

FY2024.7 4Q

Presentation Material

2024.9.13



4Q Sales Revenue | **1,225**
million yen

YonY **154**
%

4Q Operating Profit | **112**
million yen

YonY **153**
%

Full-Year Sales Revenue | **3,662**
million yen

YonY **117**
%

Full-Year Operating Profit | **353**
million yen

YonY **81**
%

Next Fiscal Year Sales Revenue | **5,272**
million yen

YonY **144**
%

Next Fiscal Year Operating Profit | **717**
million yen

YonY **203**
%



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Initiatives and Positioning to Accomplish Purpose in the Current Quarter

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Consolidated Performance in Current Quarter

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Performance and Initiatives of Services in Current Quarter

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Consolidated Results and Initiatives in This Fiscal Year

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Next Fiscal Year's Initiatives



あらゆる価値を解放し、
ココロ震える体験を世界に。



That method could be a manga app-like,
innovative product or a comic adaptation to convey the excellence of
the original work.

It might also be a new solution for the ever-increasing digital data.

Questioning the current state, unafraid of unprecedented endeavors,
and exploring new possibilities,
we will continue to challenge ourselves to create mechanisms that
resonate deeply.

Group Purpose

あらゆる価値を解放し、ココロ震える体験を世界に。

Mid term Business Plan FY2026

Social Impact

To realize a society where people worldwide can enjoy content centered around manga and anime, we are building the foundation of a global content business.

Financial Impact

Revenue: 6 billion yen / Operating profit: 1.2 billion yen

Core Business Strategy

Initiatives in this Q 1

Domestic Manga Service

Expand solution offerings for steady profit growth and establish subscription services.

Overseas Manga Service

Building a global platform where works from major publishers can be accessed.

In-house Products

Continuous release of new products.

Initiatives in this Q 5

Original Works

Global distribution and visual adaptation of original works.

Initiatives in this Q 3

Expanding Distribution Channels for Services

Distribution channels based on Yureshiru.

Expanding Distribution Channels for Works

To secure robust distribution channels anchored by strong content.

Initiatives in this Q 4

Marketing

Having diverse approaches within the group.

Initiatives in this Q 2

Marketing Outsourcing

Providing solutions outside the group.

Utilizing technology and various specialties to craft outstanding user experiences.

To enhance presence in the manga industry, publishing sector, and related fields.

Fostering an organizational culture that leverages talent effectively in the right roles.

Torch 🔥

🌍 Challenge

👤 Sincerity

👥 Teamwork

🚗 Speed

FY2026

Accomplishment of Mid-Term Business Plan

FY2024.4Q

Link-U Group's Current Quarter Initiatives**1 Domestic Manga Service**

- Launched Book Hodai rental service combining subscription and pay-per-use models.

2 Domestic Manga Service and Service Distribution Expansion

- Preparations for the launch of Book Hodai's expanded sales.

3 In-house Product and Service Distribution Expansion

- Expansion of lifecycle marketing channels.
- Development of the second in-house product.

4 Marketing

- Expansion of transaction scale for fan co-creation marketing.

5 Original Works

- Compass and Studio Moon6 have started distributing multiple original works.
- Translate original works into English, Thai, Korean, and other languages, and distribute them globally.

FY2024.3Q

General Overview of the Current Quarter

Gathering the Team: Setting Out for the Challenge



Link-U

2

Consolidated Performance in Current Quarter

3

Performance and Initiatives of Services in Current Quarter

4

Consolidated Results and Initiatives in This Fiscal Year

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Next Fiscal Year's Initiatives

4Q Consolidated Performance

Substantial growth has been achieved through the increase of services and solutions provided.

Revenue | 1,225 million yen YonY **154.0%**
Operating Profit | 112 million yen YonY **152.7%**

Manga Services

Commenced the provision of subscription services with the addition of Viewn to the group.

Revenue 676 million yen YonY **159.5%**

Marketing Services

Significant revenue growth through the strengthening of the transaction platform in fan co-creation marketing and the expansion of the sales network for lifecycle marketing.

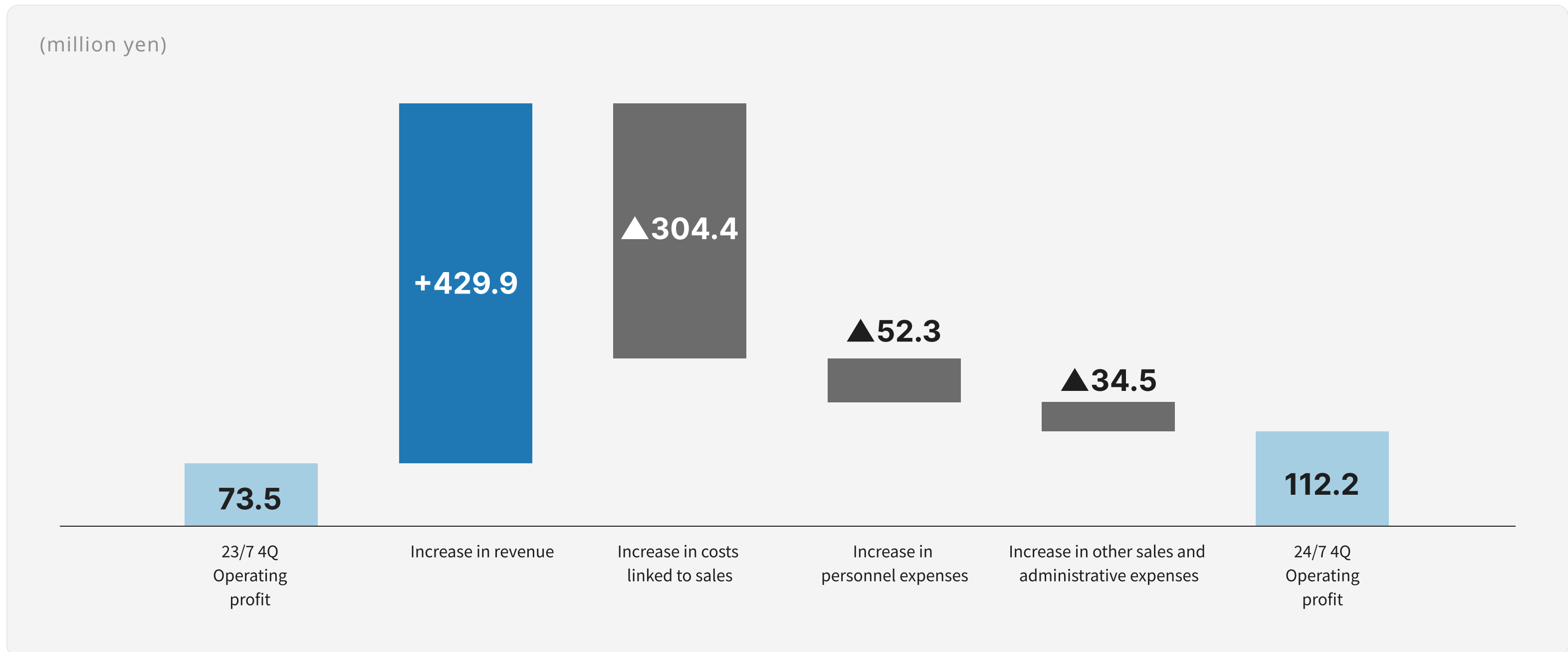
Revenue 304 million yen YonY **229.3%**

Production

Content sales have been steadily progressing.
There were no spot sales in the release.

Revenue 245 million yen YonY **102.5%**

With the improvement in profitability and the stabilization of HD-related costs, we have recovered to the revenue levels seen in the first half of the year.





Link-U

3

Performance and Initiatives of Services in Current Quarter

4

Consolidated Results and Initiatives in This Fiscal Year

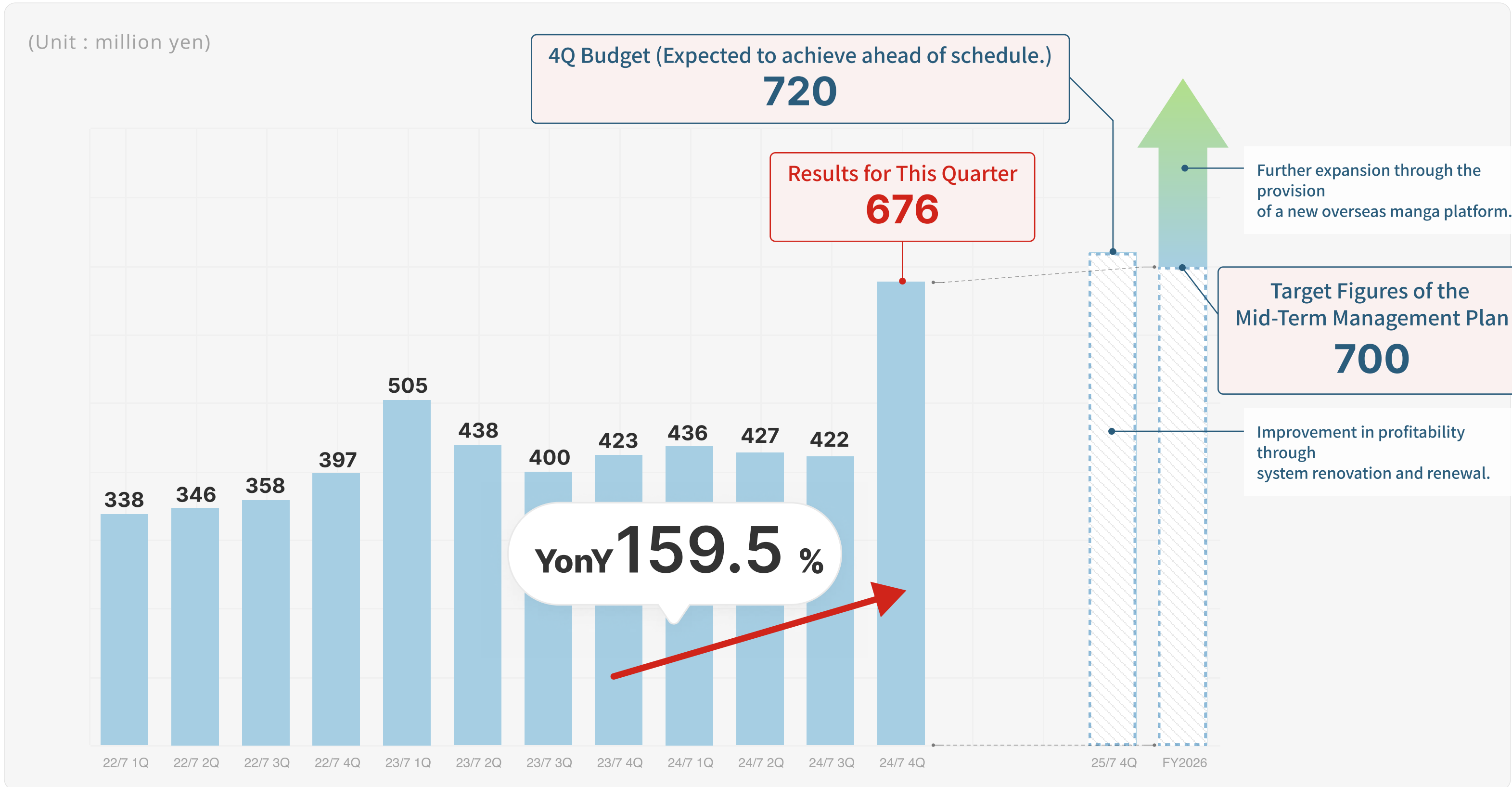
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Next Fiscal Year's Initiatives

Performance and Initiatives of
Services in Current Quarter

Manga Service





Launched a Service Model Combining Subscription and Pay-Per-Use

Launched rental comics on Viewn's Book Hodai, achieving an increase in average revenue per customer.

Subscription

- Low barrier to reading works.
- Able to read a lot.

Pay-Per-Use (Rental)

- The range of available works expands.

- ✓ Addressing Diverse Customer Needs
- ✓ Enhancement of Profitability

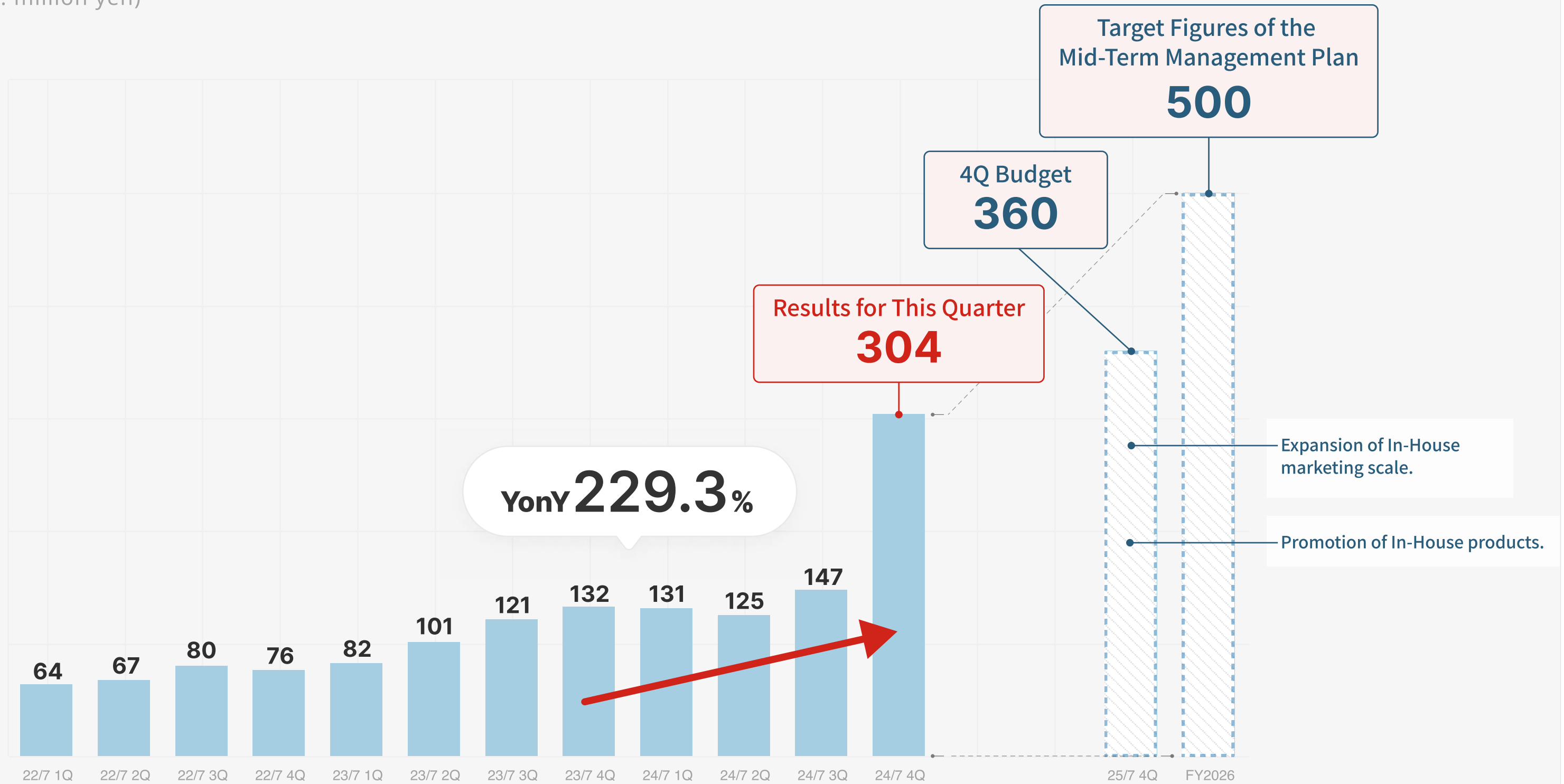


Performance and Initiatives of
Services in Current Quarter

Marketing

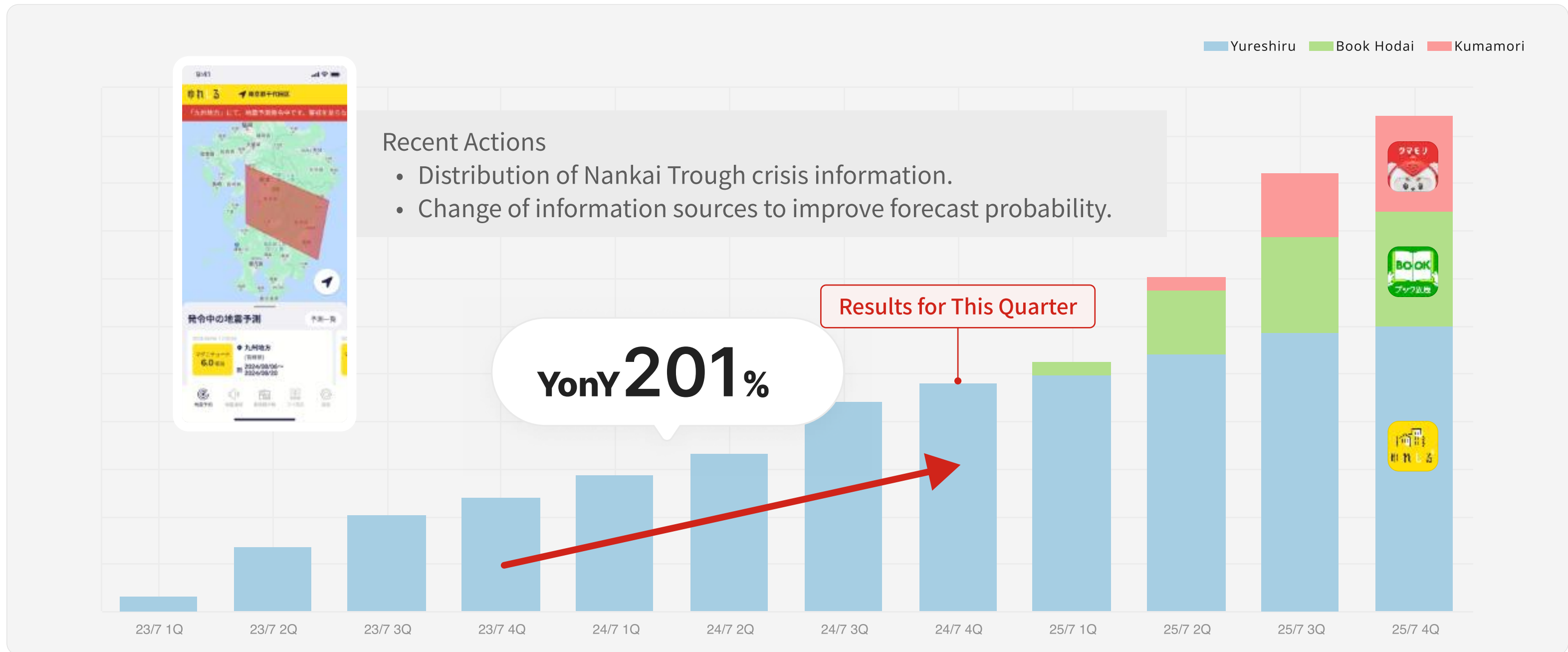


(Unit : million yen)



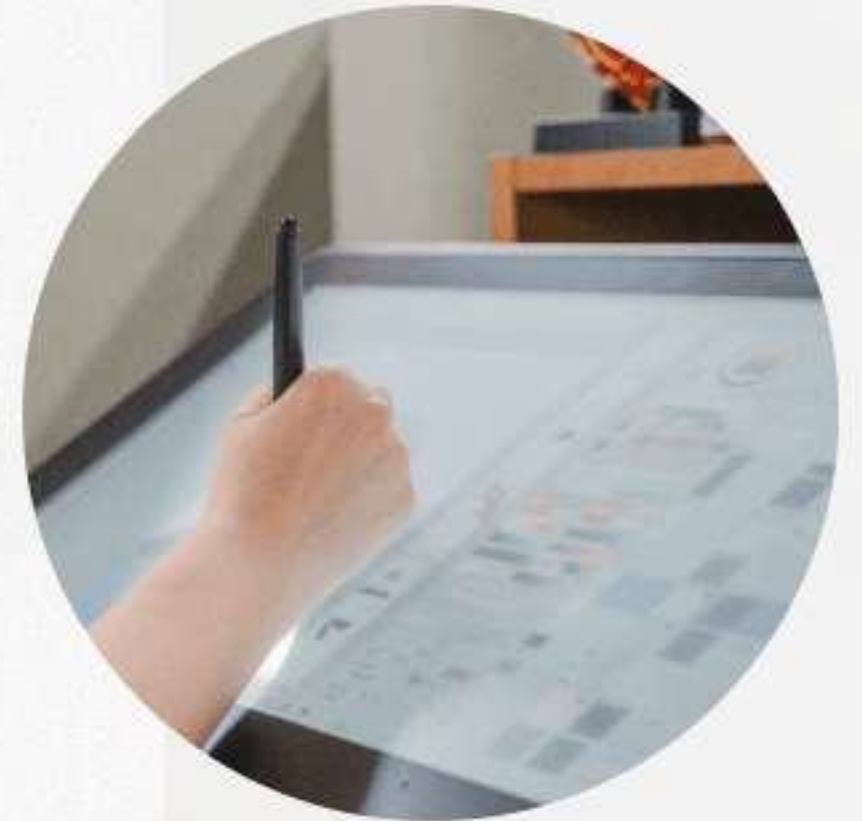
Achieved Significant Growth Through Further Strengthening of Sales Power

Planning to increase the number of products offered, including Kumamori and BookHoudai.



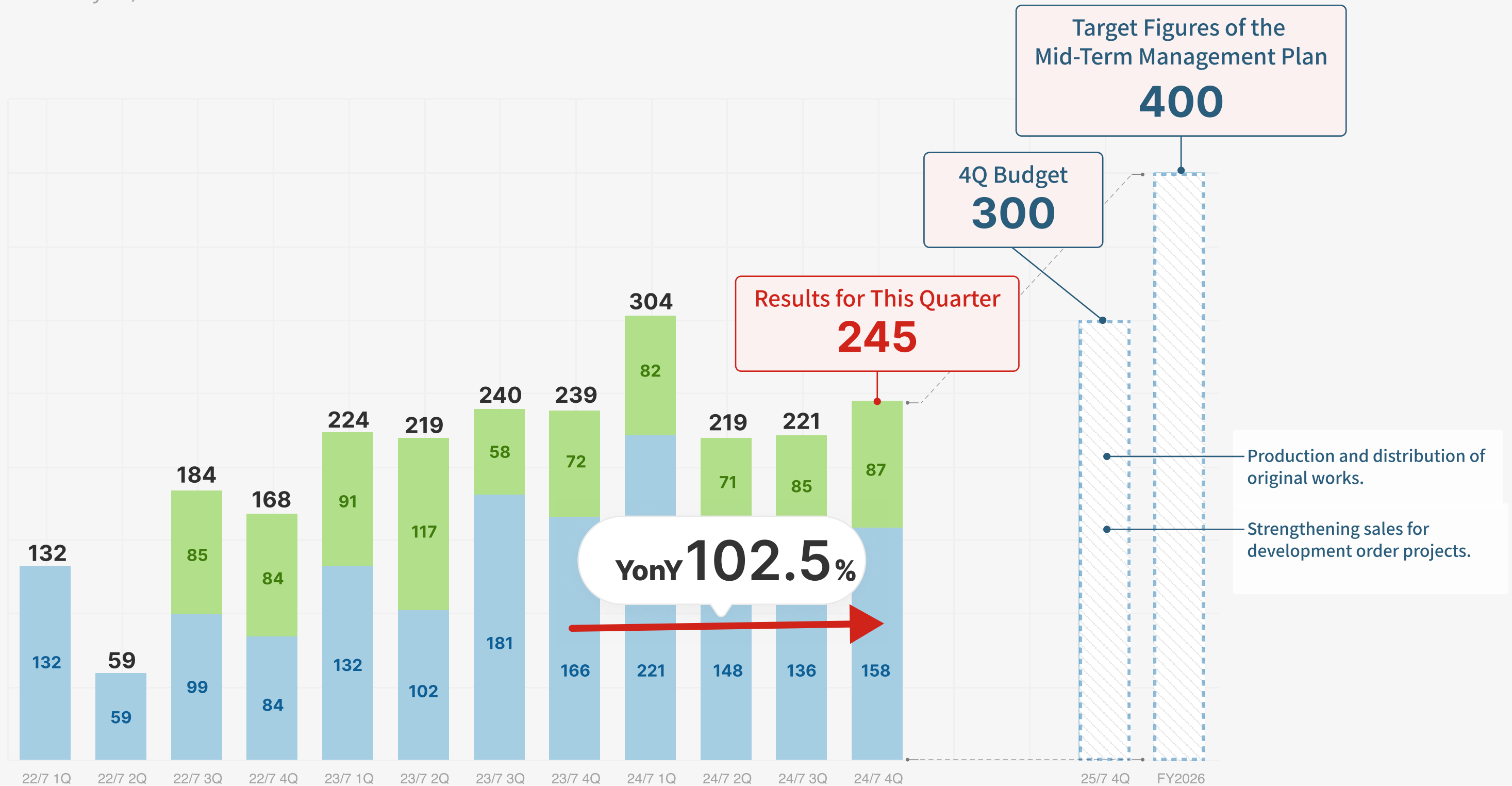
Performance and Initiatives by
Service for This Quarter

Production



(Unit : million yen)

Technology Development Content



YoY **102.5%**

Target Figures of the Mid-Term Management Plan
400

4Q Budget
300

Results for This Quarter
245

Production and distribution of original works.
Strengthening sales for development order projects.

Original Works Achieved Record-Breaking Sales Figures

The serialized work *Ryuu no Hanayome wa Oni no Uso ni Oboreru* which started recently, recorded the highest sales in Compass history within just 10 days of distribution.



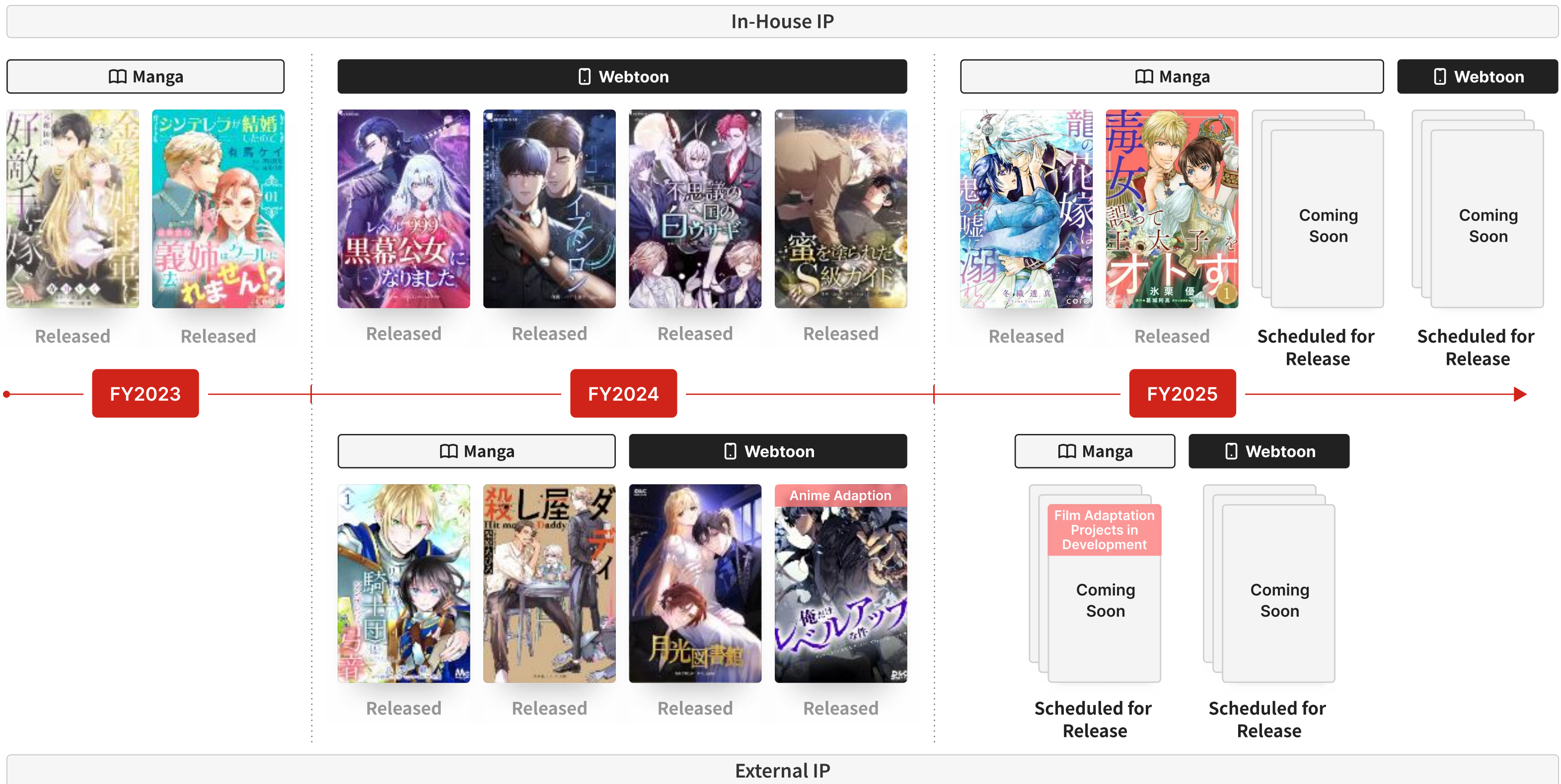
Ryuu no Hanayome wa Oni no Uso ni Oboreru

©冬織透真 / コンパス



Doku Onna, Ayamatte Outaishi wo Otosu

© 氷栗優・葛城阿高 / コンパス



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4

Consolidated Results and Initiatives in This Fiscal Year

5

Next Fiscal Year's Initiatives

Achievement of Revenue and Operating Profit Targets in Each Department

FY2024 Consolidated Results

Revenue 3,662 million yen YoY **117.0%** Budget-to-actual ratio **111.3%**

Operating Profit 353 million yen YoY **81.5%** Budget-to-actual ratio **103.3%**

Manga Services

Revenue 1,962 million yen YoY **110.9%** Budget-to-actual ratio **109.9%**

Marketing Services

Revenue 708 million yen YoY **161.8%** Budget-to-actual ratio **137.9%**

Production

Revenue 990 million yen YoY **107.3%** Budget-to-actual ratio **100.0%**

Group Purpose

あらゆる価値を解放し、ココロ震える体験を世界に。

Mid term
Business Plan
FY2026

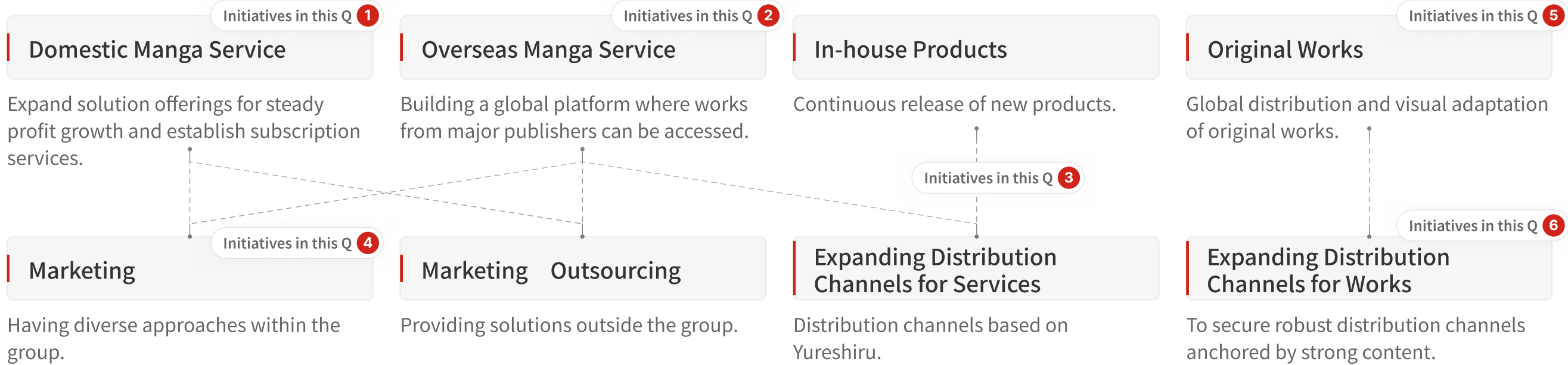
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FY2026

Accomplishment of Mid-Term Business Plan

FY2024

Key Initiatives of the Link-U Group for This Fiscal Year

1 Domestic Manga Service

- Leveraging the **subscription service** platform of Viewn, which recently became part of the group, we are taking on the challenge of building a **new revenue model**.

2 Overseas Manga Services

- Pursued the challenge of implementing an **overseas subscription model** through MANGA Plus by SHUEISHA.

3 Expanding In-House Products and Service Channels

- Developed **unique sales channels** for lifecycle marketing, laying the foundation for vertical growth.

4 Marketing

- Began offering **fan co-creation marketing** with Romanz joining the group.

5 Original Works

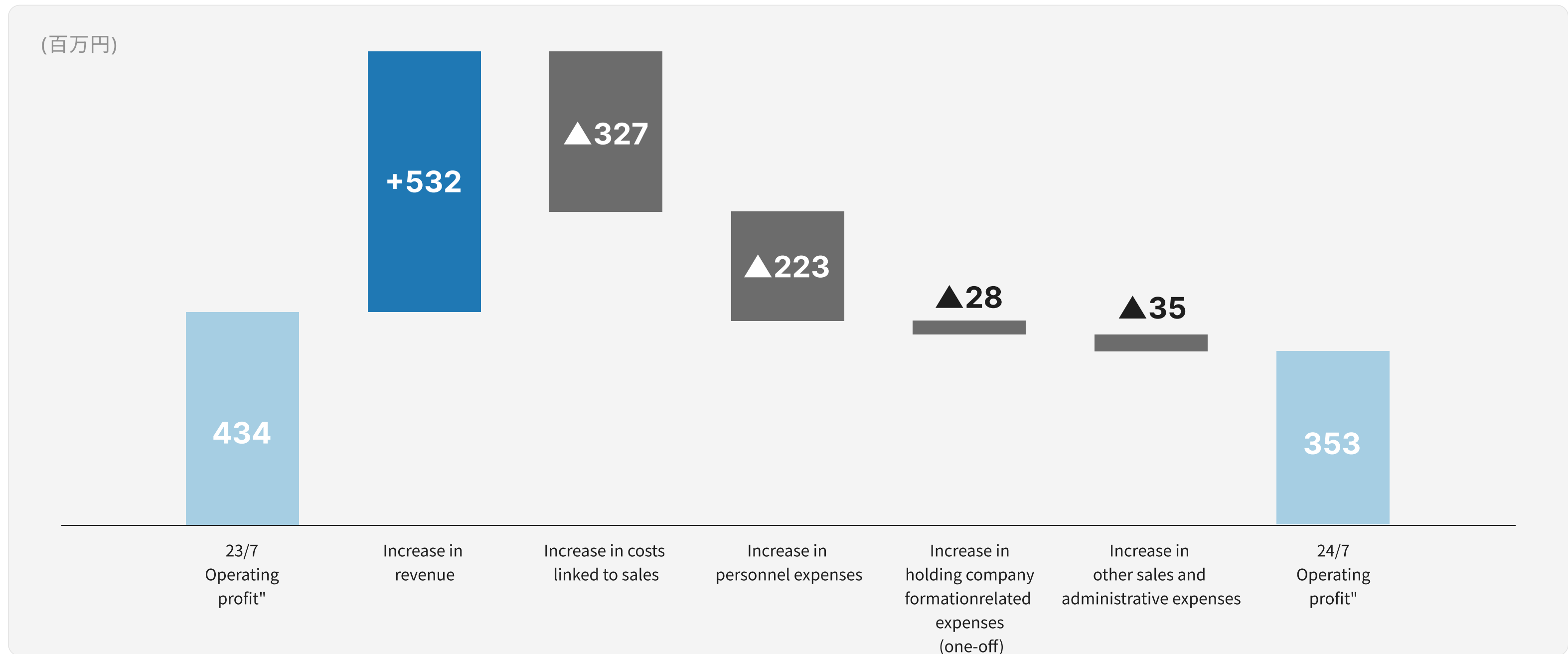
- Compass and StudioMoon6 have **started distributing multiple original works**.
- Translated our **original works** into English, Thai, Korean, and other languages, **distributing them globally**.

6 Expansion of Distribution Channels for Works

- Established strong distribution channels** using popular content such as Solo Leveling as a hook.

FY2023

Profit Decline Due to Increased Costs for Staffing and System Enhancements, Within Initial Projections. Leveraging the Established Structure for Future Revenue and Profit Growth.

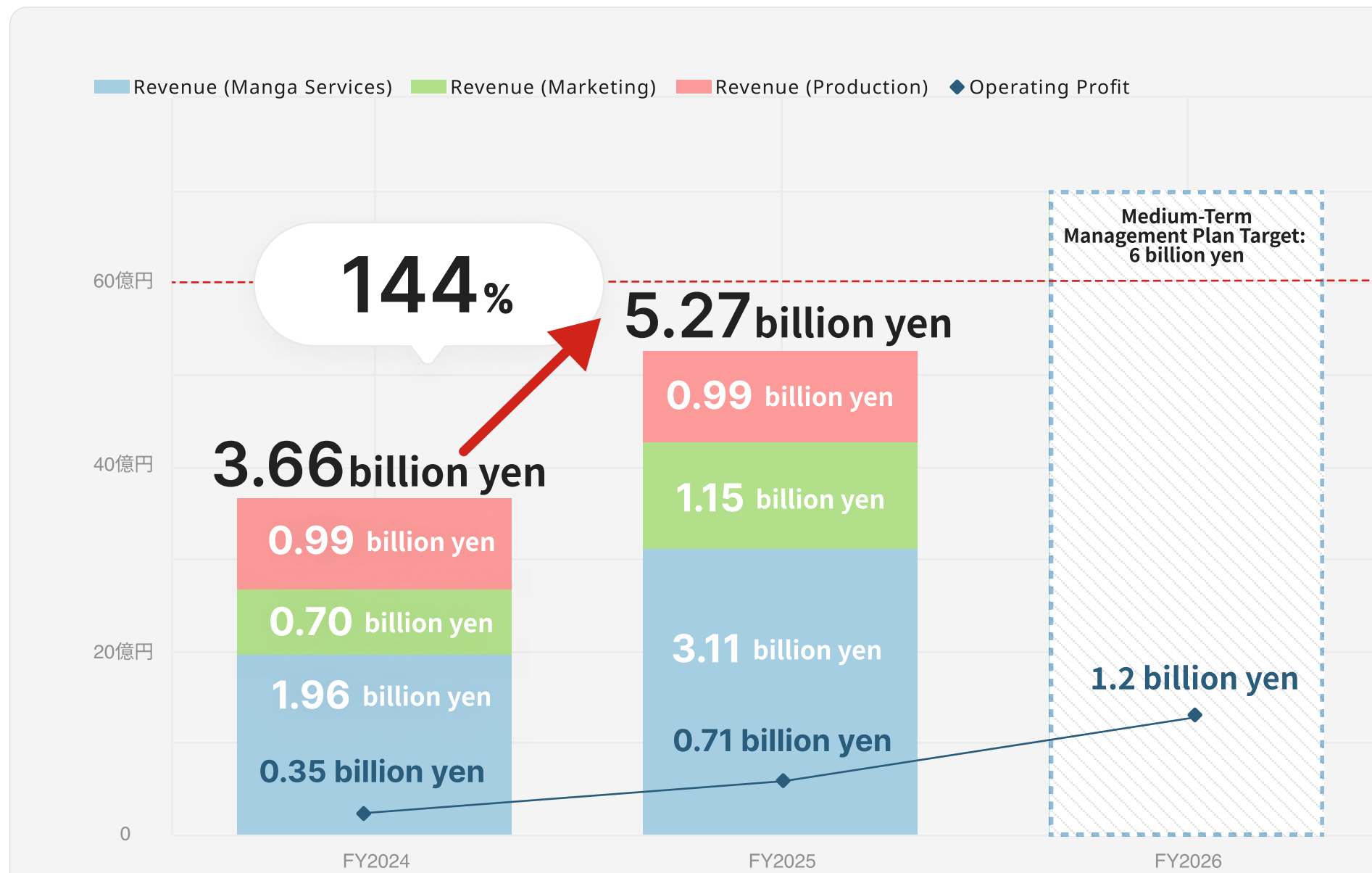




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Next Fiscal Year's Initiatives

Pursuing Profitability Enhancement and Growth Investments in Line with the Medium-Term Management Plan



Key Points for FY2025

- ① Strengthening overseas manga services.
- ② Expanding in-house products and service distribution channels.
- ③ External sales in marketing.
- ④ Expanding original works and distribution channels.
- ⑤ Global strategy, alliances and capital policy.

Building the Foundation for Global Content Business

Manga Services

Create attractive services that bring together fans from around the world and contribute to expanding the user base.

- ✓ Expand comprehensive bookstore services domestically by over 20%.
- ✓ Launch a new platform for North America.
- ✓ Secure paper publishing capabilities for North America.

Marketing

Implement effective promotions both domestically and internationally to maximize user reach and engagement.

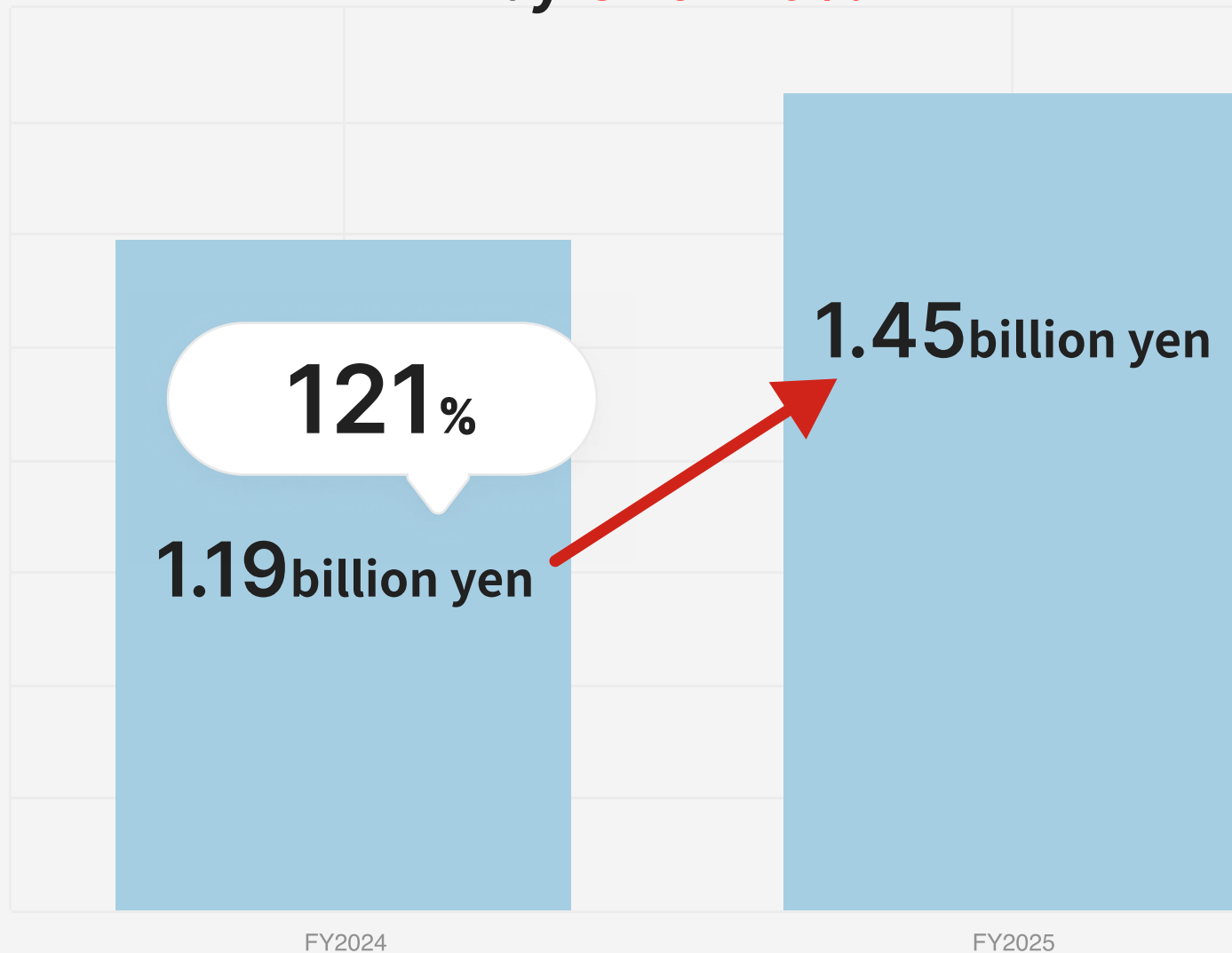
- ✓ Number of Subscription Users: 175,000
- ✓ Expand transactions in web and fan co-creation marketing by over 40%.

Production

Supply original hit works to establish competitive advantages and contribute to differentiation from other companies.

- ✓ Original Manga: Increase from 3 to 9 works.
- ✓ Original Webtoon: Increase from 4 to 8 works.
- ✓ Increase the number of globally distributed works from 6 to 30.

✓ **Expansion of Comprehensive Bookstore Services by Over 20%**



POINT Strengthening Domestic Distribution Infrastructure

- Focus on continuous growth based on a comprehensive bookstore platform in the domestic market.
- Build a stable revenue base through a wide range of content offerings.
- Aim for further market share expansion in the domestic market.

POINT Operating Multiple Revenue Models

Episode Sales

Sell content by individual episodes to accommodate user consumption habits.

Subscription

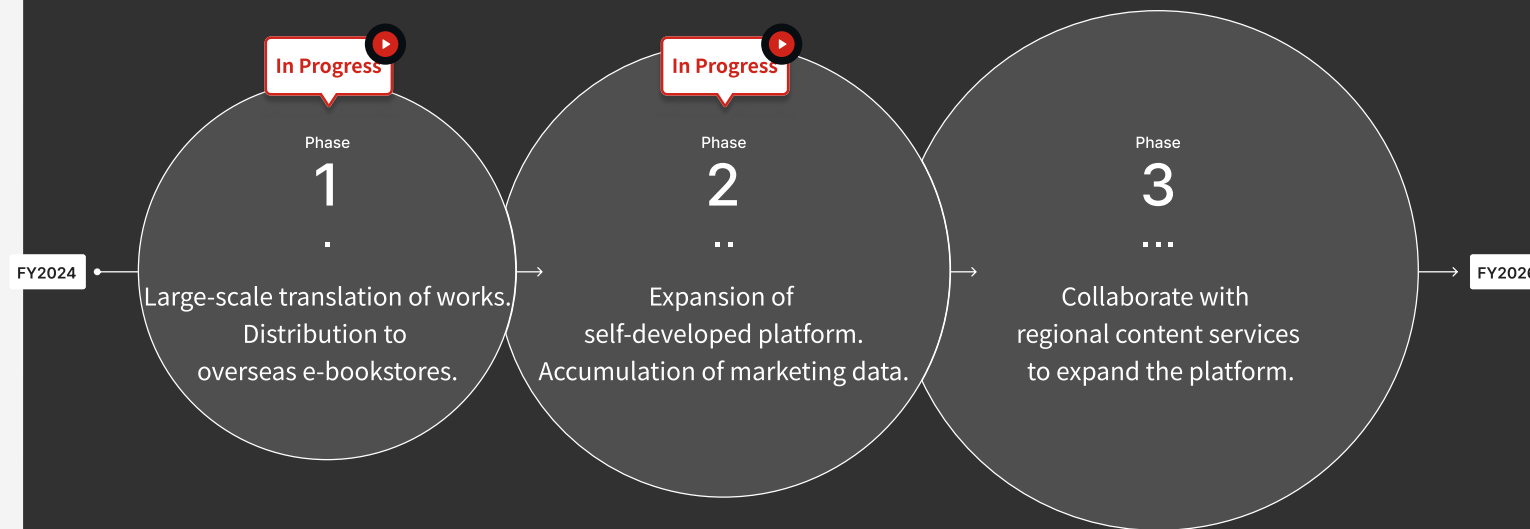
Provide an unlimited reading service for a fixed fee to secure continuous revenue.

Subscription and Episode Sales

Combine subscription services with episode sales to expand user choices.

- Simultaneously operating multiple revenue models to address diverse user needs.
- Aim for revenue diversification and stabilization while promoting growth in each model.

- ✓ Launch of New Platform for North America
- ✓ Secure Paper Publishing Capabilities for North America.



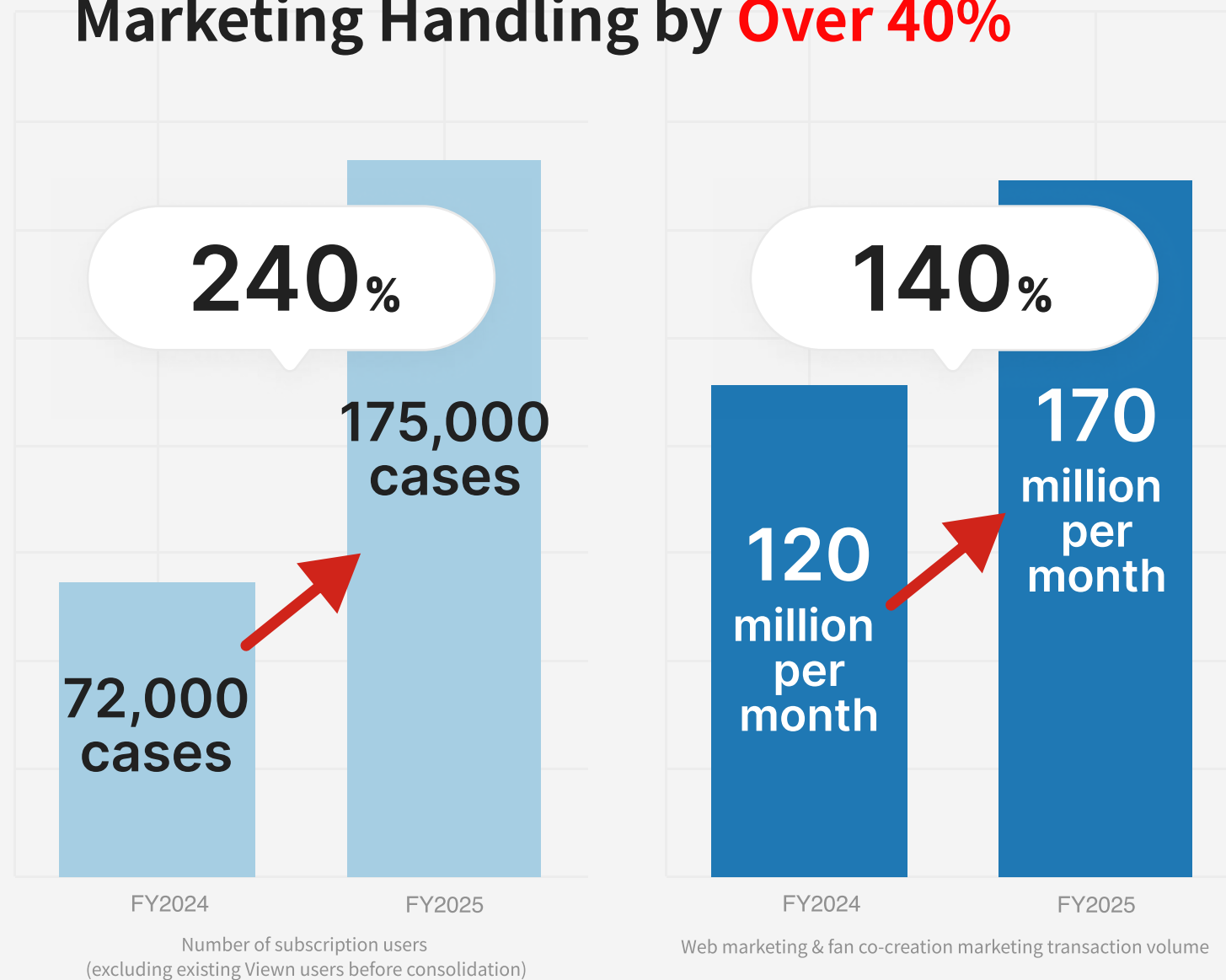
POINT Transition to Phase 3

- Plan for significant expansion of overseas platforms through collaboration.
- Aim to expand the digital market with alternative revenue models and new user acquisition channels.

POINT Utilization of Revenue from Paper Publishing in North America

- Reinvest revenue from paper publishing into the digital distribution business.
*70-80% of sales in the North American manga market come from printed media.
- Enable proposals combining digital and paper distribution to licensors.

- ✓ **Increase in Subscription Users**
from **72,000** to **175,000** Users.
- ✓ **Expansion of Web and Fan Co-Creation Marketing Handling by Over 40%**

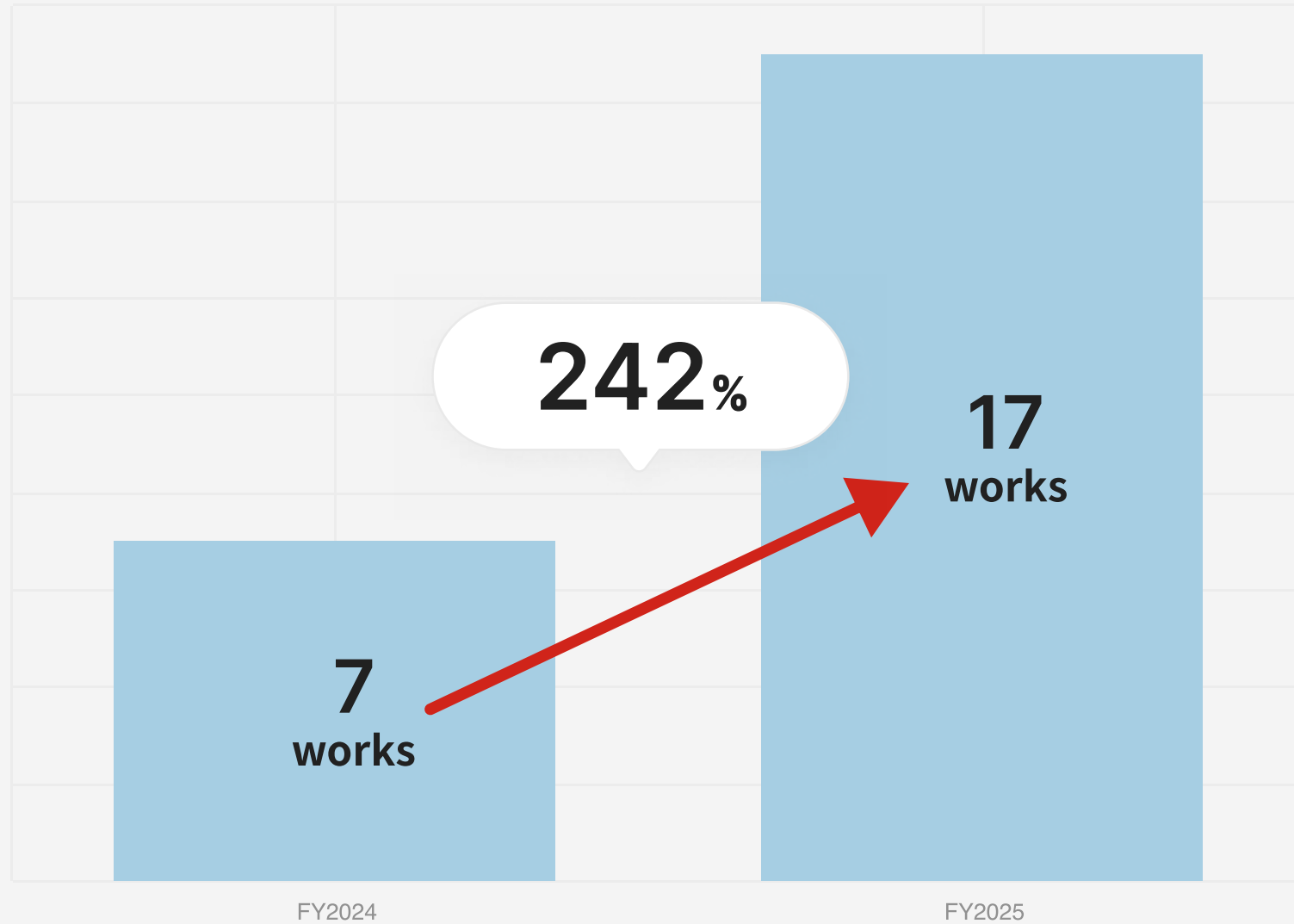


POINT Establishment of Independent In-House Marketing Operation

In-House Marketing

- ① Web Marketing
 - ② Fan Co-Creation Marketing
 - ③ Lifecycle Marketing
- Engage in continuous creativity and incorporate the latest trends.
 - Accumulate know-how internally to respond flexibly and rapidly to changing markets.
 - Accumulate overseas marketing know-how.

- ✓ Increase Original Manga from **3 to 9 Works**
- ✓ Increase Original Webtoons from **4 to 8 Works**



POINT Establishing the Number of Works as a Key KPI for This Term

Background: Successfully Balancing Know-How Accumulation and Monetization

We have successfully accumulated essential know-how in the content creation and monetization process, leading to effective revenue generation based on this expertise.

In light of these achievements, we have established an increase in the number of works as a key KPI starting this term, aiming for further growth.

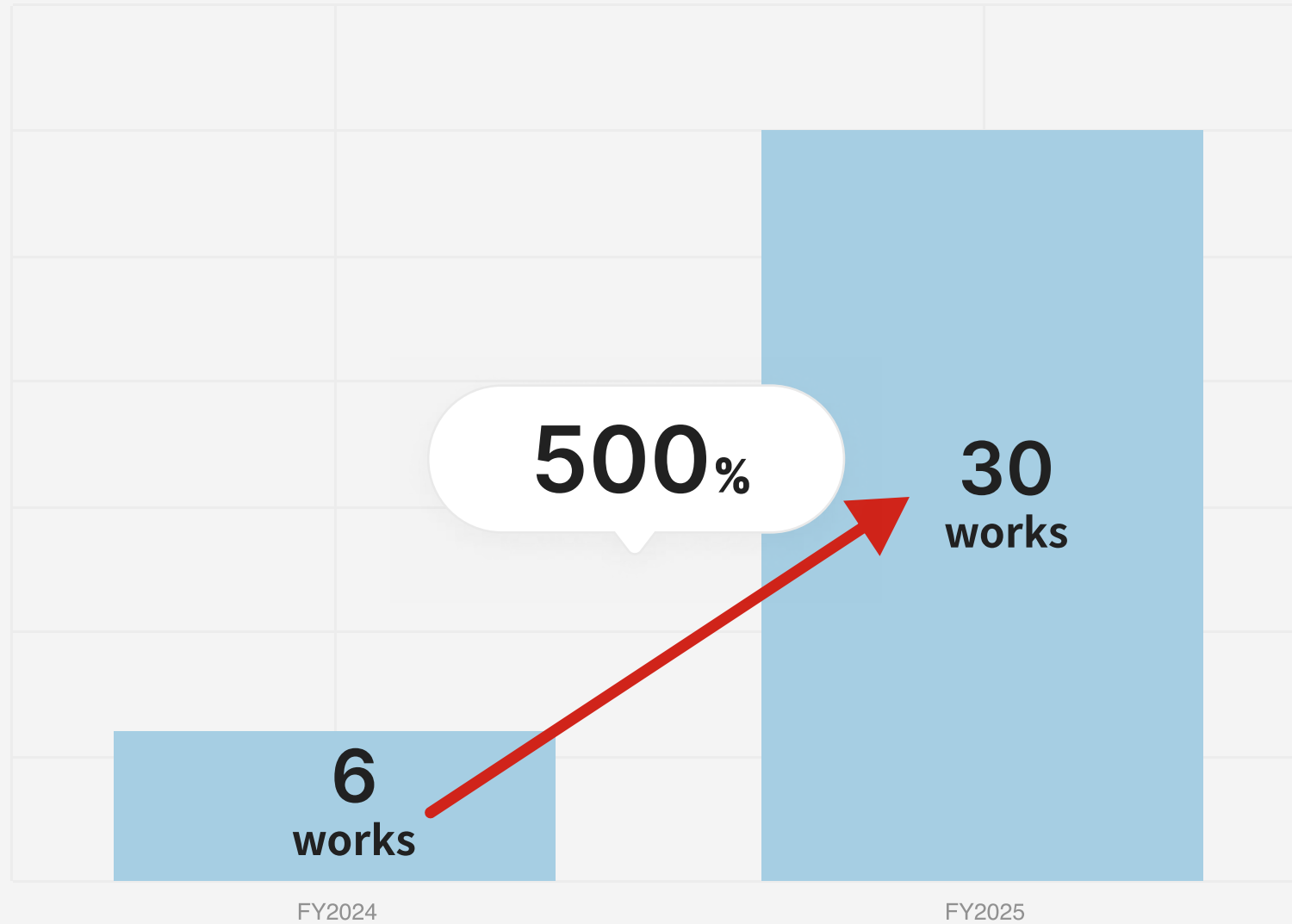
Overseas Success: Achieving First Place in Rankings

Our content has demonstrated its competitiveness in the global market by achieving first place in rankings on overseas platforms.

Achieving Full-Year Profitability

The manga production division has already realized full-year profitability, and we will continue to focus on maintaining a stable revenue base while pursuing further expansion.

✓ Increase Global Distribution Works from 6 to 30



POINT Building Global Distribution Achievements

Background: Strengthening Collaboration with Platforms through Popular Titles

We are strengthening collaborations with major domestic and international platforms to accelerate the global expansion of our content.

This initiative will lead us to secure distribution rights for the next popular works.

Successful Achievement: Successful Distribution of Solo Leveling

Through the distribution of Solo Leveling, we achieved sales significantly exceeding our initial forecasts.

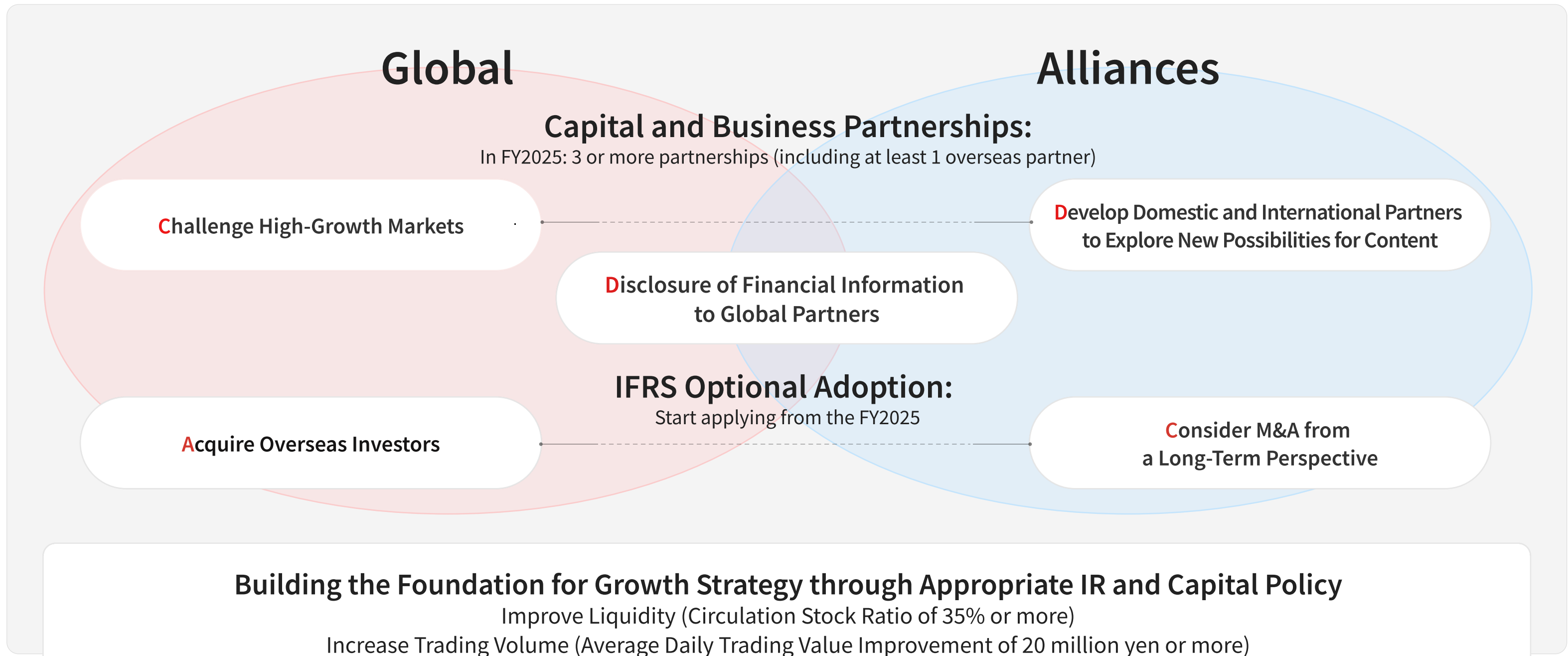
Future Plans

We plan to distribute numerous Webtoon works, including those from D&C Media.

Through these efforts, we aim to further expand our revenue and enhance our presence in the global market.

Corporate Value Maximization Strategy

Promote Continuous Transformation and Aim for Sustainable Growth





Midway through the Medium-Term Management Plan. Together with the purpose established during the transition to group management, we will strive to achieve the medium-term management plan and enhance corporate value as a united group.





Appendix



Link-U Group Inc.

Representative Director
Group CEO Yuuki Matsubara

Address 2-2-3 Sotokanda, Chiyoda-ku, Tokyo

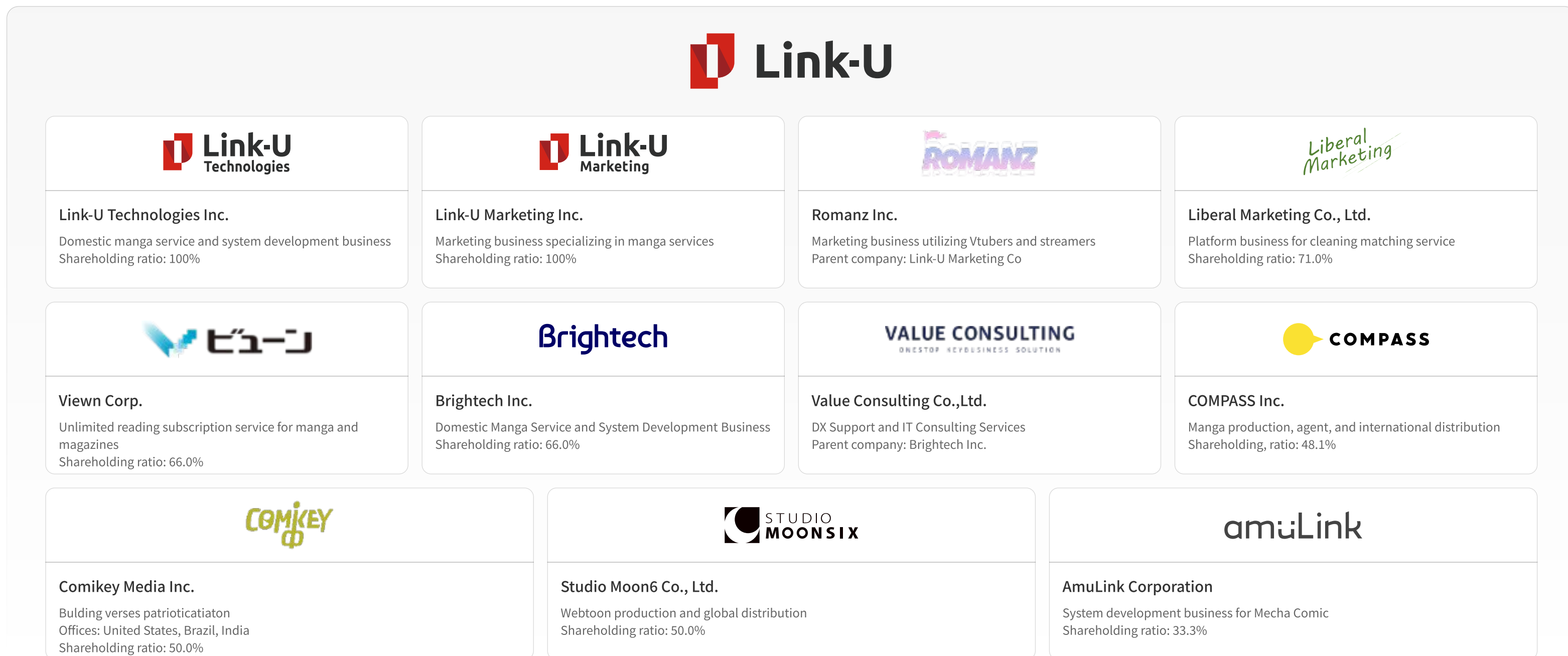
Date of company
establishment August 20, 2013

Capital 477 million yen
(as of July 31, 2024)

Employees 56 in non-consolidated / 192 consolidated
(as of July 31, 2024)

Main Business Management and Administration of Group
Companies

March 1, 2024: Transition to Holding Company Structure





Production Operation

Manga/Webtoon Production
New Technology Development
System Development

Data analysis

Development outsourcing

Original content creation

Technical and system development

Manga Service Operations

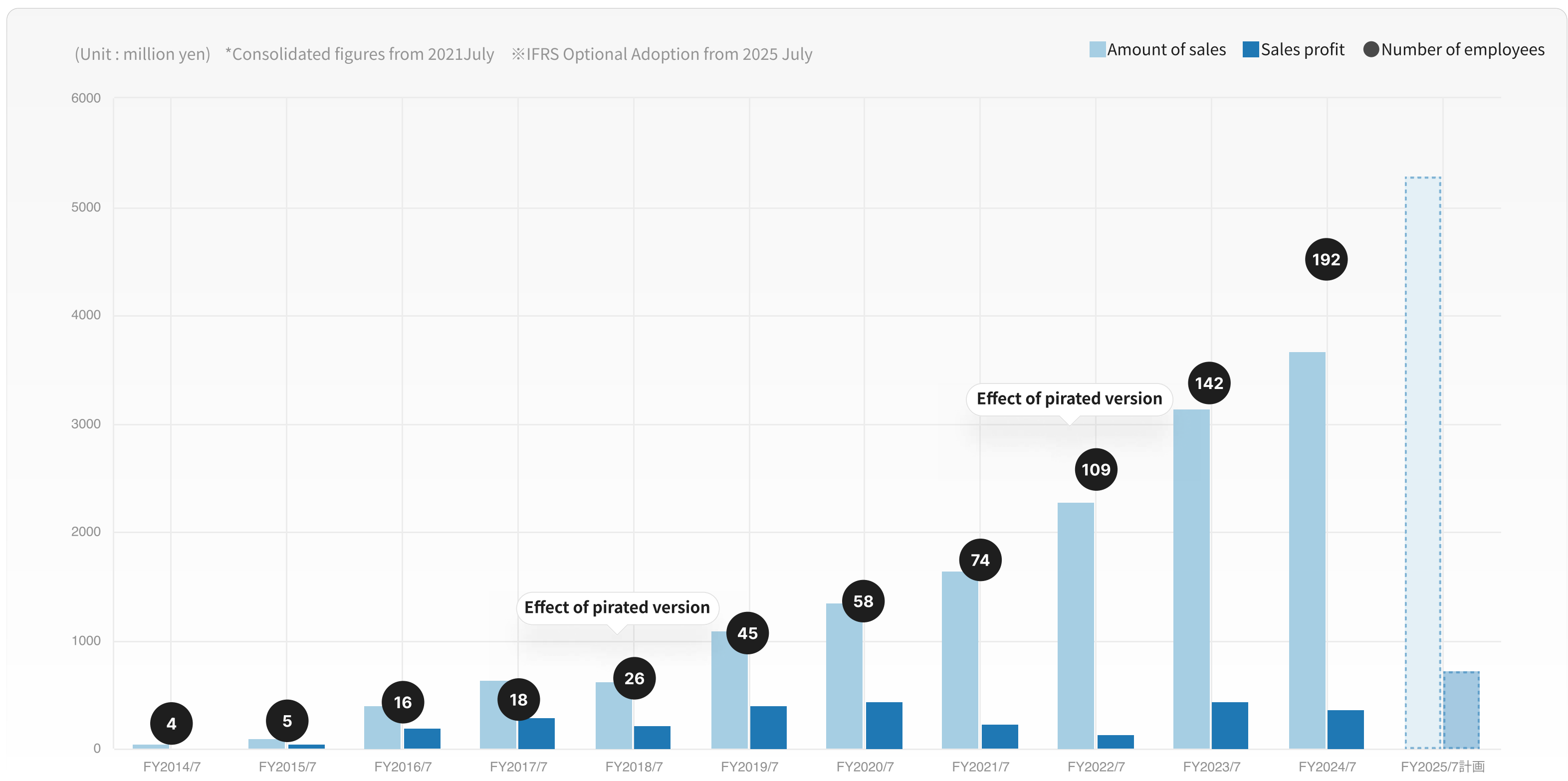
Domestic and International
Manga Media Platforms

Advertising market data

Marketing outsourcing

Marketing Operations

In-house Product Planning and Sales
Marketing for Manga Services
Providing Marketing Solutions





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Business outlook, plans, strategies that have been described in this document are based on information available at this time that the business owner decided to include to the business outlook.

Due to that it can include risk and uncertainty.

Please make sure that in some cases by environmental changes the performance may be different at the end.

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