

Comments from Outside Directors



I will work to enhance strengths that are not easily copied.

Shizue Kishi
Outside Director

The strength of the INTAGE Group is its framework and expertise related to gathering and analyzing the large-volume data that is vital to digital marketing and is a core aspect of consumer behavior patterns, media penetration and storefront sales. The Group has continued to grow by applying that expertise to overseas markets and the domestic pharmaceuticals business. "Intelligence," the inspiration for the Company name,* is something that is not easily copied and as we head into the age of AI, will become an even more invaluable management resource. As an academic researcher of advertising, marketing and consumer behavior, I hope to be able to provide advice in those areas.

* As part of the change in company name from Marketing Intelligence Corporation in 2001, we defined the 21st century as the "Intelligence Age," with "INTAGE" representing our mission to pioneer a new age.

I aim to conduct constructive audits from a third-party perspective so that the Company can ensure business continuity and development.

Hajime Nakajima
Director Serving on the Audit & Supervisory Committee (Outside Director)



Market research is a cornerstone of the Company's profits. However, market research that is nothing more than deductive reasoning, consisting solely of data analysis and prediction, will eventually be superseded by the capabilities of AI. The INTAGE Group has no choice but to transform into a business that uses inductive reasoning to create new hypotheses from limited data. Each member of the Board of Directors shares this sense of impending crisis. It is likely to entail taking risks and navigating the many pitfalls of failure. Amid such dramatic change in the corporate environment, the role that should be played by an outside director poses a particular dilemma. Taking a passive approach to checking compliance will not prove adequate. In carrying out my duties, I intend to establish avenues of communication within the Company as I consider the complicated issue of conducting constructive checks from a third-party perspective, so that the INTAGE Group can ensure business continuity and development.



I will voice my opinion in a variety of areas to promote appropriate decision-making.

Yuzo Miyama
Director Serving on the Audit & Supervisory Committee (Outside Director)

Even in this age of AI, IoT and big data, it is people that are able to convert information into value. For the INTAGE Group to achieve further growth, I believe it must build a framework that promotes the Group-wide sharing of the experience and untapped knowledge of Group members in order to pass this on to the next generation. My role is to provide a broad range of opinions as an attorney and also to conduct monitoring from an independent, third-party perspective to ensure that decision-making is conducted appropriately.

I will use my knowledge and experience in finance, accounting and taxation to consider the appropriateness of decision-making.

Shizuo Kashima
Director Serving on the Audit & Supervisory Committee (Outside Director)



My role as an outside director is to audit the effectiveness of the Board of Directors' performance of its functions when making important decisions related to the management of the INTAGE Group, based on the Company's management philosophy and fiduciary responsibility to its shareholders. For this purpose, when the Board of Directors delivers key decisions, examination from an independent standpoint based on sufficient information and an accurate understanding is essential. In our rapidly changing business environment, measures including strategic investment in Japan and overseas will be indispensable for the ongoing sustainable growth of Group companies. As a member of the Board of Directors, I will strive to conduct audits based on my knowledge and experience in finance, accounting and taxation.