

Creating value

We focus on business domains in Japan and other countries in which we possess strengths, taking advantage of the non-financial assets we have developed since our foundation (organizational assets, human assets, and customer assets) and financial assets that enable growth investments. We create value by generating social value and economic value.

1 Our business assets and strengths

Assets	Non-financial assets		
	Organizational assets	Human assets	Customer assets
Strengths	<p>Founding principles Independent/ Neutral, User-Oriented, and Fully Liable for Deliverables</p> <p>Position as an independent, well-established company</p> <p>Unique knowledge on industries, expertise, knowledge of related laws and regulations</p> <p>AZAREA, a system development platform</p>	<p>Global human resources (More than 50% of employees and two of our directors are of different nationalities.)</p>	<p>Relationship with financial services, trust banks, and pharmaceutical companies established throughout our history</p>
Results	<p>From labor-intensive services to knowledge- intensive services</p>	<p>Operating globally ahead of others</p>	<p>Percentage of projects in which we serve as the prime contractor: 90% Large shares in the pension field and other fields</p>
Differentiation			

2 Business domains

IT services

Systems development and integration services

- Consulting services
- System development and maintenance
- Package integration

Systems operation and management services

- Systems operation and management services
- Application operation services
- Help desk services

Outsourcing services (BPO/ BTO)

CRO (pharmaceutical BTO) services
Human resource BPO services

3 Values we create

Social value

Contributing
to customers'
business
reforms

Efficient
support for
pharmaceutical
development

Financial assets

Sound financial structure

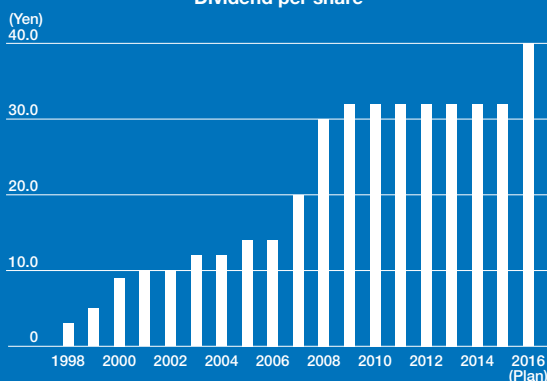


High growth achieved through
aggressive M&A
Stable shareholder returns

Economic value

Reinvestment Stable dividends

Dividend per share



1 Business assets and strengths

At the CAC Group, the knowledge we have accumulated is applied within the running of our businesses. In contrast to physical assets and financial assets that are recorded in financial statements, our main business assets are non-financial assets that are not recorded in financial statements, such as organizational assets, human assets, and customer assets.

We have succeeded in differentiating ourselves from others by building on the strength of our founding philosophy, position as an independent pioneer, a wide range of expertise and intellectual properties, global human resources, and long-term relationships of trust with customers. Likewise, we have also built long-term relationships with our shareholders by making growth investments, such as aggressive M&A, and stable shareholder returns in a well-balanced manner on an as-needed basis, taking advantage of our sound financial structure.

2 Business domains

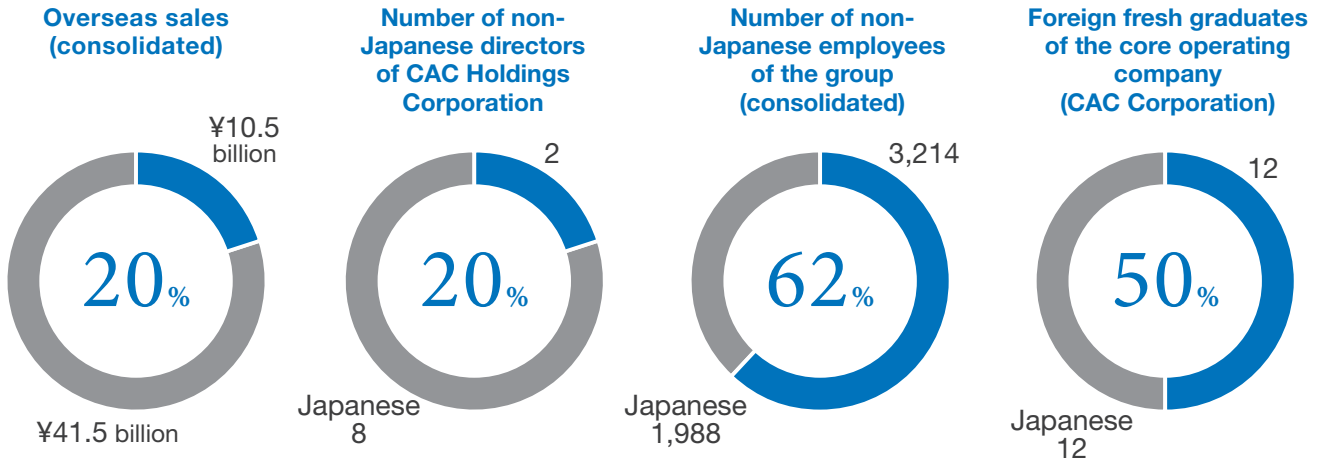
At the CAC Group, we operate businesses in Japan and overseas with a focus on IT services and outsourcing services (BPO/ BTO). Our main strength in IT services is the area of services for finance and trust banks, while the major strength in outsourcing services is the area of services for pharmaceutical manufacturers. Our IT services include consulting services, systems development and integration services such as system development and maintenance and package integration, and systems operation and management services such as system operation, application operation, and help desk services. Our outsourcing services include CRO (pharmaceutical BTO) services and human resource BPO services.

3 Values we create

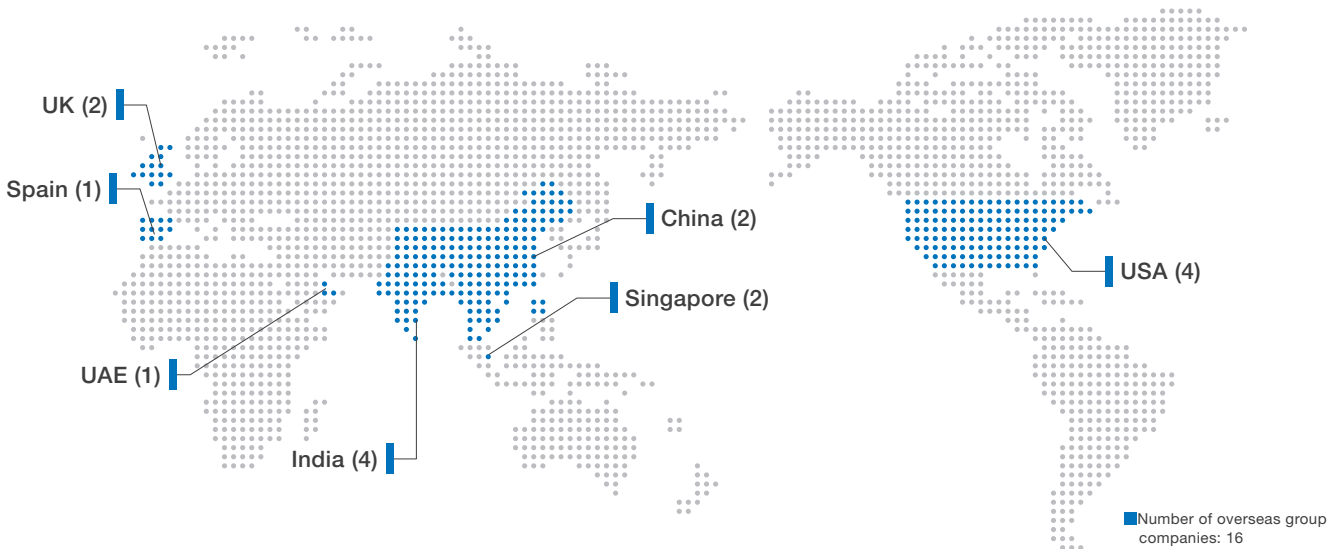
The main forms of value we create through businesses are social value and economic value. While social value includes employment, tax payment, and making a contribution to local communities, we place the greatest emphasis on contributing to the reform of our customers' businesses through our own operations. Economic value is created through sustainable growth and the creation of cash flows. We return profit to our shareholders by continuing to provide dividends, the amount of which has been increasing since the early 2000s, after making reinvestments for future growth.

Overseas markets as growth frontiers

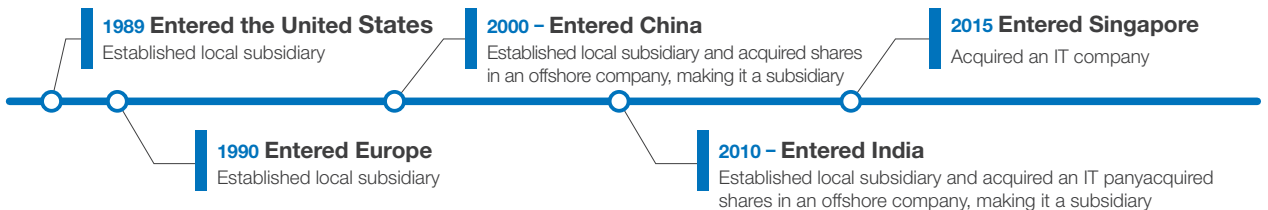
The CAC Group expanded overseas in the 1970s before other Japanese companies were interested in entering the markets of other countries. In recent years, we have been increasing the percentage of overseas operations through initiatives such as aggressive M&A as part of our efforts to respond to global demand. We will continue making group-wide efforts to accelerate our globalization as a growth area.



*The figure for the number of non-Japanese directors of CAC Holdings Corporation is for 2016. All the other figures are for 2015.



History of overseas expansion





CAC AMERICA CORPORATION
Director & President

Ryoichi Ohara

At CAC AMERICA, we provide IT services to the bases of Japanese companies in the United States and TAKUMI job, which refers to temporary staffing and employment agency services that specialize in IT. Moving forward, we aim to provide outsourcing services by making use of the CAC Group's resources, which are located all over the world, and thereby contribute to its global business expansion.



CAC EUROPE LIMITED
Managing Director

Toshiyuki Mitani

Our approach is to target the entire region instead of a particular country, city, or some other smaller area. We cooperate closely with other group companies and involve the head office in Japan, our bases in the United States, and bases in other countries, while taking advantage of our customer bases in the financial services, trust banks, and pharmaceutical industries and our knowledge of those industries and their operations. In addition, we are working to broaden the range of services we can offer as well as the range of customers we can approach by strengthening our efforts to find new local partners and cooperate with existing local partners.



CAC SHANGHAI CORPORATION
Director/ CEO
GoldenTech Computer Technology (Suzhou) Co., Ltd.
Chairman

Bin Cheng

In the field of IT services, we are currently working to improve our capacity to provide services and activities so that we can expand our customer base to non-Japanese companies in the financial services and pharmaceutical domains. We have also started to provide BPO/ BTO services and support for the business expansion of Chinese companies in Japan. Moving forward, we plan to run a CRO business (in collaboration with CAC Croit) and IoT business that target the Chinese market.



Accel Frontline Limited
Executive Director

Malcolm F Mehta

I've been working on the expansion of the global business ever since I joined the company. One thing I'm proud of is the acquisition of AFL, an Indian company, which we completed in December 2013. In September 2015, I was put in charge of all of AFL's operations, and since then have been promoting initiatives aimed at building up AFL's business by working together with CAC Group companies, which are expanding globally, and our partners.



Sierra Solutions Pte. Ltd.
CEO

Ranjan Vaswani

We provide IT services in various aspects of healthcare, focusing on the introduction of SAP solutions to medical institutions. Recently, we developed our own mobile application for people who provide nursing care to aged family members at home. This application represents our solution to help address global issue of aging populations. We will work to expand our global business through various strategies, such as securing human resources and building relationship with customers.



Accel Systems & Technologies Pte. Ltd.
CEO

Tammie Tham

We have built up a solid track record in the field of security. I believe that our cyber security solutions and services, which we provide in cooperation with a world-class security vendor, are ideal for customers in industries such as the financial services, trust banks, and pharmaceutical industries. We will proceed with expansion to areas outside of Singapore, starting from Japan, by taking advantage of our ties with the CAC Group.