Integrated Report 2025

CORE CONCEPT
TECHNOLOGIES INC.
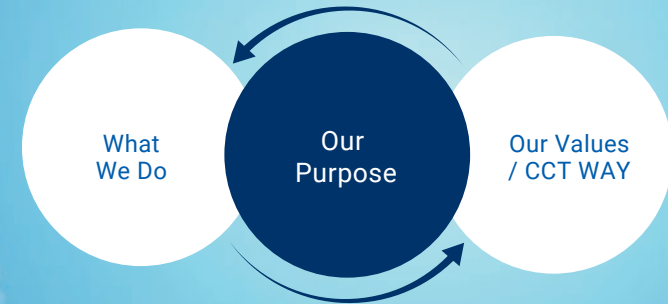
Our Purpose

Our Purpose

Driving sustainable industrial development through the power of our technology and people

What We Do | Our Purpose | Our Values / CCT WAY

What We Do
Create the Next-Gen of the IT Industry

We envision a future in which each industry develops sustainably and will make this vision real to create a sustainable society through the evolution of our products and people.

We contribute to the sustainable development of industry by reforming our clients' business processes and value chains through Digital Transformation (DX). Along with growing sales and improving profitability, we solve issues such as reducing environmental impact through the improvement of asset and energy efficiency, eliminating labor shortages through improved labor productivity, and passing on know-how from veteran employees.

By utilizing "Ohgi," an extensive business partner network made mainly of small and medium-sized companies, we contribute to the reduction of the adverse effects of the multiple contracting structure in the Japanese system integration industry, such as the uneconomical middle margins as well as the regional income disparity of IT human resources.

Our Values
Think Big, Act Together.

Think Big
Exchange ideas freely and move away from conventional wisdom and fixed concepts. With firm determination, we shall find the new value the world is searching for.

Act Together
We are supported by many stakeholders, including our customers and employees. Act Together to respond to their understanding and trust.
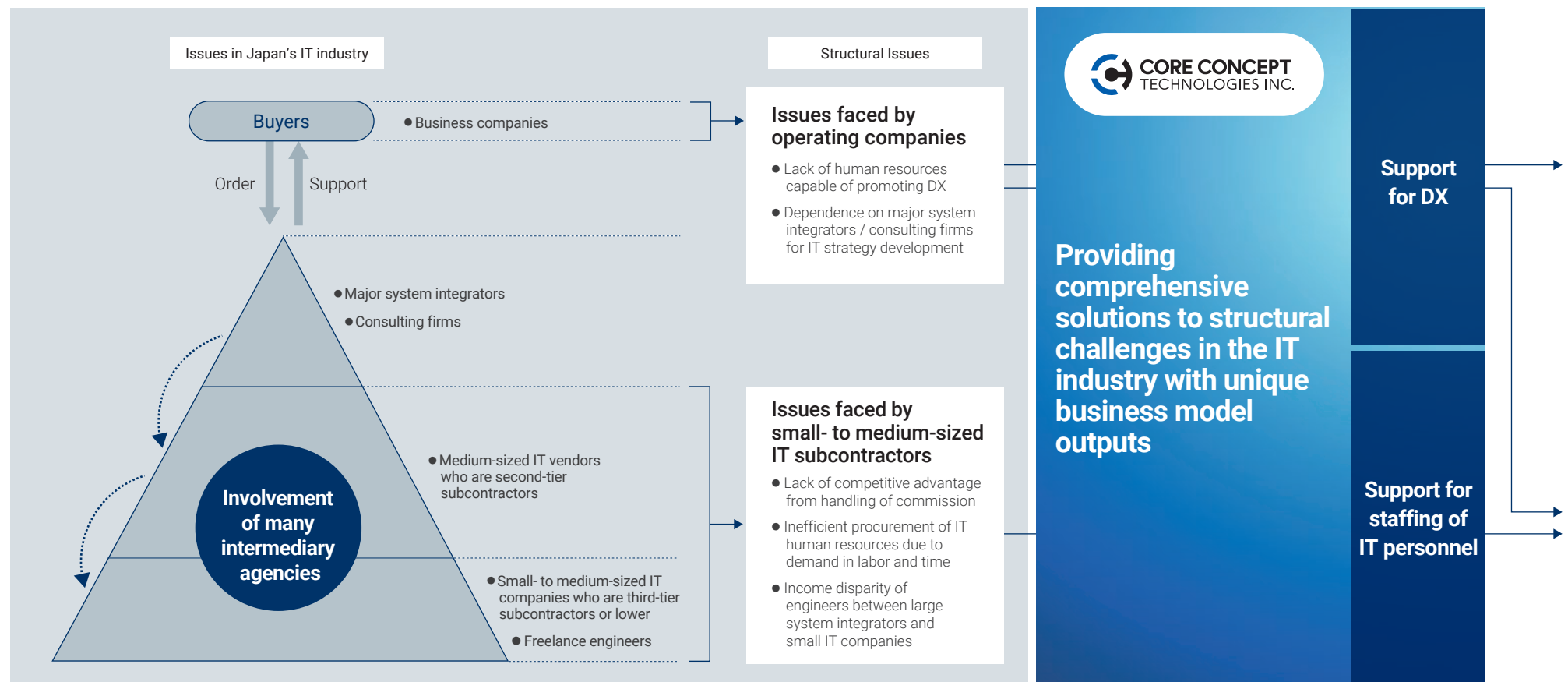
CCT WAY

Ownership	We have a sense of ownership in all things.
Customers rule	We base decisions on providing value to customers rather than convenience for the company.
Logic × passion	We act with a balance between logic and passion or emotion.

CCT Transforming the IT Industry

Addressing structural issues within the IT industry by leveraging unique business model outputs

The IT industry in Japan has a pyramid shape consisting of many intermediary agencies, leading not only to inefficiencies in matching projects with engineers, but also to wage disparities between the upper and lower levels of the pyramid. In addition, there are disparities in costs per order and the capabilities of engineers between the Tokyo metropolitan and regional areas, which have become significant challenges for the industry as a whole.

Our group is working to redress the multiple contracting structure through business expansion, utilizing our "Ohgi" business partner network, and pursuing M&A opportunities with regional companies, so that we can transform society into a more self-sustaining and thriving ecosystem for businesses.

Issues in Japan's IT industry

Buyers
- Business companies

Order / Support

Pyramid:
- Major system integrators
- Consulting firms
- Medium-sized IT vendors who are second-tier subcontractors
- Small- to medium-sized IT companies who are third-tier subcontractors or lower
- Freelance engineers

Involvement of many intermediary agencies

Structural Issues

Issues faced by operating companies
- Lack of human resources capable of promoting DX
- Dependence on major system integrators / consulting firms for IT strategy development

Issues faced by small- to medium-sized IT subcontractors
- Lack of competitive advantage from handling of commission
- Inefficient procurement of IT human resources due to demand in labor and time
- Income disparity of engineers between large system integrators and small IT companies

CORE CONCEPT TECHNOLOGIES INC.

Providing comprehensive solutions to structural challenges in the IT industry with unique business model outputs

Support for DX

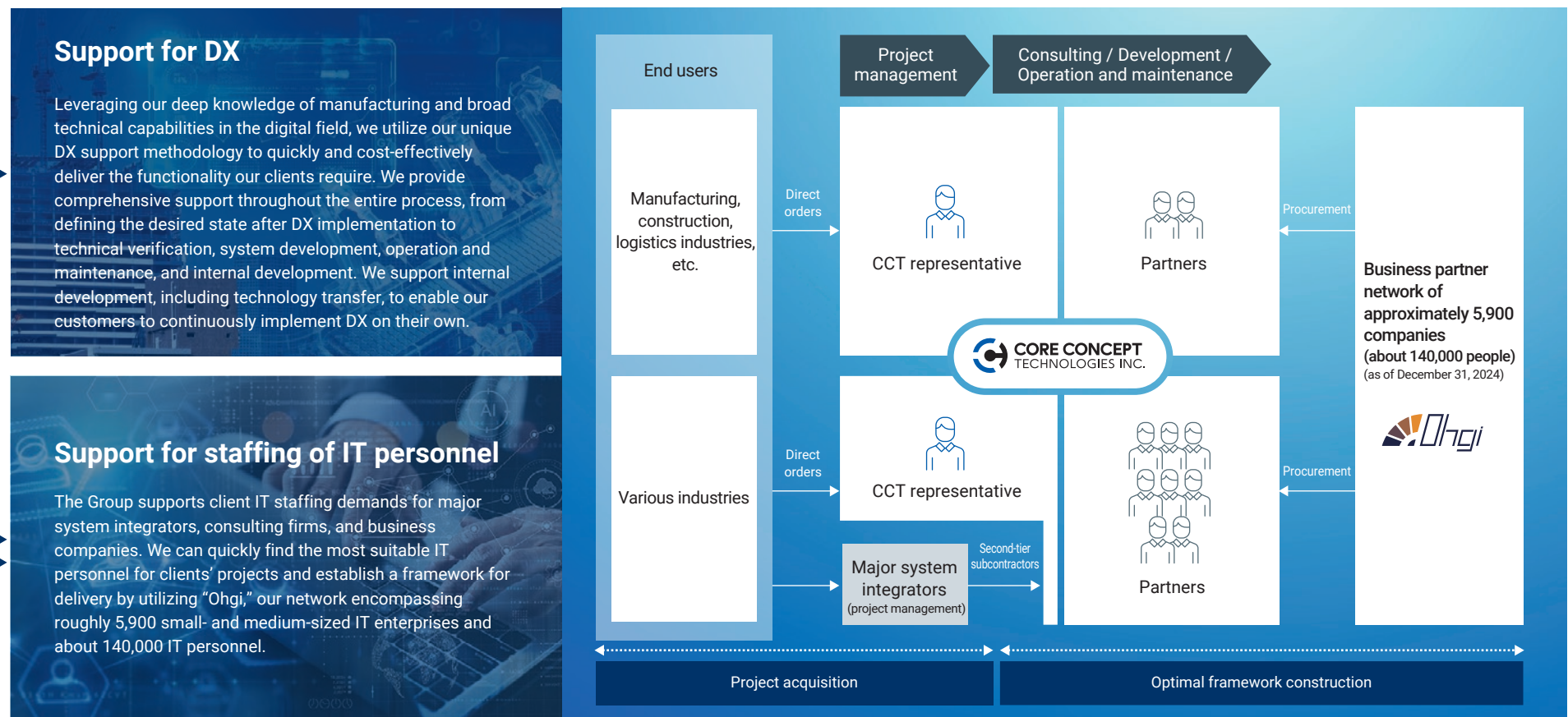**Support for staffing of IT personnel**

Business Overview

Leveraging the synergy between our two businesses to secure a large volume of projects

The Group operates two businesses: Support for DX focused on specific industries (direct orders) and Support for staffing of IT personnel that reaches all industries (direct orders + second-tier subcontracting).
In our Support for DX business, we leverage advanced technical capabilities centered around AI and deep knowledge of manufacturing to achieve high profitability through direct contracts with end-users.
Furthermore, we provide clients with optimal solutions by utilizing standard function modules and the customization development base "Orizuru," among other tools.
In our Support for staffing of IT personnel business, we leverage "Ohgi" to increase our top line and secure a large volume of projects.

Support for DX

Leveraging our deep knowledge of manufacturing and broad technical capabilities in the digital field, we utilize our unique DX support methodology to quickly and cost-effectively deliver the functionality our clients require. We provide comprehensive support throughout the entire process, from defining the desired state after DX implementation to technical verification, system development, operation and maintenance, and internal development. We support internal development, including technology transfer, to enable our customers to continuously implement DX on their own.

Support for staffing of IT personnel

The Group supports client IT staffing demands for major system integrators, consulting firms, and business companies. We can quickly find the most suitable IT personnel for clients' projects and establish a framework for delivery by utilizing "Ohgi," our network encompassing roughly 5,900 small- and medium-sized IT enterprises and about 140,000 IT personnel.

End users

Project management → Consulting / Development / Operation and maintenance

Manufacturing, construction, logistics industries, etc. —Direct orders→ CCT representative | Partners

CORE CONCEPT TECHNOLOGIES INC.

Various industries —Direct orders→ CCT representative

Major system integrators (project management) —Second-tier subcontractors→ Partners

Procurement ← Business partner network of approximately 5,900 companies (about 140,000 people) (as of December 31, 2024)

Ohgi

Procurement

Project acquisition | Optimal framework construction

Contents and Editorial Policy

Editorial Policy

Integrated Report 2025 introduces our stakeholders, including shareholders and investors, to our growth strategy and future outlook together with the thoughts of top management in a way that is easy to understand. We will continue to actively use this publication as a tool for dialogue with stakeholders and leverage it to enhance corporate value.
In editing the report, we referred to the International Integrated Reporting Framework prepared by the International Financial Reporting Standards (IFRS) and the Japanese Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation among others.

Reporting Period:

January 1, 2024 - December 31, 2024
(including some activities after January 2025)

Message from the CEO

Under the new organizational structure, we will continue to challenge ourselves as a unified company to achieve even greater growth

Takeshi Kaneko   Representative Director, President and CEO

Profile | Upon graduation from the Department of Information Science, Faculty of Science and Technology of the Tokyo University of Science, he joined INCS Inc. (currently SOLIZE Corporation) where he worked on developing CAD/CAM used in the manufacturing industry and later served as a consultant for business reforms in manufacturing, finance, and distribution operations. He joined Core Concept Technologies in 2010 and was appointed President and CEO in 2015.

Message from the CEO

CCT's Strengths

Steady growth in our Support for DX in parallel with Support for Staffing of IT Personnel

Since our launch of business in September 2009, we worked with a growing number of clients to develop solutions for their specific challenges by focusing on digitalizing design processes and automating production processes, and have steadily accumulated trust and achievements.

Our support for DX does not rely on Japan's IT industry mode of taking orders and doing whatever the client says but rather takes the initiative to always consider "what is best for the client?" First, we thoroughly consider the desired state, demonstrate its feasibility with prototypes, and advance our clients' DX initiatives steadily by iteratively expanding functionality using an agile approach. The greatest feature is that internalizing DX within the client company is positioned as the ultimate goal.

Our method is to construct the system and then provide support, such as technology transfers, for the client to confidently continue advancing their DX "in-house" without relying on external sources. In parallel with the support for DX, we have also deployed our unique Support for Staffing of IT Personnel for assisting the client's recruitment process.

To recruit talented IT human resources, our Ohgi business partner network connects talented IT personnel from numerous IT firms, from small to mid-size enterprises, that we have individually visited and recruited, mainly in the Tokyo metropolitan area, as partners since the Company's beginning.

From 2023 onwards, we have expanded the scope of this network from the Tokyo metropolitan area to local cities. By establishing regional hub subsidiaries through M&A and installing the methods cultivated in the Tokyo metropolitan area, we are pursuing a basic strategy of attracting small- and medium-sized IT companies within the area. As of December 2024, the number of companies participating in Ohgi has increased to approximately 5,900, and we plan to continue increasing the number of participating companies in various regions.

Review of FY2024 Results

Achieved a 16th consecutive year of revenue growth, despite slightly decelerated growth rate

Over the past 16 years, our company has progressed steadily, with the above two businesses as its driving forces. In FY2024, we achieved double-digit growth with an increase in net sales of 20.4% year on year and an increase in operating profit of 15.1%
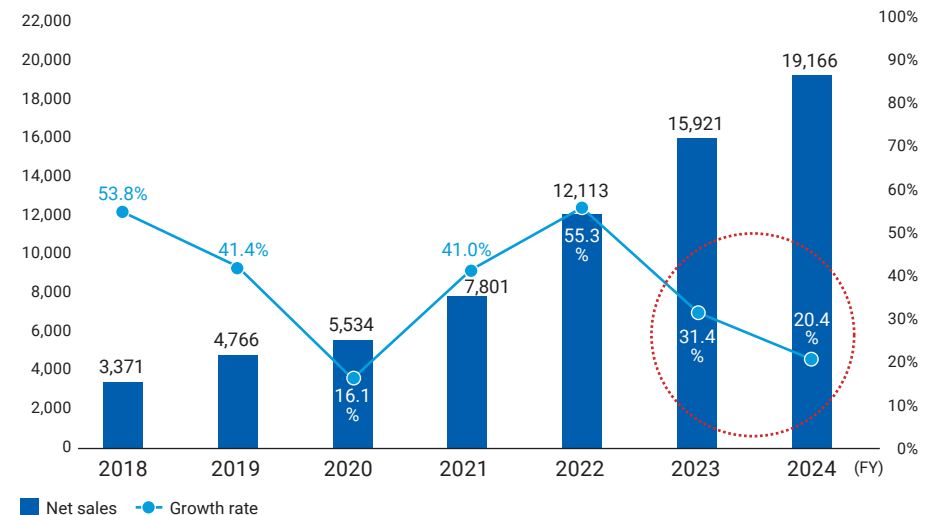
year on year, triggered by the growth of each business strategy. We recognize this as a positive achievement. However, there are also challenges when viewed from the perspective of growth rate.

For example, the trend in our company's net sales growth rate in recent years has been declining, from a peak of 55.3% in FY2022 to 31.4% in FY2023 and 20.4% in FY2024. We cannot overlook the issue of whether growth itself is waning.

As indicated in Our Purpose (see P.1), we aim to contribute to the development of diverse industries while simultaneously evolving the IT industry into a healthy and attractive form. I believe that a certain level of business scale and the resulting social presence are essential to fulfill this mission. In that regard, we have not yet reached the desired scale. Such a company earning not only a large amount of sales and profit but also continuing to grow year after year would attract talented people with high expectations for the future. The number of influential partners and companies wanting to join the network would increase, and shareholders and investors would also provide funds. Therefore, I see the growth rate as an important indicator that clearly demonstrates a company's attractiveness and future potential to external parties.

Net sales and growth rate

(million yen)

Net sales (million yen) / Growth rate by fiscal year:
- 2018: 3,371 — 53.8%
- 2019: 4,766 — 41.4%
- 2020: 5,534 — 16.1%
- 2021: 7,801 — 41.0%
- 2022: 12,113 — 55.3%
- 2023: 15,921 — 31.4%
- 2024: 19,166 — 20.4%

■ Net sales   ─○─ Growth rate

Message from the CEO

Factors in Decelerating Growth Rate
Restoring operational efficiency, which declined due to a rapid expansion of projects

The slight decline in business growth rate over the past two years can be attributed to the expansion of new clients and new projects, which is an important factor in increasing sales and profits, did not grow as expected. However, I have analyzed the cause as a decline in operational efficiency within the company. Specifically, the external activities of those in management, being the mainstay of our sales efforts, or in other words, the amount of sales activity, is declining. While more time needs to be allocated to create new projects, the necessary management tends to lag behind, and initiatives are often delayed. In short, more time is being taken by internal management, and there is less time for expanding new business.

This trend is particularly pronounced in the Support for DX business. As a result of a recent rapid increase in transactions with large corporations, the scale of projects and customer requirements have increased significantly in the Support for DX business. As a result, both the capability and number of project managers (PM) and project leaders (PL) required for each project are somewhat insufficient, and senior management has been
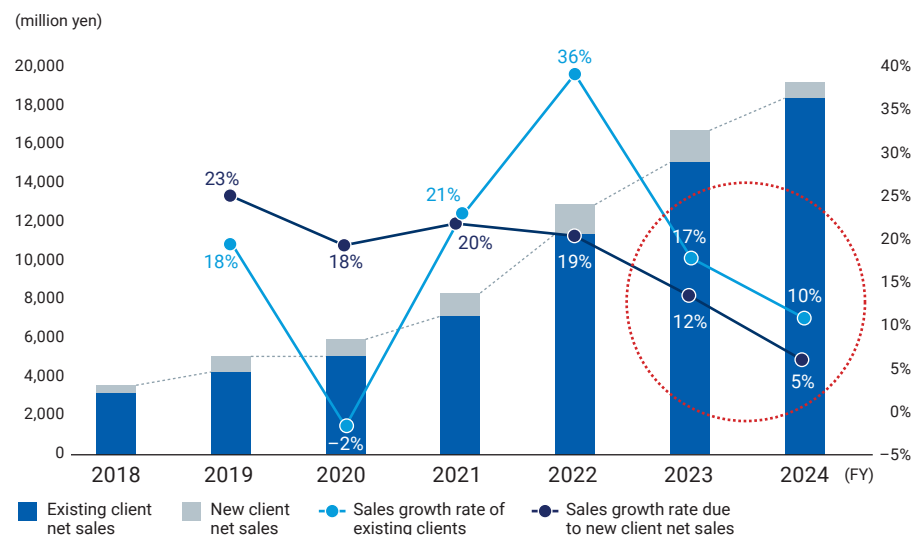
spending a significant amount of time on internal matters such as supporting new graduates and junior employees, or supporting newly added partner company members.

Until now, we have somehow managed to curb the decline in efficiency through the efforts of individual employees and teams, but I believe that we have entered a stage around the second half of FY2023 where such individual efforts are no longer sufficient, and a sort of threshold has been crossed.

Organizational Restructuring of Support for DX
Equalizing the workload of each division through a large-scale organizational restructuring

As a solution to the above challenges, we implemented large-scale organizational restructuring in January 2025. The main purpose of this was to change the organizational structure to allow sufficient time to be spent on sales activities for acquiring new projects, which supports the company's growth rate.

In this organizational restructuring, we have revised the existing organization in Support for DX as follows. Specifically, we have changed the structure to two groups: the "First Phase (Manufacturing DX Business Division / Solutions Business Division)," which is primarily responsible for new clients and new projects, and the "Main Phase (Enterprise SI Business Division)," which is primarily responsible for existing clients and ongoing projects (see P.10). With this change, in the future, employees of the First Phase (experienced employees and those who are ready for actual tasks) will handle new orders, and junior employees and new members will be able to focus primarily on existing projects on the Main Phase side. As a result of structurally reviewing the optimal placement of industry-ready employees and yet-to-be work-ready employees, we were able to improve project productivity, and decrease the burden on internal support. As of FY2025, sales activities for expanding new business have been revitalized.

Furthermore, we also expect that this organizational restructuring will enhance collaboration between divisions. Although we have several competitive products, previous proposal activities were limited to vertical sales activities where each business division only introduced its own products. In contrast, the new system will promote cross-selling of all of our products to existing clients at the appropriate time. In addition, to enhance collaboration between divisions, we have newly established "Senior Executive Officers" with a consignment contract with the company from FY2025, and are strengthening the leadership of each division by each executive officer, while also changing the management structure to allow for close collaboration.

Net sales and sales growth rates by new and existing client (CCT only)

(million yen)

Legend:
- Existing client net sales
- New client net sales
- Sales growth rate of existing clients
- Sales growth rate due to new client net sales

Message from the CEO

Reform of Support for Staffing of IT Personnel

Building a structure that allows sales staff to focus on their original mission

In line with the organizational restructuring of Support for DX, we have implemented organizational reforms for Support for Staffing of IT Personnel starting in FY2025. The results of a business analysis of the department revealed that the most time-consuming task for sales staff is "human resources searching" for identifying candidates that match customer requirements, which accounts for 45% of their work hours. In addition, "on-site support" after contract signing accounted for 20% of the total. The goal of this reform is to eliminate as much as possible these tasks (non-customer contact tasks) that are not essential to the core functions of sales.

First, regarding human resources searching, we have newly established a dedicated department, the "Partner Relations Department," within the company, and have changed the approach from "searching" by our company to asking partner companies to "provide" information on candidates to the department. In addition, regarding on-site support, we have changed the approach so that it is handled by technical staff stationed on-site after the project is launched, rather than by the sales representative in charge.

As a result of these initiatives, the searching and follow-up tasks of sales staff will be virtually eliminated, allowing sales staff to concentrate on tasks directly tied to creating value, such as negotiations with customers and human resources proposals. Thanks to the organizational changes described above, the growth rate and productivity of each business, which had slightly slowed down, are gradually picking up, and are expected to return to a stable growth trajectory from FY2026 onwards.

Expansion of Collaboration with Partners

Building comprehensive collaborative relationships between companies

In future sales activities, we plan to expand not only through our own efforts to acquire new clients and secure leads, but also through building strong relationships with partner companies in the product area.

Since 2014, we have partnered with CRM giant Salesforce Japan Co., Ltd., built a strong track record, and become certified as a manufacturing industry expert in 2021. In addition, we are deepening collaboration with leading partners in each field, such as WingArc1st Inc, a company specializing in electronic invoice systems, and Business Engineering Corporation, a company specializing in ERP for the manufacturing industry. In February 2024, we also signed a partnership agreement with SAP Japan Co., Ltd., a major ERP solution provider. By simultaneously advancing sales activities to new clients based

— Expanding methods of acquiring new clients

The number of new clients acquired as of December 2024 is indicated in the order of △ (few) → ○ (medium) → ● (many).

		Inbound	Outbound	Flow from partners	
Manufacturing DX Division	Orizuru	●	●		
	ERP PLM	○	●	Trading companies specializing in IT	SAP Japan
				Business engineering	Aras Japan
				infor	
Solutions Business Division	Salesforce	○	△	Salesforce Japan	
	Products of Wingarc1st	○	△	Wingarc1st	
				Hongo Tsuji Tax & Consulting	

on increased internal productivity, cross-selling activities to existing clients, and collaboration with these strong partners on products and services, the number of leads acquired since the beginning of FY2025 has increased significantly.

Sustainability Management

Transforming the IT Industry into a rewarding sector

Our DX services empower companies across all industries, contributing to their growth and sustained success. Furthermore, our work can have an indirect but positive impact in terms of sustainability of the planet and society, for example, through reducing CO_2 emissions, conserving energy, and improving productivity and working conditions.

To contribute to a sustainable society through our business, we must remain financially viable and sustainable as an organization. Moreover, I believe that enhancing the sustainability of the IT industry is a crucial part of our mission.

A sustainable industry should be the one where workers involved in projects can find great fulfillment and thrive long-term. However, the reality in Japan is that the involvement of many intermediary agencies is widening the gap in opportunity. For engineers in regional areas or at smaller IT subcontractors, the market may be expanding, but wages are not increasing, and the work often centers around maintenance tasks, making it difficult to be creative and find meaning in their work. Our Ohgi initiative is also an effort to break these industry distortions and evolve the IT industry into a more attractive sector.

Message from the CEO

Message to Shareholders and Investors

Enhancing returns with incremental dividends

As mentioned in our 2024 Integrated Report, "Think Big, Act Together," – a core tenet of Our Values – reflects my fundamental approach as an entrepreneur. To create a new future, we first need to paint a clear image of our desired state ("Think Big"), and then, instead of individuals remaining isolated, we must work together as a "team," leveraging the diverse strengths of our members, to transform that vision into reality ("Act Together").

We believe our shareholders and investors are also valued members of the team. Our shareholder base has grown to 4,204 (as of December 2024), and we hope to welcome many more to join us.

We aim to increase our stock price by consistently achieving strong company growth, fulfilling expectations in terms of capital gains, and providing returns through dividends as well. With that in mind, we recently announced the implementation of incremental dividends. We plan to begin shareholder dividends in March 2026, with a consolidated dividend payout ratio of 20-30% for the time being. We expect that directly linking company profit growth to shareholder returns will attract new supporters to our company.

We will continue to engage in open, two-way dialogue with our shareholders and investors, actively applying feedback into our business and growth strategies. Our immediate goal is to be listed on the Prime Market of the Tokyo Stock Exchange, and we will continue to challenge ourselves as a unified company to reach this milestone. We kindly request your continued understanding and support for our group.

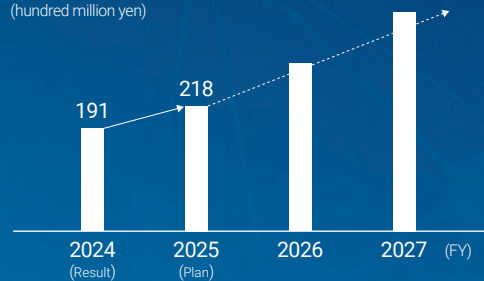Representative Director, President and CEO   *Takeshi Kaneko*

Growth Strategy

We will drive four key growth strategies to achieve sustainable, stable growth

− Mid-term performance outlook (net sales)

We aim for a 13.7% increase in net sales growth in FY2025, followed by 15% or higher growth in FY2026-2027.
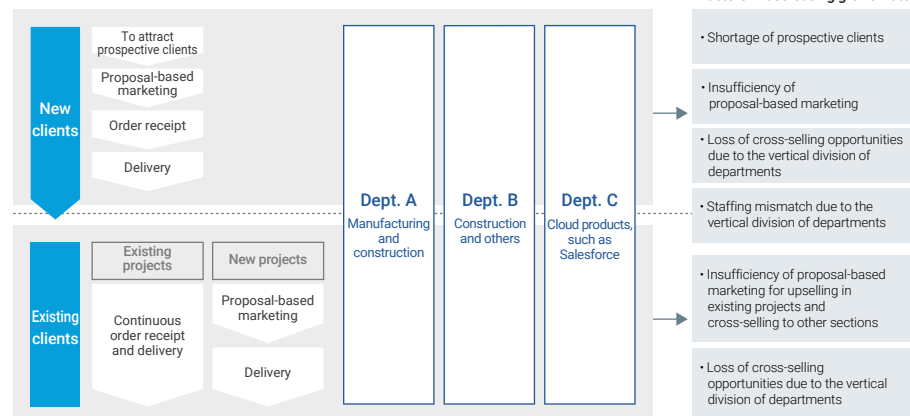
(hundred million yen)

191
218

| 2024 | 2025 | 2026 | 2027 | (FY) |
| (Result) | (Plan) | | | |

Four Growth Strategies to Reach the Stable Growth Phase

1 Business strategy

2 Human resource strategy

3 Financial strategy

4 M&A strategy

1. Business strategy

Support for DX

Issue

We have operated with a vertically structured value chain (Figure 1). Products and their delivery systems are integrated with sales, with each division taking full responsibility for projects they secure – a siloed structure. While this structure is very effective for project delivery to clients, it posed structural challenges in cross-selling across divisions, particularly in sales, and limited lead generation.

Countermeasures

To address these challenges and strengthen our sales capabilities, we undertook a large-scale organizational restructuring in FY2025 (Figure 2). By clearly defining roles, namely the "First Phase" responsible for new clients for each product and the "Main Phase" responsible for cross-selling our entire product range to existing clients, we aim to enhance sales activities.

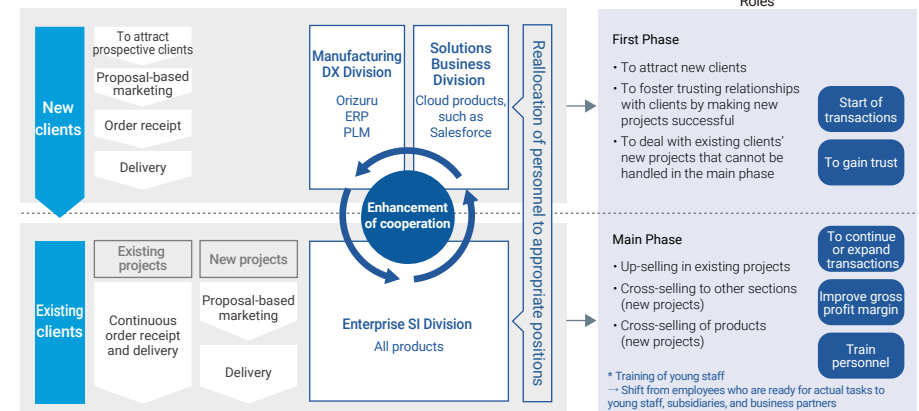### Support for staffing of IT personnel

Issue

Internal human resources searching and on-site support after contract signing accounted for 65% of total effort, creating a bottleneck in our proposal sales activities.

Countermeasures

To address the human resources search issue, we established a dedicated internal department, the "Partner Relations Department." We have shifted the approach from "searching" for human resources ourselves to asking partner companies to "provide" information on candidates to the department.

For on-site support, responsibility has been shifted from the responsible sales representatives to technical staff stationed on-site after project launch.

− Figure 1: Vertical value chain (until FY2024)

New clients
- To attract prospective clients
- Proposal-based marketing
- Order receipt
- Delivery

Existing clients
- Existing projects
  - Continuous order receipt and delivery
- New projects
  - Proposal-based marketing
  - Delivery

Dept. A Manufacturing and construction
Dept. B Construction and others
Dept. C Cloud products, such as Salesforce

Factors in decreasing growth rate
- Shortage of prospective clients
- Insufficiency of proposal-based marketing
- Loss of cross-selling opportunities due to the vertical division of departments
- Staffing mismatch due to the vertical division of departments
- Insufficiency of proposal-based marketing for upselling in existing projects and cross-selling to other sections
- Loss of cross-selling opportunities due to the vertical division of departments

− Figure 2: Organizational restructuring for problem resolution (FY2025 onwards)

New clients
- To attract prospective clients
- Proposal-based marketing
- Order receipt
- Delivery

Existing clients
- Existing projects
  - Continuous order receipt and delivery
- New projects
  - Proposal-based marketing
  - Delivery

Manufacturing DX Division Orizuru ERP PLM
Solutions Business Division Cloud products, such as Salesforce
Enhancement of cooperation
Enterprise SI Division All products

Reallocation of personnel to appropriate positions

Roles

First Phase
- To attract new clients
- To foster trusting relationships with clients by making new projects successful
- To deal with existing clients' new projects that cannot be handled in the main phase

Start of transactions
To gain trust

Main Phase
- Up-selling in existing projects
- Cross-selling to other sections (new projects)
- Cross-selling of products (new projects)

To continue or expand transactions
Improve gross profit margin
Train personnel

* Training of young staff
→ Shift from employees who are ready for actual tasks to young staff, subsidiaries, and business partners

Growth Strategy

2. Human resource strategy

We are actively recruiting both new graduates and experienced professionals, with a particular focus on new graduate hiring. For both Support for DX and Support for Staffing of IT Personnel, the key to future growth is project managers (PM) and project leaders (PL). Securing a sufficient number commensurate with our business scale is crucial, so we estimate specific numbers and incorporate them into our plans.

Strategy for securing a stable pool of PM/PL talent

The number of project managers/leaders necessary to achieve 15% growth	Assumed methods	Results
10 to 13	**Hiring employees who are ready for actual tasks** 2 to 3	**Employment of mid-career workers** 2 to 3	· In the market of mid-career workers, the supply of project managers is insufficient, but it is possible to hire a few workers by improving our popularity, track records, salary level, etc.
	By promoting new graduates 8 to 10	**Number of new graduates employed** 40 to 50	· The number of graduate students majoring in a science course of a local national and public university, who are main targets, is increasing steadily. · We also employ undergraduate students actively no matter whether they major in science or liberal arts.
		×	
		Ratio of promoted new graduates in 3 to 5 years 20%	· In job interviews, we put more focus on an aptitude for serving as a project manager than engineering skills. · In the main phase, we train them intentionally.

3. Financial strategy

We maintain strong growth and aim for a mid-term sales growth rate of over 15%. High profitability and a high total asset turnover ratio result in a high ROE. Our business model is primarily based on fixed-price contracts based on man-month rates, and approximately 90% of sales are generated from existing clients. This allows us to secure stable cash flow, which will be appropriately allocated to shareholder returns and growth investments.

We plan to commence dividend payments in FY2025. Based on incremental dividends, the dividend payout ratio will be around 20-30%, ensuring that the dividend amount for the current period does not fall below the previous period, aiming to provide individual shareholders with the confidence to hold our stock long-term.

Medium-term financial guidelines

Growth potential

Sales growth rate
15% or higher
(excluding FY 12/2025)

Profitability

ROE
30% or higher
(achieved)

Shareholder returns

Dividend
We will pay progressive dividends from March 2026
Acquisition of treasury shares
Flexibly conducted

4. M&A strategy

The two main objectives of M&As are to expand human resources and strengthen support for DX.

The target companies for M&As aimed at expanding human resources are mainly local small and medium-sized IT enterprises, and we expect them to function as hubs for the nationwide deployment of leveraged management that we have built in the Tokyo metropolitan area. We intend to reduce outsourcing expenses by having engineers of subsidiaries participate in our projects, and to further improve profitability by having subsidiaries proactively leverage the human resources of neighboring small and medium-sized IT companies.

Target companies for M&As with the aim of strengthening support for DX are assumed to have superior technology in certain fields, and the number is smaller compared to M&As aimed at expanding human resources. We will fund smaller M&A deals with cash and larger deals with borrowing.

M&A policy

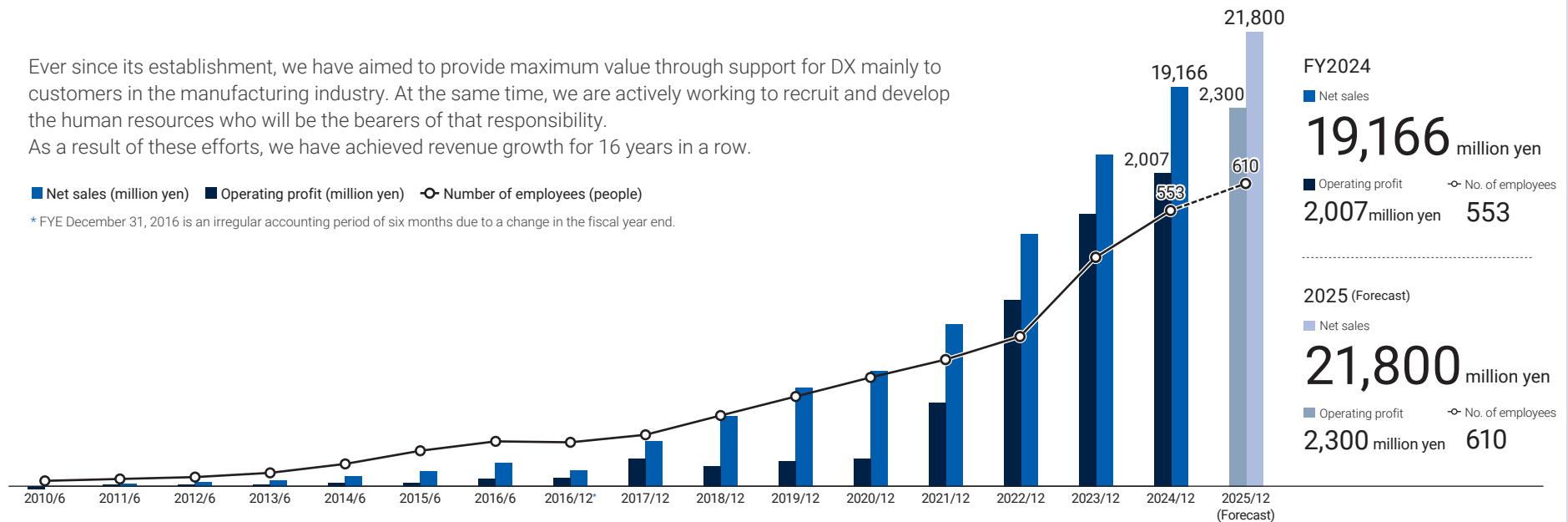|	Support for DX	Support for staffing of IT personnel
Purpose	To enrich the lineup of products for DX	To secure human resources and reduce outsourcing expenses
Target	IT enterprises with forte in areas that match our policy to expand the support for DX areas	Mainly the local small and medium-sized IT enterprises
Results	■FY 12/2023 Investment in REVA Investment Limited Partnership No. 1 Business alliance with REVA Corporation ■FY 12/2024 Acquisition of Pros Cons, Inc. as a wholly owned subsidiary Capital and business alliance with ESTYLE, Inc.	■FY 12/2023 Acquisition of P. G. System Co., Ltd. as a wholly owned subsidiary Acquisition of Denso Co., Ltd. as a wholly owned subsidiary ■FY 12/2024 Acquisition of Pro-X Co., Ltd. and Digital Design Services Co., Ltd. as wholly owned subsidiaries

Our Journey

Note: Disclosed on a non-consolidated basis up to FY2022, and on a consolidated basis from FY2023 onward.

We have achieved growth by responding to the needs of society with the power of IT

Ever since its establishment, we have aimed to provide maximum value through support for DX mainly to customers in the manufacturing industry. At the same time, we are actively working to recruit and develop the human resources who will be the bearers of that responsibility.
As a result of these efforts, we have achieved revenue growth for 16 years in a row.

■ Net sales (million yen)   ■ Operating profit (million yen)   ○ Number of employees (people)

* FYE December 31, 2016 is an irregular accounting period of six months due to a change in the fiscal year end.

FY2024

■ Net sales
19,166 million yen

■ Operating profit   ○ No. of employees
2,007 million yen   **553**

2025 (Forecast)

■ Net sales
21,800 million yen

■ Operating profit   ○ No. of employees
2,300 million yen   **610**

Establishment period
2009–2015

Established by a former employee of a venture company that provides support for DX to the manufacturing industry. Launched support for DX specializing in manufacturing industry design processes with strengths in 3D-shape processing technology. In addition, expanded network by visiting companies one by one to acquire partner companies. Found a path to corporate continuity, as the company has been able to receive repeat orders from customers.

Growth period
2016–2020

To accelerate business growth, proceeded with full-scale development of in-house products. Focused on common needs of many customers in support for DX, and commercialized "Orizuru" with functions that support these common needs in 2016. In addition, named the business partner network of small- and medium-sized IT companies "Ohgi" and further enhanced our personnel procurement capabilities.
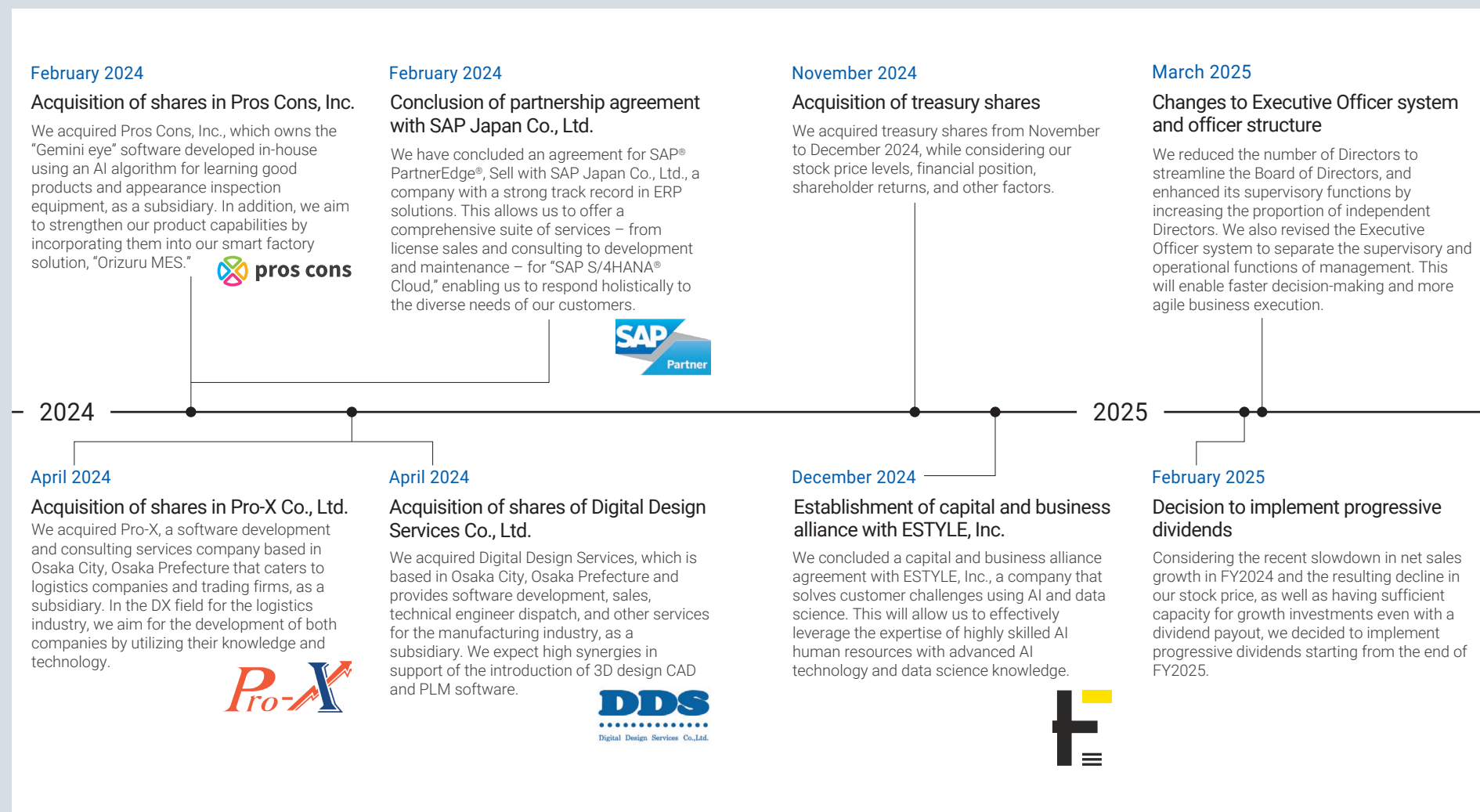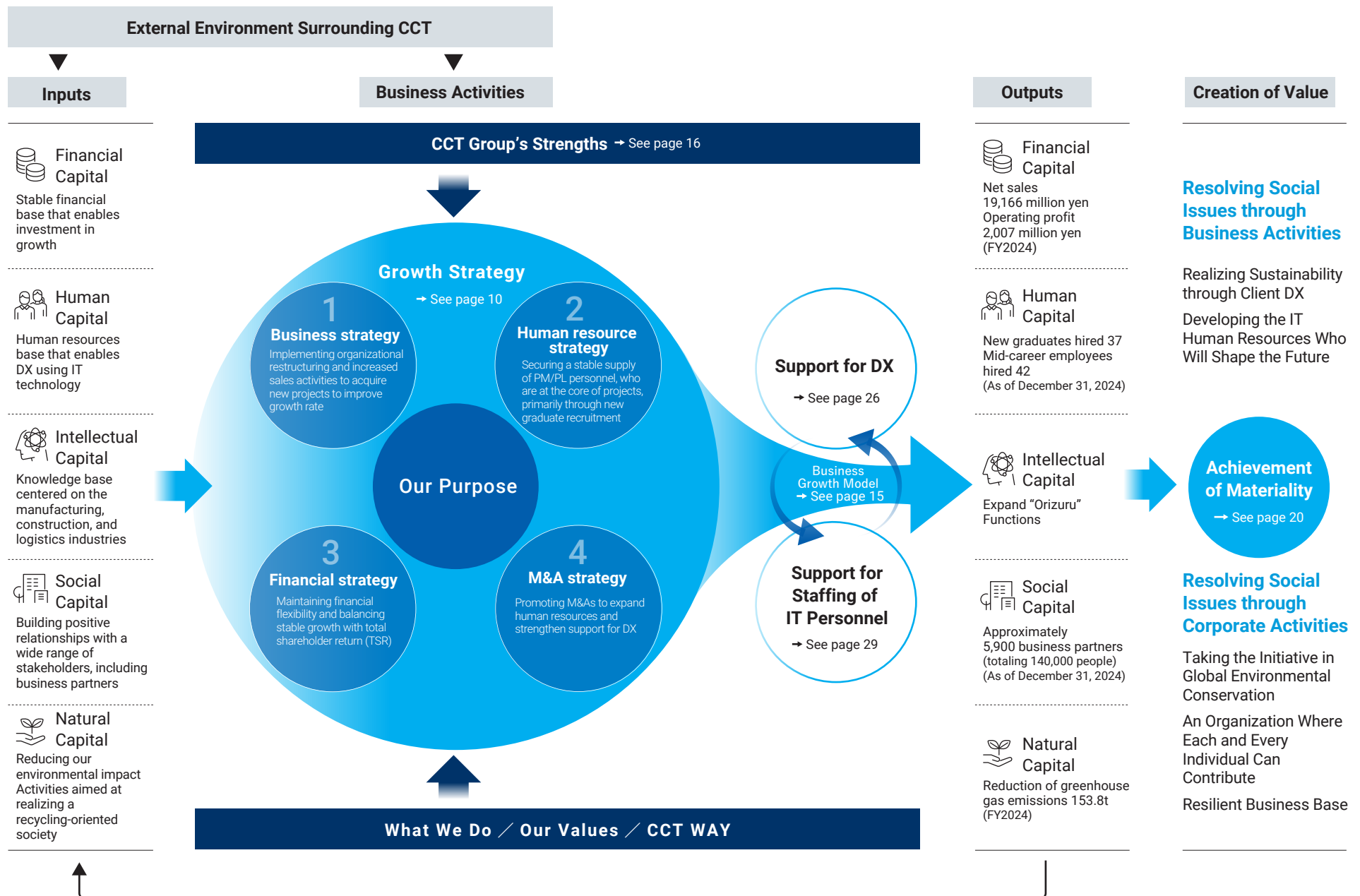
Expansion period
2021–

Following our listing on the TSE Mothers Market (currently the Growth Market) in September 2021, we had a positive impact on business activities in a wide range of areas. In addition to supporting the manufacturing and construction industries, we have begun providing support for DX to the logistics industry, and are meeting a variety of needs by combining Orizuru with cloud solutions. Since 2023, we have been actively pursuing M&A to achieve further growth.

Latest Year for CCT

We will achieve sustainable growth through M&A and organizational restructuring

February 2024

Acquisition of shares in Pros Cons, Inc.

We acquired Pros Cons, Inc., which owns the "Gemini eye" software developed in-house using an AI algorithm for learning good products and appearance inspection equipment, as a subsidiary. In addition, we aim to strengthen our product capabilities by incorporating them into our smart factory solution, "Orizuru MES."

February 2024

Conclusion of partnership agreement with SAP Japan Co., Ltd.

We have concluded an agreement for SAP® PartnerEdge®, Sell with SAP Japan Co., Ltd., a company with a strong track record in ERP solutions. This allows us to offer a comprehensive suite of services – from license sales and consulting to development and maintenance – for "SAP S/4HANA® Cloud," enabling us to respond holistically to the diverse needs of our customers.

November 2024

Acquisition of treasury shares

We acquired treasury shares from November to December 2024, while considering our stock price levels, financial position, shareholder returns, and other factors.

March 2025

Changes to Executive Officer system and officer structure

We reduced the number of Directors to streamline the Board of Directors, and enhanced its supervisory functions by increasing the proportion of independent Directors. We also revised the Executive Officer system to separate the supervisory and operational functions of management. This will enable faster decision-making and more agile business execution.

2024   2025

April 2024

Acquisition of shares in Pro-X Co., Ltd.

We acquired Pro-X, a software development and consulting services company based in Osaka City, Osaka Prefecture that caters to logistics companies and trading firms, as a subsidiary. In the DX field for the logistics industry, we aim for the development of both companies by utilizing their knowledge and technology.

April 2024

Acquisition of shares of Digital Design Services Co., Ltd.

We acquired Digital Design Services, which is based in Osaka City, Osaka Prefecture and provides software development, sales, technical engineer dispatch, and other services for the manufacturing industry, as a subsidiary. We expect high synergies in support of the introduction of 3D design CAD and PLM software.

December 2024

Establishment of capital and business alliance with ESTYLE, Inc.

We concluded a capital and business alliance agreement with ESTYLE, Inc., a company that solves customer challenges using AI and data science. This will allow us to effectively leverage the expertise of highly skilled AI human resources with advanced AI technology and data science knowledge.

February 2025

Decision to implement progressive dividends

Considering the recent slowdown in net sales growth in FY2024 and the resulting decline in our stock price, as well as having sufficient capacity for growth investments even with a dividend payout, we decided to implement progressive dividends starting from the end of FY2025.

Our Value Creation Model

External Environment Surrounding CCT

Inputs

Business Activities

Outputs

Creation of Value

Financial Capital

Stable financial base that enables investment in growth

Human Capital

Human resources base that enables DX using IT technology

Intellectual Capital

Knowledge base centered on the manufacturing, construction, and logistics industries

Social Capital

Building positive relationships with a wide range of stakeholders, including business partners

Natural Capital

Reducing our environmental impact Activities aimed at realizing a recycling-oriented society

CCT Group's Strengths ➜ See page 16

Growth Strategy
➜ See page 10

1 Business strategy
Implementing organizational restructuring and increased sales activities to acquire new projects to improve growth rate

2 Human resource strategy
Securing a stable supply of PM/PL personnel, who are at the core of projects, primarily through new graduate recruitment

Our Purpose

3 Financial strategy
Maintaining financial flexibility and balancing stable growth with total shareholder return (TSR)

4 M&A strategy
Promoting M&As to expand human resources and strengthen support for DX

Support for DX
➜ See page 26

Business Growth Model
➜ See page 15

Support for Staffing of IT Personnel
➜ See page 29

What We Do ╱ Our Values ╱ CCT WAY

Financial Capital

Net sales
19,166 million yen
Operating profit
2,007 million yen
(FY2024)

Human Capital

New graduates hired 37
Mid-career employees hired 42
(As of December 31, 2024)

Intellectual Capital

Expand "Orizuru" Functions

Social Capital

Approximately 5,900 business partners (totaling 140,000 people)
(As of December 31, 2024)

Natural Capital

Reduction of greenhouse gas emissions 153.8t
(FY2024)

Resolving Social Issues through Business Activities

Realizing Sustainability through Client DX

Developing the IT Human Resources Who Will Shape the Future

Achievement of Materiality
➜ See page 20

Resolving Social Issues through Corporate Activities

Taking the Initiative in Global Environmental Conservation

An Organization Where Each and Every Individual Can Contribute

Resilient Business Base

Business Growth Model

Two loops simultaneously boosting profitability and advancing our products

Structure for generating revenue (blue loop)

We are developing our business along two synergy loops aimed at achieving sustaining earnings growth and growing corporate value. This strategy hinges on Orizuru and Ohgi.

The image on the right shows the two key loops of our strategy promotion model. The inner blue loop is the profit generation structure from the operating flow from order to product delivery.

Structure for product evolution (gray loop)

The outer gray loop is the product evolution structure, the process for improving the value of our products. Progressing along the outer loop speeds up the progress on the inner loop, which increases profitability. This mechanism increases client satisfaction and leads to ongoing business transactions, which in turn provides an ongoing flow of profits for our Group.

We will combine the "profit generation structure" and the "product evolution" to achieve sustaining business growth.

Our operations flow through the three steps of ❶ improving our ability to accept orders, ❷ improving our ability to procure human resource talent, then ❸ improving our organizational project management capabilities. These three steps working in close unity will both generate and grow our profits.

The fourth step (❹) is steadily improving our products by broadening the applications for Orizuru and Ohgi. As the orders for our products grow, we are developing new functions to meet the various needs of our growing client base. Our products will evolve as the new functions become standard, which will greatly enhance the experience value these products provide to clients. This will also accelerate the flow of the first three steps, which will boost profits even further.

— Business growth model
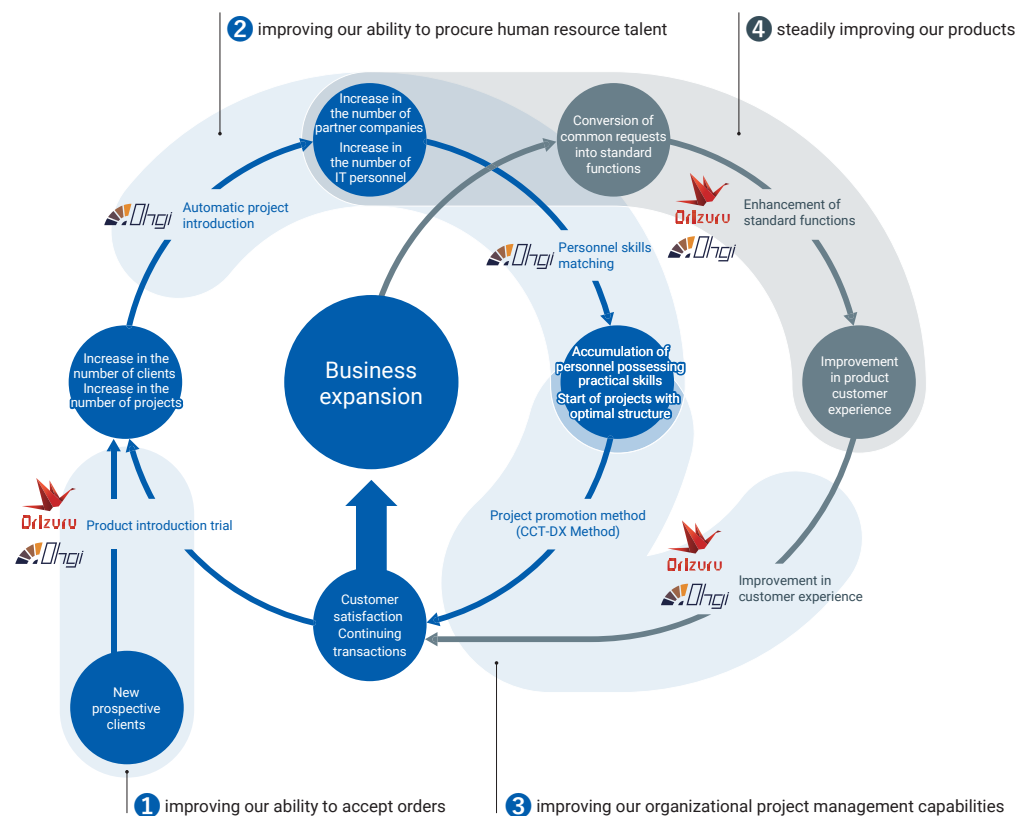
CCT Group's Strengths

Leveraging three strengths to comprehensively address customer DX issues

Companies specializing in consulting excel at envisioning ideal operations, but sometimes struggle when development is outsourced.
On the other hand, companies specializing in system development excel at resolving individual issues on-site, but may struggle to envision ideal workflows from a broader perspective. The Group has a diverse range of human resources, including consultants with extensive business knowledge and engineers with advanced technical skills in areas such as AI and 3D shape processing. We have a thorough understanding of the field, allowing us to design development flows from planning to operation. Through this grounded approach to support for DX, we have cultivated three strengths.

Important capital supports our strengths

	Strength 1 Retrofit	**Strength 2** Years of experience in manufacturing x DX	**Strength 3** Wide range of solutions
Issues	Simultaneous operation of old machinery and newly introduced equipment makes complete smart factory implementation difficult	Few companies possess a broad range of knowledge encompassing management perspectives, on-site factory views, business processes, manufacturing processes, and both hardware and software	Various systems have been partially optimized at each stage of the value chain, but the lack of integrated operations limits the effects of DX
Strengths	● Orizuru supports a wide variety of machinery and equipment ● Leverages our hardware expertise to digitally adapt older equipment ● Separates manual and automated processes	● Involved in DX for manufacturing since our founding ● Capable of constructing business processes with a comprehensive view of both management and on-site perspectives ● Able to engage in specialized conversations on the manufacturing floor	● Comprehensively addresses customer needs through integration with Orizuru and systems such as Salesforce and SAP ● Maintains the uniqueness of customer companies through customization based on their business flows

Human Capital

→ See page 17

Intellectual Capital

→ See page 19

Earned strong trust from our customers, with sales from existing customers consistently around 90% → See page 7

Our Important Capital | Human Capital

Strengthening human capital through recruitment and training to achieve sustainable growth

Promoting a comfortable work environment

Our Group has positioned human capital as one of its most important management issues, and the Representative Director, President and CEO is taking the lead in promoting such initiatives. The Sustainability Committee formulates policies related to human capital and manages progress, while important matters are reported to the Board of Directors for deliberation.

In order for the Group to achieve sustainable growth, we recognize that it is extremely important to recruit, retain, and develop excellent human resources who empathize with our philosophy and are highly motivated. To this end, it is necessary to create a comfortable working environment, and we are working to introduce systems that enable diverse work styles and enhance employee benefits.

Maximizing business results through the building of a strong organization

The source of our corporate value lies in human resources who possess both a strong character and a high level of expertise. Our unwavering strength lies in the culture of employees with diverse backgrounds thinking independently and collaborating to create new value.

In a rapidly changing market environment, systematic recruitment and development of human resources are the most important management issues for achieving sustainable growth. We clearly communicate the type of people we should recruit—those who can build trusting relationships as partners in creation—not only for their technical skills but also for their ability to do so, and we are fully committed to acquiring human resources who will lead our culture and future growth.

We define "truly valuable human resources" as those who are based on honesty and high ethical standards, have a strong willingness to contribute to the team, have a humble attitude to learning, possess the resilience to overcome challenges, and empathize with our philosophy. We believe that people with these qualities not only demonstrate their expertise but also enable smooth communication and flexible problem-solving, which leads to the building of long-term competitiveness. The top priority of our recruitment strategy is to recruit next-generation leaders who can think independently and drive change. To achieve this, we adhere to clear recruitment criteria and thoroughly pursue the quality of recruitment by sincerely engaging with each applicant.

Going forward, we will continue to balance securing and developing human resources who can achieve self-growth and value creation in teams for cultivating lasting relationships that allow for frank exchange of opinions, and will maximize business results on a solid organizational foundation.

Profile | He led business revitalization and business strategies directly under the top management of several listed companies, including organization transformation consulting firms, SCSK Corporation, and Accenture Japan Ltd. (formerly ALBERT). His strengths are creating numerical results and his implementation abilities. After joining CCT in 2022, he oversees all recruitment activities. He has built a "mid-office Human Resources Department" system through close collaboration with the field. He has been in his current position since January 2024.

Junichiro Chiba
Department Manager,
Human Resources Department

Policy	FY2024 Results	FY2025 Plan	Main Measures
Recruitment — We value personality in addition to capabilities such as specialized knowledge and skills. Specifically, by recruiting human resources with cooperativeness, sincerity, and flexibility, we strengthen communication and teamwork among employees, which leads to improvement in problem-solving capabilities and productivity as an organization. We aim to promote innovation by welcoming human resources with diverse values and backgrounds, and to establish a sustainable, competitive advantage and to enhance corporate value.	• New Graduate Recruitment (Joining in FY2025) • 49 people were hired against a target of 50 • Most of the applicants were from universities and graduate schools, and both personality and ability were evaluated • Mid-Career Recruitment (Leadership Level and Above in Second Half of 2024) • 5 people were hired against a target of 5 • We welcomed them as management candidates, valuing their work experience and examples of leadership	• New Graduate Recruitment (Joining in FY2026) • Set at 65 people • Recruit diverse human resources who not only have the ability and aptitude but also empathize with our culture and value teamwork • Increase the percentage of female applicants from 16% last year to 38% • Mid-Career Recruitment (Limited to Leadership Level and Above) • Recruit 20 people while narrowing down the necessary positions • Focus on recruiting leadership human resources who will strengthen inter-departmental collaboration and management skills	• Analyze data by university, arts and sciences, and gender, and differentiate from competitors by effective communication • Implement measures based on the analysis of the content of the first interview to increase the acceptance rate of offers and improve recruitment efficiency • Concentrate resources on effective recruitment channels based on past performance data to efficiently discover talented human resources • Improve selection criteria based on the analysis of post-employment performance and retention rate to prevent early attrition

*FY2024 results and FY2025 plan are non-consolidated figures.

Our Important Capital | Human Capital

Becoming an organization where everyone can demonstrate their abilities

Human capital is one of the core management resources that supports our business expansion. We view human resource development not simply as the acquisition of skills but as initiatives where individual growth and organizational evolution mutually influence each other. We believe that how we can draw out the power of each employee and connect it to value creation in a rapidly changing market environment will be a key factor in future sustainable growth.

Therefore, we have established basic education systems and are providing opportunities for acquiring skills in stages according to job type and years of experience. In addition, we have established a system to provide focused support for employees who are expected to become key personnel, and are working to build a foundation for expanding their roles.

Accelerating business expansion through practical human resource development

We are conducting practical human resource development to accelerate our business expansion. We provide education programs aimed at early deployment of new employees and have established a system to acquire the ability to respond autonomously on-site in a short period of time. In addition, we have established an in-house education system for all employees, which enables them to demonstrate their abilities in a short period of time, and are also implementing focused support through practical experience, emphasizing maximizing the potential of our human resources.

We also aim for early performance and repeatable operation through individual support based on aptitude and role expectations. We are focusing on building a culture that fosters autonomous learning and challenges in order to foster satisfaction with personnel development and a sense of growth, as well as encouraging follow-up and challenges aligned with career direction.

The background to these initiatives is that we are aiming to be an "organization that continues to create value." In order to respond flexibly to changes in the business environment and continuously develop human resources who are ready for actual tasks, it is essential to provide opportunities for practical experience on-site and growth support through feedback. Currently, we are developing human resources in stages from young to mid-career levels, and in some cases, we are seeing results leading to promotions and expanded roles. We are also working to accumulate and document the results of our human resource development and share them internally as know-how.

Going forward, we will position human resource development for candidates for project managers and development leaders as a key area, and will work on systematic development and supply of human resources in conjunction with the establishment of an operational system. We will enhance the effectiveness of operations as a mechanism to connect human capital strategies and business expansion.

Profile | He has primarily promoted structural reforms in development organizations at companies such as Yayoi Co., Ltd. and BizReach, Inc., and has served as a director, CTO, and CIO at multiple companies. He achieved repeatable growth through standardization and system redesign. He joined CCT in July 2024 and is responsible for building a system that supports sustainable organizational growth through the development of information infrastructure and human capital. He has been in his current position since April 2025.

Takashi Yasukochi
Senior Executive Officer, CIO,
Department Manager of
Information Systems Department

Policy	FY2024 Results	FY2025 Plan	Main Measures
Human Resource Development We prioritize human resource development that accelerates business expansion and will foster practical skills that can be demonstrated on-site. By designing placement and development as an integrated system based on individual aptitude and stage of growth, we will achieve both early performance and continued growth. In addition, we will promote the systematic development and supply of management personnel and improve the reproducibility and stability of the organization.	• Implemented development measures in stages for young to mid-career human resources according to their stage of growth • Promoted or expanded roles for several people, and the results of human resource development are gradually becoming established within the organization as model cases • Documented the knowledge and support processes gained during the development process, and established a foundation for deployment within the company	• Position the development of human resources who will become management personnel as a key area and begin systematic selection and support • Intensify development support tailored to the structure of the development team undergoing reconstruction • Improve the development framework and support processes to ensure operational stability	• Document the selection criteria for development targets and the support processes and establish them as a company-wide operational policy • Implement project-based development support through practical experience for development organizations in stages • Establish a system to link placement and development and support both role expansion and performance

Our Important Capital | Intellectual Capital

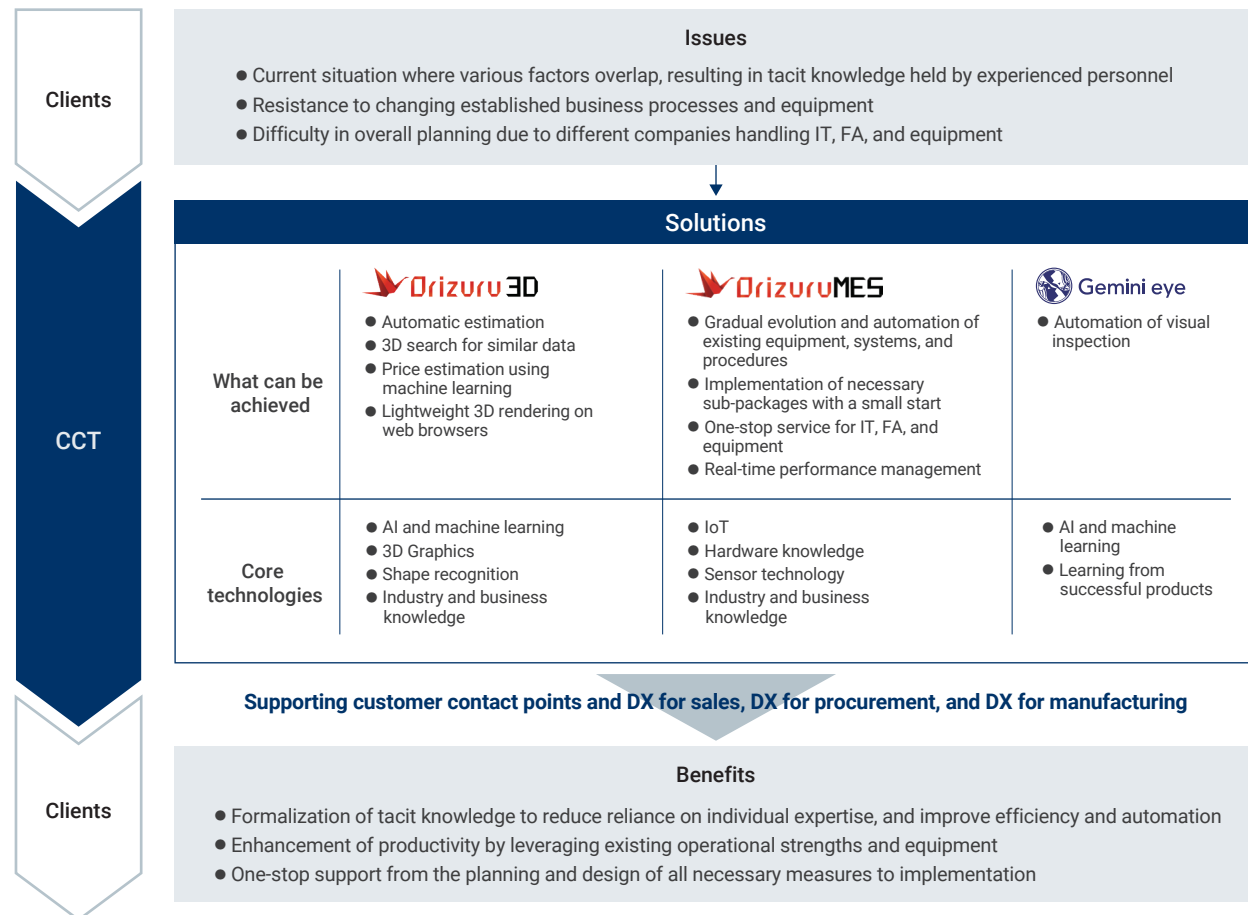# "Orizuru" DX development base built on accumulated know-how

Maintaining and enhancing strengths in competitive areas is essential for companies to continue growing. They can achieve sustainable growth by leveraging the advantages of our established processes and systems, while improving productivity and reducing dependence on individual expertise through DX.

We have been offering "Orizuru" since 2016 as a useful development base for achieving DX at low cost and in a short period.

We have tailored "Orizuru" to specific industries and business areas, offering "Orizuru MES" for manufacturing execution and "Orizuru 3D" for estimating, design, and procurement.

It covers a wide range of necessary functions for DX for manufacturing, allowing companies to implement necessary sub-packages with a small start and to integrate them with existing systems. This enables companies to proceed step-by-step while confirming ROI without drastically changing operations.

— Overall image of "Orizuru"

Clients

CCT

Clients

Issues
- Current situation where various factors overlap, resulting in tacit knowledge held by experienced personnel
- Resistance to changing established business processes and equipment
- Difficulty in overall planning due to different companies handling IT, FA, and equipment

Solutions

	Orizuru 3D	**Orizuru MES**	**Gemini eye**
What can be achieved	• Automatic estimation • 3D search for similar data • Price estimation using machine learning • Lightweight 3D rendering on web browsers	• Gradual evolution and automation of existing equipment, systems, and procedures • Implementation of necessary sub-packages with a small start • One-stop service for IT, FA, and equipment • Real-time performance management	• Automation of visual inspection
Core technologies	• AI and machine learning • 3D Graphics • Shape recognition • Industry and business knowledge	• IoT • Hardware knowledge • Sensor technology • Industry and business knowledge	• AI and machine learning • Learning from successful products

Supporting customer contact points and DX for sales, DX for procurement, and DX for manufacturing

Benefits
- Formalization of tacit knowledge to reduce reliance on individual expertise, and improve efficiency and automation
- Enhancement of productivity by leveraging existing operational strengths and equipment
- One-stop support from the planning and design of all necessary measures to implementation

Our Materiality

We will strive to enhance corporate value by promoting our materiality initiatives

– Process for defining our materiality

STEP1
Identification of social issues
Identified social issues based on consideration of industry-and business-specific issues, with reference to guidelines such as GRI

STEP2
Evaluation of importance
Determined the order of priority for the list of social issues identified through interviews with employees, business partners, institutional investors, and management

STEP3
Adequacy evaluation and identification of materiality
Internally discussed the important themes which had been selected and their relevance to the Company's business and identified our materiality

STEP4
Approval by the Board of Directors
Final approval following discussion at the Board of Directors, including Outside Directors

	Our Materiality	KPI	Goal / Target FY	FY2024 Results	Results of Main Initiatives
Resolving Social Issues through Business Activities	**Realizing Sustainability through Client DX** Contributing to business continuity, increasing sales and profit, and sustainable development of industry by using "Orizuru" to implement client DX	(1) Support for DX business sales (2) Number of employees involved in DX projects	(1) — (2) —	(1) 9,080 million yen (2) 277 people	Support for DX ➜ See pages 26 to 28
	Developing the IT Human Resources Who Will Shape the Future Resolving the problems caused by involvement of many intermediary agencies and contributing to the sustainable development of the IT industry by improving the skills of IT engineers and expanding the "Ohgi" network	(1) Number of companies registered in Ohgi (2) Number of business partner assignments (quarterly average)	(1) — (2) —	(1) Approx. 5,900 (2) 1,186 man-months (FY2024 4Q)	Expansion of Ohgi ➜ See pages 29 to 30
Resolving Social Issues through Corporate Activities	**Taking the Initiative in Global Environmental Conservation** ● Realizing a zero carbon business ● Realizing a circular economy business	(1) Greenhouse gas (GHG) emissions (Scope 1, 2) (2) GHG emissions per unit of net sales (3) GHG emissions per unit of operating profit (4) Rate of reuse of computers	(1) 50% reduction compared to 2023 / FY2030 (2) — (3) — (4) 100% / FY2030	(1) 153.8 t-CO_2 (2) 0.8 t-CO_2/hundred million (3) 7.7 t-CO_2/hundred million (4) 100%	Calculation of GHG Emissions and Setting of Targets ➜ See page 32
	An Organization Where Each and Every Individual Can Contribute ● Widely disseminating the CCT WAY ● Strengthening organizational capabilities by promoting employee engagement ● Creating a comfortable and rewarding working environment	(1) Number of participants in CCT WAY training (cumulative) (2) Percentage of men and women employees taking parental leave (3) Average hours of overtime	(1) Continue 50 people/year (2) Men 100.0% / Women 100.0% / FY2030 (3) Maximum of 20 hours / FY2030	(1) 119 people (2) Men: 44.44% Women: 100% (3) 18.94 hours	Widely Disseminating the CCT WAY ➜ See page 35 Work-Life Balance Promotion ➜ See page 36
	Resilient Business Base ● Data security and system risk management ● Ensure highly transparent governance and compliance	(1) Percentage of women Directors (2) Percentage of Outside Directors (3) Number of serious incidents	(1) 30% / FY2030 (2) 50% / FY2030 (3) 0 / FY2030	(1) 12.5% (2) 50.0% (3) 0	Corporate Governance ➜ See pages 43 to 46

The Value We Provide to Society (1) | Support for DX

Support for joint system development to streamline procurement operations and enhancement of in-house development

As a partner of MISUMI Group Inc. (hereinafter referred to as "MISUMI"), which engages in the manufacturing and distribution of machine parts, we support the development of their machine parts procurement service "meviy." This service allows for the instant display of cost estimates and delivery times by simply uploading 3D CAD data. MISUMI aimed to dramatically reduce the time it takes for customers to procure products by focusing on the CAD used by equipment designers. Our proprietary 3D shape processing technology was chosen in order to achieve this, which led to the joint development. Our support for DX revolutionizes customer business processes and value chains, and consistently accompanies everything up to in-house system development. For MISUMI, there are benefits of being able to accumulate core technology and knowledge in-house, as well as cost reductions.

In September 2022, we established DT Dynamics Co., Ltd. (DT Dynamics), a joint venture with MISUMI, and have made progress in strengthening in-house development. The three-year technology transfer process focused on time resulted in significant improvements in development speed and productivity, including a three-fold increase in the number of "meviy" solutions compared to the initial phase of development. Going forward, we will continue providing strong support for the Digital MODEL Shift being contemplated by MISUMI. We will also support service cooperation for other 3D CAD-related services, including meviy, and continue accelerating our response to digital manufacturing.

AI platform for machine parts procurement

meviy

"meviy" is a next-generation manufacturing platform that enables instant estimations through uploads of 3D CAD data, and shipments in as little as one day. Significantly reducing the time until delivery has reduced the workloads of both designers and purchasing personnel. If your equipment has 1,500 parts, it saves 92% of the time compared to using 2D drawings. In addition to processes for cutting, sheet metal, and lathing, we also offer a wealth of materials and surface treatments. We support the design of jigs, machinery and equipment, and product development.

Evolving "meviy" by supporting CCT to strengthen in-house development

Through the development of meviy, we have partnered with CCT for many years to address the challenge of solving the shortage of time, a fundamental issue facing the manufacturing industry. The meviy service has now been expanded globally and has also gained high levels of support from overseas customers. Thanks to the three years of support from CCT, development productivity is three times higher than before. As a result, we can provide prompt and high-quality responses to diverse customer requirements.

Going forward, we will focus on further evolution of meviy while strengthening cooperation with MISUMI's other 3D CAD-related services with the aim of solving the shortage of time faced by manufacturing industry to realize a new manufacturing paradigm free from time and logistical constraints.

Takashi Michihiro   President and Representative Director, DT Dynamics Corporation

Profile | Joined the MISUMI Group Inc. in 2018. He led the expansion of the engineering organization and the development of "meviy," and established DT Dynamics in 2022.

– "meviy" development project process

1 Goal Formulation	• Developed machine parts procurement platform that drastically shortens manufacturing lead times
2 Technical Verification	• Displayed CAD data on browser • Applied shape recognition technology
3 System Development	• Constructed system through agile joint development (scrum development)
4 Strengthening Operation/In-house Production	• Divided 3-year plan into 3 stages and strengthened in-house development • Created system in DT Dynamics and transferred technology

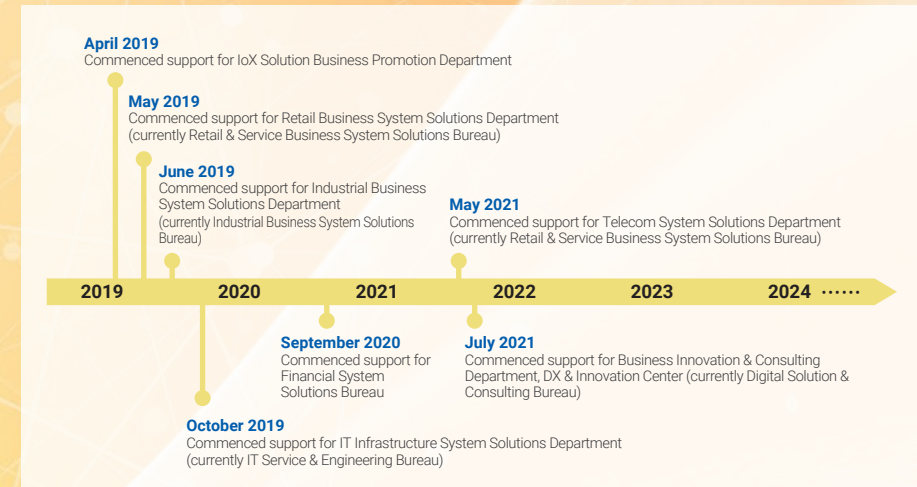The Value We Provide to Society (2) | Support for Staffing of IT Personnel

We contribute to customer growth and transformation through our accompanied support for staffing of IT personnel

NS Solutions Corporation (NSSOL) is leading digitalization in a variety of industries as a comprehensive IT solutions company that supports the digital transformation (DX) of customers, leveraging the technical capabilities cultivated in steel manufacturing. Over the past few years, NSSOL has strengthened competitiveness and promoted growth by focusing on "strategic areas" that meet the challenges in each industry and expanding into the newest fields of technology, including utilization of AI and data and support for the introduction of SaaS.

CCT has supported the growth strategy at NSSOL on the human resources front. In the IT human resources market, where there is a persistent shortfall in talent, CCT procures and promptly proposes suitable human resources for a wide range of technical and business fields drawing on its network of partner human resources with whom it strategically cooperates. Beginning in 2019, we now provide extensive support for six bureau-level departments at NSSOL. We also provide support through a long-term accompanied team structure with the aim of retaining and developing human resources at NSSOL, including proposing human resources with specialized skills for manufacturing industry, particularly cloud computing business such as Salesforce and PLM. We will continue to support growth and transformation at NSSOL, contributing to further value creation.

*Salesforce, Sales Cloud, etc. are trademarks of Salesforce.com, Inc. and are used under license.

— Expansion of support for staffing of IT personnel (at NSSOL)

April 2019
Commenced support for IoX Solution Business Promotion Department

May 2019
Commenced support for Retail Business System Solutions Department (currently Retail & Service Business System Solutions Bureau)

June 2019
Commenced support for Industrial Business System Solutions Department (currently Industrial Business System Solutions Bureau)

May 2021
Commenced support for Telecom System Solutions Department (currently Retail & Service Business System Solutions Bureau)

| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 ······ |

September 2020
Commenced support for Financial System Solutions Bureau

July 2021
Commenced support for Business Innovation & Consulting Department, DX & Innovation Center (currently Digital Solution & Consulting Bureau)

October 2019
Commenced support for IT Infrastructure System Solutions Department (currently IT Service & Engineering Bureau)

More integrated approach to cooperation based on our established relationships

The division I work in has been receiving support since around 2023, and seven new engineers were involved in a number of retail projects in fiscal 2024. The experience and skills needed varied from project to project, but CCT had a solid understanding of the roles and took account of our budget in proposing human resources. I am grateful that CCT was able to swiftly identify and propose suitable human resources for our projects from a large pool of candidates, including freelancers.

We have also received high ratings from our customers, resulting in many long-term, ongoing projects. Going forward, I hope we can achieve a more integrated approach to activities between our two companies with CCT sharing the dates when highly-rated human resources are expected to finish their projects with us as early as possible so that we can actively engage with customers.

Tetsuya Shimizu   Professional,
Retail & Service Business System Solutions Division - III
NS Solutions Corporation

Profile | He is primarily responsible for PL/PM in retail core system/product procurement system implementation projects, and is currently in charge of proposing and managing support personnel for clients' IT departments.

Most important partner with extensive support capabilities

Our business relationship with CCT began when I was heading up the IoX solutions business and they referred us an outstanding scrum master to us at a time when we urgently needed to recruit someone. Greatly impressed with their speed and the quality of human resources, we quickly introduced them to other departments within the company. Communication with our executive level also progressed smoothly, and our collaboration steadily expanded. They are now our most important partner with the capability to provide extensive support ranging from software development to upstream consulting. More recently, they have been actively involved in new areas, such as Salesforce, in addition to staffing support, and we aim to contribute together to promoting our customers' digital transformation. Moving forward, I hope we will also take on the challenge of collaborating in new areas, such as development of solutions for manufacturing industry, which is CCT's strength, contributing to business expansion for both our companies.

Akimi Tojo   Director, Senior Executive Officer
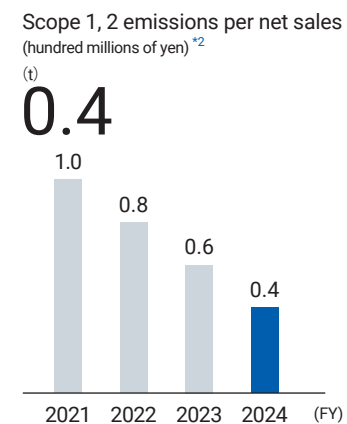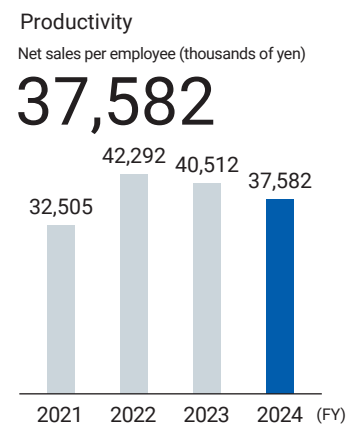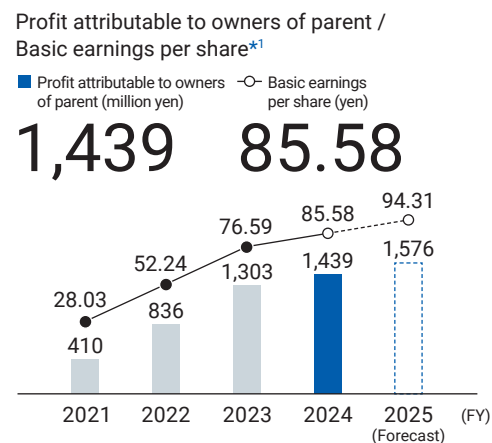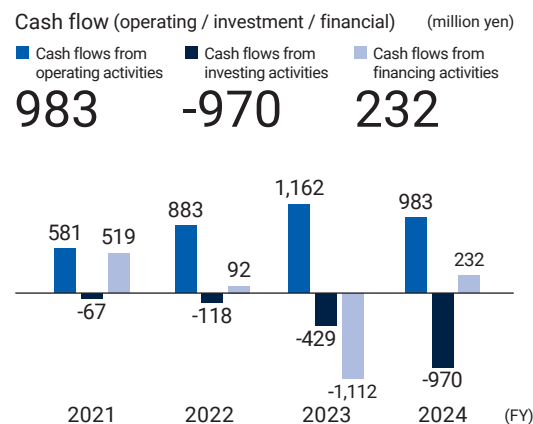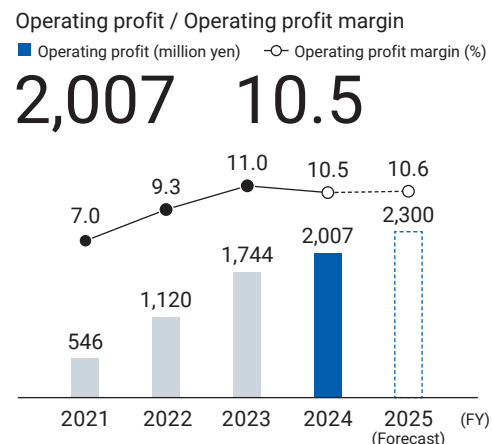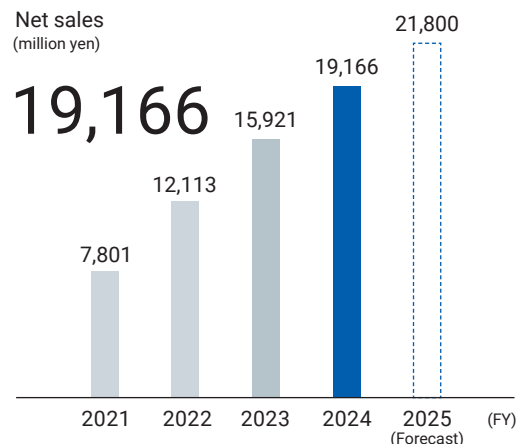NS Solutions Corporation

Profile | After having served in roles ranging from sales and consulting for manufacturing to the Data Center Division, being posted to Shanghai, and then working in divisions including IoX and Retail & Service, he is now the executive officer in charge of corporate functions.

Financial and Non-Financial Highlights

Financial Data

Net sales (million yen)

19,166

FY	2021	2022	2023	2024	2025 (Forecast)
	7,801	12,113	15,921	19,166	21,800

Operating profit / Operating profit margin
- Operating profit (million yen)
- Operating profit margin (%)

2,007   10.5

FY	2021	2022	2023	2024	2025 (Forecast)
Profit	546	1,120	1,744	2,007	2,300
Margin	7.0	9.3	11.0	10.5	10.6

Cash flow (operating / investment / financial) (million yen)
- Cash flows from operating activities
- Cash flows from investing activities
- Cash flows from financing activities

983   -970   232

FY	2021	2022	2023	2024
Operating	581	883	1,162	983
Investing	-67	-118	-429	-970
Financing	519	92	-1,112	232

Profit attributable to owners of parent / Basic earnings per share[1]
- Profit attributable to owners of parent (million yen)
- Basic earnings per share (yen)

1,439   85.58

FY	2021	2022	2023	2024	2025 (Forecast)
Profit	410	836	1,303	1,439	1,576
EPS	28.03	52.24	76.59	85.58	94.31

Non-Financial Data

No. of employees (people)

553

FY	2021	2022	2023	2024
	250	314	454	553

Parental leave acquisition rate[2]
- Men (%)
- Women (%)[3]

44.44   100.0

FY	2021	2022	2023	2024
Women	100.0	100.0	100.0	100.0
Men	37.5	50.0	37.5	44.44

Productivity Net sales per employee (thousands of yen)

37,582

FY	2021	2022	2023	2024
	32,505	42,292	40,512	37,582

Scope 1, 2 emissions per net sales (hundred millions of yen)[2] (t)

0.4

FY	2021	2022	2023	2024
	1.0	0.8	0.6	0.4

[1] Our company conducted stock splits of 2 shares per share of common stock on April 1, 2022 and October 1, 2022, respectively. The basic earnings per share on this page are calculated assuming that all of the stock splits were carried out.
[2] Disclosure based on non-consolidated basis for FY2021-FY2024.
[3] Figures include employees in the process of taking parental leave (planning to take parental leave).

Message from the CFO

We will enhance corporate value by expanding our business base and strengthening shareholder returns
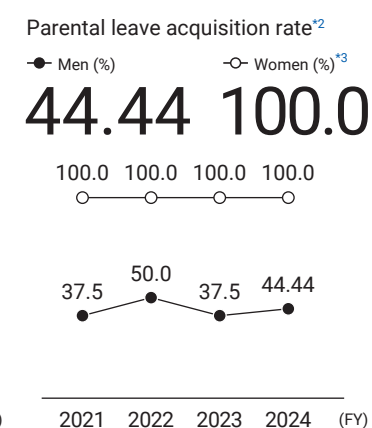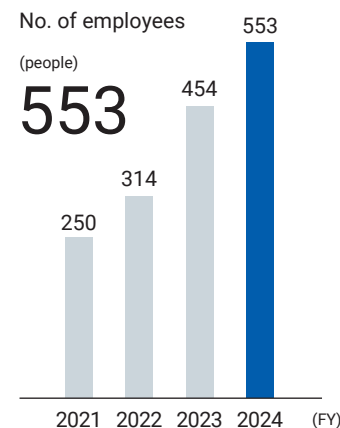
Kazuaki Nakajima   Director, Vice President, CFO

Profile | He joined The Industrial Bank of Japan, Limited (current Mizuho Bank) in 1995 after graduating from the Faculty of Law, The University of Tokyo. He was subsequently involved in start-ups, the launch of new businesses overseas, corporate turnarounds, and IPOs, etc. at several companies before joining CCT in 2018. After working on a system development project at a head office division, he assumed the position of Executive Officer, CFO of the Company in 2019 and has been focusing on establishing management systems. He took up the post of Director, CFO in 2020, and then the post of Director, Vice President, CFO in 2025.

Growth decelerated despite record profits in FY2024

Net sales for the fiscal year ended December 31, 2024 increased to 19.1 billion yen (up 20.4% year on year), the 16th year of consecutive growth since the company was established, and operating profit also increased to 2.0 billion yen (up 15.1% year on year), setting an all-time record high.

The revenue composition was 47% from support for DX and 53% from support for staffing of IT personnel, with both experiencing approximately 20% revenue growth. The gross profit margin slightly decreased to 26.2% (down 0.9 percentage points year on year) due to unprofitable projects in some support for DX engagements. Consequently, the operating profit margin also decreased to 10.5% (down 0.5 percentage points year on year).

At the beginning of the fiscal year, we issued an ambitious forecast aiming to maintain a sales growth rate of 30% or more. However, the stock price declined significantly after we revised our earnings outlook during the third-quarter results announcement. We recognize that investors reacted strongly to the significant slowdown in growth during the second half of the year, as new customer acquisition did not progress as planned. Our performance is by no means poor, but this represents a major turning point as doubts have arisen regarding our growth potential, which had previously earned us a high valuation as a growth stock. As management, we deeply regret this.

For FY2025, we aim for steady revenue and profit growth, establishing a foundation for medium-term expansion

For the fiscal year ending December 31, 2025, we expect net sales of 21.8 billion yen, up 13.7% year on year, and operating profit of 2.3 billion yen, up 14.6% year on year. Recognizing that maintaining a sales growth rate of over 30% as we have in the past will be challenging, we aim to sustain organic growth of 15% or more over the medium term. We position FY2025 as a year for establishing a solid foundation toward that goal.

We recognize that the primary cause of the slowdown in growth was a significant lack of sales activity. Our company was originally a group of engineers and had conducted very little sales activity. Nevertheless, we were able to maintain high growth based on expanding transactions with existing clients and gradually building transactions with some new clients. However, as net sales reached 20.0 billion yen, it became difficult to continue high growth using the same methods. We therefore launched outbound sales, but in addition to a longer-than-expected lead time to securing orders, a shortage of project managers forced management to become involved in following up on ongoing projects. As a result, we were unable to secure sufficient sales activity, leading to the revision of our earnings forecast.

For FY2025, we plan to secure sales activity by undertaking a large-scale organizational restructuring and appropriately allocating human resources to the right positions to overcome these challenges. We expect the positive effect on revenue to materialize from the second half of FY2025 and beyond.

Message from the CFO

We will also steadily address the challenge of improving profitability. By raising the unit price of our services, optimizing the outsourcing expense ratio, improving productivity, and thoroughly managing project profitability, we aim to raise the gross profit margin for support for DX to over 40% in the medium term. This will enable us to achieve an operating profit margin of 12%, and ultimately 15% in the long term.

We will initiate dividend, aiming to maximize total shareholder return (TSR) through a dual focus on business growth and shareholder returns

Since our IPO in 2021, we have aimed to reward our shareholders with capital gains by sustaining high growth and enhancing corporate value, as well as increasing net assets to list on the Prime Market. However, the significant decline in stock price triggered by the slowdown in growth has made that difficult.

On the other hand, our business base is steadily expanding, and we believe we can continue to grow our revenue and profit. Therefore, we are forecasting operating cash flow of approximately 4.0 to 5.0 billion yen over the three years from FY2025 to FY2027. We have determined that even with cash payouts to return profits to shareholders, we have sufficient investment capacity needed for business expansion. Therefore, we have decided to initiate dividends from FY2025 (March 2026). In particular, to assure individual investors that they can hold our stock for the long term, we will adopt a basic policy of stable progressive dividends, and determine the dividend amount based on a dividend payout ratio of 20-30%.

We have revised our financial strategy and capital policy, lowering the priority of building up net assets for a Prime Market listing. We will base our approach on progressive dividends, and flexibly consider treasury share repurchases based on a

comprehensive assessment of market trends, our stock price level, and financial conditions. Regarding M&A, we plan to finance smaller projects with cash and use borrowings in combination for larger projects, enabling us to act swiftly and strategically. We believe we will naturally reach net assets of 5.0 billion yen in the near future, and we will consider a listing on the Prime Market once our market capitalization exceeds 25.0 billion yen.

Based on organic growth of 15% or higher, we will pursue further growth by layering on additional value through M&A while maintaining financial soundness. Furthermore, by strengthening shareholder returns, we aim to enhance corporate value and maximize TSR.

— Measures for improving gross profit margin

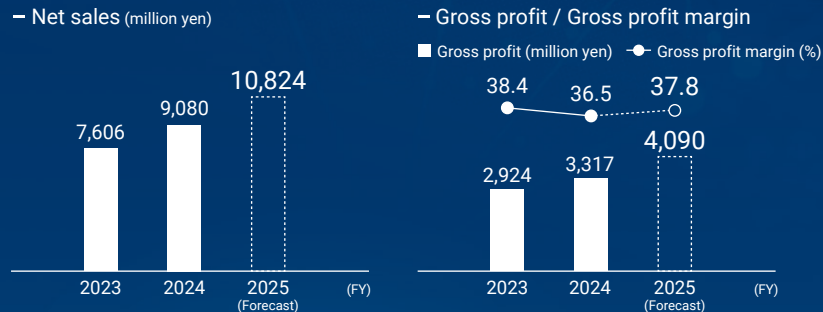|	Support for DX	Support for staffing of IT personnel
Gross profit margin	We aim to maintain 40% or over in the medium to long term	We aim to keep gross profit margin stable at 16% to 17%
Unit price of our services	We aim to raise the unit price of our proposal by 5% to 10%, to offset the rise in employees' wages, the rise in unit price for outsourcing and other necessary factors	To offset the rise in unit price for outsourcing
Unit price for outsourcing	**To alleviate the impact of the rise in unit price in the market by utilizing Ohgi (To curb the rise in unit price)**	
Outsourcing expense rate	**Around 45%** In the main phase, we will shift from employees to subsidiaries or business partners. Employees who engage in business operations with high added value	**Around 70%** No change to the status quo
Productivity improvement	To improve productivity by improving technological prowess and streamlining business operations (by establishing an organization development division)	—
Project profitability management	To make the judgment for accepting orders stricter (standard gross profit margin: 40% or higher) and manage project profitability thoroughly	—

— Envisioned cash allocation in FY 12/2025 to FY 12/2027

Unit: hundred million yen

Operating CF 40 to 50

Fund procurement (borrowings and corporate bonds) and other measures

Investment for growth 15 to 35 +α

M&A

Other

Shareholder return 15 to 25

Dividends

Treasury share acquisition

- Aggressive investment for growth
- Maintenance of financial strength

Stable progressive dividends
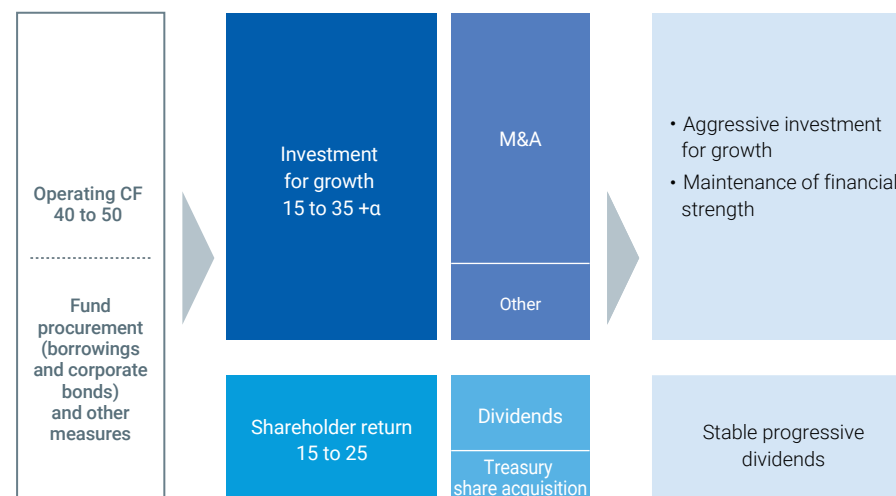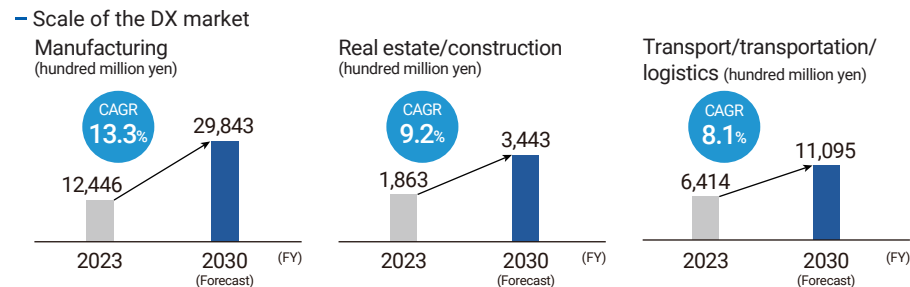
Strategy By Sector

Support for DX

We support DX, primarily for customers in the manufacturing, construction, and logistics industries. We contribute to business growth, profit growth, and business continuity for our clients by leveraging our in-depth knowledge of manufacturing and extensive technical capabilities in the digital field to identify and solve issues, such as inefficient business operations and business operations, that are highly dependent on individual skills and reliant on veteran personnel.

– Net sales (million yen)

	2023	2024	2025 (Forecast)
	7,606	9,080	10,824

(FY)

– Gross profit / Gross profit margin

■ Gross profit (million yen)   ●– Gross profit margin (%)

	2023	2024	2025 (Forecast)
Gross profit margin (%)	38.4	36.5	37.8
Gross profit	2,924	3,317	4,090

(FY)

Market environment

The DX market continues to experience rapid growth. Our Support for DX business focuses on the manufacturing, construction, and logistics sectors, where the need for DX is increasing due to the persistence of inefficient operations and changes in the external environment. It is expected that the market scale will expand at an average annual rate of over 10%, indicating a higher demand for DX compared to other industries and business areas.

– Scale of the DX market

Manufacturing (hundred million yen)

CAGR **13.3**%

2023	2030 (Forecast)
12,446	29,843

(FY)

Real estate/construction (hundred million yen)

CAGR **9.2**%

2023	2030 (Forecast)
1,863	3,443

(FY)

Transport/transportation/ logistics (hundred million yen)

CAGR **8.1**%

2023	2030 (Forecast)
6,414	11,095

(FY)

*Source: Future Outlook for the Digital Transformation Market in 2025 (Market Edition) produced by Fuji Chimera Research Institute, Inc. in March 2025

Our strength and competitive advantage

By combining our own products with cloud solutions, we continuously support our customers' DX initiatives

Since our establishment, we have expanded our industry scope from manufacturing, of which we possess extensive knowledge, to construction and logistics, which are industries with similar structures, and have been developing systems utilizing the latest digital technologies. As we continue our support for DX, we are continuously enhancing the functions of "Orizuru," which enables us to realize customers' required functions quickly and at low cost.

– Product deployment status

	System configuration			Offered solutions		Policy
				CCT	Partners	
Marketing and sales management system	MA	CRM・SFA			salesforce PARTNER SINCE 2014	● We have built a track record as a partner with Salesforce since 2014 and were certified as a manufacturing expert in 2021
	To attract prospective clients	Customer management	Sales management		WingArc1st	● WingArc1st's WARP partner grade was upgraded to Gold in April 2025
Data analysis reports	BI/AI/Reports					● We select the appropriate solution based on customer needs
	Data visualization	Prediction	Reports			
Core systems (management)	ERP				SAP Partner	● We concluded a partnership agreement with SAP in 2024
	Finance	Inventory management	Project management		mcframe	● We are focusing on mcframe and Infor, which are ERP systems for the manufacturing industry
	Merchandise management	Production management	Budget management		infor	
Industry-specific middleware systems (planning/ execution)	[1] Order receipt Design Procurement	[2] MES WMS Manufacturing Logistics		[1] Orizuru 3D [2] Orizuru MES		● We concentrate on providing solutions for core business processes that require extensive business knowledge, using Orizuru
	CAD PLM			Aras		● We were certified as an Aras certified partner in 2025 ● We also support Teamcenter, starting from the digital design services of our subsidiary
On-site systems (control)	PLC DCS					● Integration with Orizuru

Strategy By Sector | Support for DX

A feature of our Support for DX business is that we support not only the implementation of DX but also the in-house production of DX capabilities. We support internal development, including technology transfer, to enable our customers to continuously implement DX on their own. After the in-house production of DX, we continue to provide personnel support through support for staffing of IT personnel, and comprehensively address customer digitalization needs with cloud products in each area and Orizuru. By concentrating customization within Orizuru, we compensate for the lack of customization options in cloud products.

Focusing on manufacturing, construction, logistics industries

Our Support for DX business particularly focuses on the manufacturing, construction, and logistics industries, where we can leverage our strengths. In the manufacturing industry, we have primarily realized DX in the design, procurement, and manufacturing areas, leveraging our 3D shape processing technology and knowledge of on-site manufacturing processes since our founding. We support automation and efficiency in accepting orders and procurement, construction of smart factories, and revitalization of business processes across the value chain through PLM and ERP implementation.

Leveraging our track record in support for DX in the manufacturing industry, we have expanded our support to the design and construction areas of the construction industry. We leverage our expertise in the manufacturing industry, combined with our track record in building BIM common data foundations specific to the construction industry and our BIM data handling technologies, to achieve BIM integration and design efficiency.

Furthermore, we leverage our knowledge in inventory management and shipping logistics accumulated from the manufacturing industry to support the warehousing and transportation areas of the logistics industry, undertaking the construction of WMS and TMS.

Growth strategy

We have clearly defined roles for each department, broadly divided into those responsible for new clients and products, and those for existing clients. In the former, we not only secure project leads independently through outbound sales that emphasize the appeal of our solutions, but also aim for a steady increase in the number of leads by strengthening relationships with partner companies. We also earn credibility by successfully completing projects for new clients.

In the latter, we increase lifetime value (LTV) not only through upselling to existing clients but also by promoting cross-selling of all our products. Furthermore, we will improve gross profit margins by substituting delivery systems with trained junior staff, subsidiaries, and business partners.

Service lineup for manufacturing industry

Service lineup for construction industry

Service lineup for logistics industry
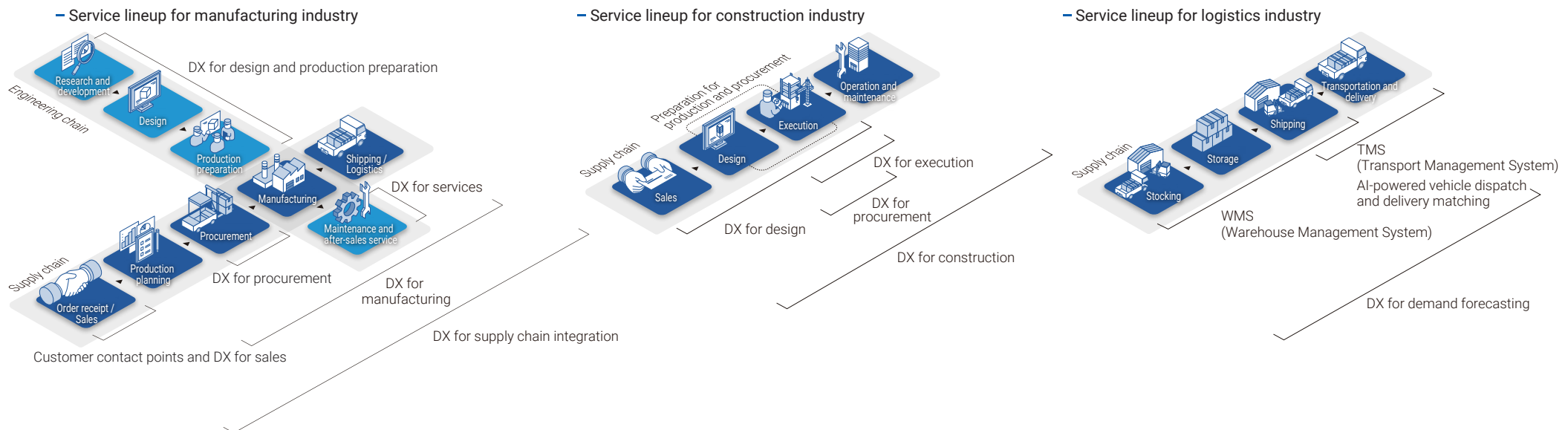
Strategy By Sector | Support for DX

Message from the general manager

Masataka Ishihara
Executive Officer
General Manager,
Manufacturing DX Division

Supporting DX initiatives with cross-functional responses spanning the supply chain and engineering chain

In the Manufacturing DX Division, we assist manufacturing clients in goal formulation, operation design, and the achievement of phased DX implementation. Many clients face challenges in areas such as refining and real-time updating of management accounting (including cost management), increasing production capacity, and reducing lead times through the reduction of reliance on individual expertise and streamlining of quoting and production preparation. To address these challenges, we leverage digital solutions centered around ERP, MES, and PLM, tailored to specific objectives, and provide support from DX planning to achieving results by a team having both deep operational and digital expertise.

New clients

Manufacturing DX Division
Orizuru
ERP
PLM

Solutions Business Division
Cloud products, such as Salesforce

Enhancement of cooperation

Existing clients

Enterprise SI Division
All products
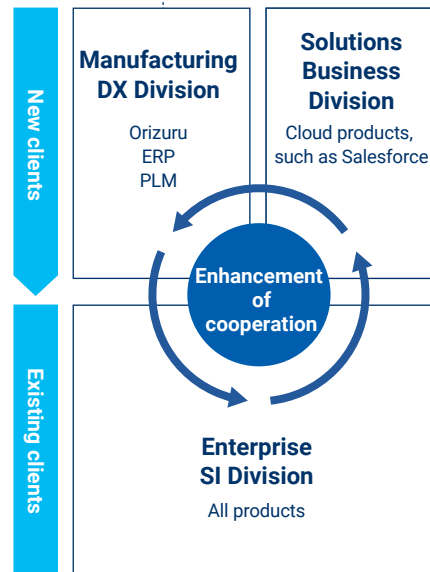
Hajime Tsunoo
Senior Executive Officer
General Manager,
Solution Business Division

Achieving customer-specific DX leveraging based on cloud solutions

In the Solution Business Division, we support customer DX using cloud solutions (SaaS). We primarily focus on areas such as SFA, ERP, CRM, and BI, achieving DX through customization based on customer operations and integration with existing systems, all built on a SaaS foundation.

We mainly support the manufacturing, construction, and logistics industries, but are expanding our track record into B2C industries, enabling support across all sectors. By providing SaaS-based systems for non-core customer operations, we quickly realize operational efficiencies, and are then often requested to support DX initiatives for core operations, based on our recognized business knowledge and technical capabilities.

Masafumi Kato
Senior Executive Officer
COO, General Manager,
Enterprise SI Division

Expanding the scope of support for DX and deepening customer relationships through strengthened cross-selling

In the Enterprise SI Division, we continuously support customers who have already achieved certain results through support for DX to further drive outcomes. By employing a cross-selling approach in collaboration with other divisions, we build relationships that enable support from multiple angles, maximizing LTV. In ongoing support, we also assist customers in internalizing their DX capabilities and provide support for staffing of IT personnel for organizations after in-house production.

Furthermore, as client support structures stabilize, we gradually shift responsibilities to junior employees, subsidiaries, and BP members, contributing to cost benefits and improved profitability.

Strategy By Sector | Support for Staffing of IT Personnel

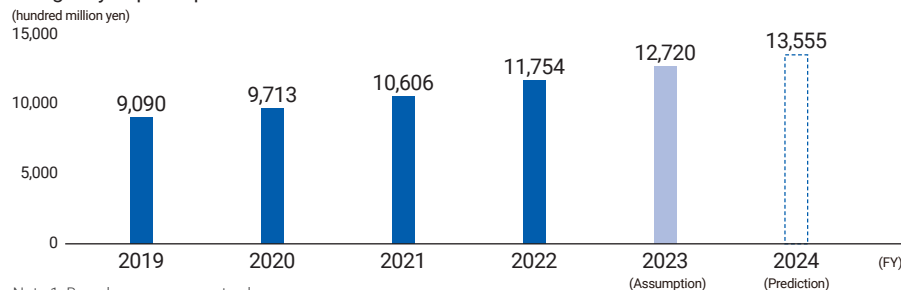# Support for Staffing of IT Personnel

We support client IT staffing demands for major system integrators, consulting firms, and business companies. Our business partner network, "Ohgi," has enabled the rapid procurement of IT personnel.

– Net sales (million yen)

- 2023: 8,314
- 2024: 10,086
- 2025 (Forecast): 10,975
- (FY)

– Gross profit / Gross profit margin

■ Gross profit (million yen) ● Gross profit margin (%)

	2023	2024	2025 (Forecast)
Gross profit margin (%)	16.7	16.9	16.5
Gross profit	1,390	1,702	1,809

(FY)
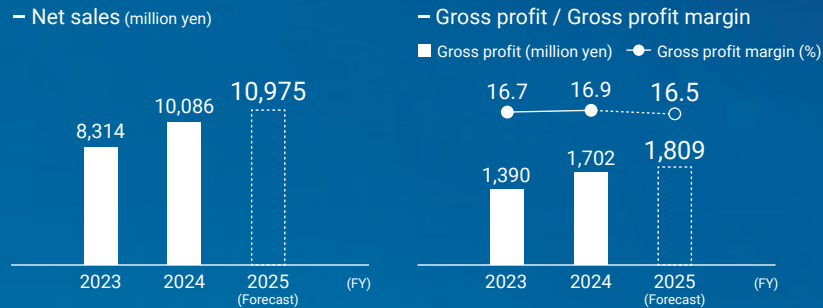
Market environment

The market scale for SES is expected to exceed 1.3 trillion yen in FY2024 (forecast) due to the increasing momentum of DX and digitalization, and is trending upwards. Consequently, competition for acquiring IT personnel is intensifying, and the ability to acquire such talent is considered to significantly influence business competitiveness. Against this backdrop, demand for IT personnel service support is predicted to continue to grow.

– Digitally capable personnel-related service market size trend and forecast

(hundred million yen)

FY	Value
2019	9,090
2020	9,713
2021	10,606
2022	11,754
2023 (Assumption)	12,720
2024 (Prediction)	13,555

Note 1: Based on company net sales.
Note 2: FY2023 is an estimated figure, and FY2024 is a forecast.
Note 3: Total of the three markets: digitally capable personnel development/training services, digitally capable personnel (IT engineers) dispatch services, and digitally capable personnel placement services.
*Source: Yano Research Institute, April 2024 "Survey on the Digitally Capable Personnel-Related Service Market"

Our strength and competitive advantage

Use of "Ohgi" business partner network

A key strength of our Group is "Ohgi," an extensive business partner network, which is centered around small and medium-sized IT companies. It comprises approximately 5,900 companies (approximately 140,000 people) as of December 31, 2024. Utilizing "Ohgi" enables us to swiftly assemble the right engineers for a project and establish a framework for delivery in response to demands for IT personnel from system integrators and others. For our business partners, this not only increases opportunities to win projects, but also mitigates the multi-layered subcontracting structure, allowing them to secure contracts at relatively higher rates.

– Strengths of "Ohgi"

Prompt support for human resource needs (process, job type, number of personnel, duration) **in each phase**

DX project phase	Planning concept	Technical verification	Implementation	Operation and maintenance
Configuration of customer's own employees	Project leader	Project leader / Lead AI engineer	Project leader / Architect	Project leader
Staffing manager	CCT manager searches for the right personnel from DX, IT, and human resource networks (including CCT's own employees) and plans assignments			
	Procurement	Procurement	Procurement	Procurement
Configuration of external partners and professional human resources	Consultants	AI engineers / UI/UX engineers	Development team / Testing team	Operation team

Ohgi: A network of IT staffing business partners with approximately 140,000 people enables timely assignment

– Workflow rationalization with "Ohgi"

Conventional workflow in a multi-layered subcontracting structure
Takes 3 days to 1 week from request to proposal and matching

▼

Matching workflow when using "Ohgi"

Buyers Business companies → Request → CORE CONCEPT TECHNOLOGIES INC. → Ohgi → IT personnel
IT personnel → Procurement → (back to CORE CONCEPT)
Buyers ← Proposals & matching ← CORE CONCEPT

Reduces the work time for matching, which previous took 3 days to 1 week, by 99%

Strategy By Sector | Support for Staffing of IT Personnel

"Ohgi" not only provides benefits to system integrators and business partners but also contributes to enhancing the Group's competitive advantage, as the expansion of its network increases the human resources available to the Group and boosts our delivery capacity.

In addition, "Ohgi" primarily encompasses small- and medium-sized IT companies, which differentiates it from networks that are centered on freelancers.

Growth strategy

Achieving business expansion through the regional expansion of "Ohgi"

Expanding transactions with major system integrators is crucial for continuous growth in the Support for Staffing of IT Personnel business. Demand for IT personnel from major system integrators is strong and meeting this demand not only requires expansion of "Ohgi," but also an increase in the number of sales personnel.

Since our establishment, we have been steadily building our network with business partners by visiting small- and medium-sized IT enterprises individually. As a result, the "Ohgi" network has now expanded to about 5,900 companies, mainly in Tokyo. Going forward, we will pursue expansion of the "Ohgi" network in regional areas at the same time as the network in the Tokyo metropolitan area further expands. First, we will accelerate the expansion of "Ohgi" in regional areas by networking small- and medium-sized IT enterprises in Osaka and Fukuoka, where the Company has sites, as well as in areas where Group companies have their main sites.

We will expand the leverage we have established in the Tokyo metropolitan area nationwide using our own sites and Group companies as hubs.

Changes in number of man-months for assigned engineers at business partners

(man-months)

FY	man-months
2021	1,991
2022	3,224
2023	3,972
2024	4,618
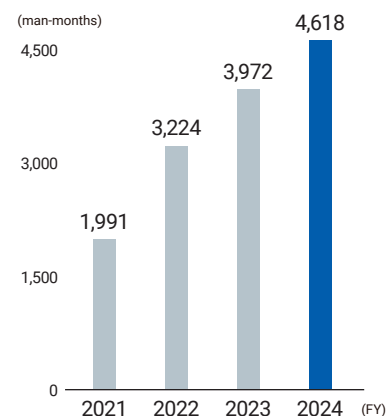
Strengthening relationships with customers and proposing suitable human resources

As Support for Staffing of IT personnel primarily consists of second tier subcontractor projects, the ability to quickly establish the optimum delivery structure to meet the requirements of the major system integrators is important. Our Group's strength lies in the "Ohgi" network, and the information on projects that our sales staff obtain from clients is also important in order to fully utilize the network. By increasing contact with and strengthening relationships with our clients' project managers, we aim to expand the number of projects we handle. Simultaneously, by quickly proposing suitable talent, we enhance customer satisfaction and continuously expand transactions with existing clients. Furthermore, we are actively focused on acquiring new clients with the potential to become major clients in the future.

Masatoshi Hagiwara
Senior Executive Officer
General Manager,
Engineering Platform Business Division

Strengthening collaboration with business partners and expanding customer support

We are committed to resolving the long-standing issue of multi-layered subcontracting in the IT industry, and in FY2024, we have increased collaboration opportunities with our business partners even further than in the previous year. This has enabled us to address wage disparities among engineers and leverage the talents of engineers in regional areas. Additionally, we have been able to expand our support for delivery systems to end-users and system integrators struggling with IT personnel shortages.

Moving forward, we will accelerate the regional expansion of the "Ohgi" network, providing engineers with opportunities to participate in cutting-edge projects closer to end-users. Alongside this, we aim to provide opportunities for engineers to enhance their motivation and skills, and to design their own careers, thereby contributing to the sustainable development of the IT industry.

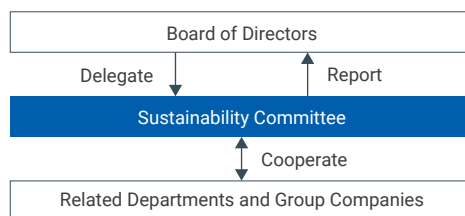Sustainability Basic Policy and Promotion System

Strengthening sustainability activities and achieving enhanced corporate value

Sustainability basic policy

Driving sustainable industrial development through the power of our technology and people

With the belief that our daily business activities drive the sustainable development of the industry, our Purpose itself (see page 1) is our Sustainability Basic Policy.

─ Promotion system

Board of Directors

Delegate ↓   ↑ Report

Sustainability Committee

↕ Cooperate

Related Departments and Group Companies

Overview of sustainability committee

Our group is promoting initiatives related to sustainability and has established a Sustainability Committee chaired by our Representative Director, President and CEO Takeshi Kaneko to contribute to the creation of a sustainable society through our business activities. The committee includes members with the knowledge necessary to promote sustainability initiatives, including Eri Nakajima, an Outside Director specializing in the environment, and Takashi Yasukochi, Senior Executive Officer. The initiatives considered and implemented by the committee are reported to the Board of Directors.

FY2024 meeting report

In the committee meetings for FY2024, various discussions were held, including the selection of KPIs for materiality, participation in RE Action, and initiatives for health management and human rights declaration. In addition, we are strengthening our sustainability initiatives from FY2024 by calculating Scope 3 emissions and responding to CDP questionnaires.

─ Main discussion topics at the Sustainability Committee (FY2024)

Period	Description
Q1 FY2024	● Activity plan for current period ● Tokyo Metropolitan Government energy conservation diagnosis ● Participation in RE Action ● Development of highly skilled IT human resources ● Calculation of scope 3 GHG emissions ● In-house use of generative AI
Q2 FY2024	● RE Action renewable energy rate target setting ● KPI setting for materiality ● Report on GHG emissions for the entire Group ● Report on participation in RE Action
Q3 FY2024	● First half activity report ● Second half activity plan ● CDP questionnaire ● Health Management and Human Rights Declaration
Q4 FY2024	● Renewable energy use at head office ● TCFD financial impact calculation ● Health management initiatives

Basis of Value Creation | Environment

Environment

Basic Approach

Our group recognizes that addressing global environmental issues is a very important initiative for the sustainable development of society, and is a challenge that needs to be solved worldwide. To address this challenge, we will contribute to reducing power consumption and transitioning to a decarbonized society.

Realizing a Zero Carbon Business

Information disclosure based on TCFD recommendations

We have positioned climate change as one of our most important management issues.

In addition to promoting initiatives recommended by the TCFD*, we strive to disclose information on the four core elements of governance, strategy, risk management, and indicators and targets. We will fully launch initiatives based on the TCFD recommendations from FY2025 and have begun quantitatively assessing climate change risks and opportunities.

* Abbreviation for the Task Force on Climate-related Financial Disclosures.

− GHG emissions reduction target (Base year: FY2023)

	FY2030	FY2050
Scope 1, 2	Reduction of **50**% or above	Net zero

Governance

We have established a Sustainability Committee with the Representative Director, President, and CEO serving as the chairman (see p.31). The committee, entrusted by the Board of Directors, formulates policies and manages progress on sustainability issues, including climate change. Important matters are reported to the Board of Directors for deliberation. In July 2023, after deliberation by the Sustainability Committee, our materiality, including the perspective of climate change, was identified and approved by the Board of Directors.

Strategy

− Scenario analysis

We conducted a scenario analysis to recognize the risks and opportunities posed by climate change and to validate current measures, with the aim of applying them to future business strategies. In FY2022, the first year of the analysis, we qualitatively analyzed transition risks and physical risks associated with climate change in accordance with the framework of the TCFD, and assessed the impact of each on three levels: large, moderate, and small.

In the analysis, we referred to information from organizations such as the IEA and IPCC and adopted scenarios of +1.5 to +2 degrees Celsius and +4 degrees Celsius. In the +4 degree Celsius scenario, although the impact of transition risks such as regulations is small due to the extension of current policy, it is assumed that the worsening of natural disasters will progress and physical risks such as abnormal weather will increase. In a world where the temperature rises by 1.5 to 2 degrees Celsius, climate-related policies such as GHG emission regulations will be strengthened, and although the impact of transition risks will increase, it is estimated that the physical risks will be limited compared to +4 degrees Celsius as a result of these policies.

By considering our business activities in different weather conditions and social environments, we aim to enable sustainable management in a variety of environments.

− Scenarios and assumptions

	+1.5 to +2 Degree Celsius Scenario	+4 Degree Celsius Scenario
Policy	Carbon tax introduced Various climate change measures introduced	Carbon tax not introduced Various climate change measures not introduced
Electricity	Electricity prices rise	Electricity prices fall
Crude Oil	Crude oil prices fall	Crude oil prices rise
Consumer Awareness	Rising temperatures raise awareness of environmental issues such as climate change, and sustainable lifestyles become established	Rising temperatures raise awareness of environmental issues such as climate change
Climate	Amount of heavy rains and typhoons increase Temperature rises by 2 degrees Celsius	Amount of heavy rains and typhoons increase (more frequent than a world with +2 degree Celsius rise) Temperature rises by 4 degrees Celsius

Basis of Value Creation | Environment

Significant risks and opportunities

Demand for environment-related systems is expected to increase in both scenarios with a +1.5 to +2 degree Celsius and +4 degree Celsius increase. We believe this to be a factor that will increase our chances of receiving orders for these systems, as well as helping to mitigate climate change and resolve the problems caused by it.

　Although the introduction of carbon taxes and fluctuations in electricity prices are expected in these countries, we believe that the negative impact of electricity usage on our finances will be limited.

Risk management

In order to minimize losses by understanding risks and responding appropriately, we have appointed the Representative Director, President, and CEO as the Chief Risk Management Officer. In addition, we have established a Risk Management Committee, which consists of full-time officers and persons responsible for each division. The committee meets quarterly to understand overall risks related to the Company's management, such as the business environment and organizational structure, and to consider countermeasures. With regard to climate change-related risks, we identify and evaluate risks under this system, and formulate and implement measures to reduce them.

─ Significant risks

Significant Risks	Category		Degree of Impact	Impact on Business
Risk of reduced customer loyalty due to poor climate change evaluation		Customer loyalty	Moderate	If we do not promote the environmental contributions of provided systems (low GHG emissions, contribution to green innovation, etc.), the evaluation of the systems from customers will decrease and so will business opportunities
Risk of difficulty in securing human resources due to low evaluation of climate change	Reputation	Human resources recruitment	Moderate	If we do not promote the environmental contributions of provided systems (low GHG emissions, contribution to green innovation, etc.), the number of job applicants will decrease, making it difficult to secure human resources
Risk of investment slowdown due to poor climate change evaluation		Investor loyalty	Moderate	If we do not promote the environmental contributions of provided systems (low GHG emissions, contribution to green innovation, etc.), the evaluation of the systems from investors will decrease and so will our stock price

─ Significant opportunities

Significant Opportunities	Category		Degree of Impact	Impact on Business
Increase in demand for GHG emission measurement systems		Carbon prices	Moderate	Introduction of a carbon tax increases the demand for GHG emission measurement, leading to an increase in demand for related systems (No effect if +4 degrees Celsius)
Increase in demand for logistics-related systems due to the rise in fossil fuel costs	Policies and regulations	Fossil fuel subsidies	Large	Fossil fuel costs soar due to the lifting and reduction of fossil fuel subsidies. As a result, the diversification of fuels and the restructuring of logistics networks will become invigorated, and the demand for related systems will increase
Increased demand for systems due to the growth of the low-carbon market and the spread of new technologies	Technology	Promotion of low-carbon and next-generation technologies	Large	Growth in the low-carbonization-related market, especially in the power storage and motor-related markets, will lead to an increase in the construction of smart factories and other facilities. As a result, the demand for related systems will increase
Increased purchasing costs for customers. Demand for supply chain and price management systems increases	Industry and market	Fluctuation in raw material cost	Large	Increased raw material costs for customers. Increased demand to understand procurement costs and supply chains, and for procurement price calculation systems

Basis of Value Creation | Environment

Indicators and targets

We understand Scope 1 and Scope 2 GHG emissions and are committed to reducing them. We have been calculating and disclosing Scope 3 emissions on a non-consolidated basis since FY2023, and we aggregated data for some Scope 3 categories on a Group-wide basis in FY2024. Category 1 accounts for more than 95% of our Scope 3 emissions, and the majority of this stems from procurement with our business partners. In FY2025, we will set targets for each material KPI and begin considering how to achieve them.

Scope 3 emissions breakdown by category (non-consolidated)[1]   (t)

		FY2023[2]	FY2024	
		Non-consolidated	Non-consolidated	Consolidated
Category 1	Purchased goods and services	10,715.83	12,724.35	-
Category 2	Capital goods	135.13 [3]	54.28	-
Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	14.04 [4]	14.59	-
Category 4	Transportation and delivery (upstream)	0.06	0.04	-
Category 5	Waste generated in operations	2.53	0.09	-
Category 6	Business travel	47.80	72.85	98.15
Category 7	Employee commuting	36.27	78.15	118.19
Category 8	Leased assets (upstream)	3.16	6.07	-
Category 15[5]	Investments	-	-	-

[1] Categories 9, 10, 11, 12, 13, and 14 are not applicable.
[2] The data for FY2023 has been recalculated due to a review of emission factors. The impact is minor.
[3] Emissions temporarily increased due to office layout changes at our head office.
[4] We additionally aggregated data for Category 3.
[5] We have not aggregated data for Category 15 as it is difficult to calculate.

Declaration of 100% renewable energy usage

We joined the Renewable Energy 100 Declaration RE Action in June 2024, and set a goal of achieving 70% renewable energy by 2030 and 100% by 2050. In addition, we simultaneously revised renewable energy to be based on non-fossil certificates. Also, our head office switched to using electricity derived from renewable energy sources in October 2024. Going forward, we will promote the use of renewable energy across the entire Group to achieve our goals and engage in environmental activities towards a decarbonized society.

Realization of Circular Economy Management

Basic approach

To achieve both sustainable economic growth and the effective utilization of limited resources, the concept of "circular economy management" is considered extremely important.

Promotion of going paperless

We are promoting paperless work with the aim of making effective use of resources and transforming the way we work. Specifically, we are implementing measures such as discontinuing the distribution of paper materials at meetings, abolishing the principle of paper-based document storage, digitalizing faxes, digitizing contracts, and utilizing electronic bookkeeping and electronic tax filing. Many of our employees work remotely, and we are working to improve operational efficiency through digitalization.

Reuse of computers

Instead of physically discarding obsolete computers, we promote their reuse and contribute to a circular economy by utilizing a computer purchase service for companies.

Introduction   Message from the CEO   CCT's Value Creation   Message from the CFO   Strategy By Sector   Basis of Value Creation   Company and Share Information

Basis of Value Creation | Society

Society

Recruitment

Strengthened recruitment of new graduates

We analyze job aptitude and aspirations to determine the optimal selection path. We provide career counseling and programming training to those with job offers. We are working to deepen understanding of the company by providing close support to students before their entry.
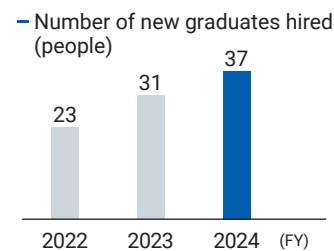
Promotion of recruitment through referrals

We are conducting understandable and fair recruitment by making the entire employee referral process transparent. We provide bonuses to both referrers and new hires as early as six months after joining the company, and promote initiatives to deepen understanding of referral recruitment by sharing success stories at internal networking events.
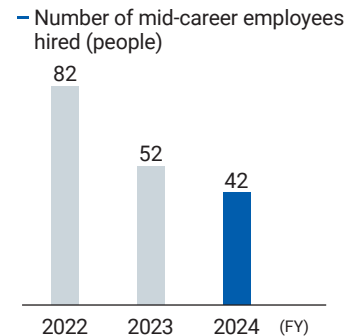
Standardization of hiring recruitment methods throughout group

We assigned a dedicated person for Group recruitment at the head office and are standardizing the recruitment procedures of each Group company. We standardized the procedures from creating job descriptions to placing advertisements, document screening, interviews, and presenting conditions, and manage interview evaluations using a common format, while sharing questions and interview methods among group companies as needed. We are working to gradually achieve complete standardization through repeated review and improvement of methods.

— Number of new graduates hired (people)

2022	2023	2024 (FY)
23	31	37

— Number of mid-career employees hired (people)

2022	2023	2024 (FY)
82	52	42

Human Resource Development

Widely disseminating the CCT WAY

We hold a total of five semi-annual training sessions mainly for young and mid-level employees with different themes, such as business logical thinking, and writing and presentation skills. Through this training, we aim to improve the basic skills necessary to embody the "CCT WAY" and to improve the perspective of employees as members of society. In 2024, employees from Group companies will also participate in the training, and we are working to spread the "CCT WAY" across the entire Group.

— CCT WAY training

Theme	Description
1st Business logical thinking	● Organize your thoughts systematically ● Think logically
2nd Writing and presentations	● Communicate clearly to others using text and documents
3rd Communication of persuasion and empathy	● Bring out others' proactive actions through "logic x passion"
4th Ability to engage customers	● Drive stakeholders both inside and outside the company with a sense of ownership
5th "CCT Way" Training Summary	● Reflect on what was learned during the training and consider future efforts

Learning how to communicate logically through training

The advantage of the "CCT Way" training was learning specific methods for explaining things logically to others. I only had the vague idea that logical explanations meant explaining things without logical flaws. However, by making use of methods such as MECE thinking and logic trees learned in the "CCT Way" training, it became easier to communicate things more accurately and quickly in practice.
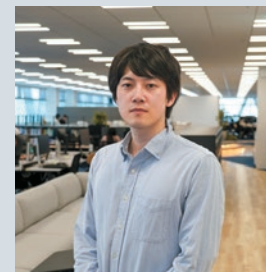
Haruka Mizuta
Enterprise SI Business Division

Basis of Value Creation | Society

Supporting employee learning with "training system" and "information sharing mechanism"

In a fast-changing IT industry, it is important to keep learning. Passive learning and active learning result in significant differences in motivation and retention. We hold voluntary study groups with the aim of fostering a culture where employees proactively learn. Highly skilled employees serve as lecturers in their areas of expertise and hold study groups online. Employees are free to participate in groups that interest them. In addition, we provide subsidies such as for examinations for qualifications required for work.

Key measures
- Study groups: Company-wide study groups by highly skilled employees
- Subsidies covering qualification expenses: Support for examination and training expenses for qualifications required for work
- In-house library system: Purchasing of books that lead to self-improvement and knowledge acquisition at the request of employees

Please see our corporate website for details on our training system and information sharing mechanism.
https://www.cct-inc.co.jp/en/ir/sustainability/

Passing on one's clearly defined experiences to the next generation

I participated in a training session to learn skills for communicating one's experiences to others to reflect on the first three years after joining the company as a new graduate. During the training, I could dig deeper and consider matters from many perspectives by receiving objective comments from the Organizational Development Office, which made my past experiences and career path clear. It also gave me a chance to think about my future career goals.

   I am creating training content for new graduates assigned to the Engineering Platform Business Division, based on my experiences and career path that were defined clearly in the training. I want to pass on my experiences to my juniors and make it a good training program.

Tomonori Matsumura
Engineering Platform
Business Division

Work-Life Balance Promotion

Work-life balance

We have created a group chat room where employees can discuss child-rearing, providing a place where employees can easily communicate with each other. We also inform all employees who have children about childcare systems, including parental leave, to raise awareness.

### Diverse workstyles

Employees with preschool children or those caring for family members in need of nursing care can choose to work shortened working hours. It is common for employees to have significant anxiety, especially for those returning from parental leave, until they can adjust their daily routines, so the percentage of them using shortened working hours is high. On the other hand, some employees choose to work full-time by utilizing the full flextime system or remote work system. Employees can choose a work style that suits their preferences.

Return rate after maternity and parental leave (%)

2022	2023	2024 (FY)
100	100	100

Number/Ratio of users of the shortened working hour system

■ No. of users (people)   ─○─ Ratio (%)
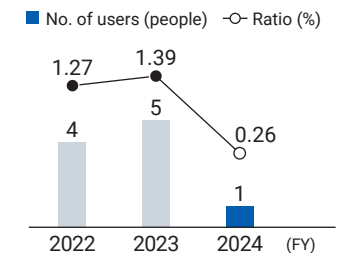
2022	2023	2024 (FY)
1.27	1.39	0.26
4	5	1

Achieving work-life balance through flexible work styles

Since starting to work at CCT, I have been able to achieve a good work-life balance by utilizing the full flextime system. Especially during pregnancy, I could adjust when to go to the hospital for prenatal checkups, which was a great help.

   Currently, I am combining shortened working hours and remote work, which makes it easier to balance childcare and work. I do get some calls from daycare whenever my child gets sick, so I am grateful for the supportive team structure.

Kaori Ueki
Manufacturing DX Division

Basis of Value Creation | Society

## Diversity, Equity and Inclusion

Promoting the advancement of women

We have formulated a general employer action plan based on the Act on Promotion of Women's Participation and Advancement, and are promoting the active recruitment of women. In addition, we are aiming to obtain certification as a child-rearing support company ("Kurumin") based on the Act on Advancement of Measures to Support Raising Next-Generation Children. We will continue to work on creating an environment where women can thrive.
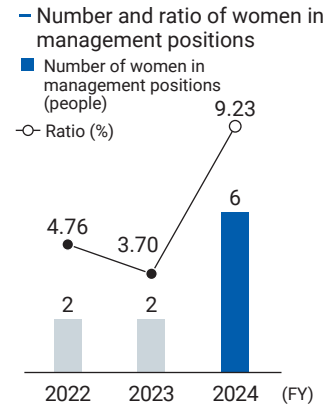
Promoting the employment of people with disabilities

We actively recruit people with disabilities. When hiring, we will confirm their desired work location, job type, skills, and considerations, and assign them to the appropriate department. After joining the company, we regularly interview employees and the department to which they are assigned to ensure that they can work with peace of mind.
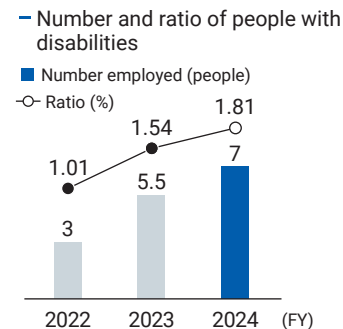
Supporting international employees

We provide necessary support to ensure that employees can work in Japan with peace of mind. This includes assistance with obtaining, changing, and renewing their status of residence, assignment to projects where communication in English is possible and introduction to a place to live immediately after arrival in Japan.

Number and ratio of women in management positions
■ Number of women in management positions (people)
─○─ Ratio (%)

	2022	2023	2024 (FY)
Number	2	2	6
Ratio	4.76	3.70	9.23

Number and ratio of people with disabilities
■ Number employed (people)
─○─ Ratio (%)

	2022	2023	2024 (FY)
Number	3	5.5	7
Ratio	1.01	1.54	1.81

Number and ratio of international employees
■ Number of employees (people)
─○─ Ratio (%)

	2022	2023	2024 (FY)
Number	5	8	10
Ratio	1.59	2.23	2.57

Health Management

Health Management Declaration

This declaration sets forth initiatives related to health at Core Concept Technologies Inc. and its group companies (hereinafter referred to as "Our Group").

We believe that our business activities contribute to the sustainable development of industry itself, and we have established Our Group's Sustainability Basic Policy as "Driving sustainable industrial development through the power of our technology and people."

Maintaining and improving the health of each and every employee is essential to the realization of the group's Purpose and Sustainability Basic Policy. Furthermore, we believe that having employees who are physically and mentally healthy and able to perform well is linked to gaining the satisfaction and trust of all stakeholders, including their families and business partners.

Efforts in Kenkokeiei (Health Management)®

We are striving to address four key issues with the aim of providing a detailed response: (1) Follow-up based on health checkup results, (2) Promotion of work-life balance, (3) Revitalization of communication, and (4) Initiatives for employees working long hours.

* Kenkokeiei (Health Management)® is a registered trademark of Non-Profit Organization Kenkokeiei.

Contributing to the realization of a sustainable society through health management

Under the Health Management Declaration, we are promoting health management to maintain and improve the health of each employee and to improve our productivity. We are implementing measures to address priority issues in health management, including thorough health checkups and follow-up of results, implementation of stretching training, operation of workshops to facilitate communication within each division, and monthly checks of long working hours employees and fatigue checks.

As a result of these efforts, we have been certified as a 2025 Health and Productivity Management Excellent Corporation (Large Corporation Category) in March 2025. We will continue to promote health management and aim to contribute to the realization of a sustainable society.

Basis of Value Creation | Society

Human Rights

Human Rights Policy

This policy sets forth the basic policy for human rights initiatives in the Core Concept Technologies Inc. group (hereinafter referred to as "Our Group").

　We believe that our business activities contribute to the sustainable development of industry itself, and we have established Our Group's Sustainability Basic Policy as "Driving sustainable industrial development through the power of our technology and people."

　Respecting the human rights of stakeholders is essential to the realization of Our Group's Purpose and Sustainability Basic Policy.

　Our Group supports the UN Guiding Principles on Business and Human Rights, and aims to achieve the realization of Our Group's Purpose and Sustainability Basic Policy by promoting initiatives to respect the human rights of stakeholders based on this policy.

Basic approach

Believing that respect for the human rights of stakeholders is essential for realizing sustainable growth, Our Group places great importance on international norms, including the UN Guiding Principles on Business and Human Rights. Our Group respects the fundamental human rights of stakeholders and does not tolerate discrimination or harassment on the basis of gender, age, nationality, race, religion, disability, or other differences. In addition, we do not permit child labor, forced labor, or labor for unfairly low wages.

Stakeholder Engagement

Engagement with employees

Although many employees mentioned the benefits of the remote work system, they also began to express concerns over time about difficulties in communication with colleagues outside of their immediate teams. Considering the situation, we have been implementing annual initiatives with specific themes to revitalize internal communication since three years ago. Furthermore, starting this fiscal year, we began conducting employee engagement surveys to increase employee engagement and to create an organization where each and every individual can contribute. By conducting surveys on a quarterly basis, we will visualize the state of the organization and employees, promote consideration of measures to solve issues, and aim to improve productivity.

Engagement with shareholders and investors

We hold semi-annual earnings briefings for institutional investors given by the president and provide archived broadcasts. While awareness among domestic institutional investors has improved, we are actively participating in conferences and small meetings hosted by securities companies and working to expand opportunities for one-on-one meetings in order to increase awareness among overseas institutional investors. However, the number of meetings with institutional investors decreased significantly in FY2024. We believe that the main reasons for this are the decline in sales growth, which has reduced the attractiveness as a growth stock, and the significant drop in stock price, which has failed to meet investment criteria. First, we will steadily achieve the current fiscal year's plan and work to improve trust in sustainable and stable growth.

　We also are holding multiple briefings for retail investors. In addition to the quarterly earnings briefings given by the CFO, we are conducting case study presentations of DX projects by the general managers of business divisions in order to foster understanding of our businesses.

Number of events held

			(FY) 2022	2023	2024
For institutional investors	Financial results briefings	(times)	2	2	2
	Securities company-organized conferences	(times)	3	2	3
	Securities company-organized small meetings	(times)	4	4	–
For retail investors	Financial results briefings	(times)	–	4	4
	Other briefings	(times)	–	3	5

Number of meetings with institutional investors

		(FY) 2022	2023	2024
Japan	(times)	140	123	83
Overseas	(times)	109	101	62

Introduction   Message from the CEO   CCT's Value Creation   Message from the CFO   Strategy By Sector   Basis of Value Creation   Company and Share Information

Governance | List of Officers

Governance

List of Officers (As of March 31, 2025)

Directors

Takeshi Kaneko

Position	Representative Director, President and CEO
Brief history	2000 Joined INCS Inc. (currently SOLIZE Corporation) 2006 Established Laguna Co., Ltd. 2006 Joined KT Consulting Co., Ltd. 2009 Corporate Auditor of ShinStar Co., Ltd. 2010 Joined the Company 2013 Director, Vice President 2015 Representative Director, President, CEO (current position) 2024 Outside Director, DT Dynamics Co., Ltd. (current position)

Kazuaki Nakajima

Position	Director, Vice President, CFO
Brief history	1995 Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.) 2014 Executive Officer of Human Holdings Co., Ltd. 2017 Director of S-cubism Inc. 2018 Joined the Company 2019 Executive Officer, CFO 2020 General Manager, Business Administration Division 2020 Director, CFO 2025 Director, Vice President, CFO (current position)

Outside Directors

Shohei Ueda

Position	Director, Full-time Audit & Supervisory Committee Member
Brief history	1983 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation) 2005 Shizuoka Branch Manager, Matsushita Electric Industrial Co., Ltd. 2007 Shikoku Branch Manager, Matsushita Electric Industrial Co., Ltd. 2010 Executive Officer and Director of Marketing Center, Panasonic System Solutions Japan Co., Ltd. 2011 Managing Executive Officer, Panasonic System Solutions Japan Co., Ltd. 2020 Full-time Audit & Supervisory Board Member, Panasonic System Solutions Japan Co., Ltd. 2025 Director, Audit & Supervisory Committee Member (current position)
Executive Positions Concurrently Held (Current Position)	

Takuo Hirose

Position	Director, Audit & Supervisory Committee Member
Brief history	1997 Registered as an attorney-at-law Joined Anderson Mori & Tomotsune LPC 2003 Associated with Shearman & Sterling, New York 2004 Registered as an attorney-at-law in the state of New York 2005 Partner of Anderson Mori & Tomotsune LPC (current position) 2020 Audit & Supervisory Board Member of the Company 2021 Director, Audit & Supervisory Committee Member (current position)
Executive Positions Concurrently Held (Current Position)	Audit & Supervisory Board Member (Outside) of Cyfuse Biomedical K.K. Outside Director of Hamamatsu Photonics K.K.

Masaya Suzuki

Position	Director, Audit & Supervisory Committee Member
Brief history	2000 Joined Ernst & Young ShinNihon LLC 2004 Registered as a certified public accountant 2019 Opened Masaya Suzuki CPA Office (current position) 2020 Audit & Supervisory Board Member of the Company 2021 Director, Audit & Supervisory Committee Member (current position)
Executive Positions Concurrently Held (Current Position)	External Corporate Auditor of CCReB Advisors Inc.

Eri Nakajima

Position	Director, Audit & Supervisory Committee Member
Brief history	1995 Joined Environment Agency (currently Ministry of the Environment) 2003 Seconded to Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry 2015 Seconded to Nagano Prefecture as Deputy Governor 2023 Director, Audit & Supervisory Committee Member (current position) 2023 Appointed as Professor at Doshisha University (current position)
Executive Positions Concurrently Held (Current Position)	Outside Director of IDEC CORPORATION Non-executive Director of Mitsubishi UBE Cement Corporation

Executive Officers

Senior Executive Officer

Hajime Tsunoo
General Manager, Solution Business Division

Masatoshi Hagiwara
General Manager, Engineering Platform Business Division

Masafumi Kato
COO, General Manager, Enterprise SI Division

Takashi Yasukochi
CIO, General Manager, Information System Department

Executive Officer

Hideaki Morita
Head, Strategy Promotion Office

Yoshiyuki Umeda
General Manager, Business Administration Division

Masataka Ishihara
General Manager, Manufacturing DX Division

Governance | List of Officers

Skill Matrix of Directors (as of March 31, 2025)

| Name | Position | Affiliated Committees | | Years of Service | Attendance Record at Board of Directors and Committee Meetings in FY2024 (Number of Times Attended / Number of Meetings Held) | | | Experience and Expertise | | | | | | | |
		Audit & Supervisory Committee	Nomination and Remuneration Committee		Board of Directors	Audit & Supervisory Committee	Nomination and Remuneration Committee	Corporate Management	Technology	Marketing /Sales	Human Resources	M&A	Finance	Compliance	Sustainability
Takeshi Kaneko	Representative Director, President and CEO	—	○	9 years and 9 months	18/18	—	5/5	○	○	○	○	○			○
Kazuaki Nakajima	Director, Vice President, CFO	—	—	4 years and 4 months	18/18	—	—	○			○	○	○	○	○
Shohei Ueda	Director, Full-time Audit and Supervisory Committee Member	○	○	0 years and 0 months	—	—	—	○	○	○					
Takuo Hirose	Director, Audit & Supervisory Committee Member	○	○	4 years and 0 months	18/18	13/13	5/5					○		○	
Masaya Suzuki	Director, Audit & Supervisory Committee Member	○	○	4 years and 0 months	18/18	13/13	5/5						○	○	
Eri Nakajima	Director, Audit & Supervisory Committee Member	○	○	2 years and 0 months	18/18	13/13	5/5							○	○

Skills definitions

Corporate Management	Knowledge and experience required for formulating a management strategy
Technology	Experience with IT and DX initiatives, management experience, and skills in digital technologies and data utilization
Marketing/Sales	Skills in gathering and analyzing customer needs and competitive intelligence, and in developing strategic plans
Human Resources	Knowledge and experience in human resources, including talent acquisition and development
M&A	Knowledge and experience across all stages of M&A, including sourcing, due diligence, and valuation
Finance	Knowledge and experience in finance and accounting
Compliance	Knowledge and experience in compliance, encompassing legal compliance, quality control, and ethics
Sustainability	Knowledge and experience in sustainability and ESG

Governance | Message from Outside Directors

Utilizing knowledge in BtoB solutions business to contribute to increasing the corporate value of the CCT Group

Aiming to develop a quality corporate governance system

I am Shohei Ueda, and I became an Outside Director in March 2025. I have been involved in the BtoB solutions business for many years, serving in marketing and management, and as a corporate auditor at a number of companies. During this time, I have deepened my understanding of diverse BtoB business models, including the business environment and trends in the IT industry, in addition to broadening my knowledge of management and governance. I understand my role as utilizing this experience to implement thorough auditing and supervision of the Company's management.

Contributing to the group's sustainable growth and increase in corporate value

All four Audit & Supervisory Committee members are Outside Directors. We attend meetings of the Board of Directors and other key meetings and utilize our respective expertise to actively contribute to discussions. We also conduct audits and monitoring to ensure that the decision-making process and the content of decisions are lawful, transparent and fair. In addition, we check on the status of business execution through interviews with the Directors and the Executive Officers and encourage appropriate revisions and improvements by taking measures such as providing recommendations and making requests in a timely manner. The Company has established a voluntary Nomination and Remuneration Committee, which consists of the Audit & Supervisory Committee members and the Representative Director, President and CEO and works to improve corporate governance and the quality of management.

Having set a goal to create the next-gen of the IT industry, CCT has promoted its own original DX and created a unique system of support for staffing of IT personnel for the manufacturing, construction, and logistics industries among others to expand rapidly in size. In the future, the Company will refine and evolve its proprietary technology with the aim of expanding the cloud solutions business. By further enhancing organizational capabilities, I expect the Company will continue providing high-quality proposals that fit with social needs to contribute to the management of its clients.

Recently, there has been an increase in the number of Group companies due to M&A, and there is more need than ever for initiatives to strengthen governance and increase business efficiency. Therefore, it is important to establish a Group-wide internal control system, verify its operation, and promote improvements. I will reflect information from three-way audits into my audit activities to promote self-governance functions and strengthen prevention of misconduct. I also hope to increase the priority placed on audits for Enterprise Risk Management (ERM) ahead of future business growth.

I will continue contributing to the sustainable growth of the Group and an increase in its corporate value over the medium to long term by supporting sound corporate activities through the activities of the Audit & Supervisory Committee.

Shohei Ueda
Director, Full-time Audit & Supervisory Committee Member

Governance | Message from Outside Directors

Promoting sustainability management to realize sustainable increase in corporate value

Providing advice from a sustainability perspective for major progress in health and productivity management and decarbonization management

As an expert in sustainability, I have provided a range of advice aimed at strengthening governance in the Company's business activities, which include the DX business. From the perspective of sustainability, I believe there has been major progress in two areas in fiscal 2024.

The first is recognition in the Large Enterprise Category of the 2025 Outstanding Organizations of KENKO Investment for Health. Health and productivity management is a very important initiative as it raises the productivity of employees and increases their motivation to work. Recognition in this year's awards is the result of proactive efforts to create a comfortable working environment, such as follow-up based on health checkup results and promotion of work-life balance. I expect to see further progress in heath and productivity management going forward.

The second area of progress is proactive efforts aimed at decarbonization management. The Company has established an ambitious target to reduce greenhouse gas emissions by 50% from fiscal 2023 by 2030, which exceeds the level of Science Based Targets (SBT). Furthermore, the Company has switched to renewable energy for 100% of electricity used at its head office, which accounts for the majority of energy usage. Under the Sustainability Committee, full-scale TCFD initiatives have been implemented, and we have also been able to commence quantitative assessment of climate change-related risks and opportunities.

The trend toward decarbonization management has accelerated around the world, and I believe this could create new business opportunities in the Company's DX business. Therefore, I have exchanged opinions with the general manager of each department on the path

decarbonization management should take in the DX business. Moving forward, I hope to utilize the opinions expressed in these exchanges to contribute to the growth of the Company's business.

In addition, I believe that introducing evaluations of the effectiveness of the Board of Directors, a new initiative to strengthen governance, is another step forward. In light of the results of the effectiveness evaluation, we are working on our initiatives to facilitate more effective discussions at Board of Directors meetings. Our initiatives include a comparative analysis of performance evaluations over time.

Expectations for strategic group-wide business management

The DX business raises labor productivity and resource efficiency. Moving forward, it will be necessary to propose measures for contributing to sustainability through DX to client companies more strategically and create concrete success stories.

The Company has been promoting M&A so there is a need to conduct strategic business management in partnership with Group companies. I would like to actively provide proposals from the perspective of deepening sustainability through the core business.

**Eri Nakajima**
Director, Audit & Supervisory Committee Member

Governance | Corporate Governance

Corporate Governance

Basic approach

We are aiming for sustainable growth and the enhancement of corporate value in the medium to long term. The Company also recognizes that it is important to gain the trust of all stakeholders by providing services that contribute to society. Based on this recognition, we strive to ensure thorough compliance, and have established an Audit & Supervisory Committee to ensure transparency in management decision-making and supervision of business execution. To ensure appropriate risk management, we have established a Risk Management Committee, Nomination and Remuneration Committee, and Sustainability Committee.

─ Corporate governance system diagram
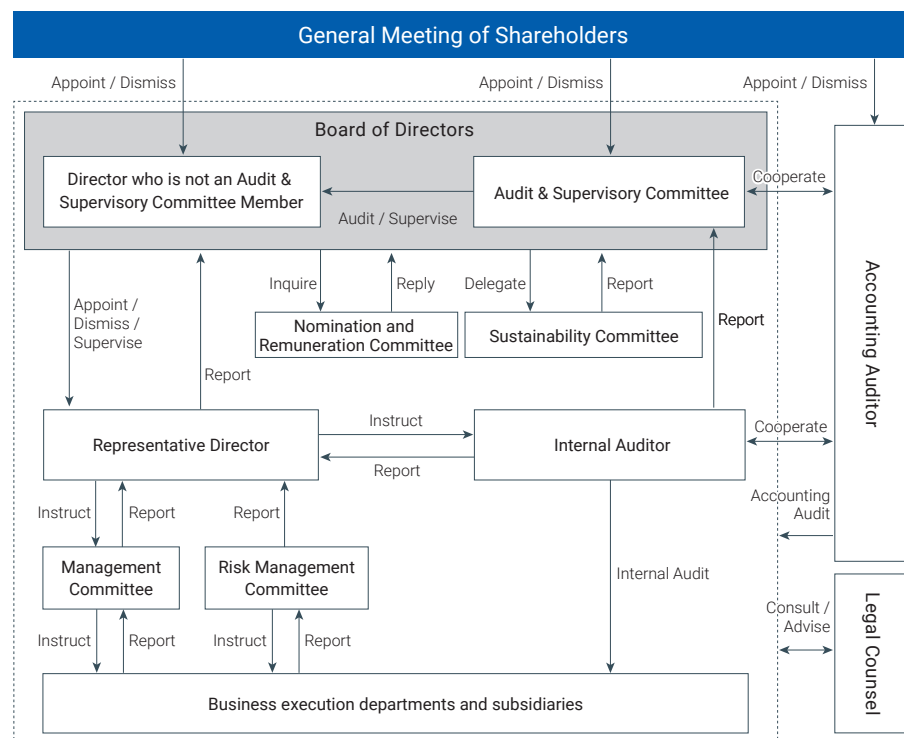
─ Corporate governance system quick reference table (As of March 31, 2025)

Main Items	Description
Form of Institutional Design	Company with Audit & Supervisory Committee
Number of Directors	6 Directors (including 4 Outside Directors)
Number of Meetings of the Board of Directors	18 times (FY2024)
Average Attendance Ratio of Outside Directors	100%
Director Term of Office	1 year (2 years for Directors who are Audit & Supervisory Committee Members)
Adoption of an Executive Officer System	Yes
Voluntary Committees of the Board of Directors	Established a Nomination and Remuneration Committee
Accounting Auditor	Deloitte Touche Tohmatsu LLC

─ Initiatives to strengthen corporate governance

2019	Transitioned to a company with a Board of Directors and Corporate Auditor
2020	Transitioned to a company with a Board of Corporate Auditors
2021	Transitioned to a company with an Audit & Supervisory Committee
	Established a Remuneration Committee
2023	Reorganized the Remuneration Committee, and established a Nomination and Remuneration Committee
2025	Revised the executive officer system and established the Management Committee

System overview

With the aim of strengthening corporate governance, we transitioned to a company with a Board of Directors and Corporate Auditor in October 2019, and to a company with a Board of Corporate Auditors in November 2020. However, in order to further enhance the effectiveness of corporate governance and aim for the improvement of medium- to long-term corporate value, we transitioned to a company with an Audit & Supervisory Committee in March 2021. In March 2023, we added one female Outside Director who is an Audit & Supervisory Committee Member, and are striving to further improve the effectiveness of the Board of Directors. In addition, we strengthened our system by making the Internal Audit Office independent from January 2025.

　　At the General Meeting of Shareholders held on March 27, 2025, we streamlined the Board of Directors and increased the ratio of Outside Directors to strengthen the supervisory functions of the Board. We also transitioned to a system that separates the management supervision function from the execution function. In conjunction with the revision of the executive officer system and the establishment of a new Management Committee, we are promoting faster decision-making and more agile business execution.

Governance | Corporate Governance

Board of Directors

The Board of Directors resolves matters stipulated in laws, regulations, and the Articles of Incorporation and the Board of Directors Regulations, in addition to deciding on important business execution matters and supervising the execution of duties by Directors. In addition to monthly regular Board of Directors meetings, it holds extraordinary meetings as necessary, ensuring a system for fast and efficient decision-making. In addition, four out of the eight Directors in FY2024 are appointed Outside Directors who are Audit & Supervisory Committee Members, and we strive to strengthen the management supervision function by utilizing their specialized knowledge and extensive practical experience.

Situation in FY2024

Chairperson	Takeshi Kaneko
Members	8
Meetings Held	18

Main deliberations in FY2024

- Statutory deliberation matters
- Matters concerning financial results and performance
- Matters concerning the business plan
- Matters concerning M&A
- Matters concerning Health Management Declaration and Human Rights Policy formulation

and other matters

Audit & Supervisory Committee

The Audit & Supervisory Committee is comprised of four Directors who are Audit & Supervisory Committee Members, all of whom are Outside Directors. It includes individuals with independent perspectives on corporate management, such as lawyers and certified public accountants, who conduct audits and supervision based on their respective expertise and experience.

Audit & Supervisory Committee Members participate in important meetings such as the Board of Directors and conduct audits based on the audit plan. In addition to holding Audit & Supervisory Committee meetings once a month, it shares information with the Internal Auditor and Accounting Auditor to monitor the state of governance and its operation. This enables the audit and supervision of daily activities, including the execution of duties by Directors.

Situation in FY2024

Chairperson	Koshi Kakuta
Members	4
Meetings Held	13

Main deliberations in FY2024

- Matters concerning the Audit & Supervisory Committee audit policy and audit plan
- Matters concerning the remuneration of the Accounting Auditor
- Matters concerning the selection of Directors
- Matters concerning the remuneration of Audit & Supervisory Committee Members
- Matters concerning regulations related to the Audit & Supervisory Committee

and other matters

Management Committee

The Management Committee is comprised of Directors (excluding Outside Directors), Executive Officers, and Full-time Audit & Supervisory Committee Members, and is held once a month. It deliberates on our Group's business policies, business strategies, and other matters, and strives to improve the efficiency of Group management, accelerate decision-making, and share information.

Nomination and Remuneration Committee

To ensure the fairness, transparency, and objectivity of procedures related to the appointment and remuneration of Directors, and to further enhance corporate governance, we have established a Nomination and Remuneration Committee as an optional advisory body to the Board of Directors. The members of the Nomination and Remuneration Committee are comprised of three or more Directors selected by resolution of the Board of Directors, with a majority of them being independent Outside Directors. In addition, the chairperson is selected from independent Outside Directors by resolution of the Board of Directors.

Situation in FY2024

Chairperson	Koshi Kakuta
Members	5
Meetings Held	5

Main deliberations in FY2024

- Matters concerning draft proposals for the selection of Directors and other matters concerning the selection and dismissal of Directors
- Matters concerning the policy for determining the remuneration of Directors and other matters concerning the remuneration of Directors
- Matters concerning the details of individual remuneration received by Directors

and other matters

Risk Management Committee

In order to minimize losses by identifying risks and responding appropriately, we hold quarterly meetings of the Risk Management Committee, which consists of full-time officers and persons responsible for each division. It is headed by the Representative Director, President, and CEO as the Chief Risk Management Officer with the aim of promoting the development and operation of the internal control system.

Situation in FY2024

Chairperson	Takeshi Kaneko
Members	8
Meetings Held	4

Main deliberations in FY2024

- Matters concerning project profitability management
- Matters concerning human resources and labor
- Matters concerning internal system changes
- Matters concerning disaster prevention

and other matters

Governance | Corporate Governance

Officer compensation

The Company established a Nomination and Remuneration Committee with the aim of enhancing the structure of the management system that enables fair and transparent decision-making with respect to the functions of the Board of Directors regarding the nomination and remuneration of Directors, and the Company's corporate governance system. The Nomination and Remuneration Committee Regulations stipulate the process for determining the remuneration of Directors, and remuneration is determined by resolution of the Board of Directors after deliberation by the Nomination and Remuneration Committee within the limit of the total amount of remuneration approved by the Board of Directors as resolved by the General Meeting of Shareholders.

At the Ordinary General Meeting of Shareholders held in March 2023, the Company resolved that the maximum amount of remuneration for Directors (excluding Audit & Supervisory Committee Members) would be no more than 350 million yen per year, and the maximum amount of remuneration for Directors, who are Audit & Supervisory Committee Members, is resolved to be no more than 40 million yen per year.

─ Details of officer compensation (FY2024)

	Total Compensation, etc. (thousands of yen)	Total Compensation, etc. by Type (thousands of yen)			Number of Eligible Officers (people)
		Fixed Compensation	Performance-based Compensation	Severance Pay	
Director (excluding Audit & Supervisory Committee Members and Outside Directors)	176,634	176,634	-	-	5
Audit & Supervisory Committee Member (excluding Outside Directors)	-	-	-	-	-
Outside Officers	22,020	22,020	-	-	4

Reason for appointment as outside officer

Shohei Ueda
Appointed in 2025

He has experience and a track record as an executive officer and auditor at IT companies, along with knowledge and insight. We have appointed him based on our judgment that he would be able to leverage these high-level insights to make appropriate proposals and oversee the strengthening of our corporate governance and overall management.

Takuo Hirose
Appointed in 2021

Based on his many years of experience working at a major law firm, he has extensive experience and highly specialized knowledge in corporate legal affairs. As a Director who is an Audit & Supervisory Committee Member, he supervises the business execution of the Company's management and provides advice. We have appointed him for his specialized knowledge to provide valuable opinions on our management from an objective standpoint in order to expand our business.

Masaya Suzuki
Appointed in 2021

He has expertise in accounting and taxation based on his experience at a major audit firm and the firm he currently manages. As a Director who is an Audit & Supervisory Committee Member, he supervises the business execution of the Company's management and provides advice. We have appointed him for his specialized knowledge to provide valuable opinions on our management from an objective standpoint in order to expand our business.

Eri Nakajima
Appointed in 2023

She has been involved in environmental administration for many years and has held various public positions. As the Deputy Governor of Nagano Prefecture, she has been involved in the empowerment of women in companies, work style reform, and promotion of the SDGs. Most recently, as a manager at the Ministry of the Environment, she has extensive experience and deep insight in the environment and energy fields, such as promoting the SDGs and promoting zero carbon administration. We have appointed her based on the judgment that she will make appropriate recommendations and supervise the development of the Company's business and overall management based on her deep insight.

Governance | Corporate Governance

Information and data security

As an IT company, we set information and data security as a materiality, and we ensure the safety of our systems by setting appropriate authority for each system and conducting regular inventory of the settings. Specifically, we are deploying endpoint security products to provide real-time protection and regular scanning as anti-virus protection. To prevent targeted attacks, we have introduced XDR products to filter emails containing malicious malware such as Emotet and ransomware.

Compliance with personal information protection

– Employees

By obtaining a consent form regarding the use of personal information at the time of recruitment and employment, we clarify our personal information protection management system and thoroughly enforce measures such as access control. Furthermore, we also obtain confidentiality agreements from employees upon joining and leaving the company, and regularly conduct training on handling information.

– Customers

Confidentiality agreements are signed at the start of transactions.

– Business partners

Confidentiality agreements are signed at the start of transactions. In addition, we check the handling of information based on our checklist at the start of transactions and on a regular basis.

– Customer information held by customers

We thoroughly manage account permissions to grant access only to necessary personnel regarding customer information. Also, we have established a system to log operations on our loaned PCs using an asset management system so that we can trace any incidents if necessary.

Compliance

Promotion system

We have established compliance regulations and a management system with the General Manager of the Business Administration Division as the responsible person in order to prevent misconduct or illegal activities in the course of business operations, and to enhance the company's social credibility and stabilize management.

Compliance training

To prevent misconduct and ensure compliance with laws and regulations, we have appropriately established and operate a compliance management system. Compliance training is conducted not only as an in-house training for new employees, but also multiple times a year for all employees with different themes.

Month Implemented	Training Content
February 2024	Contracts
June 2024	Whistleblowing and bribery
August 2024	Prevention of insider trading
October 2024	Subcontract Act and sham contracting
November 2024	Personal information protection

Whistleblowing system

Under the responsibility of the Representative Director, President and CEO, we have established a system to respond appropriately in the event of whistleblowing on acts that violate laws and regulations, etc. regarding our company, as well as our officers and employees. By doing so, we operate a whistleblowing system with the aim of early detection and correction of violations of laws and regulations, and practicing compliance management.

Governance | Risk Management

Risk Management

Policy and system

In order to minimize losses by identifying risks and responding appropriately, the Group has established the Risk Management Rules. We also hold quarterly meetings of the Risk Management Committee, which consists of full-time officers and the people in charge of each department. It is headed by the Representative Director, President, and CEO as the Chief Risk Management Officer with the aim of promoting the development and operation of the internal control system. The Risk Management Committee identifies and evaluates potential risks, and promotes the establishment of systems and implementation of measures to reduce these risks.

– Major risks and countermeasures

Risks	Description	Countermeasures
Competitors	The Group competes with major system integrators and others in its Support for DX business. In the event that the Group's competitiveness declines, a decrease in orders could have a significant impact on the Group's business and performance.	The Group's Support for DX features "support for in-house DX" and "Support for staffing of IT personnel after in-house DX," which are points of differentiation from our competitors. We believe we have a competitive advantage in terms of "manufacturing knowledge" in DX for the manufacturing and construction industries.
Unprofitable projects	A significant increase in man-hours to resolve unexpected problems or customer inspections that identify contract nonconformity, leading to requests for major modifications could have a significant impact on the Group's business and performance.	To reduce risk, the Group breaks down projects into smaller parts (the majority of contract periods are one to three months) and works to receive orders based on quasi-mandate contract. In addition, to ensure that discrepancies in estimated and actual man-hours do not arise, we strive for close communication with customers and minutely detailed personnel management, progress management, budget management, and quality management.
Timing differences	In the event that the delivery date changes due to changes in specifications after receipt of a project order, and it becomes necessary to review the estimated total costs for contract development projects for which revenue recognition is based on the input method, a timing difference arises in the recording of sales and profit, which could have an impact on the quarterly or full-year performance.	To ensure that discrepancies in estimated and actual man-hours do not arise, the Group strives for close communication with customers and minutely detailed personnel management, progress management, budget management, and quality management.
Dependence on outsourcing	Outsourcing expenses account for around 60% of net sales, which is relatively high. An inability to secure outsourcers as expected could have a significant impact on the Group's business and performance.	The Group actively utilizes outsourcing from the perspective of leverage and financial resilience for business expansion. We believe that our extensive network of business partners is a strength of the Group. We hope to contribute to increasing the competitiveness of our business partner companies through referrals to quality projects.
Recruitment and training	Continuing to secure talented IT engineers is important for expanding the Group's business. However, an inability to secure IT engineers in line with plans, due to a deterioration in demand and supply or a decline in the Group's recruitment capabilities, could have a significant impact on the Group's business and performance.	The Group concentrates on retaining talented IT engineers by winning attractive projects, providing relatively flexible development systems and working hours, increasing salary levels, enhancing employee benefits and providing support for increasing skills by holding in-house study groups and participation in seminars. We have also built a mechanism for flexible and swift procurement of IT engineers through Ohgi.
Publicity and reputation	As measures to maintain customer satisfaction and continuing transactions, the Group has built targeted business model outputs and acquires projects and human resources, which leads to business expansion. A loss of trust in the Group for any reason, a decline in customer satisfaction, or a discontinuation of business could have a significant impact on the Group's business and performance.	In our business activities, we strive to meet customer expectations through close communication with customers and minutely detailed personnel management, progress management, and budget and quality management. In our internal systems, we have developed mechanisms capable of maintaining and improving organizational trust, strengthening internal audits, introducing audits by the Audit & Supervisory Committee Members, and establishing the Nomination and Remuneration Committee to ensure the appropriate functioning of corporate governance.

5-Year Financial and Non-Financial Summary

Note: Financial information is disclosed on a non-consolidated basis up to FY2022, and on a consolidated basis from FY2023 onward.

Financial Information

(Item) (FY)

Operating Results		2020	2021	2022	2023	2024
Net sales	(million yen)	5,534	7,801	12,113	15,921	19,166
Gross profit	(million yen)	1,119	1,797	2,947	4,315	5,020
Gross profit margin	(%)	20.2	23.0	24.3	27.1	26.2
Operating profit	(million yen)	180	546	1,120	1,744	2,007
Operating profit margin	(%)	3.3	7.0	9.3	11.0	10.5
Ordinary profit	(million yen)	188	546	1,139	1,765	2,046
Profit attributable to owners of parent	(million yen)	124	410	836	1,303	1,439
Financial Position						
Total assets	(million yen)	2,184	3,773	5,114	6,111	8,009
Net assets	(million yen)	716	1,961	2,846	3,208	4,195
Equity capital ratio	(%)	32.7	52.0	55.6	52.5	52.4
Return on equity (ROE)	(%)	19.5	30.7	34.8	43.0	38.9
Per Share Information						
Profit[1]	(yen)	8.88	28.03	52.24	76.59	85.58
Net assets	(yen)	49.91	125.58	172.29	188.57	250.96
Cash Flows						
Cash flow from operating activities	(million yen)	136	581	883	1,162	983
Cash flow from investing activities	(million yen)	-112	-67	-118	-429	-970
Cash flow from financial activities	(million yen)	-103	519	92	-1,112	232
Cash and cash equivalents at end of period	(million yen)	307	1,341	2,199	1,819	2,064

[1] Our company conducted a stock split of 1,000 shares per share of common stock on November 11, 2020, and conducted further stock splits at a ratio of 2 shares per share of common stock on April 1, 2022 and October 1, 2022, respectively. The basic earnings per share on this page are calculated assuming that all of the stock splits were carried out at the beginning of the fiscal year ended December 31, 2019 (January 2019).

Non-Financial Information

(Item) (FY)

		Scope	2020	2021	2022	2023	2024
GHG emissions (Scope 1, 2)[2]	(t-CO$_2$)	Consolidated	-	-	-	126.2 [6]	153.8
GHG emissions (Scope 1, 2)[2]	(t-CO$_2$)	Non-consolidated	79.7	80.0	94.6 [6]	88.2	74.8
GHG emissions (Scope 3)[3]	(t-CO$_2$)	Non-consolidated	-	-	-	10954.8 [6]	12,950.4
Scope 1, 2 emissions per capita	(t-CO$_2$)	Consolidated	-	-	-	0.3	0.3
	(t-CO$_2$)	Non-consolidated	0.4	0.3	0.3	0.2	0.2
Scope 1, 2 emissions per net sales (hundred millions of yen)	(t-CO$_2$)	Consolidated	-	-	-	0.8	0.8
	(t-CO$_2$)	Non-consolidated	1.4	1.0	0.8	0.6	0.4
Scope 1, 2 emissions per operating profit (hundred millions of yen)	(t-CO$_2$)	Consolidated	-	-	-	7.2 [6]	7.7
	(t-CO$_2$)	Non-consolidated	44.1	14.6	8.4	4.9	3.6
Industrial waste emissions	(m^3)	Non-consolidated	2.5	1.0	6.0	0.0	0.0
	(kg)	Non-consolidated	860 [4]	0	0	3,120 [4]	50
No. of employees	(people)	Consolidated	-	-	-	454	553
	(people)	Non-consolidated	212	250	314	359	389
Percentage of engineers	(%)	Non-consolidated	85.85	80.80	79.62	79.39	78.92
Number of new graduates hired	(people)	Non-consolidated	22	19	23	31	37
Number of mid-career employees hired	(people)	Non-consolidated	37	41	82	52	42
Parental leave acquisition rate — Men	(%)	Non-consolidated	20.0	37.5	50.0	37.5	44.44
Parental leave acquisition rate — Women[5]	(%)	Non-consolidated	100.0	100.0	100.0	100.0	100.0
Percentage of women employees	(%)	Non-consolidated	17.45	15.60	16.88	17.27	19.79
Percentage of women managers	(%)	Non-consolidated	4.00	4.00	4.76	3.70	9.23
Employee turnover	(%)	Non-consolidated	10.0	8.8	12.8	11.7	11.6
Average years of employment	(years)	Non-consolidated	2.79	2.15	3.03	3.17	3.59
Hours of overtime	(hours)	Non-consolidated	22.08	22.81	21.92	19.74	18.94

[2] GHG emissions are calculated based on non-fossil fuel certificates.
[3] Category 15 emissions are not included because they are difficult to calculate.
[4] Some furniture was disposed of due to the office relocation and layout changes.
[5] Figures include employees in the process of taking parental leave (planning to take parental leave).
[6] Figures for previous years have been revised due to a review of the aggregated data.

Company and Share Information

Company Information (As of March 31, 2025)

Corporate name	Core Concept Technologies Inc.
Representative	Takeshi Kaneko Representative Director, President and CEO
Location	11th floor of DaiyaGate Ikebukuro, 1-16-15 Minami Ikebukuro, Toshima-ku, Tokyo, Japan
Date of establishment	September 17, 2009
Capital stock	566 million yen
Business description	Support for DX, and support for staffing of IT personnel
No. of employees	Consolidated: 548, Non-consolidated: 389

Group companies

P.G. System Co., Ltd.

Pro-X Co., Ltd.

Denso Co., Ltd.

Digital Design Services Co., Ltd.

Pros Cons, Inc.

Information about corporate website

You can find detailed information about our company, including our basic information, the solutions and products we offer, and our experts.

https://www.cct-inc.co.jp/en/ir/

Notes on Forward-Looking Statements

This document is based on the information available to the Company at the time of preparation, and is subject to risks and uncertainties. Actual results may differ from these forward-looking statements. Please note that neither the Company nor the information provider shall be liable for any damage incurred based on this information.

Notes on Figures

Some of the figures related to financial information described in this Integrated Report have been rounded to the nearest indicated unit.

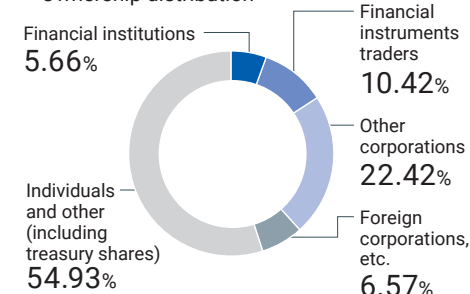# Share Information (As of December 31, 2024)

Total number of authorized shares
56,000,000

Total number of shares outstanding
17,487,600

Names of listed financial instruments
Tokyo Stock Exchange
(Growth Market)

Number of shareholders
4,204

Ownership distribution

- Financial institutions 5.66%
- Financial instruments traders 10.42%
- Other corporations 22.42%
- Foreign corporations, etc. 6.57%
- Individuals and other (including treasury shares) 54.93%

Major shareholders

Name of shareholder	Number of shares of the Company held	Percentage of shares held
Takeshi Kaneko	2,340,000	14.00
K.K. BIPED	1,400,000	8.38
Geiyo Senzai K.K.	907,700	5.43
Katsunori Shimomura	860,000	5.15
Custody Bank of Japan, Ltd. (Trust account)	783,500	4.69
Good Eco K.K.	750,000	4.49
Kazuaki Nakajima	700,000	4.19
Tadaaki Taguchi	685,000	4.10
Toyofumi Takamori	670,000	4.01
Rakuten Securities, Inc.	652,800	3.91

Core Concept Technologies Inc.