

# Overview of Medium-Term Strategy (Determination 21)

2018      2021

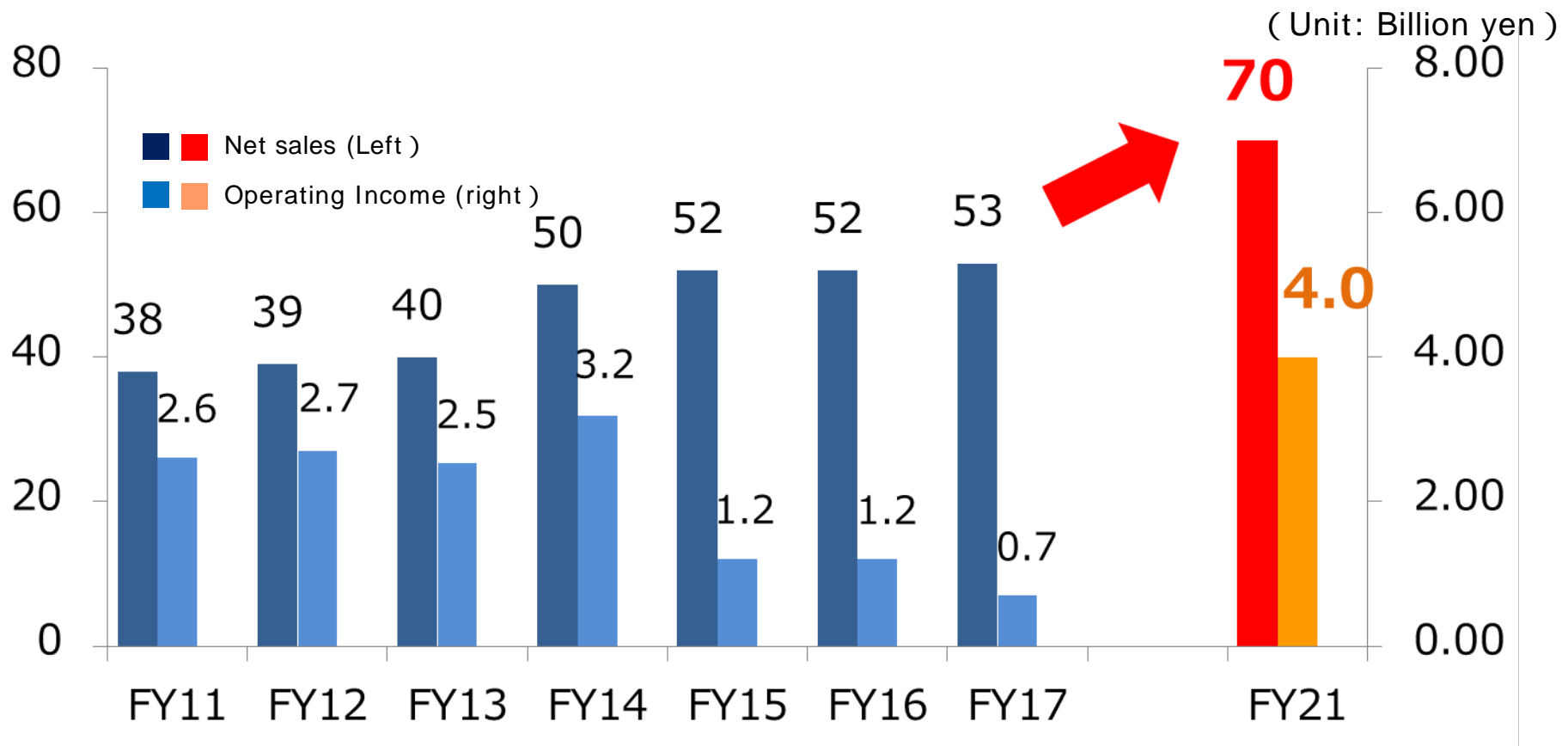
**CAC Holdings Corporation**

## Recognition of challenges

- Rapid expansion and penetration of digital transformation
- Formation of the borderless and seamless global market
- Old-fashioned system integrators and outsourcers are likely to be eliminated

Aiming to develop into a corporate group that is able to respond to these major changes above

**FY2021 : Net sales 70 billion**  
**operating income 4 billion**



## Existing businesses

Net sales: 50 billion  
Operating income:  
2.5 billion

## New businesses

Net sales: 20 billion  
Operating income:  
1.5 billion

# Initiative 1: Improvement of Earnings Power in Existing Businesses

## Domestic IT business

- Digital shift
- Reverse innovation
- Expansion of business territory

## Overseas IT business

- Focus on India and China
- Business restructuring

## CRO business

- Expansion of peripheral businesses
- Full-fledged operation in India and China
- Continued cost reduction measures

## Common to all businesses

- Catching up and following up on digital technologies by establishing an R&D center in each of Japan, China and India as the foundation for each initiative
- Development and expansion of the investment business as a Group

**Aim to record net sales of ¥50 billion and operating income of ¥2.5 billion by FY2021**

# Initiative 2: Creation and Expansion of New Business Domains

Investment in and M&A with companies that are expected to grow



Aim to record net sales of ¥20 billion and operating income of ¥1.5 billion by FY2021

# Examples: Creation and Expansion of New Business Domains

## Medical tourism



Film Farming

## Inbound services



## Emotion recognition AI

Jibo

# Initiative 3: Strengthening and Revitalizing of the Group

