Stock Exchange Code: 3675

Cross Marketing Group

Cross Marketing Group Inc.

FY2026/6 Financial Results and Company Briefing Material

August 2026

CONTENTS

Executive Summary

Summary 1

- 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%

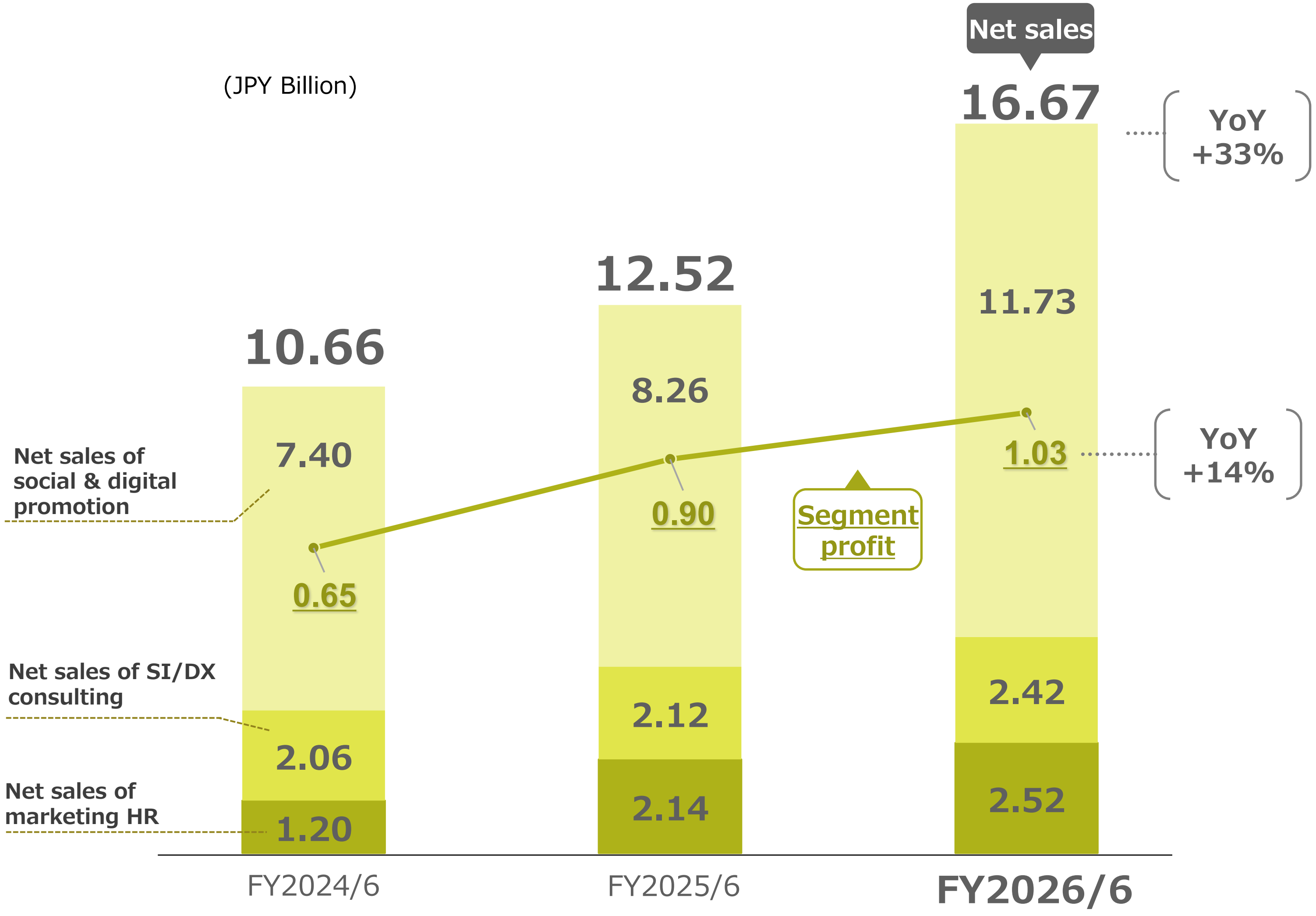
*1: EBITDA: Operating profit + Depreciation + Amortization of goodwill

Digital Marketing Business

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)

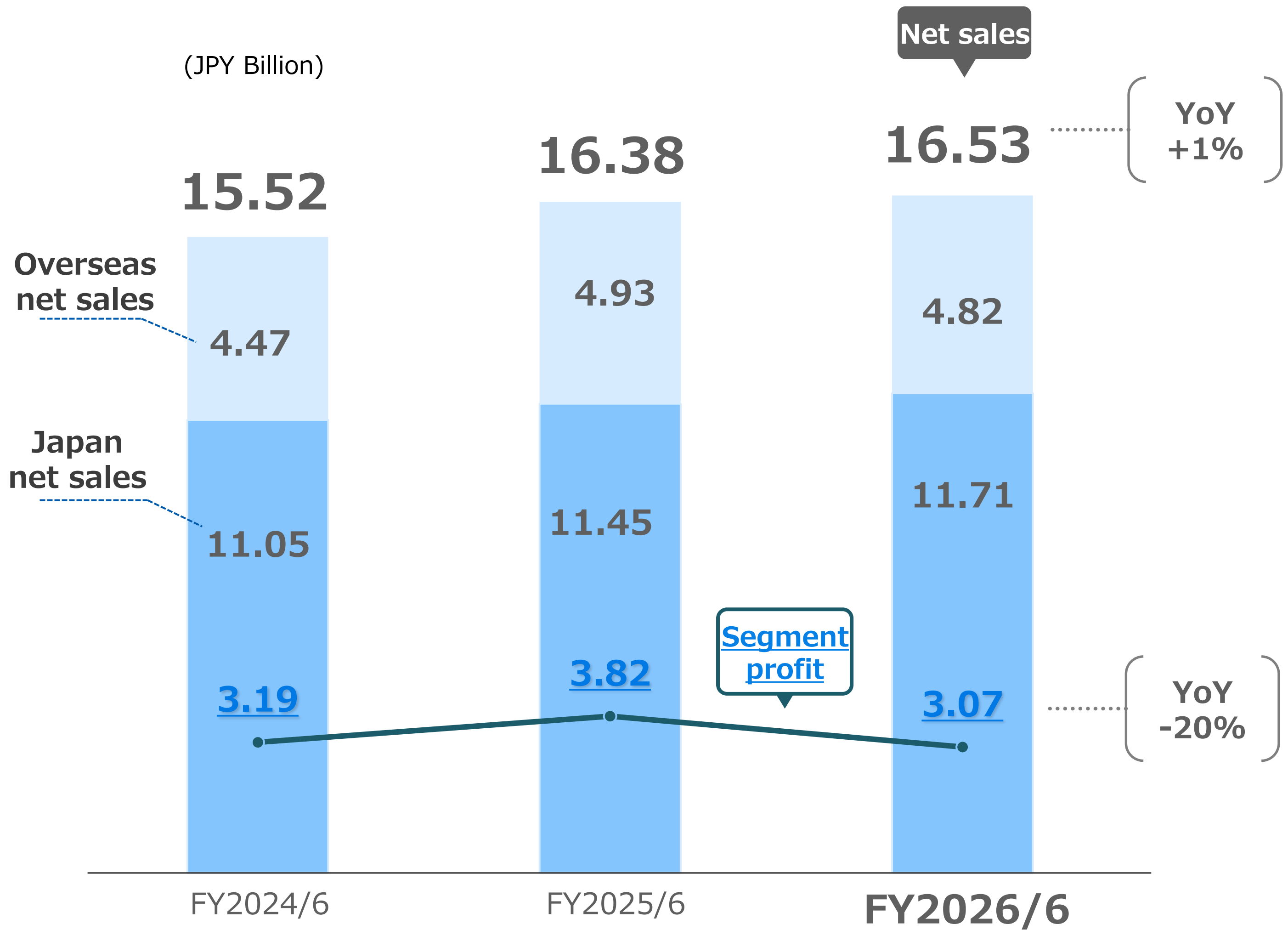
Despite difficulties experienced overseas, revenue increased in Japan

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 リモネ 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.

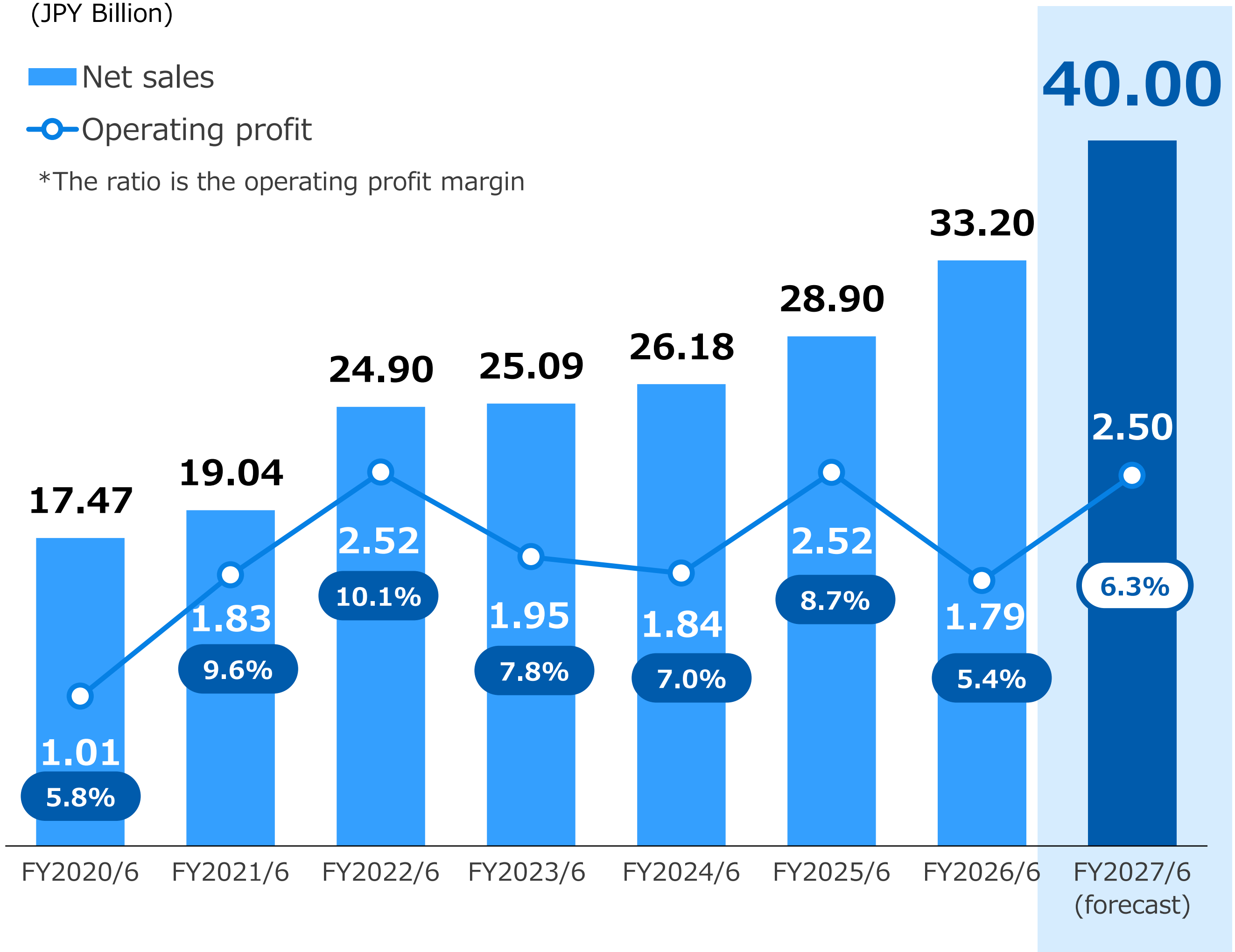
Gakken‘s Illustrated Book LIVE: Dinosaurs × HAWKINS MACHGT × ABC-MART

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: 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.

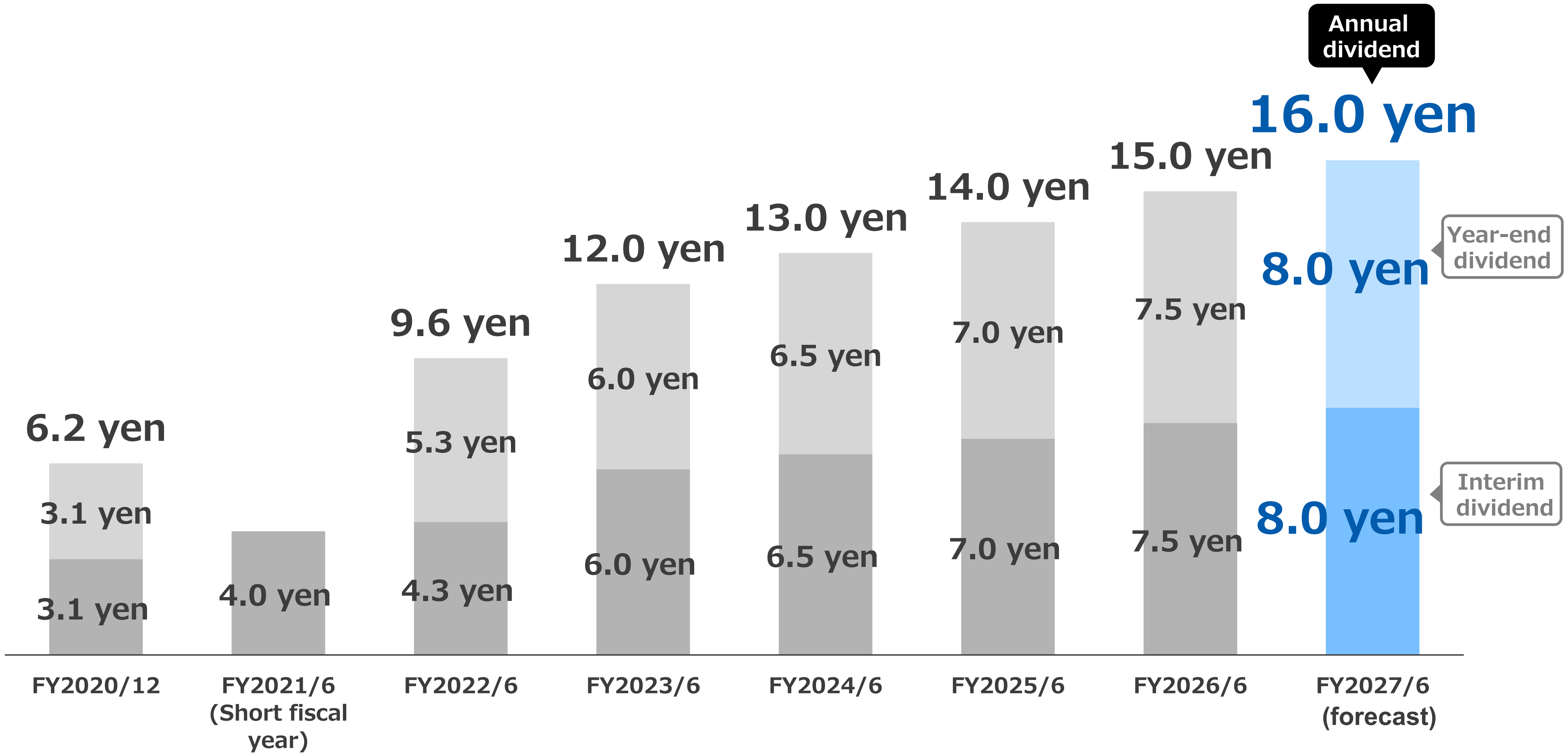
Future dividend policy

- 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 Group Overview & Business Segments

Company Profile

Company name	Cross Marketing Group Inc. Stock exchange code: 3675
President & CEO	Miki Igarashi
Established	April 1, 2003
Key financial indicators (FY2026/6)	Net sales: 33.20 JPY bn Operating profit: 1.79 JPY bn ROE: 9.7% Total assets: 26.71 JPY bn Net equity: 8.36 JPY bn Capital: 0.65 JPY bn
Business segments	Digital Marketing Business, Research & Insight Business
Affiliated companies	As of June 30, 2026: Consolidated subsidiaries: 34 companies
Employees (consolidated, as of June 30, 2026)	1,919 (Incl. 248 temporary staff)

Introduction of Representative Director, President and CEO

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

Chairman of Japan Marketing Research Association mission

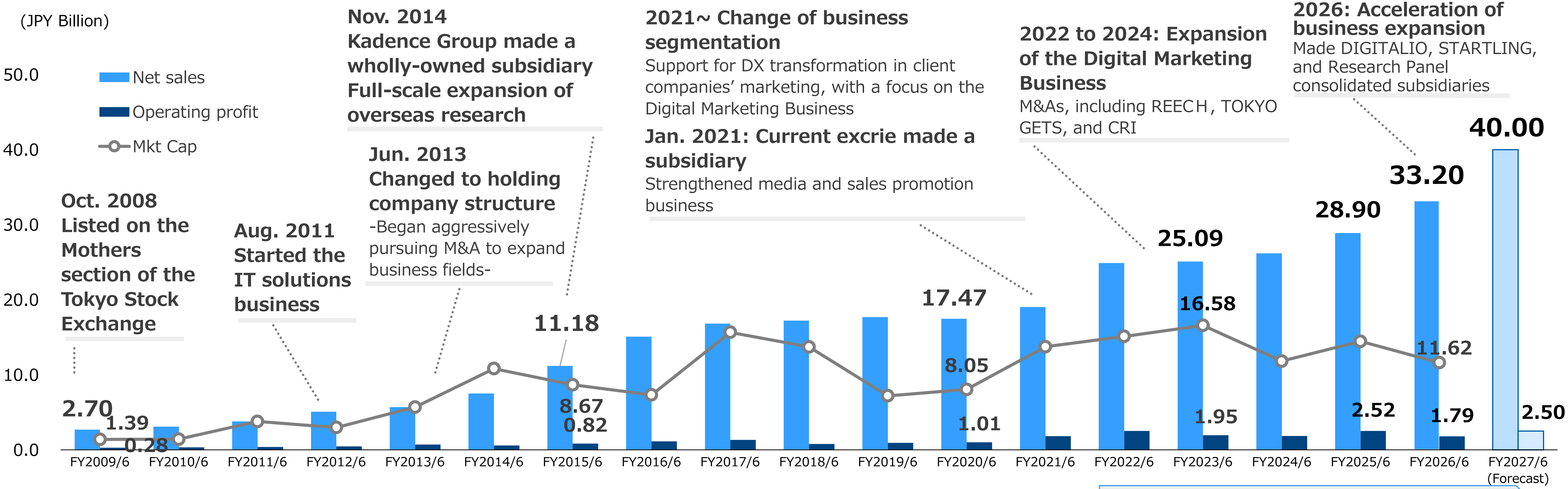
Discover Something New.

未来をつくろう。

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 30 M&A transactions for 45 companies* in Japan and abroad



- Acceleration of expansion in the digital marketing business domain
- Enhancement of the Digital Marketing Business foundation (acquisition of current excrie)
- Full-scale expansion of overseas marketing research (establishment of local companies in China and Singapore, acquisition of Kadence International)
- Building of the Digital Marketing Business foundation (acquisition of Cross Communication and current Alterna Ex, and launch of the IT solutions business [currently the Digital Marketing Business])
- Marketing research (started marketing consulting, acquisition of R&D, establishment of Medilead, acquisition of Shoppers Eye)

* As of June 30, 2026

Panel network consisting of **16.40 million people***

Detailed profiles in a maximum of **2,500 categories**

*As of June 30, 2026

Data analytics technology and organization of **about 300 analysts**

Internet research system and organization of **approx. 300 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

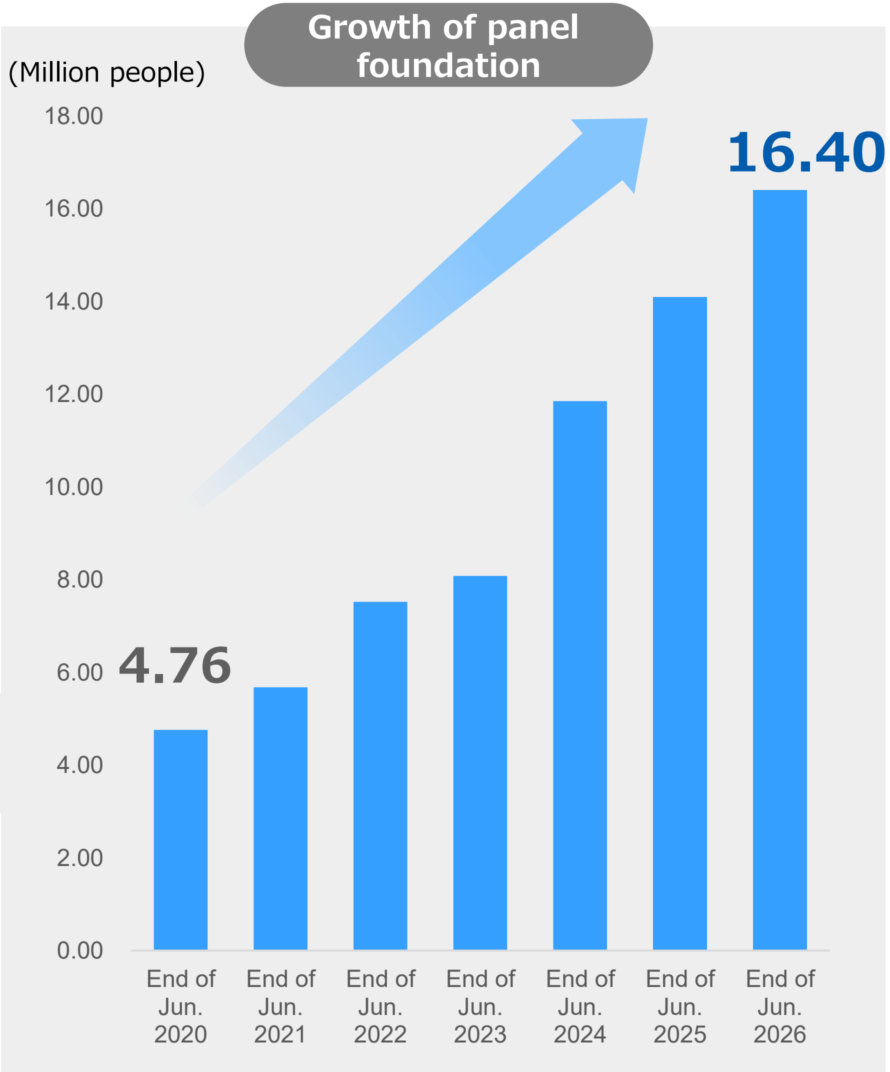
Use of panels in internet research projects, or interviews

Panel network of 16.40 million* people

Detailed profiles in a maximum of 2,500 categories

Tie-up with about 30 companies

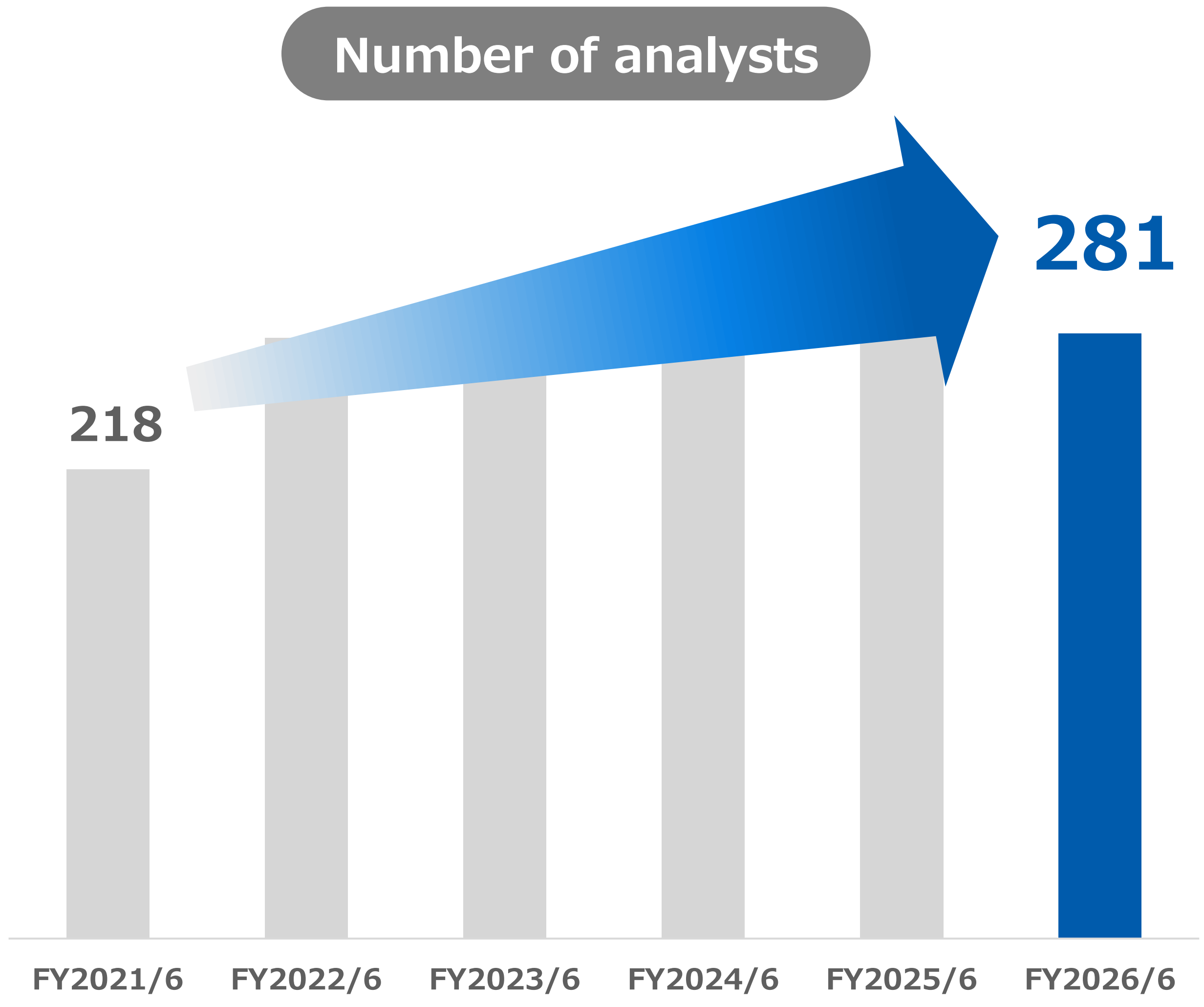
ECナビ | リサーチパネル | Loyalty Marketing, Inc. | dジョブ

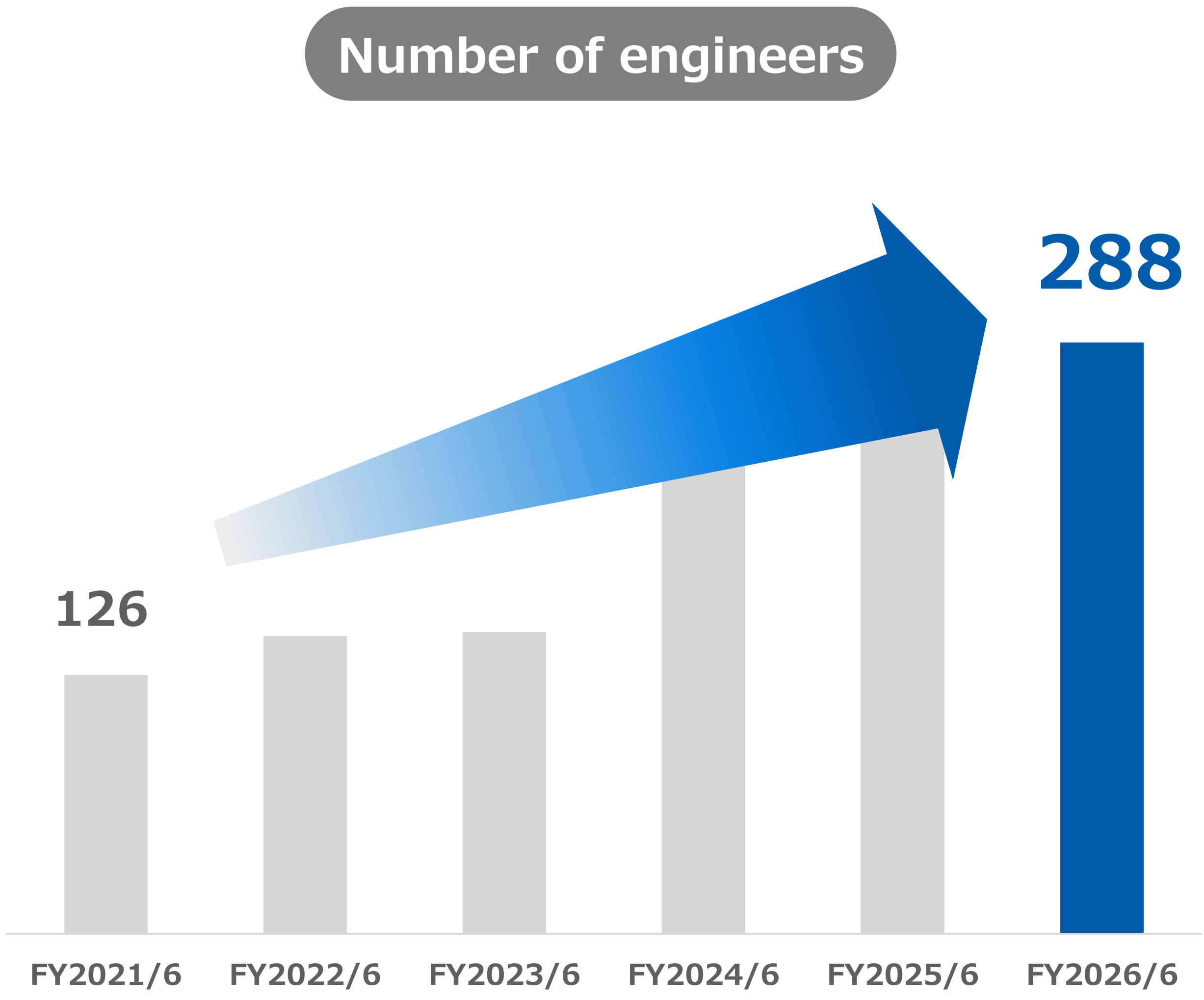


*As of June 30, 2026

Human resource base: Expansion in the number of analysts and engineers

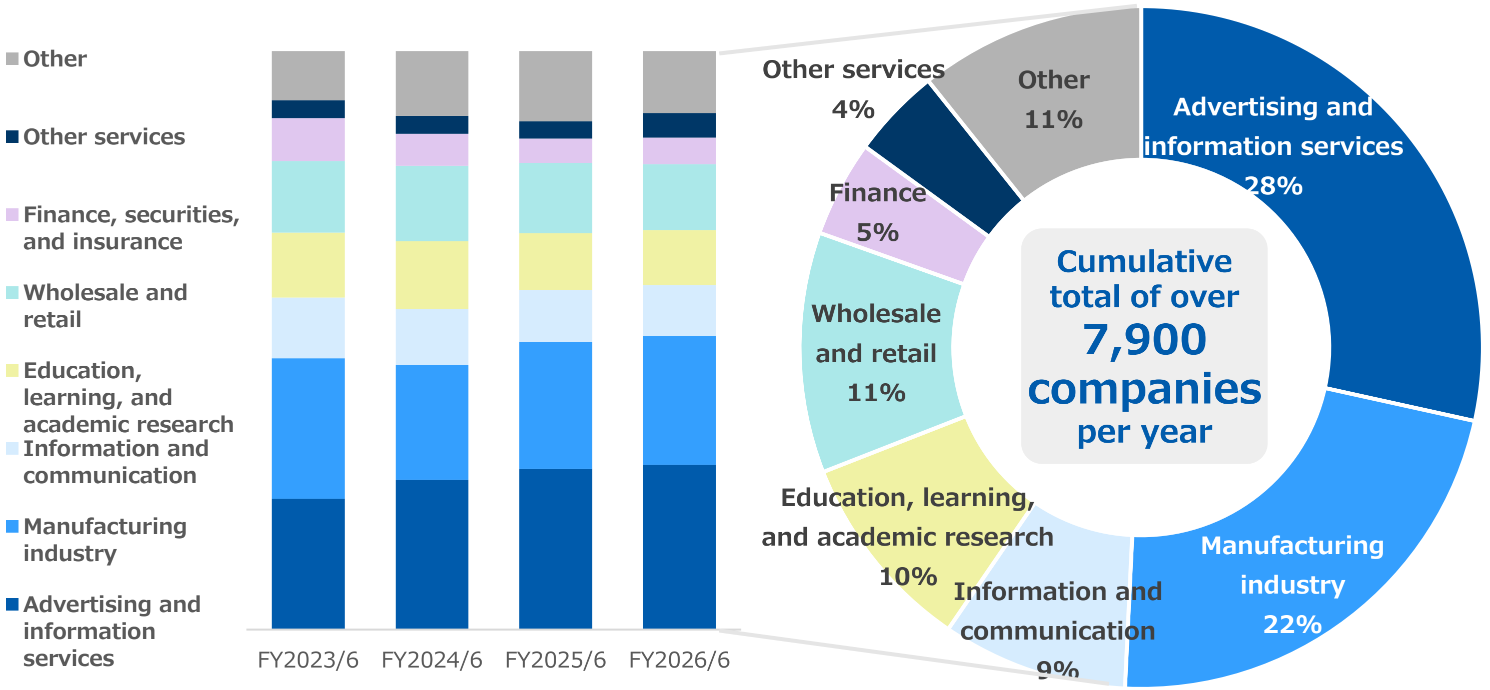
Strengthening our ability to support diversifying customer needs through M&As and internal development





Customer base across a wide range of industries: Avg. number of clients per quarter was 1,977, with a cumulative total of 7,908 for the fiscal year
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 (FY2026/6)

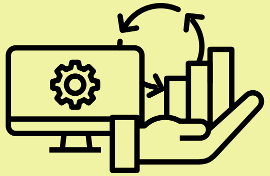
	Industries of major customers	Net sales (JPY million)	Composition ratio of total net sales
1	Other services industry	359	1.1%
2	Advertising and information services industry	349	1.1%
3	Communication industry	344	1.0%
4	Other services industry	261	0.8%
5	Manufacturing industry (Foods)	244	0.7%
	·		
	·		
	Top 10 companies total	2,463	7.4%
	·		
	Top 100 companies total	9,855	29.7%
	·		
	Top 300 companies total	14,316	43.1%

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

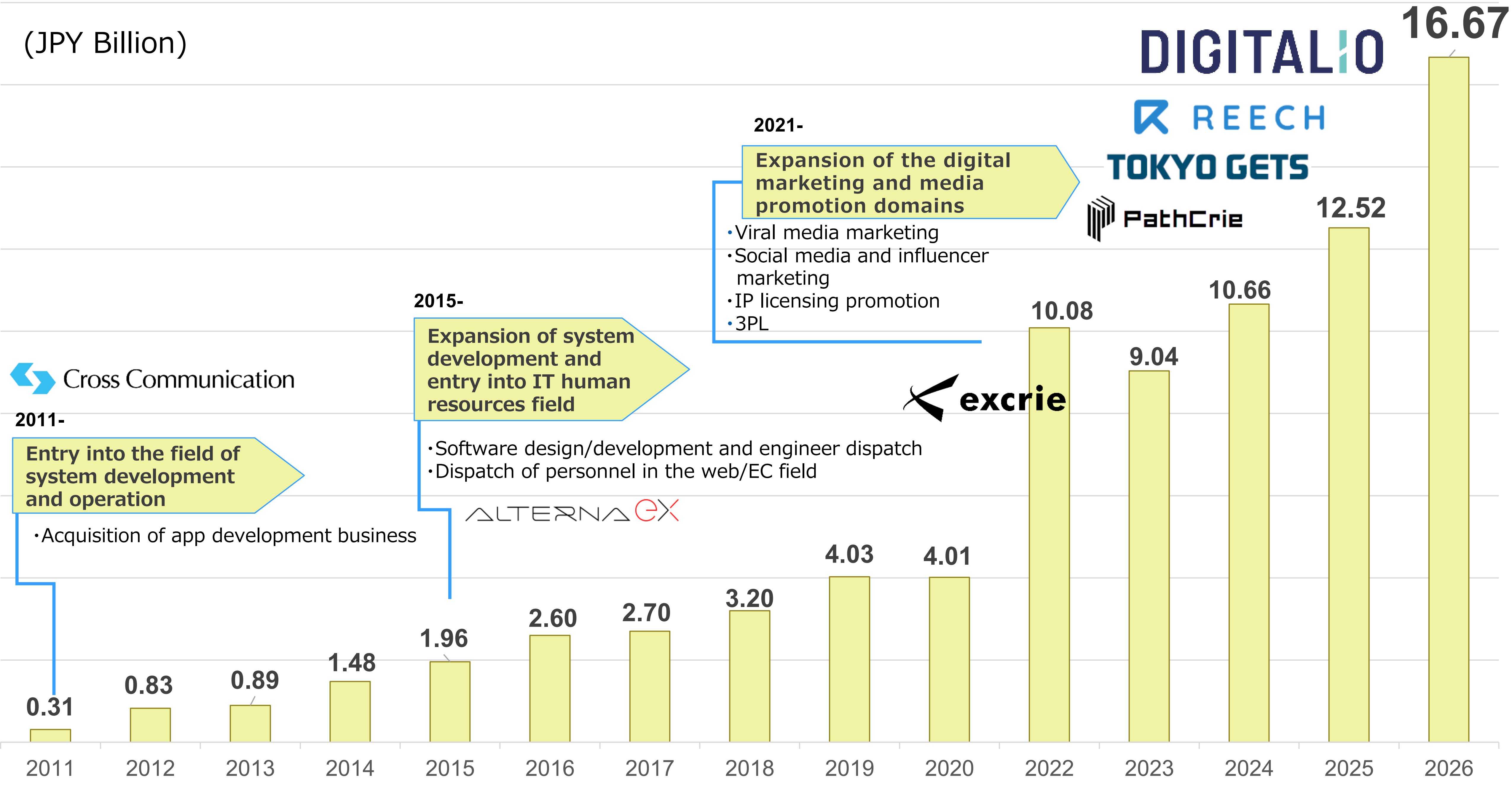
Marketing implementation support



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 - Segment Net Sales and Long-term Development of Digital Marketing Business



REECH Inc.

Provides database tools that connect influencers and companies

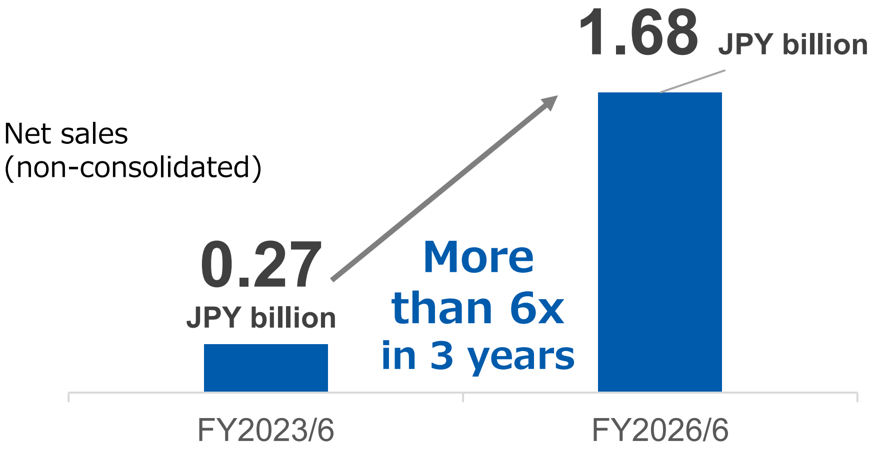
REECH

Business operations

(1) Marketing support using **"REECH Database,"** a **proprietary database** built with data obtained from social media

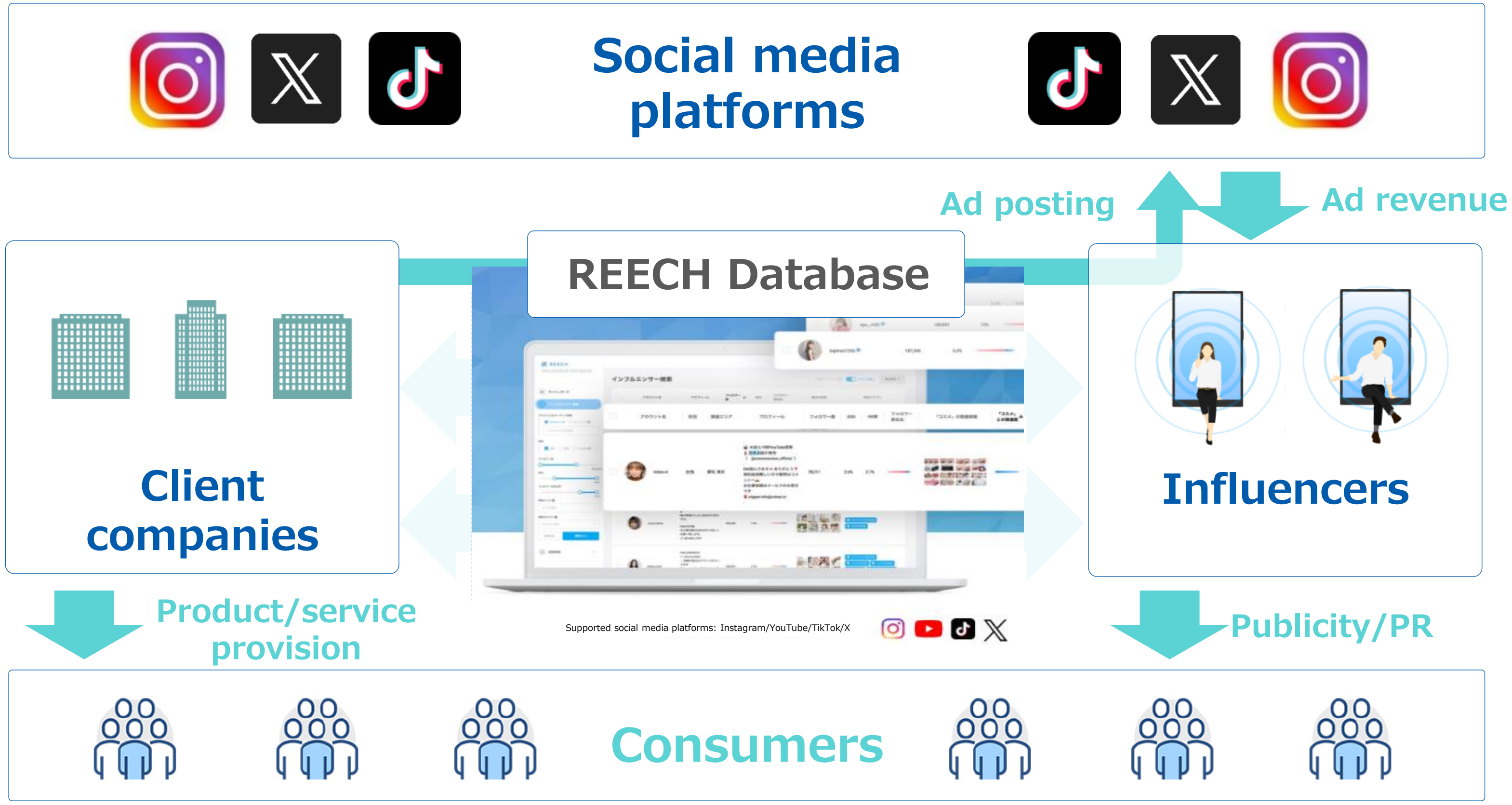
(2) Promotion support using **influencers**

- 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.



Introduction of High-growth Business Domains - Excerpt from REECH Marketing Material

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.

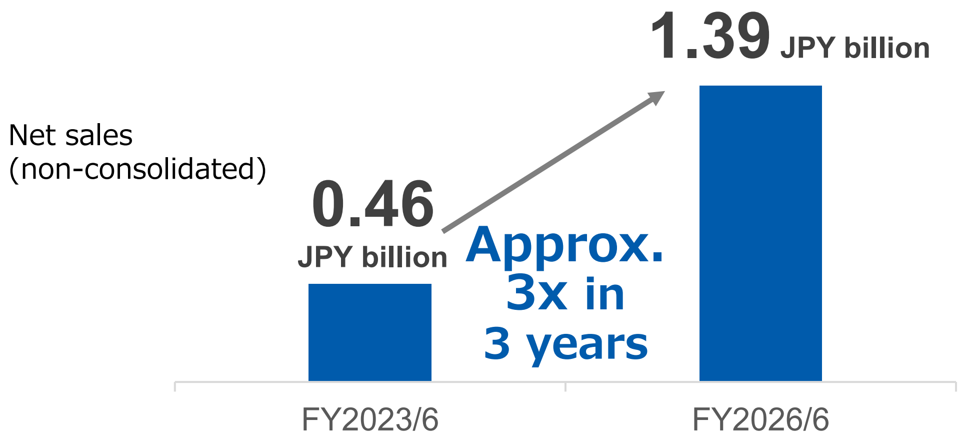
Support for corporate promotions, events, and merchandising utilizing entertainment content

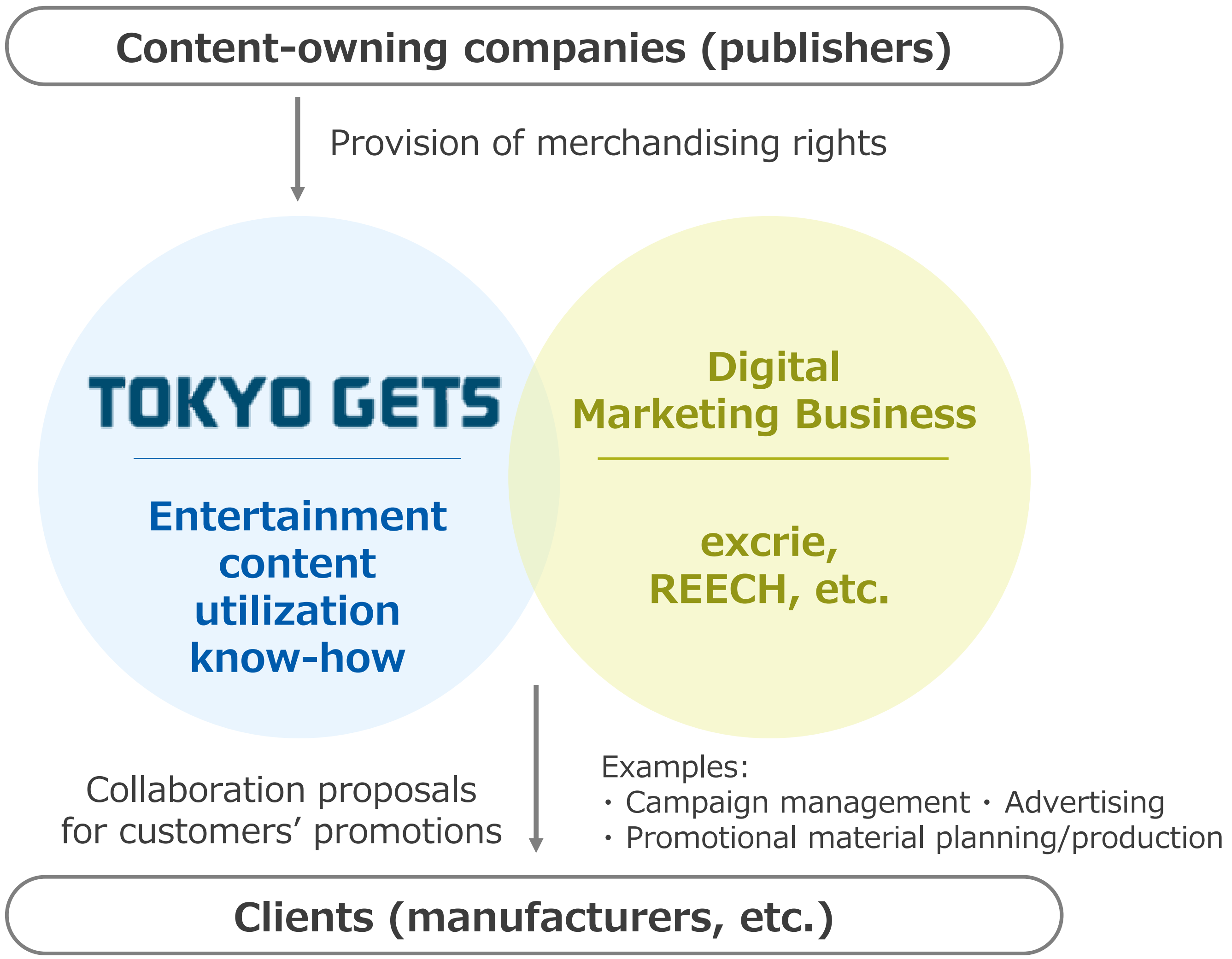
TOKYO GETS

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 management
- In-store/ storefront promotional materials
- Gifts
- Influencers
- Advertisements

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

(Announced on August 12, 2025)

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 Action Plan

(From the Medium-term Management Policy announced on August 12, 2025)

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

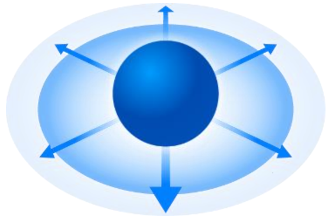
Business segments
→ Consolidate three segments into two segments

(Integrate Insight Business and Data Marketing Business)

Foundation for creating business synergies

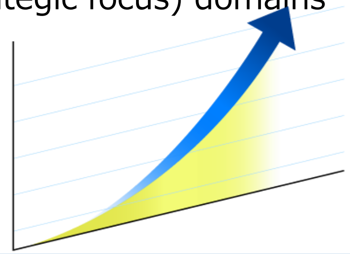
Research & Insight Business

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



Digital Marketing Business

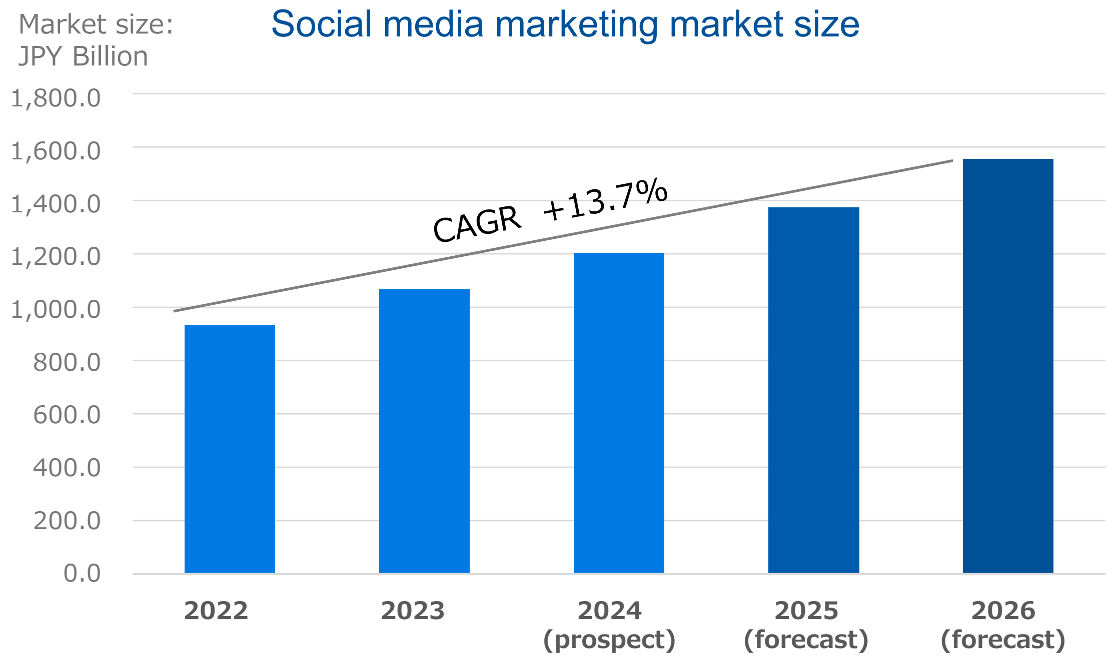
- Actively promote M&A and expand lineup
- Drive growth through Core-Dev. (strategic focus) domains



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%.



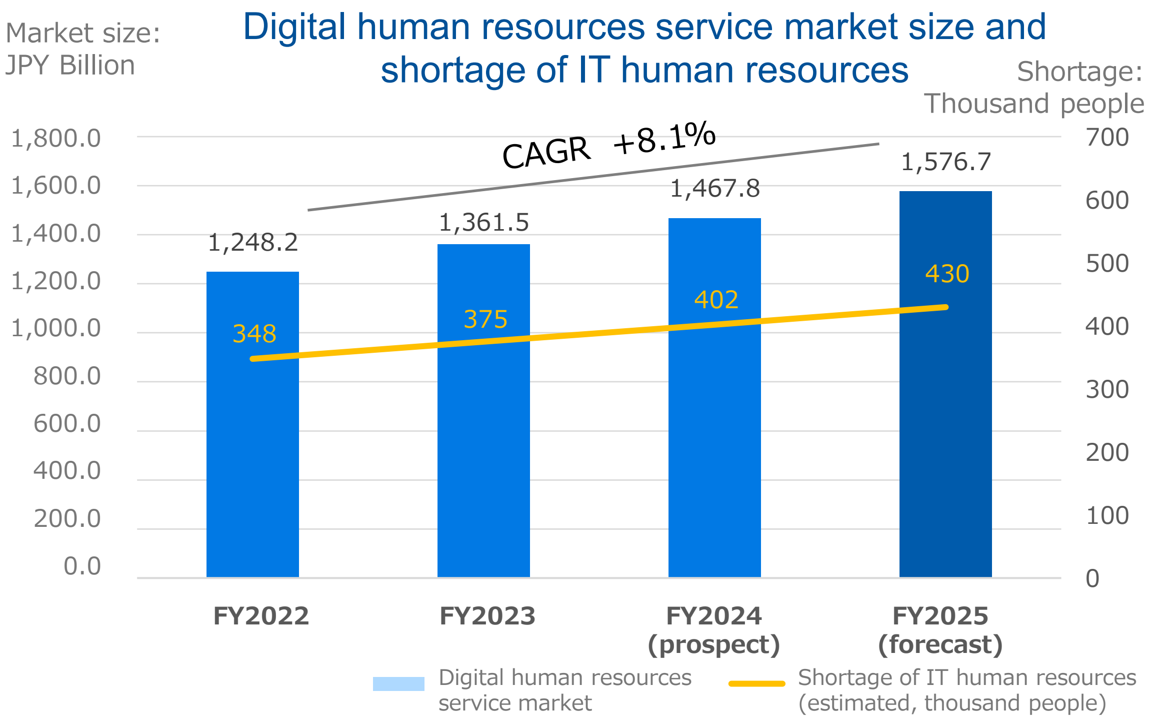
Source: Survey by CyberBuzz/Digital InFact

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

Value Provided to Society

(From the Medium-term Management Policy announced on August 12, 2025)

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

Cross Marketing Group

Origin of the Company name		
	Cross	Combining various elements
	Marketing	The process of spreading new ideas to the world

Mission	mission Discover Something New. 未来をつくろう。
Vision	Vision Just go for it! やればいいじゃん!
Stance/ Attitude	**Through this challenge, deliver next-generation value ahead of others**

Business domain

- **Research & Insight Business**
  - Japan
  - Overseas
- **Digital Marketing Business**
  - Social & digital promotion — Core-Dev.① — IP/influencer marketing
  - SI/DX consulting
  - Marketing HR — Core-Dev.②

Value provided by the business

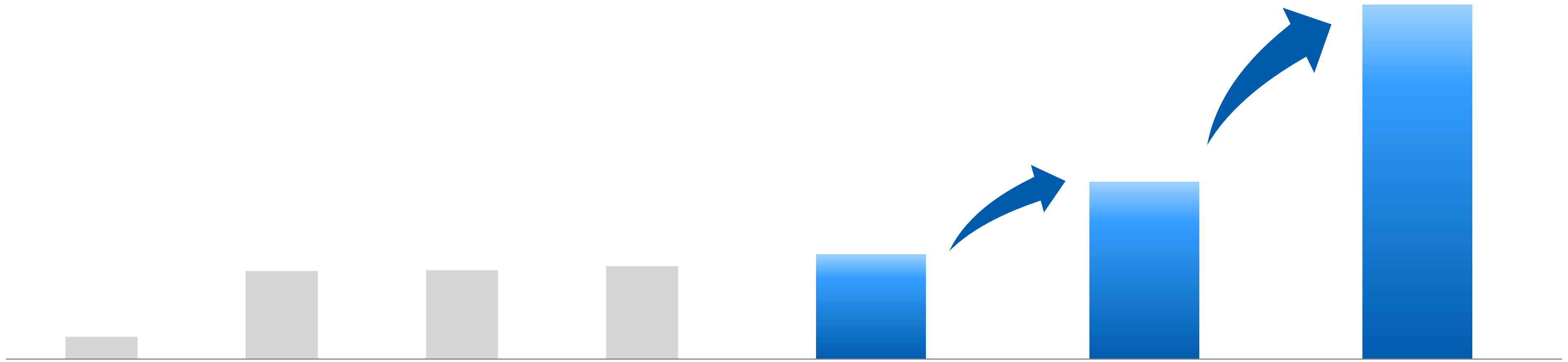
- ■Create added value that is unattainable through existing solutions by fully leveraging each company's strengths while mutually influencing one another within the Group
- ■Become an indispensable partner for our clients' business growth by delivering essential improvement proposals and services

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

DX partners → **Marketing generation company**

Net sales CAGR FY2025 to FY2035
+13%



(JPY Billion)	2013	FY2022/6	FY2023/6	FY2024/6	FY2025/6	In 3 to 5 years	In 10 years
Net sales	6.29	24.90	25.09	26.19	28.90	**50.0**	**100.0**
Operating profit	0.73	2.52	1.96	1.84	2.52	Operating profit margin: 10%+	
Number of consolidated employees	597	1,441	1,530	1,707	1,719	Growth by utilizing M&A	
Number of business companies	18	33	35	34	35		

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**

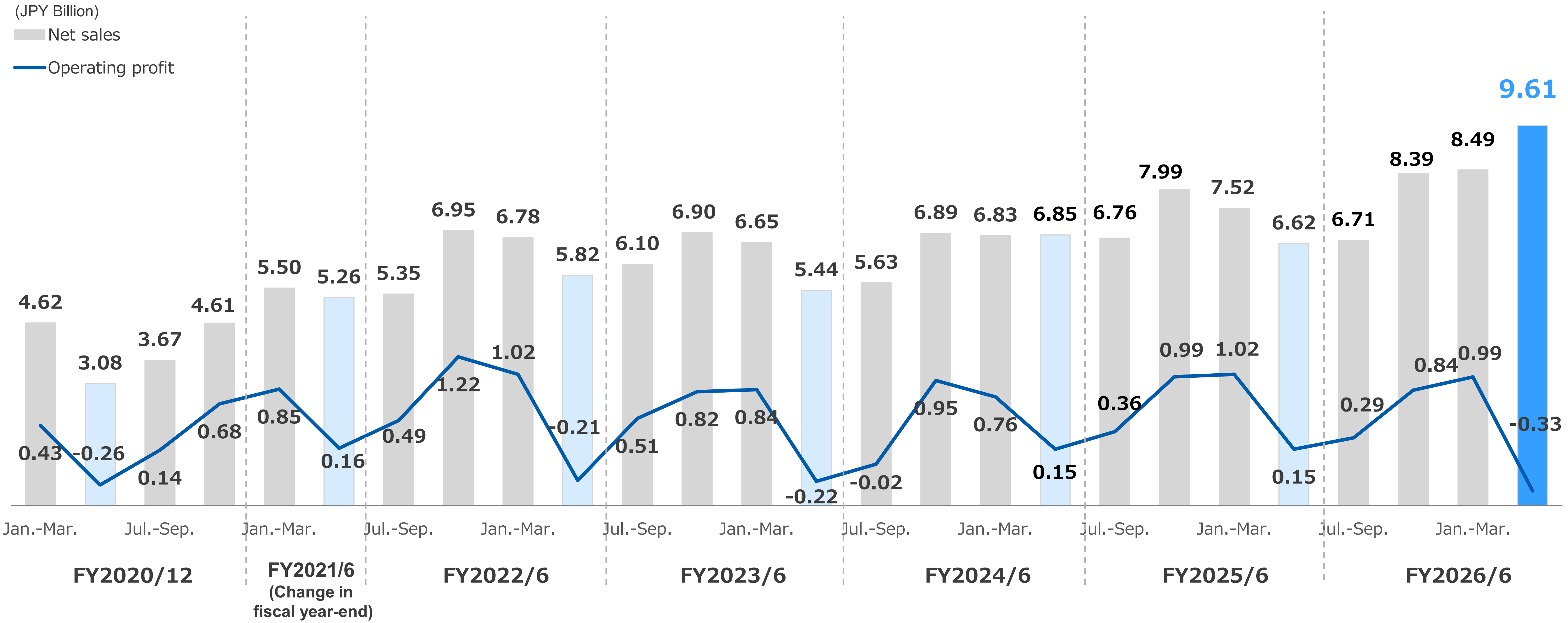
6 Appendix

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.

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)



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	1.51	+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	+4.42 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

(Reference) Change in Business Segments

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) –

Current status	FY2025/6 Net sales
Digital Marketing Business	**12.5 JPY billion**
Media and promotion	
IT solutions	
Data Marketing Business	**9.9 JPY billion**
Japan	
Overseas	
Insight Business	**6.5 JPY billion**
Japan	
Overseas	

New segment/Breakdown	FY2026/6 Net sales	Business overview	Major subsidiaries
Digital Marketing Business	**16.67 JPY billion**		
Social & digital promotion		IP/Influencer marketing Sampling media, rewards media Third-party logistics	excrie, DIGITALIO, REECH, TOKYO GETS, PathCrie, STARTLING
SI/DX consulting		System/app development, maintenance and operations DX consulting	Cross Communication, Coum
Marketing HR		Human resources services in marketing/IT/DX fields, BPO services	Alterna Ex, Creative Resource Institute
Research & Insight Business	**16.53 JPY billion**		
Japan		Consumer research Market data collection and analysis Marketing/consulting	Cross Marketing, Medilead, Research Panel
Overseas			Kadence Group companies

(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**	**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.

Business Segments and Major Group Companies

Cross Marketing Group

Digital Marketing Business

FY2026/6 Net sales 16.67 JPY billion
Net sales composition ratio 50.2%

- Social & digital promotion
- SI/DX consulting
- Marketing HR

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

excrie
REECH
TOKYO GETS
TRAFFICS
PathCrie
Norfre
Cross Communication
COUM
MDIU
Cross Propworks
STARTLING Leaps and Bounds
ALTERNAex
Creative Resource Institute
DIGITALIO

Research & Insight Business

FY2026/6 Net sales 16.53 JPY billion
Net sales composition ratio 49.8%

- Japan
- Overseas

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

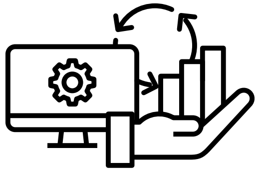
Cross Marketing
Kadence International
medilead
リサーチパネル

MetaSite
withwork
ENVIROSELL JAPAN

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

excrie

Sales promotion support media

もらえる・ためせる モラタメ.net

デシタメ!

Internet advertising

Questionnaire ads
Questionnaire-style article ads

Data-driven programmatic advertising

DIGITALIO

Operates Internet media, including rewards and digital gifts

PeX POINT EXCHANGE

デジコ

ECナビ

TOKYO GETS | **STARTLING INC. Leaps and Bounds**

Promotion, events, and product planning by leveraging IP

REECH

Influencer marketing

Panel network consisting of 16.40 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.

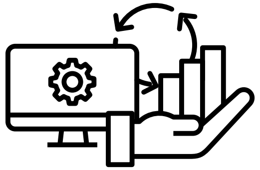
coum

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

Segment Overview - Digital Marketing Business

Digital Marketing Business
Marketing HR

Support for implementation of customers' marketing strategies

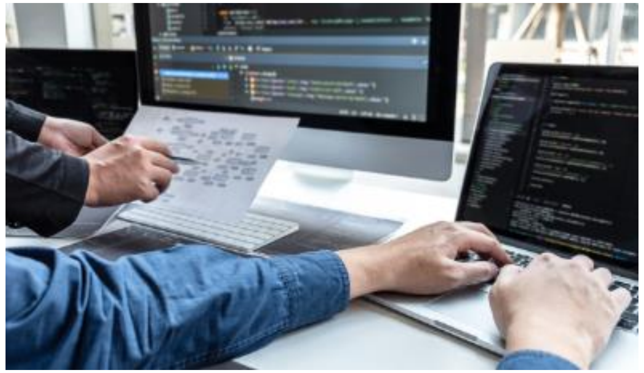


Providing outsourcing in the digital/marketing fields and human resource services

Major Businesses

ALTERNAex

Recruitment support agency for engineers, marketers, and creators



Creative Resource Institute

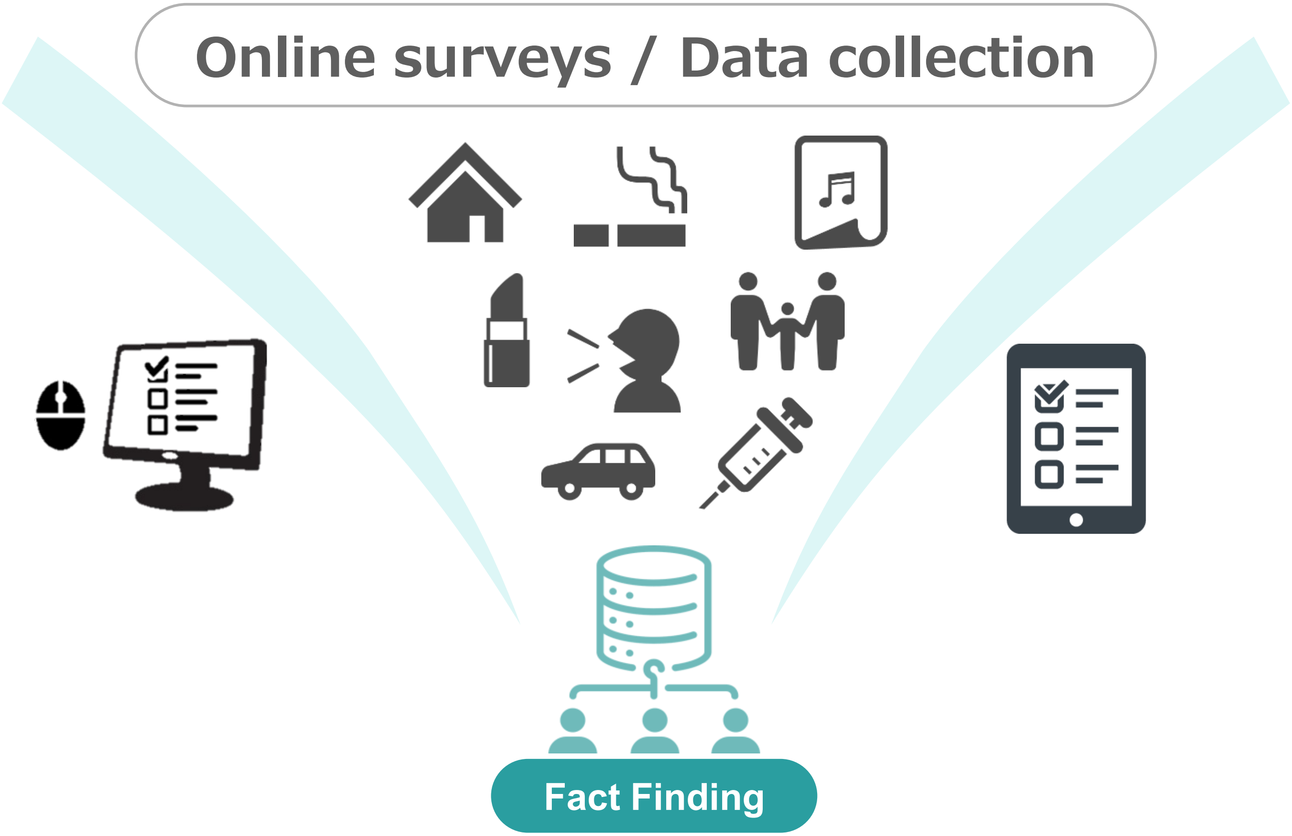
Director and engineer temporary staffing business
Brand planning
Sales promotion
Advertising production business

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 16.40 million people*
Detailed profiles in a maximum of 2,500 categories



*As of June 30, 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

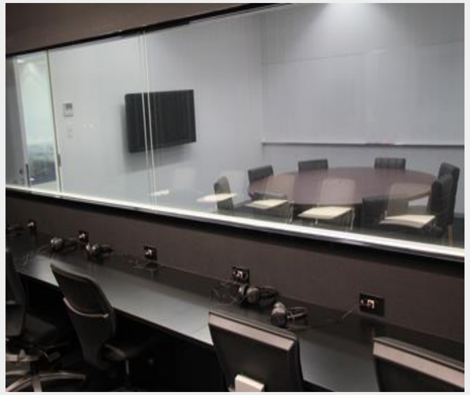
In-depth research and analytical reporting based on consumer data/facts

Number of offline surveys conducted (interviews and CLTs)

About 1,500 projects

CLT room with cooking equipment (Ningyocho)

Overseas fieldwork base (India)



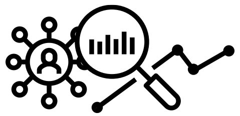
Facilities in Japan (Hatsudai area of Shinjuku; Ningyocho)

Kadence Group

Research centers in North America, Europe, and Asia

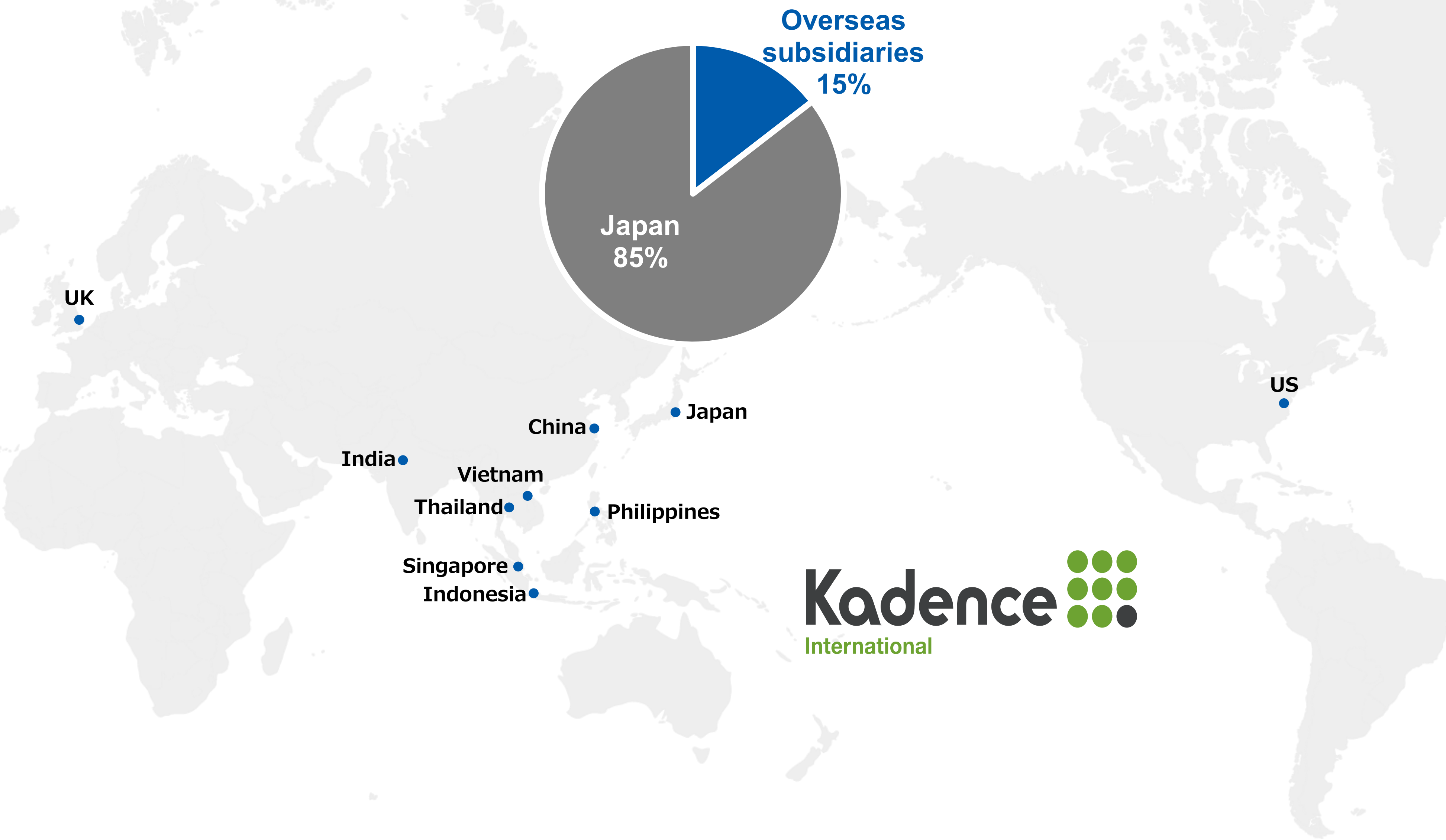
Consumer data is efficiently compiled

Analysis and understanding of consumer insights



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

FY2026/6 Composition ratio of net sales



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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