



Cross Marketing Group Inc.

Presentation material for Investors

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Summary

1

- Q1 (July to September) FY2026/6 revenue of 6.71 billion yen (down 1% YoY) and operating profit of 290 million yen (down 19% YoY)
- **Accelerated investment in high-growth areas and AI utilization**

Summary

2

- Reorganized the business into two segments starting from Q1 FY2026/6
- **Digital Marketing Business: Revenue increased 5% owing to the strong performance of Marketing HR**
- **Research and Insight Business: Revenue declined 6%, mainly due to a decrease overseas, despite growth in Japan**

Summary

3

- FY2026/6 earnings are weighted toward 2H
- **Full-year earnings forecast remains unchanged**
- **Aiming for revenue of 32 billion yen and operating profit of 2.8 billion yen**

1 FY6/2025 Q1 Financial Results Outline

Revenue of 6.71 billion yen (down 1% YoY) and operating profit of 290 million yen (down 19%)

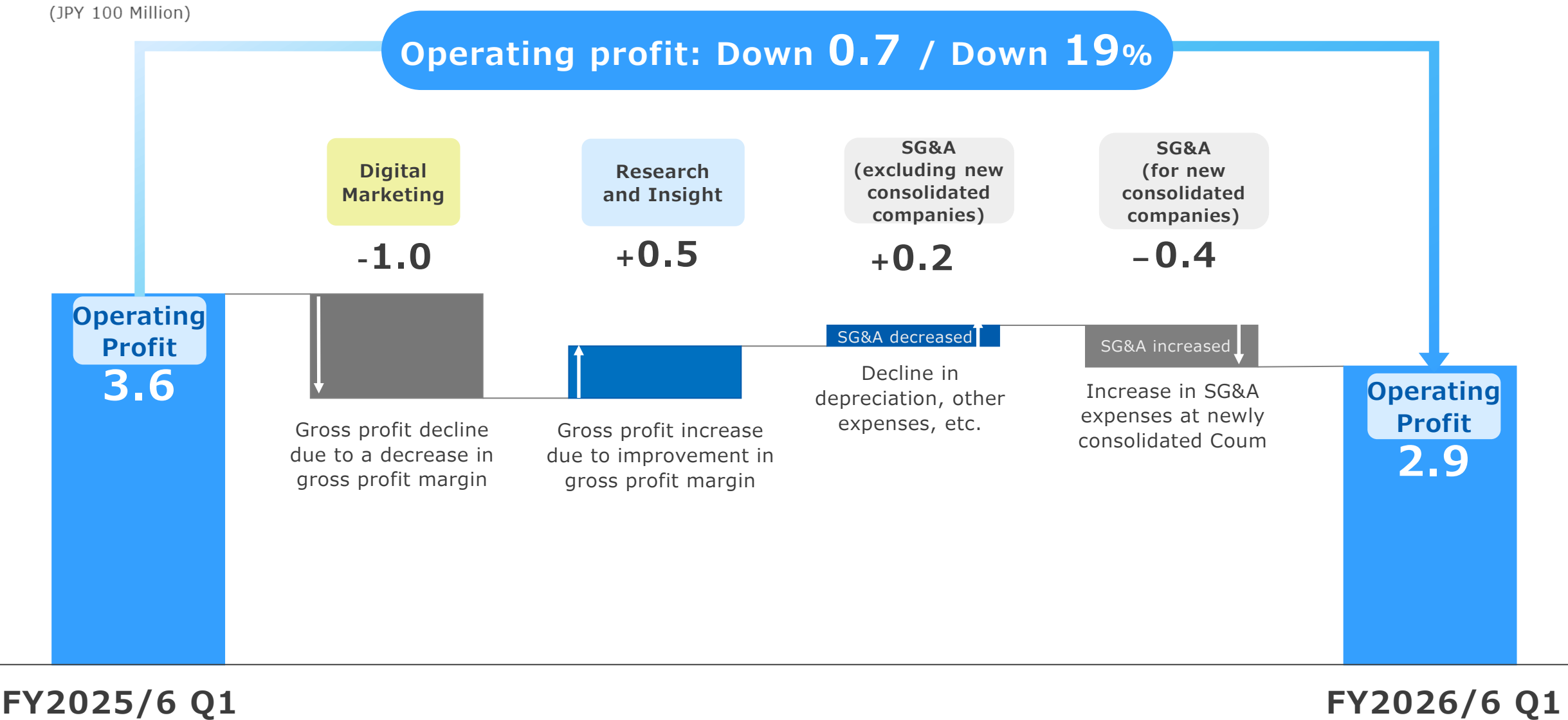
(JPY 100 Million)	FY2025/6 Q1 Results	FY2026/6 Q1	
		Results	YoY Growth Rate
Revenue	67.6	67.1	-1%
Digital Marketing Business	30.8	32.5	+5%
Research and Insight Business	36.8	34.6	-6%
Gross Profit (Gross Profit Margin)	25.2 (37.3%)	24.7 (36.8%)	-2% (-0.5pt)
SG&A	21.7	21.8	+1%
Operating Profit (Operating Profit Margin)	3.6 (5.3%)	2.9 (4.3%)	-19% (-1.0pt)
EBITDA*1 (EBITDA margin)	5.3 (7.9%)	4.3 (6.4%)	-19% (-1.5pt)
Ordinary Profit	3.0	2.9	-2%
Net Income Attributable to Owners of the Parent	1.4	1.2	-14%

*1 : EBITDA: Operating profit + Depreciation + Amortization

Consolidate business segments into two—Digital Marketing and Research Insight
– Reorganize and integrate the former Data Marketing Business and Insight Business –



Operating profit declined by 70 million yen, mainly due to a decrease in gross profit in the Digital Marketing Business



Revenue of 3.25 billion yen (up 5% YoY) and segment profit of 200 million yen (down 5% YoY)

Segment profit declined due to a decrease in gross profit even as Marketing HR drove revenue growth

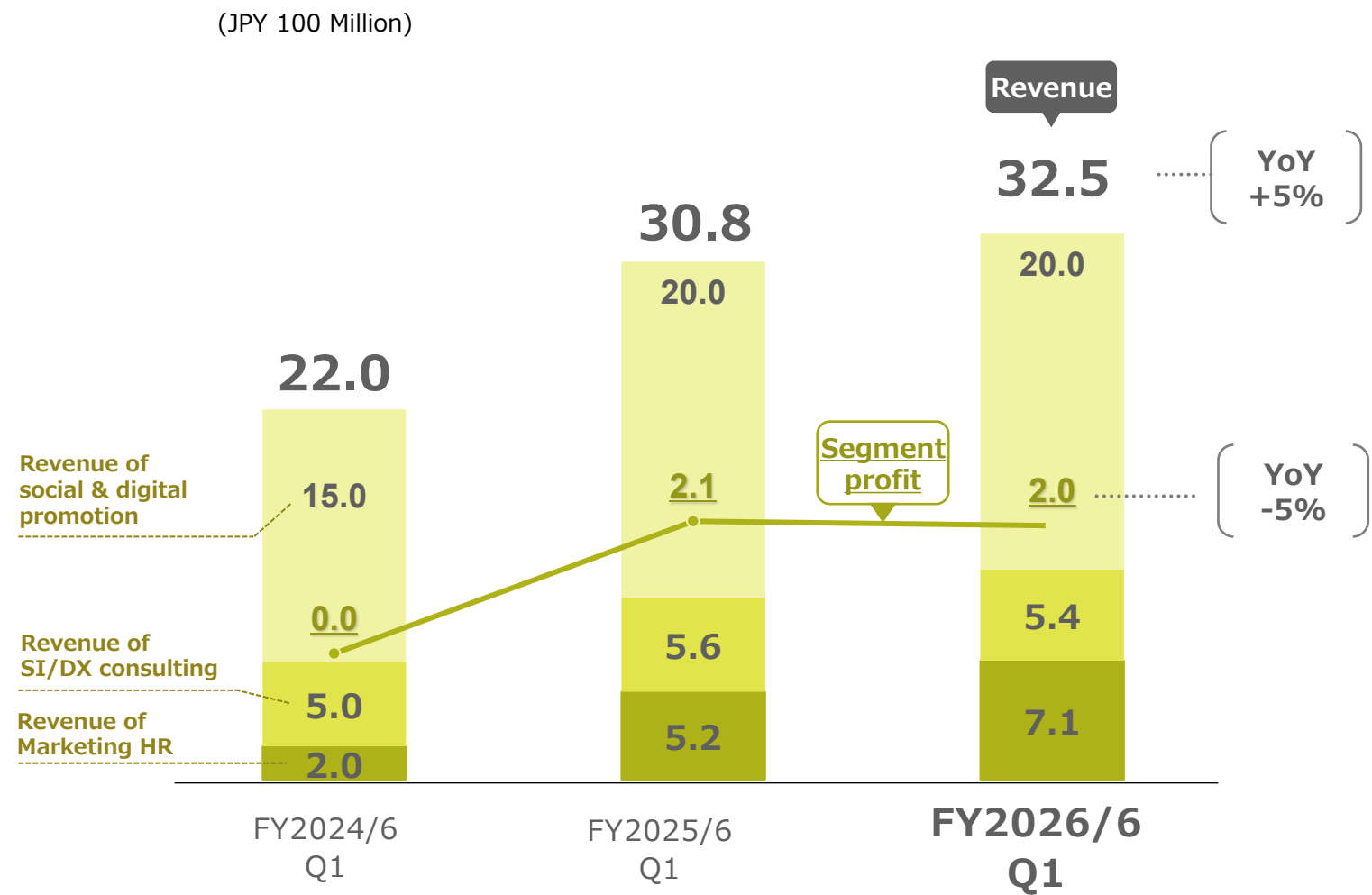
Highlights

- **Social & digital promotion:** Revenue was little changed YoY. While high-growth areas such as influencer marketing and IP promotion expanded, PathCrie, which engages in 3PL*1, saw a revenue decline.
- **Marketing HR:** Revenue increased 35% YoY due to the strong performance of digital-personnel dispatch and BPO services.

Lowlights

- **SI/DX consulting:** Revenue declined 3%. The existing system development business and other operations saw a revenue decline even though Coum was newly consolidated.
- **Segment profit** declined 5%. This was mainly due to a decline in gross profit associated with a decrease in gross profit margin.

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



Revenue of 3.46 billion yen (down 6% YoY) and segment profit of 620 million yen (down 11% YoY)
Revenue declined overseas **even though performance remained solid in Japan**

Highlights

- **In Japan**, revenue increased 2%. Online research performed well, while the health-care field showed signs of recovery.

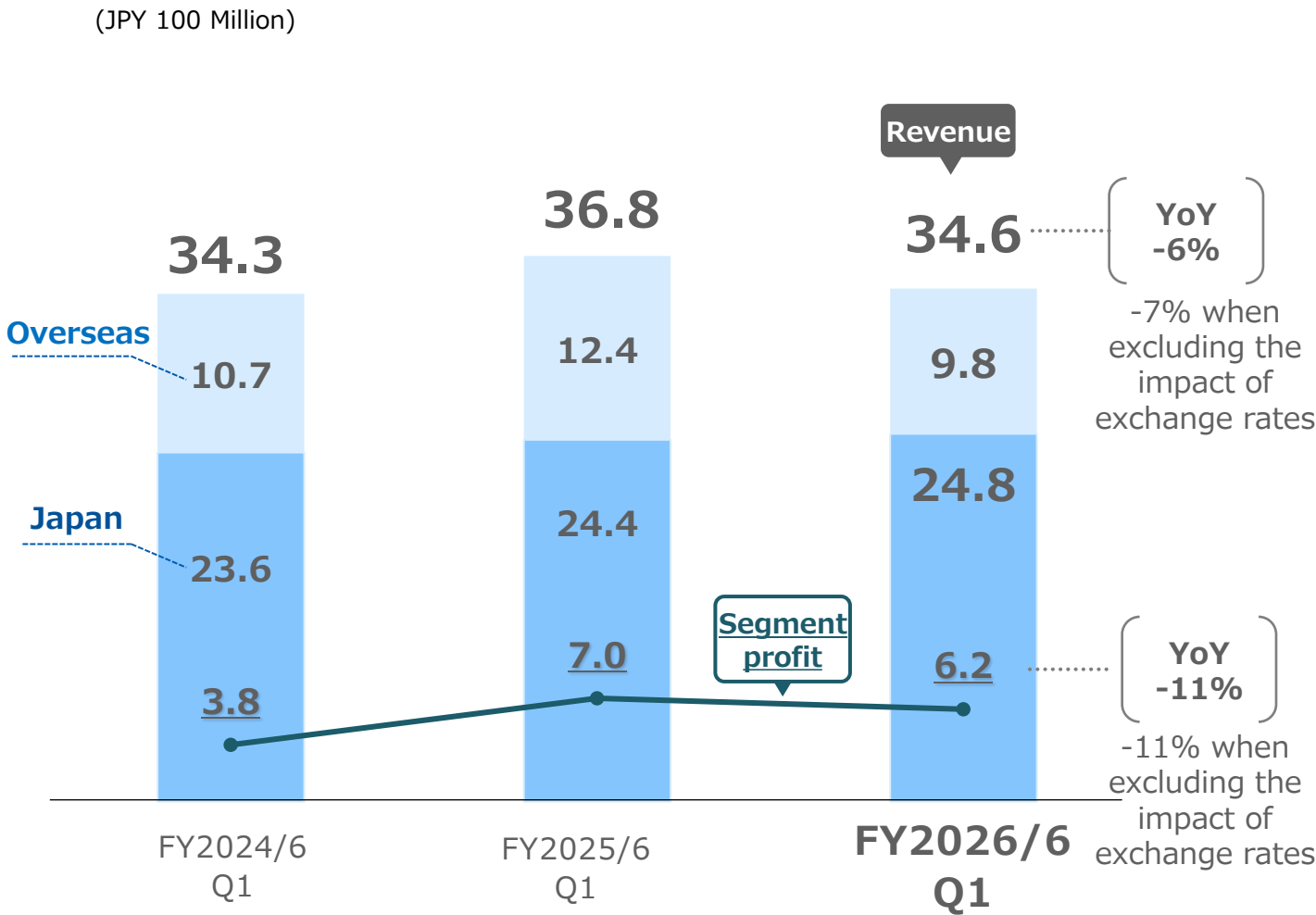
Lowlights

- **Overseas**, revenue declined 21%. In North America, performance remained on par with the same period of the previous fiscal year. However, revenue declined in the UK, India, Indonesia, and other regions because projects were prolonged due to the impact of U.S. tariffs and political uncertainty.
- **Segment profit** declined 11%. This was mainly due to the revenue decline overseas.

Exchange rate impact

- The foreign exchange effect*1 increased revenue by 25 million yen, but had minimal impact on profit.

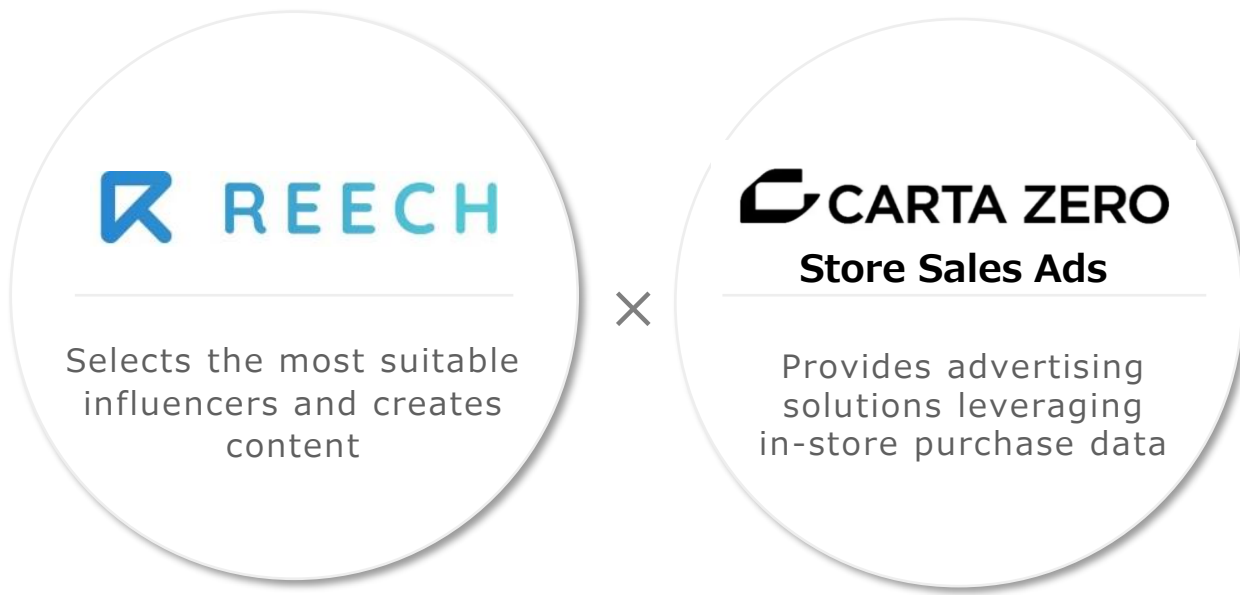
*1 Compared to the actual exchange rate in Q1 of the fiscal year ended in June 2025.



2 Topics

REECH has partnered with CARTA ZERO to launch a collaborative advertising solution called “Store Sales Ads,” which utilizes in-store purchase data

By combining influencer marketing with purchase data, the two companies will provide end-to-end support for consumers from initial interest to the point of purchase



Three features of the Store Sales Ads collaboration package

- **Creates initial interest through the most suitable influencers**
Selects the most suitable influencers for the product and target consumers using AI and data analysis
- **Distributes highly targeted ads based on in-store purchase data**
Distributes content created by influencers to third parties through Store Sales Ads
Delivers ads accurately based on purchase data
- **Measures the impact of store visits and purchases, and optimizes the next action**
Reports on sales lift and measures the sales contribution of each initiative

REECH has formed a business alliance with iKala
The two companies will support the global expansion of Japanese companies through influencer marketing

**Background
Customer needs**

- ✓ Growing demand for influencer marketing by native English and Chinese speakers due to a rise in tourism
 - ✓ Growing demand for stronger local influencer marketing in target overseas markets
- ➡ **There is a surge in inquiries from Japanese brand operators seeking overseas influencers**



Holds one of Japan's largest influencer databases, with at least 600,000 entries
Database platform that links influencers with businesses



System
linkage



Operates Kolr, one of the world's largest influencer marketing platforms, which holds data on more than 300 million influencers and more than 6 billion data points

REECH DATABASE users can discover and analyze influencers worldwide by purchasing the Kolr plan

Cross Marketing, with support from SAPEET, launched a project to strengthen organizational sales capabilities using an AI sales agent



Maximizes organizational sales capabilities

Project overview

Establish a framework in which an **AI sales agent** provides support tailored to the roles of sales representatives, managers, and operational supervisors

Sales organization envisioned

- Leverages AI to enhance both the quantity and quality of actions
- The more AI is used, the more data is accumulated, enabling AI to learn company-specific insights
- Human employees will focus on customer engagement and creative work

企業DNAを理解しAIが進化する

STEP
01

営業効率化を通じた
現場データ蓄積

STEP
02

AI・データ活用により
組織営業力を最大化



事業責任者

戦略判断を後押しする
現場データ抽出

市場の変化に沿った
継続的な戦略アップデート



マネージャー

メンバーアクションの
可視化と管理の効率化

データドリブンの人材育成



担当者

営業アクションの
丸ごとサポート


勝ちパターンに基づいた
営業で成果向上

Applied to change our listing to the Tokyo Stock Exchange Standard Market

Our current status

- We do not meet the criteria for tradable share market capitalization
- Improvement period until the end of June 2026

	Number of shareholders	Number of tradable shares	Tradable share market capitalization	Tradable share ratio	Daily average trading volume
June 30, 2024	4,715	85,369 units	4.62 billion yen	42.7%	56 million yen
June 30, 2025	4,555	78,671 units	5.43 billion yen	39.3%	63 million yen
Prime Market Continued Listing Criteria	800	20,000 units	10.0 billion yen	35.0%	20 million yen
Conformance status	Conforms	Conforms	Does not conform	Conforms	Conforms
Improvement period	–	–	Until June 30, 2026	–	



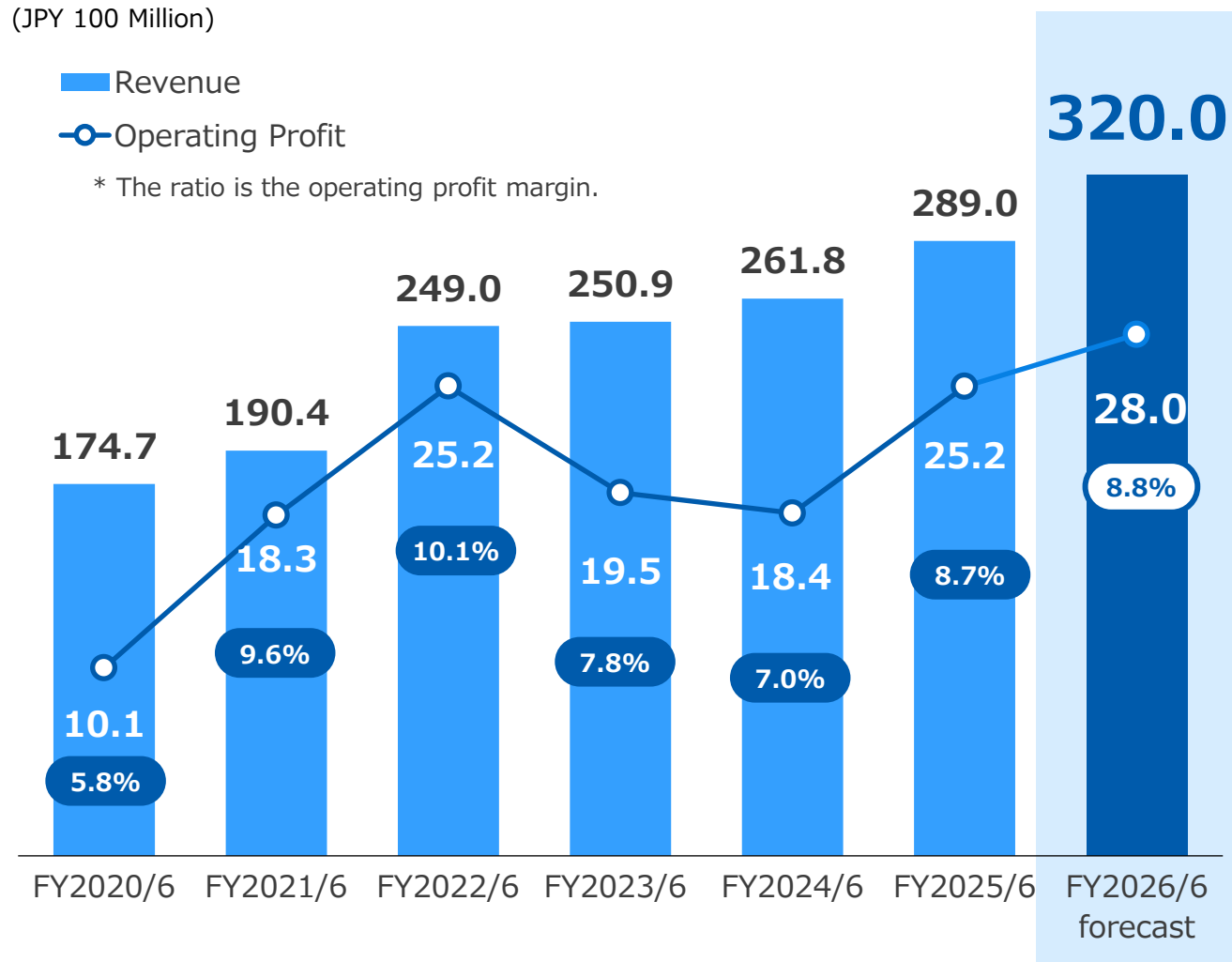
On October 8, 2025, we applied to change our listing to the Standard Market

- We will promptly disclose any matters that require disclosure as they arise.

*Regarding the market change, the final decision will be made based on the examination and approval of the Tokyo Stock Exchange. If, for any reason, the requirements for the change are not met, approval may not be granted.

3 Forecast & Shareholder Returns

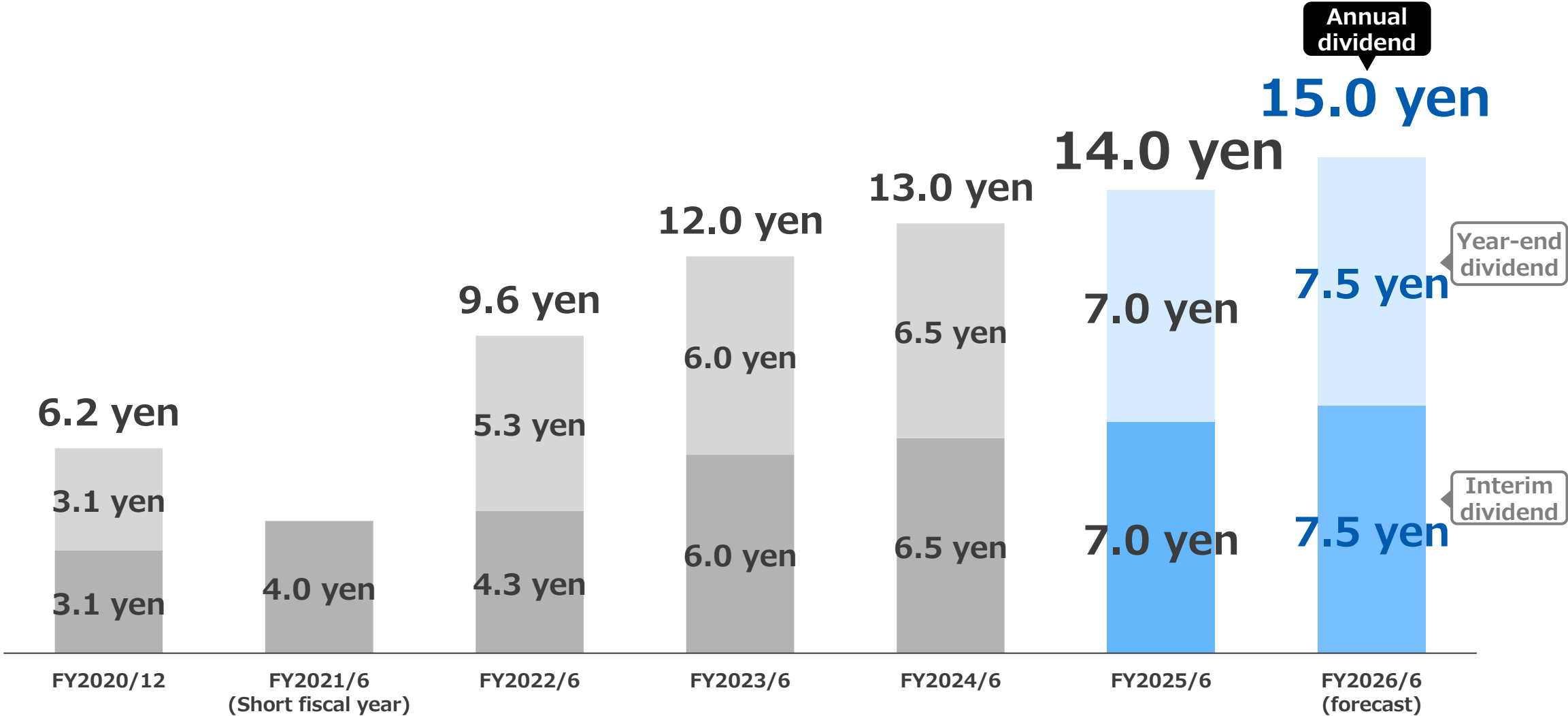
Revenue of 32 billion yen (+11%) and operating profit of 2.8 billion yen (+11%)
Forecast dividend per share of 15.0 yen, an increase of 1 yen YoY (First half: 7.5 yen, second half: 7.5 yen)



	FY2025/6 Actual	FY2026/6 Forecast	YoY
Revenue	289.0	320.0	+11%
Digital Marketing	125.2	148.0	+18%
Research Insight	163.8	172.0	+5%
Operating Profit	25.2	28.0	+11%
Ordinary Profit	24.0	27.0	+12%
Net Income Attributable to Owners of the Parent	13.6	15.5	+14%
EPS	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 the fiscal year ending June 2026 (Interim dividend: 7.5 yen, year-end dividend: 7.5 yen)



4 Company Overview

Company name	Cross Marketing Group Inc. (ticker : 3675, TSE Prime)
President & CEO	Miki Igarashi
Established	April 1, 2003
Key financial indicators(Yen) -FY2025/6-	Total Sales 28.9 _{bn} Operating Profit 2.5 _{bn} ROE 18.0% Total Assets 16.4 _{bn} Net Equity 8.0 _{bn} Capital 647 _{mn}
Business Segments	Digital Marketing Business, Research Insight Business
Affiliated Companies	Consolidated subsidiaries : 31 companies Equity method affiliates : 1 companies
Consolidated Employees	1,753(Incl. 186 temporary staff)



Miki Igarashi

Profile

- 1973 Born in Tokyo
- 1996 Graduated from the Faculty of Economics of Keio University
- 1996 Joined Japan Asia Investment (a VC)
- 2000 Established an Internet company and was appointed as director
- 2003 Established Cross Marketing
- 2008 Cross Marketing was listed on the Mothers section of the Tokyo Stock Exchange
- 2018 Listing changed to First Section of the Tokyo Stock Exchange
- 2022 Listing moved to Prime Section of the Tokyo Stock Exchange

External Positions

- RareJob, Inc. Outside director
- OZVISION Inc. Outside director
- Japan Marketing Research Association Chairman



**Discover
Something
New.**

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.

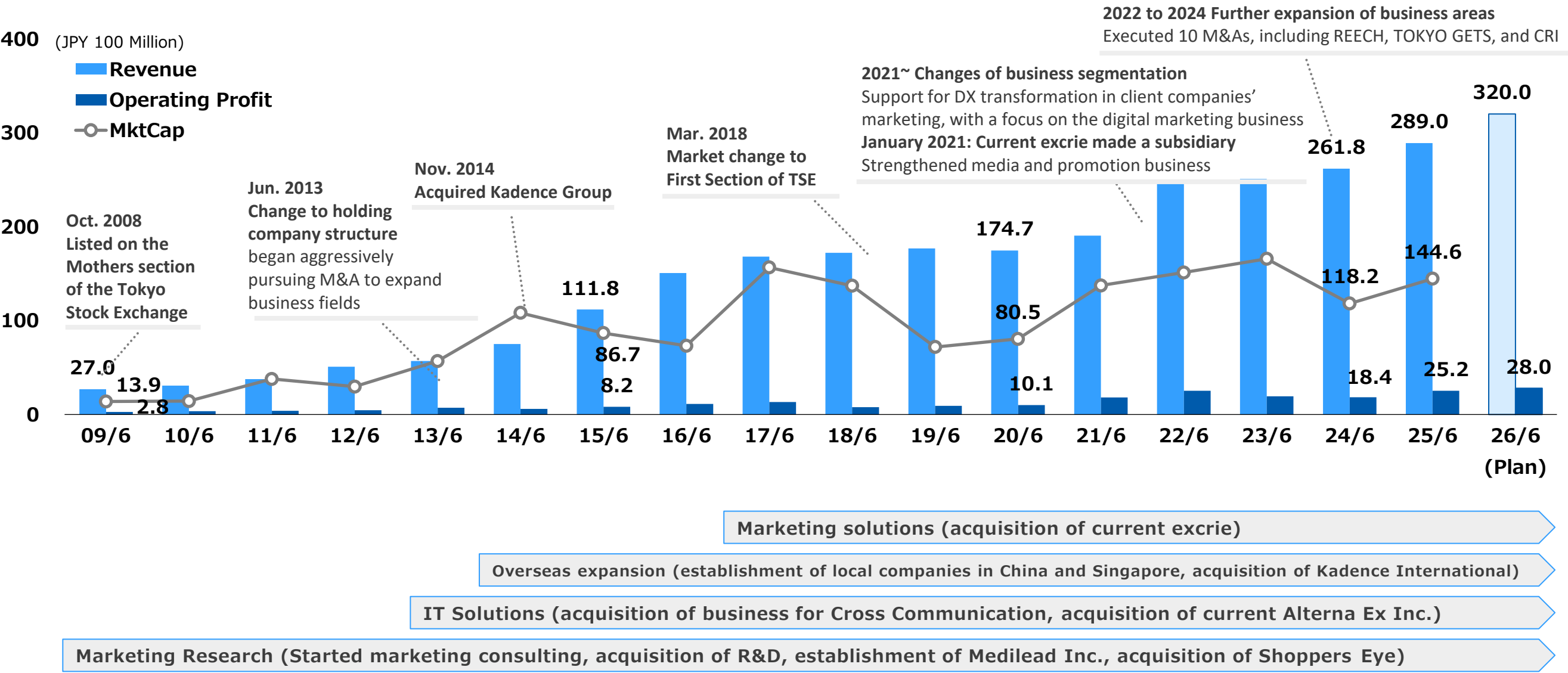
The process is exciting. The goals make the heart pump.

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 25 M&A transactions for 39 companies in Japan and abroad



Panel network
consisting of

**14.2 million
people***

Detailed profiles in
a maximum of
2,500 categories



*As of June 30, 2025

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 and Insight Business

Use of panels in internet research projects, or interviews

Panel network of 14.21 million* people
Detailed profiles in a maximum of 2,500 categories

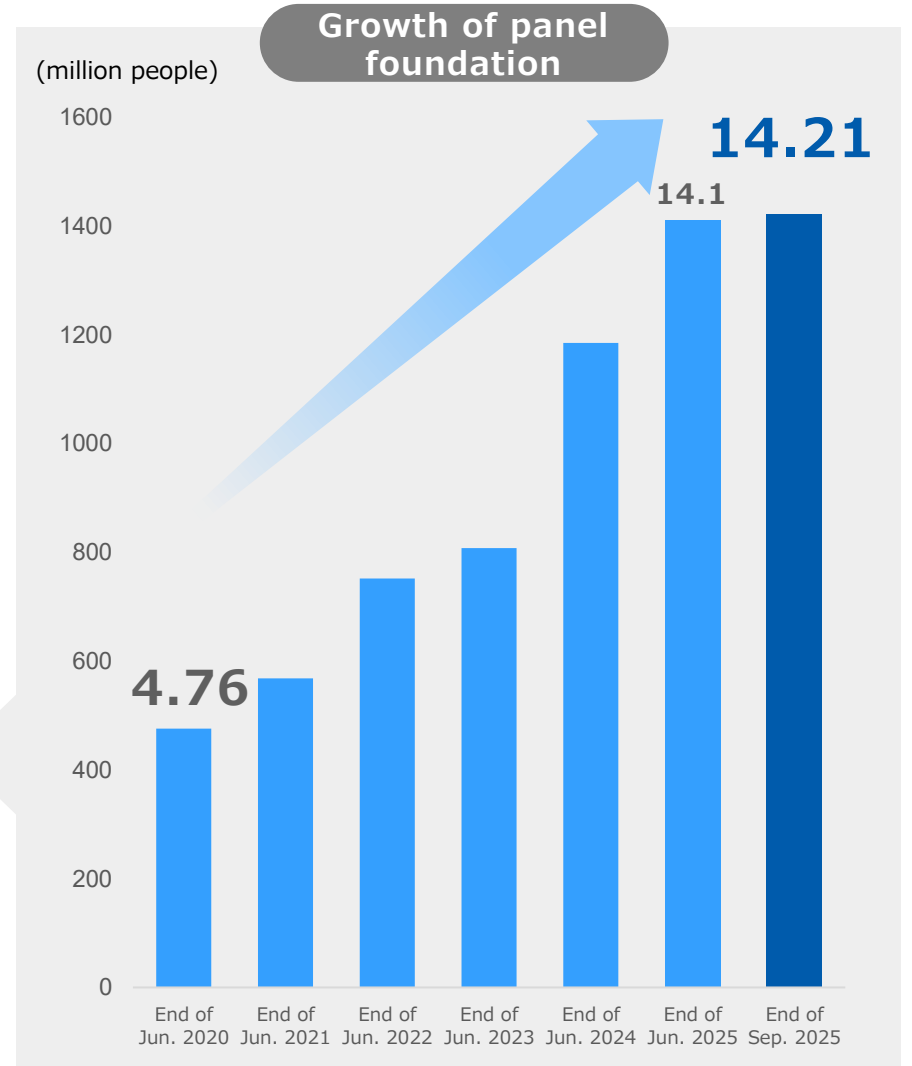


Tie-up with about 30 companies

リサーチパネル

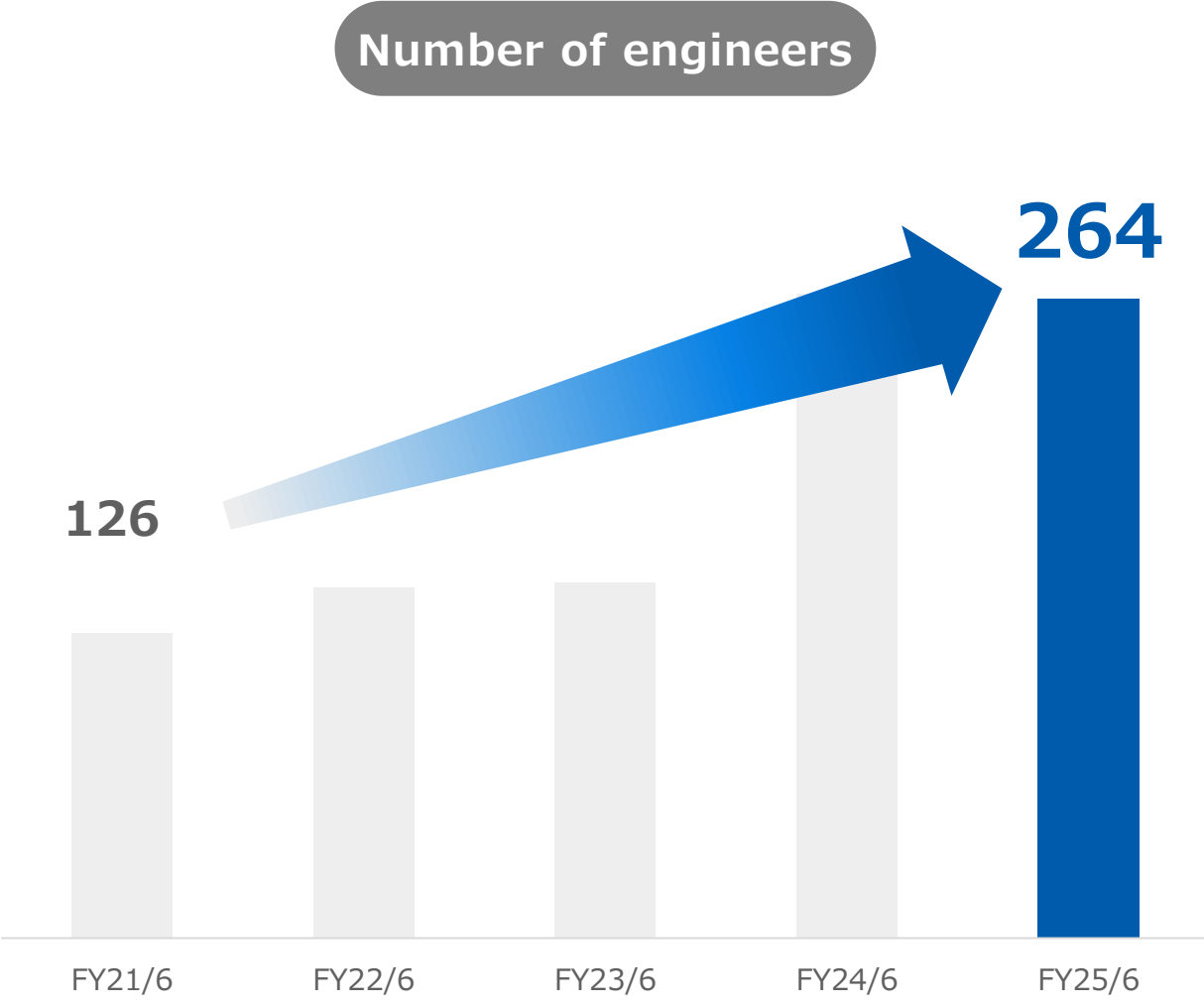
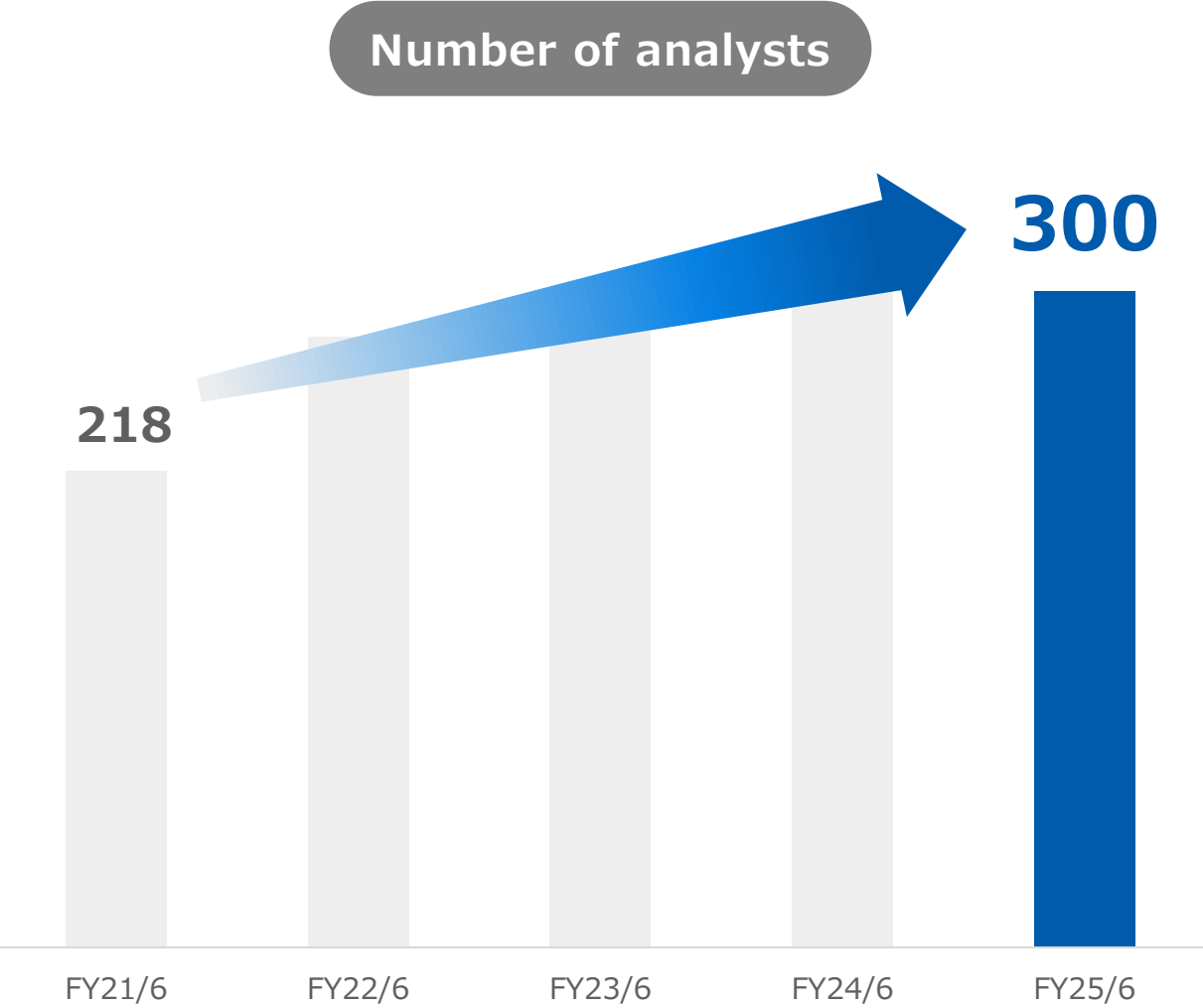
Loyalty Marketing, Inc.

dジョブ



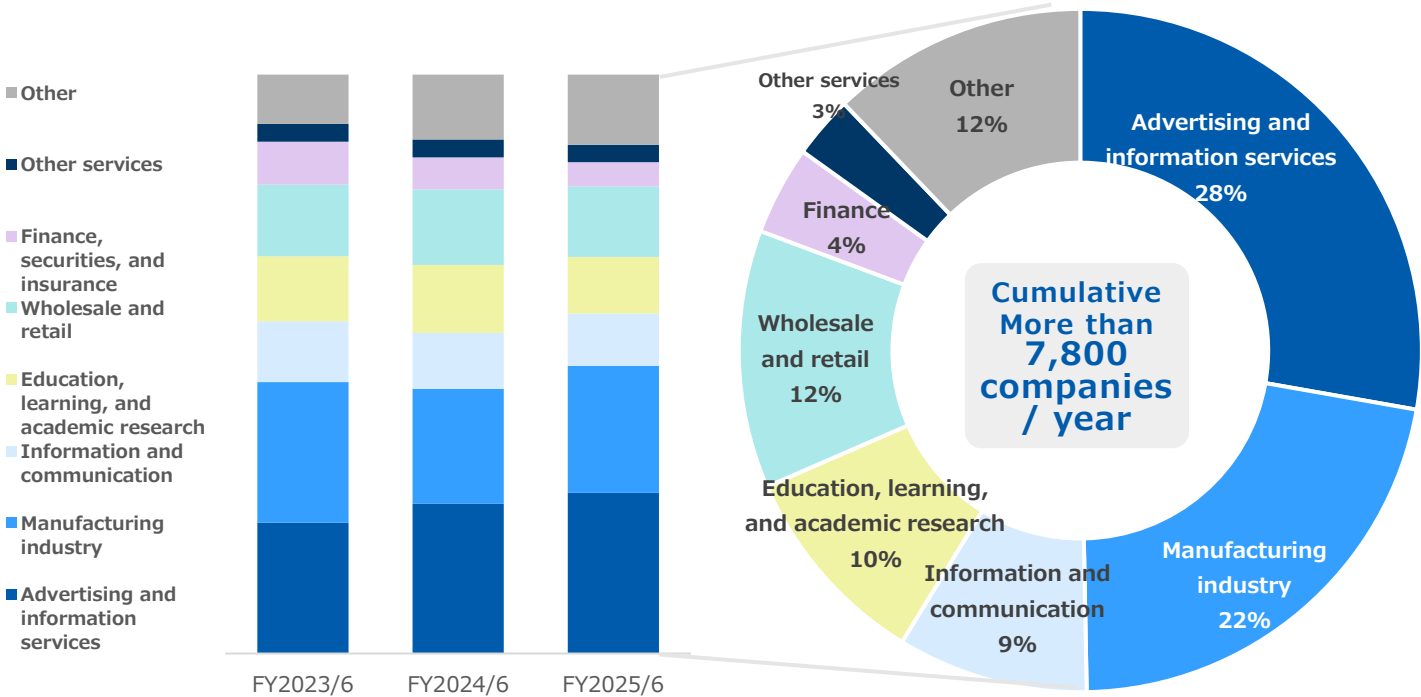
*As of September 30, 2025

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



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 f.y.)
Engaged in a business that is **not heavily dependent on specific customers**

Revenue composition by customer industry



Overview of major customers and revenue composition (FY2025/6)

	Industries of major customers	Revenue (Million yen)	Composition of total revenue
1	Communication industry	438	1.5%
2	Other services industry	415	1.4%
3	Other services industry	378	1.3%
4	Information services industry	372	1.3%
5	Wholesale and retail industry	343	1.2%
	.		
	.		
	Top 10 companies total	3,131	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.

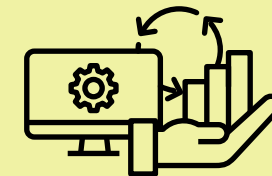
Research Function



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



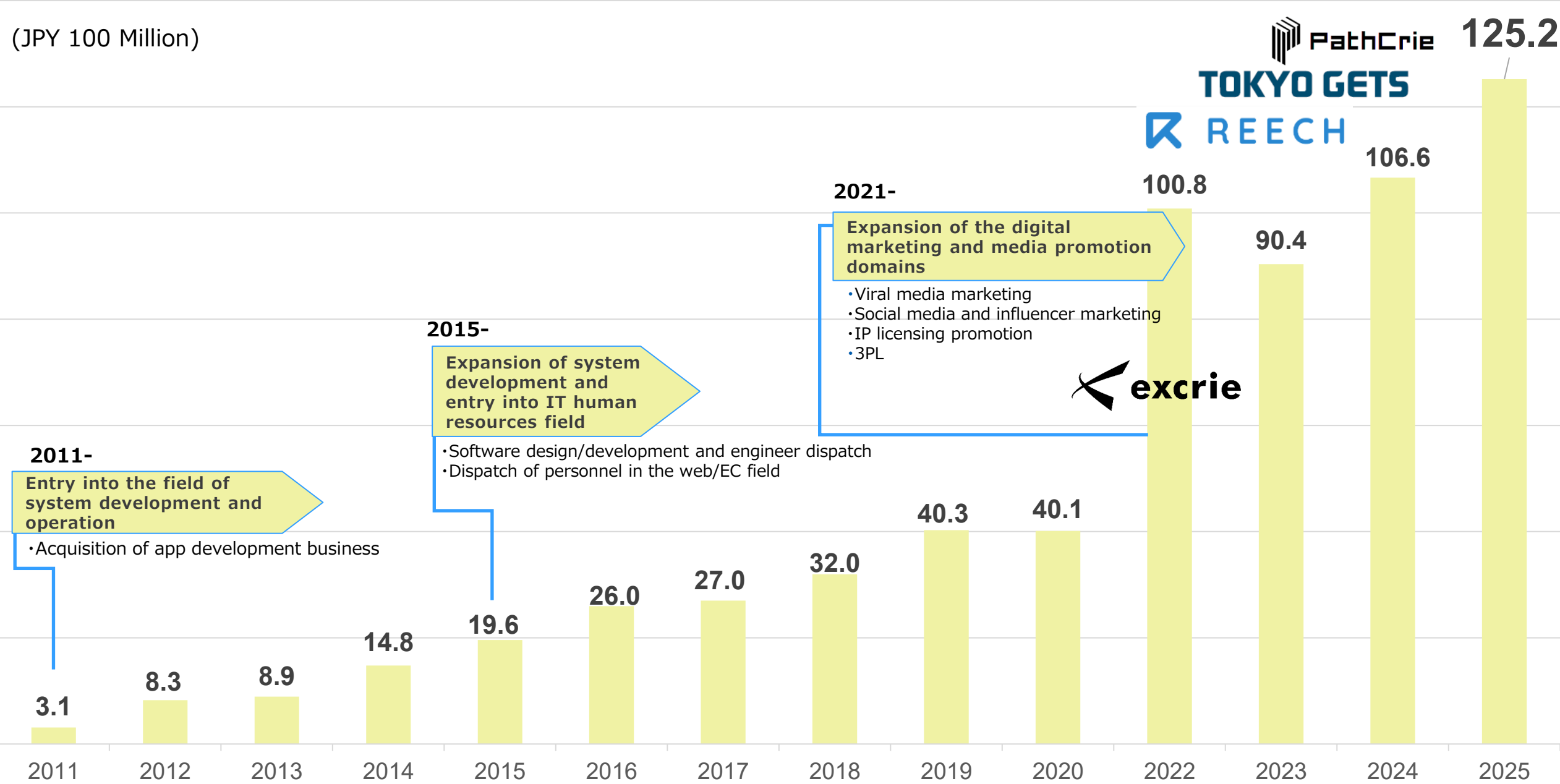
Marketing implementation support



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

Comprehensive marketing solutions
based on data and understanding

(JPY 100 Million)



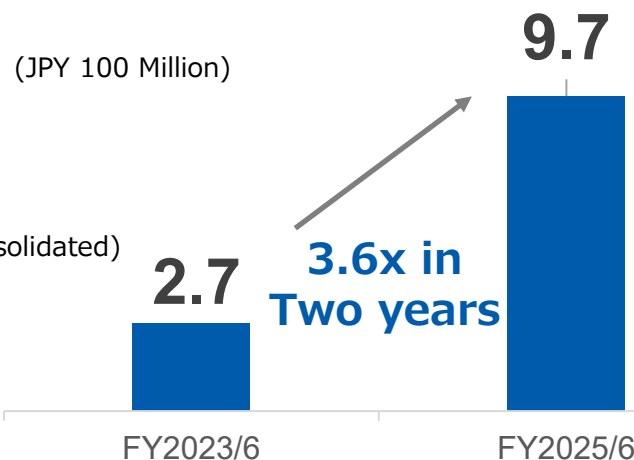
REECH Inc.

Provides database tools that connect influencers and companies



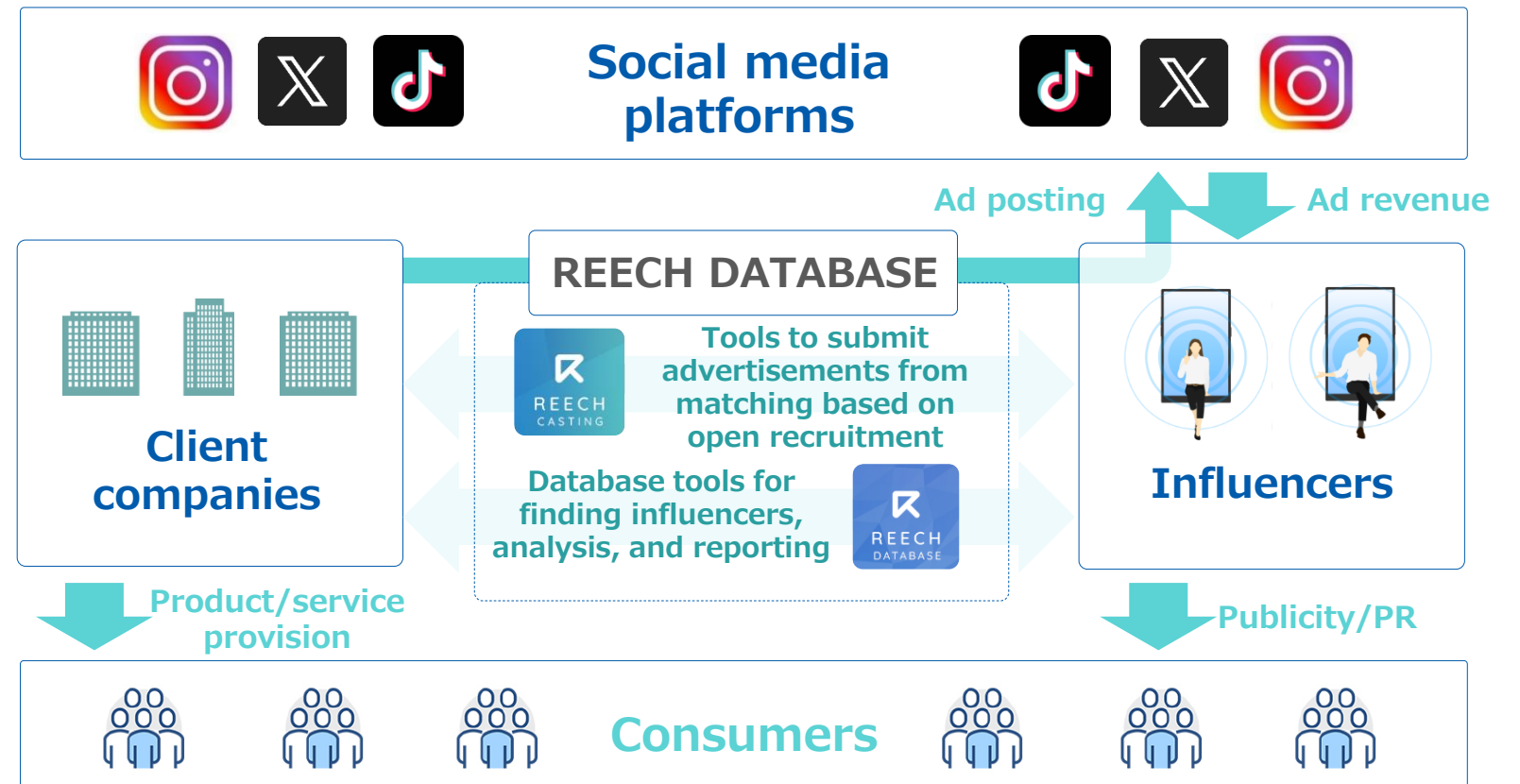
Business operations

- (1) Marketing support using “**REECH Data Base**,” 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 Data Base**,” 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**

Number of followers \neq level of influence

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

Insourcing

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

More than 200 PR campaigns per year

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

Examples of use



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.

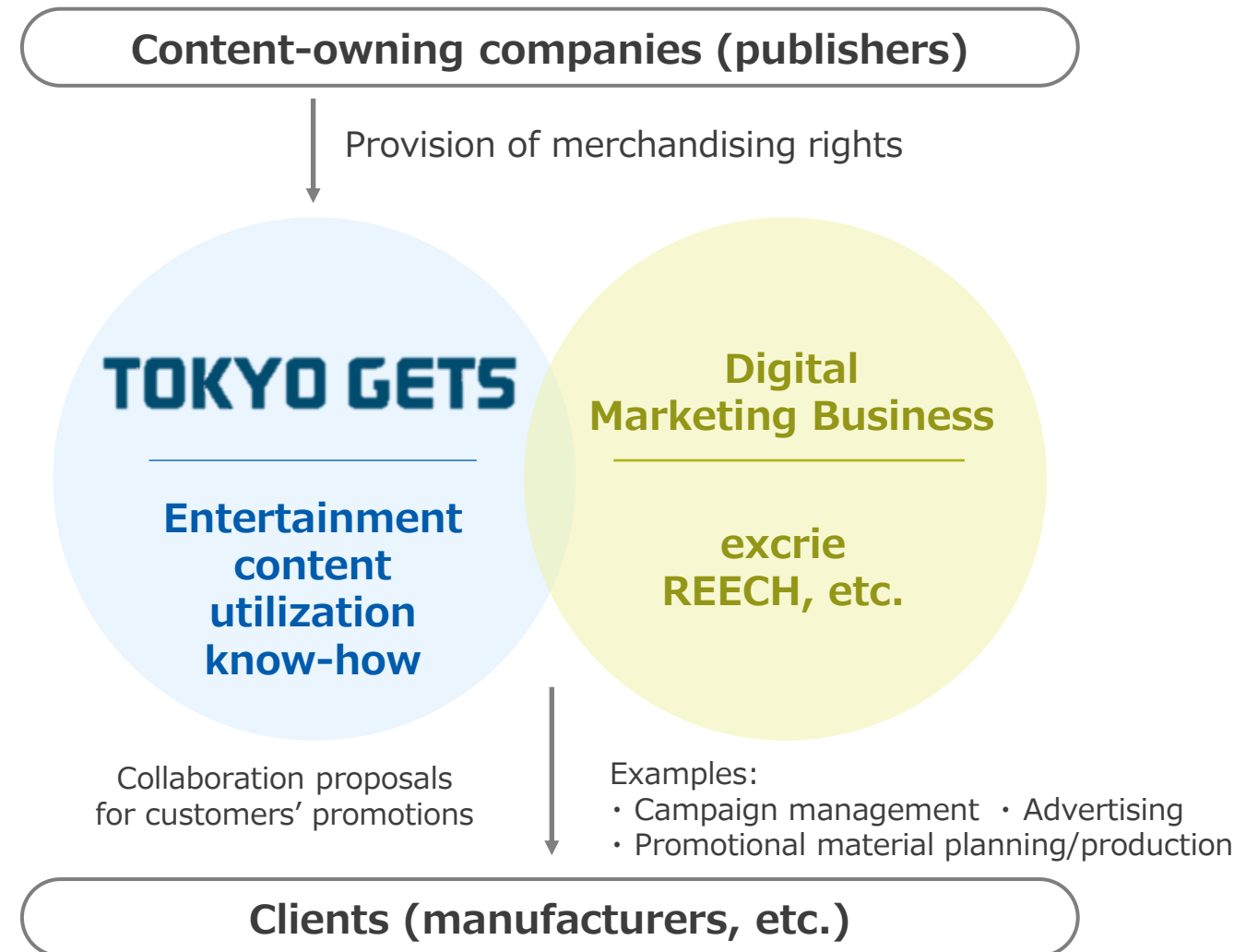
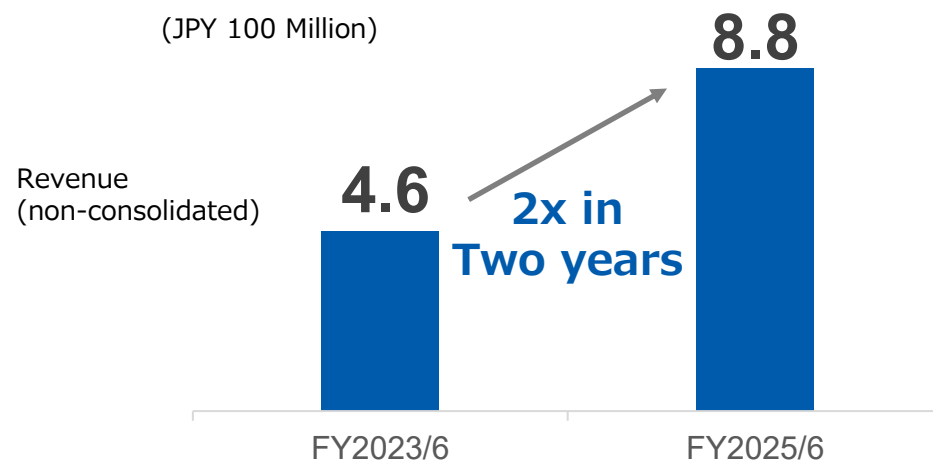
Support for corporate promotions, events, and merchandising utilizing entertainment content

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

Campa
ign
manag
ement

In-store/
storefront
promotio
nal
materials

Gifts

Influen
cers

Adverti
semen
ts

Examples of use



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
Revenue 50 billion yen
Operating profit 5 billion yen

Medium-term vision

- 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 revenue of 50 billion yen and operating profit of 5 billion yen** 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, the marketing HR and the 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

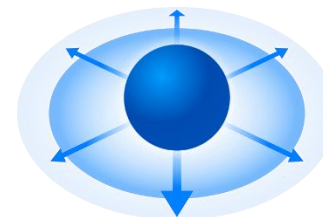
→ **Consolidate three segments into two segments**

(Integrate Insight Business and Data Marketing Business)

Foundation
for creating
business
synergies

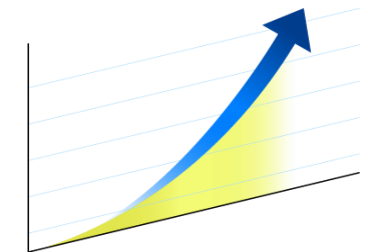
Research Insight Business

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



Digital Marketing Business

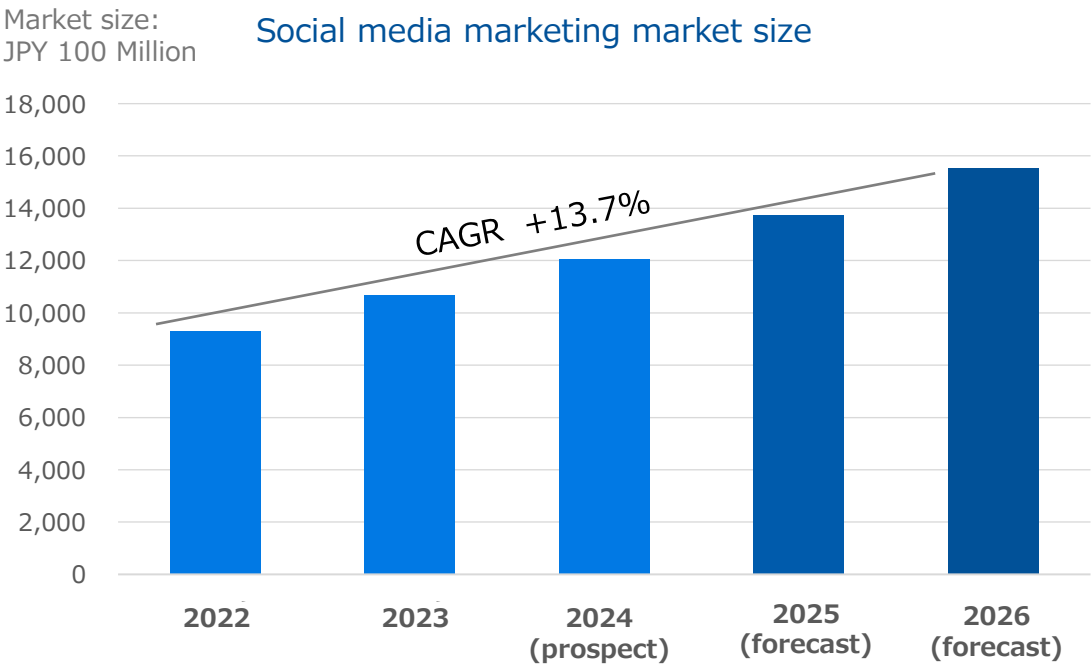
- Actively promote M&A and expand lineup
- Drive growth through Core-Dev. (strategic focus) domains



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%.



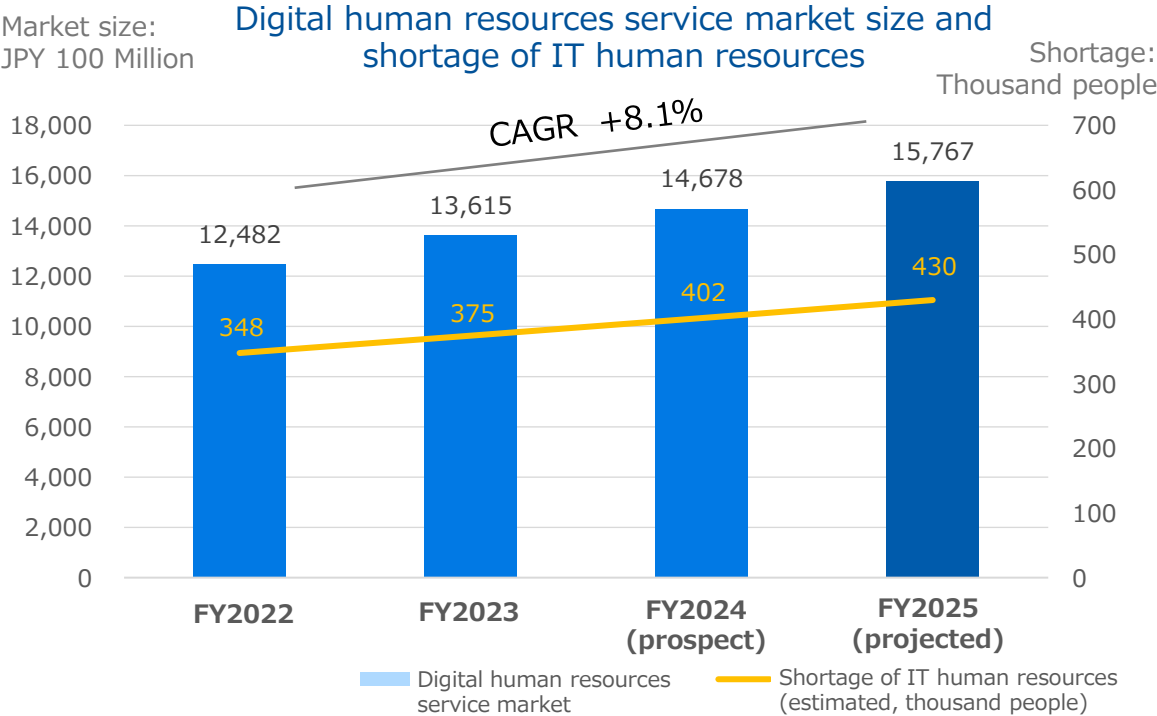
Source: Survey by CyberBuzz/Digital InFact

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.



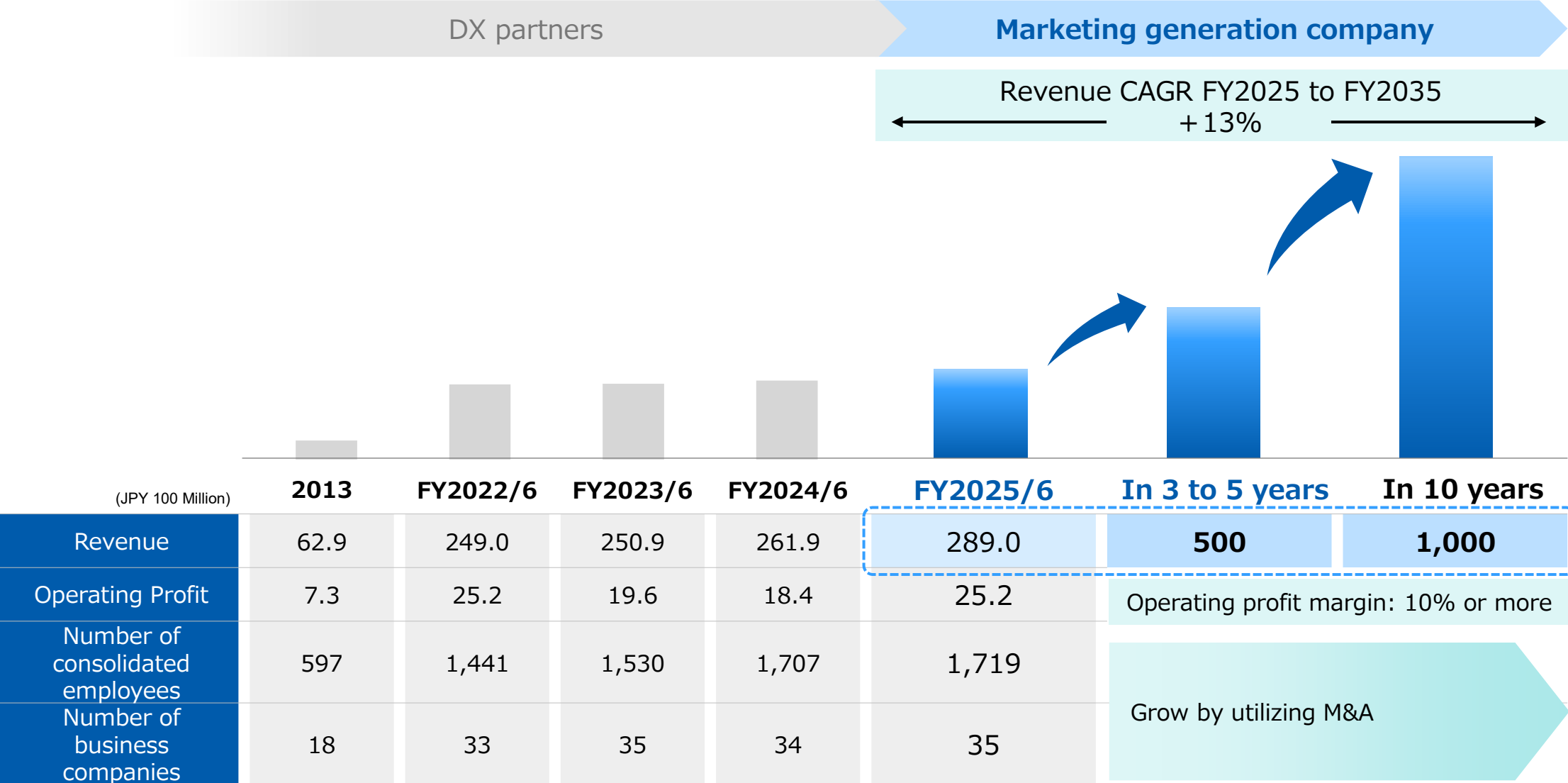
Source: Compiled by the Company based on the Ministry of Economy, Trade and Industry's Survey on IT Human Resource Supply, Estimated Shortage of IT Human Resources (Medium Scenario), and Yano Research Institute Ltd.'s Market Size Trends and Forecast for Human Resource Services Targeting Digital Talent

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






Achieve consolidated revenue of 50 billion yen and operating profit of 5 billion yen 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	 <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	 <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	 <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Implement PoC of AI products• Release AI interview services• Develop next-generation AI research systems

6 Appendix

Fact Sheet (www.cm-group.co.jp/ir)

(JPY 100 Million)	FY2025/6 Q1	FY2026/6 Q1	YoY Growth Rate
Revenue	67.6	67.1	-0.8% 1
Gross Profit	25.2	24.7	-2.1%
(Gross Profit Margin)	(37.3%)	(36.8%)	(-0.5pt)
SG&A	21.7	21.9	+0.8% 2
(SG&A Ratio)	(32.1%)	(32.6%)	(+0.5pt)
Operating Profit	3.6	2.9	-19.5% 3
(Operating Profit Margin)	(5.3%)	(4.3%)	(-1.0pt)
Ordinary Profit	3.0	2.9	-1.9%
Extraordinary Gains	0.0	0.0	—
Income Taxes	1.5	1.7	+9.9%
Net Income Attributable to Owners of the Parent	1.4	1.2	-14.2%

Revenue declined
Digital Marketing saw increased revenue, but this was offset by decreased revenue in Research and Insight

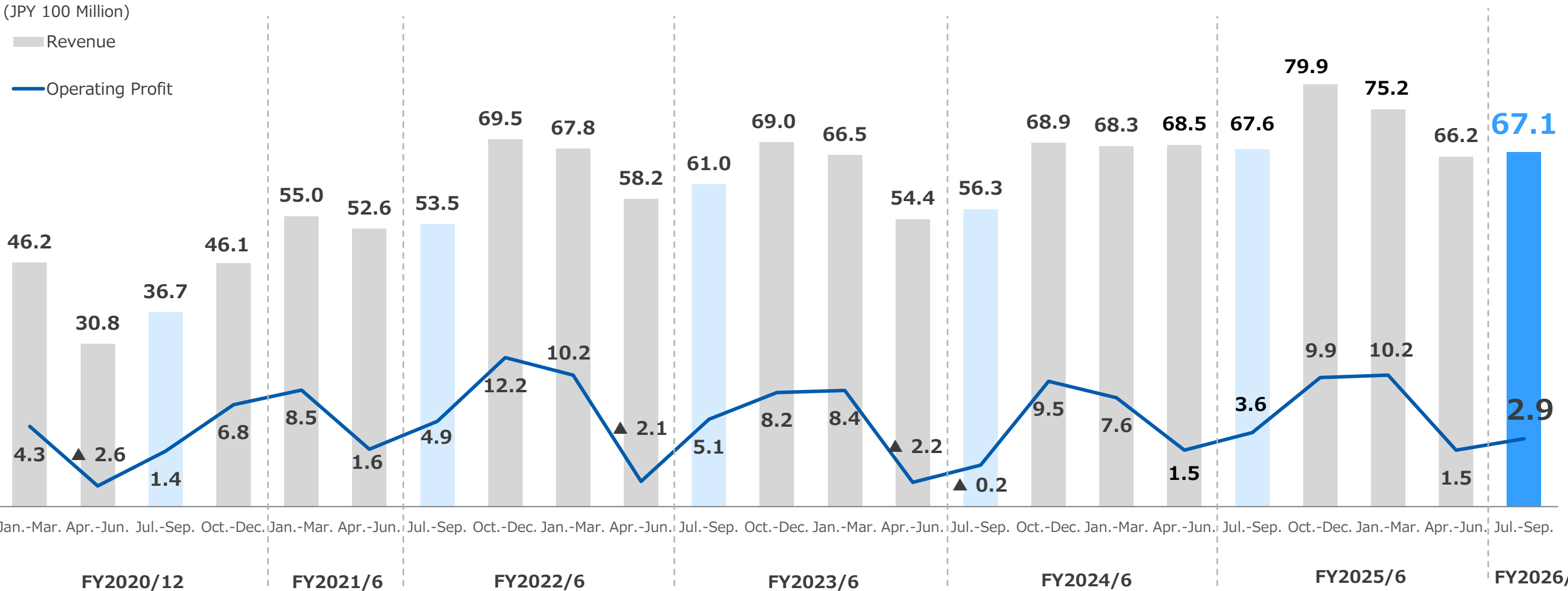
SG&A increased
Increased slightly YoY due to new consolidation

Operating profit declined
This was mainly due to a decline in revenue and an increase in SG&A

(JPY 100 Million)	End of Jun. 2025	End of Sep. 2025	Changes	
Current Assets	128.7	124.6	-4.1	
Cash & Deposits	76.3	70.9	-5.4	① Cash and deposits of 7.09 billion yen Secured a sufficient level for investment in business growth and repayment of debts
Notes & Accounts Receivable	37.5	34.8	-2.7	
Other	14.8	18.9	+4.1	
Non-current Assets	35.5	36.0	+4.6	
Goodwill	11.8	11.0	-0.7	
Other	23.8	24.9	+1.2	
Total Assets	164.2	160.6	-3.6	
Current Liabilities	54.2	52.3	-1.9	
Accounts Payable	12.2	13.7	+1.4	
Short-term Debt*	15.8	15.4	-0.5	② Debts decreased Repayments of short-and long-term debts
Other	26.1	23.3	-2.8	
Non-current Liabilities	30.2	27.1	-3.1	
Long-term Debt	26.7	24.0	-2.6	②
Other	3.5	3.1	-0.4	③ Equity ratio of 50.5% Increased from the end of the previous period
Net Assets	79.9	81.2	+1.3	
Equity Ratio	48.6%	50.5%	+1.9%	③

*Short-term Debt including Long-term Debt, returned within one year

Seasonal factors continue to play a role, but our earnings base is steadily expanding
Typically, peak sales periods are Q2 (October to December) and Q3 (January to March)



	FY2025/6					FY2026/6				
(JPY 100 Million)	1Q	2Q	3Q	4Q	Cumulative total for the fiscal year	1Q	2Q	3Q	4Q	Cumulative total for the fiscal year
Revenue	67.6	79.9	75.2	66.3	289.0	67.1				
Digital Marketing Business	30.8	32.8	30.7	30.9	125.2	32.5				
Social & digital promotion	20.0	22.5	20.0	20.1	82.6	20.0				
SI/DX consulting	5.6	4.9	5.3	5.3	21.2	5.4				
Marketing HR	5.2	5.4	5.4	5.4	21.4	7.1				
Research and Insight Business	36.8	47.1	44.5	35.4	163.8	34.6				
Japan	24.4	33.1	33.9	23.1	114.5	24.8				
Overseas	12.4	14.0	10.6	12.3	49.3	9.8				
Operating Profit	3.6	9.9	10.2	1.5	25.2	2.9				
Digital Marketing Business	2.1	3.1	2.0	1.8	9.0	2.0				
Research and Insight Business	7.0	12.5	13.6	5.2	38.2	6.2				
Adjustments	-5.5	-5.6	-5.4	-5.5	-22.0	-5.4				

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



Digital Marketing

FY2025/6 Revenue ¥12.5bn
Revenue composition 43%

Social &
Digital Promotion

SI/DX
Consulting

Marketing HR

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

Research Insight

FY2025/6 Revenue ¥16.4bn
Revenue composition 57%

Domestic

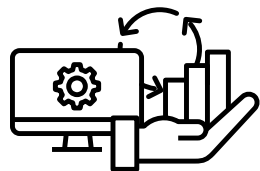
Overseas

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



Digital Marketing
–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 sales promotion services combining
data, technology, and the Internet



Sales promotion
support media



Internet advertising



Social media marketing



IP collaboration



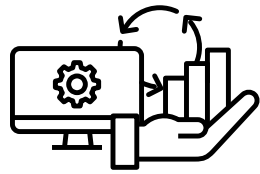
Third-party logistics

Panel network consisting of 13.96 million affiliates



Digital Marketing Business —SI/DX Consulting—

Support for implementation
of customers' marketing
strategies



Providing DX consulting,
system and
application development,
operations, maintenances

Major Businesses



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.

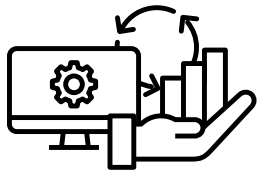


Comprehensive consulting,
customer contact DX, and
business process DX support



Digital Marketing Business — Marketing HR —

Support for implementation
of customers' marketing
strategies



Providing
Digital/IT employee
support/outsourcing

Major Businesses

ALTERNATEX

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

Internet-based
Questionnaire Surveys



Efficient data compilation
through Japan's largest
network of panels

Largest in the industry
Panel network of **14.2 million*** people
Detailed profiles in a maximum of 2,500 categories



Online survey · Data collection



Offline/in-depth research and analysis reports

Analysing and understanding consumer insights based on Fact Finding



Consulting to solve customers' marketing issues

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



Group interviews incl. CLT carried out annually
About **1,000** projects



CLT room where cooking is possible (Ningyocho)



Overseas fieldwork base (India)



Facilities in Japan (Hatsudai area of Shinjuku; Ningyocho)

Kadence Group

Research centers in North America, Europe, and Asia

Consumer data
is efficiently
compiled

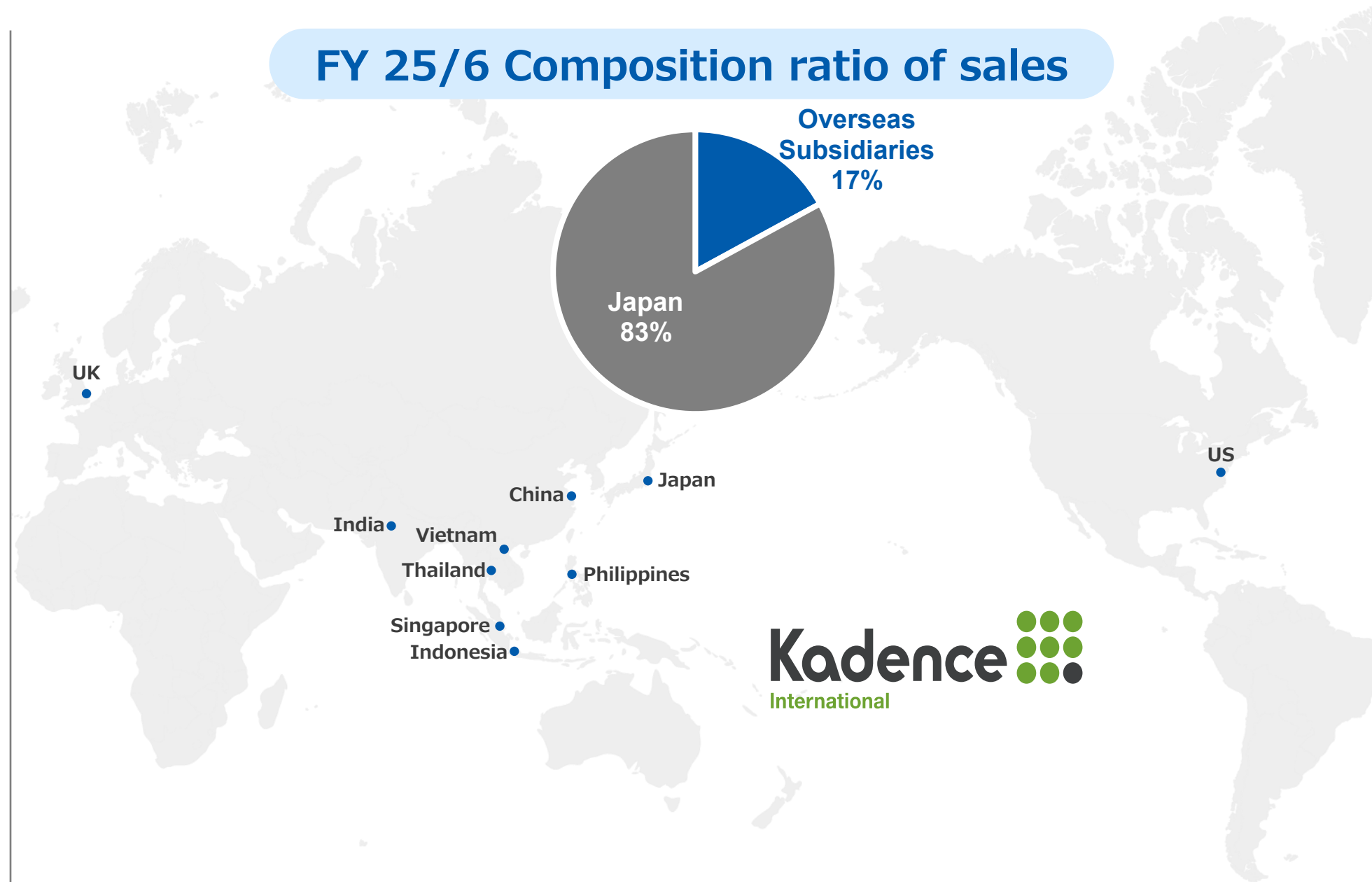
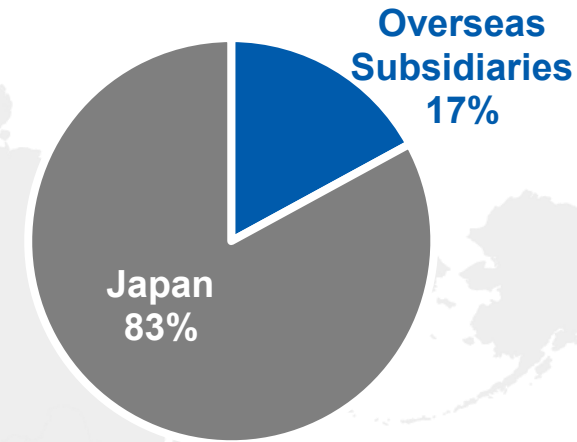


Analysis and
understanding
of consumer
insights



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

FY 25/6 Composition ratio of sales



Kadence
International

Cautionary Statement regarding the Material

The Purpose of this document is to provide information on business performance and not to solicit investment in securities issued by the company. The opinions and forecasts contained in this document are based on the judgment of the Company at the time this document was prepared, and it is subject to change in the future.

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