A WORLD WHERE **SOCIAL ISSUES** CONTINUETO **GET SOLVED** 

ANNUAL REPORT





### Message

# Now, in these challenging times, we're giving our all to do what we can.

With humanitarian crises unfolding in places like Ukraine and Gaza, it feels as though, sadly, the international situation is growing ever more uncertain. At times, this reality can leave us feeling powerless. Even so, we believe deeply that the most important thing is to focus wholeheartedly on what we can do—right where we are.

In 2024, each of our members embraced new challenges in their work, achieved meaningful outcomes, and learned a lot along the way, towards realizing our mission. In 2025, we hope to continue joining our strengths as a team and deliver new value to society. From the bottom of our hearts, we ask for your continued support and partnership in the year ahead.



Founder and CEO

Daichi Konuma

After serving as a member of the Japan Overseas Cooperation Volunteers in Syria and working at McKinsey & Company, he co-founded Cross Fields in 2011. Since then, he has launched various initiatives that connect business with the social sector, including the Corporate Volunteering Program (CVP), which enables business professionals to engage in solving social issues in developing countries. He also serves as Co-President of the Japan Association of New Public (JANP), a national platform of nonprofits in Japan. In 2016, he was selected by Harvard Business Review as one of the "20 Next Generation Innovative Leaders under 40." He is the author of "How to Discover the Purpose of Work" (Diamond, Inc.), A father of two, he is also active in his local community as the coach of a youth baseball team and as a PTA board member at his children's elementary school

### **Our Vision**

> A world where social issues continue to get solved

### **Our Mission**

- > Increase the number of people who take ownership toward social issues
- > Deliver resources to the fields of social issues and co-create solutions

### **CULTIVATE**

Expand and spread solutions more widely Scale Up/Out

**CO-CREATE** 

Create a culture in society where people

Provide resources to the fields of social issues and creating solutions together



### Approach to People

Increase the number of people who take ownership toward social issues

# Our Activity Areas and Programs

### Approach to Issues

Deliver resources to the fields of social issues and co-create solutions





Initiatives to Prevent Social Isolation and Loneliness

Nurture leaders who make a difference in society

**EMPOWER** 

Pursue solutions more deeply Scale Deep

# **Program Reports**

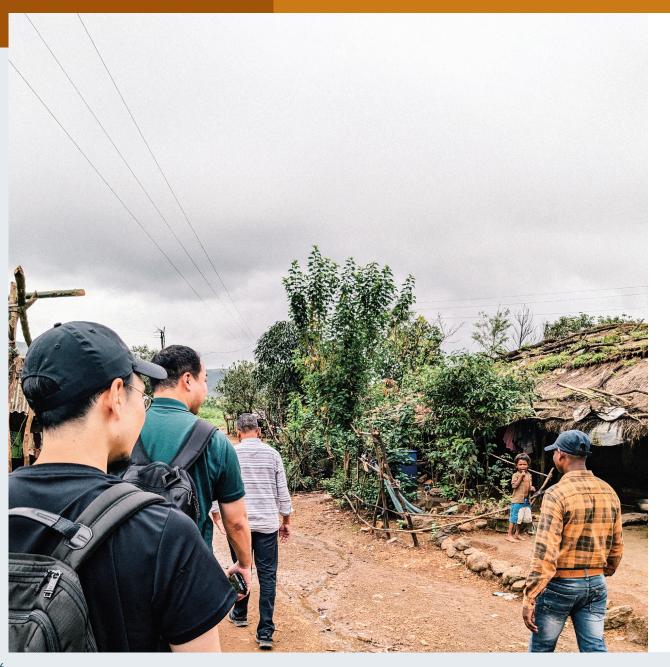
Cross Fields has developed a variety of businesses towards the vision of creating "a world where social issues continue to get solved."

In the 2024 fiscal year, our activities centered around three priorities:

- 1 Continuously practicing initiatives aimed at driving the changes we seek,
- 2 Celebrating each achievement on the path toward realizing our vision while fostering sustainable ways of working for every team member, and
- 3 Embarking on bold challenges toward major model transformations to bring our vision closer to reality.

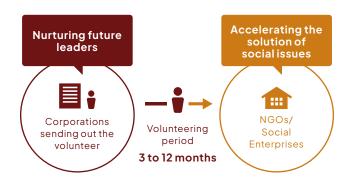
Through both our "approach to people"—increasing the number of individuals who internalize social issues as their own—and our "approach to issues"—co-creating solutions at the frontlines of challenges with diverse stakeholders—we carried out a wide range of projects. In the following pages, we will introduce an overview of each project and the activity results for FY2024.

EMPOWER	O1 Corporate Volunteering Program O2 Social Issue Understanding Field Study	
CULTIVATE	O3 Empathy VR Program	
CO-CREATE	04 Initiatives to Prevent Social Isolation and Loneliness	
NEW INITIATIVES	<ul> <li>Global Career Exploration Campus "CROSS BRIDGE"</li> <li>Board Matching Program</li> <li>Alumni Projects</li> <li>Solution Co-Creation Initiative</li> </ul>	
OTHER	Impact Management	



### **Corporate Volunteering Program**

A program that sends corporate employees to Japanese and overseas NPO/NGOs and social enterprises for several months to a year to solve social issues utilizing their core business skills.



### Accumulated Data until 2024

Number of volunteers	296
Partner corporations	54
♠ Partner organizations	149

#### **Case Report**

omestic Program

### Company Sompo Holdings, Inc. Partner merry attic (Japan)



An employee of Sompo Holdings participated in a one-year Corporate Volunteering Program with merry attic, an organization that provides child care support in Japan. During the program, she contributed to launching a new business and designing a personnel evaluation system. Through these contributions, she not only supported the host organization but also discovered her own strengths and grew into a leader with the resilience to face social issues head-on. 

Read the article

### **New Initiative**

### Shipyard for Social Intrapreneurs



In addition, we launched a new program, "Shipyard for Social Intrapreneurs," for alumni who aspire to start social businesses within their companies. This six-month program provides hands-on support to help participants generate and realize new business ideas. In its first year, an alumni who is a researcher from a food manufacturing company took part, creating a new business idea during the program. He has since moved to the company's new business division and is now working toward commercialization.

#### Interview Volunteer and his manager

#### **Company** Kubota Corporation

Since 2023, Kubota has been implementing the Corporate Volunteering Program. This year, we interviewed Mr. Yoshioka, who was assigned to Cambodia, along with his supervisor at the time, Mr. Noto. Reflecting on the experience, Mr. Noto noted that "by thinking and acting in a completely different environment and



context from Japan, this program fosters global leaders with a higher perspective." He further emphasized that "it creates tremendous value not only for individual growth but also for the organization as a whole." Read the article OPart 1 OPart 2

#### Member's voice

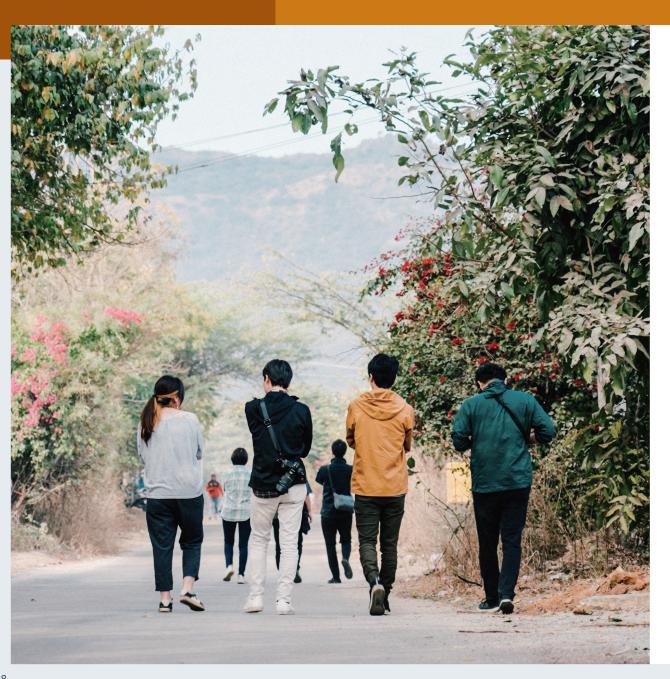


Ichitaro Hanai

Over the past year, we devoted ourselves to nurturing as many leaders as possible who can take the lead in solving social issues. Together as a team, we kept refining the program to maximize its impact, while staying closely engaged with both the participants and their host organizations. We have seen more and more cases where participants, after joining the program, take concrete steps toward creating social value—clear signs of the program's steady growth and deepening impact. In the coming year, we will continue our efforts toward the mission that the Corporate Volunteering Program is meant to fulfill in society.

### **EMPOWER**

### O2 Social Issue Understanding Field Study



### Social Issue Understanding Field Study

Social Issue Understanding Field Study is a short-term, intensive, cross-border program for leaders, ranging from a few hours to a week. Participants are inspired by on-site experiences with social issues and local leaders, fostering a deep sensitivity to the issues in the society and a core of their purpose in life.

### Accumulated Data until 2024

Number of projects	139
Participants	2,894
Partner corporations	75

#### **Case Report**

Hitachi Academy Co., Ltd.

Nishiawakura Village, Okayama Prefecture



Fourteen managers from Hitachi took part in a three-month program that included a three-day, two-night on-site session in Nishiawakura Village. Through encounters with local leaders, participants refined their personal aspirations. In the subsequent sessions, they engaged in dialogue with their mentors (department managers) and reflected on the "social value that can be created through Hitachi." In the final session, when participants declared their own "Future Initiatives," their resolve as core leaders guiding Hitachi became clear. 

Read the article

Kao Group Customer Marketing Co., Ltd. / NTT WEST, Inc. Gifu City, Gifu Prefecture



We conducted a two-day, one-night program in Gifu City, for managers of Kao Group Customer Marketing and NTT WEST. Stepping away from their day-to-day work, participants deepened their reflections on "the kind of society they wish to create" and "the influence they want to have as leaders," through conversations with local leaders tackling regional issues as well as managers from other companies.

#### After Story Impact through the Program

Program Field Study (Domestic and Overseas)

Since first participating in the Social Issue Understanding Field Study in 2017, PwC Consulting LLC has been taking concrete steps toward addressing social challenges in collaboration with Cross Fields. In a dialogue between the company's Senior Executive



Partner and Cross Fields' Co-Founder, Daichi, they reflected on the impact that can be created through cross-sector collaboration. 

Read the article

#### Member's voice

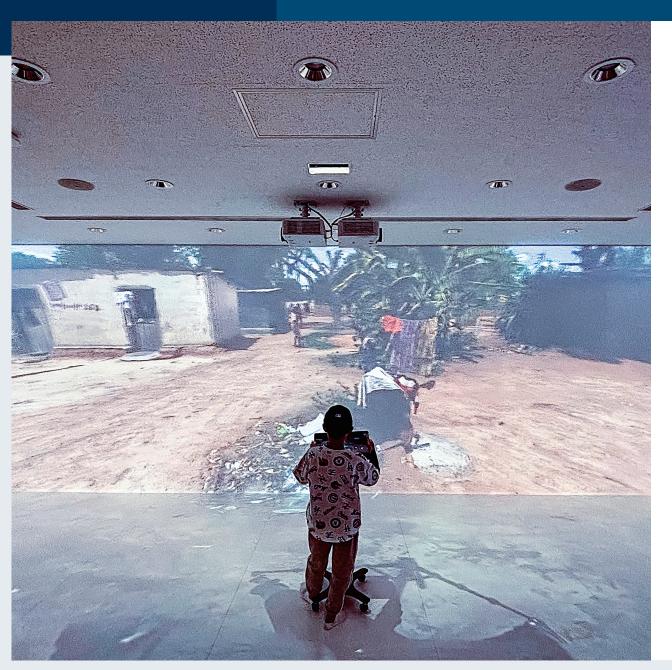


Midori Nakamura

This year, while steadily carrying out each of our programs, we also worked on building new partnerships. In May 2025, with the support of local organizations, we were able to launch a Field Study program in Noto Peninsula, an area affected by the earthquake in 2024—one of the new challenges of the year. Looking ahead, our team will continue to work hand in hand toward the realization of Cross Fields' vision, with the mission of nurturing "leaders who will shape the future of society." Together, we are committed to taking our programs to the next stage of growth!

### **CULTIVATE**

### 03 Empathy VR Program



### **Empathy VR Program**

This program allows participants to easily experience issues aligned with their company's defined materiality, as well as social issues they may rarely encounter in their everyday work, through the use of video and technology. By gaining a clearer understanding of these issues and internalizing them as personal concerns, the program fosters employees who approach their work with a mindset rooted in social value.



### Accumulated Data until 2024

Corporation	Partner corporations	19
ration	Participants from companies	more <b>22,000</b>
Schoo	Partner Schools	17
_	Students	more 1,500

### **Program type**

#### Dialogue-based E-learning Program

using tablets/smartphones



### Online workshops

using tablets/smartphones



#### Immersive Workshops

using VR goggles



Objective

Program

Take ownership toward social issues that are addressed as key issues in the company

Foster a mindset of tackling social issues through business

Foster a sense of ownership towards social issues

Explore new business ideas

Foster a sense of ownership towards social issues

Explore new business ideas

Scale of implementation (recommended)

more than 1,000

the number of participants is unlimited / production of English version is possible up to approximately 200 people

Approximately 10 people

### **Case Report**

### Development of Dialogue-based E-learning Program with IHI Corporation

Together with IHI Corporation, we created a dialogue-based e-learning program to support one of the company's key initiatives: "Internalizing DE&I." The program features the representative of Dialogue Japan Society, a visually impaired staff member, and



various employees from IHI Corporation, engaging participants in deeper reflection on how to embrace diverse individuality. To date, approximately 12,000 employees have taken the program, with feedback such as: "I realized the importance of deepening self-understanding and expressing myself," and "Learning about my colleagues' perspectives was the first step toward DE&I."

### Accelerating Collaboration with the Social Sector

In collaboration with Musubie, a Certified Nonprofit organization, we produced a video that conveys the value and image of kodomo shokudo (children's cafeterias). The video, which has been used in the organization's fundraising activities, includes interviews with



founder Mr. Yuasa and cafeteria operators, as well as immersive 360-degree footage capturing the atmosphere of the cafeterias. Viewers responded with comments such as, "I truly felt the value and appeal of children's cafeterias." This initiative has served as a catalyst for accelerating collaborations with the social sector.

### **CO-CREATE**

### Initiatives to Prevent Social Isolation and Loneliness



### Initiatives to Prevent Social **Isolation and Loneliness**

We are addressing social isolation and loneliness through cross-sector collaboration among nonprofit organizations, businesses, and government.

Under the mission to "Provide resources to the fields of social issues and create solutions together," the Cross Fields Co-Create division takes proactive action towards specific social challenges.

#### **Our Two Approaches**

We are working to address social isolation and lone liness throughtwo main approaches — "community building" and "system design" — to create a society where everyone feels connected, secure, and empowered to live fully.

Community building: Increasing places and opportunities for people to connect with their communities and with one another

System design: Creating a system that deliver information and opportunities for everyone to build connections with others and their community

#### **Case Report**

### Community-based initiatives to prevent social isolation and loneliness through collaboration with diverse stakeholders

Starting in August 2024, we launched a community-building initiative in Kanazawa, Ishikawa Prefecture for elderly evacuees affected by the Noto Peninsula earthquake. Through our interactive event "Warakata-Hiroba" (literally meaning "a place to laugh and share stories") we worked to foster connections between evacuees and the local community. A recent survey revealed that over 70% of participants "developments"



oped new connections." Furthermore, the initiative had positive ripple effects, such as the discovery and training of locals who can take on leadership roles in the future. 

• Read the article

### Accelerating learning across sectors and borders

Since 2023, we have been implementing a cross-sector mutual learning initiative for leaders in Japan on preventing isolation and loneliness as part of a grant program of the Japan Foundation. In November 2024, we visited Los Angeles to observe examples of how this theme can be addressed from a business perspective. Furthermore, in June 2025, we invited experts from the United States and the



United Kingdom to Japan to take part in case study visits and exchange views. We intend to continue exploring cross-border collaboration to solve the global challenge of social isolation and loneliness.

#### Accelerating corporate partnership

Cross Fields is aiming to strengthen collaboration between nonprofit organizations and corporations tackling social isolation and loneliness. With many of the baby boomer junior generation approaching retirement, this fiscal year, we began developing programs aimed at helping people with limited social connections outside the work-



place explore fulfilling post-retirement lives and opportunities for community engagement. In March, we partnered with a major telecommunications company to run a pilot program, which provided valuable insights into both the needs and potential of such initiatives.

### Member's voice



Manager

Sayumi Nishikawa

Three years into addressing social isolation and loneliness, we took on the challenge of engaging directly with communities and working on the ground for the first time. Our efforts in Ishikawa have been a journey of co-creation, collaborating closely with like-minded local organizations and citizens. This past year felt like a major turning point for our work. We will continue to move forward steadily, guided by empathy and trust.



## Global Career Exploration Campus "CROSS BRIDGE"

CROSS BRIDGE is a program for high school students across Japan to engage online with global social issues and expand their own career possibilities through interactions with leaders who are tackling these challenges. This year, being the third year, 30 high school students from all over Japan participated in the program held from August to October. It provided an opportunity for students of differing ages and residences to learn about social issues from one another while deepening their own awareness.

Read the article





Member's voice

Project Manager Meiko Okazaki

CROSS BRIDGE offers students a meaningful opportunity to explore their future paths and careers by demonstrating that there exist diverse ways to address social challenges. With nearly 100 graduates so far, seeing each of them embark on new endeavors only makes us more excited for what they will achieve next.



### 2

### **Board Matching Program**

To promote cross-sector exchange of executive-level leaders, we implemented a matching program, which enables the participation of corporate leaders in social sector management. In FY2024, this initiative was conducted in collaboration with the Japan Association of Corporate Executives, with a total of eight participants engaging in management roles of social sector organizations for six months. Four of them decided to continue their formal involvement as advisors even after the program ended. This initiative is planned to continue in FY2025. 

Read the article





Member's voice

Project Manager Yukari Kanbara

At our Board Matching event, we were struck by the high level of interest in cross-sector collaboration. Through the event, corporate executives were able to connect with nonprofit organizations based on shared values, gaining new insights and inspiration from each other's perspectives. We will continue to foster new connections and generate even more collaborative initiatives.



### 3

### **Alumni Projects**

In FY2024, Cross Fields pursued our vision of "engaging program alumni in creating a world where social issues continue to get solved" through a series of initiatives. These included the distribution of our newsletter "Sailors" and the second year of the "Sailors Acceleration Program (SAP)", which supports alumni in developing their own projects aimed at solving social issues. We have already decided to start the third year of SAP, continuing to provide alumni with opportunities to take action on social issues even after graduation.

#### Read the article





Member's voice

Project Manager Naomi Shibatani

In the second year of SAP, six alumni took part, who participated in our previous programs. Coming from different roles and professional backgrounds, they engaged in activities aligned with their interests and stimulated one another, many noting that their actions "accelerated" as a result. We will continue to play the role as a positive "experimental space for adults" and expand our alumni network.



### 4

### Solution Co-Creation Initiative

We have launched the "Solution Co-Creation" division, a new initiative aimed at connecting different fields to generate initiatives and systems that solve social issues. This division is structured around two approaches: "program approach" and "consulting & design approach". In the program approach, we provide participatory programs such as the SIM (Social Innovation Mission). In the consulting & design approach, we broadly offer a wide range of support, such as designing platforms and providing consulting services to bring together different actors and generate solutions. 

• Read the article





#### Member's voice

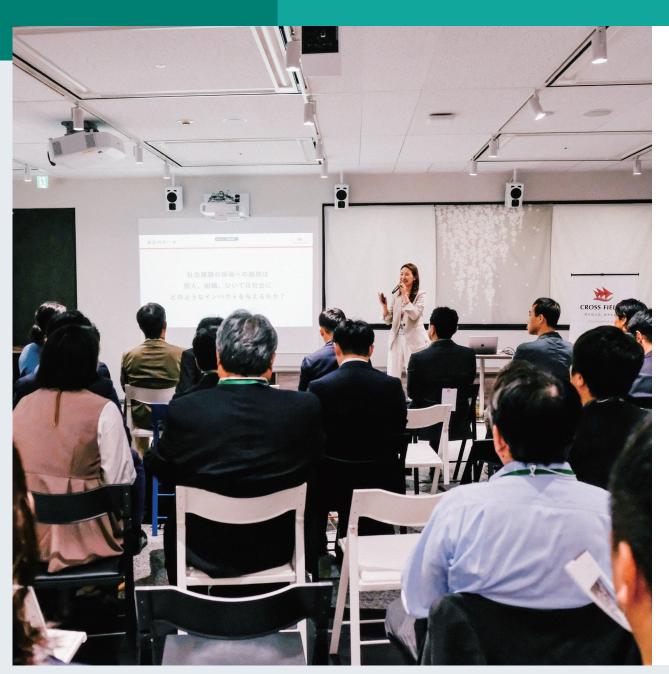
Division Manager Ayako Takuma

We started this initiative to fully commit to creating projects that "actively contribute to solving social issues", building on the trial-and-error work we have been doing through the Social Innovation Mission program since FY2022. Leveraging Cross Fields' strengths in connecting the social and business sectors, we will continue taking on new challenges and developing initiatives that address social issues.



### **OTHER**

### **Impact Management**



### **Impact Management**

We measure and visualize changes in participants' mindsets by applying the "Theoretical model for promoting socially conscious behavior," jointly developed with Professor Ishiyama of Hosei University and Business Research Lab, Inc. Based on the measurement results, we improve our programs and assess its social impact, thereby strengthening human resource development for sustainable solutions to social issues.

### About the "Theoretical model for promoting socially conscious behavior"

This change model clarifies the process of how people take ownership of social issues and lead to change in behavior. It demonstrates that heightened levels of the three elements—"Perspective of connecting oneself and social issues," "Sense of danger due to social issues," and "Intrinsic motivation for addressing social issues"—trigger mindset changes toward social issues and lead to action. 

© Read the article



### Presenting the Impact Revealed from 3,000 Cases of Cross-Boundary Experiences

To commemorate surpassing 3,000 alumni members, we hosted an event featuring Professor Ishiyama of Hosei University as guest speaker, where we presented for the first time the findings of our survey using the theoretical model. We highlighted how "cross-boundary experiences help internalize social issues, sparking changes in mindset and behavior," and how



"behavioral transformation varies depending on program characteristics." Participants shared feedback such as, "It feels like I finally have words to describe how I changed." The event made us realize both the significance of the research and the applicability of the model. 

Read the article

### Contributing to METI's Research on Cross-Boundary Learning —Cross Fields Featured as a Case Example

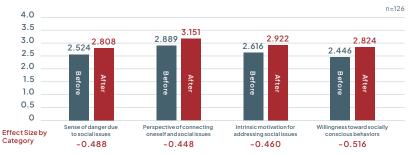
We contributed to the Ministry of Economy, Trade and Industry (METI)'s development of the "Cross-Boundary Learning Good Practices" and the "Guidebook for Mentors" by collaborating in its research. In doing so, we engaged in discussions on the impact of cross-boundary experiences on individuals and organizations, offering our insights gained from years of operating programs and supporting participants. In the "Good Prac-



tices", our initiatives—such as CVP and the use of our "Theoretical model for promoting socially conscious behavior" —were introduced as case examples demonstrating that cross-boundary learning not only develops talent but also drives organizational transformation and creates social value.  $\odot$  Read the article

### Transformational Effects of Field Study Participants

In FY2024, we analyzed responses to the "Socially Conscious Behavior Promotion Survey" from 126 participants of our Field Study program. Results showed a medium effect size across all elements, as shown in the graph below. Moving forward, we plan to conduct analyses by program type and participant attributes, applying the findings to improve our program design.



#### What is "Effect Size"?

- ·Known as "effect size," this is an indicator of the magnitude of differences
- $\cdot Generally, an \,effect \, size \, of \, 0.2 \, or \, higher is \, considered \, small, 0.5 \, or \, higher \, medium, and \, 0.8 \, or \, higher \, large. \, determine the considered small and the considered$
- $\cdot \text{The p-values} (indicating that results are unlikely due to chance) were below 0.05 for all items, confirming statistical significance.$

### Member's voice



CVP / Impact Management Division Leader

Sonoko Suzuki

In FY2024, we not only raised awareness and interest in the "Theoretical model for promoting socially conscious behavior," but also deepened our exploration of how to evolve programs by applying the model. We will continue initiatives such as alumni surveys that visualize participants' changes and actions, while striving to measure and maximize the social impact of our work.



What We Value in Organizational Development

#### **Fairness**

Providing opportunities for diverse members to work fairly

### **Challenge & Empowerment**

Providing opportunities to challenge and continue to grow

#### **Openness & Sincerity**

Valuing open and sincere communication

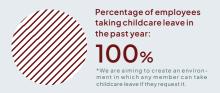
### **Environment for team members**

### Side-job System

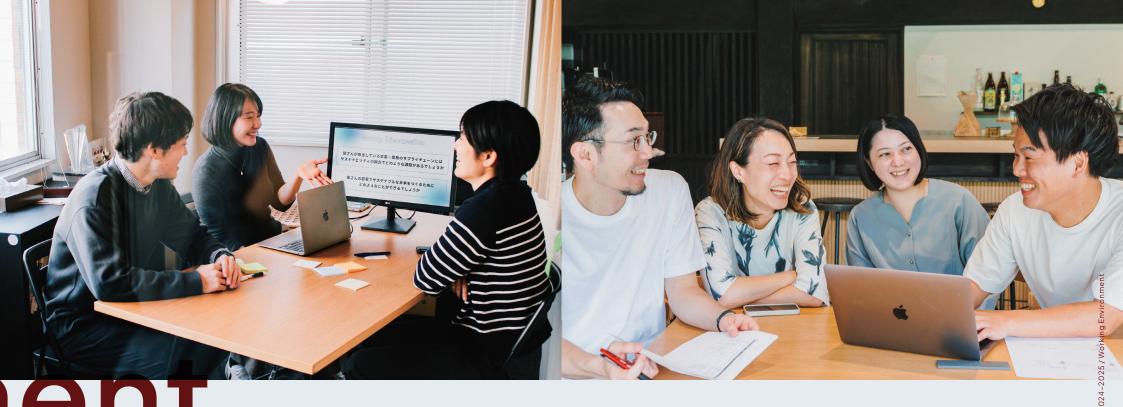


We are encouraging each individual to achieve self-fulfillment in a variety of fields by utilizing our side-job system.

### Child care leave



Since many of our members are taking care of children, the number of those taking childcare leave is increasing. We aim to create an organization that respects each member's lifestyle and provides a comfortable workspace.



At Cross Fields, we are committed to building a work environment that enables every member to work comfortably, so that we can continue to create lasting social impact.

### **Topic**

### **Hosting Seconded Personnel**

Since August 2024, Cross Fields has been hosting two employees seconded from PwC Consulting LLC. Both are consultants with 5-10 years of experience at the firm. Over the next two years, they will engage in a wide range of activities at Cross Fields to help accelerate collaboration between the business and social sectors. 

Read the article



### Kick-Off Camp 2025

A two-day camp was held with the aim of team building for the next fiscal year. We engaged in cross-project discussions and team-building activities at Kasai Rinkai Park. Members were able to relax and strengthen their relationships in a new environment. Recharged with fresh energy for the new year, all Cross Fields members are ready to pursue even greater social impact.



### Media

Media coverage: 15 times in total this year

### Newspapers, Magazines, Web Media



Forbes
December 2024 issue:
The Arrival of the "New NPO Era"



Ishikawa Television "IT!"

December 10, 2024



BUSINESS INSIDER
Published on November 29, 2024

### **Lectures and Events**

Lectures and events we participated in: 20 in total this year

### Presented at the Multi-Sector Dialogue hosted by Keizai Doyukai

Daichi Konuma, CEO of Cross Fields, presented at the 3rd Multi-Sector Dialogue on Collaborative Capitalism held on October 4, 2024. This dialogue-style event brought together around 430 executives from Keizai Doyukai (Japan Association of Corporate Executives), the Japan Association of New Republic, and Impact Startup Association. Daichi led the planning and design of the event, facilitated the breakout sessions, and served as a judge and presenter for the "Collaborative Leader Award".



#### **IMPACT STARTUP SUMMIT 2024**

CEO Daichi Konuma spoke at the IMPACT STARTUP SUMMIT 2024 in September. He joined Mr. Niinami (Representative Director, Keizai Doyukai), Mr. Maeda (CEO, WOTA Inc.), and Ms. Mera (Representative Director, Impact Startup Association) in a session on "collaborative capitalism," discussing questions such as "What kind of society collaborative capitalism can create."



### Seminars / Events

#### **CEG 2024**

"Cross Fields Empowerment Gathering (also known as CEG)" was held in Tokyo in August, 2024. This event brings together alumni of CVP and Field Study, as well as members from partner companies and organizations. This year's theme



was "Waves of Change." We welcomed Mr. Hamamatsu from One Japan as a guest speaker, and participants discussed topics such as how to sustain passion within their companies. It was a valuable opportunity for people to share their experiences in working firsthand on social issues, connecting and inspiring each other across sectors.

#### **Various Seminars**

We regularly host study sessions for corporate HR managers and roundtables for the media to inform them of recent social changes that become visible through our activities, connecting companies with the fields of social issues. In



 $\label{lem:march2025} March 2025, we invited an HR representative from NTT Docomo to lead a session on the theme of "Developing Leaders Who Drive the Company Through Cross-Boundary Learning." Five participants from four different companies took part and exchanged views on their initiatives.$ 

# Message from Cross Fields Members

Here are some "Words for the coming year" from members of Cross Fields.





Project Manager

Sakurako Imai

Seīze!



Intern

**Elena Kraines** 

Be nature



Project Manager

Meiko Okazaki

Learning new things by studying the past



Co-Founder & CEO

Daichi Konuma

Be authentic



Senior Project Manager (outsourcing contract)

Yoriko Oki

Heart of Steel



Project Manager (outsourcing contract)

Yuki Sawada

Stride Forward



Administrative Manager

Nobuko Ochiai

Trust and Empathy



Project Manager

Taeko Shinohara

Jump!



Project Manager

Yukari Kambara

Dance together!



Project Manager

Naomi Shibatani

Live gracefully



Project Manager (outsourcing contract)

Akiko Kubo

Creating sustainable impacts



CVP/Impact Management Division Leader

Sonoko Suzuki

Leap Enjoy the challenge Facing each other My own way Soul in Every Step Be the change Division Manager Project Manager Project Manager Project Manager Project Manager Project Manager Ayako Takuma Akimi Tanaka Sakura Nakadozono Midori Nakamura Kodai Nagayama Mina Niikura Weaving and Embrace our Building up our Selfish Bold and Peace Go bold! Nurturing potential strength Corporate Volunteering Co-Create Division Manager Director Division Manager Director Empathy VR Program Leader Program Leader Sayumi Nishikawa Rina Nishikawa Ichitaro Hanai Yuya Harashina Yuko Harada Misato Fujiwara From steps to Move forward! Evolution! Step by step Upgrade myself strength

Chiho Yamamoto

Outsourcing contract

Kota Watanabe

Project Manager

Mae Watanabe

Project Manager

Megumi Honjo

Division Manager

Yuichi Hoko

### Financial Report FY 2024 (2024.6-2025.5)

(JPY)

		Subject	the number of FY2024
Revenue	Operating Revenue	Programs such as CVP and Field Study	232,670,878
	Membership Fees Received	Official Membership Fees and Supporting Membership Fees Received	578,500
	Donations Received	Donations Received	16,244,588
	Grants Received	Public Grants and Subsidies, Private Grants Received	6,691,983
	OtherRevenue		371,006
	Total Revenue		256,556,955
	Operating Expenses	Laborcosts	154,479,282
Expenses		Othercosts	78,254,615
	Administrative Expenses	Labor costs	305,107
		Other costs	13,379,690
	Total Expenses		246,418,694
Balance of Payment	Corporate Tax		70,000
	Total changes in operating activities for Current FY		10,138,261
	Total changes of restricted net assets for Current FY		10,068,261
	Net Asset Carried Forward from Previous FY		139,264,390
	Net Asset Carried Forward to Next FY		149,332,651

<sup>\*1)</sup>Operating Expenses are such as Labor costs, Outsourcing fees, Travel expenses and so on

 $<sup>^{\</sup>star 2}) A dministrative \, \text{Expenses are such as Outsourcing fees}, Rent \, \text{expenses}, Payment \, \text{fee} \, \text{and so on}$ 

### **Afterwords**

Thank you very much for reading through to the end.

FY2024 was a year filled with challenges and new encounters, and each time we look back, we are reminded of how deeply grateful we are. Behind every single initiative was the presence and support of those who have walked alongside us. It is thanks to your encouragement and partnership that we are able to move forward each day, and we extend our heartfelt appreciation.

As we look ahead to FY2025, we are excited to see what new journeys and possibilities lie ahead. With gratitude in our hearts, we will continue to take on new challenges. We look forward to walking this path together with you, taking each new step side by side.

### Cross Fields PR Team





A WORLD
WHERE
SOCIAL ISSUES
CONTINUE TO
GET SOLVED



### **CROSS FIELDS**

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See more details on the WEB ③