Presentation Material of Financial Results for FY12/2025

Note: This English translation is solely for reference purposes and not a legally definitive translation of the original Japanese text. In the event a difference arises regarding the meaning herein, the original Japanese version will prevail as the official authoritative version.

DENTSU SOKEN INC.

February 12, 2026

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- The business classifications under the reportable segments have been changed from the fiscal year ended December 31, 2025. As a result, the results for the previous fiscal year are compared and analyzed with the figures reclassified into the new classification.

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Summary for FY12/2025

Net sales, Operating profit	● Net sales increased by 8.0% YoY, and operating profit rose by 8.8% YoY, driven by the Business Solutions and the Communication IT. ● Net sales reached a record high for the 10th consecutive fiscal period, while operating profit and profit attributable to owners of the parent reached record highs for the eighth consecutive fiscal period. ● As for the planned ratio announced on July 30, 2025, operating profit was broadly in line with expectations, while ordinary profit and profit attributable to owners of parent exceeded the plan, despite net sales falling short by 1.9%.
Orders	● Fourth-quarter orders received increased by 19.4%, mainly in the Business Solutions segment. ● The fourth-quarter order backlog increased by 27.5%, remaining at a high level.
Dividend	● In response to an increase in profit attributable to owners of the parent compared with the initial plan, the year-end dividend forecast was raised by 4 yen. ● The annual dividend is 120 yen per share (an increase of 12 yen from the previous fiscal year), representing a dividend payout ratio of 47.7% and marking the 13th consecutive year of dividend increases.

Consolidated Results for FY12/2025

(Millions of yen)

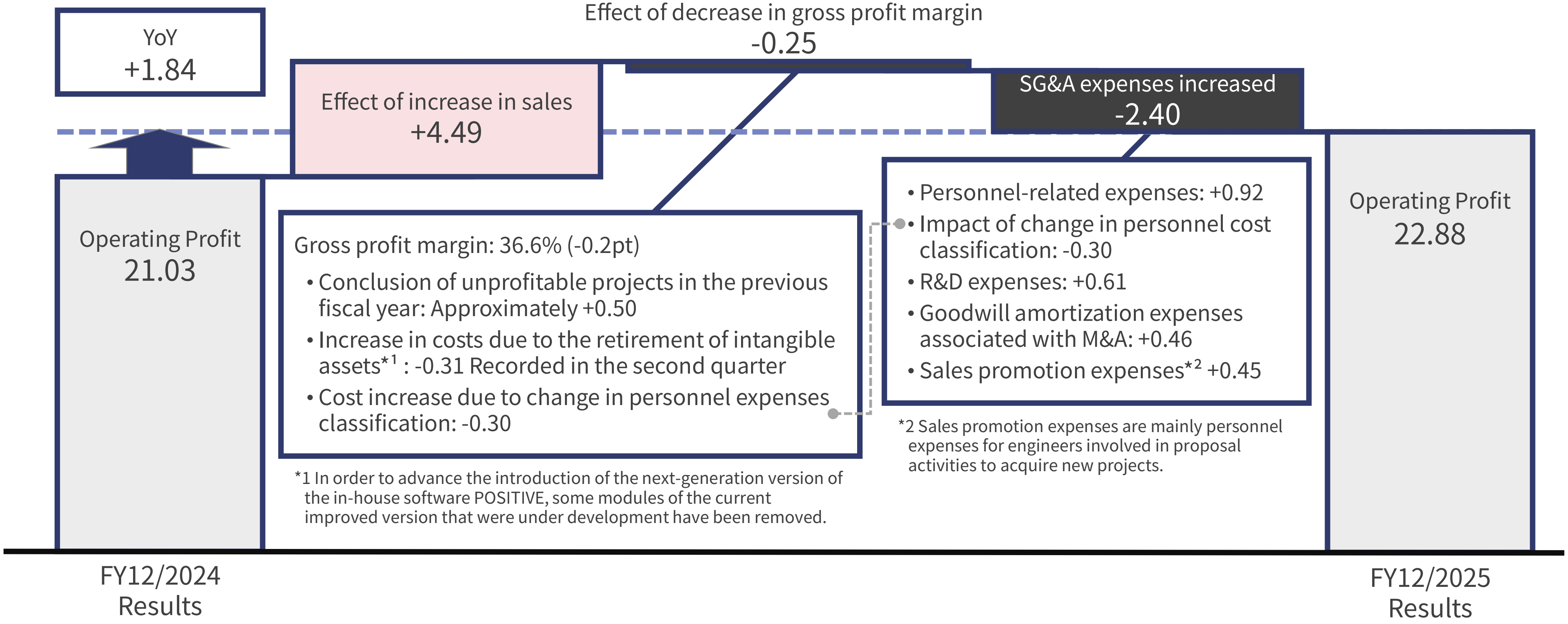
	FY12/2025	YoY			Vs. forecast (Announced on July 30, 2025)		
		FY12/2024	Variance	% change	Forecast	Variance	% change
Net sales	164,865	152,642	+12,223	+8.0	168,000	-3,135	-1.9
Gross profit	60,376	56,123	+4,253	+7.6	61,200	-824	-1.3
Gross profit margin(%)	36.6	36.8	-0.2pt	-	36.4	+0.2pt	-
Selling, general and administrative expenses	37,487	35,083	+2,404	+6.9	38,200	-713	-1.9
Operating profit	22,888	21,039	+1,849	+8.8	23,000	-112	-0.5
Operating margin(%)	13.9	13.8	+0.1pt	-	13.7	+0.2pt	-
Ordinary profit	23,618	21,093	+2,525	+12.0	23,500	+118	+0.5
Profit attributable to owners of parent	16,365	15,117	+1,248	+8.3	16,200	+165	+1.0
ROE(%)	17.1	17.4	-0.3pt	-			
Number of employees (people)*	4,618	4,413	+205	+4.6			

* At the end of the fiscal year

Factors of Increase/Decrease in Operating Profit[YoY]

- Operating profit increased mainly due to increased sales despite an increase in SG&A expenses.

(Billions of yen)

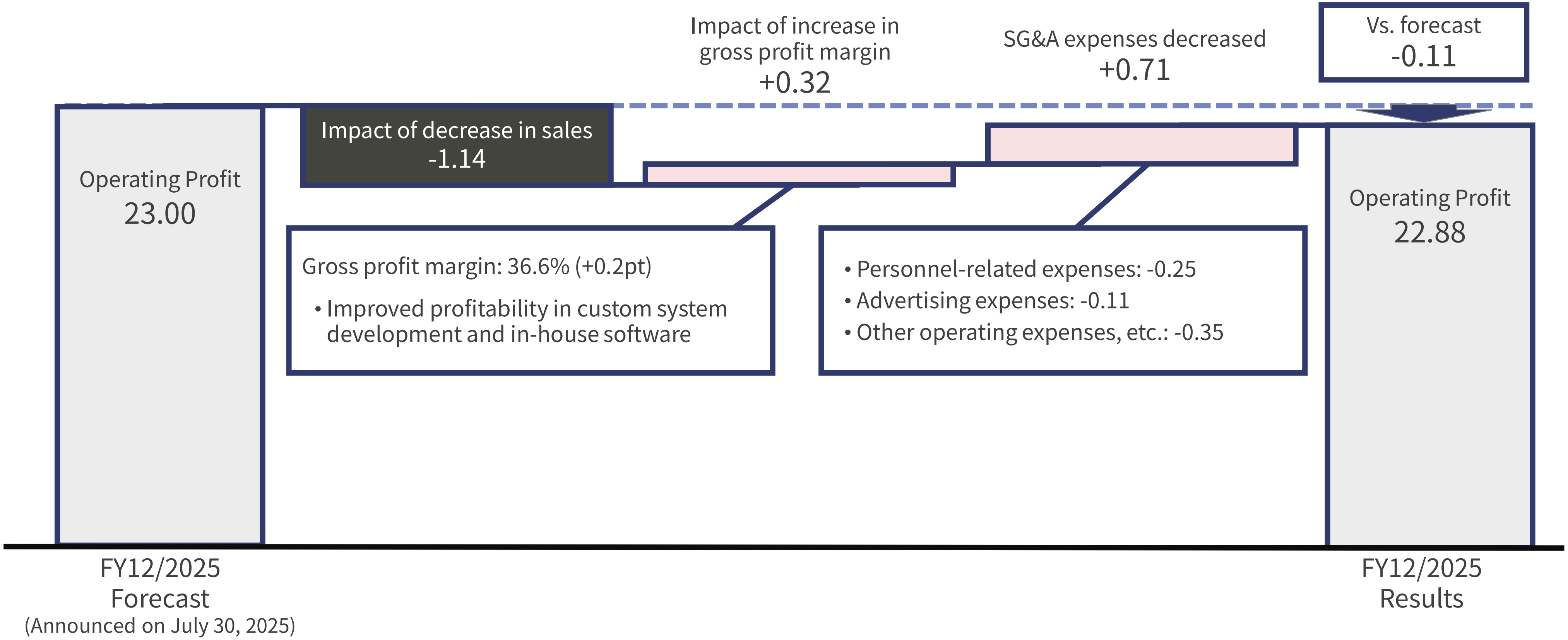


電通総研
DENTSU SOKEN INC.

Factors of Increase/Decrease in Operating Profit[Vs. forecast]

- Although there was an impact of lower sales, due to the improvement of profitability and cost control of custom system development and in-house software, operating profit is almost as planned.

(Billions of yen)



Non-operating Income/Expenses and Extraordinary Income/Losses

- Non-operating income and expenses: Improvement mainly due to an increase in interest income due to rising interest rates.
- Extraordinary income and losses: Impact of recording gains on sale of investment securities as extraordinary income in the previous year has been eliminated.

(Millions of yen)

	FY12/2025	YoY		
		FY12/2024	Variance	% change
Operating profit	22,888	21,039	+1,849	+8.8
Non-operating income	783	318	+465	+146.2
Non-operating expenses	53	264	-211	-79.9
Ordinary profit	23,618	21,093	+2,525	+12.0
Extraordinary income	-	326	-326	-
Extraordinary losses	14	67	-53	-79.1
Profit before income taxes	23,604	21,351	+2,253	+10.6
Total income taxes	7,239	6,233	+1,006	+16.1
Profit attributable to non-controlling interests	-	-	-	-
Profit attributable to owners of parent	16,365	15,117	+1,248	+8.3

Net Sales and Operating Profit by Reportable Segment

(Millions of yen)

		FY12/2025	YoY			Vs. forecast*1	
			Variance	% change	Overview	Variance	% change
Financial Solutions	Net sales	34,832	+782	+2.3	Net sales and operating profit increased due to the expansion of custom system development projects for mega banks and trust banks, as well as the expansion of implementation projects for BANK R*2 for government-affiliated financial institutions and major credit unions.	-1,168	-3.2
	Operating profit	4,459	+111	+2.6		-	-
	%	12.8	+0.0pt	-		-	-
Business Solutions	Net sales	28,013	+4,387	+18.6	Net sales and operating profit increased due to the expansion of implementation projects for STRAVIS*3 mainly for trading companies, and the expansion of implementation projects for POSITIVE*4 for the electric power and gas industries and the retail industry.	+1,013	+3.8
	Operating profit	6,994	+1,675	+31.5		-	-
	%	25.0	+2.5pt	-		-	-
Manufacturing Solutions	Net sales	61,039	+475	+0.8	Net sales increased due to the expansion of CAE and PLM solution sales to the transportation equipment industry, despite a decrease in SAP introductions. Operating profit declined due to a decrease in profitable third-party software add-on development projects and higher personnel expenses.	-3,961	-6.1
	Operating profit	7,549	-1,025	-12.0		-	-
	%	12.4	-1.8pt	-		-	-
Communication IT	Net sales	40,980	+6,579	+19.1	Net sales and operating profit increased due to the expansion of business for the public sector and the Dentsu Group, as well as the contribution of Mitsue-Links Co., Ltd., which was included in the scope of consolidation from the third quarter of the previous fiscal year.	+980	+2.5
	Operating profit	3,886	+1,089	+38.9		-	-
	%	9.5	+1.4pt	-		-	-

*1 Announced on July 30, 2025, *2 loan solution, *3 consolidated accounting solution, *4 integrated HCM solution

Net Sales by Service Category and Dentsu Group Companies

(Millions of yen)

Service category	FY12/2025	YoY		Vs. forecast (Announced on July 30, 2025)	
		Variance	% change	Variance	% change
Consulting Services	10,872	+392	+3.7	-1,128	-9.4
Custom System Development	35,083	+4,070	+13.1	+1,083	+3.2
In-house Software	33,985	+3,890	+12.9	-15	-0.0
Third-party Software	54,200	-172	-0.3	-3,800	-6.6
Outsourcing, Operation and Maintenance Services	21,112	+2,614	+14.1	+112	+0.5
IT Equipment Sales and Others	9,611	+1,429	+17.5	+611	+6.8

Counterparty	FY12/2025	YoY	
		Variance	% change
Dentsu Group Inc. and Its subsidiaries	22,455	+1,006	+4.7

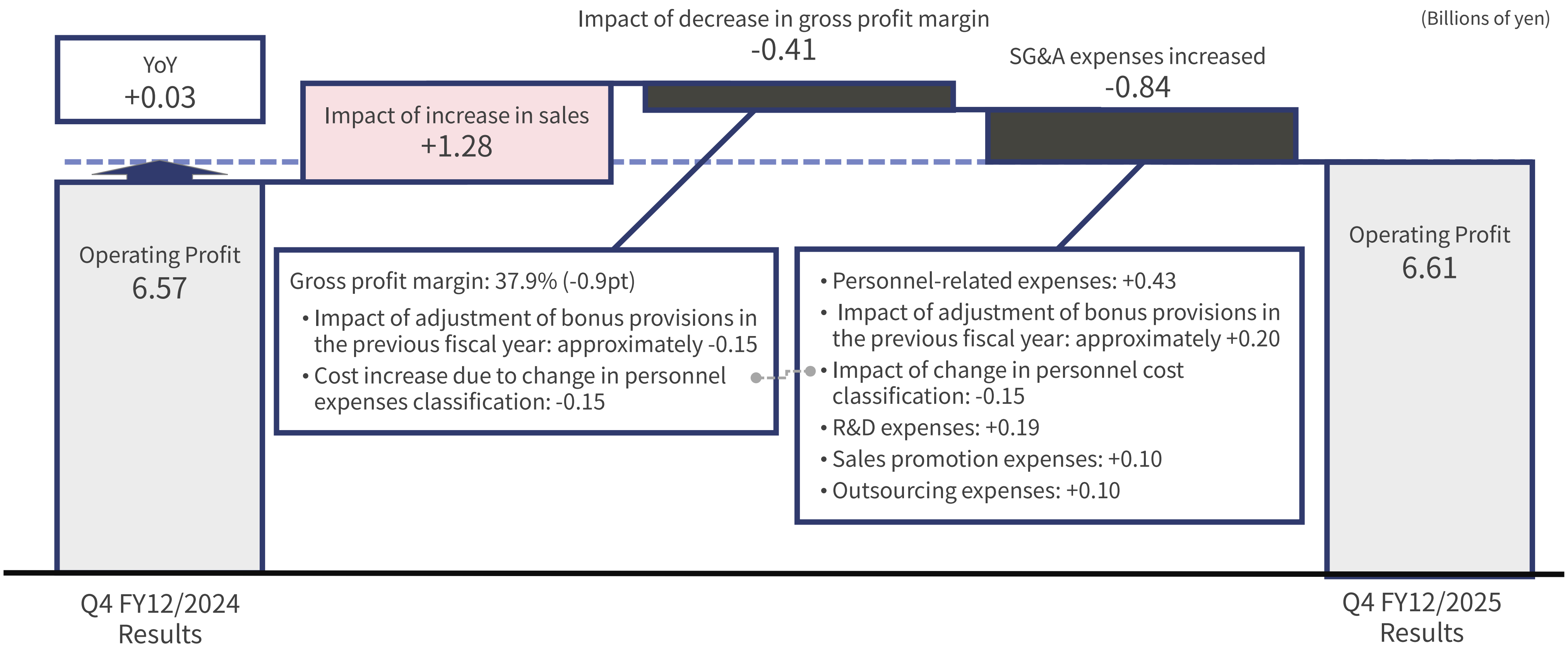
Ref. Consolidated results for the Q4 FY12/2025

(Millions of yen)

	Q4 FY12/2025	YoY		
		Q4 FY12/2024	Variance	% change
Net sales	43,713	40,411	+3,302	+8.2
Gross profit	16,574	15,698	+876	+5.6
Gross profit margin(%)	37.9	38.8	-0.9pt	-
Selling, general and administrative expenses	9,962	9,122	+840	+9.2
Operating profit	6,611	6,576	+35	+0.5
Operating margin(%)	15.1	16.3	-1.2pt	-
Ordinary profit	6,725	6,679	+46	+0.7
Profit attributable to owners of parent	4,648	5,042	-394	-7.8

Ref. Factors of Increase/Decrease in Operating Profit for the Q4 FY12/2025[YoY]

- Despite a decrease in the gross profit margin and an increase in SG&A expenses, operating profit increased due to the effect of higher net sales.



Ref. Consolidated Results for the Q4 FY12/2025 by Reportable Segment and Service Category

Net Sales and Operating Profit by Reportable Segment

(Millions of yen)

		Q4 FY12/2025	YoY	
			Variance	% change
Financial Solutions	Net sales	9,591	+1,133	+13.4
	Operating profit	1,390	+286	+25.9
	%	14.5	+1.4pt	-
Business Solutions	Net sales	7,695	+1,440	+23.0
	Operating profit	2,123	+476	+28.9
	%	27.6	+1.3pt	-
Manufacturing Solutions	Net sales	15,394	-591	-3.7
	Operating profit	1,777	-858	-32.6
	%	11.5	-5.0pt	-
Communication IT	Net sales	11,031	+1,320	+13.6
	Operating profit	1,320	+132	+11.1
	%	12.0	-0.2pt	-

Net Sales by Service Category

(Millions of yen)

	Q4 FY12/2025	YoY	
		Variance	% change
Consulting Services	2,752	-255	-8.5
Custom System Development	9,701	+1,304	+15.5
In-house Software	9,502	+1,502	+18.8
Third-party Software	13,775	-31	-0.2
Outsourcing, Operation and Maintenance Services	5,633	+537	+10.5
IT Equipment Sales and Others	2,348	+245	+11.7

Net Sales by Industry

(Millions of yen)

Industry		FY12/2025		YoY	
		Net sales	Composition ratio (%)	Variance	% change
	Banks	24,972	15.2	+2,080	+9.1
	Other financial institutions	9,474	5.7	+615	+6.9
Financial		34,447	20.9	+2,696	+8.5
	Transportation equipment	30,362	18.4	+2,769	+10.0
	Electric appliances, Precision instruments	16,500	10.0	-190	-1.1
	Machinery	10,461	6.3	-798	-7.1
	Other products	11,053	6.7	+113	+1.0
Manufacturing		68,377	41.4	+1,894	+2.8
Services and public offices		45,592	27.7	+4,032	+9.7
Distributions and others		16,447	10.0	+3,601	+28.0

* As we reviewed some of our client industries, we used reclassified figures for comparison with the same period last year.

Consolidated Balance Sheets

(Millions of yen)

		As of December 31, 2025	As of December 31, 2024	Variance	Main factors for increase/decrease
	Total current assets	136,923	119,058	+17,865	Increase in deposits paid (+5,902) Increase in advance payments to suppliers (+4,879) Increase in accounts receivable-trade, and contract assets (+4,231)
	Total non-current assets	28,131	28,273	-142	Decrease in goodwill (-636) Increase in leased assets (+433)
Total assets		165,055	147,331	+17,724	
	Total current liabilities	60,949	52,544	+8,405	Increase in accounts payable-trade (+4,839) Increase in income taxes payable (+1,291) Increase in contract liabilities (+1,000)
	Total non-current liabilities	3,947	3,592	+355	Increase in long-term lease liabilities (+266) Increase in provision for share awards (+142)
Total liabilities		64,896	56,137	+8,759	
Total net assets		100,159	91,194	+8,964	Increase in retained earnings (+9,066)
Total liabilities and net assets		165,055	147,331	+17,724	

Consolidated Statements of Cash Flows

(Millions of yen)

	FY12/2025	Main factors	YoY	
			FY12/2024	Variance
Cash flows from operating activities	19,064	Profit before income taxes (23,604) Increase in trade payables (4,811) Increase in advance payments to suppliers (-4,847) Increase in accounts receivable-trade, and contract assets (-4,142)	23,721	-4,657
Cash flows from investing activities	-2,956	Purchase of intangible assets (-2,422)	-11,886	+8,930
Cash flows from financing activities	-8,552	Dividends paid (-7,298)	-7,982	-570
Effect of exchange rate change on cash and cash equivalents	141		353	-212
Net increase (decrease) in cash and cash equivalents	7,697		4,206	+3,491
Cash and cash equivalents at the beginning of period	61,722		57,515	+4,207
Cash and cash equivalents at the end of period	69,419		61,722	+7,697

Orders Received and Order Backlog

- Orders received in the fourth quarter (October-December) expanded mainly in Business Solutions in-house software.
- Order backlog at the end of the fourth quarter increased by +27.5% at a high level.

(Millions of yen)

		Orders received				Order backlog	
		Q4 FY12/2025	YoY % change	FY12/2025	YoY % change	End of Q4 FY12/2025	YoY % change
Total		43,475	+19.4	181,345	+14.3	76,339	+27.5
Reportable segment	Financial Solutions	10,108	+13.9	39,029	+12.8	12,815	+48.7
	Business Solutions	10,164	+98.1	32,757	+43.6	11,922	+66.1
	Manufacturing Solutions	13,148	-2.5	68,038	+7.7	35,634	+24.4
	Communication IT	10,053	+12.7	41,519	+9.2	15,967	+3.5
Service category	Consulting Services	2,303	-17.3	10,313	-9.2	1,682	-24.9
	Custom System Development	9,455	+14.2	37,832	+19.9	8,436	+48.4
	In-house Software	11,408	+71.0	38,670	+35.7	13,855	+51.1
	Third-party Software	11,702	+12.5	62,805	+9.4	38,747	+28.5
	Outsourcing, Operation and Maintenance Services	4,461	-15.0	21,064	+0.8	6,444	-0.8
	IT Equipment Sales and Others	4,144	+37.1	10,658	+20.3	7,173	+17.1

Dividend Forecast for FY12/2025

- In response to an increase in profit attributable to owners of the parent compared with the initial plan, the year-end dividend forecast was raised by 4 yen.
- The annual dividend is 120 yen per share (an increase of 12 yen from the previous fiscal year), representing a dividend payout ratio of 47.7% and marking the 13th consecutive year of dividend increases.

(yen)

	End of Q2 dividend	Year-end dividend	Annual dividend	Dividend payout ratio
FY12/2024	54	54	108	46.5%
FY12/2025	58	from 58 to 62	from 116 to 120	47.7%
Variance	+4	+8	+12	+1.2pt

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Forecast for FY12/2026 and Dividend Forecasts

- Targeting over 10% growth in both net sales and operating profit, while incorporating significant growth investments.
- Planning an annual dividend of 45 yen per share with a payout ratio of 48.8%, aiming for the 14th consecutive year of dividend increases.

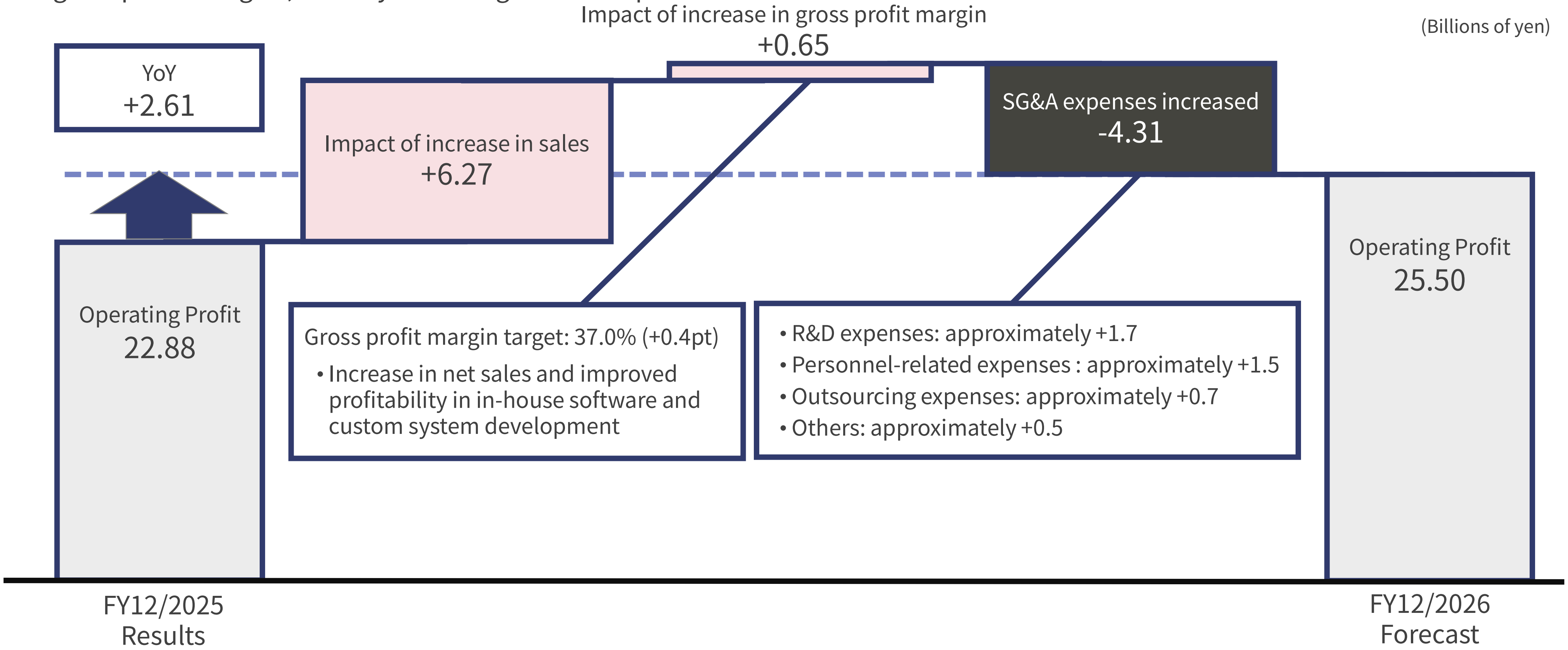
(Millions of yen)

		FY12/2026	YoY		
			FY12/2025	Variance	% change
Net sales		182,000	164,865	+17,135	+10.4
Operating profit		25,500	22,888	+2,612	+11.4
	Operating margin(%)	14.0	13.9	+0.1pt	-
Ordinary profit		26,100	23,618	+2,482	+10.5
Profit attributable to owners of parent		18,000	16,365	+1,635	+10.0
Number of employees (people)*1		4,900	4,618	+282	+6.1
Dividend forecasts	Dividend per share*2	45 yen	40 yen	+5 yen	+12.5
	Dividend payout ratio(%)	48.8	47.7	+1.1pt	-

*1 At the end of the fiscal year
*2 A stock split at a ratio of three shares for each common share was conducted on January 1, 2026. For comparison, prior-year dividends are shown on a post-split basis.

Factors of Increase/Decrease in Operating Profit for FY12/2026[YoY]

- To accelerate growth potential, we plan significant R&D investments across each segment.
- We aim to absorb the increase in SG&A expenses, including these large investments, through revenue growth and improved gross profit margins, thereby achieving increased profits.



Net Sales Forecast for FY12/2026 by Reportable Segment and Service Category

(Millions of yen)

Reportable Segment	FY12/2026	YoY		
		FY12/2025	Variance	% change
Financial Solutions	39,500	34,832	+4,668	+13.4
Business Solutions	31,000	28,013	+2,987	+10.7
Manufacturing Solutions	66,000	61,039	+4,961	+8.1
Communication IT	45,500	40,980	+4,520	+11.0

(Millions of yen)

Service Category	FY12/2026	YoY		
		FY12/2025	Variance	% change
Consulting Services	12,000	10,872	+1,128	+10.4
Custom System Development	39,500	35,083	+4,417	+12.6
In-house Software	38,500	33,985	+4,515	+13.3
Third-party Software	59,500	54,200	+5,300	+9.8
Outsourcing, Operation and Maintenance Services	22,500	21,112	+1,388	+6.6
IT Equipment Sales and Others	10,000	9,611	+389	+4.0

Forecast for the First-half of FY12/2026

(Millions of yen)

	H1 FY12/2026	YoY			Percentage of the full-year(%)
		H1 FY12/2025	Variance	% change	
Net sales	87,000	80,239	+6,761	+8.4	47.8
Operating profit	12,000	10,661	+1,339	+12.6	47.1
Operating margin(%)	13.8	13.3	+0.5pt	-	-
Ordinary profit	12,300	11,109	+1,191	+10.7	47.1
Profit attributable to owners of parent	8,500	7,684	+816	+10.6	47.2

Net Sales Forecast for the First-half of FY12/2026 by Reportable Segment and Service Category

(Millions of yen)

Reportable Segment	H1 FY12/2026	YoY		
		H1 FY12/2025	Variance	% change
Financial Solutions	18,700	16,355	+2,345	+14.3
Business Solutions	15,100	13,105	+1,995	+15.2
Manufacturing Solutions	31,400	31,002	+398	+1.3
Communication IT	21,800	19,775	+2,025	+10.2

(Millions of yen)

Service Category	H1 FY12/2026	YoY		
		H1 FY12/2025	Variance	% change
Consulting Services	5,900	5,611	+289	+5.2
Custom System Development	18,900	16,469	+2,431	+14.8
In-house Software	18,300	16,078	+2,222	+13.8
Third-party Software	28,500	26,855	+1,645	+6.1
Outsourcing, Operation and Maintenance Services	10,700	10,196	+504	+4.9
IT Equipment Sales and Others	4,700	5,027	-327	-6.5

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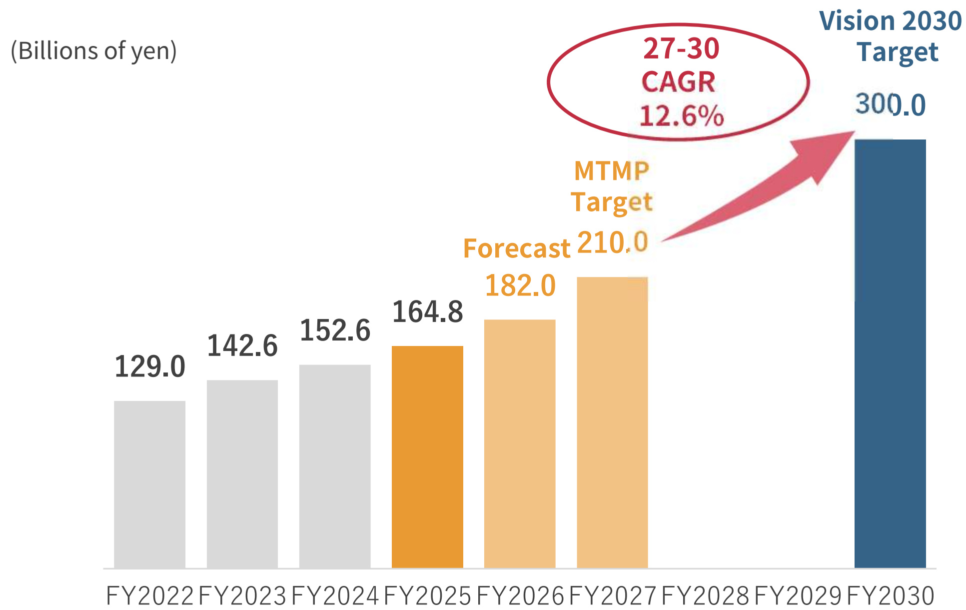
Summary for Progress of the Medium-Term Management Plan

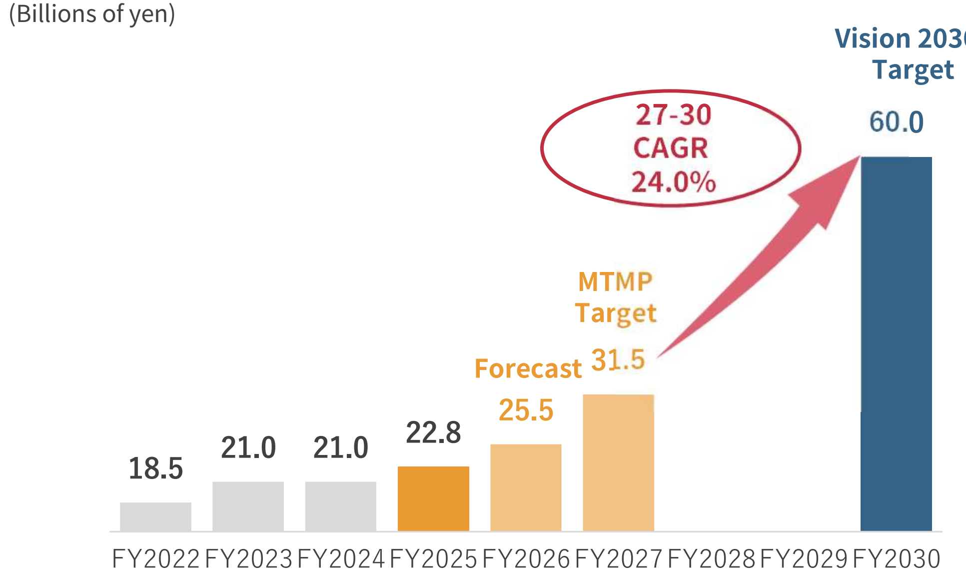
- FY2025 marked a solid start to the Mid-Term Management Plan(MTMP). The new divisional structure has fostered a mindset that goes beyond individual business boundaries.
- Accelerating growth is essential to achieve our 2027 and 2030 goals. Key challenges are stronger differentiation of proprietary solutions and AI-driven productivity transformation.

Net Sales



YoY	+15.1%	+10.5%	+7.0%	+8.0%	+10.4%	+15.4%

Operating Profit



YoY	+35.3%	+13.1%	+0.1%	+8.8%	+11.4%	+23.5%

Initiatives to Accelerate Growth

Three priority initiatives launched this fiscal year, based on a clear recognition of these challenges.

1

Reforms to Double the Productivity of In-house Software Business.

~Strengthen delivery capabilities, growth potential and profitability of our software business focusing on Business Solution segment~

2

Defining a New Product Development Process Powered by Data and AI.

~Develop an AI-native design and development platform Fraunhofer IEM(*), and contribute manufactures' ultra-fast development~

3

Strengthening Financial Industry Solutions and Providing Programmable Payments

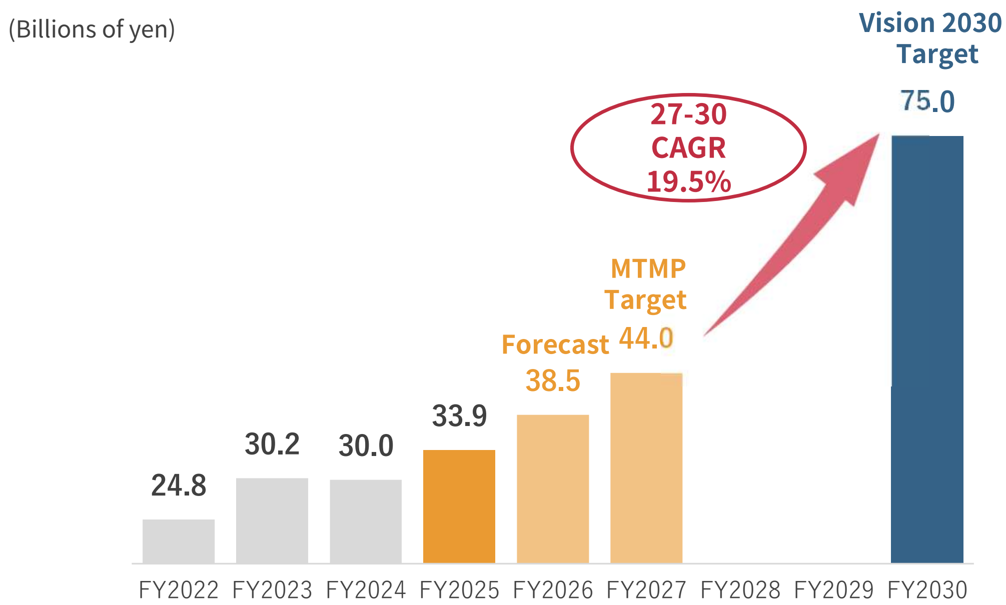
~Expanding financial functions to solve management challenges across business segments~

(*) https://www.iem.fraunhofer.de/en.html

1. Reforms to Double the Productivity of In-house Software Business

- To halve lead time by applying AI across all processes from requirements definition to cutover in In-house software business.
- In addition, apply AI-driven development to 100% of new product development to enhance development speed and quality.
- Double the productivity of In-house software business and achieve rapid growth exceeding 19% annually toward 2030.

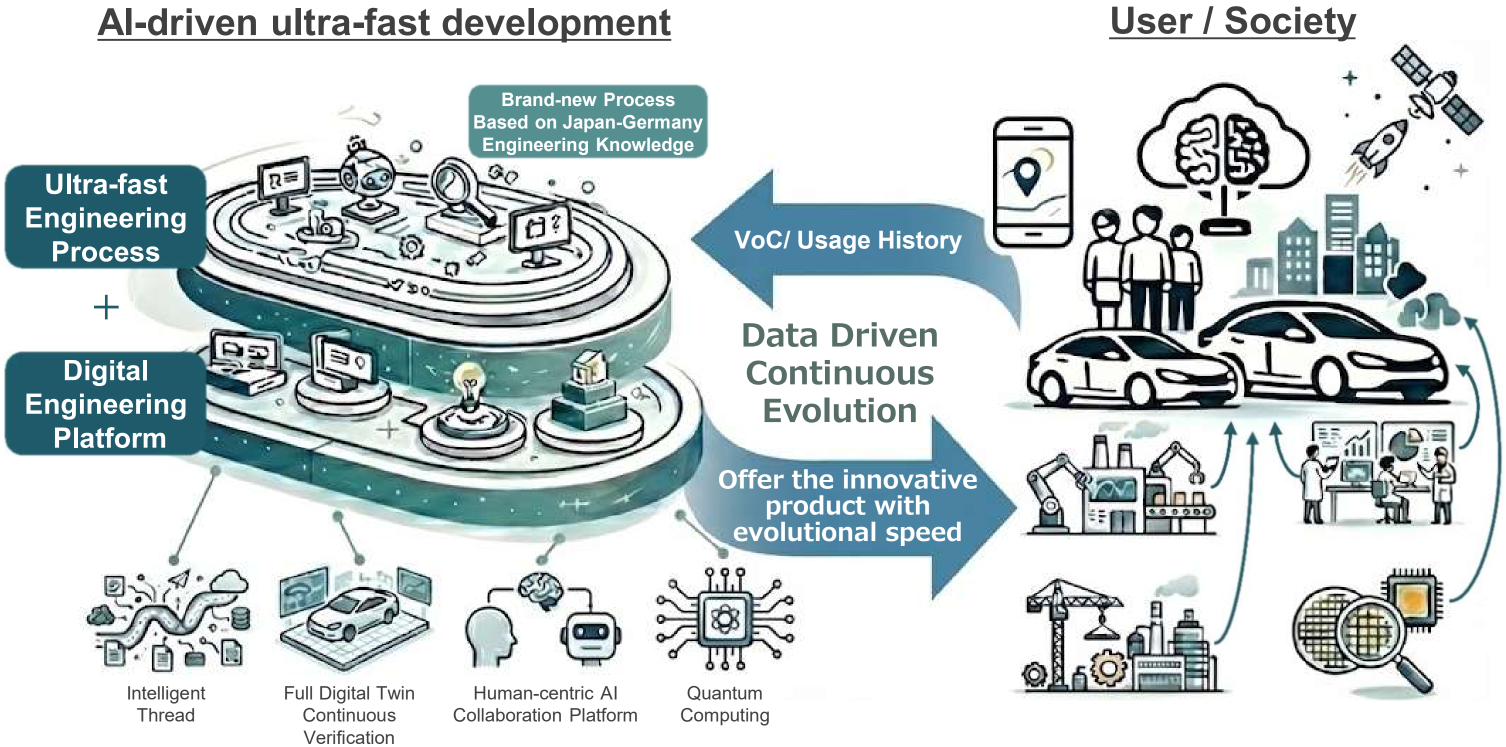
In-house Software Sales



YoY	+12.3%	+21.9%	-0.5%	+12.9%	+13.3%	+14.3%

2. Defining a New Product Development Process Powered by Data and AI

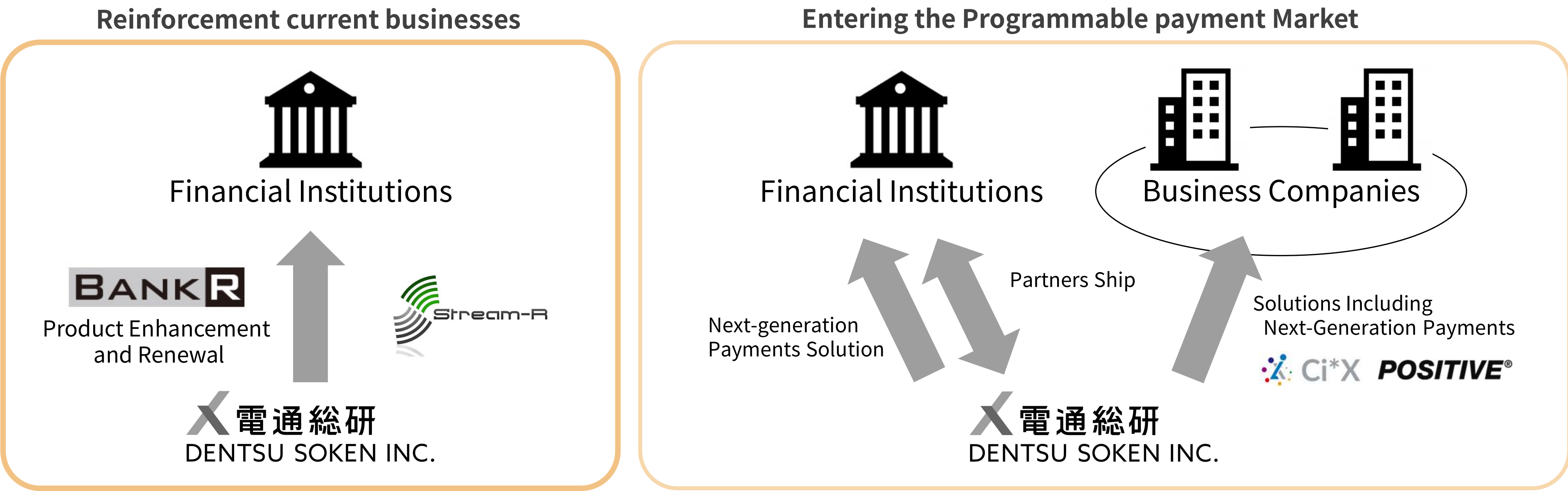
- Driven by technological and market shifts such as SDV and AI-Driven Mobility, demand for shorter development cycles in manufacturing is accelerating.
- Together with Fraunhofer IEM, the largest applied research institute in Europe, we are developing a new model for AI-native product development processes and digital engineering platforms, and rolling it out across manufacturing industries, starting with automotive.



two pillars MODEL-BASED SYSTEMS ENGINEERING
電通総研
Fraunhofer IEM

3. Strengthening Financial Industry Solutions and Providing Programmable Payments

- Financial industry is undergoing major change, driven by rising interest rates and emergence of stablecoins.
- In addition to strengthening system support for financial institutions core business through BANK・R, we enter programmable payments market leveraging our partnership with UK-based Quant Network(*).
- Looking ahead, we will integrate with Ci*X and POSITIVE to solve challenges faced by financial institutions and operating companies on a cross-business basis.



(*) https://quant.network/

Path of Self-Transformation and the Way Forward

Continuing to build upon self-transformation to achieve Vision 2030

2024
- Corporate Rebranding
- Reinforcement of Consulting/Thinktank
- Implementation of New HR System

2025 (50th Anniversary)
- Introducing headquarter system
- 2nd MTMP start
- DCER(*) establishment

2026
- Completed transition to headquarter system
- Defining a new design & development model for manufacturers
- Reinforcement of Financial Service business

2028
- 3rd MTMP start
- Expansion to TOKYO TORCH Torch Tower

2030
- Achiecving Vision 2030
- Further value proposition and growth

(*) https://dcer.dentsusoken.com/en/

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Appendix External Evaluations

Index	FTSE JPX Blossom Japan Index FTSE JPX Blossom Japan Sector Relative Index FTSE4Good JPX-NIKKEI 400 2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX 2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN) S&P/JPX Carbon Efficient Index JPX PRIME 150 MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2025 2025 Sompo Sustainability Index Corporate ESG Performance Prime RATED BY ISS ESG
Certification	MSCI ESG RATINGS AA (CCC, B, BB, BBB, A, AA, AAA) Great Place To Work® Certified AUG 2025-AUG 2026 JAPAN NIKKEI Smart Work ★★★★ 2026 NIKKEI SDGs Management Survey 2025 ★★★ CERTIFIED ISO 30414 HCImpact Internet IR Commendation Award 2025 Daiwa Investor Relations Gómez IR Site Ranking BRONZE 2025

*FTSE Russell confirms that DENTSU SOKEN INC. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products. FTSE Russell confirms that DENTSU SOKEN INC. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

*INCLUSION OF DENTSU SOKEN INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF DENTSU SOKEN INC. BY MSCI OR ANY OF ITS AFFILIATES.

*For more information on the index and certification, please visit our website at （https://www.dentsusoken.com/english/sustainability/evaluation.html)

Appendix Consolidated Financial Results

(Millions of yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	56,771	79,783	83,423	91,024	100,679	108,679	112,085	129,054	142,608	152,642	164,865
YoY	72.5%	140.5%	104.6%	109.1%	110.6%	107.9%	103.1%	115.1%	110.5%	107.0%	108.0%
Gross profit	16,843	26,127	25,708	30,123	33,390	37,472	40,016	46,786	51,780	56,123	60,376
Gross profit margin	29.7%	32.7%	30.8%	33.1%	33.2%	34.5%	35.7%	36.3%	36.3%	36.8%	36.6%
Selling, general and administrative expenses	14,721	19,638	20,219	21,884	23,315	25,282	26,280	28,196	30,752	35,083	37,487
SG&A ratio	25.9%	24.6%	24.2%	24.0%	23.2%	23.3%	23.4%	21.8%	21.6%	23.0%	22.7%
Operating profit	2,122	6,488	5,489	8,239	10,075	12,189	13,736	18,590	21,028	21,039	22,888
Operating margin	3.7%	8.1%	6.6%	9.1%	10.0%	11.2%	12.3%	14.4%	14.7%	13.8%	13.9%
Ordinary profit	2,526	6,704	5,642	8,197	9,648	11,502	13,224	18,354	21,244	21,093	23,618
Profit attributable to owners of parent	3,015	4,580	4,438	5,187	6,226	7,362	8,944	12,598	14,663	15,117	16,365
ROE	7.3%	10.5%	9.6%	10.5%	11.8%	12.9%	14.3%	18.1%	18.7%	17.4%	17.1%
Number of employees at the end of the fiscal year	2,559	2,635	2,716	2,783	2,879	3,117	3,240	3,388	3,652	4,413	4,618

Appendix Net Sales and Operating Profit by Reportable Segment

(Millions of yen)

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Financial Solutions	Net sales	17,851	22,037	21,413	23,242	24,622	23,888	25,176	28,125	30,598	31,910	34,832
	Operating profit	1,441	2,110	1,821	1,794	1,542	1,411	1,494	1,611	3,498	3,674	4,459
	Operating margin	8.1%	9.6%	8.5%	7.7%	6.3%	5.9%	5.9%	5.7%	11.4%	11.5%	12.8%
Business Solutions	Net sales	11,177	16,965	17,033	16,810	19,289	22,100	14,958	18,608	23,107	23,324	28,013
	Operating profit	-30	1,666	-169	701	1,741	2,760	2,655	4,704	5,770	5,497	6,994
	Operating margin	-	9.8%	-	4.2%	9.0%	12.5%	17.7%	25.3%	25.0%	23.6%	25.0%
Manufacturing Solutions	Net sales	15,588	23,872	25,530	29,252	30,027	30,511	32,031	36,453	41,118	47,353	61,039
	Operating profit	-619	692	1,359	2,228	2,103	2,357	2,847	4,179	5,106	5,418	7,549
	Operating margin	-	2.9%	5.3%	7.6%	7.0%	7.7%	8.9%	11.5%	12.4%	11.4%	12.4%
Communication IT	Net sales	12,152	16,908	19,445	21,718	26,739	32,179	39,919	45,867	47,784	50,053	40,980
	Operating profit	1,331	2,018	2,477	3,515	4,688	5,659	6,738	8,095	6,652	6,448	3,886
	Operating margin	11.0%	11.9%	12.7%	16.2%	17.5%	17.6%	16.9%	17.6%	13.9%	12.9%	9.5%

*From FY2021, the Enterprise IT division, which is engaged in the development and implementation of mission-critical systems, was transferred from the Business Solutions segment to the Communication IT segment.
*The business classifications under the reportable segments have been changed from the fiscal year ended December 31, 2025.

Appendix Net Sales by Service Category

(Millions of yen)

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consulting Services	Net sales	3,350	5,426	5,515	6,818	6,819	5,975	7,200	7,418	8,611	10,480	10,872
	Composition	5.9%	6.8%	6.6%	7.5%	6.8%	5.5%	6.4%	5.8%	6.0%	6.9%	6.6%
Custom System Development	Net sales	16,658	21,622	22,473	24,188	29,153	28,147	29,245	33,107	30,913	31,013	35,083
	Composition	29.3%	27.1%	26.9%	26.6%	29.0%	25.9%	26.1%	25.7%	21.7%	20.3%	21.3%
In-house Software	Net sales	10,366	14,796	14,752	15,070	17,126	20,549	22,089	24,807	30,237	30,095	33,985
	Composition	18.3%	18.5%	17.7%	16.6%	17.0%	18.9%	19.7%	19.2%	21.2%	19.7%	20.6%
Third-party Software	Net sales	16,578	23,850	25,077	27,261	29,945	33,325	33,767	40,299	48,184	54,372	54,200
	Composition	29.2%	29.9%	30.1%	29.9%	29.7%	30.7%	30.1%	31.2%	33.8%	35.6%	32.9%
Outsourcing, Operation and Maintenance Services	Net sales	5,256	8,015	8,587	9,555	9,524	12,462	12,085	16,052	17,108	18,498	21,112
	Composition	9.3%	10.1%	10.3%	10.5%	9.5%	11.5%	10.8%	12.4%	12.0%	12.1%	12.8%
IT Equipment Sales and Others	Net sales	4,561	6,071	7,017	8,130	8,110	8,219	7,696	7,369	7,553	8,182	9,611
	Composition	8.0%	7.6%	8.4%	8.9%	8.0%	7.5%	6.9%	5.7%	5.3%	5.4%	5.8%

電通総研

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