

A Total Sales/Marketing Solution Provider for Maximizing Client Profitability

Direct Marketing MiX Inc.

Financial results briefing (FY2021/12 3Q)

November 12th, 2021



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1. Financial results (FY2021/12 3Q)

Financial results highlights (FY2021/12 3Q)

(3Q Cumulative Period)

- Sales Revenue : Existing business continued to grow steadily. Sales **increased significantly by 38.2% YoY** mainly due to an increase in vaccination-related spot business
- Various Profits : EBITDA **increased by 43.3% YoY** due to contribution from profitable spot business. Moderate cost increase due to strategic acceleration of office space expansion & growth in personnel numbers

Topics

Sales revenue (by sector)

- Telecommunications : Continued to steadily progress as the main pillar of earnings
- Public : Vaccination-related spot business peaked and grew substantially YoY
- Web/IT : Growth rate of food delivery service and cashless payments continuously increased due to changes in lifestyle

Various Profits

- Maintaining a high profit level, partly due to the contribution of the highly profitable spot business
- Operating expenses increased due to accelerated expansion of bases and personnel accompanying business expansion

Sales revenue	23 billion yen	YoY	+38.2%
EBITDA*1	5.1 billion yen	YoY	+43.3%
Operating profit	4.4 billion yen	YoY	+43.6%
Net income*2	2.9 billion yen	YoY	+46.4%

*1 EBITDA = operating profit + depreciation + amortization

*2 Profit attributable to owners of parent

FY 2021/12 3Q (from July to September) P/L

- Sales revenue : Steady growth by **52.0% YoY** due to orders for vaccination-related spot business, which has reached its peak
- Various Profits : **Sales revenue grew at a faster pace than the increase in costs** associated with the strategic office space expansion & growth in personnel numbers, and EBITDA progressed at a high level, **by 114.9% YoY**

Consolidated P / L 3Q results and YoY change

(¥ mm)	2020/12 3Q (from Jul. to Sep.)	2021/12 3Q (from Jul. to Sep.)	
	Results	Results	YoY
Sales revenue	5,271	8,013	+52.0%
Operating expenses	△4,668	△6,587	+41.1%
Other revenue	13	9	—
Other expenses	△8	△0	—
Operating profit	609	1,435	+135.8%
Operating profit margin	11.5%	17.9%	+6.4pt
Financial profit	0	1	—
Financial expenses	△25	△12	—
Profit before tax	584	1,424	+143.8%
Income tax expense	△174	△403	—
Net income^{*1}	410	1,021	+149.0%
Net income margin	7.8%	12.7%	+5.0pt
EBITDA^{*2}	800	1,719	+114.9%
EBITDA margin	15.2%	21.4%	+6.3pt

*1 Profit attributable to owners of parent

*2 EBITDA = operating profit + depreciation + amortization

FY 2021/12 3Q (Cumulative) P/L

- Sales Revenue : Steady progress by **80.8% compared to the initial forecast** due to growth in existing business and an increase in vaccination-related spot business
- Various Profits : EBITDA progressed at a high level of **96.3% compared to the initial forecast**, but **the full-year earnings forecast remains unchanged** due to the expected decrease in spot business and settlement bonus expenses in 4Q

Consolidated P / L 3Q (Cumulative) results and YoY change

(¥ mm)	2020/12 3Q (Cumulative)	2021/12 3Q (Cumulative)			2021/12 Full year Forecast
	Results	Results	YoY	Progress rate*3	
Sales revenue	16,667	23,039	+38.2%	80.8%	28,500
Operating expenses	△13,650	△18,729	+37.2%	—	—
Other revenue	23	46	—	—	—
Other expenses	△8	△4	—	—	—
Operating profit	3,031	4,352	+43.6%	96.7%	4,500
Operating profit margin	18.2%	18.9%	+0.7pt	—	15.8%
Financial profit	40	2	—	—	—
Financial expenses	△98	△130	—	—	—
Profit before tax	2,973	4,224	+42.1%	96.0%	4,400
Income tax expense	△969	△1,290	—	—	—
Net income*1	2,004	2,935	+46.4%	97.8%	3,000
Net income margin	12.0%	12.7%	+0.7pt	—	10.5%
EBITDA*2	3,562	5,103	+43.3%	96.3%	5,300
EBITDA margin	21.4%	22.1%	+0.8pt	—	18.6%

*1 Profit attributable to owners of parent

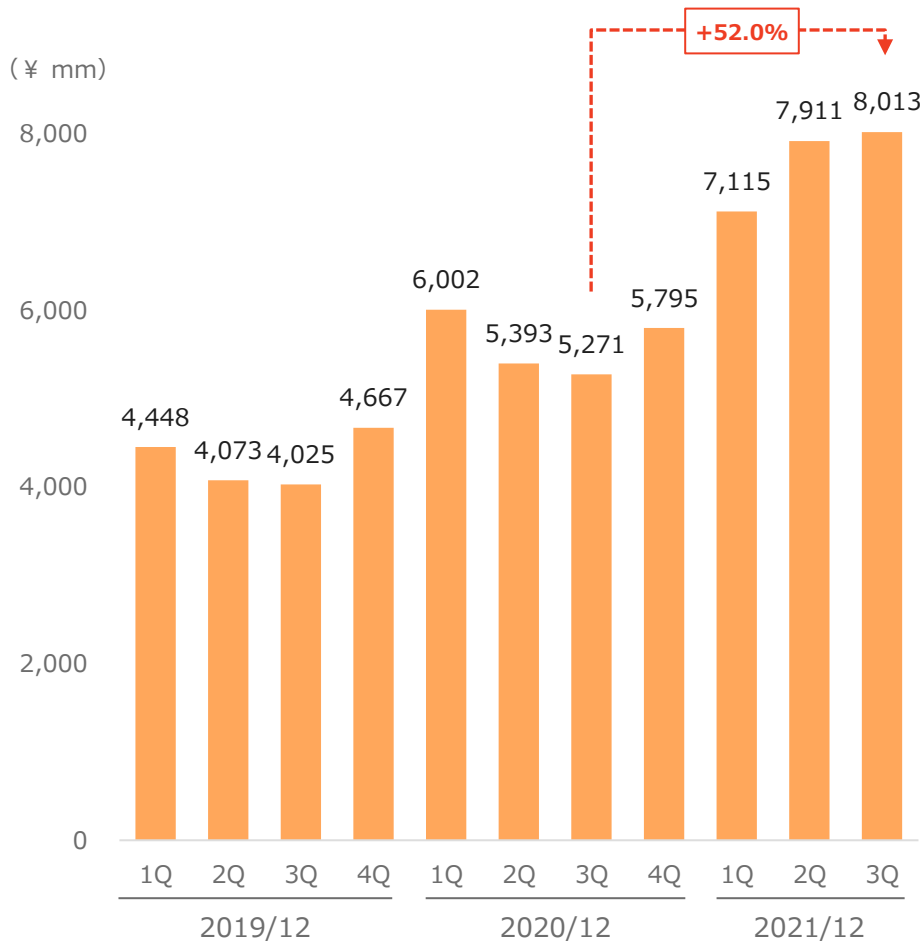
*2 EBITDA = operating profit + depreciation + amortization

*3 2021/12 progress rate against full-year forecast

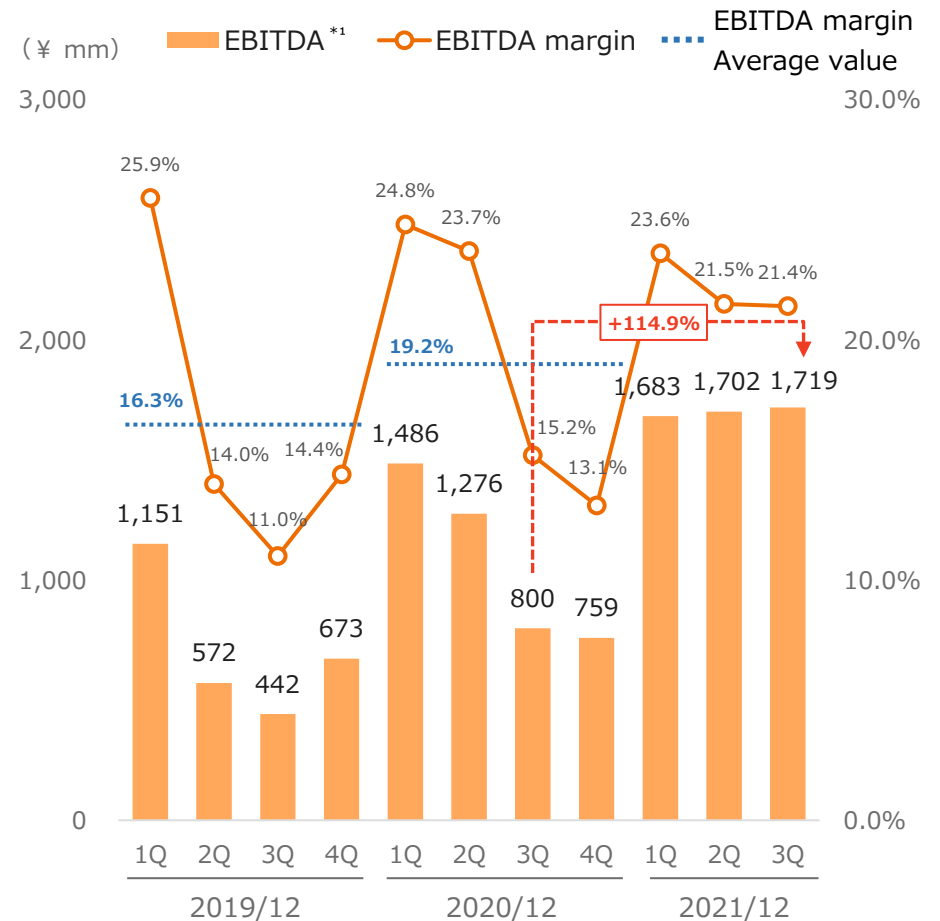
Quarterly Results

- Sales revenue : Substantial increase by **52.0% YoY** due to growth in existing business and significant contribution from vaccination-related spot business
- EBITDA : Increased by **114.9% YoY** due to higher operating profit margin per staff

Quarterly changes in consolidated sales revenue



Quarterly trends in EBITDA・EBITDA margin

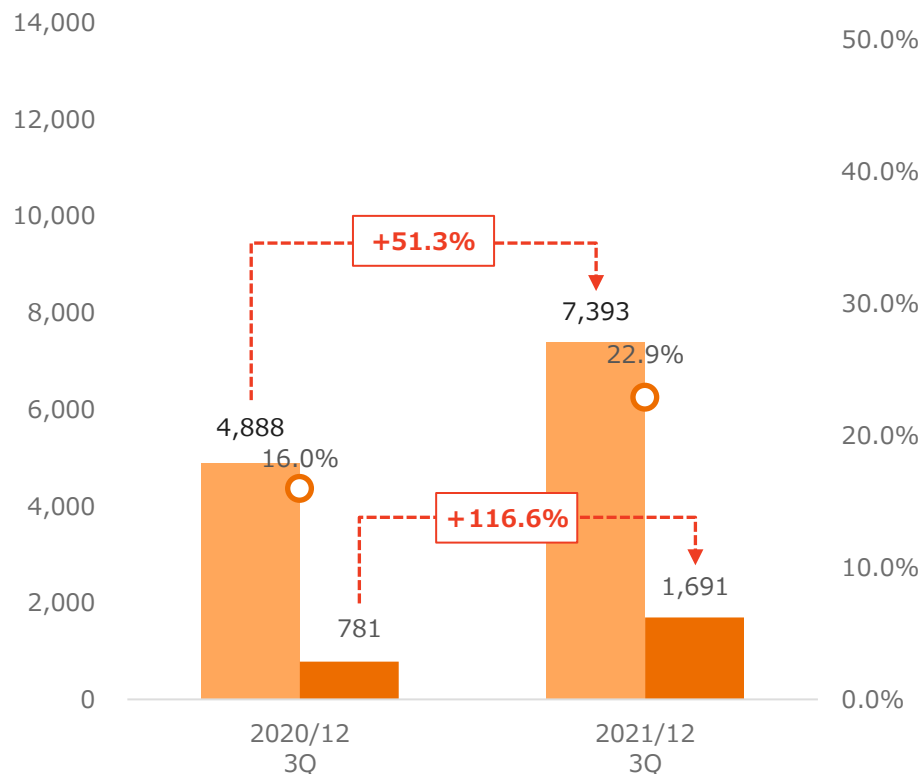


2021/12 3Q (from July to September) Results per Segment

- **Marketing business** : In addition to the growth of existing business (especially in the Web/IT sector), a **51.3% YoY increase in sales** and a **116.6% YoY increase in operating profit** were achieved through orders for vaccination-related spot business
- **On-site business** : Sales grew by **36.9% YoY** in response to increased demand for temporary staffing for vaccination-related spot business. On the other hand, operating expenses increased

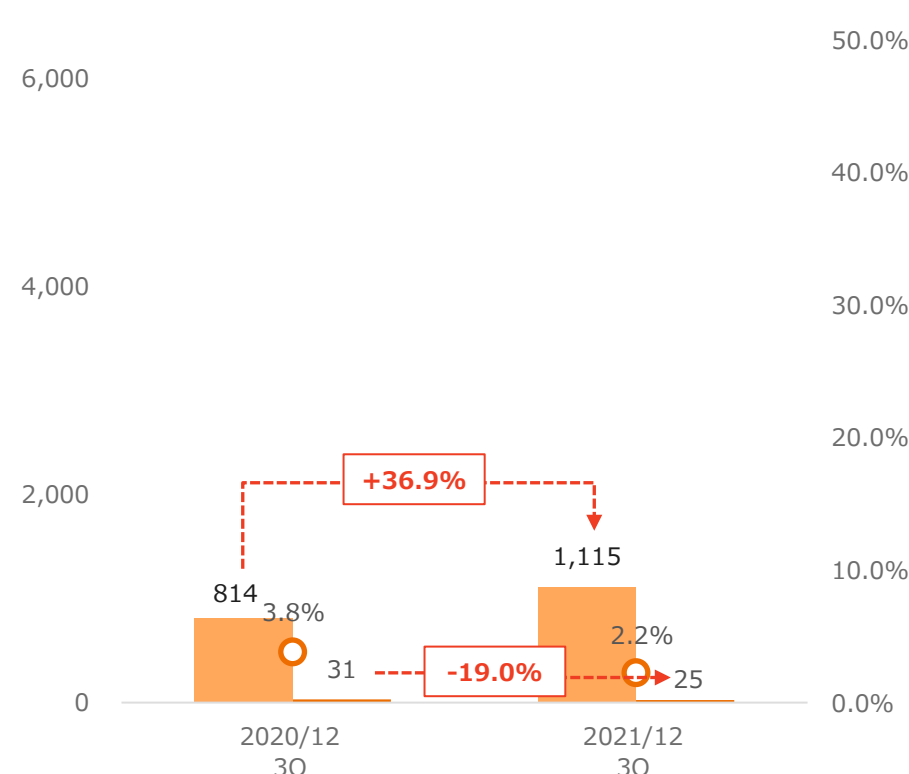
Marketing business

(¥ mm) ■ Sales rev*¹ ■ Seg profit ○ Segment op margin



On-site business

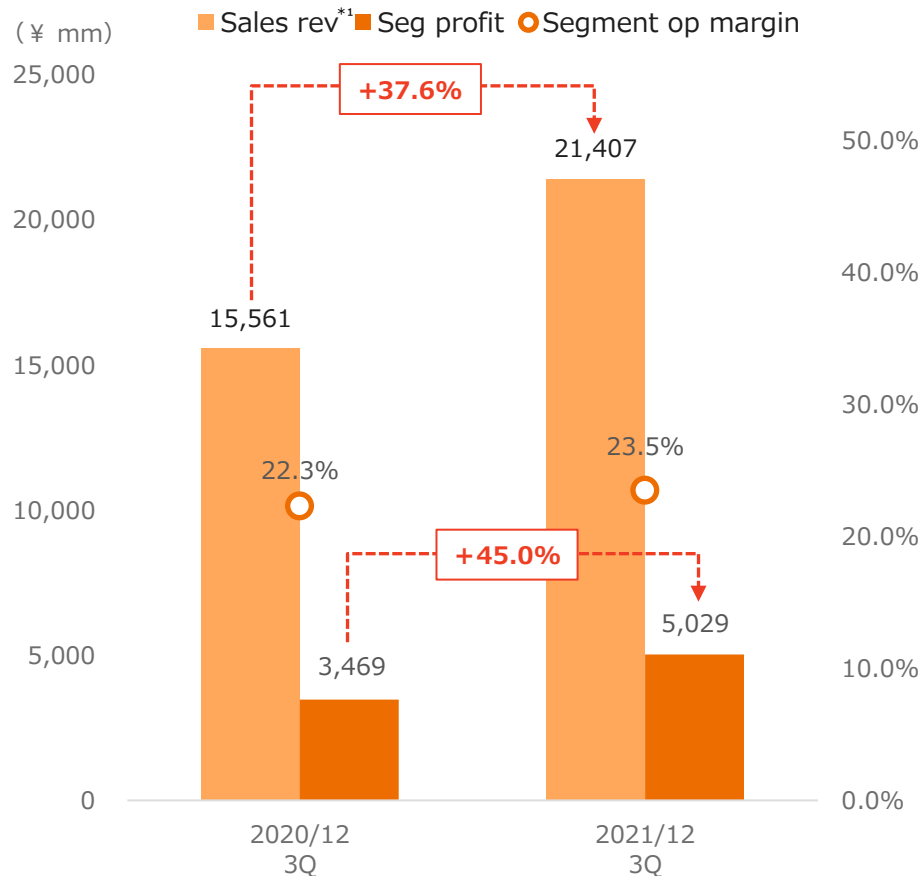
(¥ mm) ■ Sales rev*¹ ■ Seg profit ○ Segment op margin



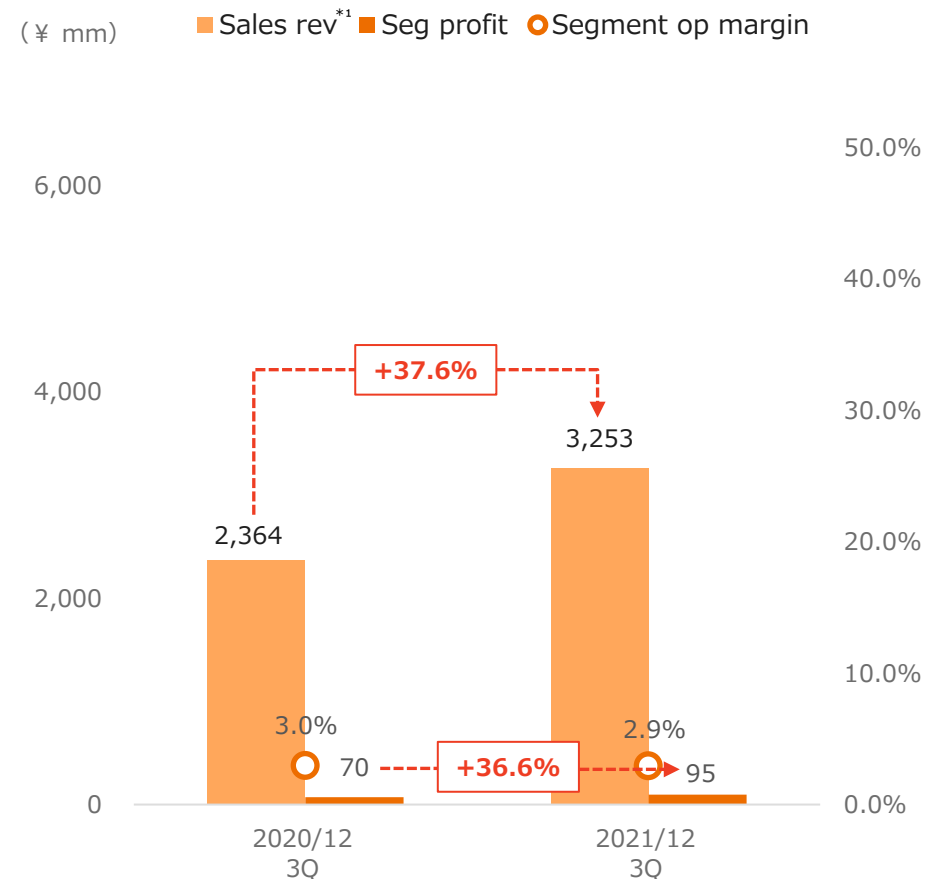
FY 2021/12 3Q (Cumulative) Results per Segment

- **Marketing business** : In addition to the growth of existing business, the contribution of vaccination-related spot business resulted in **a 37.6% YoY increase in sales and a 45.0% YoY increase in operating profit**
- **On-site business** : **Sales increased by 37.6% YoY, operating profit by 36.6% YoY**

Marketing business



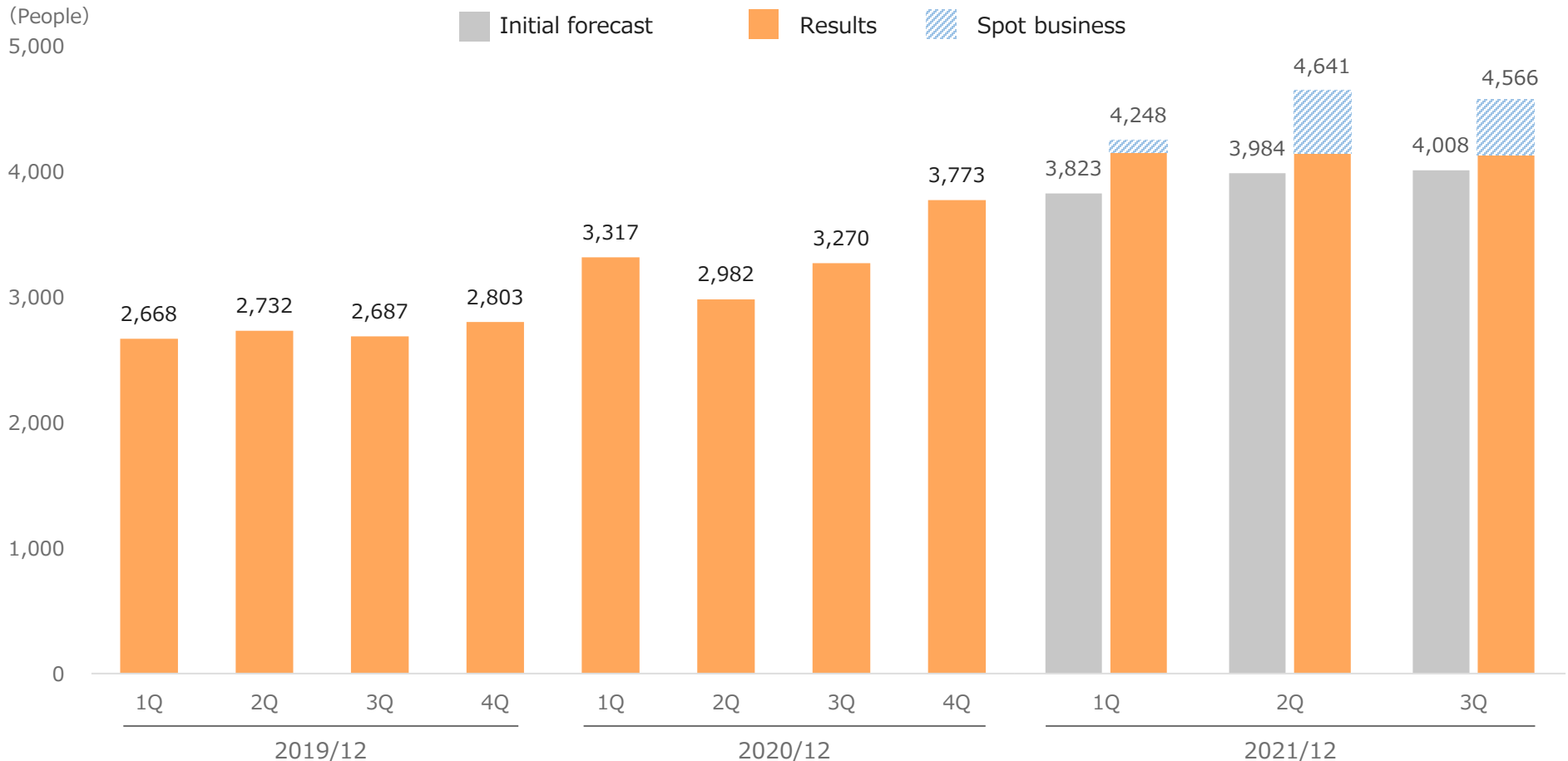
On-site business



Marketing Business KPI

- The number of operating staff*1 :In addition to higher-than-expected growth in existing business, the peak of vaccination-related spot business in 2Q and 3Q led to a significant increase over the initial forecast

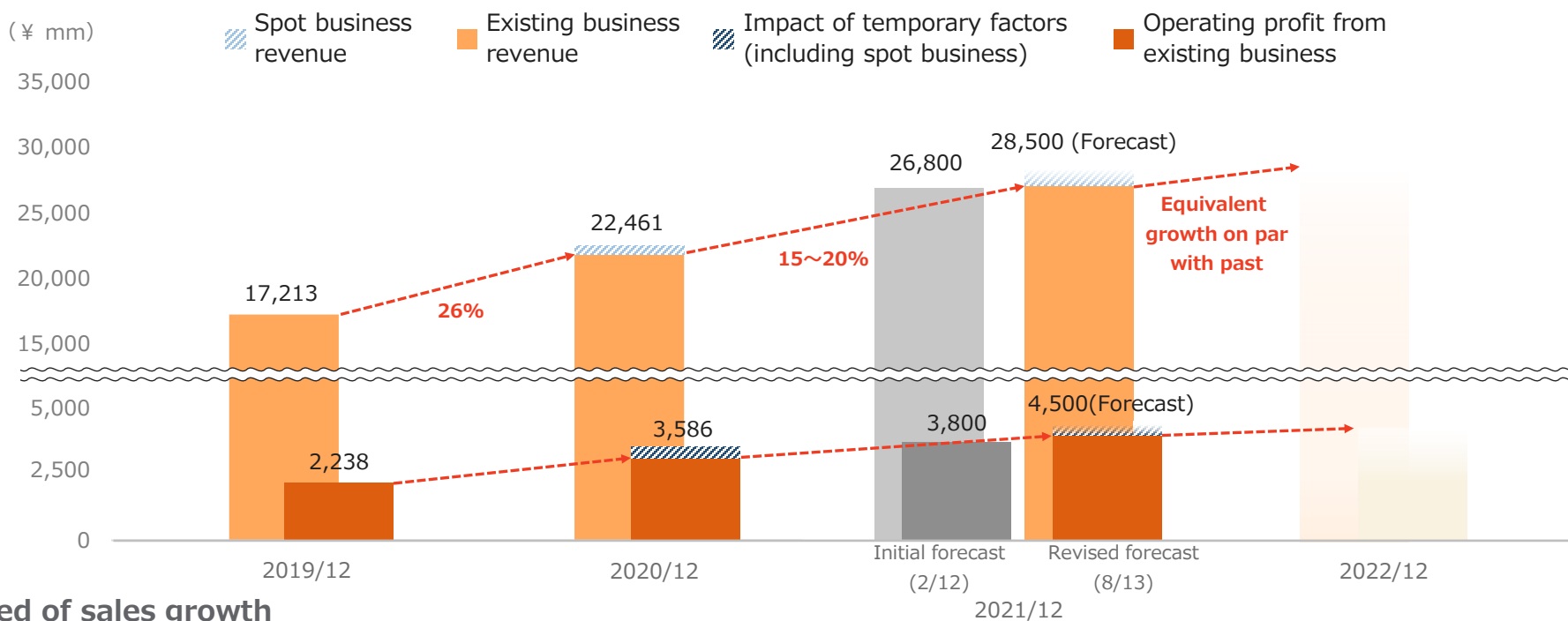
Quarterly changes in the number of operating staff



Speed of Growth Post COVID-19

- For existing business, in addition to telecommunications sector, we aim to steadily grow in other sectors such as Web/IT, in order to **maintain equivalent growth as in the past even as the business scale expands**
- As for spot business, **we will accept orders while taking profitability into consideration**

Sales/profits broken down into existing business and spot business



Speed of sales growth



FY 2021/12 3Q B/S and C/F

- Growth in retained earnings due to increased profits, resulting in an increase in ratio of equity attributable to owners of parent

Consolidated B / S

(¥ mm)	End of 2020/12	End of 2021/9	YoY change
Total assets	21,251	24,693	+3,442
Current assets	6,877	8,326	+1,449
Non-current assets	14,374	16,367	+1,993
Goodwill	10,984	10,984	±0
Total liabilities	13,251	13,698	+447
Current liabilities	6,073	6,569	+496
Non-current liabilities	7,178	7,129	△49
Total equity	8,000	10,995	+2,995
Total equity attributable to owners of parent	8,000	10,995	+2,995
Total liabilities & equity	21,251	24,693	+3,442

Main factors of increase/ decrease (YoY)

- Equity : Equity increased by 2,995 million yen due to strong business performance
- Liabilities : Current liabilities increased by 496 million yen mainly due to an increase in provision for bonuses and lease liabilities, although some borrowings were repaid ahead of schedule due to refinancing

Consolidated C / F

(¥ mm)	2020/3Q	2021/3Q	YoY change
Operating cash flow	2,781	2,975	+194
Investment cash flow	△322	△954	△632
Financial cash flow	△1,469	△1,492	△23
Free cash flow	2,459	2,021	△438

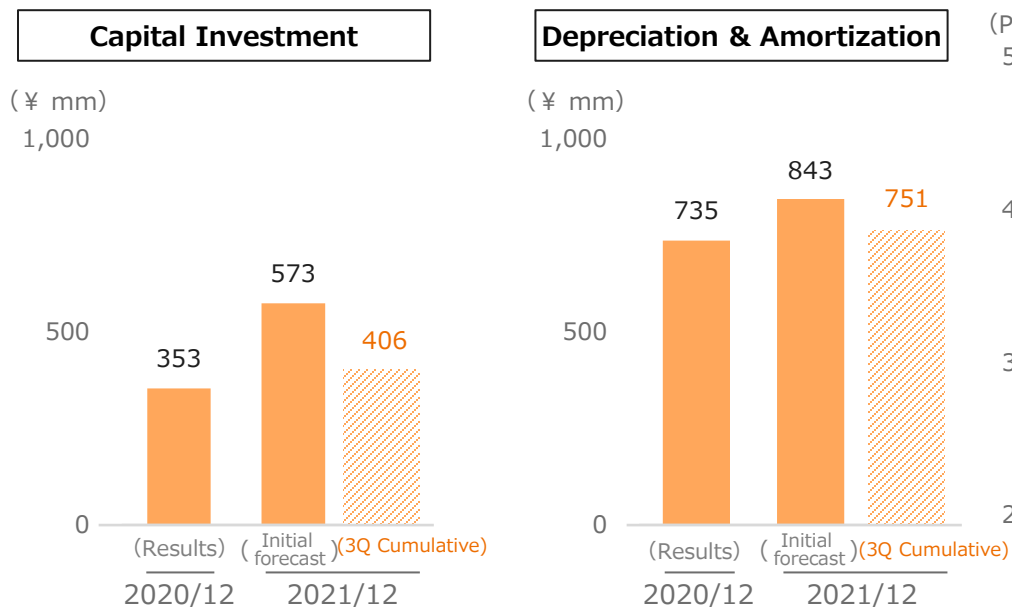
Main factors of increase/ decrease (YoY)

- Operating cash flow : 1,251 million yen due to an increase in profit before tax
 - △422 million yen due to a decrease in trade and other payables
 - ※ Of which △ 235 million yen due to the reduction of accounts payable
 - △454 million yen due to an increase in income taxes paid
- Investment cash flow : Expenditure due to security deposits △ 309 million yen

Investment Plan

- Mainly in 4Q, we plan to invest **1.2 billion yen in base addition**, which greatly exceeds the initial forecast. **Developing the ability to respond more flexibly** to growing demand
- The number of operating staff will be **adjusted accordingly depending on the progress of spot business** in addition to existing business

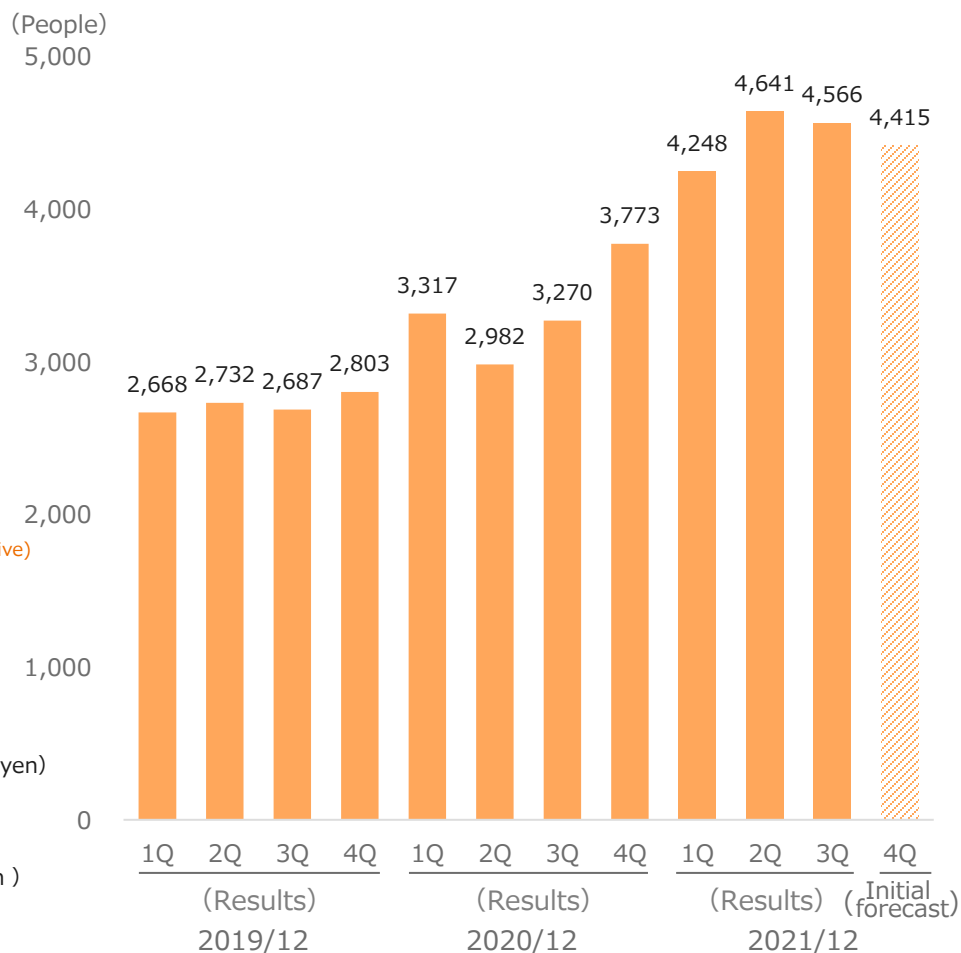
Capital investment plan and depreciation outlook



Major capital investment prospects for 2021/12

- Addition of bases : 1,193 million yen (Initial forecast 265 million yen)
- AI development costs : 50 million yen (Initial forecast 50 million yen)
- Other system costs : 183 million yen (Initial forecast 258 million yen)

Personnel planning (the number of operating staff *1)

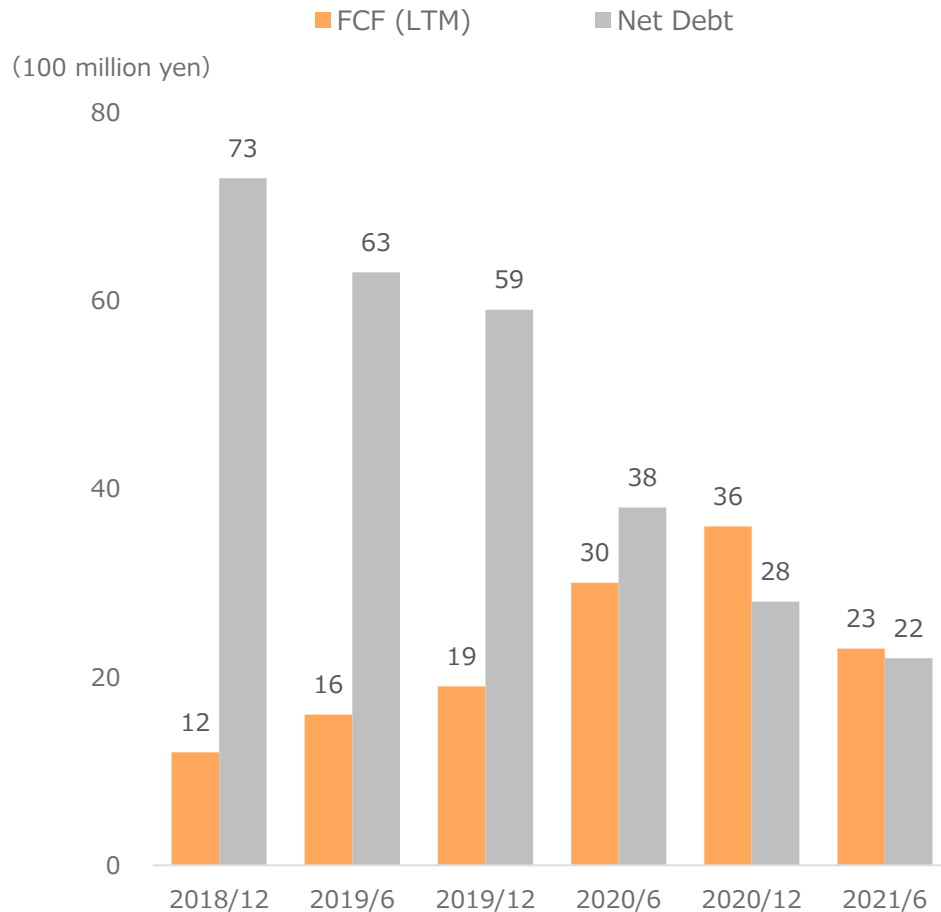


*1 The number of operating staff in marketing business

Solid cash flow and policies for shareholder returns

- Target total return ratio is **40%**, considering capital policy including share repurchase
- Net debt is steadily decreasing

Historical FCF and Net Debt *1



Policies for shareholder returns

- We consider the profit return to shareholders as one of the essential management issues and aim a **total return ratio of 40%**, while securing necessary internal returns for future business expansion and improving financial strength
- We will consider our capital policy including share repurchase

Q&A

Q&A 1

It has been mentioned that the large-scale capital investment in the second half of the fiscal year was in response to anticipated demand, but can you elaborate more on the forecast for fixed expenses going forward?

Please tell us about your medium-term growth vision and your approach to spot business.

What is your approach to cash allocation and purchase of treasury shares to achieve the target total return ratio of 40%?

Appendix

DmMiX Group Overview

- **Sales & marketing professionals**, sustaining sales expansion since the foundation



CEO
Yuki Kobayashi

1982 Born in Saitama Pref. Japan

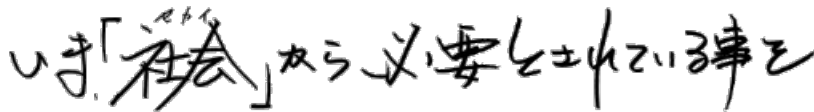
2007 Founded Customer

Relation Telemarketing Co., Ltd.

2014 Appointed as CEO

2015 Appointed as CEO of
DmMiX (formerly, CRTMHD) (present post)

Corporate Philosophy



Take on what our society needs now

Vision

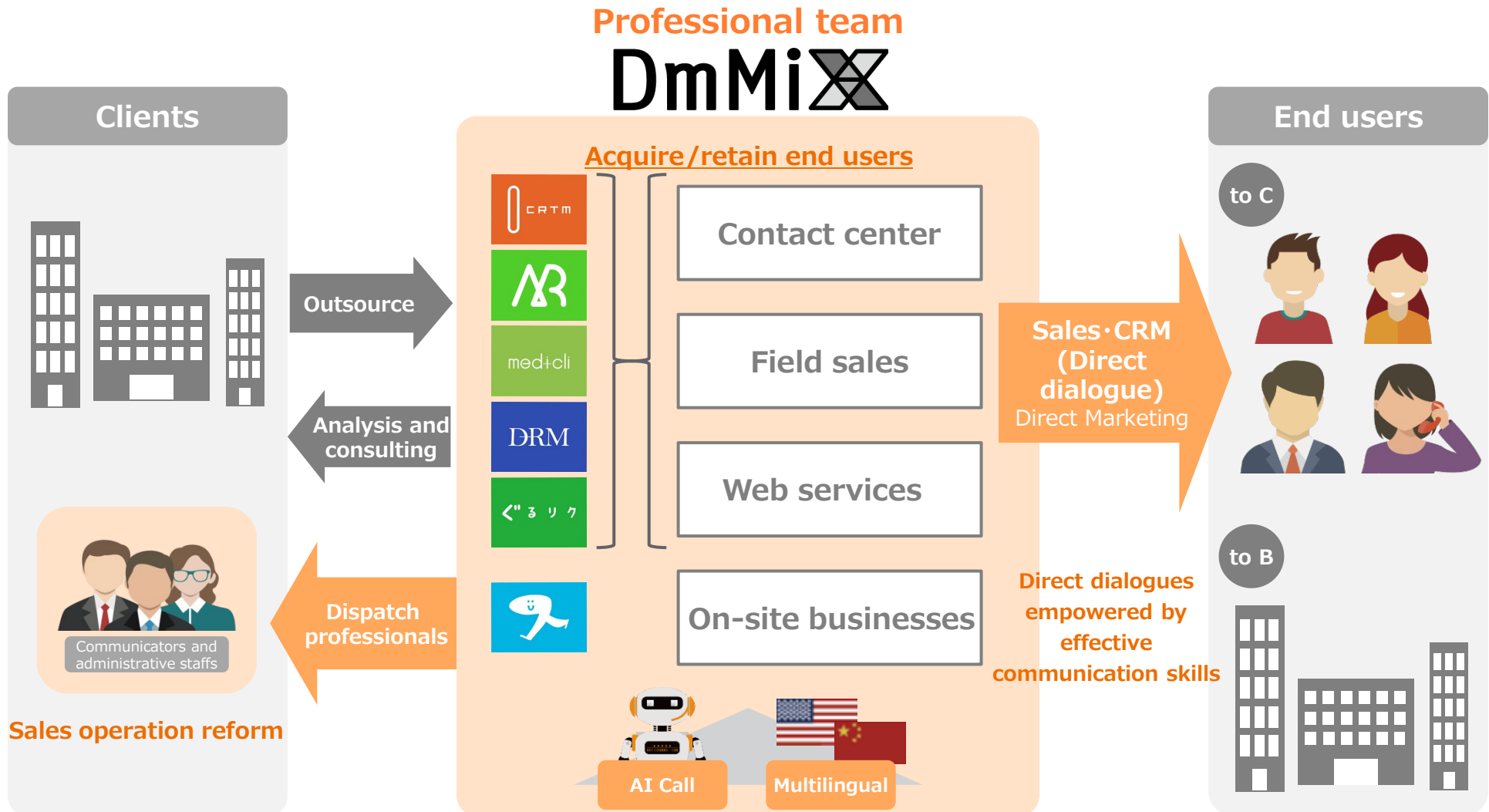
In our society, there are things we should not change
With our voice, we must unite and change what must
be changed

Our Mission



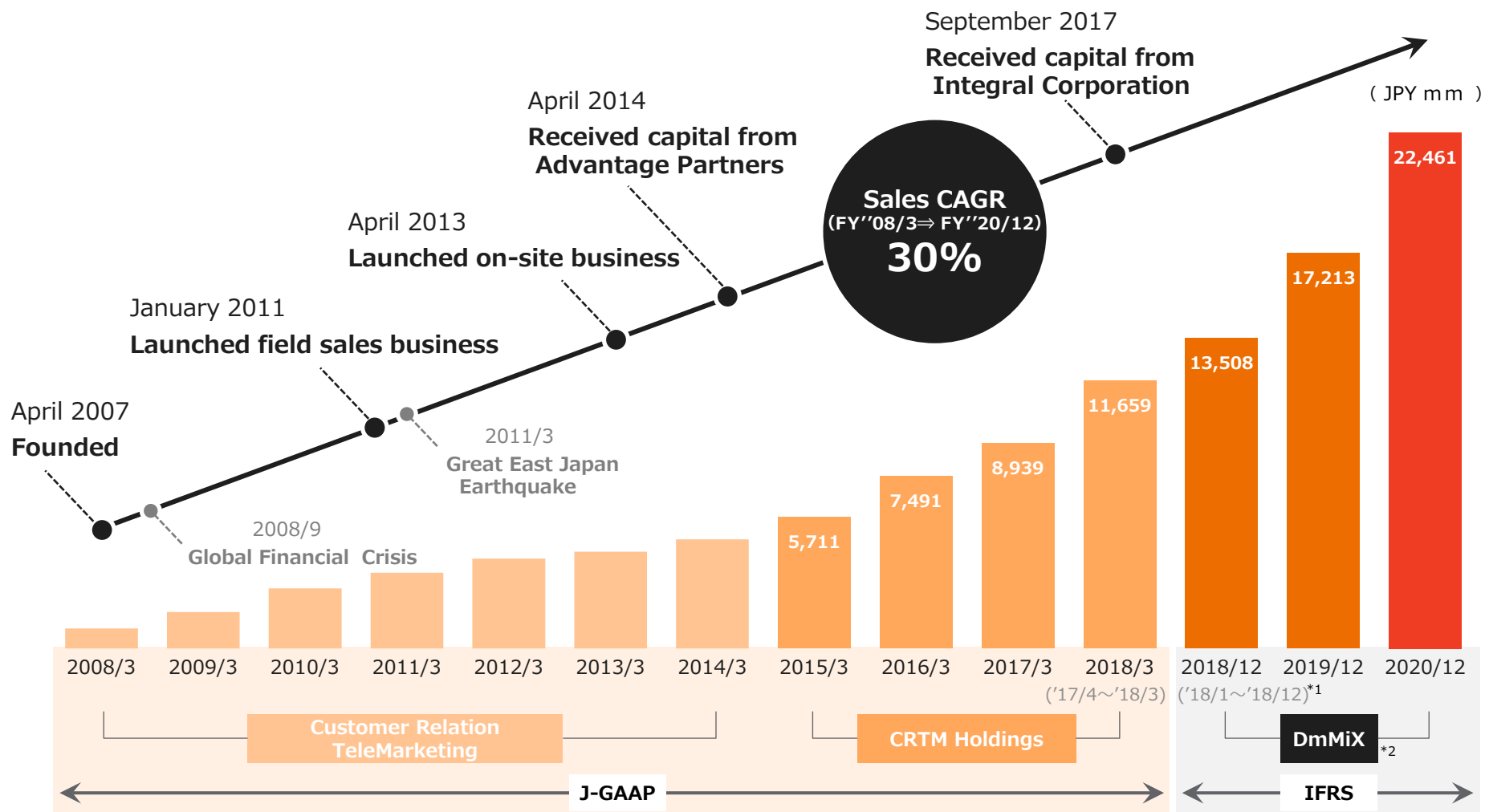
Proactive Sales – Professional Marketing Services

- **Direct marketing** services provided by our **professional marketing team**










Key Milestones Since Incorporation

■ Sustainable sales growth since the foundation in 2007



Solutions provided by DmMiX

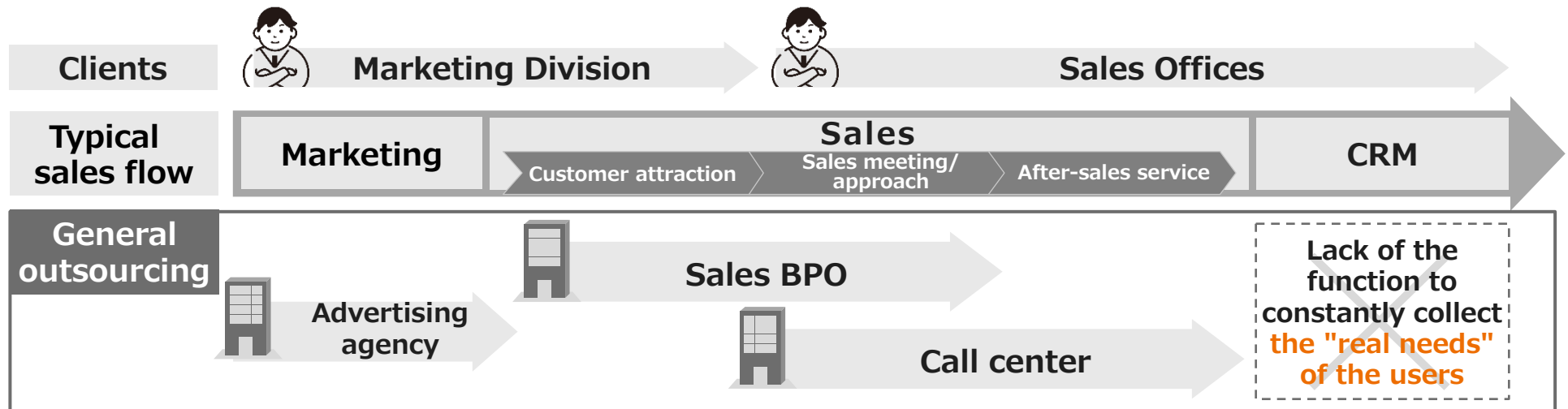
- As a professional group, **DmMiX is a one-stop commitment to all client issues** related to sales and marketing, **from lack of sales force to improvement of cost effectiveness**
- Making it possible for clients to focus on their core business

 Client issues	 Solutions provided by DmMiX
 Lack of sales force	→ Flawless sales system created by a group of sales and marketing professionals
 Improvement of cost effectiveness	→ Improvement of cost effectiveness by outsourcing and performance-based fee
 Lack of skills and resources to sell a variety of products	→ Combining sales know-how cultivated in various industries and with various products with abundant human resources
 Reaching the passive masses	→ Encourage decision-making by working with passive masses through outbound calls
 ARPU improvement	→ Contribute to ARPU improvement by ensuring reach to all users and upsell & cross-sell

One-stop service for clients' sales processes

- DmMiX supports clients in Marketing-Sales-CRM, one-stop provision of essential functions in sales
- We offer direct marketing that **connects the "real needs" of the users** obtained in the process **to the next strategies formulation**

Differences between typical external services and DmMiX services

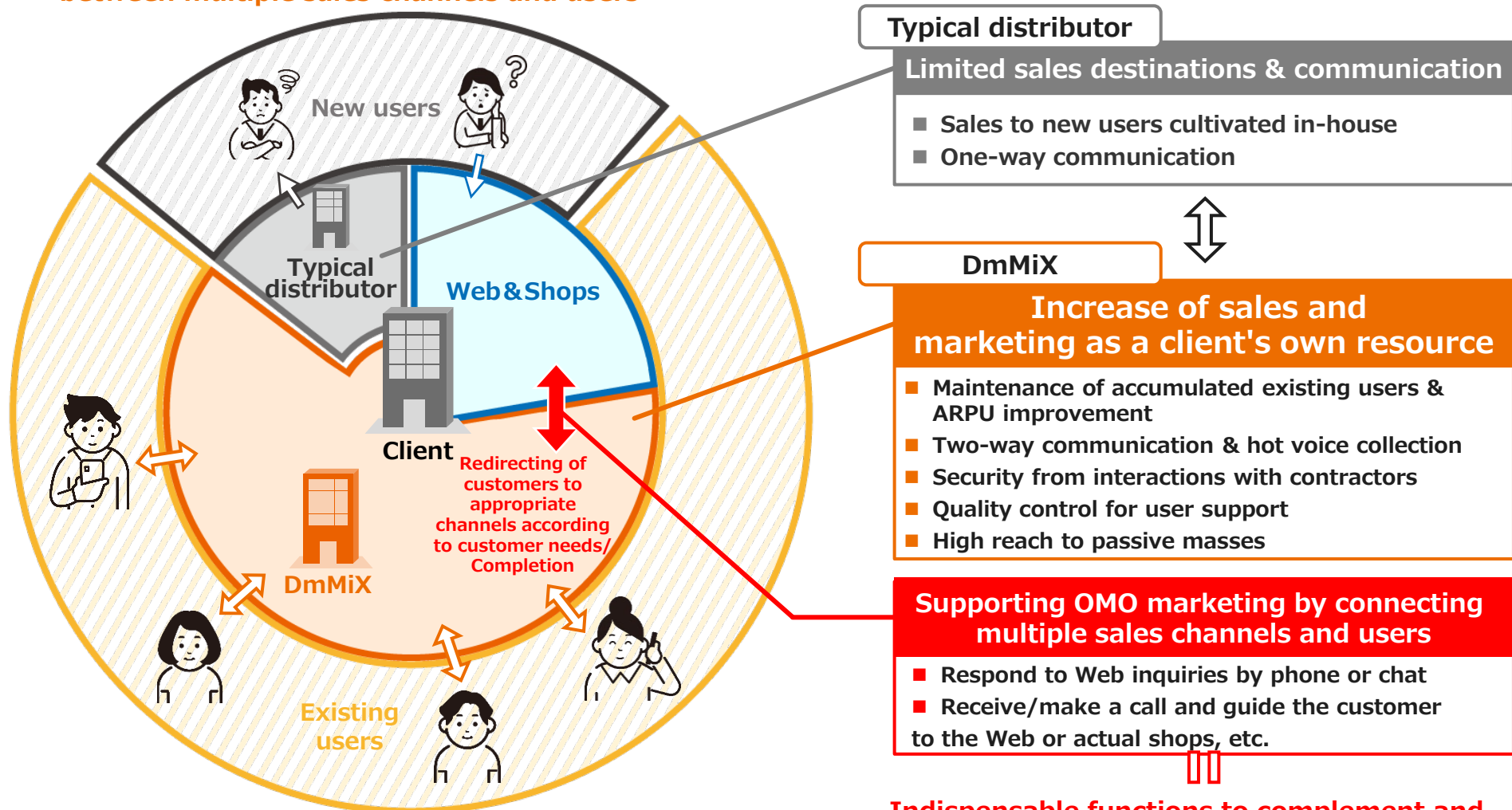


↓ After Switching



Supporting the OMO strategy by freely connecting each sales channel and users

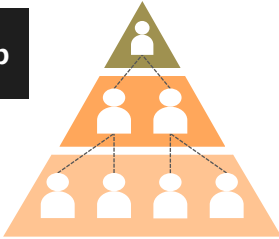
- As a client's own sales resource, we are responsible for **the maintenance of existing users**, who make up the majority of the customer base and **ARPU improvement**
- Based on two-way communication with users, we not only formulate marketing strategies but also **act as a bridge between multiple sales channels and users**



Indispensable functions to complement and maintain the DX mechanism

Our Distinct Business Model from Other Companies

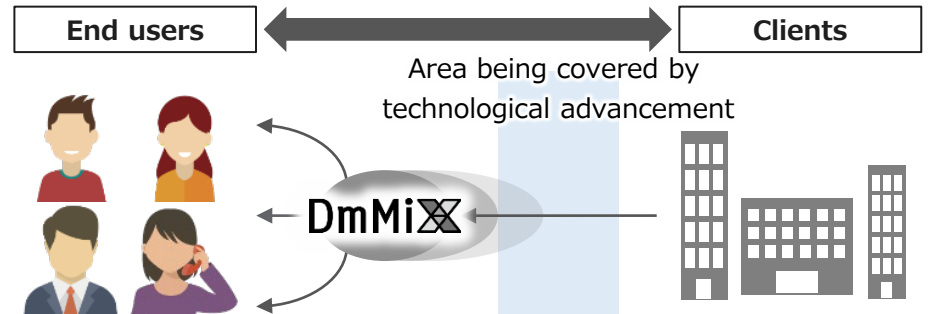
DmMiX Group



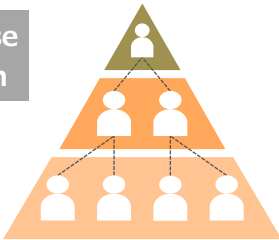
Management: Sales rep

Managerial: Sales rep.

On-site: Sales rep.



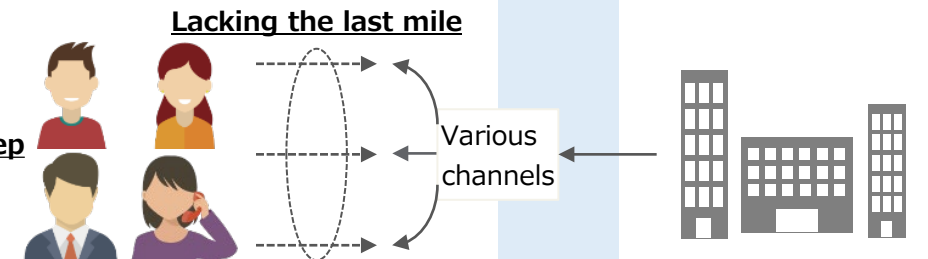
Clients' in-house sales function



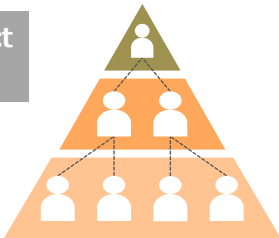
Management: Supervisor

Managerial: Supervisor/Sales rep

On-site: Sales rep



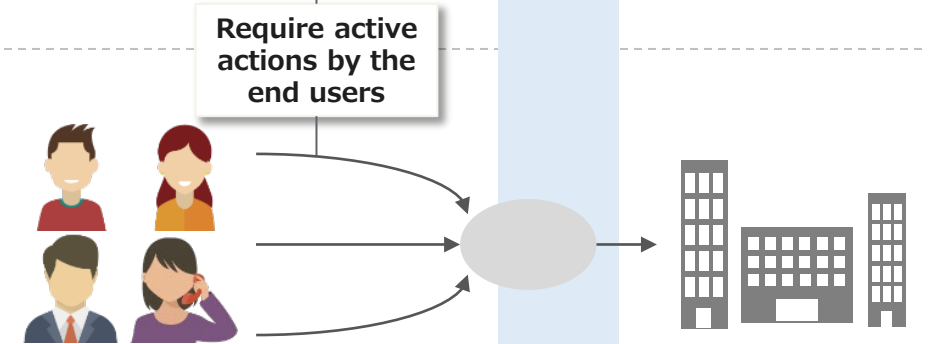
Typical contact centers



Management: Supervisor

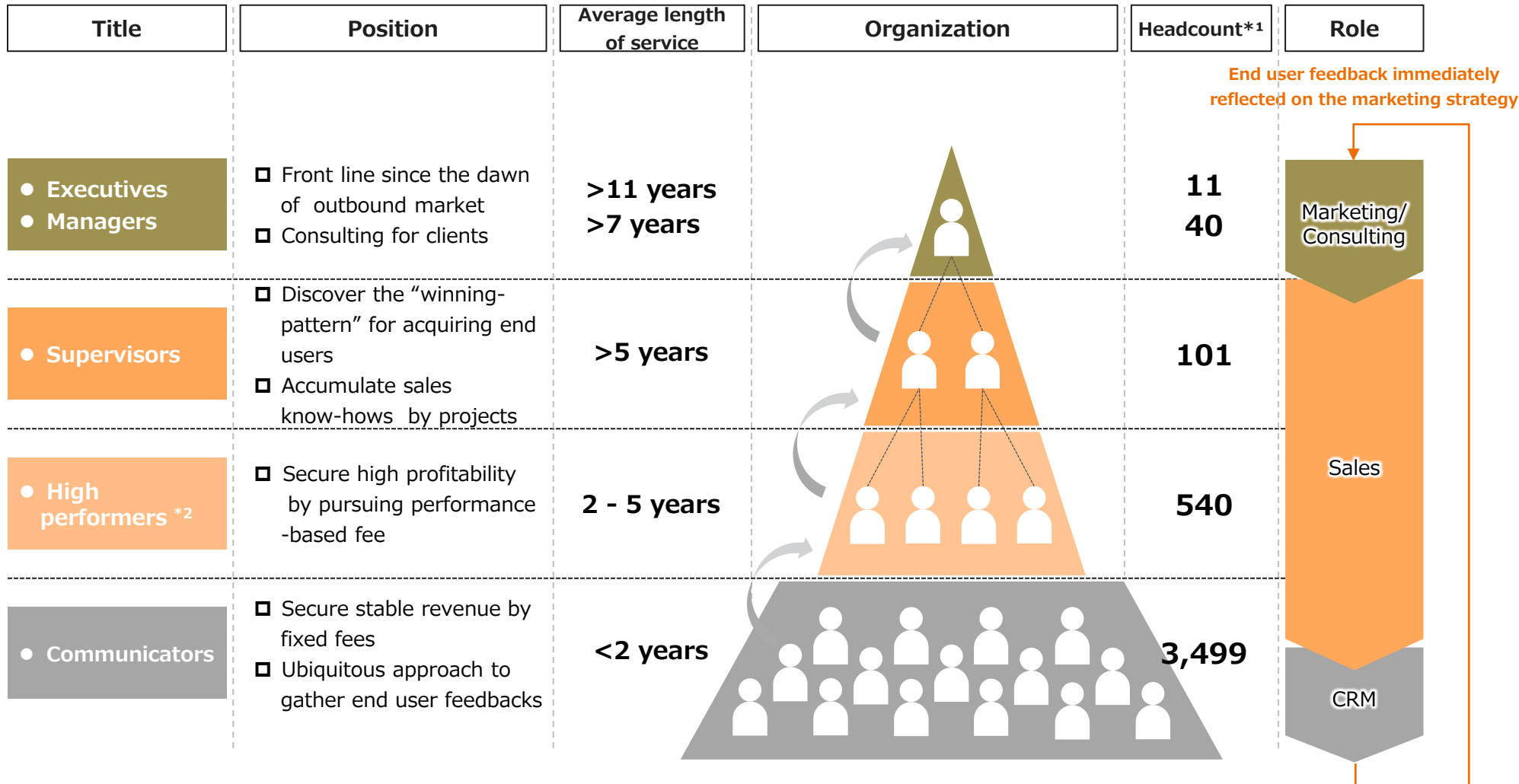
Managerial: Supervisor

On-site: Responder



Strong organizational Structure to Realize Clients' Sales/ Marketing Reform

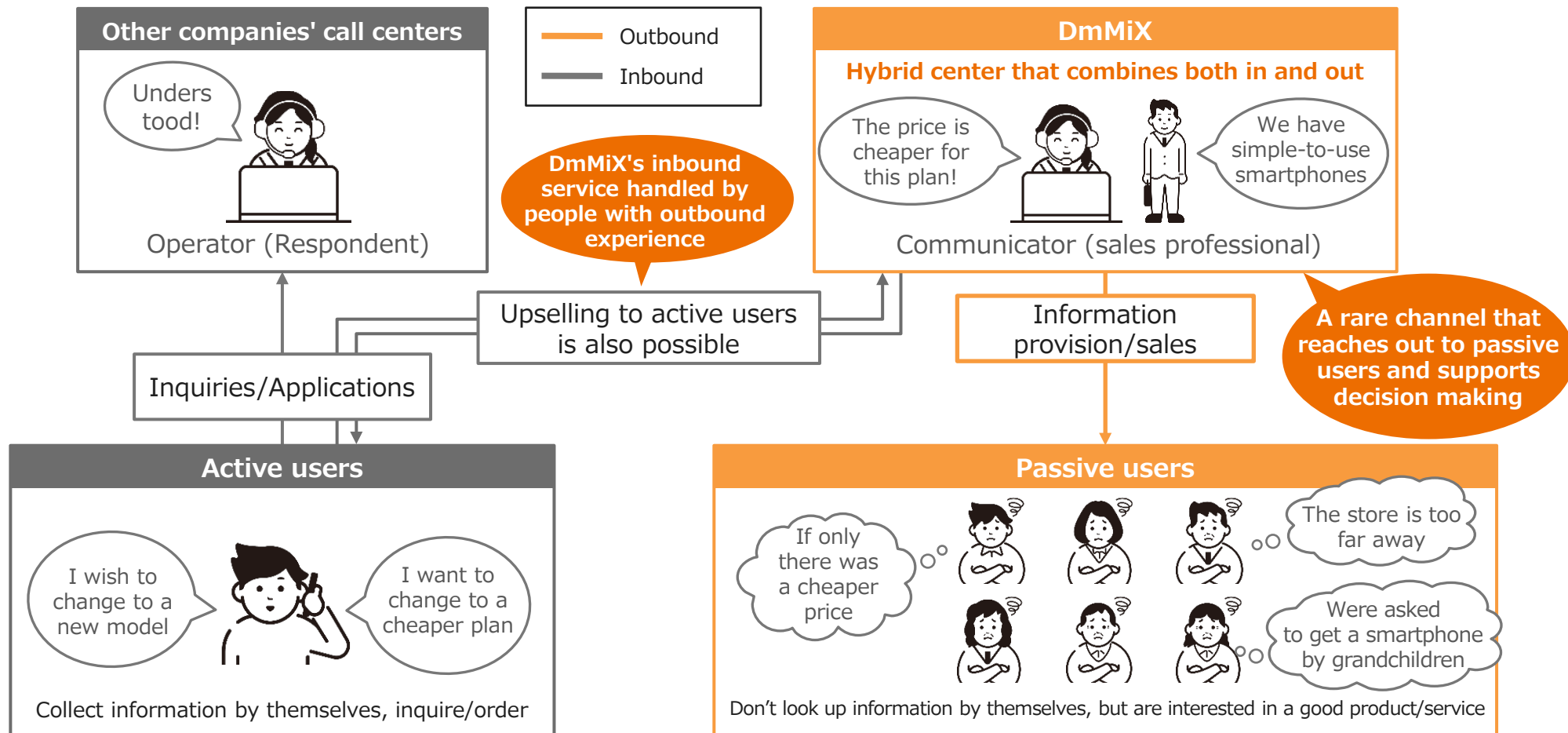
■ **Distinctive roles by positions** contribute to the optimized organization for professional sales/ marketing



"Hybrid Center" that combines high quality sales force and user reach

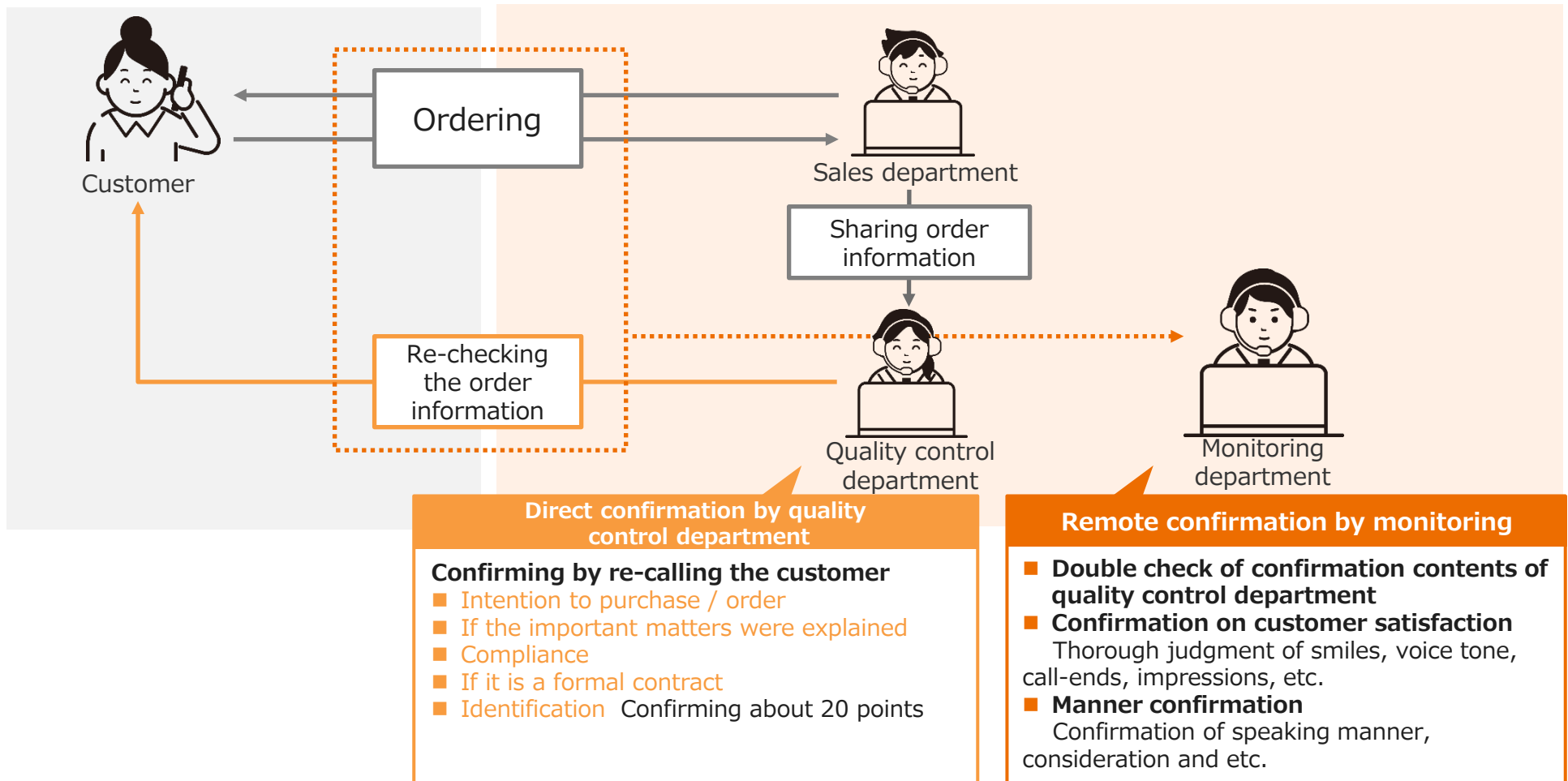
- In the Japanese market environment, with many **passive users**, we are highly evaluated as **a rare channel that can reach them directly** from the company's side
- We provide services **as a resource for client**. With high quality control, we are not only responsible for sales, but also for **detering withdrawal and promoting loyal customers**

Clear competitive advantage through outbound-dominated "hybrid center" operations

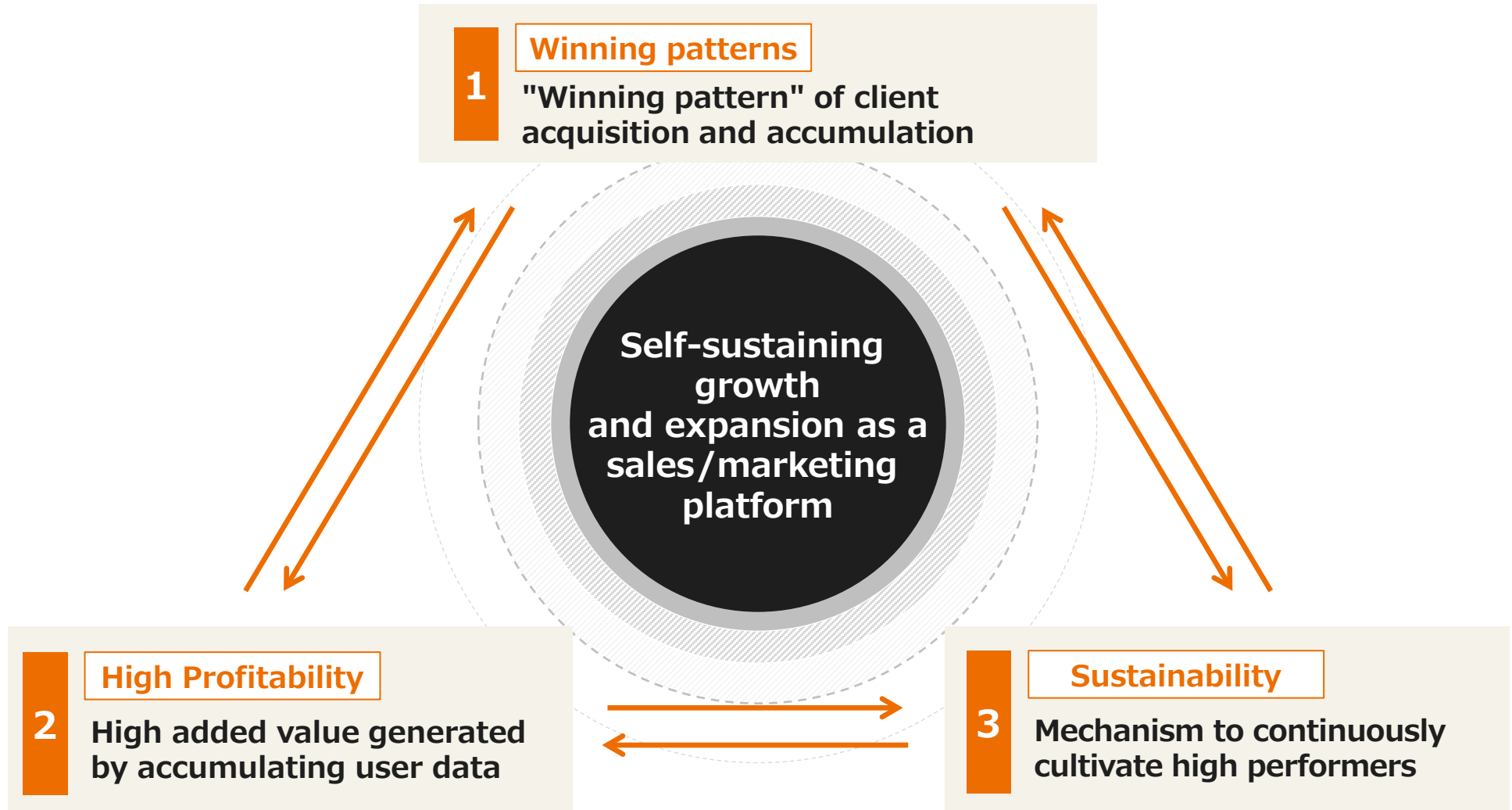


Thorough quality control as a sales professional

- Because we act as the client's own sales resource, **we have built a compliance system that is as strict as or even more rigorous than our clients**, and thoroughly eliminate risks
- In some cases, **the services of the quality control department are provided independently**

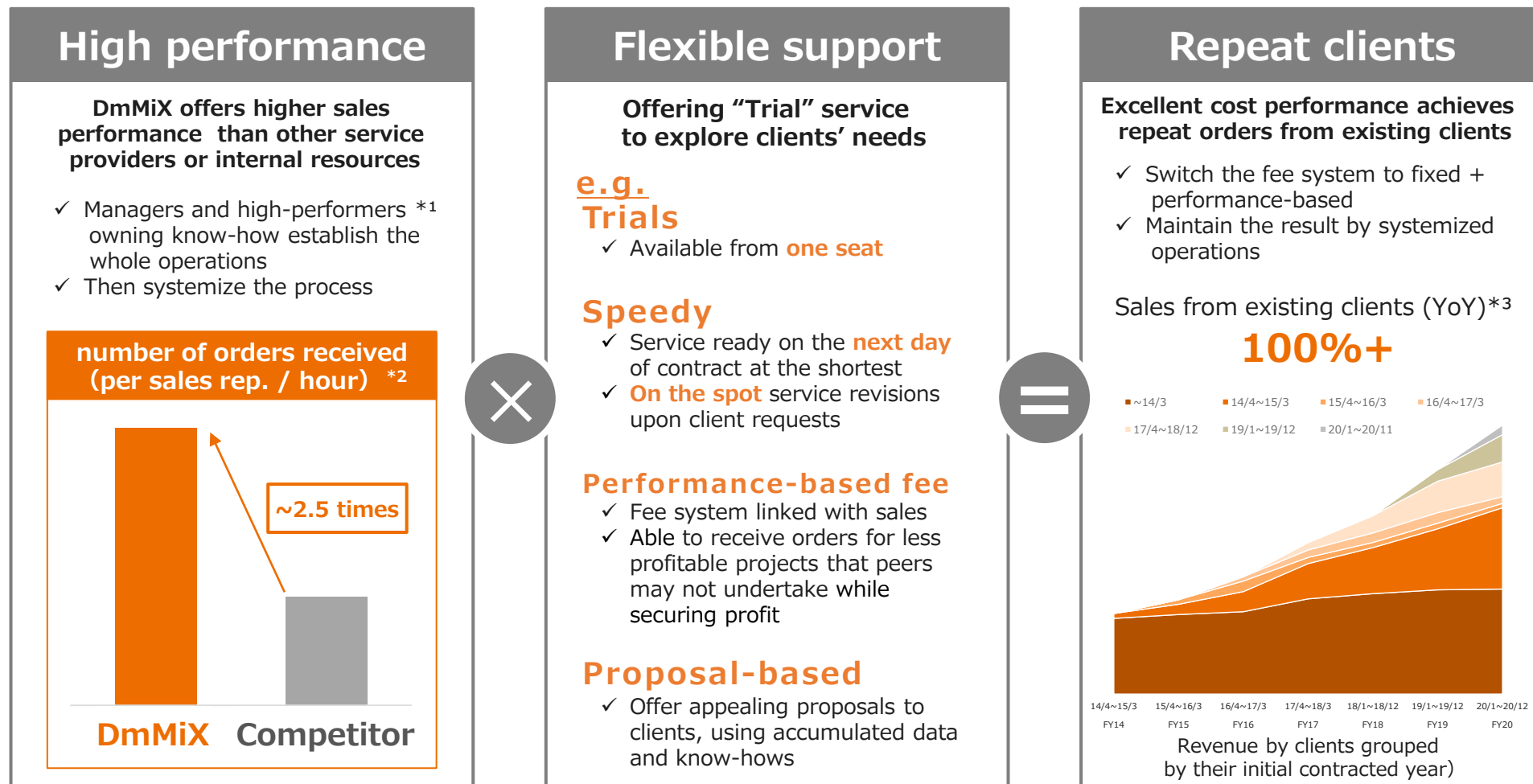


DmMiX's core competencies for autonomous growth



1. "Winning pattern" of client acquisition and accumulation

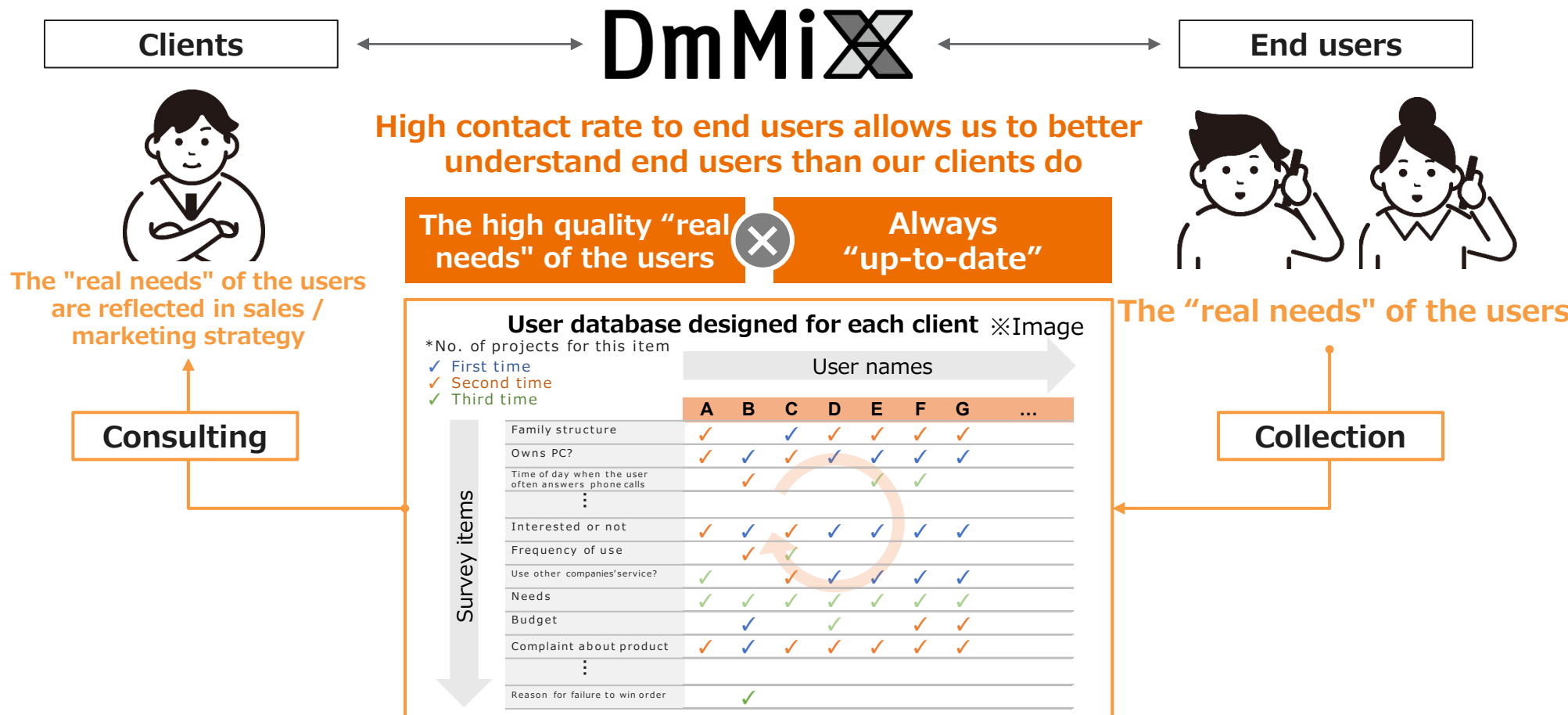
- High performance & flexible support converts **trial users into clients**



2. High added value generated by accumulating user data

- **Familiarizes users even more than the clients with the user database accumulated** since the company was founded
- **Contributes to the formulation of sales and marketing strategies with the "real needs" of the users and secure high added value. Becomes an irreplaceable existence**

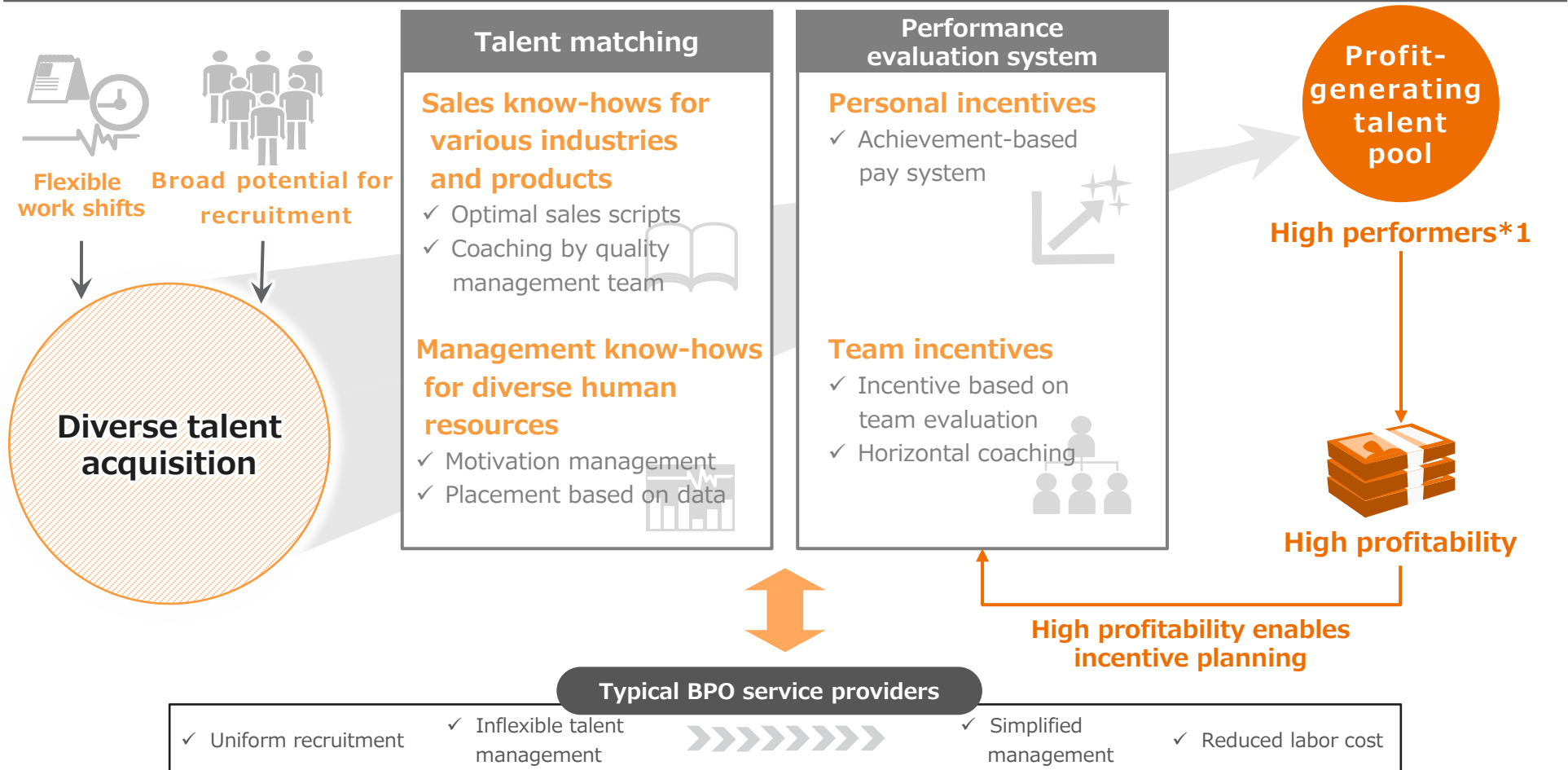
User data that is accumulated over time



3. Mechanism to continuously cultivate high performers*1

- Our unique training method enables to **quickly develop talents that peers cannot**

Mechanism to cultivate high performers*1

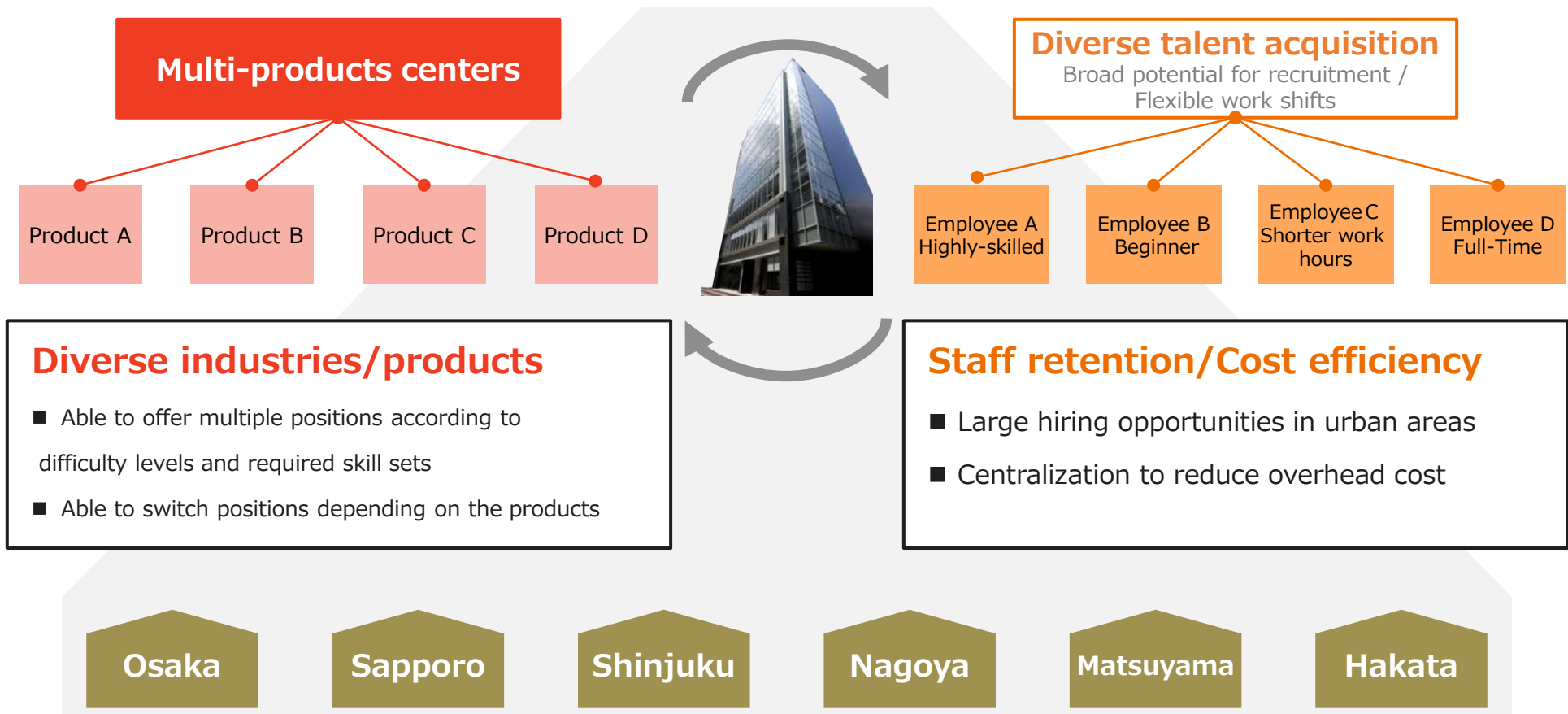


3. Mechanism to continuously cultivate high performers*¹

-Matching human resources and products-

- **Able to match with diverse talents** with all branches being “Multi-products centers”
- Bases are strategically set up in **metropolitan areas** with high human resources concentration

Characteristics and advantages of “Multi-products centers”



Impact of COVID-19 on business performance : Drastic shift to non-face-to-face sales

	Previous term (FY20)	Current Term (FY21)	From Next Term
Benefits	<ul style="list-style-type: none"> ● Increase in inbound business and BPO business such as various inquiries corresponding to "COVID-19 vaccine" and related business, especially in public sector. 		
	✓ ✓ ✓ ✓ ✓ ✓		
	Unclear		
	<ul style="list-style-type: none"> ● Increase in inquiry response operations due to continuous changes in consumer behavior, online shopping, cashless payments, and growth in food delivery, etc. 		
Demerits	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
	<ul style="list-style-type: none"> ● The hiring environment has improved. With the increase in job seekers (especially students), the recruitment of human resources has improved further. At the same time, turnover rate declines. 		
	✓ ✓ ✓ ✓ ✓ ✓		
	Unclear		
Demerits	<ul style="list-style-type: none"> ● Changes in client approach. Re-evaluate direct marketing and non-face-to-face sales. Drastic shift in sales strategy accelerated shift from face-to-face sales to non-face-to-face sales. 		
	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
	<ul style="list-style-type: none"> ● Suppression of sales activities (calls) in the area subject to the state of emergency based on the request of the client 		
	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
Demerits	<ul style="list-style-type: none"> ● Refrain from visiting sales of communication products and OA equipment to mid-sized companies. Due to unknown recovery time revert to Zoom & etc. 		
	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
	<ul style="list-style-type: none"> ● Cost burden due to implementation of various measures such as masks, thermography, acrylic boards, etc. 		
	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
Demerits	<ul style="list-style-type: none"> ● Impact of changes in internal business structure due to working from home and work restrictions 		
	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		

Color legend ⇒

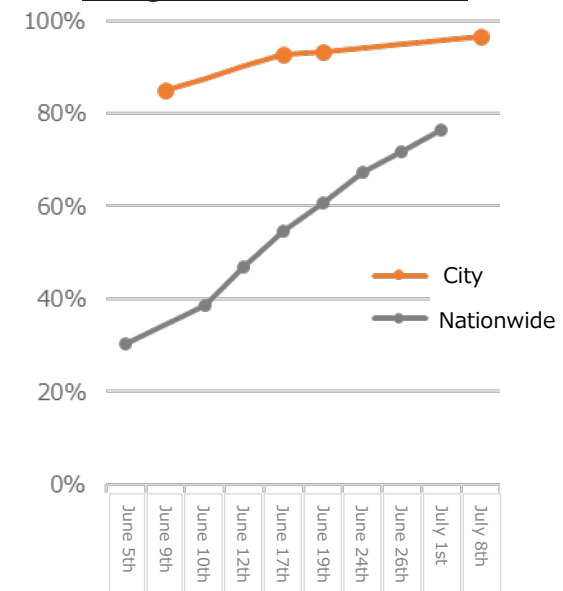
Big influence

Small impact

Entrusted with "COVID-19" related business

- Entrusted with certain municipalities "special cash payment" application procession.
- Responded to the rapidly increasing number of applications from before GW with overwhelming on-site capabilities, commitment to work and enthusiasm
- Achieved and overwhelmingly exceed results on the national level (See figure below*1)

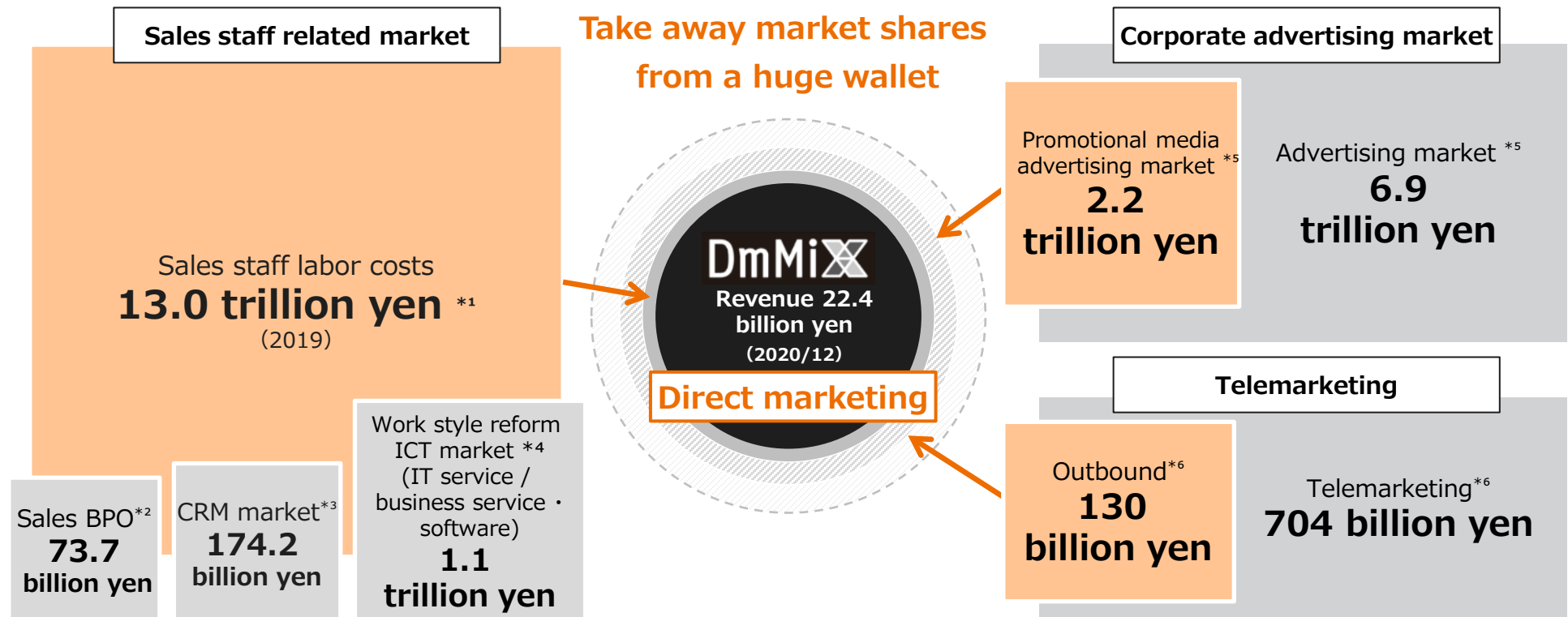
Changes in the benefited ratio



DmMiX's vast target market

- Our target market has a vast scope for development beyond telemarketing

Advertising and SG & A expenses for target clients (sales staff personnel expenses)



*1 Calculated based on the number of sales staff x average salary income in Japan. According to the Ministry of Internal Affairs and Communications "Labor Force Survey", the number of sales workers who work 35 hours or more a week is 2.99 million. According to the National Tax Agency "Private Salary Survey", the average salary income is 4.36 million yen.

*2 Yano Research Institute "BPO market reality and prospects 2020-2021"

*3 IDC Japan "Domestic CRM Application Market Forecast (June 25, 2020)"

*4 IDC Japan "Domestic Work Style Reform ICT Market Forecast (August 2020)"

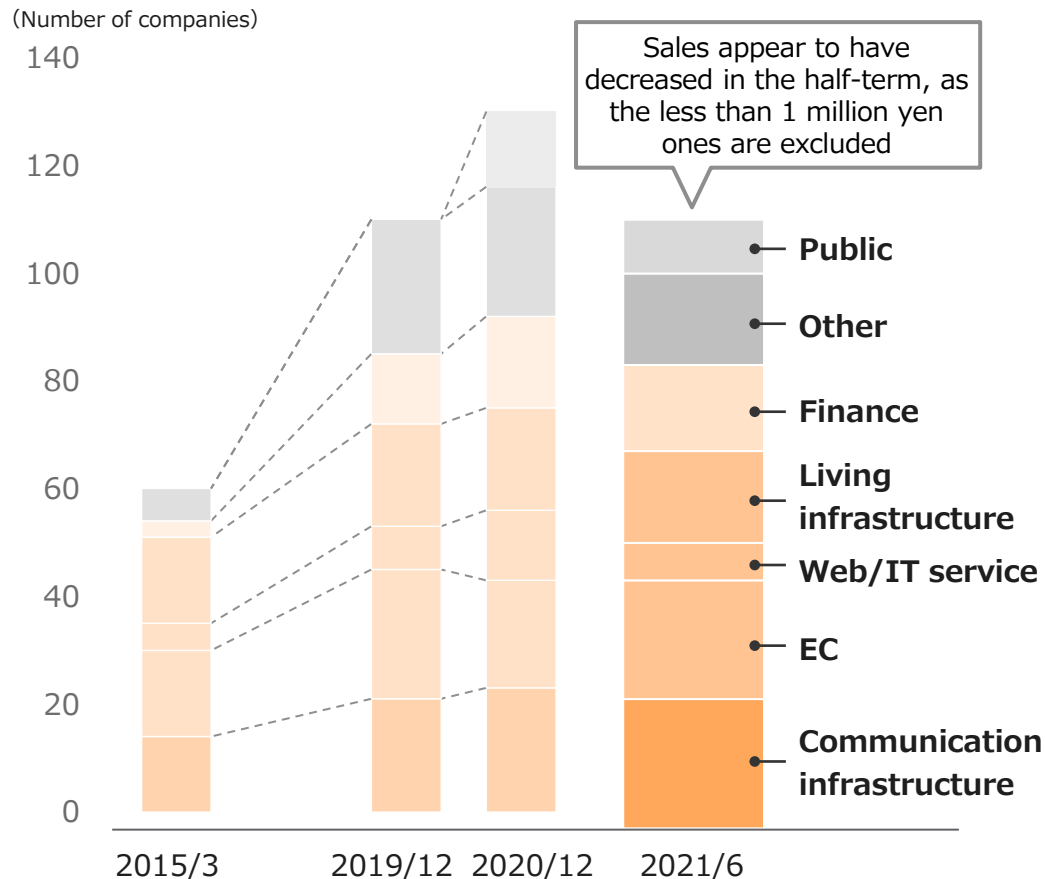
*5 Dentsu "2019 Japan Advertising Expenses"

*6 Yano Research Institute "Call Center Market Overview 2020-Services & Solutions-"

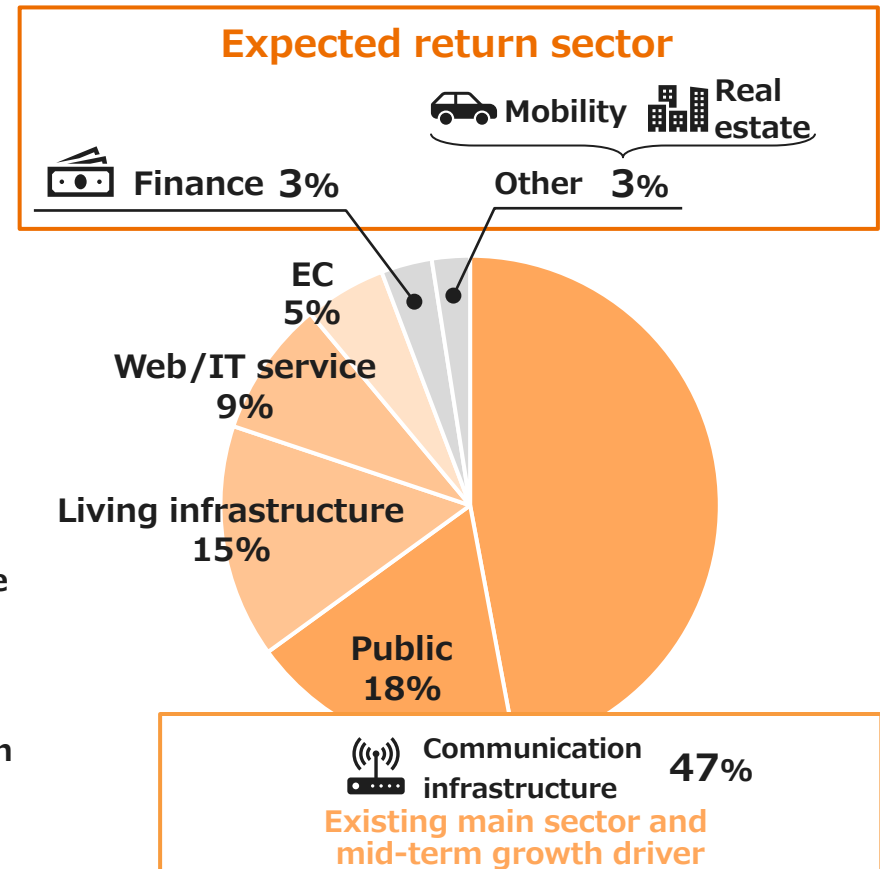
Current earnings base and future focus sectors

- Build a diversified customer portfolio based on the number of clients. **Acquire many potential monetization points**
- Pursuing room for market development by **expanding the main telecommunications sector** and **turning the expected sector into the second and third profit sectors**

Changes in the number of clients by industry*1*2*3



Revenue composition ratio by industry (FY2021/6)



*1 Counted on a contract basis with each group company. Excludes clients with annual transaction amount of less than 1 million yen

*2 Communication infrastructure = mobile phone carrier affiliated companies / Living infrastructure = electricity, gas, internet lines, etc.

*3 On-site business (temporary staffing) is excluded for 2019/12 and 2020/12

Scope for growth in existing main sector (communication infrastructure)

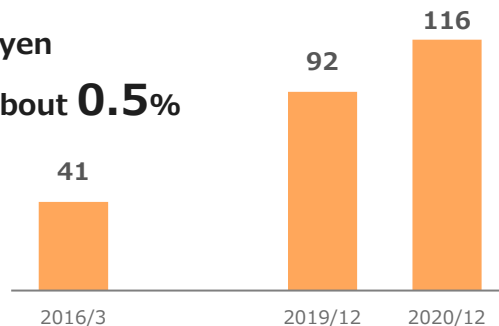
- **Revenue acquisition share** in the telecommunications infrastructure sector **is still limited at around 0.5%**
- Our business opportunity exists in the reach and in understanding the needs of a huge user base

Revenue potential of the telecom. infrastructure sector



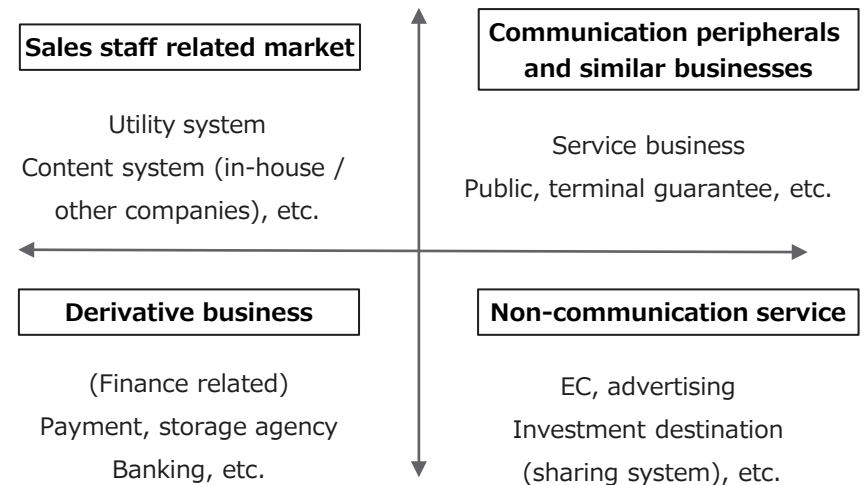
Revenue **11.6 billion yen**

Operating cost share about **0.5%**



Challenges in the telecom. infrastructure sector and business opportunities

Diversifying services



Huge user base

Total number of users (number of contracts) *1

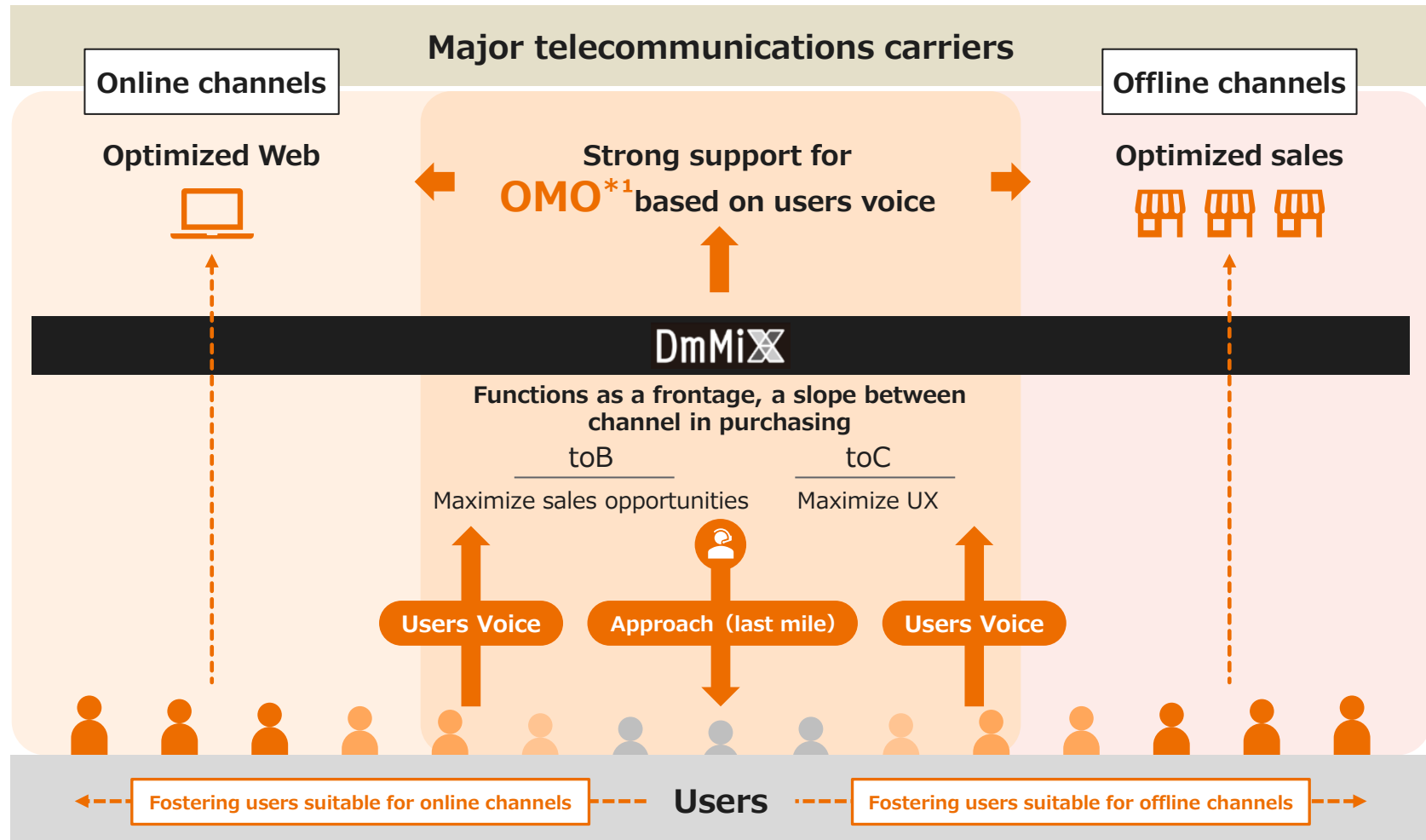
180 million cases

Limited reach to users · Cannot capture the "real needs" of the users

*1 Disclosure materials of each company (FY2020 / 3)

Acquiring profit opportunities by solving client issues

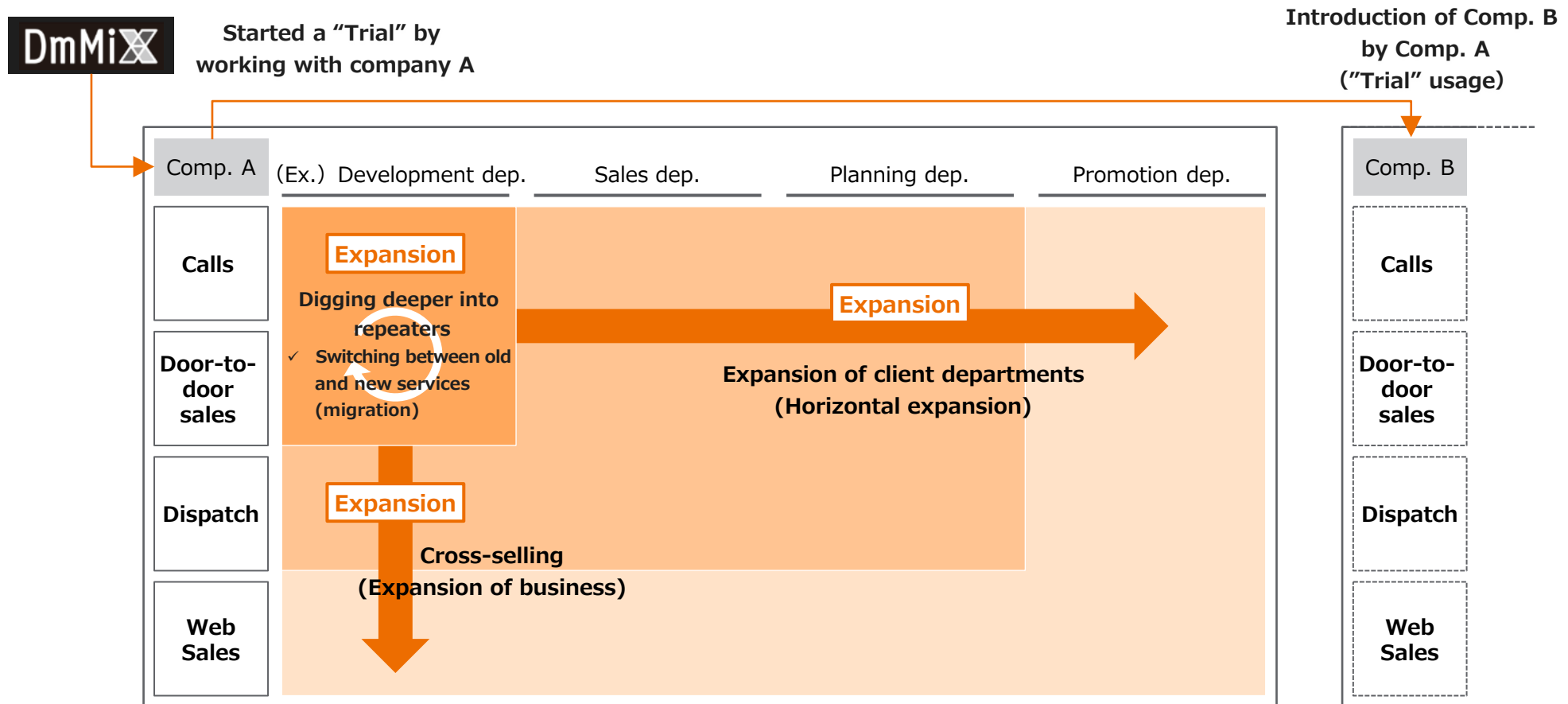
- Strongly support client's **OMO*¹marketing** and capture further profit opportunities as a slope between channels



Client acquisition and business expansion

- Acquire new clients through active sales and referrals, and **steadily expand business with highly satisfying results**
- For existing clients, expand transactions **by digging deeper through repeats, expand operations, and expand trading departments horizontally**

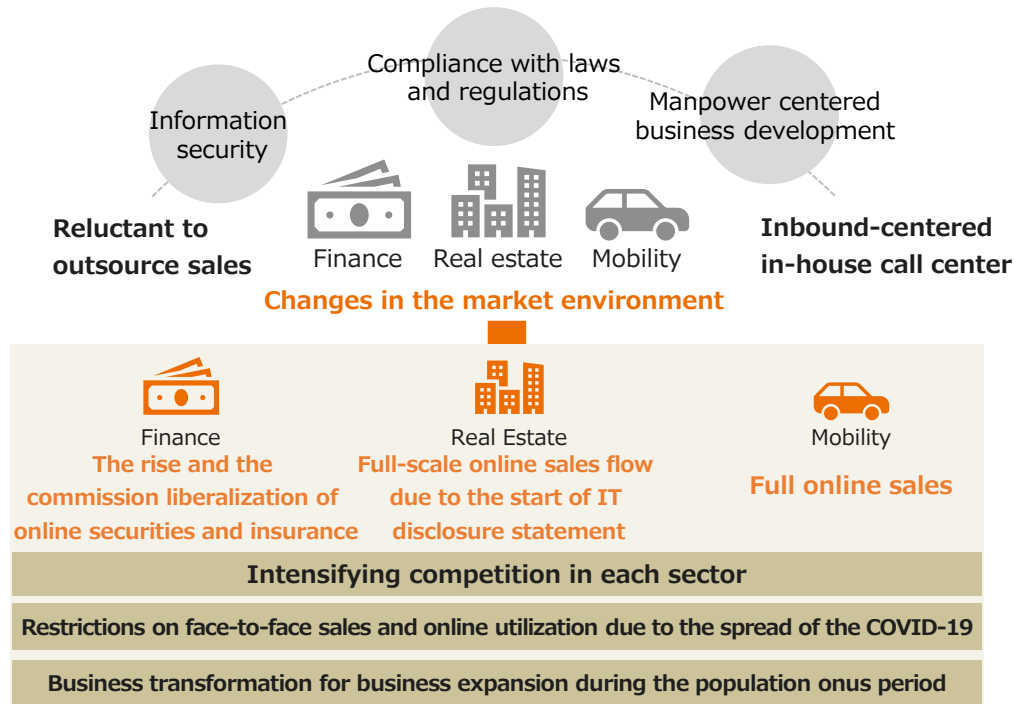
Image of expansion of existing business from acquisition of new clients



Game change in the sales solution market (monetization of expected sectors)

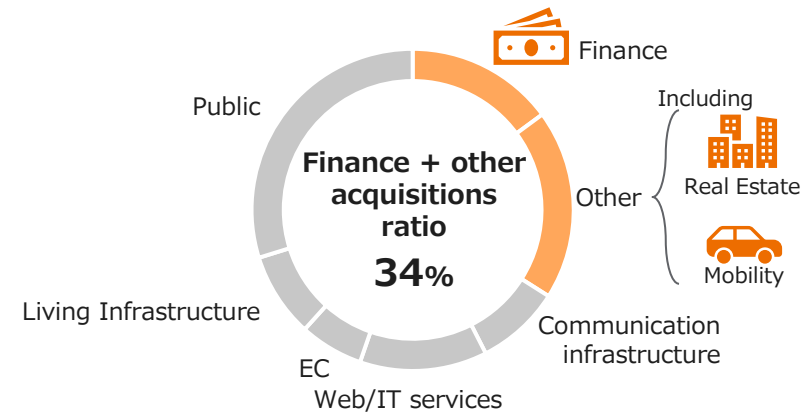
- The financial, real estate, and mobility sectors have **the same potential market size as the current mainstay telecommunications infrastructure sector**
- Utilizing the know-how cultivated in the telecommunications infrastructure sector, **cultivate a market where sales outsourcing has not yet penetrated**

Expansion policy to expected sectors

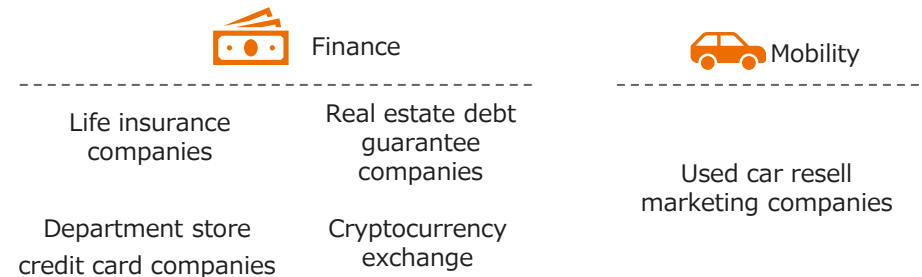


DmMiX Responding to new movements in the industry (face-to-face sales x telemarketing). Utilizing the outbound know-how cultivated in the communication infrastructure sector, aim to monetize in 3-5 years

Composition of new clients by industry in FY2020 (based on the case numbers)



Expected sector acquisition status

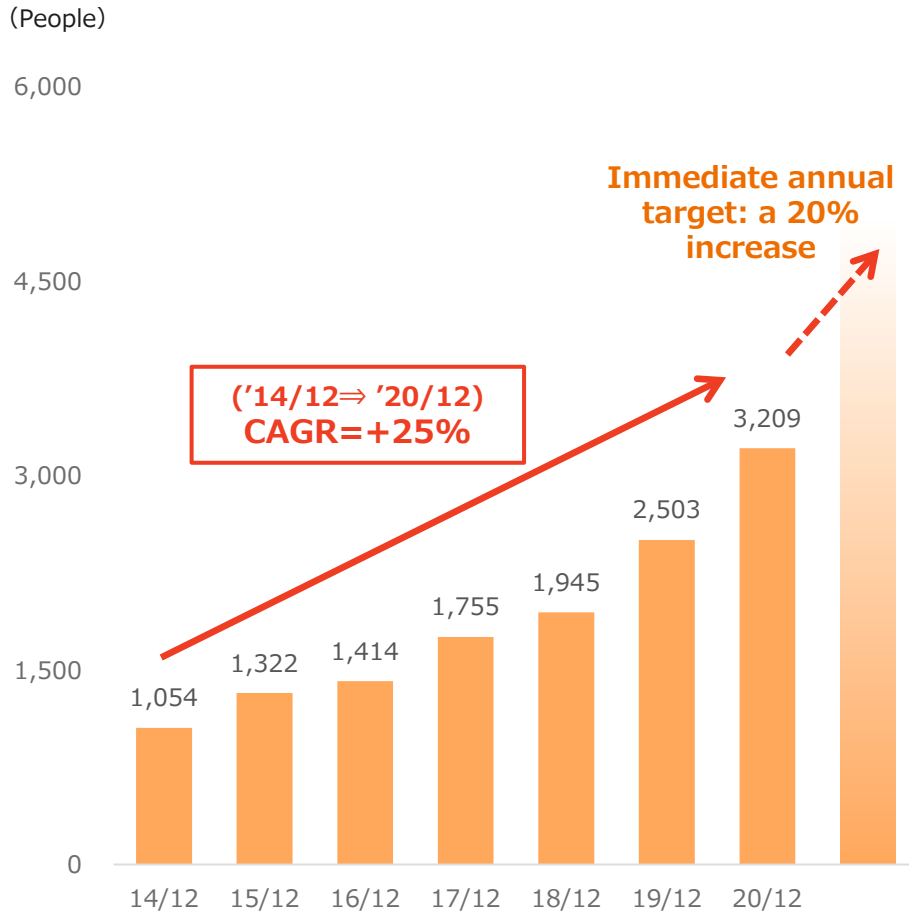


Steady increase in human resources / scope for talent acquisition

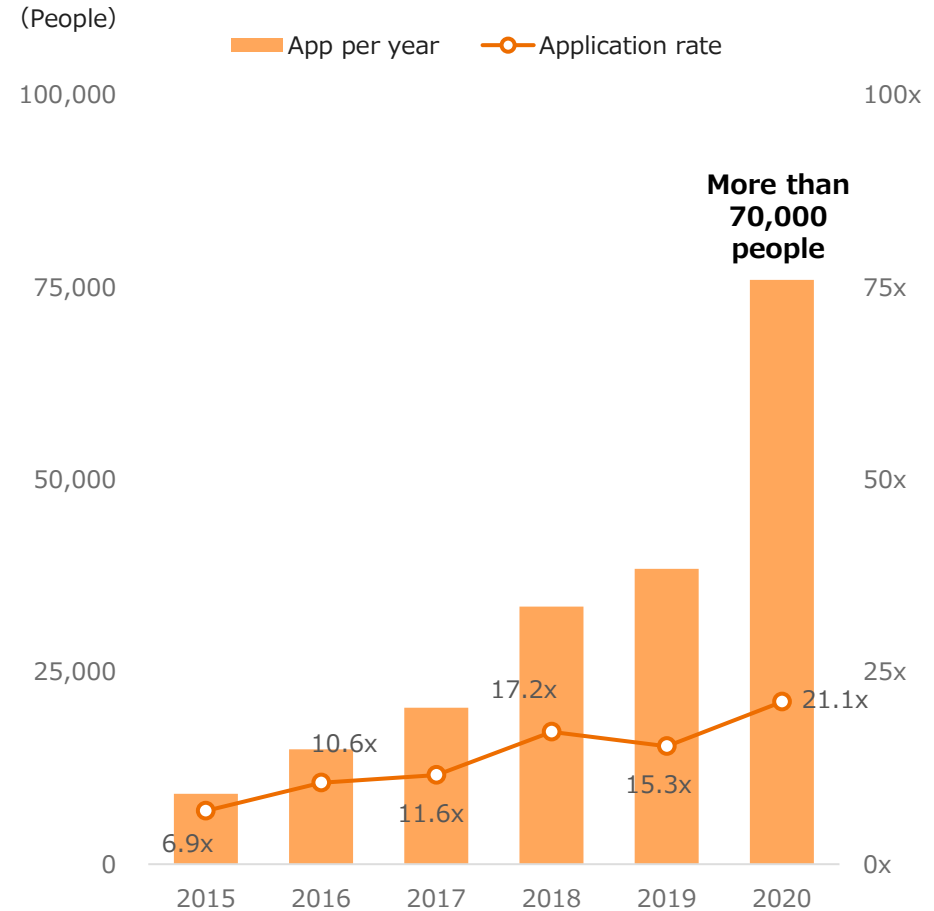


- The number of communicators has steadily increased as we have grown, and there is **ample room for hiring as the business expands in the future**

Changes in the number of communicators*¹



Changes in the annual number of applications for communicators



Various human resources of our group

- We realized a flexible work system and build a diverse pool of earning personnel with various backgrounds. We also contribute to ensuring social mobility

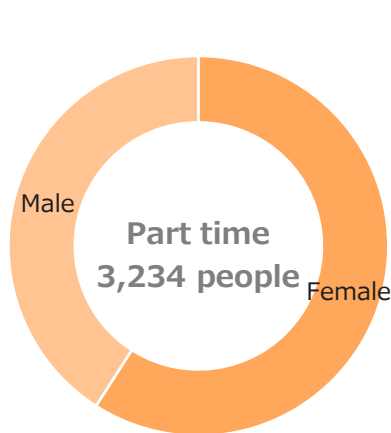
Various attributes

- Educational background and skills do not matter
- Comfortable environment for women in their 20s

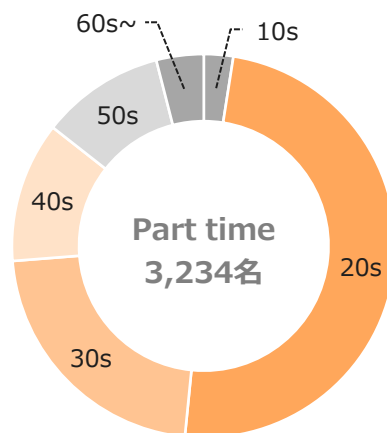
Flexible work system

- Flexible work system that allows you to work from 3 hours a day, 1 day a week
- It is possible to secure a wide range of resources by responding to the needs of diverse work styles.

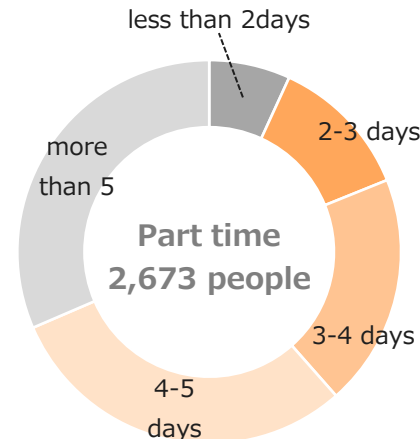
Gender*¹



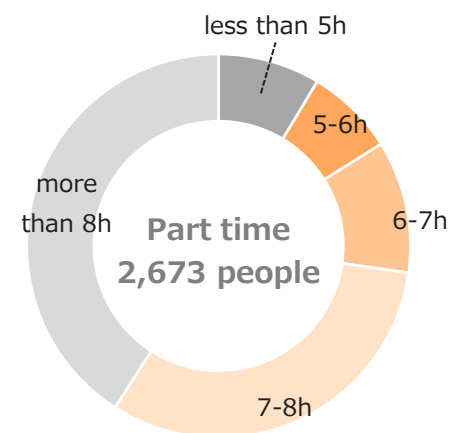
Age*¹



Working days per week*²



Working hours per day *²



*¹ As of the end of December 2020. Percentage of part-time jobs (3,234 people)

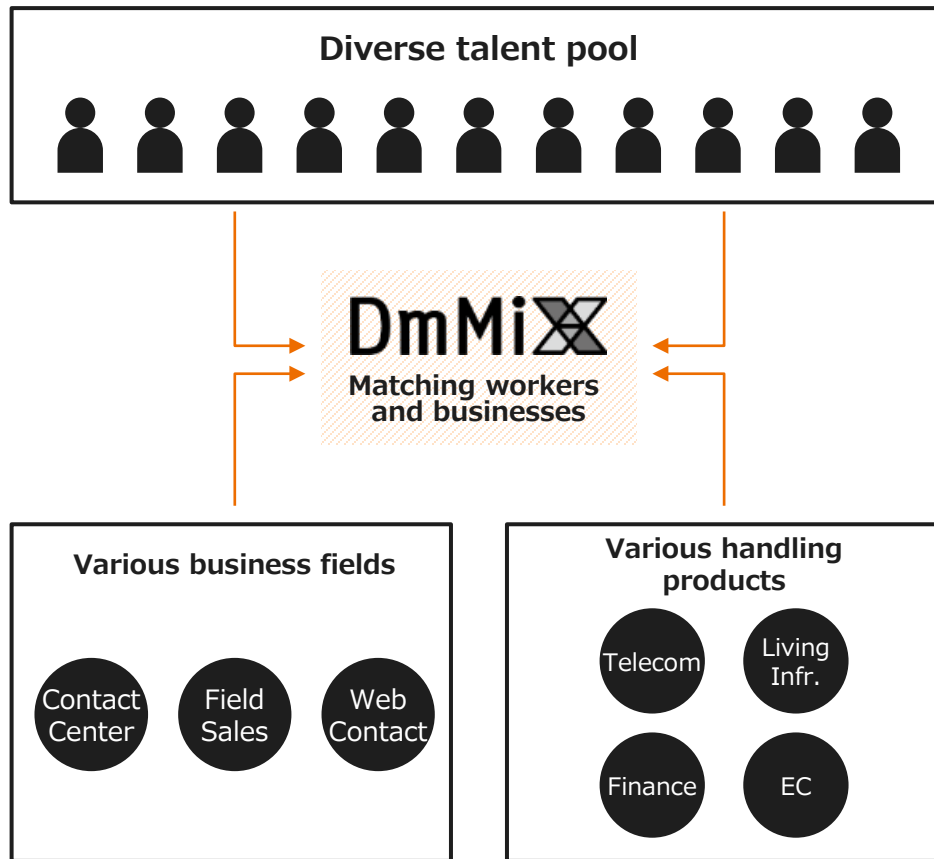
*² As of the end of December 2020. Calculated based on the average attendance for the three months from October to December 2020. Does not include months with 0 working days. Part-time jobs without work (leaves, etc.) are not counted

System that supports the stable expansion of the human resources pool

- The business matching system **stabilizes the human resources pool**. The workplace **is preferred by many job seekers**, with many past staff members wishing to be re-employed once again

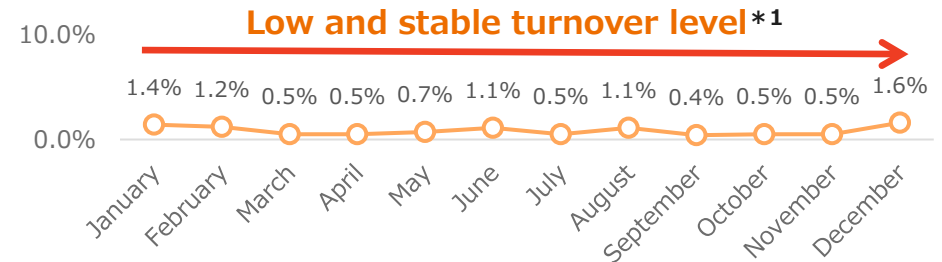
Stabilize the human resources pool by matching human resources and operations

Matching the best work for individuals through job rotation and introduction to other industries

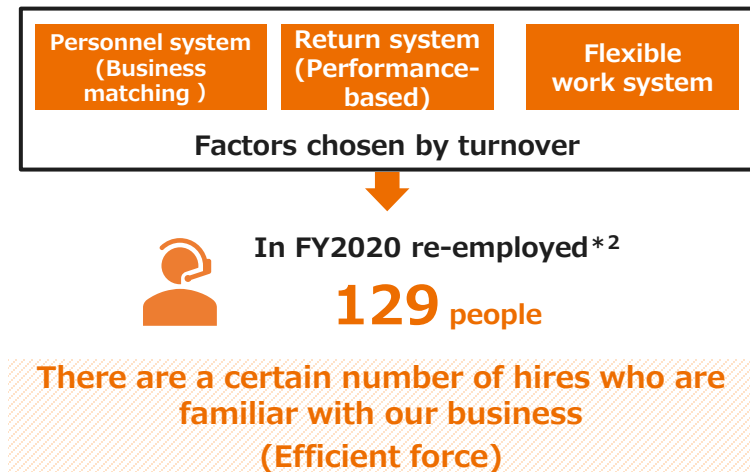


Monthly turnover rate (FY2020)

20.0%



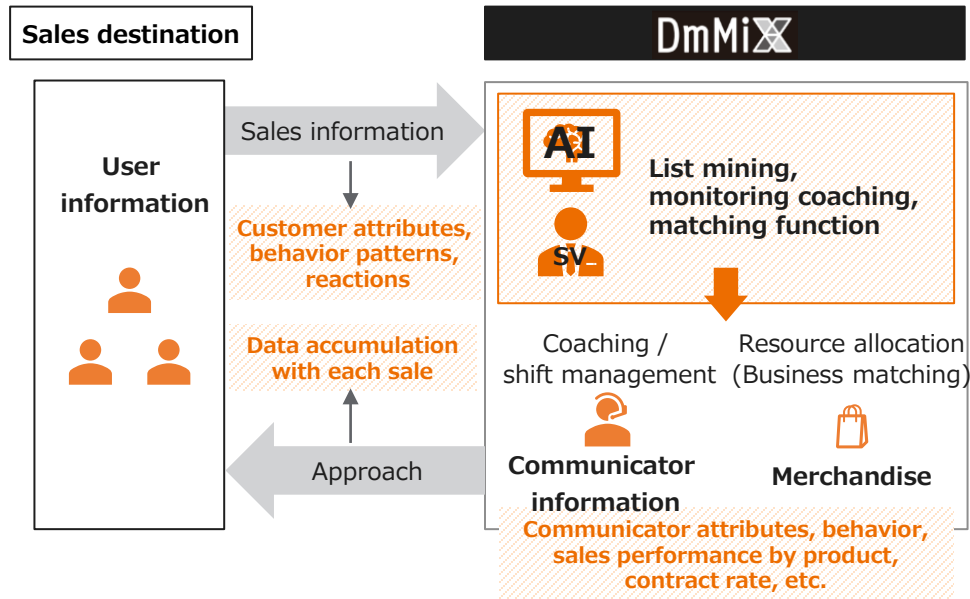
Available re-employed



Acceleration of growth by AI utilization

- For AI development, even at the stage of trial introduction of some functions, a large effect has already been proven. Aiming for full-scale introduction in 2021
- We will expand the AI utilization function and introduce it to both management and communicator operations

Overview of an AI system



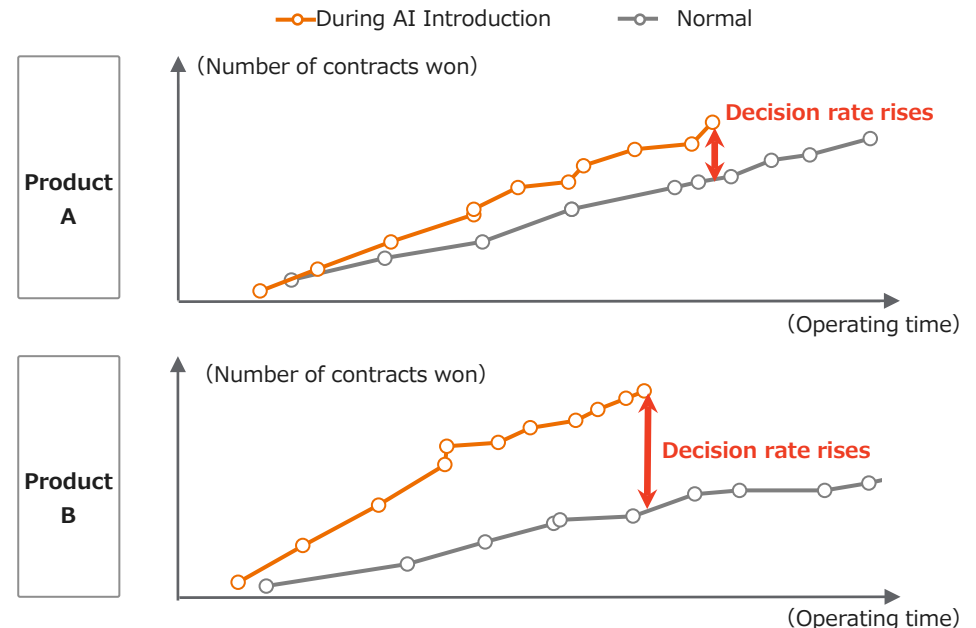
Factors for accelerating growth

Mid-term aim	The effect of accelerating growth
Increase user loyalty	Efficient customer monetization
High performers training	Customer retention effect
Further focus on the last mile (reduction of backyard operations)	Increase in ARPU
	Improvement of profit margins

Partial AI test introduction effect

- Trial introduction of AI system centered on list mining with two products
- Confirmed the results of AI introduction that greatly exceeds the conventional productivity

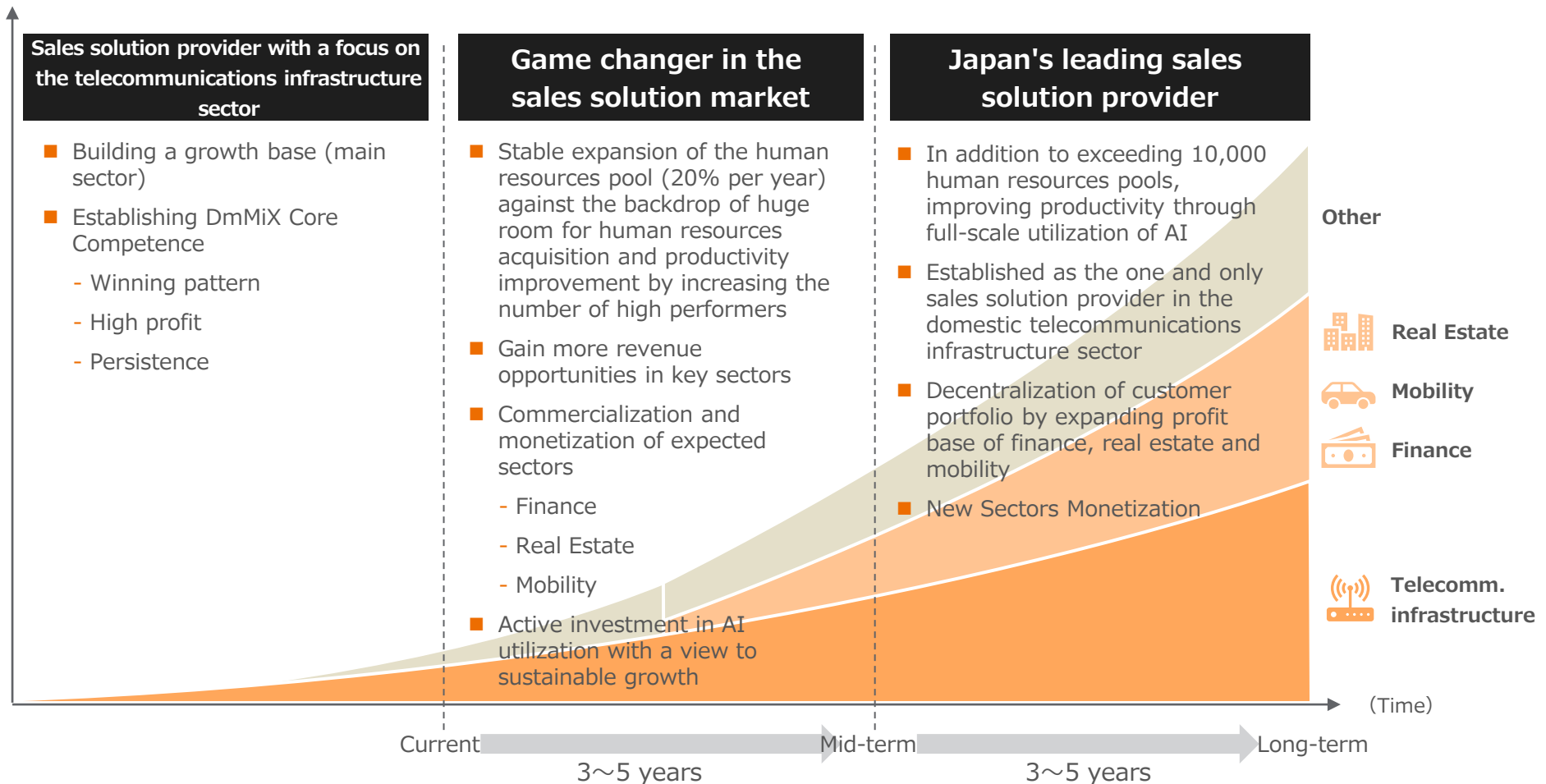
AI utilization data implementation



Long-term growth prospects

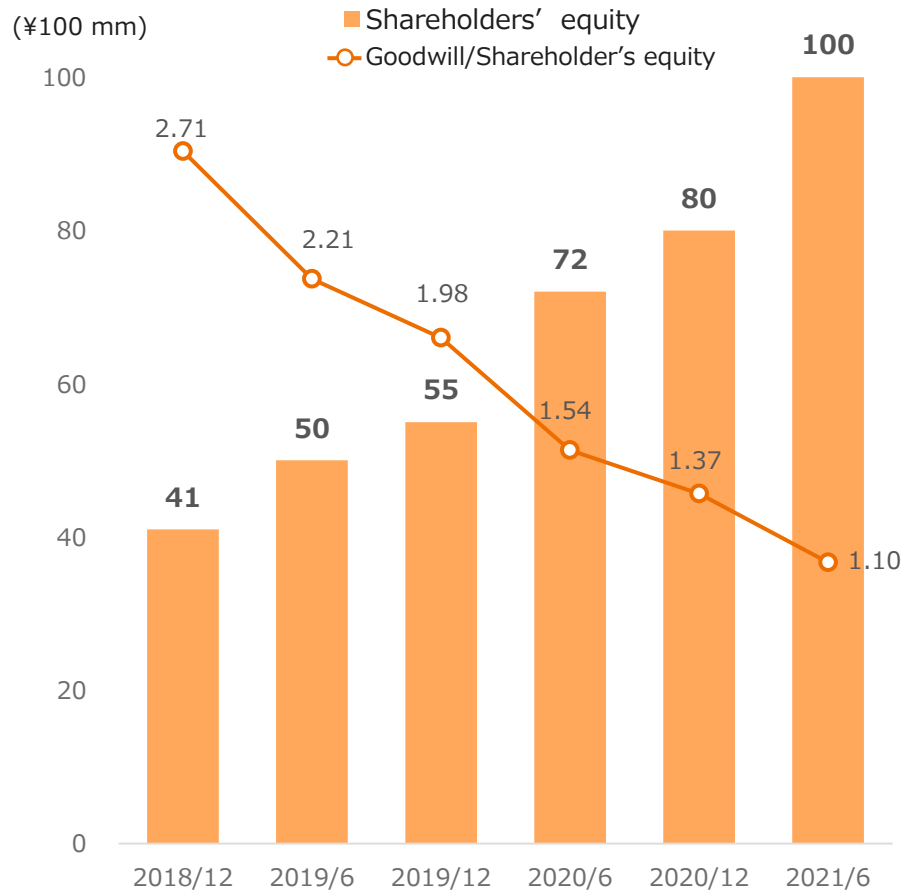
- For short to mid-term, **the main driving force will be telecommunications infrastructure sector**
- For mid-long term, **in addition to entering the monetization phase of the expected sector, we will accelerate growth by utilizing AI**

(Profit scale)



About Goodwill

Historical Shareholders' equity and Goodwill/ shareholders' equity ratio



Reference on Goodwill in the prospectus (excerpt)

【Risk factors】 We have significant goodwill within total assets

- Recoverable amount at the end of this consolidated fiscal year significantly exceeds the carrying amount of enterprise value, referred to as the group assets excluding directly-associated liabilities of the cash-generating unit; therefore, even in case of altering major assumptions to a reasonable extent, we assume it is unlikely that recoverable amount of the cash-generating unit or the group falls below the carrying amount. **Impairment loss may occur if the pre-tax discount rate for marketing business rises by 10.0% or the estimation of future cash flow including terminal value decreases by 53.5%; however, we assume impairment is unlikely as the recoverable amount sufficiently exceeds the carrying amount of enterprise value even in case of 0% growth in the next 5 years.**

【Notes on goodwill and intangible assets】

- Regardless of whether there is an indication of impairment, we conduct an impairment test every year (end of December). We determine the timing for impairment tests respectively considering the timing of formulating the related business plan. We conduct impairment tests if there is an indication of impairment.
- Use values are calculated based on cash flow estimation according to the business plan and growth rate with board approval reflecting historical data for the next 3 years from the next consolidated fiscal year, considering terminal value for the years beyond, and discounted back to present value by the discount rate based on pre-tax weighted average cost of capital of the cash-generating unit.
- Below is the major assumptions on which the management's calculation of the fair values less cost of disposal is based on:
 - Period of future : 3 years
(3 years in the previous consolidated fiscal year)
 - Growth rate for extending the cash flow estimation : 0% (0% in the previous consolidated fiscal year)
 - Pre-tax discount rate applied to cash flow estimation : Marketing business 8.24%、On-sit business 11.37%
(11.70% and 12.02% respectively in the previous fiscal year)

DmMiX Social Initiatives

- We are focusing on **women's advancement**, **realization of diverse work styles**, **health management**, **support for single families**, etc., and will **contribute to the supply of social mobility**

Certifications/Some of the awards



Acknowledged by the Ministry of Economy, Trade and Industry as an excellent health management corporation "White 500" (for three consecutive years) and included as a superior corporation in the top 500 companies working on health management.



Acknowledged as a "Single family support certified business owner" sponsored by the general incorporated association "Heartful Family"



Received SDGs business certification from the Japan SDGs Association (for the second consecutive year)

- GOAL 3 : Ensure healthy lives and promote well-being for all at all ages
- GOAL 5 : Achieve gender equality and empower all women and girls
- GOAL 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- GOAL 10 : Reduce inequality within and among countries



High ranking in various categories of GPTW's "Best Companies to Work For" in which companies from all over the world participate

- Japan ranking: 2nd place
- Japanese women ranking: 2nd
- Japan young ranking: 2nd
- Asia ranking: 25th



Acknowledged by the Ministry of Education, Culture, Sports, Science and Technology as a sports aid company that actively works to improve employee health (for three consecutive years)



Received the highest platinum level, awarded to the top 35 companies nationwide in the white company certification by the Japan Next Generation Enterprise Promotion Organization.



【Disclaimer】

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In addition, although forecast figures, forward-looking descriptions and statements regarding prospects are included, actual results may differ materially from those expressed or implied due to various risks, uncertain factors and changes in the external environment. We caution you not to place undue reliance on these forward-looking descriptions and statements.

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