

SYNERGIES WITH DOCOMO

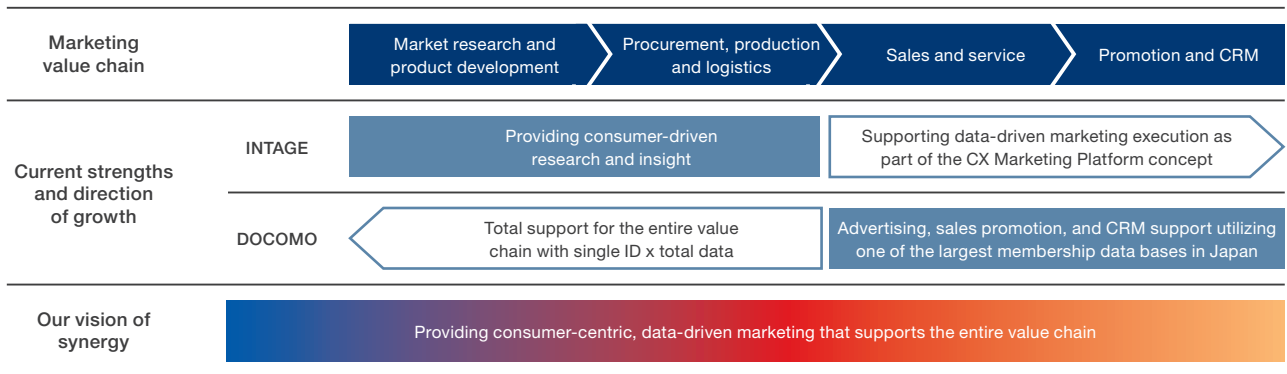
Our initiatives to create synergy with NTT DOCOMO, INC. (hereafter, “DOCOMO”), which started with the conclusion of a capital and business alliance with DOCOMO in September 2023, gathered momentum in the fiscal year ended June 2025. By combining the INTAGE Group’s strengths in data collection, analysis, and visualization with DOCOMO’s membership base and a wide variety of online and offline behavioral data, we will achieve a highly accurate understanding of consumers and maximize the value of data, aiming to achieve continued corporate growth.

Direction of Business Growth

We aim to achieve our full-scale entry into the marketing implementation domain, including advertising, sales promotion, and CRM.*

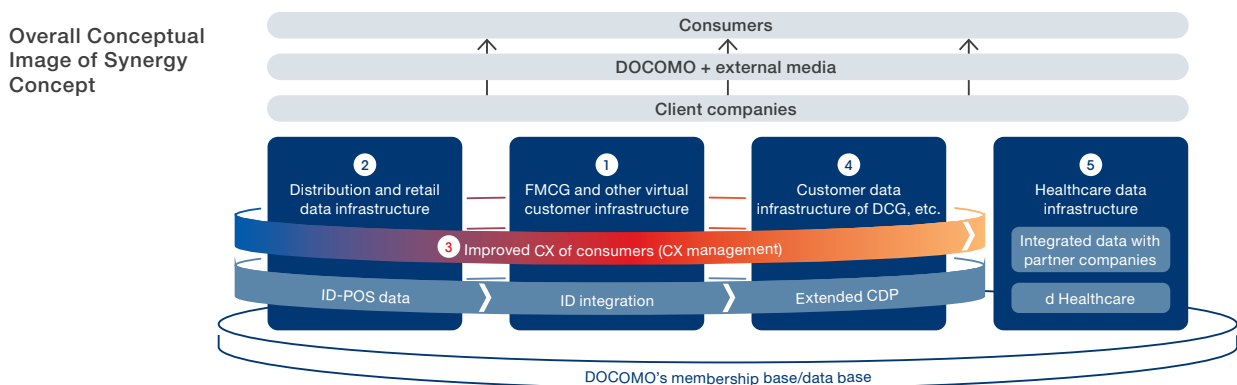
We aim to evolve from a research/insight partner into a marketing partner by developing data-driven marketing across the entire marketing value chain.

*CRM: An acronym for “Customer Relationship Management,” describing the process of accurately ascertaining customer information for the purpose of maintaining and improving good relationships with customers in order to expand business.



Synergy concept and progress

To provide consumer-centric, data-driven marketing that supports the entire value chain, we continue to aim to expand value in the marketing implementation domain, including advertising, sales promotion, and CRM in the areas of Consumer Goods & Services and Healthcare.



Fiscal 2024 Results	FY2025 Activities
<p>In the first year of synergy creation, we engaged in data infrastructure development, service development, creation of solution case studies, and PR measures. Tried activities from various perspectives to achieve results</p> <ul style="list-style-type: none"> ■ Synergy① Creating examples of integrated solutions, receipt-type products (d Mileage, Daily Receipt), distribution collaboration campaigns ■ Synergy② Development of ID-POS permanent connection sites ■ Synergy③ Increase in CX management projects due to CX themes becoming management issues ■ Synergy④ Provision of DOCOMO Data Clean Room (DCR) services ■ Synergy⑤ Patient analysis for pharmaceutical companies utilizing DOCOMO data 	<p>We will redesign our initiatives toward synergy, strengthen our business structure to monetize, reorganize our business flow, and review our business management definitions. At the same time, we will enhance our ability to make proposals to client companies by leveraging DOCOMO assets and develop our data and infrastructure.</p> <ul style="list-style-type: none"> ■ Expanding collection of purchase-verified data (receipt data, ID-POS) to increase the value of analysis data ■ Scaling integrated solutions for research, planning, strategy execution, and measurement of effect ■ Aiming to commercialize and monetize through accumulated evidence in advertising and sales promotions ■ Building infrastructure for sales and development that will drive the growth of CX management

Message from Executive Officer

In FY2025, we reinforced our executive officer system.

We have appointed human resources with expertise and experience in each business field to the management team in a concentrated manner to create businesses through collaboration between segments and expand business domains beyond segments, thereby accelerating the Group's growth to speed up decision-making related to the execution of business and maximizing the Group's management.

The following messages were shared by three people on behalf of the people who have recently been appointed as executive officers.



Executive Officer, INTAGE HOLDINGS Inc.

Director in charge of Data Management Business Division and Digital Strategy Division and second in charge of Synergy Businesses, INTAGE Inc.

Yoshiko Takayama

MESSAGE

At INTAGE Inc., I am in charge of our core panel survey business, our growth businesses utilizing digital data, and the marketing solution business we operate leveraging our synergy with DOCOMO. All of our segments are working to expand business areas by creating new value using the power of data and technologies. I want to use my appointment as an executive officer of INTAGE HOLDINGS as an opportunity to unite with the Group to take on challenges to create value.

We have been capable of leveraging data since 1960, before the data age began. With the power of data, technologies, and people, we will achieve our goal of achieving both consumer happiness and the development of our corporate customers, together with the continued growth of the INTAGE Group itself.

MESSAGE

Since I joined the company as a mid-career hire in 2004, I have been engaged in the Healthcare segment. I am currently working for INTAGE Healthcare Inc., where I am in charge of developing and promoting value-adding solutions using the assets of NTT DOCOMO, INC. At the same time, I am the Representative Director of Plamed Inc. There, my efforts are focused on creating opportunities for employees to actively participate, enhancing the field service functions of the company, and expanding services to customers outside the Group.

As the Executive Officer of INTAGE HOLDINGS, I will strive to shorten the distance between INTAGE, Inc. and the operating companies in the area of healthcare and create an environment that enables them to understand each other's strengths and create and provide valuable solutions together.



Executive Officer, INTAGE HOLDINGS Inc.

Director in charge of Promotion Business and DOCOMO Synergy Business, INTAGE Healthcare Inc.

President and Representative Director, Plamed Inc.

Shigeaki Maeda



Executive Officer, INTAGE HOLDINGS Inc.

Director in charge of Enterprise Division I and General Manager, Enterprise Division II, INTAGE TECHNOOSPHERE Inc.

Shigeki Akashi

MESSAGE

At INTAGE TECHNOOSPHERE, I am responsible for system development, maintenance, and management for markets outside the INTAGE Group as well as the management of the BPR* (BPO) business. As the Executive Officer of INTAGE HOLDINGS, I will devote myself entirely to accelerating the growth of the Group as a whole by creating synergy between business segments.

I believe that going forward, the INTAGE Group will achieve growth through having a deep understanding of its customers. We should aim to establish a comprehensive picture of the issues that customers are facing and translate that into specific services that solve their issues. We will contribute to the evolution of customers' businesses by combining knowledge and technologies from within and outside the Group to create new value.

*BPR (Business Process Re-engineering): The implementation of operational reforms by rebuilding workflows, organizational structures, information systems, and other aspects of business from the viewpoint of processes