



Fiscal year ended December 31, 2019

# CAC REPORT

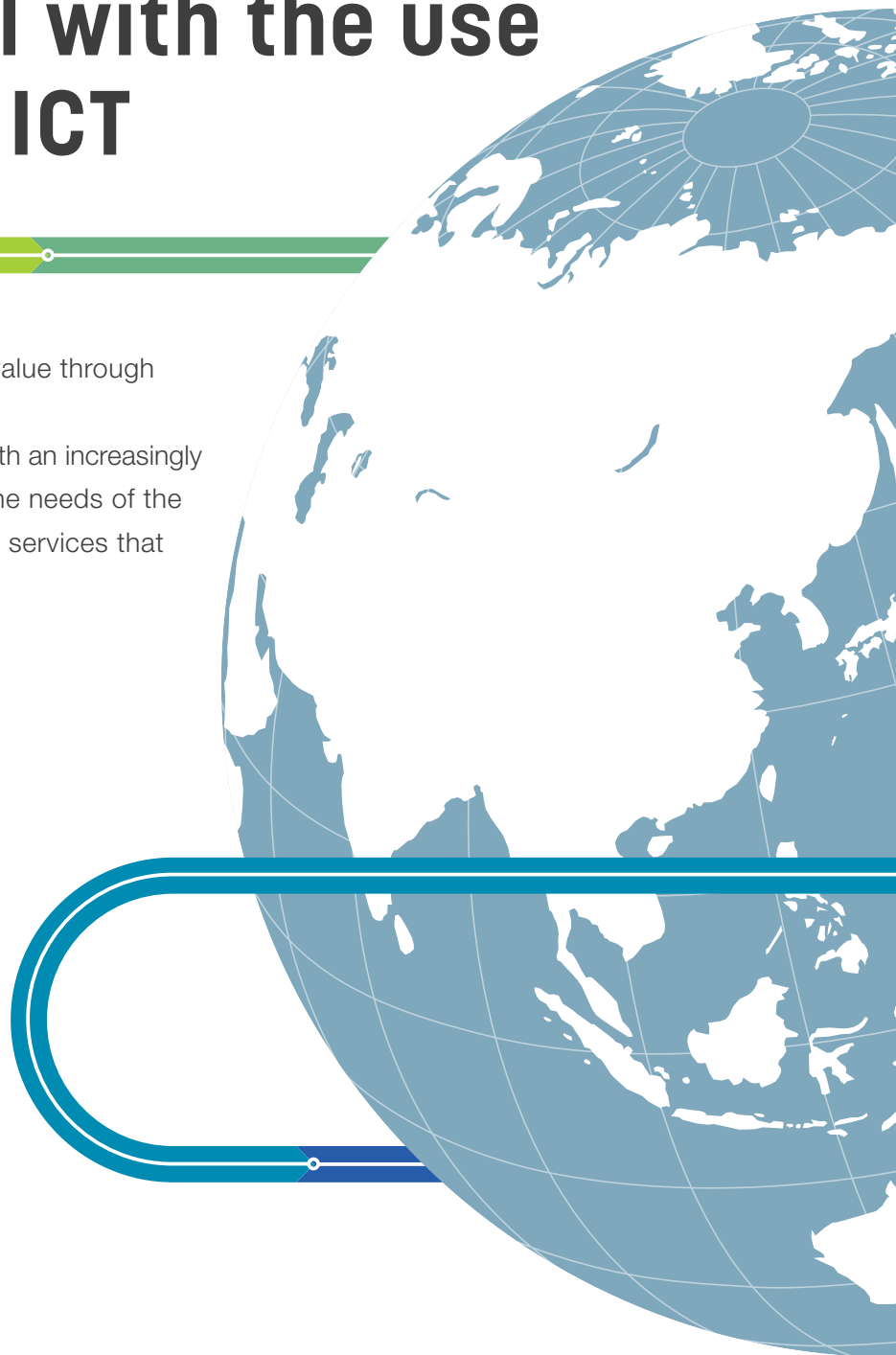
## 2020

# 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 2020**

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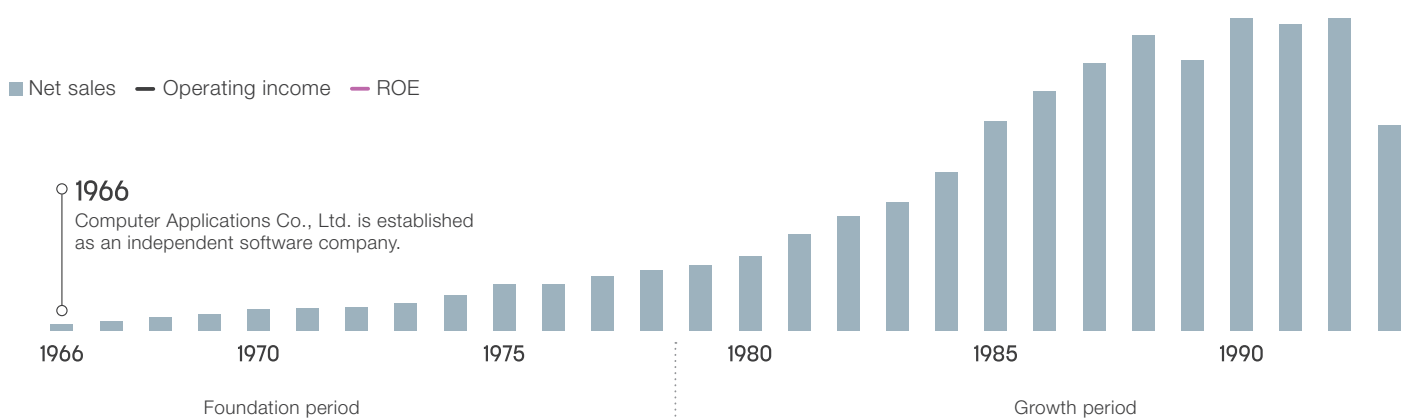
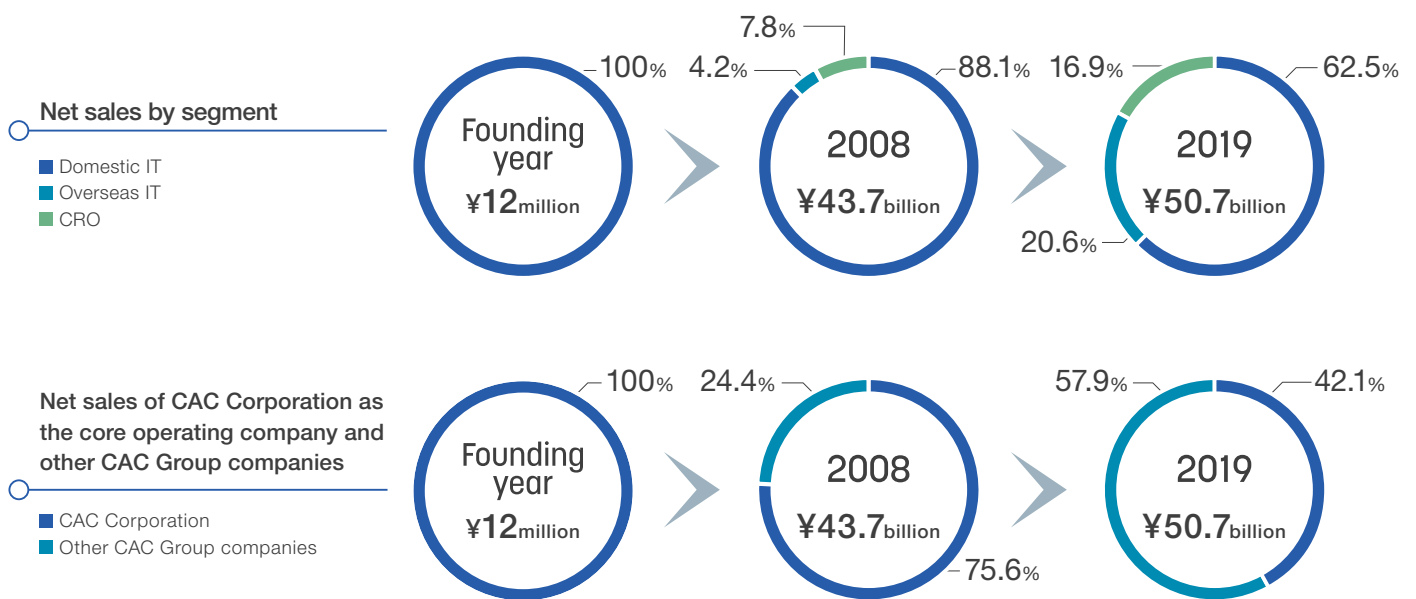
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# We continue growing by tackling various challenges.

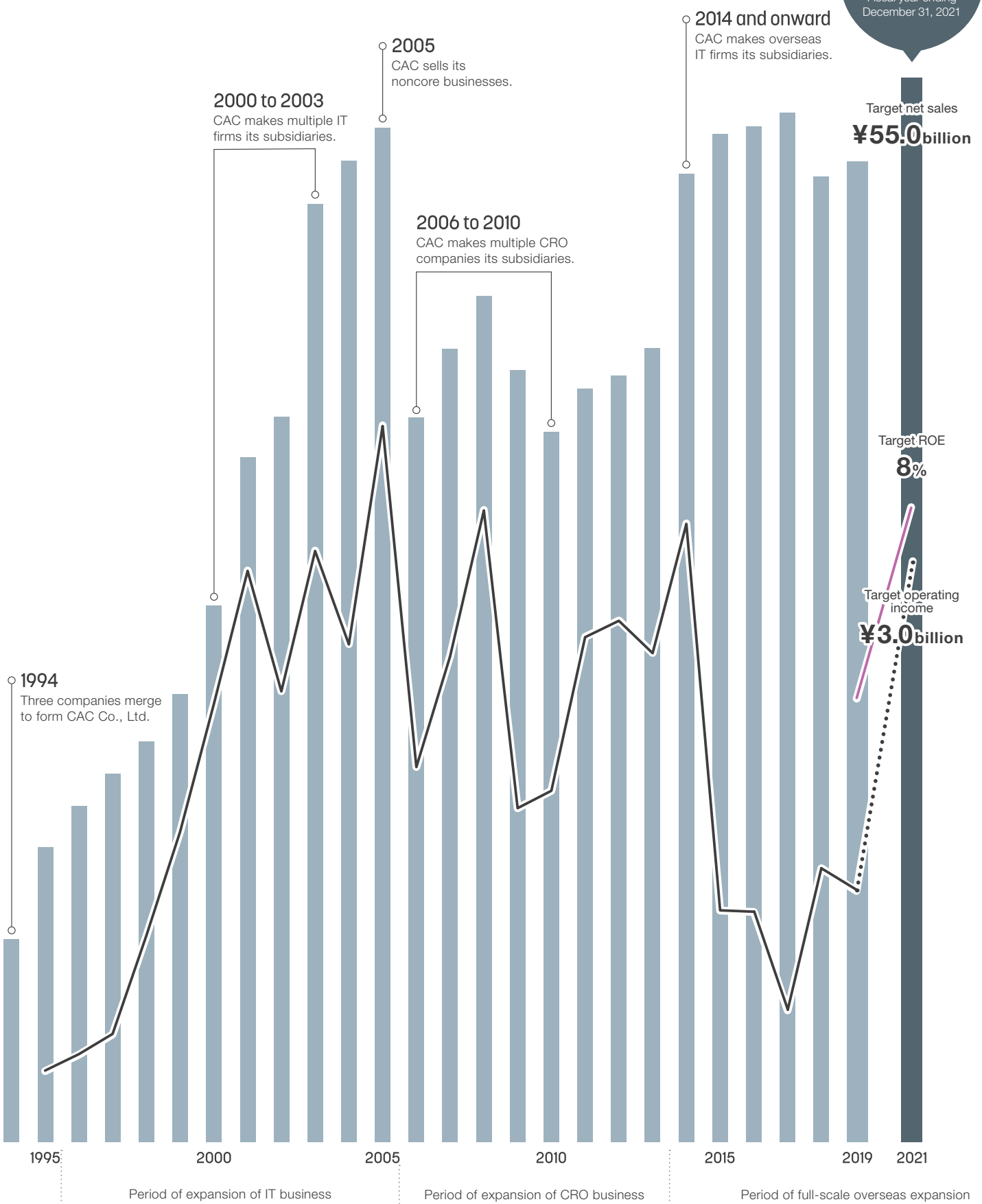
The history of the CAC Group's growth is also a history of challenges.

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.



**Medium-term strategy**  
 Fiscal year ending  
 December 31, 2021



# 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

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

### Our strengths

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

**90%**

Having served industry-leading corporate customers for

**More than 50 years**

Sound financial structure Net D/E ratio

**-0.22**times

## OUTPUT

Products and services

### IT services



### Healthcare services



## OUTCOMES

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

¥55.0 billion

Operating income

¥3.0 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.

point 01

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

37.5%

point 02

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

1

**Merger of three companies (1994)**

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)

2

**IT system (2000-)**

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

3

**BPO/BTO (2006-)**

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

4

**Overseas (2014-)**

Investment in overseas IT companies

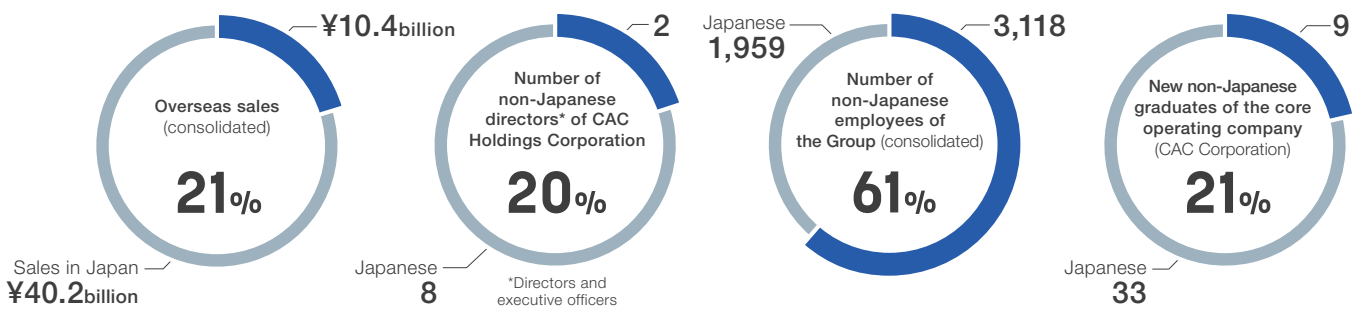


point **03**

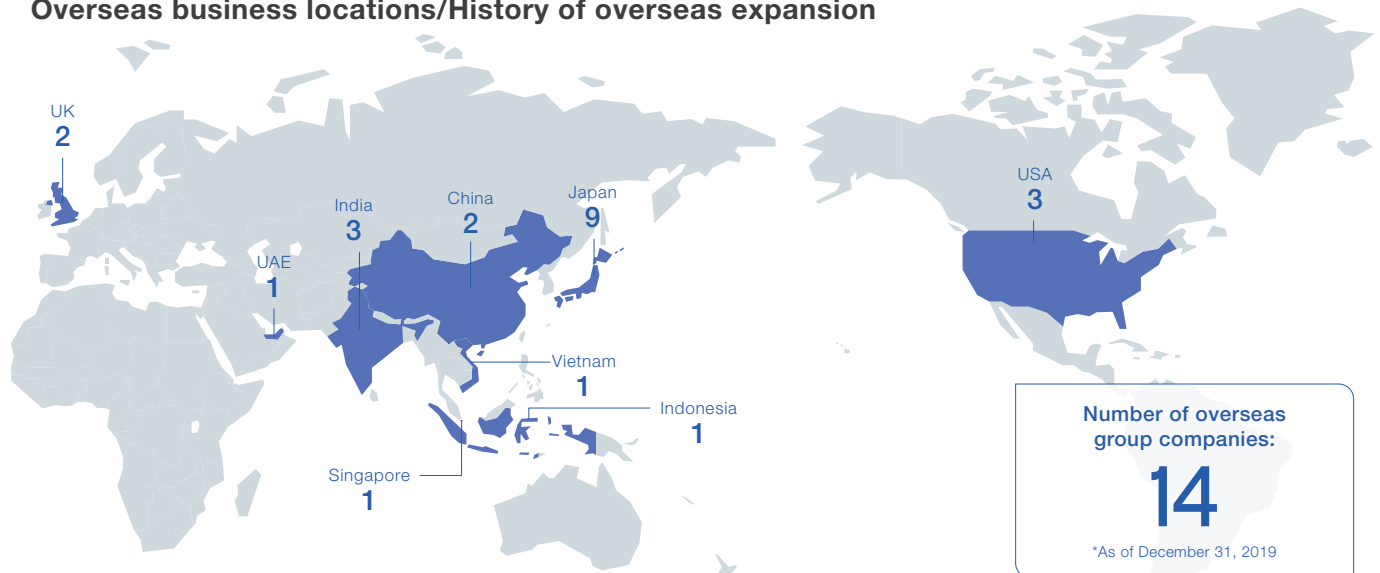
Overseas markets as growth frontiers

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



\*Business locations of CAC Holdings and consolidated subsidiaries(As of December 31, 2019)

