

# 14th Medium-Term Management Plan

(Fiscal Year Ending June 30, 2024 – Fiscal Year Ending June 30, 2026)

The INTAGE Group formulates medium-term management plans every three years, and announced its 14th Medium-Term Management Plan in August 2023. Note that the announced figures do not incorporate the effects of synergies with DOCOMO.

## Basic Policy

# Toward a new portfolio as a Data+Technology company

— Creation of new value —

## Priority Issues

### 1 Group strategy

Expand demonstrations of business value with the 2030 vision as the goal

### 2 Technology strategy

Continue to take on challenges with data utilization and DX support, crossing industrial boundaries

### 3 Data strategy

Promote a data strategy that enhances the value of our own data even in the face of market changes

### 4 Co-creation strategy

Promote Group co-creation supporting demonstrations of new value

## Key message

Aiming to realize a convenient and prosperous society by seeing the declining population and aging society, and the development of a digital society as opportunities and eliminating social losses

A company that goes beyond providing MI and BI\* as standalone functions and provides services that combine them  
= Creating demonstrations of new value as a Data + Technology company

\* MI: Marketing intelligence, BI: Business intelligence

## Numerical Plan

	14th Medium-Term Management Plan (3 years)											
	FY2023/6 (results)			FY2024/6			FY2025/6			FY2026/6		
	Results	YoY (amount)	YoY (%)	Plan	YoY (amount)	YoY (%)	Plan	YoY (amount)	YoY (%)	Plan	YoY (amount)	YoY (%)
<b>Net sales</b> (million yen)	61,387	1,154	101.9%	64,500	3,112	105%	68,800	4,300	107%	73,500	4,700	107%
<b>Operating profit</b> (million yen)	3,785	△853	81.4%	4,000	214	106%	4,700	700	118%	6,000	1,300	128%
<b>Operating margin</b>	6.2%	△1.5%	–	6.2%	0.1%	–	6.8%	0.6%	–	8.2%	1.3%	–

## Numerical Targets (Fiscal Year Ending June 2026)

Consolidated net sales

**¥73.5 billion**

Demonstrating sustainable growth

Consolidated operating profit

**¥6.0 billion**

Demonstrating business value

Profit per employee\*

**CAGR of 12%**

(during the period of the 14th Medium-Term Management Plan)  
Demonstrating the improved human value

\* Profit per employee = (operating profit + investment) ÷ number of employees

Dividend payout ratio

**50% or more**

Management with an awareness of shareholder return

## Non-financial Targets

### **E** Environment

The INTAGE Group is adapting to the impact that climate change has on business, while working to reduce the environmental impact its corporate activities cause. These efforts include reducing electricity usage and promoting improved efficiency and energy savings in the work environment to lower CO<sub>2</sub> emissions from its offices, together with initiatives to reduce paper usage, practice recycling, and promote green procurement. We also implement initiatives based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) with respect to the impact that climate change has on business and society as a whole and strive to improve disclosure.

#### **Reduce CO<sub>2</sub> emissions by 46%**

(2030 target compared with 2013 levels)  
Set with reference to Japan's targets set under the Paris Agreement

#### **100% renewable energy usage rate** (2030 target)

Set with reference to Japan's targets set under the Paris Agreement

#### **Response to the TCFD recommendations**

(assessing and managing the impact that climate change has on business)

### **S** Social

As its basic approach the INTAGE Group values people, and strives to be a company at which the individual qualities of each employee are respected, and where anyone can achieve success. In keeping with this approach, we pursue flexible workstyles that adapt to our ever-changing society. We aim to create opportunities for success and growth by having employees of diverse values and backgrounds understand one another, collaborate, and co-create.

#### **Engagement**

Putting the vision into practice, experiencing growth, sense of achievement, psychological safety, culture encouraging challenges, etc.

#### **Value provided**

Trust of clients, professionalism, productivity and added value, awareness of security and compliance, etc.

#### **Diversity**

Gender composition, composition of general/ executive staff, age group composition, percentage of mid-career hires, etc.

### **G** Governance

On June 17, 2016, we established the Basic Policy on Corporate Governance. The basic policy is designed to set out a basic approach and framework for corporate governance and policies related to its management, so that the company can enhance its corporate value by implementing sound business activities in keeping with a spirit of compliance based on THE INTAGE GROUP WAY, our corporate philosophy.

#### **Optimizing the composition of the Board of Directors**

(improving effectiveness by clarifying the roles to be fulfilled by directors)

#### **Ensuring thorough risk management**

#### **Compliance with laws**

### **Establishment of the Sustainability Committee in FY2023**

The committee defines what should be done to address our medium- to long-term goals and establishes a framework enabling yearly monitoring and assessment



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**Redesign of the SCI® (Nationwide Consumer Panel Survey) Product and Development of the CX Marketing Platform**

The biggest points of focus as initiatives progressing under the 14th Medium-Term Management Plan are the redesign of the SCI (Nationwide Consumer Panel Survey) product that is one of the flagship products of the panel research business, and the development of a platform that will

contribute to the CX (customer experience) improvement activities of our client companies utilizing continually evolving data of SCI and data from the CODE shopping app operated by Group company Research and Innovation Co., Ltd. (“RnI”).

**Action Steps**



**Progress on Each Step**

**STEP1 Integrate INTAGE business assets into RnI products and accelerate monetization**

We have made progress enhancing and expanding sales of next-generation research facilitating improved agility and are steadily growing RnI services including Kailog QA, Kailog Talk Self and Scan-to-Collect Lucky Eggs.

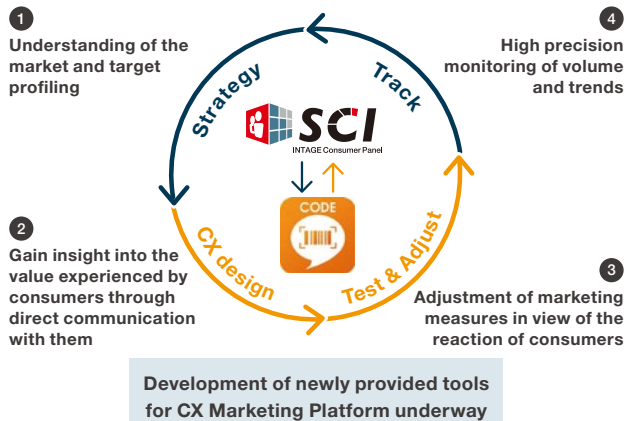
**STEP2 The new SCI is building production data with a sample size of 50,000**

We aim to scale up through cost innovation utilizing RnI patents and expand the scope of data. Under the current SCI there are 50,000 monitors, and there are plans to expand the sample size to 70,000 with the redesign. We plan to reduce the burden on monitors to enter information while expanding the types of data that can be provided, enhancing the value we provide.

**STEP3 CX Marketing Platform**  
**After the provided tools have been developed, we will aim to expand the service, create valuable experiences for consumers and customers alike, and build a fan base.**

The platform is being developed to embody the key points the Group will focus on going forward: giving value to data, and giving structure to data. Development of the provided tools is progressing under the 14th Medium-Term Management Plan (see chart at right). In the medium- to long-term, we aim to scale up the business and position tools for facilitating close communication with consumers, while striving to integrate data from each industry and achieve one-to-one communication based on purchase behavior and history.

**Offer one-stop research, advertising and sales promotion services with the integrated use of the new SCI and CODE**



## POS-is™ Distribution Data Integration and Analysis Service

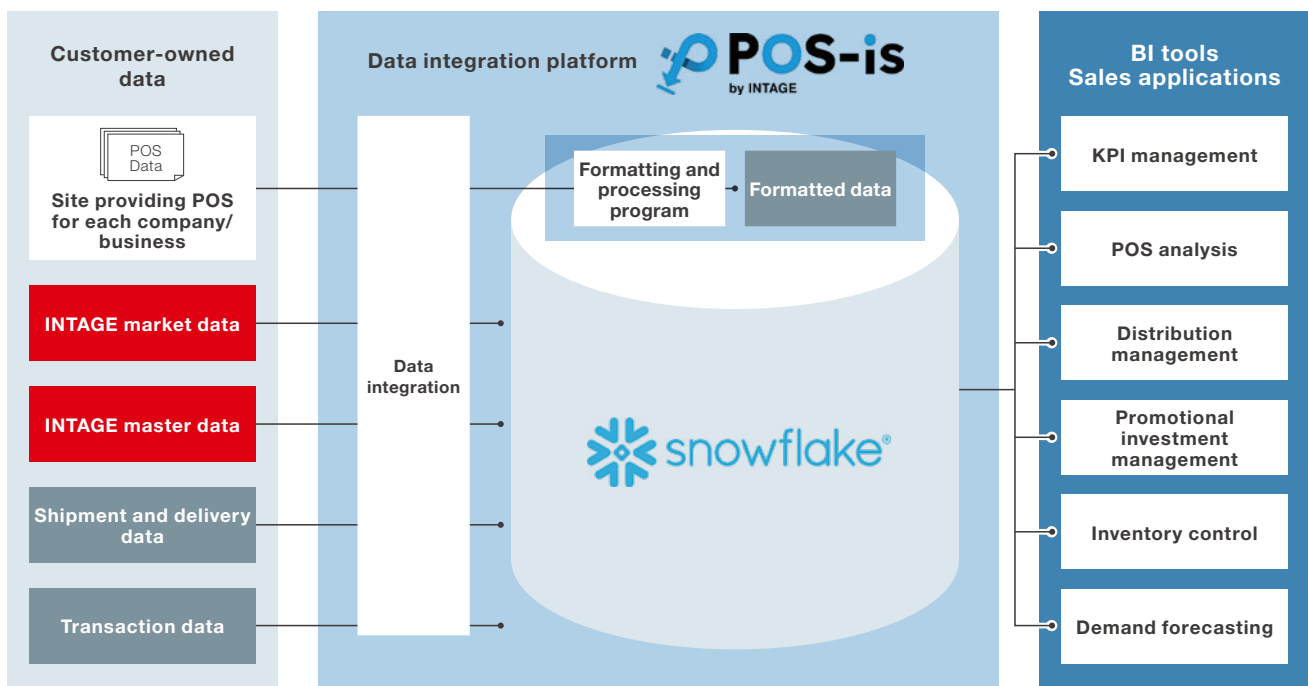
The POS-is service provides business support in sales and production by giving value to and structure to the utilization of both our own and customer data. In November 2023, the Group’s operating company INTAGE Inc. launched POS-is to

target the sales divisions of consumer goods manufacturers. The INTAGE Group has high hopes for the service as something that will embody the key points of its future growth strategy, to give value to data, and give structure to data.

### POS-is

The service takes POS data held by the sales divisions of consumer goods manufacturers that exist in different formats depending on the retailer, integrating and aggregating the data in a unified format. Then, that data is provided as a database that can be linked with and analyzed in the context of INTAGE’s SRI+® (Nationwide Retail Store Panel Survey) and SCI® (Nationwide Consumer Panel Survey), and based on product and store masters, as well as distribution data. By using this database and a dashboard that can be connected with the database, the sales divisions of consumer goods

manufacturers are now able to make efficient use of POS data in their sales activities. The service performs the cleansing and integration of POS data and links it with INTAGE data, and from a governance perspective, also safely manages distribution data such as POS data without providing it to external parties. This is achieved by building “Snowflakes” within each customer environment and utilizing “Snowflake Secure Data Sharing,” a data sharing function that is a strength of this infrastructure.



\*No external provision of data is required as entire solution from integrated platform to dashboard is built within customer environment.

### Expected effects

- Reduce the workload on each representative to aggregate data and prepare materials
- Standardize business operations and raise the level of proposals
- Enable gap analysis between markets and POS data
- Estimate store inventory as a progressive utilization method, which is expected to optimize store inventory and streamline demand-supply adjustments

### Future

We will develop a dashboard using the application development framework running on the Snowflake infrastructure, and work on data interpretation utilizing large language models (LLM) and the automation of product master maintenance, with the aim of developing a more user-friendly environment.