cash used in investing activities was 30 million yen (up 70.3% year-on-year). This increase is mainly due to payments of 21 million yen for guarantee deposits included in other investments, etc., purchase of securities of 13 million yen, purchase of non-current assets of 8 million yen, and proceeds from redemption of securities of 10 million yen.

Cash flows from financing activities

Net cash used in financing activities was 145 million yen (down 67.5% year-on-year). This decrease is due to proceeds from long-term borrowings of 200 million yen, dividends paid of 285 million yen, and repayments of long-term borrowings of 60 million yen.

(4) Future Outlook

Domestic IT demand is expected to remain strong amid continuing corporate efforts to transform business through digitalization (DX), using technologies such as cloud computing and AI. However, the outlook is expected to remain uncertain due to the impact of policy trends in Europe and the United States, as well as prolonged geopolitical risks, and it will be necessary to closely monitor the impact of these factors on IT investments by companies.

In this market environment, the Group will add non-financial perspectives, such as human capital that contributes to improving corporate value, to its medium-term management policy, centered on the three pillars of expanding core businesses, creating next growth businesses, and strengthening business foundations. The Group will work to further expand its capabilities through sustainability management integrating financial and non-financial strategies under its Group Purpose, “Connecting people one world,” established to connect IT and society through co-creation and create a prosperous future.

Specifically, the Group will aim to expand its core businesses by enhancing the ability to deal with cloud native development through cross-sectional human resources development and operational support by the Company’s special unit, as well as by strengthening the Group’s sales system and collaboration with partner companies to respond to diversifying customer needs. In addition, the Group will advance efforts on business innovation utilizing cutting-edge digital technologies through co-creation with its customers and partner companies.

In terms of sustainability management, the Group established the Sustainability Promotion Committee in April 2025 to engage in ESG focused on the three principles of “global-standard environmental measures,”

“contributing to a diversity-friendly society,” and “governance-focused management.” Moreover, through human capital initiatives centered on “development and reskilling professional talent,” “promoting diversity & inclusions,” and “improving engagement & workplace environments,” the Group aims to create environments where all of its employees can thrive, enhancing its human resources capabilities. Through these efforts, the Group will contribute to the realization of a “peace and just society,” “society where everyone can thrive,” and a “wealthy and sustainable society,” as outlined in the IKI SDGs Declaration.

In addition to sustainability management, the Group will promote further initiatives by positioning investments in businesses through alliances and M&A, which it had long been working on, as a means of strengthening its business foundations over the medium to long term.

Based on this understanding of the market and sales stance, the Group’s consolidated financial results forecasts for the fiscal year ending March 31, 2026 are for net sales of 23,238 million yen, operating profit of 1,925 million yen, ordinary profit of 1,987 million yen, and profit attributable to owners of parent of 1,366 million yen.

Meanwhile, actual results may differ from the forecast figures due to various factors going forward. The Group will promptly disclose any revisions to the financial results forecast if they become necessary.

2. Basic Policy on Selection of Accounting Standards

The Group intends to prepare the consolidated financial statements based on Japanese GAAP for the time being to ensure their comparability with other periods and other companies. The Group plans to react as appropriate regarding the future adoption of the International Financial Reporting Standards (IFRS), on consideration of the circumstances in Japan and overseas.

3. Consolidated Financial Statements and Principal Notes
(1) Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	5,798,941	6,460,423
Notes receivable - trade	17,905	3,865
Electronically recorded monetary claims - operating	–	7,581
Accounts receivable - trade	3,315,050	3,887,805
Contract assets	179,247	261,666
Securities	10,000	–
Merchandise and finished goods	–	1,480
Other	189,406	196,758
Allowance for doubtful accounts	(225)	–
Total current assets	9,510,326	10,819,581
Non-current assets		
Property, plant and equipment		
Buildings and structures	610,920	621,171
Accumulated depreciation	(532,183)	(540,056)
Buildings and structures, net	78,737	81,115
Land	116,992	116,992
Other	216,653	220,838
Accumulated depreciation	(203,996)	(206,336)
Other, net	12,656	14,501
Total property, plant and equipment	208,386	212,609
Intangible assets		
Software	57,556	30,593
Software in progress	–	529
Goodwill	137,129	114,274
Customer-related intangible assets	133,714	111,428
Other	8,835	8,835
Total intangible assets	337,235	265,662
Investments and other assets		
Investment securities	2,672,076	2,905,513
Deferred tax assets	659,820	574,105
Other	264,405	292,575
Total investments and other assets	3,596,302	3,772,194
Total non-current assets	4,141,924	4,250,466
Total assets	13,652,250	15,070,047

(Thousands of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	800,520	946,412
Current portion of long-term borrowings	60,000	100,000
Accounts payable - other	367,777	303,136
Income taxes payable	207,864	500,078
Contract liabilities	10,070	8,147
Provision for bonuses	1,130,318	1,186,074
Provision for bonuses for directors (and other officers)	37,625	42,705
Provision for loss on orders received	62,063	169,070
Other	459,578	408,622
Total current liabilities	3,135,818	3,664,246
Non-current liabilities		
Long-term borrowings	140,000	240,000
Retirement benefit liability	1,428,060	979,122
Deferred tax liabilities	40,125	31,088
Asset retirement obligations	65,275	66,359
Other	29,800	29,800
Total non-current liabilities	1,703,260	1,346,370
Total liabilities	4,839,078	5,010,617
Net assets		
Shareholders' equity		
Share capital	1,180,897	1,180,897
Capital surplus	1,106,558	1,111,189
Retained earnings	6,106,689	7,146,375
Treasury shares	(633,730)	(632,409)
Total shareholders' equity	7,760,415	8,806,053
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	878,016	1,011,111
Remeasurements of defined benefit plans	174,739	242,265
Total accumulated other comprehensive income	1,052,756	1,253,377
Total net assets	8,813,171	10,059,430
Total liabilities and net assets	13,652,250	15,070,047

(2) Consolidated Statements of Income and Comprehensive Income
Consolidated Statement of Income

(Thousands of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	21,748,232	22,828,117
Cost of sales	17,387,024	18,279,200
Gross profit	4,361,207	4,548,916
Selling, general and administrative expenses	2,706,085	2,681,159
Operating profit	1,655,122	1,867,757
Non-operating income		
Interest income	6,491	6,050
Dividend income	40,724	52,546
Subsidy income	1,404	787
Commission income	1,994	1,860
Foreign exchange gains	8,337	–
Share of profit of entities accounted for using equity method	24,635	18,357
Miscellaneous income	6,663	5,712
Total non-operating income	90,252	85,313
Non-operating expenses		
Interest expenses	1,222	1,133
Commission expenses	834	–
Foreign exchange losses	–	908
Miscellaneous losses	3,994	328
Total non-operating expenses	6,051	2,370
Ordinary profit	1,739,322	1,950,700
Extraordinary income		
Gain on sale of non-current assets	–	20
Gain on sale of investment securities	159	–
Total extraordinary income	159	20
Extraordinary losses		
Loss on abandonment of non-current assets	0	0
Loss on sale of investment securities	–	820
Total extraordinary losses	0	820
Profit before income taxes	1,739,482	1,949,901
Income taxes - current	443,490	658,975
Income taxes - deferred	20,832	(35,606)
Total income taxes	464,323	623,369
Profit	1,275,159	1,326,531
Profit attributable to non-controlling interests	–	–
Profit attributable to owners of parent	1,275,159	1,326,531

Consolidated Statement of Comprehensive Income

(Thousands of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	1,275,159	1,326,531
Other comprehensive income		
Valuation difference on available-for-sale securities	404,016	133,094
Remeasurements of defined benefit plans, net of tax	23,795	67,526
Total other comprehensive income	427,812	200,620
Comprehensive income	1,702,972	1,527,152
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,702,972	1,527,152
Comprehensive income attributable to non-controlling interests	–	–

(3) Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,180,897	1,105,410	5,120,982	(536,974)	6,870,316
Changes during period					
Dividends of surplus			(289,452)		(289,452)
Profit attributable to owners of parent			1,275,159		1,275,159
Purchase of treasury shares				(100,044)	(100,044)
Restricted stock compensation		1,147		3,288	4,436
Net changes in items other than shareholders' equity					
Total changes during period	-	1,147	985,707	(96,756)	890,099
Balance at end of period	1,180,897	1,106,558	6,106,689	(633,730)	7,760,415

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	473,999	150,944	624,943	7,495,260
Changes during period				
Dividends of surplus				(289,452)
Profit attributable to owners of parent				1,275,159
Purchase of treasury shares				(100,044)
Restricted stock compensation				4,436
Net changes in items other than shareholders' equity	404,016	23,795	427,812	427,812
Total changes during period	404,016	23,795	427,812	1,317,911
Balance at end of period	878,016	174,739	1,052,756	8,813,171

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,180,897	1,106,558	6,106,689	(633,730)	7,760,415
Changes during period					
Dividends of surplus			(286,846)		(286,846)
Profit attributable to owners of parent			1,326,531		1,326,531
Purchase of treasury shares				(259)	(259)
Restricted stock compensation		4,631		1,580	6,211
Net changes in items other than shareholders' equity					
Total changes during period	–	4,631	1,039,685	1,320	1,045,637
Balance at end of period	1,180,897	1,111,189	7,146,375	(632,409)	8,806,053

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	878,016	174,739	1,052,756	8,813,171
Changes during period				
Dividends of surplus				(286,846)
Profit attributable to owners of parent				1,326,531
Purchase of treasury shares				(259)
Restricted stock compensation				6,211
Net changes in items other than shareholders' equity	133,094	67,526	200,620	200,620
Total changes during period	133,094	67,526	200,620	1,246,258
Balance at end of period	1,011,111	242,265	1,253,377	10,059,430

(4) Consolidated Statement of Cash Flows

(Thousands of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	1,739,482	1,949,901
Depreciation	43,605	47,061
Amortization of goodwill	22,854	22,854
Amortization of customer relationship	22,285	22,285
Share-based payment expenses	4,436	6,211
Increase (decrease) in retirement benefit liability	(88,305)	(147,020)
Contribution to employees' retirement benefits trust	–	(200,000)
Increase (decrease) in provision for bonuses	(50,631)	55,756
Increase (decrease) in provision for loss on orders received	18,356	107,007
Increase (decrease) in allowance for doubtful accounts	–	(225)
Interest and dividend income	(47,216)	(58,596)
Interest expenses	1,222	1,133
Foreign exchange losses (gains)	(8,337)	908
Share of loss (profit) of entities accounted for using equity method	(24,635)	(18,357)
Loss (gain) on sale of non-current assets	–	(20)
Loss on abandonment of non-current assets	0	0
Loss (gain) on sale of investment securities	(159)	820
Decrease (increase) in trade receivables	69,375	(648,714)
Decrease (increase) in inventories	440	(1,480)
Increase (decrease) in trade payables	(74,208)	145,891
Increase (decrease) in accounts payable - other	31,692	(70,251)
Increase (decrease) in accrued consumption taxes	11,178	(1,685)
Decrease (increase) in other assets	3,577	(16,017)
Increase (decrease) in other liabilities	84,574	(49,753)
Subtotal	1,759,589	1,147,708
Interest and dividends received	52,402	63,589
Interest paid	(1,227)	(1,194)
Income taxes paid	(664,469)	(371,918)
Net cash provided by (used in) operating activities	1,146,295	838,184
Cash flows from investing activities		
Proceeds from withdrawal of time deposits	64,436	–
Purchase of securities	(134,162)	(13,469)
Proceeds from sale of securities	65,182	2,000
Proceeds from redemption of securities	–	10,000
Purchase of non-current assets	(14,602)	(8,419)
Proceeds from sale of non-current assets	5	21
Other payments	(490)	(21,772)
Other proceeds	1,603	933
Net cash provided by (used in) investing activities	(18,027)	(30,706)
Cash flows from financing activities		
Proceeds from long-term borrowings	–	200,000
Repayments of long-term borrowings	(60,000)	(60,000)
Purchase of treasury shares	(100,044)	(259)
Dividends paid	(288,726)	(285,735)
Net cash provided by (used in) financing activities	(448,770)	(145,995)
Effect of exchange rate change on cash and cash equivalents	285	–
Net increase (decrease) in cash and cash equivalents	679,783	661,482
Cash and cash equivalents at beginning of period	5,094,158	5,773,941
Cash and cash equivalents at end of period	5,773,941	6,435,423

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Segment information)

This information is omitted since the Group has a single segment consisting of the information services business.

(Per share information)

(Yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	921.73	1,051.79
Basic earnings per share	132.21	138.72

(Notes) 1. Diluted earnings per share is not shown as there are no potential shares.

2. The basis used to calculate basic earnings per share is as follows:

	March 31, 2024	March 31, 2025
Profit attributable to owners of parent (Millions of yen)	1,275,159	1,326,531
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent relating to common shares (Millions of yen)	1,275,159	1,326,531
Average number of common shares outstanding during the period (Thousands of shares)	9,644	9,562

(Significant subsequent events)

Not applicable.