

BIPROGY Inc.
Retail Business Briefing
held on March 30, 2026

Principal Questions and Answers

(with certain details modified in an attempt to provide readers with a deeper understanding)

[Questioner A]

Q: As a result of making Catalina Marketing Japan K.K. (hereinafter referred to as “CMJ”) a subsidiary, will BIPROGY’s existing solutions for retailers be able to enhance their added value in ways that stimulate demand growth, or enable cross-selling to manufacturers, which are CMJ’s key clients?

A: There are customers for whom only CMJ provides services, and others for whom only BIPROGY provides services. Going forward, we plan to combine the services of both companies to enhance marketing effectiveness and introduce both companies’ solutions to each customer. In addition, BIPROGY’s solutions for manufacturers (Needs Connect, Smart Campaign, Live kit, etc.) demonstrate their value to manufacturers by focusing on consumer touchpoints; these solutions serve as a complement to CMJ’s services, and we believe that demand can expand as marketing effectiveness increases.

Q: What is the current revenue scale of the CX/OMO areas?

A: As of FY2024, BIPROGY’s individual CX/OMO areas are still in its growth phase, but it is expected to grow by working in combination with CMJ’s services.

Q: Regarding CMJ’s profitability, why is the profit margin low despite holding high coverage purchase data? Also, will operating leverage take effect and improve profitability toward FY2030?

A: Although CMJ’s individual financial results are not disclosed, revenue for the fiscal year ended December 2025 grew by approximately 20% year-over-year, and it achieved solid EBITDA. Currently, the company has certain fixed costs and its profitability is low, but we believe that profitability will improve toward FY2030 through revenue growth.

[Questioner B]

Q: Does the scale of data held by CMJ’s retail media network (AOUMI) which consists of data from 13,000 retail stores, 150 million user IDs, and annual sales of 14 trillion yen represent a true competitive advantage when compared with the scale of the entire retail industry in Japan?

A: The total number of retail stores is extremely high. However, CMJ’s strength lies in the fact

that it does business with major customers that account for approximately 14 trillion yen in sales within the roughly 23 trillion yen market for supermarkets and drugstores, which are CMJ's primary targets.

Q: Why is CMJ's business sustainable in Japan, even though Catalina Marketing Corporation in the U.S. went bankrupt?

A: This is due to differences in the structure of retail businesses between the United States and Japan. In the United States, there are many mega-retailers that tend to complete their marketing strategies in-house. In Japan, on the other hand, there are few mega-retailers, and there is a strong demand for the outsourcing of marketing functions.

[Questioner C]

Q: Which will drive future growth in the retail area, retailers or manufacturers?

A: We believe that growth will be driven by both retailers and manufacturers. As we expand our services for retailers, our value proposition to manufacturers will also strengthen, leading to growth through synergy.

Q: How much potential does CMJ have to expand its manufacturer base? How much potential is there for cross-selling between BIPROGY and CMJ?

A: CMJ implements its own marketing strategies based on data analysis and we believe that there is untapped potential among manufacturers that have not yet utilized its services. Regarding cross-selling opportunities, the company is currently in the process of identifying markets and customers after joining our Group in January 2026. We will consider making further disclosures at a later date.

Q: Regarding the CMJ's contribution margin ratio, what level should we assume?

A: While we do not disclose CMJ's individual financial results, we will consider disclosing them once we reach a stage where we can provide an explanation based on future growth in the retail area.

Q: Which of BIPROGY and CMJ is expected to contribute more to the 15 billion yen increase in revenue in the retail area from FY2026 to FY2030?

A: Regarding the revenue growth outlook through FY2030, while BIPROGY is expected to see revenue growth in the store digitalization and D2C domains, CMJ is expected to make a larger contribution.

[Questioner D]

Q: Does CMJ pay retailers a fee to receive integrated data from them?

A: CMJ covers the costs of equipment such as printers and PCs installed at each retailer's store for issuing coupons, as part of its business investment.

[Questioner E]

Q: By acquiring CMJ, have you now secured all the capabilities you require in the retail area? When you pursue further M&A, which areas would you like to strengthen?

A: We have incorporated CMJ into our Group as part of our growth strategies for the CX sector. Going forward, we plan to explore M&A opportunities, focusing primarily on AI partners capable of increasing the sophistication of data analysis and areas such as AI technologies for leveraging data stored in stores.

Q: How likely is it that CMJ's services will be replaced by those of other companies?

A: Since there is little need to change service providers if the marketing is highly effective, the retention rate is currently very high. We will maintain and improve the accuracy of our marketing through the use of AI.

[Questioner F]

Q: My understanding is that CMJ's scale advantage comes not from increasing the number of stores adopting its system, but from expanding revenue at stores that have already adopted it. Is that correct?

A: Essentially, your understanding is correct. Going forward, as manufacturers' promotional budgets shift toward the retail media sector, we can expect profitability to improve even among existing customers.

[Questioner G]

Q: What is the outlook for CMJ's capital investments in installing printers and PCs at retail stores?

A: Capital investments at individual stores will be implemented based on marketing agreements with manufacturers, while carefully evaluating cost-effectiveness.

Q: Regarding CMJ's revenue structure, my understanding is that revenue from manufacturers is the main source, while revenue from retailers is limited. Is that correct?

A: At this point, revenue from manufacturers is the primary source. In the future, we will explore revenue opportunities from retailers through synergies with BIPROGY.

(Note)

Forecasts in this document rely on judgments and assumptions based on information available at present. Actual results may differ from the forecasts due to changes in risks, uncertainties, economy and other factors. Thus, the certainty of these forecast is not guaranteed by our Group. Also, the information is subject to change without prior notice in future. Information in this document is intended to provide further understanding of the Company Group and is not intended to solicit investment. This Company shall not be held responsible for any damages whatsoever incurred as a result of utilizing the information provided in this document.