

# Initiatives for human resources

*Building foundations for implementation of the medium-term strategy*

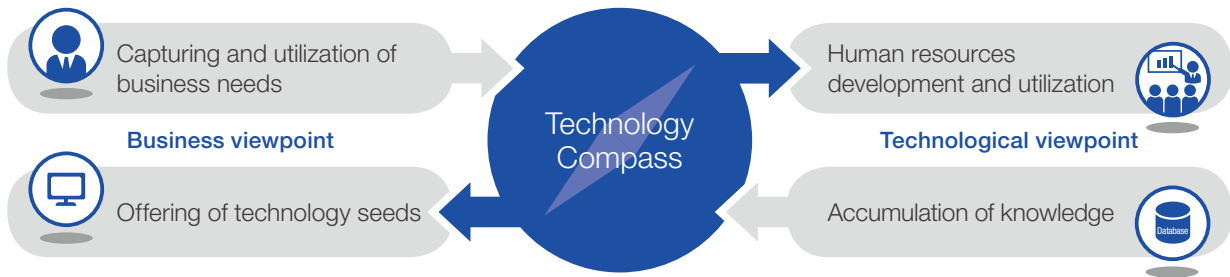
The CAC Group has been making the shift to digital business in accordance with its medium-term strategy. We are working to construct a system for training personnel that are essential to completing the shift and to create an environment that allows every employee to gain an accurate understanding of the CAC Group's direction and to act on their own initiative.

## Formulation of the Technology Compass

For the purpose of accomplishing the shift to digital business in accordance with the medium-term strategy, our core subsidiary CAC Corporation made a list of the required technology areas and developed the Technology Compass. This is a roadmap that closely specifies their definitions, statuses of current actions, future actions, examples,

business values and other areas. It is also a framework that sets the future technological direction of the CAC Group, and based on this we will develop the necessary human resources. This helps individual employees to understand what technologies they should acquire and what actions they should take.

### Schematic of the Technology Compass

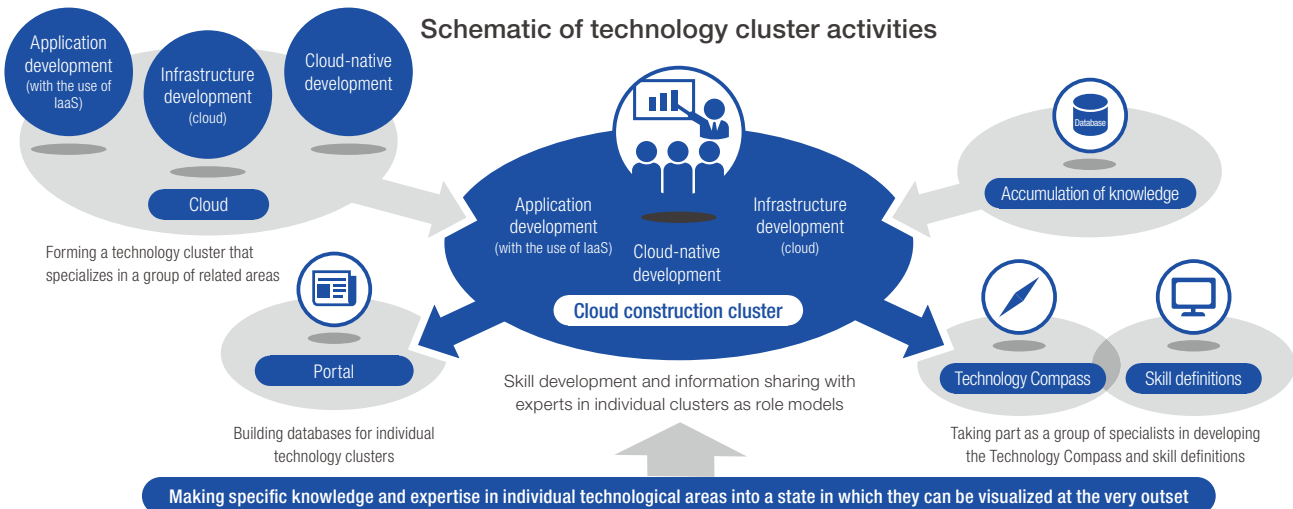


## Technology cluster activities

With respect to some of the technologies specified in the Technology Compass, personal learning alone is insufficient to attaining a level appropriate for customers. Consequently, we launched technology cluster activities in 2018. We form communities comprising personnel sharing the same technological orientations so that they will mutually provide the support necessary for skill acquisition. Individual personnel join clusters associated with the technological areas in which they wish to build up their skills. They help each other with skill

development so that all can hone their skills. To facilitate the sharing of technology information in the company, separate technology clusters present technology information in their specialized areas in report meetings and on our internal portal, and also organize and accumulate that information. The circulation of technology information within the company and making it available whenever necessary will help advance the shift towards digital technologies on a company-wide level.

### Schematic of technology cluster activities





## Training for all CAC employees

In the first year of the medium-term strategy drawn up in January 2018, CAC carried out the CAC Training 2018 for all its employees. It lasted about half a year. This training aimed to give individual employees accurate insight into CAC's direction and to prompt them to think about what they should do through their understanding of the business plans and strategies that they should follow. A program for collaboration with employees in different

departments strengthens ties among people in different sections and at different levels in the company and builds the foundations for executing the medium-term strategy. The training program allowed plenty of time for direct dialogue with the president and for listening to officers' talks. It helped employees better understand CAC's vision and the potential of new technologies being developed by different departments.



### Main subjects of discussions with the president

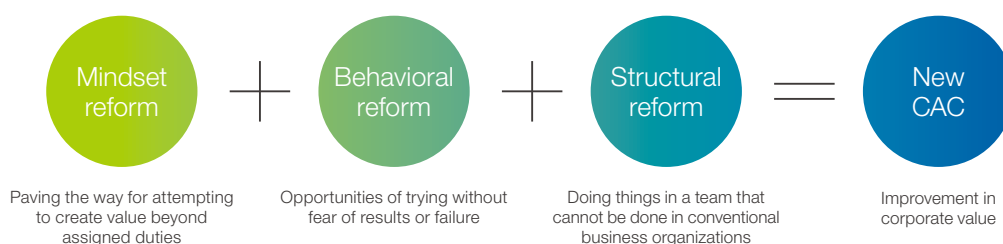
- CAC's strengths and future
- Reinforcement of sales capabilities
- CAC's technologies (Technology Compass and cluster activities)
- Work styles
- Actions towards global operations and more

## Making employees' wishes into reality

Actions are in progress that respond to employees' wishes discovered by a survey conducted after the CAC Training 2018. One example is the revision to the HR management system in April 2019 in response to requests for reconsideration of human resources development and appraisal. This revision was aimed at ensuring that individual employees' performance would be evaluated more objectively and closely. In addition, we launched the CAC Challenge as an initiative that answers a call for corporate culture reform. It gives employees

the chance to propose their own ideas. They can propose any kind of action that will help increase CAC's corporate value and that will eventually make CAC a better company. For a proposal that is approved, one officer will be appointed as a supporter and funds and a team will be allocated so that the proposed action can be put into practice. There are some actions that have already been put in place, including a program for a direct exchange between senior executives and employees and the independent development of an attendance management system.

### Overview of the CAC Challenge corporate culture reforms



# Relationship with society

## Actions for boccia

The CAC Group began promoting and supporting boccia, a sport for people with disabilities, in 2016. With the goals of making boccia a sport known to all and of increasing opportunities for people with disabilities to take part, the activities place an emphasis on employees' voluntary planning and implementation.

### Activities for promoting and supporting boccia



Participants in the CAC Cup

CAC Holdings is a gold partner of the Japan Boccia Association. Its activities include helping to organize competitions that take place in Japan, refereeing performed by qualified referees and hands-on experience events with promotional staff at various events. In addition, in 2017, it started donating boccia equipment to organizations that have difficulties purchasing it to ensure that more people would enjoy playing boccia.

In addition, the CAC Group sponsors the CAC Cup. This is a boccia competition among schools for special needs education located in Tokyo. The second tournament in this series took place in September 2018.

Around 80 players in 20 teams from 12 schools played exciting games.



Donation of boccia equipment

### Support for a leading player



Shun Sato

In April 2018, boccia player Shun Sato joined the CAC Group. He started playing boccia as a third grader. Since then, he has been achieved outstanding results in competitions in Japan and overseas. He was ranked third in the BC2 class in the 20th Japan Boccia Championship Tournament in December 2018. His potential was such that he was registered as a certified athlete by the Japan Boccia Association in 2017.

As an employee in the CAC Group, Mr. Sato actively participates in seminars and workshops to display his top-class techniques. That helps make the appeal of boccia known to public and facilitates growth and support.



Shun Sato



Boccia

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.





## Development of an environment for spectators with the use of information technologies

CAC Corporation, as a CAC Group company, took advantage of its information technologies, which pertain to one of its business areas, to independently develop an Android app that automatically measures the distance between boccia balls. Under the name of Boccia Measure, it is available for free on Google Play.

Boccia Measure is an Android app designed to measure distances of color balls from the target ball called the jack ball, and to display images and data helpful to determining which player or team is the winner. After a photo is taken of the area around the jack from straight above it with the use of the camera feature of the Android device, it automatically measures the distance between proximate balls.



Boccia Measure

## Energizing the Group

These boccia-related activities have now gone beyond the framework of diffusion and support and produce an effect of energizing the CAC Group.

Boccia is a sport that anyone can enjoy and in which strategies are discussed as a team. It has a significant effect of promoting communication. The CAC Group benefits from this sport by introducing it to internal training for new employees and for all employees. That promotes friendship between trainees and helps the overall training proceed smoothly. Almost all employees in the Group now have experience playing boccia,

and sufficient knowledge to talk about its rules and appeal.

On the basis of the idea that employees will be able to better communicate the appeal of boccia after enjoying it by themselves, we launched a boccia society inside the company. It takes part in internal exercises, joint exercises with other companies' boccia societies for exchange and inclusive boccia competitions. Eight employees became registered referees with the Japan Boccia Association after developing a strong interest in the sport. Two of them served as referees in the 2018 Japan Boccia Championship Tournament.



Training for all employees



Tokyo Cup - an inclusive boccia competition



Employees serving as referees

