



Presentation materials for the Fiscal Year Ended September 30, 2025

LINKBAL INC.

November 11, 2025

(Stock Code: 6046)

Disclaimer

- The plans, outlooks, strategies, and other descriptions related to the future contained in this document are based on certain assumptions that we consider reasonable and information available to us at the time of creating this document. However, there are various risks and uncertainties inherent in these statements.
- Actual performance, among other things, may differ significantly from the statements in this document due to changes in the business environment.
- In addition, the information related to our company contained in this document is sourced from publicly available information and other sources, and we do not guarantee the accuracy of such information.

CONTENTS

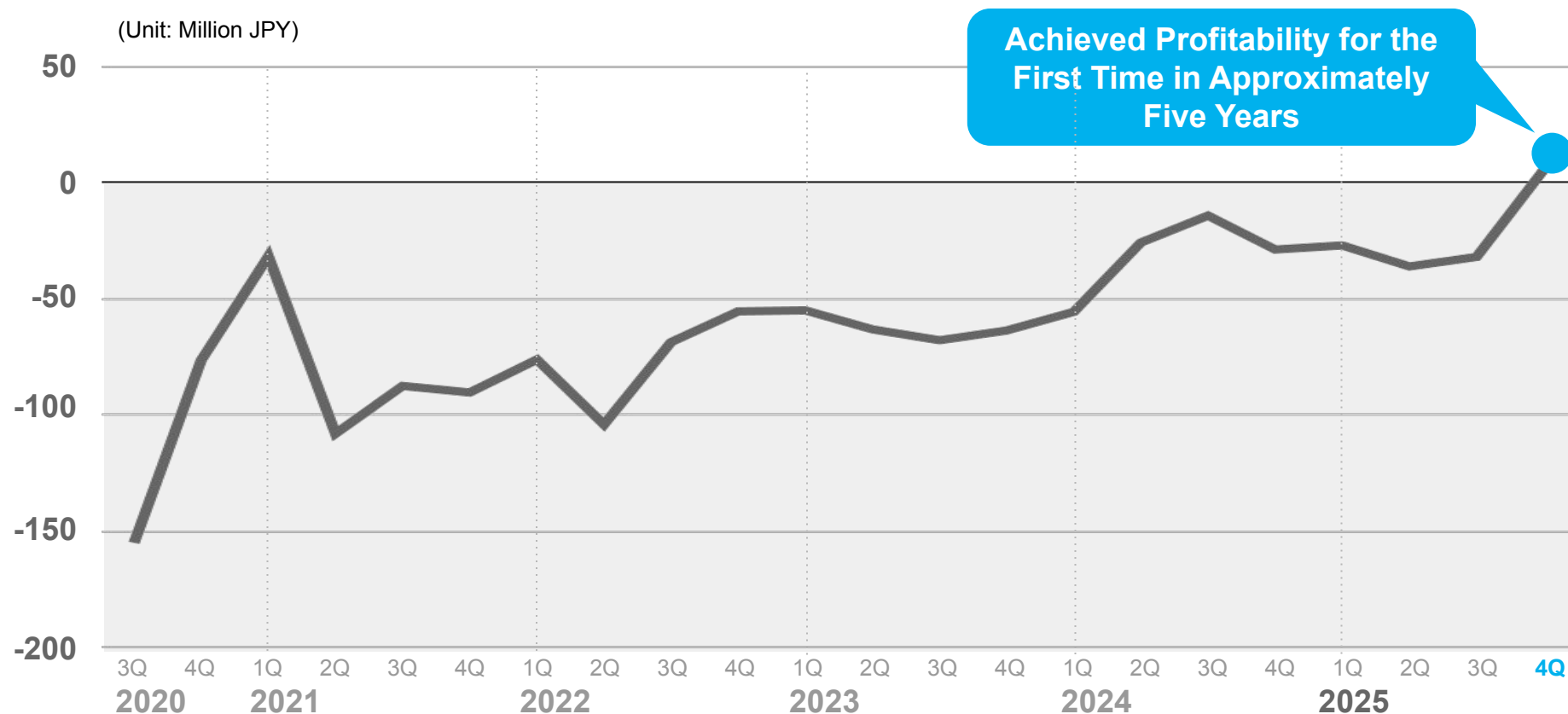
- 1 Highlights of the Fiscal Year Ended September 2025
- 2 Full-Year Financial Overview for FY September 2025
- 3 Earnings Forecast for FY September 2026 (Reiterated)
- 4 Growth Strategy
- 5 Maintaining Listing on the Growth Market
- 6 Overview of the Linkbal Group

1 Highlights of the Fiscal Year Ended September 2025

Highlights of the Fiscal Year Ended September 2025

Achieved Quarterly Operating Profit

- Cost of Sales and SG&A Expenses: Reduced by ¥96 million YoY for the full year.
- Revenue Growth: Successful new events led to an increase in new customers and higher sales.



Earnings Forecast for FY September 2026

Net Sales: ¥971 million (up ¥65 million YoY)

- **Matching Service:** Proprietary events launched from Q3 contributed to acquiring new customers, and by Q4, the service returned to a clear growth trajectory. We plan to further strengthen investment in the event domain to accelerate growth even more.
- **AI Solutions:** Through collaboration with companies, local governments, and research institutions, we will accelerate growth and expand market share.

Cost of Sales and SG&A Expenses: ¥969 million (down ¥26 million YoY)

- The phased review and optimization of fixed costs has been largely completed as of the end of September 2025.
- For FY September 2026, we expect to maintain a cost structure at the same level as Q4 of FY September 2025. Going forward, while building on the improvements in profitability, we will consider flexible expansion of investment in product development for machicon JAPAN.

(Unit: Million JPY)

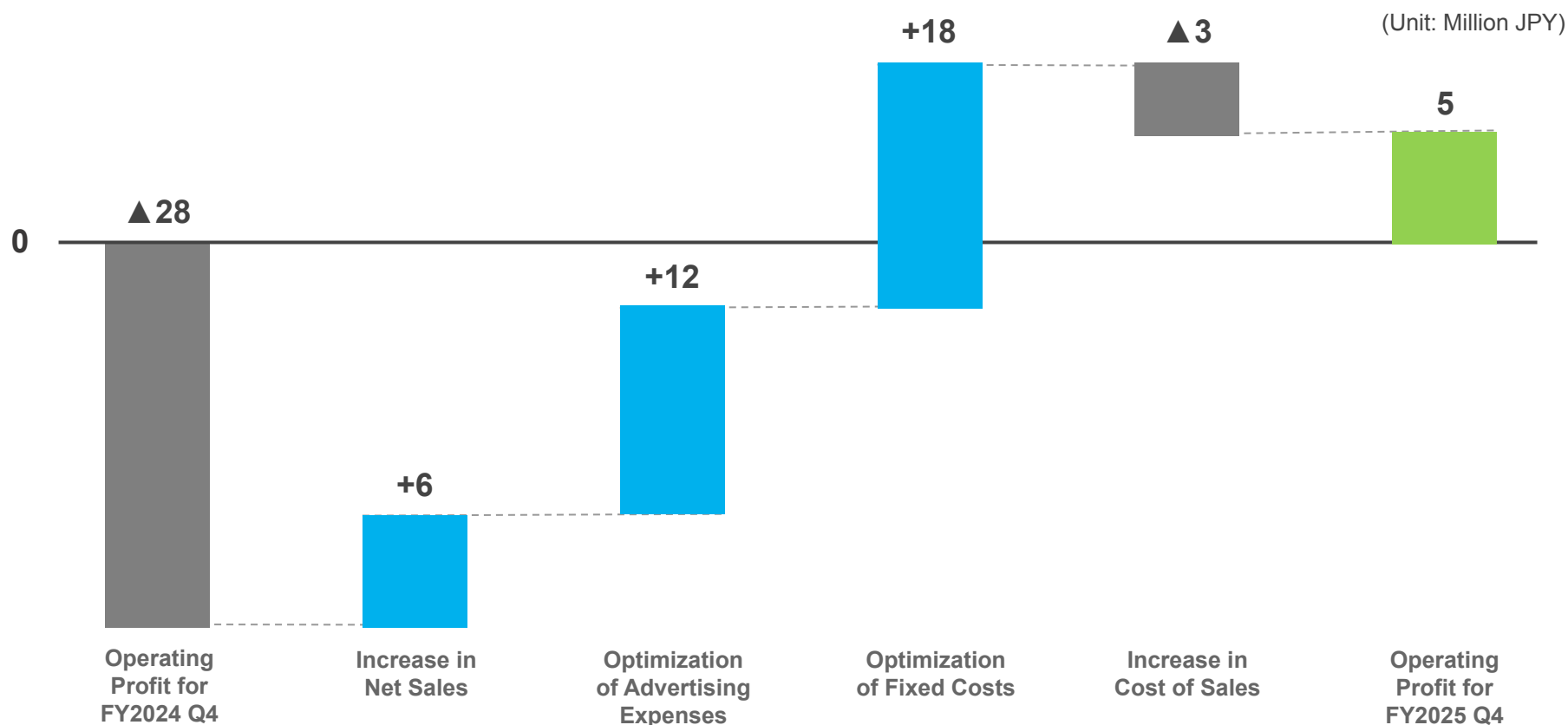
Fiscal Year Ended September	FY2025 Actual	FY2026 Forecast	Change
Net Sales	906	971	+64
Cost of Sales & SG&A	995	969	-26
Operating Profit	-89	2	+91
Ordinary Profit	-83	2	+85
Net Profit	- -197	1	+199

2 Full-Year Financial Overview for FY September 2025

Factors Behind the Change in Operating Profit for Q4

Increase in Revenue and Profit Compared to the Same Period Last Year; Operating Profit Up ¥34 Million

- Revenue: Increased by ¥6 million YoY due to the success of new events.
- SG&A Expenses: Reduced by ¥30 million YoY through ongoing optimization of fixed costs and advertising expenses.



Built a Sustainable Profitability Structure in Q4

For the full year, net sales decreased by ¥61 million and operating profit increased by ¥34 million, resulting in lower revenue but higher profit. However, in Q4, we achieved both revenue and profit growth, establishing a sustainable profitability structure.

(Unit: Million JPY)

	Q4 Performance Comparison			Full-Year Performance Comparison		
	FY2024	FY2025		FY2024	FY2025	
	Q4 Results	Q4 Results	Change	Full-Year Results	Full-Year Results	Change
Net Sales	231	238	+6	968	906	-61
Cost of Sales & SG&A	260	232	-27	1,092	995	-96
Operating Profit	-28	5	+34	-123	-89	+34
Ordinary Profit	-28	7	+36	-123	-83	+39
Net Profit	-28	10	+38	-124	-197	-73

Net Sales by Service for FY September 2025

Event e-commerce site operation services

- machicon JAPAN: In Q4, the number of users increased significantly, and revenue continued to grow steadily.
- 1on1 for Singles: Revenue increased following the opening of new locations.

Website management services

- CoupLink: Revenue remained steady through collaboration with other services.

(Unit: Million JPY)

		FY2025 Results			
		1Q	2Q	3Q	4Q
Event e-commerce site operation services		156	139	148	162
	構成比(%)	68.1%	65.3%	66.1%	68.0%
Website management services		73	73	76	76
	構成比(%)	31.9%	34.7%	33.9%	32.0%

FY2025 B/S

- At the end of the current consolidated fiscal year, the Group held ¥914 million in cash and deposits.
- The equity ratio remained high at 72.3%, ensuring ample working capital.

(Unit: Million JPY)

		2024年9月期末	2025年9月期末	前期比
	Current assets	1,175	1,077	-97
	Cash and deposits	1,072	914	-158
	Non-current assets	141	43	-97
Total assets		1,316	1,120	-195
	Current liabilities	160	174	13
	Non-current liabilities	149	136	-12
Total liabilities		309	310	1
Total net assets		1,006	810	-196
Total liabilities and net assets		1,316	1,120	-195
Equity ratio		76.4%	72.3%	4.1%

3 Earnings Forecast for FY September 2026 (Reiterated)

Earnings Forecast for FY September 2026 (Reiterated)

Net Sales: ¥971 million (up ¥65 million YoY)

- **Matching Service:** Proprietary events launched from Q3 contributed to acquiring new customers, and by Q4, the service returned to a clear growth trajectory. We plan to further strengthen investment in the event domain to accelerate growth even more.
- **AI Solutions:** Through collaboration with companies, local governments, and research institutions, we will accelerate growth and expand market share.

Cost of Sales and SG&A Expenses: ¥969 million (down ¥26 million YoY)

- The phased review and optimization of fixed costs has been largely completed as of the end of September 2025.
- For FY September 2026, we expect to maintain a cost structure at the same level as Q4 of FY September 2025. Going forward, while building on the improvements in profitability, we will consider flexible expansion of investment in product development for machicon JAPAN.

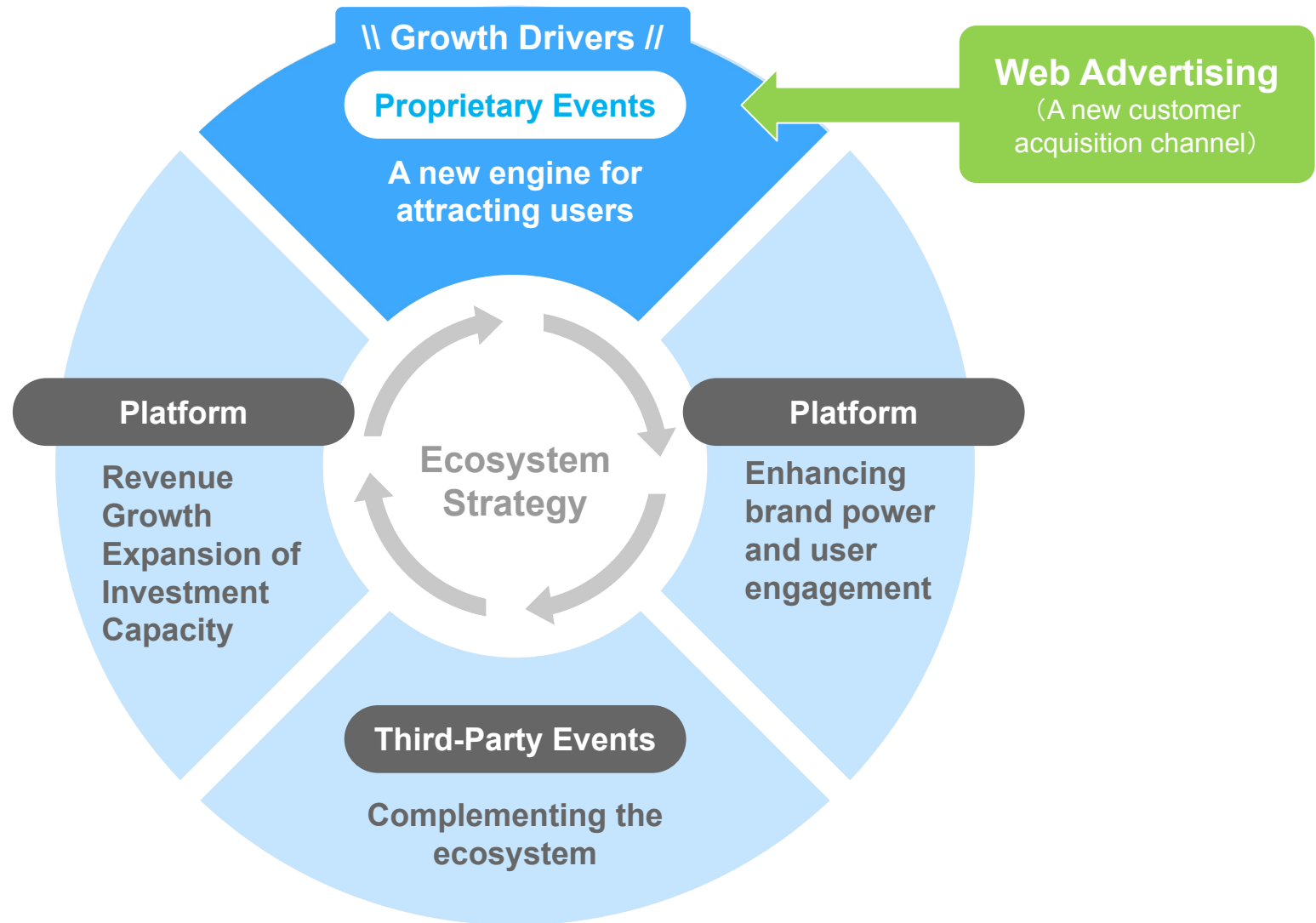
(Unit: Million JPY)

Fiscal Year Ended September	FY2025 Actual	FY2026 Forecast	Change
Net Sales	906	971	+64
Cost of Sales & SG&A	995	969	-26
Operating Profit	-89	2	+91
Ordinary Profit	-83	2	+85
Net Profit	- -197	1	+199

4 Growth Strategy

Growth Strategy ①: Revitalizing “machicon JAPAN” through a New Ecosystem Strategy

Optimize the ecosystem cycle through a market-driven approach, covering event development, customer acquisition, and operations in an integrated manner.



Growth Strategy ①: Track Record of Proprietary Events



Night Pool Exclusive Party: Nesta Night

This event was held with exclusive use of the night pool at NESTA Resort Kobe.

Under the theme “The Perfect End to Summer,” we created a special space exclusively for single men and women, providing opportunities and settings that naturally facilitated interaction and meaningful connections among participants.



MEGA LOVE FES

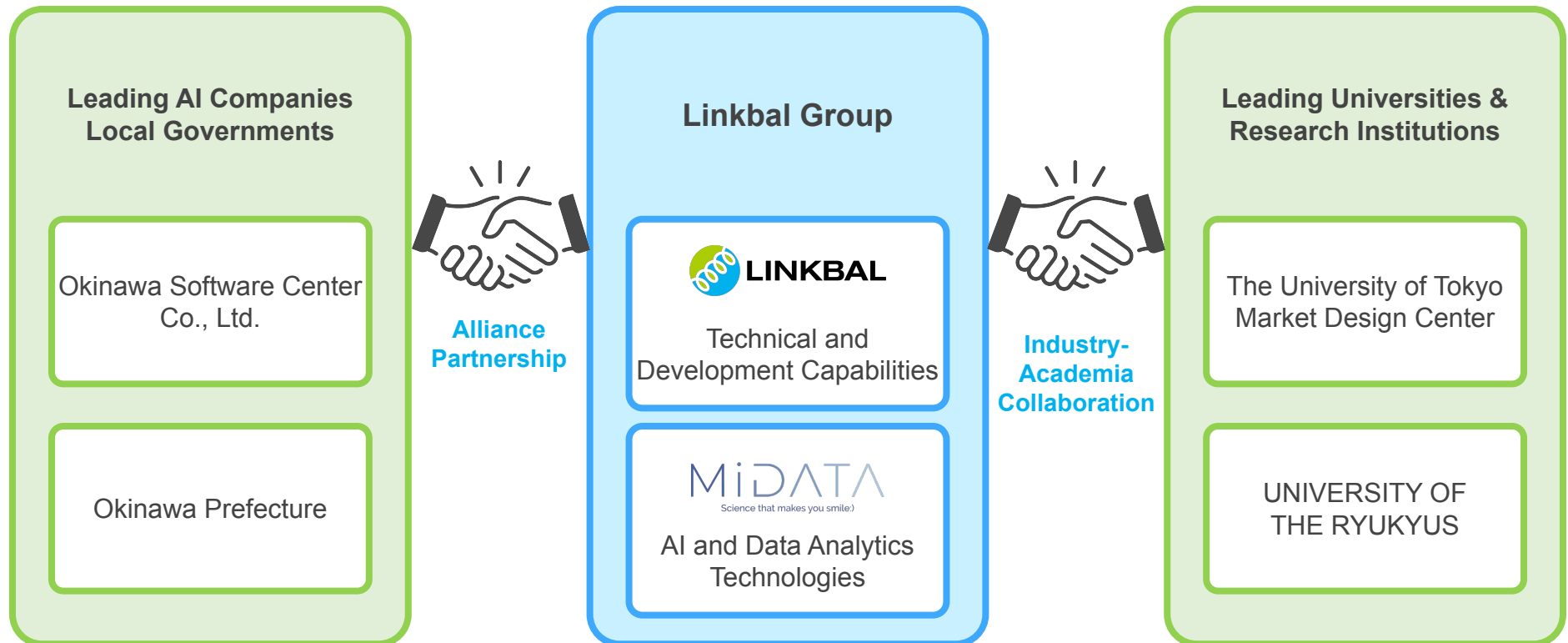
A large-scale matchmaking event held in major cities across Japan, including Tokyo, Osaka, Nagoya, Fukuoka, and Miyagi, with several hundred to 1,000 participants per event.

Unlike typical events, this program is supported by multiple corporate sponsors and features a variety of activities, making it an exciting and enjoyable experience simply by participating.

Growth Strategy ②: Strengthen Growth Investment in the AI Domain to Expand Market Share in a Rapidly Growing Market

We position market share expansion in the AI domain as our top strategic priority. Leveraging the Group's AI implementation and development capabilities, we aim to establish a leading position in the AI market.

- Through collaboration with leading AI companies, local governments, and research institutions, we aim to accelerate growth.
- By leveraging our implementation capabilities and speed, we target market share expansion and aim to establish the AI business as a core revenue pillar.



Leveraging our AI implementation capabilities, we are promoting a new model that simultaneously addresses regional challenges and revitalizes local industries.

Establishment of the Okinawa Base and Promotion of Regional Problem-Solving through AI Implementation

MiDATA upholds the vision of “A world where everyone can benefit from AI.” By implementing AI in real-world settings, the company supports the resolution of challenges faced by local communities and businesses. In May 2025, MiDATA established a new base in Naha City to accelerate AI talent development and provide technical support to regional industries.

Additionally, through a business partnership with the Okinawa Software Center (OSC), MiDATA has built a system to develop and deploy AI solutions across both Tokyo and Okinawa locations.

■ Business Partnership between MiDATA and OSC – AI Solution Strategy Advancing Across Okinawa and Tokyo
<https://prt看mes.jp/main/html/rd/p/000000011.000139343.html>

■ MiDATA Establishes New Base in Okinawa Prefecture to Strengthen AI Activities in the Region
<https://prt看mes.jp/main/html/rd/p/000000007.000139343.html>

By implementing research outcomes as practical, usable AI in society, we drive value creation through integrated industry-academia collaboration.

Advancing AI Implementation Research through Industry-Academia Collaboration

Joint Research with the University of Tokyo Market Design Center

We are improving the “two-sided recommendation” algorithm in the romance and talent matching domains, aiming to address social issues such as declining birthrates and talent mismatches.

- Using Matching Theory to Improve Society: MiDATA and the University of Tokyo Market Design Center Launch Joint Research
<https://prtimes.jp/main/html/rd/p/000000003.000139343.html>

Joint Research with the UNIVERSITY OF THE RYUKYUS

We are advancing the development of sophisticated personalized recommendation AI for e-commerce sites and other platforms. By leveraging implicit data to improve recommendation accuracy, we aim to establish AI technologies that are practical for real-world deployment.

- Towards Advanced Personalized Marketing: MiDATA and the University of the Ryukyus Launch Joint Research
<https://prtimes.jp/main/html/rd/p/000000004.000139343.html>

5 Maintaining Listing on the Growth Market

Our Current Situation and Basic Policy

As of the reference date, the Company does not meet the market capitalization requirement. To satisfy the listing maintenance criteria for market capitalization, we aim to enhance corporate value and strengthen the investment appeal of our shares, thereby improving the share price (corporate value). By doing so, we intend to maintain our listing while keeping future market segment options in view.

Planned Initiatives / Areas Under Consideration

Business Growth	Establish a Structure to Maintain Sustainable Profitability and Continue Growth
Measures to Enhance Share Price	Considering the Introduction of Concrete Shareholder Return Measures, such as a Shareholder Benefits Program
Strengthening Investor Relations (IR)	Enhance Dialogue with Investors and Disclosure, Aiming to Increase Corporate Value through Fair Evaluation

6 Overview of the Linkbal Group

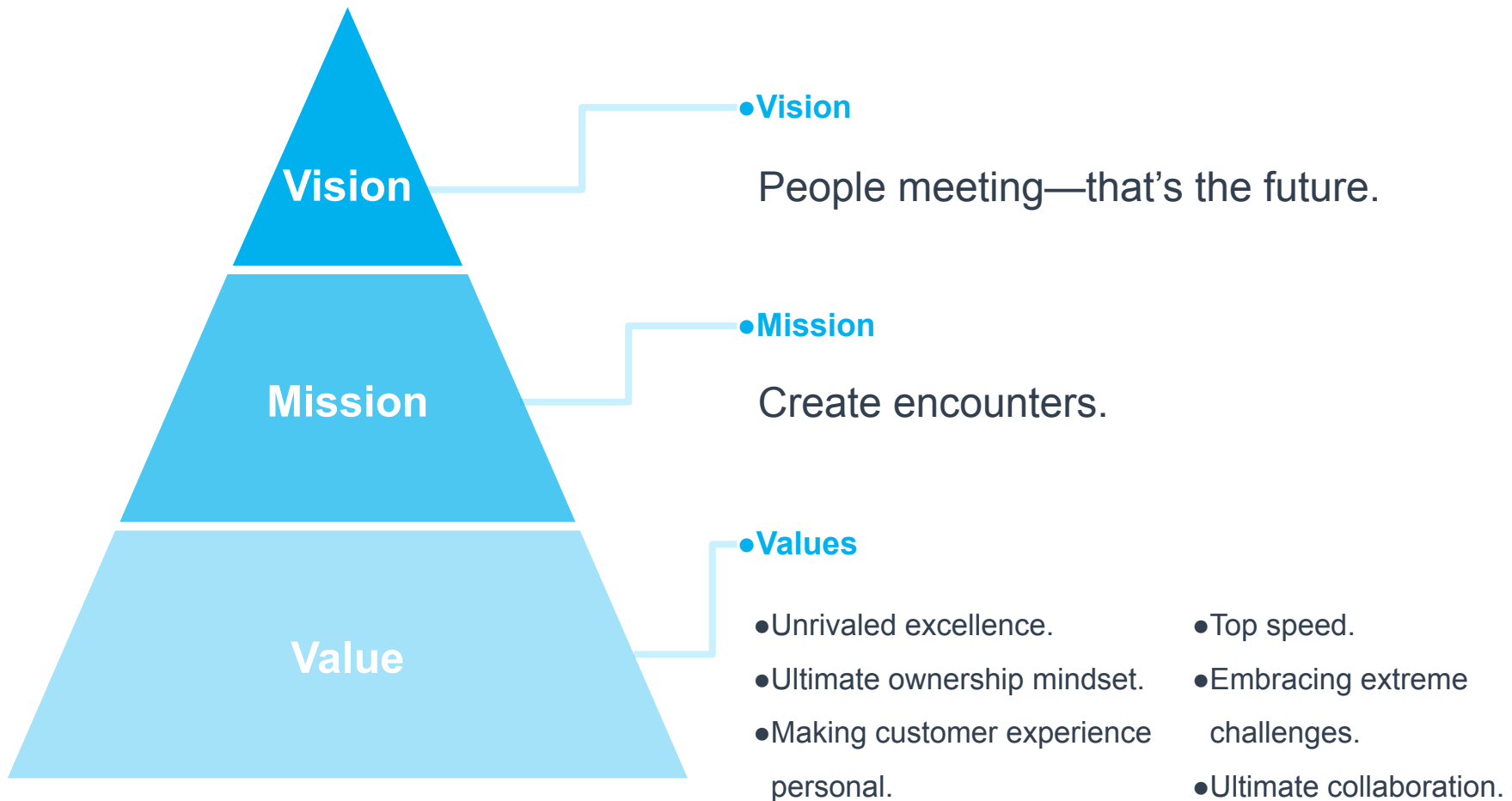
Corporate Profile

Company name	LINKBAL INC.		
Established	December 2011		
Capital	50,000,000 yen		
Shares listed on	Tokyo Stock Exchange Growth board (securities code: 6046)		
Locations	Head Office 6F, Tsukiji River Front, 7-14 Akashicho, Chuo-ku, Tokyo, Japan		
Management	CEO & President	YOSHIHIRO	Kazumasa
	Director	MATSUOKA	Daisuke
	Director	TAKAHASHI	Kuniomi
	Director	Ozaki	Yosuke
	Director (Audit Committee Member)	KARIYASU	Takaaki
	Director (Audit Committee Member)	TABEI	Etsuko
	Director (Audit Committee Member)	BAN	Naoki
Employees	74 (as of September 30, 2023)		
Lines of business	Operation of event e-commerce sites and other websites; provision of related apps		

LINKBAL INC. Vision, Mission and Values

- **New VMV from the fiscal year ending September 30, 2024**

Simplifying and clarifying the ideal state and further enhancing the driving force of the business.



Towards an Exponential Growth Curve

Acceleration of Business Growth through the Use of Big Data

Increase in data accumulation due to business growth



Service

machicon JAPAN

CoupLink

1on1 for Singles

Accumulate data

Feedback of analysis results

BIG DATA

Millions of data by Linkbal ID

Member Attribute Data
Usage data
Access data
etc.

MiDATA
Science that makes you smile

Analysis

Analyze big data using proprietary AI technology

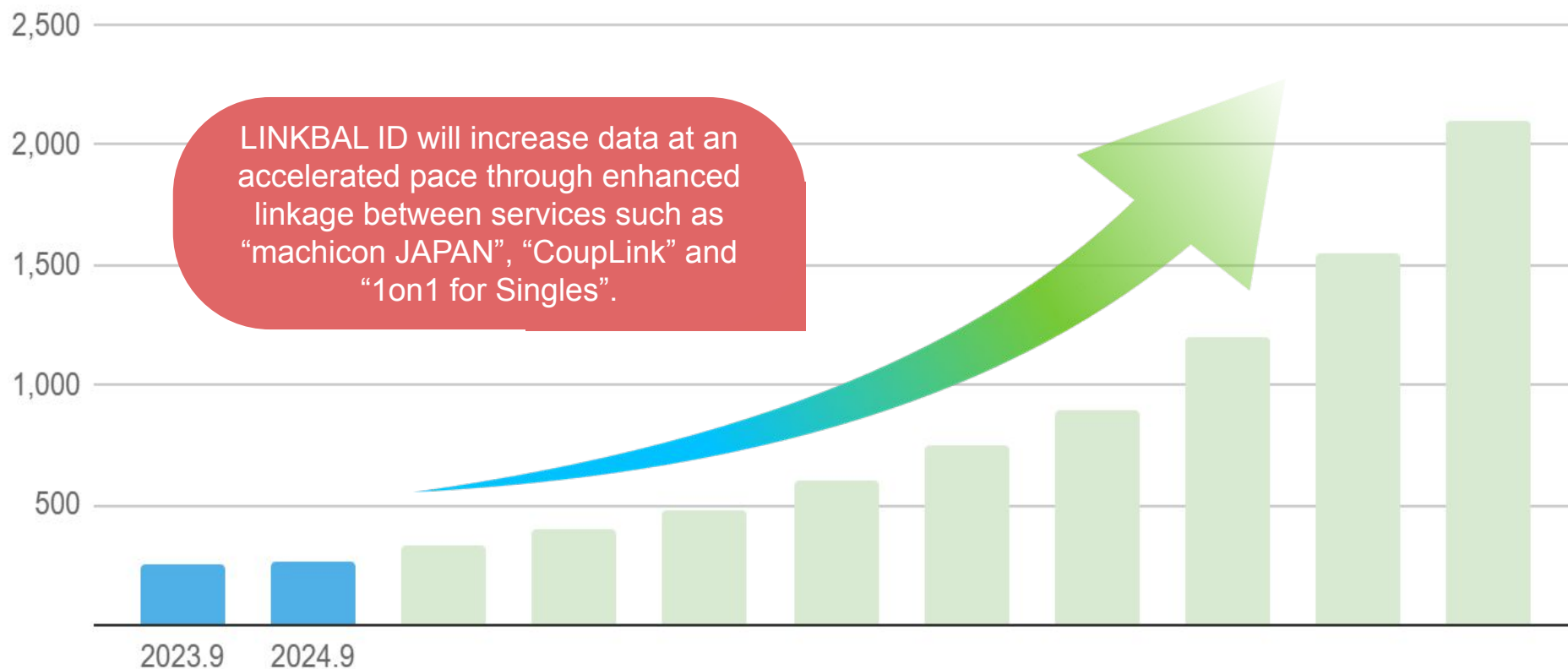


Toward more accurate analysis

Utilization of “Big Data x AI”

Utilize LINKBAL ID's big data.

Through all-round business development in the marriage activity business domain, we will combine big data such as member data, access data, and diverse consumer purchase data accumulated from various fields with MiDATA's AI technology, leading to business growth. We will accelerate business growth by utilizing data, and as business growth accelerates, we will realize a spiral of further data accumulation.



Event E-commerce Website Management Service

With 2.79 million members and a large selection of event listings, machicon JAPAN is one of Japan's largest matching event e-commerce websites. The website features a wide range of content for users in search of new experiences, new friends or love.

Experiential consumption e-commerce website “machicon JAPAN”



[Outline and features]

- One of largest websites of its kind in Japan that features information about hosted events nationwide
- Members (holders of LINKBAL IDs*1) are primarily in their 20s and 30s
- A rich and ever-growing range of contents

*1: LINKBAL ID is a user ID that can be used on “machicon JAPAN” and “CoupLink.”

Event E-commerce Website Management Service

**“1on1 for Singles” is a cafe lounge where you can meet one-on-one.
We realize one-on-one encounters for all “singles”.**

1on1 for Singles, a cafe lounge
where you can meet one-on-one



[Outline and features]

- Provides a place for one-on-one interaction
- Introduce membership system and evaluation system among users
- Opened the first store in Shinjuku in July 2023.
- Opened Ebisu branch in September 2023
- Opened Ueno branch in December 2024

Website Management Service

By collaborating with “machicon JAPAN,” Japan’s first matching app that collaborates with matching events, we have a customer attracting channel that is especially ours and different from other companies.

Matching app “CoupLink”



[Outline and features]

- Provides an online matchmaking service for users
- Event participants can exchange messages via the app
- Free membership registration (LINKBAL ID*1)
- Subscription-based model
- App is used by event participants, giving users a greater sense of safety and peace of mind
- App has many registered users who are very engaged in looking for love and participates in events

*1: LINKBAL ID is a user ID that can be used on “machicon JAPAN” and “CoupLink.”

Website Management Service

Through the referral of customers between our website management service and “machicon Japan,” we are tapping into potential customers and building a revenue base in domains surrounding our existing services.

Dedicated app for couples “Paity”



App for couples to use to share plans and memories



- Provides online information sharing service for couples
- Free membership registration
- Adopts an advertising revenue model

Information site to learn about love「KOIGAKU」



- Provides a variety of content, including column articles on love
- Free to browse content
- Adopts an advertising revenue model

LINKBAL INC. and MiDATA INC. to independently develop advanced AI technology
Providing technology to external companies by utilizing technology and know-how cultivated through services such as "machicon JAPAN" and "CoupLink".

- Pursuit of improvement of the matching rate for each service
- Elimination of impersonators and users who do not intend to meet

Example of development results

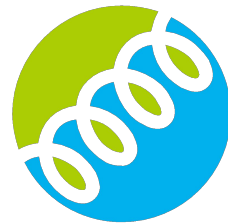
AI Matching Engine

In the matching application "CoupLink", Developed a unique AI matching engine. The number of matches increased 3.8 times compared to the previous version. Also for "machicon JAPAN," the number of matches has increased by 3.8 times compared to the previous version. Recommendation of appropriate events based on users' needs, and matching with events based on users' needs.

Break Away from Search Dependency and Create New Matching Opportunities

Identifying opportunity loss from reliance on traditional "search" methods as a key issue, we collaborated with MiDATA to implement an AI recommendation feature. Using an interpretability-focused LDA model, recruitment and application logs, along with industry-specific keywords, were machine-learned. Within six months of implementation, matches generated through recommendations accounted for 3% of total platform matches, demonstrating measurable results.

many other engines have been developed



LINKBAL