FY6/2019 Q3 Financial Results

May 13, 2019

MACROMILL
a Macromill Group company

Ticker Code: 3978 (TSE Sec.1)

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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.

FY6/2019 Q3 Key Takeaways

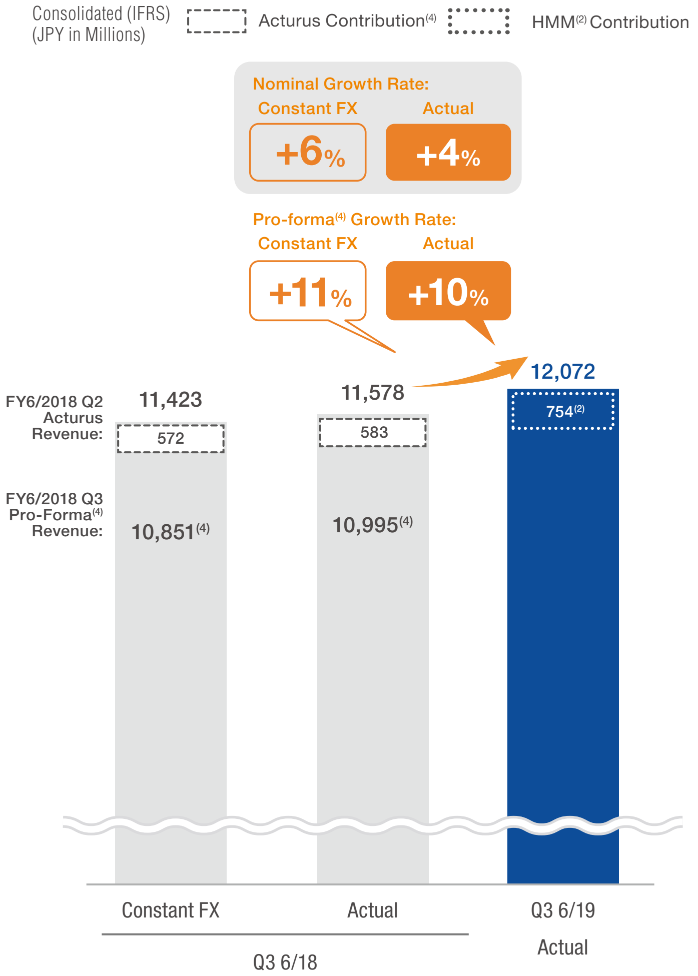
- ☑ Achieved record-breaking Q3 standalone Revenue and Profit (Revenue 12.0 bn, EBITDA 3.1 bn, OP 2.8 bn and Net Income 1.8 bn)
- ☑ Organic revenue growth rate remains at similar levels as Q2
- ☑ Q3 YTD Revenue and Profit performance is in-line with our revised guidance, which we announced on February 2019
- ☑ We are reviewing our business strategy, based upon our current performance and outlook, and will be announcing our new mid-term business plan at the next earnings announcement
- ☑ We remain positive about our market opportunity, committed to growing faster than the market and delivering on our vision

FY6/2019 Q3 Results[1]: Summary

Q3 Standalone

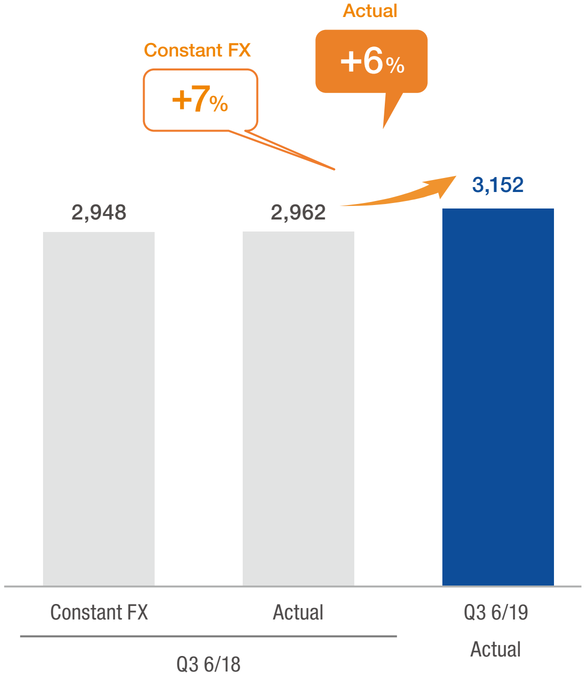
Revenue

Consolidated (IFRS)
(JPY in Millions)



EBITDA[3]

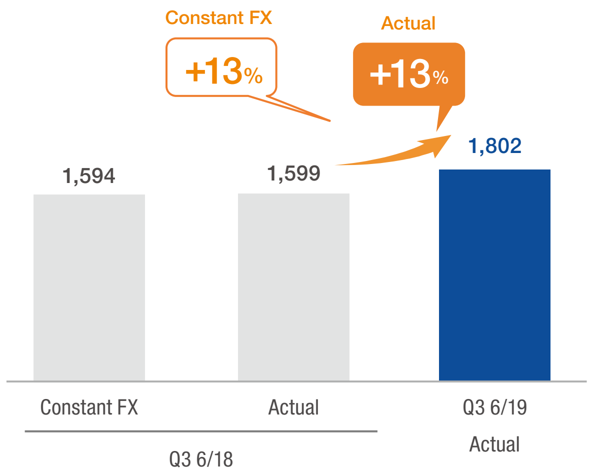
Consolidated (IFRS)
(JPY in Millions)



Margin 25.8% 25.6% 26.1%

Profit Attributable to Owners of the Parent

Consolidated (IFRS)
(JPY in Millions)



Margin 14.0% 13.8% 14.9%

Notes

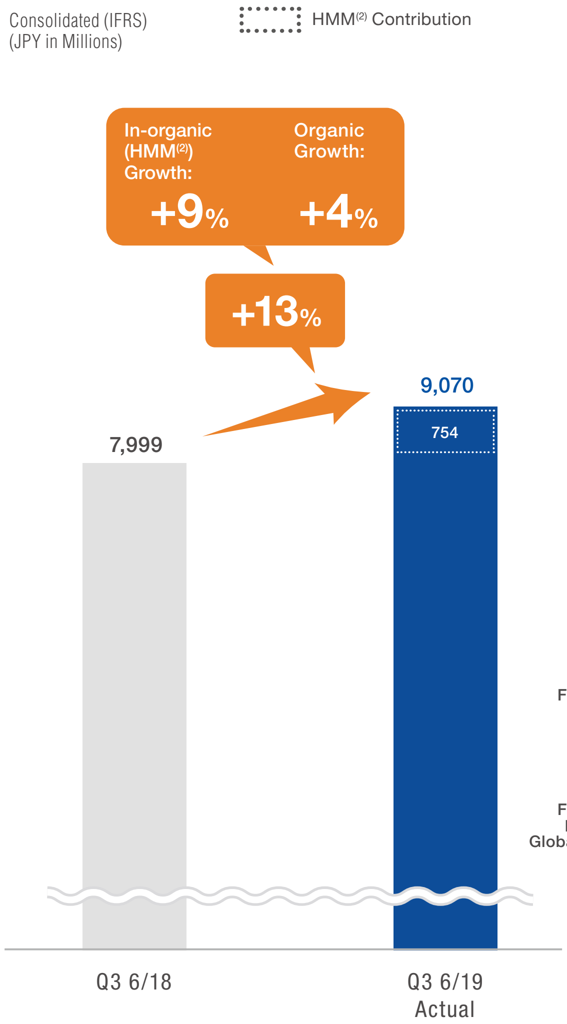
1. Financials (actual) for Q3 6/18 and financials for Q3 6/19 are presented by using the period-average rate of €1 = ¥132.77 and €1 = ¥125.57 respectively. Financials (constant FX) for Q3 6/18 are calculated by using the same period-average rate of €1 = ¥125.57. Each exchange rate is used to translate MetrixLab's consolidated results of operations for each of the 3-months periods ended March 31, 2018 and 2019 into yen, as applicable, in connection with the consolidation into our consolidated financial statements. We present financials for Q3 6/18 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 Q3 6/18 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. We had acquired majority stake of Tokyo Survey Research Inc. from Hakuhodo on July 2, 2018, and had changed its business name to H.M. Marketing Research, Inc. (HMM) as of October 1, 2018.
3. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
4. Regarding the consolidation of Acturus (which we acquired at the beginning of FY6/2018 Q2), in the last fiscal year, we had consolidated (Q2 & Q3) 6 months' accumulated performance in Q3. In order to make fair quarterly comparison, we are subtracting down Q2 portion of Acturus revenue in our last year consolidated revenue.

FY6/2019 Q3 Results(1): Revenue Drivers

Q3 Standalone

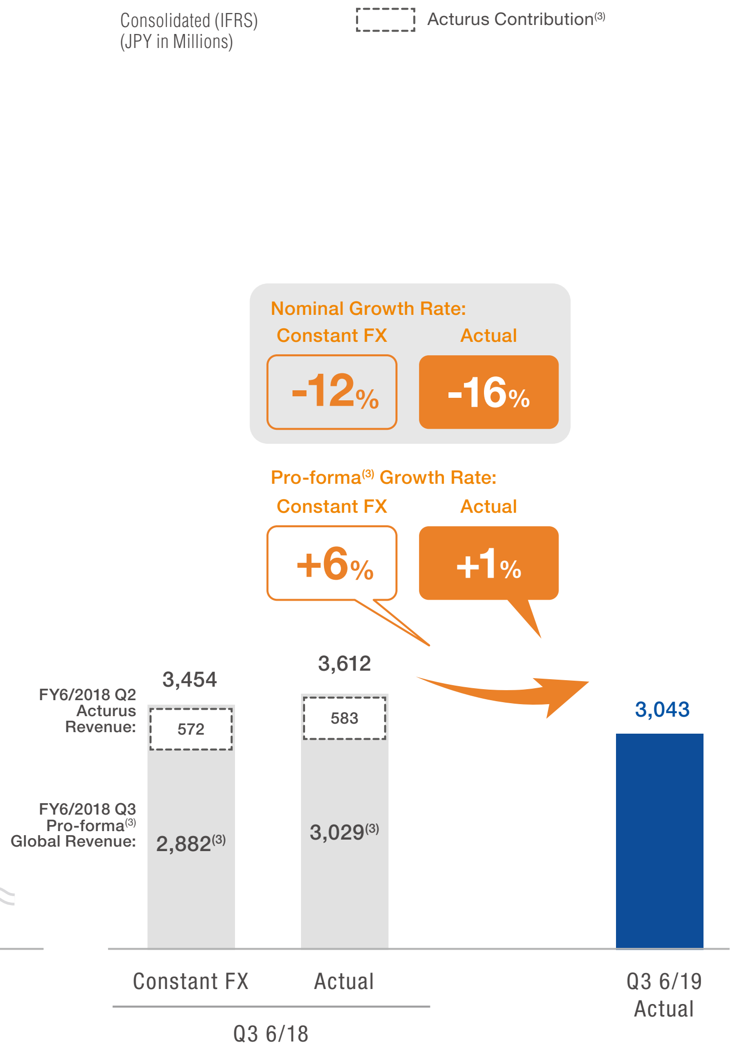
Japan

Consolidated (IFRS)
(JPY in Millions)



Global (Excl. Japan)(1)

Consolidated (IFRS)
(JPY in Millions)

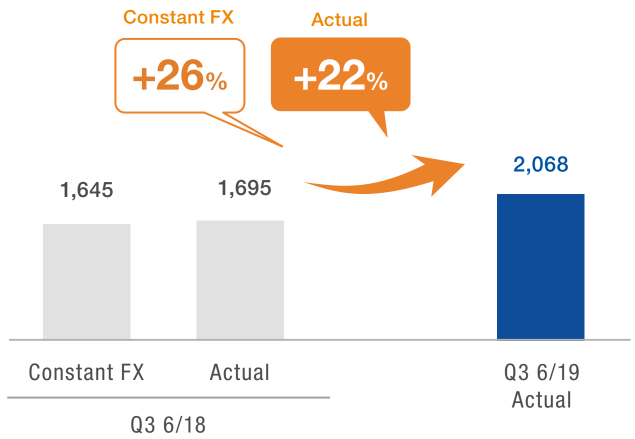


Digital Marketing Revenue(1)

Consolidated (IFRS)
(JPY in Millions)

Revenue Growth of Select Key Solutions (Q3 over Q3)

Japan and Korea Business Segment		Overseas Business (ex-Korea) Business Segment	
DMP Solutions	+249%	"TRACK 360"	+97%
AccessMill	+19%	"CE"	+4%



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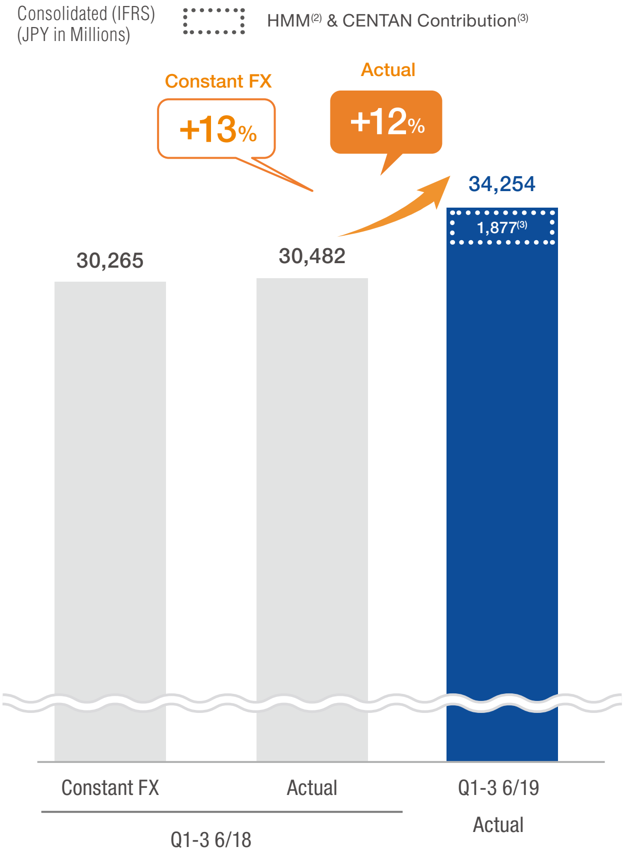
FY6/2019 Q3 YTD Results[1]: Summary

Q3 YTD (9 months)

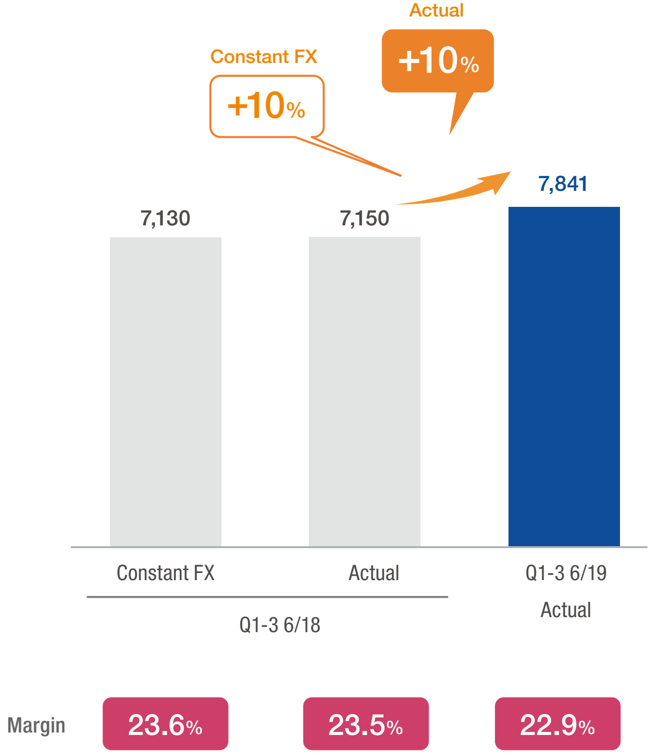
Revenue

Consolidated (IFRS)
(JPY in Millions)



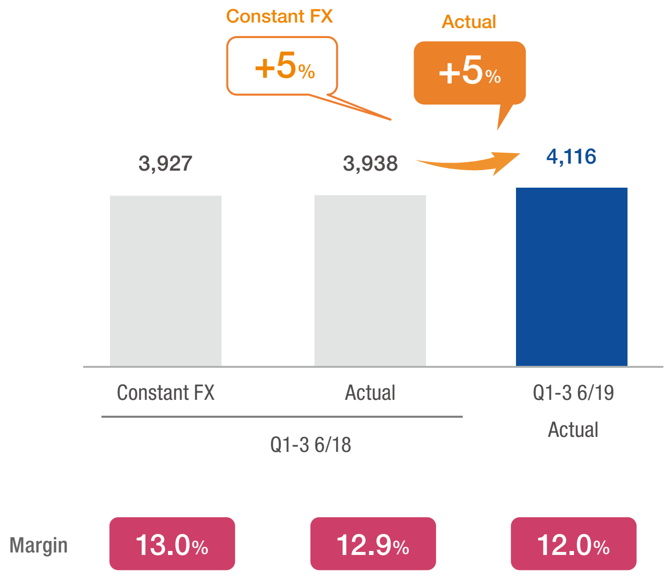
EBITDA[4]

Consolidated (IFRS)
(JPY in Millions)



Profit Attributable to Owners of the Parent

Consolidated (IFRS)
(JPY in Millions)



Notes

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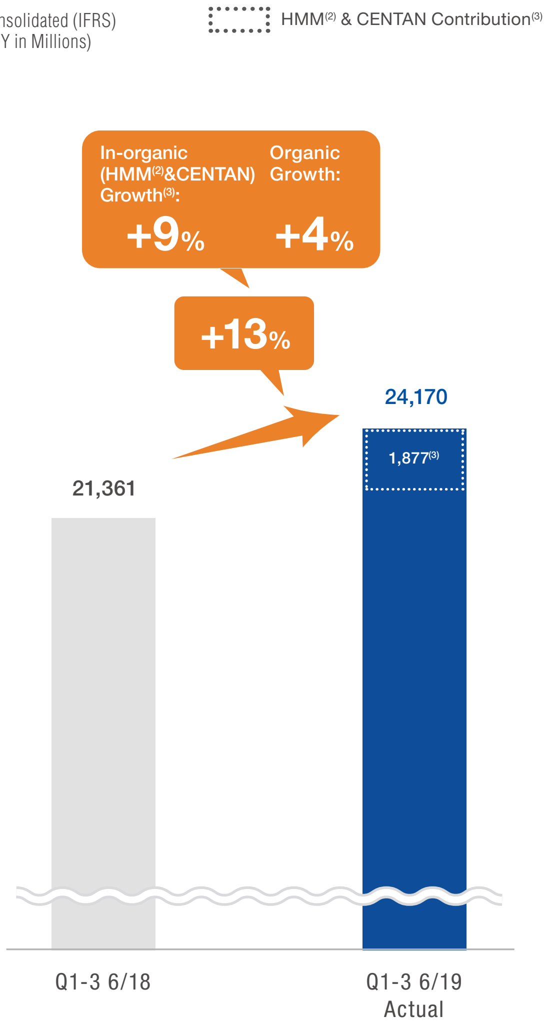
4. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss

FY6/2019 Q3 YTD Results[1]: Revenue Drivers

Q3 YTD (9 months)

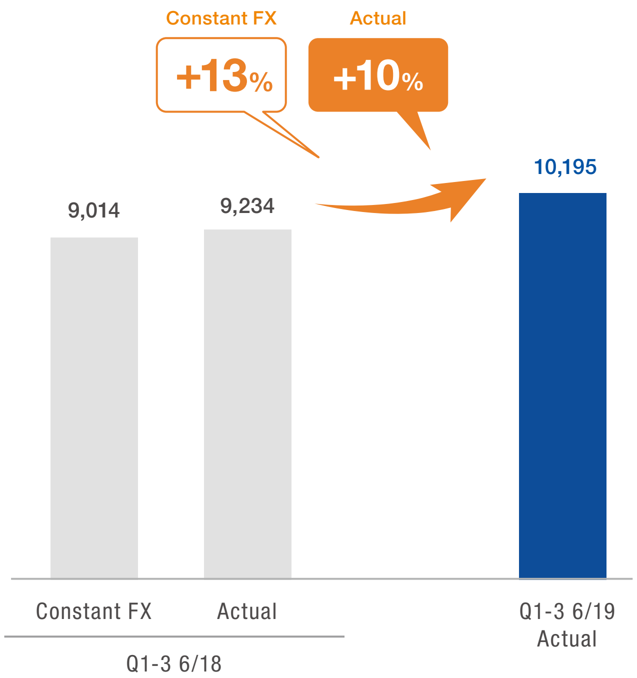
Japan

Consolidated (IFRS)
(JPY in Millions)



Global (Excl. Japan)[1]

Consolidated (IFRS)
(JPY in Millions)

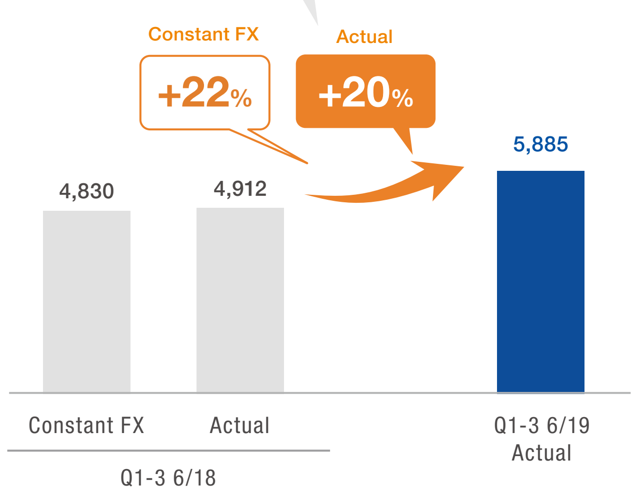


Digital Marketing Revenue[1]

Consolidated (IFRS)
(JPY in Millions)

Revenue Growth of Select Key Solutions (Q1-3 over Q1-3)

Japan and Korea Business Segment		Overseas Business (ex-Korea) Business Segment	
DMP Solutions	+155%	"TRACK 360"	+30%
AccessMill	+16%	"PACT suite"	+29%



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Q3 Financial Update

Consolidated Statements of Operations (P/L)

Summary of Consolidated Statements of Operations

(JPY in Millions)	IFRS			
	9 Months			
	6/2018 Q1-3	6/2019 Q1-3	Variance	YoY Growth
Revenue	30,482	34,254	3,772	12%
Total Employee Expenses	(10,632)	(12,157)	(1,525)	14%
Panel Expenses	(3,946)	(4,799)	(853)	22%
Outsourcing Expenses	(3,914)	(4,666)	(752)	19%
Depreciation and Amortization	(775)	(1,016)	(241)	31%
Others	(4,837)	(4,788)	49	(1%)
Operating Profit	6,374	6,824	450	7%
Finance Income and Costs	(153)	(342)	(189)	124%
Profit before Tax	6,221	6,482	261	4%
Income Tax Expenses	(1,929)	(1,869)	60	(3%)
Profit attributable to non-controlling interest	(352)	(496)	(144)	41%
Profit Attributable to Owners of the Parent	3,938	4,116	178	5%
EBITDA	7,150	7,841	691	10%
EPS (Basic Earnings per Share) (Yen)	100.61	103.28	2.67	3%
Operating Profit Margin	20.9%	19.9%	(1.0%)	
EBITDA Margin	23.5%	22.9%	(0.6%)	

FY6/2019 Q1-Q3 P/L Commentary

Variance Factors

- Revenue:
  - Increase in Japan and Korea Business Segment 3,349
  - Increase in Overseas Business (ex-Korea) Segment 420
- Total Employee Expenses:
  - Number of the total group employees increased by 204, from 2,083 (FY6/2018 Q3) to 2,287 (FY6/2019 Q3)
  - Japan and Korea Business Segment +228
    - HMM(JV w/Hakuhodo) Acquisition +117
    - Others +111
  - Overseas Business (ex-Korea) Segment -24
- Panel Expenses:
  - Reclassification in Overseas Business Segment from Operating Expenses – Others to Panel Expenses 452
- Outsourcing Expenses:
  - Increased due to sophistication and specialization of research projects, but improving due to development of in-house research capability
- Depreciation&Amortization:
  - Increase due to IT investment 230
- Finance Income:
  - Decrease of FX income 166
- Finance Costs:
  - One time refinance cost in FY2019 158
  - Less Interest paid due to refinance 126
- Profit attributable to non-controlling interest:
  - Expansion in HMM (JV w/ Hakuhodo) 49
  - Expansion in DMI (JV w/ Dentsu) 39
  - Expansion in Korean Business 28
- Operating Profit Margin and EBITDA Margin:
  - EBITDA Margin decreased mainly due to acquisitions of low margin businesses
  - Operating Profit Margin decreased further due to higher depreciation driven by IT investments

Consolidated Statements of Financial Position (B/S)

Summary of Consolidated Statements of Financial Position

(JPY in Millions)

	IFRS		
	FY6/2018 (6/30/2018)	FY6/2019 Q3 (3/31/2018)	Variance
Total Assets	**75,230**	**77,324**	**2,094**
Cash and Cash Equivalents	9,124	7,645	(1,479)
Trade and Other Receivables	8,744	11,419	2,675
Property, Plant and Equipment	1,152	1,221	69
Goodwill	46,957	46,928	(29)
Other Intangible Assets	6,605	6,961	356
Other Assets	2,648	3,148	500
Total Liabilities	**47,762**	**45,545**	**(2,217)**
Borrowings and Bonds	37,035	35,570	(1,465)
Trade and Other Payables	3,008	3,852	844
Other Liabilities	7,719	6,121	(1,598)
Total Equity	**27,468**	**31,779**	**4,311**

FY6/2019 Q3 B/S Commentary

- Working Capital:
  - Accounts Receivable (A/R) turnover 89.9 Days
    - 2.1 days shorter YoY
  - Accounts Payable (A/P) and Provision for Panel Points turnover 47.2 Days
    - 0.3 days longer YoY
- Financing Cost:
  - Q3 Average Interest Rate 1.06%（FY6/2018 Q3 1.62%）
    - Borrowings 1.27%
    - Bond 0.50%
  - Commitment line（undrawn）JPY 4,500 million
  - Credit Rating（R&I）BBB+
- Leverage Related:
  - Net Debt / EBITDA Ratio 2.99x（FY6/2018 Q3 3.63x）
  - Interest Coverage Ratio 11.50x（FY6/2018 Q3 11.25x）
- Capital Efficiency Related:
  - ROE (LTM Base) 18.2%（down by 3.1 point YoY）

Consolidated Statements of Cash Flows

Summary of Consolidated Statements of Cash Flows

(JPY in Millions)	IFRS 9 Months Q1-3 6/2018	IFRS 9 Months Q1-3 6/2019
Cash Flows from Operating Activities	**2,379**	**2,559**
Profit (Loss) before Tax	6,221	6,482
Depreciation and Amortization	775	1,016
Finance Income and Costs	153	342
Change in Working Capital(1)	(3,564)	(2,533)
Others(2)	331	374
Sub Total	**3,917**	**5,683**
Interest and Dividends Received	10	15
Interest Paid	(413)	(359)
Income Taxes Paid	(1,134)	(2,779)
Cash Flows from Investing Activities	**(1,703)**	**(1,200)**
Capex(3)	(781)	(1,511)
Acquisition of Subsidiaries	(1,008)	297
Others(2)	85	13
Free Cash Flows(4)	**1,089**	**1,718**
Cash Flows from Financing Activities	**(2,684)**	**(2,863)**
Proceeds from Borrowings(5) and Bonds	1,007	10,047
Repayment of Borrowings(5)	(3,455)	(12,509)
Proceeds from Issue of Shares	367	162
Others(2)	(603)	(563)

FY6/2019 Q1-Q3 C/F Commentary

- Cash flows from operating activities 2,559 (up by 7.6% YoY):
  Increase in income before tax 261
  Increase in taxable income and use up of all tax loss carried-forward
  – Increase in corporate tax paid 1,645
  Decrease in accounts receivable by improving collection efficiency 1,121
- Cash flows from investing activities -1,200 (down by 29.5% YoY):
  Increase in IT investments and office floor expansion 734
  Acquisition of subsidiaries in FY2018 1,008
- Free Cash Flows: 1,718 (up by 57.8% YoY)
- Cash flows from financing activities -2,863 (up by 6.7% YoY):
  Issuing corporate bonds and early redemption of a part of the existing loans
- Increase in cash and cash equivalents 1,196

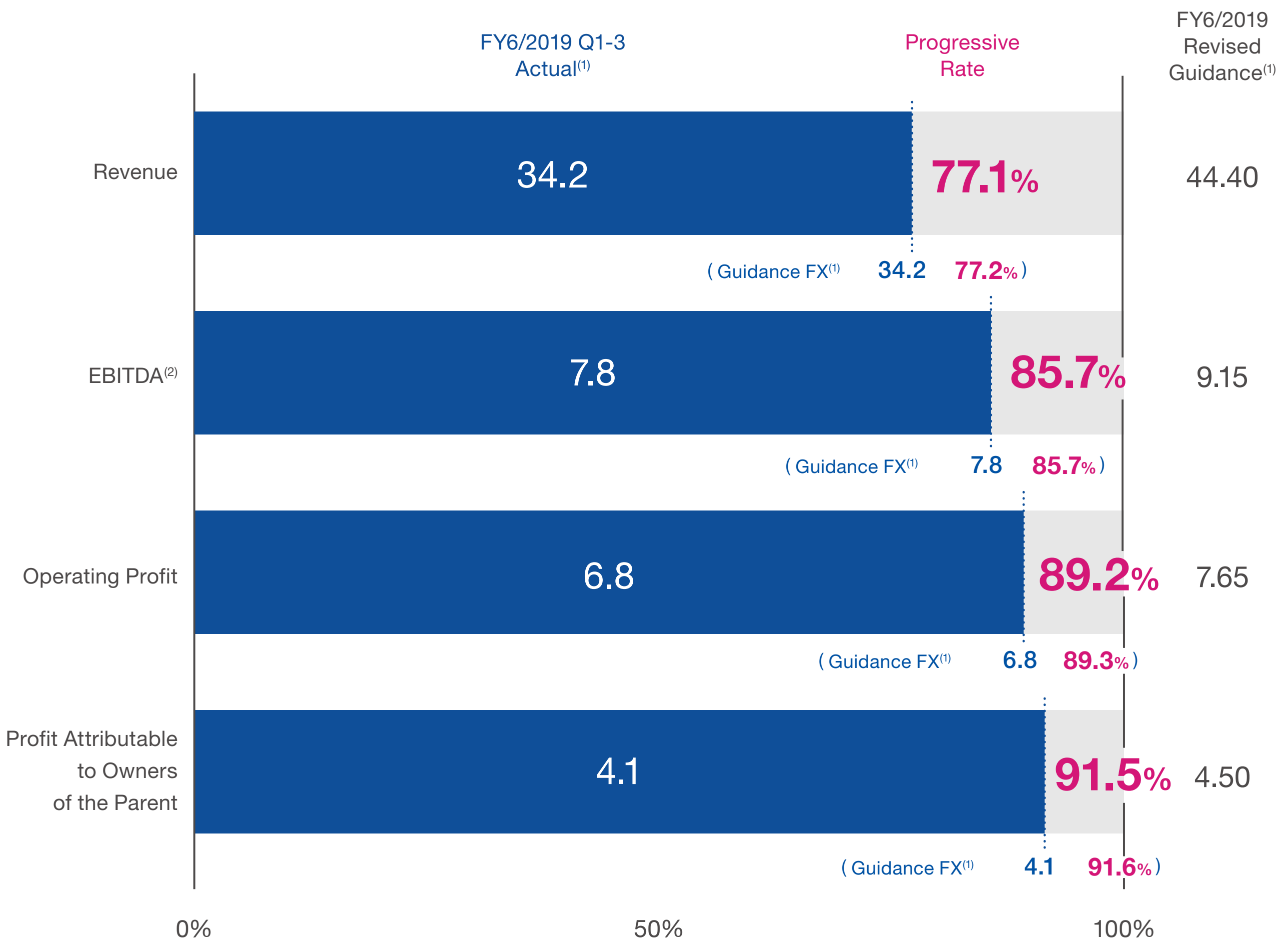
	IFRS 9 Months Q1-3 6/2018	IFRS 9 Months Q1-3 6/2019
Increase in Cash and Cash Equivalents	(2,008)	(1,504)
Cash and Cash Equivalents at the beginning of the period	8,447	9,124
Effect of Exchange Rate Changes on Cash and Cash Equivalents	11	25
Cash and Cash Equivalents at the end of the period	**6,449**	**7,645**

Notes
1. The sum of Decrease (Increase) in Trade and Other Receivables and Increase (Decrease) in Trade and Other Payables
2. 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
3. The sum of Acquisition of Property, Plant and Equipment and Acquisition of Intangible Assets
4. Free cash flow = cash flows from operating activities ± cash flows from investing activities - interest paid
5. The sum of Long-term Borrowings and Short-term Borrowings

FY6/2019 Q3 YTD Results: % of Achievement vs. Revised Guidance

FY6/2019 Q1-3 Accumulated Actual Results vs. FY6/2019 Company Revised Guidance

Consolidated (IFRS)
(JPY in Billions)



- Revenue: "In line with expectation"
  - Q2 (December) and Q3 (March) revenue tends to be higher due to seasonality (clients' fiscal year end)
  - 77.1% progress is in line with revised guidance which considered the seasonality
  - However, there are still uncertainties due to revenue volatility of some businesses
- EBITDA: "In line with expectation"
  - Due to the above mentioned seasonality, EBITDA progress is also in line with revised guidance
- Operating Profit: "Slightly above expectation"
  - Q3 depreciation was lower by JPY 80 million due to a delay in system development
- Profit Attributable to Owners of the Parent: "Above expectation"
  - Unforeseen gain in Q3 due to mark-to-market of financial liability
- FX: "Slight headwind"
  - EUR and KRW were almost in line with revised guidance rates
  - JPY has been appreciating against EUR and KRW, which might be a headwind for Q4

  (Guidance FX: EUR1=JPY125.73 and KRW1=JPY0.0987)

Notes

1. Financials for FY6/2019 Q1-3 (Actual) are presented by using the period-average rate of €1 = ¥128.12. Company revised guidance for FY6/2019 are based on FX rate of €1 = ¥125.73.
2. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss

Business Update

Japan Business – Market Opportunity & Our Positioning

	Market Size	Market Growth	Market Share & Position
Japanese Marketing Research Market	JPY 214.7Bn(1) (2017)	2013: 0.9%, 2014: 2.7%, 2015: -3.3%, 2016: 7.8%, 2017: 2.3%; 5Y CAGR 3.4%	
Ad-hoc Online Research Field	JPY 67.2Bn(1) (2017)	2013: 9.6%, 2014: 2.6%, 2015: 3.2%, 2016: 6.3%, 2017: 4.2%; 5Y CAGR 5.1%	30% Over No.1
Conventional (Other than Ad-hoc Online) Research Field	JPY 147.5Bn(1) (2017)	2013: -2.6%, 2014: 2.8%, 2015: 3.3%, 2016: 8.5%, 2017: 1.4%; 5Y CAGR 2.6%	Appx.10% N/A
Digital Marketing Research Field	N/A Est. JPY 87.9Bn? =5% of Digital Ad Market (2018: JPY 1,758.9Bn(2))	Double Digits (cf. Digital Ad YoY Growth Rate (2017 to 2018): 16.5%(2))	N/A

Although Marketing Research Market is continuing its growth statistically, its growth rate is limited compared to Macromill's revenue growth.

In order to maintain our revenue growth rate going forward, we need to take a strategic approach.

Notes

1. Japan Marketing Research Association (JMRA) – Japan Market Research Spending (7/2018)
2. Source: Dentsu – 2018 Annual Report on Advertising Expenditures in Japan (2/2019)

Japan Business – Growth Strategy Going Forward

Online Research Field

(Basic Strategy)

- Continue gradual market share expansion through solid growth surpassing the competitors
- High growth can be expected in the area of "Global" Research from Japanese clients

(Specific measure to materialize the above)

- TSR Acquisition
- W&S Acquisition

Conventional Research Field

(Basic Strategy)

- Since this is the largest sub-segment, pursue market expansion more aggressively – Macromill has still low market share, big potential for growth
- Potential to utilize more advanced technology, where much less innovation occurs

(Specific measure to materialize the above)

- TSR Acquisition
- CENTAN Acquisition / Alliance with NEC

Digital Marketing Research Field

(Basic Strategy)

- Proactive enhancement on business relations with major ad agencies in Digital area
- Next step is to expand business with non-agency clients - Utilize "Private DMP" as a hook

(Specific measure to materialize the above)

- Data Sync with major public DMP
- Create more Private DMP business case

FY6/2019 Q3 M&A Case Study: W&S Holdings Co., Ltd. (W&S)

M&A Target Field

Regional Expansion | Panel | Technology / Solution

Regional Expansion & Panel Access Expansion

March 28, 2019 Announcement
April 1, 2019 Closing

Target Company

W&S Holdings market research

MACROMILL SOUTH EAST ASIA a Macromill Group company

- Marketing research & Panel supply company in Southeast Asia (Unlisted)

Transaction Form

- 51% majority stake acquisition (from existing shareholders)
- Macromill has a stock purchase option to acquire remaining 49% in the future

Results For Macromill

- Expansion of marketing research business scale and panel access in Southeast Asia
- Accelerating migration from conventional research to online marketing research

Macromill's Approach in Digital Marketing, The Focused Area

Change in client needs

Increasing number of companies introducing "Private DMP"
> As a platform to realize "one stop marketing activity" from CRM to Ad/Promotion
> Connected with "Public DMP" which has mainly been utilized in ad distribution

Increasing needs for 2nd party data, for more accurate, more completeness consumer data - Macromill is the best choice

Public DMP

- ☑ Demographic (Estimated attribute data)
- ☑ Interests, likes
- ☑ Online behavior/history

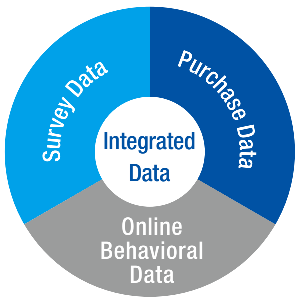
Connection

Private DMP

- ☑ Customer Info (membership registration, etc.)
- ☑ Digital behavioral log data in owned media
- ☑ Purchase log in own store/EC site

2nd Party Data

MACROMILL
a Macromill Group company



Types of data Macromill can supplement

Attribute data (Registered Accurate Data)	Survey data	Purchase data	Page View/ Online behavioral data	TV Viewing Data

etc.

Global Business – Market Opportunity

	Market Size	Market Growth
Global Marketing Research Market	USD 45.8Bn[1] (2017)	2013: 8.9%, 2014: 6.8%, 2015: -4.5%, 2016: 0.9%, 2017: 3.1%; 5Y CAGR 2.9%[1]
Online Research Field[2]	USD 17.9Bn[1] (2017)	2013: 1.1%, 2014: 15.0%, 2015: 5.8%, 2016: 23.7%, 2017: 5.8%; 5Y CAGR 10.0%[1]
Conventional Research Field[3]	USD 28.0Bn[1] (2017)	2013: 8.9%, 2014: 6.8%, 2015: -8.4%, 2016: -9.3%, 2017: 3.1%; 5Y CAGR -0.4%[1]
Digital Marketing Research Field	N/A Est. USD 23.1Bn? =10% of Digital Ad Market (2017: USD 231Bn[4])	Double Digits (cf. Digital Ad: 5Y Forward CAGR 14.7%[4])

Notes
1. Source: ESOMAR Report (9/2018)
2. Online quantitative marketing research only, excluding online qualitative marketing research, which are excluded in ESOMAR presentation
3. Other than above-mentioned online (Online quantitative only) marketing research
4. Source: eMarketer Worldwide Ad Spending (9/2018)

Global Business – Current Issues and Action Plan

Overseas (ex-Korea) Segment: MetrixLab

Q3 YTD Revenue: JPY 7.0bn (YoY Growth: 6.4%)

Current Issues

- We have not been able to make up the revenue from two large client project cancellations in the US
- Organic growth rate remains slow and not hitting our original targets
- Integration of the ML and Acturus teams have been challenging
- Currency negatively impacting FY19 revenue vs prior year
- The market is growing but volatile

Action Plan

- Initiated US acceleration plan in January including:
  - Improving research delivery and research org structure
  - Commercial acceleration
  - Increased focus on new focused business development
  - New solutions launches
- Talent development for further growth enhancement

The US needs to be a key driver for global growth and our ability to achieve our vision

Creating
The First Truly Global Digital
Research Company

Appendix

i. Q3 Financial Results Supplemental Material

ii. Our Business Model and Strategy

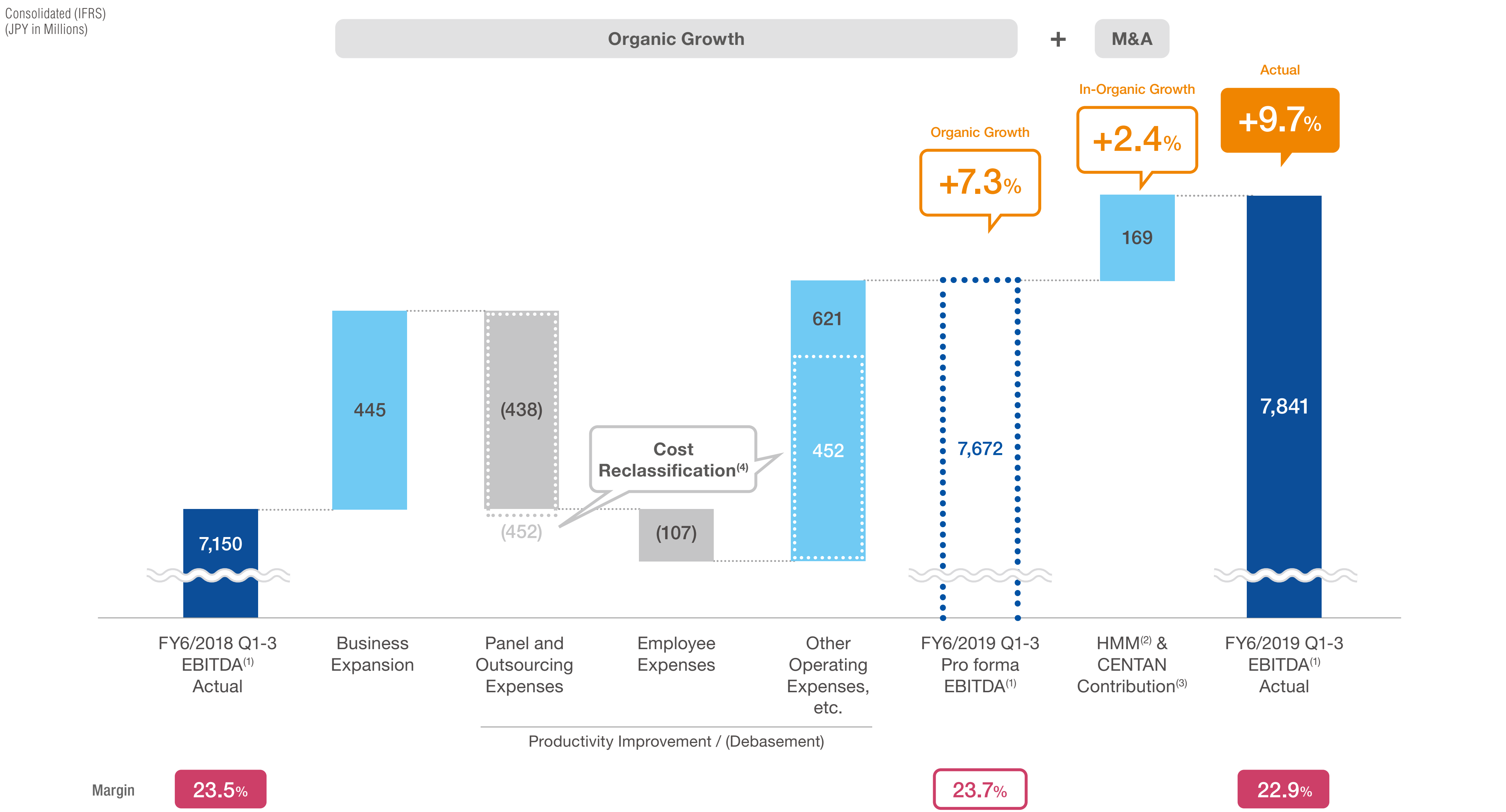
iii. Q3 Financial Results Details

i. Q3 Financial Results Supplemental Material

FY6/2019 Q3: EBITDA Waterfall Chart

Q3 YTD (9 months)

EBITDA[1] - FY6/2018 Q1-3 vs. FY6/2019 Q1-3



Notes

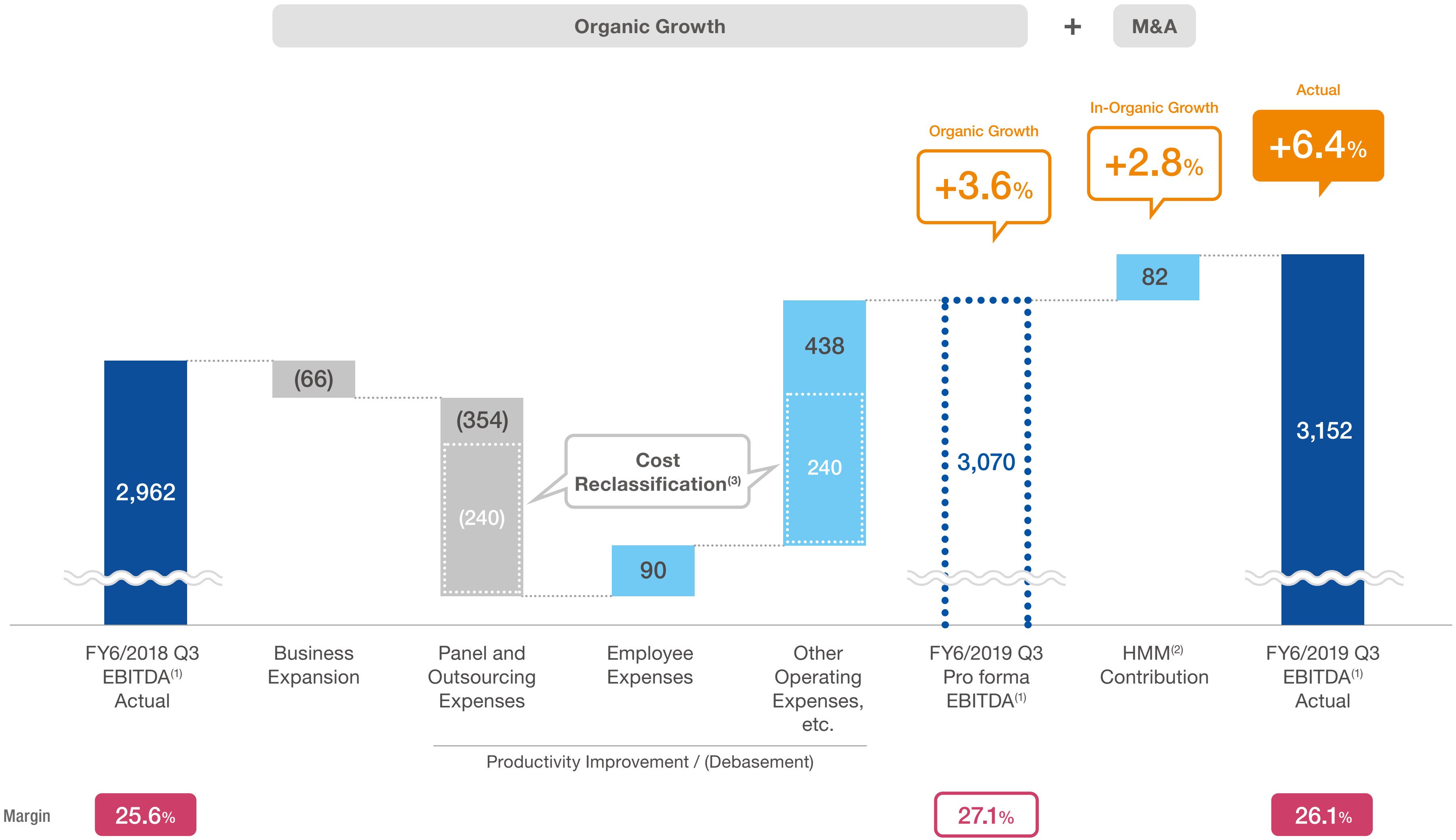
1. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
2. We had acquired majority stake of Tokyo Survey Research Inc. from Hakuhodo on July 2, 2018, and had changed its business name to H.M. Marketing Research, Inc. (HMM) as of October 1, 2018.
3. 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 Q1-3 is sum of HMM (Q1-Q3) and CENTAN (Q1-Q2, CENTAN has become 51% subsidiary since FY6/2018 Q3) only.
4. Cost reclassification between “Panel Expenses” and “Operating Expenses - Others” in Overseas Business (ex-Korea) Segment due to group-unified cost definition

FY6/2019 Q3: EBITDA Waterfall Chart

Q3 Standalone

EBITDA(1) - FY6/2018 Q3 vs. FY6/2019 Q3

Consolidated (IFRS)
(JPY in Millions)

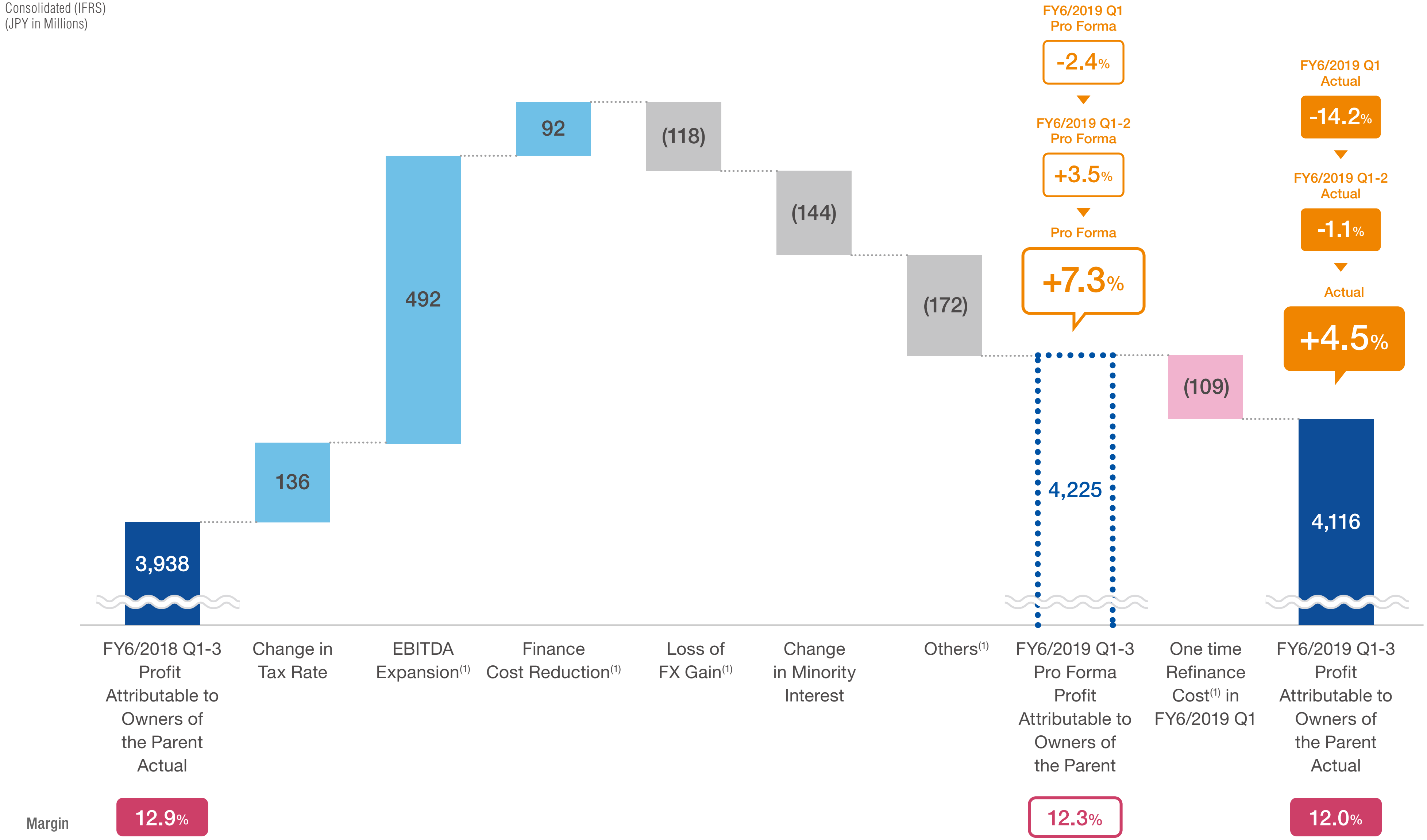


Notes
1. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
2. We had acquired majority stake of Tokyo Survey Research Inc. from Hakuhodo on July 2, 2018, and had changed its business name to H.M. Marketing Research, Inc. (HMM) as of October 1, 2018.
3. Cost reclassification between “Panel Expenses” and “Operating Expenses - Others” in Overseas Business (ex-Korea) Segment due to group-unified cost definition

FY6/2019 Q3: Net Income Waterfall Chart

Q3 YTD (9 months)

Profit Attributable to Owners of the Parent - FY6/2018 Q1-3 vs. FY6/2019 Q1-3



Note

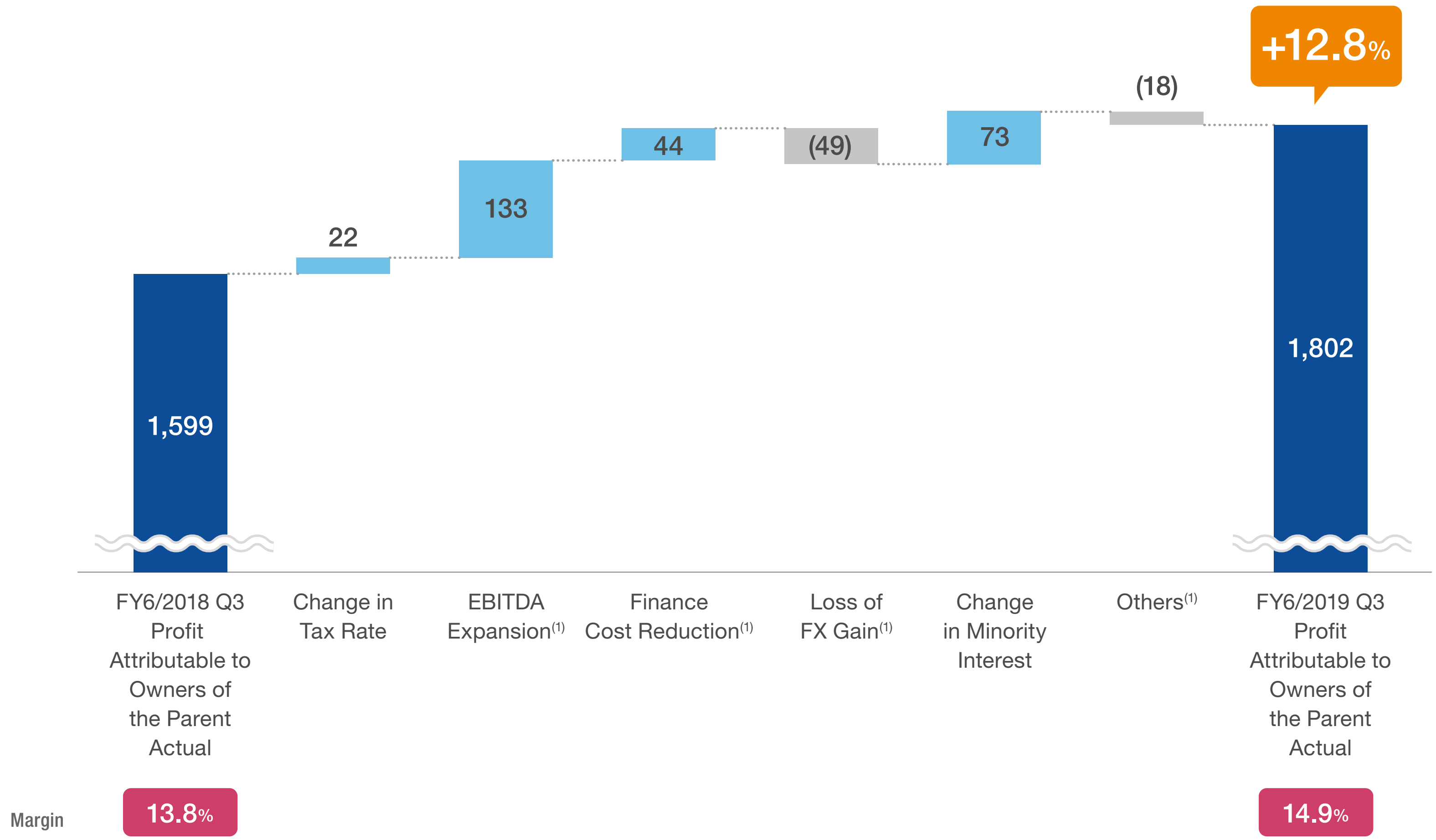
1. Figures including tax effect

FY6/2019 Q3: Net Income Waterfall Chart

Q3 Standalone

Profit Attributable to Owners of the Parent - FY6/2018 Q3 vs. FY6/2019 Q3

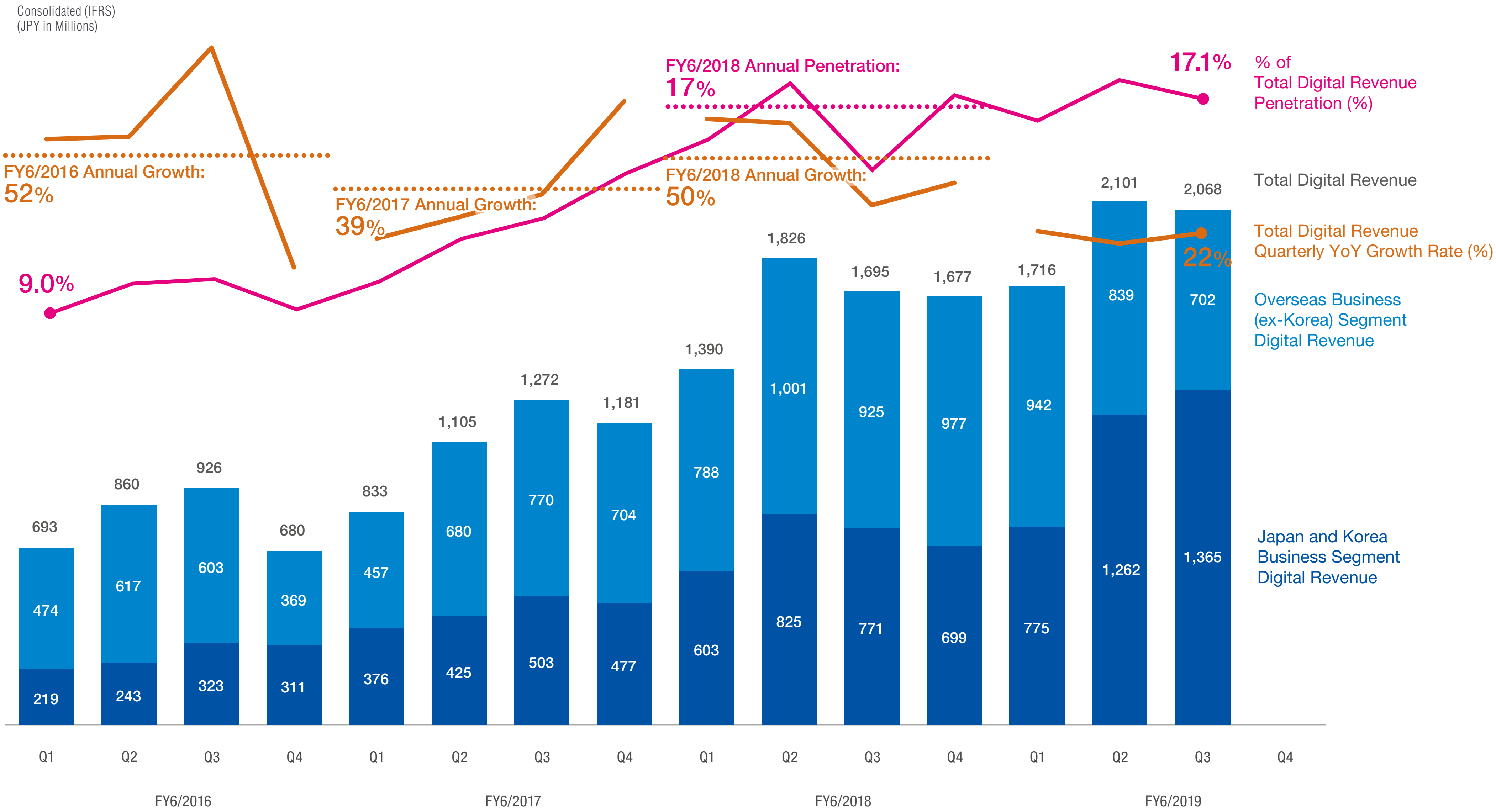
Consolidated (IFRS)
(JPY in Millions)



Note
1. Figures including tax effect

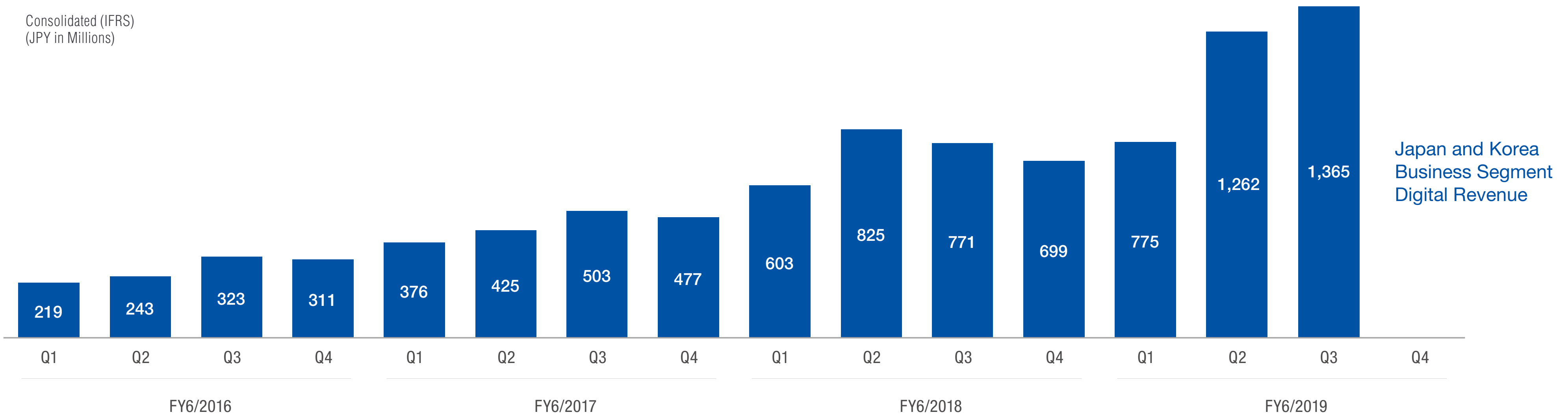
Quarterly Digital Revenue Trends

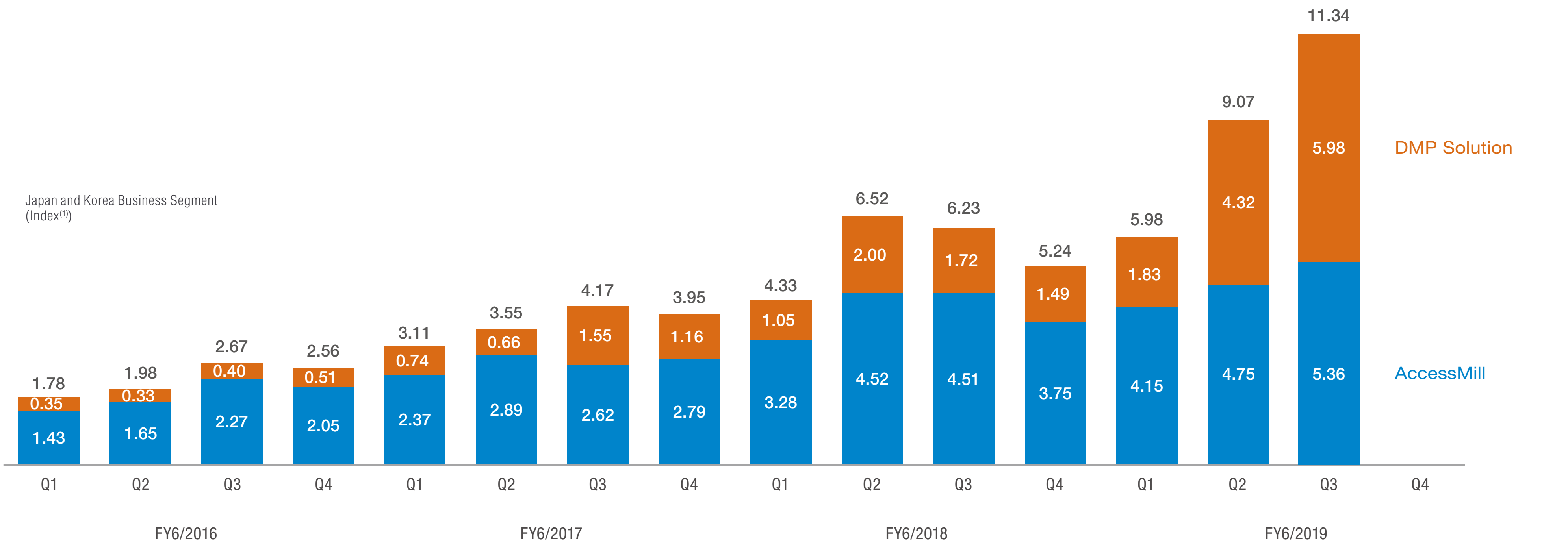
Quarterly Digital Revenue Trends by Segment



Quarterly Digital Revenue Trends - Japan and Korea Business Segment

Quarterly Digital Revenue Trends Segment Total & by Products





Note
1. AccessMill and DMP solution quarterly revenues are indexed to AccessMill Q1 revenue of FY6/2015

FY6/2017 - FY6/2019 DMI Performance

Dentsu Macromill Insight (DMI)[1]

Business Description & Role in the Group	In-house marketing research agency of Dentsu Group

Recent Financial Performance & Impact to Cnsl. Financials

(JPY in Millions)

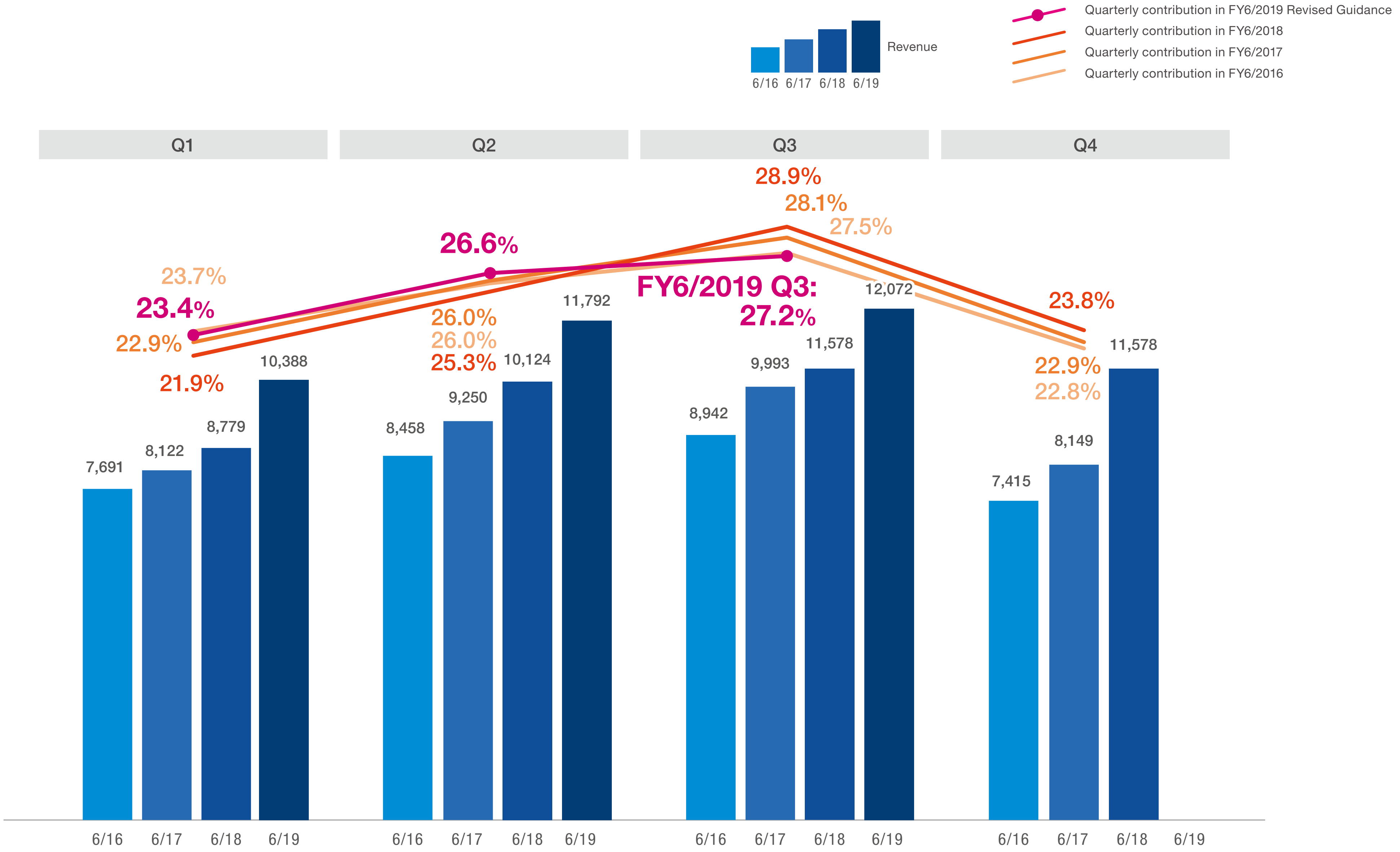
		FY6/2017 Actual	FY6/2018 Actual	FY6/2019 Actual	FY6/2017 to FY6/2018 Variance	FY6/2017 to FY6/2018 YoY Growth	FY6/2018 to FY6/2019 Variance	FY6/2018 to FY6/2019 YoY Growth
Revenue	Q1	1,477	1,322	1,300	(155)	(10.5%)	(21)	(1.6%)
	Q2	1,472	1,606	1,634	134	9.1%	28	1.7%
	Q3	1,680	1,647	1,712	(33)	(2.0%)	65	3.9%
	Q4	1,316	1,278		(38)	(2.9%)		
	Full Year	**5,946**	**5,853**		**(92)**	**(1.6%)**		
EBITDA	Q1	245	136	196	(109)	(44.5%)	60	44.4%
	Q2	434	286	312	(148)	(34.1%)	26	9.2%
	Q3	372	326	341	(46)	(12.5%)	15	4.6%
	Q4	159	174		14	9.2%		
	Full Year	1,210	922		(288)	(23.8%)		
	(Normalized[2]	**1,076**	**922**		**(154)**	**(14.4%)**)		
EBITDA Margin	Q1	16.6%	10.3%	15.1%	(6.3%)		4.8%	
	Q2	29.5%	17.8%	19.1%	(11.7%)		1.3%	
	Q3	22.1%	19.8%	19.9%	(2.4%)		0.1%	
	Q4	12.1%	13.6%		1.5%			
	Full Year	20.4%	15.8%		(4.6%)			
	(Normalized[2]	**18.1%**	**15.8%**		**(2.4%)**)			
% to Full Year[3] Consolidated Financials	**Revenue**	**16.7%**	**14.6%**	**13.6%**	**(2.1%)**		**(1.0%)**	
	EBITDA	**14.2%**	**10.5%**	**10.8%**	**(3.7%)**		**0.3%**	

Notes
1. 52% owned subsidiary (JV with Dentsu)
2. Excluding one-time profit of 134M JPY at 2017/6 Q2 in regard of introducing defined contribution pension system in DMI
3. On FY6/2019, % are on Q3 YTD number

FY6/2019 Q3: % of Achievement in Quarterly Revenue

Quarterly Revenue Trends

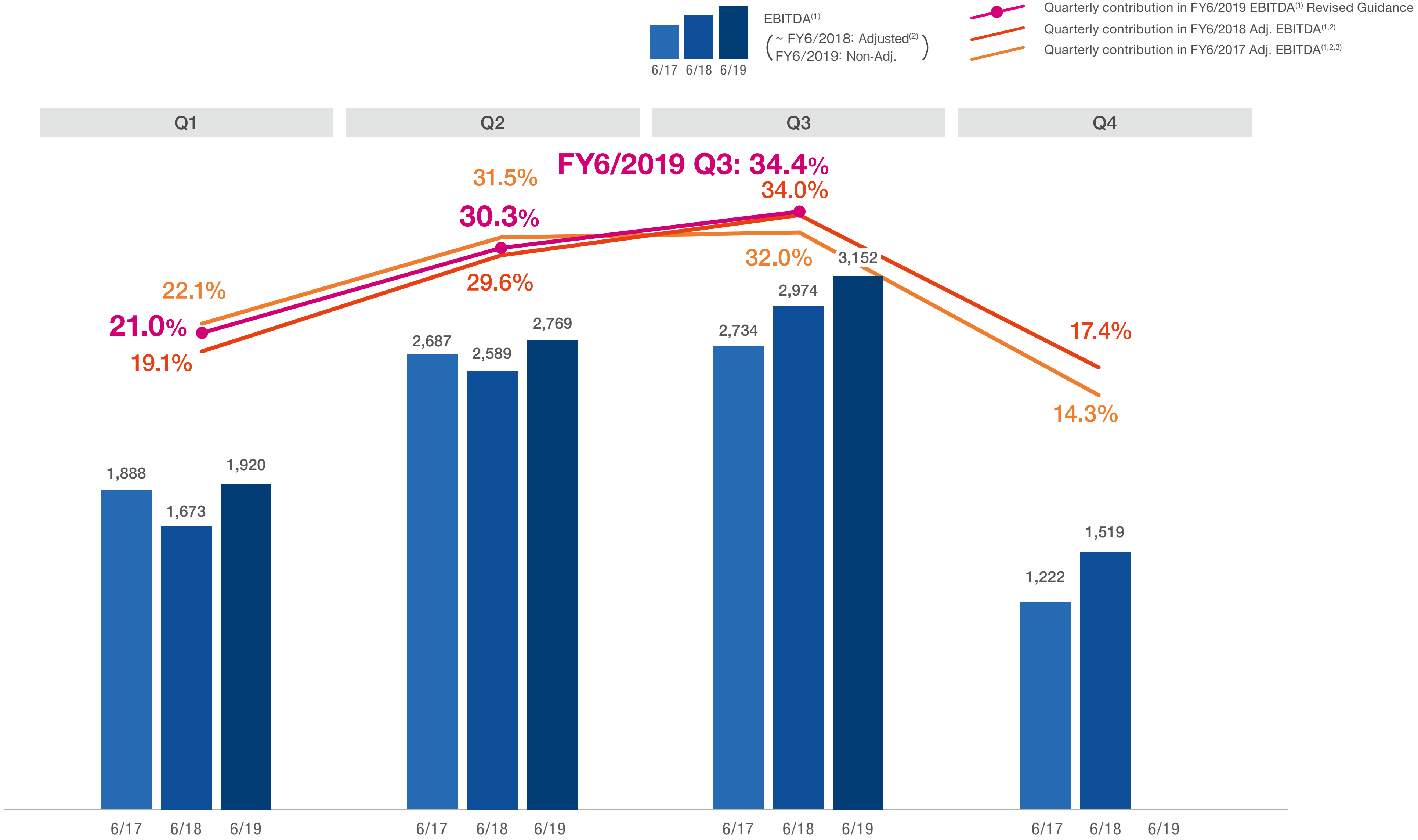
Consolidated (IFRS)
(JPY in Millions)



FY6/2019 Q3: % of Achievement in Quarterly EBITDA

Quarterly EBITDA[1] Trends

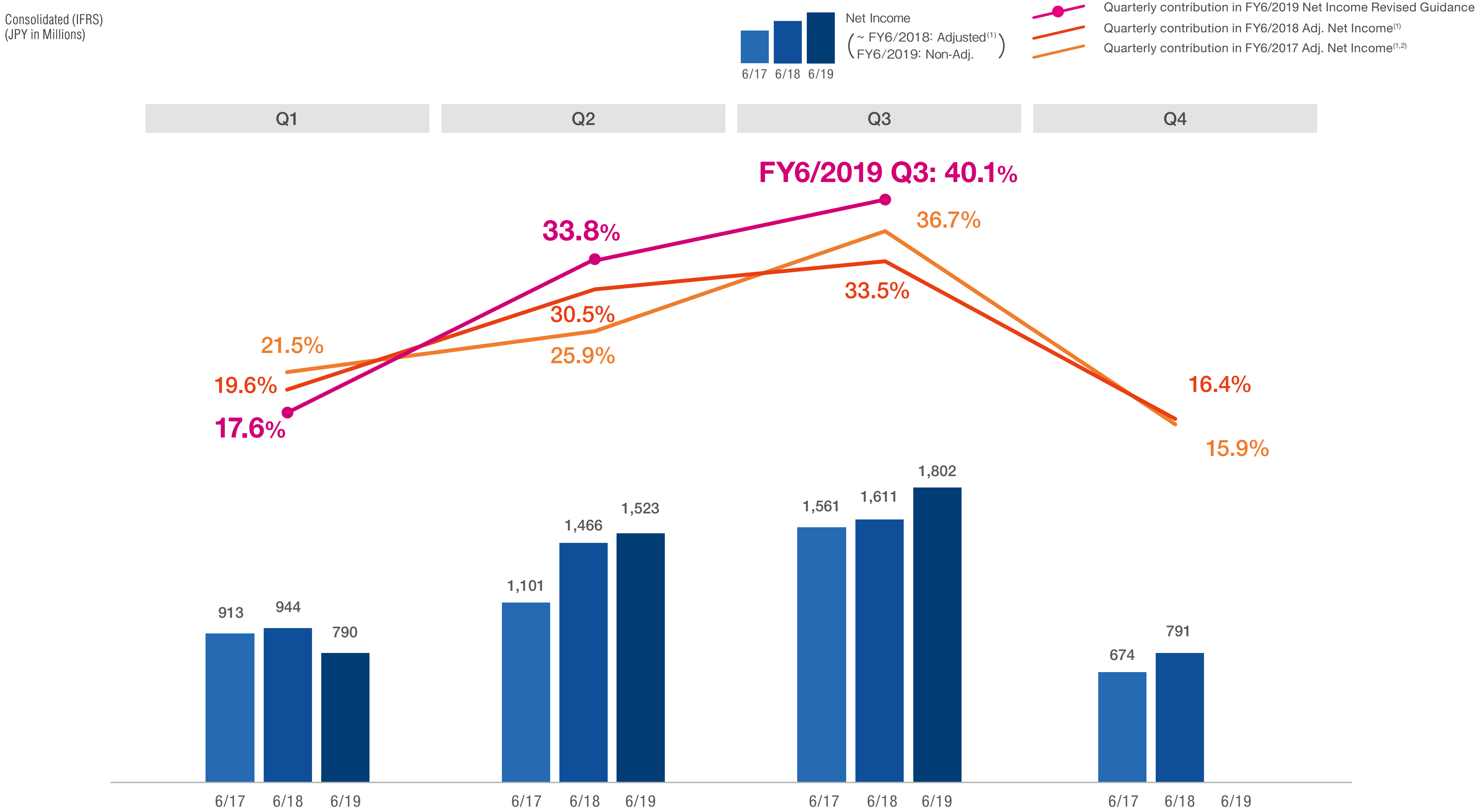
Consolidated (IFRS)
(JPY in Millions)



Notes
1. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
2. Adjusted EBITDA = EBITDA + Management Fee + IPO Related Expenses. EBITDA = Operating Profit + Depreciation and Amortization + Goodwill Impairment. Please refer to reconciliation tables on p.57&58 for details
3. Normalized base (We had one particular adjustment item which was originally reconciled in the FY6/2017 Q3 on Q1-Q3 accumulated basis. In order to enable fair quarterly year on year comparison, we had retracted and normalized such item on a quarterly breakdown), please refer p.59 for details.

FY6/2019 Q3: % of Achievement in Quarterly Net Income

Quarterly Net Income Trends & Contributions



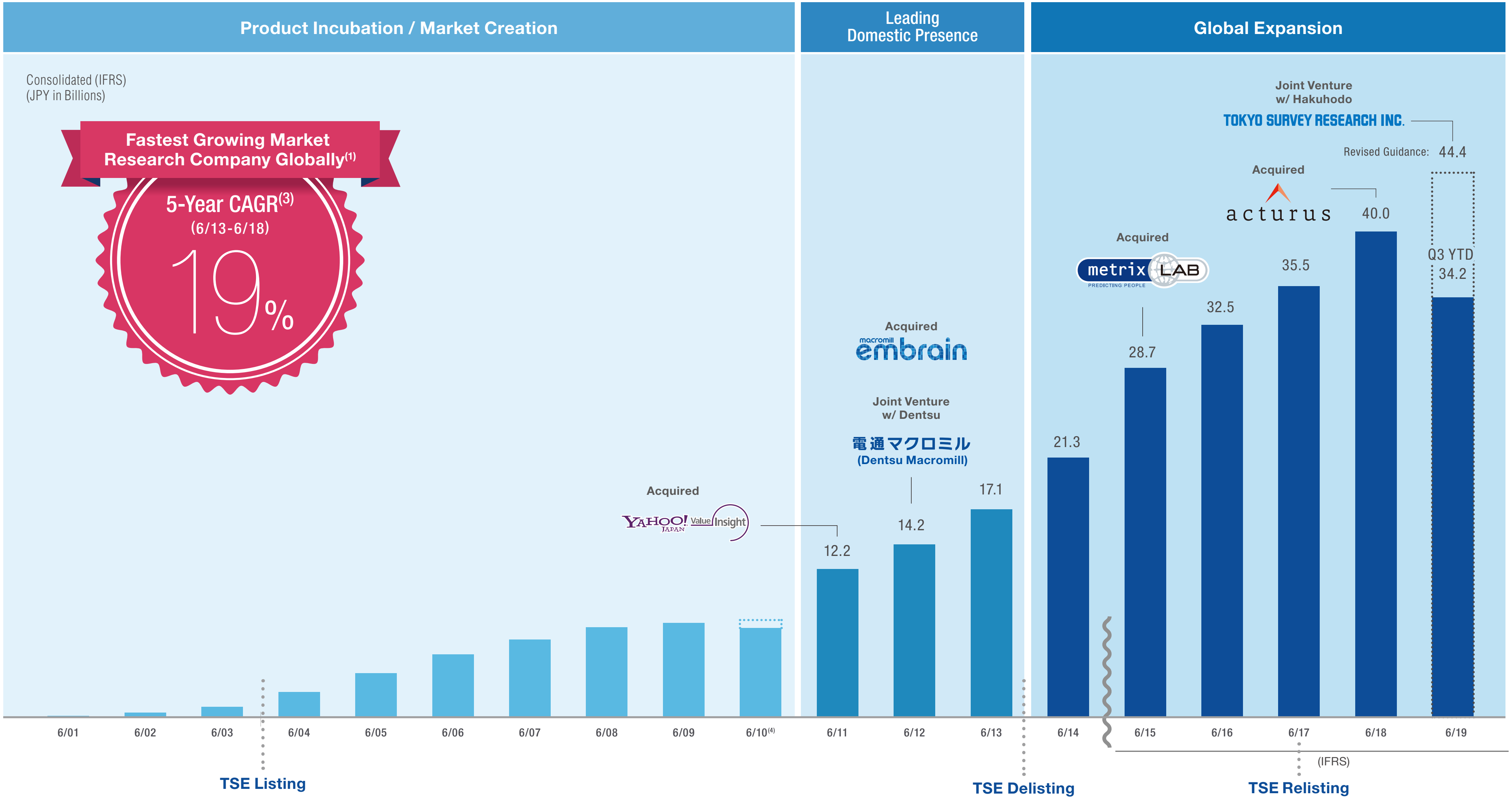
Notes

1. Adjusted Profit Attributable to Owners of the Parent = Profit Attributable to Owners of the Parent + Management Fee + IPO Related Expenses – Tax Impact for Adjustments. Please refer to reconciliation tables on p.57&58 for details
2. Normalized base (We had one particular adjustment item which was originally reconciled in the FY6/2017 Q3 on Q1-Q3 accumulated basis. In order to enable fair quarterly year on year comparison, we had retracted and normalized such item on a quarterly breakdown), please refer p.59 for details.

ii. Our Business Model and Strategy

We are the Fastest Growing Market Research Company[1]

Consolidated Revenue[2]



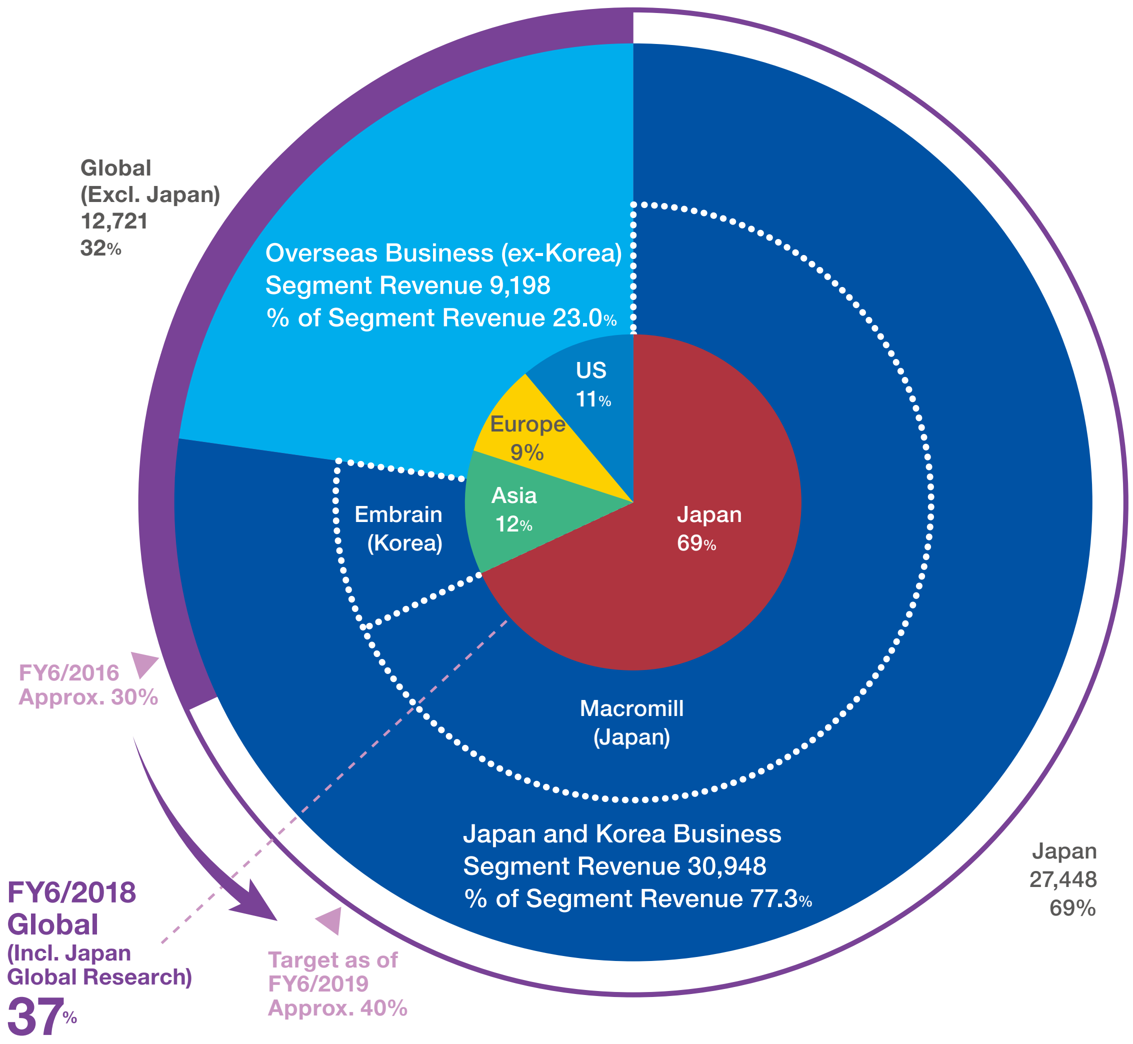
Notes

1. Source: ESOMAR Global Market Research 2013/2014/2018, Macromill's revenue CAGR growth between 2012 & 2013 and 2017 (4yr & 5yr CAGR) are highest among the largest 25 global marketing research companies (excluding IQVIA (ex-QuintilesIMS), a health care IT service provider)
2. 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
3. 5-Year revenue CAGR for FY6/2013-6/2018 (Compound average annual growth rate based on the figures for FY6/2015-6/2018 (IFRS) and FY6/2013-FY6/2014 (J-GAAP)). 5-year CAGR has been calculated using J-GAAP and IFRS financials, which are not directly comparable
4. The dotted line indicates potential revenue contribution from the subsidiary (AIP) divested in this year.

Well Diversified Revenue Composition with No.1 Market share in Japan In Global, Being Innovator and/or Disrupter to Realize Our Vision

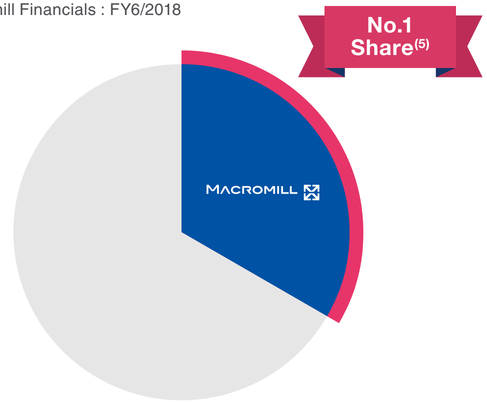
Consolidated Revenue Breakdown - by Segment & Region[1]

FY6/2018
Consolidated (IFRS)
(JPY in Millions)



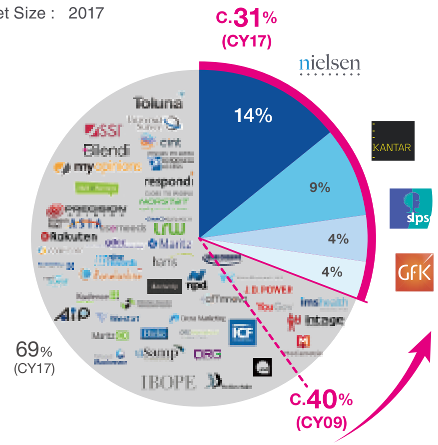
Japan Ad Hoc Online MR Share[2]

Market Size : 2017
Macromill Financials : FY6/2018



Global Total MR (Offline + Online) Market

Market Size : 2017



Source ESOMAR, Global Market Research (9/2018, 9/2010)

Notes
1. Proportion of net revenue before intersegment eliminations
2. Online MR Share = Macromill standalone and Dentsu Macromill Insight revenue from sales of ad hoc online market research solutions in Japan (FY6/2018) / Total Japan ad hoc Online MR market (2017) in terms of revenue as calculated by the Japan Marketing Research Association (JMRA)

Positioned at The Intersection of Online Marketing Research and Digital Marketing

Research & Business Intelligence

Digital Solutions

Data Analytics Research & Consulting | Market Research (MR) | MACROMILL GROUP | Digital Marketing | Digital Ad Agency

Our Solutions Deliver Consumer Perspectives on...

Research & Business Intelligence	Digital Solutions
• Attitudes, Lifestyle Choices, Preferred Products	• Behavior on Digital Platforms

Through...

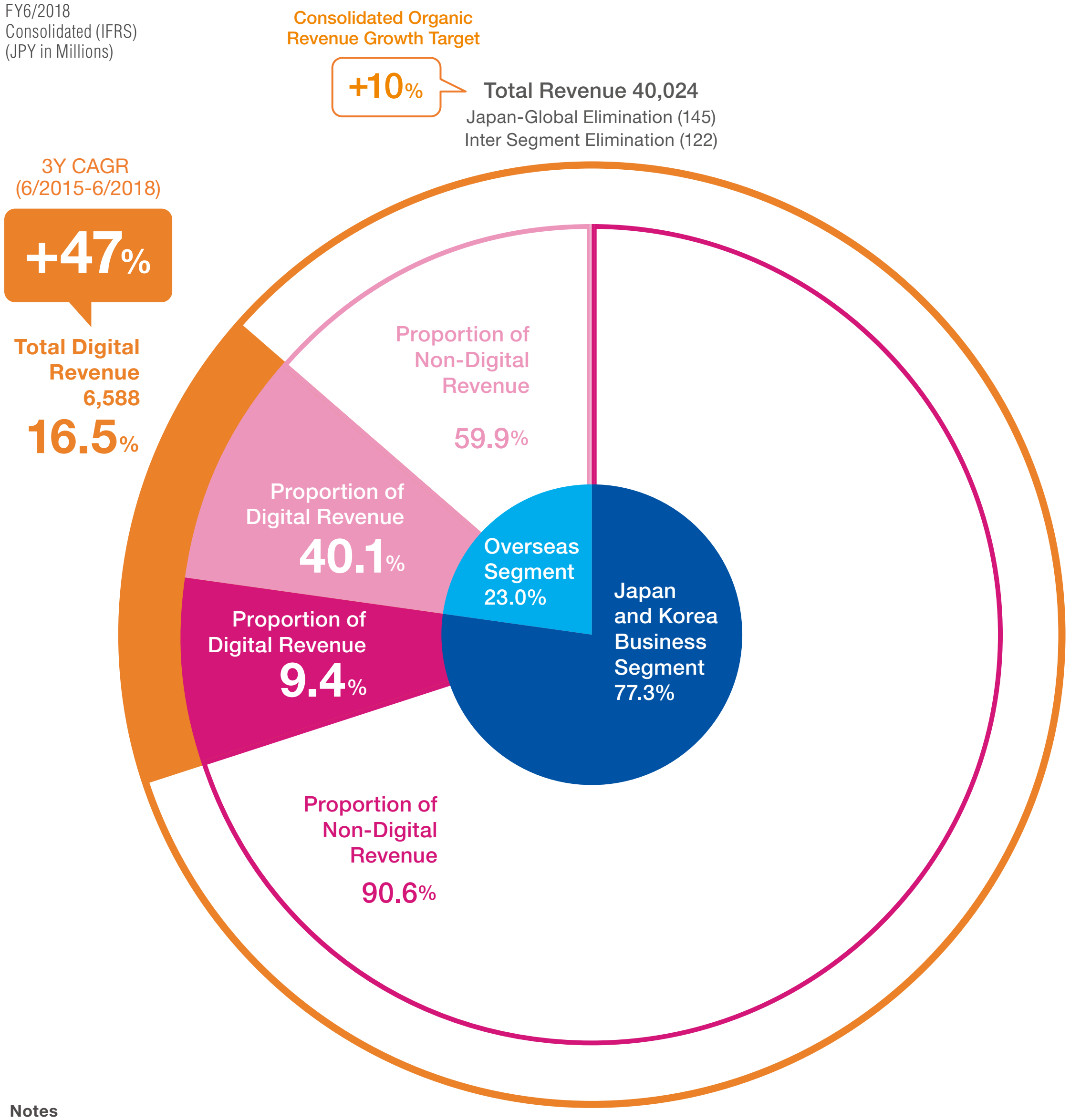
Research & Business Intelligence	Digital Solutions
• Customized Online Questionnaires • Purchase Data	• Digital Ad / Website Access Logs • Social Media Data

To Empower Clients' Decision-Making on...

Research & Business Intelligence	Digital Solutions
• Brand Engagement, Product Innovation, Customer Value	• Media Planning, Creative & Campaign Effectiveness and Optimization

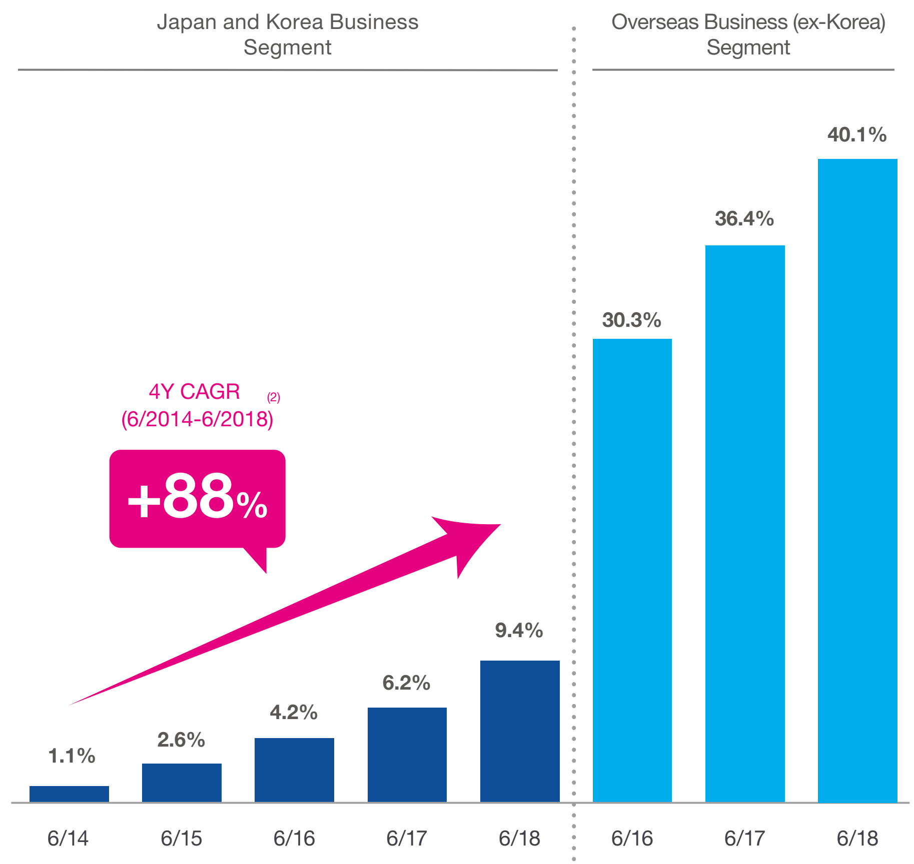
Digital Marketing, Core Growth Driver

Consolidated Revenue Breakdown - Digital & Non-Digital by Segment



Significant Untapped Upsides Particularly in Japan

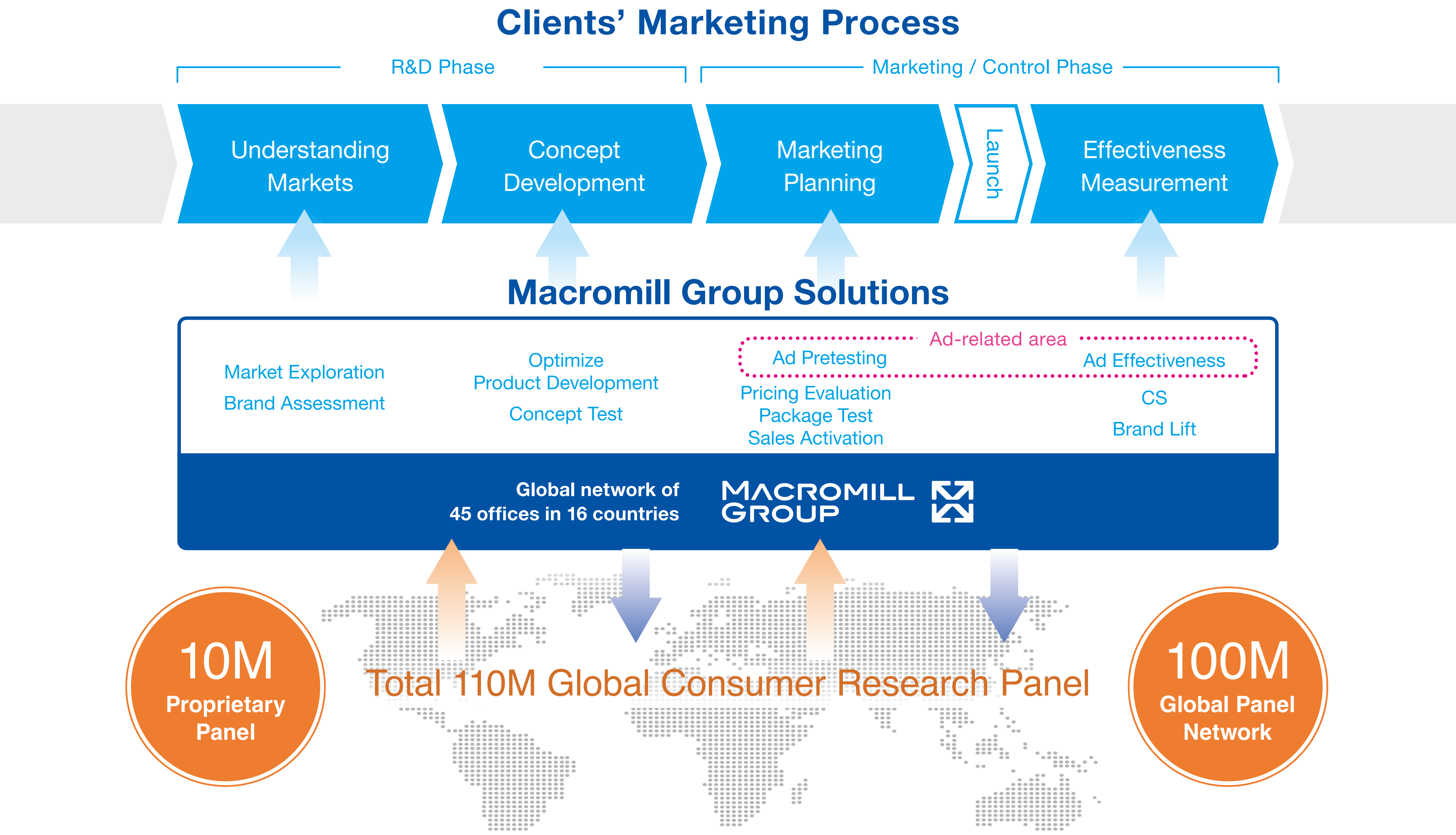
% of Digital Marketing Solutions Revenue of Total Revenue



Notes

1. Japan and Korea Business Segment revenue from sales of digital marketing solutions in each year / Japan and Korea Business Segment revenue. Overseas Business (ex-Korea) Segment revenue from sales of digital marketing solutions in each year / Overseas Business (ex-Korea) 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 collected 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

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



Who we work with

MACROMILL GROUP

Extensive Client Coverage

Serving 4,000+ Brands & Ad Agencies in more than 90 Countries

Revenue from 70% of Large Clients(2) Grew YoY (FY6/2017 → FY6/2018)

Superior Client Penetration

c. 60% of Top 25 Global Brands are Our Clients(3)

Global Blue-chip Client Base

9 of Top 10 Largest FMCG(1) Companies(4)

7 of Top 10 Largest IT Companies(4)

Sticky Client Base

96.5% Retention Rate in Japan(5)

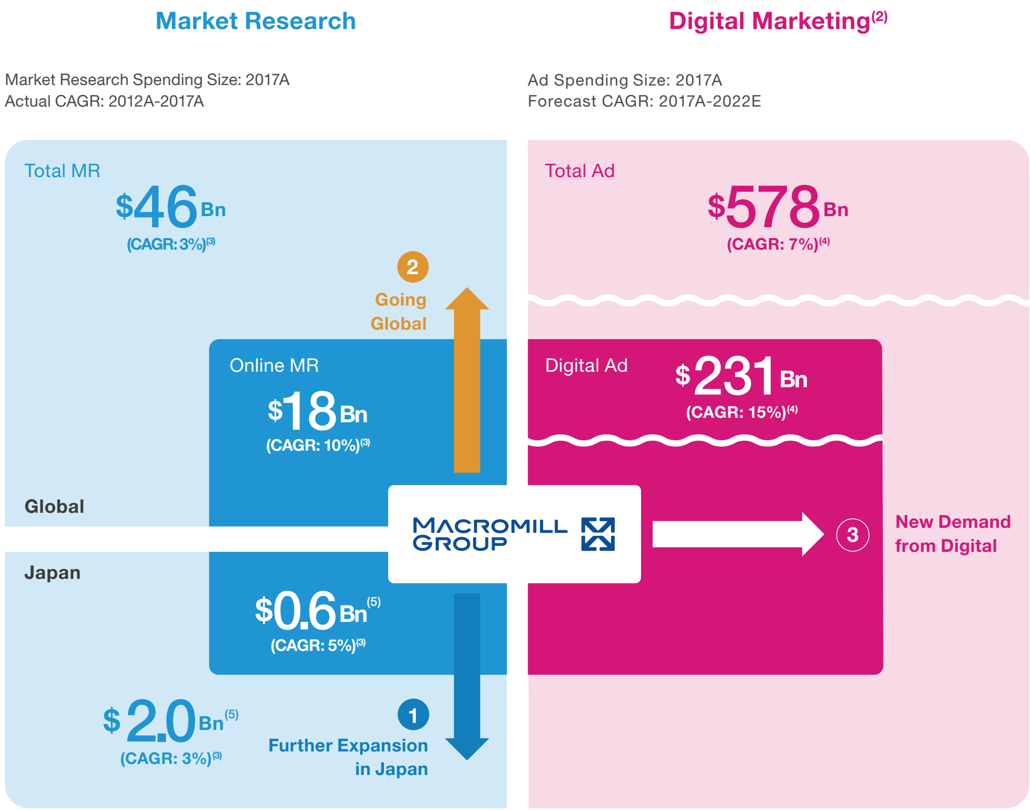
91.9% Retention Rate for Global (excl. Japan)(6)

Notes

1. FMCG = Fast Moving Consumer Goods / CPG: Consumer packaged goods (incl. non-durable goods such as soft drinks, toiletries, etc.)
2. Large Accounts with annual revenue of >JPY10MM or Euro 0.1MM
3. Based on Millward Brown “BRANDZ TOP100 most valuable global brands 2018”. Include clients for which we provide services and clients who use two or more research companies in FY6/2018
4. Top 10 in terms of market cap as of June 30, 2018. The definition of industries is based on Capital IQ primary industry classifications; FMCG = beverages, food products, and household & personal product. IT = information technology
5. 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 FY6/14 to FY6/18
6. 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). 3 year average from FY6/16 to FY6/18

Pursuing a Big Market Opportunity

Our Market Opportunity[1]

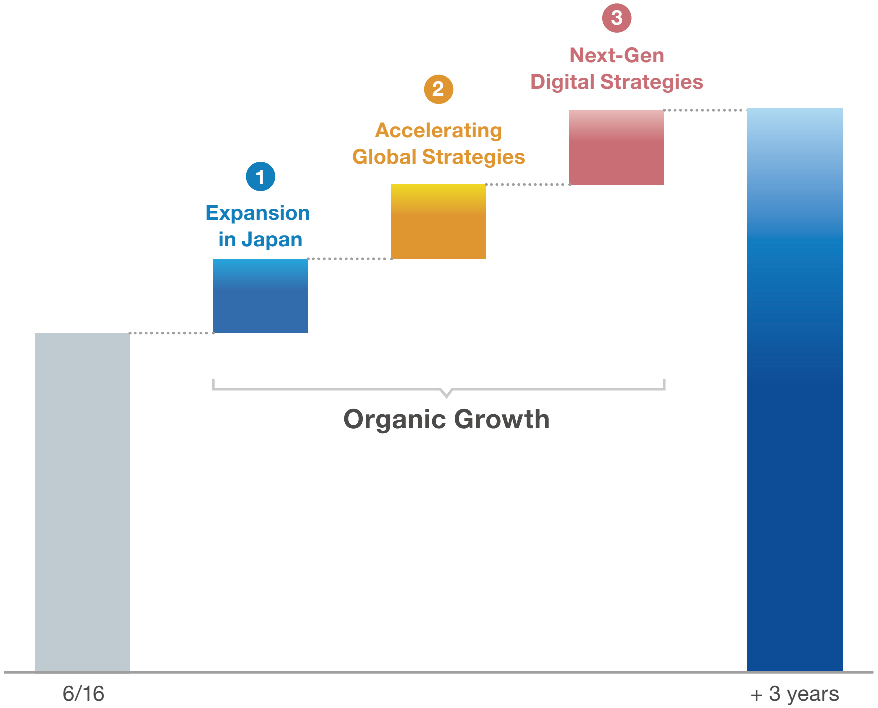


Source
Global Market Research spending: ESOMAR - Global Market Research (9/2018)
Japan Market Research spending: Japan Marketing Research Association (7/2017, 7/2018)
Ad spending: eMarketer - Worldwide Ad Spending (9/2018)

Consolidated Revenue Growth (Illustrative)

Aiming for c. 10% Organic Revenue CAGR[6] ... FY6/2016 ~ FY6/2019

Global Revenue[7] : c. 30% → c. 40% of total consolidated revenue
Digital Revenue[8] : c. 10% → c. 20%
in 6/16A in 6/19E

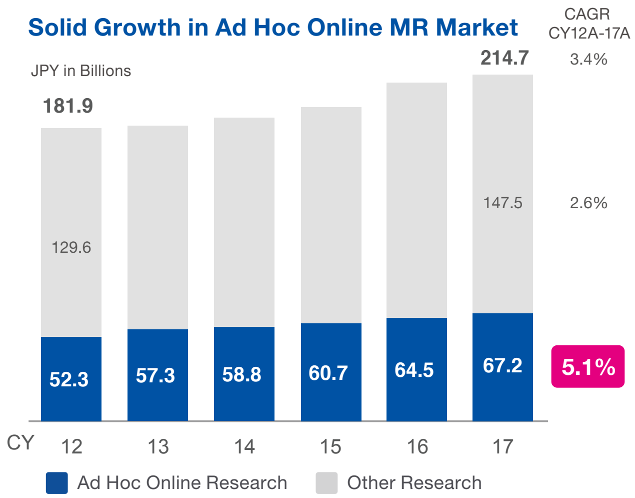


Notes
1.The diagram is for illustrative purpose only and is not intended to depict relative market size to scale, or to show the current or future revenue or profit of Macromill group in each market
2. The market size includes solutions which Macromill group does not offer currently, and shows the size 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 2012A-2017A
4.Future estimate CAGR for 2017A-2022E
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)

Further Growth Opportunity in Japan

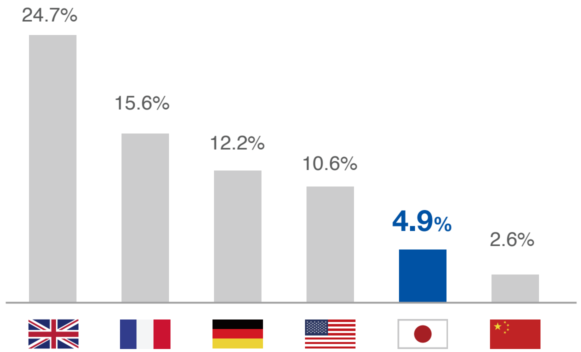
MR Market Size

Solid Growth in Ad Hoc Online MR Market



Source Japan Marketing Research Association (7/2018)

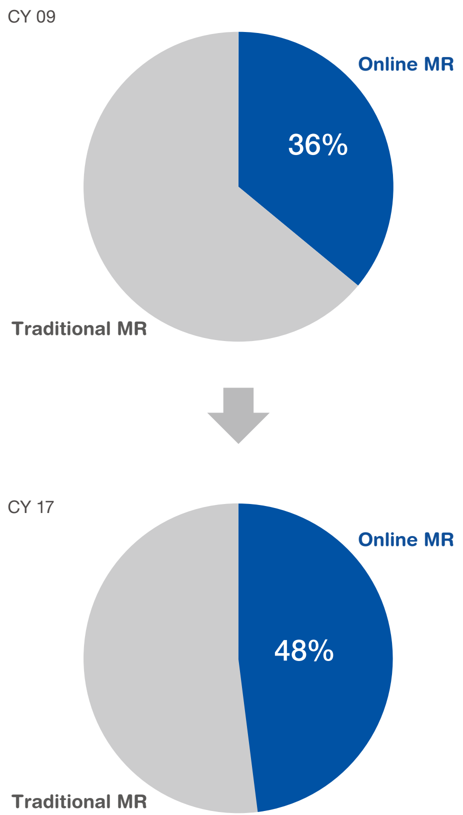
Significant Room for Further MR Penetration to Total Ad Spending



Source ESOMAR, Global Market Research (9/2018)

Further Online MR Penetration[1]

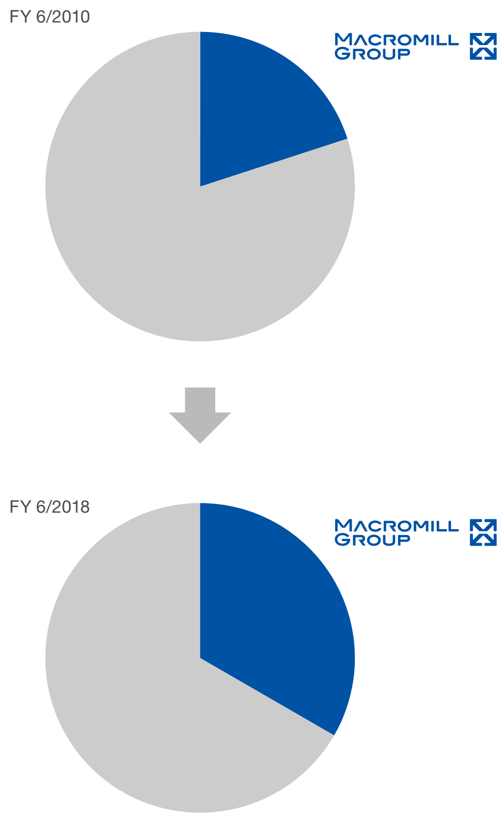
Track Record of Online MR replacing Traditional MR



Source ESOMAR, Global Market Research (9/2018, 9/2010)

Expand Online Market Share[2]

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

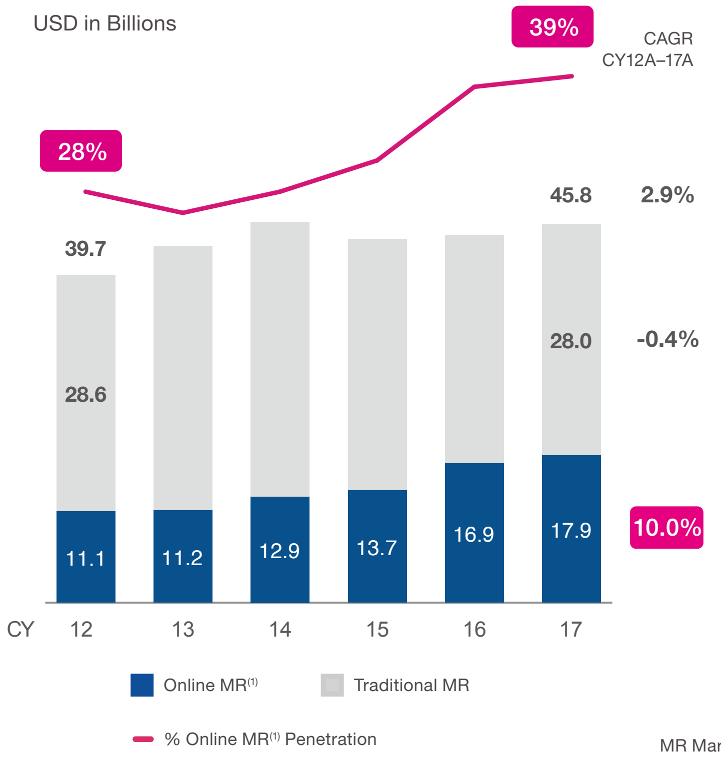


Notes
1. Online MR penetration = spending of online quantitative research / spending of total market research in each country
2. Online MR Share (FY6/2018) = Macromill standalone and Dentsu Macromill Insight revenue from sales of ad hoc online market research solutions in Japan (FY6/2018) / total Japan ad hoc Online MR market (2017) in terms of revenue as calculated by the Japan Marketing Research Association. Online MR Share (FY6/2010) = Macromill standalone revenue from sales of ad hoc online market research solutions (FY6/2010) / total Japan ad hoc Online MR market (2009) in terms of revenue as calculated by the Japan Marketing Research Association

Framework for Global Expansion

MR Market Growth

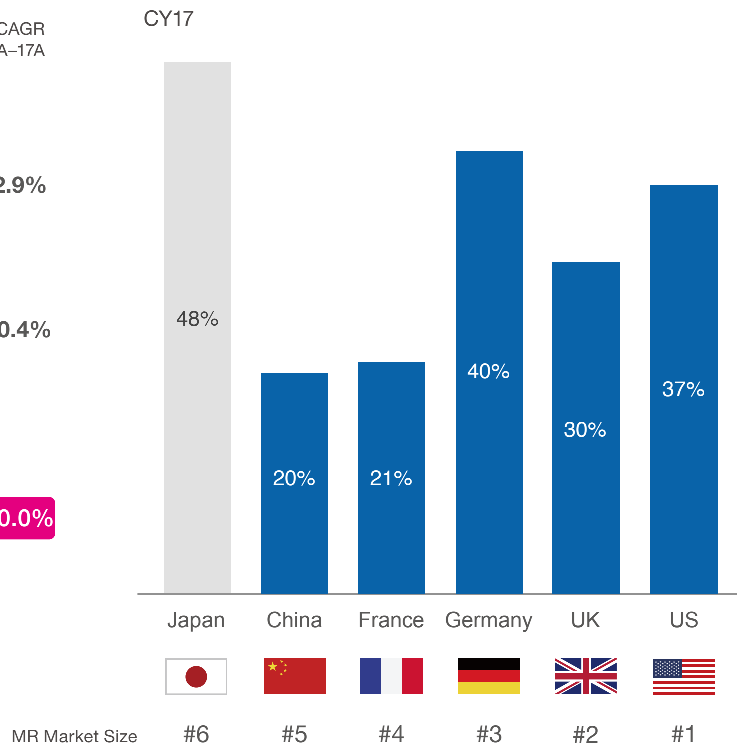
Online MR Continues to Outgrow Traditional MR



Source ESOMAR, Global Market Research (9/2018)

Further Online MR Penetration

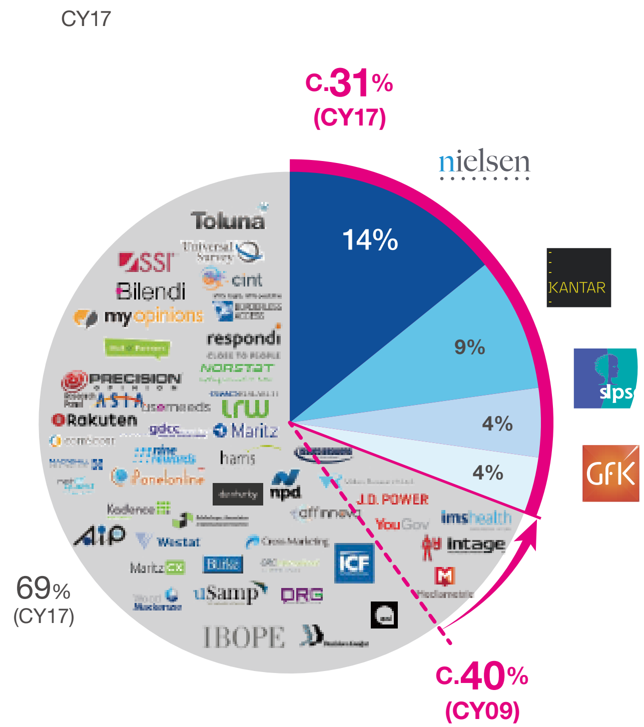
Significant Room for Online MR Penetration[2] to Total MR Spending



Source ESOMAR, Global Market Research (9/2018)

Expand Market Share

Global MR market share



Source ESOMAR, Global Market Research (9/2018, 9/2010)

Notes

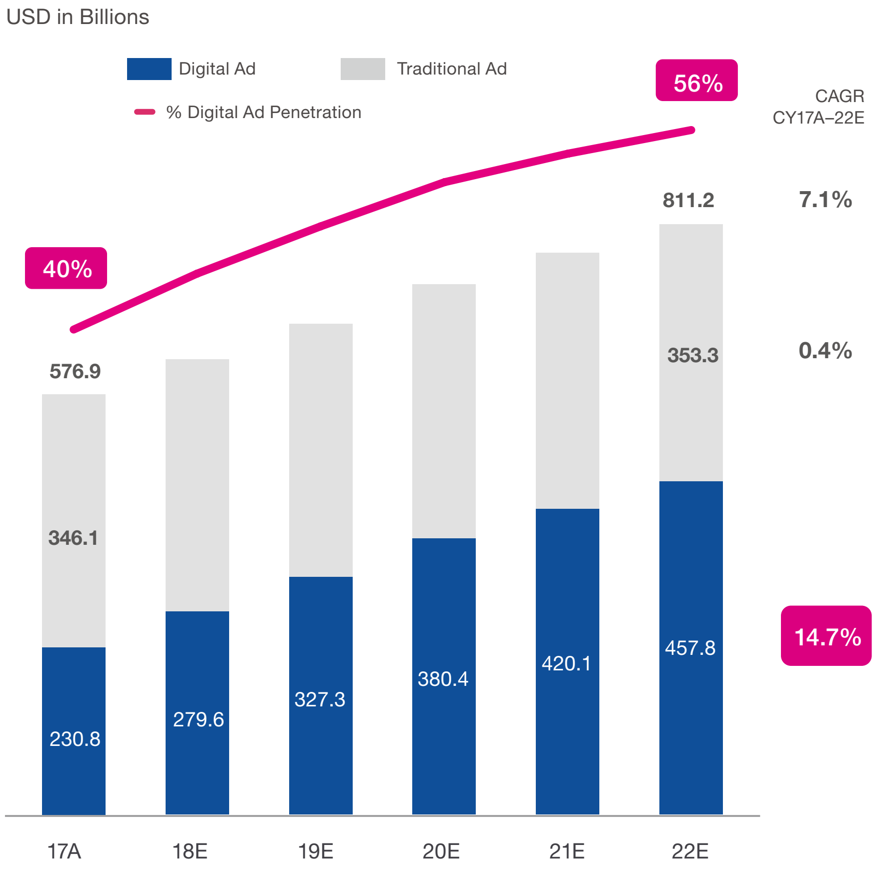
1. Online quantitative marketing research only, excluding online qualitative marketing research, which are excluded in ESOMAR presentation
2. Online MR penetration = spending on online quantitative market research (PC Online + Mobile / Smartphone Online) / spending on total market research in each country

Significant Growth Upsides from Digital Marketing Solutions

Digital Ad Market Growth

Digital Ad Continues to Outgrow Traditional Ad

Worldwide Media Ad Size

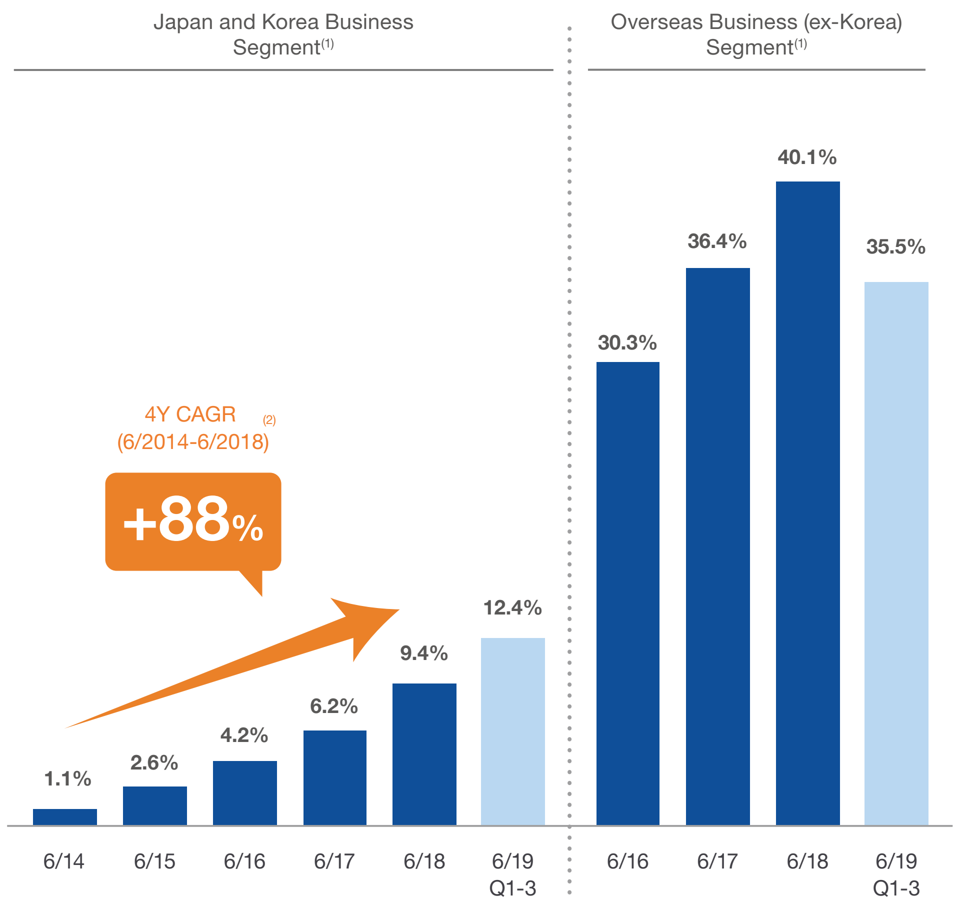


Source eMarketer, Worldwide Ad Spending (9/2018)

Further Penetration of Digital Marketing Solutions

Significant Untapped Upsides Particularly in Japan

% of Digital Marketing Solutions Revenue in each Segment Revenue



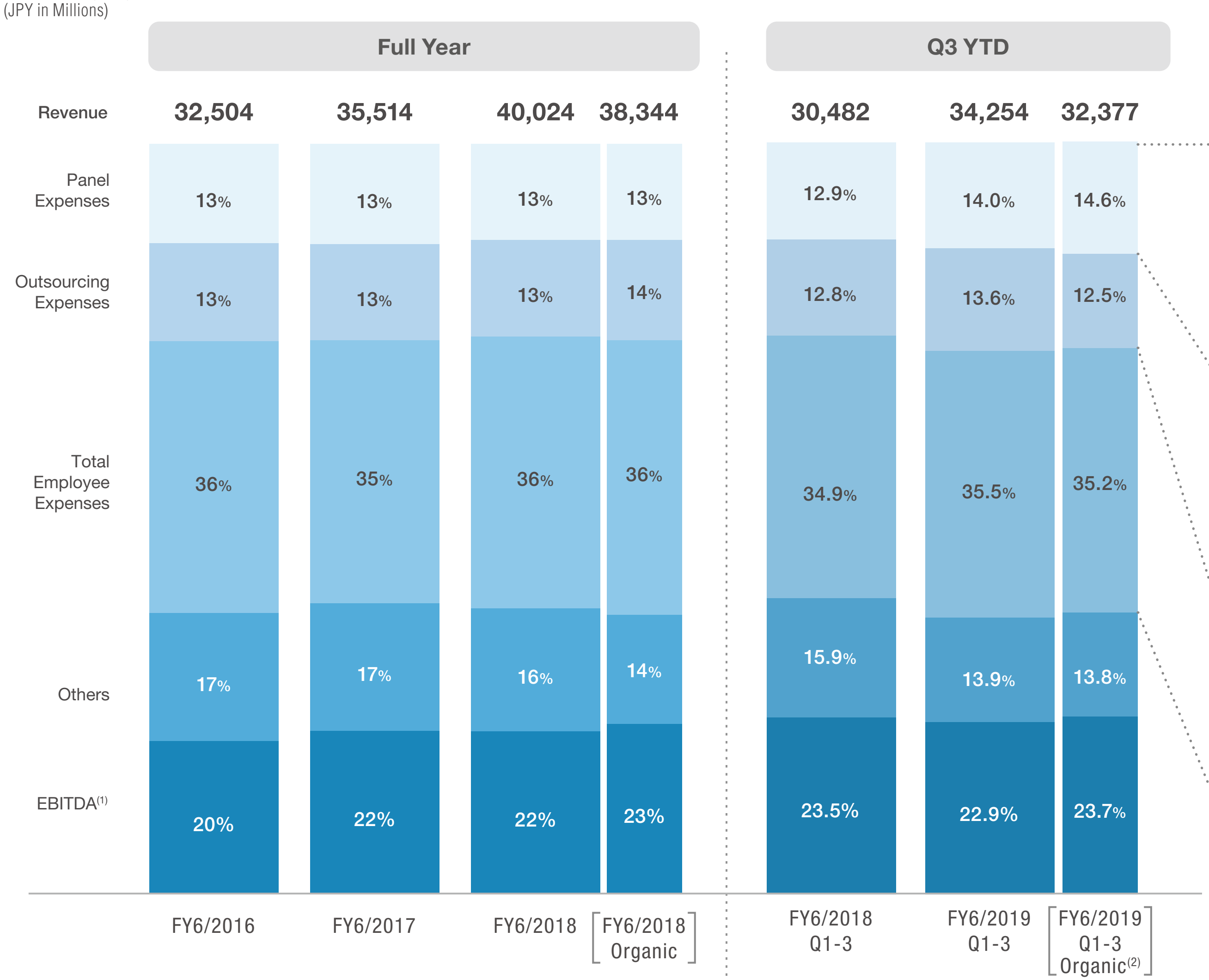
Notes

1. Japan and Korea Business Segment revenue from sales of digital marketing solutions in each year / Japan and Korea Business Segment revenue. Overseas Business (ex-Korea) Segment revenue from sales of digital marketing solutions in each year / Overseas Business (ex-Korea) 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

Operating Leverage & Cost Reduction Initiatives Deliver Further Profit Expansion

Breakdown of Key Cost Items

Consolidated (IFRS) unaudited
(JPY in Millions)



Overview of Cost Reduction Initiatives

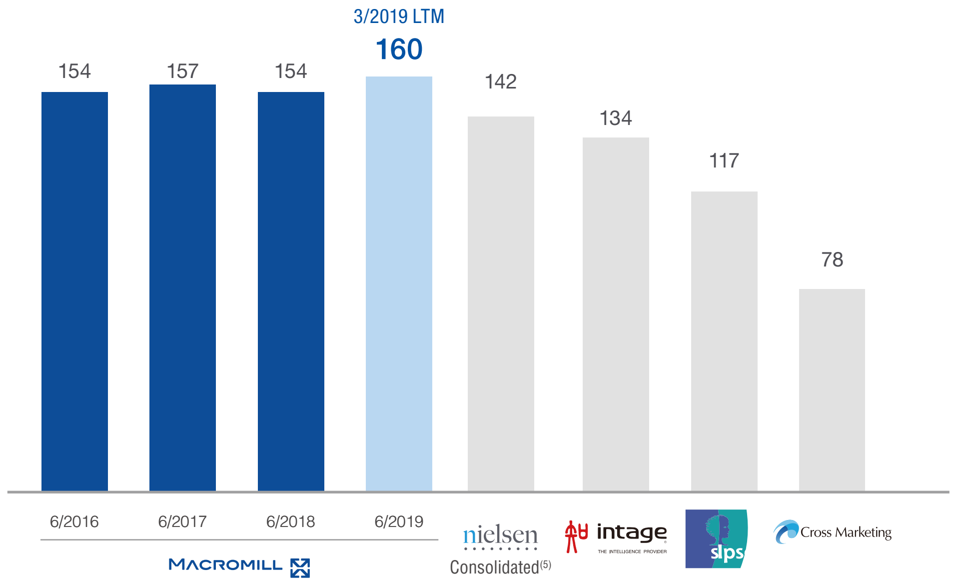
Panel Expenses	☑ Procurement cost of third-party panels ☑ Rewards paid to in-house panelists for answering surveys – As calculated by number of questions answered
Outsourcing Expenses	Examples by key products: ☑ Global Research – Procurement costs of third-party panels ☑ CLT / Group Interviews – Offsite meeting costs (e.g. room rentals)
Total Employee Expenses	☑ Offshoring (Global - Utilize India Office) & Nearshoring (Japan - Utilize Sendai Office) Strategy on Research middle & back office

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 Q1-3 is sum of HMM (Q1-Q3) 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, Latest FY[3]

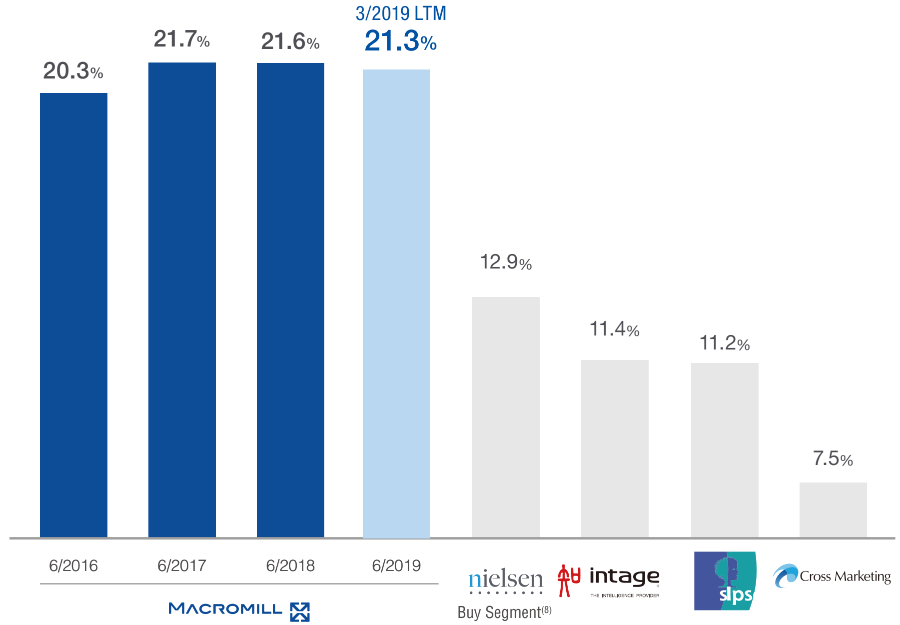


# of Employees[1][4]	1,923 (6/16A)	2,120 (6/17A)	2,362 (6/18A)	2,493 (3/19LTM)	46,000 (12/18A)	3,444 (3/18A)	17,987 (12/18A)	2,045 (12/18A)

Source Company Information

EBITDA Margin[6][7]

Latest FY[3]



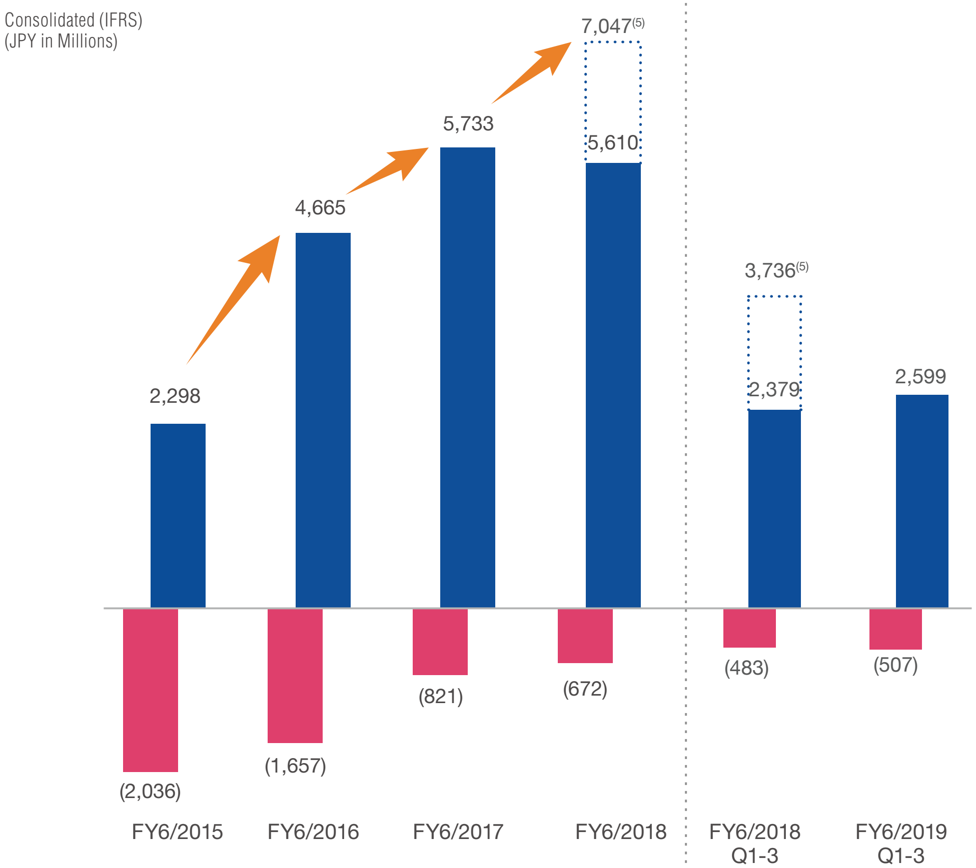
EBITDA[2][4][5] (US$MM)	60 (6/16A)	69 (6/17A)	79 (6/18A)	85 (3/19LTM)	398 (12/18A)	52 (3/18A)	236 (12/18A)	12 (12/18A)

Source Company Information

Notes
1. Includes temporary employees
2. Exchange rate: USD/EUR = 0.83, USD/JPY = 109.8
3. As of September 30, 2018
4. As of the end of each fiscal year as noted on the graph labels
5. Consolidated figures for both the revenue and the number of employees
6. Macromill: Adjusted EBITDA ($80MM in 6/18) = EBITDA + Management Fee + IPO Related Expenses; EBITDA ($79MM in 6/18) = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
   Nielsen (Buy 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 + Impairment Loss).
   Ipsos: EBITDA = Operating Income + (Depreciation and Amortization + Impairment Loss of Goodwill and Other Long-Lived Asset + Other Items).
   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
7. EBITDA margin = EBITDA / Revenue
8. 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 27.9%

Strategic Capital Allocation

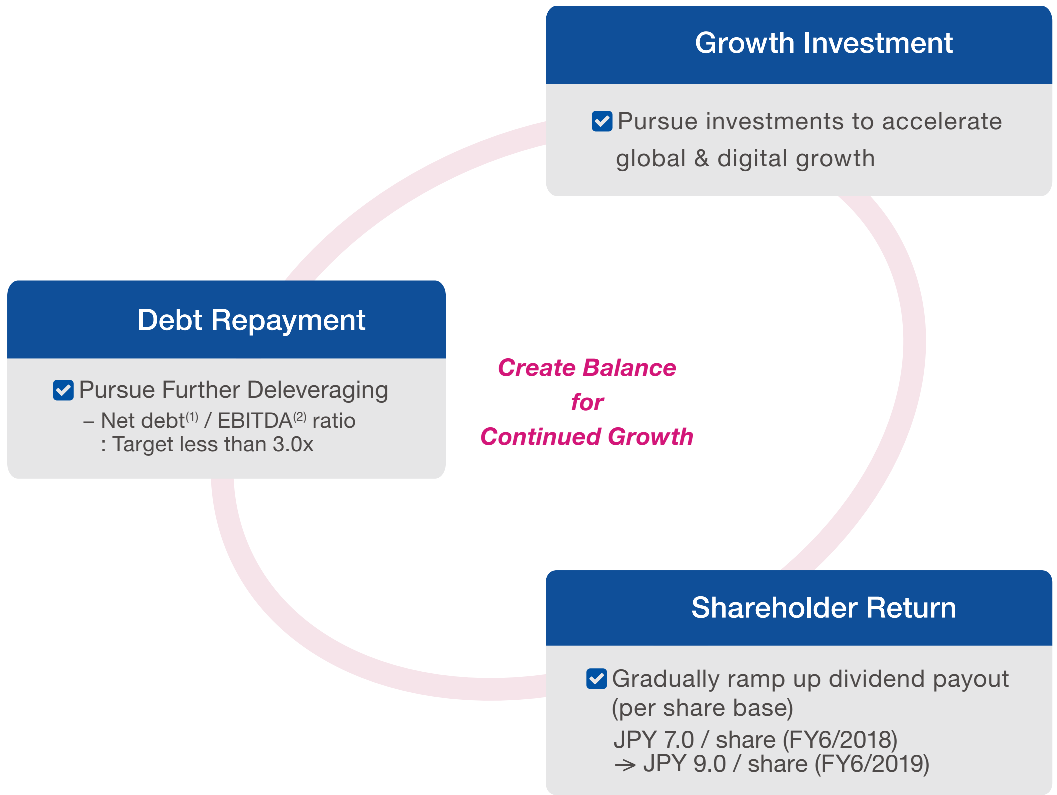
Solid Cash Flow Generation



	FY6/2015	FY6/2016	FY6/2017	FY6/2018	FY6/2018 Q1-3	FY6/2019 Q1-3
Net Debt[1]/ EBITDA[2] Ratio	7.0x[3]	5.0x[3]	3.6x[3]	3.2x[3]	3.6x	2.99x
Avg. Interest Rate[4]	4.8%	3.7%	2.0%	1.8%	1.7%	1.4%

Interest Paid Net Cash Flows Provided by Operating Activities

Capital Allocation Priorities



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
2. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss
3. Adjusted EBITDA base. 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. Please refer to reconciliation tables on p.57&58 for details
4. 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. However, since we had issued JPY 10 BN corporate bonds on July 27, 2018, we had applied specific method to calculate avg. interest rate for this Q1 6/2019 as follows: Q1 6/2019 avg. interest rate = (interest expense paid in Q1 for the existing borrowings + interest expense paid in Q1 for bonds issued on July 27, 2018) / (avg. amount of borrowings as of June 30, 2018 and September 26, 2018 (a day before early redemption)) + amount of bonds issued on July 27, 2018)
5. Onetime extraordinary item adjusted base (Public filing figure 5,610M (FY6/2018) or 2,379M (FY6/2018 Q1-3) + No A/R factoring services in DMI 1,437M (FY6/2018) or 1,357M (FY6/2018 Q1-3))

3-Pillars M&A Strategy for Value Creation

① Regional / Wallet Share Expansion × ② Panel Access Expansion × ③ Technology / Solution Enhancement

Proven M&A Track Record

2010 Acquisition[1] — YAHOO! JAPAN Value Insight
Panel
☑ Doubled Panel Access

2011 Acquisition — Oxyme
Technology / Solution
☑ Acquired Social Analysis Capabilities

2012 Acquisition — embrain
Regional Expansion, Panel
☑ Access to Asian Client and Panels

2012 Joint Venture with Dentsu — 電通マクロミル (Dentsu Macromill)
Wallet Share Expansion, Technology / Solution
☑ Securing earnings stability and improving our ability to develop service in new domains

2013 Acquisition — PRECISION SAMPLE
Panel, Technology / Solution
☑ Access to US Panels

2014 Acquisition — metrixLAB
Regional Expansion, Panel, Technology / Solution
☑ Global Client & Panel Base Access

2015 Strategic Alliance — NIKKEI-R
Technology / Solution
☑ Access to Solutions for Government

2015 Strategic Partnership — TTC MOBILE
Panel, Technology / Solution
☑ Incorporate Panels & Mobile Technologies

2017 Strategic & Capital Alliance
2018 Acquisition — centan
Technology / Solution
☑ Access to Neuro / Biometric marketing Solutions
☑ 10% minority investment > 51% majority acquisition

2017 Acquisition — acturus
Regional Expansion, Technology / Solution
☑ Expand experts, clients base and influencer solutions in the US and UK

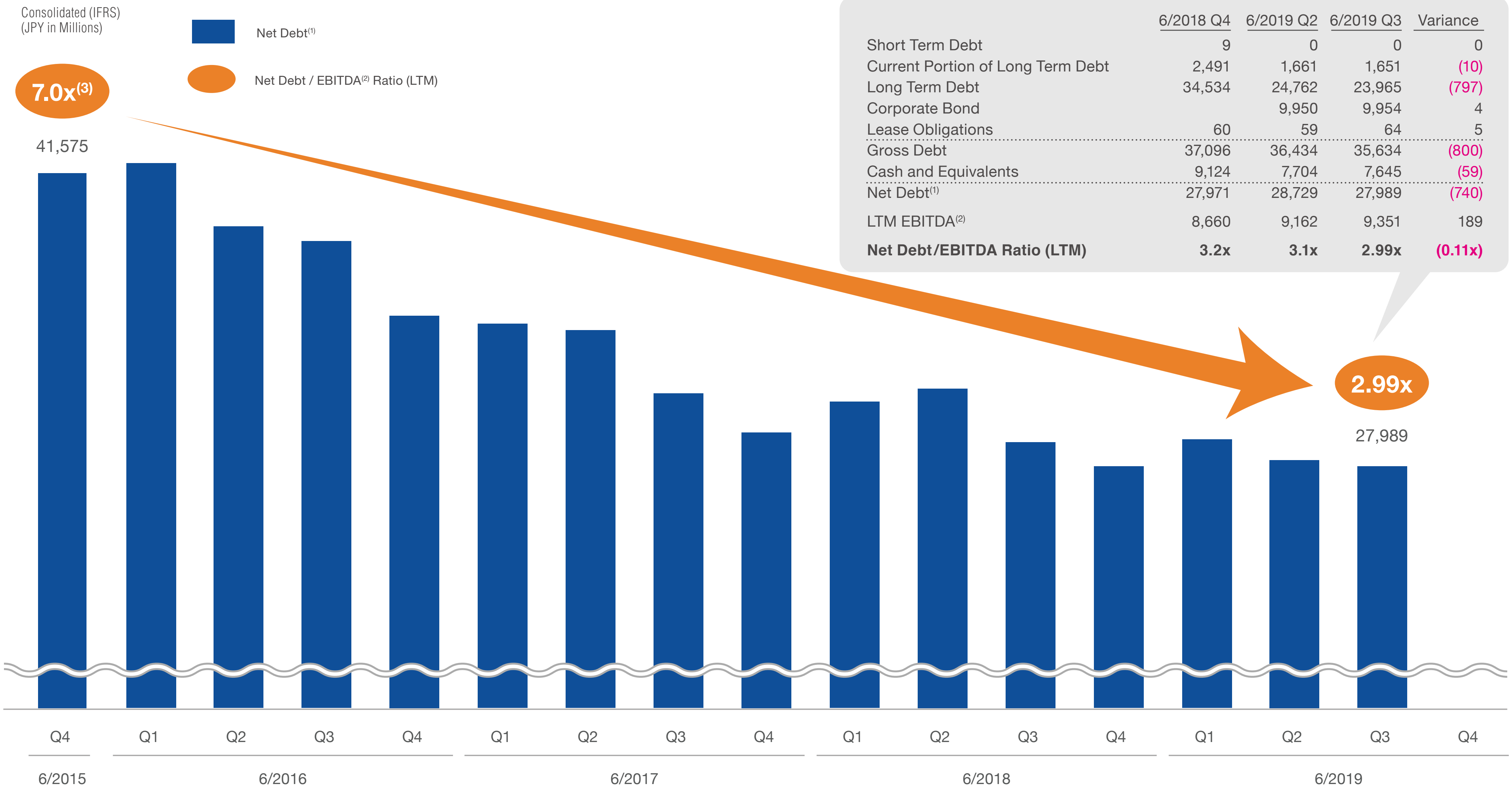
2017 Strategic & Capital Alliance
2019 Acquisition — W&S Holdings
Regional Expansion, Panel
☑ Access to Southeast Asian Client and Panels
☑ 10% minority investment > 51% majority acquisition

2018 Joint Venture with Hakuhodo (51% Majority Acquisition) — TOKYO SURVEY RESEARCH INC.
Wallet Share Expansion, Technology / Solution
☑ Seeking wallet share expansion and enhancement of online/offline integrated solutions

Note
1. Acquired market research business only

Solid Cash Flow Generation Contributes to Further Deleveraging

Quarterly Net Debt[1] and Net Debt / EBITDA[2] Ratio (LTM)



	6/2018 Q4	6/2019 Q2	6/2019 Q3	Variance
Short Term Debt	9	0	0	0
Current Portion of Long Term Debt	2,491	1,661	1,651	(10)
Long Term Debt	34,534	24,762	23,965	(797)
Corporate Bond		9,950	9,954	4
Lease Obligations	60	59	64	5
Gross Debt	37,096	36,434	35,634	(800)
Cash and Equivalents	9,124	7,704	7,645	(59)
Net Debt[1]	27,971	28,729	27,989	(740)
LTM EBITDA[2]	8,660	9,162	9,351	189
Net Debt/EBITDA Ratio (LTM)	**3.2x**	**3.1x**	**2.99x**	**(0.11x)**

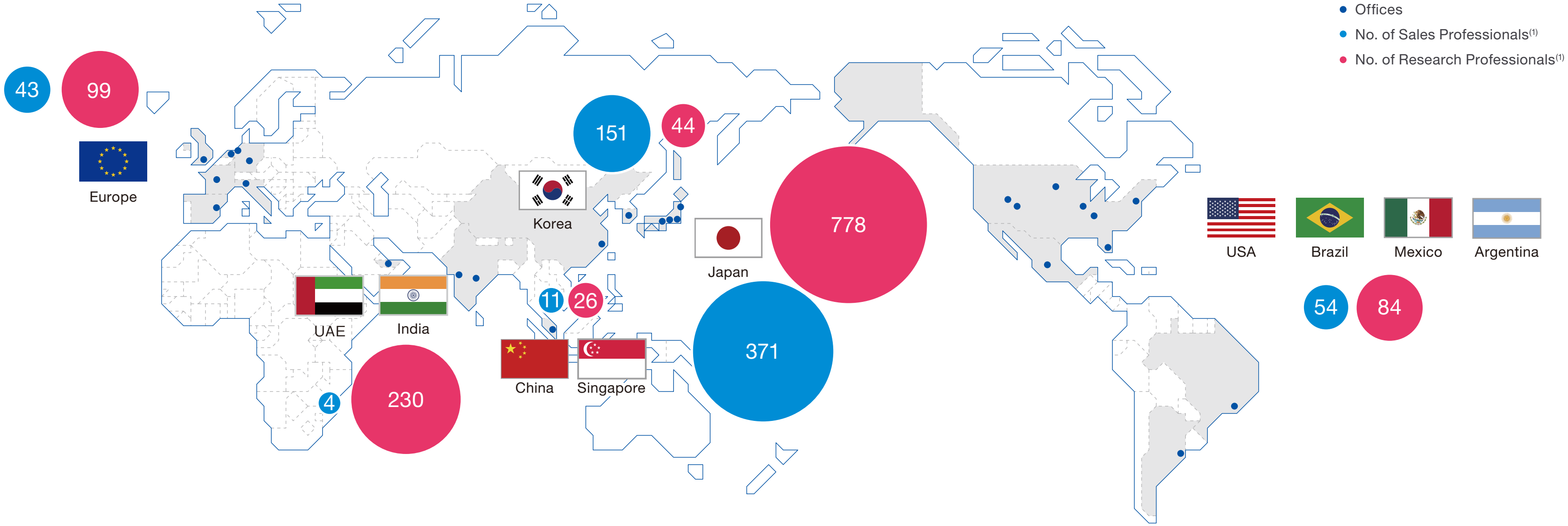
Notes

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. EBITDA = Operating Profit + Depreciation and Amortization + Loss on Retirement of Non-current Assets + Impairment Loss on a LTM basis as of the relevant quarter end
3. Adjusted EBITDA base. 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. Please refer to reconciliation tables on p.57&58 for the details

Worldwide Sales & Research Delivery

Sales and Research Breakdown for Selected Key Markets[1]

As of end of March, 2019



2,200+[2] Employees in 45 Offices Worldwide

	Local Deeper Local Consumer Insights	Global Coordinated Cross-Border Client Coverage
Sales	☑ Localized Sales Teams c. 630[1] professionals across 45 offices worldwide	☑ CEO-led Experienced Sales Professionals Deliver Coordinated GKA[3] Coverage
Research	☑ Seamless Coordination with Local Research Professionals	☑ Best Practice Sharing and Real-time Support from the Global Competence Center in India ☑ Export Superior Japanese *Kaizen* 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

Industry-Leading One-Stop Solutions Portfolio

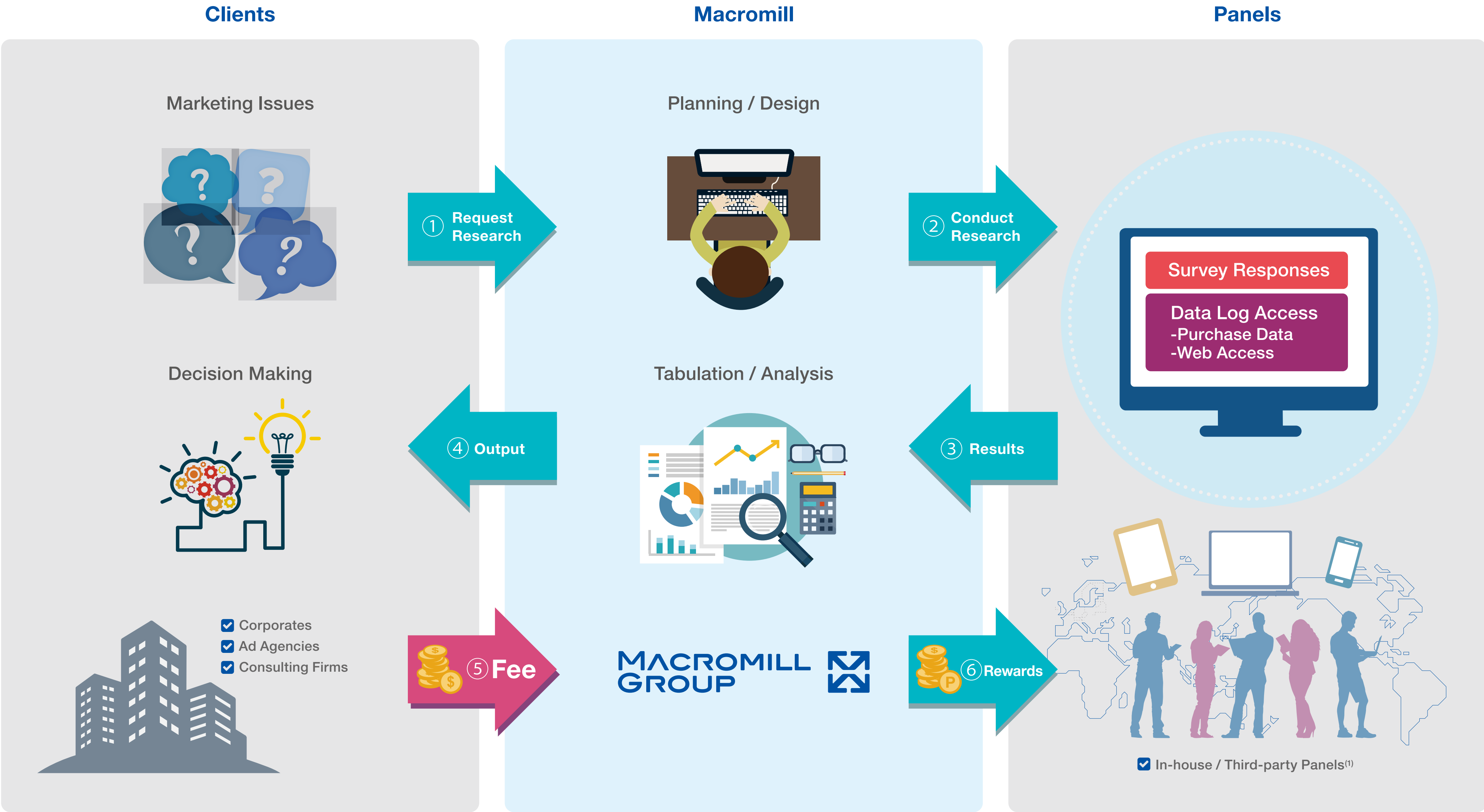
Selected Solutions

	Marketing Research			Digital Marketing
	Ad Hoc		Database	
	Quantitative	Qualitative		
Developed by MACROMILL (Japan and Korea Business Segment)	Online Research: QuickMill, OrderMill Central Location Testing: CLT	Group / In-Depth Interviews: FGI, DI	Purchase Data: QPR Household Spending Data: MHS Brand Data: bdb	Ad Effectiveness Measurement: AccessMill DMP[1] "DMP Solution"
Jointly Developed				GLOBAL AccessMill
Developed by METRIXLAB (Overseas Business (ex-Korea) Segment)	Market Exploration: "SCOUT H&A" Package Test: "PACT"	Concept Test: "CONTEST" Brand Assessment: "B-HEALTH" etc.		Ad Pretesting: "AD-VANCE", "ACT" Social Media Analysis: OXYME Big Data Analysis: "Dashboard" etc.

Note
1. Data Management Platform

Our Business Model

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

iii. Q3 Financial Results Details

Consolidated Statements of Operations

(JPY in Millions)	IFRS						
	Full Year			9 Months		3 Months	
	6/2016	6/2017	6/2018	Q1-3 6/2018	Q1-3 6/2019	Q3 6/2018	Q3 6/2019
Revenue	32,504	35,514	40,024	30,482	34,254	11,578	12,072
Panel Expenses	(4,303)	(4,749)	(5,187)[1]	(3,946)	(4,799)	(1,364)	(1,680)
Outsourcing Expenses	(4,243)	(4,545)	(5,089)[1]	(3,914)	(4,666)	(1,428)	(1,694)
Total Employee Expenses	(11,780)	(12,462)	(14,509)	(10,632)	(12,157)	(3,926)	(4,026)
Depreciation and Amortization	(874)	(871)	(1,052)	(775)	(1,016)	(270)	(343)
Others	(5,681)	(6,321)	(6,566)	(4,774)	(4,758)	(1,880)	(1,482)
Operating Expenses Total	(26,882)	(28,950)	(32,404)	(24,044)	(27,399)	(8,870)	(9,226)
Other Operating Income	272	283	42	31	18	18	0
Other Operating Expenses	(168)	(31)	(57)	(98)	(49)	(34)	(36)
Share of the Profit on Investments Accounted for Using the Equity Method	3	9	2	3	0	0	0
Operating Profit	5,730	6,825	7,607	6,374	6,824	2,692	2,809
Finance Income	496	15	528	417	235	47	54
Finance Costs	(2,139)	(958)	(763)	(571)	(578)	(163)	(134)
Profit before Tax	4,087	5,882	7,372	6,221	6,482	2,576	2,729
Income Tax Benefit (Expense)	(848)	(1,672)	(2,201)	(1,929)	(1,869)	(783)	(806)
Profit for the Year/Period	3,238	4,210	5,170	4,291	4,613	1,792	1,922
Profit Attributable to Owners of the Parent	2,832	3,706	4,719	3,938	4,116	1,599	1,802

Notes

1. We have introduced group-unified cost definition for Outsourcing Expenses and Panel Expenses starting from FY6/2019. As a result, and following IFRS requirements, we reclassified JPY 69M from Outsourcing Expense to Panel Expense in FY6/218 in order to enable fair year-on-year comparison.

Consolidated Statements of Operations
- Reconciliation Tables for Operating Expenses

(JPY in Millions)	IFRS				
	Quarter				Full Year
	Q1 6/2016	Q2 6/2016	Q3 6/2016	Q4 6/2016	6/2016
Operating Expenses Total	**(6,405)**	**(6,811)**	**(6,853)**	**(6,812)**	**(26,882)**
Panel Expenses	(1,011)	(1,087)	(1,142)	(1,061)	(4,303)
Outsourcing Expenses	(1,046)	(1,053)	(1,201)	(941)	(4,243)
Total Employee Expenses	(2,735)	(3,033)	(2,917)	(3,094)	(11,780)
Depreciation and Amortization	(230)	(209)	(212)	(220)	(874)
Others	(1,379)	(1,428)	(1,379)	(1,495)	(5,681)
	Q1 6/2017	Q2 6/2017	Q3 6/2017	Q4 6/2017	6/2017
Operating Expenses Total	**(6,649)**	**(6,985)**	**(8,114)**	**(7,201)**	**(28,950)**
Panel Expenses	(1,042)	(1,201)	(1,225)	(1,280)	(4,749)
Outsourcing Expenses	(1,084)	(1,129)	(1,353)	(977)	(4,545)
Total Employee Expenses	(2,957)	(3,024)	(3,254)	(3,225)	(12,462)
Depreciation and Amortization	(208)	(216)	(213)	(232)	(871)
Others	(1,356)	(1,414)	(2,067)	(1,484)	(6,321)
	Q1 6/2018	Q2 6/2018	Q3 6/2018	Q4 6/2018	6/2018
Operating Expenses Total	**(7,371)**	**(7,802)**	**(8,870)**	**(8,359)**	**(32,404)**
Panel Expenses	(1,235)	(1,347)	(1,364)	(1,241)	(5,187)(1)
Outsourcing Expenses	(1,168)	(1,318)	(1,428)	(1,175)	(5,089)(1)
Total Employee Expenses	(3,294)	(3,411)	(3,926)	(3,876)	(14,509)
Depreciation and Amortization	(252)	(253)	(270)	(276)	(1,052)
Others	(1,421)	(1,472)	(1,881)	(1,792)	(6,566)

Notes

1. We have introduced group-unified cost definition for Outsourcing Expenses and Panel Expenses starting from FY6/2019. As a result, and following IFRS requirements, we reclassified JPY 69M from Outsourcing Expense to Panel Expense in FY6/218 in order to enable fair year-on-year comparison.

Summarized Consolidated Statements of Financial Position

(JPY in Millions)

Assets	IFRS 6/30/2016	IFRS 6/30/2017	IFRS 6/30/2018	IFRS 3/31/2019
Current Assets	**12,725**	**15,485**	**18,409**	**19,881**
Cash and Cash Equivalents	6,124	8,447	9,124	7,645
Trade and Other Receivables	6,015	6,388	8,744	11,419
Other Current Assets[1]	586	649	540	815
Total Non-current Assets	**53,839**	**55,330**	**56,820**	**57,443**
Property, Plant and Equipment	979	1,034	1,152	1,221
Intangible Assets	50,788	52,127	53,562	53,889
Goodwill	45,290	46,067	46,957	46,928
Other Intangible Assets	5,498	6,059	6,605	6,961
Other Non-current Assets[1]	2,070	2,169	2,102	2,330
Total Assets	**66,564**	**70,815**	**75,230**	**77,324**

(JPY in Millions)

Liabilities and Equity	IFRS 6/30/2016	IFRS 6/30/2017	IFRS 6/30/2018	IFRS 3/31/2019
Current Liabilities	**8,848**	**8,952**	**10,890**	**9,347**
Borrowings	3,319	2,617	2,500	1,651
Trade and Other Payables	2,492	2,492	3,008	3,852
Other Current Liabilities[1]	3,036	3,842	5,379	3,840
Non-current Liabilities	**41,068**	**39,511**	**36,871**	**36,197**
Borrowings and Bonds	38,535	36,880	34,534	33,919
Other Non-current Liabilities[1]	2,533	2,630	2,335	2,276
Total Liabilities	**49,916**	**48,463**	**47,762**	**45,545**
Total Equity	16,647	22,352	27,468	31,779
Total Liabilities and Equity	**66,564**	**70,815**	**75,230**	**77,324**

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 Statements of Cash Flows

(JPY in Millions)	IFRS				
	Full Year			9 Months	
	6/2016	6/2017	6/2018	Q1-3 6/2018	Q1-3 6/2019
Net Cash Flows Provided by Operating Activities	**4,665**	**5,733**	**5,610**	**2,379**	**2,559**
Profit (Loss) before Tax	4,087	5,882	7,372	6,221	6,482
Depreciation and Amortization	874	871	1,052	775	1,016
Finance Income	(496)	(15)	(528)	(417)	(235)
Finance Costs	2,139	958	763	571	578
Change in Working Capital(1)	(338)	(131)	(2,175)	(3,565)	(2,533)
Others(2)	506	(69)	838	331	374
Sub Total	**6,772**	**7,496**	**7,323**	**3,917**	**5,683**
Interest and Dividends Paid and Received	33	18	11	10	15
Interest Paid	(1,450)	(1,120)	(456)	(413)	(359)
Income Taxes Paid	(690)	(660)	(1,267)	(1,134)	(2,779)
Net Cash Flows Provided by (Used in) Investing Activities	**67**	**(1,348)**	**(2,101)**	**(1,703)**	**(1,200)**
Capex(3)	(647)	(1,007)	(1,026)	(781)	(1,511)
Acquisition of Subsidiaries	—	—	(1,044)	(1,008)	297
Others(2)	714	(340)	(30)	85	13
Net Cash Flows Provided by (Used in) Financing Activities	**(5,602)**	**(2,155)**	**(2,813)**	**(2,684)**	**(2,863)**
Proceeds from Borrowings(4) and Bonds	42,676	237	1,007	1,007	10,047
Repayment of Borrowings(4)	(48,207)	(3,357)	(3,636)	(3,455)	(12,509)
Proceeds from Issue of Shares	—	1,149	408	367	162
Others(2)	(71)	(185)	(591)	(603)	(563)

Notes
1. The sum of Decrease (Increase) in Trade and Other Receivables and Increase (Decrease) in Trade and Other Payables
2. 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
3. The sum of Acquisition of Property, Plant and Equipment and Acquisition of Intangible Assets
4. The sum of Long-term Borrowings and Short-term Borrowings

Reconciliation Tables[1] – Fiscal Year Comparisons

Adjusted EBITDA

(JPY in Millions)	IFRS 6/2015	IFRS 6/2016	IFRS 6/2017	IFRS 6/2018
Operating Profit	**(586)**	**5,730**	**6,825**	**7,607**
(+) Depreciation and Amortization	771	874	871	1,052
(+) Impairment Loss on Goodwill[2]	4,370	—	—	—
EBITDA	**4,555**	**6,604**	**7,696**	**8,660**
(+) M&A-Related Expenses[3]	506	155	—	—
(+) Management Fee[4]	106	120	374	—
(+) Refinancing Related Advisory Fees	—	92	—	—
(+) Retirement Benefits for Retiring Officers[5]	527	—	—	—
(+) IPO-related expenses and Expenses related to going-private transaction	226	173	460	97
Adjusted EBITDA	**5,921**	**7,146**	**8,531**	**8,757**

Adjusted Profit Attributable to Owners of the Parent

(JPY in Millions)	IFRS 6/2015	IFRS 6/2016	IFRS 6/2017	IFRS 6/2018
Profit (Loss) Attributable to Owners of the Parent	**(4,320)**	**2,832**	**3,706**	**4,719**
(+) Refinancing Costs[6]	909	557	—	—
(+) M&A-Related Expenses[3]	506	155	—	—
(+) Management Fee[4]	106	120	374	—
(+) IPO-related expenses and Expenses related to going-private transaction	226	173	481	97
(+) Impairment Loss on Goodwill[2]	4,370	—	—	—
(+) Retirement Benefits for Retiring Officers[5]	527	—	—	—
(-) Tax Impact of Above Adjustments[7]	718	345	312	3
Adjusted Profit Attributable to Owners of the Parent	**1,606**	**3,494**	**4,249**	**4,813**

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, 2017 and 2018
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

Reconciliation Tables Q3 Comparisons

Adjusted EBITDA

(JPY in Millions)	IFRS (9 Months)			IFRS (3 Months)		
	Q1-3 6/2017	Q1-3 6/2018	Q1-3 6/2019	Q3 6/2017	Q3 6/2018	Q3 6/2019
Operating Profit	**5,853**	**6,374**	**6,824**	**1,893**	**2,692**	**2,809**
(+) Depreciation and Amortization	638	775	1,017	213	270	343
(+) Impairment Loss on Goodwill(1)	—	—	—	—	—	—
EBITDA	**6,491**	**7,150**	**7,841**	**2,107**	**2,962**	**3,152**
(+) Management Fee(3)	374	—	—	324	—	—
(+) IPO-related expenses	443	87	43	146	11	8
(+) M&A-Related Expenses(2)	—	—	—	—	—	—
(+) Refinancing-Related Advisory Fees	—	—	—	—	—	—
(+) Retirement Benefits for Retiring Officers(4)	—	—	—	—	—	—
Adjusted EBITDA	**3,709**	**7,238**	**7,884**	**2,578**	**2,974**	**3,160**

Adjusted Profit Attributable to Owners of the Parent

(JPY in Millions)	IFRS (9 Months)			IFRS (3 Months)		
	Q1-3 6/2017	Q1-3 6/2018	Q1-3 6/2019	Q3 6/2017	Q3 6/2018	Q3 6/2019
Profit Attributable to Owners of the Parent	**2,956**	**3,938**	**4,116**	**1,106**	**1,599**	**1,802**
(+) Management Fee(3)	374	—	—	324	—	—
(+) IPO-related expenses	464	87	43	167	11	8
(+) Refinancing Costs(5)	—	—	—	—	—	—
(+) M&A-Related Expenses(2)	—	—	—	—	—	—
(+) Impairment Loss on Goodwill(1)	—	—	—	—	—	—
(+) Retirement Benefits for Retiring Officers(4)	—	—	—	—	—	—
(-) Tax Impact of Above Adjustments(6)	220	3	—	136	—	—
Adjusted Profit Attributable to Owners of the Parent	**3,574**	**4,022**	**4,159**	**1,463**	**1,611**	**1,810**

Notes
1. Goodwill impairment in connection with Macromill's acquisition of MetrixLab
2. 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
3. Annual management fee and reimbursement of expenses pursuant to management agreement with Bain Capital
4. One-time special severance payment to the founder and Chairman of the Board, Mr. Tetsuya Sugimoto
5. 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
6. Calculated tax impact based on the effective tax rate of Macromill and MetrixLab entities

Detail of Normalization of Adjusted Item

Adjusted EBITDA

(JPY in Millions)	Q1 6/2017	Q2 6/2017	Q3 6/2017	Q4 6/2017	FY6/17
EBITDA	**1,777**	**2,606**	**2,107**	**1,205**	**7,696**
(+) IPO-related expenses	159	136	147	17	460
Reversal of the simplified consumption tax[1]	0	0	(196)	(25)	(222)
Other IPO-related expenses	159	136	344	43	682
(+) Other Adjustments	25	25	324	(0)	375
Adjusted EBITDA	**1,962**	**2,768**	**2,578**	**1,222**	**8,531**

Adjusted Profit Attributable to Owners of the Parent

(JPY in Millions)	Q1 6/2017	Q2 6/2017	Q3 6/2017	Q4 6/2017	FY6/17
Profit Attributable to Owners of the Parent	**825**	**1,025**	**1,106**	**749**	**3,706**
(+) IPO-related expenses	159	136	168	17	481
Reversal of the simplified consumption tax[1]	0	0	(196)	(25)	(222)
Other IPO-related expenses	159	136	365	43	704
(+) Other Adjustments	25	25	324	(0)	375
(-) Tax Impact on the above	45	39	136	92	313
Adjusted Profit Attributable to Owners of the Parent	**964**	**1,147**	**1,463**	**674**	**4,249**

Normalized Adjusted EBITDA

(JPY in Millions)	Q1 6/2017	Q2 6/2017	Q3 6/2017	Q4 6/2017	FY6/17
EBITDA	**1,777**	**2,606**	**2,107**	**1,205**	**7,696**
(+) IPO-related expenses	85	55	302	17	460
Reversal of the simplified consumption tax[1]	(74)	(81)	(42)	(25)	(222)
Other IPO-related expenses	159	136	344	43	682
(+) Other Adjustments	25	25	325	(0)	375
Adjusted EBITDA	**1,888**	**2,687**	**2,734**	**1,222**	**8,531**

Normalized Adjusted Profit Attributable to Owners of the Parent

(JPY in Millions)	Q1 6/2017	Q2 6/2017	Q3 6/2017	Q4 6/2017	FY6/17
Profit Attributable to Owners of the Parent	**825**	**1,025**	**1,106**	**749**	**3,706**
(+) IPO-related expenses	85	55	323	17	481
Reversal of the simplified consumption tax[1]	(74)	(81)	(42)	(25)	(222)
Other IPO-related expenses	159	136	365	43	704
(+) Other Adjustments	25	25	324	(0)	375
(-) Tax Impact on the above	22	5	194	92	313
Adjusted Profit Attributable to Owners of the Parent	**913**	**1,101**	**1,561**	**674**	**4,249**

Note

1. As a 'Simplified Tax System for Consumption Tax etc.' (STS) applicable company, we used to book 'Differential Profit from Simplified Tax System for Consumption Tax etc.' (DP) as Other Operating Income on our P/L Statement. However, in the process of IPO, we no longer became eligible for STS from FY2018. So we had booked DP on our reconciliation table and calculated Adjusted EBITDA and Adjusted Profit Attributable to Owners of the Parent at the timing of FY2017 Q3 announcement on Q3 accumulated basis. In order to make fair quarterly year on year comparison, we have retracted the potential DP quarterly breakdown in FY2017 Q1 and Q2 as above. (Note that this will not affect the results on full year basis in any way)