

## Basic Policy of the 13th Medium-Term Management Plan

# Change the business design!!

\_\_\_\_ Together with customers and consumers, \_\_\_\_  
who are “changing”

*Reframe, Connect, Create*

## External background in consideration of the medium-term plan, given the COVID-19

### What the COVID-19 crisis brought about

Avoidance of Three Cs (closed spaces, crowded places, and close-contact settings), non-face-to-face, non-contact

With Corona Era ▶ After Corona Era ▶ Establishment of the New Normal

Balancing safety and security with economic growth

Changes in consumers

Uncertainty becoming the new norm

Acceleration of DX

Social changes and demands

### Take the COVID-19 crisis as opportunity for innovation

Changes in consumers, acceleration of DX, embodiment of OMO\*

Great opportunities for business expansion for the INTAGE Group, which is committed to understanding consumers and utilizing data

#### Uncertainty becoming the new norm

To make the maximum use of the opportunities, we will create demand based on customer issues and through a market-in approach, thereby turning the uncertainty into a plus.

Strengthen and extend the power of adding value to data and structuring the use of data and connect it to customers' DX/OMO and innovation efforts

\* OMO (Online Merges Offline)

Online and offline integration. In marketing concepts, it refers to the idea of creating purchase intent across online and offline boundaries with the aim of maximizing the customer experience.



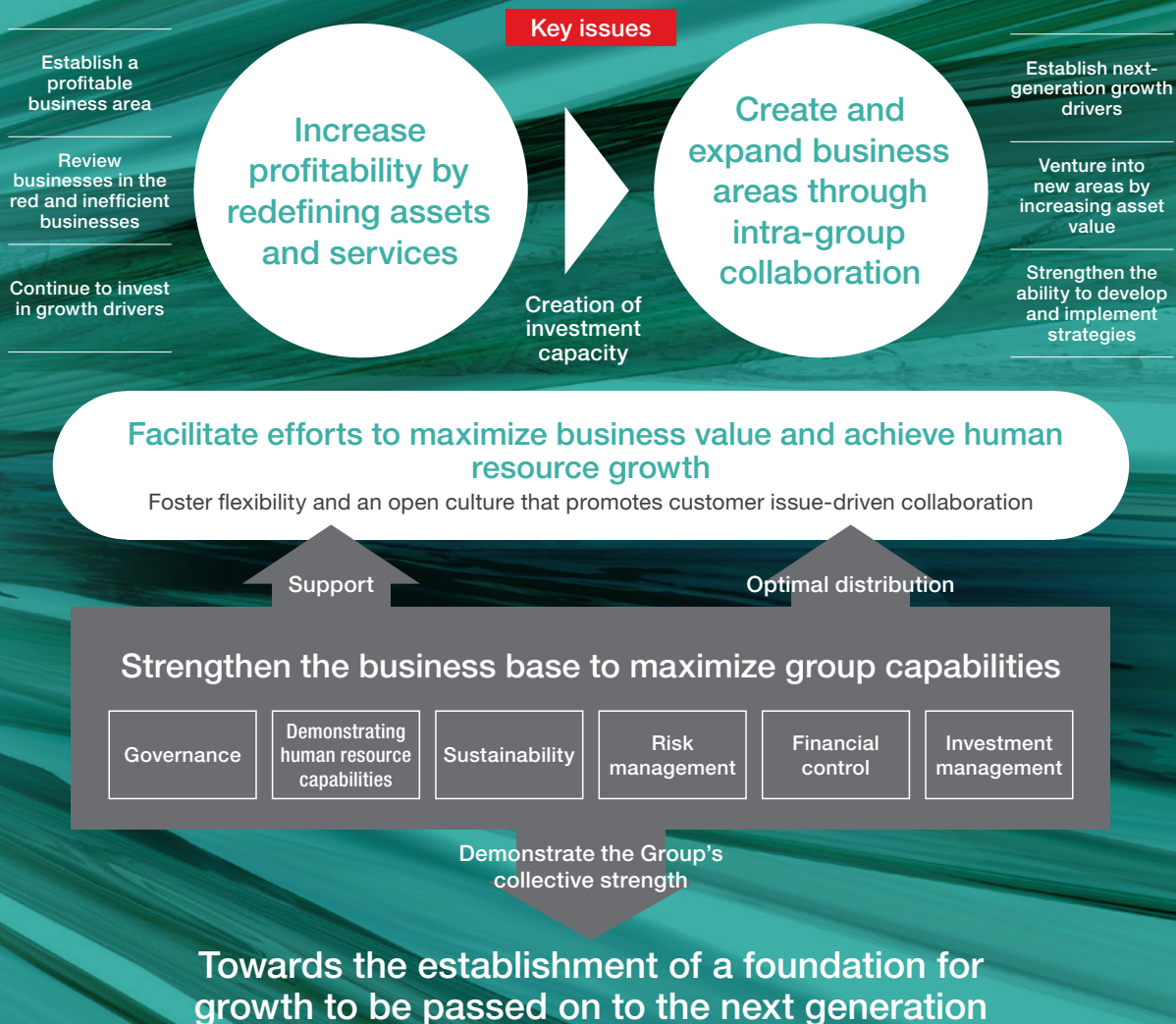
## Our goals in the next three years

### Customer business strategy (development &) implementation partner

Leveraging data, help customers to solve their business problems and make business decisions and contribute to the creation and transformation of customer businesses

To achieve these goals, we aim to build a corporate culture that is willing to change and innovate business style, services, and products.

## The 13th Medium-Term Management Plan



## Numerical Targets

Final year of the 13th Medium-Term Management Plan

(Year ending June 30, 2023)

Consolidated net sales	¥ 62.5 billion
Consolidated operating income	¥ 5.0 billion
Consolidated operating income	8.0%

### Numerical targets

With regard to numerical targets set in the 13th Mid-Term Management Plan, since it is difficult to accurately predict the impact of the COVID-19 disaster and its impact on financial results, we will continue to monitor the progress of the businesses and make careful judgments, including revisions to the targets including those for the fiscal year ending June 30, 2021, the first year of the plan.

### Investment policy

Continue aggressive business investment and M&A activities

#### Basic Policy

- Investment to respond to the changing digital environment surrounding customers is essential.
- Since the value of INTAGE Group's data such as panel data, which has been acquired continuously over the years, could provide another business opportunity going forward, we will continue to push ahead with related investments.
- Taking into account the business environment, we will invest up to the same level as the 12th Medium-Term Management Plan.