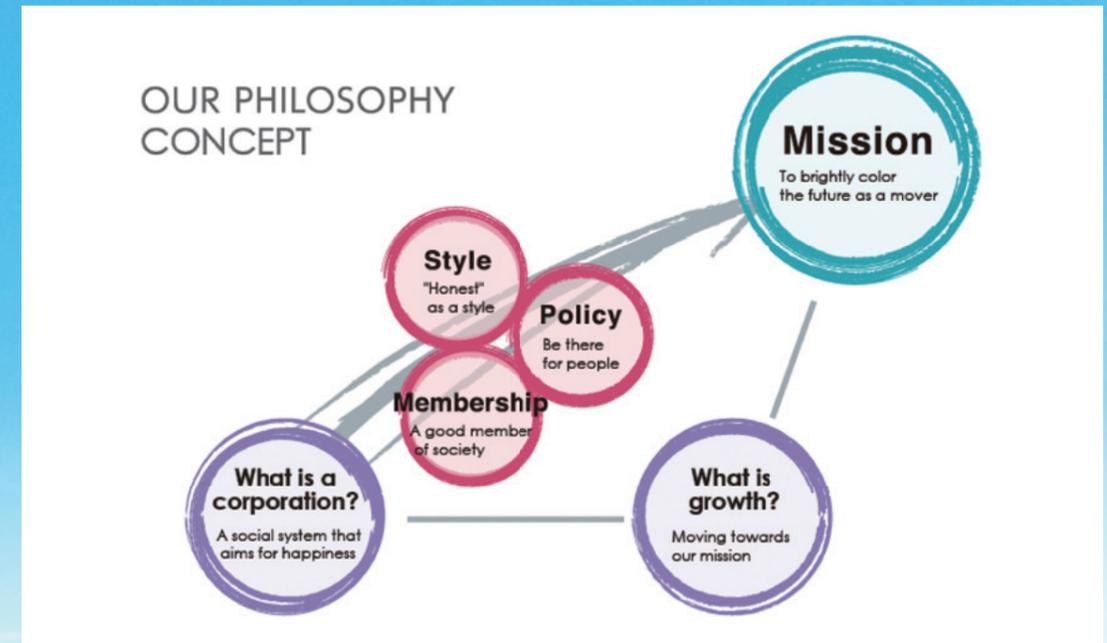


Our mission is to draw on leading-edge digital technology and know-how to shape completely new concepts and approaches that solve issues affecting our world.

Guided by this mission, we seek to make society a more colorful and vibrant place and create a tomorrow full of more smiles than yesterday. IT has the power to make the future brighter.

Make society's wishes come true through IT.

TIS INTEC Group Philosophy—OUR PHILOSOPHY



Mission | To brightly color the future as a mover

Our mission, as the TIS INTEC Group, is to fulfill a social role, but our mission also symbolizes a corporate raison d'être. The word "mover" refers to the people who create objects, services and systems that take the world—that is, the world around us—to a new level. For us, "mover" encompasses the TIS INTEC Group and the people at companies under the Group umbrella. As a mover drawing on the power of digital technology, the TIS INTEC Group will infuse the future—still essentially a blank canvas—with vibrant colors by providing innovative possibilities and options that appeal to society.

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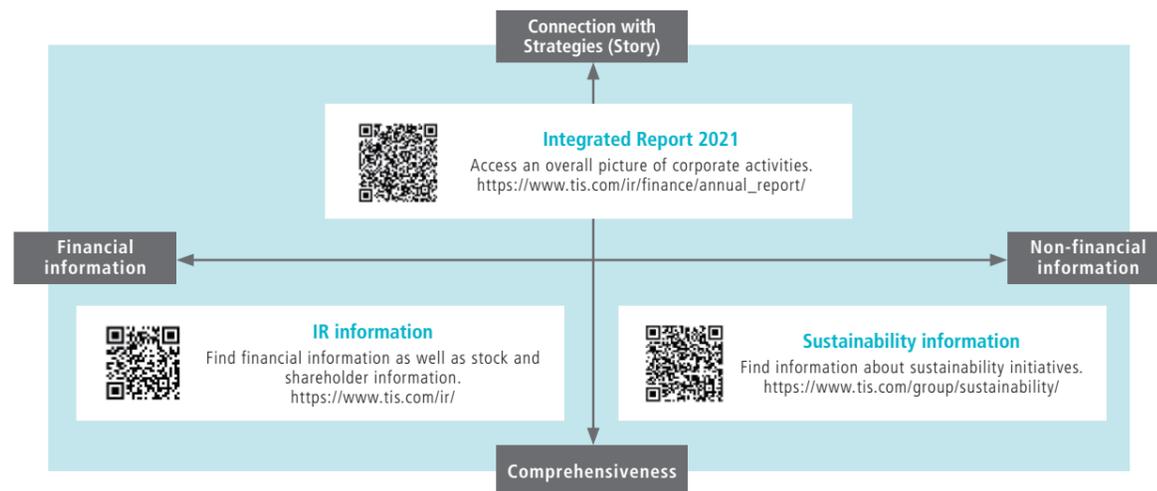
Disclaimer: Forward-looking statements, such as performance forecasts, described in this report are based on information available to management regarding the TIS INTEC Group—that is, TIS and the subsidiaries under its umbrella—as of the production date and certain assumptions deemed reasonable at this time. No intent of promise is implied by the Company to achieve such forward-looking statements. Indeed, various factors may cause future results to be substantially different from the assumptions presented in these materials.

The names of the products and services described in this report are trademarks or else registered trademarks of the respective company.

Editorial Policy

This integrated report touches on important financial and non-financial information while highlighting topics that we want to convey to stakeholders, including shareholders and investors, so that they have a better understanding of the activities undertaken by the TIS INTEC Group to achieve sustainable improvement in corporate value.

For more information, please refer to the investor and sustainability sections on our website.



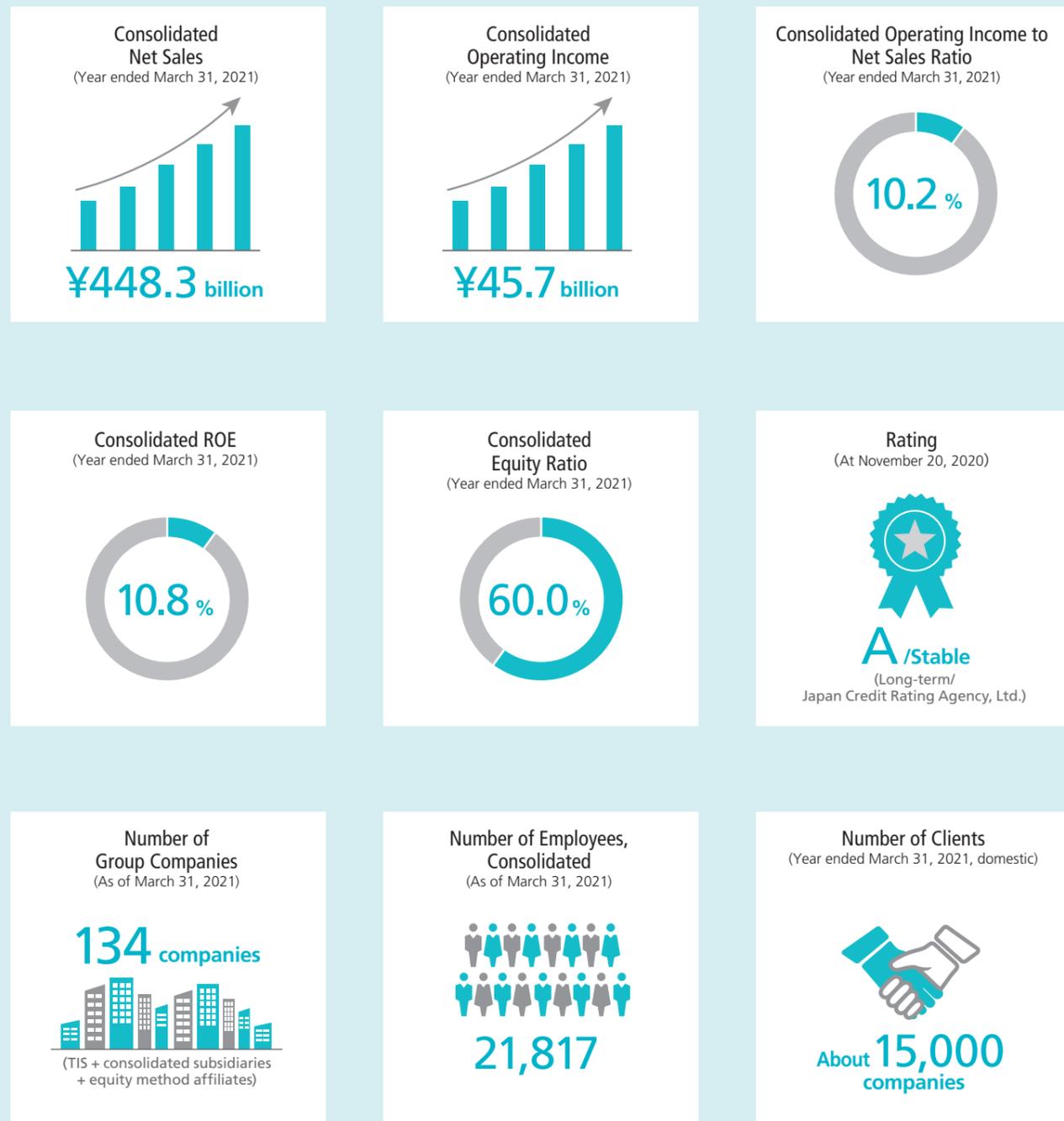
Scope of reporting: TIS (parent) and TIS INTEC Group
Issued: September 2021

About the TIS INTEC Group

Three Strengths of the TIS INTEC Group

1. Solid management platform
2. Dominant presence in payment services domain
3. Flexible management strategies and speedy decision-making thanks to independent status

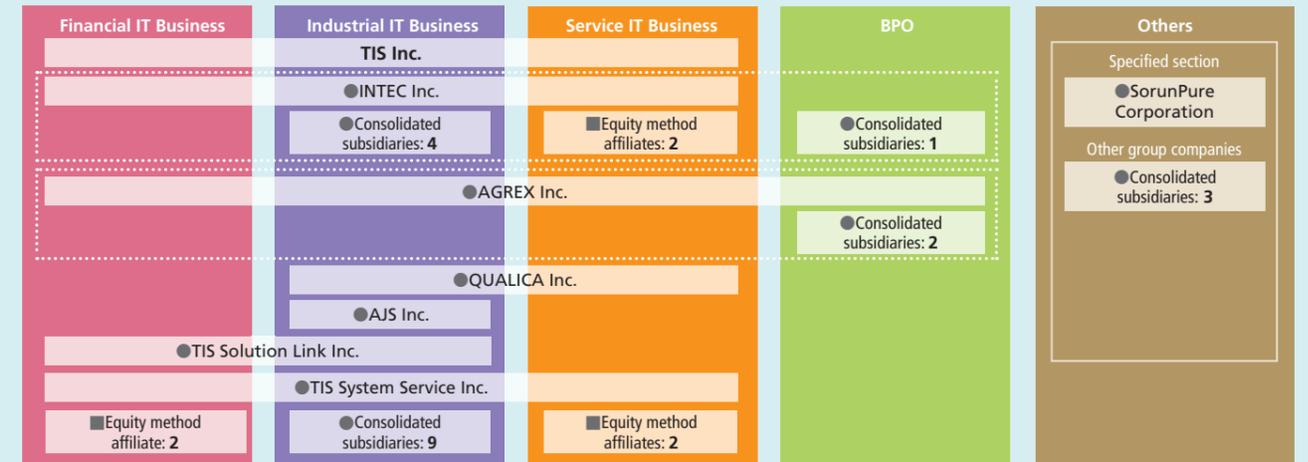
TIS INTEC Group by the Numbers



Group Formation (As of March 31, 2021)

The TIS INTEC Group consists of 134 companies, including the parent company, 54 consolidated subsidiaries, and 79 equity method affiliates.

Domestic

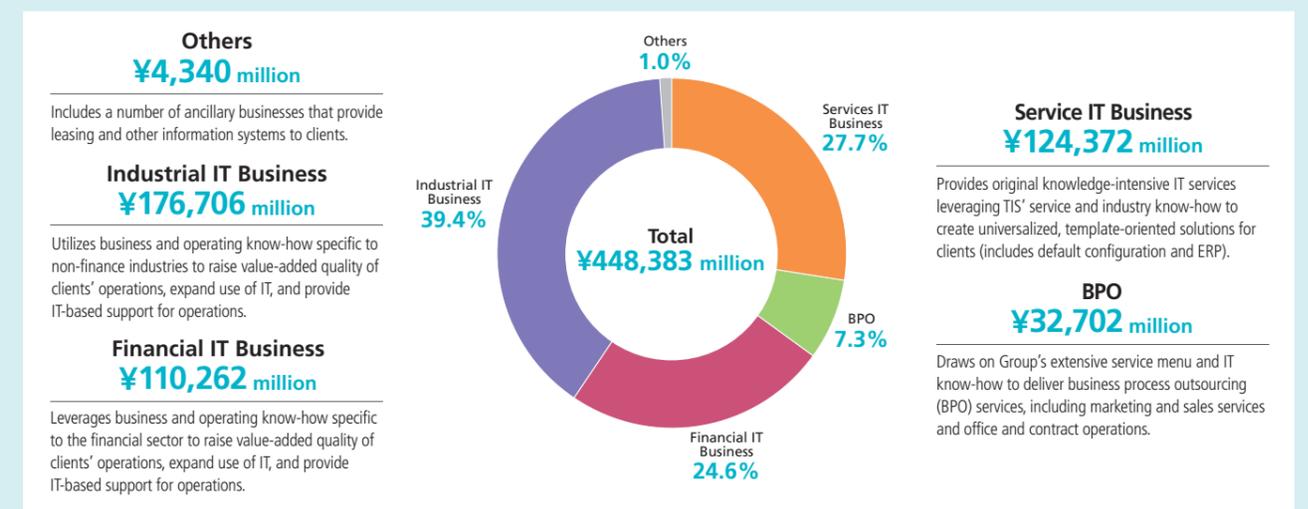


Overseas



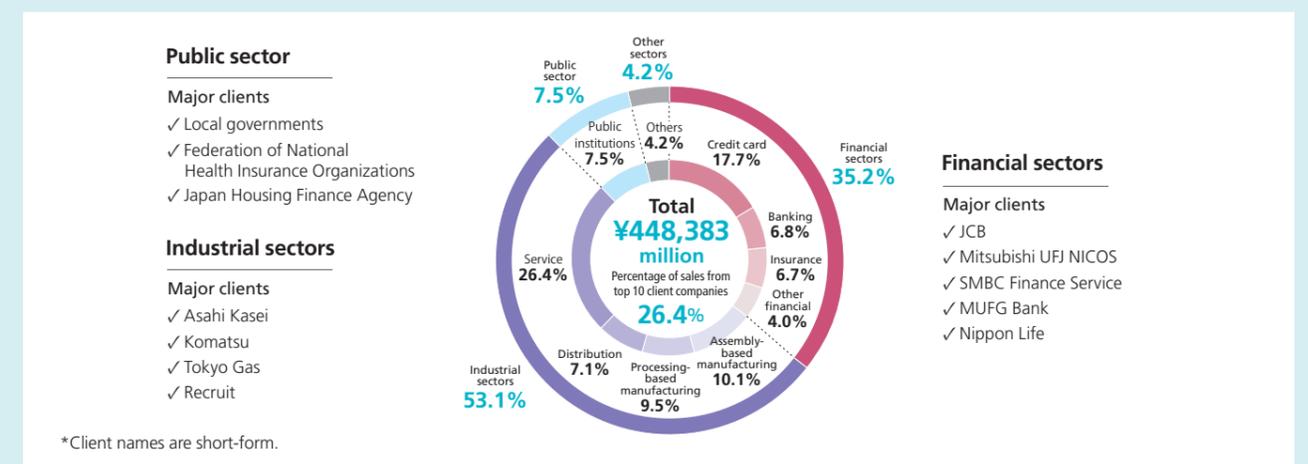
Net Sales by Business Segment (Year ended March 31, 2021)

(Sales to outside customers, excludes intersegment sales)



Net Sales by Client Sector (Year ended March 31, 2021)

We have built an extensive but well-balanced client base covering financial sectors, industrial sectors—including manufacturing, services and distribution—and the public sector.



TIS INTEC Group's Growth Trajectory

The TIS INTEC Group was formed in April 2008 as a leading, independent corporate group in the information services industry. TIS took advantage of its transition to an operating holding company in July 2016 to accelerate unified Group management and today the Company leads the Group toward realization of Group Vision 2026 and sustainable improvement in corporate value.

April 1971



Toyo Information Systems, Co., Ltd. (now, TIS) established. Began software development services in Osaka.

1991

TIS listed on the First Section of the Tokyo Stock Exchange.

January 1964 1986



Toyama Computer Center, Inc. (now, INTEC) established. Began its business at the former Kitanihon Hosono building.

April 2000

Turned Komatsu Soft Ltd. (now, QUALICA Inc.) into subsidiary.

February 2002

Turned AGREX Inc. into subsidiary.

April 2004

Turned UFIT Co., Ltd., into subsidiary.

April 2005

Turned Asahi Kasei Information Systems Co., Ltd. (now, AJS Inc.) into subsidiary.

April 2008

New independent, leading company on the IT services scene

IT Holdings Corporation (ITHD) was created through the management integration of TIS Inc. and INTEC Holdings, Ltd., to ensure growth through shared use of both companies' management resources. ITHD listed on the First Section of the Tokyo Stock Exchange.



April 2011

ITHD orchestrated a three-company merger involving TIS, SORUN and UFIT Co., Ltd., with TIS as the surviving company.

March 2015

ITHD turned AGREX Inc. into a 100% consolidated subsidiary.

July 2016

Transition to TIS INTEC Group

ITHD executed an absorption-style merger with TIS, adopted its subsidiary's high-profile name and transitioned to an operating holding company. Embraced governance system that prioritizes overall optimization of the Group, fueled by the cohesive power of core companies.

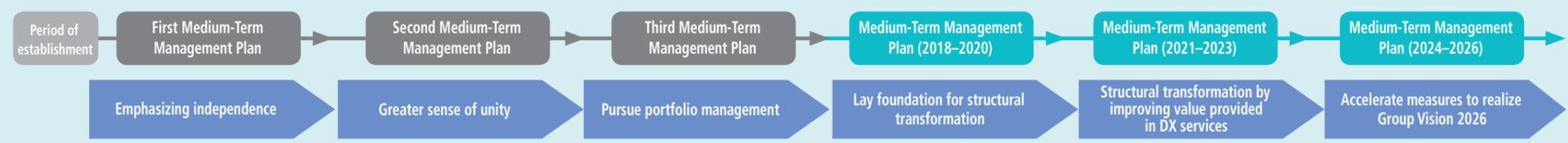
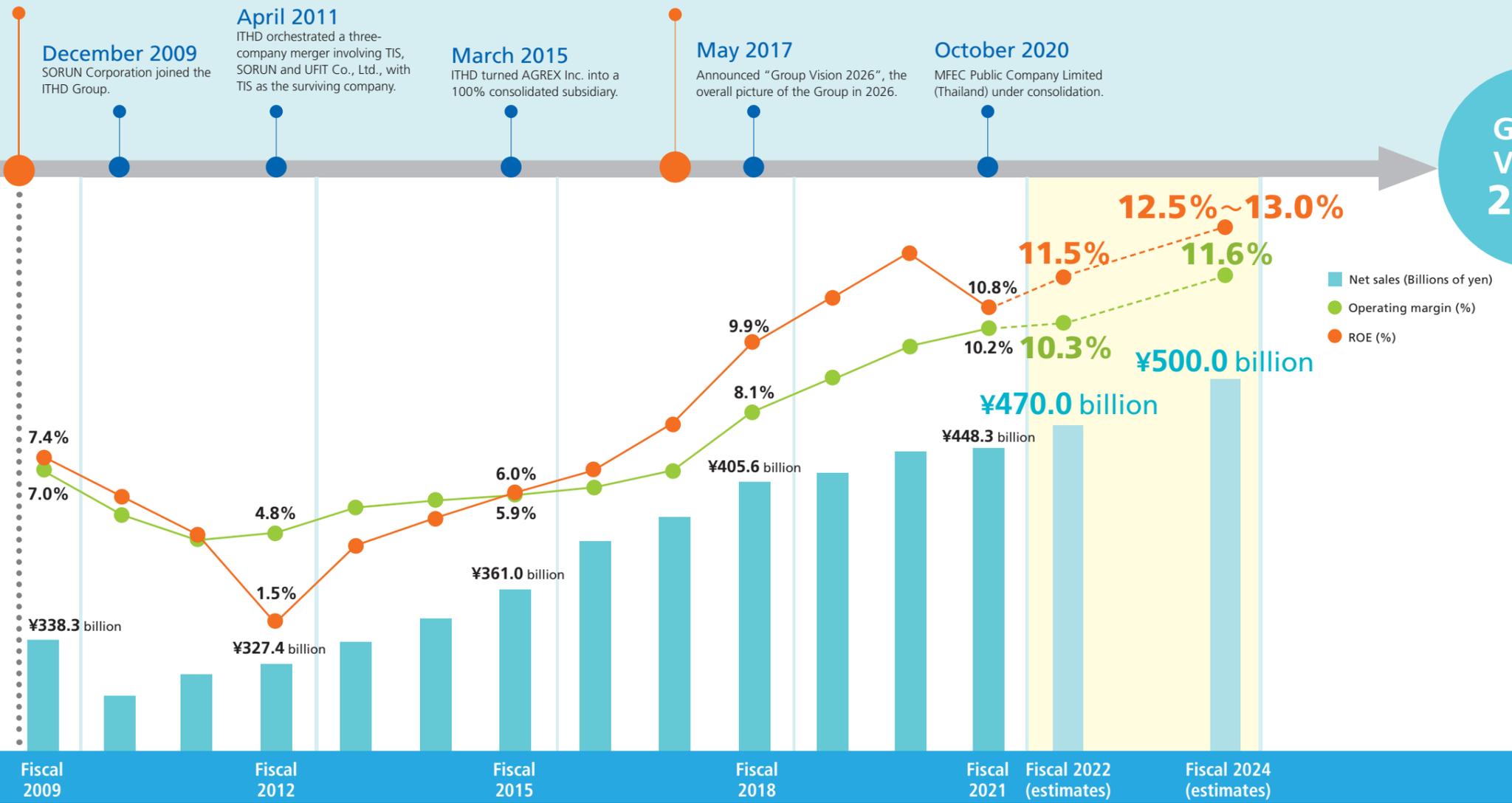


October 2020

MFEC Public Company Limited (Thailand) under consolidation.

May 2017

Announced "Group Vision 2026", the overall picture of the Group in 2026.



What does the TIS INTEC Group do? | Value Creation Process | Medium-Term Management Plan | Platform that Supports Value Creation Process (ESG section) | Corporate Data

Positioning in the IT Services Market

TIS INTEC Group has cemented a position as a leading, independent prime contractor in Japan's IT services industry—a market that is expected to continue growing against a backdrop of robust corporate demand for digital technology.

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 25 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 ¥74 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
About 80%

There are about 450 million debit cards affiliated with an international brand in Japan. Settlement transactions have reached about 520 million per year, with an aggregate value of about ¥2.2 trillion. The TIS INTEC Group boasts an overwhelming share—about 80%—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)
CRM implementation

55 of 100 banks
(regional banks)

Implementation base includes more than half of Japan's regional banks, and share of top 30 banks in terms of total funds stands at 87%. Demand for cloud-based application to achieve connection and strong security over private networks expanded to more than 30 of 55 banks introducing F³ into their operations.

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

EDI
System configuration and operation track record

Number of access points
About 140,000
identifiers

We enjoy industry's largest share of data-related platform services (EDI, EIA, API). We respond quickly to internet-based EDI issues affecting payment card industry data security standard (PCI DSS) compliance and the EDI 2024 problem, and have built an extensive track record in building and operating industry-oriented EDI platforms.

Highly evaluated as restaurant sector-specific shop management system

TastyQube
System implementation

About 20%
(Top 200 companies in the restaurant sector)

TastyQube 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.

Aiding new entrants to the deregulated power market

Enelink
Usage

Share of switchers in Japan
About 40%

Enelink is the choice of about 40% of users switching to PPSs since deregulation of Japan's electricity retail market began in April 2016.

We will continue to promote shift toward platform services¹ using virtual power plants and energy management to address issues characteristic of a low-carbon/decarbonized society.

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 members².

About 6.1 million people are covered by these 12 insurance associations.

Contribute to greater efficiency in clients' address management operations

National address master file "ADDRESS"
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 Achieve forecasts using IoT technology and AI to operate businesses that aggregate demand-side resources. Respond to market transactions.
² The scope is National Health Insurance system and medical care system for elderly in the latter stage of life.

IT Services Market Size in Japan

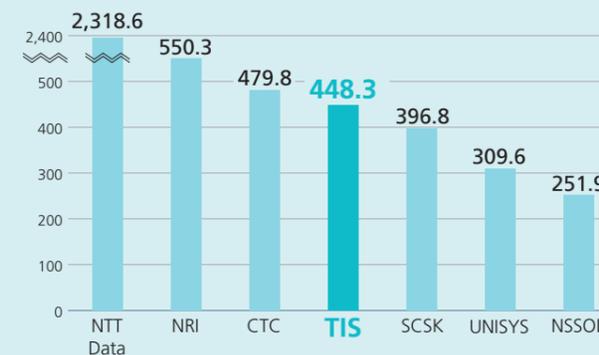
(Billions of yen)



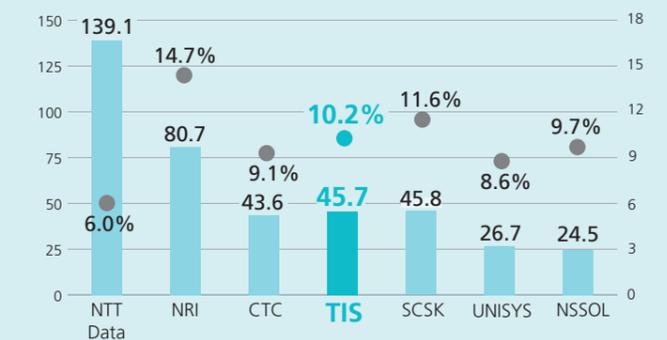
* Gartner "Forecast: IT Services, Japan, 2019-2025, 2Q21 Update" M. Sawai/August 23, 2021: G00756547
 End user spending based graph created by TIS based on Gartner research.
 All statements in this report attributable to Gartner represent TIS's interpretation of data, research opinion or viewpoints published as part of a syndicated subscription service by Gartner, Inc., and have not been reviewed by Gartner. Each Gartner publication speaks as of its original publication date (and not as of the date of this report). The opinions expressed in Gartner publications are not representations of fact and are subject to change without notice.

Comparison of Japan's Leading IT Companies (Year ended March 31, 2021)*1

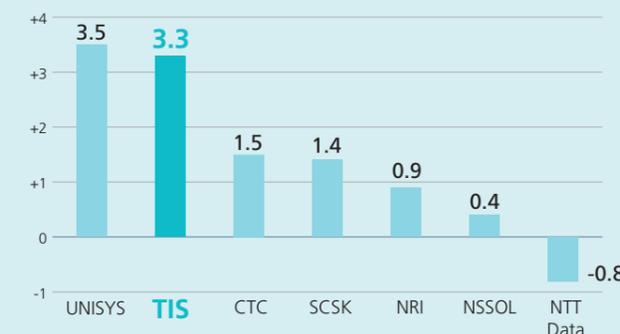
Net Sales (Billions of yen)



Operating Income, Operating Margin (Billions of yen)



Growth Rate of Operating Margin (Pt)



*The above growth rate indicates the comparison between fiscal 2021 and fiscal 2017 figures.

Total Shareholder Return (%)



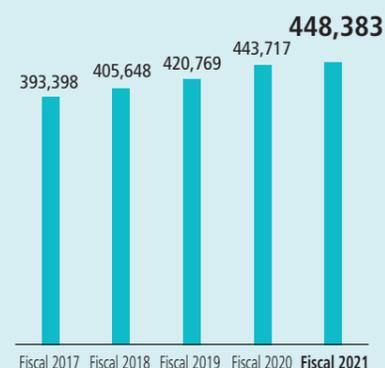
*The above figures are calculated based on 100% of the stock price on March 31, 2016.

*The full company names used in the above graphs (NTT Data, NRI, CTC, SCSK, UNISYS, and NSSOL) are: NTT DATA Corporation, Nomura Research Institute, Ltd., ITOCHU Techno-Solutions Corporation, SCSK Corporation, Nihon Unisys, Ltd., and NS Solutions Corporation. NTT DATA, CTC, and SCSK amounts are based on the IFRS (International Financial Reporting Standards).

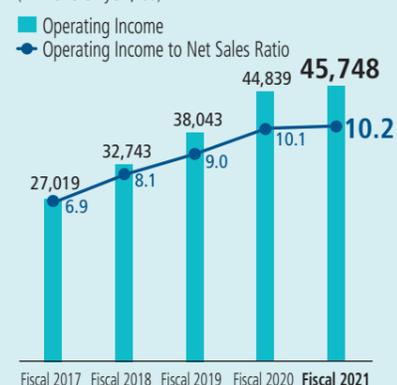
Consolidated Financial/Non-Financial Highlights

Financial Highlights

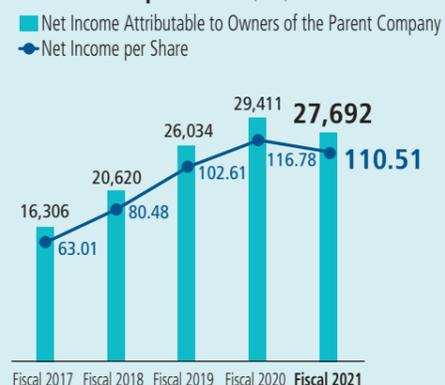
Net Sales
(Millions of yen)



Operating Income, Operating Income to Net Sales Ratio
(Millions of yen, %)

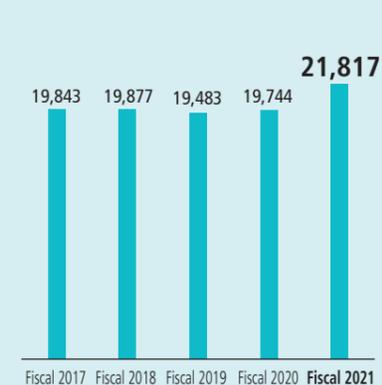


Net Income Attributable to Owners of the Parent Company, Net Income per Share
(Millions of yen, Yen)

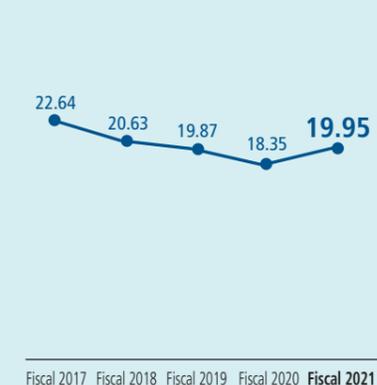


Non-Financial Highlights

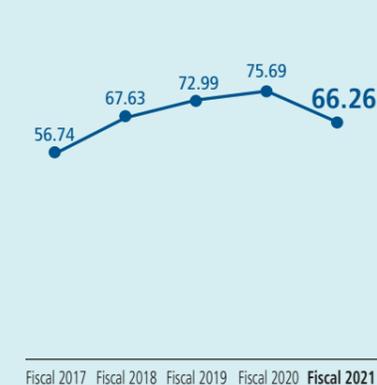
Number of Employees at Year-End (Consolidated)
(Person)



Average Non-scheduled Hours Worked per Month*²
(Hour)



Percentage of Annual Paid Leave Taken*²
(%)



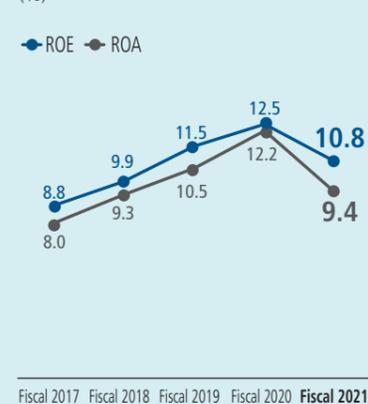
Orders Received during the Term, Order Backlog at Year-End (Software Development)
(Millions of yen)



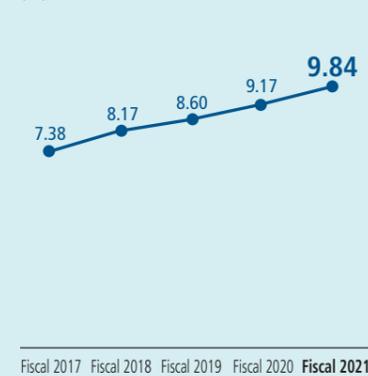
Free Cash Flow
(Millions of yen)



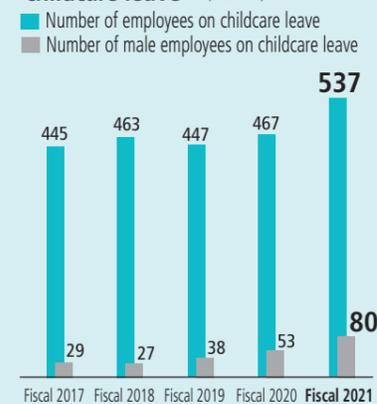
ROE, ROA
(%)



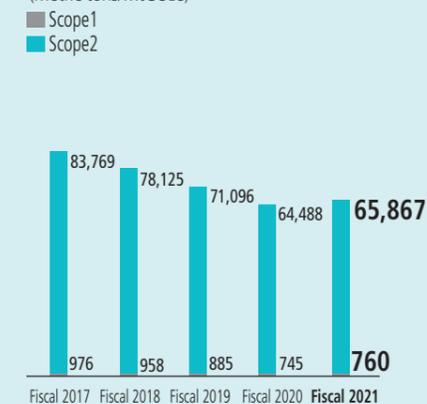
Percentage of female employees in management positions*²
(%)



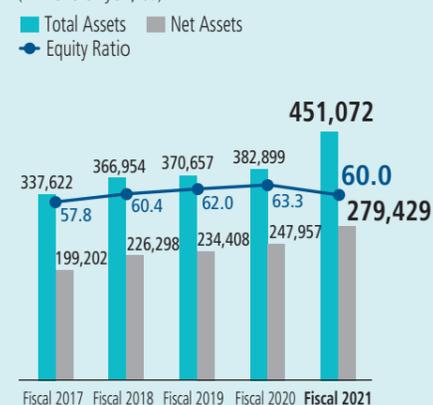
Number of employees on childcare leave*²
(Person)



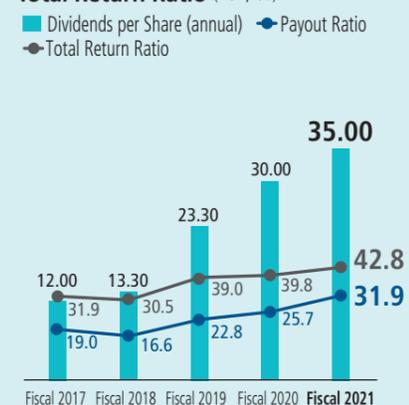
Greenhouse Gas Emissions*³
(Metric tons/MtCO₂e)



Total Assets, Net Assets, Equity Ratio
(Millions of yen, %)



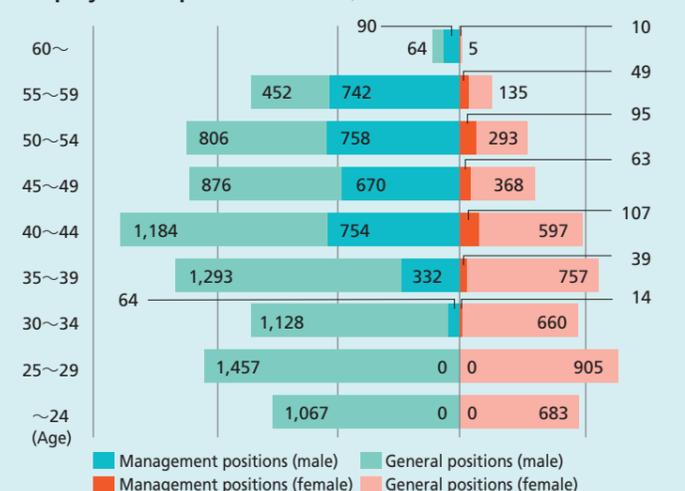
Dividends per Share*, Payout Ratio, Total Return Ratio
(Yen, %)



Total Shareholder Return
(%)



Employee Composition*² (As of April 1, 2021) (Person)



*1 The Company executed a stock split, with each share of common stock split into three shares, effective April 1, 2020. Figures before fiscal 2020 are presented assuming this stock split was conducted.
*2 The figures are calculated for the TIS INTEC Group's seven principal companies (TIS, INTEC, AGREX, QUALICA, AJS, TIS System Service, and TIS Solution Link).
*3 The figures are calculated for TIS, INTEC, AGREX, QUALICA, AJS, SorunPure, Chuo System, TIS System Service, TIS Solution Link, TIS Tohoku, TIS Total Service, TIS Nagano, TIS West Japan, TIS Hokkaido, and NEOAXIS.