



**DATA**

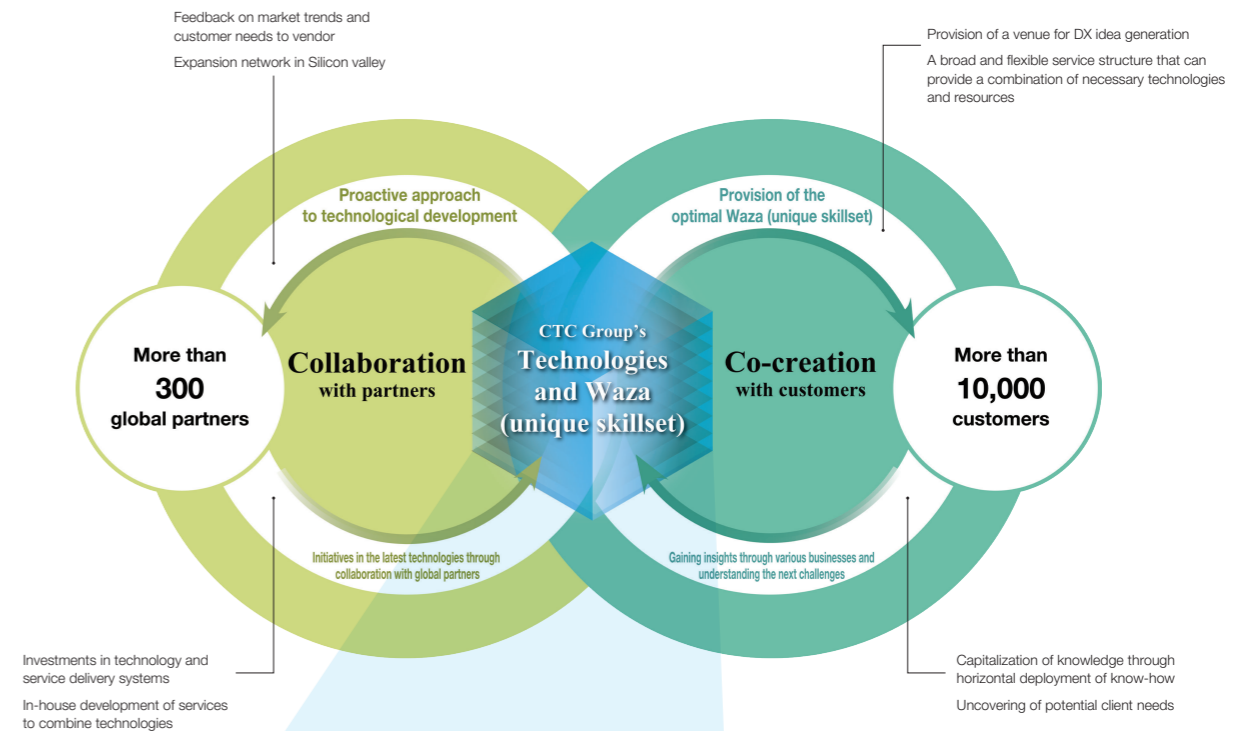
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## CTC Has Created Value for Society Through IT for Over Half a Century

### Business model and strengths

Since our founding, we have accurately identified our customers' needs, and located and increased the number of partners who have the ability to meet those needs. By continuing to work with our partners to meet the needs of our customers and provide them with new value, we have built long-standing relationships that now enable us to co-create new business ventures with them. Our strength lies in technologies and waza (unique skillset), the ability to combine and propose tailored solutions, which we have refined and enhanced through our relationships with customers and partners.



### ITOCHU Techno-Solutions Corporation (CTC)

#### Head Office location

Kamiyacho Trust Tower, 4-1-1, Toranomon, Minato-ku, Tokyo 105-6950

03-6403-6000

<https://www.ctc-g.co.jp/en/>

#### Founded

April 1, 1972

#### Paid-in capital

21,764 million yen

#### 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

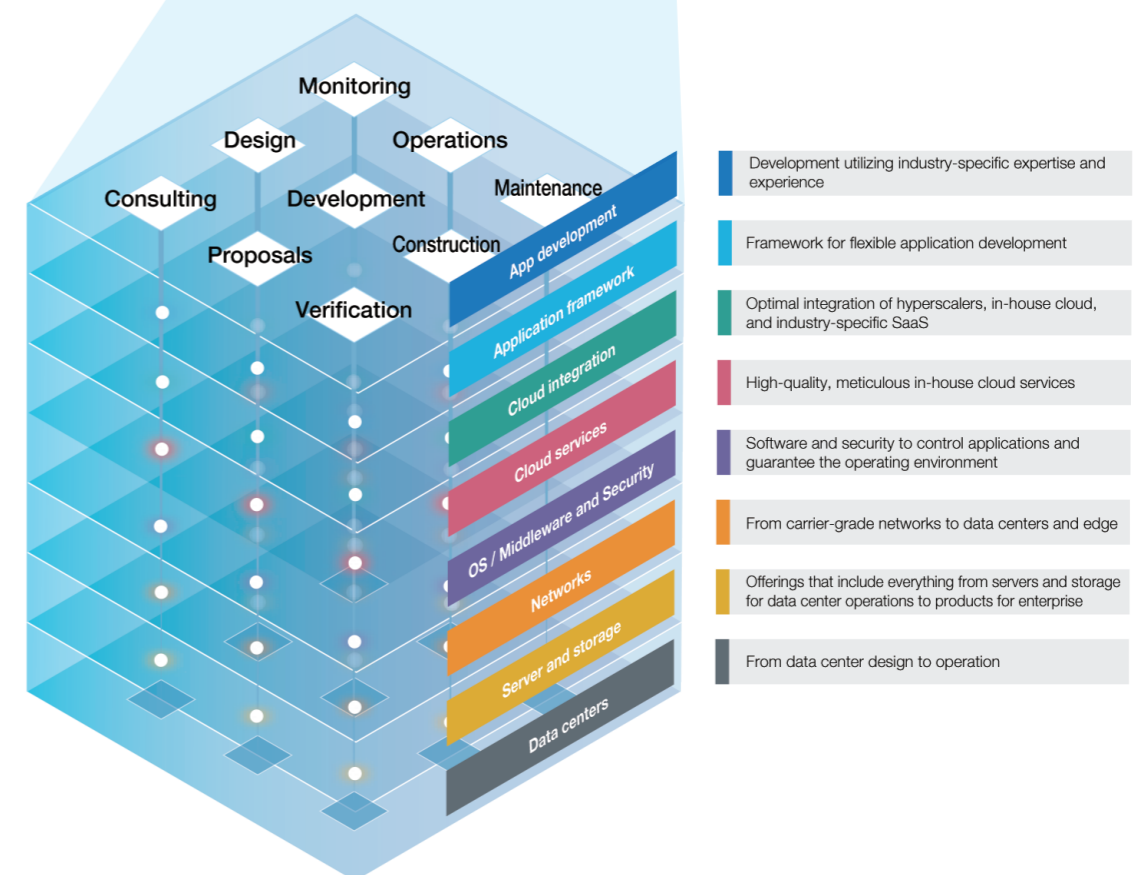
#### Number of employees

CTC: 5,583, CTC Group total: 11,574

#### Column

### CTC Group's technologies and Waza (unique skillset)

Let's delve a bit deeper into what we mean by "technologies and Waza (unique skillset)." As shown in the cube on the right, we have the capability to address a broad range of technical layers, from data centers, servers, and storage to application development. Within each technical layer, we can provide proposals, development, operations or other services tailored to our customers' needs. We can handle any technology or service flexibly and extensively, combining multiple elements as needed. This cube is a visual presentation of the "technologies and Waza (unique skillset)" that are our strength.

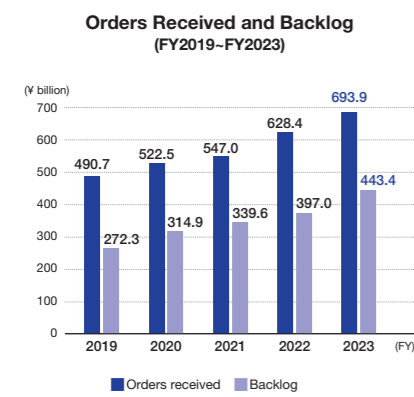


# Financial Highlights

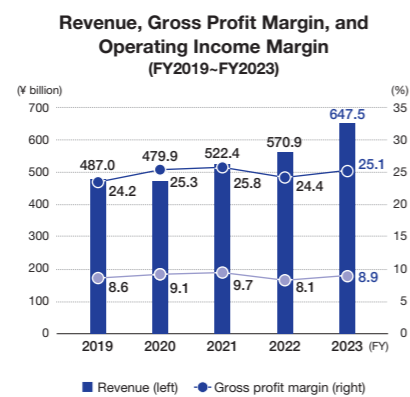
	FY2014	FY2015	FY2016
<b>Operating results</b>			
Revenue	381.9	391.6	407.8
Gross profit	91.3	91.5	96.7
Gross profit margin	23.9%	23.4%	23.7%
Other income and expenses	(61.9)	(63.6)	(65.6)
Operating income	29.3	27.9	31.1
Operating income margin	7.7%	7.1%	7.6%
Net profit attributable to CTC's shareholders	17.4	18.0	21.9
Orders received	388.1	398.3	437.6
Backlog	201.6	208.3	238.1
<b>Per capita data* (¥ million)</b>			
Revenue	4.5	4.6	4.7
Operating income	0.35	0.33	0.36
<b>Consolidated balance sheet (¥ million)</b>			
Current assets	227.2	229.0	250.2
Non-current assets	75.5	78.9	82.9
Total assets	302.7	307.9	333.1
Current liabilities	110.9	108.6	121.6
Non-current liabilities	18.9	16.3	15.8
Total liabilities	129.8	124.9	137.4
Total equity	172.9	183.0	195.7
Total liabilities and equity	302.7	307.9	333.1

\* Figures are calculated on March 31.

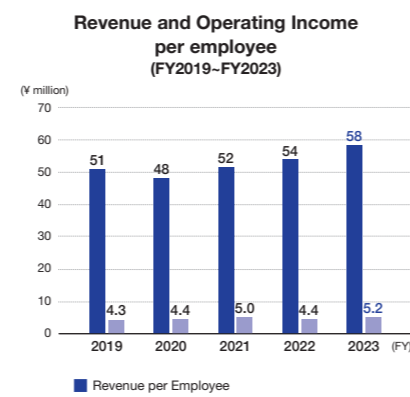
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
(¥ billion)							
Revenue	429.6	452.0	487.0	479.9	522.4	570.9	647.5
Gross profit	101.6	107.7	118.1	121.5	134.7	139.1	162.6
Gross profit margin	23.6%	23.8%	24.2%	25.3%	25.8%	24.4%	25.1%
Other income and expenses	(69.0)	(71.8)	(76.4)	(77.8)	(84.2)	(92.6)	(105.3)
Operating income	32.6	35.9	41.7	43.6	50.5	46.5	57.3
Operating income margin	7.6%	7.9%	8.6%	9.1%	9.7%	8.1%	8.9%
Net profit attributable to CTC's shareholders	23.6	24.6	28.5	30.5	35.4	34.2	41.3
Orders received	435.2	470.2	490.7	522.5	547.0	628.4	693.9
Backlog	243.7	262.9	272.3	314.9	339.6	397.0	443.4
Revenue per Employee	5.0	5.1	5.1	4.8	5.2	5.4	5.8
Operating Income per Employee	0.38	0.41	0.43	0.44	0.50	0.44	0.52
Current assets	272.8	298.3	324.7	353.7	381.1	405.1	472.2
Non-current assets	81.1	80.6	114.1	109.1	126.6	123.0	118.9
Total assets	353.9	378.9	438.8	462.7	507.7	528.0	591.2
Current liabilities	125.9	135.4	162.6	172.8	173.7	183.0	213.6
Non-current liabilities	17.1	18.4	37.6	27.3	45.6	39.4	36.6
Total liabilities	143.0	153.8	200.3	200.1	219.2	222.4	250.2
Total equity	210.9	225.1	238.6	262.6	288.5	305.6	340.9
Total liabilities and equity	353.9	378.9	438.8	462.7	507.7	528.0	591.2



During FY2023, we steadily captured demand for business system renewal with IT technology, reaching record highs in both orders received and backlogs. Orders were strong in DX projects for manufacturing companies, including automobile, and utility, transportation and retail companies. For telecommunications carriers, order growth was seen in telecommunication equipment projects, and service infrastructure construction projects regarding their non-telecommunication businesses.



In FY2023, revenue reached new record highs thanks to the strong orders and high-level backlogs. IT infrastructure projects and security related businesses performed well across various industries, and in the telecommunications carriers, growth was supported by telecommunication equipment project, and service infrastructure construction projects regarding their non-telecommunication businesses.



Due to the growth in revenue and operating profit, revenue and operating profit per employee have been steadily performing well.

## Message from CFO

### Supporting the new CTC from both financial and risk management perspectives

CTC is aiming for renewal as a company that is growing stronger than ever before by coordinating efforts with the ITOCHU Group.

Pursuing state-of-the-art technologies such as AI technology, quantum computing and advanced communication technology, and developing CTC's unique solutions will accelerate DX at our customers and help resolve social issues. We will be pursuing the enhancement of profitability and high efficiency, and further boost the trust of our stakeholders by delivering on their expectations.

In contrast, I think that one of my missions as CFO is to disclose CTC's high profitability, underlying strong financial base and other intellectual capital information in an appropriate manner to enhance our corporate value as a partner that our clients can rely on with a sense of confidence.

Additionally, we accurately manage 'negative risks' such as exchange rate fluctuations, interest rate changes, and compliance violations that come with the changing times. At the same time, we address the risks of missing out on acquiring opportunities of new technologies and businesses, which could be considered 'positive risks'. By leveraging a strong financial base, we will advance investments and personnel development, aiming for 'CTC 5.0 Intellectual Capital Management'.



**Mamoru Seki**  
Director and Senior Managing Executive Officer  
CFO, COO, COO, Corporate Administration Group

## Non-Financial Highlights

### Basic Data (Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023	
Total	People	9,927	10,099	10,540	11,095	
Employees	By gender	Men	8,080	8,134	8,414	8,822
		Women	1,847	1,965	2,126	2,273
	By region	Japan	8,676	8,897	9,257	9,725
		Asia	1,220	1,172	1,255	1,343
Americas		31	30	28	27	
Europe	0	0	0	0		

### Basic Data (Non-Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023	
Total	People	4,636	4,785	4,991	5,318	
By gender	Men	3,813	3,915	4,048	4,291	
	Women	823	870	943	1,027	
Non-Japanese	People	50	55	65	68	
Employees	By age	Under 30	809	889	980	1,098
		30-39	1,117	1,099	1,124	1,203
		40-49	1,697	1,693	1,684	1,678
		50-59	851	917	990	1,084
		Over 60	162	187	213	255
	By job type	Engineer	3,154	3,221	3,372	3,585
Sales		997	1,042	1,081	1,173	
Corporate staff		485	522	538	560	
Average years worked <sup>1</sup>	Men	14.1	14.2	14.1	13.8	
	Women	12.9	12.7	12.4	12.1	
	Total	13.9	13.9	13.8	13.4	
Average age <sup>1</sup>	Men	41.5	41.7	41.7	41.4	
	Women	38.0	37.9	37.7	37.4	
	Total	40.9	41.0	40.9	40.6	
Number of voluntary resignations <sup>1</sup>	Men	70	106	100	98	
	Women	12	28	27	22	
	Total	82	134	127	120	
Voluntary resignation rate <sup>1</sup>	Men	1.8	2.7	2.5	2.4	
	Women	1.5	3.2	2.9	2.2	
	Total	1.8	2.8	2.6	2.3	
Average annual salary	¥	9,336,993	9,410,649	10,287,919	10,765,554	
Ratio of basic salary and total remuneration between men and women (women:men)	Managers	Base salary	—	1:1.06	1:1.07	1:1.06
		Total remuneration	—	1:1.10	1:1.06	1:1.06
	General employees	Base salary	—	1:1.10	1:1.13	1:1.11
		Total remuneration	—	1:1.14	1:1.12	1:1.11
Wage difference between genders	All employees	%	—	—	78.3	78.7
	Permanent employees	%	—	—	78.8	78.9
	Non-permanent	%	—	—	73.0	76.2

### Diversity (Non-Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023	
Total	People	318	311	368	485	
New hires	New graduate	Men	101	97	100	141
		Women	61	59	61	77
	Mid-career	Men	142	134	170	236
		Women	14	21	37	31
Post-retirement re-employment	People	122	136	160	182	
Total	People	1,257	1,324	1,399	1,473	
Managers <sup>1</sup>	By gender	Men	1,187	1,244	1,316	1,381
		Women	70	80	83	92
	Non-Japanese	People	6	5	6	8
Percentage of disabled employees <sup>2</sup>	%	2.5	2.4	2.3	2.3	
New graduate starting salary	Master's degree	¥	245,200	245,200	245,200	315,100
	University and specialized technical college graduate	¥	230,000	230,000	230,000	295,500
	Technical college graduate	%	—	—	—	273,100
New graduate retention rate after 3 years	Men	%	93.2	94.8	96.0	91.8
	Women	%	100.0	93.1	95.1	86.4
	Total	%	94.9	94.2	95.7	89.7

### Work style (Non-Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023	
Average ratio of annual leave taken	%	61.0	64.2	70.7	68.3	
Annual average number of holidays taken	Days	11.7	12.3	13.5	13.0	
Average monthly overtime hours per employee	Hours	16	13	12	13	
Childcare leave system users <sup>3</sup>	Men	49	58	95	97	
	Women	23	26	20	31	
	Total	72	84	115	128	
Childcare leave uptake rate (male) <sup>3</sup>	%	35.8	46.8	65.5	73.4	
	Men	%	100.0	100.0	100.0	100.0
	Women	%	97.0	97.8	100.0	100.0
Rate of return from childcare leave	Total	%	98.8	99.0	100.0	100.0
	Men	%	77.8	70.0	92.9	97.1
Rate of returning to work after childcare leave	Women	%	96.3	87.5	84.0	100.0
	Total	%	92.0	83.3	87.2	97.6
Nursing care leave system users	People	144	147	101	137	
Long-term caregiving leave system users	People	0	0	0	3	
Caregiving leave system users	People	35	33	34	31	
Number of work-related accidents	Cases	1	2	0	4	
Number of work-related deaths	People	0	0	0	0	
Morning work <sup>4</sup>	Annual	3,080	3,135	3,356	3,838	
	Monthly average	257	261	279	319	
Staggered working hours <sup>5</sup>	Annual	1,916	1,638	1,658	1,698	
	Monthly average	159	137	138	141	
Hourly paid leave <sup>6</sup>	Annual	1,357	845	969	905	
	Monthly average	113	70	80	75	
Shorter working hour system users	People	93	72	70	62	
Absentee rate <sup>7</sup>	%	0.2	0.2	0.3	0.3	

### Human resources development (Non-Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023
Number of training participants	People	135,889	98,252	108,375	110,280
Average hours of training per person	Hours	60	56	65	77
Company-wide training participation rate for managers	%	100	99.7	98.8	98.2

### Data on promoting women's advancement (Non-Consolidated)

Item	Unit	FY2023
Female managers	People	92
Appointment of new female managers	People	15
Female supervisors	People	105
Ratio of female permanent employees	%	19.3
Ratio of female new graduate hires	%	35.3

### Health and wellness-related indices (Non-Consolidated)

Item	Unit	FY2023
Ratio of employees undergoing regular health checkups	%	100
Smokers	%	20.9
Regular exercisers <sup>8</sup>	%	25.8
Daily physical exercise <sup>9</sup>	%	35.2
Maintaining appropriate weight	%	66.8
Regular health checkups (examination or re-examination required)	%	54.4
Specific health guidance participation rate	%	—
Subjective health outlook <sup>10</sup>	%	81.2
Subjective performance <sup>11</sup>	Points	6.58
Satisfied with job <sup>12</sup>	%	77.3
Ratio of employees undergoing stress & mental health checkups	%	94.5
High stress	%	7.7

### Security / Compliance (Consolidated)

Item	Unit	FY2020	FY2021	FY2022	FY2023
Number of serious security incidents	Cases	0	0	0	0
Number of serious compliance violations	Cases	0	0	0	0
Number of serious environmental law violations	Cases	0	0	0	0

### Human resource-related data for domestic consolidated subsidiaries

Company name	Unit	FY2023				Childcare leave uptake (male) <sup>13</sup>
		Percentage of female managers	Wage gap between men and women	Of permanent employees	Of which non-permanent employees	
CTC Technology Corporation	%	3.9	73.3	77.6	51.2	51
CTC System Management Corporation	%	2.0	78.0	78.2	72.2	52
CTCSP Corporation	%	5.6	65.2	65.6	—	—
CTC Facilities Corporation	%	21.1	65.8	94.5	39.5	75
CTC Business Service Corporation	%	36.4	75.5	80.9	57.4	—
CTC Business Expert Corporation	%	—	92.1	91.4	101.8	—
Asahi Business Solutions Corp.	%	11.8	73.4	73.6	69.8	—
CTC Hinari Corporation	%	100.0	110.0	106.8	86.8	100

- <sup>1</sup> Figures on average years worked, average age, number of voluntary resignations, voluntary resignation rate, managers refer to employees originally hired by CTC.
- <sup>2</sup> Figures include special subsidiaries and companies considered part of the Group. Headcount derived by counting method for number of persons with disabilities employed in calculating mandatory minimum proportion of employees. Employment rates are rounded down to the nearest hundredth.
- <sup>3</sup> Figures have been calculated based on the number of users of childcare leave in accordance with regulations under the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members.
- <sup>4</sup> The Company places limits on overtime work at night and on holidays and encourages work in the early morning hours (5:00-9:00 a.m.).
- <sup>5</sup> This system allows employees to work full-time while selecting their daily starting times from a period between 5:00 a.m. and 11:30 a.m.
- <sup>6</sup> This system allows employees to take five days (40 hours) of annual paid leave in hourly units.
- <sup>7</sup> The number of days of absence from work due to illness or injury as a percentage of the fixed number of working days is calculated from attendance records.
- <sup>8</sup> Ratio of "Yes" responses to the question "Have you been doing 30 minutes or more of exercise resulting in a light sweat at least twice per week, for at least a year?"
- <sup>9</sup> Ratio of "Yes" responses to the question "Do you walk or perform equivalent physical activity for at least one hour a day in your daily life?"
- <sup>10</sup> Ratio of "Yes" and "Relatively" responses to the question "Are you currently in good health?"
- <sup>11</sup> The average of the responses to the question, "How would you rate your own work over the past four weeks if 10 was your best performance when you were not sick or injured?"
- <sup>12</sup> Ratio of "Yes" and "Relatively" responses to the question "Are you satisfied with your job?"

# Management Team As of April 1, 2024

## Directors

### Ichiro Tsuge

Chairman

### Tatsushi Shingu

President & CEO

### Takanori Minatohara

Director, Executive Vice President (EVP)  
CRO, COO, CRO Group

### Mamoru Seki

Director, Senior Managing Executive Officer  
CFO, COO, COO,  
Corporate Administration Group

### Yasuhiro Ikeda

Director

### Masato Horiuchi

Director

## Audit & Supervisory Board Member

### Shigeru Shimizu

Audit & Supervisory Board Member

### Tokuichiro Yoshimura

Audit & Supervisory Board Member

### Suguru Amano

Audit & Supervisory Board Member

## Executive Officers

### Eiji Haraguchi

Senior Managing Executive Officer  
CTO, COO, CTO Group

### Junji Hirooka

Managing Executive Officer  
President & CEO, CTC SYSTEM MANAGEMENT CORPORATION  
(Director report to President, ITOCHU Techno-Solutions Corporation)

### Hirohito Ohashi

Managing Executive Officer  
COO, Telecommunication Group

### Nagaki Fujioka

Managing Executive Officer  
COO, Digital Services Group,  
and R&D in North America

### Hiroshi Torigoe

Managing Executive Officer  
COO, Enterprise Group

### Shinichi Hirayama

Managing Executive Officer  
CAO, COO, Corporate Planning Group

### Kiyoshi Imagawa

Managing Executive Officer  
COO, Retail and Service Group,  
and Executive Advisory Officer for Global Business

### Tatsuya Matsumaru

Managing Executive Officer  
COO, Regional & Social Infrastructure Group

### Keiichi Ozawa

Managing Executive Officer  
COO, Financial Services Group

### Manabu Igarashi

Managing Executive Officer  
CDO, CIO, COO,  
Corporate IT Systems Group

### Hisashi Sawanobori

Executive Officer  
General Manager, Enterprise Division No. 1,  
Enterprise Group

### Katsuya Kami

Executive Officer  
President & CEO, CTCSP CORPORATION  
(Director report to COO, Enterprise Group)

### Toshihiro Nakaya

Executive Officer  
President & CEO, CTC TECHNOLOGY CORPORATION  
(Director report to President, ITOCHU Techno-Solutions Corporation)

### Kazuhiko Nagao

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

### Noboru Ueda

Executive Officer  
Deputy COO, Enterprise Group

### Tamotsu Oda

Executive Officer  
General Manager, Mobile and Services Division,  
Telecommunication Group

### Akira Yamamoto

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

### Masanori Tanaka

Executive Officer  
President & CEO,  
ITOCHU Techno-Solutions America, Inc.

### Yoshihiko Ito

Executive Officer  
Managing Director, CTC Global Pte. Ltd.

### Osamu Shigefuji

Executive Officer  
General Manager, Retail and Service Business Planning Division,  
Retail & Service Group

### Kenichi Inagi

Executive Officer  
General Manager, Enterprise Division No. 2,  
Enterprise Group

### Hiroyuki Okumura

Executive Officer  
General Manager, Human Capital Management and General Affairs Division,  
Corporate Planning Group

### Natsumi Tokuyama

Executive Officer  
General Manager, Program Management Division,  
CTO Group

### Satoshi Jito

Executive Officer  
General Manager, Audit Division

### Tomoji Yoshida

Executive Officer  
General Manager, Retail and Service Division No. 1,  
Retail and Service Group

### Kazufumi Suzuki

Executive Officer  
General Manager, Managed Services Planning and Promotion Division,  
Digital Services Group

### Naoki Sakurai

Executive Officer  
General Manager, Telecommunication Division No. 3,  
Telecommunication Group

## Contact

Corporate Communications Department,  
ITOCHU Techno-Solutions Corporation

E-mail : [press@ctc-g.co.jp](mailto:press@ctc-g.co.jp)

## CTC's Website informations

For press releases, sustainability initiatives, and various projects, please refer to the CTC's websites below.



### Corporate Website

<https://www.ctc-g.co.jp/en/>



### Press Releases

<https://www.ctc-g.co.jp/en/company/release/>  
A repository of our press releases.



### Projects and Columns

<https://www.ctc-g.co.jp/report/> (Japanese only)  
Features customer case studies, event reports, and columns.



### Best Engine

<https://www.ctc-g.co.jp/en/company/about/pr/magazine.html>  
Showcases IT trends and our technology-related initiatives.



### Financial Information

<https://www.ctc-g.co.jp/en/company/ir/>  
Financial results and related information.



### Sustainability

<https://www.ctc-g.co.jp/en/company/sustainability/>  
Information on our approach to sustainability and related activities.



### Governance

<https://www.ctc-g.co.jp/en/company/about/governance/>  
Covers our corporate governance and risk management initiatives.



### At a Glance

[https://www.ctc-g.co.jp/en/company/about/doc/ctc\\_glance.pdf](https://www.ctc-g.co.jp/en/company/about/doc/ctc_glance.pdf)  
Our company profile and explanatory materials summarizing business activities.

[https://x.com/ctc\\_press](https://x.com/ctc_press)

<https://www.youtube.com/@ctcpr>

[https://www.instagram.com/ctc\\_recruit](https://www.instagram.com/ctc_recruit)