



FY2025 4Q

Link-U Group Inc.

Financial Results Presentation Materials

2025.9.12

Presentation Material

FY2025 4Q





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**Initiatives and
Positioning for
Achieving
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**Initiatives for
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**Initiatives for
Next Fiscal Year**

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.

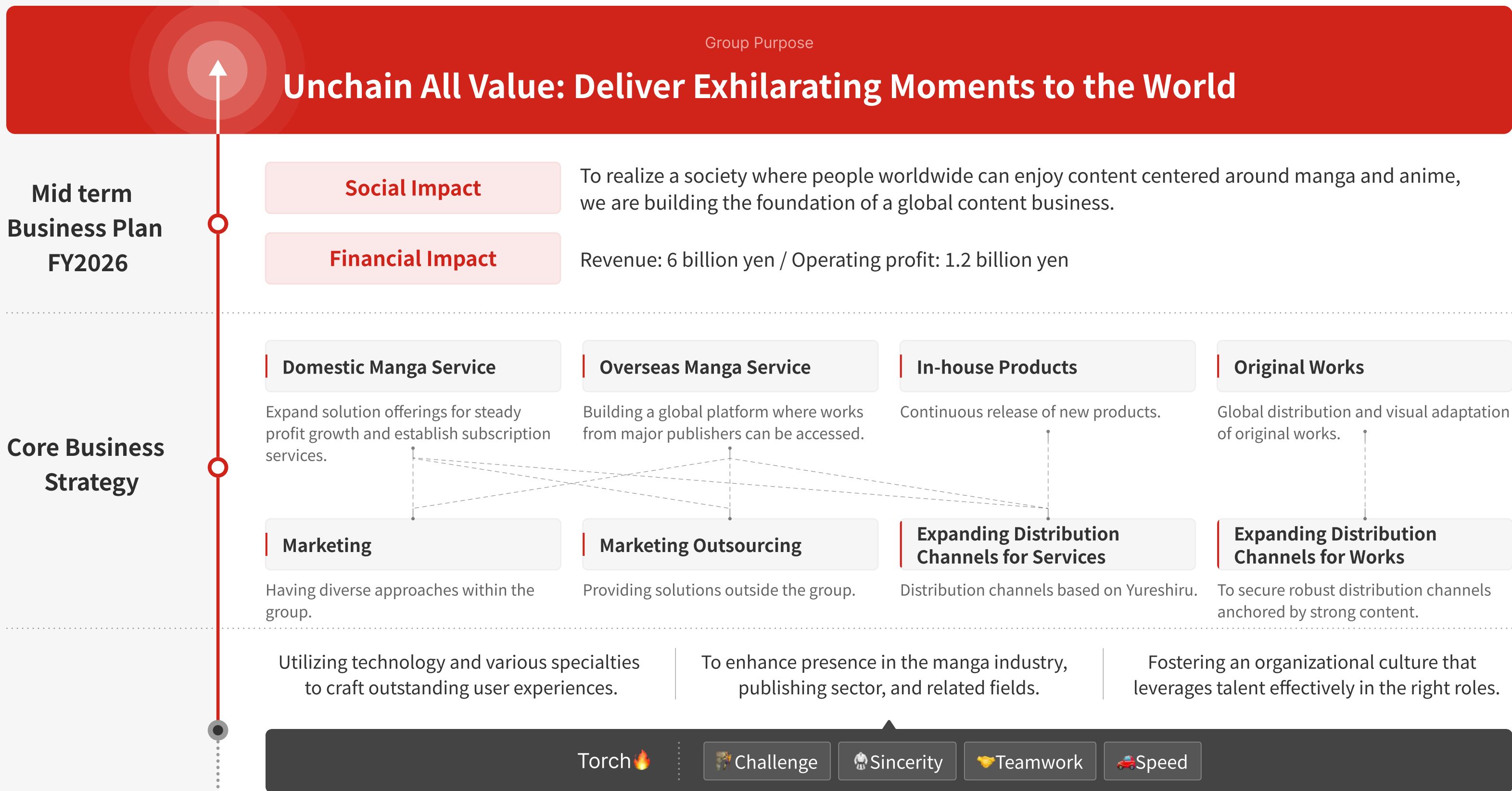




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**Initiatives for
Next Fiscal Year**

Both revenue and operating profit grew YoY, but operating profit missed the budget due to upfront investments in organizational development

4Q Only

Revenue

1,154
million yen

YoY

94
%

Operating Profit

69
million yen

YoY

—
%

4Q Cumulative

Revenue

4,835
million yen

YoY

132
%

Revised Budget-to-Actual Ratio

102
%

Operating Profit

348
million yen

YoY

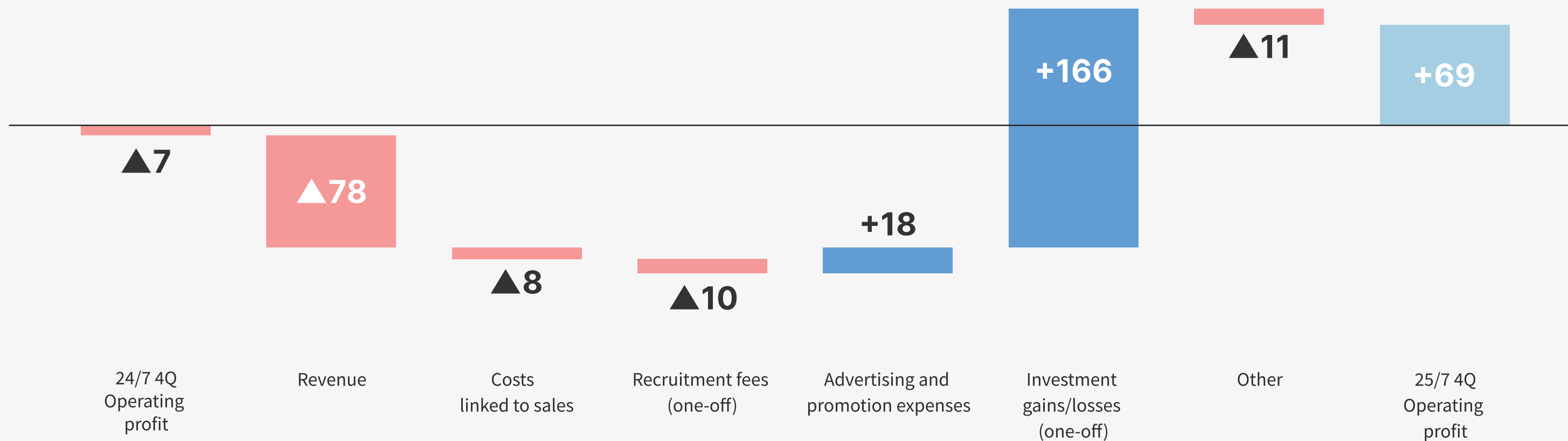
112
%

Revised Budget-to-Actual Ratio

95
%

Revenue struggled in the marketing business, but profit increased due to a rebound from the impairment loss on an investment recorded in prior-year 4Q

(million yen)



4Q Only

4Q Cumulative

Manga Services

Revenue

599 million yen
YonY 89%

Revenue

2,473 million yen
YonY 126%
Revised Budget-to-Actual Ratio 98%

Marketing

Revenue

198 million yen
YonY 64%

Revenue

1,090 million yen
YonY 147%
Revised Budget-to-Actual Ratio 106%

Production

Revenue

356 million yen
YonY 142%

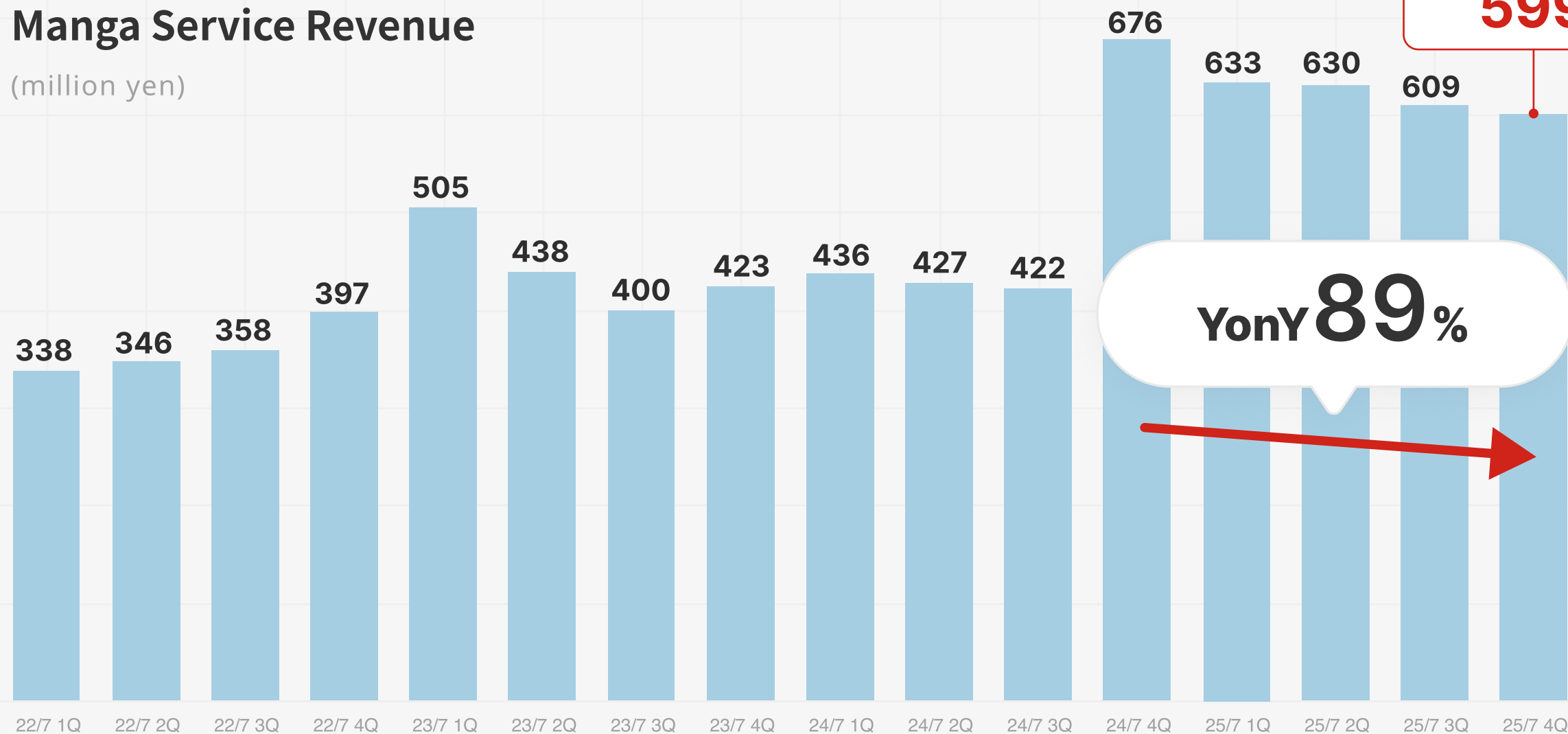
Revenue

1,272 million yen
YonY 127%
Revised Budget-to-Actual Ratio 100%

Monetization remained strong overseas thanks to more efficient marketing, while domestic performance continued to struggle with new user acquisition

Manga Service Revenue

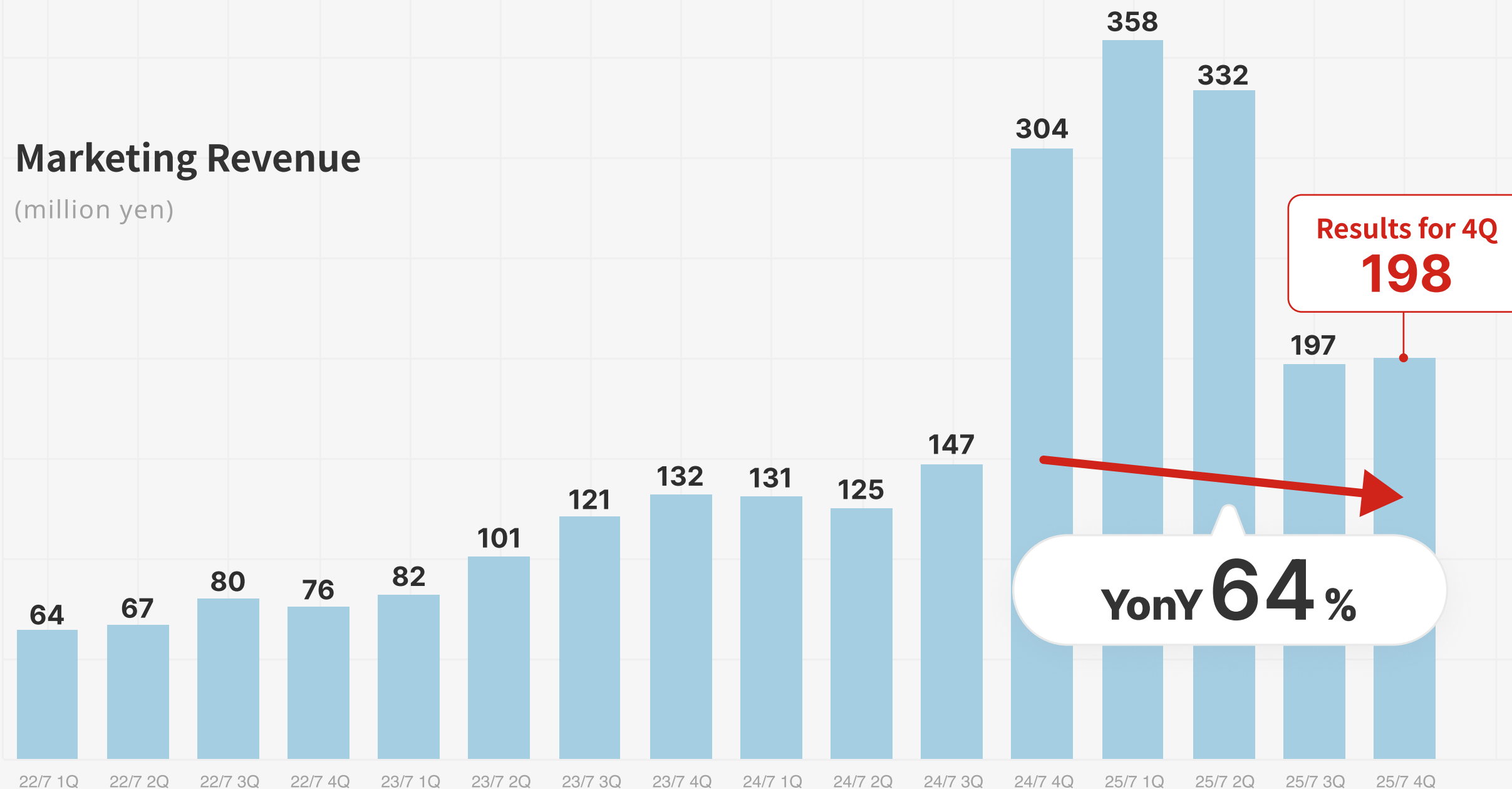
(million yen)



Fan co-creation marketing drove new customer acquisition;
nonetheless, short-term profit recovery remained limited

Marketing Revenue

(million yen)



Technology
Development

Content

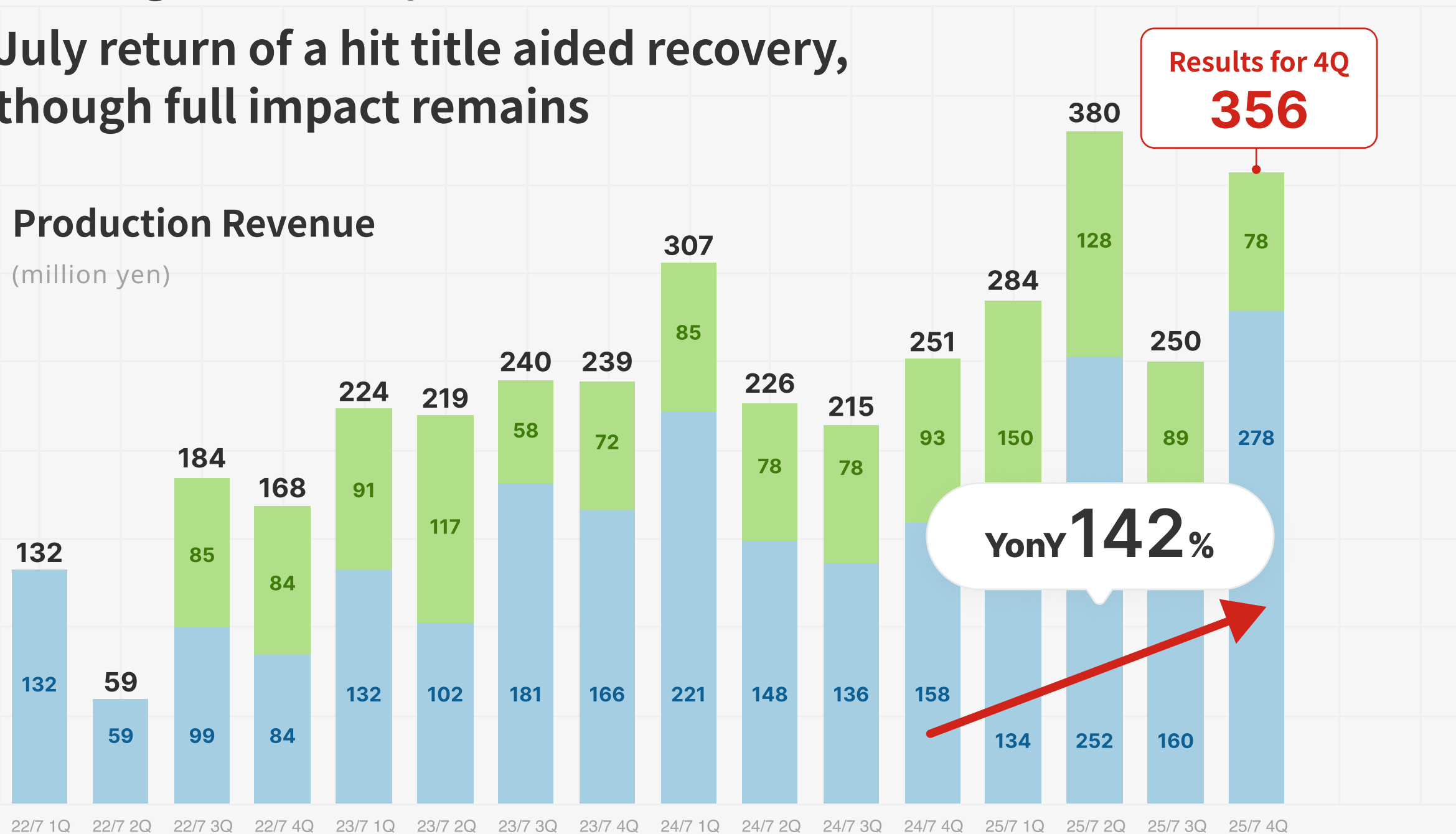
Technology
Development Content

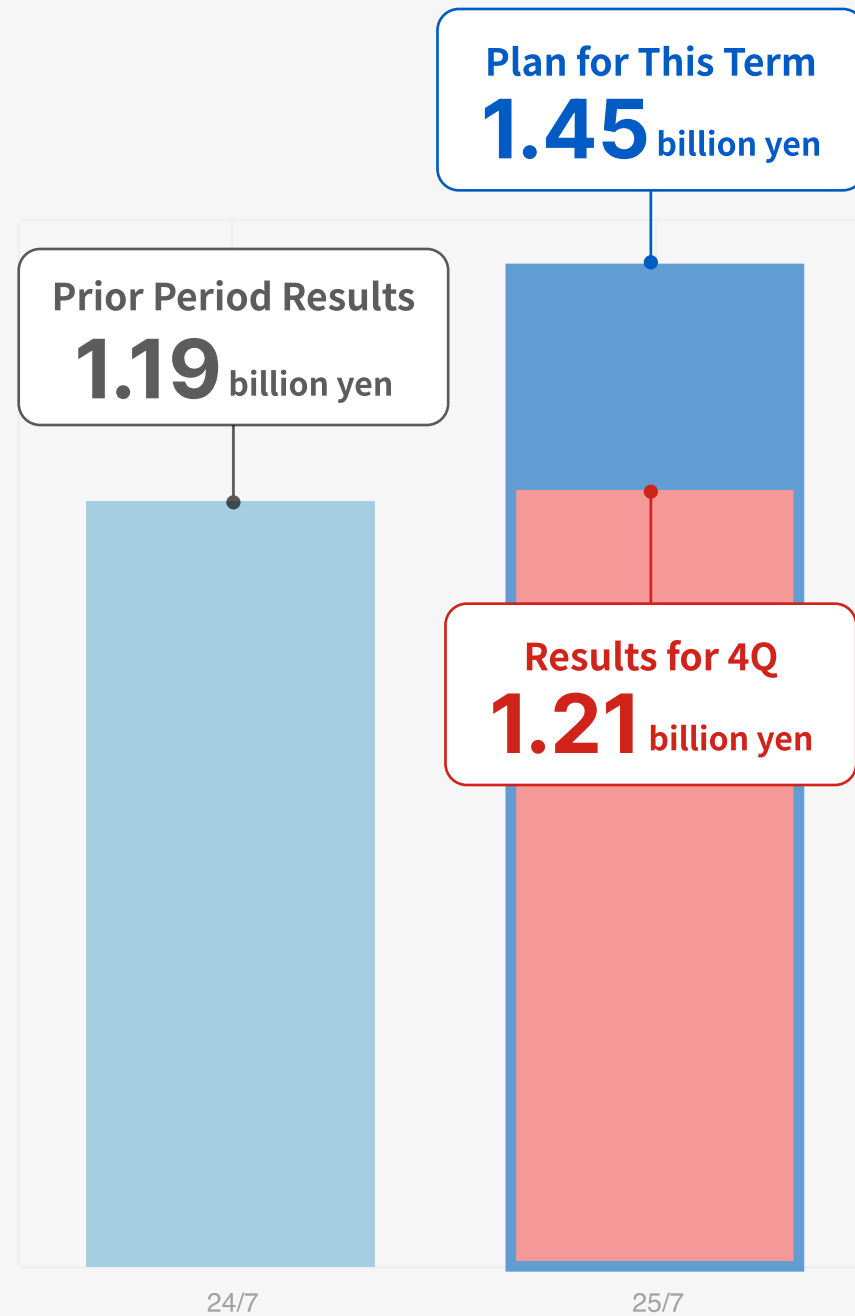
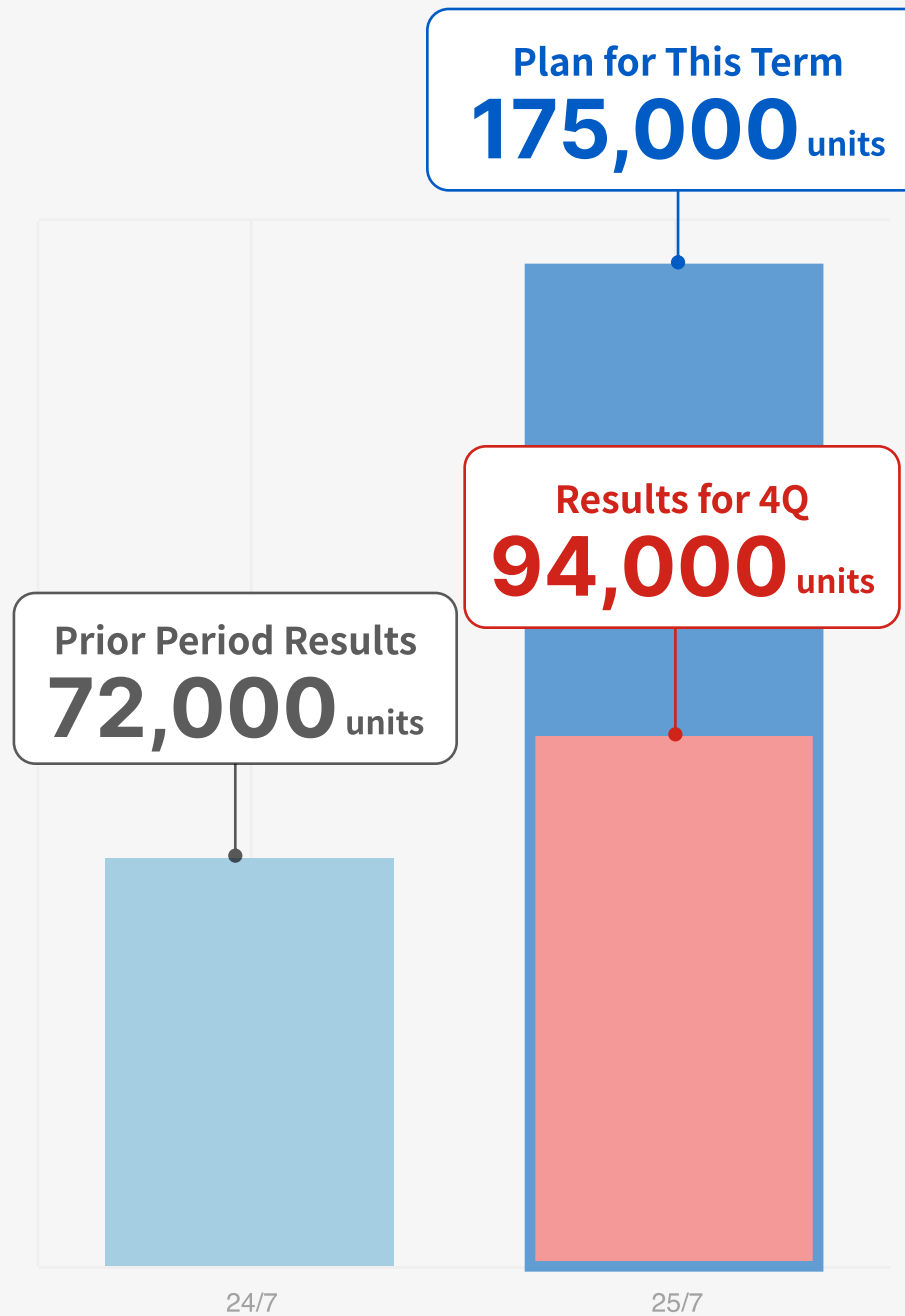
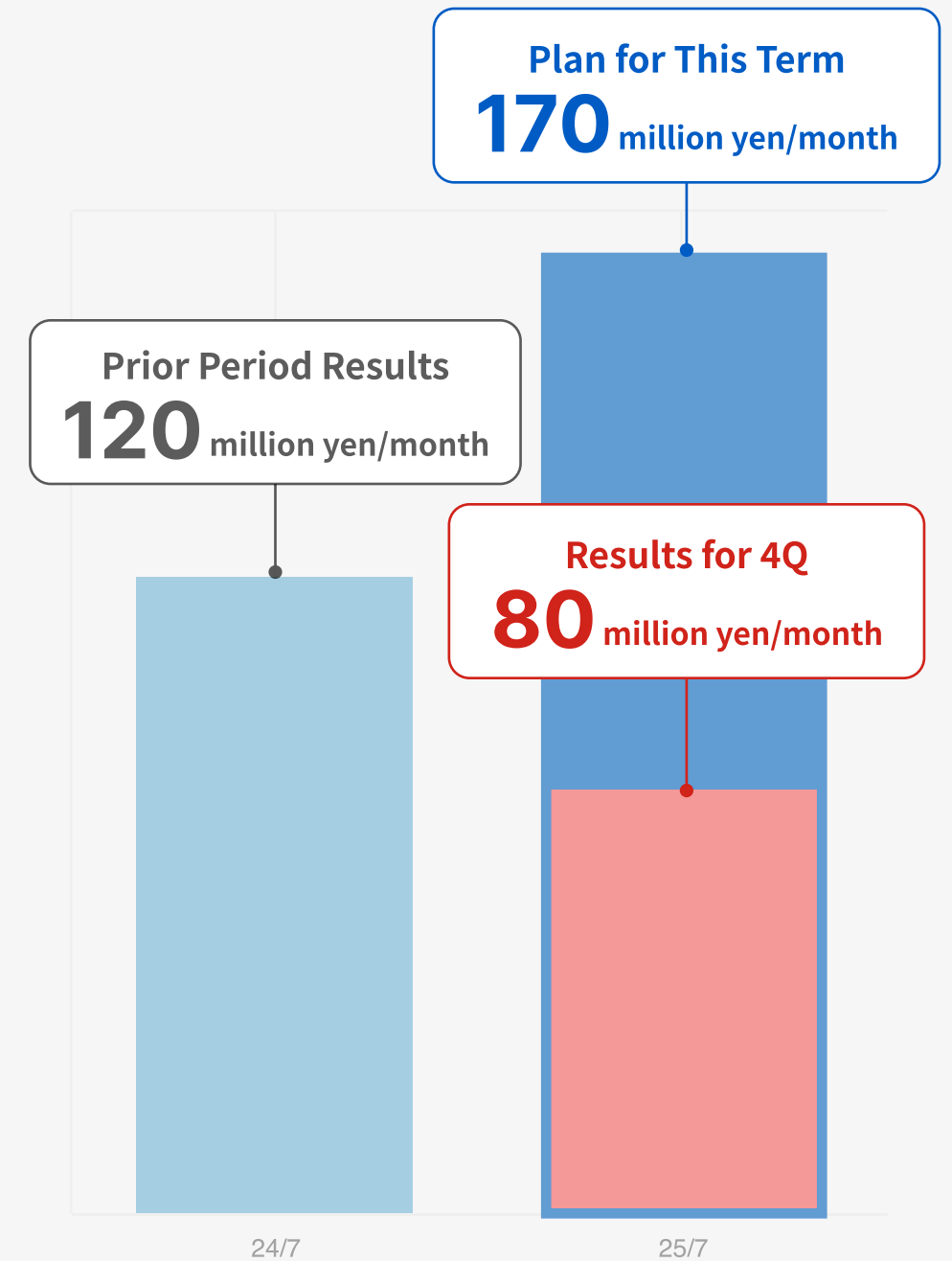
Recorded all-time high revenue driven by recognition of a large-scale project

July return of a hit title aided recovery, though full impact remains

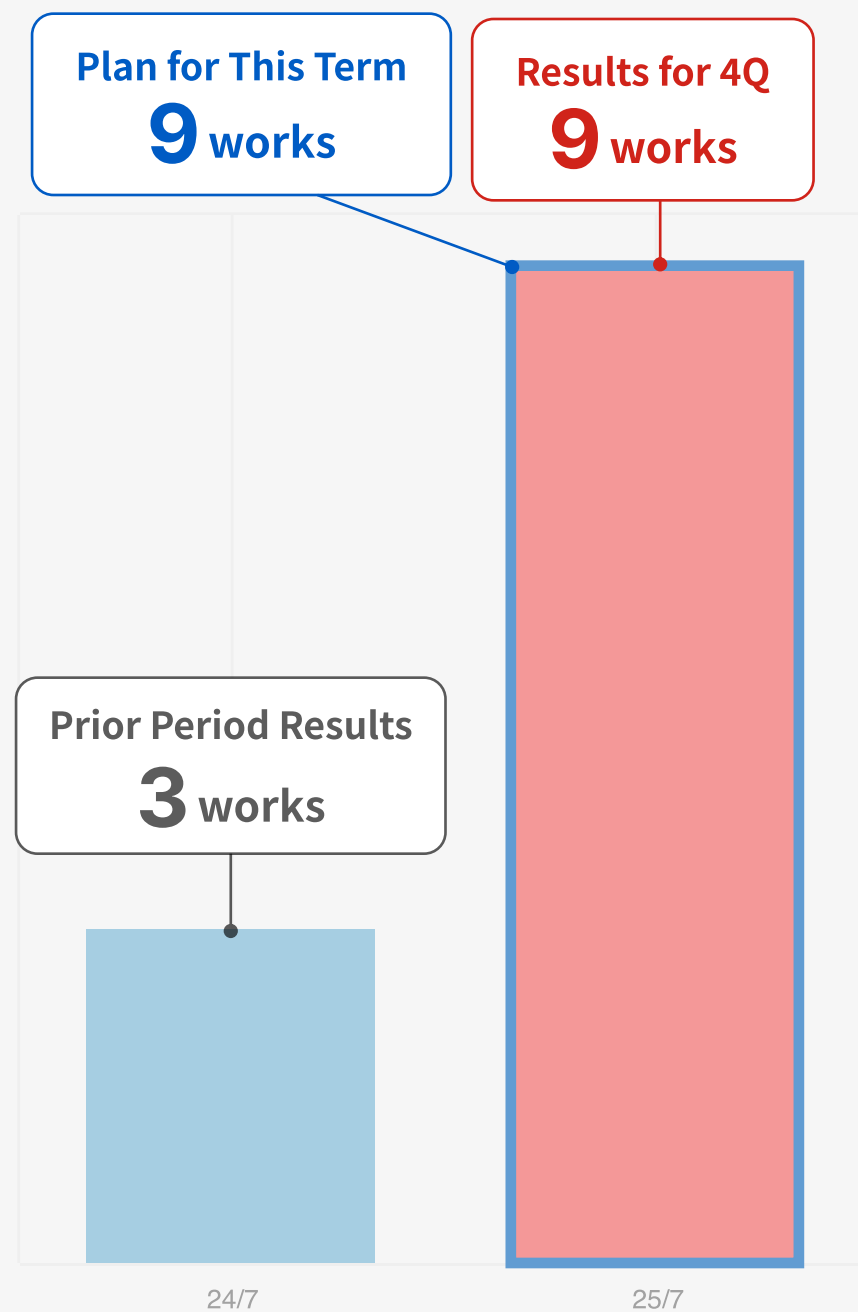
Production Revenue

(million yen)

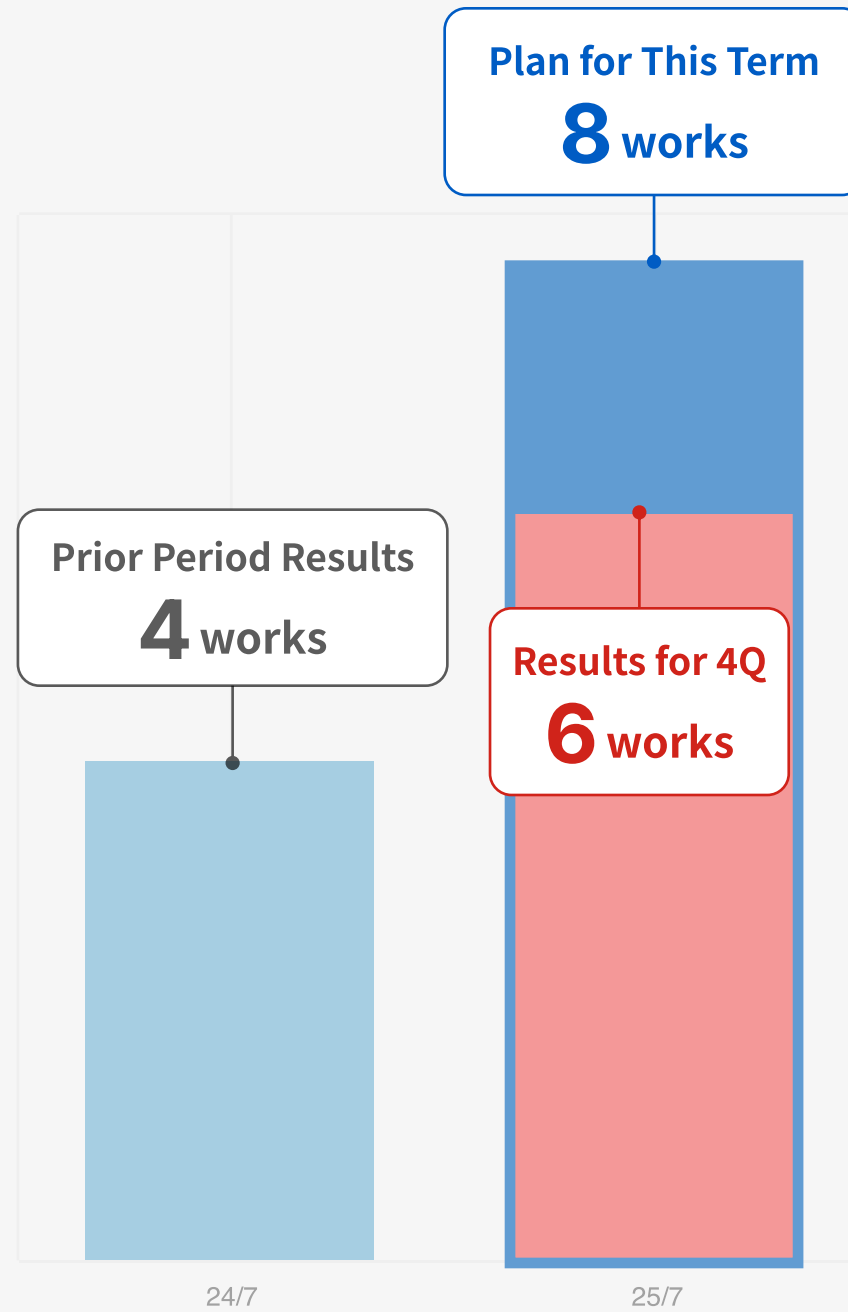


Sales of General
Bookstore ServicesNumber of Subscribing
Users OwnedTransaction Volume in
Web and Fan Co-creation Marketing

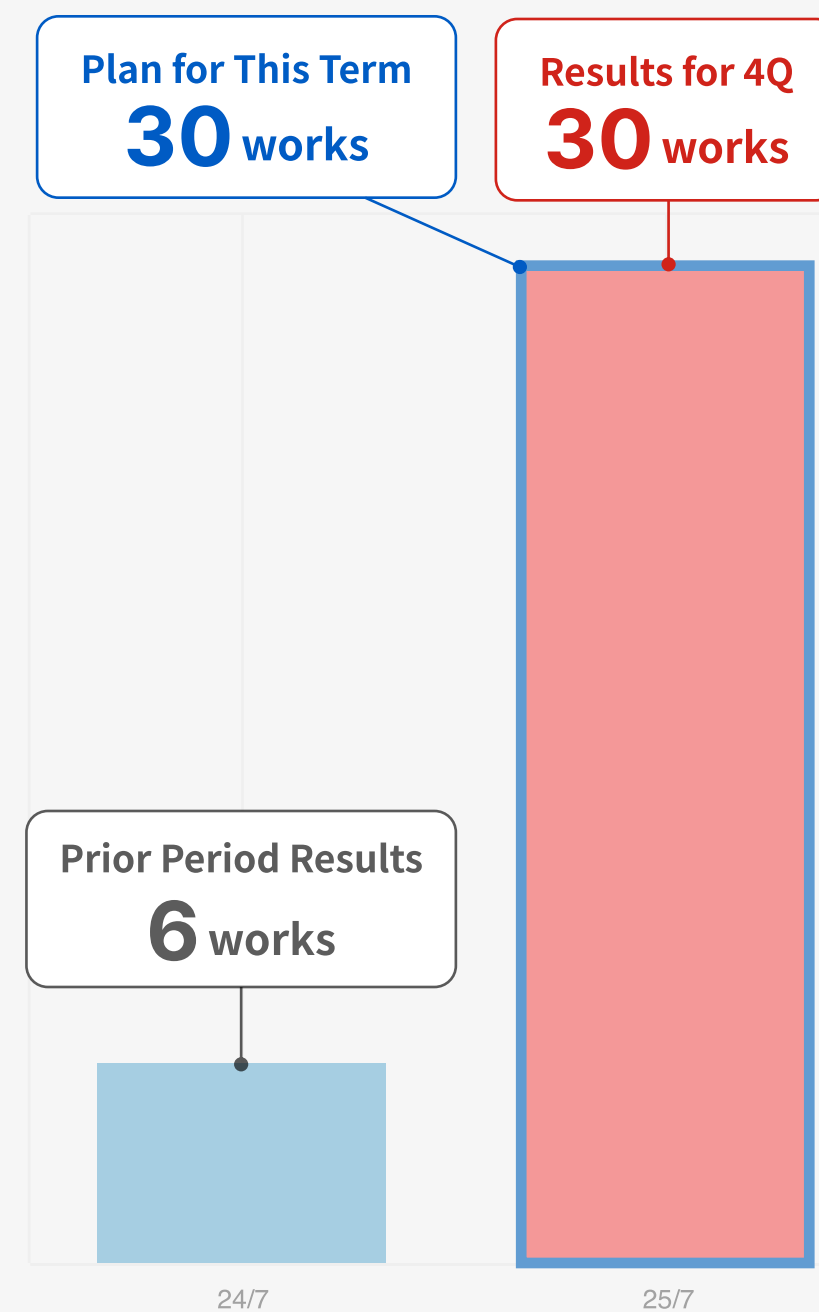
Original Manga



Original Webtoon



Global Distribution



Note: Figures for the Plan for This Term remain those initially set.



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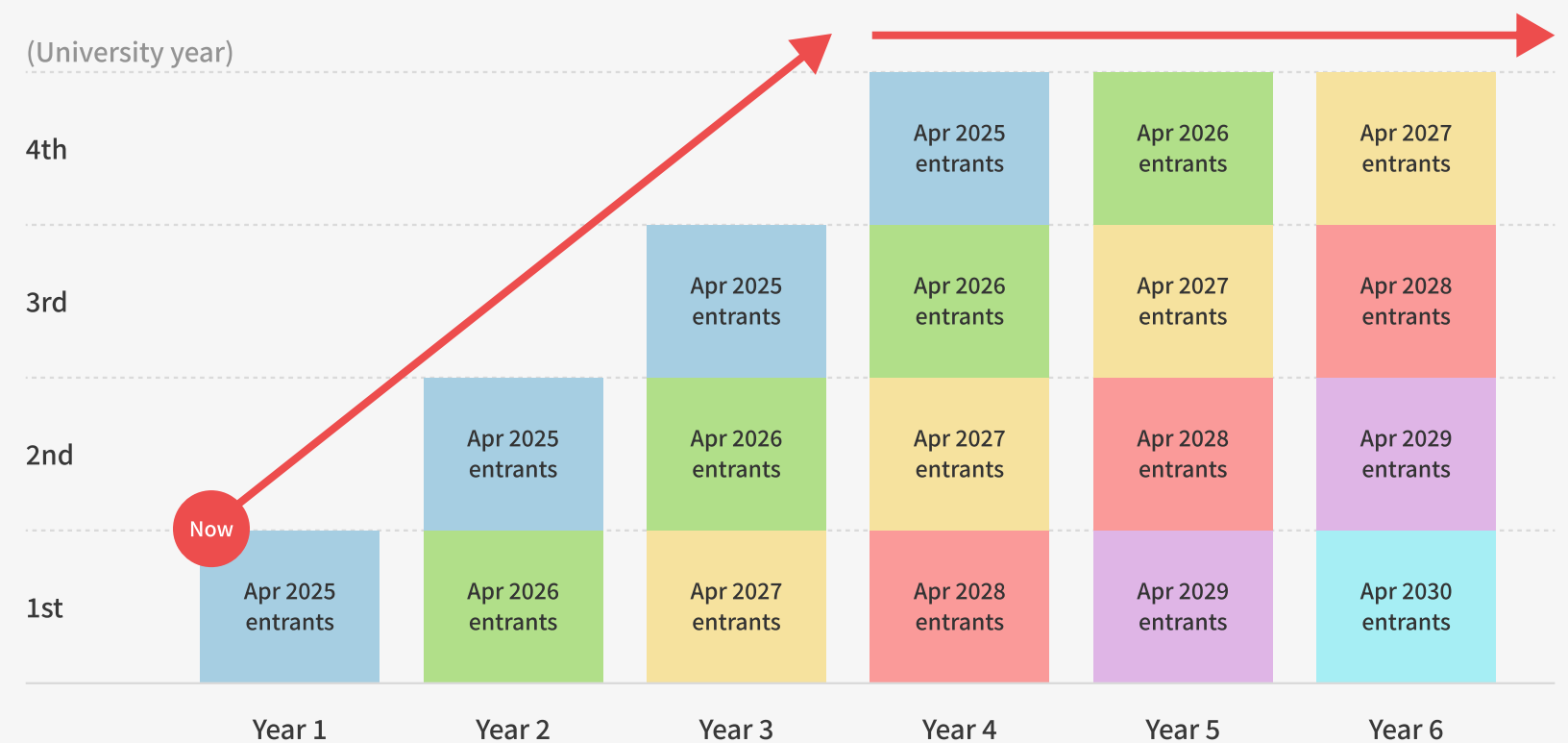
**Initiatives for
Next Fiscal Year**

Formed a business partnership with a major student apartment operator



Growth → Retention: Stable recurring revenue model

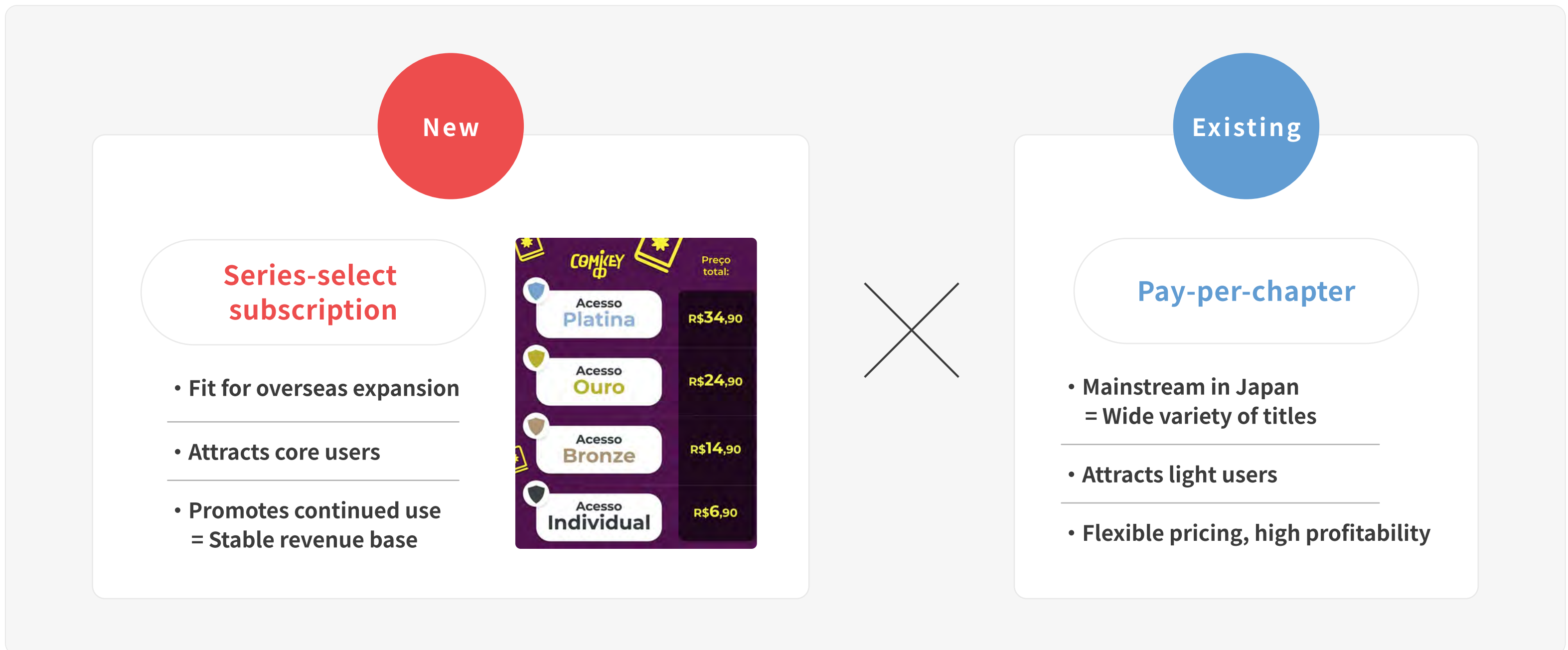
- ① Years 1–4: User growth from new students
- ② After year 4: Balance of joins and cancels keeps users steady



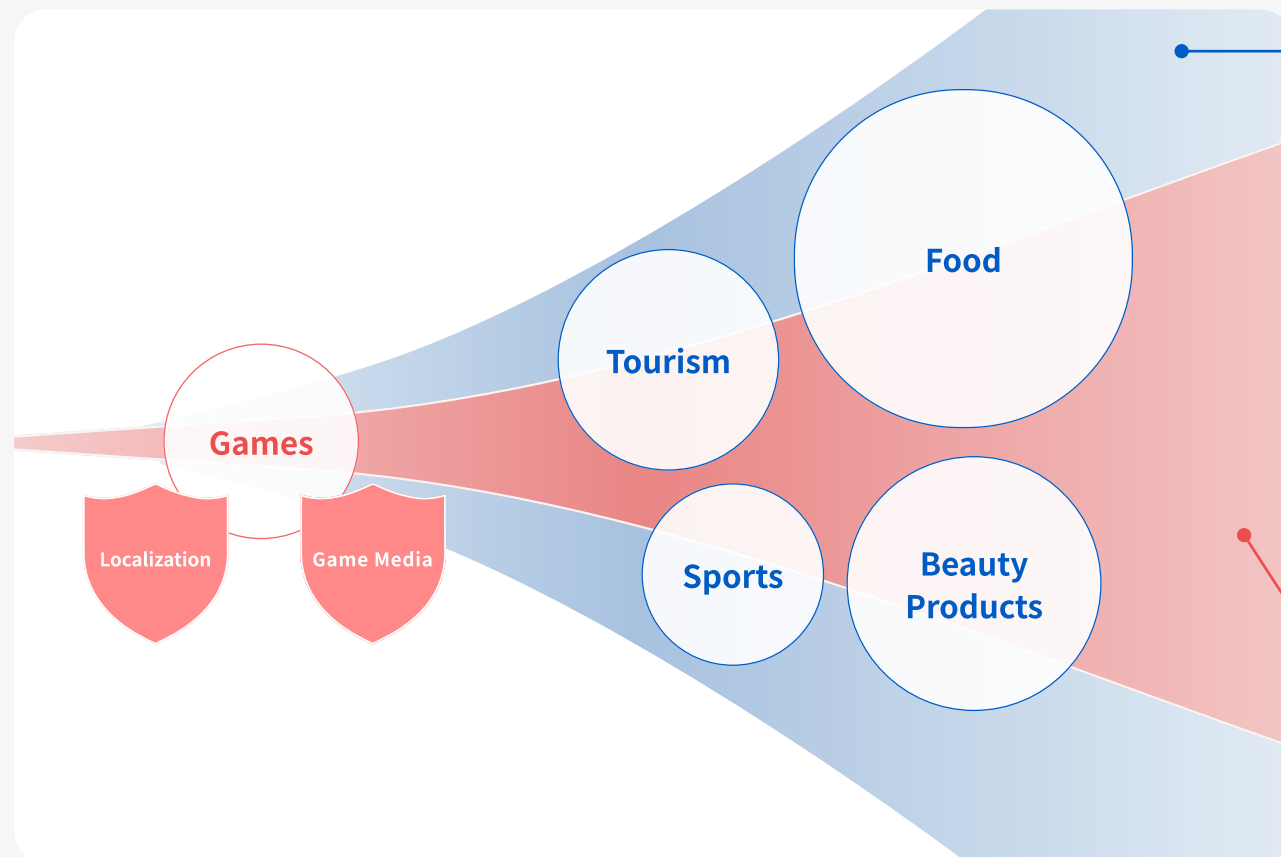
Launched “Series-select subscription” at Comikey Brasil

-> About half of users subscribed, with record-high paying customers in the release month

Note: Series-select subscription: Depending on the plan, users select 1–10 titles and can read the chosen titles without limit



Steadily executing “deepening existing domains” × “exploring new ones”



New Areas

- ✓ Disaster-prevention event
“MOSHIMO FES 2025”
Collaboration mission with
Vtuber × Tepco Solution Advance Co., Ltd.
- ✓ Handled haircare brand promotion
- ✓ Influencer casting for health supplement PR

Existing Areas

- ✓ Major gaming media partnership → wider reach
- ✓ Secured overseas game projects from Active Gaming Media,
a localization company



Secured new system development projects, expected to contribute to FY2026 revenue

**Project**

Manga-related system
development using AI

Client

Undisclosed

Value

0.2B JPY



Recognized for high quality and
efficiency through AI utilization

VALUE CONSULTING

ONESTOP KEYBUSINESS SOLUTION

Project

System development consulting for
long-term care information infrastructure

Client

All-Japan Federation of
National Health
Insurance Organizations

Value

Undisclosed



Won public-interest project via tender
→ Expanding revenue base and social value

Original Webtoon gaining global popularity

→ Targeting revenue growth via IP expansion (adaptation, merchandising, etc.)



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Ranking achievements on major platforms

Comic C'moa (Japan)

BL Ranking: Monthly **#10** (#1 among vertical-scroll titles) / Rating: ★4.7

comico (Japan)

BL Ranking: **#6** / Selected as “Next Breakout Title” H1 2025

RIDI BOOKS (Korea)

BL Ranking: **#3** / Rating: ★4.9

Tappytoon (North America & Europe)

BL Ranking: Daily **#1** (Overall #3)

WeComics (Thailand)

BL Ranking: Monthly **#3**

Note 1: The region shown next to each service indicates its primary market.

Note 2: Tappytoon rankings as of Aug 18, 2025. All other services as of Aug 19, 2025.

In-House IP

Webtoon

Released

Released

Released

Released

Manga

Released

Released

Released

Released

Released

Released

Released

Released

Released

Released

Webtoon

Released

Released

FY2024

FY2025

Manga

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External IP

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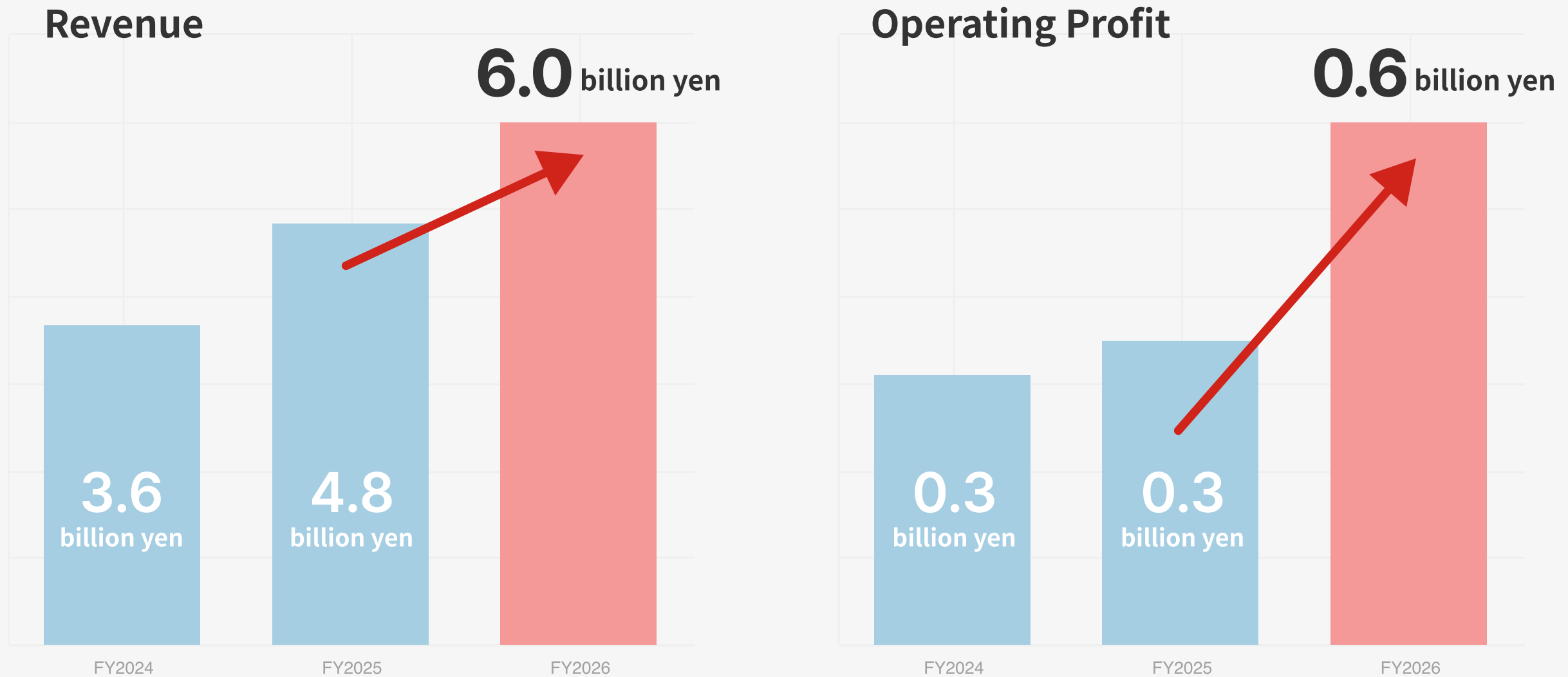
03

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Service for 4Q**

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**Initiatives for
Next Fiscal Year**

Updating business and organization, aiming for record 0.6B JPY operating profit



Note: Medium-Term Management Plan Target announced in December 2022:
Revenue 6.0 billion yen, Operating Profit 1.2 billion yen

Parallel strategy of “expanding the number of titles” × “building platform” → Driving revenue to 150%+ YoY

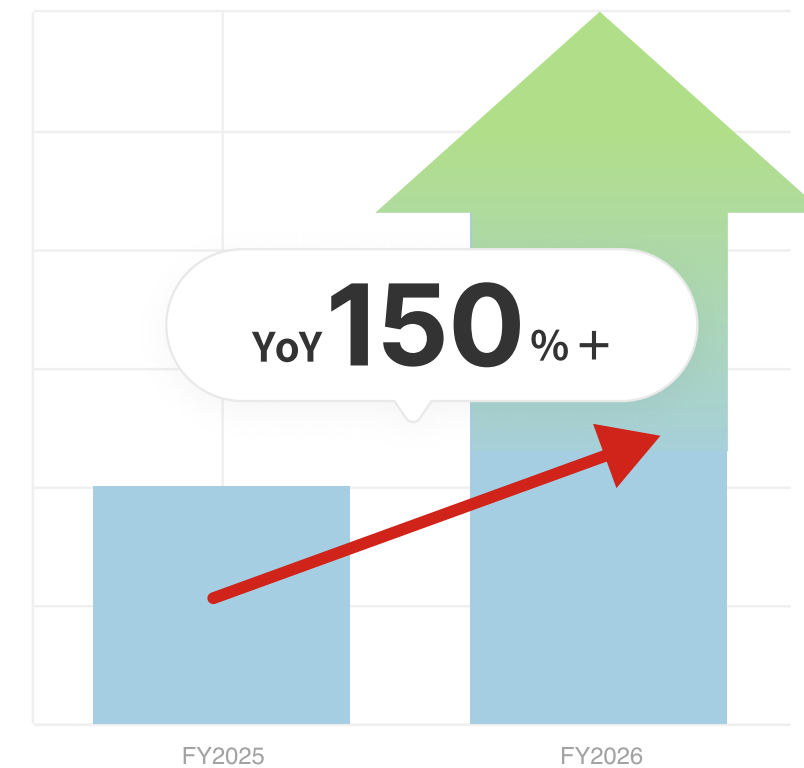
More titles released globally



North American platform launch



Overseas Manga Business Revenue

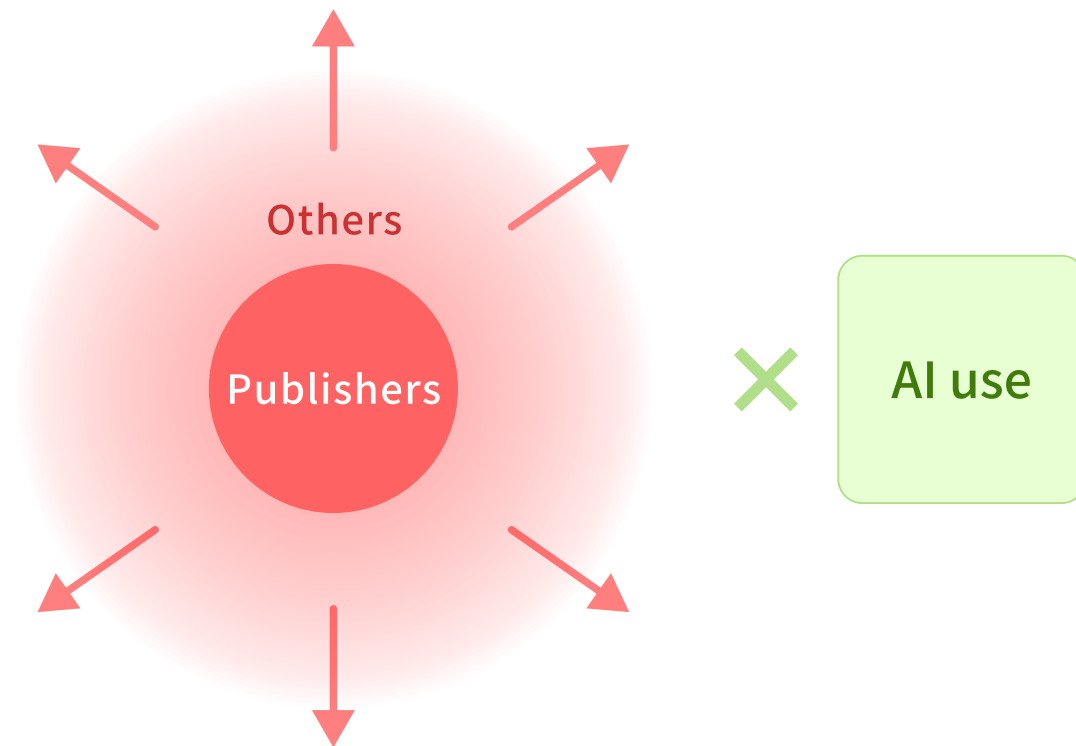


Technology Development

Domain expansion

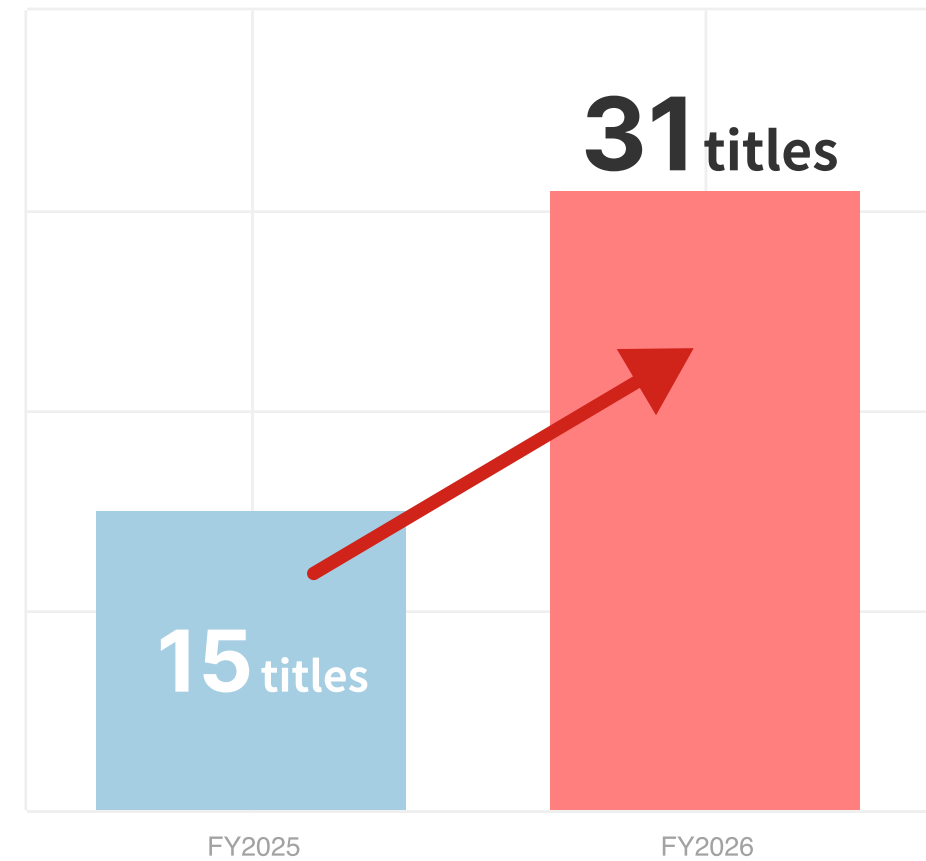
✕

AI-driven productivity gains



Content

Boosting in-house IP creation





At last, we are entering FY2026,
the final year of our
Medium-Term Management Plan.
With the power of content,
we aim to inspire people
around the world.
To realize this vision,
we will continue to devote ourselves
to expanding our global foundation.





We are now accepting questions in advance to be addressed during the Financial Results Presentation for the Fiscal Year Ending July 2025.

| Overview: FY2025 Financial Results Presentation

- Date: Wednesday, September 17, 2025
- Time: 17:30–18:30 (including Q&A session) Note: The end time is subject to change.
- URL: <https://us06web.zoom.us/j/81446919586> Note: The presentation will be held via Zoom Webinar.
- Presenter: Yuuki Matsubara, Representative Director Group CEO, Link-U Group Inc.
- Eligibility: Open to all, free of charge. Note: Maximum number of participants: 500

| How to Submit Questions in Advance

- Question Form URL: <https://forms.gle/7bd1mYnYQ243o8Z98>
- Submission Deadline: Tuesday, September 16, 2025, 18:00 (JST)
Note: Please kindly understand that we may not be able to respond to all questions if we receive a large number of submissions.



FY2025 4Q

Link-U Group Inc.

Financial Results Presentation Materials

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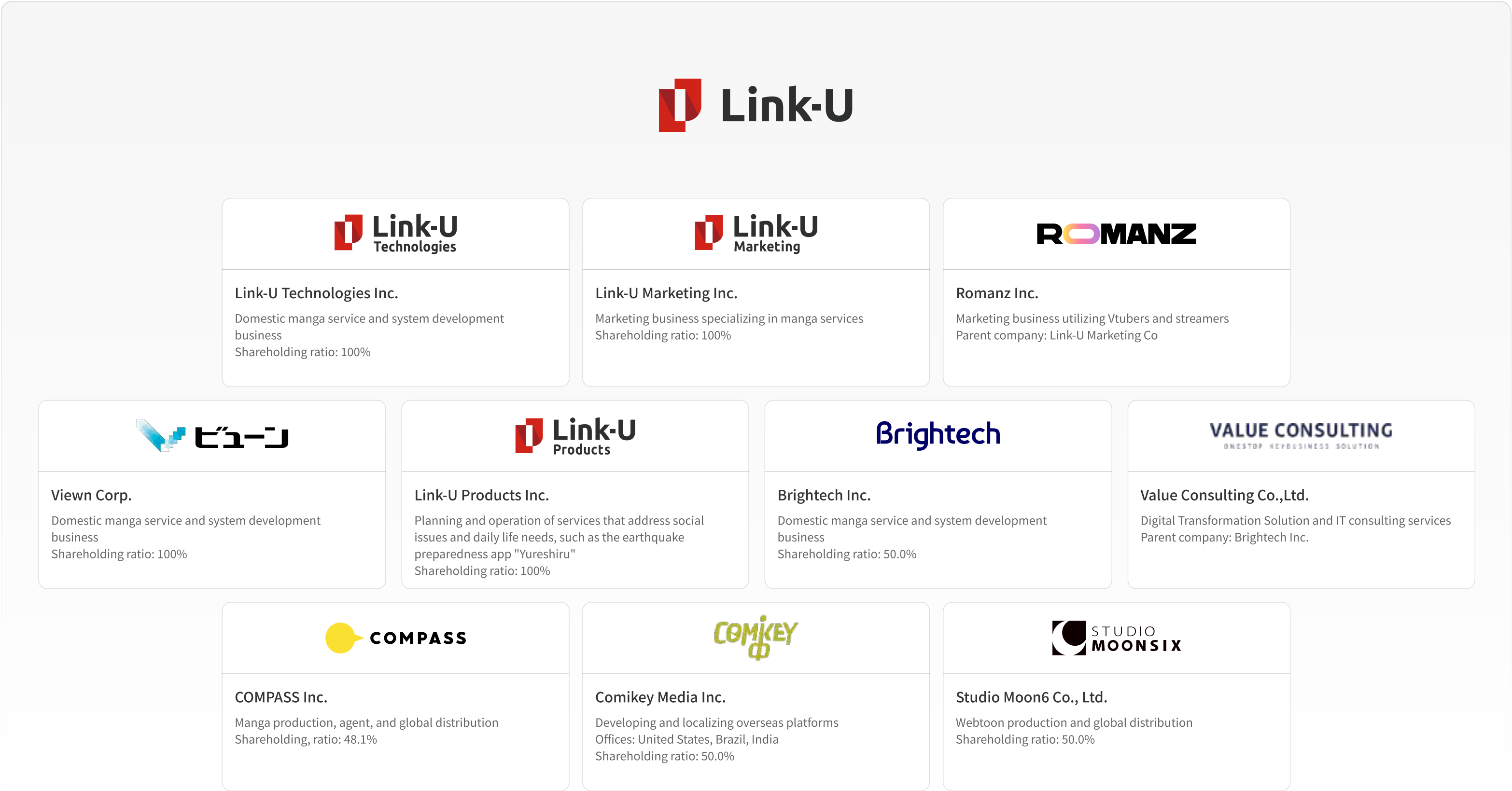
Appendix

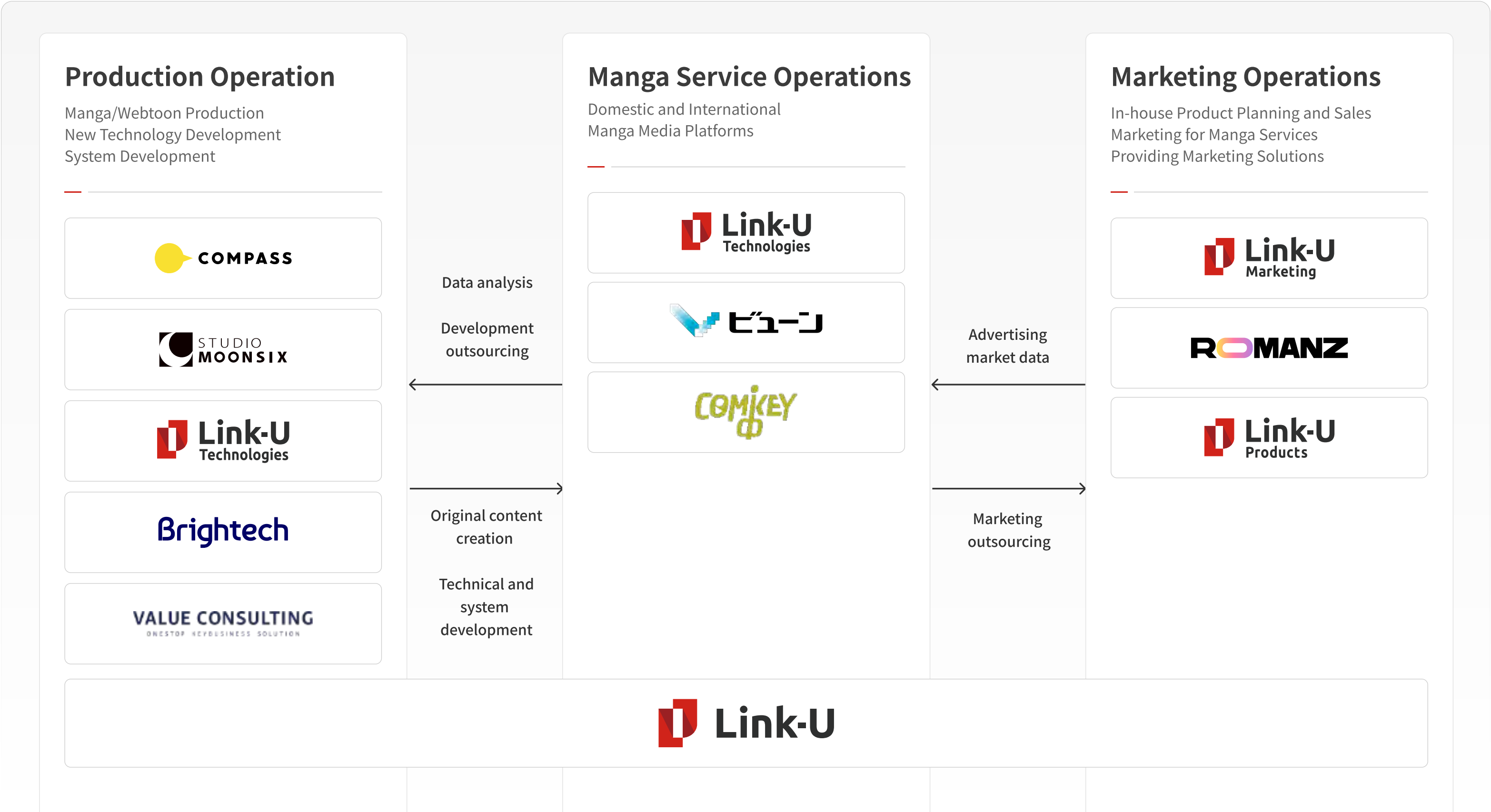


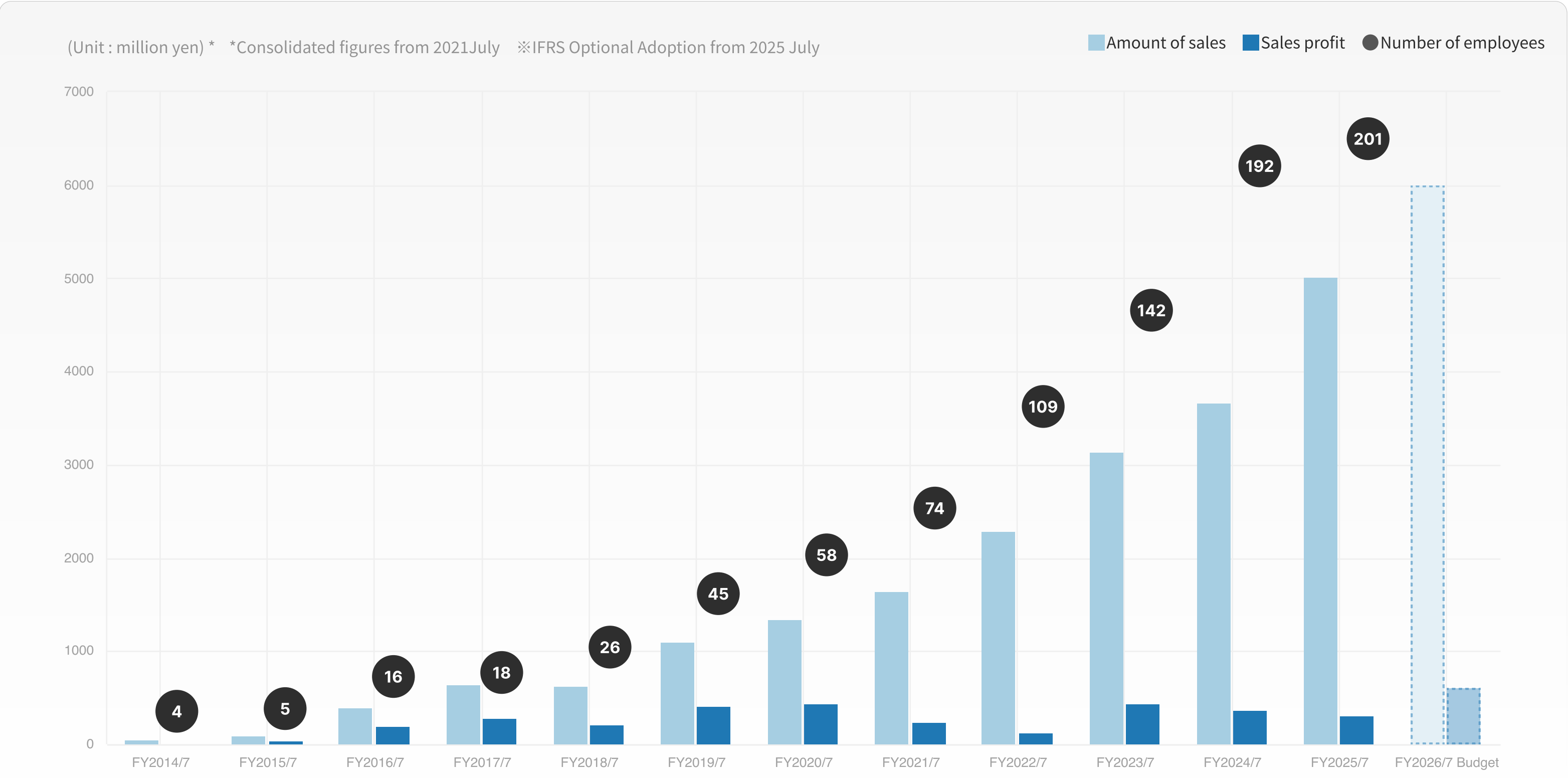


Link-U Group Inc.

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 July 31, 2025)
Employees	36 in non-consolidated / 201 consolidated (as of July 31, 2025)
Main Business	Management and Administration of Group Companies









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