



August 6, 2025

Consolidated Financial Results for the Fiscal Year Ended June 30, 2025 (Under Japanese GAAP)

Company name: System Support Holdings Inc.
 Listing: Tokyo Stock Exchange
 Securities code: 4396
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 Scheduled date of annual general meeting of shareholders: September 25, 2025
 Scheduled date to commence dividend payments: September 26, 2025
 Scheduled date to file annual securities report: September 19, 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 June 30, 2025 (from July 1, 2024 to June 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	26,938	22.3	2,218	32.8	2,244	28.7	1,457	19.0
June 30, 2024	22,029	14.3	1,670	14.7	1,743	19.0	1,224	21.2

Note: Comprehensive income For the fiscal year ended June 30, 2025: ¥1,449 million [12.1%]
 For the fiscal year ended June 30, 2024: ¥1,293 million [30.2%]

Fiscal year ended	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
	Yen	Yen	%	%	%
June 30, 2025	141.44	141.40	26.3	19.1	8.2
June 30, 2024	118.24	118.02	26.7	18.5	7.6

(2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
June 30, 2025	13,628	6,012	44.1	580.39
June 30, 2024	9,929	5,055	50.9	488.26

Reference: Equity
 As of June 30, 2025: ¥6,012 million
 As of June 30, 2024: ¥5,055 million

(3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
June 30, 2025	2,376	(792)	(4)	5,119
June 30, 2024	1,468	(419)	(513)	3,532

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 June 30, 2024	-	18.00	-	22.00	40.00	414	33.8	9.0
Fiscal year ended June 30, 2025	-	25.00	-	25.00	50.00	514	35.4	9.4
Fiscal year ending June 30, 2026 (Forecast)		30.00		30.00	60.00		35.8	

3. Forecast of consolidated financial results for the fiscal year ending June 30, 2026 (from July 1, 2025 to June 30, 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
Six months ending December 31, 2025	15,486	18.6	1,424	17.3	1,432	16.7	916	15.6	88.45
Fiscal year ending June 30, 2026	32,000	18.8	2,686	21.1	2,700	20.3	1,737	19.2	167.76

* **Notes**

- (1) Significant changes in the scope of consolidation during the period: Yes
 Newly included: 2 companies (System Support Inc., Communication Planning Corporation)
- (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: Yes
- (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 June 30, 2025	10,400,000 shares
As of June 30, 2024	10,380,000 shares

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

As of June 30, 2025	41,428 shares
As of June 30, 2024	25,026 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended June 30, 2025	10,305,749 shares
Fiscal year ended June 30, 2024	10,354,974 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended June 30, 2025 (from July 1, 2024 to June 30, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	10,697	(39.3)	1,032	(14.6)	1,047	(19.3)	938	(0.2)
June 30, 2024	17,616	17.2	1,209	15.0	1,297	21.2	940	25.7

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
June 30, 2025	91.03	91.01
June 30, 2024	90.83	90.65

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
June 30, 2025	4,448	3,251	73.1	313.85
June 30, 2024	7,197	3,718	51.7	359.09

Reference: Equity

As of June 30, 2025: ¥3,251 million

As of June 30, 2024: ¥3,718 million

In accordance with the transition to a holding company structure, the Company implemented a company split by absorption split method on January 1, 2025, and succeeded all businesses other than the Group Management Business to System Support Division Preparation Company (changed its trade name to "System Support Inc." on January 1, 2025), which is an absorption-type successor company (a 100% subsidiary of the Company). There is a discrepancy between the actual figures for the previous fiscal year and the actual figures for the current fiscal year.

* 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

(Cautions on forward-looking statements, etc.)

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, the Company makes no guarantee that these forecasts will be achieved. Actual financial results, etc. may differ substantially due to various factors.

(Method of accessing supplementary material on financial results)

Supplementary financial results materials are scheduled to be posted on the Company's website on Wednesday, August 6, 2025.

(Method of accessing the contents of the financial results briefing)

The Company plans to hold a briefing for institutional investors and analysts on Wednesday, August 6, 2025.

The video of this briefing will be posted on the Company's website promptly after the meeting.

Consolidated financial statements
Consolidated balance sheets

(Thousands of yen)

	As of June 30, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	4,253,313	5,844,937
Notes receivable - trade	63,883	70,736
Accounts receivable - trade	3,067,883	3,559,607
Contract assets	407,395	511,298
Merchandise and finished goods	36,855	24,865
Work in process	18,541	16,657
Supplies	2,641	2,717
Other	331,108	726,658
Allowance for doubtful accounts	(16,209)	(22,299)
Total current assets	8,165,413	10,735,179
Non-current assets		
Property, plant and equipment		
Buildings and structures	403,619	497,794
Accumulated depreciation	(186,996)	(201,615)
Buildings and structures, net	216,623	296,178
Vehicles	5,546	5,546
Accumulated depreciation	(5,546)	(5,546)
Vehicles, net	0	0
Tools, furniture and fixtures	358,429	448,586
Accumulated depreciation	(270,037)	(332,033)
Tools, furniture and fixtures, net	88,391	116,553
Land	21,632	21,632
Leased assets	233,269	239,615
Accumulated depreciation	(90,969)	(132,796)
Leased assets, net	142,300	106,819
Other	-	61,215
Accumulated depreciation	-	(17,838)
Other, net	-	43,377
Total property, plant and equipment	468,947	584,560
Intangible assets		
Software	105,068	98,345
Goodwill	141,322	422,564
Leased assets	2,850	1,295
Other	2,253	3,122
Total intangible assets	251,494	525,328
Investments and other assets		
Leasehold deposits	434,954	495,758
Deferred tax assets	357,284	607,097
Other	251,005	680,185
Total investments and other assets	1,043,244	1,783,041
Total non-current assets	1,763,687	2,892,930
Total assets	9,929,100	13,628,109

	As of June 30, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	635,449	839,610
Short-term borrowings	700,000	720,000
Current portion of bonds payable	-	10,000
Current portion of long-term borrowings	44,488	296,490
Lease liabilities	46,752	63,815
Accounts payable - other	533,859	647,434
Accrued expenses	1,188,685	1,534,282
Income taxes payable	367,096	745,440
Provision for bonuses	11,523	13,180
Provision for loss on orders received	-	693
Reserve for quality assurance	14,888	13,632
Other	723,645	1,196,666
Total current liabilities	4,266,390	6,081,245
Non-current liabilities		
Bonds payable	-	20,000
Long-term borrowings	167,122	780,780
Lease liabilities	103,146	93,954
Provision for retirement benefits for directors (and other officers)	285,867	140,283
Retirement benefit liability	26,601	68,999
Other	24,017	430,836
Total non-current liabilities	606,755	1,534,855
Total liabilities	4,873,145	7,616,100
Net assets		
Shareholders' equity		
Share capital	723,323	723,726
Capital surplus	549,837	584,272
Retained earnings	3,785,521	4,759,726
Treasury shares	(18,826)	(63,839)
Total shareholders' equity	5,039,857	6,003,885
Accumulated other comprehensive income		
Foreign currency translation adjustment	16,097	8,122
Total accumulated other comprehensive income	16,097	8,122
Total net assets	5,055,954	6,012,008
Total liabilities and net assets	9,929,100	13,628,109

Consolidated statements of income

(Thousands of yen)

	Fiscal year ended June 30, 2024	Fiscal year ended June 30, 2025
Net sales	22,029,880	26,938,147
Cost of sales	15,938,516	19,434,162
Gross profit	6,091,363	7,503,985
Selling, general and administrative expenses	4,420,400	5,285,335
Operating profit	1,670,963	2,218,649
Non-operating income		
Interest income	146	3,839
Commission income	22,140	52,979
point	18,503	-
Subsidy income	15,793	17,682
Surrender value of insurance policies	19,684	-
Other	18,529	14,623
Total non-operating income	94,797	89,123
Non-operating expenses		
Interest expenses	19,251	31,166
Foreign exchange losses	-	30,904
Other	2,929	1,566
Total non-operating expenses	22,181	63,637
Ordinary profit	1,743,579	2,244,136
Extraordinary income		
Gain on termination of retirement benefit plan	22,988	-
Total extraordinary income	22,988	-
Extraordinary losses		
Loss on retirement of non-current assets	600	-
Total extraordinary losses	600	-
Profit before income taxes	1,765,967	2,244,136
Income taxes - current	525,925	964,525
Income taxes - deferred	15,620	(178,027)
Total income taxes	541,546	786,497
Profit	1,224,420	1,457,638
Profit attributable to owners of parent	1,224,420	1,457,638

Consolidated statements of comprehensive income

(Thousands of yen)

	Fiscal year ended June 30, 2024	Fiscal year ended June 30, 2025
Profit	1,224,420	1,457,638
Other comprehensive income		
Foreign currency translation adjustment	6,695	(7,974)
Remeasurements of defined benefit plans, net of tax	62,617	-
Total other comprehensive income	69,313	(7,974)
Comprehensive income	1,293,733	1,449,664
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,293,733	1,449,664

Consolidated statements of changes in equity

Fiscal year ended June 30, 2024

(Thousands of yen)

	Shareholders' equity					Accumulated other comprehensive income			Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	723,323	549,837	2,923,524	(18,826)	4,177,860	9,402	(62,617)	(53,215)	4,124,644
Issuance of new shares - exercise of share acquisition rights									
Dividends of surplus			(362,424)		(362,424)				(362,424)
Profit attributable to owners of parent			1,224,420		1,224,420				1,224,420
Purchase of treasury shares									
Disposal of treasury shares									
Net changes in items other than shareholders' equity						6,695	62,617	69,313	69,313
Total changes during period	-	-	861,996	-	861,996	6,695	62,617	69,313	931,309
Balance at end of period	723,323	549,837	3,785,521	(18,826)	5,039,857	16,097	-	16,097	5,055,954

Consolidated statements of changes in equity

Fiscal year ended June 30, 2025

(Thousands of yen)

	Shareholders' equity					Accumulated other comprehensive income			Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	723,323	549,837	3,785,521	(18,826)	5,039,857	16,097	-	16,097	5,055,954
Issuance of new shares - exercise of share acquisition rights	402	397			800				800
Dividends of surplus			(483,433)		(483,433)				(483,433)
Profit attributable to owners of parent			1,457,638		1,457,638				1,457,638
Purchase of treasury shares				(268,204)	(268,204)				(268,204)
Disposal of treasury shares		34,037		223,191	257,229				257,229
Net changes in items other than shareholders' equity						(7,974)		(7,974)	(7,974)
Total changes during period	402	34,434	974,204	(45,013)	964,028	(7,974)		(7,974)	956,054
Balance at end of period	723,726	584,272	4,759,726	(63,839)	6,003,885	8,122	-	8,122	6,012,008

Consolidated statements of cash flows

(Thousands of yen)

	Fiscal year ended June 30, 2024	Fiscal year ended June 30, 2025
Cash flows from operating activities		
Profit before income taxes	1,765,967	2,244,136
Depreciation	192,288	197,725
Amortization of goodwill	29,239	62,859
Share-based payment expenses	-	46,402
Increase (decrease) in allowance for doubtful accounts	14,972	12,051
Increase (decrease) in provision for retirement benefits for directors (and other officers)	25,113	(190,623)
Increase (decrease) in retirement benefit liability	(30,070)	(11,642)
Increase (decrease) in provision for bonuses	745	1,656
Increase (decrease) in provision for loss on orders received	-	693
Increase (decrease) in reserves for quality assurance	2,149	(1,256)
Interest and dividend income	(154)	(3,863)
Gain on termination of retirement benefit plan	(22,988)	-
Interest expenses	19,251	31,166
Decrease (increase) in trade receivables	(287,393)	(486,624)
Decrease (increase) in inventories	11,698	14,664
Increase (decrease) in trade payables	38,087	170,404
Increase (decrease) in accrued expenses	49,529	349,878
Increase (decrease) in accounts payable - other	112,097	99,669
Increase (decrease) in accrued consumption taxes	30,284	292,496
Other, net	(52,166)	191,209
Subtotal	1,898,651	3,021,005
Interest and dividends received	154	3,663
Interest paid	(19,218)	(31,441)
Income taxes paid	(411,126)	(622,566)
Income taxes refund	-	6,195
Net cash provided by (used in) operating activities	1,468,460	2,376,857

(Thousands of yen)

	Fiscal year ended June 30, 2024	Fiscal year ended June 30, 2025
Cash flows from investing activities		
Payments into time deposits	(187,600)	(125,300)
Proceeds from withdrawal of time deposits	32,700	165,906
Purchase of insurance funds	(12,608)	(132,766)
Proceeds from cancellation of insurance funds	21,892	-
Purchase of property, plant and equipment	(107,842)	(270,058)
Purchase of intangible assets	(39,677)	(33,743)
Payments of leasehold and guarantee deposits	(129,261)	(88,244)
Proceeds from refund of leasehold and guarantee deposits	4,860	50,865
Payments for acquisition of businesses	-	(107,182)
Proceeds from sale of investment securities	-	20,250
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(272,278)
Other, net	(2,000)	(50)
Net cash provided by (used in) investing activities	(419,535)	(792,602)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	5,000	20,000
Proceeds from long-term borrowings	94,000	1,128,200
Repayments of long-term borrowings	(196,530)	(323,228)
Redemption of bonds	-	(30,000)
Repayments of lease liabilities	(53,072)	(48,452)
Proceeds from issuance of shares	-	800
Purchase of treasury shares	-	(268,204)
Dividends paid	(362,638)	(483,948)
Net cash provided by (used in) financing activities	(513,241)	(4,834)
Effect of exchange rate change on cash and cash equivalents	9,343	8,017
Net increase (decrease) in cash and cash equivalents	545,026	1,587,437
Cash and cash equivalents at beginning of period	2,987,081	3,532,108
Cash and cash equivalents at end of period	3,532,108	5,119,546

(Notes on segment information, etc.)

Segment Information

1. Overview of Reporting Segments

The Group's reporting segments are those of the Company's constituent units for which segregated financial information is available and are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate business performance.

The Group divides its segments into five reporting segments: Cloud Integration Business, System Integration Business, Outsourcing Business, Product Business, and Overseas Business, taking into account comprehensive consideration of its main services and solutions, as well as customers and markets.

The five reporting segments are as follows:

Reportable segments	Description of Business
Cloud Integration Business	Technical support for migration and use of cloud services (ServiceNow, Microsoft Azure, AWS, Google Cloud, etc.) and resale of licenses, etc.
System Integration Business	Technical support for the introduction and use of ERP packages, construction of infrastructure such as Oracle database, and IT system consulting, design, development, operation, and maintenance
Outsourcing Business	Our Group's private cloud and other data center services, data analysis and input, and near-shore system operation and maintenance
Product Business	Development and sale of products (software) by Our Group, and customization according to user companies' applications
Overseas Business	Overseas system integration, outsourcing of payroll and accounting services, recruitment services, and media management

2. Method of calculating the amount of sales, profits or losses, assets, liabilities and other items for each reporting segment

The method of accounting for the reported business segments is in accordance with the accounting policy adopted to prepare consolidated financial statements.

Profit in the reporting segment is a figure based on operating income.

Internal revenues and transfers between segments are based on prevailing market prices.

3. Information on the amount of sales, profits or losses, assets, liabilities, and other items for each reporting segment.

The previous fiscal year (July 1, 2023 to June 30, 2024)

(Thousands of yen)

	Reportable segments						Adjustment amount (Note) 1	Amount recorded in consolidated financial statements (Note)2
	Cloud Integration Business	System Integration Business	Outsourcing Business	Products Business	Overseas Business	Total		
Sales								
Revenues from external customers	7,217,454	11,777,336	2,043,821	769,809	221,458	22,029,880	-	22,029,880
Transactions with other segments	-	27,616	56,604	7,760	46,519	138,500	(138,500)	-
Total	7,217,454	11,804,952	2,100,425	777,569	267,977	22,168,380	(138,500)	22,029,880
Segment Profit	1,168,054	13,633	287,538	190,641	58,293	1,718,159	(47,196)	1,670,963

Note: 1. The amount of adjustment for segment profit is the amount of elimination of inter-segment transactions.

2. Segment profit is adjusted to operating income in consolidated financial statements.

The current fiscal year (July 1, 2024 to June 30, 2025)

(Thousands of yen)

	Reportable segments						Adjustment amount (Note) 1	Amount recorded in consolidated financial statements (Note)2
	Cloud Integration Business	System Integration Business	Outsourcing Business	Products Business	Overseas Business	Total		
Sales								
Revenues from external customers	9,717,655	13,362,325	2,392,868	923,024	542,273	26,938,147	-	26,938,147
Transactions with other segments	1,902	23,717	62,469	7,278	51,037	146,405	(146,405)	-
Total	9,719,558	13,386,042	2,455,337	930,302	593,311	27,084,552	(146,405)	26,938,147
Segment Profit	1,542,651	126,856	233,127	249,729	114,380	2,266,746	(48,096)	2,218,649

Note: 1. The amount of adjustment for segment profit is the amount of elimination of inter-segment transactions.

2. Segment profit is adjusted to operating income in consolidated financial statements.

Related Information

The previous fiscal year (July 1, 2023 to June 30, 2024)

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

The current fiscal year (July 1, 2024 to June 30, 2025)

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

(Thousands of yen)

Japan	North America	Total
523,396	61,164	584,560

Note: 1. The countries or regions belonging to North America are the United States and Canada.

2. Of North America, the United States is 61,164 thousand yen.

3. Information per main customer

Since sales to specific customers account for less than 10% of sales to external customers in the consolidated statements of income, information for each major customer is omitted.

Information on impairment losses on fixed assets by reporting segment

The previous fiscal year (July 1, 2023 to June 30, 2024)

Not applicable.

The current fiscal year (July 1, 2024 to June 30, 2025)

Not applicable.

Information on amortization and unamortized balances of goodwill by reporting segment

The previous fiscal year (July 1, 2023 to June 30, 2024)

(Thousands of yen)

	Cloud Integration Business	System Integration Business	Outsourcing Business	Products Business	Overseas Business	Total	Reconciling items	Per consolidated financial statements
Depreciation and amortization for the period	-	29,239	-	-	-	29,239	-	29,239
Balance at the end of the current fiscal year	-	141,322	-	-	-	141,322	-	141,322

The current fiscal year (July 1, 2024 to June 30, 2025)

(Thousands of yen)

	Cloud Integration Business	System Integration Business	Outsourcing Business	Products Business	Overseas Business	Total	Reconciling items	Per consolidated financial statements
Depreciation and amortization for the period	-	58,035	-	-	4,824	62,859	-	62,859
Balance at the end of the current fiscal year	-	371,247	-	-	51,317	422,564	-	422,564

Information on Negative Goodwill Accrual Gains by Reporting Segment

The previous fiscal year (July 1, 2023 to June 30, 2024)

Not applicable.

The current fiscal year (July 1, 2024 to June 30, 2025)

Not applicable.