



FY2026 Third Quarter Financial Results (Supplementary material)

September 11, 2026

SCAT

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

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- 1 . FY2026 Third Quarter Financial Summary, and Revision of Earnings Forecasts
 - Third quarter financial highlights
 - Revision of Earnings Forecasts
- 2 . Capital policy, and M&A report
 - Regarding Stock Acquisition Rights Allotted to Third Parties
 - M&A report
- 3 . Shareholder return
 - Revision to Dividend Forecast (Dividend Increase)
 - Commemorative shareholder benefits.
- 4 . Topics
- 5 . Overview of medium-term management plan (2024.10~2026.10)
- 6 . Company Profile

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Financial Highlights

- FY2026 Third Quarter Financial Summary
- Revision to Consolidated Earnings Forecast for the Fiscal Year Ending October 2026

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Purpose Contributing to society by supporting SMEs through the provision of ICT

Management resource allocation plan
260 million yen
(Investment policy :
About 10% of Net sales)

Human capital investment
80 million yen

Development investment
100 million yen

DX promotion investment
30 million yen

Growth & other investments
50 million yen

Basic policy : Plus 1 -Efforts for growth and deepening-

Growth strategy & value creation

Providing new services and expanding business scope

Improving product quality and service quality

Acceleration of web marketing

Risk management

Individual & organizational growth

Improving human capital

Diverse work styles & improved management

Strengthening the management base

Sustainability management

Enhancing corporate governance

FY2026 Financial goals

Milestone

Net sales : 2,600 million yen

Ordinary profit : 200 million yen

ROE : 7.0% • PBR : 0.7x

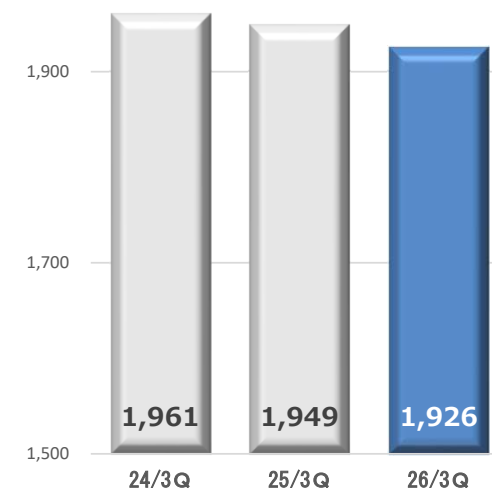
Corporate value improvement goals
(Non-financial target)

- ◆ **Work-life balance**
Clear KPI target
- ◆ **Diversity**
Gender employment ratio
55 : 45
Gender ratio in management positions 8 : 2
- ◆ **Work efficiency :**
Progress of DX conversion plan
- ◆ **Governance**

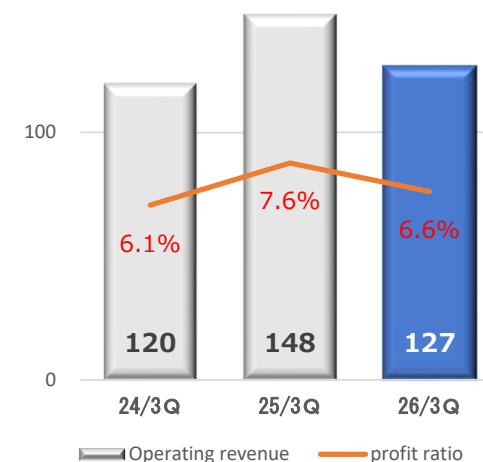
Group

- **Medium-term three-year plan,**
 - Building a foundation for promoting growth strategies. (business improvement and efficiency)
- **Unstable domestic and international situations, but DX in society is providing a boost.**
 - Unstable domestic and international situations. (Petroleum-related products, PC memory, etc. are in short supply and prices are high.)
 - In the information and communications industry, demand for AI&DX related services.
- **Progress as originally planned.**
 - Beauty ICT business shifts from system sales to stock-based revenue model. The number of customers eligible for lease sales and replacements is expected to decrease due to the impact of the COVID-19 pandemic on sales. Strengthening sales promotion with new product releases.
 - Revenues will increase due to steady accumulation of stock-type businesses.(Maintenance & content sales, business services & Securing residents for nursing care facilities.)
 - Securing human resources for growth and service improvement.
- **New content & new services.**
 - Building new systems using AI
 - Expansion of salon customer attraction support services. (Release of new content and upgraded products.)
 - Expanding consulting services for small and medium-sized enterprises.
- **Expansion of alliances.**

《 Net sales 》 Unit: JPY in Millions



《 Ordinary profit 》





Summary of Third Quarter FY2026 Consolidated Financial Results

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Unit: JPY in Millions

	FY2025 Third Quarter	FY2026 Third Quarter	Rate of change
Net sales	1 , 9 4 9	1 , 9 2 6	▲1.2%
Cost of sales	1 , 1 7 3	1 , 1 7 6	
Gross profit (Gross profit margin)	7 7 6 (39.8%)	7 4 9 (38.9%)	
Selling, general and administrative expenses	6 2 8	6 2 2	
Operating profit	1 4 7	1 2 7	▲13.4%
Ordinary profit	1 4 8	1 3 5	▲9.3%
Profit attributable to owners of parent	9 3	8 4	▲9.8 %

□ Progressing as planned :

While the number of customers targeting lease sales replacements is expected to decrease due to sales made during the COVID-19 pandemic, new and recurring revenue is expected to boost sales.

Third Quarter FY2026 Financial Results and Analysis by Segment

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※Total price difference is due to rental income. Unit: JPY in Millions

	FY2025 3 Q	FY2026 3 Q	Rate of change
Net sales (※)	1, 9 4 9	1, 9 2 6	▲1.2%
Beauty ICT business	1, 1 4 0	1, 0 8 5	▲4.9%
Business service business	2 4 9	2 5 6	2.6%
Nursing care service business	5 4 8	5 7 3	4.6%
Segment profit (※)	1 4 7	1 2 7	▲13.4%
Beauty ICT business	8 3	2 4	▲70.4%
Business service business	3 1	4 0	28.8%
Nursing care service business	2 4	5 3	122.7%

Beauty ICT business

We are promoting a shift from a revenue structure centered on system sales to a recurring revenue model. And, we are continuously releasing new products, new content, and new services. Furthermore, creating new systems through the use of AI. (Evolution of systems and content)

Business service business

Core accounting services saw increased revenue and profits, and client asset management services were expanded. Consulting services were expanded through the government-certified "Support agencies for business innovation". BPO services were launched for beauty salons, integrating POS, CRM, and AI systems.

Nursing care service business

Occupancy rate of paid nursing homes with nursing care recovers. Recruitment activities related to personnel expenses and nursing care staff recruitment to maintain and expand high-quality nursing care services

Unit: JPY in Millions

Unit: JPY in Millions

	FY2025	FY2026 3Q	
Current assets	1,615	1,561	▲54
Cash and deposits	1,240	1,197	▲43
Fixed asset	1,419	1,382	▲37
Property, plant and equipment	911	888	▲22
Intangible assets	202	175	▲26
Software	128	170	42
Software in progress	65	4	▲60
Other	7	—	▲7
Investments and other assets	306	318	11
Total assets	3,035	2,944	▲91

	FY2025	FY2026 3Q	
Liabilities	997	858	▲138
Current liabilities	482	360	▲122
Non-current liabilities	514	497	▲16
Net assets	2,038	2,085	47
Shareholders' equity	2,035	2,083	47
Retained earnings	2,321	2,358	37
Total liabilities and net assets	3,035	2,944	▲91

	FY2024	FY2025	FY2026 2Q
Net assets per share	¥ 686.19	¥ 650.74	¥ 661.94
Net income per share	¥ 35.87	¥ 43.76	¥ 26.98
Capital adequacy ratio	66.2%	67.2%	70.8%
Return on equity	5.3%	6.3%	4.1%
3-month average stock price at end of period	¥ 416	¥ 558	¥ 571
PBR (rate)	0.61	0.86	0.86
Stock price at the end of the period	¥ 388	¥ 505	¥ 667
PBR (rate)	0.57	0.78	1.01

■ Summary of Revisions to Consolidated Earnings Forecasts for the Full FY 2026.

	Net sales	Operating profit	Ordinary Profit	Profit attributable to owners of parent	Net Income per Share
	Million yen	Million yen	Million yen	Million yen	Yen
Previous Forecasts. (A)	2,630	200	200	126	40.35
Revised Forecasts. (B)	2,565	115	117	60	17.78
Increase or decrease. (B-A)	△65	△85	△83	△66	—
Increase or decrease (%)	△2.5%	△42.5%	△41.5%	△52.4%	—
Previous period results (FY2025)	2,605	193	197	125	43.76

■ Reason for Revision :

The company believe the revision is attributable to the following temporary factors.

1. Business Performance System sales slowed in the second half, mainly due to a decrease in replacement demand from customers who purchased systems during the COVID-19 pandemic. Higher procurement costs for servers, memory, and other hardware put pressure on operating profit. (Sales and profits decreased by 100 million yen.)
2. M&A-Related Expenses Approximately JPY 29 million in acquisition-related expenses were recorded as SG&A expenses.
3. Share Acquisition Rights Issuance Expenses Approximately JPY 6 million in issuance expenses attributable to the current fiscal year were recorded as non-operating expenses.

※) The impact on the Company's business performance from the unauthorized use of its paid cloud service by a third party, announced on September 4, 2026, is currently under review. The Company will promptly disclose any material impact identified.



Capital policy, and M&A report

- Regarding Stock Acquisition Rights Allotted to Third Parties
- M&A report

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■ Issuance of Series 1 Stock Acquisition Rights via Third-Party Allotment. (Purpose and Overview of Fundraising)

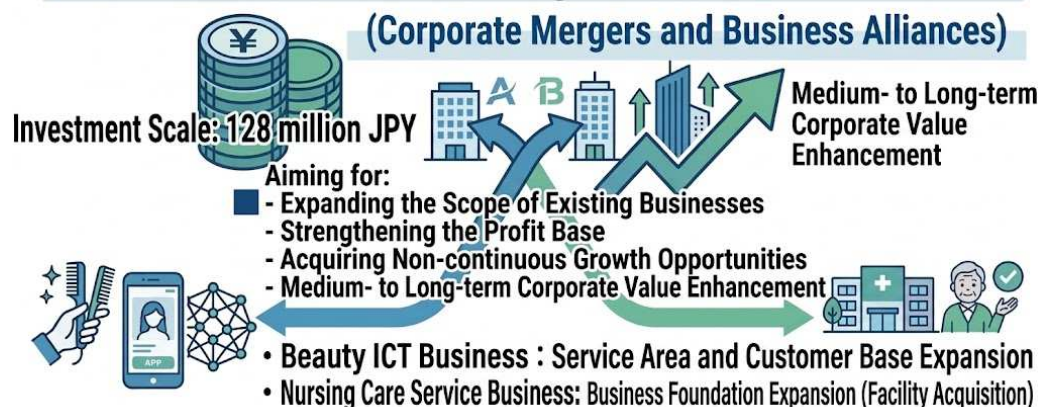
- The Group has maintained profitability for approximately 20 years, generating stable sales and earnings primarily through its existing businesses. However, the targets set in the three-year medium-term management plan through FY2026 — net sales of JPY 3.0 billion, ordinary profit of JPY 300 million, and ROE of 10% — have not yet been achieved.
- To drive further growth, the Group believes it is necessary to expand existing businesses, create new growth drivers, and optimize the allocation of management resources.
- The Group will raise funds to accelerate its growth strategy by expanding earnings from existing businesses, including through M&A, and promoting a new solutions business centered on the use of AI, particularly POS × CRM × AI.

■ Overview of the First Series of Stock Acquisition Rights through Third-Party Allotment

- (1) Allotment Date: September 11, 2026
- (2) Total Number of Stock Acquisition Rights: 8,100 rights (100 shares per right)
- (3) Issue Price : JPY 4,843,800 (JPY 598 per right)
- (4) Number of Potential Shares : 810,000 shares
- (5) Total Amount of Funds to be Raised : JPY 511,093,800
 - Issue of stock acquisition rights : JPY 4,843,800
 - Exercise of stock acquisition rights: JPY 506,250,000
- (6) Exercise Price : Initial exercise price: JPY 625 per share
- (7) Allottee: Dream No. 10 Investment Limited Partnership (8,100 rights)

■ Fundraising via 1st Series Share Acquisition Rights (3-Year Investment Plan) : Business Expansion & Growth Investment

M&A-driven Growth and Corporate Value Enhancement (Corporate Mergers and Business Alliances)

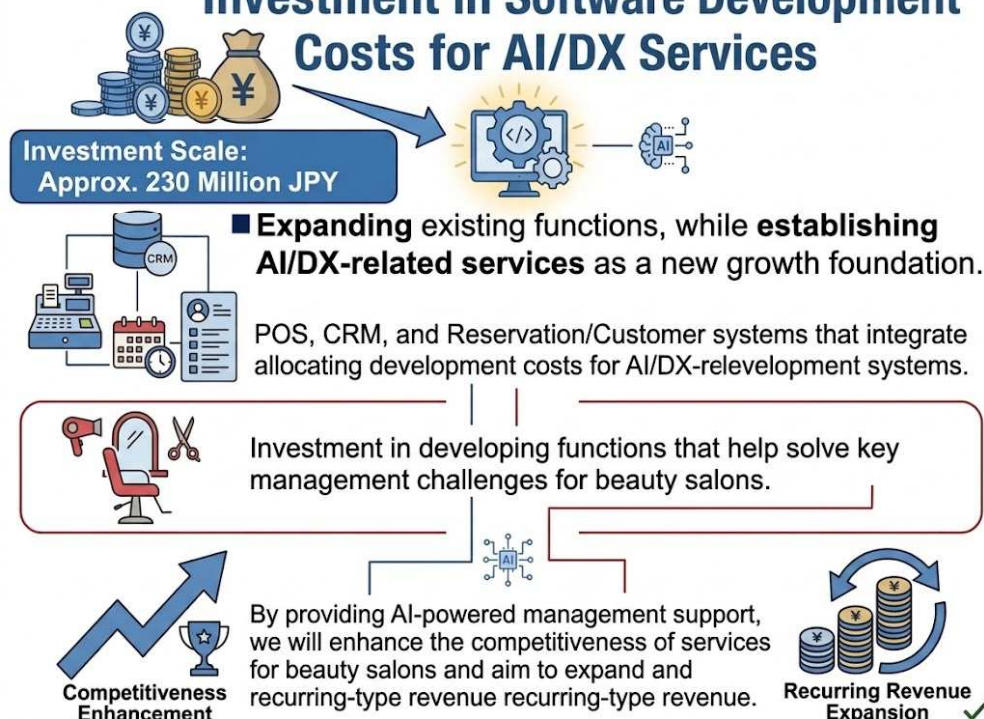


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TBC Silver Service Co., Ltd.

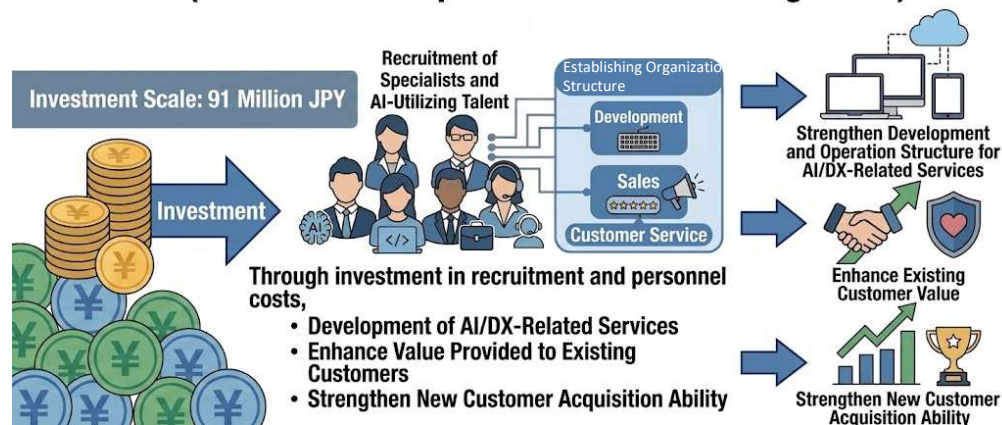
Mizuki Sano
Mizuki Tatebayashi
Asuka Komoro

Investment in Software Development Costs for AI/DX Services



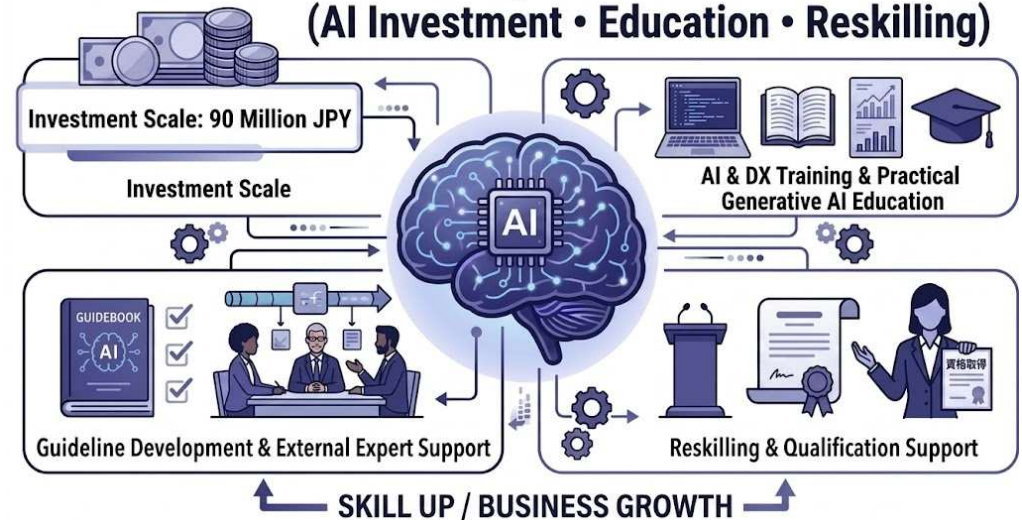
■ Fundraising via 1st Series Share Acquisition Rights (3-Year Investment Plan) : Human Capital Investment

Investment in Recruitment and Personnel Costs (Recruitment of Specialists and AI-Utilizing Talent)



- Securing Specialized Personnel to Launch AI & DX Services
(Establishing Organizational Structure: Development, Sales, and Customer Service)
- Through investment in recruitment and personnel costs:
 - Strengthen development and operational structures for AI/DX-related services
 - Enhance value provided to existing customers / Boost new customer acquisition capabilities

AI-Powered Human Capital Investment Model (AI Investment • Education • Reskilling)



- AI & DX Training for Employees
 - Training on Generative AI & Other AI Tools
 - Training on Data Analytics & Operational Efficiency
 - External Training & Seminars (Certification Support)
 - Implementation of Reskilling Programs
 - Internal Study Sessions & Workshops
- AI Utilization Initiatives
 - Development of Guidelines
 - External Expert Fees for Promoting Internal AI Integration

■ Fundraising via 1st Series Share Acquisition Rights (3-Year Investment Plan) : Investment in Nursing Care

Investment in Nursing Care DX (Specialized Management Systems • Safety Management)

Investment Scale: 10 Million JPY



- Nursing Care DX aims to improve operational efficiency and service quality, creating a supportive work environment for staff (system implementation).
- Reduce administrative burdens, such as care records and billing tasks, to create an environment where staff can focus on direct care for care receivers.
 - Accelerate internsharing and improve record accuracy.
 - Standardized operations through standification process through management systems and visualize facility operational status.
- Through the introduction of monitoring devices and safety ment systems throuss,
 - Enhance gace safety and comfort for care reseivers.
 - Reduce accident risks.
 - Contribute to reduced psychological and physical barden on staff.



Investment in Senior Care Facility Renewal (Specialized Management Systems • Safety Management)

Invet Scale: 35 Million JPY



- Through Comprehensive Facility Mepairs & Renewals, Creating a Preferred Facility Environment that Offers Peace of Mind for Residents and Their Families (Planned Capital Expenditure • Equipment Upgrades)



- Resident Lising Environment
- resident Safety (Fall Prevention, etc.)
- Universal Access & Barrier-Free Design
- Hygienic Standars Maintenance
- Infectious Disease Control
- Optimized Workplace & Staff Culture Development



■ Execution of Share Transfer Agreement by Consolidated Subsidiary.
(Conversion into Second-tier Subsidiary)

M&A to Strengthen Our Elderly Care Business

~ Community-based care services for a brighter future ~

*For a better life
in our communities,
from now on.*



TBC Silver Service Co., Ltd., a consolidated subsidiary of the Company, entered into a share transfer agreement on September 4 to acquire all shares of IDA System Co., Ltd., the operator of "Silver Park Hakoda," a fee-based nursing home.

Through this acquisition, the Group aims to expand its nursing care services business, improve operational efficiency, and strengthen its stable earnings base by leveraging its existing management expertise.

Company Name	IDA System Co., Ltd.
Location	1838-1 Hakoda, Kasama City, Ibaraki Prefecture, Japan
Business Activities	Operation of fee-based nursing homes and provision of nursing care services.
Capital	JPY 3 million
Established	October 1, 2004
HP - URL	https://www.silverpark-hakoda.jp/



Shareholder return

- Revision to Dividend Forecast (Dividend Increase)
- Commemorative shareholder benefits.

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■ Revision to Dividend Forecast (Dividend Increase)

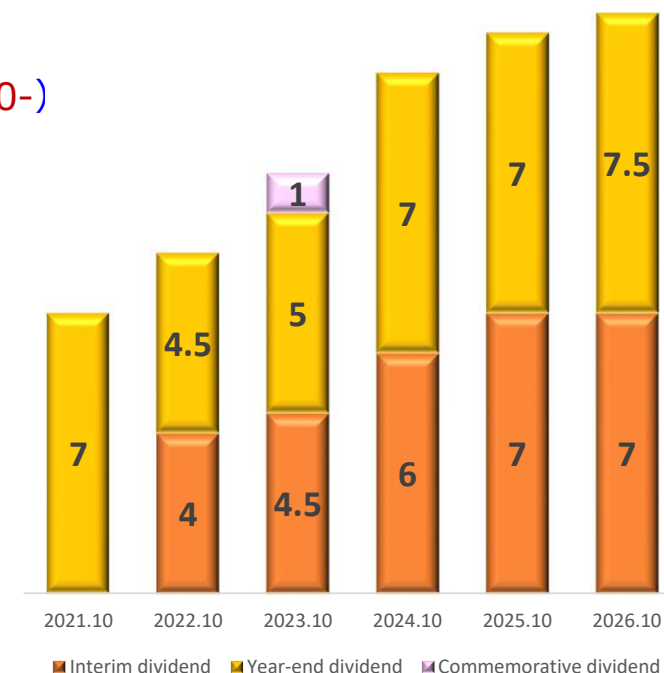
The Company recognizes that returning profits to shareholders is an important management issue. Our basic policy is to maintain stable dividends and to return profits appropriately in line with business performance.

Over the ten years since listing, the company has increased its dividend every year, with the sole exception of a dividend cut during the fiscal year ended October 2020 amidst the COVID-19 pandemic.

■ Annual dividend forecast : ￥14.50-
(Second quarter-end : ￥7.00-, Fiscal-year end : ￥7.50-)



	Dividend per share		
	Second quarter-end	Fiscal-year end	Total
Dividend forecast (FY2026)	7.00 Yen	7.50 Yen	14.50 Yen
FY2025	7.00 Yen	7.00 Yen	14.00 Yen
FY2024	6.00 Yen	7.00 Yen	13.00 Yen





The Implementation of a Special Benefit to Commemorate the 10th Anniversary of Listing on the Tokyo Stock Exchange.

The Company will mark its 10th anniversary of our listing on the Tokyo Stock Exchange in December 2016.



In commemoration of our first step to further enhancing corporate value, and in appreciation of our daily support to our shareholders, the Company has decided to implement commemorative shareholder benefits.



■ Details of Commemorative Shareholder Benefits.

Number of shares held.	Over 100 shares.
Base date.	As of the end of October 2016.
Details of Commemorative Shareholder Benefits.	QUO card worth 1000 yen.

■ Timing of giving commemorative shareholder benefits.

The shareholder benefits are scheduled to be presented in January 2017.
The Company will be sent enclosed with the notice of the general meeting of shareholders.



Topics

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Providing one-stop solutions for the beauty industry





https://www.scat.jp.net/solution/lp_saclapremium_plus.html

Supporting DX in the beauty industry.

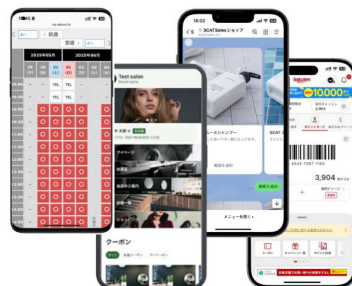
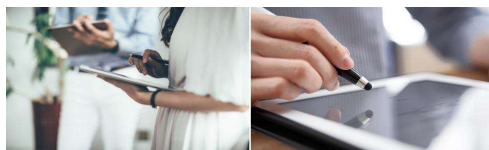


Featuring an intuitive touchscreen interface, our POS system is equipped with strategic tools designed to support salon management.

Going beyond simple digitalization, it drives DX by supporting sales management, customer analytics, and operational efficiency.

“Easy to understand. Easy to use.”

A next-generation POS system designed for the future of salon management.



<https://halca-connect.sfsite.me/>

Make salon management simpler.

From reservations and payments to sales management - all in one system. No dedicated device required. Access anytime, anywhere via the cloud.

Simple and seamless operations from booking to checkout.

Customers can register their information and complete consent forms directly on their smartphones, eliminating manual data entry.

Smarter workflows. Greater efficiency.

Streamline daily salon operations with a simple, cloud-based solution.



Systematize customer acquisition by leveraging AI.

AI automatically creates and delivers follow-up messages and campaign promotions after each visit, helping salons stay connected with customers effortlessly.

It supports repeat visits and re-engages inactive customers with minimal effort.

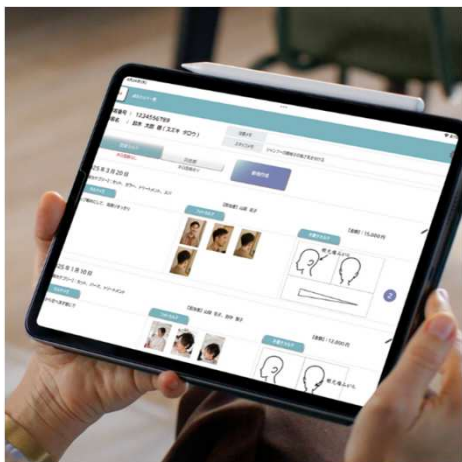
Smarter engagement. More repeat customers. Less effort.

AI makes customer retention simple and sustainable.



cloud karte

https://www.scat.jp.net/solution/lp_cloudkarte.html



More than just a digital client record.

Born from the real needs of beauty salons, cloud karte brings a new approach to client management.

It eliminates the inconvenience of paper records and enables all staff to access and share customer information anytime, anywhere.

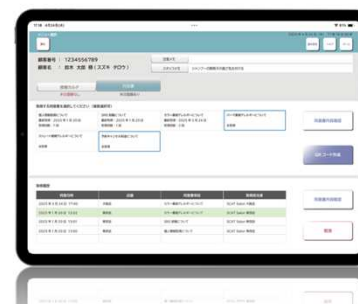
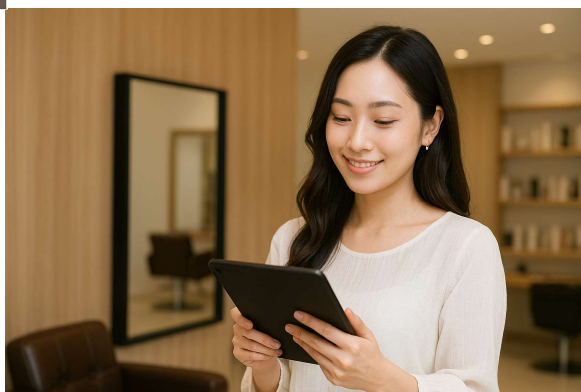
With simple, intuitive operation, daily salon work becomes smoother and team collaboration more seamless.

“cloud karte” — a cloud-based tool designed to empower salon teams.



Client records, photos, and consent forms — all in one cloud.

Welcome to a new era of salon management.



Consent Forms.

Consent forms can now be completed multiple times using the same template.

Salons can also upload their own customized forms for flexible use tailored to their needs.

*Available on iPad and PC only.

We have launched a **"Beauty Salon Management Support Program"** that combines a POS, CRM, and AI system for beauty salons with business plan development support and back-office operations.

Our company is a "Support agencies for business innovation" certified by the METI, and we support the management of beauty salons.

Industry
first!!

■ What is a "Support agencies for business innovation"

A "Support agencies for business innovation" is a support organization certified by the government as possessing a certain level of specialized knowledge and practical experience in supporting small and medium-sized enterprises.

SCAT is one of these certified organizations.



Beauty Salon

I want to dedicate myself to my work as a hairdresser.

- ◆Salon Work
 - Attracting customers
 - Reservation management
 - Customer management etc.
- ◆I want to delegate my back-office tasks to someone else.
 - Accounting work
 - Expense calculation (receipt)
 - Staff payroll calculation



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《 POS × CRM × AI 》

POS register system for beauty salons

Content service for beauty salons

Sacla Premium* On-premise type

cloud karte

LINE ミニアプリ

Halca Cloud type

R POINT Salon Appli

Reserve with Google

Management plan formulation & BPO

中小企業庁 認定経営革新等支援機関

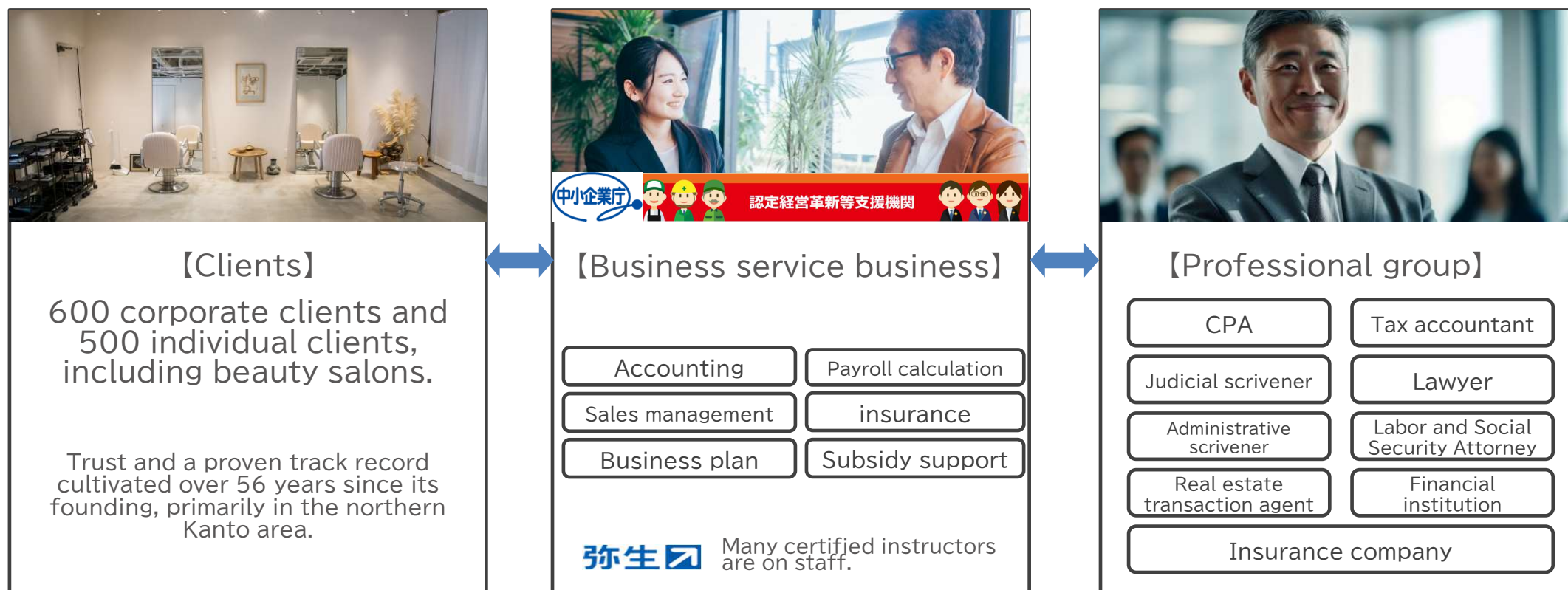
Accounting Payroll calculation

Sales management insurance

Business plan Subsidy support

弥生 Many certified instructors are on staff.

Business service business for SMEs.



Management of paid nursing homes with nursing care.
(Three facilities : about 160 capacity)



みずき佐野 (栃木県佐野市)



みずき館林 (群馬県館林市)



あすか小諸 (長野県小諸市)

※) The number of tenants fluctuates depending on the number of couples moving in.

- High ratings based on family reputation.
- Easy-to-move system with no lump-sum pay men.

Returning to the origins of the nursing care business.

- Contributing to the community through nursing care.
- Provides rest and vitality.



Peaceful, safe and secure nursing care services



Live a free and independent life.



Energy comes from delicious food

■ Realizing a free and selfish life.

Realizing a free and selfish life that is as similar to home as possible.
Providing safe, secure, and comfortable nursing care services.

- **Comfortable** : Comfort and protection, not care.
High percentage of staff are certified care workers (specialists).
- **Delicious meal** : Heartfelt meal with selected ingredients.
- **Living environment** : Luxury and calm living environment.



■ BCP (Business continuity program)

Prepare stockpiles and plans to realize safe and secure nursing care even in emergencies such as large-scale disasters and the spread of infectious diseases.

■ Expansion of visiting services.

Help with everyday problems. (Not covered by nursing care insurance OK)
→ Providing services that meet the needs of users and their families.

■ Comfortable working environment.

- Introducing a 3-day weekend system in addition to the conventional 2-day weekend system. (full-time employees)
- Free vacation leave system.
- Qualification acquisition support system
- Long service award system.
- Childcare support program

※) Tochigi nursing care personnel training certification system:
Obtained the highest rank of 3 stars.



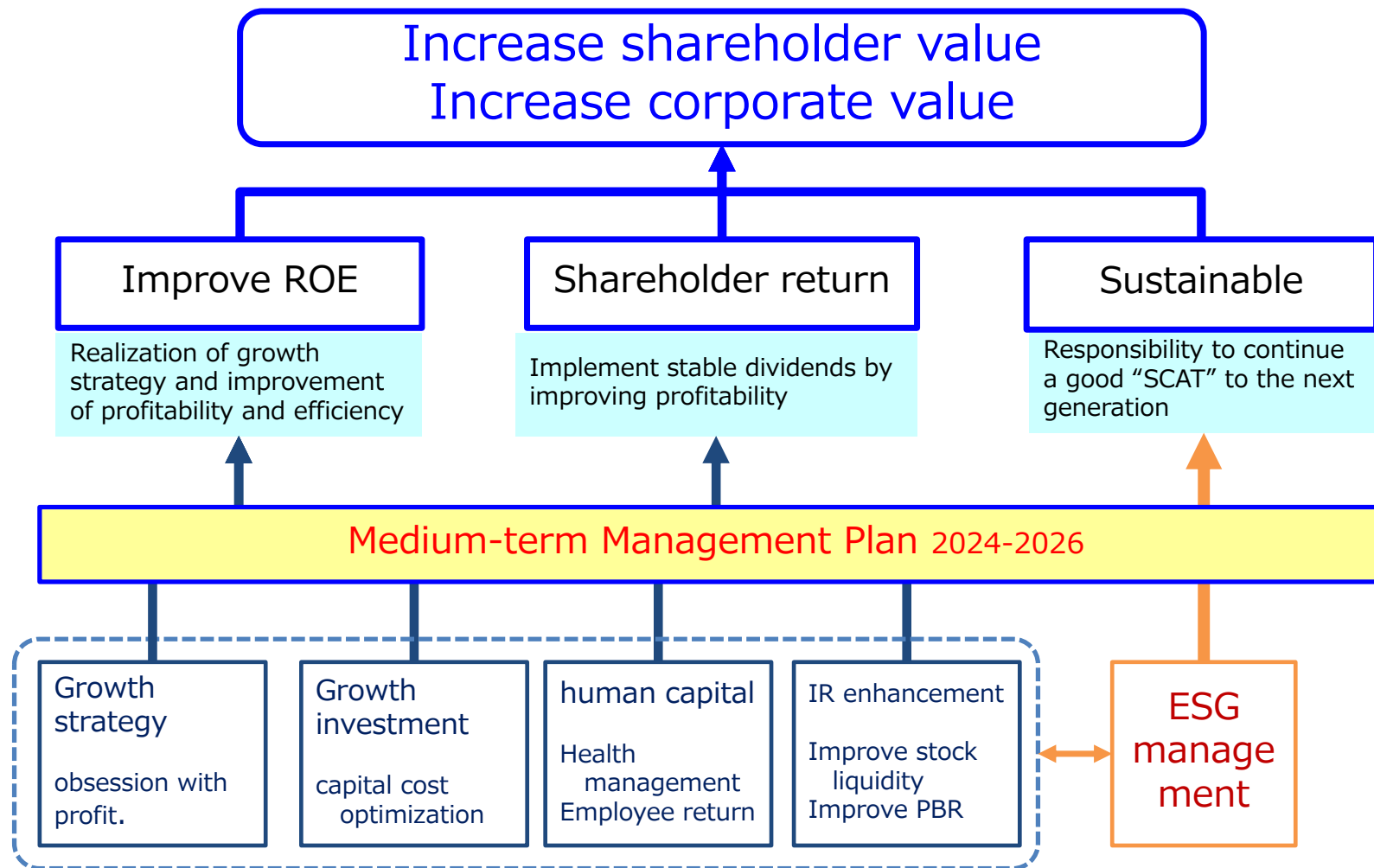


Overview of the three-year medium-term management plan

FY10/2024 – FY10/2026

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SCAT Inc. a leading company in promoting DX in the beauty salon industry, as part of the promotion of DX in the hairdressing industry and the sustainable environmental management support (SDGs) environment-friendly menu, we are promoting the "HP Carbon Neutral Computing Service" and "PC Reuse Program (safe and sustainable)" provided by HP Japan Inc., Ltd. We have been able to visualize our environmental efforts through carbon neutrality.



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《Company Overview》

Company Name	HP Japan Inc.
President	Nobuki Kkado
Company Address	1-2-70 Konan, Minato-ku, Tokyo Japan
URL	https://www.hp.com/jp-ja/home.html

■ Adopting a carbon neutral concept.

- Adopted "HP Carbon Neutral Computing Service" and "PC Reuse Program" provided by HP Japan Inc.
- This service calculates and offsets the CO2 emissions of each device, from procuring PC raw materials to use and disposal.
- Offsets are carried out after highly accurate carbon footprint calculations in accordance with the Carbon Neutral Protocol, a rigorous standard set by internationally trusted professional organizations.
- A PC with offset applied becomes a carbon neutral PC (certificate can also be issued)
- It is possible to provide the most environmentally friendly PC that can currently be considered, and to visualize its effects, which cannot be achieved by simply carbon offset using carbon credits.

■ Solution effectiveness

- ① The actual value of initiatives can be “visualized” in the form of a certificate.
- ② It is possible to provide “persuasive data” to related organizations and consumers.
- ③ As a company, you can visualize your own efforts with sustainability in mind.
- ④ It can be expected to raise awareness of corporate social responsibility and environmental protection and contribute to combating climate change.



Company Profile

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Mission & Philosophy

- ◆ Contribution to society through management support for small and medium-sized enterprises by providing ICT.
- ◆ We always challenge ourselves to develop new products and services and aim to create customers.

Basic information

Company Name	SCAT Inc.
Establishment	December 1969
Capital	200 million yen
Representative	Hideo Nagashima
Oyama	Representative Director and President
Head Office	1-6-33 Joto, Oyama City, Tochigi Prefecture
Tokyo	1-2-1, Shibaura, Minato-ku, Tokyo
Head Office	
Number of Employees	190 (FY10/2025)
Consolidated sales	2,605million yen (FY10/2025)
Business Description	• Beauty ICT business • Business service business • Nursing care service business
subsidiary	• TBC Silver Service Co., Ltd.

Response to ESG Issues

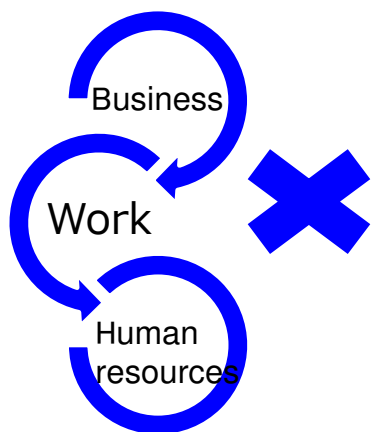
Materiality	Specific action items	SDG s
Efforts to address environmental issues. Environment	Promotion of resource recycling • Promotion of paperless. (75% reduction) • Use of renewable energy • Introduction of eco-friendly commercial vehicles	    
Promotion of DX in advanced information society and business society. Social (DX)	DX promotion • Provision and dissemination of ICT systems • ICT promotion in B to B to C • Business efficiency (Remove the stamp) • Eliminate legacy systems	    
Realization of a society where people can play an active role. Social(Work)	Health and Welfare • Supporting the elderly and contributing to the community through nursing care services. Creating a comfortable working environment • Diverse work styles and career support. • Promoting active participation of women.	     
Practicing fair and transparent corporate activities. Governance	• Sophistication of corporate governance • Thorough compliance • Appropriate risk management	 

Digital Transformation Certification



Under the DX certification system, the government (METI) certifies "DX-Ready" businesses that are ready to promote DX.

Our company will comply with the Digital Governance Code and strive to further promote DX.



IT introduction support business operator

In order to improve the productivity of SMEs, we provide support for procedures such as various applications, including proposals and introduction support for IT tools.



IT導入補助金2025

サービス等生産性向上IT導入支援事業

Support agencies for business innovation

Our company has been certified by the government as having a certain level of specialized knowledge and practical experience related to supporting SMEs.

In order to strengthen the management capabilities of SMEs, we provide a variety of highly specialized support services, such as business plan formulation/implementation support and management situation analysis.



《 Notes on this document 》

- This document has Been Translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
- The information contained in this document has been prepared based on generally accepted economic and social conditions and certain assumptions we believe to be reasonable, but is subject to change without notice.
- Information provided in this document contains "forward-looking statements."
They are based on current expectations, forecasts and assumptions that involve risks and involve uncertainties that could cause results to differ materially from those statements.
- These risks and uncertainties include general industry and market conditions, general domestic and international economic conditions such as interest rate and currency exchange fluctuations.
- Even if there is new information or future events in the future, we do not assume any obligation to update or revise the forward-looking statements contained in this document.

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