LINKBAL

Presentation Materials for the Fiscal Year Ended September 30, 2026

LINKBAL INC.

Stock Code: 6046

November 9, 2026

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- 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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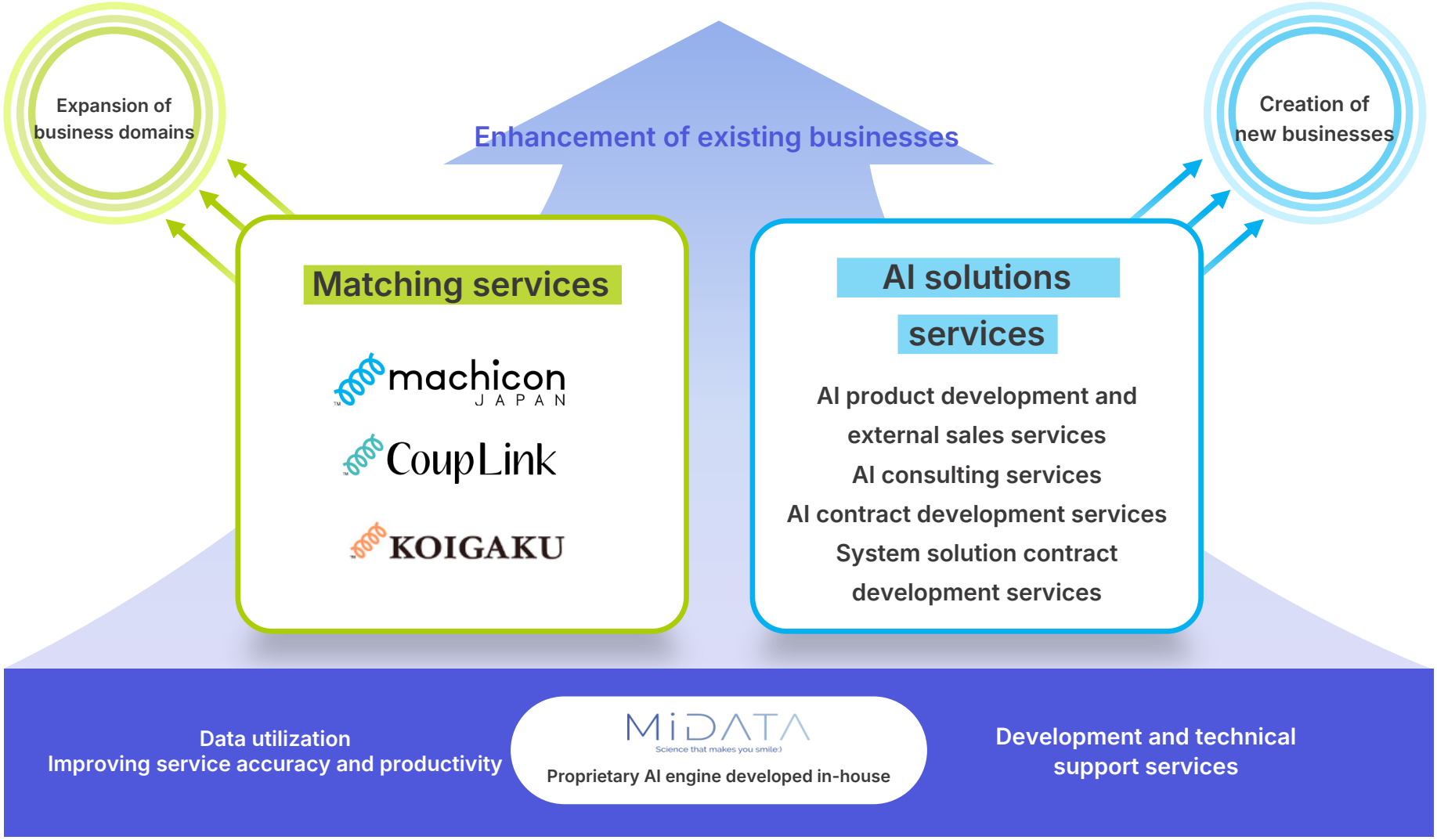
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Business operations of Linkbal

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



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Our Business: Reportable segments to change from FY2027 in line with AI business expansion

While working to enhance medium- to long-term corporate value and expand its business portfolio, the Group will change its reportable segments from FY2027 to "Matching Platform" and "AI Solutions," in line with the expansion of the AI solutions business.

FY2026

(Single segment)
Website operation services

- Matching services
- AI solutions services

FY2027

Matching Platform

Operation of matching services and provision of related services

- Matching event platform "machicon JAPAN"
- Matching app "CoupLink"

AI Solutions

- **AI solutions services** (Subsidiary: MiDATA INC.)
- **DX support services for private companies and government**
- **Influencer marketing services**
- **Development of in-house AI products**

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Executive Summary for FY2026

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1 Exceeded forecast: Net sales +10.7%
- Data utilization via the proprietary AI engine advanced
- Matching services acquired new customers; participants increased
- AI solutions grew significantly

2 Productivity gains significantly improved the SG&A ratio

3 Temporary costs incl. market reclassification: tens of millions of yen unplanned

4 Operating loss of ¥25M: on the verge of profitability

5 Net loss narrowed from ¥197M to ¥29M: a ¥170M improvement

6 FY2027: aiming for solid profitability

7 Shareholder benefit program continues

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Executive Summary for the Fiscal Year Ended September 2026 (Consolidated)

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Net Sales

Exceeded the forecast, with net sales up 10.7%

- Data utilization through the proprietary AI engine advanced
- Matching services expanded, centered on machicon JAPAN
- Q4 sales growth was modest due to frequent bad weather in event areas in August and September
- AI solutions services sales grew significantly, up 1.5x

Operating Profit

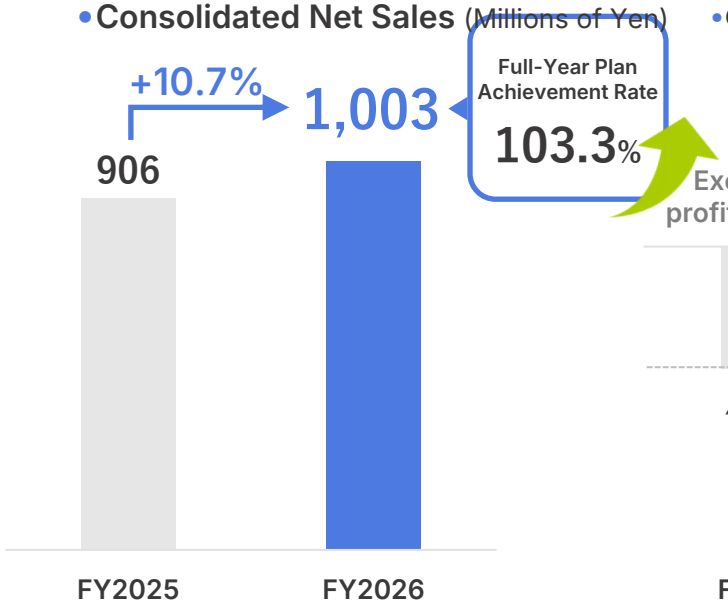
Improved to an operating loss of ¥25M; on the verge of profitability

- Temporary expenses not in the initial plan (e.g., introduction of the shareholder benefit program) and growth investment costs were incurred
- On the back of solid sales, investment in expanding in-house large-scale events and AI-related businesses was strengthened
- Established a foundation for higher profitability through operational efficiency and efficient advertising spend

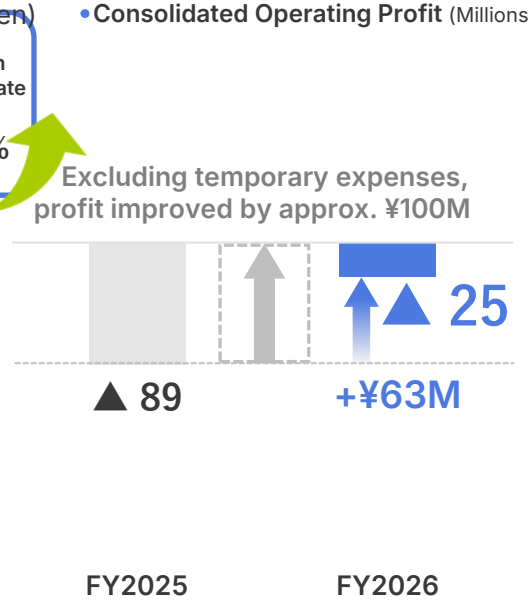
Net Profit

Improved by approx. ¥170M from a loss of approx. ¥200M (incl. impairment) in the prior year

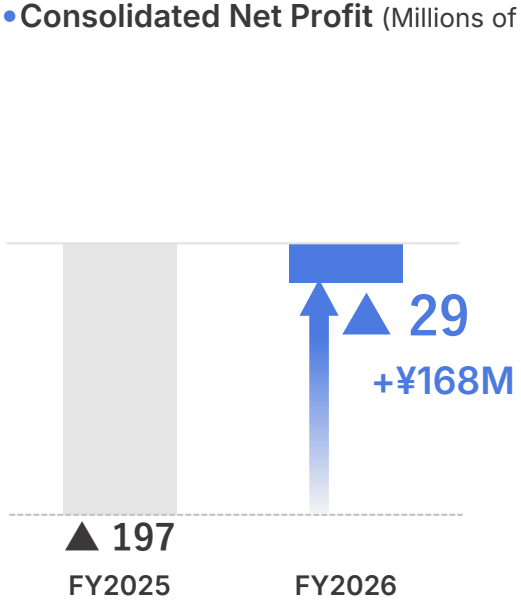
Consolidated Net Sales (Millions of Yen)



Consolidated Operating Profit (Millions of Yen)



Consolidated Net Profit (Millions of Yen)



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Executive Summary for the Fiscal Year Ended September 2026 (Non-Consolidated)

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Net Sales

Net sales up 7.6% YoY

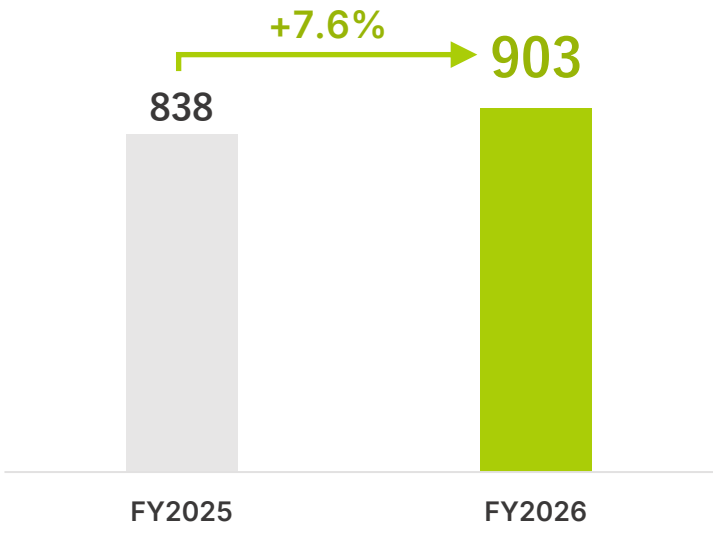
- Data utilization through the proprietary AI engine advanced
- Matching services expanded, centered on machicon JAPAN
- AI solutions services sales grew significantly, up 1.5x

Operating Profit

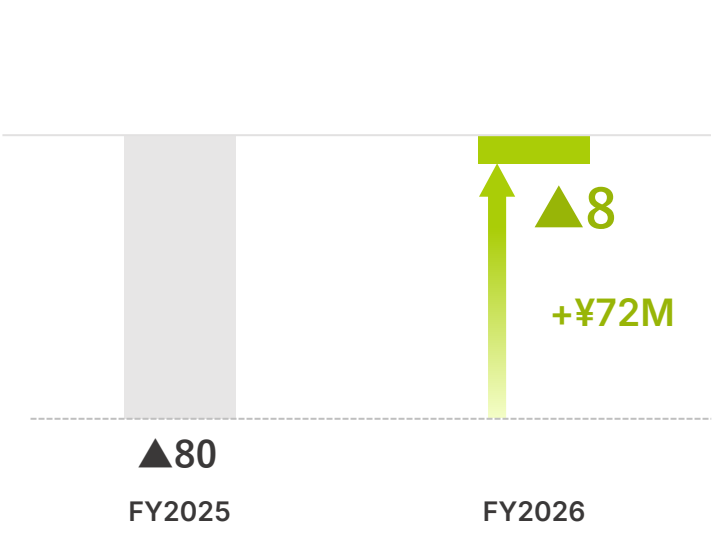
Despite unplanned investment, operating profit improved significantly on higher gross profit from sales growth and lower SG&A expenses from improved operational efficiency.

- Executed growth investment to expand in-house large-scale events from next fiscal year
- Reallocated advertising expenses for future business expansion
  * Already delivering results, e.g., in new customer acquisition
- Operational efficiency improved through AI utilization and other measures

Non-Consolidated Net Sales (Millions of Yen)



Non-Consolidated Operating Profit (Millions of Yen)



FY2026 Financial Overview

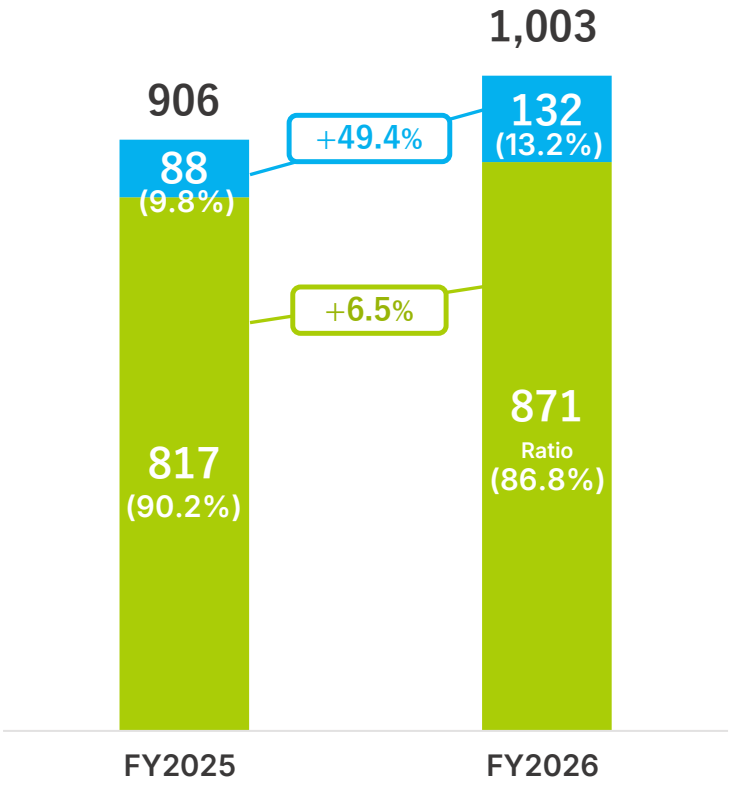
Both matching services and AI solutions services grew sales from Q1, exceeding the initial plan, and higher sales steadily increased gross profit. Despite the market reclassification, shareholder benefit launch costs and growth investment above plan, improved operational efficiency kept SG&A expenses flat YoY while sales grew. Operating profit improved significantly, but net profit was a loss of approx. ¥30M, falling just short of profitability.

(Unit: ¥ Million)	FY2025		FY2026		YOY		Vs. Plan	
	Actual	Sales Ratio	Actual	Sales Ratio	Change	% Change	Full-Year Plan	Achievement Rate
Net Sales	**906**	**-**	**1,003**	**-**	**+96**	**+10.7%**	**971**	**103.3%**
Cost of Sales	217	24.0%	250	24.9%	+32	+14.9%	-	-
Gross Profit	688	76.0%	752	75.1%	+64	+9.3%	-	-
SG&A Expenses	777	85.8%	778	77.6%	+0	+0.1%	-	-
Operating Profit	**▲89**	**-**	**▲25**	**-**	**+63**	**-**	**2**	**-**
Ordinary Profit	▲83	-	▲22	-	+61	-	2	-
Net Profit for the Period	▲197	-	▲29	-	+168	-	1	-

Overview of revenue by service segment for the fiscal year ended September 2026

Core matching services continued steady revenue growth. AI solutions services revenue grew 1.5x YoY, entering a rapid expansion phase toward becoming a second pillar.

(Unit: ¥ Million)



AI solutions services

Ratio 13.2% (YOY +3.4pt)

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

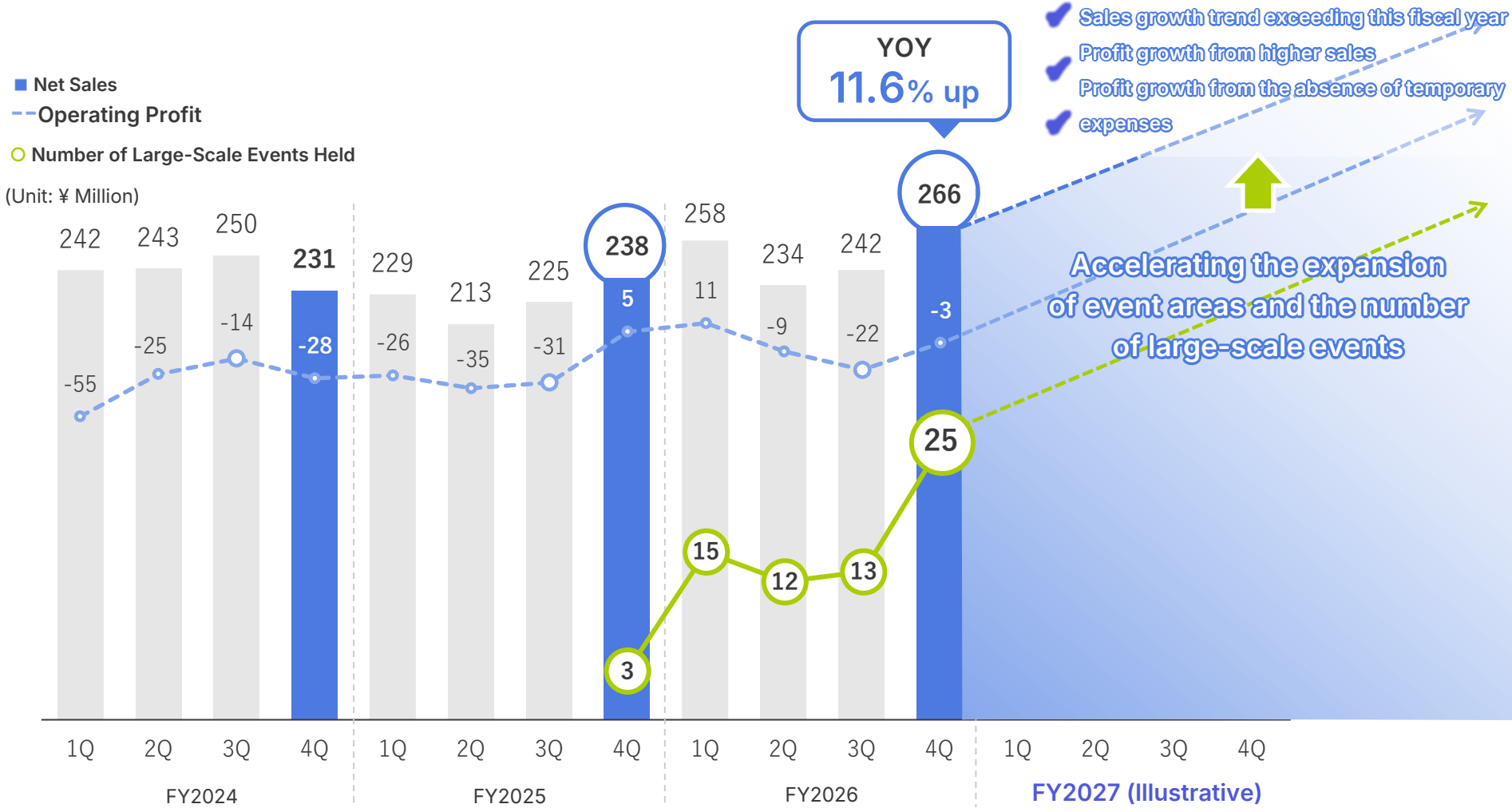
Ratio 86.8% (YOY ▲3.4pt)

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.

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

Q4 (three-month) net sales rose 11.6% YoY.
Net sales exceeded the prior-year level in every quarter.



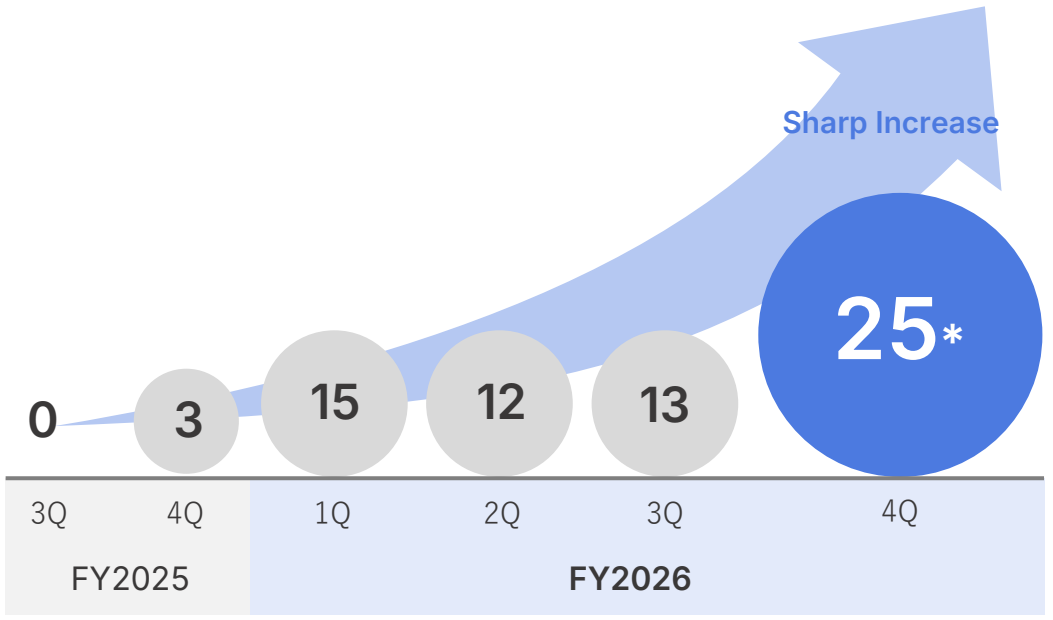
*FY2024 Q4: Due to the impact of a Google algorithm update

Number of In-house Large-Scale Events in FY2026

The number of in-house large-scale events expanded sharply in Q4. The Company plans to further increase event numbers and areas from next fiscal year.

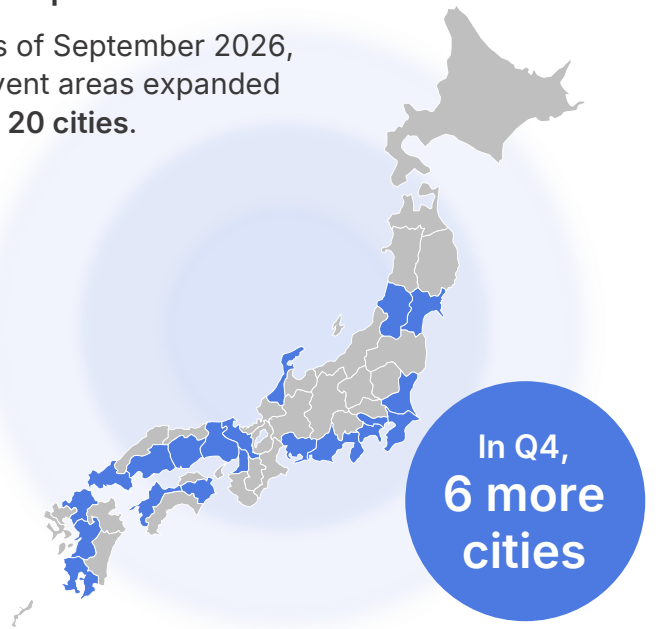
Both the number of events and event areas will be expanded further from next fiscal year

Trend in the Number of Large-Scale Events



Expansion of Event Areas

As of September 2026, event areas expanded to **20 cities**.



*One event in Kumamoto was canceled due to an earthquake

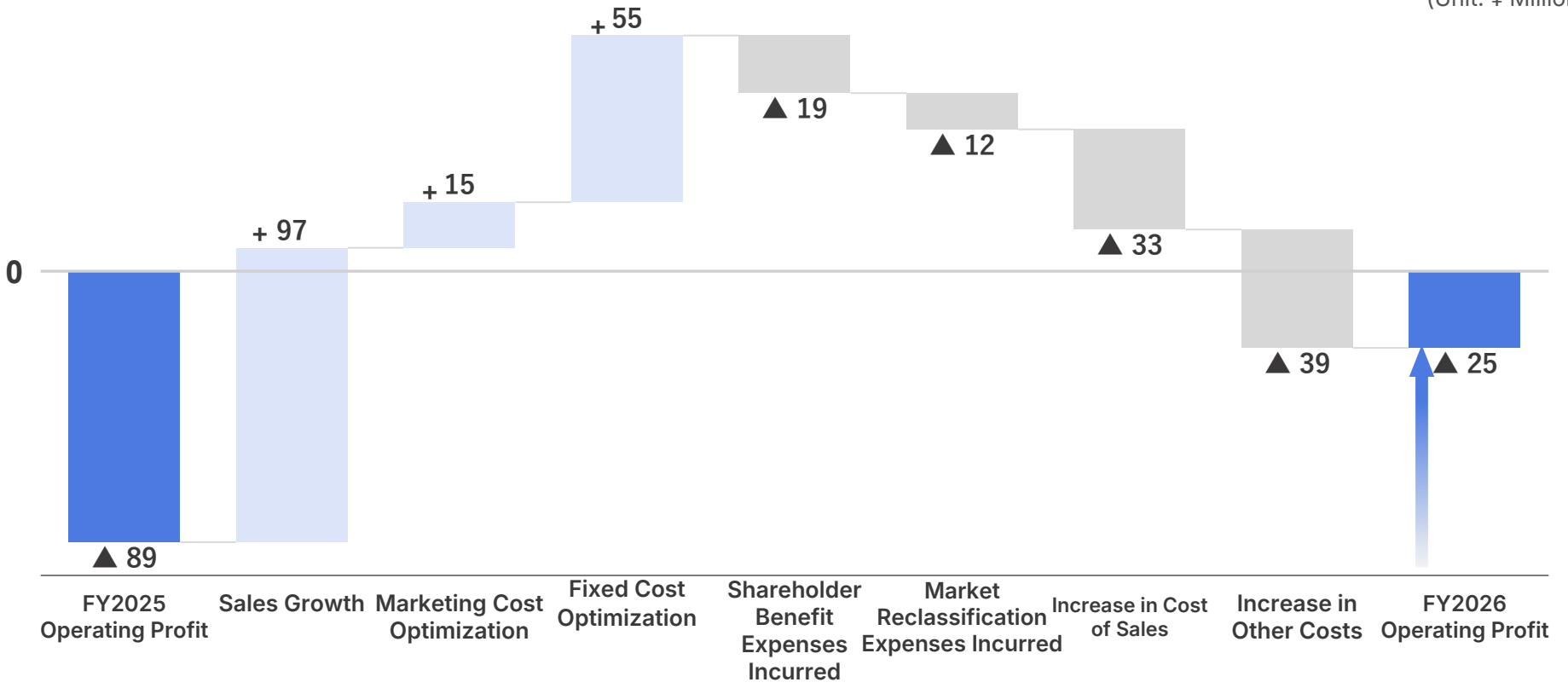
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FY2026 Operating Profit Bridge (Full Year)

Operating Profit Increased by ¥63M YoY

- Higher sales increased gross profit by ¥64M.
- Fixed costs: AI-related costs increased, but optimization in other areas contributed to improved results.
- Higher cost of sales, shareholder benefit expenses, and market reclassification costs weighed on profit.

(Unit: ¥ Million)



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Overview of the balance sheet for the fiscal year ended September 2026

At the end of the current consolidated fiscal year, cash and deposits amounted to approx. ¥900 million. The equity ratio remained at over 70%, maintaining strong financial soundness.

(Unit: ¥ Million)

			FY2025	FY2026	Change
Total assets	Current assets		1,077	**1,071**	▲5
		Cash and deposits	914	**888**	▲25
	Non-current assets		43	**45**	+2
			1,120	**1,117**	▲3
Total liabilities	Current liabilities		174	**236**	+62
	Non-current liabilities		136	**96**	▲40
			310	**333**	+22
Total net assets			810	**784**	▲25
Total liabilities and net assets			1,120	**1,117**	▲3
Equity ratio			72.3%	**70.2%**	▲2.1pt

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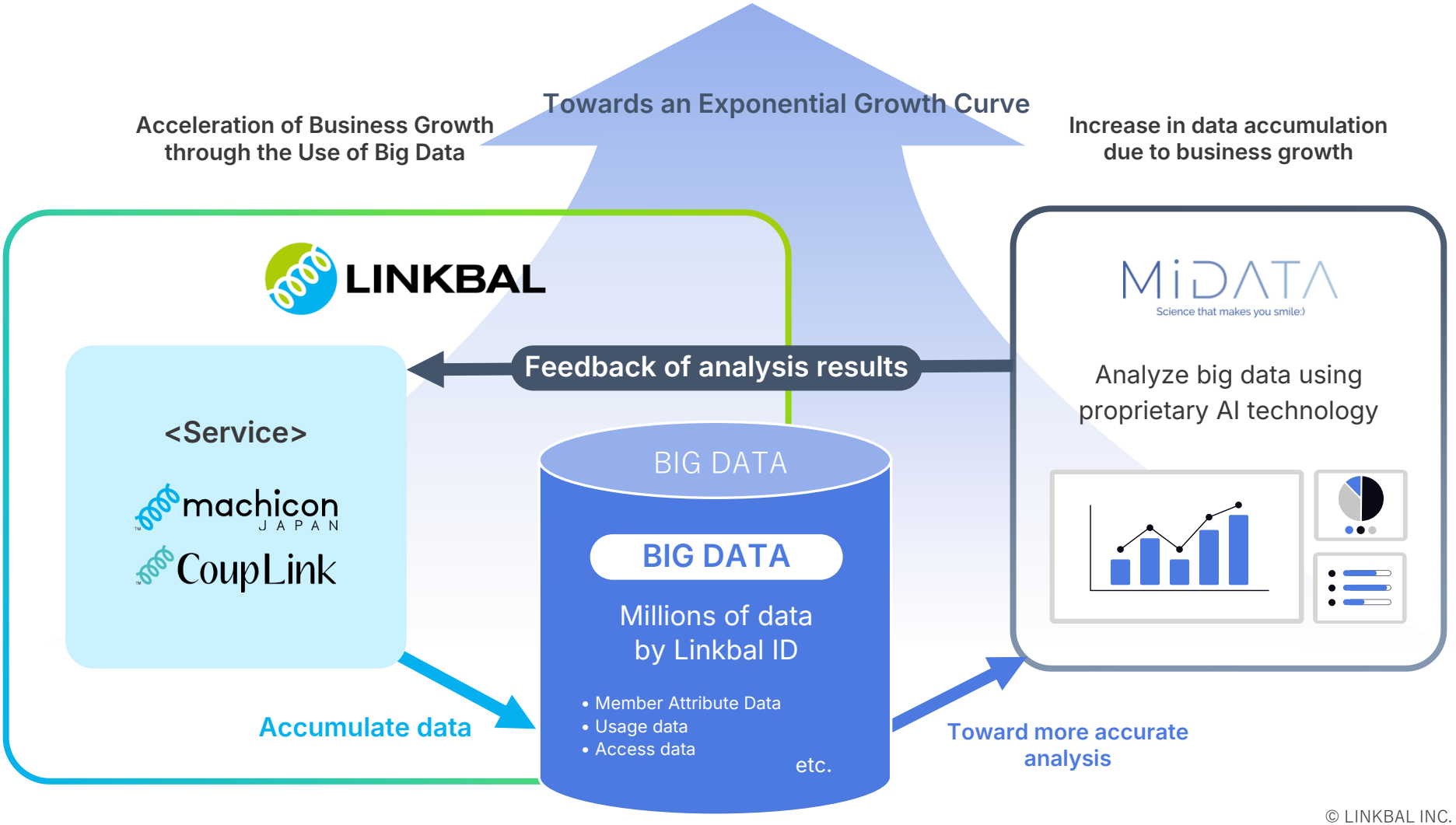
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Business Model

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

Matching Platform

Growth Strategy 1

machicon JAPAN
Re-acceleration of growth through a new spiral strategy

AI Solutions

Growth Strategy 2

Strengthening growth investment in AI
to expand share in a fast-growing market

Matching services & AI solutions services

Growth Strategy 3

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

New Business

Growth Strategy 4

Launch of a business that leverages our business model and expertise to contribute to earnings at an early stage

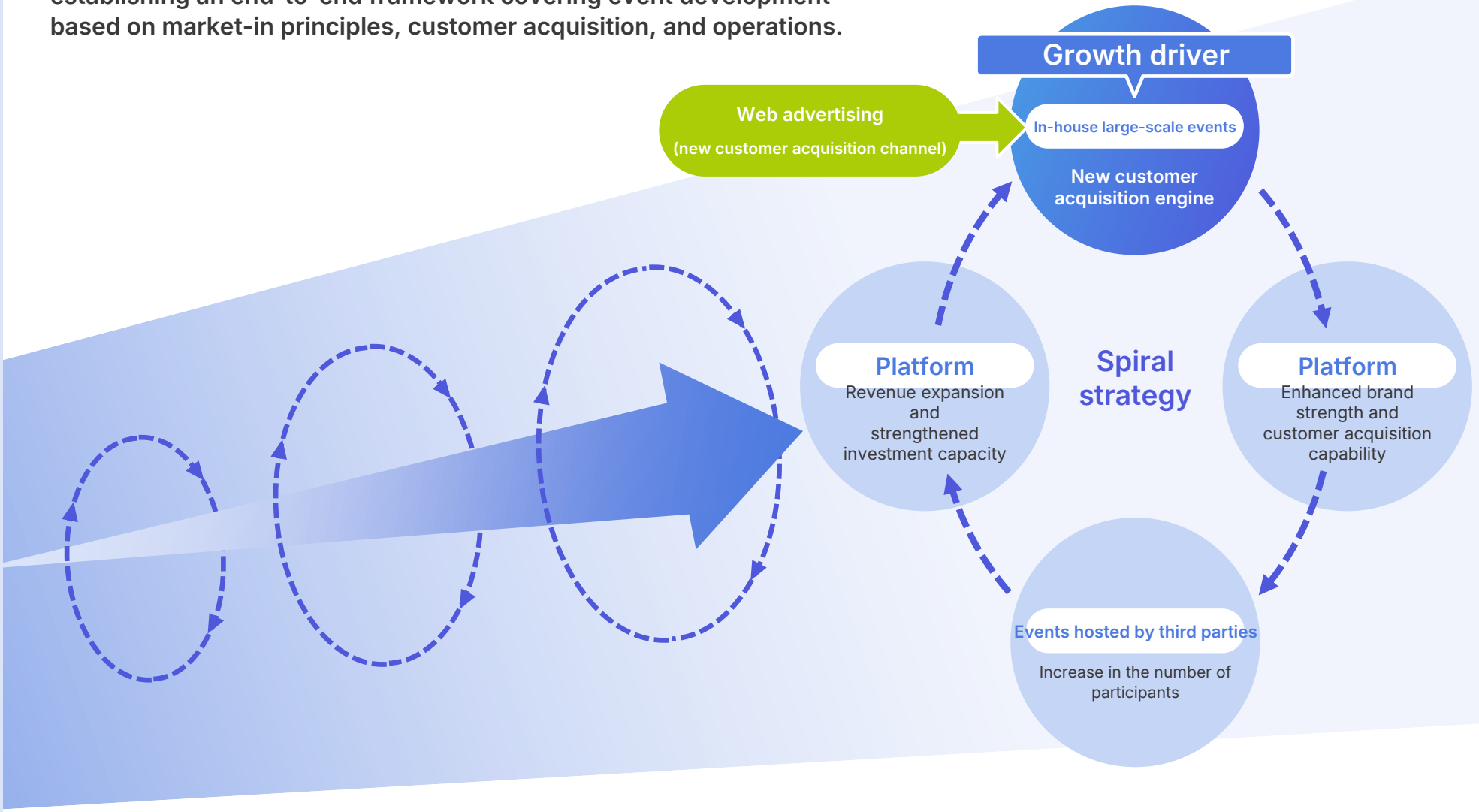
Expansion into New Domains

Growth Strategy 5

Utilization of "Big Data x AI"

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

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 approximately 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

Large-scale events held in aquariums reserved exclusively after dark have been well received, and we plan to increase the number of events.



A "Night Aquarium" where up to 500 participants meet
"Kamosui Night" – A full aquarium after dark becomes a stage for encounters



A "Night Aquarium" where 800 participants meet
"Koigatari Night" – A full aquarium after dark becomes a stage for encounters

TOPICS

Large-scale dating festival "MEGA LOVE FES" surpasses 52 cumulative events and 22,000 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. As new locations, events were held in Ibaraki in July 2026, and in 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.

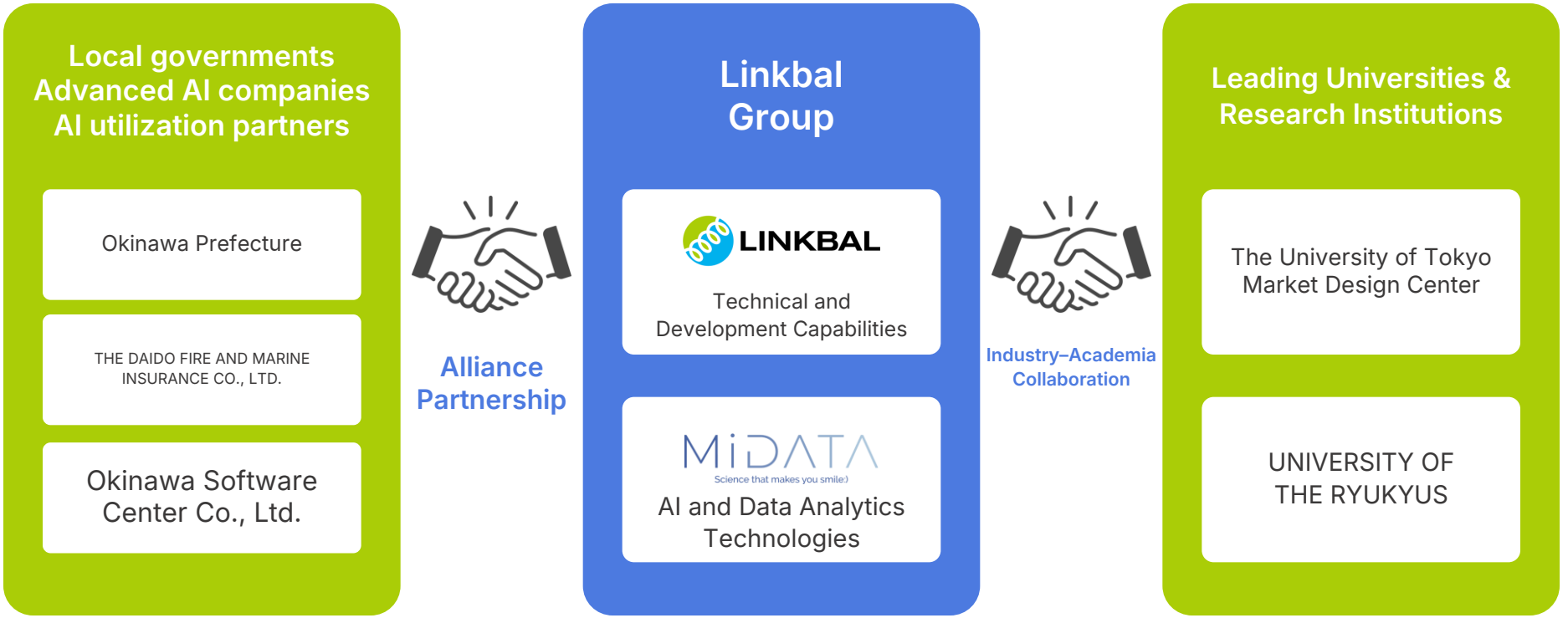
Surpassed 52 cumulative events and 22,000 participants

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

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.



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

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MiDATA
Science that makes you smile:)

**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

■ MiDATA becomes a partner supporting Daido Fire's AI utilization and DX initiatives
https://prtimes.jp/main/html/rd/p/000000015.000139343.html

Growth Strategy ②: Case Study | Strategic alliance partnerships

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MiDATA
Science that makes you smile:)

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

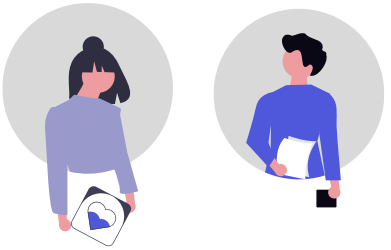


Growth Strategy ②: Advancing AI implementation research through industry–academia collaboration

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

TOPICS

CoupLink

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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

LINKBAL MiDATA Science that makes you smile:)

The University of Tokyo Market Design Center (UTMD), the Company and MiDATA INC. are conducting joint research on "machicon JAPAN"

May 2026

Joint research results using the matching app "CoupLink" announced

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)

Research background

- 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

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

TOPICS

Already adopted by **2 companies!**

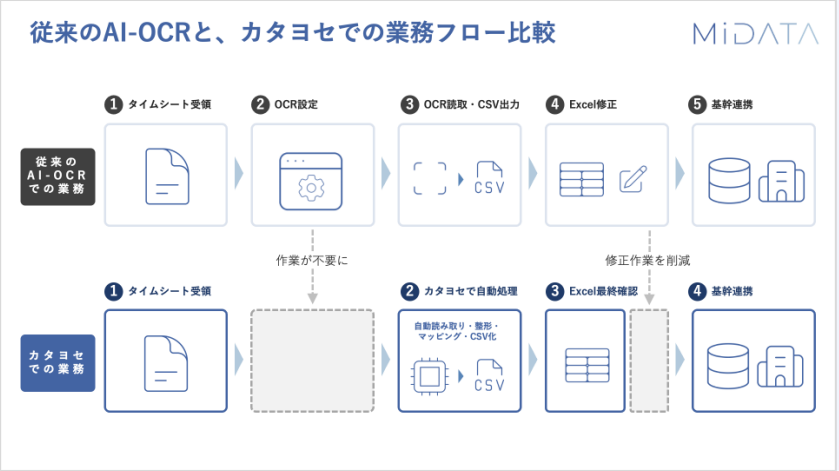
New service that automates timesheet and work-record data entry with AI "Katayose Timesheet" beta version now available

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.

New Business

Launch of the influencer marketing business, providing marketing support that connects companies with influencers

Reasons for the launch

- With the spread of social media, purchasing behavior driven by consumer empathy has expanded, increasing the importance of promotions using influencers
- Companies wishing to use influencers face the challenge of handling everything consistently, from planning and casting to measuring results

Leveraging a membership base of over 2.99 million and expertise in social media customer acquisition to support corporate promotions, aiming to create new revenue opportunities and diversify the revenue base

Influencer Marketing Business

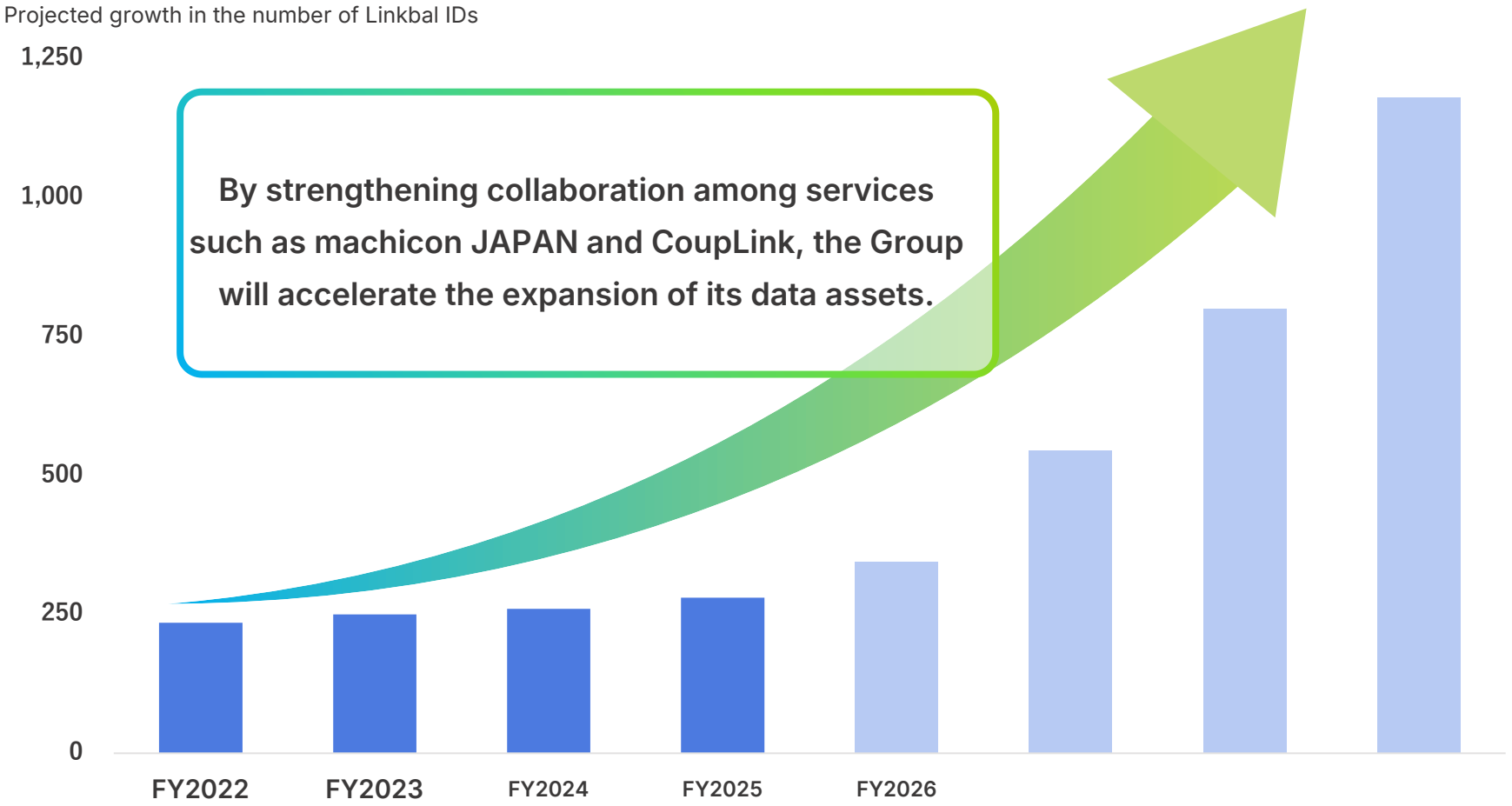
Leveraging the social media operation expertise cultivated through our services, we provide consistent end-to-end support: planning and proposing social media promotions, selecting and casting influencers, producing content and managing posts, and measuring and reporting results.



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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.



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Full-year earnings forecast for the fiscal year ending September 2027

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Further accelerating revenue growth and returning to profitability at the operating and net levels

"Proprietary AI engine"
Accelerating business expansion

- Expanding the core matching services
- Accelerating investment in AI solutions to drive rapid expansion
- Launching new businesses with reliable earnings
- Exploring new domains leveraging data utilization

(Unit: ¥ Million)	FY2025	FY2026	FY2027	YOY	
				Change	% Change
Net Sales	906	1,003	1,130	+127	+12.7%
Operating Profit	▲89	▲25	6	+31	-
Ordinary Profit	▲83	▲22	6	+28	-
Net income attributable to owners of the parent	▲197	▲29	5	+35	-

FY2027 Business Policy and Key Initiatives

Matching Platform

- Expand event areas and frequency of large-scale events on machicon JAPAN, such as the marriage-hunting festival "MEGA LOVE FES" and "Night Aquarium" events, further accelerating new customer acquisition
- Strengthen the flow of customers acquired at large-scale events to regular events and the matching app "CoupLink," and promote event planning with event organizers nationwide and companies in other industries
- Strengthen listings of events attractive to customers to enhance the value of the entire machicon JAPAN platform

AI Solutions

- Led by subsidiary MiDATA, continue and expand transactions with existing clients and develop new clients based on its contract development track record.
- Broaden the range of projects handled by strengthening technical and organizational capabilities, aiming to expand order sizes.
- Leverage technologies and insights accumulated through AI solutions services and DX support services to develop in-house AI products
- Expand the revenue base through contract services while building a highly scalable business model less dependent on headcount growth
- Further promote the use of AI technologies in matching services to enhance service value.

New Business

- As an initiative separate from AI, expand the business portfolio, e.g., by launching influencer marketing services

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Shareholder Benefit Program

A shareholder benefit program has been 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 have introduced a shareholder benefit program.

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

Interim shareholder benefit

31.Mar
Record date

Continuous holding of 1,000 shares (10 trading units) or more for at least six months.

¥5,000 in Digital Gift®

Year-end shareholder benefit

30.Sep
Record date

Continuous holding of 1,000 shares (10 trading units) or more for at least six months.

¥5,000 in Digital Gift®

LINKBAL

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4 Growth Strategy

5 FY2027 Earnings Forecast, Business Policy and Key Initiatives

6 Shareholder Returns

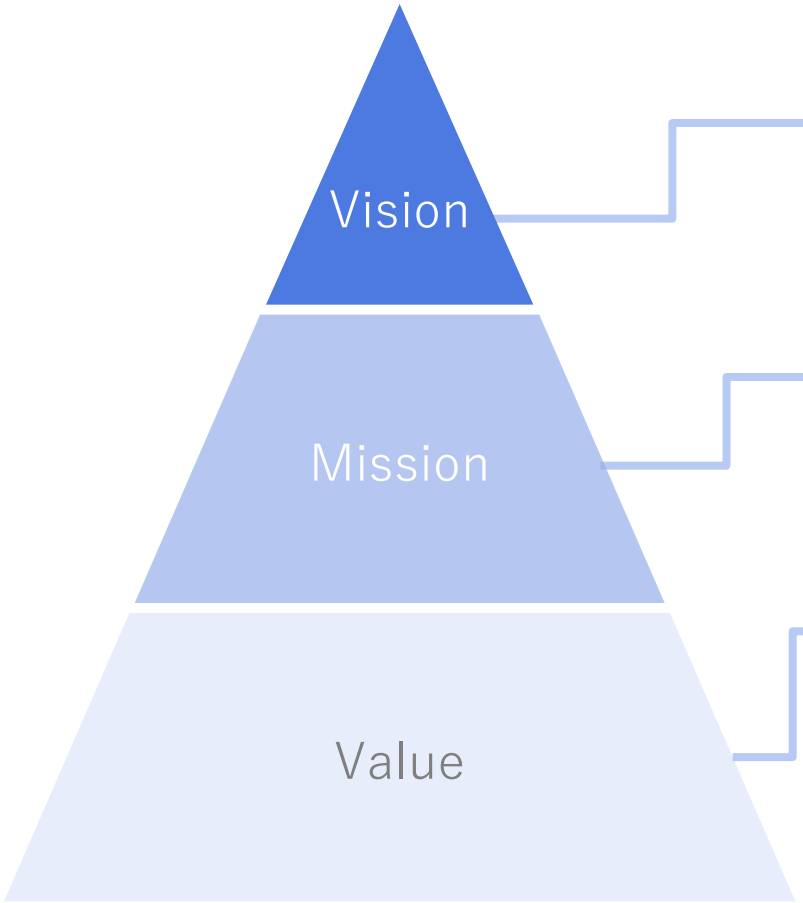
7 Linkbal Group Overview

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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, Akashicho Tosei Building, 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	49 employees (consolidated) as of September 30, 2026.
Lines of business	Matching services AI solutions services Other related application operation services

LINKBAL　Vision, Mission and Values



Vision

People meeting—that's the future.

Mission

Providing exciting places for encounters.

Value

- Speed
- Challenge
- Customer focus

Hybrid business model integrating offline and online channels

- **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

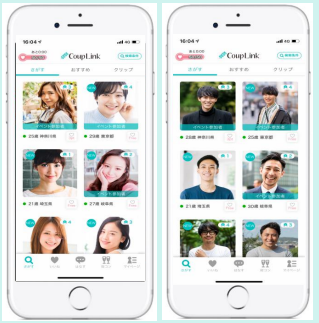
Offline

Face-to-face

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.







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 2.99 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

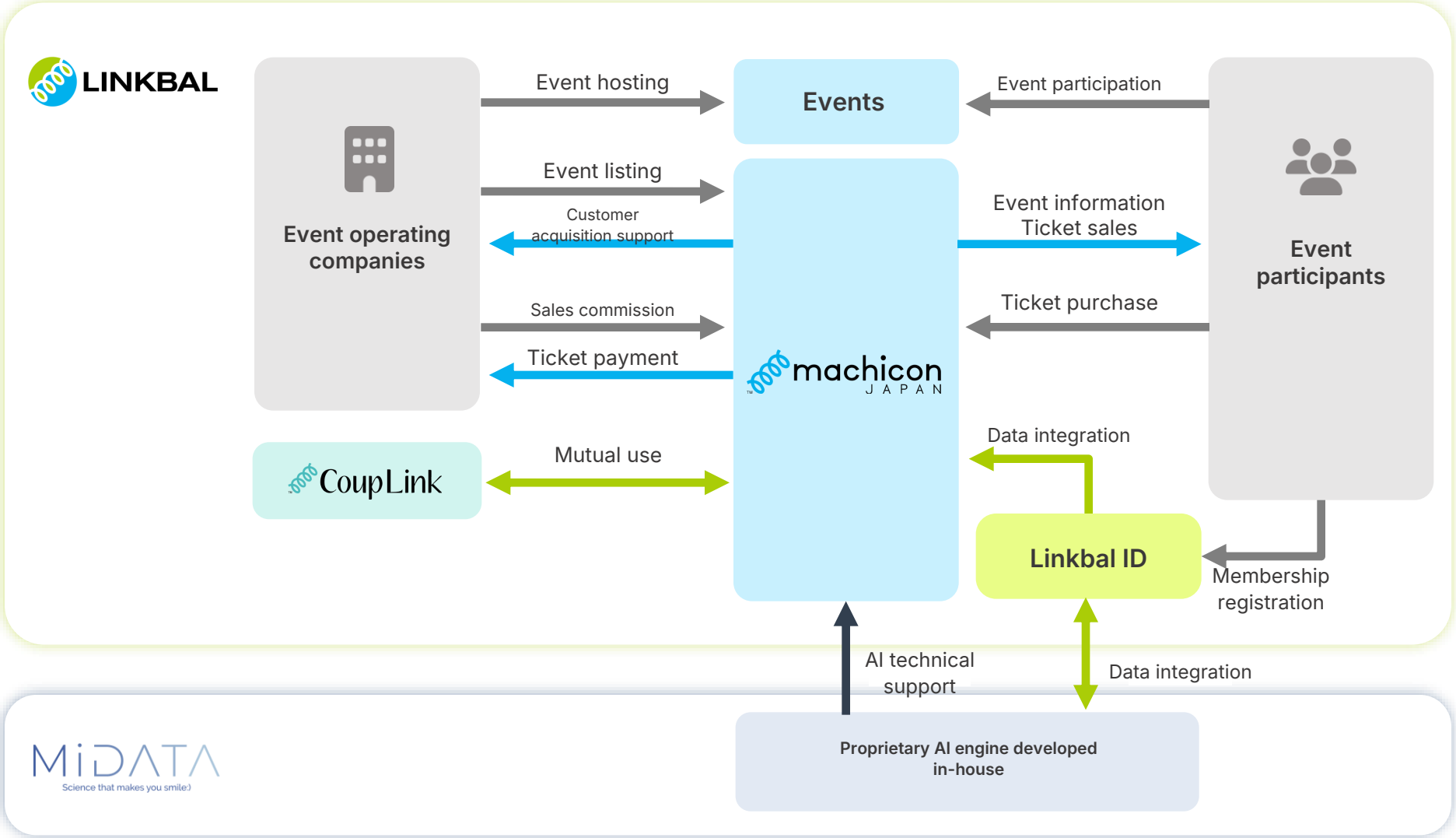
- Featuring event information held nationwide as one of the largest platforms in Japan
- A member base primarily consisting of users in their 20s and 30s (Linkbal ID*1)
- Expanding a wide variety of content offerings

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



『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」



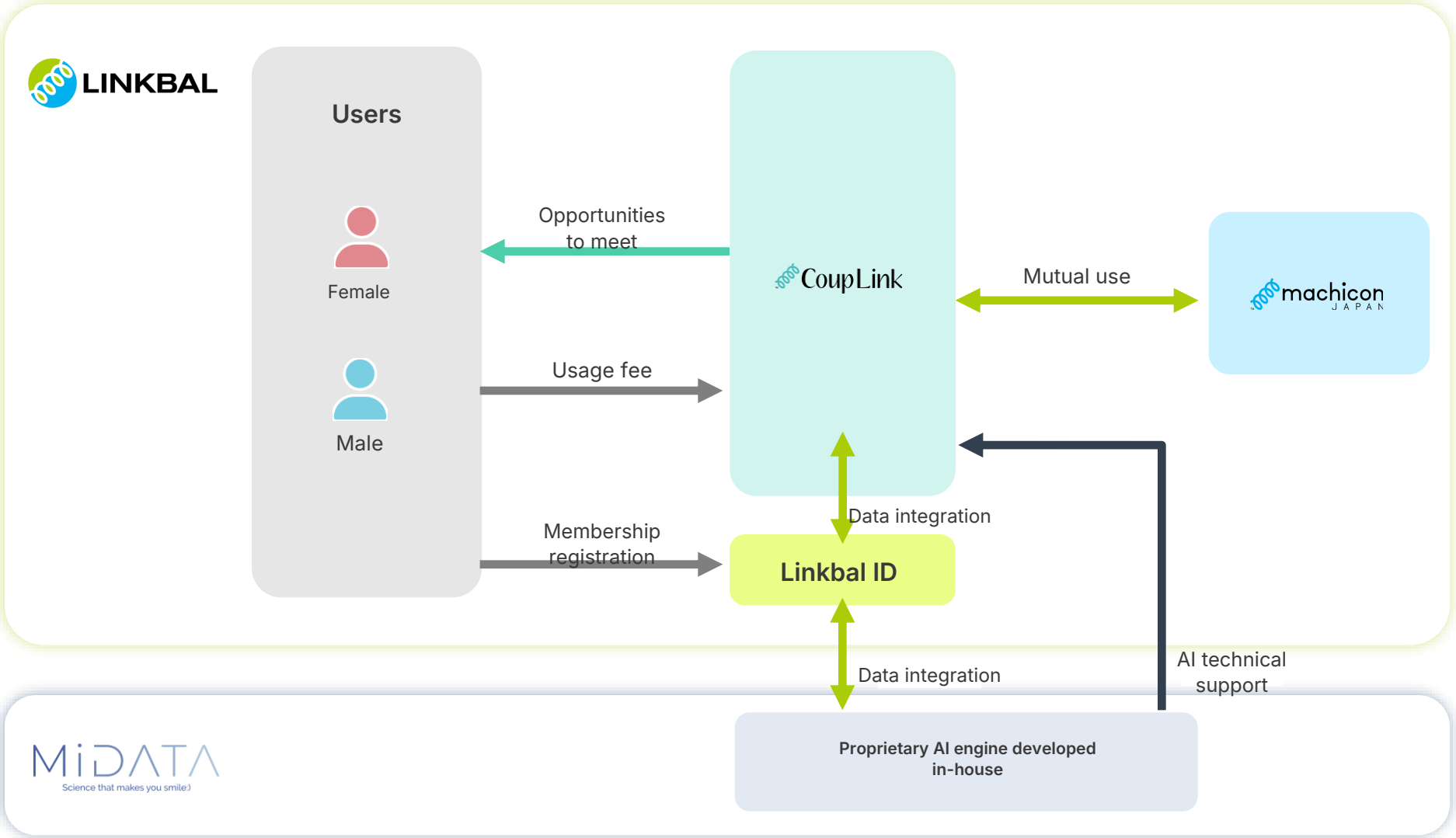
Outline and features

- 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

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『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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