



Cross Marketing Group Inc.

FY2026/6 Q3

**Financial Results and Company
Briefing Material**

May 2026

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Summary

1

- **FY2026/6 Q1-Q3 net sales of 23.60 JPY billion (up 6% YoY) and operating profit of 2.12 JPY billion (down 11% YoY)**
- **Q3 (January to March) net sales of 8.49 JPY billion reached a record high**

Summary

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- **Digital Marketing Business: Strong performance with revenue growing 14% and revenue growth in each segment driving overall performance**
- **Research & Insight Business: Remained flat YoY but on a recovery trend, turning to revenue growth for the January–March period**
- **Conducted three M&As in April 2026, including DIGITALIO, Research Panel, and STARTLING**

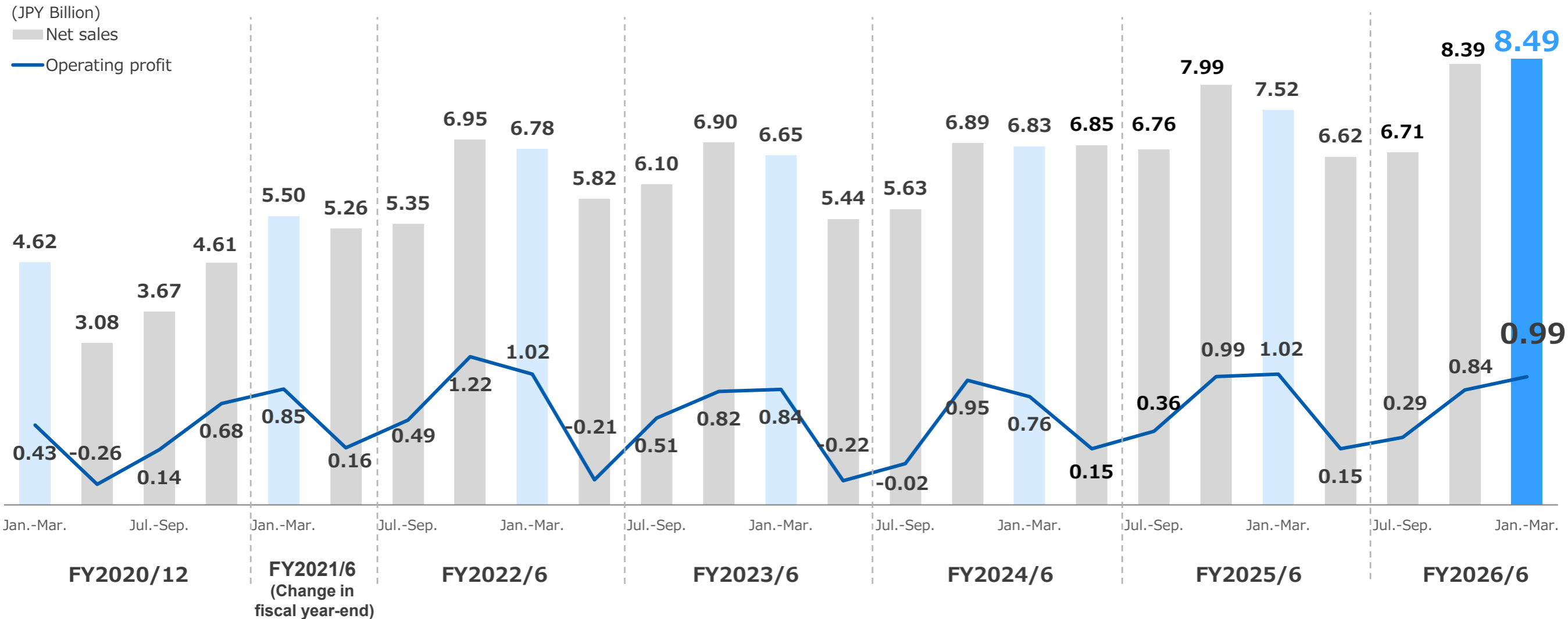
Summary

3

- **FY2026/6 earnings are weighted toward H2**
- **Full-year earnings forecast: No change to net sales of 32.0 JPY billion and operating profit of 2.8 JPY billion**

1 FY2026/6 Q3 Financial Results Outline

Q3 net sales (January to March) of 8.49 JPY billion, reaching a record high
 Seasonal factors continue to play a role, but our earnings base is steadily expanding

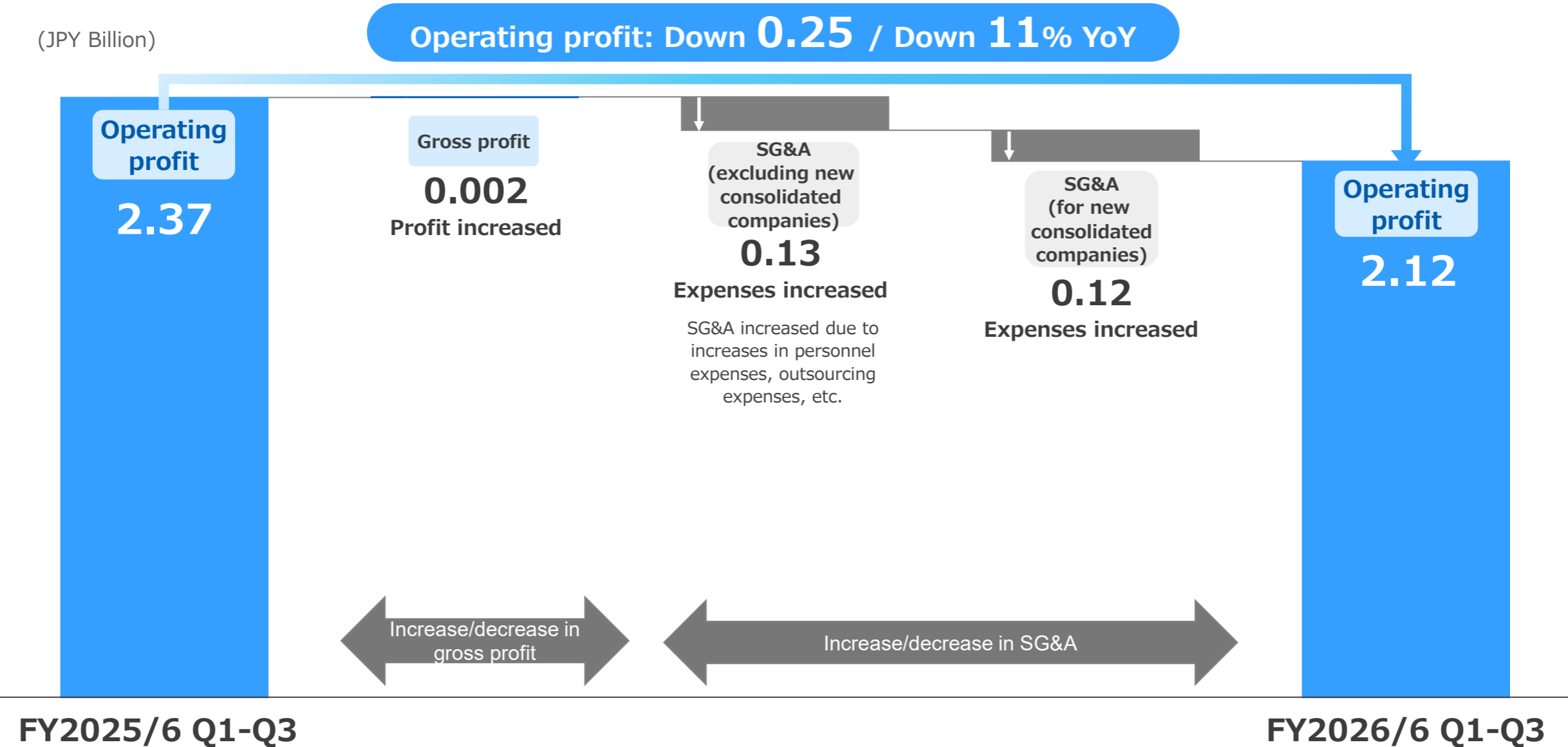


Q1-Q3 net sales reached a record high of 23.6 JPY billion, driven by 14% revenue growth in the Digital Marketing Business
 Research & Insight Business showed recovery, shifting to 6% revenue growth in Q3 (January to March)

	FY2026/6							
	Q1 (Jul.-Sep.)	YoY Growth Rate	Q2 (Oct.-Dec.)	YoY Growth Rate	Q3 (Jan.-Mar.)	YoY Growth Rate	Q1-Q3	YoY Growth Rate
(JPY Billion)								
Net sales	6.71	-1%	8.39	+5%	8.49	+13%	23.60	+5.9%
<u>Digital Marketing Business</u>	3.25	+5%	3.75	+14%	3.78	+23%	10.78	+14.3%
<u>Research & Insight Business</u>	3.46	<u>-6%</u>	4.64	<u>-1%</u>	4.71	<u>+6%</u>	12.81	-0.2%
Gross profit (Gross profit margin)	2.47 (36.8%)	-2% (-0.5pt)	3.08 (36.7%)	-3% (-3.1pt)	3.22 (37.9%)	+5% (-2.9pt)	8.77 (37.1%)	+0.03% (-2.2pt)
SG&A (SG&A ratio)	2.18 (32.6%)	+1% (+0.5pt)	2.24 (26.7%)	+3% (-0.7pt)	2.22 (26.2%)	+9% (-1.0pt)	6.65 (28.2%)	+4.0% (-0.5pt)
Operating profit (Operating profit margin)	0.29 (4.3%)	-19% (1.0pt)	0.84 (10.0%)	-16% (-2.4pt)	0.99 (11.7%)	-3% (-1.9pt)	2.12 (9.0%)	-10.6% (-1.7pt)
EBITDA*1 (EBITDA margin)	0.43 (6.4%)	-19% (-1.5pt)	0.98 (11.6%)	-16% (-2.8pt)	1.12 (13.2%)	-2% (-2.0pt)	2.53 (10.7%)	-10.7% (-2.0pt)
Ordinary profit	0.29	-2%	0.91	-10%	1.01	+4%	2.21	-3.0%
Net income attributable to owners of parent	0.12	-14%	0.60	-5%	0.58	+3%	1.30	-2.6%

*1: EBITDA: Operating profit + Depreciation + Amortization of goodwill

Gross profit remained flat YoY. Operating profit decreased by 0.25 JPY billion due to an increase in SG&A.

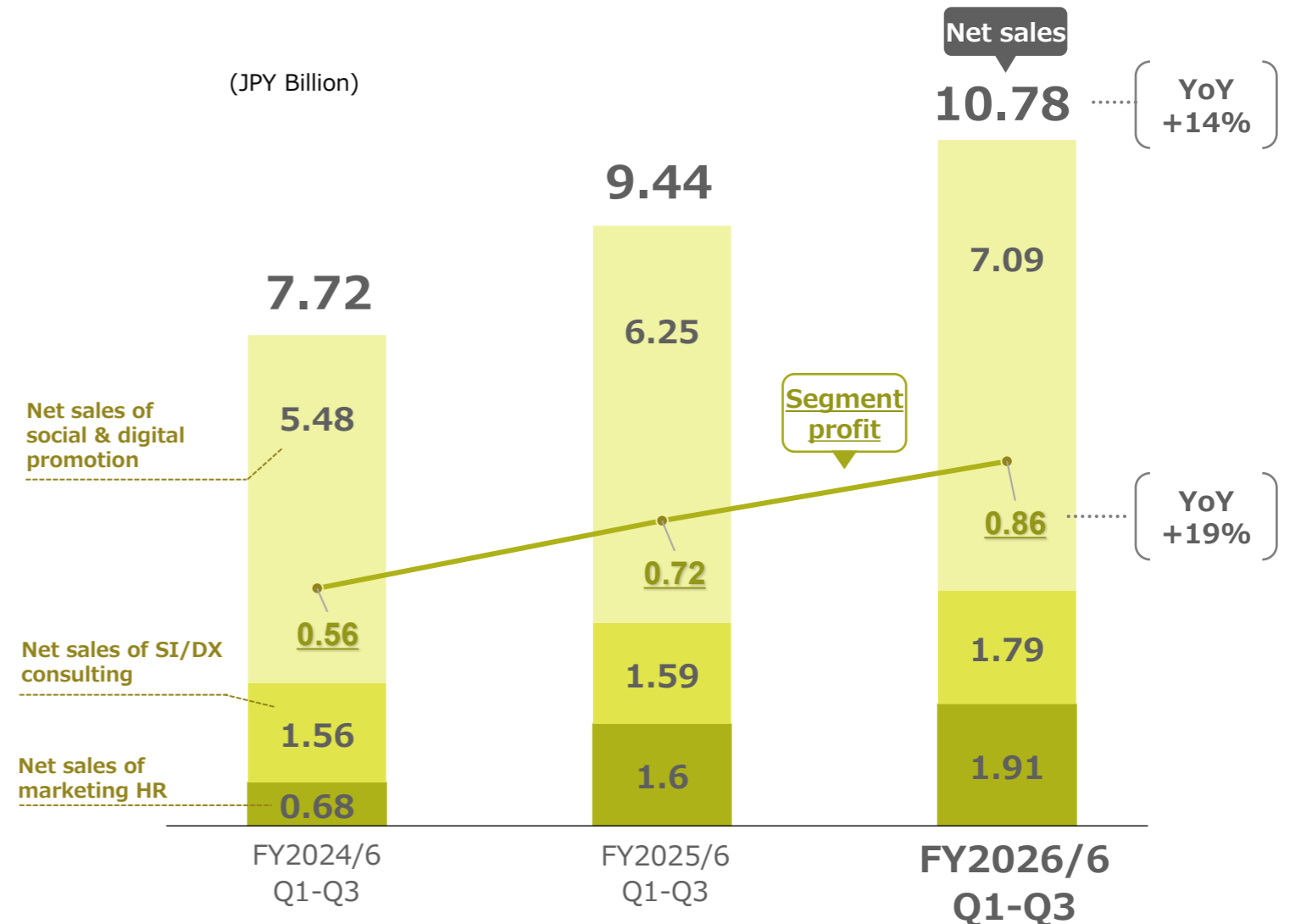


Q1-Q3 net sales of 10.78 JPY billion (up 14% YoY) and segment profit of 0.86 JPY billion (up 19% YoY)

Revenue growth in all three segments, driving overall performance

Highlights

- **Social & digital promotion:** Net sales of 7.09 JPY billion (up 13% YoY). High growth of influencer marketing and IP promotion continued, offsetting the revenue decline seen by PathCrie, which engages in 3PL*1.
- **SI/DX consulting:** Net sales of 1.79 JPY billion (up 13% YoY). Contributed to by the new consolidation of Coum in the consulting field.
- **Marketing HR:** Net sales of 1.91 JPY billion (up 19% YoY). Strong performance of digital-personnel dispatch and BPO services.
- **Segment profit** of 0.86 JPY billion (up 19% YoY). This was mainly due to an increase in net sales.



*1 Refers to third-party logistics, which is a logistics service that intermediates between the shipper and the delivery company for goods and cargo

Q1-Q3 net sales of 12.81 JPY billion (down 0.2% YoY) and segment profit of 2.93 JPY billion (down 11% YoY)

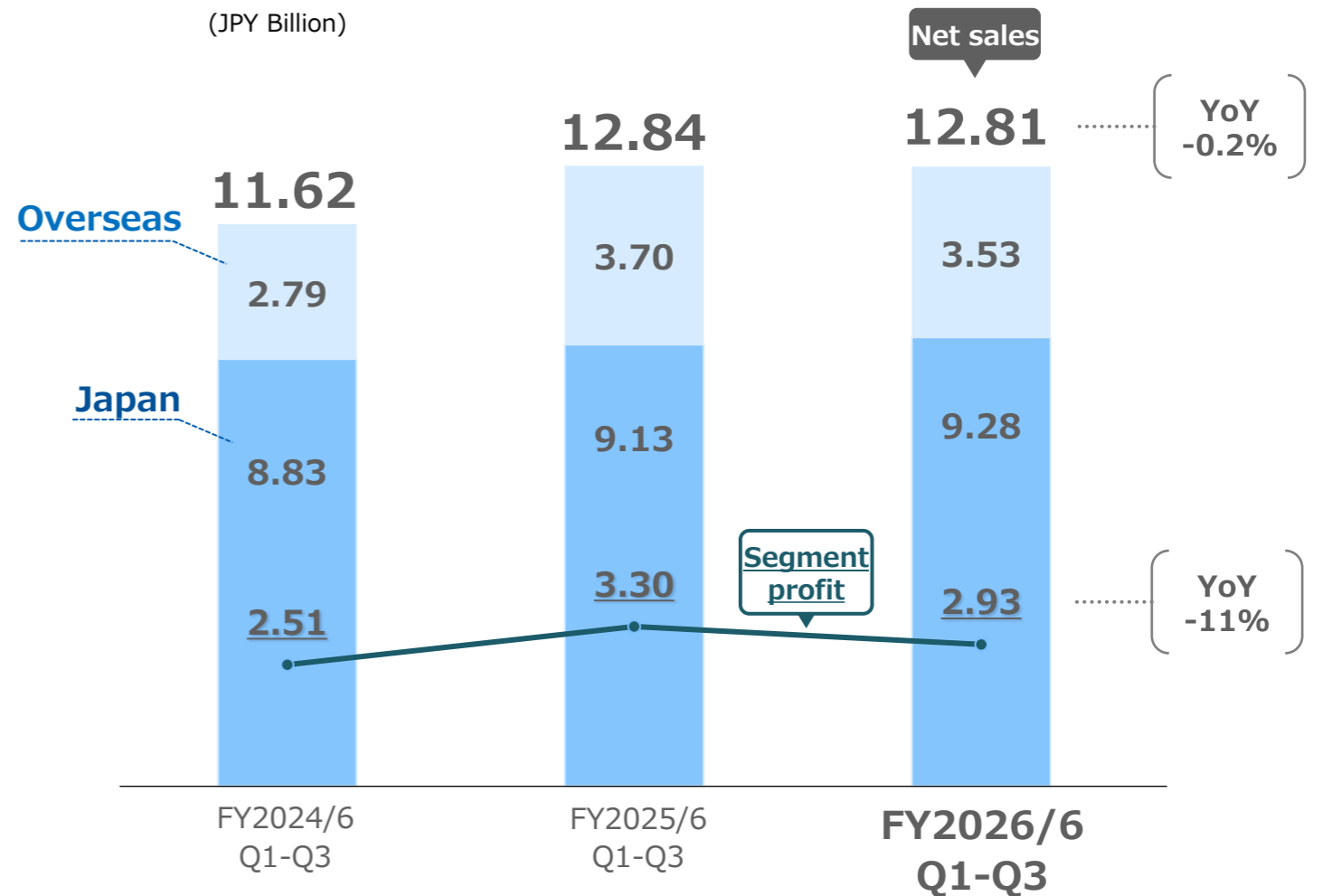
Despite revenue growth in Japan, revenue declined overseas; however, it is on a recovery trend, turning to revenue growth in Q3

Highlights

- **Japan:** Net sales of 9.28 JPY billion (up 2% YoY). Particularly, Q3 (Jan.-Mar.) saw 5% growth in a recovery trend. By industry, growth was driven by automobiles, food, beverages, leisure, and governmental agencies.

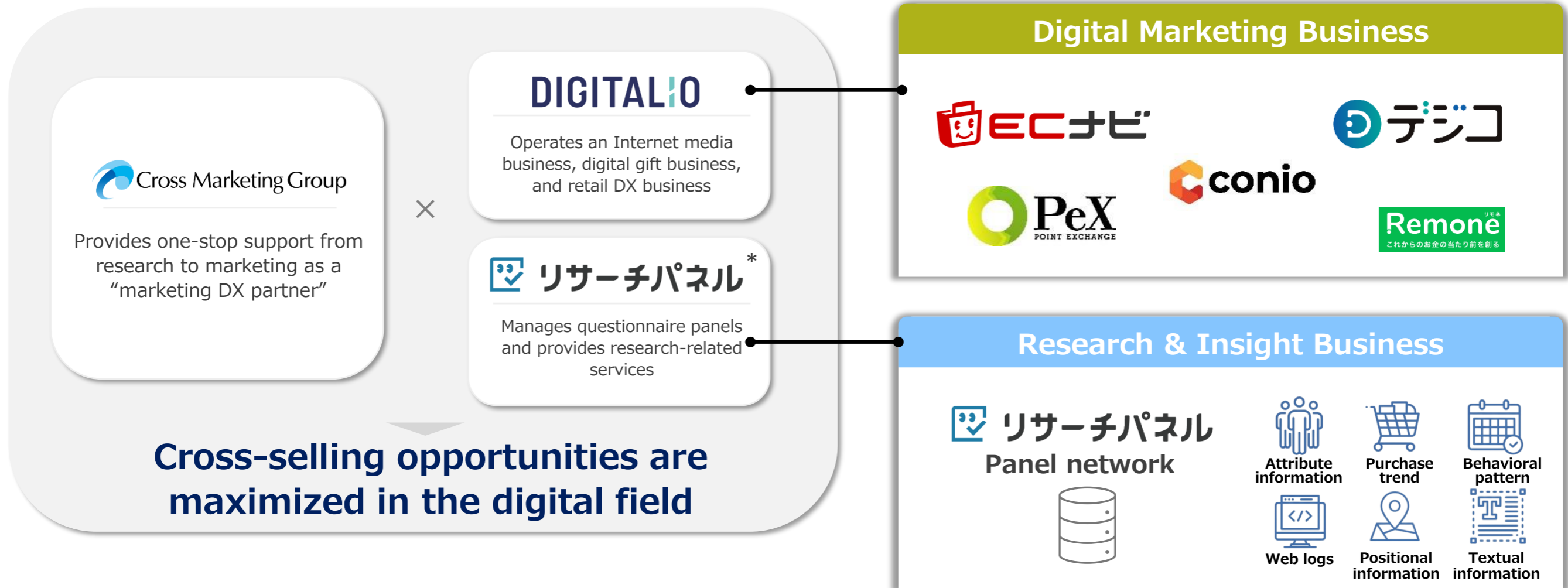
Lowlights

- **Overseas:** Net sales of 3.53 JPY billion (down 4.7% YoY). It experienced difficulties mainly in Indonesia, India, and the U.K. due to certain projects being prolonged/delayed into H2 from the impact of U.S. tariffs and exchange rate fluctuations.
- **Segment profit** of 2.93 JPY billion (down 11% YoY). This was mainly due to the revenue decline overseas.



2 Topics

We made two companies, DIGITALIO, Inc. and Research Panel, Inc., into consolidated subsidiaries (April 2026), aiming to strengthen both segments of the Digital Marketing Business and the Research & Insight Business



* Research Panel, Inc. has been an equity method affiliate of the Company and one of the Company's main partners.

Main services of DIGITALIO



“Daily rewards website”
with one of the largest user
bases in Japan

- More than **9 million** registered members
- Monthly page views of **290 million**
- Powerful traffic routing and data platform



One of Japan’s largest
“point exchange sites”

- Over **1.5 JPY billion** in monthly point transaction volume
- Partnerships with approx. **90** services
- Unique ecosystem built through point exchanges

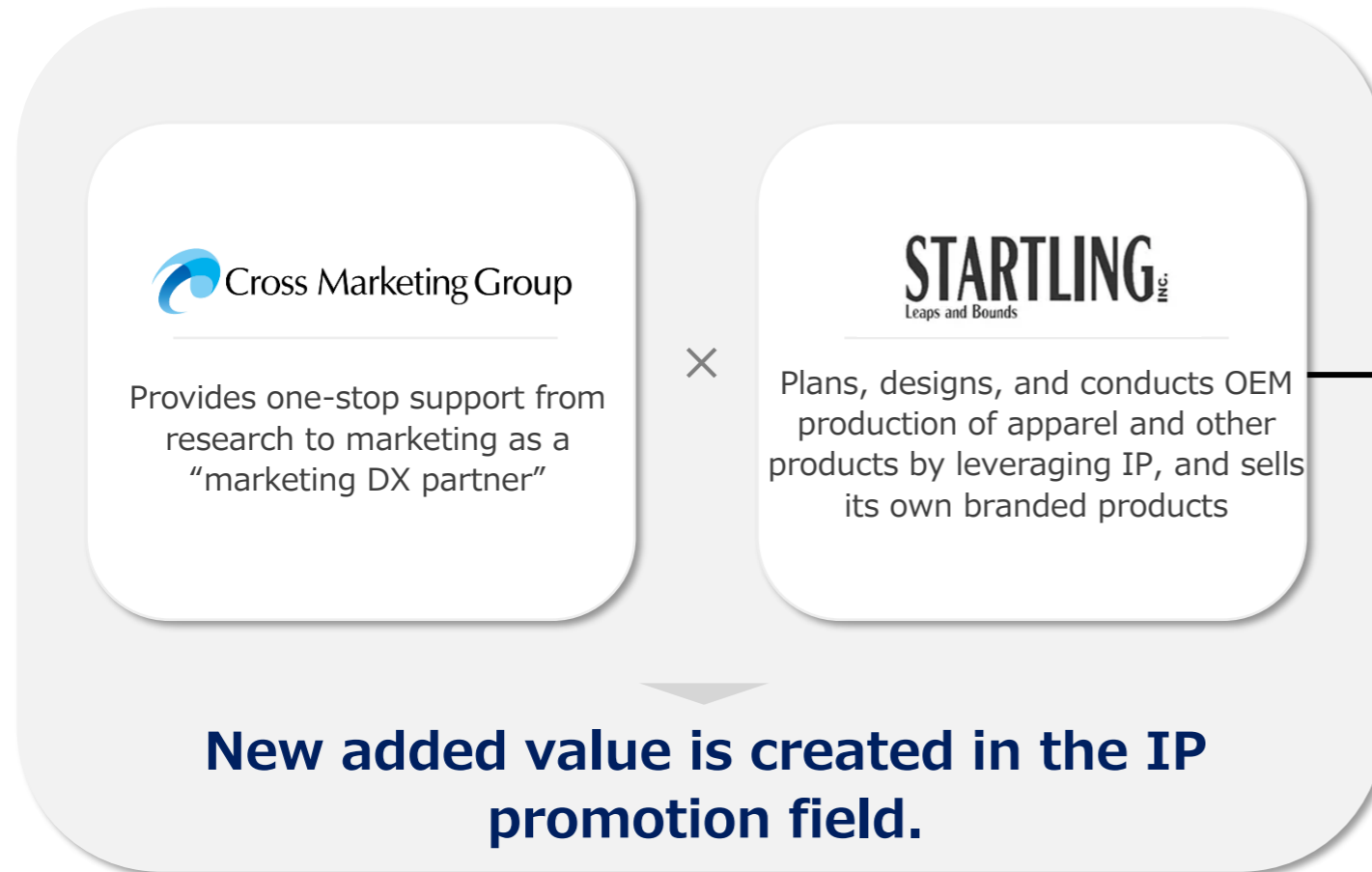


“Digital gifts”
exchangeable for a variety
of gifts

- Over **6,000** exchange options
- Over **1,600** partner companies in total



We made **STARTLING CO., LTD** into a consolidated subsidiary (April 2026), aiming to create new added value in the Digital Marketing Business and the IP promotion field



Synergy examples in Digital Marketing Business

× **TOKYO GETS**
IP promotion event and commercialization
(Synergy example)
Launching an IP-specialized brand

× **excrie**
Social & sales promotion
(Synergy example)
Media coverage of manufactured products and creation of EC websites

× **REECH**
Influencer marketing
(Synergy example)
Creation of collaborative products with influencers

Major achievements and products of STARTLING

“ONE PIECE FILM RED” × Isetan

Launched pre-release items from “ARTIMATION” at the pop-up store for “ONE PIECE FILM RED” × Isetan held at the Isetan Shinjuku Main Store.



EMILY IN PARIS × Heather

Collaboration between EMILY IN PARIS, a hit TV drama by Netflix, and Heather
Launched a total of 15 items including cropped T-shirts, photo-print long-sleeve T-shirts, one-piece dresses, accessories, and other merchandise.



Gakken's Illustrated Book LIVE: Dinosaurs × HAWKINS MACHGT × ABC-MART

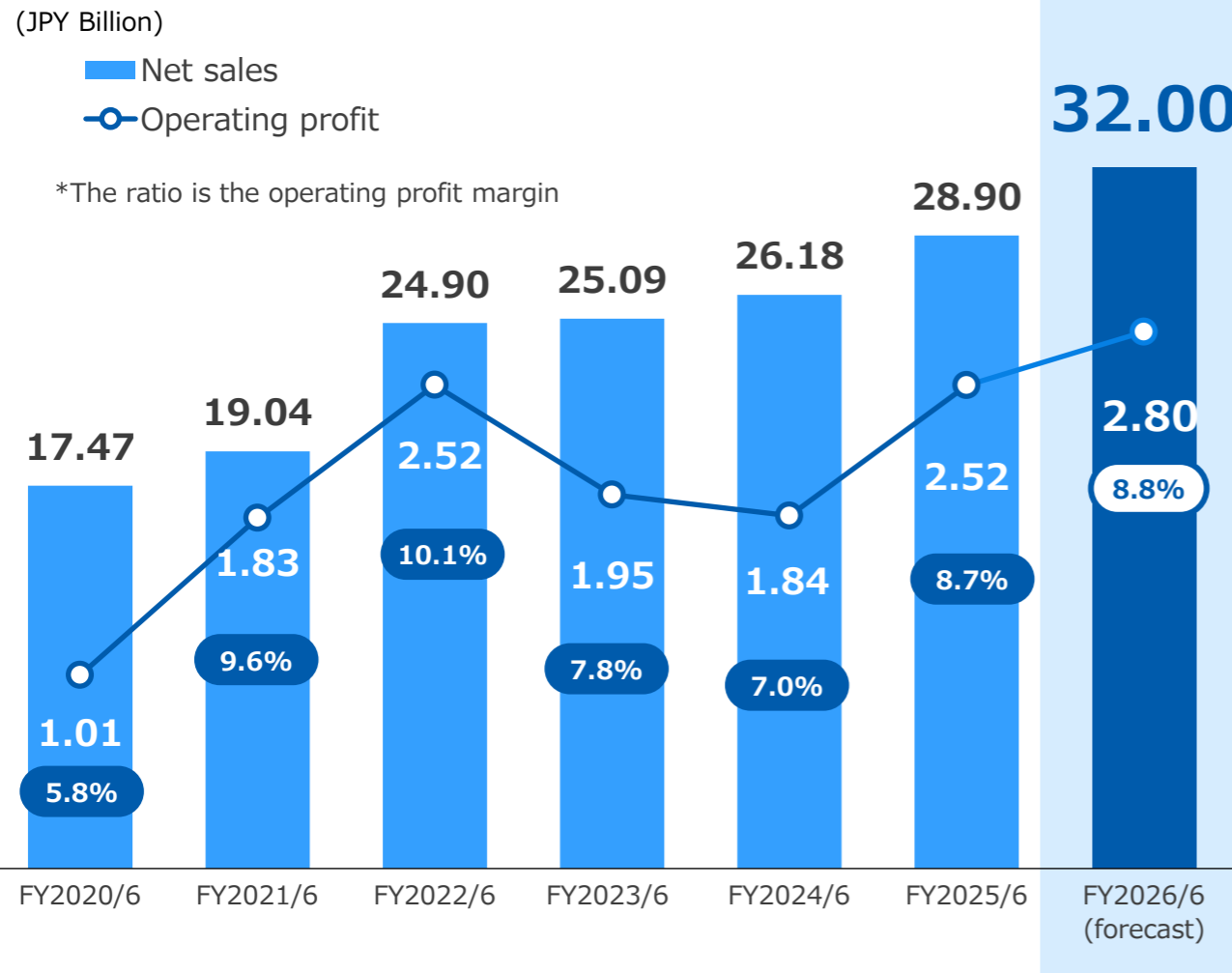
Released collaboration sneakers with “Gakken's Illustrated Book LIVE: Dinosaurs” from the HAWKINS MACHGT series.
These thoughtfully designed sneakers that light up with each step were released at ABC-MART stores across Japan.



3 FY2026/6 Forecast & Shareholder Returns

FY2026/6 earnings are weighted toward H2.

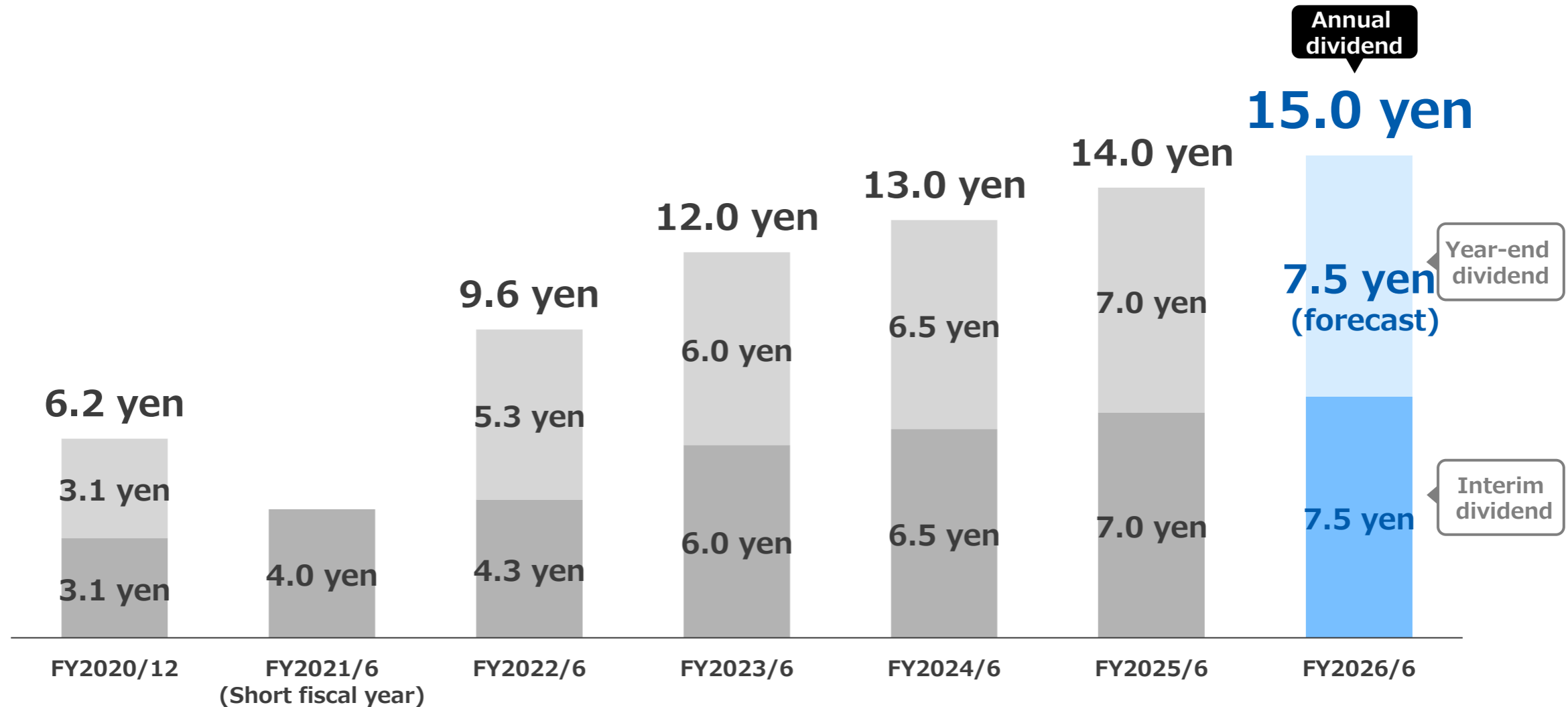
Full-year earnings targets: No change to net sales of 32.0 JPY billion (up 11% YoY) and operating profit of 2.8 JPY billion (up 11% YoY)



(JPY Billion)	FY2025/6 Actual	FY2026/6 Forecast	YoY
Net sales	28.90	32.00	+11%
Digital Marketing Business	12.52	14.80	+18%
Research & Insight Business	16.38	17.20	+5%
Operating profit	2.52	2.80	+11%
Ordinary profit	2.40	2.70	+12%
Net income attributable to owners of parent	1.36	1.55	+14%
EPS (Yen)	70.5	81.7	+14%
Dividends per share (Yen)	14.0	15.0	+1.0

Dividend policy: Continue to increase dividends (progressive dividends) with a target dividend payout ratio of approximately 15%

We expect to pay **15.0** yen per share in FY2026/6 (Interim: 7.5 yen, year-end: 7.5 yen)



4 Group Overview & Business Segments

<p>Company name</p>	<p>Cross Marketing Group Inc.</p> <p style="text-align: right;">Stock exchange code: 3675</p>
<p>President & CEO</p>	<p>Miki Igarashi</p>
<p>Established</p>	<p>April 1, 2003</p>
<p>Key financial indicators <small>(FY2025/6)</small></p>	<p>Net sales: 28.9 JPY bn Operating profit: 2.52 JPY bn ROE: 18.0% Total assets: 16.42 JPY bn Net equity: 7.99 JPY bn Capital: 0.65 JPY bn</p>
<p>Business segments</p>	<p>Digital Marketing Business, Research & Insight Business</p>
<p>Affiliated companies</p>	<p>As of June 30, 2025: Consolidated subsidiaries: 31 companies Equity method affiliates: 1 company</p>
<p>Employees <small>(consolidated, as of March 31, 2026)</small></p>	<p>As of April 30, 2026: Consolidated subsidiaries: 34 companies</p>
<p>Employees <small>(consolidated, as of March 31, 2026)</small></p>	<p>1,807 (Incl. 233 temporary staff)</p>



Miki Igarashi

Profile

- 1973 Born in Tokyo
- 1996 Graduated from the Faculty of Economics of Keio University
- 1996 Joined Japan Asia Investment (VC)
- 2000 Established an Internet company and was appointed as director
- 2003 Established Cross Marketing Inc.
- 2008 Listed on the Tokyo Stock Exchange
- 2013 Transitioned to a holding company structure
Representative Director, President and CEO of Cross Marketing Group Inc.

External positions

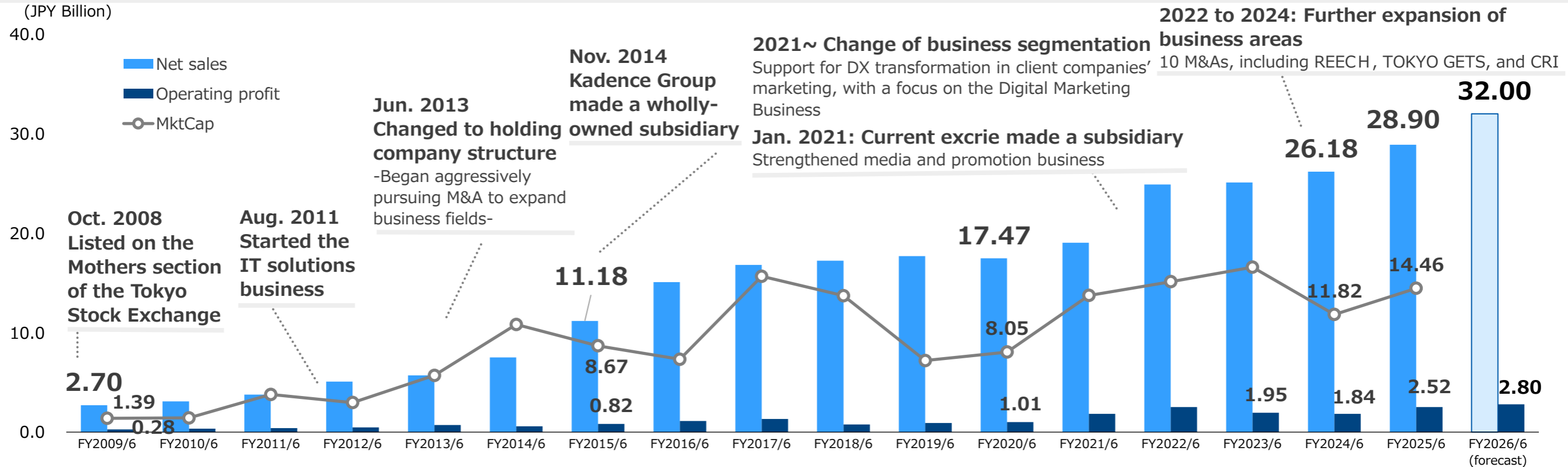
- Outside Director of Rarejob, Inc.
- Outside Director of OZVISION Inc.
- Chairman of Japan Marketing Research Association



未来を
つくる。

Our wish is for customers' success.
In identifying issues, in planning solutions, and in presenting proposals.
Everything is to achieve the customer's dream. To approach the envisioned future.
The process is exciting. The goals make the heart pump.
Clear the path, lead the way to tomorrow, and create the future.
That is the Cross Marketing Group's mission.

Expand business fields by establishing subsidiaries and M&A, and extend further into areas of expertise Executed 27 M&A transactions for 42 companies* in Japan and abroad



Marketing solutions (acquisition of current excrie)

Overseas expansion (establishment of local companies in China and Singapore, acquisition of Kadence International)

IT solutions (acquisition of business for Cross Communication, acquisition of current Alterna Ex)

Marketing research (started marketing consulting, acquisition of R&D, establishment of Medilead, acquisition of Shoppers Eye)

Panel network consisting of

15.66 million people*

Detailed profiles in a maximum of

2,500 categories



*As of March 31, 2026

Data analytics technology and organization of

about **300 analysts**



Internet research system and organization of

over **250 engineers**



Extensive customer base across

a wide range of industries



Utilization of a large-scale network in a wide range of services tailored to client needs

Digital Marketing Business

Use of panels in promotion projects

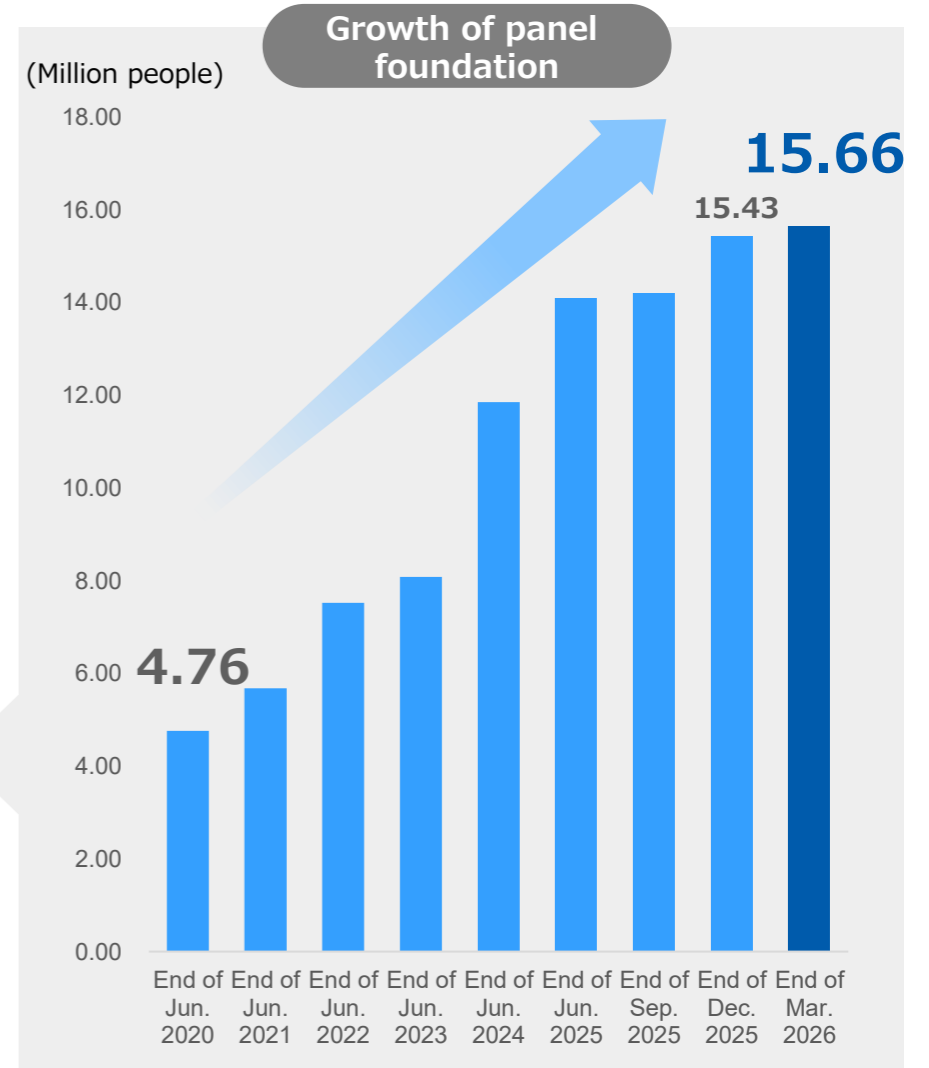
Research & Insight Business

Use of panels in internet research projects, or interviews

Panel network of **15.66 million*** people
Detailed profiles in a maximum of 2,500 categories



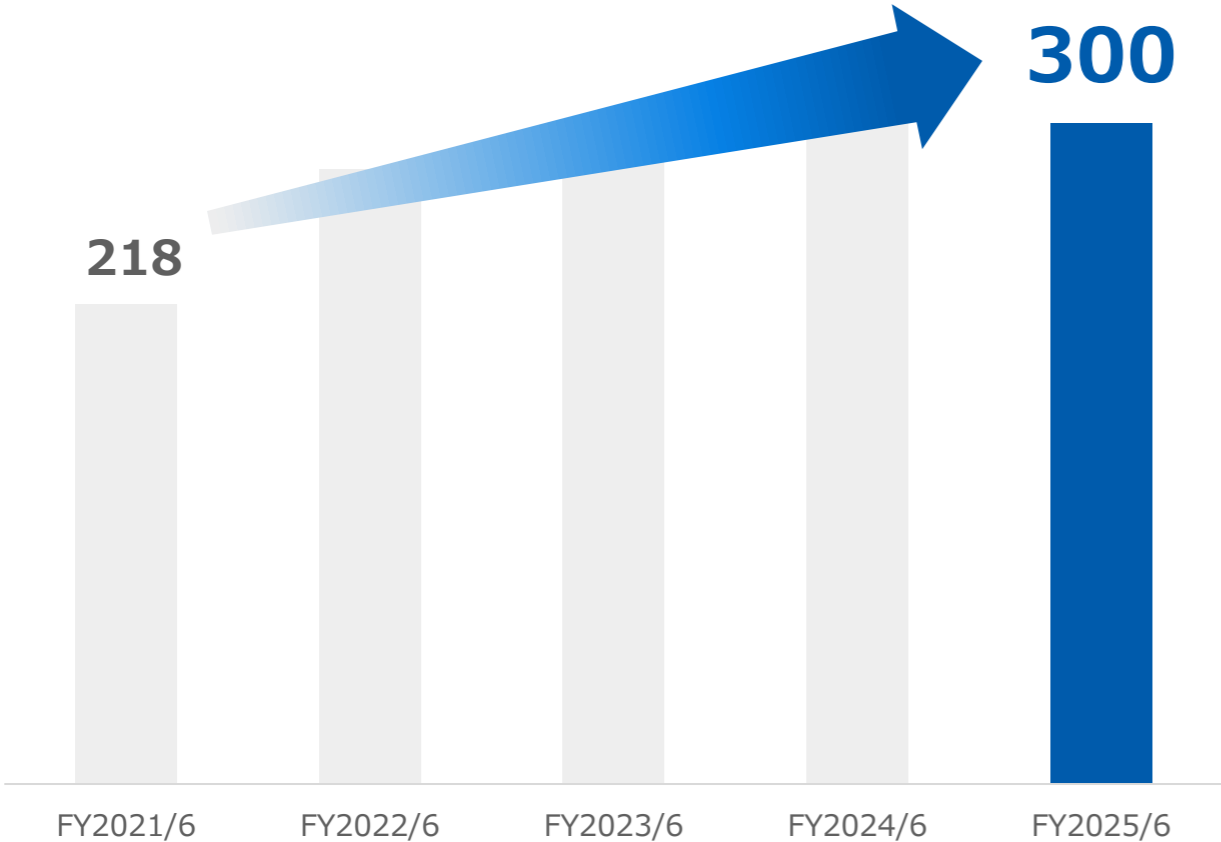
Tie-up with about 30 companies



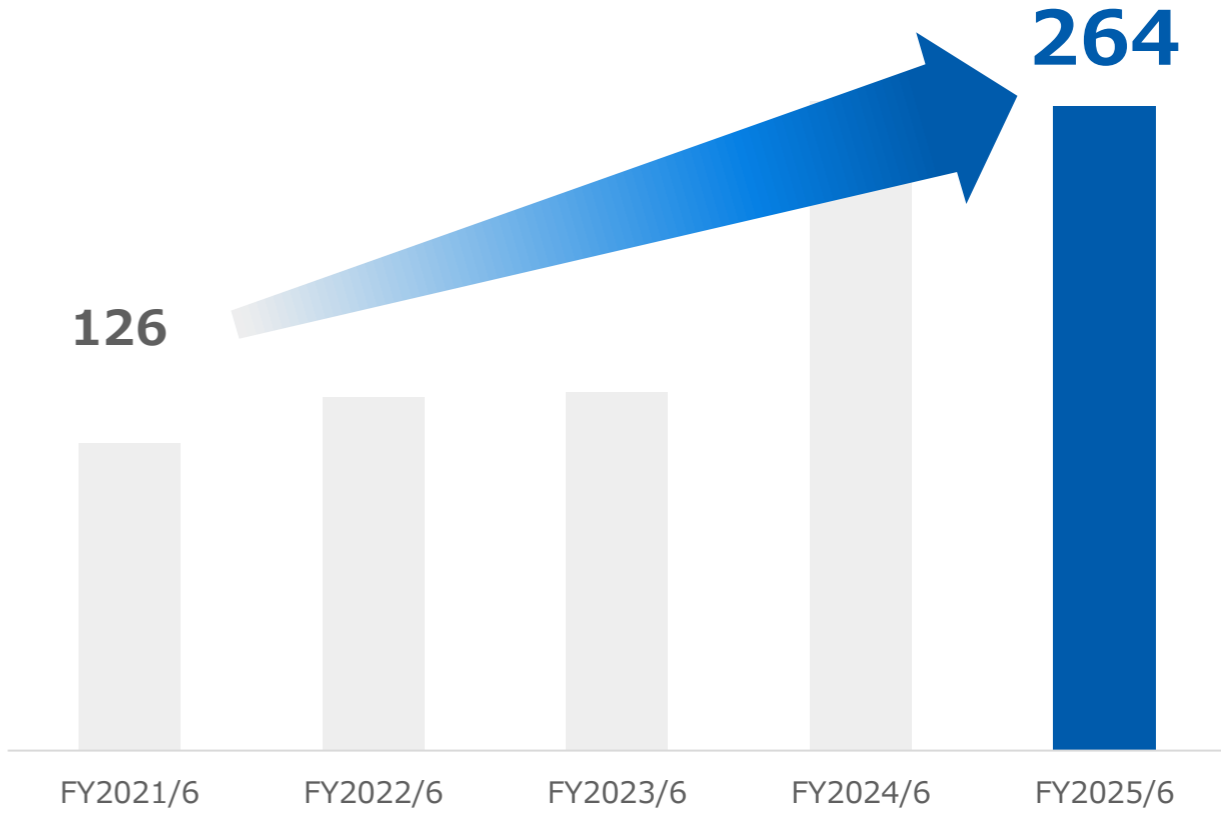
*As of March 31, 2026

Human resource base: Expansion in the number of analysts and engineers
Strengthening our ability to support diversifying customer needs
through M&As and internal development

Number of analysts

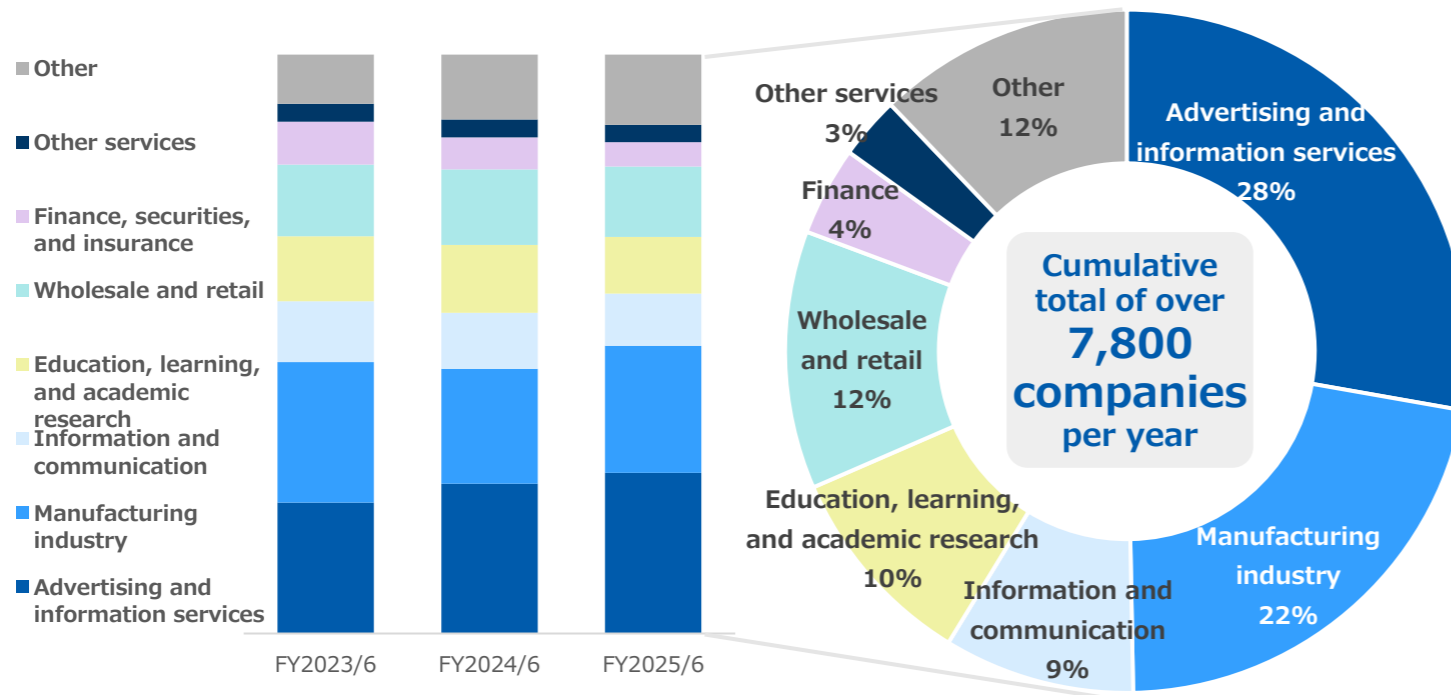


Number of engineers



Customer base across a wide range of industries: **Avg. number of clients per quarter was 1,953, with a cumulative total of 7,812 for the fiscal year** (up 9% from the previous FY)
 Engaged in business that is **not heavily dependent on specific customers**

Net sales composition by customer industry



Overview of major customers and sales composition ratio (FY2025/6)

	Industries of major customers	Net sales (JPY million)	Composition ratio of total net sales
1	Communication industry	438	1.5%
2	Other services industry	415	1.4%
3	Other services industry	378	1.3%
4	Advertising and information services industry	372	1.3%
5	Retail industry	343	1.2%
	·		
	·		
	Top 10 companies total	3,101	10.7%
	·		
	Top 100 companies total	9,899	34.3%
	·		
	Top 300 companies total	13,980	48.4%

By combining research (understanding consumers) with marketing implementation support, we can provide **added value that leads directly to business promotion and growth** for client companies.

Research function

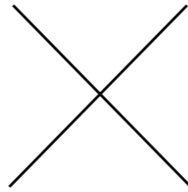


Providing insights through massive data collection and analysis, in-depth target research, and consulting

Marketing implementation support

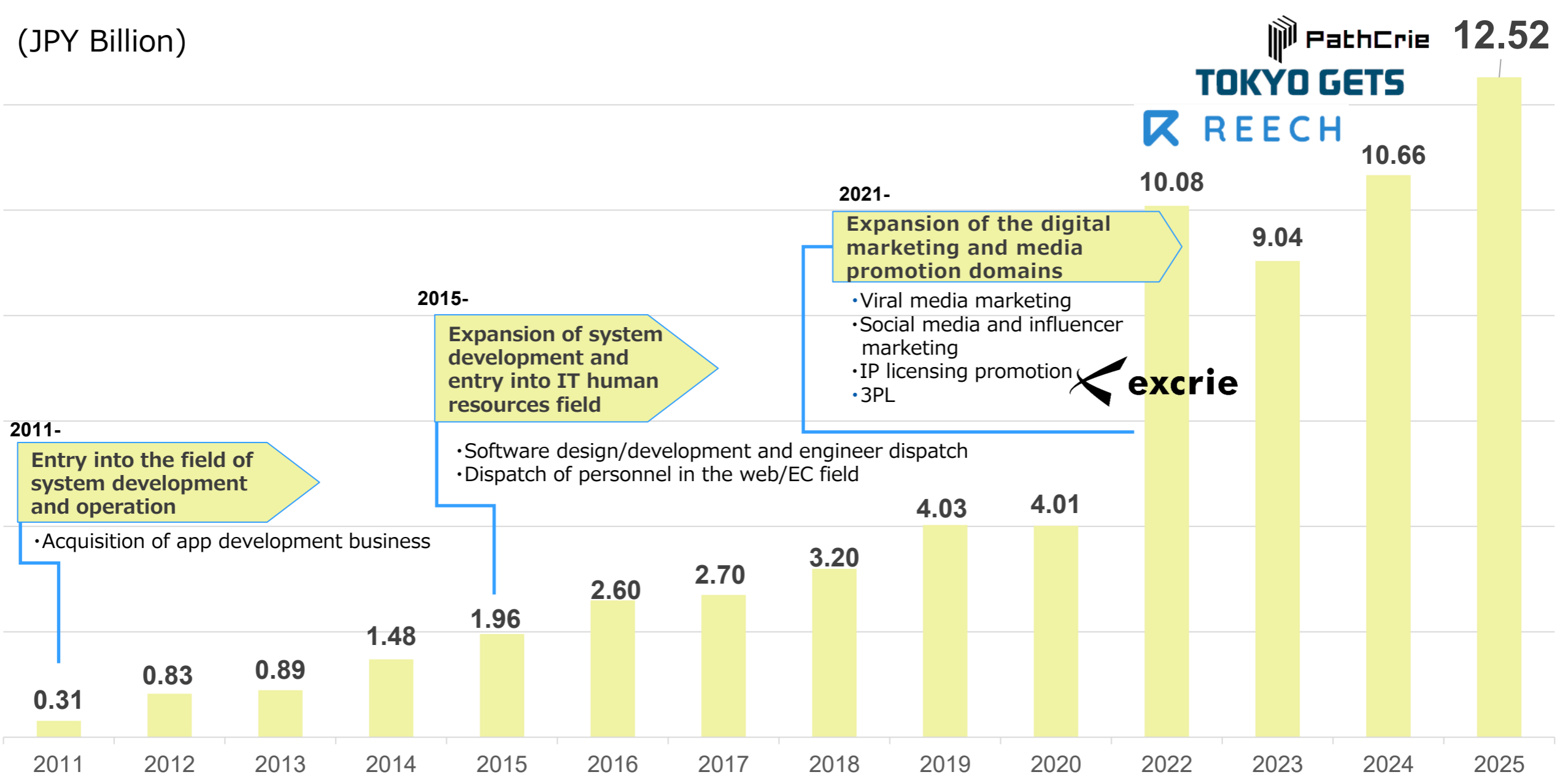


Providing DX solutions, optimal promotions, and sales support based on research results



Comprehensive marketing solutions based on data and understanding

Introduction of High-growth Business - Long-term Development of Digital Marketing Business



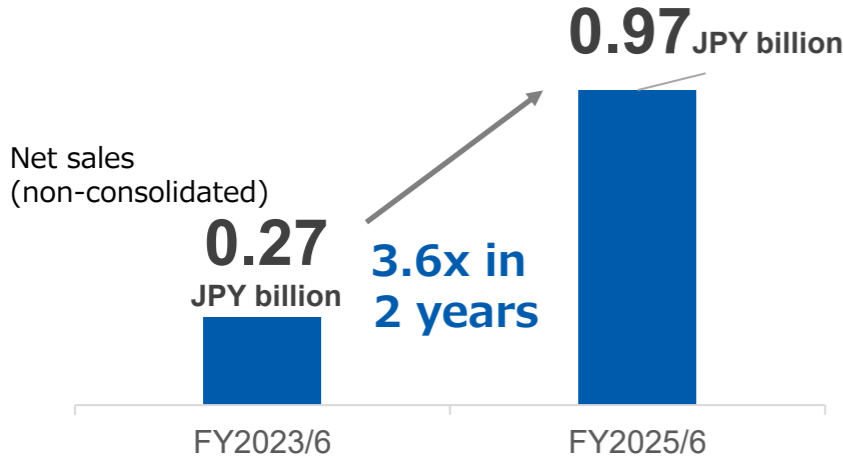
REECH Inc.

Provides database tools that connect influencers and companies



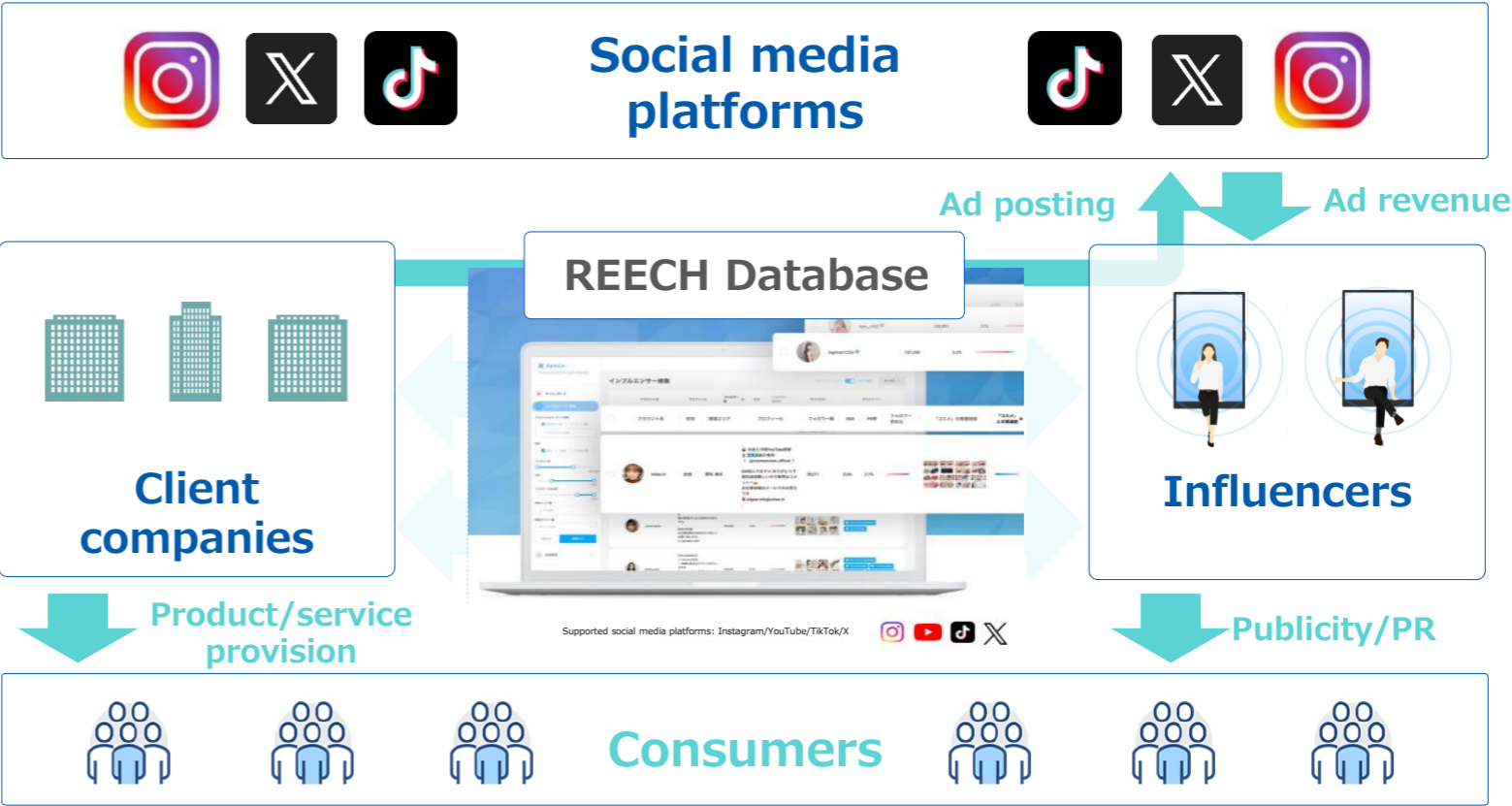
Business operations

- (1) Marketing support using "REECH Database," a **proprietary database** built with data obtained from social media
- (2) Promotion support using **influencers**
- Acquired shares in March 2022 and started consolidating profit and loss in April 2022
- Expected to continue expanding due to growth of social media platform advertising and increases in numbers of social media users and influencers



Business (1): Database marketing

- ✓ Proprietary database, "REECH Database," built with data obtained from social media platforms Instagram, YouTube, TikTok, and X, amasses **huge volumes** of post data.
- ✓ From this data, it is possible to gauge performance and trends, and then propose ways of boosting the topicality and reach of social media campaigns.



Business (2): Influencer promotion support

Utilization of **influencer data from over 400,000 accounts/over 250 million posts**

Insourcing

Reducing costs through the insourcing (bringing in-house), streamlining, and automation of influencer marketing

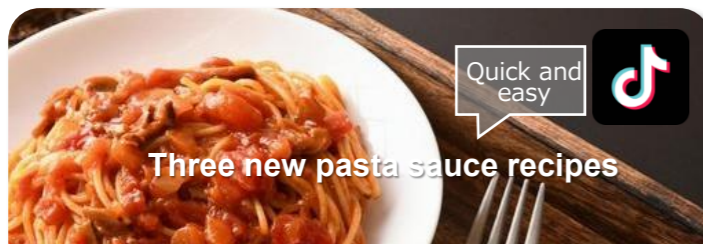
Number of followers ≠ level of influence

Based on attributes, past posts, and engagement data, suggest **influencers who can deliver results**

More than 200 PR campaigns per year

Able to provide casting and direction technology based on track record of numerous PR campaigns

Use scenes and examples



Emphasizing appeal of original recipes

- Wanted to suggest new ways of enjoying pasta sauce

Hired TikToker in the food and cooking space

Went viral on social media

Some posts got over **4.8 million views**

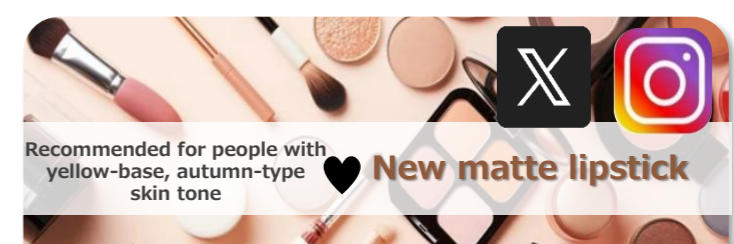


Campaign announcement

- Wanted to increase product awareness
- Wanted to publicize a campaign at the same time

Hired YouTuber who makes content for children and parents

While raising product awareness, **drew viewers to the campaign**



Increasing awareness of new product

- Wanted to boost awareness of new product
- Wanted to hire influencer for key visual

From key visual shooting and production to posting by the influencer

Key visual was also used for storefront product promotion

TOKYO GETS Co., Ltd.

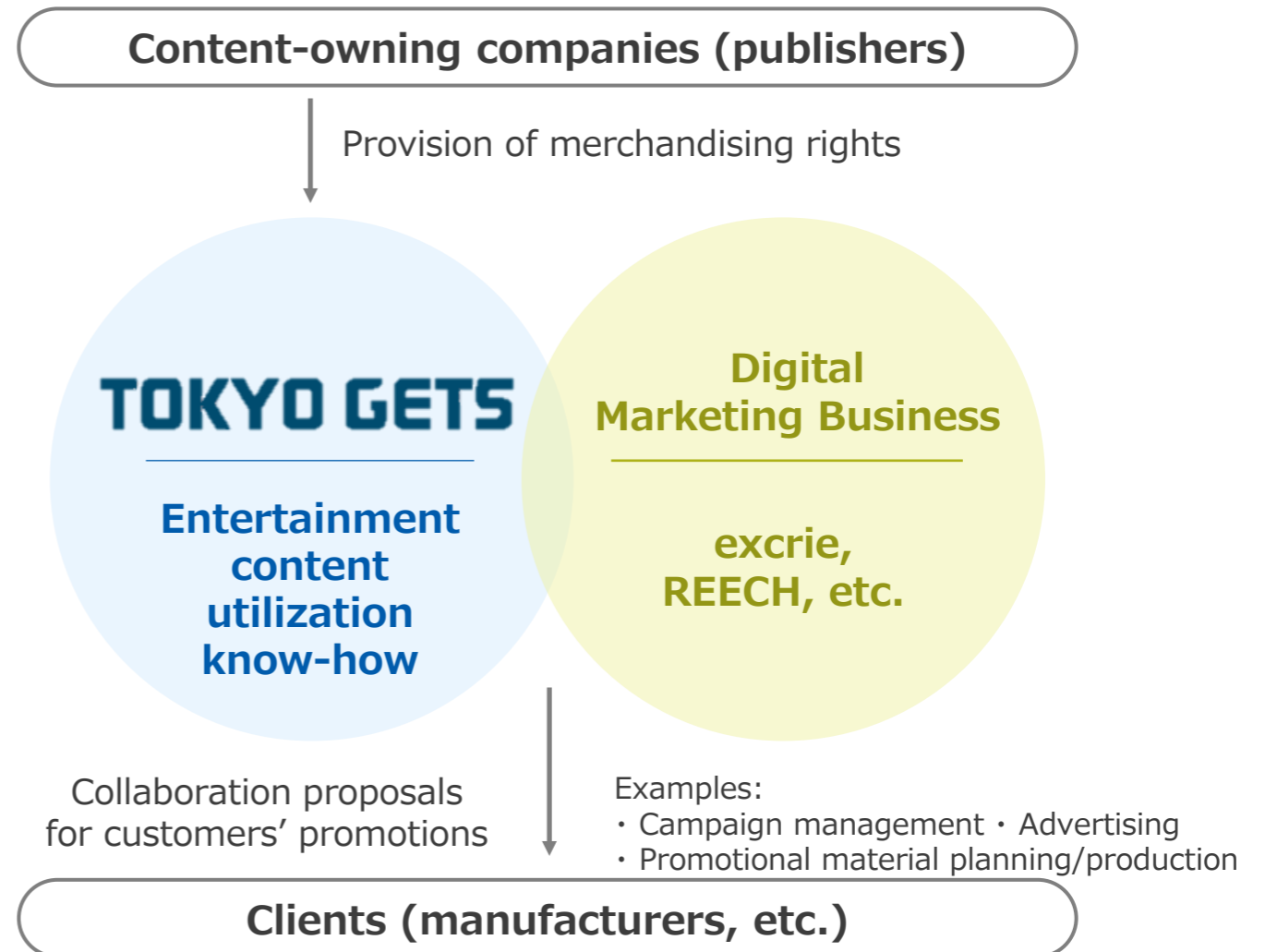
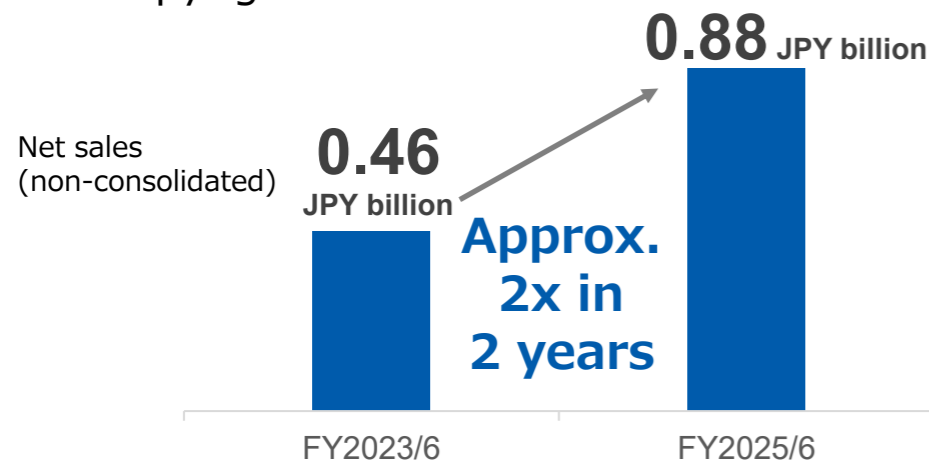
Support for corporate promotions, events, and merchandising utilizing entertainment content

TOKYO GETS

Business operations

IP promotion support business

- Acquired shares in May 2023 and started consolidating in July 2023
- Utilizes entertainment content for promotion, etc. One-stop support from planning proposals to negotiations with copyright holders



TOKYO GETS

Features/ strengths

- ✓ Facilitating tie-ups between promotion plans and IP content that has a high consumer focus and is closely related to the product concerned
- ✓ Leveraging the topicality, attention-grabbing ability, and purchase-inducing power of content to enhance outcomes from various strategies. Availability of one-stop support from planning proposals to negotiations with copyright holders

Topicality

Creating a buzz thanks to the renown of the content and the activities of the fans
Also attractive to retailers

Reach and purchase-inducing power

Rapidly diffused via fan networks
Offering of gifts and merchandise stimulates the desire to buy

Track record of more than 1,100 tie-ups

Campaign
manage-
ment

In-store/
storefront
promotional
materials

Gifts

Influen-
cers

Advertise-
ments

Use scenes and examples



Creating a buzz for a new product

- With a new product to be released, wanted to create a buzz through collaboration with content suited to the target of men in their 30s-40s

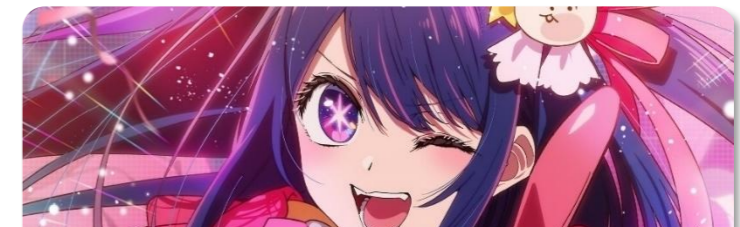
20,000 reposts on social media
in two months
Became a hot topic among fans



Generating sales instantaneously

- Wanted to boost the percentage of consumers aware of the product, as it had been sagging
- Wanted to generate sales instantaneously when exposure in stores increases

Became a **hot topic** immediately after the start of the campaign
Collaboration packaging proved so popular that **additional production** was needed



Support with negotiations for distribution

- Was difficult to secure shelf space because product wasn't well known
- Through collaboration with topical content, wanted to obtain an advantage in negotiations for distribution to increase the percentage of stores carrying the product

Brushed major rivals aside and secured **six facings**
Greatly contributed to **increasing store penetration**

5 Medium-term Management Policy

Medium-term
theme

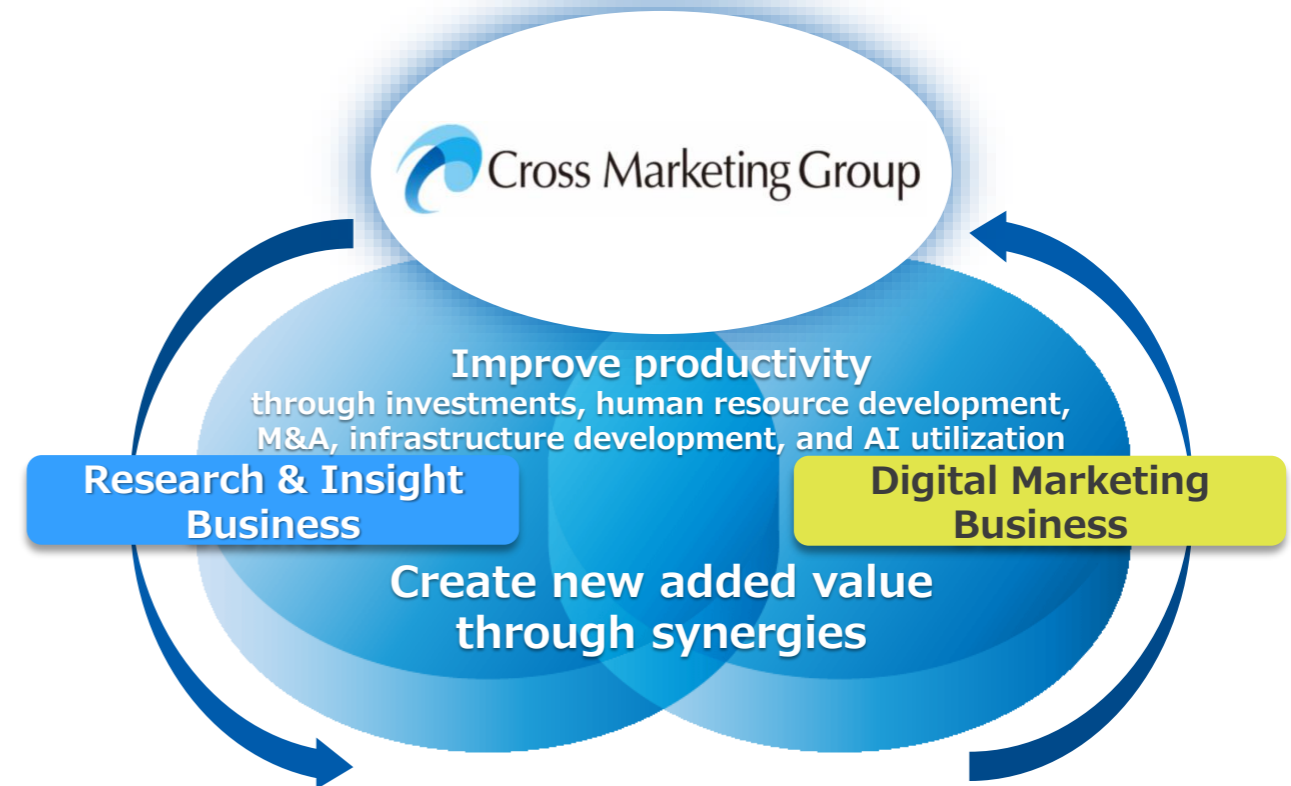
Unite & Generate

Cross Marketing Group aims to become a company that generates

Medium-term growth guidelines
Net sales: 50.0 JPY billion
Operating profit: 5.0 JPY billion

Action plan – Business segment change –

- With the goal of realizing the medium-term vision, we set the theme as **“Unite & Generate”**
Promote Group synergies actively (**Unite**) to create new added value, and achieve high growth rates through these efforts
- In its role as the Cross Marketing Group, overwhelmingly enhance the management quality of each Group company (**Generate**)
 - **Investment in human resource development** (active recruitment of management personnel and development of existing employees)
 - **Investment** (improving productivity through AI investment, system investment, and infrastructure development)
 - **M&A in peripheral areas**
- **Achieve consolidated net sales of 50.0 JPY billion and operating profit of 5.0 JPY billion** within 5 years (FY2030/6)



Medium-term theme

Unite & Generate

Cross Marketing Group aims to become a company that generates

Action plan – Business segment change –

- **Consolidate the former three business segments into two segments, establishing a stronger foundation for generating business synergies**

Integrate the Insight Business and Data Marketing Business to form the **Research & Insight Business**. To respond to changes with significant added value demanded by customers, this business will go beyond traditional research services, deepening and expanding consulting and insight fields. By creating more proactive synergies with the Digital Marketing Business, it aims to deliver new added value.

The **Digital Marketing Business** actively promotes M&A, particularly focusing on IP/influencer marketing and the e-commerce business, and it will expand its service lineup to drive business growth that better aligns with customer needs and market expansion.

- **Within the Digital Marketing Business, marketing HR and IP/influencer marketing are designated as strategic focus (Core-Development = Core-Dev.) domains to drive the entire Group with approximately CAGR+20% in revenue growth.**

Actions to achieve the medium-term vision

Business segments

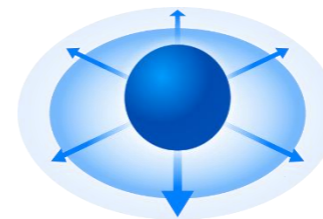
→ **Consolidate three segments into two segments**

(Integrate Insight Business and Data Marketing Business)

Foundation for creating business synergies

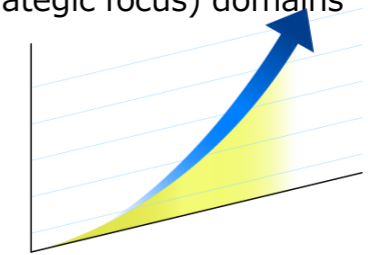
Research & Insight Business

- Deepen research operations and expand domains
- Cross-business synergies and value-added offerings



Digital Marketing Business

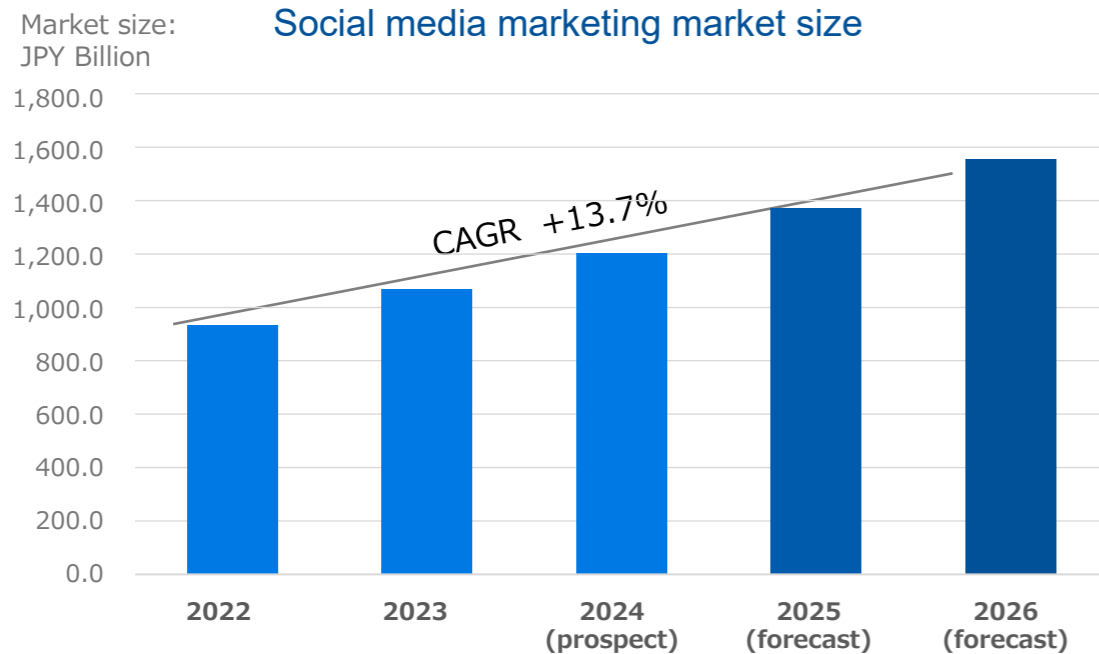
- Actively promote M&A and expand lineup
- Drive growth through Core-Dev. (strategic focus) domains



Core-Dev.①
IP/influencer marketing business domain

Social media marketing market

The social media marketing market exceeded one trillion yen in 2023 and has been growing at an annual rate of approximately 14%.



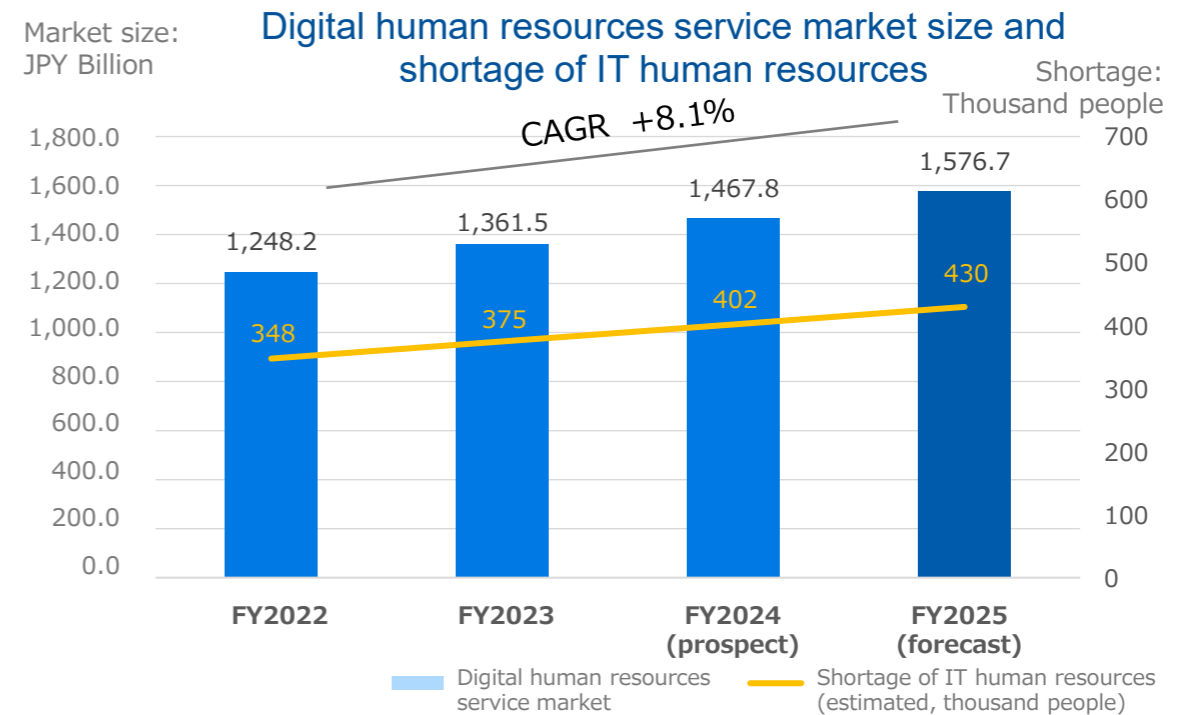
Source: Survey by CyberBuzz/Digital InFact

Core-Dev.②
Marketing HR business domain

Digital/IT human resources market

The digital human resources service market is valued at 1.5 trillion yen and is steadily growing at an annual rate of 8%.

The shortage of IT human resources is estimated to continue at approximately 400 thousand people



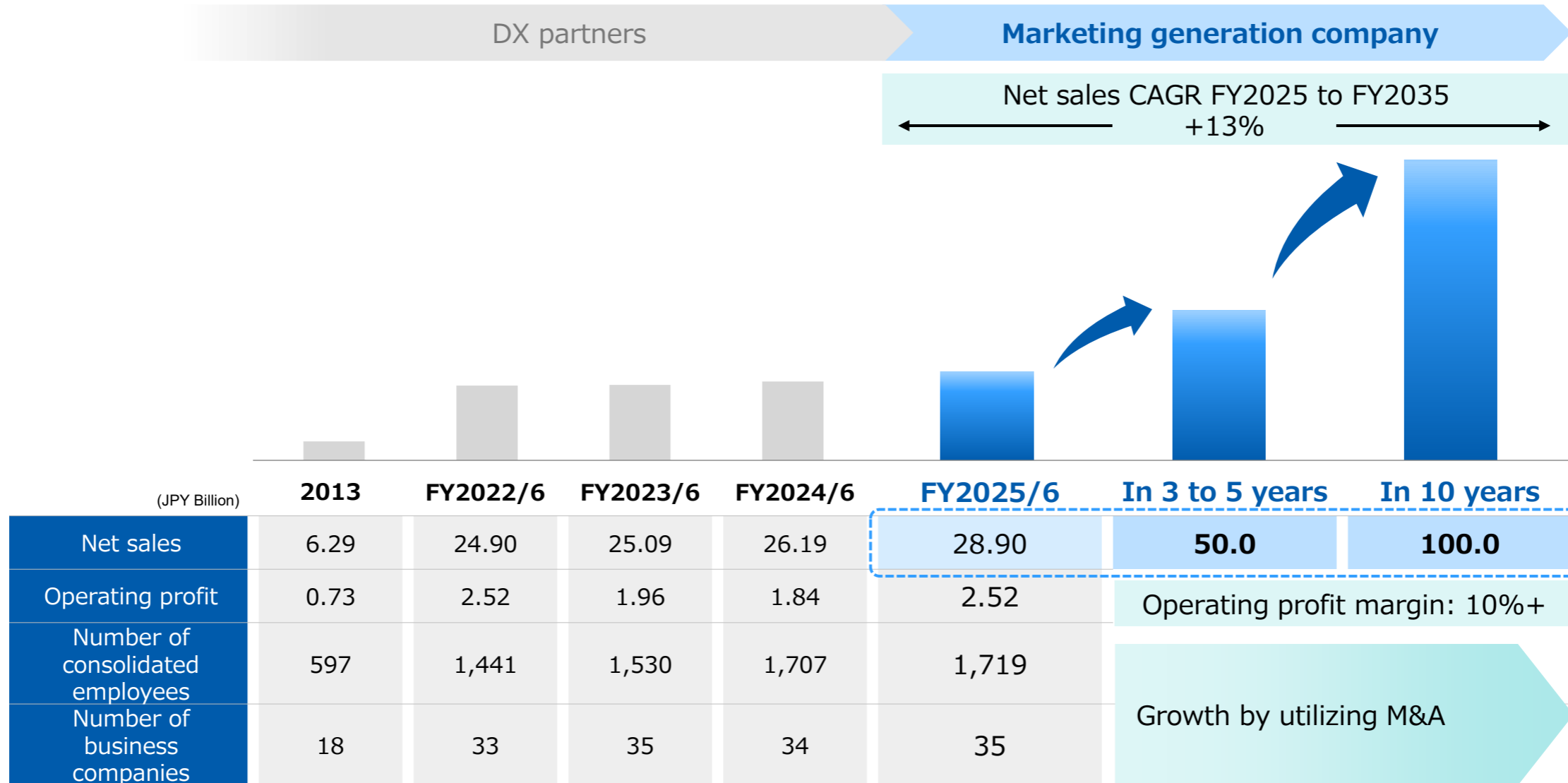
Source: Compiled by the Company based on the Ministry of Economy, Trade and Industry's Survey on IT Human Resource Supply, Estimated Shortage of IT Human Resources (Medium Scenario), and Yano Research Institute Ltd.'s Market Size Trends and Forecast for Human Resource Services Targeting Digital Talent

Under the mission, “Discover Something New,” “Creating new value and delivering it to society” constitutes the value that CMG provides to society



Achieve consolidated net sales of 50.0 JPY billion and operating profit of 5.0 JPY billion within 5 years

Enhance the business value of Group companies as a marketing generation company, leading the improvement of CMG's corporate value



Implement a new organizational setup adapted to the AI era

- Commence activities of the cross-Group AI utilization promotion organization, “CMG AI Working Group”
- Establish an “AI Technology Specialized Organization” with the mission of productizing business operations and providing internal technical support

Implementation measures

Latest status

1 Develop a utilization base

Develop the foundational infrastructure for utilization and promotion, including an overall organizational culture of utilization



- Build an internal shared library for utilizing generative AI
- Regularly monitor AI quantitative metrics (such as usage rates) for each organization
- Establish rules and guidelines for control and risk mitigation

- Launch the internal CMG AI Portal
- Open the AI information desk and consultation desk
- Develop plans for generative AI-focused training

2 Improve business efficiency

Reduce man-hours of existing operations by utilizing generative AI while improving productivity and service quality



- Execute business process reforms (BPR) in each organization
- Identify areas for utilizing generative AI (mainly for multi-person tasks)
- Develop AI tools tailored to each of the Company’s organizations and operations

- Promote utilization projects in each organization
- Implement a cycle of information collection and case development
- Launch dedicated AI tools for operations

3 Apply to services

Update existing products utilizing generative AI and develop new products



- Collect information on new generative AI technologies and conduct validation tests
- Add functions to existing services utilizing generative AI
- Develop new products utilizing generative AI

- Implement PoC of AI products
- Release AI interview services
- Develop next-generation AI research systems

6 Appendix

The Excel **Fact Sheet** is available here on our IR website (<https://www.cm-group.co.jp/en/ir/>).
Please refer to this fact sheet for more information.

(JPY Billion)	FY2025/6 Q1-Q3	FY2026/6 Q1-Q3	YoY Growth Rate
Net sales	22.27	23.60	+6%
Gross profit	8.76	8.77	+0.03%
(Gross profit margin)	(39.3%)	(37.1%)	-2.2pt
SG&A	6.39	6.65	+4%
(SG&A ratio)	(28.7%)	(28.2%)	-0.5pt
Operating profit	2.37	2.12	-11%
(Operating profit margin)	(10.6%)	(9.0%)	-1.7pt
Ordinary profit	2.28	2.21	-3%
Extraordinary income (loss)	-0.01	0.00	-
Income taxes	0.92	0.91	-2%
Net income attributable to owners of parent	1.34	1.30	-3%

1 Net sales reached a record high

Revenue growth of the Digital Marketing Business drove overall results

2 Gross profit margin declined

Margin declined in the Digital Marketing Business

3 SG&A increased

SG&A increased due to increased personnel expenses and new consolidation; however, the increase in the SG&A ratio was limited

(JPY Billion)	End of Jun. 2025	End of Mar. 2026	Changes
Current assets	12.87	14.53	+1.66
Cash and deposits	7.63	7.44	-0.19
Notes and accounts receivable – trade	3.75	4.55	+0.79
Other	1.48	2.54	+1.06
Non-current assets	3.55	3.59	+0.04
Goodwill	1.18	0.96	-0.21
Other	2.38	2.63	+0.26
Total assets	16.42	18.13	+1.70
Current liabilities	5.42	6.70	+1.28
Accounts payable – trade	1.23	1.86	+0.63
Short-term debt*	1.58	1.50	-0.08
Other	2.61	3.34	+0.73
Non-current liabilities	3.02	2.19	-0.83
Long-term debt	2.67	1.87	-0.80
Other	0.35	0.32	-0.03
Net assets	7.99	9.24	+1.25
Equity ratio	48.6%	51.0%	+2.4pt

1 **Cash and deposits of 7.44 JPY billion**
Secured a sufficient level for investment in business growth and repayment of debts

2 **Debt decreased**
Repayments of short- and long-term debts

2

3 **Equity ratio of 51.0%**
Increased from the end of the previous period

*Including long-term debt repayable within one year

(JPY Billion)	FY2024/6	FY2025/6	YoY Growth Rate
Net sales	26.18	28.90	+10% ①
Gross profit	10.23	11.07	+8%
(Gross profit margin)	(39.1%)	(38.3%)	(-0.7pt)
SG&A	8.38	8.55	+2%
(SG&A ratio)	(32.0%)	(29.6%)	(-2.4pt)
Operating profit	1.84	2.52	+37% ①
(Operating profit margin)	(7.0%)	(8.7%)	(+1.7pt)
Ordinary profit	1.91	2.40	+26%
Extraordinary income (loss)	0.02	0.08	-
Income taxes	0.74	0.98	+33%
Net income attributable to owners of parent	1.19	1.36	+14%

Net sales and operating profit reached record highs

Digital Marketing Business and Data Marketing Business drove performance

Controlled the SG&A ratio

Amid business expansion through M&A, efficiency in SG&A and other expenses improved

(JPY Billion)	End of Jun. 2024	End of Jun. 2025	Changes
Current assets	12.76	12.87	+0.11
Cash and deposits	7.38	7.63	+0.26
Notes and accounts receivable – trade	3.85	3.75	-0.09
Other	1.53	1.48	-0.05
Non-current assets	3.87	3.55	-0.32
Goodwill	1.23	1.18	-0.06
Other	2.64	2.38	-0.26
Total assets	16.63	16.42	-0.21
Current liabilities	5.87	5.42	-0.45
Accounts payable – trade	1.23	1.22	-0.01
Short-term debt*	1.63	1.58	-0.04
Other	3.01	2.61	-0.40
Non-current liabilities	3.68	3.02	-0.66
Long-term debt	3.35	2.67	-0.69
Other	0.33	0.35	+0.02
Net assets	7.08	7.99	+0.90
Equity ratio	42.6%	48.6%	+6.0pt

1 Cash and deposits increased

Secured a sufficient level for investment in business growth and repayment of debts

2 Debts decreased

Repayments of short- and long-term debts

2 Equity ratio of 48.6%

Increased from the end of the previous period

*Including long-term debt repayable within one year

(JPY Billion)	FY2024/6	FY2025/6	Changes
Cash flows from operating activities	1.57	1.96	+0.38
Income before taxes	1.93	2.34	+0.40
Depreciation and amortization of goodwill	0.59	0.61	+0.02
Decrease (increase) in trade receivables	-0.71	0.19	+0.90
Income taxes paid	-0.90	-0.87	+0.04
Other	0.66	-0.31	-0.97
Cash flows from investment activities	-1.24	-0.48	+0.76
Cash flows from financing activities	0.45	-1.14	-1.60
Net increase (decrease) in short-term borrowings	0.05	0.06	+0.01
Net increase (decrease) in long-term borrowings	0.69	-0.75	-1.45
Other	-0.29	-0.45	-0.16
Cash and cash equivalents at end of period	7.38	7.63	+0.26

1 Free cash flows increased
 Mainly due to an increase in income before taxes and a decrease in investment cash flow

2 Cash flows from financing activities decreased YoY
 Repayment of long-term debt

3 Cash and deposits increased
 Secured a sufficient level for investment in business growth and repayment of debts

Consolidated into two business segments: “Digital Marketing” and “Research & Insight”
 – Reorganized and integrated the former Data Marketing Business and Insight Business from FY2026/6 (Q1) –



*Please refer to the next page for performance results based on the new segment criteria.

(Reference) Net Sales and Operating Profit for FY2025/6 and FY2026/6 Based on the New Segment Classification

(JPY Billion)	FY2025/6					FY2026/6				
	Q1	Q2	Q3	Q4	Cumulative total for the fiscal year	Q1	Q2	Q3	Q4	Cumulative total for the fiscal year
Net sales	6.76	7.99	7.52	6.62	28.90	6.71	8.39	8.49		
Digital Marketing Business	3.08	3.28	3.07	3.09	12.52	3.25	3.75	3.78		
Social & digital promotion	2.00	2.25	2.00	2.01	8.26	2.00	2.55	2.54		
SI/DX consulting	0.56	0.49	0.53	0.53	2.12	0.54	0.63	0.62		
Marketing HR	0.52	0.54	0.54	0.54	2.14	0.71	0.59	0.62		
Research & Insight Business	3.68	4.71	4.45	3.54	16.38	3.46	4.64	4.71		
Japan	2.44	3.31	3.39	2.31	11.45	2.48	3.24	3.56		
Overseas	1.24	1.40	1.06	1.23	4.93	0.98	1.40	1.15		
Operating profit	0.36	0.99	1.02	0.15	2.52	0.29	0.84	0.99		
Digital Marketing Business	0.21	0.31	0.20	0.18	0.90	0.20	0.31	0.34		
Research & Insight Business	0.70	1.25	1.36	0.52	3.82	0.62	1.07	1.24		
Adjustments	-0.55	-0.56	-0.54	-0.55	-2.20	-0.54	-0.54	-0.58		

*The results for each new segment for FY2025/6 are for reference purposes only and have not been audited.



Cross Marketing Group

Digital Marketing Business

FY2025/6 Net sales 12.5 JPY billion
 Net sales composition ratio 43%

Social & digital promotion

SI/DX consulting

Marketing HR

Providing digital promotion, marketing media management, app development, maintenance and operations, digital/marketing human resources services

Research & Insight Business

FY2025/6 Net sales 16.4 JPY billion
 Net sales composition ratio 57%

Japan

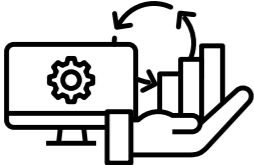
Overseas

Supporting customers' marketing activities and decision-making through online data collection, analytical reports, and consulting




Digital Marketing Business Social & digital promotion

Operation of sales promotion support media, and development of Internet advertising services



Total support from planning to execution and data measurement of customers' marketing initiatives

Providing promotion services combining data × Internet and social media × IP content




Sales promotion support media

Internet advertising


もらえる・ためせる®
モラマシ.net
レシート投票で毎日のお買い物にお得とハッピーを
テンカメ!

Questionnaire ads
Questionnaire-style article ads


Data-driven programmatic advertising



Social media marketing



Third-party logistics



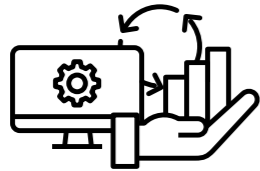
IP collaboration

Panel network consisting of 15.66 million people



Digital Marketing Business SI/DX consulting

Support for
implementation of
customers' marketing
strategies



Providing DX consulting,
system/application
development, operations,
maintenance, etc.

Major Businesses

Cross Communication

Planning, development, and
operation of mobile/smartphone
websites and systems



Smartphone
securities application
development
Daiwa Connect Securities Co.,
Ltd.

Banking application
development
Sony Bank Inc.

COUM

Comprehensive consulting,
customer contact DX, and
business process DX support



Digital Marketing Business
Marketing HR

Support for implementation
of customers' marketing
strategies



Providing outsourcing in
the digital/marketing
fields and human
resource services

Major Businesses



Recruitment support
agency for engineers,
marketers, and creators



Creative Resource Institute

Director and engineer temporary
staffing business
Brand planning
Sales promotion
Advertising production business



Online consumer surveys and various data collection

Fact finding through Internet-based questionnaire surveys



Efficient data compilation through Japan's largest panel network

Largest in the industry
 Panel network of 15.66 million people*
 Detailed profiles in a maximum of 2,500 categories



*As of March 31, 2026

Offline/in-depth research and analysis reports

Analyzing and understanding consumer insights based on fact finding

* Consumer insights: Underlying factors driving purchasing behavior that are not consciously recognized by consumers



Consulting to solve customers' marketing issues

In-depth research and analytical reporting based on consumer data/facts



Number of offline surveys conducted (interviews and CLTs)

About 1,000 projects



CLT room with cooking equipment (Ningyocho)



Facilities in Japan (Hatsudai area of Shinjuku; Ningyocho)



Overseas fieldwork base (India)

Kadence Group
 Research centers in North America,
 Europe, and Asia

Consumer data
 is efficiently
 compiled

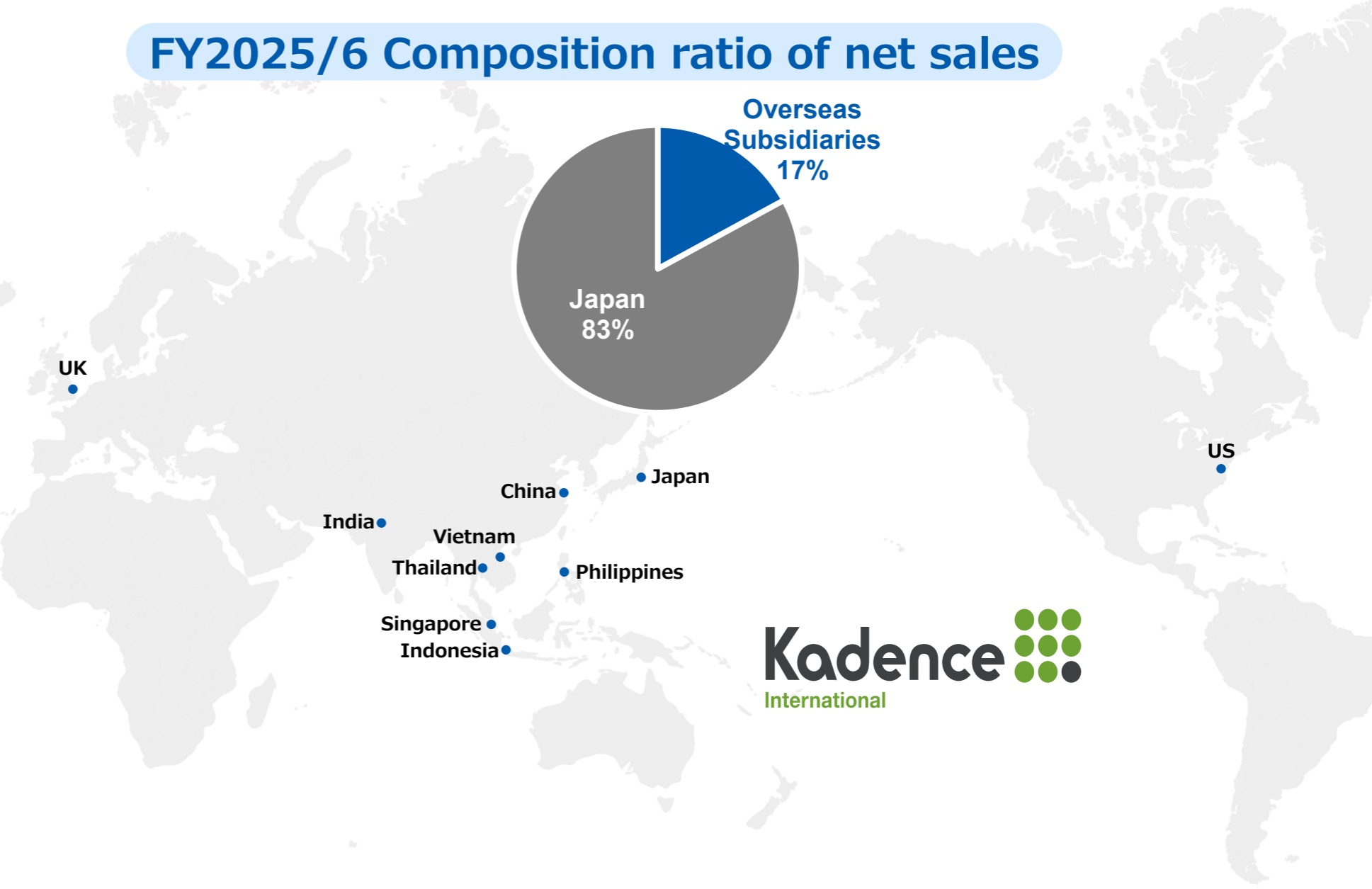


Analysis and
 understanding
 of consumer
 insights



Services provided by
 Group companies with
 expertise and bases in
 10 countries around the
 world

FY2025/6 Composition ratio of net sales



Cautionary Statement regarding the Material

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