



Cross Marketing Group Inc.

Presentation material for Investors

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Summary 1

- **FY2025/6 revenue of 28.9 billion yen (up 10% YoY) and operating profit of 2.52 billion yen (up 37% YoY)**
- Achieved double-digit growth in revenue and profit, reaching record highs, despite falling short of the initial plan
- Data Marketing Business and Digital Marketing Business drove overall performance

Summary 2

- **Medium-term management policy: Unite & Generate**
- **Aiming for revenue of 50 billion yen and operating profit of 5 billion yen within 5 years**
- Reorganize business segments into two segments starting from FY2026/6

Summary 3

- **Plan for FY2026/6 revenue of 32 billion yen (+11%) and operating profit of 2.8 billion yen (+11%)**
- Dividend of 15.0 yen (up 1.0 yen YoY), continuing to increase dividends

1

FY6/2025 Financial Results Outline

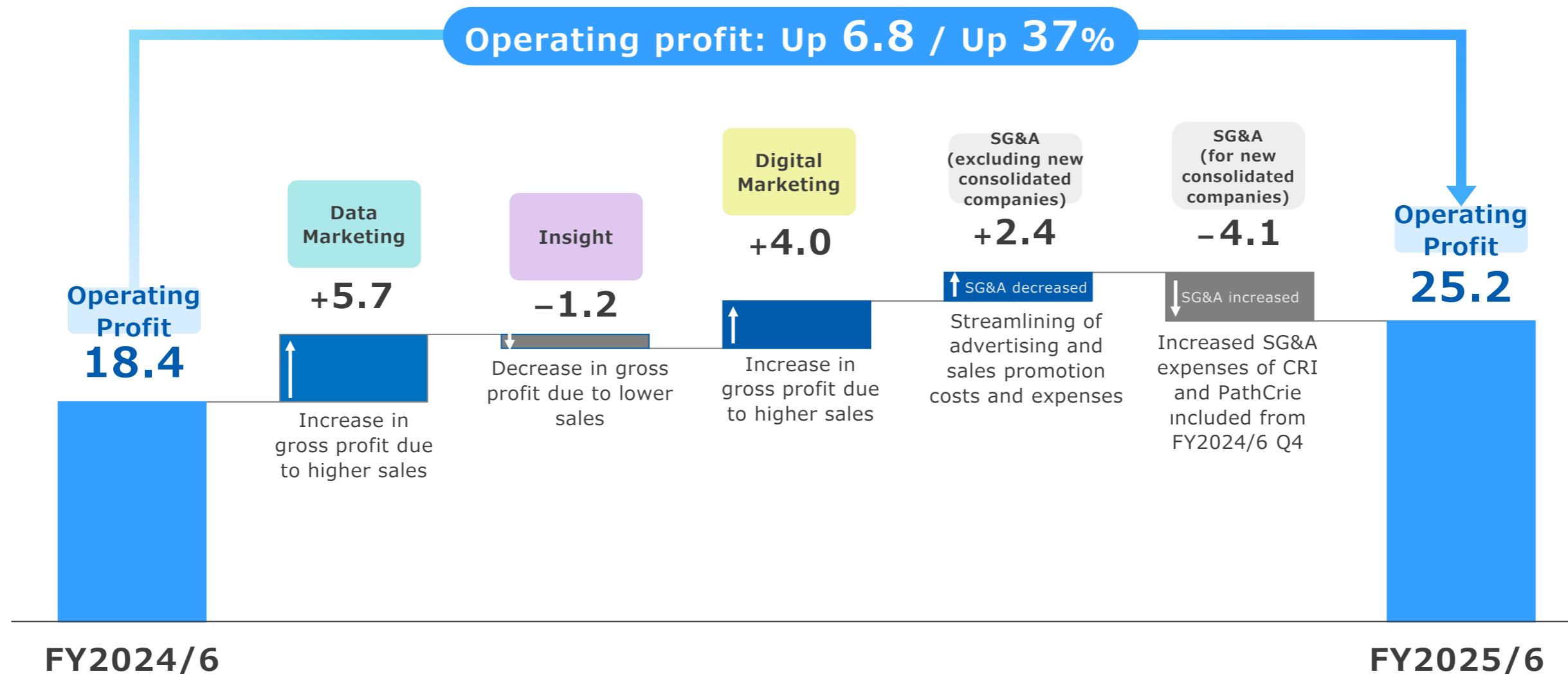
Revenue of 28.9 billion yen (up 10% YoY) and operating profit of 2.5 billion yen (up 37% YoY): Reached record highs

(JPY 100 Million)	Full year FY2024/6 results	Full year FY2025/6			YoY Growth Rate
		Initial plan	Actual		
Revenue	261.8	300.0	289.0		+10%
Digital Marketing Business	106.6	130.0	125.2		+17%
Data Marketing Business	88.1	100.0	99.1		+12%
Insight Business	67.1	70.0	64.6		-4%
Gross Profit (Gross Profit Margin)	102.3 (39.1%)	—	110.7 (38.3%)		+8% (-0.7pt)
SG&A	83.8	—	85.5		+2%
Operating Profit (Operating Profit Margin)	18.4 (7.0%)	30.0 (10.0%)	25.2 (8.7%)		+37% (+1.7pt)
EBITDA*1 (EBITDA margin)	24.7 (9.4%)	—	31.3 (10.8%)		+27% (+1.4pt)
Ordinary Profit	19.1	29.0	24.0		+26%
Net Income Attributable to Owners of the Parent	11.9	18.0	13.6		+14%

*1 : EBITDA: Operating profit + Depreciation + Amortization

Factors Behind Fluctuations in Operating Profit (YoY)

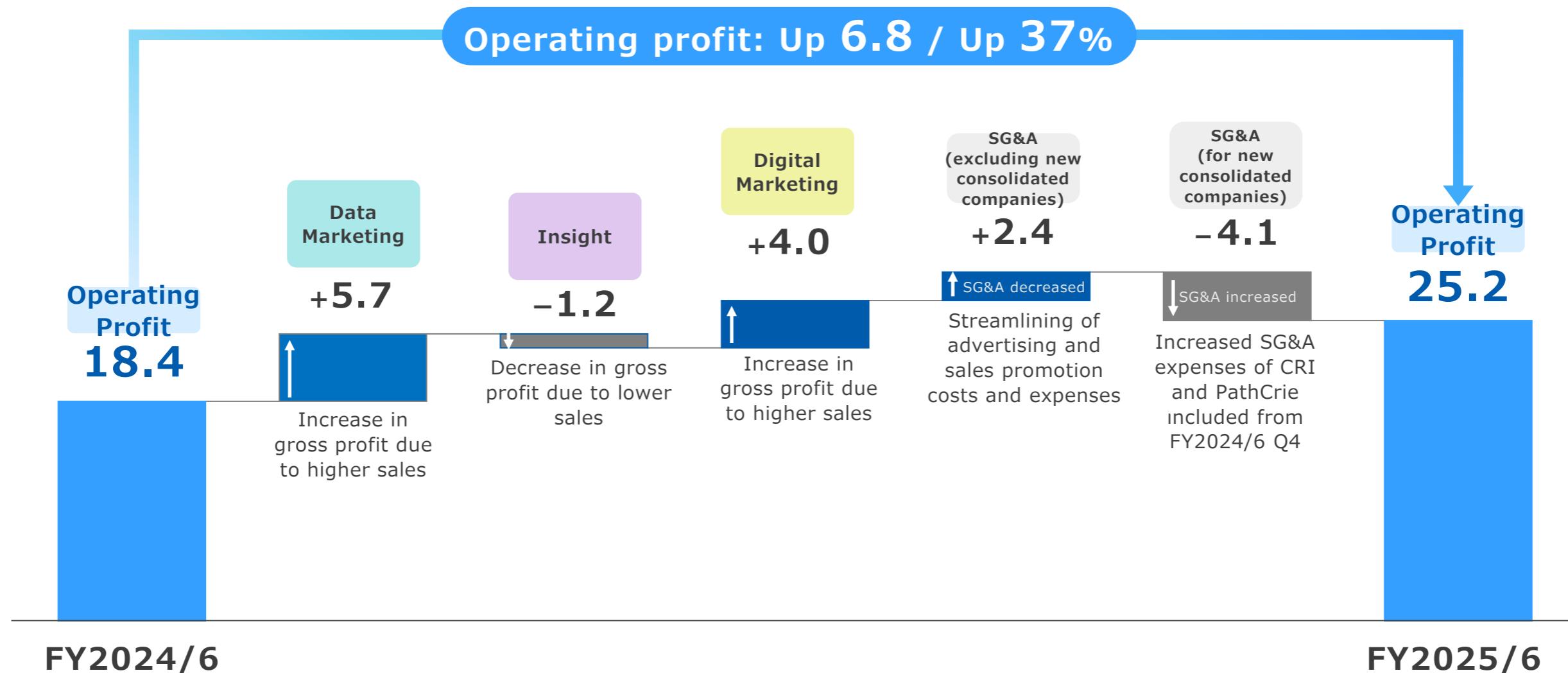
Operating profit increased 37% due to increased gross profit in line with higher revenue in Data Marketing Business and Digital Marketing Business and controlled SG&A expenses



Factors Behind Fluctuations in Operating Profit (YoY)

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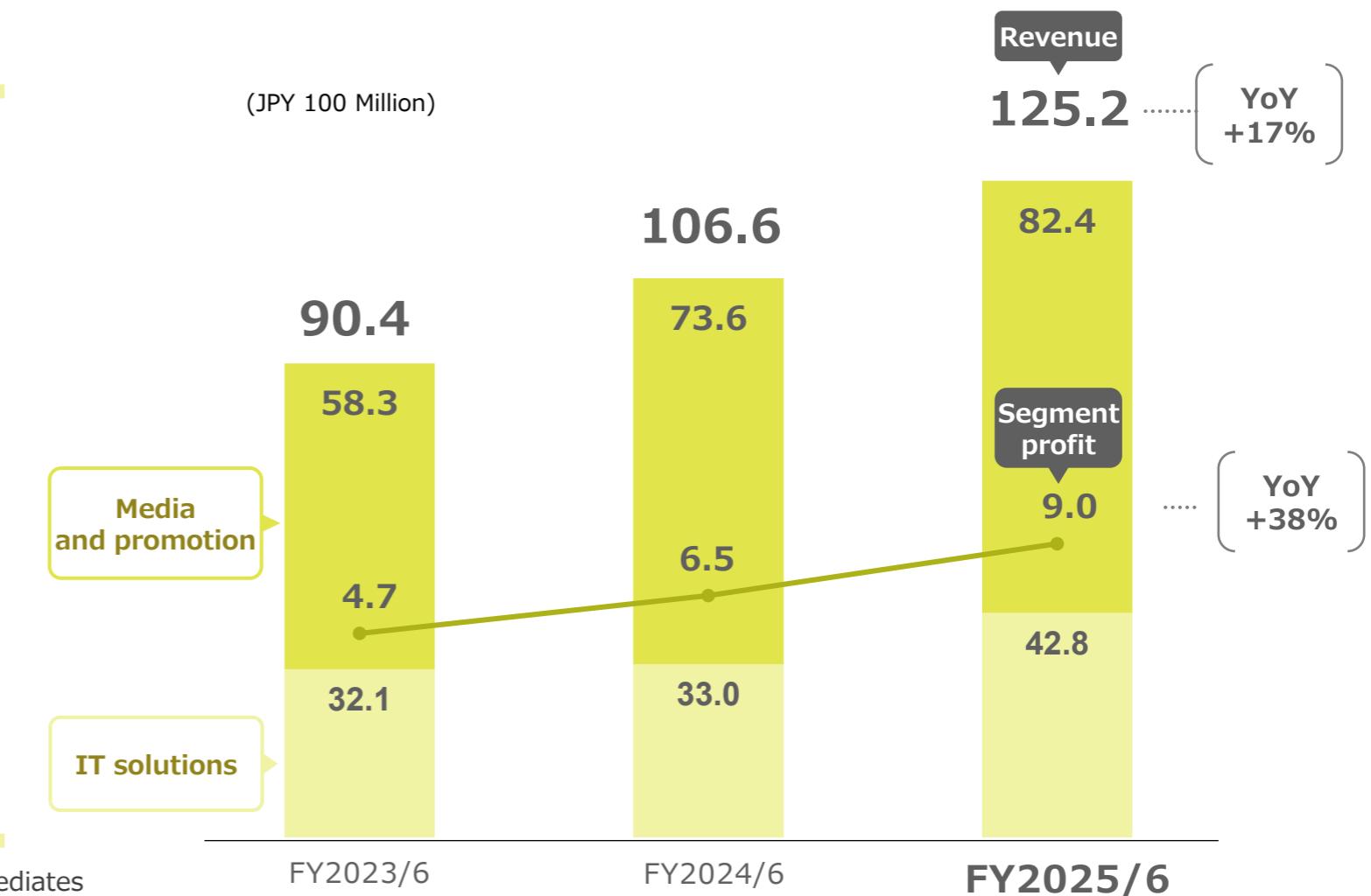
Operating profit increased 37% due to increased gross profit in line with higher revenue in Data Marketing Business and Digital Marketing Business and controlled SG&A expenses



Revenue up 17% and segment profit up 38% Media and promotion, and IT solutions were both strong

Highlights

- Media and promotion: Revenue grew 12%, driven by high-growth domains such as influencer marketing and IP promotion. PathCrie also contributed through 3PL business*1.
- IT solutions revenue increased 30%. The newly consolidated Creative Resource Institute contributed to revenue growth.
- Segment profit increased 38%, mainly due to the increased gross profit in line with revenue growth.



*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 increased 12%, segment profit increased 34%
In addition to strong demand for online research in Japan, the recovery of business in North America contributed to reaching record highs

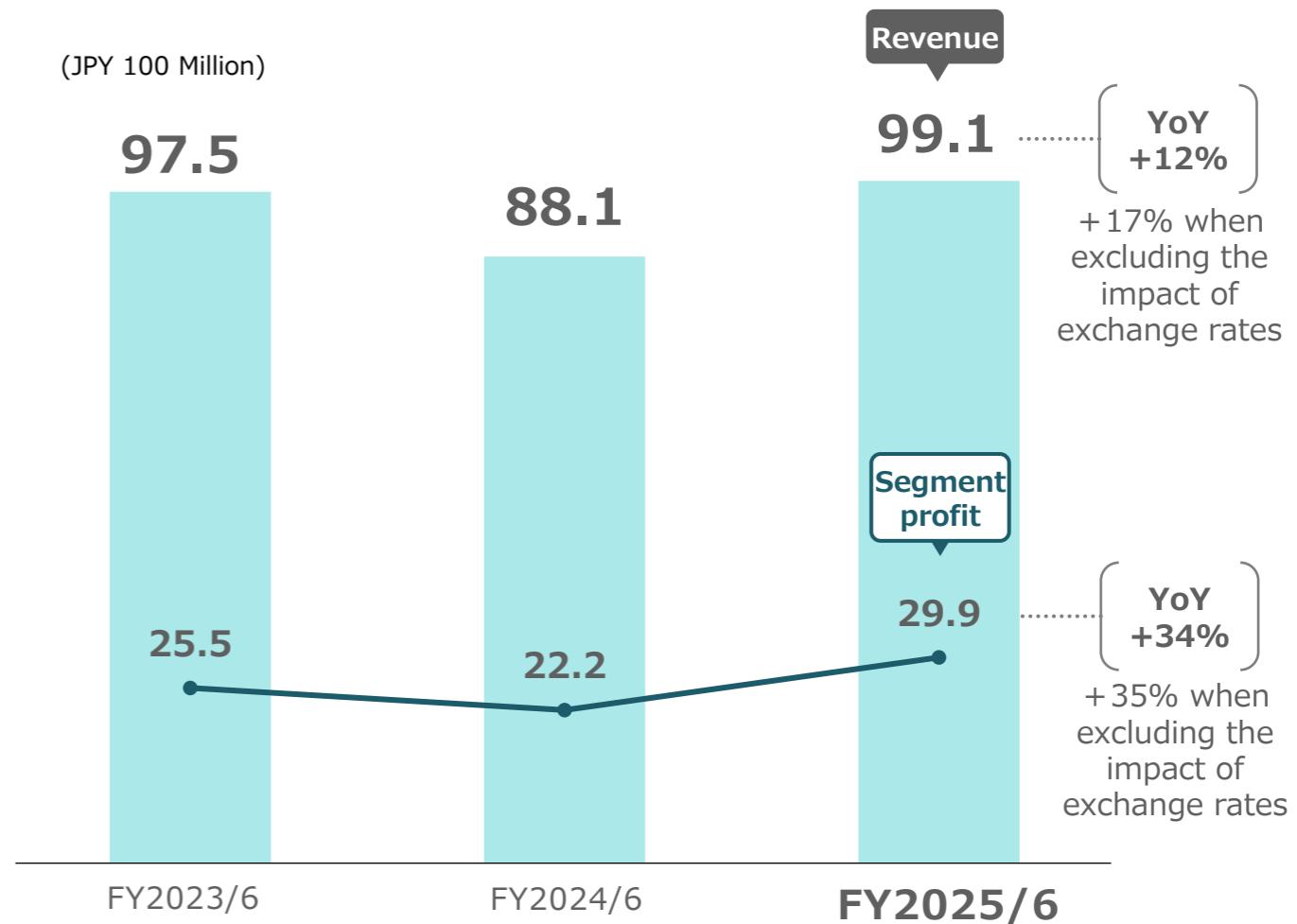
Highlights

- Revenue in Japan increased 5%. Demand for online research remained strong and stable.
- Overseas revenue increased 29%. In the mainstay North American market, demand recovered significantly, rebounding from difficulties faced in the previous fiscal year.
- Segment profit increased 34%. Profit margin reached 30% by improving productivity, including through the utilization of AI.

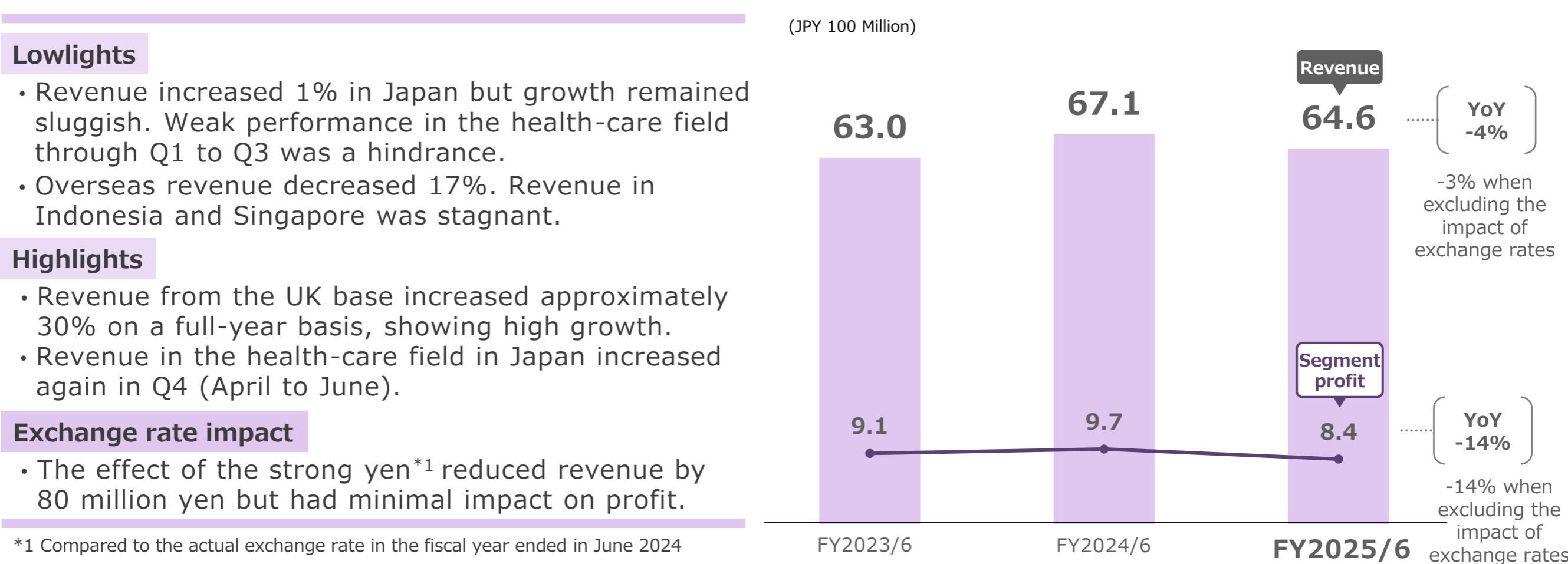
Exchange rate impact

- The effect of the strong yen^{*1} reduced revenue by 390 million yen but had minimal impact on profit.

^{*1} Compared to the actual exchange rate in the fiscal year ended in June 2024



Revenue declined 4% and segment profit declined 14%
The health-care field continued to struggle in Japan, and emerging markets faced severe challenges overseas



Total overseas revenue increased 10%
The increase was driven by growth in the mainstay North American and UK markets

Highlights

- In addition to the recovery in the mainstay North American market, growth in the UK market drove the overall overseas business.

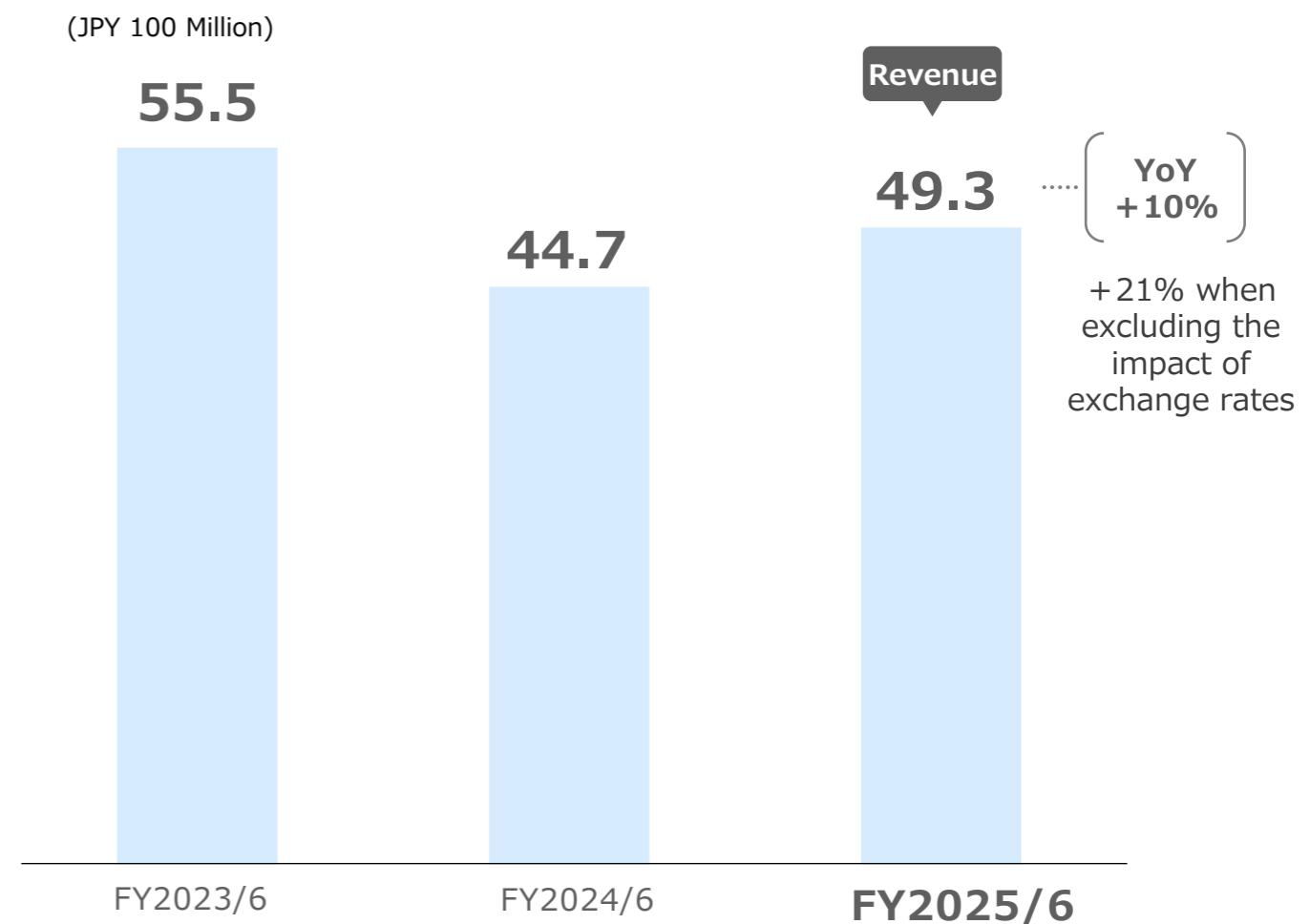
Lowlights

- Emerging market bases, including Indonesia and India, were stagnant.

Exchange rate impact

- The effect of the strong yen^{*1} reduced overseas revenue by 460 million yen in total.

*1 Compared to the actual exchange rate in the fiscal year ended in June 2024



2 Topics

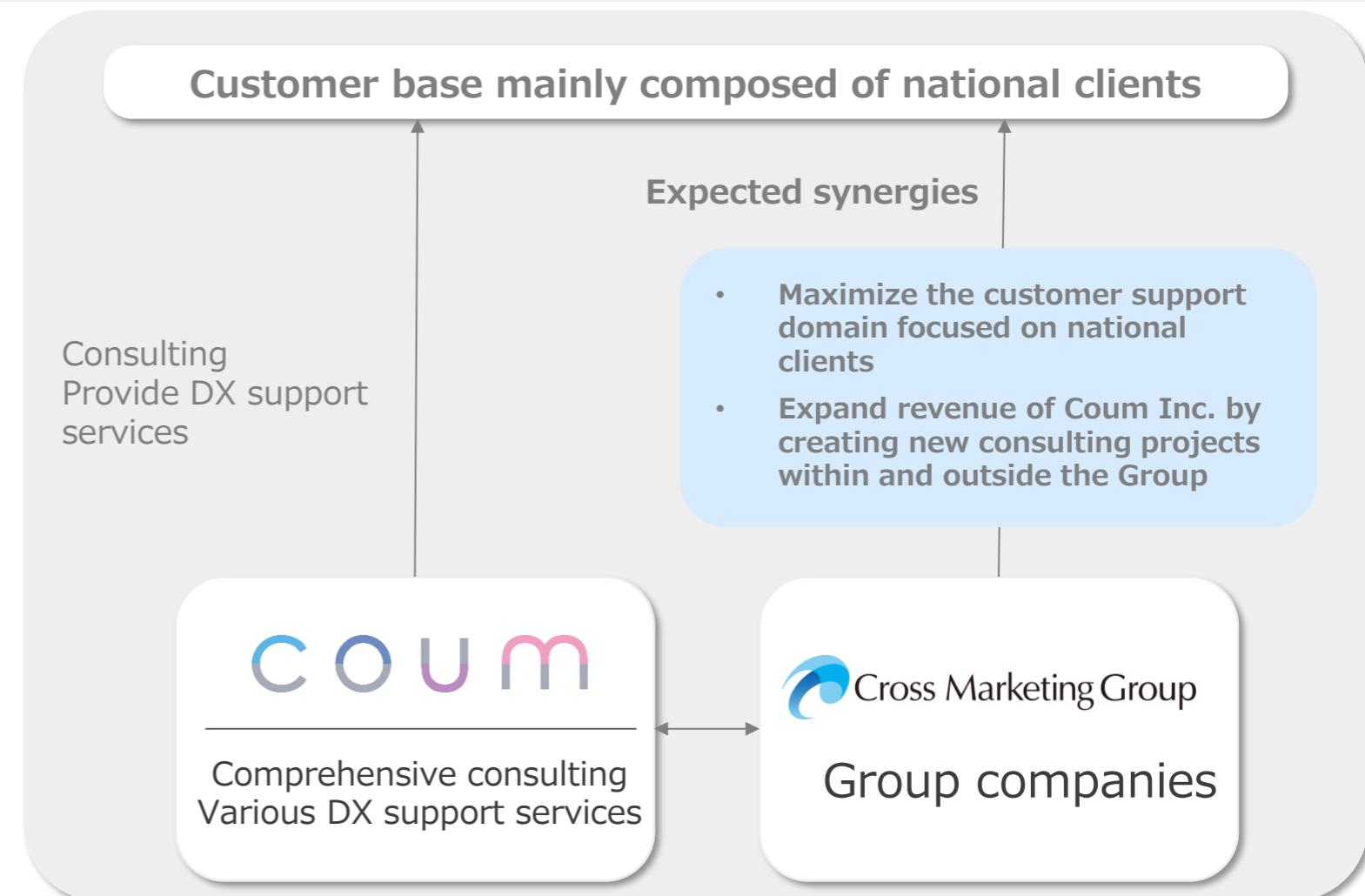
Made Coum Inc. a subsidiary (June 2025)

Strengthened capabilities to address clients' advanced challenges, such as formulating management and business strategies



- Company profile
 - Company name: Coum Inc.
 - Established: March 2019
 - Number of employees: 18 (as of June 2025)

- Business overview
 - ① Comprehensive consulting
 - ② DX of customer touchpoints
 - ③ DX of business processes
- Revenue for the immediately preceding fiscal year: Approximately 300 million yen



REECH Inc. acquired part of the business from NexTrend Inc. (June 2025) Accelerated growth in the influencer marketing domain



■ Company profile

- Company name: NexTrend Inc.
- Established: April 2017

■ Business overview

- Influencer affiliate advertising business
- Influencer marketing business
- Web advertising operations business
- Revenue of the subject business for the immediately preceding fiscal year:
Approximately 700 million yen

End-to-end support from influencer selection
to measure implementation



Extensive track records in supporting promotion execution and planning measures by utilizing influencers in approximately 3,000 projects annually



REECH DATABASE, enabling extensive searches and high-precision analyses related to influencers



Offer one-stop services through collaboration among Group companies

3

Review of the 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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%]	<ul style="list-style-type: none"> Japan: Expanded business scale while maintaining high profitability Overseas: Accelerated business expansion in developed countries (the U.S. and the UK) 	<ul style="list-style-type: none"> 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%]		
Revenue by business field	Digital Marketing	65	120	○ 125 [CAGR+18%]	<ul style="list-style-type: none"> Digital Marketing Business grew to a revenue scale exceeding 10 billion yen Expanded into high-growth domains (influencer marketing and IP content) 	<ul style="list-style-type: none"> 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

4

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)



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

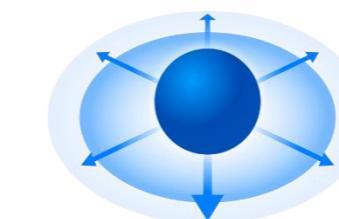
Business segments → Consolidate three segments into two segments

(Integrate Insight Business and Data Marketing Business)

Foundation for creating business synergies

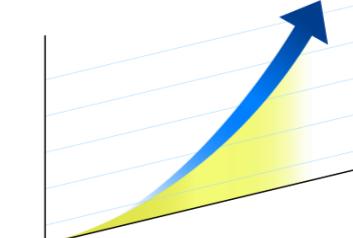
Research Insight Business

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



Digital Marketing Business

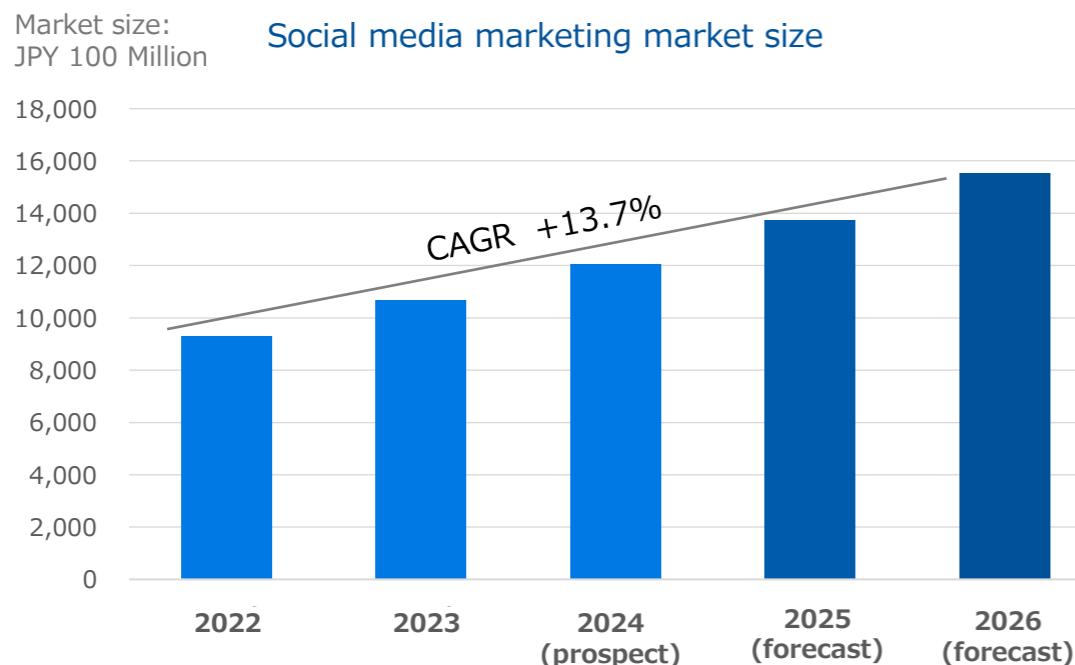
- Actively promote M&A and expand lineup
- Drive growth through Core-Dev. (strategic focus) domains



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%.



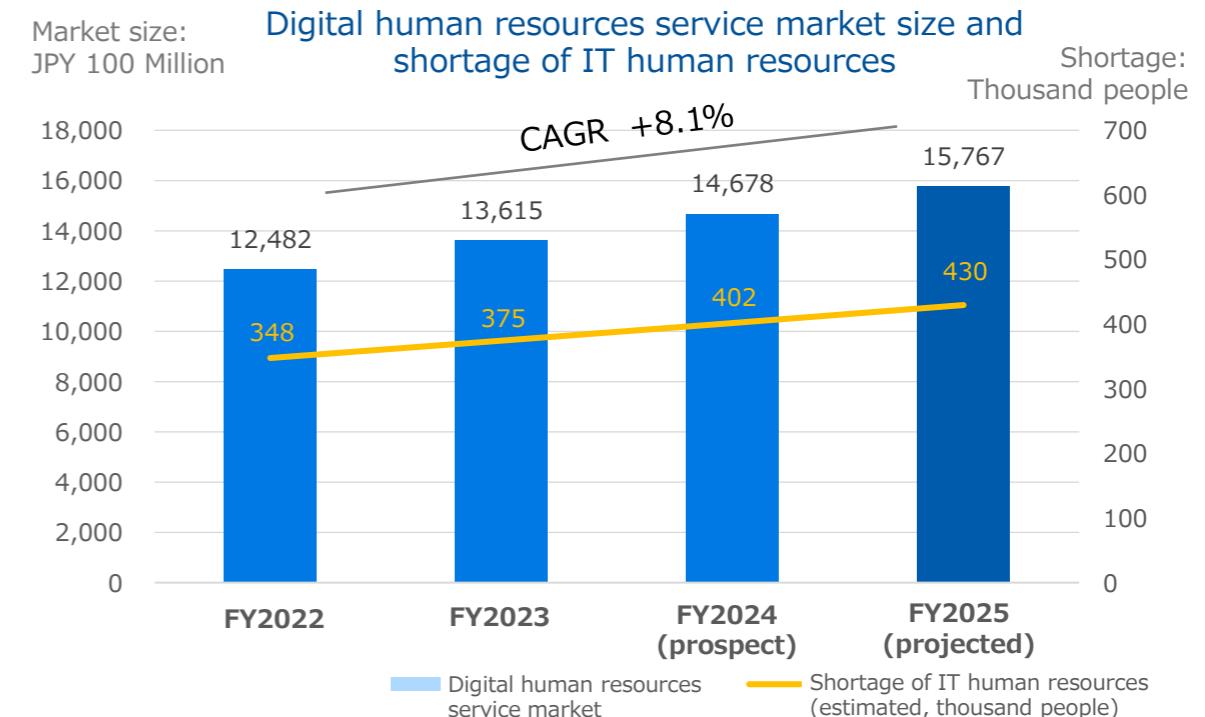
Source: Survey by CyberBuzz/Digital InFact

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

Consolidate business segments into two—Digital Marketing and Research Insight

– Reorganize and integrate the former Data Marketing Business and Insight Business –

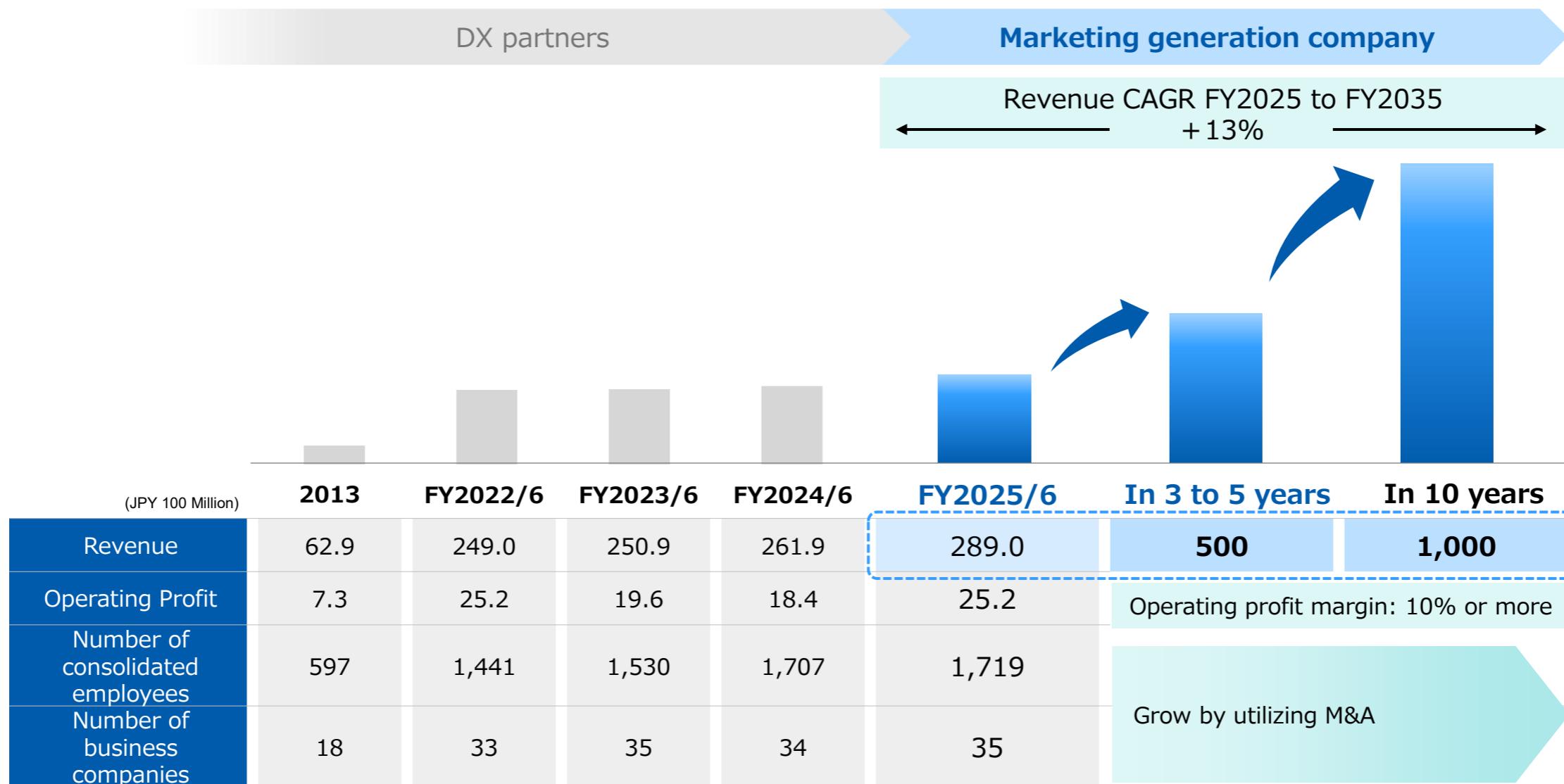


Under the mission, "Discover Something New," "Creating new value and delivering it to society" constitutes the value that CMG provides to society



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

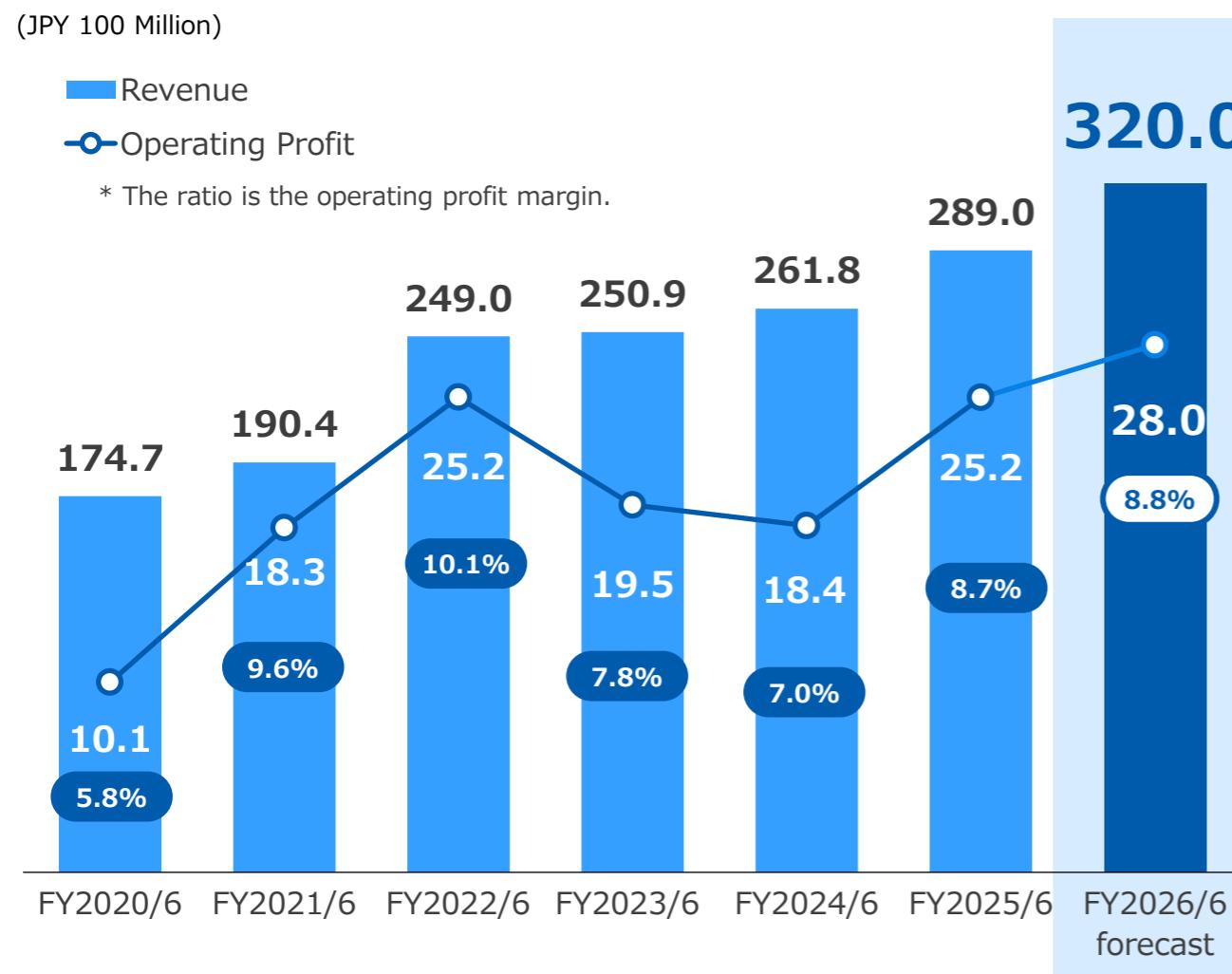
- Commence activities of the cross-Group AI utilization promotion organization, "CMG AI Working Group"
- Establish an "AI Technology Specialized Organization" with the mission of productizing business operations and providing internal technical support

	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

5

FY6/2026 Forecast & Shareholder Returns

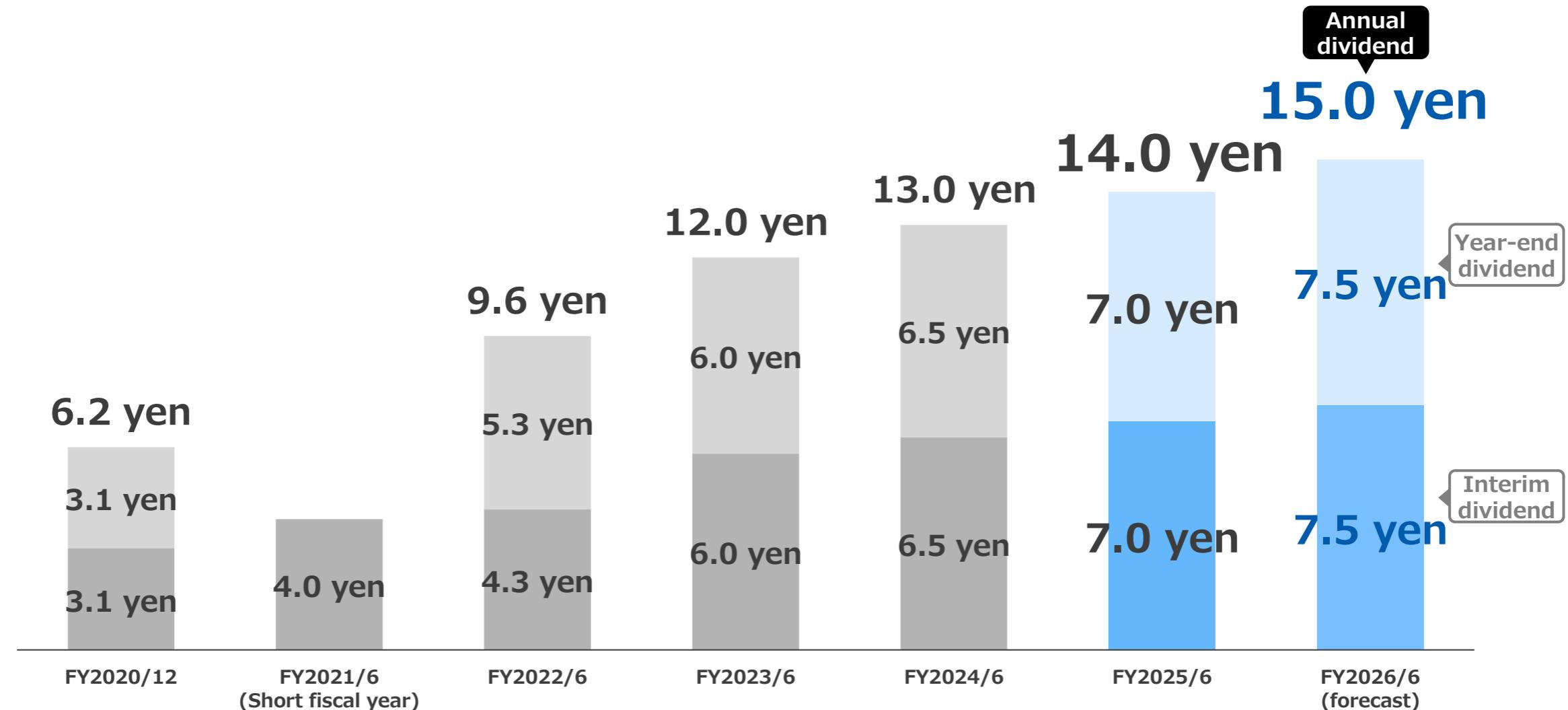
Revenue of 32 billion yen (+11%) and operating profit of 2.8 billion yen (+11%)
Forecast dividend per share of 15.0 yen, an increase of 1 yen YoY (First half: 7.5 yen, second half: 7.5 yen)



	FY2025/6 Actual	FY2026/6 Forecast	YoY
Revenue (JPY 100 Million)	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)



6 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 28.9bn Operating Profit 2.5bn ROE 18.0% Total Assets 16.4bn Net Equity 8.0bn Capital 647mn	
Business Segments	Digital Marketing Business, Research Insight Business	
Affiliated Companies	Consolidated subsidiaries : 31 companies Equity method affiliates : 1 companies	
Consolidated Employees	1,719(Incl. 184 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
- Japan Marketing Research Association
Chairman



**Discover
Something
New.**

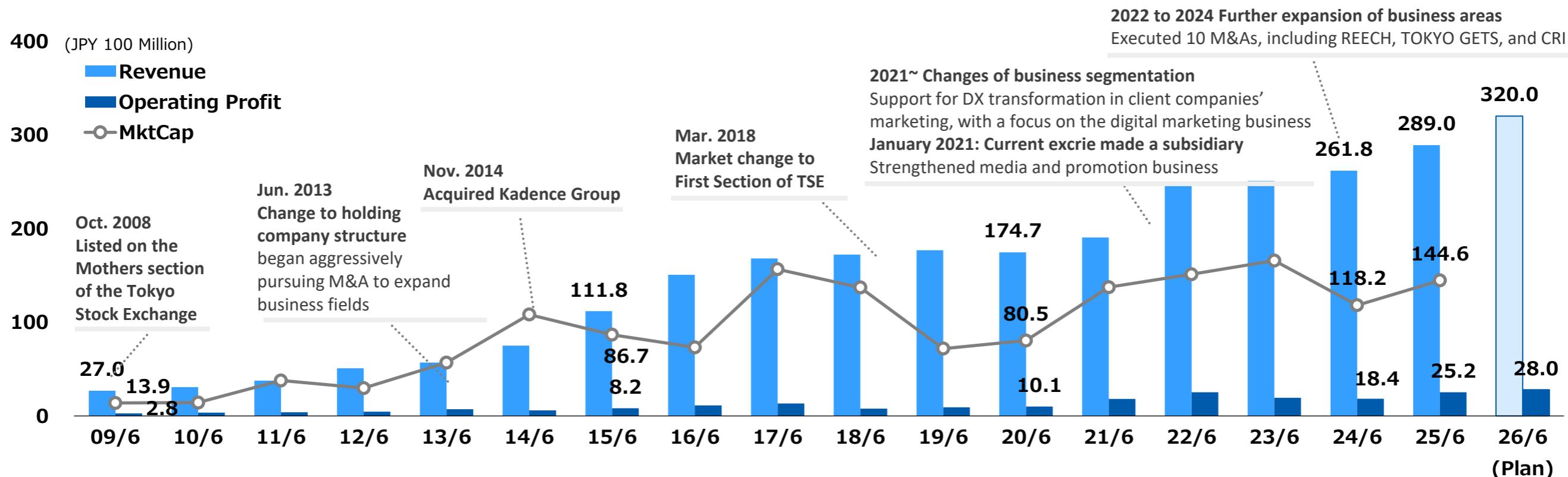
未来も
歩み。
（Mirai mo
hodumi.）

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
**14.1 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**



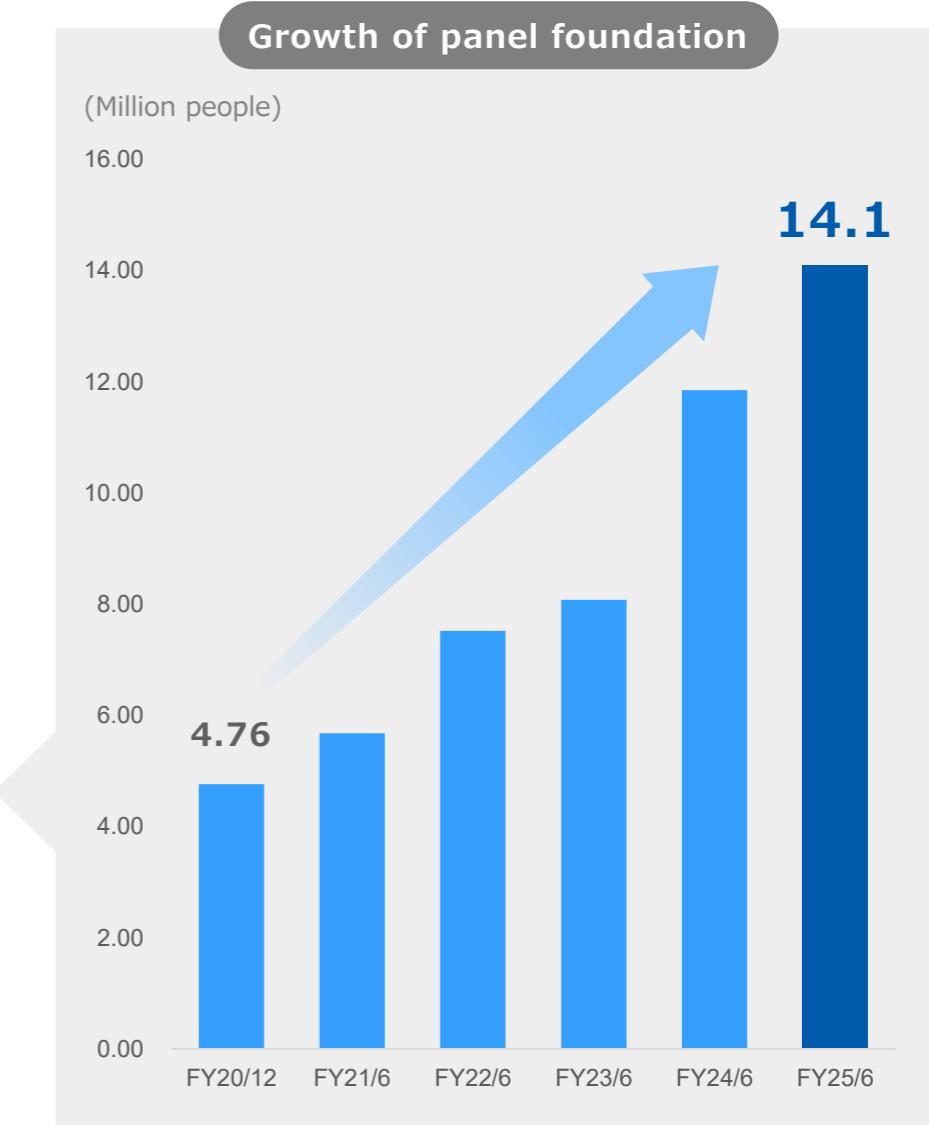
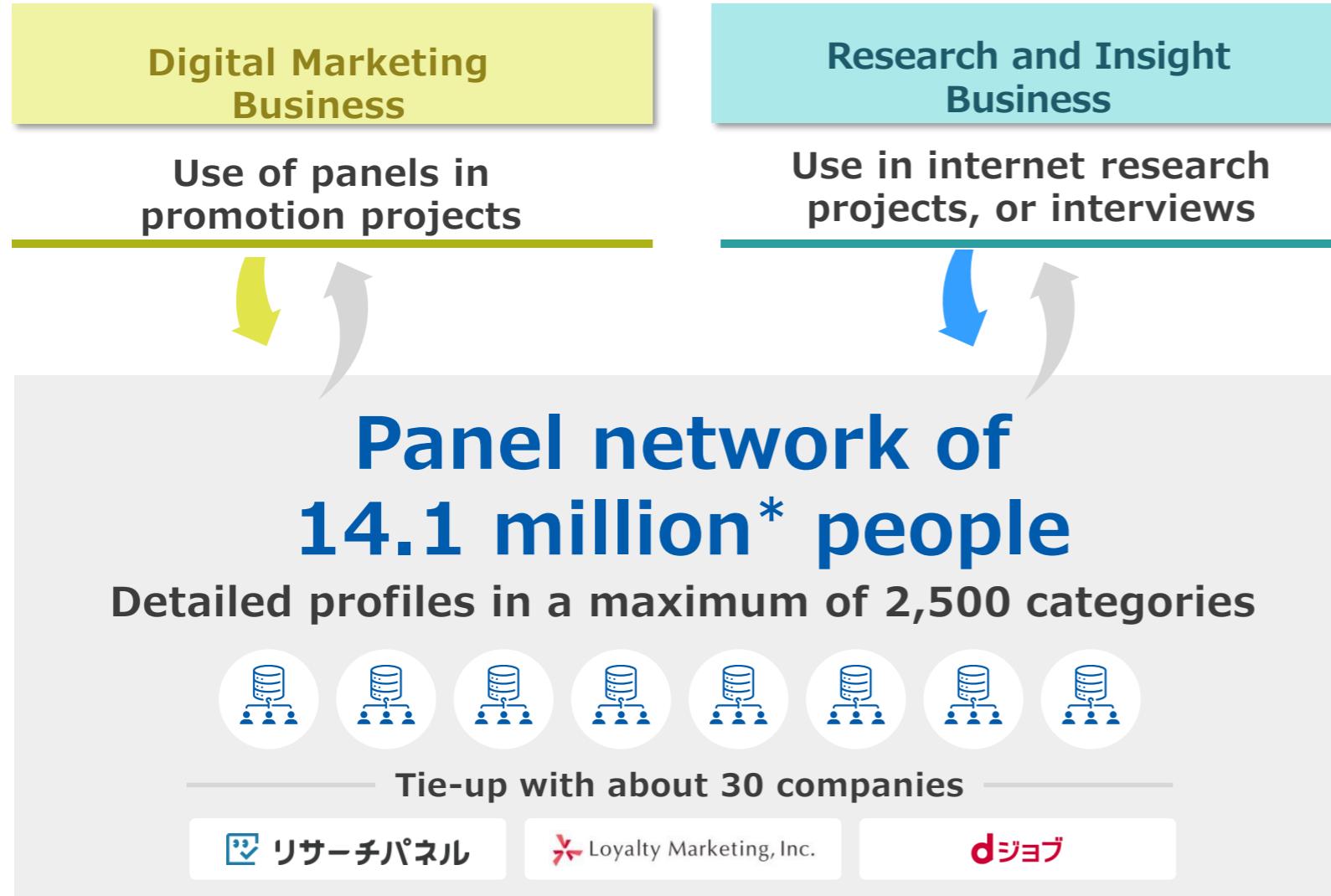
Internet research
system and
organization of
**over 250
engineers**



Extensive customer
base across
**a wide range
of industries**

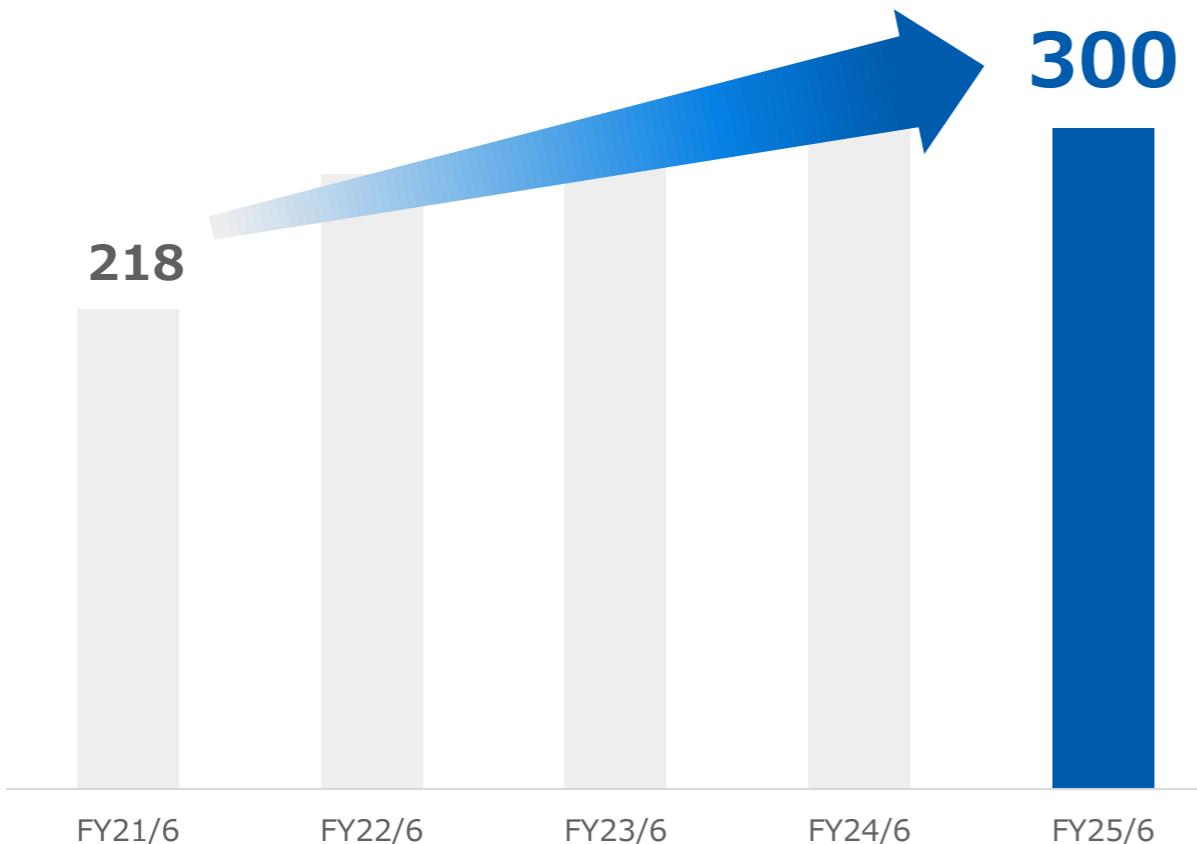


Utilization of large-scale network in a wide range of services tailored to client needs

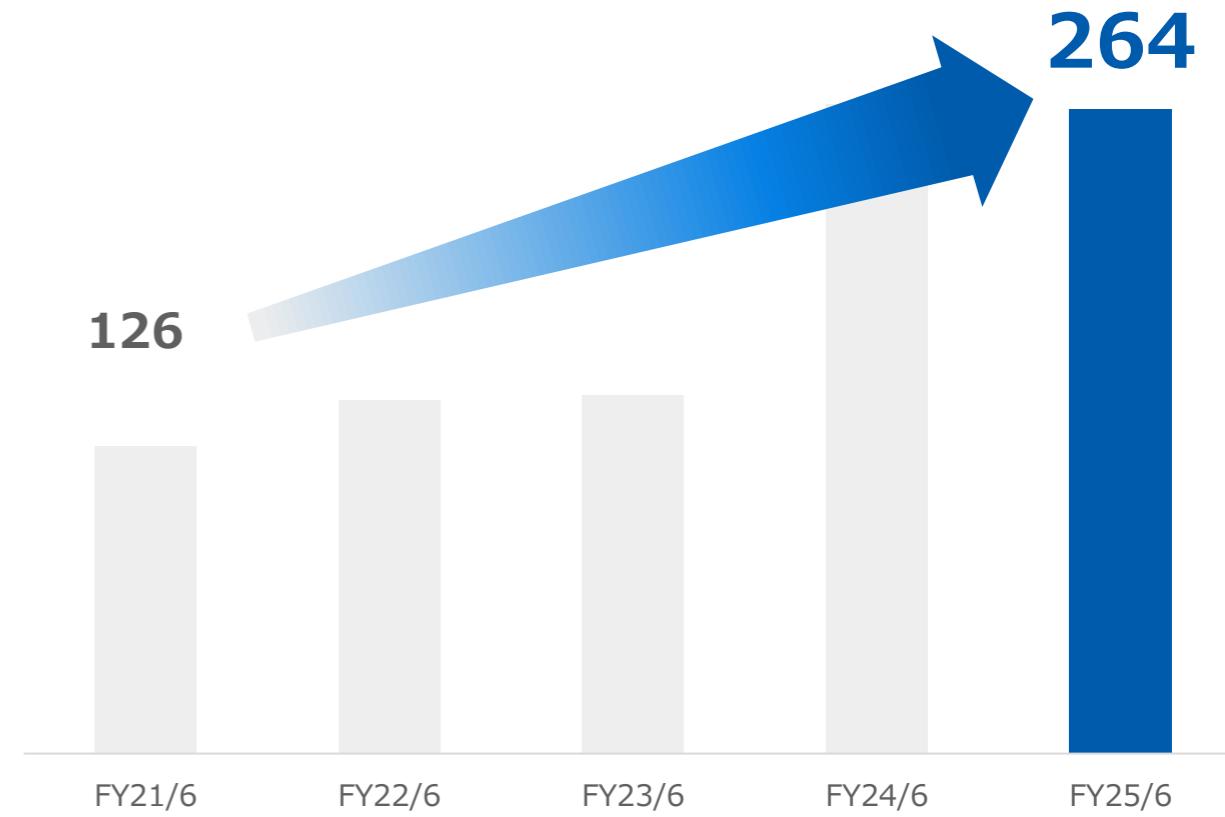


Expansion of human resource base: steady growth in the number of analysts and engineers
Strengthening our ability to support diversifying customer needs
through M&As and internal development

Number of analysts

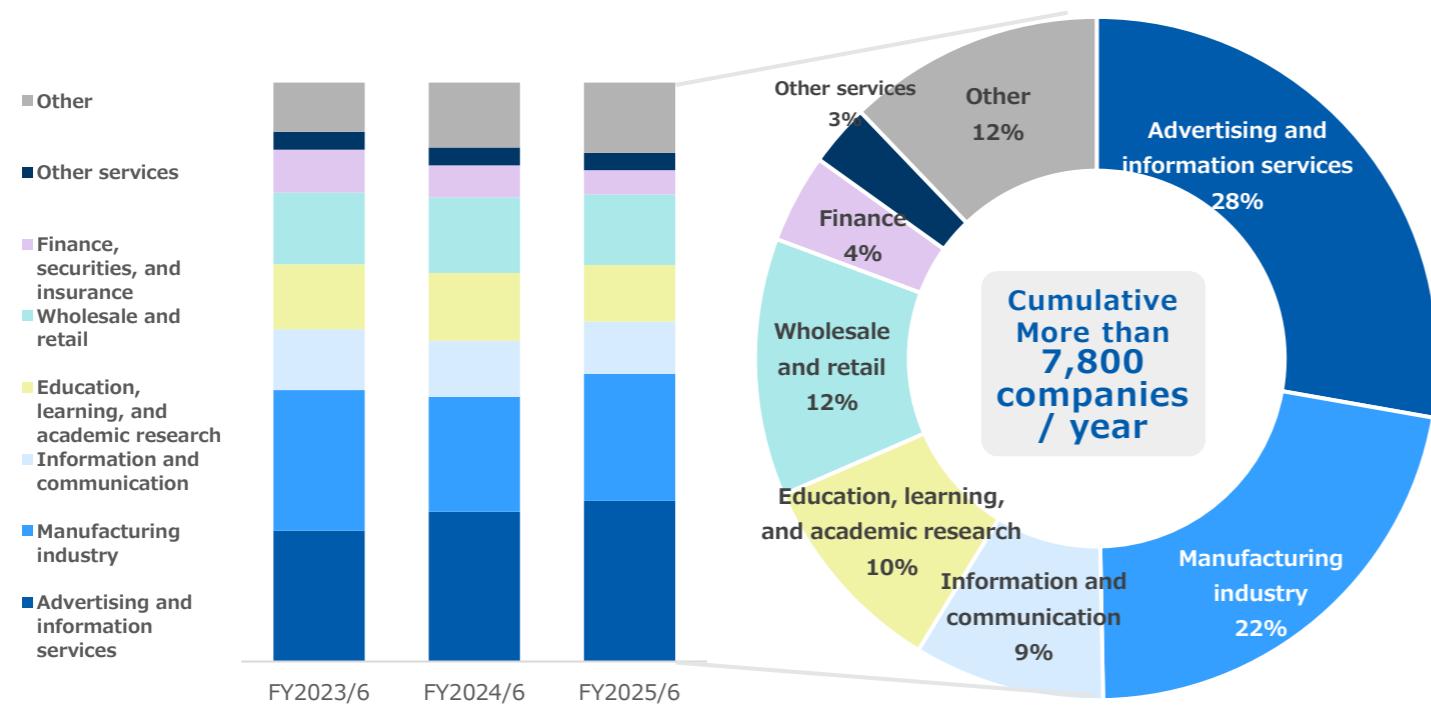


Number of engineers



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

Revenue composition by customer industry

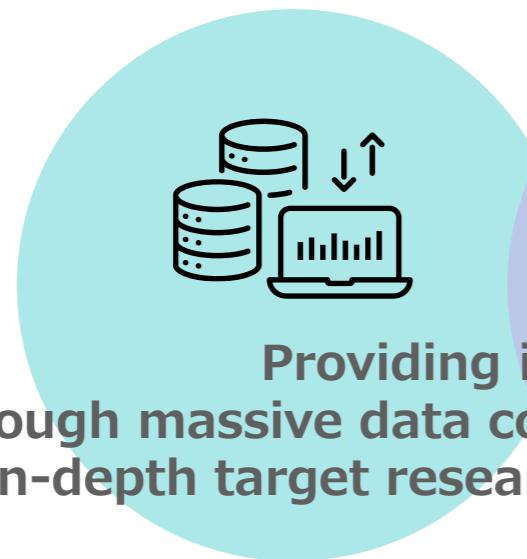


Overview of major customers and revenue composition (FY2025/6)

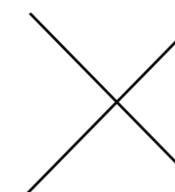
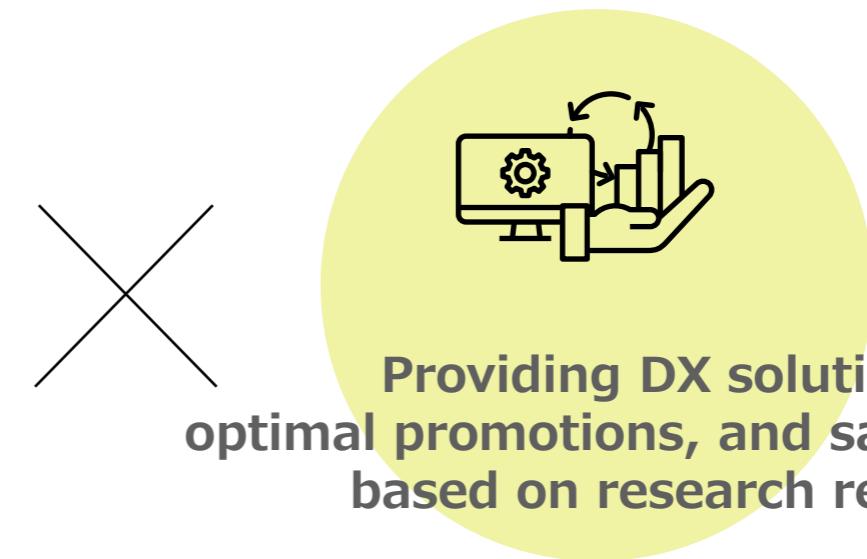
Industries of major customers	Revenue (Million yen)	Composition of total revenue
1 Communication industry	438	1.5%
2 Other services industry	415	1.4%
3 Other services industry	378	1.3%
4 Information services industry	372	1.3%
5 Wholesale and retail industry	343	1.2%
•		
Top 10 companies total	3,131	10.7%
•		
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

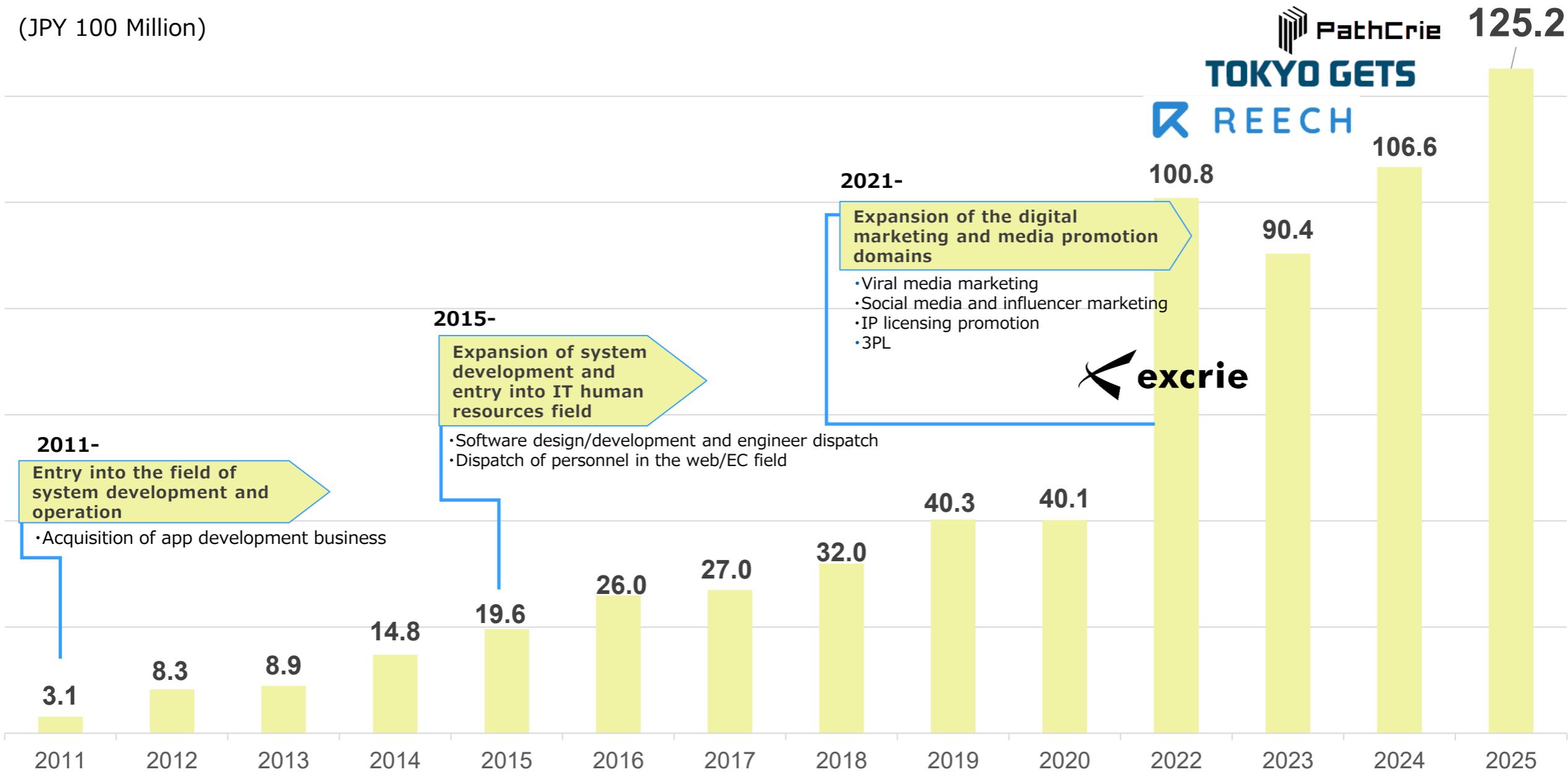


Marketing implementation support



Comprehensive marketing solutions based on data and understanding

(JPY 100 Million)



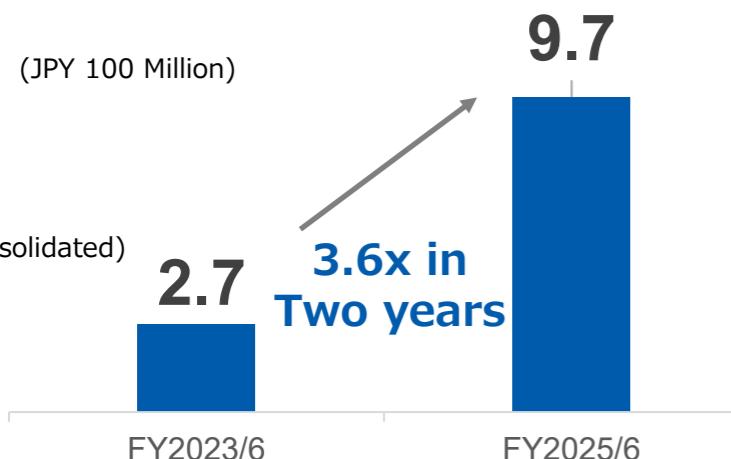
REECH Inc.

Provides database tools that connect influencers and companies



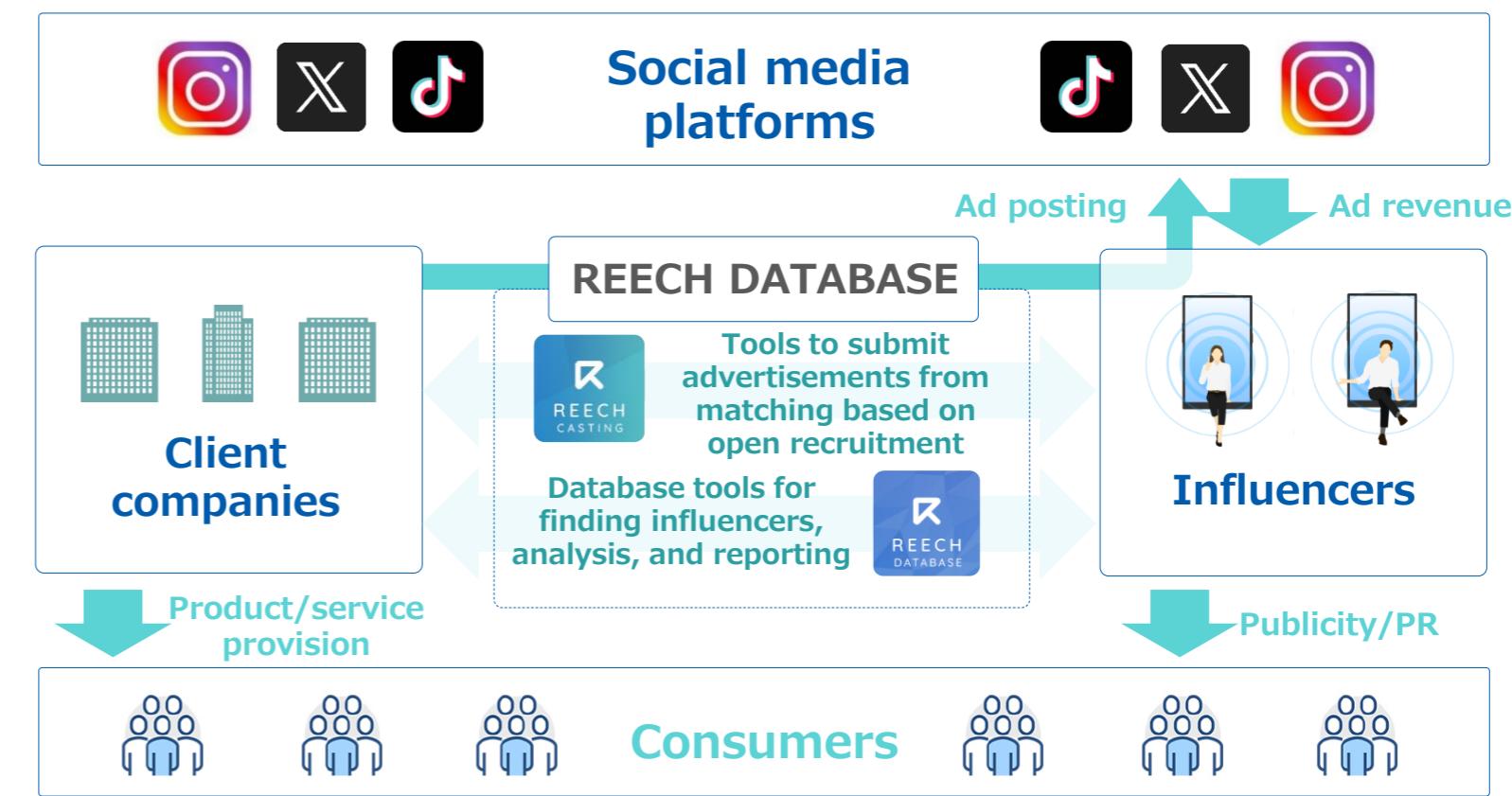
Business operations

- (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 ≠ 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.

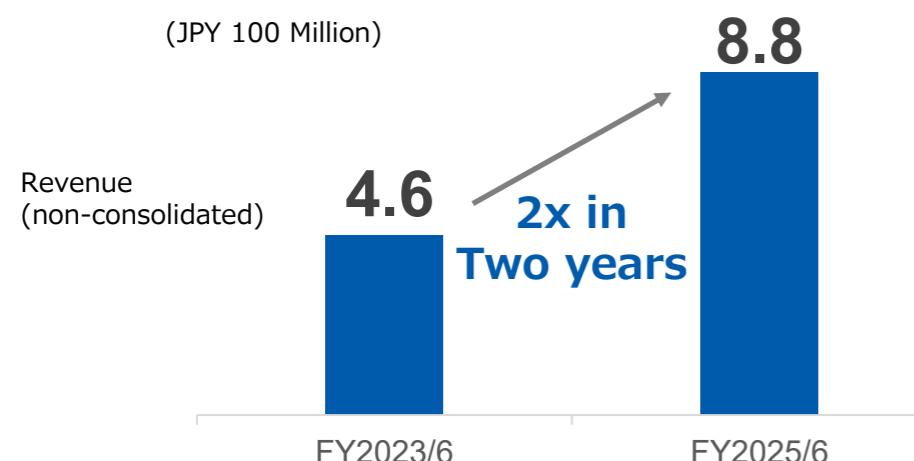
Support for corporate promotions, events, and merchandising utilizing entertainment content

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



Content-owning companies (publishers)

Provision of merchandising rights



Clients (manufacturers, etc.)

Collaboration proposals for customers' promotions

Examples:
• Campaign management • Advertising
• Promotional material planning/production

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

Track record of more than 1,100 tie-ups

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

Campaign management

In-store/storefront promotional materials

Gifts

Influencers

Advertisements

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**

7 Appendix

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



Cross Marketing Group

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



REECH
TOKYO GETS

PathCrie
Norfre



ALTERNA^{EX}

COUM



TRAFFICS

Creative Resource Institute

Cross Propworks



withwork

ENVIROSELL^{Japan}

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



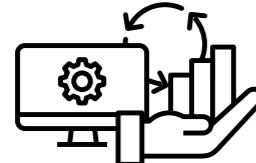
Cross Marketing

medilead

Kadence^{International}

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



Questionnaire ads
Questionnaire-style
article ads



Data-driven
programmatic
advertising



Social media marketing

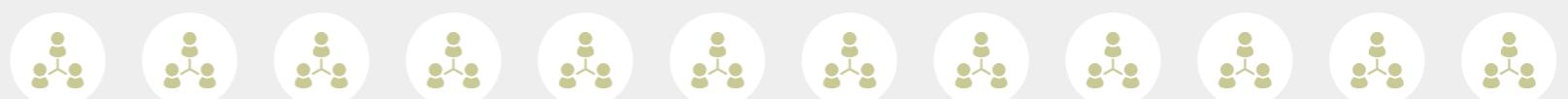


IP collaboration



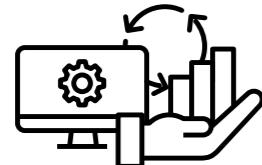
Third-party logistics

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

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.

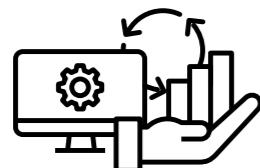


Comprehensive consulting, customer contact DX, and business process DX support



Digital Marketing Business – Marketing HR –

Support for implementation
of customers' marketing
strategies



Providing
Digital/IT employee
support/outsourcing



Recruitment support agency
for engineers, marketers, and
creators



Major Businesses



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 14.1 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

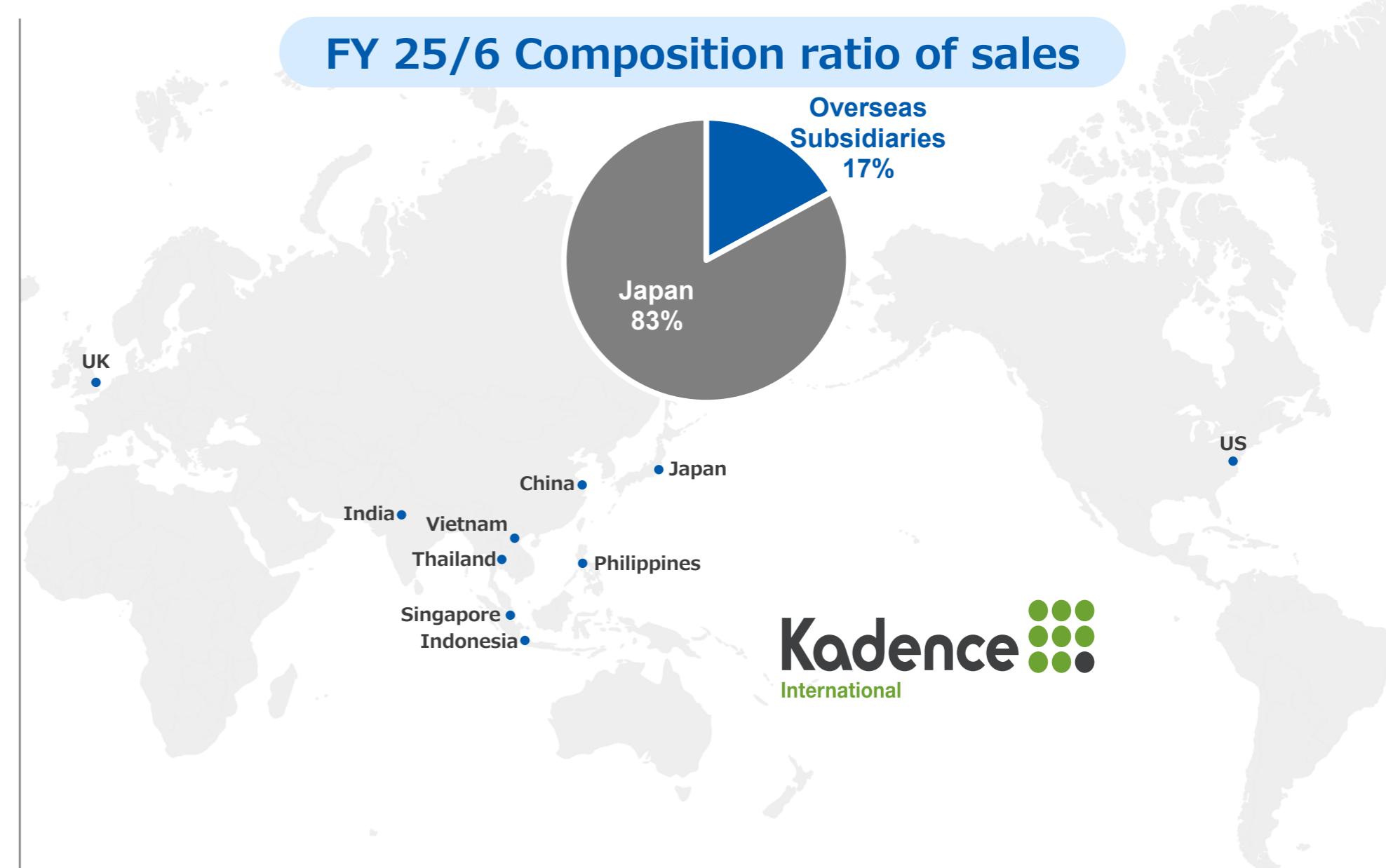
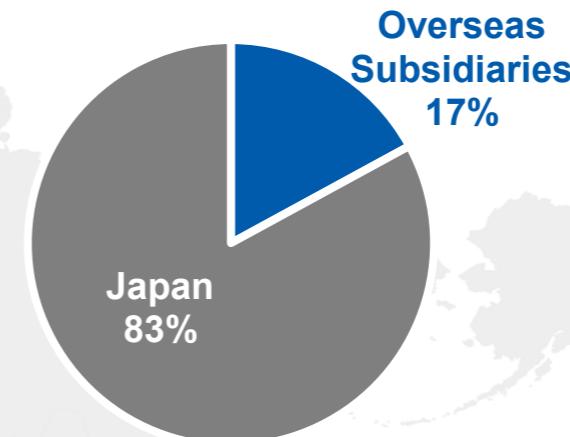


Analysis and understanding of consumer insights



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

FY 25/6 Composition ratio of sales



Consolidated Profit and Loss

51

(JPY 100 Million)	FY2024/6	FY2025/6	YoY Growth Rate
Revenue	261.8	289.0	+10% 1
Gross Profit	102.3	110.7	+8%
(Gross Profit Margin)	(39.1%)	(38.3%)	(-0.7pt)
SG&A	83.8	85.5	+2%
(SG&A Ratio)	(32.0%)	(29.6%)	(-2.4pt)
Operating Profit	18.4	25.2	+37% 1
(Operating Profit Margin)	(7.0%)	(8.7%)	(+1.7pt)
Ordinary Profit	19.1	24.0	+26%
Extraordinary Gains	0.2	0.8	-
Income Taxes	7.4	9.8	+33%
Net Income Attributable to Owners of the Parent	11.9	13.6	+14%

Revenue and operating profit reached record highs

Digital Marketing Business and Data Marketing Business drove performance

Suppressed the SG&A ratio

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

Consolidated Balance Sheet

52

(JPY 100 Million)	End of Jun. 2024	End of Jun. 2025	Changes
Current Assets	127.6	128.7	+1.1
Cash & Deposits	73.8	76.3	+2.6 1
Notes & Accounts Receivable	38.5	37.5	-0.9
Other	15.3	14.8	-0.5
Non-current Assets	38.7	35.5	-3.2
Goodwill	12.3	11.8	-0.6
Other	26.4	23.8	-2.6
Total Assets	166.3	164.2	-2.1
Current Liabilities	58.7	54.2	-4.5
Accounts Payable	12.3	12.2	-0.1
Short-term Debt*	16.3	15.8	-0.4 2
Other	30.1	26.1	-4.0
Non-current Liabilities	36.8	30.2	-6.6
Long-term Debt	33.5	26.7	-6.9 2
Other	3.3	3.5	+0.2
Net Assets	70.8	79.9	+9.0
Equity Ratio	42.6%	48.6%	+6.0pt 3

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

Cash and deposits increased

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

Debts decreased

Repayments of short- and long-term debts

Equity ratio of 48.6%

Increased from the end of the previous period

Consolidated Statements of Cash Flows

(JPY 100 Million)	FY2024/6	FY2025/6	Changes
Operating Cash Flow	15.7	19.6	+3.8 1
Income Before Taxes	19.3	23.4	+4.0
D&A	5.9	6.1	+0.2
Decrease (increase) in Trade Receivables	-7.1	1.9	+9.0
Income Taxes Paid	-9.0	-8.7	+0.4
Other	6.6	-3.1	-9.7
Investment Cash Flow	-12.4	-4.8	+7.6 1
Financial Cash Flow	4.5	-11.4	-16.0 2
Net Proceeds and Payments of Short-term Debt	0.5	0.6	+0.1
Net Proceeds and Payments of Long-term Debt	6.9	-7.5	-14.5
Other	-2.9	-4.5	-1.6
Cash Equivalents at the End of Period	73.8	76.3	+2.6 3

Free cash flows increased

Mainly due to an increase in income before taxes and a decrease in investment cash flow

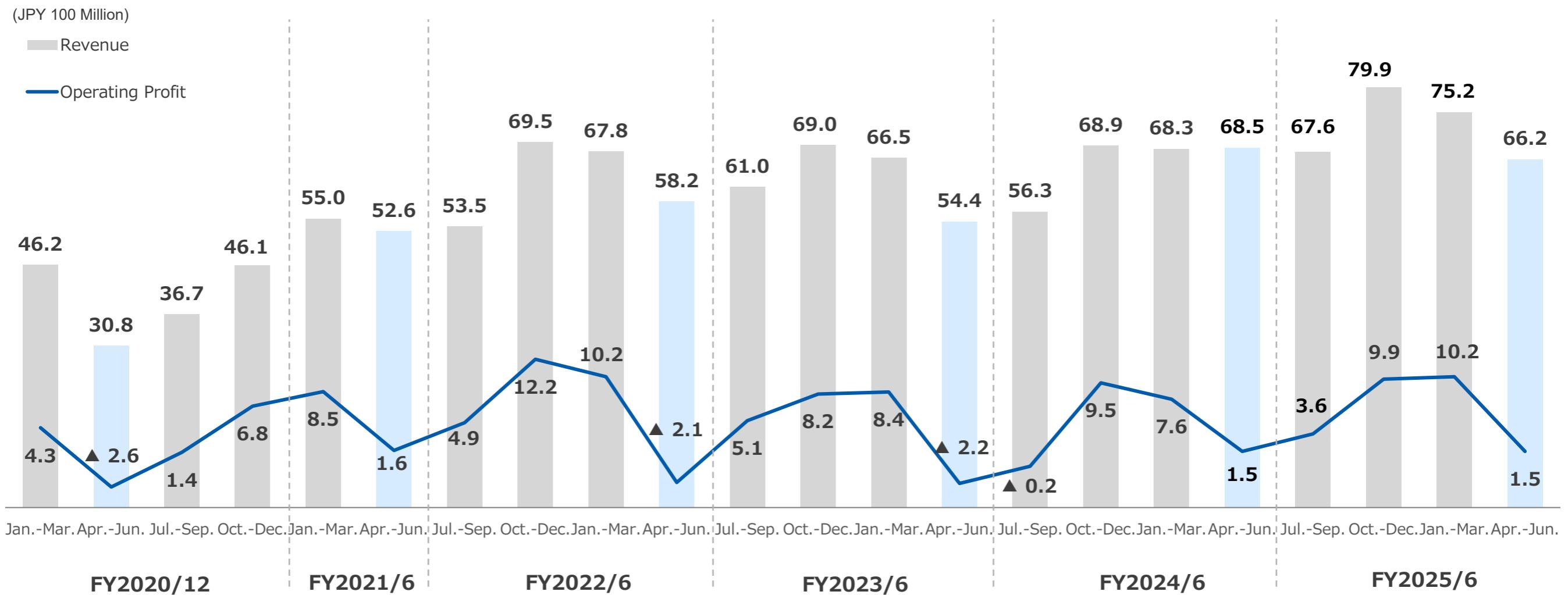
Financial cash flow decreased YoY

Repayment of long-term debt

Cash and deposits increased

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

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)



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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