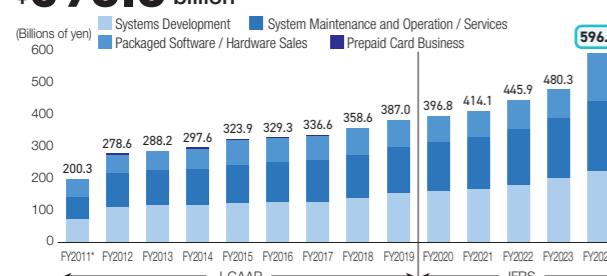


Financial and Non-Financial Highlights

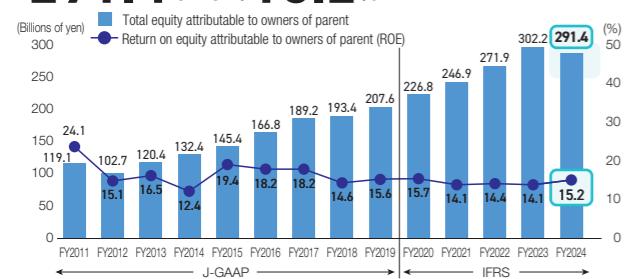
Net sales

¥596.0 billion

After the merger in October 2011, sales increased through cross-selling. Under the Medium-Term Management Plan (FY2015 to FY2019), the Group transformed the business structure and made progress in enhancing its management foundation, and, as a result, achieved an average annual growth rate of 5.4% for net sales and 8.6% for operating profit. Under the Medium-Term Management Plan (FY2020 to FY2022), the Group has implemented strategies such as commercialization of DX and investment in people. As a result, it achieved an average annual growth rate of 4.8% for net sales and 6.7% for operating profit. In FY2024, which is the second year of the Medium-Term Management Plan (FY2023 to FY2025), thanks to demand from a wide range of industries and a business expansion, the Group increased net sales by 24.1% to ¥596.0 billion and operating profit by 16.0% to ¥66.1 billion, achieving increases both in sales and profit for 13 consecutive fiscal years since the merger.

* Figures of CSK Corporation before the merger date (October 1, 2011) are not included.

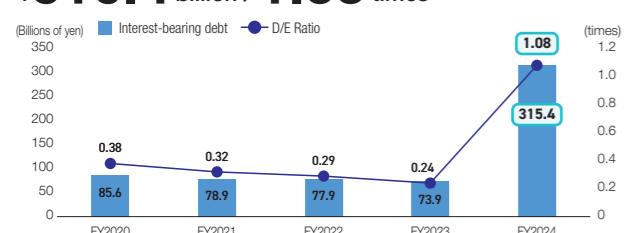
Total Equity Attributable to Owners of Parent/Return on Equity Attributable to Owners of Parent (ROE)

¥291.4 billion / 15.2%

Total equity attributable to owners of parent has increased for 11 consecutive years, except for FY2012. In FY2024, however, it decreased due to impacts of tender offer bid of Net One Systems Co., Ltd. ROE has been maintained well above the industry standard of 9.8%.*

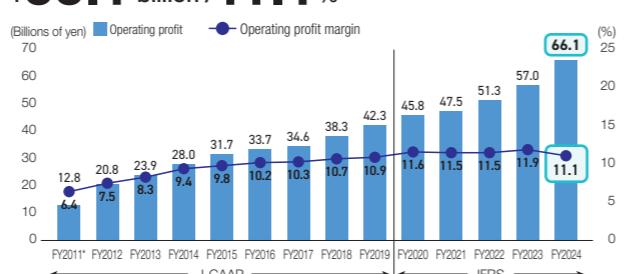
* Company calculation based on the Japan Exchange Group Inc.'s Average PER and PBR by Size and Types of Industry (March 2025).

Interest-bearing debt (including lease obligations)/D/E Ratio (including lease obligations)

¥315.4 billion / 1.08 times

Interest-bearing debt (including lease obligations) was ¥315.4 billion and D/E ratio was 1.08 times as of March 31, 2025, due to the borrowing of funds for the tender offer to Net One Systems Co., Ltd. The Group intends to keep D/E ratio below 1.0 times over the medium term.

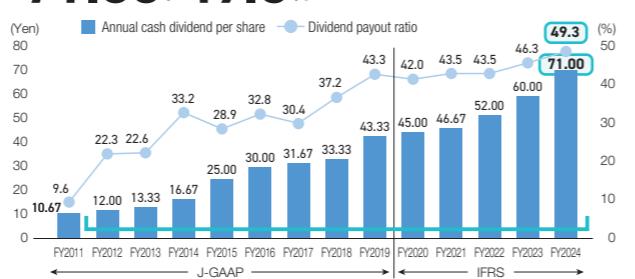
Operating Profit/Operating Profit Margin

¥66.1 billion / 11.1%

After the merger in October 2011, sales increased through cross-selling. Under the Medium-Term Management Plan (FY2015 to FY2019), the Group transformed the business structure and made progress in enhancing its management foundation, and, as a result, achieved an average annual growth rate of 5.4% for net sales and 8.6% for operating profit. Under the Medium-Term Management Plan (FY2020 to FY2022), the Group has implemented strategies such as commercialization of DX and investment in people. As a result, it achieved an average annual growth rate of 4.8% for net sales and 6.7% for operating profit. In FY2024, which is the second year of the Medium-Term Management Plan (FY2023 to FY2025), thanks to demand from a wide range of industries and a business expansion, the Group increased net sales by 24.1% to ¥596.0 billion and operating profit by 16.0% to ¥66.1 billion, achieving increases both in sales and profit for 13 consecutive fiscal years since the merger.

* Figures of CSK Corporation before the merger date (October 1, 2011) are not included.

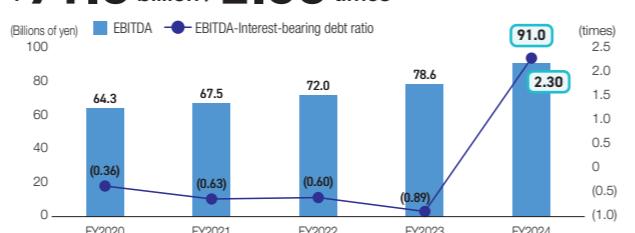
Annual Cash Dividend per Share*/Dividend Payout Ratio*

¥71.00 / 49.3%

We have continued to provide dividends in line with increases in business results. The annual dividend for FY2024 increased for 13 consecutive fiscal years to ¥71 per share, an ¥11 increase from the previous fiscal year.

* Dividend per share and dividend payout ratio taking into account the stock split executed on October 1, 2021.

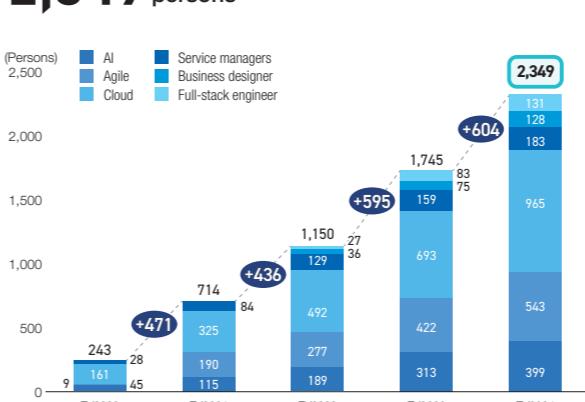
EBITDA / EBITDA-Interest-bearing Debt Ratio*

¥91.0 billion / 2.30 times

EBITDA as of March 31, 2025 was ¥91.0 billion. We will continue to strengthen our ability to generate cash flow by promoting the Medium-Term Management Plan.

* EBITDA-interest-bearing debt ratio = Net interest-bearing debt/EBITDA

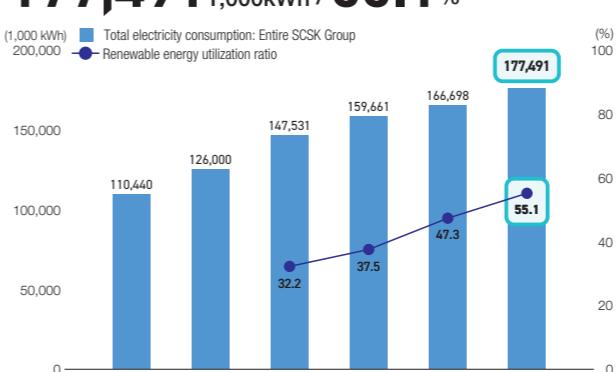
Number of Employees Who Have Completed Training to Develop Advanced Technologies (Cumulative Total)*

2,349 persons

In response to the rapid evolution of digital technology, we are focusing on developing advanced digital talent who will support the digital transformation of our clients. We constantly review and enhance our training programs on advanced technologies such as AI, cloud, and agile in light of market trends, technological trends, needs of business divisions. The training programs for service managers, business designers, and full-stack engineers consist of hands-on curricula over the course of several months, and the participation of in-house experts as observers enhances the effectiveness of the training programs. We will continue to provide and improve training programs necessary for achieving our business strategies.

* SCSK Corporation

Total Electricity Consumption: Entire SCSK Group/ Renewable Energy Utilization Ratio

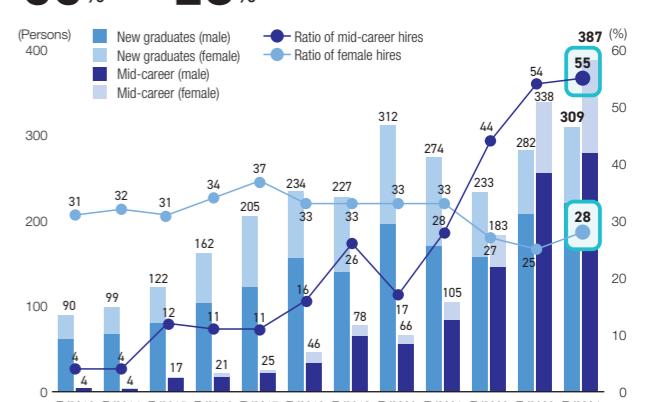
177,491 1,000kWh / 55.1%

Although the total amount of electricity consumption is on an increasing trend as our business expands, we have been promoting measures to reduce greenhouse gas emissions from the use of electricity. Through the use of renewable energy, non-fossil certificates, I-REC, in FY2024, we reduced greenhouse gas emissions by approximately 42,013t-CO₂ per year, and the renewable energy utilization ratio of electricity was 55.1%.

After the General Meeting of Shareholders in 2024, Outside Directors consist of a majority of the Board of Directors, which has strengthened corporate governance.

Recruitment*

Ratio of mid-career hires | Ratio of female hires

55% 28%

In line with the expansion of our business scale, we have

Main Financial Data

Consolidated Management Indicators

J-GAAP

IFRS

(Unit: millions of yen)

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

(Unit: millions of yen)

Cash Flows

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

(Unit: millions of yen)

Financial Position

Total assets	300,928	322,828	317,932	334,290	352,676	389,537	303,914	314,844	342,485	362,241	380,399	407,609	435,469	471,400	885,029
Total equity	124,419	108,208	126,159	138,536	151,546	173,674	196,600	194,468	208,072	200,405	227,338	247,363	272,403	302,910	292,565
Equity attributable to owners of parent	119,189	102,799	120,488	132,458	145,420	166,897	189,214	193,412	207,681	200,047	226,874	246,921	271,909	302,254	291,420
Interest-bearing debt + preferred shares ⁴	84,860	84,860	57,000	55,000	50,000	60,000	45,000	55,000	55,400	83,054	85,643	78,972	77,916	73,970	315,409

(Unit: yen)

Per-Share Information⁵

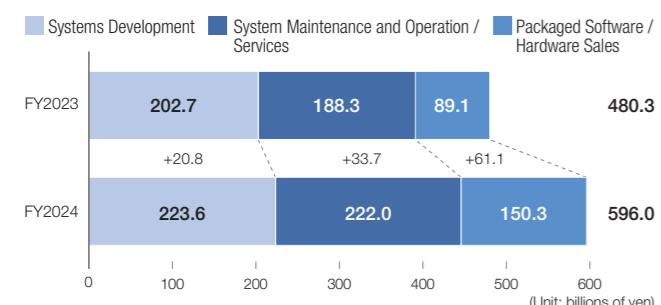
BPS	286.79	330.49	387.10	425.46	467.00	535.91	607.51	620.93	666.72	640.85	726.77	790.86	870.56	967.36	932.41
EPS	111.40	53.80	59.09	50.24	86.57	91.39	104.32	89.55	100.17	92.13	107.09	107.20	119.44	129.51	144.10
Annual dividend per share	10.67	12.00	13.33	16.67	25.00	30.00	31.67	33.33	43.33	43.33	45.00	46.67	52.00	60.00	71.00

Major Indicators

Return on equity attributable to owners of parent (ROE) (%)	24.1	15.1	16.5	12.4	19.4	18.2	18.2	14.6	15.6	14.9	15.7	14.1	14.4	14.1	15.2
Ordinary profit to assets ratio (ROA) (%)	7.9	7.1	8.0	9.4	9.8	9.7	10.5	12.5	13.1	—	—	—	—	—	—
Profit before tax to total assets ratio (ROA) (%)	—	—	—	—	—	—	—	—	—	11.7	12.5	12.3	12.7	12.7	9.7
Equity attributable to owners of parent ratio (%)	39.6	31.8	37.9	39.6	41.2	42.8	62.3	61.4	60.6	55.2	59.6	60.6	62.4	64.1	32.9
D/E ratio (times)* ⁶	0.46	0.83	0.47	0.42	0.34	0.36	0.24	0.28	0.27	0.42	0.38	0.32	0.29	0.24	1.08
Number of employees	11,995	11,797	11,689	11,754	11,769	11,910	12,054	12,365	13,979	13,979	14,550	14,938	15,328	16,296	20,252
Capital expenditures (millions of yen)	7,954	10,219	9,441	14,842	12,046	15,33									

1. Net Sales Analysis

1-1. By Sales Segment



System Maintenance and Operation / Services

Services included: Verification Services, IT Management, BPO P19

Despite the absence of previously recorded orders from the BPO business, net sales increased by ¥33.7 billion (17.9%) year on year to ¥222.0 billion, mainly due to benefits of newly consolidated companies in the e-commerce businesses and solid performance in management services and verification services.

Systems Development

Services included: IT Consulting, Systems Development, IT Infrastructure Implementation P19

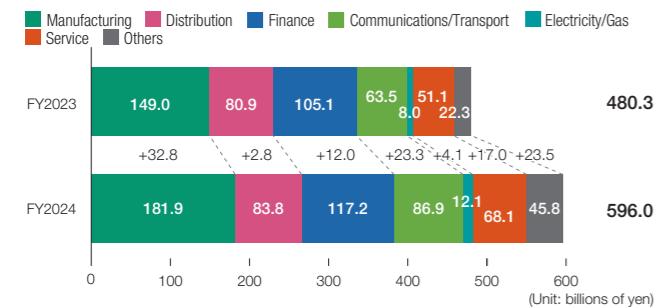
Although there was the absence of previously recorded orders from the distribution industry, development orders from the manufacturing industry, mainly in automotive industries, and orders from the banking industry increased. As a result, net sales for the full year increased by ¥20.8 billion (10.3%) year on year to ¥223.6 billion.

Packaged Software / Hardware Sales

Services included: IT Hardware and Software Sales P19

Net sales increased ¥61.1 billion (68.6%) year on year to ¥150.3 billion, due to increases in sales of security products and hardware for academic research institutions, as well as fourth quarter sales of Net One Systems Co., Ltd.

1-2. By Client Industry



Finance

Net sales increased ¥12.0 billion (11.5%) year on year to ¥117.2 billion, mainly due to increases in development projects for the banking industry and management services. (including ¥6.3 billion in sales of Net One Systems Co., Ltd.)

Communications/Transport

Net sales increased ¥23.3 billion (36.7%) year on year to ¥86.9 billion, mainly due to increases in development and equipment sales to certain customers in the communications industry. (including ¥17.7 billion in sales of Net One Systems Co., Ltd.)

Manufacturing

Net sales increased ¥32.8 billion (22.0%) year on year to ¥181.9 billion, mainly due to increases in strategic investments and verification services for the automotive industries, and in development projects for other manufacturing industries.

(including ¥17.1 billion in sales of Net One Systems Co., Ltd.)

Electricity/Gas

Net sales increased ¥4.1 billion (51.2%) year on year to ¥12.1 billion mainly due to an increase in systems development projects for the electricity industry.

(including ¥2.9 billion in sales of Net One Systems Co., Ltd.)

Services/Others

Net sales rose by ¥2.8 billion (3.5%) year on year to ¥83.8 billion, mainly due to increases in maintenance and operation and packaged software/hardware sales, which offset the absence of previously recorded large-scale SAP-based core system development orders. (including ¥2.0 billion in sales of Net One Systems Co., Ltd.)

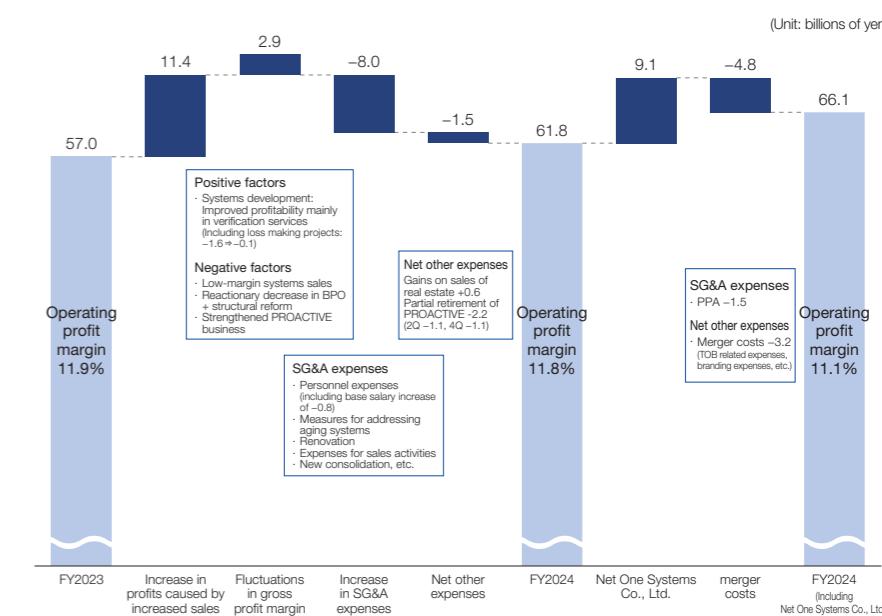
Distribution

Net sales increased ¥40.5 billion (55.2%) year on year to ¥114.0 billion yen mainly due to an increase in packaged software/hardware sales to academic research institutions. (including ¥26.3 billion in sales of Net One Systems Co., Ltd.)

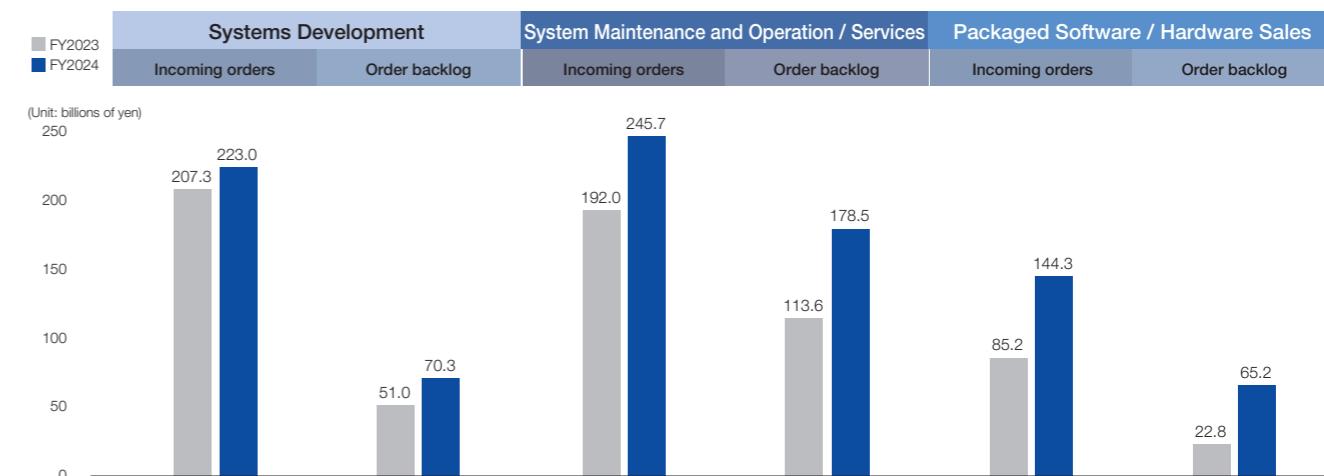
2. Operating Profit Analysis

Improved profit margins of systems development, including lower impacts from unprofitable projects, and improved profit margins of verification services resulted in an increase in gross profit.

Despite an increase in selling, general and administrative (SG&A) expenses mainly due to increases in base salaries, and losses on disposal of PROACTIVE software assets in net other expenses, operating profit was ¥61.8 billion due to an increase in profits caused by increased sales and an improvement in gross profit margin. After adding operating profit of ¥9.1 billion from Net One Systems Co., Ltd. and deducting merger costs and amortization of PPA (purchase price allocation), operating profit amounted to ¥66.1 billion.



3. Incoming Orders and Order Backlog (by Sales Segment)



Incoming orders increased by ¥15.6 billion (7.6%) year on year and the order backlog increased by ¥19.2 billion (37.7%), mainly due to increases in systems development orders for the automotive industries and the communications industry, as well as SAP-related digital supply chain orders from manufacturing industry customers. Investment demand remains robust at present, and net sales are expected to increase mainly in the manufacturing industry.

Incoming orders increased by ¥53.6 billion (27.9%) year on year and the order backlog increased by ¥64.8 billion (57.0%) due to factors such as benefits of newly consolidated companies in the e-commerce businesses, an increase in management services, and strong performance of verification services, offsetting the absence of previously recorded orders from the BPO business. We believe that net sales will continue to be stable in the future.

Incoming orders increased by ¥59.1 billion (69.3%) year on year and the order backlog increased by ¥42.4 billion (186.2%) due to increases in network equipment orders from certain communications industry customers, an increase in sales of hardware such as security products and high-performance computing, and the addition of incoming orders and backlog in the fourth quarter of Net One Systems Co., Ltd. We expect demand trends for network and security products to remain firm.

4. Analysis by Reportable Segment



Industrial IT Business Segment

The segment provides multiple IT solutions, mainly systems development, to clients principally in the manufacturing, communications, and distribution industries.

Net Sales and Segment Profit

Net sales increased 11.0% year on year to ¥195.6 billion, and segment profit rose 19.0% to ¥28.9 billion. The growth was driven by higher investment demand for automotive systems development, expansion of verification services, and a rise in projects from manufacturing industry customers in the digital supply chain business, which offset the impact of completed projects in the distribution industry.

Incoming Orders and Order Backlog

Incoming orders increased by ¥19.8 billion (11.0%) year on year to ¥199.8 billion, due to a significant increase in systems development demand in various manufacturing industries including the automotive industries and the communications industry, solid demand for verification services, and an increase in digital supply chain construction projects backed by SAP. The order backlog also increased by ¥4.1 billion (6.8%) to ¥65.3 billion.

Financial IT Business Segment

The segment engages in systems development, maintenance, and operation services for financial institutions—including banks, trust banks, insurance companies, securities firms, shopping credit/leasing companies—to help clients materialize their business strategies and to support their secure and efficient business operations.

Net Sales and Segment Profit

Net sales increased 2.6% year on year to ¥65.1 billion, and segment profit increased 22.4% to ¥8.9 billion, due to the impact of continued acquisition of AML projects in the banking industry and customer core systems projects for the securities industry, which offset the impact of decreases in projects for the credit, leasing, and non-life insurance industries.

Incoming Orders and Order Backlog

Incoming orders increased by ¥1.5 billion (2.4%) year on year to ¥67.2 billion, and the order backlog increased by ¥2.1 billion (9.1%) to ¥25.6 billion, due to the acquisition of systems replacement projects for the securities industry and systems development projects for the banking industry, despite the absence of previously recorded orders in projects for credit and leasing industries.

IT Business Solutions Segment

The segment provides ERP and BPO services for in-house development products such as PROACTIVE and Oracle.

Net Sales and Segment Profit

Net sales decreased 1.6% year on year to ¥58.9 billion due to the termination of public service projects in the BPO business and the absence of previously recorded invoice-related sales in the PROACTIVE business. Segment profit decreased ¥1.9 billion due to the impact of retirement of software assets and trends in net sales.

Incoming Orders and Order Backlog

Incoming orders decreased by ¥1.5 billion (2.7%) to ¥57.5 billion, and the order backlog decreased by ¥1.3 billion (4.2%) to ¥29.9 billion, mainly due to cancellation of contracts by some customers and business contraction in the BPO business, despite an increase in orders in the PROACTIVE and EC-related businesses due to the effect of new consolidation.

IT Platform Solutions Segment

The segment sells hardware and software products and provides maintenance and support for them.

Net Sales and Segment Profit

Net sales increased 98.5% year on year to ¥175.7 billion, and segment profit increased 62.4% to ¥21.7 billion, due to the addition of Net One Systems Co., Ltd. to the consolidated financial statements, and robust sales of hardware for academic research institutions and security products for the transportation and financial industries.

Incoming Orders and Order Backlog

Incoming orders increased by ¥97.8 billion (115.1%) year on year to ¥182.9 billion, due to increases in network equipment and security products orders from certain communications industry customers, large-scale hardware sales for the automotive industries, and the impact of the merger with Net One Systems Co., Ltd. The effect of the consolidation of Net One Systems Co., Ltd. is an increase of ¥74.9 billion in incoming orders and an increase of ¥116.6 billion in outstanding order backlog.

IT Management Service Segment

The segment engages primarily in the data center business and the provision of cloud infrastructure and management services.

Net Sales and Segment Profit

Net sales increased 10.9% year on year to ¥71.7 billion, and segment profit increased 19.9% to ¥11.3 billion, due to an increase in transactions of management services, mainly with customers in the financial and manufacturing industries, and cloud-based license sales for distribution industry customers.

Incoming Orders and Order Backlog

Incoming orders increased ¥10.6 billion (16.2%) year on year to ¥76.3 billion and the order backlog increased ¥4.6 billion (15.2%) to ¥35.0 billion, due to solid increases in cloud-based projects for the distribution industry and management service projects for the financial and service industries.

Others Segment

The segment provides a variety of IT solutions mainly for medium-sized companies while performing remote development (nearshore development) leveraging the characteristics of its regional bases.

Net Sales and Segment Profit

Net sales increased 6.6% year on year to ¥28.8 billion and segment profit increased 1.0% to ¥1.9 billion, mainly due to systems development by SCSK Minori Solutions Corporation.

Incoming Orders and Order Backlog

Incoming orders remained unchanged at ¥29.1 billion. The order backlog increased by ¥0.3 billion to ¥10.1 billion.

Main Non-Financial Data

Human Resources Data

Consolidated*1

		FY2020	FY2021	FY2022	FY2023	FY2024	
Number of employees		14,405	14,938	15,328	16,296	20,252	
By gender	Male	11,106	11,371	11,558	12,208	14,953	
	Female	3,299	3,567	3,770	4,088	5,299	
By region	Japan	14,086	14,592	14,927	15,811	19,728	
	Asia	153	162	213	287	304	
	Americas	80	82	81	85	99	
	Europe	86	102	107	113	121	
Non-Consolidated*1							
Number of employees		8,357	8,462	8,470	8,611	8,360	
By gender	Male	6,664	6,692	6,645	6,704	6,400	
	Female	1,693	1,770	1,825	1,907	1,960	
By age	20s	Male	798	893	947	1,088	1,173
	Female	479	536	568	603	633	
	Total	1,277	1,429	1,515	1,691	1,806	
	30s	Male	1,090	1,000	1,000	1,034	1,017
	Female	485	461	444	473	480	
	Total	1,575	1,461	1,444	1,507	1,497	
	40s	Male	2,104	2,077	2,012	1,910	1,707
	Female	524	529	543	534	530	
	Total	2,628	2,606	2,555	2,444	2,237	
	50s	Male	2,221	2,175	2,076	2,003	1,820
	Female	195	230	254	275	290	
	Total	2,416	2,405	2,330	2,278	2,110	
	60s	Male	451	546	610	669	683
	Female	10	15	16	22	27	
	Total	461	561	626	691	710	
Number of line managers*2		1,101	1,053	1,041	1,017	938	
By gender	Male	1,013	968	953	927	835	
	Female	88	85	88	90	103	
By position	Officer, Division General	Male	106	107	110	100	90
	Manager Positions	Female	1	3	3	4	4
	Total	107	110	113	104	94	
	Department Manager Positions	Male	347	329	331	320	298
	Section Manager Positions	Female	13	11	13	19	33
	Total	360	340	344	339	331	
	Male	560	532	512	507	447	
	Female	74	71	72	67	66	
	Total	634	603	584	574	513	
Number of new recruits	Male	196	170	157	207	220	
	Female	116	104	76	75	89	
	Total	312	274	233	282	309	
Number of mid-career professionals hired*3	Male	56	84	146	256	279	
	Female	10	21	37	82	108	
	Total	66	105	183	338	387	
Number of non-Japanese employees		41	41	39	43	40	
Number of people with disabilities*4		275	270	329	332	363	
Employment Rate (%)		2.33	2.23	2.40	2.40	2.50	

		FY2020	FY2021	FY2022	FY2023	FY2024	
Average years of service	Male	20.0	20.1	20.1	19.5	18.6	
	Female	12.3	12.5	12.8	12.7	12.4	
	Total	18.4	18.5	18.5	18.0	17.2	
Average Annual Salary*5 (thousands of yen)		7,526	7,522	7,467	7,642	7,877	
	Differences between male and female salaries (%)	80.2	80.6	81.2	82.7	83.8	
Turnover*6	Male	138	165	236	212	251	
	Female	28	43	54	75	73	
	Total	166	208	290	287	324	
Turnover Rate*7 (%)	Male	2.0	2.4	3.5	3.1	3.6	
	Female	1.6	2.4	2.9	3.9	3.6	
	Total	1.9	2.4	3.3	3.3	3.6	
Average monthly overtime hours*8 (hours/month)		20	21	22	22	22	
Annual paid vacation	Average number of days taken (days)	17.3	17.8	18.0	17.3	17.2	
	Acquisition rate (%)	88.7	90.9	91.8	89.5	89.4	
Percentage of teleworking (%)		58.0	61.8	54.5	47.4	48.1	
Number of employees using reduced work hour programs	Male	6	7	7	8	7	
	Female	268	253	244	223	242	
	Total	274	260	251	231	249	
Number of employees using childcare leave	By gender*9	Male	45	53	74	59	77
	Female	183	162	155	65	64	
	Total	228	215	229	124	141	
	Acquisition rate*10 (%)	Male	14.6	27.7	32.7	45.7	50.0
	Female	100.0	100.0	100.0	100.0	100.0	
	Total	37.3	50.4	53.3	63.9	64.7	
	Return rate*11 (%)	Male	100.0	100.0	100.0	100.0	94.4
	Female	97.5	95.7	98.6	98.0	95.5	
	Total	98.3	97.3	99.2	99.1	95.0	
	Average number of days taken*12 (days)	Male	65	29	64	96	86
	Female	482	413	420	410	425	
	Total	337	268	270	224	268	
Number of employees using extended nursing care leave	Male	2	1	1	3	2	
	Female	1	1	3	2	1	
	Total	3	2	4	5	3	
Number of employees using nursing care leave	Male	145	141	164	170	171	
	Female	26	29	38	45	45	
	Total	171	170	202	215	216	
Number of employees using maternity leave*13		47	41	43	45	44	
Number of employees using parental leave		89	86	100	86	118	
Number of employees using balance support leave*14	Male	497	475	408	480	500	
	Female	363	370	350	417	434	
	Total	860	845	758	897	934	
Number of employees using child nursing leave	Male	143	198	186	217	195	
	Female	161	208	178	192	181	
	Total	304	406	364	409	376	

*1 Data is calculated as of March 31 each fiscal year except where noted.
 The number of employees on a consolidated basis at the end of FY2024 increased by 3,956 from the end FY2023. The major factor is the conversion of Net One Systems Co., Ltd., into a consolidated subsidiary during the fiscal year under review.

*2 The number of employees on a non-consolidated basis decreased by 251. The major factor is system operation businesses taken over by SCSK SYSTEM MANAGEMENT CORPORATION through a company split (simplified absorption-type company split) during the fiscal year under review.

*3 Excluding directors, but including employees on loan.

*4 Total of mid-career professionals for full-time employees and specialized full-time employees.

*5 Figures as of June 1 each fiscal year including main domestic Group companies with certification as special purpose subsidiary or affiliated company.

*6 Average annual salary of full-time employees, specialized full-time employees and senior full-time employees.

*7 The percentage of employees who resigned voluntarily to the average number of employees during the fiscal year.

*8 Average for all employees including those under the discretionary work system and supervisors.

*9 Number of employees who started using childcare leave, etc. during the fiscal year.

*10 Of employees who or whose spouse gave birth to a child during the fiscal year, the percentage of those who started using childcare leave, etc. during the fiscal year.

*11 Of employees who returned to work or resigned after completion of childcare leave, etc. during the fiscal year, the percentage of those who returned to work.

*12 Average number of days of childcare leave, etc. taken by employees who used childcare leave, etc. and returned to work during the fiscal year.

*13 Available to pregnant women in half-day increments to allow them to take time off for various related ailments, such as morning sickness, and for prenatal checkups (up to a total of ten days per year).

*14 Paid leave that can be taken by the hour (up to a total of five days per year) to care for a family member, to accompany his/her child to receive necessary vaccinations or health exams or attend an event at his/her child's school, up until the child graduates from junior high school, or to undergo infertility treatments in a hospital.

Main Non-Financial Data

Human Resources Data

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

^{*15} Personnel recruitment takes place once annually and internal FA is once annually.^{*16} A program that certifies IT skills according to seven levels based on SCSK Career Framework.

Strategic job types (business creator, sales, consultant, service manager BASM, service manager ITSM, marketing)

Development job types (project manager, IT architect, AP specialist, embedded software development, IT specialist, product specialist, R&D expert, full-stack engineer, scrum master, and product owner)

Operations job types (customer service, IT service management)

Administrative job types (administrative support staff-engineering)

^{*17} Defined as Lv1 to Lv3.^{*18} Data for each fiscal year is calculated as of July 31 of the following year.^{*19} Number of employees on leave due to non-occupational injury or illness.^{*20} Total number of participants in training on the themes of diet, exercise, sleep, women's health, and by age group in any given fiscal year.^{*21} The percentage of employees who responded, "I rarely eat breakfast (0 to 3 times a week)."^{*22} Until FY2022: The percentage of employees who answered "Two or more times per year" or "One time per year" in response to the question, "Dental exams are believed to be necessary one to two times per year. How frequently do you receive dental exams?"

In and after FY2023: The percentage of employees who answered "Visited a dentist" in response to the question, "It is said to be ideal to have a dental exam once or twice a year in order to check the health condition of your teeth. Have you visited a dentist for treatment or an exam in the past year?"

^{*23} The percentage of employees who answered "Less than 5 hours" in response to the question, "How much sleep do you normally get?"^{*24} The percentage of employees who answered "I'm healthy" or "I'm more healthy than unhealthy" in response to the question, "What is your health condition?"^{*25} The percentage of employees who answered that they can demonstrate "80% or more of the abilities" they can demonstrate when they are in healthy conditions.^{*26} The percentage of employees who answered "0 hours" in response to the question, "How many work hours did you take off or make adjustments due to a health issue in the previous one year?" (From FY2024, the applicable period has been changed from the previous three months to the previous one year).^{*27} The percentage of employees who responded positively to the statements, "SCSK is a company with a pleasant workplace," "SCSK is a company with a rewarding workplace, and "My abilities are fully demonstrated" in the employee awareness survey.

Governance-related Data

(Number and percentage after the General Meeting of Shareholders)

	2021	2022	2023	2024	2025
Composition of the Board of Directors	Number of Directors	12	12	12	11
	Number of Outside Directors	5	6	6	6
	Number of Independent Outside Directors included	5	6	6	6
	Percentage of Outside Directors (%)	41.7	50.0	50.0	54.5
	Number of Female Directors	1	2	3	2
	Percentage of Female Directors (%)	8.3	16.7	25.0	18.2

Environmental Performance Data

		FY2020	FY2021	FY2022	FY2023	FY2024
Electricity consumption	Total: Entire SCSK Group (1,000 kWh)	126,000	147,531	159,661	166,698	177,491
	Break-down	Offices (1,000 kWh)	23,694	25,020	25,920	25,742
		Data centers (1,000 kWh)	102,306	122,511	133,741	140,956
	Renewable Energy	Utilization volume (1,000 kWh)	—	47,500	59,843	78,792
		Utilization ratio (%)	—	32.2	37.5	47.3
Fuel	Total (quantity in GJ)	3,823	4,651	4,332	4,257	8,561
	Break-down	Kerosene (kl)	23	40	13	13
		Light oil (kl)	—	1	2	2
		Diesel (kl)	46	39	38	44
		Gasoline (kl)	12	26	39	39
		Utility gas (1,000 m ³)	17	16	21	111
	Steam, hot water, cold water (quantity in GJ)	16,265	14,004	11,814	10,000	8,288
	Volume of office paper purchased (1,000 sheets)	6,417	5,156	5,403	4,483	4,446
	General waste ^{*1} ^{*2} ^{*3} (t)	140	149	134	149	155
	Industrial waste ^{*1} ^{*2} ^{*3} (t)	16	44	33	89	369
	Water Withdrawal ^{*3} (m ³)	—	—	—	194,993	196,545
	Water Discharge ^{*3} ^{*4} (m ³)	—	—	—	194,993	113,726

		FY2020	FY2021	FY2022	FY2023	FY2024
Greenhouse gas emissions	Scope 1	Direct emissions	249	307	277	279
	Scope 2	Indirect emissions from energy	52,354	39,537	36,298	35,875
	Scope 3	Other indirect emissions	538,328	493,934	575,556	629,558
	Total	590,930	533,778	612,131	665,712	894,437
Scope 3 Breakdown by category	Category 1	Purchased goods and services	250,615	231,542	281,953	305,656
	Category 2	Capital goods	27,572	24,302	51,897	21,085
	Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	9,031	10,456	11,231	6,325
	Category 4	Upstream transportation and distribution ^{*5} excluded from calculation	—	—	—	—
	Category 5	Waste generated in operations	273	315	269	358
	Category 6	Business travel	917	1,270	3,013	4,368
	Category 7	Employee commuting	4,951	3,440	3,736	4,465
	Category 8	Upstream leased assets ^{*6} excluded from calculation	—	—	—	—
	Category 9	Downstream transportation and distribution ^{*7} excluded from calculation	—	—	—	—
	Category 10	Processing of sold products ^{*8} excluded from calculation	—	—	—	—
	Category 11	Use of sold products	244,947	222,592	223,442	287,258
	Category 12	End-of-life treatment of sold products	22	16	15	42
	Category 13	Downstream leased assets ^{*9} excluded from calculation	—	—	—	—
	Category 14	Franchises ^{*10} excluded from calculation	—	—	—	—
	Category 15	Investments ^{*11} excluded from calculation	—	—	—	—
	Total	538,328	493,934	575,556	629,558	859,446

	FY2020	FY2021	FY2022	FY2023	FY2024
Greenhouse gas emissions intensity	0.87	0.75	0.87	0.79	0.87
Upstream greenhouse gas emissions intensity of Scope 1+2+3	0.87	0.75	0.87		

Basic Information

Established	October 25, 1969
Capital	¥21,561 million
Total number of employees	20,252 (Consolidated)

Head office	Toyosu Front, 3-2-20, Toyosu, Koto-ku, Tokyo 135-8110, Japan TEL: +81-3-5166-2500 URL: https://www.scsk.jp/index_en.html
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Base Information

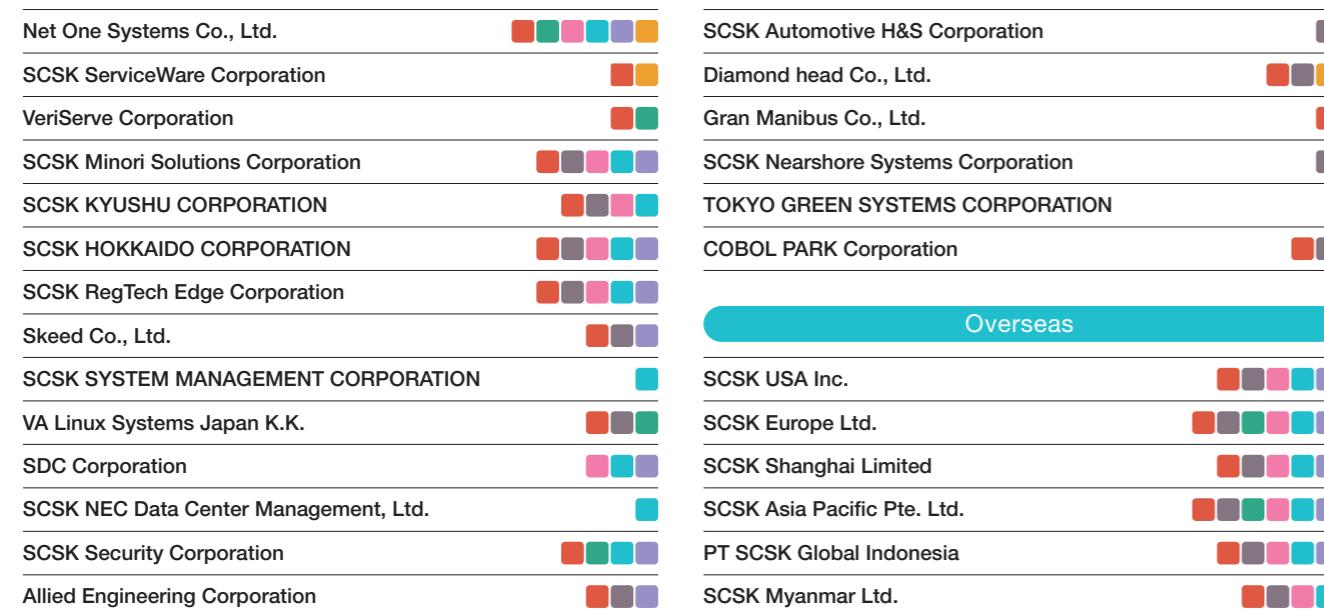
Toyosu Head Office	Toyosu Front, 3-2-20, Toyosu, Koto-ku, Tokyo TOYOSU FORESIA, 3-2-24, Toyosu, Koto-ku, Tokyo
SCSK LINK SQUARE	Tokyo Midtown Yaesu, Yaesu Central Tower, 2-2-1, Yaesu, Chuo-ku, Tokyo
Odaiba Office	Tradepia Odaiba, 2-3-1, Daiba, Minato-ku, Tokyo
Nishinihon Kitahama Office	Osaka Shokken Torihikijo Bldg., 1-8-16, Kitahama, Chuo-ku, Osaka-shi, Osaka
Nishinihon Senri Office	Sumitomo Corporation Senri Bldg., 1-2-2, Shinseiri Nishimachi, Toyonaka-shi, Osaka
Nishinihon Honmachi Office	Metlife Honmachi Square Bldg, 2-5-7, Honmachi, Chuo-ku, Osaka-shi, Osaka

Chubu Office	SC Fushimi BLDG., 2-16-26, Nishi-ku, Nagoya-shi, Aichi
Hiroshima Office	Hiroshima High Bldg. 21, 3-1, Kanayama-cho, Naka-ku, Hiroshima-shi, Hiroshima
Kyushu Office	CONNECT SQUARE HAKATA, 1-17-1, Hakataekihigashi, Hakata-ku, Fukuoka-shi, Fukuoka
Tama Center Office	SCSK Tama Center Bldg., 2-3, Sannoushita, Tama-shi, Tokyo
SCSK Group Okinawa Center Office	4-35-2, Gusukuma, Urasoe-shi, Okinawa

Group Companies

■ = IT consulting ■ = Systems development ■ = Verification services ■ = IT infrastructure implementation
■ = IT management ■ = IT hardware/software sales ■ = BPO services

Domestic



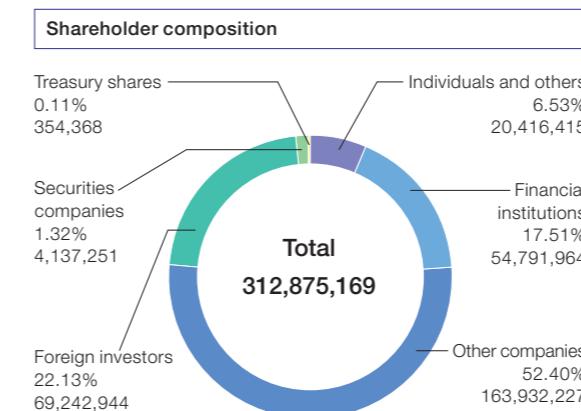
Investor Information

Stock/Shareholder Information

Class of stock	Common Stock
Number of shares authorized	600,000,000
Number of shares issued	312,875,169 (including 354,368 treasury shares)
Number of shareholders	26,346

Stock listing	Tokyo Stock Exchange, Prime Market
Stock code	9719
Stock trading unit	100
Shareholder registrar	Sumitomo Mitsui Trust Bank, Limited
Independent certified public accountant	KPMG AZSA LLC

Distribution of Shareholders (Common Stock)

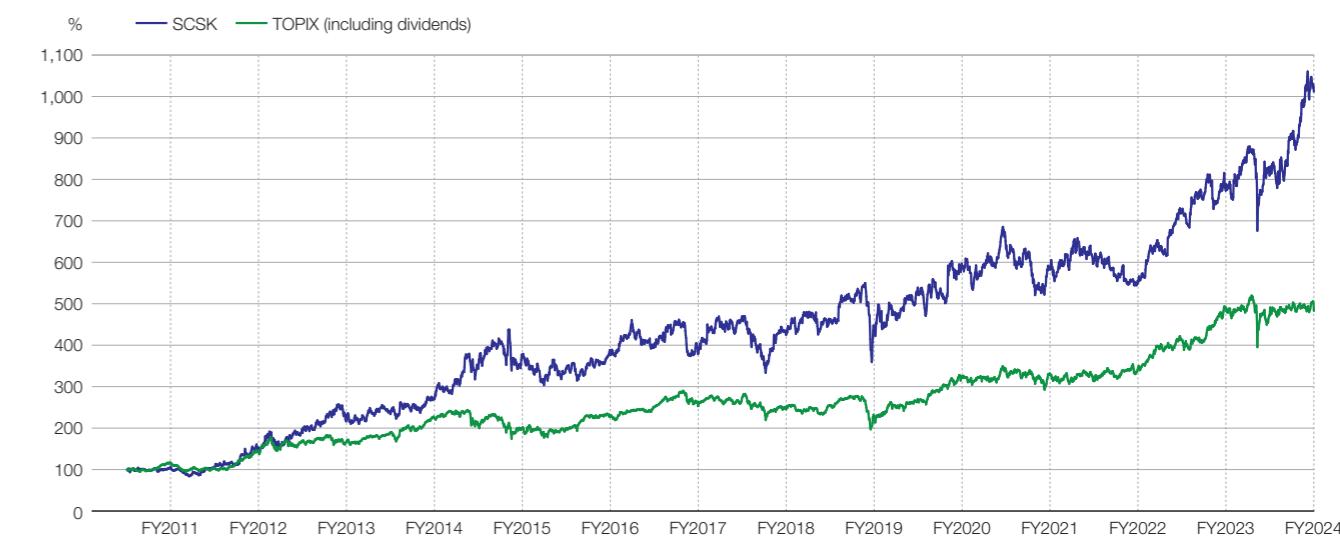


Major Shareholders

	Name of Shareholder	Number of Shares Held	Shareholding Ratio*1 (%)
1	SUMITOMO CORPORATION	158,091,477	50.59
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	27,783,600	8.89
3	Custody Bank of Japan, Ltd. (Trust Account)	17,700,500	5.66
4	SCSK Group Employee Stock Ownership Association	6,485,805	2.08
5	STATE STREET BANK AND TRUST COMPANY 505001	4,854,878	1.55
6	STATE STREET BANK WEST CLIENT-TREATY 505234	4,025,976	1.29
7	ARGO GRAPHICS Inc.	3,046,500	0.97
8	Custody Bank of Japan, Ltd. (Trust Account 4)	2,921,300	0.93
9	GOVERNMENT OF NORWAY	2,727,098	0.87
10	STATE STREET BANK AND TRUST COMPANY 510312	2,192,449	0.70

*1 Shareholding ratio is calculated exclusive of treasury stock (354,368 shares).

Total Shareholder Return (TSR)*2



*2 October 3, 2011 indexed as 100

External Recognition

Evaluation regarding ESG



Rated 4.5 stars in the Nikkei Sustainability Comprehensive Survey (Smart Work Management Edition) (November 2024)



Selected as a Nadeshiko Brand 2025 (tenth time: FY2014–FY2021, FY2023–FY2024)



Selected as a KENKO Investment for Health for the 11th consecutive year



Recognized as Certified Outstanding Health & Productivity Management Organization (Large Enterprise Category) "White 500" for the ninth consecutive year



Selected for THE DIVERSITY MANAGEMENT 2.0 PRIME (FY2018)



For the seventh consecutive year, received the Gold rating, the highest rating, in the PRIDE Index for LGBTQ-Related initiatives



Received an A-rating in CDP Climate Change Report 2024



Rated highest in CDP Supplier Engagement Assessment and selected as a "Supplier Engagement Leader"



Thought Leaders of Human Capital 2024



Human Capital Management Excellence 2024 Gold Award

Inclusion in Various Indices



An investment product for pension funds and institutional investors, which is managed by Sompo Asset Management Co. Ltd. and broadly invests in companies with high ESG ratings



An index series that reflects performance of companies which excel in the global standards for environment, society, and governance (ESG) defined by FTSE Russell



Received an A in the MSCI ESG rating, a global benchmark for ESG investment provided by MSCI ESG Research

Selected for all ESG indices covering domestic stocks adopted by Government Pension Investment Fund (GPIF)



An index defined by FTSE Russell, which reflects performance of excellent Japanese companies in ESG measures*



An index that reflects performance of excellent Japanese companies in ESG measures in each sector defined by FTSE Russell*

2025 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数

An index consisting of companies with higher ESG ratings selected from each industry classified according to the Global Industry Classification Standard (GICS), based on MSCI Nihonkoku IMI Index

2025 CONSTITUENT MSCI日本株 女性活躍指数 (WIN)

A theme-based index consisting of companies which excel in gender diversity based on the MSCI Japan IMI Top 700 Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)



A stock index focusing on the environment among "ESG investments" jointly developed by S&P Dow Jones Indices and Japan Exchange Group

An index designed for companies in which an established gender diversity policy has permeated as corporate culture, and ones which are committed to equal opportunities for employees regardless of gender, utilizing data and evaluation methods provided by Equileap*

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*1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that SCSK Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

*2 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that SCSK Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

*3 Independent, specialized data provider based in Amsterdam, the Netherlands, which provides a wide range of gender indicators

Communication with Shareholders and Other Investors

The SCSK Group actively holds constructive communication with shareholders and other investors in order to contribute to sustainable growth and the enhancement of medium- to long-term corporate value. Through transparent information disclosure and honest communication, we have them deepen the understanding of the Company, and utilize opinions received in management to enhance corporate value.

In order to promote the constructive communication with shareholders and investors, a system has been established mainly by the Corporate IR Officer and Investor Relations Dept., in which Representative Director, Outside Directors, and heads of business divisions, etc. directly talk especially with analysts, fund managers, and persons in charge of ESG. With the aim of disclosing information on the SCSK Group's business activities in an appropriate and timely manner, we have enhanced internal systems for information gathering and coordination, and thereby realized high-quality IR activities. In more than 300 individual interviews and group meetings held in FY2024, we had opportunities to communicate with a total of approx.700 analysts and investors from Japan and overseas. Putting emphasis on dialogue with overseas investors, we actively participated in investment conferences which securities firms held for overseas institutional investors, and also hold IR meetings overseas.

As an initiative to promote dialogues, we hold quarterly financial results conferences (with a total of approx.400 participants). In September 2025, we held a briefing session on

the business integration with Net One Systems Co., Ltd. Moreover, we have conducted proactive IR activities, for example, continuously holding briefings for individual investors to deepen understanding about the SCSK Group's operations.

Opinions received through these dialogues are reported to the Board of Directors and the management team by the Corporate IR Officer in a timely and appropriate manner, and are utilized in formulating management strategies and improving IR activities. For example, in formulating the Medium-Term Management Plan, we referred to opinions from shareholders and investors regarding growth strategies and capital policies. Going forward, we will continue to place importance on dialogues with stakeholders and reflect them in management toward an enhancement of corporate value.

Main Dialogue Themes in FY2024

- Market environment for IT services
- Performance trends
- Progress of the Medium-Term Management Plan
- Financial and non-financial strategies
- Initiatives regarding ESG
- Integration plan and synergies with Net One Systems Co., Ltd.

Holding a briefing for individual investors

Market conditions surrounding the SCSK Group, its business overview, and initiatives for sustainable growth in the future were explained to individual investors on demand.

Total number of participants: 3,700

*The materials are only available in Japanese.



Holding a briefing on the business integration with Net One Systems Co., Ltd.

In response to completion of the tender offer bid for Net One Systems Co., Ltd. in December 2024, the briefing on the business integration was held in September 2025, which included the future vision and specific quantitative targets the both companies aim at.

A total of 150 analysts and institutional investors from Japan and overseas participated in the briefing.



For the materials presented at events for analysts and institutional investors to date, please visit: https://www.scsk.jp/ir_en/library/analyst_meeting/index.html



About the cover of SCSK REPORT 2025 –Introduction of the artist who created it –



Mr. Yuiga

Born in 2003

2019 The 17th KiraKira Art Contest
 2020 Personal Exhibition "Yukaina Kuni," Oshima Museum of Picture Books, Imizu-shi
 Runner-up award, ARTPARA FUKAGAWA Chatty Art Festival
 The 19th KiraKira Art Contest
 2021 Personal Exhibition "Tabo no Kuni," Oshima Museum of Picture Books, Imizu-shi
 Excellence Award, ARTPARA FUKAGAWA
 2022 Personal Exhibition "Bokuno Sekai," Oshima Museum of Picture Books, Imizu-shi
 2023 Miraimachi Art (participated in collaborative art with companies)
 NOMAMA to GAMAMA "Himi's Art Brut Exhibition"
 2024 Grand Prize, Ecchu Art Festival 2024 (Toyama Kenminkaikan Art Museum)
 ART HUG COCOPELLI (THE KITANIPPON SHIMBUN Gallery)
 ART MEETS HEART (AUBADE HALL)
 2025 "LOVE + PEACE + ART =?" Toyama Kenminkaikan Art Museum

Mr. Yuiga is an artist who creates artwork at home while also attending a Type A office*. Since he was in the art club at a special needs school, he has drawn pictures of the world where the sensitive and attractive people called Tabo-chan live. In a world like an island floating in the sky, all kinds of living things and plants live in harmony and help each other, and in the town, people play, work, laugh and get angry. The lively scenes of the world where the Tabo-chan live give strength to those who see them. All of my colleagues and family at COCOPELLI are delighted with the initiatives featured on the cover page, as the rich world created from Mr. Yuiga's perspective seems to blend gently with SCSK's philosophy of valuing people and building a hopeful, dream-filled future. I appreciate the valuable opportunity.

Representative, COCOPELLI From Mr. Masanori Yoneda



While respecting the concept of "art brut," the NPO COCOPELLI supports and promotes artistic expression by persons with intellectual disabilities.

<https://npococopelli.jimdoweb.com/>

*Continuous Employment Support Type A Office: A welfare service for persons with disabilities or intractable diseases that provides a workplace environment where they can work under an employment contract with a certain level of support.

SCSK Group's Social Contribution Activities

CAMP

Children's Art Museum & Park (CAMP) was launched in April 2001 as a social contribution activity of the SCSK Group to foster the "Ability to create in harmony with one another" of children, who will be forging the future.

CAMP places the highest priority on activities that children can enjoy on their own initiative, and provides workshops for elementary and junior high school students that incorporate the five elements of "thinking," "making," "connecting," "presenting," and "reflecting." Through the experience of co-creation activities in group work, children will learn various ways of expressing themselves, and develop the sociality and a spirit of enjoyment by accepting others and diversity, which will be required of children in the future.

In addition, by developing CAMP activities in collaboration with industry, academia, and government at SCSK Group bases throughout Japan, we not only promote activities to foster the next generation but also contribute to regional revitalization. At the workshops, employees from each base and local university students play an active role as facilitators who draw out the independence of children and provide appropriate support according to each situation. The experience as facilitators is an opportunity to learn and gain awareness.



CAMP is active throughout Japan, mainly at the SCSK Group's bases.

Number of workshops held: 1,292 Total number of participants: 25,058
 (April 2001 - March 2025)



For further details about CAMP, please visit:
<https://www.camp-k.com/>
 (in Japanese only)



Wellnoba

Wellnoba is a participatory social contribution initiative involving all officers and employees of the SCSK Group. It aims to enable officers and employees to "connect with local communities and contribute to society through an understanding of social issues," "interact with local communities and play an active role both inside and outside the company," and "feel a sense of self-realization and achievement through social contribution activities."

Aiming to carry out social contribution activities befitting the SCSK Group, we are promoting initiatives in three key areas.

- Activities that support "people"
- Activities that mitigate the impact of business activities on the environment and society
- Activities that utilize skills and knowledge acquired through business activities and work



Clean-up activities in the vicinity of business sites (Beach Clean)