

# **FY6/2017 Full Year Financial Results & FY6/2018 Guidance**

August 8, 2017



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Unless otherwise indicated, financial information for Macromill contained herein for the fiscal year ended June 30, 2015 and subsequent fiscal years has been presented in accordance with IFRS and that for the fiscal years ended June 30, 2014 or earlier has been presented in accordance with Japanese GAAP (“J-GAAP”). J-GAAP financial information and IFRS financial information are prepared on the basis of different accounting principles and are not directly comparable. On October 24, 2014, Macromill completed the acquisition of MetrixLab, and MetrixLab became a wholly owned subsidiary of Siebold Intermediate B.V., a wholly owned subsidiary of Macromill, as of the same date. Macromill’s consolidated results of operations for the year ended June 30, 2015 reflect MetrixLab’s results of operations for the period of approximately nine months, whereas Macromill’s consolidated results of operations for the year ended June 30, 2016 reflect MetrixLab’s results of operations for the full twelve months. This impacts the comparability of Macromill’s consolidated results of operations for the years ended June 30, 2015 and 2016.

These materials contain non-GAAP financial measures, including adjusted EBITDA, EBITDA and adjusted net income attributable to owners of the parent. These non-GAAP financial measures should not be considered in isolation or as a substitute for the most directly comparable financial measures presented in accordance with J-GAAP or IFRS, as the case may be. Please refer to reconciliation tables for details.

✓ Achieved all guidance hurdles in FY6/2017<sup>(1)</sup>

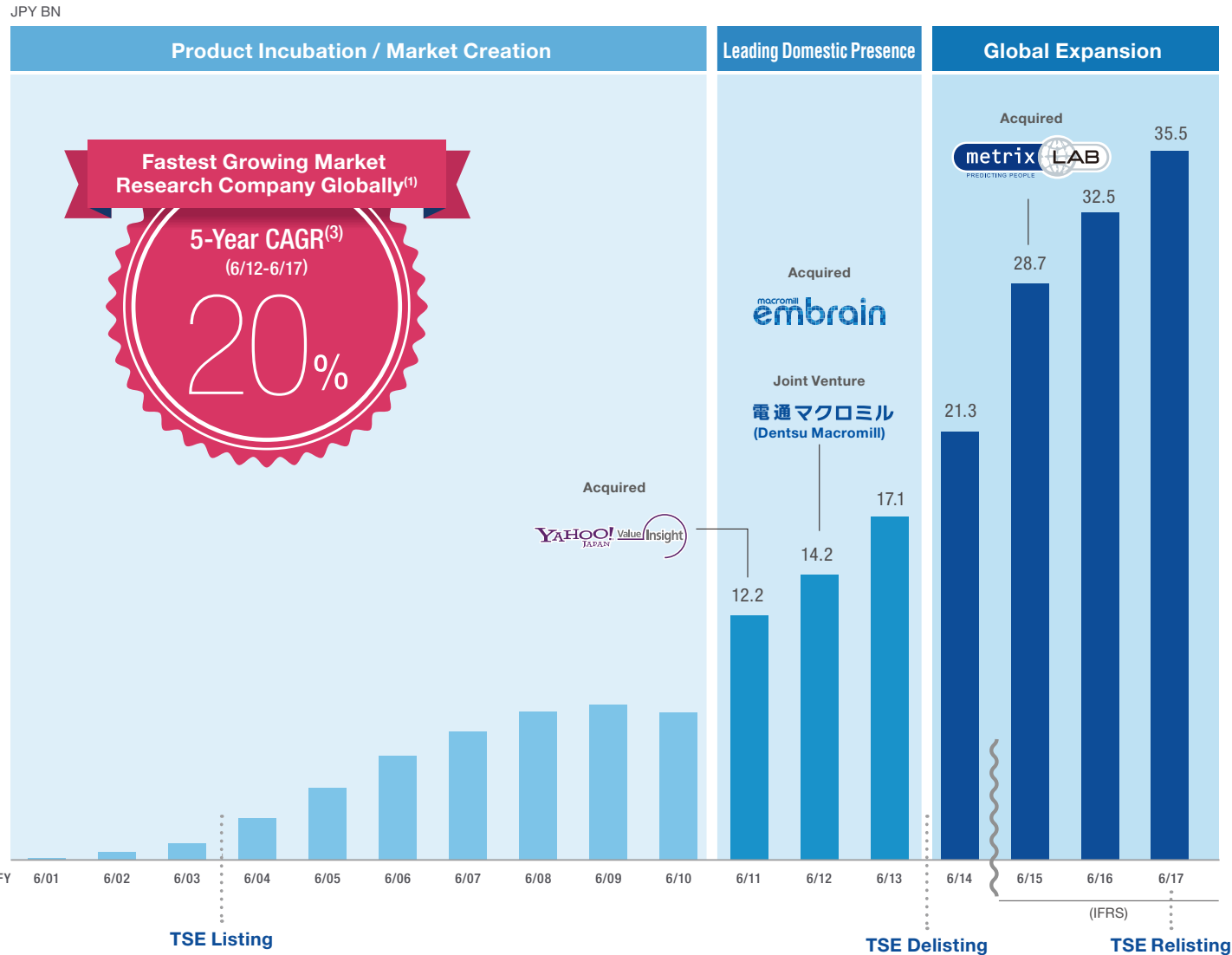
✓ Double digit growth continues across all revenue drivers

✓ Best-in-class operational excellence and profitability continues

✓ Set FY6/2018 Guidance inline with our Mid-Term Business Plan

# We are the Fastest Growing Market Research Company<sup>(1)</sup>

## Consolidated Revenue<sup>(2)</sup>

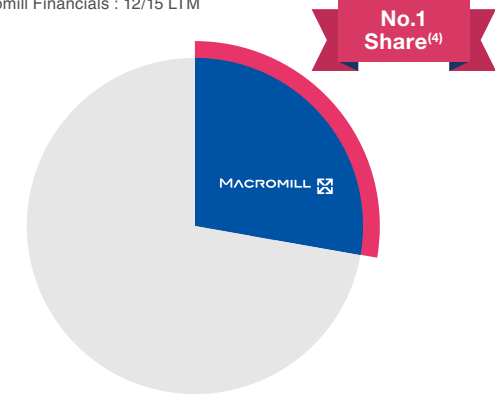


### Notes

- Source: ESOMAR Global Market Research 2013/2015/2016, Macromill's revenue CAGR growth between 2012 and 2014 & 2015 (2yr & 3yr CAGR) are highest among the largest 25 global marketing research companies (excluding IMS Health, a health care IT service provider)
- J-GAAP based financials for FY6/01-6/14 and IFRS-based financials for FY6/15 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
- 5-Year revenue CAGR for FY6/12A-6/17A (Compound average annual growth rate based on the figures for FY6/15-6/17 (IFRS) and FY6/12-FY6/14 (J-GAAP)). 5-year CAGR has been calculated using J-GAAP and IFRS financials, which are not directly comparable (see note 2 above)
- Online MR Share (2015) = Macromill standalone and Dentsu Macromill Insight revenue from sales of ad hoc online market research solutions in Japan (CY15) / Total Japan ad hoc Online MR market (CY15) in terms of revenue as calculated by the Japan Marketing Research Association
- Proportion of net revenue before intersegment eliminations

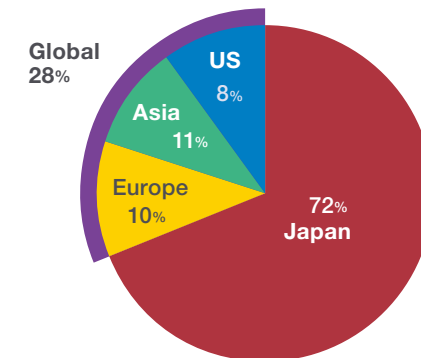
## Japan Ad Hoc Online MR Share<sup>(4)</sup>

Market Size : CY15  
Macromill Financials : 12/15 LTM



## Revenue by Region<sup>(5)</sup>

FY6/2017



# Positioned at The Intersection of Online Marketing Research and Digital Marketing

## Research & Business Intelligence

## Digital Solutions



Our Solutions Deliver Consumer Perspectives on...

• Attitudes, Lifestyle Choices, Preferred Products

• Behavior on Digital Platforms

Through...

• Customized Online Questionnaires  
• Purchase Data

• Digital Ad / Website Access Logs  
• Social Media Data

To Empower Clients' Decision-Making on...

• Brand Engagement, Product Innovation,  
Customer Value

• Media Planning, Creative & Campaign  
Effectiveness and Optimization

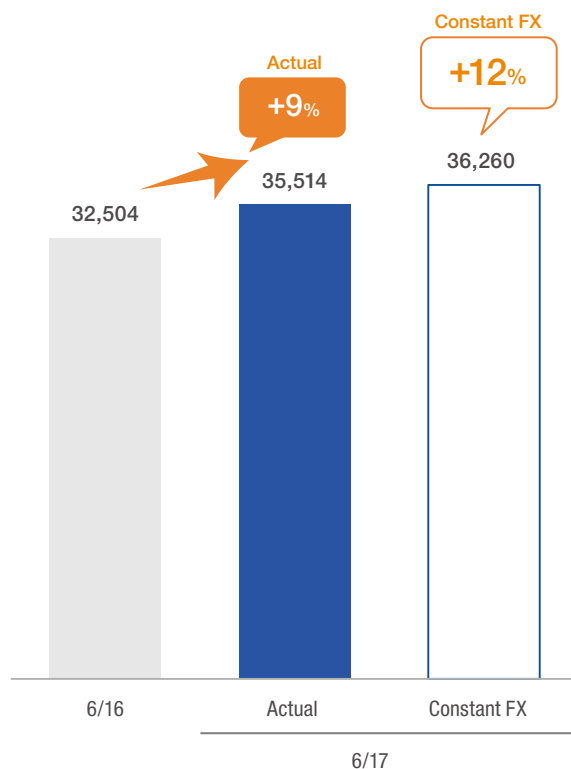
# **FY6/2017 Full Year Financial Results**

# Proven Revenue and Profit Expansion Continues in FY6/2017<sup>(1)</sup>

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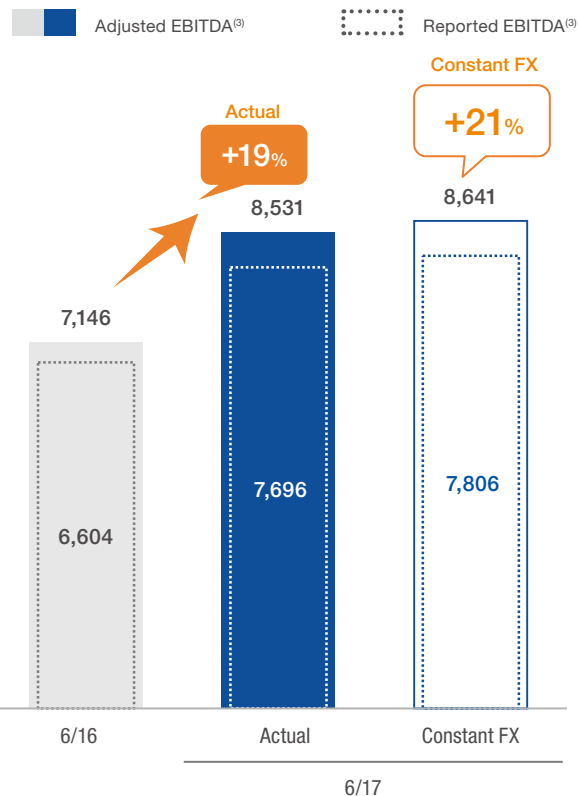
## Revenue

Consolidated (IFRS)  
(JPY MM)



## Reported and Adjusted EBITDA<sup>(2)</sup>

Consolidated (IFRS)  
(JPY MM)



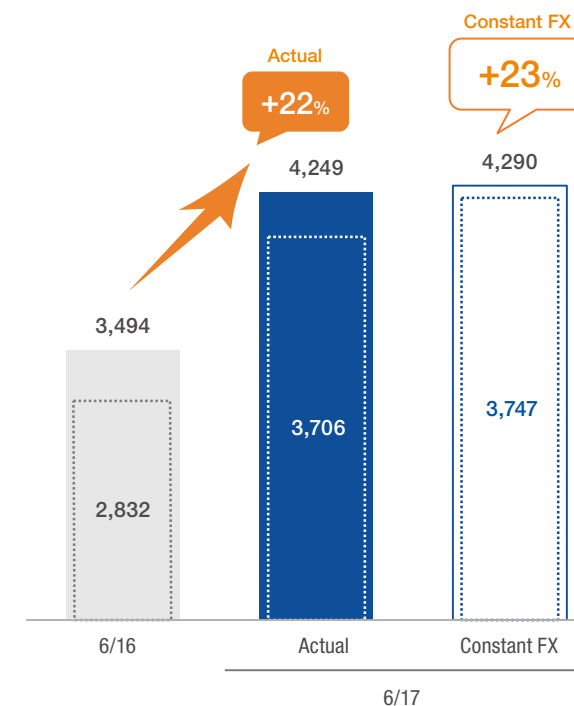
### Margin

Adjusted	22.0%	24.0%	23.8%
Reported	20.3%	21.7%	21.5%

## Reported and Adjusted Profit Attributable to Owners of the Parent<sup>(2)</sup>

Consolidated (IFRS)  
(JPY MM)

Adjusted Profit Attributable to Owners of the Parent<sup>(4)</sup>  
Reported Profit Attributable to Owners of the Parent



### Margin

Adjusted	10.8%	12.0%	11.8%
Reported	8.7%	10.4%	10.3%

### Notes

1. Financials for 6/16 and financials (actual) for 6/17 are presented by using the period-average rate of €1 = ¥129.5 and €1 = ¥118.9 respectively. Financials (constant FX) for 6/17 are calculated by using the same period-average rate of €1 = ¥129.5. Each exchange rate is used to translate MetrixLab's consolidated results of operations for each of the 12-months periods ended June 30, 2016 and 2017 into yen, as applicable, in connection with the consolidation into our consolidated financial statements. We present financials for 6/17 on a constant currency basis because we believe that this provides a framework for assessing how Macromill's business and, in particular, Macromill's overseas businesses including MetrixLab, performed without taking into account the effect of the fluctuations between the euro and the yen since the same period in the prior year. The selected financial data for 6/17 presented above on a constant currency basis should be considered in addition to and not as a substitute for results reported in accordance with IFRS

2. Please refer to reconciliation table on page 37 for details

3. Adjusted EBITDA = EBITDA + M&A Related Expenses + Management Fee + IPO Related Expenses + Refinancing Related Advisory Fees. EBITDA = Operating Profit + Depreciation and Amortization + Goodwill Impairment

4. Adjusted Profit Attributable to Owners of the Parent = Profit Attributable to Owners of the Parent + Management Fee + IPO Related Expenses + Refinancing Costs + M&A Related Expenses – Tax Impact for Adjustments

# Achieved All Hurdles Against FY6/2017 Guidance

## FY6/2017 Actual Results vs. Company Guidance

Consolidated (IFRS)  
(JPY BN)



### Notes

1. Please refer to reconciliation table on page 37 for details

2. Adjusted EBITDA = EBITDA + M&A Related Expenses + Management Fee + IPO Related Expenses + Refinancing Related Advisory Fees. EBITDA = Operating Profit + Depreciation and Amortization + Goodwill Impairment

3. Adjusted Profit Attributable to Owners of the Parent = Profit Attributable to Owners of the Parent + Management Fee + IPO Related Expenses + Refinancing Costs + M&A Related Expenses – Tax Impact for Adjustments

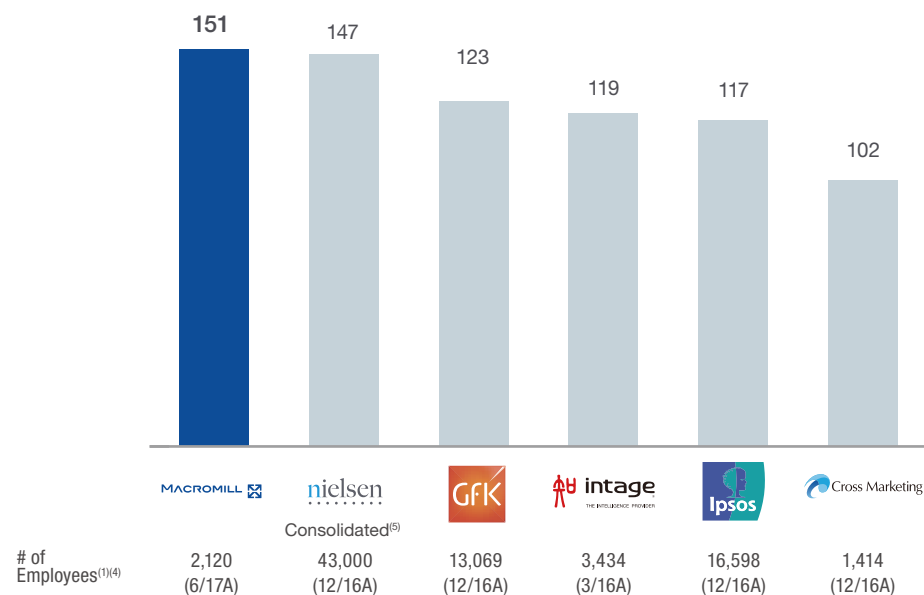


# Best-in-Class Operational Excellence and Profitability Continues

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## Revenue per Employee<sup>(1)(2)</sup>

US\$000s, Latest FY<sup>(3)</sup>



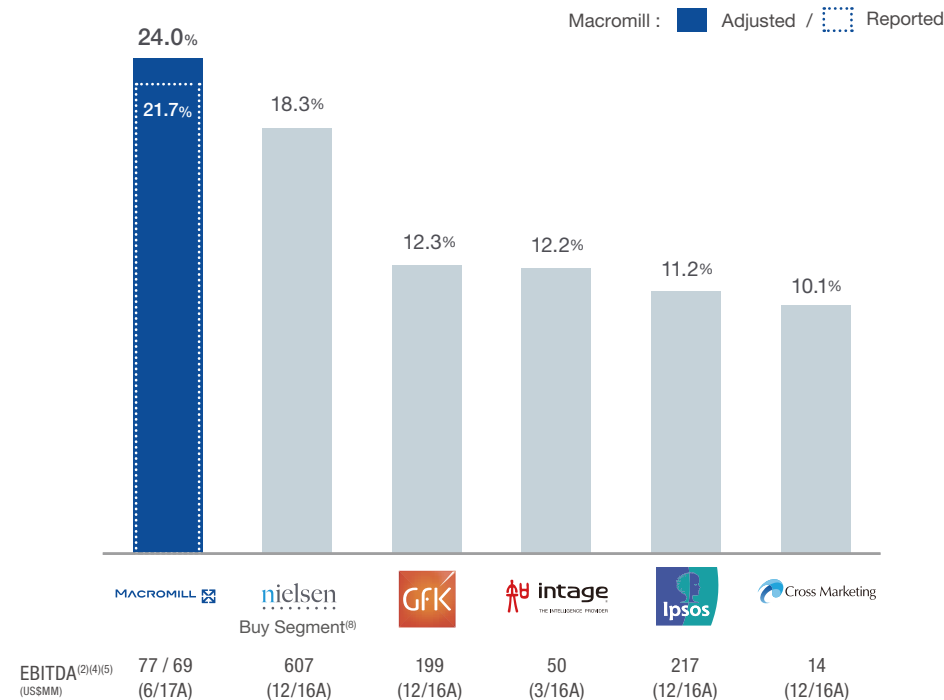
Source Company Information

### Notes

- Includes temporary employees
- Exchange rate: USD/EUR = 0.9, USD/JPY = 111
- As of June 30, 2017
- As of the end of each fiscal year as noted on the graph labels
- Consolidated figures for both the revenue and the number of employees
- Macromill: Adjusted EBITDA (\$77MM in 6/17) = EBITDA + M&A Related Expenses + Management Fee + IPO Related Expenses + Refinancing Related Advisory Fees. EBITDA (\$69MM in 6/17) = Operating Profit + Depreciation and Amortization + Goodwill Impairment
- Nielsen (Buy Segment): EBITDA = Operating Income + (Restructuring Charge + Depreciation and Amortization + Other Items).

## EBITDA Margin<sup>(6)(7)</sup>

Latest FY<sup>(3)</sup>



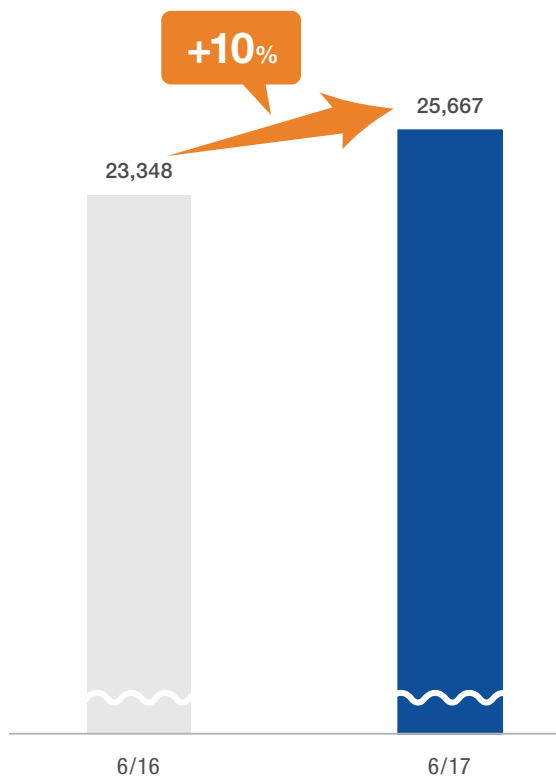
Source Company Information

- All these figures are for Nielsen "Buy" segment for comparison purposes because it presents similarities with Macromill's business
- GfK: EBITDA based on GfK's disclosure
- Intage and Cross Marketing: EBITDA = Operating Income + (Depreciation + Amortization of Goodwill)
- Ipsos: EBITDA = Gross Profit - (Payroll + General Operating Expenses + Amortization of Acquisition-related Intangibles) + Depreciation & Amortization
- Because the adopted accounting principle and the definitions for EBITDA for each company differ, as well as other reasons, they may not be directly comparable
- EBITDA margin = EBITDA / Revenue
  - EBITDA of Nielsen's "Buy" 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%

# All Revenue<sup>(1)</sup> Drivers Deliver Solid Growth in FY6/2017

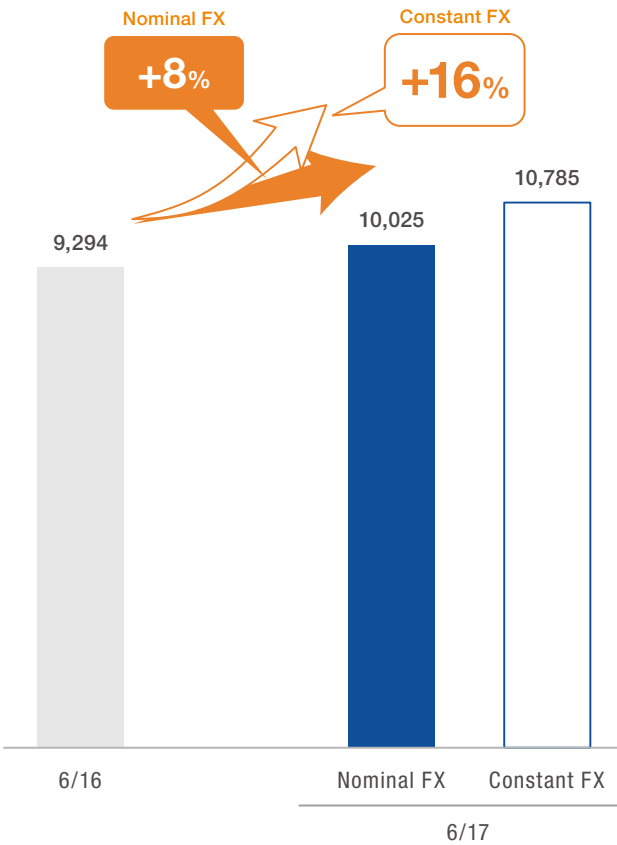
## Japan

Consolidated (IFRS)  
(JPY MM)



## Global (Excl. Japan)

Consolidated (IFRS)  
(JPY MM)



## Digital Marketing Revenue

Consolidated (IFRS)  
(JPY MM)

Revenue Growth of Key Solutions<sup>(2)</sup> (Year over Year)

MACROMILL  
a Macromill Group company

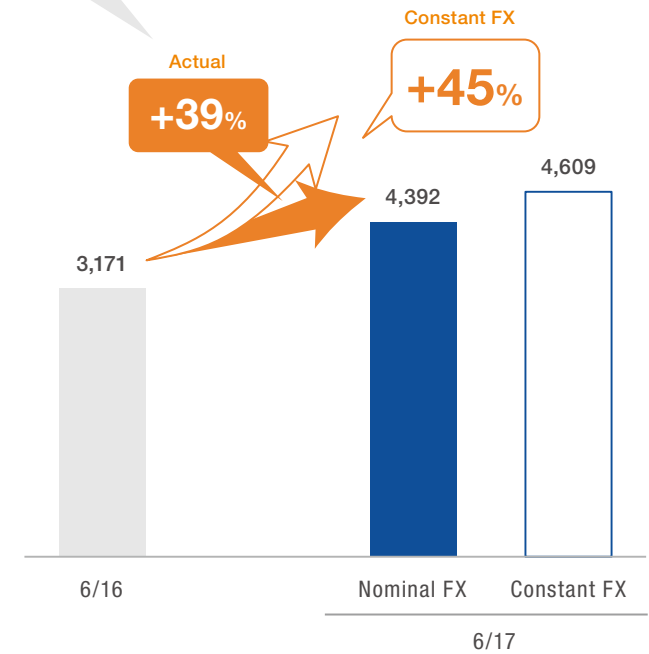
DMP Solutions +159%

AccessMill +42%

METRIXLAB  
a Macromill Group company

“CE” +115%

“ACT COPY” +35%



### Notes

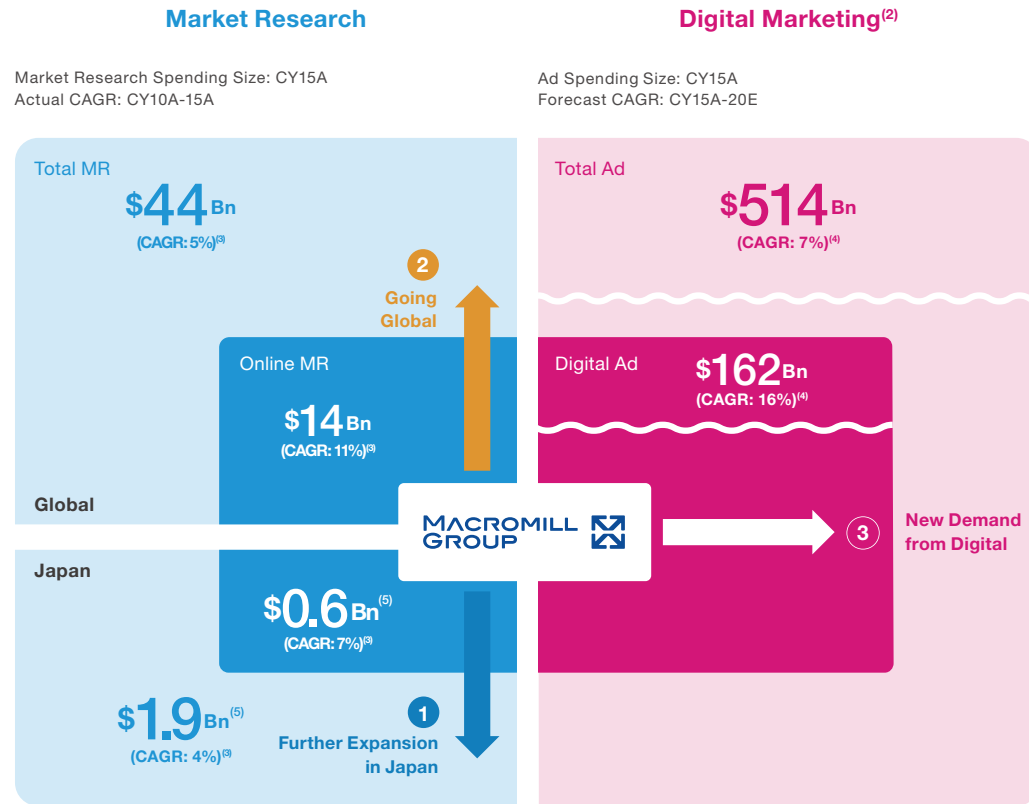
1. Revenue for 6/16 and revenue (nominal FX) for 6/17 is presented by using the period-average rate of €1 = ¥129.5 and €1 = ¥118.9 respectively. Revenue (constant FX) for 6/17 is calculated by using the same period-average rate of €1 = ¥129.5. Each exchange rate is used to translate MetrixLab's consolidated results of operations for each of the 12-months periods ended June 30, 2016 and 2017 into yen, as applicable, in connection with the consolidation into our consolidated financial statements. We present financials for 6/17 on a constant currency basis because we believe that this provides a framework for assessing how Macromill's business and, in particular, Macromill's overseas businesses including MetrixLab, performed without taking into account the effect of the fluctuations between the euro and the yen since the same period in the prior year. The selected financial data for 6/17 presented above on a constant currency basis should be considered in addition to and not as a substitute for results reported in accordance with IFRS

2. Top two highest revenue growth solutions in each business segment (solutions with revenue over JPY100M or EUR1M). Calculated on a local currency basis

# **FY6/2018 Guidance**

# Pursuing a Big Market Opportunity

## Our Market Opportunity<sup>(1)</sup>



### Source

Global Market Research spending: ESOMAR- Global Market Research (9/2016, 9/2015)  
 Japan Market Research spending: Japan Marketing Research Association (7/2016, 7/2017)  
 Ad spending: eMarketer- Worldwide Ad Spending (10/2016)

### 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. CAGR for CY10A-15A
4. CAGR for CY15A-20E
5. Exchange rate: USD/JPY = 110
6. Excludes impact of potential M&A and strategic alliances
7. Global Revenue = (consolidated annual revenue generated from global research conducted for Japanese companies and revenue generated from offices outside of Japan (both on a management accounting basis)) / consolidated annual revenue
8. Digital Revenue = (consolidated annual revenue from digital marketing solutions, such as AccessMill, DMP solutions, ACT Copy and CE (on a management accounting basis)) / consolidated annual revenue. Digital marketing solutions refer to our market research and marketing analytics solutions that meet one or more of the following criteria: (1) it is a 100%-focused digital marketing solution; (2) it monitors or evaluates digital media, websites or other digital stimulus; (3) it leverages non-survey digital/social data; or (4) it utilizes one of our value-added digital delivery channels, such as our dashboard. Marketing analytics refers to the business of collecting, analyzing, organizing and presenting data drawn from Internet users, including data collected from panelists, with a view to demonstrating and explaining the impact and effectiveness of an entity's digital marketing efforts (such as digital advertisements)

## Consolidated Revenue Growth (Illustrative)

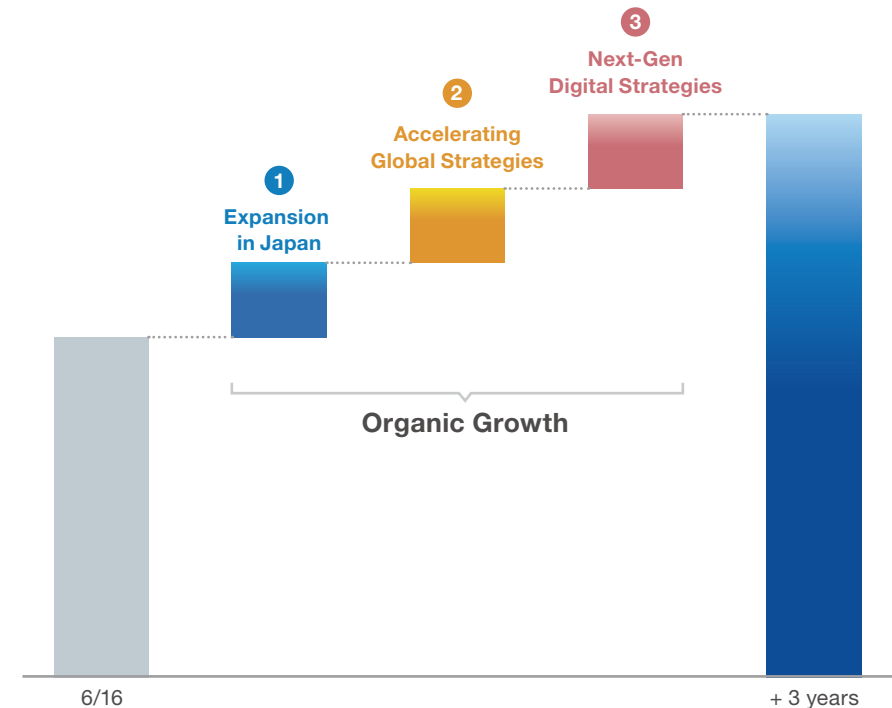
Aiming for **c. 10% Organic Revenue CAGR<sup>(6)</sup>** ... over the next 3 fiscal years

**Global Revenue<sup>(7)</sup> : c. 30% → c. 40%**

**Digital Revenue<sup>(8)</sup> : c. 10% → c. 20%**

in 6/16A in 6/19E

of total consolidated revenue

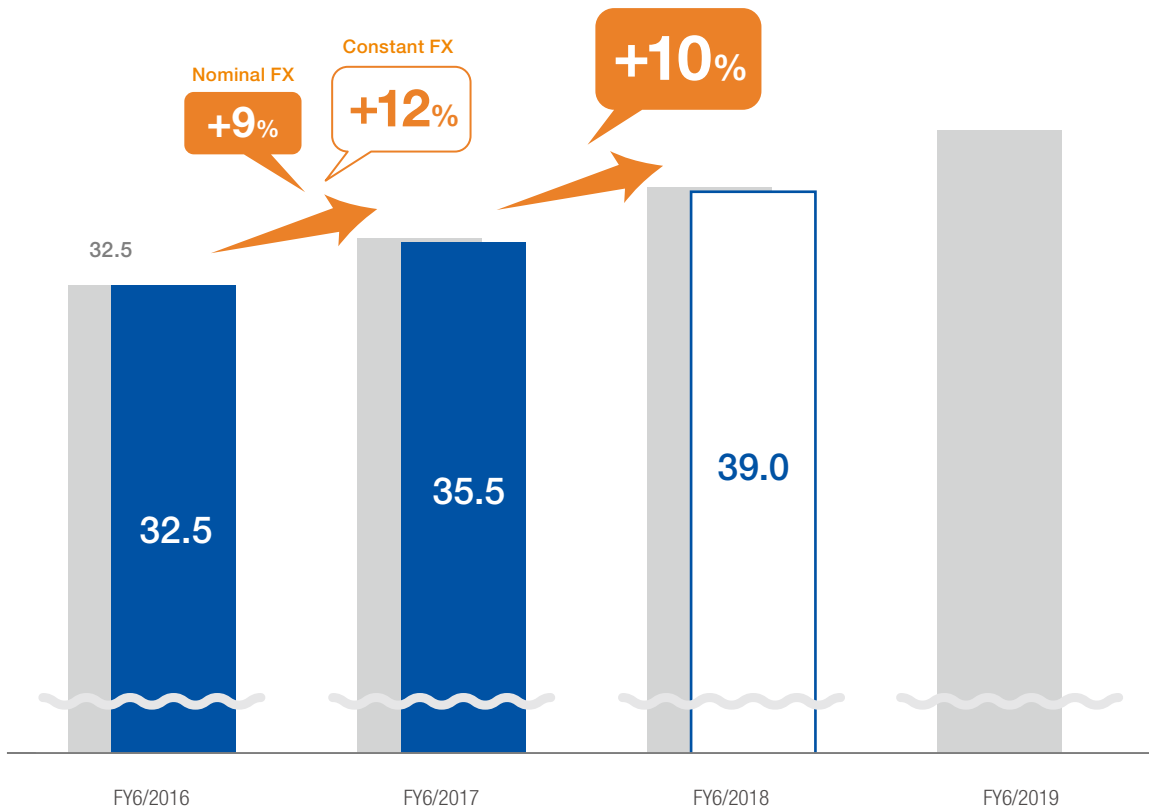


# FY6/2018 Guidance: Revenue Growth inline with our Mid-Term Plan

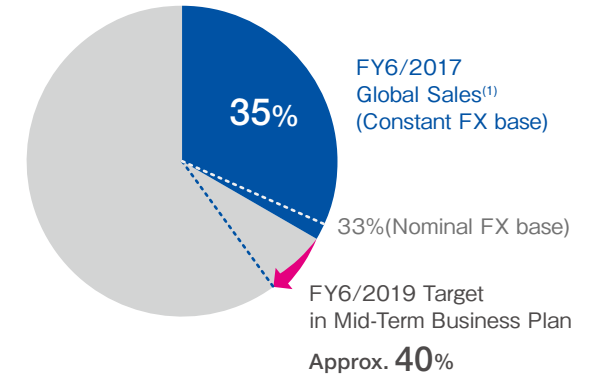
## Revenue

Consolidated (IFRS)  
(JPY BN)

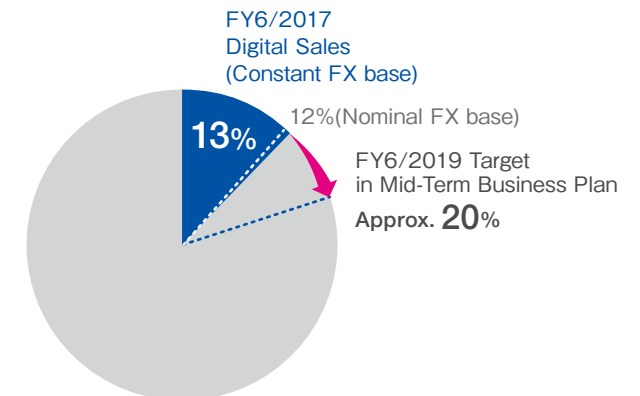
■ Model Case in Mid-Term Business Plan (CAGR10%)   ■ Actual-Financials   □ Guidance



## Global Sales Ratio



## Digital Sales Ratio



### Note

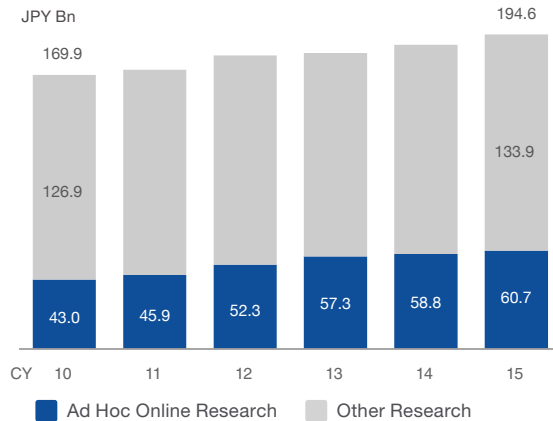
1. Global Sales = (consolidated annual revenue generated from global research conducted for Japanese companies and revenue generated from offices outside of Japan (both on a management accounting basis)) / consolidated annual revenue

# Further Growth Opportunity in Japan

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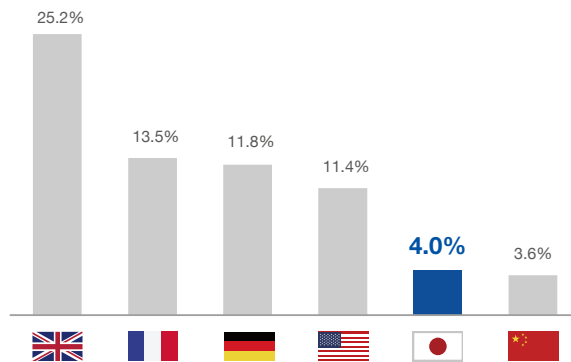
## MR Market Size

### Solid Growth in Ad Hoc Online MR Market



Source Japan Marketing Research Association (7/2016)

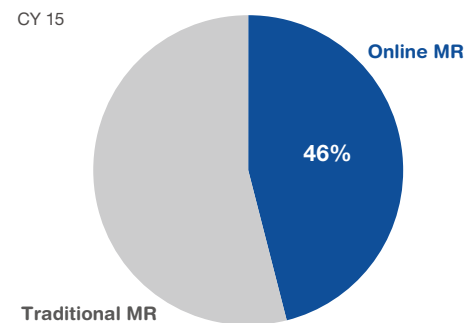
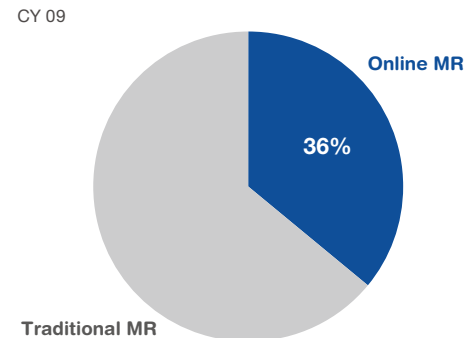
### Significant Room for Further MR Penetration to Total Ad Spending



Source ESOMAR, Global Market Research (9/2016)

## Further Online MR Penetration<sup>(1)</sup>

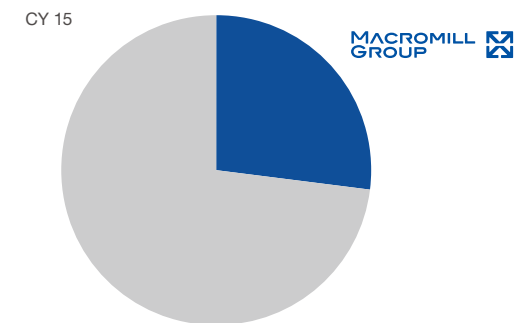
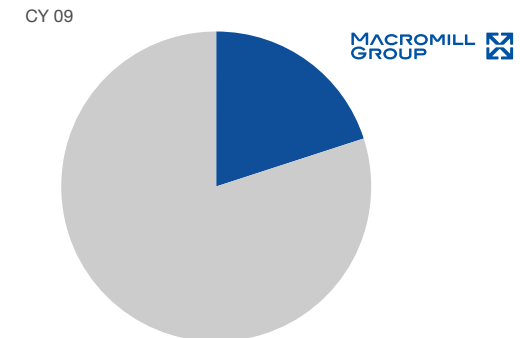
### Track Record of Online MR replacing Traditional MR



Source ESOMAR, Global Market Research (9/2016, 9/2010)

## Expand Online Market Share<sup>(2)</sup>

### Value Proposition to Capture Domestic Market Share for Ad Hoc Online MR



#### Notes

1. Online MR penetration = spending of online quantitative research / spending of total market research in each country

2. Online MR Share (CY15) = Macromill standalone and Dentsu Macromill Insight revenue from sales of ad hoc online market research solutions in Japan (CY15) / total Japan ad hoc Online MR market (CY15) in terms of revenue as calculated by the Japan Marketing Research Association. Online MR Share (CY09) = Macromill standalone revenue from sales of ad hoc online market research solutions (CY09) / total Japan ad hoc Online MR market (CY09) in terms of revenue as calculated by the Japan Marketing Research Association

# Framework for Global Expansion

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## MR Market Growth

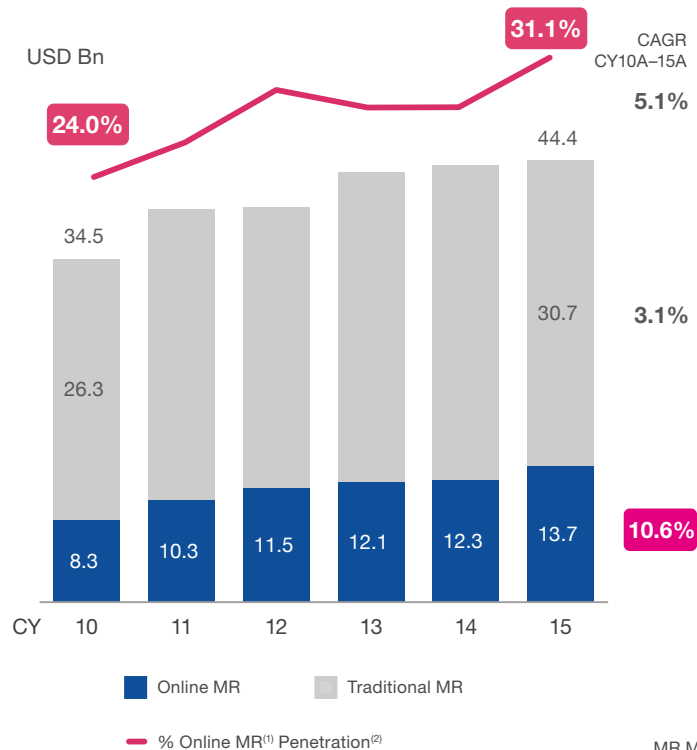


## Further Online MR Penetration

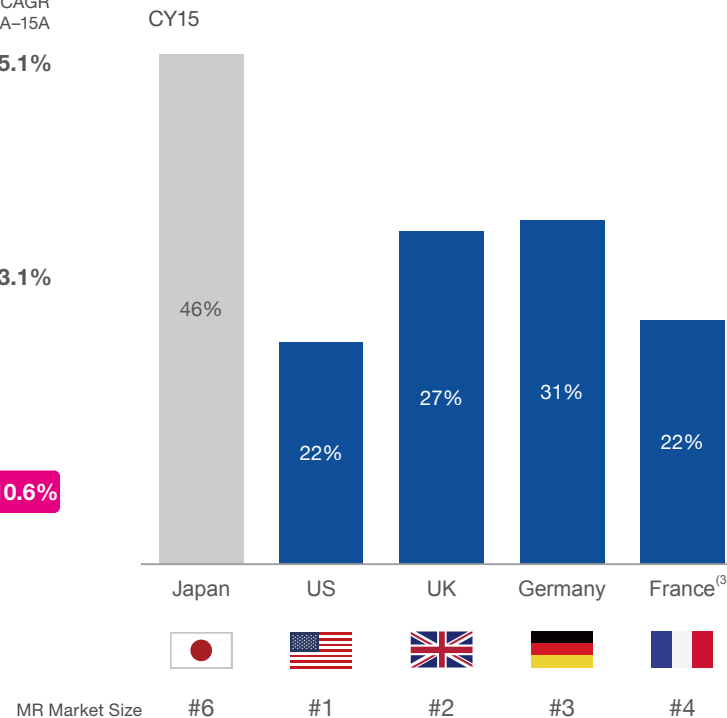


## Expand Market Share

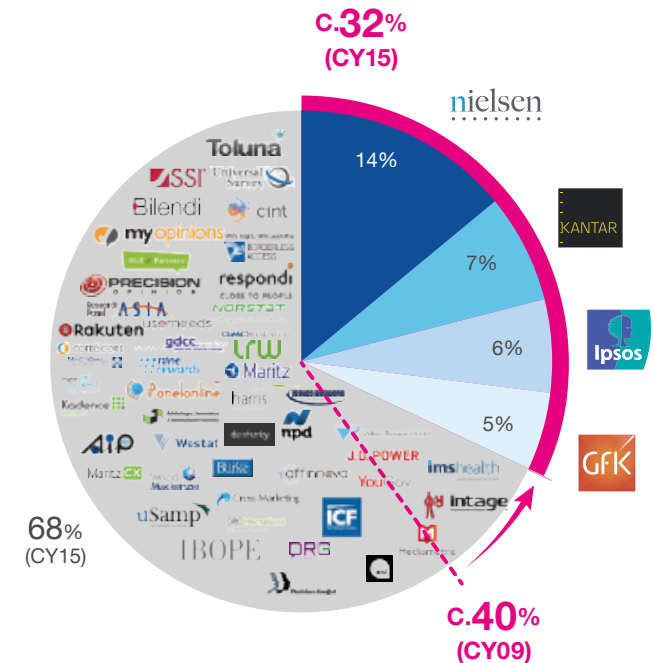
### Online MR Continues to Outgrow Traditional MR



### Significant Room for Online MR<sup>(1)</sup> Penetration<sup>(2)</sup> to Total MR Spending



### Global MR market share



Source ESOMAR, Global Market Research (9/2016, 9/2015)

Source ESOMAR, Global Market Research (9/2016, 9/2015)

Source ESOMAR, Global Market Research (9/2016, 9/2010)

#### Notes

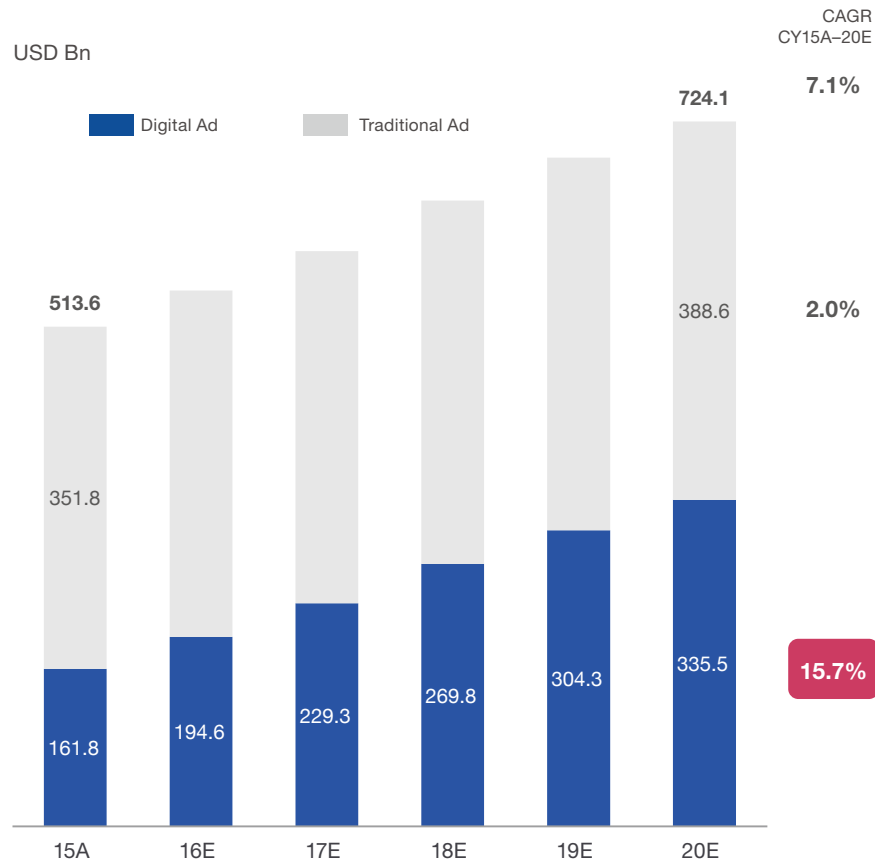
1. Online quantitative market research only, excluding online traffic/audience measurement and online qualitative market research, which are excluded in ESOMAR presentation
2. Online MR penetration = spending on online quantitative market research / spending on total market research in each country
3. Data as of the end of CY14

# Significant Growth Upsides from Digital Marketing Solutions

## Digital Ad Market Growth

### Digital Ad Continues to Outgrow Traditional Ad

Worldwide Media Ad Size

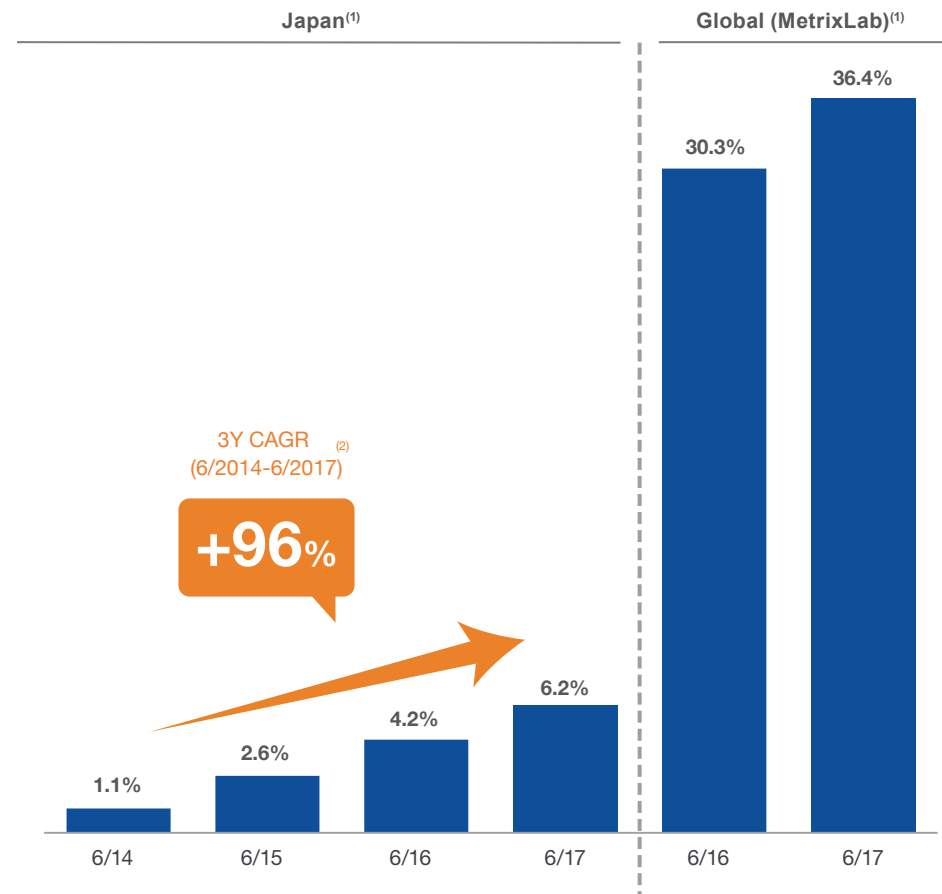


Source eMarketer, Worldwide Ad Spending (10/2016)

## Further Penetration of Digital Marketing Solutions

### Significant Untapped Upsides Particularly in Japan

% of Digital Marketing Solutions Revenue of Total Revenue



#### Notes

1. Japan: Macromill Group Segment revenue from sales of digital marketing solutions in each year / Macromill Group Segment revenue. Global (MetrixLab): MetrixLab Group Segment revenue from sales of digital marketing solutions in each year ÷ MetrixLab Group Segment revenue. Digital marketing solutions refers to our market research and marketing analytics solutions that meet one or more of the following criteria: (1) it is a 100%-focused digital marketing solution; (2) it monitors or evaluates digital media, websites or other digital stimulus; (3) it leverages non-survey digital/social data; or (4) it utilizes one of our value-added digital delivery channels, such as our dashboard. Marketing analytics refers to the business of collecting, analyzing, organizing and presenting data drawn from Internet users, including data collected from panelists, with a view to demonstrating and explaining the impact and effectiveness of an entity's digital marketing efforts (such as digital advertisements)
2. CAGR representing growth of digital marketing solutions revenue in Japan is measured as a percentage of total revenue in Japan. J-GAAP based financials for FY6/14 and IFRS-based financials for FY6/15 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 appropriately and accurately reflects the trends for the revenue trends



# FY6/2018 Guidance: Adjusted Profit Growth also inline with our Mid-Term Plan

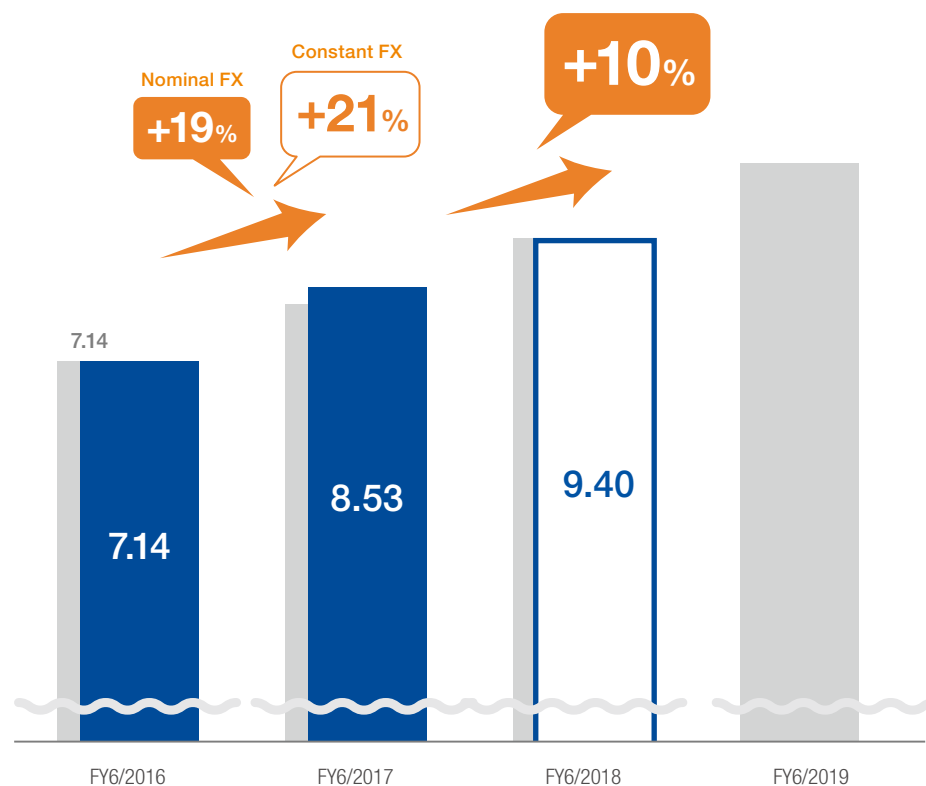
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## Adjusted EBITDA<sup>(1)(2)</sup>

Consolidated (IFRS)  
(JPY BN)

■ CAGR 15% Model Case consistent with the Mid-Term Revenue Plan (CAGR 10%)

■ Actual-Financials □ Guidance

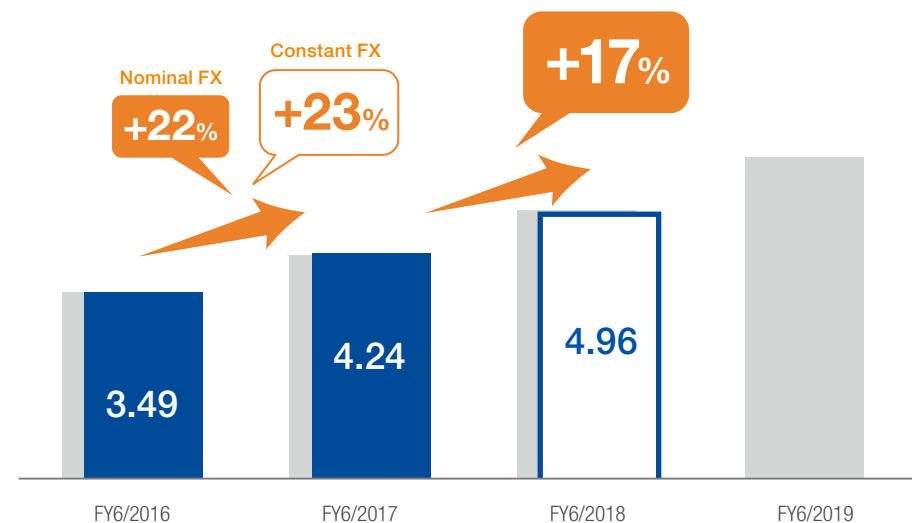


## Adjusted Profit Attributable to Owners of the Parent<sup>(1)(3)</sup>

Consolidated (IFRS)  
(JPY BN)

■ CAGR 20% Model Case consistent with the Mid-Term Revenue Plan (CAGR 10%)

■ Actual-Financials □ Guidance



### Notes

1. Please refer to reconciliation tables on page 37 for details

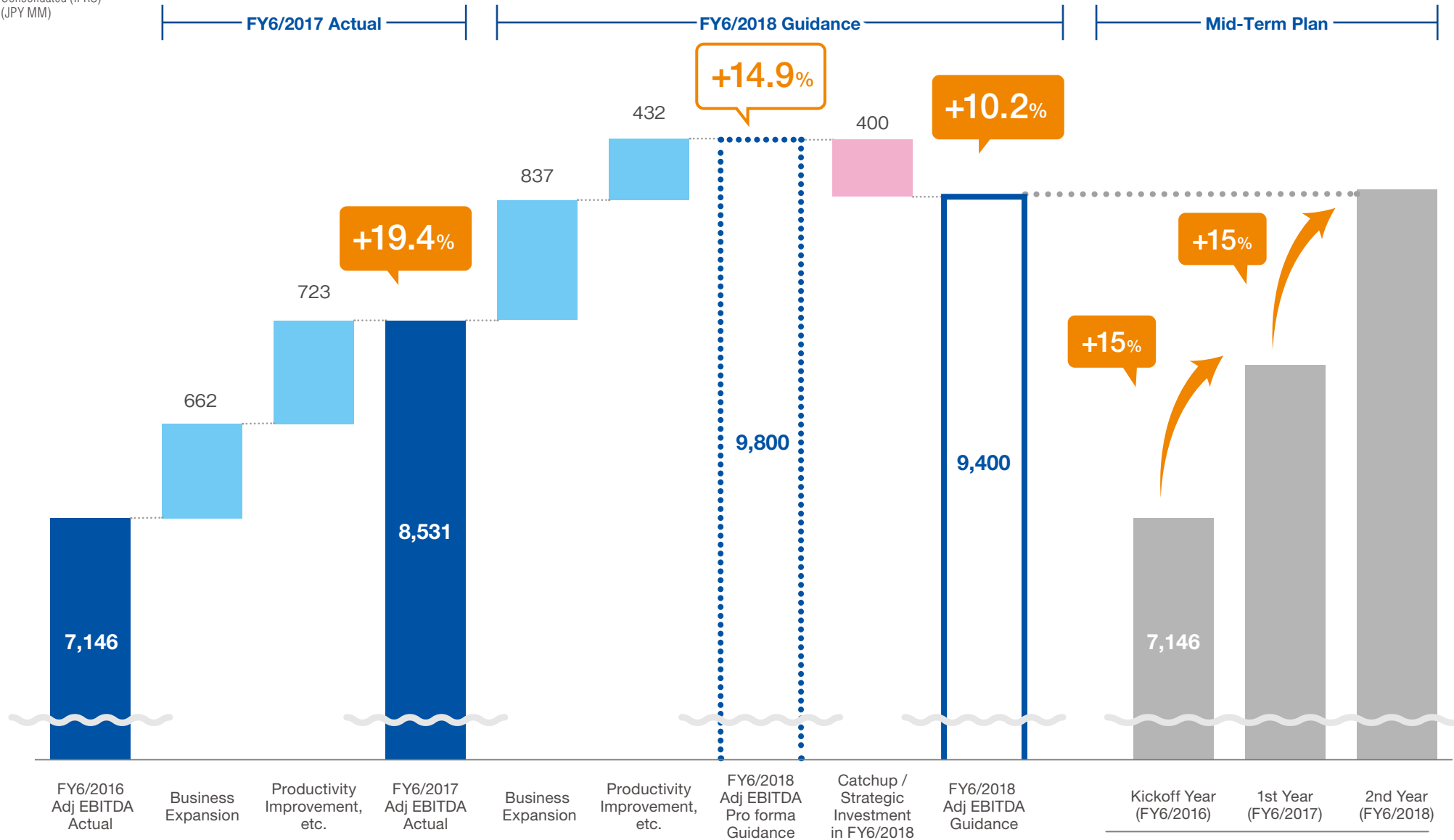
2. Adjusted EBITDA = EBITDA + M&A Related Expenses + IPO Related Expenses + Expenses Related to Going Private Transaction + Management Fee + Refinancing Related Advisory Fees + Retirement Benefits for Retiring Officers. EBITDA = Operating Profit + Depreciation and Amortization + Impairment Loss on Goodwill

3. Adjusted Profit Attributable to Owners of the Parent = Profit (Loss) Attributable to Owners of the Parent + Refinancing Costs + M&A-Related Expenses + Management Fee + Impairment Loss on Goodwill + Retirement Benet for Retiring Officers + IPO Related Expenses – Tax Impact for Adjustments

# FY6/2018 Guidance: Adj EBITDA Waterfall Chart

## Adjusted EBITDA<sup>(1)</sup>

Consolidated (IFRS)  
(JPY MM)



### Notes

1. Financials for FY6/2017(Actual) and financials for FY6/2018(Guidance) are presented by using the period-average rate of €1 = ¥118.9 and €1 = ¥120.1 respectively.

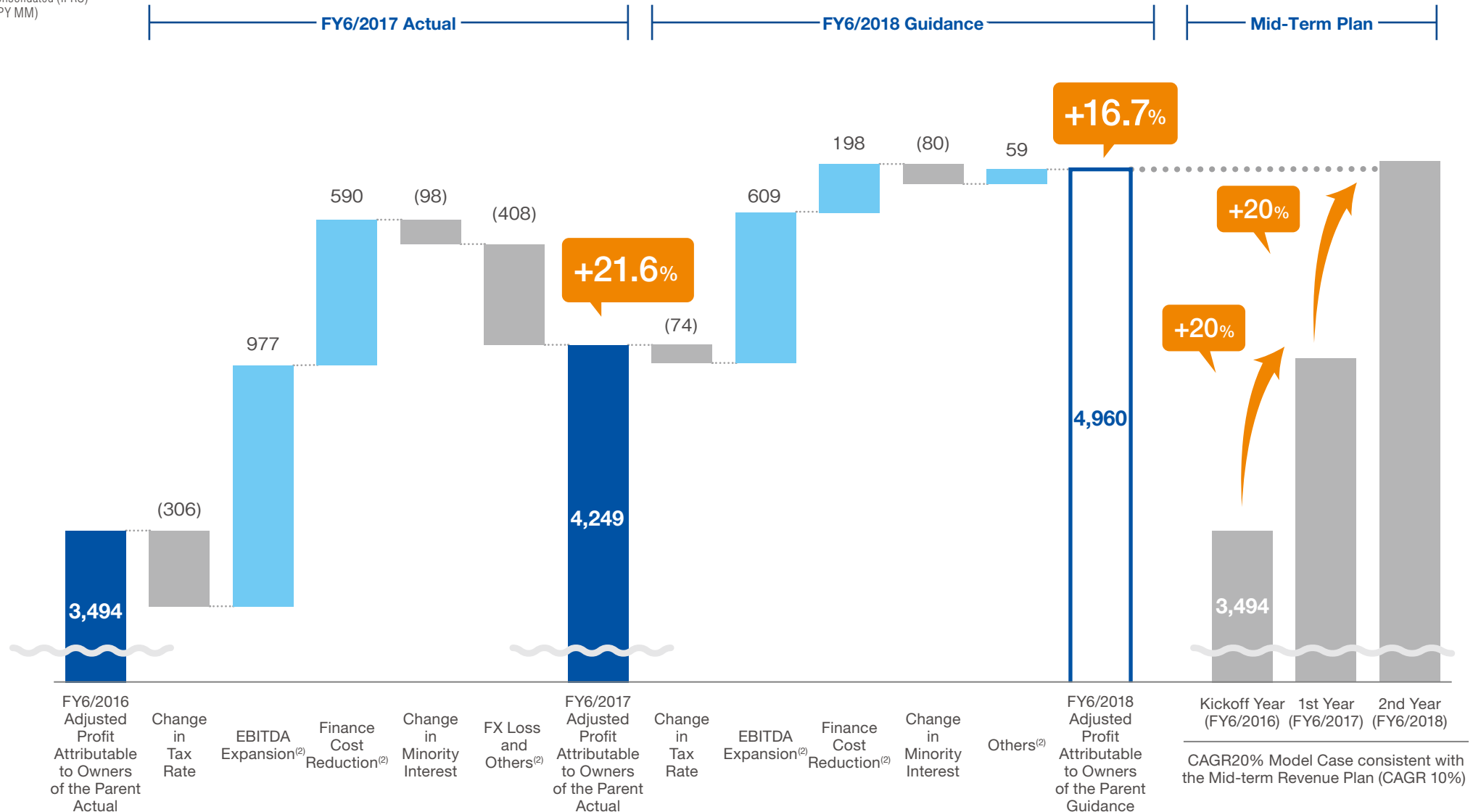
CAGR15% Model Case consistent with the Mid-term Revenue Plan (CAGR 10%)

# FY6/2018 Guidance: EBITDA Expansion and Finance Cost Reduction Driving Profit Improvement

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## Adjusted Profit Attributable to Owners of the Parent<sup>(1)</sup>

Consolidated (IFRS)  
(JPY MM)



### Notes

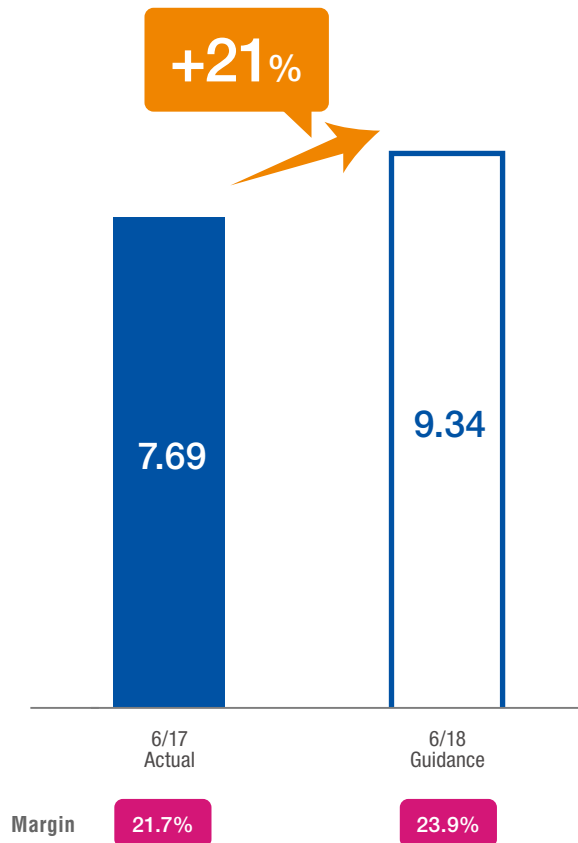
1. Financials for FY6/2017(Actual) and financials for FY6/2018(Guidance) are presented by using the period-average rate of €1 = ¥118.9 and €1 = ¥120.1 respectively.

2. Figures including tax effect

# FY6/2018 Guidance: Strong Profit Expansion Continues<sup>(1)</sup>

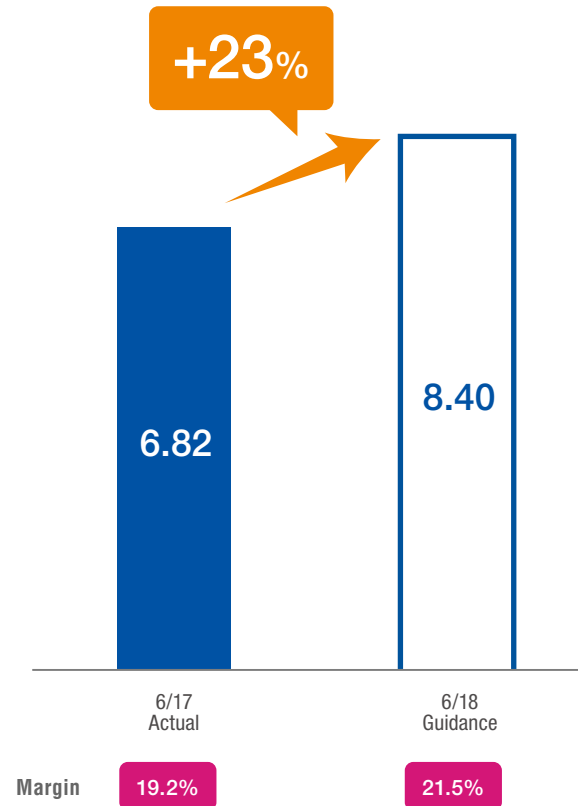
## EBITDA

Consolidated (IFRS)  
(JPY BN)



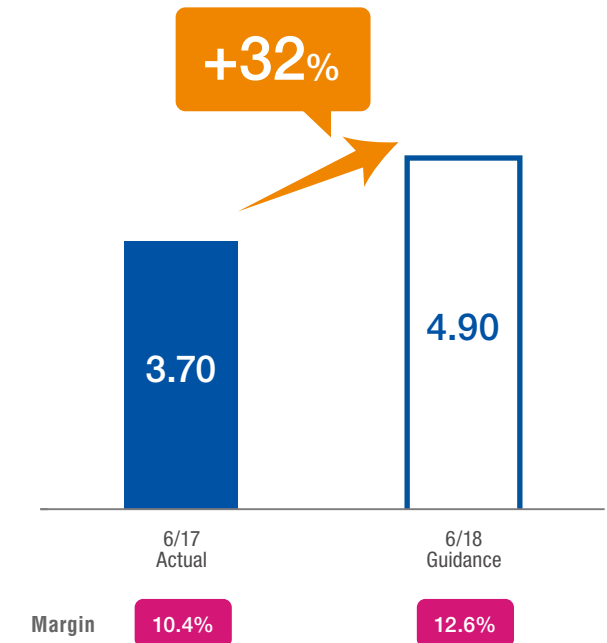
## Operating Profit

Consolidated (IFRS)  
(JPY BN)



## Profit Attributable to Owners of the Parent

Consolidated (IFRS)  
(JPY BN)

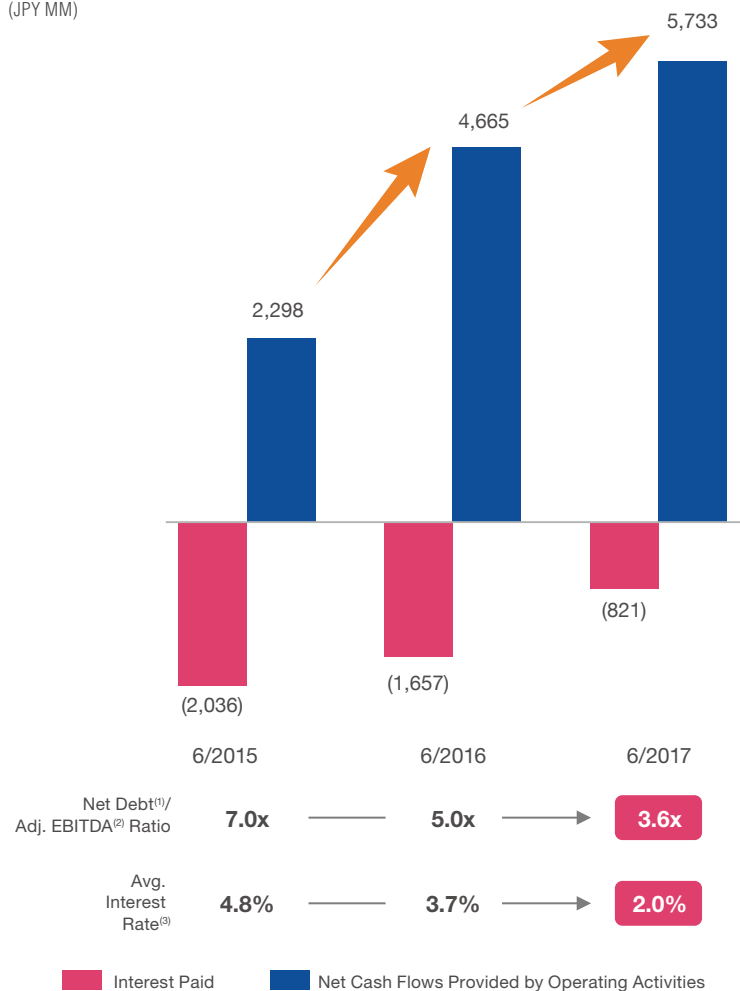


### Notes

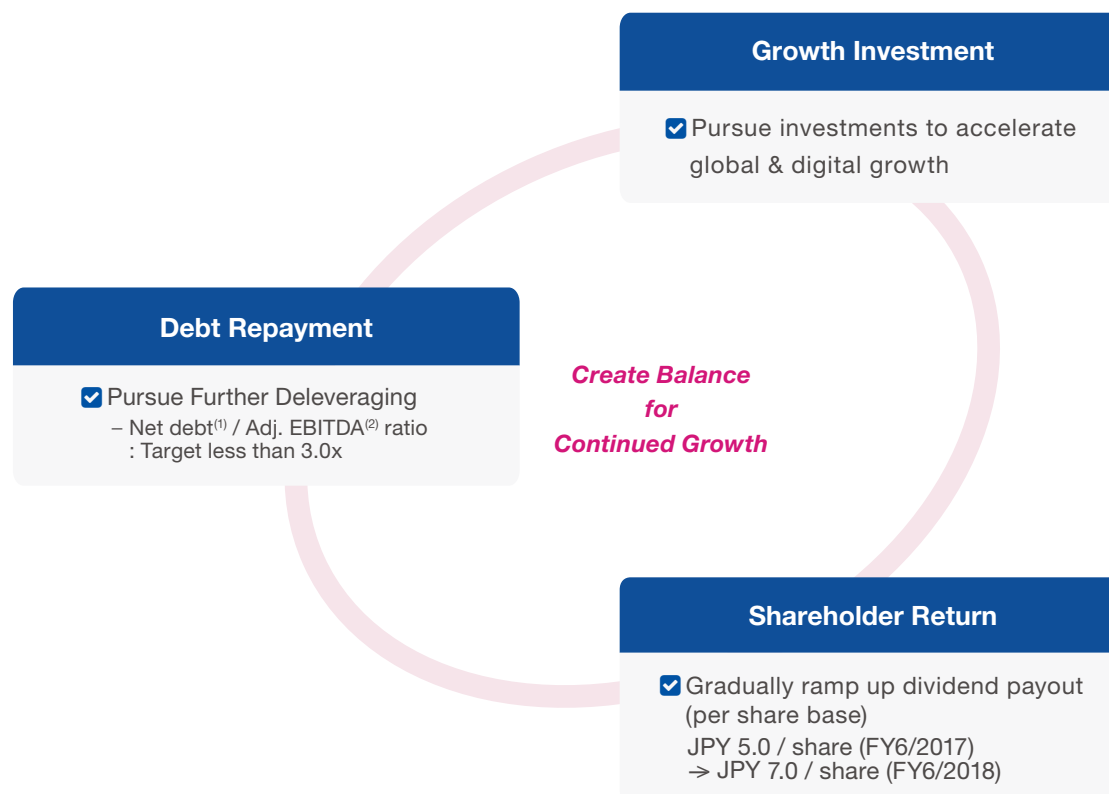
1. Financials for FY6/2017(Actual) and financials for FY6/2018(Guidance) are presented by using the period-average rate of €1 = ¥118.9 and €1 = ¥120.1 respectively.

## Solid Cash Flow Generation

Consolidated (IFRS)  
(JPY MM)



## Capital Allocation Priorities



### Notes

- Net debt = interest-bearing debt (short-term borrowings + current portion of long-term borrowings + long-term borrowings + lease obligations) - cash and cash equivalents. "Current net debt" as of June 30, 2017
- Adjusted EBITDA = EBITDA + M&A Related Expenses + IPO Related Expenses + Expenses Related to Going Private Transaction + Management Fee + Refinancing Related Advisory Fees + Retirement Benefits for Retiring Officers. EBITDA = Operating Profit + Depreciation and Amortization + Impairment Loss on Goodwill on an annual basis as of June 30, 2017. Please refer to reconciliation tables on page 37 for details
- Avg. interest rate = (interest expense in P/L) / (average amount of borrowings at the end of current year and the previous year). Borrowings = short-term borrowings + current portion of long-term borrowings + long-term borrowings. For 6/17, avg. interest rate is calculated as (interest expense for 12 months in P/L) / (average amount of borrowings as of June 30, 2017 and as of June 30, 2016)

Creating

# **The First Truly Global Digital**

Research Company



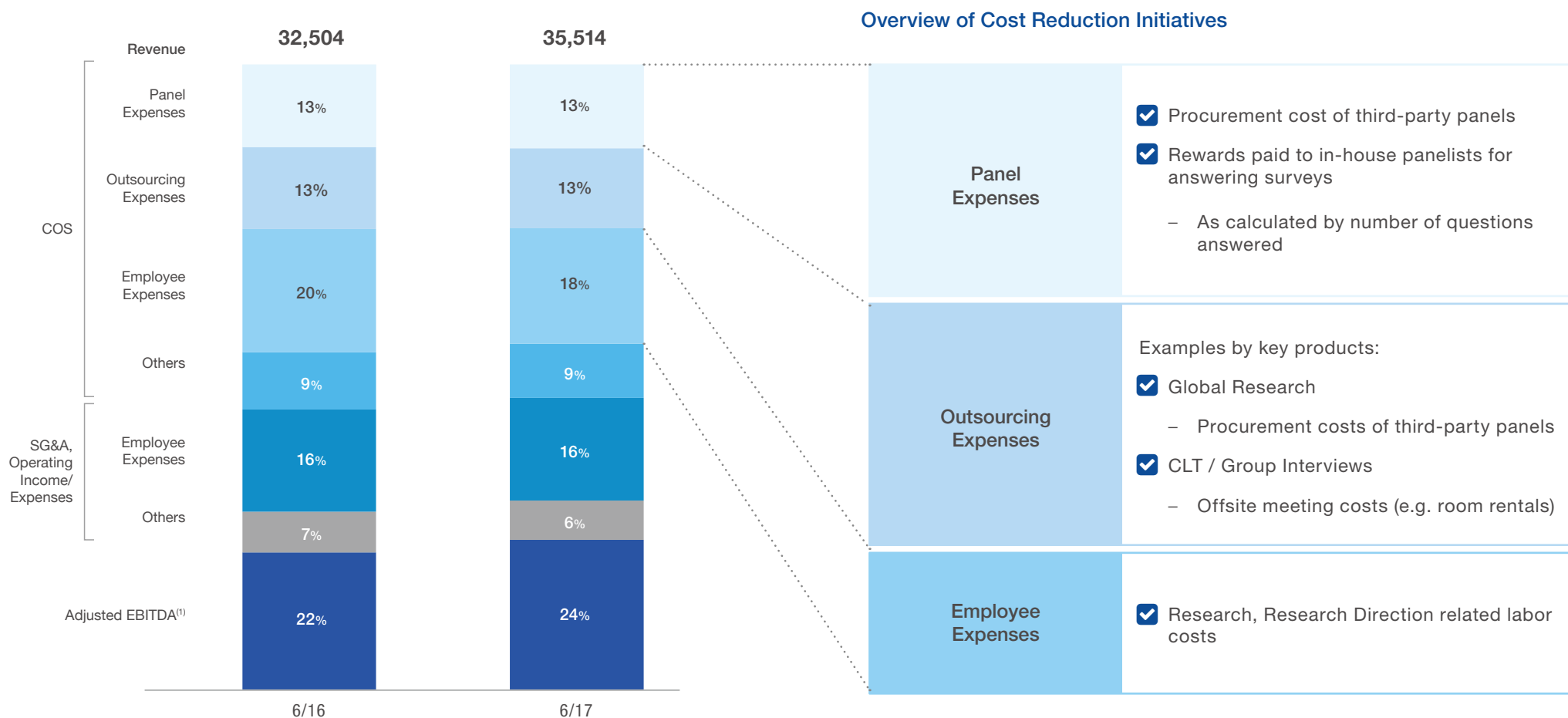
# Appendix

# Operating Leverage & Cost Reduction Initiatives Deliver Further Profit Expansion

024

## Breakdown of Key Cost Items

Consolidated (IFRS) unaudited  
(JPY MM)



### Notes

1. Please refer to reconciliation tables on page 37 for details

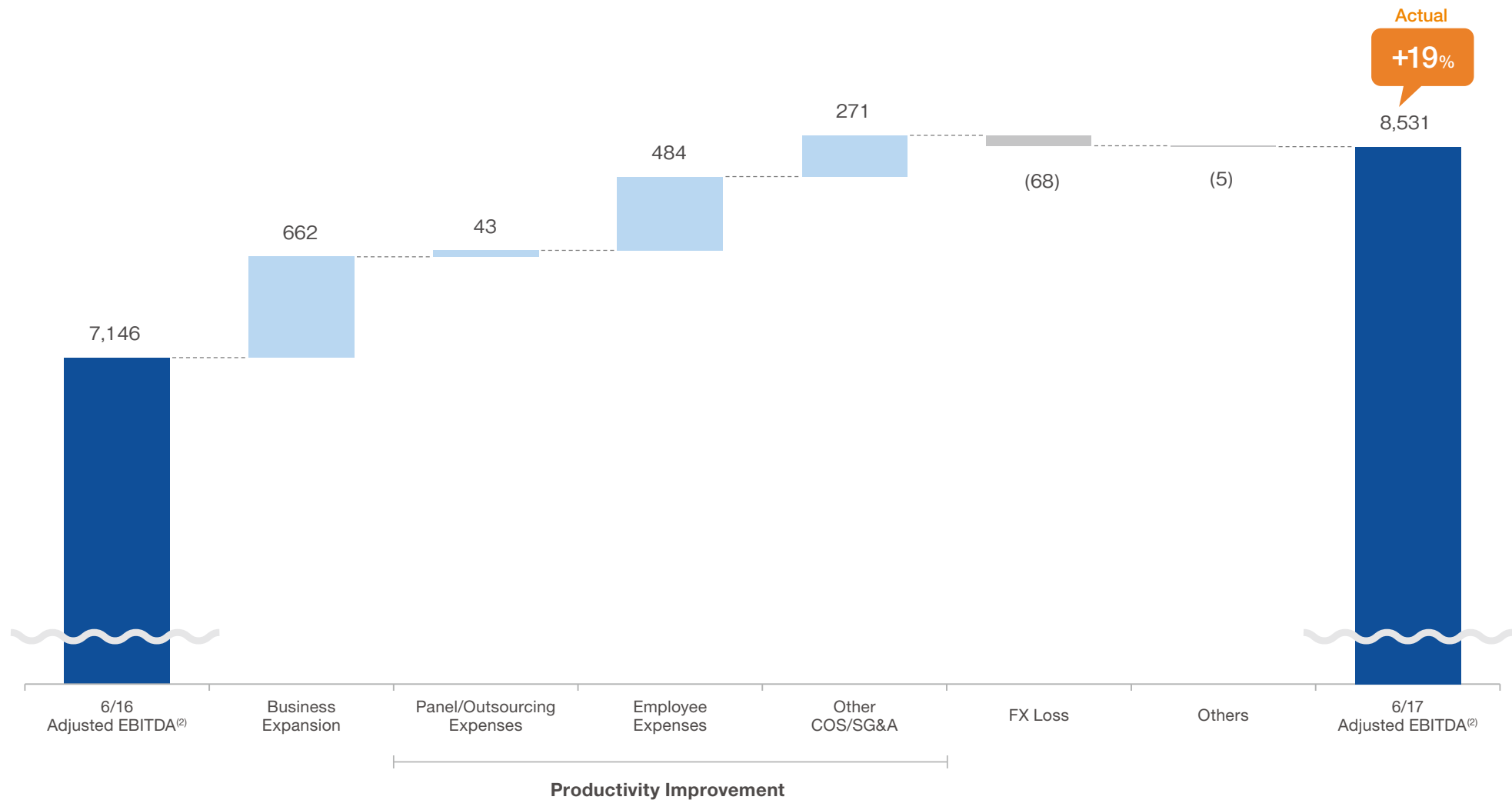


# FY6/2017: Profit Growth Due to Business Expansion & Productivity Improvement

025

## Adjusted EBITDA - FY6/2016 vs. FY6/2017<sup>(1)</sup>

Consolidated (IFRS)  
(JPY MM)



### Notes

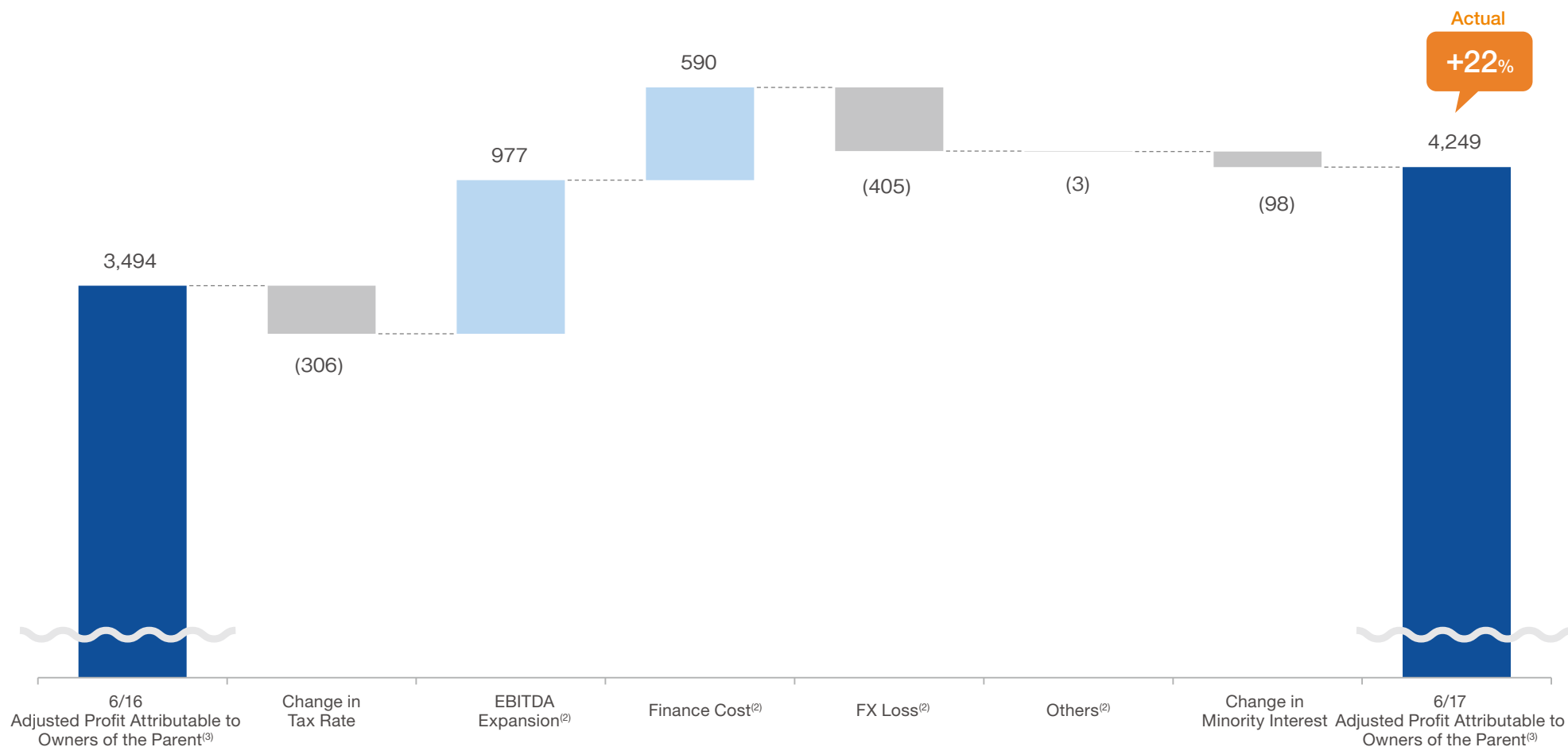
- Financials for 6/16 and financials (actual) for 6/17 are presented by using the period-average rate of €1 = ¥129.5 and €1 = ¥118.9 respectively.
- Please refer to reconciliation tables on page 37 for details

# FY6/2017: Finance Cost Reduction Led to Further Bottom Line Growth

026

## Adjusted Profit Attributable to Owners of the Parent - FY6/2016 vs. FY6/2017<sup>(1)</sup>

Consolidated (IFRS)  
(JPY MM)



### Notes

1. Financials for 6/16 and financials (actual) for 6/17 are presented by using the period-average rate of €1 = ¥129.5 and €1 = ¥118.9 respectively.

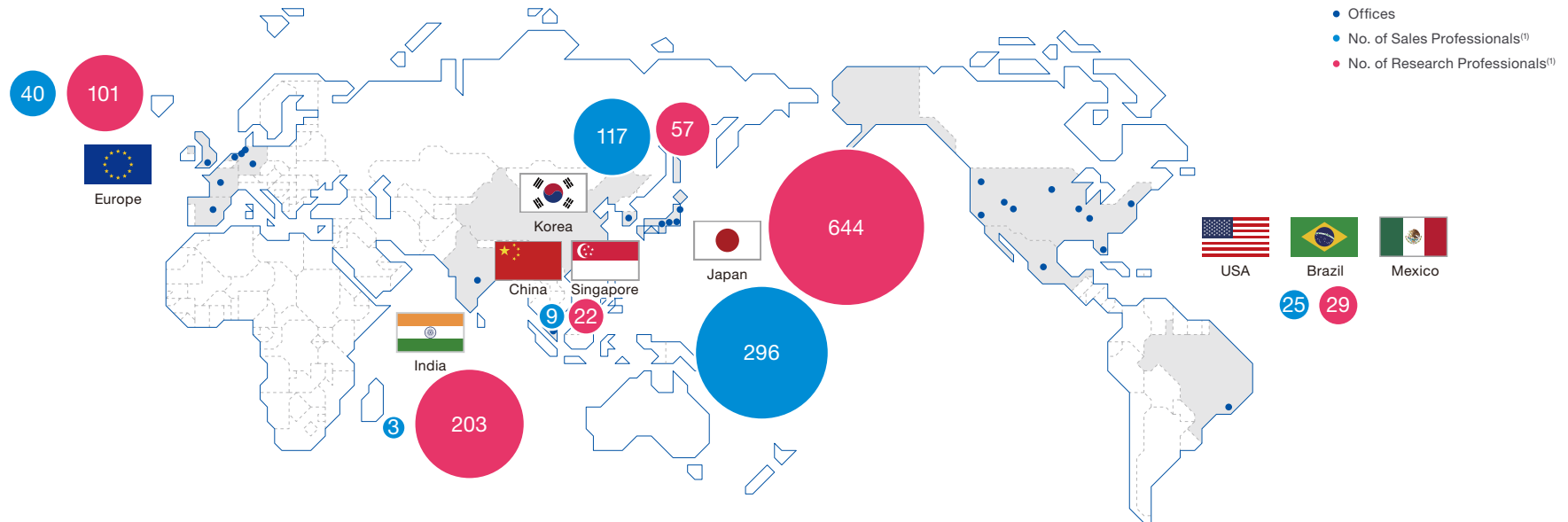
2. Figures including tax effect

3. Please refer to reconciliation tables on page 37 for details

# Worldwide Sales & Research Delivery

## Sales and Research Breakdown for Selected Key Markets<sup>(1)</sup>

As of June, 2017



1,800+<sup>(2)</sup> Employees in 34 Offices Worldwide

	Local Deeper Local Consumer Insights	Global Coordinated Cross-Border Client Coverage
<b>Sales</b>	<ul style="list-style-type: none"> <li>✓ <b>Localized Sales Teams</b> c. 490<sup>(1)</sup> professionals across 34 offices worldwide</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>CEO-led Experienced Sales Professionals Deliver Coordinated GKA<sup>(3)</sup> Coverage</b></li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>✓ <b>Seamless Coordination with Local Research Professionals</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Best Practice Sharing and Real-time Support from the Global Competence Center in India</b></li> <li>✓ <b>Export Superior Japanese <i>Kaizen</i> Operational Quality</b></li> </ul>

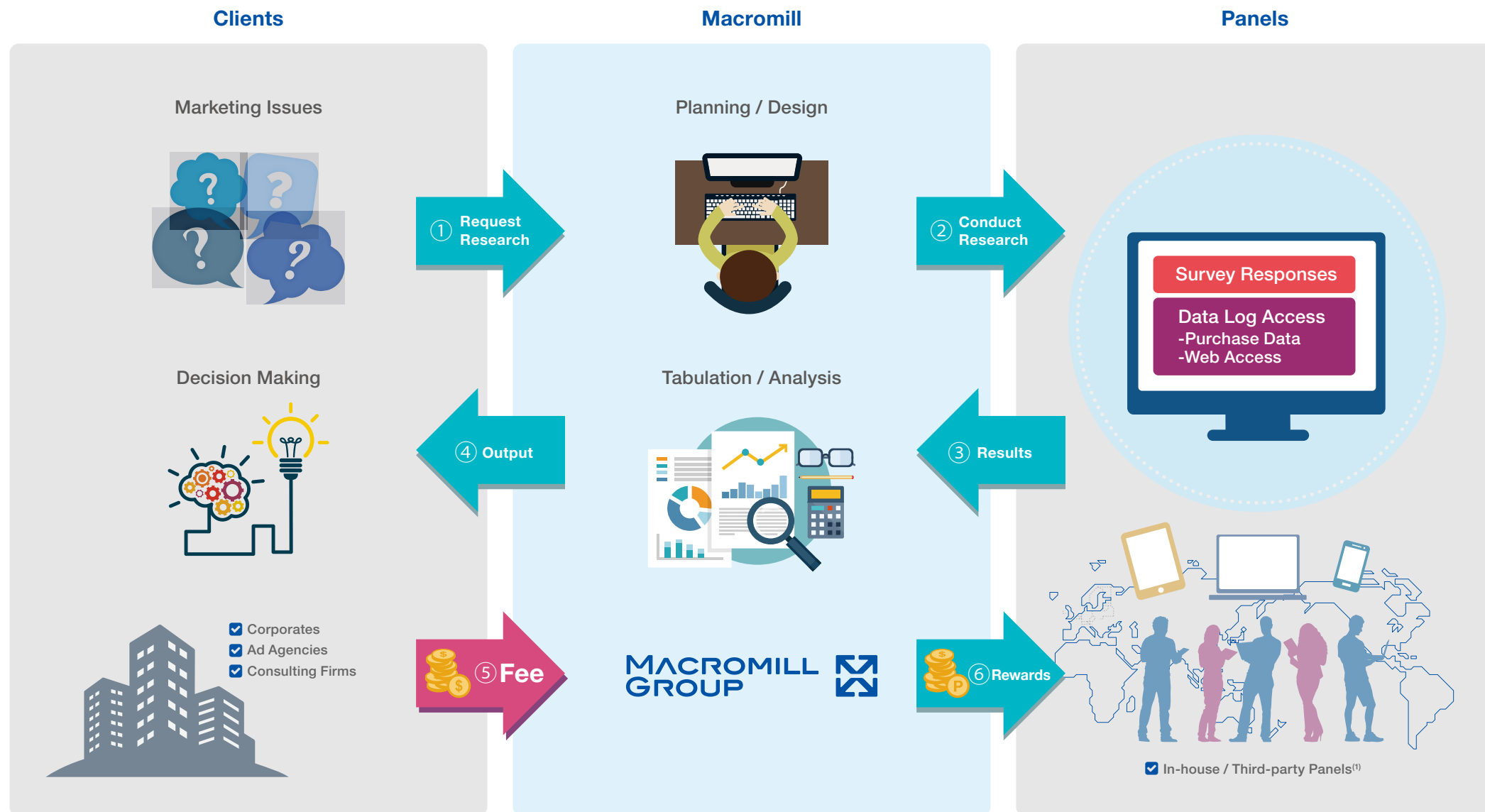
### Notes

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

# Industry-Leading One-Stop Solutions Portfolio

## Selected Solutions

	Market Research		Database	Digital Marketing
	Ad Hoc			
Developed by <b>MACROMILL</b> 	<b>Quantitative</b> Online Research  QuickMill  OrderMill Central Location Testing  CLT	<b>Qualitative</b> Group / In-Depth Interviews  FGI  DI	Purchase Data  QPR Household Spending Data  MHS Brand Data  bdb	Ad Effectiveness Measurement  AccessMill DMP <sup>(1)</sup> <b>“DMP Solution”</b>
Jointly Developed				 GLOBAL AccessMill
Developed by <b>METRIXLAB</b> 	Market Exploration  <b>“SCOUT H&amp;A”</b> Package Test  <b>“PACT”</b>	Concept Test  <b>“CONTEST”</b> Brand Assessment  <b>“B-HEALTH”</b> etc.		Ad Pretesting  <b>“AD-VANCE”</b>  <b>“ACT”</b> Social Media Analysis <b>OXYME</b>  Big Data Analysis <b>“Dashboard”</b> etc.

### Note

1. Data Management Platform

## Ad Pretesting Solutions



### Our Business Opportunity...

Deliver Cost Savings through Pre-testing Marketing Campaigns



Benchmark digital ad effectiveness against peers/previous ads

### What Differentiates AD-VANCE...

Superior Interface that Captures the Consumers' Natural Exposure to Marketing Campaigns

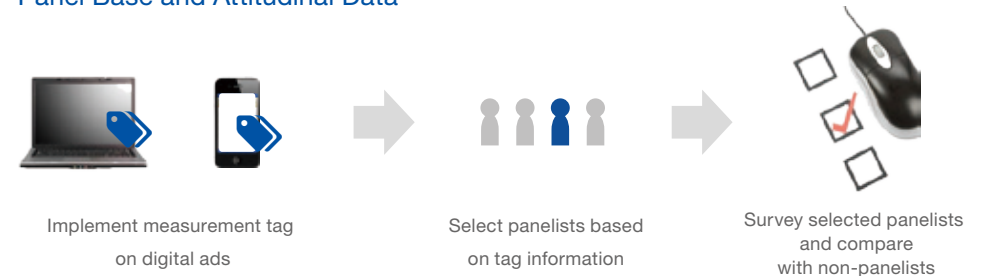
Benchmarking against Industry Peers

## Ad Effectiveness Measurement Solutions



### Our Business Opportunity...

✓ Deliver Ad Effectiveness Measurement Solutions Utilizing Massive Cookie Panel Base and Attitudinal Data



### What Differentiates AccessMill...

- ✓ Massive Cookie Panel Size
- ✓ Combination with Attitudinal Data
- ✓ Superior System (Cost, Speed, Flexibility)

# Extensive Digital Opportunities: Social Media, DMP & Big Data

## OXYME Social Media Analysis

### Our Business Opportunity...

- ✓ Deliver Detailed and Meaningful Social Analysis Across Each Phase of Marketing

From Market Exploration to Campaign Evaluation



Collect social media  
posting data



Analysis of consumers'  
feelings and topics using  
dedicated experts



Extract consumer /  
marketing insights

### What Differentiates Oxyeme...

- ✓ Optimized Data Collection through Proprietary Software
- ✓ Enhanced Data Quality by Manual Exclusion of Unrelated Responses
- ✓ Experienced Social Media Analysts

## Data Management Platform (DMP)

### Our Business Opportunity...

- ✓ Enable Real Consumer Insights by Combining Our Proprietary Data with Client's In-house Data

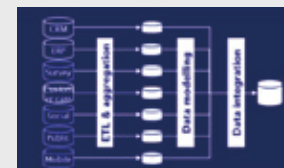


## Big Data Analytics (Dashboard/Story Telling)

### Our Business Opportunity...

- ✓ Deliver Comprehensive Insights through a Meaningful, User-Friendly Interface Relevant to Each Clients' KPI

#### Data Integration



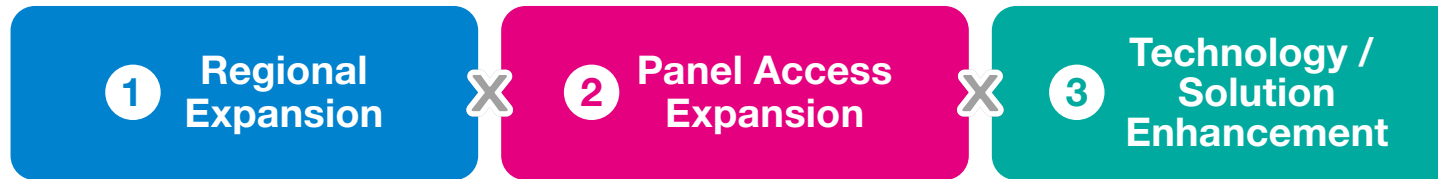
Integrate and analyze data  
aggregated from  
multiple sources

#### Data Activation



Organize on a meaningful,  
understandable "dashboard"

# 3-Pillars M&A Strategy for Value Creation



## Proven M&A Track Record

2010 Acquisition<sup>(1)</sup>



✓ Doubled Panel Access

2011 Acquisition



✓ Acquired Social Analysis Capabilities

2012 Acquisition



✓ Access to Asian Client and Panels

2013 Joint Venture<sup>(2)</sup>



✓ Access to US Panels

2013 Joint Venture



✓ Access to US Panels

2014 Acquisition



✓ Global Client & Panel Base Access

2015 Strategic Alliance



✓ Access to Solutions for Government

2015 Strategic Partnership



✓ Incorporate Panels & Mobile Technologies

2017 Strategic Alliance



✓ Access to Neuromarketing Solutions

### Notes

1. Acquired market research business only

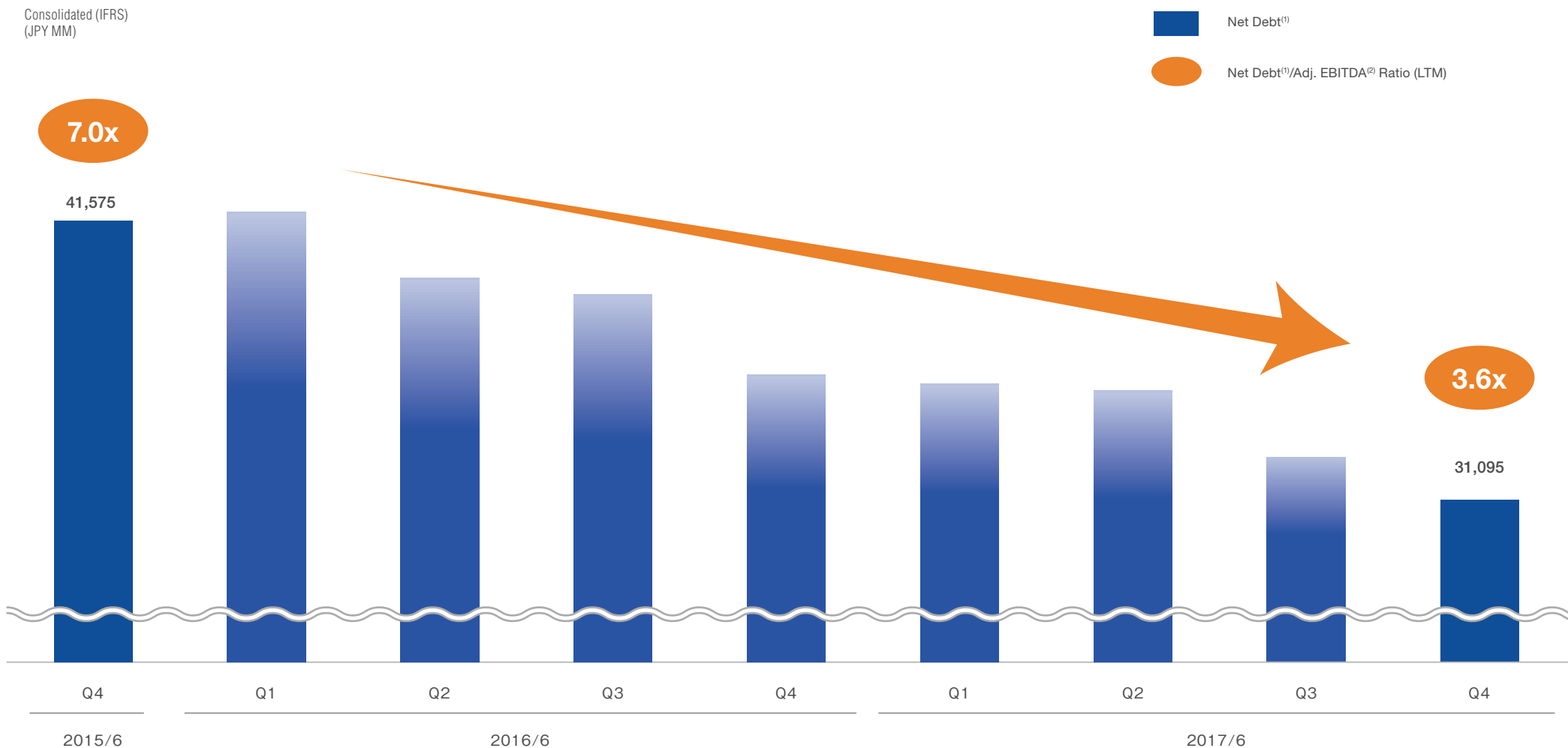
2. JV established between Macromill and Dentsu in 2012. Dentsu Macromill Insight became a subsidiary of Macromill in 2013



# Solid Cash Flow Generation Contributes to Further Deleveraging

033

## Quarterly Net Debt<sup>(1)</sup> and Net Debt<sup>(1)</sup>/ Adj. EBITDA<sup>(2)</sup> Ratio (LTM)



### Notes

1. Net Debt = Interest-Bearing Debt (Short-term Borrowings + Current Portion of Long-term Borrowings + Long-term Borrowings + Lease Obligations) - Cash and Cash Equivalents as of the relevant quarter end

2. Adjusted EBITDA = EBITDA + M&A Related Expenses + IPO Related Expenses + Expenses Related to Going Private Transaction + Management Fee + Refinancing Related Advisory Fees + Retirement Benefits for Retiring Officers. EBITDA = Operating Profit + Depreciation and Amortization + Impairment Loss on Goodwill on a LTM basis as of the relevant quarter end. Please refer to reconciliation tables on page 37 for the details

	IFRS		
	Full Year		
	6/2015	6/2016	6/2017
(JPY MM)			
Revenue	28,761	32,504	35,514
Cost of Sales	(16,372)	(17,926)	(18,920)
Gross Profit	12,388	14,578	16,594
SG&A	(7,950)	(8,956)	(10,030)
Other Operating Income	365	272	283
Other Operating Expenses	(5,399)	(168)	(31)
Share of the Profit on Investments Accounted for Using the Equity Method	9	3	9
Operating Profit (Loss)	(586)	5,730	6,825
Finance Income	53	496	15
Finance Costs	(3,671)	(2,139)	(958)
Profit (Loss) before Tax	(4,204)	4,087	5,882
Income Tax Benefit (Expense)	215	(848)	(1,672)
Profit (Loss) for the Year/Period	(3,988)	3,238	4,210
Profit (Loss) Attributable to Owners of the Parent	(4,320)	2,832	3,706

## Note

1. Macromill's consolidated results of operations for the year ended June 30, 2015 reflect MetrixLab's results of operations for the period of approximately nine months whereas Macromill's consolidated results of operations for the year ended June 30, 2016 and 2017 reflect MetrixLab's results of operations for the full twelve months. This impacts the comparability of Macromill's consolidated results of operations for the years ended June 30, 2015 vs. 2016 and 2017

# Selected Consolidated B/S

035

(JPY MM)				(JPY MM)			
IFRS				IFRS			
Assets	6/30/2015	6/30/2016	6/30/2017	Liabilities and Equity	6/30/2015	6/30/2016	6/30/2017
<b>Current Assets</b>	<b>14,247</b>	<b>12,725</b>	<b>15,485</b>	<b>Current Liabilities</b>	<b>8,058</b>	<b>8,848</b>	<b>8,952</b>
Cash and Cash Equivalents	7,178	6,124	8,447	Borrowings	2,978	3,319	2,617
Trade and Other Receivables	5,789	6,015	6,388	Trade and Other Payables	2,085	2,492	2,492
Other Current Assets <sup>(1)</sup>	1,279	586	649	Other Current Liabilities <sup>(1)</sup>	2,994	3,036	3,842
<b>Total Non-current Assets</b>	<b>56,812</b>	<b>53,839</b>	<b>55,330</b>	<b>Non-current Liabilities</b>	<b>48,683</b>	<b>41,068</b>	<b>39,511</b>
Property, Plant and Equipment	836	979	1,034	Borrowings	45,735	38,535	36,880
Intangible Assets	53,338	50,788	52,127	Other Non-current Liabilities <sup>(1)</sup>	2,947	2,533	2,630
Goodwill	46,583	45,290	46,067	<b>Total Liabilities</b>	<b>56,741</b>	<b>49,916</b>	<b>48,463</b>
Other Intangible Assets	6,755	5,498	6,059				
Other Non-current Assets <sup>(1)</sup>	2,637	2,070	2,169	<b>Total Equity</b>	<b>14,318</b>	<b>16,647</b>	<b>22,352</b>
<b>Total Assets</b>	<b>71,060</b>	<b>66,564</b>	<b>70,815</b>	<b>Total Liabilities and Equity</b>	<b>71,060</b>	<b>66,564</b>	<b>70,815</b>

## Notes

1. Other Current Assets is the sum of Other Financial Assets and Other Current Assets. Other Non-current Assets is the sum of Investments Accounted for using the Equity Method, Other Financial Assets, Deferred Tax Assets and Other Non-current Assets. Other Current Liabilities is the sum of Other Financial Liabilities, Income Tax Payable, and Other Current Liabilities. Other Non-current Liabilities is the sum of Other Financial Liabilities, Retirement Benefit Liabilities, Provisions, Deferred Tax Liabilities, and Other Non-current Liabilities

# Consolidated C/F Statement<sup>(1)</sup>

036

(JPY MM)	IFRS		
	Full Year		
	6/2015	6/2016	6/2017
<b>Net Cash Flows Provided by Operating Activities</b>	<b>2,298</b>	<b>4,665</b>	<b>5,733</b>
Profit (Loss) before Tax	(4,204)	4,087	5,882
Depreciation and Amortization	771	874	871
Impairment Loss	4,370	—	—
Finance Income	(53)	(496)	(15)
Finance Costs	3,671	2,139	958
Change in Working Capital <sup>(2)</sup>	(60)	(338)	(131)
Others <sup>(3)</sup>	109	506	(69)
<b>Sub Total</b>	<b>4,604</b>	<b>6,772</b>	<b>7,496</b>
Interest and Dividends Paid and Received	59	33	18
Interest Paid	(1,355)	(1,450)	(1,120)
Income Taxes Paid	(1,009)	(690)	(660)
<b>Net Cash Flows Provided by (Used in) Investing Activities</b>	<b>(15,641)</b>	<b>67</b>	<b>(1,348)</b>
Capex <sup>(4)</sup>	(509)	(647)	(1,007)
Acquisition of Subsidiaries	(16,726)	—	—
Others <sup>(3)</sup>	1,594	714	(340)
<b>Net Cash Flows Provided by (Used in) Financing Activities</b>	<b>9,048</b>	<b>(5,602)</b>	<b>(2,155)</b>
Proceeds from Borrowings <sup>(5)</sup>	40,088	42,676	237
Repayment of Borrowings <sup>(5)</sup>	(30,030)	(48,207)	(3,357)
Proceeds from Issue of Shares	1,636	-	1,149
Others <sup>(3)</sup>	(2,645)	(71)	(185)

## Notes

1. Macromill's consolidated results of operations for the year ended June 30, 2015 reflect MetrixLab's results of operations for the period of approximately nine months whereas Macromill's consolidated results of operations for the year ended June 30, 2016 and 2017 reflect MetrixLab's results of operations for the full twelve months. This impacts the comparability of Macromill's consolidated results of operations for the years ended June 30, 2015 vs. 2016 and 2017

2. The sum of Decrease (Increase) in Trade and Other Receivables and Increase (Decrease) in Trade and Other Payables

3. Others in Net Cash Flows Provided by Operating Activities is the sum of Share of the Profit on Investments Accounted for using the Equity Method, Gain on Sales of Equity Method Investment and Other. Others in Net Cash Flows Provided by (Used in) Investing Activities is the sum of Proceeds from Withdrawal of Time Deposits, Acquisition of Investments, Proceeds from Sale and Redemption of Investments, and Other. Others in Net Cash Flows Provided by (Used in) Financing Activities is the sum of Payments of Proceeds from Disposal of Fractional Shares, Proceeds from Current Borrowings, Dividends Paid to Non-controlling Interests, and Other

4. The sum of Acquisition of Property, Plant and Equipment and Acquisition of Intangible Assets

5. The sum of Long-term Borrowings and Short-term Borrowings

# Reconciliation Tables<sup>(1)</sup> – Fiscal Year Comparisons

037

## Adjusted EBITDA

(JPY MM)	IFRS		
	6/2015	6/2016	6/2017
<b>Operating Profit</b>	<b>(586)</b>	<b>5,730</b>	<b>6,825</b>
(+) Depreciation and Amortization	771	874	871
(+) Impairment Loss on Goodwill <sup>(2)</sup>	4,370	—	—
<b>EBITDA</b>	<b>4,555</b>	<b>6,604</b>	<b>7,696</b>
(+) M&A-Related Expenses <sup>(3)</sup>	506	155	—
(+) Management Fee <sup>(4)</sup>	106	120	374
(+) Refinancing Related Advisory Fees	—	92	—
(+) Retirement Benefits for Retiring Officers <sup>(5)</sup>	527	—	—
(+) IPO-related expenses and Expenses related to going-private transaction	226	173	460
<b>Adjusted EBITDA</b>	<b>5,921</b>	<b>7,146</b>	<b>8,531</b>

## Adjusted Profit Attributable to Owners of the Parent

(JPY MM)	IFRS		
	6/2015	6/2016	6/2017
<b>Profit (Loss) Attributable to Owners of the Parent</b>	<b>(4,320)</b>	<b>2,832</b>	<b>3,706</b>
(+) Refinancing Costs <sup>(6)</sup>	909	557	—
(+) M&A-Related Expenses <sup>(3)</sup>	506	155	—
(+) Management Fee <sup>(4)</sup>	106	120	374
(+) IPO-related expenses and Expenses related to going-private transaction	226	173	481
(+) Impairment Loss on Goodwill <sup>(2)</sup>	4,370	—	—
(+) Retirement Benefits for Retiring Officers <sup>(5)</sup>	527	—	—
(-) Tax Impact of Above Adjustments <sup>(7)</sup>	718	345	312
<b>Adjusted Profit Attributable to Owners of the Parent</b>	<b>1,606</b>	<b>3,494</b>	<b>4,249</b>

### Notes

1. Macromill's consolidated results of operations for the year ended June 30, 2015 reflect MetrixLab's results of operations for the period of approximately nine months whereas Macromill's consolidated results of operations for the year ended June 30, 2016 and 2017 reflect MetrixLab's results of operations for the full twelve months. This impacts the comparability of Macromill's consolidated results of operations for the years ended June 30, 2015 vs. 2016 and 2017
2. Goodwill impairment in connection with Macromill's acquisition of MetrixLab
3. All legal, accounting, investment banking advisory, out-of-pocket expenses and other miscellaneous expenses incurred in connection with the purchase and closing of MetrixLab transaction by Macromill, including on-going advisory fees in connection with post-merger price adjustments, legal and tax follow-up due diligence matters related to purchase transaction
4. Annual management fee and reimbursement of expenses pursuant to management agreement with Bain Capital
5. One-time special severance payment to the founder and Chairman of the Board, Mr. Tetsuya Sugimoto
6. Refinancing costs from LBO loan to corporate loan including those in connection with syndicate loan arrangement fees paid upfront, which are recorded as financial costs and refinancing related advisory fees
7. Calculated tax impact based on the effective tax rate of Macromill and MetrixLab entities

