

FY2018-2020

Medium-term Management Plan

Opening New Horizons

New Horizons

Horizon **1**
Go Upwards!

Horizon **2**
Go Forwards!

Horizon **4**
Consolidate Footholds!

Horizon **3**
Go Outwards!



Horizon

Go Upwards!

Challenge Business Transformation

- Co-Creation of Digital Transformation Businesses with Major Clients
- Expand Businesses in Application Services Layer





Go Forwards!

Sharpening our Advantages

- No.1 Cloud-Computing Integrator
- No.1 IT Infrastructure & Network Environment Provider
- Accelerate Expanding of Recurring Businesses





Go Outwards!

New Coverage, New Region in Globe

- Create Open Innovation Activities as New Business Models
- Expand Global Activities





Consolidate Footholds!

Stabilize Management Infrastructure

- Skill Transition & Workstyle Transformation
- Consolidate CTC-Group Governance
- Quality First & Customer Centric
- Keep Shareholders Value & Returns



Business Goal (FY2020)

3

Strengthen profitability

Net profit attributable to
CTC's shareholders

¥**30** billion

6

Growth in
focused businesses

Recurring Business

¥**60** billion

Global Business

¥**60** billion

12

Increase ROE

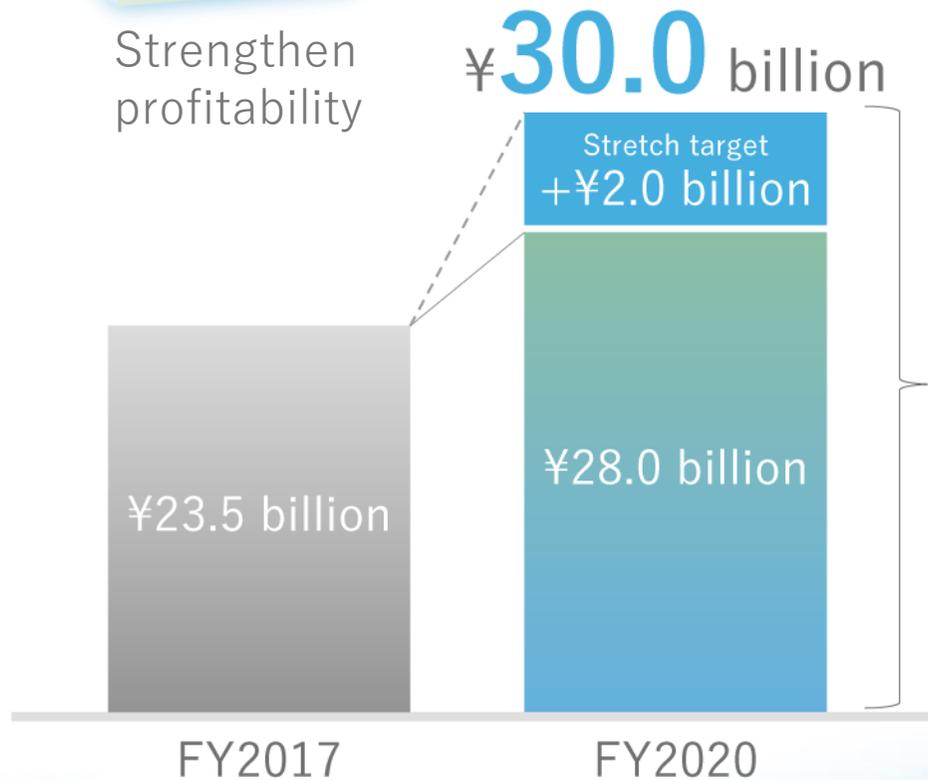
ROE

12%+



Net profit attributable to CTC's Shareholders

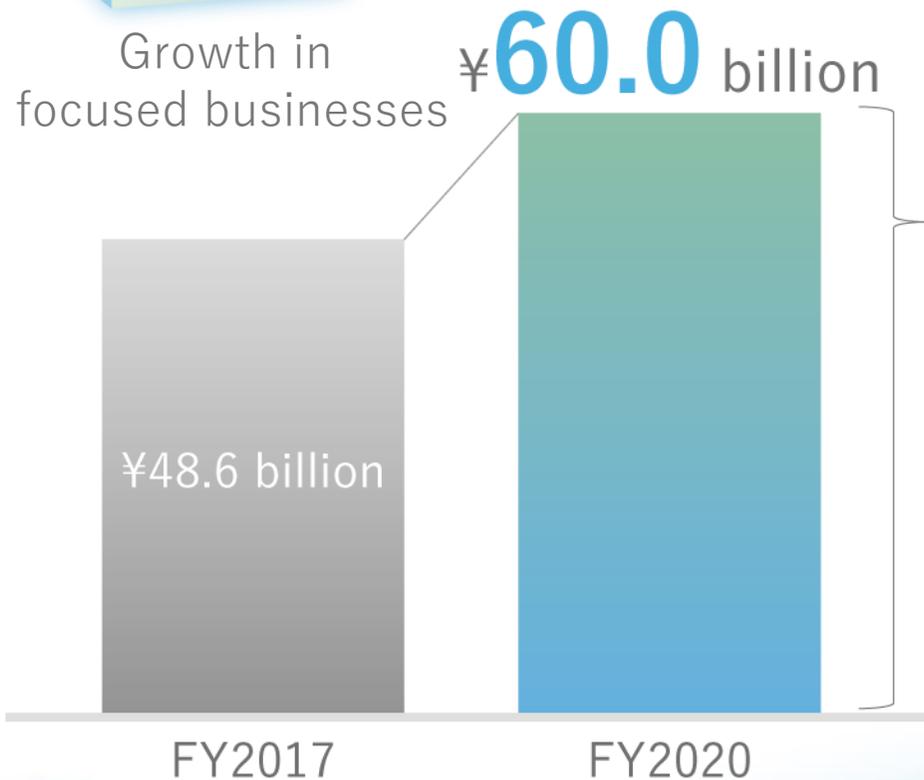
Strengthen profitability



Pursue the goal of ¥30 billion by further growth in internal growth and realization of M&A.



Recurring Business



Expansion in the model of recurring business

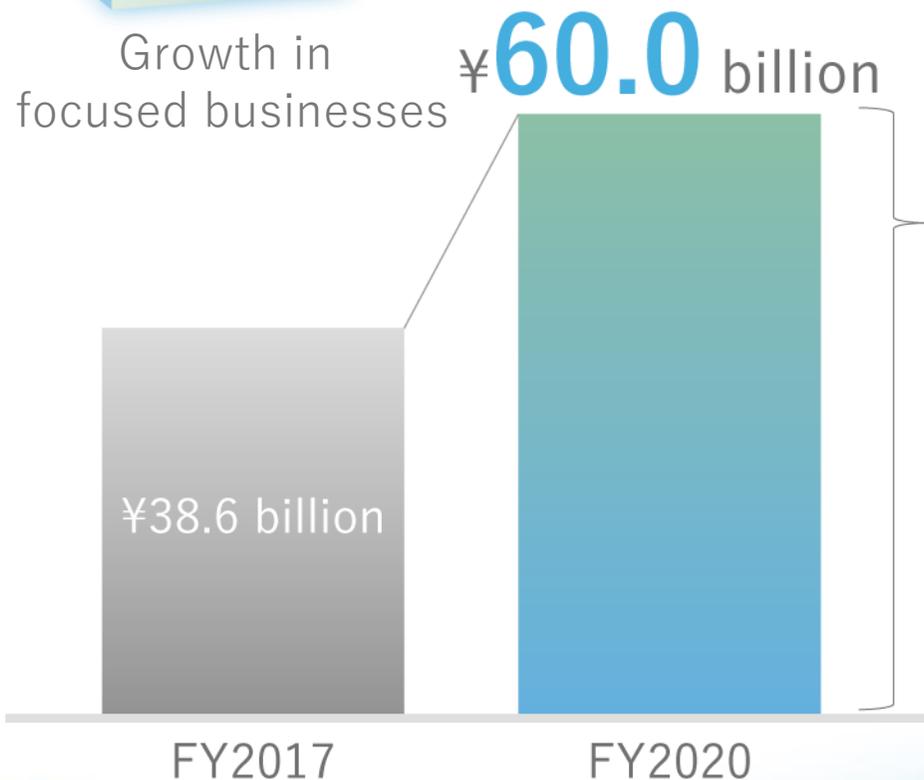
Definition of recurring business :

Total revenue of

- Cloud services
- Operations of system application
- Managed security services



Global Business



Growth in existing overseas subsidiaries and implementation of strategic investment

Definition of global business :

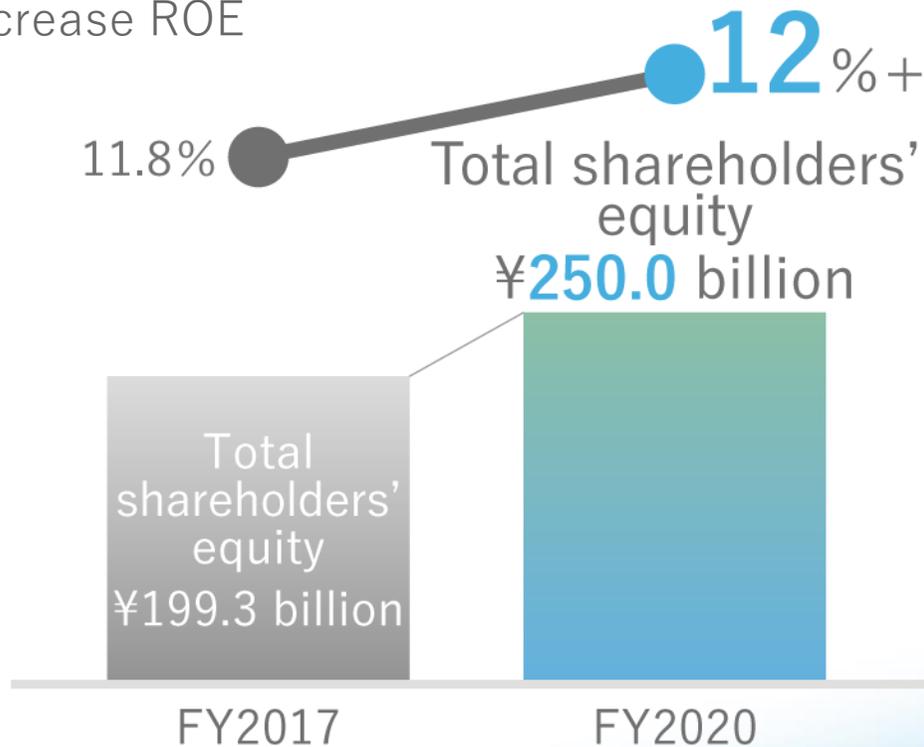
Total revenue of

- Overseas subsidiaries
- The project related to overseas business implemented in Japan.
- Affiliated overseas company accounted for by the equity-method

12

ROE

Increase ROE



Keep shareholders value & returns and an increase ROE

Position of Medium-term Management Plan FY2018-2020

FY2013-2014

Achieve sustainable growth, and record all-time highs for net sales and all profit line items.

- “Reinforce our strengths” and “enter growth areas.”
- “Develop state-of-the-art and optimal technologies” and “roll out our inhouse technologies in Asia.”
- “Aggressively address earnings model transformation,” and “reinforce our business infrastructure.”

FY2015-2017

“Two 500 billions”

- Revenue : ¥500 billion
- Market cap: Exceeding ¥500 billion

“Three shifts”

- Shift to “a service-type business”
- Shift to management that generates “Internal synergies”
- Shift to growth “Investments”

FY2018-2020

Opening New Horizons

3 ¥30 billion : Net profit **12** 12%+ : ROE

¥60 billion : Growth in focused businesses

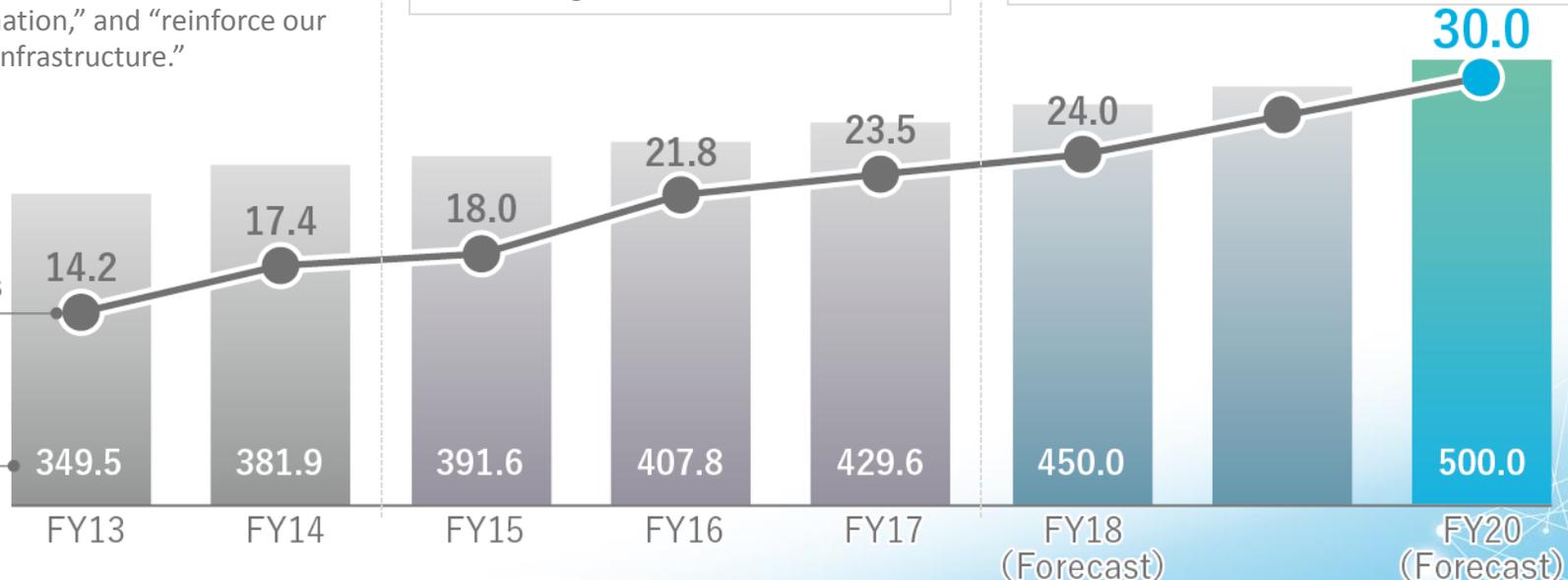
- 6**
- Recurring Business
 - Global Business

- Go Upwards!
- Go Outwards!
- Go Forwards!
- Consolidate Footholds!

Net profit attributable to CTC's shareholders

Revenue

(Billions of yen)



SUSTAINABLE DEVELOPMENT GOALS

- 3** GOOD HEALTH AND WELL-BEING
- 7** AFFORDABLE AND CLEAN ENERGY
- 9** INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 11** SUSTAINABLE CITIES AND COMMUNITIES
- 13** CLIMATE ACTION

- 4** QUALITY EDUCATION
- 5** GENDER EQUALITY
- 8** DECENT WORK AND ECONOMIC GROWTH
- 16** PEACE, JUSTICE AND STRONG INSTITUTIONS



Mission

Leveraging IT's potential to change future for the Global Good.

“CTC is the Answer.”