

Medium-term strategy



Basic strategies and main strategic points

Pursuing new mainstream technologies

Work on research and development and marketing activities jointly with overseas group companies, anticipating the formation of new markets with IoT and other areas.

Tackling challenges in new business domains

Invest in ventures and other external management resources by making use of our internal reserves in an attempt to enter domains that have yet to be developed by the CAC Group.

Increasing added value of BPO

Try to expand our businesses to BPO in fields where we only provide IT services, such as pension management for trust and banking companies. Move forward with measures to increase the added value of our existing businesses of CRO (pharmaceutical BTO) and human resource BPO services.

Progress made in FY2016



Investment in Affectiva, Inc. in the United States and commencement of the development of the domestic market for Emotion Artificial Intelligence

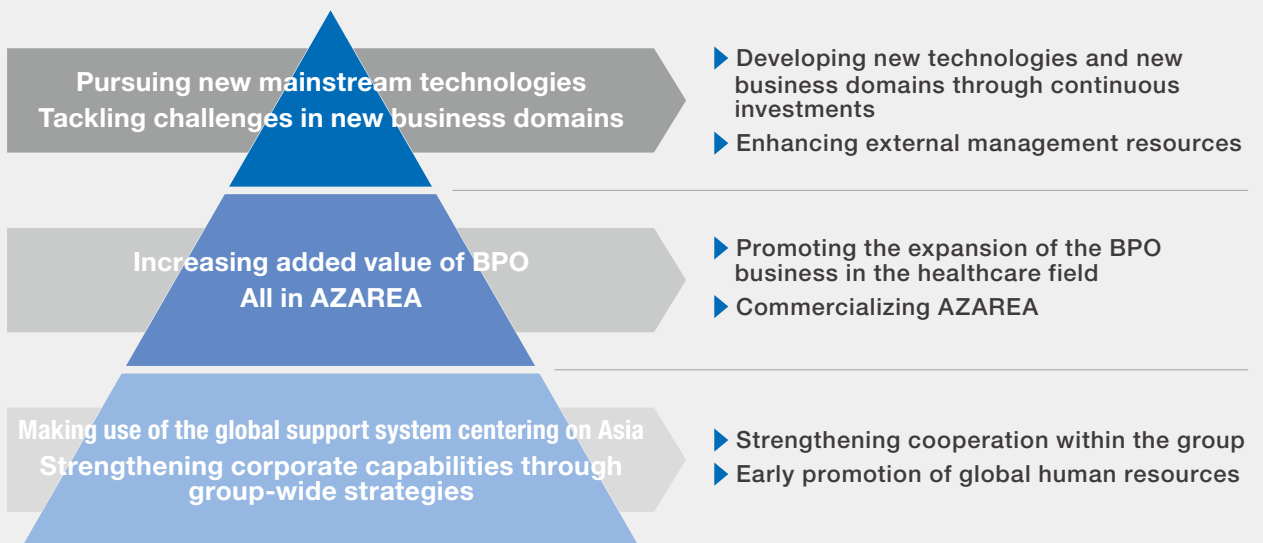


Installation of an innovation space aimed at open innovation*

*Open innovation: Creating an innovative business model, product, or service by combining ideas, services, expertise, and other elements from inside and outside a company

Initiatives for FY2017

Accelerating initiatives for the final fiscal year to reinvent ourselves over the next 50 years



Our medium-term strategy for FY2015 to FY2017 contains six basic strategies. In existing fields, we will strive to improve the quality of our services and productivity by consolidating our knowledge. At the same time, we will try to increase orders by developing new businesses, and to improve our ability to operate on a global scale, aiming to improve our corporate value.

All in AZAREA

Reduce costs and improve quality by enhancing the function of AZAREA, a unique development platform that is an aggregation of the CAC Group's intellectual properties, in our attempt to differentiate ourselves from other companies.

Making use of the global support system centering on Asia

Identify demand among existing customers for overseas IT services by establishing a global support system centering on Accel Frontline Limited in India and CAC SHANGHAI CORPORATION and GoldenTech Computer Technology (Suzhou) Co., Ltd. in China.

Strengthening corporate capabilities through group-wide strategies

Establish a foundation for long-term development by strengthening the bonds between group companies and working jointly to develop next generation human resources.



Sales of our own products such as Micmari, a packaged pension management service, and AZAREA, and business expansion

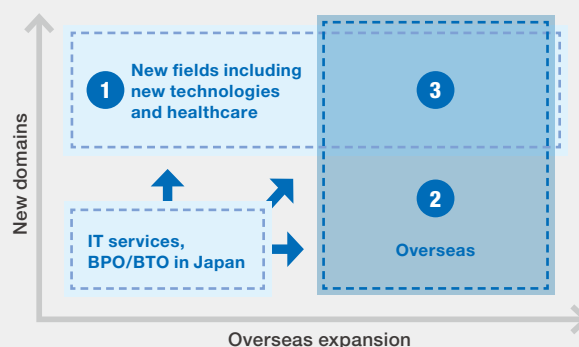


Implementation of programs aimed at discovering or fostering global human resources as next-generation leaders

Expanding business in the healthcare field

		Objectives	Measures
New domains	Nursing care	Creating a comfortable nursing care environment	Collaborating in the nursing care business in Asia Use of cloud computing for medical data analysis
	Healthcare	Spreading and promoting preventive healthcare	Support for systems for telemedicine
Existing domains	Pension	Reducing pension management costs	Spreading and expanding Micmari, a common infrastructure for corporate pension
	Personnel management affairs	Helping customers concentrate on their main business	Optimizing personnel management affairs and supporting human resource development

Overseas markets and new businesses as frontiers



- 1 Expanding business domains through the acquisition of new technologies, the expansion of the healthcare field, and other measures
- 2 Expanding domains to emerging areas in Asia
- 3 The combination of the above two measures may lead to further growth