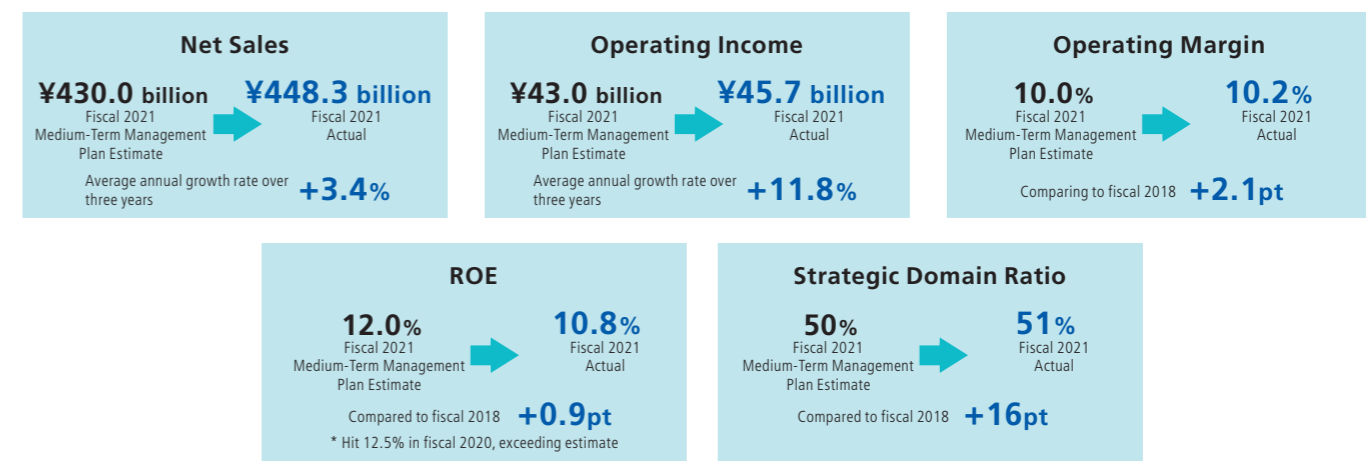


We look back on the three medium-term management plans that have led the TIS INTEC Group to the Medium-Term Management Plan (2021–2023).

	Fiscal 2013–Fiscal 2015	Fiscal 2016–Fiscal 2018		
	Brave Steps 2014	Beyond Borders 2017		
Theme	Greater sense of solidarity Overall optimization of the Group and greater sense of solidarity	Portfolio management Portfolio management, in a project sense, blending exceptional businesses and key strengths into a single approach		
Basic Concept/ Medium-Term Management Direction	<ul style="list-style-type: none"> Top-line emphasis as One Company Enterprising and bold ⇒ Embrace reforms. Expect full-fledged V-shaped recovery to get back on growth trajectory.	<ul style="list-style-type: none"> Profit emphasis IT brain Portfolio management ⇒ Set ROE as key performance indicator and strive for improved corporate value and sustainable growth		
Key indicators	Fiscal 2015		Fiscal 2018	
	Estimates	Actual	Estimates	Actual
Net sales	¥350 billion	¥361 billion	¥400 billion	¥405.6 billion
Operating income	¥25 billion	¥21.1 billion	¥30 billion	¥32.7 billion
Operating margin	Above 7%	5.9%	7.5%	8.1%
ROE	7.5%	6.0%	8.0%	9.9%
Policy on return to shareholders	Strive for payout ratio of 30%		Strive for total return ratio of 35%	
Payout ratio	25.6% in fiscal 2015		16.6% in fiscal 2018	
Total return ratio	30.4% in fiscal 2015		30.5% in fiscal 2018	
Reference: Average annual growth rate over three years				
Net sales	+3.3%		+4.0%	
Operating income	+10.6%		+15.7%	
Major priorities in group management	<ul style="list-style-type: none"> Promote new Group formation Cultivate shared spirit that permeates groupwide Lay resilient financial base to facilitate prior investment activity Streamline and centralize corporate functions Reinforce product brands and corporate image 	<ul style="list-style-type: none"> Integrate/centralize shared functions with the Group ⇒ Make office procedures more efficient, enhance capital and asset efficiency, raise Group profile, and cultivate corporate culture with sense of solidarity Realize higher level of administrative management ⇒ Promote management with profit emphasis, work to enhance accounting, taxation, finance reporting, and implement Group personnel strategies 		
Key reflections	<ul style="list-style-type: none"> Pushed ahead on building unique and obvious strengths (growth engines) and linking strengths, as well as concentrating capabilities into core businesses. Achieved net sales target but failed to hit operating income target as issues continued to sideline efforts to prevent projects from becoming unprofitable and efforts to boost productivity. Progress on approaches to achieve evolution in services and globalize operations fueled expansion in scope of business activities but not enough to create business with revenue-source potential. Realized certain degree of success with measures to restructure operations and reinforce cooperation across business lines. This included turning AGREX Inc. into wholly owned subsidiary. Also unified Group brand to underscore integrated group management, but more extensive approach needed for overall optimization. 	<ul style="list-style-type: none"> Expansion in value-added creation style services, along with assignment solution style services geared to client requests, fueled growth. Shift to market-cultivating style services requires faster responses. Profitability steadily improving, and efforts to control unprofitable projects showing results. But low-level control still required. Transition to operating holding company structure and steady implementation of measures, including business realignment, office consolidation and improved capital efficiency, to achieve overall optimization of the Group. Made progress in cultivating corporate culture with sense of solidarity through design of single logo and creation of Group vision. To achieve sustainable growth and improved corporate value, prioritized structural transformation and establishment of resilient management platform through additional reforms within the Group in anticipation of major changes in society. 		

Fiscal 2019 – Fiscal 2021
Transformation to 2020

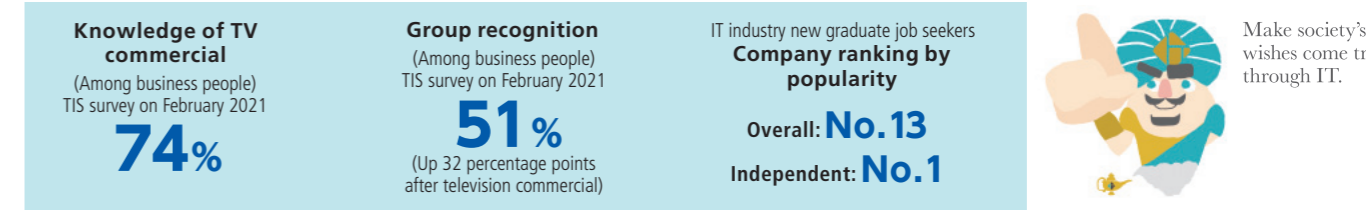
Achieve structural transformation as a unified corporate group and lead efforts to provide solutions to social issues



Basic Policy	Overview of Measures	Review and Acknowledgment of Issues
Sustainable profit growth	<ul style="list-style-type: none"> Created structure with sustainability emphasis, raised ESG status (selection to FTSE) Firmly established activities to underpin Group productivity and innovation and eliminate losses Increased management efficiency through reduction in cross-shareholdings, improved ROE and reached return-to-shareholders target 	<ul style="list-style-type: none"> Balance profit growth and return to shareholders Shape sustainability management into mechanism for realizing solutions to social issues through business activities Pursue more sustainable profit growth by enhancing portfolio management
Emphasis on employee self-fulfillment	<ul style="list-style-type: none"> Established TIS INTEC Group basic philosophy OUR PHILOSOPHY, took robust approach to instill concept Drafted personnel manifesto, promoted measures to motivate employees Improved recognition through aggressive brand investment, had positive impact on employee engagement as well 	<ul style="list-style-type: none"> Pursue unified Group management based on TIS INTEC Group basic philosophy Realize new workstyles and improve brand image Enhance efforts to improve employee engagement through investment in education and measures aimed at enhancing the skills of human resources
Concentrate on core businesses	<ul style="list-style-type: none"> Strengthened initiatives to promote strategic domain restructuring Improved profitability through enhancement and reform, wider offshore activities and order profitability management Pursued selective R&D investment to underpin structural transformation of businesses Accelerated venture investment through CVC program 	<ul style="list-style-type: none"> Boost profitability through further improvement in productivity Urgent need to develop another growth engine besides payment services Against keen interest in DX from clients, must strive to reinforce ability to provide DX value
Shift to prior investment style of business development	<ul style="list-style-type: none"> Heightened approach to upfront investment, particularly into payment service domain and global operations Actively promoted investment in human resources and measures to improve brand value Introduced management indicators, such as ROIC, to strengthen investment discipline 	<ul style="list-style-type: none"> Drive profit from Service IT Business higher by strengthening business, hinging on payment services Boost investment and service management to higher level
Expand global business	<ul style="list-style-type: none"> Accelerated investment based on growth strategies to build a top-class IT corporate group in ASEAN region Turned MFEC, a leading provider of IT solutions to enterprises in Thailand, into consolidated subsidiary 	<ul style="list-style-type: none"> Manifest successes faster, such as creation and expansion of IOS and FCB operations, through joint efforts with investment targets Reinforce governance/management of expanding global business

Moved forward on strategic domain restructuring and posted profit growth, but only halfway toward monetizing Service IT Business and achieving qualitative structural transformation through new pillars of business.

Brand activities launched in the second half of fiscal 2020 emphasized approaches to boost brand recognition through television commercials and other media formats. Our efforts have generated positive results. Going forward, we will strive to become a company—and by extension, a corporate group—that all stakeholders look to first, and we will implement strategies to boost our brand profile.

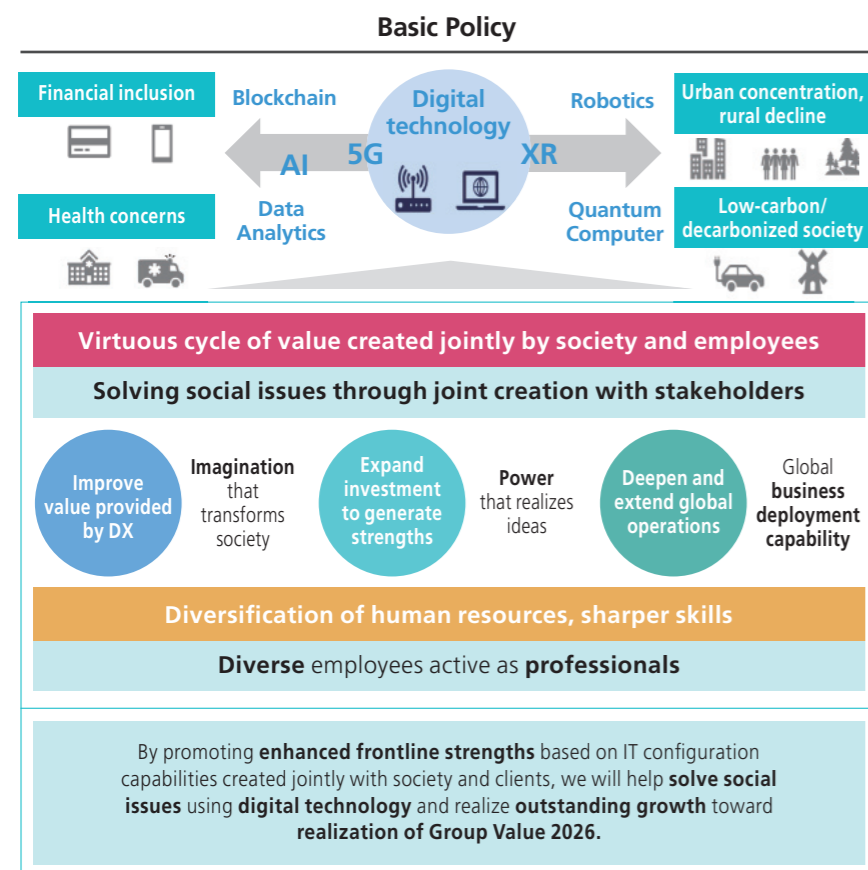
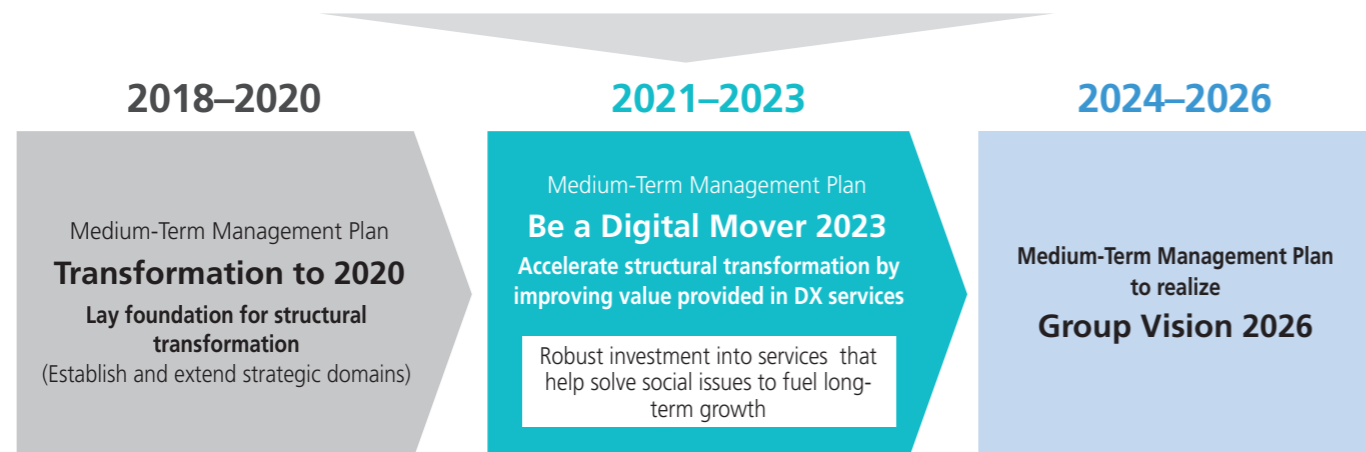


Medium-Term Management Plan (2021–2023) is the second step on our journey to reach Group Vision 2026. This three-year period will be a time for us to enhance our value chain by improving the value provided in DX services and for promoting further structural transformation. Our goal is to grow the Group and be better positioned to address social issues.

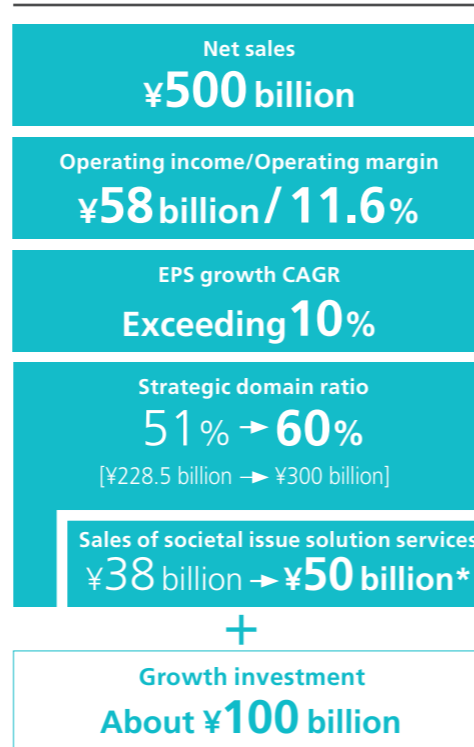
Be a Digital Mover 2023

Landmark changes to business landscape

- With heightened importance of DX in new normal world, presence of consulting firms and other providers of DX services is increasing, fueling intense competition.
- Global platformers and enterprise SaaS companies are particularly active, as well, prompting possibility that market for contract development will shrink in long term.
- ESG investment rapidly expanding, and importance of sustainability management based on long-term strategies is gaining ground



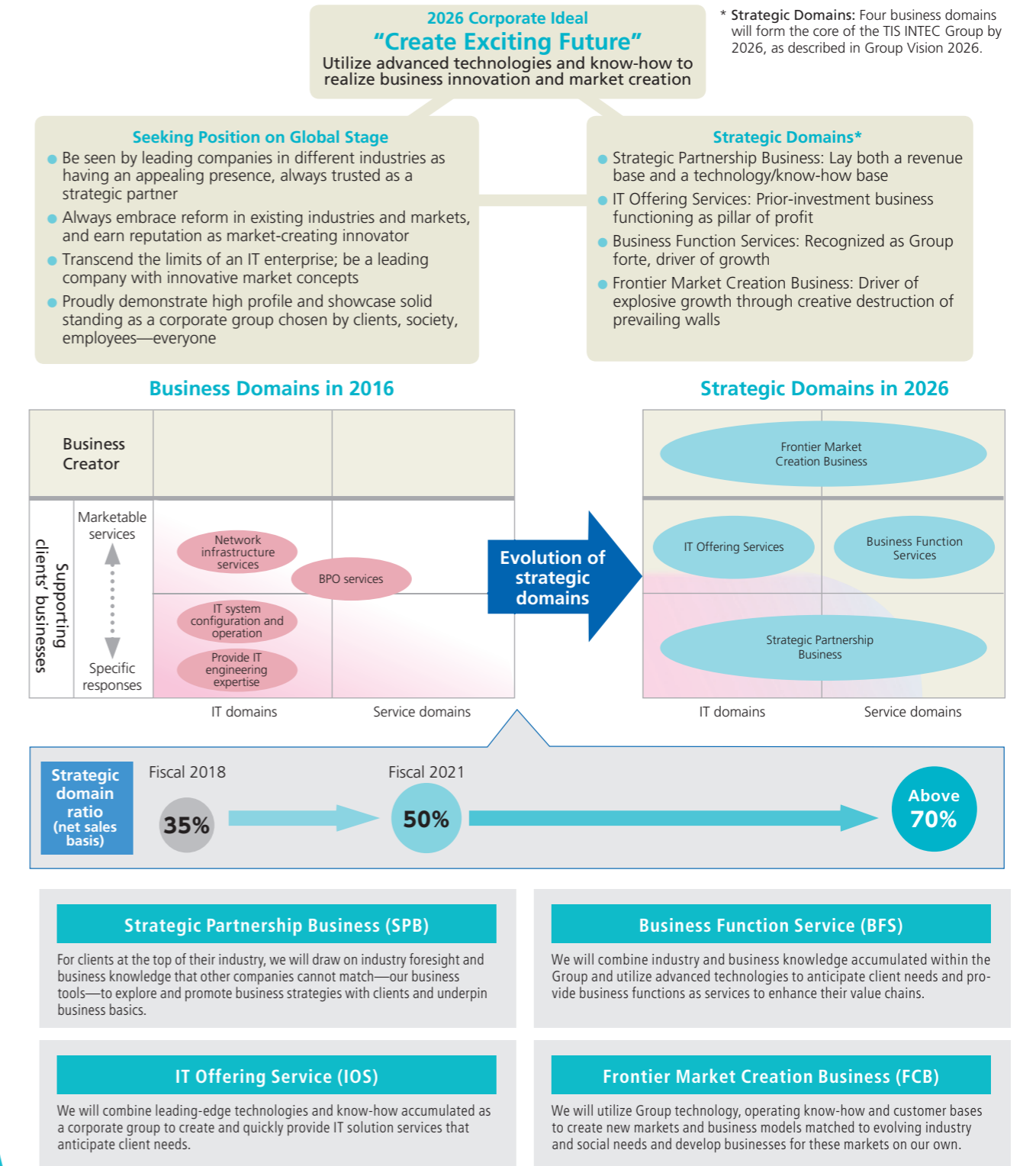
Key Performance Indicators



* Sales from services that provide solutions to social issues of concern to TIS INTEC Group. Manage business growth as part of strategic domain operations.

Group Vision 2026

Taking advantage of the shift to an operating holding company in July 2016, TIS drafted a new group vision that imagined the Group in 2026 to combine the capabilities of Group executives and employees alike and take corporate value to new heights. "Create Exciting Future" embodies the corporate ideal we see for ourselves in 2026 as we work toward innovation in business using leading-edge technology and know-how and create new markets. We want clients to think of us as a strategic partner, and we will always embrace reform in existing industries and markets and be a market-creating innovator.

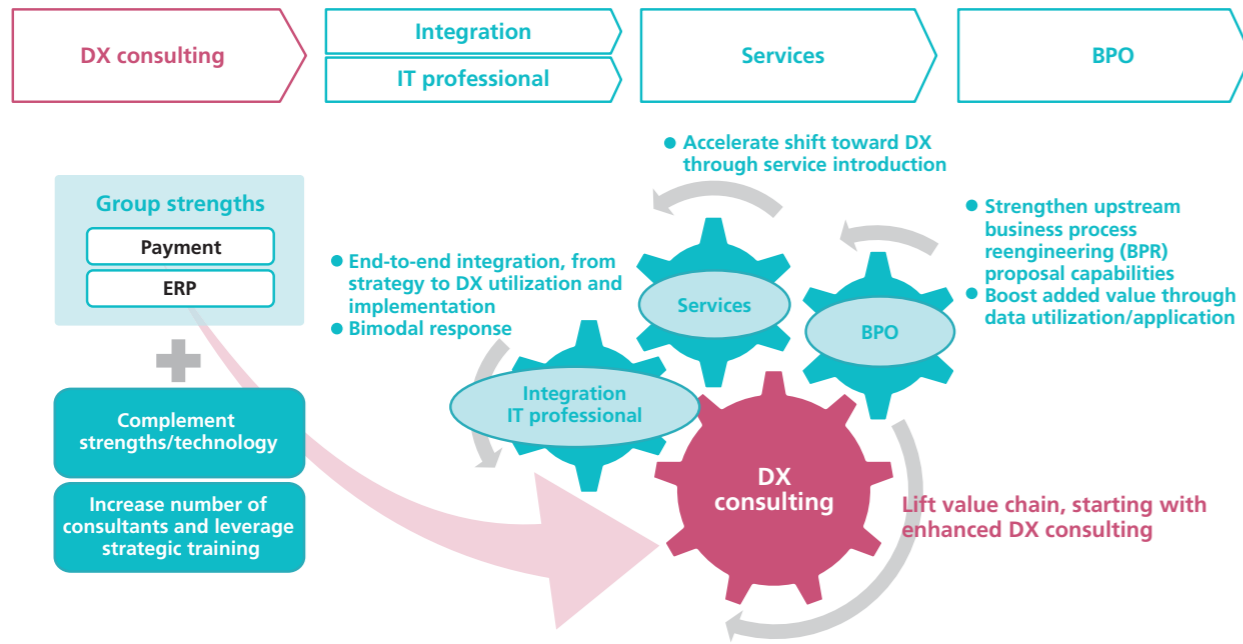


Outline of Medium-Term Management Plan (2021–2023)

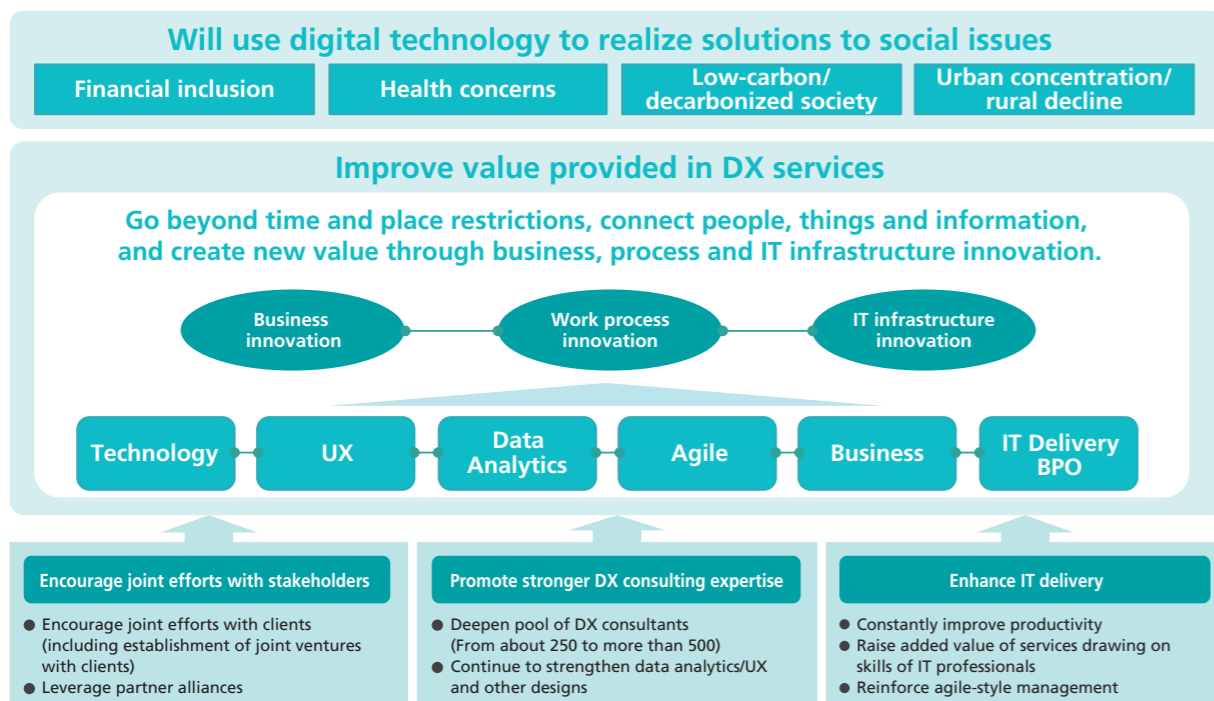
DX Business Strategy

Improve value provided by DX

Our mission is to fill the future with vibrant colors as a mover using digital technology. To give shape to this mission, we will provide integrated value covering everything from strategic proposals that address issues faced by clients and society as they embrace digital technology to implementation of the required solutions.



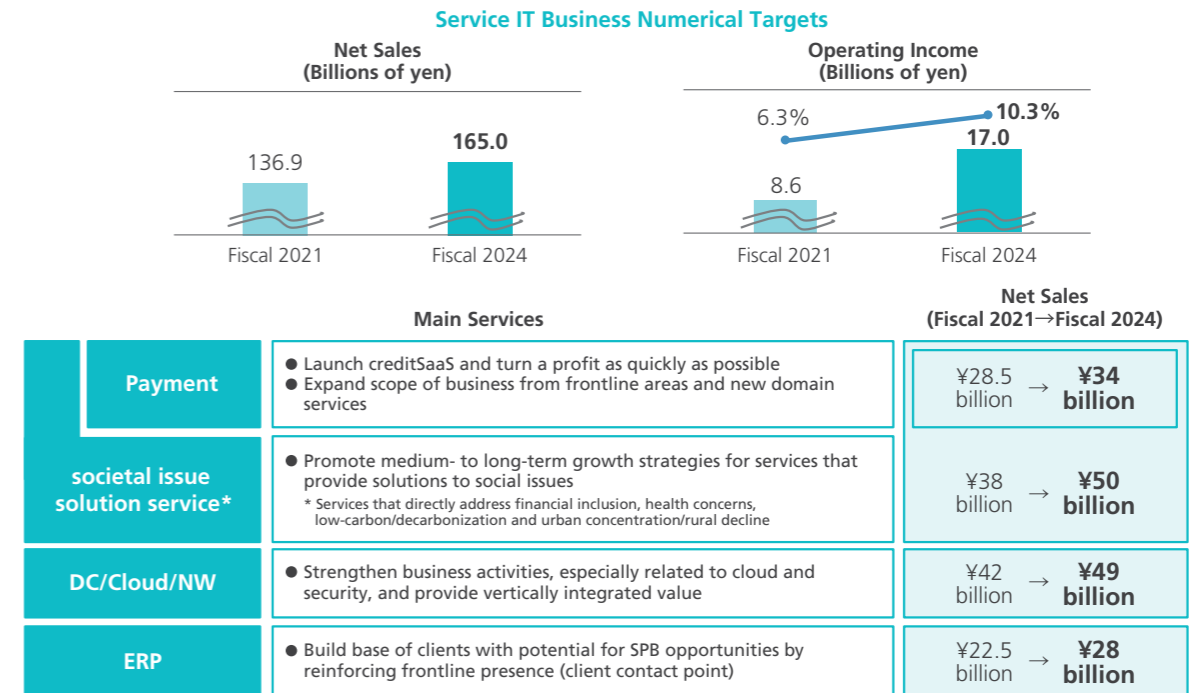
To improve the value provided in DX services, we will encourage joint efforts with stakeholders and promote stronger DX consulting expertise.



Business Strategy for Service IT Business

Expand investment to generate strengths

In addition to growth in the payment service domain, we will selectively allocate management resources to areas of focus and strive to improve profitability across service operations through enhanced management practices.

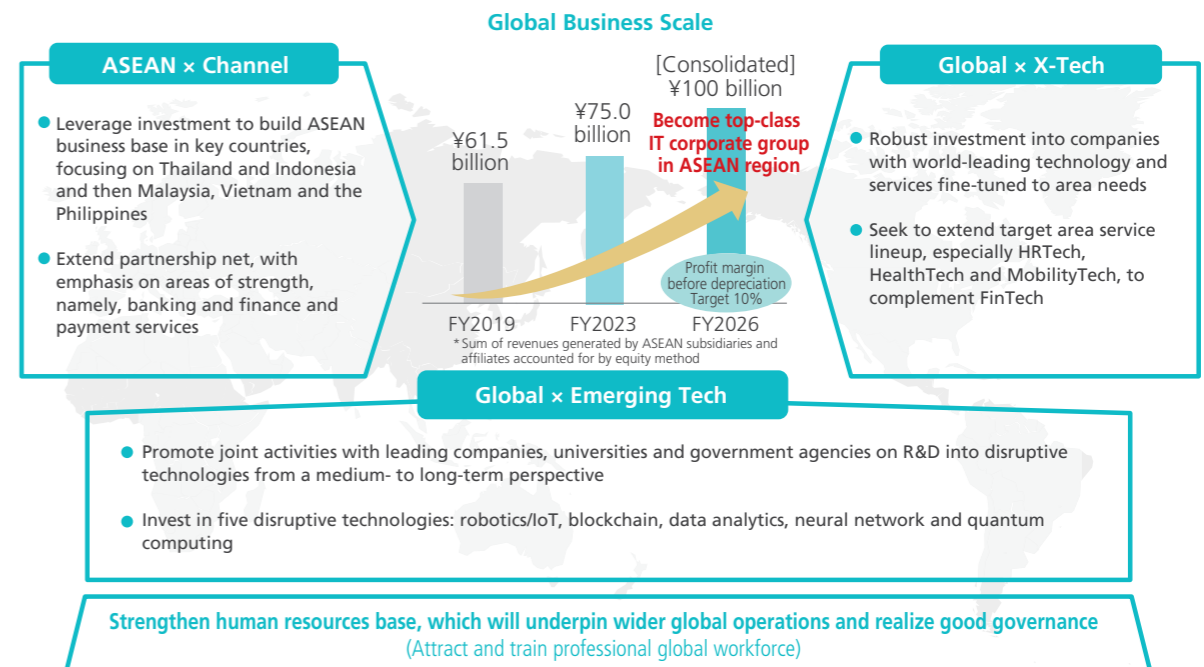


Related page: "Activities under Medium-Term Management Plan, Payment Business Strategies" P.39

Global Business Strategy

Deepen and extend global operations

We will strengthen our alliances with partners in each ASEAN country and utilize leading-edge technologies as well as disruptive technologies to expand demand for IT offering services and frontier creation business.

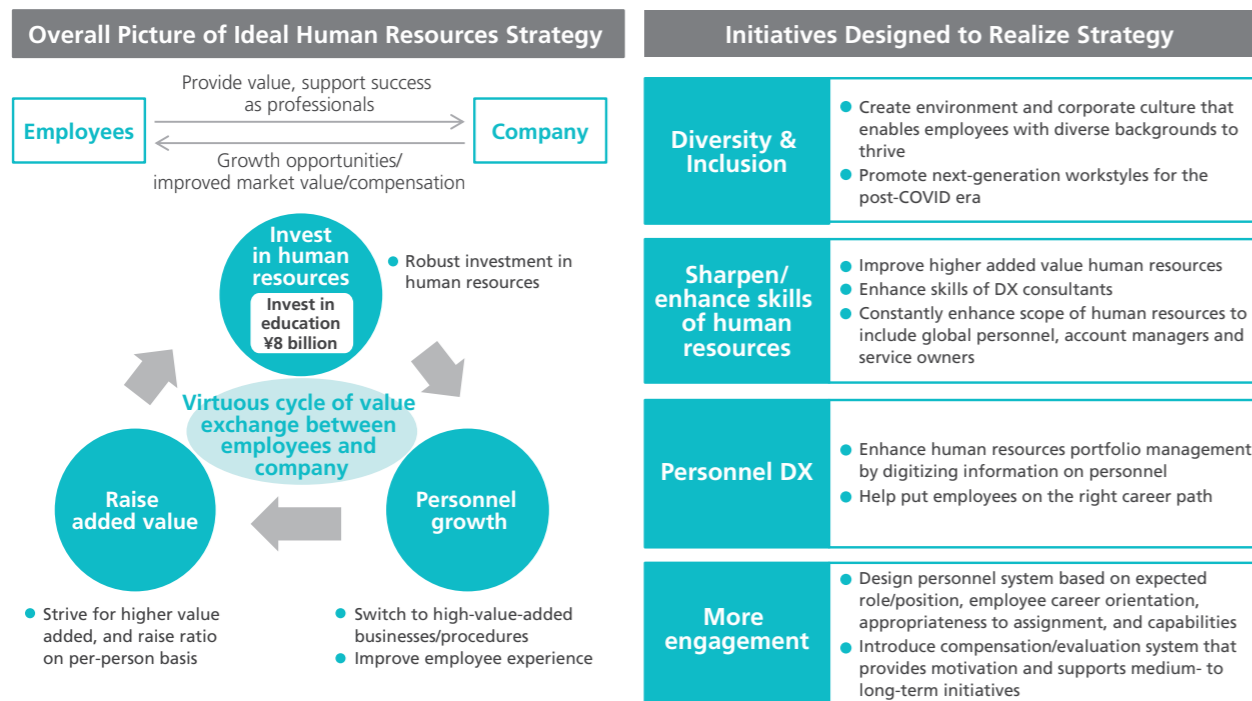


Related page: "Activities under Medium-Term Management Plan, Global Business Strategies" P.41



Human Resources Strategy

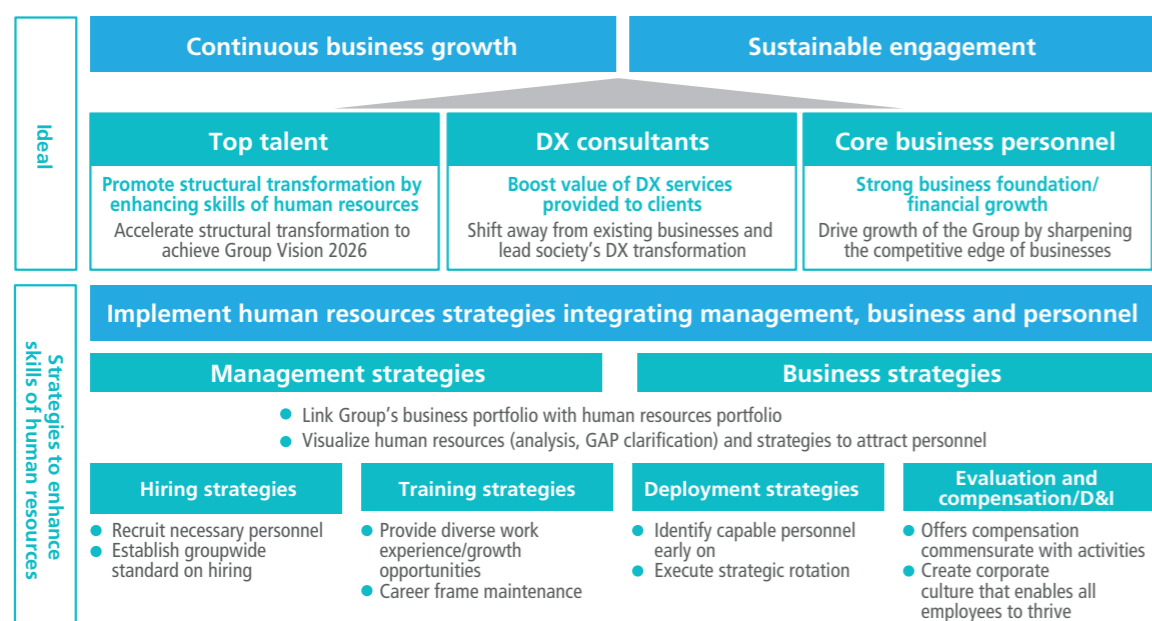
We will promote a human resources strategy focused on diversification of the corporate population and efforts to sharpen the skills of individuals to achieve continuous improvement in value exchange between employees and company.



Improve Value Exchange between Employees and Company—Sharpen Skills and Drive Expertise Higher

We aim to shift our focus toward businesses that offer greater value to clients and will draft strategies that integrate management, business and human resources.

We will look at our future business portfolio to ascertain the status of top talent, DX consultants and core business personnel, specifically, to confirm that we have the right number of people needed to meet anticipated market demand. If necessary, we will seek top talent from outside the Group, encourage human resources with excellent capabilities to consider a career shift through training and reassignment, and leverage multifaceted strategies to maximize potential and raise the caliber of human resources.

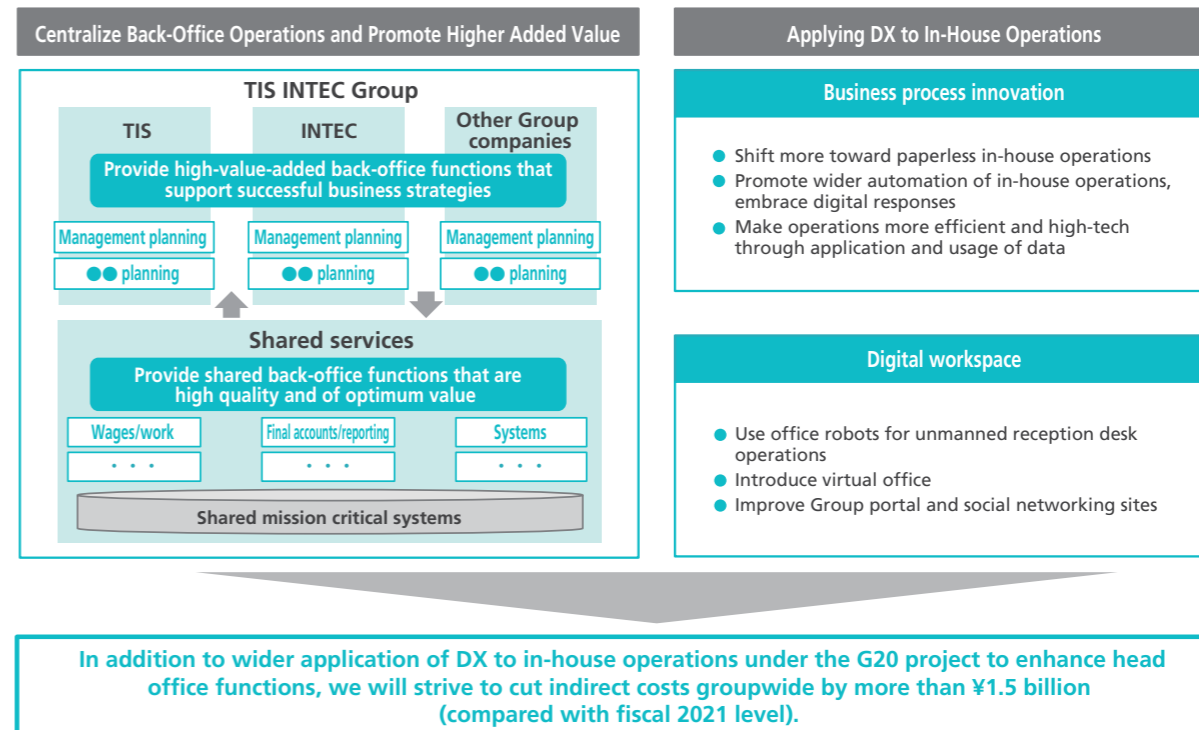


Related page: "Engagement with Employees" P.63

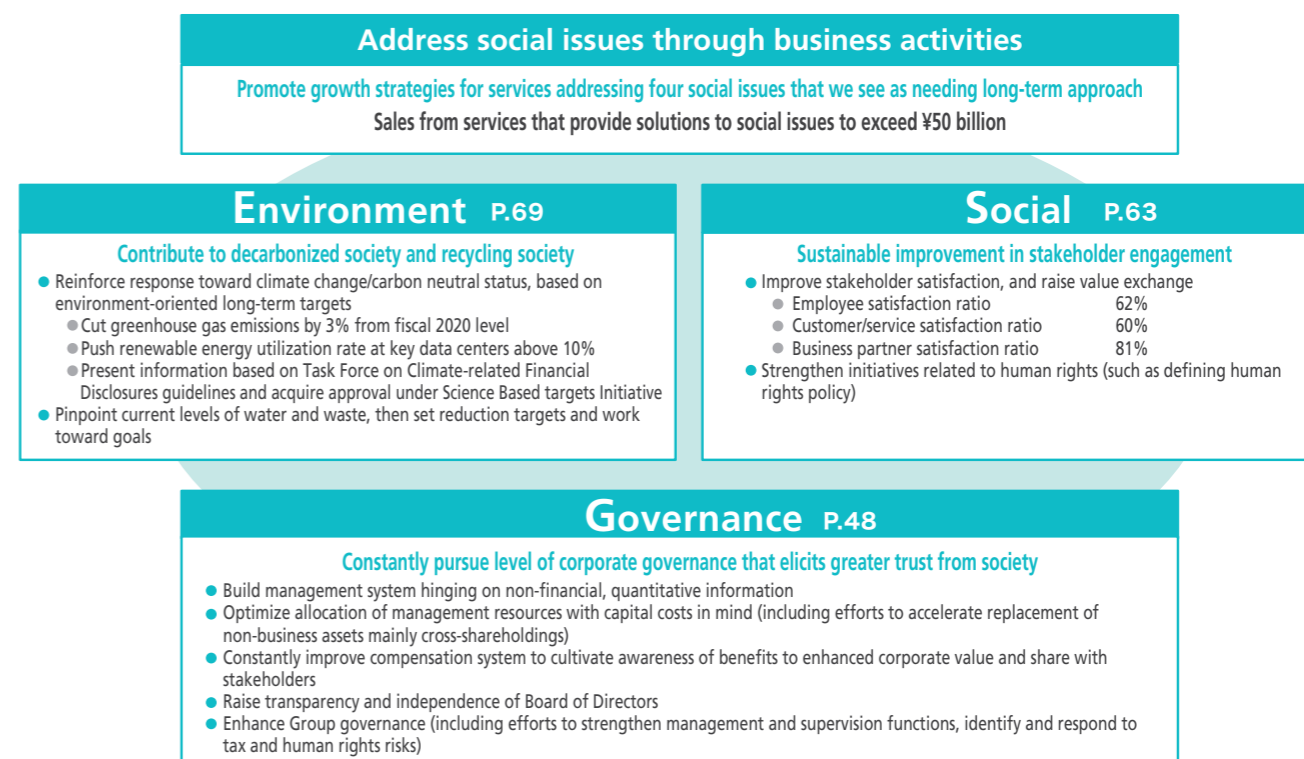


Strategy to Enhance of Management Capabilities

We will allocate management resources to specific business activities that will address the four social issues where our expertise can facilitate solutions. We will complement this with efforts to enhance ESG initiatives.

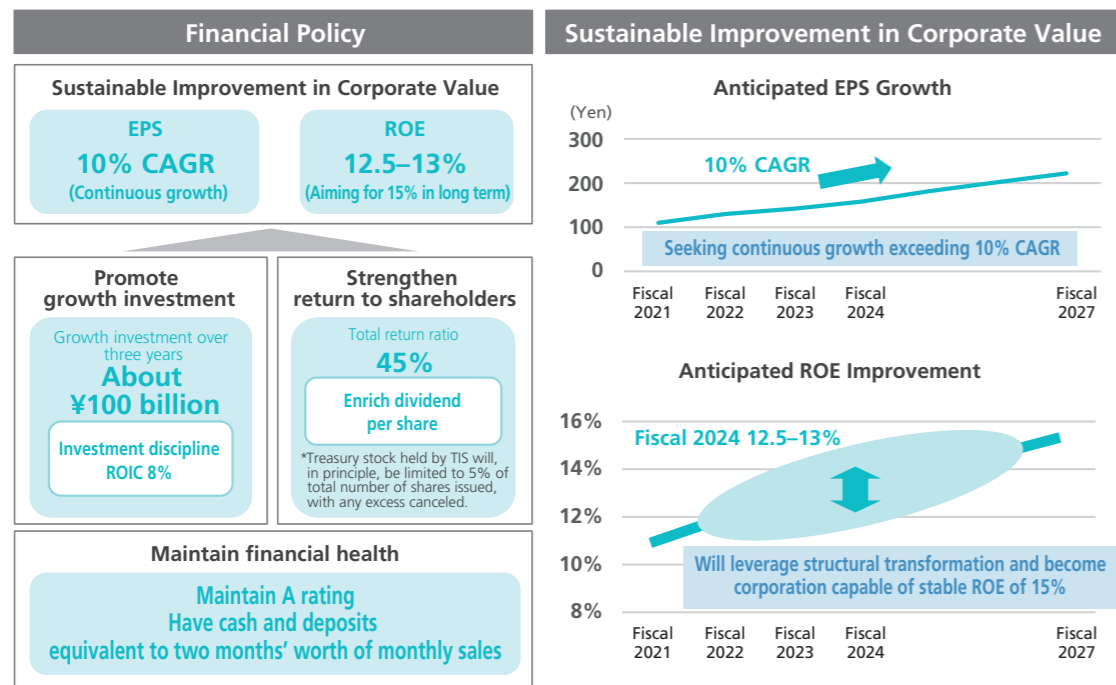


As a social system driving the pursuit of happiness, we aim to represent sustainability and contribute to the realization of a sustainable society through our business activities.



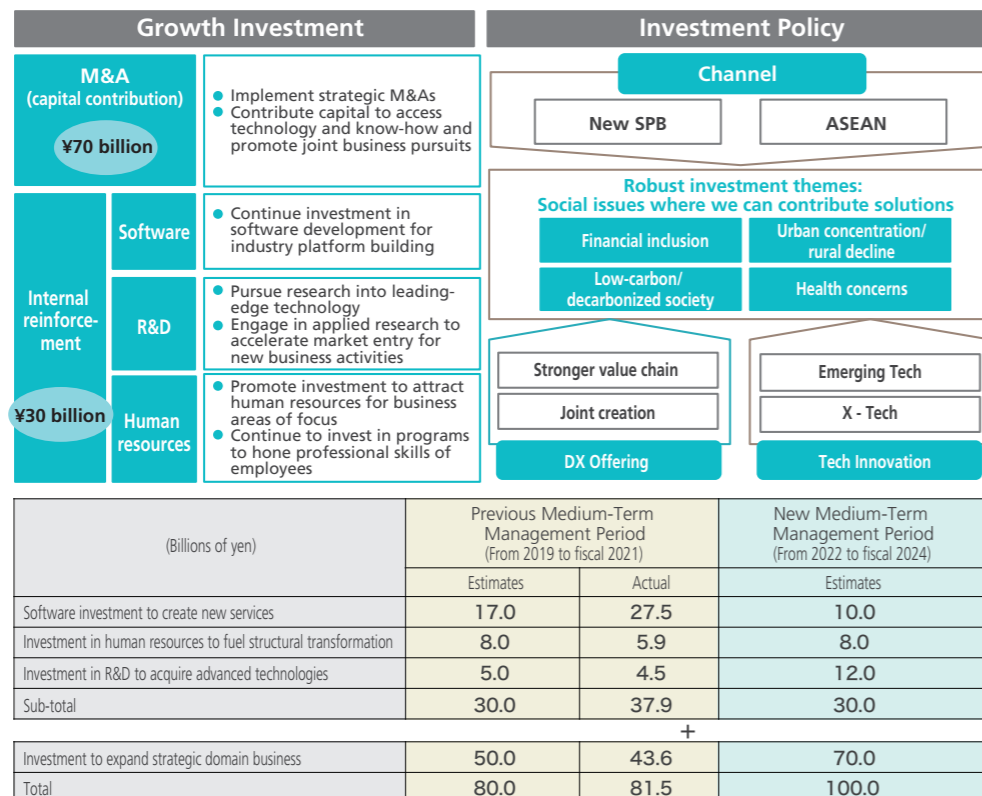
Financial investment strategy **Financial Investment Strategy**

We will strive to achieve sustainable improvement in corporate value by balancing robust investment in growth fields with management conscious of capital costs.



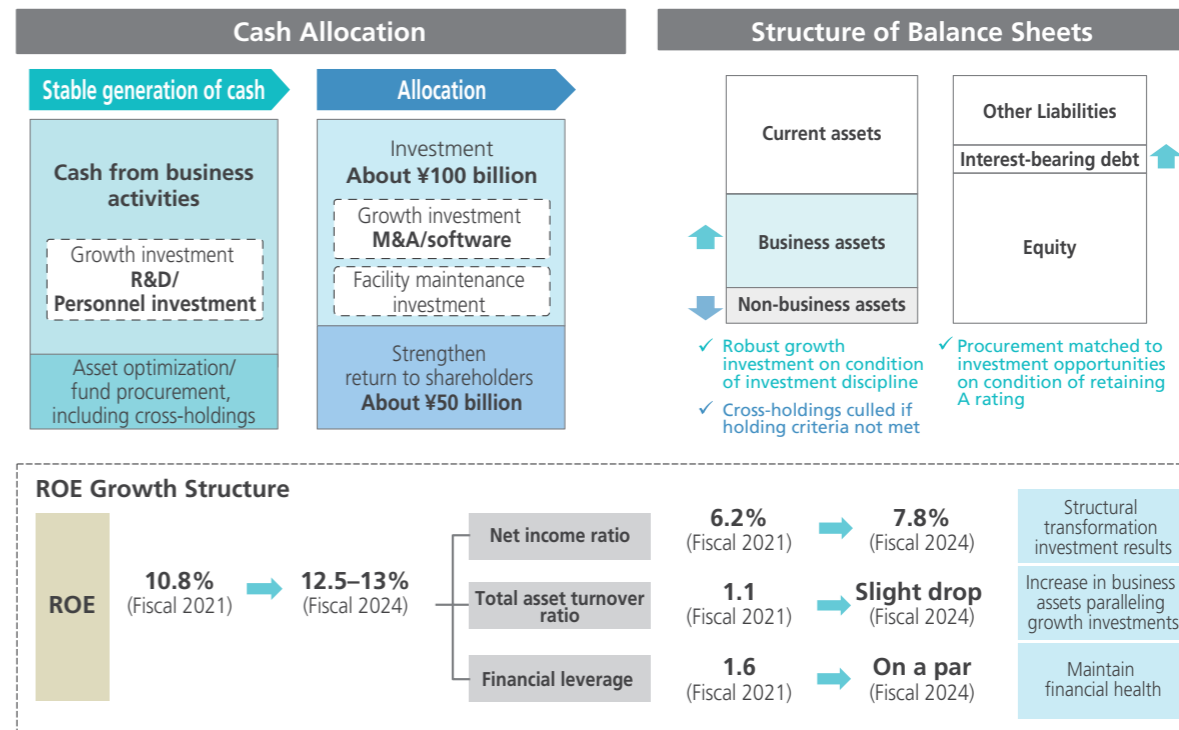
Growth Investment

We will improve the value provided in DX services and underpin efforts to acquire new technology through robust investment of about ¥100 billion.



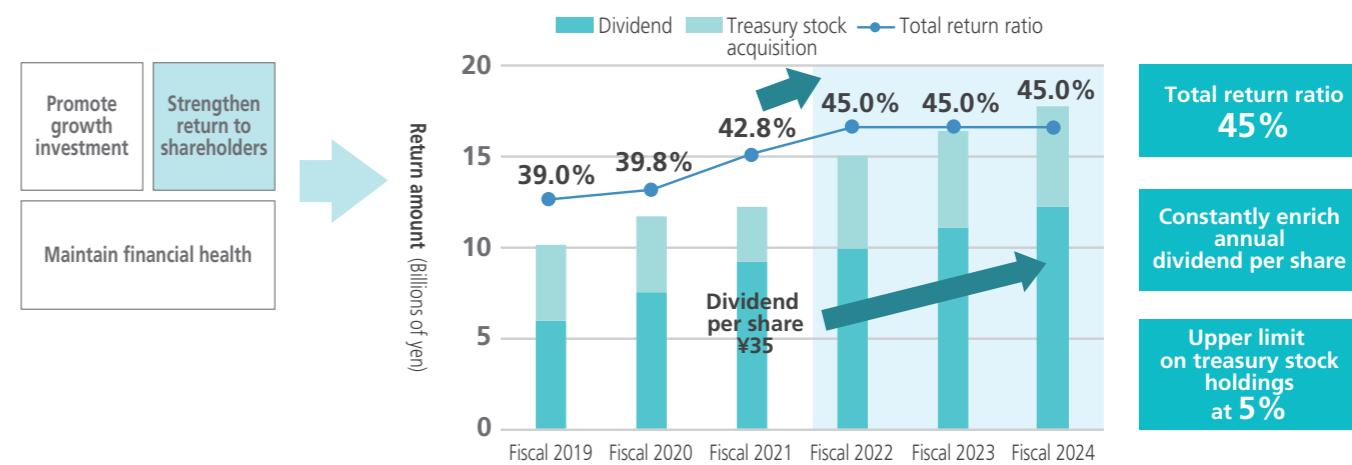
Cash Allocation, Structure of Balance Sheets

We will balance robust growth investment with stronger return to shareholders, based on cash from business activities.



Return to Shareholders

We will boost the total return ratio to a benchmark of 45% and constantly enrich the dividend per share to encourage a higher degree of shareholder engagement.



Business domains tapped for Group involvement going forward

The TIS INTEC Group's position on sustainability management hinges on OUR PHILOSOPHY—the Group's basic philosophy—and was given greater clarity in Medium-Term Management Plan (2021–2023) with the formulation of specific measures, such as setting sales from services providing solutions to social issues as a key performance indicator.

The roundtable discussion presented here was an opportunity for members of the Sustainability Project Team to highlight social issues where the Group can contribute solutions and the status of business activities in areas where the Group can make a difference. The team was formed to promote a more in-depth approach for finding solutions to social issues and in unifying management within the TIS INTEC Group.

* Please go to page 19 for details on sustainability management for the Group.



(from left)
 Isao Otokita, TIS Executive Officer, General Manager of Digital Transformation Sales & Planning Unit, Digital Transformation Business Unit
 Reiko Oka, TIS Executive Officer, Department Manager of Corporate Planning Dept. and Deputy Division Manager of Corporate Planning SBU
 Shoichiro Taniguchi, INTEC Managing Executive Officer, Division Director of Regional Government Systems Division
 Hiroto Ito, TIS Executive Officer, General Manager of Healthcare Services Unit, Digital Transformation Business Unit

Four social issues selected, promoting sustainability management



Oka: OUR PHILOSOPHY is, as you know, the Group's basic philosophy. Our mission, guided by this concept, is to "fill the future with vibrant colors as a mover using digital technology." This is part of a forward-looking perspective that I firmly

believe guides us toward the creation of social value. Such social value goes beyond mere short-term economic value and promotes a long-term view for building a better society. But based on my own experience in operating divisions, it's really hard for people on the business frontline to get a real sense of how efforts directly impact social issues because we engage in Business-to-Business (B2B) activities. Nevertheless, the planetary boundary framework*1 indicates that sustainability management is an obligation, as a social system driving the pursuit of happiness, and at the same time indispensable to corporate survival. This comes amid a growing sense of crisis that issues, such as climate change, will push our planet beyond designated boundaries and increase the risk of sudden and irreversible environmental changes. Against this backdrop, companies face the prospect of even more serious social issues from a management perspective and need to integrate business practices with efforts to address social issues through operations.

With this in mind, TIS formed the Sustainability Project Team in 2019, with Takayuki Kitaoka, president of INTEC, in charge of the project. About 10 members, including participants in this roundtable discussion, took an in-depth approach to discussions over more than six months to pinpoint social issues where the TIS INTEC Group can contribute to solutions. At an intermediate stage, more than 160 social issues and business themes had been brought up, and after repeated discussion about various factors, such as what society might be like in the future and how we might utilize existing strengths, we settled on four social issues—financial inclusion, health issues, urban concentration and rural decline, and low-carbon/decarbonization—that would benefit from expertise of the TIS INTEC Group. Though my role was administrative, I found the project's approach to promote sustainability challenging because I had never engaged in this kind of discussion process before. I had a hard time picturing a future over such an ultra-long-term timeline, and initially, the discussion process seemed so time-consuming. But the difficulties undoubtedly opened my eyes. You were all part of the project team. What were your impressions?

*1 Planetary boundary is a concept that defines the environmental limits within which humanity can continue to develop and thrive.

Otokita: Sinking our teeth into discussion was a gradual process. My area of responsibility was financial inclusion*2, which includes efforts to promote a wider embrace of cashless options. What I feel has been extremely productive under the project structure is the use of backcasting, that is, looking back from a starting point—a target—in the future to figure out what should be done now to achieve that long-term goal. With regard to payment services, which have always been a powerful tool in TIS' business toolbox, operating divisions had talked about the next generation of payment solutions under

the tagline "Beyond Payment." But the sustainability project gave our conversation a more official tone and was ultimately instrumental in clarifying the medium- to long-term direction of business as a management strategy.

*2 Financial inclusion: Providing a structure that enables everyone to access basic and necessary financial services.

Ito: For health issues, which is my area of focus, operating divisions had previously used backcasting from an immediate-future perspective that held Japan's insurance system could not be sustained as is. Changes were needed. The project team, however, applied backcasting from a long-term perspective, including what society might look like in 50 years' time, analyzed possible global insurance systems in the future, and engaged in extremely animated conversation. During the overall discussion process, participants often pointed out that a certain social issue had a connection to health issues, so I feel there is considerable potential for extensive cooperation on connected themes within the TIS INTEC Group.

Taniguchi: You may laugh, but to be quite honest, I never thought we would all be so much on the same wavelength about these issues. You see, INTEC's head office is in Toyama Prefecture—definitely more rural than urban—and most of our clients are administrative agencies and local governments. I felt these factors gave us more insight into the issue of urban concentration and rural decline, particularly the latter. In fact, we have been involved in regional renaissance efforts for many years already. I had thought that INTEC's client base differed from that of TIS in terms of industry and type of business as well as scale and that each company had a different understanding of social issues given our respective urban and rural corporate environments. But through the project, I realized that a variety of social issues are common all around, as the impact of shrinking rural populations and rural cities in decline have consequences not just in the public sector but the private sector as well. A similar situation affects the public and private sectors in urban cities, too. In backcasting the evolution of a cashless society and heightened concerns over social issues, such as access to healthcare, I recognized that rural areas are equally affected and influenced. I was keenly reminded of the need to be united as a corporate group in finding solutions to common social issues.

Cashless options, improved healthcare and other solutions to social issues are connected to regional renaissance

Oka: In May 2017, TIS announced Group Vision 2026 and set a new direction toward that destination, one that included a vibrant corporate ideal. If we consider this the first step on our journey, then the second step is represented by the selection of four social issues where the TIS INTEC Group can contribute to solutions. For low-carbon/decarbonization*3, efforts will begin with measures to enhance corporate capabilities. For financial inclusion, urban concentration and rural decline, and health issues, let's revisit the business-driven initiatives that will be introduced.

*3 For details on low-carbon/decarbonization, go to the section For the global environment on page 69.



Otokita: TIS is promoting the shift toward cashless transactions in two areas as a business. One is to provide systems integration services, such as system configuration for large financial institutions in the client base, as well as related support, and the other—service-type solutions—is to provide clients and the market with platforms built in anticipation of client needs and under a prior investment strategy. Initiatives to promote cashless transactions and DX fall under the social issue of financial inclusion and are covered by service-type solutions. Here, too, there are two themes—promoting cashless transactions and Mobility as a Service (MaaS*)⁴ to fuel regional renaissance.

To promote cashless transactions as a mechanism for regional renaissance, TIS will coordinate various inputs, including the efforts of Mr. Taniguchi and others involved in such initiatives as regional smart cities, while providing access to platforms and mobile apps. In Aizuwakamatsu, Fukushima Prefecture, TIS is involved in a proof-of-concept project for cashless payments using digital local currency. The national government is encouraging wider use of cashless options for payment to reduce workload and enhance the efficiency of operations performed by humans, and thereby boost Japan’s competitiveness. But “cashless”—as in using digital local currency—is a buzzword for regional renaissance.

As for MaaS, the aim is to apply know-how accumulated by TIS in such areas as cashless payments to help communities make public transportation more convenient and efficient for local sightseeing, which would attract more visitors to the area and improve the local business climate. Already, in Okinawa, TIS is working with about 50 business entities, including transportation authorities, local governments and financial institutions, and providing a platform that facilitates use of a digital ticket. In the future, MaaS could be used to help seniors get to a hospital and then back home or link hospital appointments and payment for services. In other words, initiatives in financial inclusion are directly connected to measures that address social issues, such as health issues and regional renaissance.

*4 Mobility as a Service (MaaS) is a new concept in mobility that utilizes ICT to apply cloud computing to transportation, incorporating mobility by mode of transportation into a single, seamless service. There are many examples of how people use a smartphone app to search for different modes of transportation and different routes, travel to their desired destination, and even purchase tickets.

Taniguchi: INTEC is tackling regional renaissance with an emphasis on three themes—administrative DX, health DX and agricultural DX. Administrative DX is transitioning from the conventional system of record to a system of engagement, which enables residents to use a smartphone or other device to carry out administrative procedures at any time of the day or night from home. For health DX, we are drawing on our strength in business pursuits related to the national health insurance system to build a framework for prevention of lifestyle-related disease and control of medical expenses, analyzing huge amounts of national health insurance member data.

Regarding agricultural DX, we have been working on a platform that will enhance farmers’ marketing capabilities at production sites. We created a framework to eliminate production loss for flower growers that enables them to use a smartphone or other device to confirm order needs from distributors before shipment. In the future, we hope to expand this framework to all growers, including those producing vegetables.

The ultimate goal of the smart city concept is to make the lives of residents safe and secure. TIS and INTEC have scheduled regular monthly meetings to promote stronger bonds of cooperation and raise the level of contribution that we, as a corporate group, can make in solving various issues specific to rural areas.



Ito: A pivotal component of our approach to health issues is the creation of a system that facilitates safe and secure use of healthcare information through the application of IT. Unable to access their own test data at a hospital or clinic, members of the public often end up getting the same test again at a different hospital. A system that allows information to be shared will reduce the burden on the patient and also keep medical expenses down. In Japan, a network for medical treatment has been established by prefecture, so our approach has been to link regional medical facilities with each local government to help residents in these geographical areas.

The business of healthcare is a new area of pursuit for us. But for this very reason, we can approach it from a multifaceted perspective free from existing frameworks. In addition, just on the requirement for strict management of treatment-related information, including medical history, we can draw on mission-critical systems built at data centers over many years, technological capabilities to handle data safely and securely, and operating know-how. Another strength is access provided by Group companies, including INTEC, with solid, regional client bases. What we need, however, is a nationally sustainable system for sharing information. Toward this end, we will not rely solely on the Group to build the whole system but rather collaborate with players who align with our eco-system approach, and build a system to national standards to facilitate interoperability.

Support for society and people’s well-being

Oka: We all have acknowledged that the four social issues identified under the project are themes where the TIS INTEC Group can have a real impact. These social issues each have connections to other issues. What’s more, as hubs of activity in the Group’s overall business portfolio, they could become drivers of a virtuous cycle of improvement. At the core—well-being, right? So to me, the role of the TIS INTEC Group is to create systems that support the well-being*⁵ of people and society as a whole. As we wrap up today’s conversation, please share your passion for the project.

Otokita: We will draw maximum strength from the payment platform PAYCIERGE to drive our Beyond Payment concept forward and thereby help to address social issues. The ultimate goal is to achieve a cashless payment ratio of 100% in Japan, because the effort is moot with anything less. This will be my motivation. I am totally committed to maintaining business continuity and ensuring TIS is a frontrunner in creating a society of well-being.

Ito: Well-being in a healthcare sense means good health and longevity. It is essential for us to be part of efforts to create conditions that enable a diverse range of people, including those who are ill, to enjoy life on their own terms. The TIS INTEC Group will do this by providing the IT services that society needs.

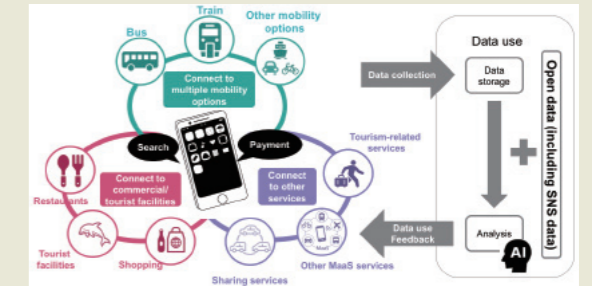


Taniguchi: To contribute to the well-being of people and society as a whole, we must have the trust of society. This is essential. For sure, no one wants a computer that doesn’t function. I will be more aware of doing work that proves worthy of trust in the course of daily operations.

*5 Well-being: A state in which an individual or a group feels good in body and mind and enjoys socially favorable circumstances.

Case Study from Initiatives in Financial Inclusion Proof-of-Concept for MaaS in Okinawa

In fiscal 2020, TIS ran a proof-of-concept experiment for MaaS—Mobility as a Service—using public transportation for tourists in the Yaeyama district of Okinawa Prefecture. In fiscal 2021, efforts were directed toward promoting use of MaaS all over Okinawa, mostly by tourists, and by residents in some areas of the prefecture. The experiment has been selected by Japan’s Ministry of Land, Infrastructure, Transport and Tourism under an initiative called “Project for Promoting and Supporting Japanese MaaS.” All participants in this project seek to boost the use of public transportation by making it more convenient and to utilize data to seamlessly connect multiple modes of transportation as well as diverse services, including commercial and tourist-related services.



Case Study from Initiatives in Healthcare Healthcare Passport facilitates sharing of health information among healthcare professionals, patients and their families

Healthcare Passport, from TIS, is a service that centralizes treatment and health information that had been scattered among patients, hospitals and clinics, pharmacies and other places where data might be stored, and links regional medical treatment and health information to provide a more thorough picture of treatment and health status. This will lead to more appropriate examinations and treatment and help patients themselves work toward better health. The passport will ensure that shared treatment and health information is secure with high-security protocols and an electronic opt-in (consent to obtain).



Case Study from Initiatives in Regional Renaissance Integrated administrative information system CIVION for administrative DX

CIVION-7th, from INTEC, is an integrated administrative information system that covers all internal and external administrative operations undertaken by local governments. The all-in-one package includes a citizen information system, insurance system, tax system, public welfare system and internal information system. INTEC is working on tax DX, utilizing many years of proven results in the operation of core systems and underpinned by market trust.



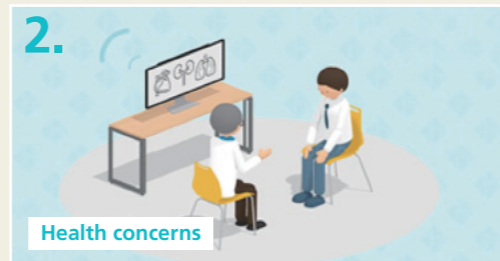
Providing safe, convenient social platforms for people and society

The Group has identified four social issues to proactively solve through its business activities. We will create a resilient society by proposing services that enrich lifestyles by making full use of the strengths and technological capabilities cultivated in our business to date. We will also grow the business fields that lead to the resolution of the four issues into our future core businesses.



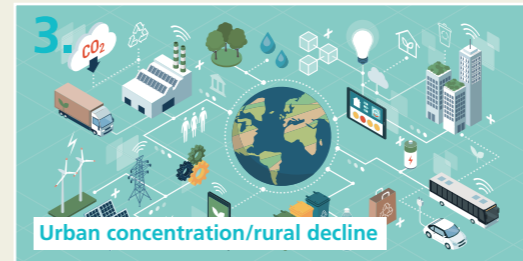
1. Financial inclusion

Convenient and smart cashless payments that eliminate the hassle of paying with coins and bills. We will realize smooth, safe and secure payment environments using leading-edge technologies, including facial recognition.



2. Health concerns

Smart health management integrating health information, including exercise records, photo data of meals, and health check results. We will realize a dynamic society through healthcare platforms.



3. Urban concentration/rural decline

We will leverage ICT to realize a strong, sustainable society, and safe and comfortable lifestyles in response to the social issues faced by local communities, such as the decline in the working population.



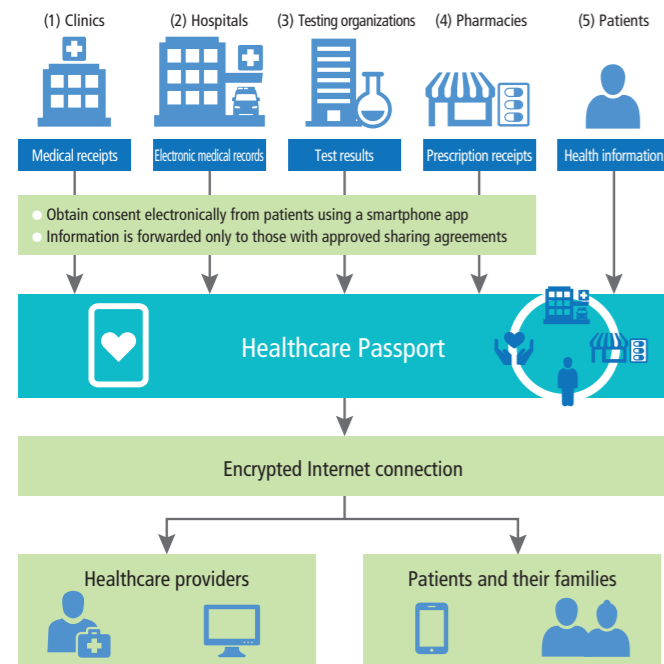
4. Low-carbon/decarbonized society

Liveable communities for all through the use of power generation systems and the application of power data. The focus will be on smart, local production/local consumption of green energy: generated in the area and used efficiently in the same area.

Case study Healthcare Passport incorporates PHR to achieve regional medical collaboration

A Healthcare Passport is a bidirectional personal health record (PHR) information collaboration platform service that enables healthcare providers and patients to connect and manage medical and health information. This SaaS-type service was created by combining the security and platform technologies that TIS has cultivated through the construction of systems for financial institutions with Chiba University Hospital's experience in regional medical collaboration and medical knowledge. It has been available since September 2020.

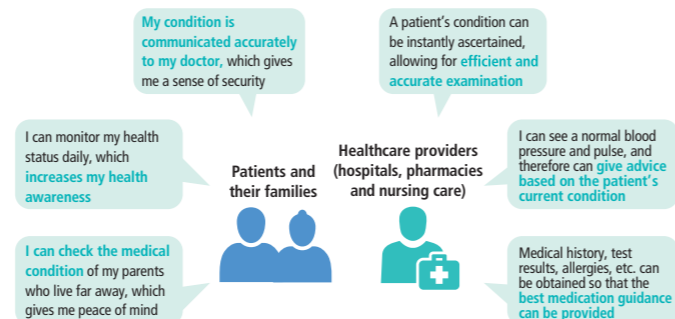
In areas where the Healthcare Passport has been introduced, patients can view information in their medical records, such as consultation history, prescriptions and test results, at any time via their smartphone. At the same time,



healthcare providers will also be able to see the daily vitals data provided by patients, as well as changes in test results and prescriptions at other medical institutions, enabling them to respond more appropriately. As a result, medical information that has been difficult to obtain in the past will be returned to patients and they will be able to carry their PHR with them. With their consent, local hospitals, clinics, pharmacies and welfare facilities will be able to treat and respond to patients by referring to the information contained in the PHR, an example of regional medical collaboration enabled through technology.

Aiming to improve the utilization rate of patients and reduce the burden of regional medical collaboration, the Healthcare Passport is provided not as a system build-out, but as a cloud-based service utilization service. The services used by patients and local healthcare providers are standardized and offered as a platform that ensures high security through flexible but strict information control.

TIS aims to create a place where medical and health information can be integrated consistently across life stages, and to realize a world in which patients are the starting point and the center, and are able to use their own information for necessary services. By integrating healthcare information based on patients' opt-in (consent) and sharing it openly with partner companies that provide various services without vendor lock, we can create new services and contribute to the improvement of patients' health.



* (1), (3), (4) Service to begin progressively

Case study Establishing a new way to use electric vehicles (EVs) as a local disaster mitigation measure through a proof of concept in Hokuto City, Yamanashi Prefecture

As a disaster mitigation measure to shorten the lead time for restoring energy infrastructure in the event of a disaster, we have established an efficient method that uses electricity stored in EVs to power buildings (Vehicle to Home, or V2H) on the ISOU platform*1. With the support of Hokuto City, we conducted a series of proof of concept trials assuming a large-scale blackout in the city. We directed EVs in the area to be charged by utilizing the dispatch function of the ISOU platform, charged them through solar power from the field and discharged them to a building that was a proxy for a shelter.

To verify the practicality of the system, this trial was conducted in Hokuto City, in cooperation with Zero Emi Yamanashi, a general incorporated association working on climate change measures, energy measures, and the creation

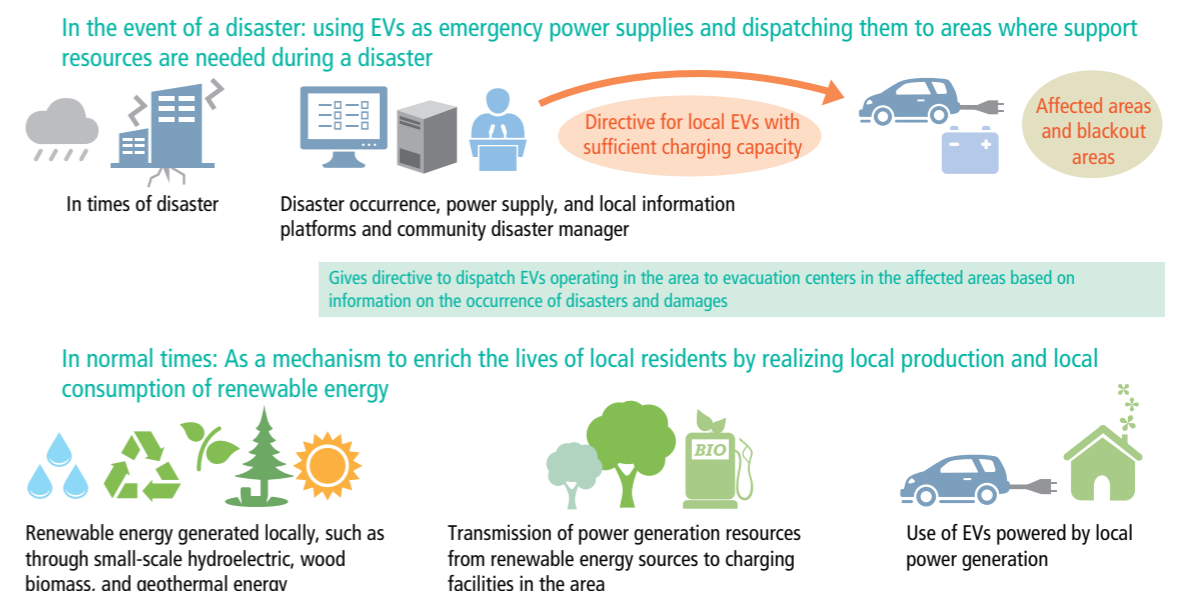


of a sustainable society.

TIS aims to establish a framework to promote local revitalization and local production and local consumption of energy by solving next-generation transportation and energy problems in the trial region. This trial aims to contribute to a recycling-oriented regional society through the ISOU platform by implementing an application for recharging and discharging directions that will expand the use of V2H to the MaaS system developed in the ISOU Project (2019). This is a proof of concept trial in Assabu Town, Hokkaido, to create a framework for a community that can sustain itself even in times of disaster.

*1 ISOU platform: In addition to the MaaS system developed in the ISOU Project, a regional currency solution based on energy management system and blockchain technology will be linked to provide a platform for a regional revitalization cycle through the use of renewable energy and the creation of mobile and intra-regional economic activities.

System to promote regional revitalization and local production, and local consumption of energy (use of ISOU platform during disasters and normal times)



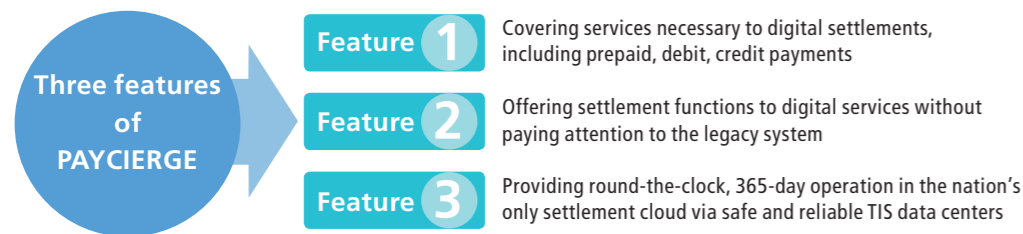
Leveraging our strengths to accelerate business development and realize a cashless society

Our major strengths are the experience, technology, know-how, and abundant human resources we have cultivated over many years handling development and operation of core systems for major credit card companies. Deploying these strengths, we have established a position as the leading system integrator in the domestic settlement field.

Amid recent advances in cashless payments, conditions in the payment settlement market are changing dramatically due to progress in smartphone and other related technologies, the entry of companies from different sectors, and the rise of FinTech companies. Viewing this situation as a new growth opportunity, we develop and operate core systems for major credit card companies, which represent an important foundation of our business. We are also deploying our PAYCIERGE digital payment platform to accelerate business development.

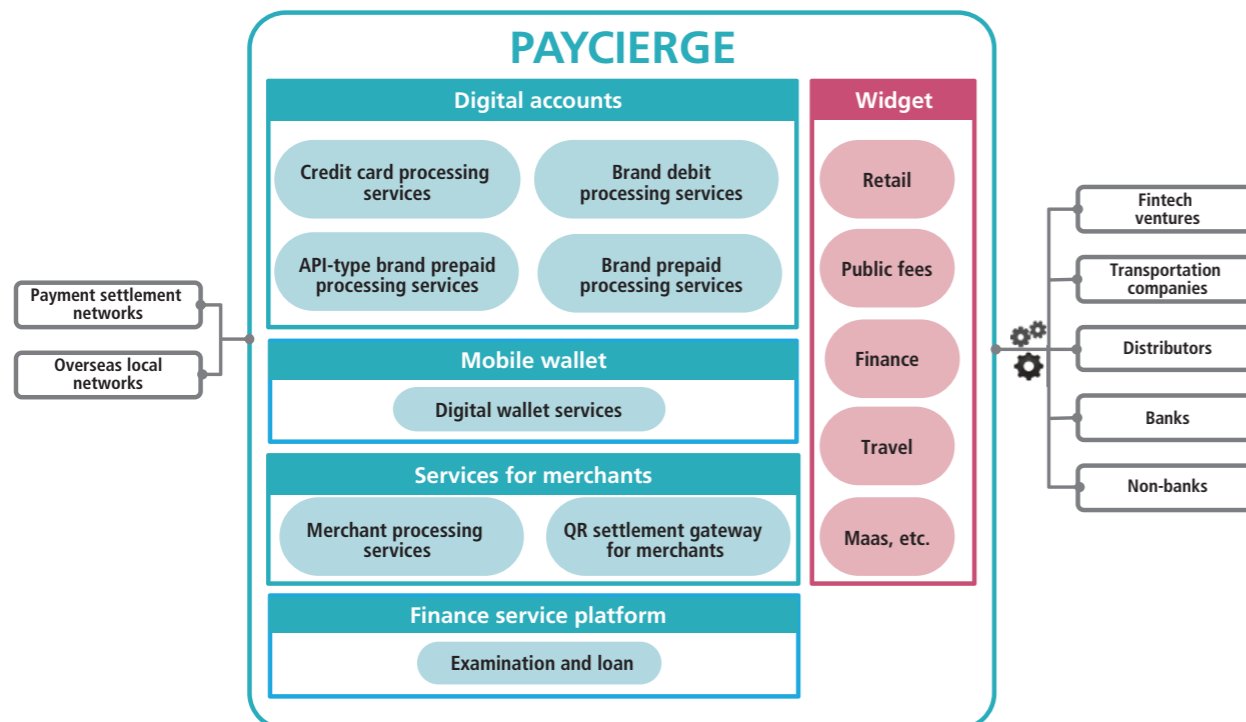
PAYCIERGE digital payment platform

PAYCIERGE is a comprehensive, highly convenient, and reliable payment solution for all people who require retail payments.



Overview of Payment Services and TIS' Core Focus

Digital accounts facilitate access to processing services for all payment operations, from prepaid accounts for payment prior to purchase and instant withdrawal accounts for debit payments to post-payment credit accounts, and is an area where TIS can demonstrate particular competitive superiority.

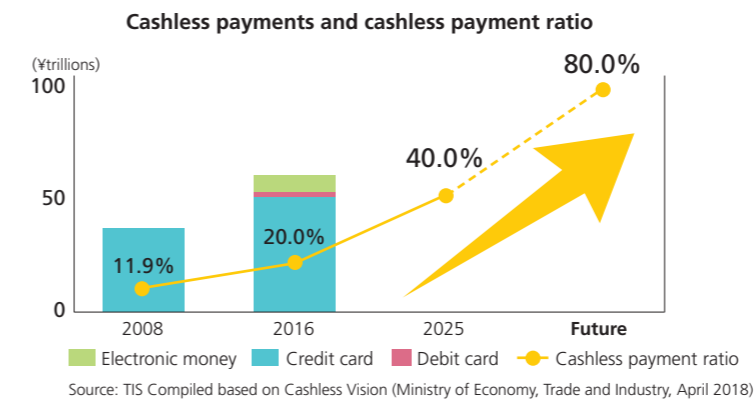


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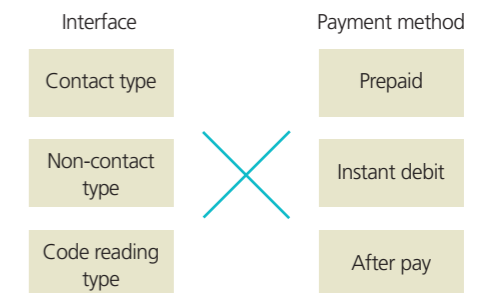
TIS held an information meeting in December 2019 highlighting payment business and provided details on domains of focus and strategies. Please follow the link below to see presentation materials from that day.
<https://www.tis.com/documents/en/ir/finance/meeting/191209.pdf>

Status of cashless payments in Japan

- The Japanese government is promoting cashless payments, which are expected to become more widespread in the future
- The credit card is a typical tool for making cashless payments, and the credit card transaction volume is expected to increase in the future alongside an increase in mechanisms for linking cards to code-based credit services, such as QR codes and barcodes, that have become popular in recent years.

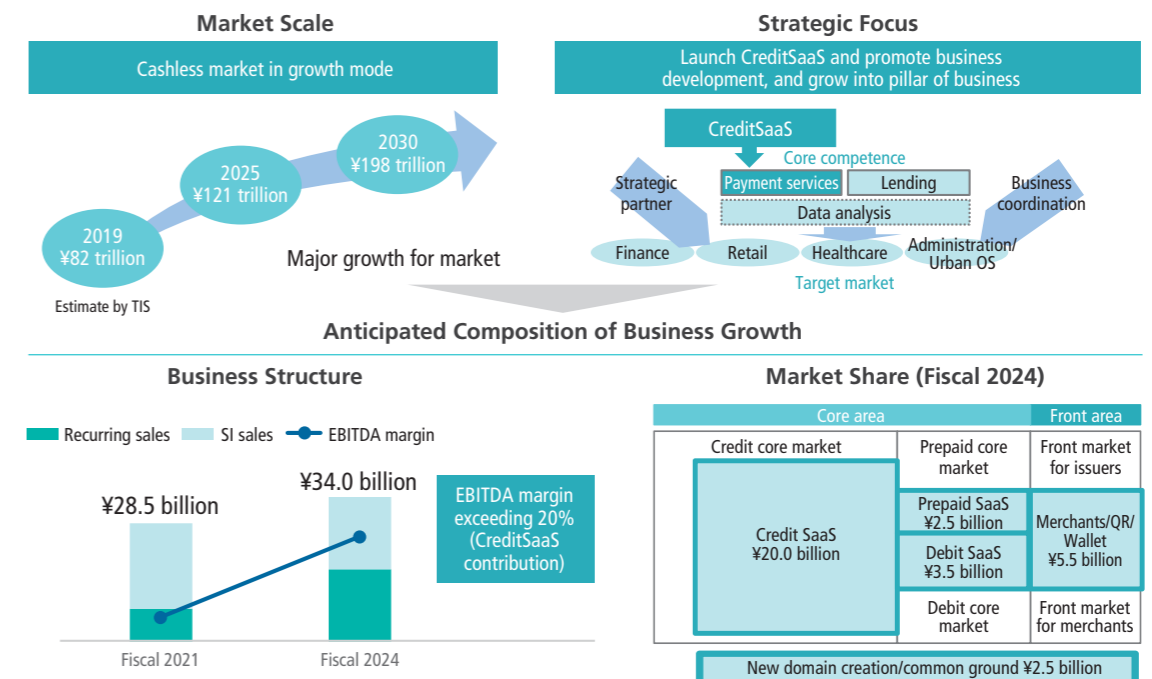


Combination of cashless payment methods



Payment Service Strategy under Medium-Term Management Plan (2021–2023)

With the cashless market in growth mode, we will target businesses keen to participate in new payment options. High-level specialization will be in demand, providing us with the perfect opportunity to demonstrate competitive superiority, especially in services to our core customer base of credit card issuers. We are aiming for net sales of ¥34 billion in fiscal 2024, supported primarily by this core customer segment.



A value exchange network linking as many clients as possible to PAYCIERGE

Kiyotaka Nakamura, TIS Senior Managing Executive Officer, Division Director of Digital Transformation Business Unit
PAYCIERGE is a digital payment settlement platform that draws on capabilities accumulated in the payment services domain since TIS' earliest days and utilizes safe and secure, leading-edge technology. We want PAYCIERGE to underpin a comfortable society. We already offer various services to a wide range of clients, notably, major financial institutions, but also newcomers to the payment business.

Japan has been a country of low crime, and cash transactions have been the trusted method of payment for individuals and businesses alike. The transition toward cashless transactions has been slower here than in other parts of the world but is gradually becoming more accepted. However, the COVID-19 pandemic accelerated changes in the cashless market out of necessity, with an embrace that crossed national borders. As the world adjusts to the new normal, it is now or never for many businesses to get with the digital and cashless payment program. Given this trend, we are seeing more inquiries about payment solutions than ever before. To meet the expectations of clients, we will continue to create value that fuels realization of a future of convenience that only TIS can deliver, including a value exchange network linking as many clients as possible to PAYCIERGE.

Leverage business domain expansion and strategic investments to become top-class IT group in ASEAN region

Three pillars support expansion of the TIS INTEC Group's overseas operations: providing local support to existing clients as they pursue a presence in other countries, applying know-how accumulated in Japan to develop local markets overseas, and bringing cutting-edge technologies from abroad to Japan to reinforce our capabilities in the domestic market.

Currently, TIS seeks to build a top-class group of IT companies in the ASEAN region. Toward this end, the Company will maximize alliances forged through strategic investments in channels—that is, local markets—and technology, while promoting business development that integrates the respective strengths of each company and expanding business domains through new and reinforced connections across the ASEAN region.

Recent main M&A and capital and business alliances

Initial Investments	Head office	Partners (place in order of the investments)	Relation with TIS	Corporate Profile	Area
2014	TH	MFEC Public Company Limited	Consolidated subsidiary	Thai-listed, leading provider of enterprise IT solutions.	Channel
2015	TH	I AM Consulting Co., Ltd.	Consolidated subsidiary	Thai-based consulting group producing total SAP-related IT solutions.	Channel
2015	ID	PT Anabatic Technologies Tbk	Equity method affiliate	Indonesia-listed, top-tier local IT company.	Channel
2016	TH	PromptNow Co., Ltd.	Consolidated subsidiary	Thai-based leading FinTech company with multiple proprietary mobile services for financial institutions.	X-Tech
2017	CN	Shanghai CardInfoLink Data Service Co., Ltd.	Equity method affiliate	FinTech company developing presence in China and around the world, with particular strength in payment gateway solutions and other services.	X-Tech
2017	VN	TinhVan Technologies JSC.	Capital & business alliance	Leading IT service provider with considerable experience introducing solutions to the Vietnamese government and financial institutions.	Channel
2018	US	R3 HoldCo LLC	Capital & business alliance	U.S. technology startup boasting global-caliber results and brand in blockchain-related technology for corporate users.	Emerging Tech
2018	ID	PT AINO Indonesia	Capital & business alliance	FinTech provider of payment services for transportation infrastructure in Indonesia.	X-Tech
2019	SG	SQREEM Technologies Pte. Ltd.	Capital & business alliance	A Singapore startup—the world's largest behavioral pattern data aggregator—growing very fast in fields of digital marketing and data analytics using proprietary AI technology based on massive data collection.	Emerging Tech
2020	SG	Grab Holdings Inc.	Capital & business alliance	Top-class super app provider in ASEAN region. Expands into one business after another across wide range of sectors, including ride-hailing services, food delivery and financial services. Boasts 203 million downloads on aggregate basis.	Channel
2020	TH	GrabLink Pte. Ltd.	Capital & business alliance	Joint venture—IT platform provider for Grab's payment services.	X-Tech
2020	SG	Entropica Labs Pte. Ltd.	Capital & business alliance	A Singapore startup—provider of quantum computing software.	Emerging Tech
2020	US	Sequent Software Inc.	Consolidated subsidiary	One of very few tokenization vendors in the world, and recognized by multiple international brands.	Emerging Tech
2021	TH	J Ventures Co., Ltd.	Equity method affiliate	A DX subsidiary of Thailand major retailer Jaymart. Provide DX platform for retail ad and finance business.	X-Tech
2021	SG	SpeQtral Pte. Ltd.	Capital & business alliance	A Singapore startup—provider of quantum computing software.	Emerging Tech

Status of capital and business alliance with Grab Holdings Inc.

- Key areas of joint activities: Payment services, banking, AI, quantum computing, blockchain, MaaS
- Use GrabLink to provide processing services for GrabPay, a payment solution from Grab that is available in eight of the 10 ASEAN member countries
- Working together, TIS and CardInfoLink plan to connect GrabPay to EVONET, a global payment network that links payment service providers throughout Asia



Contributing solutions to as many social issues as possible

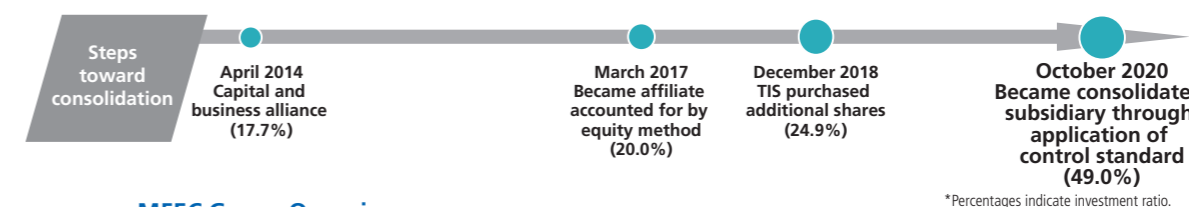
Kensaku Furusho, TIS Executive Officer, Division Manager of Global Div.

TIS has positioned global operations as a growth engine for the TIS INTEC Group and has taken a robust approach to M&A opportunities and capital and business alliances, with a focus on payment services, banking and enterprise resource planning (ERP). The success of our efforts is reflected in a huge increase in overseas sales, on a consolidated basis, rising from about ¥3 billion in 2014 to about ¥13 billion in 2020. Meanwhile, the scale of global operations has expanded, with net sales* at about ¥69 billion, an office network exceeding 100 companies in ten countries, and a workforce* of more than 4,000 people. To be more precise, we aim to realize financial inclusion, a social issue in the ASEAN region, and will, through alliances with leading local partners, especially in financial and payment services areas, which are Group strengths, we will plan and develop services matched to local needs. At the same time, we have taken a medium- to long-term perspective in forming alliances with leading companies in advanced technology fields, such as blockchain and quantum technology, to get in on the rapid push for digitization. Going forward, we will continue to emphasize these activities and build a top-class IT corporate group in the ASEAN region with the capacity to contribute as many solutions to social issues as possible. Through this approach, we will be able to reach our target of ¥100 billion in consolidated sales by fiscal 2026.

*Total comprising numbers from overseas subsidiaries and affiliates accounted for by the equity method.

Bringing Thailand's MFEC Group under consolidation

After signing a capital and business alliance agreement in 2014, TIS gradually increased its investment in MFEC, based on mutual understanding and growing bonds of trust, and in October 2020, MFEC and its subsidiaries were brought under consolidation. As a result, TIS—and by extension the TIS INTEC Group—gained a solid client base in the local Thai market, enhanced its ability to deliver services, particularly in the security realm, and added new brands and resources to its composite portfolio. TIS has built a network of partners boasting advanced technology and a prominent market presence in countries around the world, and going forward, the Company will work with MFEC to utilize these connections to explore opportunities for collaboration. This relationship will accelerate the process of structural transformation within the TIS INTEC Group and fuel innovation, while contributing to development in Thailand and the rest of the ASEAN region through solutions to pressing social issues.



MFEC Group Overview

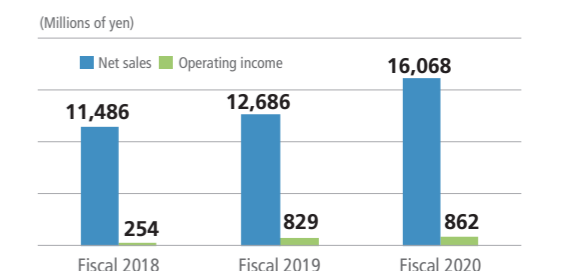
Name	MFEC Public Company Limited
Address	Bangkok, Thailand
Date of establishment	March 3, 1997
Paid-in capital	441 million Thai baht (¥1,519 million*)
Representative	Chief Executive Officer Siriwat Vongjarukorn
Number of employees	1,271 (as of December 31, 2020: consolidated)
Number of subsidiaries	11
Business activities	IT services, systems integration
Principal client sectors	Banks and all other types of financial businesses, telecommunications, public sector
Listing	Stock Exchange of Thailand

*Percentages indicate investment ratio.

Consolidated results for most recent three fiscal years*

MFEC has steadily expanded its business results as a leading player in the provision of IT solutions to enterprises in Thailand.

Going forward, MFEC and the rest of the MFEC Group will actively engage in joint activities with the TIS INTEC Group to maximize the global alliance and post continued growth.



* Converted at a rate of 1 Thai baht = ¥3.44, the rate prevailing at the end of December 2020

Topic

TIS held an information meeting in December 2020 highlighting global operations and provided details on domains of focus and strategies. Please follow the link below to see presentation materials from that day.

<https://www.tis.com/documents/en/ir/finance/meeting/201204.pdf>



As a partner in sustainable business growth

Siriwat Vongjarukorn, Chief Executive Officer, MFEC Public Company Limited

There are several reasons behind the decision to accept the tender offer from TIS. One was that our two companies had spent seven years as business partners, and a good corporate chemistry developed as we pursued business opportunities together over this time. Another was that our respective corporate philosophies had many points in common, and we shared a high degree of respect and trust for each other. Working on projects together was fun, as well. But perhaps the most pivotal reason was that just as TIS seeks to expand its presence overseas, we at MFEC are keen to expand business activities outside our home market of Thailand.

As partners reaching for the same goal, that is, sustainable business growth, we can lift each other up, reciprocally enhancing results. Going forward, MFEC and TIS will collaborate on many fronts, including investment strategy in Thailand, Group supply chain and IT services. I look forward to this. I believe MFEC will be a vital tool for TIS in expanding business within the ASEAN region.

*Segment sales include intersegment sales.

Service IT Business

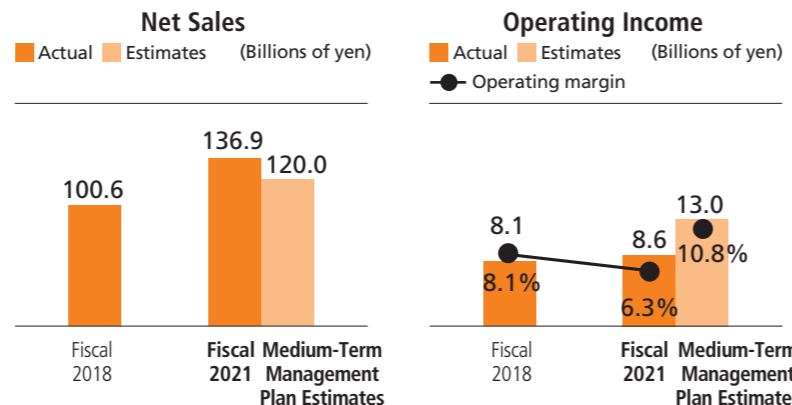
Provides original knowledge-intensive IT services leveraging TIS' service and industry know-how to create universalized, template-oriented solutions for clients (includes default configuration and ERP).

Looking Back on Medium-Term Management Plan (2018–2020)

Net sales grew thanks to the business expansion, especially in payment service domain, but profitability was an issue due to the sustained upfront investment.

Focus Points of Medium-Term Management Plan (2018–2020)

- With priority allocation of management resources toward growth engines and use of advanced technologies, expand business (IT Offering Services) through shift toward business anticipating prior investment by clients
- Watch for changes in structure of payment settlement business and expand prior investment style services not only for debit and prepaid card transactions but for credit card transactions as well



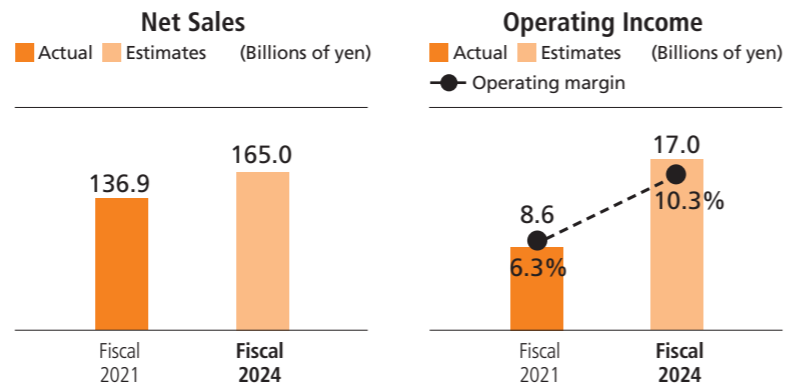
(References) Fiscal 2021 Results

Net sales	¥136,946 million (+9.1%)	Higher sales and income. ERP-related decrease was offset by expansion in payment- and cloud-related business and contributions to performance by companies turned into consolidated subsidiaries during fiscal 2021. Operating margin declined slightly due to the increase of upfront investment to strengthen business.
Operating income	¥8,695 million (+6.1%)	
Operating margin	6.3% (-0.2pt)	[Compared to estimates] Net sales +1.8% Operating income -1.2%

Figures in parentheses indicate increase or decrease from the previous term.

Focus points on Medium-Term Management Plan (2021–2023)

- Promote growth strategy for payment service domain
- Strengthen societal issue solution service
- Reinforce service management and improve profitability



(References) Fiscal 2022 Forecast

Net sales	¥155,500 million (+13.5%)	The favorable business environment is expected to continue thanks to DX and cashless payment capabilities, expansion of cloud service and ERP demand. Expect higher sales and higher income, as segment captures IT investment demand on payment business and benefits from full-year contribution from newly consolidation of subsidiaries in previous fiscal year.
Operating income	¥10,800 million (+24.2%)	
Operating margin	6.9% (+0.6pt)	

Figures in parentheses indicate increase or decrease from the previous term.

*Segment sales include intersegment sales.

BPO

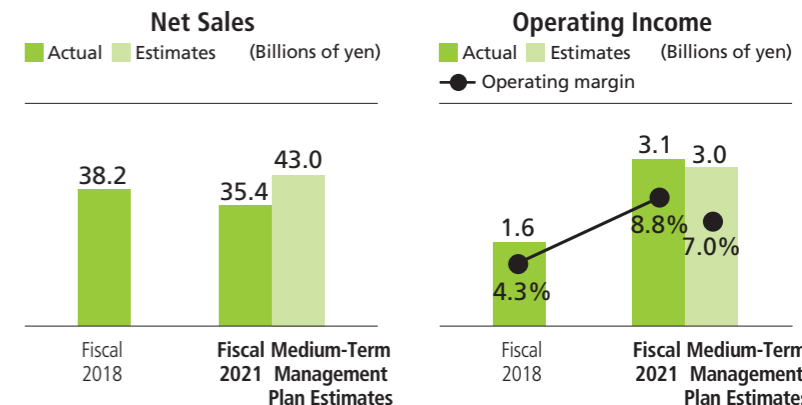
Draws on Group's extensive service menu and IT know-how to deliver business process outsourcing (BPO) services, including marketing and sales services and office and contract operations.

Looking Back on Medium-Term Management Plan (2018–2020)

Huge improvement in profitability, mainly due to optimized portfolio and higher productivity

Focus Points of Medium-Term Management Plan (2018–2020)

- Improve gross profit ratio on existing entry services through BPO concentration effect and business restructuring
- Expand business and boost profitability (Business Function Service) through more sophisticated BPO drawing on shift to high-level, combined BPO and use of forte business knowledge and advanced technologies



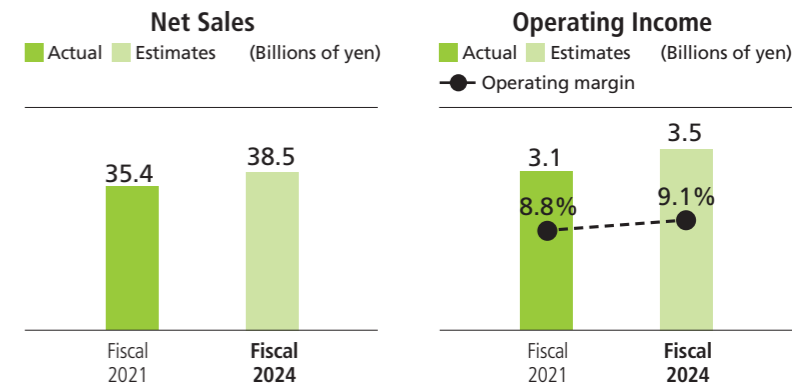
(References) Fiscal 2021 Results

Net sales	¥35,453 million (+5.2%)	Sales and income up, reflecting increased demand for outsourcing services, including call center operations, and operations related to special cash payments. Operating margin also expanded. [Compared to estimates] Net sales +5.8% Operating income +19.4%
Operating income	¥3,105 million (+18.4%)	
Operating margin	8.8% (+1.0pt)	

Figures in parentheses indicate increase or decrease from the previous term.

Focus points on Medium-Term Management Plan (2021–2023)

- Promote growth strategy fined-tuned to market demand
- Raise added value through digitization of office processes



(References) Fiscal 2022 Forecast

Net sales	¥36,000 million (+1.5%)	Need for digital innovation and outsourcing remains firm, driven by long-running labor shortage and progress in workstyle reform. Expect higher sales and higher income, supported by brisk shift in demand for outsourcing and sustained improvement in profitability.
Operating income	¥3,300 million (+6.3%)	
Operating margin	9.2% (+0.4pt)	

Figures in parentheses indicate increase or decrease from the previous term.

*Segment sales include intersegment sales.

Financial IT Business

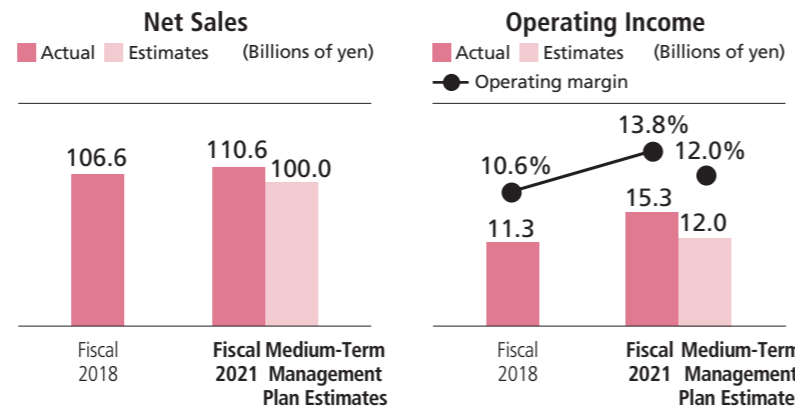
Leverages business and operating know-how specific to the financial sector to raise value-added quality of clients' operations, expand use of IT, and provide IT-based support for operations.

Looking Back on Medium-Term Management Plan (2018–2020)

Despite reactionary drop in large development projects, maintained growth against backdrop of strong IT demand, especially from credit card companies

Focus Points of Medium-Term Management Plan (2018–2020)

- Expand business (Strategic Partnership Business) by strengthening connection to extensive client base of credit card companies, banks and insurers, and creating business together
- Increase provided value by utilizing Mode2 and other digital innovations as well as AI and other advanced technologies, and boost profitability by promoting measures, such as enhancement innovation activities, to improve productivity



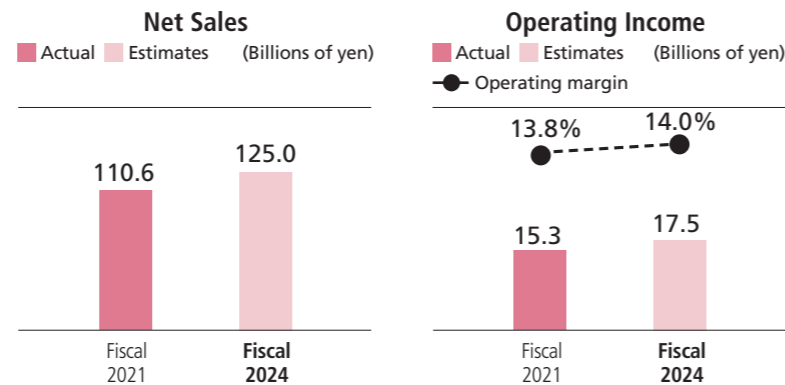
(References) Fiscal 2021 Results

Net sales	¥110,660 million (−3.3%)	Despite steady demand of IT investments from core clients, negative factors such as sluggish business activity caused drop in sales, but income was up, reflecting improved project profitability. Operating margin also expanded. [Compared to estimates] Net sales −3.8% Operating income +0.1%
Operating income	¥15,320 million (+2.6%)	
Operating margin	13.8% (+0.8pt)	

Figures in parentheses indicate increase or decrease from the previous term.

Focus points on Medium-Term Management Plan (2021–2023)

- Strengthen strategic partnerships with clients, including credit card companies and banks, and encourage joint creation projects
- Make services more high-value-added through DX and constantly pursue productivity reforms



(References) Fiscal 2022 Forecast

Net sales	¥117,000 million (+5.7%)	Expects solid demand from businesses that support social infrastructure and require payment settlement capabilities, and wider investment to hone sharper competitive edge paralleling structural transformation among financial services providers. With increase in IT investment, particularly among core clients, segment should post higher sales and higher income.
Operating income	¥16,000 million (+4.4%)	
Operating margin	13.7% (−0.1pt)	

Figures in parentheses indicate increase or decrease from the previous term.

*Segment sales include intersegment sales.

Industrial IT Business

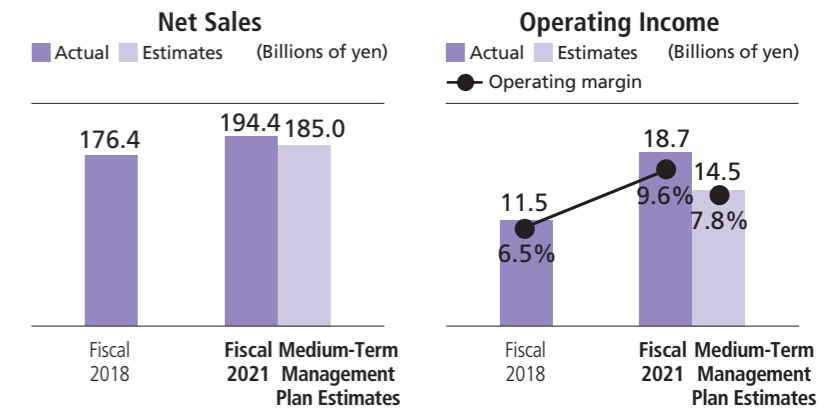
Utilizes business and operating know-how specific to non-finance industries to raise value-added quality of clients' operations, expand use of IT, and provide IT-based support for operations.

Looking Back on Medium-Term Management Plan (2018–2020)

Maintained growth against backdrop of expanding IT investment among core clients and across wide industry spectrum, particularly energy

Focus Points of Medium-Term Management Plan (2018–2020)

- Expand business (Strategic Partnership Business) by strengthening connection to extensive client base in industry and public sectors, and creating business together
- Increase provided value by utilizing Mode2 and other digital innovations as well as AI and other advanced technologies, and boost profitability by promoting measures, such as enhancement innovation activities, to improve productivity



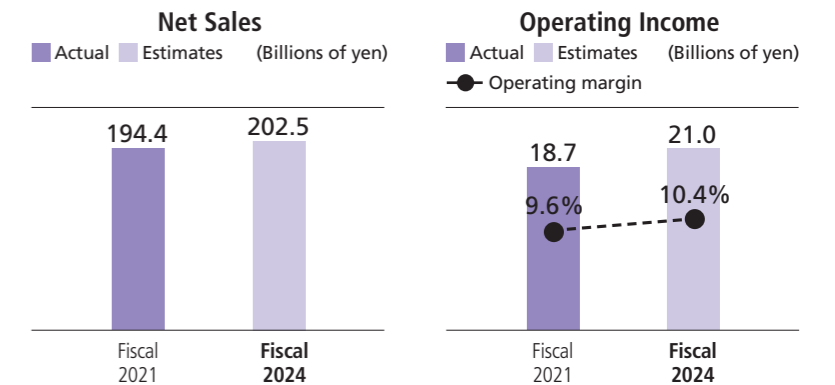
(References) Fiscal 2021 Results

Net sales	¥194,414 million (−4.1%)	Despite favorable demand from core clients and contributions to performance by companies turned into consolidated subsidiaries during fiscal 2021, sales and income declined due to reduced IT investment among regional, small and mid-sized companies. Operating margin remained at the fiscal 2020 level thanks to improving project profitability. [Compared to estimates] Net sales −0.8% Operating income +3.4%
Operating income	¥18,710 million (−2.3%)	
Operating margin	9.6% (+0.1pt)	

Figures in parentheses indicate increase or decrease from the previous term.

Focus points on Medium-Term Management Plan (2021–2023)

- Strengthen strategic partnerships with clients in industry and public sectors, and encourage joint creation projects
- Make services more high-value-added through DX and constantly pursue productivity reforms



(References) Fiscal 2022 Forecast

Net sales	¥191,000 million (−1.8%)	Clients of Industrial IT Business are hugely impacted by changing business conditions, but business environment is expected to recover, with DX accelerating across a wide range of industry sectors as companies seek to sharpen competitive edge and business reform. Braced for lower sales, due to impact from application of Accounting Standard for Revenue Recognition. But on actual basis, performance should be solid, with sales decline and higher income.
Operating income	¥19,200 million (+2.6%)	
Operating margin	10.1% (+0.5pt)	

Figures in parentheses indicate increase or decrease from the previous term.