The Current Situation of CTC

The CTC Group has a workforce of
over 10,000 employees.
Each individual plays their role,
standing on the FRONTIER.

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CTC

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Retail and Service Group

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ITOCHU Techno-Solutions Corporation
Director, Executive Vice President (EVP)
CRO, COO, CRO Group

Our People at the FRONTIER

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The work of the CTC Group spans a wide range of fields. Five individuals, each with different roles, shared their perspectives on CTC's current situation.

Naomi Morikawa
CTC System Management Corporation
Sales Group

Hideki Takahashi
ITOCHU Techno-Solutions Corporation
Digital Services Group
Deputy General Manager, Digital
Transformation Business Planning and
Promotion Division
General Manager, DX Consulting
Department

Engineer

Engineers' growth and taking on challenges
expand the future of CTC

Atsushi Wada
ITOCHU Techno-Solutions Corporation
Retail and Service Group

Joined CTC to exercise my strengths as an engineer

I changed jobs and joined CTC in 2006 to fulfill my goal of exercising my strengths as an engineer. I worked on web application development at my previous job, where my work day involved development and testing based primarily on basic design documents. Yet as I gained experience, I realized how "certain things can definitely be done better," and this sparked a strong desire as an engineer to become more involved in upstream processes of projects. The year of 2006 was part of the important milestone to shift our focus to SI business, and I made the decision to join the company because I was convinced that I could play a role in driving the company's growth, and at the same time grow personally.

Worked on various projects including proprietary solution development

After joining CTC, I took part in launching our proprietary solution "EIMANAGER"*1, and led pre-sales and SI development for customers as the project leader. I was involved in all aspects of the project, from requirement definitions, design and development to operation and maintenance, while also directly interacting with those involved in the project and customers with an eye to achieving better results. My vision of being involved from upstream processes was so much more rewarding than I had imagined, and I subsequently felt a sense of fulfillment as a project manager in charge of pre-sales of SI development projects with various companies and various solutions. Yet, I was transferred to a department responsible for development in the BtoC field—a sector that I had wanted to try my hand at with an eye toward achieving further growth and was given an opportunity to take part in a general app development project for the Co-opdeli Consumers' Co-operative Union (hereafter, "Co-opdeli Union").

The Co-opdeli Union provides a wide range of services supporting the lifestyles of its members, mainly centered on the home delivery business and also including selling products at physical stores, mutual aid and insurance, and energy. With face-to-face communications becoming more difficult in recent years, boosting digital contacts with the use of apps has become one of the most important challenges. So Co-opdeli Union developed a policy for consolidating multiple apps with different types of usability and purposes into just two apps, and supplying these in a way that is easy for members to understand and use. The first of those is a Coopdeli home delivery app designed specifically for home delivery shopping, and the second is a general app encouraging users to shop at physical stores that serves as a link to

other services. CTC is responsible for the development of both of these apps, and I am involved as the project manager for the general app development project.

Pursuing better UI/UX design with a user-first approach

I have always been focusing on optimizing UI/UX*2. The BtoB systems I have been in charge of developing require faster operability and reach to efficient business processes so that users are able to streamline their operations. Those systems are usually used by limited numbers of users and, they are assumed to be used for an extended period of time once deployed. Yet a completely different perspective is needed for the BtoC field. As the system will be used by a broad range of consumers, it is vital that anybody is able to navigate the system in an intuitive manner without any confusion so they can quickly achieve their tasks. It will also be important to include aspects that will result in an increase in repeat visitors and experiences that is in touch with their emotions. These are the key takeaways we have learned from this project.

Building on the success of the Co-opdeli home delivery app released in February this year, Goodpatch Inc. (hereafter, "Goodpatch")*3 covered the design of the project app, with CTC in charge of development. Goodpatch first conducted a number of interviews with management executives and frontline staff, and cemented the image of "To-be user experiences" Co-opdeli Union envisions. We summed up the experiences they seek to provide to their target users as their user stories, and from this, we identified the functional requirements. I was also involved in every step of this process. After examining in detail the functions of the existing app and identifying related system limitations, Co-opdeli Union, Goodpatch and CTC worked together to come up with the design and functionality.

After defining the requirements, we were faced with budget limitations when we

presented a formal quotation and even had to consider canceling the project, but we revisited the image of "To-be user experiences" we shared, and narrowed down the required functions without compromising the user experiences. The project has been progressing smoothly by leveraging the insights acquired through our experience of developing the Co-opdeli home delivery app to the fullest.

Engineers spearheading efforts to resolve issues

CTC's engineers are required not only to be just technical professionals, but also to directly interact with customers and partners. With business needs becoming increasingly complex, more than just advanced technical skills, possessing communication skills is crucial for accurately identifying the issues and proposing solutions while working with experts with different responsibilities, such as consultants and designers. I think that the approach of engineers of the future will be to play a central role for resolving problems, leading their teams to work closely with customers and create value capable of contributing to society. I am certain that by continuing to adopt this approach when taking on challenges, CTC will be able to continue being a company that provides greater technological value to society.

*1 Document management system that facilitates business efficiency improvement of entire companies by centrally managing information scattered across organizations and realizing utilization of the information as "knowledge assets."

*2 Abbreviation of User Interface/User Experience. UI refers to the point of communication between users and services (which encompasses layout, button positioning, entry forms, etc.) , and is the role of the service that makes it operable and functional. UX refers to the user experience obtained from using the service. UI is one aspect that enhances the UX, and improving UI and improving UX are closely connected.

*3 Concluded a business and capital tie-up with our company in November 2021. Collaborates and co-creates with CTC in the design and UI/UX areas for DX promotion of customers and our solution development.

Sales Representative

Building up trust and creating connections
that bring joy to people

Akihiro Kobayashi
ITOCHU Techno-Solutions Corporation
Retail and Service Group

Connecting the "thoughts" of people facing issues, with those capable of resolving them

We asked Mr. Kobayashi, in charge of sales at the Retail and Service Group, what the role of sales representatives is at CTC, to which he replied: "Connecting the thoughts of people facing issues, with those capable of resolving them."

"Our exceptional engineers always provide cutting-edge technologies and services, and I take pride in the quality of what they deliver. Sales representatives are responsible for identifying the very concerns and needs of customers, and communicating them accurately to our engineers. Moreover, we also focus on building up relationships of trust so that our proposals are accepted by more prospective customers. "That is the true role of sales representatives," explains Mr. Kobayashi.

Built-up trust leads to my current projects

Mr. Kobayashi has been in charge of the Co-opdeli Consumers' Co-operative Union (hereafter, "Co-opdeli Union") account since 2021. While it operates in a range of areas including the home delivery business, store business, and mutual aid and insurance business, Co-opdeli Union' strategy is to expand orders through EC. CTC is involved by providing consulting services as part of a task force for computerizing orders in the home delivery business, while also working with Co-opdeli Union to study what needs to be done to achieve the objectives, organize the current circumstances, identify issues, incorporate them into the project, and engage in a series of dialogues to come up with solutions.

To date, CTC has also provided support for developing various services for the Co-opdeli Union. One example of this is the "One minute order" system that was released in 2018. This system automatically displays recommended products and quantities based on the previous order history. The service gives users an easy way to shop by simply tapping the order button, and CTC supported Co-opdeli Union to deploy the ordering channel that provides greater user convenience. The trust that former CTC sales representatives and engineers built up has led to the involvement of Mr. Kobayashi in the current project.

A thorough understanding customer businesses and devising ways to maximize value from a management perspective

Mr. Kobayashi has renewed his appreciation of just how much trust CTC has garnered numerous times. Despite this, relationships can change depending on our own actions given we are the point of contact for customers. He always pays attention to his actions and languages to ensure that he can establish himself as a trustworthy individual, without depending on the trust that CTC has established.

The first step to this is gaining a thorough understanding of our customers' businesses. During the project period, he visited Co-opdeli Union's home delivery center as a sales representative to learn more about its home delivery business. He also works with the customer for developing approaches and proposing solutions that link the headquarters and delivery center together, leveraging what he witnessed and learned while at the home delivery center. He is currently focusing on maximizing the value of the entire system, while managing multiple projects across the board.

Taking on the challenging of developing various solutions, like hypothetical proposals or generating opportunities for co-creation

Now in his sixth year at CTC after entering as a mid-career employee, Mr. Kobayashi was in charge of sales of solutions for local governments at his previous job, where he covered entire projects, from identifying issues to devising proposals and managing budgets. "I would like to take on challenges in a broader range of fields," explains Mr. Kobayashi on how he made the decision to join CTC where he could propose a wide variety of products and solutions.

He faces new challenges on a daily basis. As development of the new home delivery app for Co-opdeli Union progresses, he responds to various requests from the customer. Moreover, he is aiming for even better app development by raising issues that customers may be unaware of and suggesting proposals to address them.

"I always keep in mind examining the true nature of issues from the perspectives of the three parties involved—Co-opdeli Union, development engineers, and users—which involves finding areas of improvement from the perspective of users actually using the home delivery app and seeking the true opinions of engineers from the perspective of developers."

In developing the app, improving the UI/UX for boosting usability for users proved to be a major hurdle for Co-opdeli Union. To address this challenge, CTC and Goodpatch Inc. coordinated efforts to create a framework where the development and design teams worked together for developing the optimum app for users. The project is progressing in a steady manner by creating opportunities for co-creation through the collaboration framework.

Every consultation is different; every job is rewarding

"I would like to be the person approached by saying 'Let's consult Mr. Kobayashi first'".

There are never consultations that cover exactly the same content in this industry. Things are changing on a daily basis, so each and every job involves uncovering new issues, with continuous efforts required to tackle them. This is why he finds it so rewarding to carry out his day-to-day job responsibilities. Building up trust, creating countless connections, and demonstrating CTC's values will lead to tremendous results. Even now, Mr. Kobayashi is challenging himself alongside his customers with the view to resolving a broad range of issues.

Making society even better with the potential
of technology and space

Naomi Morikawa
CTC System Management Corporation
Sales Group

Providing Internet access via space, even where ground-based lines are still unavailable

"Connecting space and society in comfort." This is the essence of our job. CTC System Management Corporation (hereafter, "CTCS") is a CTC Group company that chiefly covers system operation and support businesses. One of our major businesses is serving as a partner of SKY Perfect JSAT Corporation (hereafter, "SKY Perfect JSAT"), which is engaged in the space business based on various satellite communication services as one of its core businesses, and has provided support for system operations for a number of space-related businesses.

I work as an engineer at SKY Perfect JSAT's Yokohama Satellite Control Center, where I am involved in services enabling the use of Internet and voice communications in areas where ground-based lines are not yet available, such as mountainous areas and remote islands. Satellite Internet connections with geostationary satellites allows for web conferences and telephone connections even in regions deep in the mountains. My job as an engineer is building the system and developing the monitoring tools to provide the service.

Operator-turned-engineer with the view to enhancing skills

As an engineer, I am currently responsible for building systems, but until recently I had long worked as an operator. When I joined CTCS, I never thought that I would shift my career to become an engineer.

Looking back, it was when I was in junior high school that I decided to go down this career path. At the time, cell phones were just becoming mainstream from pagers and PHS, and I had developed an interest in radio technology so went on to study at a technical college. After graduating, I joined CTCS and was initially involved in the operation of satellite lines as an operator for SKY Perfect JSAT in a department where I was able to apply my knowledge on radio technologies. The job involved providing 24-hour, 365-day support on a rotating shift basis and covered a broad range of tasks, including attending to customers seeking to "use satellite connections," monitoring the status of satellites during live broadcasts, and even being one of the first to respond in the event of a malfunction. After gaining experience in management as the first female shift leader at CTCS, I was transferred to my current

department in 2020, where I am also required to have knowledge of network systems. I was also able to grow personally based on such a broad variety of experiences and challenges, and decided to take on the challenge of becoming an engineer in pursuit of further boosting my skills. To acquire the required certifications, I also took the initiative myself and joined study groups. I think my efforts were recognized, as in 2024, I made the move from operator to engineer, and set out on a new career path.

Hope to contribute to empowering women by taking a leap forward as an engineer

While I am still very inexperienced as an engineer, there is still a role that only I am able to fulfill. As one of the few engineers armed with experience as an operator, I am also expected to build and monitor systems from the perspective of frontlines. Building a better system by applying a new perspective—that is my mission. There is another mission. I am hoping that my career serves as a model case for empowering women to encourage more female employees to take on challenges. People today tend to think that empowering female employees is about being promoted into management positions, but I would like to demonstrate that women are also able to play an active role as engineers.

Indispensable service for modern society to enrich the planet and our lives from space

It has been more than 20 years since I have been involved in the space business. I have played a key role in creating an affluent society through a range of satellite-based services. One particular experience that I found impressive was in the wake of the Great East Japan Earthquake of 2011. Through our experiences of satellite communication services being used for restoration efforts, and the fact that cell phones using satellite communication assisted with rescue efforts in the disaster-hit areas even while land lines and cell phones were down, I was reminded that my job is an indispensable service for modern society.

As an engineer who will be contributing to SKY Perfect JSAT's business going forward, I will continue taking on the challenge of pursuing further growth, to ensure operation of reliable services and create services that enrich society from space.
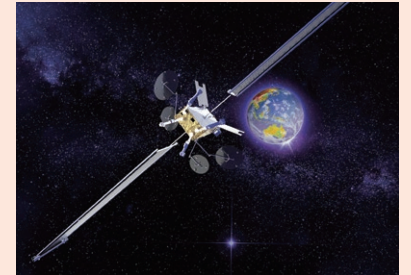

JSAT-31 © Thales Alenia Space/E.Briot

Partnering with SKY Perfect JSAT for 35 years to unlock the potential of space

SKY Perfect JSAT launched JCSAT-1, Japan's first commercial communications satellite, in 1989. Since then, CTCS has been involved in the field of operations as a partner of SKY Perfect JSAT. The first satellite digital multi-channel broadcasting service (Perfect TV!) in Japan was launched in 1996, and CTCS was again selected to be responsible for its operations. Including those mentioned above, CTCS has been heavily engaged in the space and media businesses in concert with SKY Perfect JSAT for 35 years. Today, space and satellite services are an essential type of infrastructure for society. These support an extensive range of services, from communications, observations and GPS to IoT businesses in the logistics, finance, agriculture, forestry, and fisheries sectors. CTCS has many engineers certified as radio operators, and has extensive experience in the operating area of space projects. CTCS is also leveraging these strengths to accelerate its activities going forward. The "HAPS" stratospheric communications platform is drawing attention as a next-generation communications infrastructure, and CTCS is currently working toward launching the project in 2026 by covering verification of radio propagation[1] and inspecting registrations[2]. Together with SKY Perfect JSAT, we will continue taking on challenges in the space business where the potential is limitless.

[1] Aims to monitor the radio environment and communication performance in the stratosphere. Certification as a radio operator registered with the Minister of Internal Affairs and Communications is required for this task.
[2] A designated inspection based on the Radio Law is conducted when new radio equipment is installed at a radio station. The inspection must be conducted by an operator registered with the Minister of Internal Affairs and Communications.
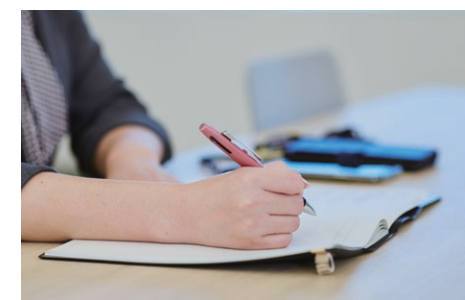
Creating new businesses for customers

Hideki Takahashi
ITOCHU Techno-Solutions Corporation
Digital Services Group
Deputy General Manager, Digital
Transformation Business Planning and
Promotion Division
General Manager, DX Consulting
Department

End-to-end support, from upstream of business through to development, operation and maintenance

I currently provide "CTC Digital Integration Services" available from the Digital Transformation Business Planning and Promotion Division.

Before outlining what this service entails, I would first like to explain the environment that CTC and companies are immersed in. As an SIer, CTC has grown on the strength of its advanced infrastructure construction available for large-scale systems and high-quality operation services. Yet today, changes in the business environment and growing intensity in competition have altered the way system infrastructure is being constructed. One example that the in-house production of system construction is increasing at our customer companies, and in addition to greater efficiency and sophistication, they are also demanding more value in the services we provide. To achieve this, there is now a need to highlight the fact that CTC is capable of app development, in addition to building systems that has formally been one of CTC's fortes.

In Japan, DX is often viewed as enhancing business efficiency by leveraging digital technologies, but in addition to that conventional image, it also implies sublimating existing businesses or products into completely new realms—that is, bringing about innovation. Thus the promotion of DX now extends beyond the framework of IT systems, and calls for the approach of adopting a company-wide strategy.

When we provide our customers with proposals, more than just approaching their information systems department given the longstanding relationship we have built up, we also need to approach their positions that are closer to management. In order to delve deeper into the customer operations, there is a growing need for

business scheme that provides support from upstream of their businesses, such as their business strategy and CX (customer experience) strategy, through to system development, operation and maintenance—this is the essence of "CTC Digital Integration Services" that I mentioned at the start, which has made it possible for us to deliver such an end-to-end service.

Greater service depth by collaborating with ITOCHU's digital business group

The inspiration behind the CTC Digital Integration Services business scheme arose partly from the changes in the business environment I mentioned earlier, but also from the fact that our employees—myself included—were seconded to a major automobile manufacturer to work on developing a new business model. Witnessing the changes occurring to the business portfolio there was certainly an immensely valuable experience.

At the time, CTC did not have any management strategy consulting capabilities like business strategy and CX strategy built-up internally, and enhancing the consulting sector was deemed as crucial for achieving further growth. The event that changed this significantly was the privatization of CTC by ITOCHU Corporation (hereafter, "ITOCHU") in 2023. Even before then, we had been working on projects together with ITOCHU and ITOCHU Group companies. Given that we are now definitely explicitly incorporated into ITOCHU's digital business group, we are expected to not only increase sophistication with our services, but also accelerate our growth strategy and further increase revenue. Through rolling out DX to our clients, we are anticipating joining forces with companies that are able to complement any capabilities that CTC is lacking in—in essence, an increase in M&As and other

investment projects—and so we believe that our ability to maximize use of management resources such as ITOCHU's network and investment know-how is one of our core strengths.

I&B Consulting Inc. (hereafter, "I&B"), one of the companies that comprises ITOCHU's digital business group, was established in April 2024 as a joint venture between ITOCHU and Boston Consulting Group (hereafter, "BCG"). I&B will assist in developing strategies, designing concepts and providing support by leveraging the consulting expertise of BCG and business know-how and assets of ITOCHU Corporation. I have also been appointed as an advisor at I&B and concurrently serve on the team promoting CTC Digital Integration Services, and so this will further deepening our mutual collaboration.

Prior to that, in 2022, we launched the AKQA UKA joint venture with ITOCHU Corporation and AKQA, a subsidiary of the UK-based WPP, one of the world's largest advertising agencies. AKQA UKA is also part of ITOCHU's digital business group, and mainly provides CX design consulting services.

Such strong ties with ITOCHU's digital business group will allow us to expand our upstream business and boost intensity of the CTC Digital Integration Services that we provide. By doing so, we are setting out an inorganic growth strategy through approaching new customers and management levels, in addition to our traditional organic strategy.

Human resources that enable growth strategies

I am certain that our human resources are the key to ensuring further growth with the services we provide. My motto is: "Independence," "Creativity" and "Challenge," which also represents the purpose of our team. While it may seem obvious, we think by ourselves, take our own initiative, and develop our own new paths. And just like our corporate identity, "Challenging Tomorrow's Changes," we will always continue taking on new challenges. This sense of passion lies at the very soul of our team. When we first started, our team numbered around 30 people, but today we have some 150 members. Going forward, I hope to continue working with people who are overflowing with vitality. We will work on creating even more areas of new business, while also continuing taking on challenges together with those who will hold the reins of future society.

ITOCHU's Digital Business Group

Consulting & data analysis	Business design & marketing	IT services & cloud	Operations improvement & BPO
I&B CONSULTING — Consulting	**AKQA uka** — CX design / **ITOCHU INTERACTIVE** — Planning & marketing	**CTC** Challenging Tomorrow's Changes	**Bell System24** — Customer support/BPO
SIGMAXYZ — Consulting	**ADWAYS** — / **GI Cloud**		
BrainPad — Data analysis & AI	**FreakOut** Holdings — Advertisement delivery / **COMTURE** — Apps/cloud	**WingArc1st** — IT services	

Message from CRO

Chief Revenue Officer

Seeking to "Challenge, Evolve, Grow as One"

Takanori Minatohara
ITOCHU Techno-Solutions Corporation
Director, Executive Vice President (EVP)
CRO, COO, CRO Group

Mission of the CRO

The CRO Group was newly established in April 2024 to achieve sustainable revenue growth for the CTC Group. Prior to this, the Group has been developing unique marketing and sales activities for each of its five front business groups: Enterprise, Retail and Service, Telecommunication, Regional & Social Infrastructure, and Finance Services. However, in recent years, the IT industry market has changed rapidly including the shift to cloud computing and expansion of SaaS. Consequently, the products and services that customers seek have also diversified. Therefore, the CTC Group has been reassessing the way it conducts its businesses and responds to markets since 2022, and has been discussing ways of achieving more strategic growth. Instead of taking the traditional product-out approach, we developed policies to shift to a market-in approach based on customers' needs. Against this backdrop, the CRO Group will be playing the role of boosting our sales capabilities and supporting the sustainable growth of the entire company. We will be focusing on creating new value while also responding in a flexible manner to market changes.

CRO functions and initiatives

To keep up with the rapidly changing market environment, our sales representative will need to provide additional value-added services. The CRO Group will support the growth of sales representative, and working on making their sales activities smoother. The first step will be utilizing digital tools for establishing a system that allows sales representative to focus on their core business activities such as proposals, quotations, receiving orders, and deliveries. Until now, our sales representative have handled all processes, from gathering information on products and services, to providing information on events and seminars to customers, proposals and quotations, receiving orders, and follow-up with after-sales services. Looking ahead, the CRO Group will provide support for branding and marketing—the stages required prior to "proposals and quotations, receiving orders, and deliveries," and following up after delivery. Intellectual capital data such as success cases, proposal know-how, product information, and cross-selling opportunities for each business group is being consolidated to provide a robust support for sales activities.

We are also aiming to shift to a sales style that enables us to come up with proposals from the upstream phase, when customers' potential needs arise. Our focus has formerly been on "selling products" (product-out), where products and solutions were proposed based on customers' needs. Going forward, however, it will be crucial to cultivate sales representative who understand the process behind "providing services" (market-oriented), which embodies the needs of customers from the upstream phase and proposes integrated solutions, from construction and development to operation and support, with the cooperation of engineers. The CRO Group aims to achieve more effective sales strategies and provides sales data by customer and product, contact information, and research data on industry trends to the entire company to support sales activities. To cultivate future sales representative, we are also working on creating content that will assist with learning the methods of exceptional sales representative.

Keywords of sharing and collaboration

The keywords that are a common aspect throughout all of the CRO Group's activities are: "sharing and collaboration." An example that highlights this is from before the CRO Group was established, when we rolled out a security monitoring system where we utilized networkable fluorescent lights that IoT cameras equipped in for a railroad company that was a customer of the Enterprise Group. The project is an example of how we created new business opportunities by applying solutions that we developed from the telecommunications carrier business of Telecommunications Group to a customer in the Enterprise Group. Looking ahead, the CRO Group will serve as a hub, leveraging the unique technologies, relationships, and customer base of each business group with the aim of creating new businesses through collaboration that transcends the frameworks of individual departments.

In terms of technology, we have identified four focus areas: Cloud Native, Security, Data & Analytics, and Advanced AI.

These technologies are common to and help build up business, regardless of the customer's industry. Source data is also required for utilizing AI. A cloud-native approach is also crucial for immediately utilizing this data. Moreover, security measures encompass that these areas need to be taken. Thus, these four technical areas are closely related, and we believe that a cross-sectional approach and company-wide coordination is extremely important. To achieve this, we hold meetings with the representatives from each business group to discuss issues related to coordinating information and promoting projects. The ultimate objective is to ensure that these issues are resolved, and a scheme is put in place to make proposing activities smooth.

Into Unprecedented territories

The first step we will be focusing on creating the foundation for the sales structure, and then cultivating our sales representative. In three years, we aim to establish a system ensuring customer success, and further advance our sales activities. Our goal is not only achieving individual growth, but also strengthening the company's overall sales foundation. We will share the approach of our sales activities for the organization as a whole and develop a system that enables our sales representative to take action based on that approach. We are aiming to enhance our sales capabilities and boost value over the next three years as set forth in our medium-term management plan, by providing support to the sales activities of our front business group in existing fields and facilitating development in new areas.

CRO Management Policy and The Medium-Term Vision

Management Policy
To achieve sustainable revenue growth for the CTC Group, the organization will thoroughly support sales activities by anticipating changes in the market environment, selecting key business areas for company-wide focus, and leveraging new sales methods.

CRO The Medium-Term Vision
Challenge and evolve together for growth

Scenarios for Realizing the Vision

Analyze	Branding	Sharing	Integrate	Associate
Identify seeds of high-profit businesses based on analysis, and plan and execute effective strategies	Support efficient and effective sales approaches through branding and marketing in selected key business areas	Develop and deploy mechanisms to effectively utilize company information assets in support of sales and marketing.	Collaboration with the CTO Group (technology-oriented) and the MIRAI Design Laboratory (origin of social issues), creation of market and customer needs, and planning of new initiatives	Promote research and development activities to address social issues through digital technology, through industry-academia collaboration, and national project partnerships, and create the seeds for future new business opportunities.

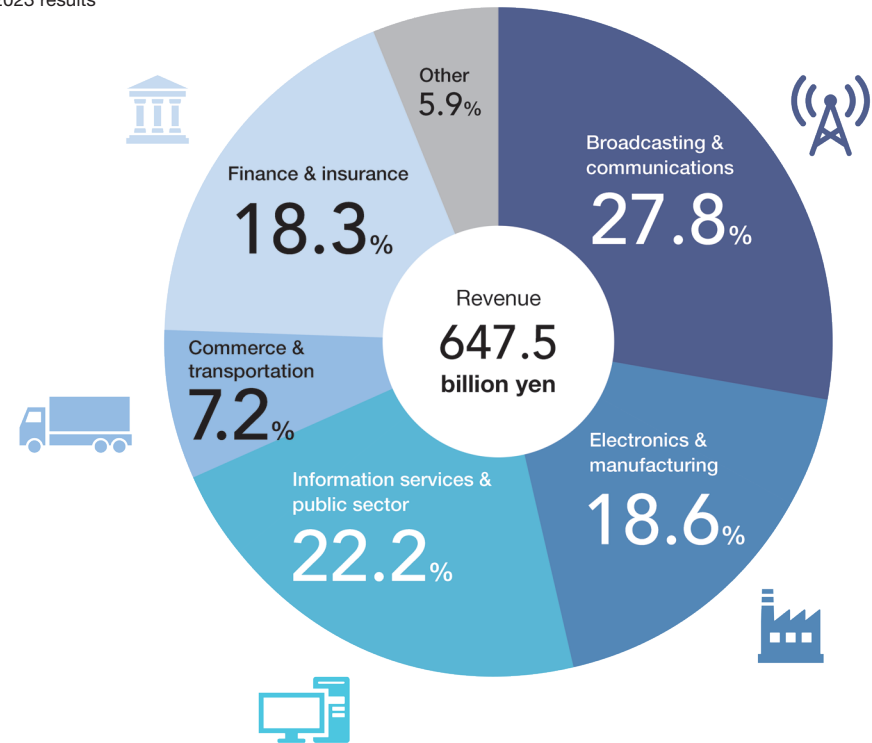| Sales & Marketing Strategy Division	MIRAI Design Laboratory
Establish and implement new sales techniques	Research on new business areas

A Broad Range of Customers

Broadcasting and telecommunications, electronics and manufacturing, information services and public sector, commerce and transportation, finance and insurance.
The CTC Group serves customers across a wide array of industries. We have worked alongside them for many years, sharing and collaborating on their challenges.
The CTC Group plays an important role in supporting customers who underpin Japan's social infrastructure.

Composition of revenue by industry
FY2023 results

Revenue
647.5
billion yen

- Broadcasting & communications **27.8%**
- Electronics & manufacturing **18.6%**
- Information services & public sector **22.2%**
- Commerce & transportation **7.2%**
- Finance & insurance **18.3%**
- Other **5.9%**

A broad portfolio

Domain	Description
Broadcasting & communications domain	Mobile carriers, telecommunication carriers, internet service providers, etc.
Electronics & manufacturing domain	Manufacturing including automotive & semiconductors, power transmission & distribution operators, etc.
Information services & public sector domain	Internet advertising, e-commerce, entertainment and content providers, central government ministries and agencies, local governments, education, power utilities, etc.
Commerce & transportation domain	Airlines, transportation, logistics, convenience stores, general trading companies, etc.
Finance & insurance	Megabanks, government-affiliated financial institutions, credit, insurance, securities, online banks, etc.

Customer Voice

Results of the FY2023 customer satisfaction survey
Percentage of respondents who answered "Somewhat Satisfied" or higher

84.1%

* The aggregation method has been changed from FY2023.

We are satisfied that we were able to complete the long-term project smoothly without impacting our customers.

Even with the high level of complexity, we were able to release satisfaction, thanks to CTC's proposal capabilities and supportive approach.

Despite the tight deadline, CTC worked as a unified team and thoroughly addressed everything, including linked systems.

CTC thoroughly handled system testing for integration with other systems, which is particular to a multi-vendor setup.

We were able to build a high-quality system leveraging CTC's expertise in current machine.

CTC includes highly skilled engineers, which has been extremely helpful.

Outstanding proposal and implementation capabilities.

They conduct rigorous internal reviews on quality and deliver with responsibility.

The recovery plans were generally of high quality, and we were impressed that customer-first is deeply ingrained in CTC.

A Solid Track Record of Partnering with Leading IT Companies Worldwide

Since our founding, CTC has looked to the world and kept a close watch on the trends of leading IT companies. Today, CTC has built global partnerships with 300 companies, ranging from startups to some of the world's top IT vendors. Our ability to respond promptly to customer needs stems from the network of vendors we have established with our discerning capabilities for technologies. CTC's role is also highly valued by vendors, leading to numerous awards.

Number of certified vendor specialists
Over **13,000** persons

CTC ranks top for domestic sales
18 vendors

Vendors ranked CTC as top partner
43 vendors

Column

AWS's highest level engineer certification program
Two CTC employees certified as 2024 Japan AWS Ambassadors

AWS Ambassadors are experts with technical skills and cloud expertise certified by AWS, with approximately 300 certified worldwide. For three consecutive years, two of our employees have been certified as AWS Ambassadors, who are recognized for their achievements in widely promoting and sharing AWS services and solutions, including technical insights, through seminars and other channels.
    The use of AWS in enterprises continues to expand. Many companies are adopting a hybrid cloud approach that combines cloud and existing systems, requiring information systems departments to handle advanced and complex technologies.
    Our Ambassadors and other certified engineers will help customers introduce and use AWS as well as solve issues related to hybrid cloud environments.

Awards from Major Partner Vendors and Other Topics

Gold Partner (SAP)
Recognized for our efforts in SaaS-based core system business and our achievements in providing Figues, we became the first in Japan to form a strategic partnership for the cloud ERP service "GROW with SAP" in December 2023
For more details, please see below.
📖 **P.5 CTC UPDATE**
First in Japan to establish a strategic partnership for the cloud ERP service "GROW with SAP"

Gold Integrator (CISCO Partner)
Awarded "APJC Partner of the Year Award" and "Mass Scale Infrastructure Partner of the Year" at the Cisco Partner Summit 2023 in recognition of our significant contributions to Cisco's business across the Asia-Pacific region

Elite Partner (NVIDIA)
Recognized for our achievements in securing orders for large-scale generative AI development platforms, and awarded the highest honor, "Best NPN of the Year," at the NVIDIA Partner Network Award 2024

Premier Partner (outsystems)
Awarded the "New Business Champion Award" and "Closed Deals Award" at the OutSystems Partner of the Year 2023 as the partner with the highest number of new clients and projects in the Asia-Pacific region

Titanium Black Partner (DELL Technologies TITANIUM BLACK PARTNER)
Awarded "Partner of the Year 2023" at the Dell Technologies Forum 2023 Partner Summit, in recognition of our No. 1 performance in Japan as a metal-tier partner for Dell Technologies

Oracle Partner (ORACLE Partner)
Received the "Best Oracle Cloud Infrastructure Partner of the Year" at the Oracle Japan Award 2024 for contributing to Oracle Japan's business expansion with our efforts in developing a sales structure and training engineers to provide Oracle Cloud Infrastructure, Oracle's public cloud service

Platinum Partner (Hewlett Packard Enterprise)
Won "HPE GreenLake Global Partner of the Year 2024" and "Japan HPE Solution Provider of the Year 2024" for supporting customer digital transformation under a strong partnership with HPE

Prestige Partner (NetApp)
CTC was awarded "Partner of the Year," and CTC Technology received "Support Partner of the Year" at the NetApp Japan Partner Award. Three CTC system engineers were also awarded the "Partner SE Award 2024" for their contributions to NetApp's business

Diamond Innovator (paloalto NETWORKS)
Won "JAPAN Prisma Cloud Partner of the Year" and "JAPAN Portfolio Selling Partner of the Year" at the 2023 Japan Partner of the Year Award in recognition of outstanding sales of Palo Alto Networks' security solutions

Diamond Partner (AVAYA)
Received the "Top Revenue Partner of the Year 2023" in recognition of top domestic sales of Avaya products and services, as well as sales of unified communication and contact center solutions
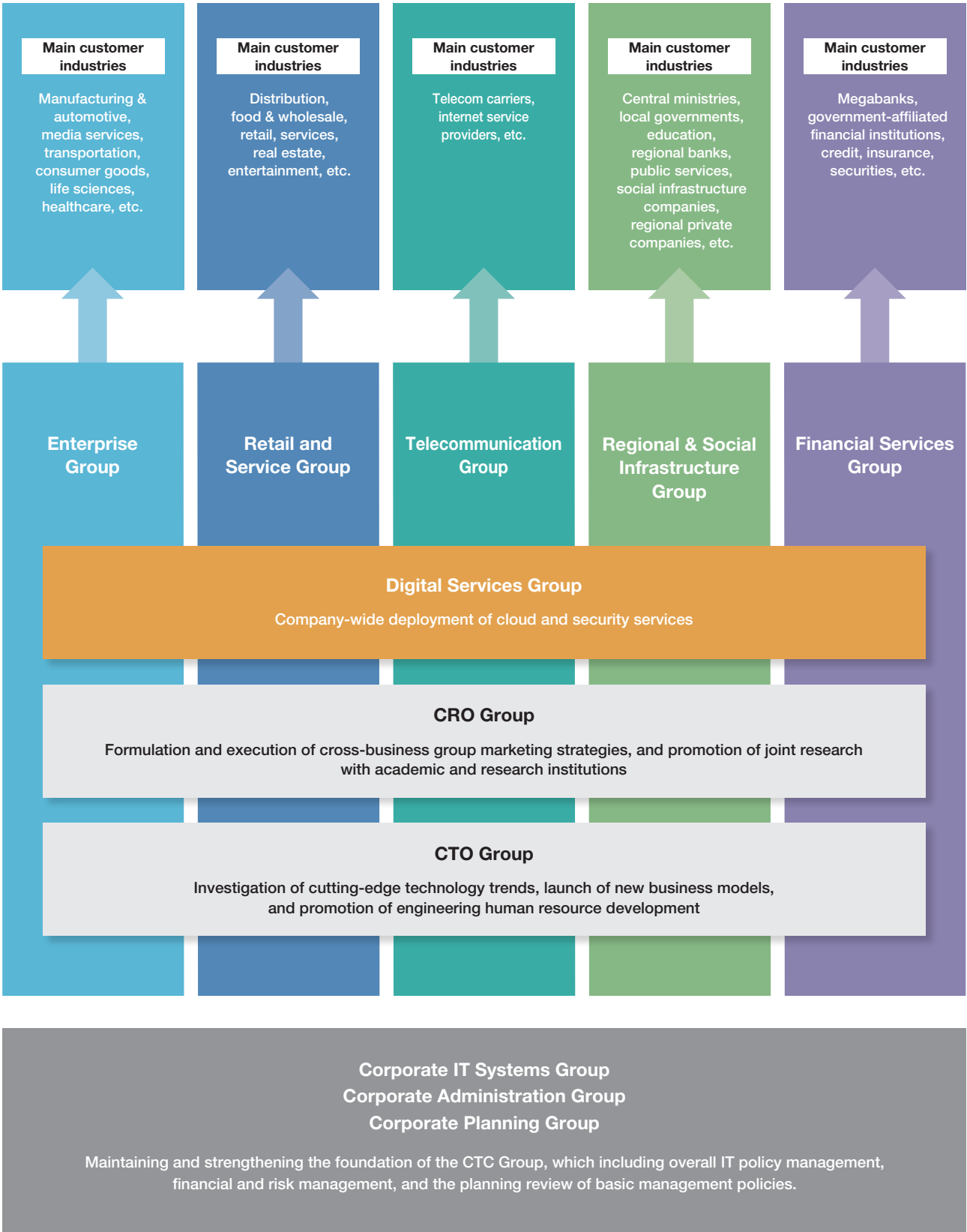
An Organizational Structure Specialized to Customer Industries As of April 1, 2024

Efforts of each Business Group

Five business groups, each specialized to specific customer industries, accurately identify customer needs and provide solutions.

In addition, a company-wide cross-functional organization has been established to plan and coordinate business activities across these Groups.

Main customer industries	Main customer industries	Main customer industries	Main customer industries	Main customer industries
Manufacturing & automotive, media services, transportation, consumer goods, life sciences, healthcare, etc.	Distribution, food & wholesale, retail, services, real estate, entertainment, etc.	Telecom carriers, internet service providers, etc.	Central ministries, local governments, education, regional banks, public services, social infrastructure companies, regional private companies, etc.	Megabanks, government-affiliated financial institutions, credit, insurance, securities, etc.
Enterprise Group	**Retail and Service Group**	**Telecommunication Group**	**Regional & Social Infrastructure Group**	**Financial Services Group**

Digital Services Group
Company-wide deployment of cloud and security services

CRO Group
Formulation and execution of cross-business group marketing strategies, and promotion of joint research with academic and research institutions

CTO Group
Investigation of cutting-edge technology trends, launch of new business models, and promotion of engineering human resource development

Corporate IT Systems Group
Corporate Administration Group
Corporate Planning Group

Maintaining and strengthening the foundation of the CTC Group, which including overall IT policy management, financial and risk management, and the planning review of basic management policies.

Enterprise Group

This Group offers a range of services to customers across various industries, including system consulting, system construction, maintenance and operations, application development, and cloud integration. Additionally, it provides highly specialized services such as analysis and simulation in the scientific and engineering fields, where we have more than 60 years of experience.

Retail and Service Group

This Group primarily serves customers in distribution, food, wholesale, retail, and other sectors providing services such as core system implementation and operation, as well as peripheral system development. It contributes to customer DX efforts by developing CTC's unique solutions based on a combination of gained insights from business and multiple products, and by creating synergies with ITOCHU Group companies.

Telecommunication Group

This Group has developed and expanded our business for telecom carriers and service providers alongside the growth of mobile communications. In the telecommunication infrastructure sector, we build, maintain, and operate infrastructure for services like voice calls, internet connectivity, and high-capacity data communication via smartphones. In the service platform sector, we support a variety of services for telecom carriers and service providers, such as loyalty points programs, shopping websites, content delivery, and infrastructure for generative AI services. Additionally, we focus on creating new value in partnership with telecom carriers by their serving their corporate customers.

Regional & Social Infrastructure Group

This Group provides system construction, maintenance and operations, application development, and cloud integration services to customers across Japan, including social infrastructure companies, the central and local governments, educational institutions, regional banks, and companies headquartered outside the Tokyo metropolitan area. From Hokkaido in the north to Okinawa in the south, we cover the entire country, utilizing cutting-edge technologies to address local challenges.

Financial Services Group

This Group provides financial institutions with services ranging from planning and proposals to system development, construction, maintenance and operations, cloud integration, and outsourcing, supporting customers in their financial DX initiatives. By horizontal deployment of our expertise in financial markets, which our strengths, risk management, and financial regulatory compliance, we aim to further expand our business.

Digital Services Group

This Group supports projects five business groups specialized to customer industries through architecture planning, design, and construction for advanced IT technology sectors, including CTC's core digital services such as cloud, security, DX, data management, and AI across the company. In addition, the Group contributes to our customers' business transformation through the planning and execution of CTC's unique new services and businesses leveraging these cutting-edge technologies.

Unified Support System of the CTC Group

Total support provided together with Group companies

The CTC Group covers the entire IT lifecycle for our customers. Overseas, we explore new technologies at our North American bases, while in the ASEAN region, we deploy Japanese SI capabilities. We leverage the collective strengths of the Group both in Japan and internationally.

Maintenance and operations service business

Group companies specializing in each business area related to maintenance and operation services support the IT lifecycle of our customers, such as product maintenance, operation of infrastructure systems and mission-critical business applications, and maintenance and management of data center facilities.

System maintenance and support business	System operation and support business	Data center and facilities management business	Contact center and help desk service business
CTC TECHNOLOGY Corporation	CTC System Management Corporation	CTC Facilities Corporation	CTC First Contact Corporation

Product sales business

CTCSP has a system in place to prepare cutting-edge and unique products from Japan and overseas, in order to provide the best solutions in line with customer needs.

CTCSP Corporation

IT LIFE CYCLE
- Introduction and transition
- Maintenance and operations / Data centers
- Business strategy
- Planning and design
- Procurement and purchasing
- Development and construction
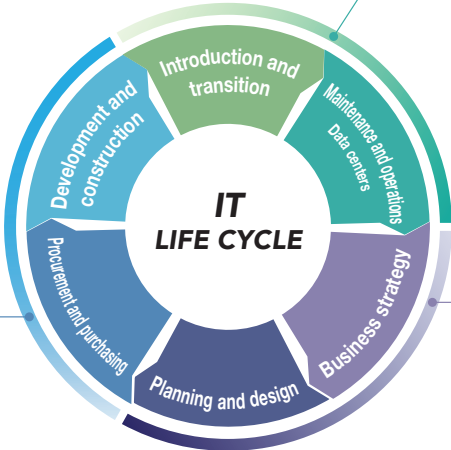
Developing business specialized to the customer

Asahi Business Solutions develops systems tailored to our clients' unique business processes, provides industry-specific solutions, and develops business by specializing in its customers' companies and industries.

Asahi Business Solutions Corp.

For more information on CTC Group companies, please visit our corporate website.
https://www.ctc-g.co.jp/en/company/about/group/

Overseas bases

Malaysia
CTC Global Sdn. Bhd.

Singapore
CTC Global Pte. Ltd.

Thailand
CTC Global (Thailand) Ltd.

Indonesia
PT. Nusantara Compnet Integrator
PT.Pro Sistimatika Automasi

Our overseas companies provide infrastructure-focused SI business, maintenance, and operational services to local and Japanese companies. In addition to expanding our service business in areas such as cloud and security, we are strengthening our framework in this key region for our global expansion.
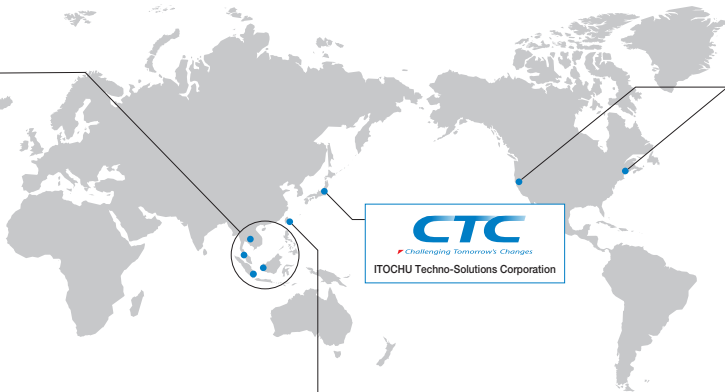
Taiwan
Taiwan Representative Office
Established in 2023 to survey advanced technologies and partnerships in Taiwan. The office will facilitate information exchange with Taiwanese companies and organizations to further strengthen collaboration between Taiwan and the CTC Group.

U.S.A.
ITOCHU Techno-Solutions America, Inc.

Established in 1990 to pursue technological development and research activities in the US, where advanced technologies converge. The company brings together staff, covering a range of industry sectors from each Business Groups, to research the latest information on technology relevant to actual business applications. Meetings are held with numerous vendors to exchange information on Japanese customer needs and vendor product roadmaps. Information-sharing sessions are regularly held with Japan-based teams regarding technologies discovered through this research.

Japanese service bases

Sapporo Development Center
As a near-shore development facility, our Sapporo Development Center provides highquality development services in a reliable security environment, drawing on the exceptional development capabilities of people in local cities. In addition to reducing development costs, it compensates for the shortage of engineers in the Greater Tokyo area while helping to address local issues, such as the need for regional revitalization.

Remote Operation Center (ROC)
We provide remote system operation and monitoring services for client IT systems, 24 hours a day, 365 days a year all year round (ROC monitoring services), which can also be linked to automated notification and system operation services.

CTC Security Operations Center (CTC-SOC)
Our facility provides the CTC Managed Security Service (CTCMSS), which offers 24-hour, 365-day remote monitoring of clients' security devices and integrated emergency response, equipment setting changes, operation, and other tasks.

For more information on service bases, please visit our corporate website.
https://www.ctc-g.co.jp/company/about/corporate/access/ (Japanese only)

Map labels:
- Sapporo Development Center
- Hokkaido–Tohoku Area
- Chubu–Hokuriku Area
- Kanto–Koshinetsu Area
- Kamiyacho Head Office
- Kinki Area
- Kyushu–Okinawa Area
- Chugoku–Shikoku Area
- Nagoya Office
- Fukuoka Office
- Osaka Office

Column

Continuing to support IT systems serving as the foundation of social life

Experiences built-up in regional areas
I joined CTC TECHNOLOGY Corporation (hereafter, "CTCT") in 2005. I first started out in Saitama Prefecture, then moved to Miyagi Prefecture and worked in regional areas until 2020. My job was to receive inquiries from customers when they were faced with system malfunctions, isolate the faulty system, and replace the equipment. Unlike in urban areas where there are many employees present, there is only a limited number of employees in regional areas, and they need to cover a diverse range of customers located over an extensive area. Employee needs to handle all aspects of customers by themselves, regardless of their level of expertise, or lack of, in technological areas. I was personally a frontline supervisor involved in network installation before joining CTCT, but to meet requests from customers, I had to perform work in areas where I had little experience, such as dealing with servers and storage. Every day was a challenge and learning experience. I moved to CTCT because I was drawn by the large number of products it handles, therefore I feel a sense of fulfillment and have acquired technical skills. Another asset is the communication skills that I gained by interacting with customers. Moreover, I strive to satisfy our customers by providing "hospitality." That is the very backbone of CTCT, and I have felt it every day, even after being transferred to our head office in 2020.

Cherishing hospitality
CTCT is in charge of support for the operation and maintenance of systems after they have been set up at the CTC Group. Our role is supporting the IT systems that serve as the foundation of social life. That is why the concept of leaving no one behind is so important.

People have different levels of knowledge and experience when it comes to IT. Some people are very knowledgeable about systems, while others ask questions that might be considered rudimentary. Making sure I am sincere and empathetic in my approach to customers means I can recognize what they are looking for. I also want to be able to make proposals that are half a step ahead of the needs that customers might be unaware of. This is the essence of "hospitality" at CTCT.

Technical skills are indispensable in order to remain half a step ahead the needs. The spirit of challenge is well-established the corporate culture at CTCT, and we all have a high sensitivity to new things and take an active approach to supporting employee growth. I also take part in working groups that are tasked with exploring new solutions, and I am striving to gain knowledge in areas that are still less closely related to maintenance, such as AI and automation. We want to create the services that go beyond our customers' expectations. This is the spirit that drives us.

Isao Manome, CTC TECHNOLOGY Corporation