Q3 FY04/2026 Financial Results Presentation Material

March 12, 2026

Macbee Planet, Inc.

Stock code 7095

Summary

Q3 FY04/2026 Financial Highlights

- Revenue remains flat as stronger new client acquisition was offset by conditions of existing clients.
- OP and OPM declined significantly YoY due to lower gross profit and increased SG&A expenses.

Q3 FY04/2026 Financial Results (Cumulative)

(Unit: Millions of yen)

	Q3 FY2025 (Cumulative)	Q3 FY2026 (Cumulative)	YoY Change
Revenue	38,381	**37,691**	(2)%

	Q3 FY2025 (Cumulative)	Q3 FY2026 (Cumulative)	YoY Change
Operating profit	4,031	**2,606**	(35)%
Operating profit margin	10.5%	**6.9%**	(3.6)pt

Revenue

New client acquisition is expected to exceed last fiscal year but fall short of the plan. Existing clients saw YoY declines in revenue and gross profit due to individual circumstances of certain major clients.

New clients

The number of new clients exceeding 10 million yen/month

5→10 (21)

FY2025 Full-year → 9 months of FY2026 (Full-year plan)

Existing clients

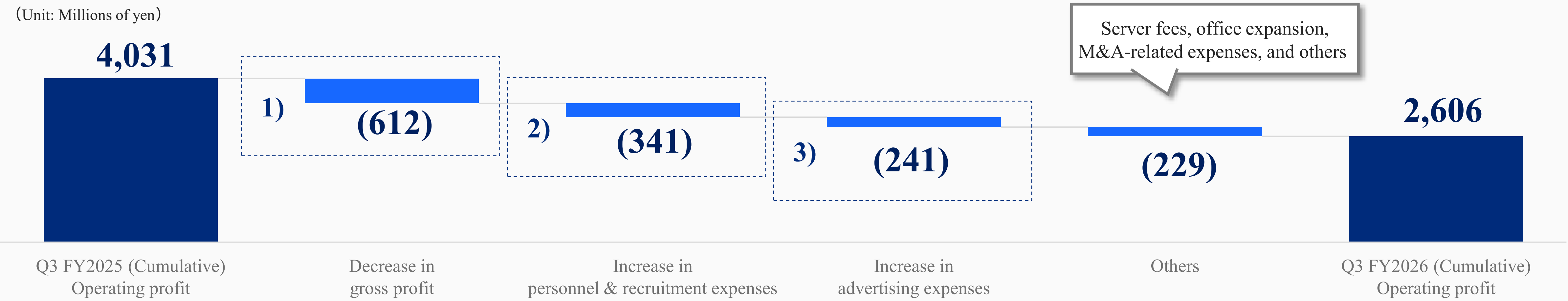
Investment	Ad restraint due to unauthorized access issues at securities companies (Recovering from Q3)
Lending	Rising media costs in lending and card industry (Partially offset by mitigation measures)
Medical	Ad unit price revision (Expected to continue from Q2 through full-year)

SG&A

Increased by 822 million yen YoY due to advertising expenses and personnel expenses
(Details on the next page)

Breakdown of Operating Profit Change

- **Decreased YoY due to lower gross profit and increased advertising expenses and personnel expenses.**
- **From Q4 onwards, AI utilization will be promoted while restraining hiring. Advertising expenses are also planned to be reduced.**



1) Gross profit

Factors behind the YoY decrease

【Q1】Falling GPM in the lending and card industry
【Q1 to Q2】Advertising restraints in the investment industry
【2Q onwards】Ad pricing review in the medical industry

Outlook

While the lending & card and investment industries show recovery trends, overall Q4 is expected to decline YoY due to the medical industry's impact.
However, Q4 is expected to recover QoQ.

2) Personnel & recruitment expenses

Factors behind the YoY increase

In addition to salary increases, advertising efforts attracted more high-quality candidates, leading to proactive hiring and a year-over-year increase in headcount (YoY +29 employees)

Outlook

Shifted to a policy of promoting AI utilization and curbing hiring for replaceable member tiers. Will continue hiring AI engineers and management-level positions

3) Advertising expenses

Factors behind the YoY increase

Implementation of awareness initiatives (e.g., taxi ads) utilizing PR Cloud Tech acquired through M&A
Reduced from 150 million yen in Q2 to 50 million yen in Q3

Outlook

Q4 is expected to be 70 million yen, down from 157 million yen in Q4 FY2025.
Having achieved a certain level of awareness expansion, annual budget for the next fiscal year will be about 300 million yen, down 170 million yen YoY.

The Company’s Current View on the Impact of Generative AI

While generative AI is changing the marketing environment, <u>the short-term impact on our financial results is minimal.</u>
We are analyzing the situation and preparing to convert it into medium-to-long-term growth opportunities.

1. Impact on the market environment

- The rapid spread of generative AI is transforming how users search and consume content.
  - ✓ Polarization of search behavior: “Simple research (information gathering)” is shifting to AI, leading to a decline in conventional search volume.
  - ✓ Impact on purchase decision-making process: Conversely, demand remains high for search used for "purchase decision-making process" and experience-based content via video and influencers, where substitution by AI remains partial and limited.

2. Impact on the Company’s business

- While “in-house operation” and “automation through AI adoption” of advertisements are progressing across the overall market, there is no significant short-term impact on the Company’s business. The recent impact on the business is primarily related to specific circumstances of certain major clients.
  - ✓ Impact of in-house operation: While AI is driving the trend toward in-house operations for traditional “commission-based operation,” the Company specializes in “performance-based fee” model services, making the impact minimal. We believe that as in-house operations advance, our expertise in achieving final performance point becomes increasingly valued. We are currently in a transitional period toward demand for AI-powered "performance-based fee" models.
  - ✓ Support of existing clients: Regarding the Company’s core area of approach to the purchasing decision-making layer, there is currently no significant impairment to our support activities for the clients.
  - ✓ The slowdown in revenue/profit growth is not due to generative AI, but rather the impact of individual circumstances of certain major clients.

3. The Company’s response strategies

- The Company is transforming the impact of generative AI from a threat into an opportunity, gradually advancing preparations for expanding "performance-based fee" marketing support and achieving medium-to-long-term growth by integrating marketing functions with AI.

Company Overview

Company Profile

Company overview	
Company name	Macbee Planet, Inc. (7095)　(URL:https://macbee-planet.com/ir/en/)
Established	August 25, 2015
Capital	2,635 million yen (as of end of April 2025)
Business description	Performance-based fee marketing
Head office address	3-11-11 Shibuya, Shibuya-ku, Tokyo
No. of employees	182 (as of end of April 2025)

History	
Aug 2015	Established Macbee Planet
Mar 2020	Listed on Mothers section (current Growth section) of the Tokyo Stock Exchange
Aug 2021	Made Alpha a wholly-owned subsidiary
Mar 2023	Made Net Marketing (current All Ads) a wholly-owned subsidiary
Nov 2023	Macbee Planet became holding company (with MAVEL the operating company)
May 2024	Made PR Cloud Tech a wholly-owned subsidiary
July 2024	Listed on Prime section of the Tokyo Stock Exchange
May 2025	Made MOJA a wholly-owned subsidiary

Change all marketing into performance-based fee

Business Overview

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

Data	Technologies	Consulting
Data accumulated since the establishment of the Company	Technologies for integrated data utilization	Consulting with a focus on ROI

Data × Technologies × Consulting

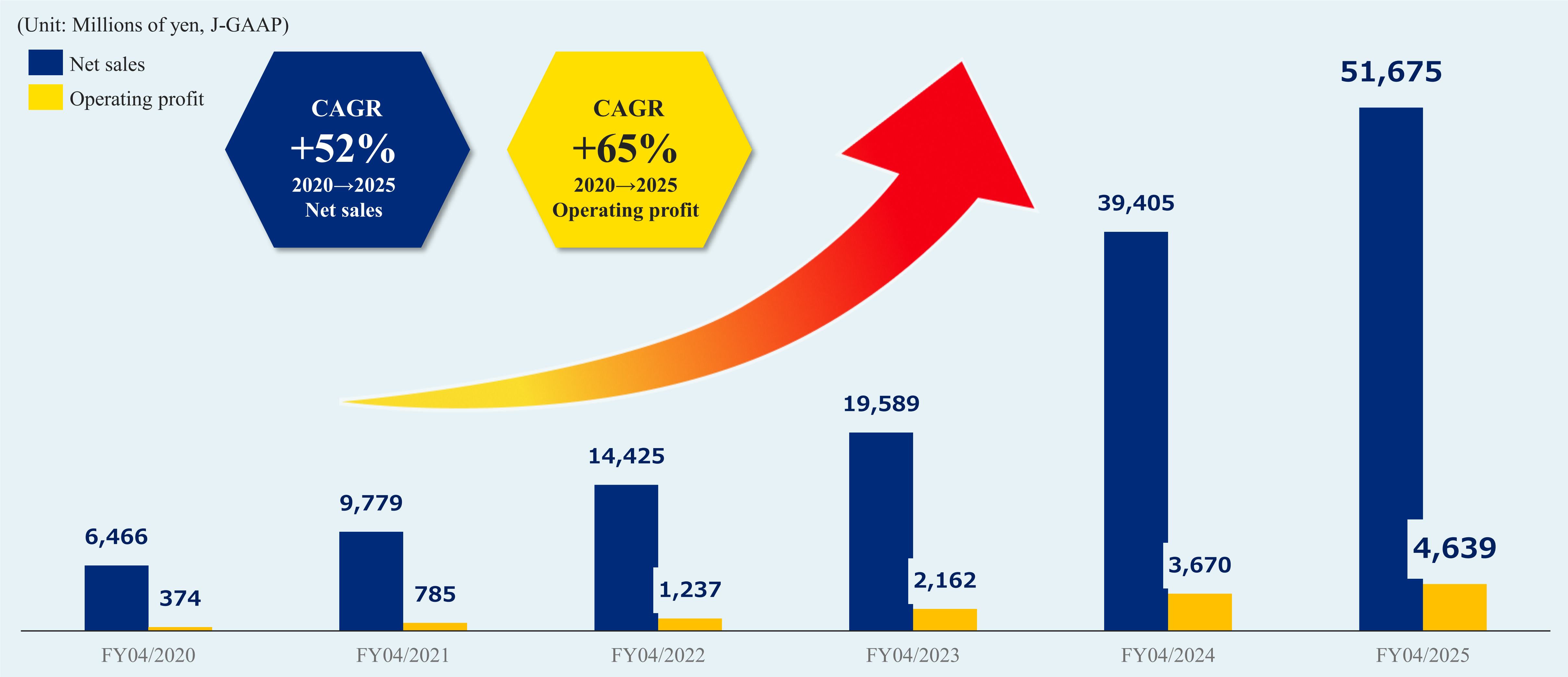
Macbee Planet

- Marketing strategy planning
- Initiative review
- Execution/Improvement

Provided under **performance-based fee model** → **Clients**

Business Growth

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

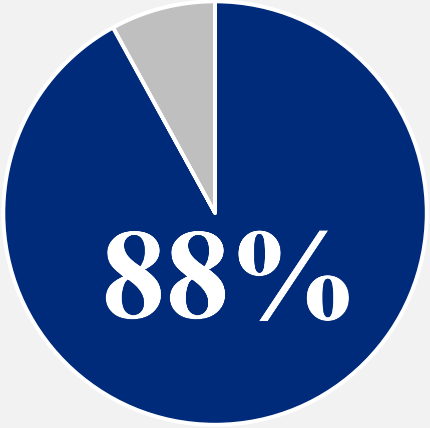


Background of Business Growth

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

High retention rate

Long-term retention rate of top clients*



High cost-effectiveness (LTV>Cost of advertisement)

- Data accumulation and analysis
- Creation of new customer touchpoints
- Provision of ancillary services such as PR

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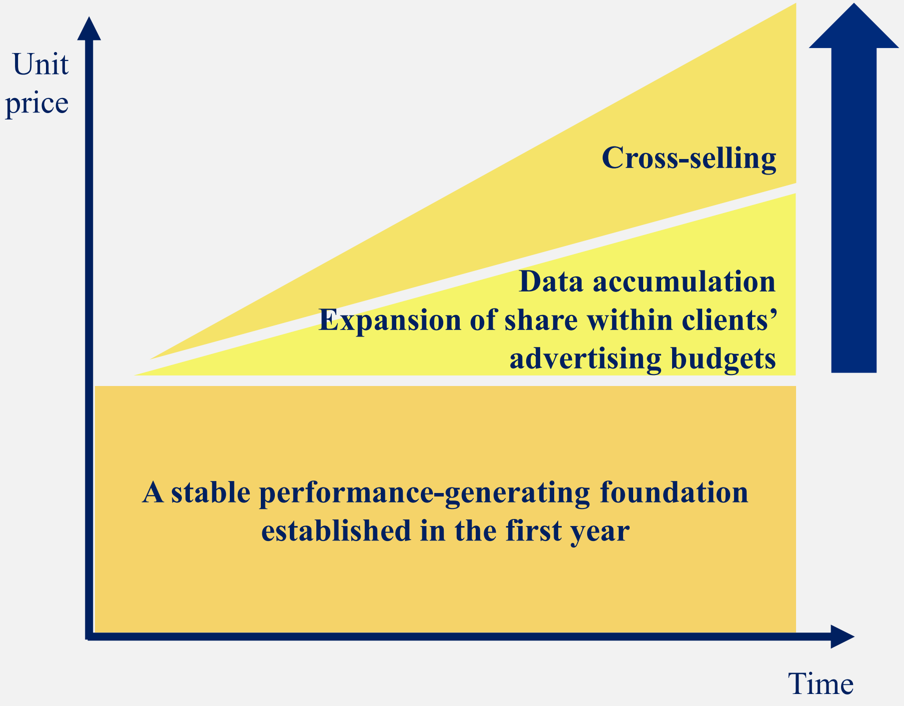
Unit price enhancement



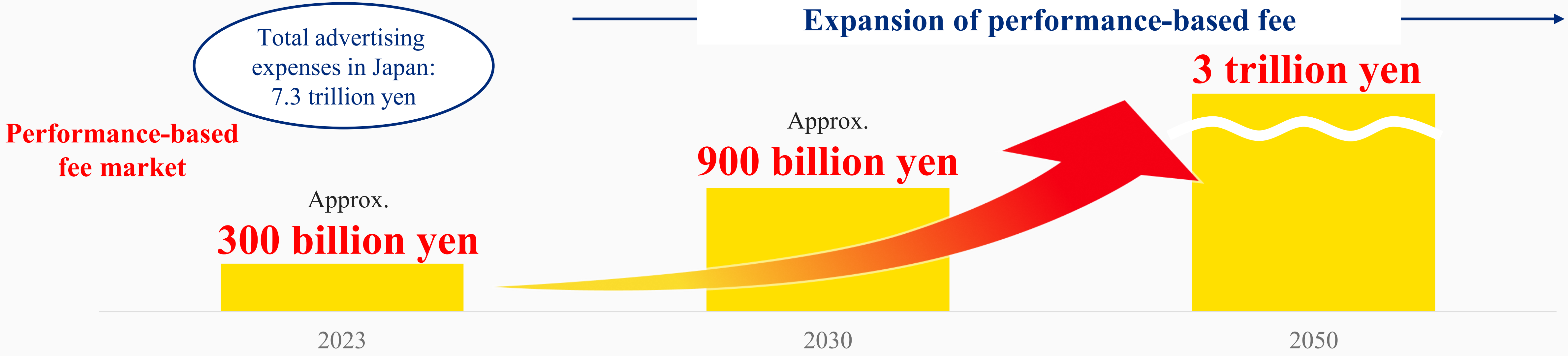
*Retention rate at the end of April 2025 among the top 20 clients for each fiscal year after being listed (FY2020 to FY2025)

Outlook for the Performance-Based Fee Market

- **Currently, fixed-fee and commission-based fee are major in the advertising market.**
- **Moving to performance-based fee era which is low-risk for clients.**

2020s	2030s	2050s
The era of fixed-fee/ commission-based fee	Growth phase for performance-based fee	The era of performance-based fee

Expansion of performance-based fee →



Macbee Planet net sales

2023	2030	2050
51.6 billion yen* (Approx. 15% share)	**140 billion yen** (If the share is 15%)	**600 billion yen** (If the share is 20%)

*FY2025 Net sales

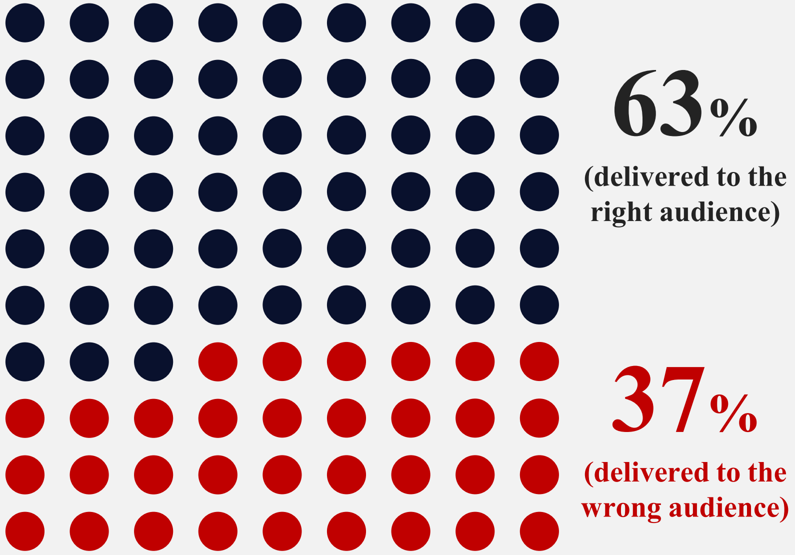
Source: The 2023 data is calculated by our company based on Dentsu's "Advertising Expenditures in Japan".
Figures of the performance-based fee market for 2030 onwards are based on the Company's estimates.

Reasons for Performance-Based Market Growth (A)

- **Digital advertising budgets have been squandered on targets that will never become customers. "Performance-based fee" era will eliminate these wastes.**

Challenges in the internet ad industry

Nearly 40% of digital ad budgets are wasted on the wrong audience, leaving ample scope for ROI improvement



Source: Nielsen Digital Ad Ratings, U.S. Benchmarks Report – Q2 2019-Q1 2020

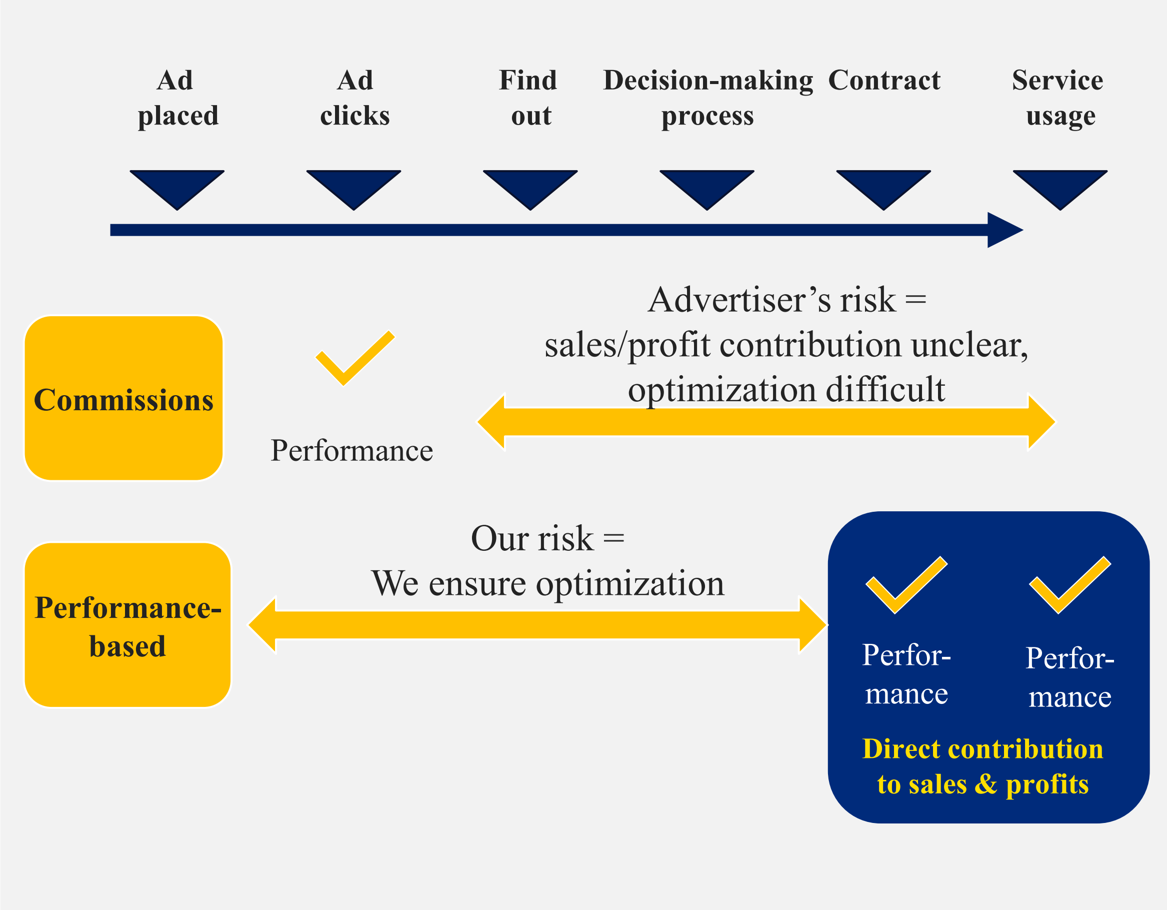
Trends toward reducing waste as much as possible will

lead to an era of "Performance-based fee"

Reasons for Performance-Based Market Growth (B)

■ "Performance-based fee" is rapidly expanding in the marketing service industry.

"Performance-based fee model" with low risks and high efficiency



Various marketing services turning to performance-based fee model

Appendix

Quarterly Sales Composition Ratio by Industry

	FY04/2025								FY04/2026					
	Q1		Q2		Q3		Q4		Q1		Q2		Q3	
(Unit: Millions of yen)	Revenue	Percentage	Revenue	Share	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage
Revenue	11,560	100%	13,290	100%	13,530	100%	13,293	100%	12,780	100%	12,499	100%	12,411	100%
Finance	5,161	45%	5,630	42%	5,272	39%	5,546	42%	4,609	36%	4,952	40%	5,088	41%
Investment	3,016	26%	3,149	24%	3,373	25%	3,640	27%	3,249	25%	3,234	26%	3,237	26%
Lending & Card	1,276	11%	1,606	12%	1,332	10%	1,424	11%	867	7%	1,168	9%	1,192	10%
Other (Finance)	867	8%	873	7%	565	4%	481	4%	493	4%	549	4%	658	5%
Wellness	4,352	38%	5,015	38%	5,017	37%	4,073	31%	5,022	39%	4,514	36%	3,710	30%
Medical	3,393	29%	4,426	33%	4,384	32%	3,558	27%	4,558	36%	3,992	32%	3,144	25%
Bricks & Mortar	758	7%	376	3%	302	2%	386	3%	340	3%	310	2%	323	3%
Other (Wellness)	200	2%	212	2%	330	2%	129	1%	123	1%	210	2%	242	2%
Human Talent	1,003	9%	998	8%	1,299	10%	1,674	13%	1,311	10%	1,194	10%	1,180	10%
Other	1,043	9%	1,646	12%	1,941	14%	1,998	15%	1,836	14%	1,838	15%	2,432	20%

Note: The category names have been changed from "Consumer Finance" to "Lending & Card" and from "EC" to "Other (Wellness)". The order has also been changed based on scale.

Industry Classification

Finance	Investment	Securities company, FX/cryptocurrency, Real estate investment
	Lending & Card	Card loans, Home loans, Credit cards
	Other (Financial)	Insurance, E-Money, and others
Wellness	Medical	Online medical consultations, Medical institutions (Beauty and others)
	Bricks & Mortar	Esthetics/salons, Gyms
	Other (Wellness)	Food/beverages, Cosmetics, and others
Human Talent	Human Talent	Staffing/recruitment agencies, Online educations
Other	Other	Lawyer, Apps, Games, Telecommunications, Real estate, and others

Note: To ensure consistency with included clients, the following name changes have been made:
- "Consumer Finance" ⇒ "Lending & Card" Reason for the change: Includes clients beyond consumer finance
- "EC" ⇒ "Other (Wellness)" Reason for the change: Includes clients outside of EC

Additionally, the order has been adjusted based on scale.

Quarterly Financial Results Trends

(Unit: Millions of yen)	FY04/2025								FY04/2026		
	Q1		Q2		Q3		Q4		Q1	Q2	Q3
	IFRS	J-GAAP	IFRS	J-GAAP	IFRS	J-GAAP	IFRS	J-GAAP	IFRS	IFRS	IFRS
Net sales	**11,560**	11,560	**13,290**	13,290	**13,530**	13,530	**13,293**	13,293	**12,780**	**12,499**	**12,411**
(YoY)	**+26.1%**	+26.1%	**+33.6%**	+33.6%	**+36.3%**	+36.3%	**+28.3%**	+28.3%	**+10.6%**	**(6.0)%**	**(8.3)%**
Gross profit	**2,248**	2,248	**2,289**	2,289	**2,416**	2,416	**2,282**	2,282	**2,082**	**2,169**	**2,090**
(YoY)	**+15.3%**	+15.3%	**+24.7%**	+24.7%	**+24.2%**	+24.2%	**+2.8%**	+2.8%	**(7.4)%**	**(5.2)%**	**(13.5)%**
(Gross profit margin)	**19.4%**	19.4%	**17.2%**	17.2%	**17.9%**	17.9%	**17.2%**	17.2%	**16.3%**	**17.4%**	**16.8%**
SG&A expenses	**966**	1,072	**857**	999	**1,094**	1,252	**1,122**	1,272	**1,329**	**1,254**	**1,157**
Personnel expenses	**396**	390	**414**	421	**438**	448	**407**	422	**516**	**525**	**513**
Advertising expenses	**26**	26	**8**	8	**126**	126	**156**	156	**196**	**153**	**52**
Recruitment & training expenses	**26**	26	**16**	16	**27**	27	**47**	47	**43**	**31**	**30**
R & D expenses	**41**	41	**31**	31	**68**	68	**127**	127	**42**	**41**	**47**
Other expenses	**477**	588	**388**	521	**433**	580	**383**	518	**530**	**501**	**513**
Other revenue/expenses	**0**	—	**(3)**	—	**0**	—	**(19)**	—	**1**	**6**	**(2)**
Operating profit	**1,281**	1,175	**1,428**	1,289	**1,321**	1,164	**1,140**	1,009	**754**	**921**	**930**
(YoY)	**—**	+17.6%	**—**	+28.9%	**—**	(2.1)%	**—**	+109.6%	**(41.1)%**	**(35.5)%**	**(29.6)%**
(Operating profit margin)	**11.1%**	10.2%	**10.7%**	9.7%	**9.8%**	8.6%	**8.6%**	7.6%	**5.9%**	**7.4%**	**7.5%**

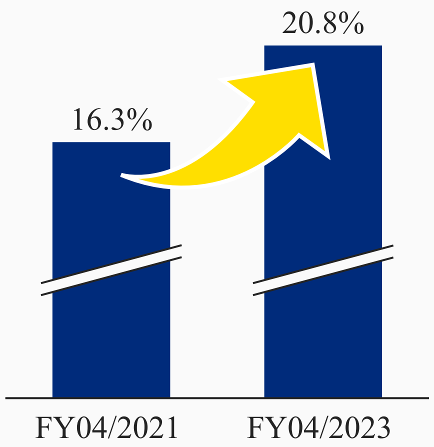
M&A Track Record

- 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 → **2023** → **2024**

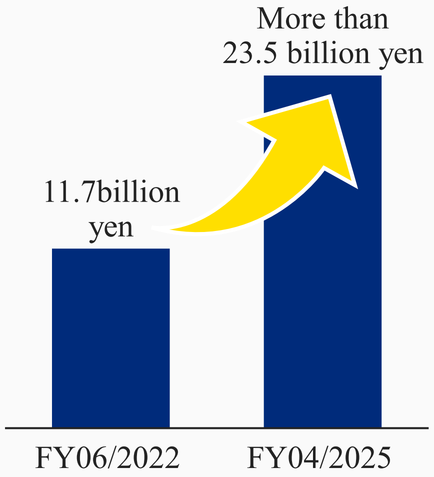
2021: α, inc

**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.**



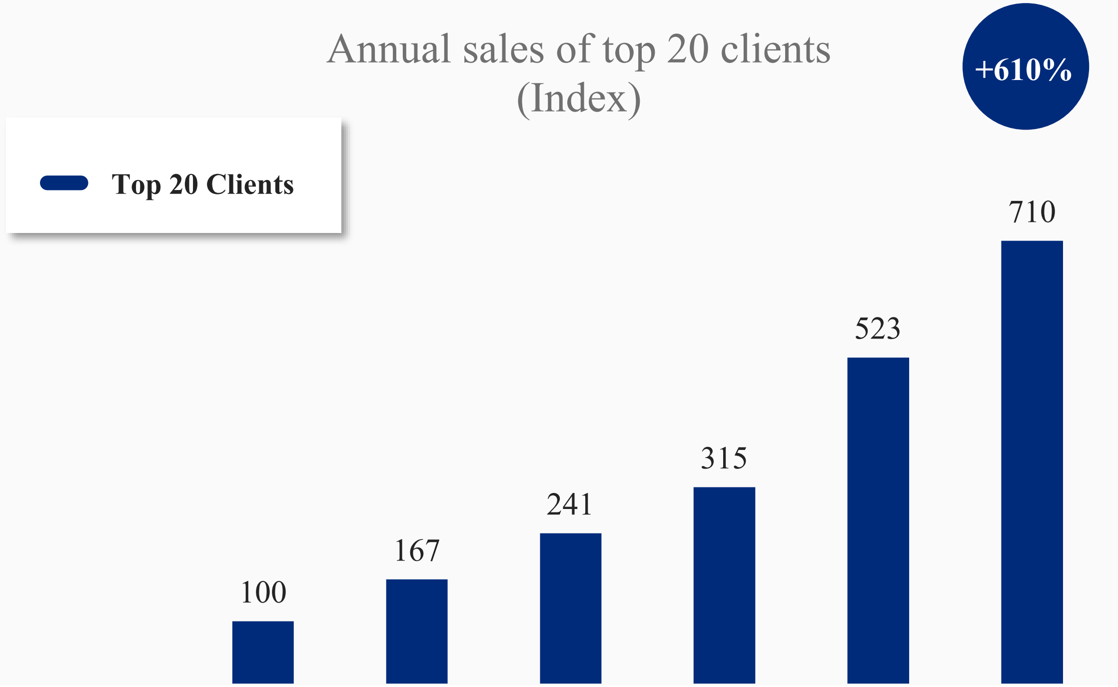
2024: PR Cloud Tech

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

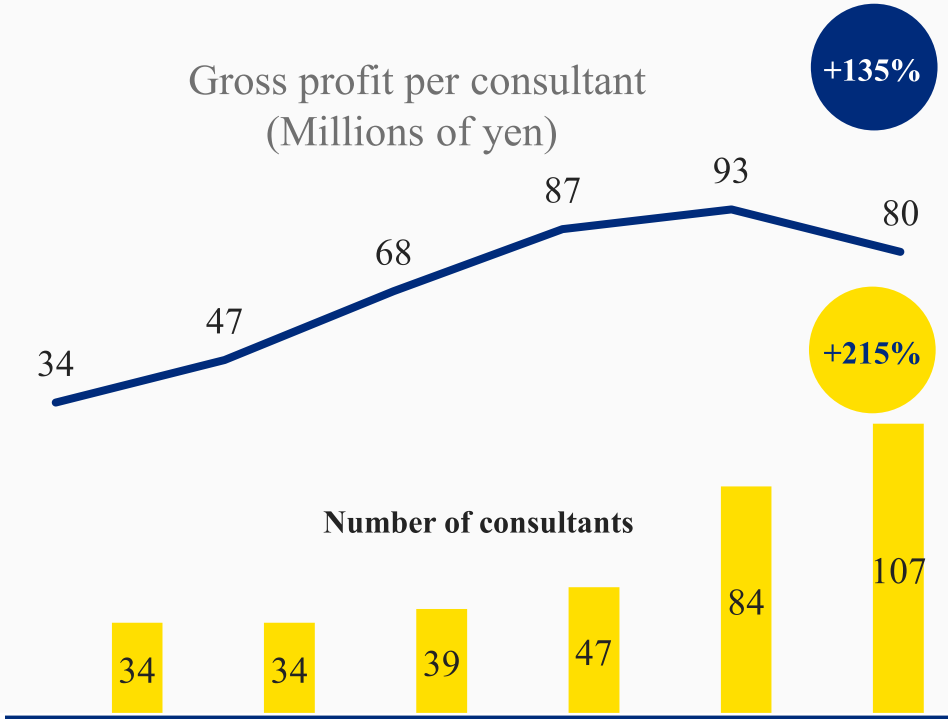
* Merged into MAVEL In 2023. FY2023 figures are used to exclude the impact of gross profit margin fluctuations resulting from M&A of Net Marketing.

*After joining the group, Net Marketing changed its fiscal year end and changed its name to All Ads.

Productivity



	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Top 20 Annual sales	100	167	241	315	523	710
Top 20 share	Around 70%	Around 80%	Around 80%	Around 70%	Around 70%	Around 70%



	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of consultants	34	34	39	47	84	107
Gross profit per consultant	34	47	68	87	93	80

*Annual sales of top 20 clients as of FY04/2020 are indexed and set at 100.
New clients are excluded, as some cases in group companies do not generate recurring revenue.

* From FY2024 onward, figures are aggregated based on LTV Marketing business indicators (the number of consultants and gross profit).

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

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