

Integrated Report 2026



Contents and Editorial Policy

1

About CCT

- 01 Contents and Editorial Policy
- 02 Our Aim
- 03 Our Focus Areas
- 04 Our Solutions
- 05 Our Growth

2

CCT's Value Creation

- 06 Our Value Creation Model
- 07 Business Growth Model
- 08 Group's Strengths
- 09 Our Materiality
- 10 Financial and Non-Financial Highlights

3

Messages from Management

- 11 Message from the CEO
- 16 Growth Strategy
- 18 Group Management
- 19 Message from the CFO
- 21 Message from an Outside Director

4

Business Strategy

- 22 DX Support
- 26 IT Staffing Support

5

Sustainability

- 29 Sustainability Basic Policy and Promotion Structure
- 30 Message on Sustainability Management
- 31 Society
- 37 Environment
- 40 Governance

6

Company and Share Information

- 47 Five-Year Financial and Non-Financial Summary
- 48 Company and Share Information

Editorial Policy

Integrated Report 2026 presents our growth strategy and future outlook to stakeholders, including shareholders and investors, together with the views of top management, in an easy-to-understand manner. 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 IFRS Foundation, and the Japanese Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation, among others.

Reporting Period

January 1, 2025 - December 31, 2025
(including some activities after January 2026)

Our Aim

Our Purpose

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

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. Please visit our corporate website for details.

<https://www.cct-inc.co.jp/en/company/philosophy/>

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

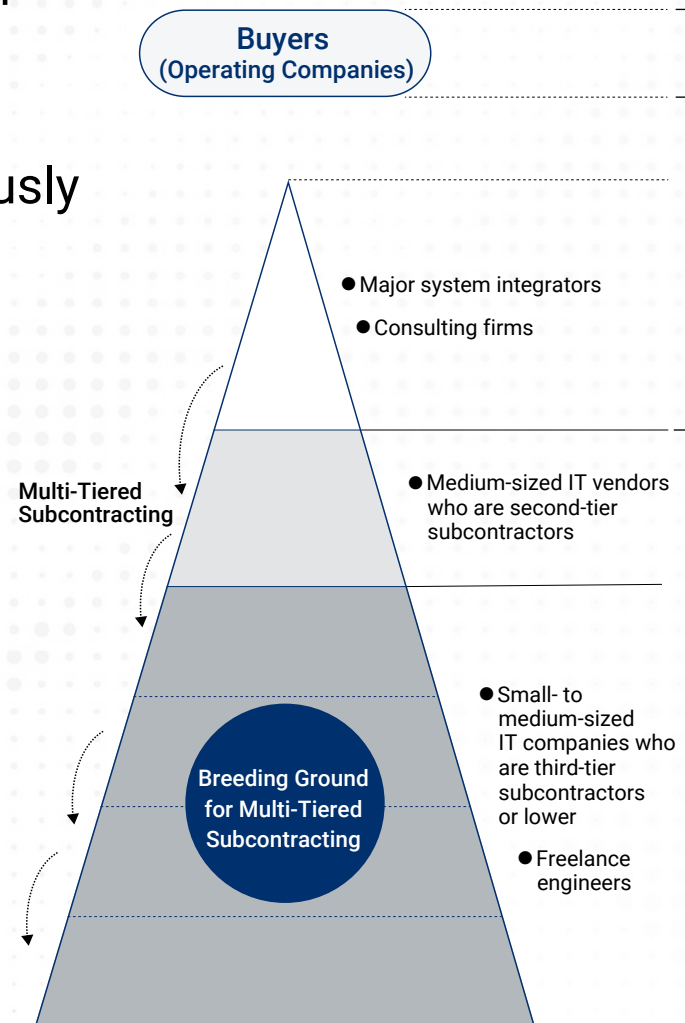
We act with a balance between logic and passion or emotion.

Our Focus Areas

We review the multi-tiered subcontracting structure of the IT industry and create an environment where companies can autonomously work toward DX

Japan's IT industry has a pyramid-shaped, multi-tiered subcontracting structure, leading to issues such as income and regional disparities. Our Group aims to transform society into one in which companies can develop autonomously and continuously through business expansion, the utilization of the extensive Business Partner Network "Ohgi," M&A, and other means.

Structure of Japan's IT Industry



Issues faced by operating companies

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

Our solutions

- Support of customer business DX and in-house production using our proprietary DX support methodology "CCT-DX Method" and DX development platform, "Orizuru"
- Temporary IT talent acquisition through the use of "Ohgi"

Issues faced by small- to medium-sized IT subcontractors

- Inefficiency caused by intermediary commission margins
- Inefficient procurement of IT human resources due to the time and effort required
- Income disparity of engineers between major system integrators and small IT companies

Our solutions

- Reducing the multi-tiered subcontracting structure through the expansion of "Ohgi"
- Efficient matching of projects and human resources through the use of "Ohgi"

Our Solutions

Leveraging the strengths of our two businesses, we will work with our partners to provide optimal solutions

Our Group provides support for DX specialized in the manufacturing, construction, and logistics industries, as well as support for staffing of IT personnel that reaches a wide range of industries. Through support for DX, in addition to technical capabilities and manufacturing expertise, we achieve high profitability by utilizing our DX development platform, "Orizuru". With our support for staffing of IT personnel, we utilize "Ohgi" to achieve efficient matching between those making and receiving orders.

DX Support

Based on manufacturing expertise and a wide range of digital technologies, we realize required functions quickly and at low cost through our unique DX support methodology. We provide consistent support from verification, system construction, and operation and maintenance to in-house development.

Characteristics

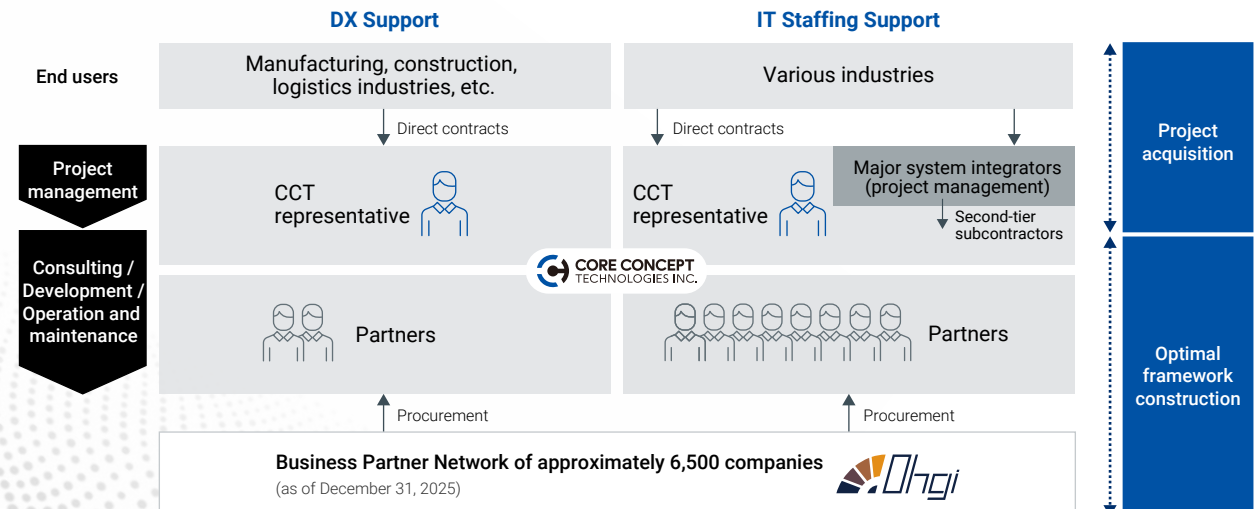
- Strengths include technical capabilities and deep expertise in manufacturing
- Primarily takes direct contracts from end users
- Uses standard function modules + our customizable development platform, "Orizuru" and DX support methodology "CCT-DX Method"

IT Staffing Support

We support the procurement of necessary IT personnel for major system integrators, consulting firms, and operating companies. By utilizing "Ohgi," which connects with approximately 6,500 small- to medium-sized IT companies, we rapidly build the optimal organizational structure.

Characteristics

- Enhanced leveraging through proactive use of business partners (BP)
- Primarily second-tier subcontracting from major system integrators
- Diversified industrial portfolio and expanded number of business partners along with an increasing number of projects

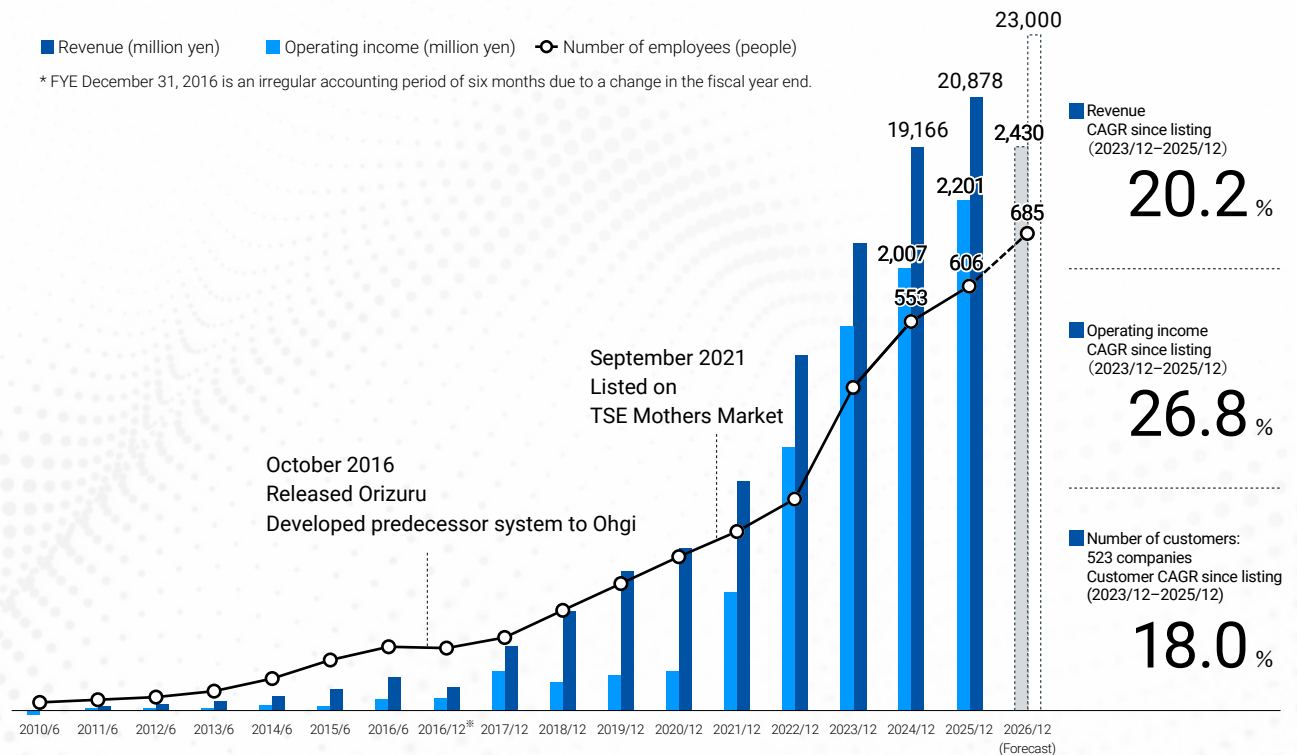


Our Growth

Expanding both revenue and profits, we aim to improve growth rates and enhance profitability

Since our establishment, we have aimed to provide maximum value through DX Support 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 a 17th consecutive year of revenue growth.



Establishment period 2009–2015

Established by a former employee of a venture company that provides DX Support to the manufacturing industry. Launched DX Support 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.

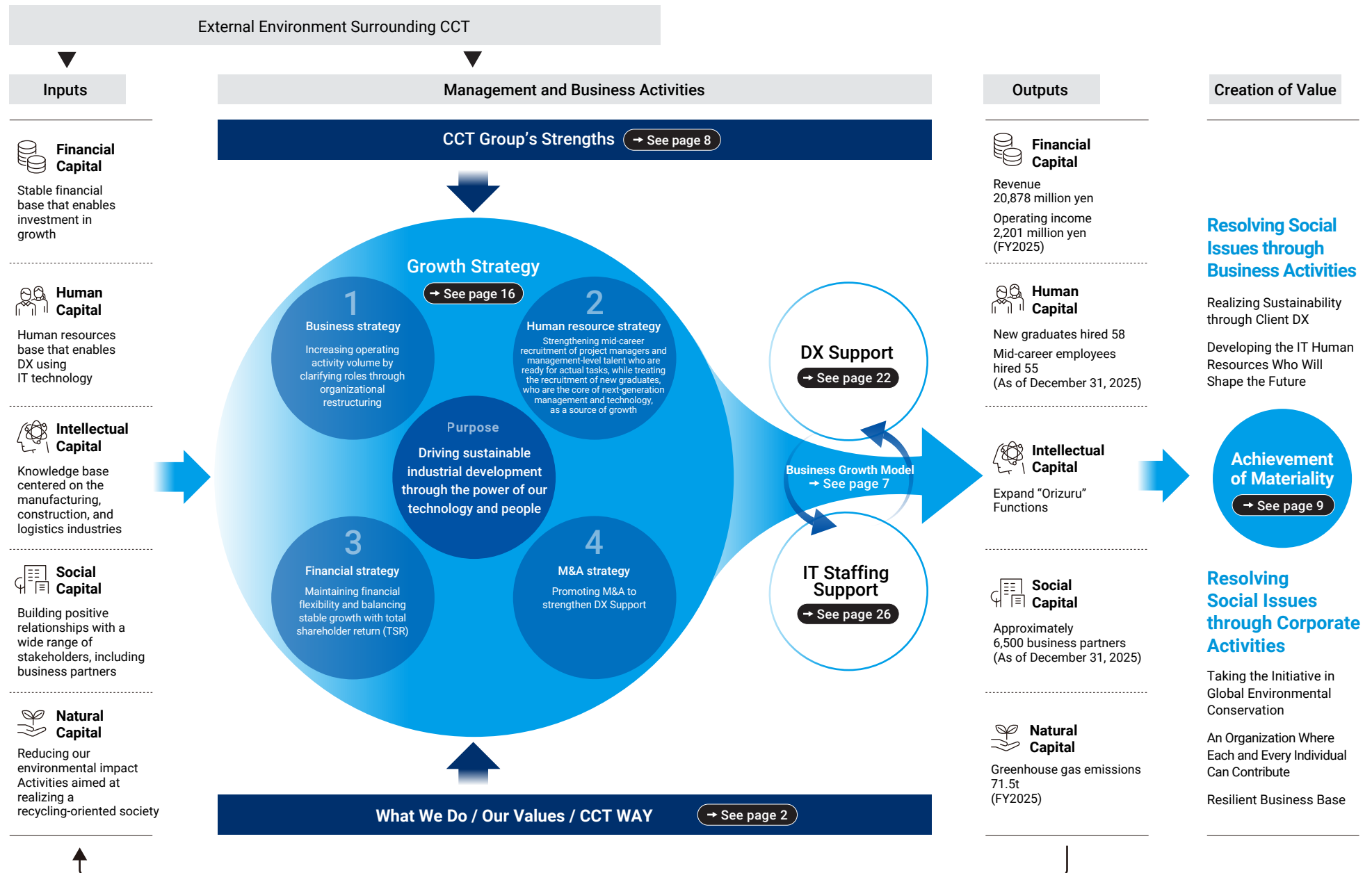
Growth period 2016–2020

To accelerate business growth, proceeded with full-scale development of in-house products. Focused on common needs of many customers in DX Support, and commercialized "Orizuru" with functions that support these common needs in 2016. In addition, named the Business Partner Network of small- to 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 the manufacturing and construction industries, we are expanding our areas of DX Support to the logistics industry. By combining "Orizuru" with cloud solutions, we are meeting a diverse range of needs. Since 2023, we have been actively pursuing M&A to achieve further growth.

Our Value Creation Model



Business Growth Model

We evolve our business and products simultaneously to achieve sustainable growth

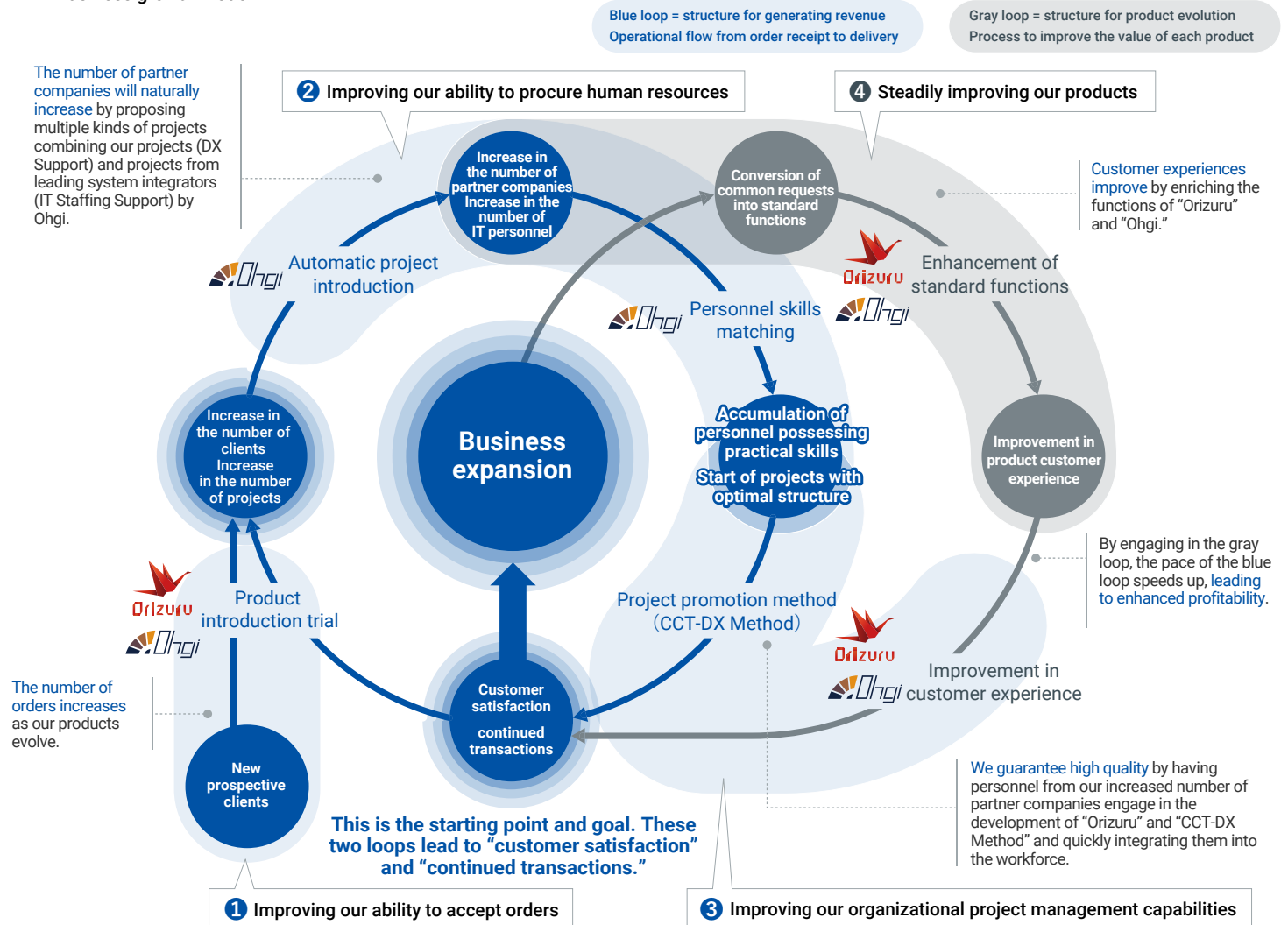
Our Group is working on the evolution of our business and products through two synergy loops centered on Orizuru and Ohgi, in order to achieve sustainable earnings growth and increase corporate value.

The image on the right shows the two key loops of our strategy execution model. The inner blue loop is the profit generation structure from the operating flow from order to product delivery. These three steps of ① improving our ability to accept orders, ② improving our ability to procure human resources, then ③ improving our organizational project management capabilities will work closely together to achieve high profitability.

The outer gray loop is the product evolution structure, the process for improving the value of our products. As part of ④ steadily improving our products, we aim to improve the customer experience in broadening the applications for Orizuru and Ohgi by adopting new standard functions that reflect the needs of our client base.

The outer loop accelerates the inner loop, leading to improved customer satisfaction and continued transactions, which strengthens the revenue base and leads to sustainable growth.

— Business growth model



Group's Strengths

Leveraging three strengths to comprehensively address customer DX issues

Our Group is composed of a diverse range of professionals, including consultants well acquainted with the field and engineers with advanced technical skills. Our comprehensive approach to DX Support, spanning everything from strategy formulation to on-site operations, has earned strong trust from our customers in focus industries such as manufacturing, construction, and logistics, leading to consistent performance whereby nearly 90% of revenue comes from existing clients.

Strengths	Strength 1 Retrofit	Strength 2 Years of experience in manufacturing x DX	Strength 3 Wide range of solutions
	● 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



Focusing on manufacturing, construction, logistics industries to leverage our strengths

Main areas of support	Manufacturing Industry (since establishment)	Construction Industry (since 2015)	Logistics Industry (since 2023)
	 ● Customer contact points and DX for sales (Salesforce, Orizuru 3D) ● DX for design and production preparation (Aras Innovator) ● DX for procurement (Orizuru 3D) ● DX for manufacturing (Orizuru MES) ● DX for services (Aras Innovator) ● DX for supply chain integration (mcframe, Infor, SAP)	 ● DX for design (Orizuru 3D IFC Viewer) ● DX for execution (Orizuru 3D IFC Viewer) ● DX for procurement ● DX for construction	 ● WMS (Warehouse Management System) ● TMS (Transport Management System) ● AI-powered vehicle dispatch and delivery matching ● DX for demand forecasting

Our Materiality

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

— Process for defining our materiality

		Our Materiality	KPI	Goal / Target FY	FY2025 Results	Results of Main Initiatives
STEP1 Identification of social issues	Identified social issues based on consideration of industry- and business-specific issues, with reference to guidelines such as GRI	Resolving Social Issues through Business Activities				
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	Resolving Social Issues through Business Activities				
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	Resolving Social Issues through Corporate Activities				
STEP4 Approval by the Board of Directors	Final approval following discussion at the Board of Directors, including outside directors	Resolving Social Issues through Corporate Activities				

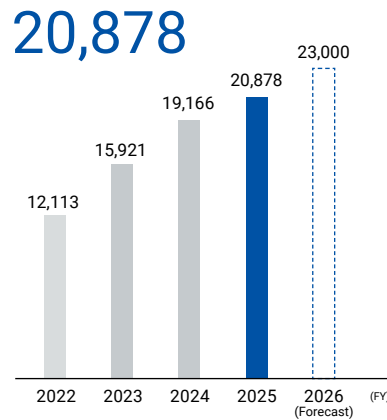
Financial and Non-Financial Highlights

Note: Fiscal years end on December 31.

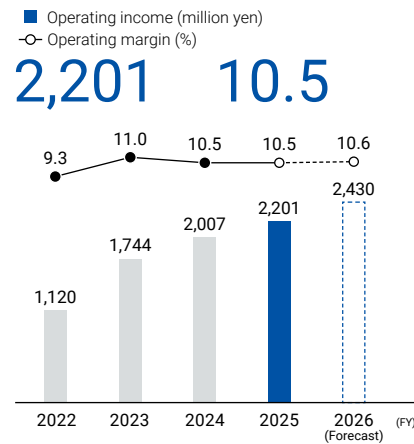
Disclosed on a non-consolidated basis in FY2022, and on a consolidated basis from FY2023 onward

Financial Results

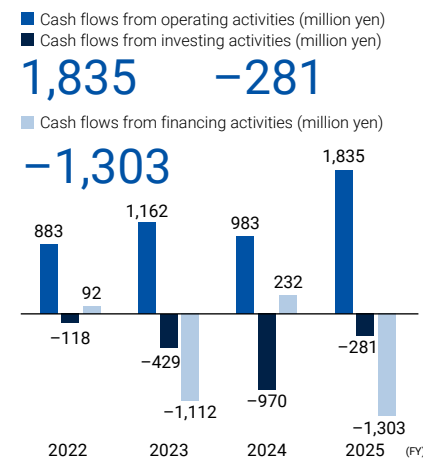
Revenue
(million yen)



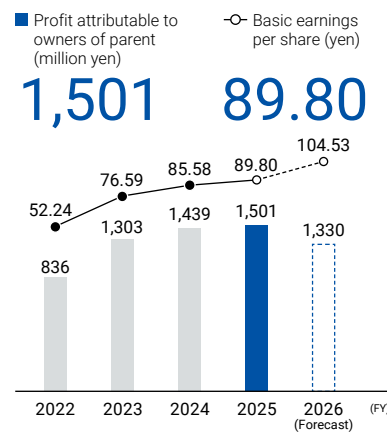
Operating income / Operating margin



Cash flow (operating / investment / financial)

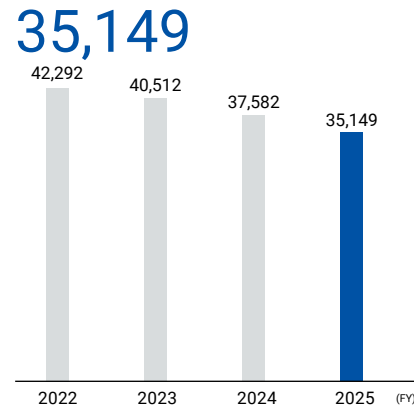


Profit attributable to owners of parent /
Basic earnings per share^{*1}



Productivity

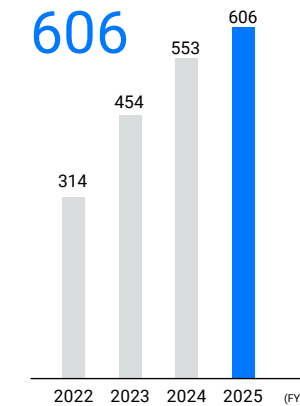
Revenue per employee (thousands of yen)



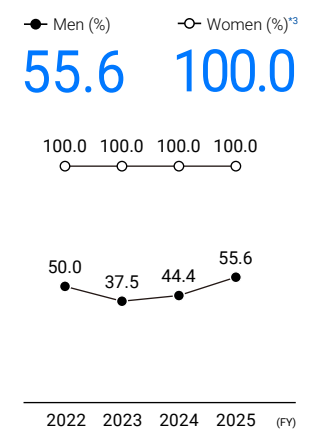
^{*1} Our company conducted stock splits of 2 shares per share of common stock on April 1, 2022 and October 1, 2022, respectively. The basic earnings per share on this page are calculated assuming that the stock splits were carried out at the beginning of the fiscal year ended December 31, 2022 (January 2022).

Non-Financial Results

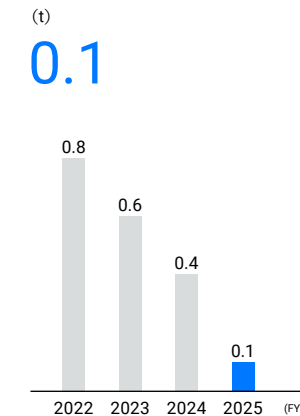
Number of employees
(people)



Parental leave acquisition rate^{*2}



Scope 1, 2 emissions per revenue
(hundred millions of yen)^{*2}



^{*2} Disclosure based on non-consolidated basis for FY2022-FY2025.

^{*3} Figures include employees in the process of taking maternity leave (planning to take parental leave).

Message from the CEO



Under our new growth strategy, we aim to further enhance corporate value

Viewing the arrival of the AI era as a growth opportunity, we are simultaneously working to further strengthen our sales capabilities and transform our business base. By expanding and enhancing our business domains and establishing competitive advantages, we are proactively transitioning to the next stage of growth—one that offers both scale and reproducibility.

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 Holdings 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

Review of FY2025

Strengthening sales capabilities by standardizing proposals

The Group has achieved steady growth by focusing on two core businesses: DX Support and IT Staffing Support. For FY2025, the Group's consolidated performance featured revenue of 20.8 billion yen, up 8.9% year on year, and operating income of 2.2 billion yen, up 9.7%, marking the 17th consecutive year of revenue and operating profit growth. However, our revenue growth rate—considered an important management indicator for showing a company's attractiveness and future potential—has slowed somewhat in recent years compared to the past. One reason has been that the pace of acquiring new clients and new projects in DX Support, which is the biggest driving force behind our growth, has slowed.

Based on this understanding, we implemented a large-scale organizational restructuring for DX Support at the beginning of FY2025. First, we restructured the business into two departments, one responsible for new clients and new projects and the other for existing clients and ongoing projects. By strategically placing the right people in the right positions, we ensured sufficient time for acquiring new clients and projects (see page 16 for details). We then worked to bolster our sales capabilities by maximizing both sales activity and orders.

To maximize sales activity, we implemented thorough quantitative management by setting KPIs and quantifying the activity process, thereby visualizing the progress of each

project on a quarterly basis. For projects that were behind schedule, I made it a point to identify bottlenecks early on, discuss the necessary actions with senior management, and, when necessary, take the lead myself to resolve the delays.

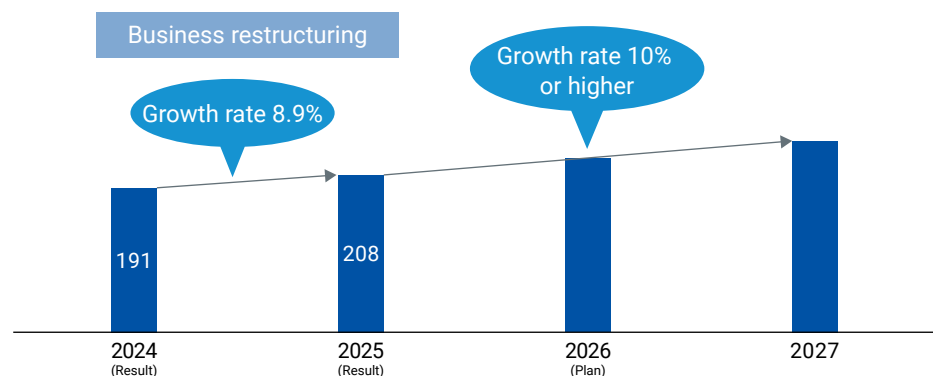
Meanwhile, to further increase orders, we proceeded with standardizing the proposal format. In this context, standardization refers to creating a “template” with a high probability of winning an order, based on proposals that have achieved significant results, thereby elevating the overall quality of proposals to a higher level. To ensure that each team member can deliver an effective presentation using this standardized proposal template, we also conduct weekly role-playing training sessions.

These radical reforms steadily increased the productivity of each project in DX Support, and at the same time, led to the acquisition of new clients and new projects. From the second half of FY2025, we saw a gradual increase in orders for large-scale projects, and in the fourth quarter, we achieved record-high quarterly revenue.

In January 2026, we established the Sales Division within our DX Support Business to further fortify our sales capabilities. As a result, orders have increased compared to the previous fiscal year, and the order backlog for the most recent first quarter of 2026 has reached a record high. For FY2026 and FY2027, we aim to restore our revenue growth rate to 10% or higher and achieve sustainable, consistent growth.

Recent performance (revenue) and mid-term performance outlook

(hundred million yen)



Changes in sales activity

DX Support	Sales activity (new clients in manufacturing industry)	H1 2024	H2 2024	H1 2025	H2 2025
	Number of business meetings	N.A.	71	91	118
	Number of leads generated	N.A.	61	77	103
	Number of ongoing business meetings (before proposal)	N.A.	19	35	64
	Number of proposed projects	N.A.	42	42	39
* Excludes sales activities for existing clients, industries other than manufacturing, and cloud solutions (Salesforce, etc.).					
* Based on the period during which business meetings were conducted.					
IT Staffing Support	Financial figures	H1 2024	H2 2024	H1 2025	H2 2025
	Order backlog	1,980	1,648	2,046	2,110
	Revenue	4,289	4,790	4,788	5,263
	Financial figures	H1 2024	H2 2024	H1 2025	H2 2025
	Order backlog	1,663	1,895	1,822	1,904
	Revenue	4,874	5,211	5,379	5,446

Message from the CEO

Future growth strategy

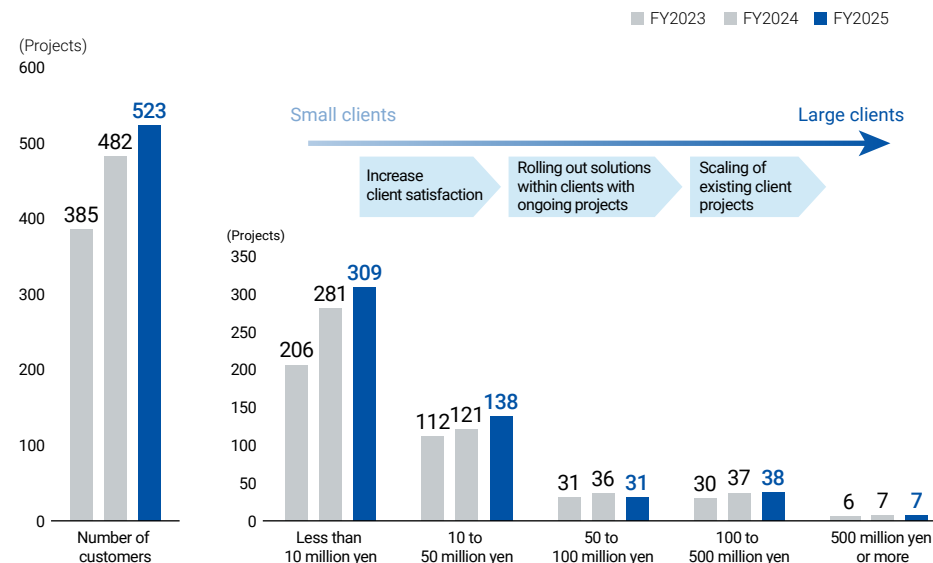
Leveraging insights into business processes to scale projects

Starting in FY2026, we plan to accelerate our growth by pursuing a new direction in our management strategy, rather than simply continuing on the same path as before. One of the key aspects of this is the scaling of projects in DX Support.

Until now, our DX Support has grown by carefully addressing the specific operational needs of individual departments within our client companies. However, to continue expanding at a high growth rate in the future, we will need to expand into larger projects worth several hundred million yen or more per project. To achieve this, I believe it is crucial to offer solutions that support company-wide transformations, such as ERP, MES, and CRM, rather than just addressing the challenges of specific departments. Based on this approach, in addition to developing our own manufacturing execution system (MES) called "Orizuru MES," we have entered into partnership agreements with several major solution vendors. As a result, we have added solution products to our lineup that

— Increase in the number of large clients

Trend in the number of clients (overall)



contribute to company-wide transformations for large enterprises, such as the ERP "mcfame," the PLM "Aras Innovator," and the CRM "Salesforce." Thanks to the expansion of these, our efforts to propose them to large corporations, and the standardization of our proposals since the latter half of last year, we have been able to secure one large-scale project after another.

This experience strengthened my conviction that these kinds of products will become the focal point of securing large-scale projects. This is because the implementation of these solutions is based on "Fit to Standard," which means adapting a customer's operations to the standard system, making it highly compatible with our proposal "standardization" initiative mentioned earlier.

In these proposals, we leverage our domain knowledge and business process expertise to demonstrate how well our clients' operations fit with the standard functions of a product. Furthermore, for tasks that do not fit standard functions, we clearly outline multiple solutions, including agile development using our proprietary methods, which is one of our strengths, along with the time and cost associated with each. By carefully demonstrating not only the benefits of the solution but also the optimal way to proceed with the project from the proposal stage, we have achieved a high success rate in competition with major system integrators.

Transforming our approach to existing clients

As mentioned above, our efforts toward scaling projects are progressing smoothly in proposals to new clients, but challenges remain when it comes to existing clients. Most of our sales activities targeting existing clients are based on ongoing projects that meet the operational needs of specific departments, and as such, small-scale projects still account for the vast majority of our business.

However, many of our existing clients are large corporations with revenues in the hundreds of billions of yen range, and they inherently have budgets in the hundreds of millions of yen for IT and DX investments. These include the need to renew company-wide systems such as ERP and CRM, as well as for company-wide digital transformation (DX). Over the past few years, we have established a system to provide these products. Yet, the problem is the perception gap between our customers, who still view CCT as a small-scale vendor. To bridge this gap, we plan to fundamentally change our approach to existing clients going forward. Existing clients have a sales advantage over new clients in that they are easier to approach, and we believe there is significant room to accelerate the scaling of projects in this area.

Message from the CEO

Transforming business models through AI-driven development

Another new growth strategy we are pursuing is AI-driven development. The rise of rapidly evolving generative AI has ushered in a period of dramatic change in the IT industry. Today's cutting-edge AI can generate smart program code in an extremely short amount of time and analyze complex programs instantly. This suggests that a large portion of the development work traditionally performed by humans could potentially be replaced by AI.

These significant changes will lead to reduced programming costs, posing a threat to the systems integration industry, which has relied heavily on manual labor for much of its production activities. However, I view this as the greatest opportunity in our growth strategy. In fact, IT startups that quickly identified this change have achieved a level of productivity far beyond that of large systems integrators by automating a large portion of their development work with AI. Taking these developments into consideration, we plan to actively promote the rollout of AI-driven development in future projects.

First, we will apply AI development tools to large-scale enterprise system development projects, aiming to reduce costs by 30% to 40% for each project. This will allow us to reduce our development costs to the same level or lower than that of major systems integrators that utilize offshore development. As AI-driven development advances further, I believe our proposals will offer significant advantages not only in terms of solutions but also in terms of pricing.

Human resource strategy

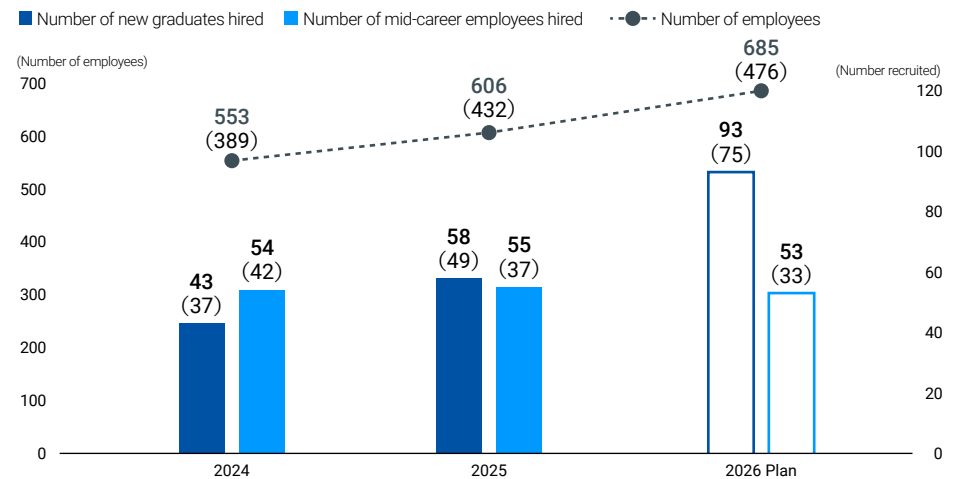
Managerial development for the AI era

In line with our new growth strategy, we also plan to restructure our human resources strategy as well. With the emergence of AI, the roles that people are expected to play will change.

Through our business growth to date, we have accumulated deep domain knowledge in industries such as manufacturing, construction, and logistics, as well as the elemental technologies required for transforming these business processes. Until now, business operations and system construction have been carried out by people with the relevant expertise performing the development work. In the AI era, this model will shift to people with the relevant expertise giving instructions to AI and AI performing the work on their behalf. Going forward, we will entrust the "tasks" to AI based on the advanced knowledge and skills we have cultivated, evolving from "workers" to "instructors and operators." We believe that by transforming our individual mindsets toward work in this way and becoming proficient in utilizing AI, the Group will be able to achieve even greater business productivity than ever before and realize sustainable growth.

We will also shift the focus of our new graduate recruitment policies and young employee development programs to ones based on the AI era. We hired a large number of new graduates this fiscal year. These individuals took part in an onboarding training program to ensure that, starting on their first day, they acquire the advanced skills needed to implement business processes and enterprise systems premised on the use of AI, so that within six months, they will have developed into professionals capable of delivering large-scale projects in the field. Furthermore, our recruitment criteria for new graduates will shift from focusing solely on IT-savvy individuals to emphasizing qualities required for future generalist roles, namely AI instructors and operators, i.e., logical thinking, communication, and teamwork skills.

— Number of Group employees



Parentheses indicate the number of employees of CCT on a non-consolidated basis.

Message from the CEO

Group Management

Strengthening the Group's growth potential through an aggressive division of labor system

The Group has enhanced its overall capabilities by bringing multiple companies into the fold through M&A. We expect each company in the Group to refine its unique strengths and enhance its growth potential, while simultaneously expanding synergies with CCT, the core of the Group. To pursue both, we have appointed outstanding members from CCT as directors to each Group company to strengthen management. Starting this year, we have also established a new Group Management Department to oversee the entire



Group operation, and we plan to further deepen our unified growth strategy.

Furthermore, at CCT, the core of the Group, executive vice president and CFO Nakajima has assumed the position of co-representative director as of FY2026. This effectively transitions us to a governance structure with two representatives. The division of responsibilities between us is not the conventional split between “defensive” and “aggressive” roles; rather, it is “an aggressive division of labor” aimed at accelerating both organic growth through our current operations and inorganic growth through M&A. Going forward, I, with my deep understanding of the business, will focus on refining the business model and strengthening operations, while Nakajima, who excels in finance, governance, and M&A, will oversee efforts to strengthen fundraising capabilities and strategic M&A. By having two representatives work closely together and make swift decisions, we will not only expand revenue but also streamline business processes and make optimal investment decisions in M&A, thereby achieving sustainable growth for the entire Group.

The IT industry is experiencing a period of great upheaval, and I recognize that what is most required of me as top management now is to confront this change head-on, not cling to past successes, and transform this change into competitive advantages. Simultaneously promoting top-line growth through project scaling and proposal standardization, and fundamentally reforming our cost structure through AI-driven development, will enhance business productivity and profitability, leading to the further enhancement of corporate value.

Representative Director, President and CEO

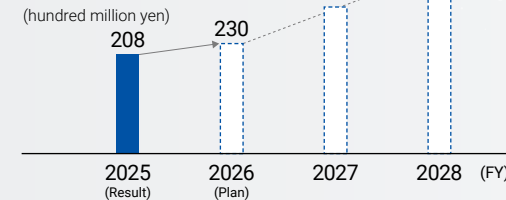
Takeshi Kaneko

Growth Strategy

We will drive four key growth strategies to achieve stable growth with a revenue growth rate of 10% or higher

Mid-term performance outlook (revenue)

For FY2026-2027, we will move toward stable organic growth with a revenue growth rate of 10% or more



Four Growth Strategies to Reach the Stable Growth Phase

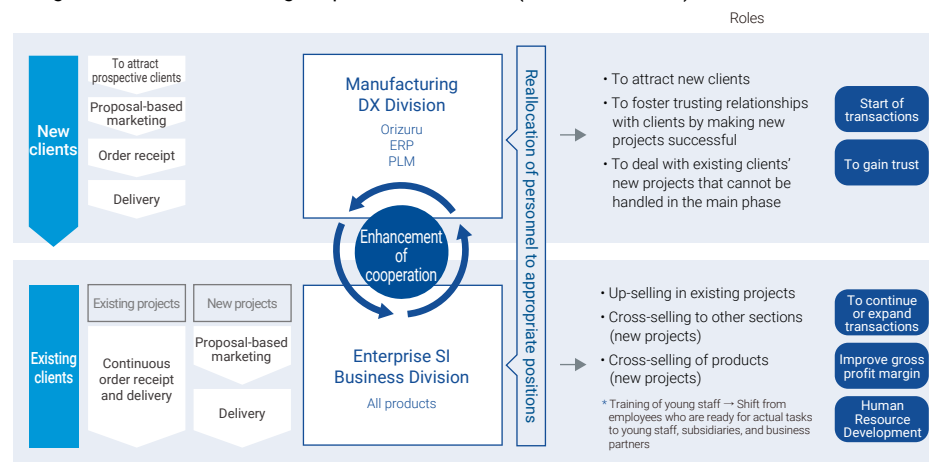
- 1 Business strategy
- 2 Human resource strategy
- 3 Financial strategy
- 4 M&A strategy

1. Business strategy

Scaling and standardization of solutions

The core of our growth strategy is the scaling and standardization of solutions. Currently, while selecting core products such as mcframe ERP, Aras Innovator PLM, and Salesforce CRM, we are establishing a system to stably generate large-scale projects on the scale of several hundred million yen. At the same time, we are pursuing standardization. By standardizing the process from proposals and work breakdown structure (WBS) to the development and testing phases, we aim to achieve both increase in orders and consistent quality. By fully utilizing the standard functions of each product while addressing competitive areas through high-speed agile development using the CCT-DX Method, we achieve both speed and quality. As a result of this approach, orders for projects competing with major system integrators have increased significantly. By establishing a highly reproducible order-winning model through scaling and standardization, we will simultaneously achieve top-line growth and reduce project risks.

Organizational restructuring for problem resolution (FY2025 onwards)



Productivity improvement through AI-driven development

AI-driven development is not merely a cost-reduction measure, but an initiative to transform the way work is conducted in system development. Even in the area of heavy enterprise system development, AI-driven development has become a realistic option, and cost reduction benefits are already becoming apparent in ongoing projects. In the future, by automating a large portion of the development process, we aim to establish a system that can simultaneously drive more projects while significantly reducing human resources compared to the current method. The essence of AI-driven development is not to replace humans, but to maximize the added value of engineers. The goal is to shift and focus human resources into the area of "judgment," correctly evaluating AI-generated outputs and deriving the optimal solution. Our engineers, who possess deep knowledge of business operations and systems, will leverage AI to enable development that balances both productivity and quality. Based on a development model predicated on AI-driven development, we will simultaneously strengthen price competitiveness and improve profit margins to achieve sustainable growth and further enhance corporate value.

Review of business strategy

	FY2025 business turnaround measures	Policy on FY2026 initiatives
DX Support	- Clarification of roles through organizational restructuring Increase the volume of sales activities (new customers x products, existing customers) ⇒ Strengthen new customer acquisition ⇒ Strengthen cross-selling to existing customers	- Focus Manufacturing DX on three solutions: Orizuru MES, mcframe ERP, and Aras Innovator PLM. Promote taking in large volume of orders - Focus on expanding Construction DX and Logistics DX to other companies based on know-how and achievements with existing customers - Establish a "Sales Division" to centrally manage cross-selling and strengthen sales activities
IT Staffing Support	Increase sales activity volume by separating human resource searching and business partner follow-ups from the sales representative's duties ⇒ Increase order volume ⇒ Decrease turnover rate	- Thorough KPI management - KPI = Number of business meetings / Number of projects / Number of proposals / Number of contracts / Number of departures

Growth Strategy

2. Human resource strategy

With a view toward sustainable growth in the future, we place great importance on recruiting new graduates who will lead the next generation. We will cultivate human resources with logical thinking skills and a desire for growth at an early stage, developing them into individuals who play a central role in our business. On the other hand, our employment of mid-career workers will focus on management-level professionals who can contribute immediately; by acquiring talent with both AI literacy and deep industry knowledge, we aim to strengthen our business execution capabilities.

— Strategy for securing a stable pool of PM/PL talent

The number of project managers/leaders necessary to achieve 10% 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 • Competition for project managers in the mid-career market is intense, 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	• 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.
		Number of new graduates employed 40 to 50
		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. • We established a PM development program and strengthened training.

3. Financial strategy

We have maintained stable growth and are now aiming for a revenue growth rate of over 10%. We have maintained ROE at a level exceeding 30%, achieving high capital efficiency.

Our business model is primarily based on fixed-price contracts based on man-month rates, and approximately 90% of revenue is generated from existing clients. This allows us to secure stable cash flow, which will be appropriately allocated to shareholder returns and growth investments.

We began paying dividends based on our FY2025 financial results. The dividend payout ratio will be around 20-30%, and by adopting a progressive dividend policy under which the dividend per share will not be reduced from the previous fiscal year, we aim to provide shareholders with the confidence to hold our stock long-term.

— Medium-term financial guidelines



4. M&A strategy

We are reviewing our M&A strategy in accordance with the shift in our growth phase. As of June 2026, we have increased the guideline for acquisition prices from less than 500 million yen to 1 billion yen or more, targeting deals where greater business synergies can be expected. Regarding the purpose, we will shift our focus from the previous emphasis on securing human resources and regional expansion toward the enhancement of DX Support. We will focus our consideration on companies that can contribute to consulting collaboration in upstream processes, implementation partners for mcframe specializing in the manufacturing industry, and the functional enhancement of Orizuru through AI.

We will generally maintain an EV/EBITDA basis multiple of within 5x, while responding flexibly up to approximately 10x for strategically important deals. We will fund smaller M&A deals with cash and larger deals with borrowing.

— Review of M&A strategy

	Previously	Onwards
Acquisition price	Less than 500 million yen	1 billion yen or more
Purpose/Domain	Securing human resources, and Ohgi's regional expansion ⇒ Regional small and medium-sized IT enterprises	Strengthening DX Support ⇒ Collaboration in upstream processes (consulting) ⇒ Collaboration on mcframe projects (Manufacturing industry expertise) ⇒ Functional enhancement of Orizuru (AI)
EV/EBITDA basis	No change (Principle) 5 times or less (exception) Up to approximately 10 times	

Group Management

We will harness individual strengths and work as a unified Group to take on the challenge toward the next phase of growth

Expanding role and increasing importance of Group companies

As M&A progresses, five companies joined the CCT Group from 2023 to 2024, expanding the scale to a point where the total revenue of Group companies in FY2025 accounted for more than 10% of the CCT Group's overall revenue. Accordingly, the impact of each Group company's management performance on the overall business results of the CCT Group is also increasing.

To achieve the CCT Group's management target of a 10% revenue growth rate in FY2026, it is essential to further strengthen the management and business cooperation between the headquarters and Group companies. In doing so, along with conventional post-merger integration (PMI), we will promote the autonomous growth of Group companies while leveraging the foundation built through our previous initiatives.

At the same time, strengthening the management structure through participation in the management of Group companies is also a critical issue to ensure alignment with the overall Group's management and business strategies. To this end, starting in October 2025, we began dispatching directors from CCT to Group companies and have been working to strengthen our foundation for FY2026 by making drastic changes, such as reviewing management indicators and implementing organizational restructuring.

Furthermore, we are promoting the creation of an organizational structure that enables every officer and employee of our Group companies to approach their daily tasks with a sense of purpose by setting clear KGIs/KPIs in achieving management indicators. Through this, we are providing a roadmap for the still relatively small-scale Group companies to achieve business expansion and accelerating our efforts toward transformation.

Establishment of the Group Management Department to support the growth of each company

In order to implement these policies and measures, CCT established the new Group Management Department in January 2026 to further strengthen its support system.

The Group Management Department provides sales support to help Group companies achieve their FY2026 business plans, while also working to identify challenges from the perspectives of "people," "organization," and "business." Building on these, we will respect the strengths each company has cultivated from its founding to the present, such as their culture and ethos, while ensuring alignment with CCT's management policies. We will collaborate with Group companies to formulate medium-to-long-term business growth visions and annual business plans.

We will create synergies by unifying business administration and strengthening collaboration

In FY2026, we will advance three initiatives to ensure that the collective strength of the entire Group is effectively translated into results.

First, we will standardize business administration indicators and project management methods across the entire company. Until now, the content of monthly reports and management methods varied by Group company, posing challenges in prompt decision-making and efficiency of discussions. Therefore, the Group Management Department and each company will create a unified company-wide format through two-way coordination, thereby improving the quality and speed of monthly management discussions.

Second, we will build a foundation for synergy creation. Starting from CCT projects, we will enhance the Group's organizational capabilities by combining the sales, technical, and delivery capabilities of our Group companies. In FY2026, we will advance sophisticated matching based on each company's human resources, organizational characteristics, and business direction, laying the foundation for medium-to-long-term value creation.

Third, we will promote integration through the consolidation of sites. In August 2026, we will integrate the sites of three companies in Umeda, Osaka: CCT Osaka Office, Pro-X Co., Ltd., and Digital Design Services Co., Ltd. This will not only improve cost efficiency but also strengthen sales cooperation, enhance human resources recruitment capabilities, and revitalize communication through the use of open innovation space, thereby increasing the sense of unity within the Group.

Hiroyuki Takeda

Executive Officer in Charge of
Group Strategies

Message from the CFO

Kazuaki NakajimaRepresentative Director,
Executive Vice President and CFO

Pursuing optimal balance between growth investment, capital efficiency, and shareholder returns to achieve improvement in TSR

Steadily executing stable growth of over 10%

The Group posted record-high consolidated results for the fiscal year ended December 2025, with revenue of 20.8 billion yen (+8.9% year on year), and operating income of 2.2 billion yen (+9.7% year on year).

We positioned the fiscal year ended December 2025 as the “year for building a base toward recovering growth rates” and implemented large-scale organizational restructuring. As a result, the volume of sales activities has increased as planned, and the pipeline is steadily expanding. However, since it takes a certain amount of lead time for this to convert into orders and revenue, the revenue growth rate ended up lower than the initial plan (13.7%). We recognize this recovery remains a management challenge, but we are also seeing encouraging results from our outbound sales methods and proposal content within our DX Support business, and current orders are progressing steadily.

For the fiscal year ending December 2026, we plan for revenue of 23 billion yen, up 10.2% year on year, and operating income of 2.4 billion yen, up 10.4% year on year. Selling, general and administrative expenses are expected to increase due to growth investments such as a significant increase in the number of new graduate hires (75 people, +26 year on year) and the relocation of the Osaka Office; however, after absorbing these costs, we aim for an operating margin of 10.6% (+0.1pt year on year).

Regarding the DX Support business, we have clarified three policies: (1) concentrate outbound sales for manufacturing DX in the three areas of “ERP,” “MES,” and “PLM,” (2) horizontally deploy the track record and know-how accumulated with existing customers for construction and logistics DX, and (3) establish a company-wide “Sales Division” to strengthen cross-selling. Regarding the IT Staffing Support business, we will aim to accelerate the PDCA cycle by more thoroughly managing KPIs such as number of business meetings, projects, proposals, contracts, and departures.

Furthermore, we have identified the swift verification of the optimal use cases and methods for generative AI as a key theme, which we intend to link to improved profit margins from the next fiscal year onward. As for the medium-term outlook, we aim to achieve a revenue growth rate of over 15% and an operating margin of 15% by adding M&A on top of securing stable organic growth of over 10% per year.

Promoting M&A focused on strengthening the DX Support business

We have been actively pursuing M&A in recent years, making five companies wholly owned subsidiaries over the two-year period from 2023 to 2024. In the investment decisions for M&A, we place importance on the immediate profit contribution after PMI and the payback period and conduct disciplined selection and negotiation. Regarding Pros Cons,

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 and CFO of the Company in 2019 and has been focusing on establishing management systems. He was appointed representative director, executive vice president and CFO in 2026.

Message from the CFO

the only company where improvement had been delayed, we are integrating sales functions and product lineups through a merger into CCT, executed in the fiscal year ended December 2025, aiming for an early contribution to earnings.

In our future M&A strategy, we intend to shift our policy from the previous “expansion of human resources” and focus on “strengthening the DX Support business.” Specific targets consist of three types: (1) companies with a customer base or IT companies with on-site expertise, aimed at strengthening sales capabilities and capabilities for manufacturing and construction DX; (2) consulting firms, aimed at strengthening upstream processes; and (3) AI companies, aimed at expanding the functionality of Orizuru and Ohgi.

However, we are not solely focused on M&A; we intend to strengthen our business by taking a range of collaboration formats into account that lead to mutual business expansion, including operational alliances in terms of technology and sales.

Balancing growth investments with shareholder returns while prioritizing the former

The CCT Group expects to continue generating annual operating cash flows on the scale of 2 billion yen. When executing large-scale M&A, we will achieve a sustainable increase in total shareholder return (TSR) by flexibly combining borrowing and utilizing treasury shares, and appropriately allocating funds to growth investments, shareholder returns, and internal reserves.

Under our cash allocation policy, we prioritize growth investment as we have been in the past, while also placing importance on returning profits to shareholders; accordingly, we paid an initial dividend of 19 yen (dividend payout ratio of 21.2%) in March 2026. We intend to continue providing stable and consistent dividends based on a progressive dividend policy and a dividend payout ratio of 20-30%, and for the fiscal year ending December 2026, we plan to pay 21 yen per share (payout ratio of 20.1%), which is an increase of 2 yen per share.

Furthermore, since determining the absence of significant cash outflows due to M&A in 2025 and the undervalued stock prices, we conducted a treasury share buyback of 1 billion yen (4.9% of the total number of shares issued) from November 2025 to February 2026. We intend to remain flexible in conducting such measures, while observing the market environment, stock price levels, and financial conditions. We plan to utilize acquired treasury shares as strategic capital for M&A consideration among others; however, to avoid a decline in capital efficiency and potential dilution risks, we will establish an appropriate upper limit on the treasury shareholding ratio and manage accordingly.

— Cash allocation

Cash in	Cash out	Results and plan	2023	2024	2025	2026	2027 (FY)
Operating CF 2025-27 assumptions 5 to 6 billion yen	Growth investment • Aggressive investment for growth • Maintenance of financial strength	M&A Capital and business alliance	Approx. 380 million yen P.G. System Co., Ltd. Denso Co., Ltd.*1	Approx. 1.18 billion yen Pro-X Co., Ltd. Digital Design Services Co., Ltd. Pros Cons, Inc.*2 ESTYLE, Inc.*1 REVA*1	About 170 million yen REVA*1	Actively utilize operating CF (and borrowings)	
Fund procurement (borrowings and corporate bonds) and other measures	Shareholder return • Stable progressive dividends	Dividend	—	—	About 310 million yen	About 340 million yen	Progressive dividend
		Repurchase of treasury shares	About 1 billion yen	About 460 million yen	About 650 million yen	(Conducted) Approx. 350 million yen	Conduct flexibly
		Total payout ratio	76.7%	32.0%	63.6%		

*1 Indicates a capital and business alliance; elsewhere it indicates acquisition as a wholly owned subsidiary

*2 Absorbed by merger on April 1, 2026

— Dividend

Policy

- Basic policy: Stable, progressive dividends
- Target payout ratio: 20% to 30%
- Determination method: Comprehensively considers performance trends, growth investment, financial standing, and other factors

	FY2025 result	FY2026 forecast
Annual dividend	¥19.00	¥21.00
Payout ratio (excluding extraordinary losses)	21.2%	20.1%
(Ref.) Dividend on equity ratio (DOE)	6.8%	6.1%

Message from an Outside Director

Supporting the sustainable increase in CCT's corporate value from an independent standpoint

Enhancing the business structure in response to expanding opportunities

We have steadily grown our revenue and profits through a business model centered on DX Support and IT Staffing Support. We believe our competitive advantage in DX Support lies in our possession of a technology development foundation specialized for the manufacturing industry and our ability to propose clear solutions closely aligned with the customer's onsite operations. Furthermore, in recent years, we have been leveraging our strengths in the manufacturing industry to extend our target domains into sectors such as construction and logistics, aiming to expand the scale of our business.

The domestic Japanese IT market is expected to see increased business opportunities for CCT, as DX investment accelerates primarily among large enterprises and digitalization aimed at productivity improvement progresses among mid-sized companies. However, in the short term, there is a downward trend in our growth rate against a backdrop of intensifying market competition, increasingly sophisticated customer needs, and fiercer competition for talent. For this reason, we recognize the need for further sophistication in our business structure, including the optimization of QCD in large-scale projects.

Striving to make constructive proposals from a medium- to long-term perspective

As outside directors, we participate in key internal meetings, including the Board of Directors, and are committed to providing constructive proposals by leveraging our respective areas of expertise. I particularly focus on medium- to long-term management challenges, such as shifting toward high-value-added businesses, optimizing the human resource portfolio, and achieving sustainable improvements in the operating margin. More specifically, I have established key

supervisory themes, such as "whether the establishment of competitive advantage through expanding organizational capabilities is making progress" and "whether resource allocation to growth areas is appropriate," and continue to verify these themes.

In addition, we monitor the legality, transparency, and fairness of decision-making processes and their outcomes, while confirming the state of business operation through interviews with directors and executive officers to advise appropriate changes and improvements via recommendations and requests.

Supporting the strengthening of governance toward qualitative growth

I believe that CCT is currently in the transition phase from "quantitative growth" to "qualitative growth." Therefore, I understand that strengthening the management foundation and further enhancing governance will be called for even more in the future. As such, issues including advancing project risk management, developing internal control and labor management systems to handle human resource expansion, improving the functionality of the executive officer system, and carefully assessing investments in M&A and new technological fields will become priority issues.

Regarding the strengthening of governance and risk management, I recognize that the development of systems is making steady progress, including establishing an internal control system that encompasses the entire CCT Group in response to the rising Group companies with M&A, and working on the verification and improvement of operations. Going forward, as an Audit & Supervisory Committee member, I intend to oversee the effectiveness of CCT's growth strategies and the improvement of capital efficiency from an independent standpoint, thereby contributing to the sustainable enhancement of corporate value.

Shohei Ueda

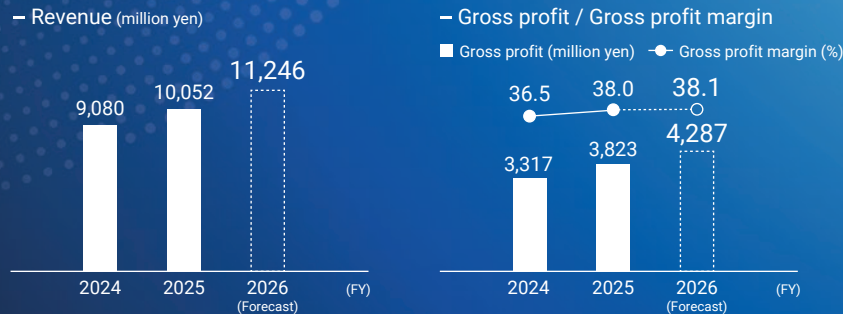
Director,
Full-time Audit & Supervisory
Committee Member



DX Support

DX Support

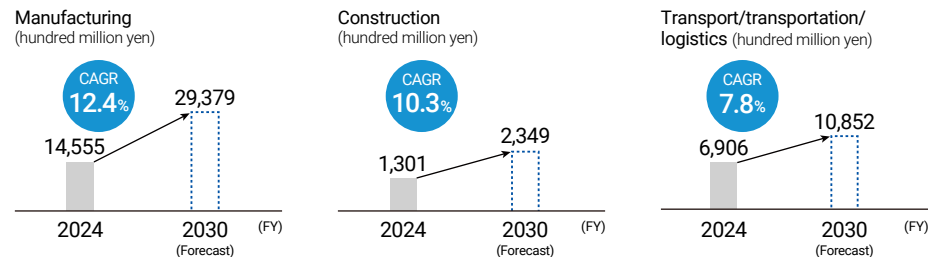
We support DX, primarily for customers in the manufacturing, construction, and logistics industries. We contribute to business growth, profit growth, and business continuity for our clients by leveraging our in-depth knowledge of manufacturing and extensive technical capabilities in the digital field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



Market environment

The DX market continues to experience rapid growth. Our DX Support 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 around 10%, indicating a higher demand for DX compared to other industries and business areas.

— Scale of the DX market

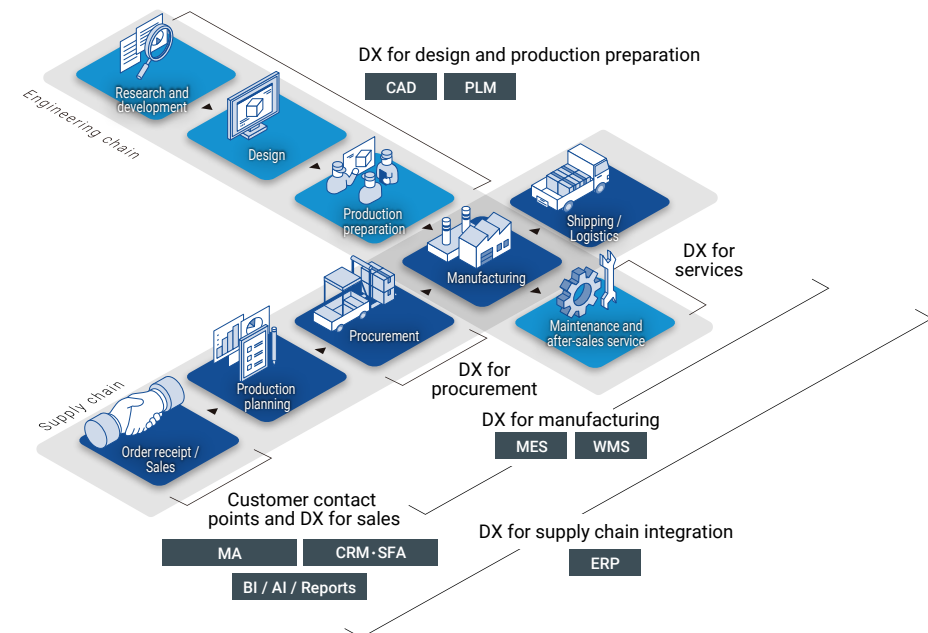


*Source: IT Investment Trends by Industry / Future Outlook for the DX Market 2026 Edition: DX Investment produced by Fuji Chimera Research Institute, Inc.

Large-scale core system solutions

As the CCT Group moves to the next growth stage, we have placed large-scale core system solutions at the center of our DX Support business. For customers in the manufacturing, construction, and logistics industries, refining cost management, visualizing supply chains, and standardizing operations that rely on individual expertise have become critical themes for improving competitiveness. In response to these management challenges, we are strengthening our proposals by combining partner products with our own in-house products. Specifically, by combining our products (Orizuru MES, mcframe ERP, and Aras Innovator PLM), we can offer proposals that digitally integrate the entire value chain, from order receipt, design, procurement, and manufacturing to cost management.

— Service lineup for manufacturing industry



DX Support

Strengthening DX proposals that cover the entire value chain is also a strategy to transform the profit structure of the CCT Group's business. Specifically, we aim to increase average revenue per customer by strategically raising unit service prices. While we previously grew by accumulating relatively small-scale projects, we will now shift toward actively acquiring large-scale projects centered on MES, ERP, and PLM. In addition to proposing core system renewals to new customers, we are leveraging our track record in DX Support for existing customers to expand our proposal scope toward higher-level management issues. Integrated DX proposals enable us to expand transaction scale and build medium- to long-term business relationships. We received orders for several large-scale ERP projects in FY2025, and the recognition of sales from these is expected to accelerate from the second half of FY2026. Furthermore, starting in FY2026, we will establish a new "Sales Division" to centrally manage cross-selling to existing customers across the entire company and strengthen our organizational sales capabilities. These initiatives will serve as key drivers for increasing revenue and profit in the DX Support business.

To consistently acquire large-scale projects, we are focusing on the standardization of the proposal process. Rather than designing from scratch for each customer, we pre-establish standard configurations by industry and business function. Through demonstrations, we visualize and propose the range covered by standard functions versus areas requiring customization. For example, in the manufacturing industry, we prepare standard configurations based on industry best practices for key operations such as production planning, procurement, and cost management, proceeding with discussions while aligning them with the customer's actual business flow. During the proposal stage, we clearly indicate the standard fit rate and suggest the best approach for functions that fall outside the standard, whether through add-ons, outsourcing system development, or operational workarounds. This makes it easier for customers to visualize implementation, enabling proposals with a higher probability of success.

For areas that cannot be covered by standard functions, we leverage our strength in custom development. Using high-speed agile development based on our DX support methodology "CCT-DX Method," we implement customer-specific competitive advantages that standard functions cannot address, balancing both speed and quality. Our domain knowledge cultivated through years of practical experience in DX for manufacturing, covering production management, procurement, quality control, cost accounting, and design change management, is a critical factor in differentiating us from major system integrators and consulting firms. Since we can handle everything from conceptualization to implementation and in-house development support, we can understand challenges using the language of the customer's frontline staff and design systems that reflect actual business realities. This forms the foundation for repeat orders and expanded transactions with existing customers, leading to the construction of long-term partnerships.

Key solutions

Orizuru MES



Orizuru MES is a smart factory solution that maximizes the use of traditional manufacturing, which represents the customer's current strengths. To realize a smart factory, it possesses features designed to overcome the hurdles faced by management, planning departments, IT departments, plant managers, and frontline workers.

mcframe



This is an ERP package that provides centralized management of core manufacturing operations (sales, production, procurement, inventory, and cost management). While basing implementation on industry best practice standards, we address customer-specific competitive areas through high-speed agile development using the CCT-DX Method. In FY2026, the delivery of large-scale projects centered on this product will swing into full gear.

Aras Innovator



This is a PLM platform that manages the entire product lifecycle. It provides centralized digital management of product information across design, prototyping, mass production, and maintenance, streamlining the tracking of design changes and bill of materials (BOM) management. In 2025, we were certified as an Aras certified partner.

Message from the Head of Manufacturing DX



Masataka Ishihara

Executive Officer
in charge of the Manufacturing
DX Section

Providing end-to-end support in DX for manufacturing, from conceptualization to implementation

The Manufacturing DX Division takes a holistic view of the entire manufacturing value chain and provides end-to-end support to resolve bottlenecks. Specifically, we address challenges faced by many customers, such as refining and real-time updating of management accounting, increasing production capacity, and reducing lead times through the reduction of reliance on individual expertise and streamlining of quoting and production preparation. These needs are critical themes that persist across various industries.

The CCT Group combines highly compatible digital solutions, such as MES, ERP, and PLM, according to the specific purpose of these needs. Then, our teams, which possess both deep operational and digital expertise, provide consistent support from DX planning to the creation of results. Furthermore, we minimize rework in upstream processes like requirements definition by utilizing knowledge gained from past projects and promote AI-driven automation in downstream processes such as development and testing to support high-quality and efficient DX implementation.

DX Support

Industry-specific solutions

Based on the knowledge and track record of DX Support cultivated in the manufacturing industry, we are expanding our support areas into the construction and logistics industries. While addressing industry-specific challenges, we propose comprehensive DX by combining them with our large-scale core system solutions.

Construction industry

In the construction industry, the digital integration of the value chain, spanning design, construction, procurement, operations, and maintenance, has become an urgent issue. Leveraging 3D data handling and geometry processing technologies accumulated in the manufacturing sector, we have provided support for building design BIM tools and realized DX in design and construction preparation processes. Starting with the construction of design BIM tools for Takenaka Corporation, we have expanded transactions with major general contractors such as Kajima Corporation and Maeda Corporation among others. Our growth model of horizontally deploying best practices from existing customers to other companies is beginning to function in the construction industry as well. In FY2026, we plan to further accelerate rollout to other companies in the industry in addition to expanding transactions with existing customers.

Logistics industry

In the logistics industry, we focus primarily on supporting the construction of warehouse management systems (WMS) and transportation management systems (TMS). While utilizing our expertise in inventory management and shipping logistics cultivated in the manufacturing industry, we support the DX of logistics operators such as Senko. Issues such as driver shortages and operational efficiency, exemplified by the “2024 logistics problem,” are structural, and we expect a stable, medium- to long-term demand for DX in this industry.

AI-driven development

To expand the acquisition of large-scale projects and promote cross-selling, advancing our delivery systems is essential. To tackle this challenge, we are introducing AI-driven development utilizing AI tools for enterprises. While swiftly verifying the optimal usage scenarios and methods for generative AI, we aim to improve delivery productivity and gross profit margins. Additionally, we will promote organizational standardization in conjunction with quality control mechanisms while actively incorporating knowledge from advanced case studies.

Message from the Head of Construction DX



Hajime Tsunoo
Executive Officer in charge of
the Construction DX Section

Promoting DX for construction through BIM and AI

In the construction industry, amid a trend toward the mandatory digitalization of design drawings and the utilization of BIM, expectations for building platforms that leverage accumulated BIM data via AI have risen rapidly over the past one to two years. In addition to 3D data handling technology, we have a track record in building retrieval-augmented generation (RAG) involving BIM data. We demonstrate unique strength in supporting the construction of data platforms that enable cross-departmental utilization of data accumulated during design, construction, operation, and maintenance phases while ensuring security and governance.

Now that a cycle of partially-optimized, field-led DX has been completed and the evolution of generative AI is expanding its use on-site, there is an urgent need for company-wide optimization and design. I am confident that we possess a clear advantage from our experience in providing DX Support closely tied to actual field operations. In FY2026, we will leverage this advantage to promote expansion of our business.

Message from the Head of the SI Section



Masafumi Kato
Executive Officer in charge of
the SI Section

Aiming to maximize LTV through long-term partnerships and AI utilization

In the Enterprise SI Business Division, we build strong relationships of trust with our customers by accompanying and supporting them over the long term, not only achieving DX but also advancing subsequent system enhancement, refining business operations, and even supporting in-house development. Based on this trust, we promote cross-selling, such as proposing other themes or introductions to other departments, aiming to maximize LTV.

In recent years, the evolution of AI has been remarkable, and customer expectations have grown even further. To provide value that exceeds expectations in terms of quality, speed, and cost, we are actively working on the introduction of AI-driven development. In some projects, we can now anticipate AI automation for 30% to 40% of the processes. A key theme for FY2026 is to stably expand our business scale through the standardization of this know-how.

DX Support | The Value We Provide to Society

Digitizing drawing management with AI to transform the workflow for designers

Reducing overall design work hours by approximately 30% through agile development that reflects on-site feedback

– DX Support for Yachiyo Engineering

Achieving a transition away from analog processes

Providing comprehensive support for the development of TERN0, an AI-powered drawing management system

Yachiyo Engineering Co., Ltd. is one of Japan's leading comprehensive construction consultants, providing technical consulting for social infrastructure development, including roads, bridges, and tunnels, for over 60 years. In the company's design projects, a significant amount of time was spent managing, revising, and checking vast numbers of drawings. Analog processes, such as paper-based redlining and manual cross-checking, resulted in high workloads and risks of omissions.

To address these challenges, Yachiyo Engineering partnered with CCT to develop TERN0, an AI-powered drawing management application. This resulted in a reduction of overall design work hours by approximately 30%.

– CCT Solutions

Client background	- High workload for designers and risks of omissions due to checking processes dependent on paper-based redlining and manual cross-checking - Excessive files during the checking process, leading to chronically high costs for managing the latest versions - Existing tools did not sufficiently fit on-site workflows, limiting the potential for automation and efficiency
Support details	Realizing business transformation through agile development that reflects on-site feedback - Jointly developed TERN0, a cloud-based drawing checking app integrated with Box. Digitized paper-based redlining and manual cross-checking through AI-powered automatic Discrepancy Detection - Centralized the management of excessive files during the checking process by implementing a version management dashboard. Achieved high-speed display and scalability for large-volume data at low cost using the lightweight 3D Viewer powered by CCT's proprietary DX development platform "Orizuru" - Adopted an agile development approach that expanded incrementally from minimum viable features, building a system that integrates naturally into the business flow by incorporating on-site feedback
Results after implementation	- Efficiency gains in revision confirmation and checking through AI Discrepancy Detection and digital checking, eliminating the effort required to search for the latest versions - Overall design work hours reduced by approximately 30%, creating an environment where designers can focus on their core tasks

Lightweight 3D Viewer

Allows smooth browser-based viewing of large-volume point cloud data and 3D models



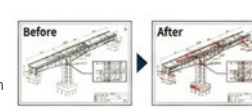
Version management dashboard

Provides an at-a-glance view of drawing status. Ensures access to the latest version of drawings at any time



AI Discrepancy Detection

AI detects revisions and missed corrections with high accuracy, even in complex drawings



AI Drawing Search

AI performs similarity searches from past drawings based on a specified area within a drawing



Strengths

- Issue-driven DX Support that proposes solutions starting from the essence of the problem
- Sophisticated implementation in a short timeframe at low cost using CCT's proprietary DX development platform "Orizuru"
- Construction of systems that match well with on-site operations through incremental agile development

Benefits

- Increased efficiency in drawing checking and revision confirmation
- Eliminating errors and work burden through centralized management of the latest versions
- Approximately 30% reduction in overall design work hours

Promoting operational efficiency by leveraging AI effectively

In the field of construction consulting—work that leaves a lasting mark on the map—workloads have increased from a shortage of skilled personnel, making the efficiency of on-site operations a critical challenge. In response to this issue, driven by consultations from young employees about drawings, we began developing a drawing management system using image analysis AI.

Through the system, we established a framework where AI assists in design checking, achieving both operational efficiency and uniform quality. We are confident that this system can contribute not only to the construction industry but to all other industries as well. Furthermore, we expect that the time created through DX will lead to improvements in employees' workstyles.

Masashi Abe

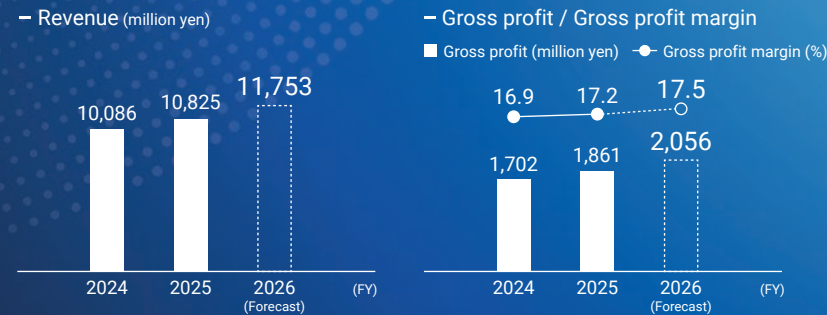
Manager (Engineer), Engineering Section III, Structure and Bridge Department, Domestic Division
Yachiyo Engineering Co., Ltd.

Profile | Joined the company in 2001. Dedicated 25 years to the design and construction supervision of railway bridges, leading both large domestic and international projects. Has been leading the development of TERN0 since 2023.

IT Staffing Support

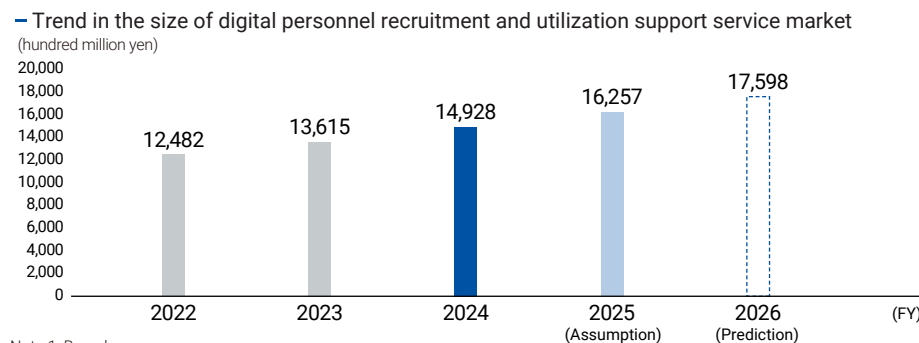
IT Staffing Support

The Group supports client IT staffing demands for major system integrators, consulting firms, and operating companies. Our Business Partner Network, "Ohgi," has enabled the rapid procurement of IT personnel.



Market environment

Due to the increasing momentum of DX and digitalization in recent years, the market scale for digital talent recruitment and utilization support services is forecast to exceed 1.7 trillion yen in FY2026 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



Note 1: Based on company revenue.

Note 2: Total of four markets: (1) Digital personnel (IT engineer) staffing services, (2) Recruitment services for digital personnel, (3) Direct recruiting services for digital personnel, and (4) Matching services for freelance digital personnel.

*Source: Yano Research Institute Ltd., "Survey on the Market for Digital Talent Recruitment and Utilization Support Services (2026)" (Released January 28, 2026)

competitiveness. On the other hand, due to the rapid advancement of AI, the skill sets required from personnel are evolving. We anticipate that while demand for routine development and maintenance tasks will shrink in the future, needs for personnel with operational expertise in upstream process consulting or domain knowledge in industries such as manufacturing and construction will persist. Establishing a system capable of rapidly procuring the necessary talent while anticipating these changes will be the source of our competitive advantage moving forward.

Our strength and competitive advantage

Use of "Ohgi" Business Partner Network

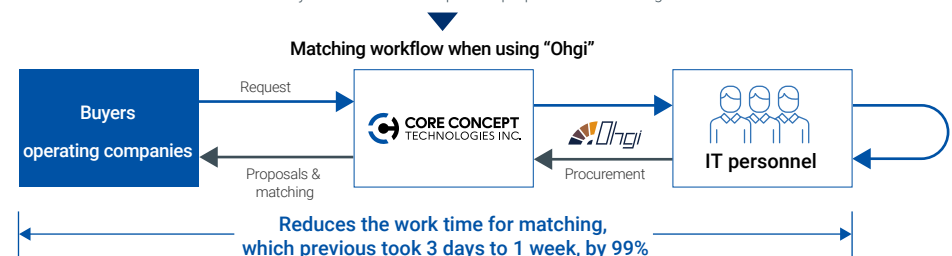
A key strength of our Group is "Ohgi," an extensive Business Partner Network, which is centered around small and medium-sized IT companies. It comprises approximately 6,500 companies as of December 31, 2025. Utilizing "Ohgi" enables us to swiftly assemble the right engineers for a project and establish a framework for delivery in response to demands for IT personnel from operating companies, system integrators, and others. For our business partners, this not only increases opportunities to win projects, but also mitigates the multi-tiered subcontracting structure, allowing them to secure contracts at relatively higher rates.

"Ohgi" not only brings benefits to system integrators and business partners but also plays a role in steadily augmenting the human resources available to our Group through the expansion of the network. This improves our talent supply capacity and strengthens our ability to handle projects, leading to an increase in our Group's competitive advantage. In addition, "Ohgi" primarily encompasses small- and medium-sized IT companies, which differentiates it from networks that are centered on freelancers.

— Workflow rationalization with "Ohgi"

Conventional workflow in a multi-tiered subcontracting structure

Takes 3 days to 1 week from request to proposal and matching



IT Staffing Support

Synergies with the DX Support business

Another strength of our Group is the organic linkage between our two businesses: DX Support and IT Staffing Support. We have a unique model in which we first support customers in bringing their systems in-house through DX Support, and then continuously provide IT personnel to the newly established internal organization. The deep trust built with customers through DX Support serves as a stable foundation for receiving orders in IT Staffing Support. Strengthening the complementary relationship between these two businesses is a key pillar supporting our Group's sustainable growth.

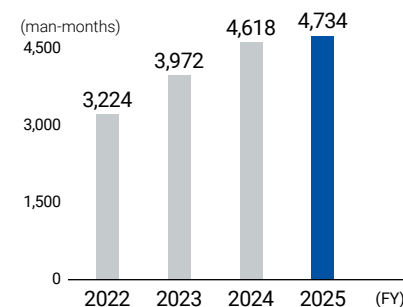
Growth strategy

Review of FY2025 and initiatives for FY2026

In FY2025, we restructured the sales system for IT Staffing Support. Previously, sales representatives spent a significant amount of time searching for talent and conducting on-site follow-up. We transferred these tasks to specialized departments and technical staff, transitioning to a system where sales representatives can concentrate on their core roles: customer negotiations and human resource proposals. On the other hand, from the perspective of transforming the sales process itself, while improvements in activity volume progressed to some extent relative to the initial plan, we were unable to sufficiently systematize these activities to link them directly to performance improvement.

Recognizing this as a challenge for FY2025, we launched a sales management system with clearly defined KPIs starting in FY2026. Specifically, we redefined four key KPIs: (1) number of business meetings, (2) number of projects acquired, (3) number of proposals, and (4) interview pass rate. We have visualized progress after setting appropriate benchmark values for each customer. As a result of focusing on these four KPIs since the first quarter, the number of customers has gradually increased, and relationship building is progressing steadily. At the same time, we are working on education, such as training management personnel and elevating their perspectives, to raise the overall sales capability of the organization. From the second quarter onward, our policy is to focus on improving the skills of sales members and designing and executing on-site follow-up processes to prevent personnel turnover. Through these initiatives, we aim to further expand the scale of transactions and strengthen our revenue base.

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



Strengthening relationships with customers and proposing suitable human resources

As IT Staffing Support 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" Business Partner Network, and the quality and quantity of information on projects that our sales staff obtain from clients are vitally important in order to take advantage of the network. Our Group will expand the number of projects by increasing contact with and strengthening relationships with our clients' project managers, while continuously expanding transactions with existing clients by swiftly proposing suitable talent to enhance customer satisfaction.

Improving productivity and profit margins through AI utilization

In IT Staffing Support, we have positioned the verification of optimal use cases and methods for generative AI as a key theme. We will rapidly identify areas where it can be applied, such as matching operations and sales management, to improve operational efficiency and profit margins.

Message from the Head of the Personnel Staffing Support Section



Masatoshi Hagiwara
Executive Officer
in charge of the Personnel
Staffing Support Section

Contributing to the development of the entire IT industry by leveraging Ohgi

We have set a mission to eliminate the multi-tiered subcontracting structure in the IT industry. In FY2025, we worked on strengthening our ability to propose human resources to customers through the restructuring of our sales system. In FY2026, we launched a sales management system with clear KPIs and are visualizing progress using four indicators: number of business meetings, number of projects acquired, number of proposals, and interview pass rate. Throughout the first quarter, we have been steadily working to expand the scale of transactions and strengthen our foundation of trust while further deepening relationships with existing customers. Moving forward, while leveraging Ohgi, we will expand opportunities for engineers to participate in cutting-edge projects closer to end-users. By continuing to provide an environment where engineers can not only enhance their motivation and skills but also design their own careers, we will contribute to the sustainable development of the IT industry as a whole.

Supporting Yayoi's value creation and next-generation service development as a strategic IT personnel partner

Transforming with Yayoi Next and dramatically changing the management efficiency of SMEs through the "Three As"

Yayoi Co., Ltd. (hereinafter referred to as "Yayoi") develops products and services that support SMEs from startup through growth. As a leading company in business software for SMEs and sole proprietors, it has established an overwhelming share and trust in core business areas such as accounting, payroll, and sales.

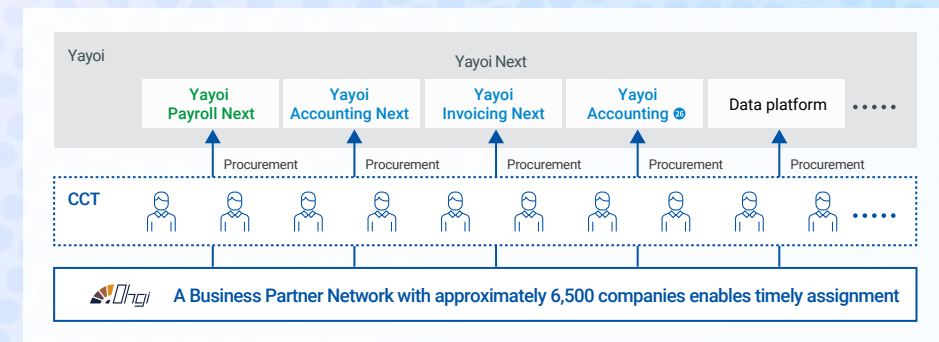
Currently, it is rolling out a new brand, Yayoi Next, which achieves automation and efficiency across all operations, evolving beyond conventional operational efficiency toward providing services that contribute to improved business results.

Furthermore, as an AI strategy to transform the nature of small businesses, Yayoi aims to significantly improve management efficiency for SMEs based on the "Three As": "Automate" (execution of tasks), "Assist" (judgment/execution), and "Advise" (guidance). The foundation for this is the vast amount of data accumulated over many years, which Yayoi leverages to pursue its own unique value creation.

— CCT Solutions

Client background	- Continuous procurement of IT personnel accompanying the rollout of Yayoi Next - High burden on personnel coordination due to fluctuations in required staffing and fragmented procurement sources
Support details	Providing hands-on support to strengthen the human resources foundation for creating next-generation services - Rapidly and stably proposing personnel with required skills using Ohgi - CCT employees are stationed as leaders/engineers to support suggestions for improvement and management of outsourced members
Results after implementation	- Significant reduction in coordination burden by consolidating outsourcing partners - Contributing to projects as a strategic partner, moving beyond simple resource provision

— IT Staffing Support for Yayoi



Offering hands-on support from the requirements definition stage for organizational support for assistance in bringing change to the organizations

As business expansion accelerated, it became difficult to secure necessary resources solely through internal hiring or conventional procurement methods. Therefore, we decided to utilize CCT's IT Staffing Support as an external partner possessing both technical and management capabilities.

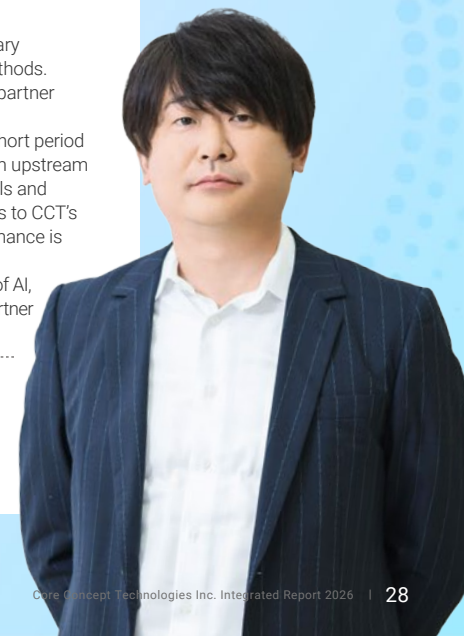
As a result, we were not only able to secure human resources in a short period who are ready for actual tasks, but also enabled deeper involvement from upstream processes such as requirements definition through team-based proposals and personnel placement suitable for agile development. Furthermore, thanks to CCT's unique organizational follow-up system, turnover is low, and high performance is consistently maintained.

As we further promote the expansion of Yayoi Next and the utilization of AI, we expect CCT to continue providing team-based hands-on support as a partner in promoting technical evolution together to achieve "Yayoi's Three As."

Takeshi Hashimoto

Executive Officer and Chief Engineering Officer, Yayoi Co., Ltd.

Profile | Joined Yayoi in 2011 after experience in securities, financial development, and entrepreneurship. Launched the cloud product group as a project manager, and has served as executive officer since 2020.



Sustainability Basic Policy and Promotion Structure

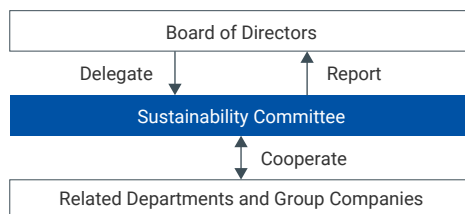
Strengthening sustainability initiatives to enhance corporate value

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 2) is our sustainability basic policy.

– Promotion Structure



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 Kazuaki Nakajima, representative director, executive vice president and CFO, and Eri Nakajima, an outside director specializing in the environment. The initiatives considered and implemented by the committee are reported to the Board of Directors.

FY2025 meeting report

In the committee meetings for FY2025, various discussions were held, including the setting of materiality targets, TCFD financial impact calculations, and initiatives for health management and human rights. In addition, we are strengthening our sustainability initiatives from FY2025 by expanding the scope of Scope 3 emission calculations from the previous year and refining the responses to CDP questionnaires.

– Main discussion topics at the Sustainability Committee (FY2025)

Period	Description
Q1 FY2025	● Confirmation of planned initiatives for current period ● Analysis of 2024 CDP score results ● Consideration of TCFD financial impact calculation
Q2 FY2025	● Consideration of materiality targets ● Report on GHG emission calculation results for FY ending December 2024 ● Consideration of TCFD financial impact calculation
Q3 FY2025	● Report on status of health management initiatives ● Consideration of reporting and disclosure of TCFD financial impact calculation results ● Consideration of CDP response policy
Q4 FY2025	● Report on stretch training ● Consideration of on-site chiropractic services ● Health insurance association scoring report ● Consideration of planned initiatives for next period

Message on Sustainability Management

Solving environmental and social issues through DX to further enhance corporate value

Contributing to diverse social issues through customer DX Support

As an outside director involved in CCT's management, I feel once again that our DX Support itself serves as a mechanism for addressing environmental and social issues.

From an environmental perspective, the support provided to Shimizu Corporation's next-generation innovation hub, "Onko-Soshin no Mori NOVARE" (Forest of Innovation from Tradition), is noteworthy. To support "multi-building energy management," where surplus solar power is converted to and stored as hydrogen and energy is shared among four buildings on site, CCT built a system to visualize energy flow in real time using the BI tool "MotionBoard." Visualizing the utilization of renewable energy that offers intuitive understanding for everyone contributes in optimizing corporate energy and reducing greenhouse gases across society.

From a social perspective, our support for smart factory construction for Yokowo Co., Ltd. is symbolic. In this project, by constructing an automated line linking Orizuru MES with automated guided vehicle (AGV) and FA equipment, the operating rate was doubled from 40% to over 80%, reducing processing lead times and increasing production capacity. This contributes not only to labor saving but also to work-style reform and human resource development. This example, which realized a workplace where people can focus on high-valued tasks from collaboration with technology, may serve as a straightforward answer for the Japanese manufacturing industry facing major labor shortages and issues in transferring skills to the next generation.

A common element in the two examples is CCT's approach of not being just a contractor who only complies with requirements, but acting as a co-creation partner that deeply understands the customer's objectives and background. I believe

this becomes the driving force in elevating technical support toward the creation of social value.

Steadily promoting ESG initiatives

Management transparency and sound governance are indispensable to making effective contributions to the environment and society. As an outside director and Audit & Supervisory Committee member, I take active part in offering guidance to ensure the Board of Directors can make various management decisions from the perspective of sustainability, including ESG.

Our initiatives regarding ESG are progressing steadily. In terms of governance, we are improving operations by strengthening the effectiveness evaluations of the Board of Directors and enhancing the quality of materials provided to stimulate more active discussion. From an environmental standpoint, in addition to co-creating value with customers through our business activities, we strive to reduce our greenhouse gas emissions by calculating Scope 3 emissions across Group companies and by selecting a 100%-renewable-energy office for the relocation of our Osaka Office. Regarding the social aspect, I highly value the company's commitment to creating an environment where employees can work with vitality, evidenced by incorporating stretching workshops and chiropractic care into welfare programs and achieving certification as an Outstanding Organization of KENKO Investment for Health.



Eri Nakajima
 Director,
 Audit & Supervisory
 Committee Member

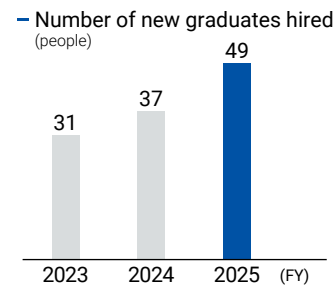
Society

Society

Recruitment

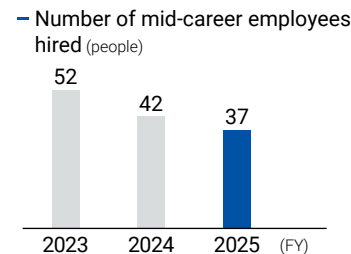
Strengthened recruitment of new graduates

We design appropriate recruitment and selection processes for new graduates based on their aptitudes and aspirations. In addition to providing career counseling and programming training, we conduct training for those with job offers to help them develop the mindset expected of professionals. 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 recruitment methods across the 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.

Rapid PDCA cycle for recruitment leveraging the group's mobility

As recruitment methods evolve rapidly, our strength lies in multi-faceted, simultaneous verification, harnessing the combined resources of our four Group companies. By implementing different measures across the four companies simultaneously—without relying on any specific method—we can compare and analyze market reactions in real time. We are able to complete verifications that would take a single Group company several years in a much shorter timeframe. We immediately replicate success stories across the board to simultaneously optimize recruitment costs and improve success rates. This system, which rapidly raises the Group's overall recruitment competitiveness while minimizing the risk of failure, ensures that we secure the talent needed to support our growth.



Yosuke Ikeda
 Group Management Department

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 have also participated 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

Society

Enhancing project execution capabilities through the CCT WAY



Hitomi Uchibayashi
Engineering Platform
Business Division

Through CCT WAY training, I came to appreciate the importance of communicating while considering the context, the other person's perspective, and the situation. I believe that, by not merely focusing on speed, but rather organizing information through questions and conversation while paying attention to the other person's concerns, I was able to improve my ability to drive projects forward and execute them effectively, ultimately leading to success.

I have also started to make a conscious effort to "involve others." That is, I am leveraging the organization's resources rather than trying to solve problems on my own. By relying on those around me and understanding my colleagues' time and roles, I strive to maximize output.

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

In a fast-changing IT industry, it is important to keep learning. There can be significant differences in motivation and retention between passive and active learning. 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 for examinations and other costs associated with 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/sustainability/society/>

Work-Life Balance Promotion

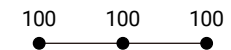
Work-life balance

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 using the full flextime system or remote work system. Employees can choose a work style that suits their preferences.

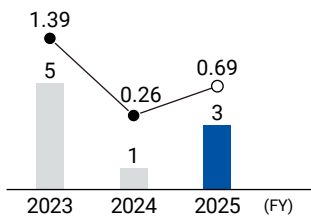
— Return rate after maternity and parental leave (%)



2023 2024 2025 (FY)

— Number/Ratio of users of the shortened working hour system

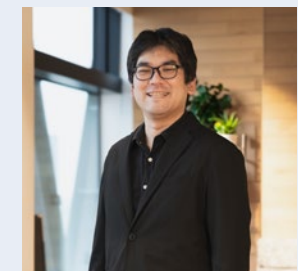
■ No. of users (people) —○ Ratio (%)



2023 2024 2025 (FY)

Having time to support my wife and spend time with family thanks to my workplace's support

I took parental leave when my second child was born. I have always felt guilty about leaving all the housework to my wife when we had our first child, so I decided, this time, I will be the one to support her. That is why I took parental leave this time around. Immediately after the birth of our child, I took over all the housework so my wife could rest and recuperate. Although I sometimes struggled with unfamiliar paperwork during my leave, the company's policies and support allowed me to focus on raising my child without worry. Because I was with our youngest every day, I noticed that our youngest started following me around—something I could not see with our first child—and I feel that a stronger bond has truly developed between us.



Takayuki Yoshizumi
Enterprise SI Business Division

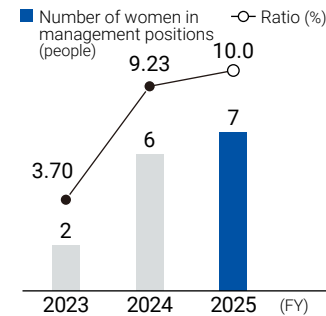
Society

Diversity, Equity and Inclusion

Promoting the advancement of women

We have formulated a general employer action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life and the Act on Advancement of Measures to Support Raising Next-Generation Children, under which we are working to promote the advancement of women in the workforce and support work-life balance for employees raising children. In July 2025, we received "Kurumin" certification as a company that supports employees raising children.

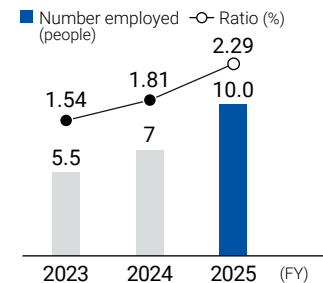
Number and ratio of women in management positions



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.

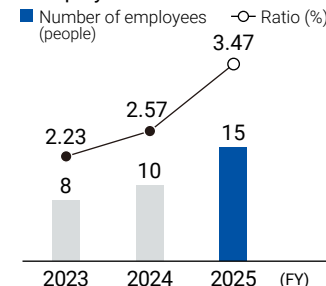
Number and ratio of people with disabilities



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 international employees



Health Management

Efforts in Kenkoikei (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.

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

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, in March 2026, we were certified as a 2026 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category), following the same recognition in 2025. We will continue to promote health management and aim to contribute to the realization of a sustainable society.

Human Rights

Basic approach

Respecting the human rights of all stakeholders is essential to the realization of our Group's Purpose and sustainability basic policy. In April 2024, we formulated the Group Human Rights Policy based on the UN Guiding Principles on Business and Human Rights, declaring our commitment to respecting the fundamental human rights of our officers, employees, customers, business partners, and all other stakeholders. The Group's DX Support and IT Staffing Support businesses play a key role in the digitalization of industries such as manufacturing, construction, and logistics. This business model involves direct and indirect engagement with numerous companies and workers. Given the nature of our business, we believe that it is our responsibility to view human rights risks as an issue affecting the entire supply chain and to establish effective measures to address these risks.

Society

Human rights risk assessment supported by external expert

In FY2025, as part of the human rights due diligence outlined in the Group Human Rights Policy, we conducted a human rights risk assessment—which included interviews with business partners—with the support of Kuramoto International Law Office (Representative Partner: Sakon Kuramoto), a firm with specialized expertise in this area. By involving an external independent expert in the assessment, we ensured objectivity and expertise and made every effort to identify the issues. This assessment provides a qualitative evaluation of our entire domestic business operations against international standards and public documents, focusing on both the significance and likelihood of human rights impacts. The assessment concluded that our efforts to date have generally been reasonable and appropriate. At the same time, this assessment identified areas for improvement internally, and we are now working to address these areas.

Comment from Attorney Sakon Kuramoto

Following the formulation of your Group Human Rights Policy in 2024, CCT conducted a human rights risk assessment in FY2025 with the support of our firm, which included interviews with business partners. The willingness to confront a company's unique risk profile and identify challenges is a commendable approach to human rights due diligence for a Japanese company. Going forward, I look forward to seeing CCT's steady progress in addressing the identified priority issues, as well as the expansion of the assessment across the entire Group and the establishment of a cycle for continuous improvement.



Sakon Kuramoto
Representative Partner
(licensed to practice in Japan
and the State of New York)
Kuramoto International Law Office

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 for the past four years. Furthermore, we conduct 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 business partners

To build healthy relationships with our business partners, we are working to ensure fair price negotiations. In light of the amendments to the Small and Medium-sized Enterprise Contract Transaction Improvement Act, we have made it mandatory to obtain quotes at the time of ordering and upload them to our internal system. We have also established an annual opportunity for price negotiations.

Engagement with shareholders and investors

We place a high priority on constructive dialogue with shareholders and investors. In addition to holding semi-annual financial results briefings for institutional investors led by the president, we continue to disclose information through archived webcasts. The number of meetings held with institutional investors in 2025 decreased from the previous year due to market conditions and trends in our performance. We also participate in small-scale meetings organized by securities companies to ensure opportunities for dialogue with investors interested in our company. Going forward, we will strive to enhance both the quality and quantity of our dialogue by achieving a steady recovery in our business performance, while promoting a better understanding of our medium-term growth strategy. For individual investors, we hold regular financial results briefings led by the CFO, as well as business presentations by division heads, in an effort to foster a deeper understanding of our company.

– Number of events held

		(FY)		
		2023	2024	2025
For institutional investors	Financial results briefings (times)	2	2	2
	Conferences organized by securities companies (times)	2	3	—
	Small meetings organized by securities companies (times)	4	—	1
For retail investors	Financial results briefings (times)	4	4	4
	Other briefings (times)	3	5	5

– Number of meetings with institutional investors

		(FY)		
		2023	2024	2025
Japan (times)		123	83	73
Overseas (times)		101	62	35

Society

Sustainable business growth achieved through a shift from quantity to intensity: creating high value-added project managers leading the DX market

Making the quality of human capital CCT's greatest competitive advantage. Producing young leaders who will take on core roles in management through logic and hands-on experience

The foundation of CCT's sustainable growth lies in the pace of evolution of each and every individual. We view recruitment not merely as an administrative task to fill vacancies, but as a strategic investment in the future for cultivating the next generation of leaders. We are building a strategic ecosystem that develops leaders using a seamless process, from recruitment to training. In our recruitment strategy, we focused on attracting a diverse range of individuals in FY2026 to enhance the organization's resilience. As a result, the number of female new graduates hired reached 35 (compared to 40 males)—roughly four times the previous year's figure—and the percentage of female hires has risen dramatically from 16% last year to 47%. Our goal is to generate new ideas

and synergies among people with diverse perspectives through teamwork.

As part of training, we require new graduates to complete the Professional OS/App Boot Camp during their first year to help them shift their mindset toward becoming working professionals and apply their business knowledge. Starting in their second and third years, participants transition to our proprietary Project Manager OS Boot Camp. This program thoroughly instills the decision-making skills required of a project manager, based on logic, numbers, and real-world, high-pressure scenarios. Empowering young employees to develop the perspective needed to take on profit responsibility at an early stage will be the biggest driver of our business expansion. We believe that placing this qualitative transformation of human capital at the core of our HR strategy, and directly linking individual growth to corporate results, is the growth engine that will enable CCT to succeed in the DX market. We are committed to taking a proactive approach to

ensure that CCT remains a platform where every employee who craves a challenge can enhance their market value and where their passion drives social change.



Junichiro Chiba
Department Manager,
Human Resources Department

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 recruitment and talent development 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.

	Basic Policy	FY2026 Results (Estimated)	FY2027 Plan	Main Measures
Recruitment Strategy	Shifting from "Quantity" to "Intensity": Maximizing Human Resource ROI Starting in FY2027 and onward, we will carefully select around 40 new hires. The goal is to enhance the quality of our intensive training program, one of our strengths, and the highly precise, personalized feedback provided through the CCT methodology. By concentrating our educational resources on a select group of individuals with high potential, we will maximize the return on investment (ROI) of each and evolve our development model to ensure they are promoted to project manager roles.	● New Graduate Recruitment (Joining in FY2026) Results: 75 (40 male and 35 female) Percentage of female hires: 47% (largely exceeding the initial plan of 38%) Outcomes: Successfully attracted a demographic with a high level of cultural resonance and from diverse backgrounds ● Mid-Career Recruitment (Limited to Leadership Level and Above) Estimated: 20 Outcomes: Reinforced the team with experienced senior project managers who can contribute immediately ● Emphasized experience and leadership skills Looked for candidates for management positions	● New graduate recruitment: 40 (planning to join in FY2028) Recruitment focused on high-potential individuals with the qualities to become future executives and project managers ● Mid-career recruitment: 15 to 20 Targeted recruitment of senior professionals with expertise in specific technical fields and strong consulting capabilities	● Establishment of "CCT/PM Career Brand" Strengthens our branding message that joining CCT allows candidates to gain exposure to the core of business administration—logic, numbers, and advanced experience—while still in their 20s, thereby attracting individuals with a strong desire to grow ● Data-driven "OS matching" selection process Analyze data on new hires' performance and retention rates to identify candidates who are highly adaptable to our "Thinking Habits (OS)" ● Cultivation of diverse project manager role models Supporting female employees so they can continue to thrive professionally even as they navigate life's milestones

*The actual results for FY2026 and planned results FY2027 are presented on a non-consolidated basis.

Messages from Employees Growing as Project Managers

My Experience with Project Manager OS Boot Camp

Project Manager OS Boot Camp was more than just a training program. I gained insights that fundamentally changed my own approach to work. At the time, I was so focused on following the surface-level outputs—like making sure my slides looked polished and choosing polite phrasing for emails—that I lost sight of the bigger picture. However, the all-too-real scenarios I encountered in this program were situations where such superficial techniques were completely useless. Through the series of exercises, I came to realize that an approach well-grounded in logic and numbers is necessary, and that this, in fact, is the true basis for decision-making as a project manager.

What has changed the most is my attitude toward numbers. In the past, I used to view things solely in terms of the total number of hours required for my tasks. However, I have now come to view the time the entire team dedicates to this effort not as a cost, but as a valuable investment that maximizes our results. By developing a rigorous mindset as a project manager—specifically, knowing what to prioritize and what to let go of within limited resources—I truly feel that my own growth has accelerated significantly.

— Business skills acquired

- Sense of budget/hours
- Ability to make choices and select solutions to problems
- Communication strategies for achieving desired results



Yoshikazu Tanaka

Joined CCT in 2025
(as a new graduate hire)
Enterprise SI Business Division

My ideal image of a project manager who inspires confidence and trust based on my experiences at CCT

In my first year at the company, I was involved in a project to implement an internal core system. Gaining a comprehensive understanding of the company's overall structure and managing a team of two during that project laid a solid foundation for my career. After that, I was involved in the requirements definition and basic design phases of a Warehouse Management System (WMS) overhaul project, where I developed a multifaceted perspective for identifying clients' operational issues. I am currently serving as the project manager for the implementation of a manufacturing ERP system. In my current project, I am leading a broad range of tasks, including coordination with the client, management of quality, cost, and delivery schedules, as well as business process design and master data review. Every day is a series of challenges, but hearing words of gratitude directly from our clients every time we overcome an obstacle is what makes this work so rewarding.

One of most important skills for a project manager is building strong relationships with customers. Thanks to recent advances in generative AI, we have seen greater efficiency on the technical side. Yet, this is precisely why it is not just about what kind of system to implement, but also with whom, and how to build trust while seeing the project through to completion. In other words, the connections between people are what adds value. Going forward, I aim to be a project manager whom people feel they can trust and want to work with, and I intend to approach my work with integrity.

— Business skills acquired

- Issue identification and interviewing skills
- Coordination skills
- Project management



Yutaro Misu

Joined CCT in 2023
(as a new graduate hire)
Manufacturing DX Division

Environment

Environment

Basic Approach

Although our environmental impacts as an IT company are limited, we believe that our core business makes a significant contribution to the environment. Through our DX solutions, we help clients improve operational efficiency and optimize production, thereby contributing to the reduction of GHG emissions across society. In addition, we aim to realize Our Purpose (Sustainable development of industry) by advancing our own decarbonization efforts while supporting client companies in reducing their own GHG emissions.

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 fully launched initiatives based on the TCFD recommendations in FY2025 and quantitatively assessed 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.29). 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 International Energy Agency (IEA) and Intergovernmental Panel on Climate Change (IPCC) and adopted scenarios of +1.5 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 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 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 1.5 degrees Celsius	Amount of heavy rains and typhoons increase (more frequent than a world with +1.5 degree Celsius rise) Temperature rises by 4 degrees Celsius

Environment

Significant risks and opportunities

Demand for environment-related systems is expected to increase in both scenarios with a +1.5 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.

In these scenarios, we believe that the negative financial impact of electricity costs will be limited.

— Significant risks

Category	Description of risks	Degree of Impact	Impact on Business	Countermeasures
Transition	Policies, laws and regulations Rising GHG emissions	Moderate	Purchasing costs increase due to the imposition of carbon taxes on Scopes 1 and 2 emissions by suppliers (such as data centers)	- Consider strategies for passing on price increases for each service - Consider switching to low-GHG-emission vendors - Collaborate with suppliers to track and reduce CO₂ emissions - Review and diversify the entire supply chain (such as utilizing local suppliers)
Transition	Reputation Changes in consumer and client behaviors	Moderate	Delays in GHG reduction efforts and insufficient disclosure of information lead to a decline in our reputation and higher recruitment costs for our own employees	- Continue to disclose information to stakeholders - Strengthen our response to external ratings such as the CDP - Develop new technologies through R&D investment - Actively implement capital investments in energy-saving and renewable energy technologies
Physical	Acute Increasing severity of extreme weather events such as cyclones and floods	Moderate	Revenue declines due to a slowdown or suspension of business operations by suppliers (such as data centers and cloud service providers)	- Switch to data centers or cloud services located in areas with low disaster risk - Store data across multiple locations - Examine our business partners' business continuity plans
Physical	Chronic Rising average temperature	Moderate	Electricity costs for cooling data center equipment rise and are passed on to customers	- Collect primary data of data centers - Calling on data center operators to take energy efficiency initiatives

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 opportunities

Category	Description of opportunities	Degree of Impact	Impact on Business	Countermeasures
Energy source	Use of new technologies	Large	Management of energy consumption and achievement of efficient operations results from IoT-based technologies for visualizing and optimizing energy usage	Reduce energy consumption by utilizing IoT-enabled smart building technology to monitor building temperature, humidity, and lighting levels in real time and optimize the control of HVAC and lighting systems
Markets	Access to new markets	Moderate	Revenue grows due to increased demand for climate change risk analysis services, disaster prevention services, and functions that support the visualization and reduction of GHG emissions	Interview stakeholders to gauge demand for climate change response systems and explore the development of new services
Products and services	Development and/or expansion of low-emission products and services	Moderate	Revenue grows through improvements in the energy efficiency of software (a measure of software efficiency)	- Develop new technologies through R&D investment - Conduct market trend surveys and incorporate the findings into services - Enhance sustainable marketing and communication
Resilience	Positive feedback from stakeholders through enhanced information disclosure	Moderate	Highlighting decarbonization efforts enhances our standing with investors, and making CCT a target for ESG investing expands fundraising opportunities	- Continue to disclose information to stakeholders - Strengthen our response to external ratings such as the CDP - Develop new technologies through R&D investment - Actively implement capital investments in energy-saving and renewable energy technologies

Environment

Indicators and targets

The Group is working to identify and reduce Scope 1 and Scope 2 GHG emissions. Starting in FY2023, we began calculating and disclosing Scope 3 emissions on a standalone basis, and from FY2024, we began calculating Scope 3 emissions for the entire Group, gradually expanding the scope of categories covered. Within the Group, Category 1 accounts for more than 95% of our Scope 3 emissions, the majority of which stem from orders placed with business partners. In FY2024 we also set materiality KPIs with FY2030 as the target year and we are now advancing initiatives to achieve them.

— Scope 3 Emissions Breakdown by Category (non-consolidated)*¹

(t)

		FY2024* ²	FY2025	
		Non-consolidated	Non-consolidated	Consolidated
Category 1	Purchased goods and services	12,724.35	13,459.02	13,914.29
Category 2	Capital goods	54.28	77.02	93.41
Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	14.59	13.33	22.55
Category 4	Transportation and delivery (upstream)	0.04	0.045	0.27
Category 5	Waste generated in operations	0.09	0.359	0.36
Category 6	Business travel	72.85	91.32	118.34
Category 7	Employee commuting	78.15	118.19	197.15
Category 8	Leased assets (upstream)	6.07	1.51	23.96
Category 15* ³	Investments	-	-	-

*¹ Categories 9, 10, 11, 12, 13, and 14 are not applicable.

*² The data for FY2024 has been recalculated due to a review of emission factors. The impact is minor.

*³ 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. 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 sustainable economic growth while making effective use of limited resources, we consider the circular economy 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.

Progress of GHG emission reductions

In 2025, we reduced our GHG emissions after P.G. System Co., Ltd. lowered its own GHG emissions by switching to renewable energy for electricity at its head office building. In July 2026, we plan to consolidate and relocate three office locations (Osaka Office, Group company Pro-X Co., Ltd., and Digital Design Services Co., Ltd.) into a building powered by renewable energy, with the aim of further reducing our GHG emissions.

Please visit our corporate website for details on our response to the TCFD recommendations.

<https://www.cct-inc.co.jp/en/sustainability/environment/tcfd/>

Governance | List of Officers

Governance

List of Officers (As of March 31, 2026)

Directors



Takeshi Kaneko



Kazuaki Nakajima

Position	Representative Director, President and CEO	Representative Director, Executive Vice President and CFO
Brief history	2000 Joined INCS Inc. (currently SOLIZE Holdings 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 and CEO (current position) 2024 Outside Director, DT Dynamics Co., Ltd. (current position) 2025 Denso Co., Ltd. Outside Director (current position)	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 2026 Representative Director, Executive Vice President and CFO (current position)

Outside Directors



Shohei Ueda



Takuo Hirose



Masaya Suzuki



Eri Nakajima

Position	Director, Full-time Audit & Supervisory Committee Member	Director, Audit & Supervisory Committee Member	Director, Audit & Supervisory Committee Member	Director, 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. (currently Panasonic Connect 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)	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)	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)	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)		Audit & Supervisory Board Member (Outside) of Cyfuse Biomedical K.K. Outside Director of Hamamatsu Photonics K.K.	External Corporate Auditor of CCRB Advisors Inc.	Outside Director of IDEC CORPORATION Non-executive Director of Mitsubishi UBE Cement Corporation

Executive Officers

Hajime Tsunoo
In charge of
Construction DX Section

Masatoshi Hagiwara
In charge of the Personnel
Staffing Support Section

Masafumi Kato
In charge of the SI Section

Yoshiyuki Umeda
In charge of
Business Administration

Masataka Ishihara
In charge of
Manufacturing DX Section

Hiroyuki Takeda
In charge of Group Strategies

Governance | List of Officers

Skill Matrix of Directors (As of March 31, 2026)

Name	Position	Affiliated Committees		Years of Service	Attendance Record at Board of Directors and Committee Meetings in FY2025 (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	—	○	10 years and 9 months	17/17	—	7/7	○	○	○	○	○			○
Kazuaki Nakajima	Representative Director, Executive Vice President and CFO	—	○	5 years and 4 months	17/17	—	4/4 ^{*1}	○			○	○	○	○	○
Shohei Ueda	Director Full-time Audit and Supervisory Committee Member	○	○	1 year and 0 months	13/13 ^{*2}	10/10 ^{*2}	5/5 ^{*2}	○	○	○					
Takuo Hirose	Director Audit & Supervisory Committee Member	○	○	5 years and 0 months	17/17	14/14	7/7					○		○	
Masaya Suzuki	Director Audit & Supervisory Committee Member	○	○	5 years and 0 months	17/17	14/14	7/7						○	○	
Eri Nakajima	Director Audit & Supervisory Committee Member	○	○	3 years and 0 months	17/17	14/14	7/7							○	○

^{*1} This reflects the number of meetings held and attended at the Nomination and Remuneration Committee after the appointment as a member at the Board of Directors meeting held on July 17, 2025.

^{*2} This reflects the number of meetings held and attended at the Board of Directors after the appointment at the Ordinary General Meeting of Shareholders held on March 27, 2025.

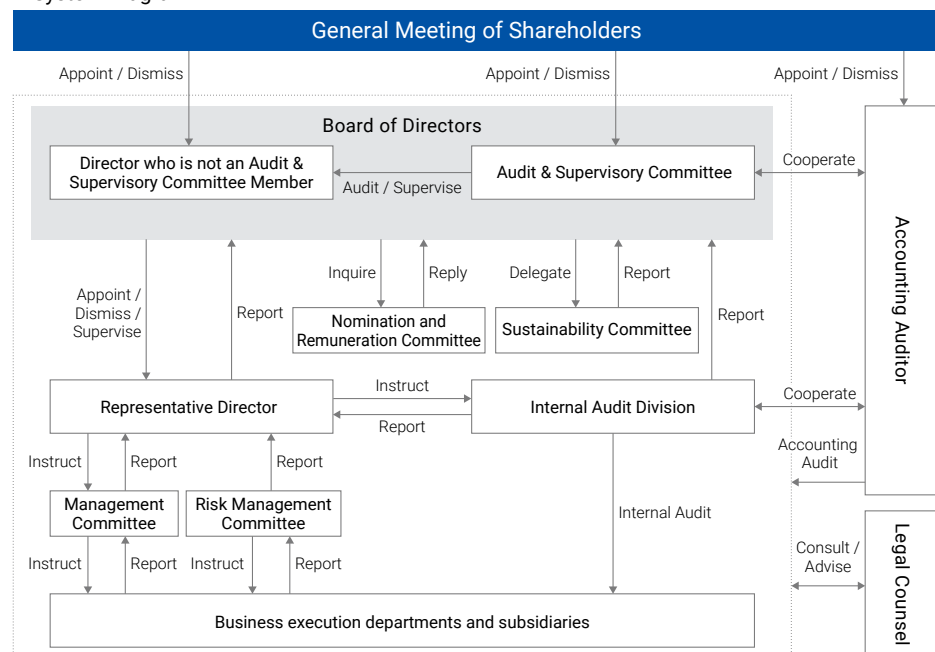
Skills definitions

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

Corporate Governance

– System Diagram



– Corporate governance system quick reference table (As of March 31, 2026)

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	17 times (FY2025)
Average Attendance Ratio of Outside Directors	100% (FY2025)
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

Basic approach and strengthening of the system

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.

With the aim of strengthening corporate governance, we transitioned to a company with a Board of Directors and a Corporate Auditor in October 2019, gradually developed our system, and then transitioned to a company with an Audit and Supervisory Committee in March 2021. In March 2023, we added one woman as an outside director who is also an Audit & Supervisory Committee member, and in January 2025, we strengthened the system by making the Internal Audit Office independent.

At the Ordinary General Meeting of Shareholders in March 2025, we streamlined the Board of Directors and increased the ratio of outside directors, clarifying the separation between the supervisory and executive functions. In conjunction with the revision of the executive officer system and the establishment of a new Management Committee, we are aiming for faster decision-making. In April 2026, we absorbed Pros Cons Inc. through a merger, promoting further strengthening of Group governance.

Group Governance Guidelines

The Group's basic policy prioritizes the autonomous management of Group companies. We aim to contribute to enhancing the value of the entire Group by providing continuous support for business growth and ensuring the penetration of our corporate philosophy and the CCT WAY.

– Initiatives to strengthen corporate governance

2019	Transitioned to a company with a Board of Directors and a 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

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.

Additionally, in March 2025, we streamlined the Board of Directors and appointed four out of six directors from outside the company as Audit & Supervisory Committee members. We strive to strengthen the management supervision function by utilizing the insights based on the specialized knowledge and extensive practical experience of each outside director.

Audit & Supervisory Committee

The Audit & Supervisory Committee is composed 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 provide oversight 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 FY2025

Chairperson	Takeshi Kaneko
Members	8→6
Meetings Held	17

– Main deliberations in FY2025

- Statutory deliberation matters
- Matters concerning financial results and performance
- Matters concerning the business plan
- Matters concerning M&A
- Matters concerning Group reorganization (absorption-type merger of Pros Cons, Inc.) and other matters

– Situation in FY2025

Chairperson	Koshi Kakuta / Shohei Ueda*
Members	4
Meetings Held	14

* Due to the change of the Full-time Audit & Supervisory Committee member from Koshi Kakuta to Shohei Ueda at the Ordinary General Meeting of Shareholders held in March 2025, the chairperson changed for some meetings during the period.

– Main deliberations in FY2025

- 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 composed 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 composed 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 FY2025

Chairperson	Koshi Kakuta / Shohei Ueda*
Members	5→6*
Meetings Held	7

* The number of members has changed following the appointment of Eri Nakajima as a member in July 2025.

– Main deliberations in FY2025

- 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 FY2025

Chairperson	Takeshi Kaneko
Members	10
Meetings Held	4

– Main deliberations in FY2025

- Matters concerning the external environment such as geopolitical risks and the evolution of AI
- Matters concerning project profitability
- Matters concerning human resources and labor
- Matters concerning internal system changes
- Matters concerning disaster prevention and other matters

Governance

Effectiveness evaluation

In March 2025, we conducted our first evaluation of the effectiveness of the Board of Directors, covering the fiscal year ended December 31, 2024, with the aim of improving its functions and further strengthening the corporate governance system. Through this evaluation, we were able to objectively understand the current state of the overall operation and decision-making processes of the Board of Directors, clarifying the strengths and challenges of our governance. We will continue efforts to further improve the effectiveness of the Board of Directors.

Results of effectiveness evaluation

Effectiveness evaluation process	Results of analysis and evaluation	Issues
(1) Questionnaire for all directors (2) Internal analysis and discussion (3) Reporting and discussion at the Board of Directors meeting	- Appropriate financial reporting is ensured, and periodic reviews are being conducted - There is a deep understanding of the company's financial conditions, budget, and forecasts, and appropriate supervision is being exercised - Facilitates communication between directors, and constructive discussions and exchanges of opinions are actively carried out	Agenda items and materials are provided late, leaving directors insufficient time to prepare

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 (FY2025)

	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	
Directors (excluding Audit & Supervisory Committee Members and Outside Directors)	108,780	108,780	-	-	4
Audit & Supervisory Committee Members (excluding Outside Directors)	-	-	-	-	-
Outside Officers	23,580	23,580	-	-	5

Message from outside officers



Takuo Hirose
Appointed in 2021

As a lawyer specializing in corporate law, I have been involved in cases such as corporate acquisitions, organizational restructuring, and fundraising through capital markets for approximately 30 years at the request of domestic and international clients. I have also had many opportunities to provide advice on governance and crisis management and have experience serving as an outside officer for other companies. To utilize the knowledge gained through these experiences in CCT's management, I strive to provide constructive input at Board of Directors meetings. Given the company's rapid growth prior to its listing and its active pursuit of M&A, I believe robust Group governance is essential to ensure that our expanding business scale and organizational growth do not lead to operational inefficiencies or structural misalignment. Looking ahead, I intend to further promote discussions and initiatives aimed at embedding these governance principles company-wide and elevating our overall governance standards.



Masaya Suzuki
Appointed in 2021

As a certified public accountant and expert in finance and accounting, I have been involved with the company as a corporate auditor since before its listing and have continuously witnessed its growth process. Currently, as an Audit & Supervisory Committee member, I am involved in the supervision of management from the perspectives of governance and internal control. I emphasize strengthening cooperation between the three types of audits and improving the effectiveness of internal controls. In recent years, active discussions have been held at the Board of Directors meetings regarding the enhancement of controls and the development of management systems accompanying business expansion.

Furthermore, I am aware that the company's strength lies in the fact that the management team acts as a unified organization and continues to take on challenges without fear of change in an environment where growth is always required. I will continue to support the development and enhancement of the system to fulfill our responsibilities as a listed company and contribute to the improvement of corporate value through supervision and advice from an independent position.

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 periodically reviewing these settings. Additionally, we have strengthened our organizational and continuous information security management system by constructing and operating an information security management system (ISMS) and obtaining third-party certification.

As specific initiatives, in addition to anti-virus measures (real-time protection and periodic scans) through the introduction of endpoint security products, we implement countermeasures against targeted attacks using XDR products. Furthermore, we have introduced a cloud-based email security service to filter suspicious emails containing malware such as Emotet and ransomware.

Compliance with Personal Information Protection

— Employees

By obtaining consent for the use of personal information during 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
January 2025	Harassment
March 2025	Sham contracting
April 2025	Whistleblowing and bribery
August 2025	Contracts
November 2025	Worker Dispatch Act and Subcontract Act Personal information protection
December 2025	Harassment

Whistleblowing System

Under the responsibility of the representative director, president and CEO, we have established a system to respond appropriately to reports of conduct that may 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

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 DX Support. 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 DX Support features "support for in-house DX" and "IT Staffing Support 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 resulting from unexpected problems or nonconformities identified during customer inspections, leading to requests for major modifications could have a significant impact on the Group's business and performance.	To reduce risk, the Group divides projects into shorter project units (the majority of contract periods are one to three months) and works to receive orders based on time and material contracts. In addition, to ensure that discrepancies in estimated and actual man-hours do not arise, we maintain close communication with customers and carefully manage personnel, progress, budgets, and quality.
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	To maintain customer satisfaction and continued transactions, the Group has established a business model that continuously generates projects and secures the human resources needed to deliver them, 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.
AI	The rapid progress of AI technology may have a significant impact on the very nature of our services through the automation and enhancement of system development and the transformation of business processes. In the fields of DX Support and IT Staffing Support where the Group operates, improving development efficiency and creating new value through the use of AI have become important factors for competitiveness. On the other hand, if technological innovation or changes in the market environment exceed expectations, the added value of existing services may decrease relatively, which could have a significant impact on the Group's business and performance.	The Group closely monitors trends in advanced AI technologies, including generative AI, and is promoting efforts to utilize these technologies in its business through technical verification and human resource development. When using AI, we have established internal guidelines and information security rules, and thoroughly ensure the appropriate management of confidential information and personal information.

Five-Year Financial and Non-Financial Summary

Note: Disclosed on a non-consolidated basis from FY2021 to FY2022, and on a consolidated basis from FY2023 onward.

Financial Information

(Item)		(FY)				
Operating Results		2021	2022	2023	2024	2025
Net sales	(million yen)	7,801	12,113	15,921	19,166	20,878
Gross profit	(million yen)	1,797	2,947	4,315	5,020	5,684
Gross profit margin	(%)	23.0	24.3	27.1	26.2	27.2
Operating income	(million yen)	546	1,120	1,744	2,007	2,201
Operating margin	(%)	7.0	9.3	11.0	10.5	10.5
Ordinary profit	(million yen)	546	1,139	1,765	2,046	2,202
Profit attributable to owners of parent	(million yen)	410	836	1,303	1,439	1,501
Financial Position						
Total assets	(million yen)	3,773	5,114	6,111	8,009	8,561
Net assets	(million yen)	1,961	2,846	3,208	4,195	5,058
Equity capital ratio	(%)	52.0	55.6	52.5	52.4	59.1
Return on equity (ROE)	(%)	30.7	34.8	43.0	38.9	32.5
Per Share Information						
Profit ^{*1}	(yen)	28.03	52.24	76.59	85.58	89.80
Net assets	(yen)	125.58	172.29	188.57	250.96	311.65
Cash Flows						
Cash flow from operating activities	(million yen)	581	883	1,162	983	1,835
Cash flow from investing activities	(million yen)	-67	-118	-429	-970	-281
Cash flow from financing activities	(million yen)	519	92	-1,112	232	-1,303
Cash and cash equivalents at end of period	(million yen)	1,341	2,199	1,819	2,064	2,314

^{*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 the stock splits were carried out at the beginning of the fiscal year ended December 31, 2021 (January 2021).

Non-Financial Information

(Item)							(FY)
		Scope	2021	2022	2023	2024	2025
GHG emissions (Scope 1, 2) ^{*2}	(t)	Consolidated	-	-	126.2 ^{*5}	160.6	71.5
GHG emissions (Scope 1, 2) ^{*2}	(t)	Non-consolidated	80.0	94.6 ^{*5}	88.2	74.8	10.0
GHG emissions (Scope 3) ^{*3}	(t)	Non-consolidated	-	-	10952.4 ^{*5}	12,945.9	13,719.5
Scope 1, 2 emissions per capita	(t)	Consolidated	-	-	0.3	0.3	0.1
	(t)	Non-consolidated	0.3	0.3	0.2	0.2	0.02
Scope 1, 2 emissions per net sales (hundred millions of yen)	(t)	Consolidated	-	-	0.8	0.8	0.3
	(t)	Non-consolidated	1.0	0.8	0.6	0.4	0.1
Scope 1, 2 emissions per operating profit (hundred millions of yen)	(t)	Consolidated	-	-	7.2	8.0	3.2
	(t)	Non-consolidated	14.6	8.4	4.9	3.6	0.5
Industrial waste emissions	(m³)	Non-consolidated	1.0	6.0	0.0	0.0	0.0
	(kg)	Non-consolidated	0	0	3,120 ^{*6}	50	50
Number of employees	(people)	Consolidated	-	-	454	553	606
	(people)	Non-consolidated	250	314	359	389	432
Percentage of engineers	(%)	Non-consolidated	80.80	79.62	79.39	78.92	78.70
Number of new graduates hired	(people)	Non-consolidated	19	23	31	37	49
Number of mid-career employees hired	(people)	Non-consolidated	41	82	52	42	37
Parental leave acquisition rate Men	(%)	Non-consolidated	37.5	50.0	37.5	44.4	55.6
Women ^{**}	(%)	Non-consolidated	100.0	100.0	100.0	100.0	100.0
Percentage of women employees	(%)	Non-consolidated	15.60	16.88	17.27	19.79	21.30
Percentage of women managers	(%)	Non-consolidated	4.00	4.76	3.70	9.23	10.00
Employee turnover	(%)	Non-consolidated	8.8	12.8	11.7	11.6	10.6
Average years of employment	(years)	Non-consolidated	2.15	3.03	3.17	3.59	3.85
Hours of overtime	(hours)	Non-consolidated	22.81	21.92	19.74	18.94	17.63

^{*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} Figures include employees in the process of taking maternity leave (planning to take parental leave).

^{*5} Figures for previous years have been revised due to a review of the aggregated data.

^{*6} Some furniture was disposed of due to the office relocation and layout changes.

Company and Share Information

Company Information (As of March 31, 2026)

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	571 million yen
Business description	DX Support and IT Staffing Support
Number of employees	Consolidated: 596, Non-consolidated: 421

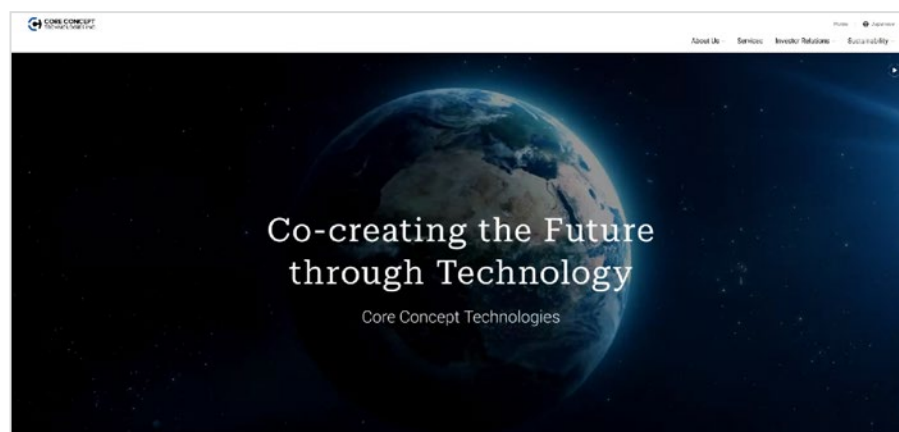
— Group companies (As of April 1, 2026)

P.G. System Co., Ltd.	Pro-X Co., Ltd.
Denso Co., Ltd.	Digital Design Services Co., Ltd.

— Corporate website

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

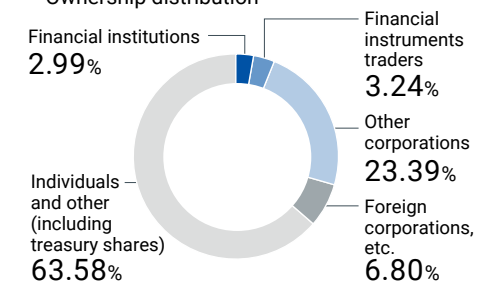
<https://www.cct-inc.co.jp/en/>



Share Information (As of December 31, 2025)

Total number of authorized shares
56,000,000
 Total number of shares outstanding
17,602,800
 Stock market listing
Tokyo Stock Exchange
(Growth Market)
 Number of shareholders
4,429

— Ownership distribution



— Major shareholders

Name of shareholder	Number of shares of the Company held	Percentage of shares held
Takeshi Kaneko	2,340,000	13.29
K.K. BIPED	1,400,000	7.95
Geiyo Senzai K.K.	907,700	5.15
Katsunori Shimomura	860,000	4.88
Good Eco K.K.	750,000	4.26
Kazuaki Nakajima	700,000	3.97
Tadaaki Taguchi	685,000	3.89
Toyofumi Takamori	670,000	3.80
Hajime Tsunoo	590,000	3.35
Hikari Tsushin Inc. Investment Limited Partnership	465,500	2.64

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 financial figures in this integrated report have been rounded to the nearest indicated unit. Salesforce, Sales Cloud, etc. are trademarks of Salesforce.com, Inc. and are used under license.



Core Concept Technologies Inc.