



Lead the way toward the future
&
Take a leap for tomorrow

Medium-Term Management Plan

(FY 22/3 ~ FY 24/3)

Be the company group to create value for the enriched future

~The company needed in society and contributing to society~

Increaseing corporate value
by solving social issues through our business
based on human resorces and technology

Realization of TG Universe (an Ecosystem within T-Gaia)

Breakthrough as an "Edge Enabler"

Maximizing our value through partnerships with other companies

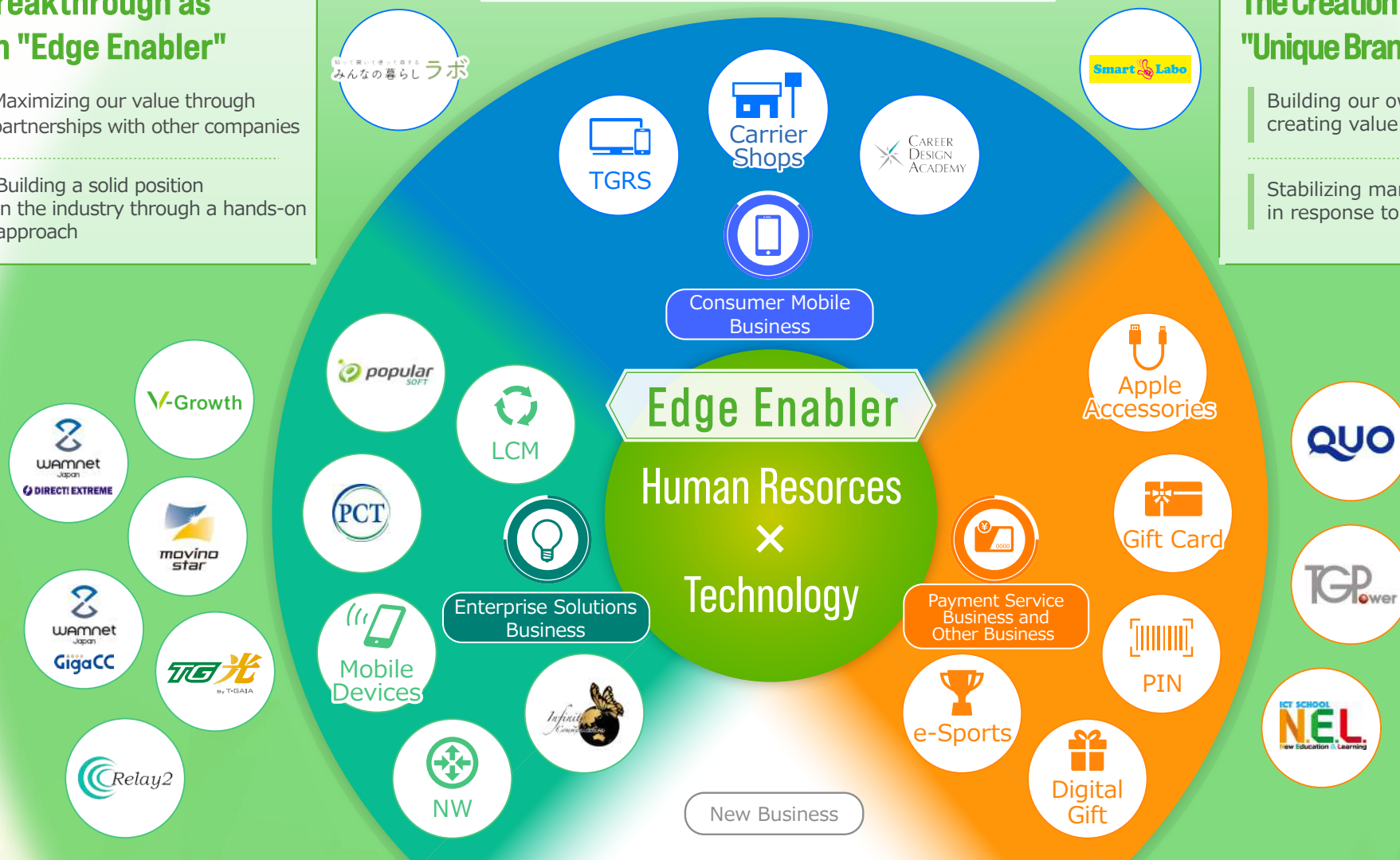
Building a solid position in the industry through a hands-on approach

Unique Branded Service Provider

The Creation of "Unique Branded Services"

Building our own brand and creating value

Stabilizing management in response to market changes



Ecosystem Index

01

Leverage Strengths

02

the Upward Spiral

03

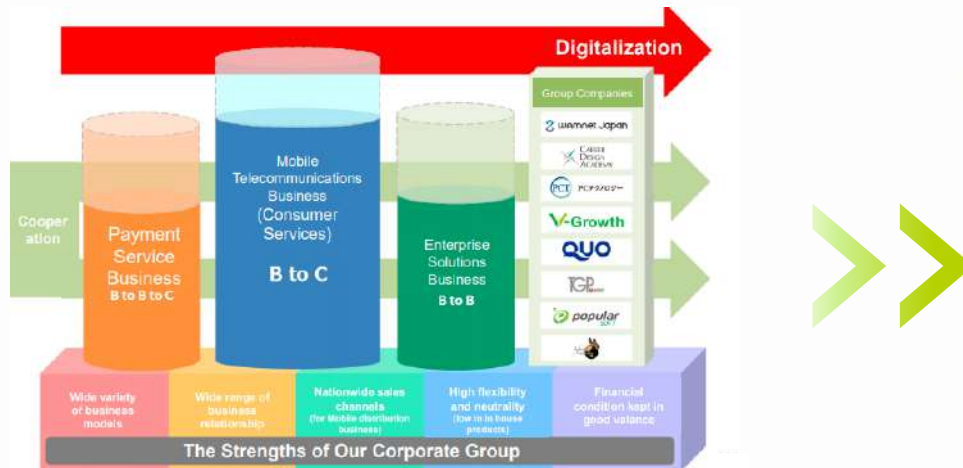
Anticipating Changes

04

ESG

Explanation of "TG Universe"

Our Goal : "A Comprehensive Provider of ICT-Related Domains"



Going back to the origin of our business, T-Gaia started by introducing the new long-distance and international lines to corporate clients.

Since then, we got into a business of the sale of mobile handsets for enterprises, which in turn, the operation of carrier shops, PIN and gift card business for convenience stores, the sale of mobile accessories, and enterprise solutions business based on sales of mobile handsets. The core businesses, with making alterations, have expanded over time.

These businesses have common in that we work in background, which does not show our company name but fills the gap among clients and customers.

We call this "Edge Enabler Business" and will continue to make it the core of our strategy.

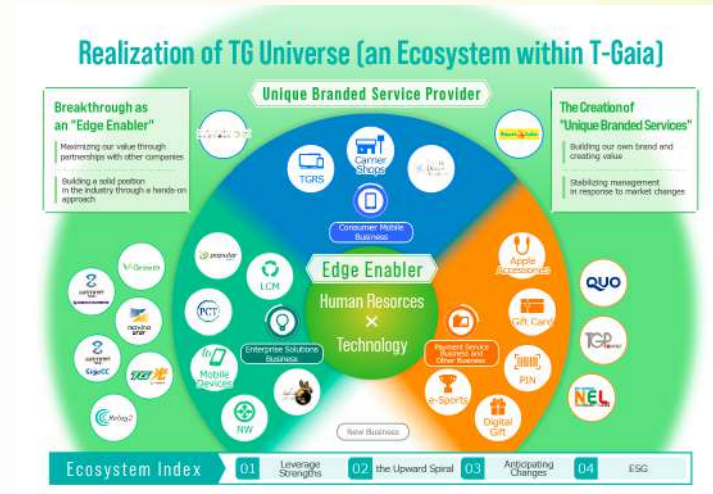
By promoting company-wide collaboration and sharing of knowledge and experience, we will refine existing business and actively engage in the new "Edge Enabler Business" that meets the needs of the times.

On the other hand, especially in recent years, we have focused on developing our original services based on "Edge Enabler Business".

There are established brands such as QUO Card, WAMNET, and also developing ones such as TG Hikari and TG Power.

These are called "Unique Branded Service Provider Business".

Unlike the "Enabler Business", T-Gaia has the initiatives in "Unique Branded Service Provider Business", which will be the growth driver for the Group to increase flexibility.



The whole sphere is a big ecosystem in T-Gaia.

We named it "TG Universe". The concept is expanding it without limit.

In addition to quantitative criteria such as expected profits and capital efficiency, both "Edge Enabler Business" and "Unique Branded Service Provider Business" are assessed by four "ecosystem indexes" to determine whether it works or not.

Four "ecosystem indexes" are as follows;

- ① "Can we leverage our strengths, which are our know-how, experience, and various assets?"
- ② "Can we create the upward spiral within the Group?"
- ③ "Can we expect the business being ahead of the curve with upside potential?"
- ④ "Can we contribute to ESG?"

The core of "TG Universe" is "Human Resources" × "Technology". Ever since T-Gaia was established, we have been committed to respecting our employees. Although we will continue to pledge to care for our employees and to put our highest priority on it, we will make the synergy to multiply "Technology" as highest priority issues. ICT technology is no longer an additional thing, but a necessary condition for our lives. In particular, we aim at internalization of ICT skills in order to make differentiation.

Enriching and expanding "TG Universe", we will continue to create value and contribute to the realization of the enriched future.

Material Issues of TG

Eight Key Issues

Respecting diversity
and promoting
human resource
development

01

Making the
most of ICT

02

Power Up
as an Enabler

03

Creating a corporate culture
to take on new
business challenges

04

05

Sustainable development
through collaboration with
customers and business partners

06

Creating common value
as a member of
local communities

07

Proactive approach to
environmental issues
and climate change

08

Enhancing
corporate
governance

01

Respecting diversity and Promoting human resource development

Creativity generated by diversity

Personnel policies which accomodate diverse values

Professional-level training



02

Make the most of ICT

Insourcing ICT skills

Improving productivity by BPR (Business Process Re-engineering)

Enriching the lives of our customers



03

Power up as an Enabler

Strengthening the ecosystem

Providing functions that anticipate changes

Enhancement of our carrier shops



04

Creating a corporate culture to take on new business challenges

Establishing organizations and systems to create opportunities

Active investment in growth domains

Creation of unique branded services



05

Sustainable development through collaboration with customers and business partners

Enhancement of customer satisfaction

Stengthen relationships with business partners

Listening to client needs attentively and making appropriate proposals



06

Creating shared value as a member of local communities

Coexistence with local communities through business

Eliminating the digital divide through ICT education

Functioning as a critical access point in local communities



07

Proactive approach to environmental issues and climate change

Contributing to reducing the burden on the environment

Promoting Renewable Energy Business

Providing support in the event of a disaster using our network



08

Enhancing corporate governance

Commitment to Compliance

Strengthening Group Governance

Enhancing information disclosure



The Growth Strategy for Consumer Mobile Business

As a mobile phone distributor,
T-Gaia will **maintain No.1** in both quality and scale of sales
and **increase the significance** of carrier shops.

Trusted
carrier shops

Comfortable shops
where you can
consult any time

High-quality
nationwide
sales network

Excellent shops

Being appreciated and trusted by customers through providing high-quality services and offering value that meets their needs

High quality staff

Building a high-quality nationwide sales network by enhancing customer service skills and expertise of shop staff

Life enrichment

Extending cooperation with telecommunications carriers to create services that enrich our customers' lives

Regional revitalization

Staying close to the community and contribute to local revitalization and activation as an ICT base where you can consult at any time



Expanding
collaboration
with
telecommunications
carriers

**Development of
human resource**
and providing
everyone
for opportunities
to use their skills

Contributing to
local revitalization
and activation

The Growth Strategy for Payment Service Business

Expanding the World of Digital Gifts to Realize a Comfortable Smart Life for Customers



Expanding the digital gift distribution services

Digital gift

Expanding digital gift distribution services to meet demand for gift promotion by individuals and companies



Handling and provision of various services

Value enhancement

Increasing the value provided to major retailers by expanding the product lineup for PIN / gift card / QR code settlement



Providing value to major retailers



Digital integration of QUO Card and QUO Card Pay

QUO Card promotion

Developing a new era of gift services that combine the strengths of both QUO Card and QUO Card Pay



Alliances with strategic partners

Smart life

Promoting the handling of various digital services and realizing a comfortable smart life for all customers



Expanding LCM Services Evolving into a Comprehensive Network Service Provider



Solution consulting

Developing a sales style that caters to the needs of customers by proposing hypotheses as a professional in Enterprise Solutions

Total support

In order to meet clients' needs, providing comprehensive support which includes proposing optimal operation plans, to procurement / adoption of devices, and also from operation and management to replacement of terminals

Social contributions

Contributing to society by providing companies for services in response to the full-scale arrival of ICT

Challenge and investment in growth areas in the future Contributing to ESG and SDGs



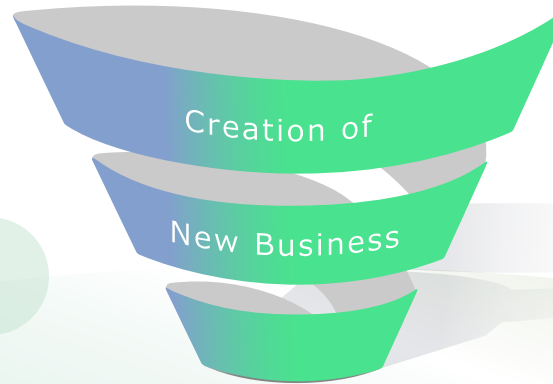
Education



e-Sports



Agriculture



Local revalidation and environmental initiatives



Renewable Energy

Education

Contributing to the expansion of ICT education by providing unconventional style of education

e-Sports

Contributing to industrial development and local revitalization through the promotion of e-Sports

Renewable Energy

Contributing to measures against global warming by installing photovoltaic power generation and utilizing EV

Agriculture

Contributing to the sustainable development of agriculture by realizing smart-agriculture

Local Revalidation and Environmental Initiatives

Contributing to solve local issues by promoting the use of ICT

Various Growth Fields

Challenge and invest not only in education, renewable energy, agriculture and e-Sports, but also various growth fields

Workstyles

Realizing an environment where all employees can work with excitement
Continue to be the company that pledges to care for our employees and their families

Employee-friendly

Pursuit of job satisfaction and ideal working condition of work for each employee

Professional-level training

Approval to have a side business / "FA", the personnel transfer system for employees to make the most of self promotion / In-house Recruitment System

Sufficiency of communication measures

Diversity & Inclusion

Realizing diversity & inclusion

Promotion of active participation by women and handicapped employees

Promotion of L, G, B and T response

Enhancement of support systems in line with health management

Various work-styles

Various workstyles regardless of time or place

Business reform through paperless work, etc.

Further enhancement of the telework environment

Flexible workstyles/ environments (such as Flextime without Core Time, Free Address Office etc.)



Enhancing of Governance

Improvement of the effectiveness of risk management in response to various and complex risks

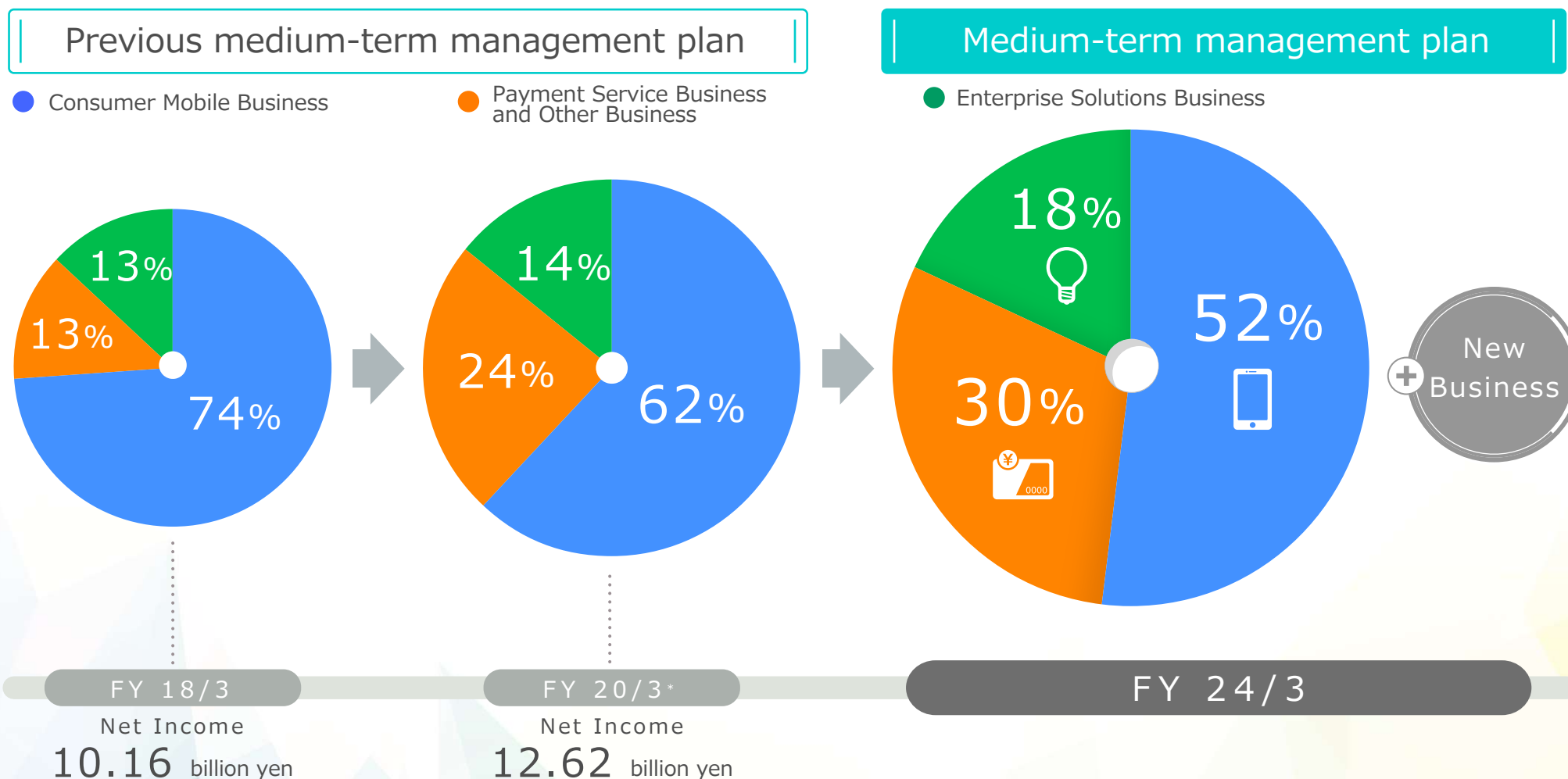
Enhancing and strengthening internal control systems to ensure the appropriateness of operations

Commitment to compliance and thoroughness to continue to be a trusted company

Policies for Group Companies

T-gaia aims to maximize the value of the TG Group by respecting the autonomy of group companies and supporting the establishment of management systems in response to business scale, characteristics and growth stages.

Turning a profit structure dependent on Consumer Mobile Business to a well-balanced business portfolio

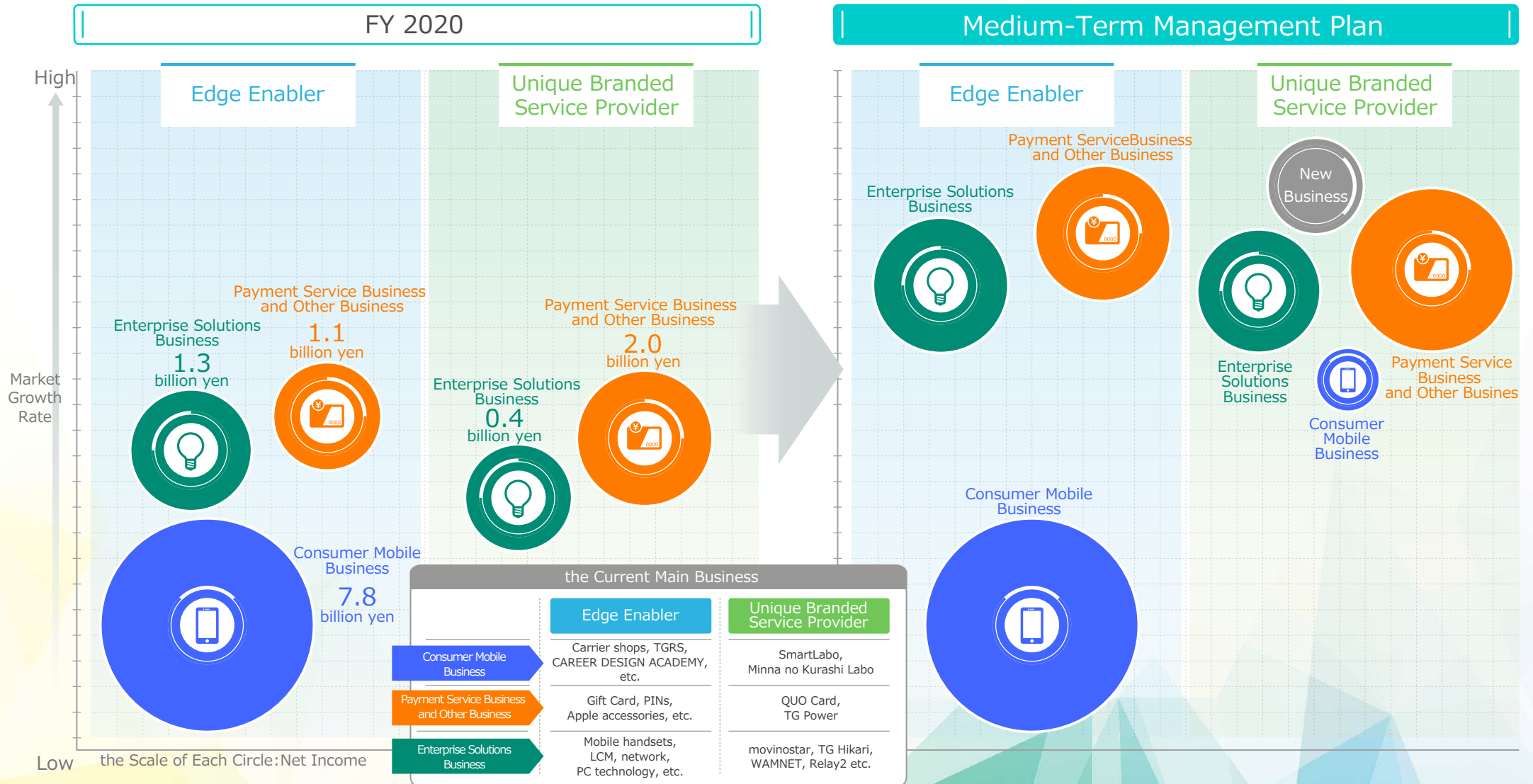


*Because of the significant impact of COVID-19 in the FY 21/3, the profit structure for the FY 20/3 was adopted.

The Image of Business Portfolio Transformation

Growth Image of Each Business

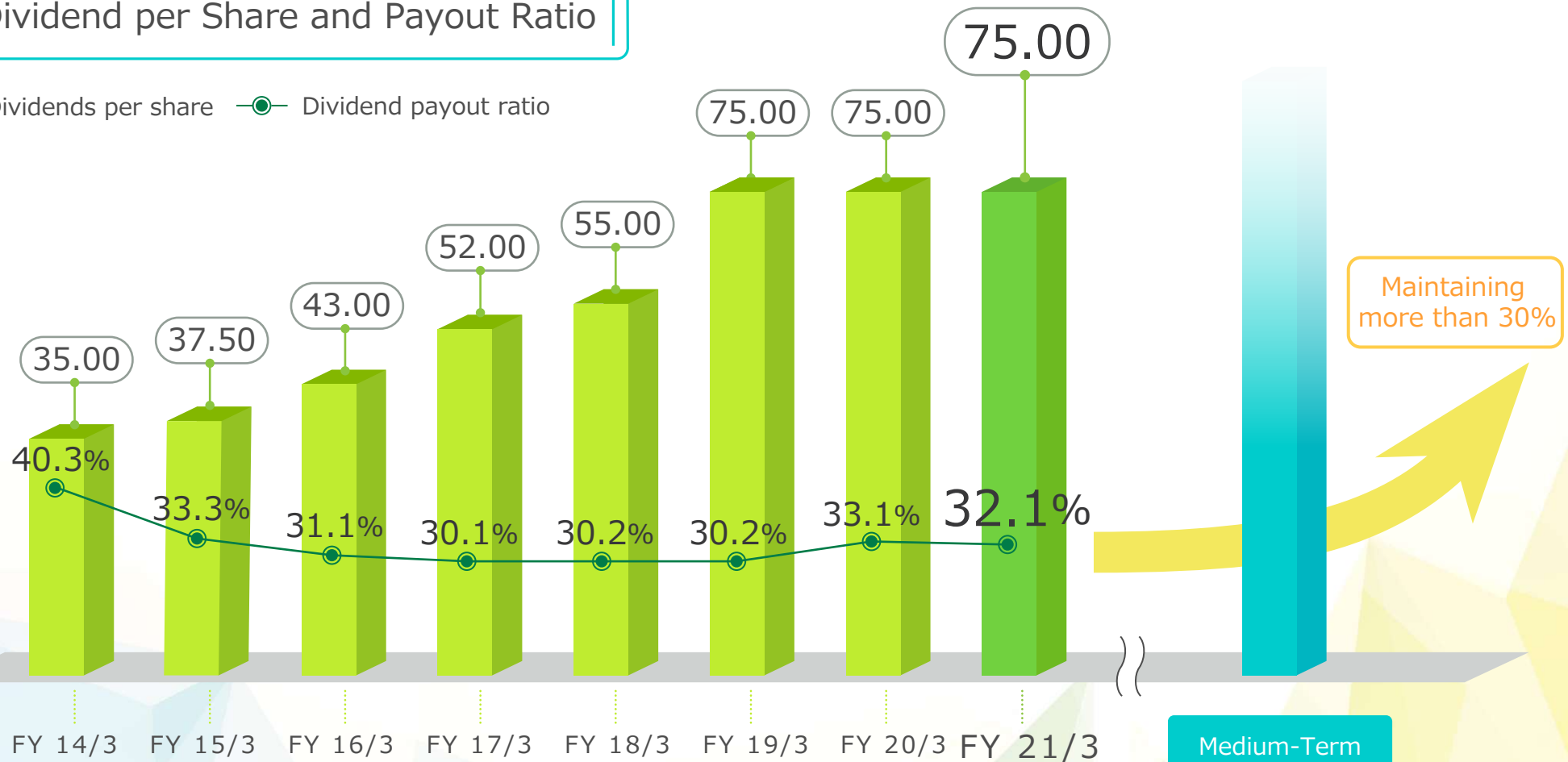
Edge Enabler × Unique Branded Service Provider



Maintain a consolidated dividend payout ratio of more than 30%

Dividend per Share and Payout Ratio

■ Dividends per share (yen) ● Dividend payout ratio



Medium-Term Management Plan

Maintaining more than 30%