Global Environmental Contributions

ENVIRONMENT
Global Environmental Contributions

Greenhouse Gas Emissions Reduction Targets and Initiatives for Reduction of the SCSK Group

In addition to actively engaging in environmentally friendly business activities, the SCSK Group views the changes in the business environment for the realization of a decarbonized and Circular society as business opportunities. We will contribute to the development of a sustainable society through co-creation with clients and partner companies across a wide range of industries.

To achieve a decarbonized and recycling-oriented society, we have set medium- to long-term GHG emissions reduction targets that have been certified by the SBTi,[1] and have developed a transition plan to a decarbonized economy. Based on these reduction targets and the transition plan, we are promoting specific initiatives.

For more information on "Transition Plan to a Decarbonized Economy," please visit: https://www.scsk.jp/corp_en/csr/environment/efforts.html
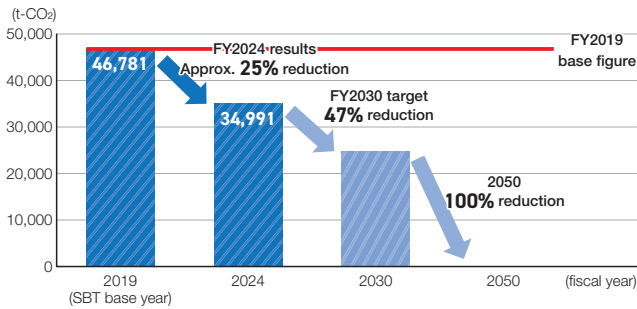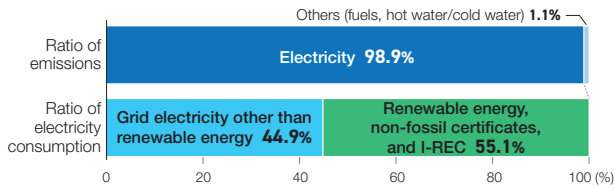
SCSK Group's GHG reduction targets

Scope1+2	● Reduce emissions 47% by FY2030 compared to FY2019 (1.5°C target)
	● Reduce emissions 100% by 2050
Scope3	● Reduce emissions 28% by FY2030 compared to FY2019

Emissions reduction results and reduction initiatives

Progress Toward Scope 1 + 2 Emissions Reduction Targets

Scope 1 + 2 Emissions Status (FY2024)
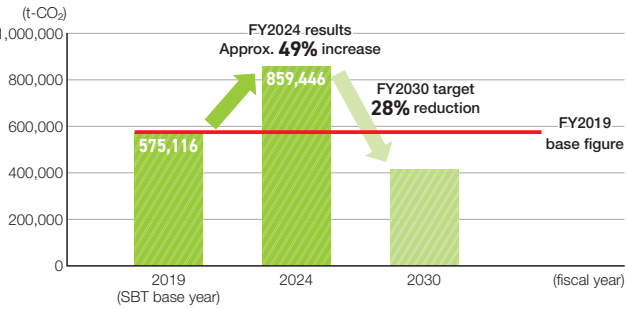

Scope 1 + 2 Emissions Overview

SCSK Group reduced Scope 1 + 2 emissions by approximately 25% compared to FY2019 (SBT base year) through the use of renewable energy, the utilization of non-fossil fuel energy certificates and I-REC.[2]

Main initiatives to reduce Scope 1 + 2 emissions

SCSK Group are taking measures to reduce greenhouse gas emissions from the use of electric power, which accounts for the majority of Scope 1 and 2.

In FY2024, we reduced the annual emissions by approximately 606 t-CO_2 at our data centers through efforts to minimize power consumption, including optimal operation of equipment and LED lighting. Through the use of renewable energy, the purchase of non-fossil fuel energy certificates, and the utilization of non-fossil fuel energy certificates and I-REC, we reduced greenhouse gas emissions by approximately 42,013 t-CO_2 per year, and the renewable energy ratio of electricity increased by 7.8% from the previous fiscal year to 55.1%.

Progress Toward Scope 3 Emissions Reduction Targets

Scope 3 Emissions Status (FY2024)

Scope 3 Emissions Overview

Greenhouse gas emissions increased by approximately 49% from FY2019 (SBT base year) due to the acquisition of Net One Systems Co., Ltd. as a consolidated subsidiary in December 2024 and business expansion.

Main initiatives to reduce Scope 3 emissions

For outsources operations greenhouse gas emissions, we continued in FY2024 to transition to a calculation method that enables us to accurately identify greenhouse gas emissions from our outsourcing partners. Through this initiative, we will promote the formulation and implementation of more effective reduction measures based on the actual status of greenhouse gas emissions of our outsourcing partners. For Core partners,[3] which are the core outsourcing partner companies of the SCSK Group, we explain and exchange views on the Group's initiatives to reduce greenhouse gas emissions. We also ask them to calculate greenhouse gas emissions and set reduction targets while gaining their understanding.

Environmental Management

Environmental Management System (EMS)

SCSK has acquired ISO 14001 certification, which is an environmental management system standard, and established a system in which approval of the officer in charge of the environment is to be obtained through management review. Each organizational unit uses its own environmental management system to promote measures to reduce environmental impact.

Environmental Targets

SCSK has been promoting initiatives to mitigate environmental impacts by establishing office environment targets on office and site operations in 2015. Owing to changes in work conditions due to remote working and online meetings becoming the norm and the promotion of less use of paper, we achieved reductions greatly exceeding our targets for the amount of copier paper purchased and general waste emissions. We will continue to work to reduce environmental impacts through our EMS activities.

Achievement of Office Environment Targets (base year 2015)

Scope (total volume)	FY2024 targets	FY2024 results
Amount of copier paper purchased	36% or higher reduction	87.3% reduction[4]
General waste emissions	9% or higher reduction	39.6% reduction

Initiatives for recycling and reducing waste electronics
https://www.scsk.jp/corp_en/csr/environment/efforts.html

*1 SBT (Science Based Targets) initiative: An initiative calling for companies to establish reduction targets consistent with scientific knowledge in order to stop the increase in average worldwide temperature.
*2 I-REC (International Renewable Energy Certificate): An international "energy attribute certificate" recognized as a reliable certification scheme by major global reporting frameworks such as the GHG Protocol and CDP.
*3 Effective FY2025, the name has been changed to Prime Business Partner.
*4 Business locations with ISO certification only

Global Environmental Contributions

Information disclosure based on TCFD/TNFD

The SCSK Group recognizes that responding to climate change and natural capital is an important management issue and attaches great importance to strategy and flexibility in dealing with uncertain situation changes. Based on this belief, the Group supports the principles of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD). Based on these frameworks, the Company identifies and organizes climate change- and natural capital-related risks and opportunities across all business areas, and discloses its beliefs and initiatives in accordance with four requirements.

For more information of "TCFD" please visit:
https://www.scsk.jp/corp_en/csr/environment/efforts.html

Governance

As regards the response to climate change and natural capital, Sustainability Committee, an advisory committee chaired by President and Representative Director, considers and confirms corporation-wide issues and measures.

The content of consideration is passed over from the Sustainability Committee to Management Committee to be further discussed in the context of corporation-wide management; after that, the Sustainability Committee regularly reports to the Board of Directors for appropriate supervision.

P27 / Governance system for sustainability

Strategy

TCFD

In TCFD scenario analysis, the worldviews for a 1.5°C scenario and a 4°C scenario were defined based on the external scenarios from the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). We have identified risks and opportunities linked to climate change by referencing various government reports and disclosure standards such as SASB and IFRS S2. We also examined the risks and opportunities under each scenario in terms of policy directions and potential countermeasures. In future, we will continue consideration of measures to avoid or mitigate risks and to seize opportunities; we will also aim at enhancing resilience of business activities through implementation of designed measures.

Scenario	Type	Major impact items	Category	Financial impact (billions of yen) 2030	Financial impact (billions of yen) 2050	Examples of countermeasures
1.5°C	Risk	Increased operating costs due to the introduction and expansion of carbon pricing*1	Expenses	−0.5	—	Optimizing equipment operations to conserve energy and purchasing renewable energy to stabilize power procurement costs (e.g., PPA)
1.5°C	Risk	Increased power procurement costs due to rising electricity prices resulting from the widespread use of renewable energy	Expenses	−0.7	−10.2	Optimizing equipment operations to conserve energy and purchasing renewable energy to stabilize power procurement costs (e.g., PPA)
1.5°C	Opportunity	Increased sales due to expanded sales of products and services that contribute to decarbonization*2	Sales	+1.2	+9.9	Investing in the development of new projects that contribute to decarbonization and expanding businesses related to decarbonization
4°C	Opportunity	Increased sales due to an increase in demand for data centers resilient to heavy rains and floods*3	Sales	+1.1	+5.4	Maintaining and enhancing data centers' resilience to natural disasters to develop and expand data center services

TNFD

We have identified the general relationships of dependence and impact on natural capital at each stage of the SCSK Group's value chain. Next, we utilized qualitative information—such as the business lines of the SCSK Group and the geographical characteristics of its bases—together with quantitative data, including greenhouse gas emissions at each bases, to identify and assess specific ways in which dependence and impact on natural capital can be observed. The identified risks and opportunities were evaluated and prioritized based on their significance to both stakeholders and the SCSK Group, and corresponding measures were formulated.

The identified risks and opportunities as well as indicators and targets will be regularly reviewed, and corresponding measures will be considered.

	Category	Identified risks and opportunities	Timing of occurrence	Impact on business	Response, specific examples, etc.
Physical risk	Acute	Restriction of water intake due to water shortage and depletion of well water	Medium-Term Long-Term	· Operational losses at data centers due to suspension of water-dependent cooling and air conditioning systems · Potential increase in data center operating costs if use of municipal water becomes necessary due to factors such as well water depletion	· Change in cooling system for IT equipment (adoption of air-cooled free cooling chillers, etc.) · Efficient use of water resources
Transition risk	Market	Delay in product development that contribute to solving nature-related issues	Medium-Term Long-Term	· Reduced revenue opportunities resulting from the advancement of competitors' product development	· Promotion of businesses that contribute to solving nature-related issues
Transition risk	Liability	Amid rising awareness of the need to protect ecosystems, lawsuits are filed against the deterioration of the surrounding environment resulting from operations.		· Occurrence of compensation for damages	· Continued management in accordance with applicable laws and regulations
Opportunity	Products/Services	Clients who seek products and services with low environmental impact use our products and services with consideration for the environment.	Short-Term Medium-Term	· Sales growth driven by expansion of sales scale · Increase in earnings opportunities due to improved corporate reputation	· Development of nature-positive solutions as new products and services
Opportunity	Ecosystem protection and restoration	Implementation of social contribution activities for nature and biodiversity	Short-Term Medium-Term	· Increase in earnings opportunities due to improved corporate reputation	· Promotion of social contribution activities that support nature-positive outcomes

Risk management

SCSK has established the Risk Management Regulations, so that we can appropriately manage risks that could have a material impact on the Group's business. The Department supervising risk management collaborates with the Divisions responsible for individual risks to analyze risks based on external reports and advice from outside experts.

The Divisions responsible for individual risks submit reports on the analyzed risks to the Sustainability Committee, which examines and identifies risks. The identified risk items are reported by the Divisions responsible for individual risks to the Department supervising risk management, and are appropriately managed in accordance with the Risk Management Regulations.

P105 / Risk management system

Metrics and targets

The SCSK Group has set greenhouse gas emissions reduction targets and is working on initiatives to reduce such emissions. The Group also monitors water usage, waste generation, and other indicators quantitatively to reduce the environmental impact of its operations.

P65 / SCSK Group's GHG reduction targets

Disclosure of environmental performance data/Third party verification and assurance

The SCSK Group have obtained third-party verification and assurance from KPMG AZSA Sustainability Co., Ltd. for its greenhouse gas emissions, and published the results in the FY2024 Securities Report.

The Group will continue striving to disclose highly reliable information in the future.

For more information on the "Third-Party Assurance Report," please visit:
https://www.scsk.jp/corp_en/csr/pdf/assuarance_statement_2024_e.pdf

P120 / Environmental performance data

*1 The financial impact evaluation was based on the assumption that greenhouse gas emissions reduction targets will be met.
*2 An increase in sales resulting from the optimization of sales prices in response to increased power procurement costs was excluded from the estimates.
*3 Resilient: Toughness and resiliency to quickly recover in the event of problems caused by natural disasters, etc.

Foundation Supporting Value Creation

Message from the Management   Toward New Business Growth   Value Creation Story   Strategies to Create Value   **Foundation Supporting Value Creation**   Data Section

Message from the Officer in Charge of Human Resources

SCSK's Human Capital Management
To the Next Stage Toward Grand Design 2030

Yasushi Shimizu
Senior Managing Executive Officer,
General Manager, Human Resources

Diagram

Beyond Healthy Management to become "Well-Being Management" — **From pleasantness to job satisfaction**

Based on SCSK's past initiatives, we will define Well-Being management as the next stages and promote initiatives

- Improve long working hours through efficient ways of working
- Shift from uniform to flexible working styles

Toward a company that is healthy both in mind and body

Kenko Waku Waku Mileage Program

Smart Work Challenge

A company that contributes to society through value creation and can experience job satisfaction

1st STAGE Working style reforms From FY2012

2nd STAGE Health and Productivity Management From FY2015

3rd STAGE Well-Being Management From FY2023

SCSK Well-Being Cycle

Maximize the value of human resources to pave the way to the future of corporate value toward becoming a "Co-Creative IT Company in 2030"

The SCSK Group, guided by its corporate philosophy, "Create Our Future of Dreams," has actively pursued human capital management, regarding people as capital and maximizing their value. The current Medium-Term Management Plan (FY2023–FY2025) ("Current Plan") aims for a dramatic improvement in "comprehensive corporate value," encompassing not only economic value but also non-financial elements such as social and human capital value. This message outlines SCSK's approach to human resources strategy, covering our past initiatives and achievements in human capital management, the positioning of human capital within our Current Plan, and our outlook for becoming a co-creative IT company as envisioned in Grand Design 2030.

—— Please explain SCSK's fundamental approach to human capital management and the initiatives the Company has implemented.

The SCSK Group, guided by its corporate philosophy, "Create Our Future of Dreams," has declared "Respecting each other" as the first of its commitments toward bringing this vision to fruition. Our greatest asset and the driving force behind our growth is our people. Human capital management, which regards human resources as capital and maximizes their value, is the essence of the Group's business operations.

Underpinned by this philosophy, we have established our "Principles for Health and Productivity Management," which emphasize that each employee's health is the foundation for their personal happiness, the well-being of themselves and their families, and the growth of our business. We are committed to fostering a positive work environment in which employees can work in safety and with peace of mind. Based on this,

our company has actively pursued workstyle reform and health management, using both institutional and cultural changes to advance improvements to the workplace environment. We have constructed a foundation on which employees can maximize their capabilities.

These initiatives have earned the Company high praise from society as a leader in workstyle reform and health and productivity management, including having been selected as a KENKO Investment for Health for 11 consecutive years. We are currently accelerating initiatives based on the foundation of Health and Productivity Management—focused on maintaining and improving health—to evolve into Well-being Management. The aim of this approach is to maximize employee capabilities while enhancing engagement through a sense of fulfillment and job satisfaction.
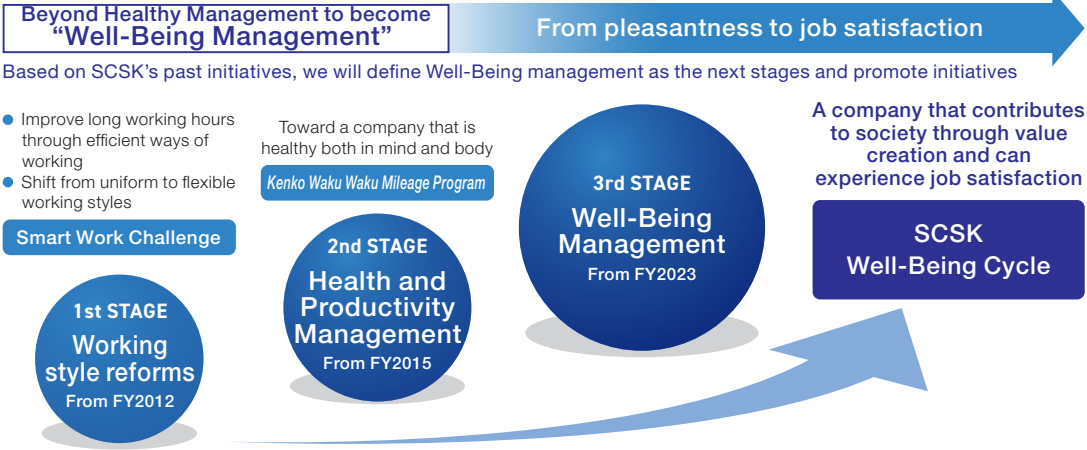
—— The current Medium-Term Management Plan sets the goal of enhancing "Capital." Within this framework, where do we position human capital value?

Under the current Plan, our policy is to dramatically improve our "comprehensive corporate value," which is corporate value that encompasses economic, social, and human capital value. Among these, enhancing human capital value is positioned as a pillar for augmenting our management foundation, with "Maximization of Human Resource Value" as our fundamental policy. We recognize that corporate growth is driven by the growth of our employees, and as such we are committed to maximizing the market value of every employee.

Specifically, to align our business and human resources strategies, we are formulating a medium-term human resources portfolio plan based on business strategy and executing human resource development and reskilling in line with that plan. Through our Integrated Career Development Plan (iCDP)—operated as an autonomous, strategic, and integrated career development platform—we are advancing initiatives that emphasize the interconnectedness of the talent management cycle, including recruitment, training, placement, and evaluation, and our systems and policies.

Furthermore, to make our strategy more effective, we have established management indicators for key objectives. These include pushing forward human resources initiatives and personnel development to achieve business strategies, promoting Well-Being Management to boost job satisfaction, and driving diversity & inclusion efforts. We monitor progress company-wide and connect it to organizational unit-level activities.

We proactively share the progress of these initiatives with a diverse range of stakeholders in-house and externally, striving to heighten transparency and boost

our presence. In FY2024, we garnered Thought Leaders of Human Capital 2024 and Human Capital Management Excellence 2024 Gold Award. We earned this recognition for our approach to human resources strategy, which involves accurately ascertaining industry-specific personnel risks and adopting a company-wide perspective that crosses departmental boundaries. It further acknowledges our establishment and implementation of the proprietary SCSK Well-Being Score, which clearly connects human resources and business strategies.

Our business leverages our core competency in digital technology and is characterized by the fact that value is generated by people themselves. It feels natural to us that maximizing the capabilities of our people—our greatest asset—and optimizing their performance drives our value creation. Having these initiatives recognized externally, however, from a human capital management perspective, has provided us with considerable encouragement as we move forward to the next stage.

—— Through human capital management, what future do you envision for becoming a co-creative IT company as outlined in Grand Design 2030?

Our company has reached the midpoint in realizing the vision set forth in Grand Design 2030. Amidst accelerating change in the social and economic environments, the business environment and labor market are also undergoing a rapid transformation. It is essential for sustainable corporate growth to develop and put into practice sophisticated human resource strategies that are in close alignment with business strategy.

Given these circumstances, we are speeding up efforts to evolve our human capital management to the next stage, planning a fundamental overhaul of our personnel system in advance of the April 2026 launch of our next Medium-Term Management Plan. With this new personnel system at its core, we will take another look at our overall human resources strategy.

Based on a new approach to human resources strategies, we reorganized iCDP, which had been used

Message from the Officer in Charge of Human Resources

as a platform for career development, into the SCSK Human Capital Management Cycle. At the nucleus of this cycle is the promotion of human resources strategies that contribute to heightened corporate value. To construct a dynamic human resources portfolio, we will proceed with systematic talent acquisition aligned with management and business strategies, form target pools for required personnel, and use strategic development and placement to maximize value of human resources.

Under the new personnel system, we will support employees in proactively taking on more challenging roles, and decide on remuneration in accordance with those roles. We will establish a system in which individuals clarify their own challenges and identify necessary skills while fulfilling their roles, and then the Company reflects these in training and placement. Therefore, it is more important than ever for employees themselves to take ownership of their careers and proactively develop their skills. We are proceeding with the design of systems that encourage employees' autonomous growth, and we expect each employee to actively leverage these systems to achieve their own career goals.

In an era of frenetic change, constant value creation requires a steadfast commitment to pursuing the intrinsic value of one's business while remaining mindful of short-term changes in the environment, and persistently improving, evolving, and transforming the

business model. Put another way, we believe that nurturing organizations and individuals with strong "self-innovation capabilities" is directly connected to our company's sustainable growth and the realization of our corporate philosophy: "Create Our Future of Dreams."

We will move forward with fostering an environment in which employees can grow autonomously, encompassing not only institutional changes but organizational culture and management style transformations. Our aim is to establish a human capital management cycle that embodies SCSK's singular approach, which allows employees to thrive and take on challenges within an organization that provides psychological safety, with our initiatives underpinned by Well-Being Management.

As each employee gains a sense of accomplishment through business activities and contributions to society, their sense of fulfillment at work rises, creating a virtuous cycle that enhances engagement and well-being. We foster co-creation with customers and society through our business activities by harnessing each employee's autonomous growth as the driving force behind value creation and advancing human capital management that maximizes the value of human capital. We are committed to ensuring that we become a co-creative IT company as envisioned in Grand Design 2030 by fostering a virtuous cycle of social and economic value generated from this foundation.

SCSK Human Capital Management Cycle
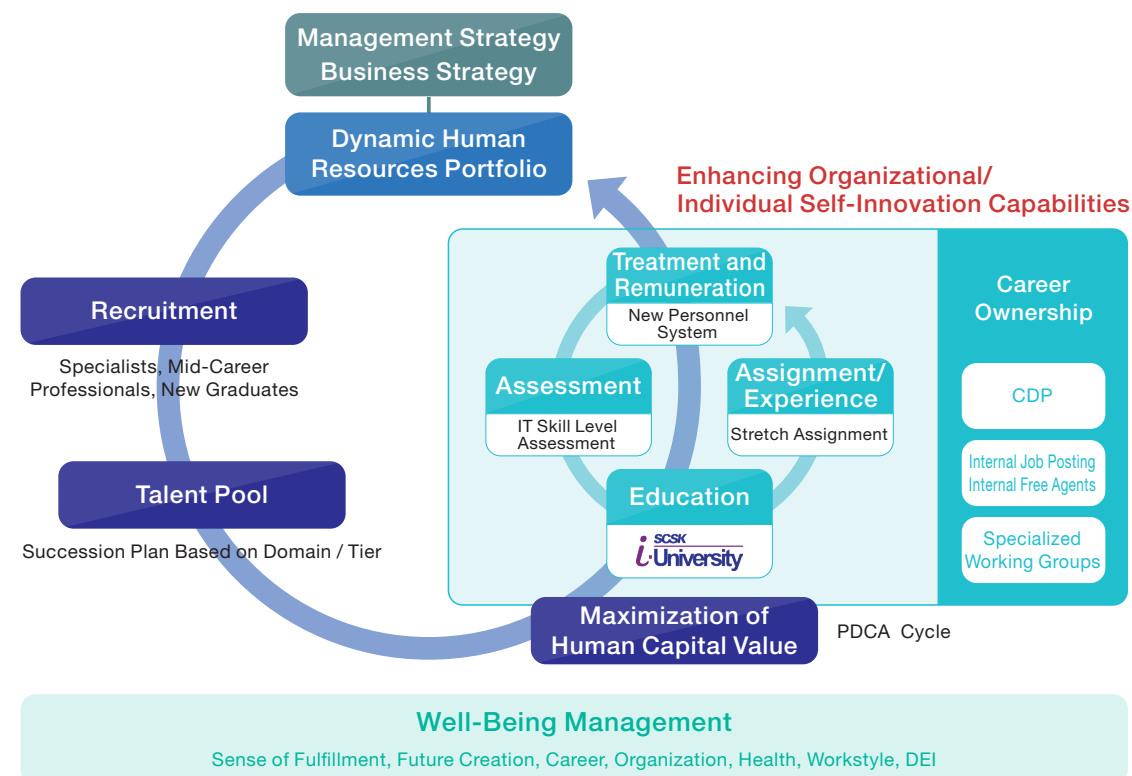
Well-Being Management as a driver of value creation

Eri Kawanabe
Senior Executive Officer, Assistant General Manager, Human Resources (DEIB & Well-Being Promotion)

Seven values of Well-Being Management at SCSK

The SCSK Group is promoting Well-Being Management with the aim of becoming a company that contributes to society through value creation, and one where people can feel a sense of job satisfaction. Based on the seven values of Well-Being at SCSK defined as our guiding principle, we are promoting specific measures to ensure that the policies are disseminated to our employees and to foster a corporate culture that reflects them.

Going forward, we will shift our focus from comfort to job satisfaction and work to construct a new corporate culture overflowing with fulfillment and future creation. We will continue dedicating our efforts to the fostering of an environment in which every employee values their health, realizes a workstyle that best suits them, and proactively engages in new challenges for the future.

SCSK began conducting surveys on a non-consolidated basis in FY2023, and on a consolidated basis for the SCSK Group starting in FY2024. At SCSK, which took the initiative in implementation, many of the indicators that comprise the Well-Being values have improved, evidence that these efforts are steadily generating results. Furthermore, we share each company's well-being activities at meetings attended by SCSK Group HR managers and have launched a Well-Being portal site featuring messages from Group company management and a guide to improvement measures to promote well-being group-wide.

Through the practice of Well-Being Management, we envision a future in which individuals and the organization grow in tandem. Moving forward, we will continue to foster a virtuous cycle in which each employee understands and practices Well-Being values and metrics. This will lead to further enhanced employee engagement, cultivation of proactive motivation to make contributions, and become the driving force behind the value creation of the SCSK Group.

Well-Being Cycle and results of initiatives

As a practical process for Well-Being Management, we are promoting the Well-Being Cycle. In this cycle, we have defined 27 indicators based on the seven values of Well-Being at SCSK, and visualized employees' perceived levels of well-being in the form of the SCSK Well-Being Score. We are constructing a system in which employees, organizations, and companies cooperate in improving well-being, based on data that provides insight into the state of the company or organization—not assessments based on numerical values—and by comparing this data with the actual situation. Furthermore, through industry-academia collaborative research, we are also endeavoring to clarify the mechanisms that generate a positive environment and job satisfaction.

Create Our Future of Dreams

Driving force behind value creation

Willingness to contribute proactively to becoming a co-creative IT company on the part of each employee

Improving engagement

An environment where employees, the organization, and the company grow together
A company where all employees feel comfort and job satisfaction

Practicing Well-Being Management

Each and every employee understands the seven values and indicators of Well-Being and practices them

Foundation Supporting Value Creation

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Diverse Team of Professionals

SOCIAL
Diverse Team of Professionals

Human Capital Management

Basic approach

The SCSK Group positions "sustainability management" as a growth strategy. By leveraging our core competencies, we aim to contribute to solving various social issues together with our customers and society, create new value that society needs, and achieve sustainable growth in partnership with society. The SCSK Group has set forth "Our Promises" to realize its Corporate Philosophy, "Create Our Future of Dreams." The first of these promises is "Respecting each other," which declares our commitment to respecting the personality and value of each and every employee and to leveraging the abilities of each other to the maximum extent.

Under the Medium-Term Management Plan, our policy is to dramatically improve our Comprehensive Corporate Value, which is corporate value that encompasses economic value, social value, human capital value, and other non-financial elements. With regard to the enhancement of human capital value, the SCSK Group has adopted the basic policy of maximizing the value of each and every employee. We invest in the development of employee capabilities, including specialization level, skills, experience, and other attributes and consistently select projects and assignments that help employees enhance their abilities, while providing opportunities and environments for growth. We also strive to continuously select and build business areas and models where employees can fully demonstrate their capabilities. Moreover, we are promoting "Well-Being Management" with the aim of becoming a company where employees feel a true sense of purpose and fulfillment in their work. In addition to a pleasant working environment cultivated mainly through working style reforms and health and productivity management, we seek to enhance job satisfaction and engagement through contributions to the creation of social value and economic value.

Human resources strategy

To realize the Grand Design 2030 vision of becoming a "Co-Creative IT Company," we are promoting our human resources strategy by setting four priority measures based on the basic policy of maximizing human resource value. In implementing this strategy, we have established company-wide meeting bodies in which management, business divisions, and corporate divisions work together to discuss the execution of the human resources strategy, its internal dissemination, and the monitoring of progress against management indicators.

Furthermore, to retain and acquire professional talent and ensure competitiveness, we are making human capital investments of between ¥10 billion and ¥20 billion. Through these investments, we support the recruitment and success of outstanding talent by raising compensation levels and enhancing development environments.

Human Resources Strategy Committee

Chaired by the general manager in charge of human resources, the Committee comprises group leaders from each business division, who are responsible for business execution; general managers from each corporate division, who are responsible for strengthening the management foundation; and the Talent Strategy Div. The Committee discusses initiatives related to future human resources strategies and the renewal of personnel systems, including enhancing the linkage between business and human resources strategies, thereby strengthening strategic execution.

DEIB Promotion Committee

Chaired by the general manager in charge of human resources and co-chaired by the assistant general manager in charge of human resources (DEIB & Well-Being Promotion), the DEIB Promotion Committee comprises general managers representing each business division, and leaders of dedicated organizations overseeing DEIB & Well-Being Promotion. The Committee discusses initiatives to promote the appointment of women in order to ensure diversity in decision-making, as well as specific measures for the implementation of Well-Being Management. It also promotes the development of workplace environments and a corporate culture that enable diverse talent to fully demonstrate their capabilities.

Medium-Term Management Plan (FY2023–FY2025)

Maximization of Human Resource Value

Policy of Human Resources Strategy

Personnel System and Human Resources Development in Line with Business Strategy
P75-78

Well-Being Management to Improve "Job Satisfaction" of Employees
P79-84

Priority Measures

We aim to maximize human resource value through business strategy and human resources strategy, as well as demonstration of abilities by each and every one of our employees and linkage with their motivation to grow.

- **Priority Measure 1** — "Business strategy and human resources portfolio" to improve and utilize abilities and skills
- **Priority Measure 2** — "Treatment and remuneration systems" to appropriately evaluate abilities and skills and reward performance

While each and every employee is in good physical and mental condition and maintains a high level of engagement with the organization, we aim to improve "job satisfaction" of employees by their realizing autonomous growth and creating new value through our business.

- **Priority Measure 3** — "Well-Being Management" that leads to creation of value
- **Priority Measure 4** — "Diversity and Inclusion" that respect and draw on diversity

Management Indicators (non-financial)

Indicators and Targets

Improvement of consulting functions and strengthening business development	Development of cutting-edge digital engineers	Execution of high-quality projects
Talent for consulting and business design **500** persons or more	Number of employees who have completed training to develop advanced technologies **3,000** persons or more	Advanced PM talent **250** persons or more

Strengthening company-wide education and development
Persons who completed digital skill standard education for the all-Group IT engineers: **10,000** people

Indicators and Targets

First-hand experience of pleasantness and job satisfaction	Physical and mental health and demonstration of performance	Deepening of diversity and inclusion
Employee awareness survey: Engagement **90**% or higher	Employee awareness surveys: Degree of performance demonstration **90**% or higher	Number of females in general manager positions **Three** times or more

SCSK Engagement indicators

Sense of contribution
- Motivation
- Future Creation

Growth
- Career
- Organization

Safety and security
- Health
- Working Styles
- DEI

Work Engagement

Positive Working Environment

Practicing Well-Being Management (SCSK Well-Being Score)

Dramatic improvements in "comprehensive corporate value" (economic value, social value, and human capital value)

Grand Design 2030

Co-Creative IT Company

Foundation Supporting Value Creation

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Diverse Team of Professionals

"Business Strategy and Human Resources Portfolio" to Improve and Utilize Abilities and Skills

Dynamic linkage between business strategy and human resources strategy

SCSK has formulated a medium-term human resources portfolio plan that is dynamically linked to the Company's business strategies, based on organizational units responsible for managing each of its businesses. Based on this plan, talent development and reskilling initiatives that combine on-the-job training (OJT) and off-the-job training (Off-JT) are implemented to cultivate employees with skills and advanced specialization aligned with business strategies. In addition, we aim to maximize the value of our human resources by simultaneously promoting business structural reforms, optimal placement of personnel, and the development of workplace environments that enable a diverse range of employees to fully demonstrate their capabilities and motivation.
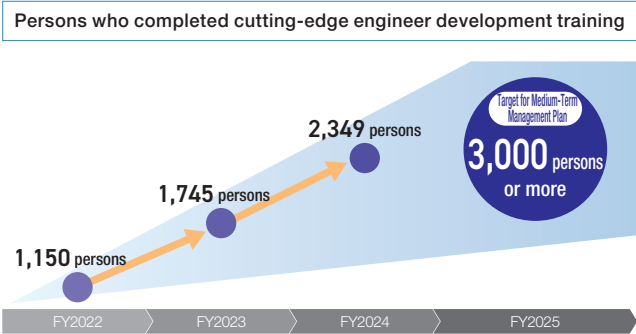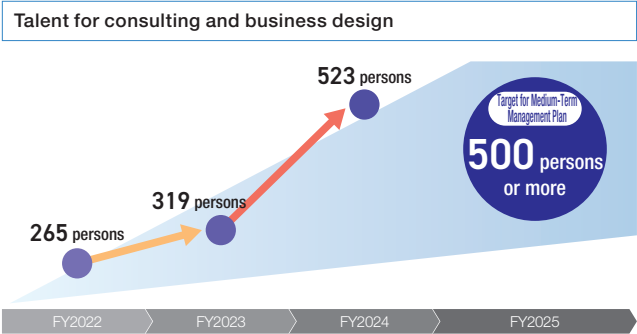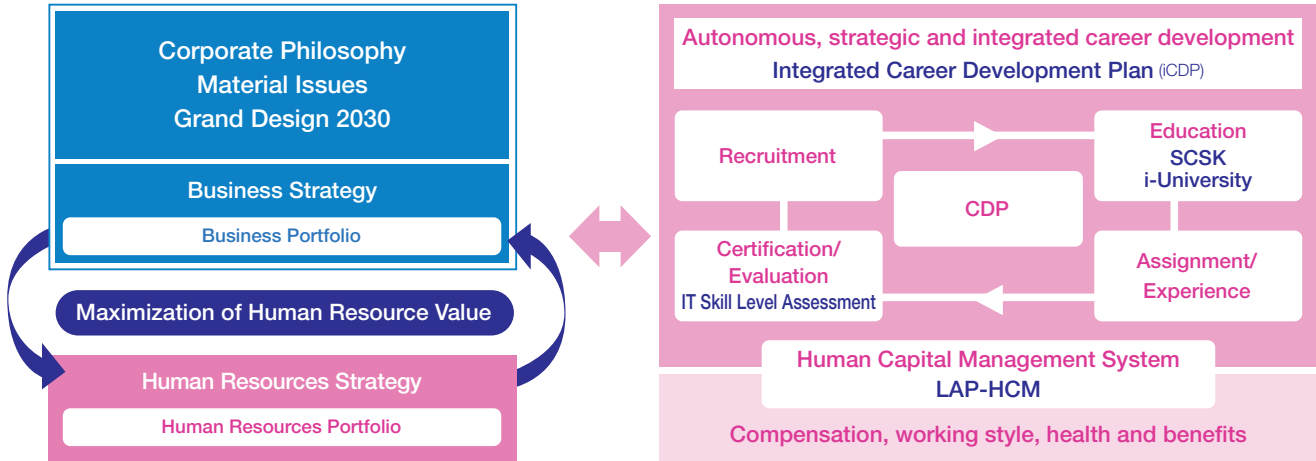
As a result of our efforts to date, we have recognized the gap between the human resources portfolio, which shows the skills and personnel composition necessary to achieve our business plans, and our current status. The process for planning and executing of developing human resources, securing stable human resources, and the optimal allocation of personnel to eliminate that gap is gaining ground. Currently, we are promoting a more strategic use of the human resources portfolio by identifying high-level digital talent to lead business strategies and highly skilled professionals who are key to business expansion, and by strengthening recruitment activities. While flexibly responding to changes in the market environment, we will further accelerate these efforts and advance initiatives aimed at maximizing the value of human resources and enhancing the corporate value of the SCSK Group.

Career development platform to realize maximization of human resource value

In order to maximize the value of human resources through business growth and the growth of each and every employee, we emphasize the integrated alignment of business strategy, human resources strategy, and the demonstration of individual capabilities and motivation to grow. To this end, we have established the Integrated Career Development Plan (iCDP) as an autonomous, strategic, and integrated career development platform, and operate it as a basic cycle to maximize human resource value with a focus on links to human resources systems and measures.

In addition, in order to support the effective operation of "iCDP," we have introduced LAP-HCM,* a human capital management system. By enabling the visualization and analysis of human resources information, we are able to utilize this data to formulate company-wide human resources strategies, support each organization in developing its own management and training plans, and encourage each employee to enhance their skills and develop their career autonomously. These initiatives also contribute to fostering a learning culture, and serve as a foundation for enhancing corporate value through the growth of employees.

*LAP=Learning, Action, and Pleasure
*HCM=Human Capital Management

Corporate Philosophy
Material Issues
Grand Design 2030

Business Strategy
Business Portfolio

Maximization of Human Resource Value

Human Resources Strategy
Human Resources Portfolio

Autonomous, strategic and integrated career development
Integrated Career Development Plan (iCDP)

Recruitment

Education
SCSK
i-University

CDP

Certification/
Evaluation
IT Skill Level Assessment

Assignment/
Experience

Human Capital Management System
LAP-HCM

Compensation, working style, health and benefits

Securing talent for the future

SCSK has formulated human resources portfolio plans that are aligned with our business strategies, and is promoting stable and strategic talent acquisition through a dual approach of hiring new graduates and mid-career professionals.

In new graduate recruitment, we have introduced a "dedicated recruiter system", in which young employees who are active in the field devote a fixed period of time exclusively to recruitment activities. This initiative aims to discover and develop future core talent, while creating authentic points of contact with students and providing opportunities to deepen their understanding of our corporate culture and career paths. Reasons cited for joining the Company include not only its future potential and business areas, but also the personality of our employees and the flexible working styles that accommodate different life stages, indicating that our appeal is being communicated in a multifaceted way.

In mid-career recruitment, we proactively promote the diversification of recruitment channels to respond flexibly and swiftly to changes in the hiring market. In particular, strengthening referral recruitment through employee introductions has enabled us to acquire talent with a high level of understanding of the Company, contributing to improved selection pass rates and retention. In FY2024, we introduced an employee referral system linked to a smartphone app to encourage more proactive participation in referral activities. By sharing our philosophy and the appeal of the Company in their own words, employees are helping to foster a positive cycle of increased engagement and deeper integration of our corporate culture.

Development of advanced digital talent who lead business strategy

In its Medium-Term Management Plan, SCSK positions the development of advanced digital talent, who will drive the realization of business strategies, as a key initiative. In the Medium-Term Management Plan, in addition to developing cutting-edge engineers who leverage digital technologies, SCSK has set specific targets to strengthen the recruitment and development of consulting and business design talent who will be responsible for enhancing consulting functions and driving new business creation as well as advanced project managers capable of executing and managing high-quality projects. These efforts are part of a broader initiative to accelerate the development of advanced digital talent.

Talent for consulting and business design
Aiming to promote business that can lead the market and create next-generation digital business, we conduct practical workshop-style training programs. SCSK is expanding opportunities for employees to acquire the knowledge and skills necessary for new business development and creation. In growth areas such as SAP and mobility, we have defined unique profiles for upstream talent and are strategically strengthening their development.

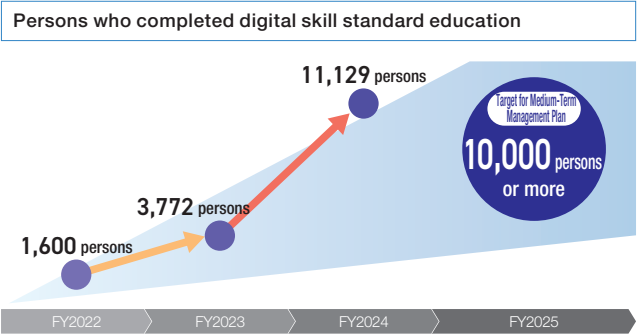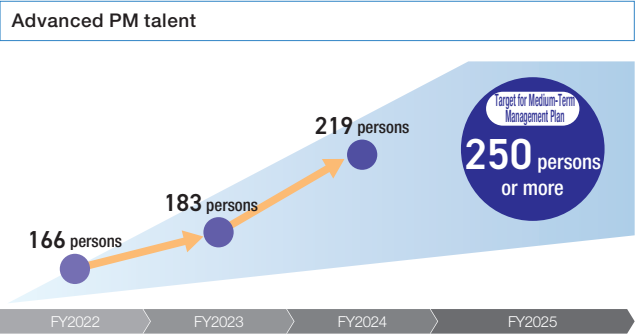#### Cutting-edge digital engineers
Amid the rapid evolution of digital technologies and growing demand for talent capable of supporting customers' digital transformation, SCSK places emphasis not only on technical skills but also on the ability to lead business transformation. Taking into account technology trends and field-level needs, SCSK is expanding training programs to enhance practical capabilities and execution skills, and thereby strengthening specialization in cloud and digital technologies and fostering strategic thinking.

Advanced project manager talent
In order to respond to the increasing scale and complexity of projects and ensure high-quality execution, SCSK conducts training programs that strengthen decision-making and action capabilities through case studies and the case method. In addition, through the community activities of the PM working group, SCSK promotes internal case sharing and network building, thereby enhancing project management capabilities across the organization.

Talent with digital skills
To promote the creation of new business models and services, we are implementing Digital Skill Standard Training for all employees, including those of Group companies. In addition to promoting the acquisition of DX concepts and related technologies, we are working to instill the significance and importance of learning about market trends, and are advancing the development of digital talent and the cultivation of a learning culture across the Group.

Talent for consulting and business design

265 persons FY2022
319 persons FY2023
523 persons FY2024
FY2025
Target for Medium-Term Management Plan
500 persons or more

Persons who completed cutting-edge engineer development training

1,150 persons FY2022
1,745 persons FY2023
2,349 persons FY2024
FY2025
Target for Medium-Term Management Plan
3,000 persons or more

Advanced PM talent

166 persons FY2022
183 persons FY2023
219 persons FY2024
FY2025
Target for Medium-Term Management Plan
250 persons or more

Persons who completed digital skill standard education

1,600 persons FY2022
3,772 persons FY2023
11,129 persons FY2024
FY2025
Target for Medium-Term Management Plan
10,000 persons or more

Foundation Supporting Value Creation

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Diverse Team of Professionals

Promoting career ownership

As values toward work continue to diversify, it is becoming increasingly important for each employee to adopt an ownership mindset and take initiative in developing their own career. At SCSK, the Career Development Plan (CDP) system which enables employees to formulate their own career plans has been transformed into the Career Design Program (CDP), a framework that supports more autonomous and strategic career design. This program also serves as an opportunity for employees to explore their "internal career," a personal axis that guides their growth even in rapidly changing environments.

As part of the Young Employee Career Development Program, SCSK provides a four-year training curriculum aimed at accelerating the early development of younger employees. In addition, career advisory sessions conducted by internal career advisors who are well-versed in career development and business operations support employees in deepening their self-awareness and understanding of their work environment and the business context, and in exploring their career vision.

In addition, the Job Challenge (Internal Job Posting) Program offers employees opportunities to apply for positions across the SCSK Group, while the Career Challenge (internal free agent (FA)) Program allows individuals to directly promote their experience, skills, and motivation to their desired departments. Through these programs, SCSK has established a framework that enables employees to proactively pursue new roles and environments in addition to organizational job assignments, thereby strongly supporting autonomous career development.

Fostering a learning culture

Maximizing human resource value requires employees to flexibly adapt to changing environments and engage in continuous learning. Through the company-wide learning platform "SCSK i-University," SCSK offers over 200 training courses across six categories: career development, leadership development, business skills development, global business skills development, specialized skills development, and cross-border learning. In the specialized skills development category, job-specific training is provided based on an IT Skill Level Assessment framework, with high-level certified employees participating as training advisors to promote knowledge sharing and strengthen specialization. In addition, many training programs have shifted from organization-assigned participation to employee-initiated enrollment, actively supporting autonomous learning and growth.

Based on the belief that "steady self-improvement is the key to overcoming challenges and achieving success," SCSK provides the "*Kotsukatsu*" platform (referring to consistent, small efforts that lead to success) to visualize and encourage employees' continuous learning efforts. Through initiatives such as learning allowances, certification achievement incentives, and the Smart Work Plus program (which supports side jobs and concurrent employment), the Company promotes diverse learning, not only in job-related areas but also across a wide range of skills and knowledge domains, thereby fostering a strong learning culture.

Programs and initiatives for promoting career ownership and fostering a learning culture

Programs supporting autonomous learning and career development

	Promoting career ownership / Fostering a learning culture
Career Development Plan (CDP) system	Career design
Launched in FY2020 — Young employee career development program	
Personnel recruitment (job challenge) program / Internal FA (career challenge) program	Opportunities for hands-on experience
IT Skill Level Assessment	
i-University	Strengthening specialization
Launched in FY2017 — *Kotsukatsu*	
Launched in FY2019 — Side jobs and concurrent employment program	Diverse learning opportunities
Certification achievement incentives	
Launched in FY2019 — Learning allowances	Encouragement of self-directed learning

SCSK i-University learning framework

Grade / Specialization Level	Career development	Leadership development	Business skills development	Global business skills development	Specialized skills development				Cross-border learning
					Core skills	Strategic skills	Development skills	Operations skills	
6 or higher									
5									
4									
3									
2	Young employee career development								
1				New employee training					

Hirokazu Fukuda General Manager, Financial Solutions Sales Dept., Financial Solutions Business Div.

Contributing to regional revitalization through digital innovation

As the General Manager of the Financial Solutions Sales Dept., I am responsible for sales and planning of a wide range of financial solutions, including key focus areas in the financial sector outlined in our Medium-Term Management Plan such as anti-money laundering and wealth management services. In addition to my primary role at SCSK, I have leveraged the Smart Work Plus program, which supports side jobs and concurrent employment, to launch a company in my hometown of Shiga Prefecture dedicated to regional revitalization, where I serve as its representative. Through this venture, I collaborate with the prefectural and municipal governments, universities, and local businesses to address regional challenges by promoting tourism and initiatives to foster ongoing engagement with non-resident stakeholders. These activities have enabled me to build a practical network with local stakeholders across public, private, and academic sectors. Currently, I am applying the insights and connections gained through my side business to my main role, driving the development of a new regional platform that brings together regional financial institutions, municipalities, universities, and businesses in the local community. By applying insights from my side business to my main role, I have helped create a virtuous cycle that delivers value to both society and our business.

IT Skill Level Assessment to visualize specialization and accelerate growth

Utilizing the SCSK Career Framework, we have introduced an IT Skill Level Assessment that evaluates and certifies employees' expertise in seven levels. By visualizing the specialization of our technical and sales staff, we operate this system to promote each employee's career advancement and support sustainable growth. Through the process of IT Skill Level Assessment screening, we identify gaps between the current and targeted levels, and based on the results, employees and their supervisors formulate and implement specific training plans, in order to develop an environment that enables effective improvements in the IT skill level of employees.

We have created specialized working groups composed of experts in each job type. In addition to discussing assessment screenings, the working groups actively promote initiatives that support the enhancement of employees' specialization, such as creating communities for each job type and sharing case studies. In this way, we facilitate the internal sharing of knowledge and experience in specialized fields, leading to enhanced skills across the workplace.

In addition, we are utilizing the "Digital Skill Standards" released by the Ministry of Economy, Trade and Industry (METI) and the Information-technology Promotion Agency (IPA) in December 2022 to promote the visualization of digital talent. We will move forward with efforts to strengthen specialization in line with the needs of our rapidly changing times by developing and securing human resources for business innovation, engineers with multiple skills, and human resources for security, AI, and data science.

We are also working to enhance the IT Skill Level Assessment system by introducing AI technology in certain level certification reviews. This aims to enable more timely visualization of specialization and reduce the burden on the certification process. The system is being revised to reduce the workload involved in certification tasks and to enable more timely skill evaluation.

"Senmonsei Matsuri" (IT Skills Fair) to promote improvement of specialized abilities and autonomous career development

The specialized working groups engage in diverse activities aimed at enhancing professional competencies. In addition to conducting certification reviews, building communities, and sharing case studies, they also support training initiatives by planning programs, serving as instructors, and providing advisory support. Twice a year, in spring and autumn, we host an all-employee event called the "Specialization Festival." Through explanation of the IT Skill Level Assessment and job categories, career consultations, talk sessions, and lectures by external experts, the event deepens understanding of the system and provides opportunities for interaction with high-level talent. These efforts help foster employees' motivation to enhance their specialization, promote autonomous career development, and boost overall engagement.

"Treatment and remuneration systems" to appropriately evaluate abilities and skills and reward performance

Personnel system that serves as a foundation for maximization of human resource value

We have developed a system to appropriately evaluate and reward the value of human resources in order to secure and retain excellent human resources in the highly competitive IT human resources market, as well as to foster a corporate culture in which each and every employee can set high goals and take on challenges with enthusiasm, and enable employees to continue to grow by making the most of their abilities.

Our human resources system is built on a dual ladder framework aligned with employees' career paths. The Company has established two distinct career ladder: the "GM Positions" for management and executive personnel who drive business growth, and the "Specialists" for professional talent whose specialization and achievements are dynamically evaluated. Each ladder is designed to provide development opportunities and compensation aligned with the expected roles. We are working to create an environment in which diverse talent can engage in skill development and grow autonomously.

Furthermore, to secure and develop top talent with high market value who contribute to business growth, we provide a certification allowance to individuals who have attained higher levels in the IT Skill Level Assessment. In addition, we have introduced the "ADV Positions," which offers compensation packages exceeding ¥30 million annually, as part of our strategic talent expansion efforts.

To further enhance talent acquisition and employee engagement, we have implemented significant compensation increases over the past two years. In July 2024, we raised the Company-wide average compensation level by 6.1%, with an average increase of up to approximately 10% depending on job grade. In July 2025, we increased monthly salaries by an average of ¥15,000 across the Company, resulting in an overall average compensation increase of 5.2% when combined with salary raises linked to promotions and performance evaluations. Additionally, we raised the starting monthly salary for new graduates by ¥10,000.

Looking ahead, we will continue to evolve our human resources system to adapt to the rapidly changing business environment by designing flexible compensation structures aligned with business strategies and market value, and by encouraging employees to take on higher-level roles.

Foundation Supporting Value Creation

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Diverse Team of Professionals

"Well-Being Management" That Leads to Creation of Value

Transition to Well-Being Management   From "pleasantness" to "job satisfaction"

Based on the idea that "in addition to physical and mental health, a sense of fulfillment in work, job satisfaction, and a feeling of contributing to society lead to a sense of well-being and happiness for each and every employee," SCSK promotes Well-Being Management. This approach is grounded in the results of working style reforms and health and productivity management initiatives that SCSK has pursued company-wide from an early stage. We believe that in order for employees to take on challenges with confidence and experience personal growth and job satisfaction, a secure and supportive work environment is essential. Building on the foundation of a comfortable and flexible workplace, SCSK is now advancing to the next stage, creating a sense of purpose at work, and we are expanding our initiatives under the banner of Well-Being Management.
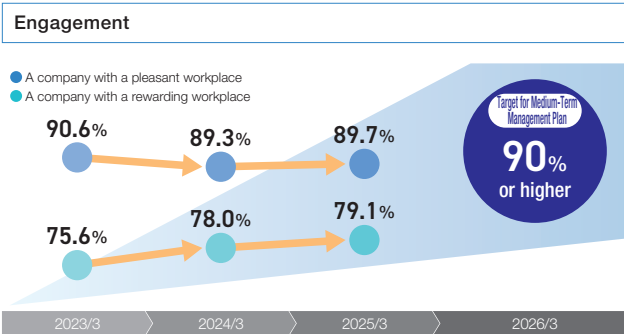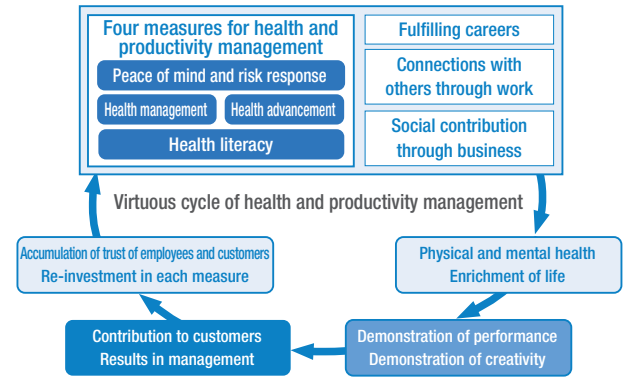
Working style reforms

The Smart Work Challenge, which was launched in FY2013, is a company-wide measure to promote a highly productive work style, targeting an average monthly overtime of 20 hours or less and a rate of consumed annual paid vacation days of 100%. In FY2024, we introduced a new "Interval Leave"* system aimed at preventing chronic long overtime working hours by promoting workload leveling. Through this initiative, we are working to enhance the quality and sense of fulfillment of each employee's work while fostering a workplace environment where they can continue working with peace of mind.

*Employees whose average monthly overtime exceeds 60 hours over the past six months are granted five days of special paid leave, which must be taken consecutively.

Health and productivity management

We have articulated the principle of Health and Productivity Management, which states that employee health is the foundation of business growth, and have incorporated it into our work regulations along with the responsibilities of both the company and its employees. To ensure that every employee can perform at their best, we promote health and productivity management through four key pillars: health management, health advancement, health literacy, and peace of mind and risk response.

Four measures for health and productivity management
- Peace of mind and risk response
- Health management
- Health advancement
- Health literacy
- Fulfilling careers
- Connections with others through work
- Social contribution through business

Virtuous cycle of health and productivity management

- Accumulation of trust of employees and customers Re-investment in each measure
- Physical and mental health Enrichment of life
- Contribution to customers Results in management
- Demonstration of performance Demonstration of creativity

The "Kenko Waku Waku Mileage program," launched in FY2015, is a core initiative of our health and productivity management, aimed at fostering healthy behavioral habits and enhancing health literacy. Points are awarded for employees' healthy behavior and health checkup results, and incentives are provided based on the total annual points earned. Since its launch, almost all employees have participated in the program. The program improves employees' health awareness and encourages behavioral changes in their daily lives, thereby contributing to the maintenance and promotion of good health.
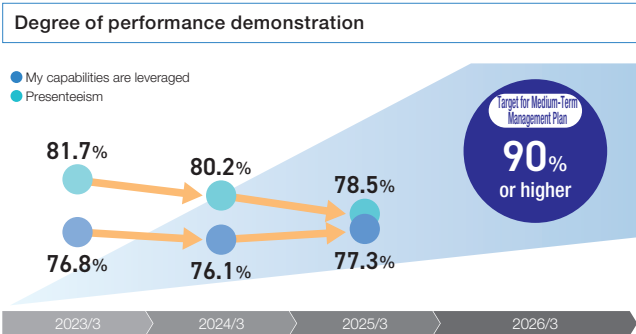
Improvement of physical and mental health and demonstration of performance

As physical and mental health and performance are closely linked to life events such as childcare, nursing care, and medical treatment, we are also actively working to develop support systems and initiatives that help employees balance work and personal responsibilities, as well as to provide information. These efforts include providing video content explaining how to make use of internal programs.

In addition, through weekly pulse surveys, we offer employees opportunities to objectively reflect on their own condition. We have also established a system that facilitates early consultation with supervisors, HR staff, the health consultation office, and counseling services when needed, thereby supporting employees' mental and physical well-being and fostering a work environment where they can feel secure.

Creating job satisfaction through "Motivation" and "Future Creation"

Building on our foundation of a positive work environment, we aim to foster job satisfaction through the practice of Well-Being Management by connecting our existing core values and two key values: "motivation," which empowers each employee to fully demonstrate their abilities within our business, and "future creation," which reflects our corporate philosophy of "Create Our Future of Dreams."

Engagement

- A company with a pleasant workplace
- A company with a rewarding workplace

90.6% → 89.3% → 89.7%
75.6% → 78.0% → 79.1%

Target for Medium-Term Management Plan **90%** or higher

2023/3   2024/3   2025/3   2026/3

Degree of performance demonstration

- My capabilities are leveraged
- Presenteeism

81.7% → 80.2% → 78.5%
76.8% → 76.1% → 77.3%

Target for Medium-Term Management Plan **90%** or higher

2023/3   2024/3   2025/3   2026/3

Roundtable Discussion on Well-Being

Virtuous Circle of Well-Being Created through Employees' Empathy and Action

Ai Kayaoka
Manager, Section II,
Group Coordination Dept.,
Mobility Business Promotion Div.

Kazuyoshi Kurita
Section II, Sales Dept. I,
Financial Systems Business Div. I

Miku Ezoe
Section I,
Industrial Systems Dept. IV,
Industrial Systems Business Div. II

Eiko Muramatsu
General Manager,
DEIB & Well-Being Promotion Dept.,
Human Resources Div.

Keigo Funato
DEIB & Well-Being Promotion Section,
DEIB & Well-Being Promotion Dept.,
Human Resources Div.

Launch of Well-Being Supporter Program

Analysis and improvement of the SCSK Well-Being Score has made clear that values related to job satisfaction—such as "sense of fulfillment" and "creating the future"—and their importance vary markedly from one employee to the next. In addition to business and organizational circumstances, outcomes are influenced by individual factors associated with life stages, which makes it necessary to establish mechanisms that can reflect employees' diverse voices.

Amidst these circumstances, SCSK launched its Well-Being Supporter Program in FY2025, based on a volunteer-based system that respects autonomy. Fifty-three employees from a diverse range of roles and age groups across various business groups take part in regular meetings, at which they engage in active discussions concerning well-being-related issues and initiatives. Going forward, we intend to collaborate with the DEIB Promotion Committee to propose company-wide initiatives to the president that drive value creation. As an employee-led initiative, we anticipate further expansion.

Note:Names of roundtable participants: Blue text = Well-Being Supporter;   Red text = DEIB & Well-Being Promotion Dept. (Secretariat)

Foundation Supporting Value Creation

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Diverse Team of Professionals

Well-Being Supporter roundtable

Three Well-Being Supporters gathered at the head office and held a roundtable discussion with the secretariat, DEIB & Well-Being Promotion Dept. Participants shared candid opinions on their motivations for the activities, insights gained on-site, and prospects. It became a place that conveyed the expanding scope and potential of initiatives oriented toward enhancing well-being.

—— Well-Being Supporter thoughts

Muramatsu: Thank you all very much for being here today. We would like to hear from all of you who support SCSK's Well-Being Management on the front lines about your background and motivations for taking part in these activities, as well as any activities taking place within your organization. First off, please share with us your motivation for taking part in the initiative.

Kayaoka: I belong to the business promotion division of the Mobility Business Group. Our group has numerous bases and branch offices, in Utsunomiya, Hiroshima, and elsewhere. When speaking with those posted at branch offices, to me, the difference in workplace environment compared with those located at the main bases is palpable. While well-being-related initiatives had already been underway within our business group, I volunteered because I felt a sense of mission that I had to help bridge the gap between company-wide well-being promotion and workplace realities. We conducted on-site interviews last year, and I want to be a person who can incorporate those voices into company-wide initiatives and apply them in the field.

Kurita: I'm a member of the Financial Business Group. Though I am only in my second year as a working professional, this initiative appealed to me because it allows for bottom-up proposals. I truly feel SCSK is a very pleasant place to work. Since job satisfaction varies from one person to the next, however, I want to raise company-wide awareness of well-being to enable more people to find fulfillment in their work.

Ezoe: I joined the company five years ago, and am working in the Industrial Business Group. After graduating from university and joining the company, I completed a four-year young employee career development period and transferred departments this past April. I am currently posted to a branch office. During the training, the comprehensive program allowed me to feel a sense of growth. Going forward, though, I will have to take charge of my own career.

I felt disconnected from the company working at a branch office, so I decided to take part in the initiative to actively engage with the work and the company's initiatives.

Muramatsu: Though there are differences in our positions and motivations, I'm gratified to see that everyone shares the desire to improve the company.

Funato: As the secretariat for the Well-Being Supporter Program, our previous communications primarily targeted management-level audiences such as the Management Committee and explanatory briefings for department heads. This activity, however, provided valuable opportunities to talk directly with frontline employees and hear their frank opinions, which was highly beneficial.

—— Well-Being Cycle from the front lines

Muramatsu: Next, please tell us about the status of each of your organizations. At SCSK, improvement activities are taking place in each organization to implement the Well-Being Cycle. What about your workplace?

Kurita: In terms of the seven values, I believe our department deeply understands the importance of "learning" through out ones career. I am aiming to acquire certifications as an IT Strategist and Small and Medium Enterprise Management Consultant, and I feel our department is supporting me.

Ezoe: I also feel that the training program is comprehensive, and I can truly feel myself growing. Furthermore, overtime management is strictly enforced, so I find the working environment to be very comfortable. Since I started my assignment at a branch office, however, I have interacted with other employees less frequently, and I've found it more difficult to access company information. As a result, I feel there are challenges in creating organizational empathy and a sense of unity.

Muramatsu: Ms. Kayaoka, as the section manager leading the organization, could you tell us about how your team has reacted?

Kayaoka: As the promotion division, we are working to enhance the well-being of the Mobility Business Group as a whole. Since this business group also has many branch offices, however, it is challenging to create organizational
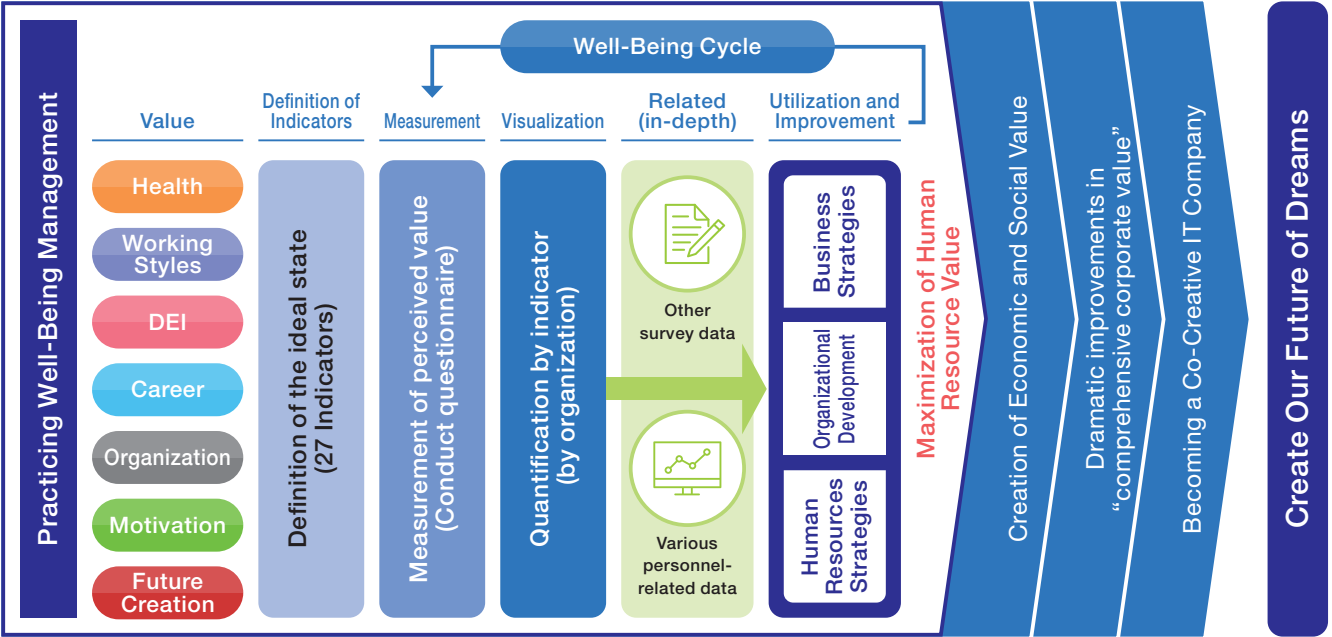
empathy and share information. Given this, we consolidate necessary information on the Mobility Business Group's portal site and Microsoft Teams to enable employees to check it immediately. Furthermore, we recruited volunteers to take part in the Well-Being Improvement Project and had them plan events. The members responsible for operations experienced new things and felt their own well-being improve as those around them expressed gratitude for their efforts.

Muramatsu: Proactive undertaking of these activities in and of itself leads to improved well-being. Finally, please share the company-wide initiatives discussed at the recent supporter meeting. Every group appeared enthusiastic.

Ezoe: Yes, they were. I wish we'd had more time. It was refreshing to talk in that way with people of different ages, and many ideas were generated and shared. Ultimately, we decided we wanted to devise a Well-Being platform upon which people could share experiences related to balancing career and personal life. The idea is to offer tools and content that facilitate younger workers seeking advice from more experienced employees.

Kurita: I also enjoyed being able to having a discussion with people from diverse backgrounds. The story about

the in-house massage therapists with visual impairments was refreshing. As for initiatives, we proposed a system which would allow employees to send each other points as tokens of appreciation. I believe that, when praise is given, both the giver and the recipient sense increased well-being.

Kayaoka: My group proposed a Well-Being Expo. Participation would be easier through the sharing of well-being initiatives across departments, the holding of seminars led by in-house instructors, and the conducting of roundtable discussions with the president—both in-person and online.

Funato: Your strong feelings are supported by the slides summarizing each group's discussion. Our plan is to flesh out these ideas and present them to the president and to management personnel. We will do everything we can to reflect your enthusiasm in our initiatives.

Muramatsu: I sensed during the first round of discussions that many people are looking to make connections that transcend departmental boundaries. I believe the catalyst will be the Well-Being Supporter activities themselves. Thank you very much for taking time out of your busy schedules to join our roundtable discussion today. I look forward to seeing you all at the next meeting!

The Well-Being Cycle for Enhancing Well-Being

Foundation Supporting Value Creation

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Diverse Team of Professionals

"Diversity and Inclusion" That Respect and Draw on Diversity

Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

The SCSK Group is committed to promoting Diversity, Equity, Inclusion, and Belonging (DEIB) with the aim of becoming a company worth working for, a workplace where every talent can thrive and fully demonstrate their abilities in an environment that is both comfortable and fulfilling.

We respect and embrace diversity not only in terms of attributes such as gender, age, and nationality, but also in ways of thinking, abilities, and values. By transforming these differences into strengths, we strive to invigorate our organization and enhance its creativity. Furthermore, we are working to establish a workplace environment that ensures equitable treatment tailored to each employee's circumstances, while fostering a culture where everyone feels a sense of belonging and can demonstrate their best with confidence. Through these efforts, we aim to create new value and deliver sustainable growth.

SCSK's DEIB Promotion Policy

Diversity	Equity	Inclusion	Belonging
Foster a corporate culture that recognizes and respects the diversity of each individual	Develop an equitable workplace environment that meets the needs of each individual	Foster a corporate culture that embraces individual diversity and enables all employees to contribute to the organization's success.	Foster an organizational culture in which everyone works together in their own way and with a sense of job satisfaction

Ensuring management diversity

To foster diversity in decision-making, SCSK has set specific targets for female representation. By the end of FY2030, the Company aims to achieve 30% female representation on the Board of Directors and 20% at the senior executive officer and senior corporate officer levels. In addition, by the end of FY2025, the Company targets 12% female line managers in general manager positions and the development of 150 female employees with advanced expertise in the IT area, which forms the core of the Company's business. To support these goals, the Company actively promotes the advancement of women to senior positions through its "Supporter System," in which business unit leaders provide role-specific development opportunities to the candidates. This system includes management-level sessions, external training programs, supporter interviews, and Career Cafes.

Furthermore, SCSK is working to eliminate gender-based disparities in growth opportunities caused by differences in working hours throug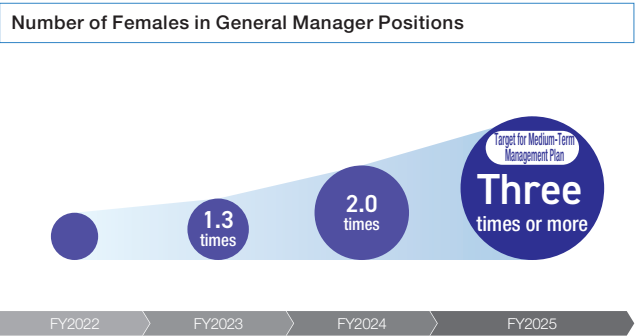h its working style reform initiatives. The Company also aims to ensure equitable evaluation and treatment by implementing IT Skill Level Assessment framework. In addition, through measures such as Unconscious Bias Seminars, SCSK is developing a workplace environment where all employees, regardless of gender, can balance work with family and childcare responsibilities and fully demonstrate their potential.

External initiatives —supporting women's careers

We participate in "WITTy (Women in IT in Toyosu)," which is formed by nine IT companies. WITTy is a community that was created with the aim of supporting the further advancement of female engineers working in the IT industry beyond the boundaries of the company. Since its establishment in 2013, it has regularly held exchange events to share industry-specific concerns and issues, continue to work energetically, and draw up a career that suits female workers. We will continue to cooperate and advance various initiatives to enable women to play active roles throughout the industry.

Promotion and Development Targets for Women

Position	Target
Directors	30% by the end of FY2030
Senior Executive Officers and Senior Corporate Officers	20% by the end of FY2030
General manager level (General Manager and Deputy General Manager)	12% by the end of FY2025 20% or higher by the end of FY2030
Advanced specialist (IT Skill Level Assessment Level 5 or higher)	150 persons by the end of FY2025

Number of Females in General Manager Positions

FY2022 → FY2023 (1.3 times) → FY2024 (2.0 times) → FY2025 (Three times or more — Target for Medium-Term Management Plan)

*FY2022 as 1

Support for balancing work and life events

To enable employees from diverse backgrounds to thrive on an equal footing, SCSK has implemented a range of initiatives aimed at correcting long working hours and promoting more productive work styles, such as the "Smart Work Challenge." The Company has also established systems that offer flexibility in both work location and hours, including remote work and flextime arrangements. In addition to developing these systems, SCSK is actively working to create a workplace environment and organizational culture that encourage their effective utilization.

To support the balance of childcare with work, we promote the creation of an environment which enables both men and women to participate in childcare and balance it with work. In FY2024, the Company introduced a new "Parental Leave" program, which allows male employees to take up to 20 days of special paid leave following the birth of a child. This initiative aims to create a workplace environment that facilitates family support and parenting for male employees, while also cultivating a culture where both men and women can successfully balance work and childcare. In addition, we have launched initiatives to support women in balancing work with gender-specific health concerns and fertility treatments.

With regard to the measures for balancing work and nursing care, we proactively provide information through nursing care seminars and individual counseling sessions, in order to enable employees to continue working even if a need for nursing care arises. These efforts are designed to reduce employee concerns and support them as they prepare for caregiving responsibilities.

Initiatives for LGBTQ

SCSK promotes the development of a workplace environment where everyone can work with peace of mind and be true to themselves, while deepening understanding of LGBTQ issues. The Company has clearly defined a policy which prohibits discrimination based on sexual orientation, and works to raise awareness through measures such as establishing internal consultation channels and providing training and seminars for all employees. In terms of internal rules, same-sex and common-law partners are recognized as "spouses" and are eligible for applicable company programs and benefits.

Starting in FY2024, we began participating in Tokyo Rainbow Pride, a non-profit organization, and launched an internal Ally* Community. Through peer-to-peer information exchange, sharing of perspectives, and regular events, the Company continues to expand its network of support.

Promotion of active participation by persons with disabilities

SCSK Group is working to promote the employment and active participation of persons with disabilities, with the aim of creating an inclusive work environment, fostering a corporate culture that embraces diversity, and instilling the philosophy of normalization throughout the organization. We are further strengthening our efforts to create an environment, both within the workplace and in society, where all employees, regardless of disability status, can support one another and work with vitality.

Supporting the employment and empowerment of para-athletes

As of March 2025, the SCSK Group employs 15 para-athletes and supports them in balancing their athletic pursuits with their professional responsibilities. Through these efforts, we aim to contribute to a society in which diverse human resources play active roles with vigor.

Expansion of relaxation rooms

Relaxation rooms are set up at major sites of SCSK, where visually-impaired persons who are qualified as "massage and finger-pressure therapists" under national licensure play an active role as in-house massage therapists. These relaxation rooms not only support the maintenance and improvement of employee health, but also help create employment opportunities for persons with disabilities.

Special-purpose subsidiary: Tokyo Green Systems

As a model company which employs people with severe disabilities, the Tokyo Metropolitan Government, the Tama City Government, and SCSK established through co-investment "Tokyo Green Systems Corporation (tgs)" in 1992 as a third-sector company.

With the philosophy of "participation, independence, and symbiosis," tgs aims to achieve "independence and contribution" and promotes employment of employees with disabilities as a special-purpose subsidiary of SCSK.

Belonging ("B" in DEIB) and Well-Being

Starting from FY2024, SCSK has further developed its diversity and inclusion initiatives by adopting the DEIB framework. In particular, "Belonging" is expressed as "working together," and SCSK promotes activities aimed at enhancing well-being through the collective efforts of employees, organizations (teams), and the Company as a whole. In the context of well-being, DEI is defined by three key indicators of respect for diversity, equity, and psychological safety, which are positioned as essential foundations for creating value.

*Ally is a collective term for people who support the LGBTQ community.

Foundation Supporting Value Creation

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Diverse Team of Professionals

CASE STUDY

Giving shape to love for local community and alma mater
Japan's First "Support-Based" Hometown Tax Donation Platform

Co-creation of support for regional education by
SCSK × Local governments × Educational institutions

Atsuko Endo

Manager, Regional Co-creation Section, Co-creative IT Promotion Dept.,
Industrial & Manufacturing Business Promotion Div.,

> After having been involved in human resource development through planning and instructing technical training programs, Ms. Endo subsequently pursued new business development. She is presently responsible for driving new business initiatives within the Industrial & Manufacturing Business Promotion Div., taking the lead on the SCSK Hometown Tax Donation service from concept to launch. As a side business, she collaborates with local governments to support SMEs and promote industry-government-academia partnerships, thereby contributing to regional revitalization.

—— Depicting "Future of Dreams" through new business development

I have been involved in new business development at SCSK for more than a decade. When you see people on the street looking happy, remember that underpinning that happiness are the systems and services that SCSK provides. With the dream of such a future, we began with a technology-driven plan and eventually, by employing backcasting, evolved to a perspective that predicts and envisions the future.

We have also focused our efforts on fostering an organizational culture that nurtures the creativity of employees and encourages them to tackle challenges. Within the Company, programs such as the Shin-Mirai-Sozo Program (Future Creation Program) and the SIP (SCSK Innovation Proposal) System support and promote the creation of new businesses originating from SCSK, constantly offering employees opportunities to transform their ideas into reality. These initiatives also help to foster a culture of embracing challenge without fear of failure.

We are currently responsible for creating new businesses within the Industrial & Manufacturing Business Promotion Division. We pursue a dual approach: "act to launch new businesses ourselves" and "act to support the launch of new businesses within the division." The idea that captured the Grand Prize in the SIP program, implemented as part of the latter of the aforementioned initiatives, became the prototype for the SCSK Hometown Tax Donation platform announced in a December 2024 press release. This initiative is in alignment with the SCSK Group's Sustainability Management. We have launched a project to explore its commercialization as a business that would contribute to resolving social issues.

—— "SCSK's Hometown Tax Donation" — What is the Support-Based Hometown Tax Donation Platform Driven by Pride in One's Community and Alma Mater?

This is a new type of hometown tax donation platform that allows people to give back to their communities and alma maters through regional education. SCSK simultaneously fulfills two missions through this service: co-creation with communities and local governments, and promotion of new streams of funding for educational institutions. As a driving force supporting regional education and energizing educational institutions and communities, donors can contribute to developing the talent needed to shape the society of the future. The program is designed to provide educational institutions and communities with economic and human resource benefits, and to allow donors themselves to enjoy engaging while gaining a belief in their own capability to contribute.

This purpose-driven hometown tax donation program represents the first model in Japan in which a private company participates and industry, academia, and government collaborate to support local governments and universities. Based on partnership agreements with Sapporo City and National University Corporation Hokkaido University, and with the participation of Public University Corporation Sapporo City University, we began accepting donations in December 2024. Akita City and several universities along with the Colleges of Technology have participated since the launch of the service. Going forward, we will expand these initiatives nationwide and contribute to local communities by collaborating with additional educational institutions.

> Click here for SCSK Hometown Tax Donation
> https://www.scsk.jp/sp/scskfurusato/ (in Japanese)

—— Vision for SCSK Hometown Tax Donation

This platform brings together people interested in supporting educational institutions and community activities. We envision a world in which connections originating from donations on the hometown tax platform eventually evolve into entities that support educational institutions and communities. We are occasionally asked, "Why is an IT company such as SCSK involved in the hometown tax program?" We believe that because we are an IT company, beginning with the activities of educational institutions, we can support the expansion of new value generated by people outside the region, local communities, and educational institutions.

Embodying the SCSK Group's corporate philosophy of "Create Our Future of Dreams," together with local communities, educational institutions, and the people involved, we will nurture this service as a flagship model of industry-government-academia collaboration, led by a co-creative IT company.

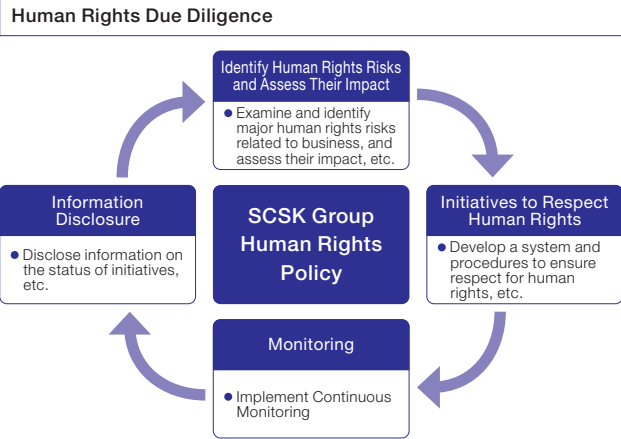## Initiatives toward Respect for Human Rights

The SCSK Group aims, based on our corporate philosophy of "Create Our Future of Dreams," to serve as a corporate group that contributes to society through our business activities, and works with our various stakeholders to create a prosperous society. To achieve that goal, the SCSK Group has made a statement of "Respecting each other" as one of our promises in our corporate philosophy in order to respect the individuality and values of each person involved in our business activities and to fully maximize their respective skills. The SCSK Group will continue to promote respect for human rights with its stakeholders, based on its corporate philosophy.

SCSK Group Human Rights Related Policy

The SCSK Group has formulated the "SCSK Group Human Rights Policy" which sets out our approach and responsibilities as a corporate group that respects the human rights of all people affected by the SCSK Group's business activities, based on our corporate philosophy and Code of Conduct.

The policy states that the Group respects human rights as expressed in the "International Bill of Human Rights" and the "ILO Declaration on Fundamental Principles and Rights at Work" adopted by the International Labour Organization and pursues business activities respecting human rights based on the UN Guiding Principles on Business and Human Rights.

In addition, regarding AI utilization, understanding the impact that use of AI has on human rights, the SCSK Group formulated the "SCSK Group Basic AI Policy," which compiles guidelines for the development, provision, and use of AI systems and services, based on the "AI Guidelines for Business (Ministry of Internal Affairs and Communications and Ministry of Economy, Trade and Industry).

The SCSK Group will work to respect human rights in line with both policies, and strive to fulfill its social responsibilities.

Human Rights Due Diligence

The SCSK Group has been performing human rights due diligence since FY2022, based on the "SCSK Group Human Rights Policy." The SCSK Group carries out its human rights due diligence process in line with international guidelines such as the UN Guiding Principles on Business and Human Rights, the UN Guiding Principles Reporting Framework, and the OECD Due Diligence Guidance for Responsible Business Conduct.

Human Rights Due Diligence

- **Identify Human Rights Risks and Assess Their Impact**
  - Examine and identify major human rights risks related to business, and assess their impact, etc.
- **Initiatives to Respect Human Rights**
  - Develop a system and procedures to ensure respect for human rights, etc.
- **Monitoring**
  - Implement Continuous Monitoring
- **Information Disclosure**
  - Disclose information on the status of initiatives, etc.
- **SCSK Group Human Rights Policy**

Identify human rights risks and assess their impact

During FY2022, we retained external experts and identified human rights risks that should be addressed as a priority, based on sectoral, geographical, and enterprise-specific risks, in order to assess the impact and risks to human rights across the SCSK Group. The identified human rights risks totaled seven items, including those involving mental health, harassment, human rights abuses relating to suppliers/contractors, and overseas business. In FY2024, the SCSK Group conducted a human rights risk assessment in new subsidiaries of the SCSK Group. The SCSK Group focuses on prevention and mitigation measures for identified human rights risks, and will continue and strengthen existing efforts.
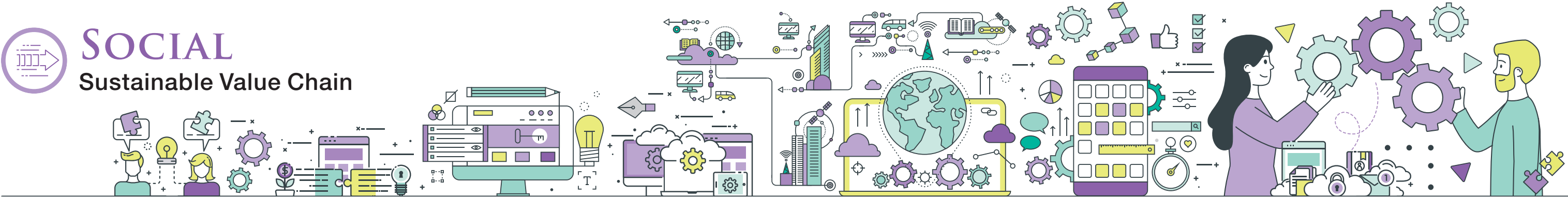
Major initiatives to respect human rights

Internal education

To raise awareness of respect for human rights, the SCSK Group provides training programs for officers and employees as well as internal seminars, on topics such as "Human Rights Policy," "Prevention of Harassment," "Promotion of Diversity," and "Mental Health."

Building a responsible supply chain

The SCSK Group reviewed the "Supply Chain Sustainability Policy," which had been established to fulfill its social responsibilities together with its suppliers, and formulated the "SCSK Group Supply Chain Sustainability Promotion Guidelines" in FY2023.

The Guidelines provide a code of conduct concerning labor, health and safety, environment, ethics, quality and safety, information security, business continuity planning, and management systems based on "Responsible Business Alliance Code of Conduct" published by the Responsible Business Alliance (RBA) and "Responsible Business Conduct Guidelines" published by Japan Electronics and Information Technology Industries Association (JEITA).

In promoting sustainable management, the SCSK Group respects the Guidelines when engaging in our business activities. The SCSK Group asks our suppliers for their understanding, support, and implementation of these Guidelines, and engages in joint efforts toward respect for human rights.

Monitoring

Establishment of Remedy Hotline

The SCSK Group established a labor consultation hotline and a whistleblowing system that enables employees of the SCSK Group and partner companies to report and consult on any harassment that occurs, or any compliance issues that are noticed, in the workplace. The privacy of the person filing the report is completely protected and guarantees that persons who report a problem, as well as persons who cooperate in verifying the facts, are not subjected to unfair treatment.

Information disclosure

SCSK discloses a summary of the operating results of the remedy hotline within and outside the company, to the extent that this does not hinder either proper execution of operations or protection of the confidentiality of interested parties, trust, honor, privacy, and other rights of interested parties.

The SCSK Group will carry out business activities that consider human rights by continuing to conduct human rights due diligence regularly.

> For details of the SCSK Group's Human Rights Policy and initiatives to respect human rights, please visit the website.
> https://www.scsk.jp/corp_en/csr/social/humanrights.html

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Sustainable Value Chain

SOCIAL
Sustainable Value Chain

Basic Approach Toward Partner Companies

Companies provide their customers with various products and services. The ability to deliver consistent and high-quality services to customers requires close collaboration with various partner companies in the value chain of business activities. The SCSK Group provides high-quality, safe, and reliable services by building long-lasting relationships with partner companies and establishing a sound value chain. In addition, working with our partner companies on various issues, we will continue to contribute to the growth of the IT industry and aim to implement Well-Being Management by increasing the added value within the value chain and promoting various efforts, including working style reforms, health and productivity management activities, and sustainability management.

Well-Being Management

Sustainability management promotion

Greater added value in the value chain

Working style reforms and health and productivity management

Long-lasting relationships with partner companies
Sound value chain

Long-Lasting Relationships with Partners That Lead the IT Industry

Improving quality and productivity

Along with partner companies, the SCSK Group has continued to work to improve quality and productivity over many years, and is moving forward with stable systems development, maintenance, and operation using the SCSK development standard (SE+). We are also working with partner companies to leverage our proprietary Monozukuri innovation platform (S-Cred+) and achieve more advanced development and operation for the future. Furthermore, by conducting project-based mutual evaluations and analyzing and using those evaluations, we and our partner companies are continuing to increase quality and productivity.

Working style reforms and health and productivity management

Stressing working style reforms and health and productivity management in order to create an IT industry that attracts talent, the SCSK Group works with its partner companies to create an environment in which organizations can achieve high quality and productivity. We are also working to correct and eliminate the traditional practices of long work hours and unpaid overtime. Furthermore, we are striving to help employees more fully realize a work-life balance by actively introducing telework as a flexible working style that makes it possible for individuals to make effective use of time and space.

Off-Peak commuting + Telework → Enhancement of work-life balance

• Utilizing time and space effectively
• Working from home or using satellite offices

Making efforts to boost mental and physical health

Together with partner companies, we stress working style reforms and health and productivity management to create a healthy working environment

Increasing efficiency of contract operations

The SCSK Group has dramatically increased not only its own but also partner companies' work efficiency by completing the massive number of contract procedures, which exceed 30,000 annually, through Web-EDI*1. Making use of a seamless communication portal, we are also working to increase the quality of operations by linking important items related to regulatory and general compliance.

SCSK

SE Link*2

Partner companies
Partner companies
Partner companies

SCSK
SCSK Nearshore Systems Corporation
SCSK HOKKAIDO CORPORATION
SCSK Minori Solutions Corporation
SCSK SYSTEM MANAGEMENT CORPORATION
SCSK KYUSHU CORPORATION

• Information sharing via the communication portal
• More efficient contract procedures
• More efficient delivery and invoicing procedures
• More efficient management of worker dispatch records

Thoroughly implementing information security and compliance

When handling information that is the important assets of clients, the SCSK Group and its partner companies demand thorough compliance with the Information Security Guidelines set by SCSK and undertake several other activities, such as regular briefings and field audits.

To eliminate information security incidents, we also thoroughly implement information security and compliance with partner companies, work to create a safe and reliable value chain that offers high added value, and win the trust of clients and society.
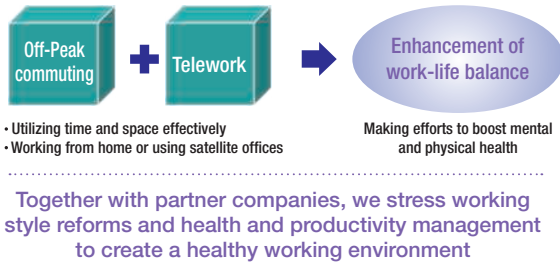
Promoting sustainability

Having received the understanding and consent of partner companies, the SCSK Group undertakes IT industry sustainability promotion activities with those companies.

In March 2024, we formulated the "SCSK Group Supply Chain Sustainability Promotion Guidelines," which is a code of conduct for contributing to the sustainable development of society through sincere and fair business activities.

The SCSK Group respects the Guidelines and promotes its business activities based on the sustainability management promotion structure.

Respect human rights

Share and advance other initiatives

Promote sustainability together with partner companies

Understand and harness diversity

Go paperless

Reduce greenhouse gas emissions

Initiative Themes

Theme	Key point	Examples of initiatives
Improving Quality and Productivity	● Development and management standardization (SE+, etc.) ● Mutual evaluation of projects	● Rollout of SCSK development standards (SE+) and Monozukuri innovation platform (S-Cred+) at partner companies for stable systems development, maintenance and operation ● Improvement in quality and productivity by sharing results of mutual project evaluations with partner companies
Working Style Reforms and Health and Productivity Management	● Sharing of health and productivity management measures/initiatives ● Enhancement of work-life balance	● Sharing indicators such as average overtime hours and the rate of consumed annual paid vacation days with partner companies, and recognizing those that have demonstrated outstanding results ● Active introduction and promotion of telework as a flexible working style
Increasing Efficiency of Contract Operations	● Increase in efficiency of contract procedures through use of Web-EDI ● Sharing of communication portal	● Elimination of the use of paper for outsourcing contract procedures through the use of SCSK's Web-EDI system (SE Link)*2 (99% use rate) ● Promotion of thorough regulatory compliance and important items through the communication of information to all partners using SE Link portal and two-way communication
Thoroughly Implementing Information Security and Compliance	● Strict observance of laws related to outsourcing ● Enhancement of information security	● Requirement of partner companies to comply with SCSK's Information Security Guidelines and activities such as field audits ● Briefings for all partner companies to ensure and strengthen information security and compliance
Promoting Sustainability	● Sharing of the "SCSK Group Supply Chain Sustainability Promotion Guidelines" ● Explanation of the SCSK Group Human Rights Policy, activities to reduce greenhouse gas emissions, etc.	● Explanation of the "SCSK Group Supply Chain Sustainability Promotion Guidelines" at briefings for all partners ● Explanation of not only policy on respecting human rights and human rights due diligence, but also SCSK Group greenhouse gas emission reduction targets and various measures to reduce emissions

*1 Web-EDI (Electronic Data Interchange): a system for increasing work efficiency by conducting business transactions between companies over the Internet
*2 SE Link is a registered trademark of SCSK Corporation.

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Sustainable Value Chain

Collaboration with Partners

Ensuring the stability of outsourcing transactions through collaboration and co-creation

The SCSK Group has been addressing the shortage of IT human resources that comes from the impending wave of falling birthrate and aging population by introducing advanced technology utilizing AI together with partner companies, and enhancing systems development and operation, and has thus secured a stable outsourcing transaction scale.

The Group has also secured excellent human resources through offshoring and has engaged in exchanges and sharing of development standards for conducting stable outsourcing transactions. Furthermore, it has engaged in personnel exchanges to reduce misunderstandings and problems caused by language barriers and differences in cultures, customs, and values, thus promoting respect for diversity and SDGs.

Partner companies (Figures for partner companies in urban areas)	Growth rate of outsourcing costs	Status of contractor satisfaction survey (Targeting Prime Business Partner)	Working style reforms and health and productivity management (Average for Prime Business Partner)
• Number of companies Approx. **630** • Employees Approx. **13,000**	• Year-on-year Approx. **8.2**% • Average of the most recent five years Approx. **9.0**%	• Company-wide CS survey conducted by **800** employees • Mutual evaluation for each project (120 cases per year)	• Rate of consumed annual paid vacation days **73**% per year • Overtime hours **13.5** hours per month

Work engagement with partner companies

The SCSK Group classifies its partner companies into "Urban Area Partners," "Regional Partners," "Offshoring," and "Global Partners," and builds equal and win-win relationships by sharing knowledge, insight, development skills, technical information, analytical capabilities, etc., so that each company can "maximize its characteristics and strengths."

The Group also works together with excellent local partner companies and local public entities to promote employment in local industries and regional revitalization, thus deepening a sense of solidarity with local communities and further improving and deepening work engagement.

Partner companies in urban areas (Mutual understanding, specialized type)	Regional partners (Human resources development and coexistence)	Offshoring (Differentiation from competitors)	Global partners (Differentiation from competitors)
• Prime Business Partner • Person-hours provided • On-site response • Specialized type partners	• Domestic Group companies • Internal reserves of technology • More advanced human resources • Shift to upstream processes	• Offshore partners • Securing work resources on a large scale • Support in different time zones and languages • Leading global remote work	• Overseas Group companies • Hub for global development • Developing/Exploring advanced technologies

Eliminating information security incidents and harassment

Securing stable supply of IT human resources

Respect for and emphasis on diversity

Social contribution through advanced IT technology

Partner companies in urban areas (Mutual understanding, specialized type)

Offshoring (Differentiation from competitors)

SCSK Group

Sharing knowledge, insights, development skills, technical information, analytical capabilities, etc.

Regional partners (Human resources development and coexistence)

Global partners (Differentiation from competitors)

Regional revitalization and contribution to local communities

SDGs Initiatives

Improving productivity, and maintaining high and stable quality

Partner conference

The SCSK Group designates strategic partner companies that help achieve higher quality and productivity and enable continuous and stable transactions as "Prime Business Partners." We are working to deepen engagement and implement additional measures to improve quality and expand business.
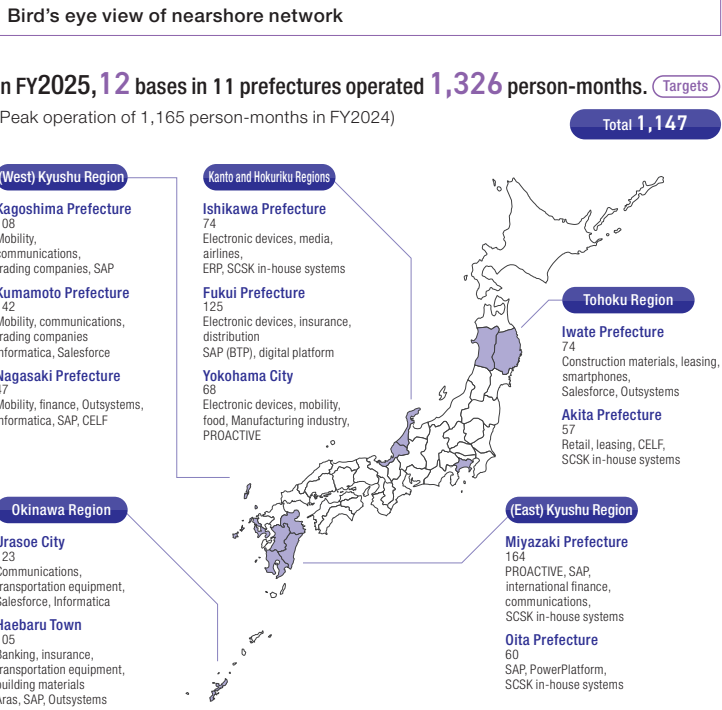
At our annual Partner Conference, we share business plans with participating companies and gain their understanding regarding the direction of business. (Held for 12 consecutive years)

Expansion of nearshore development centers and cooperation with local IT companies

The SCSK Group aims to promote work-life balance and further develop its business together with local communities by proactively participating in local issues from its 12 business bases across Japan and creating an environment that enables the growth and contribution of local communities and the realization of community-based lifestyles.

The Group also promotes the recruitment and upgrading of excellent IT human resources by proactively collaborating with local IT companies.

Bird's eye view of nearshore network

In FY2025, **12** bases in 11 prefectures operated **1,326** person-months. (Targets)
(Peak operation of 1,165 person-months in FY2024)

Total **1,147**

(West) Kyushu Region

Kagoshima Prefecture
108
Mobility, communications, trading companies, SAP

Kumamoto Prefecture
142
Mobility, communications, trading companies
Informatica, Salesforce

Nagasaki Prefecture
47
Mobility, finance, Outsystems, Informatica, SAP, CELF

Kanto and Hokuriku Regions

Ishikawa Prefecture
74
Electronic devices, media, airlines, ERP, SCSK in-house systems

Fukui Prefecture
125
Electronic devices, insurance, distribution
SAP (BTP), digital platform

Yokohama City
68
Electronic devices, mobility, food, Manufacturing industry, PROACTIVE

Tohoku Region

Iwate Prefecture
74
Construction materials, leasing, smartphones, Salesforce, Outsystems

Akita Prefecture
57
Retail, leasing, CELF, SCSK in-house systems

Okinawa Region

Urasoe City
123
Communications, transportation equipment, Salesforce, Informatica

Haebaru Town
105
Banking, insurance, transportation equipment, building materials
Aras, SAP, Outsystems

(East) Kyushu Region

Miyazaki Prefecture
164
PROACTIVE, SAP, international finance, communications, SCSK in-house systems

Oita Prefecture
60
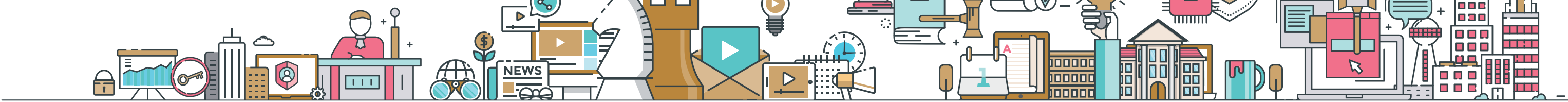SAP, PowerPlatform, SCSK in-house systems

Securing stable resources through offshoring

SCSK promotes collaboration in the IT service business with overseas companies in Vietnam, China and other countries as offshore partners. We are working with some companies to launch offshore development centers, standardize systems development and operations, promote personnel exchanges, share intellectual property, and plan seamless resource strategies. We will overcome the shortage of IT human resources in Japan and provide stable IT services to our clients.

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GOVERNANCE
Transparent Governance

Masaki Nakajima　Chairman and Director, Chairman of the Board

As the SCSK Group, with the support of its stakeholders, has steadily expanded its business, increasing its social presence and influence, the topics needing to be discussed at our Board of Directors' meetings have grown increasingly sophisticated and diverse. As Chairman, I will focus my efforts on the following points.

1. Ensuring transparency and soundness: Through fair information disclosure, strict compliance with laws and regulations, and proactive dialogue with stakeholders including outside directors, shareholders, and investors, we will establish a transparent, sound governance system to secure their trust.
2. Fostering strategic discussions: We will cultivate an environment in which Board members engage in free-flowing, substantive, and constructive exchanges. We will achieve this by setting appropriate agendas that encompass medium- to long-term themes such as the SCSK Group's future vision, growth story, approach to human resources, and risk identification.
   The fiscal year ending March, 31, 2026 marks the final year of the current Medium-Term Management Plan. Priorities for this period include further innovating our core businesses to drive future growth, creating new digital ventures, developing the next generation of leadership, and expanding our global footprint.
3. Strengthening collaboration with Outside Directors: Independent Outside Directors possess objective perspectives and extensive experience which are essential in enhancing management oversight functions. We will engage in constructive dialogue at an unprecedented level with Outside Directors to enhance management transparency and soundness. We will also cooperate with the Nomination and Remuneration Advisory Committee to appropriately consider management succession plans and Outside Director selection.

In today's rapidly changing business environment, where change is happening at an ever increasing rate, swift decision-making and execution that captures the essence from a more diverse range of perspectives has become paramount.

Under such circumstances, in 2024 we welcomed Net One Systems Co., Ltd. to the SCSK Group. Our aim is to become a company that leads the digital transformation of society. With an eye toward future business integration, as Chairman of the Board, I will dedicate myself fully to lead constructive discussions while stressing transparency, ensuring the SCSK Group can chart its course in a timely, precise manner and proceed steadily.

We extend our deepest gratitude to our shareholders and stakeholders for your continued understanding and support of SCSK Corporation's sustainable growth initiatives. I am Masaki Nakajima, and have been appointed Chairman of the Board of Directors.

I have been involved in a broad range of business activities on a global scale over the past four decades. Leveraging the diverse experience and insights cultivated throughout this journey, I am committed to contributing to the sustainable growth and enhanced corporate value of the SCSK Group.

The SCSK Group makes this pledge to everyone: guided by our corporate philosophy of "Create Our Future of Dreams," we promise to value people, use proven technology to provide the highest level of service, and continue our growth while looking toward the world and the future.

Meanwhile, uncertainty is gradually pervading the business environment surrounding the SCSK Group, driven by the accelerating pace of digitalization and changes in the global political situation accompanied by historic paradigm shifts. Amidst such circumstances, our Board of Directors must appropriately exercise its management oversight function, deepen strategic discussions while looking ahead, and serve as a compass providing guidance for the SCSK Group's sustainable growth.

Tetsuya Kubo　Independent Outside Director　Chair of Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee plays a role in advising the Board of Directors on the appointment and remuneration of directors and other key matters, thereby boosting the effectiveness of SCSK's corporate governance. Given that SCSK is a company where the parent and subsidiaries are listed, it is crucial that we ensure fair governance that also considers minority shareholders.

In the fiscal year ended March 31, 2025, deliberations focused on matters such as appointing personnel to lead this transformative period with consideration for gender and skill diversity, examining a cohesive remuneration system aligned with roles and corporate growth, and cultivating successors for management personnel. Regarding directors in particular, we have worked diligently to build a stronger structure to drive reform. This effort involved discussions on establishing a management structure that enabled us to leverage the strengths of both companies, while looking toward the business integration with Net One Systems Co., Ltd. We believe that successfully completing the business integration with Net One Systems Co., Ltd.—which represents the single largest investment project since SCSK was founded—as soon as possible is mandatory if we are to continue growing and developing.

We will continue to strive to share our vision and growth with our workforce to boost employee engagement. We will also explore further concrete measures related to the executive structure and remuneration system aligned with the Medium-Term Management Plan which is entering a new stage, as well as the process for selecting the next president, the Committee's most important mission.

Members: (Names of committee members and attendance status for the fiscal year ended March 31, 2025)	Tetsuya Kubo	Chair (Independent Outside Director)	8/8	Hidetaka Matsuishi	Member (Independent Outside Director)	8/8
	Sadayo Hirata	Member (Independent Outside Director)	8/8	Yumiko Waseda	Member (Independent Outside Director)	8/8
	Shoei Yamana	Member (Independent Outside Director)	6/6	Hideki Yamano	Member (Internal Director)	8/8
	Yasuo Miki	Member (Independent Outside Director)	8/8	Takaaki Touma	Member (Internal Director)	8/8

Yumiko Waseda　Independent Outside Director (Audit and Supervisory Committee Member)　Chair of Conflict of Interest Advisory Committee

All six Independent Outside Directors are members of the Conflict of Interest Advisory Committee, accompanied by independent outside experts (attorneys). Its roles are: 1) to deliberate in advance on matters that require Board approval under Japan's Companies Act, such as transactions between SCSK and its directors that may involve a conflict of interest, and 2) to deliberate as necessary on matters on which it consults with the Board of Directors and other bodies to ensure fairness, including transactions between SCSK and related parties, and submits its findings to the Board of Directors.

This fiscal year, we have deliberated on the allotment of shares with transfer restrictions to directors and transactions with related parties.

The fairness of the business relationship with parent company Sumitomo Corporation in particular must be verified and guaranteed from the viewpoint of protecting minority shareholders. This is the single most important role of the Conflict of Interest Advisory Committee. This is based on Supplementary Principle 4-8 [3] of Japan's Corporate Governance Code. Given this, we regularly request information on the nature of transactions with the Company and profit margins, and confirm that the terms and conditions are equivalent to those of ordinary business partners with which the Company has no capital relationship.

We will continue to ensure fairness in transactions involving conflicts of interest and work to clearly disclose Conflict of Interest Advisory Committee activities to our stakeholders.

Members: (Names of committee members and attendance status for the fiscal year ended March 31, 2025)	Yumiko Waseda	Chair (Independent Outside Director)	2/2	Yasuo Miki	Member (Independent Outside Director)	2/2
	Tetsuya Kubo	Member (Independent Outside Director)	2/2	Hidetaka Matsuishi	Member (Independent Outside Director)	2/2
	Sadayo Hirata	Member (Independent Outside Director)	2/2	Junichi Tobimatsu	Member (Independent outside expert/attorney)	2/2
	Shoei Yamana	Member (Independent Outside Director)	1/1			

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Transparent Governance

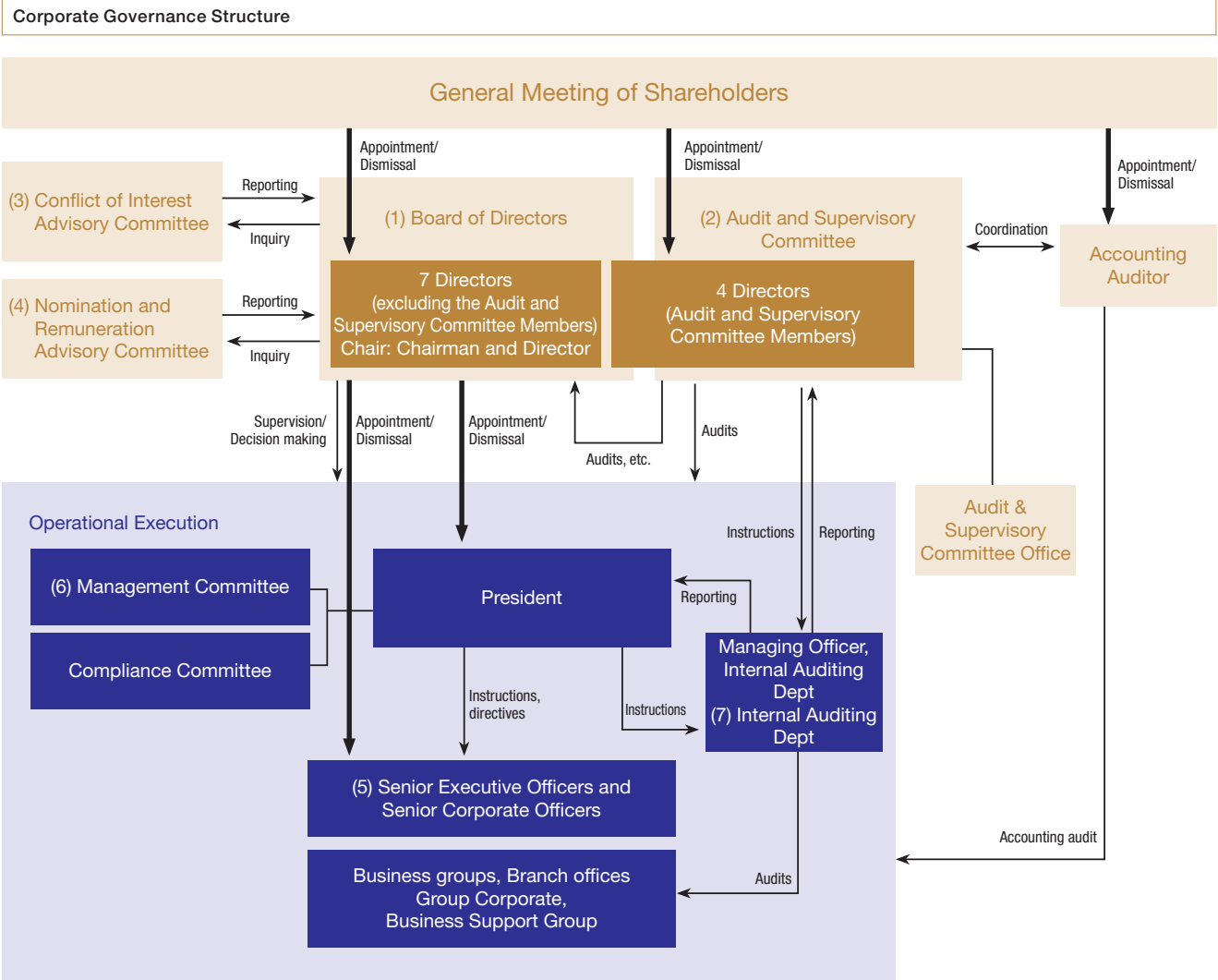## Basic Approach and System for Corporate Governance

Embracing its focus on corporate social responsibility, the SCSK Group implements sustainability management with an eye to shareholders and other stakeholders.

From this perspective, the SCSK Group considers raising the efficiency and soundness of management as well as ensuring transparency in the decision-making process as the most basic components of its corporate governance. Rating these matters high among management priorities, we aim to build an optimal management structure that benefits SCSK the most.

Since FY2024, the Group has switched to a system in which the majority of the Board of Directors consist of Independent Outside Directors, with the view to further protecting the interests of minority shareholders and strengthening the supervisory function of the Board. It also ensures transparency in corporate governance with the Board of Directors chaired by the Chairman and Director who is not involved in business execution and who leads the supervision by the Board of Directors. Through these initiatives, the Group further improves management efficiency, maintains the soundness of management, ensures transparency, and further strengthens the corporate governance system.

We implement each of the principles set forth in the Tokyo Stock Exchange's Corporate Governance Code and provide detailed disclosures within our Corporate Governance Report based on each principle.

Overview of Corporate Governance System (as of June 30, 2025)

Institutional design	Company with Audit and Supervisory Committee
Directors	11 (of which 6 are Independent Outside Directors)
Chairman of the Board	Masaki Nakajima (Chairman and Director, Non-executive director)
Audit and Supervisory Committee Members	4 (of which 3 are Independent Outside Directors)
Term of Directors stipulated in Articles of Incorporation	Directors who are not Audit and Supervisory Committee Members: 1 year Directors who are Audit and Supervisory Committee Members: 2 years
Executive Officer system	Adopt

Corporate Governance Structure

Name	Independent Outside Director	Role, system, and initiatives
(1) Board of Directors Meetings in FY2024: 13 Chairman of the Board: Chairman and Director *Non-executive director	Internal Directors: 5 **55%*** 6 / 11 Female Directors: 2 Independent Outside Directors: 6	● Makes decisions regarding important managerial issues and supervises execution of operations ● Holds regular meetings (generally once a month) and extraordinary meetings (when necessary) ● Primarily examines matters stipulated by laws and regulations, matters stipulated by company regulations, and important managerial matters, including management strategy and management plan
(2) Audit and Supervisory Committee Meetings in FY2024: 15 Chair: Internal Director	Internal Director: 1 **75%** 3 / 4 Female Director: 1 Independent Outside Directors: 3	● Conducts organized audits that make use of the internal control system, and audits and supervises the execution of the business operations by the Executive Officers from an independent and objective perspective ● Holds regular meetings (generally once a month) and extraordinary meetings (when necessary) ● "Reasons for Elections and Summary of Their Expected Roles" for knowledge possessed by Independent Outside Directors ⮕ P95
(3) Conflict of Interest Advisory Committee Meetings in FY2024: 2 Chair: Independent Outside Director	Independent outside expert: 1 **86%*** 6 / 7 Female Directors: 2 Independent Outside Directors: 6	● Primarily deliberates on transactions that could involve a conflict of interest between SCSK and its Directors, matters that require the approval of the Board of Directors as per the Companies Act, and transactions between SCSK and related parties, and matters that the Board of Directors or similar entities seek advice on as necessary to ensure the fairness of decision-making by such entities ● Composed of Independent Outside Directors and independent outside experts
(4) Nomination and Remuneration Advisory Committee Meetings in FY2024: 8 Chair: Independent Outside Director	Internal Directors: 2 **75%** 6 / 8 Female Directors: 2 Independent Outside Directors: 6	● Primarily deliberates on: 1) matters concerning the criteria and process for selecting Directors, Senior Executive Officers, and Senior Corporate Officers, as well as the appointment and dismissal of Directors; 2) matters concerning the remuneration for Directors, Senior Executive Officers, and Senior Corporate Officers; and 3) matters that the Board of Directors and other entities may consult on as necessary to ensure the fairness of decision-making by such entities.

*Note: Figures are rounded to the nearest whole number.

Name	Role, system, and initiatives
(5) Senior Executive Officers and Senior Corporate Officers	● Divided into Senior Executive Officers who are responsible for business execution throughout the SCSK Group and Senior Corporate Officers who are responsible for execution of operations in a particular business domain in order to clarify roles and responsibilities of officers ● Senior Executive Officers and Senior Corporate Officers execute operations while following the instructions and orders of the President in line with management policies set by the Board of Directors
(6) Management Committee	● Established as an advisory body to the President on important business matters ● Participants consist of the President, Executive Vice President, General Manager, and persons nominated by the President
(7) Internal Auditing Dept.	● Examines and evaluates control activities and risk management related to overall management activities at SCSK, its subsidiaries, etc., from various perspectives, including improving effectiveness and efficiency of operations and ensuring the reliability of financial reports ● Reports on internal audit plans and results directly to the Board of Directors, the President, and the Audit and Supervisory Committee

Transparent Governance

Appointment and Dismissal of Directors and Procedures

When appointing and dismissing Directors (excluding those who are Audit and Supervisory Committee Members), the Nomination and Remuneration Advisory Committee is consulted, and the matter is tabled at the General Meeting of Shareholders after being resolved by the Board of Directors taking into consideration the opinion of the Audit and Supervisory Committee. In addition, for candidates for Directors who are Audit and Supervisory Committee Members, the approval of the Audit and Supervisory Committee is obtained, and then they are appointed or dismissed through the same process.

As for the composition and number of Board of Directors members, decisions are made taking into consideration the skills that should be possessed by the SCSK's Board of Directors and the balance and diversity of skills possessed by each Director.

To maintain and improve Directors' supervision of execution of duties, Independent Outside Director about whom there are no concerns of conflict of interest with general shareholders will continue to be selected. Outside Directors who possess management judgement based on a wide range of business activities attend Board of Directors meetings and provide advice to maximize corporate value.

Selection criteria

Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Possess knowledge, experience, and track record required of SCSK Directors
- Can constructively participate in deliberations at Board of Directors meetings
- Possess outstanding management skills and insight into thoroughly adhering to laws, regulations, and corporate ethics
- For Directors who also serve as executive officers, possess extensive knowledge in responsible fields

Directors who are Audit and Supervisory Committee Members
- Possess specialized insight and experience as Director who is an Audit and Supervisory Committee Member and can conduct audits from an objective perspective

Outside Director
- In addition to the above, possess specialized and broad insights into corporate management and various fields

Reasons for Elections of Outside Directors and Summary of Their Expected Roles

Outside Director		Reasons for Elections and Summary of Their Expected Roles
Tetsuya Kubo (Chair of the Nomination and Remuneration Advisory Committee)	Independent Director	We have selected Mr. Tetsuya Kubo based on his robust experience and wide-ranging knowledge as a corporate manager at major financial institutions. He possesses robust experience and in-depth knowledge pertaining to corporate management, finance and accounting, organization and human resources, and global matters. We believe that he will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.
Sadayo Hirata	Independent Director	We have selected Ms. Sadayo Hirata based on her robust experience and wide-ranging knowledge as an engineer, academic researcher, and member of government agencies. She possesses robust experience and in-depth knowledge pertaining to technology, and organization and human resources, as well as environmental, social, and human rights matters. We believe that she will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.
Shoei Yamana	Independent Director	We have selected Mr. Shoei Yamana based on his robust experience and wide-ranging knowledge as a corporate manager at major precision equipment companies and as an outside director at listed companies. He possesses robust experience and in-depth knowledge pertaining to corporate management, marketing, and global affairs, as well as environmental, social, and human rights matters. We believe that he will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.
Yasuo Miki	Audit and Supervisory Committee Member / Independent Director	We have selected Mr. Yasuo Miki based on his robust experience and wide-ranging knowledge as a corporate manager at IT companies and as an outside director at listed companies. He possesses robust experience and in-depth knowledge pertaining to corporate management and technology. We believe that he will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.
Hidetaka Matsuishi	Audit and Supervisory Committee Member / Independent Director	We have selected Mr. Hidetaka Matsuishi based on his robust experience and wide-ranging knowledge as a corporate manager at a major electric instruments company and an outside director at listed companies. He possesses robust experience and in-depth knowledge pertaining to corporate management, finance and accounting, organization and human resources, and marketing. We believe that he will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.
Yumiko Waseda (Chair of the Conflict of Interest Advisory Committee)	Audit and Supervisory Committee Member / Independent Director	We have selected Ms. Yumiko Waseda based on her robust experience and wide-ranging knowledge as an attorney, an outside auditor at listed companies, and a member of government agencies. She possesses robust experience and in-depth knowledge pertaining to environmental, social and human rights matters, as well as legal and risk management. We believe that she will help to maintain and enhance the functions that supervise the execution of the Company's operations and offer useful advice on all areas of management.

Stimulating Deliberation at the Board of Directors Meetings

We strive to ensure that discussions at the Board of Directors meetings are lively and substantive by enhancing the materials for the meetings, providing advance explanations to Outside Directors, providing information about SCSK's businesses, and offering opportunities for the exchange of opinions and site visits. As a result of these initiatives, the evaluation of the effectiveness of the Board of Directors has recognized that open and constructive discussions are being conducted.

Additionally, the secretariat determines the annual schedule and deliberation matters of the Board of Directors after providing prior explanations at the Board meetings, continuously reviews agenda standards, and carefully selects matters requiring resolution of the Board of Directors. In this manner, sufficient time is secured for deliberations on truly material matters.

Key matters deliberated by the Board of Directors (April 2024–March 2025)

	2024									2025			Main discussion items
	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	
Board of Directors	○	○	○	○	Not held	○	○	○	○	○	○	○	● Company-wide risk management status
Corporate governance	○	○	○						○			○	● Evaluating the effectiveness of the Board of Directors ● Report on compliance ● IR activities report ● Report on strategically-held shares
Sustainability				○		○			○			○	● Human resource initiatives for strengthening the management foundation under the Medium-Term Management Plan (Well-Being, D & I, treatment and compensation, business strategy and human resources portfolio) ● Sustainability management status ● Status of initiatives related to human resources strategy
Operational execution status	○	○	○	○		○	○	○	○	○	○	○	● Progress of the Medium-Term Management Plan ● Business report by business group ● Business report by major subsidiaries ● Open innovation and investment activities ● Status of technology strategy initiatives ● Performance report

Evaluating the effectiveness of the Board of Directors

Every year, SCSK carries out self-evaluation and analysis concerning the effectiveness of the Board of Directors since FY2016 in order to improve the functions of the Board of Directors and enhance corporate value as a result.

Looking ahead, taking into account the results of this evaluation, SCSK's Board of Directors will swiftly address the issues identified based on a thorough review and will continue to promote measures for enhancing the functions of the Board of Directors.

Evaluation method

As for the FY2024 self-evaluation and analysis, we conducted a questionnaire survey in February 2025 of all Directors who were Board of Directors Members, receiving advice from an outside organization.

Anonymity was ensured by having Directors submit completed questionnaires to the outside organization. After receiving a report on the results from the outside organization, an analysis, discussion, and evaluation were conducted at the Board of Directors meeting held in May 2025.

Evaluation/Analysis Process

STEP 1 Have all Directors complete questionnaire

STEP 2 Send completed questionnaires directly to outside organization to ensure anonymity

STEP 3 Analyze, discuss, and evaluate by the Board of Directors

STEP 4 Implement measures to improve the functioning taking into consideration evaluations

Main Questionnaire Items
- Items related to composition of the Board of Directors
- Items related to operations of the Board of Directors
- Items related to discussions by the Board of Directors
- Items related to Board of Directors' monitoring function
- Items related to support system for Directors (including Audit and Supervisory Committee Members), etc.

Summary of FY2024 Evaluation Results
- The following items received positive evaluations, indicating that in general the Board of Directors functions effectively:
  - Appropriate management of conflicts of interest
  - Free, open-minded, and constructive discussion and exchange of views
  - Overall operation, including content of advance explanations and timing of meetings
  - Providing continuous training and other development opportunities for Directors

Issues and Future Initiatives
- Recognized that the following issues should continue to be addressed:
  1) Discussions for formulating management plans with greater awareness of capital efficiency
  2) Periodic review of the business portfolio
- To address the above issues, efforts are being made to improve the situation, including through the provision of opportunities for discussions outside the Board of Directors, business briefings by business groups and major subsidiaries, and discussions on the Medium-Term Management Plan.
- In addition, to address these issues, the Board of Directors' agenda is set based on the opinions expressed at the meetings, and further enhancements are being made to the content of the materials provided to the Board.

Foundation Supporting Value Creation

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Support and Training System for Directors

Outside Director support system

Information such as materials and discussion summaries from management meetings, as well as analyst reports, is shared with Outside Directors in a timely manner. In addition, materials for Board of Directors' agenda items are sent in advance, and opportunities are provided for prior explanations and Q&A sessions by the relevant departments to support effective deliberations at Board meetings.

For Outside Directors who are Audit and Supervisory Committee Members, support is provided through the Audit & Supervisory Committee Office, including the collection and provision of internal information and assistance with various investigations, to facilitate the smooth execution of audit-related duties.

Providing training opportunities for Directors

Both when and after taking up their position, Directors are provided with continuous opportunities—such as seminars, business briefings by each business group, and site visits—to acquire the knowledge necessary for fulfilling their roles and responsibilities in SCSK Group corporate management.

In FY2025, seminars were held on a variety of topics, including DE&I, IT industry trends, and corporate governance, based on the increasingly important roles expected of Outside Directors. In addition, specifically to deepen Outside Directors' understanding of the businesses, business briefings were conducted by each business group and major subsidiaries. A site visit was also organized to SCSK HOKKAIDO CORPORATION, a Group subsidiary, including an observation

of smart agriculture initiatives undertaken by its business partner, Hokuren Federation of Agricultural Cooperatives.

Observation of smart agriculture initiatives (September 2024)

Remuneration for Directors

Basic policy on remuneration for Directors and procedures for deciding amount of remuneration

SCSK pays out annual remuneration to Directors including performance-linked compensation, within the maximum amount as determined at the Ordinary General Meeting of Shareholders.

Policies and procedures for determining the content of remuneration, etc. for Directors, calculation methods, and levels of remuneration for Directors are deliberated by the Nomination and Remuneration Advisory Committee, the

majority of members of which are Independent Outside Directors, and resolved by the Board of Directors.

Remuneration for Directors who are Audit and Supervisory Committee Members is determined through discussion among Directors who are Audit and Supervisory Committee Members pursuant to the provisions of Article 361, Paragraph 3 of the Companies Act.

Remuneration for Directors in FY2024

Category	Total remuneration (millions of yen)	Remuneration by type (millions of yen)			Number of people
		Fixed compensation (cash)	Short-term performance-linked compensation (cash)	Medium- to long-term performance-linked compensation (stock-based)	
Directors (excluding Directors who are Audit and Supervisory Committee Members)	313	181	58	74	9
(of whom, Independent Outside Director)	(31)	(31)	(—)	(—)	(3)
Directors who are Audit and Supervisory Committee Members	66	66	0	—	6
(of whom, Independent Outside Director)	(43)	(43)	(—)	(—)	(5)

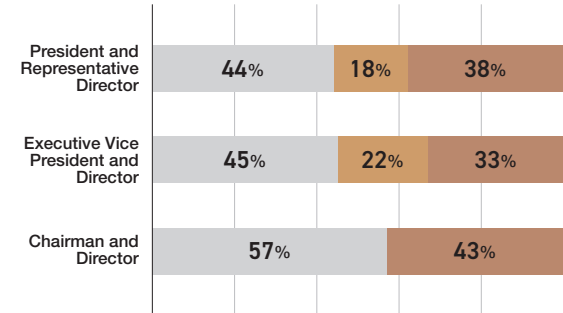### Basic policies on remuneration for Executive Directors

Remuneration for Executive Directors is positioned as an important matter of corporate governance, and is determined in accordance with the following policies.

- Establish a remuneration system that is aligned to realize the corporate philosophy, "Create Our Future of Dreams" and promote sustainability management that contributes to solving social issues.
- Encourage sustainable growth in corporate value and share profits and risks with shareholders.
- Promote the achievement of medium- and long-term management plans and short-term goals set for such plans.
- Offer competitive remuneration levels to retain talented individuals who will drive sustainable growth.
- Periodically review remuneration levels and composition ratios as appropriate, taking into account the size of the company and benchmarks.
- Ensure that the process for determining remuneration is objective, transparent, and fair to maintain accountability to shareholders, employees, and all other stakeholders.

Types, summary, and composition of Director remuneration

Composition of compensation
Note: In cases where short-term performance-linked compensation is paid in the standard amount

- ☐ Fixed compensation (cash)
- (1) Short-term performance-linked compensation (cash)
- (2) Medium- to long-term performance-linked compensation (stock-based)

Position	Fixed	(1)	(2)
President and Representative Director	44%	18%	38%
Executive Vice President and Director	45%	22%	33%
Chairman and Director	57%		43%

Policy and indicators for performance-linked compensation

Ratio of the Company performance portion and the personal performance portion

(1) Short-term performance-linked compensation (cash compensation)
Short-term performance-linked compensation is calculated by adjusting the standard amount set for each Director position based on the Company and personal performances for the fiscal year and is paid after the fiscal year ends.

The ratio of the Company performance portion and the personal performance portion is 100% and 0% for the President and Representative Director, and 60% and 40% for the Executive Vice President and Director.

Director position	Company performance portion	Personal performance portion
President and Representative Director	100%	—
Executive Vice President and Director	60%	40%

Company performance portion
The Company performance portion is calculated by multiplying the standard amount by two coefficients—one is based on the compound annual growth rates (CAGRs)[1] of net sales and operating profit over the Medium-Term Management Plan period while the other is based on the rates of achievement of the net sales and operating profit targets for the fiscal year[1]—with the aim of incentivizing the Directors to strive to achieve the Company's sustainable growth and its performance plan. The Company performance coefficients are designed so that they can cause the standard amount to decrease by up to 75% or increase by up to 80%.

Standard amount × Coefficient based on the CAGRs[1] over the Medium-Term Management Plan period × Coefficient based on the achievement rate of the performance plan for the fiscal year[1]

[1] When obtaining each of the CAGRs and the achievement rate of the fiscal year plan, net sales and operating profit are factored in at a ratio of 30:70

Personal performance portion
The personal performance portion is calculated by multiplying the standard amount by the coefficient that reflects the evaluation of each person's accomplishments[2] in environmental, social, governance, and other areas, with the aim of enhancing the effectiveness of the managerial foundation reinforcement measures underlying the Medium-Term Management Plan's core strategies. The personal performance coefficient is designed so that it can cause the standard amount to decrease by up to 100% or increase by up to 50%.

Standard amount × Coefficient based on personal evaluation[2]

[2] Personal evaluation items
- Selection of and focus on high-potential business domains
- Promotion of Value-Driven Management (sharing of philosophy and vision with employees)
- Environmental, social, and governance initiatives

(2) Medium- to long-term performance-linked compensation (stock-based compensation)
Each year, SCSK grants the Directors (excluding Outside Directors, part-time Directors, and Directors who are Audit and Supervisory Committee Members) its common stock as restricted shares after the Ordinary General Meeting of Shareholders, with the aim of incentivizing them to embody the sustained improvement in corporate value depicted in Grand Design 2030 and promoting greater sharing of value with all

shareholders. The restricted transfer period is, in principle, from the day the restricted shares are granted until the day the person resigns from directorship of SCSK, in order to facilitate the sharing of value with shareholders over the medium to long term.

Both Senior Executive Officers and Senior Corporate Officers are also granted restricted shares.

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Succession Plan

Succession plan for the President

SCSK has formulated and implemented a succession plan for the President, with the aim of continuously securing corporate managers who will contribute to medium- to long-term growth and improvement of corporate value. In the succession plan, the requirements for successor candidates and the process for selecting them are defined. The selection process emphasizes transparency and fairness, and the Nomination and Remuneration Advisory Committee, the majority of which are Independent Outside Directors, supervises the selection of the final candidate from an objective standpoint. Specifically, the Committee examines the process of selecting successor candidates and provides advice after monitoring whether or not the succession plan, including the development and evaluation of the selected candidates, is effectively executed. The final candidate is selected by resolution of the Board of Directors upon consultation with the Nomination and Remuneration Advisory Committee.
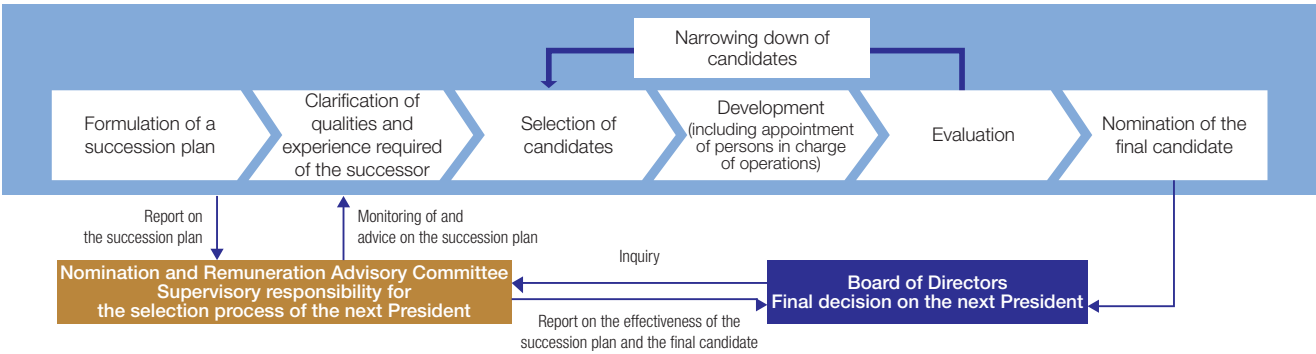
Significance of Parent-and-Subsidiary Listing and Policy to Protect Minority Shareholders

Significance of parent-and-subsidiary listing

- We will work closely with our parent company, Sumitomo Corporation, to support and enhance the execution of its global business by building and operating its IT platform, and to create global businesses in areas such as digital transformation (DX) and open innovation. We will thus be able to acquire new business opportunities and business partners, to share business strategies with Sumitomo Corporation, and to leverage each other's strengths, which will in turn enhance each other's corporate value.
- There are several advantages for SCSK to be a listed company. These include the establishment of a solid financial base with the increased ability to raise funds, the enhanced credibility through the establishment and operation of a governance structure with transparency in corporate management and an internal control system, the enhanced corporate name recognition and brand power in recruiting personnel, the enhanced credibility with its clients, the enhanced reliability of its services, and the improved motivation of its officers and employees.

Policy on the Protection of Minority Shareholders

- At SCSK, Independent Outside Directors constitute the majority of the Board of Directors. In addition, to ensure fairness and transparency while appropriately considering the shared interests of the Company and its shareholders, two advisory committees have been established under the Board: the Conflict of Interest Advisory Committee, composed solely of Independent Directors and external experts, and the Nomination and Remuneration Advisory Committee, in which six of the eight members are Independent Directors.
(1) The Conflict of Interest Advisory Committee deliberates on transactions with the parent company that are deemed significant to ensure that minority shareholders are not disadvantaged, and submits its recommendations to the Board of Directors.
(2) The Nomination and Remuneration Advisory Committee deliberates on matters such as the criteria and process for selecting Directors, Senior Executive Officers, and Senior Corporate Officers; the appointment and dismissal of these officers; and the remuneration for Directors, Senior Executive Officers, and Senior Corporate Officers. The Committee submits its recommendations to the Board of Directors. For details of each committee, please refer to [P94] .
In addition, with respect to the exercise of voting rights by the parent company regarding the appointment and dismissal of Independent Directors of the Company, it has been confirmed that such decisions are made based on the reasons for the proposal of candidates nominated by the Company. Furthermore, on the premise that the independence of the Company's decision-making is ensured, the Company consults or reports to the parent company in advance regarding important business executions that may have a significant impact on the corporate value of the parent company group.

Policy on Strategically-Held Shares

SCSK owns the shares of business partners determined to contribute to the promotion of its core business strategies and to its sustainable growth and enhanced corporate value, weighing the balance between return on investment of those shares and the company's cost of capital. Following this policy, SCSK sells shares that it deems to have partly or completely lost their significance or reasonableness.

SCSK also annually examines the significance and reasonableness of holding investment shares and the desirability of continuing to hold them by comprehensively considering quantitative information such as the profit obtained from transactions with the companies that it has invested in, the amount of annual dividends received, and gains or losses on valuation of stock, as well as qualitative information such as the status of achievement of investment objectives (e.g., maintaining and strengthening relationships with the invested companies).

After the results of this review are compiled, they are reported annually to the Board of Directors along with the significance of the investment shares, the book value recorded on the balance sheet, the gains or losses on valuation, the performance and business plan of the business partners over the past three years, and the decision about whether to continue to hold the shares.

Those shares determined to lack significance and validity to continue to hold them after the review will be sold while considering the impacts on our business and markets.

In FY2024, SCSK sold one issue and acquired two new issues. As a result, the number of issues held by SCSK as of March 31, 2025 was seven issues, amounting to ¥2,780 million. In addition, due to the acquisition of Diamond Head Co., Ltd. as a subsidiary, two issues held by the company were added, bringing the total number of issues held by the SCSK Group to nine, amounting to ¥3,407 million.

Strategically-held shares and number of remaining issues held

· In FY2024, two issues held by Diamond Head Co., Ltd. were added following its acquisition as a subsidiary, bringing the total number of issues held by the SCSK Group to nine.
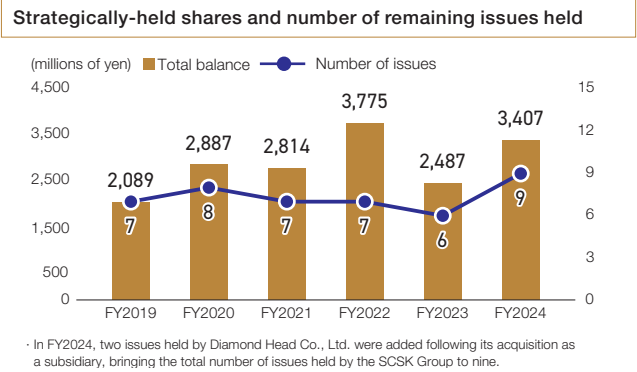
Internal Control

We have established the "Basic Policy for Building the Internal Control System" aimed at achieving the "effectiveness and efficiency of operations," "reliability of reporting," "compliance with laws and regulations related to business activities," and "safeguarding of assets" within the SCSK Group. The "Basic Policy for Building the Internal Control System" defines the basic policies and necessary measures regarding the system to ensure that the execution of duties by the directors of SCSK complies with laws and regulations, as well as the Articles of Incorporation and the system to ensure the appropriateness of business operations of the SCSK Group. We check the current internal control system and conduct constant reviews, thus building an effective internal control system that meets the needs of the times.

SCSK acquired Net One Systems Co., Ltd. as a subsidiary in December 2024. Net One Systems has a unique internal control framework. The framework includes a Three Lines Model with an additional "1.5th line" functioning as a control tower for internal controls, and is designed to continuously improve a sound corporate culture and organizational climate. Furthermore, the Governance and Corporate Culture Advisory Committee conducts company-wide and ongoing evaluations and improvements of the effectiveness of the internal control system.

Basic Policy for Building the Internal Control System
https://www.scsk.jp/internal_control.html (in Japanese only)

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Enhancing Information Disclosure

Basic policy

Information disclosure represents an important responsibility of management from the standpoint of ensuring the transparency and fairness of the company's decision-making. We strive to carry out information disclosure in an appropriate and timely manner in order to help deepen understanding among various stakeholders, including shareholders and other investors, about decision-making by the SCSK Group's management and its business activities.
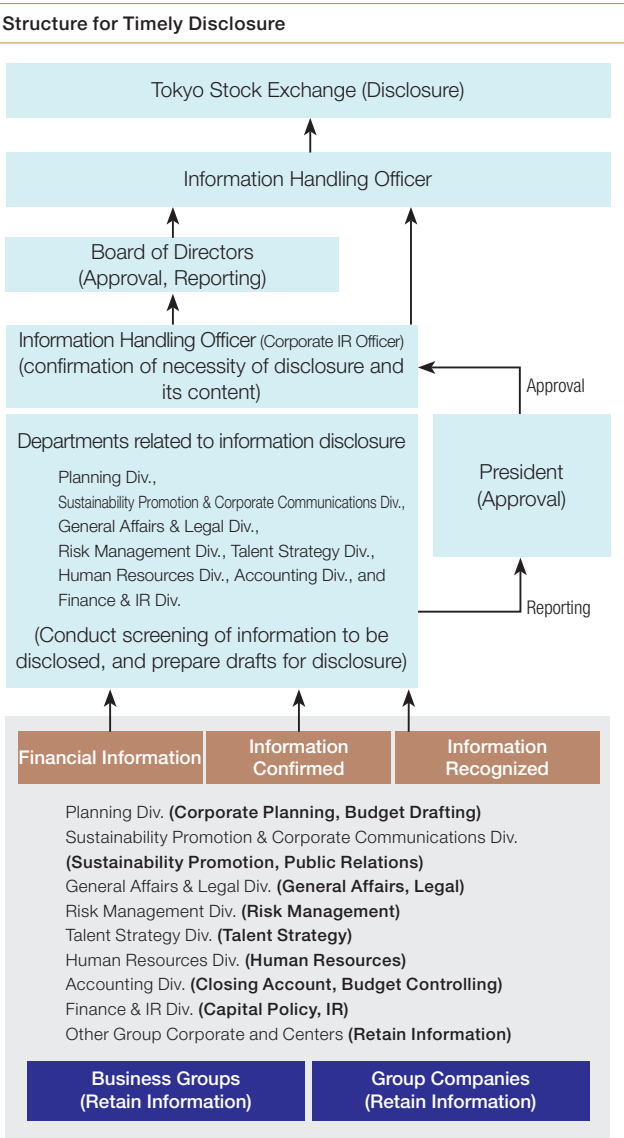
The Group's basic policy on information disclosures is to disclose information in a proactive manner. In addition to disclosures on operating results and financial information pursuant to laws and regulations, non-financial information (including ESG elements concerning governance along with social and environmental issues) deemed material by SCSK is also communicated using various means, including the corporate website and the SCSK Report.

Structure for timely disclosure

The SCSK Group recognizes that a high level of management transparency is an important component of corporate governance. Also, as a measure to ensure this transparency, it has established the following system for the disclosure of corporate information. Through this system, we work to disclose information in a timely, appropriate, and fair manner.

1. The Planning Div., Sustainability Promotion & Corporate Communications Div., General Affairs & Legal Div., Risk Management Div., Talent Strategy Div., Human Resources Div., Accounting Div., and Finance & IR Div. properly gather information that is subject to disclosure, screen what is to be disclosed, and prepare drafts for disclosure.
2. Upon receiving authorization from the President, the information handling officers—the person responsible for supervising the management and disclosure of information—confirm the content and determine whether disclosure is required.
3. The information handling officers appropriately disclose corporate information after receiving approval from the Board of Directors when necessary.
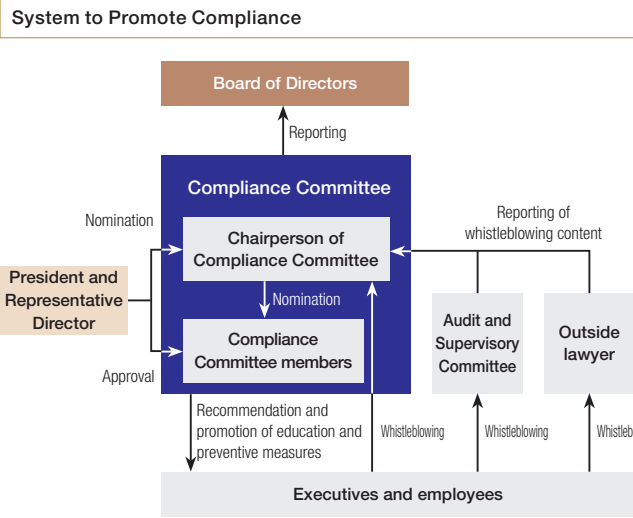
Structure for Timely Disclosure

Tokyo Stock Exchange (Disclosure)

Information Handling Officer

Board of Directors (Approval, Reporting)

Information Handling Officer (Corporate IR Officer) (confirmation of necessity of disclosure and its content) — Approval

Departments related to information disclosure — President (Approval) — Reporting

Planning Div., Sustainability Promotion & Corporate Communications Div., General Affairs & Legal Div., Risk Management Div., Talent Strategy Div., Human Resources Div., Accounting Div., and Finance & IR Div.

(Conduct screening of information to be disclosed, and prepare drafts for disclosure)

Financial Information	Information Confirmed	Information Recognized

Planning Div. (Corporate Planning, Budget Drafting)
Sustainability Promotion & Corporate Communications Div. (Sustainability Promotion, Public Relations)
General Affairs & Legal Div. (General Affairs, Legal)
Risk Management Div. (Risk Management)
Talent Strategy Div. (Talent Strategy)
Human Resources Div. (Human Resources)
Accounting Div. (Closing Account, Budget Controlling)
Finance & IR Div. (Capital Policy, IR)
Other Group Corporate and Centers (Retain Information)

Business Groups (Retain Information)	Group Companies (Retain Information)

Compliance System

Basic approach

SCSK views compliance as observing laws and regulations, and acting with a high sense of ethics within the norms of society. Based on its corporate philosophy and Code of Conduct, SCSK considers acting sincerely and appropriately as members of society and corporate citizens to be the most important principle for Director and employee conduct. Each individual Director and employee is responsible for his/her own actions based on the concept of compliance, and strives to produce results that fulfill the social responsibility of the entire company as an organization.

Structure and system

Following our basic approach to compliance, we have established Compliance Rules and compiled a Compliance Manual as well as built an organizational structure for compliance. We have set up a Compliance Committee to follow through with our commitment to compliance. This committee determines and revises company-wide policies on compliance, maintains and manages the compliance system, coordinates with relevant departments, monitors implementation status, and shares information.

System to Promote Compliance

Board of Directors — Reporting

Compliance Committee
- Chairperson of Compliance Committee
- Nomination
- Compliance Committee members

President and Representative Director — Nomination / Approval

Audit and Supervisory Committee

Outside lawyer

Reporting of whistleblowing content

Recommendation and promotion of education and preventive measures / Whistleblowing / Whistleblowing / Whistleblowing

Executives and employees

Whistleblower system

We have established a whistleblower system (or "speak up" system) for quickly resolving compliance violations and preventing such violations from occurring by enabling employees of the SCSK Group and partner companies to report and consult on problems.

Contact points and whistleblowing methods
The SCSK Group has the following three contact points. Whistleblowers may report a problem to any of them by email or other methods.
(1) Chairperson of Compliance Committee
(2) Audit and Supervisory Committee
(3) Outside lawyer (reports may be anonymous)

Regardless of the point of contact, the privacy of whistleblowers and other related parties is strictly protected along with the confidentiality of reported matters. Guarantees are in place to ensure the whistleblowers are not subjected to unfair treatment.

Investigation of matters
All reports and consultations are handled promptly by the contact points, and an investigation is conducted based on policies established by the Chairperson of the Compliance Committee.

The results of investigations are promptly informed to the whistleblower. The results of investigations and details of corrective measures are also reported to the Board of Directors, the Audit and Supervisory Committee, the Compliance Committee, and similar entities.

Disclosure of results
In FY2024, 14 speak-up cases were received by the SCSK Group as a whole. Under the leadership and supervision of the Chairperson of the Compliance Committee, each case was investigated in cooperation with the relevant departments and, based thereon, corrective and other appropriate measures were taken.

The hotline, which has been permanently established, aside from the whistleblower system, responded to 261 consultations.

Fair transactions

The SCSK Compliance Manual clearly stipulates that the SCSK Group must ensure fair transactions as specific rules about compliance. Its standards include a Code of Business Activities, which sets forth requirements for compliance with the Anti-Monopoly Act and prohibition of unfair competition. These standards support the development of commercial relationships based on trust with our suppliers through fair and free competition. The manual also outlines corporate ethics required for fair operating practices in its Code for Employees as Members of Society, setting rules on anti-bribery, political donations, and the handling of antisocial forces.

Education and training

It is essential for each employee to be able to make correct decisions and actions in compliance with the law, regardless of whether relating to business or not. Toward that end, we provide information on compliance as well as various forms of compliance training, including group training for new employees and newly appointed managers, e-learning, and compliance meetings (group discussions on compliance). In regard to important applicable laws and regulations, we post our Compliance Manual and other information pertaining to those laws and regulations on each company's intranet portal site to foster greater awareness of compliance.

FY2024 training results
Percent of employees who took compliance e-learning course
100%

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Initiatives to Upgrade Information Security

Management frameworks for information security

SCSK considers information security to be one of management's top priorities. We have established the Chief Information Security Officer as the person in charge of building the information security structure and information security management system as well as the process for continual improvement.

In addition to the above, the Information Security Management Dept. has been established as an organization to aid the Chief Information Security Officer and manage and promote information security at SCSK.

The Information Security Management Dept., which is under the Chief Information Security Officer, takes the lead in increasing mutual collaboration among information security related departments and implementing information security measures across the entire company in unison with business groups.

Initiatives to strengthen information security

At SCSK, we have incorporated information security standards into SmartEpisode Plus (SE$^+$), our standards for executing operations such as developing and operating systems. To protect information assets that are the important assets of clients, we are also making information handled and risks visible, building a system to evaluate and improve security measures (S-SIMS[1]), and continuing to undertake surveys and improvement activities covering 220 items and targeting all projects being undertaken, regardless of monetary amount or size.

As an IT business operator entrusted with the important information assets of clients, we will continue to improve engagement awareness and professional ethics through training for all employees.

Summary of the SCSK Security Information Management System (S-SIMS)

This is a system for obtaining an integrated understanding of and making visible the information security risks and state of security measures for each project and running through the PDCA cycle for appropriate information management by collaborating with worksites and organization line levels.
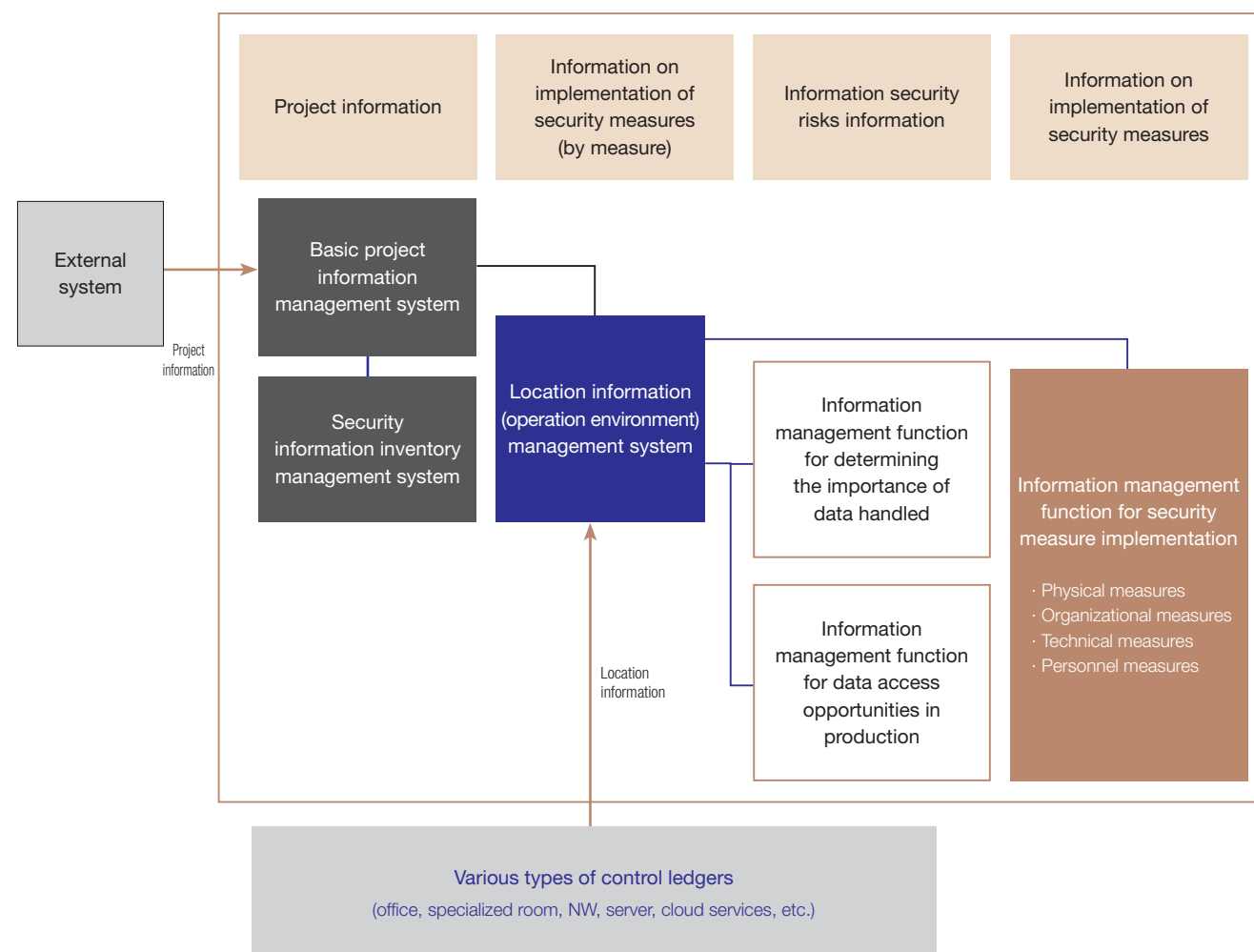
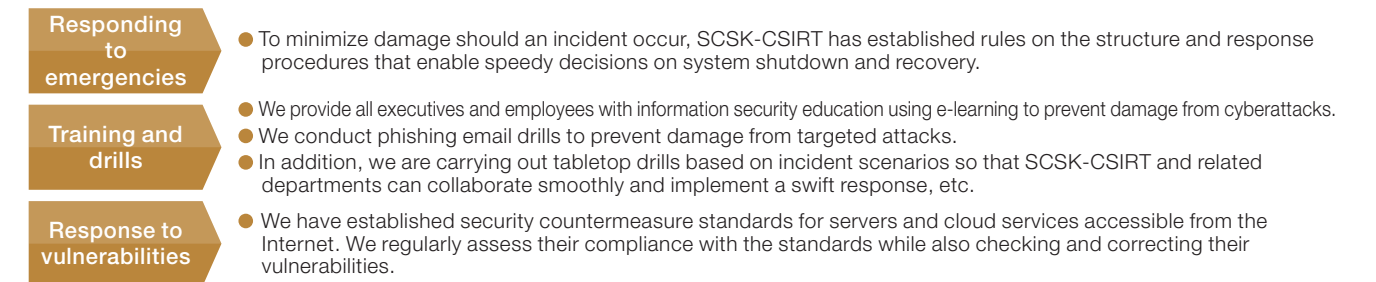## Response to Cyber Security Incidents

SCSK-CSIRT[2] system

We have organized SCSK-CSIRT to ensure a prompt response and minimize damage should a computer security incident occur.
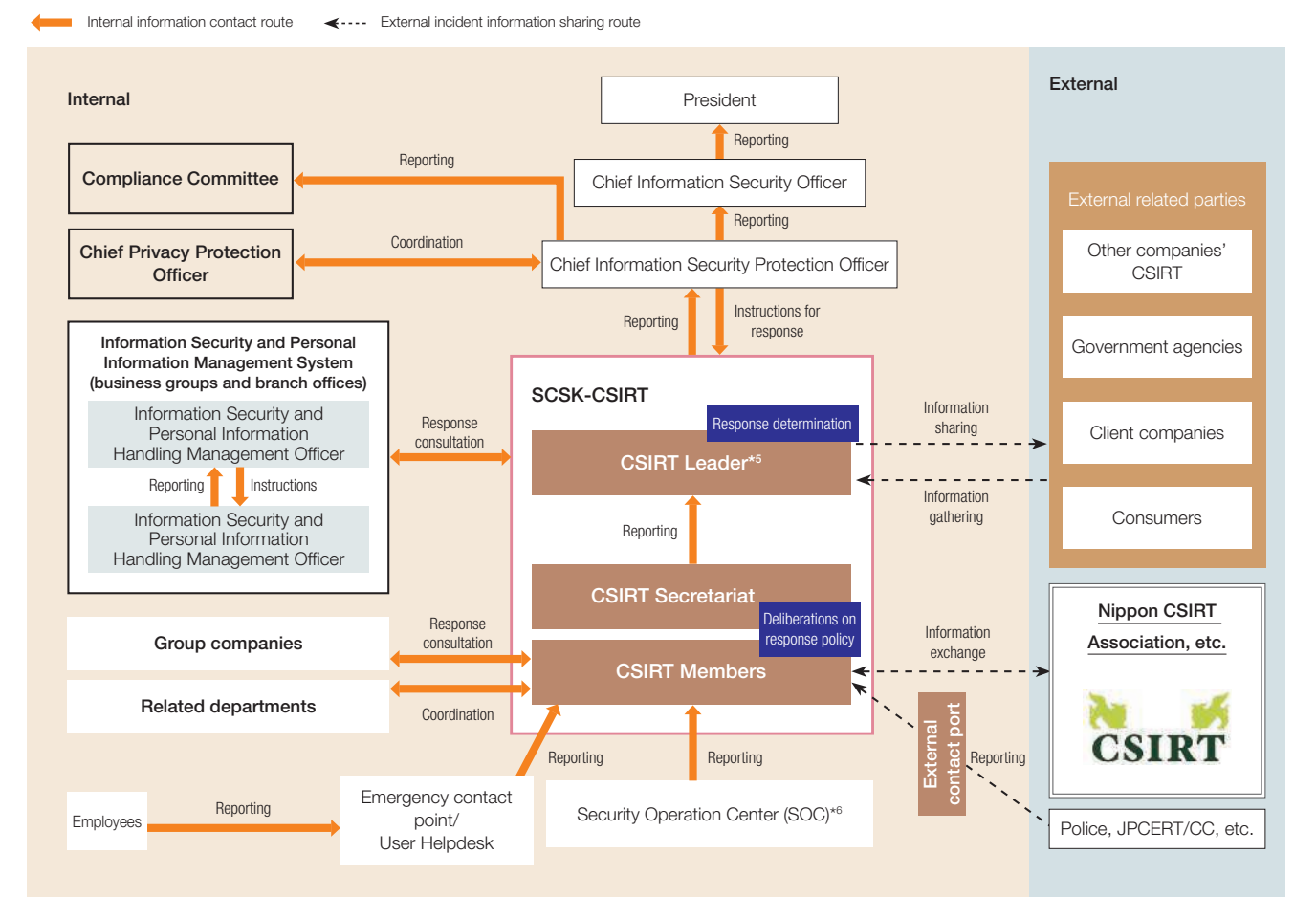
Aimed at appropriate incident response, departments in charge of internal information systems and departments responsible for cybersecurity work together to analyze incidents and discuss response policy and methods. They also work alongside external organizations, such as JPCERT/CC[3] and NISC.[4]

By obtaining an accurate understanding of the situation through a prompt discussion with the relevant departments on compliance, legal matters, business impacts, and so forth, SCSK-CSIRT makes a speedy decision on a response based on the degree of impacts.

Responding to emergencies	● To minimize damage should an incident occur, SCSK-CSIRT has established rules on the structure and response procedures that enable speedy decisions on system shutdown and recovery.
Training and drills	● We provide all executives and employees with information security education using e-learning to prevent damage from cyberattacks. ● We conduct phishing email drills to prevent damage from targeted attacks. ● In addition, we are carrying out tabletop drills based on incident scenarios so that SCSK-CSIRT and related departments can collaborate smoothly and implement a swift response, etc.
Response to vulnerabilities	● We have established security countermeasure standards for servers and cloud services accessible from the Internet. We regularly assess their compliance with the standards while also checking and correcting their vulnerabilities.

SCSK-CSIRT System Diagram

*1 S-SIMS: SCSK Security Information Management System
*2 SCSK-CSIRT (Computer Security Incident Response Team): A permanent organization that carries out activities in response to computer security incidents
*3 JPCERT/CC (Japan Computer Emergency Response Team Coordination Center)
*4 NISC (National center of Incident readiness and Strategy for Cybersecurity)
*5 The general manager of the department responsible for information security or center director serves as the leader. The current CSIRT Leader is the General Manager of the Corporate Information Systems Div. (as of April 2025).
*6 SCSK has built a CSIRT system to handle cybersecurity incidents, and constantly cooperates with the Security Operation Center (SOC), which is responsible for monitoring networks and devices, including SCSK in-house network.
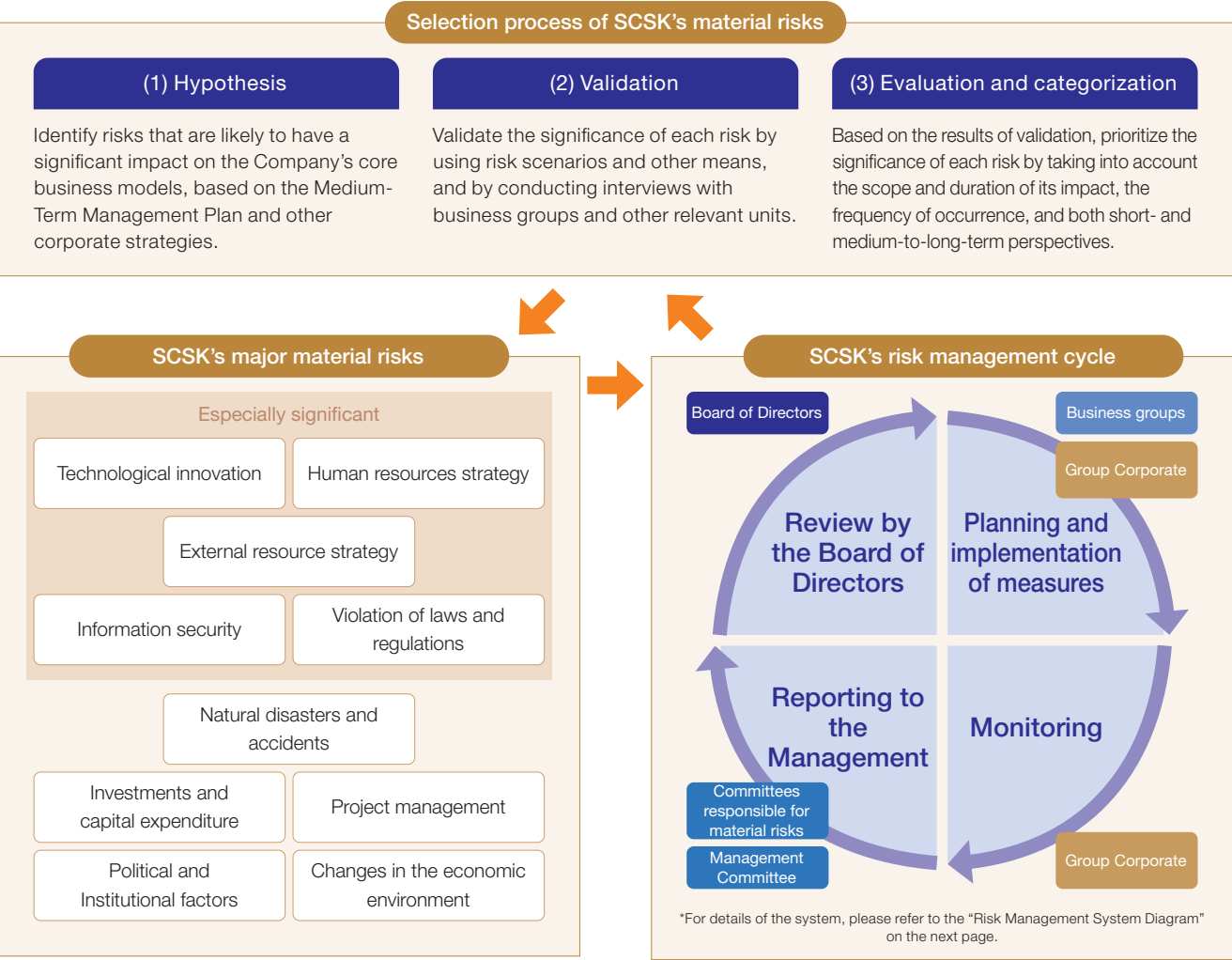
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Transparent Governance

Risk Management

Basic policy

SCSK's Risk Management Regulations define risk as the possibility of incurring loss and the possibility that returns obtained from business activities fall short of expectations. To ensure the stability of the SCSK Group's business activities and enhance corporate value, we anticipate various risks to the greatest extent possible during the execution of business activities, and engage in continuous risk management centered on key material risks identified, in accordance with the processes outlined below and for the purposes described to the right.

Consistent performance and growth	Increase the consistency of performance and ensure sustainable growth by administering operations so that actual results do not vary from forecasts.
Reinforcing corporate structure	Limit losses from latent risks posed by the business model to enable business continuity even when risks emerge.
Maintaining of trust	Maintain and increase trust by fulfilling corporate social responsibilities including legal compliance.

Risk Management Process

Selection process of SCSK's material risks

(1) Hypothesis
Identify risks that are likely to have a significant impact on the Company's core business models, based on the Medium-Term Management Plan and other corporate strategies.

(2) Validation
Validate the significance of each risk by using risk scenarios and other means, and by conducting interviews with business groups and other relevant units.

(3) Evaluation and categorization
Based on the results of validation, prioritize the significance of each risk by taking into account the scope and duration of its impact, the frequency of occurrence, and both short- and medium-to-long-term perspectives.

SCSK's major material risks

Especially significant

- Technological innovation
- Human resources strategy
- External resource strategy
- Information security
- Violation of laws and regulations

- Natural disasters and accidents
- Investments and capital expenditure
- Project management
- Political and Institutional factors
- Changes in the economic environment

SCSK's risk management cycle

Board of Directors · Business groups · Group Corporate

- Review by the Board of Directors
- Planning and implementation of measures
- Reporting to the Management
- Monitoring

Committees responsible for material risks · Management Committee · Group Corporate

*For details of the system, please refer to the "Risk Management System Diagram" on the next page.
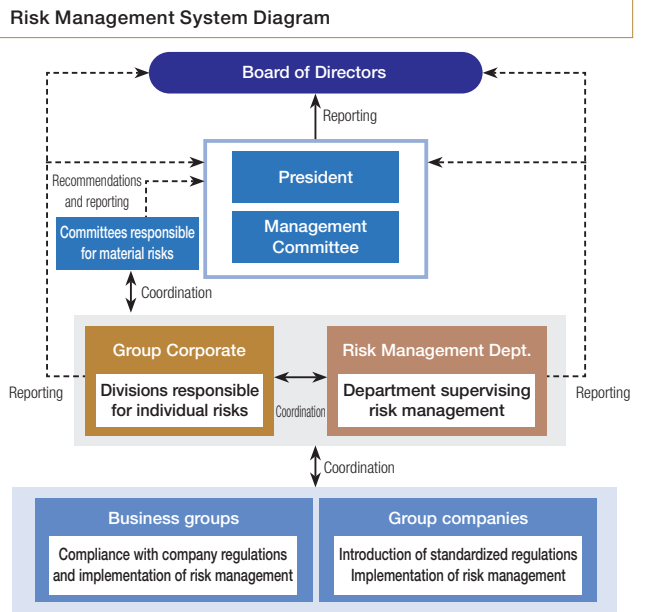
Risk management system

To appropriately manage risks that could have a serious impact on the SCSK Group's business, SCSK has established internal regulations on risk management and designated the Risk Management Dept. as the central unit responsible for overseeing Group-wide risk management. To ensure the proper functioning of risk management activities, the Risk Management Dept. centrally monitors and evaluates the status of risk management from a Group-wide perspective. In cooperation with Group Corporate and committees responsible for material risks, the department regularly reports the situation to the President and the Management Committee, thereby contributing to the enhancement of risk management quality. The overall status of these activities is also reported to the Board of Directors. By providing sufficient prior explanation, SCSK strives to enhance the supervisory function of the Board of Directors.

In addition, the SCSK Group is working to strengthen its overall management foundation and stabilize business operations by introducing standardized regulations across Group companies, while taking into account the specific circumstances of each entity. In particular, with respect to Net One Systems Co., Ltd., which became a subsidiary of the Company in December 2024, Net One Systems has formulated a "Recurrence Prevention Plan for Inappropriate Conduct" in response to past misconduct. Based on this plan, Net One Systems has established the Governance and Corporate Culture Advisory Committee and the Risk Management Committee, through which it is advancing initiatives to restore trust. These include fundamental reforms to corporate culture, development of a foundation for fostering corporate culture, enhancement of corporate governance, promotion of the corporate philosophy and code of conduct, implementation of mechanisms to prevent organizational memory loss, and optimization of systems for gathering employee feedback.
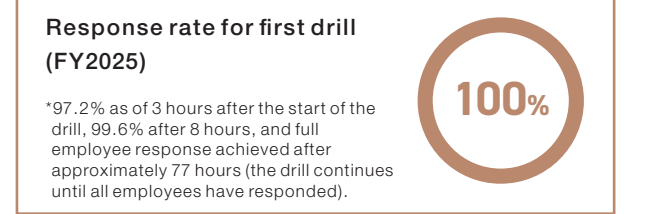
The SCSK Group is working to continuously improve its risk management practices through the above activities, in order to effectively respond to changes in the business environment.

Risk Management System Diagram

- Board of Directors
- President
- Management Committee
- Committees responsible for material risks
- Group Corporate — Divisions responsible for individual risks
- Risk Management Dept. — Department supervising risk management
- Business groups — Compliance with company regulations and implementation of risk management
- Group companies — Introduction of standardized regulations Implementation of risk management

Concrete risk countermeasures

Emergency response and business continuity plan

In preparation for unforeseen emergencies that could have a major impact on the SCSK Group, such as major disasters and pandemics, SCSK has established rules of conduct and organizational frameworks. We are implementing a number of advanced measures, centered on the Disaster Risk Management Subcommittee, which is composed of related departments at each office and with the president or office manager serving as the person in charge. These measures include stockpiling food, water, and other supplies, conducting drills with the employee safety confirmation system, conducting training on setting up disaster headquarters, establishing a system to address emergencies that take place at night or on holidays, creating a disaster response website, developing a mutual support system in the event the head office (Tokyo metropolitan area) or other locations are damaged, and information sharing and awareness-raising activities for employees via a disaster countermeasure portal. Furthermore, we are working to ensure the effectiveness of the business continuity plan by conducting annual reviews.

Safety confirmation training

SCSK introduced its employee safety confirmation system, the purpose of which is to confirm and ascertain the safety of employees and their families and damage at the various offices when a disaster occurs and to quickly restore business, in 2011, and conducts regular drills involving all employees.

Initiatives toward household disaster prevention

At SCSK, we are working on not only natural disaster counter-measures for offices but also activities to raise awareness about countermeasures for individual employees' homes (disaster risk reduction at home) as a growing number of employees are teleworking.

As part of this, we issue a Home Disaster Prevention Manual, and provide e-learning training and seminars to all employees. We are working to create a business continuity system by continuing to implement natural disaster countermeasures at both the office and homes.

Response rate for first drill (FY2025)

100%

*97.2% as of 3 hours after the start of the drill, 99.6% after 8 hours, and full employee response achieved after approximately 77 hours (the drill continues until all employees have responded).

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Executive Members (Current position(s) of directors as of June 24, 2025)

Board of Directors

Career summaries of the Directors are available on the website below.
https://www.scsk.jp/corp_en/outline.html

Position/Name	Chairman and Director Masaki Nakajima [Chairman of the Board]	Representative Director President Takaaki Touma	Director Executive Vice President Takafumi Takeshita	Director Shinichi Kato	Outside Director Tetsuya Kubo [Independent Director] [Chair of Nomination and Remuneration Advisory Committee]	Outside Director Sadayo Hirata [Independent Director]
Number of Company shares owned	0 shares	35,526 shares	0 shares	0 shares	0 shares	600 shares
Attendance for FY2024 — Board of Directors	2 out of 2 meetings	13 out of 13 meetings	—	11 out of 11 meetings	13 out of 13 meetings	13 out of 13 meetings
Attendance for FY2024 — Audit and Supervisory Committee	—	—	—	—	—	3 out of 3 meetings
Committee — Conflict of Interest Advisory Committee					●	●
Committee — Nomination and Remuneration Advisory Committee	●	●			●	●
Director Skills — Corporate Management	●	●	●	●	●	
Director Skills — Finance/Accounting					●	
Director Skills — Technology		●	●	●		●
Director Skills — Organization/Human Resources	●	●	●		●	●
Director Skills — Marketing	●	●		●		
Director Skills — Environmental/Social/Human rights						●
Director Skills — Legal/Risk management			●			
Director Skills — Global	●			●	●	

Position/Name	Outside Director Shoei Yamana [Independent Director]	Director (Audit and Supervisory Committee Member) Hiromichi Jitsuno	Outside Director (Audit and Supervisory Committee Member) Yasuo Miki [Independent Director]	Outside Director (Audit and Supervisory Committee Member) Hidetaka Matsuishi [Independent Director]	Outside Director (Audit and Supervisory Committee Member) Yumiko Waseda [Independent Director] [Chair of Conflict of Interest Advisory Committee]
Number of Company shares owned	0 shares	0 shares	100 shares	1,000 shares	0 shares
Attendance for FY2024 — Board of Directors	11 out of 11 meetings	13 out of 13 meetings	13 out of 13 meetings	13 out of 13 meetings	13 out of 13 meetings
Attendance for FY2024 — Audit and Supervisory Committee	—	15 out of 15 meetings	15 out of 15 meetings	15 out of 15 meetings	15 out of 15 meetings
Committee — Conflict of Interest Advisory Committee	●		●	●	●
Committee — Nomination and Remuneration Advisory Committee	●		●	●	●
Director Skills — Corporate Management	●		●	●	
Director Skills — Finance/Accounting				●	
Director Skills — Technology			●		
Director Skills — Organization/Human Resources				●	
Director Skills — Marketing	●			●	
Director Skills — Environmental/Social/Human rights	●				●
Director Skills — Legal/Risk management		●			●
Director Skills — Global	●				

Senior Executive Officers and Senior Corporate Officers

President and Representative Director
Takaaki Touma

Executive Vice President and Director
Takafumi Takeshita

Executive Vice President
Tsutomu Ozaki

Senior Managing Executive Officers
Yasushi Shimizu
Koji Watanabe
Takaya Yamamoto
Takuya Tanaka

Managing Executive Officers
Yoshiyuki Shinbori
Yasuhiko Oka
Tadashi Miyagawa
Ken Takano
Masaki Komine
Kenji Toda
Shunichiro Fukushima
Shoji Shiuchi
Takayuki Okuhara
Shunichi Aramaki

Senior Executive Officers
Yukihiko Saito
Eri Kawanabe
Masayuki Kikuchi
Takaaki Ishida
Yoshinari Kobayashi
Jun Kawamura
Mitsuru Osawa
Hideho Masuda

Senior Corporate Officers
Kan Takahashi
Masahiro Otani
Masaaki Mori
Kenji Ichiba
Shu Wei
Ikuo Uchiyama
Yousuke Tsutaya
Tomoyuki Naruke
Masayuki Tanabe
Hideya Nakashima
Yoshihiro Jinbo
Toshiyuki Takahashi
Atsushi Sugiyama
Kenji Inoue
Hiroshi Ogasawara
Satoshi Kitao
Seiya Otsuka
Tamio Ishibashi
Emi Shimizu
Hideki Koguchi

Naoto Furuya
Tomotaka Honma
Masayoshi Hasegawa
Yoko Otani
Mitsuhiro Matsuda
Takayuki Yamauchi
Takashi Shimotori
Katsushi Fukui
Tsuyoshi Adachi
Yoshinori Tasaki
Tsuyoshi Tominaga
Hideaki Otomo
Akihiro Mitani
Yasuo Itami

Skills required of the Board of Directors

The Company decides the size of its Board of Directors and its membership based on consideration of the diversity and balance of the skills of members. To assist in this process, the following list has been prepared of the skills deemed necessary in order to ensure that the Board of Directors is equipped with the knowledge, experience, and capacities required to advance the SCSK Group's growth strategies.

Skill	Display Name	Reason for Selection
Corporate management experience	Corporate management	Corporate management experience is necessary for assessing the opportunities and risks in the Company's diverse businesses and for guiding investments to help ensure ongoing growth. SCSK is promoting sustainability management as a growth strategy, meaning that it must position the resolution of various social issues as an earnings opportunity and actively contribute to the resolution of these issues. Corporate management experience is imperative for making appropriate management resource investment and other management decisions for this purpose.
Financial and accounting expertise and experience	Finance/Accounting	Financial and accounting expertise and experience are crucial for accessing business growth potential and profitability in pursuit of high capital efficiency and for practicing timely and appropriate disclosure and highly transparent corporate governance.
Technological expertise, foresight, and experience	Technology	Technological expertise, foresight, and experience are needed for making appropriate management decisions pertaining to the introduction of technologies in various fields for use in resolving corporate and social issues.
Organization and human resource management expertise and experience	Organization/Human Resources	Organization and human resource management expertise and experience are required to ensure that the Company can offer opportunities and organizations in which professionals with diverse skills and backgrounds can share a common set of values and grow and succeed while exercising their individuality and expertise.
Expertise and experience pertaining to market and economic environments and trends	Marketing	Expertise and experience pertaining to market and economic environments and trends are necessary to identify the issues that may emerge from social or economic changes and to guide the appropriate development and provision of solutions for addressing these issues.
Expertise and experience pertaining to environmental, social, and human rights issues	Environmental/Social/Human rights	Expertise and experience pertaining to environmental, social, and human rights issues are imperative to accurately assessing social issues related to global warming, human rights, regional disparities, and other factors and to identifying the areas in which SCSK can contribute to the resolution of such issues. These skills are also vital to enabling SCSK to develop sound value chains and fulfill other social responsibilities.
Legal and risk management expertise and experience	Legal/Risk management	Legal and risk management expertise and experience are required to ensure strict compliance and highly effective oversight of management as well as to the development and implementation of appropriate management systems for risks and other matters.
Global business expertise and experience	Global	Global business expertise and experience are vital to the Company's efforts to capitalize on the growth opportunities presented by global digitization trends.

* With regard to Director Skills mentioned above, of skills required of the Board of Directors, up to four skills that each Director possesses and are especially helpful have been identified. They are not represent all experience and knowledge possessed by each Director.