

Value Creation That Accelerates Growth

STRATEGY BLOOM CONCEPT, a Product That Replicates the Concept Development Process Using AI (Hakuhodo DY Group)



Democratizing Creativity Within the Hakuhodo DY Group

The Hakuhodo DY Group has long supported client value creation by combining its distinctive *sei-katsu-sha* insight with cutting-edge technology. CREATIVITY ENGINE BLOOM (BLOOM), the next-generation platform developed and operated by Hakuhodo DY Holdings, serves as a foundation that goes beyond conventional marketing and creative frameworks to comprehensively drive sustainable growth for clients.

A key component of BLOOM is STRATEGY BLOOM CONCEPT, a product that makes the Group's exceptional creativity and strategic thinking, which have been honed over many years, widely accessible through the power of AI and data technology.

STRATEGY BLOOM CONCEPT uses AI to re-create the concept development methodology mastered by Takahiro Hosoda, chief creative officer of TBWA\HAKUHODO and winner of numerous international advertising awards. By conversing with AI, users can generate compelling concepts, from defining the target audience and uncovering insights to differentiating from competitors and shaping a key concept—a planning process that was once the exclusive domain of seasoned specialists.

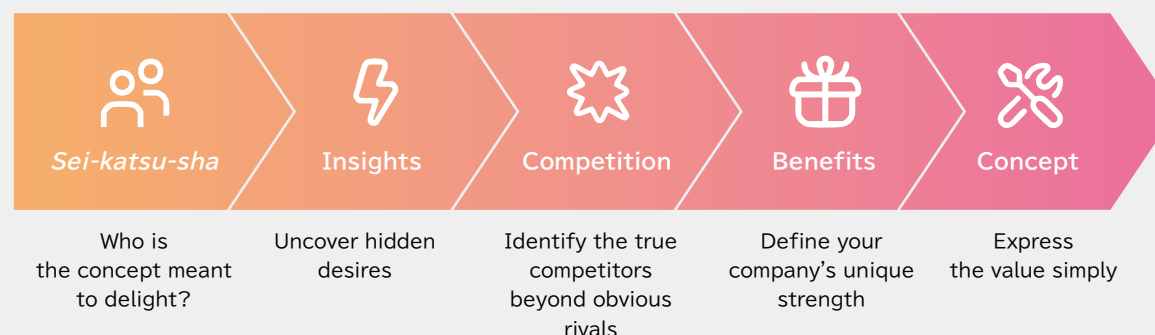
Experiencing advanced concept development with AI support also fosters knowledge transfer within the organization. In the advertising and marketing industry, high-level expertise and unique creativity have traditionally powered client problem-solving and business growth, but such know-how has tended to remain tacit and personal, making it difficult to share or inherit across the organization. STRATEGY BLOOM CONCEPT helps overcome this challenge, enabling teams companywide to achieve a higher level of creativity and strategic planning.

Since its launch, multiple clients have expressed interest in using STRATEGY BLOOM CONCEPT for their own

communication planning and production projects. We have also received inquiries about leveraging the know-how behind its development to codify and systematize the tacit skills of top talent within their organizations, another sign of the strong response it has generated.

Going forward, both BLOOM and STRATEGY BLOOM CONCEPT will continue to evolve alongside advances in AI and data science, expanding access to the Hakuhodo DY Group's world-class creativity and expertise. These platforms will strengthen the Group's collective capabilities and help enhance its corporate value.

Planning Process Recreated by STRATEGY BLOOM CONCEPT



Value Creation That Accelerates Growth

Developing Breakthrough AI Solutions at kyu Pulse (kyu)

kyu
PULSE

Kip Drives Significant Improvement to Marketing Campaigns

With Kepler's Kip platform, we already had one of the most effective, AI-enhanced audience insights, media campaign optimization and workflow automation platforms in the industry. And, we knew it could provide the foundation for a cross-Pulse platform to enhance all of our companies' engagement models. In just a few months, a multidisciplinary team drawn from across the network has expanded Kip functionality to provide agentic creative, generative engine optimization, automated and AI-enabled email iteration, product listing optimization to enhance e-commerce results, and more. This means that more and more Pulse clients are seeing sharper audience insights and targeting, faster more holistic campaign optimization, enhanced campaign learnings, and up to 200% improvement to marketing results.

We continue to invest in AI tools and engineering resources. So, we only expect the pace of platform innovation and expansion to accelerate in the coming months.

Cross-agency platform "Kip"

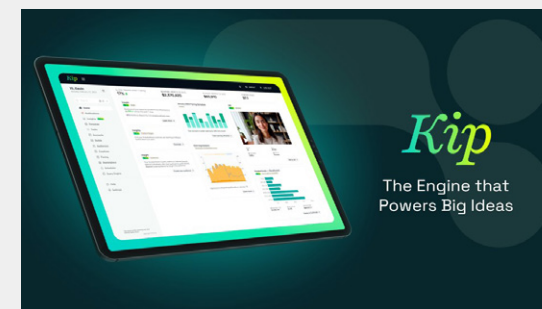
Kip is a proprietary, cross-agency platform that enables more holistic translation of audience and market insights into integrated activation plans and breakthrough campaigns.

With a near-constant stream of new feature releases, it provides an environment where humans and machines are working in concert to drive truly breakthrough innovation and client results.

For example, the platform enables:

- expert strategists to more effectively mine market, client, campaign and consumer data
- creative teams to leverage the latest AI tools to more nimbly craft messages and visual assets that break through in the marketplace
- channel experts to harness automation tools and more impactfully and rapidly build, iterate and optimize tactics across the consumer lifecycle—including media, CRM, commerce storefronts, and more
- data scientists and campaign analysts to leverage automated analytics and uncover more granular and actionable insights

Kip also empowers Pulse teams and clients to use tools like Kip AIR ("AI Recommendation Engine") to push into new frontiers like generative engine optimization as brands increasingly market to both consumers *and* AI agents—an idea that was relegated to science fiction just a few short years ago.



Value Creation That Accelerates Growth

Full-Scale Entry into IT Consulting and Implementation: Integrating *Sei-katsu-sha* Insight and Creativity with IT Capabilities

Strengthening One-Stop Services from Strategy to IT Implementation and Operation

Establishment of Joint Ventures with NTT DATA and iRidge

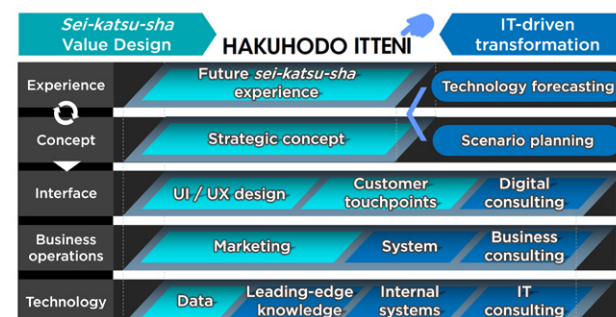
The evolution of technology is fundamentally transforming the nature of business. In response to this sweeping tide of change, HakuHodo has made a full-scale entry into the IT consulting and implementation domain. By positioning IT not merely as a tool, but as a core driver for designing the future of *sei-katsu-sha* and creating new value for society as a whole, we are paving the way for the future of business.

To bring this strategy to life, in April 2025 we established two joint ventures: HAKUHODO ITTENI with NTT DATA Japan Corporation, and HAKUHODO BRIDGE with iRidge, Inc. By integrating HakuHodo's *sei-katsu-sha* insight and creativity with the specialized IT expertise of each partner company, we are now able to provide end-to-end support—from business strategy through IT implementation and operation—in one seamless offering. This enables us to strongly drive the business transformation of our clients while simultaneously solidifying a new revenue base for the HakuHodo DY Group in the IT domain.

Initiatives at HAKUHODO ITTENI

Advances in technology are bringing profound opportunities for transformation to companies and to society as a whole, reshaping how people live and act. HAKUHODO ITTENI works in step with these currents of change and this turning point in the era, partnering with clients to create new markets and generate new *sei-katsu-sha* experiences and behaviors. By combining HakuHodo's strength in *sei-katsu-sha* value design with the IT capabilities of the NTT DATA Group, which has long supported the foundations of industries and society, we provide end-to-end support, from formulating business strategies to designing and implementing systems that influence and encourage *sei-katsu-sha* behavior, with true capacity to make things happen.

Projects are already underway, such as developing AI-powered services with manufacturing companies, proposing transformations toward sustainable public services, and conducting advanced data analysis initiatives. We are committed to driving business design and *sei-katsu-sha* behavioral design that open up the future, creating new experience frameworks, and energizing and transforming Japan.



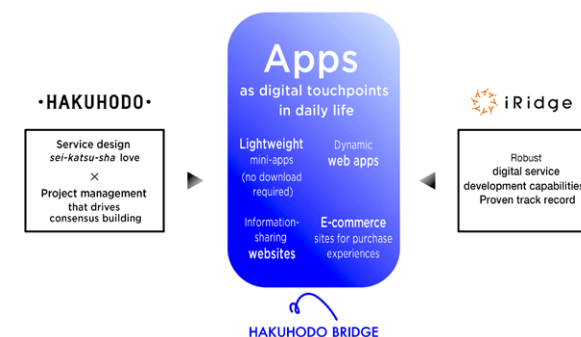
Initiatives at HAKUHODO BRIDGE

The role and significance of digital services, especially apps, as engines for generating both business value and brand value are being reexamined and newly appreciated.

HAKUHODO BRIDGE combines service design and project management capabilities with iRidge's robust development expertise to deliver valuable, well-structured concept and development processes.

We are already engaged in projects such as large-scale digital platform updates for infrastructure companies, UI/UX design for apps developed by manufacturers, and seamless, end-to-end support from strategy formulation to requirements definition, design, and both front-end and back-end development.

We continually ask ourselves what *sei-katsu-sha* are seeking from apps and the web; what kinds of value, functionality, and experiences can companies and brands offer at these digital touchpoints; and how that will make the world better. Guided by these questions, HAKUHODO BRIDGE will continue to conceive and create better digital services.



Value Creation That Accelerates Growth

A Management Partner That Realizes Business Growth by Integrating Design Thinking and Strategic Thinking (ENND Partners)

Supporting Corporate Transformation Through Strategy/Design Consulting and the Group's Creative Talent

Launched in March 2024, ENND Partners is the first collaborative professional services company to closely integrate human-centered design with a logic- and fact-based strategic approach, committed to creating both social and economic value from a long-term perspective. Its mission is to realize social and economic value creation and corporate transformation that put people and management first.

Since its establishment, ENND Partners has rapidly expanded its work with senior executives of major clients—including CEOs, CDOs, CHROs, and heads of new business—and has already led multiple high-impact projects. These include developing and implementing design-driven management strategies for a global manufacturing company, defining future business processes and training next-generation leaders for an energy company using a design thinking approach, and designing services and launching organizations in Asia for a healthcare-related business.

In each project, ENND Partners has successfully delivered services in collaboration with overseas Group companies such as IDEO and SYPartners, as originally envisioned. Its ability to combine deep understanding of clients' industry structures and strategies with design thinking, translating insights into tangible service design and communication measures, has been highly praised. It is also recognized for applying analysis methods from social and organizational psychology and behavioral economics to employee transformation, driving operational reform and innovation with measurable business impact.



ENND Salon, an event for executives and next-generation leaders

In the emerging field of AI and human productivity and creativity, its strategic initiatives in partnership with the Human-Centered AI Institute (HCAI) have become a key differentiator.

A large share of its work focuses on sectors that form the backbone of Japan's gross domestic product, such as business-to-business manufacturing (chemicals and materials), energy infrastructure, healthcare, and IT, positioning ENND Partners at the front lines for refreshing the Group's client portfolio and creating future business opportunities.

Clients especially value and rely on ENND Partners as a partner that executes strategies effectively and at scale. Facilitating execution is the close collaboration with the

Hakuhodo DY Group's network of 450 companies and approximately 29,000 creativity-driven professionals. In every initiative, creative talent is involved from the upstream stages, working together with ENND Partners to design and implement solutions, from product development and communications to system and AI architecture. In an era of AI-driven transformation, conversely, the expectations of creative professionals in corporate change are ever-growing. ENND Partners is helping deliver on those expectations by combining cutting-edge strategy and design consulting with the capabilities of globally active creative talent, contributing to the Group's evolution toward its vision of becoming a creativity platform.

Value Creation That Accelerates Growth

Nomatica, a Multi-AI Agent System (HAKUHODO Technologies)

Intellectual Labor and Competitiveness in the Age of AI

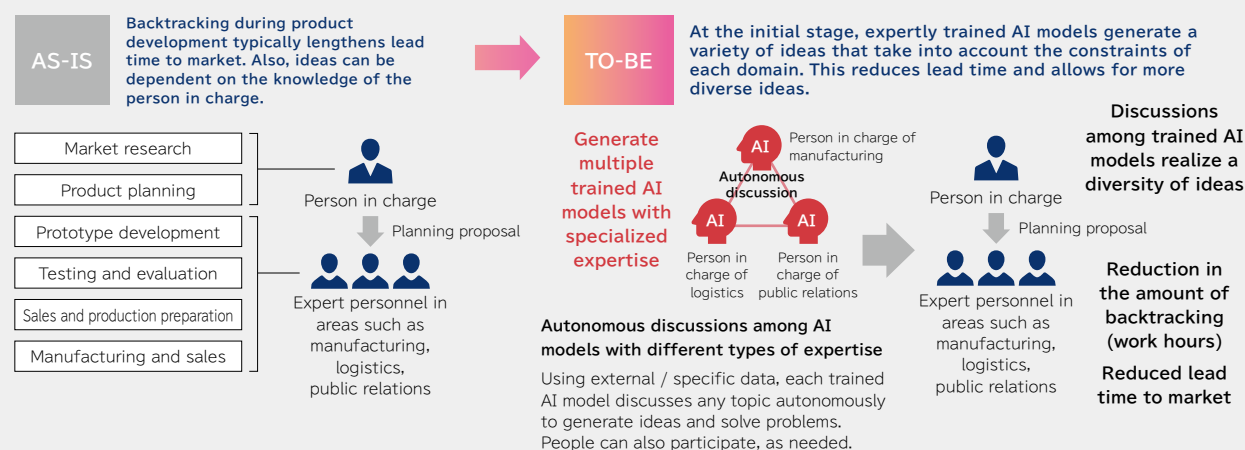
As of 2025, the AI market has shifted from the experimental stage to full-scale deployment in society. In particular, the practical adoption of autonomous AI agents is becoming a decisive factor in corporate competitiveness. At the same time, as *sei-katsu-sha* needs diversify, businesses increasingly require deeper and broader expertise in areas such as product planning and development, content and marketing planning. To keep pace with this change, companies must go beyond relying solely on specialized talent and fundamentally transform the nature of knowledge work itself.

To support the sustainable growth of clients, the Hakuodo DY Group is advancing product development that leverages cutting-edge technology. At the center of these efforts is Nomatica, a multi-AI agent system.

About Nomatica, the Multi-AI Agent System

Nomatica is a multi-AI agent system in which multiple autonomous AI agents, each with its own specialty and role, work together to deliver multifaceted outputs to complex business challenges. Unlike typical generative AI tools, which respond from a single perspective, Nomatica allows multiple AI agents to collaborate and share opinions based on different points of view and expertise. This results in more practical, multi-angled insights and proposals. In addition, by drawing on the *sei-katsu-sha* insight and know-how that the Group has accumulated over decades, Nomatica provides support that is deeply grounded in real-world business contexts.

How Multi-Agent Brainstorming AI Might Be Used in Product Development



Nomatica is offered as a software as a service (SaaS)-based solution, enabling clients to always access the latest generative AI. It also includes functionality to build custom AI agents, allowing businesses to tailor the system to their specific operational needs. This flexibility makes it adaptable across a wide range of industries and business types, expanding revenue opportunities.

Nomatica has already been adopted by multiple companies, generating use cases such as product planning and strategy development, with proven effectiveness in real-world operations. These achievements give us strong confidence in its potential as a revenue-generating SaaS business.

Outlook and Future Potential

By promoting the adoption of Nomatica, the Group has accumulated extensive expertise in AI agent development. Leveraging this expertise to create customized AI agents tailored to each company's unique challenges unlocks new possibilities for co-creation between humans and AI, enabling the creation of entirely new forms of value. Looking ahead, we will continue to drive the evolution of Nomatica in step with rapid technological advances, while actively supporting new business development rooted in *sei-katsu-sha* perspectives. Our goal is for Nomatica to go beyond being a mere business support tool and become a new growth pillar in our SaaS business portfolio.

Value Creation That Accelerates Growth

Maximizing IP Value and Creating Invaluable Experiences for *Sei-katsu-sha* (Hakuhodo DY Music & Pictures)

Developing a 360° Business Model in the Expanding Entertainment Market

Delivering the Entertainment You Love Most in the Best Possible Form

Hakuhodo DY Music & Pictures is an integrated entertainment company whose stated purpose is delivering the entertainment you love most in the best possible form. The company engages in all aspects of the visual entertainment business, with a focus on animation and film. By managing every stage, from content planning and production to business development, it places the maximization of intellectual property (IP) value at the core of its business model.

The Unique Strength of the 360° Business Model

The company's greatest strength lies in its original 360° business model, which develops IP across a wide range of media and domains. Beginning with the planning and production of visual content, the model encompasses theatrical distribution, Blu-ray/DVD releases, streaming, character merchandising, game adaptations, live events, and even corporate tie-ins.

Whereas typical production studios generate revenue primarily through video production, Hakuhodo DY Music & Pictures builds an integrated business around each IP, securing multiple revenue streams derived from a single property. This approach not only produces hit titles but also ensures long-term enhancement of IP value and the establishment of a stable revenue base.

Many of the titles in which the company has served as a key production committee member have evolved into successful franchises, demonstrating the effectiveness of this business model.

Expanding the Market with a Global Perspective

In recent years, Japan's animation market has grown rapidly, fueled by the worldwide expansion of streaming services. With global audiences increasingly discovering Japanese content, overseas markets now account for roughly half of total market value.

Recognizing this trend early, the company has focused on overseas sales since its founding. It has built a strong network of distributors and platforms across North America, Europe, and Asia, identifying content with international potential from the earliest stages of planning and production. This allows the company to develop business plans that incorporate global expansion even before a work is completed, turning domestic success into substantial overseas revenue.

Enriching Society and Everyday Life Through the Power of Content

Beyond expanding IP as a business, Hakuhodo DY Music & Pictures sees its mission as enriching people's hearts through the entertainment they love most. By connecting the emotions and excitement evoked by its works—from the big screen to home viewing, from live events to merchandise that brings excitement and entertainment to daily lives—the company aims to move *sei-katsu-sha* emotionally and energize society as a whole.

In the continuously expanding entertainment market, the company's mission remains to maximize IP value and create invaluable experiences for *sei-katsu-sha*.

Live Action



April Come She Will
© 2024 "April Come She Will" Film Partners

Anime



Mushoku Tensei: Jobless Reincarnation Season 2
© Rifujin na Magonote / MF Books / "Mushoku Tensei II" Production Committee



Goblin Slayer II
© Kumo Kagyu, SB Creative / Goblin Slayer 2 Production Committee



The Vampire Dies in No Time 2
© Itaru Bonnoki (Akita Shoten) / The Vampire Dies in No Time 2 Production Committee



Is It Wrong to Try to Pick Up Girls in a Dungeon? V
© Fujino Omori, SB Creative / DanMachi 5 Production Committee



Is the Order a Rabbit? BLOOM
© Koi, Houbunsha / Is the Order a Rabbit? BLOOM Production Committee

Value Creation That Accelerates Growth

Supporting Startups in the Deep Tech Domain
(Hakuhodo DY Group)Promoting the Social Implementation of Promising
Technologies and Contributing to Social Impact

Deep tech fields such as AI, biotechnology, and clean energy have the potential to fundamentally transform society and industry. In recent years, deep tech startups (DTSUs) have attracted growing attention as key players in solving increasingly complex social issues. The Hakuhodo DY Group is accelerating initiatives that support the growth of these startups through collaboration among industry, government, and academia—helping to solve social challenges and create new industries. The Group not only builds ecosystems through initiatives such as WE AT Challenge, a pitch event for entrepreneurs and researchers tackling global issues, and NINEJP, a program connecting nine university-based startup hubs across Japan to showcase promising research to the world, but also brings its unique creativity to make promising technologies visible and promote their social implementation. Recently, the Group has invested in and provided hands-on support to DTSUs such as Fermecutes, Inc., which uses bacterium-derived protein to address food security issues, and TOWING Co., Ltd., which promotes decarbonization in agriculture through biochar—demonstrating its commitment to creating positive social impact.

WESION, a Query-Driven Incubation Program
(Hakuhodo)Incubating the Businesses of the Future with
Proof-of-Concept Field Partners

Hakuhodo has launched WESION, an incubation program designed to accelerate new business development in collaboration with operating companies. The program provides a field for proof-of-concept experiments and practical trials, enabling corporate partners to test and realize new ideas in open engagement with *sei-katsu-sha*, establishing a new model of incubation.



The first phase of WESION is being conducted in collaboration with East Japan Railway Company, using TAKANAWA GATEWAY CITY and its business co-creation hub TAKANAWA GATEWAY Link Scholars' Hub as field partners.

This program supports the entire process, from developing business ideas born from creative questions, to field testing, to full social implementation. Led by Hakuhodo's MIRAI Business Division, a unit that develops new businesses, it mobilizes the Group's knowledge and resources while bringing in external partners and specialists with strengths in business development to provide comprehensive support.

By combining incubation with *sei-katsu-sha* value design, the program aims to co-create new businesses with *sei-katsu-sha*, clients, media partners, and stakeholders across industry, government, and academia—transforming people's lives and society for the better.



Value Creation That Accelerates Growth

Shaping the Future of Business with Innovative Solutions Across India (AGL)



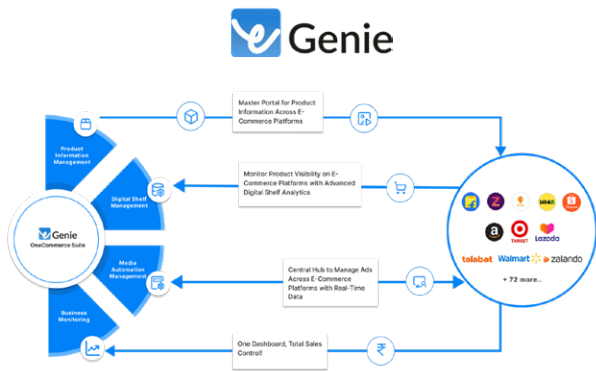
E-Genie: A System that Supports the Advancement and Transformation of E-Commerce

E-Genie OneCommerce Suite is an all-in-one platform built to help brands crack the complexities of e-commerce and quick commerce. It unifies four powerful solutions: Product Information Management, Digital Shelf Management, Media Automation, and Business Monitoring to drive data-driven e-commerce strategies.

With digital shelf management, E-Genie monitors product visibility, enabling brands to optimize discoverability and beat competition. E-Genie’s media automation hub empowers real-time ad management, solving inefficiencies in campaign execution. Business monitoring delivers a single dashboard view of sales, ensuring brands have total control over performance. Finally, product information management is standardized across platforms tackling the common challenge of inconsistent listings.

What makes E-Genie unique is its end-to-end integration, consolidating fragmented tools into one powerhouse

that automates, analyzes, and accelerates growth. For brands, it is not just a tool but a game-changing enabler to win in today’s dynamic digital retail landscape.



Overview of AGL	
Company name	AdGlobal360 India Pvt. Ltd. (AGL)
Head office	Gurugram, India
Coverage	Provides services across 32 cities in India through seven offices
Number of employees	1,100
Founded	2009 (Founders: Mandeep Singh (current chairman) and Rakesh Yadav (current CEO))
Joined the Hakuhoodo Group	2020
Business overview	AGL provides comprehensive support for clients in rapid and efficient product development and marketing through four key areas—technology, data science solutions, digital marketing, and digital transformation consulting. By designing tailor-made frameworks (software, operating systems, and digital transformation platforms) and fostering collaboration between UX experts and strategic planners, the company delivers agile, data-driven solutions that drive measurable results.
Accolades	Maddies Awards, Martequity Awards, IAMAI Honors*, among others

* Maddies Awards, Martequity Awards and IAMAI Honors recognize excellence in the use of advanced technology in digital marketing

E-Genie: Powering the Future of Commerce with AI-Driven Growth



Shweta Sharma
Chief Business Officer
AdGlobal360 India Pvt. Ltd.
Chief Executive Officer
Hakuhoodo Data Labs India

In highly competitive categories such as ready-to-drink beverages and laundry care, our clients faced the dual challenge of zero visibility and low consumer familiarity in crowded markets dominated by established players. Leveraging E-Genie, we shifted from conventional top-funnel strategies to performance-led, outcome-driven approaches.

For beverages, mid and lower funnel targeting, precision in ad formats, and dayparting via E-Genie ensured ads were live during peak buying windows. Combined with auto-rules optimization, this strategy delivered up to three times higher share of voice and 40% stronger ROI versus traditional methods.

In laundry care, the limitation of a single stockkeeping unit was overcome by creating virtual combos, tripling ad slots and boosting visibility by 45%. With E-Genie’s Share of Search tracking and automation, we consistently optimized bids, enhancing impressions and conversions reducing overspending by 35%. These successes demonstrate how E-Genie empowers brands to disrupt cluttered categories, drive visibility, and accelerate conversions with measurable impact.

Looking ahead, E-Genie is positioned to be a growth catalyst for brands navigating the dynamic e-commerce and quick commerce ecosystem. With expanding automation capabilities, predictive analytics, and deeper media integrations, the tool will help brands anticipate market shifts and stay ahead of competition.

The next phase will see Generative AI embedded into workflows, enabling automated content creation for product listings, ad creatives, and campaign optimization, dramatically improving efficiency and reducing turnaround times. E-Genie’s roadmap ensures brands achieve scalable, data-led, and AI-powered performance strategies to remain future-ready.

Value Creation That Accelerates Growth

Evolution of kyu Pulse: The More Modern Agency Network

kyu
PULSE**Rick Greenberg**kyu, President
kyu Pulse, CEO**The Launch of kyu Pulse**

With the advent of AI, the continued changes to the ways consumers interact with brands, and the unceasing performance pressures that marketers now face, we realized in 2024 that clients needed a new type of partner: one more flexible in its approach than the traditional agency groups, more able to fluidly combine specialist skillsets to meet clients' bespoke needs, and more forward-looking and agile when it comes to innovating around data and technology.

Based on that insight, we launched kyu Pulse in fall 2024 to define a more modern model that stitches nine marketing specialist companies more closely together—and enables them to collaborate in real time based on a shared set of practices, audience and market insights, and an evolving AI-driven platform that makes us faster and smarter. From day one, we focused on building custom teams for each shared client—enabling strategists, creatives, digital specialists and technologists from across Pulse to work together more seamlessly than other networks.

Pulse Fluidly Unites Creative, Media, Data, AI, CRM and Experience Specialists Across a Global Footprint

We're now a year into the project and the results have exceeded all expectations.

Our cross-agency teams are innovating at every level—including senior executives collaborating on capabilities expansion and joint client delivery, technologists expanding our platform capabilities, and mid-level teams partnering across companies to upgrade our group across a wide array of issues including program strategy development, client communications, and cross-company teaming practices.

We have found this approach more effectively responds to clients' evolving needs, which often require solutions beyond the reach of any single agency. For example, we have had clients that start with a media brief, then ask for CRM or sports activation, and then live event design and implementation—all with a mandate for a seamless cross-channel consumer experience. Because Pulse mobilizes cross-disciplinary expertise under one accountable lead, the experience is faster, clearer, and more effective.

From the Beginning, This More Fluid Collaboration Approach Has Delivered Outsized Client Results

One of our first collaborations under the Pulse umbrella was for an apparel brand that saw strategy, creative and media experts from across the network co-create a brand relaunch which, within just a few months, grew awareness among its target audience from 55% to 71% and consideration from 47% to 60%—no small feat for an already-scaled brand.

Since launch, Pulse has consistently delivered similar levels of innovation and impact across engagement models and client types, including leading global brands in financial services, consumer goods, automotive, retail, luxury goods, telecom, and publishing.

A Unique Place to Be an Innovator

Founders like me have chosen to trust kyu with our companies because it works so hard to preserve and enable a sense of facilitated entrepreneurialism—where leaders and teams are empowered to experiment, push boundaries, and invest in new capabilities. That is exactly the philosophy we are applying within Pulse, and it has been a privilege to witness it come to life within all business functions and levels across every one of our companies.

Based on results to date, and the momentum the team has managed to build in so short a time, we remain confident that we are defining the agency model of the future.

Note: kyu Pulse is a network of eight companies, Sid Lee, Kepler, Bimm, Napkyn, Digital Kitchen, Yard, C2 and Haigo.