

The Abridged Integrated Report for the Fiscal Year Ended December 31, 2024

# CAC REPORT

# 2025



CAC Vision 2030

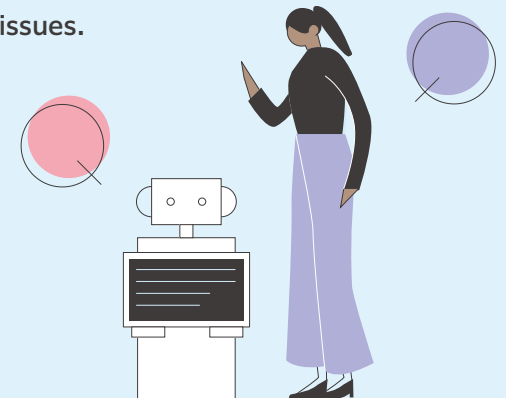
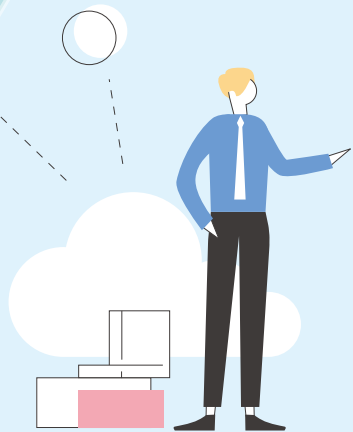
# Evolving into a corporate group that consistently makes a positive impact on society, with technologies and ideas

We will take on challenges with pride and responsibility for our work.

By combining leading-edge technologies with innovative ideas, without being bound by precedent or preconceptions, we continue to tackle social issues.

By making a positive impact continually, we can definitely enrich society.

We will make changes, together with people who share the same values.



Introduction

Our Vision	1
Contents/ Editorial Policy	2
CAC Group Businesses	3
Group Formation	4
Our Growth History	5
Key Figures of the CAC Group	6

Value creation

CEO Message	7
Our Value Creation Process	11
Material Issues	12

Strategy

CAC Vision 2030	13
Current Medium-term Management Plan	14
Progress of the Medium-term Management Plan	15
Domestic IT Business	17
Overseas IT Business	21
CFO Message	25
Financial Strategy	28

Sustainability

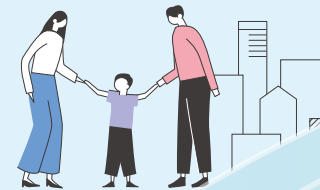
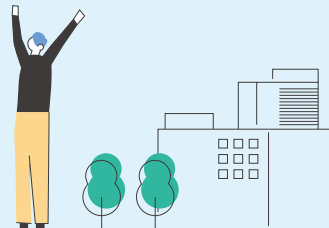
Basic Sustainability Policy	31
Sustainability Management Roadmap	32
Sustainability related Management KPIs and Results	33

Governance

Corporate officers	34
--------------------	----

Data

Financial Data	36
Stock Information	37
Corporate Information	38



Information Disclosure System

	Financial Information	Non-financial Information
Report	<ul style="list-style-type: none"> <li>Annual Securities Report</li> <li>Summary of Financial Statements</li> <li>Convocation Notice</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance Report</li> </ul>
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: #00A69F; color: white; padding: 5px; font-weight: bold;">CAC REPORT 2025</div> </div>		
Web	<ul style="list-style-type: none"> <li>IR Information</li> </ul> <p style="text-align: center;"><a href="https://www.cac-holdings.com/eng/ir/">https://www.cac-holdings.com/eng/ir/</a></p>	<ul style="list-style-type: none"> <li>Sustainability</li> </ul> <p style="text-align: center;"><a href="https://www.cac-holdings.com/eng/csr/">https://www.cac-holdings.com/eng/csr/</a></p>

Editorial Policy

The CAC REPORT (integrated report) is published to help stakeholders better understand the CAC Group and to promote constructive dialogue. It presents the Group's vision, business model, strategies and sustainability initiatives.

These reports are published twice a year: a digest version in late March featuring an overview of the CAC Group and its latest financial data, and a full version in August that includes more detailed information about the Group's management structure, strategies, and initiatives.

# CAC Group Businesses

The CAC Group provides system development services, system operation services and other IT services in Japan and outside the country.

## Domestic IT Business

P.17

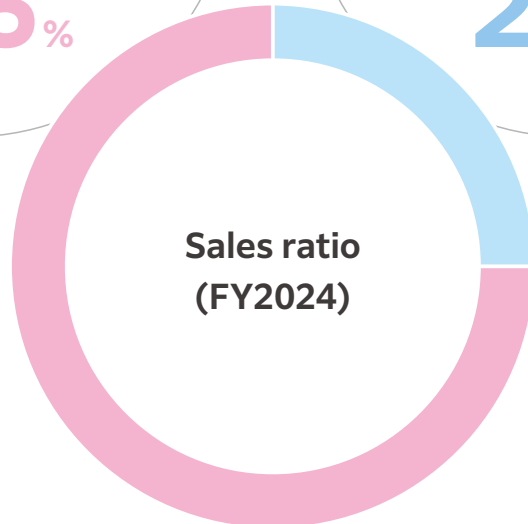
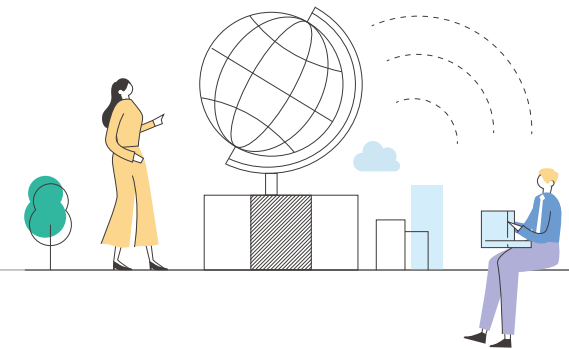
75%



## Overseas IT Business

P.21

25%



Sales ratio (FY2024)

Our domestic subsidiaries provide system development, operations, BPO, and other related services.

**Major Affiliates**

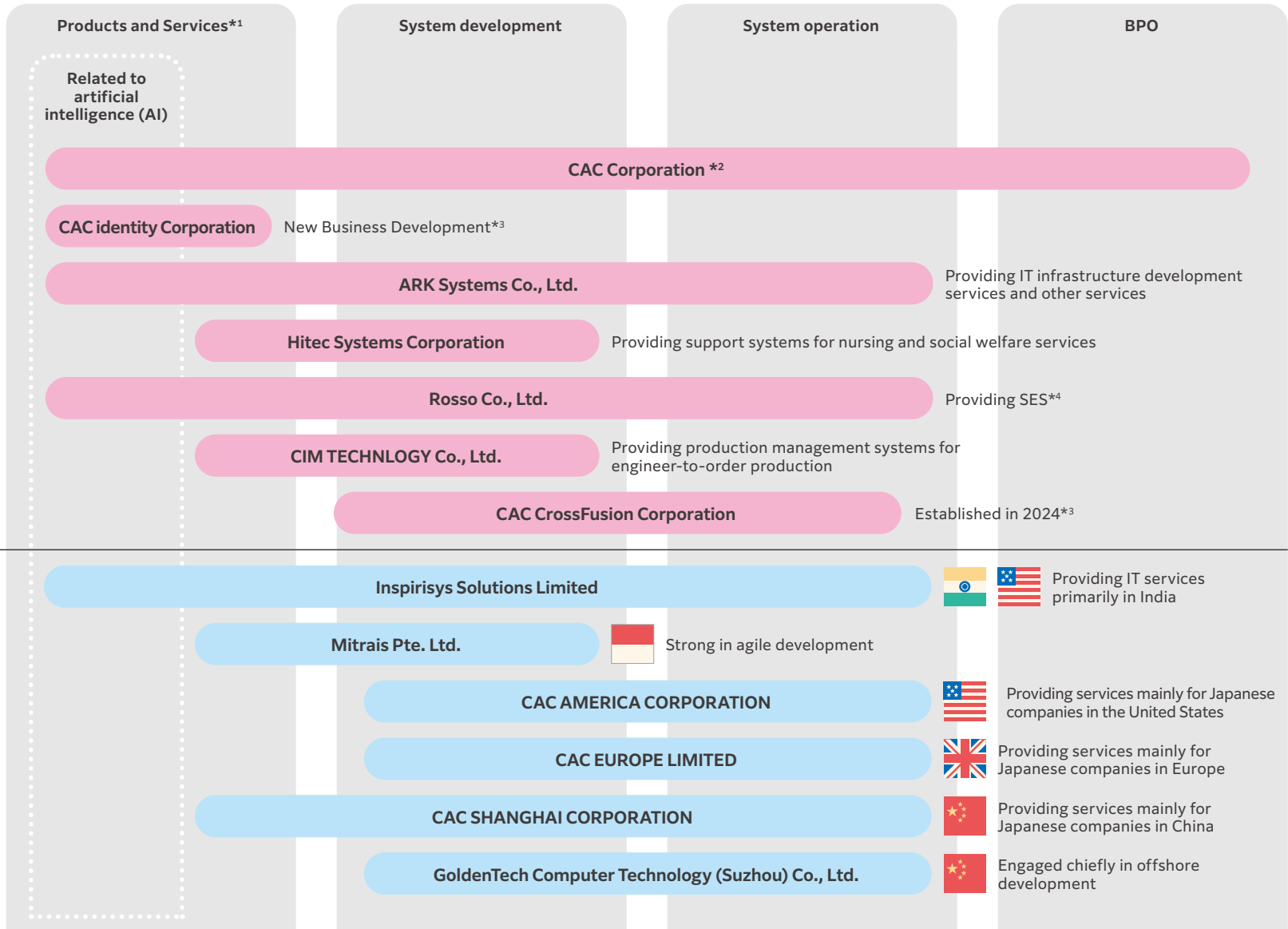
- CAC Corporation
- ARK Systems Co., Ltd.
- CAC identity Corporation

Our overseas subsidiaries provide system development, operations, maintenance, and other related services.

**Major Affiliates**

- Inspirisys Solutions Limited
- Mitrais Pte. Ltd.
- CAC AMERICA CORPORATION
- CAC EUROPE LIMITED
- CAC SHANGHAI CORPORATION

# Group Formation (As of July 1, 2025)



\*1 Group companies engaged in product development and service delivery \*2 CAC ORBIS CORPORATION merged with CAC Corporation in April 2025

\*3 Established on July 1, 2025 \*4 SES: System Engineering Services

\*5 Classified under Overseas IT in 2024; transferred to Domestic IT from 2025

Our Growth History

# We continue growing by tackling various challenges.

The progress of the CAC Group's growth is also a history of challenges. Never fearing failure, we have tackled challenges in new areas. And we will continue to take on new challenges, aiming to increase corporate value.

■ Net sales    ..... Operating profit    — Adjusted EBITDA

Computer Applications Co., Ltd. is established as an independent software company

1966

1966    1970    1975    1980    1985    1990    1995    2000    2005    2010    2015    2020    2025 (Fiscal year)

Three companies merge to form CAC Co., Ltd.

1994

CAC makes multiple IT firms its subsidiaries

2000 / 2003

CAC sells its noncore businesses

2005

CAC makes multiple CRO companies its subsidiaries

2006 / 2010

CAC makes overseas IT firms its subsidiaries

2014 / 2019

CAC sells its CRO subsidiary

2021

## Medium-term Management Plan targets

Fiscal year ending December 31, 2025

Net sales target  
¥58 billion

Adjusted EBITDA  
¥5.5 billion

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

1994 Merger of three Companies

Computer Applications Co., Ltd. merges with two Group companies to form CAC Co., Ltd.

2000- IT system

Acquisition of IT affiliates as systems divisions of companies such as Maruha Nichiro Corporation and Toyo Tire Corporation and converting them into subsidiaries of the CAC Group

2006- BPO/BTO

Investments, business integration in CRO as a growth field

2014- Overseas

Investment in overseas IT companies

2021- IT Services and New Businesses

Divested CRO business; focusing on new business development through M&A

### Expanded overseas before other Japanese companies

Entered the United States

1989

Established local subsidiary



Entered Europe

1990

Established local subsidiary



Entered China

2000-

Established local subsidiary and acquired an IT company (offshore location)



Entered India

2010-

Established local subsidiary and acquired an IT company



Entered Indonesia

2019

Acquired an IT company



## Key Figures of the CAC Group

### History

Established

**1966**

### Consolidated net sales\*

**¥52.0** billion

### ROE\*

**8.9%**

### Financial leverage\*

**1.5** times

### Number of employees (consolidated)\*

**4,653**

### Global Talent\*

Ratio of non-Japanese employees to  
total consolidated employees

**61.1%**

### Ratio of female employees\*

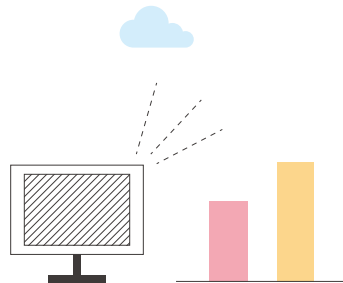
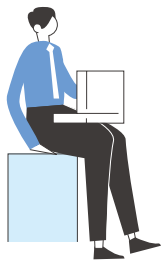
Ratio of female employees to total  
consolidated employees

**23.2%**

### Engagement score\*

**69.8** pt

\*As of December 31, 2024





President & CEO  
Ryota Nishimori

## CEO MESSAGE

# Evolving into a corporate group that creates new value independently and provides that value to society

**We look forward to your continued support as the CAC Group enters “its second founding phase”.**

I am Ryota Nishimori, President and CEO. Since its founding in 1966, the CAC Group has accumulated expertise and technologies across various industries and business domains, delivering IT services. We have actively expanded overseas and have grown into a global corporate group with nearly 5,000 employees.

Rather than being content with our history or size, we see this era, which is marked by the rise of generative AI and other technologies, as our “second founding phase” and are embracing it with a positive mindset. We aim for our next stage of growth through bold yet deliberate investments and new challenges.



## In FY2024, our net sales and operating profit were higher than in the previous fiscal year.

In FY2024, we recorded net sales of 52.0 billion yen, a 3.0% increase year on year. While I personally had hoped for a higher figure, I believe we earned a passing grade by meeting our initial target, especially considering the exclusion of a domestic IT subsidiary from consolidated results and a reactionary downturn at our India-based subsidiary following a large-scale project in the previous fiscal year.

In FY2024, we introduced adjusted EBITDA as an indicator of the profitability of our core business. It reached 4.5 billion yen, marking a 10.3% increase year on year. Achieving double-digit profit growth while actively investing in new business development and human capital gave us a strong sense of confidence.

As for our key performance indicators (KPIs), the dividend on equity (DOE) was 4.5%, slightly below our target. However, return on equity (ROE) and the equity spread reached 8.9% and 1.9%, respectively, both exceeding our initial targets.

## In FY2025, domestic and overseas operations will be in a phase of new growth.

FY2025 is the final fiscal year of Phase 1 (FY2022-FY2025) toward the realization of CAC Vision 2030, which describes what the CAC Group aims to be like in 2030.

Our financial forecasts for FY2025 project net sales of 58.0 billion yen (up 11.4% year on year) and adjusted EBITDA of 5.5 billion yen (up 20.3%). These targets have been set since the inception of the Medium-term Management Plan and are essential milestones for entering Phase 2 (FY2026-FY2030).

It is undoubtedly a significant leap forward, but I believe the targets are achievable. In Japan, our continued investment in talented personnel has resulted in many employees becoming fully capable contributors. Meanwhile, our overseas operations have entered a new phase of growth following structural reforms and the withdrawal from unprofitable businesses.

We also plan to actively and effectively pursue mergers and acquisitions. Our M&A strategy is broadly divided into two types: one aimed at strengthening our existing contract-based businesses, and the other focused on acquiring new businesses. In FY2025, we intend to focus on the latter. To support this, we have established a dedicated team and strengthened its structure by recruiting external talent. We are already reviewing multiple opportunities, including large-scale deals.

## The growth strategies under the Medium-term Management Plan are making solid progress.

Our performance is progressing steadily, roughly in line with our plans. One of our growth strategies, the Products & Services initiative, reached its FY2025 sales target of 5.0 billion yen two years ahead of schedule. This achievement was driven by stronger-than-expected growth in managed services. In FY2024, sales exceeded 8.0 billion yen, and we secured new customers, reflecting tangible progress.

Our efforts to build a system for continuously launching new businesses are also progressing steadily. The dedicated team, including external hires, has grown to about 30 members, steadily enhancing its capabilities. By the end of FY2024, we had launched 18 new businesses.

However, we also face challenges. Progress in accelerating each launched business onto a sustainable growth path has been slower than anticipated. In FY2025, we will continue to invest in fostering growth, while also implementing rigorous evaluations to promptly exit businesses that lack growth potential.

Another key growth strategy is to expand and enhance our existing contract-based business, which relies heavily on the strength of our people. Since FY2022, the CAC Group has recruited over 100 new graduates in Japan annually, focusing on talent development and organizational reinforcement. As a result, we have cultivated a diverse and capable workforce with a broad range of interests. In FY2025, we aim to further accelerate growth in this area.

## In FY2025, we will focus on promoting AI Transformation.

### ● Positioning AI Transformation as a key strategic initiative

The rapid spread of generative AI is starting to transform not only the IT industry, but society as a whole. AI is expected to be embedded in a wide range of services, and IT companies are being urged to adapt to these changes.

In fact, the CAC Group began focusing on AI and started its development efforts earlier than many of our peers. Recently, client interest has surged, and we have received numerous inquiries. As such, we have positioned FY2025 as the year to fully scale our AI-driven business initiatives, with the expansion of AI Transformation set as a key strategic initiative.

### ● Advancing Contracted Business with AI Agents

The AI Transformation initiative is progressing in two main directions. One involves

fundamentally transforming our core contracted business through the use of AI. For instance, by deploying autonomous systems powered by AI agents in system development, operations, and BPO, tasks that have traditionally been handled by humans, we can enhance and automate processes, thereby improving efficiency. This shift enables us to reallocate human and capital resources more effectively and deliver greater value to our clients. Furthermore, by assetizing the associated knowledge, technologies, and methodologies, we can extend these capabilities into new services and products.

- **Expansion of AI products and services**

The other direction involves expanding products and services that incorporate AI into new businesses launched within the company. While some AI-based products have already been developed, we also launched the OCTOps platform in February 2025. This platform uses AI to analyze and accumulate data from camera-captured images and video. We anticipate that OCTOps will be particularly effective in manufacturing, construction, and logistics settings, where demand for AI utilization is especially high.

We will continue to provide advanced AI solutions like OCTOps to accelerate digital transformation on the frontlines of manufacturing and other industries, helping improve their competitiveness.

- **Development of personnel with advanced AI skills**

Securing and developing advanced AI talent is also essential. These individuals must not only have deep expertise in technologies such as machine learning and deep learning, but also possess comprehensive problem-solving skills to understand business challenges and design and implement appropriate AI solutions. Over the past decade, the CAC Group has steadily cultivated this talent. This is one of our competitive advantages, rarely seen among our peers. By placing these high-level professionals at our core, we aim to create a system that bridges AI technologies and real-world business applications.

I believe that this AI transformation will continue to be a key concept in our growth strategies for Phase 2, which will begin in FY2026.

## **In our second founding phase, we will strive to change our business model.**

- **Firm progress in the strategy for increased profitability**

In parallel with our growth strategies, we have also promoted a profitability

enhancement strategy in Phase 1 aimed at generating stable, cash-based earnings. This strategy is not just about generating cash. It is designed to build a structure that enables continuous reinvestment of the profits earned. If we can increase adjusted EBITDA to the FY2025 target of 5.5 billion yen, this will allow us to pursue bolder investments than ever before. We are therefore committed to steadily advancing this strategy in preparation for Phase 2, which begins in FY2026.

To further enhance profitability, it is essential that the value we deliver is properly recognized and that we receive fair compensation in return. At the same time, it is equally important that we pay our partners appropriate compensation. Our first step will be to put this principle into practice.

- **Transitioning from a labor-intensive business model to an asset-based business model**

Beyond that, what I envision is a shift from a labor-intensive business model to an asset-based business model. Traditionally, the CAC Group provided contract-based services by responding to orders from client companies. In this model, the growth of business is directly tied to the expansion of the workforce. However, if we can transform into a business that creates value independently, sets its own prices, and delivers that value to society, it will enable a more scalable and sustainable approach. Each employee will proactively consider how to enhance the value of our products and services, and by turning these ideas into action, revenue will follow. This transformation from a labor-intensive business model to an asset-based business model is the very reason why I refer to the current CAC Group as entering its “second founding phase.”

- **Heading toward the realization of CAC Vision 2030**

We will aim to further expand the size of our company in Phase 2, which begins in FY2026. While our net sales target for FY2025 is ¥58.0 billion, we have set a target of ¥80.0 billion for FY2030. Personally, I aspire to aim even higher. We believe that the scale of net sales reflects the degree to which society needs our presence.

To achieve this goal, we will fully utilize the CAC Group’s management resources, shift from a labor-intensive business model to an asset-based one, and incorporate external capital through means such as M&A. Through these efforts, we aim to realize our vision for 2030, “Evolving into a corporate group that consistently makes a positive impact on society, with technologies and ideas.”

## Exploring the infinite potential of IT together with our employees.

I feel I have spoken a lot about AI in this message. While there is hope that AI will bring greater convenience and efficiency to our work and daily lives, some employees undergoing changes in their work styles seem to have vague concerns about what will happen to the tasks they have been handling, or whether they will still have work to do.

Let me be clear. Using AI does not mean that people will no longer be needed. We have consistently communicated internally that the introduction of AI is an opportunity, and that mastering its use can put us in a stronger position. While this message may not yet be fully understood by everyone, the management team remains committed to encouraging each and every employee to shift their mindset in a positive direction. We aim to move forward together.

In January 2025, we established a subsidiary to operate a smart aquaculture business. Many people may wonder why an IT company would venture into aquaculture. Since opening an office in Nagasaki Prefecture in 2019, an area often referred to as a forerunner in tackling social issues, the CAC Group has been engaged in addressing local challenges and promoting regional revitalization. Although Nagasaki is rich in fishery resources, aquaculture

operators face severe pressures due to the aging population and rising feed prices. By utilizing IT, we have successfully measured the length and weight of fish in fish pens, reduced manual labor, and even calculated the asset value of the cultured fish.

Compared to the past, the applications of IT today are vastly broader. With the right ideas, we can generate unlimited new businesses. There are still many fields, like aquaculture, where IT remains underutilized. By applying innovative ideas and IT to these fields, we can greatly expand our business possibilities. This initiative gave us confidence in our ability to think independently, create value on our own, and deliver that value to society.

## We are building a management structure that enables swift and appropriate decision-making.

As more and more companies join the Group following the progress of M&A activities, our businesses will diversify, and so will our people. This increasing diversity calls for a transformation in our management approach. What matters most is that the entire Group shares a common vision and moves in the same direction. It is our responsibility as management to ensure that alignment. Then, employees can interpret this vision in their own way, identify what they truly want to pursue, and take on new challenges.

To achieve this, we will continue to endeavor to transform our management structure so that we are able to respond swiftly to the changes of the times and the social environment. After two years with Tatsuo Mikoda as our chief financial officer (CFO), the management structure is now far better than it was. In addition, Takahiro Suzuki became the Group's chief technology officer (CTO) in FY2025. He was previously the CTO of an operating company. He will manage the CAC Group's technologies and make appropriate decisions on, for example, the selection of optimal technologies, not only for new businesses but also to enhance our operations. We have for years been considering the introduction of a single personnel system and the improvement of the wage scheme for the whole Group. In accordance with our policy of pushing forward with this, we are considering appointing a chief human resources officer (CHRO) as needed.

The CAC Group will continue to grow as a corporate group that harnesses uniquely human creativity in solutions that incorporate AI, digital technologies, and data, to address pressing social challenges. We sincerely ask for your continued interest and warm support, and we hope you will look forward to what lies ahead.



# Our Value Creation Process

The CAC Group identifies social needs and challenges, contributes to solving them through its business activities, and strives for sustainable growth.



## The Sources of Value Creation

**Intellectual capital**

### Ability to adapt to emerging technologies

Expansion of AI transformation and initiatives for the development of new services and products

**Human capital**

### Diverse talent

Talent utilization and development for the creation of new services  
Enhancing engagement

**Social and relationship capital**

### Relationship with customers

As a prime contractor, we develop and deliver optimal systems tailored to users' needs

**Financial capital**

### Financial Strategies to Drive Growth

Executing investments for future growth while maintaining financial soundness

## Group Corporate Philosophy

Creating new value globally through advanced ICT

### Our Vision

#### CAC Vision 2030

Evolving into a corporate group that consistently makes a positive impact on society, with technologies and ideas

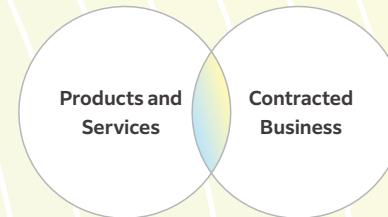


## Sustainability management

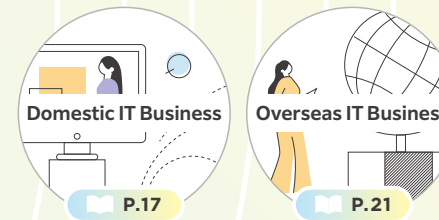
### Material issues **P.12**

- ① A workplace environment that is rewarding and chosen by employees
- ② Helping establish an enriched society and providing value
- ③ Environmentally friendly corporate activities
- ④ Compliance, risk management, and governance to earn the trust of society

## Growth Strategies **P.15**



## CAC Group Businesses



## Created Value (FY2024)

### Positively impacting society

**Social and relationship capital**

### A key player supporting social infrastructure

- Supporting over 2,000 companies in Japan and overseas
- Building and maintaining relationships with industry-leading customers  
Over 50 years
- Percentage of projects where we are the prime contractor  
Over 90%

**Intellectual capital**

### Launch of products and services that address social issues

- Establishment of 18 new businesses

**Financial capital**

### Generating cash and enhancing capital efficiency

- Business performance

Net Sales	¥52.0 billion
Adjusted EBITDA	¥4.5 billion
ROE	8.9%

**Human capital**

### Developing highly engaged IT talent

- Engagement score 69.8 pt



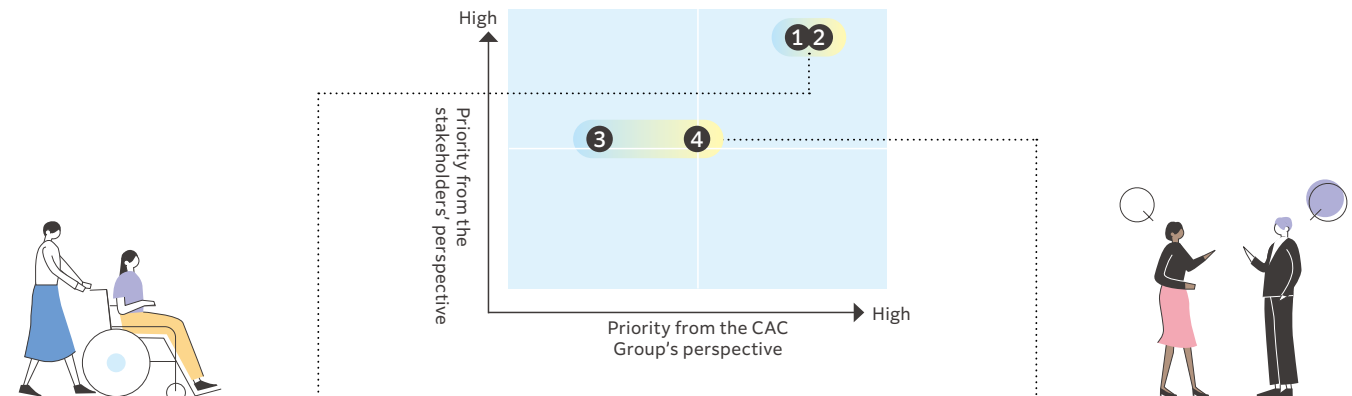
# Material Issues

In 2022, under its corporate philosophy and CAC Vision 2030, the CAC Group identified and prioritized material issues and set company-wide goals. The aim of these efforts is to contribute to the realization of a sustainable society and simultaneously pursue the Company's own growth through business activities driven by its highly skilled IT professionals in collaboration with stakeholders.

## Process for identifying material issues








## Priority Material Issues



### Addressing Social Issues through Business Activities

- ① A workplace environment that is rewarding and chosen by employees



Related SDGs	Goal
  	1 Providing healthy and safe workplaces 2 Diversity and inclusion to respect the values of individual employees 3 Human resources development: building systems and developing human resources
 	

- ② Helping establish an enriched society and providing value

Related SDGs	Goal
 	1 Solving Social Issues Using IT 2 Creating New Value through the Co-Creation of Business with Partners and Vendors 3 Promoting Regional Employment and Revitalizing Local Communities through the Co-Creation of Business with Communities
 	

### Foundation for Value Creation

- ③ Environmentally friendly corporate activities

Related SDGs	Goal
 	1 Environmentally Conscious Investment and Procurement 2 Promoting Resource and Energy Conservation in Business Activities

- ④ Compliance, risk management, and governance to earn the trust of society

Goal
1 Compliance with Laws, Regulations and Social Norms 2 Governance to Ensure Fair and Transparent Decision-Making, Fulfill Social Responsibilities to Stakeholders, and Support Sound Decision-Making 3 Ongoing Risk and Crisis Management 4 Maintaining and Strengthening a Sound Financial Base

Medium- to Long-term Strategy

**CAC Vision 2030**

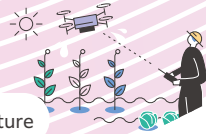
AR and VR classes, virtual tours



Unstaffed stores



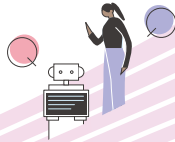
Smart agriculture



Smart cities



Widespread utilization of robots in various fields



Optimization of power generation, storage, and transmission



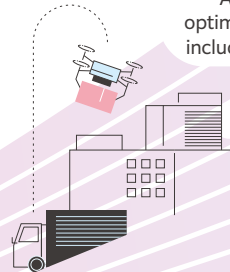
Smart factories and unmanned operations



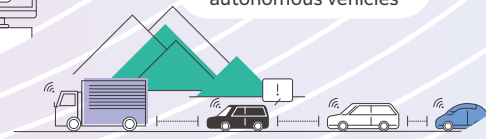
Preventive and remote medicine



Automation and optimization of logistics, including drone delivery



Moving freely using autonomous vehicles



**What We Envision for 2030**

Various technologies such as AI, VR, and robotics will converge, accelerating transformative change across all areas of society

Reference : The Future is Faster Than You Think by Peter Diamandis and Steven Kotler, 2020

**Evolving into a Corporate Group that Consistently Makes a Positive Impact on society, with Technologies and Ideas**

In response to today's rapidly changing environment and with the aim of achieving sustainable growth unaffected by the short-term fluctuation of environmental factors, in 2022, we discussed the direction the CAC Group should pursue over the next

decade. As a result, we formulated CAC Vision 2030, our long-term vision for 2030.

Under CAC Vision 2030, we envision leveraging digital technologies such as AI and IoT, along with data-driven solutions, to unleash human imagination and creativity

and contribute to solving social issues. Through the continuous creation and growth of digital solutions that positively impact society, we aim to evolve into a highly profitable high-growth corporate group.

**Positive impact**

Empowering people to unleash their diverse imagination and creativity by providing the means through digital technologies such as AI, IoT, and data technologies

Creation of digital solutions that address social issues

**Aiming to become a highly profitable, high-growth corporate group by creating multiple digital solutions that positively impact society and facilitating their growth**

## Current Medium-term Management Plan

We have divided the period for realizing CAC Vision 2030 into two phases: the first half from FY2022 to FY2025 (Phase 1) and the second half from FY2026 to FY2030 (Phase 2). Phase 1 is positioned as a period for

securing stable revenue from our existing contracted businesses in Japan and overseas while also building a framework for the continuous creation of digital products and services in preparation for Phase 2. Phase

2 is positioned as the stage of reaping the benefits of the groundwork laid and efforts in Phase 1. For each phase, we have formulated and are executing a Medium-term Management Plan.



# 1

FY2022-FY2025

### Building a Foundation for Products and Services

- Generating stable revenue from existing contracted businesses
- Establishing a framework for the continuous creation of new products and services as we move toward Phase 2



# 2

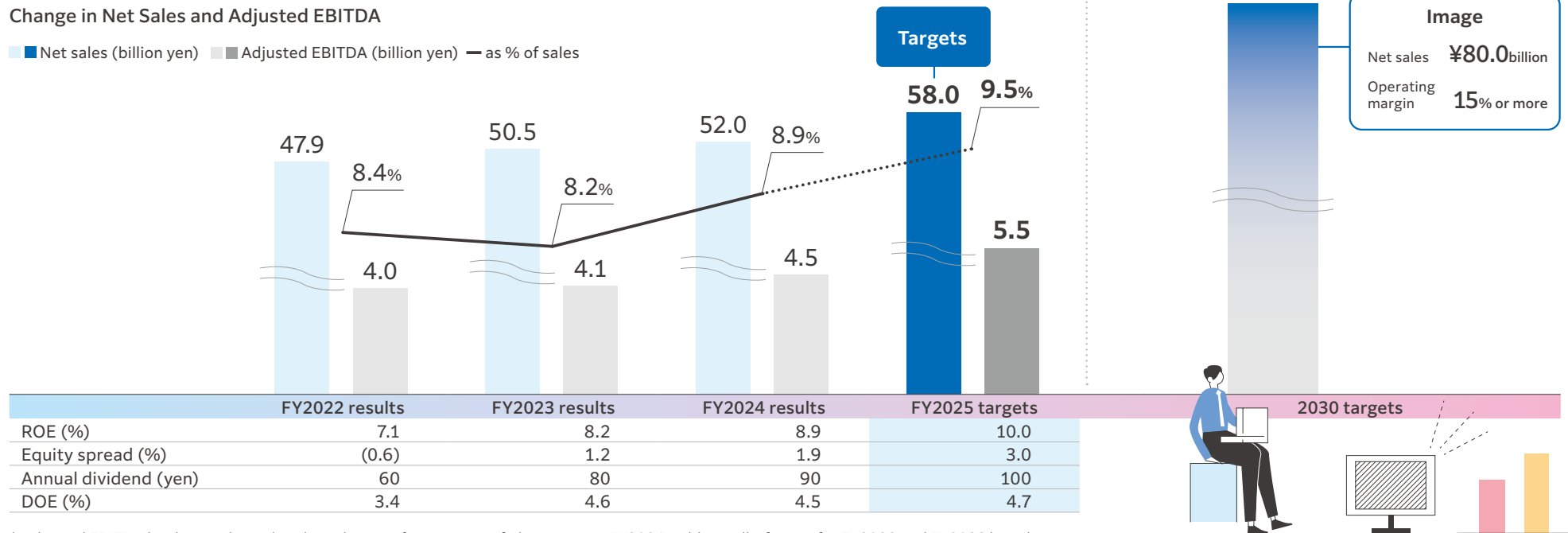
FY2026-FY2030

### Realization of high growth

- Preparations in Phase 1 and groupwide efforts translating into tangible results

### Change in Net Sales and Adjusted EBITDA

■ Net sales (billion yen) ■ Adjusted EBITDA (billion yen) — as % of sales



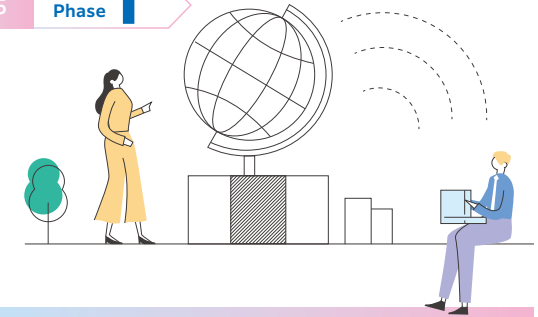
\* Adjusted EBITDA has been adopted as the indicator of segment profit beginning in FY2024. Additionally, figures for FY2022 and FY2023 have been restated accordingly.

Adjusted EBITDA: Operating profit + depreciation and amortization + goodwill amortization + stock-based compensation expenses

# Progress of the Medium-term Management Plan

FY2022-FY2025

Phase 1



Under the current Medium-term Management Plan, the period leading up to FY2030 is divided into two phases, with the first half defined as Phase 1. In this phase, we are focused on building a solid foundation for products and services.

Phase 1 is positioned as a period for securing stable revenue from our contracted businesses in Japan and overseas while also establishing a framework for the continuous creation of digital products and services in preparation for Phase 2. Based on this approach, we are pursuing the following three key initiatives.

## Growth Strategies

Progress up to 2024



While initiatives have generally progressed as planned, challenges remain in accelerating the growth of new businesses and executing business investments, including mergers and acquisitions.

### Establish a Framework for Launching New Businesses

Establish an Operational Framework

Launch

Advancing Collaborative Innovation

More than **30** people

We established a new division for new businesses and built a structure with over 30 team members

**18** products and services

We launched a diverse range of new products and services

**30** businesses or more

We promoted co-creation with companies from other industries and various organizations

### Expanding and Growing Contracted Business

Strengthening and Expanding the Workforce

Successfully Execute Mergers and Acquisitions

**400** employees\*

We have hired a cumulative total of 400 new graduates. In FY2025, we expect the number of engineers to increase by 7.3%

**5** transactions

From FY2022 to FY2024, we executed five M&A transactions. Following the enhancement of our internal structure, the number of sourcing opportunities increased significantly in FY2024

\*Including prospective hires with informal offers for FY2025 in the domestic IT business

## Achieving Higher Profitability

Progress up to 2024



The measures planned at the beginning of the fiscal year have been implemented. We are now taking additional steps to further improve operational efficiency.

### Restructuring Unprofitable Businesses

Restructuring Unprofitable Overseas Operations

Improvement of **¥0.2 billion per year\***  
Other measures include the reduction of unnecessary fixed costs

\* From FY2024 onwards

### Improve Management Efficiency

Downsize the head office

Improvement of **¥0.4 billion per year\***  
Other measures include the introduction of profit structure analysis methods at core subsidiaries

\* From FY2024 onwards

## Review and Enhancement of Corporate Functions

Progress up to 2024



We reviewed our governance structure and implemented initiatives to strengthen engagement and other related areas.

### Strengthen the Governance Structure

Achieve a Board majority of Outside Directors

**57**%

- Other
- We revised the executive structure
  - We established the positions of CFO and CTO
  - We formulated a policy to reduce cross-shareholdings with the aim of improving our price-to-book ratio (PBR).

### Corporate Culture Reform

- Defined Our Mission, vision, and values (MVV)
- Introduced a new HR system at core subsidiaries
- Developed talent through challenging assignments
- We enhanced employee engagement by introducing the J-ESOP program and expanding the stock compensation plan to all employees in Japan.

Priority measures for FY2025

# AI Transformation

P.16



# Progress of the Medium-term Management Plan

FY2022-FY2025 Phase 1

## Priority measures for FY2025 Expansion of AI Transformation

In 2024, generative AI and other forms of AI gained widespread adoption faster than anticipated at the time the Medium-term Management Plan was formulated. This trend is expected to accelerate from 2025 onward.

While there is a possibility that the IT services provided by the CAC Group may be phased out, we view this as an opportunity. Accordingly, the CAC Group has designated AI Transformation as a key strategic initiative for FY2025. In January 2025, we established the Asset-based Business Promotion Department, dedicated to AI Transformation, and appointed a CTO to lead this initiative.

For information about our CAC Innovation Hub online media for new businesses, see our website.

<https://innovationhub.cac.co.jp/>



### Expand Our Proprietary AI Solutions Business

While continuing to promote our existing suite of services, including generative AI, we will place strategic emphasis on developing business systems and related services for the manufacturing, construction, and logistics sectors where the impact of AI is expected to be particularly high. These solutions will also be horizontally deployed across other industries.

#### Expand Proprietary AI-Based Products and Services

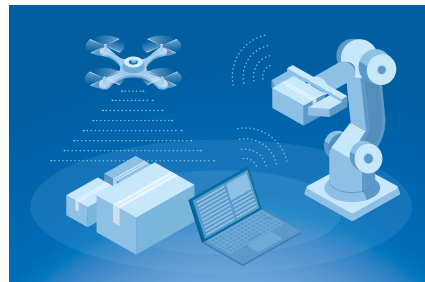
We are developing and expanding AI systems and services primarily in the manufacturing, construction, and logistics industries, where demand for AI utilization is particularly high

#### Image and Speech Recognition AI



#### Generative AI

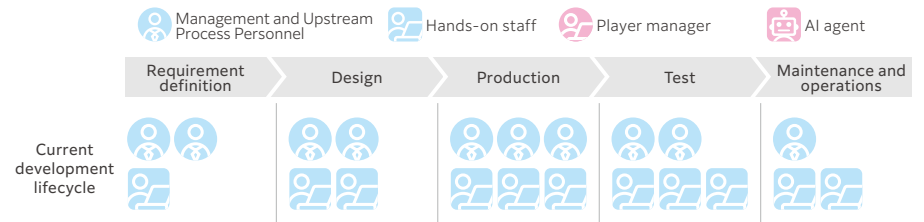
Narrative Gen: Services that support the development of generative AI applications. Services that support the development of retrieval-augmented generation (RAG) for generative AI.



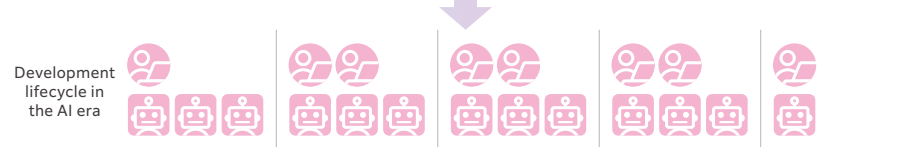
### Increase the efficiency of contracted business and maximize added value using AI agents

In the CAC Group's core businesses, system development, system operation, and BPO services, we are introducing AI agents to enhance and automate our services. This is expected to improve operational efficiency and enable more effective use of resources. Furthermore, we plan to assetize the knowledge, technologies, and methodologies gained through these initiatives and apply them to the creation of new products and services. In 2025, a pilot project led by our domestic subsidiaries and serving as a model for the development and operation of AI agent-based systems is scheduled for completion.

#### Example: Conceptual Diagram of AI Agent Implementation in System Development



#### Transition from a segmented development structure consisting of management personnel, upstream process personnel, and hands-on staff to a full-stack engineering model led by player-managers and AI agents

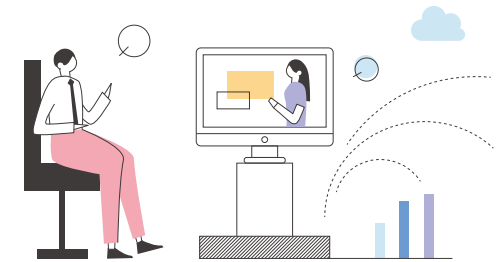


# Domestic IT Business

Our domestic subsidiaries provide system development, system operation, BPO, and other related services

**Major Affiliates**

- CAC Corporation
- ARK Systems Co., Ltd.



## Constituent Companies and Business Activities

In the domestic IT business, our subsidiaries in Japan not only provide system development, system operation, and business process outsourcing (BPO) services, but are also engaged in the development and deployment of products and services which are central to the current Medium-term Management Plan.

As of July 31, 2025, the segment consists of eight companies. CAC Corporation, which traces its roots back to the Group's founding, two IT-related affiliates of companies acquired between 2000 and 2003, and four companies acquired in 2024 through mergers and acquisitions under the current Medium-term Management Plan.

CAC Corporation provides system development, system operation, and BPO services, and is also engaged in the development of proprietary products and services. CAC Corporation accounts for approximately 80% of the total sales in the domestic IT segment, with the remaining 20% contributed by other Group companies. Among these other Group Companies, the companies consolidated between 2000 and 2003 primarily offer system operation services. In contrast, the companies that were established or consolidated during the current Medium-term Management Plan period are expected to contribute to the CAC Group going forward, as they are involved in the expansion of existing contract-based businesses and the development of new business domains aligned with the plan.

We conduct business primarily in Tokyo and its surrounding areas. In recent years, we have also been working to expand our presence in western Japan. In 2019, we also established a nearshore office in Nagasaki City, Nagasaki Prefecture.

Collaborating with staff in Tokyo, this office provides a range of IT services to various corporate clients and plays a key role as a hub for the CAC Group's regional revitalization initiatives.

### A company rooted in its founding history

System development services  
 System operation services  
 BPO services  
 Products & Services (P&S)

CAC

### Companies which became included in the scope of consolidation from 2000 to 2003

Mainly system operation services

ARK Systems

Hitec Systems

### Companies that were established and became consolidated subsidiaries during the current Medium-term Management Plan

SES services

New business  
 Development of software packages for manufacturers and others

New business

System Development and Operation Services

Rosso

CIM TECHNOLOGY

CAC identity

CAC CrossFusion

## FY2024 Business Performance

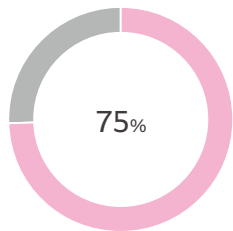
### Results, particularly at the core subsidiary, were firm in FY2024

In FY2024, net sales increased by 8.2% year on year. Although the exclusion of one subsidiary from the scope of consolidation put downward pressure on performance, CAC Corporation, the Group's core subsidiary, achieved solid growth by capturing strong IT demand generated by customers. In addition, revenue was increased by the contributions of newly consolidated companies following M&A activities.

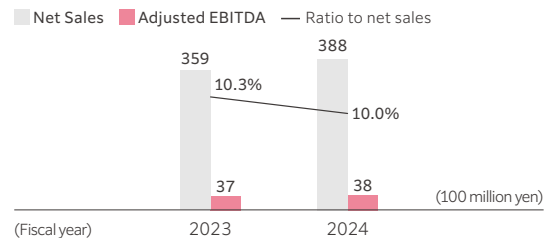
Adjusted EBITDA increased by 4.9% year on year. Although selling, general and administrative (SG&A) expenses rose due to investments in human capital and new business development aimed at building a foundation for growth under the Medium-term Management Plan, as well as costs associated with newly consolidated subsidiaries, this was offset by the positive impact of the growth of revenue and the success of management efficiency initiatives.

Orders received remained nearly flat year on year. Although orders declined at certain subsidiaries and one company was removed from the scope of consolidation, increased orders at the core subsidiary and the contributions of newly consolidated companies helped offset the negative factors. Order backlogs declined, reflecting the impact of the deconsolidation as well as decreases at the core subsidiary and other Group companies.

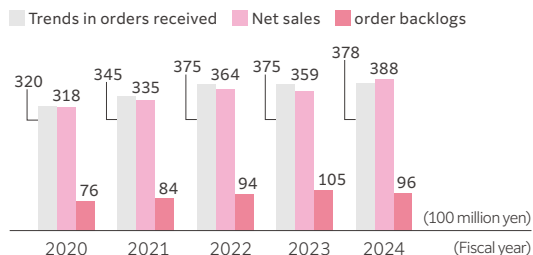
#### Sales ratio (FY2024)



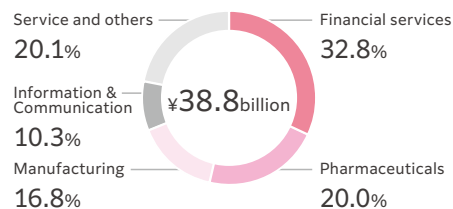
#### Net sales and adjusted EBITDA\*



#### Trends in orders received, Net sales and order backlogs



#### Net sales by industry (FY2024)



## FY2025 Forecast/Medium-term Management Plan

### We aim to achieve our targets in FY2025, the final year of the Medium-term Management Plan

We expect customers' IT investment demand to remain steady and our business to continue performing solidly.

Sales are expected to increase, driven by an increase in engineering personnel, price revisions, and productivity measures utilizing AI agents—all in line with the Medium-term Management Plan. Although we will continue to invest in our foundation for future growth in accordance with the plan, we project profit will grow as a result of increased revenue.

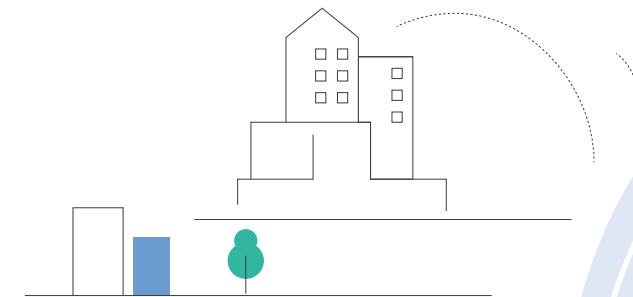
Accordingly, we aim to achieve the targets set in the Medium-term Management Plan.

### Focusing on AI Transformation

We recognize that the use of generative AI and other AI technologies has accelerated beyond the initial expectations at the time the Medium-term Management Plan was formulated, and we are focusing on AI transformation.

While continuing to enhance our proprietary AI-based products and services, we will also focus on developing and expanding AI systems and services for the manufacturing, construction, and logistics sectors where the potential impact of AI is high.

P.16



\* Adjusted EBITDA has been adopted as the indicator of segment profit beginning in FY2024. Additionally, figures for FY2022 and FY2023 have been restated accordingly.  
Adjusted EBITDA: Operating profit + depreciation and amortization + goodwill amortization + stock-based compensation expenses

## Executive Officer MESSAGE

Core ICT

## Shaping the Future with Core Business and Talent Strategy —Unafraid of Change

Executive Officer, In charge of Core ICT **Hiroto Sabetto**

### Embracing Change to Deliver Continuous Value through the Core ICT Business

The Core ICT business I oversee consists of CAC Corporation—our key subsidiary serving primarily Japanese companies—and several other domestic and international subsidiaries. As a stable revenue foundation for the CAC Group, this business has long supported clients by addressing their challenges.

The “meticulous responsiveness” and “proven track record” developed through our contract-based business model have earned strong trust from our clients. In addition, we have delivered flexible services by adapting to global needs and incorporating advanced technologies. I believe that our strength as a group lies in our ability to embrace change without being bound by conventional frameworks.

### Driving Execution of the Mid-Term Plan through Expansion and Transformation

Our current mid-term management plan is driven by two core strategies: “business expansion” and “structural transformation.”

We are already seeing progress in our expansion strategy, which leverages our existing client base. However, we continue to face challenges in acquiring new clients in uncharted domains, highlighting the need to strengthen our sales capabilities.

In terms of structural transformation, we are working to shift away from a labor-intensive model by converting the knowledge and expertise held by

our employees into “assets” that can be delivered as products or services.

That said, organic growth has its limitations, so we are also actively exploring external resources such as M&A and business model innovation.

Going forward, we plan to focus on the manufacturing sector as a key growth area within Japan, with a full-scale expansion into the western Japan region.

### Creating a Value Enhancement Cycle Rooted in Customer Operations, Powered by AI

The strategic adoption and practical use of AI technologies is a critical pillar of our future growth.

Led by CAC Corporation, we are pursuing two main themes: “automation and efficiency of client operations” and “advancement of system development and operations.”

Among these, we place particular emphasis on automating and streamlining client workflows, and we are actively promoting AI solutions for the manufacturing industry.

Through continued enhancement of our development and operational capabilities, we aim to both prepare

for a future labor shortage and reallocate our human resources to focus on creating new value.

### Creating Markets and Laying the Foundation for a Company that Lasts a Millennium

At my first company-wide meeting as President of CAC Corporation—our core operating company—I declared our commitment to laying the foundation for a company that will last 1,000 years.

This statement does not imply preserving the status quo indefinitely. Rather, I believe our true purpose lies in our ability to continuously transform our business structure in response to the times and take ownership of creating new markets.

As President, I am deeply aware of the responsibility I carry. While honoring the things that must be protected, I will maintain a forward-leaning posture.

By meeting the expectations of our stakeholders, I hope to elevate the competitiveness of Japanese companies—and ultimately of Japan itself—through the power of IT.

These efforts are all aimed at realizing our vision of becoming a corporate group that consistently makes a positive impact on society.

**Hiroto Sabetto**

Mr. Sabetto joined CAC Corporation in 2000 and worked as an engineer on financial system development projects. He was appointed General Manager of Corporate Planning in 2014 and Executive Officer overseeing operations in 2016. In January 2025, became President and CEO of CAC Corporation. He currently serves as Director and Executive Officer (in charge of Core ICT) of CAC Holdings, contributing to the Group’s growth from both technological and managerial perspectives.





## Executive Officer MESSAGE

## New Business Promotion

## Pioneering the Future through “IDENTITY”: A New Business Model Where AI and Human Creativity Coexist

Executive Officer, In charge of New Business Promotion  
and the General Manager of New Business Promotion Headquarters **Eisuke Nakanishi**

### Leading the Launch of New Businesses with a Vision for CAC Group’s Future

I currently serve as President and CEO of CAC identity Corporation, a new company established in July 2025 to spearhead new business development for the CAC Group.

My mission goes beyond simply creating new businesses; I believe it lies in unlocking the future potential of the Group and achieving sustainable growth. In this sense, new business development is a means, not an end. It should be pursued in alignment with our Group’s mid- to long-term vision, contributing to the expansion of our business portfolio and enhancement of corporate value.

### Taking on New Markets

We are currently in the first phase of CAC Vision 2030, which focused on building a framework for developing new products and services. Within my area of responsibility, we are developing and deploying multiple services and products that have the potential to become future pillars of CAC Group’s business.

In establishing a structure for new business development, we have drawn inspiration from startup business models and are steadily building out the necessary organizational and operational foundations.

At the same time, challenges remain—particularly in increasing awareness in the B2C market and in

establishing a flexible sales framework that aligns with the scale of new ventures. Even the most valuable products are meaningless if they do not reach the customers who need them. To address this, we are working to build an agile and responsive structure, free from conventional approaches. As part of this effort—and to accelerate new businesses under the next medium-term management plan starting in 2026—we established a dedicated company for new business development.

### A Vision for a Society Where Individuality and Creativity Shine

The name “CAC identity,” chosen for our new company founded in July 2025, reflects my belief that individuality and creativity will become increasingly vital in the years ahead.

As technologies such as AI continue to evolve, the unique value that only humans can provide is once again being brought into focus. My goal is to build a company that empowers people to harness and express their individuality and creativity through our business activities. Ultimately, we aim to create a workplace where individuals with strong original ideas can thrive and work with vitality.

### Unlocking Human Potential Through Technology

Our mission is to explore how technology can support people in working more creatively. This is

a theme that the CAC Group, with its long-standing commitment to solving client challenges, is uniquely positioned to address.

We believe that technology should not control people; rather, it should be a tool to draw out human potential. Guided by this philosophy—and with the ambition to create a company that stands on the global stage—we will continue to embrace change and take on new challenges without hesitation.

#### Eisuke Nakanishi

Mr. Nakanishi joined CAC Corporation in 1999 and provided system operation services while stationed on-site at major client companies. Later held roles including account manager and head of the sales division. Since 2022, he has been leading new business development across the CAC Group. In July 2025, became President and CEO of CAC identity Corporation, a newly established company tasked with advancing new businesses and shaping the future strategy of the Group.

# Overseas IT Business

Our overseas subsidiaries provide a range of services including system development, system operation, and maintenance.

## Major Affiliates

- Inspirisys Solutions Limited
- Mitrais Pte. Ltd.

- CAC AMERICA CORPORATION
- CAC EUROPE LIMITED
- CAC SHANGHAI CORPORATION

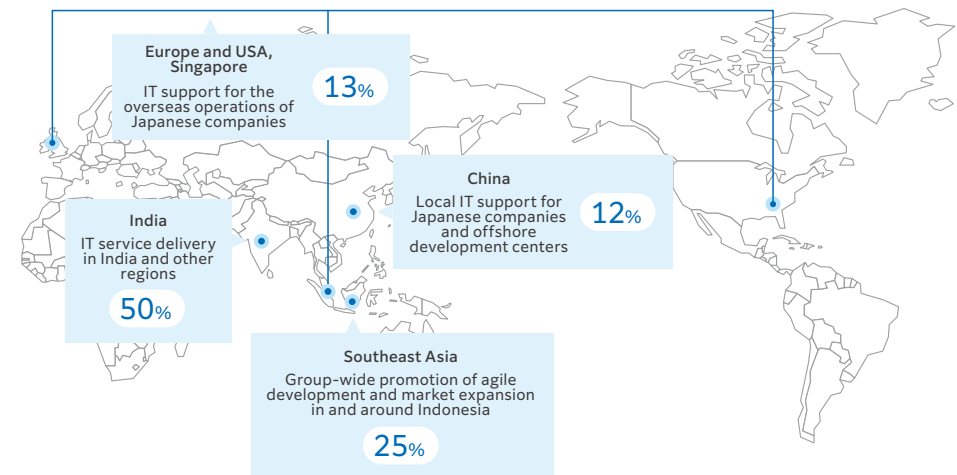


## Constituent Companies and Business Activities

Since establishing a subsidiary in Taiwan in 1978—well ahead of other companies—we have been actively engaged in overseas expansion.

In the 1980s, as financial institutions and other clients expanded overseas, we established subsidiaries in the United States and the United Kingdom to meet the growing demand for local customer support. Between 2000 and 2002, we responded to clients' expansion into China by establishing a local subsidiary and acquiring a Chinese company to support offshore development. In the 2010s, anticipating growth in the Asian IT market, we set up a subsidiary in India and acquired Inspirisys Solutions Limited (formerly Accel Frontline) to capture local demand. In 2019, we acquired Mitrais Pte. Ltd., which operates in Indonesia. As of July 31, 2025, the Group consists of 13 companies. The map on the right shows a breakdown of sales by region and business activities for our major subsidiaries.

## Regional Sales Breakdown and Business Activities



Note: Figures are IT business sales to internal and external customers in each overseas region as a percentage of total sales in the overseas IT business

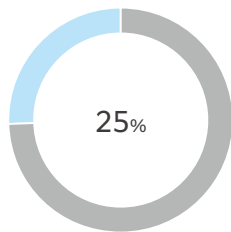
## FY2024 Business Performance

In FY2024, although net sales declined due to the absence of a large project recorded in the previous year, profit improved

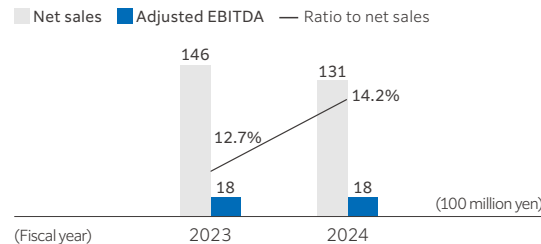
Net sales in FY2024 declined by 9.8% year on year, primarily due to the absence of a large project in India that had been recorded in the previous fiscal year, despite the positive impact of the weak yen and the expansion of projects in China and the United States. Meanwhile, adjusted EBITDA increased by 0.5% year on year, as profit growth from revenue gains at subsidiaries in China, the U.S., and other regions more than offset the negative impact of lower revenue in India.

Orders received declined by 11.7% year on year. As was the case with net sales, this was primarily due to the absence of a large project for the financial sector in India that had boosted results in the previous year, although the depreciation of the yen served as a positive factor. Order backlogs increased significantly, rising 30.3% year on year, mainly in India and Indonesia.

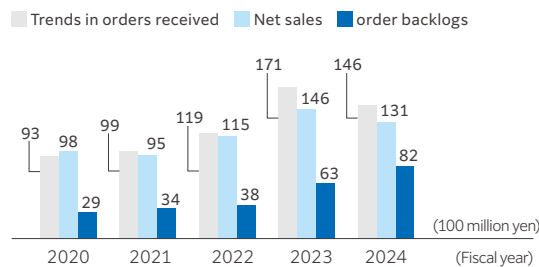
Sales ratio (FY2024)



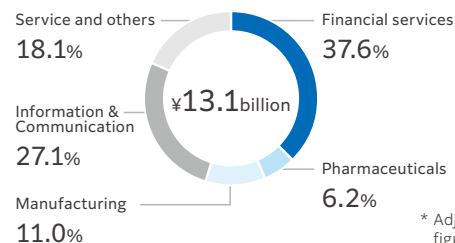
Net sales and adjusted EBITDA\*



Trends in orders received, Net sales and order backlogs



Net sales by industry (FY2024)



## FY2025 Forecast/Medium-term Management Plan

Growth expected primarily in India

IT demand is expected to remain strong in FY2025, particularly in Asian countries, and we anticipate growth in line with overall market expansion.

Net sales are expected to increase, particularly in India. Profit is also projected to improve, led by subsidiaries in India and Indonesia. Accordingly, we aim to achieve the targets set in the Medium-term Management Plan.

### Medium-term Management Plan

While continuing to grow each subsidiary's business, we are also working to increase the number of global projects carried out collaboratively across the Group.

We are also working to improve management efficiency by reducing fixed costs and streamlining businesses with limited growth potential or low strategic fit. Through measures such as the closure of unprofitable sites, we have achieved an annual profit improvement of 0.2 billion yen since FY2024.

Business structures and roles in the period of the Medium-term Management Plan



#### United States & Europe

Support for local subsidiaries of Japanese companies, as well as collaborative support for global projects in partnership with alliance partners such as overseas IT vendors.



#### China

While our main focus remains on contracted business, primarily offshore projects for Japanese clients, we are also seeking to expand orders from local companies, both Japanese and non-Japanese.



#### India

With a focus on local projects, primarily in India, we aim to enhance profitability through ongoing structural reform efforts.



#### Indonesia

While focusing on contracted business in Indonesia and Australia, the company plays a leading role in agile development within the CAC Group.

\* Adjusted EBITDA has been adopted as the indicator of segment profit beginning in FY2024. Additionally, figures for FY2022 and FY2023 have been restated accordingly.  
Adjusted EBITDA: Operating profit + depreciation and amortization + goodwill amortization + stock-based compensation expenses

## Executive Officer MESSAGE

Global Strategy



## From Stabilization to Expansion: Advancing to the Next Phase of Global Growth

Executive Officer, In charge of global strategy and  
General Manager of the Global Strategy Division **Toshinobu Matsuhashi**

### Supporting Overseas Businesses Aligned with Regional Needs

As Head of the Global Business Division, I currently oversee our operations in markets such as India and Indonesia, as well as our China-related businesses. Each region faces distinct challenges and needs, and I work closely with the leadership teams of our local subsidiaries to formulate and implement business strategies that are tailored to each market.

Across the CAC Group, overseas operations account for approximately 25% of total revenue—a notably distinctive position for a systems integrator.

### Laying the Groundwork for a Strategic Shift in Phase 2 of the Mid-Term Plan

Under our current mid-term management plan, my area of responsibility has focused on defensive measures such as restructuring unprofitable businesses and realigning our China operations. Although we are still in transition, we are seeing a recovery in the Indian business—which has a significant revenue share—and our overseas IT segment is returning to profitability. These developments are laying the foundation for a shift toward proactive strategies in each location as we prepare for CAC Vision 2030 Phase 2, starting in 2026.

### Cultivating Competitive Advantages with Region-Specific Business Models

In India, we currently provide hardware sales, system support, and product support services. Recently, we have been expanding offshore development projects from the U.S. and offering solutions tailored to local financial institutions.

One area of growing focus is digital identity—a government-led initiative in India—and we are exploring opportunities to roll out related solutions in other countries.

In Indonesia, we mainly engage in agile development for Australian clients. Looking ahead, we aim to expand into the domestic Indonesian market, particularly in the area of cybersecurity.

### Empowering Subsidiaries to Drive Global Expansion

Based on my own experiences managing overseas operations in London and New York—including my time at CAC AMERICA CORPORATION—I have come to strongly believe that overseas subsidiaries must not remain passive. They need to take initiative and build their own competitive advantages.

What's essential for global value creation is a framework in which each subsidiary leverages its unique strengths while the Group as a whole supports and enables their efforts.

### Using Our Global Footprint as a Launchpad for New Markets

With a presence in four of the world's most populous countries—India, China, the United States, and Indonesia—we believe that CAC Holdings is well-positioned for significant global opportunities.

To create new markets while addressing local challenges, it is essential to go beyond simply delivering services. We must provide real, contextualized value based on a deep understanding of each region's culture and needs.

We will continue to focus on building an environment where each overseas office can operate autonomously, make decisions independently, and take meaningful action.

#### Toshinobu Matsuhashi

Mr. Matsuhashi joined CAC Corporation in 1993. After working as an engineer on financial system development projects, he was stationed in London for eight years starting in 1998, during which he developed and supported systems for Japanese financial institutions. In 2018, he was appointed President of CAC AMERICA CORPORATION and relocated to New York. Since 2023, he has served in his current role as Head of the Global Business Division, where he draws on extensive frontline experience to lead the strategic development of the Group's overseas subsidiaries.



## Executive Officer MESSAGE

## Strategic Integration

## Transformation Begins with Self-Denial: Evolving the Value We Provide through a Dynamic M&A Strategy

Executive Officer, In charge of  
strategic Integration and  
General Manager of the  
Strategic Integration Division

Takuya Maeda

### Driving Change with a Select Team That Blends Internal and External Perspectives

The Strategic Integration Division was established in 2023 with the explicit mission of driving M&A activities across the CAC Group. Operated by a select team of professionals, the division places strong emphasis on maintaining an objective viewpoint that is not unduly influenced by internal norms. Its organizational design encourages constructive self-denial and the active incorporation of external insights.

Recognizing the limitations of our core business model as a contract-based systems integrator, we believe it is critical to build a cyclical framework in which cash flows generated by acquired companies are reinvested into future growth—through new investments or additional M&A. At the heart of our philosophy is the conviction that sustaining long-term competitiveness requires the organization itself to continuously evolve.

### Shifting the M&A Strategy and Confronting New Challenges

Roughly a decade ago, the CAC Group appeared to pursue M&A with a “buy first, think later” mindset, prioritizing speed over integration.

Today, however, the role of M&A has

fundamentally shifted. We now see it as a vital means of acquiring external value that cannot be generated internally. This demands not only acquiring companies but also deeply engaging with their operations to jointly design and implement growth strategies. That said, our company’s “gentle” corporate culture can sometimes pose challenges in asserting deeper post-acquisition involvement.

Another pressing issue is the efficient use of capital. Rather than leaving our resources idle, we must focus on enhancing our capital base and converting it into a source of future growth.

### Enhancing Profitability through a Human-Centered Business Model Shift

While we continue to leverage our current foundation as a systems integrator in the short term, we are gradually expanding into the Products & Services (P&S) domain. Our medium- to long-term goal is to transition to a leveraged business model that maximizes revenue and profit with a lean workforce. M&A and strategic alliances are key tools in this transformation.

Moving forward, we will prioritize how we utilize human capital—drawing on CAC Group’s strengths in operational excellence and a strong customer base—as we aim to secure a leading position in niche markets.

### Embedding the “Power to Transform” through Strategic Integration

To realize CAC Vision 2030 “consistently makes a positive impact on society” we believe that the most important capability is the “power to transform.”

At the core of strategic integration lies the mindset of constantly reexamining our own methods, without being bound by precedent or conventional wisdom. To us, true sustainability begins with the determination to keep evolving the value we deliver to society—not settling for short-term results.

Our vision is to cultivate strategic integration as a mechanism for designing, executing, and embedding transformation across the entire group. We believe that this mechanism must be powered by the very ability to continuously change.

#### Takuya Maeda

Mr. Maeda joined CAC Corporation in 2001. After working as a systems engineer, he transferred to the Corporate Planning Division. In 2017, he established CAC Capital, the Group’s investment company. Since 2023, he has been responsible for overseeing the Group’s M&A and alliance strategies as Head of the Strategic Integration Division.

## CFO MESSAGE

# We will steadily and proactively invest and increase capital efficiency with a view towards the next phase of growth.

## FY2025 is a crucial year in which we will take on the challenge of achieving our targets.

FY2025 marks my third year as Chief Financial Officer. It is the final fiscal year of Phase 1 (FY2022–FY2025) as we move toward the realization of CAC Vision 2030, which outlines the Group's long-term aspirations. I recognize this year is a critical period for laying the foundation for Phase 2, our next Medium-term Management Policy.

Looking back at FY2024, we achieved an increase in both net sales and profits despite the negative impact of the exclusion of a subsidiary from consolidation in the domestic IT business. At the same time, we continued proactive investments while delivering increased shareholder returns for the second consecutive year.

In FY2025, the final year of Phase 1, we expect net sales to grow by 11.4% and adjusted EBITDA by 20.3% year on year. Of this, sales in the domestic market are expected to grow by around 5%, and sales overseas are expected to grow by approximately 10%. We also plan to continue increasing dividends.

These targets are quite ambitious. We will leverage our strengths in generative AI and other technologies to update our businesses. On the financial front, we will make growth-oriented investments and improve operational efficiency, steadily moving toward the achievement of our goals.



Deputy Officer in charge of the Corporate Division, Deputy General Manager of the Corporate Division and CFO

**Tatsuo Mikoda**

## Ongoing investment for growth to increase revenue.

We will continue to actively invest in areas that contribute to enhancing corporate value and serve as future growth drivers.

Under the current Medium-term Management Plan (Phase 1), we are laying the groundwork for significant growth toward the next phase (FY2026–FY2030). To this end, we have planned to invest over ¥15 billion in human capital and business development, financed through internal reserves and borrowings. As of the end of FY2024, we had already invested more than half of this amount—¥8 billion. In FY2025, while continuing to invest in human capital, we will also remain committed to business investments by pursuing M&A opportunities and making further investments in new businesses to drive business expansion.

## Enhancing capital efficiency.

In addition to our efforts to improve profitability, we will also enhance capital efficiency.

One of our initiatives to optimize capital structure is the reduction of cross-shareholdings. In FY2024, we continued to sell and unwind these holdings, resulting in a decrease in the number of stocks owned. However, due to rising stock prices, cross-shareholdings still accounted for a high 39% of our net assets. As a result, although ROE improved, it remained at 8.9%, falling short of our FY2025 target of 10%. We will persist with these efforts in FY2025, aiming to reduce the ratio of

cross-shareholdings to net assets to below 20% by the end of FY2026.

We also plan to raise our financial leverage, with an upper limit set at 2x. Funds obtained through the sale of shares and interest-bearing debt will be allocated to M&A and other growth investments.

**P.28** See Capital efficiency

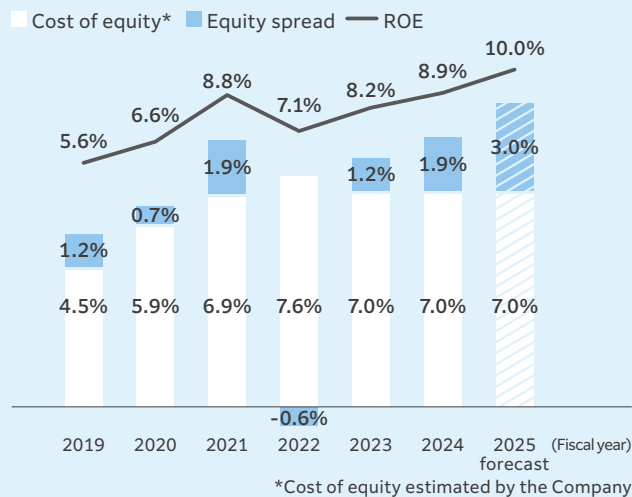
## We will also implement shareholder return from a long-term perspective.

Shareholder returns will be funded by funds generated from business operations. Until FY2025, we will aim for a dividend on equity (DOE) target of 5%. We have set this DOE target to demonstrate our commitment to providing stable dividends to shareholders. DOE is relatively less susceptible to fluctuations in financial results. Of course, there will be times when we prioritize investments in the expansion of , such as investments in personnel and M&A projects. By linking these investments to revenue growth, we aim to maximize shareholder returns. We will consider a new shareholder return policy aligned with the next Medium-term Management Policy starting in FY2026.

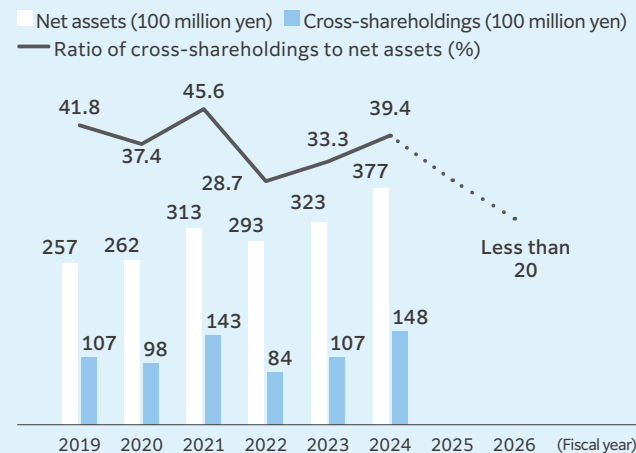
**P.30** See Shareholder return policy

The survey of shareholders conducted in 2024 revealed that we were highly rated for being stable in terms of our financial results and dividends. Many respondents

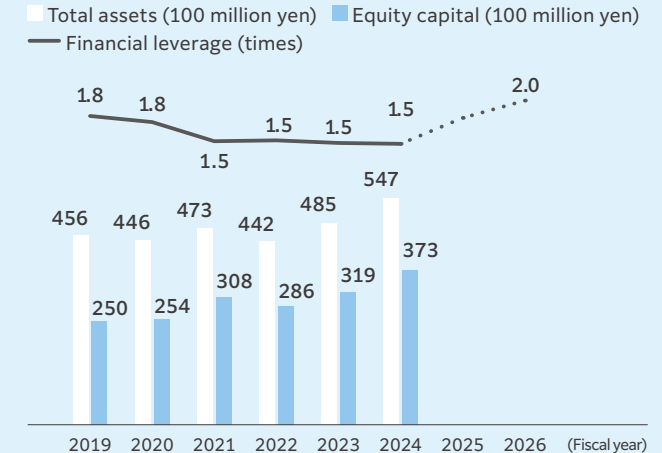
### Trends in ROE and equity spread



### Trends in cross-shareholdings



### Trends in financial leverage







indicated they hoped that dividends would increase. We will work harder with a view toward responding to these opinions.

Regarding our initiatives to enhance management practices with an awareness of the cost of capital and the stock price, which has been requested by the Tokyo Stock Exchange, we updated them concurrently with the announcement of the full-year financial results for the fiscal year ended December 31, 2024.

To enhance PBR, we will restructure the IR team to drive improvements in ROE, as mentioned earlier, and strengthen initiatives aimed at enhancing PER. We will also increase opportunities for dialogue with institutional investors and hold IR briefings for individual investors to better communicate our medium- to long-term growth strategies.

## We have started moving toward Phase 2.

Currently, we are formulating the next Medium-term Management Policy (FY2026–FY2030), which will serve as Phase 2 toward the realization of CAC Vision 2030. Amid the widening divides and growing uncertainty in the world, we are exploring what should become the core of our business in this so-called era of volatility, uncertainty, complexity, and ambiguity (VUCA). At the same time, we will move forward based on the three pillars outlined below.

First, we will transform our business using AI. The popularization of AI is advancing our lives and society as a whole at an accelerating pace. AI will significantly transform the CAC Group's business. We will start by selling products and services that incorporate AI developed by the CAC Group. Then, we will implement AI in our existing businesses to provide high value-added services.

Previously, we established the Asset-based Business Promotion Department in January 2025. While planning and promoting AI-related businesses across the CAC Group, we will identify and leverage assets within the Group to create new services.

Second, we will monetize new businesses. However, as there is a risk that the timing of growth is unpredictable, we need to launch more businesses. Alongside additional investments, we will strengthen our structure and enhance the quality of our methods and products to accelerate profitability. With a firm financial foundation and a start-up-like atmosphere, we hope the CAC Group's corporate culture will nurture young engineers and guide us to success.

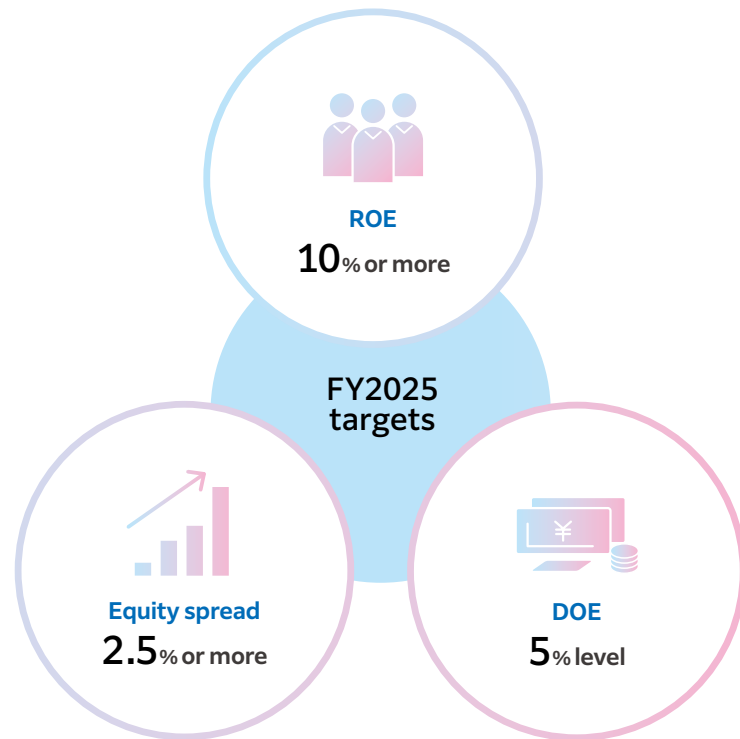
Third, we will pursue M&A activities for further growth. Some M&A projects are intended to strengthen existing businesses, while others aim to create new businesses discontinuous from our existing operations. We will target companies both domestically and internationally.

## Becoming a corporate group where people aspire to work.

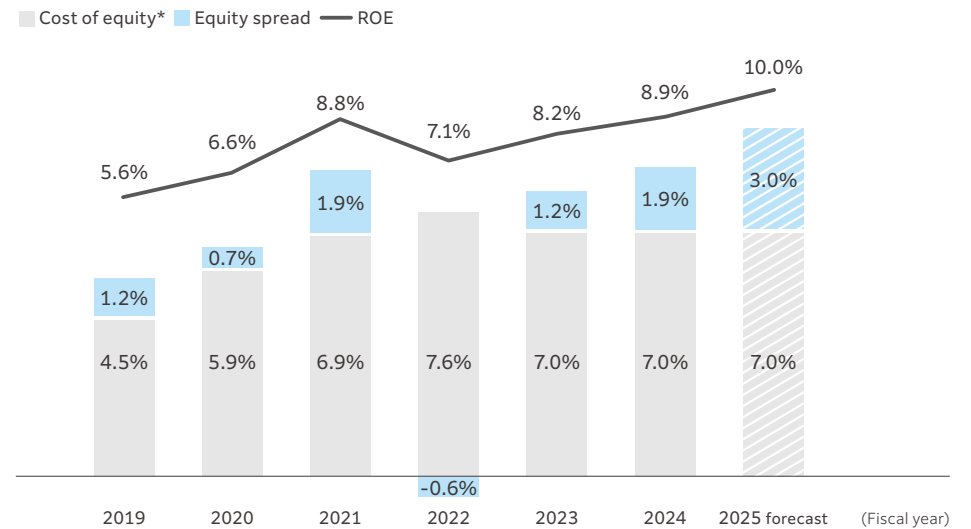
There are several factors that differentiate the CAC Group. One of them is our global business development. Not only in Japan, but also in countries and regions such as India and Indonesia, local staff provide services tailored to local customers. In this sense, we are a group of companies conducting business globally. This is a unique feature not commonly found among other system integrators. By operating not only in mature markets like Japan but also in high-growth markets, we have built a well-balanced and diversified business portfolio.

While the CAC Group has a corporate culture that values humanity, we also actively take on new challenges such as launching new businesses. This sets us apart from the audit firms, consulting companies, and start-ups I have worked with in the past. While some may say we are perhaps too kind to our people, I feel truly encouraged whenever I hear that employees who joined us through new business initiatives or M&A say they want to work with us. I believe comments like these help strengthen the engagement of our Group employees.

Today, the CAC Group offers not only a comfortable work environment but also a sense of urgency and excitement similar to that of a start-up. We will continue striving to become a corporate group where many people feel inspired to grow and develop. We sincerely ask our stakeholders for their continued support and guidance as we move forward.

**Financial Strategy**

**Capital efficiency**

We will strive to earn stable revenue from the existing contracted business and establish a framework for continuously producing new products and services as set out in the Medium-term Management Plan. We will make optimal investment decisions to achieve an ROE of 10% or more in FY2025, the final year of the Medium-term Management Plan. Taking advantage of the low cost of equity based on our strong financial foundation, we aim to achieve an equity spread of 2.5% or more (ROE exceeding the cost of equity) in FY2025.

**Trends in ROE and equity spread**


\*Cost of equity estimated by the Company.

**Financial Strategy**
**Cash allocation**

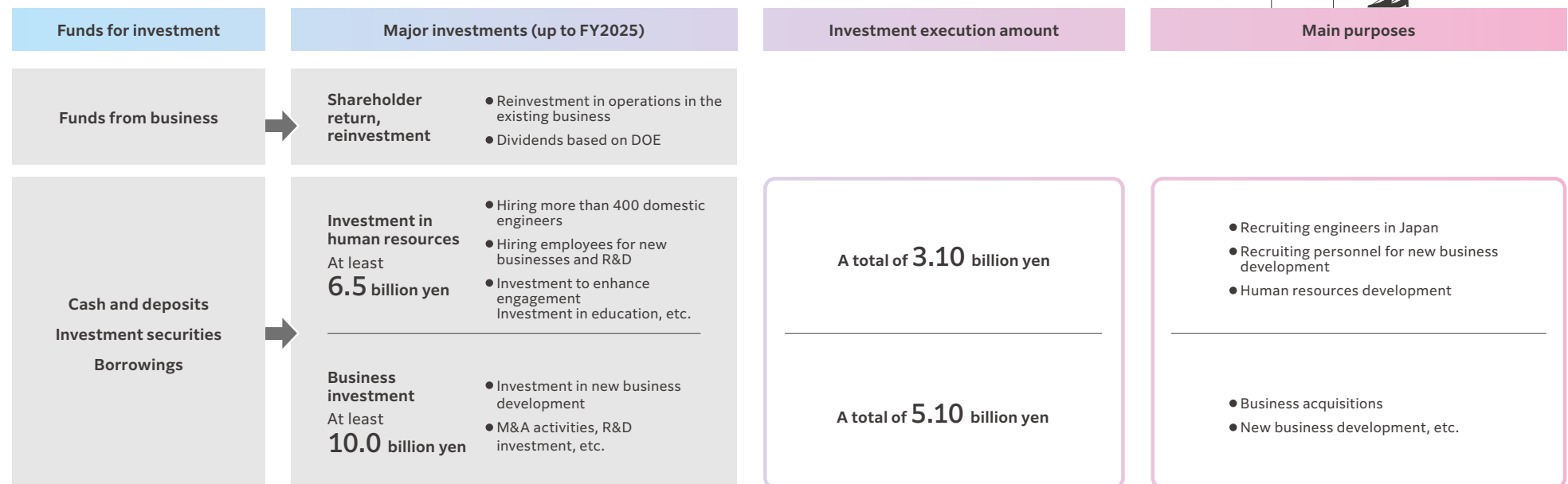
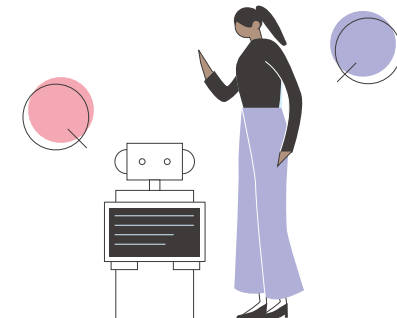
To achieve the Medium-term Management Plan, it is essential to make optimal investments that generate ideas for new business creation and enhance the profitability of our existing contracted business. To accelerate these investments, we have formulated a cash allocation plan through FY2025.

We will invest in human resources and new business development using cash, deposits, and investment securities held by the Company.

Given the high uncertainty of returns from investments in new businesses, we plan to utilize our own assets for these investments. Conversely, as returns on investments in our contracted business, including in M&A activities, are more predictable, we intend to use borrowings as needed to fund those investments.

By the end of FY2024, we had used more than half of our 15 billion yen investment budget, with 8 billion yen already allocated.

The investments are being carried out using internal assets and borrowings.



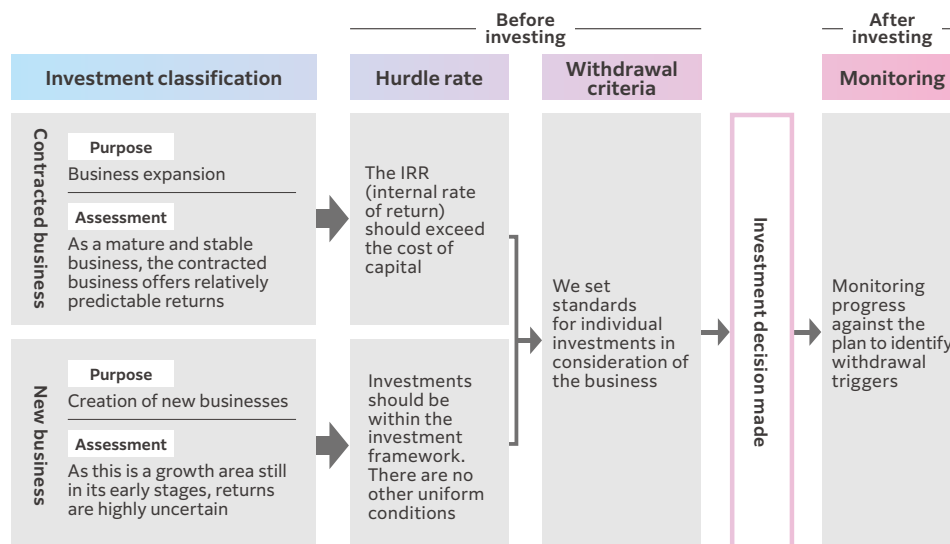
## Financial Strategy

### Investment criteria

Alongside the cash allocation plan we have formulated, we have also established investment criteria, such as hurdle rates and exit standards, that are individually tailored to our contracted and new business domains.

For investments in the contracted business, where we have accumulated knowledge and experience through past operations, we set investment criteria based on the principle that returns must exceed the cost of capital. In contrast, for new product and service businesses, we secure flexible investment budgets and establish withdrawal criteria to facilitate agile decision-making and accelerate the business creation cycle.

#### Setting of Investment Criteria for Each Investment Category and the Monitoring Flow

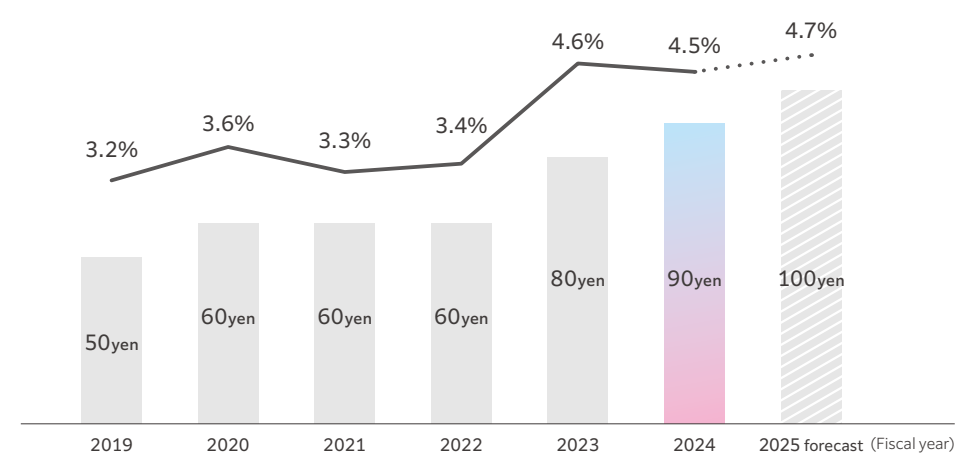


### Shareholder return policy

We regard returning profits to shareholders as a key management priority. Aiming to clarify our shareholder return policy, we have targeted a DOE\* of 5% while maintaining internal reserves for future growth and continuing to provide stable and sustainable dividends beginning in FY2023, the second year of the Medium-term Management Plan. Annual dividends will be determined based on business performance and economic conditions.

Under this dividend policy, we increased dividends per share (DPS) for the fiscal year ended December 31, 2024 by 10 yen year on year, bringing it to 90 yen. For the fiscal year ending December 31, 2025, we forecast an additional 10 yen increase to 100 yen.

#### DOE and dividend forecasts



$$* \text{DOE (Dividends on equity)} = \frac{\text{Total dividends}}{(\text{Equity capital at beginning of period} + \text{equity capital at end of period}) / 2}$$

# SUSTAINABILITY



## CAC Group's Sustainability

### Basic Sustainability Policy

The Group pursues a vision of “Evolving into a corporate group that consistently makes a positive impact on society, with technologies and ideas”, contributing to sustainable development for the Group and for society.

#### Aiming to be a company where employees can feel comfortable and that offers worthwhile work

- Providing employees with a healthy workplace and advancing work style reforms
- Expanding investment in human resource training and aiming to be a company where everyone can reach their potential
- Realizing diversity that respects individual values by hiring and appointing diverse human resources

#### Helping build a rich society through co-creating with our stakeholders

- Providing services that help clients achieve sustainable growth and contributing to corporate and community sustainable growth
- Providing ICT services that offer society new value together with our partners and clients
- Working to generate business through co-creation with local communities, while promoting employment in the countryside and revitalizing local society

#### Engaging in corporate activities that have a positive impact on the environment

- Working to contribute to solving environmental issues through the services and work we provide to our clients
- Actively investing in eco-friendly projects
- Engaging in environmental issues, such as saving resources, saving energy, and so forth, in the Group's business activities

Corporate Philosophy

Our Mission

Vision

The kind of company that we aim to become in the medium- to long-term

Value

Values that all of our employees should share

#### Relationship between the CAC Group Corporate Philosophy and sustainability management

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

#### CAC Vision 2030

Evolving into a corporate group that consistently makes a positive impact on society, with technologies and ideas

#### Five Values

- |                   |  |                |  |
|-------------------|--|----------------|--|
| <b>Creativity</b> | Valuing ideas and thinking unbound by preconceptions         | <b>Respect</b> | Respecting others and never forgetting our sense of gratitude  |
| <b>Humanity</b>   | Living in a human way, with the emphasis on humanity         | <b>Pride</b>   | Believing in the efforts of our colleagues and ourselves, and producing results that we can be proud of, with respect to society |
| <b>Challenge</b>  | Continuing to attempt new challenges without fear of failure |                |  |

For the Group's Policy, please refer to our website.

<https://www.cac-holdings.com/csr/group-policy.html>



Basic Sustainability Policy

Material Issues

Group Policy

Policies of individual companies, Medium-term Management Plan, annual plans, and other efforts

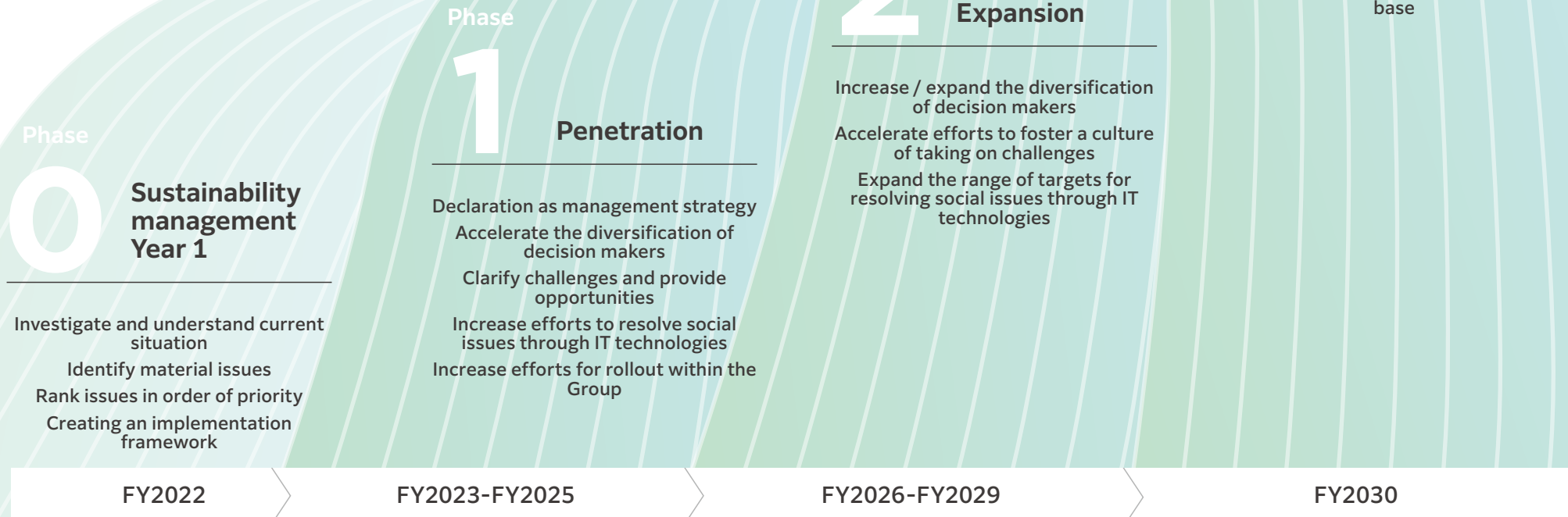


# Sustainability Management Roadmap

As a system for implementing sustainability initiatives, the CAC Group has established a Sustainability Management Committee, chaired by the President & CEO.

The Committee is comprised of committee members from CAC Holdings and major Japanese subsidiaries, and advises the Management Meeting and other meeting bodies based on its discussions.

By 2030, we aim to reach a state in which we are constantly working to address material issues. At our current stage, Phase 1 (Penetration), we are engaged in various efforts with the goals of securing the understanding of employees with regard to sustainability, and enabling them to explain it for themselves.



## Sustainability Management-related KPIs and Results

Material issue for continuous growth	Goal	KPI	2022 Results	2023 Results	2024 Results	2030 Targets
A workplace environment that is rewarding and chosen by employees	General	Engagement score in the employee engagement survey	68.6pt* <sup>3</sup>	69.2pt* <sup>1</sup>	69.8pt* <sup>1</sup>	Within top 20% among all industries
	① Providing healthy and safe workplaces	① Percentage of employees who undergo physical examinations* <sup>2</sup>	87.0%	91.3%	96.1%	100%
		② Percentage of employees who undergo a stress check* <sup>2</sup>	92.6%	95.0%	98.5%	100%
		③ Percentage of employees taking annual paid leave* <sup>2</sup>	53.1%	64.3%	68.8%	80%
		④ Average monthly overtime working hours* <sup>2</sup>	15.2hours	12.4hours	11hours	10hours or less
	② Diversity and inclusion to respect the values of individual employees	① Percentage of female officers* <sup>1</sup> *Directors, executive officers and auditors	6.7%	10.5%	14.3%	30%
		② Percentage of female employees with managerial titles* <sup>1</sup> *Managers and other managerial positions	14.2%	15.0%	17.3%	30%
		③ Percentage of male employees taking childcare leave* <sup>1</sup>	73.3%	47.1%	63.6%	100%
		④ Percentage of employees with non-Japanese nationalities in Japan* <sup>3</sup>	4.1%	4.0%	4.0%	5%
	③ Human resources development: building systems and developing human resources	Percentage of employees who perceived there were opportunities to take on challenges* <sup>1</sup> * <sup>4</sup>	—	—	75.6%	80%
Compliance, risk management, and governance to earn the trust of society	① Compliance with laws, regulations and social norms	Percentage of employees who have received compliance training* <sup>5</sup> * <sup>6</sup>	94.2% (Excluding India)	98.6% (Excluding India)	100% (Excluding India* <sup>6</sup> )	100%

\*1 CAC Holdings, CAC Corporation, and ARK System \*2 CAC Holdings and all domestic subsidiaries \*3 CAC Holdings and CAC Corporation \*4 For FY2024, the survey investigated the percentage of employees who felt that their projects or teams encouraged them to take on challenges \*5 Major CAC Group subsidiaries \*6 When the subsidiary in India is included, the figure drops to 57.8%

# Corporate Officers (As of March 27, 2025)


## Directors



**Representative Director, President & CEO**  
**Ryota Nishimori**  
 18/18

**Major concurrent positions**  
 Representative Director, President & CEO of CAC Corporation

Mr. Nishimori joined the Company in 1994. He was mainly engaged in system development projects for financial institutions both in Japan and overseas. He held various positions including General Manager of the Corporate Planning Department and Executive Officer and Deputy Head of the Financial Business Unit. He also served as President of an overseas subsidiary and held management-level positions at both domestic and overseas subsidiaries. He was appointed President and CEO of CAC Corporation in 2018, Director of the Company in March 2020, and President and CEO of CAC Holdings in January 2021. Since January 2025, he has also served as Chairman of the Board of CAC Corporation.



**Chairman of the Board of Directors**  
**Akihiko Sako**  
 18/18

**Major concurrent positions**  
 Director of the Japan Computer Information Service Employees' Pension Fund


Mr. Sako joined the Company in 1983. Starting in 1989, he worked on the establishment of the subsidiary in the United States and promoted local system development projects, etc. After returning to Japan, he served as General Manager of the 1st Section of Financial System Department, General Manager of Corporate Division, etc. In January 2011, he assumed the post of President and CEO of the Company, and in January 2021 he became Representative Director and Chairman of the Board. He has been Chairman of the Board since March 2023. Director of the Japan Computer Information Service Employees' Pension Fund from June 2023 (current position).



**new**  
**Director**  
**Hirotomo Sabetto**  
 17/18

**Major concurrent positions**  
 President and CEO of CAC Corporation

Mr. Sabetto joined the Company in 2000. He was mainly engaged in system development and related projects. He was appointed General Manager of the Corporate Planning Department of the Company in 2014. In 2016, he became Executive Officer responsible for operations at CAC Corporation, and in 2023, he was appointed Director and Executive Officer responsible for operations at the same company. He became Executive Officer responsible for Core ICT in 2024. Since January 2025, he has served as President and CEO of CAC Corporation, and since March 2025, as Director and Executive Officer responsible for Core ICT at the Company.

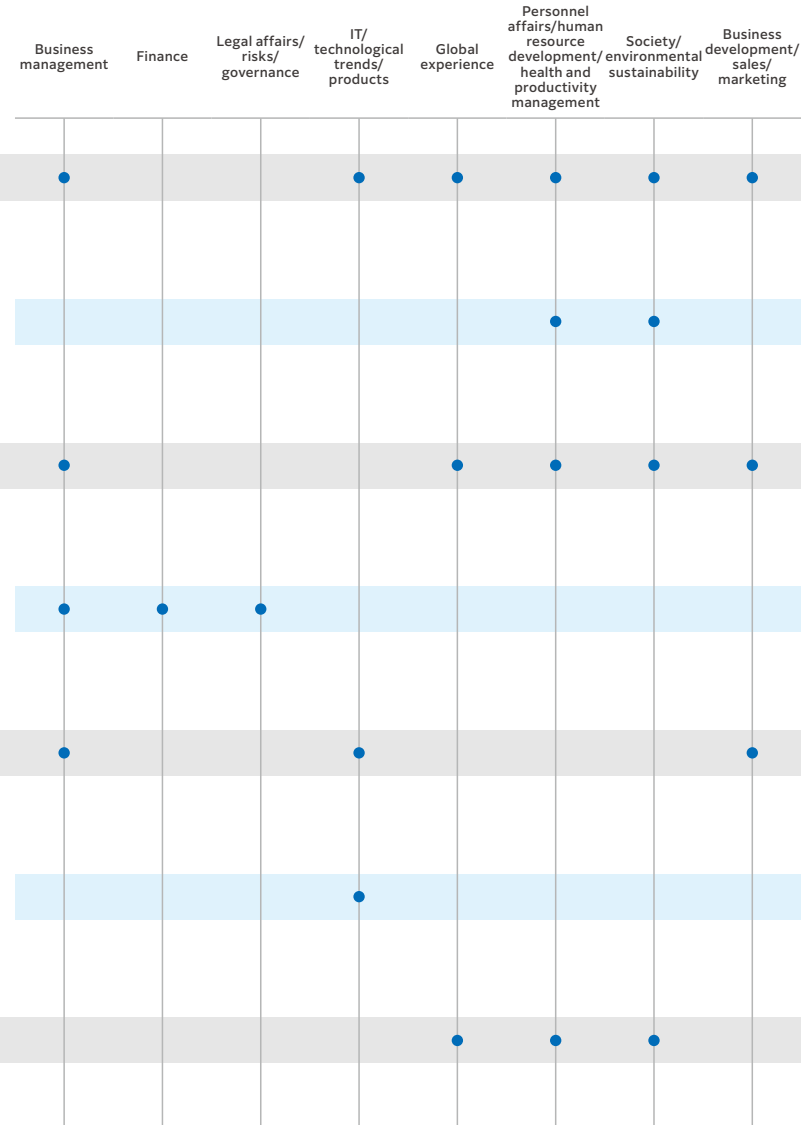


**Outside**  
**Director**  
**Mika Matsuo**  
 17/18

**Major concurrent positions**  
 Advisor at Asahi Group Holdings, Ltd.  
 Independent Director and Supervisory Committee Member at Semba Corporation  
 Outside Director of Manulife Life Insurance Company

After serving as an Executive and Chief of Staff at The Tokyo Star Bank, Ltd., she served as a Director and Executive Officer and Chief Human Resource Officer at AIG Japan Holdings K.K., as an Adviser (current post) of Asahi Group Holdings, Ltd. and as an Independent Director and Supervisory Committee Member (current post) at Semba Corporation. She has been serving as a Director of the Company since March 2021.

## Skill Set




Status of attendance at Board of Directors' Meetings (Fiscal year ended December 31, 2024)



**Outside**  
**Director**  
**Yuki Otsuki**  
 18/18

**Major concurrent positions**  
 Resident industrial physician at Tokyo Business Service Co., Ltd.

Dr. Otsuki served as resident industrial physician at Toshiba Corporation and currently serves as resident industrial physician at Tokyo Business Service Co., Ltd. She was also Assistant Professor in the Department of Dermatology at Tokyo Medical and Dental University Medical Hospital (current Institute of Science Tokyo Hospital) and Chief of Dermatology at Soka Municipal Hospital. She is a dermatologist certified by the Japan Dermatological Association. She has been serving as a Director of the Company since March 2021.



**Outside**  
**Director**  
**Tatsuo Watanabe**  
 18/18

**Major concurrent positions**  
 Outside Director and Audit and Supervisory Committee Member at WirelessGate, Inc.  
 Auditor, internet infinity INC.  
 Outside Director and Audit and Supervisory Committee Member at All About, Inc.  
 Outside Director and Audit and Supervisory Committee Member at CELM, Inc.

Mr. Watanabe joined Sumitomo Life Insurance Company in 1987. He has been serving as an outside director and an auditor at a number of companies. He became a Full-time Auditor at All About, Inc. in 2004, a Director at general incorporated association Open Innovation Sokushin Kyogikai (current post) in 2012, an Outside Director and Audit and Supervisory Committee Member at WirelessGate, Inc. (current post) in 2016, an Outside Director at CELM Inc. in 2020. He has been serving as a Director of the Company since March 2023.



**Outside**  
**Director**  
**Tatsuya Harada**  
 17/18

**Major concurrent positions**  
 Profecor of the Research Center for Advanced Science and Technology, the University of Tokyo  
 Vice President at the Institute of Physical and Chemical Research (RIKEN) and a Team Leader at the Advanced Intelligence Project  
 Visiting Professor at the Research Center for Medical Bigdata at National Institute of Informatics

He became a PD fellow at the Japan Society for the Promotion of Science in 2001 and then a Visiting Researcher at Carnegie Mellon University. He became an Associate Professor at the Graduate School of Information Science and Technology (IST), the University of Tokyo in 2009 and a Professor at IST in 2013. He has been a Team Leader at the RIKEN Center for Advanced Intelligence Project (AIP) (current post) since 2016. He is also a Visiting Professor at the Research Center for Medical Bigdata at National Institute of Informatics (NII) (current post) and a Professor at the Research Center for Advanced Science and Technology, the University of Tokyo (current post). He has been serving as a Director of the Company since March 2023. August 2023: Vice President at the Institute of Physical and Chemical Research (RIKEN) (current position).

Corporate Auditor



Corporate Auditor

**Kazuki Kawamata**

Mr. Kawamata joined the Company in 1986 and has engaged in several system development projects, etc. for banks in and outside Japan. He held several positions, including General Manager of Financial System Business Unit, General Manager of Sales Division and Director and Managing Executive Officer of CAC Corporation. He has been serving as Corporate Auditor of the Company since March 2019.

18/18 18/18



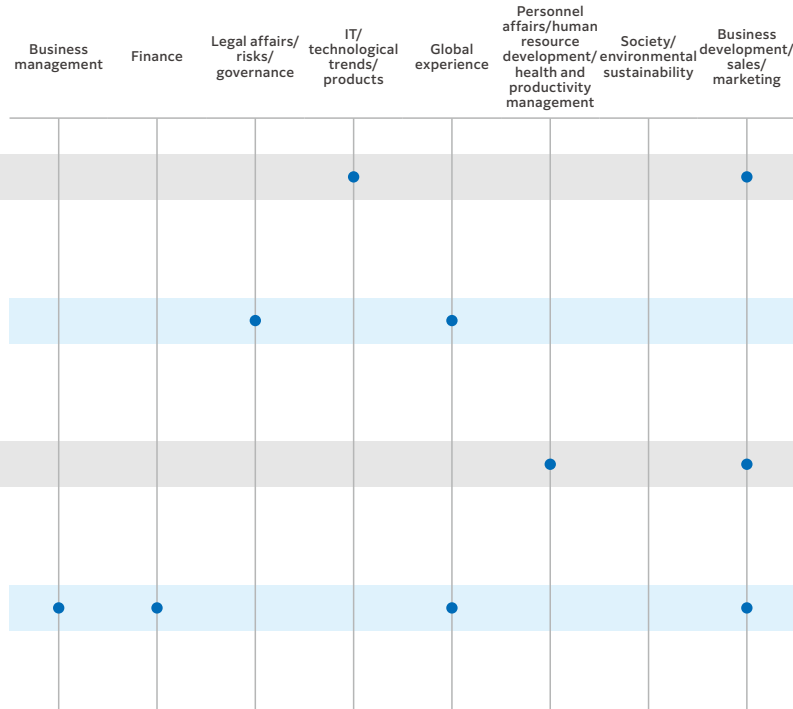
Corporate Auditor

**Shinju Tanno**

**Major concurrent positions**  
Audit & Supervisory Board Member of CAC Corporation  
Mr. Tanno joined the Company in 1989. He was engaged in system development and operations for various clients in the manufacturing, service, and other industries. He was appointed General Manager of AMO Department I of the AMO Unit in 2009, Executive Officer of CAC Corporation in 2015, and Director and Executive Officer responsible for operations in 2019. Since March 2025, he has served as Corporate Auditor of the Company and Audit & Supervisory Board Member of CAC Corporation.

-/- -/-

Skill Set



□ Status of Attendance at Board of Directors' Meetings (Fiscal year ended December 31, 2024)  
 ■ Status of Attendance at Board of Corporate Auditors Meetings (Fiscal year ended December 31, 2024)



Outside

Corporate Auditor

**Hirokazu Honda**

**Major concurrent positions**

Partner of the Abe, Ikubo & Katayama Law Office  
Mr. Honda was registered as a lawyer and joined the Abe, Ikubo & Katayama Law Office in 1997. In 2004, he was registered as a lawyer in the State of New York, the United States and became Partner of the Abe, Ikubo & Katayama Law Office (current position). He held positions of Outside Corporate Auditor and Outside Director of Uoriki Co., Ltd. He has been serving as Outside Corporate Auditor of the Company since March 2017.

18/18 18/18



Outside

Corporate Auditor

**Yuichi Ishino**

**Major concurrent positions**

Representative Director, Ontrack Corporation  
Mr. Ishino has worked for the Mitsubishi Bank, Ltd. (current MUFG Bank, Ltd.), Booz Allen Hamilton Inc. (current PwC Consulting LLC) and other companies before he assumed the post of Representative Director (current position) of Ontrack Corporation, a management consulting firm. He has been an Outside Corporate Auditor of the Company since March 2019.

18/18 18/18

Executive Officer

Executive Officer

**Hirotomto Sabetto**

In charge of Core ICT

Executive Officer

**Eisuke Nakanishi**

In charge of New Business Promotion and the General Manager of New Business Promotion Headquarters

Executive Officer

**Tatsuo Mikoda**

Deputy officer in charge of the Corporate Division, Deputy General Manager of the Corporate Division and CFO

Executive Officer

**Toshinobu Matsuhashi**

In charge of global strategy and General Manager of the Global Strategy Division

Executive Officer

**Takuya Maeda**

In charge of strategic integration and General Manager of the Strategic Integration Division

Executive Officer

**Takahiro Suzuki**

Head of Research and Development Division CTO (Chief Technology Officer)

## Financial Data

	49th term Fiscal Year Ended December 2014 (FY2014)	50th term FY2015	51st term FY2016	52nd term FY2017	53rd term FY2018	54th term FY2019	55th term FY2020	56th term FY2021	57th term FY2022	58th term FY2023	59th term FY2024
Net sales (million yen)	50,031	52,105	52,521	53,268	49,906	50,683	48,539	47,935	47,971	50,539	52,063
Operating profit (million yen)	3,191	1,209	1,202	698	1,426	1,314	1,948	3,697	3,187	3,327	3,394
Ordinary profit (million yen)	3,000	1,080	937	717	1,368	1,257	1,909	3,668	3,158	3,118	3,361
Profit attributable to owners of parent (million yen)	2,343	(142)	2,039	1,100	1,319	1,500	1,669	2,476	2,093	2,473	3,096
Net assets (million yen)	30,310	29,293	27,683	32,429	28,857	25,797	26,236	31,398	29,300	32,346	37,714
Total assets (million yen)	53,387	51,783	50,344	54,125	46,968	45,626	44,565	47,261	44,213	48,532	54,733
Cash flows from operating activities (million yen)	2,331	(770)	892	(1,014)	3,276	104	1,110	2,902	2,625	594	5,713
Cash flows from investing activities (million yen)	432	(2,760)	3,233	307	2,362	3,523	1,338	532	(591)	1,247	(1,328)
Cash flows from financing activities (million yen)	(1,388)	(796)	(1,920)	(2,196)	(2,310)	(6,324)	(1,704)	(2,930)	(1,711)	(2,070)	(2,855)
Book value per share <BPS> (yen)	1,455.06	1,439.40	1,447.09	1,720.38	1,527.13	1,512.07	1,505.09	1,822.34	1,683.23	1,873.73	2,187.80
Earnings per share <EPS> (yen)	117.69	(7.21)	105.54	59.69	71.57	84.83	100.55	146.75	123.60	145.24	181.38
Return on equity <ROE> (%)	9.1	(0.5)	7.4	3.8	4.4	5.6	6.6	8.8	7.1	8.2	8.9
Return on assets <ROA> (%)	6.6	2.1	1.8	1.4	2.7	2.7	4.2	8.0	6.9	6.7	6.5
Equity ratio (%)	54.3	54.6	53.0	58.6	59.9	54.7	57.0	65.1	64.7	65.8	68.3
Price-to-earnings ratio <PER> (times) * Based on the closing share price at the end of each fiscal year	9.97	—	8.38	17.77	13.02	18.50	14.16	9.89	11.59	11.97	9.11
Dividend per share (yen)	32.00	32.00	40.00	36.00	38.00	50.00	60.00	60.00	60.00	80.00	90.00
Dividend payout ratio (%)	27.2	—	37.9	60.3	53.1	58.9	59.7	40.9	48.5	55.1	49.6

## Stock Information

### General Information (as of December 31, 2024)

Number of shares authorized	86,284,000
Number of shares issued and outstanding	20,541,400
Unit share	100
Number of shareholders	7,832
Fiscal year end	December 31
Annual general shareholders meeting	End of March
Record date	Year-end Dividend: December 31 Interim Dividend: June 30
Administrator of the register of shareholders	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo
Stock exchange listing	Tokyo Stock Exchange, Prime Market (Date of Listing: October 2000) (Securities Code: 4725)

### Breakdown of Shareholding by Investor Type (as of December 31, 2024)

Investor type	Number of shareholders	Number of shares held (thousands)	Percentage of total issued shares
Japanese financial institutions	16	3,574	17.39%
Japanese securities companies	24	378	1.85%
Other Japanese companies	68	5,942	28.93%
Foreign companies, etc.	78	1,762	8.59%
Japanese individuals and others	6,297	8,856	43.24%
Total	6,483	20,514	100.00%
Fractional shares and others		27	
Grand total	7,832	20,541	

\* Treasury stock (3,019 thousand shares as of December 31, 2024) is included in "Japanese individuals and others."

\* The number of shares held in "Other Japanese companies" includes 12 units of shares held under the name of Japan Securities Depository Center, Inc.

### Primary Shareholders (as of December 31, 2024)

Name of shareholders	Number of shares held (thousands)	Percentage of total issued shares(excluding treasury stock)
SHOGAKUKAN Inc.	3,102	17.80
The Master Trust Bank of Japan, Ltd.(Trust account)	1,687	9.68
Custody Bank of Japan, Ltd.(Trust account)	584	3.35
CAC Employee Shareholding Association	509	2.92
Sumitomo Mitsui Banking Corporation	484	2.77
BNYM AS AGT/CLTS NON TREATY JASDEC	444	2.55
Sumitomo Realty & Development Co., Ltd.	395	2.26
Custody Bank of Japan(account E in trust)	370	2.12
Hikari Tsushin K.K.	335	1.92
Tomoe Corporation	300	1.72

\*The 3,019 thousand shares of treasury stock as of December 31, 2024 are not included in the above.

\*All of the shares held by the above trust bank are related to the trust business.

# Corporate Information

## Corporate Profile

Name	CAC Holdings Corporation
Head office	24-1, Nihonbashi-Hakozaki-cho, Chuo-ku, Tokyo 103-0015, Japan
Representative	Ryota Nishimori, President and CEO
Founded	August 8, 1966
Common stock	¥3,702 million (as of the end of December 2024)
Consolidated sales	¥52,063 million (for the fiscal year ended December 31, 2024)
Number of Group employees (As of December 31, 2024)	4,653
Main services offered	Formulation of the CAC Group's business strategy and business administration of the Group
Main financing banks	Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., Mizuho Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation, and Sumitomo Mitsui Trust Bank, Limited

### Editorial Policy

#### Scope of reporting

- Reporting period: January 1, 2024 to December 31, 2024 (activities in January 2025 and thereafter are also included in some sections)
- Subject organizations: CAC Holdings Corporation and 23 consolidated subsidiaries (as of December 31, 2024)

#### Caution concerning forward-looking statements

This report contains descriptions of plans and strategies for the future and forecasts and prospects of business results of CAC Holdings Corporation and CAC Group companies. The forward-looking statements in this report are based on information currently available to the Company and certain assumptions deemed reasonable at the time of writing. Actual results may differ materially from these forecasts due to various external factors.

## Major Group Companies

### ● CAC Corporation

Location	Chuo-ku, Tokyo, Japan
Main services	System development services System operation services BPO/BTO services

### ● ARK Systems Co., Ltd.

Location	Chuo-ku, Tokyo, Japan
Main services	Open system solutions Mainframe solutions Web-based system solutions IT management solutions

### ● Hitec Systems Corporation

Location	Shimonoseki-shi, Yamaguchi, Japan
Main services	Systems development, maintenance and operation Packaged software development and sales

### ● CIM TECHNOLOGY Co., Ltd.

Location	Meguro-ku, Tokyo, Japan
Main services	System development and sales

### ● Rosso Inc.

Location	Shibuya-ku, Tokyo, Japan
Main services	Systems development, maintenance and operation

### ● CAC Identity Corporation

Location	Chuo-ku, Tokyo, Japan
Main services	New business development

### ● CAC AMERICA CORPORATION

Location	New York, United States
Main services	System consulting services System integration Helpdesk services

### ● CAC EUROPE LIMITED

Location	London, United Kingdom
Main services	System consulting services System integration

### ● CAC SHANGHAI CORPORATION

Location	Shanghai, China
Main services	System consulting services System integration System operation (helpdesk services and area services)

### ● GoldenTech Computer Technology (Suzhou) Co., Ltd.

Location	Suzhou, China
Main services	System development Contracted software development

### ● Inspirisys Solutions Limited

Location	Chennai, India
Main services	IT infrastructure services Software services Warranty management services

### ● Mitrais Pte. Ltd.

Location	Singapore
Main services	Contracted software development services



## CAC Holdings Corporation

24-1, Nihonbashi-  
Hakozaki-cho, Chuo-ku,  
Tokyo 103-0015, Japan

Phone: +81-3-6667-8070  
(IR Group,  
Financial Strategy Dept.)

<https://www.cac-holdings.com/eng/>

