

FY6/2021 Q3 Financial Results

May 13, 2021



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Notes for this entire material

1. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss (For Segment EBITDA, applied Segment Profit instead of Operating Profit)
2. Revenue of each segment and region is shown using gross value including intersegment / interregional revenue, and the total amount of revenue of both segments or regions does not match the consolidated revenue (the difference is the amount of intersegment / interregional elimination)
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 MetrixLab and Macromill EMBRAIN, performed without taking into account the effect of the fluctuations between the euro and the yen since the same period in the prior year, but please note, it only excludes the effect of currency exchange between the Euro/Yen and the Won/Yen, but not exclude the effects of currency exchange on all local currencies (for example, between the Euro/USD). Please see the following table for the actual exchange rate applied.

	Q3 YTD (9 months)		Q3 Standalone (3 months)	
	FY6/2020 QYTD	FY6/2021 Q3YTD	FY6/2020 Q3 Standalone	FY6/2021 Q3 Standalone
1 Euro =	120.34	125.37	120.56	127.91
1 KRW =	0.0917	0.0925	0.0911	0.0966

■ Q3 Standalone (3 Months) Revenue growth rate expanded and OP recovery trend continues

- Revenue 12.06 bn JPY (YoY +2% / +1% in CFX) , and Operating Profit 2.30 bn JPY (YoY -6% / -6% in CFX)
- Following the Japan and Korea Business Segment, the Overseas (ex-Korea) Business Segment Revenue turned to positive growth

■ Q3 YTD (9 Months) results eradicate most of the Covid-19 adverse impact

- Revenue 33.10 bn JPY (YoY -1% / -2% in CFX) , OP 5.14 bn JPY (YoY -15% / -15% in CFX)
- Recovery in Profits is slower than Revenue due to an increase in Outsourcing Expenses and Total Employee Expenses as a results of high capacity utilization from client demand recovery

■ Revise the Initial Guidance and dividend estimates upward, and conduct 0.8 bn JPY share buyback

- Realizing recovery from the impact of Covid-19 with faster-than-expected return of client demand
- Revised Guidance: Revenue 42.5 bn JPY (+6.3% vs. Initial Guidance), and OP 4.7 bn JPY (+38.2 % vs. Initial Guidance)
- Additionally, the expected dividend per share is revised from 11.00 JPY to 13.00 JPY, and a 0.8 bn JPY share buyback is to be conducted based on the steady growth trend clearly in sight

■ Re-define Japan business strategy as the shift from “Recovery” to “Growth” occur in the largest part of our business

- Transform our business from a Marketing Research Company into a Professional Marketing Services Company to help support clients solve their marketing issues through data utilization
- Targeting the next 3 years as a transformation phase, accelerate the strategic up-front investment in talent to increase our service value to our clients while also promoting the work-style reform
- Although the investment will impact the profit margin, we will proceed with a strong will in order to grow our Enterprise Value
- At the same time, the capital allocation policy is re-prioritized, and the shareholder return is enhanced

■ Maintain the basics of the Mid-term Business Plan, but aim to update the contents in near future

- Continue to pursue further growth and aspire to be “Global Top 10” and “No.1 in Japan & No.1 in Asia” Marketing Research Company, but re-state the target timing
- Plan to set Global strategy and consolidated financial target KPI for the next 3 years in the next earnings announcement

FY6/2021 Q3 Financial Update

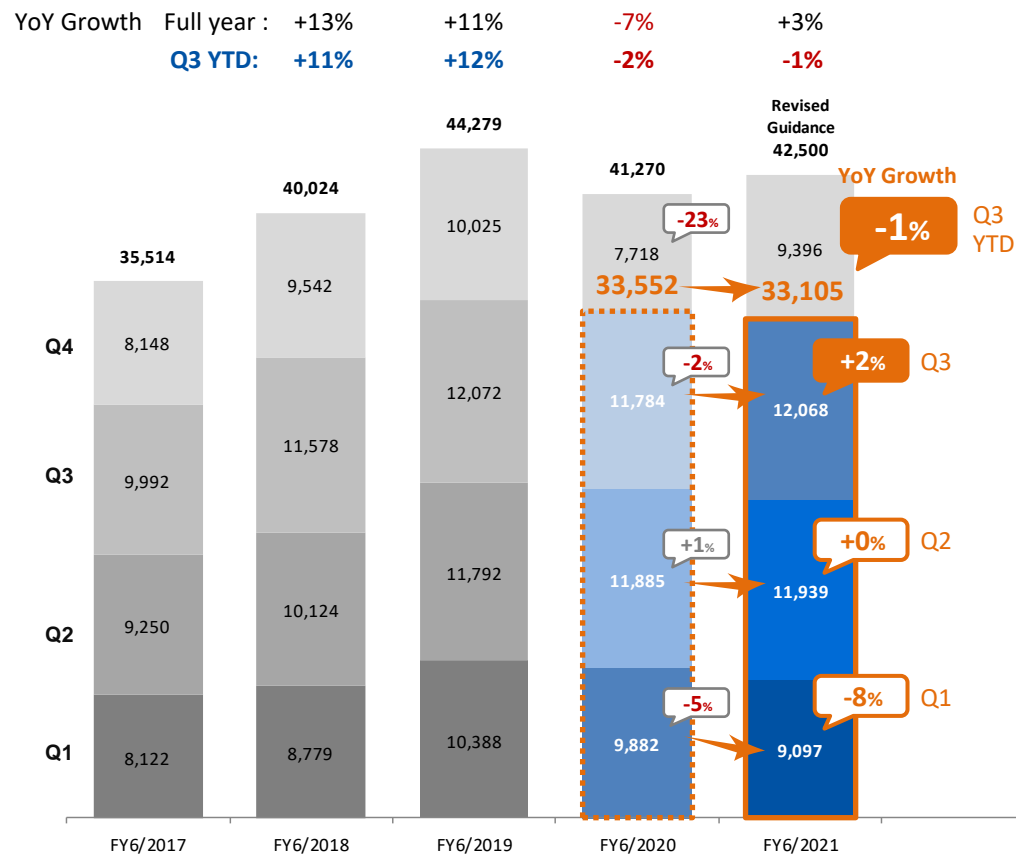
FY6/2021 Q3 : Consolidated Results - Summary

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The impact of Covid-19 continues to shrink, and YoY positive growth in Revenue has continued since Q2
Revised Initial Guidance upward since the recovery in client demand was faster than the initial estimates

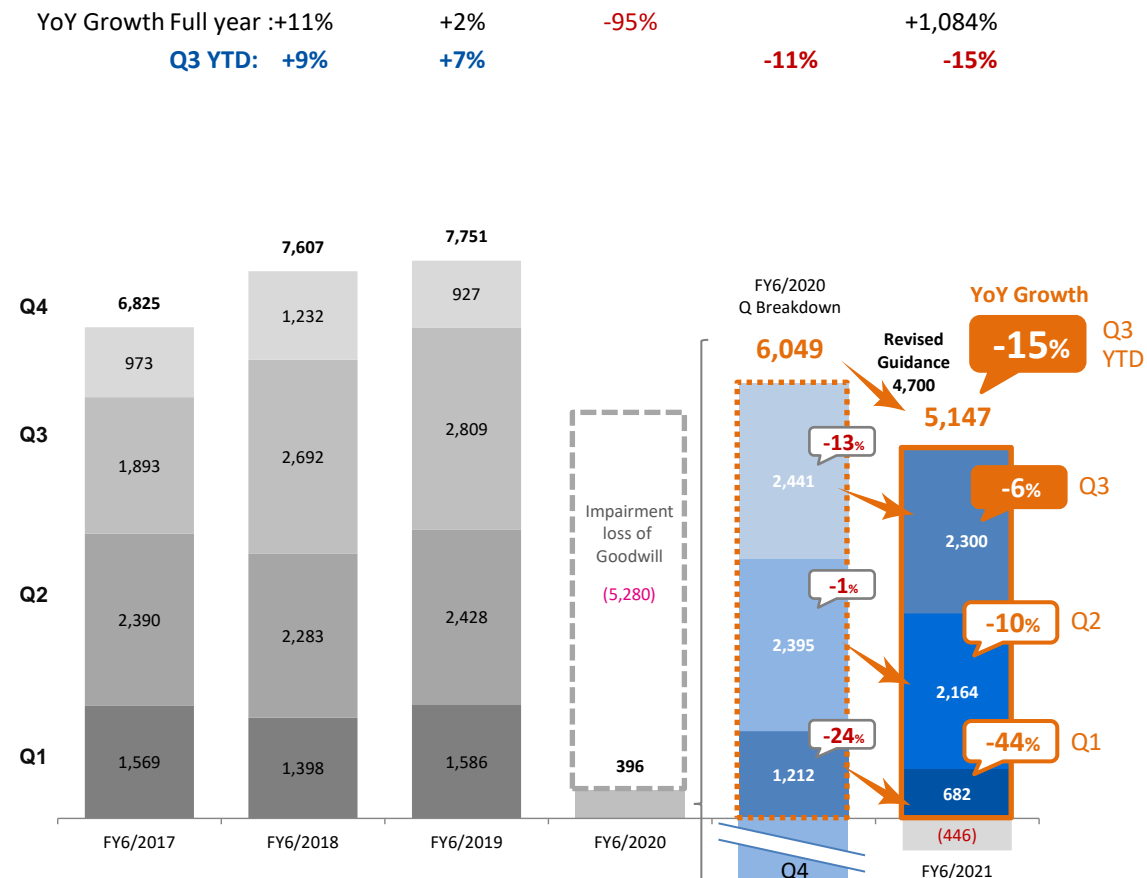
Revenue

Consolidated (IFRS)
(JPY in Millions)



Operating Profit (OP)

Consolidated (IFRS)
(JPY in Millions)



Q3 YTD
OP Margin

21.4%

20.9%

19.9%

18.0%

15.5%

Consolidated Statements of Operations (P/L)

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Summary of Consolidated Statements of Operations

(JPY in Millions)	IFRS			
	9 Months		Variance	YoY Growth
	FY6/2020 Q3 YTD	FY6/2021 Q3 YTD		
Revenue	33,552	33,105	(446)	(1.3%)
Japan and Korea Business Segment ⁽¹⁾	26,680	26,568	(111)	(0.4%)
Overseas (ex-Korea) Business Segment ⁽¹⁾	6,971	6,649	(321)	(4.6%)
Total Employee Expenses	(12,200)	(12,511)	(310)	2.6%
Panel Expenses	(5,056)	(5,049)	6	(0.1%)
Outsourcing Expenses	(4,256)	(4,445)	(189)	4.5%
Depreciation and Amortization	(2,049)	(2,249)	(200)	9.8%
Others	(3,939)	(3,701)	237	(6.0%)
Operating Profit (Loss)	6,049	5,147	(902)	(14.9%)
Japan and Korea Business Segment	5,718	5,182	(536)	(9.4%)
Overseas (ex-Korea) Business Segment	331	(34)	(366)	(110.5%)
Finance Income and Costs	(251)	(357)	(105)	42.0%
Profit before Tax	5,798	4,789	(1,008)	(17.4%)
Income Tax Expenses	(1,862)	(1,452)	410	(22.0%)
Profit attributable to non-controlling interest	(460)	(603)	(142)	31.0%
Profit Attributable to Owners of the Parent	3,475	2,734	(741)	(21.3%)
EBITDA	8,141	7,554	(587)	(7.2%)
Japan and Korea Business Segment	7,303	7,060	(243)	(3.3%)
Overseas (ex-Korea) Business Segment	837	494	(343)	(41.0%)
EPS (Basic Earnings per Share) (Yen)	86.37	67.80	(18.57)	(21.5%)
Operating Profit Margin	18.0%	15.5%	-2.5%	
Japan and Korea Business Segment	21.4%	19.5%	-1.9%	
Overseas (ex-Korea) Business Segment	4.7%	-0.5%	-5.3%	
EBITDA Margin	24.3%	22.8%	-1.4%	
Japan and Korea Business Segment	27.4%	26.6%	-0.8%	
Overseas (ex-Korea) Business Segment	12.0%	7.4%	-4.6%	

Notes

1. Revenue of each segment is shown using gross value including intersegment revenue. Please see the common footnote on p.2 for more detail.

FY6/2021 Q3 P/L Commentary

(Variance Factors)

- **Revenue:**
 - The Japan and Korea Business Segment was impacted by the state of emergency for Covid-19 in Japan in Q3, but the online survey business had led the recovery
 - The Overseas Business (ex-Korea) Segment still underperformed compared to the prior year results but the recovery momentum has been improved
- **Total Employee Expenses:**
 - Increased due to hiring to improve capacity shortage and for future growth
- **Panel Expenses:**
 - Panel expenses paid to an external panel provider decreased due to discontinuation of service in the Japan and Korea Business Segment
 - Increased in the Overseas Business Segment due to price pressure of the external panel
- **Outsourcing Expenses:**
 - Continued to increase in order to deal with higher-than-projected revenue
- **Depreciation and Amortization:**
 - Have increased mainly due to investment in software assets in previous years
 - Also increased due to cancellation of a part of the office rent planned in 2H
- **Others:**
 - Several expenses continued to decrease due to Covid-19 such as Travel and Transportation
- **Profit attributable to non-controlling interest:**
 - Has declined mainly due to an increase in Operating Profit from the Korea business
- **Operating Profit Margin and EBITDA Margin:**
 - Both Operating Profit and EBITDA margin decreased due to higher expenses such as Outsourcing, but the gap has been improved in Q3 YTD compared to 1H
 - The decline in the Operating Profit Margin was larger than that of EBITDA Margin due to higher depreciation

FY6/2021 Q3: Operating Profit Waterfall

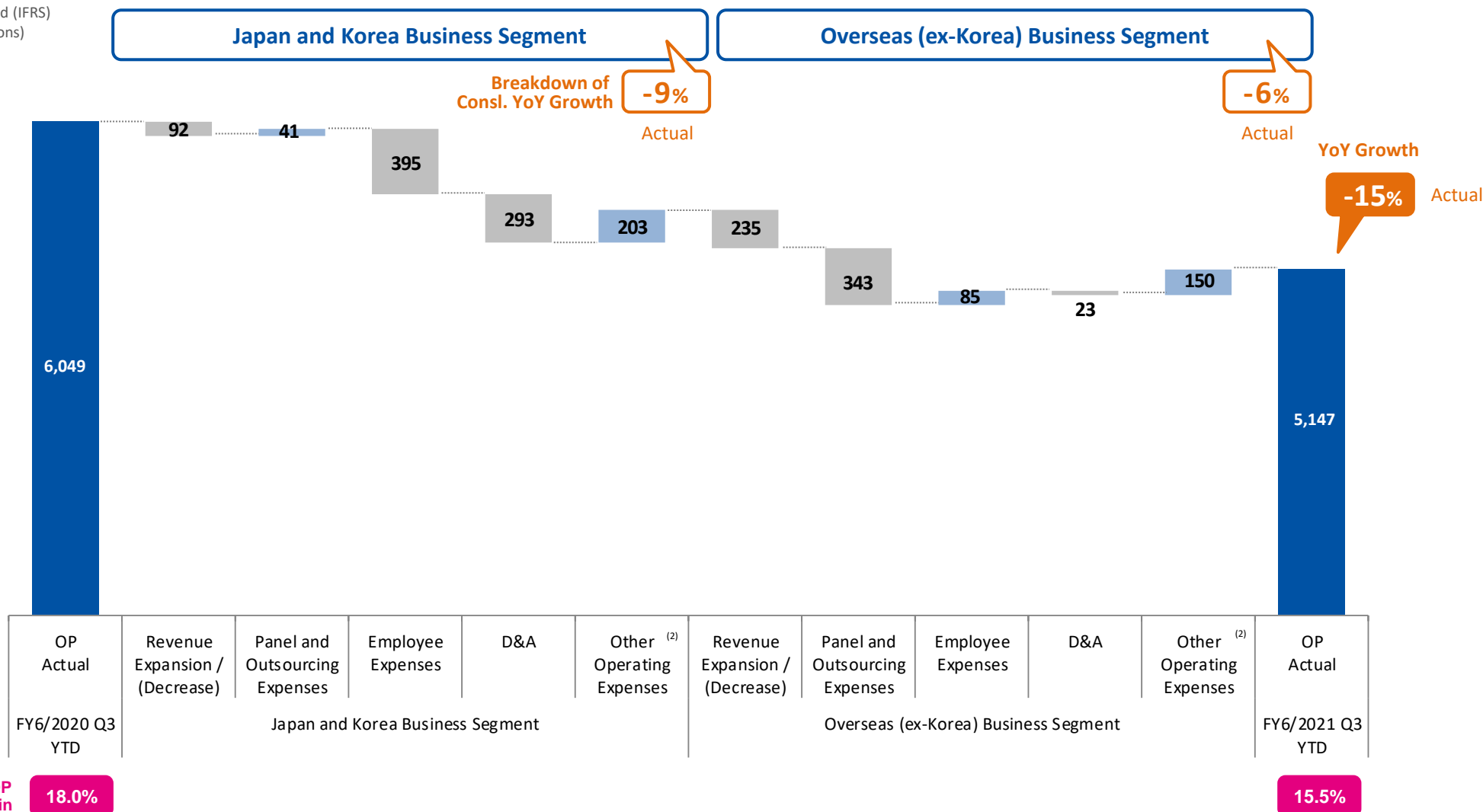
Q3 YTD (9 Months)

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While Revenue recovers, Total Employee Expenses in Japan & Korea Business and Panel & Outsourcing Expenses in the Overseas Business continue to increase due to high utilization of operational capacity

Operating Profit (OP) Waterfall Analysis⁽¹⁾ – FY6/2020 Q3 YTD vs. FY6/2021 Q3 YTD

Consolidated (IFRS)
(JPY in Millions)



Notes

- The impact of "Revenue Expansion/(Decrease)" effects and "Panel and Outsourcing Expenses" on "Operating Profit" is calculated and described based on margin improvement/deterioration. "Employee Expenses", "D&A", and "Other Operating Expenses" are shown using actual differences from the same period of the previous year.
- Others Operating Expenses includes Other Operating Income, Other Operating Expenses, and Share of the Profit on Investments Accounted for Using the Equity Method in addition to Other in Operating Expenses

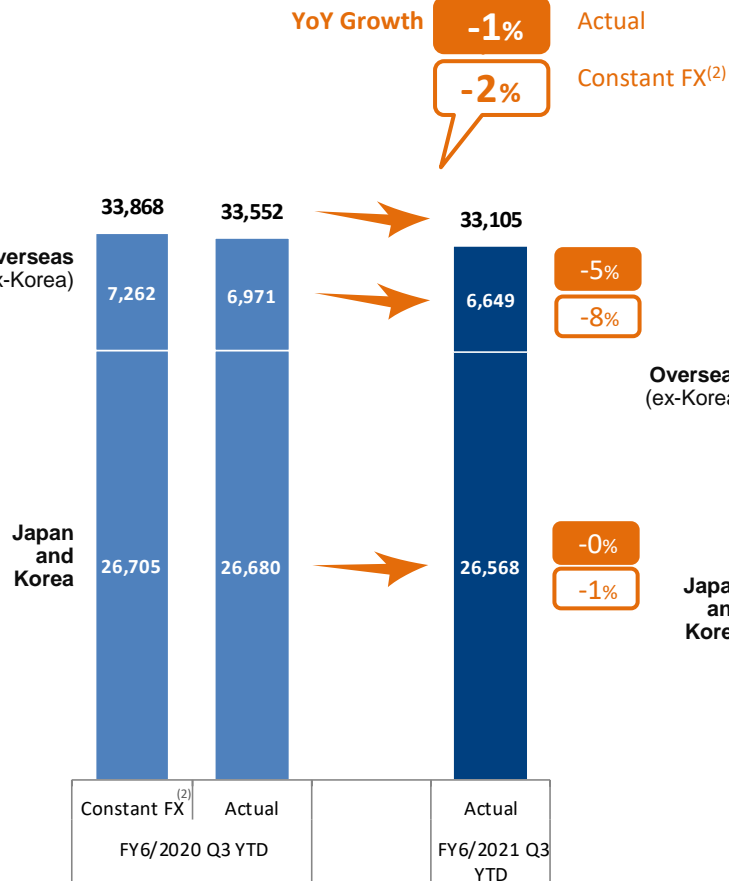
Quarterly Revenue Trends

Q2 and Q3 have consistently been our strongest quarters, and this trend continues this year

Following to Q2 Japan & Korea Business Segment, in Q3, the Overseas (ex-Korea) Business Segment Revenue returned to positive growth YoY

Q3 YTD Revenue (9 Months)⁽¹⁾

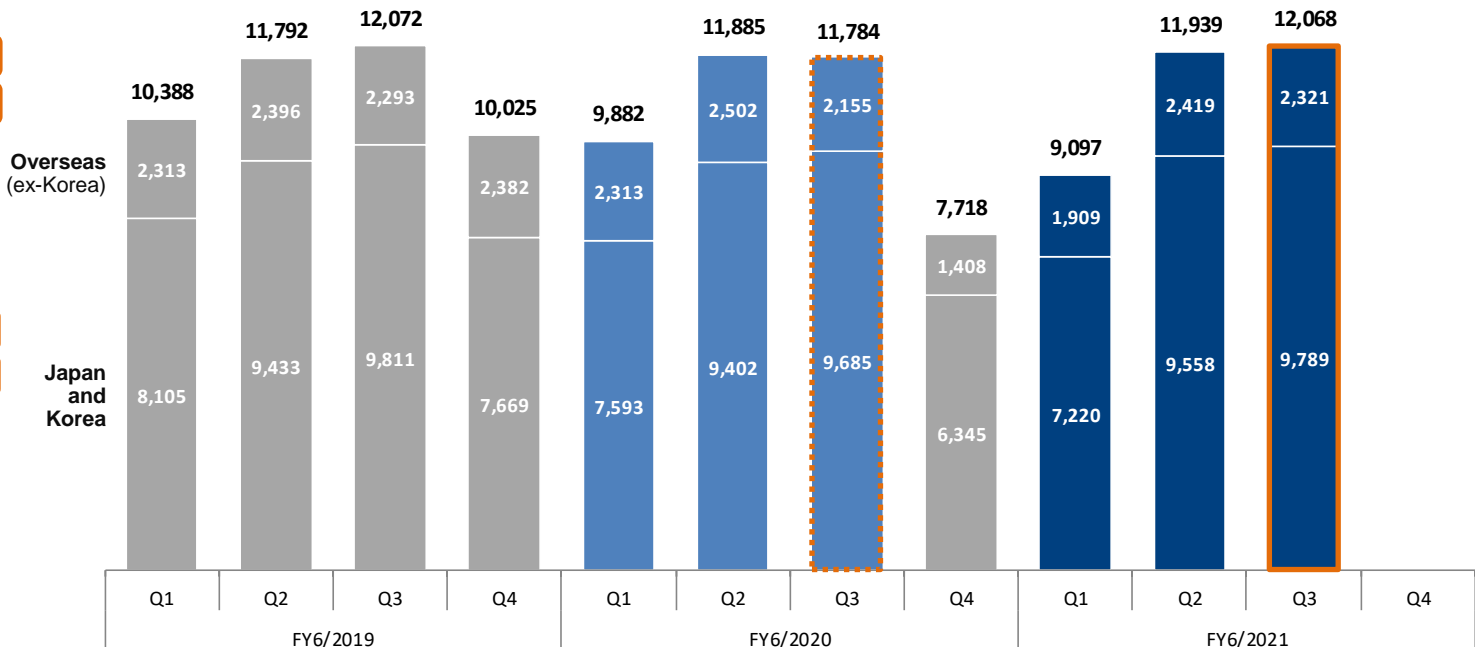
Consolidated (IFRS)
(JPY in Millions)



Quarterly Revenue Trends – By Segment⁽¹⁾

Consolidated (IFRS)
(JPY in Millions)

YoY Growth (Actual)	Total:	-5%	+1%	-2%	-23%	-8%	+0%	+2%	+1%
	Overseas:	+0%	+4%	-6%	-41%	-17%	-3%	+8%	+1%
	Japan & Korea:	-6%	-0%	-1%	-17%	-5%	+2%	+1%	+1%
								Actual	Constant FX ⁽²⁾



Notes

- Revenue of each segment is shown using gross value including intersegment revenue. Please see the common footnote on p.2 for more detail.
- Please see the common footnote on p.2 for the calculation method and the significance of constant FX figures.

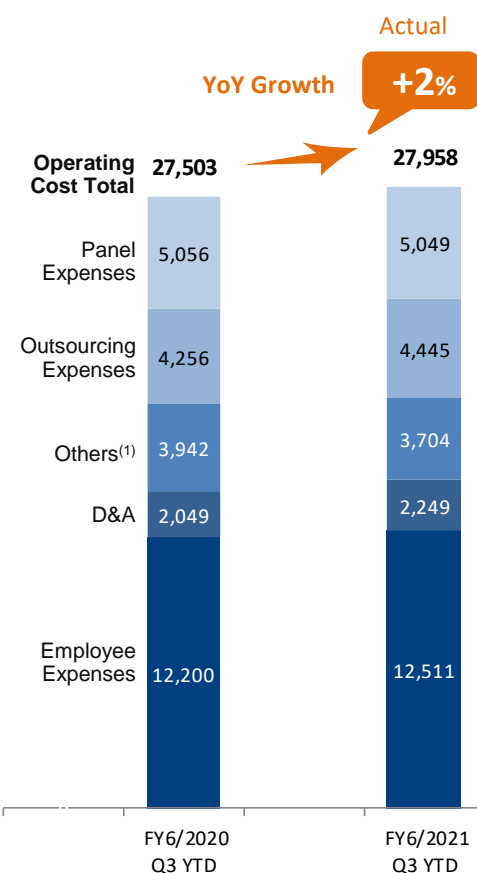
Quarterly Operating Cost Trends

Q3 Standalone Total Employee Expenses continue to increase YoY due to high utilization of operational capacity from recovery in demand

Continue to proceed with strategic up-front investment in talent to support Mid- to Long-term growth

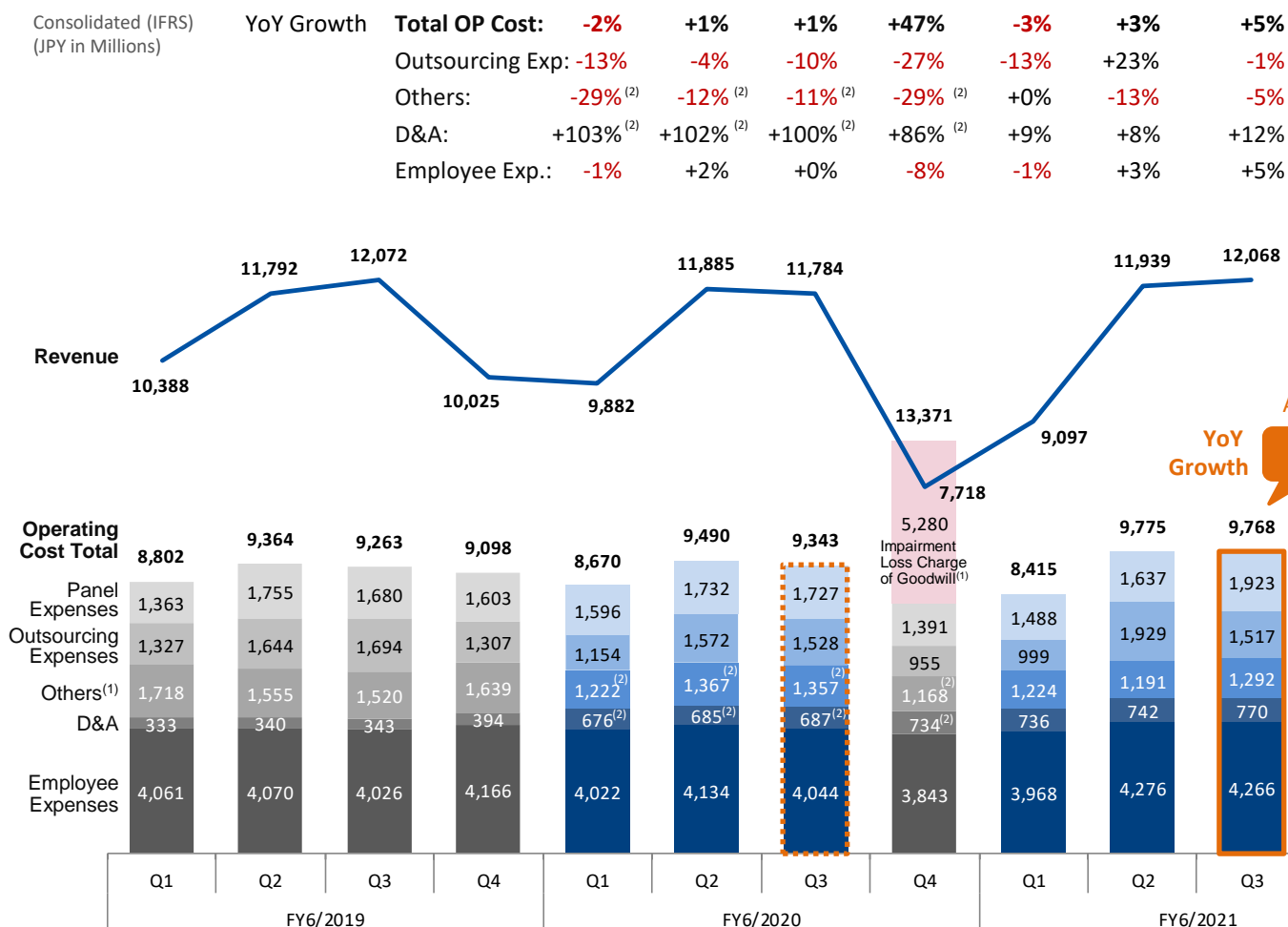
Q3 YTD Operating Cost (9 Months)

Consolidated (IFRS)
(JPY in Millions)



Quarterly Operating Cost Trends

Consolidated (IFRS)
(JPY in Millions)



Notes

- Others includes Other Operating Income, Other Operating Expenses, and Share of the Profit on Investments Accounted for using the Equity Method in addition to Other in Operating Expenses. For FY6/2020 Q4, the impairment Loss Charge of Goodwill is illustrated in the figure separately.
- MACROMILL, INC. and its consolidated subsidiaries implemented IFRS 16 Leases at the beginning of Q1 of FY6/2020. Under the former standard, IAS 17, lease payments for operating leases used to be expensed as rent, but under IFRS 16, the lessee recognizes the depreciation of right-of-use assets and interest costs for lease liabilities. As a result, with the adoption of IFRS 16, rents decrease while the depreciation of right-of-use assets increases, so EBITDA will rise. The effects of the implementation of IFRS 16 were negligible on each line of our consolidated statements of operations, namely revenue, operating profit, profit before tax and profit for the period.

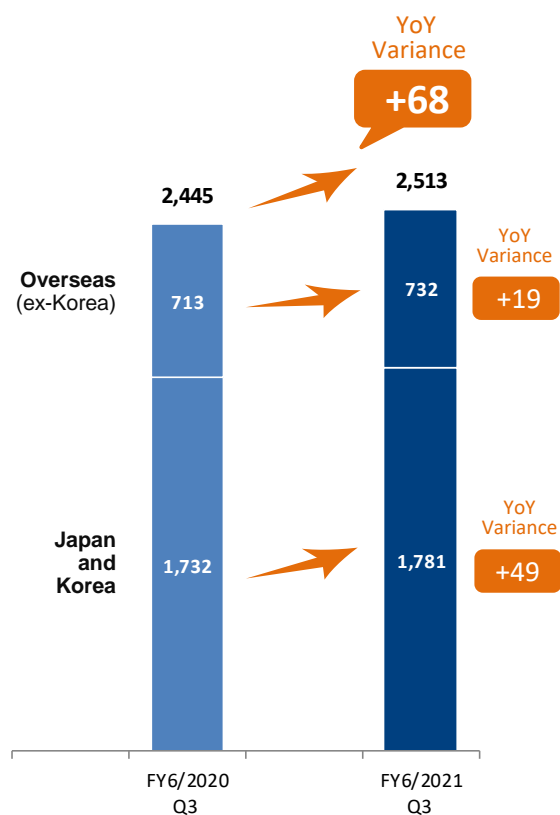
Quarterly Headcount Trends

The number of employees increased in both segments to build a new operational team structure to meet the recovery in demand and to promote work-style reform

In Japan, 71 new graduates joined from April, expecting further increase in the total number of employees at the end of this fiscal year

Q3 Headcount⁽¹⁾ (As of the end of the Quarter)

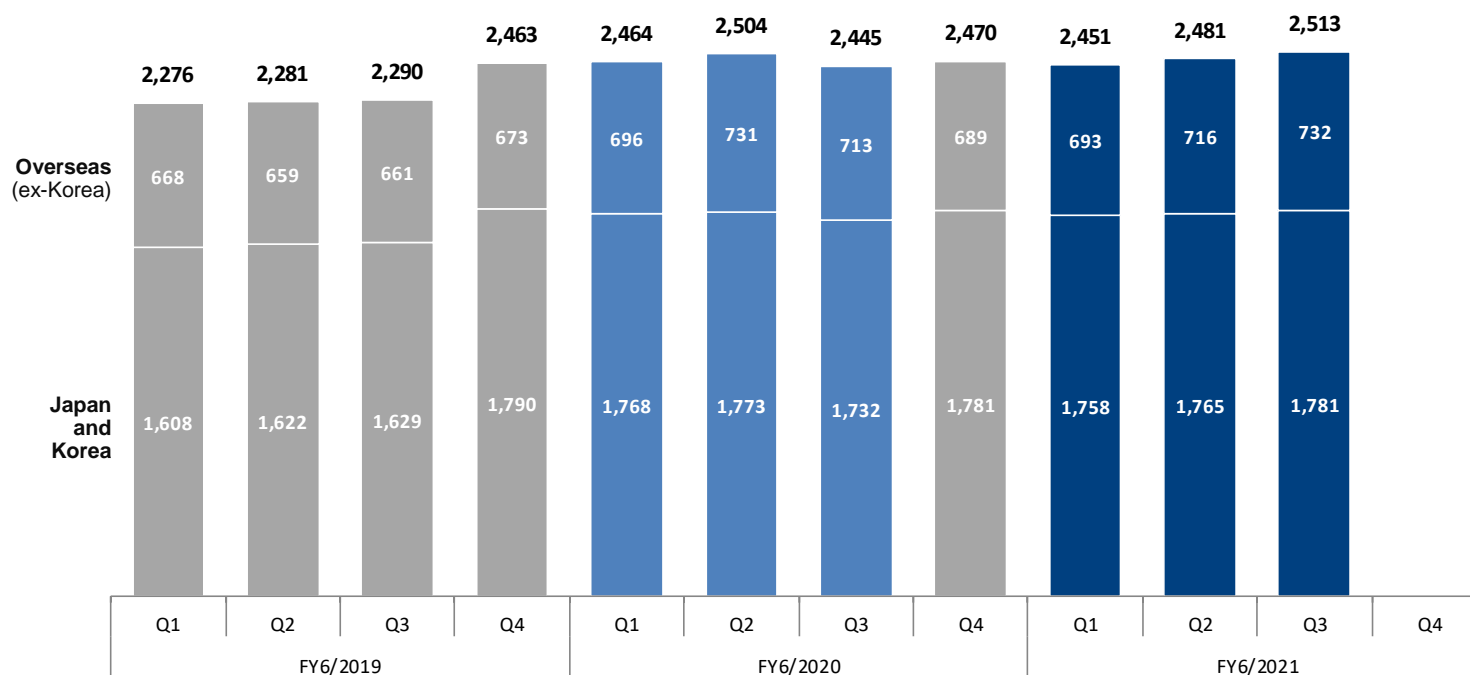
Consolidated
(Person)



Quarterly Headcount⁽¹⁾ Trends – By Segment

Consolidated
(Person)

YoY Variance	Consol. Total:	+188	+223	+155	+7	-13	-23	+68
	Overseas:	+28	+72	+52	+16	-3	-15	+19
	Japan & Korea:	+160	+151	+103	-9	-10	-8	+49



Note

1. Headcount figures do not include temporary employees

Consolidated Statements of Financial Position (B/S)

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Summary of Consolidated Statements of Financial Position

(JPY in Millions)	IFRS		
	FY6/2020 (6/30/2020)	FY6/2021 Q3 (3/31/2021)	Variance
Total Assets	77,150	79,302	2,151
Cash and Cash Equivalents	13,310	12,088	(1,222)
Trade and Other Receivables	7,524	11,691	4,166
Property, Plant and Equipment	4,114	3,083	(1,029)
Goodwill	41,541	41,680	139
Japan and Korea Business Segment	39,137	39,144	6
Overseas (ex-Korea) Business Segment	2,403	2,535	132
Other Intangible Assets	7,241	7,067	(173)
Other Assets	3,418	3,690	272
Total Liabilities	46,414	45,784	(629)
Borrowings and Bonds	34,385	32,915	(1,469)
Current portion of long-term borrowings	1,651	27,584	25,932
Long-term borrowings and Bonds	32,733	5,330	(27,402)
Trade and Other Payables	3,066	4,191	1,124
Other Liabilities	8,962	8,678	(284)
Total Equity	30,736	33,517	2,781

FY6/2021 Q3 B/S Commentary

- Working capital :
 - Accounts Receivable turnover 94.5 days
 - Accounts Payable and Provision for panel points turnover 54.8 days
- Goodwill :
 - The variance is due from FX valuation
- Borrowings and Bonds
 - Current portion of long-term borrowings 27,584 million yen
- Financing cost (excluding lease liabilities):
 - Q3 average interest rate 0.84% (FY6/2020 Q3 0.92%)
 - ◆ Borrowings 1.20%
 - ◆ Bonds 0.50%
 - Credit rating (from R&I): BBB+ (Outlook: Stable)
 - R&I has announced to maintain the credit rating in December 2020
- Leverage related (LTM base):
 - Net Debt/EBITDA: 2.83x (FY6/2020 2.76x)
 - ◆ Net Debt: 22,838 million yen
 - ◆ LTM EBITDA: 8,064 million yen
 - Interest Coverage Ratio:
 - 1.30x (FY6/2020 Q3 17.50x)
 - (12.65x when excluding the impairment loss on goodwill recognized in the previous fiscal year)
- Capital efficiency related (LTM base) :
 - ROE: -9.2% (down 22.2pt YoY)
 - (7.1% when excluding the impairment loss on goodwill recognized in the previous fiscal year, down 6.0pt YoY)

Consolidated Statements of Cash Flows (C/F)

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Summary of Consolidated Statements of Cash Flows

	IFRS	
	9 Months	
	FY6/2020 Q3YTD	FY6/2021 Q3YTD
(JPY in Millions)		
Cash Flows from Operating Activities	3,964	2,770
Profit (Loss) before Tax	5,798	4,789
Depreciation and Amortization	2,049	2,249
Finance Income and Costs	251	357
Change in Working Capital ⁽¹⁾	(2,307)	(2,961)
Others ⁽²⁾	393	(112)
Sub Total	6,184	4,323
Interest and Dividends Received	10	11
Interest Paid	(225)	(210)
Income Taxes Paid	(2,004)	(1,353)
Cash Flows from Investing Activities	(1,874)	(953)
Capex ⁽³⁾	(1,631)	(898)
Acquisition of Subsidiaries	(280)	-
Others ⁽²⁾	37	(54)
Free Cash Flows ⁽⁴⁾	2,316	2,027
Cash Flows from Financing Activities	(3,190)	(3,273)
Proceeds from Borrowings and Bonds ⁽⁵⁾	-	50
Repayment of Borrowings ⁽⁵⁾	(1,651)	(1,652)
Repayment of Lease Liabilities	(965)	(1,001)
Proceeds from Issue of Shares	152	20
Others ⁽²⁾	(726)	(689)

Notes

- The sum of Decrease (Increase) in Trade and Other Receivables and Increase (Decrease) in Trade and Other Payables
- Others in Cash Flows from Operating Activities are the sum of Share of the Profit or Loss on Investments Accounted for using the Equity Method and Other. Others in Cash Flows from Investing Activities are the sum of Proceeds from the sale of property, plant and equipment, Proceeds from Sale of Investments and Other. Others in Cash Flows from Financing Activities are the sum of Dividends paid, Dividends Paid to Non-controlling Interests and Other.
- The sum of Purchase of Property, Plant and Equipment and Purchase of Intangible Assets
- Free cash flow = Cash flows from operating activities \pm cash flows from investing activities - interest paid
- The sum of Long-term Borrowings and Short-term Borrowings

FY6/2021 Q3 C/F Commentary

- Cash flows from operating activities 2,770 (down 30% YoY)
 - Decrease in income before tax 1,008
 - Decrease due to net of an increase in accounts receivable and accounts payables in line with higher sales 653
 - Decrease in the income taxes paid 651
- Cash flows from investing activities -953 (down 49% YoY)
 - Decrease in capex such as IT investments 732
 - Settlement of deferred consideration for acquisition of US subsidiary in FY6/2021 280
- Free cash flows 2,027 (down 12% YoY)
- Cash flows from financing activities -3,273 (up 2% YoY)
 - Decrease in proceeds from the issuance of new shares due to the lack of exercise of stock options 132
- Increase in cash and cash equivalents 3,128

	IFRS	
	9 Months	
	FY6/2020 Q3YTD	FY6/2021 Q3YTD
Increase/(decrease) in Cash Equivalents	(1,100)	(1,455)
Cash and Cash Equivalents at the beginning of the period	10,102	13,310
Effect of Exchange Rate Changes on Cash and Cash Equivalents	(43)	233
Cash and Cash Equivalents at the end of the period	8,959	12,088

FY6/2021: The Full-year Initial Guidance Revision

Revising the Initial Guidance upward since the recovery in client demand was faster than expected

Following this upward revision, decided to increase dividends in-line with the historical trend

New guidance after the revision (Disclosed on May 13)

	FY6/2020 Actual (a)	FY6/2021 Original Forecast (b)	FY6/2021 Revised Forecast (c)	Variance (c-b)	% Change (c/b) - 1	YoY Growth (c/a) - 1
Revenue	41,270	40,000	42,500	2,500	6.3%	3.0%
EBITDA	8,651	6,500	7,900	1,400	21.5%	(8.7%)
Operating Profit	396	3,400	4,700	1,300	38.2%	1,084.0%
Profit attributable to owners of the parent	(2,131)	1,600	2,300	700	43.8%	n/m

(Per Share Data)

EPS ⁽¹⁾ (Yen)	(52.94)	39.74	57.09	17.34	43.6%	n/m
Divident per share (Yen)	11.00	11.00	13.00	2.00	18.2%	18.2%
Dividend payout ratio (%)	n/m	27.7%	22.8%	(4.9pt)	-	-

(FX Assumptions)

JPY/EUR (Yen)	119.88	120.00	126.40	6.40	5.3%	5.4%
JPY/KRW (Yen)	0.0909	0.0900	0.0935	0.0035	3.9%	2.9%

Q4 Outlook

■ Revenue

- Although uncertainty remains, such as the impact of the third state of emergency in Japan, expecting an increase in Q4 Revenue by more than 20% year-on-year

■ Operating Expenses

- Expecting continuous increase in Outsourcing Expenses compared to the last fiscal year
- Continue investment in talent. Aim to successively increase Revenue and to suppress the Outsourcing Expenses in next fiscal year and after
- Expecting increase in Operating Expenses in the Overseas segment in JPY base due to the weaker yen trend is expected to continue

■ OP

- Expecting loss in Q4 because of the increase in expenses mentioned above
- Significant YoY increase because the Group recognized 5.28bn JPY of Impairment Loss of Goodwill in Q4 in the last fiscal year

■ FX Rate

- Q4 JPY/EUR = 130.00 JPY
- Q4 JPY/KRW = 0.0970 JPY

Note

1. The Group has decided to conduct share buyback at the Board of Directors meeting held on May 13th, 2021. Regarding the Basic Earnings Per Share, the impact of the share buyback has been considered

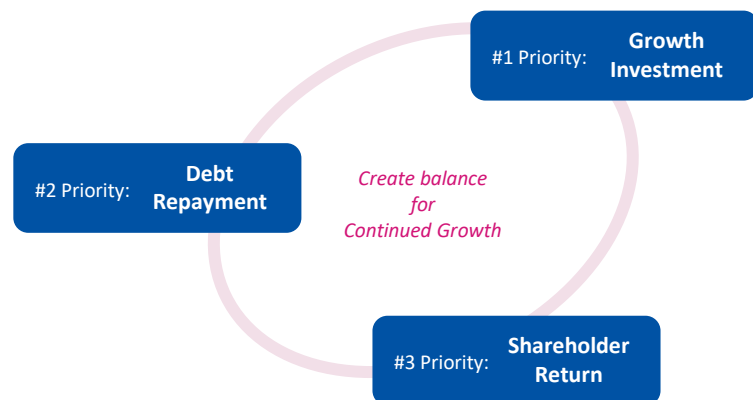
Capital Allocation

“Growth Investment” remains our top priority, but going forward, enhance “Shareholder Return” by setting it at the same priority (2nd) level as “Debt Repayment”

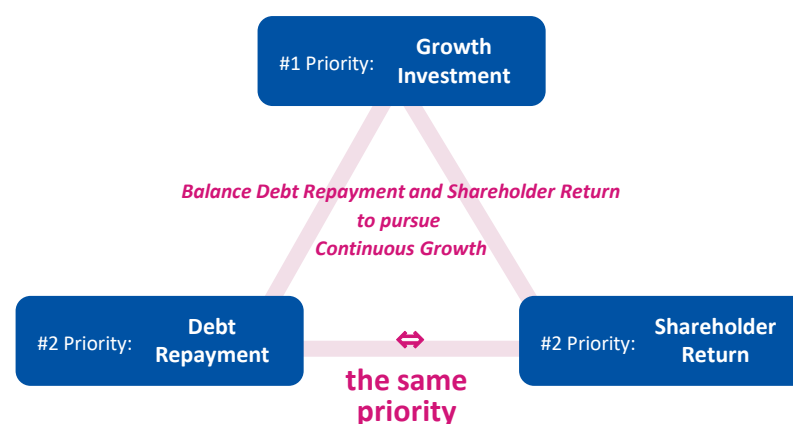
0.8 bn JPY share buyback is to be conducted based on the steady growth trend clearly in sight

Priority in Capital Allocation

(Immediate priorities under Covid-19)



(New Capital Allocation Policy)



Immediate priorities under Covid-19

■ No.1: Growth / Maintenance Investment

- Execute the minimum required investment as planned
- Investments other than the above will be suspended and will be carried out only as necessary while monitoring the situation

■ No.2: Debt Repayment

- Repay existing loans as expected
- Prepare contingency financing arrangements

■ No.3: Shareholder Return

- Suspend the dividend payment growth and maintain the same dividend per share payment as the last fiscal year
- Suspend share buyback consideration to preserve liquidity as visibility on Covid-19 recovery is uncertain

Updated Capital Allocation Policy

■ No.1: Growth investment and other investment

- Growth Investment remains our top priority
- Strategic up-front investment in talent

■ No.2: Debt Repayment

- Repay existing debt as planned, and aim to lower the leverage ratio to the target level (Net Debt / EBITDA ratio target 2.0x – 2.5x)
- The Group will not actively pursue a net-cash position after reaching the target leverage ratio

■ No.2: Shareholder Return

- Setting shareholder return and debt repayment at the same priority
- Maintain the dividend increase momentum (approx. 2.0 JPY per share/year), and aim to achieve 20 - 30% dividend payout ratio at the consolidated level
- Conduct share buyback in a timely manner based on the stock price level if there are cash surpluses

Japan and Korea Business Segment Update

FY6/2021 Q3: Segment Performance Summary



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Q3 (Standalone) Revenue continues to grow YoY, but OP continues to underperform mainly due to an increase in Total Employee Expenses from the high utilization of operational capacity

Q3 YTD Segment Revenue (9 Months)

(JPY in Millions)

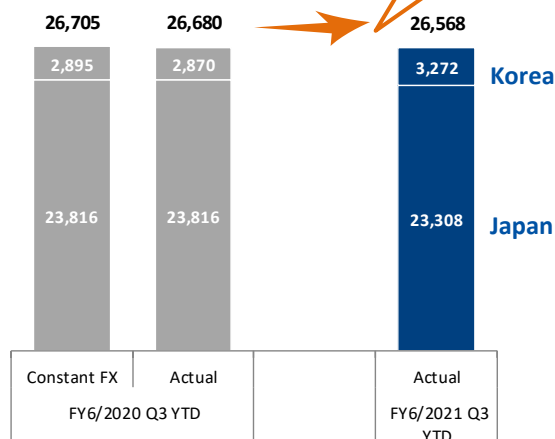
YoY Growth

-0%

Actual

-1%

Constant FX



Quarterly Segment Revenue Trends

(JPY in Millions)

YoY Growth

Actual:

-6%

-0%

-1%

-17%

-5%

+2%

+1%

Constant FX:

-5%

+1%

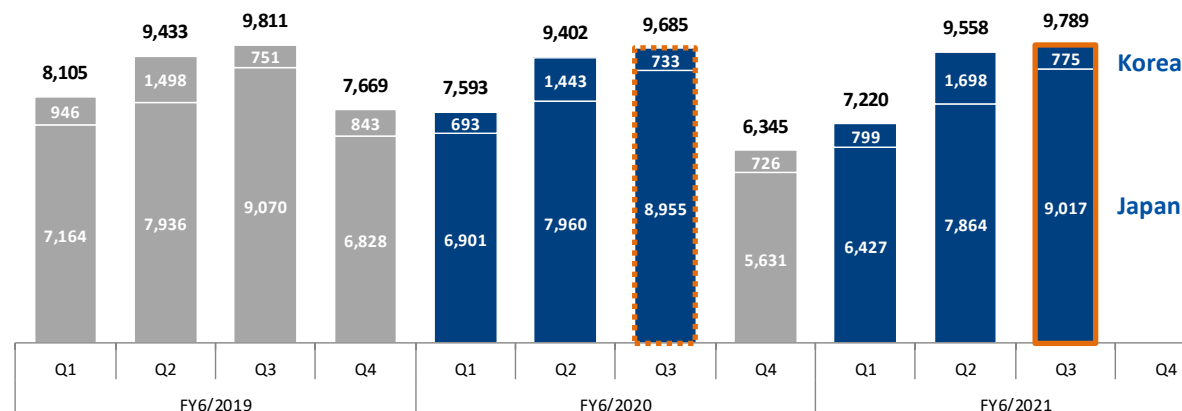
-1%

-17%

-5%

+2%

+1%



Q3 YTD Segment EBITDA and Profit (9 Months)

(JPY in Millions)

EBITDA Margin

27.4%

27.4%

26.6%

YoY Growth

-3%

Actual

-3%

Constant FX

-9%

-9%

Segment Profit Margin

21.4%

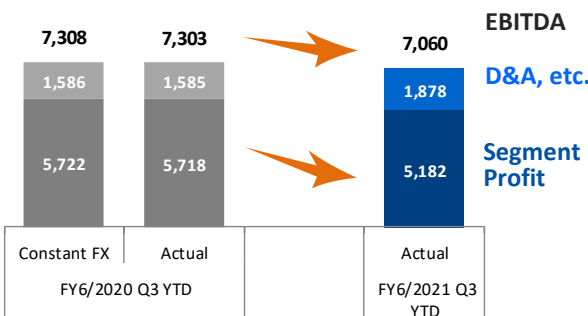
21.4%

19.5%

EBITDA

D&A, etc.

Segment Profit



Quarterly Segment EBITDA and Profit Trends

(JPY in Millions)

YoY Growth

EBITDA:

-3%

+8%

+6%

-36%

-14%

-2%

+1%

+1%

(Actual Base)

Segment Profit:

-24%

-4%

-6%

-101%

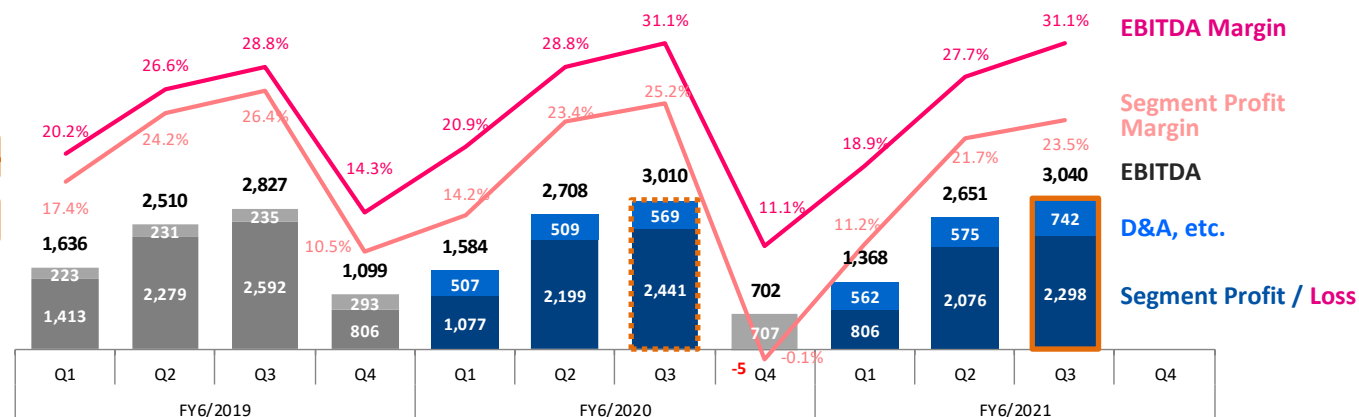
-25%

-6%

-6%

-6%

Constant FX



FY6/2021 Q3: Japan Business - Summary



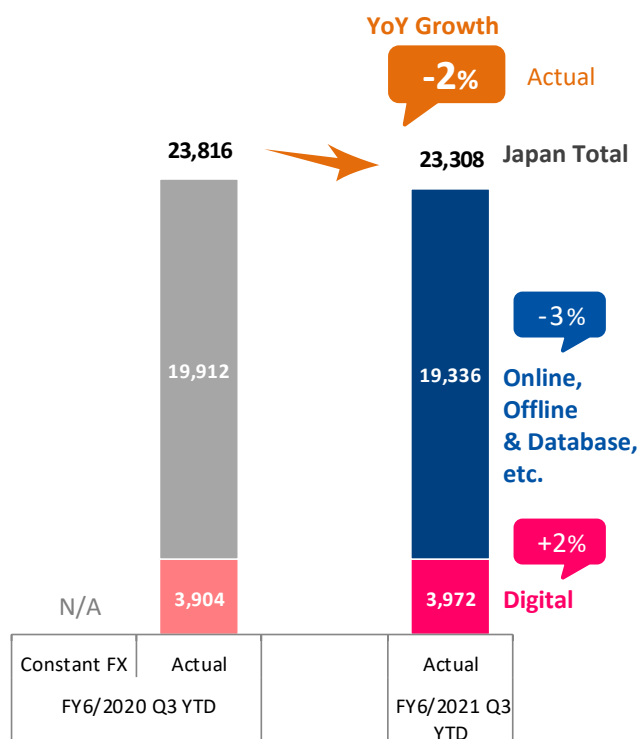
17

In Q3, the entire Japan business returned to positive growth YoY

Online and Digital growth exceeded the negative impact of the partial Offline service suspension due to the redeclaration of the State of Emergency

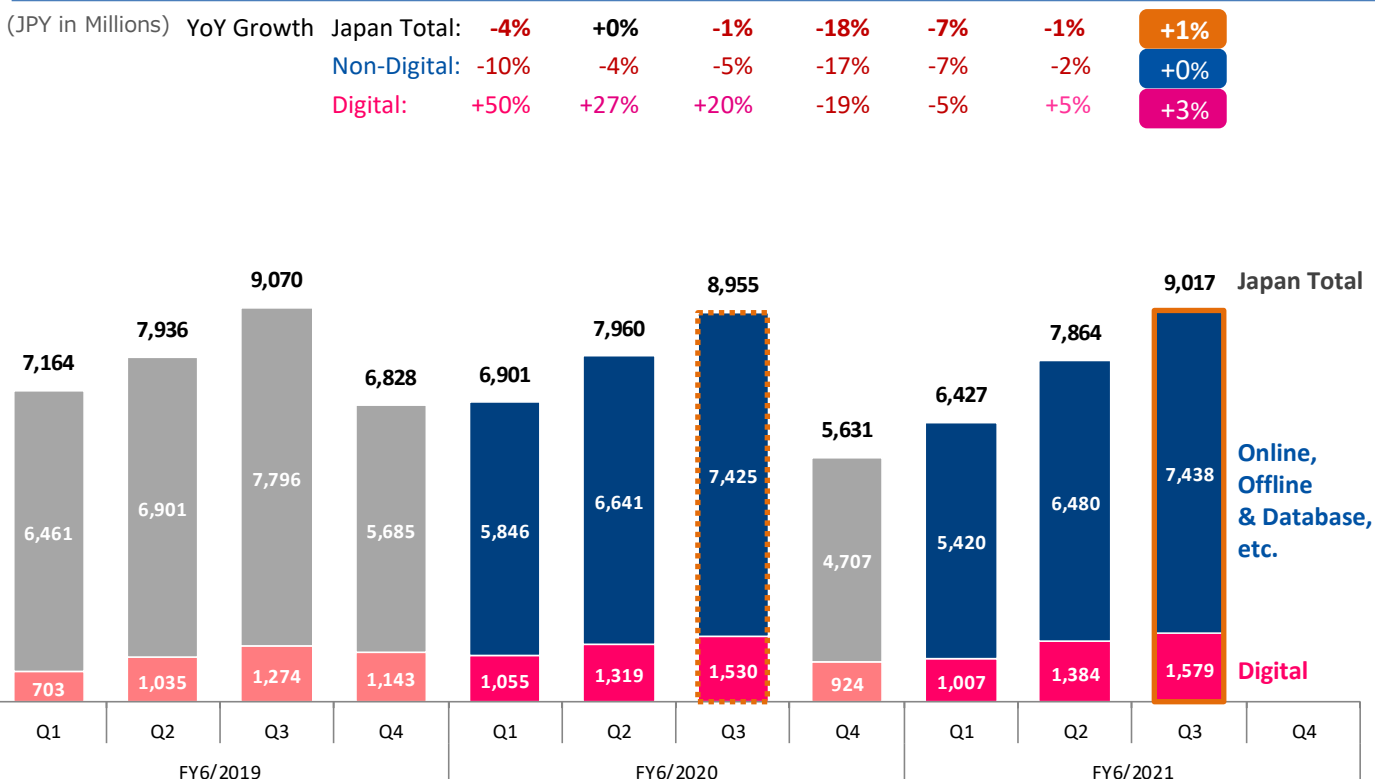
Q3 YTD Japan Revenue (9 Months)

(JPY in Millions)



Quarterly Japan Revenue Trends

(JPY in Millions)



Our Growth Driver: “Digital” Revenue

- Vast majority of our “Digital” Revenue in Japan comes from two solution sets, “AccessMill” and “DMP Solution”. Brief summary of each solution below:

“AccessMill”

- A research service that provides targeted research based on actual log data from online advertisement exposures or a specific website visitor based on the log data of Macromill panels who share cookie information or mobile ad ID.

“DMP Solution”

- Support for building Data Management Platform (DMP), link data with DMP by providing demographic information, conducting surveys, and other information on Macromill panels synchronized with customer IDs in a corporate DMP or users in an advertising agency DMP.

FY6/2021 Q3: Korea Business Summary



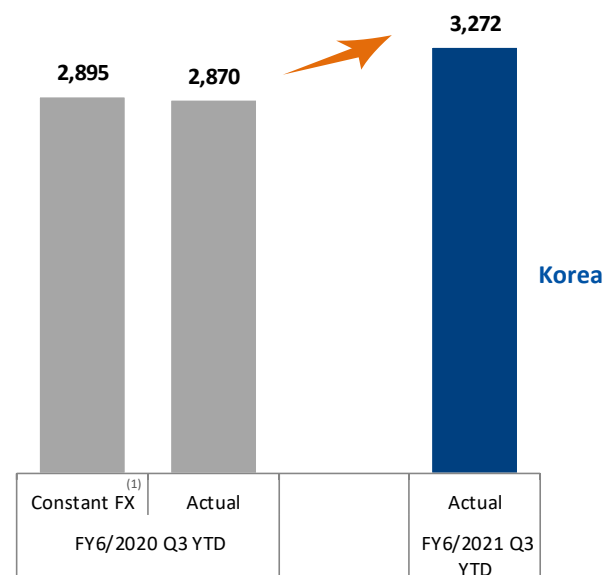
18

Q3 Stand-alone Revenue was flat YoY. But full-year double-digit growth is in the outlook since booking trend is in the tailwind, maintaining a strong position in Korea market

Q3 YTD Korea Revenue (9 Months)

(JPY in Millions)

YoY Growth
+14% Actual
+13% Constant FX⁽¹⁾

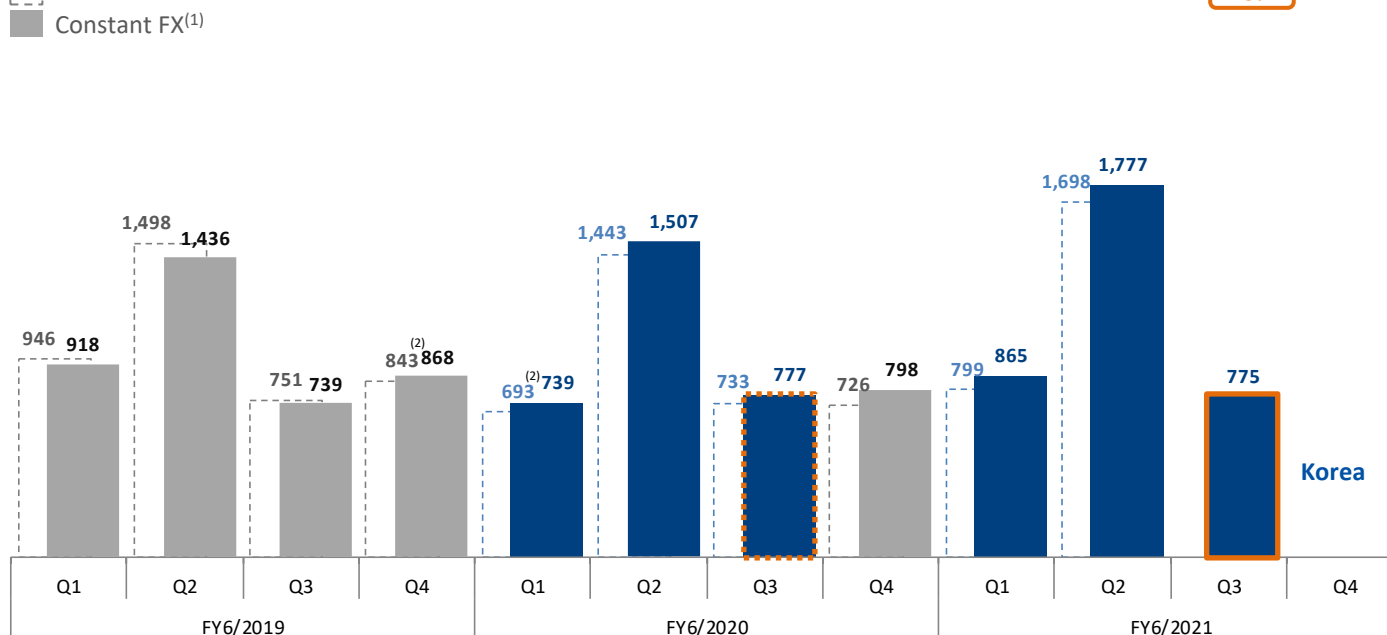


Quarterly Korea Revenue Trends

(JPY in Millions)

Actual:
 Constant FX⁽¹⁾

YoY Growth	Actual:	-27%	-4%	-2%	-14%	+15%	+18%	+6%
Constant FX ⁽¹⁾		-20%	+5%	+5%	-8%	+17%	+18%	-0%



Q3 Korea Business Performance Commentary

- Q3 Revenue was almost flat YoY due to project downsizing in global research and a Revenue conversion timing delay in large clients
- On the other hand, continuously achieving over 20% growth in Online Research in Q3 with a clear competitive advantage. As the shift from Offline Research to Online Research accelerates, we captured the business opportunity and grew in the Korean market
- The Macromill Group is the only research company that owns a proprietary consumer panel in Korea. We aim to further expand digital Revenue by leveraging the asset. Preparing to launch a new purchase data service similar to the Japan purchase panel, QPR
- Digital will continue to be our growth driver this year with the expectation of new digital services centered around our panel data

Notes

1. Please refer to the common footnotes on p.2 for the calculation method of the Constant FX and its significance
2. The Macromill Group's business entity in Korea, Macromill Embrain shifted a part of the Revenue, from which Macromill Group has recorded in FY6/2019 Q4 at the consolidated level, to FY6/2020 Q1 as a result of the discussion for the listing on the KOSDAQ market of Korea Exchange in July 2020 with an auditory corporation. As a result, please be aware that the Group consolidated financial disclosure and Embrain's financial disclosure has some misalignment of timing between the concerned quarters.

Overseas (ex-Korea) Business Segment Update

FY6/2021 Q3: Segment Performance Summary

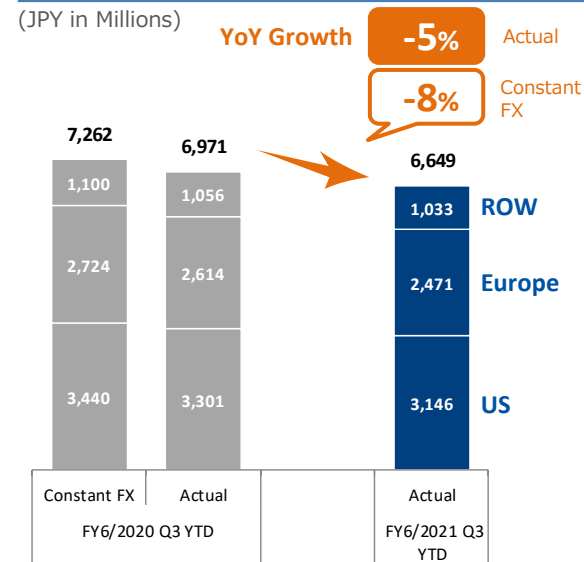


20

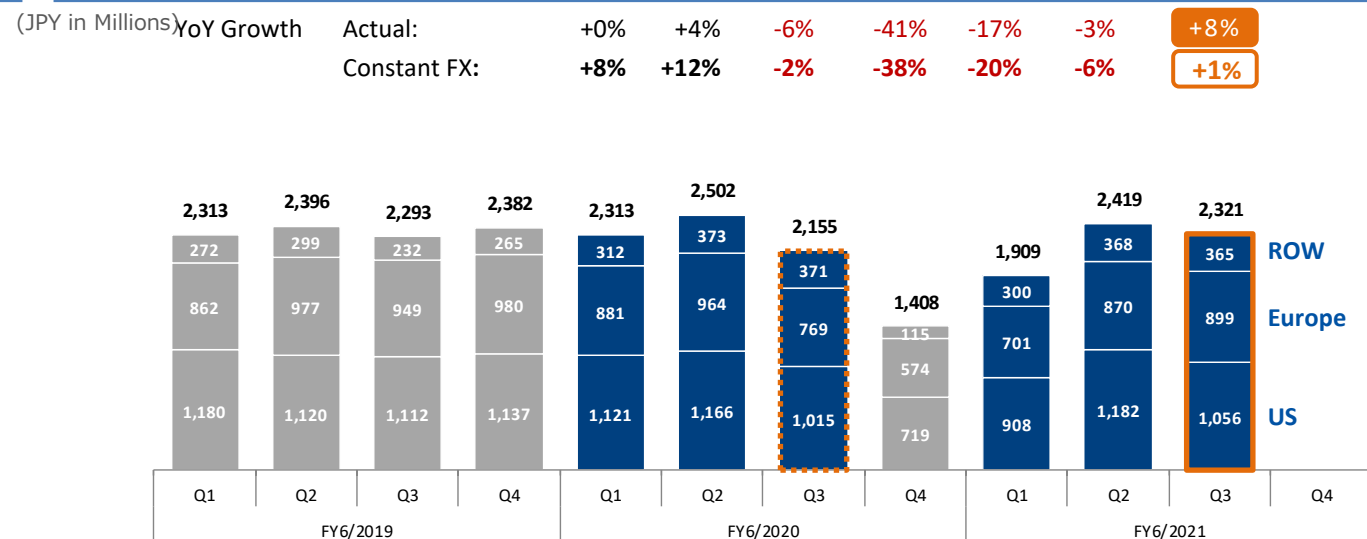
The recovery in demand continued in Q3, and Revenue turned to positive growth YoY

Although OP turned to positive growth YoY, it has not yet fully recovered to the Pre-Covid-19 level

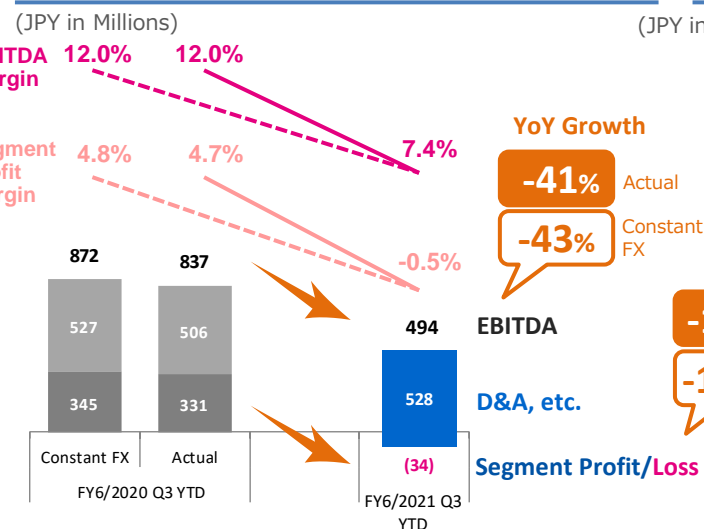
Q3 YTD Segment Revenue (9 Months)



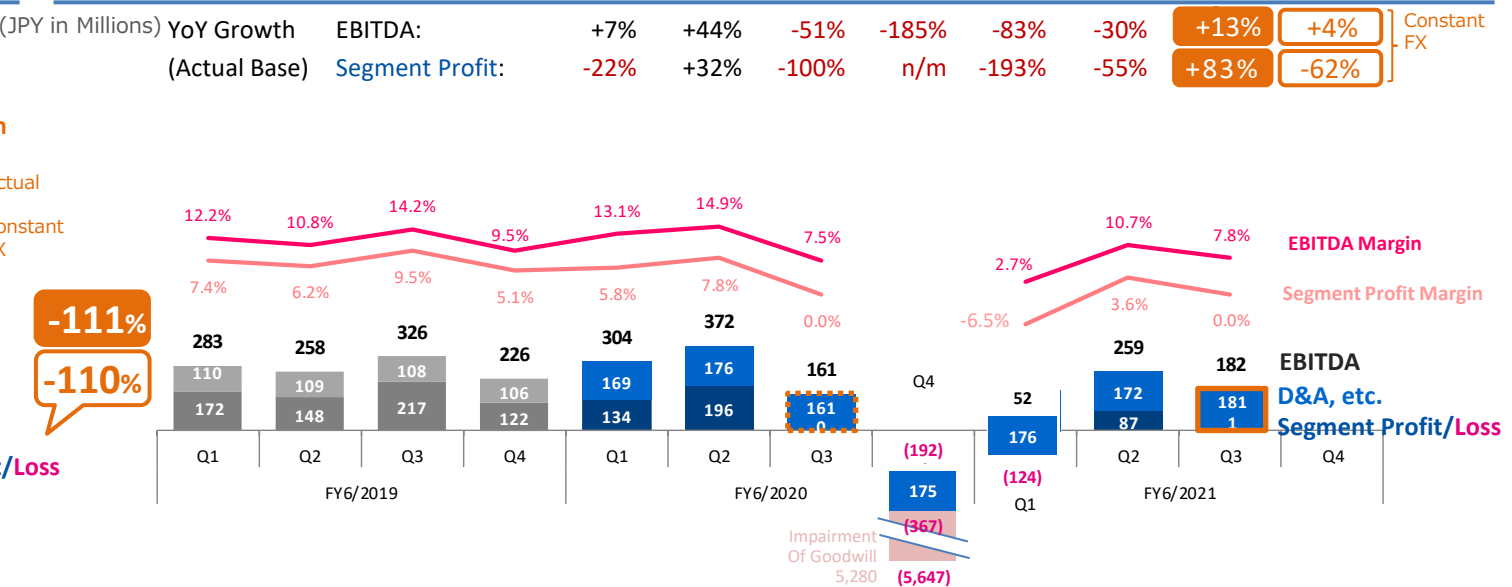
Quarterly Segment Revenue Trends



Q3 YTD Segment EBITDA and Profit (9 Months)



Quarterly Segment EBITDA and Profit Trends



FY6/2021 Q3: US Business Summary

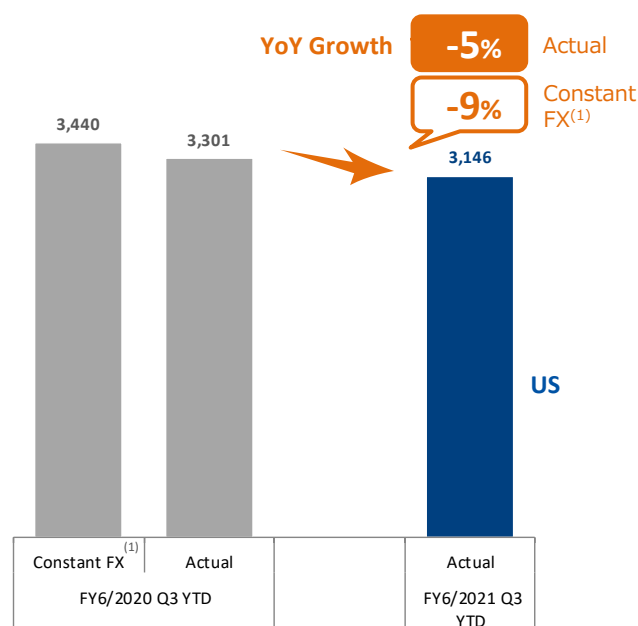


21

An enhanced approach to existing clients and continued to expand wallet share with some clients
Although Covid-19 effects continue, Revenue has successfully maintained prior-year level since Q2

Q3 YTD US Revenue (9 Months)

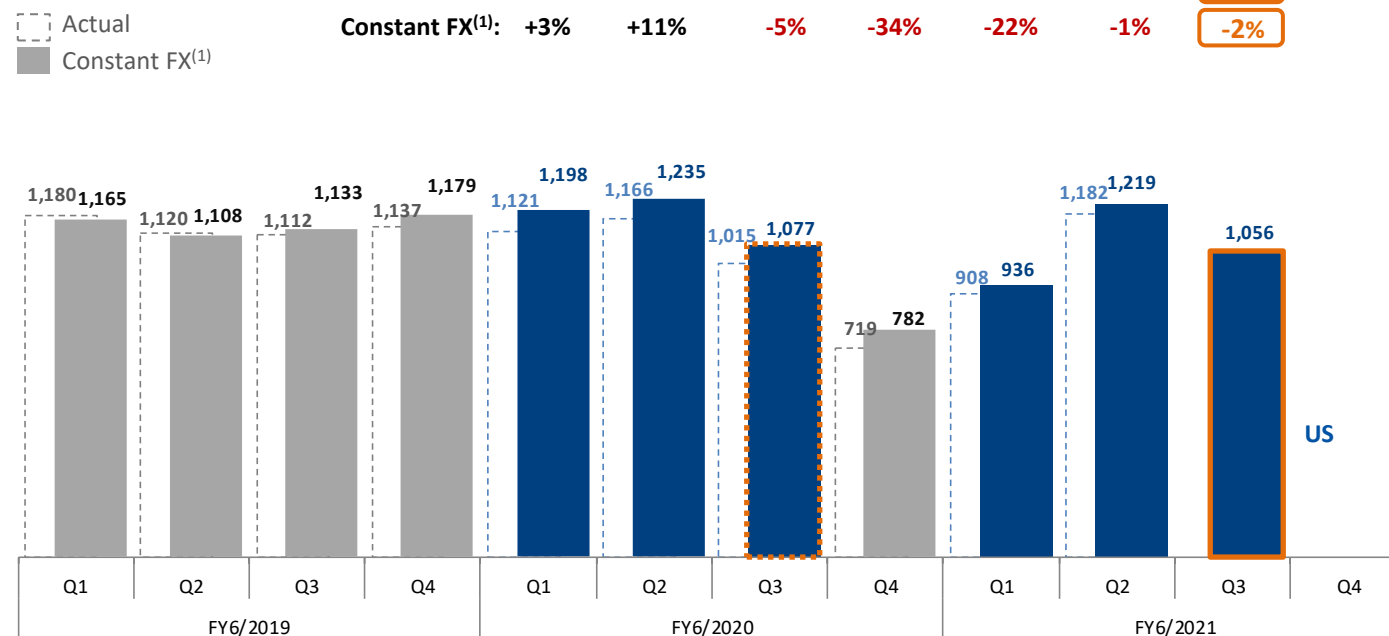
(JPY in Millions)



Quarterly US Revenue Trends

(JPY in Millions)

(JPY in Millions)	YoY Growth	Actual:	-5%	+4%	-9%	-37%	-19%	+1%	+4%
<div><div></div></div> Actual		Constant FX ⁽¹⁾ :	+3%	+11%	-5%	-34%	-22%	-1%	-2%
<div><div></div></div> Constant FX ⁽¹⁾									



Q3 YTD US Business Commentary

- Revenue in some strategic accounts has exceeded YoY and wallet share expansion continues
- Some clients in the Electronics, Food, FMCG and OTC Healthcare industries have seen a strong growth trend as mentioned above, but challenging conditions due to the Covid-19 pandemic remain in the Alcohol beverage and Advertising industries
- Package test solution (PACT Suite) and Online qualitative solution (Immerse) have seen a strong trend in demand

Note
1. Please refer to the common footnotes on p.2 for the calculation method of the Constant FX and its significance

FY6/2021 Q3: Europe Business - Summary

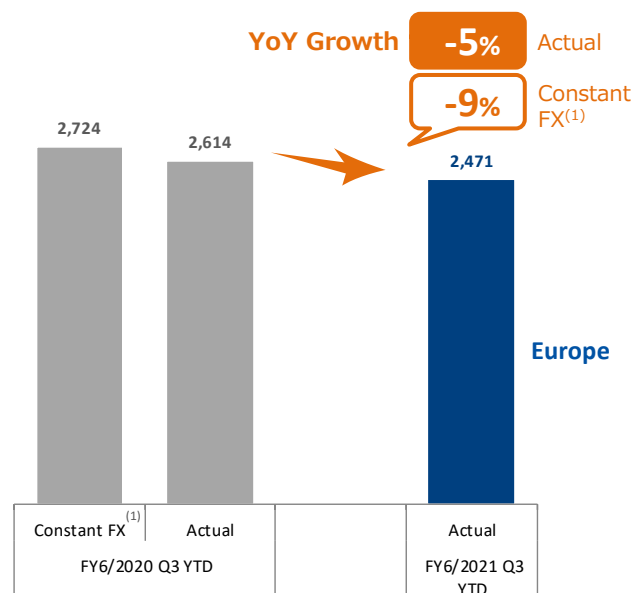


22

Q3 Revenue turned to double-digit growth led by winning cross-regional global projects while the impact of Covid-19 remained

Q3 YTD Europe Revenue (9 Months)

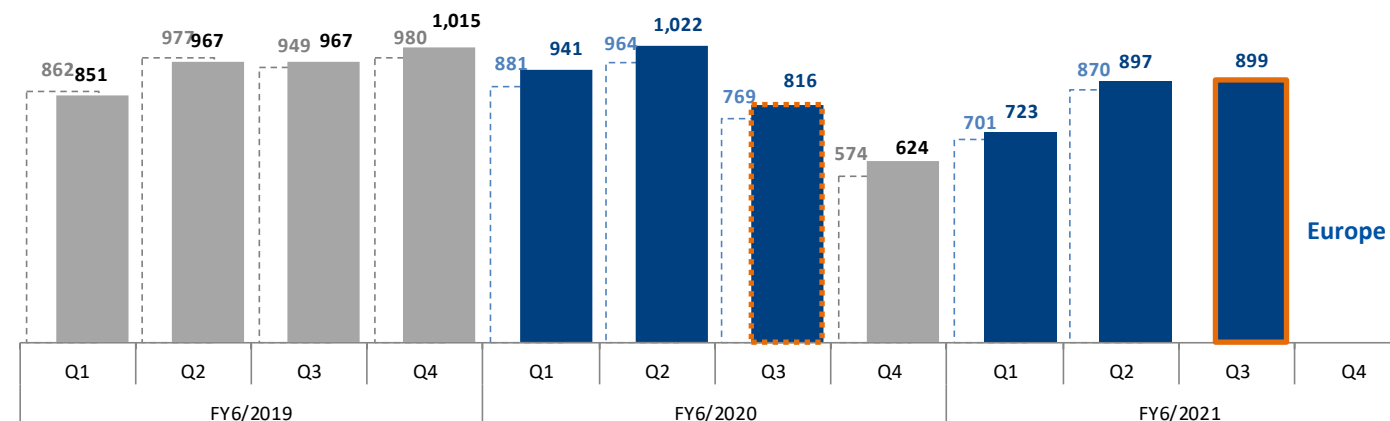
(JPY in Millions)



Quarterly Europe Revenue Trends

(JPY in Millions)

(JPY in Millions)	YoY Growth	Actual:	+2%	-1%	-19%	-41%	-20%	-10%	+17%
<div><div></div></div> Actual		Constant FX ⁽¹⁾ :	+11%	+6%	-16%	-39%	-23%	-12%	+10%
<div><div></div></div> Constant FX ⁽¹⁾									



Q3 YTD Europe Business Performance Commentary

- The UK, which struggled with the Covid-19 pandemic until Q2, turned to a recovery trend and led the European business YoY growth
- Food and FMCG industries are in a growth trend and won global competitions in some strategic accounts
- The challenging conditions in the Alcohol beverage, Advertising, Entertainment and Travel industries that are heavily impacted by Covid-19 continue. However, new account development (in the OTC Healthcare industry, etc.) is making relatively good progress

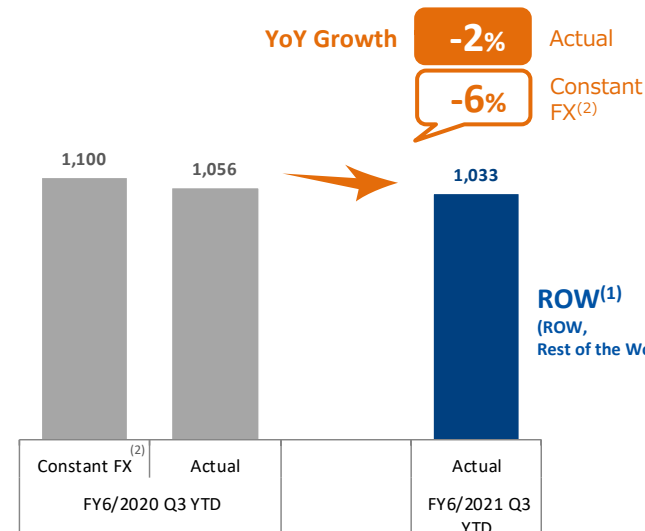
Note
1. Please refer to the common footnotes on p.2 for the calculation method of the Constant FX and its significance

FY6/2021 Q3: ROW⁽¹⁾ Business - Summary

The single-digit % downtrend continues with an uneven level of recovery as ROW includes multiple countries and regions

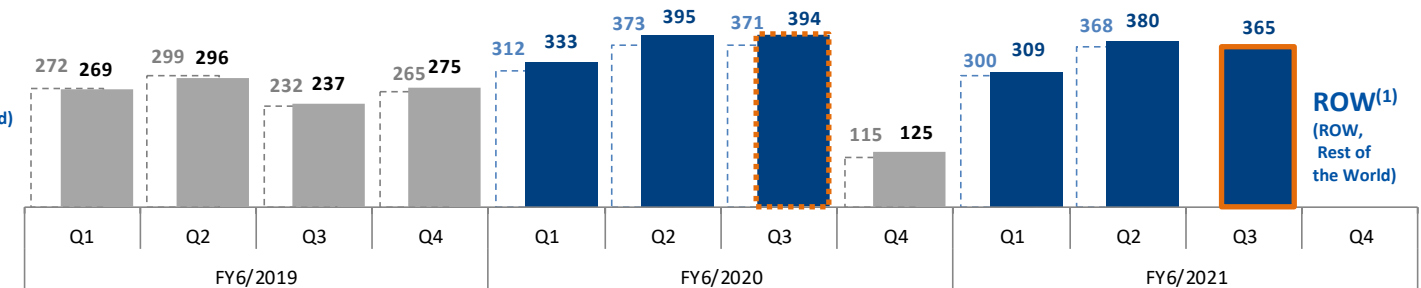
Q3 YTD Europe Revenue (9 Months)

(JPY in Millions)



Quarterly Europe Revenue Trends

(JPY in Millions)	YoY Growth Actual:	+15%	+25%	+60%	-57%	-4%	-1%	-2%
	Constant FX ⁽²⁾ :	+24%	+33%	+66%	-55%	-7%	-4%	-7%
	Actual							
	Constant FX ⁽²⁾							



Q3 YTD ROW Business Performance Commentary

- Another peak of the Covid-19 pandemic hit the Latin America region which saw a significant decline
- The Asia region experienced favorable conditions with new project orders from existing global clients. However, some industries still face a strong impact from Covid-19 (Alcohol beverage and Entertainment Industries)
- Similar to the US and Europe, Food, FMCG and OTC healthcare industries are in a growth trend, and this favorable condition offsets the adverse impacts mentioned above

Notes

1. ROW consists of subsidiaries in Latin America, Middle East and Asian sales territories, excluding Japan and Korea
2. Please refer to the common footnotes on p.2 for the calculation method of the Constant FX and its significance

Growth Strategy for the Upcoming Japan Business

~ Turning from “Recovery” to “Growth” ~

Japan Business : Macromill's Strength



25

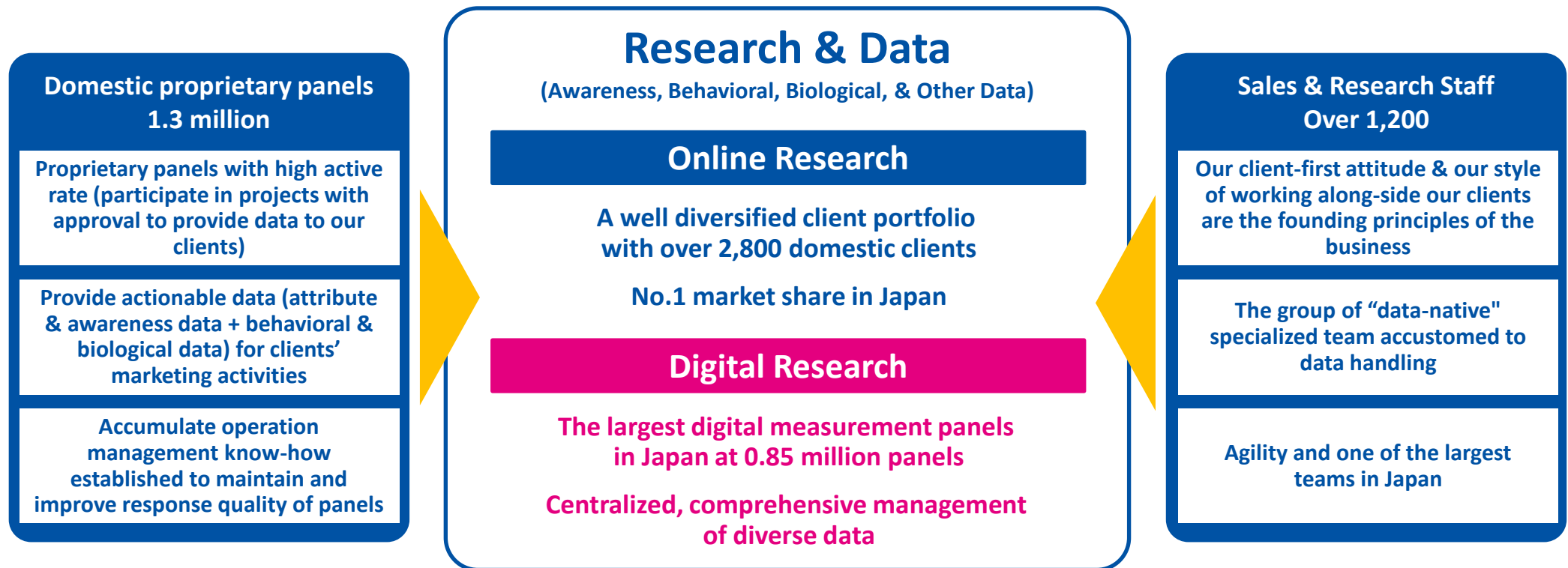
Serving 2,800+ domestic blue-chip client companies

Proprietary consumer panels of 1.3 million people equate to 1% of the Japanese population

Over 1,200 "Client-First" and "Data-Native" talent supporting our clients

Two strengths supporting our existing business

The following two types of research have mainly derived Macromill's business



We have been supporting our clients solve their Marketing Issues as a marketing research company

Japan Business: Change in Client Needs



26

To achieve continuous growth in our Japan Business, we must provide our own “Solution” for marketing issues that our clients face

Our Clients' Voice

“...Everyone has a smartphone and a tablet, and social media has become part of our daily lives. Many more people buy through e-Commerce sites than ever before. **It's a constant challenge for us to make sense of complicated consumer touchpoints and the diverse customer journey...**”

“... The way we do our marketing has changed. **Today, data-driven marketing is essential**, gone are the days of relying on our experience and a hunch. **We know we must acquire and organize data and enable the active "utilization of data ..."**”

Our Clients' Voice

“... Changing consumer mindsets and a radical diversification of purchase behavior mean that marketing has become more complicated. **There's no relationship to how we used to solve problems in the past. We cannot immediately solve the whole marketing issue by solving just one research issue ...**”

“... It's really hard for us to solve marketing issues that are becoming higher level, and we know that systematization and digital transformation in the marketing sphere are essential. However, this is all easier said than done. **We need a partner to consider concrete measures together with us ...**”

Solving research issues is not enough, and our clients want a “Partner” to collaborate on the core marketing issues

Japan Business: Transforming Our Business Model

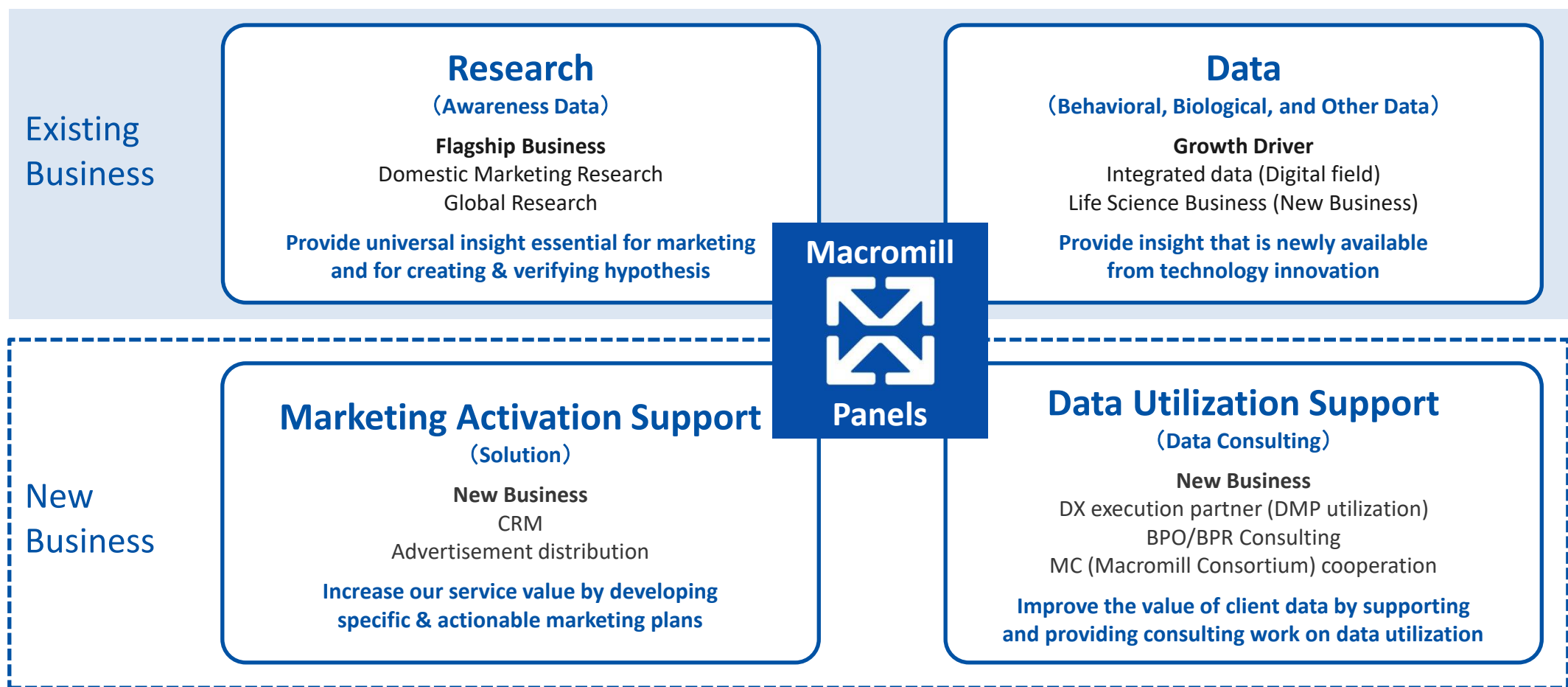


27

In order to provide continuous support to solve our clients' marketing issues, our business will be transformed from a Marketing Research Company into a Professional Marketing Services Company

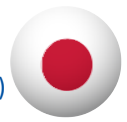
Entering “Data Utilization Support” and “Marketing Activation Support” business in full-scale

Our Business Fields



The proprietary panel will become the source of value creation and a differentiator in each business field

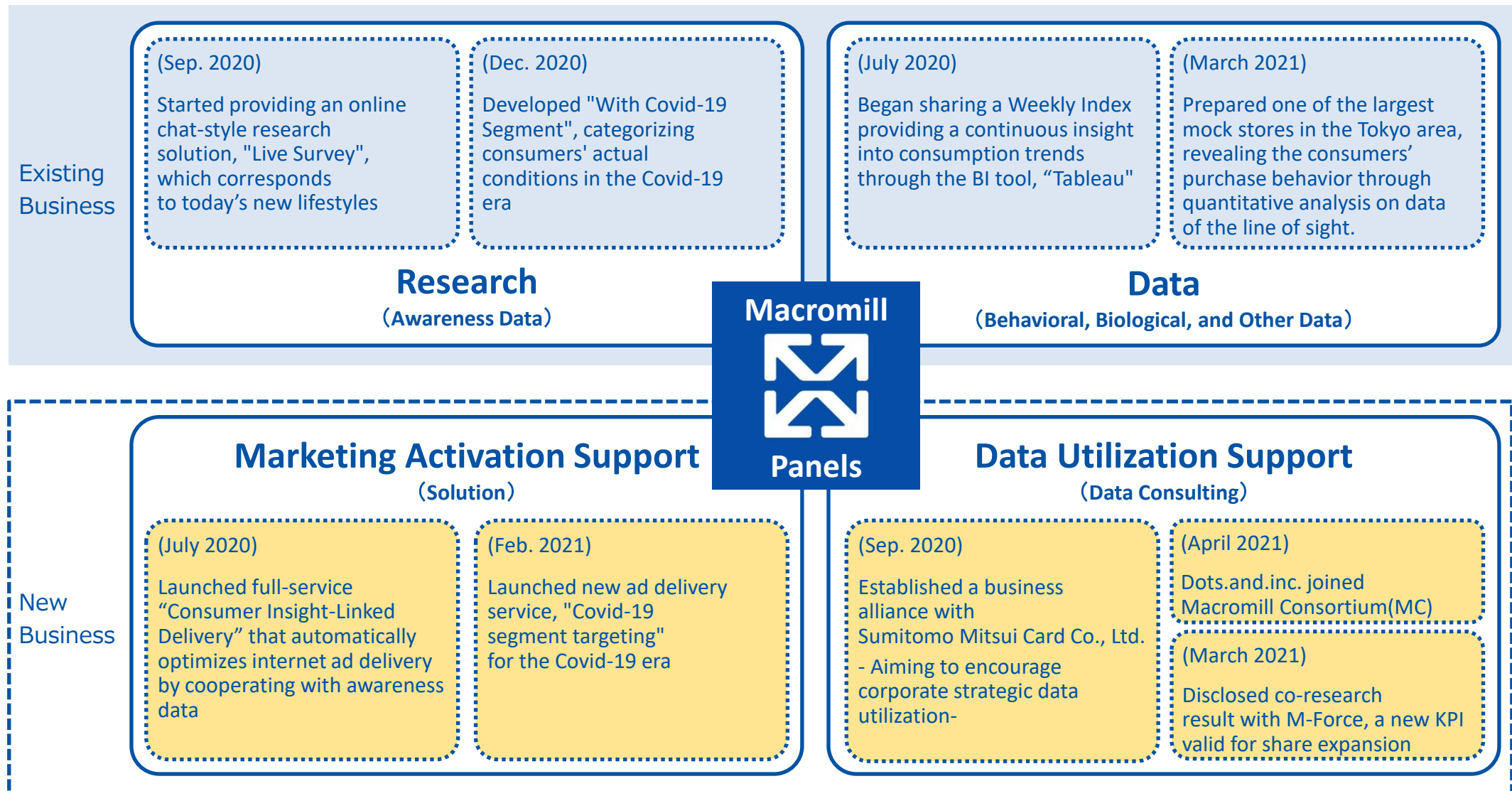
Japan Business: Transforming Our Business Model (Continued)



28

With initiatives already underway in each business field, we are shifting from a pilot phase to a fully-scaled expansion phase

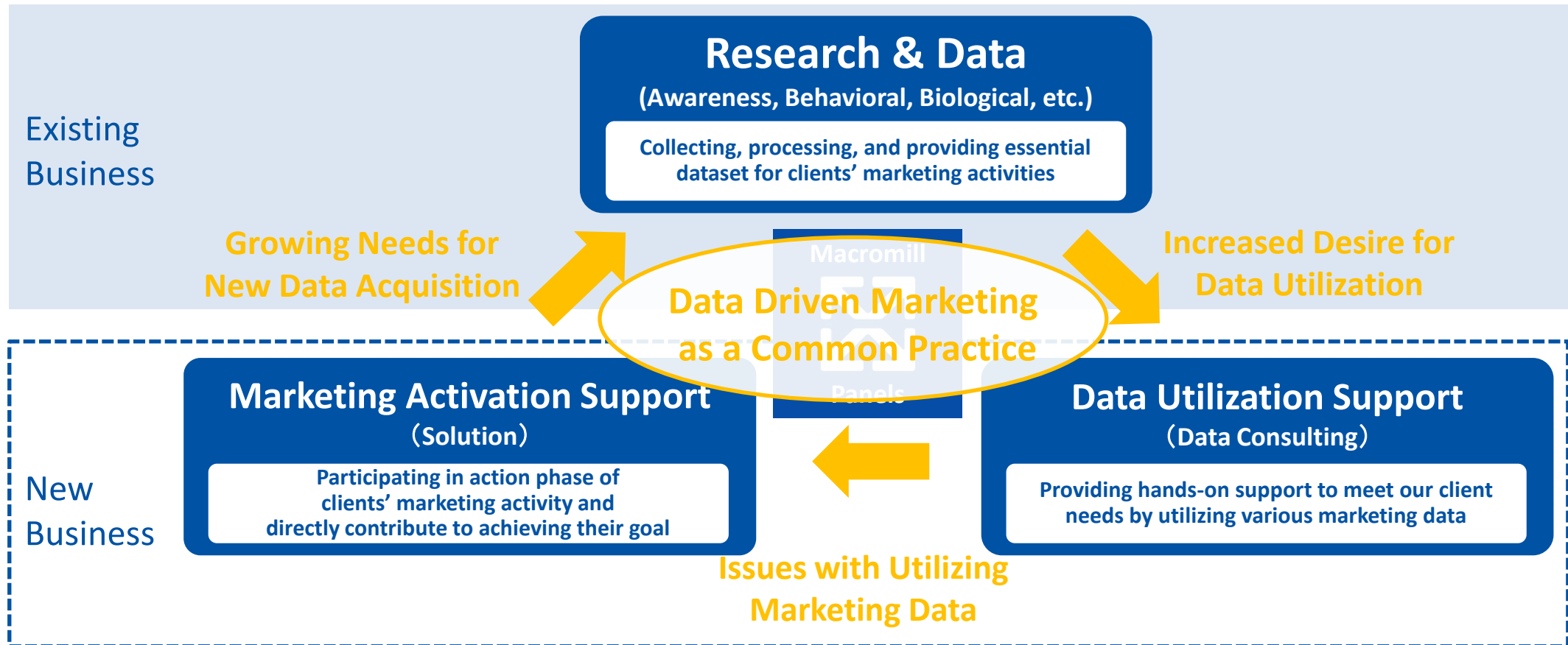
Our Business Fields





Build a value chain that solves our clients' marketing issues all at once

Our Targeted Business Model



Establish a unique position by supporting the 3 domains concurrently

Proceed with automation and provision of tools along with the stated ecosystem, and aim to provide a platform as an "integrated solution"

Japan Business: The Road to Transformation

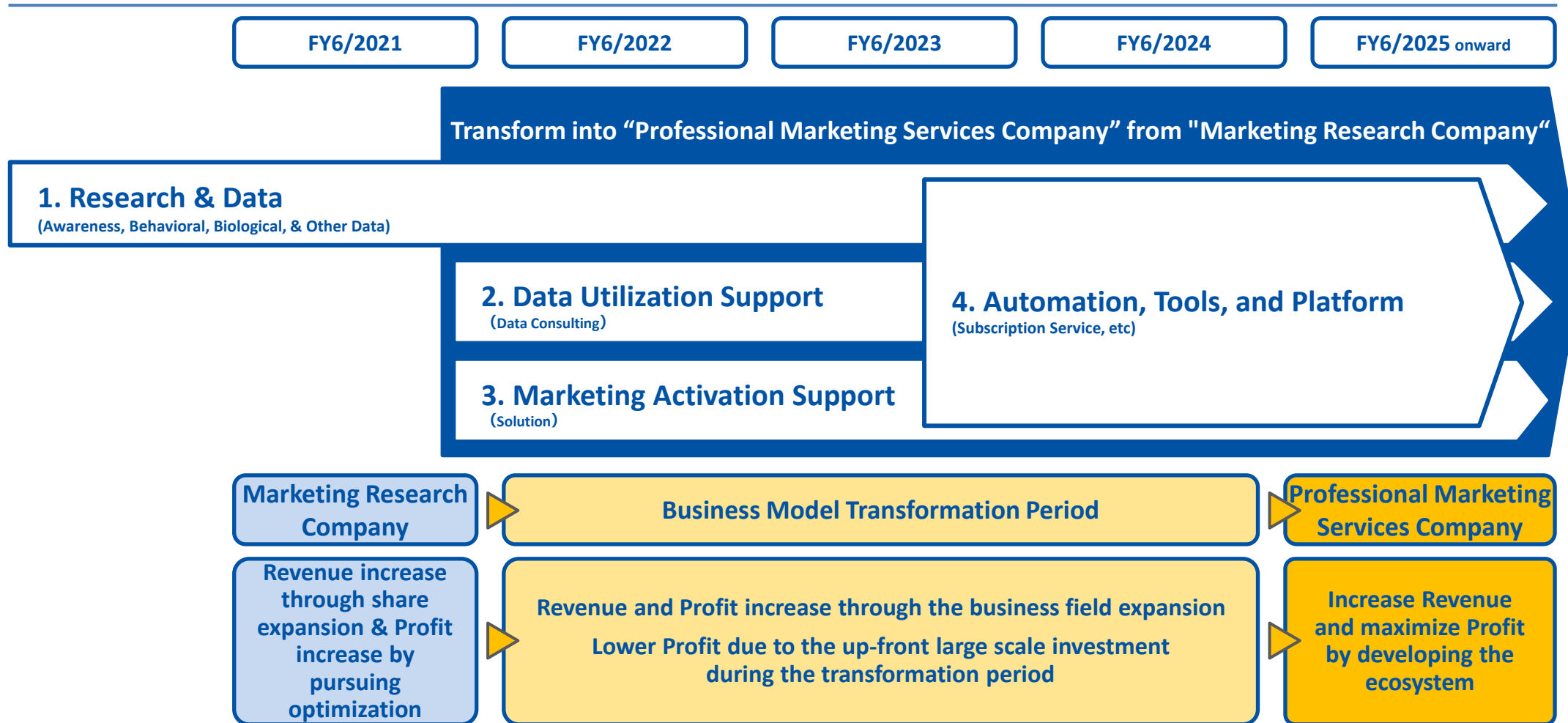


30

Set the next 3 years as the business model transformation period

Accelerate the strategic up-front investment in talent for existing and new business fields

Our Targeted Business Model



Although the investment will impact the profit margin,
we will proceed with a strong will in order to grow our Enterprise Value

Japan Business: New Initiatives



We are pleased to announce today that Macromill is launching a Life Science Business and Data Utilization Support Business. The Life Science Business is part of the horizontal business expansion, and the Data Utilization Support Business is to focus on the Digital Transformation (DX) of our clients’ marketing field

This is a start of many initiatives we plan to implement to drive our transformation

Priority measures in each business field

		New initiatives announced today	
1.	Research & Data	<div>(Disclosed a press release today)</div> <div>“Macromill Launches Life Science Business”</div> <div>+</div> <div>“Business alliances with Healthcare Systems Co., Ltd. and Human Metabolome Technologies, Inc.”</div> <div>🔑 More details on p.32</div>	<div>(Disclosed a press release today)</div> <div>“Launch of Data Utilization Support Business”</div> <div>🔑 More details on p.33</div>
2.	Data Utilization Support		
3.	Marketing Activation Support		

The launch of the Life Science Business



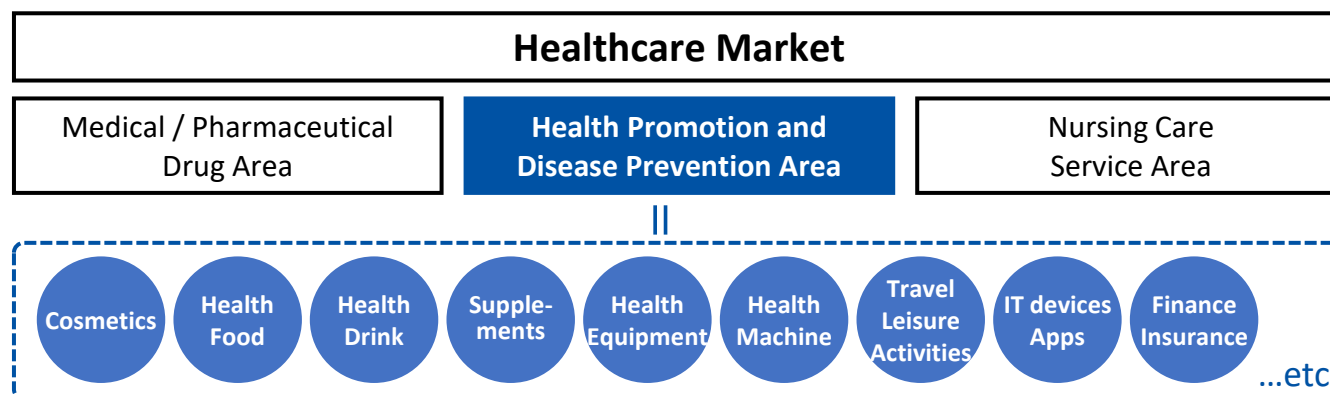
32

Launching the "Life Science Business" with full use of our existing business assets to support clients in the field of healthcare for health promotion and disease prevention⁽¹⁾

To enter this new business, form business alliances with the following two companies

Business Field

- Enabling clients in this sector to acquire biological data, such as blood/saliva (including "human clinical studies"⁽²⁾) in addition to the conventional research data produced from our domestic proprietary panels of 1.3 million people (1% of Japanese population)
- The service includes the development of health database and the support for utilization of the above mentioned biological data (applying DMP development support experience and know-how)



Business Alliances



Alliance for providing support for various human clinical trials including online clinical trials

- Gain knowledge and know-how on various human clinical trials including examination kits specialized for disease prevention field from Healthcare Systems Co., Ltd.



Alliance to develop comprehensive database and to provide data utilization support to the client

- Our Business alliance partner, Human Metabolome Technologies, Inc., which has strength in Metabolome analysis⁽³⁾, will acquire and analyze metabolism data

Note

1. Healthcare for health promotion and disease prevention area: health maintenance, improvement, or management at non-illness pre-symptomatic state
2. Human clinical study: an examination to prove effectiveness and safeness in the non-pharmaceutical areas such as food, cosmetics, supplements, etc.
3. Metabolome analysis (metabolomics): A research area that attempts to understand the overall vital phenomenon by comprehensively measuring metabolic substances present in cells or organisms. It is widely studied as one of the major analysis methods in bioscience together with genomics which analyzes genes, and proteomics which analyzes protein, etc.

The launch of the Data Utilization Support Business



33

To support our clients' digital transformation (DX) in their marketing activity, fully enter the Data Consulting Business field

Client Issues and our strength

Client Issues

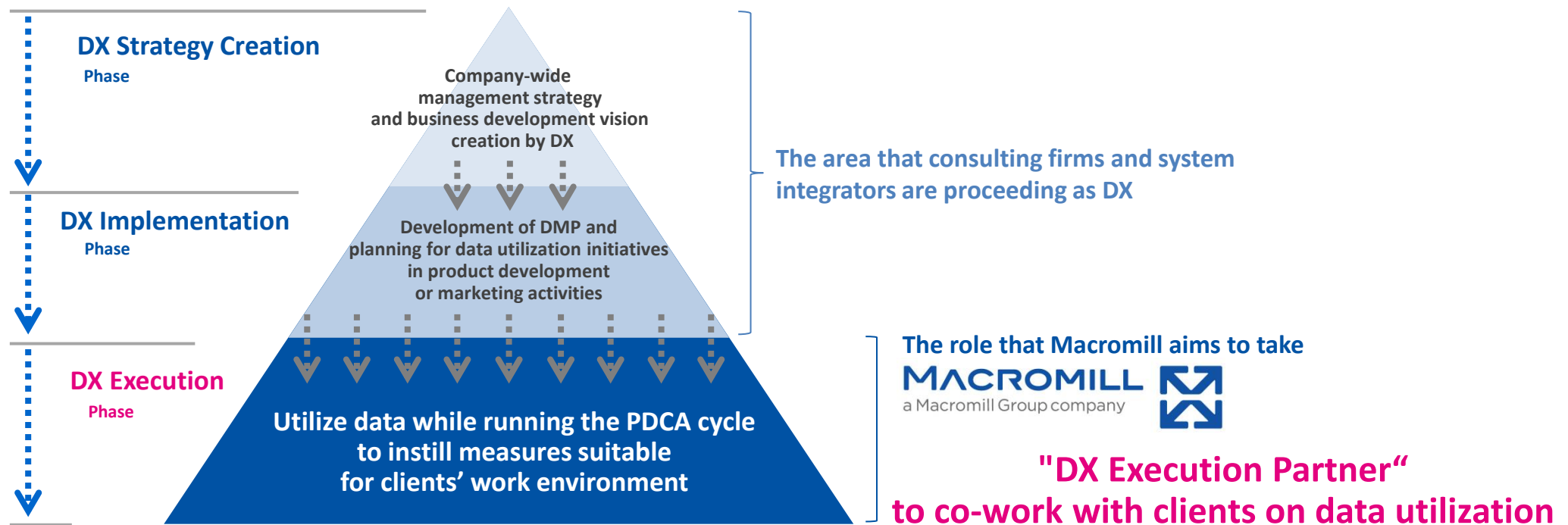
- "Data utilization" is vital to turn digital transformation profitable
- Even though data integration is completed, it is not used effectively in product development or in marketing activities
- Need a partner to consider a specific plan to make the "data utilization" effective



Our strength

- "Data-native" specialist team accustomed to data handling with 100+ data solution
- Macromill has been providing a hypothesis to solve marketing issues for more than 2,800 clients' by utilizing data
- Continuously train around 100 data specialists annually, and co-work with client companies on the front line to satisfy our clients' request

The role that Macromill aims to take



Evolution to the company of
“Research” × “DATA”

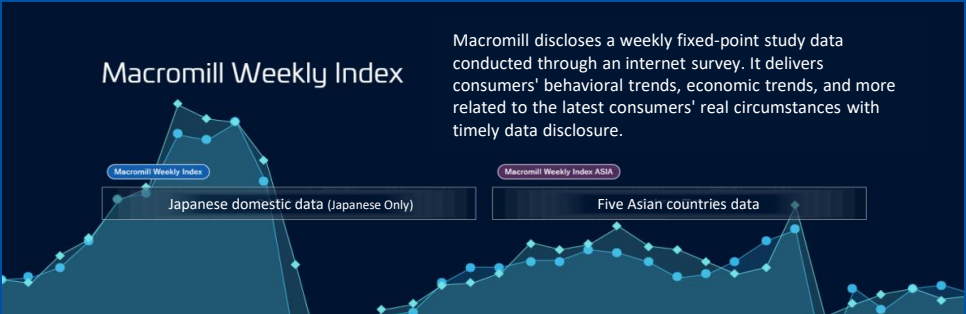
Innovative
Insights
for All



DATA & INSIGHTS

Macromill discloses approaches and methods to utilize diverse data and a point of view of thinking about the value of marketing research for our clients' better decision making. (Japanese Only)

☞ 【FREE】 Market research report: Market research report (Self-study report) conducted by Macromill, analysis report, and know-how book are available for free (Japanese Only)



☞ Macromill Weekly Index, fixed-point survey data is referred to in "Documents for Cabinet Committee on Monthly Economic Report and Other Relative Issues" provided by the Cabinet Office. (Japanese Only)

Appendix

- i. **FY6/2021 Q3 Financial Results Supplemental Material**
- ii. Market size, Historical Revenue Trends and our Mid-term Business Plan
- iii. Summary of our Company

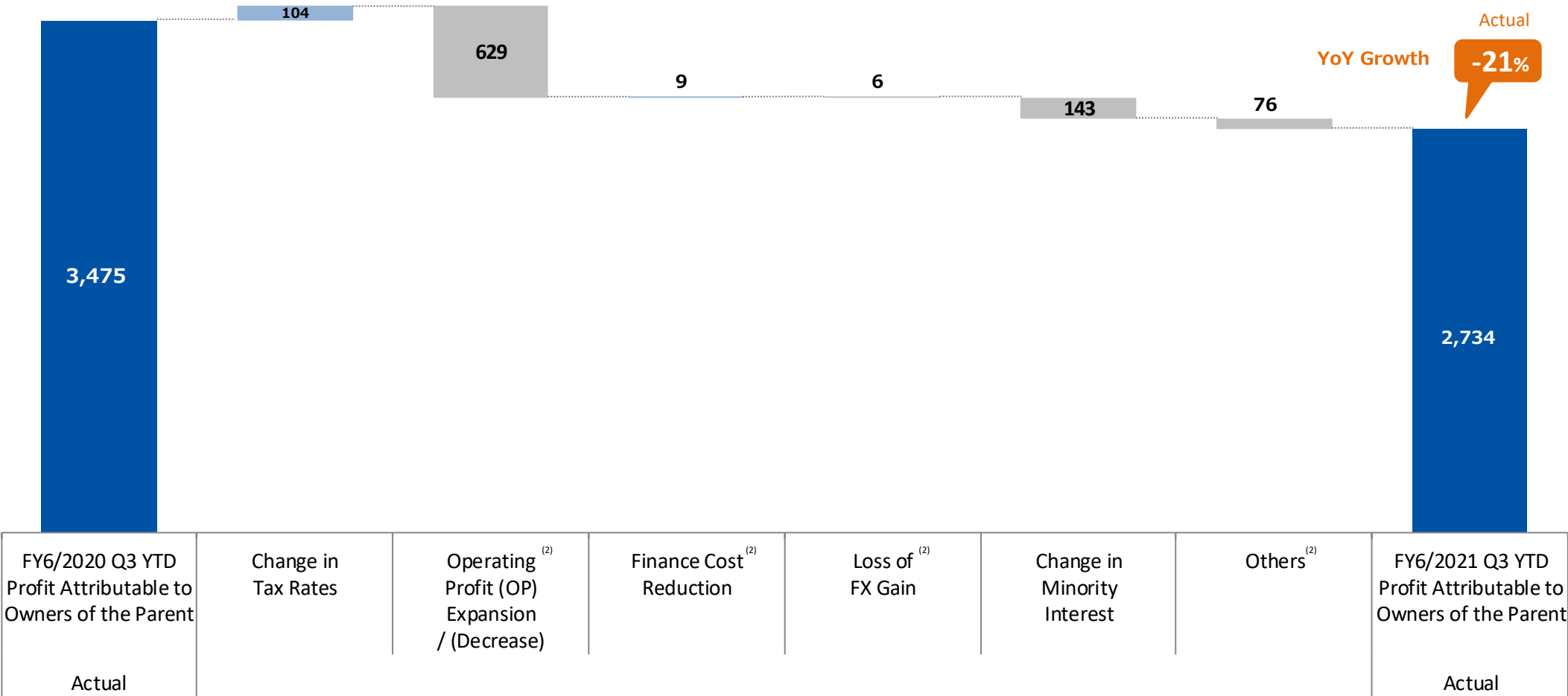
FY6/2021 Q3: Net Income⁽¹⁾ Waterfall Chart

Q3 YTD (9 Months)

Net Income⁽¹⁾ decline is mainly due to decrease in Operating Profit

Profit Attributable to Owners of the Parent Waterfall Analysis – FY6/2020 Q3 YTD vs. FY6/2021 Q3 YTD

Consolidated (IFRS)
(JPY in Millions)



Notes

1. Profit Attributable to Owners of the Parent

2. Figures including Tax effect

Historical Goodwill Trends by Segment

Reprint

37

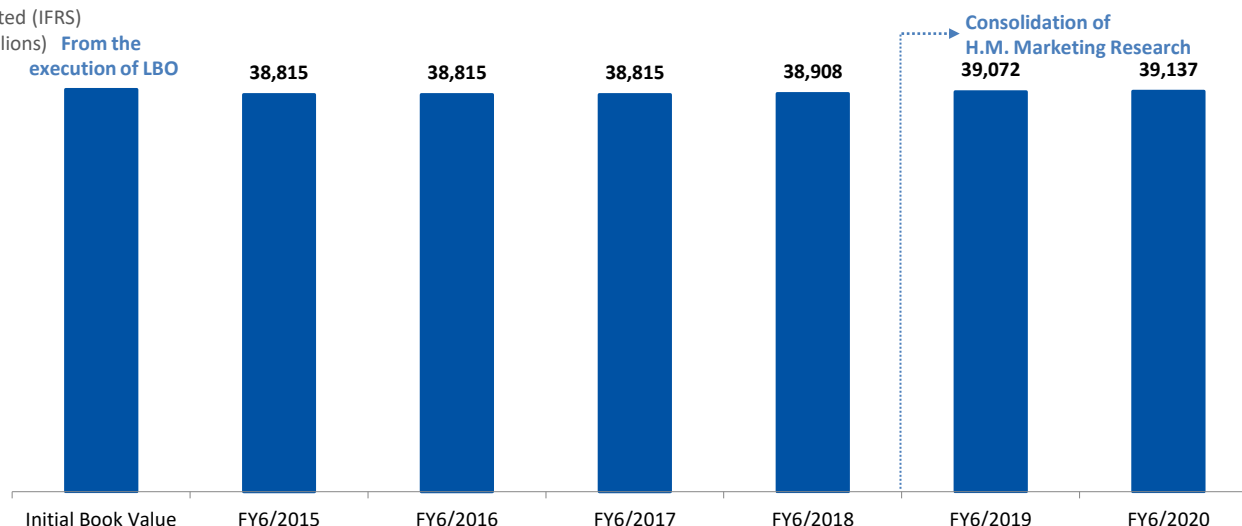
Recognized impairment loss of goodwill in the Overseas (ex-Korea) Business Segment in FY6/2020 Q4

Given the size of loss of goodwill, the risk of additional impairment is minimal

Japan and Korea Business Segment - Historical trends of the goodwill amount

Consolidated (IFRS)

(JPY in Millions)

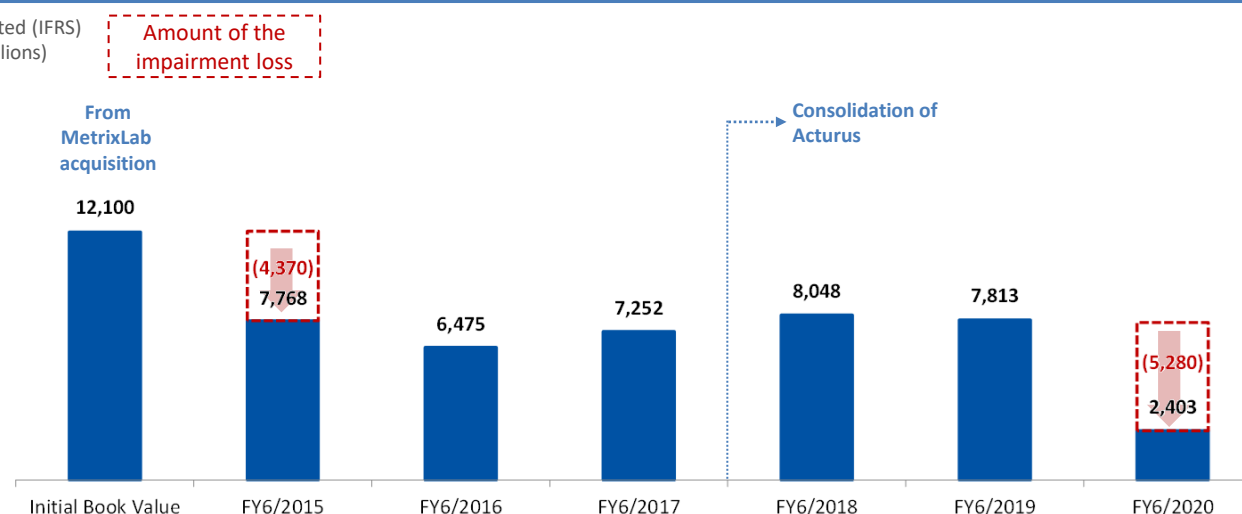


	FY6/2019	FY6/2020
Composition Ratio (in Consolidated Total Amount)	83%	94%
Allowance for recognizing impairment loss (Trigger threshold vs. Est. Future CF)	-68.0%	-41.8%

Overseas (ex-Korea) Business Segment - Historical trends of the goodwill amount

Consolidated (IFRS)

(JPY in Millions)



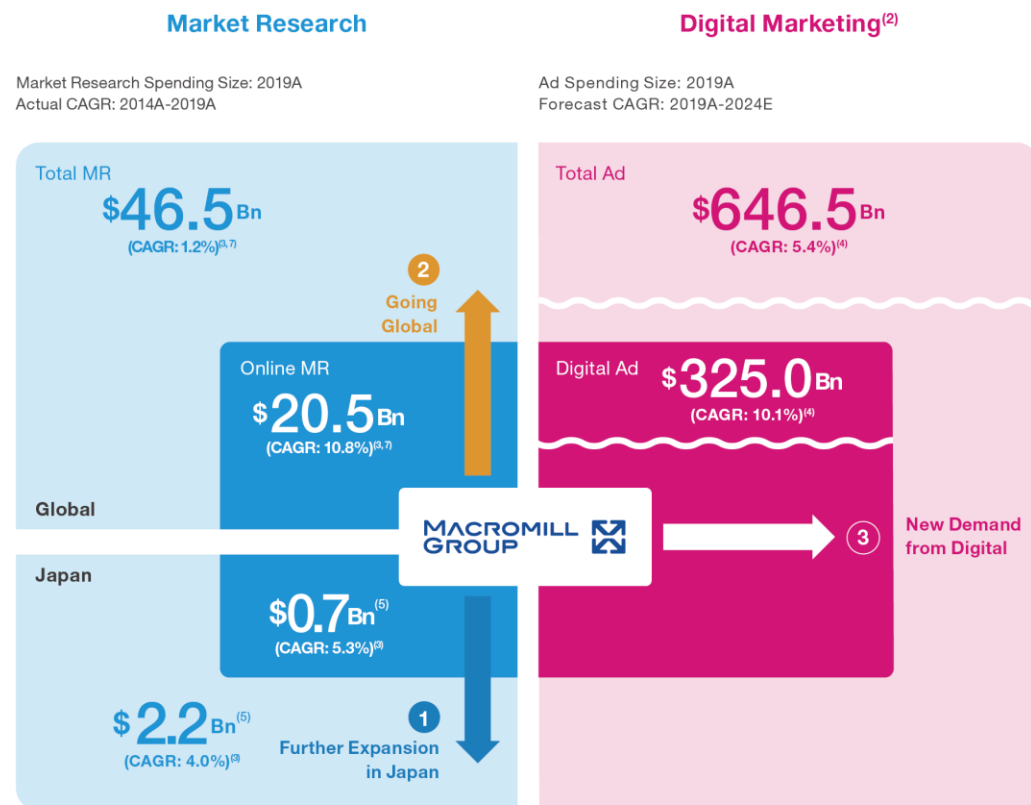
	FY6/2019	FY6/2020
Composition Ratio (in Consolidated Total Amount)	17%	6%
Allowance for recognizing impairment loss (Trigger threshold vs. Est. Future CF)	-32.2%	n/a

Appendix

- i. FY6/2021 Q3 Financial Results Supplemental Material
- ii. **Market size, Historical Revenue Trends and our Mid-term Business Plan**
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Big Market Opportunity and Our Mid-term Business Plan

Our Market Opportunity⁽¹⁾



Source

Global Market Research spending: ESOMAR - Global Market Research (9/2015, 9/2020)
 Japan Market Research spending: Japan Marketing Research Association (7/2015, 9/2020)
 Ad spending: eMarketer - Worldwide Ad Spending (9/2020)

Notes

1. The diagram is for illustrative purpose only and is not intended to depict relative market size to scale, or to show the current or future revenue or profit of Macromill group in each market.
2. The market size includes solutions which Macromill group does not offer currently, and shows the size of the digital ad market as a sub-component of the total ad market. We generally do not plan to expand our business to cover all of this market, but believe it is helpful to show because we believe that there is a correlation between the growth of this market and the growth of sales of our digital marketing solutions.
3. Historical CAGR for 2014A-2019A
4. Future estimate CAGR for 2019A-2024E
5. Exchange rate: USD/JPY = 110
6. Excluding New Business (such as M&A) Contribution
7. Source: ESOMAR Global Market Research 2020, published in September 2020. Please note the size of global marketing research market of 2019 in the 2020 Report has three scenarios; Scenario 1: Approximately 1.6x larger market size YoY due to expansion of the market definition; Scenario 3: Approximately 1.9x larger market size YoY due to the same reason as the Scenario 1; We chose Scenario 2, the closest market size to the previous year to illustrate the chart in above.

Macromill Group Mid-term Business Plan

Market Position

We aspire to be “**Global Top 10**” and “**No.1 in Japan and No.1 in Asia**” by 2024

Revenue

Continue to **grow faster** than the market

Profit

Realize continuous **profit growth**

Maintain cost growth⁽⁶⁾ below revenue growth
 – Utilize Technology & Innovation (AI, RPA etc.)

Leverage

Net Debt / EBITDA **2.0x - 2.5x**
 as a NEW target

Capital Allocation

Enhance **Shareholders' Return**

Stable Dividend Growth + **Share Buyback** (New Addition as an option)

Mid-term Business Plan achieved through...

40

Clients	“Partner” Relationships rather than Transactional Relationships
Panel	Strengthen and Expand “Proprietary Panels” Maintain vertically integrated business model in Digital era
Data	“Aggregated / Integrated” DATA utilization as Consumer Touchpoints Explode
Technology	“Utilize Innovation and Technology (AI, RPA etc.)” in Advanced Analytics and New value addition to our products
MVV	Sustaining our commitment to the Mission, Vision, and Values - Support for clients decision making to realize SDGs

Historical Trends - Global Market vs. Our Revenue

- Global Marketing Research Market growth is led by Online Marketing Research Market growth
- Macromill Group's revenue growth exceeds overall market growth

Market Trends – Global Marketing Research Market

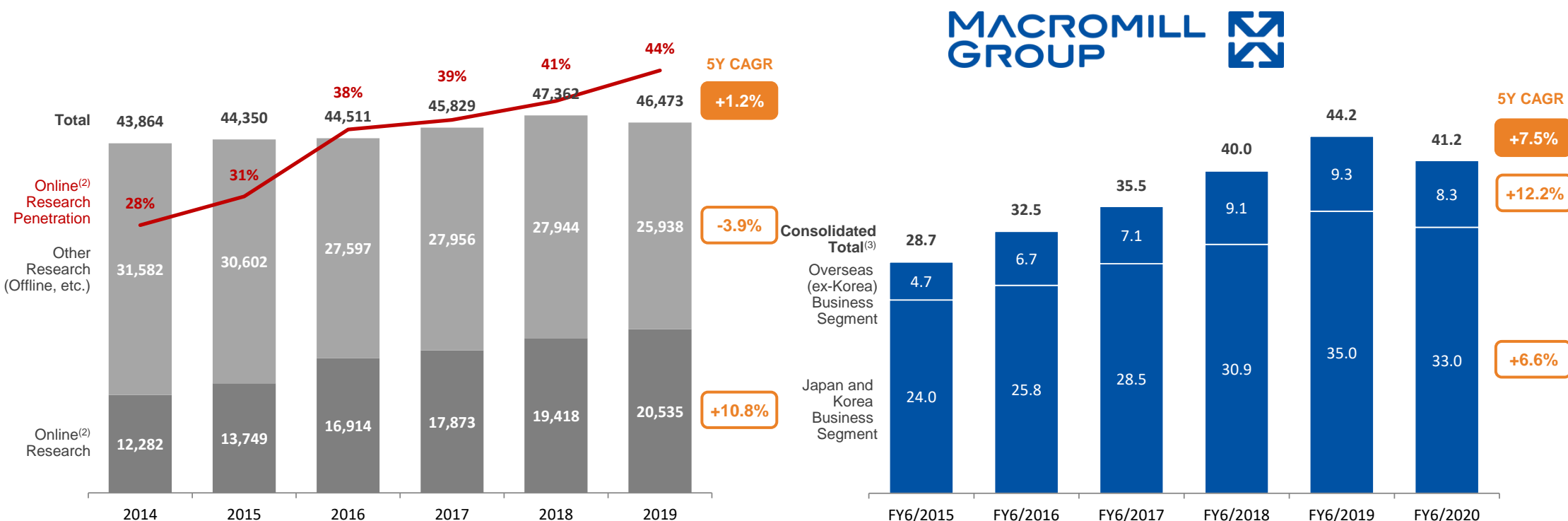
ESOMAR⁽¹⁾
(USD in Millions)

YoY Growth	Total:	+1%	+0%	+3%	+3%	-2%
	Other:	-3%	-10%	+1%	-0%	-7%
	Online:	+12%	+23%	+6%	+9%	+6%

Revenue Trends – Macromill Consolidated Group All

Consolidated (IFRS)
(JPY in Billions)

YoY Growth	Consolidated	+13%	+9%	+13%	+11%	-7%
	Overseas	+44%	+5%	+29%	+2%	-11%
	Japan & Korea	+7%	+11%	+9%	+13%	-6%



Notes

- Source: ESOMAR, Global Market Research (9/2020, 9/2019)
- Online quantitative marketing research only, not including online qualitative marketing research
- Revenue of each segment is shown using gross value including intersegment revenue, and the total amount of revenue of both segments does not match the consolidated revenue (the difference is intersegment revenue)

Historical Trends – Japanese Market vs. Revenue in Japan

42

- Overall Japan marketing research market growth of 4.0% (5Y CAGR)
- Macromill Japan revenue growth exceeds that of the overall marketing research growth in Japan, strongly driven by Digital revenue which is a growth driver for Macromill Japan

Market Trends – Japanese Marketing Research Market

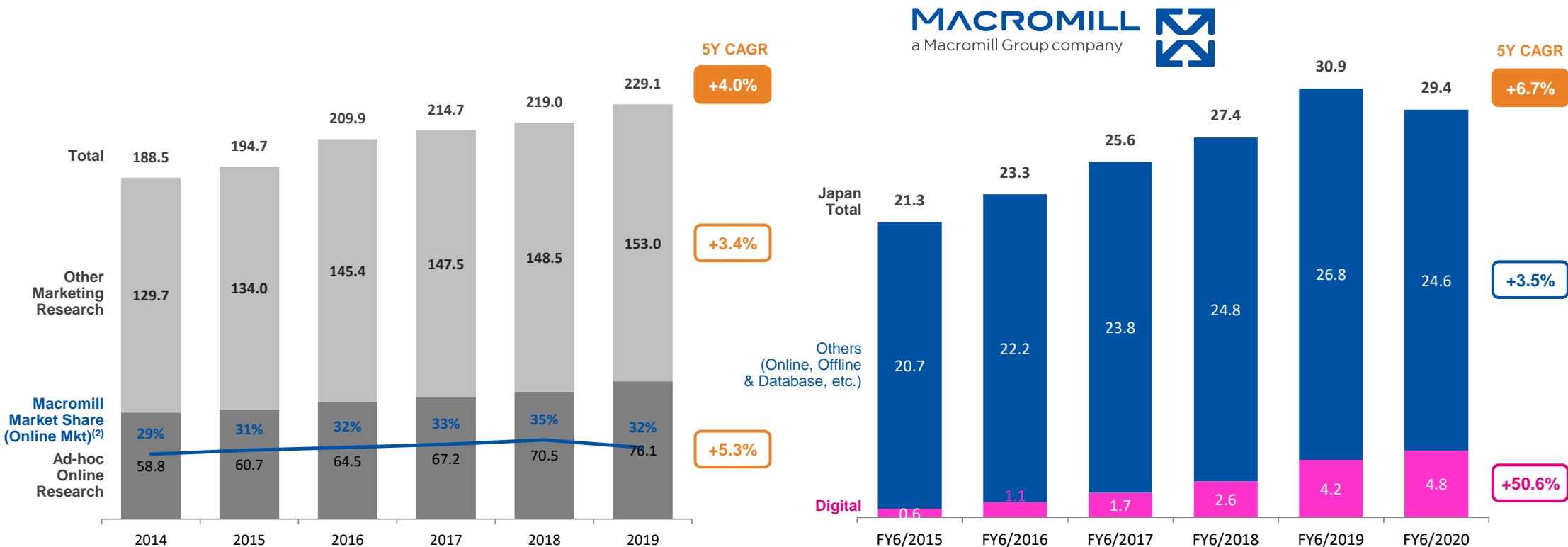
JMRA⁽¹⁾
(JPY in Billions)

YoY Growth	Total:	+3%	+8%	+2%	+2%	+5%
	Others:	+3%	+9%	+1%	+1%	+3%
	Online:	+3%	+6%	+4%	+5%	+8%

Revenue Trends – Macromill Group Revenue in Japan

Consolidated (IFRS)
(JPY in Billions)

YoY Growth	Japan Total:	+9%	+10%	+7%	+13%	-5%
	Others:	+7%	+7%	+4%	+8%	-8%
	Digital:	+76%	+63%	+47%	+59%	+16%



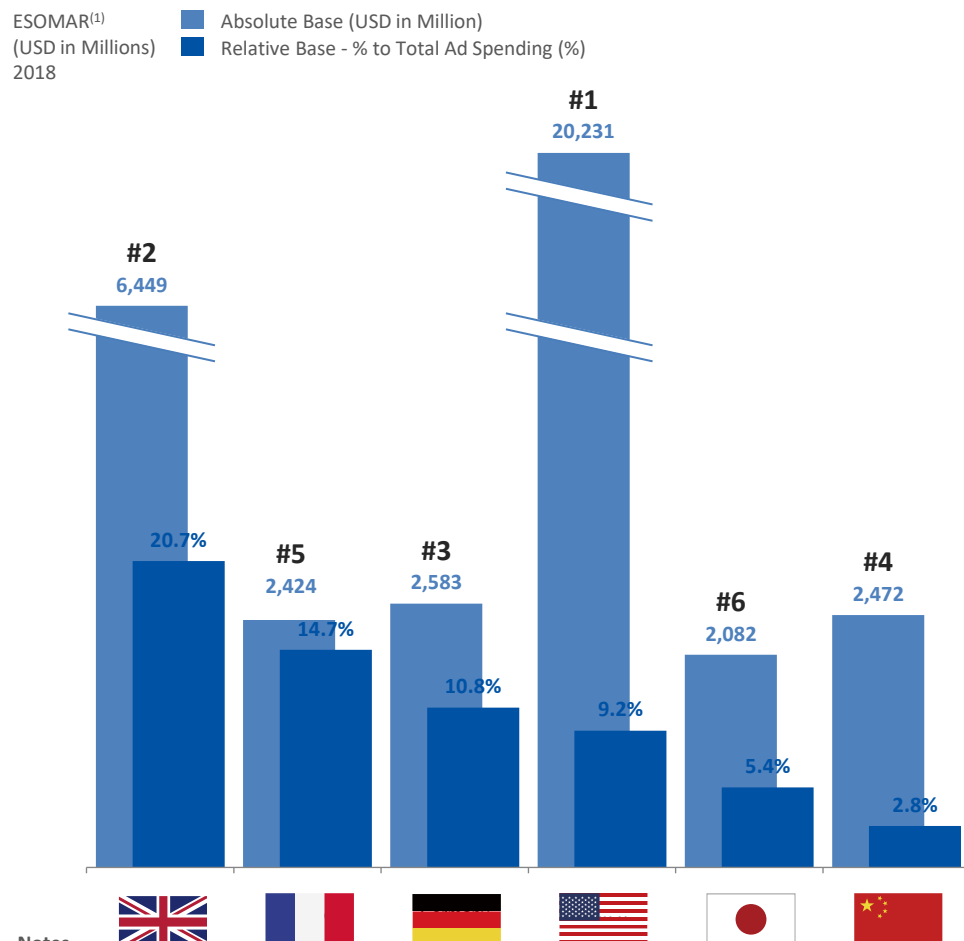
Notes

1. Source: Japan Marketing Research Association (JMRA) - Management statistics (2019/7) The Ad-hoc internet survey is described as Ad-hoc Online
2. Macromill's market share is estimated by the Company

Further Growth Opportunity – Japan

- Japanese Marketing Research market has continued potential for growth
- In addition, the overall market for Digital Marketing-Related services are ALSO expected to grow dramatically, in the next 5 years, creating additional opportunities to accelerate growth

Size of Marketing Research Market by Country (Absolute and Relative Size)



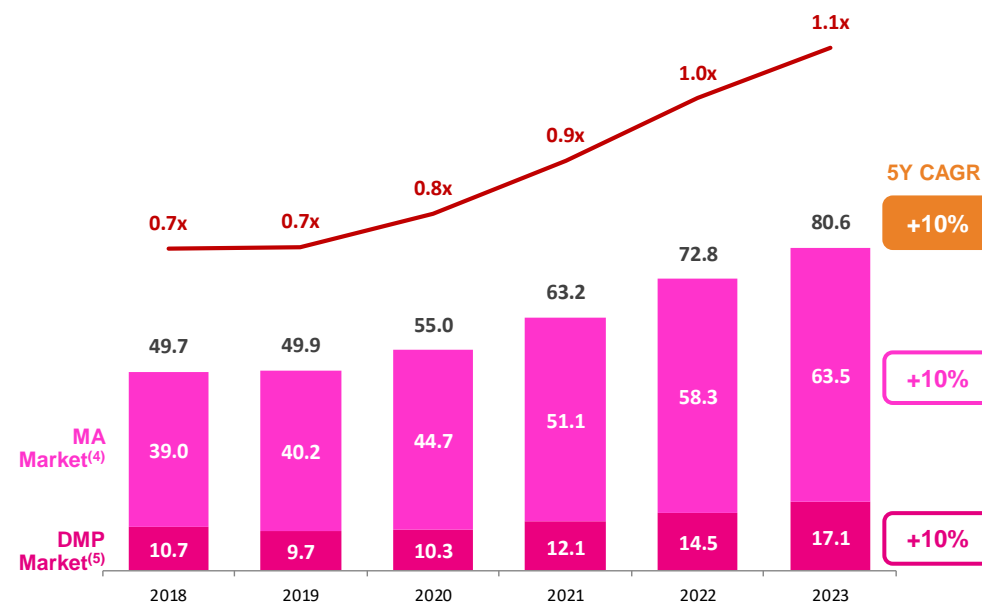
Notes

- Source: ESOMAR, Global Market Research (9/2020)
- Source: Yano Research Institute, Size of DMP / MA Market Historical Trends and Forecasts (Actual result in 2018, an Estimated value in 2019, Forecasts from 2020 and after) (2019/11/12)
- Market size multiple against 70.5 B JPY ad-hoc internet marketing research market size of 2018 in a survey of Management statistics(2019/7) by Japan Marketing Research Association (JMRA)
- MA (Marketing Automation) is a system/service that aims to create high accuracy business negotiations by developing clients individually through the unification of the potential client and existing client data, auto evaluation, and execute scenarios based on the designed scenario.
- DMP (Data Management Platform) is a system/service that optimizes marketing plans such as advertisement/mail/DM by clarifying the characteristics of consumers through aggregating and analyzing consumer behavior in various sales channels. DMP includes two types of DMPs: public DMP that use consumer data held by third parties other than the company's owned web site, and private DMP that uses consumer data on the company's web site. Private DMP includes CDP (Customer Data Platform) that manages individual consumers.

Size of Japanese Digital Marketing-Related Markets – Actual and Forecasts

Yano Research Institute⁽²⁾
(JPY in Billions)
2020

Market Size Multiple: Total Japanese DMP/MA market size against Domestic Online Marketing Research Market (in 2020) ⁽³⁾

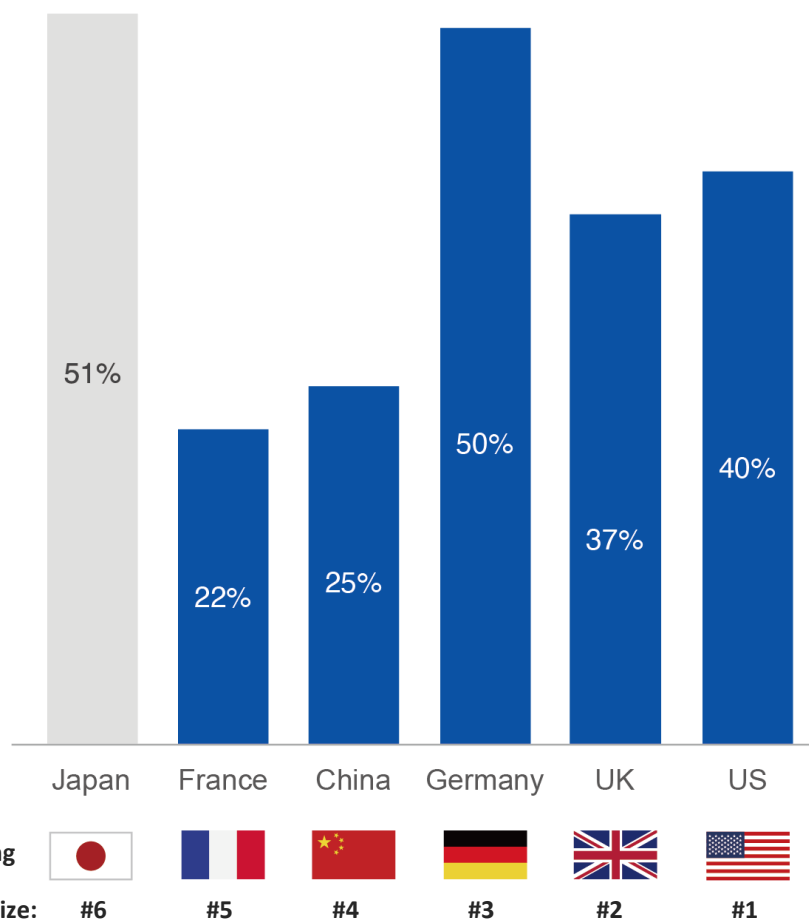


Further Growth Opportunity – Overseas Business

- Overseas, Online Marketing Research will continue to be a growth driver
- Our strength is online marketing and digital research, and we are uniquely positioned as a emerging player with a global franchise
- Continuing to expand market share by disrupting and challenging the Big 4

Online Marketing Research Penetration⁽¹⁾ in Total Market Research Spending

ESOMAR⁽²⁾
CY2019

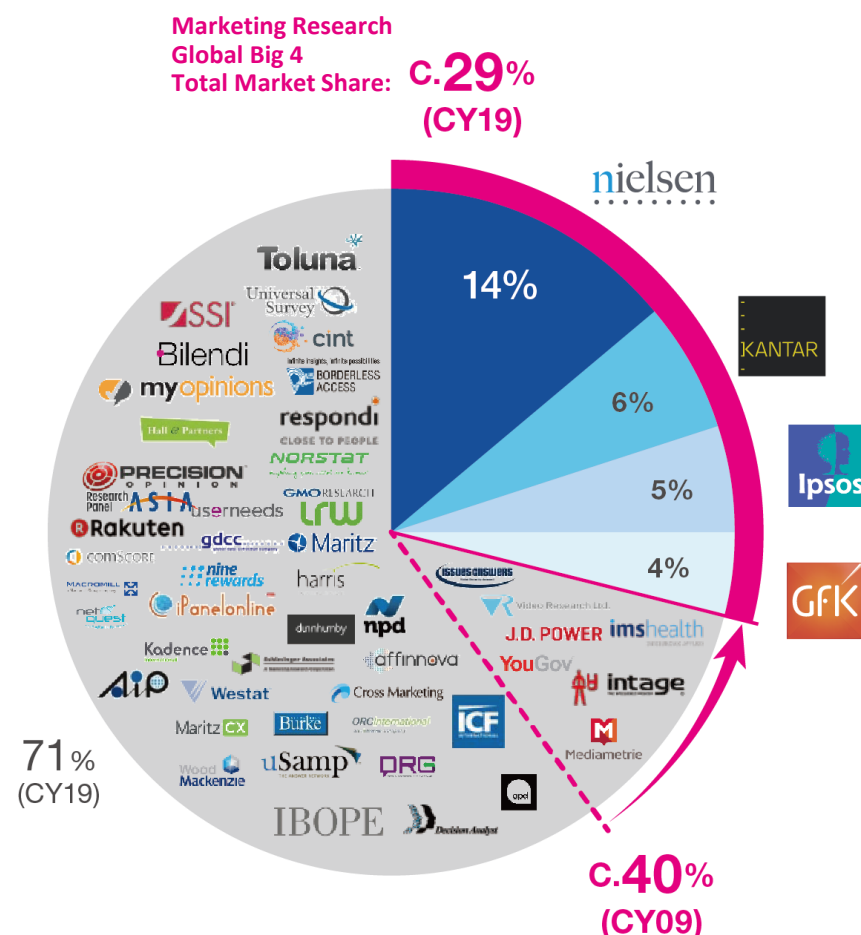


Notes

1. Source ESOMAR, Global Market Research (9/2020, 9/2010)
2. Online Marketing Research Presentation = spending on online quantitative market research (PC Online + Mobile / Smartphone Online) / spending on total market research in each country

Global Marketing Research Market - Market Share

ESOMAR⁽²⁾
CY2019

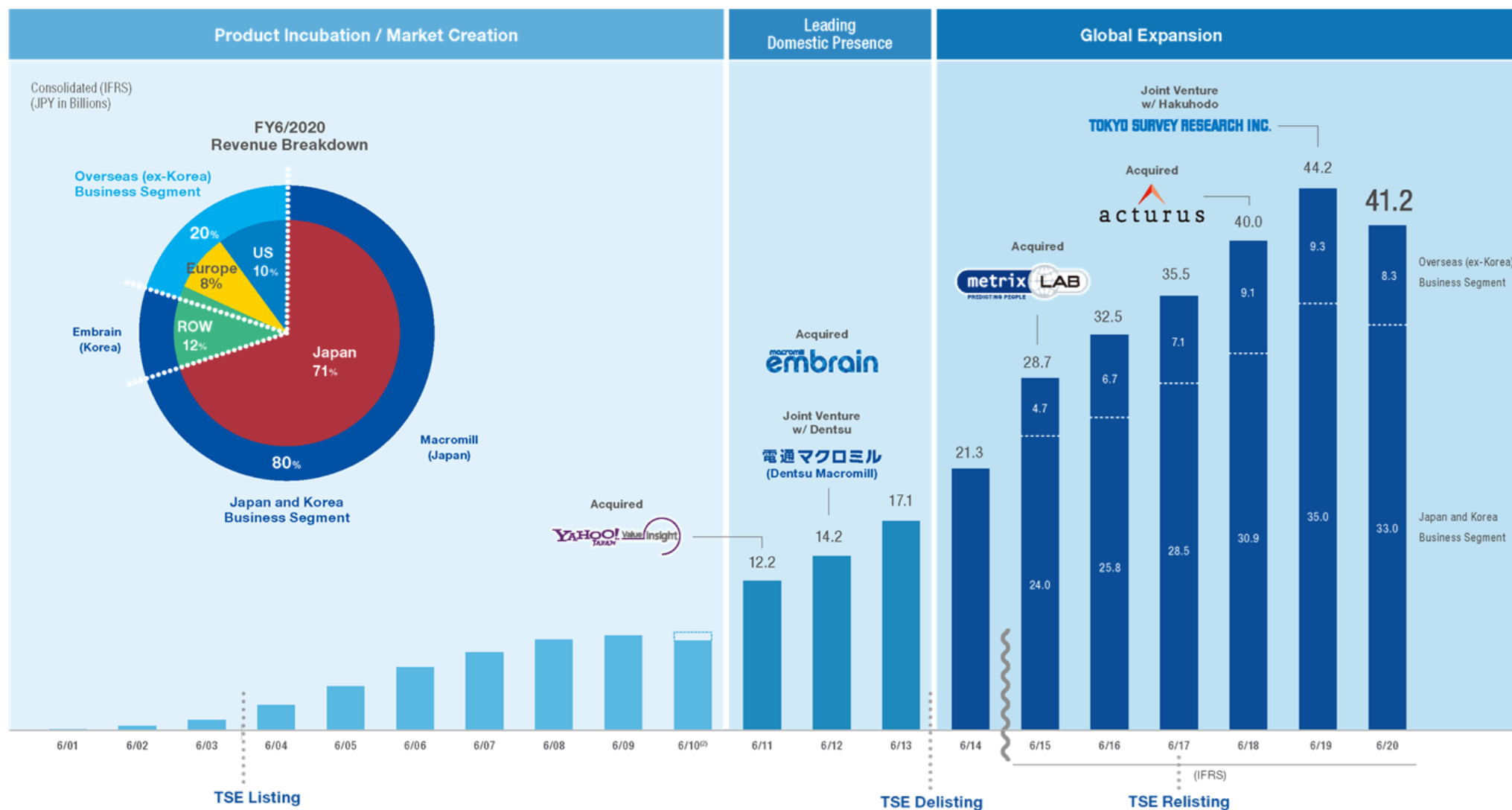


Appendix

- i. FY6/2021 Q3 Financial Results Supplemental Material
- ii. Market size, Historical Revenue Trends and our Mid-term Business Plan
- iii. [Summary of our Company](#)

We are Fast Growing Market Research Company

Consolidated Revenue⁽²⁾



Notes

1. J-GAAP based financials for FY6/2001-6/2014 and IFRS-based financials for FY6/2015 onwards. J-GAAP and IFRS financial information are prepared based on different accounting principles and are not directly comparable. Macromill believes, however, that the presentation of consolidated revenues on a J-GAAP basis as compared to IFRS would only require immaterial adjustments and that the presentation above appropriately and accurately reflects the consolidated revenue trends for the four fiscal years ended June 30, 2017.
2. The dotted line indicates potential revenue contribution from the subsidiary (AIP) divested in this year.

Who we work with

- Serving more than 4,000 blue-chip clients globally across a diversified set of brands, agencies and industries
- Revenue concentrated with long-term clients and high retention
- Majority of revenue from direct relationships with brands
- Strategic agency relationships including jointly managed subsidiaries (Dentsu, Hakuhodo)

Highlights

Number of Clients

c. 4,200 clients, 90+ countries

**c. 2,800 clients
in Japan**

**c. 1,400 clients
in Overseas**

Client Retention Rate of Large Clients⁽¹⁾

95.7%
in Japan⁽²⁾

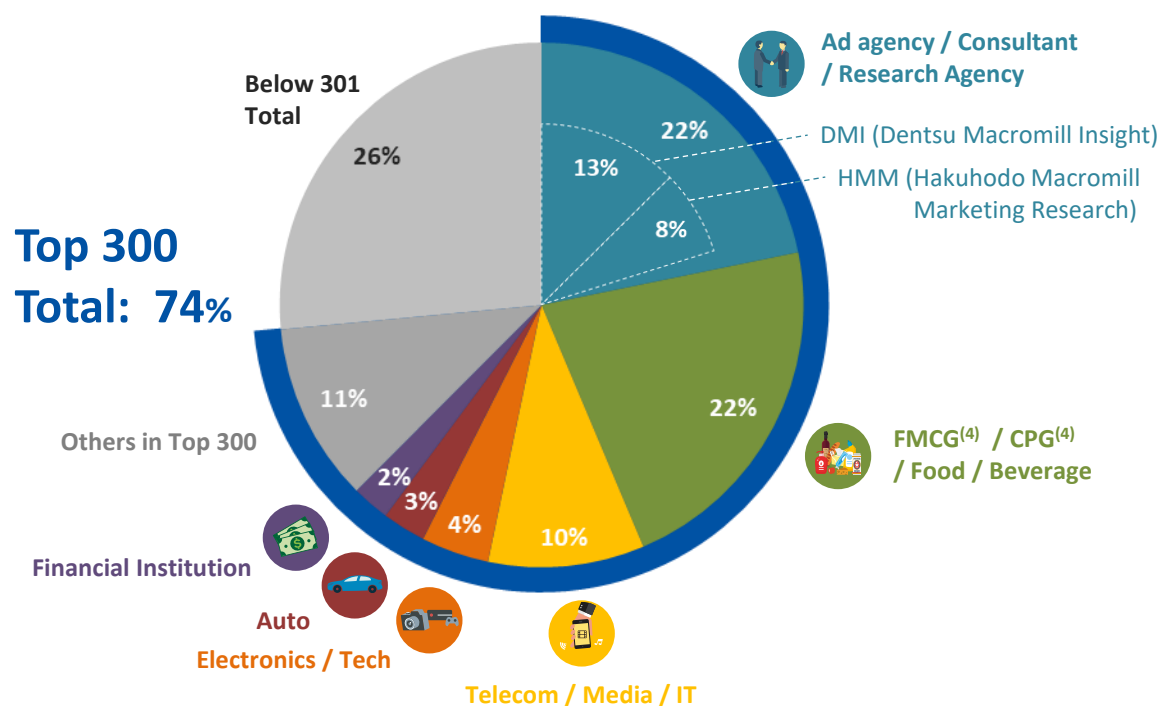
92.1%
in Global⁽³⁾
(excl. Japan)

Notes

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 FY6/16 to FY6/20
3. Retention Rate for Global (excl. Japan) = (No. of large clients of MetrixLab providing over 0.1MM Euro in annual revenue for which 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 MetrixLab providing over 0.1MM Euro in the previous year). 5 year average from FY6/16 to FY6/20
4. FMCG = Fast Moving Consumer Goods / CPG: Consumer packaged goods (incl. non-durable goods such as soft drinks, toiletries, etc.)

FY6/2020 Revenue Breakdown by Client Industries

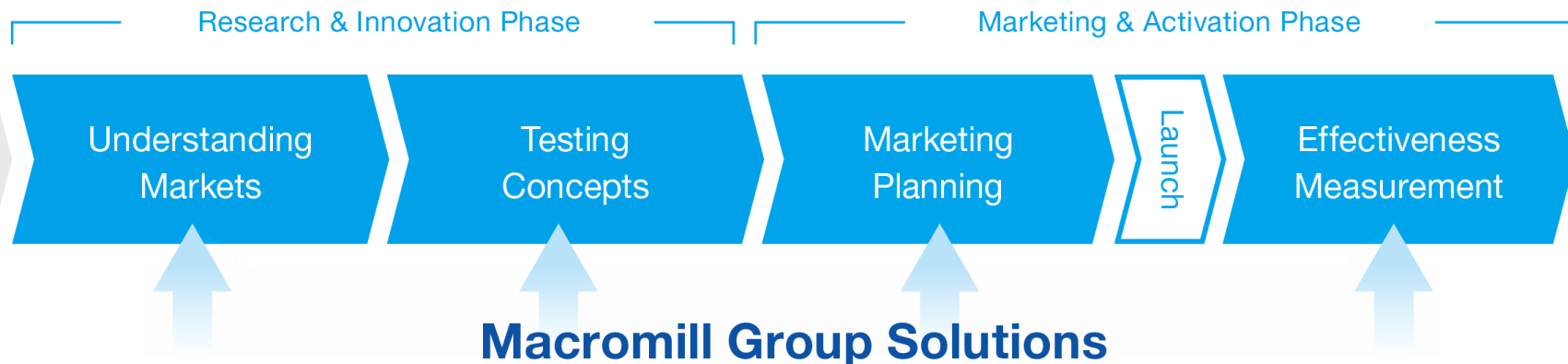
Consolidated (IFRS)
(JPY in Millions)



Well diversified client portfolio

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

Clients' Marketing Process



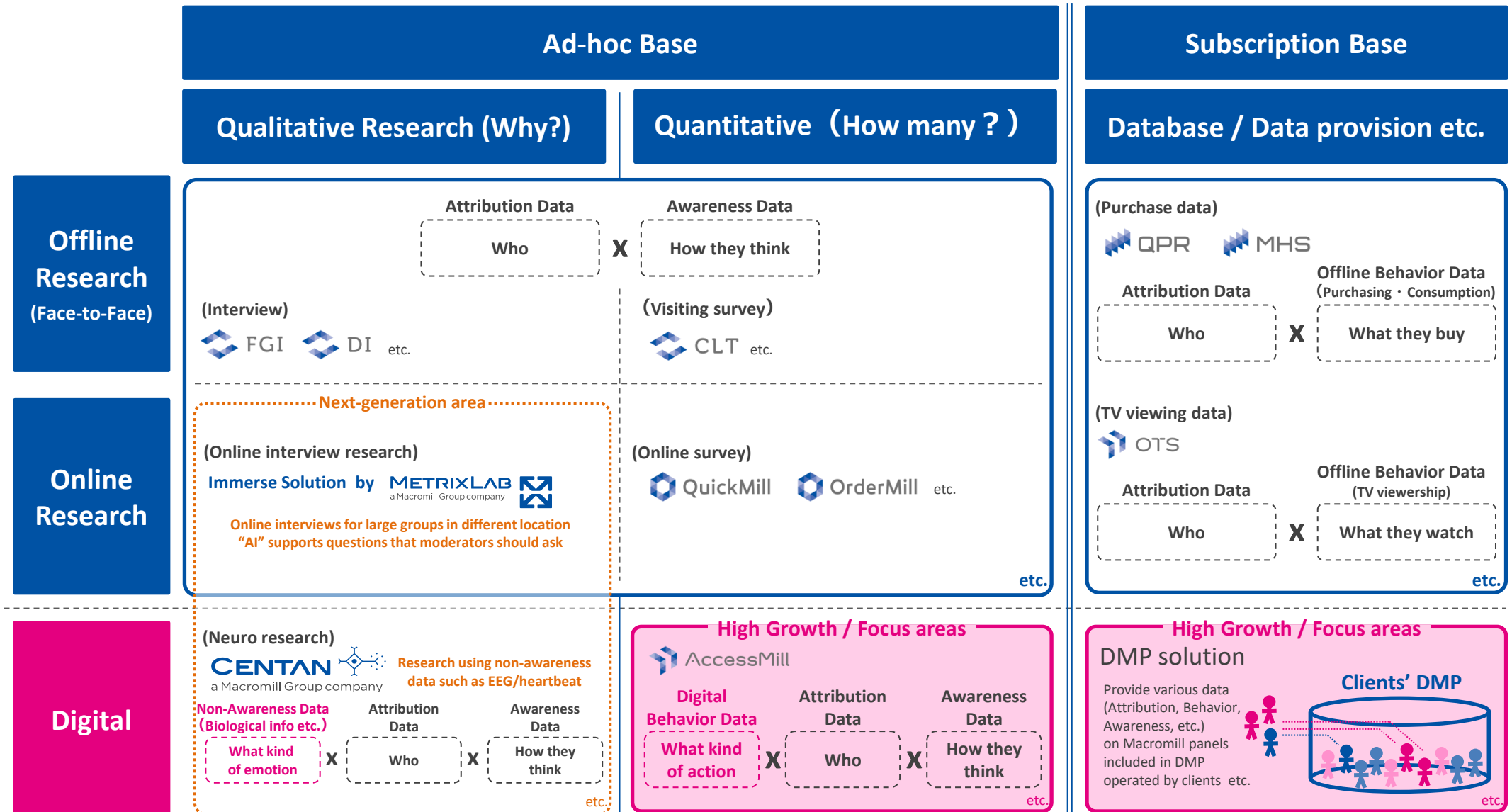
Total 110M Global Consumer Research Panel



Industry-Leading One-Stop Solution Portfolio in Japan

49

- Our solution portfolio allows one-stop full-service to clients
- Focus on high growth “Digital” area that is differentiated and difficult to imitate
- Simultaneously conduct investment and R&D in “Next-generation area” that drives next growth with Group Companies

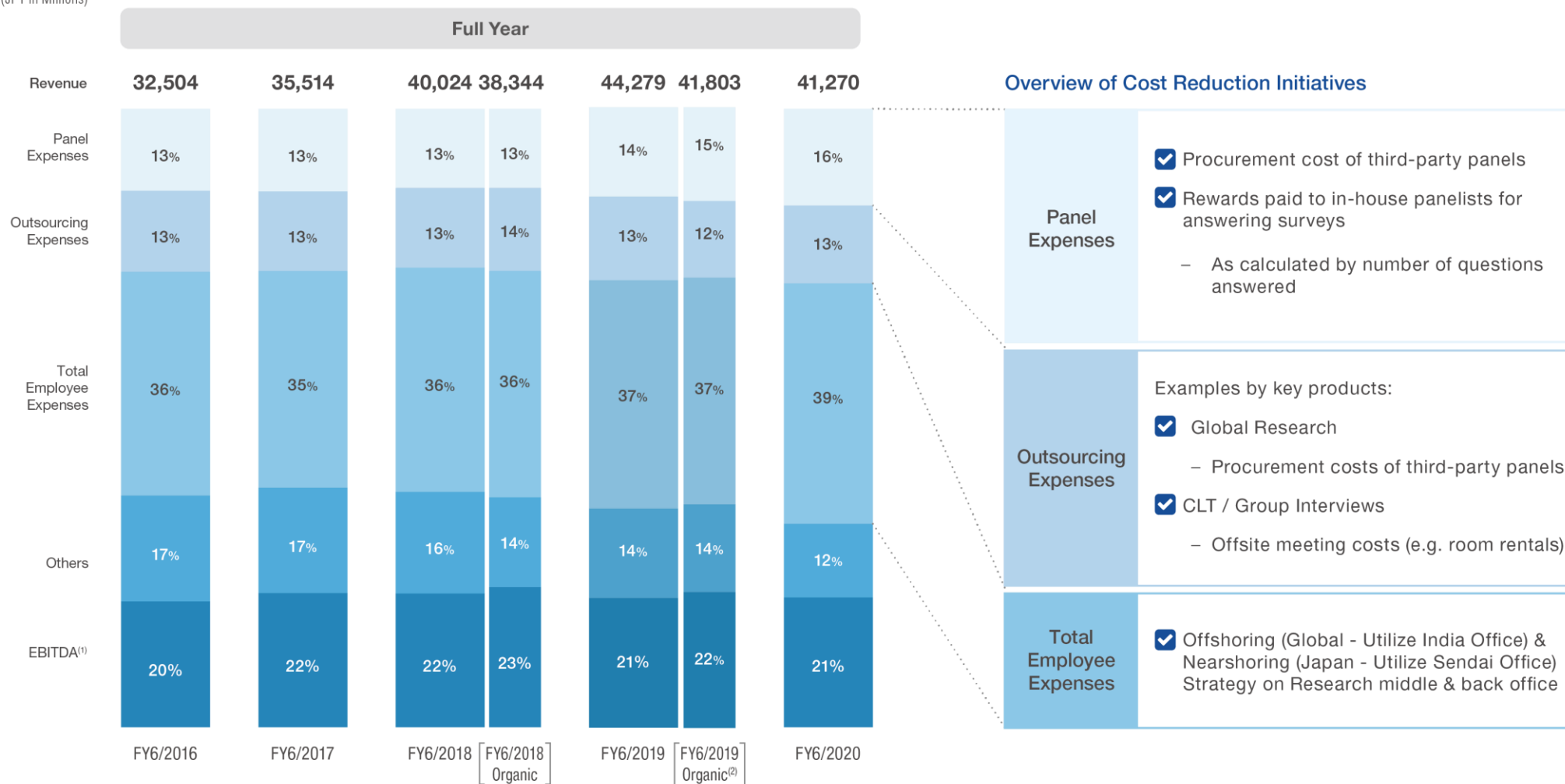


Operating Leverage & Cost Reduction Initiatives Deliver Further Profit Expansion

50

Breakdown of Key Cost Items

Consolidated (IFRS)
(JPY in Millions)



Notes

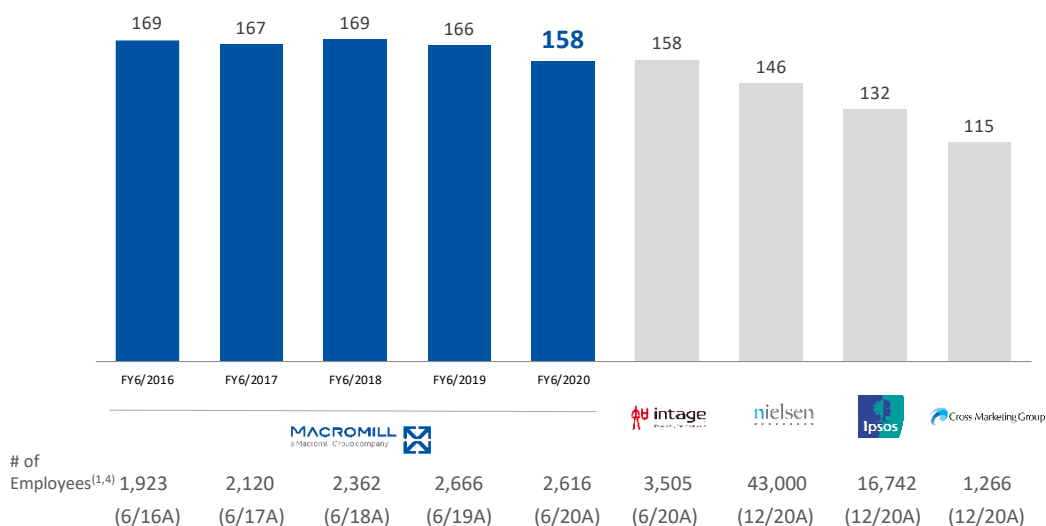
1. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss

2. Acturus Inc. which we had acquired in the second quarter of FY6/2018 had completely merged with MetrixLab U.S. as of July 2, 2018. As a consequence, we will no longer be able to segregate and disclose the two entities separately, so the M&A contribution for FY6/2019 is sum of HMM (Q1-Q4) and CENTAN (Q1-Q2, CENTAN has become 51% subsidiary since FY6/2018 Q3) only.

Best-in-Class Operational Excellence and Profitability Continues

Revenue per Employee^{(1) (2)}

USD in Thousands, Last FY⁽³⁾



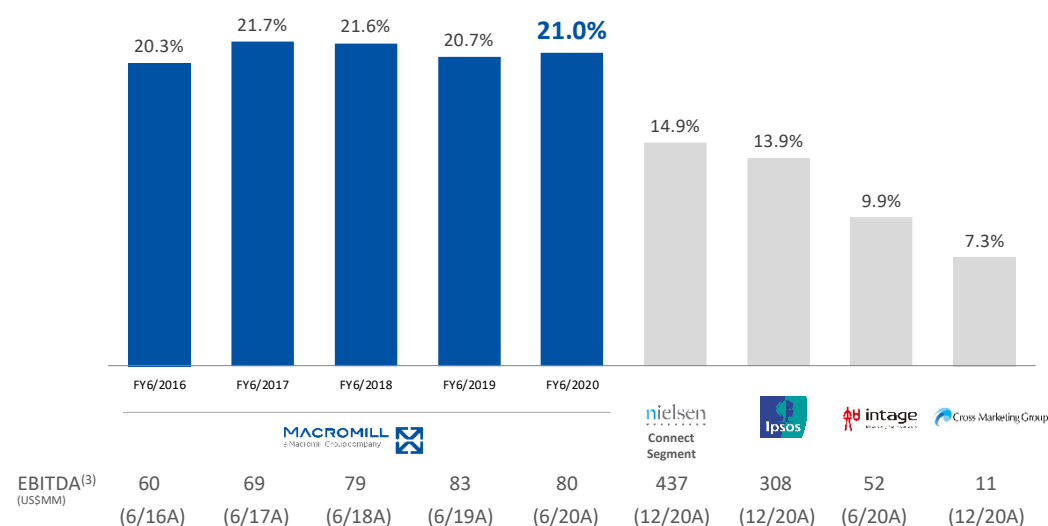
Source Company Information

Notes

1. Include temporary employees
2. Exchange rate: USD/EUR = 0.833, USD/JPY = 100.0
3. As of June 30, 2020
4. As of the end of each fiscal year as noted on the graph labels (Intage figures are LTM base as of 6/2020)
5. Consolidated figures for both the Revenue and number of employees
6. Macromill: EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment loss

EBITDA Margin^{(6) (7)}

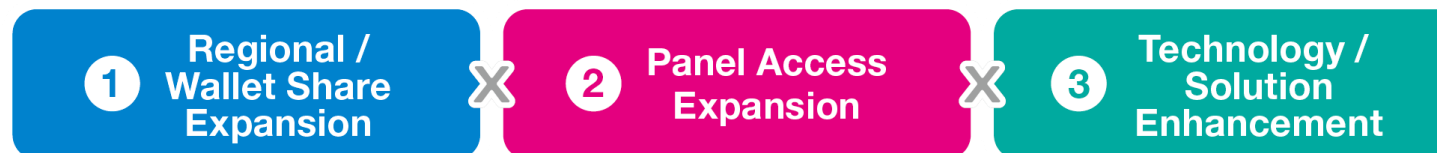
Last FY⁽³⁾



Source Company Information

- Nielsen (Connect Segment): EBITDA = Operating Income + (Restructuring Charge + Depreciation and Amortization + Impairment Loss of Goodwill and Other Long-Lived Asset + Other Items).
- Intage and Cross Marketing: EBITDA = Operating Income + (Depreciation and Amortization + Amortization of Goodwill + Impairment Loss)
- Ipsos: EBITDA = Operating Income + (Depreciation and Amortization + Impairment Loss of Goodwill and Other Long-Lived Asset + Other Items)
- Because of the adopted accounting principle and the definitions for EBITDA for each company differ, as well as other reasons, they may not be directly comparable
7. EBITDA margin = EBITDA / Revenue
 8. EBITDA of Nielsen's "Connect Segment" is used for comparison purposes because it presents similarities with Macromill's business. EBITDA margin for Nielsen on a consolidated basis for the same period was 27.7%

3-Pillars M&A Strategy for Value Creation



Proven M&A Track Record

2010 Acquisition⁽¹⁾



✓ Doubled Panel Access

2011 Acquisition



✓ Acquired Social Analysis Capabilities

2012 Acquisition



✓ Access to Asian Client and Panels

2012 Joint Venture with Dentsu



✓ Securing earnings stability and improving our ability to develop service in new domains

2013 Acquisition



✓ Access to US Panels

2014 Acquisition



✓ Global Client & Panel Base Access

2015 Strategic Alliance



✓ Access to Solutions for Government

2017 Strategic & Capital Alliance
2018 Acquisition



✓ Access to Neuro / Biometric marketing Solutions
✓ 10% minority investment > 51% majority acquisition

2017 Acquisition



✓ Expand experts, clients base and influencer solutions in the US and UK

2017 Strategic & Capital Alliance
2019 Acquisition



✓ Access to Southeast Asian Client and Panels
✓ 10% minority investment > 51% majority acquisition

2018 Joint Venture with Hakuhodo (51% Majority Acquisition)



✓ Seeking wallet share expansion and enhancement of online/offline integrated solutions

2019 Asset Purchase



✓ Expand consumer panel in Southeast Asia
✓ Succession/Acquisition of Online panel asset only

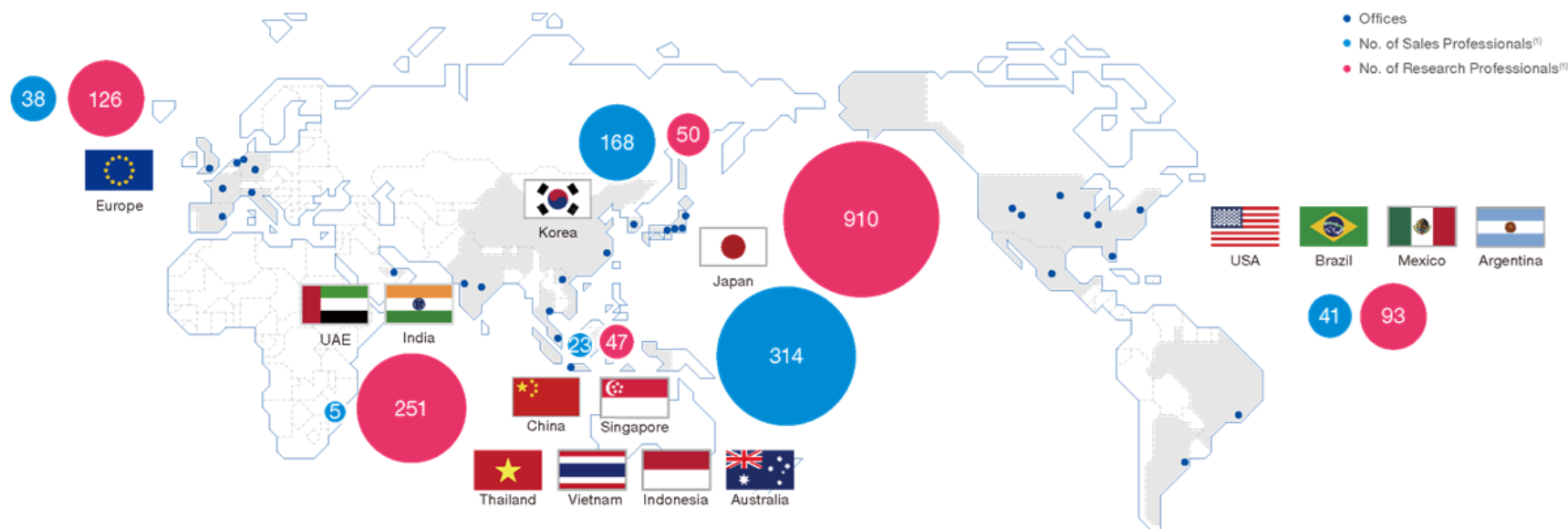
Note

1. Acquired market research business only

Worldwide Sales & Research Delivery

Sales and Research Breakdown for Selected Key Markets⁽¹⁾

As of end of March, 2021



2,500+⁽²⁾ Employees in 50 Offices Worldwide

	Local Deeper Local Consumer Insights	Global Coordinated Cross-Border Client Coverage
Sales	<input checked="" type="checkbox"/> Localized Sales Teams c. 580 ⁽¹⁾ professionals across 50 offices worldwide	<input checked="" type="checkbox"/> CEO-led Experienced Sales Professionals Deliver Coordinated GKA ⁽³⁾ Coverage
Research	<input checked="" type="checkbox"/> Seamless Coordination with Local Research Professionals	<input checked="" type="checkbox"/> Best Practice Sharing and Real-time Support from the Global Competence Center in India <input checked="" type="checkbox"/> Export Superior Japanese <i>Kaizen</i> Operational Quality

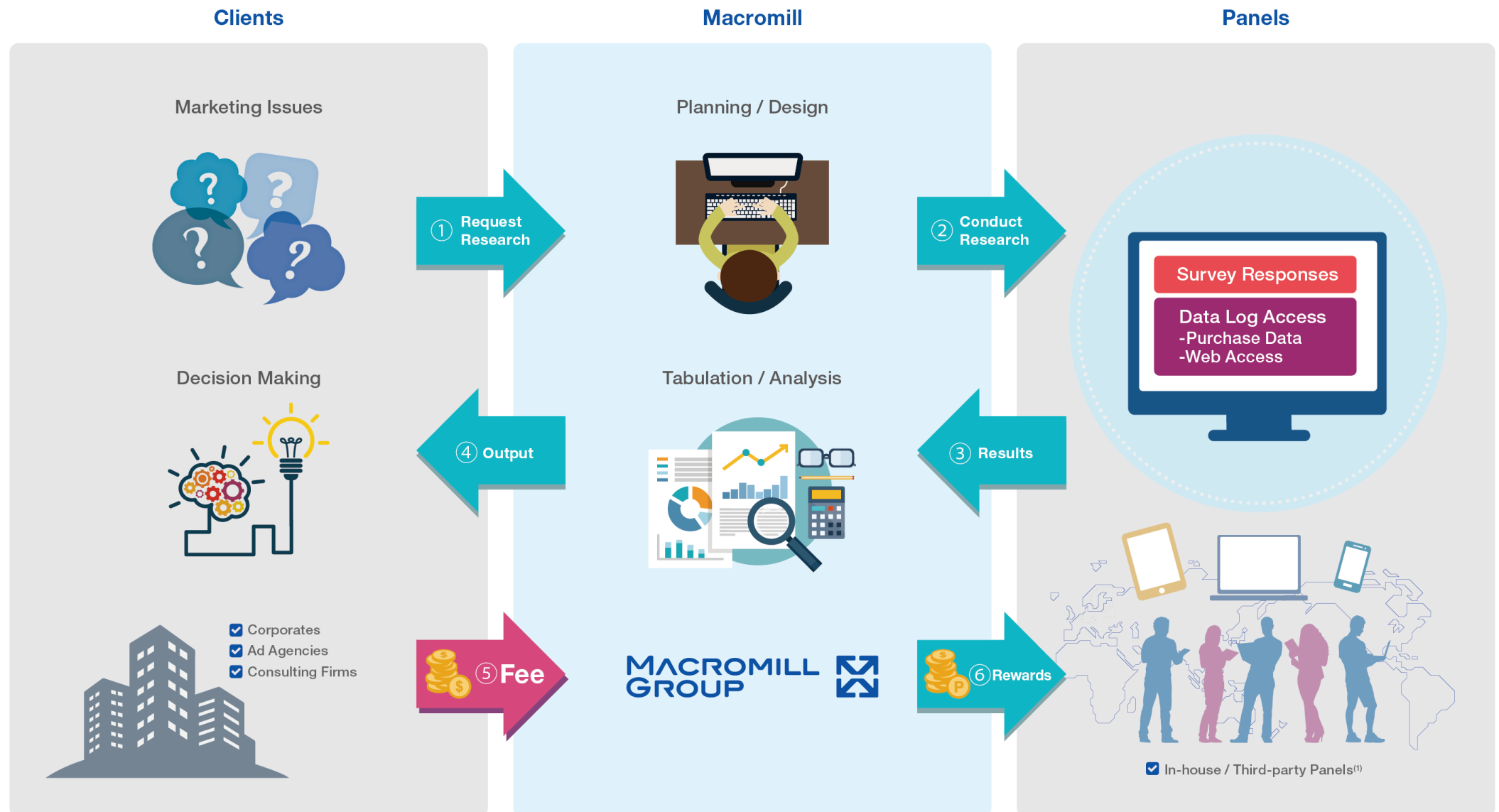
Notes

1. Sales and research professionals are defined as full-time employees committed to sales and research positions respectively

2. Number of full-time-equivalent employees

3. GKA ("Global Key Accounts") are customers that typically are multinational companies with a large research and marketing spending budget of which they have purchased or we believe have the potential to purchase market research from us and for which we have placed particular emphasis in our sales efforts

Typical market research workflow



Note

1. Third-party panels are maintained by third-party panel suppliers worldwide and are used as our clients' research projects require

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