

Small Meeting on SCSK's New Medium-Term Management Plan

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October 1, 2020

➤ Need for structural change across IT services industry in light of advent of digital society

【Domestic IT Market】

- Return to normal levels of demand despite modest growth trend
- **Fundamental changes** fueled by cutting-edge technologies
- Transition toward **in-house IT development** as businesses become more intimately linked to IT
- **Position of effective digital technology utilization** as important factor under new normal amid COVID-19 pandemic
- Shift in human resource demand from problem solving-oriented to value creation-oriented personnel
- **Intensification of competition to secure IT personnel with our clients and other companies**, etc.

【Client Trend】

- Expanded provision of **integrated, cross-industry services** as digital transformations accelerate
- **Trend toward clients supplying IT services** fueled by in-house digital transformations, etc

【Technologies and Trends】

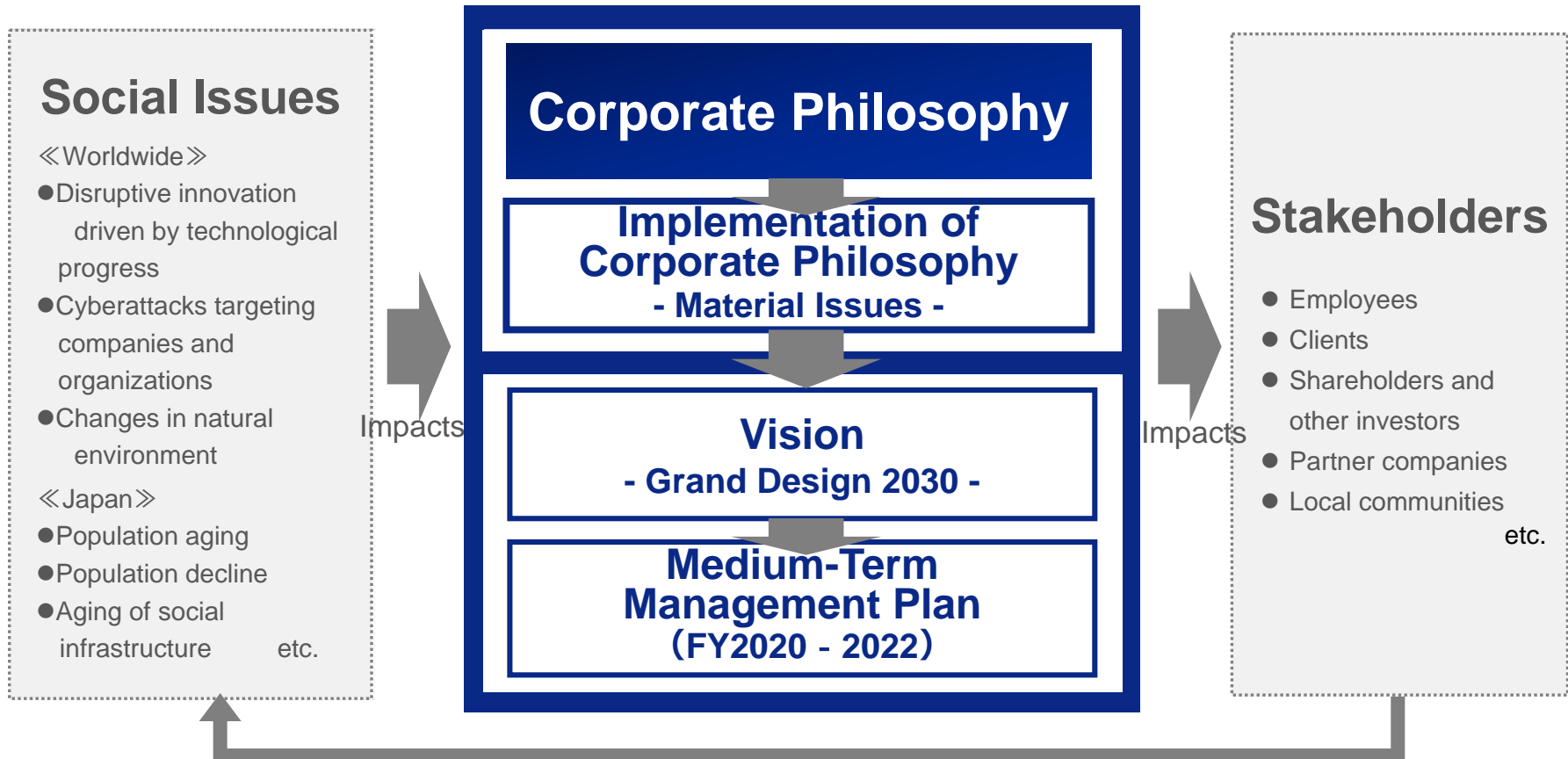
- Emergence of solutions combining AI, IoT, 5G, sharing, API, etc. as de facto standard, etc.



➤ Need for medium- to long-term strategies for drastically transformation

- Response to rapid **fundamental changes** in IT investment
- Improvement in **value creation capacity** in preparation for IT-driven evolution

- Promotion of “Sustainability Management” as groupwide growth strategy



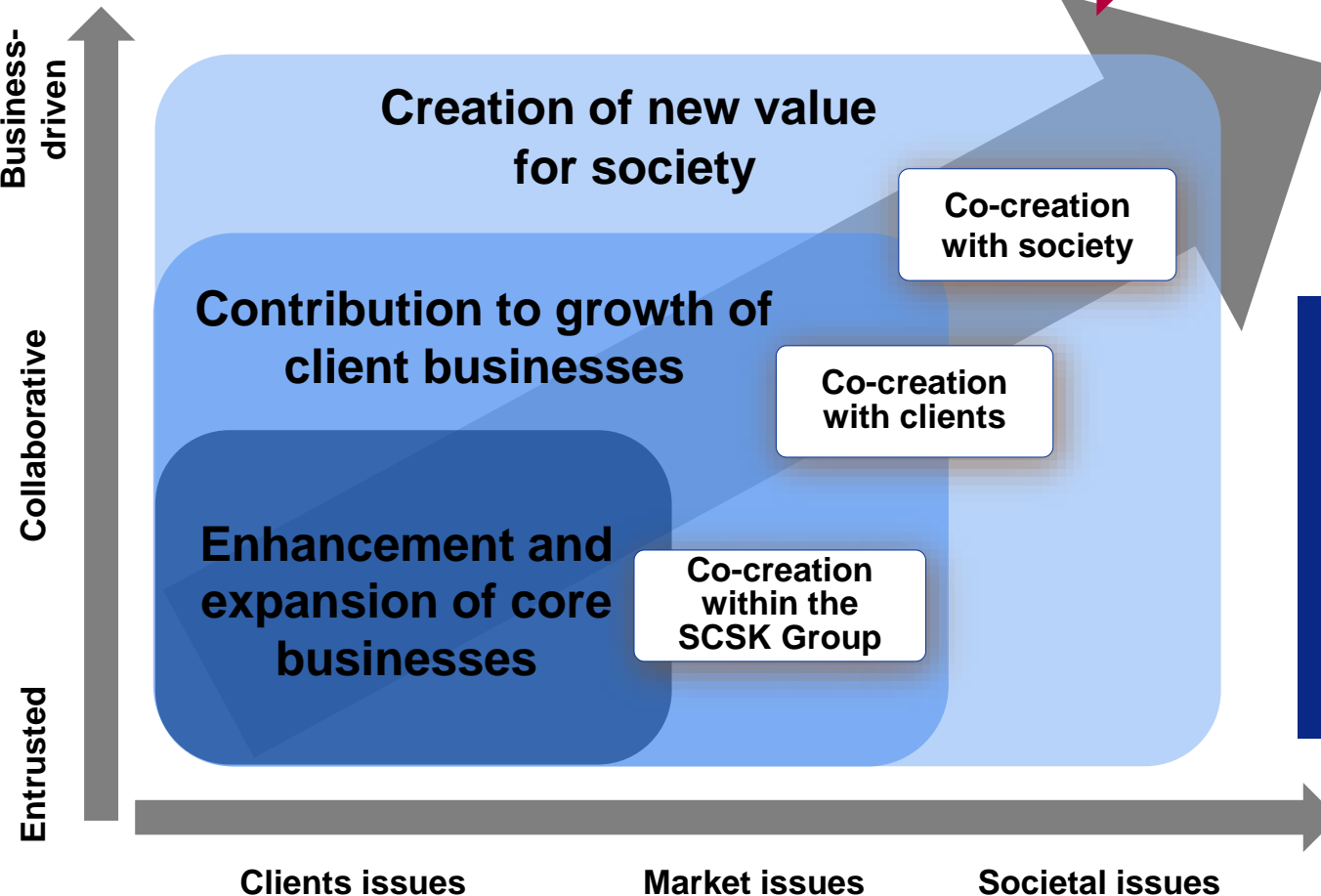
Group of professionals characterized by self-driven personal growth

Growth Driver

Investment in people (exploitation and exploration of knowledge and skills)

2030 Co-Creative IT Company

- IT for the next delight -
**Target net sales of
¥1 trillion**



Three Qualities of Societies

- Innovating for a Brighter Society
- Building Trust for a Safe and Secure Society
- Creating an Inclusive Society

Medium-Term Management Plan

- Core Strategies – (FY2020 to FY2022)

- Expand global operations by advancing three core strategies and managerial foundation reinforcement measures

