



2023

MACROMILL
GROUP
SUSTAINABILITY REPORT



Introduction

The purpose of this report is to convey Macromill Group’s commitment to providing accurate consumer insights that help realize a sustainable society. We aim to highlight our Group’s purpose in society and to report as concretely and broadly as possible on our progress toward achieving this goal.



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Key Principle



Our Key Principle on the sustainability of the Macromill Group’s business activities is defined in the Group’s Mission, Vision, and Value. The Macromill Group will help clients make smarter decisions by providing services that satisfy and inspire them. In doing so, we will help realize a sustainable society. With a determination shared by every employee, we will perform corporate activities focusing on economic, social, and environmental harmony.

MISSION

Our Mission is to create innovative data and insights that drive clients’ smarter decisions.

We focus on creating an environment where employees can maximize their potential while building a profitable and valuable company.

VISION

Build your Data Culture

We aspire to be the driving force in helping our clients build data cultures by utilizing our data-native approach to solve today’s marketing challenges and support business success.

VALUES

Drawn from across the Macromill group, our Values showcase the core principles which drive every relationship and every interaction with our clients, employees, stakeholders, and society.

- Think New, Think Deep
- Act Now, Act Together
- Be True, Be Open
- Own It, Enjoy It

Message from Our CEO

Leverage consumer research panels and human capital to realize a sustainable society

Helping our client companies make “smarter decisions” and achieving sustainable growth for society

The spread of mobile devices, digital media, and the development of technology has flooded society with goods and information. Consumer values are more diverse than ever.

How do we capture consumer insights and create markets? As companies implement their marketing activities, it is becoming more and more important for them to understand the increasingly diverse opinions of consumers. This process is essential for companies aiming to create new services.

Macromill has been helping client companies gain deeper and more accurate consumer insights through our research panels (“proprietary panels”), which we have been building since our foundation, and through one of Japan’s largest affiliated panel networks, which it has built up through M&A. The wide variety of marketing data we provide helps our clients create high-quality products and services that are in tune with consumer needs. Our work helps client companies make “smarter decisions”, which in turn delivers sustainable growth for them - and for society. In this way we contribute to our clients’ businesses, to consumers, and to society as a whole.

Using consumer research panels as a source of new value

With the consolidation of subsidiary Monitas, Inc., the affiliated panel network accessible via the Macromill Group now stands at roughly 36 million* people in Japan (of which our proprietary panels account for 1.3 million people), one of the country’s largest networks, and more than 130 million people including overseas panels. We have explicit permission from these panels to obtain and use their data. Of these, data obtained from our proprietary panels spans a wide range of fields, including not only awareness data but also behavioral data such as purchase information, internet access logs, and location information, as well as biometric data such as blood and saliva.

We believe that our ability to obtain such a wide variety of data reflects our founding principle to improve data quality. We do this by building our proprietary panels and developing strong, trusted relationships. As laws and regulations to protect personal information become more stringent, we expect the value of our proprietary panels to increase.

Our proprietary and affiliated panels sustain the various business activities of our Group: obtaining consumer insights from our panels and delivering them to client companies; supporting the use of consumer data in our client’s business strategic planning; and directly supporting the marketing activities of client companies. The Group’s business activities, which are supported by our proprietary panels, aid consumers by helping to create a better society. In this way, we deliver sustainable social co-creation for both client companies and consumers.

*As of August 2023, based on Macromill research. Total value indicating the combined number of surveys Macromill and Monitas can distribute (excluding Monitas portion previously included in Macromill’s domestic affiliated panel network).

Message from Our CEO

Our people: the most important form of capital

The Group's mission is "to provide services that truly satisfy and inspire our clients." To achieve this, we need to be a diverse organization. We are developing an environment and culture where people from many backgrounds respect each other's differences and are enriched by them. This environment and culture enhance individual and organizational capabilities and productivity.

For our employees, we will provide ample opportunities for growth such as training programs as we focus on developing the next generation of the Macromill Group. Our people have the "data native" mindset that we have honed through years of handling data. This is a strength for the Group one that we will maximize to the full. Seeking to create an environment where employees can stay healthy and work for many years, we are taking steps to cultivate health awareness so that each employee can remain attuned to good health and keep physically and mentally fit.

The Group is in a transformational phase of pivoting its business model from a marketing research company to a professional marketing services company. Although the research business is our foundation, we are aggressively pursuing new data-driven business. We will continue to create new value while supporting our business by building proprietary market-leading consumer research panels and developing the talent and expertise of our employees. We will also continue to strengthen our business base by accelerating open innovation and strengthening governance.

Representative Executive Officer, CEO
Toru Sasaki

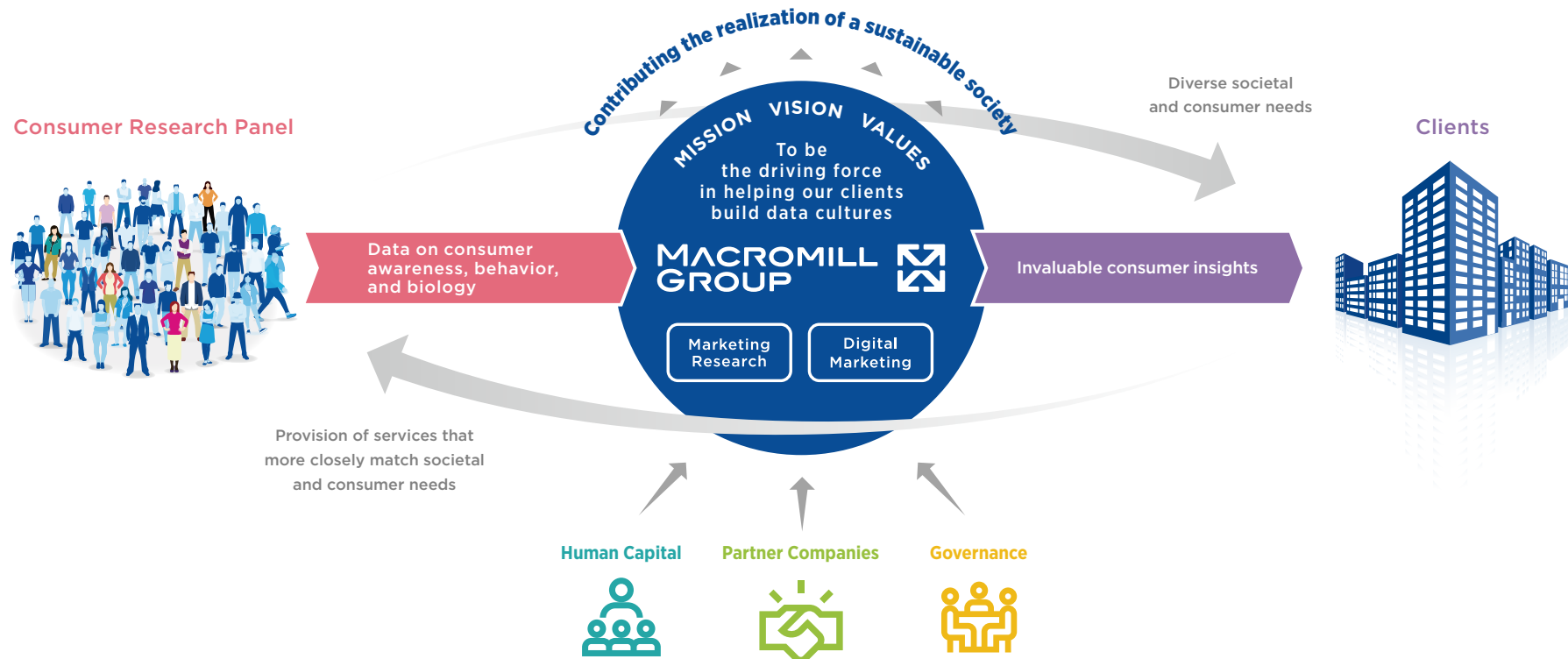


Our Approach to Materiality






The Macromill Group has identified nine material issues (see pp. 6-7) as key priorities for achieving sustainable growth for both society and for our Group. To do this, we examined the foundation of our corporate activities and our impact on stakeholders. We also considered opportunities and risks in light of changes in the business environment.

As a company that supports the marketing activities of client companies, we will forge links between them, consumers, and society to drive innovation. This will provide a source of value creation through which we will help realize a better society.





To provide solutions to solve our clients' marketing challenges, our most important asset is our talent. We will maintain and improve employee engagement so that our diverse workforce can fully exploit their abilities and thrive in their work.



Materiality

Stakeholders	Materiality	Outline	Main Initiatives	Related SDGs
Clients	1. Solving marketing issues	<p>Macromill Vision: We aspire to be the driving force in helping our clients build data cultures by utilizing our data-native approach to solve today's marketing challenges and support business success</p>	<ul style="list-style-type: none"> ● Build relationships as marketing partners ● Help to instill data-driven decision-making (building a Data Culture) ● Pursue solutions and services aimed at solving social issues, including achieving a sustainable society 	  
	2. Creation of new value through data utilization	<p>Provide new value creation through the use of data, amid increasing adoption not only in the field of marketing but also throughout business</p>	<ul style="list-style-type: none"> ● Start and strengthen data utilization support (data consulting) business ● Develop innovative data-driven services, including marketing activation support business 	
Consumer Research Panels	3. Find more accurate consumer insights	<p>Through strong relationships with the Group's proprietary panels and access to one of the largest affiliated panel networks in Japan, uncover accurate insights and deliver insights representing consumers to the world.. In doing so, provide new value not only to client companies but also to society as a whole</p>	<ul style="list-style-type: none"> ● Strengthen relationships with our proprietary panels. Expand data type ● Ensure access to one of the largest affiliated panel networks in Japan through M&A ● Explore, in our own research, market needs in terms of perceived appeal and value ● Publish a wide range of research results, such as the Macromill Weekly Index and voluntary survey reports 	 
	4. Promote safe and secure data handling	<p>Obtain data only after building trusted relationships with members of our proprietary panels. Take responsibility for providing assurance and safety, which should be the highest priority in data utilization, thoroughly managing information and strengthening security</p>	<ul style="list-style-type: none"> ● Provide appropriate explanations and explicit permissions for our proprietary panels when obtaining data ● Provide reliable data of the highest quality in the industry and pursue the best quality control methods to meet the needs of the times ● Establish and comply with internal rules based on the Information Security Basic Policy 	

Materiality

Stakeholders	Materiality	Outline	Main Initiatives	Related SDGs
Human Capital	5. Establishing a diverse working environment	Recognizing that addressing various marketing issues demands solutions that are born out of the perspectives and experiences brought by diverse employees. Therefore, we foster an environment that respects the individuality of employees and allows them to reach their full potential	<ul style="list-style-type: none"> ● Promotion of Diversity and Inclusion ● Support for employees to help a flexible work environment and family care ● Promotion of women's greater participation 	
	6. Provide an opportunity to challenge new possibilities	Develop a workplace that enables flexible, independent career development and choice in response to changes in the environment	<ul style="list-style-type: none"> ● Implement training programs and skills development to enable employees to take on the challenge of growth opportunities ● Encourage a diverse career path 	
	7. Educating data-native talent	Develop the talent to inherit the experience and know-how regarding data handling that Macromill has accumulated since our founding. Cultivate people who can provide value using a high level of expertise and advanced thinking for a wide variety of client companies	<ul style="list-style-type: none"> ● Implement professional development programs and training ● Acquire talent through M&A and mid-career hires ● Develop talent through industry-academia collaboration and partnerships 	
Partner Companies	8. Open innovation	Work to use new digital technologies and solve increasingly complex marketing challenges. Accelerate innovation by building open partnerships and actively employing outside resources to fill gaps in in-house knowledge	<ul style="list-style-type: none"> ● Expand collaborations and partnerships ● Create business ecosystems in collaboration with partners across a range of industries and business categories ● Aggregate diverse ideas and technologies to create new markets and business models 	
All	9. Governance	Amid dramatic social change, form a sound organizational culture while strengthening governance to enhance corporate value over the medium to long term	<ul style="list-style-type: none"> ● Maintain and build an optimal governance structure ● Ensure compliance with laws and regulations; promote compliance management ● Promote risk management activities ● Ensure fairness and transparency ● Build an organizational structure with high ethical standards 	

Initiatives for Certain Stakeholder Groups

Clients



Solving Marketing Issues

The Macromill Group's business model and client relationships

The Group offers a range of research solutions to more than 4,000 client companies globally, drawing on a range of data obtained from over 130 million consumer research panels both in Japan and internationally.

Meanwhile, as consumer attitudes and purchasing behaviors continue to diversify, the marketing challenges that client companies face are becoming increasingly difficult. Solving all the issues client companies face requires us to understand not only research issues but also the bigger picture that surrounds marketing issues.

The Group has operated as a marketing research company that solves client research problems. We believe that to continue to grow over the medium- to long-term, however, we must become a partner that collaborates with our clients, going beyond their research issues to solve more fundamental marketing issues. Against this backdrop, our Medium-term Business Plan calls for us to transform our business model from a marketing research company to a professional marketing services company.

New relationships with clients - The intention behind our Vision

Since the Group was established, it has consistently built its business around handling data. With a data-native mindset, we have sought to provide concrete solutions to our clients' marketing challenges. In addition, we want to help client companies make smarter decisions so that we can realize a better society. Going forward, that basic stance will not change. To achieve this, we believe client companies need to make data-driven decisions the norm - in other words, to build a data culture. The corporate Vision we defined for the fiscal year ended June 30, 2021 embodies our desire to be a driving force of data culture. Going forward, we aim to expand innovation across marketing business areas by providing innovative services that use a variety of data from our proprietary consumer research panels.

Broad client base 2,500 domestic companies, 1,500 overseas companies



Build your Data Culture

We aspire to be the driving force in helping our clients build data cultures by utilizing our data-native approach to solve today's marketing challenges and support business success.

Creation of New Value through Data Utilization

Creation of new value based on our proprietary consumer research panels

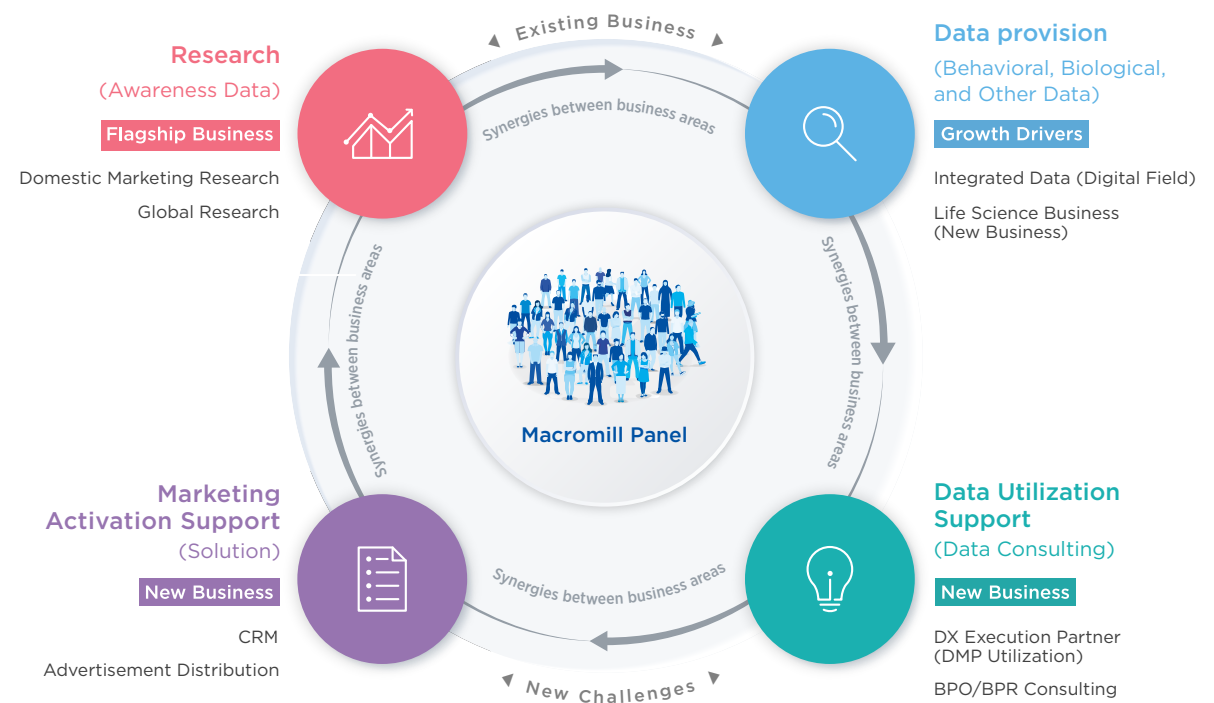
As companies accelerate their digital transformation (DX) activities, we believe that the use of data in marketing activities will further expand in the future.

Client companies collect and generate a variety of data on a daily basis. However, many of them struggle to use this data directly in their marketing activities, due to issues such as the lack of sufficient accompanying attribute data or non-uniform granularity of the data they acquire. In other words, we can say that, in addition to the existing challenges of increasingly complex consumer perceptions and the need to respond to rapidly changing marketing activities, client companies now face a new challenge of utilizing data.

Macromill identifies overlaps between proprietary panels and the users and data of client companies. By supplementing and synchronizing this data with our own, we are able to enhance the value of the data held by client companies into data that can easily be used in marketing activities. This is made possible by the scale of our proprietary panels, and the trust our panelists place in us when we have obtained explicit consent to the utilization of their information. At the same time, we believe we are able to do this because we have earned the trust of both our panelists and our clients.

In FY6/2022, we launched our data utilization support (data consulting) business, which leverages this positioning to use the daily data that client companies need for their marketing activities. In addition, we believe that this business will lead to the provision of more innovative services in the future, such as a marketing activation support business that directly supports the marketing activities of client companies, including advertising distribution.

We will pursue the creation of new value through these businesses and aim to build a unique approach to solve our clients' marketing issues.



Initiatives for certain stakeholder groups

Consumer Research Panels



Find More Accurate Consumer Insights

The Macromill Group's business model and consumer research panels

The consumer panels available to the Group include the network of proprietary panels we have built in Japan over more than 20 years since our foundation (representing 1.3 million people) and the affiliated panel network (representing 36 million people) which we have significantly expanded through M&A. The network in Japan boasts a strong competitive advantage in terms of high quality born out of relationships specializing in research, while the affiliated panel network has a strong competitive advantage in terms of scale.

In particular, our proprietary panels include a digital measurement panel encompassing more than 900,000 people. Made possible by the evolution of digital devices, this panel has enabled us to provide behavioral data on the Internet and smartphones since 2014. For this reason, the results of the questionnaire and the actual behavior data can be analyzed together. This makes it possible to provide a deeper evaluation and analysis based on actual contact history and awareness.

In addition, we provide a database service drawing on almost 10 years' worth of data from 30,000-panel members who scan the barcodes of their purchases daily. This service allows client companies to analyze how their marketing initiatives are reflected in consumer buying behavior.

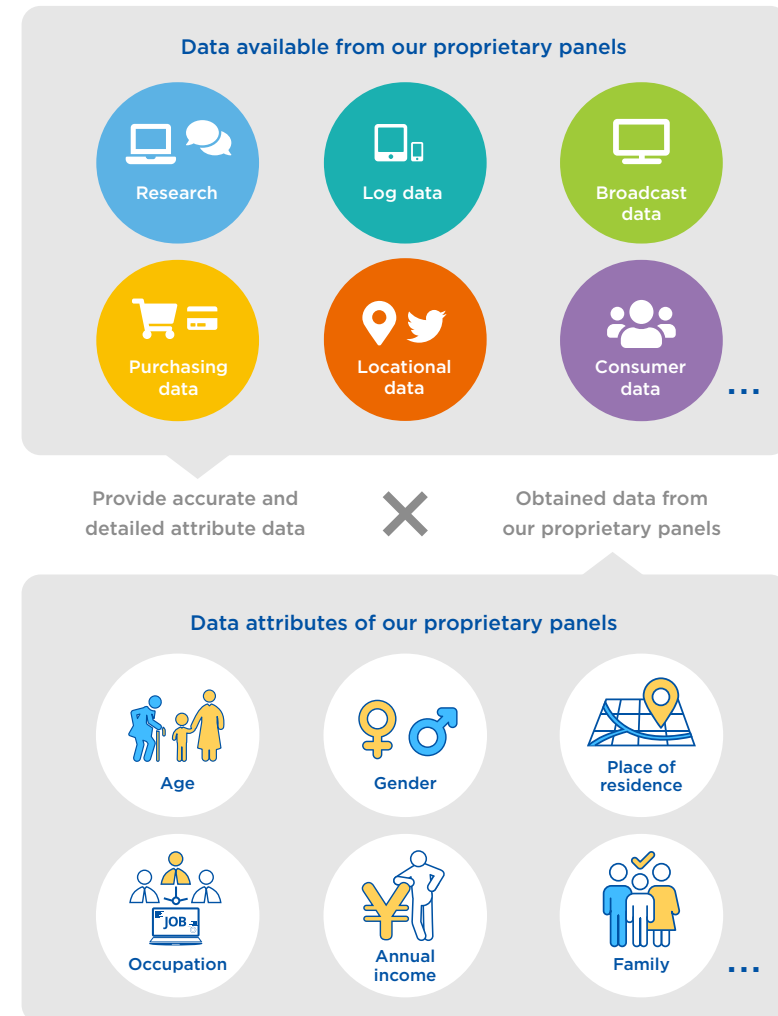
The data we acquire from our proprietary panels become deeper, richer and more diversified than clients can secure on their own. Moreover, it's including the data which is difficult to acquire by clients themselves. By integrating the data held by client companies with data from our proprietary panels, we can predict the results of clients' marketing activities and analyze the results in more detail.

Obtaining and providing more accurate data and insights from proprietary panels drives smarter client decisions. We believe that this will in turn benefit consumers and society.

Publication of independent survey reports and fixed-point survey data

We obtain data and insights from our proprietary panels and publish them free of charge as fixed-point data and independent research reports. Some of the published data has been used in the Japanese Cabinet Office's 'Cabinet Meeting Documentation about the Monthly Economic Report'. We believe that these initiatives help us to play a more direct role in realizing a sustainable society. (For details, see "Contributing to Society by Providing Data and Know-how" on p. 36.)

Obtaining a range of data from our independently constructed consumer research panels (proprietary panels)



Promote Safe and Secure Data Handling

High quality panel data and safe handling

The Macromill Group pays a portion of the service fees it receives from client companies to the proprietary panel as rewards (redeemable points). This ensures the collection of high-quality information.

We implement rigorous quality control on the consumer research panels and the data obtained from them. We employ a range of methods to improve and ensure the accuracy of responses and the quality of data. These include using technology to eliminate fraudulent responses and developing new quality control methods based on the specialist research findings of Macromill Research Institute.

In addition, we have explicit permission from our proprietary panels to obtain and utilize various marketing data, including research data. With privacy protection regulations such as GDPR (EU General Data Protection Regulation) being strengthened in many countries these days, we stringently manage the information we receive from our client companies and proprietary panels and are actively working to strengthen information security. We see these efforts as part of the quality of the services we provide.

Quality control policy for Macromill monitors

https://www.macromill.com/advantage/monitor_policy.html (Japanese only)

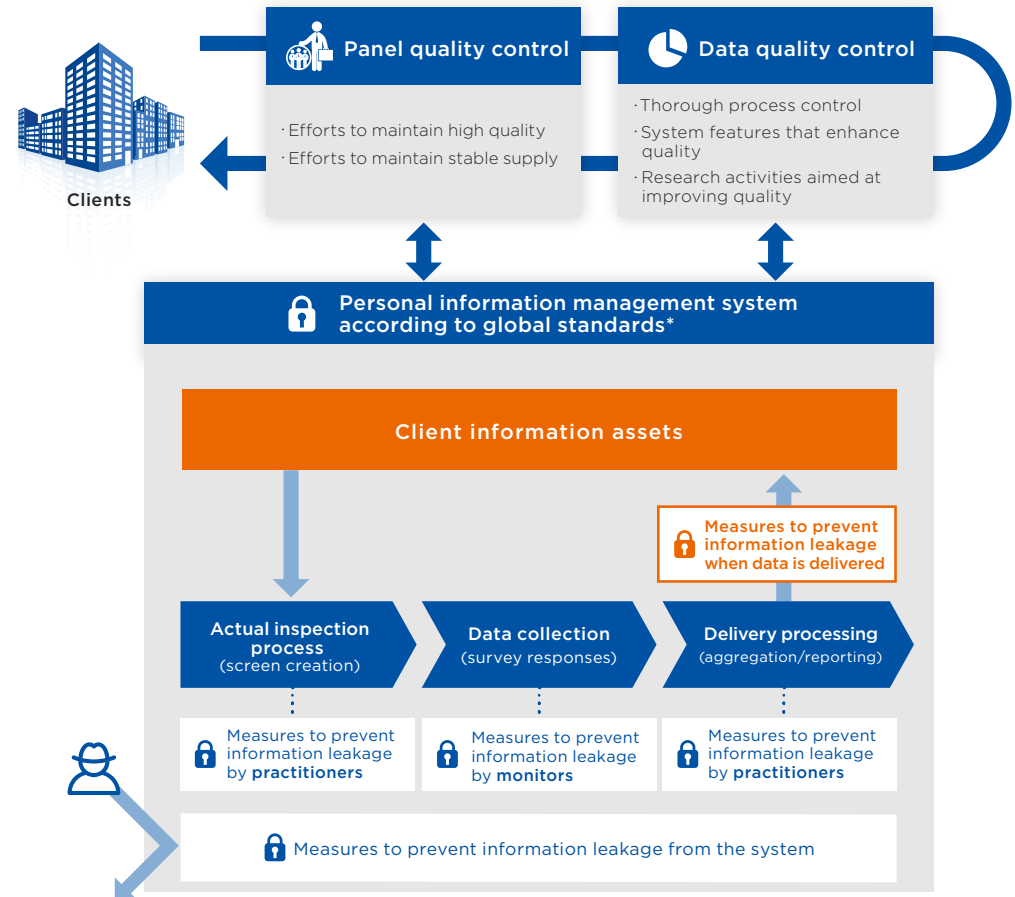
Information security policy

<https://www.macromill.com/security.html> (Japanese only)

Privacy policy

<https://www.macromill.com/privacy.html>

Macromill quality control system



*To protect the personal information of Macromill monitors, we comply with the ICC/ESOMAR International Code of Conduct for the marketing research industry established by the European Society for Opinion and Marketing Research (ESOMAR), as well as the Marketing Research Code of the Japan Marketing Research Association. In addition, Macromill has implemented appropriate measures to ensure the anonymity of monitors and the storage and management of personal information. We have established a Personal Information Protection Policy. Our Personal Information Protection Management System ensures its appropriate and effective implementation. For details, please refer to the Privacy Policy on the Macromill website.

Initiatives for Certain Stakeholder Groups

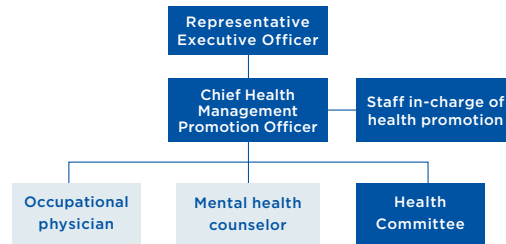
Human Capital – Our Employees



Establishing a Diverse Working Environment

Creating workforce environment where employees can stay healthy and work for many years

Seeking to create an environment in which employees can stay healthy and work for many years, the Macromill Group is taking steps to cultivate health awareness so that each employee can remain attuned to good health and keep physically and mentally fit. We will continue to



reinforce health management initiatives and pursue Eruboshi, Kurumin, and Tomonin certification as an excellent health management organization.

Promotion of diversity and inclusion

The Group believes that ensuring diversity and inclusion in the workforce continues to be vital in improving the value we bring to our clients as well as for meeting our corporate social responsibility goals.

Since 2015, we have been promoting diversity and inclusion with the aim of fostering an environment of mutual respect for differences in which all employees can live up to their full potential.

Trajectory of our initiatives

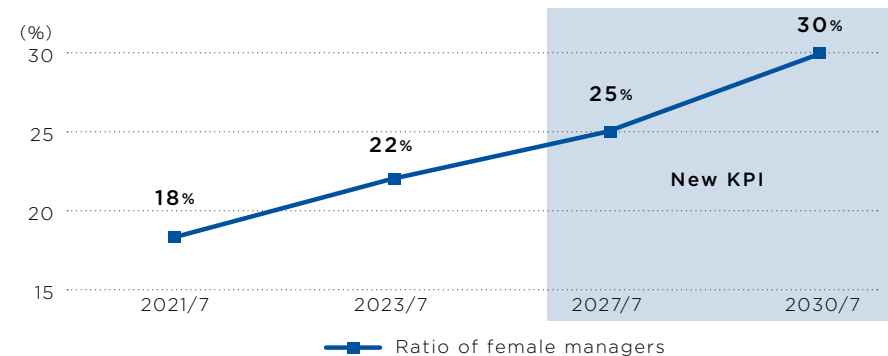
- Forming a support framework based on interviews with employees taking maternity or childcare leave
- Implementing educational activities aimed at balancing work and family care
- Reviewing of workforce environment for a diversity
- Multifaceted initiatives to promote the career path of female employees
(Developing and providing inventory tools for career development, setting up opportunities for dialogue across departments, publishing female employee interview articles internally, etc.)
- Designing opportunities for collaboration between managers with female team members

In the latest employee satisfaction survey carried out in January 2023, many respondents agreed that "there is an atmosphere of recognizing diverse values" (TOP 2: 80%). Through consistent efforts to date, we have steadily fostered a culture of mutual respect and acceptance of diversity.

Initiatives to promote the greater participation of women

Since 2021, we have been focusing on promoting the greater participation of women. Our goal was to increase the ratio of female managers from 16% as of the end of June 2021 by 5%-10% by the end of July 2023, and ended up raising this figure by 6% increase to 22%. We will continue to step up efforts to promote women's participation, targeting a ratio of female managers of 25% by the end of July 2027 and 30% by the end of July 2030.

Ratio of female managers and new performance indicators



Ratio of female managers and average age of managers

Macromill group employees (consolidated, non-consolidated)

	2021/7		2022/7		2023/7	
	Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated
Percentage of management positions held by women	28%	18%	32%	18%	26%	22%
Average age of management personnel (years)	42	38	43	38	43	39

*Due to the transfer of the business of wholly owned subsidiary MatrixLab Group to Toluna Holdings Limited on June 1, 2023, the ratio of female managers as of July 2023 was down year on year.

Establishing a Diverse Working Environment

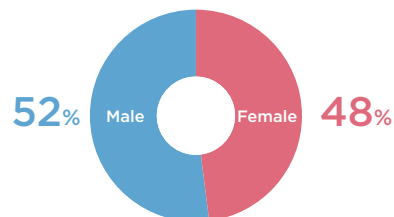
Realizing diverse and flexible working styles

As the average age of our workforce increases, we are also putting effort into creating an environment that allows employees to work in a variety of ways to accommodate changes in their life circumstances. Currently, each division has two designated days to come into the office week. We are working to ensure active communication within the organization while also introducing hybrid working styles where employees can work remotely up to three days a week. One in five employees has childcare responsibilities (children under 18). Such employees can now work shorter, six- or seven-hour days until the end of their child's third year of elementary school. The rate of return after childcare leave remains high, at 96.4% for the July 2022-June 2023 period. Employees can also revise their work hour schedules every three months, allowing them to work flexibly to suit their lifestyles.

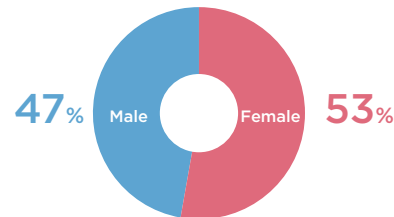
We are also working to enhance our leave system. In addition to annual paid leave, we have unique leave systems such as a Happy Holiday system granting six days of special paid leave each year and a Thanks Holiday system for long-time employees. The employee satisfaction survey found a favorable level of satisfaction among short-time employees regarding the balance between work and private life. We are steadily fostering a climate and culture that makes it easy to balance work and home life.

Ratio of men to women in our recruitment

Ratio of male to female
new graduates hired
in the past three years



Ratio of male to female
mid-career hires
in the past three years

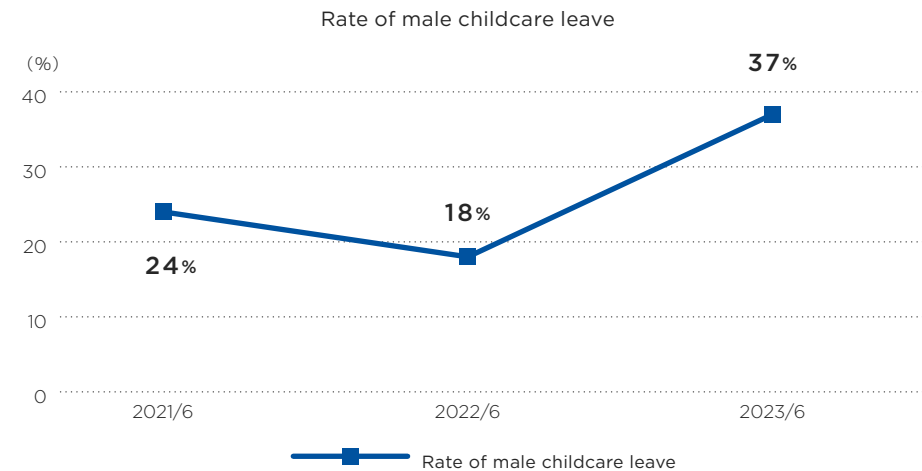


Original leave systems

Happy Holiday	6 days of special paid vacation per year
Thanks Holiday	Long-time service leave ↳ 10 years: 10 days, 20 years: 20 days, 30 years: 30 days

Rate of male childcare leave

37% as of June 2023, up 19 points year on year



Establishing a Diverse Working Environment

Basic Policy Regarding Human Rights

The Macromill Group has established a Basic Policy Regarding Human Rights that expresses our stance of respecting human rights through our corporate activities. By protecting and promoting human rights, we seek to build long-term relationships of trust with all stakeholders, including employees, clients, and shareholders. We will also share the values of respecting human rights in our relationships with business partners across the business value chain.

Components of of the Basic Policy Regarding Human Rights



1. Commitment to human rights



6. Respect for freedom of association and the exercise of the right to collective bargaining



2. References consulted and scope



7. Maintaining employee health and safety



3. Emphasis on diversity and prohibition of harassment



8. Freedom of self-expression and protection of privacy



4. Prevention of forced labor and child labor



9. Initiatives and framework for respecting human rights



5. Management of working hours and wages



10. Communications

Number of consolidated employees of the Macromill Group

	2021/6	2022/6	2023/9
Number of employees	2,637	2,970	2,155
Percentage who are women	50%	52%	54%
Average age (years)	36	37	38
Ratio of women among executive officers	8%	9%	0%
Number of non-regular employees	225	241	259
Percentage of non-regular employees	11%	11%	11%
Number of people with disabilities employed	28	31	31
Retirement rate*	10%	12%	11%

*Due to the transfer of the business of wholly owned subsidiary MetrixLab Group to Toluna Holdings Limited on June 1, 2023, the number of employees as of the end of June 2023 was down year on year (figures below are for consolidated employees excluding MetrixLab Group).

Macromill employees (non-consolidated)

	2021/6	2022/6	2023/6
Number of employees	1,088	1,185	1,179
Percentage who are women	48%	49%	50%
Average age (years)	33	33	33
Ratio of women among executive officers	10%	13%	0%
Number of non-regular employees	104	105	116
Percentage of non-regular employees	9%	8%	9%
Number of people with disabilities employed	22	22	21
Retirement rate*	9%	12%	10%

*Percentage of full-time employees who resigned for personal reasons

Provide an Opportunity to Challenge New Possibilities

Cultivating human resources through systematic education programs and career-building rotations

Recognizing that, in our business activities, enhancing the value of employees is directly linked to enhancing corporate value, we seek to cultivate human resources through systematic education programs and a voluntary job-rotation framework. In addition to Group-wide level-specific training led by the Human Resources department, we also offer extensive training programs for each job type and have put a framework in place that allows new graduates and mid-career hires with no relevant experience to immediately start contributing in the workplace.

Sales Division

Macromill Sales Academia is a program aimed at enabling employees to acquire skills and support business operations.

Researcher Division

The Researcher Basic Course allows participants to learn about a wide range of topics ranging from research design to analysis.



Feedback mechanisms to support growth

We operate a management by objectives (MBO) system with the aim of cultivating employees. We provide frequent and real-time feedback to help achieve the goals set jointly by managers and their team members. We use absolute evaluation standards not only to evaluate the extent to which employees achieve their individual goals, but also to make a comprehensive judgment by taking into account actual performance in the workplace, including work processes and the degree to which employees demonstrate the Group Values.

We conduct an annual 360° feedback survey for managers, under which they receive feedback on their actions as managers from superiors, subordinates, and peers. Managers analyze their own strengths and challenges based on self-evaluations and these evaluations from the people around them, and work in the following year to hone their management skills.

Support for autonomous career planning

We actively provide opportunities for employees to think for themselves about their careers and put their ideas into action. For example, the Group contains a wide variety of highly specialized positions such as sales staff, researchers, research directors, data analysts, data consultants, and panel communications specialists. The corporate website shares specific skills and career path examples for each of these grades and job types. Employees also discuss their career aspirations, skills, and strengths with managers, gaining an awareness of their desired career vision over the short, medium, and long term, as well as the skills they want to acquire going forward. Managers do their best to help team members realize their career aspirations, offering support for career changes by assigning jobs and roles, creating training opportunities, and making use of an internal recruitment transfer system. As a result, there are cases in which new graduates become managers in as little as five years after joining the Group. This approach also makes it possible to create and offer career paths that address employees' desire to grow.

Launched a website dedicated to career development



We have launched a dedicated internal website that gives practical examples of the steps employees in various positions such as sales personnel, researchers, and sales assistants can take to grow their careers.

In-house job posting and transfer system

We operate an internal open job posting and transfer system to promote the independent career development of our employees. We publish open positions quarterly, to which employees can freely apply. This is a fast initiative, with successful applicants transferring to start their new roles just three months after applying. We hope that employees can gain new experience by embracing challenges, combining this with the experience and personal connections they have cultivated up to that point. In this way, they can grow into highly valued team members.

Embodying a Data Culture, Educating Data-Native Talent

An environment that embodies a data culture and develops data-native talent

The Macromill Group's vision is: "Build your Data Culture." We contribute the data-driven decision-making of clients by acquiring and providing data ranging from consumer awareness to digital behavior, purchasing, and biology. Especially, in cultivating researchers, we have established a distinctive three-year training program to develop basic capabilities and, in addition to a wide variety of classroom-based education, conduct periodic testing to check that employee's working knowledge is entrenched.

To address the demand for more sophisticated business analytics going forward, we are strengthening the development of analysts. We have developed an in-house basic analyst training program for all new graduates as well as online analytics training programs for employees who demonstrate potential. We are pursuing numerous efforts to embody an in-house data culture. Based on the results of the latest employee satisfaction survey, we are conducting an in-house analysis to enable more in-depth consideration of such a culture, which is informing the action plans being explored by each division.

Recruiting and training data professionals

From 2017 to 2019, in collaboration with client companies, we held a public contest for data analysis-based marketing strategy planning. We carried out a hands-on program of using consumer data to propose solutions to the marketing issues of companies, receiving entries from around 2,500 students. Since 2020, we have also been offering summer and winter internships for students. By gaining experience in our data aggregation and analysis operations, roughly 800 students every year are honing their data literacy, which they can then apply to business.

Moreover, in July 2022, we transferred our data consulting business to SOUTH Inc., a marketing and consulting business, through an M&A. We then converted this into a subsidiary, renamed Eight Hundred, Inc., and have since continued to expand the consulting business. Eight Hundred had 77 data analysts as of the end of June 2023 (roughly 1.2 times more than the previous year).

Human resource development programs with diverse partners

Alongside our internal training system, we provide a wide variety of employees with opportunities to hone their skills, including dispatching them to the marketing consulting companies with which we have strategic alliances and offering training through collaboration with specialized graduate schools. Specifically, we are expanding our expertise by seconding employees to companies affiliated with the Macromill Consortium and bringing in lecturers from partner companies to provide employee training. development opportunities for our employees through the marketing and consulting firms with whom we have strategic alliances, and also through industry-academia partnerships. Specifically, we are expanding our expertise through secondments to companies affiliated with the Macromill Consortium and bringing in lecturers from affiliated companies to provide in-house training for our employees. We are also creating human resource development programs in collaboration with external organizations, such as company-sponsored study programs with Shiga University's Graduate School of Data Science, so that our data scientists can further deepen their capabilities and knowledge.

Student internships.



An Organizational Culture Where Employees Are Highly Motivated

Initiatives to deepen engagement

We have administered a Group-wide employee satisfaction survey since 2016. In 2023, we introduced a new survey, called "Survey for Challenging & Happy Workplace", to more specifically identify our strengths and issues. We regularly examine our strengths and areas needing improvement, and formulate action plans for each company and division for the following fiscal year based on the results. By posting these action plans on the intranet, we are taking steps across the Group that will lead to ongoing improvements in the workplace environment.

Fostering collaboration and relationships between employees

We are pursuing several initiatives to encourage greater collaboration and closer relationships between employees. The Company has for many years carried out club (circle) activities to support employees' physical and mental well-being through hobbies. There are currently 19 active official circles.

● Macromill Circle

The Macromill Circle support system fosters active communication across division boundaries and job positions.



A culture of mutual appreciation

To enhance the value the Group provides to clients and society and to help to bring about improvements in society, we believe it is vital for all of our employees to embody the Group's Values. A culture of mutual appreciation, nurtured through opportunities to celebrate fellow employees for their actions and achievements based on these Values, is the driving force behind improving the quality of daily work.

● "Tataete Mill"

The "Tataete (meaning celebrate or praise in Japanese) Mill" is a system for exchanging appreciative comments. Each quarter, employees send more than 9,000 comments to their colleagues, and employees who receive a particularly high number of comments are featured on the intranet, where they share their approach to daily work.

● My Work

To share the efforts of employees who have achieved solid performance as broadly as possible in the Group, we continue to invite such employees to give presentations about their approach to work and the process by which they reach their goals.

● Employee Award Program

MVP Program

We have established a distinctive, in-house MVP Program to recognize the achievements of employees during a six-month period. Notably, throughout the Group, we highlight employees who embody the Macromill Group Values by exceeding expectations, going above and beyond the scope of their assigned duties, or by making a significant contribution to the Company's profits.

Division awards

In addition to Group-wide awards, each division has put its own system in place to award employees. Reflecting on the differing characteristics of each division, these award systems present awards to employees quarterly.



Initiatives for Certain Stakeholder Groups

Partner Companies



Open Innovation

Initiatives through joint ventures with Japanese advertising agencies

In 2013, the Company made Dentsu Marketing Insight Inc. (now Dentsu Macromill Insight) a consolidated subsidiary. In 2019, Tokyo Survey Research Inc. (now H.M. Marketing Research), which was formerly a wholly-owned subsidiary of Hakuhodo became a consolidated subsidiary.

We jointly manage these companies with our partners, one with Dentsu and one with Hakuhodo, who hold a minority of each company's equity. As joint ventures, they carry out marketing research for the Dentsu and Hakuhodo groups.

When considering marketing initiatives in Japan, the advertising agencies Dentsu and Hakuhodo have a major presence. Together with these two companies, we are working in our joint ventures to build a marketing research business that includes digital areas for achieving more effective marketing measures.

Dentsu Macromill Insight Inc.



H.M. Marketing Research, Inc.



Efforts in the area of consulting

In January 2020, we established the Macromill Consortium. Through it we aim to create a one-stop support to work with companies that have unique strengths in data and marketing consulting to help our clients solve their marketing challenges.

By bringing together the strengths of each company and pursuing open innovation, we are continuing our efforts to provide increased added value for our clients.



Macromill Consortium Participating Companies

Bloom & Co., Ltd. M-Force Inc. Hojosen Co. Ltd. InsightPeaks Co., Ltd. Penguin Tokyo Inc. dots. and, Inc. HARVEST Inc.

Initiatives for All Stakeholders

Governance



Governance Framework and Basic Mindset

Basic Mindset on Corporate Governance

We have established the Macromill Code of Conduct to serve as the foundation of the corporate rules that our officers and employees observe in their daily work. Based on its management principles, the Macromill Code of Conduct outlines details in four key areas - compliance with laws and regulations, proper relations with society, respect for human rights, and sincere corporate activities - in accordance with policies that are essential for the proper and sound development of Macromill. All the Company officers and employees (including full-time, contract, part-time, skilled part-time, temporary, and seconded workers) fully recognize their necessary social responsibility in the various corporate activities and act in compliance with social ethics.

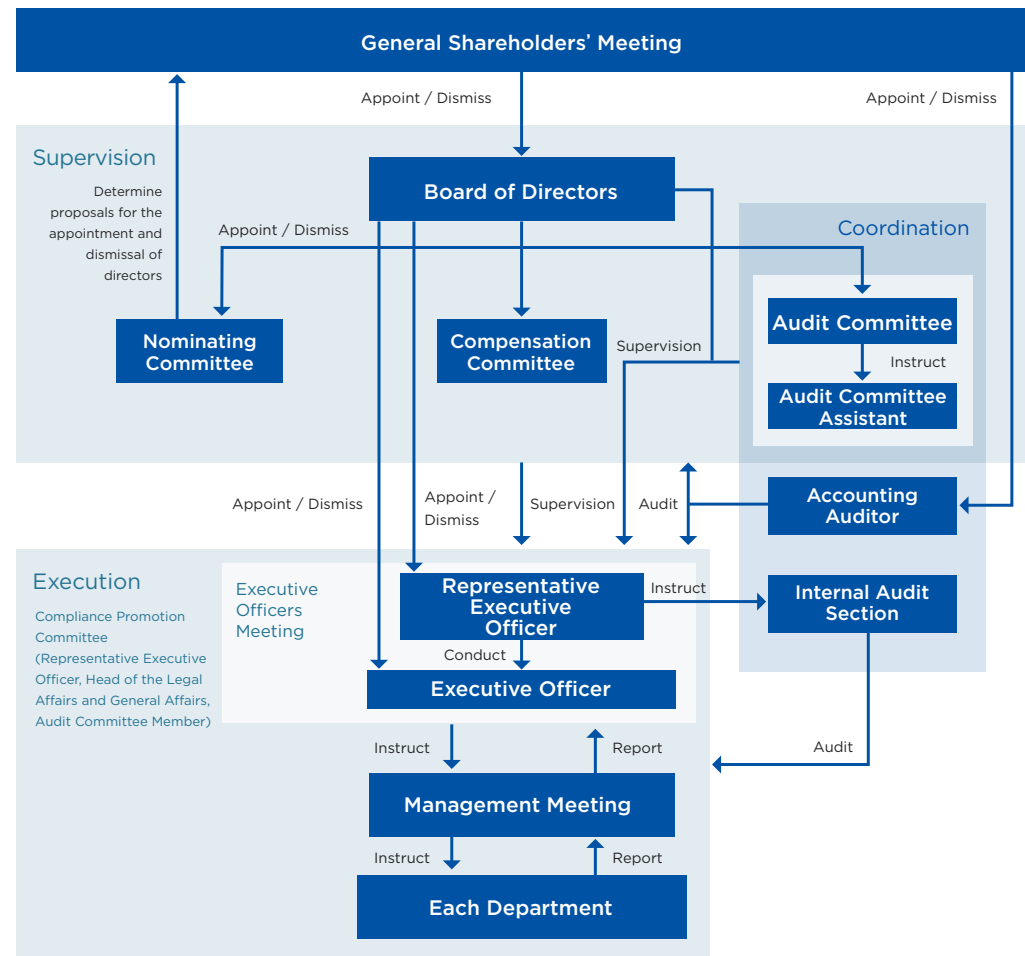
Code of Conduct

<https://www.macromill.com/company/conduct.html>
(Japanese only)

Overview of the Corporate Governance Framework

While enhancing management transparency and fairness by conducting the disclosure of information in a timely manner and keeping compliance management in mind, the Group is working to maximize our corporate value by proactively pursuing lasting profit. Also, while building and maintaining a management organization that can respond quickly to changes in the social environment and engendering harmony between the Company and its stakeholders, we recognize the importance of building an effective Corporate Governance Framework by steering a management course that is aware of the importance of our shareholders.

Framework



Corporate Governance

Management Oversight Functions and Board Attendance

Management Audit Functions

As the Company's highest decision-making management entity, the Board of Directors meets one or more times every month and decides on important matters focused on the exclusive authority matters prescribed in Article 416 of the Companies Act. The Board of Directors comprises six directors, five of whom are outside directors. The Company has established the following committees:

- (1) Nominating Committee
The body that decides the content of proposals concerning the appointment and dismissal of directors to be submitted to the Shareholders' Meeting. It comprises three directors, two all of whom are outside directors.
- (2) Compensation Committee
The Compensation Committee is the body that decides the details of the compensation awarded to individual directors and executive officers. It comprises three directors, all of whom are outside directors.
- (3) Audit Committee
Meeting in principle once a month, this is the body that decides on audits with regard to any illegality or impropriety on the part of directors or executive officers in the execution of their business duties. It determines the content of proposals concerning the appointment and dismissal of the accounting auditor to be submitted to the Shareholders' Meeting. It comprises three directors, all of whom are outside directors.

Successor planning for the CEO and other management members

The Board of Directors continuously monitors the cultivating of personnel to take up the reins of management in the next generation, from short-, medium-, and long-term perspectives, in light of the Company's management principles and strategies. Meanwhile, the Nominating Committee selects candidates for such positions at the appropriate time. We will continue to consider a range of issues as basic initiatives to be discussed by the Nominating Committee and in other forums, while also taking into account the opinions of the current Group CEO, including the issues of: (1) necessary human resources requirements, (2) the timing of succession, (3) forming a candidate pool and appropriately cultivating candidates over time (including key career appointments of candidates), (4) grasping the character of candidates on the part of each member of the Nominating Committee, and (5) selection of candidates. We will furthermore focus on devising and implementing specific training programs to ensure that adequate time and resources are given to systematically training successor candidates.

Board of Directors



Toru Sasaki
Director,
Representative Executive Officer
CEO



Shigeru Nishiyama
Outside Director,
Compensation Committee Member,
Nominating Committee Member★



Yukiko Nakagawa
Outside Director,
Nominating Committee Member
Compensation Committee Member★



Yuji Shiga
Outside Director
Nominating Committee Member★
Compensation Committee Member
Audit Committee Member

★ Chair



Kimitake Ito
Outside Director (Newly appointed)
Nominating Committee Member



Kovari-Krecsmary B. Szilvia
Outside Director (Newly appointed)
Audit Committee Member

Executive Officers



Toru Sasaki
Director,
Representative Executive Officer
and CEO



Taro Dohi
Executive Officer,
CCO



Shintaro Hashimoto
Executive Officer,
CFO, CGO



Ken Inoue
Executive Officer,
CTO

Attendance at Board of Directors meetings

Director	Toru Sasaki	14/14	Outside Director	Yuji Shiga	11/11
Outside Director	Shigeru Nishiyama	14/14	Outside Director	Makoto Naito (Newly appointed)	
Outside Director	Yukiko Nakagawa	14/14	Outside Director	Yuji Shiga (Newly appointed)	

Corporate Governance

Director compensation and skill matrix

Director Compensation

Having established the Compensation Committee, the Company has created policies relating to the determination of the amounts of remuneration and other payments for its directors and executive officers. The Compensation Committee comprises one director and two outside directors. In cases where matters concerning the remuneration of the committee members themselves are discussed, the committee members do not attend. An outline of the deliberation methods follows.

Executive Officer compensation

Executive officer compensation is decided on an individual basis by the Compensation Committee. It considers the required role, the authorities given, and the extent of the responsibilities to be fulfilled in his or her delegated duties. In addition, it incorporates the results of a survey on the compensation levels of other companies. The compensation amount for executive officers resident in Japan consists of "basic compensation (fixed)", "performance-linked compensation", and "shares with restriction on transfer". The compensation amount for executive officers not resident in Japan consists of "basic compensation (fixed)", and "performance-linked compensation".

Performance-linked compensation is decided based on our policy and is awarded as an incentive to improve Group business performance. Group revenue and operating profit are used as the benchmarks for earnings performance, with the total amount paid decided by the following method: Shares with restriction on transfer are awarded to eligible executive officers to expose them to the same advantages and disadvantages of share price fluctuation as shareholders, and to further increase their motivation to contribute to increasing the share price and improving corporate value.

Total amount payable = the total amount based on target criteria for each executive officer x {(a coefficient linked to the rate of achievement of the Group revenue target for the fiscal year x 40%) + (a coefficient linked to the rate of achievement of the Group operating profit target for the fiscal year x 60%)}

Disposal of treasury stock as shares with restriction on transfer for compensation

The objective of the Compensation Committee is to encourage executive officers to share the benefits and risks of stock price fluctuations with shareholders and to give them greater motivation to contribute to raising the stock price and enhancing corporate value. To this end, we have introduced a stock compensation system that grants shares with restriction on transfer to executive officers. In 2022, we disposed of treasury stock to provide such shares with restriction on transfer to four executive officers, totaling 25,400 shares valued at ¥27,254,200.

Total compensation for FY6/2023

Executive Position	Total Compensation Allocation (Millions of yen)	Allocation by Type of Compensation (Millions of yen)			Number of Eligible Recipients
		Fixed Compensation	Performance-linked Compensation, etc.	Non-monetary Compensation, etc.	
Executive Officers	252	125	85	41	5
Directors (excl. Outside Directors)	8	8	-	-	1
Outside Directors	32	32	-	-	5
Total	292	165	85	41	11

Directors' skill matrix

Skill category	Toru Sasaki	Shigeru Nishiyama	Yukiko Nakagawa	Yuji Shiga	Kimitake Ito	Kovari-Krecsmary B. Szilvia
		Outside Independent	Outside Independent	Outside	Outside Independent	Outside Independent
Company management	●				●	
Finance, Accounting and M&A		●		●	●	
Legal and Risk management		●		●		
Global		●	●	●		●
Data and Digital	●					●
Marketing and Industry knowledge	●					●
Sustainability			●			
Human Resources Management			●		●	

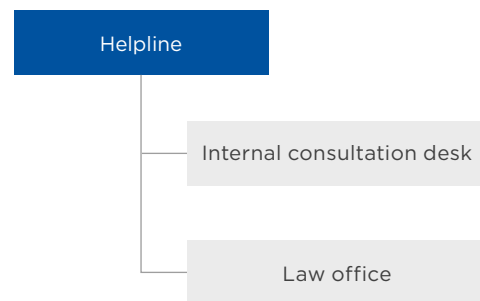
Compliance

Initiatives to prevent and eliminate corruption

Aiming to prevent corruption, the Macromill Code of Conduct stipulates the prohibition of harassment and child labor as well as restrictions on gifts and entertainment. We hold compliance training for all employees once a year to promote understanding of these issues. We have also put in place an internal reporting system, setting up helplines so that if any member of the Group discovers behavior that is in violation of the law or the Code of Conduct, they can contact the internal consultation desk or the Company's corporate lawyer, including anonymously.

Code of Conduct

<https://www.macromill.com/company/conduct.html>(Japanese only)



We have two helplines: an internal helpline and a helpline to a corporate lawyer at a law firm. Consultations with the law firm can be anonymous.

Code of Conduct

1. Compliance with laws and regulations
 - (1) Compliance with related laws and regulations
 - (2) Sound employment and labor
 - (3) Fair and free competition
 - (4) Prevention of conflicts of interest
 - (5) Prohibition of insider trading
2. Relationships with society
 - (1) Environmental conservation
 - (2) Political activities, political funding
 - (3) Stance towards anti-social forces
3. Respect for human rights
 - (1) Prohibition of discrimination and harassment
 - (2) Prohibition of forced labor and child labor
4. Honest corporate activities
 - (1) Safety and quality of products and services
 - (2) Creation and management of accurate information
 - (3) Appropriate accounting treatment and tax declarations
 - (4) Protection and respect for intellectual property rights
 - (5) Protection of privacy
 - (6) Management of confidential information
 - (7) Restrictions on gifts, entertainment, etc.
 - (8) Establishment, maintenance of an internal reporting system
 - (9) Appropriate advertising, promotion
 - (10) Management of Company property

Information Security Initiatives

Acquisition of latest ISMS international standard ISO/IEC 27001:2022 certification

Recent years have brought dramatic changes in consumer awareness and behavior, along with increasingly diverse values. An understanding of consumers that can inform corporate marketing and decision-making requires even more wide-ranging data utilization and analysis than ever.

In line with recent changes and demands in society, we want to ensure that our clients can continue using our services without concern. To that end, in addition to the Privacy Protection System (P Mark) certification we acquired in 2004, we acquired the latest international standard ISO/IEC 27001:2022 (ISMS) certification in 2023.

ISMS

An abbreviation for information security management systems, these systems are designed to protect information assets held by an organization from various risks. In 2023, we became the first company in Japan's marketing research industry to receive this certification for all business areas.*

*The first for a company listed on the Japan Marketing Research Association (JMRA) full member company list to receive certification for all business areas. Based on our search on the ISMS certification organization site (<https://isms.jp/1st/ind/>). As of June 28, 2023.

Privacy Mark

The Privacy Mark system evaluates whether businesses have established a system to take appropriate measures to handle and manage personal information. It permits companies to use this mark in their business activities as proof of this. We acquired Privacy Mark certification in 2004.



Jo Mamoru

The Information Security Department carries out educational activities to raise awareness of security within the Group. We use the original character Joe Mamoru ("joh" meaning "lock" and "mamoru" meaning "protect" in Japanese) to convey information in an approachable manner.

Responsibilities as a Research Company

Our Stance on “No. 1 in Research”

Recently, an increasing number of advertisements quote the superiority of a company’s products and services, claiming “No. 1 in satisfaction” or “No. 1 in market share”. In many cases, the results of online consumer research are used as the basis for these claims. Among these, however, are the results of research conducted based on survey questionnaires. Such questionnaires can be arbitrarily designed so that a company’s own products and services rank as No. 1. In this sense, they lack fairness and objectivity and can be seen to undermine the reliability of online consumer research industry as a whole.

As a leading company in the marketing research industry, we take great care to prevent arbitrary internet research of this kind. In addition, to ensure a fair market environment, we have established our own guidelines and we strictly follow national laws and guidelines.

We have established a Credit Review Committee made up of consisting of researchers from the Macromill Institute and heads of our brand management departments. This enables us to respond to cases where a client company asks us for permission to make claims about its market position in its advertising using our credit as the evidence. If a request is received, members of the review committee consider whether there are statistically and objectively significant differences that meet all of the many review criteria. Only if all of these are cleared do we grant permission for the use of the “No. 1” claim according to Macromill in advertising.

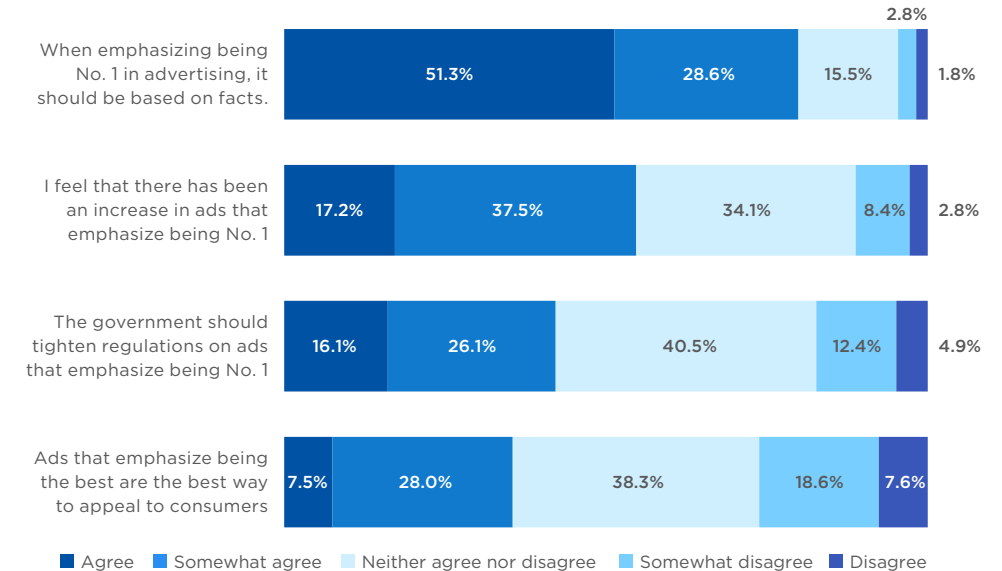
Rules for a client company publishing the results of the “No. 1 Survey” through Macromill (example)

- The survey design must be conducted by our researchers (to ensure neutrality and impartiality.)
- Even if the survey result is “No. 1,” if the difference with No. 2 is small and not statistically significant, it is not recognized as No. 1... etc.

Reference Materials

We are committed to preventing the spread of advertisements that contain unfair representations of being No. 1, which would damage the fairness of the market environment. We consider this part of our social mission as a company whose main business is marketing research. With this in mind, we conducted a survey on consumer attitudes to advertisements containing No. 1 claims, and have published the survey results in the media.

Attitudes to ads containing No. 1 claims (base: 1,000 people/single answer)



Survey Summary “Attitude Survey on Advertising with No. 1 Claims”

Survey conducted by: Macromill
 Survey method: Online research
 Survey scope: Men and women aged 20-69 nationwide (Macromill Monitor members)
 Allocation method: Demographic assignment by gender and age according to the 2015 census / Total sample 1,000
 Survey timeframe: Wednesday, July 27, 2022 - Thursday, July 28, 2022

Initiatives for All Stakeholders

Environmental Issues



Fundamental Policy and Governance of Initiatives

Fundamental Policy

We have formulated the following basic policy regarding the environment, including climate change.

- Based on the Macromill Code of Conduct, we will pursue initiatives to reduce CO2 emissions and strive to improve the natural environment.
- Through marketing research, we will strive to address environmental issues and enhance corporate value.
- We will strive for ongoing improvements with the aim of enhancing environmental performance by seeking to achieve our environmental targets and evaluating the impact of our business activities on the environment.
- We will actively strive to prevent pollution, mitigate climate change, and preserve biodiversity and ecosystems.

Endorsement of TCFD Recommendations

In August 2022, the Company expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).



Governance system for climate-related matters

Board oversight and management's role with regard to climate-related risks and opportunities

The Board of Directors serves as the oversight body on the environment, including climate change. The Executive Officers' Meeting and Management Meeting make decisions on basic policies and other important matters, while substantive discussion and examinations take place in the Sustainability Committee, which serves as an advisory body.

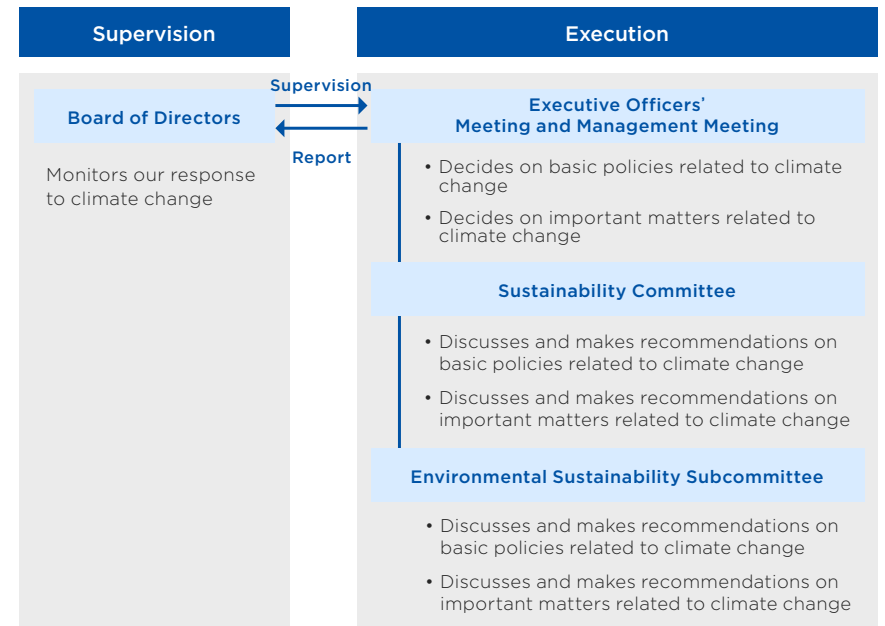
Executive officers and corporate officers participate in the Sustainability Committee, taking reports on environmental risk assessments, including climate change, and on the progress of initiatives, and discussing policies going forward. Preparation of reports and agendas is the purview of the Environmental Subcommittee under the Sustainability Committee. The Executive Officers' Meeting and Management Meeting monitor initiatives related to climate change and related issues based on the deliberations of the Sustainability Committee, discussing ways of managing progress and basic policies and important matters requiring decisions.

As outlined above, the Sustainability Committee consults on the Company's basic policies and important matters related to the environment.

The policies and matters are then decided by the Executive Officers' Meeting and Management Meeting, before receiving final approval from the Board of Directors.

Governance framework for climate-related matters

Board of Directors	Monitors our response to climate change	About once a year
Executive Officers' Meeting and Management Meeting	Decides on basic policies and important matters related to climate change	About once a year
Sustainability Committee	Discusses basic policies and important matters related to climate change. Makes recommendations to the Management Meeting	About two to three times a year
Environmental Sustainability Subcommittee	Discusses basic policies and important matters related to climate change. Makes recommendations to the Management Meeting	About four times a year



Strategy and Risk Management

Impact of climate-related risks and opportunities

The nature of the Group's business is that we carry out our activities primarily online. We, therefore, recognize that the direct impact of climate change on our business is limited. However, technological innovations and changes in markets, services, and consumer attitudes related to climate change could affect our client companies' revenues, which in turn could affect our business results. Changes in our client companies' technologies and services, especially with respect to climate change, or changes in

consumer attitudes, will affect the demand for research. As a countermeasure to this point, we are monitoring the trends of client companies regarding climate change and regularly reviewing risks. By doing so, we continue working to diversify our client portfolio and capture marketing demand. Based on the characteristics of our business, the Group recognizes the risks and opportunities posed by climate change as follows.

	Risks	Opportunities
Less than 2°C scenario	<p>Transition risk⁽¹⁾ becomes apparent; physical risk⁽²⁾ is not assumed to be high</p> <ul style="list-style-type: none"> Increased costs due to stricter regulations on energy sources and replacement of facilities and equipment as part of the shift to renewable energy sources Lack of action to address climate change erodes trust from stakeholders and reduces business opportunities 	<ul style="list-style-type: none"> Growing demand for online research associated with the shift to a paperless operation Diversification of consumer behavior due to increased environmental awareness and marketing demand for new products and services
4°C scenario	<p>Physical risk⁽²⁾ becomes apparent; transition risk⁽¹⁾ is not assumed to be high</p> <ul style="list-style-type: none"> Increased costs to deal with rising temperatures, damage to business locations caused by flooding and other disasters, human casualties, and supply chain disruptions Decline in business opportunities due to the medium- to long-term impact of natural disasters and rising temperatures, etc., on client companies 	<ul style="list-style-type: none"> Growing demand for online research to avoid travel and visits due to the increased risks caused by climate change, such as the prospect of infectious diseases Increased marketing demand for new products and services due to changes in consumers' lifestyle

1. The transition to a low-carbon society aimed at mitigating climate change involves policy, legal, technological, and market changes that could have a variety of impacts on a company's finances and reputation. These risks are called "transition risks"

2. Risks that may materialize due to disasters caused by climate change (including direct damage such as torrential rain, floods, storm surges, droughts, wildfires, etc., and indirect damage such as reduced sales due to supply chain disruptions, as well as damage caused by long-term changes in climate change patterns such as rising temperatures, reduced snow and ice cover, and rising sea levels). These risks are called "physical risks"

Countermeasures

In the less than 2°C scenario, the risk of a surge in procurement costs is assumed for various industries that use fuel and electricity. We recognize that changes in client companies' technologies and services, as well as in consumer attitudes, will have an impact on research demand in the medium term. At the same time, there will be significant opportunities as new products and services are developed. Since some industries present high degrees of both risk and opportunity, we will diversify risk by closely monitoring the performance of individual client companies and business partners, as well as overall industry trends. Given that the 4°C scenario could also become a reality, we will diversify risks and expand opportunities by considering the expansion of our business and services to industries with lower risks and greater opportunities in this case.

Metrics and Targets

Information disclosure

We are committed to disclosing information on our CO2 emissions. As the Group's business activities are primarily carried out online, the calculation of CO2 emissions covers our main offices in Japan and our cloud service providers (contracted for online research services), plus paper consumption at our main offices.

Data indicators

Since we introduced hybrid working styles that allow employees to work remotely, our electricity consumption and CO2 emissions have been trending downward. In terms of data management, our migration from an on-premises data center to the cloud, which we implemented in 2016, has significantly reduced our energy consumption.

- CO2 emissions associated with office electricity consumption
In line with the switch to renewable energy for our main offices, including headquarters, we achieved an 80% reduction in CO2 emissions from electricity consumption in FY6/2023 compared to FY6/2021. Going forward, we will continue to contribute as a tenant to the environmental and energy conservation initiatives of the buildings we occupy, taking various actions such as switching to renewable energy for office electricity and using data centers with low environmental impact. We will also aim to gauge the current situation and carry out measures toward achieving carbon neutrality.

Goals

We will reduce CO2 emissions (Scope 1 and 2) to net-zero by FY6/2051. We will also gauge the current status of Scope 3 emissions and explore reduction measures.



Metrics and Targets

The following figures are CO2 emissions for Macromill.

CO2 emissions (t-CO2)	FY6/2018	FY6/2019	FY6/2020	FY6/2021	FY6/2022	FY6/2023
Scope 1	0	0	0	0	0	0
Scope 2 Office electricity consumption	516	520	435	349	172	86
Scope 3						
Emissions from the use of cloud services*2	※1	※1	※1	217	131	61
Emissions from fuel- and energy-related activities not included in Scope 1 or 2	※1	※1	※1	※1	※1	44
Emissions related to employee business travel	※1	※1	※1	※1	※1	99
Emissions related to employee commuting	※1	※1	※1	※1	※1	143

*1 Figures not provided due to the difficulty of calculation.

*2 CO2 emissions for cloud service providers are calculated using the calculation tools they provide.

	FY6/2018	FY6/2019	FY6/2020	FY6/2021	FY6/2022	FY6/2023
CO2 emissions per capita (Scope 2) (t-CO2)	0.52	0.49	0.42	0.32	0.15	0.07
Office electricity consumption (kwh)	121	122	106	84	67	65

Initiatives for All Stakeholders

Social Issues



Contributing to Society by Providing Data and Know-How

Our policy

We believe that one of the social missions of our Group is to understand, analyze, and disclose the situation of consumers due to social changes. We will publish a wide range of knowledge gained through our Group's businesses, including marketing research, in the form of reports and columns. We will share information that captures changes in individuals, companies, and, ultimately, society as a whole.

Macromill Weekly Index / Macromill Weekly Index Asia

Since 2011, we have published the Macromill Weekly Index, which offers highly up-to-date information on a wide range of indicators obtained from a panel of consumers in Japan. It includes weekly consumption amounts and categories, consumer sentiment, and business confidence. In a testament to the trustworthiness of this data, extracts have been used in the Japanese Cabinet Office's 'Cabinet Meeting Documentation about the Monthly Economic Report'. Since 2020, the Company has also published consumer trends of Asian regions in the Macromill Weekly Index Asia.

Macromill Weekly Index

https://www.macromill.com/data_and_insights/weeklyindex/ (Japanese only)

Macromill Weekly Index Asia

https://www.macromill.com/data_and_insights/weeklyindex_asia/ (Japanese only)

Interview with Cabinet Office

<https://www.macromill.com/press/case/20220222.html> (Japanese only)

Using a Survey on the Great East Japan Earthquake to keep the disaster from fading from public memory

Since 2017, we have partnered with Kahoku Shimpo to jointly conduct an annual survey about the Great East Japan Earthquake. While highlighting the process of reconstruction, we are working to support disaster-stricken areas by sharing survey data. We aim to ensure that this disaster does not fade from public memory.

Macromill Weekly Index / Macromill Weekly Index Asia

Published weekly on our corporate website. By selecting categories such as consumption and prices, one can filter items including region, gender and age, and easily collect, organize, and analyze the necessary information.



Publishing a wide variety of research reports

In addition to research on SDGs, we conduct a wide variety of surveys based on social conditions and publish the results free of charge.



Collaboration with Academic Institutions

Developing talent who can bridge business and academia

We believe our mission is to pass on the knowledge cultivated by Macromill in marketing research and other diverse areas from an early stage to younger generations, empowering them to support future business and developing talent who will take an active part in society. Our employees view the process of teaching practical skills that are directly connected to business and cultivating the human resources society needs as an opportunity for their own growth. This guides the wealth of initiatives we are pursuing with various schools.

Support for student's skills at Nishogakusha University, research initiatives with universities

We have been holding courses teaching students how to formulate marketing strategies since 2019. With the cooperation of House Foods Group, YOHO Brewing, and Takanashi Milk Products, we provide practical support for students to hone their skills, including helping them conduct analysis and create presentations based on actual purchasing data and questionnaires.

We are also pursuing initiatives in the research field, including creating research and analysis reports with the university, authoring academic papers, and giving presentations at conferences.

Data scientist training in collaboration with Shiga University

Since 2019, we have been working with the graduate school of Shiga University, sending employees to its Graduate School of Data Science for ongoing training as data scientists. Creating opportunities for employees to learn while working, we have put a system in place that allows employees to grow together with the Group by applying the knowledge they have acquired to their work.

Joint efforts by Tokyo University of Science, Hitotsubashi University, and Eight Hundred

We are pursuing collaboration with the Tokyo University of Science Center for Data Science and Hitotsubashi University, a national university, to train data scientists. By providing Macromill's diverse marketing data and capitalizing on the personnel of subsidiary Eight Hundred who have advanced expertise in data utilization, we are aiming to create opportunities for students to gain more practical expertise and develop data scientists who can play an active role in the real world.

Each year, our employees also serve as instructors, holding lectures and seminars centered on marketing at more than 20 high schools and universities in Japan.



In July 2023, we entered into a collaboration agreement with Hitotsubashi University. Members of the Faculty and Graduate School of Social and Data Science, newly established in April 2023, took part in the signing ceremony.



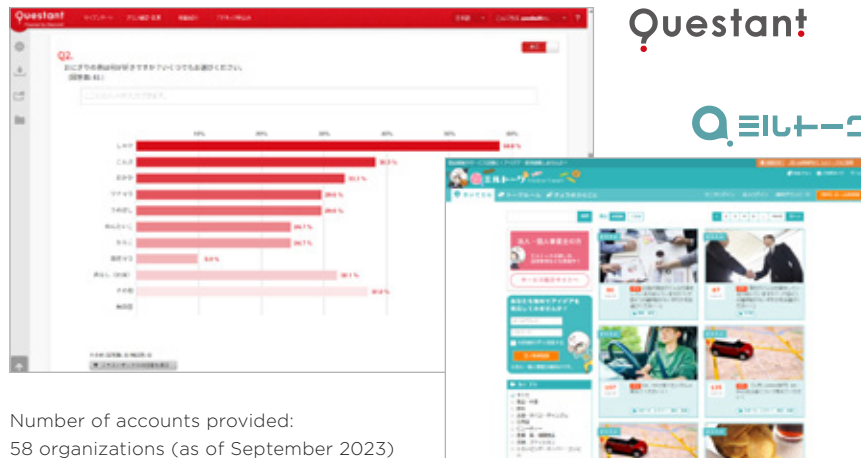
Contributing to Society through Goodmill's Activities

Goodmill's social contribution activities

Goodmill is a social contribution program we have carried out since 2018, based on our belief that we can use research to make the world a better place. As part of our CSR strategy, we are engaging in a variety of initiatives, including research support for NPOs and other non-profit organizations, as well as volunteer activities and other efforts.

● Special free plans for "Questant" and "Mill Talk"

For non-profit organizations, we provide special free plans for "Questant" and "Mill Talk", Macromill's self-service research suite.



Examples of organizations that use the system (extract from a list)



Picture book campaign

We are taking part in a campaign to deliver picture books sponsored by the Shanti Volunteer Association. We helped with volunteer activities to create and deliver picture books using stickers translated into local languages to children in Southeast Asia.



Work experience for junior high school students

We hosted students from Konan Junior High School in Tokyo's Minato Ward for a work experience program. Over the course of three days, students learned about business etiquette and the basics of research, created questionnaires using "Questant," analyzed the results, and made presentations.



Contributing to Society through Goodmill's Activities

Examples of initiatives at group companies

Each of our Group companies engage in a variety of social contribution activities. The following are some examples.

H.M. Marketing Research, Inc.

- H.M. Marketing Research donates food stockpiled for disasters that is nearing its expiration date to the NGO Food Bank Chiba. It also donates surplus stationery to Eco Trading.
- This subsidiary also switched its in-house vending machines to models labeled with SDG marks (and that can be opened with a key in case of disaster). For every drink purchased, we donate ¥3 to the Japan Association for the United Nations World Food Programme, a certified NPO.



Macromill Embrain Co., Ltd. (Korea)

- Subsidiary Macromill Embrain is conducting a "1%+Donation" campaign to support the Korean Organization for Rare Diseases and the Korea Down Syndrome Society. Under this campaign, each month it accepts 1% of total monitoring costs (accumulated) as a donation and also collect donations from its research panels. To date, it has donated approximately ₩700 million (roughly ¥81 million) to these organizations.

1%+ DONATION



