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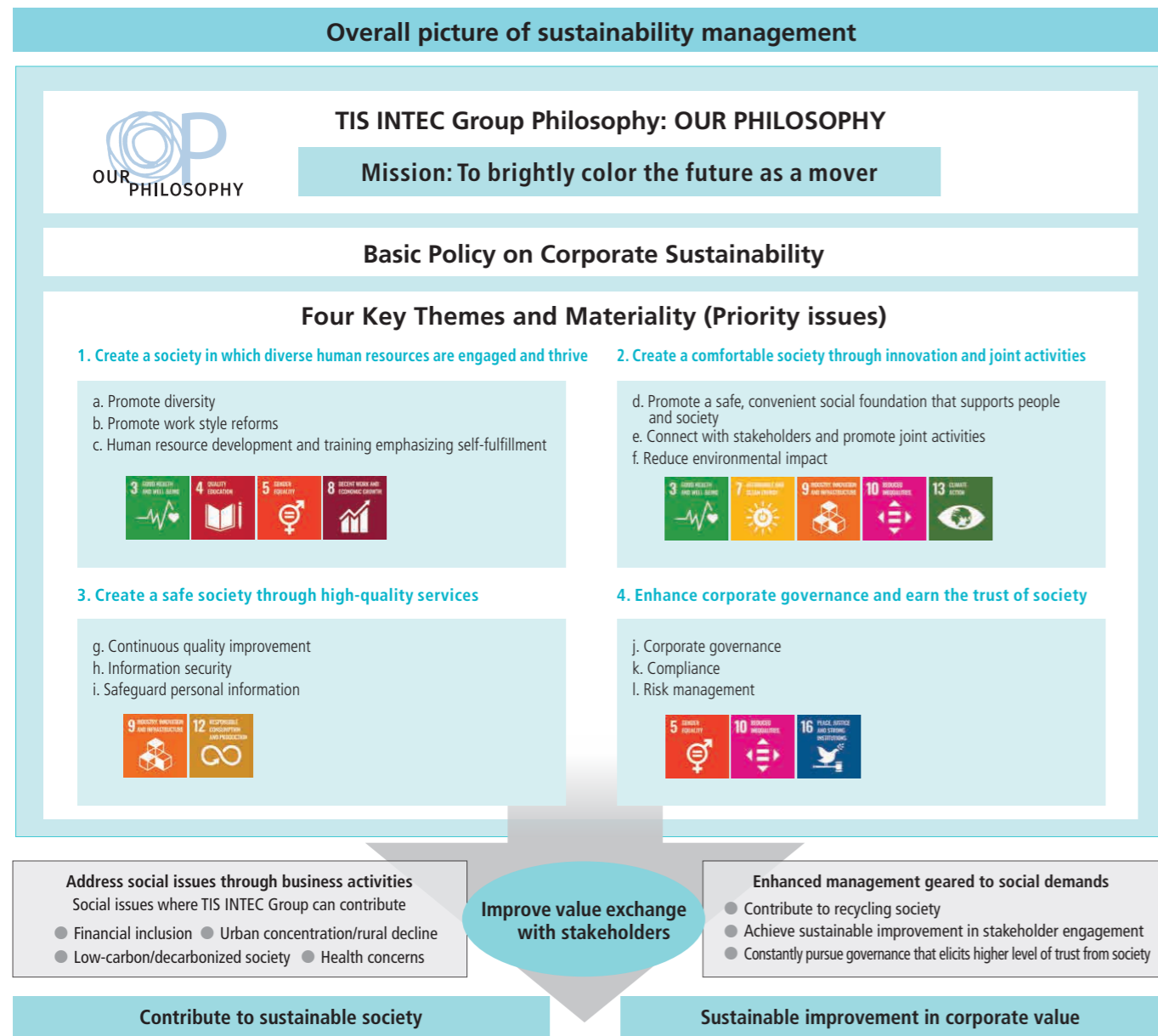
TIS INTEC Group Value Creation

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Seeking to deepen sustainability management

TIS INTEC Group will reinforce its commitment to corporate social responsibility through its contribution to the sustainable development of society by resolving social issues through its business, and will further strengthen its corporate sustainability initiatives.



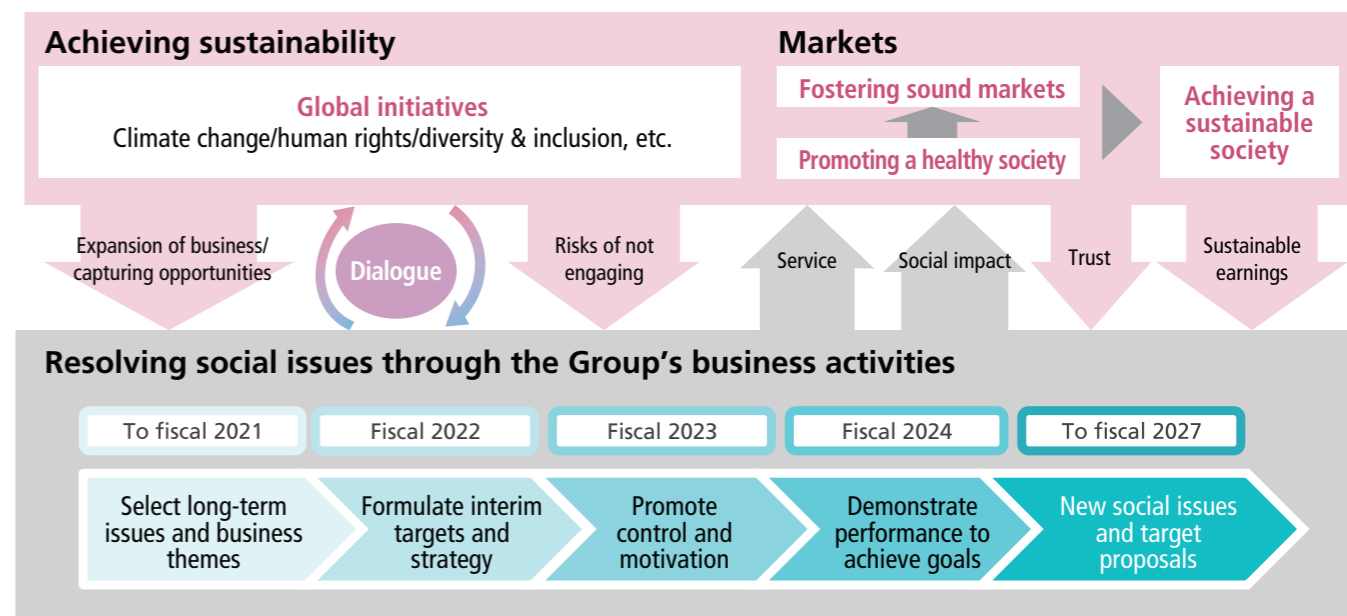
Changes in Sustainability Initiatives

The Group's sustainability initiatives have steadily evolved under the new management structure of the holding company since July 2016, based on the identification of materiality and the entrenchment of sustainability in the consciousness of employees. In April 2023, the Corporate Sustainability Committee was placed directly under supervision of the Board of Directors and had its structure strengthened by having a leadership of directors put in place. We look forward to great advances under the new structure.



Address Social Issues through Business Activities

We will expand our services to create both economic and social value based on business opportunities and risks from global initiatives to realize a sustainable society and enhance corporate sustainability.



Enhanced Management Geared to Social Demands

The Group is engaged in a variety of environmental, social, and corporate governance (ESG)-related measures to improve the quality of its management through the efficient employment of both its financial and non-financial capital to sustainably maximize its earnings and value to society. The Group's main focus has been in the following three areas.

Contribute to Recycling Society

To help achieve a sustainable, decarbonized society, the Group declared carbon neutrality in December 2022, aiming to reduce greenhouse gas emissions associated with its business activities. In addition, as medium- to long-term environmental measures to mitigate climate change, we have set targets in line with the 1.5°C target (WB1.5C scenario) of the Paris Agreement.

▶ Please refer "Platform for Value Creation (Environment)" on page 89 for details.

Achieve Sustainable Improvement in Stakeholder Engagement

The Group strives to improve value exchange by proactively creating opportunities for dialogue with its stakeholders, including various initiatives to improve employee engagement; holding business policy briefings based on the results of satisfaction surveys for business partners; using client satisfaction surveys to understand client evaluations and requests; convening briefings and meetings for shareholders and investors; and conducting social contribution activities for local communities.

▶ Please refer "Platform for Value Creation (Social)" on page 93 for details.

Constantly Pursue Governance that Elicits Higher Level of Trust from Society

The Group has a clearly defined structure of responsibilities, policies, and activities aimed at mitigating risks and capturing opportunities for each area it is required to address. It has implemented tangible measures in the areas of corporate governance, internal control mechanisms, compliance, information security/personal information protection, quality control/production innovation, and taxation.

▶ Please refer to "Platform for Value Creation (Governance)" on page 69 and the ESG Data Book for details.

Topics TIS INTEC Group publishes ESG Data Book

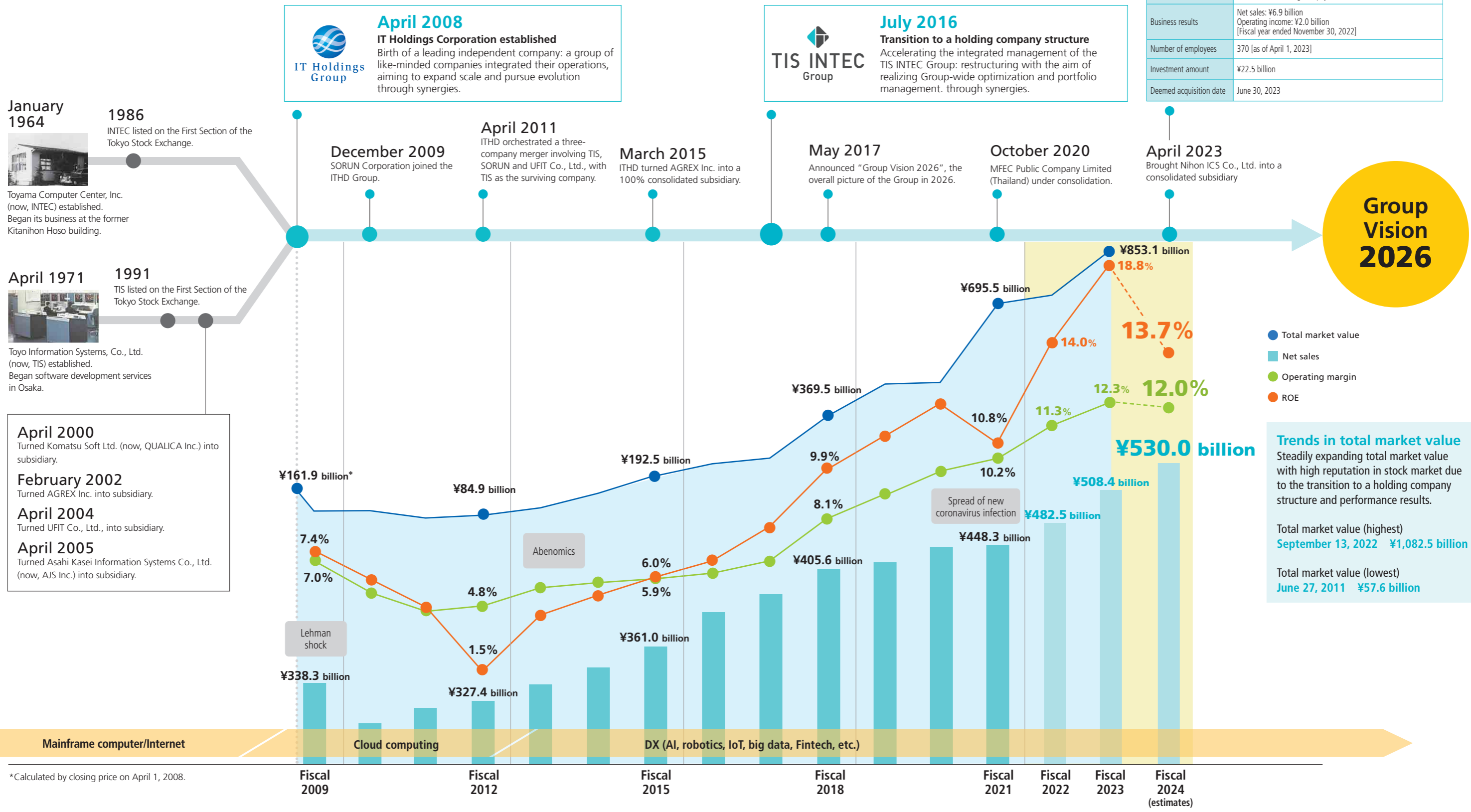
With growing external interest and requests for disclosure regarding ESG, the Group has published an ESG Data Book to provide detailed and accurate information on its sustainability management and ESG initiatives. We provide stakeholders with an easy-to-understand overview of initiatives, and quantitative information on the Group's sustainability credentials.

*Please visit the following webpage for further details and to download a copy.
https://www.tis.com/group/sustainability/esg_databook/index.html

Growth Trajectory

Making the most of the advanced technologies and know-how the TIS INTEC Group has accumulated over the years, we aim to revitalize society and contribute to the well-being not only of our clients, but of society as a whole.

We will continue to challenge ourselves to achieve further growth, contribute to a sustainable society, and realize sustainable enhancement of corporate value based on an unwavering ambition to contribute to the development of society through digital technology.



*Calculated by closing price on April 1, 2008.

Value Creation Process

We will balance efforts to realize a sustainable society with efforts to achieve sustainable improvement in corporate value by leveraging unified Group management based on OUR PHILOSOPHY, the TIS INTEC Group philosophy.

Management Philosophy	TIS INTEC Group Philosophy OUR PHILOSOPHY	Mission: To brightly color the future as a mover	P.2
Vision	Group Vision 2026 (2026 Corporate ideal) "Create Exciting Future"	Utilizing leading-edge technology and know-how to realize business innovation and market creation	P.34

Changes in the external environment

P.33

Management Resources P.23

Financial Capital

Human Capital

Manufacturing Capital

Social & Related Capital

Natural Capital

Intellectual Capital

Materiality P.27

Create a society in which diverse human resources are engaged and thrive

Create a comfortable society through innovation and joint activities

Create a safe society through high-quality services

Enhance corporate governance and earn the trust of society

SUSTAINABLE DEVELOPMENT GOALS

Management strategies/asures for sustainable growth

Medium-Term Management Plan (2021–2023)

Be a Digital Mover 2023 P.40

TIS INTEC Group Business Activities
Providing optimum, one-stop support across client system lifecycles and all types of IT-related services

Offering Service Business P.63

BPM P.64

Financial IT Business P.65

Industrial IT Business P.66

Regional IT Solutions P.67

Platform that supports value creation of the Group

Environment

Contribute to decarbonized society and recycling society

P.89

Social

Sustainable improvement in stakeholder engagement

P.93

Governance

Constantly strive for governance that promotes higher level of trust from society

P.69

Quality Control and Production Innovation P.101

Intellectual Property P.103

Research and Development P.104

Value provided to society

Make society's wishes come true through IT.

Economic value (Fiscal 2023)

Net sales ¥ 508.4 billion

Operating income ¥ 62.3 billion

ROE 18.8 %

Social value

Shareholders and Investors

- Sustainable improvement in shareholder value and return to shareholders
- Highly transparent disclosure
- Engaging in constructive dialogue

Clients

- Provide the best services
- Plan/propose new application formats for IT
- Lead/support realization of vision and strategies

Business Partners

- Create new added-value
- Fair, transparent, open competition and appropriate business practices
- Responsible procurement

Employees

- Provide opportunities for growth and personal development
- Provide environment that is safe and comfortable
- Promote diversity

Local Communities

- Realize the means for safe and secure living
- Active interaction with local residents in areas in which we operate
- Reduction of environmental impact







Secure growth opportunities fueled by trust and fulfilling expectations

Improve value exchange through stakeholder engagement

Help solve social issues through use of digital technology

Sources of Value Creation and Competitive Advantage

The capital that the TIS INTEC Group has developed over the years is an indispensable element for sustainable corporate value growth and a source of value creation. We aim to create further value through the enhancement and effective utilization of this capital.

Management Capital	Inputs	Scope of Aggregation	Features	Initiatives to Maintain and Strengthen Capital
Financial Capital 	Net assets ¥309.2 billion Equity ratio 64.2% Credit rating A+ / Stable Investments in growth ¥100 billion (3 years, estimates)	A A A A	<ul style="list-style-type: none"> Stable financial base Strong profitability and capital efficiency 	Promoting structural transformation of business by strengthening investment / Promoting capital optimization / Reducing cross-shareholdings Please refer to "Financial Investment Strategy" on page 58.
Human Capital 	Number of employees (consolidated) 21,946 Percentage of female employees in management positions 10.9% Number of days spent on learning and research per person 14.2 days Results of employee awareness surveys*1 52%	A C C C	<ul style="list-style-type: none"> Diverse human resources engaged as movers Sustainable engagement 	Strengthening Engagement / Promoting Diversity and Inclusion / Supporting Advancement of Diverse Human Resources / Health Management / Workstyle Reform / Strategic Inclusion in Training and Education Please refer to "With Employees" on page 93.
Manufacturing Capital 	Business sites throughout Japan About 160 sites Overseas sites centered in ASEAN 10 countries	Domestic Overseas	<ul style="list-style-type: none"> Outsourcing sites based on business continuity 	Development of high-quality services that respond to environmental changes and client needs
Social & Related Capital 	Number of clients Approx. 15,000 companies More than 600 companies Results of client satisfaction survey*2 69.6% Number of business partners About 540 companies Results of business partner satisfaction survey*3 83% Linkage with startups (CVC investees) 44 companies	Domestic Overseas D D D	<ul style="list-style-type: none"> Stable business promotion through a strong relationship of trust 	Strengthening customer relationships and satisfaction by capturing a wide range of customer requirements and leveraging them in development and service provision Please refer to "With Clients" on page 97. Please refer to "With Business Partners" on page 98.
Natural Capital 	Energy consumption (electricity) 143,909 MWh	B	<ul style="list-style-type: none"> High energy efficiency through environmentally friendly data centers 	Promotion of renewable energy use / data center consolidation Please refer to "For the Global Environment" on page 89.
Intellectual Capital 	Extensive service menu (aggregate number of solutions) About 500 Group awareness (among business people) 67% Trinity: Original quality management system	Domestic Domestic	<ul style="list-style-type: none"> Strong technological capability Abundant experience and know-how Dedication to improving quality, productivity, and technology 	Sharing of development know-how and technical issues / Tech Lead Team activities / Brand maintenance and enhancement Please refer to "Intellectual Property" on page 103.

Figures are as of March 31, 2023.

*1 Percentage of respondents answering positively to the question "Overall, this company is a good place to work" in the employee awareness survey.

*2 Percentage of respondents who answered we were "an irreplaceable business partner" in the client satisfaction survey.

*3 Percentage of respondents who answered "satisfied with our business and relationship" in the business partner satisfaction survey.

Scope of data collection

A. TIS INTEC Group consolidated

B. TIS and consolidated companies including 12 domestic companies and nine overseas companies

C. TIS, INTEC, AGREX, QUALICA, AJS, TIS System Service, and TIS Solution Link

D. TIS parent

Followings are examples of IT services in the TIS INTEC Group portfolio that help support clients' businesses, the lifestyles of individuals and social infrastructure

Supporting safe and secure, daily credit card settlement

Credit cards
Core system development results

Domestic market share
About 50%
(On annual transaction volume basis for clients served)

Of 26 companies in Japan with significant consumer credit transaction volumes, 11 are in the Group's client base for core system development.

Credit extended for card-facilitated purchases has reached ¥81 trillion in Japan. The 11 companies that are in the TIS INTEC Group client base have aggregate membership of about 200 million people and credit transaction volume representing about 50% of the total market.

Promoting cashless settlement in Japan

Branded debit card-related
Service provision/system development results

Domestic market share
86%

There are about 460 million debit cards affiliated with an international brand in Japan. Settlement transactions have reached about 770 million per year, with an aggregate value of about ¥3.3 trillion. The TIS INTEC Group boasts an overwhelming share—about 86%—of the market, on a transaction-handling financial institution basis, through such solutions as DebitCube+, which provides one-stop access to services required or branded debit card issuance and operation.

Support progress of banking business overall through use and application of digital data generated through client contact

F³ (F Cube)
Implementation

54 of 99 banks
(regional banks)

Launched Group B2B CRM Service in April 2023. Expands scope of service availability to Group companies as well to provide F³ beyond client base of banks to leasing companies, credit card companies and companies in other financial sectors. Going forward, plan to complement fully cloud-based call center service with CRM (SFA) function through multi-cloud and microservice deployment models.

Support business DX (optimization, greater efficiency) in business-to-business transactions

EDI
SaaS market

Market share
About 20%^{*1}

Hold industry's top share of EDI/SaaS market. Fast response to PCI DSS and EDI 2024 issues as well as extensive industry-oriented EDI and EAI platform building and operating results. Will take industrial OS business co-creation platform to new level, bridging existing EDI and API, for which demand is expected to expand.

Highly evaluated as restaurant sector-specific shop management system

TastyQube Growth
System implementation

Market share
About 20%
(Top 250 companies in the restaurant sector)

TastyQube Growth is highly versatile and can be applied to any restaurant format, helps to visualize shop operations, and realizes enhanced operating efficiency. Earning high regard for offering necessary functions for restaurant/shop management in all-in-one package, this solution has been applied to about 20% of market share, mainly for restaurants, cafes and pubs.

Contributing to the business of new electric power companies in the wake of electricity deregulation

EneLink
50 systems deployed at 30 companies

New electric power businesses
10 of 30 leading PPSs

Following the full deregulation of the electricity retail market that began in April 2016, we have contributed to the businesses of PPSs and Japan's power system reforms by providing rate calculation systems, supply-demand management systems, and other products as part of the EneLink series. We will continue to address issues related to electric power and energy, which are the foundation of industry and daily life, such as stable supply, cost reduction, and decarbonization.

Contributing to stable insurance system platform creation

For Federation of National Health Insurance Associations
Track record in system implementation/operation/maintenance

12 of 47 prefectures

Of the 47 prefecture-based members of the Federation of National Health Insurance Associations in Japan, the TIS INTEC Group has been tapped to install, operate and maintain systems for 12 members. About 5.2 million people are covered by these 12 insurance associations^{*2}.

Contribute to greater efficiency in clients' address management operations

National address master file "ADDRESS"
Implementation ratio in non-life insurance sector

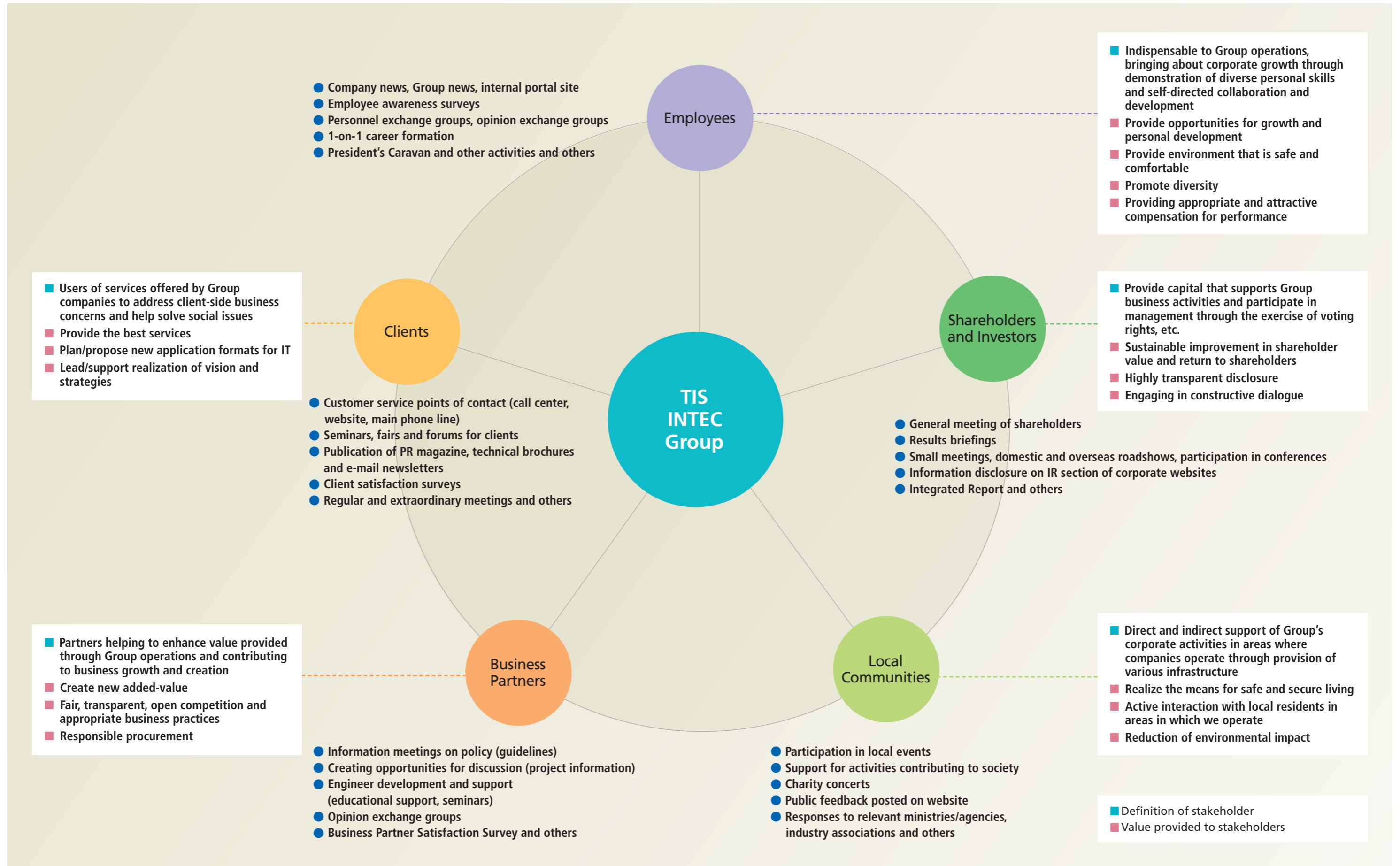
Implementation ratio in non-life insurance sector
More than 95%
(Excludes insurance companies offering specialized products, such as pet insurance and reinsurance)

All addresses in Japan are assigned a 10-digit code, creating a master file of some 300,000 kana and kanji-based addresses. ADDRESS deals with changes in client addresses caused by the merger of cities, towns and villages, standardizes address information, and facilitates efficient profile-building. Applications in the non-life insurance sector include estimating fire insurance premiums.

Note: Market data (market share) is based on TIS research.
*1 Fiscal 2022 results of EDI tool, SaaS, vendor share, amount are based on "Software Business New Market 2023" by Fuji Chimera Research Institute, Inc.
*2 The scope is the National Health Insurance system.

Stakeholder Engagement

The Group will build relationships of trust through active communication with respective stakeholders and, in harmony with society, to improve sustainable value.



Materiality and Sustainability Promotion

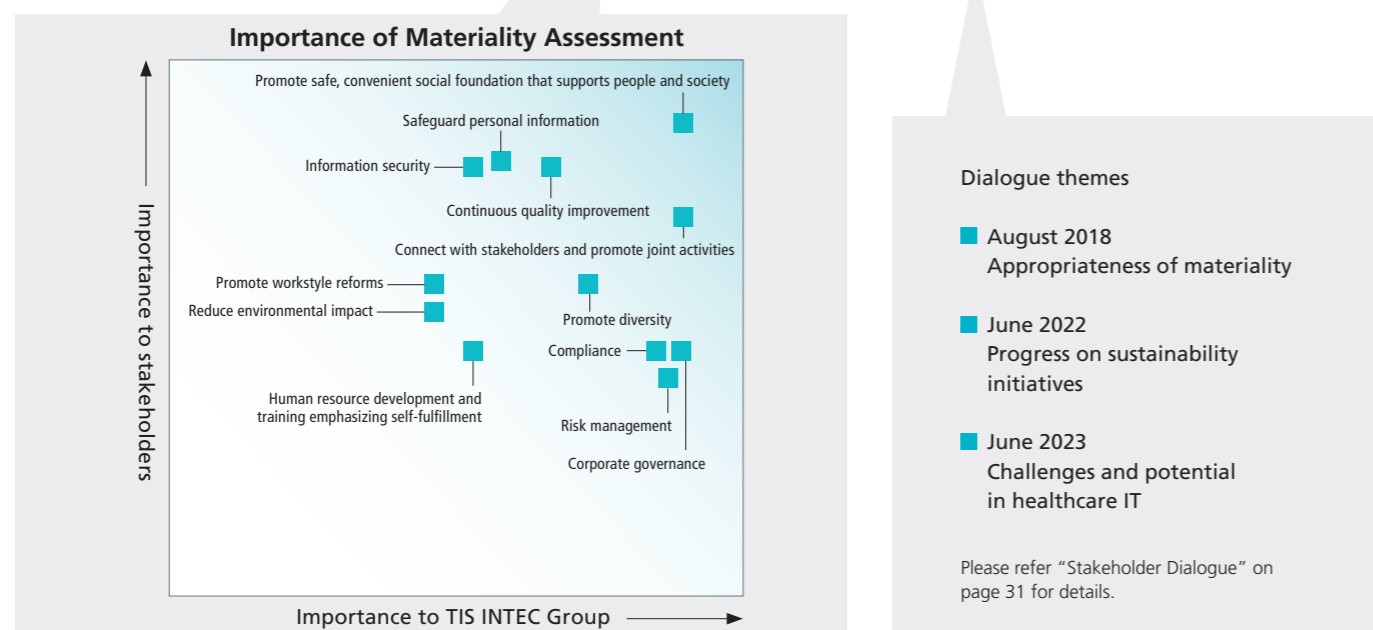
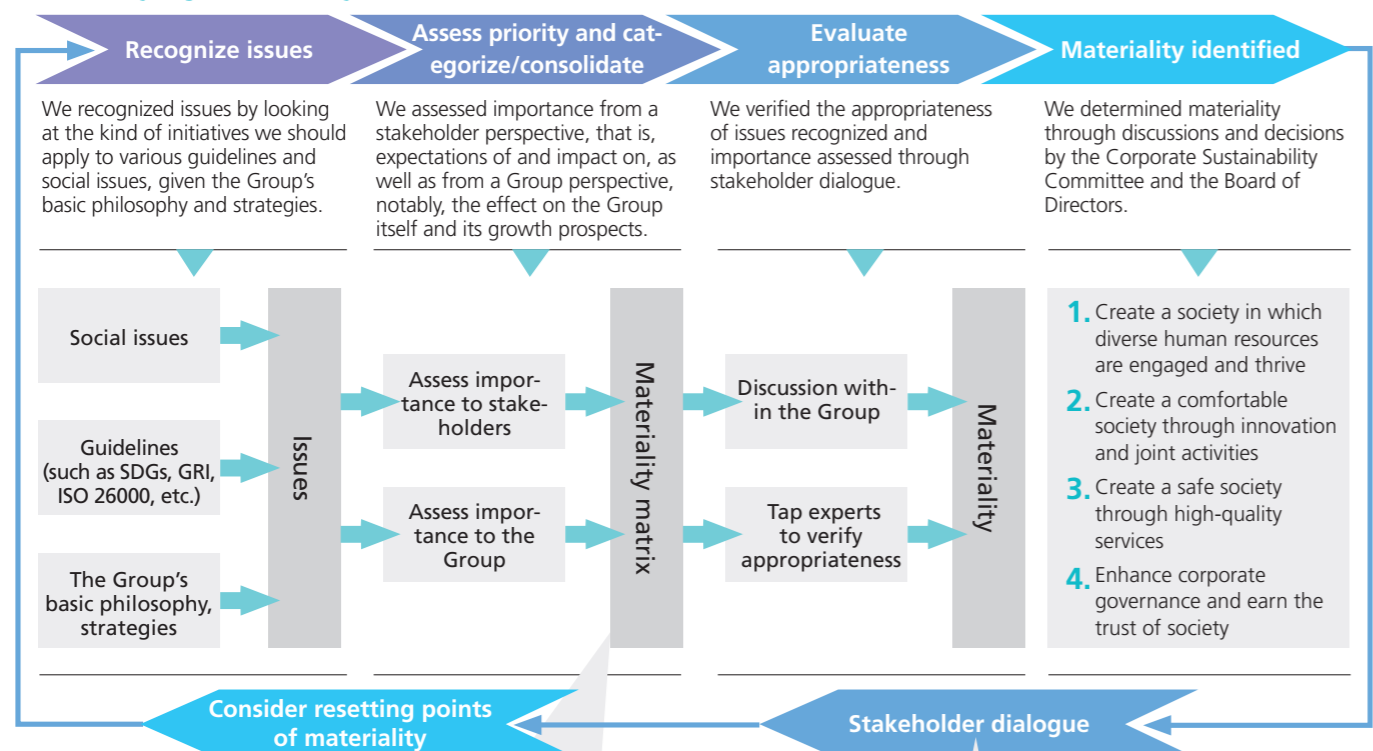
Materiality (Key Issues) for the TIS INTEC Group

To strengthen measures for corporate sustainability, TIS identified materiality as a key issue for the Group in fiscal 2019, and clarified priority themes where efforts would be focused, considering stakeholders' expectations of us, our impact on society, and the Group's strength.

To clarify important themes and identify materiality, we assessed importance from a stakeholder perspective, that is, impact on, as well as from a Group perspective, notably, the effect on the Group itself and its growth prospects.

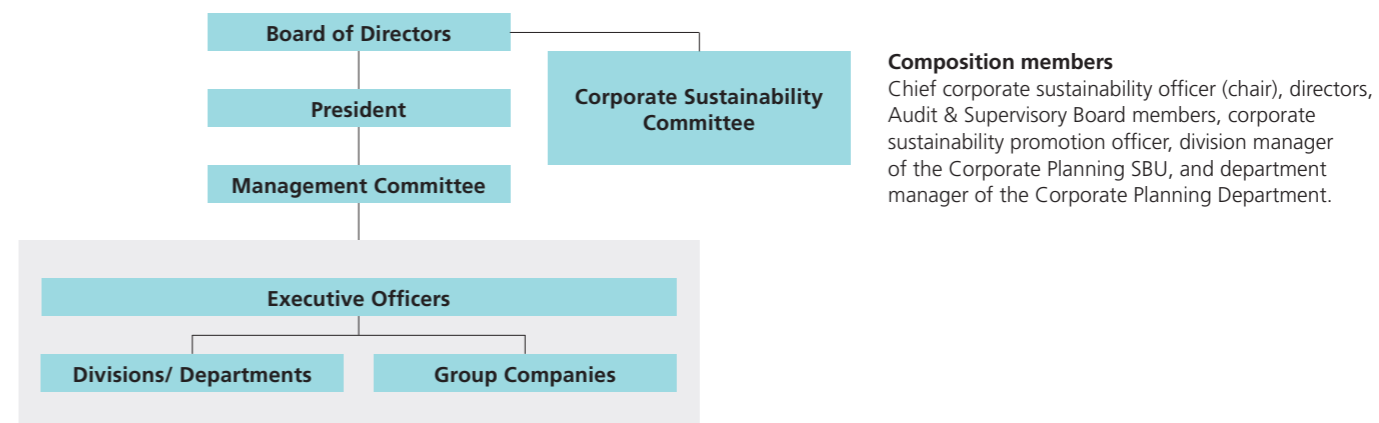
1. Create a society in which diverse human resources are engaged and thrive a. Promote diversity b. Promote workstyle reforms c. Human resource development and training emphasizing self-fulfillment	3. Create a safe society through high-quality services g. Continuous quality improvement h. Information security i. Safeguard personal information
2. Create a comfortable society through innovation and joint activities d. Promote safe, convenient social foundation that supports people and society e. Connect with stakeholders and promote joint activities f. Reduce environmental impact	4. Enhance corporate governance and earn the trust of society j. Corporate governance k. Compliance l. Risk management

Identifying Materiality



Sustainability Promotion System

The President takes ultimate responsibility for the Group's sustainability activities. Under his leadership, the Corporate Sustainability Committee identifies trends, discusses sustainability issues, selects issues to focus on, and provides direction on how to address them at Board of Directors meetings. Issues definition and proposed solutions are presented to the executive through the Management Committee. The Head of Corporate Sustainability coordinates efforts to define the issues and the direction of their resolution with the relevant departments and incorporates measures to resolve them in annual and medium-term management plans. Progress is monitored by the Management Committee and overseen by the Board of Directors as appropriate.



Composition members
 Chief corporate sustainability officer (chair), directors, Audit & Supervisory Board members, corporate sustainability promotion officer, division manager of the Corporate Planning SBU, and department manager of the Corporate Planning Department.

The Group determine the organization in charge of each ESG area to increase effectiveness of ESG initiatives.

ESG issues	Responsibility	
Sustainability management	Corporate sustainability promotion officer	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU
Internal control	Director in charge of internal control	Tsuneoyoshi Ito, Managing Executive Officer, Division Manager of Corporate Management SBU
Compliance	Director in charge of compliance	Tsuneoyoshi Ito, Managing Executive Officer, Division Manager of Corporate Management SBU
Information security/ personal information protection	Information security management officer	Tsuneoyoshi Ito, Managing Executive Officer, Division Manager of Corporate Management SBU
Quality control/ product innovation	Trinity administration officer	Ikuo Shimizu, Managing Executive Officer, System Development & Quality Management Innovation SBU
Tax affairs	Director in charge of finance	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU
Environment	Corporate sustainability promotion officer Environmental promotion officer	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU Tsuneoyoshi Ito, Managing Executive Officer, Division Manager of Corporate Management SBU
Human capital	Corporate sustainability promotion officer Human resources strategy promotion officer	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU Kyoko Takayanagi, Managing Executive Officer, Division Manager of Human Resources SBU
Human rights	Human rights officer	Shinichi Horiguchi, Director, Senior Managing Executive Officer, in charge of Corporate Planning SBU, Human Resources SBU, Corporate Management SBU
Supply chain	Corporate sustainability promotion officer	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU
Social contributions	Corporate sustainability promotion officer	Masakazu Kawamura, Executive Officer, Division Manager of Corporate Planning SBU

Materiality-Related Initiatives and Targets

Risks, Opportunities and Promotion Strategies Related to Materiality

We are improving the effectiveness of our materiality initiatives by focusing on more specific actions through analyzing the impacts that the Group aims to reduce and identifying opportunities for each identified materiality theme.

We are also working to achieve sustainability management through the execution of Medium-Term Management Plan.

Materiality themes	Impacts to be reduced	Opportunities to be seized
1. Create a society in which diverse human resources are engaged and thrive	<ul style="list-style-type: none"> Labor shortages that reduce productivity Inability to input the necessary human resources causing business growth to be impeded Lack of technology for new areas Less creativity and imagination among employees Less intra-Group and intra-organizational synergy 	Boost value creation capacity <ul style="list-style-type: none"> Enhance innovation abilities Secure human resources Boost productivity through greater employee engagement
2. Create a comfortable society through innovation and joint activities	<ul style="list-style-type: none"> Opportunities lost through stagnation of R&D, etc. Weak framework for considering new business causing lost business opportunities Environmental burden triggering natural disasters, which in turn damage social infrastructure Changes to environmental regulations 	Construct a sustainable profit model <ul style="list-style-type: none"> Shift to a better profit structure Market growth Global environmental protection and climate change adaptation
3. Create a safe society through high-quality services	<ul style="list-style-type: none"> Productivity and quality reduced due to lack of manufacturing capacity Deterioration in business sentiment causing customers and business partners to go bankrupt and existing customers to fall away Lack of understanding of technological trends and customer needs, among other deficiencies, creating the risk of providing services of inappropriate quality and safety, and reducing competitiveness Information leaks and cyberattacks Intellectual property lawsuits 	Boost market competitiveness <ul style="list-style-type: none"> More attractive products and services Optimization of manufacturing costs Responses to country risk and technological advance
4. Enhance corporate governance and earn the trust of society	<ul style="list-style-type: none"> Group governance deficiencies causing vulnerabilities (compliance, risk management, and IT governance) Fund planning failures Credibility affected by fraudulent transactions 	Enhance corporate credibility <ul style="list-style-type: none"> Better management quality Eradication of misconduct

Promotion of Medium-Term Management Plan



Materiality-Related Initiatives

The Group promotes initiatives across its major companies for each materiality identified.

Materiality	Fiscal 2023 Results
1. Create a society in which diverse human resources are engaged and thrive	<ul style="list-style-type: none"> Implementation of e-learning and training on understanding diversity Revise personnel and promotion system to allow active participation regardless of gender or age Build an organization promoting job satisfaction and well-being, and implement measures for psychological safety Build and revise system to support voluntary career development, and provide learning opportunities including DX education
2. Create a comfortable society through innovation and joint activities	<ul style="list-style-type: none"> Promotion of social-problem-solving services businesses to achieve sales targets Promoting social contribution activities such as calling for participation in volunteer activities, support for people with disabilities, clean-up activities, dispatching lecturers, supporting non-profit organizations, community initiatives, and so on Reducing paper and electricity consumption, and reducing GHG emissions at data centers through consolidation, planned switchover to renewable energy, and other measures
3. Create a safe society through high-quality services	<ul style="list-style-type: none"> Improvement activities and PDCA (plan, do, check, act) implementation to achieve enhancement innovation goals Activities to strengthen relationships with business partners, such as holding exchange meetings and forums, to increase business partner satisfaction Analyzing surveys and implementing improvement measures to increase client satisfaction Promoting business continuity planning by conducting disaster preparedness drills and initial response drills to prepare for emergencies Conducting e-learning to improve information security and incident response skills, as well as targeted attack e-mail training and incident response training Implementing self-inspection of personal information protection, e-learning of the Group's Code of Conduct, and training on whistleblowing
4. Enhance corporate governance and earn the trust of society	<ul style="list-style-type: none"> Implementing self-assessment questionnaire for business partners Implementing training to entrench OUR PHILOSOPHY Implementing study sessions to raise the level and awareness of the whistleblower system Implementing e-learning on human rights

Sustainability-Related Indicators and Targets

Indicators		Fiscal 2023 Results	Targets	
Key theme of Medium-Term Management Plan	EPS growth	Two year CAGR 43% (From fiscal 2021 to 2023)	Three year CAGR exceeding 10% (From fiscal 2021 to fiscal 2024)	
	ROE	18.8%	Fiscal 2024	13.7%
	Operating income	¥62.3 billion	Fiscal 2024	¥63.5 billion
	Operating margin	12.3%	Fiscal 2024	12.0%
	Sales of societal issue solution service	¥48.6 billion	Fiscal 2024	¥50 billion
Value exchange	Job satisfaction	58%	Fiscal 2024	62%
	Client/service satisfaction	59%	Fiscal 2024	60%
	Business partner satisfaction	74%	Fiscal 2024	81%
Environment	GHG emissions Scope 1	481t-CO ₂	Scope 1 + 2: Achieve carbon neutral status by fiscal 2041	
	GHG emissions Scope 2	53,076t-CO ₂	Scope 1 + 2 + 3: Realize net zero status by fiscal 2051	
Governance	Strategic shareholdings	Ratio of strategic shareholdings on balance sheet to consolidated net assets: 8.9%	Ratio of strategic shareholdings on balance sheet to consolidated net assets: 10% or less (gradually reduce further)	
	Number of serious information security incidents	0	0	
	Compliance	As a foundation of management, continuously promote awareness, and monitor the progress.		
	Penetration of Group Philosophy			

Stakeholder Dialogues

The Group considers dialogue with stakeholders to be an important opportunity. Accordingly, we host regular dialogues between outside experts and Group management. We aim to create a virtuous cycle by communicating the efforts of our Group, reflecting objective opinions and new insights from differing perspectives in our corporate activities, and linking them to even higher-quality initiatives.

Overview of Stakeholder Dialogues

Theme: Challenges and Potential in Healthcare IT

Date: June 30, 2023 (Friday)

Participants: [External experts] Masahiko Oguchi

Advisor and Director of Medical Information Department, Cancer Institute Hospital of JFCR

[TIS Inc.] Hiroki Miyachi
Masakazu Kawamura

Director, Kakegawa Higashi Hospital of Medical Corporation RYOUWAKAI

Executive Officer, Division Manager of Corporate Planning SBU,

Corporate Sustainability Promotion Officer

[INTEC Inc.] Hirohito Yoshida
Koumei Yamaguchi

Executive Fellow, Healthcare Services Unit

Managing Executive Officer, Division Manager of Social Infrastructure Business Division

[Facilitator] Tomohiko Yamaguchi Consultant, Cre-en Inc.

On this occasion, we invited two external medical experts, Mr. Oguchi and Mr. Miyachi, to participate in a stakeholder dialogue. The aim of the dialogue was to explore the potential for applying the Group's IT capabilities, intellectual property, and know-how in the field of healthcare IT. After explaining our business situation and Group strengths, we received objective and frank opinions from Mr. Oguchi and Mr. Miyachi regarding the challenges and potential of applying IT to healthcare.

Profiles of external experts



Masahiko Oguchi

2009: Director, Radiation Oncology Department, Cancer Institute Hospital of JFCR; 2012: Junior Hospital Director (same hospital); 2018: Deputy Hospital Director (same hospital); 2023: Appointed to current position. Radiation oncologist. Currently, Mr. Oguchi is engaged in developing an integrated cancer care support system using AI and deploying that system to create an Innovative AI Hospital System to provide precision cancer care. Board certificated Radiation Oncologist.



Hiroki Miyachi

After working as a surgeon for 10 years, Mr. Miyachi became a home healthcare physician. Currently, he is taking medical tours around the world to find solutions to the current situation in Japan, which has one of the world's most aging populations, and is exploring new forms of medical care through the exchange of knowledge. He assumed his current position in 2019. Doctor of Medicine, specializing in general medicine and surgery.

Main Issues Identified

- The most significant challenge facing Japan's healthcare system is the aging population. The system requires considerable investments and human resources to manage long-term care and age-related chronic disease, but it is unclear which entities will handle implementation and where the financial resources will come from.
- It will no longer be possible to rely solely on social security for medical expenses and human resources. Potential solutions include informal care, more efficient coordination of information, and prevention. IT can make a great contribution in all of these areas.
- Challenges for applying IT to the healthcare field include improving security and user literacy (to protect personal information) and promoting collaboration across information owners.
- We see examples of healthcare support through microfinance in Africa and elsewhere. There is also potential to leverage the strengths of the TIS INTEC Group to create innovations in healthcare that improve quality and expand the number of service recipients.
- In the healthcare area, there is a high degree of uncertainty and no unified rules. Rather than simply waiting for improvements, therefore, we should co-create with like-minded stakeholders and deliver successes, even small ones that cannot be immediately monetized.



Masakazu Kawamura (left), Hirohito Yoshida (right); on-screen: Koumei Yamaguchi (left), Masahiko Oguchi (right), Hiroki Miyachi (bottom)

In Conclusion

Through our dialogue, we came to realize that our Group's strengths have the potential to help resolve social issues in the healthcare field. Even in sectors where issues are difficult to address due to structural matters, we became convinced that we can eventually create significant social value. We can do this by maintaining broad perspectives to address social issues, utilizing our Group's IT capabilities and knowledge, and strongly emphasizing collaboration with various like-minded stakeholders to compile a record of success stories, even small ones.

We will continue drawing on the insights gained from this dialogue to enhance value exchange with various stakeholders and become a corporate group that is needed by society. At the same time, we will strive to deliver happiness to more and more people. (Masakazu Kawamura, TIS Inc.)

*Please see below for a transcript of the entire dialogue:

<https://www.tis.com/group/sustainability/stakeholder/>