



# H1 FY04/23

## Financial Results Presentation

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December 14, 2022

Macbee Planet, Inc  
(Stock code: 7095)

# Company Overview

<b>Company name</b>	<b>Macbee Planet, Inc. (7095)</b>
Establishment date	August 25, 2015
Capital	404 million yen (as of end-Oct 2022)
Business description	Provision of data-driven marketing analytics services
Head office location	3-11-11 Shibuya, Shibuya-ku, Tokyo
No. of employees	72 (as of end-Oct 2022)

## History

Aug. 2015	Established Macbee Planet, Inc.
Aug. 2015	Released data analytics platform “Honeycomb”
Nov. 2017	Released web customer service tool “Robee”
Mar. 2020	Listed on Mothers section of the Tokyo Stock Exchange
Mar. 2021	Established Smash Co., Ltd.
Aug. 2021	Made Alpha, Inc. a wholly owned subsidiary

# 1H FY04/23 Results Summary

- Even when compared to the same period last year, when there was special demand, we maintained robust growth, with a 20% increase in net sales and a 44% increase in operating profit. As for the **operating margin**, we achieved the **10%** target set in the medium-term management plan.

<b>Net sales</b>			(Millions of yen)
1H FY04/22	1H FY04/23	Change (%)	
7,394	<b>8,875</b>	<b>+20%</b>	<p>Both businesses grew more than expected and continued to grow at a high rate even when compared to the same period last year, when there was special demand.</p> <p>▶ <b>AC business +16% YoY</b></p> <ul style="list-style-type: none"> <li>• Sales to existing industries grew more than expected</li> <li>• Sales to new customers progressed favorably</li> </ul> <p>▶ <b>MT business +102% YoY</b></p> <ul style="list-style-type: none"> <li>• Sales of Robee, our main service, grew significantly</li> <li>• Includes the impact of Alpha joining the Group</li> </ul>
Analytics Consulting (AC)			
7,037	<b>8,154</b>	<b>+16%</b>	
Marketing Technology (MT)			
357	<b>720</b>	<b>+102%</b>	

<b>Operating profit</b>			
1H FY04/22	1H FY04/23	Change (%)	
638	<b>921</b>	<b>+44%</b>	<p>▶ <b>Operating profit +44% YoY</b></p> <ul style="list-style-type: none"> <li>• AC and Robee's synergy increased Macbee's non-consolidated gross profit margin</li> <li>• Gross profit increased due to successful consulting using demographic data</li> </ul> <p>▶ <b>Operating margin +1.8pp</b></p> <ul style="list-style-type: none"> <li>• The SG&amp;A-to-sales ratio rose (from 8.1% to 10.0%), partly due to forward-looking investments, but the gross profit margin rose even more (from 16.8% to 20.4%).</li> </ul>
Operating margin			
8.6%	<b>10.4%</b>	<b>+1.8pt</b>	

# Turning point in the industry

- As the market leader in LTV marketing, we will provide solutions to overcome challenges in the industry and lead the **transition of the 3-trillion-yen online advertising market to LTV marketing.**

## Client Needs: Increase LTV and Optimize Marketing ROI

### Current challenges facing the online advertising market

3tn yen market

#### Results

**Advertising costs do not necessarily lead to increased sales**

Cost: Charging system based on ad delivery and clicks  
KPI: Number of leads, user acquisition costs

#### Data

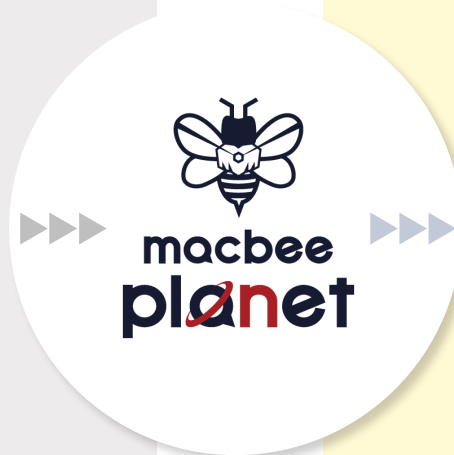
**Lower data accuracy due to cookie regulations**

Higher acquisition cost and lower ROI due to less accurate ad targeting

#### Skills

**Ad management depends on individual skills**

Results vary depending on the skill of the person in charge



### LTV marketing

#### Results

**Performance-based compensation directly linked to long-term sales**

Cost: Performance-based compensation based on sales/LTV  
KPI: Number of recurring users, LTV & ROI

#### Data

**Proprietary data acquisition technology**

Because our data acquisition does not rely on 3rd party cookies, we can generate stable results even after the cookie regulation comes into force.

#### Skills

**Optimization through AI**

Instantly turns employees into team assets and increases productivity  
High service quality independent of the experience of the person in charge

# Progress with Medium-term Management Strategy

■ Our forecast accuracy and advertising effectiveness have improved as a result of acquiring data across different browsers and devices. We have made steady progress in increasing our workforce and are currently **laying the groundwork** for future expansion into other industries and **growth in the coming fiscal year and beyond.**

## Product strategy

- 1 Raise LTV improvement capability even further



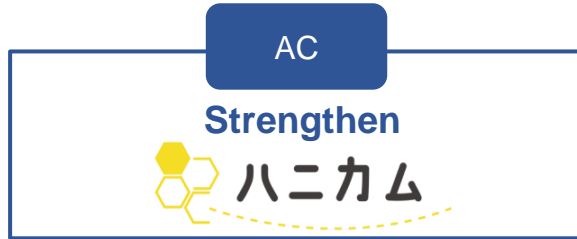
Improved acquisition efficiency and gross margin through collaboration with AC business.



### DATAHIVE is in pilot operation

Developed technology to capture data across browsers and devices, which has improved LTV prediction capability and thus advertising effectiveness.

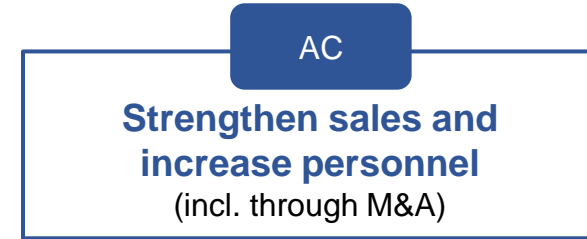
- 2 Implement AI for data analytics and consulting



Consulting using demographic data has been successful.

## Sales strategy

- 3 Accelerate expansion into other industries



Expand into other industries

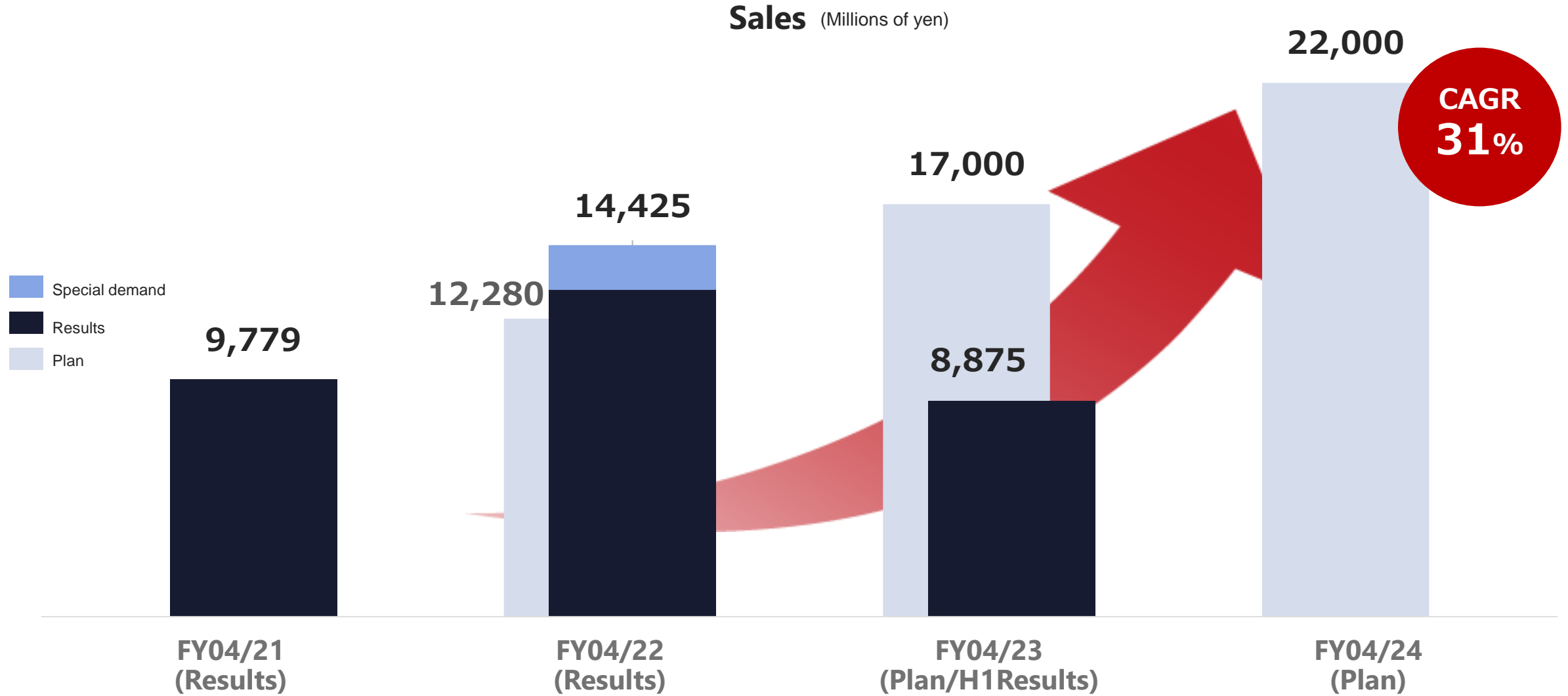
Sales to newly acquired clients in the telecoms industry progressed favorably

Strengthen hiring

Compared to end-Q2 FY04/22, the number of personnel increased by 16 (+33%).

# Progress in Medium-Term Management Plan

■ We are on track to meet the plan for the current fiscal year and are now more certain of achieving the full-year target. We are also promoting our strategy for achieving the plan in the next fiscal year.



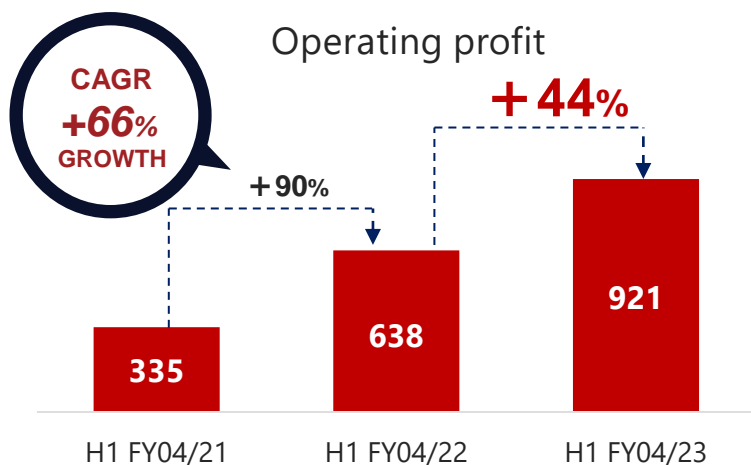
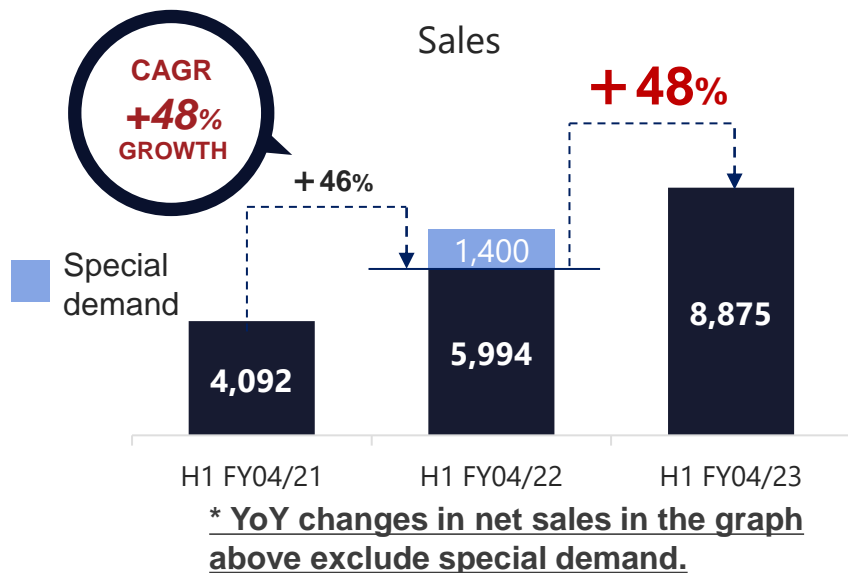


# H1 FY04/23 Financial Results



# 1H FY04/23 Results Summary

■ Since the level of the same period last year was boosted by special demand, the growth rate has temporarily slowed. However, excluding special demand, **both net sales and operating profit continued to grow at a high rate of more than 45%.**



	FY04/23 Plan	H1 FY04/22 Actual	H1 FY04/23 Actual	Progress rate vs. plan (%)	YoY change	YoY Change (%)
売上高	17,000	7,394 (*5,994)	8,875	52%	+1,480 (*+2,881)	+20% (*+48%)
営業利益	1,600	638	921	57%	+283	+44%
営業利益率	9.4%	8.6%	10.4%	-	+1.8pt	-

\* excluding special demand



# Breakdown of YoY

■ In addition to the synergies between AC and Robee, the gross profit margin increased as data acquisition accuracy improved.

(Millions of yen)	1H FY04/22 Actual	1H FY04/23 Actual	YoY Change	YoY Change (%)
Net sales	7,394	8,875	+1,480	<b>+20%</b>
Gross profit	1,239	1,809	+569	<b>+46%</b>
Gross profit in AC business	898	1,091	+193	<b>+22%</b>
Gross profit in MT business	341	718	+376	<b>+110%</b>
SG&A expenses	601	887	+286	+48%
Personnel	249	349	+100	+40%
Recruiting & education expenses	17	37	+20	+119%
System usage fee	20	65	+44	+210%
Commission expenses	61	111	+50	+82%
Rent expenses on land and buildings	16	35	+19	+121%
Operating profit	638	921	+283	<b>+44%</b>
Operating margin	8.6%	<b>10.4%</b>	+1.8pp	-

In addition to the one-off growth in Q1, profitability increased as data acquisition accuracy improved.

► **AC Net sales +22% YoY**

- Gross profit margin improved in some projects as data acquisition accuracy improved.
- Sales to the beauty industry (brick & mortar) grew by capturing seasonal demand.
- Sales to the banking industry remained strong as consumer confidence recovered.
- Newly acquired projects also increased steadily.
  - New projects in the securities and banking industries contributed to net sales.
  - Major clients acquired in the telecommunications and electric power industries gradually contributed to net sales.

► **MT Net sales +110% YoY**

- The change in Robee's business structure led to synergies with the AC business, resulting in sales growth.

► **SG&A expenses**

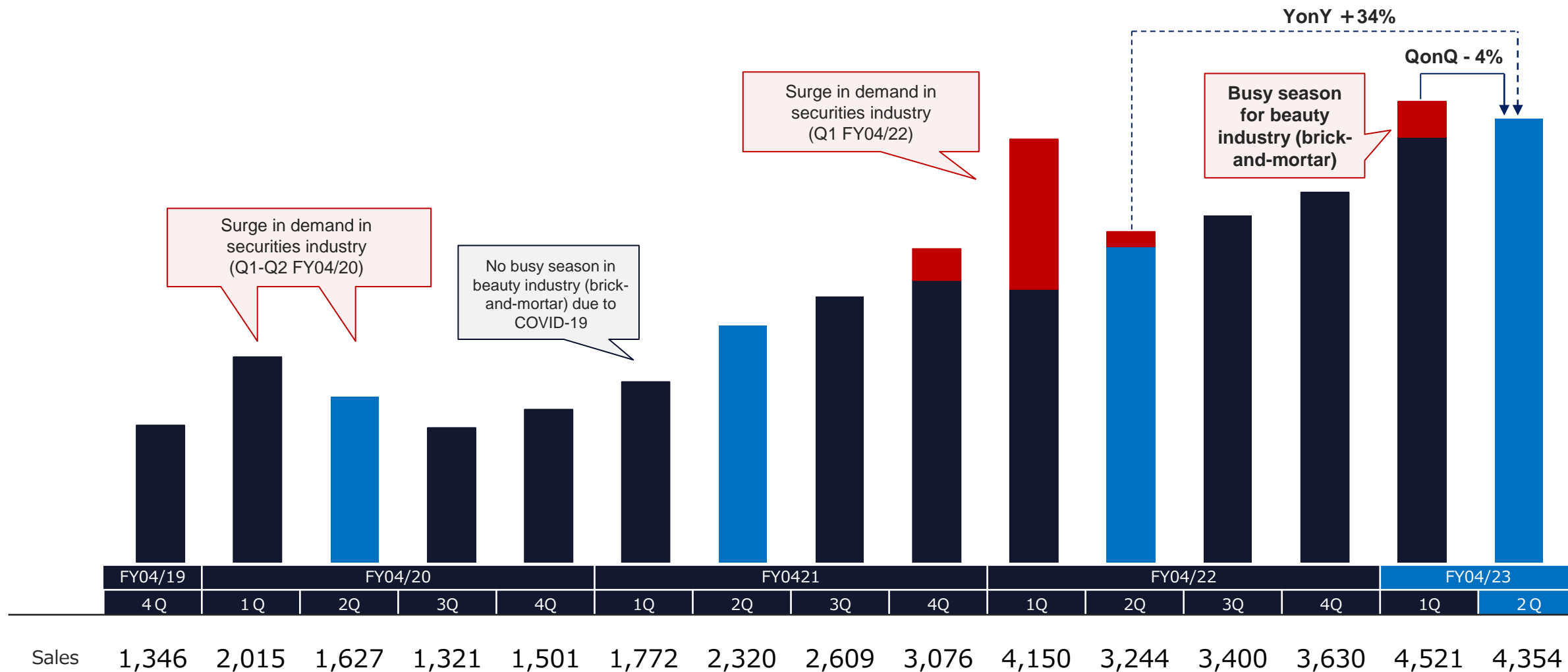
- Rise in personnel expenses due to increased headcount +100 million yen
- System usage fees: Established data infrastructure +44 million yen
- Commission expenses: Made forward-looking investments in Q1  
+50 million yen (one-off)
- Rent expenses on land and buildings: Expanded floor space in anticipation of increased headcount +19 million yen

► **Operating margin +1.8pp**

- Macbee Planet's non-consolidated gross profit margin increased as a result of synergies between AC and Robee.

# Quarterly Net Sales

■ Net sales declined QoQ, owing in part to the busy season in Q1 (one-off factors). However, the upward sales trend is continuing.



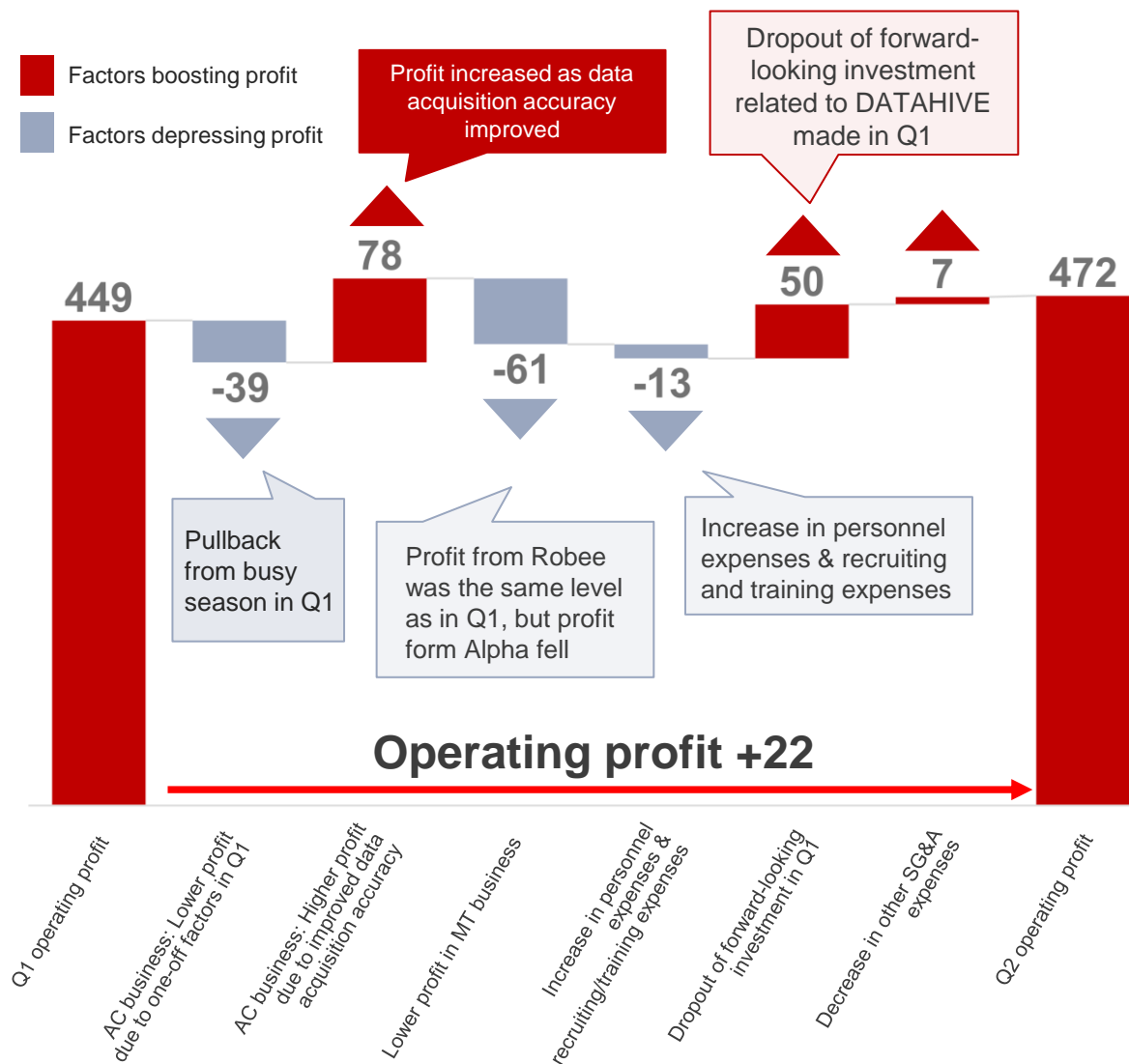
\*Consolidated financial statements were introduced at the end of FY04/21. Thus, figures before Q3 FY04/21 are non-consolidated.

(Millions of yen)

# Breakdown of QoQ Change in Operating Profit

■ Gross profit margin improved due to more accurate data acquisition. Although we had initially projected lower sales and profits, performance turned around to lower sales and higher profits.

(Millions of yen)



	Q1 FY04/22 Actual	Q2 FY04/23 Actual	QoQ Change	QoQ Change (%)
Net sales	4,521	4,354	-167	-4%
Gross profit	915	893	-22	-2%
Gross profit in AC business	525	565	+39	+8%
Gross profit in MT business	390	328	-61	-16%
SG&A expenses	466	421	-44	-10%
Personnel expenses	173	175	+2	+1%
Recruiting & education expenses	13	24	+11	+87%
Forward-looking investment in 1Q	50	0	-50	-
Other	229	221	-7	-3%
Operating profit	449	472	+22	+5%
Operating margin	9.9%	10.8%	+0.9pt	-



# Business Performance



# Performance Trends

(Millions of yen)	FY04/21				FY04/22				FY04/23	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Net sales	1,772	2,320	2,609	3,076	4,150	3,244	3,400	3,630	4,521	4,354
(YoY)	-12.1%	+42.6%	+97.5%	+104.9%	+134.2%	+39.8%	+30.3%	+18.0%	+8.9%	+34.2%
Gross profit	305	373	404	513	575	664	652	757	915	893
(Gross profit margin)	17.2%	16.1%	15.5%	16.7%	13.9%	20.5%	19.2%	20.9%	20.3%	20.5%
(YoY)	-11.0%	+26.1%	+54.4%	+89.2%	+88.4%	+77.7%	+61.2%	+47.5%	+59.2%	+34.5%
SG&A expenses	168	175	206	261	241	359	399	411	466	421
Personnel expenses	109	108	115	95	118	131	155	160	173	175
Advertising expenses	6	9	14	9	12	3	7	4	2	4
Recruiting & Education expenses	9	11	8	18	5	11	13	21	13	24
R&D expenses	-	-	-	-	9	5	3	3	3	3
Depreciation & amortization	2	3	3	4	4	5	7	9	6	9
M&A-related expenses	-	-	-	-	-	85	41	41	41	41
System outsourcing expenses	4	10	9	7	9	12	9	8	5	4
Other Expenses	35	32	54	126	81	104	160	162	220	157
Operating profit	137	198	197	252	333	304	253	346	449	472
(Operating profit margin)	7.7%	8.6%	7.6%	8.2%	8.0%	9.4%	7.4%	9.5%	9.9%	10.8%
(YoY)	-35.0%	+72.6%	+177.4%	-	+143.4%	53.5%	+27.8%	+37.4%	+34.8%	+54.9%

\*Consolidated financial statements were introduced at the end of FY04/21. Thus, figures before Q3 FY04/21 are non-consolidated.

# Financial Results by Segment

(Millions of yen)	FY04/21				FY04/22				FY04/23	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Net sales	1,772	2,320	2,609	3,076	4,150	3,244	3,400	3,630	4,521	4,354
AC Business	1,702	2,237	2,535	3,003	4,044	2,992	3,132	3,329	4,129	4,025
MT Business	69	83	73	72	105	251	267	300	391	328
Gross profit	305	373	404	513	575	664	652	757	915	893
(Gross profit margin)	17.2%	16.1%	15.5%	16.7%	13.9%	20.5%	19.2%	20.9%	20.3%	20.5%
AC Business	238	290	331	440	472	425	388	458	525	565
(AC gross profit margin)	14.0%	13.0%	13.1%	14.7%	11.7%	14.2%	12.4%	13.8%	12.7%	14.1%
MT Business	66	82	72	72	102	238	263	299	390	328
(MT gross profit margin)	96.1%	99.5%	98.6%	99.9%	97.2%	95.0%	98.5%	99.6%	99.6%	99.9%
Operating profit	137	198	197	252	333	304	253	346	449	472
(Operating profit margin)	7.7%	8.6%	7.6%	8.2%	8.0%	9.4%	7.4%	9.5%	9.9%	10.8%
AC Business	192	232	283	364	388	338	310	348	397	465
(AC segment profit margin)	11.3%	10.4%	11.2%	12.1%	9.6%	11.3%	9.9%	10.5%	9.6%	11.6%
MT Business	45	51	21	6	67	74	157	189	279	233
(MT segment profit margin)	64.9%	62.3%	28.9%	8.6%	64.1%	29.5%	58.9%	62.9%	71.2%	71.0%
Adjustments	-100	-86	-106	-118	-122	-107	-215	-191	-226	-226

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# Sales Ratio by Industry

	2021年4月期								2022年4月期								2023年4月期			
	1Q		2Q		3Q		4Q		1Q		2Q		3Q		4Q		1Q		2Q	
	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio	(JPY mn)	Ratio
ALL	1,772	-	2,320	-	2,609	-	3,076	-	4,150	-	3,244	-	3,400	-	3,630	-	4,521	-	4,354	-
Finance	581	33%	969	42%	1,240	48%	1,894	62%	2,935	71%	1,713	53%	1,540	45%	1,798	50%	2,118	47%	2,120	49%
Banks	197	11%	256	11%	244	9%	382	12%	312	8%	461	14%	398	12%	606	17%	692	15%	734	17%
Securities	352	20%	627	27%	910	35%	1,418	46%	2,567	62%	1,208	37%	1,094	32%	1,142	32%	1,375	30%	1,334	31%
Other financial	31	2%	85	4%	86	3%	94	3%	54	1%	43	1%	46	1%	50	1%	43	1%	48	1%
Wellness	779	44%	1,083	47%	907	35%	685	22%	606	15%	519	16%	1,111	33%	1,049	29%	1,479	33%	1,527	35%
Brick & Mortar	169	10%	181	8%	111	4%	144	5%	160	4%	199	6%	928	27%	819	23%	1,144	25%	1,280	29%
Cosmetics EC	376	21%	591	26%	543	21%	379	12%	327	11%	220	7%	119	4%	178	5%	218	5%	157	4%
Healthy food EC	420	13%	311	13. %	251	10%	160	5%	119	3%	98	3%	62	2%	50	1%	74	1%	88	2%
Others	410	23%	267	12%	461	18%	496	16%	607	15%	1,011	31%	749	22%	781	22%	923	20%	706	16%

(Millions of yen)

# Balance Sheet

(millions of yen)

	FY04/22	H1 FY04/23	Change(amount)
Assets	<b>5,880</b>	<b>7,047</b>	+1,166
Current assets	<b>4,119</b>	<b>4,798</b>	+678
(Cash and deposits)	<b>(2,097)</b>	<b>(2,530)</b>	+432
Non-current assets	<b>1,761</b>	<b>2,248</b>	+487
Liabilities	<b>3,092</b>	<b>3,430</b>	+337
Current liabilities	<b>2,547</b>	<b>2,911</b>	+364
Non-current liabilities	<b>545</b>	<b>518</b>	-27
Net assets	<b>2,788</b>	<b>3,616</b>	+828
Shareholders' equity	<b>2,657</b>	<b>3,277</b>	+620

## Current ratio

164%

## Equity ratio

50.3%



# Business description

What we want to achieve

Predict LTV\* and  
achieve optimal ROI\*

**\*What is Lifetime Value (LTV)?**

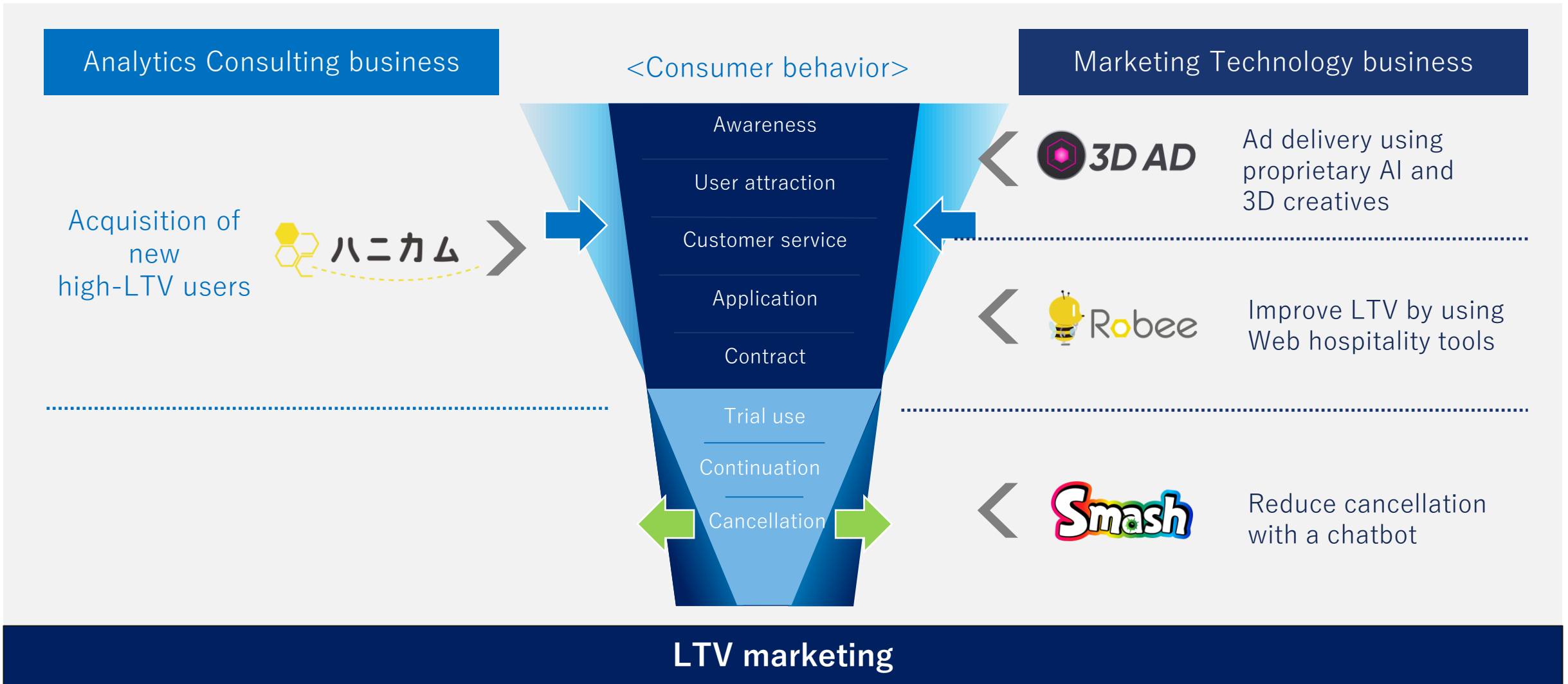
LTV refers to the profit that a user (consumer) brings to a company throughout their lifetime, and is a measure used in calculating the cost that can be spent to acquire one user.

**\* What is Return On Investment (ROI)?**

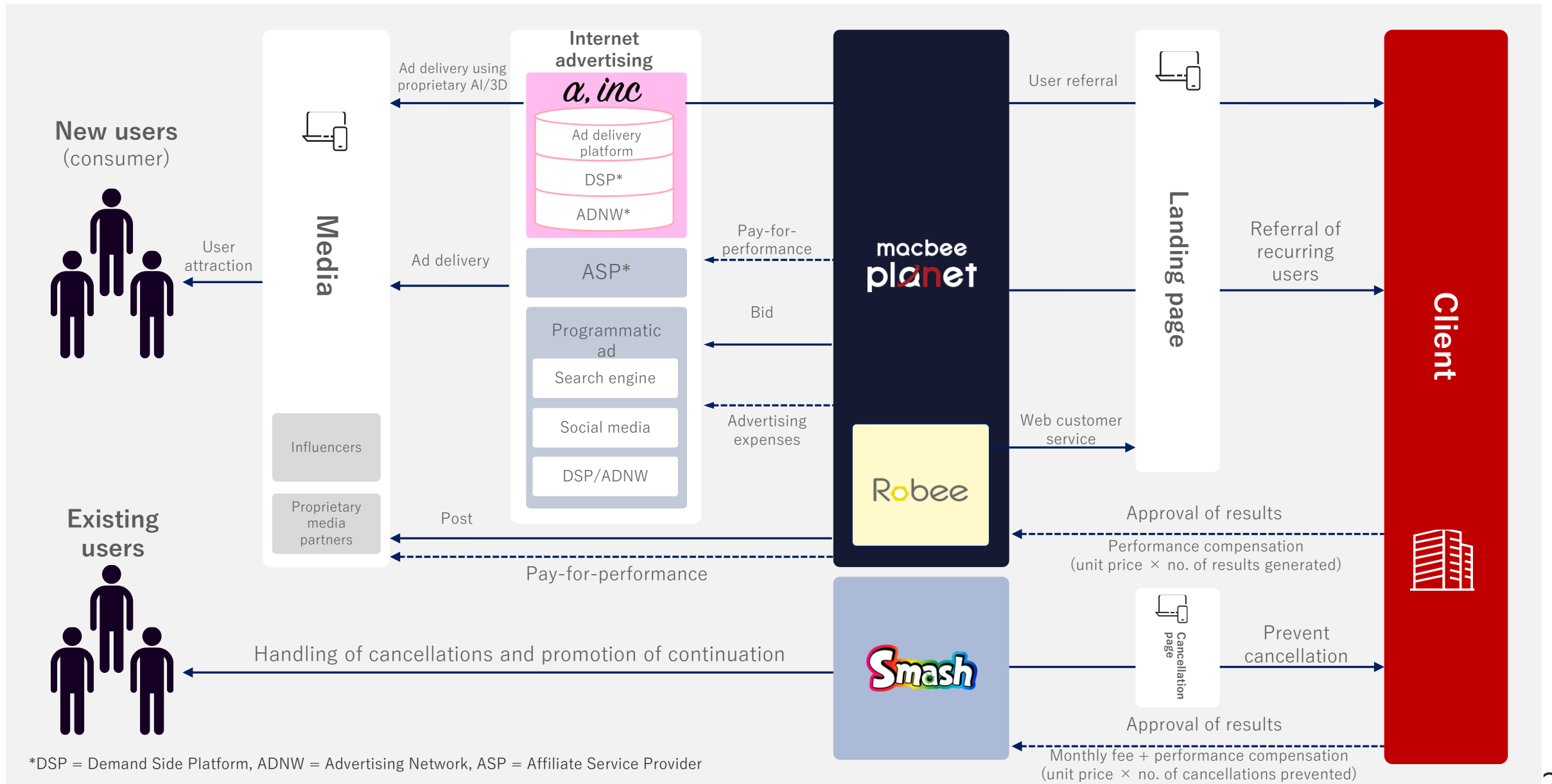
A measure of how much profit can be made on an investment.

# What is LTV marketing ?

LTV marketing is a data-driven digital marketing strategy  
for maximizing the spending and retention period of users.

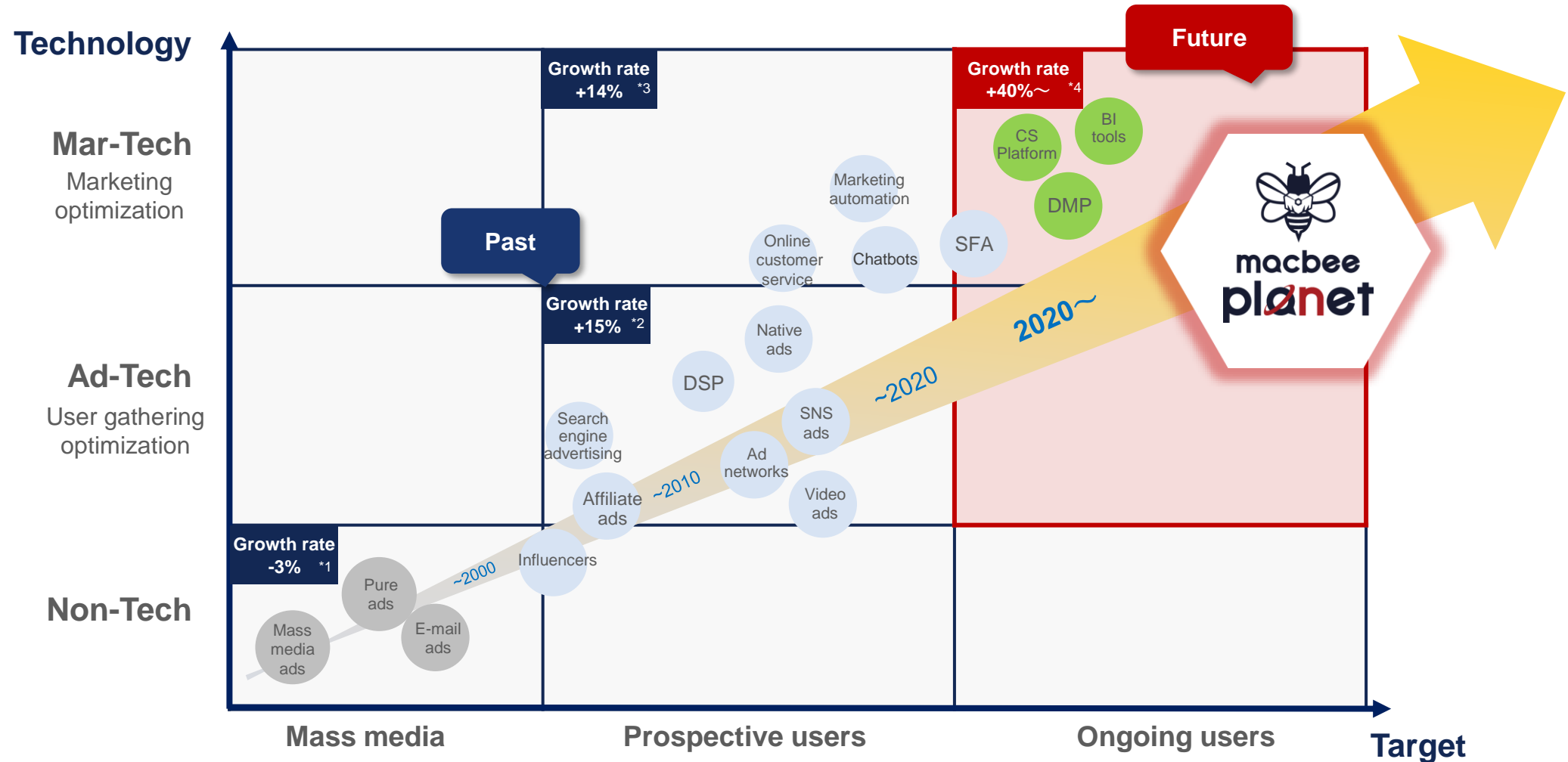


# Business process diagram



# Positioning

Unlike traditional **quantity-oriented marketing** which other agencies offer, we focus on the **quality of customer**.  
We will continue to achieve rapid growth by reshaping Japan's marketing landscape.



\*1 Traditional market expenditures in “2021 Advertising Expenditures in Japan” (Dentsu)  
\*2 Traditional market expenditures in “2021 Internet Advertising Expenditures in Japan” (Dentsu)

\*3 “Movement in scale of online customer service market and forecasts” (ITR) and “DMP (Data Management Platform) & MA (Marketing Automation) Market 2020” (Yano Research Institute)  
\*4 Macbee Planet Sales CAGR (FY04/18 to FY04/22)

# Scale of related markets

First, we will reshape the online advertisement market into an LTV marketing market.



\*1 Online advertising expenses were JPY2.7tn as per “2021 Advertising Expenditures in Japan” (Dentsu)

\*2 Total advertising expenses in Japan were JPY6.8tn as per “2021 Advertising Expenditures in Japan” (Dentsu)

\*3 JPY15tn as per 3Q FY03/19 business results presentation of Yahoo Japan Corporation

\*4 Scale of DX-related solutions service market was JPY6.3tn in 2020 as per “Survey on the Scale of Solution Services Market” by Japan Electronics and Information Technology Industries Association (JEITA)

# Source of competitive strength

LTV marketing is achieved through **data, technology, and consulting.**

## LTV marketing components



### Data

#### 0 party data

- Reasons for cancellations
- VOC gathering
- Loyalty as data

#### 0 to 3rd party data links

- Behavioral data
- Psychological data
- Purchase data
- Attribute data

#### Data platform

- Integrate data for the same ID
- Visualize user touchpoints/psychology



### Technology

#### Analysis

- Machine learning
- Audio analysis
- Emotion analysis
- Cancellation analysis

#### AI

- Withdrawal prediction
- LTV prediction
- Cancellation prediction
- Delivery algorithm

#### Digital communications

- Hospitality
- Chatbots
- Popup
- 3D creative



### Consulting

#### Use of data technology

- Data-driven
- Use of own products
- Leverage promptly using templates

#### Pay-for-performance basis

- Attract users who would continue to use the services
- Expertise in increasing LTV

#### Use of cancellation data

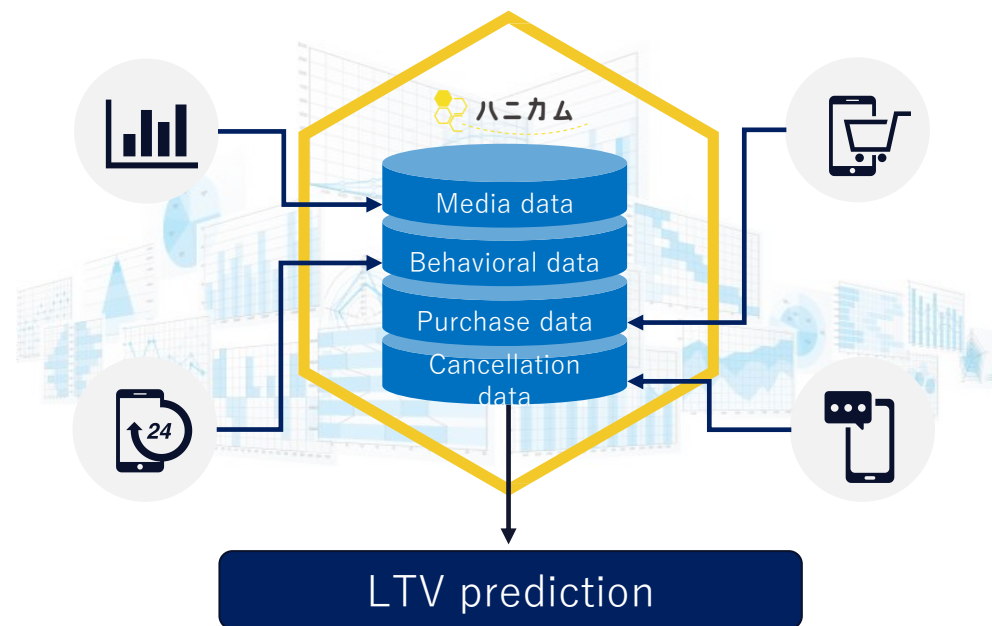
- Lower churn rate by preventing cancellations
- Identify issues in marketing

# Analytics Consulting business

We attract users on a **pay-for-performance** basis using LTV predictions built with data analytics.

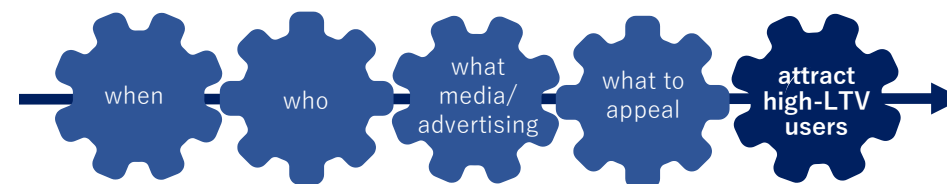
## 1 LTV data analytics

Data obtained from media and in-house tools are analyzed in order to identify the attributes of high-LTV users.



## 2 Use data to attract users on a pay-for-performance basis

Based on the data, our consultants plan and implement ways to attract new users on a fully pay-for-performance basis.



Unit price of performance compensation ×  
No. of results generated

Costs: Media publishing costs  
Gross profit margin: Approx. 15%



# Marketing Technology business

Improve LTV by **raising the LTV of new customers** and **lowering the cancellation rate of existing customers**. Optimize ad delivery by using **AI and 3D technology**.

## 1 Convert attracted users into customers

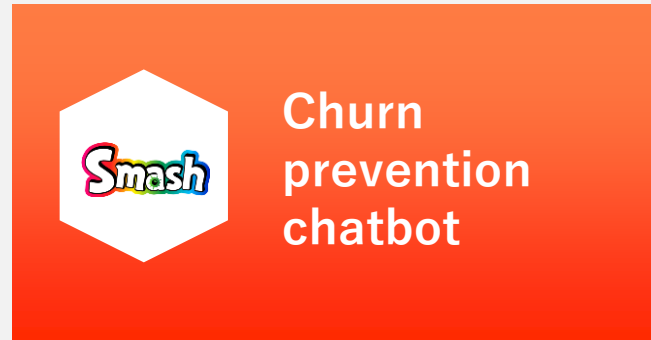
Robee provides customer service to attracted users and converts them into high LTV customers.



¥ Fixed monthly rate or Performance compensation

## 2 Prevent existing customers from churning

A chatbot is used to encourage existing users considering canceling to continue, thereby reducing the churn rate and improving LTV.



¥ Fixed monthly rate or Monthly fee + Performance compensation

## 3 AI-powered ad delivery

Ad delivery using proprietary AI-powered delivery algorithms and 3D creatives



¥ Depends on ad delivery volume

**Gross profit margin: Over 95%**

# DATAHIVE Functionality

DATAHIVE is a **cookie-free LTV solution** developed in Japan. With this solution, we aim for visualization of marketing ROI based on user data, as well as integration between AI-based analysis and advertising and products. **Early-stage development has been completed.**



## Advanced ID solutions that do not rely on cookies

Creates results unhindered by cookie regulations by providing flexible ID solutions that link IDs across multiple channels



## Ad deliveries with increased efficiency by incorporating AI

Enables central audience management and builds audience segments across multiple ad channels to help formulate optimal ad budgets and ad delivery

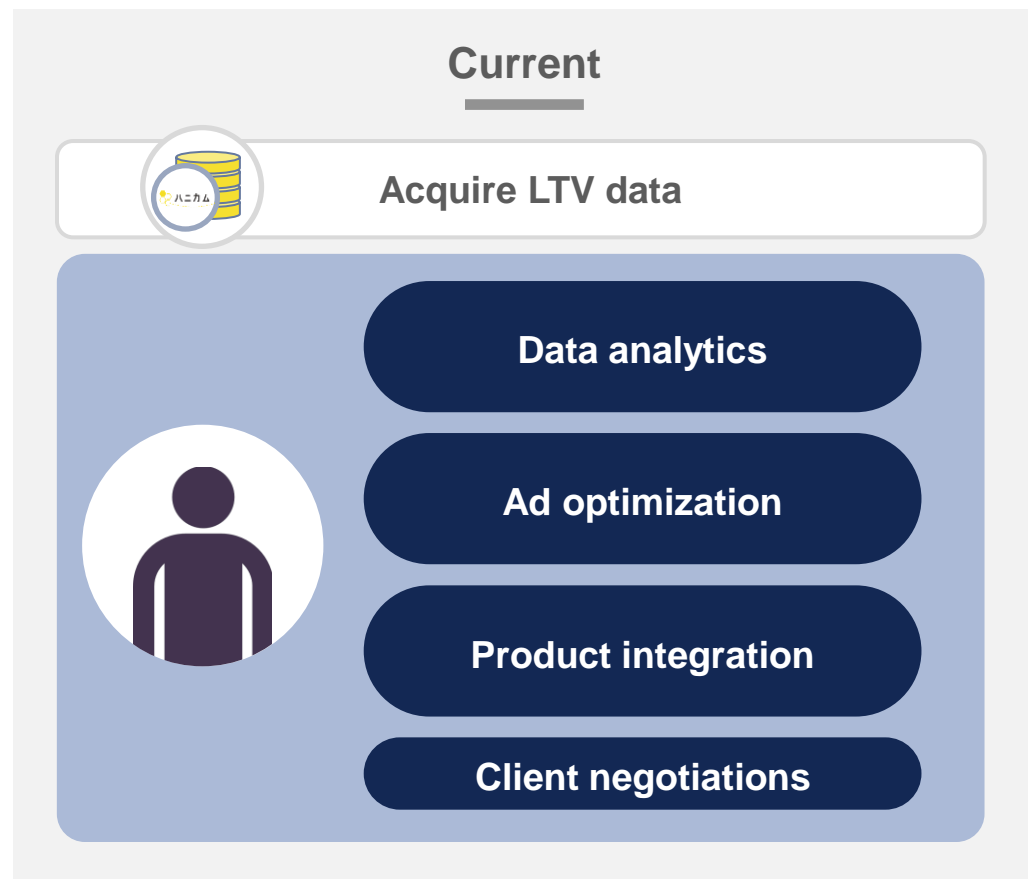


## Visualization and analysis of marketing ROI

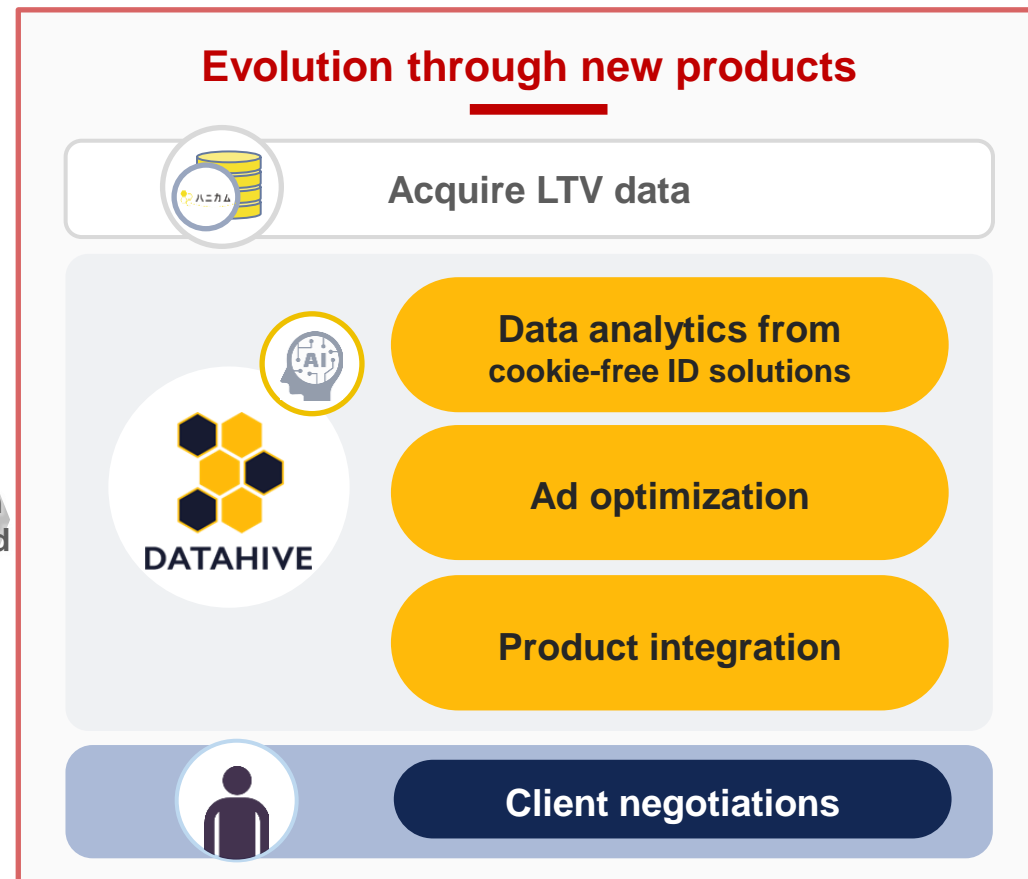
Evaluates and visualizes the ROI of each marketing initiative. Integrates data with products to enhance efficiency and provide a sustainable revenue stream

# Changes Powered by DATAHIVE

In the future, we will continue negotiations with clients to promote adoption of DATAHIVE, and enhance the data analysis and consulting solution until it can facilitate **improvements in labor productivity** and **M&A promotion**.



Create AI based on accumulated know-how

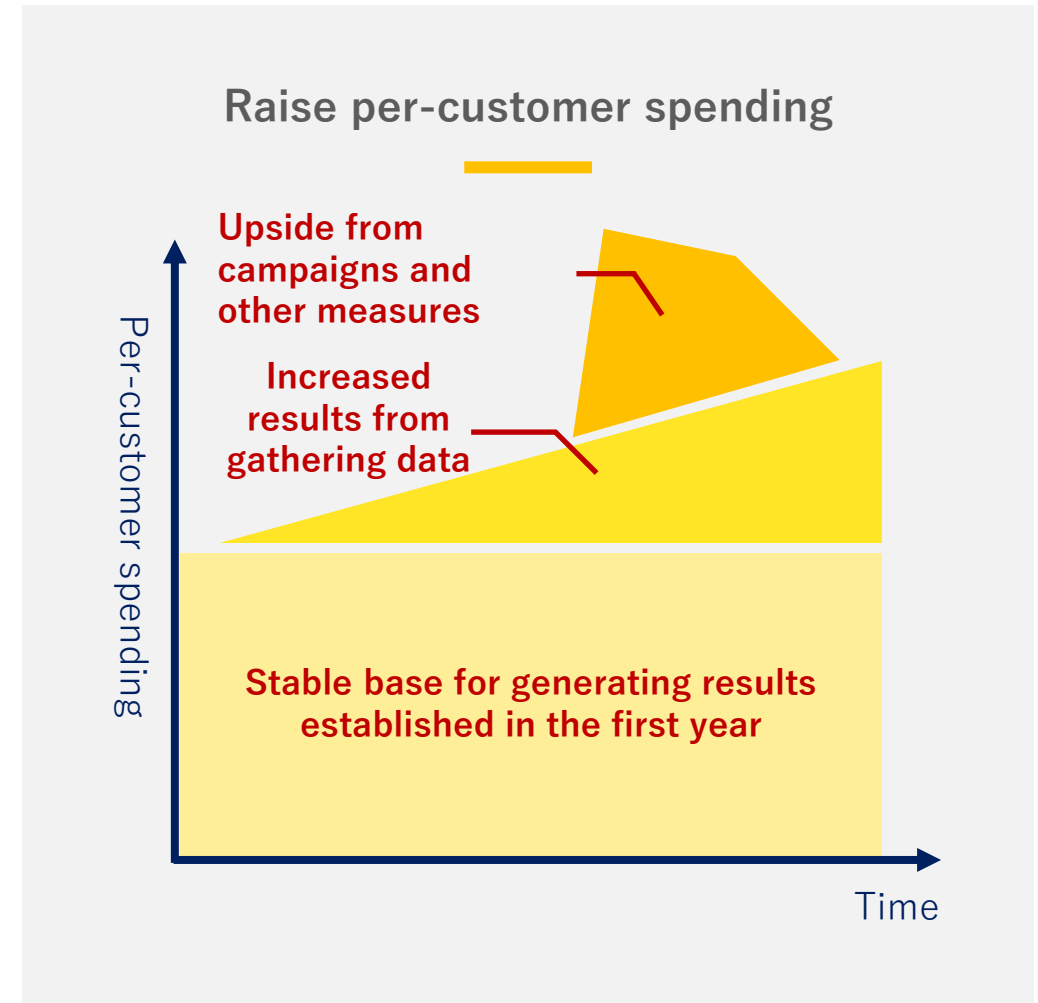
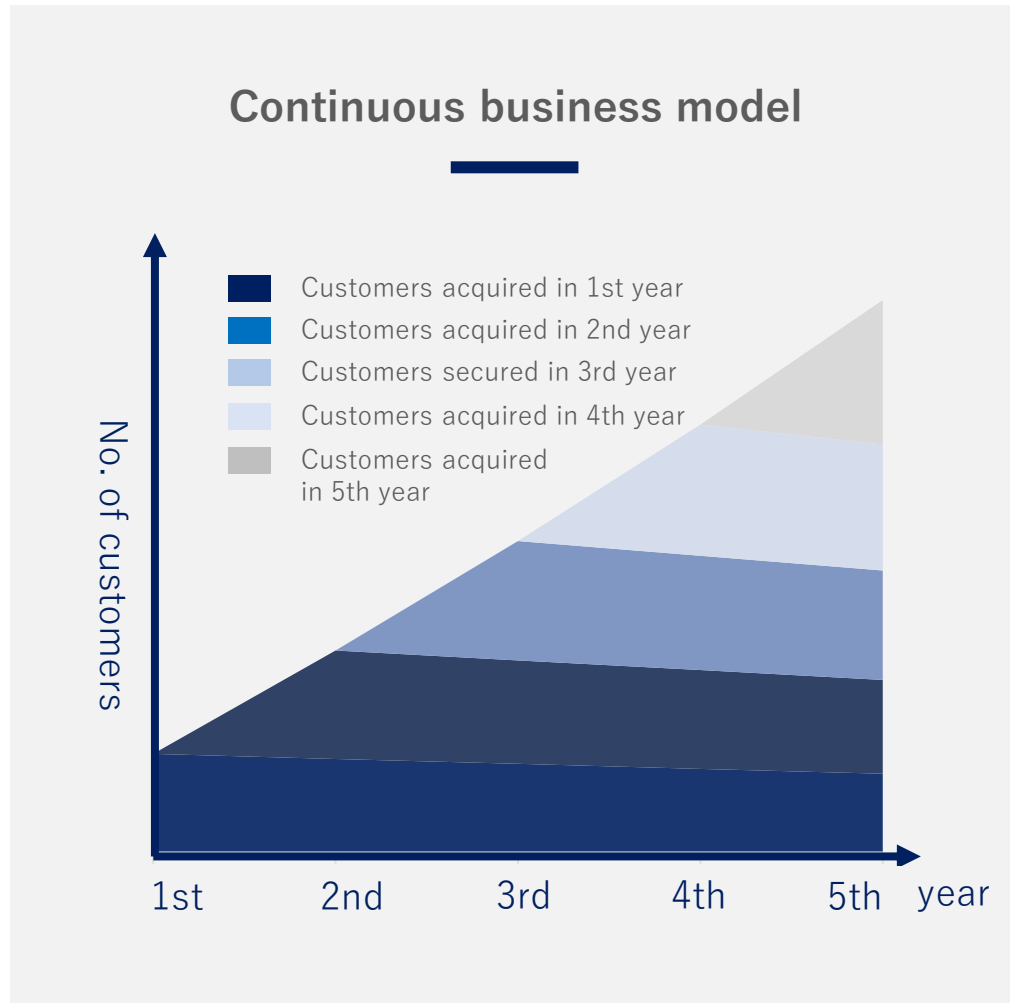


Personnel development costs are incurred because labor productivity varies with individual skills and experience

Improve labor productivity and build a foundation for M&A promotion by eliminating dependence on individual skills

# Business characteristics

We accelerate growth by **increasing new customers and raising per-customer spending.**



# Disclaimer

This document contains forward-looking statements based on information available to the Company at the time it was prepared and involves risks and uncertainties. As such, these statements do not guarantee future business results or outcomes.

Actual results may differ materially from the forward-looking statements in this document due to changes in the business environment or other factors.

The above risks and uncertainties include, but are not limited to, factors such as economic conditions in Japan and overseas, and trends in the industries in which the Company operates.

The Company shall assume no obligation to update or revise any forward-looking statements contained in this document, even if new information or events occur in the future. The information contained herein, other than about the Company, is quoted from publicly available information, and the Company does not guarantee the accuracy or appropriateness of such information.