Ticker : 3675 (TSE Prime)

Cross Marketing Group Inc.

Medium-term Management Policy

August 12, 2025

Review of DXAction2024 (Previous Medium-term Management Plan)

Reached record highs in revenue and operating profit although the medium-term targets were not met
Digital Marketing Business grew to a revenue scale exceeding 10 billion yen

	(JPY 100 Million)	FY2021/6*1	Medium-term targets	FY2025/6 Actual		Results	Awareness of issues
Group-wide /Consolidated	Revenue	190	300	△	**289**	• Reached record highs in revenue and operating profit • Executed 12 M&A deals over 4 years to expand service lineup and advance subsidiary integration • Achieved EBITDA of 3 billion yen	• Strengthen growth and profitability through further creation of Group synergies • Promote initiatives to achieve higher valuation in the stock market
	Operating Profit (EBITDA*2)	18 (20)	30 —	△	**25** **(31)**		
	Market capitalization	137	300	×	**145***3		
Revenue by business field	Data Marketing	72	80	○	**99** 【CAGR+18%】	• Japan: Expanded business scale while maintaining high profitability • Overseas: Accelerated business expansion in developed countries (the U.S. and the UK)	• Japan: Expand into consulting and insight fields and further create synergies with the digital marketing field • Overseas: Strengthen resilience to external environmental changes and further grow emerging market bases
	Insight	53	70	△	**67** 【CAGR+6%】		
	Digital Marketing	65	120	○	**125** 【CAGR+18%】	• Digital Marketing Business grew to a revenue scale exceeding 10 billion yen • Expanded into high-growth domains (influencer marketing and IP content)	• Expand value-added offerings to customers through mutual proposals among Group companies • Further improve management quality of each subsidiary • Accelerate investment and expansion in growing business domains
	(Of which, new/M&A)	-	(30)	○	**(33)**		

*1: FY2021/6: Results for the 12-month period from July 2020 to June 2021
*2: EBITDA: Operating profit + Depreciation + Amortization
*3: Based on the closing price as of June 30, 2025

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.**

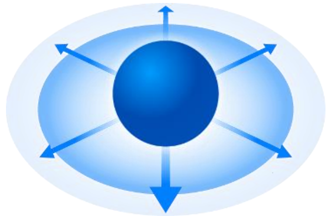
Actions to achieve the medium-term vision

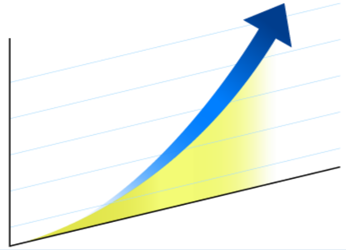
Business segments
→ Consolidate three segments into two segments

(Integrate Insight Business and Data Marketing Business)

Foundation for creating business synergies

Research Insight Business	Digital Marketing Business
• Deepen research operations and expand domains • Cross-business synergies and value-added offerings	• Actively promote M&A and expand lineup • Drive growth through Core-Dev. (strategic focus) domains

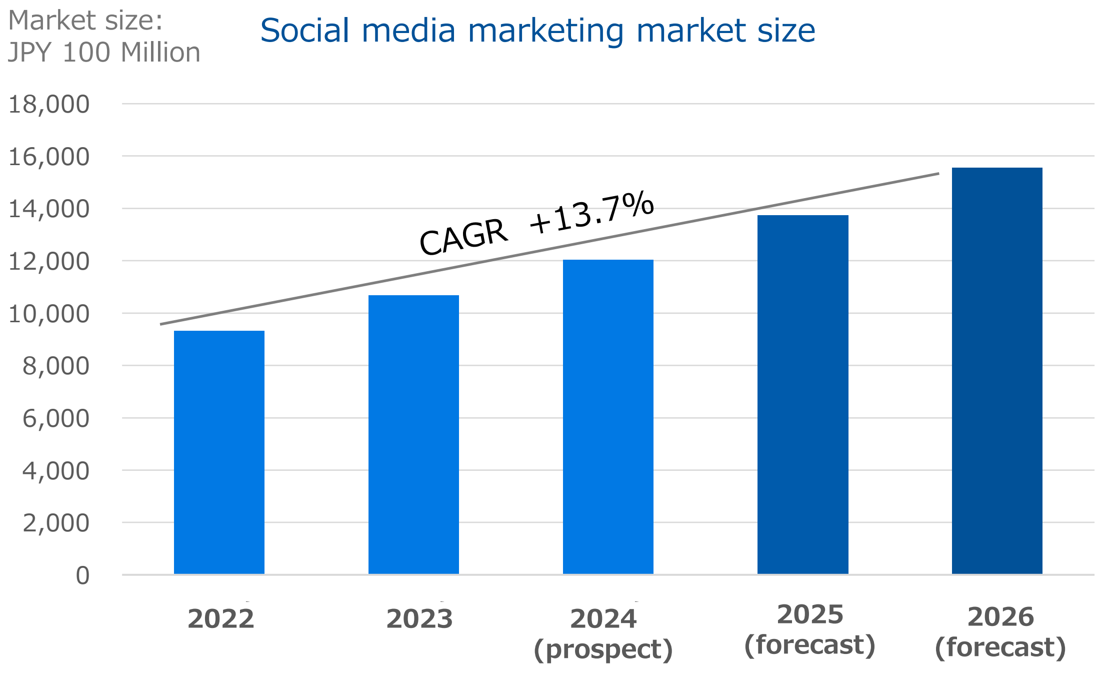




Core-Dev.①
IP/influencer marketing business domain

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%.



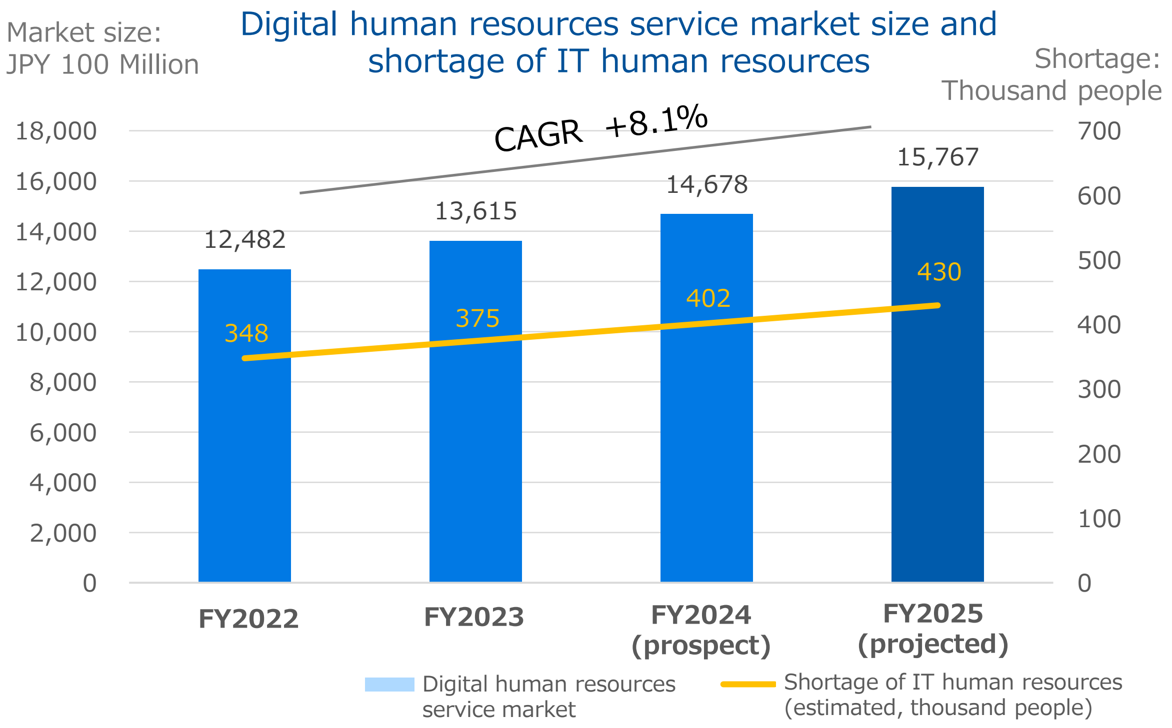
Source: Survey by CyberBuzz/Digital InFact

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

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

Current status	FY2025/6 Revenue (JPY 100 Million)
Digital Marketing Business	125
Media and promotion	
IT solutions	
Data Marketing Business	99
Japan	
Overseas	
Insight Business	65
Japan	
Overseas	

New segment/Breakdown	FY2025/6 Revenue (JPY 100 Million)	Business overview	Major subsidiaries
Digital Marketing Business	125		
Social & digital promotion		IP/Influencer marketing Sampling media Third party logistics	Excrie, REECH, TOKYO GETS, PathCrie
SI/DX consulting		System/App development, maintenance and operations, DX consulting	Cross Communication, COUM
Marketing HR		Marketing/IT/Human resources services in the DX domain, BPO services	Alterna Ex, Creative Resource Institute
Research Insight Business	164		
Japan		Consumer research Market data collection and analysis Marketing/Consulting	Cross Marketing, Medilead
Overseas			Kadence Group companies

Value Provided to Society

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

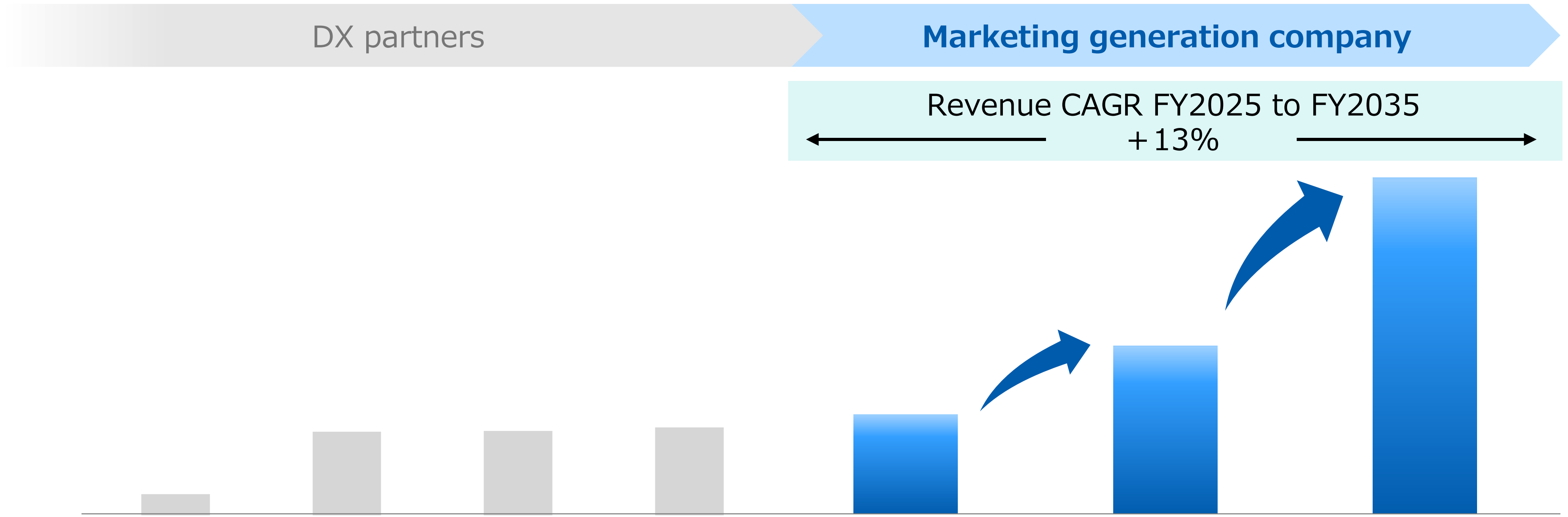
- **Research Insight Business**
  - Japan
  - Overseas
- **Digital Marketing Business**
  - Social & digital promotion — Core-Dev.① IP/influencer marketing
  - SI/DX consulting
  - Marketing HR — Core-Dev.②

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 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



(JPY 100 Million)	2013	FY2022/6	FY2023/6	FY2024/6	FY2025/6	In 3 to 5 years	In 10 years
Revenue	62.9	249.0	250.9	261.9	289.0	**500**	**1,000**
Operating Profit	7.3	25.2	19.6	18.4	25.2	Operating profit margin: 10% or more	
Number of consolidated employees	597	1,441	1,530	1,707	1,719	Grow 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**

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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