Q1 FY04/2027 Financial Results Presentation Material

Macbee Planet, Inc. (Stock code 7095)

September 10, 2026

Summary of Today's Presentation

This presentation covers the following topics.

1. Q1 FY04/27 Financial Highlights

- ✓ Results in line with the initial full-year plan
  - Revenue: 12,290 mn yen
  - Gross profit: 2,085 mn yen
  - Operating profit: 764 mn yen

2. New Management Structure

- ✓ Shoda appointed as Representative Director and President; founder Matsumoto supports him
- ✓ Management execution structure renewed
- ✓ A few subsidiaries become equity-method affiliates

3. Management Policy

- ✓ Continue to grow the core LTV Marketing business
- ✓ Invest core-business cash in new businesses and M&A

4. Group Reorganization

- ✓ All Ads and Smash become equity-method affiliates through share transfers
- ✓ Impacts on financial forecasts to be announced once determined

Upcoming Disclosures

- ■ Management strategy and key management metrics will be disclosed in December 2026 with the Q2 results
- ■ Revised financial forecasts will follow once the reorganization figures are set (dividend forecast unchanged)

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* The Company has adopted International Financial Reporting Standards (IFRS)

01 Q1 FY04/2027 Financial Results Highlights

Results in line with the initial plan

Q1 FY04/2027 Results Highlights

Revenue declined year on year in the first quarter, while gross profit and operating profit improved

Revenue	Gross profit	Operating profit	Profit attributable to owners of the parent	Basic earnings per share
12,290 million yen	**2,085** million yen	**764** million yen	**442** million yen	**35.53** yen
YoY (3.8)%	YoY +0.1%	YoY +1.3%	YoY (12.5)%	YoY (2.5)%
	Gross margin 17.0% (YoY +0.7pt)	**Operating margin** 6.2% (YoY +0.3pt)		

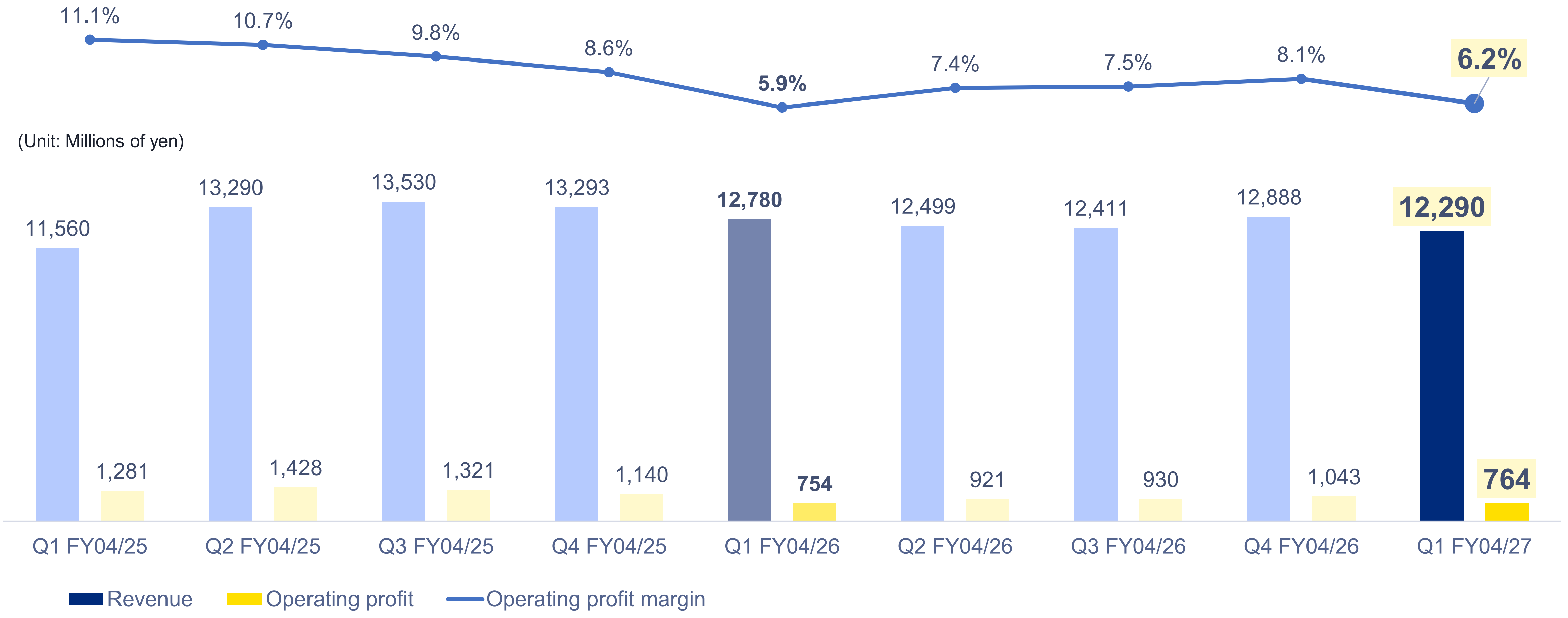
First quarter results were in line with the initial plan

Key points

1. Revenue declined, mainly reflecting a client-specific event at a major client in the previous fiscal year (a reduction in advertising unit prices for online medical care)
2. Gross profit rose slightly as the surge in media costs for loans and cards in the previous fiscal year subsided. Operating profit also increased as lower advertising expenses reduced SG&A expenses
3. Profit attributable to owners of the parent declined on a temporary difference in the tax rate, but was in line with the initial plan. The decline in EPS was limited, reflecting the repurchase of treasury shares in the previous fiscal year

Quarterly Results Trends

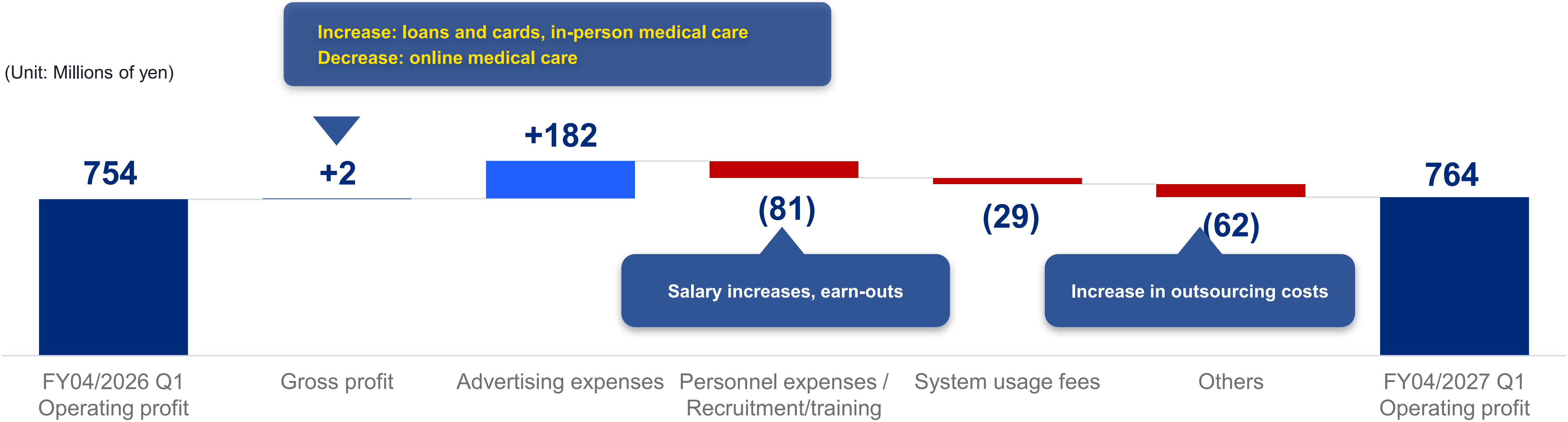
Results declined from the fourth quarter, mainly reflecting the end of the peak season in the staffing industry, while both operating profit and the operating profit margin improved year on year



Changes in Operating Profit

Gross profit was broadly flat overall, with increases and decreases by industry. Operating profit improved as advertising expenses were reduced

(Unit: Millions of yen)



Key points

1. Gross profit was broadly flat overall, with increases and decreases by industry
2. Lower advertising expenses offset higher other expenses, and SG&A expenses decreased year on year

Overview by Industry

Trends varied by industry, but overall results were broadly in line with the assumptions at the time of the full-year results announcement

(Unit: Millions of yen)	Q1 FY04/26	Q1 FY04/27	YoY	Business conditions
Finance	4,609	5,460	18.5%	
Securities	1,766	1,840	4.2%	Mid-sized firms steady; a major firm's sales channel changed from partway through Q1
FX and crypto assets	1,397	926	(33.7)%	Decreased as the cooling crypto asset market was a headwind
Loans and cards	867	1,869	115.6%	Rose sharply as media cost inflation subsided and acquisition was temporarily stepped up
Others	577	824	42.8%	Rose sharply on growth in insurance clients
Wellness	5,022	3,624	(27.8)%	
Online medical care	3,933	2,011	(48.9)%	Fell sharply, as Q1 of the previous year preceded the advertising price revision
In-person medical care	761	1,117	46.8%	Rose sharply on favorable market conditions
Others	327	495	51.4%	Rose sharply on strong beauty salon clients
Staffing	1,311	1,207	(7.9)%	Declined, as distance learning clients have cut advertising since Q2 of the previous year
Others	1,836	1,997	8.8%	Rose, as growth in areas such as apps offset lower advertising in professional services

Financial Position

Financial soundness remained high after the dividend payment. Borrowing capacity is also available, leaving room to execute growth investments such as large-scale M&A

(Unit: Millions of yen)	As of end of FY04/26	As of end of Q1 FY04/27	Change	Notes
Current assets	16,571	16,067	(504)	
Cash and cash equivalents	7,311	6,294	(1,016)	Dividends paid (657), other financial assets (500)
Non-current assets	7,520	7,397	(122)	Other financial assets (267), deferred tax assets +95
Goodwill	3,930	3,930	0	
Total assets	24,091	23,465	(626)	
Current liabilities	8,536	8,189	(347)	Short-term borrowings (276), trade and other payables (216), other current liabilities +117
Non-current liabilities	2,863	2,978	115	Long-term borrowings +66
Total liabilities	11,400	11,167	(232)	
Equity attributable to owners of the parent	12,614	12,221	(393)	Retained earnings (235) (profit +442, dividends paid (685), others +7)
Non-controlling interests	76	76	(0)	
Total equity	12,691	12,297	(394)	
Total liabilities and equity	24,091	23,465	(626)	

Interest-bearing debt	4,426	4,233	(192)	Interest-bearing debt shrank as short-term borrowings were repaid
Net cash	2,884	2,061	(823)	Cash and deposits substantially exceed interest-bearing debt
Net D/E ratio (times)	(0.23)	(0.17)	0.06	Ample borrowing capacity remains

02 New Management Structure

A thorough renewal to the structure best suited to driving the business forward

New Management Team

**Shoda takes charge of top management decision-making, with Matsumoto supporting him as Representative Director and Chairman.
The management execution structure has been thoroughly renewed to best suit driving the business forward**

Director

Representative Director and President
Hideyuki Shoda
New

Top management decision-making

Representative Director and Chairman
Masakazu Matsumoto
Change

Group-wide governance and oversight

Director
Tomohiro Chiba
Change

New Businesses
President, MAVEL, Inc.

Director
Hidemi Takahara
New

New Businesses

Executive Officer

Executive Officer
Yuta Harada
New

Business Strategy
President, MAVEL, Inc.

Executive Officer
Kenta Fujiwara
New

Business Strategy
President, Macbee X, Inc.

Executive Officer
Momoko Toyotake
New

Branding
President, MOJA, Inc.

Executive Officer
Yujiro Sugi
New

Corporate
President, Pretia Technologies, Inc.

New Group Structure

The Group is building an organization for accelerated growth through the group reorganization (the shift to equity-method affiliates is explained on p.20-23)

Macbee Planet

Consolidated subsidiaries

Company	Business
MAVEL	LTV Marketing
Macbee X	Integrated solution proposals
Macbee eight	Group CVC
Macbee Aime	Social media marketing
PR Cloud Tech	Strategic PR
AIVIA	3DCG ad delivery
MOJA	YouTube channel operation
Pretia	AR and AR advertising

Equity-method affiliates

NEW

Company	Business
AllAds inc.	LTV Marketing
Smash	Retention marketing

03 Management Policy

From a “marketing company” to a “company that starts with marketing”

Commitments of Hideyuki Shoda on His Appointment as Representative Director and President

"We built it, we scaled it - now we build it again": commitments to each stakeholder to lay the foundation for renewed growth

To our shareholders and investors
Your voices are a valuable guide for making the Company better. Under the new structure, we are committed to rebuilding the Company. We will respond sincerely to the points you raise and disclose our commitments and our progress carefully as we walk the path to renewed growth together with you.

As a first step, we will pursue the following four commitments

01 Reorganizing the Group	Optimize the group structure and build the foundation for renewed growth across the Group
02 Rebuilding governance	Conduct a full review of board effectiveness, compensation and internal controls, and rebuild a workable governance readiness that supports decisive decision-making
03 Optimizing AI and talent	Pursue efficiency through the use of AI while hiring and developing talent that AI cannot replace, to accelerate growth
04 Optimizing capital efficiency (cycle)	Invest the capital earned in the advertising business into new businesses, re-grow the existing businesses as well, and return the Group as a whole to a growth track

Representative Director and President

Hideyuki Shoda

Born September 24, 1986

Our Vision and the Evolution of Our Themes

Keep growing our core LTV Marketing business while extending the capabilities built there into new business areas

Vision

Become a world-leading company through innovative marketing

Founding - 2024

Establishing and spreading LTV Marketing

2024 - 2026

Change all marketing into performance-based fee

2026 -

Becoming a company that starts with marketing

Proposing a new concept — Founding - 2024

- Introduced performance-based fees and a focus on LTV as new options in the commission-based internet advertising industry
- Provided LTV Marketing, which predicts LTV and optimizes advertising ROI, on a performance-based fee model
- Built a competitive advantage through data, technology and consulting

Expanding performance-based fee marketing — 2024 - 2026

- Extended the model to other marketing methods, building on our track record of spreading performance-based fees in internet advertising
- Expanded into areas such as strategic PR and social media support through M&A

Driving the growth cycle with both existing and new businesses — 2026 -

- **Extend the performance-based fee model further to grow each area and lead the market**
- **Combine our existing strengths with capital to update LTV Marketing**
- **Create businesses through marketing and extend support beyond marketing through our network**

LTV Marketing, the Group's core business, will continue to drive growth, with new businesses built on top to accelerate growth across the Group

Management Policy 1: Growth cycle driven by existing and new businesses

A structure in which growth in existing businesses creates new businesses, and new businesses strengthen existing ones

Direction 1 Continue to update our core LTV Marketing business

LTV Marketing (core business)

- **01** Sharpen marketing capabilities
- **02** Deliver results for clients
- **03** More clients and higher revenue
- **04** Accumulate data and know-how

Direction 2 New businesses strengthen existing businesses

To expand

Create new businesses through marketing

Use our own consumer acquisition capability to grow M&A deals and new businesses rapidly

To expand

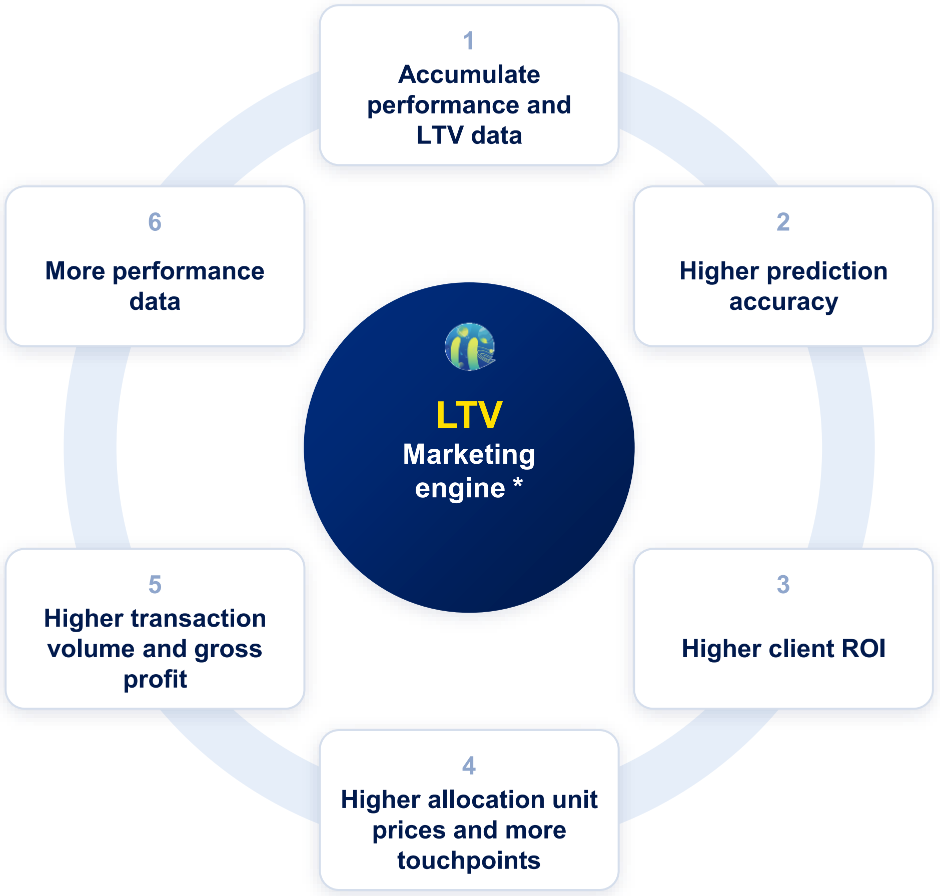
Support issues beyond marketing

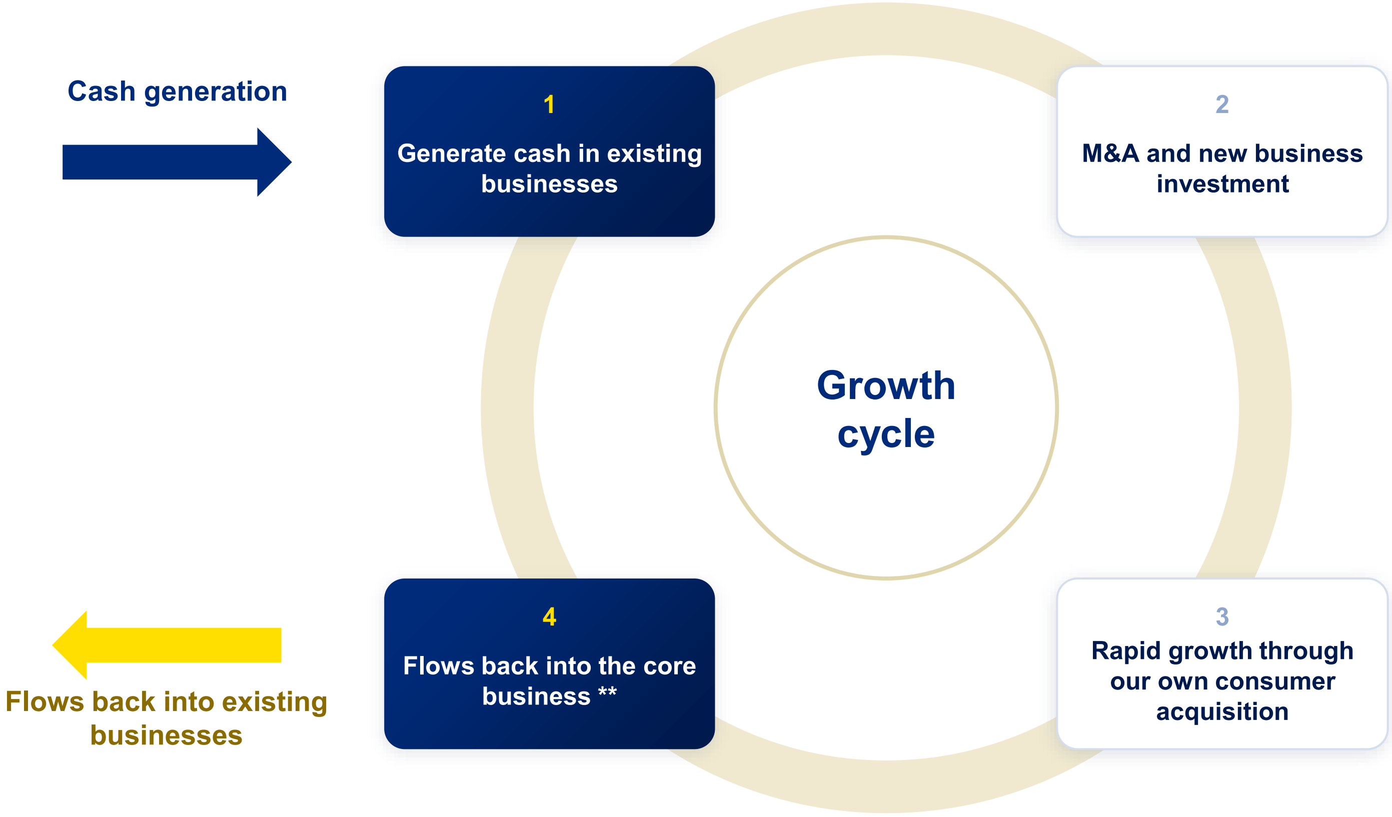
Turn new issues found through marketing support into businesses we run ourselves

Client base, data and know-how from new businesses flow back to core LTV Marketing

Management Policy 2: LTV Marketing engine powers the growth cycle

Cash generated by existing businesses funds new businesses and M&A, and the clients, know-how and data gained there flow back into the core business to accelerate growth





* LTV Marketing engine = the combination of Data, Technology and Consulting

** Accumulated clients, resources, networks, know-how, and data

Disclosure Roadmap

Specific management strategies and key management metrics are scheduled for disclosure in December 2026.
Revisions to the financial forecasts will be announced promptly once the impact is determined.

Today (Sep 10): Q1 FY04/2027 results

1. Management structure
2. Management policy
3. Group reorganization

December 2026: Q2 FY04/2027 results

1. Management strategy
2. Key management metrics

Revisions to financial and dividend forecasts

- Once the impact of the group reorganization is determined, we will promptly announce revised financial forecasts.
- No change to the dividend forecast is planned.

04 Group Reorganization

Building an organization geared for accelerated growth through the group reorganization

Group Reorganization: Overview

Transfers of shares in a few consolidated subsidiaries, moving to a new group structure that includes equity-method affiliates

Before reorganization

Consolidated subsidiaries:

MAVEL
PR Cloud Tech
Macbee X
AIVIA
macbee eight
MOJA
Macbee Aime
Pretia

AllAds inc.
Smash

After reorganization

Consolidated subsidiaries:

MAVEL
PR Cloud Tech
Macbee X
AIVIA
macbee eight
MOJA
Macbee Aime
Pretia

Equity-method affiliates:

AllAds inc.
Smash

Group Reorganization: Impact

Group transaction volume is expected to be maintained. The impact on the financial forecasts is under review and will be disclosed promptly once determined

Impact on financial results (*details under review)

	Before reorganization		After reorganization
Group transaction volume	Similar level to revenue	▶	Unchanged
Consolidated revenue (FY04/27 forecast)	51,000 million yen	▶	Under review
Consolidated operating profit (FY04/27 forecast)	3,000 million yen	▶	Under review
Consolidated operating profit margin (FY04/27 forecast)	5.9%	▶	Under review
Year-end dividend (FY04/27 dividend forecast)	55 yen	▶	Unchanged

Impact by industry (*details under review)

Finance	Wellness	Staffing and others
Securities Minor impact	Online medical care Impact expected	Staffing Impact expected
FX and crypto assets Impact expected	In-person medical care Impact expected	Others Minor impact
Loans and cards Minor impact	Others Minor impact	
Others Minor impact		

Impact on consolidated headcount *

* "Before" is headcount as of the end of April 2026;
"After" deducts the employees of the companies concerned.

All Ads, Inc. Becomes an Equity-Method Affiliate

By transferring shares of All Ads, Inc. to its officers, the company moves from a consolidated subsidiary to an equity-method affiliate

- **Given that All Ads calls for expertise and an approach that differ from our management policy, we concluded that expanding funds for growth investment while keeping capital relationship with the company and enabling its management to make agile decisions is the best choice for raising the Group's corporate value**
- **Maintaining the Group's No.1 position in performance-based fee advertising transaction volume keeps our advantageous position in the industry**
- **We will invest the proceeds in M&A and new businesses to establish a stronger market position and accelerate the Group's renewed growth**
- **All Ads leaves our consolidated group, and its officers, as owner-managers, focus on the company's own issues and commit to renewed growth**

* For details, please refer to the timely disclosure released today, "Notice Regarding the Transfer of Shares Resulting in a Change in a Consolidated Subsidiary"

Review Process and Governance

With governance secured from the outset, the Board of Directors deliberated several times before resolving to sell All Ads

Review item	Our assessment	Review process
Rationale for considering the sale	• Margins are trending down on factors specific to a major client; redeploying the capital into M&A and new businesses creates more value than keeping the business in the group • Group transaction volume is maintained, and the group reorganization under the new structure raises the level of management	• Legal counsel advised; the Board deliberated and received reports from June and resolved in September • Compared with alternatives to an MBO (keeping the current structure, renewing the management team)
Suitability of the buyer	• The company's own management, not another party, was judged the best buyer • They value the company appropriately and, as owner-managers, can focus on its management issues and pursue renewed growth • We keep over one third of the shares and stay involved via a shareholders' agreement	• Directors with an interest took no part in the deliberation or resolution (special interest); the Board approved it as a conflict-of-interest transaction • Information controls were set at the outset (June) to bar leaks outside the review team; we consulted closely with the independent officers (Audit and Supervisory Committee members and outside directors) at every stage
Fairness of price and terms	• Valuation by an external share valuation firm confirmed the transfer price is fair • We keep over one third of the shares, securing a position to block special resolutions on our own	• We engaged an external advisor on our own and ran the due diligence needed for the decision • The need for a shareholders' meeting resolution was judged on a book value basis

Course of Board deliberations, reports and resolution

- June: review started, framework established
- July: progress report and deliberation
- August: progress report and deliberation
- **September: resolution and disclosure**

Appendix

Company Overview, Business Overview and Data

Company Overview: Macbee Planet, Inc.

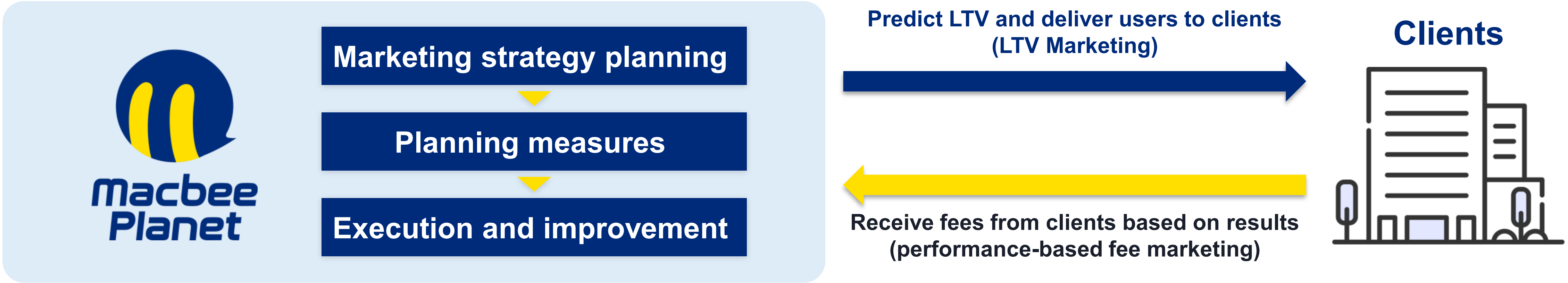
Company Overview	
Company name	Macbee Planet, Inc. (7095) (URL: https://macbee-planet.com/ir/en/index.html)
Date of establishment	August 25, 2015
Share capital	2,635 million yen (as of the end of April 2026)
Business	LTV Marketing (performance-based fee marketing)
Head office	3-11-11 Shibuya, Shibuya-ku, Tokyo
Full-time employees	201 (as of the end of April 2026)

History	
August 2015	Macbee Planet, Inc. established
March 2020	Listed on the Mothers market (now the Growth Market) of the Tokyo Stock Exchange
August 2021	Made Alpha, Inc. a wholly owned subsidiary
March 2023	Made Net Marketing, Inc. (now All Ads) a wholly owned subsidiary
November 2023	Converted Macbee Planet, Inc. into a holding company (operating company renamed MAVEL)
May 2024	Made PR Cloud Tech, Inc. a wholly owned subsidiary
July 2024	Listed on the Prime Market of the Tokyo Stock Exchange
May 2025	Made MOJA, Inc. a wholly owned subsidiary

Business Overview: LTV Marketing (Performance-Based Fee Marketing)

By combining data, technology and consulting, we provide marketing focused on the LTV* of the users we deliver to our clients, on a performance-based fee basis

Data	×	Technology	×	Consulting
Data accumulated since our founding		Technology for integrated use of data		Consulting focused on ROI



* LTV (Life Time Value): the profit a user (consumer) brings to a company over their lifetime; an indicator used to calculate how much can be spent to acquire one user

Revenue Mix by Industry

(Unit: Millions of yen)	FY04/2026								FY04/2027	
	Q1		Q2		Q3		Q4		Q1	
	Revenue	Share	Revenue	Share	Revenue	Share	Revenue	Share	**Revenue**	**Share**
Total	12,780	100%	12,499	100%	12,411	100%	12,888	100%	12,290	100%
Finance	4,609	36%	4,952	40%	5,088	41%	6,230	48%	5,460	44%
Securities	1,766	14%	1,560	12%	1,838	15%	2,163	17%	1,840	15%
FX and crypto assets	1,397	11%	1,581	13%	1,309	11%	1,149	9%	926	8%
Loans and cards	867	7%	1,168	9%	1,192	10%	1,920	15%	1,869	15%
Others	577	5%	642	5%	747	6%	996	8%	824	7%
Wellness	5,022	39%	4,514	36%	3,710	30%	3,083	24%	3,624	29%
Online medical care	3,933	31%	3,240	26%	2,241	18%	1,866	14%	2,011	16%
In-person medical care	761	6%	894	7%	1,049	8%	770	6%	1,117	9%
Others	327	3%	378	3%	419	3%	446	3%	495	4%
Staffing	1,311	10%	1,194	10%	1,180	10%	1,556	12%	1,207	10%
Others	1,836	14%	1,838	15%	2,432	20%	2,018	16%	1,997	16%

Changes to Industry Categories

→ Changed - - → Unchanged

	Previous categories		New categories	
Finance	Investment	→	Securities	Securities firms
		→	FX and crypto assets	FX and crypto assets
	Lending & card	- - →	Loans and cards	Card loans and credit cards
	Investment / Others	→ / - - →	Others	Insurance, **real estate investment**, e-money
Wellness	Medical	→	Online medical care	Online medical care (non-insured treatment)
		→	In-person medical care	In-person medical care (cosmetic surgery)
	Bricks & mortar / Others	→	Others	Food, cosmetics, beauty salons, gyms
Staffing	Human talent	- - →	Staffing	Staffing agencies, distance learning
Others	Others	- - →	Others	Professional services, apps, games, telecom

Note: Some projects were also reclassified.

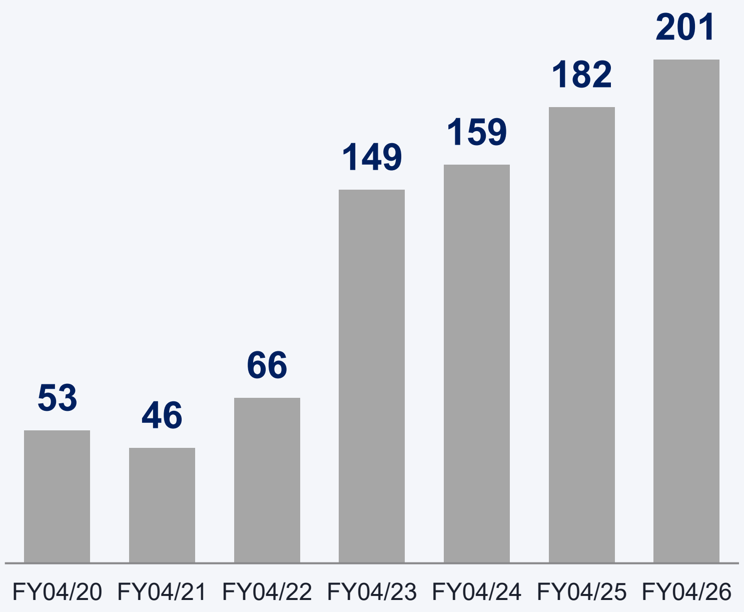
1. Some clients in "Bricks & mortar" included services provided by medical institutions and were reclassified to "in-person medical care"
2. Real estate clients included in "Others" were consolidated with real estate investment clients in "Others (finance)"

Quarterly Financial Results Trends

(Unit: Millions of yen)	FY04/2026				FY04/2027
	Q1	Q2	Q3	Q4	Q1
Revenue	12,780	12,499	12,411	12,888	**12,290**
(YoY)	+10.6%	(6.0)%	(8.3)%	(3.0)%	**(3.8)%**
Gross profit	2,082	2,169	2,090	2,299	**2,085**
(YoY)	(7.4)%	(5.2)%	(13.5)%	+0.8%	**+0.1%**
(Gross profit margin)	16.3%	17.4%	16.8%	17.8%	**17.0%**
SG&A expenses	1,329	1,254	1,157	1,250	**1,320**
Personnel expenses	516	525	513	544	**618**
Recruitment and training	43	31	30	48	**22**
Advertising expenses	196	153	52	75	**14**
System usage fees	116	123	136	146	**146**
Others	455	419	424	434	**517**
Other income and expenses	1	6	(2)	(6)	**0**
Operating profit	754	921	930	1,043	**764**
(YoY)	(41.1)%	(35.5)%	(29.6)%	(8.5)%	**+1.3%**
(Operating profit margin)	5.9%	7.4%	7.5%	8.1%	**6.2%**
Profit before tax	744	928	964	980	**749**
Profit attributable to owners of the parent	505	612	633	602	**442**
(YoY)	(38.7)%	(35.3)%	(30.2)%	(21.2)%	**(12.5)%**

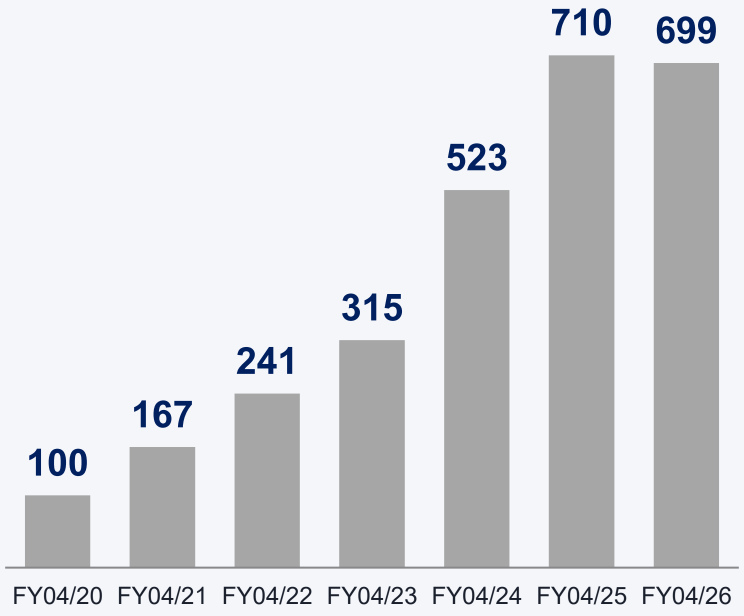
Consolidated Headcount and Productivity

Consolidated headcount



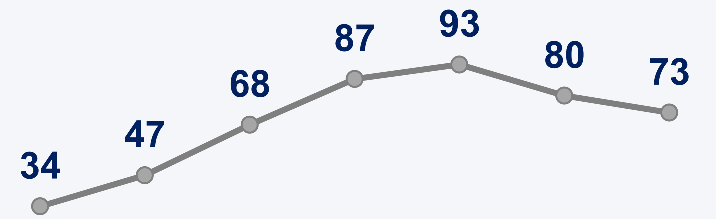
* FY04/26 by function:
revenue 118, technology and design 49, corporate 34

Top 20 clients: annual revenue (index)

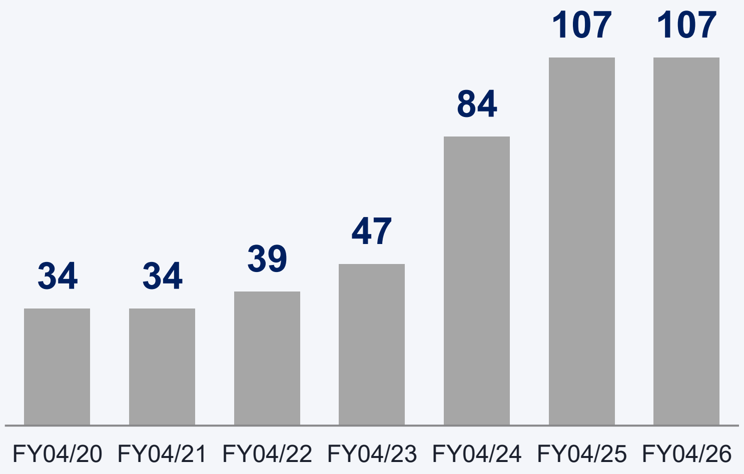


* Indexed to FY04/20 = 100;
the top 20 clients account for roughly 70-80% in each period

Gross profit per consultant (mn yen)



Number of consultants



* From FY04/24 onward, employees involved in LTV Marketing are counted as consultants

Cautionary Note Regarding Forward-Looking Statements

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.
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