

# Financial Highlights

Note: CTC adopted International Financial Reporting Standards (IFRS) from the first quarter of fiscal 2014. Figures for fiscal 2013 have been reclassified to reflect the new standards.

Fiscal	JGAAP			
	2009	2010	2011	2012
(¥ billion)				
<b>Operating Results</b>				
Net Sales	290.3	283.0	297.7	322.4
Cost of Sales	213.5	208.1	218.1	239.1
Gross Profit	76.8	74.8	79.6	83.2
(Gross Profit Margin)	26.5%	26.5%	26.7%	25.8%
SG&A Expenses	55.2	53.5	54.8	56.0
Operating Income	21.5	21.3	24.7	27.1
(Operating Income Margin)	7.4%	7.5%	8.3%	8.4%
EBITDA* <sup>1</sup>	27.5	28.0	32.3	33.2
Net Income	12.4	11.4	13.3	16.0
Orders Received	285.1	285.2	302.4	372.0
Backlog	129.6	131.8	136.6	186.2
(Backlog Turnover Ratio)* <sup>2</sup>	69.1%	68.2%	68.5%	63.4%
<b>Financial Position at End of Fiscal Year</b>				
Total Assets	233.2	238.1	252.7	270.0
Total Equity	154.6	155.4	158.3	164.6
<b>Cash Flows</b>				
Cash Flows from Operating Activities	25.2	14.9	21.2	9.6
Cash Flows from Investing Activities	(1.3)	(6.9)	(2.7)	(10.3)
Cash Flows from Financing Activities	(7.2)	(13.4)	(8.9)	(11.1)
Cash and Cash Equivalents at End of Period	73.8	68.3	77.8	66.1
Capital Investment	4.5	8.8	6.2	10.0
Depreciation and Amortization	5.9	6.7	7.5	6.0
<b>Financial Index/Indicators (%)</b>				
ROE* <sup>3</sup>	8.3	7.4	8.5	9.9
ROA* <sup>4</sup>	5.4	4.9	5.4	6.1
Equity Ratio	66.3	65.3	62.7	61.0
Dividend Payout Ratio	43.7	49.9	43.8	39.1
<b>Per Share Data (yen)*<sup>5</sup></b>				
Net Income	48	45	54	67
Net Assets	603	623	651	691
Dividend	21.25	22.50	23.75	26.25
<b>Per Capita Data (¥ million)*<sup>6</sup></b>				
Net Sales	41	40	41	42
Operating Income	3.1	3.0	3.5	3.5

\*1 EBITDA = Operating Income + Depreciation and Amortization

\*2 Backlog Turnover Ratio = Net Sales / (Backlog of the previous fiscal year + Orders received of this fiscal year) x 100

\*3 ROE = Net Income / Average Total Shareholders' Equity

\*4 ROA = Net Income / Average Total Assets x 100

\*5 CTC conducted two-for-one stock splits on common shares on April 1, 2015 and April 1, 2018. For the past data, retroactive revisions were made accordingly.

\*6 Figures are calculated on March 31.

\*7 ROE = Net Profit Attributable to CTC's Shareholders / Average total shareholders' equity

(which is based on total shareholders' equity at the beginning and end of the year) x 100

\*8 ROA = Net Profit Attributable to CTC's Shareholders / Average total assets (which is based on total assets at the beginning and end of the year) x 100

\*9 CTC Group adopted IFRS 16 "Leases" (issued January 2016) from fiscal 2019.

(¥ billion)

Fiscal	IFRS						
	2013	2014	2015	2016	2017	2018	2019**
<b>Operating Results</b>							
Revenue	350.5	381.9	391.6	407.8	429.6	451.9	<b>487.0</b>
Cost of Sales	(266.8)	(290.6)	(300.0)	(311.1)	(328.0)	(344.2)	<b>(368.9)</b>
Gross Profit	83.7	91.2	91.5	96.7	101.6	107.7	<b>118.0</b>
(Gross Profit Margin)	23.9%	23.9%	23.4%	23.7%	23.6%	23.8%	<b>24.2%</b>
Other Income and Expenses	(59.8)	(61.9)	(63.5)	(65.5)	(68.9)	(71.8)	<b>(76.3)</b>
Operating Income	23.8	29.3	27.9	31.1	32.6	35.8	<b>41.6</b>
(Operating Income Margin)	6.8%	7.7%	7.1%	7.6%	7.6%	7.9%	<b>8.6%</b>
EBITDA*1	31.3	37.5	36.3	39.5	41.4	44.7	<b>57.9</b>
Net Profit Attributable to CTC's Shareholders	14.2	17.4	18.0	21.8	23.5	24.6	<b>28.4</b>
Orders Received	369.1	388.0	398.3	437.5	435.2	470.1	<b>490.7</b>
Backlog	195.4	201.6	208.3	238.0	243.6	262.9	<b>272.2</b>
(Backlog Turnover Ratio)*2	63.1%	65.4%	65.3%	63.1%	63.8%	63.3%	<b>64.6%</b>
<b>Financial Position at End of Fiscal Year</b>							
Total Assets	282.6	302.7	307.9	333.1	353.8	378.9	<b>438.8</b>
Total Shareholders' Equity	162.9	168.8	179.2	192.1	206.5	220.7	<b>231.6</b>
<b>Cash Flows</b>							
Cash Flows from Operating Activities	6.4	25.8	21.8	25.2	11.0	20.6	<b>50.1</b>
Cash Flows from Investing Activities	(8.0)	(17.3)	(18.1)	(14.1)	(2.3)	(3.2)	<b>(17.1)</b>
Cash Flows from Financing Activities	(9.5)	(13.5)	(8.4)	(7.8)	(5.9)	(9.5)	<b>(17.1)</b>
Cash and Cash Equivalents at End of Period	55.0	50.1	44.8	48.2	51.0	58.8	<b>74.6</b>
Capital Investment	6.9	7.9	11.0	10.7	5.2	7.2	<b>16.1</b>
Depreciation and Amortization	7.5	8.2	8.4	8.4	8.8	8.8	<b>16.2</b>
<b>Financial Index/Indicators (%)</b>							
ROE*7	8.9	10.5	10.4	11.8	11.8	11.5	<b>12.6</b>
ROA*8	5.1	5.9	5.9	6.8	6.9	6.7	<b>6.8</b>
Ratio of Shareholders' Equity to Total Assets	57.7	55.8	58.2	57.7	58.4	58.2	<b>52.8</b>
Dividend Payout Ratio	45.8	40.3	44.9	42.3	44.1	46.9	<b>47.1</b>
<b>Per Share Data (yen)*5</b>							
Net Profit Attributable to CTC's Shareholders	60	74	77	94	102	106	<b>123</b>
Shareholders' Equity	692	730	775	831	894	955	<b>1,002</b>
Dividend	27.50	30.00	35.00	40.00	45.00	50.00	<b>58.00</b>
<b>Per Capita Data (¥ million)*6</b>							
Revenue	45	48	48	50	52	54	<b>55</b>
Operating Income	3.1	3.7	3.5	3.8	4.0	4.3	<b>4.7</b>

# Non-Financial Highlights

## Human Resources-Related Data

(Data calculation reference dates: Data calculated on March 31 of each fiscal year. But disabled employee figures calculated on June 1 of each fiscal year.)

### Basic Data (Consolidated)

Fiscal		Unit	2016	2017	2018	2019
Employees	Total	People	8,100	8,175	8,359	<b>8,808</b>
Gender	Men	People	6,878	6,919	7,032	<b>7,317</b>
	Women	People	1,222	1,256	1,327	<b>1,491</b>

### Basic Data (Non-Consolidated)

Fiscal		Unit	2016	2017	2018	2019
Employees	Total	People	3,958	4,117	4,272	<b>4,276</b>
Gender	Men	People	3,345	3,478	3,611	<b>3,569</b>
	Women	People	613	639	661	<b>707</b>
Age	Under 30	People	466	523	598	<b>708</b>
	30-39	People	1,429	1,337	1,260	<b>1,117</b>
	40-49	People	1,432	1,581	1,641	<b>1,641</b>
	50-59	People	605	638	732	<b>760</b>
	Over 60	People	26	38	41	<b>50</b>
Turnover*1	Men	People	97	103	104	<b>140</b>
	Women	People	18	20	29	<b>12</b>
	Total	People	115	123	133	<b>152</b>
Turnover rate*1	Men	%	3.0	2.8	2.8	<b>3.8</b>
	Women	%	3.0	2.9	4.0	<b>1.6</b>
	Total	%	3.0	2.8	3.0	<b>3.4</b>
Average years worked	Men	Year	13.2	13.5	13.7	<b>13.6</b>
	Women	Year	12.9	12.6	12.9	<b>12.6</b>
	Total	Year	13.1	13.4	13.5	<b>13.5</b>

### Diversity (Non-Consolidated)

Fiscal		Unit	2016	2017	2018	2019
Number of new graduates hired	Men	People	89	79	117	<b>96</b>
	Women	People	28	45	39	<b>58</b>
	Total	People	117	124	156	<b>154</b>
Number of mid-career hires		People	59	81	113	<b>160</b>
Retiree reemployment rate		%	77.4	72.7	87.5	<b>70.5</b>
Female managers*1*2	Number	People	49	56	59	<b>69</b>
	Percentage	%	4.0	4.5	4.9	<b>5.6</b>
Percentage of disabled employees		%	2.23	2.20	2.50	<b>2.50</b>

### Work Style (Non-Consolidated)

Fiscal		Unit	2016	2017	2018	2019
Average annual leave uptake rate		%	70	72	75	<b>73</b>
Annual average number of holidays taken		Days	13.5	13.9	14.5	<b>13.9</b>
Average monthly overtime hours		Hours	16	14	14	<b>13</b>
Childcare leave system users	Men	People	17	54	59	<b>59</b>
	Women	People	65	66	69	<b>65</b>
	Total	People	82	120	128	<b>124</b>
Childcare leave uptake rate (male)*3		%	9.5	34.9	39.1	<b>44.4</b>
Rate of return from childcare leave		%	99	99	100	<b>100</b>
Reduced working hours system users		People	98	97	97	<b>99</b>
Nursing care holiday system users		People	165	202	212	<b>200</b>
Nursing care leave system users		People	2	1	0	<b>1</b>
Time off for caregiver system users		People	34	34	32	<b>44</b>

Fiscal	Unit	2016	2017	2018	2019
Volunteer leave* <sup>4</sup> number of employees	People	8	130	18	74
Disaster support volunteer special leave* <sup>5</sup> number of employees	People	39	35	41	23
Users of disaster support volunteer activity cost subsidies	People	100	152	104	77
Number of flextime system participants* <sup>6</sup>	Annual total	2,976	3,733	3,794	4,155
	Monthly average	248	311	316	346
Morning work* <sup>7</sup>	Annual total	2,615	2,812	2,907	2,941
	Monthly average	218	234	242	245
Staggered work* <sup>8</sup>	Annual total	622	938	1,017	1,515
	Monthly average	52	78	85	126
Hourly paid leave* <sup>9</sup>	Annual total	863	1,176	1,371	1,453
	Monthly average	72	98	114	121
Telework* <sup>10</sup>	Annual total	–	2,059	1,873	3,074

#### ■ Human Resource Development (Non-Consolidated)

Fiscal	Unit	2016	2017	2018	2019
Number of training participants	People	115,451	111,260	101,673	129,026
Average hours of training per person	Hours	49	49	48	53

\*1 Figures for number of retirees, turnover, and female employees in leadership positions pertain to employees originally hired by CTC.

\*2 Leading position means managers and specialists.

\*3 In fiscal 2018, we reviewed the method for measuring the childcare leave uptake rate to include those taking childcare leave for 3 days or less.

\*4 Leave that can be taken for activities approved by the Company, such as community contribution and welfare activities in Japan.

\*5 Special leave that can be taken to undertake activities in disaster-stricken areas in Japan.

\*6 Number of people who engaged in morning work, hourly paid leave, staggered work, or telework.

\*7 We place limits on overtime work at night and on holidays and encourage work in the early morning hours (5:00–9:00am).

\*8 System allowing employees to work full-time while adjusting the daily starting times (between 7:00am and 10:00am).

\*9 System allowing employees to take 3 days (24 hours) of annual paid leave in hourly units.

\*10 Number of people who performed telework on Telework Day/Days.

#### ▶ Security / Compliance

Fiscal	Unit	2016	2017	2018	2019
Number of serious security incidents	Cases	–	0	0	0
Number of serious compliance violations	Cases	–	0	0	0
Number of serious environmental law violations	Cases	–	0	0	0

#### ▶ Environmental Data from CTC Group Offices and Data Centers

Fiscal	Unit	2016	2017	2018	2019	
Offices	Energy used	kL	3,293	3,701	3,724	3,547
	Greenhouse gas	t-CO <sub>2</sub>	6,437	7,044	6,889	6,352
	Specific energy consumption* <sup>1</sup>		0.41	0.44	0.43	0.41
Data Centers	Energy used	kL	29,714	28,048	27,838	26,988
	Greenhouse gas	t-CO <sub>2</sub>	59,210	54,705	51,185	47,930
	Specific energy consumption* <sup>2</sup>		1.707	1.703	1.697	1.713
Major Overseas Offices	Greenhouse gas* <sup>3</sup>	t-CO <sub>2</sub>	722.8	397.9	396.1	633.3

\*1 Energy consumption/number of personnel (past amount corrected due to coefficient change in fiscal 2019)

\*2 Whole DC energy used (kL)/IT equipment energy used (kL)

\*3 Calculated based on the emission factors by country officially announced by IGES (Institute of Global Environmental Strategies)

#### ▶ Quality

Fiscal	Unit	2016	2017	2018	2019
Customer evaluation of system quality* <sup>1</sup>	%	–	–	–	89

\*1 Percentage of respondents who answered "Similar to competitors" or higher in the system quality evaluation section of the customer satisfaction survey. Although we conducted customer satisfaction surveys up to and including fiscal 2018, we only show the fiscal 2019 figure here because we changed the evaluation criteria in fiscal 2019.

# Management Team As of June 18, 2020

## Directors

### ▶ Satoshi Kikuchi

Chairman

### ▶ Ichiro Tsuge

President & CEO

### ▶ Tadataka Okubo

Director & Senior Managing Executive Officer  
Assistant to the President (Special appointment  
for Advanced IT Strategy)  
CTO

### ▶ Naoko Iwasaki

Director<sup>\*1</sup>

### ▶ Aya Motomura

Director<sup>\*1</sup>

### ▶ Hiroshi Kajiwara

Director

## Audit & Supervisory Board Members

### ▶ Hiroshi Takada

Audit & Supervisory Board Member

### ▶ Yasuyuki Harada

Audit & Supervisory Board Member<sup>\*2</sup>

### ▶ Toshiaki Tada

Audit & Supervisory Board Member<sup>\*2</sup>

### ▶ Katsuhiko Hara

Audit & Supervisory Board Member<sup>\*2</sup>

\*1 Outside director as defined in Article 2, Item 15 of the Companies Act

\*2 Outside Audit & Supervisory Board Member as defined in Article 2, Item 16 of the Companies Act

Outside directors Naoko Iwasaki and Aya Motomura and outside Audit & Supervisory Board Members Toshiaki Tada and Katsuhiko Hara are independent from CTC, our parent company, and major suppliers. As independent officers, they have no inherent conflicts of interest with regular shareholders.

CTO (Chief Technology Officer)

CIO (Chief Information Officer)

CFO (Chief Financial Officer)

CCO (Chief Compliance Officer)

## Executive Officers

### ▶ Eiji Haraguchi

Managing Executive Officer  
COO, Service Design Group  
CIO

### ▶ Yasuhiko Terada

Managing Executive Officer  
COO, Telecommunication Group

### ▶ Hisashi Eda

Managing Executive Officer  
COO, Regional & Social Infrastructure Group

### ▶ Toshiyuki Awai

Managing Executive Officer  
COO, IT Services Group

### ▶ Takanori Minatohara

Managing Executive Officer  
COO, Enterprise Group

### ▶ Noboru Omoto

Managing Executive Officer  
COO, Distribution Group

### ▶ Kazunobu Moriyama

Managing Executive Officer  
General Manager, Chubu Region  
Deputy COO, Regional & Social  
Infrastructure Group  
Assistant to COO, Enterprise Group

### ▶ Mamoru Seki

Managing Executive Officer  
CFO & CAO  
CCO  
General Manager, Accounting & Sales  
Administrating Division

### ▶ Junji Hirooka

Managing Executive Officer  
COO, Financial Services Group  
COO, Global Business Group  
General Manager, Global Business Division

### ▶ Yasuhide Masanishi

Executive Officer  
President & CEO,  
Asahi Business Solutions Corp.  
(Assistant to COO, Distribution Group)

### ▶ Hirohito Ohashi

Executive Officer  
General Manager, Nishi-Nihon Region  
Assistant to COO, Regional & Social  
Infrastructure Group,  
General Manager, Nishi-Nihon Regional Division

### ▶ Nagaki Fujioka

Executive Officer  
Assistant to COO, Global Business Group  
ITOCHU Techno-Solutions America, Inc.  
President & CEO

### ▶ Seiji Nagamatsu

Executive Officer  
General Manager, Corporate IT System Division

### ▶ Hiroshi Torigoe

Executive Officer  
Deputy COO, Enterprise Group  
General Manager, Enterprise Division No. 1  
General Manager, Life Science Division

### ▶ Tatsuya Matsumaru

Executive Officer  
Deputy COO, Distribution Group  
General Manager, Financial Services Division

### ▶ Tadaaki Otsuka

Executive Officer  
General Manager, Audit Division

### ▶ Yoshinori Yoshida

Executive Officer  
Deputy COO, Financial Services Group  
General Manager, Financial Systems Division

### ▶ Shinichi Hirayama

Executive Officer  
COO, Human Resources Management &  
General Affairs  
General Manager, Corporate Planning Division

### ▶ Hisashi Sawanobori

Executive Officer  
General Manager, Human Resources  
Management & General Affairs Division

### ▶ Katsuya Kami

Executive Officer  
General Manager, Telecommunication  
Division No. 3

### ▶ Kinya Matsuda

Executive Officer  
General Manager, Cloud & Security  
Services Division  
President & CEO, CTC FACILITIES  
CORPORATION

### ▶ Toshihiro Nakaya

Executive Officer  
General Manager, Telecommunication  
Division No. 1

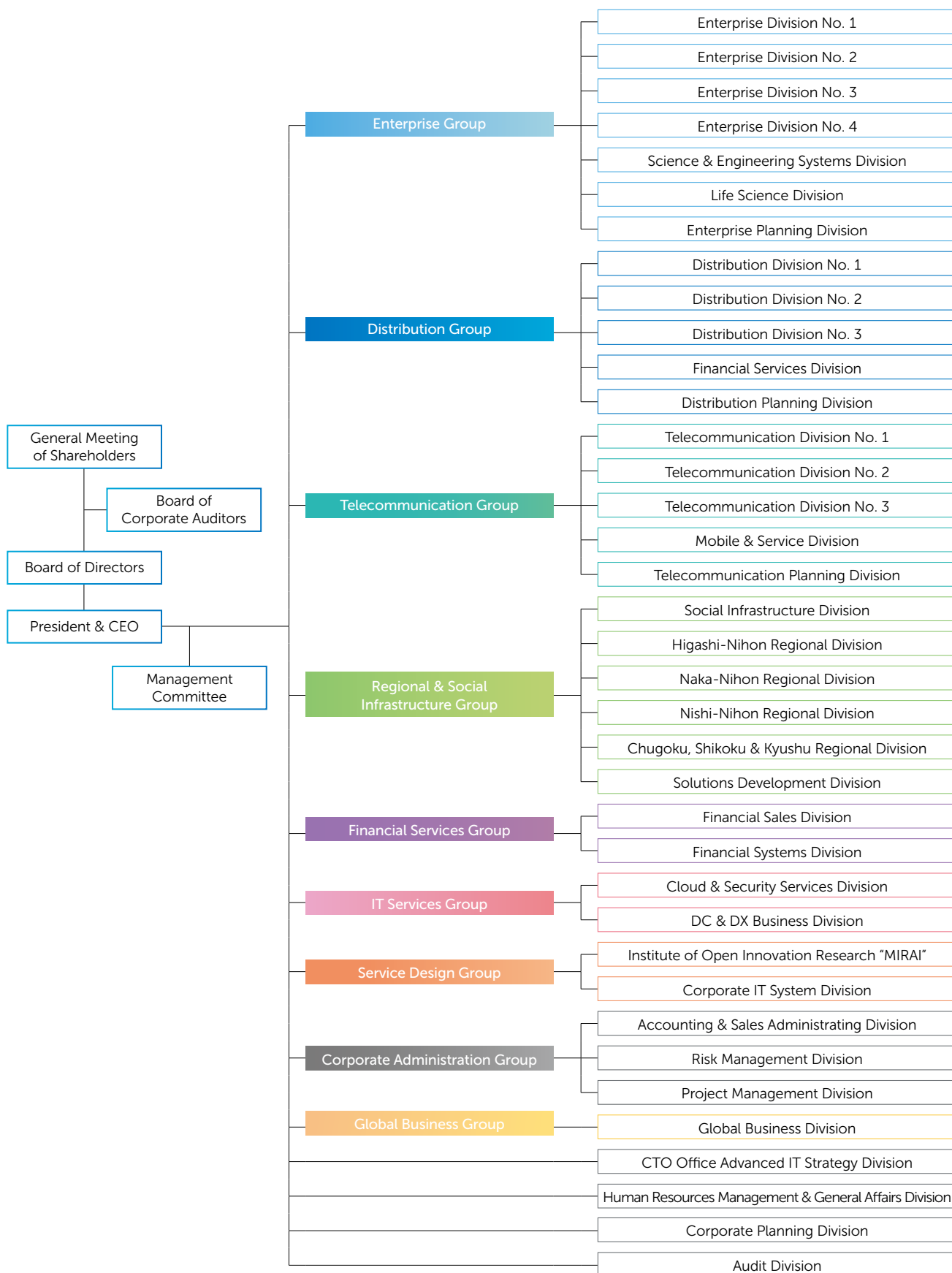
### ▶ Kiyoshi Imagawa

Executive Officer  
Assistant to COO, Global Business Group  
CTC GLOBAL PTE. LTD.  
Managing Director

### ▶ Kazuhiko Nagao

Executive Officer  
General Manager, Distribution Division No. 2

# Organization Chart As of April 1, 2020



# External Recognition

## ESG indicators selected by the Japanese Government Pension Investment Fund (GPIF)

### ▶ FTSE Blossom Japan Index



FTSE Blossom Japan

CTC was selected for the FTSE Blossom Japan Index, a stock market index developed by FTSE Russell, a wholly owned subsidiary of the London Stock Exchange Group (LSEG), consisting of Japanese companies that demonstrate strong ESG practices.

### ▶ MSCI Japan Empowering Women Index (WIN)\*

#### 2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

CTC was selected for the MSCI Japan Empowering Women Index (WIN), a stock market index developed by MSCI Inc., the largest ESG research company in the world, consisting of Japanese companies in the MSCI Japan IMI Top 500 Index that exhibit a commitment toward promoting and maintaining a high level of gender diversity among their workforce.

### ▶ FTSE4Good Index Series

CTC was selected for inclusion in the FTSE4Good Index Series, a series of stock market indices for ESG investors developed by FTSE Russell, consisting of global companies demonstrating strong ESG practices.



FTSE4Good

### ▶ ISS ESG Corporate Rating

CTC's information security and environmental management practices have been rated as "Prime Status" by Institutional Shareholder Services Inc., one of the world's leading sustainability rating institutions (name changed from ISS-oekom Corporate Rating).



### ▶ Member of SNAM Sustainability Index2020

CTC was selected for inclusion in the SNAM Sustainability Index, a stock market index developed by Sompo Japan Nipponkoa Asset Management Co., Ltd. based on ESG evaluation conducted by research companies and a proprietary equity valuation method (fundamental value).



### ▶ MSCI ESG RATINGS\*

MSCI issues ratings, ranging from AAA to CCC, based on the degree of ESG risk and how well risks and other issues are managed. The rating of CTC, which is evaluated for its human resource development programs and the like, was upgraded from BB to BBB in June 2020.



### ▶ JPX-Nikkei Index 400

CTC was selected for inclusion in the JPX-Nikkei Index 400, a stock market index developed by the Japan Exchange Group and Nikkei Inc. composed of 400 companies with high appeal for investors and that meet requirements of global investment standards, such as efficient use of capital and investor-focused management perspectives.



### ▶ Competitive IT Strategy Company Stock Selection program

Under the Competitive IT Strategy Company Stock Selection program, the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly select companies that create new value and implement management innovation and proactively leverage IT to improve productivity. CTC has been selected for three consecutive years for its use of leading-edge digital technology to increase productivity and its efforts to nurture human resources.



### ▶ Nikkei Smart Work

This project aims to promote growth in the Japanese economy by improving the productivity of corporations through the introduction of leading-edge technologies, innovation, and work-style reforms achieved through restructuring. CTC was selected as a leading-edge corporation for its efforts to improve productivity through work-style reforms and received a 4-star rating in the third Nikkei Smart Work survey.



### ▶ "Kurumin" certification for nurturing future generations

CTC was recognized by the Ministry of Health, Labour and Welfare (MHLW) as a "company that supports child-rearing." CTC has received certification under the Law for Measures to Support the Development of the Next Generation, which was enacted in April 2005. The certification recognizes our efforts and track record in nurturing future generations through our action plans (general business owner action plans).



### ▶ "Eruboshi," a symbol of certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace

CTC received the highest rank, being highly rated in all five criteria (hiring, continuous employment, work styles such as working hours, percentage of managers, and various career courses) provided by the MHLW, based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



### ▶ Certification as Tokyo Sports Promotion Corporation

CTC has been recognized by the Tokyo metropolitan government for five consecutive years as a company that demonstrates excellence in its efforts to promote the sports activities of its employees and in its support of sports.



### ▶ Sports Yell Company

CTC's efforts to encourage the use of holiday leave and funding for participation in sports events that support disaster-affected areas, and its support for company sports clubs, have been recognized for three consecutive years.



\* THE INCLUSION OF ITOCHU Techno-Solutions Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF ITOCHU Techno-Solutions Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

# Corporate Data As of April 1, 2020

## ▶ Company Name

ITOCHU Techno-Solutions Corporation (CTC)

## ▶ Head Office

Kasumigaseki Bldg., 3-2-5, Kasumigaseki, Chiyoda-ku,  
Tokyo 100-6080, Japan

+ 81-3-6203-5000 <http://www.ctc-g.co.jp/en/>

## ▶ Founded

April 1, 1972

## ▶ Paid-in Capital

¥21,763 million

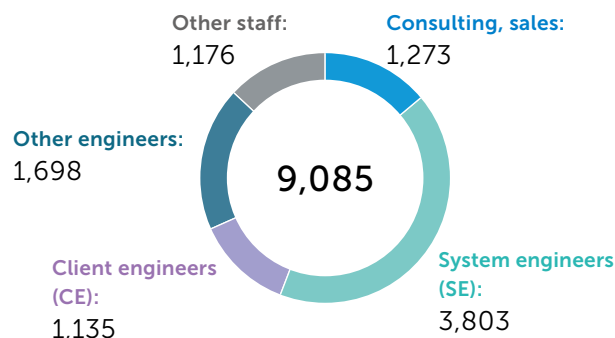
## ▶ Business Lines

Sales, maintenance, and support of computers and network systems; commissioned software development; information processing services; information services-related to science and engineering; support; other

## ▶ Employees

9,085 (CTC Group total)

## ▶ Composition of CTC Employees



# Stock Information As of March 31, 2020

▶ Authorized 492,000,000 shares

▶ Issued 240,000,000 shares  
(includes 8,772,382 treasury shares)

▶ Shareholders 23,865

## ▶ Major Shareholders

	Number of Shares	(%)
ITOCHU Corporation	134,661,600	58.24
Japan Trustee Services Bank, Ltd. (Trust Account)	11,223,300	4.85
The Master Trust Bank of Japan, Ltd. (Trust Account)	7,992,700	3.46
CTC Employee Shareholding Association	4,477,272	1.94
Japan Trustee Services Bank, Ltd. (Trust Account 5)	1,819,600	0.79
Trust & Custody Services Bank, Ltd. As trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	1,770,720	0.77
BBH FOR MATTHEWS JAPAN FUND	1,770,600	0.77
Japan Trustee Services Bank, Ltd. (Trust Account 7)	1,751,700	0.76
JP MORGAN CHASE BANK 385151	1,734,119	0.75
STATE STREET BANK AND TRUST COMPANY 505025	1,632,134	0.71

### Notes:

The Company holds 8,772,382 treasury shares and those shares are excluded from the above list of major shareholders.

These treasury shares do not include shares owned by the trust account related to the stock-based compensation program (Board Benefit Trust = BBT) for the Company's Directors and officers. In addition, the ownership ratio was calculated by deducting the number of treasury shares.

## ▶ Breakdown by Number of Owners



Financial institutions 0.41%  
Securities companies 0.19%  
Other entities 0.84%  
Foreign entities, etc. 2.81%  
Individuals, others 95.75%

## ▶ Ownership by Percentage Shareholding



Financial institutions 14.66%  
Securities companies 0.64%  
Other entities 56.60%  
Foreign entities, etc. 15.68%  
Individuals, others 12.43%

### Notes:

1. In the column of "Other corporation," 48 units of stocks in the name of Japan Securities Depository Center, Inc. are included.

2. Out of 8,772,382 shares of treasury stock, 87,723 units are stated in "Individuals and others" and 82 shares in "Status of odd stocks."

## ▶ CTC Group Companies

Subsidiaries	Associated Companies
CTC TECHNOLOGY CORPORATION	CTC First Contact Corporation
CTC SYSTEM MANAGEMENT CORPORATION	IW.DX Partners Inc.
CTCSP CORPORATION	ITOCHU Technology Ventures, Inc.
CTC FACILITIES CORPORATION	SYSCOM (USA) INC.
Asahi Business Solutions Corp.	Five other companies (three in Japan, two overseas)
CTC Global (Thailand) Ltd.	
CTC GLOBAL SDN. BHD.	
PT. Nusantara Compnet Integrator	
CTC GLOBAL PTE. LTD.	
PT. Pro Sistimatika Automasi	
ITOCHU Techno-Solutions America, Inc.	
Seven other companies (four in Japan, three overseas)	