Presentation Materials for the Nine Months Ended June 30, 2026

LINKBAL INC.

Stock Code：6046

August 14, 2026

LINKBAL

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.

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Executive Summary for the Third Quarter of the Fiscal Year Ending September 2026

LINKBAL

1 Net sales progressed steadily, exceeding the level of the initial plan.

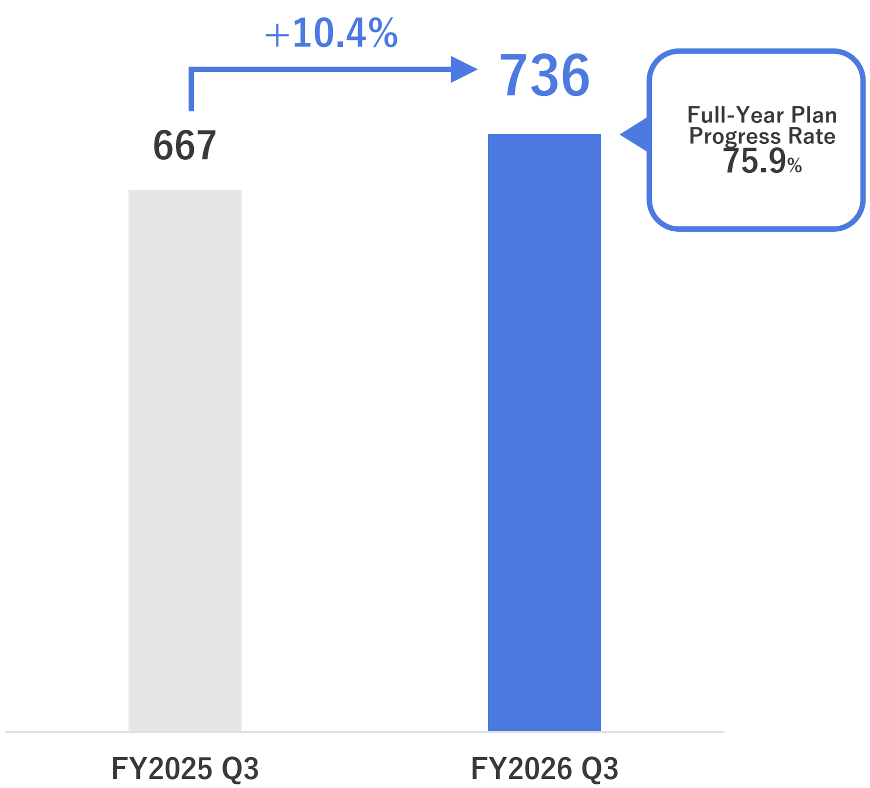
2 Temporary expenses associated with the market reclassification and the shareholder benefit program, together with agile investments to capture growth opportunities, resulted in a temporary operating loss.

3 The Company expects to achieve its full-year forecast by expanding earnings in Q4 through a significant increase in the number of in-house large-scale events.

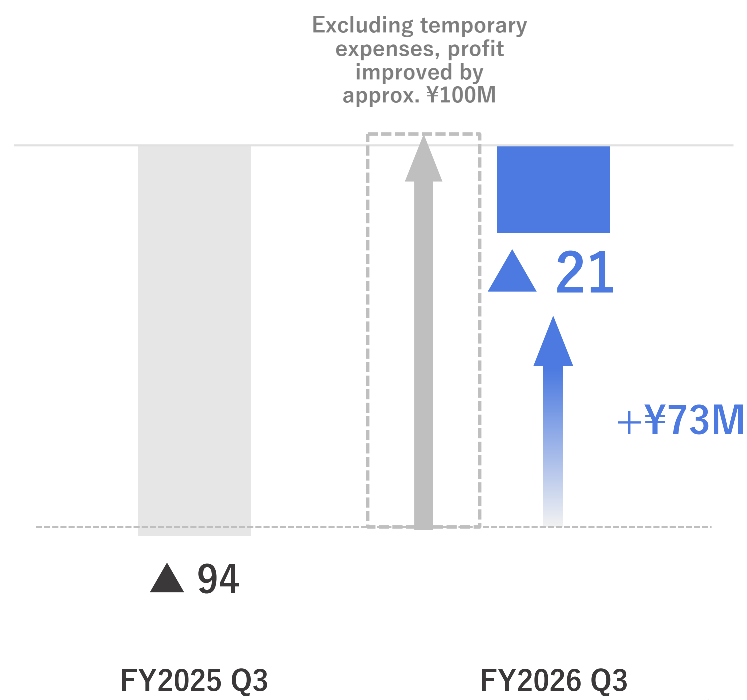
Executive Summary for the Third Quarter of the Fiscal Year Ending September 2026 (Consolidated)

Net sales progressed steadily, with a full-year plan progress rate of 75.9%. Profitability also improved, and operating income excluding temporary expenses improved by approximately ¥100 million. Meanwhile, temporary expenses related to the market reclassification and the shareholder benefit program, combined with the expansion of in-house large-scale events to capture growth opportunities and stronger investment in AI-related business expansion, resulted in a temporary operating loss.

● Consolidated Net Sales (Millions of Yen)



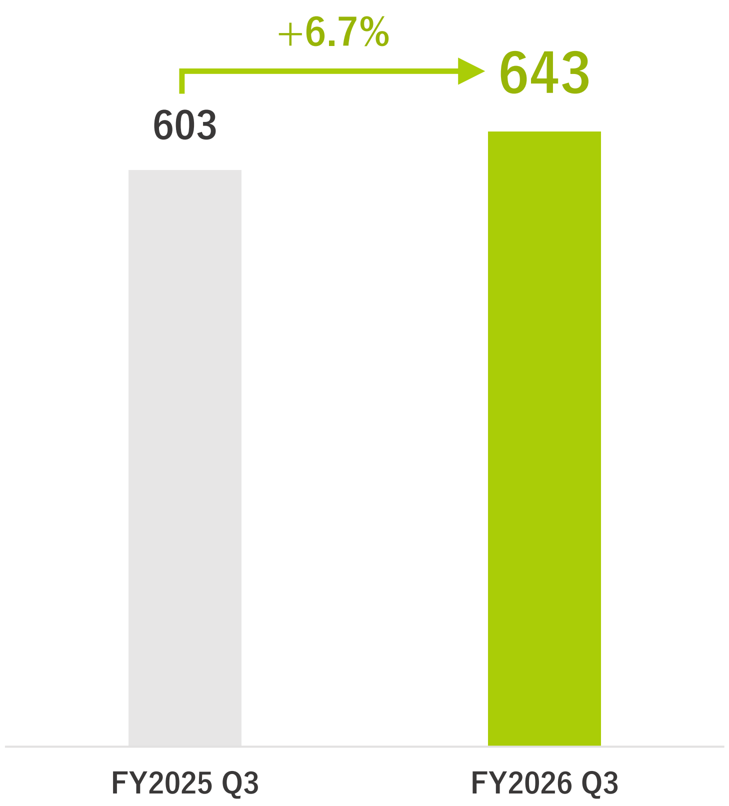
● Consolidated Operating Profit (Millions of Yen)



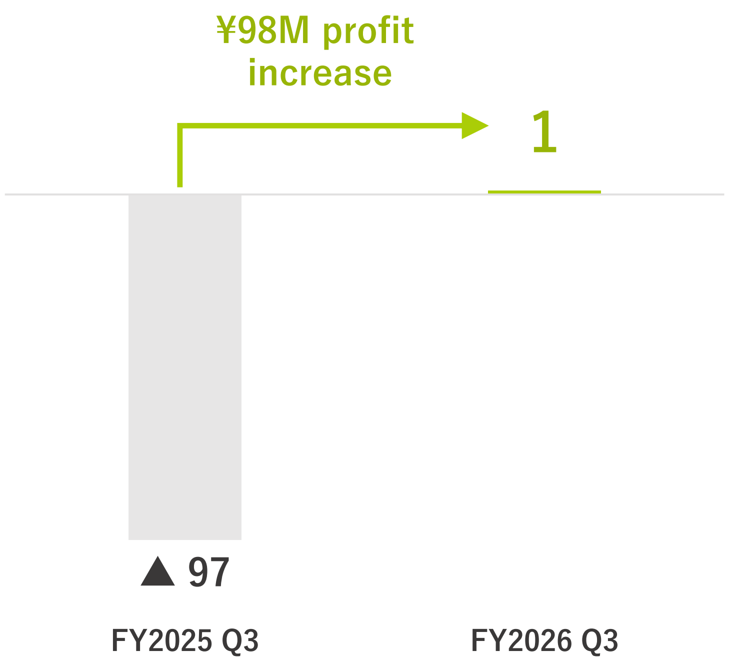
Executive Summary for the Third Quarter of the Fiscal Year Ending September 2026 (Non-Consolidated)

On a non-consolidated basis, solid sales growth combined with lower SG&A expenses from improved operational efficiency absorbed growth investment in expanding in-house large-scale events, resulting in an operating profit.

Non-Consolidated Net Sales (Millions of Yen)



Non-Consolidated Operating Profit (Millions of Yen)



FY2026 Q3 Financial Overview

Net sales rose 10.4% YoY. In addition to temporary expenses related to the market reclassification and the shareholder benefit program, the Company expanded growth investment in the matching and AI-related businesses on the back of solid sales through the first half. As investment exceeded the initial plan, a temporary operating loss was recorded, although the loss narrowed YoY.

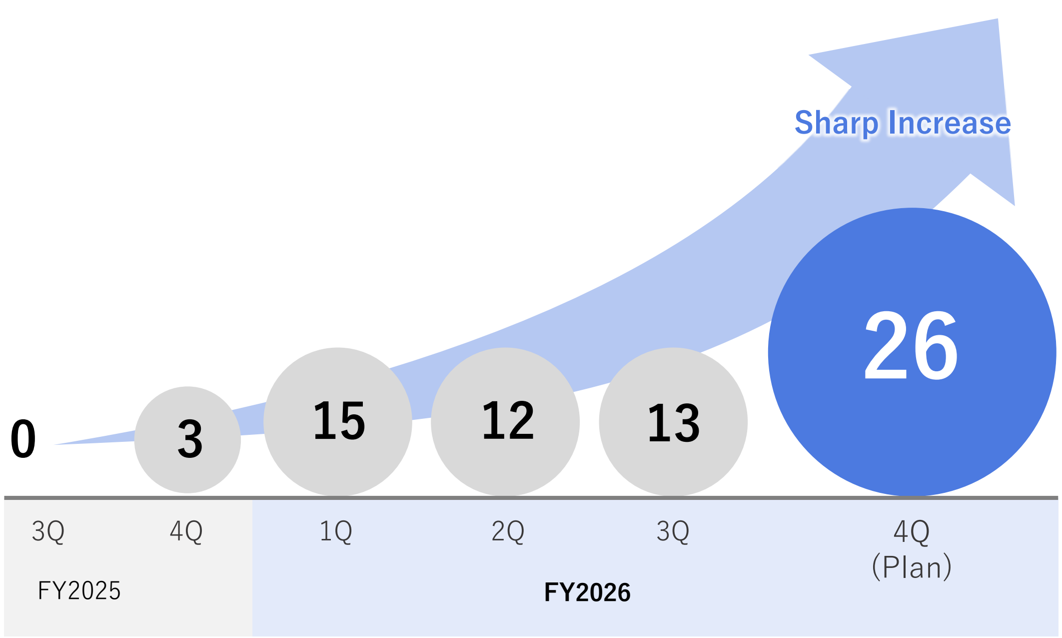
- Strong growth in new customers for in-house large-scale events drove double-digit sales growth YoY.
- Improved operational efficiency reduced the SG&A expense ratio YoY.

(Unit: ¥ Million)	FY2025 Q3		FY2026 Q3		YOY		Vs. Plan	
	Actual	Sales Ratio	Actual	Sales Ratio	Change	% Change	Full-Year Plan	Progress Rate
Net Sales	**667**	**-**	**736**	**-**	**+69**	**+10.4%**	**971**	**75.9%**
Cost of Sales	160	24.0%	184	25.0%	+24	+15.0%	-	-
Gross Profit	507	76.0%	552	75.0%	+45	8.9%	-	-
SG&A Expenses	602	90.2%	574	77.9%	▲28	▲4.7%	-	-
Operating Profit	**▲94**	**-**	**▲21**	**-**	**+73**	**-**	**2**	**-**
Ordinary Profit	▲91	-	▲19	-	+71	-	2	-
Net Profit for the Period	▲208	-	▲20	-	+187	-	1	-

Initiatives to Achieve the Full-Year Plan

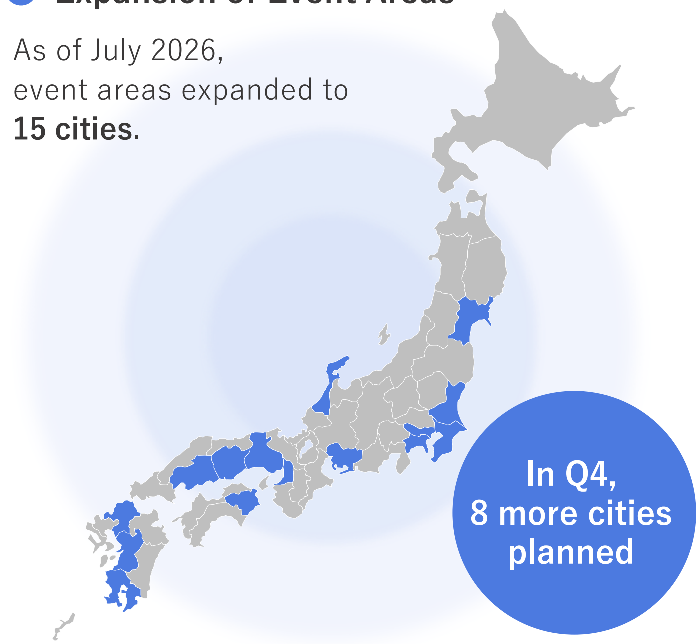
The number of in-house large-scale events will expand sharply in Q4. Additional sales from 26 events are expected to expand profit. The Company plans to further increase event numbers and areas from next fiscal year.

Trend in the Number of Large-Scale Events



Expansion of Event Areas

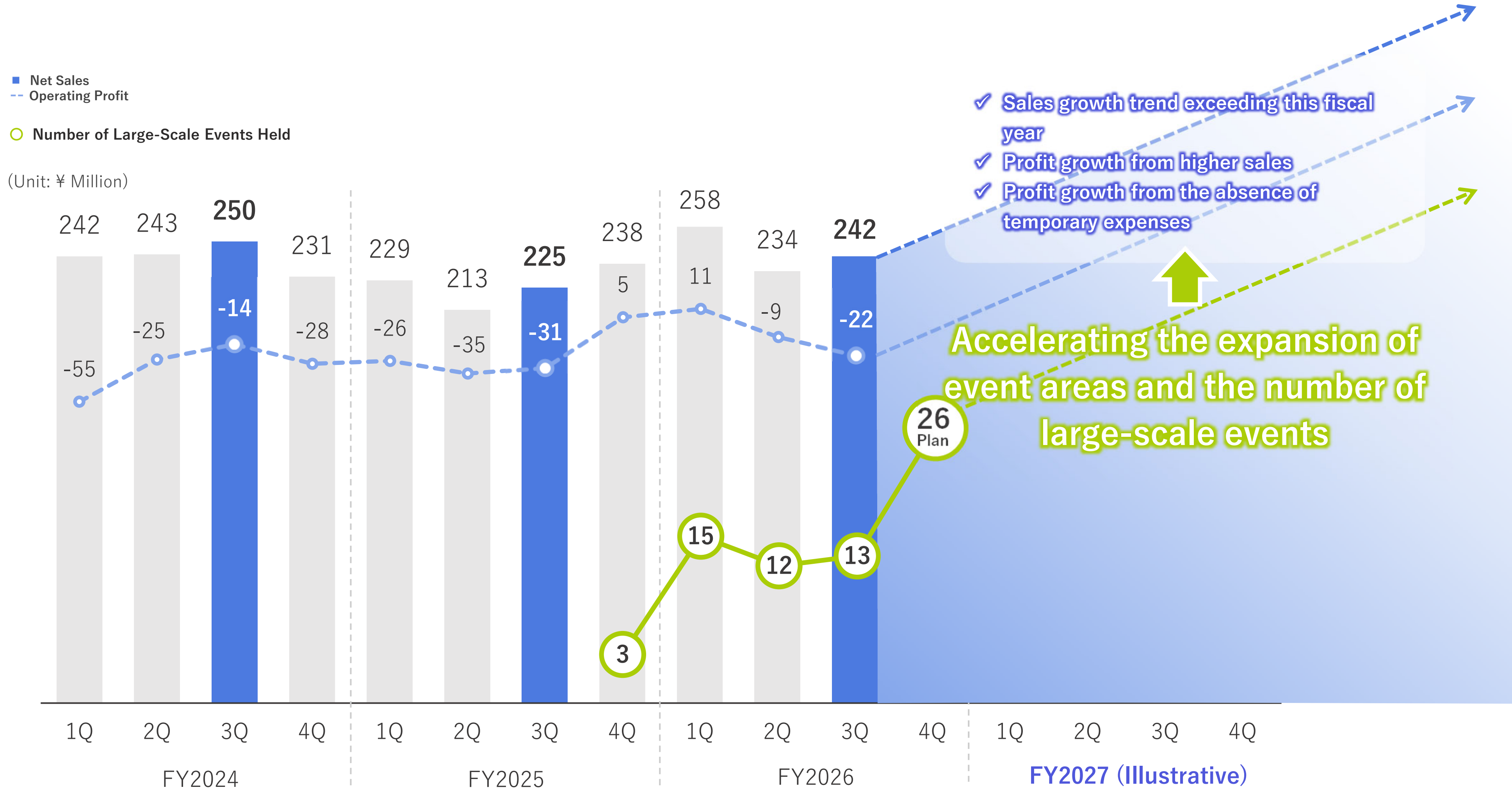
As of July 2026,
event areas expanded to
15 cities.



Both the number of events and event areas will be expanded further from next fiscal year

FY2026 Quarterly Trends in Net Sales, Operating Profit and Number of Large-Scale Events

Q3 (three-month) net sales rose 7.9% YoY and the operating loss narrowed.
In Q4, large-scale events will increase to 26, expanding earnings through added sales.
Next fiscal year, further sales and profit growth is expected.



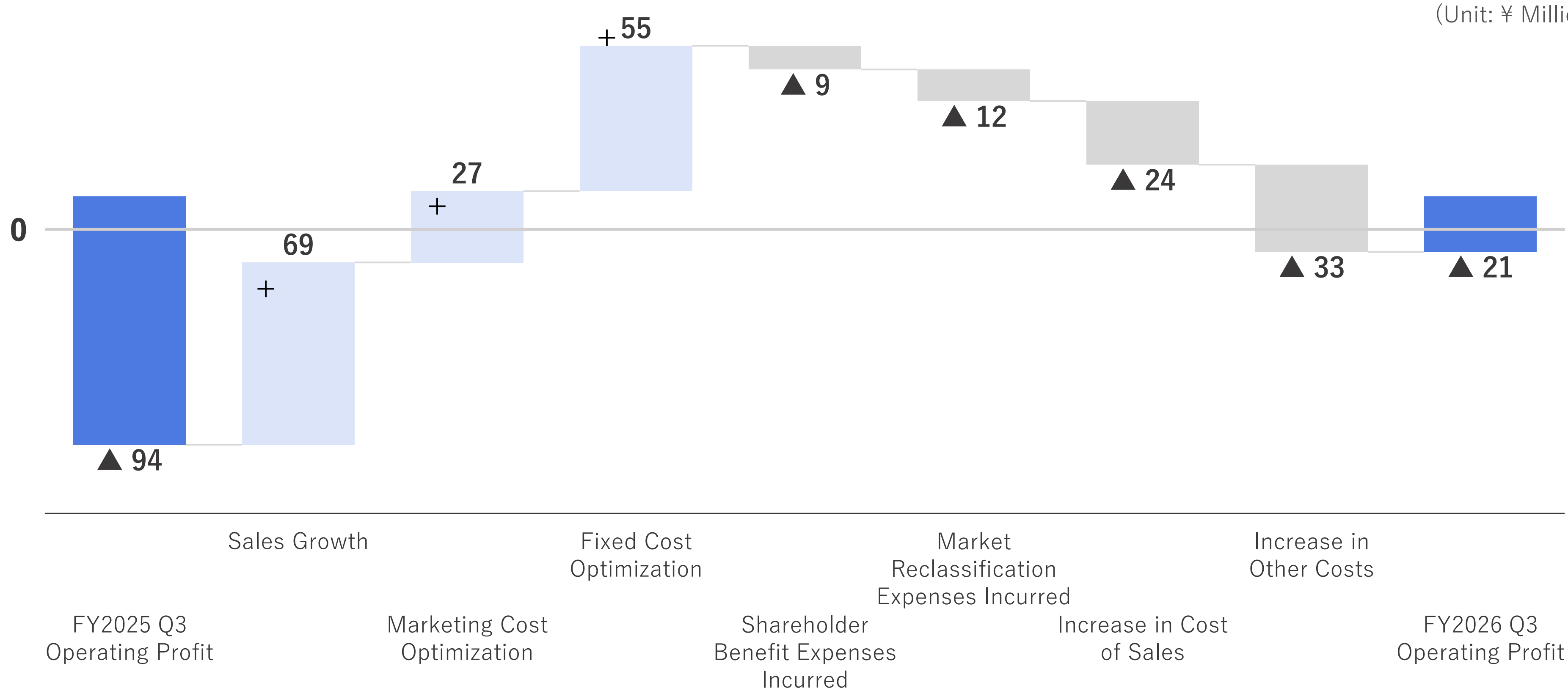
*FY2024 Q4: Due to the impact of a Google algorithm update

FY2026 Q3 Operating Profit Bridge (YTD)

Operating Profit Increased by ¥73M YoY

- Successful new events drove a ¥69M YoY increase in sales.
- Higher cost of sales, shareholder benefit expenses, and market reclassification costs weighed on profit.
- AI strategic investment limited fixed-cost optimization versus the initial plan and also increased costs.
- Higher sales narrowed the operating loss by ¥73M.

(Unit: ¥ Million)



Service categories reorganized from FY2026 in line with AI business expansion.

LINKBAL

The Group aims for medium- to long-term growth by sustaining growth in its core matching services while expanding its solutions business leveraging AI-centric technologies.
In line with this strategy, and to more appropriately reflect the Group's business activities and value proposition, we have reclassified our service segments from the first quarter of the current fiscal year.

FY2025	
Event EC operations services	● machicon JAPAN ● 1on1 for Singles
Website operation services	● CoupLink ● Koigaku ● AI consulting services ● AI contract development services ● AI product development and external sales services

FY2026	
Matching services	● machicon JAPAN ● 1on1 for Singles ● CoupLink ● Koigaku
AI solutions services	● AI consulting services ● AI contract development services ● AI product development and external sales services ● System solution contract development services

Business operations of Linkbal

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AI-advanced matching services and new business opportunities created through AI.

Expansion of business domains

Enhancement of existing businesses

Creation of new businesses

Matching services

machicon JAPAN

1on1 for Singles

CoupLink

KOIGAKU

AI solutions services

AI product development and external sales services

AI consulting services

AI contract development services

System solution contract development services

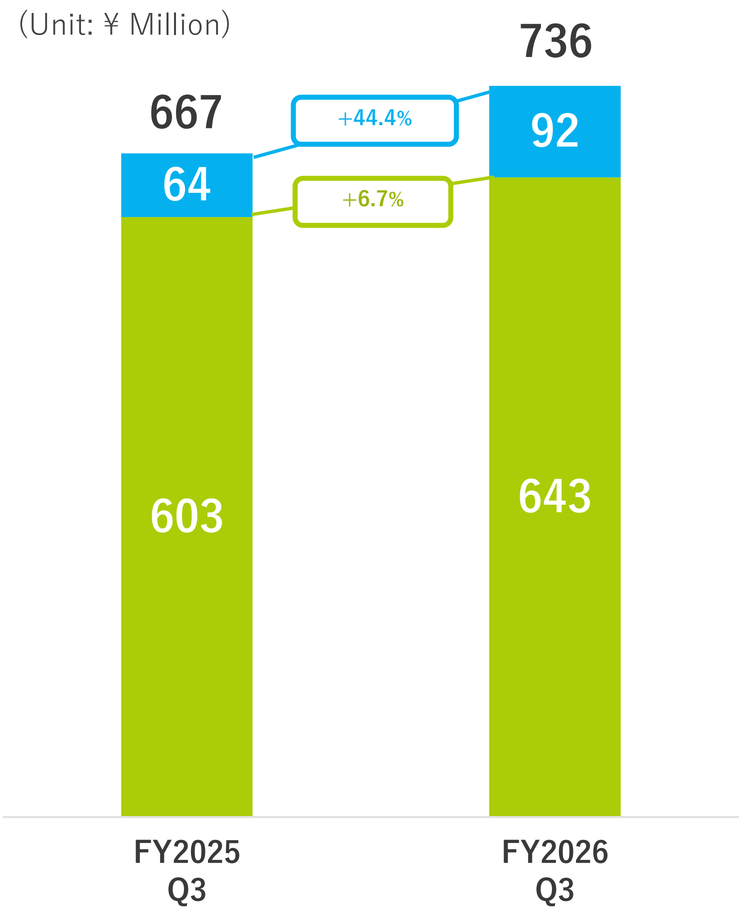
Data utilization
Improving service accuracy and productivity

MiDATA
Science that makes you smile:)
Proprietary AI engine developed in-house

Development and technical support services

Overview of revenue by service segment for the third quarter of the fiscal year ending September 2026.

Both service segments recorded revenue growth. The AI solutions services segment showed particularly strong growth, with its revenue composition ratio expanding to approximately 13%.



AI solutions services

Composition ratio 12.6% (YOY +3.0pt)

Leveraging data utilization expertise and development capabilities cultivated in the matching business, the Group promotes the provision of AI-centric solutions. The Group is broadening its service offerings by strengthening collaboration with large enterprises, local governments, and public agencies.

Matching services

Composition ratio 87.4% (YOY ▲3.0pt)

Promoting a spiral growth strategy centered on machicon JAPAN, the Group is expanding the number and variety of in-house large-scale events, achieving both new customer acquisition and improved customer satisfaction.

Enhanced safety and operational efficiency enabled by AI underpin this spiral strategy. By strengthening fraud prevention and improving operational efficiency, the Group realizes a secure and reliable user environment while enhancing profitability, thereby contributing to overall performance growth of the Group.

Overview of the balance sheet for the third quarter of the fiscal year ending September 2026.

LINKBAL

At the end of the current consolidated period, cash and cash equivalents amounted to ¥909 million.
The equity ratio remained at over 70%, maintaining strong financial soundness.

(Unit: ¥ Million)

			FY2025	FY2026 Q3	Change
Total assets	Current assets		1,077	**1,065**	▲11
		Cash and deposits	914	**909**	▲4
	Non-current assets		43	**47**	+3
			1,120	**1,112**	▲8
Total liabilities	Current liabilities		174	**200**	+26
	Non-current liabilities		136	**118**	▲18
			310	**318**	+8
Total net assets			810	**793**	▲16
Total liabilities and net assets			1,120	**1,112**	▲8
Equity ratio			72.3%	**71.3%**	▲1.0pt

TOPICS

Large-scale dating festival "MEGA LOVE FES" surpasses 30 cumulative events and 15,000 participants
Event areas continue to expand

MEGA LOVE FES

What is "MEGA LOVE FES"?

A "festival of encounters" themed on "mega-scale encounters," offering a special space exclusively for single men and women to experience encounters in quantity, quality, and serendipity. Special encounters are delivered through mechanisms and opportunities that let participants interact naturally.

■ **Steady expansion of event areas**

Starting with the Osaka event in July 2025, event areas expanded to 14 cities in one year: Tokyo, Osaka, Fukuoka, Nagoya, Sendai, Okayama, Kumamoto, Hyogo, Kanagawa, Hiroshima, Kagoshima, Chiba, Tokushima, and Niigata. New locations are planned in Tokushima, Niigata, and Ibaraki in July 2026, and Yamagata, Shizuoka, Kyoto, Yamaguchi, and Ehime in August. The Company continues to build a steady track record, including simultaneous events in two cities on the same day.

Surpassed 30 cumulative events and 15,000 participants

TOPICS

New service that automates timesheet and work-record data entry with AI "Katayose Timesheet" beta version now available

Background

- Timesheet formats differ by workplace and employment type, making manual transcription into internal systems a major burden at month-end and month-start
- Conventional OCR requires resetting read positions each time a format changes, and data formatting is time-consuming

"Katayose Timesheet" converts timesheets received on paper or in various file formats into high-accuracy data and automatically transforms it into a format that can be imported directly into core systems

3 Key Features

1 No complicated initial setup required

No per-form definition setup is needed. Because AI automatically recognizes fields, operation runs smoothly even when diverse formats are mixed.

2 High-accuracy digitization of handwriting and irregular formats

It supports handwriting, strikethrough corrections, email text, PDF, Word and other formats,
greatly reducing subsequent correction costs.

3 End-to-end automation from digitization to system integration

Beyond simple text conversion, data is automatically converted into core-system formats,
dramatically shortening lead times for billing and payroll operations.

TOPICS

LINKBAL

Joint research results with the University of Tokyo Market Design Center (UTMD) using the matching app "CoupLink"

Research ba

- Recommendations and "likes" concentrate on a few popular users, who cannot respond to them all, undermining opportunities for mutual communication
- Hidden behind popular users, candidates who are actually highly compatible are not appropriately recommended or displayed

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Science that makes you smile:)
×
UTMD The University of Tokyo Market Design Center
東京大学マーケットデザインセンター

UTMD's cutting-edge expertise in market design (matching theory) combined with MiDATA's advanced AI implementation capabilities produced a new recommendation algorithm "ECDA" (Exposure-Constrained Deferred Acceptance)

Results of the demonstration test

Applying the new recommendation algorithm "ECDA" (Exposure-Constrained Deferred Acceptance) confirmed that the extreme concentration of recommendations and "likes" on the top 0.1% of users under the conventional method was corrected.

Benefits for users

✓ Improved matching opportunities that lead to substantive interaction
✓ Provision of fair opportunities for encounters
✓ Strengthening of a safe and secure environment

Full-year earnings forecast for the fiscal year ending September 2026.

Achieving full-year profitability through revenue expansion and optimization of the cost structure.

- Growth will be driven by strengthening in-house large-scale events within the matching services and accelerating business expansion in AI solutions services.
- The Group will maintain the cost structure achieved through the phased review and efficiency improvements of fixed costs, while flexibly considering increased investment in services.

(Unit: ¥ Million)	FY2025	FY2026	YOY	
			Change	% Change
Net Sales	906	971	+64	+7.2%
Operating Profit	▲89	2	+91	-
Ordinary Profit	▲83	2	+85	-
Net income attributable to owners of the parent	▲197	1	+199	-

1 Executive Summary for FY2026 Q3

2 Overview of Financial Results for FY2026 Q3

3 FY2026 Earnings Forecast

4 Shareholder Benefit Program

5 Growth Strategy

6 Linkbal Group Overview

Shareholder Benefit Program

A shareholder benefit program will be introduced effective from the interim record date for the fiscal year ending September 2026.

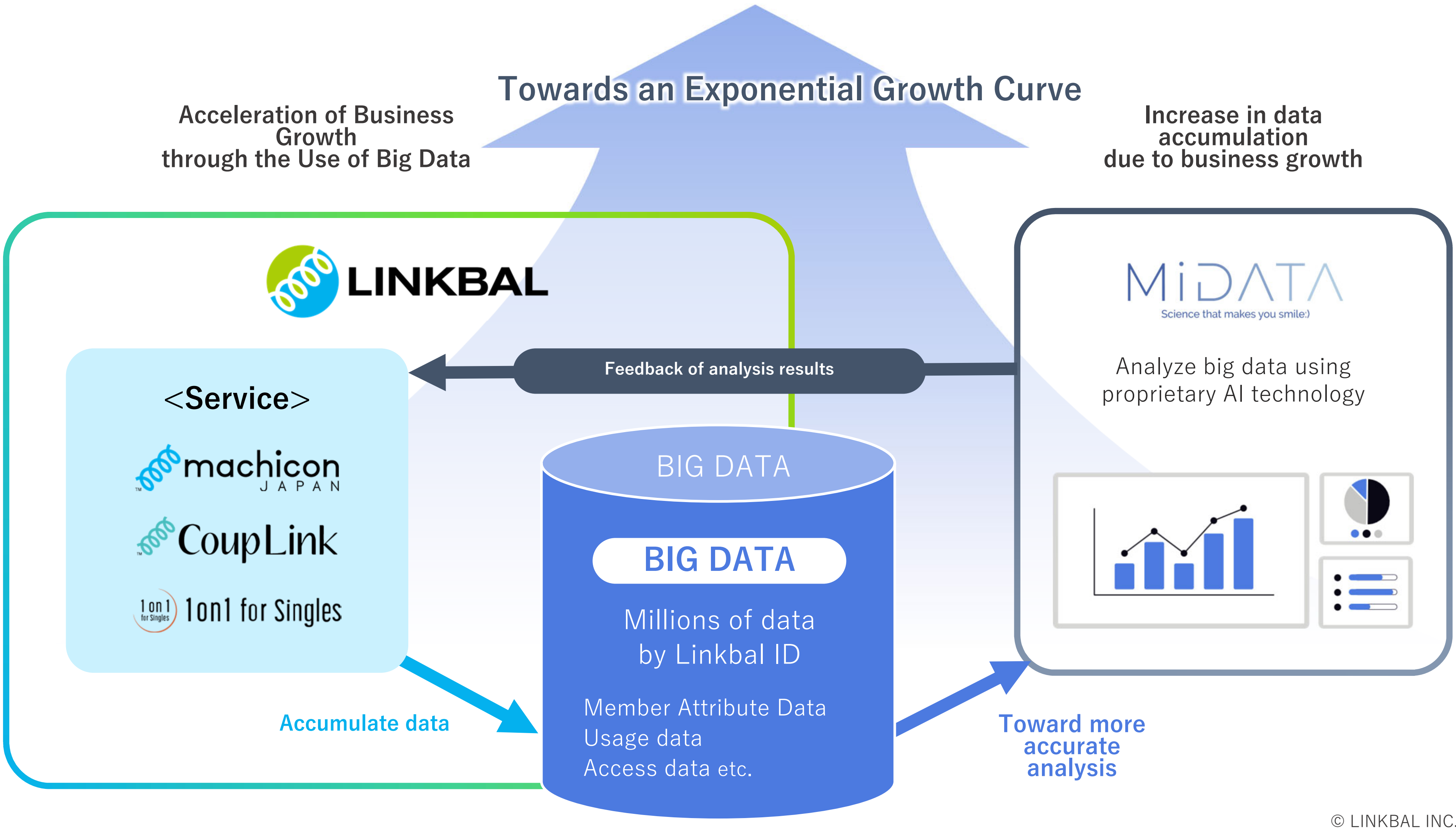
To express our appreciation to our shareholders and to enhance the medium- to long-term attractiveness of our stock, we are introducing a shareholder benefit program.

We will provide a total of **¥10,000 in Digital Gift® per year.**

Interim shareholder benefit	Year-end shareholder benefit
31.Mar Record date	30.Sep Record date
Continuous holding of 1,000 shares (10 trading units) or more for at least six months.	Continuous holding of 1,000 shares (10 trading units) or more for at least six months.
¥5,000 in Digital Gift®	**¥5,000 in Digital Gift®**

Business Model

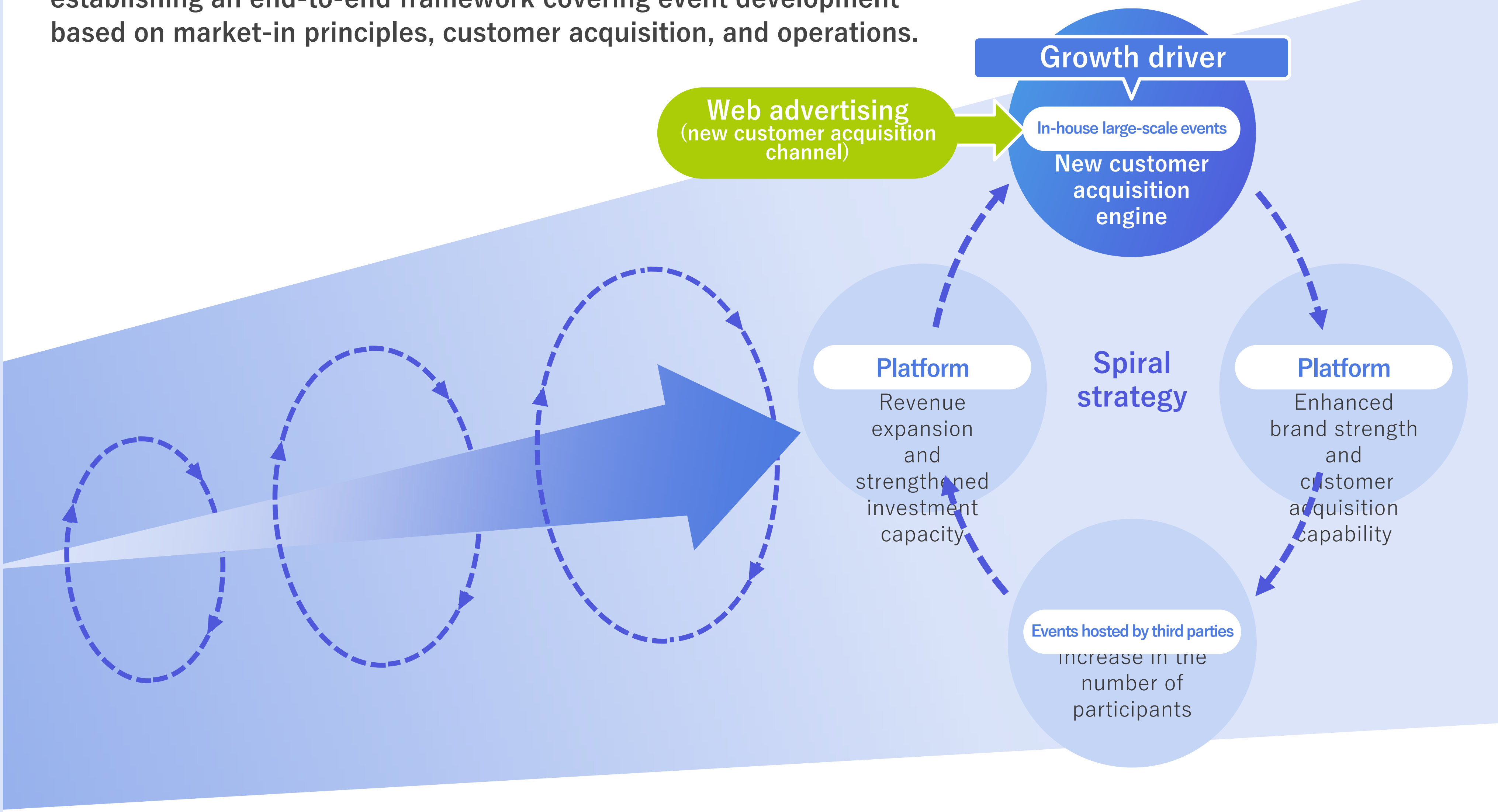
The Group expands the business foundation of its core matching business by leveraging advanced AI technologies.
By utilizing big data, it creates new, discontinuous business domains.



Growth Strategy ①: Re-acceleration of growth through a new spiral strategy centered on machicon JAPAN.

LINKBAL

Aiming to enhance value through a continuous positive cycle by establishing an end-to-end framework covering event development based on market-in principles, customer acquisition, and operations.



Growth Strategy ①: Track record of in-house large-scale events.

Successful execution of in-house large-scale events with over 1,000 participants.

We have successfully held multiple in-house large-scale events with approximately 1,000 participants each, all of which were fully sold out, achieving strong customer acquisition.

Through the accumulation of expertise in event planning, customer acquisition, and operations, we have established a framework capable of continuously creating new and attractive content.

Going forward, we will accelerate overall platform growth by using large-scale events as a starting point to acquire new customers and strengthen service integration.

Track record

A "Night Aquarium" where up to 1,000 participants meet.
A full aquarium after dark becomes a stage for encounters – "Eno Koi Night."

A "Night Aquarium" where up to 1,100 participants meet. A full aquarium after dark becomes a stage for encounters – "Sea Para Night."

Growth Strategy ②: Strengthening growth investment in AI to expand share in a fast-growing market

LINKBAL

The Group positions expansion of market share in the AI domain as its highest strategic priority and aims to establish a leading position in the AI market by leveraging its AI implementation and development capabilities.

- ✓ Accelerating growth through collaboration with advanced AI companies, local governments, and research institutions.
- ✓ Aiming to expand market share through strong implementation capabilities and speed, while establishing the AI business as a core earnings pillar.

Local governments Advanced AI companies AI utilization partners

- Okinawa Prefecture
- THE DAIDO FIRE AND MARINE INSURANCE CO., LTD.
- Okinawa Software Center Co., Ltd.

Alliance Partnership

Linkbal Group

- LINKBAL: Technical and Development Capabilities
- MiDATA (Science that makes you smile:): AI and Data Analytics Technologies

Industry–Academia Collaboration

Leading Universities & Research Institutions

- The University of Tokyo Market Design Center
- UNIVERSITY OF THE RYUKYUS

Growth Strategy ②: Case Study | AI-driven DX support for Daido Fire and Marine Insurance in Okinawa

Providing end-to-end support for AI utilization, from strategy planning to implementation and operational integration.
Promoting a new model that simultaneously addresses regional challenges and revitalizes local industries.

Supporting the DX of community-based financial institutions through hands-on AI implementation support.

MiDATA has been selected as the AI-driven DX support partner for the "15th Medium-Term Management Plan" of Daido Fire and Marine Insurance, a leading non-life insurance company in Okinawa Prefecture, and has launched the project.
Under the company's management vision of "Returning to Our Roots, Creating New Value," MiDATA will support operational transformation centered on AI and data utilization.

■ Implementation areas

- ✓ Development of a data utilization infrastructure (DWH / data mart development)
- ✓ Operational efficiency improvement through generative AI utilization (chatbot development and guideline formulation)
- ✓ AI talent development and internal adoption support

■Accelerating Daido Fire's "Returning to Our Roots, Creating New Value" with AI: supporting the transformation of community-rooted companies through data utilization and generative AI https://prtimes.jp/main/html/rd/p/000000015.000139343.html

Growth Strategy ②: Case Study | Strategic alliance partnerships.

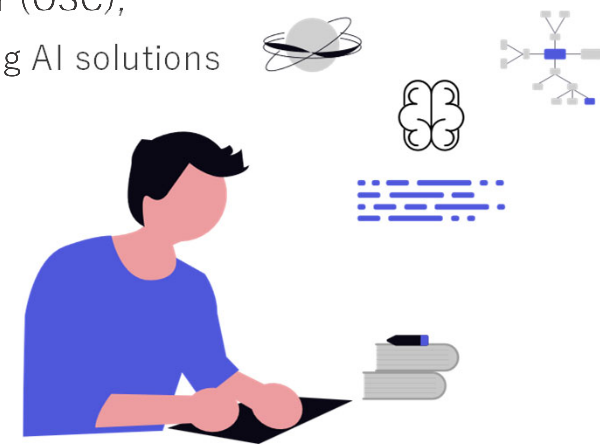
Leveraging AI implementation capabilities to promote a new model that simultaneously addresses regional challenges and revitalizes local industries.

Establishment of an Okinawa base and promotion of regional problem-solving through AI implementation.

MiDATA operates under the vision of "a world where everyone can benefit from the convenience of AI," supporting the resolution of regional and corporate challenges through the practical implementation of AI.
In May 2025, MiDATA established a new base in Naha to further strengthen AI talent development and technical support for regional industries.
In addition, through a business alliance with Okinawa Software Center (OSC), MiDATA has established a framework for developing and implementing AI solutions across both Tokyo and Okinawa bases.

■MiDATA and OSC enter into a business alliance — Advancing an AI solutions strategy connecting Okinawa and Tokyo —
https://prtimes.jp/main/html/rd/p/000000011.000139343.html

■MiDATA establishes a new base in Okinawa Prefecture to accelerate and strengthen AI initiatives in the region.
https://prtimes.jp/main/html/rd/p/000000007.000139343.html



Growth Strategy ②: Advancing AI implementation research through industry–academia collaboration.

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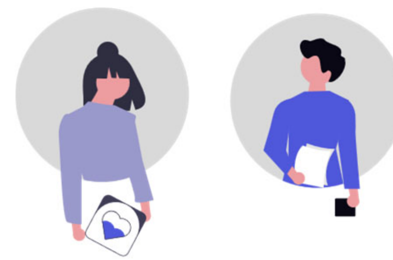
Promoting industry–academia value creation by implementing research outcomes as "practical AI solutions" for real-world use.

Advancing AI implementation research through industry–academia collaboration.

Joint Research with the University of Tokyo Market Design Center

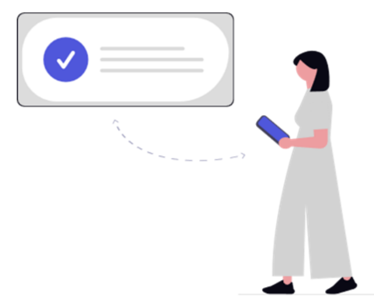
We are improving the "two-sided recommendation" algorithm in the romance and talent matching domains, aiming to address social issues such as declining birthrates and talent mismatches.



■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

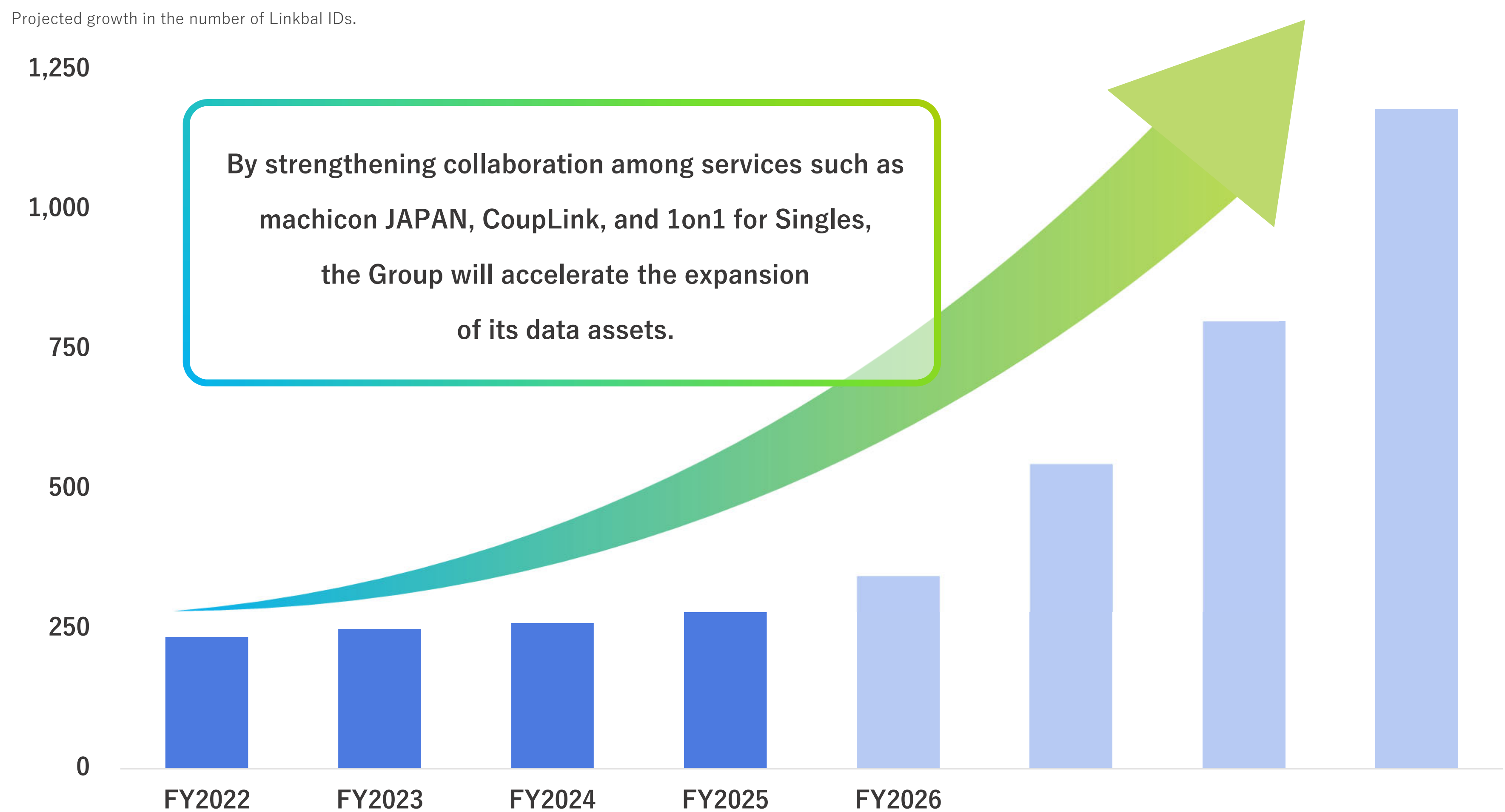
We are advancing the development of sophisticated personalized recommendation AI for e-commerce sites and other platforms.
By leveraging implicit data to improve recommendation accuracy, we aim to establish AI technologies that are practical for real-world deployment.



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

Utilization of "Big Data x AI"

・Leveraging member, access, and purchasing data accumulated through Linkbal IDs in the dating and matchmaking domain.
・Driving business growth by combining big data with MiDATA's AI technologies.
・As the business grows, data accumulation further expands, creating a growth spiral driven by data × AI.



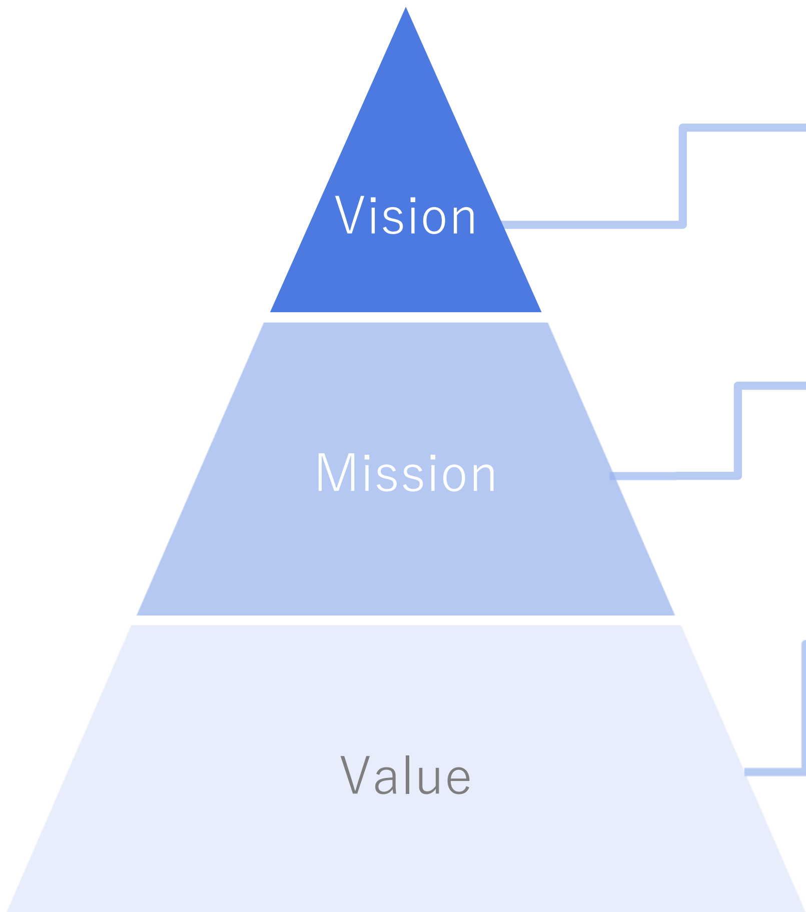
Company overview

Company name	LINKBAL INC.
Established	December 2011
Capital	50,000,000 yen
Shares listed on	Tokyo Stock Exchange Standard Market (Stock 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) Ban Naoki Director (Audit Committee Member) Shiohata Katsunori
Employees	59 employees (consolidated) as of September 30, 2025.
Lines of business	Matching services AI solutions services Other related application operation services

LINKBAL INC. Vision, Mission and Values

Management philosophy

People meeting—that's the future.



Vision

People meeting—that's the future.

Mission

Create encounters.

Value

- Unrivaled excellence.
- Ultimate ownership mindset.
- Making customer experience personal.
- Top speed.
- Embracing extreme challenges.
- Ultimate collaboration.

Hybrid business model integrating offline and online channels

LINKBAL

・Comprehensive business coverage addressing a wide range of dating and matchmaking needs to strengthen customer retention
・Capturing customer needs through enhanced collaboration across services

One-on-one

Online

Offline

Large groups

CoupLink

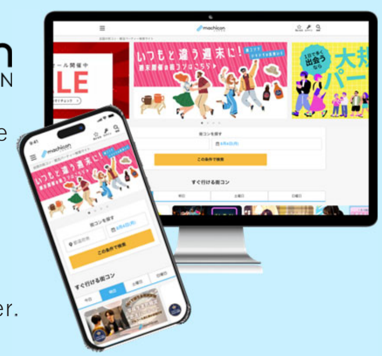
Because matching apps provide opportunities to meet people online, they are easy to start using casually and attract many people looking for romantic partners.

1on1 for Singles

Because it involves one-on-one, face-to-face encounters, users can expect serious relationships aimed at marriage.

machicon JAPAN

Because these are offline events attended by large groups and often joined with friends, many participants use them with the intention of finding a romantic partner.



『machicon JAPAN』

With approximately 2.95 million members (*1), machicon JAPAN is
one of Japan's largest matching event EC platforms, featuring a wide range of events.
The platform offers various types of content designed for purposes such as dating, friendship building, and marriage-oriented matchmaking.

Matching event EC platform 「machicon JAPAN」

Outline and features

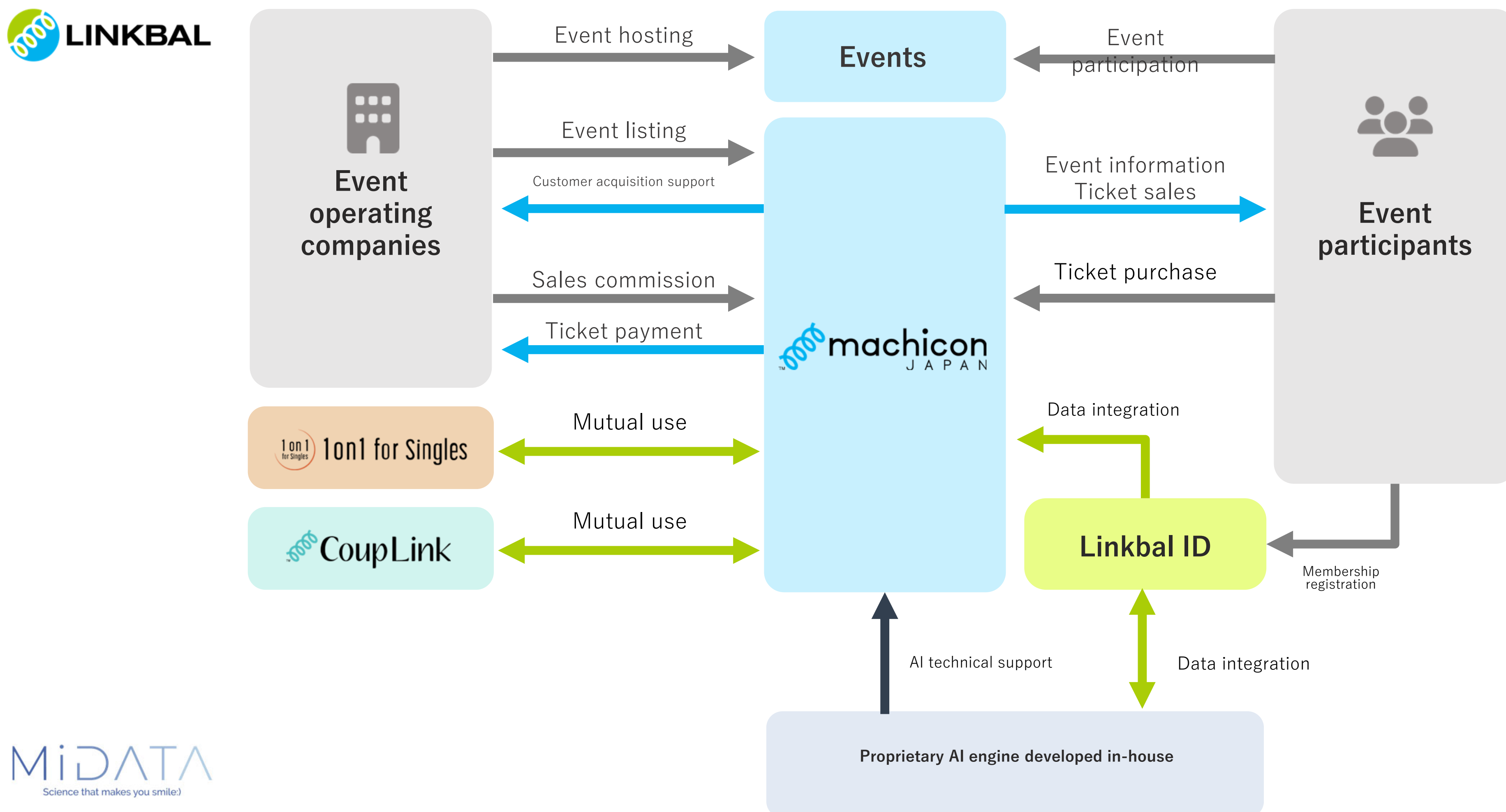
- Featuring event information held nationwide as one of the largest platforms in Japan
- A member base primarily consisting of users in their 20s and 30s (Linkbal ID*1)
- Expanding a wide variety of content offerings

Dating and marriage matchmaking	Friendship building	Social clubs for working adults
Offline meetups	Self-improvement	Experience-based events

etc

*1 "Linkbal ID" refers to the user ID that enables access to services such as machicon JAPAN and CoupLink

『machicon JAPAN』 Service Flow



『1on1 for Singles』

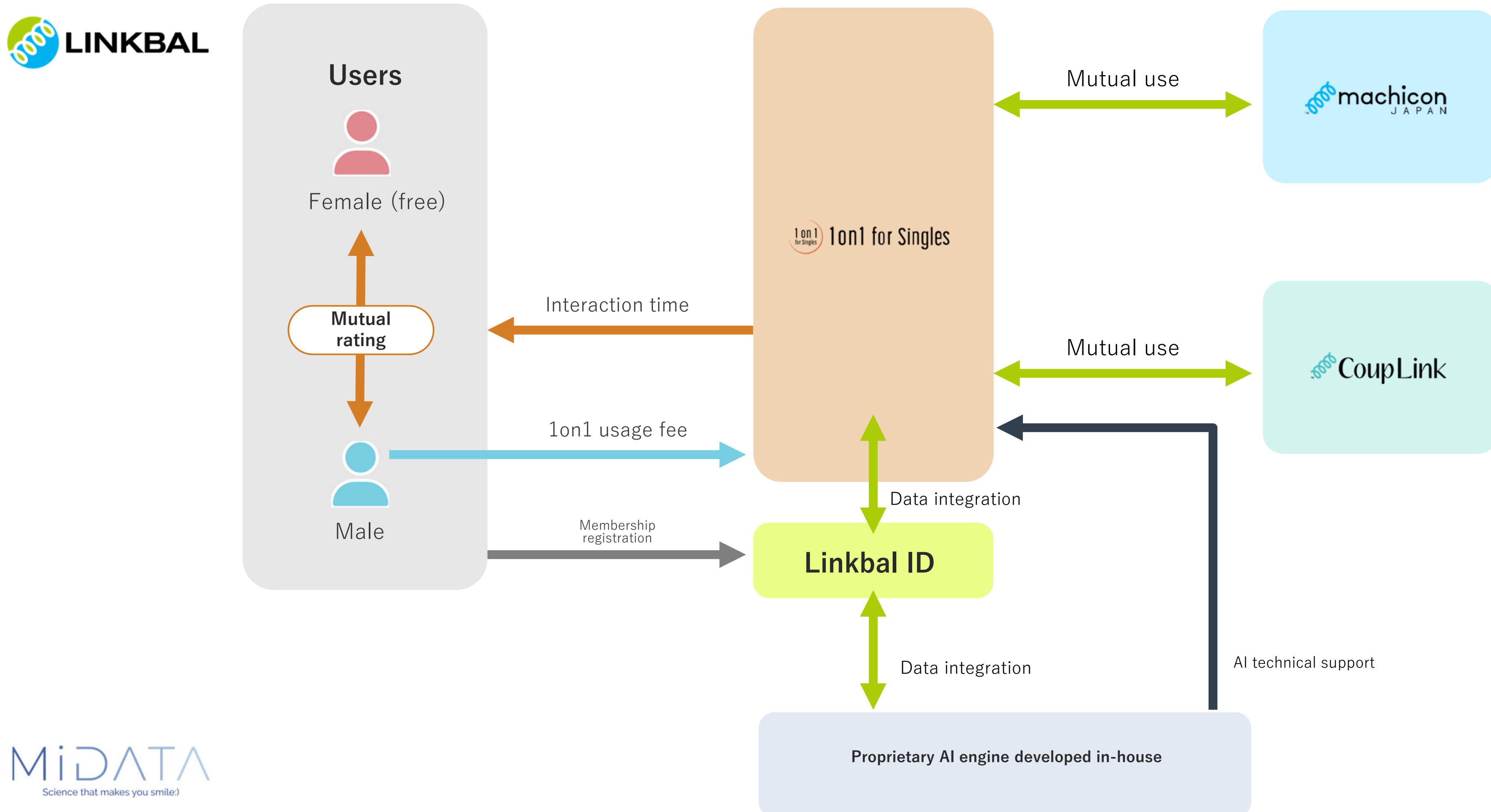
1on1 for Singles is a café-based one-on-one matching service that facilitates direct, face-to-face encounters.
It provides one-on-one matching opportunities designed for all “solo participants” seeking meaningful connections.

One-on-one matchmaking café 「1on1 for Singles」

Outline and features

- Provides a space for one-on-one interactions
- Introduces a membership system and a mutual user rating system
- Opened its first store in Shinjuku in July 2023
- Opened an Ebisu store in September 2023
- Opened an Ueno store in December 2024

『1on1 for Singles』 Service Flow



『CoupLink』

A matching app integrated with matching events, the first of its kind in Japan. By linking with machicon JAPAN, it leverages a unique customer acquisition channel that differentiates it from competitors.

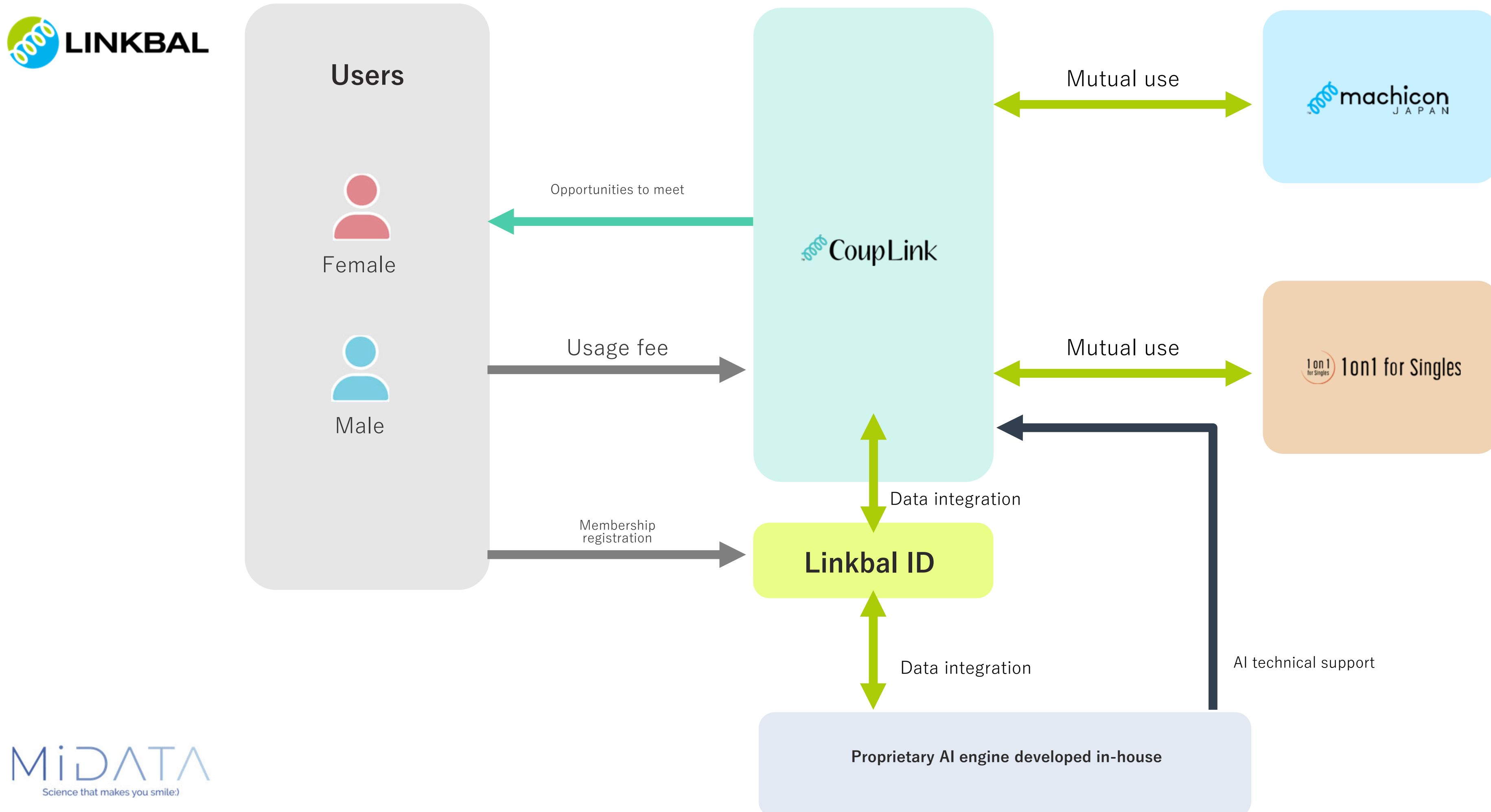
Matching app 「CoupLink」

Outline and features

- Provides matching services to users online
- Event participants can exchange messages through the app
- Free membership registration (Linkbal ID*1)
- Subscription-based business model
- High level of trust and safety due to usage by event participants
- A large number of highly motivated users actively engaged in dating and matchmaking

*1 "Linkbal ID" refers to the user ID that enables access to services such as machicon JAPAN and CoupLink

『CoupLink』 Service Flow



MiDATA INC.

LINKBAL

Through collaboration between LINKBAL INC. and MiDATA, the Group has developed proprietary high-level AI technologies.
By combining statistical analysis, machine learning, and generative AI, we address complex business challenges for enterprises.
We provide end-to-end support—from consulting and product delivery to implementation and adoption support—continuously refining both expertise and insight to deliver the value of AI broadly to society.

Examples of development achievements

AI matching engine

We developed a proprietary AI matching engine for the matching app CoupLink.
As a result, the number of matches increased by 3.8x compared to the previous system.

In machicon JAPAN, we also enable appropriate event recommendations that capture user needs, as well as matching users with suitable events.

Moving beyond search dependency to create new forms of matching.

At Tsukulink Inc., a matching platform for the construction industry, MiDATA co-developed an AI recommendation feature to reduce reliance on search-based matching.
Using an interpretable LDA model trained on posting/application logs and industry keywords, the system improved matching efficiency. Within six months, recommendation-driven matches accounted for 3% of total platform activity.

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