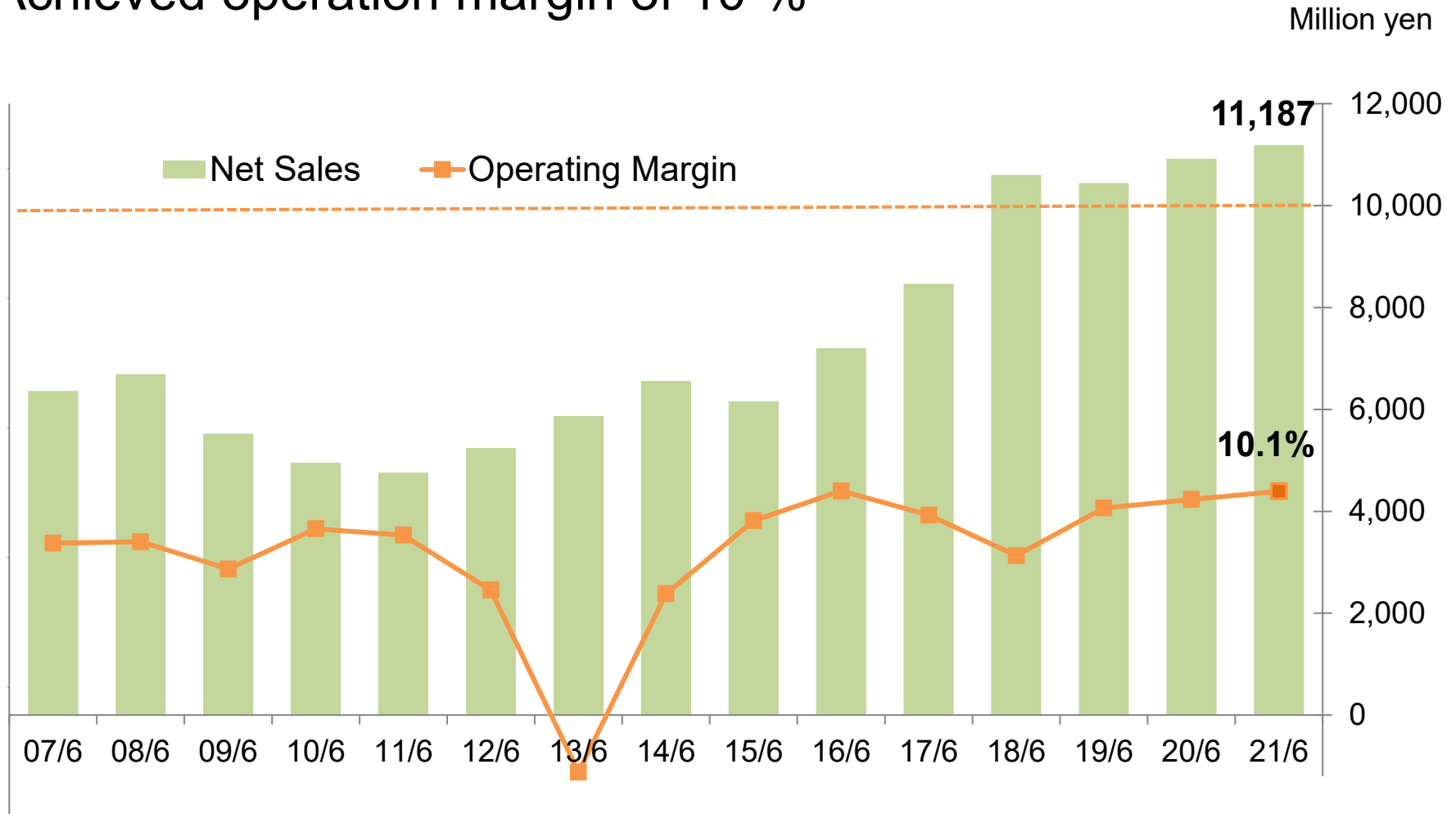




Medium-term business plan FY06/22 to FY06/24

Secured net sales of over 10 billion yen  
Achieved operation margin of 10 %



With providing IT service and BPO service powered by cloud-computing in addition to conventional on-premise contract products, IWI will transform from System Integrator of credit card payment system to IT Service Provider supporting companies' Business Reliability in business domains of payment, finance and security.

Realize “Business Reliability”

## **Business Reliability:**

**to keep improving the reliability of the business both of clients and ours**

\*Business Reliability is a word coined by the company.

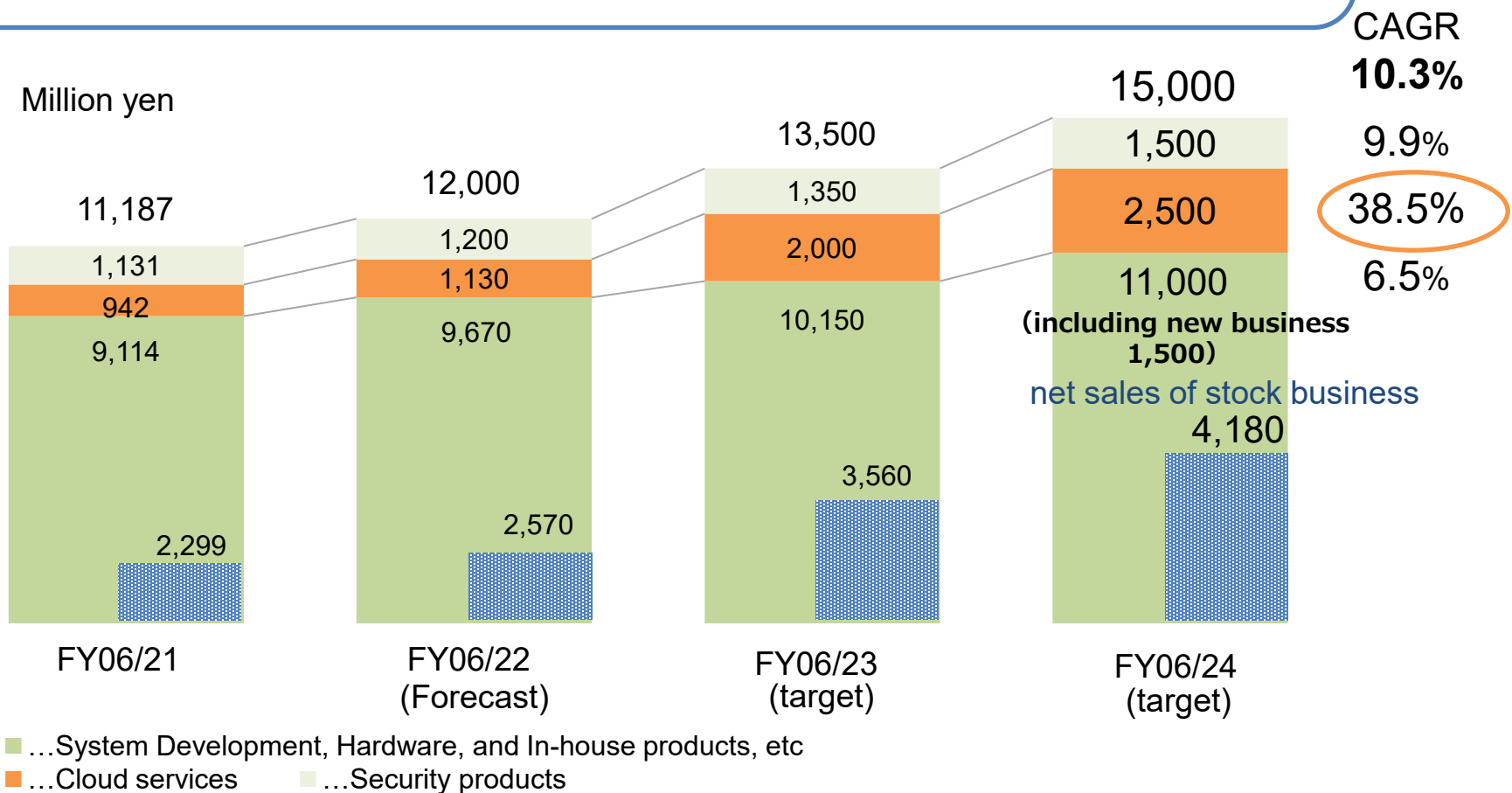
Target 15 billion of net sales and 15% of operation margin in FY06/24

## 15ALL “Fifteen All”

Million yen

	FY06/21 (actual)	FY06/22 (Forecast)	FY06/23 (target)	FY06/24 (target)	CAGR
Net sales	11,187	12,000	13,500	15,000	10.3%
Operating income [OM]	1,130 (10.1%)	1,320 (11.0%)	1,750 (13.0%)	2,250 (15.0%)	25.8%

- ① Hybrid IT infrastructure in payment business market
- ② Expansion of business domain
- ③ DNP Group Synergies

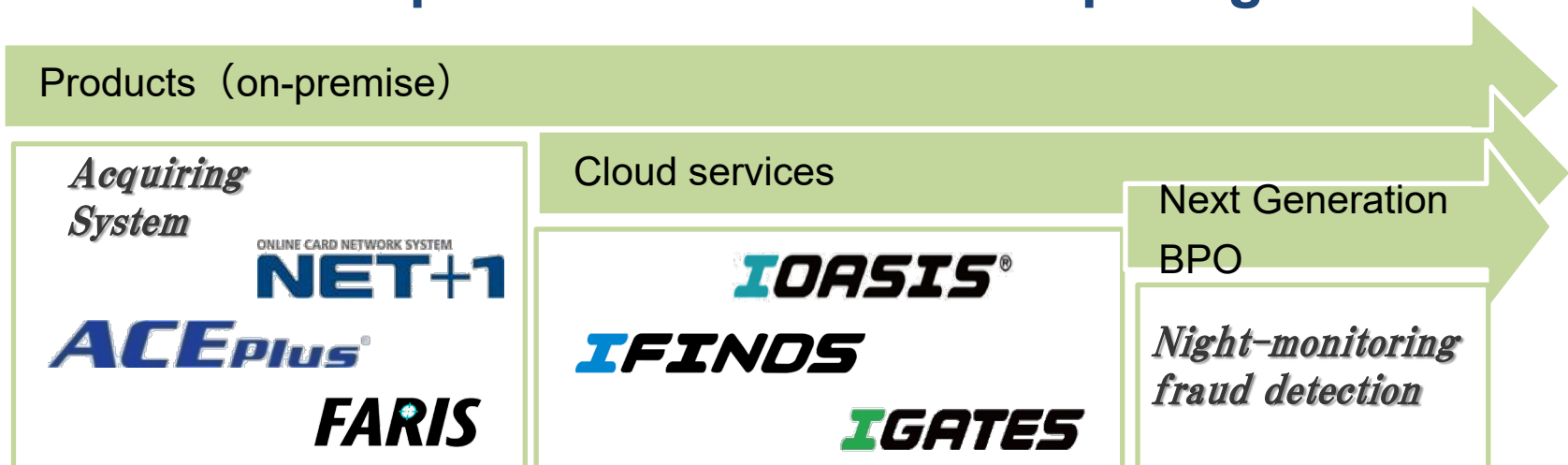


Our business opportunity is growing further through the promotion of cashless society and diversification of payment methods.

Credit card companies aim to reduce operating costs under the declining transaction charge and seek cloud-computing services, which does not cost physical machinery such as servers.

The company is working on enhancing cloud service business and we will promote “Cloud-First” and develop new services to support consumers and businesses.

## Develop and expand hybrid business of “on-premise and cloud-computing”




## ② Expansion of business domain

Promotion for DX leads any industry in the world to requiring real-time and high-speed bulk data processing.

In order to expand our business domain...

Create IT infrastructure sustaining DX for consumers and companies, utilizing our acceleration and analysis technology procured in financial industry business.


As an initial achievement, [Yle \(Finland's public broadcaster\)](#) has introduced EoM, solution for broadcasters and publishers, which proves our technology can be applied globally.



Expanding domestic users such as TV Asahi, JDS, QVC Japan



Strengthen sales activities in US and EU



Progressing R&D with vendors overseas to develop business in new market

Plan to announce new solution for broadcasting industry following EoM

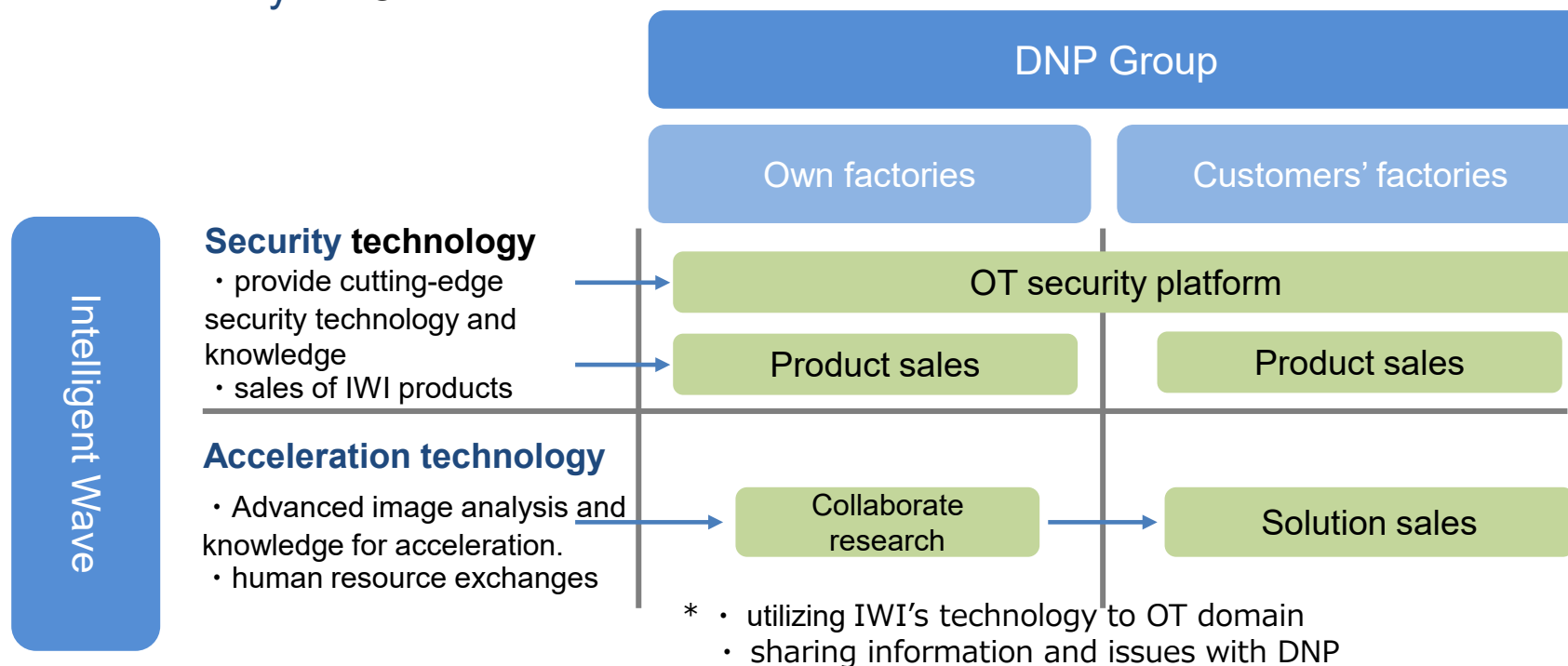
# ③ DNP Group Synergies

Catching the cashless payment trend, the synergy between DNP and IWI was centered in payment business domain.

Promote the business synergy, **DNP's assets and IWI's technology**, into the activity without limiting specific domains.

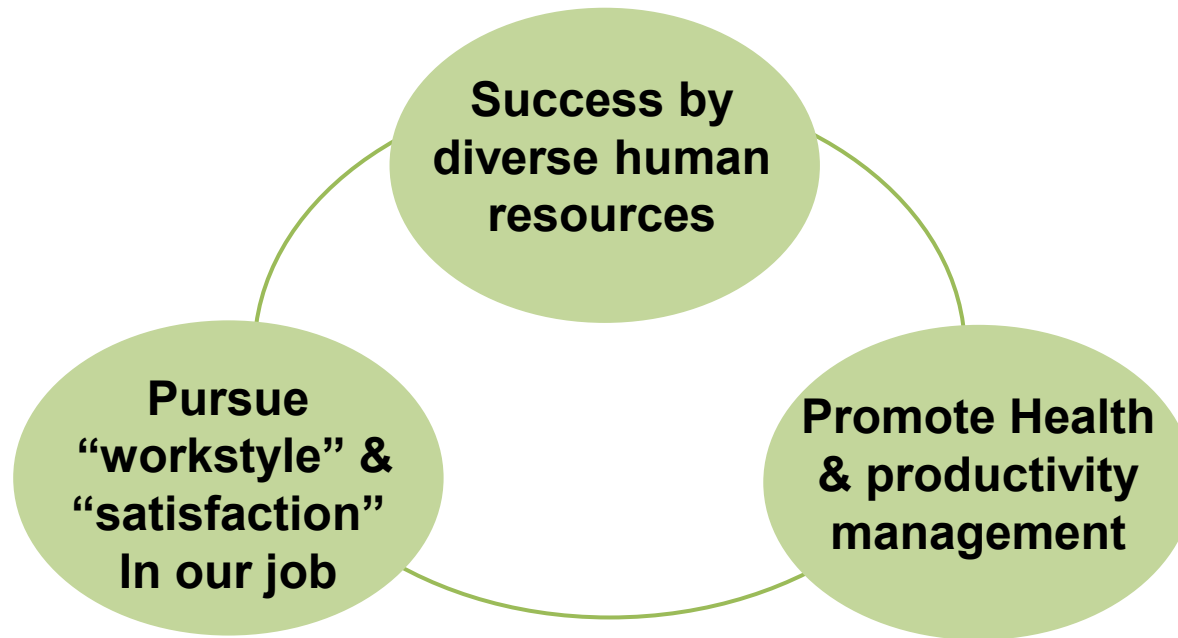
As an initial step...

Focusing on factories and facilities, deliver on the Group Synergy strategy for "Smart Factory" in OT area





Activities for improving human capital are important elements for our business model. By respecting a **broad range of workstyles and individual employees**, we ensure the stable operation of the IT structure and the creation of new business.



## Value

**“All employees being friends who grow together”**

Friends mean team members who share our mission and vision and grow together while taking on new challenges.

Announced the policy to choose to be listed in the Prime market segment  
(28th July, 2021)

## Enhance the corporate value by executing mid-term business plan

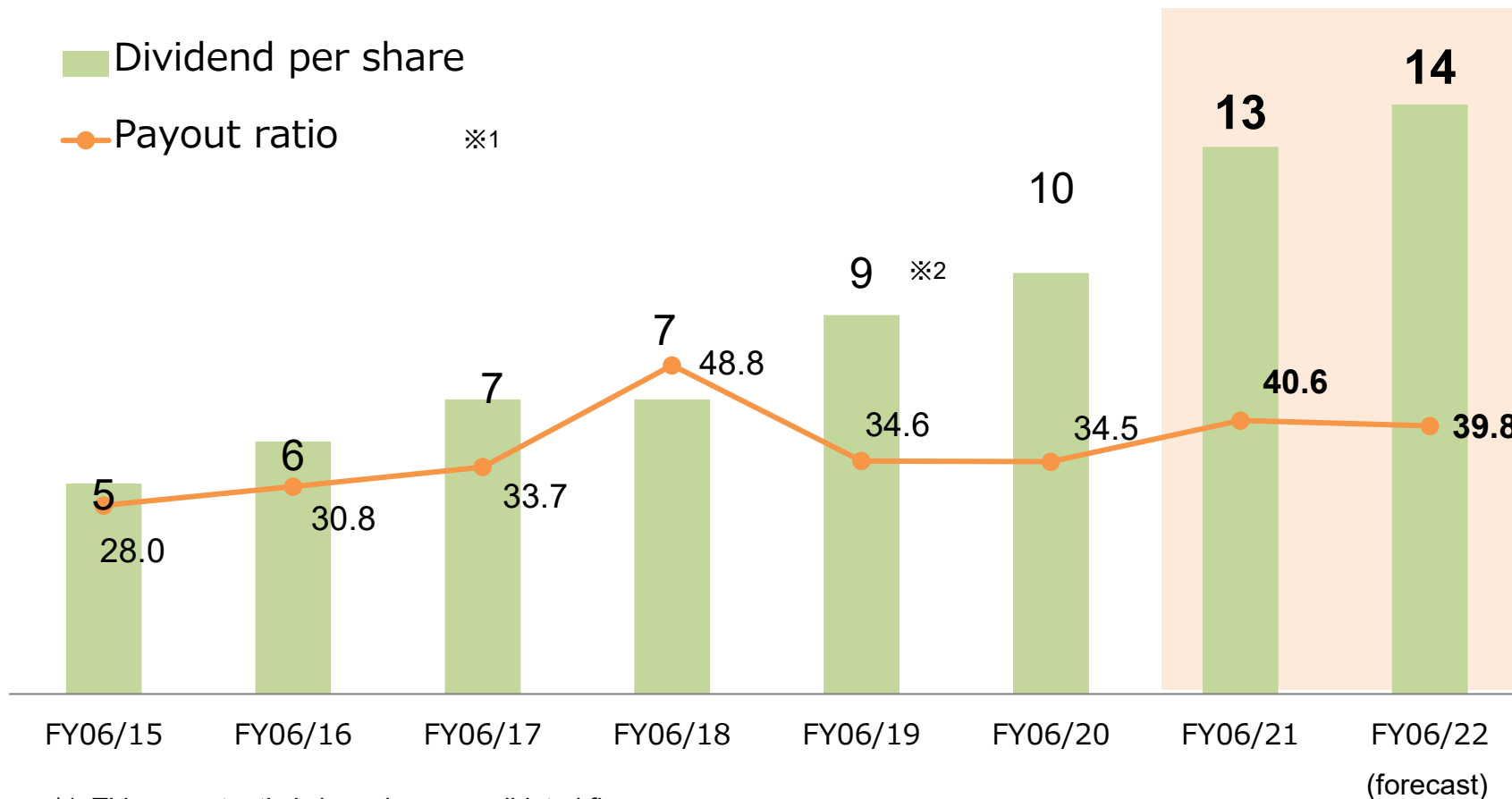
- To double operating income by “15ALL” strategy  
(FY06/21 1,130 million yen → FY06/24 2,250 million yen)

## Strengthen shareholder returns

- Revised upwardly of payout ratio from 30% to 40%
- Increased dividend in FY06/21 from JPY10 to JPY13

Trends of increasing dividends with improvement of the business performance.

JPY, %



\*1. This payout ratio is based on consolidated figures.

\*2. Includes a JPY1 dividend commemorating our listing on the First Section of the Tokyo Stock Exchange.