



## Toward 2030

Everything we do is to create a prosperous society of limitless possibilities

Our Vision  
for 2030

**We will continue to be a company that contributes to the realization of a convenient and affluent society free from social loss, and aim for business growth in proportion to our contribution to solving business and social issues.**

### Numerical Targets

	2022	2030
Net sales	¥ <b>61.3</b> billion	(CAGR:10-12%) ¥ <b>130-150</b> billion
Operating profit	(Operating margin:6.2%) ¥ <b>3.7</b> billion	(Operating margin:10-12%) ¥ <b>15</b> billion
ROE	<b>11.4</b> %	At least <b>12</b> %
R&D expenses	<b>2</b> %	<b>3</b> %

### Business Environment and Opportunities for the INTAGE Group Toward 2030

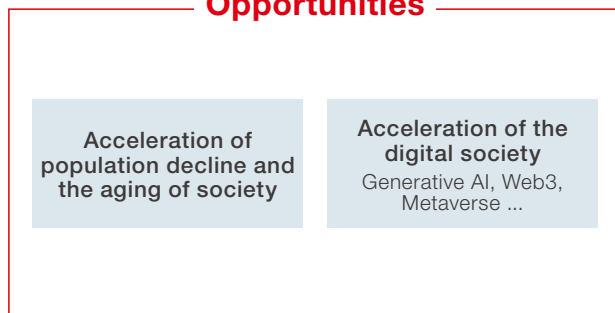
Looking at the business environment in 2030, we expect digitalization to eliminate barriers between industries, and project labor shortages in society and a further business shift toward overseas markets due to the declining birthrate and aging population. The importance of data utilization is expected to rise considerably to address these changes in the market environment.

Based on the current INTAGE Group vision and purpose, we believe that the social role of the INTAGE Group in

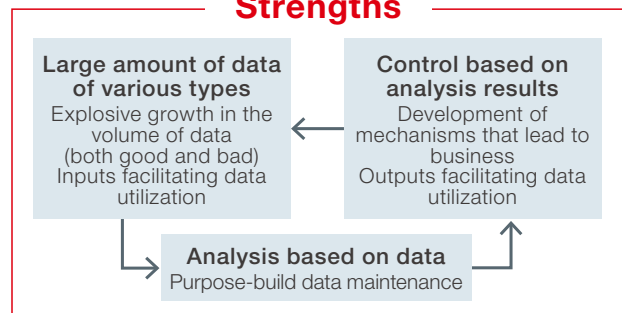
2030, which will evolve in line with the changing market environment, will further expand, representing major opportunities.

The unwavering strength of the INTAGE Group cultivated for more than six decades since its founding has been the ability to collect, process and analyze information to give it value. We aim to leverage this strength to help realize a society in which as many consumers as possible experience improved value in their daily lives.

#### Opportunities



#### Strengths



**Helping build a society that improves the value of even more consumers' daily lives through the business activities of even more customers**

## Implementing Strategies and Leveraging Our Capabilities

To realize our vision for 2030 in which we balance growth as a company and solutions to social issues, we will be a company that embraces the dual elements of marketing intelligence (MI) and business intelligence (BI), and achieve the development of common services utilizing our

connections with customers in various industries. In doing so, we aim to link various data maintained by the Group and its customers and utilize technology to help customers achieve optimization and strengthening.

### What

**Help optimize and strengthen corporate activities through the integration of various data and utilization of technology**

- Ascertain the wants of older, increasingly diverse and mature consumers
- Support decision making by companies and government entities
- Support a data-driven PDCA cycle on the part of companies and government entities

### How

**Leverage the capabilities of the INTAGE Group**

■ **To develop services based on the shared wants of many customers**

Maintain points of contact and boost proximity to customer issues for various customers including FMCG manufacturers, DCG manufacturers, service providers, pharmaceutical companies and government institutions

■ **As a BI\* company with MI\* qualities, or an MI company with BI qualities**

The ability to extend data, give it value and develop systems for it in an integrated fashion

\* MI: Marketing intelligence, BI: Business intelligence

## Expanding Domains in Which We Demonstrate Value Through Data + Technology

To date, the INTAGE Group has built the foundations of its business on valuable data pertaining to people including data from panel research, in other words, on helping customers make decisions in the field of marketing. Going forward, we will extend the data we handle itself, strengthen the development of value and systems for

the utilization of data by structuring areas of support and providing more opportunities for the use of data, and in doing so aim to extend the value chain that supports customers. Further, we will iterate on a cycle of expanding assets and consolidating issues to expand the domains in which we demonstrate value.

