

FY2025/6 Q1 Financial Results

November 14, 2024



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Notes for this entire material

1. Revenue and operating profit of each segment and region are shown using figures before elimination of inter-segment offsets, and the total amount of revenue and operating profit of both segments or regions do not match the consolidated revenue and operating profit (the difference is the amount of intersegment / interregional elimination)
2. Figures of Korea Business may change after local auditor's audit process
3. Constant FX figures are calculated by applying the rate of the current fiscal year to the financial results of the same period of the previous fiscal year. We present financials results on a constant currency basis because we believe that this provides a framework for assessing how Macromill's business and, in particular, overseas businesses including Macromill EMBRAIN, performed without taking into account the effect of the fluctuations since the same period in the prior year, but please note, it only excludes the effect of currency exchange between the Won/Yen, but not exclude the effects of currency exchange on all local currencies. Please see the following table for the actual exchange rate applied.

	Q1 (3 Months)	
	FY2024/6 Q1	FY2025/6 Q1
1 KRW =	0.1107	0.1107

FY2025/6 Q1: Key Takeaways

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- Japan Business maintained upward trend, achieving a significant increase in Business Profit driven by improved productivity
- Group performance progressed as planned along with the Initial Guidance
- Incurred 286M JPY equity-method loss from Toluna in Q1 (YoY improvement by 97M JPY)

		FY2024/6 Q1	FY2025/6 Q1	YoY Growth
Consolidated	Revenue	9.60 _{bn} JPY	9.99 _{bn} JPY	+4%
	Business Profit ⁽¹⁾	0.71 _{bn} JPY	1.06 _{bn} JPY	+50%
	Operating Profit	0.32 _{bn} JPY	0.78 _{bn} JPY	+139%
	Quarterly Profit Attributable to Owners of Parent	△0.11 _{bn} JPY	0.15 _{bn} JPY	-

Note

1. The Company transferred its Overseas Business (ex-Korea) segment to Toluna in exchange for considerations, including a 17.4% stake in Toluna.

This has resulted in Toluna being an equity-method affiliate of the Company from the fourth quarter of the fiscal year ended June 30, 2023.

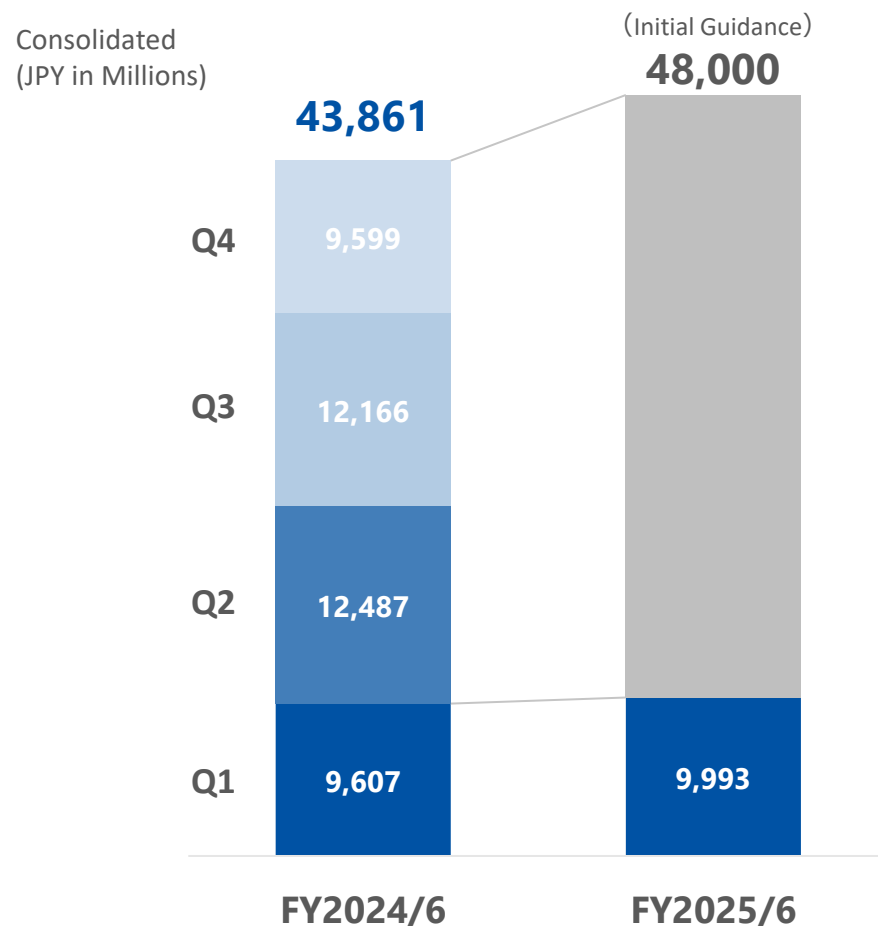
To show our actual business performance of the Macromill Group more accurately, we are showing our Business Profit, which subtracts equity method investment gains/losses related to Toluna from OP from FY24

FY2025/6 Q1: Consolidated Revenue

4

Revenue increased steadily in Q1, a slow season,
for both Japan and Korea Business segments

Anticipate growth to accelerate toward and into FY2025/6 2H



Q1 Actual
+4% YoY

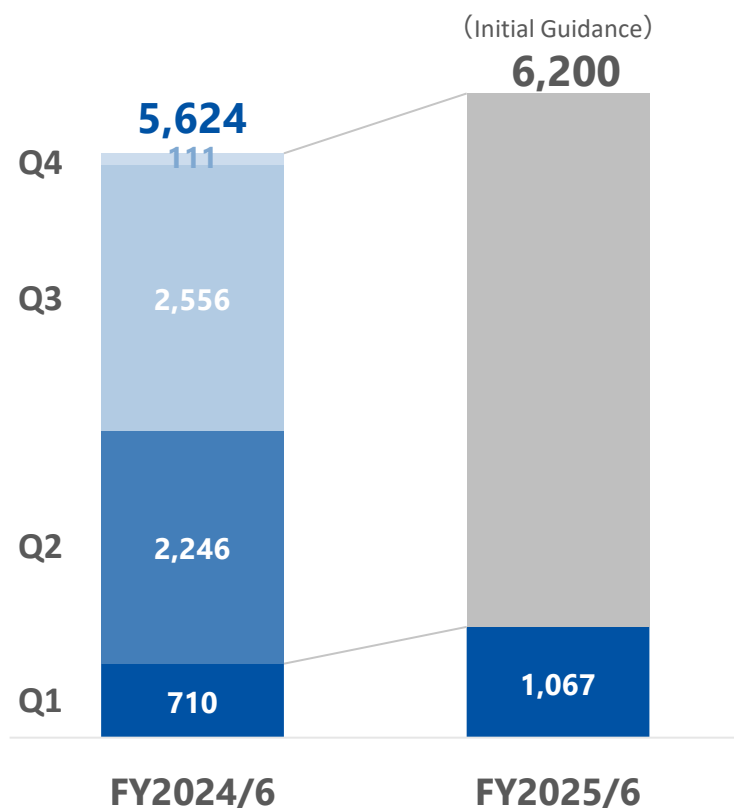
FY2025/6 Q1: Consolidated Business Profit

5

Made efforts to improve productivity from FY2024/6

Achieved a significant increase in Q1 Business Profit, driven by improved productivity in Japan Business

Consolidated
(JPY in Millions)



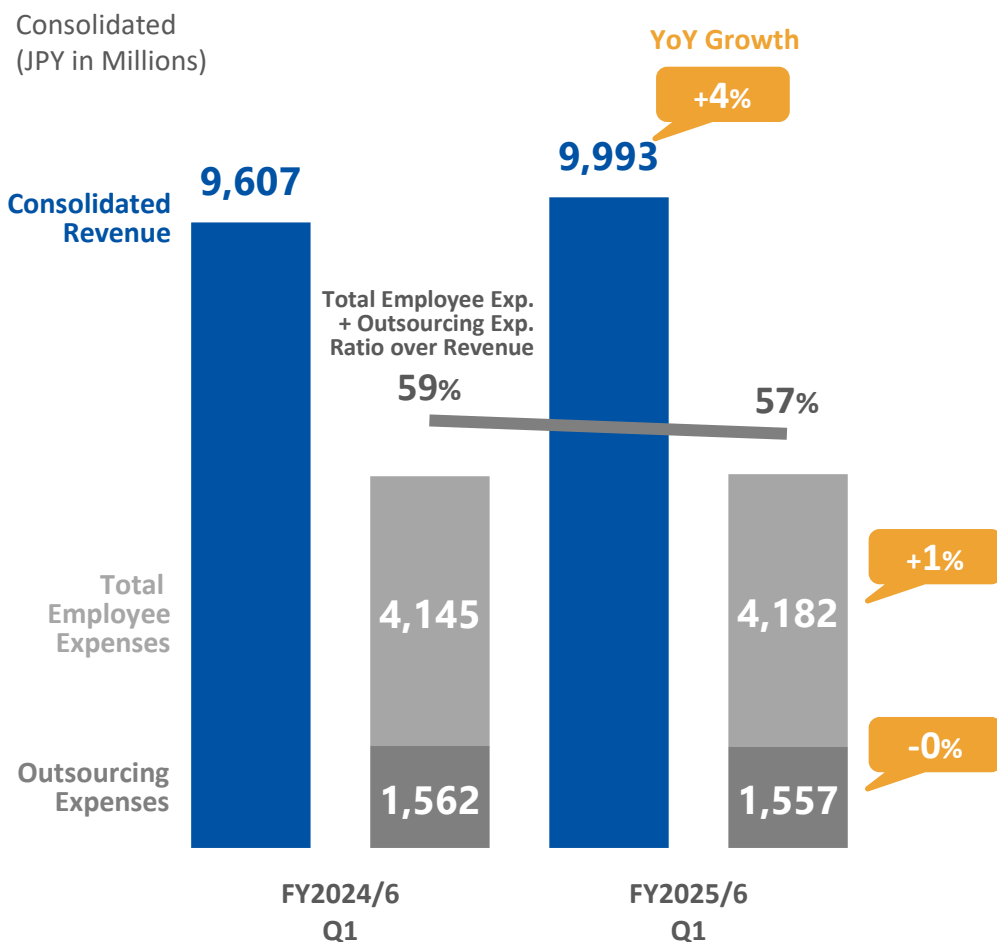
Q1 Actual
+50% YoY

FY2025/6 Q1: Consolidated Employee & Outsourcing Exp.

6

Both Total Employee Expenses and Outsourcing Expenses remained almost unchanged YoY

We will continue to keep the growth of expenses below that of Revenue



Key Point

- **Total Employee Expenses:**
Japan +80M JPY, Korea -44M JPY
 - Headcount increased +54 from FY24 Q1 (+53 in Japan, +1 in Korea)
- **Outsourcing Expenses:**
Japan -11M JPY, Korea +2M JPY
 - Promoted in-house production as we have rebuilt research capacity in Japan
 - In addition, internal productivity has improved due to improvement of retention rate and proficiency
 - Enhanced operational efficiency with use of generative AI

FY2025/6 Q1 Business Update By Segments

FY2025/6 Q1: Japan Business Segment Trend

8

For Japan Business, Q3 is the busiest season followed by Q2, whereas Q1 is a slow season

Revenue expanded steadily in Q1, while Business Profit increased significantly thanks to improved productivity

Revenue
Q1 Actual

8.9bn JPY

YoY +6%

Business Profit
Q1 Actual

1.1bn JPY

YoY+64%

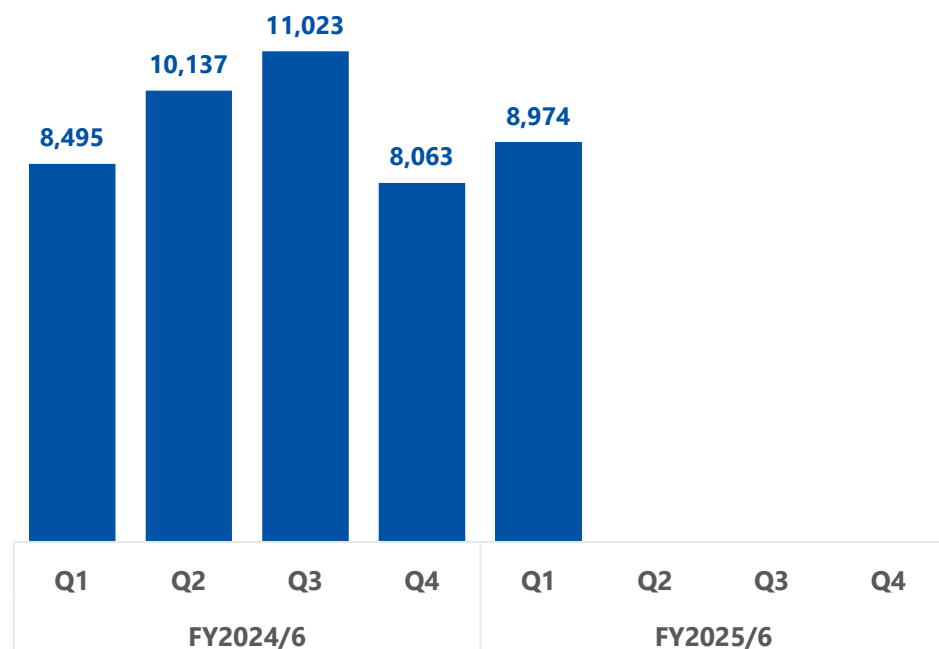
Japan Business Quarterly Revenue Trend

(JPY in Millions)

YoY Growth

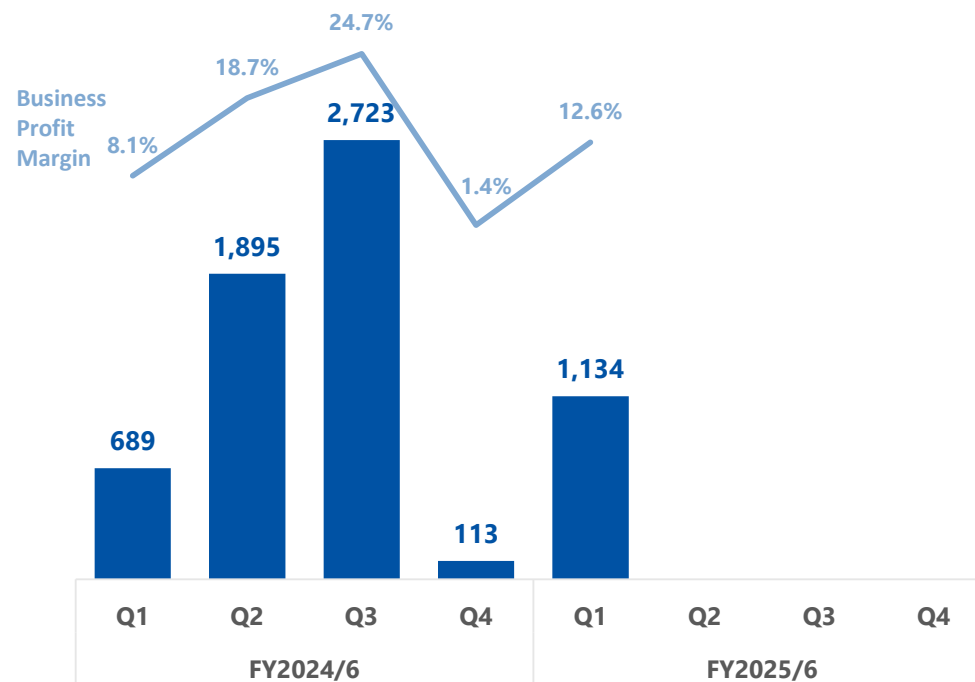
Actual :

+6%



Japan Business Quarterly Business Profit⁽¹⁾ Trend

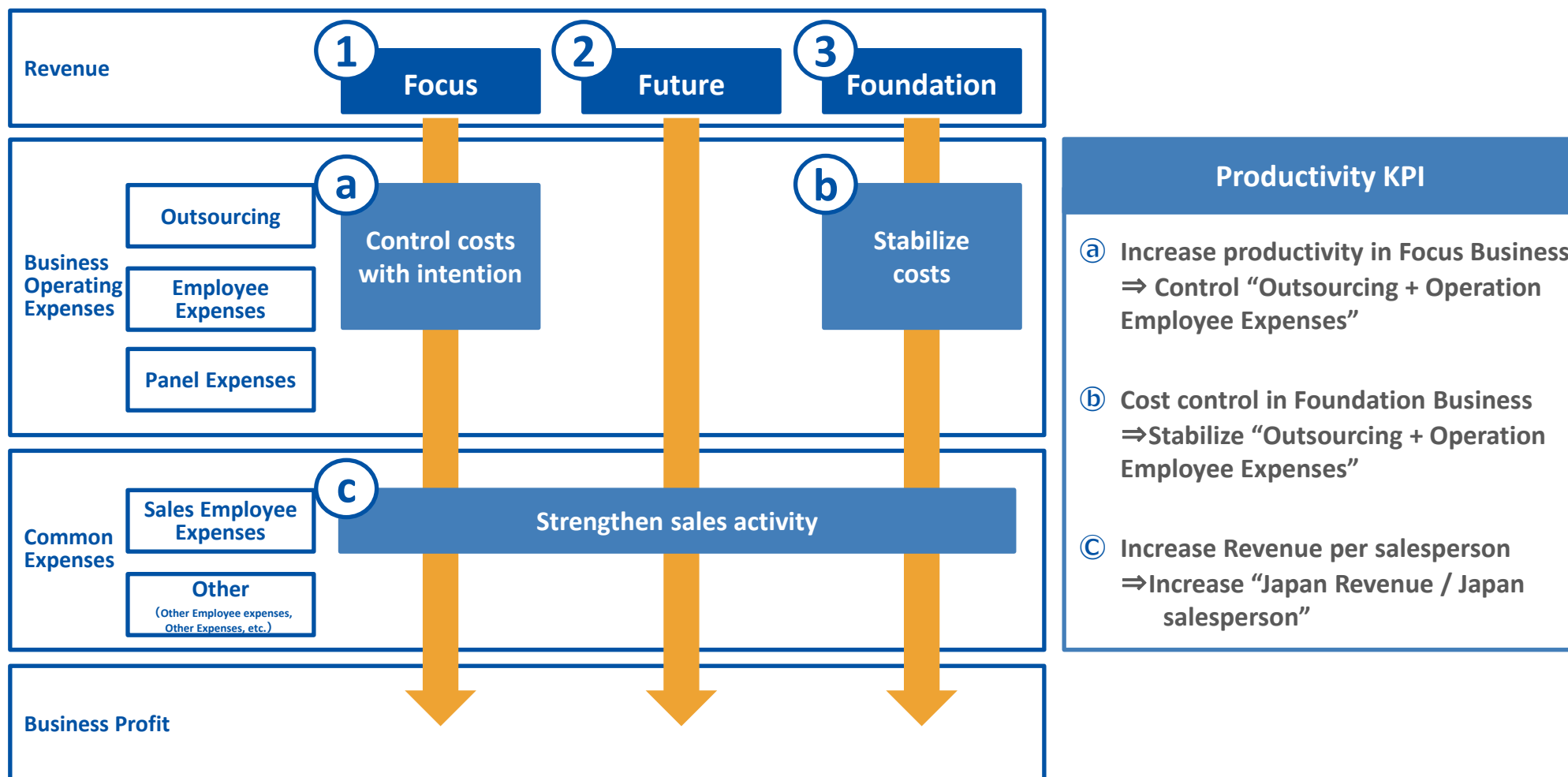
(JPY in Millions)



Note

1. Figures excluding equity gains (losses) of Toluna, which became an equity method affiliate

In Japan Business Segment,
in addition to disclosing Revenue in three business areas (1)–(3),
we are also disclosing productivity KPI's in three critical cost areas (a)-(c)



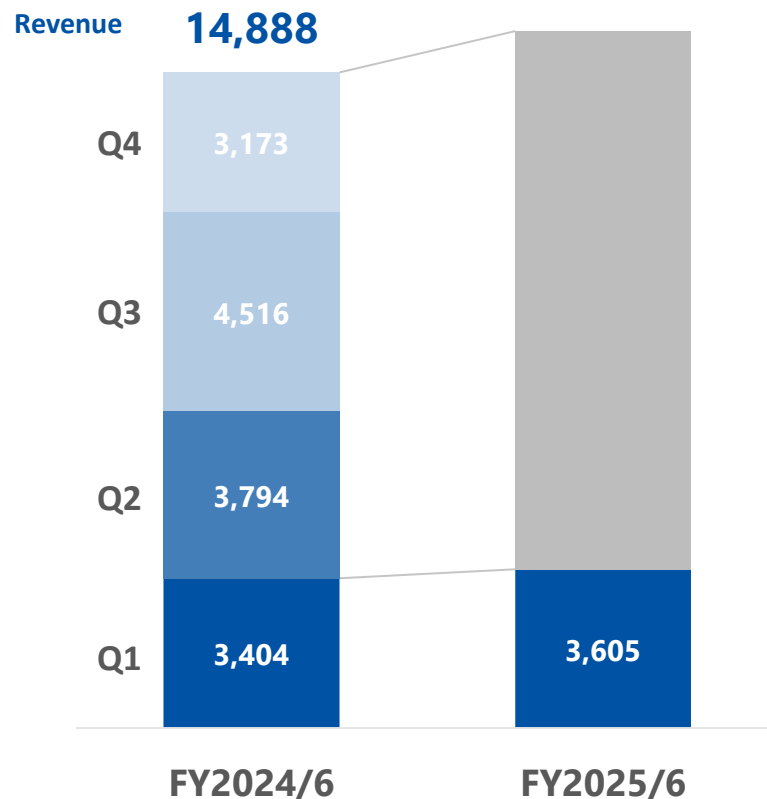
FY2025/6 Q1: Japan Segment ①Focus Business

10

Focused on expanding Online Research sales

Achieved steady expansion by exploring new clients and strengthening relationships with existing clients

Japan Business Segment
①Focus Business
(JPY in Millions)



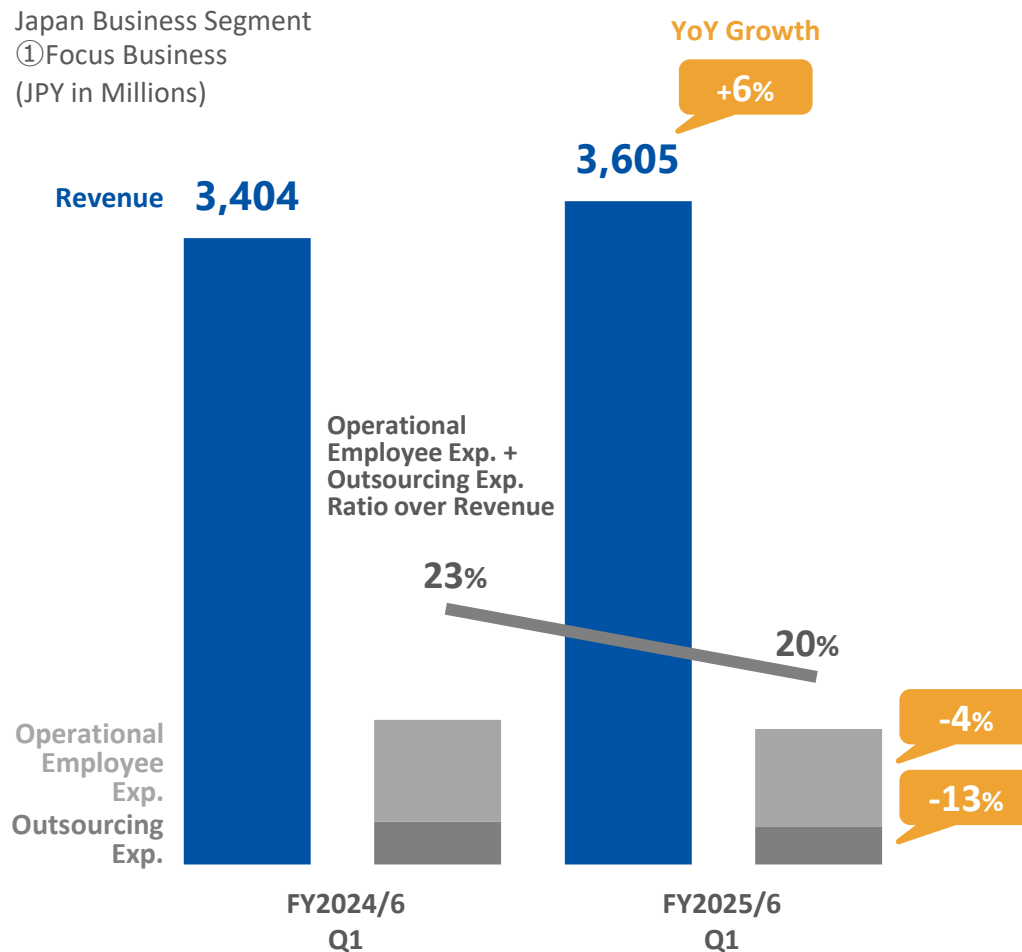
Q1 Actual
+6% YoY

① Services in Focus Business

- Online Research
- Digital Research (AccessMill • DMP Sync Research, etc.)

Enhancing productivity in Focus Business remains priority as has been in FY24

Improved Outsourcing Expenses + Operational Employee Expenses Ratio by 3 points, owing especially to proper control of Outsourcing Expenses



Key Point

- **Operational Employee Expenses: -4% YoY**
 - Succussed decrease in employee turnover rate and talent development
 - Improved employee proficiency
 - Reduced workload by reviewing operational processes
 - Implementing initiatives to promote business automation and AI
- **Outsourcing Expenses: -13% YoY**
 - Outsourcing Expenses have decreased on an actual basis due to an increase in-house production and improved internal productivity

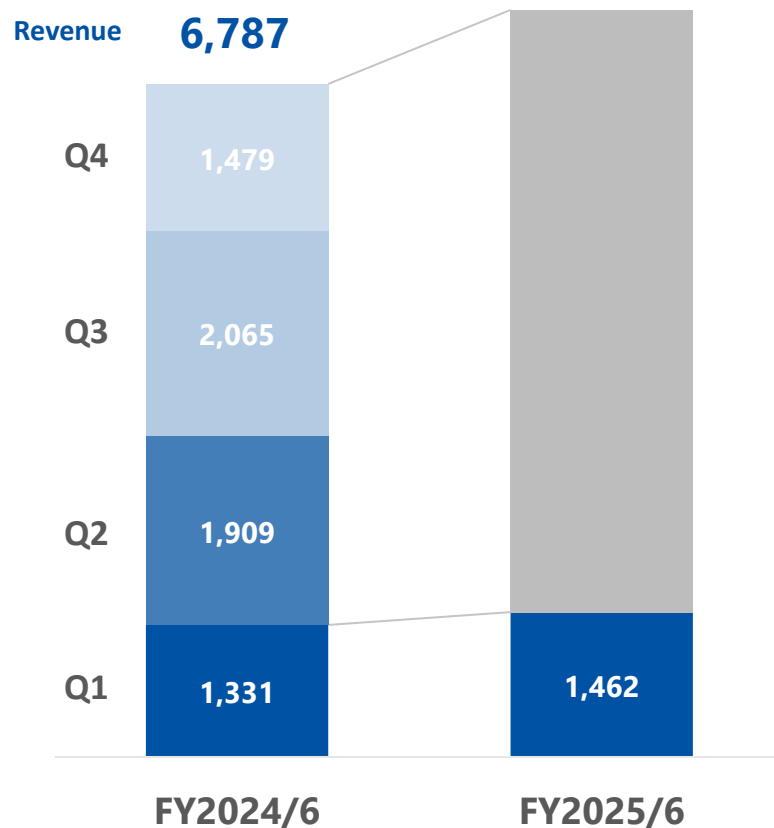
FY2025/6 Q1: Japan Segment ②Future Business

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Business area with large projects

Continued to achieve double-digit Revenue growth as a whole despite some volatility depending on projects

Japan Business Segment
②Future Business
(JPY in Millions)



Q1 Actual
+10% YoY

② Services in Future Business

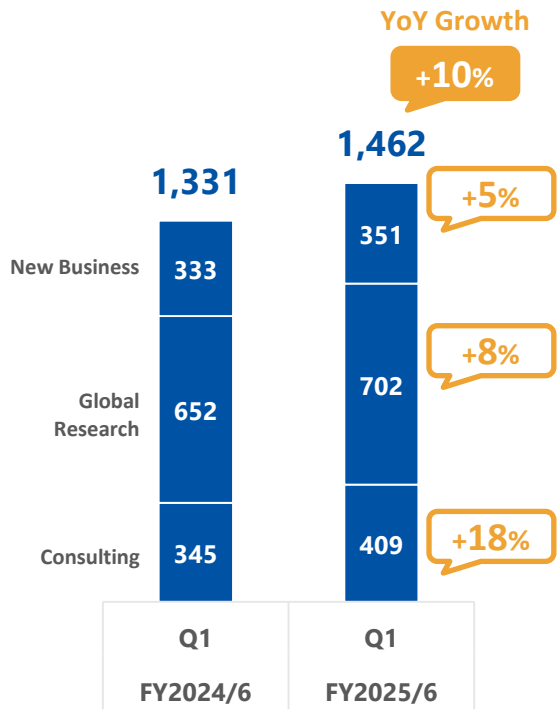
- Consulting
- Global Research (Incl. Southeast Asia, China)
- New Business (Life Science, Ads, etc..)

FY2025/6 Q1: Japan Future Business Quarterly Trend

Future Business consists of a set of businesses critical to sustaining Revenue growth over the medium to long term
Consulting recovered in Q1, resulting in double-digit Revenue growth, and New Business projects are expected to be recognized in 2H
Plan to launch a new subscription service in 2H

Future Business Revenue (3 Months)

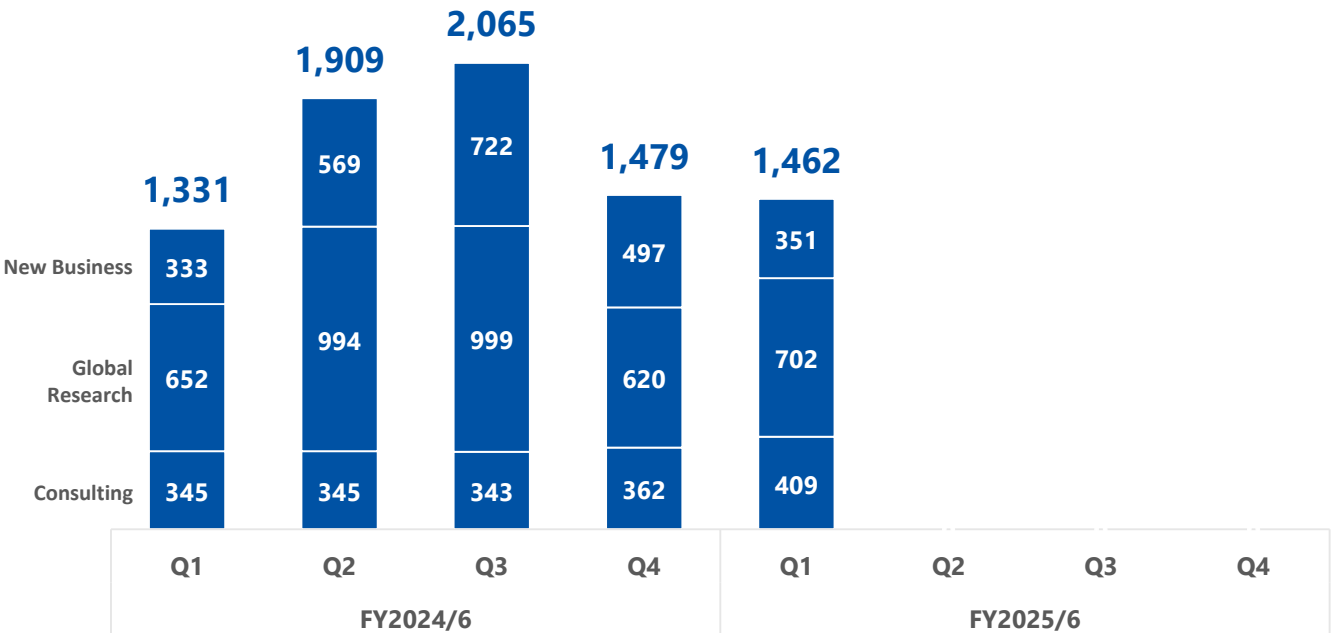
(JPY in Millions)



Future Business Quarterly Revenue Trend

(JPY in Millions)

YoY Growth : +10%

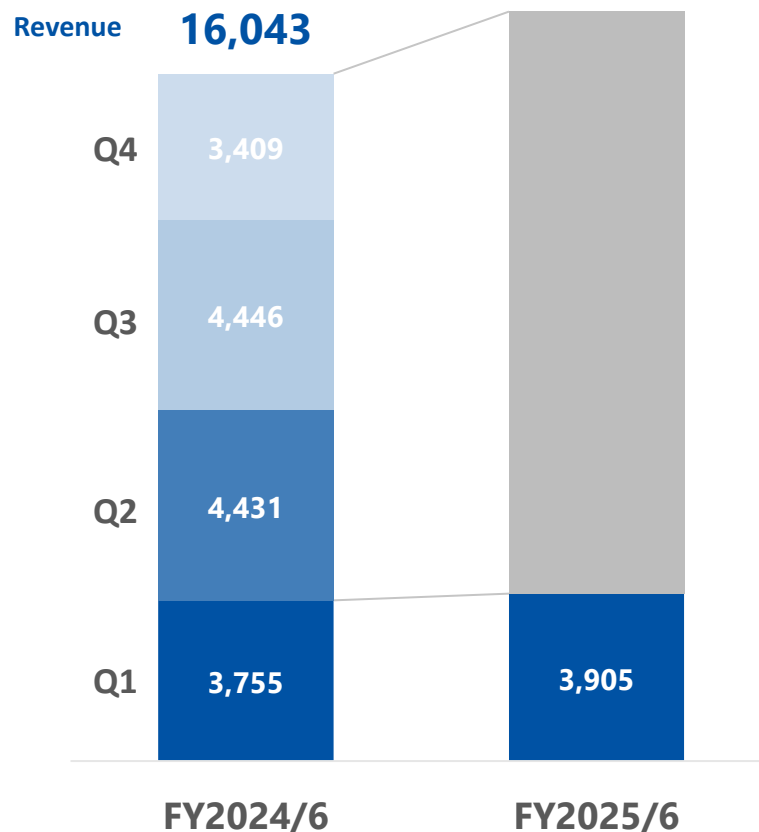


FY2025/6 Q1: Japan Segment ③Foundation Business

14

Maintained steady growth in Q1
and anticipate acceleration in growth toward and into FY2025/6 2H

Japan Business Segment
③Foundation Business
(JPY in Millions)



Q1 Actual
+4% YoY

③ Services in Foundation Business

- Joint Ventures with Ad agencies (DMI, QO, others, etc.)
- Offline Research
- Database Service

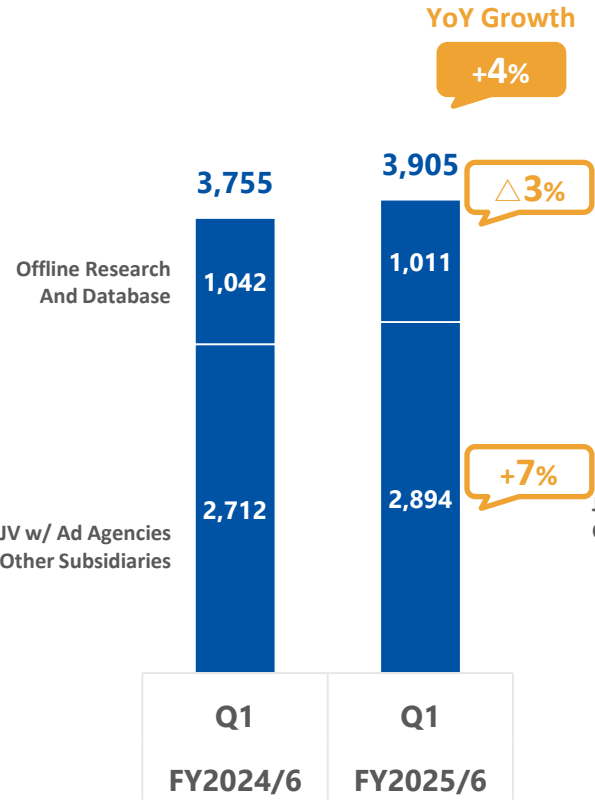
*Internal transactions between groups are offset and eliminated in this category for convenience due to the large scale of transactions with this category.

Foundation Business consists of a group of businesses aimed at building competitive advantage and entry barriers

Continued to see a decrease in Revenue from Offline Research due to a strategic decision, but we anticipate Revenue growth in 2H with improvement in profitability

Foundation Business Revenue (3M)

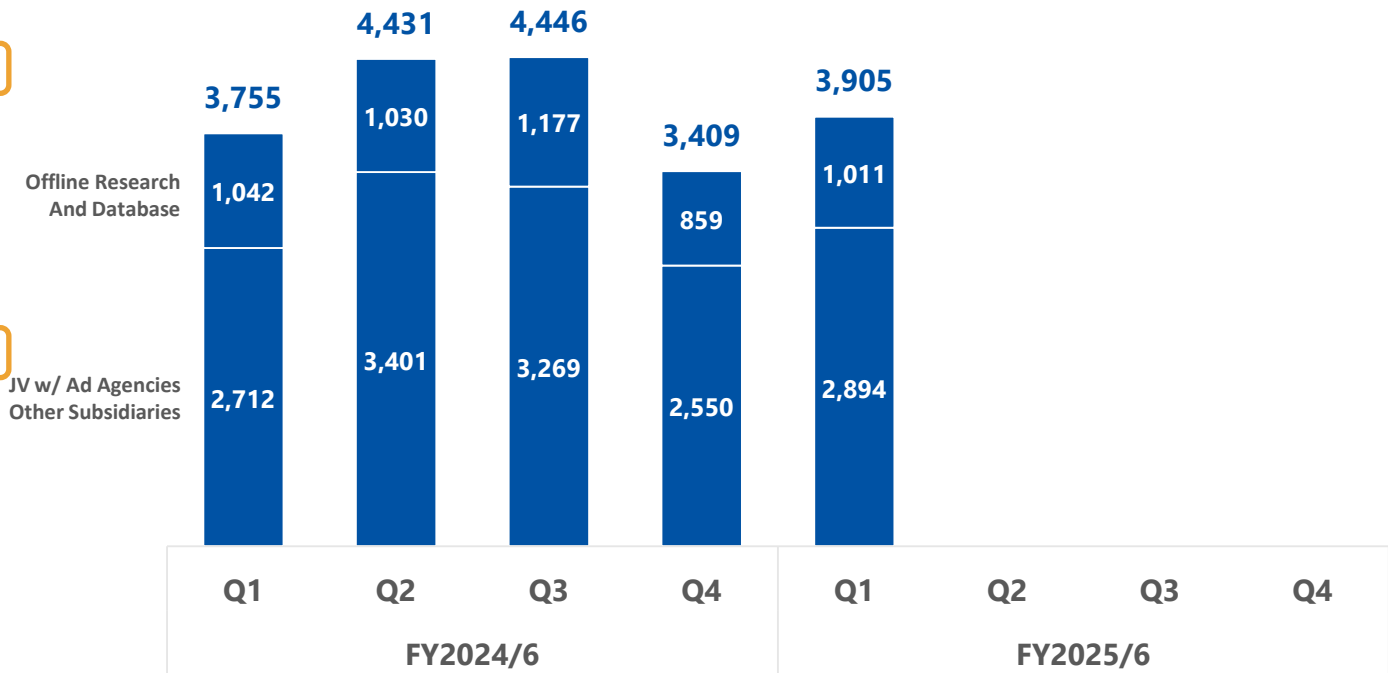
(JPY in Millions)



Foundation Business Quarterly Revenue Trend

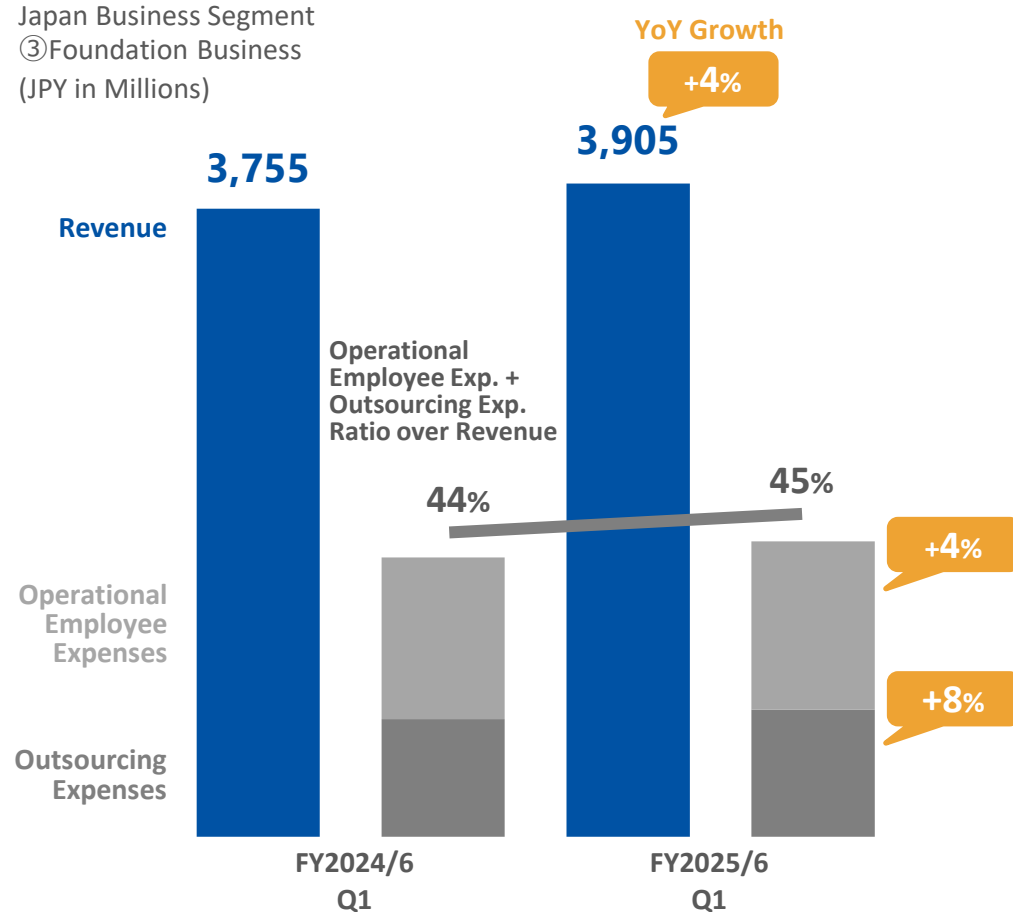
(JPY in Millions)

YoY Growth : +4%



Partly because of product portfolios offered by subsidiaries,
Outsourcing Expenses + Operational Employee Expenses Ratio remained
almost unchanged from FY2024/6

Japan Business Segment
③Foundation Business
(JPY in Millions)

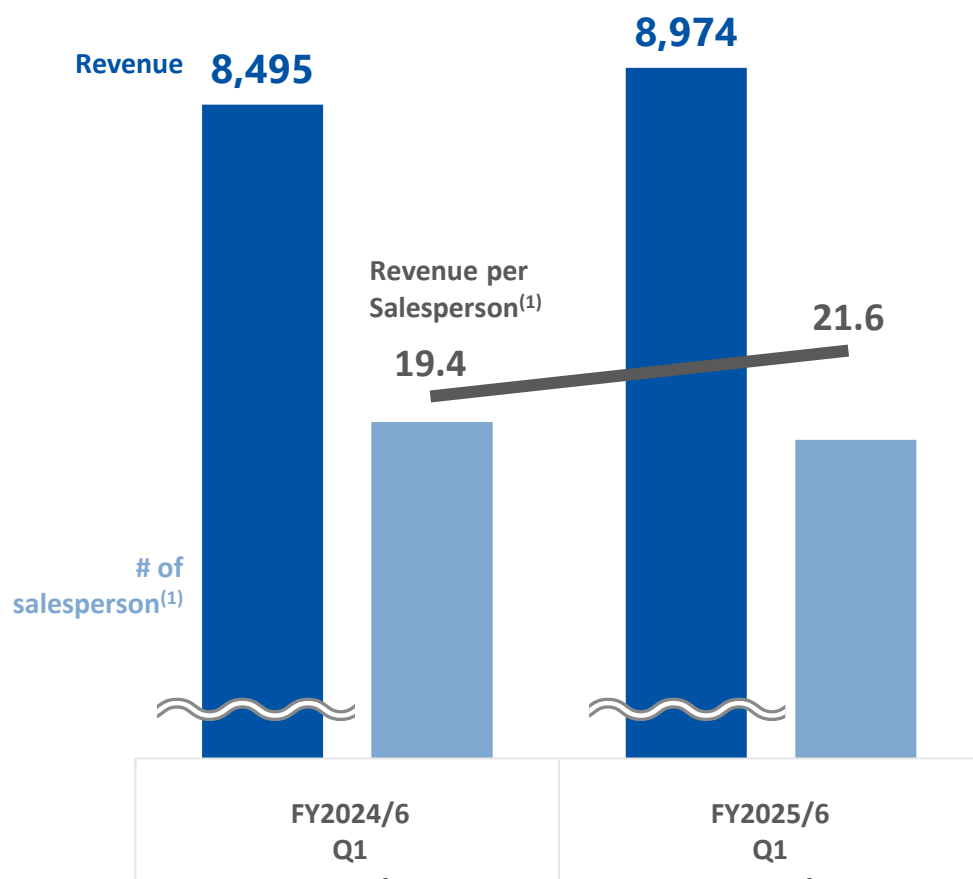


Key Point

- **Operational Employee Expenses: +4% YoY**
 - Enhancement of operational capabilities and human resources at subsidiaries
- **Outsourcing Expenses: +8% YoY**
 - Subsidiaries expanded sales of products highly dependent on outsourcing

Enhanced account management capabilities and improved sales efficiency

Japan Business Segment
(JPY in Millions, people)



Note

1. Number of people involved in sales activities among all employees of our companies in Japan. To equalize the effects of increases and decreases in the headcount during the period and to obtain figures that more closely reflect the actual situation, the number of headcounts is a simple average of the number of headcounts at the beginning of the period and at the end of the most recent quarter.

Key Point

- **Salesperson Headcount: -23 people vs FY24 Q1**
 - Enhanced existing employees' ability to make proposals
 - Promoted sales activities in close coordination with production
- **Revenue per Salesperson**
 - Made organizational changes in July to better adapt the salesforce and workflows to industry characteristics
 - Furthermore, we plan to expand the sales incentive design between group companies and strengthen mutual client referrals

The worsening economic outlook continues, and research budgets for government projects are shrinking, resulting in a decline in Revenue

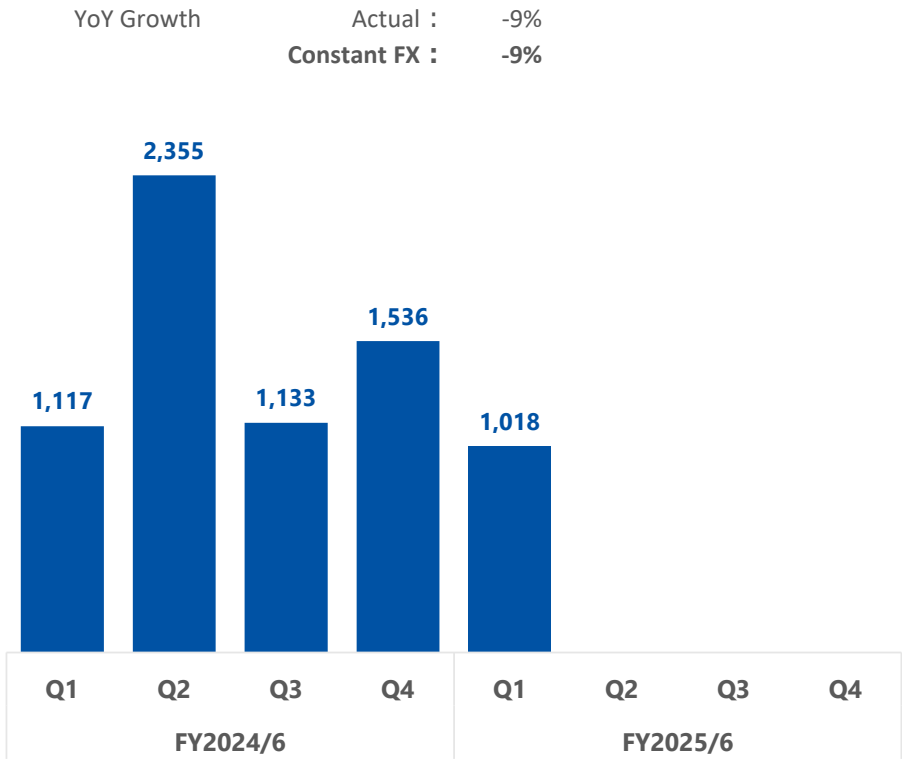
Due to the impact of the decline in Revenue, Q1 was in the red, and the company plans to further control costs from Q2 onwards

Revenue Q1 Actual	1.0bn JPY	YoY -9%
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Business Profit Q1 Actual	-0.06bn JPY	YoY N/A
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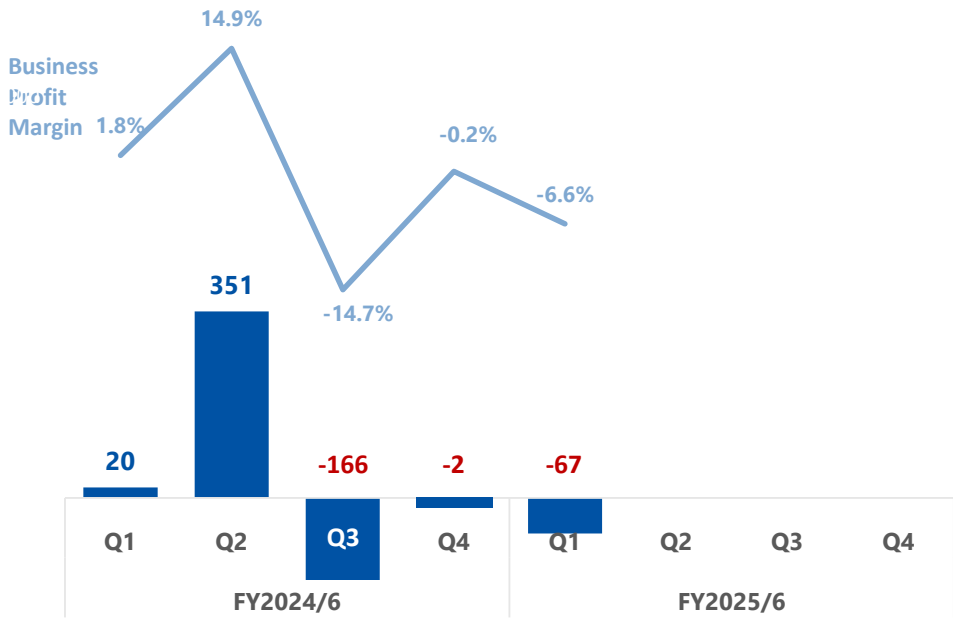
Quarterly Korea Revenue Trends

(JPY in Millions)



Quarterly Korea Business Profit Trends

(JPY in Millions)



FY2025/6 Q1 Financial Update

Consolidated Statement of Operations (P/L) ⁽¹⁾

Q1 (3Months)

20

Business Profit increased 50% YoY as Japan Business performed well with improved productivity

Both Operating Profit and Quarterly Profit increased significantly thanks to a smaller equity-method loss from Toluna as planned

FY2025/6 Q1 Quarterly P/L

Consolidated
(JPY in Millions)

	FY2024/6 Q1 Actual	FY2025/6 Q1 Actual	YoY Variance	YoY Growth
Revenue	9,607	9,993	+385	+4%
Japan Business Revenue	8,495	8,974	+479	+6%
Korea Business Revenue	1,117	1,018	(98)	(9%)
Business Profit ⁽²⁾	710	1,067	+357	+50%
Japan Business Business Profit ⁽²⁾	689	1,134	+444	+64%
Korea Business Business Profit	20	(67)	(87)	-
Business Profit Margin	7.4%	10.7%	-	+3.3pt
Gains and losses of equity method of Toluna	(383)	(286)	+97	-
Operating Profit	326	780	+454	+139%
Quarterly Profit Attributable to Owners of the Parent Company	(113)	151	+265	-

Note

- Segment figures are after the elimination of inter-segment transactions since FY2024/6 Q3.
- The Company transferred its Overseas Business (ex-Korea) segment to Toluna in exchange for considerations, including a 17.4% stake in Toluna. This has resulted in Toluna being an equity-method affiliate of the Company from the fourth quarter of the fiscal year ended June 30, 2023. To show the business performance of the Group, the Company states Business Profit which subtracts the equity method investment gains/losses related to Toluna from Operating Profit from the fiscal year ended June 30, 2024.

FY2025/6 Q1: Consolidated Operating Expenses

Q1 (3Months)

21

Kept the rates of growth of all types of expenses below the rate of Revenue growth

We will maintain proper control over Outsourcing Expenses and Total Employee Expenses by improving productivity, while continuing to make system investments for the future

FY2025/6 Q1 Quarterly Expenses

Consolidated
(JPY in Millions)

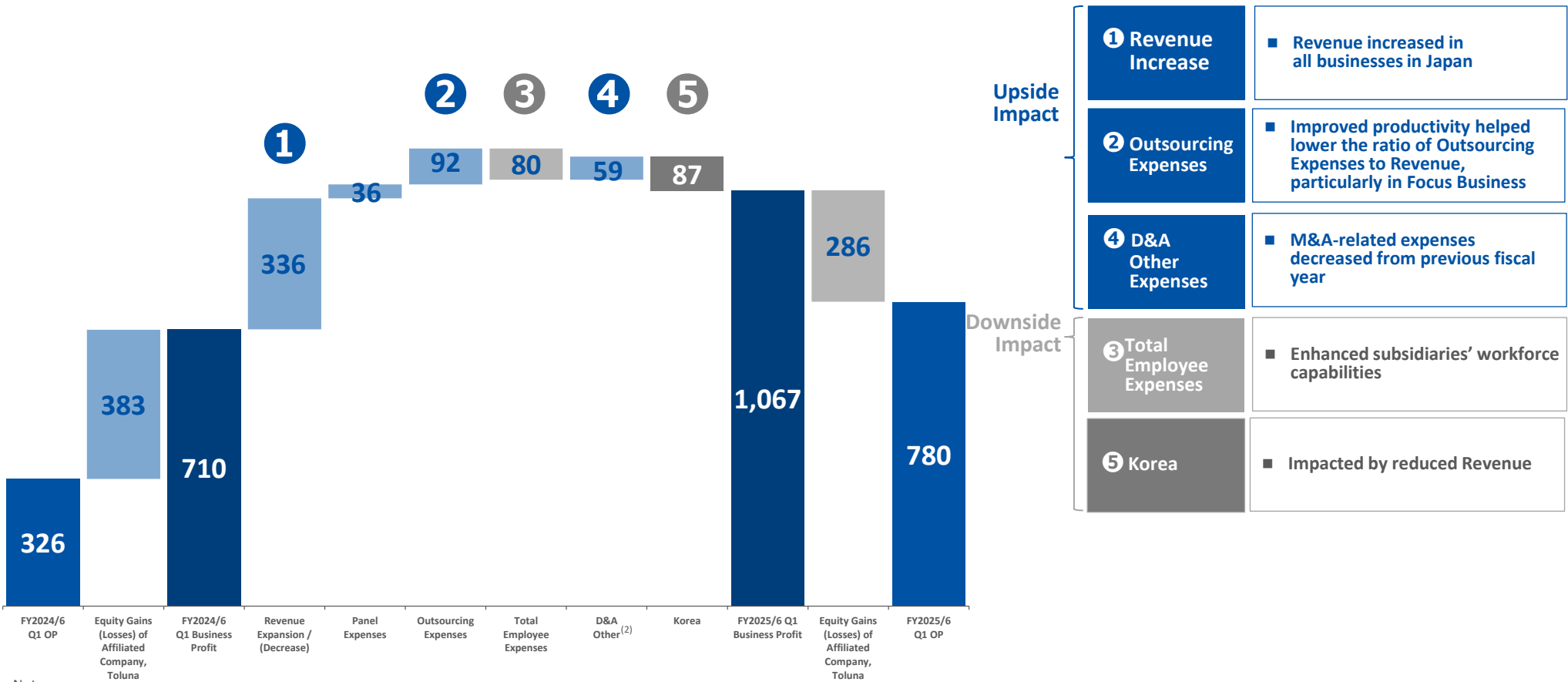
	FY2024/6 Q1 Actual	FY2025/6 Q1 Actual	YoY Variance	YoY Growth
Revenue	9,607	9,993	+385	+4%
Panel Expenses	1,258	1,280	+21	+2%
Outsourcing Expenses	1,562	1,557	(4)	(0%)
Total Employee Expenses	4,145	4,182	+36	+1%
D&A and Other Expenses	1,887	1,940	+53	+3%
Operating Expenses Total	8,854	8,960	+106	+1%

In addition to achieving Revenue growth in Japan Business, we managed to control Outsourcing Expenses properly thanks to improved productivity

Those upside impacts more than offset the impacts of increased Total Employee Expenses and the decline in profit in Korea Business, resulting in significant profit growth

FY2025/6 Q1 Consolidated OP Waterfall Analysis ⁽¹⁾

(JPY in Millions)



Note

1. The impact of Revenue Expansion/(Decrease) effect and Panel Expenses/Outsourcing Expenses/Operational Employee Expenses on Operating Profit is calculated and expressed based on margin improvement/deterioration, and Sales/common Employee Expenses, D&A, and Other Expenses are Actual difference compared to the same period last year
2. Other Operating Expenses includes Other Operating Income, Other Operating Expenses, Other in Operating Expenses

Consolidated Statements of Financial Position (B/S)

23

Due to bond issuance, total liabilities increased by 7.8bn JPY

Full-year Net Debt/EBITDA is expected to remain within the mid-term target range of 2 to 2.5x.

FY2025/6 as of Sep 30, 2024

Consolidated
(JPY in Millions)

	FY6/2024 as of June 30, 2024	FY6/2025 as of Sep. 30, 2024	Variance
Total Current Asset	20,986	27,518	+6,531
Cash and cash equivalents	10,398	15,634	+5,236
Trades and Other Receivables	5,984	6,424	+439
Total Non-current Asset	68,218	67,091	(1,127)
Goodwill	40,665	41,109	+444
(Our own goodwill recognized in connection with our past LBO	38,815	38,815	0)
Total Liabilities	43,406	51,291	+7,884
Borrowings and Bonds ⁽¹⁾	30,498	39,896	+9,397
Total Equity	45,799	43,318	(2,480)
Target Financial KPIs			
Net Debt⁽²⁾ / EBITDA⁽³⁾	2.62 x	3.02 x	
Net Debt	20,100	24,261	+4,161
EBITDA ⁽³⁾	7,683	8,036	+352

Note

1. The sum of Short-term Borrowings, Long-term Borrowings, and Bonds
2. Net debt = interest-bearing debt (borrowings + bonds) - cash and cash equivalents
3. EBITDA = Business profit + depreciation and amortization + loss on retirement of non-current assets + impairment loss. Regarding Business Profit since FY2024/6 Q1, please refer to p.3

Consolidated Statements of Cash Flows (C/F)

Q1 (3Months)

24

Negative cash flow in Q1 is usual

Cash flow from financing activities improved by 13.9 bn JPY YoY due to the redemption last year and issuance of bonds this year

FY2025/6 Q1 Cash Flow Statement

Consolidated
(JPY in Millions)

	3 Months		
	FY6/2024 Q1 Actual	FY6/2025 Q1 Actual	Variance
Cash Flows from Operating Activities	(625)	(1,727)	(1,101)
Cash Flows from Investing Activities	(556)	(740)	(184)
Free Cash Flows ⁽¹⁾	(1,153)	(2,440)	(1,286)
Cash Flows from Financing Activities	(6,222)	7,765	+13,987
Increase/(decrease) in Cash and Cash Equivalents	(7,404)	5,297	+12,702
Cash and Cash Equivalents at the end of the period	10,866	15,634	+4,767

Note

1. Free cash flow = Cash flows from operating activities ± cash flows from investing activities - interest paid

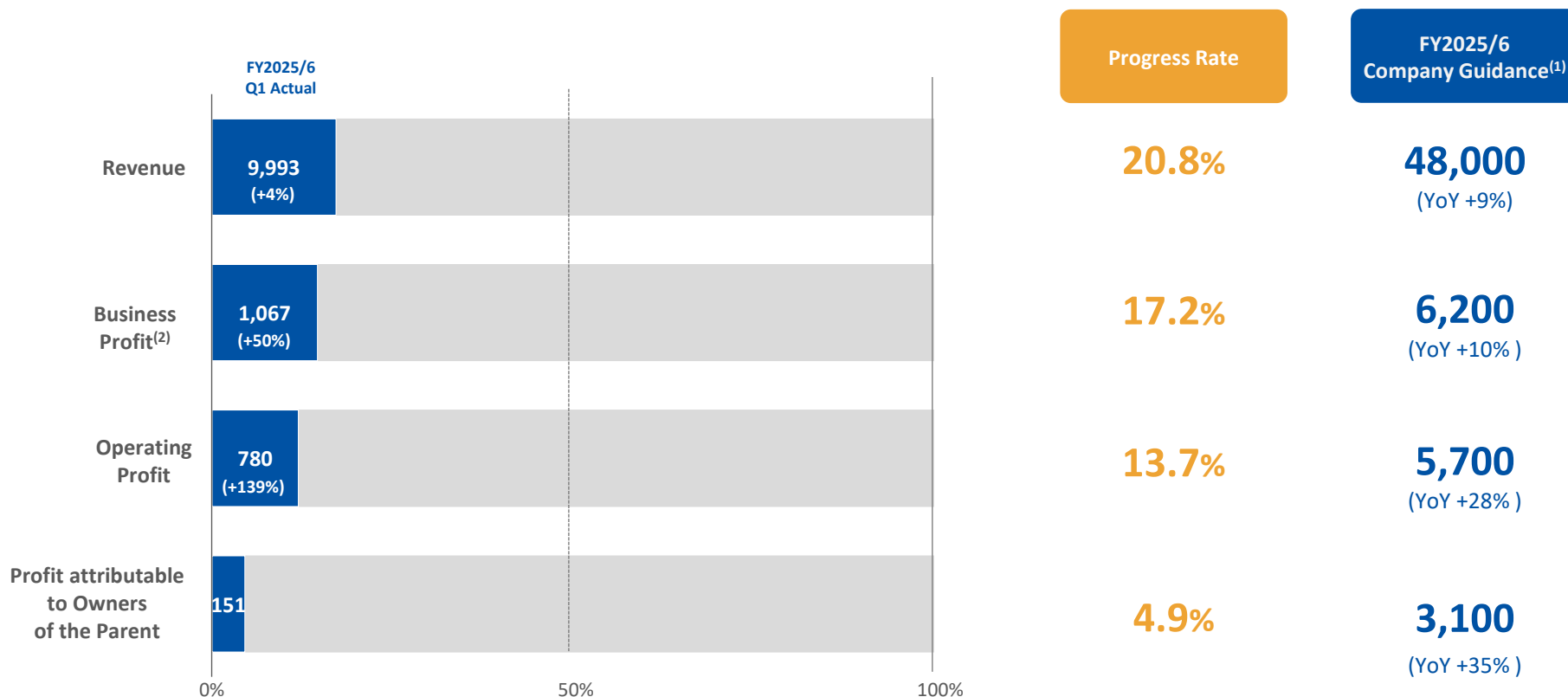
FY2025/6 Q1 Results: % of Achievement vs. Guidance

25

Q1 progressed along with the Initial Guidance
We have a good start for achieving the Company Guidance

FY6/2025 Q1 Actual vs. FY6/2025 Company Guidance

Consolidated
(JPY in Millions)



Note

1. The full year 2025/6 (performance forecast) is based on the average exchange rate of 1 won = 0.11 yen
2. Figures excluding equity gains (losses) of Toluna, which became an equity method affiliate

As separately announced on Nov. 14th, 2024, Macromill changed its dividend forecast as follows on condition that the TOB for the Company's shares etc. will be approved

	Dividend per Share (JPY)		
Record Date	End of 2 nd Quarter	Year End	Annual
Previous forecast	17.00	20.00	37.00
Revised forecast	0.00	0.00	0.00
Actual dividends paid in the current year	—	—	—
Actual dividends paid in the previous year	12.00	15.00	27.00

Appendix

- i. [FY2025/6 Q1 Financial Results Supplemental Material](#)
- ii. Summary of Our Company (Historical Revenue Trends, Market Size, and Mid-term Business Plan, etc.)

FY2025/6 Q1: Consolidated Quarterly Business Performance

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Consolidated Quarterly Revenue Trend

(JPY in Millions)

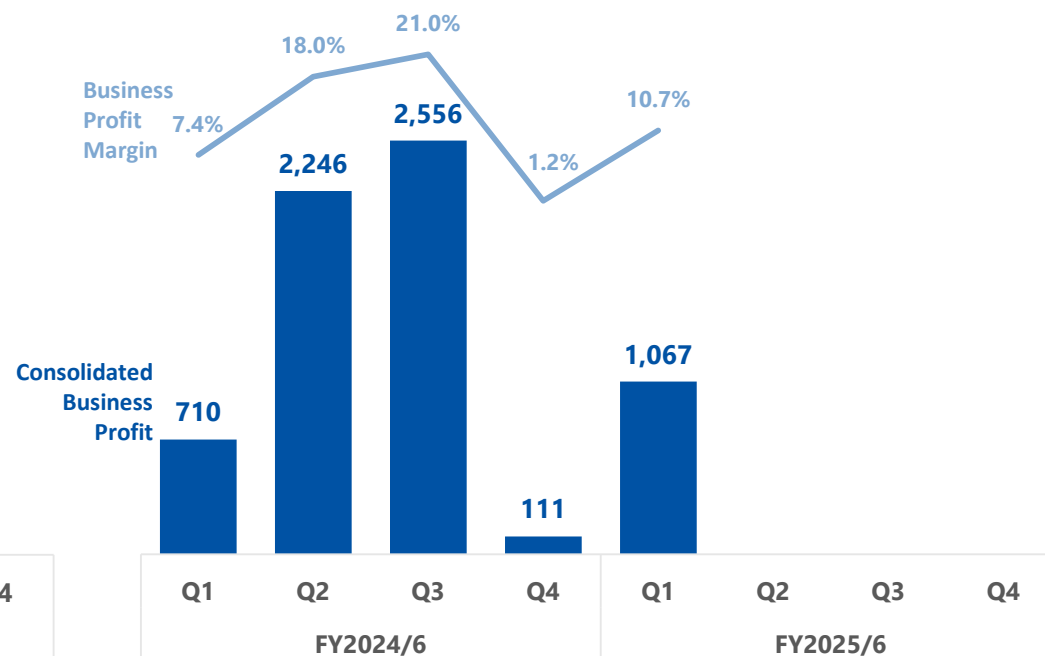
YoY Growth Actual: +4%



Consolidated Quarterly Business Profit⁽¹⁾

(JPY in Millions)

YoY Growth Actual: +50%



Note

- The Company transferred its Overseas Business (ex-Korea) segment to Toluna in exchange for considerations, including a 17.4% stake in Toluna. This has resulted in Toluna being an equity-method affiliate of the Company from the fourth quarter of the fiscal year ended June 30, 2023. To show the business performance of the Group, the Company states Business Profit which subtracts the equity method investment gains/losses related to Toluna from Operating Profit from the fiscal year ended June 30, 2024.

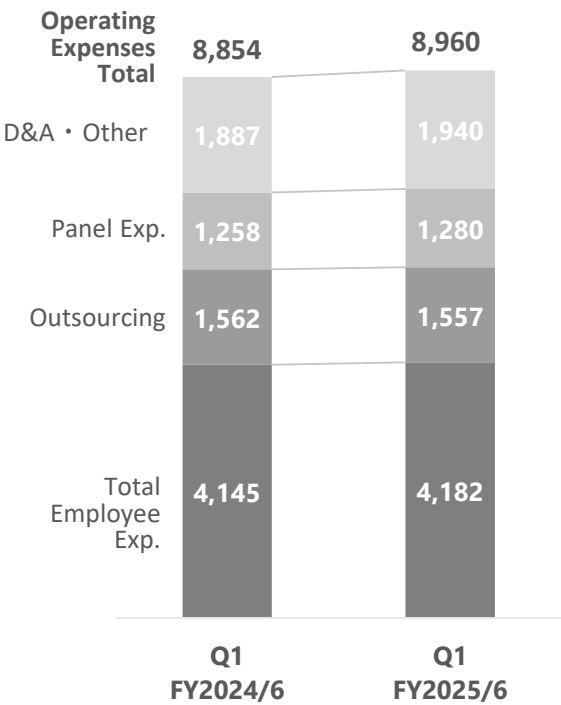
FY2025/6 Q1 : Consolidated Quarterly Operating Exp.

 [Click here](#) for historical figures

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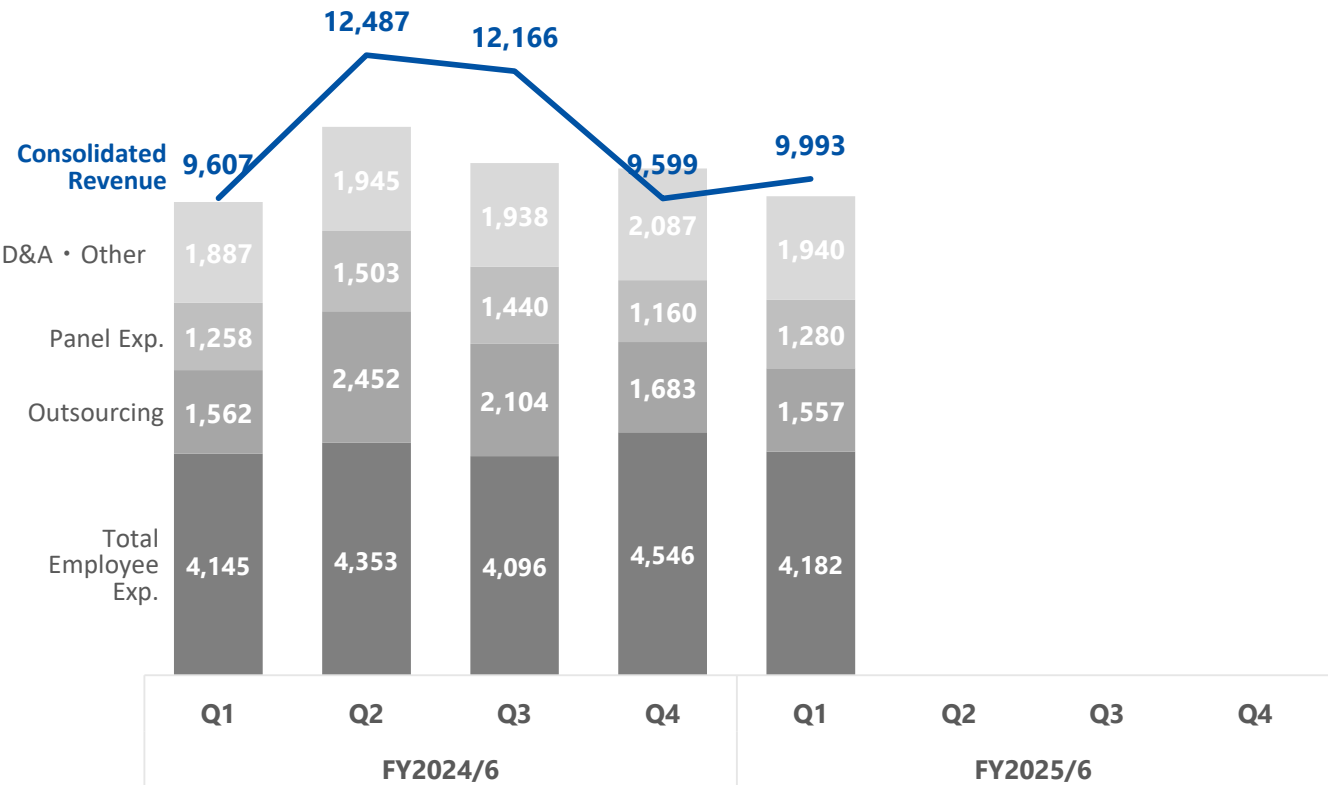
FY2025/6 Q1 Operating Expenses (3M)

(JPY in Millions)



Quarterly Operating Expenses Trend

(JPY in Millions)



Quarterly New Revenue Breakdown in Japan Business

30

We have changed the Revenue breakdown in Japan Business due to disclosing the New MTBP in FY2024/6

Japan Business Quarterly Revenue Breakdown by New Business Categories

Consolidated
(JPY in Millions)

New Business Categories and breakdown in Japan Business

Focus Business

Online Research

Digital Research

Future Business

Consulting

Global Research (Incl. Southeast Asia • China)

New Business (Life Science • Ads, etc.)

Foundation Business

Joint Ventures with Ad agencies (DMI, QO, others, etc.)

Offline Research

Database Service

		FY2023/6					FY2024/06					FY2025/06				
		Q1	Q2	Q3	Q4	通期/Full-year	Q1	Q2	Q3	Q4	通期/Full-year	Q1	Q2	Q3	Q4	通期/Full-year
実績/ Actual	Japan Revenue ⁽¹⁾	7,770	9,271	10,206	7,660	34,909	8,495	10,137	11,023	8,063	37,719	8,974				
	Focus Business	3,215	3,639	4,216	3,037	14,110	3,404	3,794	4,516	3,173	14,888	3,605				
	Future Business	1,166	1,641	1,917	1,285	6,011	1,331	1,909	2,065	1,479	6,787	1,462				
	Foundation Business	3,388	3,989	4,071	3,337	14,785	3,755	4,431	4,446	3,409	16,043	3,905				
前年比/ YoY	Japan Revenue ⁽¹⁾	+8%	+7%	+7%	+4%	+7%	+9%	+9%	+8%	+5%	+8%	+6%				
	Focus Business	-2%	-4%	-2%	-0%	-2%	+6%	+4%	+7%	+4%	+6%	+6%				
	Future Business	+34%	+32%	+23%	+17%	+26%	+14%	+16%	+8%	+15%	+13%	+10%				
	Foundation Business	+13%	+10%	+11%	+4%	+9%	+11%	+11%	+9%	+2%	+9%	+4%				

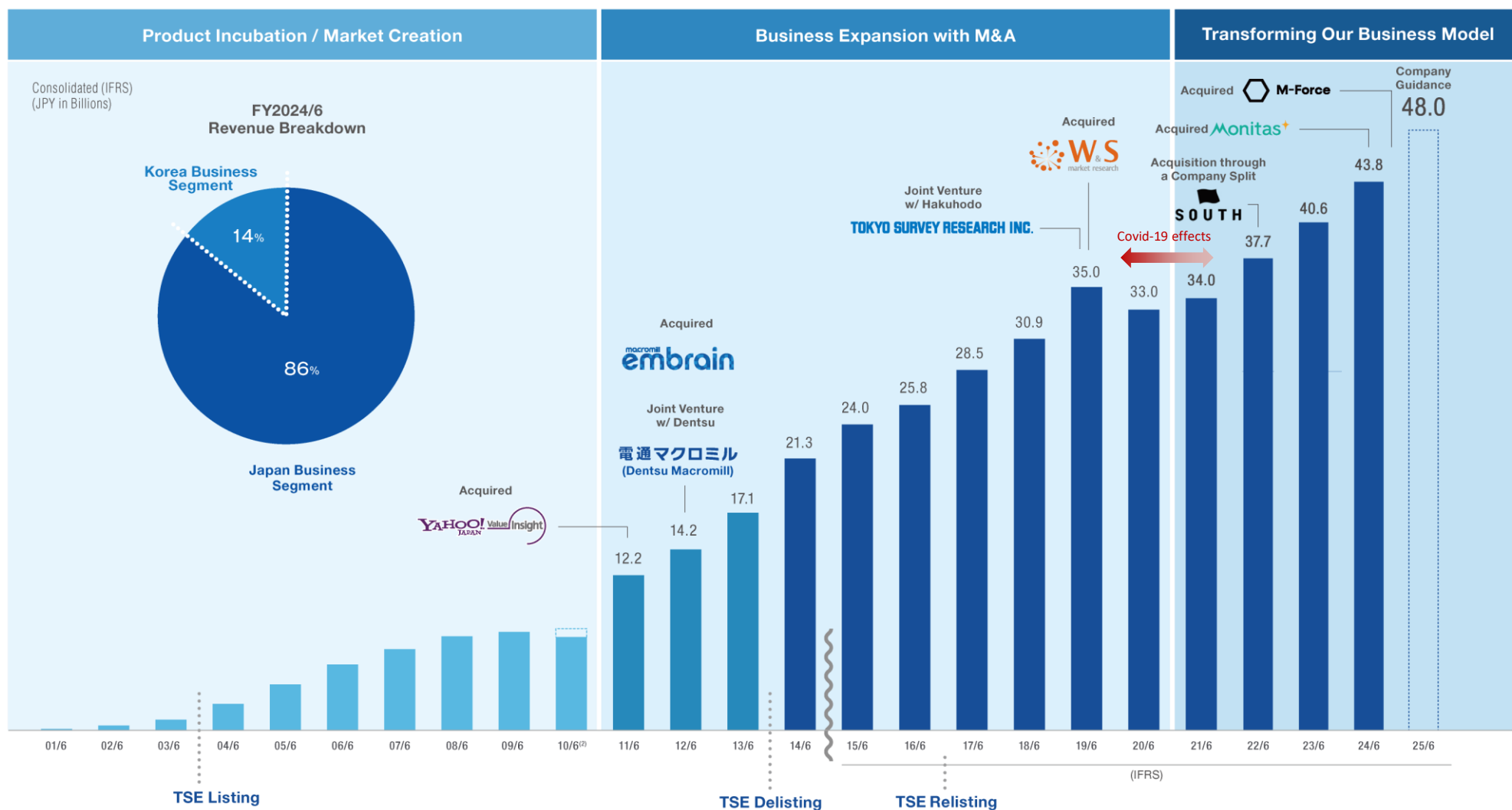
Note: Japan Revenue is a figure that include intersegment revenue, and revenue by business areas are external revenue figures, so there is a difference between the total value of these business areas and Japan business revenue.

Appendix

- i. FY2025/6 Q1 Financial Results Supplemental Material
- ii. [Summary of Our Company \(Historical Revenue Trends, Market Size, and Mid-term Business Plan, etc.](#)

Historical Track Records of Our Business Expansion since Foundation

Consolidated Revenue⁽¹⁾

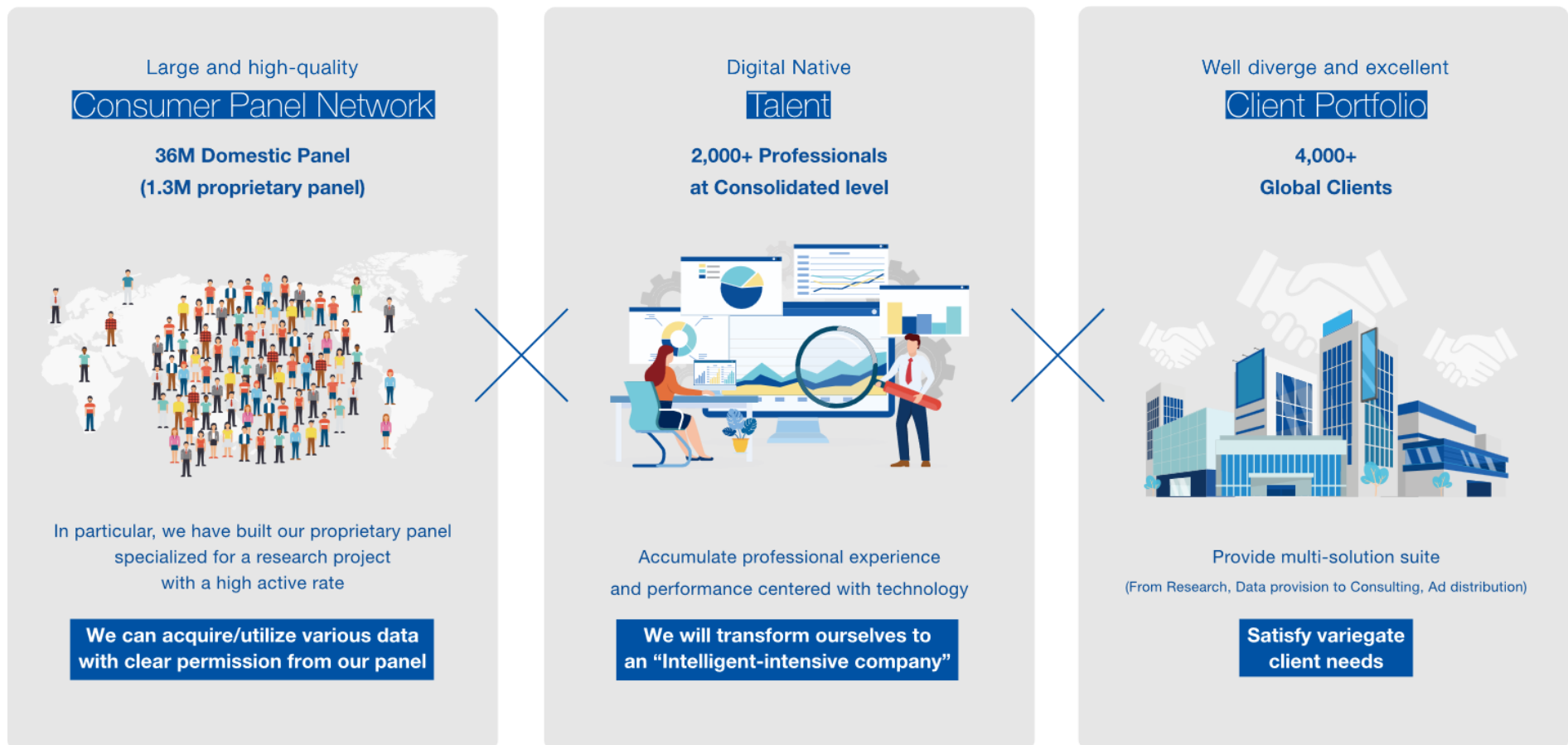


Macromill Group's Core Competencies

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- We have strengths in 3 core areas of our business: Consumer Panels, Talent, and Client Base
- Maximize each performance and aim to further improve our presence at the market undergoes major changes and redefinition from the Marketing Research Market to the “Insight Industry”

3 Strengths of our growth



Who we work with

- Serving a diversified set of clients, but Revenue concentrated with long-term clients and high retention
- Strategic agency relationships including jointly managed subsidiaries (Dentsu, Hakuhodo)

Highlights

Number of Clients

c. 4,000 clients

c. 2,500 clients
in Japan

c. 1,500 clients
in Korea

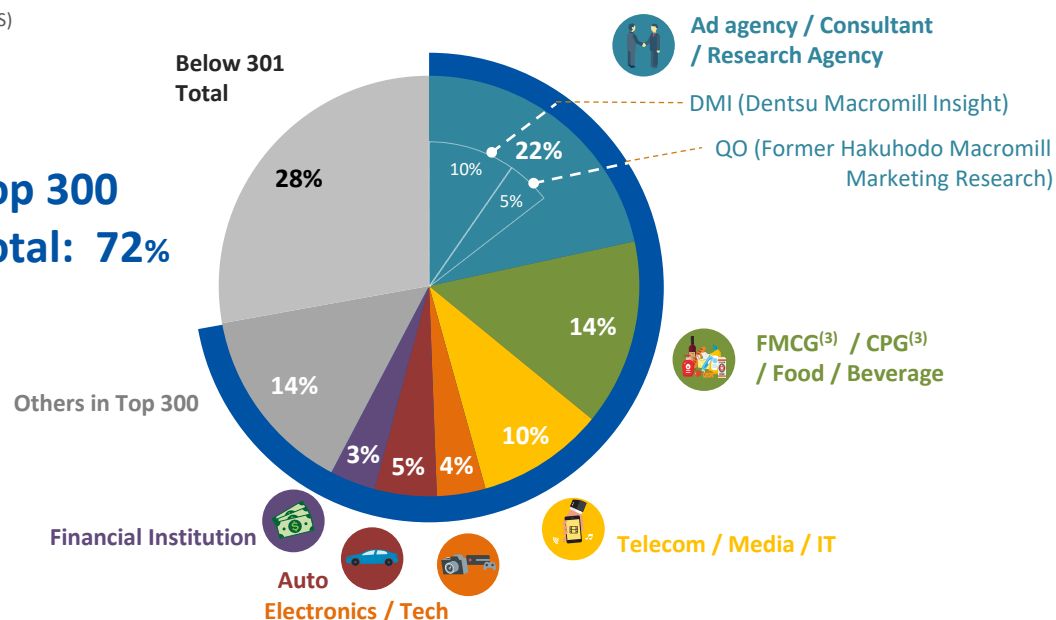
Client Retention Rate of Large Clients⁽¹⁾

90%+
in Japan⁽²⁾

FY2024/6 Revenue Breakdown by Client Industries

Consolidated (IFRS)

Top 300
Total: 72%



Well diversified client portfolio

Case Studies (Japanese Only)

Asahi
アサヒビール

CAPCOM

EPSON

YAMAHA

ARTERIA
アルテリア・ネットワークス株式会社

KAGOME
自然な、おいしく、楽しく。

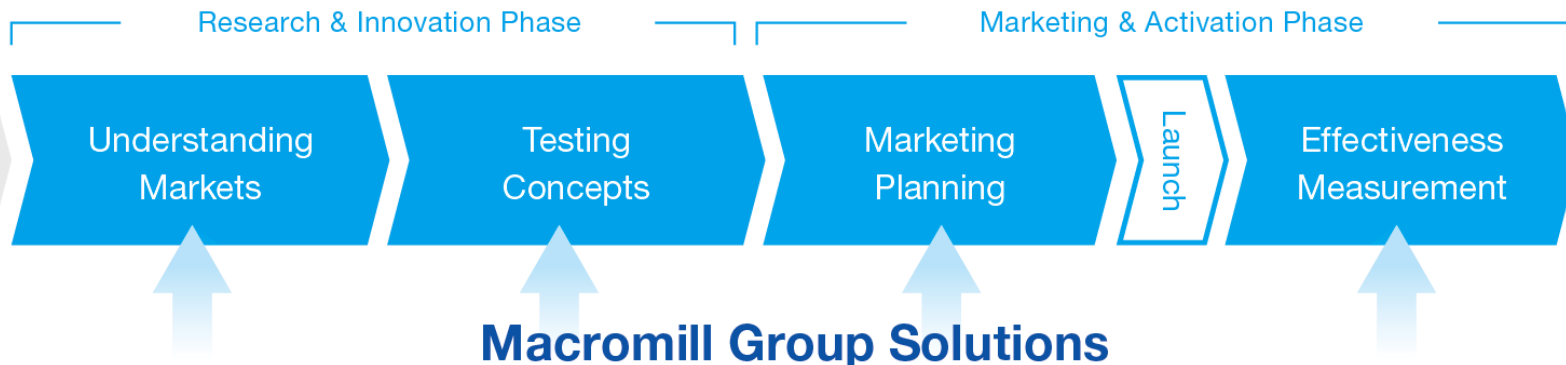
LION PET
ライオンペット株式会社

Note

1. Large Accounts with annual revenue of > JPY10MM or Euro 0.1MM
2. Retention Rate in Japan = (No. of large clients of Macromill standalone providing over JPY10MM in annual revenue for which Macromill's solutions were rendered and invoiced in the previous year, and for which there were solutions provided or invoiced in the current year) ÷ (No. of large clients of Macromill (standalone) providing over JPY 10MM in the previous year). 5-year average from FY2020/6 to FY2024/6
3. FMCG = Fast Moving Consumer Goods / CPG: Consumer packaged goods (incl. non-durable goods such as soft drinks, toiletries, etc.)

Macromill's comprehensive set of research solutions are utilized at all phases of our clients' marketing value chain

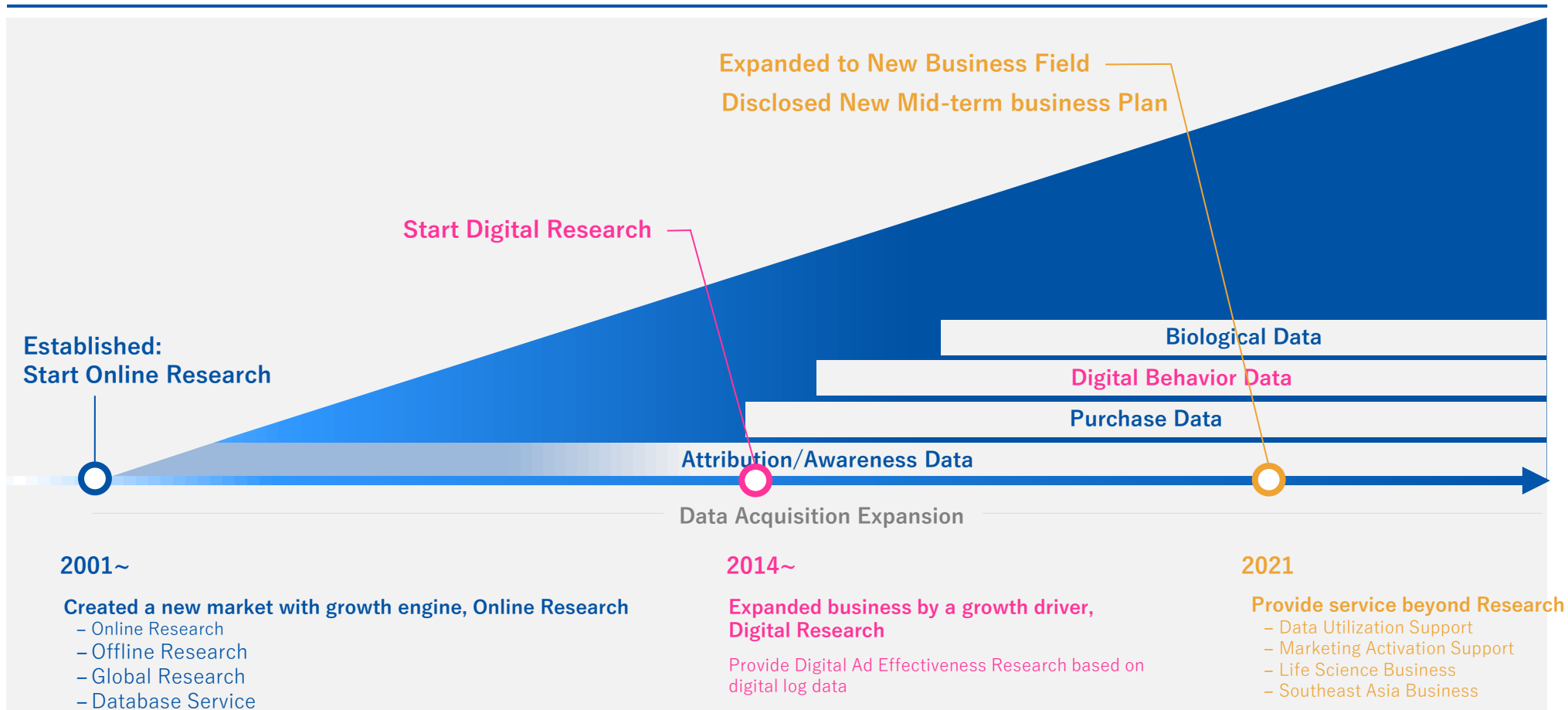
Clients' Marketing Process





- We expanded our service by acquiring various data leveraging our proprietary panel
- We grew mainly in Online Research business, started Digital Research in 2014 and a new business beyond the Research field in 2021

Service Expansion History

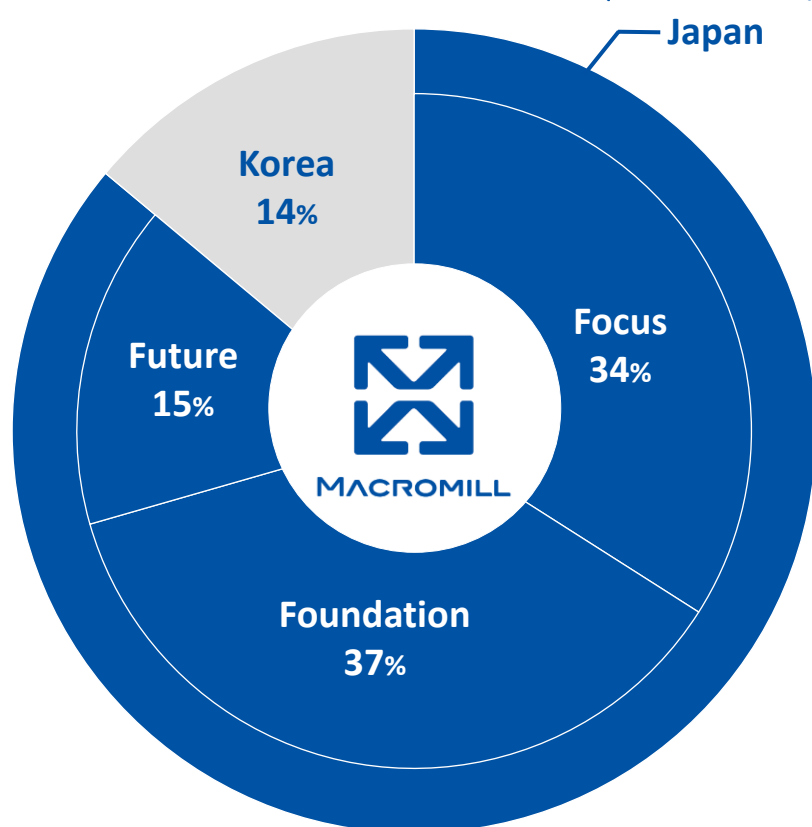


“Marketing Research Company” to “Professional Marketing Services Company”

Macromill's Service

- Focus Business is our core business and the most profitable business
- Future Business is expected to contribute to future profits and aims for double-digit sales growth
- Foundation Business is a group of businesses that aim to improve competitive advantage and build/strengthen barriers to entry

Service composition ratio in our company's Revenue
(As of end of FY2024/6)



Japan

Focus Business

Online Research

Digital Research

Future Business

Consulting

Global Research (Southeast Asia, including China)

New Business (Life Science, Ads, etc.)

Foundation Business

Joint Venture w/ Ad Agencies (DMI, QO, Other Subsidiaries etc.)

Offline Research

Database Service

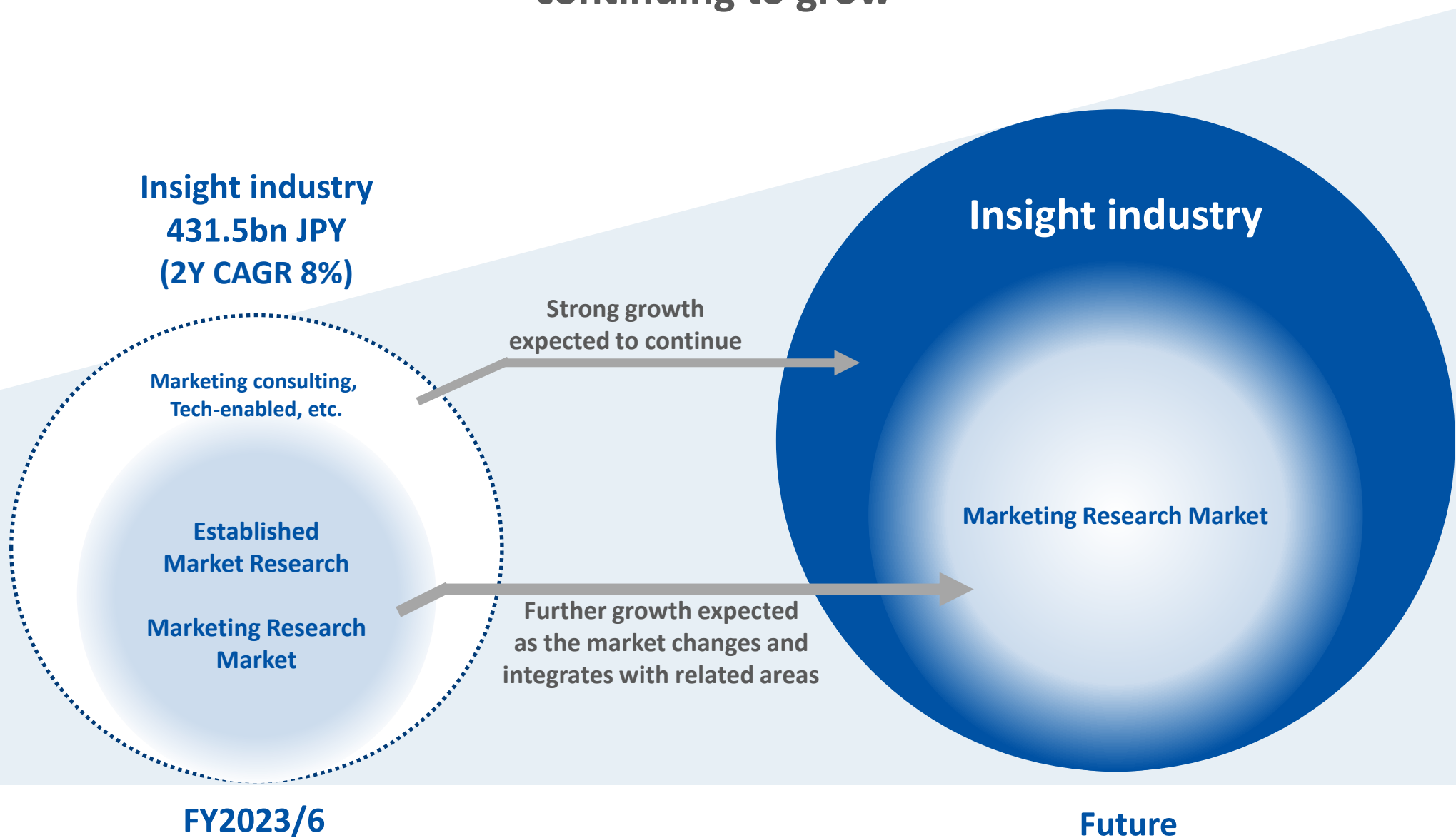
Korea

Online Research, Offline Research, New Business, Purchase Data Provision

Insight Industry and Marketing Research Market

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As the insight industry integrates with its related business areas such as consulting services, we expect to see the overall market continuing to grow



Our commitment to greater market presence

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We seek to expand our market shares by enhancing our solution offerings that capitalize on our strengths and provide diverse services to an extensive portfolio of client companies.

Technology Driven

People Driven



Our Strengths

One of the largest
panel size in Japan
Panel & data of 36M individuals



Extensive customer base of
more than 4,000 companies



More than 2,000
data-native employees

We continue to make system investments for the renewal of core research systems to support sustainable growth in the future

Purpose of Core Research System Renewal		
Provide marketing solutions	Further Improve productivity	Accelerate business expansion
■ Provide data in subscription model services ■ Expand the client base and increase contact points ■ Launch a series of new services starting from FY2025/6	■ Utilize generative AI ■ Improve operational efficiency drastically ■ Release a series of new system functions to gradually generate effects from FY2026/6 onward	■ Strengthen security ■ Increase the added value of our services ■ Create an environment for enabling agile development ■ Build a foundation for global business expansion

We strive to further our competitive advantage within the insight industry by seeking solutions to address diverse challenges faced by client companies and pursuing operational excellence

Mid-Term Business Plan (MTBP): Financial Target

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We aim to achieve the following financial targets in FY2026/6

Consolidated Financial Targets

	FY2023/6	New MTBP Target FY2026/6 (3Yrs later)
Revenue	Revenue 40.6 bn JPY Average Growth Rate: 9% (2Y CAGR)	Revenue 53.0 bn JPY Average Growth Rate: 9% (3Y CAGR)
Profit	OP ⁽¹⁾ 4.4 bn JPY Consolidated ROE ⁽³⁾ 5.1%	OP 7.5 bn JPY Average Growth Rate: 19% ⁽²⁾ (3Y CAGR) Consolidated ROE ⁽³⁾ 10% and over
Leverage	Credit Rating (R&I) BBB+ (Stable) + Net Debt/EBITDA 3.5x	Maintain Credit Rating BBB+ and higher + Net Debt/EBITDA 2.0x – 2.5x
Shareholder Return	Consolidated Dividend Ratio Continued Operation (Excl. gain of sale) 45.9% + Consolidated (Incl. gain of sale) 10.9% + Share buyback ⁽⁴⁾ 1.2 bn JPY [vs NSO ⁽⁵⁾ : 3.5%]	Consolidated Dividend Ratio Changed policy in FY2024/6 30% → 50% + Share buyback In a timely manner

Note

1. Including expenses related to the transfer of overseas subsidiaries (M&A)

3. ROE: Return On Equity Return on Equity Attributable to Owners of Parent for Continuing Operations;

2. Calculated by excluding expenses on FY2023/6 related to the transfer of overseas subsidiaries (M&A)

4. Period of acquisition : May 16, 2023 – June 23, 2023;

5. NSO: Number of Shares Outstanding

Breakdown of consolidated B/S and capital efficiency

42

Our consolidated balance sheet records a large amount of goodwill related to the past LBO

Using Business Profit after Tax and Invested Capital excluding our own goodwill (ex-LBO goodwill), our ROIC is over 25%, achieving highly efficient management

FY2024/6 Balance Sheet

Cash and cash equivalents 10.3bn JPY ① Cash for business 4.2bn JPY	④ Other Debt 12.9bn JPY
② Business Assets etc. 20.7bn JPY	Interest-bearing Debt 30.4bn JPY
Equity method investment to Toluna, Vendor loan with conversion rights to Toluna's common share, and Accrued interest 17.4bn JPY	
③ Goodwill (Other) 1.8bn JPY LBO related Goodwill 38.8bn JPY	Total Equity 45.7bn JPY

Our ROIC concept

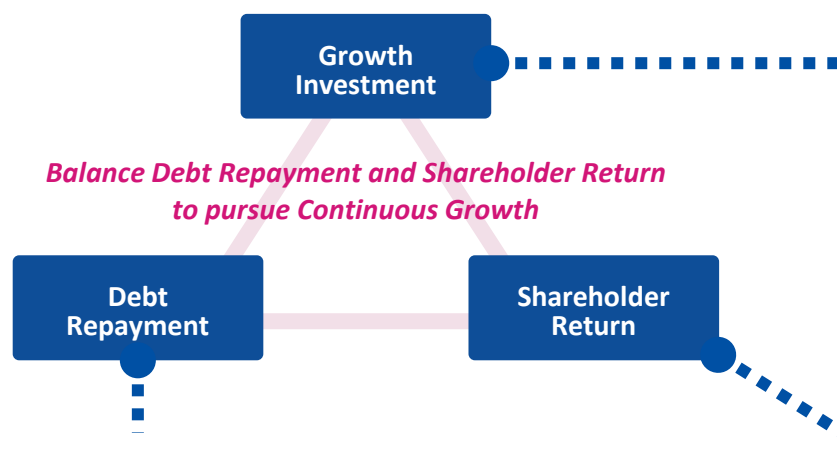
$$\text{ROIC} = \frac{\text{Net Business Profit after Tax}}{\text{Total Invested Capital}} = \text{Over 25\%}$$

ROIC calculation method excluding LBO related goodwill and equity method impact of Toluna

$$\frac{\text{Net Business Profit after Tax (FY2024/6 Business Profit} \times 0.7 \text{ *Assuming effective tax rate of 30\%)}}{\text{Total Invested Capital (① + ② + ③ - ④)}}$$

- In the three years until FY2026/6, “Growth investment” remains our top priority, and we balancing “Debt Repayment” and “Shareholder Return” and pursuing appropriate capital allocation
- Set new target of the progressive dividend increase momentum to achieve 50% of the Consolidated Dividend Payout Ratio and conduct share buyback in a timely manner

Priority in Capital Allocation



Specific plan for “Growth Investment”

- Growth Investment remains our top Priority
- Strategic investment in IT and Information Security related talent is in progress
- In addition to organic growth, we plan to accelerate investments to realize inorganic growth going forward
 - Active pursuit of M&A
 - Talent and system investment in new business areas

Specific plan for “Debt Repayment”

- Repay existing debt as planned, and aim to control the leverage ratio within the target level (Net Debt / EBITDA ratio target: 2.0x – 2.5x)
- On the other hand, we plan to issue new bonds to refinance the issued bonds
- The Group will not actively pursue a net-cash position after reaching the target leverage ratio

Specific plan for “Shareholder Return”

Changed dividend policy in August 2024

- Progressive dividend increase (Dividend amount limited to increase or maintain)
- Target payout ratio of 50% by FY2026/6 (excluding the effects of one-time gains and losses such as from the sale of shares)
- Conduct share buyback in a timely manner based on the stock price level and cash surpluses

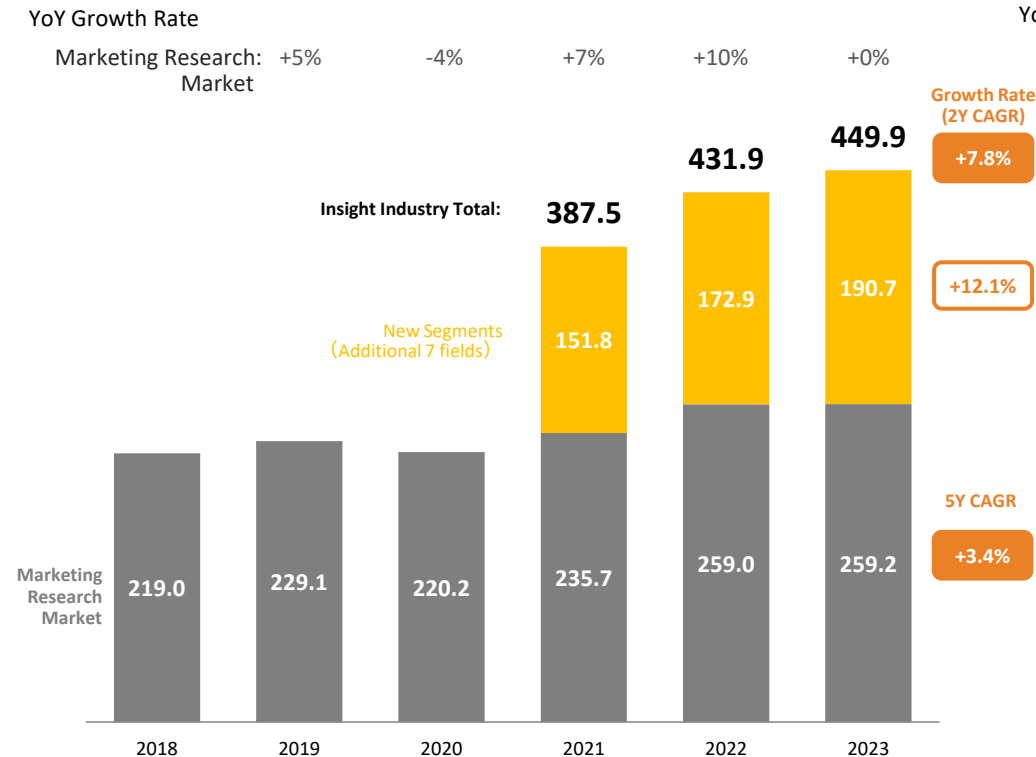
Historical Trends - Japanese Market vs. Revenue in Japan

44

- Same as the global trend, the market is redefined as an Insight Industry in Japan, and its market size is expanding significantly
- Our company continues to expand its business faster than the Japanese marketing research market growth
- Macromill Japan market share in the online research market is stable at No.1

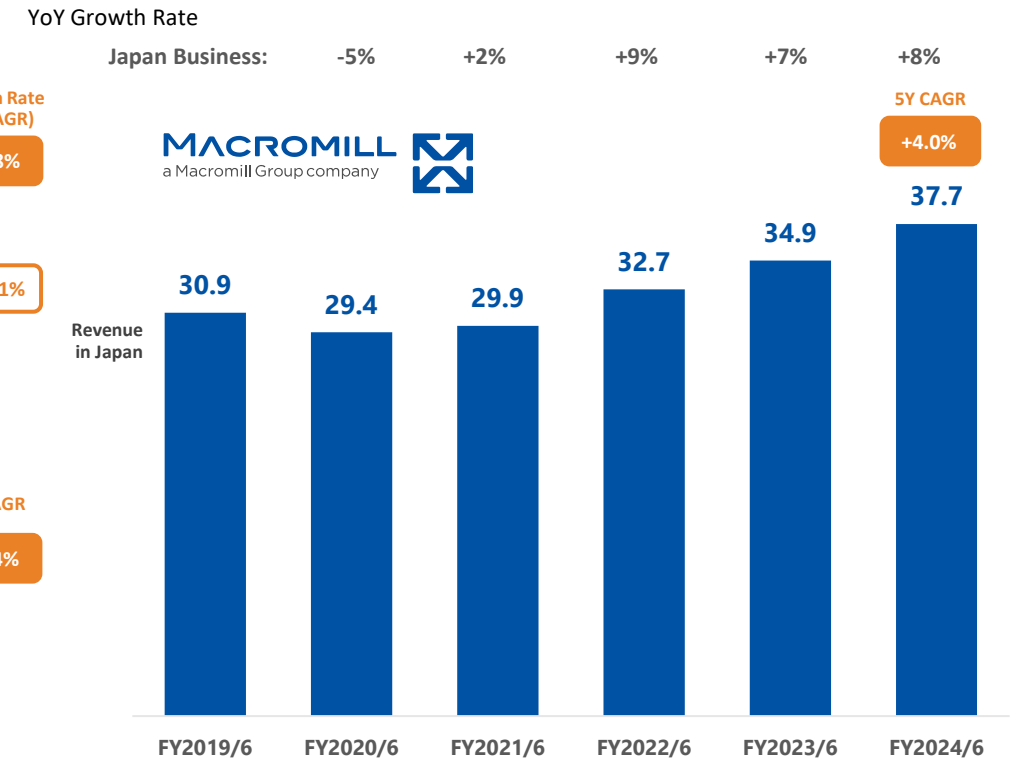
Market Trends – Japanese Marketing Research Market and Insight Industry

JMRA⁽¹⁾
(JPY in Billions)



Revenue Trends – Macromill Group Revenue in Japan

Consolidated (IFRS)
(JPY in Billions)



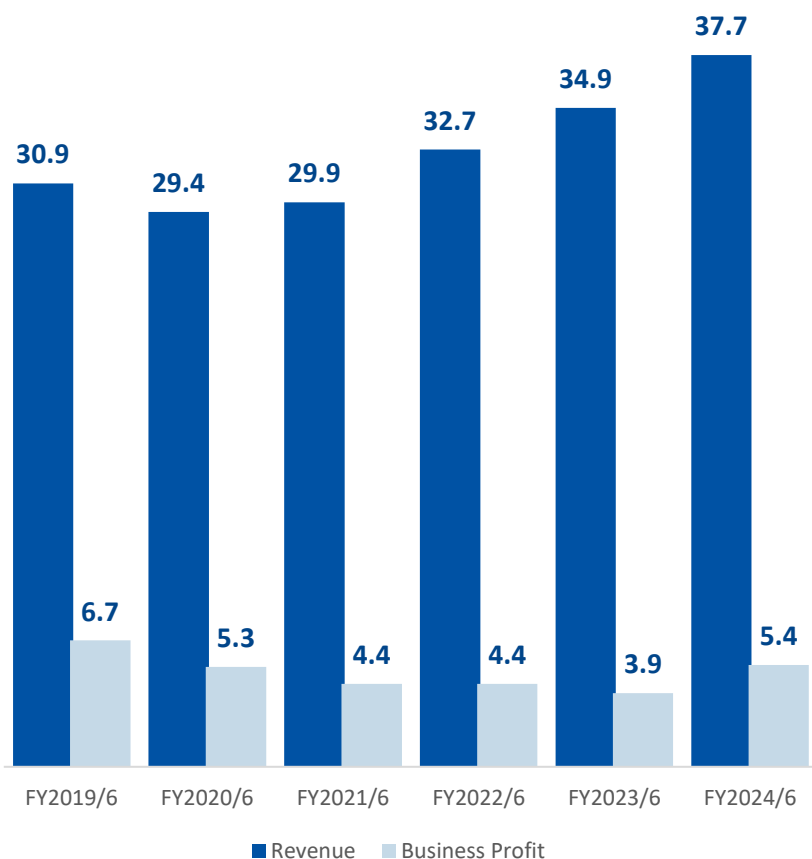
Note
1. Source: Japan Marketing Research Association (JMRA) - Management statistics (2019/7, 2020/9, 2021/6, 2023/6, 2024/6)

Historical Revenue and Business Profit Trend

- The demand in Japan is favorable, and Revenue is expanding steadily, while internal capacity issues continued until FY2023/6
- As capacity shortages are resolved, productivity improvements progress, and profits increased in FY2024/6

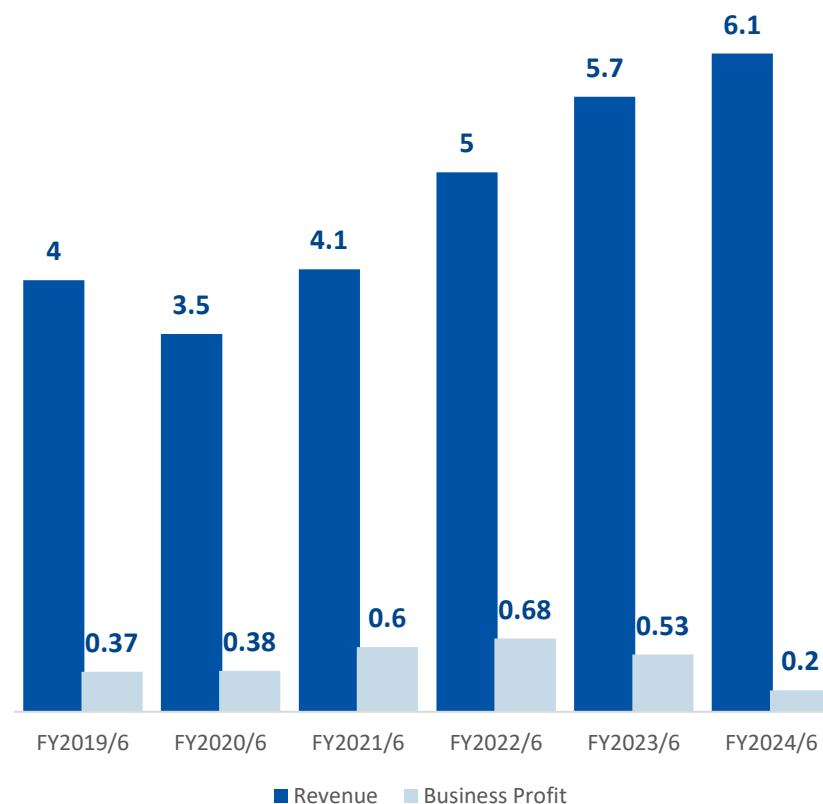
Japan Business Revenue and Business Profit Historical Trends

(JPY in Billions)



Historical Korea Business Revenue and Business Profit Historical Trend

(JPY in Billions)

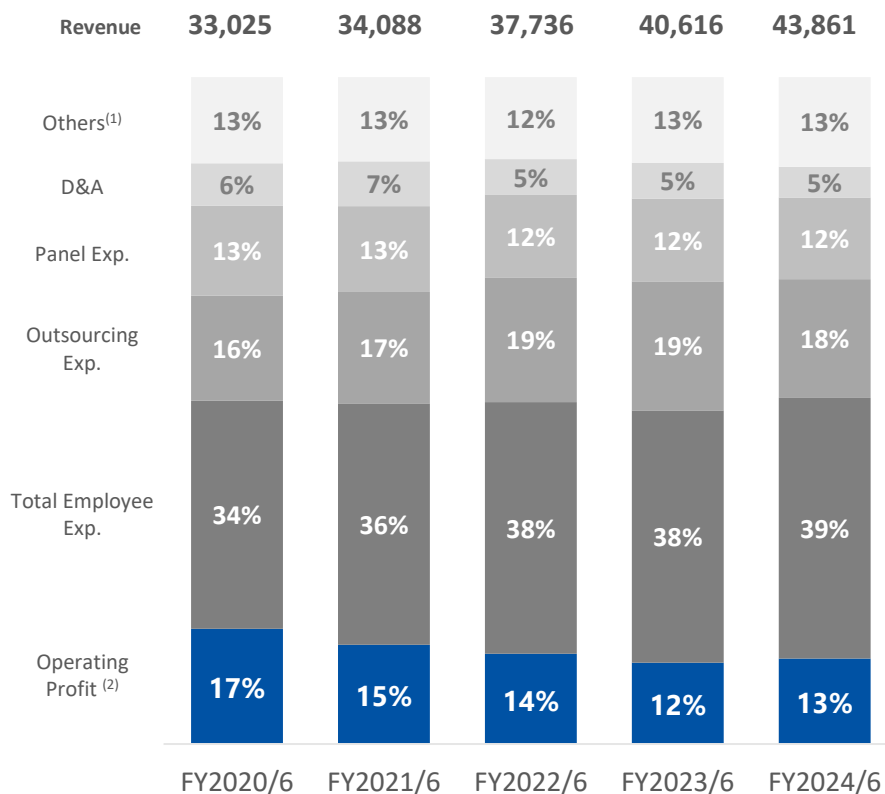


Historical Trend – Cost structure and headcount trend

- With a stable cost structure, we generate a steady cashflow
- The number of consolidated employees increases as business grows

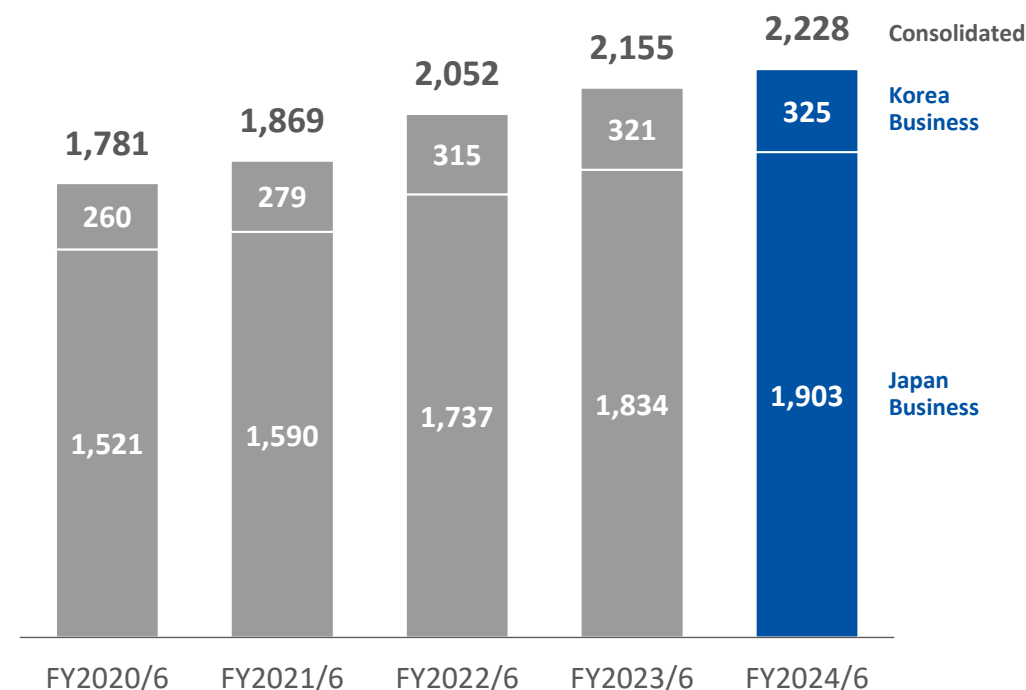
Breakdown of Key Cost Items

Consolidated (IFRS)
(JPY in Millions)



Headcount Trend⁽³⁾

Consolidated (Person)



Note

1. Other Operating Expenses includes Other Operating Income, Other Operating Expenses, Other in Operating Expenses
2. From FY2023/6 onwards, the figures shown as Business Profit (see footnote on p.3 for definition of Business Profit)
3. Headcount figures do not include temporary employees

3-Pillars M&A Strategy for Value Creation



Proven M&A Track Record

2012 Acquisition embrain Regional Expansion Panel Technology / Solution ✓ Access to Asian Client and Panels	2012 Joint Venture with Dentsu 電通マクロミル (Dentsu Macromill) Wallet Share Expansion Panel Technology / Solution ✓ Securing earnings stability and improving our ability to develop service in new domains	2017 Strategic & Capital Alliance 2018 Acquisition centan Regional Expansion Panel Technology / Solution ✓ Access to Neuro / Biometric marketing Solutions ✓ 10% minority investment > 51% majority acquisition
2017 Strategic & Capital Alliance 2019 Acquisition WS Holdings market research Regional Expansion Panel Technology / Solution ✓ Access to Southeast Asian Client and Panels ✓ 10% minority investment > 51% majority acquisition	2018 Joint Venture with Hakuodo (51% Majority Acquisition) TOKYO SURVEY RESEARCH INC. Wallet Share Expansion Panel Technology / Solution ✓ Seeking wallet share expansion and enhancement of online/offline integrated solutions	2019 Asset Purchase DI Asia Data & Intelligence Regional Expansion Panel Technology / Solution ✓ Expand consumer panel in Southeast Asia ✓ Succession/Acquisition of Online panel asset only
2022 Acquisition acclimate Wallet Share Expansion Panel Technology / Solution ✓ Obtain human resource matching platform that has many registered professionals	2022 Acquisition through a company split SOUTH Wallet Share Expansion Panel Technology / Solution ✓ Obtain 71% majority stake by integrating Macromill Data Consulting Business through a company split	2008 Strategic & Capital Alliance 2022 Additional Stake Acquisition CITATION JAPAN DESIGNING STRATEGY Wallet Share Expansion Panel Technology / Solution ✓ Strategic Alliance in Research Consulting Business field ✓ 15% minority investment > 40% minority investment
2023 MetrixLab 100% Sell-down and Minority Stake Acquisition toluna Regional Expansion Panel Technology / Solution ✓ Establishing a global partnership with Toluna through M&A ✓ Western market will be covered under partnership with Toluna	2023 Acquisition Monitas Regional Expansion Panel Technology / Solution ✓ Acquisition of majority stake after having Strategy and Capital Alliance ✓ Substantially expand the size of accessible consumer panel network	2024 Acquisition M-Force Regional Expansion Panel Technology / Solution ✓ Marketing SaaS company that owns "9segs" and "N1 analysis" trademark ✓ Aiming to increase the added value & shift to the next-gen of our research biz

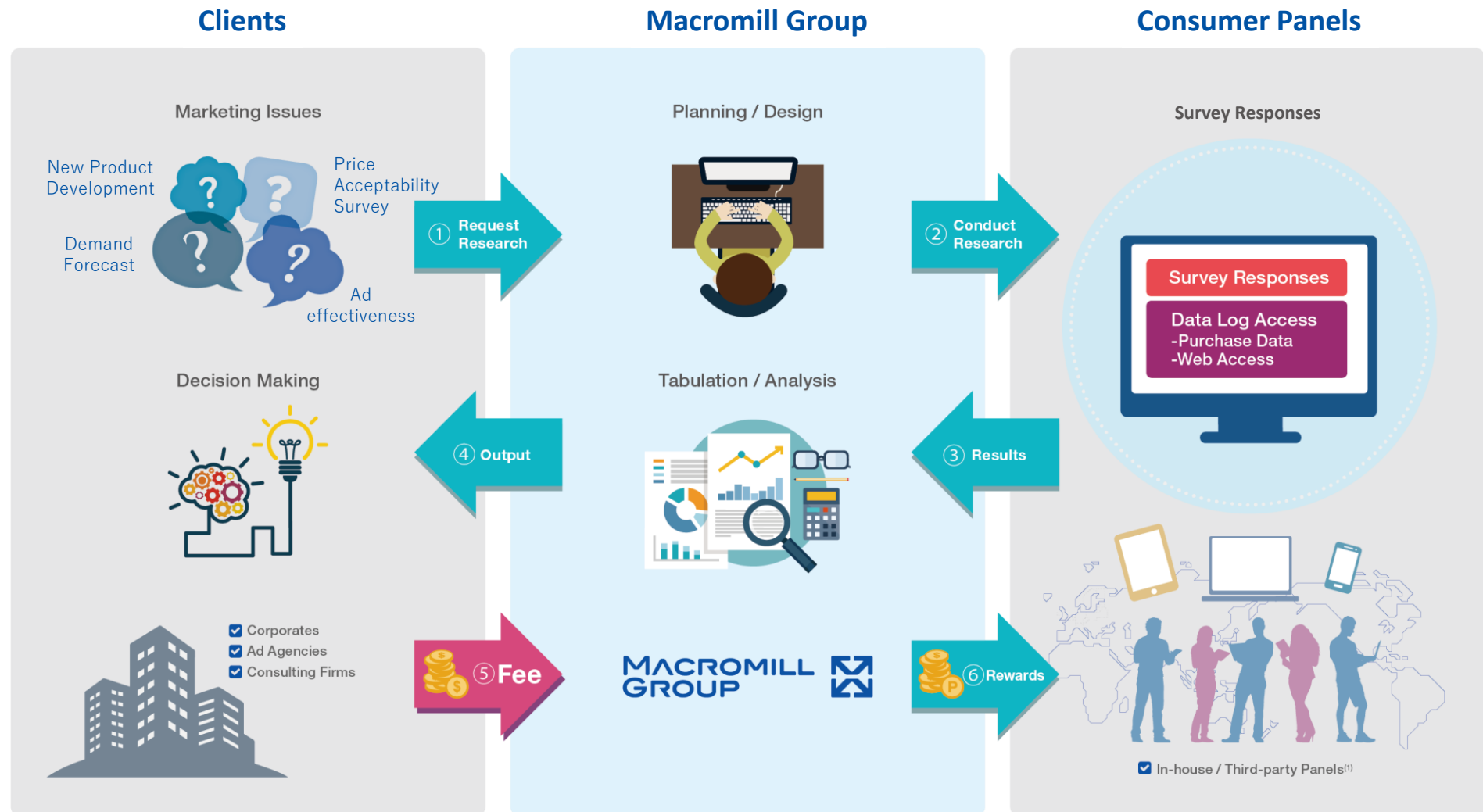
Note

1. Acquired market research business only

Our Business Model

- Workflow of our main business, Online Research is as in below
- Monetize scheme is mainly based on “sample size x number of questions”

Typical market research workflow



Note

1. A consumer panel that we access through panel vendors around the world when our proprietary panel does not secure a sufficient number of samples when conducting a research project for a client company of our group

Our commitment to Sustainability

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- Macromill has selected as a constituent stock of the ESG investment index “FTSE Blossom Japan Index” and “FTSE Blossom Japan Sector Relative Index”

Stakeholders	Materiality	SDGs Goals	Detailed Information
Client Companies	1. Solving marketing issues	  	  Macromill HP: Sustainability Report 2023 For more details, please refer to Sustainability Report 2023
	2. Creation of new value through data utilization		
Consumer Research Panels	3. Find more accurate consumer insights		
	4. Promote safe and secure data handling		
Human Capital	5. Establishing an environment where diversified people work together		
	6. Provide an opportunity to challenge new possibility		
	7. Educating data native talent		
Partner Companies	8. Open Innovation		
All	9. Governance		

Build your Data Culture



Contacts:

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Macromill IR Information:

[Disclosed Documents Archive](#)

Fixed-point Survey Data:

[Macromill Weekly Index, etc.](#)

(*Japanese Only)

Market Research Report:

[Self-study Report Conducted by
Macromill \(free\)](#) (*Japanese Only)