

**SCSK Corporation**  
**IR Meeting about SCSK's Sustainability**  
**Q&A Session Summary**

Date: March 11, 2024 4:00-5:00 PM

Speakers: Yasuhiko Oka  
Managing Executive Officer

Eri Kawanabe

Executive Officer, Assistant General Manager, Human Resources & General Affairs Div. (D&I·Well-Being Promotion)

Emi Shimizu

Senior Corporate Officer, General Manager,  
Sustainability Promotion & Corporate Communications Div.

Q. SCSK has put forth the human capital management target of raising the ratio of female directors to 30% by the fiscal year ending March 31, 2031. Has the Company been able to secure the human resources that will be necessary for achieving this goal?

A. We have set the goals of raising the ratio of female directors to 30% and the ratio of female senior executive officers and senior corporate officers to 20%. We are currently recruiting women to fill director positions from outside of the company, and we are on course to achieve our target of 30% rather quickly.

As for senior executive officers and senior corporate officers, the number of female employees age 45 or above is rather low due to the tendency for women to leave the Company earlier seen prior to our implementation of full-fledged work-life balance support systems for women in 2006. We therefore judged that a ratio of female senior executive officers and senior corporate officers of 30% would not be a realistic target, a realization that led to the decision to set a target of 20%.

Based on this target, which is slated to be accomplished by the fiscal year ending March 31, 2031, we are working to build a consensus among management with regard to the necessity of fostering female employees at SCSK and of granting them opportunities to contribute in officer positions as part of the process of bolstering diversity in important decision-making roles.

To further us toward our goals, we have implemented rank-based training programs as part of our systematic education and promotion of employees. For officer-ranked employees, we launched our Support Plus Program in 2024, and we have been moving forward with the training of officer candidates selected via recommendation by their organizations. Our lofty targets will not be easy to accomplish.

Disclaimer

- This data is intended to provide information about the Group's performance and business strategy and is not intended to solicit the purchase or sales of shares in Group companies.
- Estimates, targets, and outlooks included in this report are forward-looking statements based on information available as of the date of publication. Results and outcomes may differ materially from the forward-looking statements and no guarantee is made that targets will be reached. All such statements are subject to change without notice.
- SCSK cannot be held responsible for losses resulting from information contained in this report. This report should not be reproduced or retransmitted without authorization.

Nevertheless, we are committed to swiftly reaching these targets by cultivating candidates. Fortunately, the number of candidates recommended through the Support Plus Program surpassed the number anticipated by our human resource divisions.

We also launched a training program for division managers in the fiscal year ended March 31, 2023, and we have long been implementing training programs for section managers. As a result, we now find ourselves with a robust pool to pull from for candidates for such positions.

Q. It is said that human resources are an important management resource for companies operating in the IT services industry. Could you please offer some details regarding SCSK's initiatives for developing and raising the value of its human resources?

A. Our Medium-Term Management Plan defines non-financial management indexes pertaining to the training and development of consulting business staff, advanced engineers, and advanced project management personnel. Developing such human resources will be crucial to the future growth of the SCSK. While we may be able to maintain our traditional businesses with our current team, we will no doubt need to develop these types of human resources if we hope to continue growing.

As part of developing our consulting business staff, we partnered with Group consulting company Gran Manibus Co., Ltd., to assemble a new business design team tasked with accelerating the growth of the digital transformation market. This team is membered by talented SCSK Group business creators, business analysts, and technology designers. These individuals are expected to help us create and grow new businesses and to expedite the promotion of said businesses.

For developing advanced engineers, we began having IT engineers across the Group undergo basic training for digital talent in the fiscal year ended March 31, 2023. These trainings are expected to greatly enhance the capabilities of our engineers. We are also implementing re-skilling programs to bolster our engineers' high-level technical skills.

As for the cultivation of advanced project management personnel, we are currently utilizing programs for training individuals selected by the relevant divisions as well as programs for enhancing practical project management skills. This approach is being adopted to facilitate the swift acquisition of the skills and knowledge needed for smooth operation of medium-sized projects by mid-ranked or leader-level project managers.

However, it is not realistic to rely on a single uniform training approach for advanced project management personnel as the types of knowledge required by such individuals can vary based on their area of business. This is why we are having business groups implement their own, highly specialized training programs for their engineers in order to bolster project management skills. These programs will be backed by support from the Human Resources Development Division.

END

#### Disclaimer

- This data is intended to provide information about the Group's performance and business strategy and is not intended to solicit the purchase or sales of shares in Group companies.
- Estimates, targets, and outlooks included in this report are forward-looking statements based on information available as of the date of publication. Results and outcomes may differ materially from the forward-looking statements and no guarantee is made that targets will be reached. All such statements are subject to change without notice.
- SCSK cannot be held responsible for losses resulting from information contained in this report. This report should not be reproduced or retransmitted without authorization.