

FY04/2025 Financial Results Presentation Material

June 12, 2025

[Macbee Planet, Inc.](#)

Stock code 7095

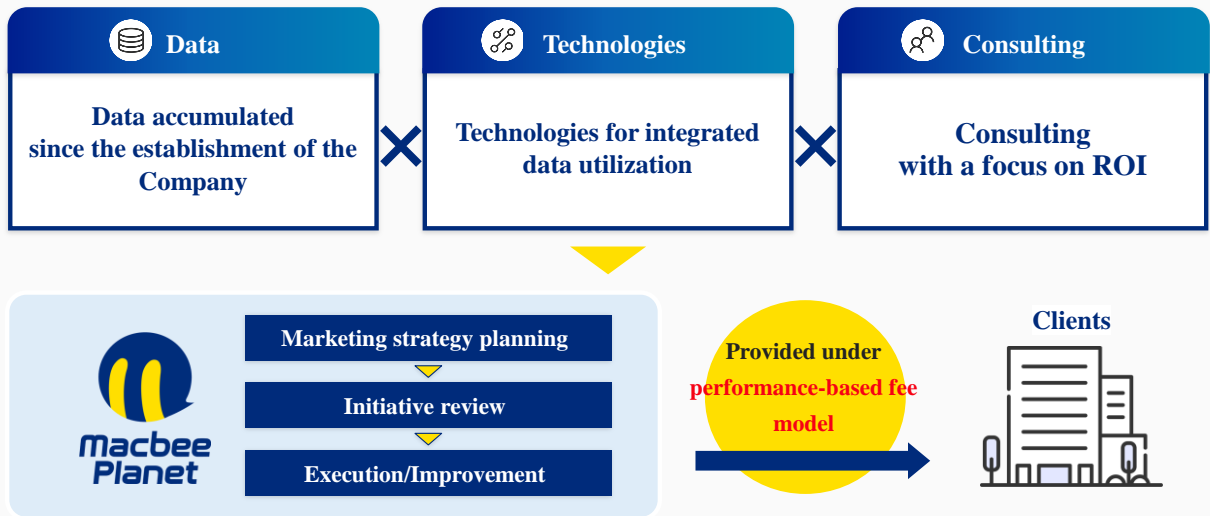


- Chiba: My name is Chiba, President and Representative Director of Macbee Planet, Inc.
- Today, I would like to explain our business based on “FY04/2025 Financial Results Presentation Material.”

Company Profile

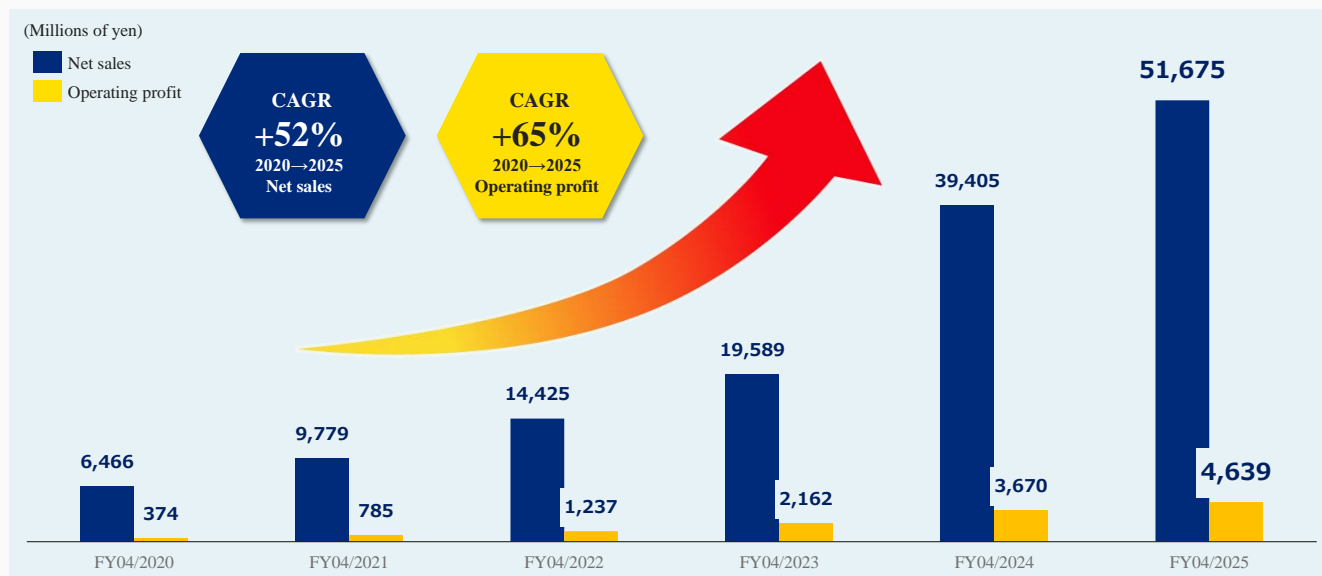
- Firstly, let me introduce our business.

- We provide performance-based fee marketing that minimizes client risk through a combination of Data, Technologies and Consulting.



- We are a company that provides performance-based fee marketing services.
- Performance-based fee differs from the fixed fee model, in which a client receives a fixed fee regardless of results, and from the commission fee model, in which a client receives a fee for each click on ads.
- The sources of our competitiveness are (1) the data base accumulated over many years, (2) the technology for comprehensively utilizing the data, and (3) the ability to make proposals that optimize marketing ROI.

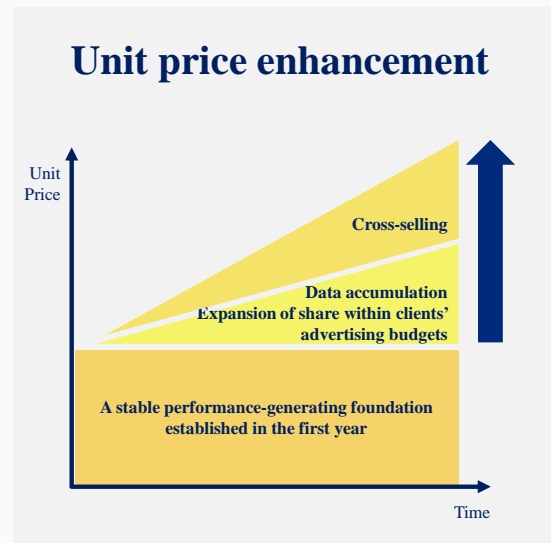
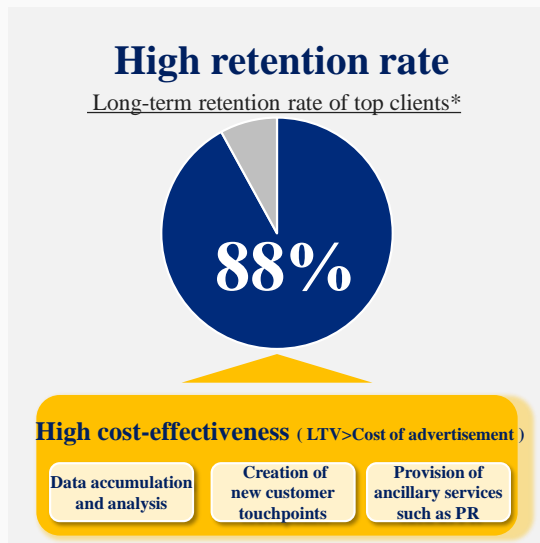
- After being listed on the stock exchange, the Company achieved overwhelming growth in net sales and OP through performance-based fee marketing.



- Performance-based fee marketing is low-risk and cost-effective for advertisers and has been highly evaluated by many clients, leading to a steady increase in the number of clients and deals.
- As a result, after being listed in 2020, net sales have grown by an average of 52% per year through FY04/2025, and operating profit has also grown by 65% per year on average.

Background of Business Growth

- High retention rate due to improved marketing efficiency from data accumulation.
- Enhanced unit price due to increased market share within clients and cross-selling.

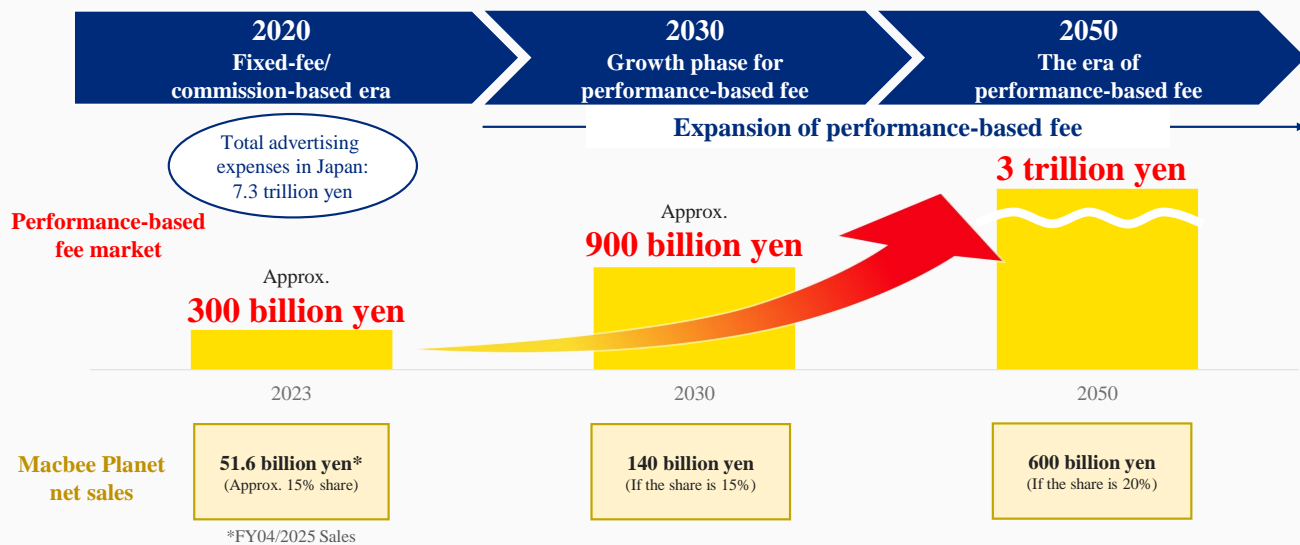


*Retention rate at the end of April 2025 among the top 20 clients for each fiscal year after being listed (FY2020 to FY2025)

- I would like to add some background on how we have achieved such rapid growth.
- The main reasons are that, through the use of our service, we are able to accumulate data on the type of advertising that leads to better performance, analyze the data, create consumer touchpoints by utilizing new media, and link the data with ancillary services to efficiently acquire consumers.
- Furthermore, based on the outcome of these efforts, the unit price increases as clients entrust us with larger advertising budgets and add ancillary services such as PR services.
- By combining a high retention rate with the unit price enhancement, we have achieved overwhelming growth.

Outlook for the Performance-Based Fee Market

- Currently, fixed-fees and commissions are major.
- Moving to performance-based fee era which is low-risk for clients.



Source: The 2023 data is calculated by our company based on Dentsu's "Advertising Expenditures in Japan".
Figures of the performance-based fee market for 2030 onwards are based on the Company's estimates.

- Finally, I would like to discuss trends in the target market.
- Currently, the majority of the advertising market is dominated by advertising investments based on fixed fees and commissions, requiring clients to take significant risks in order to acquire new users.
- Therefore, there is a strong demand for "low-risk, highly cost-effective performance-based fee services" that break away from the conventional industry norms. By leveraging technologies and data to provide services on a performance-based fee model, we have achieved a breakthrough that is now driving a significant shift in the market.
- The market capacity of the performance-based fee is currently about 300 billion yen, but is expected to grow to 900 billion yen by 2030 and to 3 trillion yen further down the road. By expanding our share in this market, we aim to accelerate net sales growth.
- This is the end of my explanation of the company.

FY04/2025 Financial Results & FY04/2026 Financial Forecasts

7

- Next, I would like to discuss our initiatives and results for the current fiscal year, as well as forecasts and plans for the next fiscal year and beyond.

Summary of Initiatives

- Following FY04/2025, the Company will continue to advance our business in FY04/2026, in line with the mid-term business plan, as well as application of IFRS.

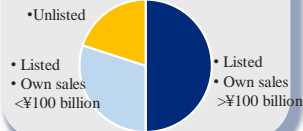
FY04/2025

Transition to the Prime Market



Refinement of the client portfolio

Top 20 clients by sales



MTBP

Shareholder returns

Launch of regular dividend

&

Share buybacks

MTBP

Enhancement of PR and brand awareness



MTBP

PR enhancement
Expansion of PR services based on our own track record

MTBP

Execution of M&A

*MTBP: Mid-term business plan

FY04/2026 Plan

MTBP

Application of IFRS



Creation of new consumer touchpoints

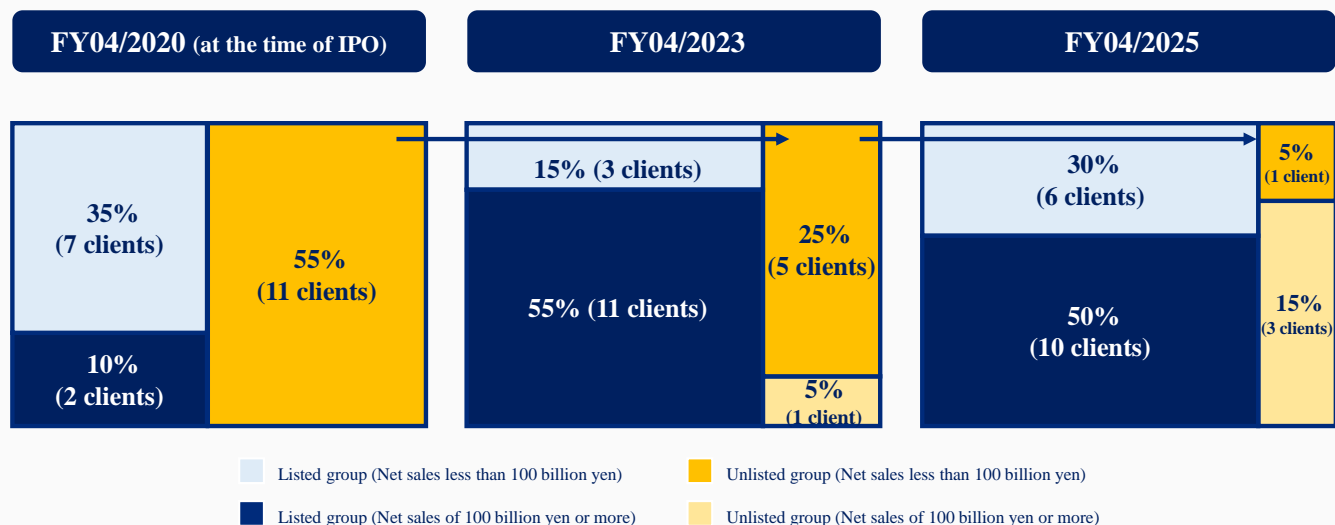
FY04/2026
New consumer touchpoints

3 Billion yen

- Let me begin by explaining our initiatives for FY04/2025.
- In the current fiscal year, we moved to the Prime market in July to expand our investor base, and in September we announced the introduction of regular dividends and implementation of share buyback.
- The shift to the Prime market has also contributed to the enhancement of the Company's creditability.
- In addition, the Company refined its client portfolio and expanded its business with listed and large companies. The description of the portfolio is on the next page.
- For FY04/2026, we aim to further expand our investor base with the full year introduction of IFRS.
- In addition, we will expand sales of high-margin PR services in order to improve profit margin. PR services is an area that we acquired through the M&A of PR Cloud Tech in May 2024, and we aim to further expand sales based on the results of our large-scale PR conducted in the current fiscal year.
- We will also strive to create new consumer touchpoints to improve profitability. I will also explain the initiatives on a separate page.

Attributes of Top 20 Clients

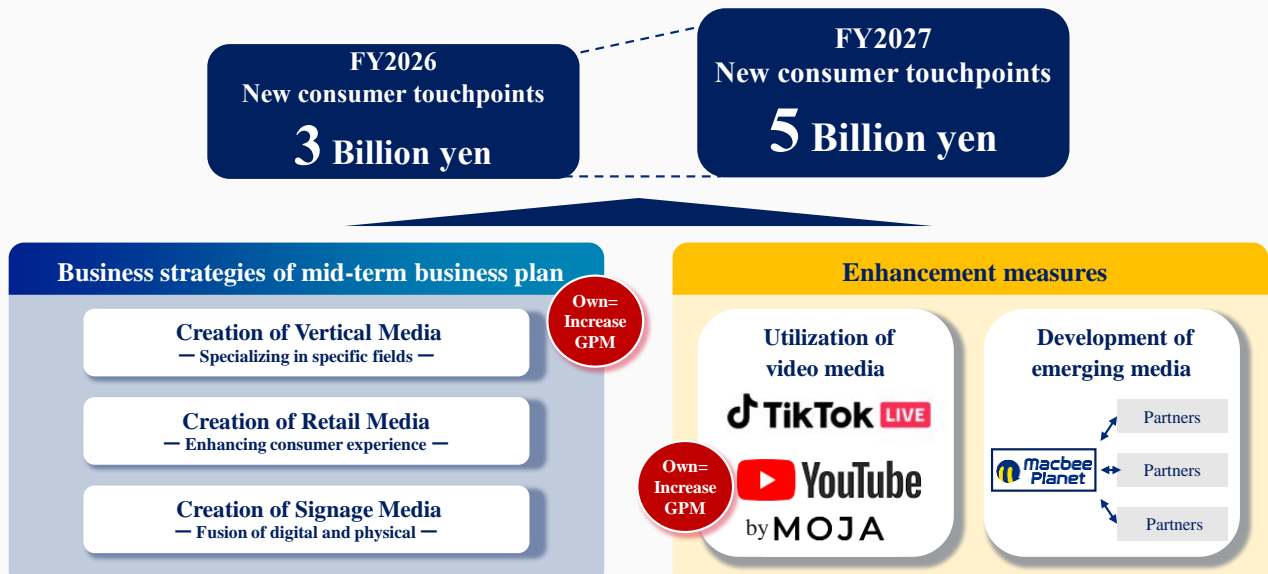
- As transactions with large and listed clients increased, the proportion of unlisted clients with less than 100 billion yen in annual sales declined from 55% to 5%.



- Here is our client portfolio from the time of listing in FY04/2020 to FY04/2025.
- As you can see, we have expanded our business with listed companies and large companies, and our business with unlisted companies with net sales of less than 100 billion yen, which accounted for 55% of our top 20 clients in FY04/2020, has decreased to 5% in FY04/2025.
- At the time of listing, we did not yet have a strong enough track record or creditability to do business with large companies, so only few were our clients. By enhancing our creditability and increasing the number of successful cases, we have been able to increase our business with large companies.
- We will continue to focus on developing relationships with companies with potential expansion based on marketing.

Creation of New Consumer Touchpoints

- By creating new consumer touchpoints, including our own media developed in collaboration with partners, we aim to “enhance the value we provide to clients” and “improve our gross profit margin.”



10

- Next, I would like to talk about one of the profit margin improvement measures I discussed in the “Summary”: the creation of new consumer touchpoints.
- Internet advertising media are being created one after another, and they are expanding in various ways, including media that specialize in specific fields, media that improve the consumer experience, and media that fuse digital and real life.
- Under such environment, we are also working to create new consumer touchpoints and provide unique value that other companies are unable to provide by collaborating with other companies to develop new media and by utilizing the resources of our group companies. The initiative will improve our profitability.
- To focus on the measure, we have set specific numerical targets of 3 billion yen sales from new consumer touchpoints in FY04/2026 and 5 billion yen sales from new consumer touchpoints in FY04/2027.
- We believe that MOJA, which we recently acquired through M&A, will also contribute to the creation of new consumer touchpoints.
- Please keep an eye on our future efforts.

FY04/2025 Full-Year Financial Highlights



- Net sales and operating profit both increased by about 30%, both reaching record highs.

Full year financial highlights				Factor of increase		Factor of decrease	
(Millions of yen)							
	FY04/2024	FY04/2025	YoY change				
Net sales	39,405	51,675	+31%				
EBITDA	4,157	5,241	+26%				
Operating profit	3,670	4,639	+26%				
Operating profit ratio	9.3%	9.0%	(0.3)pt				

Net sales

↑

Medical

15.7 billion yen (YoY +163%)

•

Rapid expansion of investment in advertising to acquire users

Investment

13.1 billion yen (YoY +26%)

•

Increase in deals with cryptocurrency providers and securities companies

Human talent

4.9 billion yen (YoY +24%)

•

Expansion of existing business and acquisition of large deal

Margin

→

GP

Medical

Margin: Low Scale: Up

•

Efficiency deprioritized in favor of rapid business expansion

Bricks&Mortar

Margin: High Scale: Down

•

Transaction scale-down due to counterparty risk

OP

Advertising expenses

310 million yen

•

PR activities of Macbee Planet led by PR Cloud Tech

Reversal of allowance for doubtful accounts

140 million yen

•

Continued collection of allowance for doubtful accounts

Other expenses

•

Lowered in proportion to net sales

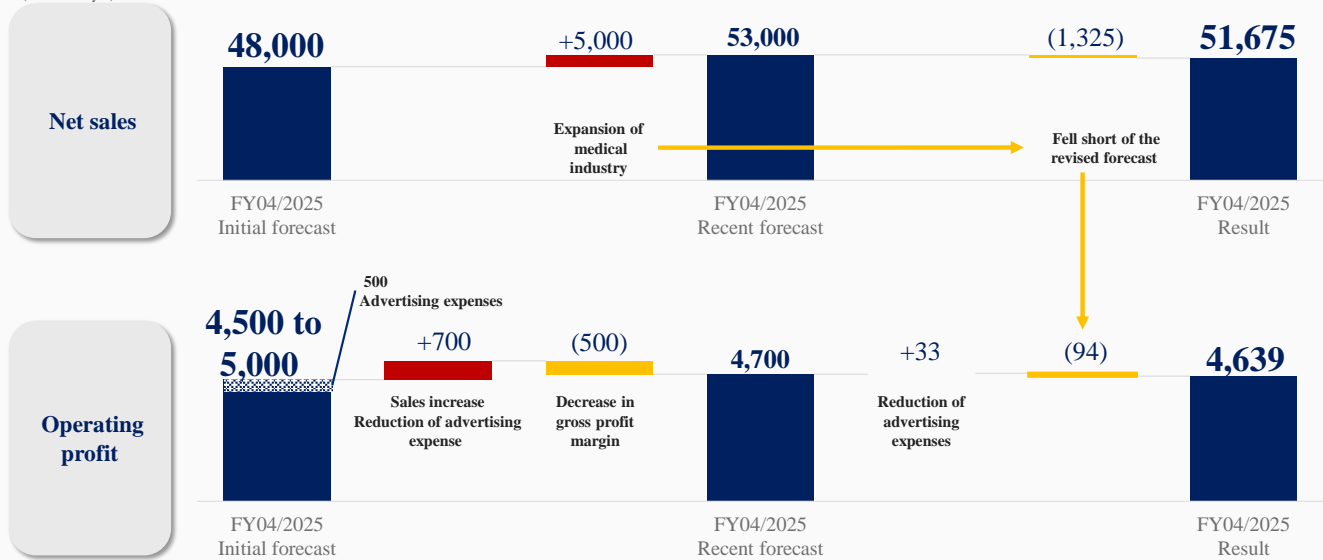
11

- I will now begin explaining the financial highlights of FY04/2025.
- Net sales and operating profit both grew by about 30% in the current fiscal year, both of which were record highs.
- The industry that contributed the most to sales growth was the medical industry, which continues to be aggressive in acquiring users. The investment industry and human talent industry also continued to grow steadily.
- Gross profit margin is trending downward due to low profit margins in industries that have expanded and high profit margins in industries that have shrunk. Operating profit margins remained flat due to a reversal of the allowance for doubtful accounts, despite an increase in advertising expenses.

Analysis of Differences between Forecasts and Results for FY04/2025

- Net sales were revised upward due to expansion in the medical industry, and OP range was removed based on expected advertising expenses.
However, a gap emerged in the outlook of the medical industry.

(Millions of yen)



- I would like to explain the difference between the results and forecasts for FY04/2025.
- As a result of focusing to expand the scale of our business in the medical industry, the sales in the medical industry have significantly exceeded the initial plan.
- Therefore, we revised our net sales forecast upward by 5 billion yen at the time of the announcement of Q3 FY04/2025 financial results.
- We also removed the range for the operating profit forecast due to the clearer view of advertising expenses, which we initially set the maximum of 500 million yen.
- However, sales in the medical industry did not reach our expectations at the time of the revision of the forecast. Therefore, although we assess that the financial results were generally favorable compared to our initial forecast, we did not meet the recent financial forecasts.

Financial Forecasts for FY04/2026

- Taking into account the fluctuation risk in some clients, net sales of 61.0 billion yen and operating profit of 5.60 billion yen are the forecasts for FY04/2026.

(Millions of yen)	FY2025	FY2026
	Results	Forecasts
Accounting Standards	J-GAAP	IFRS
Net sales*	51,675	61,000
(YoY)	+31%	+18%
Operating profit	4,644	5,600
(YoY)	+27%	-
Profit attributable to owners of parent	2,770	3,760
(YoY)	+22%	-
Profit per share**	195.85 yen	270.99 yen
Dividend per share	36.00 yen	55.00 yen

*IFRS: Revenue **IFRS: Basic profit per share

Net sales forecast assumptions

Existing clients by major industries

Finance	Investment	➡ Securities companies and cryptocurrency providers are expected to continue to grow
	Consumer Finance	➡ Consumer finance is expected to shrink but credit card is expected to grow
Wellness	Medical	➡ Assuming flat growth, although there is a possibility of an upturn
Human Talent		➡ Decline in Q1 due to reactionary decline, but increase after bottoming out in Q1
Other		➡ Increase in various apps.

New clients *In acquisition area

Small	➡	Large & growth potential	Monthly sales (Yen)	FY2025 Results	FY2026 Targets
			30 million or more	1	5
			10 million or more	4	16

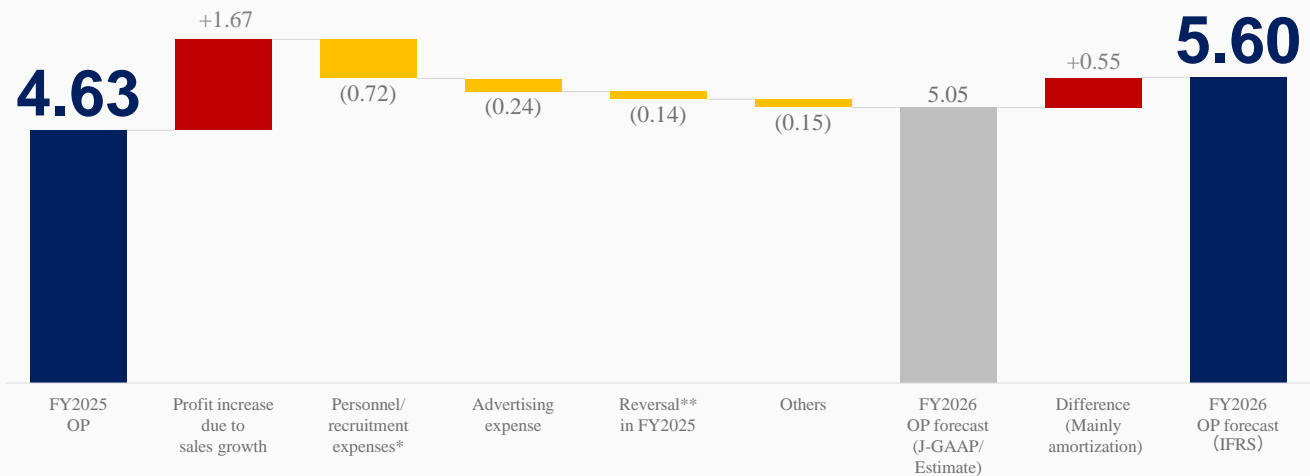
- Next, I will discuss the financial forecasts for FY04/2026.
- Net sales forecast is set at 61 billion yen, up 18% from the previous fiscal year, taking into account the client trend.
- Regarding the trend of existing clients by industries, we expect the investment industry, human talent industry, and other industries are expected to continue to grow, while the medical industry, which was the growth driver for the current fiscal year, remains flat.
- In terms of new client acquisition, we will focus our sales activities on acquiring larger clients or clients with potential growth.

Breakdown of Main Changes in Operating Profit Forecast for FY04/2026



- Operating profit is expected to continue rising due to business growth, which offset the increase in personnel/recruitment and advertising expenses.
- Operating profit will be positively impacted by the application of IFRS.

(Billions of yen)



*Including transfer of R&D expenses

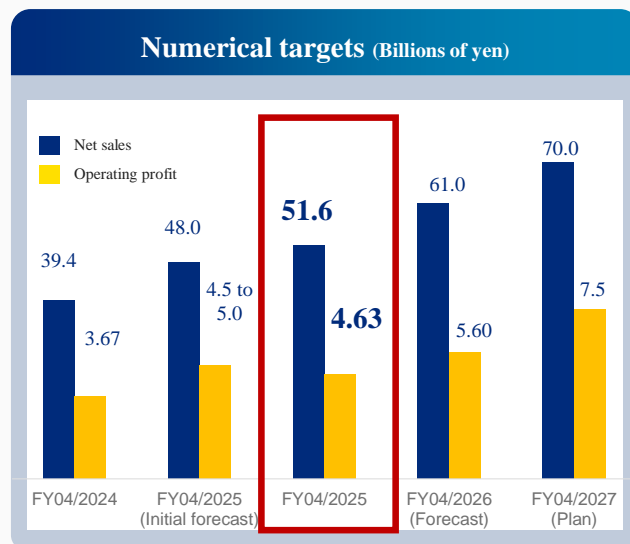
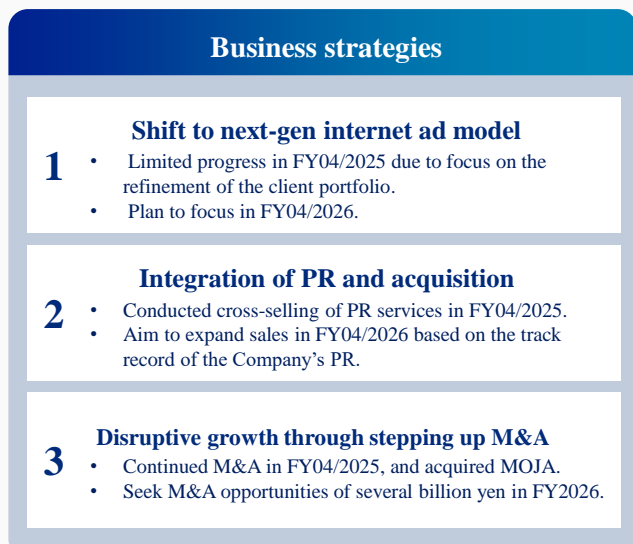
**Reversal of allowance for doubtful accounts

14

- The breakdown of the increase or decrease in the operating profit forecast is as stated.
- As for costs, personnel and recruiting and training expenses are expected to increase as the scale of the business expands, and advertising expenses are also expected to increase as the Company plans to conduct PR activities throughout the next fiscal year.
- On the other hand, operating profit is expected to increase by 420 million yen year-on-year, since the increase in profit driven by sales growth is expected to more than offset the increase in costs.
- In addition, we expect an additional 550 million yen in profit, mainly due to application of IFRS from the next fiscal year, under which periodic goodwill amortization expenses will no longer be incurred, resulting in the operating profit forecast of 5.6 billion yen for the next fiscal year on an IFRS basis.

Progress of the Mid-term Business Plan

- In FY04/2025, the Company achieved sales growth exceeding our initial plan.
- Since OP was within the range of the plan despite the sales growth, we need to improve OPM. We will work to enhance profitability by creating new customer touchpoints.



* Assumptions for FY2027 targets: 1. Based on J-GAAP, 2. Before deduction of advertising expenses, 3. Excludes large-scale M&A. IFRS figures used in FY04/2026 forecasts only.

15

- Next, I would like to talk about our medium-term business plan. In September 2024, we announced the plan and set three business strategies: "Shift to next-generation Internet ad model," "Integration of PR and acquisition," and "Stepping up M&A." We also set the numerical targets for FY04/ 2027.
- Progress in the first year against these goals exceeded the initial expectations. Since we were also able to shift our client portfolio and increase the number of large clients, we consider the first year a strong start.
- On the other hand, we recognize that improving profitability is an issue for achieving the numerical targets for FY04/2027. Therefore, as I mentioned in the beginning of the presentation, we will work on creating new consumer touchpoints and cross-sell services with high profit margins.
- M&A will be explained on the next page.

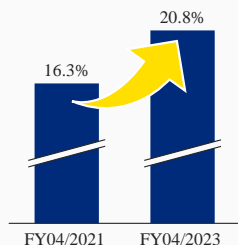
M&A Track Record

- Significant growth through M&A of companies with a high potential for synergy.
- Plan to continue M&A of companies that enhance the corporate value.

2021

α, inc

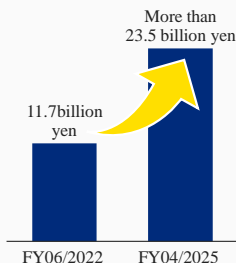
Acquired group of engineers.
Improved GPM by utilizing AI.



2023

NET MARKETING CO., LTD.

Acquired client base and marketing human resources.
Net sales doubled in 2 years.



2024

PR Cloud Tech

Acquired PR function. Increased attention from TV and Toyo Keizai through measures featuring the Company.



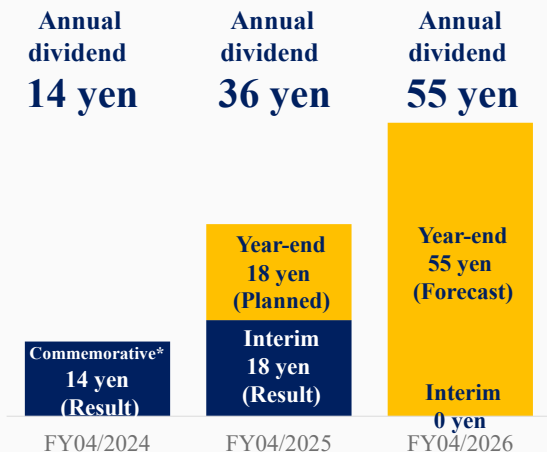
* Merged into MABEL In 2023. FY2023 figures are used to exclude the impact of gross profit margin fluctuations resulting from M&A of Net Marketing.

* After joining the group, Net Marketing changed its accounting standard and changed its name to All Ads.

16

- Looking back on our past M&A activities, we have achieved dramatic growth by targeting companies with a high potential of generating synergies.
- Alpha, an engineering organization, increased its gross profit margin by 4.5 points due to technologies developed by its engineers.
- Net Marketing (now All Ads) has doubled its sales in the two years since joining the Group.
- PR Cloud Tech has helped raise the Company's recognition by leading our PR measures, which led to a seminar in the Toyo Keizai and the publication of a book featuring the Company.
- As I explained earlier, MOJA, which operates a corporate channel on YouTube, joined the group in the beginning of FY04/2026, but we will also seek even larger, multi-billion yen M&A opportunities in FY04/2026 and onwards.

Dividend per share



*As the Company conducted a 1:4 stock split on June 1, 2024, the dividend amount is shown after taking the stock split into consideration. The dividend amount before the stock split was 56.00 yen.

Repurchase of treasury shares

FY2025

**Repurchase of
1.62 billion yen**

Will be used for compensation for executives and employees and for M&A

FY2026

Taking into account the level of treasury shares held, amount of cash and deposits and other, we will consider taking appropriate actions if the share price remains at a level deemed undervalued.

- Finally, I would like to discuss shareholder returns.
- First, I will explain about dividends.
- For the current fiscal year, we plan to pay a year-end dividend of 18 yen, resulting in an annual dividend of 36 yen.
- For the next fiscal year, we plan to increase the dividend by 19 yen to 55 yen at the end of FY04/2026.
- We also conducted the repurchase of treasury shares of 1.62 billion yen this fiscal year.
- Since we already own a certain amount of treasury shares, we will take into account the amount of treasury shares held, and cash and cash equivalents, and if the share price continues to be at a level that is considered undervalued, we will consider conducting share buybacks.
- This concludes my explanation. Thank you for your attention.

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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.

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