



FY2025 3Q

Link-U Group Inc.

Financial Results Presentation Materials

2025.6.13

# Presentation Material

## FY2025 3Q







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# Unchain All Value Deliver Exhilarating Moments to the World



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

# Unchain All Value: Deliver Exhilarating Moments to the World

## 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

### 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.

### Original Works

Global distribution and visual adaptation of original works.

### Marketing

Having diverse approaches within the group.

### Marketing Outsourcing

Providing solutions outside the group.

### Expanding Distribution Channels for Services

Distribution channels based on Yureshiru.

### Expanding Distribution Channels for Works

To secure robust distribution channels anchored by strong content.

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



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Revenue grew year-over-year due to business expansion

Meanwhile, high-margin businesses showed signs of deceleration

→ Pursuing new areas to boost operating profit

### 3Q Only

Revenue

1,056  
million yen

YoY

135  
%

Operating Profit

▲24  
million yen

YoY

—  
%

### 1Q–3Q Cumulative

Revenue

3,681  
million yen

YoY

151  
%

Operating Profit

278  
million yen

YoY

87  
%

3Q Only

1Q–3Q Cumulative

Manga Services

Revenue

609 million yen      YonY 144 %

Revenue

1,873 million yen      YonY 146 %

Marketing

Revenue

197 million yen      YonY 124 %

Revenue

892 million yen      YonY 207 %

Production

Revenue

250 million yen      YonY 116 %

Revenue

915 million yen      YonY 122 %

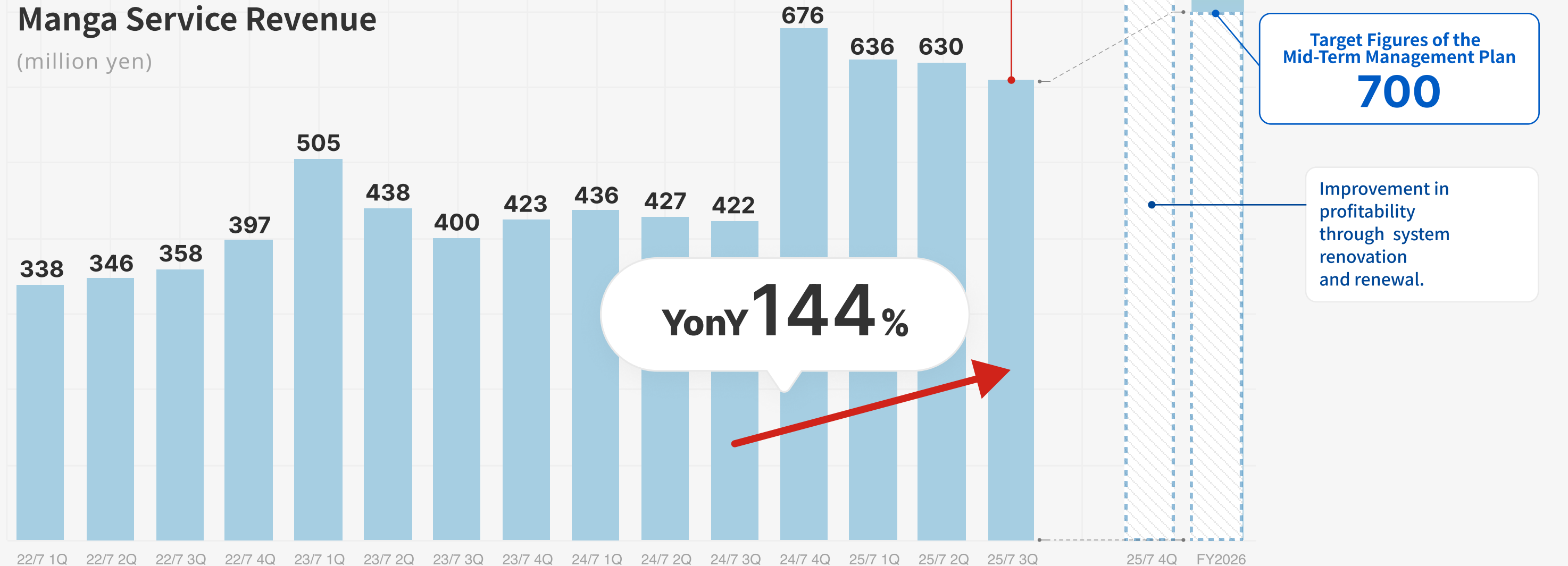


## User acquisition slowdown

→ Rapid marketing strategy rebuild underway

### Manga Service Revenue

(million yen)

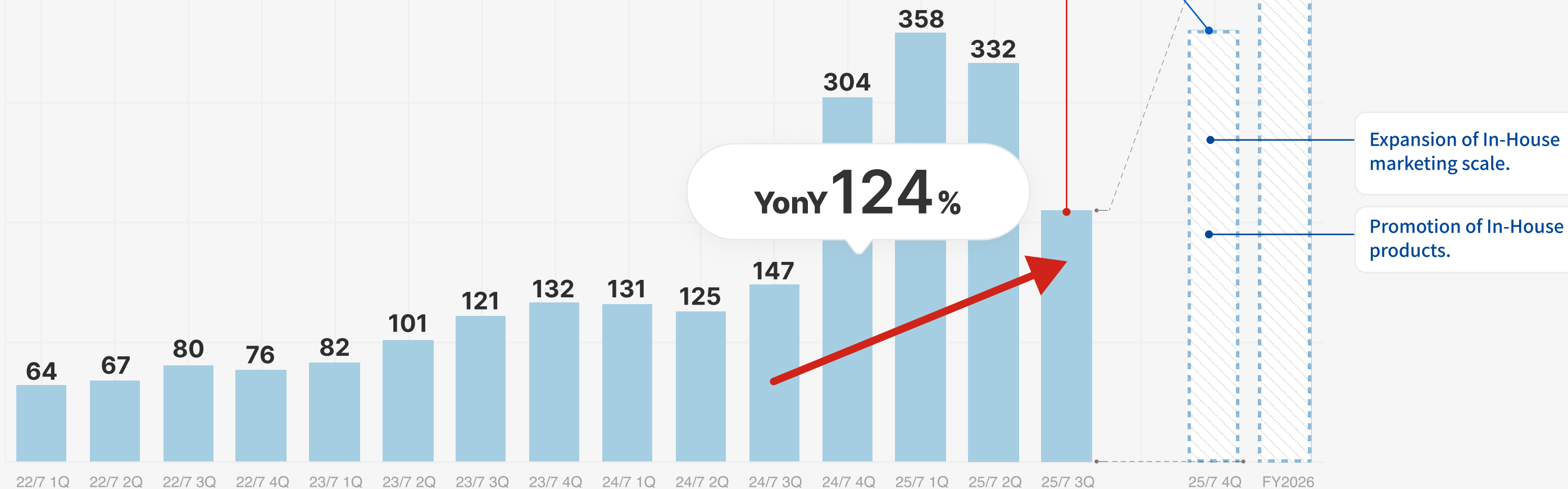


**Revenue decline due to key project suspension in fan co-creation marketing**

**→ Strengthening sales and alliances**

## Marketing Revenue

(million yen)





Technology Development

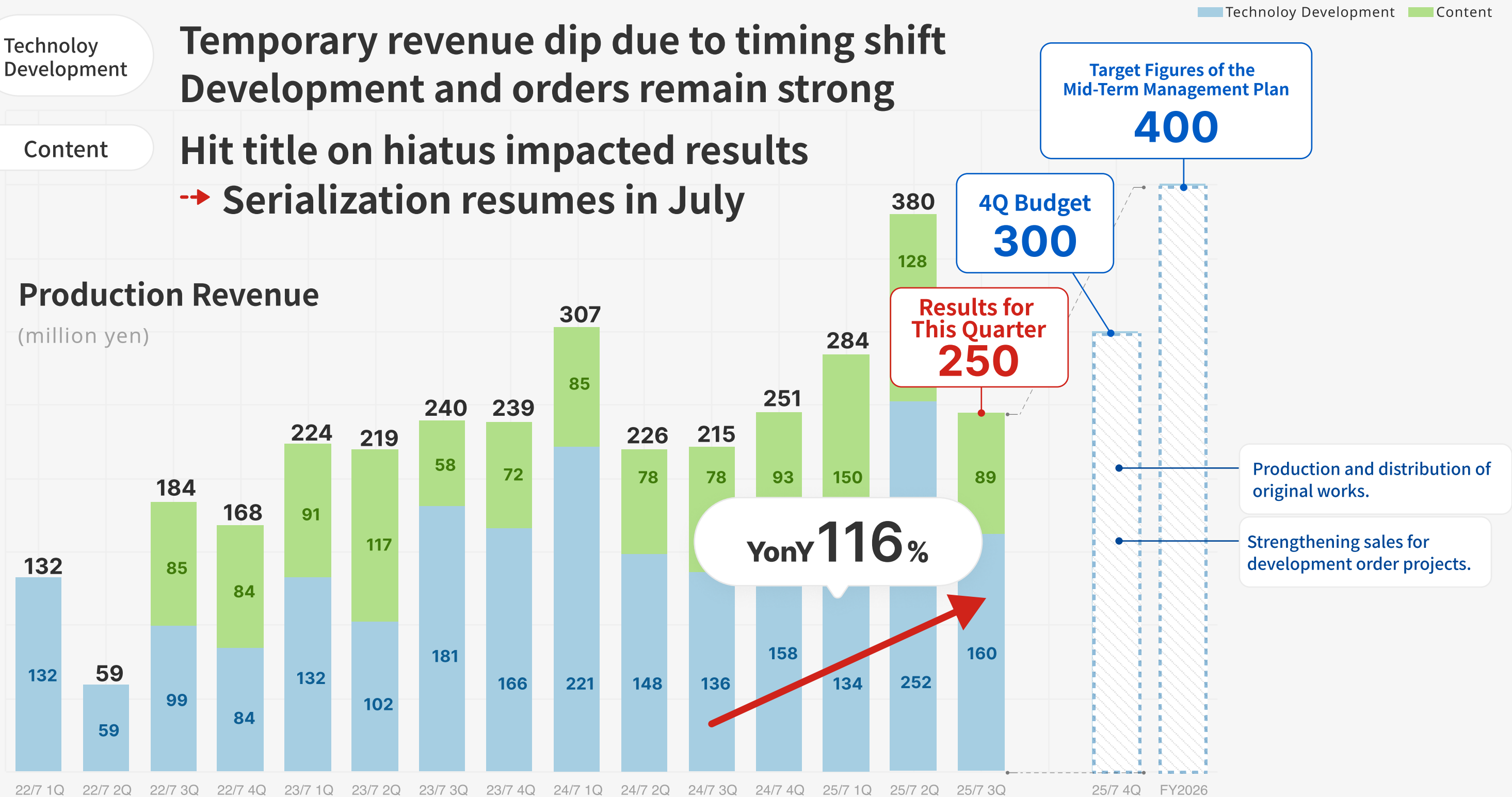
Content

**Temporary revenue dip due to timing shift  
Development and orders remain strong**

**Hit title on hiatus impacted results  
→ Serialization resumes in July**

## Production Revenue

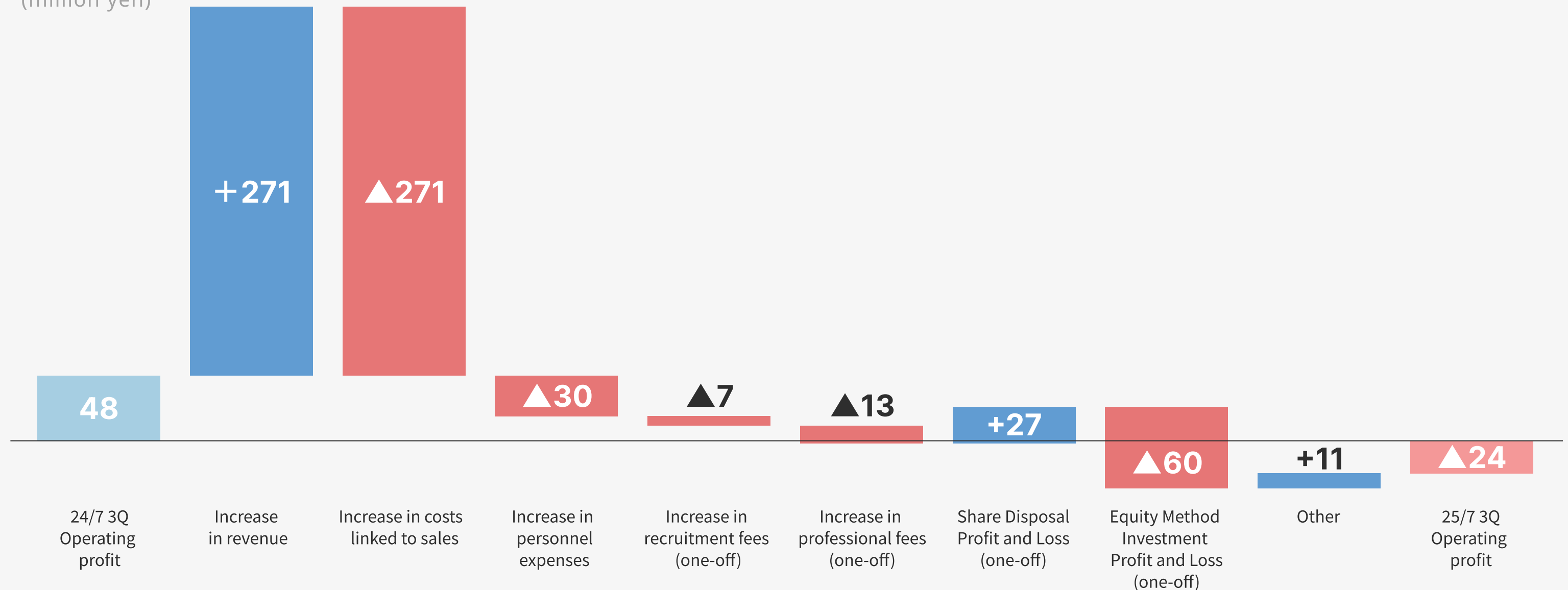
(million yen)



## High-margin stagnation offset by low-margin → Profit flat

### Capital partnership-related DD and capital policy costs (one-off) booked

(million yen)





Sales of General  
Bookstore ServicesPlan for This Term  
**1.45** billion yenPrior Period Results  
**1.19** billion yenResults for This Q  
**910** million yen

24/7

25/7

Number of Subscribing  
Users OwnedPlan for This Term  
**175,000** unitsPrior Period Results  
**72,000** unitsResults for This Q  
**97,000** units

24/7

25/7

Transaction Volume in  
Web and Fan Co-creation MarketingPlan for This Term  
**170** million yen/monthPrior Period Results  
**120** million yen/monthResults for This Q  
**70** million yen/month

24/7

25/7

## Original Manga

Plan for This Term  
**9** worksResults for This Q  
**7** worksPrior Period Results  
**3** works

24/7

25/7

## Original Webtoon

Plan for This Term  
**8** worksResults for This Q  
**6** worksPrior Period Results  
**4** works

24/7

25/7

## Global Distribution

Plan for This Term  
**30** worksResults for This Q  
**18** worksPrior Period Results  
**6** works

24/7

25/7

## Partial slowdown in high-margin business → Driving portfolio diversification

### Factors for Revision

- ① Romanz: Orders from key client temporarily paused since Jan 2025  
→ Pushing direct sales & partnerships to expand client base
- ② Domestic manga service: Marketing performance fell short of expectations
- ③ New platform for North America launch delayed → No revenue booked this period

	Initial Budget	Revised Budget
Revenue	5,272	4,820
Operating profit	717	366
Profit before tax	708	345
Profit attributable to owners of parent	352	91





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## Zebrack: 5,000+ Shogakukan volumes added Sales increase expected from popular titles



### Examples of newly added titles

#### 『Detective Conan』

- An iconic mystery manga marking 30 years in 2024
- Over 270 million copies in print

#### 『Frieren: Beyond Journey's End』

- Post-death fantasy manga launched in 2020
- Over 24 million copies in print

#### 『The Apothecary Diaries』

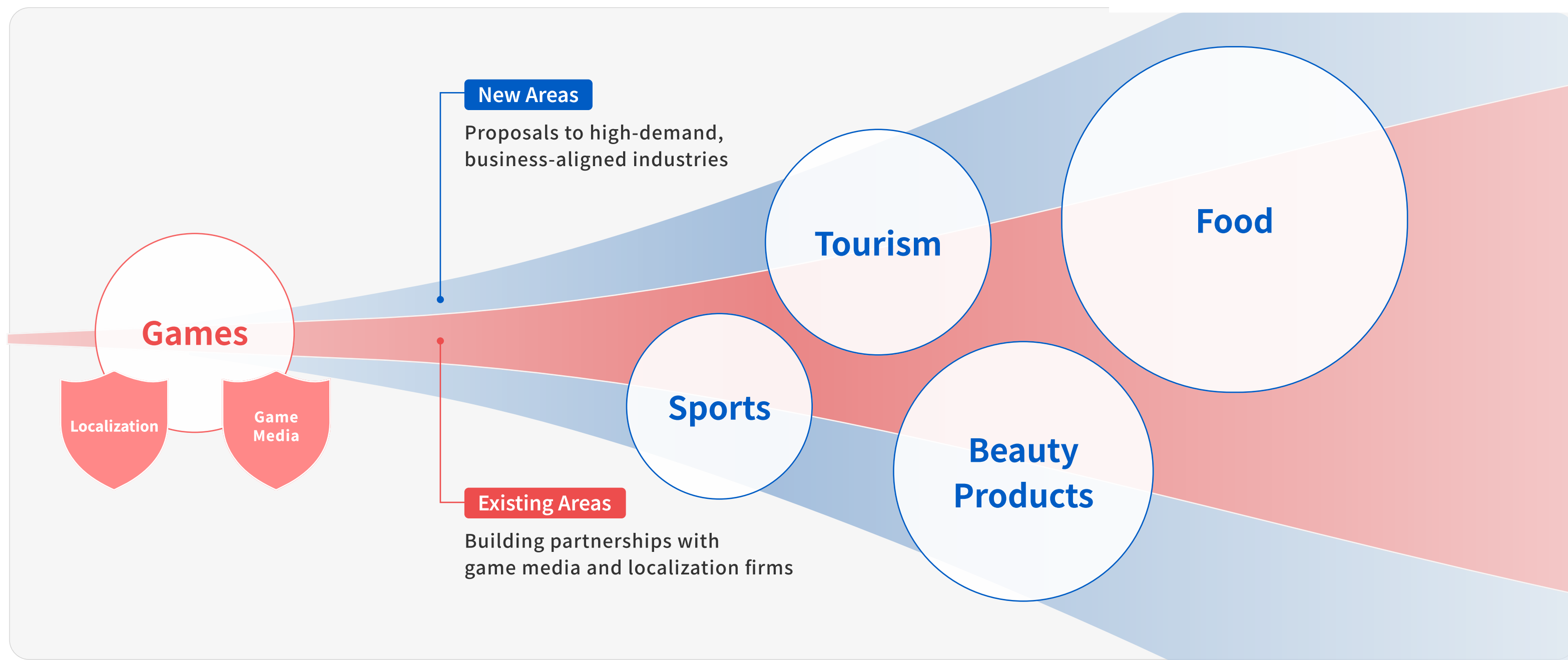
- Light novel-based medical mystery set in an imperial court
- Over 40 million copies in print (novels & manga)

Publishers featured  
on Zebrack

Akita Publishing, KADOKAWA, Coamix, COMPASS, Shueisha, SHUFU TO SEIKATSU SHA, Shogakukan, Shinchosha, NIHONBUNGEISHA, Hakusensha, Futabasha, Houbunsha, LEED Publishing and 50+ publishers in total

More to  
be added

## Accelerating growth through “deepening existing domains” × “exploring new ones”





## Three businesses building on one another to execute a multi-stage growth strategy

Existing

### Manga Service Business



Profit-focused,  
with concentration  
on key projects

Derived

### Co-Creation Business



Growing revenue base via  
Business × Tech × Design  
in entertainment

New

### New Business



Creating new value and  
long-term growth  
beyond boundaries



## Expanding mechanisms for continuous hit creation



Started scouting at doujin events



• Signed 6 new creators since May 2024

6 original titles by signed creators  
to be released next fiscal year



Launching the first Studio Moon6 Original Story Award

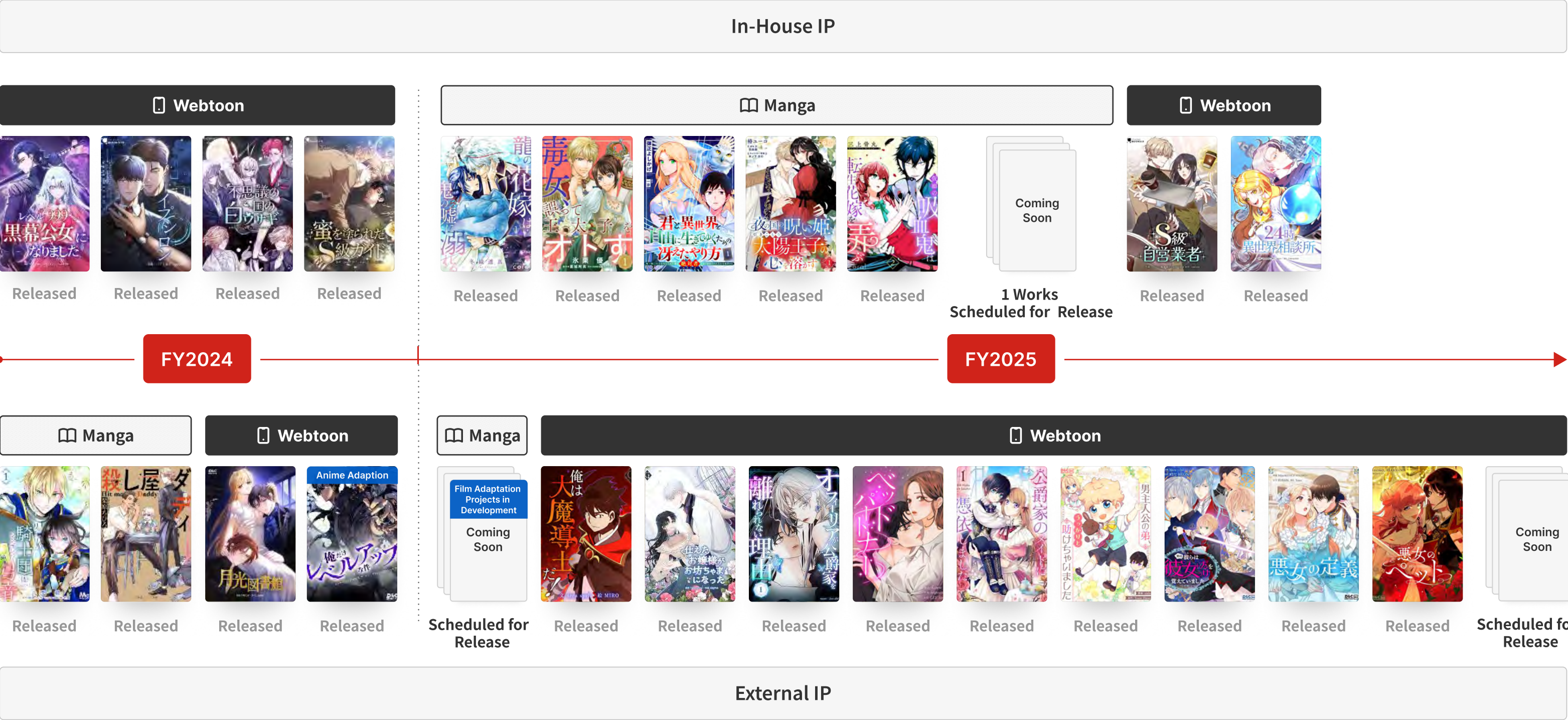


• Co-hosted with creative platform “Nola” (500K+creators)

Aiming to discover original stories  
for Webtoon adaptation

Driving  
the next  
big hit







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## Initiated market research targeting Middle East growth

- ✓ Selected for METI's Global South Co-Creation Program (Middle East) research project
- ✓ 

Research regions

  
Saudi Arabia, United Arab Emirates
- ✓ 

Research focus

  
Potential for entertainment business based on content creation and advanced digital tech



**Aiming to gain insights and networks  
for Middle East expansion**

## Finalizing launch of new platform for North America

- ✓ Entering final phase toward service launch in early next FY
- ✓ Also exploring multifaceted partnerships, including capital alliances, with domestic companies driving global IP expansion



**Aiming to maximize IP value and  
global monetization from North America**



## Accelerating AI exploration with focus on both practicality and ethics

### Manga Services

**AI analyzes industry data worldwide from diverse sources**

⇒PoC launched to elevate proposal capabilities for publishers

### Marketing

**AI drives experimental creative ideation with designers**

⇒Exploring next-generation expressions integrated with marketing

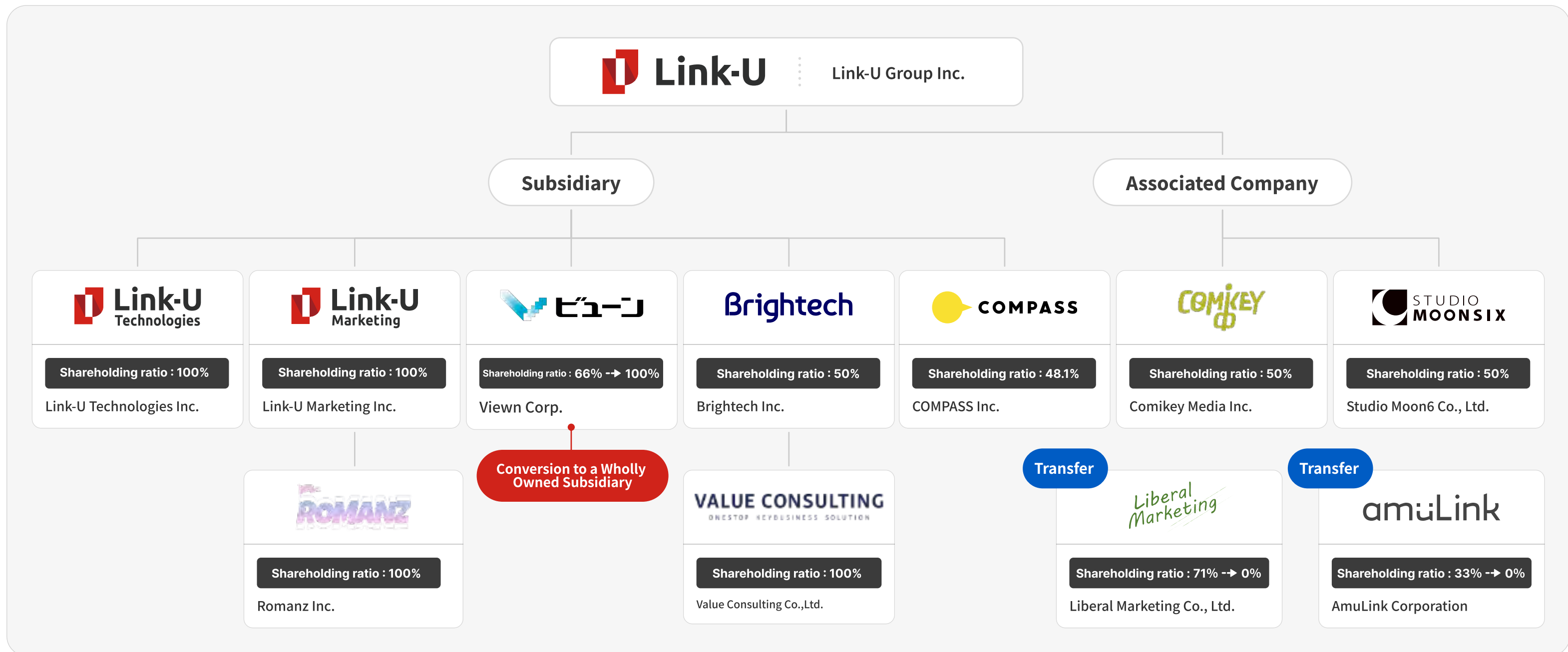
\*In internal prototyping phase

### Production

**AI assists coding processes in development**

⇒Evaluating gains in efficiency and accuracy

## Shifting to a structure that focuses resources on high-growth areas by identifying inter-business synergies





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.







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# 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 April 30, 2025)
Employees	33 in non-consolidated / 187 consolidated (as of April 30, 2025)
Main Business	Management and Administration of Group Companies





Link-U Technologies Inc.

Domestic manga service and system development business  
Shareholding ratio: 100%



Link-U Marketing Inc.

Marketing business specializing in manga services  
Shareholding ratio: 100%



Romanz Inc.

Marketing business utilizing Vtubers and streamers  
Parent company: Link-U Marketing Co



Viewn Corp.

Unlimited reading subscription service for manga and magazines  
Shareholding ratio: 100.0%



Brightech Inc.

Domestic manga service and system development business  
Shareholding ratio: 50.0%



Value Consulting Co.,Ltd.

Digital Transformation Solution and IT consulting services  
Parent company: Brightech Inc.



COMPASS Inc.

Manga production, agent, and global distribution  
Shareholding, ratio: 48.1%



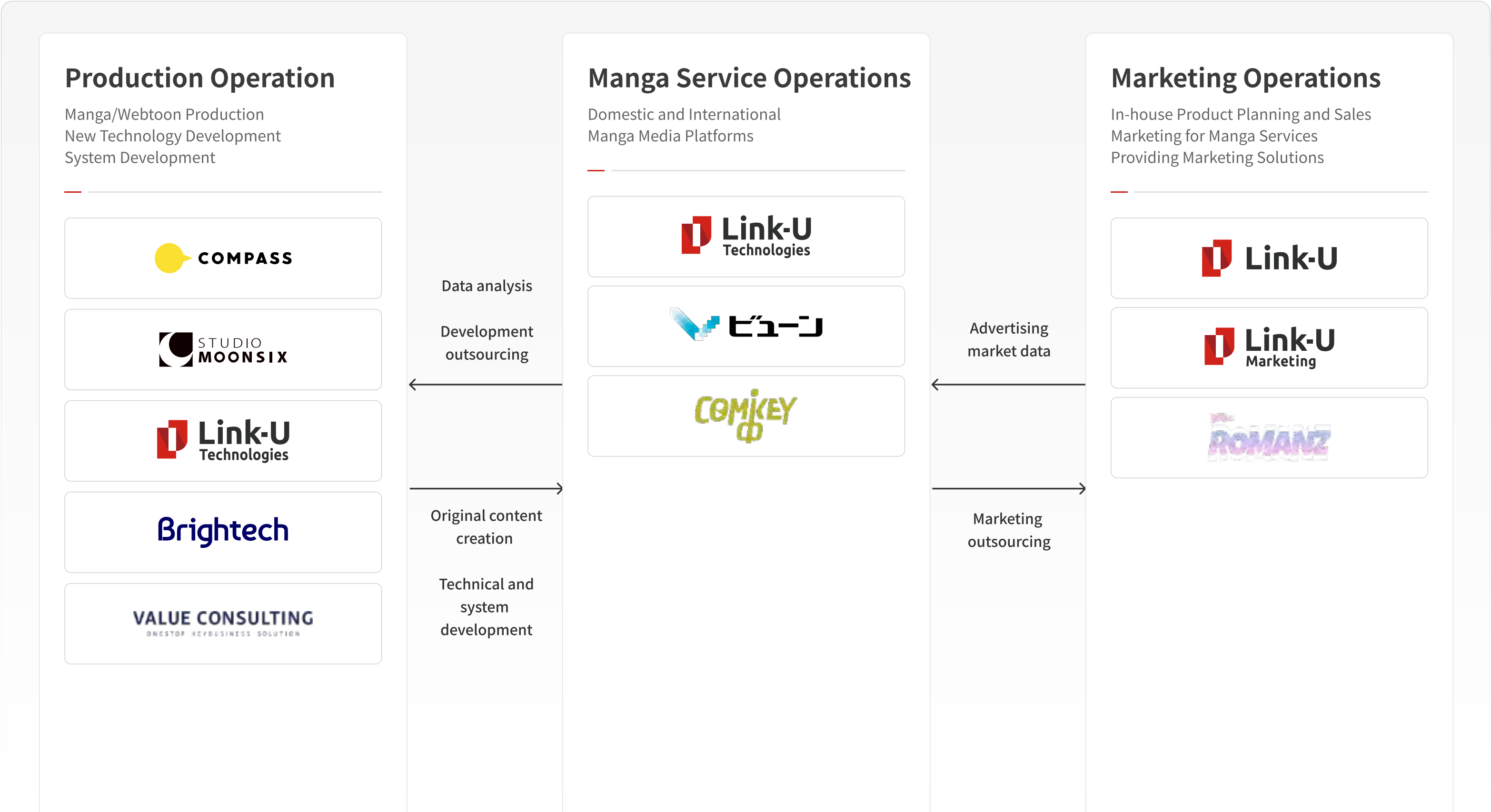
Comikey Media Inc.

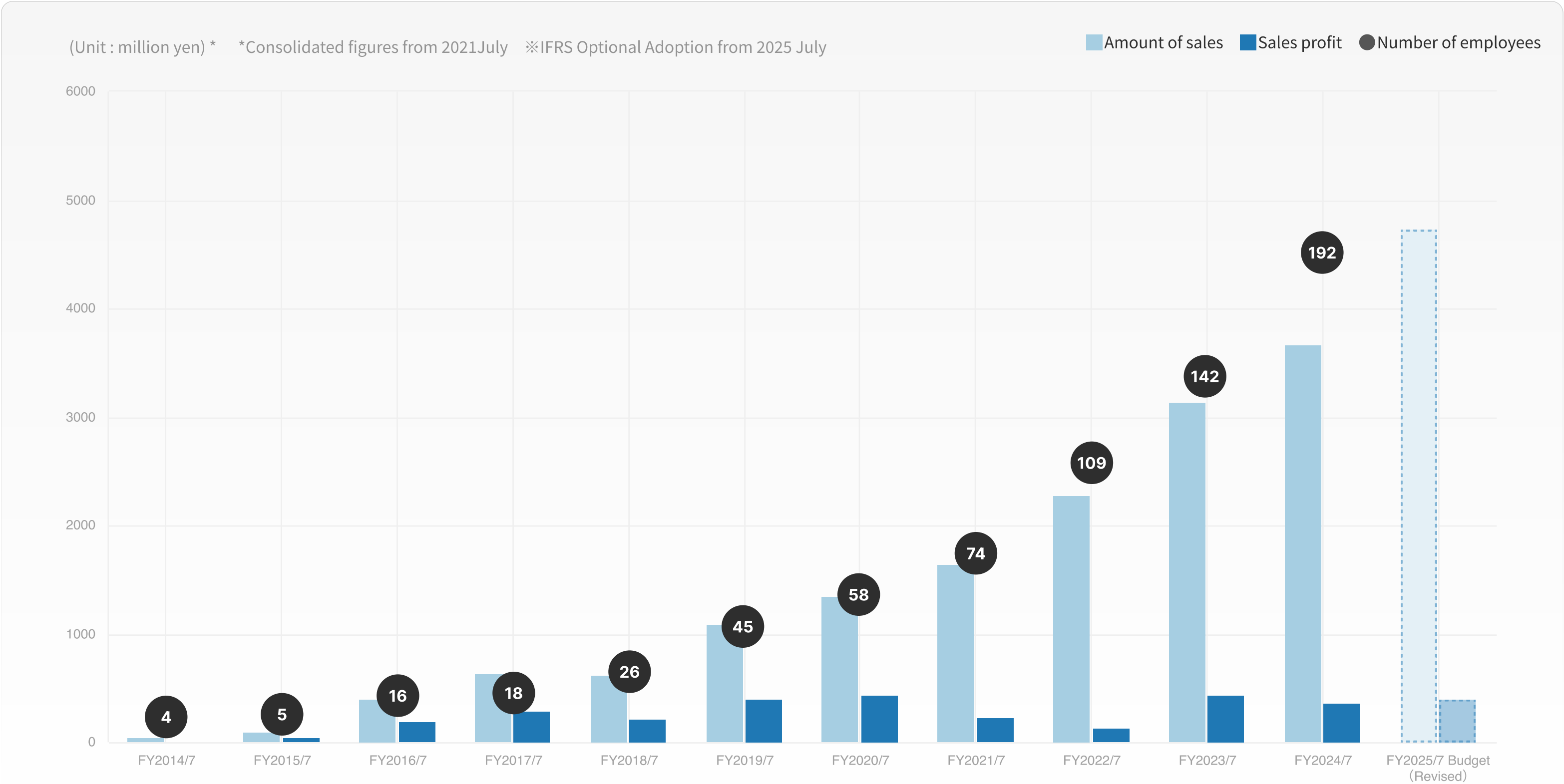
Developing and localizing overseas platforms  
Offices: United States, Brazil, India  
Shareholding ratio: 50.0%



Studio Moon6 Co., Ltd.

Webtoon production and global distribution  
Shareholding ratio: 50.0%







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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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