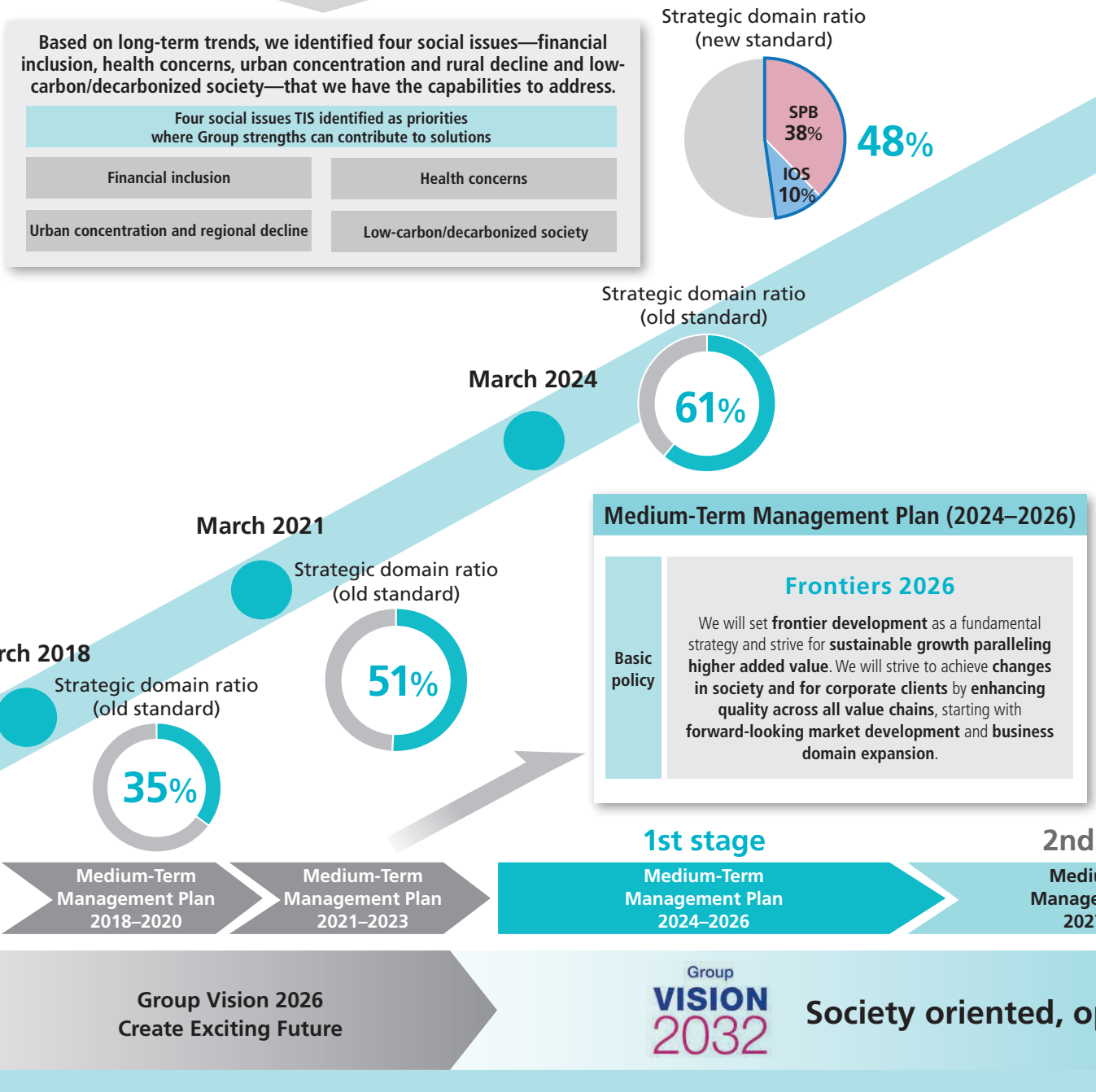


World in 2050

In making assumptions for 2050, we took into account 24 political, economic and social themes, in parallel with technological progress and the impact that such advances might have, and performed a PEST analysis.

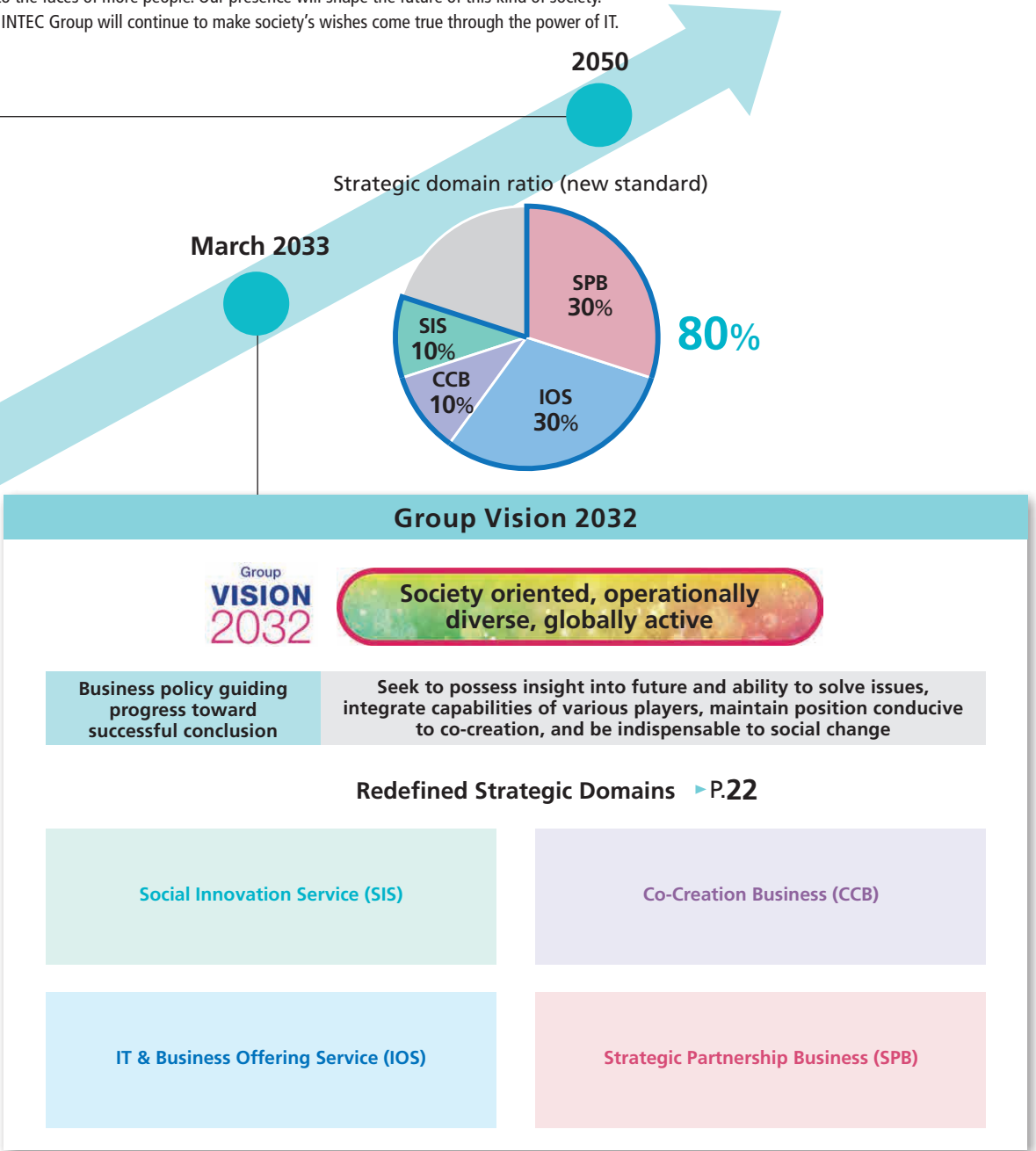
Politics	<ul style="list-style-type: none">Predict pension and social security system failure due to changing demographicsTrend to limit impact of corporate activities on society, with tougher restrictions on use of fossil fuels and use of resources as measures to deal with climate change
Economy	<ul style="list-style-type: none">Hub of global economy will shift to emerging countries of Asia that continue to enjoy high economic growthDisparity between countries will shrink, paralleling economic growth, but personal income gap will widen
Society	<ul style="list-style-type: none">Population growth is particularly noticeable in Asia, where the benefits of economic progress have extended average life expectancy and produced an aging societyTechnological innovation is fueling economic growth in urban areas while regional economies, impacted by a decrease in population and little promise of a demographic turnaround, are in decline
Technology	<ul style="list-style-type: none">Technological innovation will accelerate, technological breakthroughs will become more frequent, and technology will have a major impact on political, economic and social activity

*View of the world in 2050 drawn up at Sustainability Project in 2019.



Brand Message

Make society's wishes come true through IT.
Using advanced technology and know-how, we will add a new dimension of vitality to society and bring smiles to the faces of more people. Our presence will shape the future of this kind of society.
The TIS INTEC Group will continue to make society's wishes come true through the power of IT.



Group Vision 2032: Toward Sustainable Growth

In 2017, TIS announced Group Vision 2026, which described a corporate ideal to be achieved by 2026 under the catchphrase “Create Exciting Future.” Seven years on, in 2024, given major changes in the recent past that affected the operating environment, both inside the Company and externally, management decided to reorient operations groupwide with a long-term perspective and defined a new group vision—Group Vision 2032—for where TIS and the TIS INTEC Group should be in 10 years’ time. Under the new group vision, TIS is leveraging initiatives that draw on the composite capabilities of the Group and lead to sustainable improvement in corporate value.

Group Vision 2032 Themes



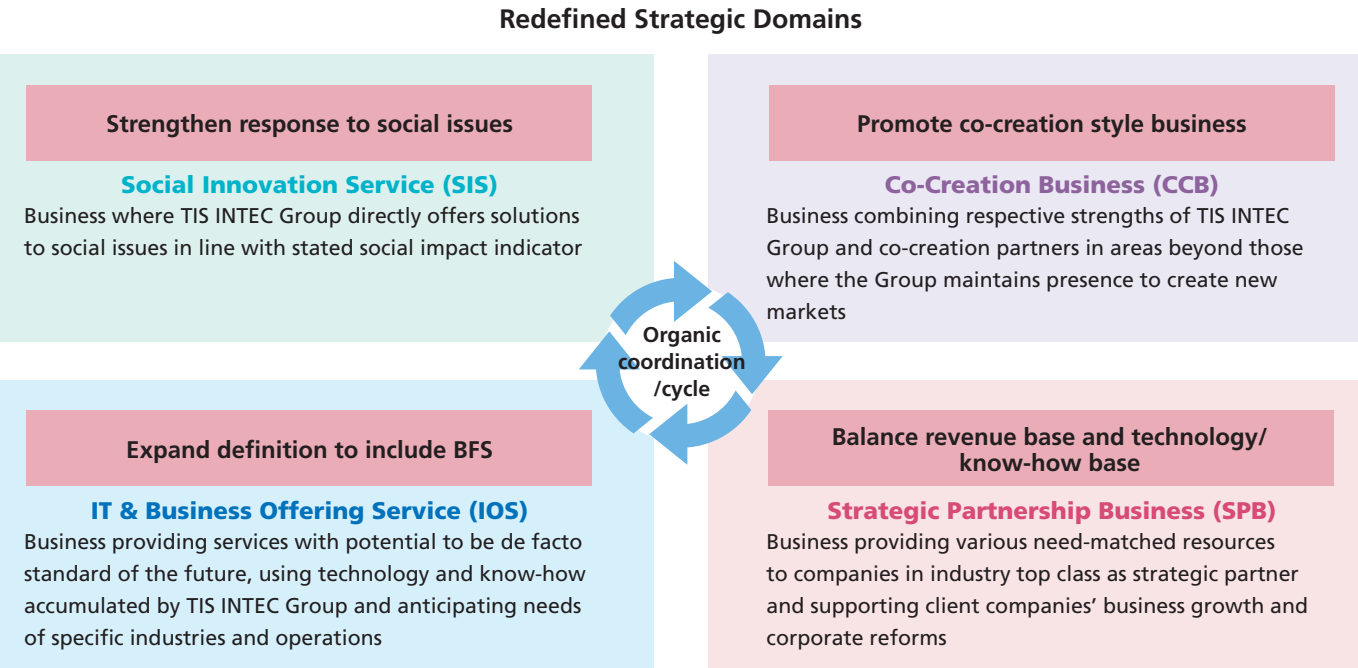
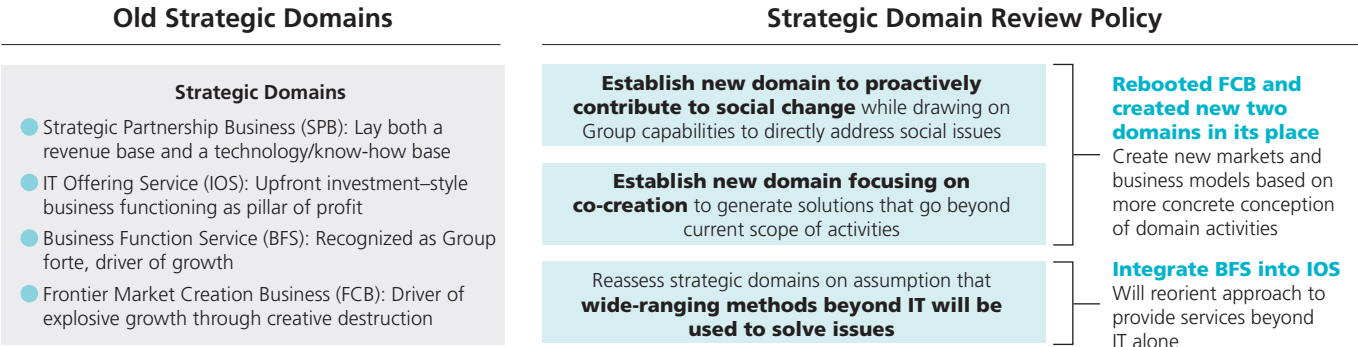
Under the theme “society oriented, operationally diverse, globally active,” Group Vision 2032 will guide us as we work toward our goal of becoming a progressive, global IT group combining social responsibility and the spirit of innovation. To solve social issues, we will proactively adopt innovative technologies and incorporate capabilities from different industries while leveraging diverse and global operations. This will lead to further business innovation and fuel market creation.

Background to Creation of Group Vision 2032



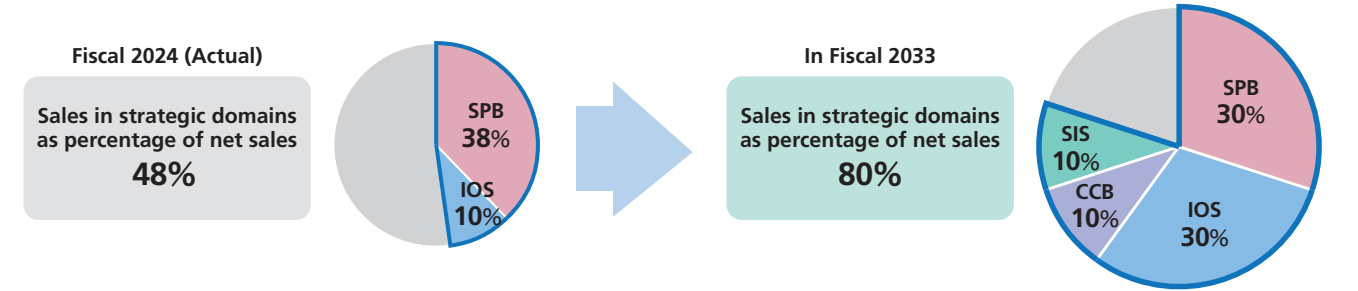
Four Strategic Domains to Realize Corporate Ideal

TIS defines areas of business that will underpin sustainable growth, on a groupwide basis, as strategic domains. Since 2017, when Group Vision 2026 was prepared, the social role that we see the TIS INTEC Group playing 10 years into the future and the best business approach to take going forward have come into greater clarity, allowing management to identify new priority business areas. Each segment strives to develop markets and create new demand with the best mix of strategic domains fine-tuned to market characteristics.

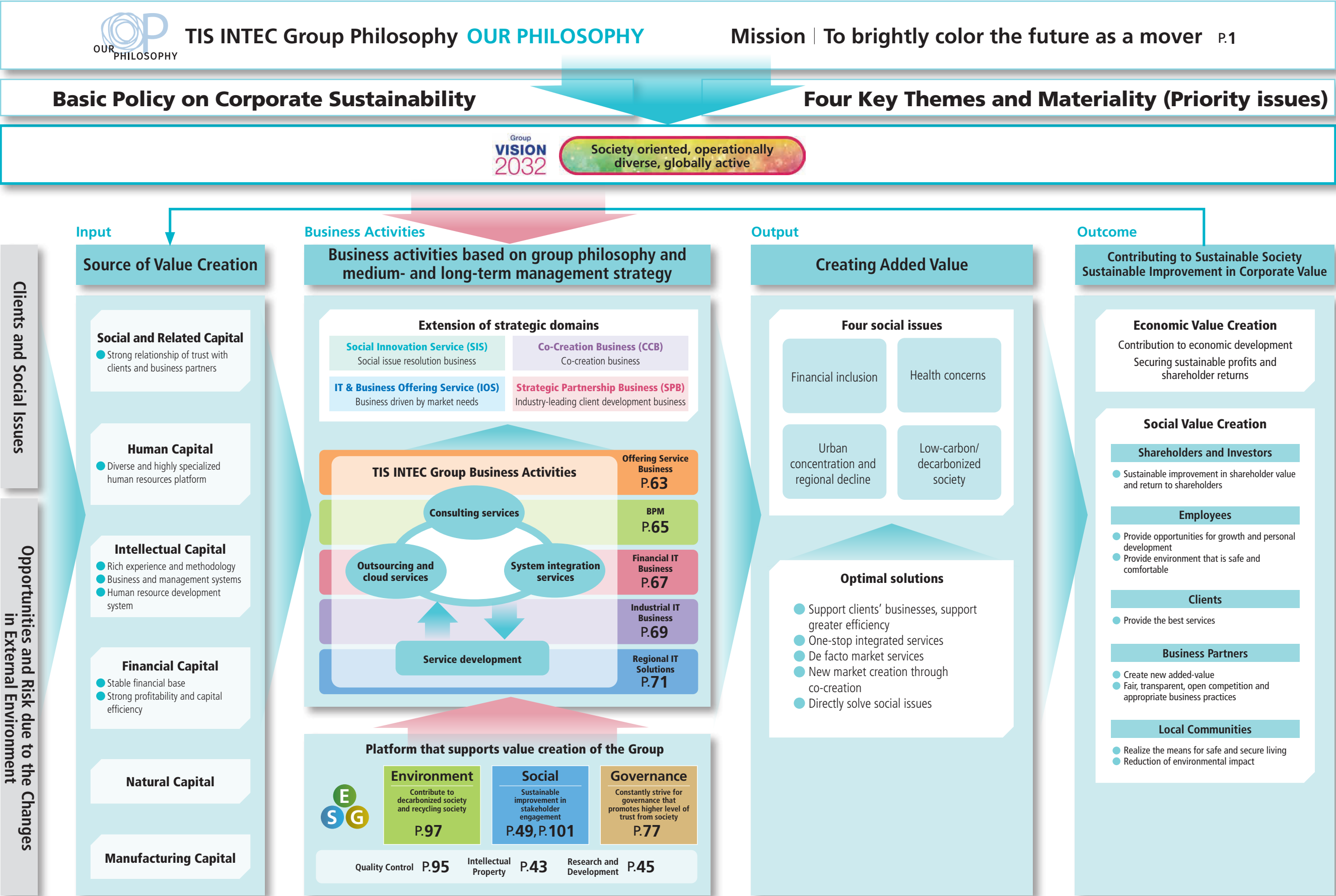


Strategic Domains: Desired Composition

While the ratio of strategic domains to overall business is generally shifting in the desired direction, there are still issues with the contribution of each strategic domain to that balance. We expect SPB and IOS domains to be much bigger, new CCB and SIS domains to have grown to a certain size, and the business portfolio to be a well-balanced mix of diverse business models.

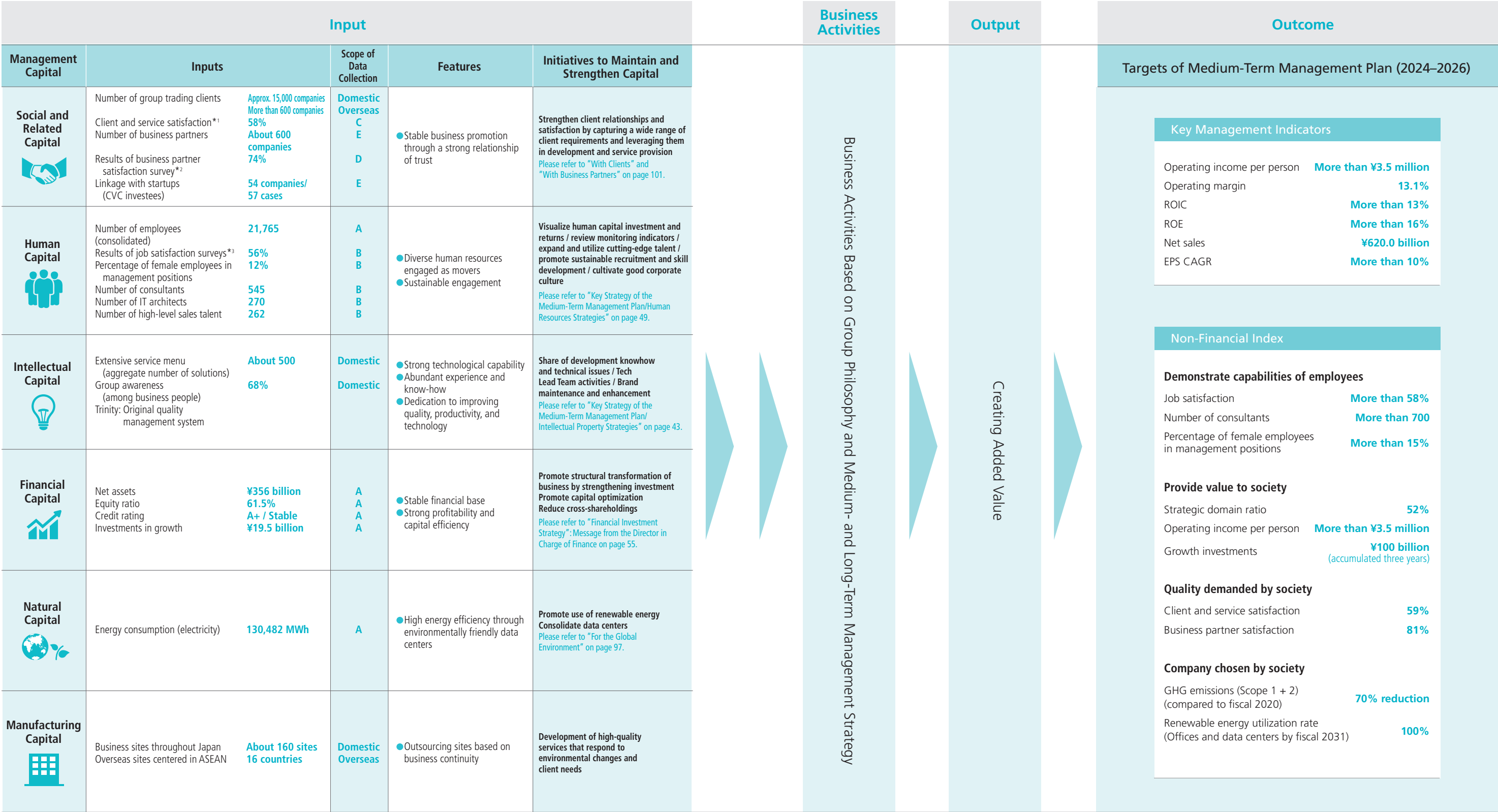


We will balance efforts to contribute a sustainable society with efforts to achieve sustainable improvement in corporate value by leveraging unified Group management based on "OUR PHILOSOPHY," the TIS INTEC Group philosophy.



Sources of Value Creation and Competitive Advantage

The management 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.



Figures are as of March 31, 2025.

*1 Percentage of respondents who answered we were “an irreplaceable business partner” in the client satisfaction survey.

*2 Percentage of respondents who answered “satisfied with our business and relationship” in the business partner satisfaction survey.

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

Scope of data collection

A. TIS INTEC Group, consolidated

B. TIS and domestic consolidated companies

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

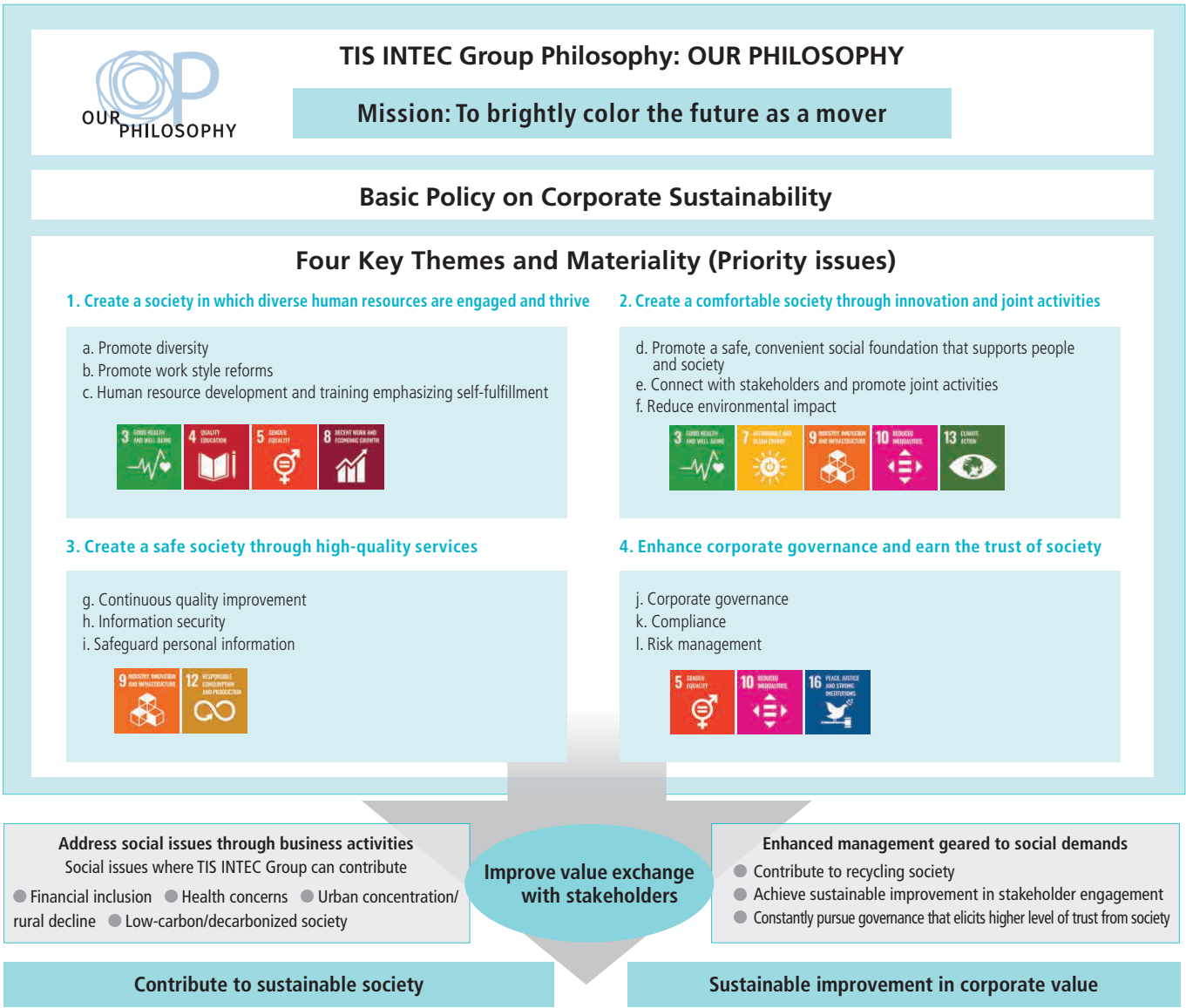
D. TIS and INTEC

E. TIS parent

Seeking to deepen sustainability management

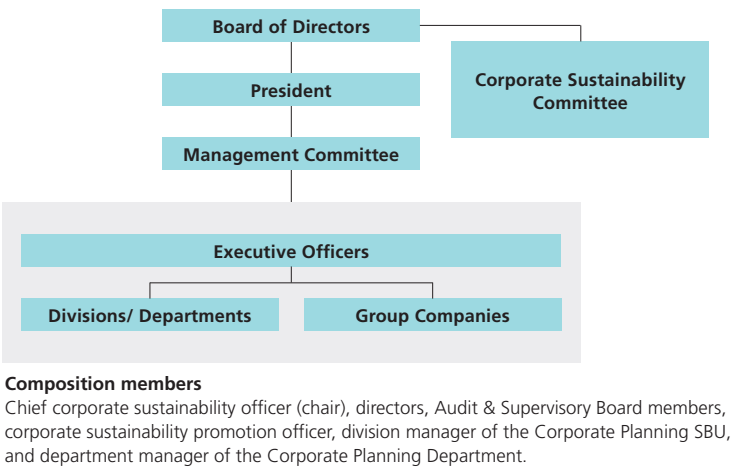
TIS INTEC Group will reinforce its commitment to corporate social responsibility through its contribution to the sustainable development of society by resolving social issues through its business, and will further strengthen its corporate sustainability initiatives.

Overall picture of sustainability management



Sustainability Promotion System

TIS promotes sustainability activities on a groupwide basis under the leadership of the TIS President and Chief Executive Officer, who chairs the Corporate Sustainability Committee. This committee, which meets twice a year in principle, identifies new trends in sustainability and presents to the Board of Directors a selection of issues to focus on and the direction that responses should take. These issues and the respective suggested course of action are reflected in the medium-term management plan and annual business plans as specific measures of response. Progress is discussed by the Management Committee and tracked by the Board of Directors.



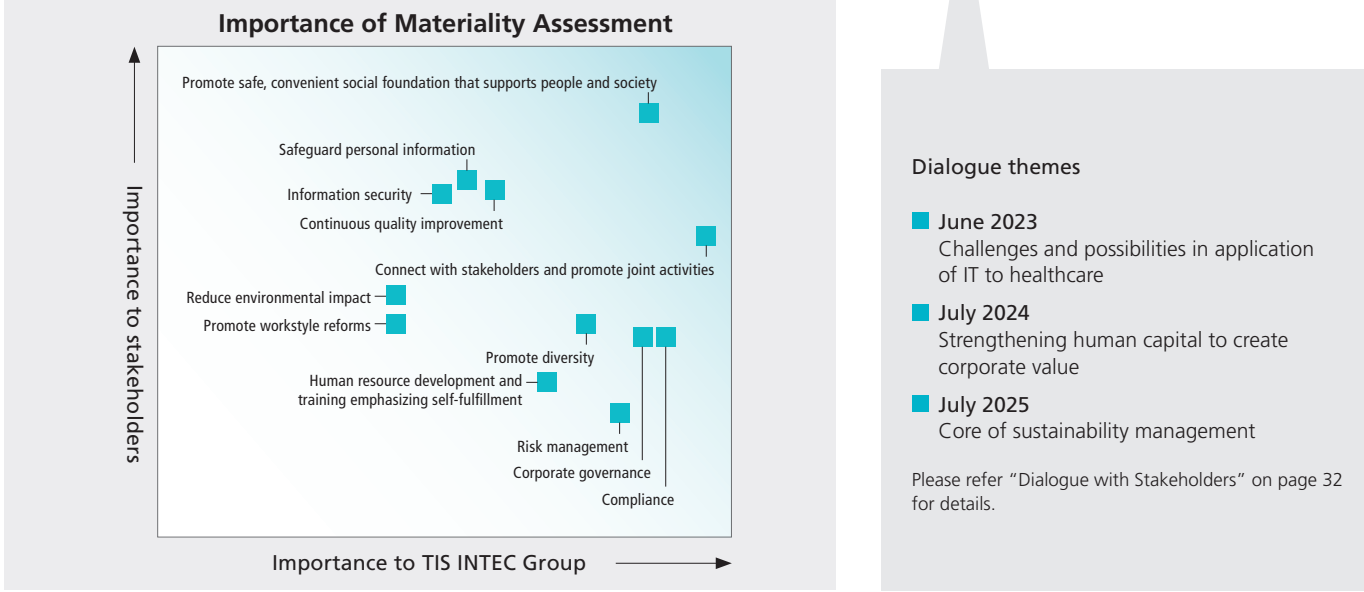
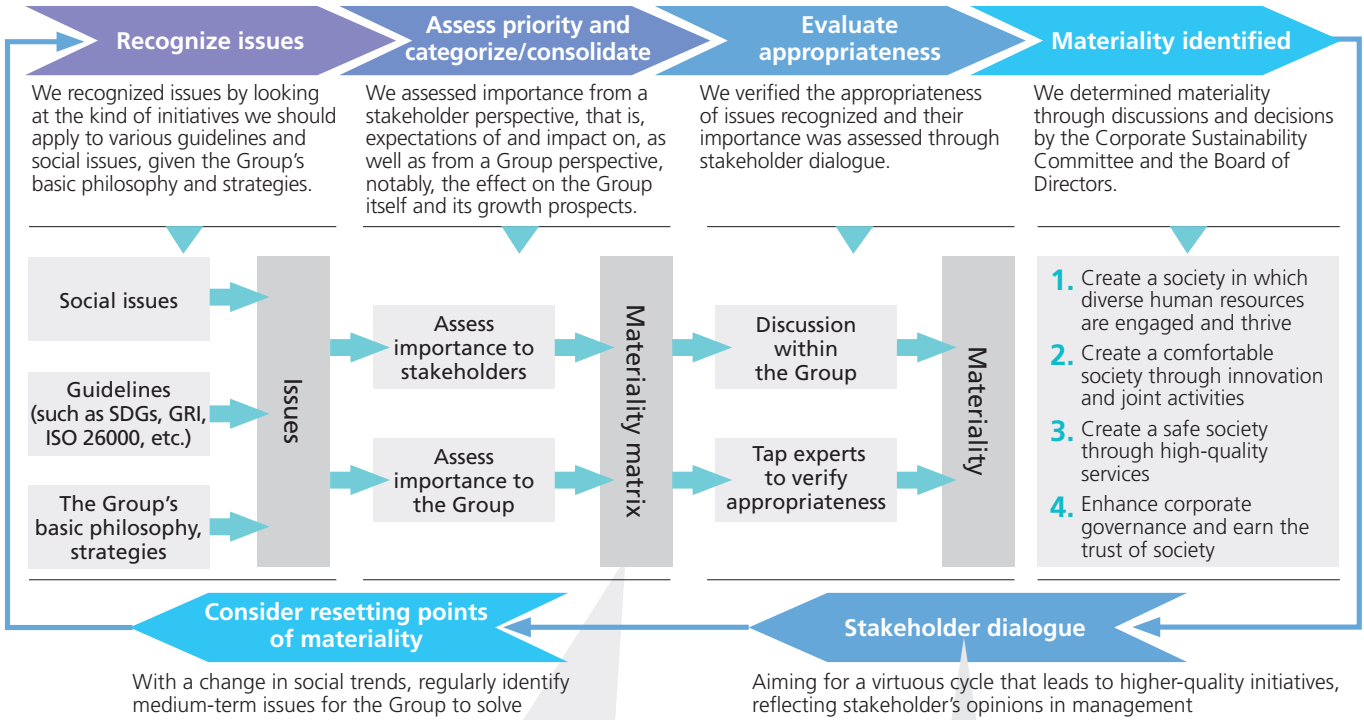
Materiality (Key Issues) for the TIS INTEC Group

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 <ul style="list-style-type: none">a. Promote diversityb. Promote workstyle reformsc. Human resource development and training emphasizing self-fulfillment	2. Create a comfortable society through innovation and joint activities <ul style="list-style-type: none">d. Promote safe, convenient social foundation that supports people and societye. Connect with stakeholders and promote joint activitiesf. Reduce environmental impact
3. Create a safe society through high-quality services <ul style="list-style-type: none">g. Continuous quality improvementh. Information securityi. Safeguard personal information	4. Enhance corporate governance and earn the trust of society <ul style="list-style-type: none">j. Corporate governancek. Compliancel. Risk management















Identifying Materiality



The materiality matrix is assessed by the Corporate Sustainability Committee annually to ensure there is no discrepancy between social trends and the Group's current position. The materiality matrix was reviewed most recently in 2024.

Materiality-Related Initiatives and Targets

We clarified issues of priority—materiality themes—to achieve our mission, as stated in our basic philosophy. In addition, by analyzing the impact and opportunities presented by each materiality theme, we are able fine-tune measures and raise the effectiveness of initiatives implemented. We aim to reach each target through the roadmap laid out in our Medium-Term Management Plan (2024–2026).

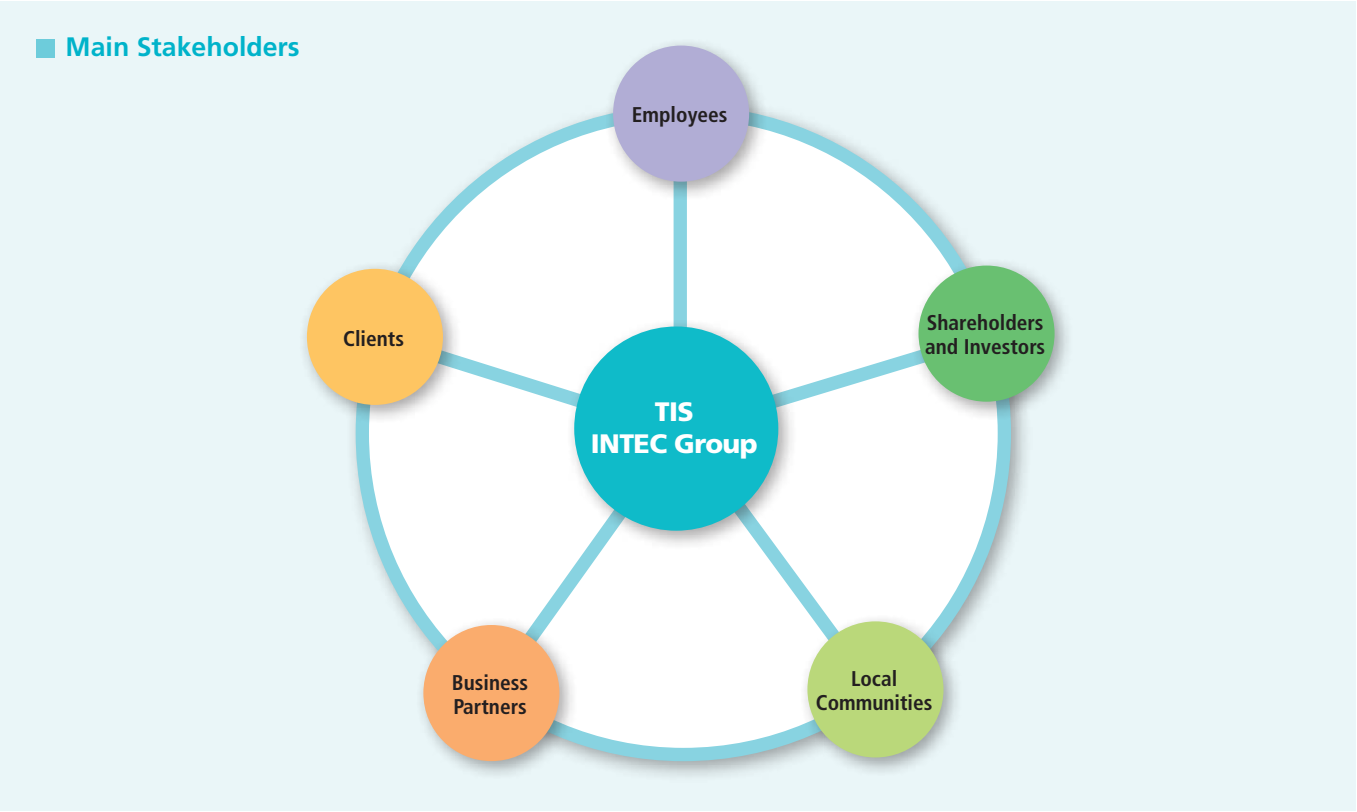
Theme	Materiality	Impacts to Be Reduced	Opportunities to Be Seized
1. Create a society in which diverse human resources are engaged and thrive	<div>a. Promote diversity</div> <div>b. Promote workstyle reforms</div> <div>c. Human resource development and training emphasizing self-fulfillment</div> <div></div>	<ul style="list-style-type: none">Labor shortages that reduce productivityInability to input the necessary human resources causing business growth to be impededLack of technology for new areasLess creativity and imagination among employeesLess intra-Group and intra-organizational synergy	Boost value creation capacity <ul style="list-style-type: none">Enhance innovation abilitiesSecure human resourcesBoost productivity through greater employee engagement
2. Create a comfortable society through innovation and joint activities	<div>d. Promote a safe, convenient social foundation that supports people and society</div> <div>e. Connect with stakeholders and promote joint activities</div> <div>f. Reduce environmental impact</div> <div></div>	<ul style="list-style-type: none">Opportunities lost through stagnation of R&D, etc.Weak framework for considering new business causing lost business opportunitiesEnvironmental burden triggering natural disasters, which in turn damage social infrastructureChanges to environmental regulations	Construct a sustainable profit model <ul style="list-style-type: none">Shift to a better profit structureMarket growthGlobal environmental protection and climate change adaptation
3. Create a safe society through high-quality services	<div>g. Continuous quality improvement</div> <div>h. Information security</div> <div>i. Safeguard personal information</div> <div></div>	<ul style="list-style-type: none">Productivity and quality reduced due to lack of manufacturing capacityDeterioration in business sentiment causing clients and business partners to go bankrupt and existing clients to fall awayLack of understanding of technological trends and client needs, among other deficiencies, creating the risk of providing services of inappropriate quality and safety, and reducing competitivenessInformation leaks and cyberattacksIntellectual property lawsuits	Boost market competitiveness <ul style="list-style-type: none">More attractive products and servicesOptimization of manufacturing costsResponses to country risk and technological advance
4. Enhance corporate governance and earn the trust of society	<div>j. Corporate governance</div> <div>k. Compliance</div> <div>l. Risk management</div> <div></div>	<ul style="list-style-type: none">Group governance deficiencies causing vulnerabilities (compliance, risk management, and IT governance)Fund planning failuresCredibility affected by fraudulent transactions	Enhance corporate credibility <ul style="list-style-type: none">Better management qualityEradication of misconduct

*1 A: TIS INTEC Group consolidated; B: TIS and consolidated companies (domestic); C: TIS, INTEC, AGREX, QUALICA, AIS, and TIS Solution Link; D: TIS and INTEC
*2 New standard ratio based on the review of strategic domain in Medium-Term Management Plan (2024–2026)

Status of Fiscal 2025 Initiatives	Medium- to Long Term Targets				
	Perspectives on Progress Measurement	Indicators	Scope*1	Fiscal 2025 Results	Fiscal 2027 Targets
<ul style="list-style-type: none">Clarified human resources investment and returns through development of human capital scenariosRedefined priority measures and monitoring indicators for human resources strategy to strengthen management monitoringEnhanced risk management based on occupational safety and health policyVisualized talent and expand human resources portfolio management groupwideMonitored and improved human resources system operations based on Must/Will/Can frameworkMaintained measures for career development and flexible workstyles that encourage active participation of diverse human resourcesReinforced strategic rotation to underpin development of consultants and IT architects	Demonstration of employees' capabilities	Job satisfaction	B	56%	Above 58%
		Number of consultants	B	545	Above 700
		Percentage of female employees in management positions	B	12%	Above 15%
<ul style="list-style-type: none">Constantly monitored status of strategic domains created under current Medium-Term Management Plan (2024–2026)With objective to support people who are digitally disadvantaged, utilized capacity of NPO to create environment where digital technology can be used safely and launched program to eliminate the digital divideEstablished joint ventures in blockchain node operation and cryptocurrency accounting managementEstablished joint ventures in decarbonization and general consumer goods distribution	Providing value to society	Strategic domain ratio*2	A	51%	52%
		Operating income per person	A	¥3.1 million	Over ¥3.5 million
		Growth investment	A	¥19.6 billion per year	Three-year cumulative total ¥100 billion
<ul style="list-style-type: none">Analyzing surveys and implementing improvement measures to increase client satisfactionActivities to strengthen relationships with business partners, such as holding exchange meetings and forums, to increase business partner satisfactionRolled out personal information protection measures based on the latest global perspectives to the GroupMaintain and support quality management system at major group companiesStrengthened efforts to create client proposals of increasing sophistication utilizing intellectual assets and digital technologyFormulated TIS INTEC Group Supply Chain Sustainability Promotion Guidelines to encourage understanding and widespread acceptance of Policy on Sustainable ProcurementPrepared IT-BCP initial response plan to minimize impact on business and clients in the event of emergency, including cyber attack	Quality demanded by society	Client and service satisfaction	C	58%	59%
		Business partner satisfaction	D	74%	81%
<ul style="list-style-type: none">Promoted BCP by conducting disaster preparedness drills and initial response drills in case of emergencyImplemented Self-Assessment Questionnaire (SAQ) for business partnersImplemented training to entrench OUR PHILOSOPHYImplemented study sessions to raise the level and awareness of the whistleblower systemImplemented measures to reduce GHG emissions, such as data center consolidation and planned transition to renewable energyEnhance engagement with business partners through information meetings to reduce GHG emissions (Scope 3)	A company chosen by society	GHG emissions (Scope 1 + 2) [Compared to fiscal 2020]	A	65% reduction	70% reduction
		Renewable energy utilization rate (Offices and data centers)	A	64% introduction	100% introduction in Japan (fiscal 2031)

Stakeholder Engagement

The Group places a high priority on improving value exchangeability with stakeholders to contribute to a sustainable society and achieve sustainable corporate value enhancement. The Group aims to build relationships of trust through active engagement and, in harmony with society, continuously improve sustainable value.



Stakeholders	Engagement opportunities	Value provided
Employees Indispensable to Group operations, bringing about corporate growth through demonstration of diverse personal skills and self-directed collaboration and development	<ul style="list-style-type: none">Company news, Group news, internal portal siteEmployee awareness surveysPersonnel exchange groups, opinion exchange groupsOne-on-one career developmentManifest issue of Human Resources SBU and others	<ul style="list-style-type: none">Provide opportunities for growth and personal developmentProvide an environment that is safe and comfortablePromote diversity and good physical and mental healthProvide appropriate and attractive compensation for performance <p>▶ Please refer to “Key Strategy of the Medium-Term Management Plan/Human Resources Strategies” on page 49.</p>
Clients Users of services offered by Group companies to address client-side business concerns and help solve social issues	<ul style="list-style-type: none">Client service points of contact (call center, website, main phone line)Seminars, fairs and forums for clientsPublication of PR magazine, technical brochures and e-mail newslettersClient satisfaction surveysRegular and extraordinary meetings and others	<ul style="list-style-type: none">Provide the best servicesPlan/propose new application formats for ITLead/support realization of vision and strategies <p>▶ Please refer to “With Clients” on page 101.</p>
Shareholders and Investors Provide capital that supports Group business activities and participate in management through the exercise of voting rights, etc.	<ul style="list-style-type: none">General meeting of shareholdersResults briefingsSmall meetings, domestic and overseas roadshows, participation in conferencesInformation disclosure on IR section of corporate websitesIntegrated Report and others	<ul style="list-style-type: none">Sustainable improvement in shareholder value and return to shareholdersHighly transparent disclosureEngaging in constructive dialogue <p>▶ Please refer to “With Shareholders and Investors” on page 102.</p>
Business Partners Partners helping to enhance value provided through Group operations and contributing to business growth and creation	<ul style="list-style-type: none">Information meetings on policy (guidelines)Creating opportunities for discussion (project information)Engineer development and support (educational support, seminars)Opinion exchange groupsBusiness Partner Satisfaction Survey and others	<ul style="list-style-type: none">Create new added valueFair, transparent, open competition and appropriate business practicesResponsible procurement <p>▶ Please refer to “With Business Partners” on page 101.</p>
Local Communities Direct and indirect support of Group’s corporate activities in areas where companies operate through provision of various forms of infrastructure	<ul style="list-style-type: none">Participation in local eventsSupport for activities contributing to societyCharity concertsPublic feedback posted on websiteResponses to requests from relevant ministries/agencies, industry associations and others	<ul style="list-style-type: none">Realize the means for safe and secure livingActive interaction with local residents in areas in which we operateReduction of environmental impact <p>▶ Please refer to “With Local Communities and Society” on page 102.</p>

Dialogue with Stakeholders

Viewing dialogue with stakeholders as an important opportunity, we regularly hold sessions that bring together external experts and our management team.

■ The Core of Sustainability Management—Building the Future by Staying Connected with Society

In our stakeholder dialogue for fiscal 2026, we welcomed Mr. Norio Masuda, an expert in corporate sustainability promotion and disclosure, which is a key driver of progress in corporate management and its role in society. Together, we discussed from a broad perspective how companies should integrate management and sustainability and the direction society and business should pursue. From his objective standpoint, he also shared candid and invaluable opinions.

Here, the discussion centered on the question, “How do businesses connect with society?”



Participants:	[Outside expert] Norio Masuda	(Co-Representative Director, ESG Disclosure Study Group (General Incorporated Association); Senior Manager, Group Sustainability Division, Hitachi, Ltd.)
	[TIS Inc.] Yasushi Okamoto Masakazu Kawamura	(President & Representative Director) (Managing Executive Officer, Division Manager of Corporate Planning SBU, Corporate Sustainability Promotion Officer)
	[Facilitator] Tomohiko Yamaguchi	(Consultant, Cre-en Inc.)



Profile: Norio Masuda
Mr. Masuda joined Hitachi Solutions Ltd. in 1985 and transferred to Hitachi, Ltd., in April 2015. From fiscal 2017 to fiscal 2019, he served as Senior Manager of that company's Planning Department, Group Sustainability Division, where he helped formulate and promote the Hitachi Group's sustainability strategy. Since April 2020, he has held his current position as Senior Manager of the Group Sustainability Division. In June 2020, he became Co-Representative Director of the ESG Disclosure Study Group (General Incorporated Association) upon its establishment, a role he continues to hold. From April 2022 to March 2024, he also served as a specially appointed professor at Kyoto University Graduate School of Management.

Kawamura: Having enhanced sustainability management through ongoing dialogue with stakeholders, the Group now seeks to move further by contributing to society itself. Going forward, I feel we need to go beyond addressing individual social issues and, through our core business, demonstrate the overall value we provide to society.

Yamaguchi: According to Mr. Kawamura, the Company is working to shift from “focusing on solving specific issues” to “ensuring that business activities themselves help resolve social challenges.” Doesn’t this give rise to a vague and diluted notion that “everything we are doing now must somehow be addressing social issues”?

Okamoto: There is no need for concern on that point. Under OUR PHILOSOPHY, we define growth as “improved value exchange” with our stakeholders, who include not only clients and employees but also business partners, shareholders and other investors, and ultimately society at large. From that perspective, we have asked ourselves whether our business activities truly serve society, and we reaffirmed that all of our businesses, even if gradually, do indeed bring value to society.

*B2B2C2S: An abbreviation for “Business to Business to Consumer to Society.” It refers to a business model in which a company provides products or services to consumers through another company, ultimately delivering value beyond the consumer to society as a whole.

Please refer to the following site for the full content of the dialogue.
<https://www.tis.com/group/sustainability/stakeholder/dialogue2025/>

That is why it is essential for individual employees to continually reflect on why their work holds meaning for society. We want all employees—programmers and system operators alike—to think deeply about how their daily work impacts society through our clients. By doing so, employees can take pride in the work they do. While the four social issues we have identified are symbolic, they apply to other challenges as well.

In response to Mr. Yamaguchi’s question, being mindful of the connection between overall corporate activities and society does not dilute our awareness about addressing social issues. Rather, it creates a foundation for employees to become more strongly aware of the meaning of their own work.

Masuda: Much like B2B2C2S* concept, when the value chain is broken down and visualized, employees can clearly understand where their work generates social value. This, in turn, gives greater clarity to the meaning of their daily tasks.

By organizing impacts and measuring them qualitatively and quantitatively, employees can clearly recognize that their work is having a ripple effect on society as a whole. This awareness naturally fosters engagement and pride.