



Fiscal Year Ended March 2025 (49th Business Year)

Financial Results Presentation

May 9, 2025

Focus Systems Corporation

(Securities Code: 4662)

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Reached a record high and exceeded planned figures in both sales and profits
Under a Medium-Term Management Plan that aims to improve profitability,
promoted human capital investment and steadily generated profits through price
pass-through and streamlining.

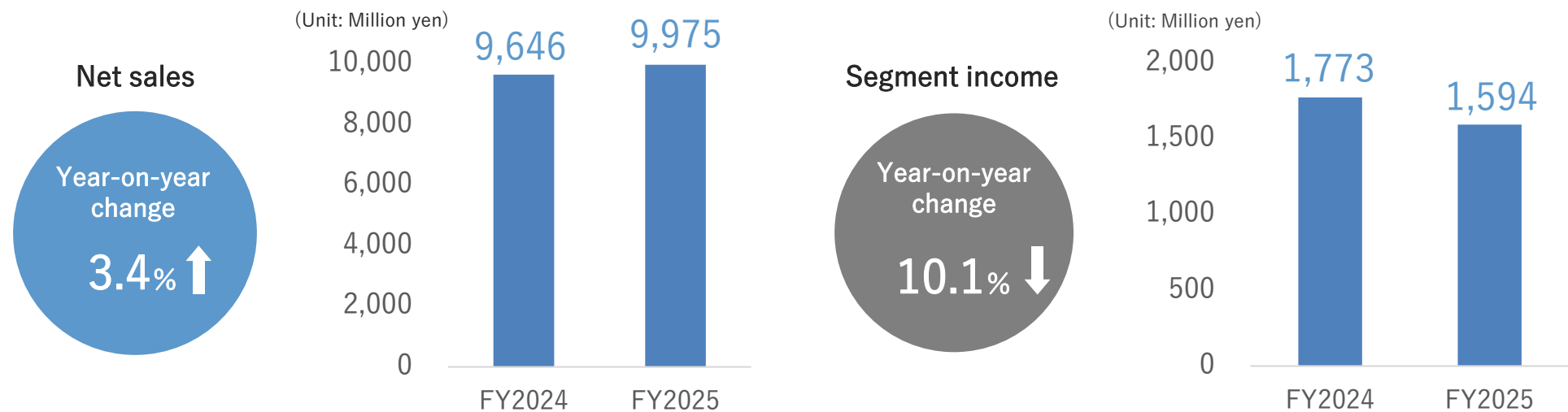
(Unit: Million yen)

	FY2024 Results	FY2025 Plan	FY2025 Results	Changes from the previous fiscal year		Changes from the Plan	
				Amount Change	Ratio	Amount Change	Ratio
Net sales	31,509	32,500	32,555	1,045	3.3%	55	0.2%
Operating income	1,974	2,100	2,171	197	10.0%	71	3.4%
Ordinary income	1,971	2,100	2,164	192	9.8%	64	3.1%
Net income	1,406	1,430	1,566	160	11.4%	136	9.6%

Public sector

From the design and manufacture of social infrastructure-related systems, whose end users are mainly government offices and local governments, through to post-system operation management and maintenance

Despite strong performance by public sector projects overall, revenue increased but profits decreased due to a reactionary decline in medical care projects, which had boosted profits in the previous fiscal year

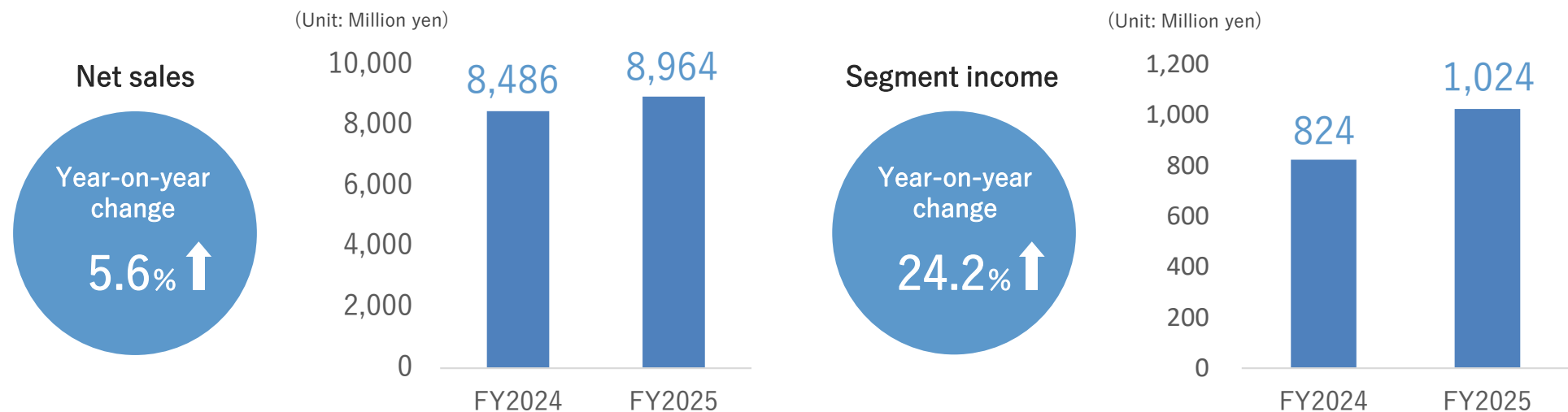


- ▮ Stable growth in existing public sector projects, primarily in fields related to social security, as well as automotive and individual number (My Number).
- ▮ Maintained levels for corporate projects. Unit prices are also rising gradually across the entire segment.

Enterprise business

Mainly corporate company core business systems/online system development, network/infrastructure design/construction, RPA solutions, related operation/maintenance, and ICT consulting

Steadily captured demand for additional small- to medium-scale development projects that are highly profitable in the ERP business, leading to increased revenue and profits

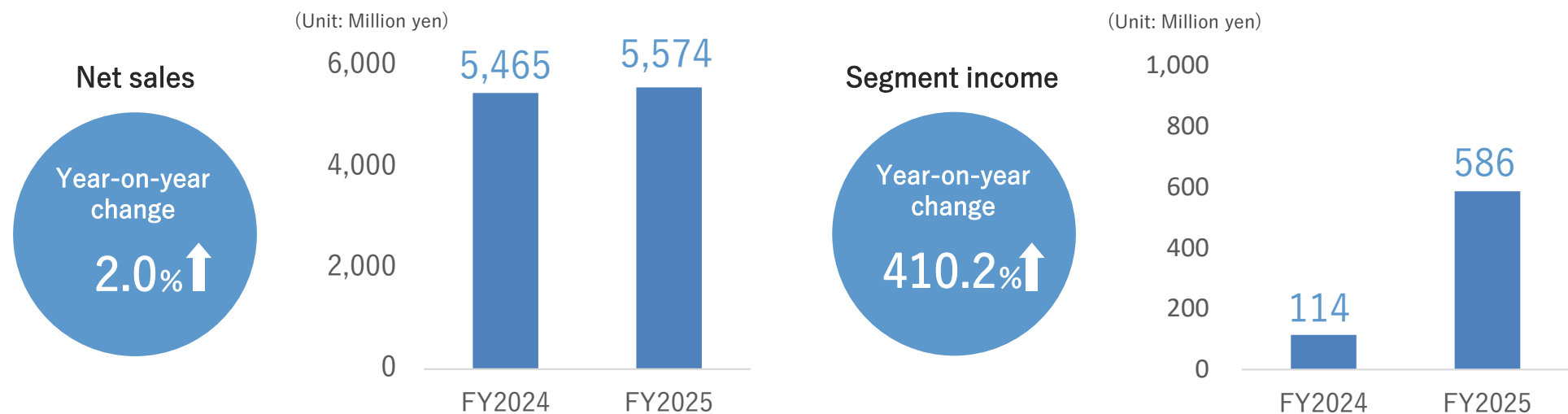


- Strong performance by network and infrastructure projects. The development of flagship products (intra-mart, Biz *f*) contributed to improvements in profit margin.
- Although competition intensified in some ERP-related fields, proposals to optimize product adoption based on accumulated business know-how proved successful, leading to higher profitability.

Wide-ranging solutions

Communication control system development, embedded system development, system development for private companies and government agencies, AI solutions, related operation/maintenance, and ICT consulting, mainly in the Tokyo, Nagoya, and Osaka areas.

With a rebound from unprofitable contracts in the previous fiscal year, a shift to high-profit projects and quality improvements due to monitoring drove increases in revenue and profit

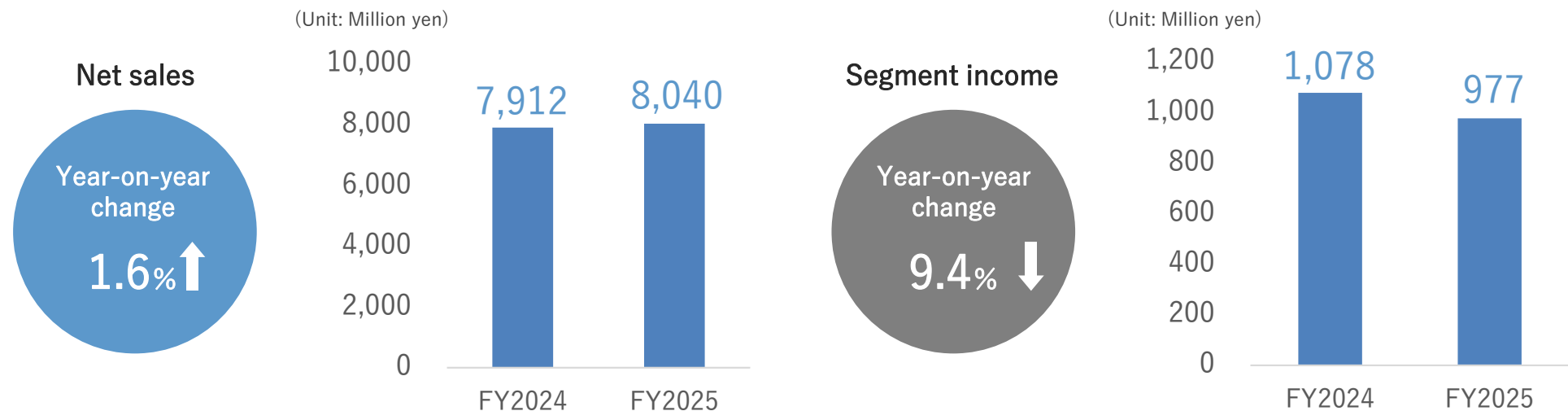


- Unprofitable contracts in the previous fiscal year entered the operational phase to become highly profitable projects.
- Maintained strong performance for low-code projects and projects related to embedded systems. Unit price increases across the entire segment boosted profits.

Innovation

Mainly infrastructure design/construction, mainframe construction, system development, related operation/maintenance, in-house product manufacturing, provision of IoT solutions

Revenue increased but profits decreased due to the absence of high-profit projects that boosted results in the previous fiscal year, despite continued growth in the infrastructure field



- Amid the significant lingering impact of the profit decline caused by the absence of the previous fiscal year's high-profit projects, both new and existing infrastructure design and construction projects maintained their robust performance.
- In-house product-related field remained flat amid development and quality improvement. Inquiries are on the rise.

Balance Sheet (B/S)

(Unit: Million yen)

	Previous Fiscal Year	Fiscal Year Ended March 2025
Assets		
Current assets	13,089	13,584
Non-current assets	7,900	7,308
Property, plant, and equipment	3,548	3,505
Intangible assets	120	48
Investments and other assets	4,232	3,754
Total assets	20,989	20,893
Liabilities		
Current liabilities	6,150	5,906
Non-current liabilities	1,422	938
Total liabilities	7,572	6,845
Net assets		
Shareholders' equity	11,744	12,751
Capital	2,905	2,905
Capital surplus	2,177	2,188
Retained earnings	7,003	7,996
Treasury shares	△342	△339
Valuation difference on available-for-sale securities	1,672	1,296
Total net assets	13,416	14,047
Total liabilities and net assets	20,989	20,893

Decrease of 96 million yen year-on-year

Main reason for increase:

- Increase in cash and deposits 701 million yen

Main reason for decrease:

- Decrease in investment securities 517 million yen
- Decrease in accounts receivable and contract assets 131 million yen
- Decrease in prepaid expenses 110 million yen
- Decrease in software 56 million yen

Decrease of 727 million yen year-on-year

Main reasons for increase:

- Increase in accounts payable – other 122 million yen

Main reasons for decrease:

- Decrease in long-term borrowings 286 million yen
- Decrease in income taxes payable 174 million yen
- Decrease in deferred tax liabilities 156 million yen
- Decrease in corporate bonds redeemable within one year 80 million yen
- Decrease in contract liabilities 78 million yen
- Decrease in deposits received 68 million yen

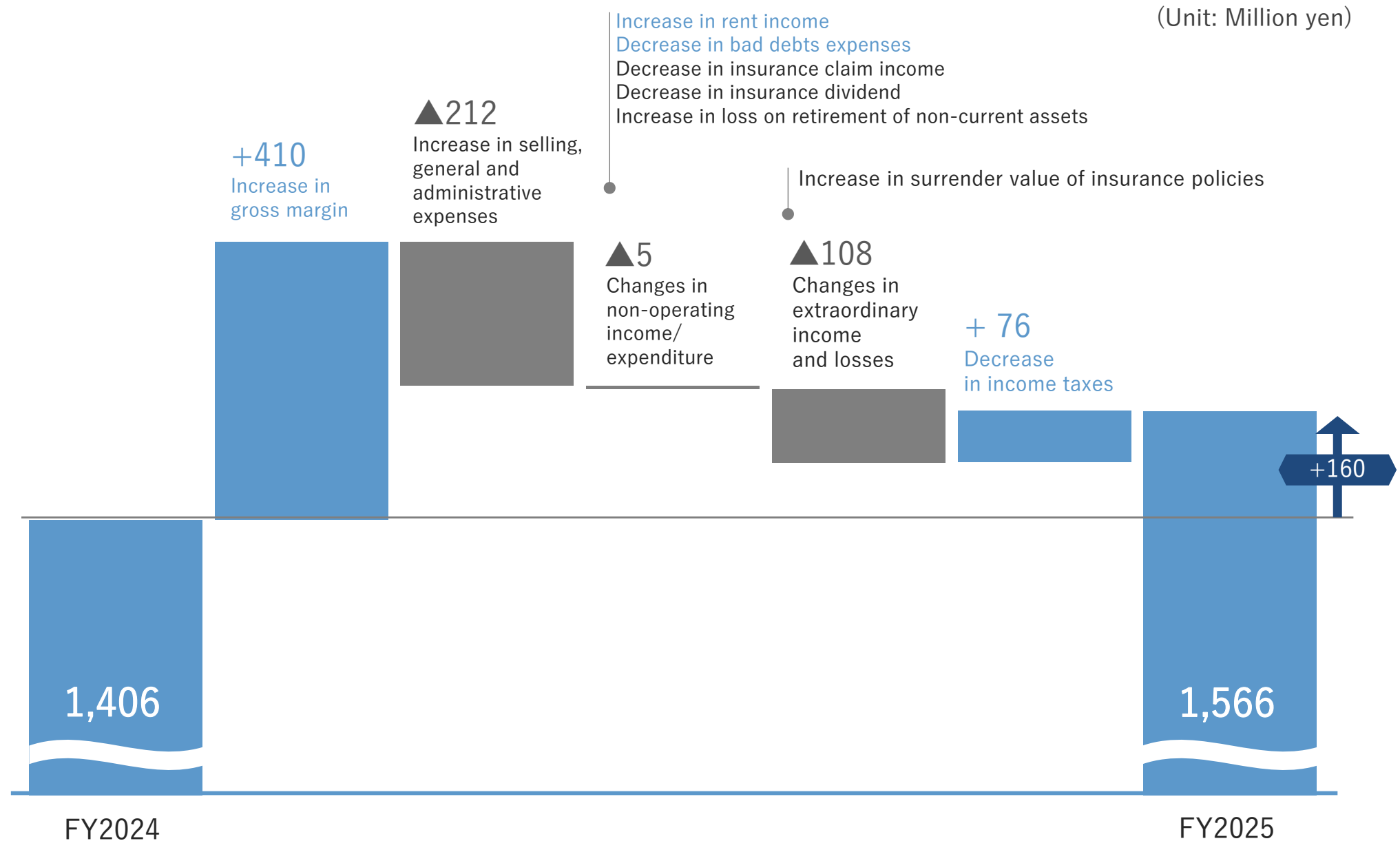
Increase of 630 million yen year-on-year

Main reason for increase:

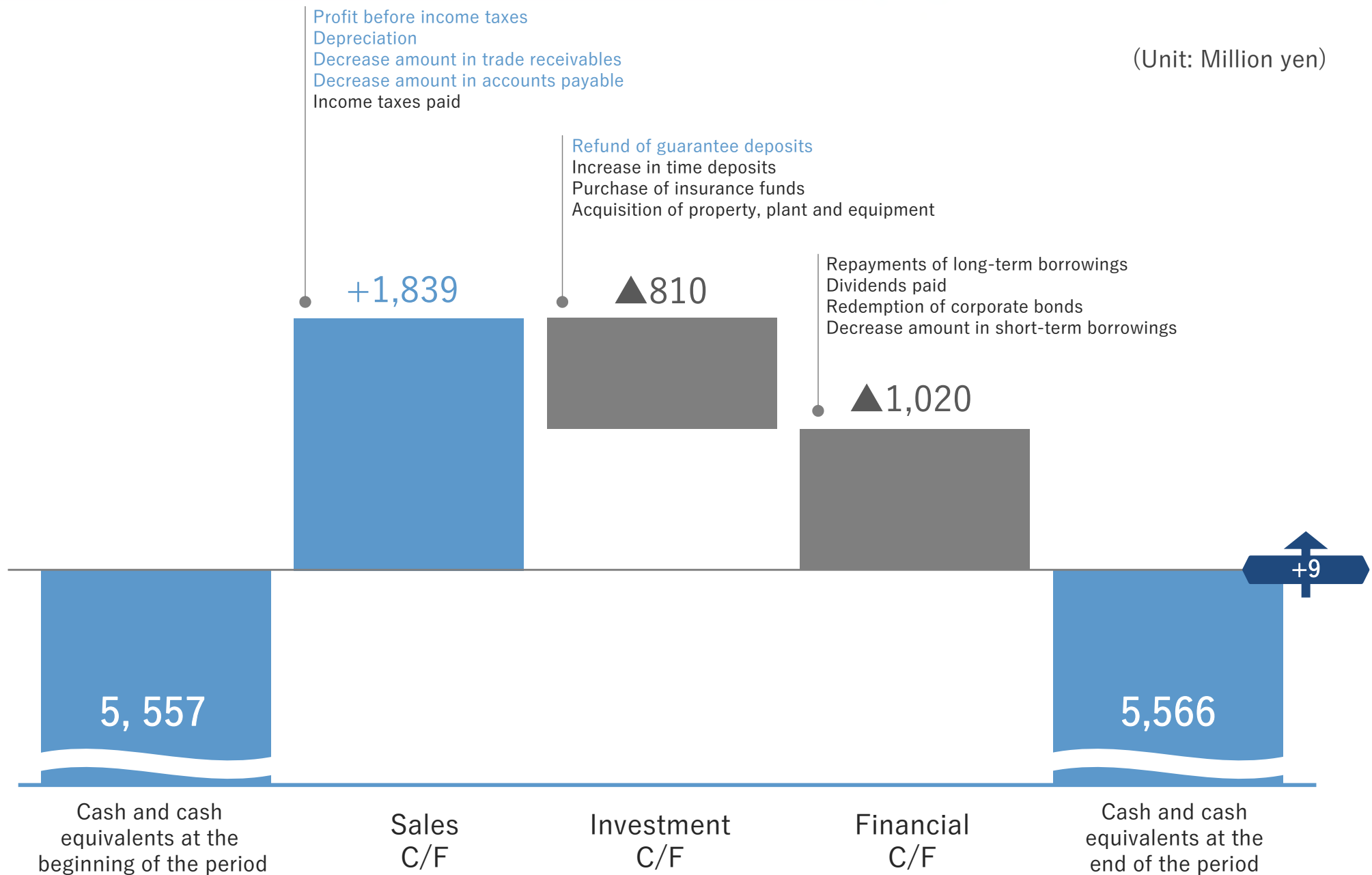
- Increase in retained earnings brought forward 992 million yen

Main reason for decrease:

- Decrease in valuation difference on available-for-sale securities 376 million yen



(Unit: Million yen)





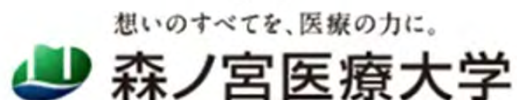
Submitted Japan's first patent application for AI technology to assess the progression of bedsores

Developed AI app for assessing the progression of bedsores, with the aim of obtaining PMDA* approval and providing it as a medical device covered by insurance.

*Inspection by the Pharmaceuticals and Medical Devices Agency (PMDA) of the quality, efficacy, and safety of medicines, etc. used in medical settings, as well as over-the-counter medicines, etc. used in daily life.

Related news

- Exhibiting at the 22nd Japanese Society of Pressure Ulcers Kinki Regional Academic Conference
- A paper on this project was published in the Journal of Tissue Viability.
- Presentation at the 67th General Meeting and Academic Conference of the Japanese Society of Plastic and Reconstructive Surgery



Joint exhibition in "Reborn Challenge" at the EXPO2025 Osaka Healthcare Pavilion*

"Walk Care" app that assesses foot condition while walking, and visualizes the user's "walking age" through AR glasses. It proposes training programs based on the results, with the aim of preventing age-related decline in walking ability.

*Exhibition period: June 17 (Tue) – 23 (Mon), 2025

Award・Partner

- cotchi cotchi (「BabyTech® Awards 2024」 the Excellence Award)
- Biz ∫ (「Biz ∫ AWARD 2024」 Project Award)
- NTT DATA INTRAMART (Platinum Partner)

Case

- cotchi cotchi (Preschool Nishigotanda、 Social Welfare Corporation Kozakura Aijien)
- Biz Connection (TS Tokyo Co., Ltd.)
- intra-mart (Sumitomo Mitsui Trust Asset Management Co., Ltd.)
- intra-mart Accel Kaiden! (EDUCATIONAL FOUNDATION BUNKA GAKUEN)
- SAP S/4HANA® Cloud Public Edition (CL Holdings Co., Ltd.)

Media

- An English paper of automatic tracheal intubation device using AI (the journal Cureu)
- The demonstration of cotchi cotchi (4 Chugoku region TV stations, 3 Chugoku region newspapers)
- Case of intra-mart® (JICHITAI TSUSHIN Online)

Our website 「News」 <https://www.focus-s.com/news>



Achieved record highs in sales and profits.

Annual dividend per share of 50.00 yen

(interim dividend of 10.00 yen + year-end dividend of 40.00 yen).

		FY2025 results	FY2026 projections	Year-on-year change
Net sales	(million yen)	32,555	33,250	2.1%
Operating income	(million yen)	2,171	2,660	22.5%
Ordinary income	(million yen)	2,164	2,660	22.9%
Net income	(million yen)	1,566	1,880	20.0%
		FY2025 results	FY2026 projections	
Net income per share	(yen)	103.67	124.29	
Dividend per share	(yen)	<div> <div>42.00</div> <div>(Breakdown) Interim dividend 6.00</div> <div>Year-end dividend 36.00</div> </div>	<div> <div>50.00</div> <div>(Breakdown) Interim dividend 10.00</div> <div>Year-end dividend 40.00</div> </div>	
Dividend payout ratio	(%)	40.2	40.2	

Medium-Term Management Plan expected to be achieved.
In line with the "Strengthen the Cycle of Growth/Profit/Return" policy,
we plan to significantly increase dividends to strengthen returns to shareholders.

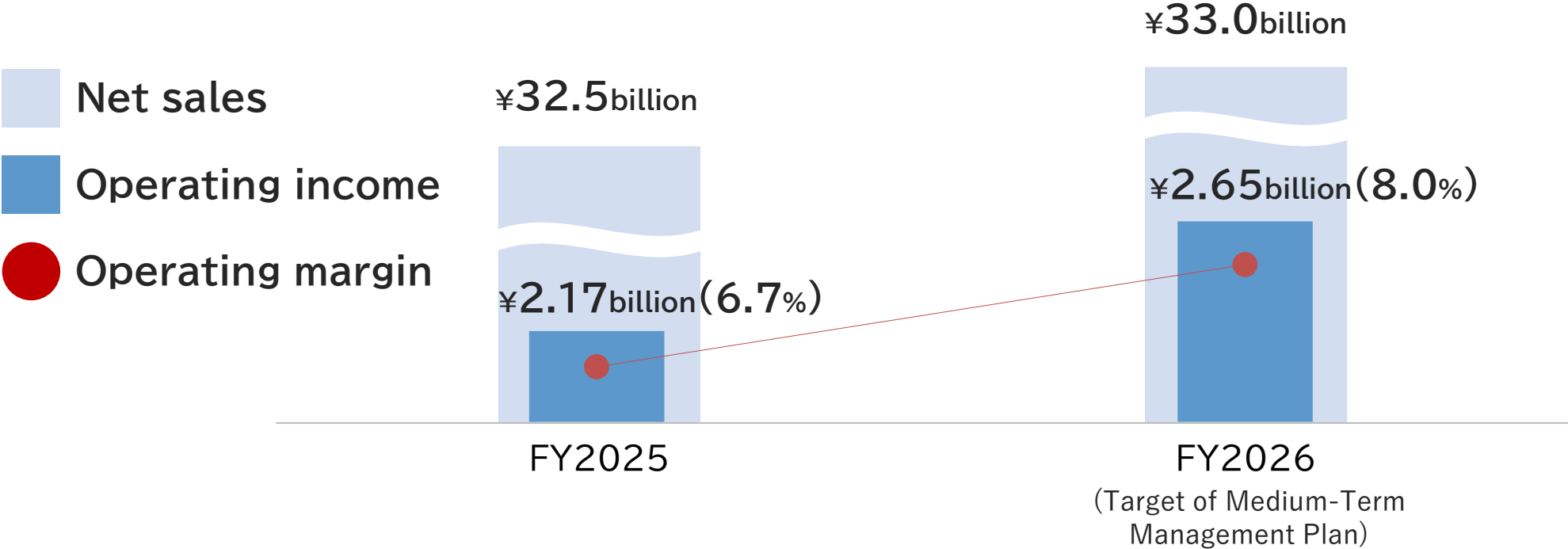
KPI		FY2024 (Actual)	FY2025 (Actual)	FY2026 (Target)
<div>Profit targets</div> 	Net sales	¥31.5 billion	¥32.5 billion	¥33 billion or more
	Operating income	¥1.97 billion	¥2.17 billion	¥2.65 billion or more
	Operating margin	6.3%	6.7%	8.0% or more
	ROE	10.7%	11.4%	12.0% or more
<div>Shareholder return targets</div> 	Dividend per share	¥38.0	¥42.0	Maintain stable dividends (April 2024 to March 2026)
	Dividend payout ratio	40.8%	40.2%	35-40%

Our three priorities for the final year

Shift to highly profitable projects

Increase profitability of contracted projects

Improve of employees' engagement



Focus Systems sincerely requests the continued guidance and support of all stakeholders.



TECH with HEART

In this document, values are rounded down to the nearest whole number and percentages are rounded to the first decimal place.

This document is based on information available as of May 9, 2025, and on assumptions as of the same date concerning uncertain factors affecting future financial results.

Actual financial results may materially differ from projections due to various factors in the future. Consequently, Focus Systems Corporation does not guarantee any certainty.

Established

49 years

* As of April 1, 2025

Amount of Sales

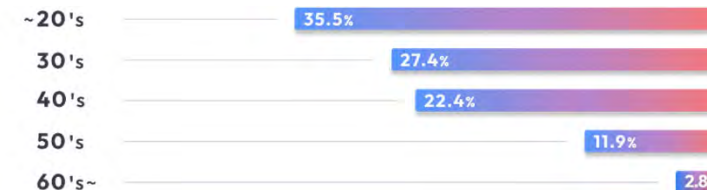
32.5 billion yen

* The Fiscal Year Ending March 2025

Age structure



* As of the March 31, 2025



Number of employees

1,399 people

* As of the March 31, 2025

Capital ratio

67.2 %

* As of the March 31, 2025

Number of qualified persons (total)

* People who have Ministry of Economy, Trade and Industry or various vendor qualifications, etc.

2,019 people

* As of the March 31, 2025

Annual education and training expenses

98 million yen

* The Fiscal Year Ending March 2025

Number of projects per year

500 PJ

* The Fiscal Year Ending March 2025

The number of customers

200 companies

* The Fiscal Year Ending March 2025

Longest trading years

48 years

* As of the March 31, 2025

The capture rate of paternity leave

Woman

100 %

* The Fiscal Year Ending March 2025

Man

50.0 %

Return to work rate of paternity leave

97 %

* The Fiscal Year Ending March 2025

Average number of days taken for childcare leave

Woman

356 days

* The Fiscal Year Ending March 2025

Man

155 days

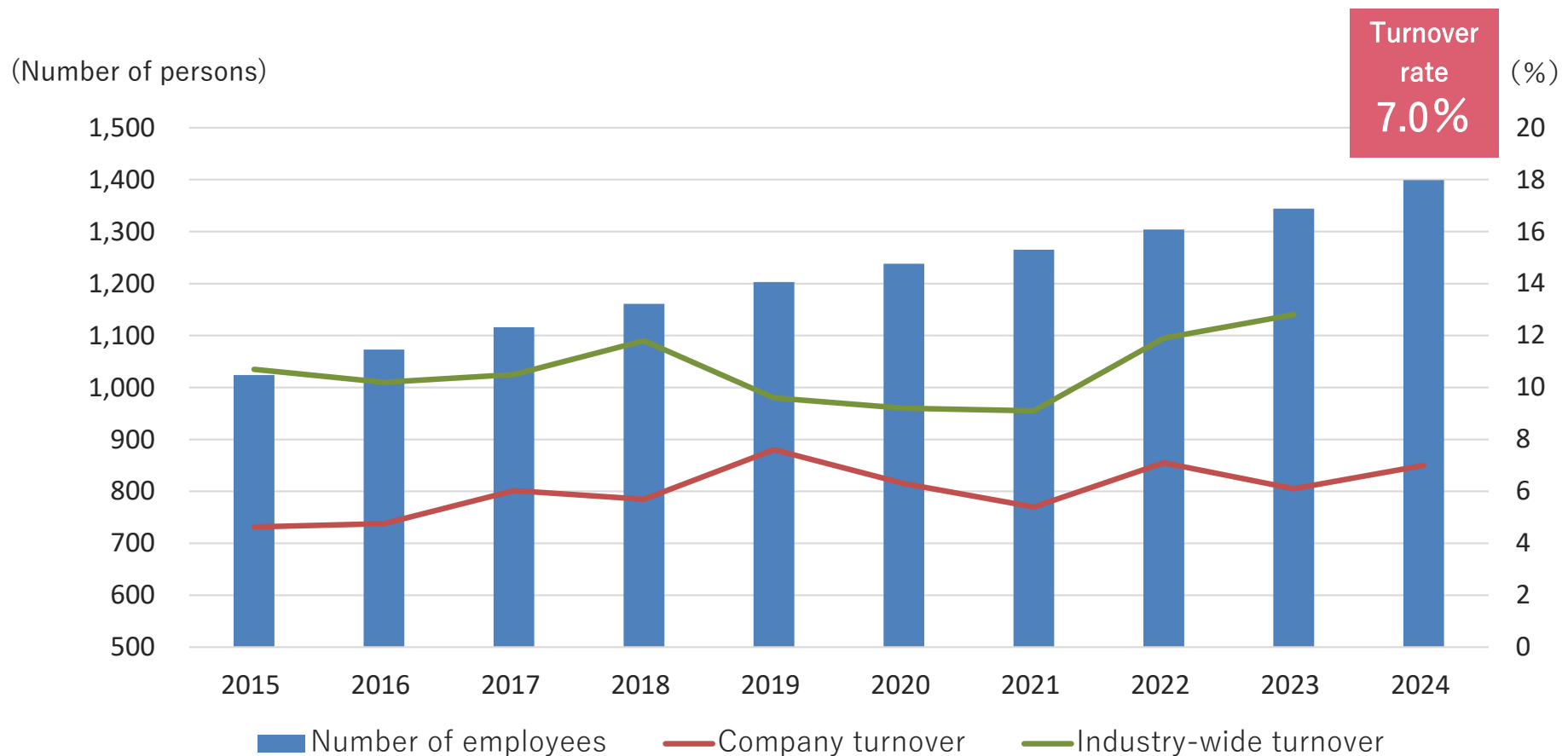
Rate of turnover

7.0 %

* The Fiscal Year Ending March 2025

As new graduate recruitment becomes earlier, we are increasing opportunities for internships and information sessions and strengthening follow-up after job offers are made.

Efforts to increase awareness of the Company's draws and reduce the mismatch during recruitment, including improved information disclosure to job seekers, were successful.



*The industry turnover rate has been excerpted from the "Survey on Employment Trends" (Ministry of Health, Labour and Welfare).

*Our turnover rate is based on the fiscal year, while the industry turnover rate is based on the calendar year.



We have been recognized as a "Corporations with Exceeding Health Management (large-scale corporate division)" for the sixth consecutive year.

*The Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi recognize corporations that practice excellent health and productivity management.

- 1 **Support for club activities** ... In order to promote employee health, we provide support for club activities. Currently, approximately 150 employees and eight clubs are active.



- 2 **Health maintenance seminars** ... Thematic seminars such as mindfulness training for physical and mental conditioning, and seminars on improving eating habits and preventing stiff shoulders and back pain.



We also implemented measures to address mental health, and promoted understanding of health by disseminating information through the ITS Collabo-Health initiative

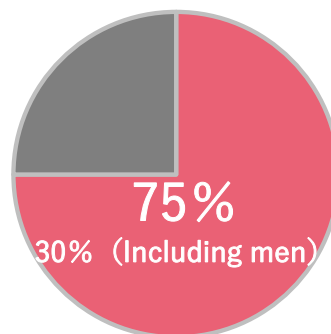


- 1 Systems for shortened working days or reduced working hours ... Systems for helping employees balance work duties with childcare or eldercare. Employees can choose shortened working days (3 days a week) or reduced working hours (choice of 5 hours or 6 hours per day).
 *Employees are eligible for the systems until their children reach the third grade in elementary school or until they no longer are required to do nursing care.
 *A combination of these systems and the flextime system is also possible.

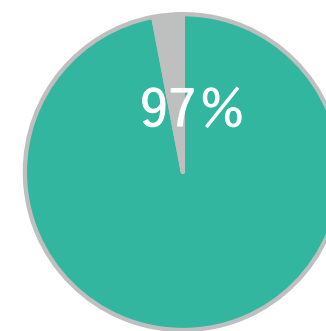
Kurumin (child-rearing support) certified



Usage percentage of shortened working days/reduced working hours after childcare leave



Percentage of employees who Return to work after child care leave



*As of March 31, 2025

- 2 "Job Return" system (re-employment system) ... Re-employment is possible within 10 years of resignation due to a life event (marriage, childbirth, or child-rearing) or for career advancement (overseas study or change of employer).
- 3 Flextime system ... This system helps employees work based on their lifestyles.

- 1 Occupational field creation
- • • In 2015, we began producing vegetables through hydroponics, aiming at creating new fields of employment for persons with disabilities. We have now established farms in Chiba and Ibaraki Prefectures, providing employment to persons with disabilities who wish to engage in agricultural work.



- 2 Information exchange for female employees
- • • Addressing young women, this meeting serves to communicate information on work methods and support for career advancement.



Eruboshi (Female employee career promotion)

We are certified as an "Eruboshi" company for being an outstanding company based on the Act on Promotion of Women's Participation and Advancement in the Workplace. We have received the third-level "Eruboshi" certification by meeting all the criteria in the five areas of "recruitment," "continued employment," "working hours and other working practices," "ratio of managers," and "diverse career paths."

The focus is always there

We want to be at the center of changing times.

With that strong desire, about 50 years ago, Focus Systems' IT challenge has begun.

Though our capabilities were initially limited, we forged ahead in steadily building up a foundation of key technologies, never losing sight of the task in front of us.

We started out fueled mainly by enthusiasm and optimism.

"We never give up!"

This may be easy to say, and is often heard, but it's hard to put into practice.

Never changing, always forging ahead.

We have held fast to this conviction, always focused on the next step ahead, continuing to respond in the midst of a rapidly changing world.

Over the years, many people all over Japan have come into contact with IT systems developed or supplied by Focus Systems.

When a problem or challenge presents itself, our many years of experience and expertise are utilized by highly individual friends who trigger a chemical reaction and come together to survive the challenge with a newly derived solution.

In this way, by going outside the frame, we can create the new normal that is unconstrained by conventional wisdom.

We do not take on reckless challenges.

That is because we understand and appreciate that we are all in this together.

And yet, we will never shy away from a challenge.

That is because we see the need to grow and evolve further.

Our top speed is based on building up gradually, and this is how we are able to continue moving forward into the future.

More and more people have joined us in our unwavering conviction and commitment to the cause.

Our focus is on all people, including families, friends, acquaintances and ourselves.

We continue to provide vitally important IT services that everyone can use with confidence.

Straight ahead, without losing focus.

We are a company that always stays focused on the things that matter.

01

Focus on



Future

Always thinking and acting with a view to what lies ahead.

1

Expansion and development with a view to progress

2

Contributing to the future of society

3

Ideas that take the next step forward in time

02

Focus on



Opportunity

Create opportunities with your own strength, and make use of it

1

An environment that encourages the spirit of challenge

2

Empowerment of all employees

3

Creating the foundations for limitless challenges

03

Focus on



Character

Respect and refine every individual, be a special team

1

A unique position established through association of individuals

2

Resonating with and working alongside the individuality of the client

3

Internal structures that support the powerful ideas of employees and provide backing

04

Focus on



Unlimited

Always imagining with free thought, and generating limitless possibilities.

1

Comprehensive expertise built up over time

2

The ability to pursue projects and generate new value

3

The ability to innovate to enable limitless options

05

Focus on



Stability

Stay stable for peace of mind

1

Stable economic foundations

2

Flexibility and capacity that closely accompany a variety of issues

3

Trustworthy reputation built up over time