SCSK

Business Results Summary
for the Fiscal Year Ended March 2025
and
Progress of Medium-Term Management Plan

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Representative Director, President

April 30, 2025

Contents

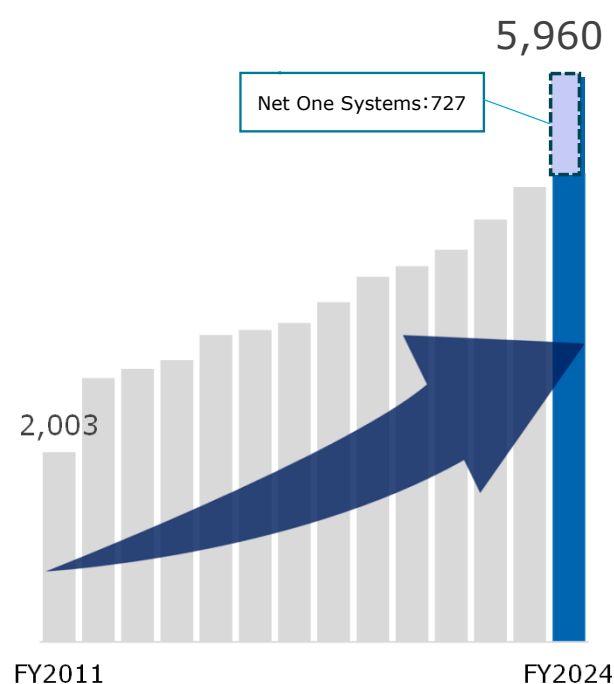# 1. Business Results Summary for FY2024 and Business Forecasts for FY2025

Consolidated Business Results Summary

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- Both SCSK and *Net One Systems achieved record-high net sales and operating profit   *consolidated from Q4
- Operating profit was ¥67.6 billion excluding the ¥1.5 billion impact of PPA

  Special Factors: [Impact of loss on disposal of PROACTIVE]Q2:¥1.1 billion and Q4:¥1.1 billion [PPA]Q4:¥1.5 billion

Net Sales
（100 million Yen）

5,960

Net One Systems:727

2,003

FY2011   FY2024

Operating Profit
Operating Profit Margin
（100 million Yen）

661

Net One Systems:91
Merger-related expenses:-48

SCSK:11.8%

11.1%

6.4%

128

FY2011   FY2024
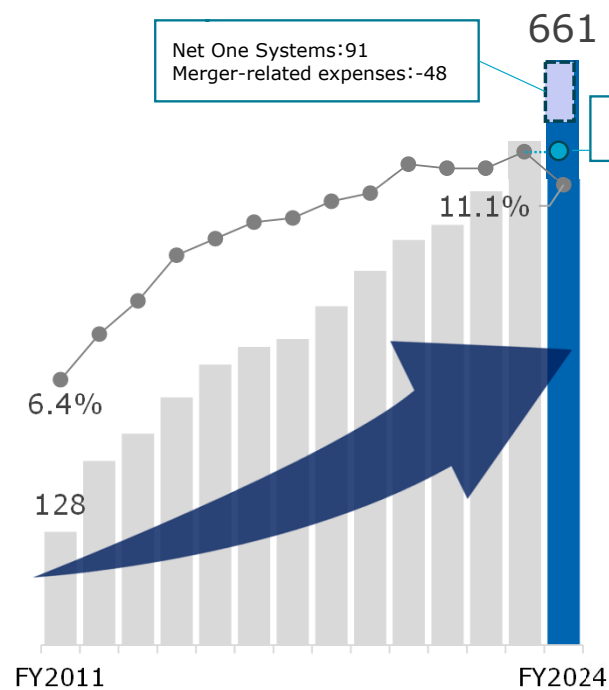
Dividend per Share
Dividend Payout Ratio
（Yen）   Note: Converted value after stock split

71

49.3%

9.6%

10.67

FY2011   FY2024

FY2025 Business and Dividend Forecasts

SCSK

<Business Forecasts>

(100 millions of yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Net Sales	5,960	7,900	+1,939	+32.5%
Operating Profit	661	850	+188	+28.6%
Operating Profit Margin	11.1%	10.8%	−0.3pt	-
(excluding PPA)	(11.4%)	(11.6%)	(+0.2pt)	-
Profit attributable to owners of parent	450	576	+125	+27.9%

<Dividend Forecasts>

(Yen)

	FY2024(Results)	FY2025(Forecasts)	Amounts	Rate of change
Annual Dividend per Share	71.00	94.00	+23.00	-
Dividend Payout Ratio	49.3%	51.0%	+1.7pt	-

2. Progress of Medium-Term Management Plan (FY2023 - FY2025)

Medium-Term Management Plan SCSK Group's Core Strategies

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＜Medium-Term Management Plan（FY2023–FY2025）＞

Policy	■Pursue dramatic improvements in "Comprehensive Corporate Value" through: ・ Reorganization of business areas and redevelopment of business models to continue providing new value to clients and society ・ Maximization of the market value of all employees based on the recognition that the growth of employees drives the growth of SCSK Group

Core Strategy I　Decisive Business Shifts —Three Shifts

Core Strategy II　Development of Market-Leading Businesses in Growth Markets

Core Strategy III　Advancement of Next-Generation Digital Businesses through Co-Creation with Society

[Management Targets (Finance)]

● Achieve high earnings growth by restructuring business fields and models for sustainable growth

＜FY2025＞
OP　　　　　：¥65 billion
OP Margin　：12.5%
ROE　　　　：14%

Managerial Foundation Reinforcement Measures	Promotion of Technology-Driven Approach	Maximization of Human Resource Value	Value-Driven Management

[Management Targets (Non-Finance)]

Human Resource portfolio and Development	Expand consulting functions and strengthen business development	Cultivation of advanced engineers	High-quality project execution
	Consulting and business design personnel **500 or more** [265 employees as of FY2022]	Certificated advanced engineers **3,000 or more** [1,150 employees as of FY2022]	Advanced PM personnel **250 or more** [166 employees as of FY2022]
	Enhancement of company-wide education and training		
	Certificated IT engineers groupwide for the Digital Skill Standard Training **10,000 employees** [1,600 employees as of FY2022]		

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Core Strategy Ⅰ-Ⅱ

YoY +1.2pt

（Gross Profit Margin:%）

29.0%

28.1%

28.1%

26.5%
26.9%

FY2022　FY2023　FY2024　FY2025 (Target)

Core Strategy Ⅰ-Ⅲ

YoY +38

（Operating Profit per employee：10 thousands of Yen）

570

539 *1

501

470

Rate of Change +7.5%

FY2022　FY2023　FY2024　FY2025 (Target)
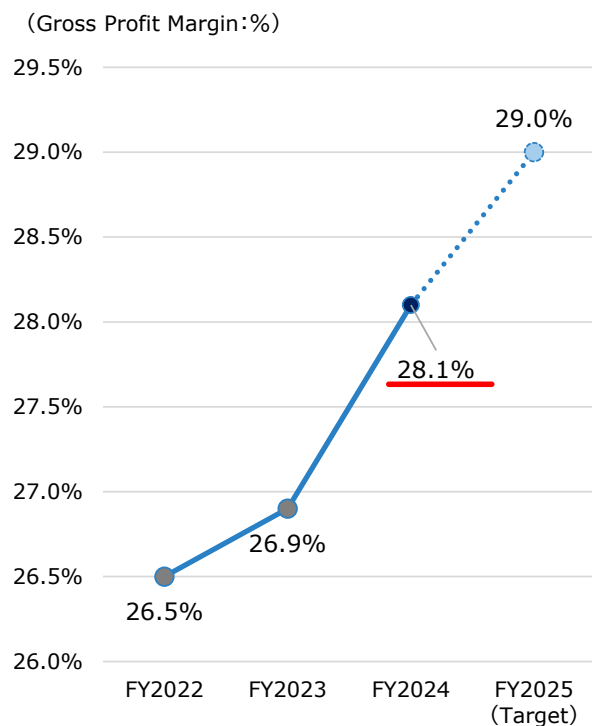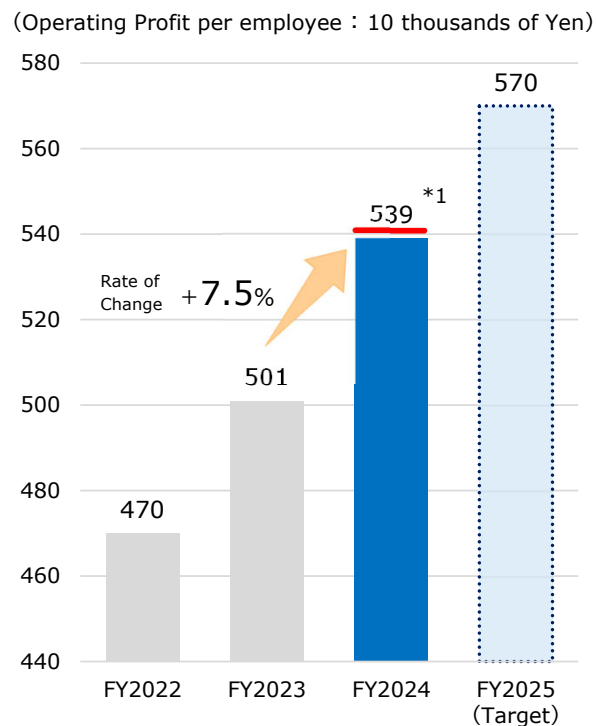
（Reference) Sales of Domestic IT Service

YoY +7.3%

（100 millions of Yen）

4,077

3,801

3,579

2,691　2,917　2,962

FY2022　FY2023　FY2024

(Note: The graphs on right does not include products sales)
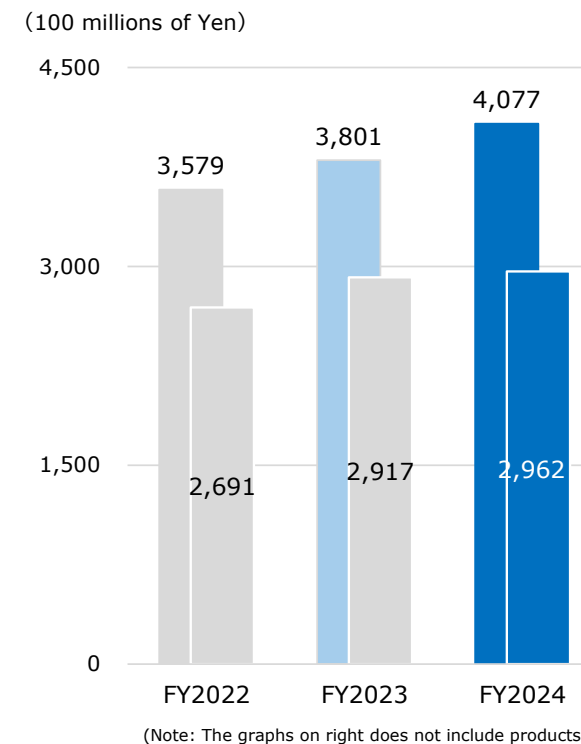
Note: Results for Basic Strategy 1-1 will be disclosed in the final fiscal year, while results for Basic Strategy 1-2 are calculated as sales excluding product sales from domestic IT services.
Note *1: The amount does not include the looses of disposal of PROACTIVE ¥2.2 billion

＜Core Strategy Ⅱ＞
Development of Market-Leading Businesses in Growth Markets

1 Modernization services for solving social and customer issues

- Manufacturing field (Digital Supply Chain, atWill)
- Financial field (AML, Wealth Management)
- Mid-sized company data-driven management support (ProActive)
- BPM (Business Process Modernization)

2 Innovation services for new value creation

- Healthcare (Support for digital business reforms for the medical field)
- Mobility (Mobility software leading SDM era)

3 Integration services supporting society's digitalization

- Security
- Data integration
- Cloud integration

Market expansion capturing the trend of digitalization

- Global Business (Digital reforms in emerging markets)

Sales Performance (Past 2 Years)

CAGR +**36.3**%

(In case of not including Net One Systems：+14.0%)

(100 million yen)

- FY2022: 1,300
- 1: 135
- 2: 169
- 3: 811 (Net One Systems 727 / 84)
- FY2024: 2,416 (1,689)

	Sales Plan	Sales Forecast
FY2025	¥200 billion	¥400 billion and more
FY2022	¥130 billion	¥130 billion

● Digital Supply Chain Business in the Medium-Term Management Plan (Core Strategy Ⅱ)

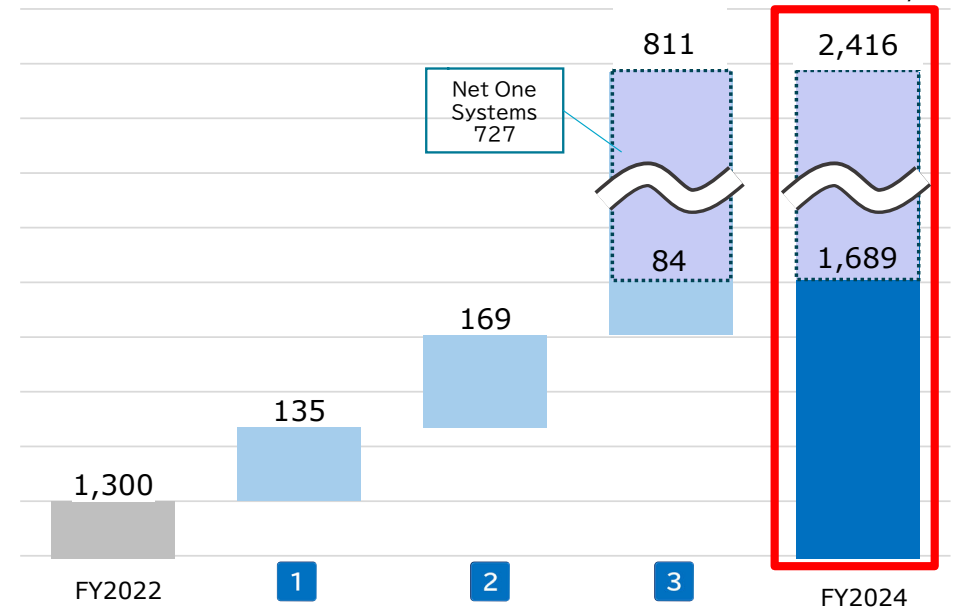Leveraging extensive experience in large-scale system implementations for major manufacturers, and deep expertise in SAP and Oracle ERP, we empower manufacturers to transform their supply chains with digital technologies.

Progress and Future

Engineering Chain
- Consolidating our capabilities into a unified organization to support the entire engineering chain

ERP
- Secured multiple large-scale core system implementation projects for major manufacturing clients, entering the design and build phase this fiscal year

SoI
- Enhancing our intellectual property to establish a System of Insight (SoI) for the manufacturing industry
⇒launching SuccessChain for DataPlatform (see next page)

Digital Supply Chain Business

Design → Plan → Manufacture → Distribution /Sales → Maintenance/Services

| PLM (Product Lifecycle Management) | PSI (Production Sales Inventory) | MES (Manufacturing Execution System) APS (Advanced Planning and Scheduling) | WMS (Warehouse Management System) SD (Sales and Distribution) | CRM (Customer Relationship Management) CMMS (Computerized Maintenance Management System) |

Engineering Chain | **Client Contact Points**

ERP (SAP/Oracle)

SoI

Expanding Service Areas

Enhancing our capabilities to optimize and advance client operations across all areas of the supply chain, in conjunction with IT implementation and maintenance.

【Strengthening Client Relationships】
- Established a joint venture with Niterra Co., Ltd. to drive their IT operational transformation (see next page)

【DSC×BPM】
- Delivering enhanced value to clients by optimizing IT operational maintenance within their supply chains and streamlining business processes through both IT and operational improvements

BPM — Executing a comprehensive approach to business process management (BPM), from consulting to IT/operational implementation.

Ⅰ

News Release　**SCSK**

2025 年 3 月 21 日
SCSK株式会社

製造業のサプライチェーンマネジメントの高度化・業務効率化を支援する
データプラットフォーム「SuccessChain for DataPlatform」を提供開始

SCSK株式会社(本社：東京都江東区、代表取締役 執行役員 社長：當麻 隆昭、以下 SCSK)は、株式会社
JDSC(以下 JDSC)と協業し、製造業のサプライチェーンにおける各業務システムの分散したデータを集約し、
業務課題を可視化し、経営の高度化と業務効率化向上に貢献する「SuccessChain for DataPlatform」を
2025年4月1日より提供開始します。SCSKの製造業におけるシステム構築の実績や多様なサービス提供の経
験と、JDSCのAI・データサイエンスの技術力や事業開発力を組み合わせ、製造業のサプライチェーンマネジメン
トの高度化や業務効率化、データドリブン経営の実現に向けて、伴走型で支援します。

SuccessChain

Ⅱ

SCSK　**Niterra**
日本特殊陶業

2025 年 4 月 8 日
SCSK株式会社
日本特殊陶業株式会社

SCSKと日本特殊陶業、中長期的な日本特殊陶業の IT 運営変革を推進する
合弁会社の設立で合意
～中長期的に成長し続ける製造業 IT 運営変革への挑戦～

SCSK株式会社(本社：東京都江東区、代表取締役 執行役員 社長：當麻 隆昭、以下 SCSK)と日本特殊陶業株
式会社(本社：名古屋市東区、社長：川合 尊、以下 日本特殊陶業)は、両社の協業関係構築の一環として、日本特
殊陶業の中長期的な IT 運営変革の実現、及び製造業の IT 変革への貢献を目指し、出資比率を SCSK51.0%、
日本特殊陶業 49.0%とする合弁会社を設立することに合意しました。

（Press released only in Japanese）

Service Overview

Systematizing intellectual property from our Data Science Center (DSC) to develop the Success Chain for Data Platform. This platform rapidly aggregates data from various sources, visualizes key challenges, and forms the foundation for a series of branded solutions. The first offering in this series is the Operation Data Platform.

Roadmap

- Leveraging SCSK's system integration and service delivery strengths with JDSC's consulting and data science expertise. We are creating high-profit, value-added offering services specifically tailored for the manufacturing industry.
- Building a service business model centered around high-value, competitive intellectual property and templates.

Service Overview

Established a joint venture to foster co-creation and collaboration Niterra Co., Ltd. This partnership will execute initiatives based on a shared strategy and strengthen IT operational functions.

Roadmap

- Starting with core system implementation and expanding to peripheral systems (e.g., engineering chain, customer touchpoints, SOI). This will strengthen IT operational functions within the manufacturing industry.
- Applying the know-how gained from co-creation projects, implementation, and operational experience to other manufacturing clients.

Core Strategy Ⅱ Future Growth Prospects for the Mobility Business

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● Mobility Business in the Medium-Term Management Plan (Core Strategy Ⅱ)

- Leading mobility software development in the SDM era
- Developing and selling software products for the SDM era, building on the proven track record of QINeS-BSW
- Navigating industry change. Leveraging our knowledge and expertise to adapt to the evolving automotive landscape, aiming to become a unique software-driven supplier.
- Meeting the high quality demands of the industry with our proprietary verification technology, contributing to a safer and more secure society.

1st year(FY2023)　　　　2nd year(FY2024)　　　　3rd year(FY2025)

Co-creations with Domestic Manufacturers

➢ Co-creation with Honda Motor Co., Ltd
➢ Co-creation with other customers

Expanding upstream engineer support ⇒ Steadily expanding

Advancing to the second stage of our strategic partnership

Co-creations with International Manufacturers

➢ Advancing joint development projects with manufacturers primarily in Europe and China, focusing on specific technologies and products.

In-House Product Development

➢ Establishing a product concept. Integrating existing assets (QINeS series) with cutting-edge global technologies.
➢ **Japan Mobility Show 2025 (October 2025)**
Showcasing the future of SDV/SDM from the perspective of an IT company
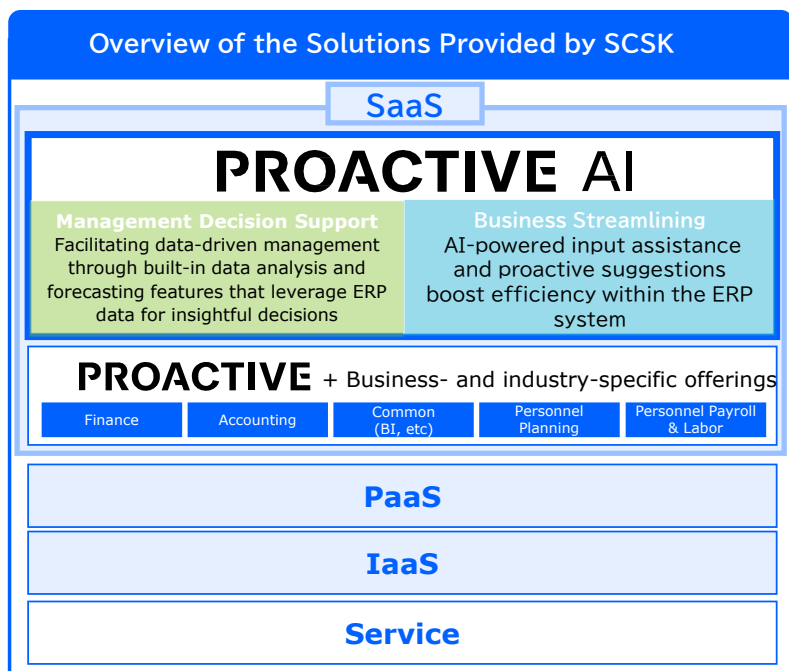
Japan Mobility Show

Core Strategy Ⅱ PROACTIVE

PROACTIVE AI-Powered Solutions: Integrating Proprietary Technology and Advanced Solutions Across ERP and PaaS/IaaS

Biz & Tech Offerings

Overview of the Solutions Provided by SCSK

SaaS

PROACTIVE AI

Management Decision Support	Business Streamlining
Facilitating data-driven management through built-in data analysis and forecasting features that leverage ERP data for insightful decisions	AI-powered input assistance and proactive suggestions boost efficiency within the ERP system

PROACTIVE + Business- and industry-specific offerings

Finance	Accounting	Common (BI, etc)	Personnel Planning	Personnel Payroll & Labor

PaaS

IaaS

Service

Our Values

Delivering business professional AI, combined with SCSK's latest industry best practices

Providing PROACTIVE and business/industry-specific offerings to solve management issues that cannot be solved by ERP alone

Delivering high-agility and scalability through our cutting-edge PaaS/IaaS solutions

Providing solutions for improved efficiency and talent shortages.

Biz Impacts

Disclosure Type	Financial	Non-financial
Management Decision Support	Achieving improved performance through data-driven business management	Driving non-financial data utilization with AI
Business Streamlining	Driving workplace reform with AI. Streamlining operations and reducing employee workload (data entry, verification, etc.).	
Offering	Achieving total optimization of operations through Fit to Standard	Delivering industry-specific best practices for rapid problem-solving
PaaS/IaaS	Streamlining IT Operations with the Latest Technology	Empowering businesses with agile digital transformation

PROACTIVE Business Progress

1. PROACTIVE Sales (Sales & Distribution) and PROACTIVE AI have been released
   - Increasing pipeline from customers prior to the release and demand to switch to the new version
   - Completed the business modernization, including old-tech assets disposal, and improvement of cost efficiency of business
   - Collaboration with Google Inc. to release the next-generation business dashboard powered by Gemini
2. Templates for wholesalers and trading companies to be released in the first half of FY2025
3. Started offering business- and industry-specific offerings that strengthen the strengths of domestically produced ERP
4. Building the ecosystem in collaboration with various companies to be a recipient for overseas ERPs EOL.

2

Core Strategy Ⅱ
Maximizing Value through IT Infrastructure × Information Security × Applications

SCSK

Expansion of Products and Services

▶ **Providing Robust IT Infrastructure for Customer Success**
 – Expanding capacity through the integration of both companies' maintenance and operation services, providing a one-stop solution.

▶ **Providing Advanced Security Services**
 – Supporting operations through the Integration of IT infrastructure and information security technologies at advanced NOC & SOC
 （e.g., Cisco ＋ Splunk / Palo Alto ＋ XSIAM)

Current Strengths

SCSK **net one**

-------------------- Clients --------------------

Industrial Business, Manufacturer and Financial Institution

Enterprise, Communications and Public

-------------- IT Infrastructure --------------

IT infrastructure operations centered on Server & Cloud service, Security, and Data centers, etc.

Designs and Constructions, centered on Network and Security etc.,

---- Applications ----

Expansion of network-controlled technologies

Create dominant value through integration

SCSK × net one

Solving various social issues through comprehensive Digital Service & Offering Service that integrates full-stack technology and intellectual property from the Applications and IT infrastructure domains

Smart Manufacturing	Seamless services covering production, sales, and after-sales, integrating IT (Digital Supply Chain) and OT (Factory) in the manufacturing industry.
Mobility Service	Advanced mobility services through the integration of In Car (In-vehicle System development capability) and Out Car (Safe and Rapid Networking Technology)
Security Service	Foundational services for digital PaaS and offerings, that supports a safe and secure society by uniting the engineers of both companies.

• • •

Expansion of Clients and Market

▶ Maximizing Value through IT Infrastructure × Information Security
 – Deploying services that integrate IT infrastructure and Information security, to meet the needs and solve challenges in markets where both companies have a strong customer base
 （e.g., In-Factory IT infrastructure, In-Hospital IT Network, School operation DX including GIGA school, Services for Local Governments, etc.)

Expansion of Objects Connected to the Network

Core Strategy Ⅱ
Maximizing Value through IT Infrastructure × Information Security × Applications

SCSK

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Value Provided through the Integration of both companies

Providing safe, functional and flexible value and capabilities to solve social issues and achieve innovation as needed by society, industries, and companies
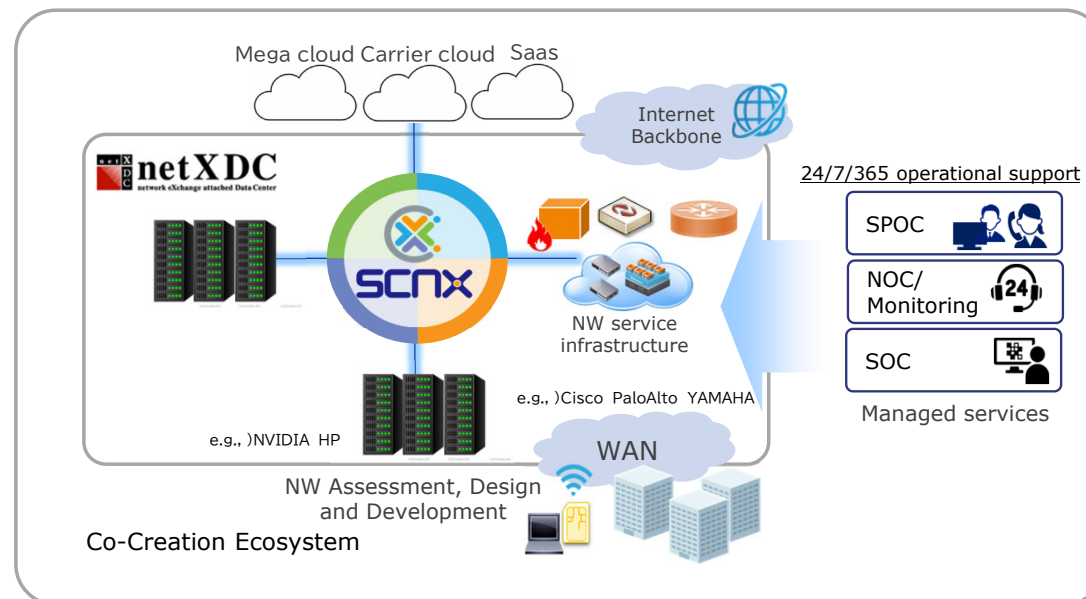
➤ Achieving seamless integration from consulting to developments and operations based on an extensive experience, as the importance and complexity of IT infrastructure and security domains increase
➤ Providing secure and optimal IT infrastructure environments through deep knowledge and expertise in products and cloud, and solid partnerships with manufacturers
➤ Addressing the IT talent shortage faced by Japanese companies by providing a reliable IT infrastructure environment that can be entrusted for a long time through a robust maintenance and operational foundation

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SCSK + net one Capabilities

Planning and Developments	Proposal planning and consulting skills that lead clients
	Design and Development skills for secure and optimal network and infrastructure environments
Service Infrastructure	Sovereign cloud environment ensuring economic security
	One of the top domestic cloud technical capabilities and the competitive advantage in connecting with mega cloud providers
	Providing full-stack security services
Support	24/7/365 monitoring and operational support
	Managed services that secure the entire infrastructure foundation
Products	Solid partnerships with manufacturers (realization of Co-Creation Ecosystem)
	Expansion of product lineup and enhancement of buying power

SCSK + net one **Provision of advanced IT infrastructure and Information Security Environment**

Mega cloud Carrier cloud Saas

Internet Backbone

netXDC network eXchange attached Data Center

SCNX

NW service infrastructure

e.g.,)Cisco PaloAlto YAMAHA

e.g.,)NVIDIA HP

WAN

NW Assessment, Design and Development

Co-Creation Ecosystem

24/7/365 operational support
SPOC
NOC/ Monitoring
SOC

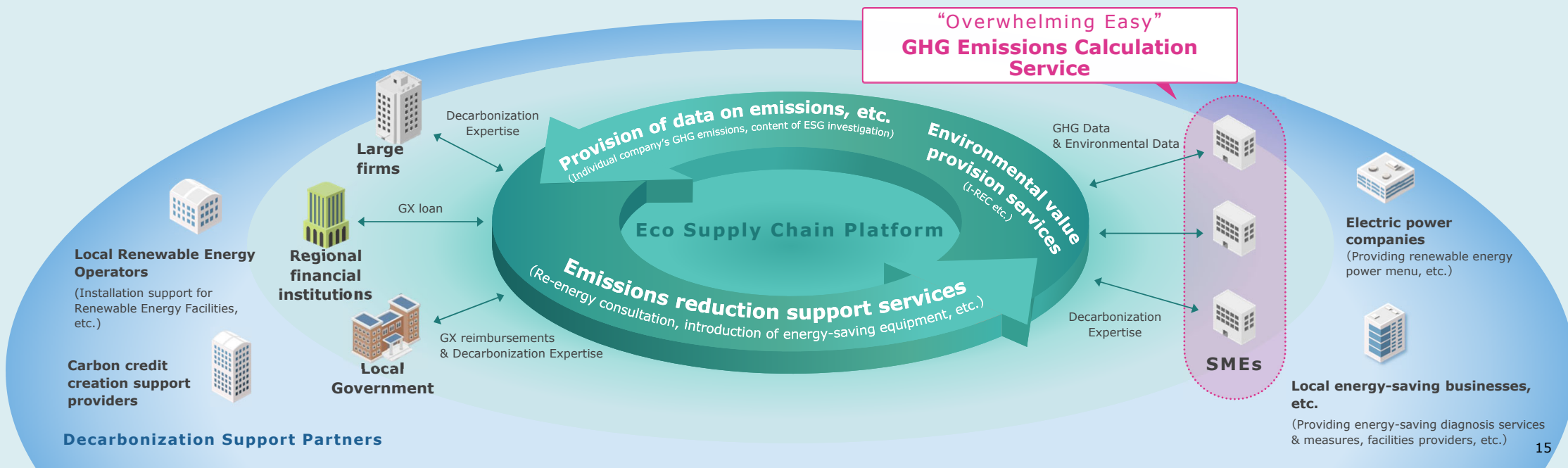Managed services

Focusing on SMEs and small-medium sized buildings that tend to be left behind by decarbonization, and on the value of renewable energy attributes that sitting domestically

Approx. 0.3 million small-medium sized buildings nationwide

Decarbonization for commercial buildings ZEBiT

ZEB Technologies: Offers Cloud Services for Visualization of Energy Utilization & GHG Emissions + Energy-Saving Control + Power Generation & Energy Storage Control

Launched on 2024.4 — kawamura / Pixii

3.3 million SMEs nationwide

Eco Supply Chain Platform

Offers Cloud Services for Cost-less and hassle-free GHG emissions visualization, emissions data trading, energy conservation, and decarbonization

Launched on 2025.7 (scheduled) — BYWILL

350 billion kWh in 2030

EneTrack

Domestic electronic trading marketplace for Renewable Energy Certificate (I-REC)

Launched on 2023.7 — I-TRACK Accredited Platform Operator

"Overwhelming Easy"
GHG Emissions Calculation Service

Decarbonization Expertise

Large firms

GX loan

Regional financial institutions

Provision of data on emissions, etc.
(Individual company's GHG emissions, content of ESG investigation)

Environmental value provision services (I-REC etc.)

GHG Data & Environmental Data

Eco Supply Chain Platform

Emissions reduction support services
(Re-energy consultation, introduction of energy-saving equipment, etc.)

GX reimbursements & Decarbonization Expertise

Local Renewable Energy Operators
(Installation support for Renewable Energy Facilities, etc.)

Carbon credit creation support providers

Local Government

Decarbonization Expertise

Electric power companies
(Providing renewable energy power menu, etc.)

SMEs

Local energy-saving businesses, etc.
(Providing energy-saving diagnosis services & measures, facilities providers, etc.)

Decarbonization Support Partners

15

FY2025 Business and Dividend Forecasts

<Business Forecasts>

(100 millions of yen)

	FY2024（Results）	FY2025（Forecasts）	Amounts	Rate of change
Net Sales	5,960	7,900	+1,939	+32.5%
Operating Profit	661	850	+188	+28.6%
Operating Profit Margin	11.1%	10.8%	−0.3pt	-
（excl. PPA）	（11.4%）	（11.6%）	（+0.2pt）	-
Profit attributable to owners of parent	450	576	+125	+27.9%

<Dividend Forecasts>

(Yen)

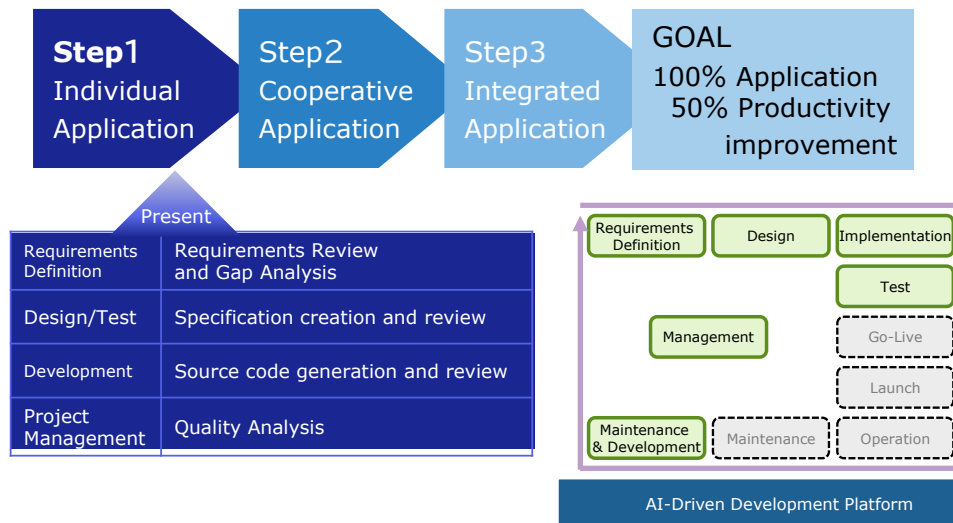|	FY2024（Results）	FY2025（Forecasts）	Amounts	Rate of change
Annual Dividend per Share	71.00	94.00	+23.00	-
Dividend Payout Ratio	49.3%	51.0%	+1.7pt	-

16

（Appendix）

- Established the SCSK Group Technology Strategy (Technology Vision 2030) to accelerate our technology-driven approach
- Promoting the maximum utilization and intellectual property creation of advanced technologies, focusing on AI and data utilization
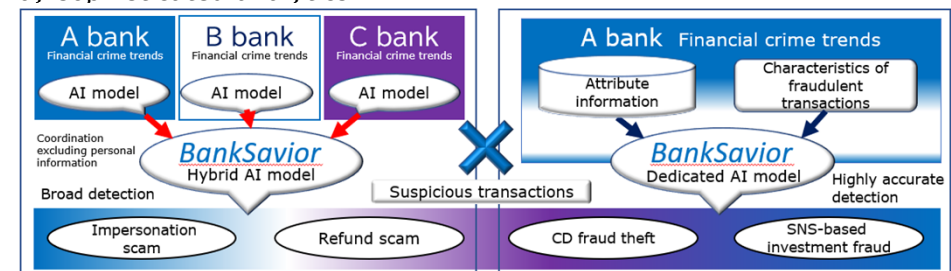
100% Application of
AI-Driven Development

100%

Promotion of AI-Driven Development
Developing the next generation of
Low-Code/No-Code from apps to autos software

Technology Vision 2030
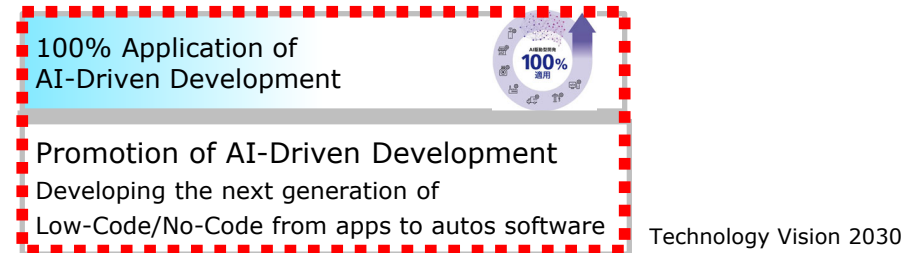
SCSK's AI-driven business model, starting with AI-driven development

✓ Accelerating delivery for business needs

✓ Consolidate various know-how into an AI-driven platform

(also supports prevention of problem cases)

Step1 Individual Application	Step2 Cooperative Application	Step3 Integrated Application	GOAL 100% Application 50% Productivity improvement

Present

Requirements Definition	Requirements Review and Gap Analysis
Design/Test	Specification creation and review
Development	Source code generation and review
Project Management	Quality Analysis

Requirements Definition	Design	Implementation
		Test
	Management	Go-Live
		Launch
Maintenance & Development	Maintenance	Operation

AI-Driven Development Platform

AI in Our Solutions

➤ System for protecting against financial crime *BankSavior* ®

- Combating Increasing Financial Crime: Public-Private Partnership is Key
- Issues for financial institutions: Enhanced fraud detection & prevention
- Responding to evolving financial crime with agility

➤ Leveraging Shared AI for Enhanced Fraud Detection

- Drastically improved detection accuracy through an FSA-backed shared hybrid AI model
- Launched July 2024: five banks onboard, more to follow
- Helping improving effectiveness of system and operation by sophisticated analytics

A bank Financial crime trends	B bank Financial crime trends	C bank Financial crime trends
AI model	AI model	AI model

Coordination excluding personal information

BankSavior Hybrid AI model

Broad detection

Impersonation scam   Refund scam

Suspicious transactions

A bank Financial crime trends
Attribute information	Characteristics of fraudulent transactions

BankSavior Dedicated AI model

Highly accurate detection

CD fraud theft   SNS-based investment fraud

Mission of SCSK RegTech Edge as Funds Transfer Transaction Analysis Service Providers

Contributing to the realization of a safe and secure society as a specialized financial crime prevention company authorized by the Financial Services Agency

SCSK

●Progress on KPIs

Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Targets)
Human resources portfolio/ Human resource development				
Talent for consulting and business design	265 persons	319 persons	523 persons *	500 persons or more
Persons who completed cutting-edge engineer development training	1,150 persons	1,745 persons	2,349 persons	3,000 persons or more
Advanced PM talent	166 persons	183 persons	219 persons	250 persons or more
Persons who completed digital skill standard education	1,600 persons	3,772 persons	11,129 persons	10,000 persons or more

*Note: Added headcount of Consulting & Business Design Professionals (defined by each business group).

- Progress is generally on track to meet the Medium-Term Management Plan targets.
- Defined "Upstream Professionals" for growth areas (e.g., SAP, Mobility). Driving growth with customized development plans.
- Developing 100+ Advanced Project Managers & Implementing Generative AI for enhanced project quality.

Management Targets（Financial）
Core Strategy Indicators Progress Summary

（100 millions of yen）

Items	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Targets)*5
Financial Targets				
Operating Profit	513	570	661	850
Operating Profit Margin	11.5%	11.9%	11.1%	10.8%
ROE	14.4%	14.1%	15.2%	18.8%
Shareholder Returns				
Dividend Payout Ratio	43.5%	46.3%	49.3%	51.0%
Core Strategy Indicators				
Core Strategy I‐I *1	Around 40%	—	—	60% or higher
Core Strategy I‐II *2	26.5%	26.9%	28.1%	29.0% or higher
Core Strategy I‐III *3	¥4.70 million	¥5.01 million (YoY +6.5%)	¥5.39 million (YoY +7.5%)	¥5.70 million (+20% or higher)
Core Strategy II	1,300	1,485	2,485 *4	4,000 or more *4

Items	FY2023 (Results)	FY2024 (Results)	FY2023 to FY2025 (Targets)
Growth Investment			
M&A	69	20	500〜700
R&D・Business Development	162	173	200〜300
Investment in people	51	71	100〜200
（Total）	284	264	1,000

*1:　The results will be disclosed in the final fiscal year.

*2:　Domestic IT Service（Except products sale）

*3:　Domestic IT Service

*4:　The amount includes Net One Systems Co,. Ltd.

*5:　Financial targets of Medium-Term Management Plan
　　　OP 650（100 millions of yen）OP Margin 12.5% or more
　　　ROE 14%　　Dividend payout ratio 50.0%

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Persons who completed cutting-edge engineer development training	1,150 persons	1,745 persons	2,349 persons	3,000 persons or more
Advanced PM talent	166 persons	183 persons	219 persons	250 persons or more
Persons who completed digital skill standard education	1,600 persons	3,772 persons	11,129 persons	10,000 persons or more
Well-Being/D&I promotion				
Engagement (pleasant workplace)	90.6%	89.3%	89.7%	90% or higher*2
Engagement (rewarding workplace)	75.6%	78.0%	79.1%	
Performance Volatility (abilities are leveraged)	76.8%	76.1%	77.3%	90% or higher*3
Performance Volatility (presenteeism)	81.7%	80.2%	78.5%	
Number of females in general manager positions	—	1.3 times	2.0 times	Three times or more*4

Items	FY2021 (Results)	FY2022 (Results)	FY2023 (Results)	FY2030 (Targets)	FY2050 (Targets)
Reduction of greenhouse gas emissions *5					
Scope1+2	15% reduction	22% reduction	23% reduction	47% reduction	100% reduction
Scope3	6% reduction	0.1% increase	9% increase	28% reduction	—

*1:   Added headcount of Consulting & Business Design Professionals (defined by each business group).

*2:   The percentage of employees who answered positively in response to both of the items "SCSK is a company with a pleasant workplace" and "SCSK is a company with rewarding workplace" in the employee awareness survey in FY2024: 87.2% and 77.5%, respectively.

*3:   The percentage of employees who answered positively in response to the item "My abilities are fully leveraged" in the employee awareness survey and who answered that "80% of my performance is demonstrated on the assumption that performance made in healthy conditions is 100%" in the health questionnaire survey in FY2024: 75.1% and 75.4%, respectively.

*4:   Calculate the ratio for FY2022 (Results).

*5:   Figures shown are compared to FY2019; FY2024 results are being compiled.

Attention on the use of this document
- Figures are rounded down to the nearest unit and Percentages are rounded to the nearest unit.

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