

Q3 FY04/2026 Financial Results Presentation Material

March 12, 2026

[Macbee Planet, Inc.](#)

Stock code 7095



- My name is Chiba, the Representative Director and President of Macbee Planet, Inc
- Today, I would like to explain our business based on the “Q3 FY04/2026 Financial Results Presentation Material.”

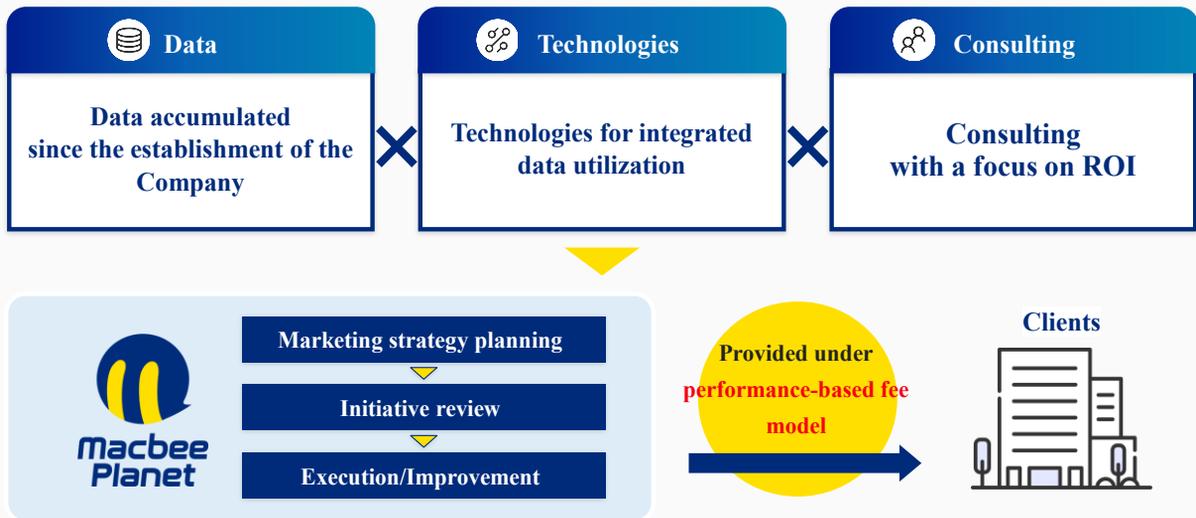
Company overview	
Company name	Macbee Planet, Inc. (7095) (URL: https://macbee-planet.com/ir/en/)
Established	August 25, 2015
Capital	2,635 million yen (as of end of April 2025)
Business description	Performance-based fee marketing
Head office address	3-11-11 Shibuya, Shibuya-ku, Tokyo
No. of employees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

- First, let me explain our company's history.
- Macbee Planet, Inc. was established in 2015, listed on the former Mothers market in 2020, and transitioned to the Prime market in 2024.
- Following the listing, we have actively pursued M&A to strengthen our business.

Business Overview

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



- Next, let me introduce our business.
- We provide performance-based fee marketing services.
- Unlike fixed fee models where costs are incurred regardless of results, or commission-based models where fees are charged per ad click, performance-based fee model only receives compensation when directly linked to client revenue, such as at contract signing or service commencement.
- There are three source of our competitive strength that support performance-based fee marketing :
 - 1) the data base accumulated over the many years,
 - 2) the technologies for comprehensively utilizing the data, and
 - 3) the ability to make proposals that optimize marketing ROI.
- By combining these strengths, we are able to provide marketing support while bearing the risk.

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.

(Unit: Millions of yen, J-GAAP)

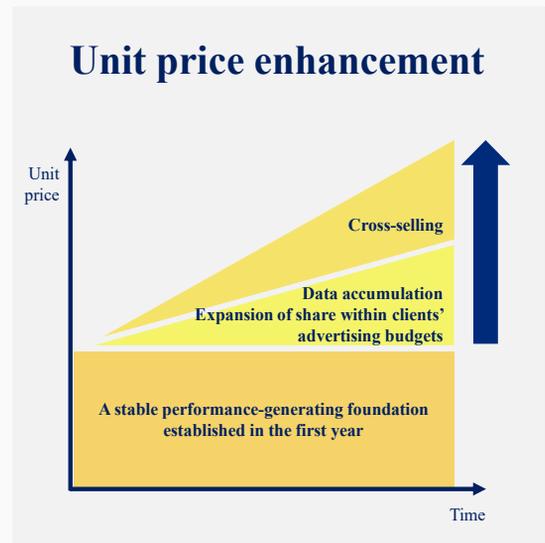
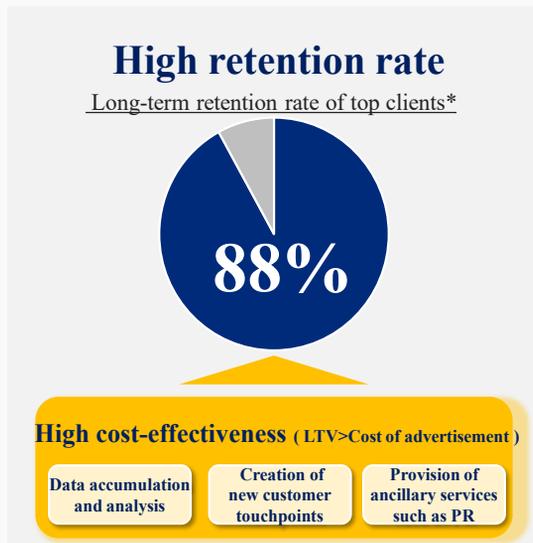


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- Performance-based fee marketing is low-risk and cost-effective for advertisers and has been highly evaluated by many clients, leading to a steady increase in the number of clients and deals.
- As a result, after being listed in 2020, net sales has 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.



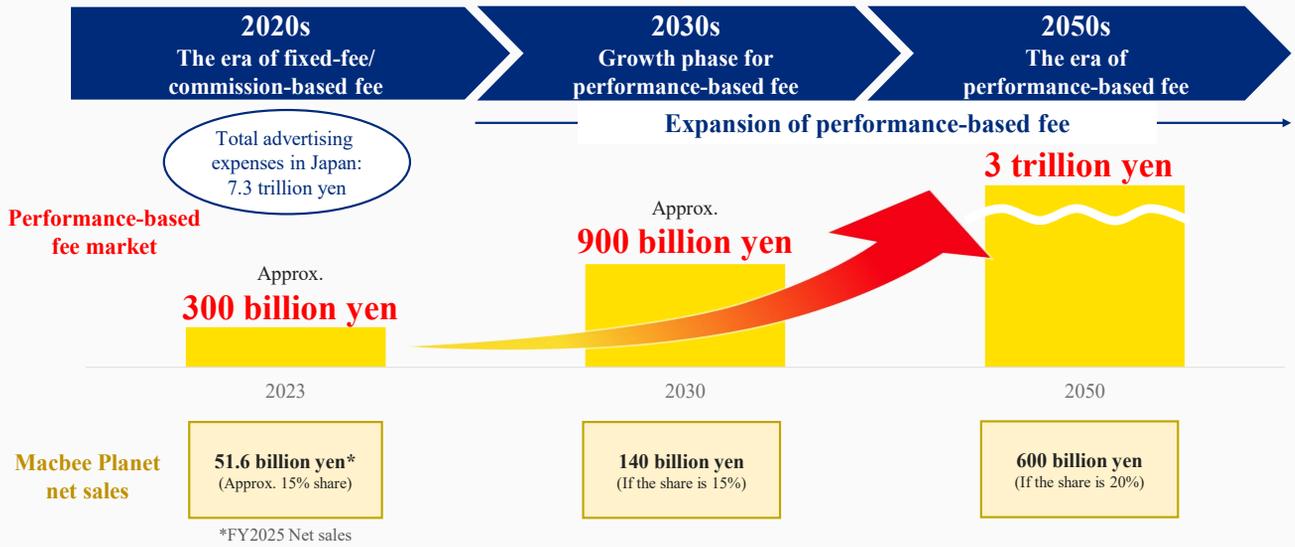
*Retention rate at the end of April 2025 among the top 20 clients for each fiscal year after being listed (FY2020 to FY2025)

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- I would like to add the background on how we have achieved such rapid growth.
- The main reason is 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. This led to the high retention rate of 88%.
- Furthermore, based on the outcome of these efforts, the unit price increases as clients entrust us with larger advertising budgets and ancillary services such as PR services are added.
- 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-fee and commission-based fee are major in the advertising market.
- 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.

- Next, 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 the market, we aim to accelerate net sales growth.

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

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)

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

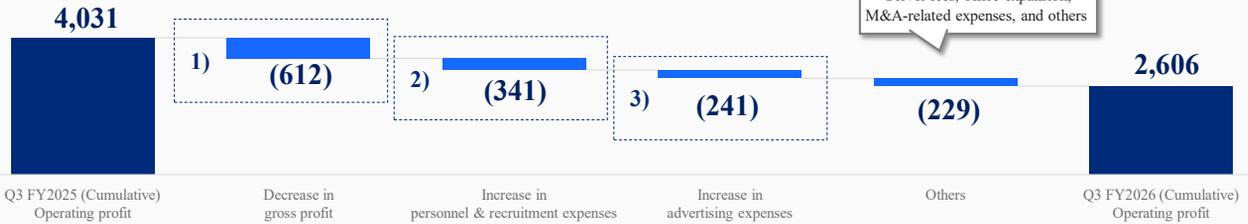
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- Next, I will explain the financial highlights for the first nine months of FY04/2026.
- Revenue slightly decreased year-on-year due to the impact of changes in the business environments surrounding the existing major clients, despite acquiring new clients at a pace exceeding the previous period.
- Regarding the situation of existing major clients, advertising spending in investment industry was restrained due to unauthorized access issues, which bottomed out in the second quarter and is currently recovering. Also, the impact of rising media costs due to increased advertising spending by other media companies in the lending and card industry has been partially offset by mitigation measures. On the other hand, the impact of the revision of ad unit price in the medical industry conducted in the second quarter is expected to continue throughout the current fiscal year.
- Combined with increased SG&A expenses, it resulted in a significant decline in operating profit.
- The factors behind the year-on-year decrease in operating profit are explained on the following slide.

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.

(Unit: Millions of yen)



1) Gross profit	2) Personnel & recruitment expenses	3) Advertising expenses
<p><u>Factors behind the YoY decrease</u></p> <p>【Q1】 Falling GPM in the lending and card industry 【Q1 to Q2】 Advertising restraints in the investment industry 【Q2 onwards】 Ad pricing review in the medical industry</p> <p><u>Outlook</u></p> <p>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.</p>	<p><u>Factors behind the YoY increase</u></p> <p>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)</p> <p><u>Outlook</u></p> <p>Shifted to a policy of promoting AI utilization and curbing hiring for replaceable member tiers. Will continue hiring AI engineers and management-level positions</p>	<p><u>Factors behind the YoY increase</u></p> <p>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</p> <p><u>Outlook</u></p> <p>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.</p>

- The graph shows the breakdown of the year-on-year change in operating profit.
- First, gross profit decreased due to the factors mentioned earlier: declining gross profit margin in the lending and card industry, restrained advertising spending in the investment industry, and the impact of revised ad unit price in the medical industry.
- Regarding SG&A expenses, personnel and recruitment expenses increased. In addition to salary increase, headcount were also increased by nearly 30, driven by a rise in applications from high-quality candidates due to advertising effectiveness.
- Advertising expenses also increased. Specifically, we implemented awareness-building measures such as taxi ads to expand our exposure. As awareness has been improving to a certain level, advertising expenses are restrained from the third quarter. We also plan to further reduce them year-on-year in the next fiscal year.

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



While generative AI is changing the marketing environment, the short-term impact on our financial results is minimal. 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.

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- Next, I will explain our current view on the impact of generative AI. While generative AI is changing the marketing environment, the short-term impact on our financial results is minimal.
- First, regarding the market environment, user behavior is changing due to the rise of generative AI. Simple research tasks are now completed through interactions with generative AI, leading to a decline in Google searches.
- However, our primary domain of "purchase decision-making process" differs from the "information gathering" domain. Demand remains high for searches involving decision-making and for experience-based content via videos and influencers, where substitution by AI currently remains partial and limited.
- Next, I will explain the impact on our business. There is concern that "progress in in-house ad operation will make marketing support companies unnecessary." However, we believe the "commission-based agency" business model is more susceptible to in-house adoption via AI.
- However, even if such commission-based in-house operations advance, achieving final performance remains challenging. This highlights our expertise and suggests we may be entering a transition period where demand shifts toward performance-based fee models.
- We also receive questions asking if the slowdown in the Company's growth is due to the impact of AI. However, the recent changes in our business results are solely due to individual circumstances of major clients and are not attributable to AI.
- Our response is to leverage the changes driven by AI not only to expand our "performance-based fee" marketing support service, but also to progressively prepare for mid-to-long-term growth by integrating marketing functions with AI.

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 environments 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.

The document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Contact Information: Macbee Planet, Inc. IR Group (MAIL:IR@macbee.co.jp)

- We will provide further details regarding our future strategies and specific initiatives in conjunction with our full-year financial results announcement.
- Our performance-based fee marketing and competitive advantages remain unchanged. We are exploring measures to continue achieving high growth, and we appreciate your continued attention. Thank you for listening.