

Growth with Optimization

that increases earning power

President and
Representative Director
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Management that is committed to profit, which was my goal in my first year as President and Representative Director

Looking back on the year that has passed since I became President and Representative Director in July 2024, I feel strongly that it is necessary to take the earning power of the INTAGE Group to the next level. I continue to be committed to the shift to management that is committed to profit that I mentioned in last year's integrated report. While we have been creating value faithfully for many years, there have been cases where we were not appropriately compensated. This is why we are orienting the entire Group toward profit to maximize value with limited resources. We have corrected our excessive emphasis on the top line and began to examine projects and the businesses themselves. I think the results of these measures are reflected in the profit for the fiscal year ended June 2025. The results in the past year have been better than I expected. However, I feel that it will still take some time before the idea of investing as necessary for the future and carefully examining things to see if they are unnecessary becomes fully entrenched within the Group.

I am from a company that joined the Group as a result of its acquisition. I became the Group's president via an unusual route. I am therefore aware that the process of my understanding of the Group and my thinking becoming instilled in the Group is still ongoing. This is why I have engaged in dialogues with the Group through the internal blog and town hall meetings to listen to the opinions of people working on the front lines and to share my thoughts with them. One of the new initiatives started this year is the presentation of our financial results to internal audiences. There, insightful questions that are unique to internal meetings were asked, and I felt strongly that employees were very interested in them. In addition, to improve worker friendliness, I listened to employees' negative opinions about inconveniences, discontent, and inexpedient processes, and I began to consider ways to improve these things.

The feelings of the people working on the front lines regarding the achievement of stretch goals

The numerical goals that we have set for 2030 are net sales between 130.0 billion and 150.0 billion yen, operating profit of 15.0 billion yen, and an ROE of 12% or higher. I think we cannot achieve these simply by implementing initiatives that are extensions of the past. We first designed our 14th Medium-Term Management Plan. We intend to review our own way of working in our businesses in the three-year period of the plan. While the optimization of the individual parts of our business has previously enabled each segment to grow, it is believed that this will not enable us to reach the 2030 goals. Comprehensive optimization activities to identify business opportunities in places beyond our previous framework have been starting gradually. The word, "cooperation" is used frequently within the Group, and we have begun to see numerical results in employee satisfaction surveys, which is an achievement.

Looking back on the fiscal year ended June 2025, consolidated net sales were 65.57 billion yen, operating profit was 4.24 billion yen, and ROE was 10.7%. These all increased year on year (from net sales of 63.27 billion yen, operating profit of 3.28 billion yen, and ROE of 7.8% in the previous fiscal year). We did not reach the revised operating profit forecast of 4.5 billion yen, which was announced in February 2025, but we far exceeded the initial forecast. While there was initially skepticism about the bullish forecasts, we have repeatedly achieved results, and this has enabled the people working on the front lines to feel that we can reach them if we change the way we do things, and a virtuous circle has been started.

The key to growth is "with," not "and."

The fiscal year ending June 2026 is the final year of our 14th Medium-Term Management Plan. The policy we set under the plan was "Growth with

Optimization — Establishment of a new business portfolio.” We initially considered “Growth and Optimization,” but I decided to use “with” instead of “and.” Optimization and growth should not be placed in parallel. The key to true growth is optimization.

Here, optimization is more than just cost-cutting. The key is to align our priorities and optimize to increase value. To compare it to a tug-of-war—previously, the INTAGE Group was not able to pull the rope strongly because the force of the Group companies was distributed. Bundling similar functions in the Group, eliminating investment overlaps, and enabling employees to move in the same direction will lead to growth investments that produce results and enable the Group to establish a new business portfolio.

To achieve this, we repositioned directors of major operating companies as executive officers of INTAGE Holdings in July 2025. The range of their authorities, which had been limited to their individual operating company, was expanded to the entire Group, with the goal of encouraging cooperation between businesses and facilitating optimization. Group operations are now converging on the axis of comprehensive optimization, and centripetal force is increasing.

Evolution into the insight industry

Our long-term goal is to be recognized as the main player in the insight industry. The market-research-related market in Japan is an approx. 272.5 billion yen market (FY2024, estimated by Japan Marketing Research Association (JMRA)), and conventional research is approx. 241.3 billion yen of this market. Accordingly, there are limitations on growth that is dependent on market research alone. On the other hand, in Europe and the United States, research firms have been redefined as the insight industry, and there has been progress in their moves to support not only research but also the planning and implementation of corporate strategies. We also aim to transcend the previous framework of the research industry and exert our presence in a wider business domain. This is what we mean by “Expanding business value with a goal of Toward 2030,” which is one of the priority issues we set for the fiscal year ending June 2026.

In addition, the previous incarnation of the INTAGE Group consisted of Group companies that had grown through M&A activities and spin-offs, with each business operating in its own way. The sum of their sales and profit was the business performance of the entire Group. It is even more necessary for us to redesign the Group as a whole and clarify our business portfolio because there have begun to be apparent limitations in the growth of the individual companies. This is what we mean by “Engage in business operations with a clear business portfolio (growth with optimization),” the second priority issue. And the third priority issue, “Shift to an optimal formation to enhance overall group capabilities,” is believed to be integral to the second priority issue, based on the view that the Group’s way of being needs to be reviewed in the implementation of the measures to address the second issue.



The strategy for achieving this is that we will clearly divide the roles of our core businesses from those of the growth businesses and also differentiate their management perspectives. We will shift to management that is centered mainly on the generation of profit in core businesses, including panel surveys, custom research and system development, and that prioritizes the entrenchment of services in growth businesses, focusing on KPIs such as sales, the number of leads, and the number of customers in growth businesses.

Our cooperation with NTT DOCOMO, INC. (hereafter, “DOCOMO”) is a growth business. In the fiscal year ended June 2025, we focused our efforts on infrastructure development by positioning it as the first year of synergy creation. In the fiscal year ending June 2026, we will begin to redesign our initiatives to create synergy to elevate them to the next level. We do not value sales alone. We believe that indicators of expansion—that indicate how much services have grown and become entrenched—are also achievements.

Performance forecasts for the fiscal year ending June 2026 and drivers

In the fiscal year ending June 2026, the final fiscal year of the 14th Medium-Term Management Plan, we expect consolidated net sales to be 70.0 billion yen (up 4.4 billion yen year on year), operating profit to be 5.6 billion yen (up 1.3 billion yen year on year), and ordinary profit to stand at 5.5 billion yen (up 1.3 billion yen year on year). In contrast, we forecast profit attributable to owners of parent to be 3.2 billion yen (down 0.3 billion yen year on year). Net profit is expected to decrease year on year due to the absence of the gain on sale of the CRO business which was recorded as extraordinary income in the previous fiscal year.

The earning power of our main businesses is improving steadily. Investments in new SCI and other investments will progress as planned, and the effects of our price optimization and control of expenses will combine with the effects of an increase in net sales. This is expected to result in a year-on-year increase in operating profit. Here, in addition to synergy with DOCOMO, we also expect that our existing businesses will continue to grow, which will help boost revenue. The above figures take our inability to achieve our targets for the first fiscal year of the plan into account. We have set them aiming to achieve the sound growth of the

Group, even if they fall short of the numeric targets for the final fiscal year of the Medium-Term Management Plan (net sales of 73.5 billion yen, operating profit of 6.0 billion yen).

New value we aim to achieve with data and technologies

Originally, our bread-and-butter jobs have been to collect data, create value from the data, and build systems using IT. I believe that the evolution of each one of these three pillars will lead directly to achieving our 2030 vision.

First, regarding data collection, our cooperation with DOCOMO has given us access to a wealth of data that would be difficult for us to access on our own. With more than 100 million club members, The d POINT CLUB boasts a membership base that is one of the largest in Japan. As a result, major progress was achieved in terms of businesses. Regarding the creation of value from data, we have safely connected DOCOMO’s membership base of more than 100 million members to our data assets, including market and medical data, and we have combined this with data from client companies and various other data. This has enabled us to see what we could not see before and has expanded our opportunities to consult with clients and utilize our assets.

In addition, it is also important to develop mechanisms for providing value. We are currently redesigning the models that we provide, assuming that generative AI will evolve. We are connecting the data from DOCOMO, our data and the data possessed by our customers to AI and systems to build mechanisms that support decision-making and the implementation of measures.

Our cooperation with DOCOMO also has a significant meaning for 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. Unfortunately, there are still many social issues. In my own field of healthcare in particular, there is still a deeply rooted asymmetry of information. People are not always thinking only about health. They experience inconvenience and pain suddenly in their everyday lives. I feel that we are now in a position that enables us to understand the realities of consumers from not only a medical point of view but also a consumers’ perspective and to provide support from both perspectives.

Basic policy of the FY2025 business plan

Growth with Optimization

Establishment of a new business portfolio

Priority Issues **01**

Expanding business value with a goal of Toward 2030

Priority Issues **02**

Engage in business operations with a clear business portfolio (growth with optimization)

Priority Issues **03**

Shift to an optimal formation to enhance overall group capabilities

Investments in people and structures for overseas growth opportunities

Clear signs of growth have begun to be seen not only in Japan but also overseas. As a research firm, we are already no. 1 in Asia in terms of net sales. This is because of the research and marketing support we have provided to Japanese companies' entering Asia. In recent years, demand for research generated by not only Japanese companies but also non-Japanese companies has increased. To respond to these changes, we have rebuilt our structure. This has included the transfer of the overseas business that INTAGE HOLDINGS managed to INTAGE, which improved our readiness. As a result, the response we got last year was very positive. Especially in Asia, we would like to receive projects from many companies, both Japanese and non-Japanese companies.

Regarding our human capital, the percentage of employees who are women is 51.3% and the percentage of managers who are women is 28.2% (both figures being as of June 30, 2025). These figures are relatively high compared to other Japanese companies. We did not achieve them by merely responding to the demands of society. They were a result of continuous improvements made in consideration of the reinforcement of our organization. I understand that we are now in a phase where we should rethink how we leverage our human resources in our unique way. It has become extremely important to envision the human resources that are appropriate for the future transformation of our business by focusing on the orientation of each person rather than their attributes.

The human resources that we will need going forward are people who are capable of working closely with customers, identifying the core of their issues, and envisioning optimal methods and combinations—people whose capabilities are like those of a producer. The goal of our investments in human capital is establishing an environment that enables human resources like this to have job satisfaction and to achieve personal development.

Being a Group that rewards its stakeholders

We will proactively work on shareholder return, prioritizing it even more than we had previously. We would like to create a virtuous circle in which we respond sincerely to the people who support us and reward them, so that individual investors and shareholders will be our fans. We have decided to pay an annual dividend of 45 yen (payout ratio: 49%) in the fiscal year ended June 2025 under a progressive dividend policy. We plan to pay an annual dividend of 48 yen in the fiscal year ending June 2026.

This word, "reward," is also applicable to our employees. We aim to make the INTAGE Group a corporate entity where every employee has a mission, and they are able to enjoy working. A distinctive feature of the INTAGE Group is that many of our employees want to solve social issues. We will build an environment where these employees, with their own visions for the future, pursue their visions using data and IT. This will facilitate the natural growth



of our businesses. The creation of this positive cycle is our ideal. This idea was also reflected in the first name of our company, Marketing Intelligence Corporation (MIC). Now, we are preserving the spirit of MIC, and we work in an environment that permits us to present society with new business models that are suited to the times. Leveraging our DNA, we will continue to take on challenges proactively. We aim to be a corporate group like this.

In an information-intensive society, it is even more necessary to wield the power of accurate information.

The current name of our company, INTAGE, is derived from "intelligence age." We are in an era when information greatly affects people and society. Accurate information empowers people, changes the quality of their choices, and steers society in a better direction. This is why we collect accurate data, correctly create value from the data, and deliver this value correctly. We would like to continue to provide the power of responsible information to society while valuing the precision and morality of this series of processes.

We would like many people to support us so that we can continue to be an entity whose growth leads directly to a better future for society. The INTAGE Group will take on these challenges and move forward together with its stakeholders. We hope you will look forward to the INTAGE Group's future activities.