



MIXI INTEGRATED REPORT 2025

Fiscal Year Ended March 31, 2025



Orderly Wave Emerging from Disorder

Individual ideas and activities that are free, flexible, and at times may appear disorderly, come together as strands and bundles, fostering an order that is uniquely MIXI.

In Integrated Report 2025, this wave of MIXI Group, which is constantly in pursuit of innovation, is expressed in the key visual of the bands.

Editorial Policy

Creating more meaningful connections with our stakeholders

We would like to thank all who take the time to read this report. We are pleased to present MIXI Group Integrated Report 2025.

Covering all aspects, the report gives a complete picture of MIXI Group as it aims to enrich communication while further enhancing its corporate value and achieving growth. We hope that the report will help us gain the support of stakeholders and create deeper connections between us. Please feel free to start reading at whichever page catches your interest.

Reporting period

In principle, this report mainly covers our business activities and results for fiscal year 2025 (April 1, 2024, through March 31, 2025). The report also contains financial forecasts and other information on our activities before and after fiscal year 2025.

Scope of the report

MIXI, Inc. and MIXI Group companies

Month published

October 2025

Referenced guidelines

- The International Integrated Reporting Framework published by the International Financial Reporting Standards (IFRS) Foundation (formerly the Value Reporting Foundation [VRF])
- The Ministry of Economy, Trade and Industry Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation

Disclaimer regarding future-oriented statements

This report contains future-oriented statements concerning plans, strategies, and results. These reflect management assumptions based on information available to management as of the date of this report's publication and are thus subject to risks and uncertainties that may cause actual results to differ significantly from such statements. These risks and uncertainties include, but are not limited to, the economic environment in which MIXI Group's businesses operate, changes in the development status of products and services, and fluctuations in currency exchange rates.

MIXI Group Integrated Report 2025 Editorial Contributors

Corporate Planning Division, Public Relations Division, HR Strategy Division, Brand Design Department, Legal Affairs Division, Labor Management Division, Finance Planning Division



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ABOUT MIXI



ABOUT MIXI

Rather than merely providing efficient means to connect people, MIXI aims to inspire deeper, richer connections through the sharing of joy, excitement, and warmth.

MIXI will continue to create places and opportunities for meaningful connection, bringing delight and wonder to the world through authentic emotions and vibrant communication.

TAGLINE

Connection with meaning.

MIXI



PURPOSE

Enriching communication and
inspiring moments of joy.

Since our founding, we have maintained this singular purpose and we intend to deepen our commitment to it moving forward.

Rather than focus on increasing the quantity and frequency of communication, we strive to promote deep and meaningful connection. Through this endeavor, we believe we can inspire the creation of more moments of joy in the world.

MISSION

To provide space and opportunity for truly meaningful connections.

Simply connecting people is not enough to fulfill our purpose. We must enable the building of deep emotional ties.

We achieve this by providing both fun and exciting content that inspires communication, as well as the space and opportunity to connect meaningfully with friends and family around the world.

MIXI WAY

User surprise first.

To accomplish our mission, we will continue to focus on user surprise above all else.

Before prioritizing a user-first approach, marketing concerns, or even our own interests, we start with the question, "Would this be a pleasant surprise?"

This consideration applies to everything from production to management-level decisions.

VALUES

Innovation / Passion / Integrity

Be bold.

Forge a new path and shatter expectations.

Start from the heart.

Share aspirations and grow together.

Stay sincere.

Be honest with yourself and others.

BRAND SYMBOL COLORS

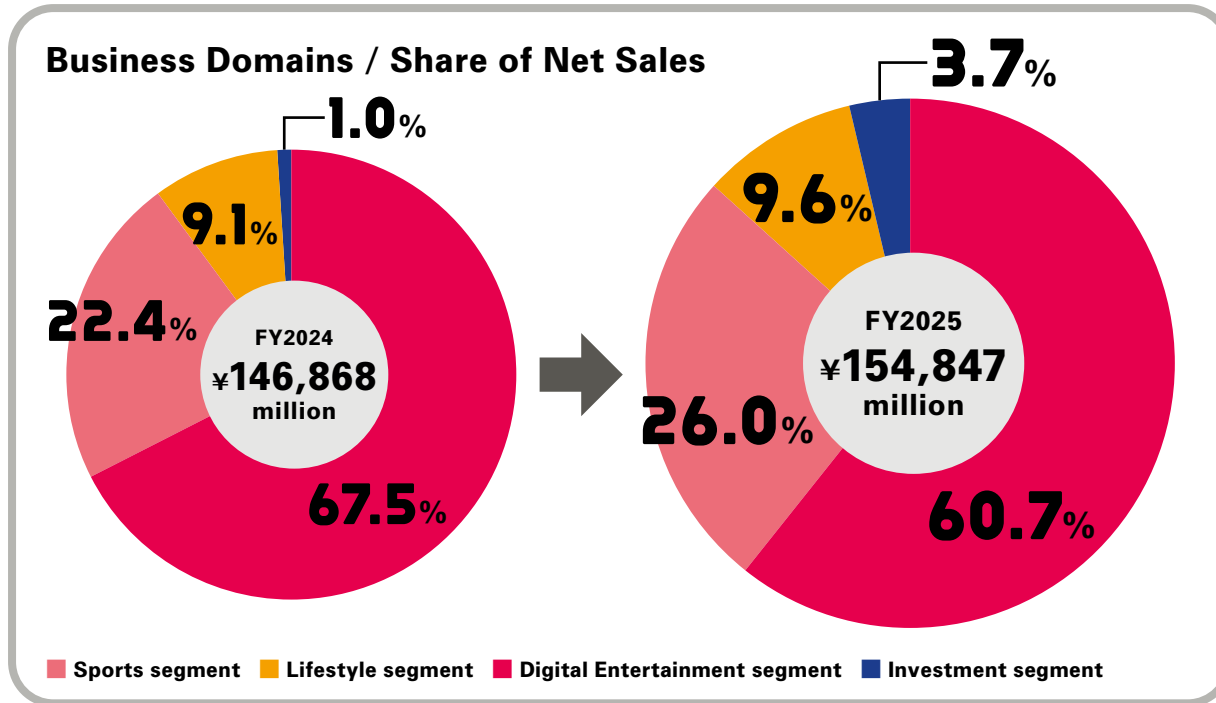


The color red expresses the spirit of excitement and adrenaline. MIXI RED stands for the excitement in connections provided by our Digital Entertainment and Sports businesses.

The color orange symbolizes the comfort and warmth in connections that make up the DNA of MIXI. MIXI ORANGE stands for the comfort in connections provided by our Lifestyle businesses.




OVERVIEW




MONSTER STRIKE (as of July 31, 2025)

Cumulative net sales Over
¥1.4 trillion




Users Over
64 million




FamilyAlbum (as of July 31, 2025)

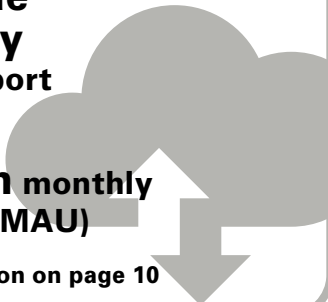
Percentage of overseas users Over
33%



Global reach
175 countries in 7 languages



Server-side technology that can support more than
10 million monthly active users (MAU)

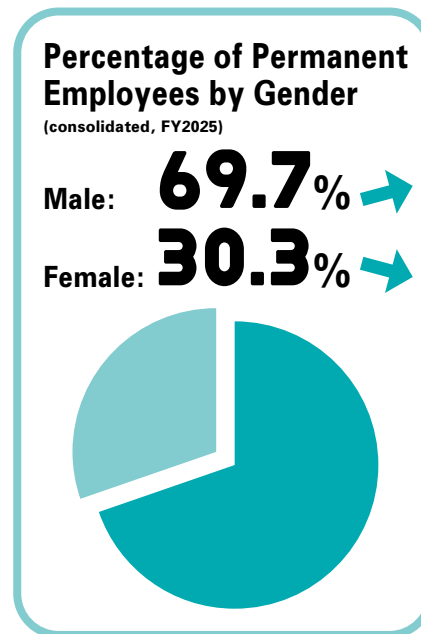
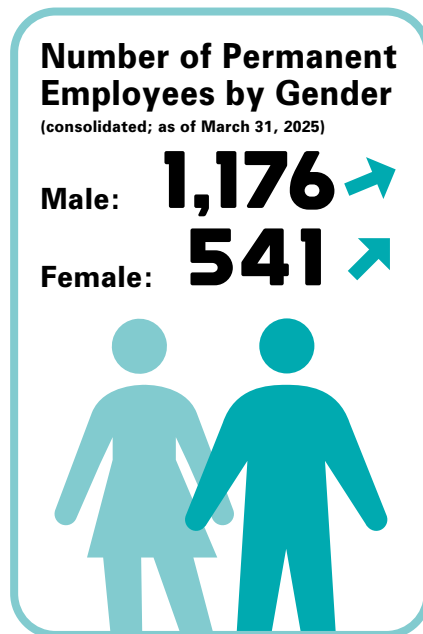
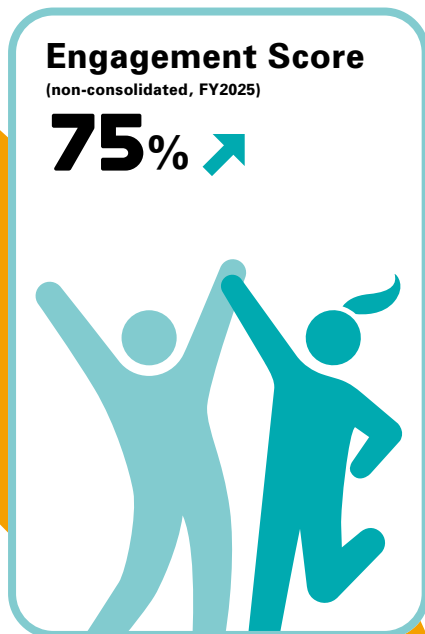
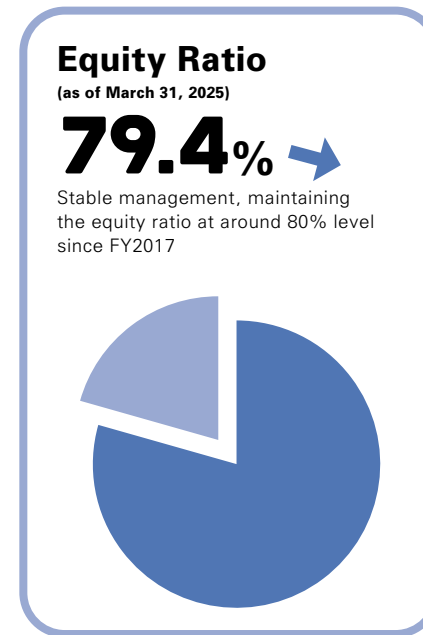
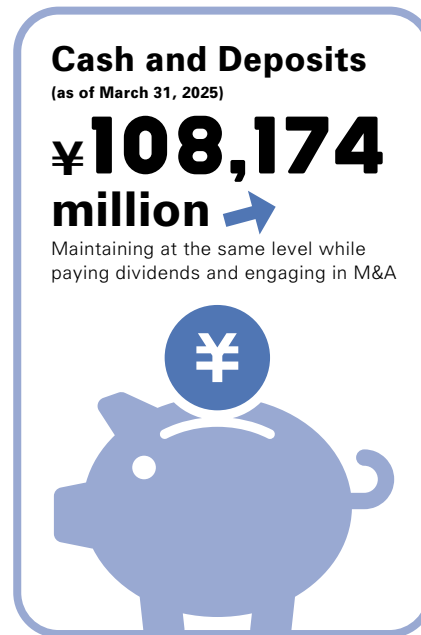
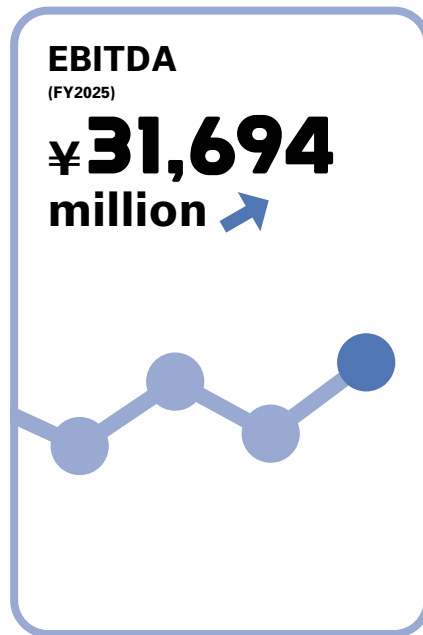
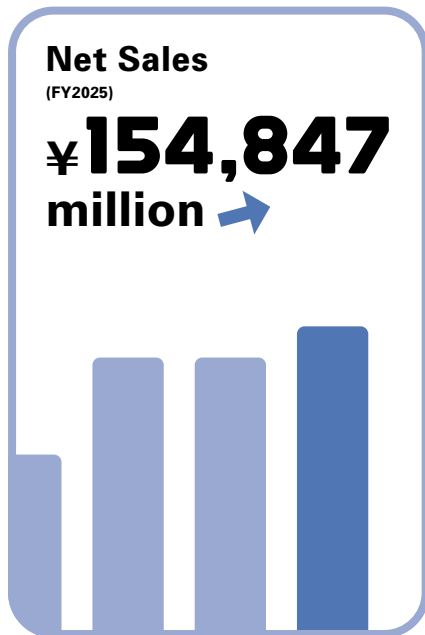


Related information on page 10

AI technology realizing operational efficiency and service quality enhancement



Related information on page 10



MIXI GROUP'S HISTORY



CORPORATE ACTIVITIES

JUNE 1999

E-Mercury, Y.K. is established

OCT. 2000

E-Mercury, Y.K. is restructured to form E-Mercury, Inc.

FEB. 2006

Company name is changed to mixi, Inc.

SEPT. 2006

Listed on the Mothers Section of the Tokyo Stock Exchange

APR. 2011

The *Find Job!* business is spun off and established as mixi recruitment, Inc.

SEPT. 2013

Family photobook creation service provider nohana, Inc. established as a consolidated subsidiary

DEC. 2013

All shares of matchmaking service provider Diverse, Inc. are acquired, making it a subsidiary

DIGITAL ENTERTAINMENT



OCT. 2013

Official launch of the mobile game *MONSTER STRIKE*

SEPT. 2015

MONSTER STRIKE takes the No. 1 spot* for the first time in the sales ranking *"App Annie Worldwide Index" games sales ranking



OCT. 2019

Publishing rights for *Kotodaman* are transferred to mixi

LIFESTYLE



NOV. 1997

Official launch of *Find Job!*



FEB. 2004

Official launch of the social network *mixi*



JAN. 2014

Launch of *minimo*



APR. 2015

Official launch of *FamilyAlbum*



JUNE 2019

All shares of SFIDANTE Inc. acquired

HISTORY

■ Sports Segment / Digital Entertainment Segment

■ Lifestyle Segment

■ Corporate Activities

SPORTS



FEB. 2019
All shares of Chariloto Co., Ltd. acquired



OCT. 2019
Majority of shares in Chiba Jets Funabashi Co., Ltd., the operator of the CHIBA JETS, acquired



NOV. 2019
All shares of Net Dreamers Co., Ltd., the owner of *netkeiba*, acquired

MAY 2018

Closure of Hunza, Inc.'s service *TicketCamp*

JULY 2018

All shares of *Diverse, Inc.* are transferred

MAR. 2019

All shares of *nohana, Inc.* are transferred

JUNE 2020

Stock market listing transferred to the First Section (currently Prime Market) of the Tokyo Stock Exchange

MAR. 2021

Business alliance with HUB CO., LTD.

APR. 2022

Corporate brand renewal

OCT. 2022

Company name changed to MIXI, Inc.



MAY 2025
MONSTER STRIKE surpasses 64 million users



APR. 2025
Cumulative downloads of *minimo* app exceeded 7 million

JULY 2025
Cumulative number of *FamilyAlbum* users exceeded 27 million



DEC. 2024
Launch of the social network *mixi2*



JUNE 2020
Official launch of *TIPSTAR*



DEC. 2020
Official launch of *netkeirin*



APR. 2021
Launch of *Fansta*



FEB. 2022
All shares of **TOKYO FOOTBALL CLUB Co., Ltd.** acquired



APR. 2024
Completed *LaLa arena TOKYO-BAY*, a large, multi-purpose arena

* This service was terminated on September 30, 2023.

MIXI GROUP'S APPROACH TO VALUE CREATION



MIXI Group will continue to create space and opportunity for meaningful connection, bringing delight and wonder to the world through authentic emotion and vibrant communication.

VALUE CREATION PROCESS

PURPOSE

Enriching communication and inspiring moments of joy.

Value Created

Manufactured Capital

- Creation of communication services that are beyond our users' imaginations and expectations
- Promotion of the safe and secure use of internet services

Intellectual Capital

- Creation of new experiences, economic zones, and culture by making communication more dynamic between users and the people they are close to

Human Capital

- Fostering of a corporate culture that supports employee diversity
- Contribution to the development of the IT industry and IT professionals

Social Capital

- Provision of new experiences through the combination of online and offline services
- Contribution to regional revitalization through collaboration with local governments

Financial Capital

- Proactive shareholder returns in line with profits
- Creation of new markets and services through active promotion of M&A and other activities

Value Creation Cycle

- Project development based on positioning services in a unique way
- Design that encourages the exponential growth of services
- Service planning that embodies the MIXI Way of user surprise first

MISSION

To provide space and opportunity for truly meaningful connections.

MIXI WAY

User surprise first.

VALUES

Innovation / Passion / Integrity

- Management and marketing that enable the exponential growth of services
- Provision of spaces and opportunities for users to engage in exciting communication with the people they are close to

- Service growth through reinvestment in existing businesses
- Establishing a stable revenue base and creating a sufficient foundation for new services
- Regional revitalization through collaboration with regional communities

- Achievement of a high continued-usage rate and attraction of new customers at a low cost by utilizing social graphs
- Stimulating consumer confidence because users can share excitement with the people they are close to

Eight Material Issues



Business Domains



MIXI GROUP BUSINESS CONDUCT GUIDELINES ▶P22

Sources of Value

Manufactured Capital

Ability to create and manage IPs and content that enrich communication

- Wide range of technical human resources (planners, engineers, designers, creators, and more) that support our communication services
- Planning and management capabilities for long-standing services such as the social network *mixi* and *MONSTER STRIKE*
- External partnerships that create synergies

A strong foundation in supporting the safety, security, and stable operation of services

- Server-side technology that can support more than 10 million monthly active users (MAU)
- Robust security and monitoring system

AI technology realizing operational efficiency and service quality enhancement

Intellectual Capital

Marketing ability

- Mass marketing / viral marketing know-how applied to our product design and planning

Human Capital

Diverse human resources and organization that promote the creation of new culture

- Organizational climate dedicated to the MIXI Way of user surprise first
- Support system for the diverse activities and work styles of our human resources
- Framework and system that enable each individual to take on challenges

Social Capital

A passionate user base

- Our users use our services as a way to gather and have fun (game apps, apps for publicly-managed betting sports, social media, etc.)

Areas where we provide unique experiences

- Online services such as games and media
- Offline sports spectating, supported through business activities such as managing keirin stadiums (velodromes) and sports teams

Relationships of trust with local governments

- Building and maintaining positive relationships with local governments through the management of publicly-managed betting sport facilities and sports teams

Financial Capital

Stable and safe finance that supports sustainable growth

- Ample liquidity on hand with cash and deposits of approximately ¥110 billion
- A high equity ratio of 79.4% (as of March 31, 2025)