

# TOWARD 2030 / 14TH MEDIUM-TERM MANAGEMENT PLAN / FY2024 BUSINESS PLAN

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

## Towards 2030

### 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.

**Net sales**  
...  
**¥130-150 billion**  
CAGR:10-12%

**Operating profit**  
...  
**15 billion**  
Operating margin:10-12%

**ROE**  
...  
**12%  
or more**

**R&D expenses**  
...  
**Around 3%**  
of net sales

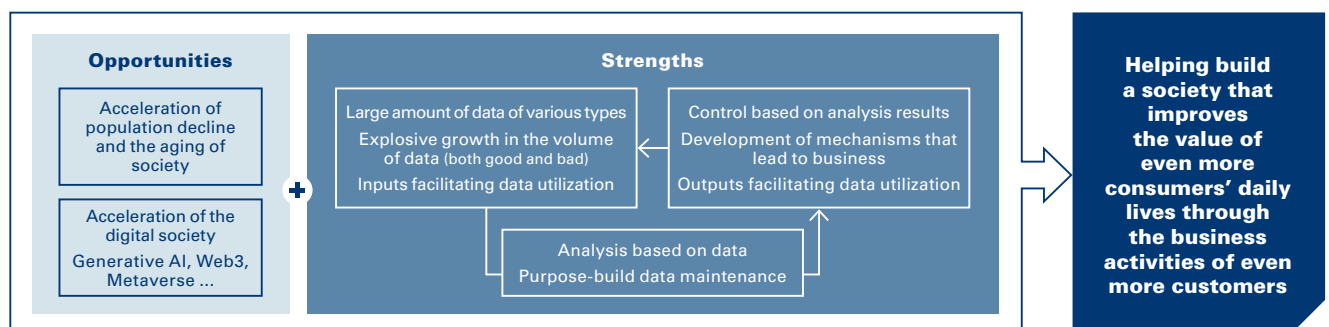
## Business Environment and Opportunities for the INTAGE Group Toward 2030

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 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.



# 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.

**Basic Policy**

## Toward a new portfolio as a Data+Technology company

Creation of new value

### Priority Issues

- |  |  |   |  |
|--|--|---|--|
| <p><b>1 Group strategy</b></p> <p>Expand demonstrations of business value with the 2030 vision as the goal</p> | <p><b>2 Technology strategy</b></p> <p>Continue to take on challenges with data utilization and DX support, crossing industrial boundaries</p> | <p><b>3 Data strategy</b></p> <p>Promote a data strategy that enhances the value of our own data even in the face of market changes</p> | <p><b>4 Co-creation strategy</b></p> <p>Promote Group co-creation supporting demonstrations of new value</p> |
|--|--|---|--|

### Non-financial Targets

<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Environment</div>  <ul style="list-style-type: none"> <li>➤ <b>Reduce CO<sub>2</sub> emissions by 46%</b>  <div style="border: 1px solid black; padding: 2px; font-size: 0.8em; margin: 2px 0;">2030 target compared with 2013 levels</div>                     Set with reference to Japan's targets set under the Paris Agreement                 </li> <li>➤ <b>100% renewable energy usage rate</b>  <div style="border: 1px solid black; padding: 2px; font-size: 0.8em; margin: 2px 0;">2030 target</div>                     Set with reference to Japan's targets set under the Paris Agreement                 </li> <li>➤ <b>Response to the TCFD recommendations</b>                      Assessing and managing the impact that climate change has on business                 </li> </ul>	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Social</div>  <ul style="list-style-type: none"> <li>➤ <b>Engagement</b>                      Putting the vision into practice, experiencing growth, sense of achievement, psychological safety, culture encouraging challenges, etc.                 </li> <li>➤ <b>Value provided</b>                      Trust of clients, professionalism, productivity and added value, awareness of security and compliance, etc.                 </li> <li>➤ <b>Diversity</b>                      Gender composition, composition of general/executive staff, age group composition, percentage of mid-career hires, etc.                 </li> </ul>	<div style="background-color: #003366; color: white; padding: 5px; text-align: center; font-weight: bold;">Governance</div>  <ul style="list-style-type: none"> <li>➤ <b>Optimizing the composition of the Board of Directors</b>                      Improving effectiveness by clarifying the roles to be fulfilled by directors                 </li> <li>➤ <b>Ensuring thorough risk management</b></li> <li>➤ <b>Compliance with laws</b></li> </ul>
---	---	--

## FY2024 business plan

**Basic Policy**

# - Synergy & Optimization -

Promoting synergy within the Group and optimizing core businesses

Expanding business domains

Optimizing the Group's management resources