Financial Results Presentation
for Q4 and Fiscal Year Ended March 31, 2026

Net Protections
Net Protections Holdings

Net Protections Holdings, Inc.
(TSE Prime Market: 7383)

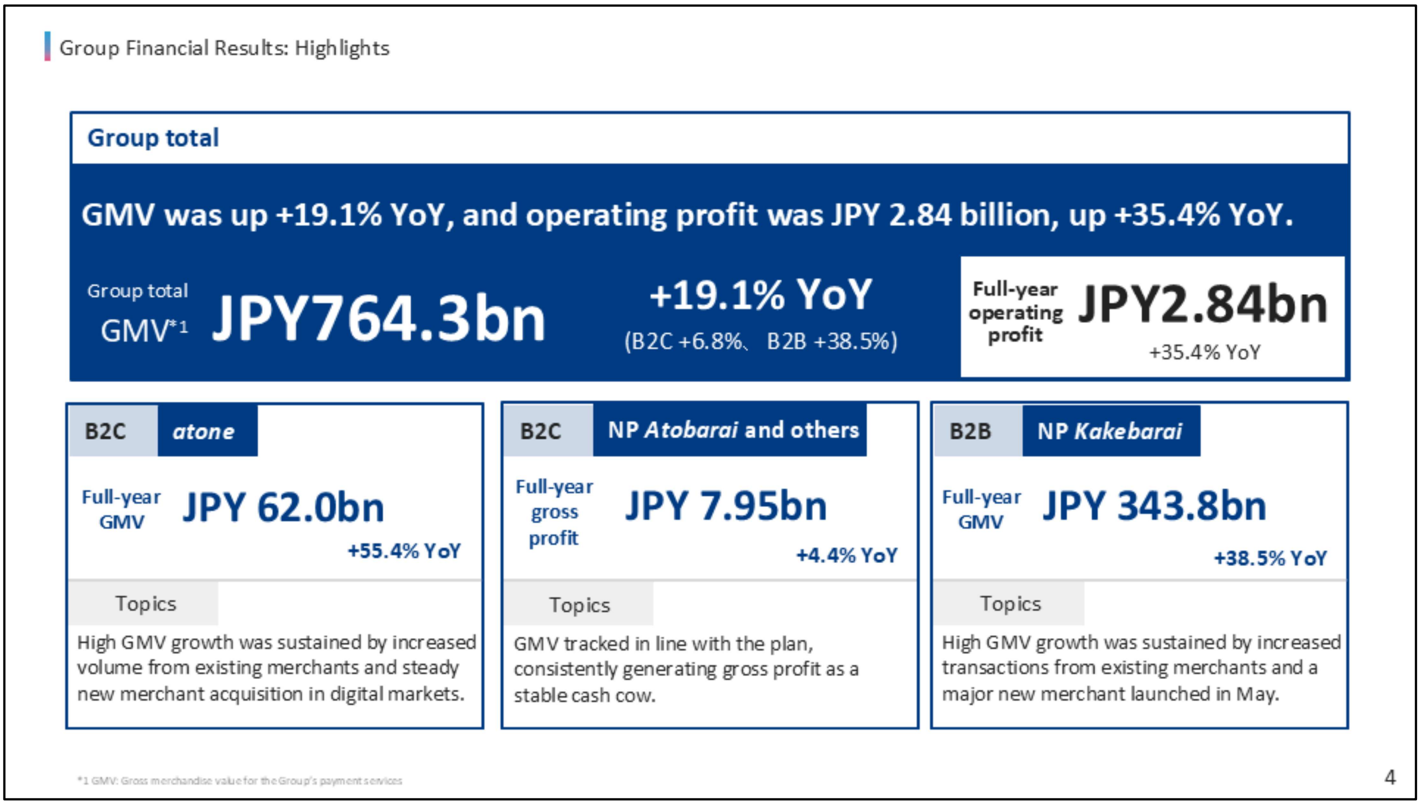
Hello, everyone. I am Shin Shibata, CEO of Net Protections Holdings.
I would like to begin the financial results presentation for the fiscal year ended March 31, 2026.

Here is the agenda for today.

First, I will begin with our financial results for the full year and the fourth quarter. Following that, I will present our earnings forecast for the fiscal year ending March 2027.
Finally, I will explain our medium-term management policy, which includes our updated three-year business plan.

Financial Results Highlights

CFO Watanabe will explain the financial results highlights.



Group total GMV reached 764.3 billion yen, up 19.1% year-on-year.
While SG&A expenses increased, this was outpaced by gross profit growth, bringing operating profit to 2.84 billion yen, a 35.4% increase year-on-year.

Now, let's look at our performance by service.

atone, our B2C growth driver, GMV increased 55.4% year-on-year to 62 billion yen. This was driven by increased transaction volume at existing merchants, alongside new merchant acquisitions in digital markets.

Our cash cow, NP *Atobarai* and others, steadily generated gross profit, reaching 7.95 billion yen, up 4.4% year-on-year.

Our the other growth driver, B2B NP *Kakebarai*, GMV grew 38.5% year-on-year to 343.8 billion yen. This was driven by the growth of existing merchants and the full-year contribution of the enterprise merchant that onboarded in May 2025.

Group Financial Results: Summary

GMV increased 19.1% YoY to JPY 764.3 billion. Operating profit increased 35.4% YoY to JPY 2.84 billion. Profit attributable to owners of parent increased 28.3% year on year to JPY 1.73 billion.

Summary

(JPY in millions)	FY3/26 Full-year		Full-year earnings forecast *5	
	Results	YoY percentage change	Amount	Achieved
GMV (non-GAAP)*1	764,384	+19.1%	763,000	100.2%
Total operating revenue	25,214	+9.5%	25,400	99.3%
Gross profit (non-GAAP)*2	11,984	+14.3%	11,950	100.3%
SG&A expenses (non-GAAP)*3	9,713	+9.0%	9,680	100.4%
Operating profit	2,848	+35.4%	2,900	98.2%
Profit before income taxes	2,853	+33.4%	2,740	104.2%
Profit attributable to owners of parent	1,732	+28.3%	1,600	108.3%
Basic earnings per share	17.44 yen	+25.8%	16.11 yen	108.3%
EBITDA (non-GAAP) *4	4,626	+23.5%	4,690	98.7%

*1 GMV: Gross merchandise value for the Group's payment services
*2 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)
*3 SG&A expenses: Operating expenses - (Invoicing related expenses + Bad debt related expenses + Other operating expenses + Other payment related expenses)
*4 EBITDA: Operating profit + (Depreciation and amortization + Share based payment expenses + Loss on disposal of property, plant and equipment + Impairment losses - Gain from reversal of impairment losses)
*5 Consistent with Consolidated Financial Results for Six Months Ended September 30, 2025 and Financial Results Presentation dated November 14, 2025

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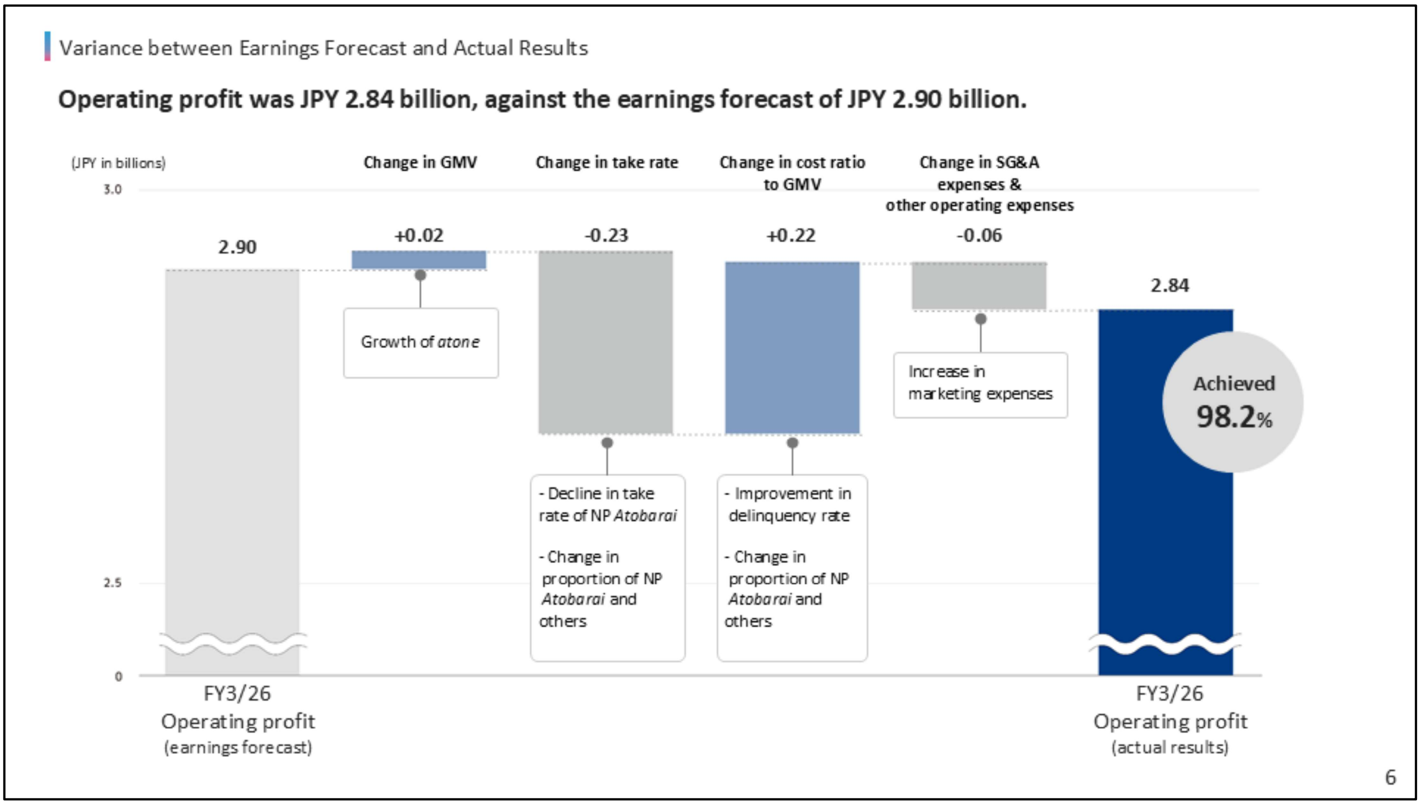
This is our performance summary for the fiscal year ended March 2026.

Group total GMV reached 764.3 billion yen, an increase of 19.1% year-on-year, and operating revenue grew 9.5% to 25.2 billion yen.
Gross profit came in at 11.9 billion yen, up 14.3% year-on-year. Operating profit increased 35.4% to 2.84 billion yen, and net income attributable to owners of parent stood at 1.73 billion yen, an increase of 28.3%.
Please note that our profit before income taxes exceeded our operating profit, primarily driven by financial income such as valuation gains on equity investments.

Overall, it was a year of steady business expansion.
We have already established robust unit economics, allowing us to consistently generate gross profit in tandem with GMV growth. Thanks to our operating leverage, our year-on-year operating profit growth actually outpaced our GMV growth.

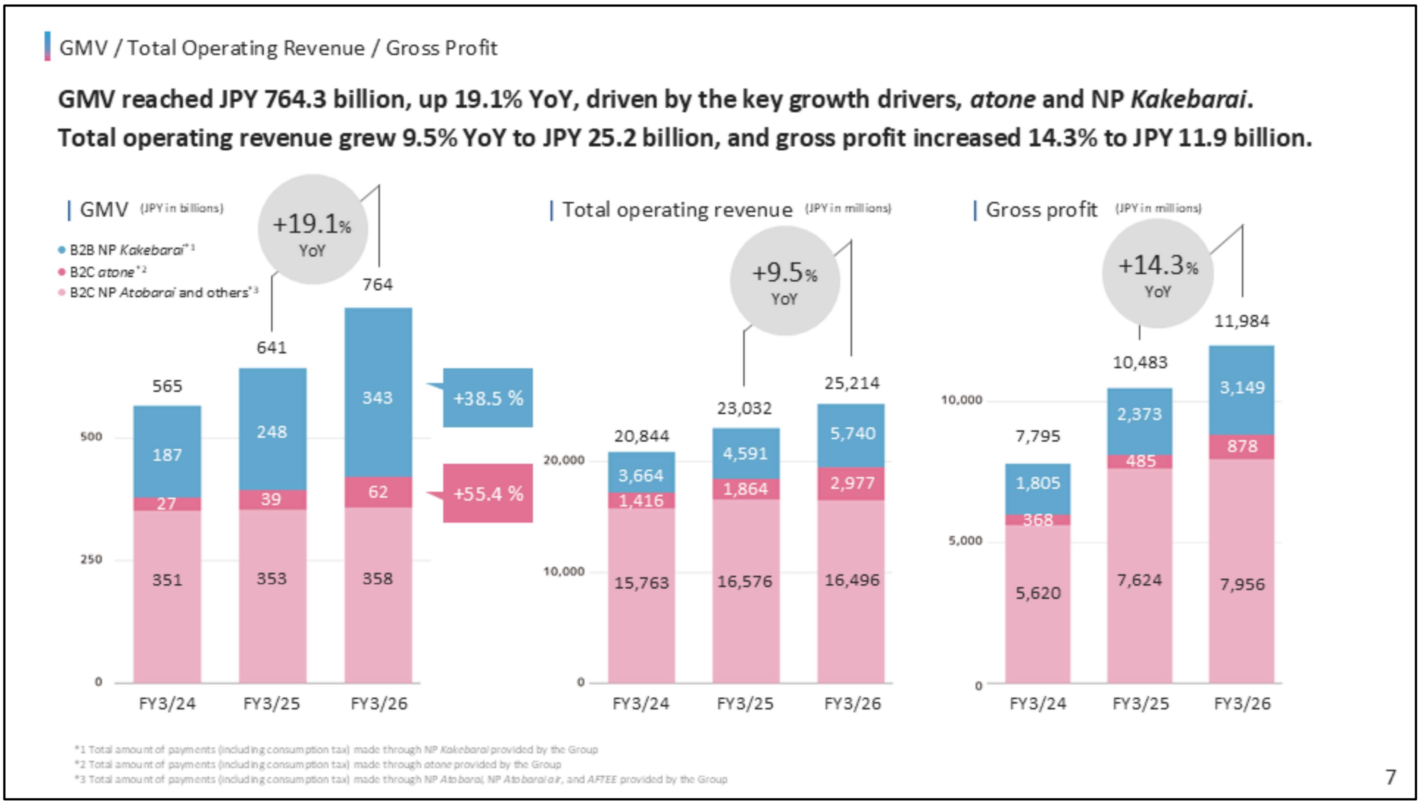
While we revised our full-year operating profit forecast upward twice during the year, our final results fell slightly short of the revised target. I will explain the factors behind this on the next slide.



Now, I would like to explain the variance between our full-year operating profit forecast and our actual results.

While the decline in take rate had a significant impact of 230 million yen, this was largely offset by a 220 million yen improvement in our cost ratio to GMV, driven by factors such as a lower delinquency rate.
Regarding SG&A, we decided to allocate an additional 60 million yen toward marketing expenses. As a result of this strategic investment, our full-year operating profit fell short of our forecast by approximately 60 million yen.

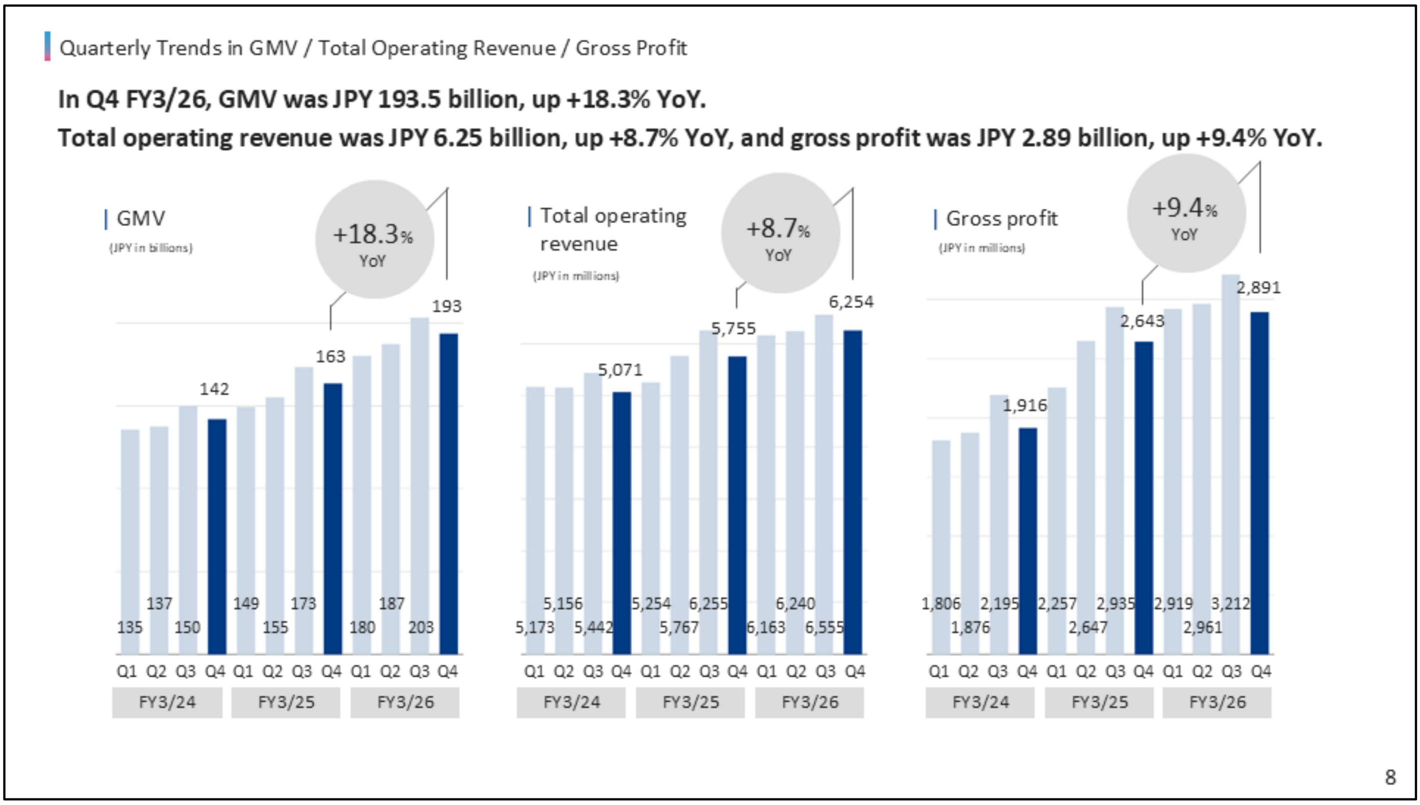
To give you a bit more detail on the drop in take rate, this stems from two main factors within NP *Atobarai* and others.
First is the ongoing, intense competition in NP *Atobarai*.
Second is a shift in our sales mix, primarily driven by the growth of NP *Atobarai air*.
Please note that while this change in proportion puts downward pressure on total operating revenue, it simultaneously helps reduce our costs. Therefore, the net impact on our operating profit is limited.



Next, I would like to walk you through our group total GMV, total operating revenue, and gross profit.

Group total GMV reached 764.3 billion yen, an increase of 19.1% year-on-year.
Breaking this down by service, this growth was primarily driven by *atone*, which surged 55.4%, and NP *Kakebarai*, which grew 38.5% year-on-year.

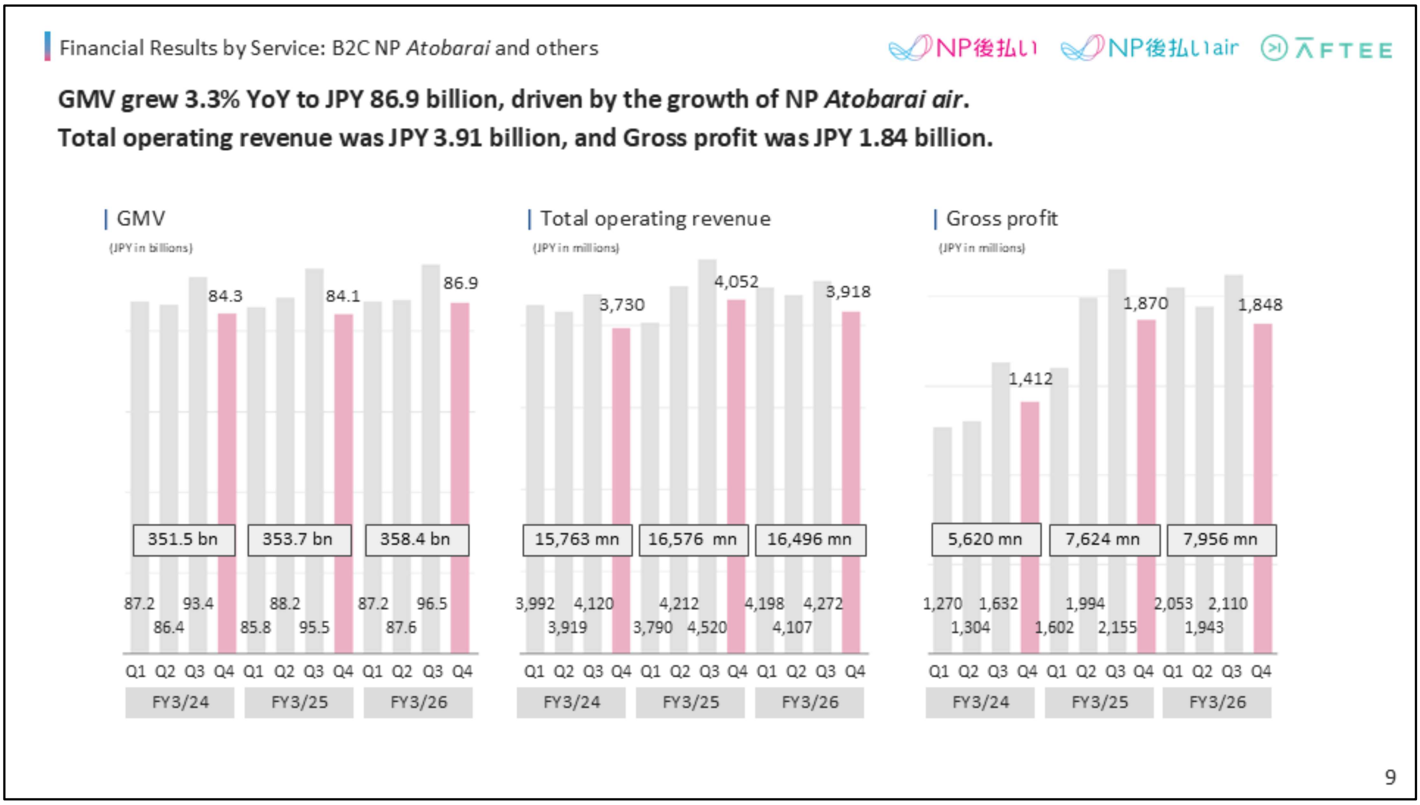
Total operating revenue came in at 25.2 billion yen, up 9.5% year-on-year, while gross profit rose 14.3% to 11.9 billion yen.



Moving on to our quarterly performance.

For the fourth quarter, group total GMV reached 193.5 billion yen, up 18.3% year-on-year. Total operating revenue came in at 6.25 billion yen, an 8.7% increase, while gross profit rose 9.4% to 2.89 billion yen.

I will explain the breakdown by service on the following slides.



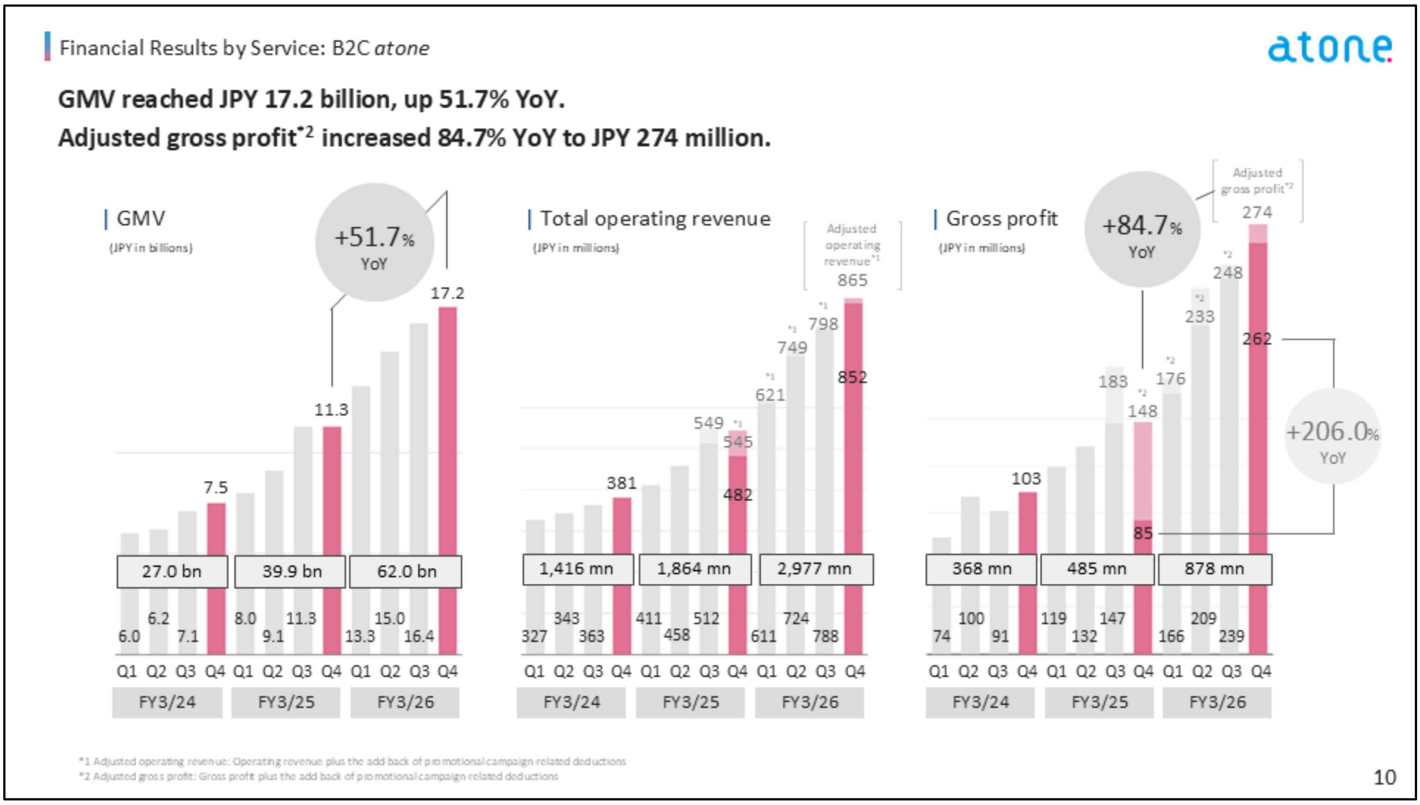
First, let's look at NP *Atobarai* and ohers.

GMV reached 86.9 billion yen, up 3.3% year-on-year, driven by the growth of NP *Atobarai air*.

For the fourth quarter, total operating revenue came in at 3.91 billion yen, a decrease from the same period last year.
This is due to the intense competitive environment in NP *Atobarai*, alongside a growing proportion of NP *Atobarai air* in our sales mix.

In line with the lower total operating revenue, gross profit for the fourth quarter dipped slightly year-on-year to 1.84 billion yen.

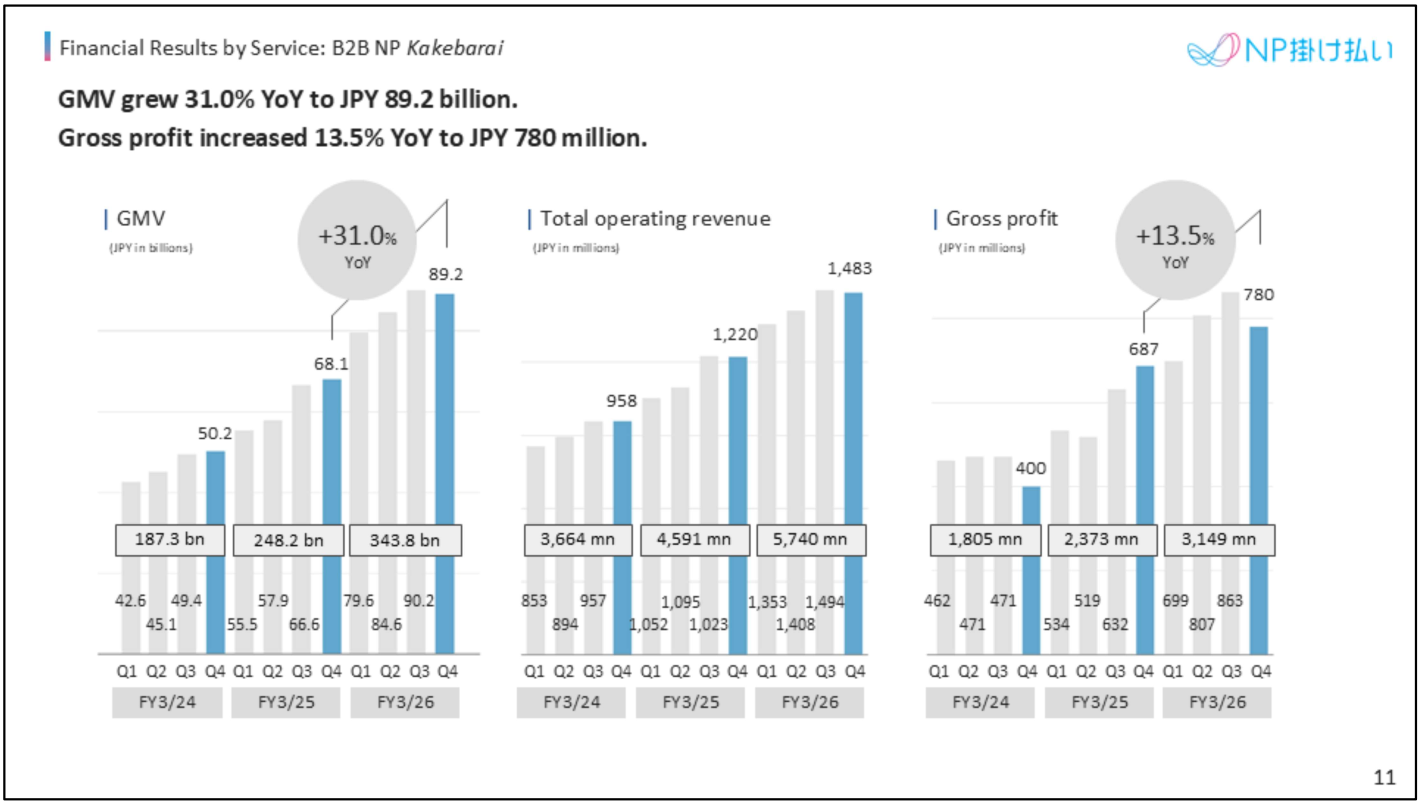
However, please note that while this mix shift puts downward pressure on total operating revenue, it simultaneously helps reduce our costs.
As a result, there is no significant impact on gross profit.



Turning next to *atone*, our B2C growth driver.

Fourth-quarter GMV surged 51.7% year-on-year to 17.2 billion yen.
This was driven by increased transactions at existing merchants, coupled with strong growth from new digital content merchants that onboarded during the fiscal year.

Adjusted gross profit, which adds back promotional campaign expenses, came in at 274 million yen for the quarter, up 84.7% year-on-year.
The reason our gross profit growth outpaced GMV growth is primarily due to a rebound from temporarily lower collection rates during the same period last year.



Next, I would like to touch on our B2B service, NP *Kakebarai*.

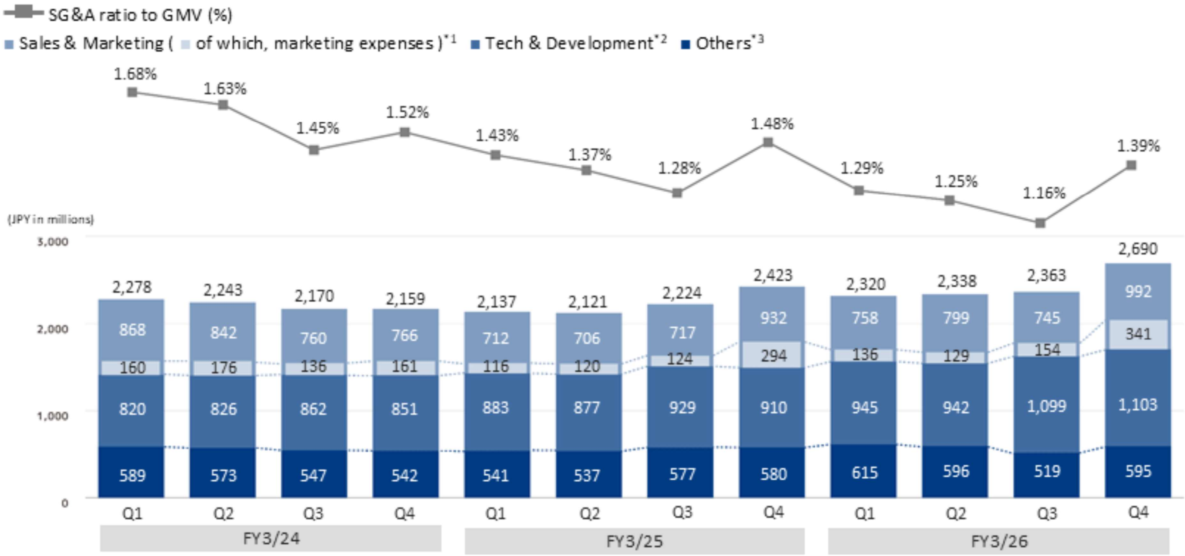
For the fourth quarter, GMV reached 89.2 billion yen, up 31.0% year-on-year.

Gross profit came in at 780 million yen, an increase of 13.5% year-on-year. The reason this growth rate trailed our GMV growth comes down to two main factors.

First is a decline in take rate. This was driven by the growth of the new enterprise merchant, which carry relatively lower commission rates.
Second, we experienced a temporary decline in collection rates, leading to a higher delinquency rate.

SG&A Expenses: Quarterly Trends by Function

SG&A expenses for Q4 were JPY 2.69 billion.
Marketing investments reached JPY 340 million, an increase of JPY 60 million against the plan.



*1 Sales & Marketing: Personnel, outsourcing, operations related, marketing, and other expenses related to sales and marketing
*2 Tech & Development: Personnel, outsourcing, operations related, and other expenses related to system development, credit related operations, and other operations
*3 Others: SG&A expenses other than *1 and *2 (personnel and outsourcing expenses related to back office operations, outsourcing expenses of help desk for services, etc.)

Now, let's look at the trends in our SG&A expenses.

For the fourth quarter, SG&A came in at 2.69 billion yen, representing an SG&A ratio to GMV of 1.39%.
You may notice that this quarterly figure appears elevated. This is due to additional marketing investments, as well as a timing shift of certain initiatives that were pushed back from the third quarter.

However, our full-year SG&A landed broadly in line with our expectations. As you can see from the trend in the ratio to GMV, we continue to manage our expenses with strict discipline.

Earnings Forecast for FY3/27

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Next, I would like to walk you through our earnings forecast for the fiscal year ending March 2027.

Earnings Forecast for FY3/27

We project GMV of JPY 890.0 billion, up 16.4% YoY, and operating profit of JPY 3.6 billion, up 26.4%.

Earnings forecast

(JPY in millions)	FY3/27 earnings forecast H1	FY3/27 earnings forecast H2	FY3/27 earnings forecast Full-year	FY3/27 earnings forecast YoY change	(Reference) FY3/26 Results
GMV (non-GAAP)[*1]	420,000	470,000	890,000	+16.4 %	764,384
Total operating revenue	13,100	14,700	27,800	+10.3 %	25,214
Gross profit (non-GAAP)[*2]	6,300	7,300	13,600	+13.5 %	11,984
SG&A expenses (non-GAAP)[*3]	5,000	5,600	10,600	+9.1%	9,713
Operating profit	1,600	2,000	3,600	+26.4%	2,848
Profit before income taxes	1,550	1,900	3,450	+20.9%	2,853
Profit attributable to owners of parent	1,000	1,190	2,190	+26.4%	1,732
Basic earnings per share	10.05 yen	11.96 yen	22.01 yen	+26.2%	17.44 yen
EBITDA (non-GAAP)[*4]	2,600	3,000	5,600	+21.0%	4,626

*1 GMV: Gross merchandise value for the Group's payment services
*2 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)
*3 SG&A expenses: Operating expenses - (Invoicing related expenses + Bad debt related expenses + Other operating expenses + Other payment related expenses)
*4 EBITDA: Operating profit + (Depreciation and amortization + Share based payment expenses + Loss on disposal of property, plant and equipment + Impairment losses - Gain from reversal of impairment losses)

Here is our earnings forecast for the fiscal year ending March 2027.

We project GMV to reach 890 billion yen, a 16.4% increase year-on-year, and operating profit to grow 26.4% to 3.6 billion yen.

Additionally, regarding the lawsuit filed by the Consumers Organization of Japan, we currently anticipate the impact on our financial results to be minimal.

Medium-Term Management Policy

Next, I, CEO Shibata, will present our medium-term management policy.

Three-Year Business Plan
(FY3/27 - FY3/29)

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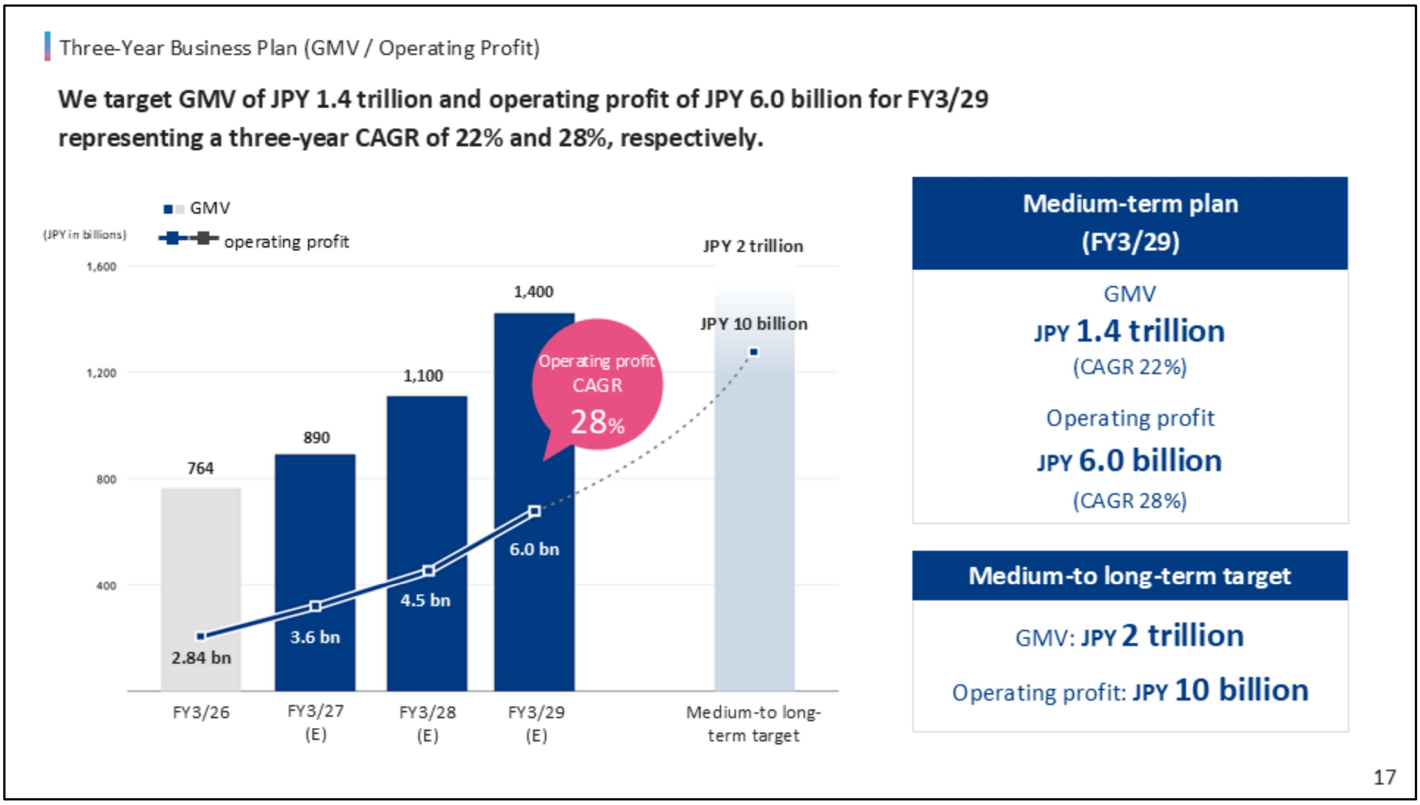
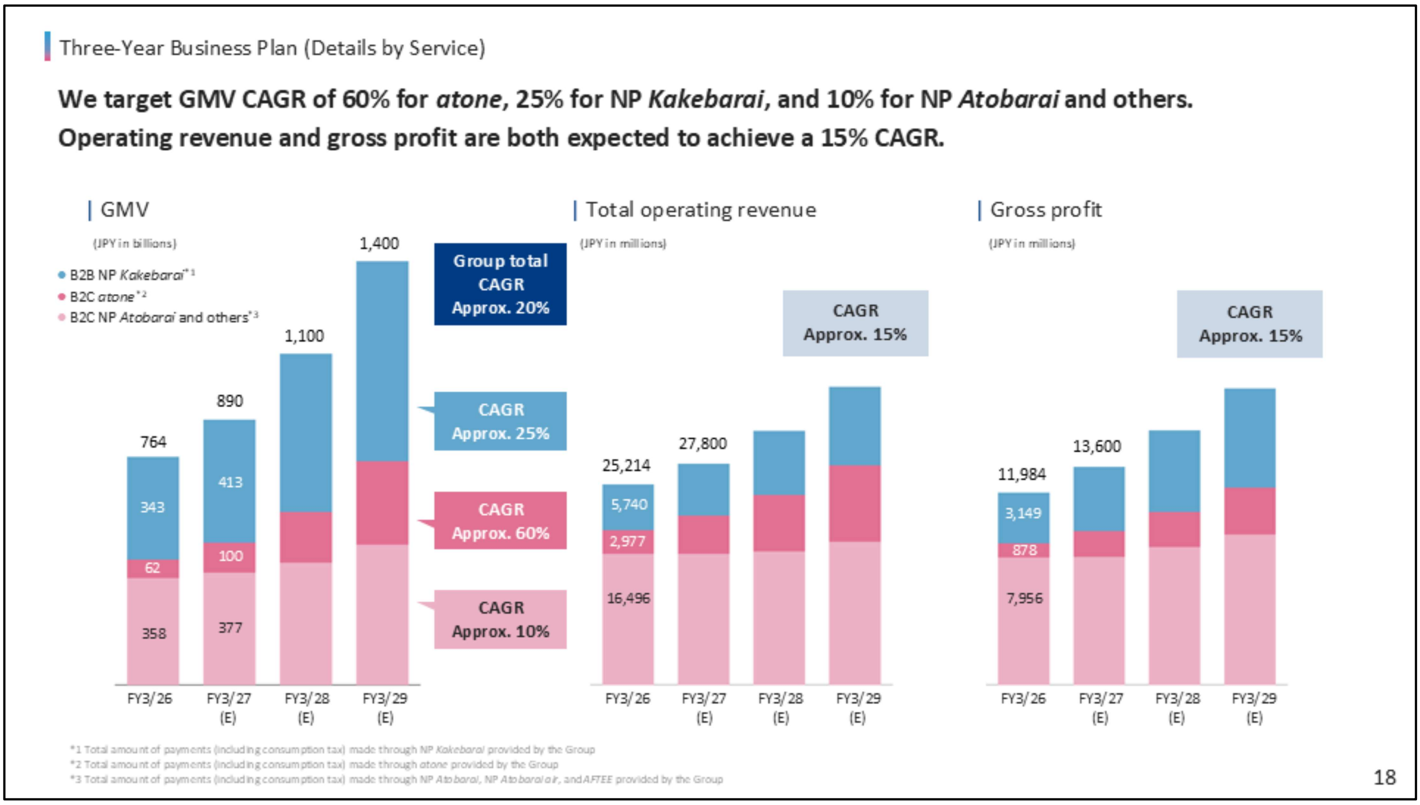
First, I would like to share our three-year business plan.
We have updated the plan announced a year ago, extending it out to the fiscal year ending March 2029.



For the fiscal year ending March 2029, the final year of our three-year plan, we are targeting a GMV of 1.4 trillion yen and an operating profit of 6 billion yen.
This represents a CAGR of 22% for GMV and 28% for operating profit.

By executing on this plan, we believe our mid-to-long-term targets of 2 trillion yen in GMV and 10 billion yen in operating profit will soon be within reach.

Additionally, regarding the lawsuit filed by the Consumers Organization of Japan, we currently anticipate the impact on this three-year plan to be minimal.



Here is the breakdown of our three-year business plan by service.

We are targeting an overall GMV CAGR of approximately 20%.
Looking at the growth rates by service, we expect *atone* to grow at 60%, NP *Kakebarai* at 25%, and NP *Atobarai* and others at 10%.

In tandem with this GMV expansion, we project both total operating revenue and gross profit to achieve a CAGR of roughly 15%.

I will walk you through the specific strategies to achieve this growth on the following slides.

Growth Strategy

I will walk you through the growth strategies behind our three-year business plan.

Review of FY3/26 & Future Policies

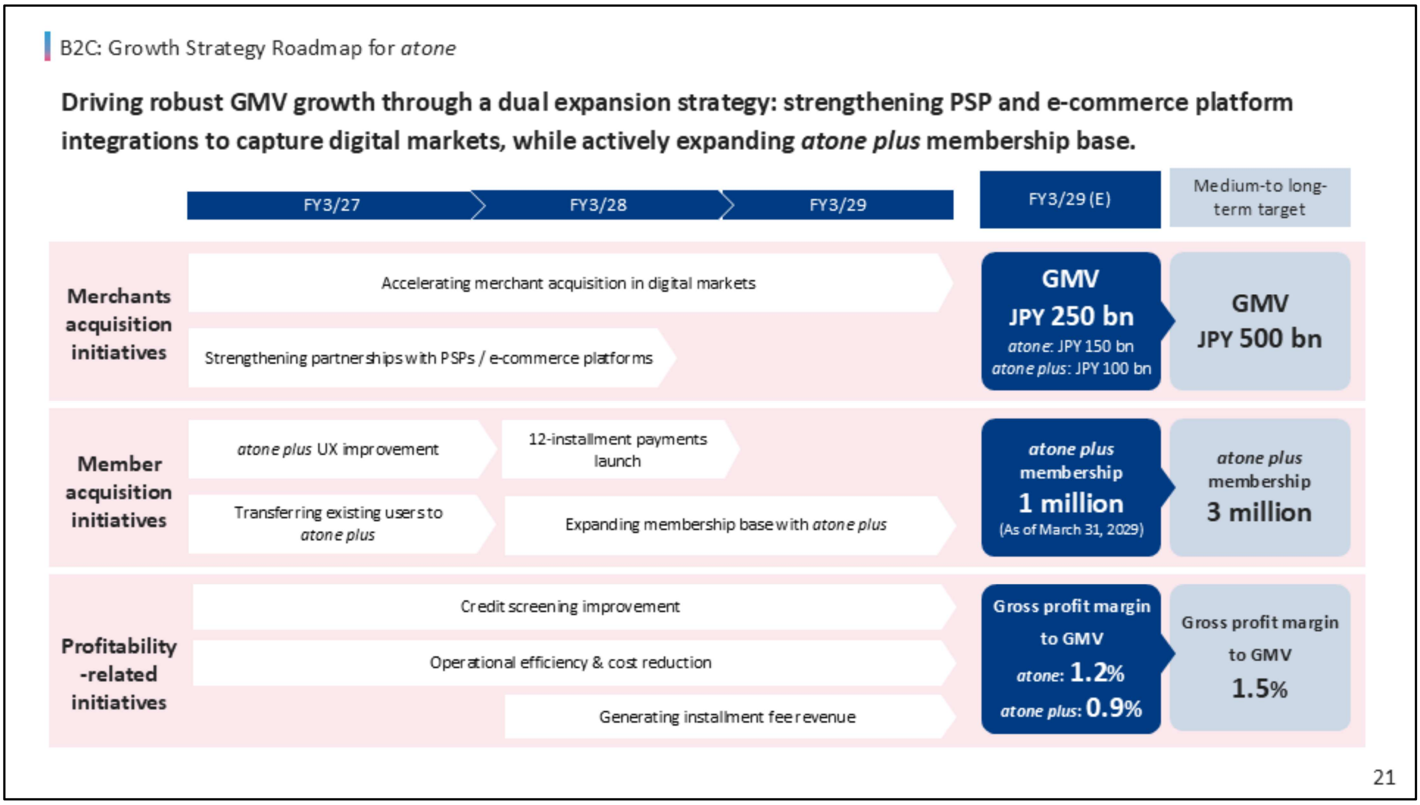
	Growth strategy for FY3/26	Future policies (outline)
NP後払い	• Maintain stable profit generation • Focus on acquiring e-commerce merchants by replacing their in-house BNPL operations	• **No change**
atone	• Merchant acquisition initiatives: Unlocking *atone* for all NP *Atobarai* merchants in mid FY3/27 • Member acquisition initiatives: Promoting *atone plus* usage from around FY3/28	• **Merchant acquisition initiatives: Revised** • Focus on acquiring merchants in new markets through partnerships with Payment Service Providers (PSPs) and e-commerce platforms • **Member acquisition initiatives: No change**
NP掛け払い	• Targeting enterprise merchants in high demand industries through direct sales	• **Revised** • In addition to our own sales resources, utilize external sales resources such as partners • Revamping the sales flow for SME merchants

Before we dive into the details of our growth strategy, I would like to look back at the fiscal year ended March 2026 and outline our strategic direction moving forward.

First, regarding our B2C service, NP *Atobarai*. We will maintain our existing strategy: focusing on stable profit generation and acquiring e-commerce merchants by replacing their in-house BNPL operations.

Next, *atone*. We are shifting our merchant acquisition strategy.
Rather than relying on our existing NP *Atobarai* merchant network, we will focus on cultivating new market segments through integrations with PSPs and e-commerce platforms. The partnerships we secured with payment service providers last year have allowed us to reach a wide range of businesses we previously had no touchpoints with. At this stage, we have concluded that expanding our addressable market and acquiring merchants through these partnerships is more effective than solely leveraging our existing assets. Please note that our strategy for acquiring new members remains unchanged.

Finally, our B2B service, NP *Kakebarai*.
Previously, our approach centered on direct sales to enterprise clients using our internal resources, but we are now revising this strategy. By leveraging the major partnerships we established last year, we will enhance our sales structure to better capitalize on external resources. Alongside this, we are also completely revamping our sales flow for small and medium-sized merchants.



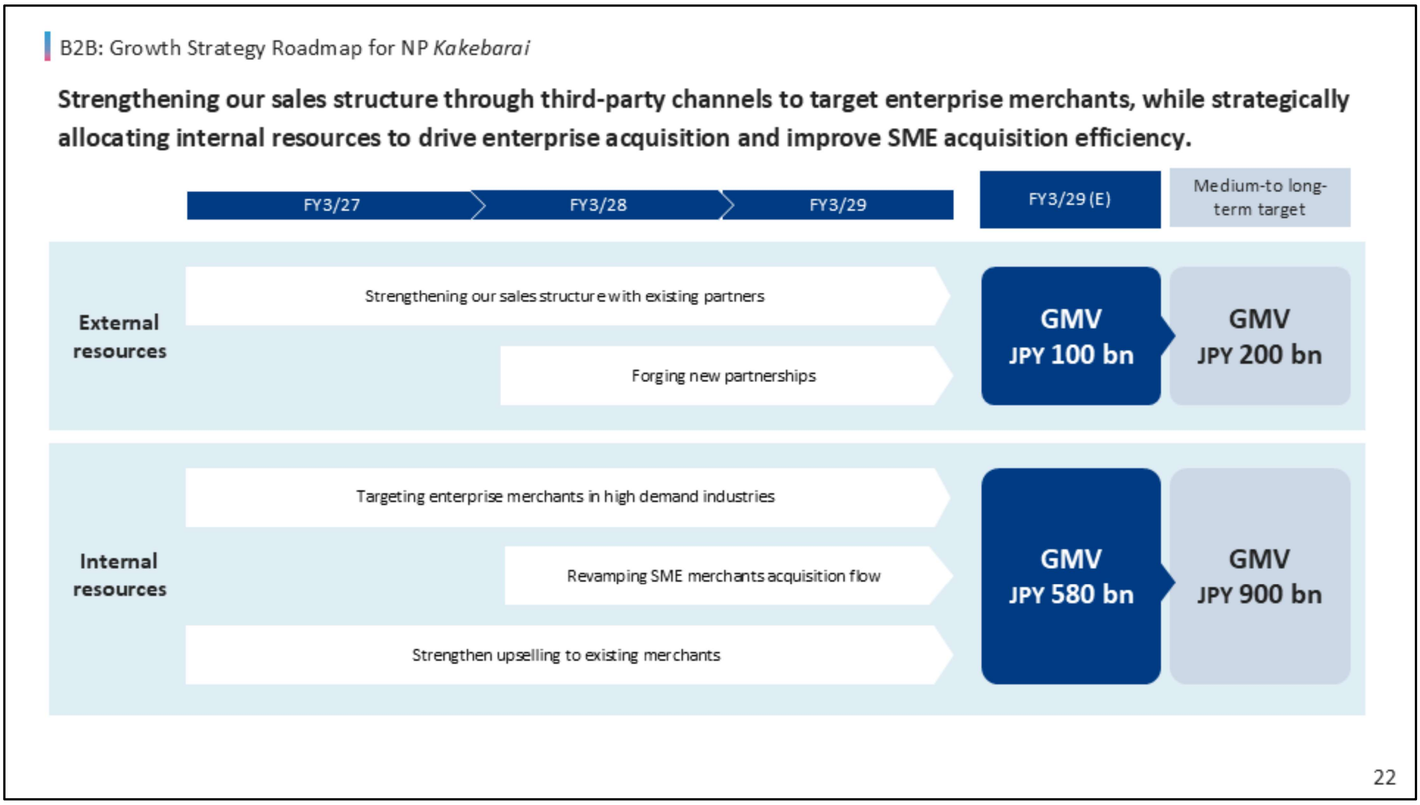
I would like to discuss our growth strategy for our B2C service, *atone*.

In addition to our merchant acquisition efforts, we will also focus on expanding our membership base. We intend to drive GMV growth through a dual expansion strategy.

First, our merchant acquisition strategy.
Following the 'Mobile Software Competition Act (MSCA)' enacted last December, there is a growing demand for diverse payment options, such as out-of-app billing. We will fully capture this momentum and focus on cultivating the digital markets. Simultaneously, we will continue to strengthen our integrations with major domestic and international PSPs and e-commerce platforms. This will allow us to increase our touchpoints with enterprise merchants and secure a robust sales pipeline.

Next, our member acquisition initiatives.
During the fiscal year ending March 2027, we will concentrate on improving the UX and monetizing *atone plus*. Once this foundation is firmly established, we will bring *atone plus* to the forefront in the fiscal year ending March 2028, launching a full-scale drive to acquire new members. Our strategy is to leverage the strength of this expanded membership base to attract even more merchants, thereby creating a virtuous cycle of growth.

Finally, our measures to improve profitability.
The 1.5% point reward program, which serves as a powerful hook for *atone plus*, will naturally entail a certain increase in costs. However, to fully absorb these costs, we will further intensify our efforts to improve our credit screening system and reduce our costs. Furthermore, starting in the fiscal year ending March 2028, we will introduce a 12-month installment plan and begin collecting installment fees. We remain firmly committed not only to top-line growth but also to structural improvements in our profitability.

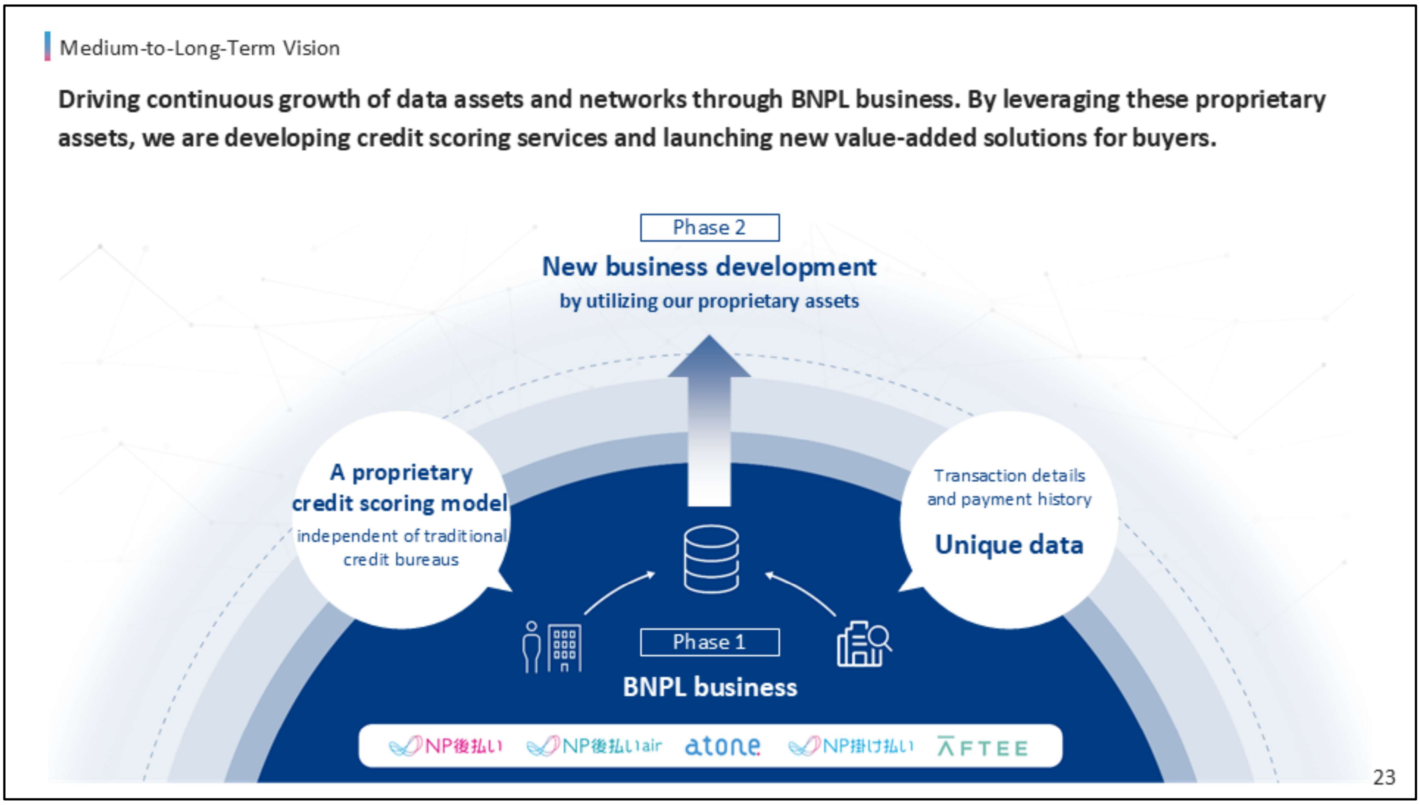


Next, let's look at the growth strategy for NP *Kakebarai*.

To drive sustainable growth, we will increasingly leverage external sales networks to complement our internal resources.

First, referring to the upper section of the slide regarding the use of external resources.
We will solidify our collaborative frameworks with existing partners while actively cultivating new ones. By tapping into their vast customer bases and sales capabilities, we aim to reach a GMV of 200 billion yen in the medium to long term.

Moving to the lower section concerning our internal resources.
We will strategically concentrate our sales force on high-demand industries to acquire enterprise merchants. Simultaneously, we are comprehensively revamping our acquisition flow for small and medium-sized merchants. Our objective here is to build a highly scalable system that enables broad, efficient merchant acquisition while keeping internal sales overhead low. Furthermore, by maximizing the lifetime potential of our existing merchant base through upselling, we aim to achieve a GMV of 900 billion yen in the medium to long term.



While these figures are not factored into the financial targets of our three-year plan, I would like to share our longer-term vision with you today.

The addressable markets for both B2C and B2B BNPL services are massive. Our primary focus remains squarely on driving GMV growth. That fundamental commitment is unchanged. Beyond that, however, we plan to develop new business models that leverage the unique data we have accumulated through our BNPL services.

We possess two unique competitive advantages here.
First, we have established a proprietary credit scoring model that operates entirely independently of traditional credit bureaus.
Second, we hold exclusive, highly granular data, specifically, transaction details and actual payment history, accumulated from our massive user base.
This is data our competitors simply cannot access.

Capitalizing on these core assets, our strategy is to begin offering our credit scoring model as a service to external parties, alongside launching entirely new services for buyers.

We look forward to sharing more concrete details of these strategic initiatives over time, and we hope you are as excited about the future as we are.

Financial Policy

While maintaining our low working capital business model, we will expand debt financing as needed.
We will take a flexible approach to shareholder returns, carefully balancing them with growth investments.

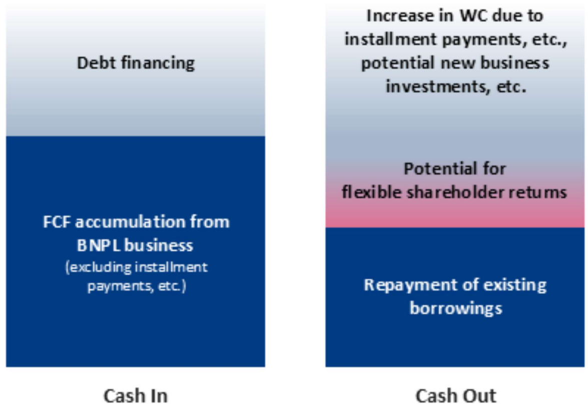
Liquidity management

- Maintain appropriate levels of cash and deposits based on strict daily liquidity management
- Existing commitment lines: Consider upgrades including expansion of limits

Financing and financial soundness

- Basically cover expansion of installment payments and potential new business investments through debt financing
- Maintain equity levels required to secure financing capacity

Capital allocation policy (conceptual diagram)



Finally, I, CFO Watanabe, will explain our financial policies.

First, regarding liquidity management.
To ensure reliable fund settlements as a payment service provider, we work closely with our financial institutions to maintain an appropriate level of cash and cash equivalents.

Next, regarding our financing strategy.
Because our core businesses primarily handle short-term operating receivables and payables, we expect our working capital to remain at a relatively low level compared to our overall business scale. With that in mind, as we gradually expand our installment payment offerings, our financing needs associated with business growth may increase slightly compared to previous levels. Our basic policy is to cover these necessary funds through debt financing. To ensure we retain ample financing capacity, we will maintain our equity capital at an appropriate level.

Regarding shareholder returns, we intend to execute these in a flexible manner, carefully balancing the free cash flow (FCF) generated by our existing businesses, the capital required to fuel our continued growth, and our overall financing environment.

This concludes our full-year earnings call for the fiscal year ended March 2026. Thank you very much for your time and attention today.

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