

CAC Holdings Corporation

CAC REPORT 2019

Fiscal year ended December 31, 2018





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

Our mission is to continually create new value through advanced ICT. Against a backdrop of globalization, and with an increasingly diverse range of values, we understand the needs of the market and are determined to create new services that will change the world. That is our goal here at the CAC Group.



CAC Holdings Corporation

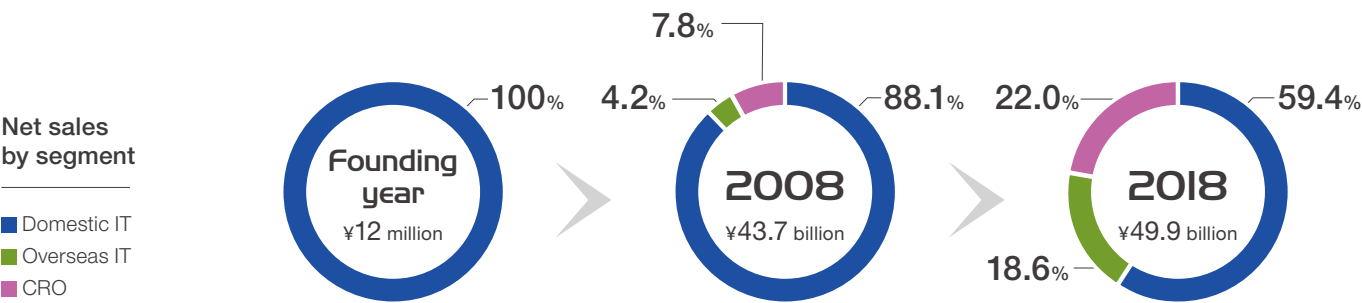
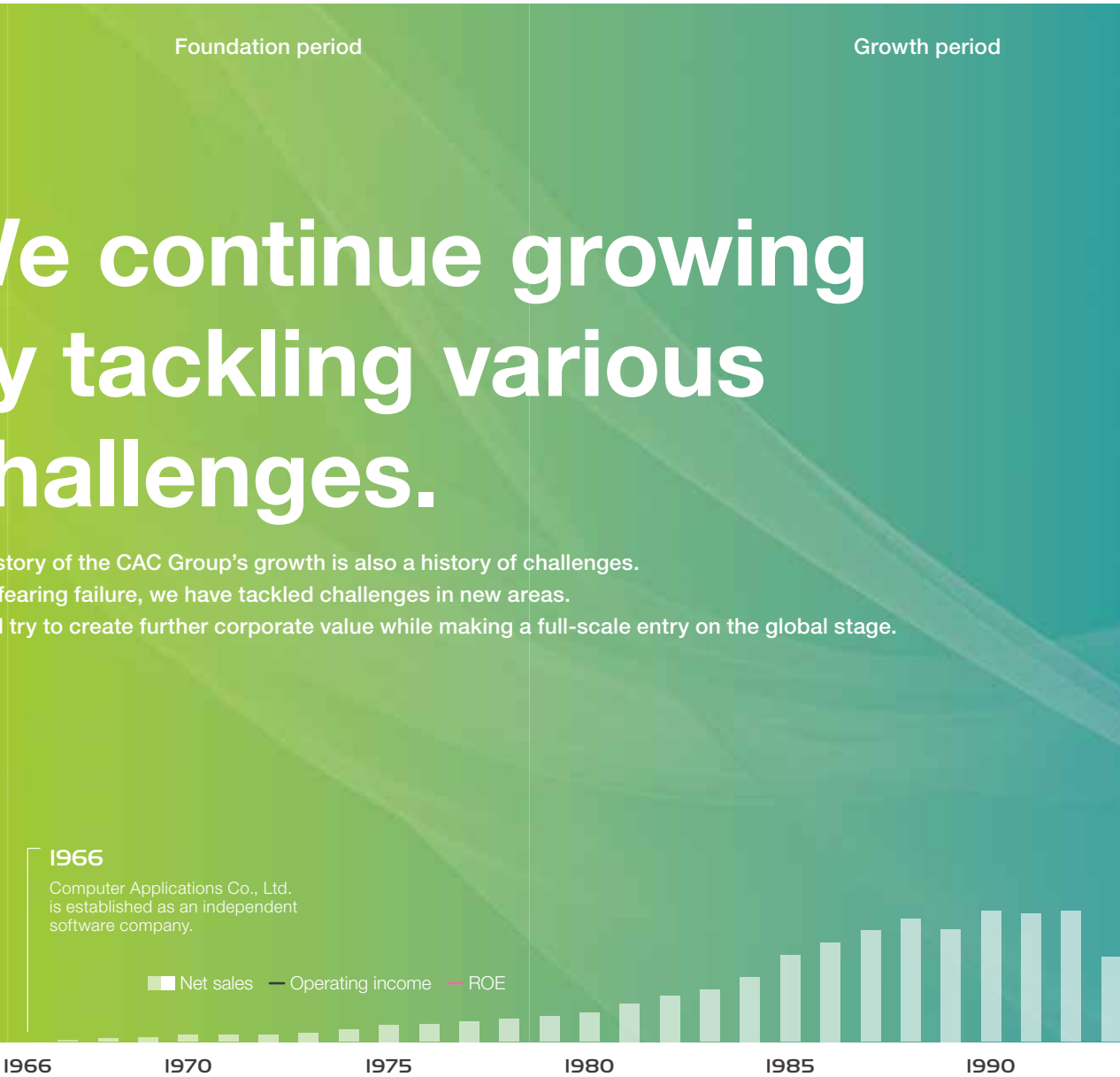
CAC REPORT 2019

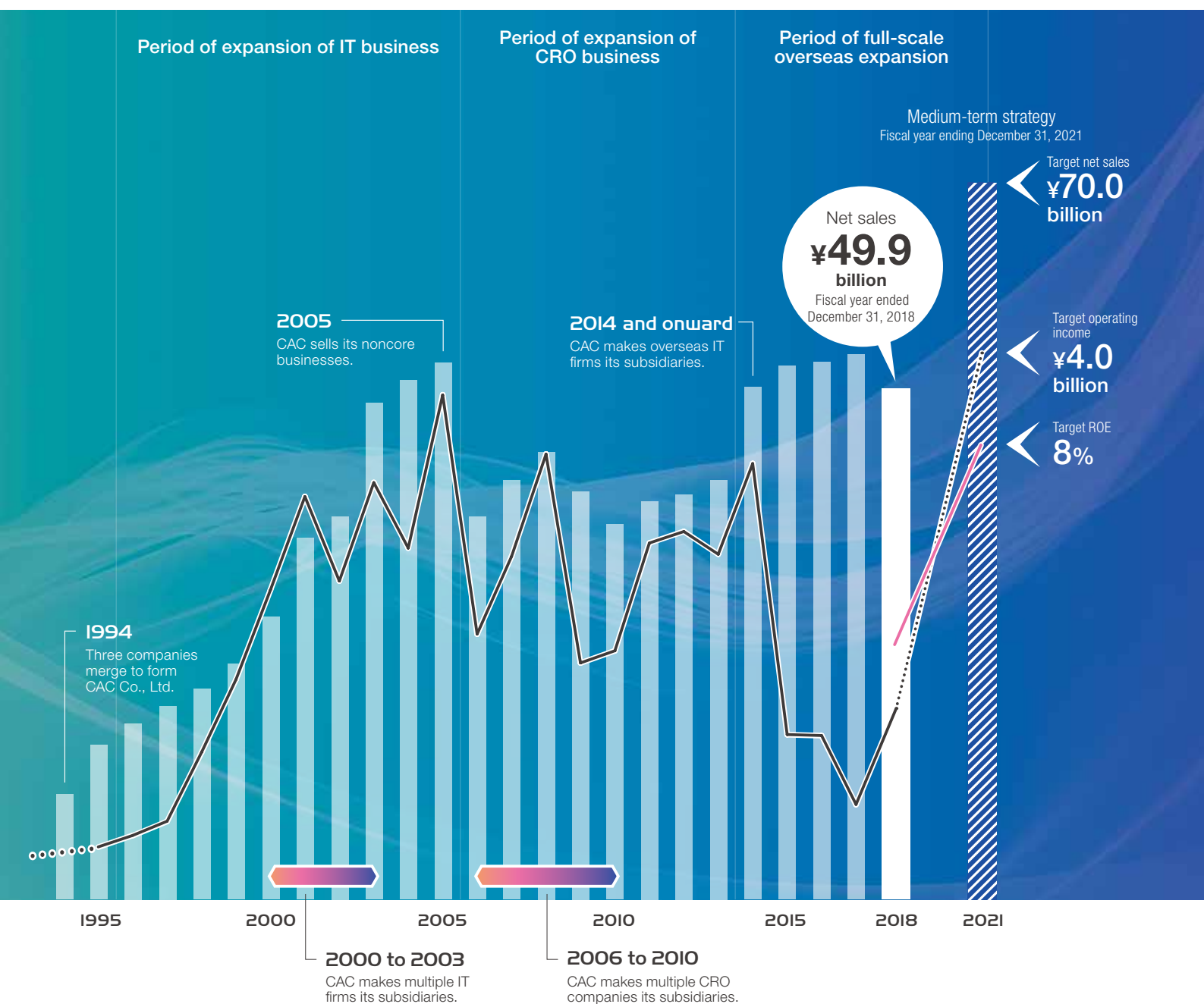
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We continue growing by tackling various challenges.

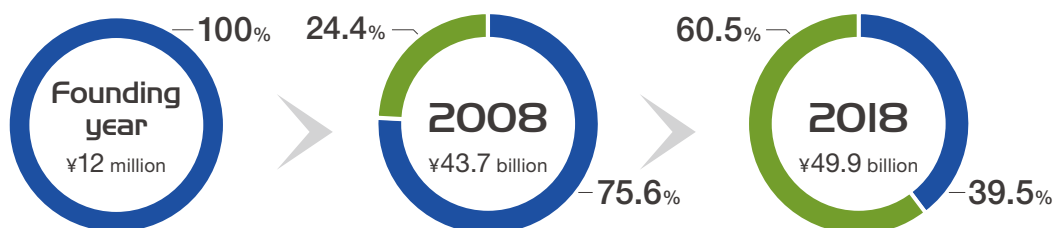
The history of the CAC Group's growth is also a history of challenges.
Never fearing failure, we have tackled challenges in new areas.
We will try to create further corporate value while making a full-scale entry on the global stage.



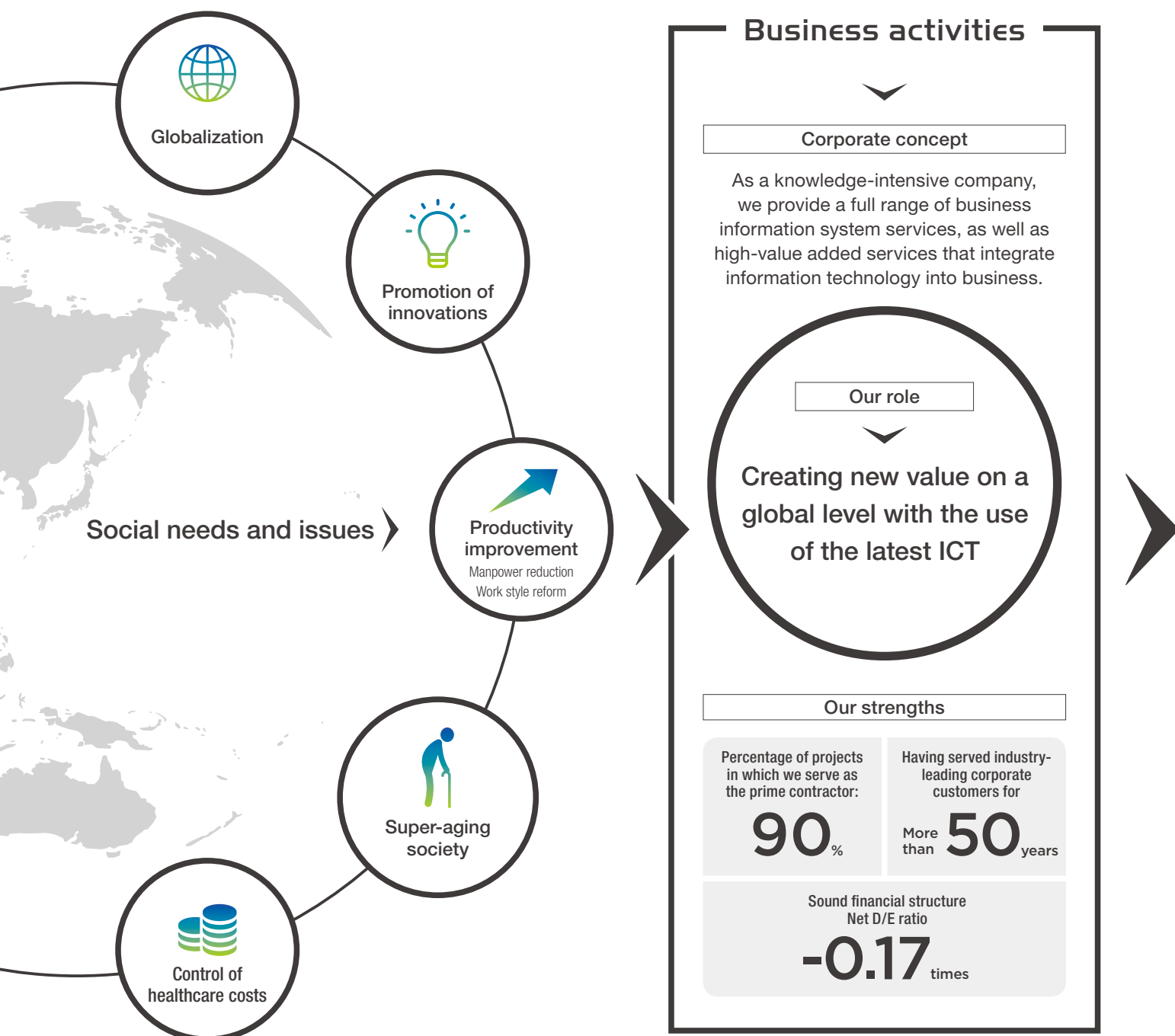


Net sales of CAC Corporation as the core operating company and other CAC Group companies

■ CAC Corporation
■ Other CAC Group companies



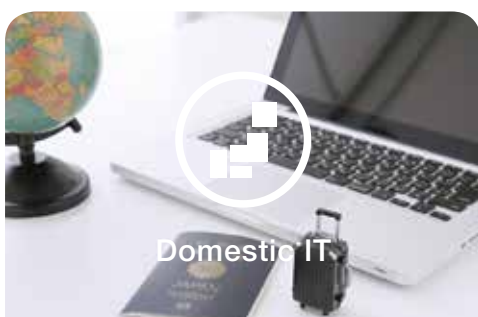
CAC Group's value creation and outcomes



OUTPUT

Products and services

IT services



Domestic IT



Overseas IT

Healthcare services



CRO

OUTCOME

Values we create

Social value



Contributing to customers' business reforms



Efficient support for pharmaceutical development

Economic value

Medium-term strategy

Determination 21

2018 ▶ 2021

Strong drive, 
Infinite possibilities

Targets (Fiscal year ending December 31, 2021)

ROE

8%

Net sales

¥70.0 billion

Operating income

¥4.0 billion

Three key points of the CAC Group

We have summarized our unique strengths into three key points to have the CAC Group understood better.

1 An IT and healthcare service provider that has been changing in response to needs of the times

The CAC Group is an independent pioneer that was founded at the dawn of the software industry in Japan.

Our core businesses include overseas IT and CRO businesses.

We are pursuing initiatives in the latest technologies, such as AI, IoT, and blockchain.

We are prime contractor who develops and provides the optimal systems for users.

Prime contract rate

Approx.
90%

* At CAC Corporation

Percentage of sales of overseas IT and CRO businesses

40.6%

2 Early start of growth through mergers and acquisitions (M&A)

2014-

Overseas

Investment in overseas IT companies

2006-

BPO/BTO

Investments, business acquisitions, and business integration in CRO as a growth field

2000-

IT system

Acquisition of IT affiliates as systems divisions of companies such as Maruha Nichiro Corporation and YUASA TRADING CO., LTD. and converting them into subsidiaries of the CAC Group

1994

Merger of three companies

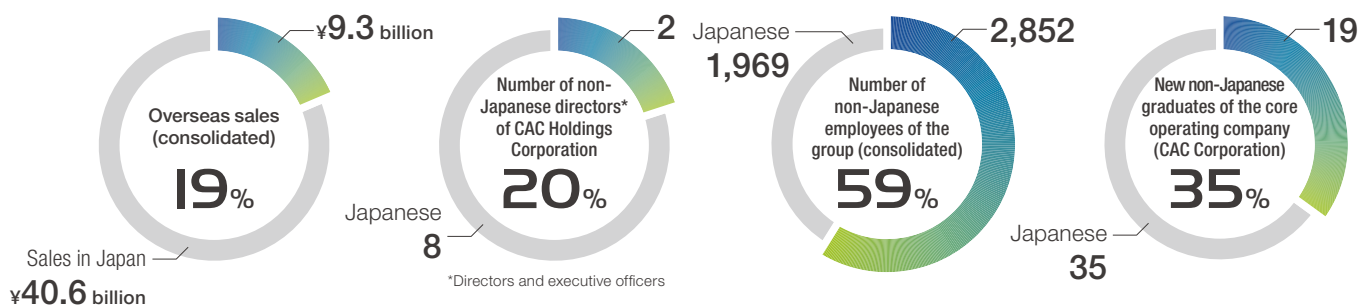
Merger of Computer Applications Co., Ltd., a systems development and integration company, with two CAC Group companies, Nippon System Service Co., Ltd. (SSK) and System Utility Co., Ltd. (SUC)

3 Overseas markets as growth frontiers

The CAC Group expanded overseas before other Japanese companies, starting with the establishment of its local subsidiary in Taiwan in 1978.

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 our efforts to expand our business in each country and accelerate our globalization.



Overseas business locations/ History of overseas expansion

