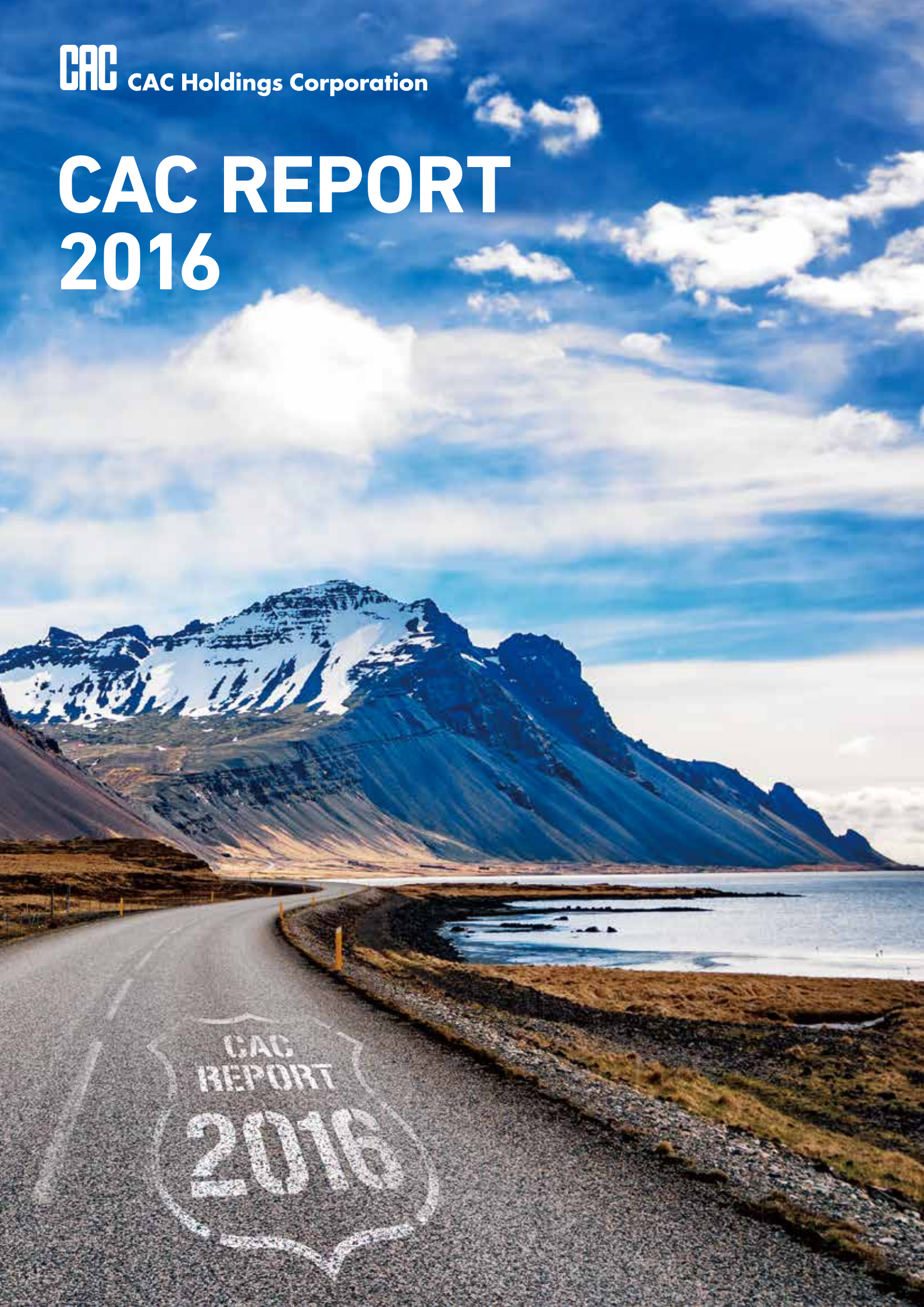


CAC REPORT 2016



Changing the world and shaping the future through IT and healthcare services.

The CAC Group was established on August 8, 1966 as a pioneering independent software company in Japan. From our earliest days, we have striven to evolve by anticipating the needs of the times and environmental changes and changing the nature of who we are.

Constantly tackling challenges, never allowing ourselves to be satisfied with the status quo or give in to the fear of failure, and continually reinventing who we are to further our growth – this is the essence of what we do at the CAC Group.

We never stop evolving.

We will try to seize the next opportunity by continually reinventing who we are.

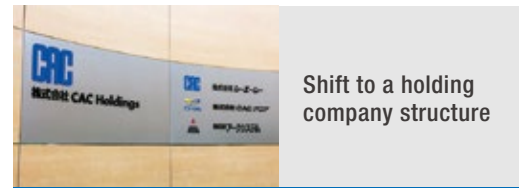




We have continued growing for 50 years, tackling various challenges along the way.

The CAC Group has been changing its business portfolio since its founding to meet the needs of customers and the demands of the times, and in doing so has achieved growth. We have expanded our business domains and enlarged the growth domains from within Japan to overseas.

2014



2000



Listed on the First Section of the Tokyo Stock Exchange

1994



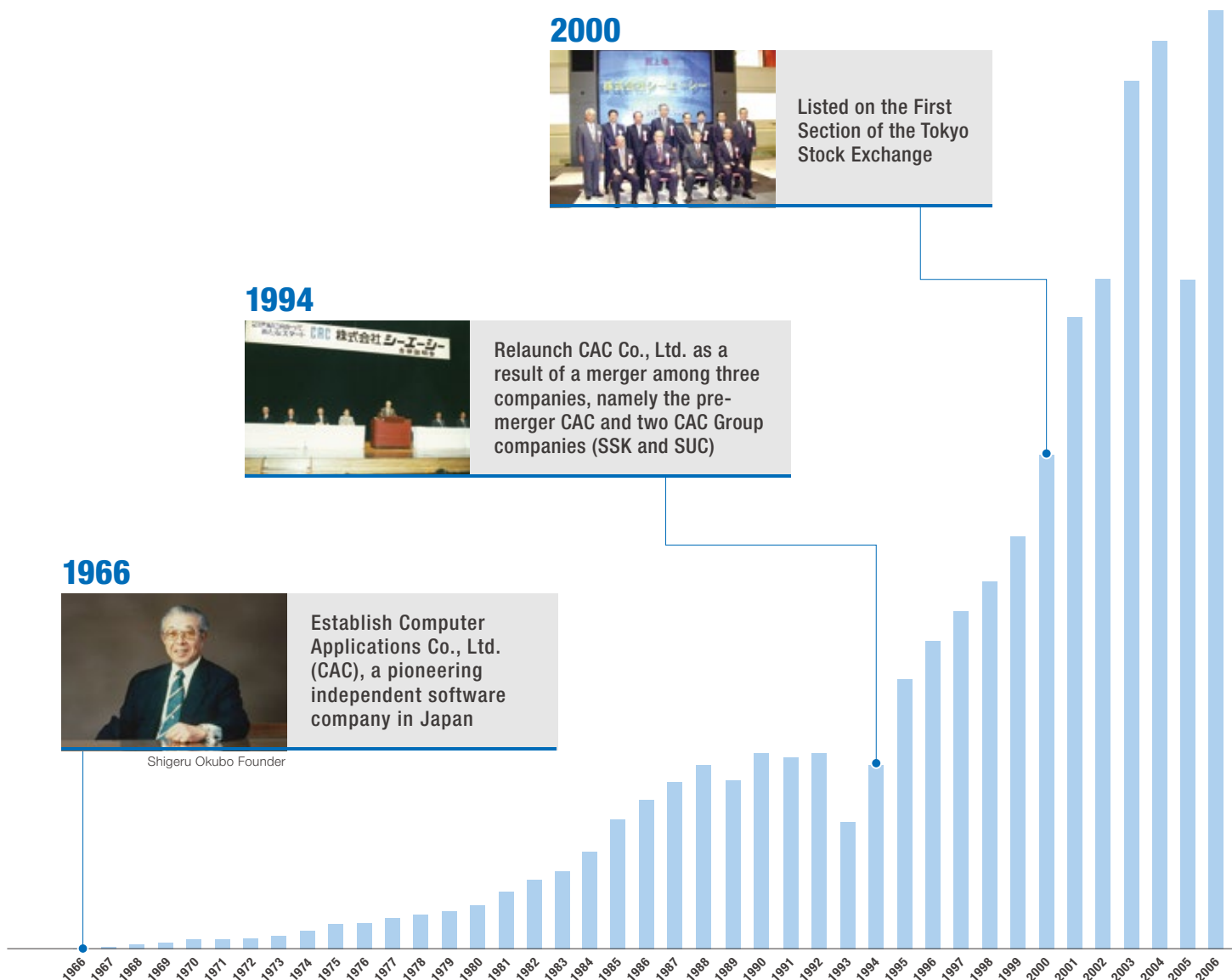
Relaunch CAC Co., Ltd. as a result of a merger among three companies, namely the pre-merger CAC and two CAC Group companies (SSK and SUC)

1966



Shigeru Okubo Founder

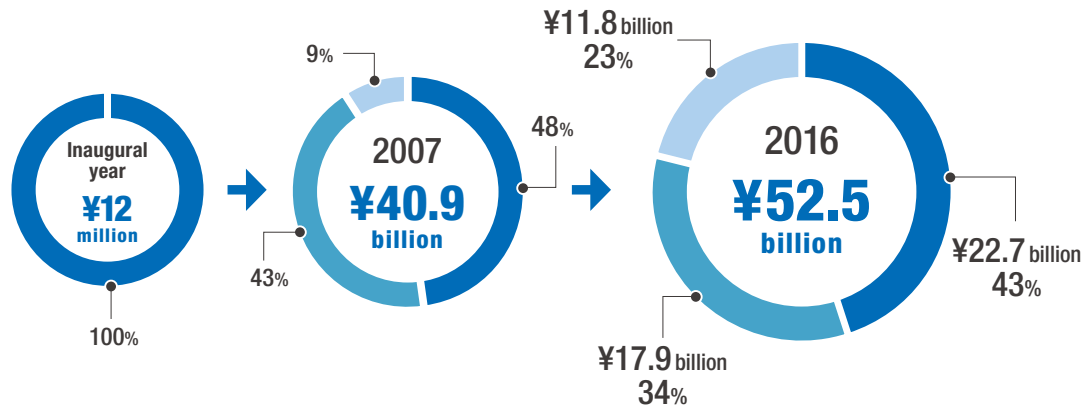
Establish Computer Applications Co., Ltd. (CAC), a pioneering independent software company in Japan



Net sales
¥52.5 billion
 Fiscal year ended on December 31, 2016

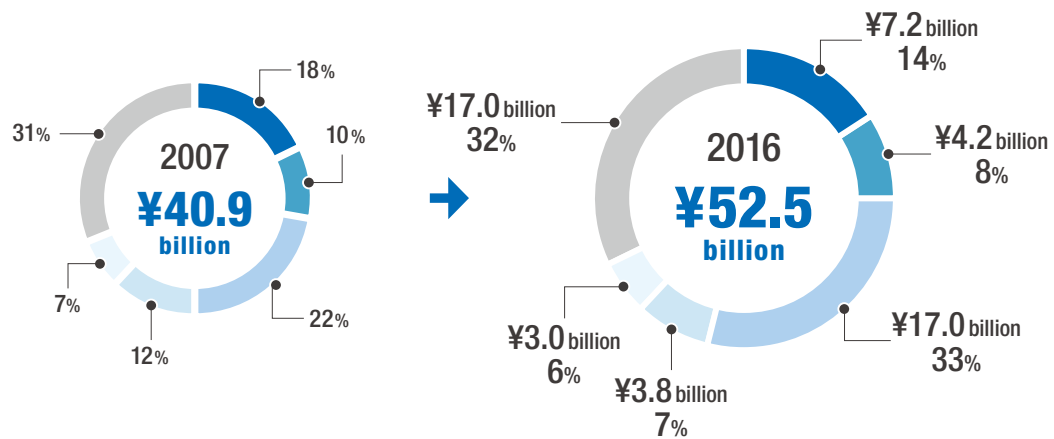
Net sales by segment

■ Systems development and integration ■ Systems operation and management ■ BPO/BTO



Net sales by industry

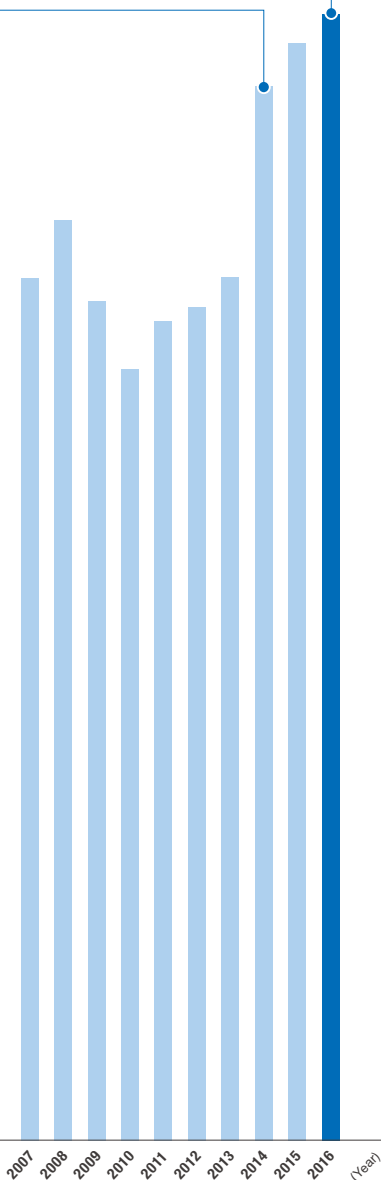
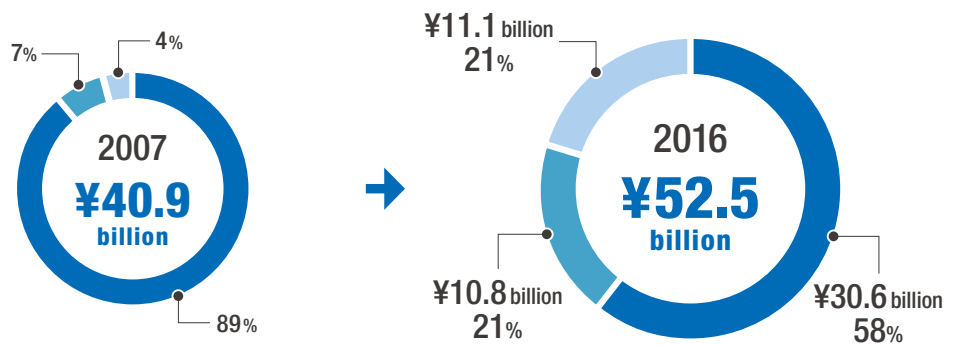
■ Financial services ■ Trust banks ■ Pharmaceuticals ■ Food services ■ Manufacturing ■ Service and others



Composition of sales within the CAC Group

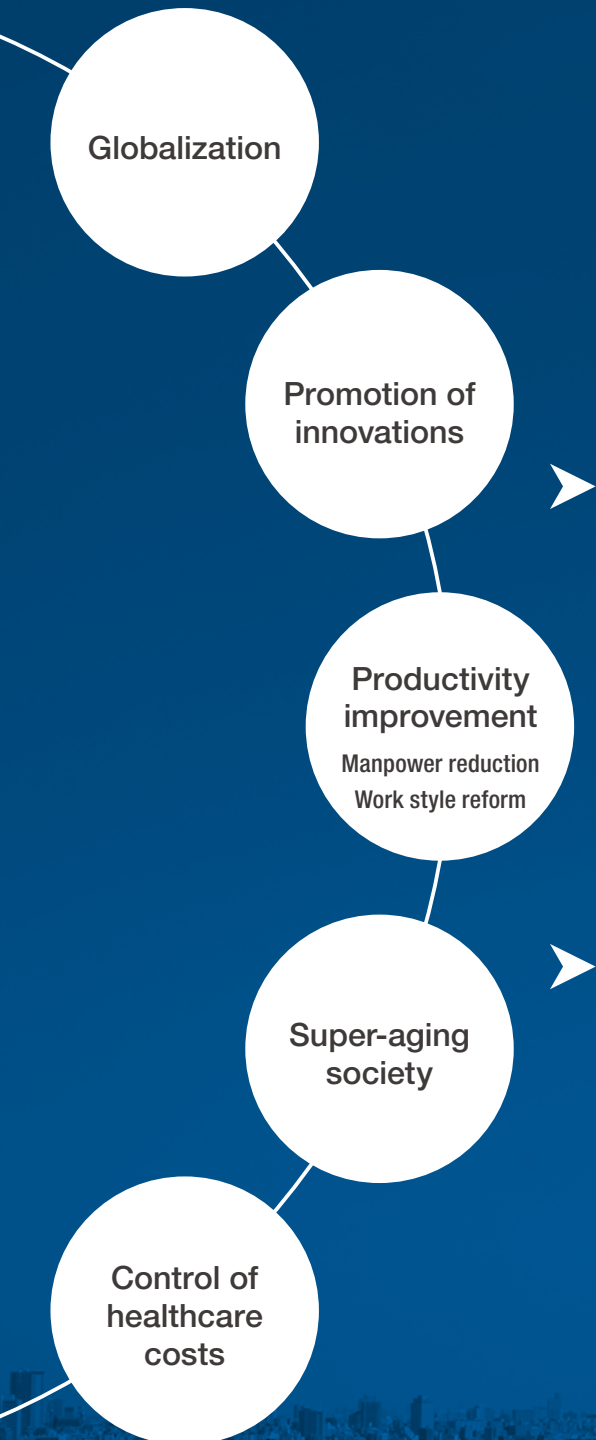
■ Domestic IT ■ CRO (pharmaceutical BTO) ■ Overseas IT

* The domestic IT business includes human resources BPO services.



CAC Group's value creation and outcomes

Social needs and issues



Business activities

Corporate concept

As a knowledge-intensive company, we provide a full range of business information system services, as well as high-value added services that integrate information technology into business.

Our role

**Changing the world
and shaping the
future through
IT and healthcare
services.**

Our strengths

High level of knowledge
in finance, trusts and
pharmaceutical

Percentage of projects
in which we serve as the
prime contractor: 90%

Large shares in the
pension field

Global human resources

Sound financial structure

Growth strategies

M&A

Overseas

Healthcare

BPO

OUTPUT

Products and services

IT services



Systems development and integration services



Systems operation and management services

Outsourcing services



CRO (pharmaceutical BTO) services



Human resource BPO services

OUTCOME

Values we create

Social value



Contributing to customers' business reforms

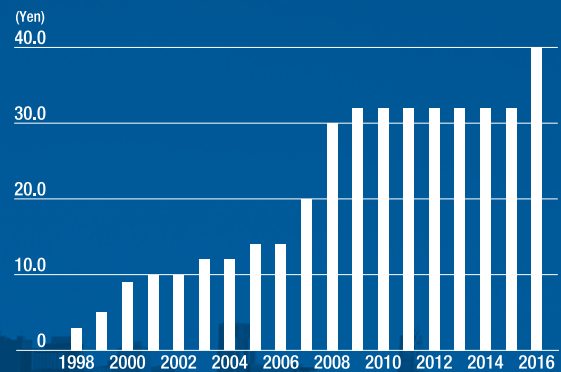


Efficient support for pharmaceutical development

Economic value

Stable dividends

Dividend per share



*The dividend for 2016 includes the 50th anniversary commemorative dividend of ¥8.0.