

Initiatives for human resources/Work style reform



At the CAC Group, we work on the recruitment and development of human resources on the global level to promote diversity as well as the globalization of our businesses. In addition, we provide our employees, as our assets and commodities, with a comfortable work environment that enables them to demonstrate their skills to the full extent.

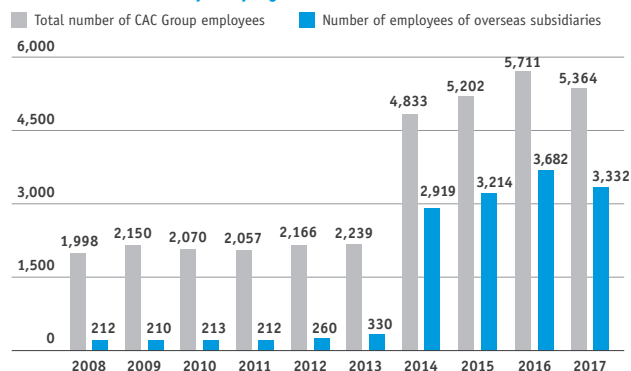
Recruiting diverse human resources with different values

CAC Corporation, which is the core operating company, began recruiting non-Japanese new graduates in 2008. In 2018, 19 non-Japanese new graduates joined the company (which employed a total of 52 new graduates). When the company began to recruit non-Japanese employees, it expected them to demonstrate their capabilities mainly in global projects (projects associated with the overseas expansion of corporate customers). However, the presence of such employees, who have diverse values, has created excellent opportunities to review the way people from the company would proceed with work and their attitude to work.

Currently, employees of overseas Group companies account for 55% of all CAC Group employees. This trend has also resulted in human interactions being promoted within the Group. For example, employees of Accel Frontline, a subsidiary in India, came to Japan and collaborated with employees of CAC Corporation to provide a Japanese automotive parts manufacturer with services in technologies for the advanced driving support system owned by Accel Frontline. We have continued to plan

human resources exchanges between Group companies, which are not limited to exchanges of technologies, in the belief that such exchanges will lead to the significant strength of the CAC Group.

Number of employees of overseas subsidiaries compared to total number of CAC Group employees



Environment that permits employees to work flexibly

CAC Holdings Corporation and CAC Corporation, the core operating company, have maintained a teleworking environment that they developed in 2012. They have also introduced a hot-desk system (which allows employees to work anywhere in the office), mainly to the floors of administrative departments. They also permit employees to work from home. They thus enable their employees to work flexibly in accordance with the environment of each individual.

In recent years, CAC Croit Corporation has introduced a flexible working hours system, which has penetrated among all employees of the company. The introduction of this system has raised the employees' awareness of time management. As a result, the company achieved a reduction in the total number of hours worked per employee per month.





Facilitating smooth operations by sharing vision and promoting communication between employees

At CAC Corporation, which is the core operating company, and CAC Croit Corporation, company-wide training sessions are held regularly. As the name implies, all the employees of each company participate in the training. It is a large-scale initiative, with each session held more than 30 times a year at CAC Corporation and more than 20 times every year at CAC Croit. The strongest feature of this training is that all employees share the same training content. By sharing the company's vision through this training, employees who do not interact with each other on a daily basis exchange opinions and have friendly competition with each other. This contributes to better communication between employees after they receive the training. In FY2018, which is the first year of the medium-term strategy, CAC Corporation plans to hold the fifth company-wide training program, and CAC Croit is planning the sixth round of the training program. In addition, CAC Holdings holds events for CAC Group employees, their families and other people. In the summer, it holds a summer evening festival to which it invites employees, their families and

people from subcontracting companies. In the autumn, it holds a softball tournament. These and various other events attract numerous participants as opportunities to reward families of CAC Group employees for their support, not to mention promote communication between employees.

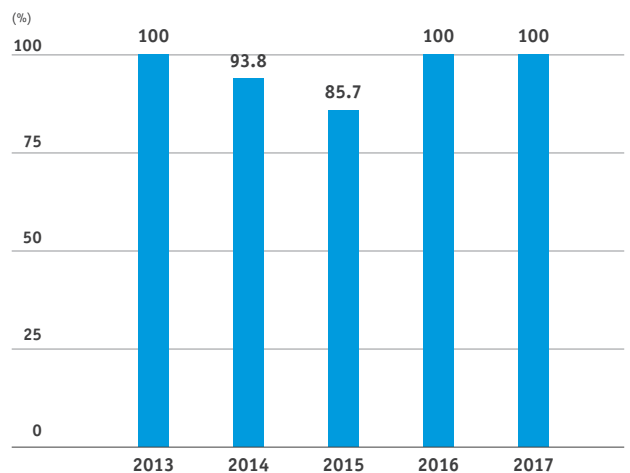


Softball tournament

Achievements of the initiatives

We believe that the initiatives we have taken to create a comfortable working environment for our employees have helped prevent employees from leaving the CAC Group. For example, more than 95% of female employees who have taken childcare leave in the last five years have returned to work on average. Despite the major changes in their lives, the way they work and see things, such as childbirth and childcare, these employees continue to demonstrate their skills as they did before.

Rate of childcare leave takers returning to work in the last five years (female)





At the CAC Group, we wish to contribute to solving social problems through social contribution activities, such as support for sports for the disabled, in addition to business activities.

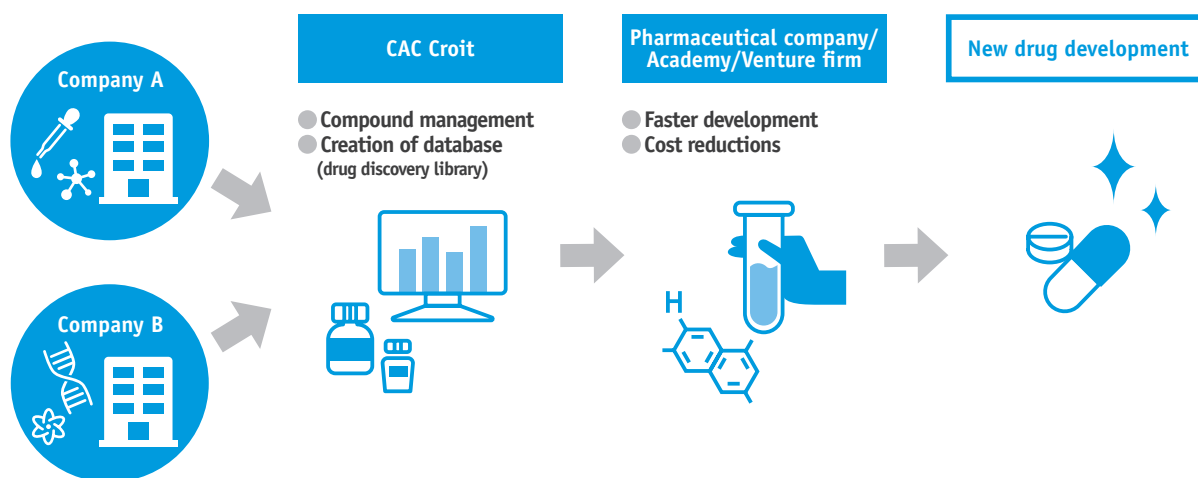
Creating new value on a global level with the use of the latest ICT

Since our foundation in 1966, we at the CAC Group have tackled challenges to create new technologies and businesses in response to customer requests. This has enabled us to enjoy long-term business relationships with leading companies in Japan in a range of fields, including Astellas Pharma Inc. (formerly Yamanouchi Pharmaceutical Co., Ltd.) and Mizuho Bank, Ltd. (formerly Industrial Bank of Japan, Ltd.). It has also allowed us to develop our businesses in the field of systems, enter the field of CRO and make other achievements such as overseas expansion. As a result, we have grown into a corporate group with approximately 5,400 employees globally. We will continue to create new services by understanding the needs of the market that are generated from globalization and an increasingly diverse range of values, thereby continuing to contribute to society.

Launch of a compound sharing library business aimed at promoting drug discovery

CAC Croit Corporation, which engages in the CRO business, launched a compound sharing library business in March 2018. The compound sharing library business is a service that involves consolidating the compounds and data for pharmaceutical frontier research, which are owned and stored individually by pharmaceutical companies, on facilities and platforms constructed and provided by CAC Croit, and promoting their use as shared libraries. This business is expected to lead to a significant reduction in the time and costs consumed for new drug development and create innovations, including the promotion of drug discovery by Japanese companies. It was therefore selected for Cyclic Innovation for Clinical Empowerment (CiCLE), which is part of the Economic Measures for Realizing Investment for the Future by the national government.

Compound sharing library business





Activities for promoting and supporting Bocchia, a sport for the disabled

As a corporate citizen, we at the CAC Group engage in social contribution activities such as environmental protection and participate in the activities of local communities. We also used our 50th anniversary, which fell in 2016, as an opportunity to start promoting and supporting bocchia, a sport for people with disabilities. We carry out these activities by attaching importance to planning and practice by employees themselves, with the aim of making bocchia known to a greater number of people, helping provide more opportunities for disabled people to play the sport, and for other purposes.

Initiatives of the CAC Group for Bocchia

We help organize major tournaments held in Japan as a Gold Partner of the Japan Bocchia Association. We also send employees qualified as judges to tournaments and have those in charge of promoting



Participants in the CAC Cup

bocchia hold sessions for hands-on experience of the sport at various events. In addition, in September 2017, we held the first CAC Cup, a Bocchia tournament. Eleven teams from seven special schools in Tokyo participated in the tournament, which staged exciting games. Play-by-play undertaken using Bocchia Measure, an application for measuring the distance between bocchia balls that was developed by the CAC Group, added to the excitement of the games.

We also implement a project for donating bocchia ball sets to organizations for disabled persons and similar groups. In FY2017, we donated bocchia ball sets and held instruction sessions for 14 non-profit organizations and corporations.

Bocchia athlete Shun Sato joins the CAC Group

In April 2018, Shun Sato, a top bocchia athlete, joined CAC Group. He began playing bocchia when he was a third-year student in elementary school and achieved brilliant results in tournaments held in Japan and other countries. In the Japan Bocchia Championship Tournament that was held in 2017, he won 4th place in the BC2 class. He is also registered as a certified athlete in the Japan Bocchia Association, and is poised to continue to achieve great results in the future.



Shun Sato

At the CAC Group, we will further promote the popularization of and support for bocchia by supporting Shun Sato's activities as a bocchia athlete. At the same time, we would like to strengthen the sense of unity of the Group further by providing Group-wide support to Mr. Sato as a coworker.



which is a Paralympic sport, was invented in Europe for people with severe cerebral palsy and those with other equally severe disabilities that affect the functions of their limbs. Players compete to place their set of red and blue balls, six each, around a white ball called the jack ball (target ball). They throw or roll the balls or hit them with other balls to place them as close as possible to the jack ball. Players who are unable to throw the ball may use a ramp (assistive device) and take part in matches if they can tell their assistants where they wish to aim the ball.