

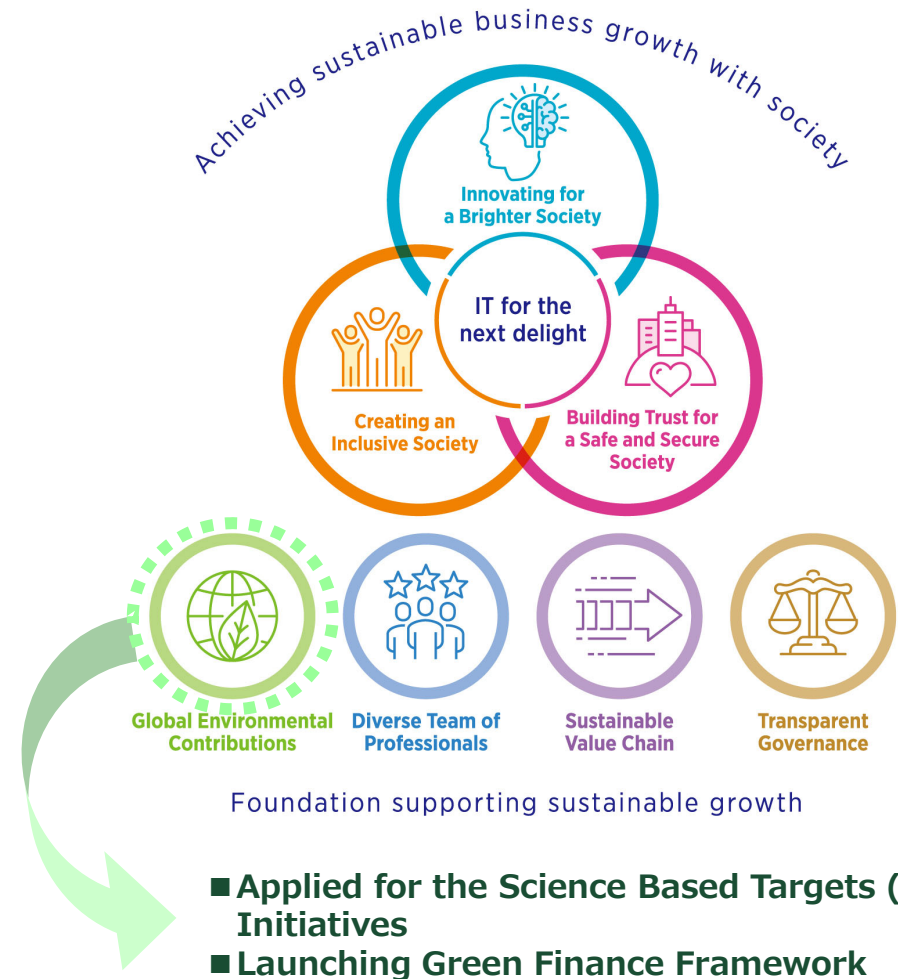
# Results of Operations for Fiscal Year Ended March 2021

**Toru Tanihara**

Representative Director  
President and Chief Operating Officer

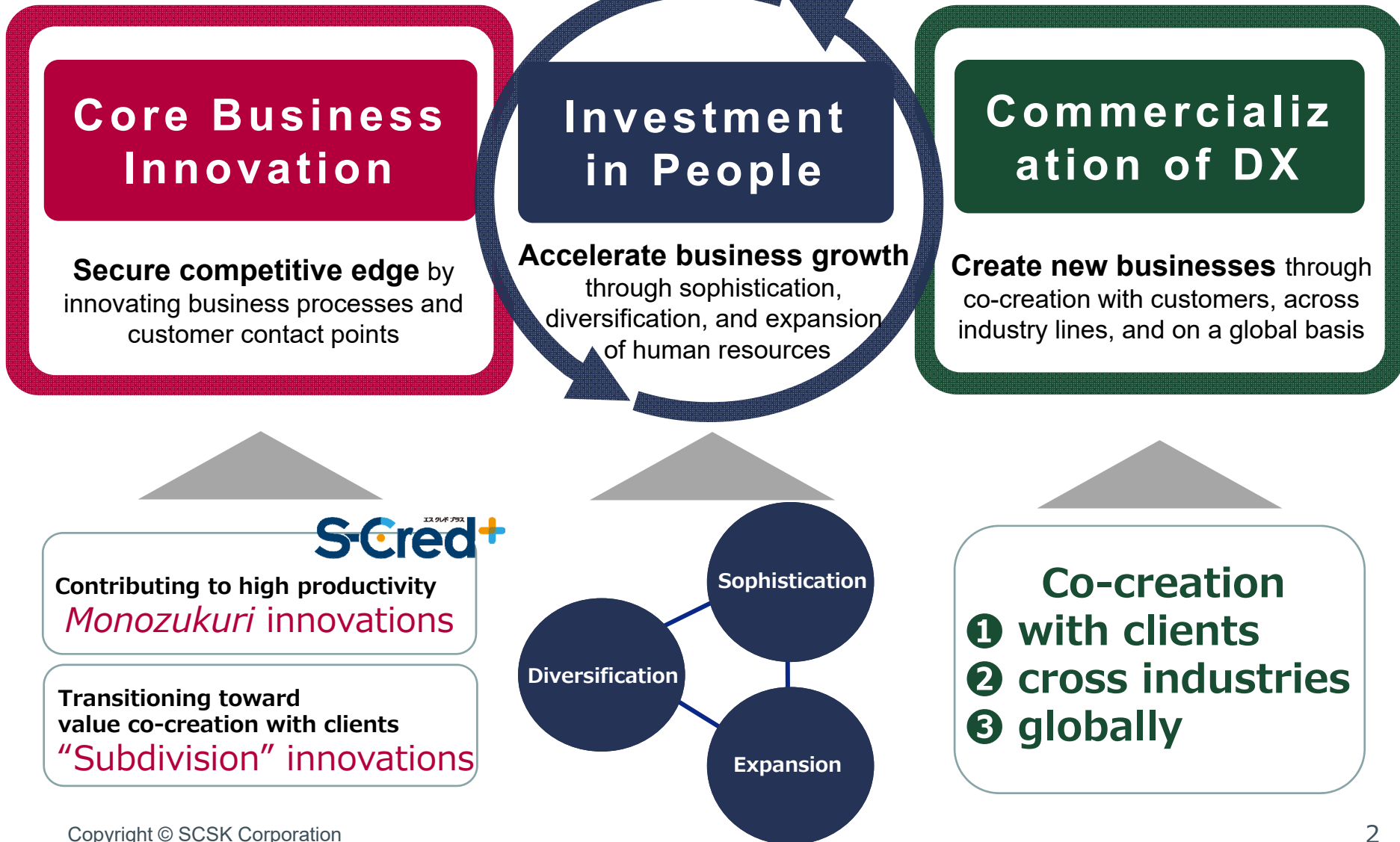
April 28, 2021

## Material issues for implementing Corporate Philosophy



# Medium-Term Management Plan Core Strategies (FY2020-FY2022)

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



# Medium-Term Management Plan Core Strategies (FY2020-FY2022)

## ■ Commercialization of DX : SCSK-driven approach to new business and service development through increased co-creation

### 1 Mobility Field

#### Social Tasks

- Realize sustainable, safe, and secure transportation systems (Modes of transportation for senior citizens and underpopulated areas, alleviation of traffic congestion, etc.)
- Mitigate CO2-associated climate change risks

**Start offering accident detection system utilizing telematics technology  
"Telematics Non-Life Insurance System"**

→Considering the development of services not only in the insurance industry but also in all life cycle markets related to automobiles, such as fleet leasing

### 3 Healthcare Field

#### Social Tasks

- Address disparities in access to healthcare (lack of physicians, improving the quality of community medical services)
- Reduce healthcare expenses through appropriate medicine use
- Maintain social security functions by extending healthy lifespans

**Start offering "Pharmacy-Scope" which promptly provides drug distribution and prescription data**

→Utilizing analysis using data from pharmaceuticals, medical devices, and wholesalers  
→To services for healthcare professionals and patients and individuals beyond

### 2 Financial Service Platform Field

#### Social Tasks

- Domestic : Enhance financial systems in response to operating environment changes by digitization
- Emerging countries : Develop financial systems that contribute to healthy economic growth

**Planning to provide services for financial products and service intermediaries  
"System solution platform development"**

→Growing needs for "asset management advice solutions"  
→Will launch "Japanese version of TAMP" in June 2021

### 4 Customer Experience Field

#### Social Tasks

- Develop industries that are responsive to the diversification of values
- Incorporate customer input into products and services with digital technologies and thereby contributing to social prosperity

**Start offering "altcircle", a CX-domain service that integrates digital marketing, digital communications, and e-commerce**

→Increasing needs in EC-related areas, and strengthening customer contact points are indispensable  
→Working with multiple companies toward full-scale introduction

( Billions of Yen)

	FY2019	FY2020	Increase/Decrease	
			Amount	%
Net Sales	385.2	<b>396.8</b>	11.5	3.0%
Operating Profit	40.0	<b>45.8</b>	5.8	14.6%
Net Profit Attributable to Owners of Parent	28.7	<b>33.4</b>	4.6	16.2%

# Impacts of COVID-19 Pandemic

## External Trends

- Sluggish economic activity due to supply chain disruptions stemming from global COVID-19 pandemic
- Low appetites for investment among companies
- Accelerated trend toward contact-free, non-face-to-face operations exemplified by remote work among customers

## 3rd Quarter

- From the 2nd Quarter onward, opportunities from face-to-face with clients recovered for investment projects that materialized, and projects that took time to make decisions and execute budgets progressed.
- Demand related to remote work, digitalization, and strengthening of customer contact areas continues.
- The medium-to long-term perspective remains unchanged. “Core business innovation” and “Commercialization of DX” are expected to progress.
- In the third Quarter, the business environment is improving, but from the third wave of COVID-19, the government again issued an emergency declaration. Uncertainty about investment trends continues in an unpredictable environment.

## Current

- While economic activity gradually started in the 3rd Quarter, the government issued an emergency declaration in January. But changes in points of contact with client companies were limited.
- Restructuring of legacy systems in anticipation of DX and IT investment demand in strategic business areas have continued.
- The medium-to long-term perspective remains unchanged. “Core business innovation” and “Commercialization of DX” are expected to progress.
- In an environment where the COVID-19 crisis continues, while digitization is accelerating, we think there is also an aspect that the selection of investments required for transformation will progress for customers, including in-house production and postponement of investment.

## Action in SCSK

- Continue measures to prevent the spread of COVID-19 and implement work styles that are conscious of productivity

# Reorganizing the structure to accelerate Medium-Term Management Plan

- Reorganizing the organizational structure in order to facilitate the level of management speed required of the digital society and to achieve a business organization that is conducive to more dynamic strategies.



- Reorganization of SCSK group subsidiaries  
Reorganization targeting the medium-sized enterprise market and consolidation of businesses in the Kyushu region

Minori Solutions Co., Ltd./ WinTechnology Corporation/ CSI SOLUTIONS Corporation/ SCSK Kyusyu Corporation

### ■ Forecasts

(Billions of Yen)

	FY2020 Results	FY2021 Forecasts	Increase/Decrease	
			Amount	%
Net Sales	396.8	<b>420.0</b>	23.1	5.8%
Operating Profit	45.8	<b>48.0</b>	2.1	4.6%
Net Profit Attributable to Owners of Parent	33.4	<b>34.0</b>	0.5	1.7%

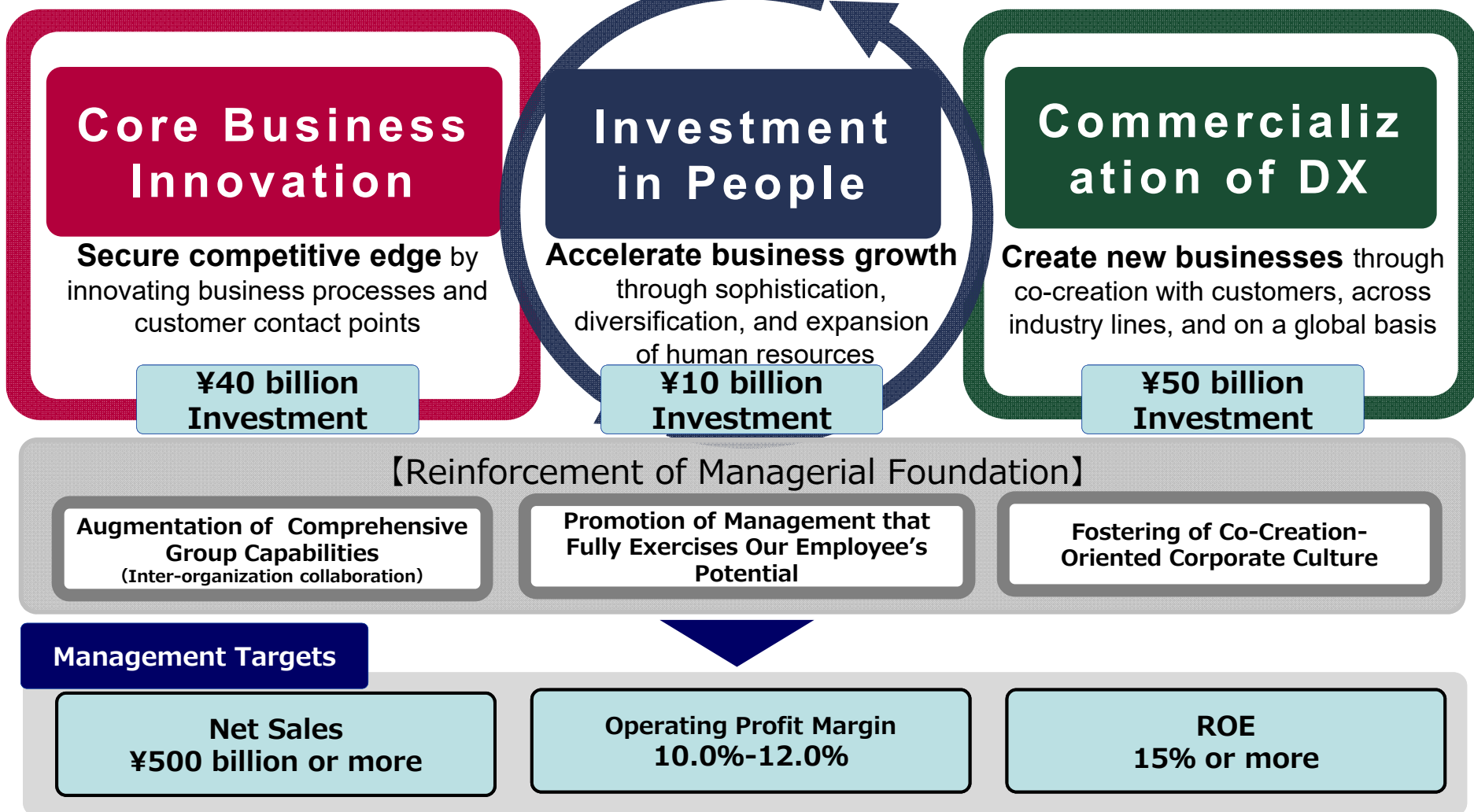
### ■ Dividends Forecasts

	FY2020 Results	FY2021 Forecasts	Increase/Decrease
			Amount
Dividends per share (Yen)	135	<b>140</b>	5



# Medium-Term Management Plan (FY2020-FY2022)

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



□ Capital Efficiency Index... ROIC maintenance target level:10-12% (in the Medium-Term Management Plan period)

# Create Our Future of Dreams

We create our future of dreams by establishing value based on our customers' trust.



Foundation supporting sustainable growth

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