



FY2026 3Q

Link-U Group Inc.

Financial Results Presentation Materials

2026.6.12

Presentation Material

FY2026 3Q





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COMIKEY
YoY Sales in Brazil
270%

Number of
Subscriber Countries
and Regions
200+

14.3B+ PV
Solo Leveling Webtoon
**Exclusive
Distribution
in Japan**



Best Seller

My Engagement Was Called Off Under False Accusations, but Who Ever Said My Face Was Ugly Beneath the Mask?

- ✓ Japan
- ✓ the U.S
- ✓ France
- ✓ Thailand

On Major Manga Platforms
in Four Countries **Ranked 1**



AI-Generated
Code Ratio
in Our Most Advanced Project
98%



Manga Services Provided
Domestic & Overseas **30+**



With an
Anime Brand Having
**One of the World's
Largest Memberships,**
Operating a Subscription
Manga Service

Total MAU
20 Million

Total Monthly Views
500,000,000

**One of the World's Largest
Manga Creator Platforms**

Total
Submitted
Chapters **50,000+**



Languages Translated
5

Monthly Translated Pages
10,000

Digital Marketing
Conducted in
200+
Countries and Regions

*Based on ISO 3166-1 alpha-2
(Country and Region Codes)



Group Purpose

Unchain All Value: Deliver Exhilarating Moments to the World

FY2026 Budget

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: 5 billion yen / Operating profit: 360 million yen

*Median of the revised forecast range disclosed on March 16, 2026

FY2026 Core Business Strategy

Accelerating Global Business

×

Boosting IP creation

×

Domain expansion ×
AI-driven productivity gains

What Link-U Has Cultivated

Relations with IP Holders

Trusted Relationships with Domestic and International IP Content Holders Built Through Service Operations

In-House Designed Original Servers

Business Engine Capable of Handling Large Volumes of Data Cost-Effectively

Vast User Data Platform

User Data Accumulated from Service with 20M Monthly Active Users (MAU)

End-to-End Business Structure

Marketing, Demand Generation, and Sales Channel Expansion

Surrounding Environment

Domestic Manga Market Competition Intensifies

Growth Potential of the Global Content Market

National Promotion of the Entertainment Industry

Rapid Advancements in AI Technology



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Core Businesses in Manga Services and Production Achieved Record-High Revenue, with Overseas Expansion and AI Initiatives Beginning to Show Results

3Q Only

Revenue

1,263
million yen

YoY

120
%

Operating Profit

185
million yen

YoY

-
%

1-3Q Cumulative

Revenue

3,548
million yen

YoY

96
%

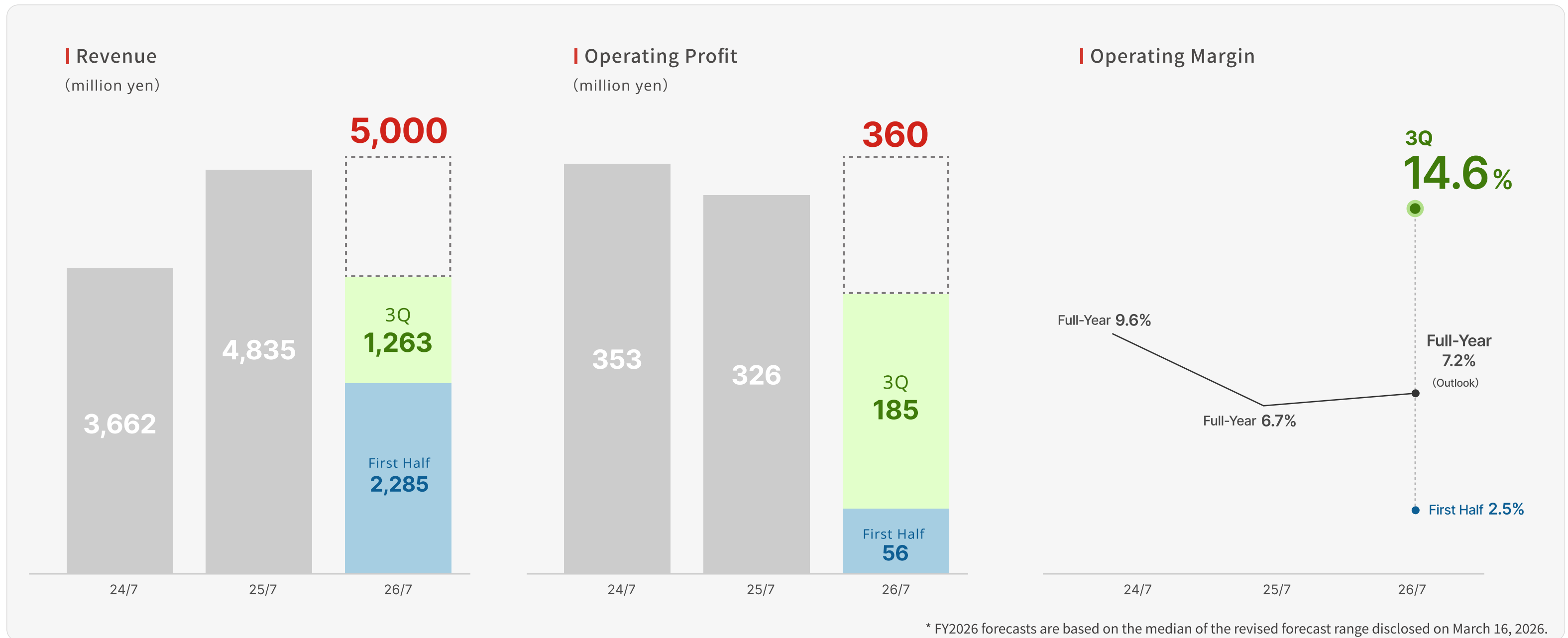
Operating Profit

241
million yen

YoY

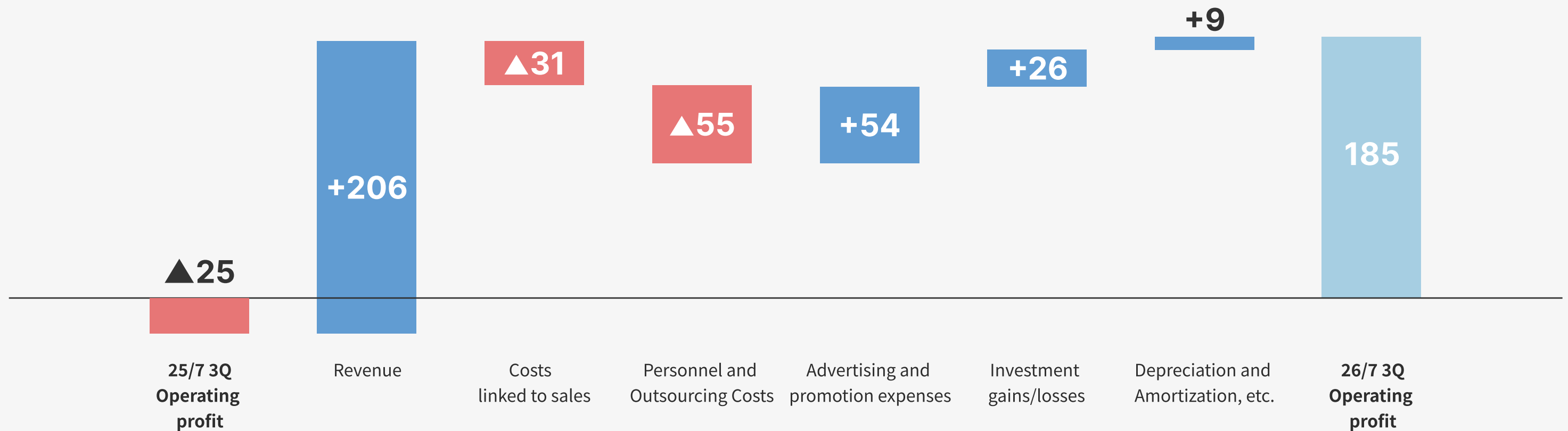
87
%

In Q3, High-Margin Manga Services in Japan and Overseas Performed Strongly, Driving a Significant Improvement in Operating Margin



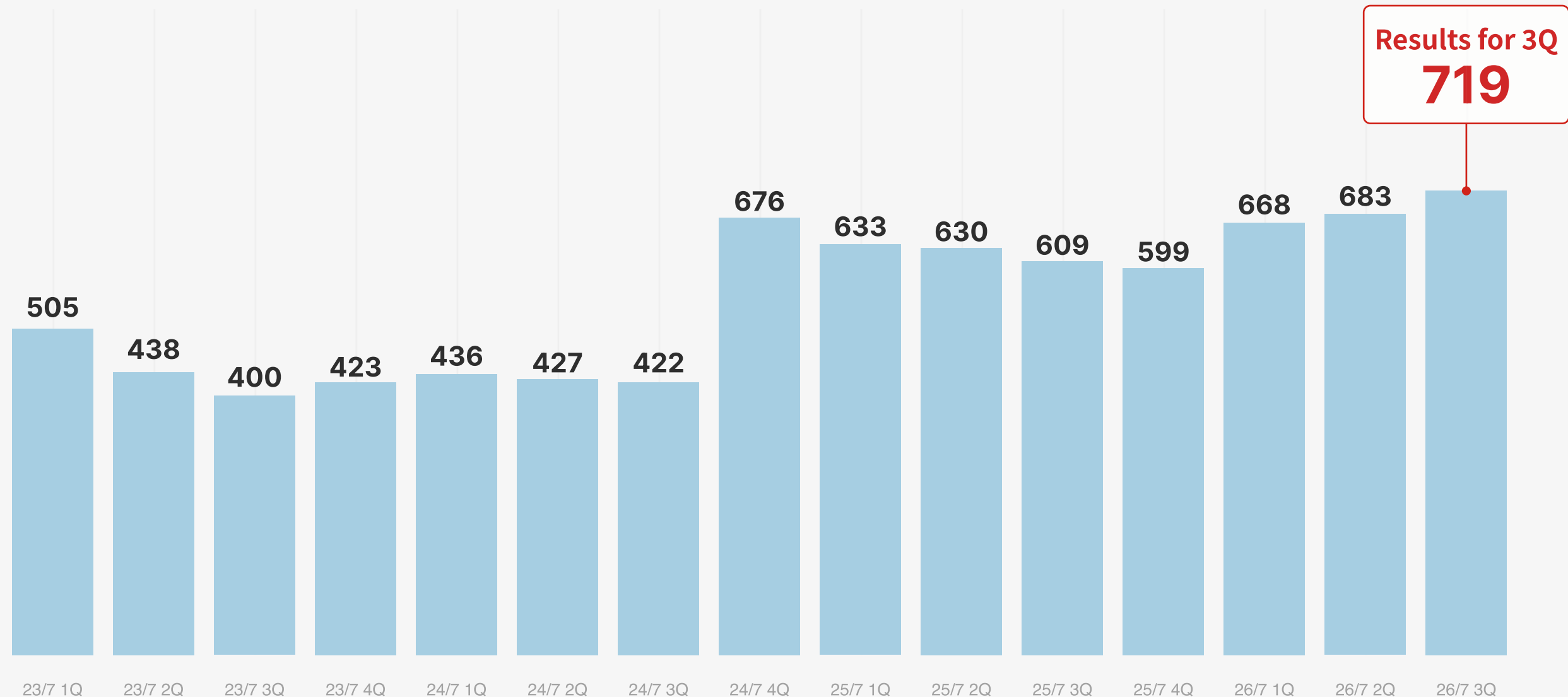
Compared to the Same Period Last Year, Profits Improved Significantly Driven by Higher Overseas Manga Revenue and Domestic Performance via Efficient Advertising

(million yen)



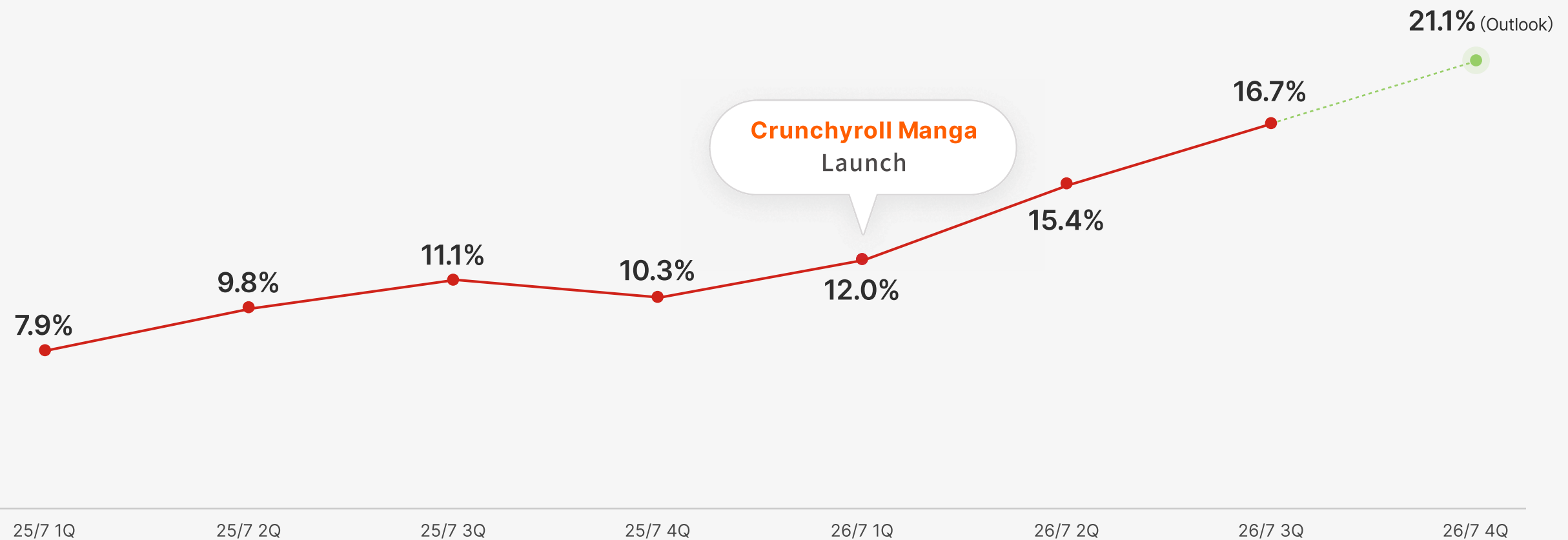
Record-High Revenue Achieved, Driven by Growth in Overseas Manga Services and Improved Domestic Services Through Advertising and Other Initiatives

(million yen)



Currently Crunchyroll Manga Drives Overseas Business Growth Further Growth of Multiple Overseas Products Anticipated under Government Tailwinds

Overseas Revenue Ratio in Manga Service Business



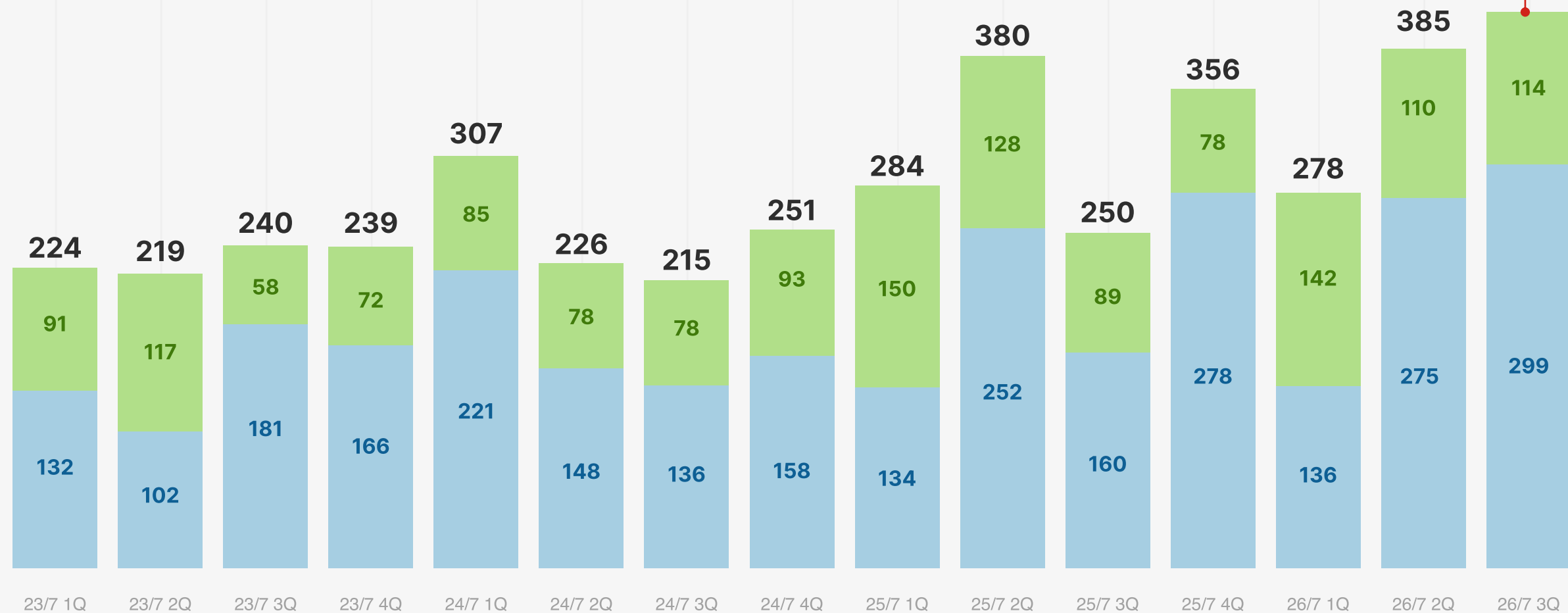
* FY2026 forecasts are based on the median of the revised forecast range disclosed on March 16, 2026.

Content: Sales Up on Strong Performance of Popular Titles

Technology Development: On-Schedule AI Development Projects Contribute to Revenue Growth

(million yen)

Technology Development Content



Continued Scaling Down of Marketing Business to Focus Resources on Growth Areas

(million yen)

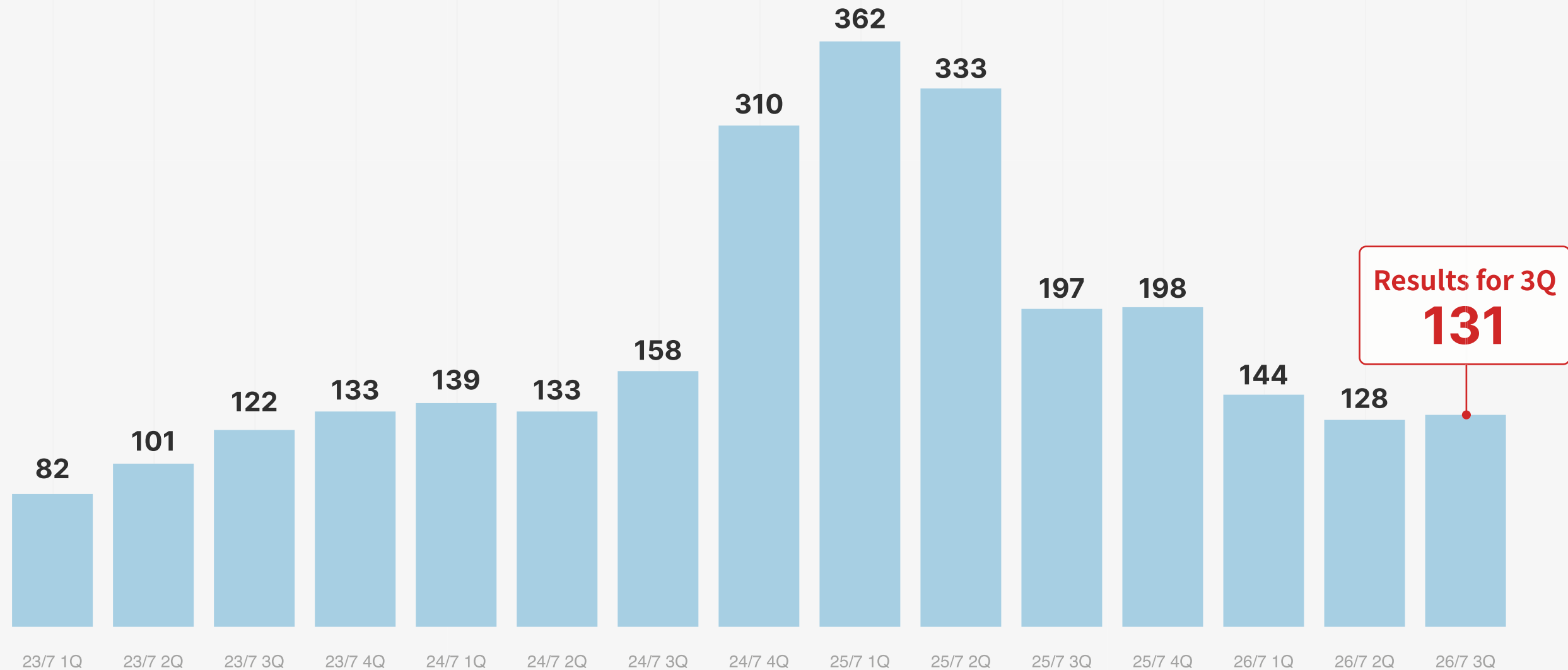




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**Business
Strategy**
(Content & Data)

By driving both our global business strategy and capital policy, we will steadily enhance corporate value and aim for a future return to the Prime Market over the medium to long term.

Business Strategy

We aim to expand our business scale through overseas distribution platforms and enhance sustainable corporate value.

We will leverage the credibility of our listed status to accelerate global expansion, a key growth area.

Capital Policy

We aim to optimize our shareholder base to ensure liquidity and strengthen governance for stable trading of our shares.

We are also considering an incentive plan to enhance management's commitment to long-term value creation.



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Our Vision

Scaling Through Overseas Distribution Platforms

Growth Model

Overseas Distribution Platforms

(Crunchyroll Manga • MANGA Plus by SHUEISHA • Manga UP!)

Government Policy

Government Targets **¥20 Trillion in Overseas Sales of Japanese Content** and Provides Strong National Support

Kodansha USA Joins Crunchyroll's Manga Service, "Crunchyroll Manga"

-> Steady Progress Toward a Global Comprehensive Manga Platform

October 2025

200+ Titles



May 2026

400+ Titles



Hit Titles such as
“Attack on Titan” and
“Tokyo Revengers” Begin
Distribution from May 2026

Enabling Further Growth Across Multiple Businesses Including “Crunchyroll Manga”



MANGA Plus by SHUEISHA

Manga app/web service
for Shueisha's Jump titles
in 9 languages



Manga UP!

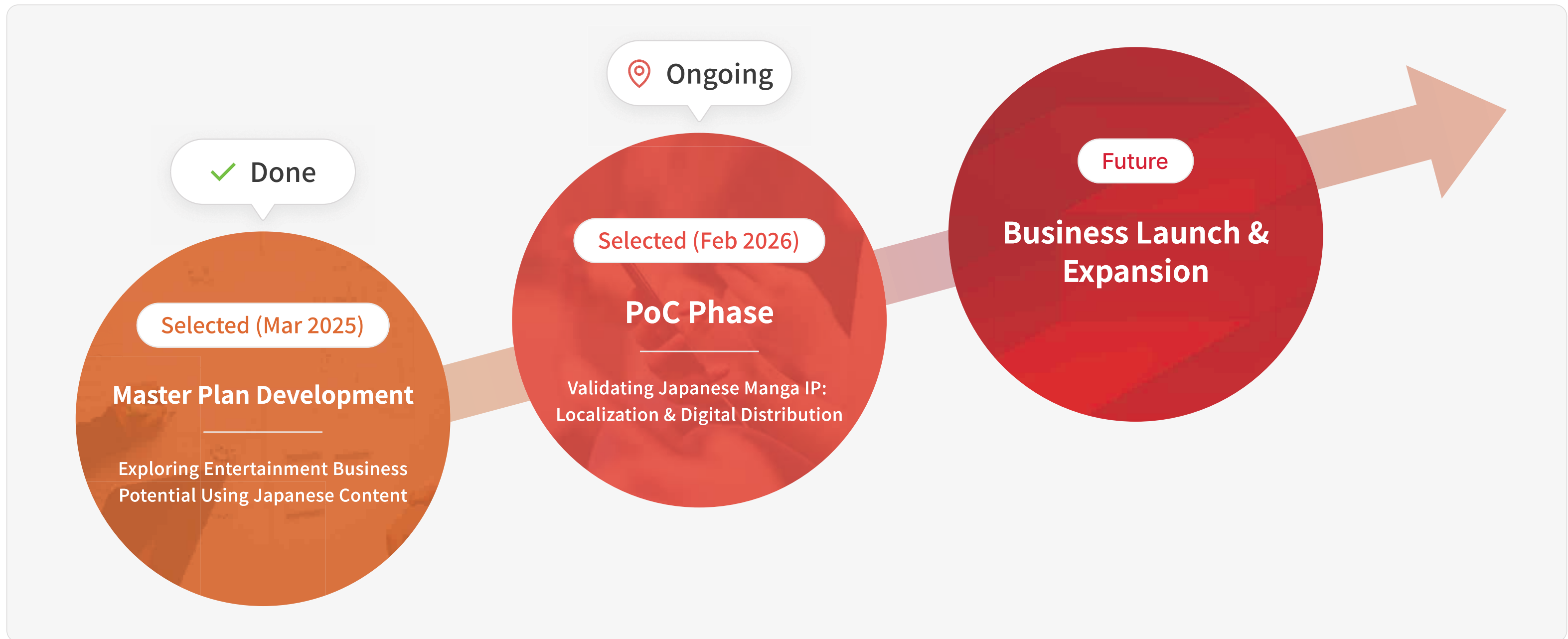
Manga app distributing
Square Enix titles in
200+ countries and regions

Link-U

**Accelerating overseas expansion through
partnerships with publishers and government subsidies**

Selected for METI's "the Global South Future-Oriented Co-Creation Project" for Two Consecutive Years

--> Accelerating Entry into the Middle East



Government Designates Content as One of 17 Priority Investment Areas --> Acceleration of Support toward ¥20T Overseas Sales Target for Japanese Content

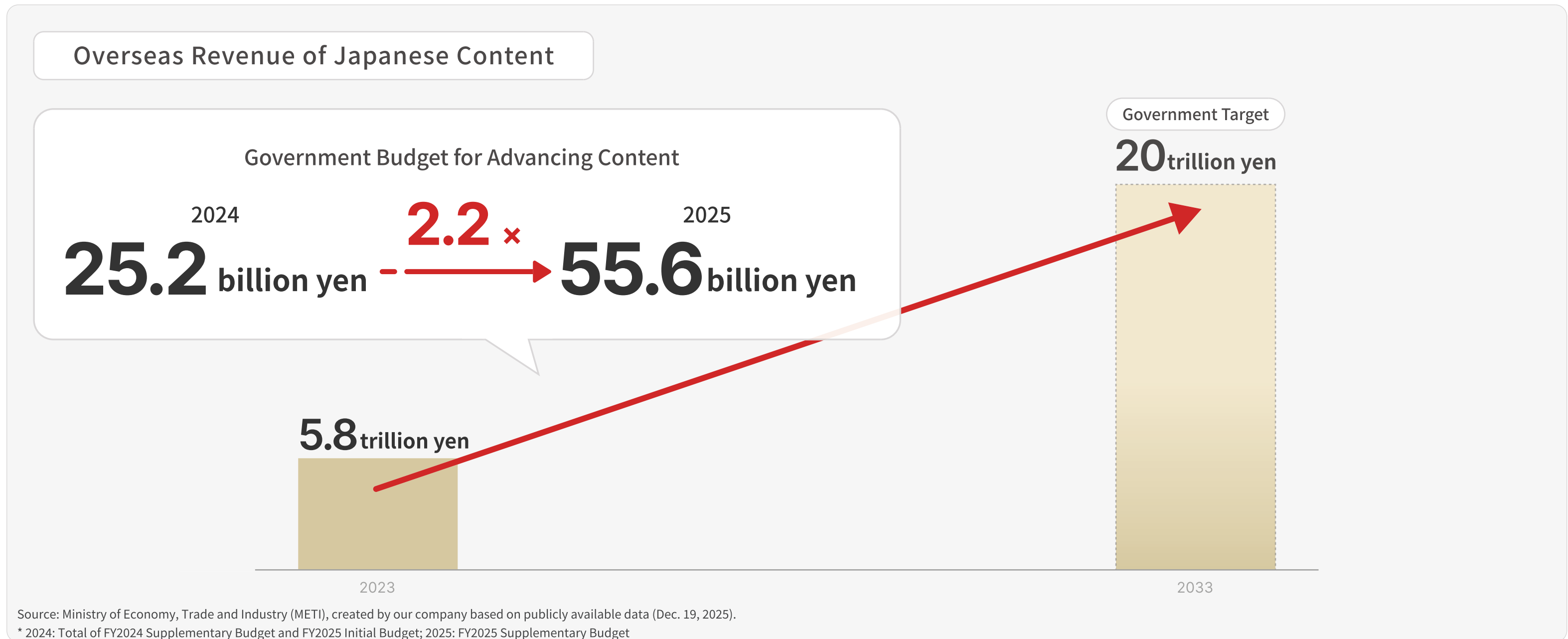




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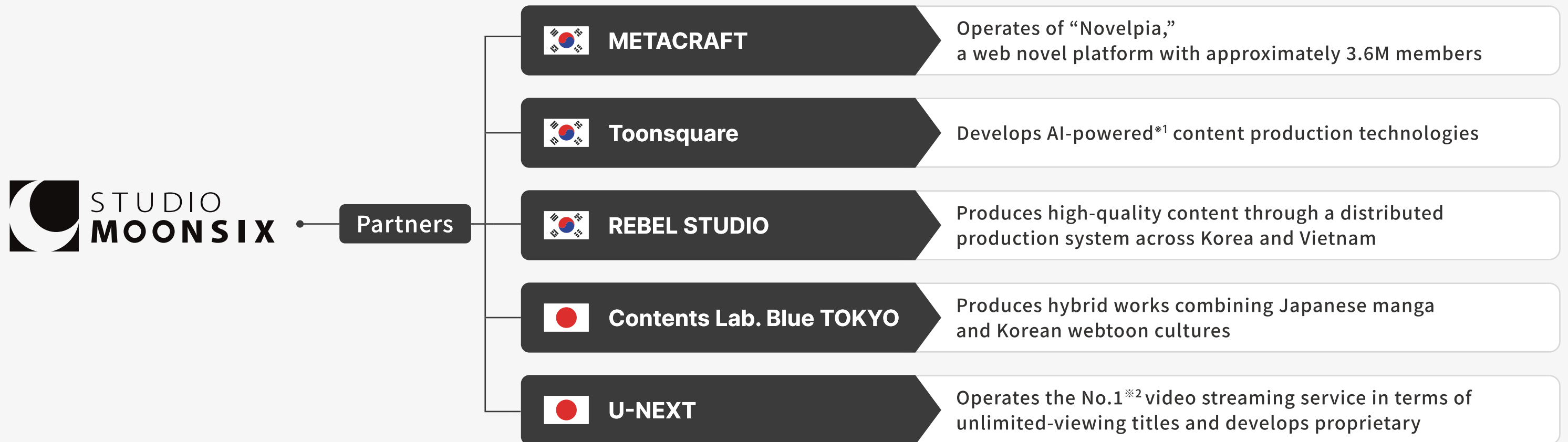
04

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(Content & Data)

Studio Moon6 Continues to Expand Its Network of Domestic and International Partners, Including Production Studios and Video Streaming Platforms



⋮

Advancing Production Projects With New Partners

※1 Generative AI Trained Exclusively on Non-Infringing Data

※2 Source: GEM Partners, as of May 2026

Overseas Creator Title Debuts on Shonen Jump+

--> Advancing the Globalization of the Creative Base Alongside the Reader Base

MANGAPlus
Creators
by SHUEISHA

Fostering Overseas Creators



Diversifying Content (Languages, Storytelling, etc.)



Aiming to Create Global Hits

Cumulative Episodes

74,000+



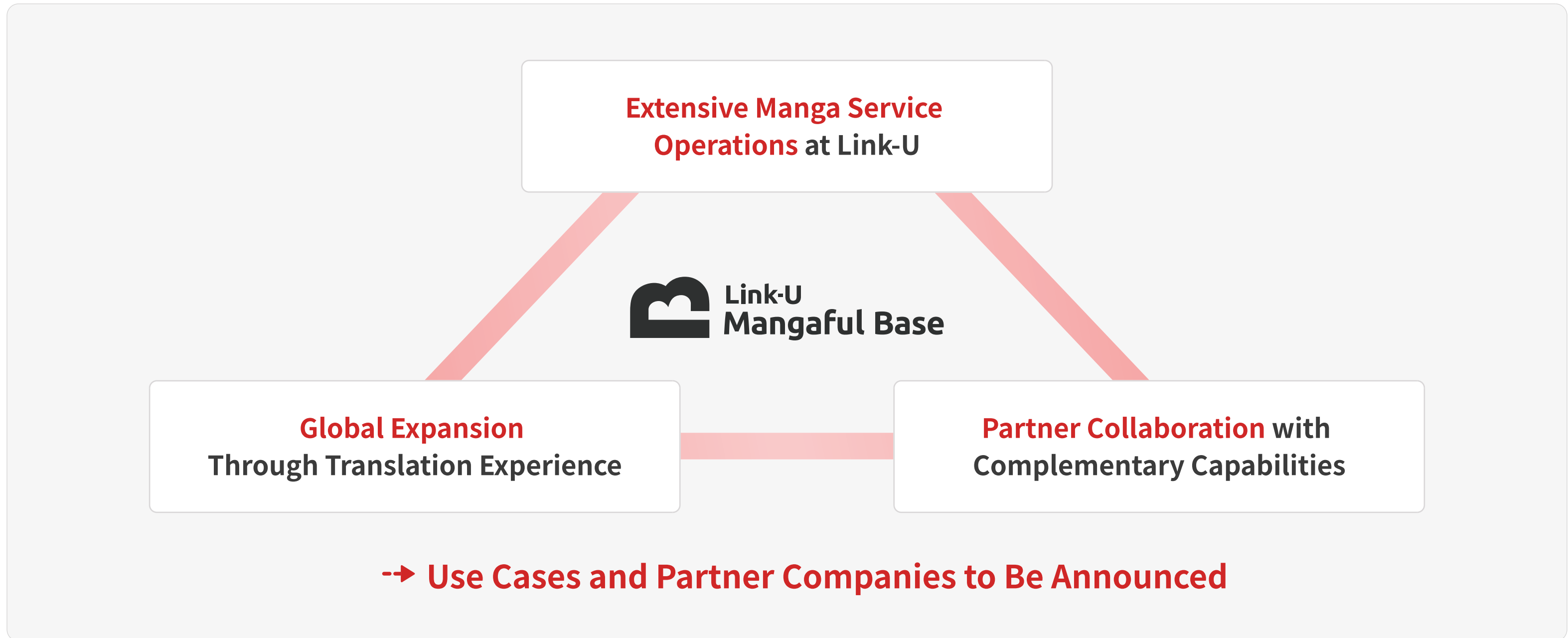
©NÉO / SHUEISHA

May 2026

A French Creator's Title Debuts on Shonen Jump+ and MANGA Plus by SHUEISHA

Launch of Link-U Mangaful Base Manga IP Support Project (June 2026)

--> Aiming to Maximize Manga IP Value Through Data





With overseas distribution platforms as our growth driver and government support as a tailwind, we will further enhance corporate value.





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2026.6.12

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, 2026)
.....	
Employees	29 in non-consolidated / 215 consolidated (as of April 30, 2026)
.....	
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.

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



Link-U Products Inc.

Planning and operation of services that address social issues and daily life needs, such as the earthquake preparedness app "Yureshiru"
Shareholding ratio: 100%



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%



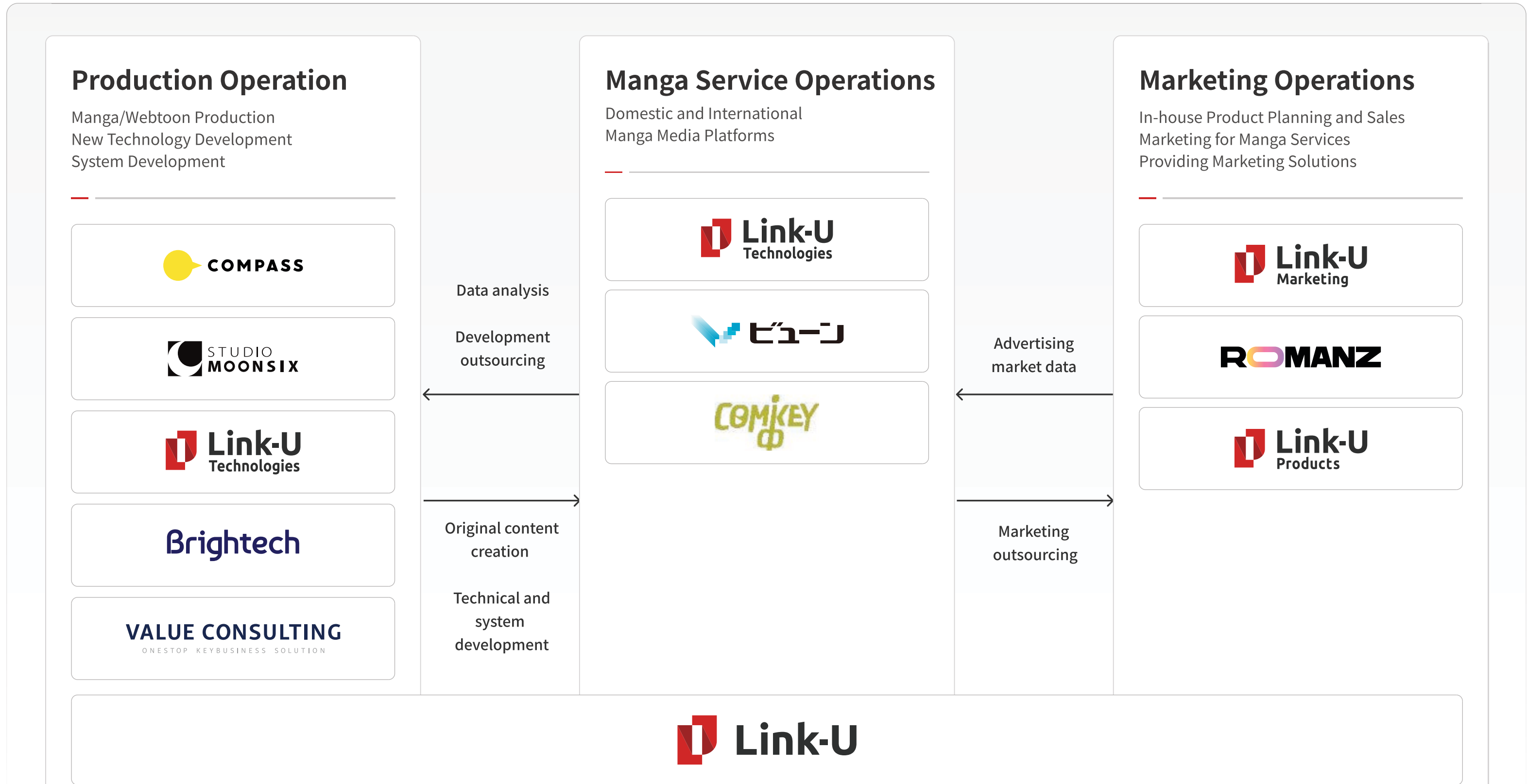
Comikey Media Inc.

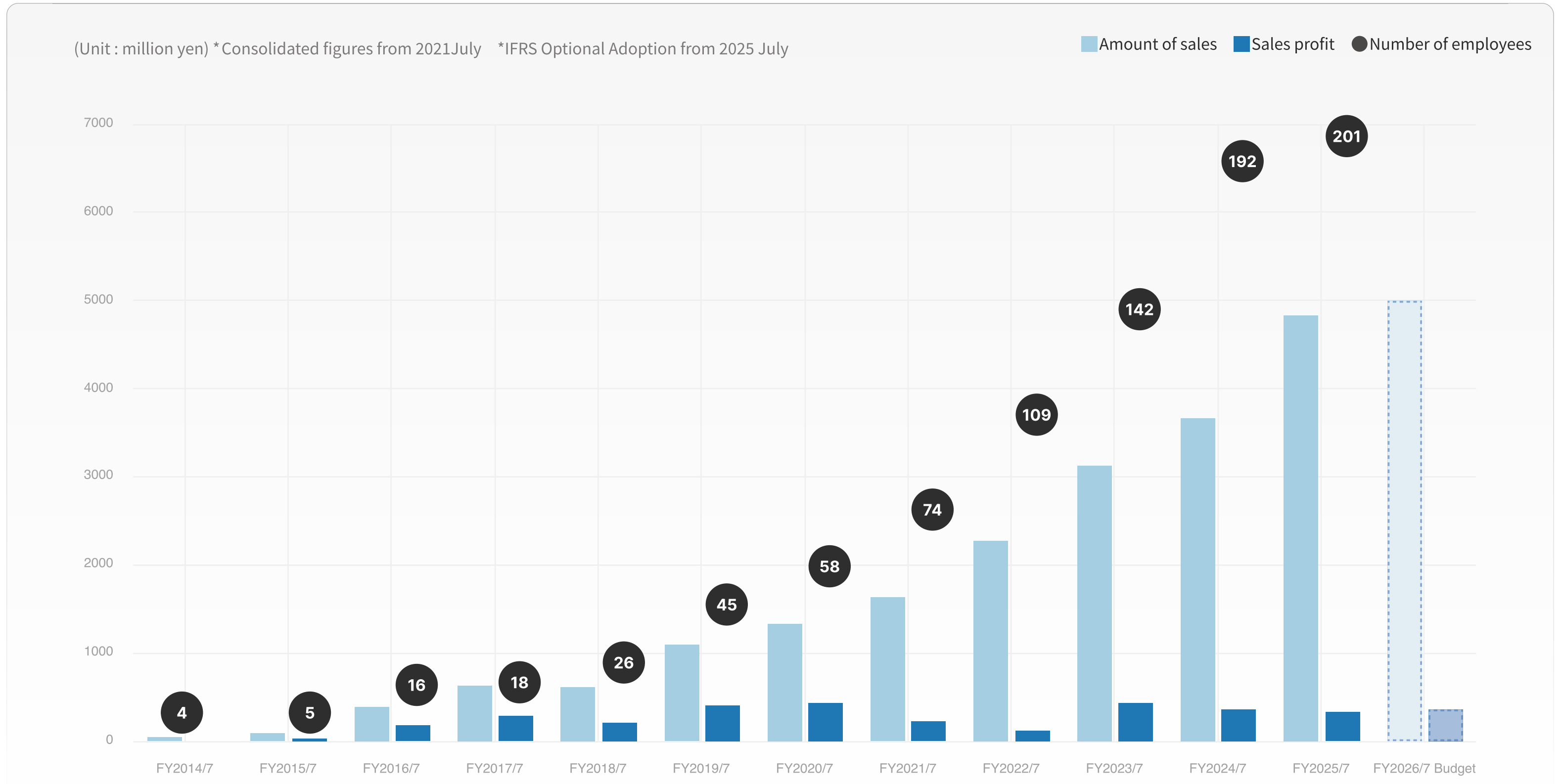
Developing and localizing overseas platforms
Offices: United States, Brazil, India
Shareholding ratio: 50.0%



Studio Moon6 Co., Ltd.

Webtoon production and global distribution
Shareholding ratio: 50.0%





* FY2026/7 plan figures are based on the median of the revised forecast range disclosed on March 16, 2026.



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This document's content is not for Statement or guarantee.

All the information is not for solicitation to buy or sale our stocks.

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.

In the future, if new information or some future events would happen, Our company doesn't have the right to update or revise this document.