Stock Exchange Code: 3675

Cross Marketing Group

Cross Marketing Group Inc.

FY2026/6
Supplementary Briefing Material on Financial Results

August 10, 2026

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Executive Summary

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- FY2026/6 net sales of 33.20 JPY billion (up 15% YoY) and operating profit of 1.79 JPY billion (down 29% YoY)
- Net sales reached a record high due to a significant expansion of the Digital Marketing Business
- Q4 profit deteriorated as the delayed recovery from a decline in orders caused by U.S. tariff policies and political instability in some emerging markets was compounded by escalating tensions in the Middle East, resulting in a 29% decrease in operating profit

Summary
2

- Digital Marketing Business: Revenue grew 33% YoY, driving overall performance. Existing businesses grew 11%, contributed to significantly by the effect of new M&A transactions
- Research & Insight Business: Despite experiencing difficulties overseas, revenue grew 1% due to solid performance in Japan

Summary
3

- Planning net sales of 40.0 JPY billion and operating profit of 2.5 JPY billion for FY2027/6
- Target dividend payout ratio under the dividend policy was raised from 15% to 20%, expecting an annual dividend of 16.0 JPY (up 1.0 JPY YoY)

1 FY2026/6 Financial Results Outline

FY2026/6 Financial Results Outline

Net sales of 33.20 JPY billion (up 15% YoY) and operating profit of 1.79 JPY billion (down 29% YoY)
Net sales surpassed the initial plan and reached a record high

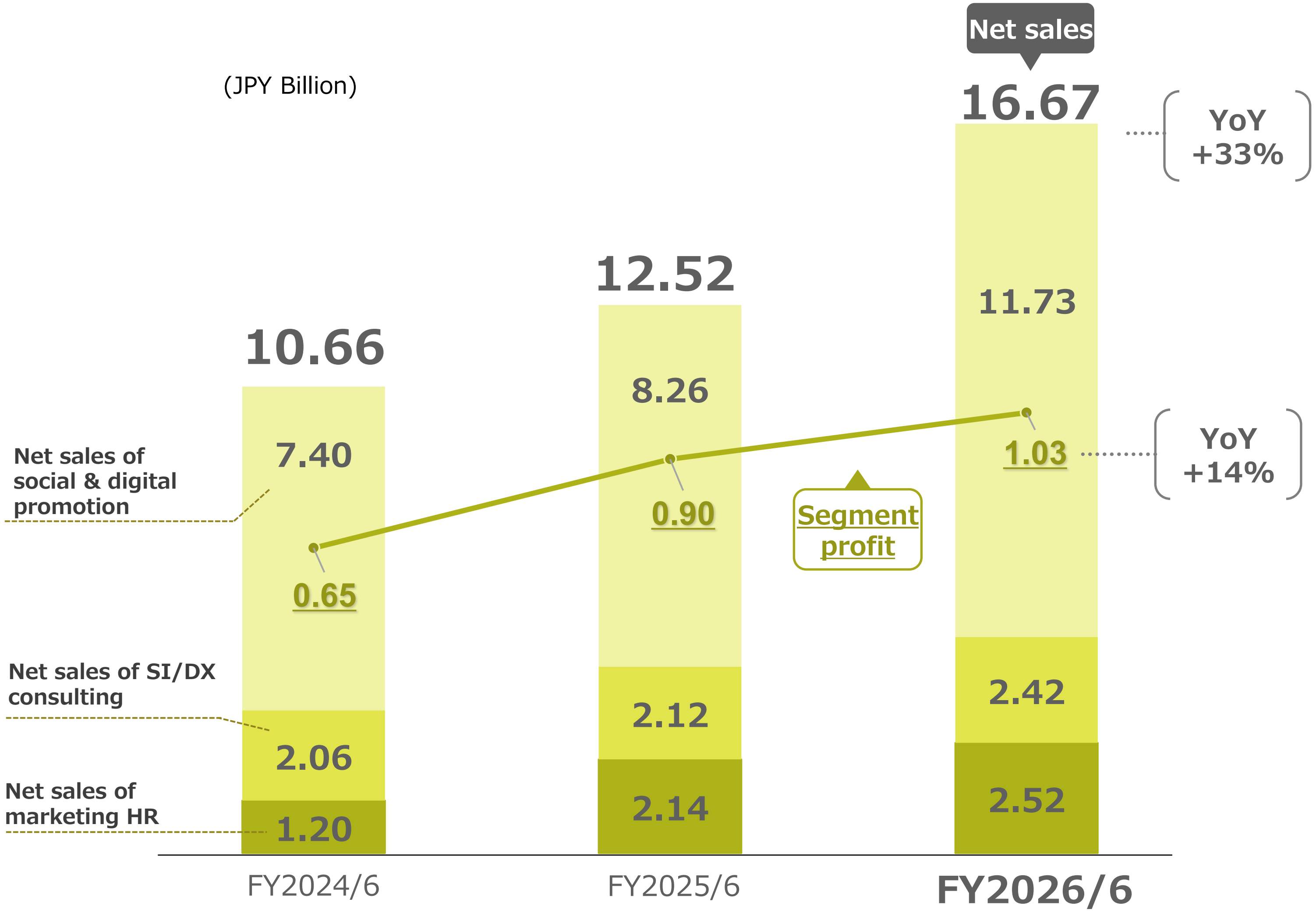
(JPY Billion)	Full year FY2025/6 results	Full year FY2026/6		
		Initial plan	Actual	YoY Growth Rate
Net sales	28.90	32.00	33.20	+15%
Digital Marketing Business	12.52	14.80	16.67	+33%
Research & Insight Business	16.38	17.20	16.53	+1%
Gross profit (Gross profit margin)	11.07 (38.3%)	–	11.26 (33.9%)	+2% (-4.4pt)
SG&A (SG&A ratio)	8.55 (29.6%)	–	9.47 (28.5%)	+11% (-1.1pt)
Operating profit (Operating profit margin)	2.52 (8.7%)	2.80 (8.8%)	1.79 (5.4%)	-29% (-3.3pt)
EBITDA*1 (EBITDA margin)	3.13 (10.8%)	–	2.37 (7.1%)	-24% (-3.7pt)
Ordinary profit	2.40	2.70	1.81	-25%
Net income attributable to owners of parent	1.36	1.55	0.80	-41%

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

Net sales of 16.67 JPY billion (up 33% YoY) and segment profit of 1.03 JPY billion (up 14% YoY) Double-digit growth in revenue and profit on the back of solid performance in all three segments, driving business expansion along with the effect of newly added M&A transactions

Highlights

- **Social & digital promotion:** Net sales of 11.73 JPY billion (up 42% YoY). Effect of new consolidations made a significant contribution (+2.44 JPY billion), and existing areas were also up 13% as high growth of influencer marketing and IP promotion continued.
- **SI/DX consulting**: Net sales of 2.42 JPY billion (up 14% YoY). Contributed to by the new consolidation of Coum in the consulting field.
- **Marketing HR**: Net sales of 2.52 JPY billion (up 17% YoY). Strong performance of digital-personnel dispatch and BPO services.
- **Segment profit** of 1.03 JPY billion (up 14% YoY). This was mainly due to an increase in net sales.



Net sales of 16.53 JPY billion (up 1% YoY) and segment profit of 3.07 JPY billion (down 20% YoY)

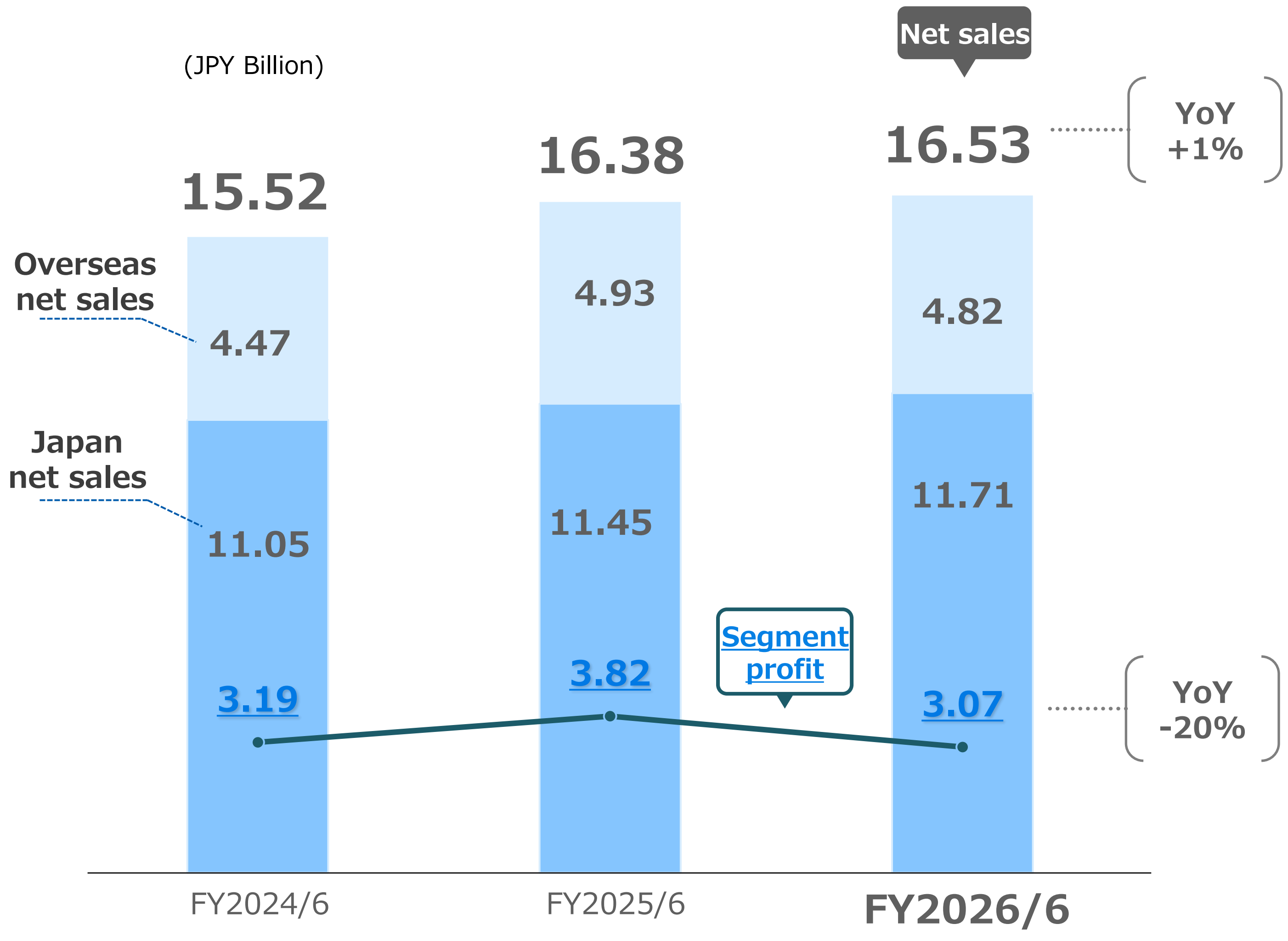
Despite difficulties experienced overseas, revenue increased in Japan

Highlights

- **Japan:** Revenue increased year on year, with net sales of 11.71 JPY billion (up 2% YoY). By industry, solid efforts were put into automobiles, food, beverages, leisure, and governmental agencies.

Lowlights

- **Overseas:** Net sales of 4.82 JPY billion (down 2% YoY). It experienced difficulties mainly in India, Indonesia, and the U.K. due to factors including delayed recovery from a decline in orders caused by U.S. tariffs and political instability.
- **Segment profit** of 3.07 JPY billion (down 20% YoY). This was mainly due to the revenue decline overseas.



2 Topics

We decided to acquire treasury shares

Purpose	Decided to implement share buybacks as part of shareholder return policy and to enable the execution of a flexible capital policy and diversification of incentive plans.
Number of shares	500,000 shares (Maximum) ＊ Ratio to total number of issued shares (excluding treasury shares) 2.7%
Amount of acquisition	300,000,000 yen (Maximum)
Acquisition period	August 12, 2026 to February 10, 2027

We launched new research services utilizing and integrating generative AI
-Introducing select services that are popular with customers-

Research AI Starter

- Restructures the entire analysis process for research data currently performed by customers into an AI-driven workflow, while also creating an analysis manual

➢ **Enables anyone to quickly generate reliable, data-driven insights**

Point

✓ Instead of providing AI tools, offers a support service that guides customers in managing their own AI tools

✓ Articulates and formalizes the entire analysis process to create and deliver an analysis workflow diagram

✓ Instead of outsourcing one-off tasks, delivers an analysis manual that enables customers to operate independently

QiQUMO Ai

- Integrates an AI assistant function into "QiQUMO," a self-service survey tool that makes it easy to create and distribute surveys

➢ **AI assistant designed to maximize the effectiveness of surveys, available at no additional charge**

Point

✓ Simply by entering the objective, the AI assistant will organize preconditions, etc. and automatically generate survey questions

✓ Makes survey research more effortless and intuitive by resolving common concerns among marketers such as "We don't know where to start" or "We feel like we're missing a question."

✓ Able to distribute surveys to a panel of 14 million respondents

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

Cross Marketing Group

Provides one-stop support from research to marketing as a “marketing DX partner”

×

DIGITALIO

Operates an Internet media business, digital gift business, and retail DX business

リサーチパネル*

Manages questionnaire panels and provides research-related services

Cross-selling opportunities are maximized in the digital field

Digital Marketing Business

ECナビ
デジコ
conio
PeX POINT EXCHANGE
Remone これからのお金の当たり前を創る

Research & Insight Business

リサーチパネル
Panel network

Attribute information
Purchase trend
Behavioral pattern
Web logs
Positional information
Textual information

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

Main services of DIGITALIO

ECナビ

"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

PeX POINT EXCHANGE

One of Japan's largest "point exchange sites"

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

デジコ

"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

Cross Marketing Group

Provides one-stop support from research to marketing as a "marketing DX partner"

×

STARTLING INC. Leaps and Bounds

Plans, designs, and conducts OEM production of apparel and other products by leveraging IP, and sells its own branded products

New added value is created in 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

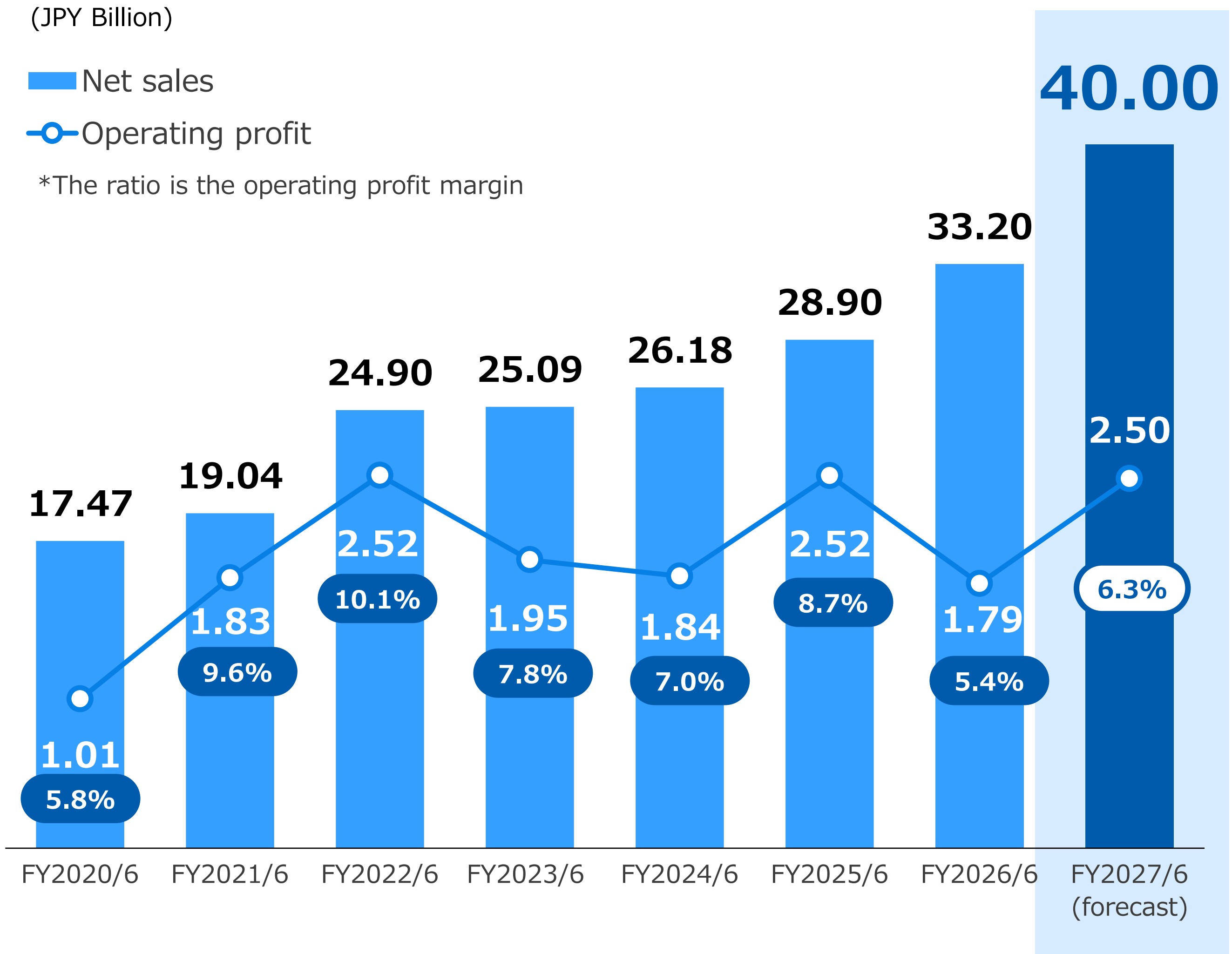
Released collaboration sneakers with “Gakken’s Illustrated Book LIVE: Dinosaurs” from the HAWKINS MACHGT series.

These thoughtfully designed sneakers that light up with each step were released at ABC-MART stores across Japan.

3 FY2027/6 Forecast & Shareholder Returns

FY2027/6 Full Year Earnings Forecast

FY2027/6 full-year earnings forecast: net sales of 40.0 JPY billion (up 21% YoY) and operating profit of 2.5 JPY billion (up 40% YoY)



(JPY Billion)	FY2026/6 Actual	FY2027/6 Forecast	YoY
Net sales	**33.20**	**40.00**	**+21%**
Digital Marketing Business	16.67	23.00	+38%
Research & Insight Business	16.53	17.00	+3%
Operating profit	**1.79**	**2.50**	**+40%**
Ordinary profit	**1.81**	**2.50**	**+38%**
Net income attributable to owners of parent	**0.80**	**1.30**	**+63%**
EPS (Yen)	**41.2**	**67.3**	**+63%**
Dividends per share (Yen)	**15.0**	**16.0**	**+1.0**

We raised the target consolidated dividend payout ratio to approximately 20%

- **Clarifying our commitment to stable and proactive return of profits to shareholders**
- In recent years, the consolidated dividend payout ratio has averaged 25% over the past three fiscal years, exceeding the former target of 15%

Former dividend policy

- While continuing to stably return profits to shareholders through dividends, we will "**continuously increase dividends with a consolidated dividend payout ratio of around 15%**" in light of the current strong demand for funds, future business investment plans, etc.

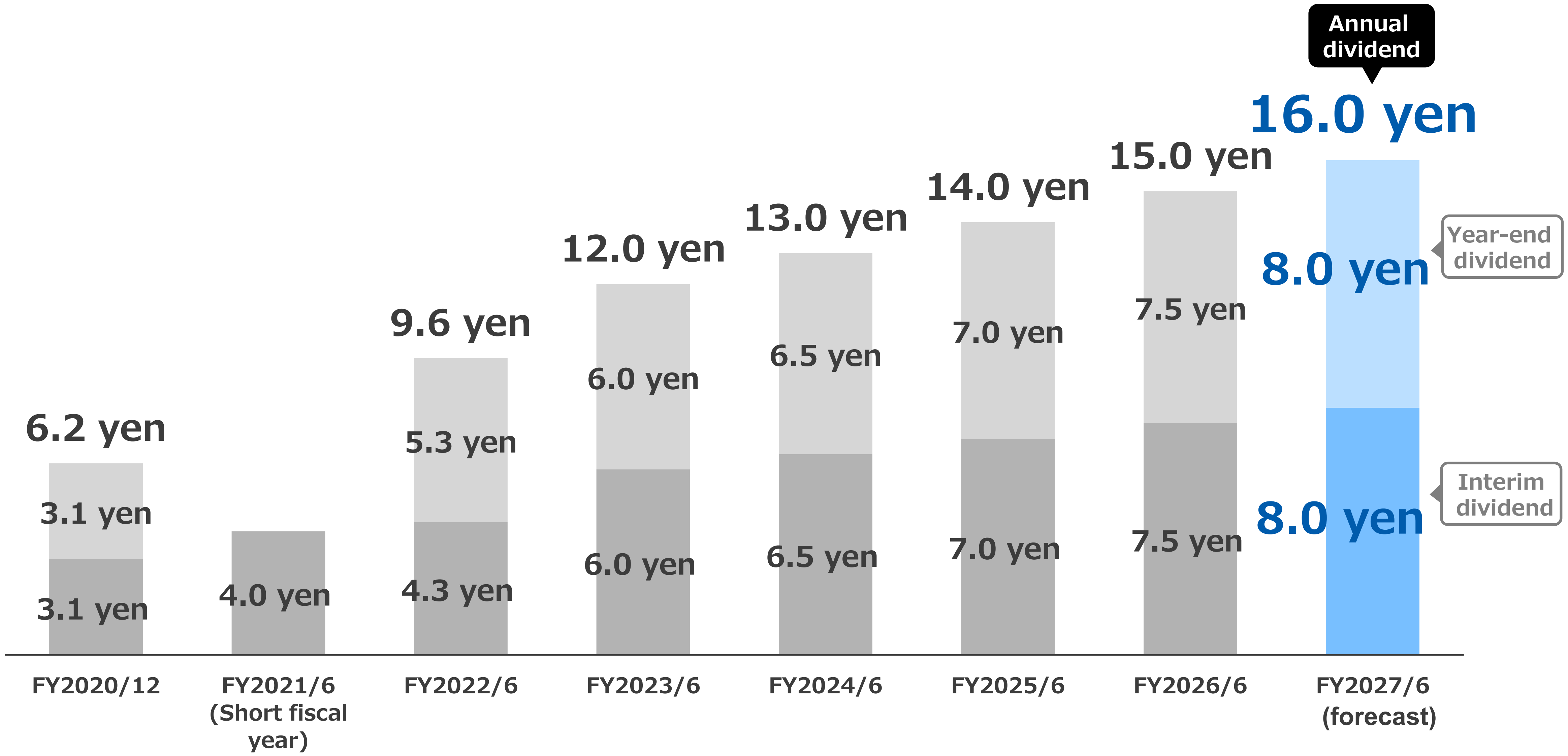
Future dividend policy

- While continuing to stably return profits to shareholders through dividends, we will "**continuously increase dividends with a consolidated dividend payout ratio of around 20%**" in light of the current strong demand for funds, future business investment plans, etc.

Dividend Forecast

Dividend policy: Continue to increase dividends (progressive dividends) with a target dividend payout ratio of approximately 20%

We expect to pay 16.0 yen per share in FY2027/6 (Interim: 8.0 yen, year-end: 8.0 yen)



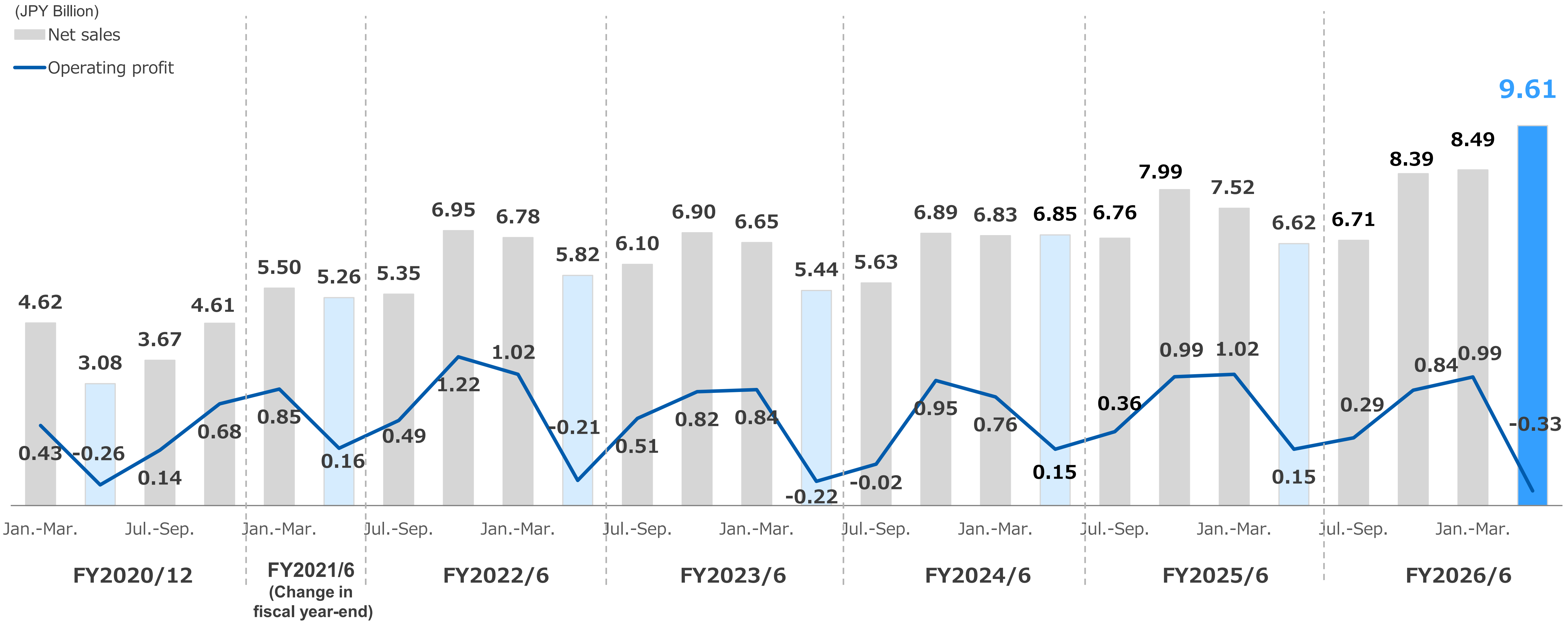
4 Appendix

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.

Quarterly Fluctuations in Net Sales and Operating Profit

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)



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

	FY2025/6					FY2026/6				
(JPY Billion)	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**	**9.58**	**33.20**
Digital Marketing Business	**3.08**	**3.28**	**3.07**	**3.09**	**12.52**	**3.25**	**3.75**	**3.78**	**5.86**	**16.67**
Social & digital promotion	2.00	2.25	2.00	2.01	8.26	2.00	2.55	2.54	4.61	11.73
SI/DX consulting	0.56	0.49	0.53	0.53	2.12	0.54	0.63	0.62	0.63	2.42
Marketing HR	0.52	0.54	0.54	0.54	2.14	0.71	0.59	0.62	0.61	2.52
Research & Insight Business	**3.68**	**4.71**	**4.45**	**3.54**	**16.38**	**3.46**	**4.64**	**4.71**	**3.72**	**16.53**
Japan	2.44	3.31	3.39	2.31	11.45	2.48	3.24	3.56	2.43	11.71
Overseas	1.24	1.40	1.06	1.23	4.93	0.98	1.40	1.15	1.29	4.82
Operating profit	**0.36**	**0.99**	**1.02**	**0.15**	**2.52**	**0.29**	**0.84**	**0.99**	**-0.33**	**1.79**
Digital Marketing Business	**0.21**	**0.31**	**0.20**	**0.18**	**0.90**	**0.20**	**0.31**	**0.34**	**0.17**	**1.03**
Research & Insight Business	**0.70**	**1.25**	**1.36**	**0.52**	**3.82**	**0.62**	**1.07**	**1.24**	**0.14**	**3.07**
Adjustments	-0.55	-0.56	-0.54	-0.55	-2.20	-0.54	-0.54	-0.58	-0.64	-2.31

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

Overview of Consolidated Statements of Income

(JPY Billion)	FY2025/6	FY2026/6	YoY Growth Rate
Net sales	**28.90**	**33.20**	**+15%**
Gross profit	**11.07**	**11.26**	**+2%**
(Gross profit margin)	(38.3%)	(33.9%)	**-4.4pt**
SG&A	**8.55**	**9.47**	**+11%**
(SG&A ratio)	(29.6%)	(28.5%)	**-1.1pt**
Operating profit	**2.52**	**1.79**	**-29%**
(Operating profit margin)	(8.7%)	(5.4%)	**-3.3pt**
Ordinary profit	**2.40**	**1.81**	**-25%**
Extraordinary income (loss)	**-0.06**	**-0.10**	**-**
Income taxes	**0.98**	**0.92**	**-7%**
Net income attributable to owners of parent	**1.36**	**0.80**	**-41%**

1 **Net sales reached a record high**

Revenue growth of the Digital Marketing Business drove overall results

2 **SG&A increased**

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

Overview of Consolidated Balance Sheets

(JPY Billion)	End of Jun. 2025	End of Jun. 2026	Changes
Current assets	**12.87**	**22.55**	**+9.68**
Cash and deposits	7.63	11.48	+3.84 1
Securities	-	1.19	+1.19 1
Notes and accounts receivable – trade	3.75	5.60	+1.84
Other	1.48	4.28	+2.80
Non-current assets	**3.55**	**4.16**	**+0.61**
Goodwill	1.18	1.56	+0.33
Other	2.38	2.65	+0.28
Total assets	**16.42**	**26.71**	**+10.29**
Current liabilities	**5.42**	**14.00**	**+8.59**
Accounts payable – trade	1.23	1.90	+0.67
Contract liabilities	0.51	2.24	+1.73 2
Short-term debt (including long-term debt repayable within one year)	1.58	2.13	+0.55
Provision for point card certificates	0.08	0.45	+0.37
Deposits received	0.07	4.49	+4.44 2
Other	1.95	2.79	+0.84
Non-current liabilities	**3.02**	**4.34**	**+1.32**
Long-term debt	2.67	3.89	+1.22
Other	0.35	0.45	+0.10
Net assets	**7.99**	**8.37**	**+0.38**
Equity ratio	**48.6%**	**31.3%**	**-17.3pt** 3

Current assets increased due to M&A

Current assets, including cash and deposits and securities, increased mainly due to the addition of the points business of DIGITALIO, Inc.

Current liabilities increased due to M&A

Current liabilities, including contract liabilities and deposits received, increased mainly due to the addition of the points business of DIGITALIO, Inc.

Equity ratio of 31.3%

Decreased from the end of the previous period due to an increase in total assets from the consolidation of DIGITALIO, Inc.

Overview of Consolidated Statements of Cash Flows

(JPY Billion)	FY2025/6	FY2026/6	Changes
Cash flows from operating activities	**1.96**	**1.85**	**-0.10** ①
Income before taxes	2.34	1.71	-0.63
Depreciation and amortization of goodwill	0.61	0.58	-0.03
Decrease (increase) in trade receivables	0.19	0.62	+0.43
Income taxes paid	-0.87	-0.87	-0.0
Other	-0.31	-0.18	+0.13
Cash flows from investment activities	**-0.48**	**0.78**	**+1.26** ①
Cash flows from financing activities	**-1.14**	**1.06**	**+2.21**
Net increase (decrease) in short-term borrowings	0.06	-0.00	-0.07
Net increase (decrease) in long-term borrowings	-0.75	1.73	+2.48 ②
Other	-0.45	-0.66	-0.21
Cash and cash equivalents at end of period	**7.63**	**11.48**	**+3.84** ③

1 **Free cash flows increased**

Net cash flows from operating activities remained at the previous year's level, while net cash flows from investment activities increased

2 **Cash flows from financing activities increased**

Long-term debt increased

3 **Cash and cash equivalents increased**

Mainly due to increases in net cash provided by investment activities and financing activities

Cautionary Statement regarding the Material

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