

Data Section  
Main Financial Data

Consolidated Management Indicators

J-GAAP

IFRS

(Unit: millions of yen)

Income Statements	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	200,326	278,634	288,236	297,633	323,945	329,303	336,654	358,654	387,003	385,295	396,853	414,150	445,912	480,307	596,065
Systems Development	73,811	112,316	117,597	117,843	124,470	127,051	128,387	140,092	155,835	156,190	163,090	167,967	180,433	202,799	223,642
System Maintenance and Operation / Services	68,296	104,284	107,577	110,720	119,170	125,802	129,071	134,132	143,429	143,410	152,518	162,407	175,638	188,340	222,065
Packaged Software / Hardware Sales	56,496	58,731	60,019	65,691	77,087	73,147	76,247	84,430	87,738	85,694	81,243	83,776	89,841	89,168	150,357
Prepaid Card Business**	1,722	3,302	3,042	3,378	3,217	3,302	2,948	—	—	—	—	—	—	—	—
Gross profit	46,370	64,466	68,724	72,469	78,021	81,754	83,555	88,742	97,954	97,192	102,969	108,187	117,679	127,971	159,476
Gross profit margin (%)	23.1	23.1	23.8	24.3	24.1	24.8	24.8	24.7	25.3	25.2	25.9	26.1	26.4	26.6	26.8
SG&A expenses**	33,490	43,663	44,749	44,466	46,235	48,040	48,953	50,363	55,628	57,144	57,090	60,632	66,317	70,966	93,354
Operating profit	12,879	20,803	23,974	28,003	31,785	33,714	34,602	38,378	42,326	40,048	45,878	47,555	51,361	57,004	66,121
Operating profit margin (%)	6.4	7.5	8.3	9.4	9.8	10.2	10.3	10.7	10.9	10.4	11.6	11.5	11.5	11.9	11.1
Ordinary profit	16,659	22,228	25,690	30,667	33,610	36,121	36,291	38,650	43,014	—	—	—	—	—	—
Profit attributable to owners of parent	25,669	16,730	18,387	15,638	26,956	28,458	32,488	27,892	31,201	28,765	33,435	33,470	37,301	40,461	45,035

(Unit: millions of yen)

Cash Flows	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Cash flows from operating activities	22,249	25,156	35,342	29,707	34,730	37,161	37,096	33,511	48,950	55,710	50,219	59,081	43,592	67,900	68,037
Cash flows from investing activities	(8,112)	(249)	(26,045)	5,166	(9,473)	(11,982)	(35,394)	(7,163)	(27,338)	(27,484)	(20,586)	(14,927)	(14,950)	(19,898)	(275,488)
Free cash flows	14,137	24,907	9,297	34,873	25,257	25,178	1,702	26,348	21,612	28,226	29,633	44,153	28,642	48,002	(207,451)
Cash flows from financing activities	(7,965)	(5,512)	(33,739)	(8,395)	(12,338)	476	(25,763)	(19,995)	(16,309)	(22,923)	(32,488)	(32,342)	(29,074)	(25,881)	167,946
Cash and cash equivalents at end of period	63,661	83,247	59,004	85,713	98,445	123,935	99,797	106,198	111,695	111,695	108,768	121,251	121,425	144,360	105,623

(Unit: millions of yen)

Financial Position	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total assets	300,928	322,828	317,932	334,290	352,676	389,537	303,914	314,844	342,485	362,241	380,399	407,609	435,469	471,400	885,029
Total equity	124,419	108,208	126,159	138,536	151,546	173,674	196,600	194,468	208,072	200,405	227,338	247,363	272,403	302,910	292,565
Equity attributable to owners of parent	119,189	102,799	120,488	132,458	145,420	166,897	189,214	193,412	207,681	200,047	226,874	246,921	271,909	302,254	291,420
Interest-bearing debt + preferred shares**	84,860	84,860	57,000	55,000	50,000	60,000	45,000	55,000	55,400	83,054	85,643	78,972	77,916	73,970	315,409

(Unit: yen)

Per-Share Information**	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
BPS	286.79	330.49	387.10	425.46	467.00	535.91	607.51	620.93	666.72	640.85	726.77	790.86	870.56	967.36	932.41
EPS	111.40	53.80	59.09	50.24	86.57	91.39	104.32	89.55	100.17	92.13	107.09	107.20	119.44	129.51	144.10
Annual dividend per share	10.67	12.00	13.33	16.67	25.00	30.00	31.67	33.33	43.33	43.33	45.00	46.67	52.00	60.00	71.00

Major Indicators	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Return on equity attributable to owners of parent (ROE) (%)	24.1	15.1	16.5	12.4	19.4	18.2	18.2	14.6	15.6	14.9	15.7	14.1	14.4	14.1	15.2
Ordinary profit to assets ratio (ROA) (%)	7.9	7.1	8.0	9.4	9.8	9.7	10.5	12.5	13.1	—	—	—	—	—	—
Profit before tax to total assets ratio (ROA) (%)	—	—	—	—	—	—	—	—	—	11.7	12.5	12.3	12.7	12.7	9.7
Equity attributable to owners of parent ratio (%)	39.6	31.8	37.9	39.6	41.2	42.8	62.3	61.4	60.6	55.2	59.6	60.6	62.4	64.1	32.9
D/E ratio (times)**	0.46	0.83	0.47	0.42	0.34	0.36	0.24	0.28	0.27	0.42	0.38	0.32	0.29	0.24	1.08
Number of employees	11,995	11,797	11,689	11,754	11,769	11,910	12,054	12,365	13,979	13,979	14,550	14,938	15,328	16,296	20,252
Capital expenditures (millions of yen)	7,954	10,219	9,441	14,842	12,046	15,335	15,588	15,163	13,604	20,759	38,972	25,708	26,208	14,757	35,890
Depreciation and amortization (millions of yen)	5,380	6,690	6,841	8,865	8,003	8,972	11,245	10,530	10,358	17,303	18,437	19,881	20,629	21,433	24,866
R&D expenses (millions of yen)	417	566	449	267	117	266	280	725	1,190	1,190	874	1,097	1,058	965	2,395
Stock prices (yen)**	437.3	611.70	927.00	1,121.70	1,466.70	1,473.30	1,531.70	1,645.00	1,605.00	1,605.00	2,186.70	2,101.00	1,935.00	2,837.50	3,690.00
Price-book ratio (PBR) (times)	1.5	1.9	2.4	2.6	3.1	2.7	2.5	2.6	2.4	2.5	3.0	2.7	2.2	2.9	4.0
Price-earnings ratio (PER) (times)	3.9	11.4	15.7	22.3	16.9	16.1	14.7	18.4	16.0	17.4	20.4	19.6	16.2	21.9	25.6
Total shareholder return (TSR) (%)**	107.3	152.4	232.0	283.3	372.9	381.8	403.6	439.1	439.9	439.9	591.8	582.3	554.7	787.9	1011.7

\*1 Figures of CSK Corporation before the merger date (October 1, 2011) are not included.  
\*2 All the shares of QUO CARD Co., Ltd., which constitutes Prepaid Card Business, were transferred as of December 1, 2017.  
\*3 After transition to IFRS, values are presented including the other income and expenses.  
\*4 The figure as of March 31, 2012 includes ¥30.0 billion of preferred stock assumed by CSK Corporation in FY2011 as a result of the merger with the company. All of this preferred stock was acquired from the financial institutions holding the shares on May 31, 2012, and based on a resolution passed at the Ordinary General Meeting of Shareholders held on June 27, 2012, all of these preferred stocks were cancelled on the same day, June 27, 2012.  
According to J-GAAP from FY2011 to FY2019, interest-bearing debt was debt on which interest is paid excluding lease obligations. After the application of IFRS in FY2019, lease obligations have been included in the debt.  
\*5 SCSK carried out a one-for-three split of its common stock on October 1, 2021. Previous years' financial data is presented with values converted after the stock split.  
\*6 D/E ratio = Interest-bearing debt / Total equity - Non-controlling interests From FY2019 (when IFRS was applied)  
\*7 Calculated with the merger date (October 1, 2011) as 100%.

Human Resources Data

	FY2020	FY2021	FY2022	FY2023	FY2024
Average annual hours of training per employee (hours)	60	62	58	64	69
Average training expenses per employee (10 thousand yen)	24.8	26.0	24.9	27.3	28.3
Number of trainees dispatched overseas	5	12	15	13	12
Number of employees with a Career Development Plan (CDP)	8,170	8,315	8,164	8,249	8,171
Number of transferees using the personnel recruitment program and internal free agent (FA) program <sup>15</sup>	42	93	86	66	70
Number of employees certified under the IT Skill Level Assessment <sup>16</sup> (Lv1 to Lv7)	5,116	5,950	5,771	6,355	6,109
SCSK Career Frame					
Strategic job types	680	722	714	912	906
Development job types	3,503	3,734	3,415	3,377	3,168
Operations job types	787	802	712	696	444
Administrative job types	146	151	158	166	153
Young employee career development (development, infrastructure, systems management, embedded, sales) <sup>17</sup>	—	541	772	1,204	1,412
Regular health exam uptake rate (%)	100.0	100.0	100.0	100.0	100.0
Reexam rate <sup>18</sup> (%)	99.1	100.0	100.0	100.0	100.0
Rate of employees requiring specified health guidance <sup>18</sup> (%)	23.0	20.5	20.1	18.9	19.7
Stress check uptake rate (%)	93.7	92.1	91.5	92.3	91.0
Number of employees on leave <sup>19</sup>	59	69	77	81	94
Absence rate (%)	0.2	0.2	0.2	0.2	0.3
Number of industrial accidents	5	5	2	2	5
Kenko Waku Waku Mileage Program participation rate (%)	99.5	98.8	98.4	97.7	97.8
Number of participants in health literacy training <sup>20</sup>	4,061	2,925	3,115	3,118	3,364
Health behaviors and habits					
Average number of steps	7,478	7,925	8,209	8,418	8,041
Employees who do not eat breakfast <sup>21</sup> (%)	16.5	18.9	19.8	20.5	21.1
Dental exam uptake rate <sup>22</sup> (%)	42.2	43.9	45.4	60.2	63.7
Short sleeping hours <sup>23</sup> (%)	9.6	9.3	10.6	11.1	12.1
Employees who smoke (%)	15.0	14.1	13.9	13.4	12.0
Indicators on physical/mental health, job satisfaction and productivity					
Subjective health <sup>24</sup> (%)	89.1	88.2	85.2	83.6	83.4
Presenteeism (performance demonstration level) <sup>25</sup> (%)	86.2	84.2	81.7	80.2	78.5
Absenteeism <sup>26</sup> (%)	75.4	70.8	69.3	63.7	42.0
Employee awareness survey <sup>27</sup> (%)					
SCSK is a company with a pleasant workplace	92.1	91.8	90.6	89.3	89.7
SCSK is a company with a rewarding workplace	78.6	77.7	75.6	78.0	79.1
My abilities are fully leveraged	77.1	76.9	76.8	76.1	77.3

\*15 Personnel recruitment takes place once annually and internal FA is once annually.  
\*16 A program that certifies IT skills according to seven levels based on SCSK Career Framework.  
Strategic job types (business creator, sales, consultant, service manager BASM, service manager ITSM, marketing)  
Development job types (project manager, IT architect, AP specialist, embedded software development, IT specialist, product specialist, R&D expert, full-stack engineer, scrum master, and product owner)  
Operations job types (customer service, IT service management)  
Administrative job types (administrative support staff-engineering)  
\*17 Defined as Lv1 to Lv3.  
\*18 Data for each fiscal year is calculated as of July 31 of the following year.  
\*19 Number of employees on leave due to non-occupational injury or illness.  
\*20 Total number of participants in training on the themes of diet, exercise, sleep, women's health, and by age group in any given fiscal year.  
\*21 The percentage of employees who responded, "I rarely eat breakfast (0 to 3 times a week)."  
\*22 Until FY2022: The percentage of employees who answered "two or more times per year" or "One time per year" in response to the question, "Dental exams are believed to be necessary one to two times per year. How frequently do you receive dental exams?"  
In and after FY2023: The percentage of employees who answered "visited a dentist" in response to the question, "It is said to be ideal to have a dental exam once or twice a year in order to check the health condition of your teeth. Have you visited a dentist for treatment or an exam in the past year?"  
\*23 The percentage of employees who answered "Less than 5 hours" in response to the question, "How much sleep do you normally get?"  
\*24 The percentage of employees who answered "I'm healthy" or "I'm more healthy than unhealthy" in response to the question, "What is your health condition?"  
\*25 The percentage of employees who answered that they can demonstrate "80% or more of the abilities" they can demonstrate when they are in healthy conditions.  
\*26 The percentage of employees who answered "0 hours" in response to the question, "How many work hours did you take off or make adjustments due to a health issue in the previous one year?" (From FY2024, the applicable period has been changed from the previous three months to the previous one year).  
\*27 The percentage of employees who responded positively to the statements, "SCSK is a company with a pleasant workplace," "SCSK is a company with a rewarding workplace, and "My abilities are fully demonstrated" in the employee awareness survey.

Governance-related Data

(Number and percentage after the General Meeting of Shareholders)

	2021	2022	2023	2024	2025
Composition of the Board of Directors					
Number of Directors	12	12			