



Medium-term Management Plan 2024-2026

FY10/2024 – FY10/2026

December 14, 2023

SCAT

Tokyo Stock Exchange Standard Market , Code 3974

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The future that the company aims for

The company's purpose is to contribute to society by supporting SMEs through the provision of ICT.

The upcoming FY 2026 will mark the 10th anniversary of our listing on the stock exchange.

We have changed our trade name, positioned this medium-term management plan as the "starting line for a new stage", and formulated "Plus 1 -Efforts for growth and deepening-" as our basic policy.

We hope that our shareholders, customers, and employees who work with us will have a win-win-win relationship, and we will expand our business and lead to new development and social contribution.

SCAT is

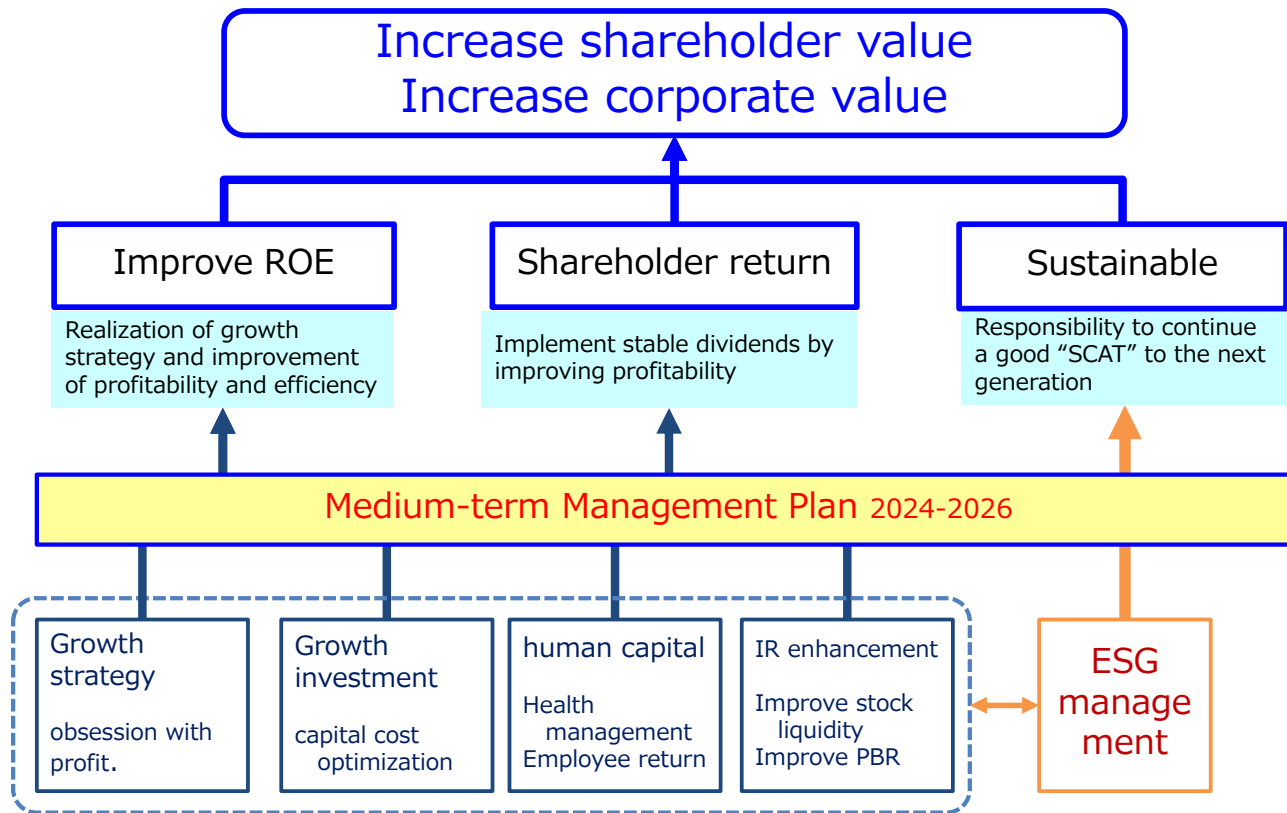
Solution and **C**reation **A**ll customers **T**ogether

November 1, 2023

SCAT inc.

Hideo Nagashima

Representative Director & President

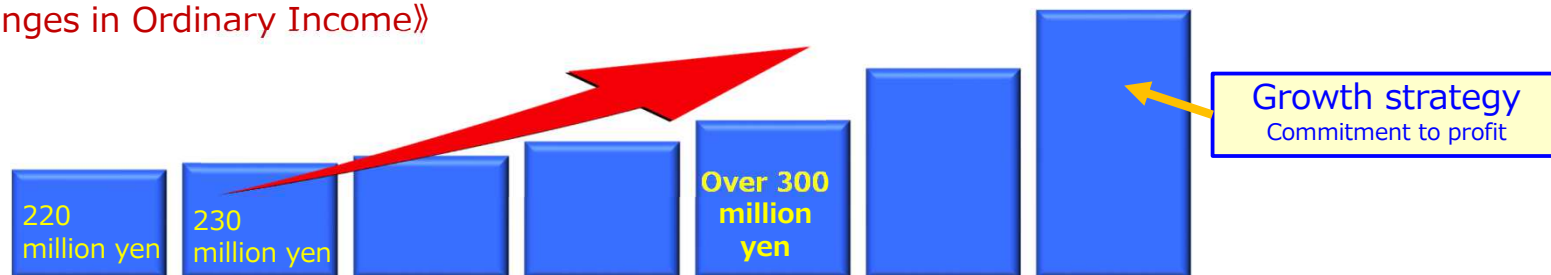




《Sales trends》



《Changes in Ordinary Income》



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

Management resource allocation plan
Three-year total:
1,200 million yen
(Investment policy :
About 10% of Net sales)

Growth & other investments
600 million yen

Development investment
300 million yen

DX promotion investment
200 million yen

Human capital investment
100 million yen

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

Growth strategy & value creation

Individual & organizational growth

Strengthening the management base

Business portfolio
2026 Milestone

ICT business for beauty salons
1,850 million yen

Nursing care service business
800 million yen

Business service business for SMEs
350 million yen

Financial goals

Milestone

Net sales : 3,000 million yen

Ordinary profit : 300 million yen

Ordinary profit margin : Over 10%

ROE : 8% • PBR : 1.00

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

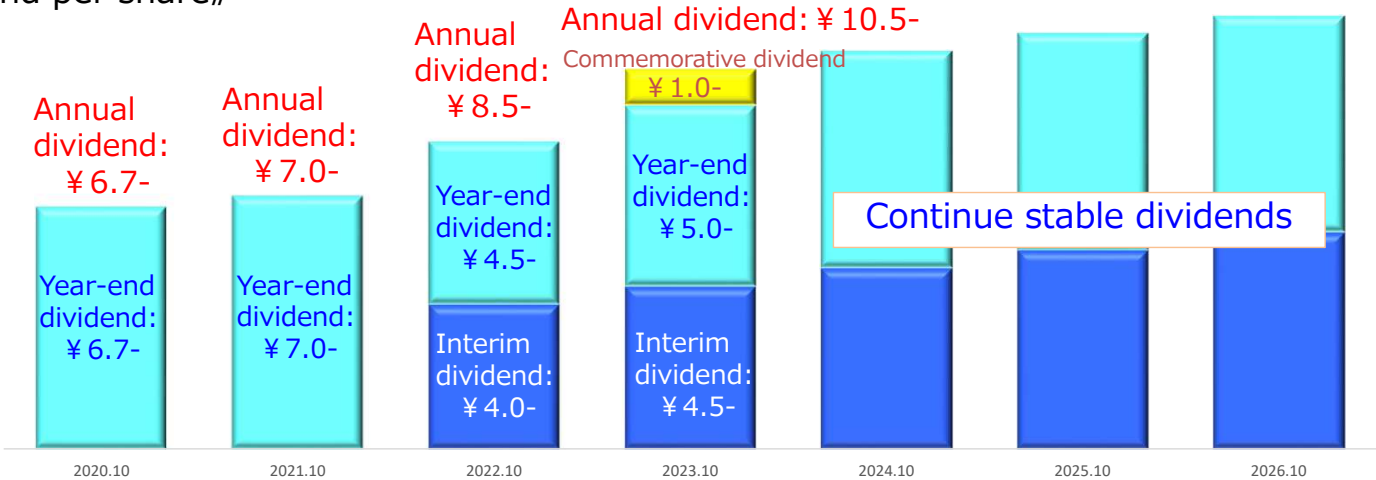


Shareholder return : Implement stable dividends by improving profitability SCAT

Returning profits to shareholders is an important management issue.
We will maintain stable dividends and return profits commensurate with business performance.

《Dividend per share》

Unit: Yen



Index	FY2023	FY2026
Dividend per share	10.50 Yen (Ordinary dividend:9.50Yen) (Commemorative dividend:1.00Yen)	Continue stable dividends
Shareholder benefits	①100 to less than 300 : QUO card (equivalent to ¥ 500-) ②300 or more : QUO card (equivalent to ¥ 1,000-)	Emphasis on shareholder returns through dividends. Discuss the content of shareholder benefits.



Growth strategy 2024-2026

《 Business portfolio 》

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Features

- Customization according to user needs.
- System configuration that covers everything from large salons to small salons.
- Available on-premises or SaaS.
- Beauty salon ⇄ Beauty dealer ⇄ Beauty manufacturer
- Supporting DX promotion in the beauty industry as a DX certified business.

《Provision of on-premises system》

「Sacla PREMIUM」 POS system for beauty salons.

「i-SCAP/EX」 Sales management system for beauty dealers



《Provision of SaaS-type system》

「BERUTY WORKS」 POS system for beauty salons.

「VIDシステム」 POS system for beauty salons.

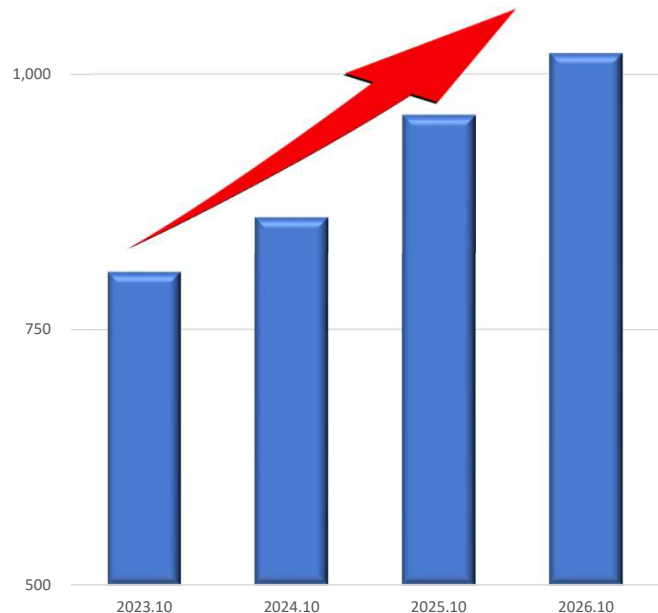


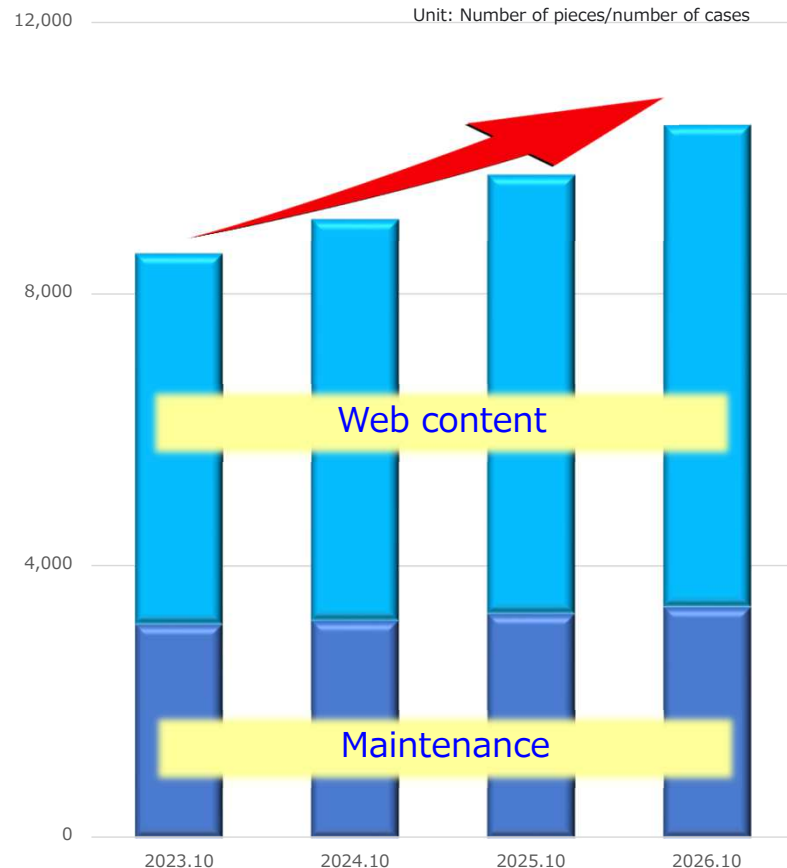
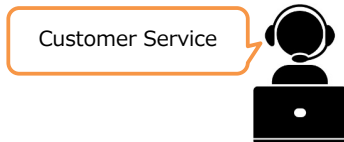
Measures

- Introduced from the user's sales partner agreement .
- Introduction from a store (beauty dealer).
- Web marketing.

《 Increase sales volume 》

Unit: Number of units/pieces





Alliance for beauty industry

Alliance aimed at creating and providing new services in the beauty industry

MH
M·H·GROUP LTD.

mod's hair
PARIS

RIGHT STAFF



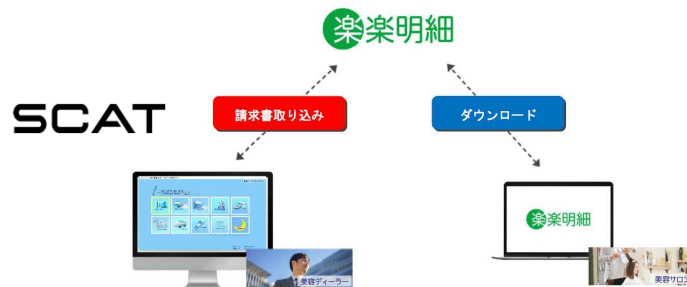
SCAT

- ※ Various collaborations for the beauty industry.
Participation in "General Incorporated Association Barber and Beauty SDGs Promotion Association"

■ M·H·GROUP LTD.
Tokyo Stock Exchange Standard Market , 9439
URL : <https://mhgroup.co.jp/>

Alliance for Legal Revision

Started sales as a sales partner with "Rakusu Co., Ltd.", which provides "RAKU RAKU MEISAI".



- ※ Collaboration between the sales management system for beauty dealers and "Rakuraku MEISAI".
- ※ "Raku Raku MEISAI" is a web form issuing system that compliant with ERRL (Electronic Record Retention Law) and the invoice system.

■ RAKUS Co., Ltd.
Tokyo Stock Exchange Prime Market (3923)
URL : <https://www.rakus.co.jp/>

Features

- Community-based trust and achievements cultivated over the 56 years since its founding.
- Utilize know-how accumulated through support for 1,000 clients.
- We provide one-stop business services in collaboration with CPA, tax accountants, judicial scriveners, lawyers, financial institutions, insurance companies, Yayoi Co., Ltd., and other consultants.



Client



Certified instructor

Business Service Division

Supporting customers with a variety of menus.

“Support agencies for business innovation”
(Certified by METI)

Accounting
service

Payroll
service

Sales
management

Insurance

Legal &
Labor

Business
plan

Subsidy

One-stop service through collaboration with a group of experts

Professional group

C P A

Tax accountant

Judicial scrivener

Lawyer

Administrative
scrivener

Financial
institution

Labor and Social Security
Attorney

Real estate transaction
agent

Insurance company

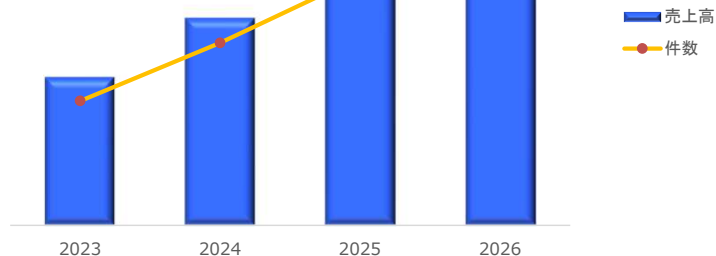


- Expanded service menu to support customers' business development and business continuity.
- Acquire new customers through consulting services in collaboration with external specialized businesses.

● Business plan and financial plan support service.

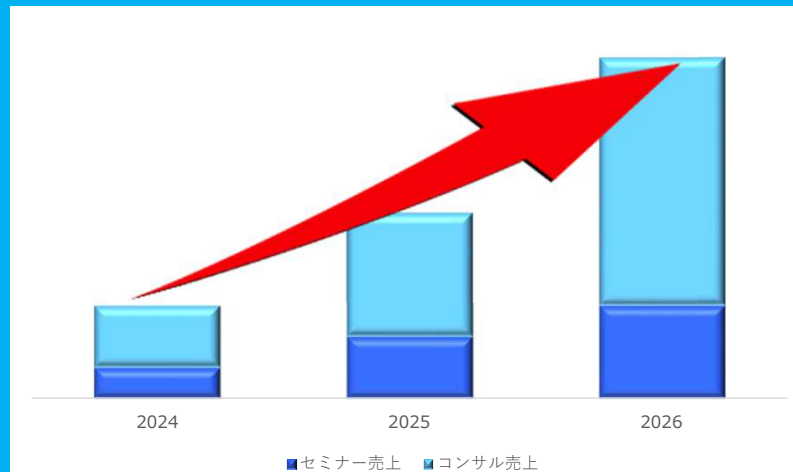
- ✓ Support for the creation and execution of business plans as an "Support agencies for business innovation"
- ✓ It is possible to provide services using online interviews without limiting the area.

"Support agencies for business innovation"
(Certified by METI)



● Business succession, M & A, matching services.

- ✓ For a wide range of business succession consulting.
- ✓ Cooperation with lawyers, judicial scriveners, tax accountants, CPA, and financial institutions.
- ✓ Matching service for clients' people, goods, and services.



Features

Paid Nursing Home with Nursing Care

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



みずき佐野 (栃木県佐野市)

Sano (about 70)



みずき館林 (群馬県館林市)

Tatebayashi (about 30)



あすか小館 (長野県小館市)

Komoro (about 60)

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

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

Strong Point



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.





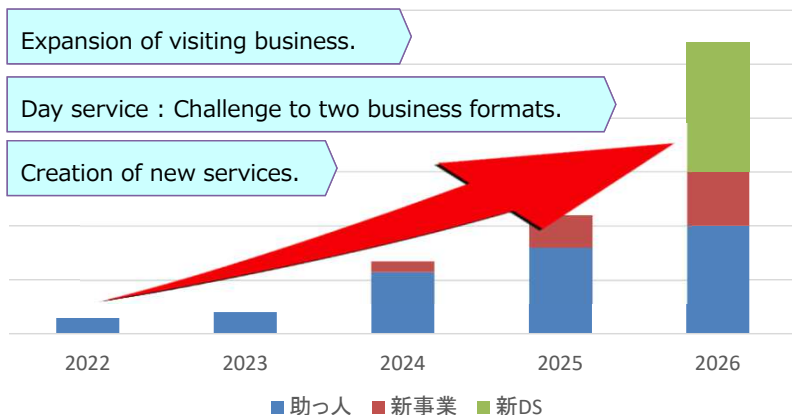
Features

Comprehensive nursing care department store
: Community-based

- By developing community-based nursing care services, we are creating a win-win-win synergy with the elderly and government medical institutions.
- Expanding the scope of responding to a diverse range of customers
We also provide services not covered by nursing care insurance.

Growth measures

Expansion of services and the challenge of new services.



Service overview

Maintain health

- Health promotion business.
 - ・ Physical function specialized training using machines.
 - ・ Mature Physical Education University.
(Stretch & Walking, Health study session.)
- Comprehensive support project : Physical function training.

Visit type

Home care support

- Solving everyday problems regardless of whether nursing care insurance is applied or not
- Nursing care coordination
(Nursing care consultation)
Creating the best care plan

Home care services

(Day service & short stay)

- Realizing a free and selfish life.
- Safe, secure and comfortable nursing care services
- Dream come true corps :
(Travel, shopping, etc.)

Move into
the facility



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	
Head Office	1-2-1, Shibaura, Minato-ku, Tokyo
Number of Employees	202 (FY10/2023)
Consolidated sales	2,656million yen (FY10/2022)
Business Description	<ul style="list-style-type: none"> • ICT business for beauty salons • Business service business for SMEs • Nursing care service business
subsidiary	<ul style="list-style-type: none"> • TBC Silver Service Co., Ltd. • VID Co., Ltd.

Response to ESG Issues

Materiality	Specific action items	SDG s
<p>Efforts to address environmental issues.</p> <p>Environment</p>	<p>Promotion of resource recycling</p> <ul style="list-style-type: none"> • Promotion of paperless. (75% reduction) • Use of renewable energy • Introduction of eco-friendly commercial vehicles 	    
<p>Promotion of DX in advanced information society and business society.</p> <p>Social (DX)</p>	<p>DX promotion</p> <ul style="list-style-type: none"> • Provision and dissemination of ICT systems • ICT promotion in B to B to C • Business efficiency (Remove the stamp) • Eliminate legacy systems 	    
<p>Realization of a society where people can play an active role.</p> <p>Social(work)</p>	<p>Health and Welfare</p> <ul style="list-style-type: none"> • Supporting the elderly and contributing to the community through nursing care services. <p>Creating a comfortable working environment</p> <ul style="list-style-type: none"> • Diverse work styles and career support. • Promoting active participation of women. 	     
<p>Practicing fair and transparent corporate activities.</p> <p>Governance</p>	<ul style="list-style-type: none"> • Sophistication of corporate governance • Thorough compliance • Appropriate risk management 	 

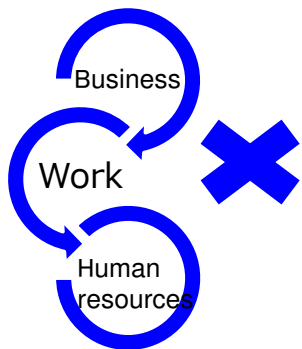


- Digital Transformation Certification



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2023

令和元年度補正 サービス等生産性向上IT導入支援事業
令和3年度補正 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.



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- 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.

《 Contact for Inquiries 》

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