Link-U

FY2026 4Q
Link-U Group Inc.
Financial Results Presentation Materials
Medium-Term Management Plan 2030 (FY2027–FY2030)

2026.9.14

Presentation Material FY2026 4Q

Table of Contents

Table of Contents

Link-U Group

COMIKEY

YoY Sales in Brazil

270%

Number of Subscriber Countries and Regions

200+

AI-Generated Code Ratio

in Our Most Advanced Project

98%

14.3B+ PV

Solo Leveling Webtoon

Exclusive Distribution in Japan

Manga Services Provided

Domestic & Overseas 30+

Total MAU

20 Million

Total Monthly Views

500,000,000

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

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

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)

	FY2026	YonY
Revenue	4,800 million yen	99 %
Operating Profit	▲383 million yen	– %
Adjusted Operating Profit*	403 million yen	143 %
Adjusted Operating Margin	8.4 %	+2.6 pt

Note: Adjusted operating profit is calculated by adjusting operating profit for impairment losses, other income, and other expenses.

FY2026 Results

Adjusted Operating Profit and Margin Increased YoY

- ↗ **Manga Services and Production (Content) revenue set a new record high in 4Q.**
- ↘ Marketing is trending downward as we focus on select areas.

  Recorded an impairment loss of JPY 745 million on goodwill related to consolidated subsidiary Romanz as other expenses in 4Q.

Initiatives for Growth in FY2026

1 Strengthening Overseas Service Platforms

- 2025.10 Business Collaboration with Crunchyroll and Launch of Crunchyroll Manga
- 2026.2 Selected for METI's "Global South Future-Oriented Co-Creation Project"
- 2026.6 MANGA Plus by SHUEISHA and Manga UP! Selected for METI's "IP360" Program

2 Data Platform Development

- 2026.6 Launch of "Mangaful Base," an IP Expansion Support Business Leveraging Data

3 Group Structure Optimization

- 2026.7 Organizational Restructuring Through Selective Focus on Growth Areas

  Transfer of Shares in Brightech and Value Consulting
  Link-U Marketing Merger (Planned)

Table of Contents

Accelerating Expansion into New Regions

(Expansion of IP Distribution Regions)

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Initiating Discussions on New Business Opportunities

(Expansion of IP Business Areas)

Crunchyroll — Capital and Business Alliances — Link-U

Use of Funds

Expansion of Overseas Digital Manga Distribution

Expand into new geographic markets through Crunchyroll Manga and strengthen localization capabilities.

Strengthen Supporting Capabilities

Engineering, operations, compliance, and market-specific implementation

Expand IP-Related Content and Services Overseas

Identify content with global potential and support sourcing, production, localization, distribution, and related data-driven services.

Comment from Rahul Purini (President, Crunchyroll)

Anime and manga have long been interconnected, with many of the stories fans love first taking shape on the page.
Link-U brings extensive expertise in manga and technology, along with strong relationships across Japan's publishing industry. Together, we can introduce more great stories to audiences around the world and create new ways for fans to engage with the worlds they love.

Link-U Technologies’ Overseas Services Selected for METI’s "IP360" Program

→ 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

IP360 Subsidy

"Distribution Platform Expansion Support" category

Objectives Expanding Japanese content for overseas markets・Expanding Overseas User Base・Maximizing Profits Through 360° IP Development

Subsidy Details Subsidy Rate: 1/2, Maximum Subsidy Amount: 3 billion yen per applicant, Subsidy Period: Up to 2 years

*Source: METI “Content Industry” website (accessed June 2026)

Development of "MANGA MILLION," a New Global Manga Service Commemorating Shueisha's 100th Anniversary

→ Delivering manga to readers worldwide in over 100 languages and expanding the global fan base

Name	**MANGA MILLION**
Coverage	**Worldwide**
Titles	Approximately 400 Shueisha manga titles, totaling **one million pages** and translated into **over 100 languages**

Expanding Collaboration with Diverse Partners to Build a Data Platform and Support Structure for Maximizing IP Value

→ Started providing translation and distribution support services to BUNKASHA

Link-U Mangaful Base

Data Platform Development → Data Analysis → Maximizing IP Value

Data Platform Development

External Data Integration

Domestic Digital Manga Reading Data
(Partner: Hatena Co., Ltd.)

To Be Expanded

Data Analysis

Data Analysis / IP Expansion Proposals

Link-U

Which Titles, in Which Markets, and How to Maximize Their Value

Maximizing IP Value

IP Expansion Support

Translation and Distribution Support
(Partners: Comikey, etc.)

To Be Expanded

Table of Contents

Operating Profit Temporarily Turned Negative Due to Goodwill Impairment in the Marketing Business, While Adjusted Operating Profit Remained Strong

4Q Only

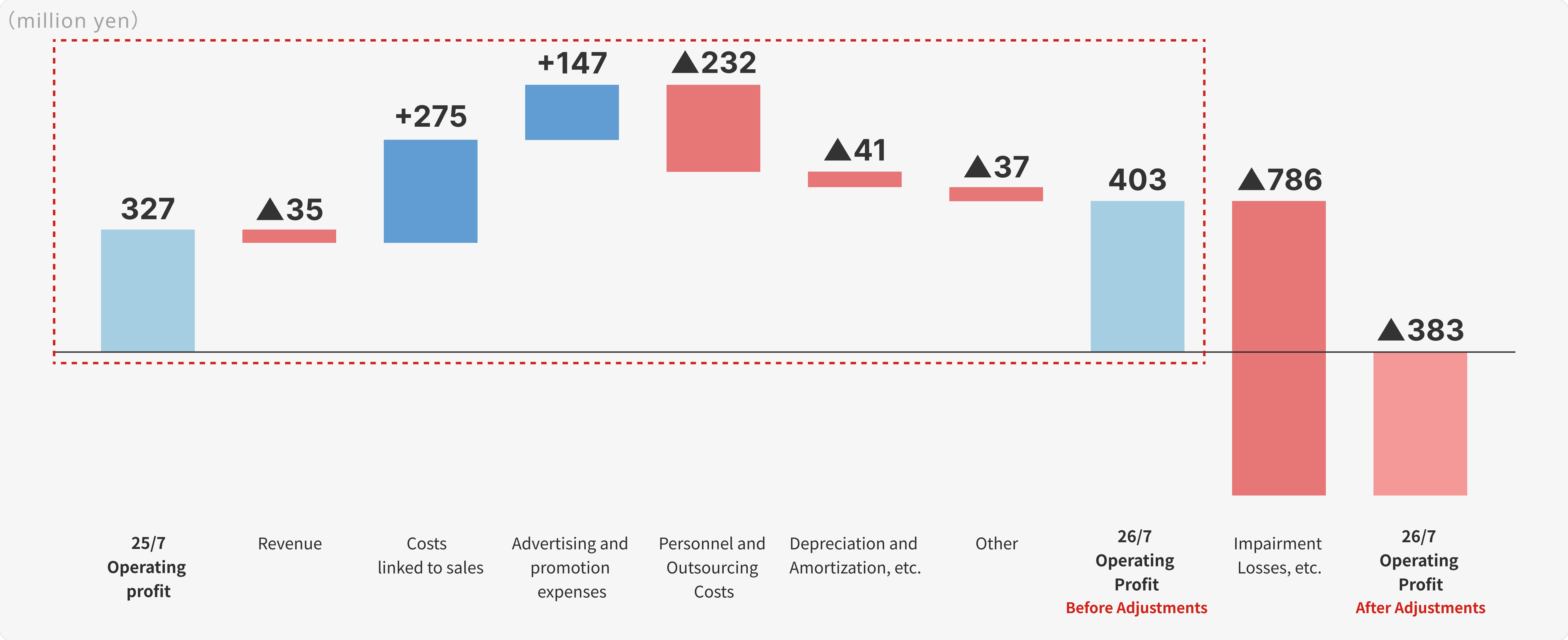
		YonY
Revenue	1,252 million yen	108 %
Operating Profit	▲625 million yen	- %
Adjusted Operating Profit*	161 million yen	408 %

1-4Q Cumulative

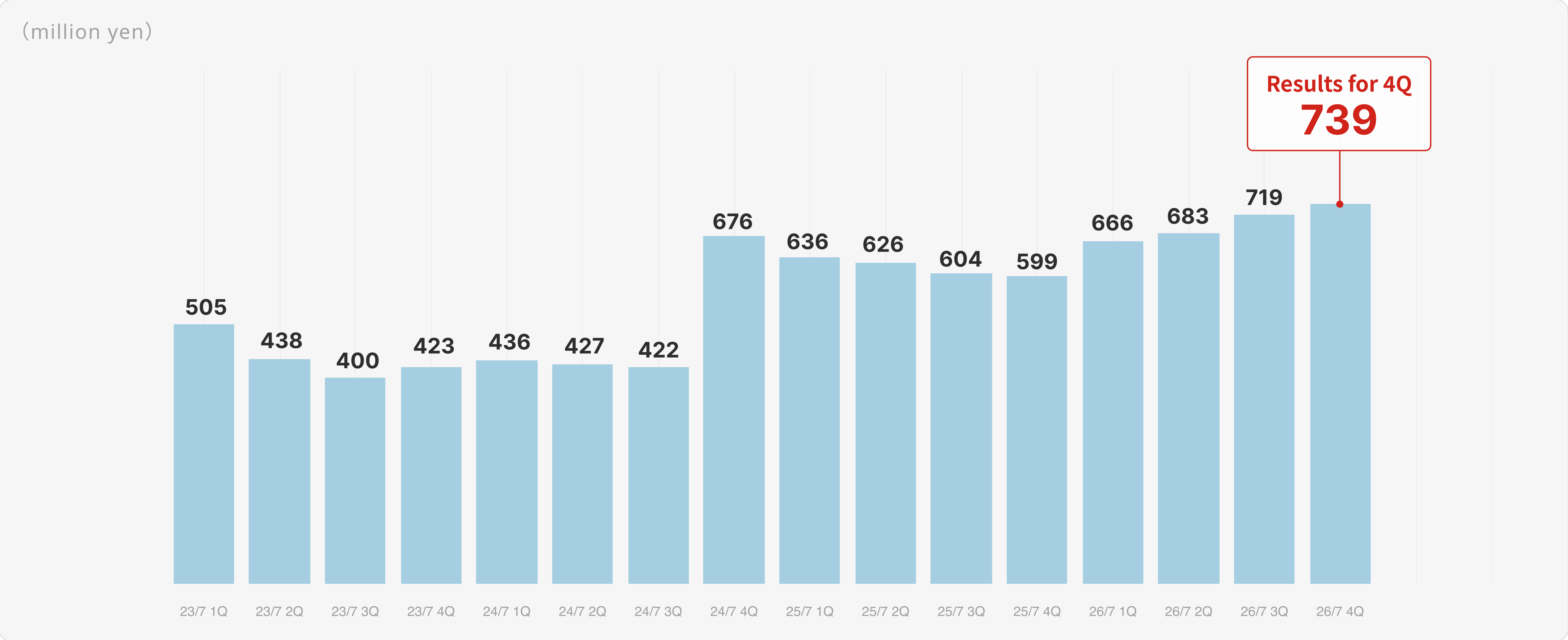
		YonY	Revised Budget-to-Actual Ratio*
Revenue	4,800 million yen	99 %	96 %
Operating Profit	▲383 million yen	- %	- %
Adjusted Operating Profit*	403 million yen	143 %	

Note: Cumulative 4Q results vs. revised budget are calculated based on the midpoint of the budget range; adjusted operating profit is calculated by adjusting operating profit for impairment losses, other income, and other expenses.

Growth in Core Businesses and Cost Reductions Drove Profit Growth

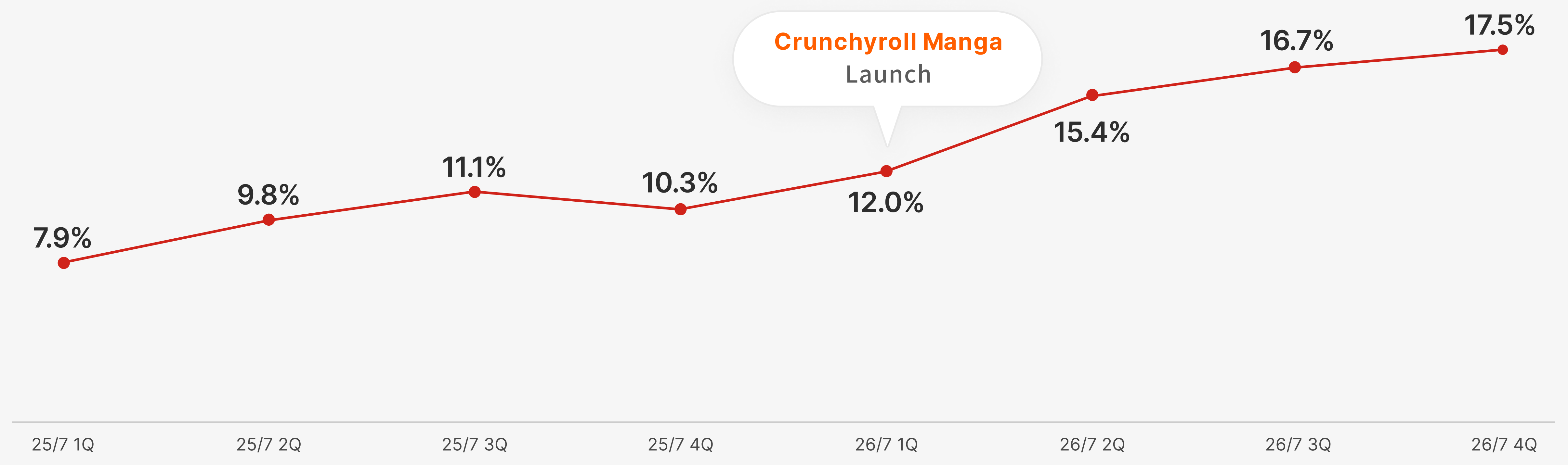


Strong Domestic Manga Services Driven by Various Initiatives, Including Advertising, Alongside Overseas Growth; Continuing to Set New Record Highs

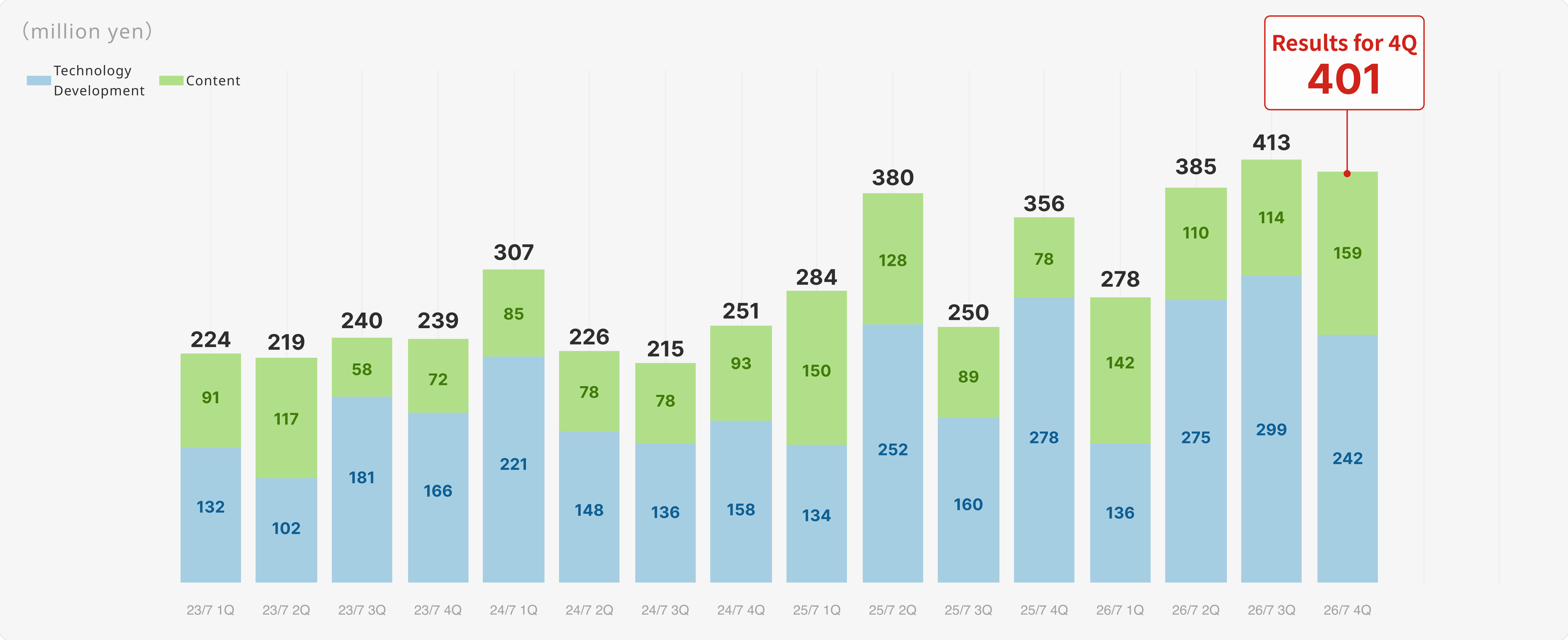


Overseas Revenue Grew 182% Year on Year

Overseas Revenue Ratio in Manga Service Business



Content Revenue Reached a Record High, Driven by Strong Performance of Both Core and New Titles



Marketing Business Scaled Down Alongside the Execution of Growth Strategies

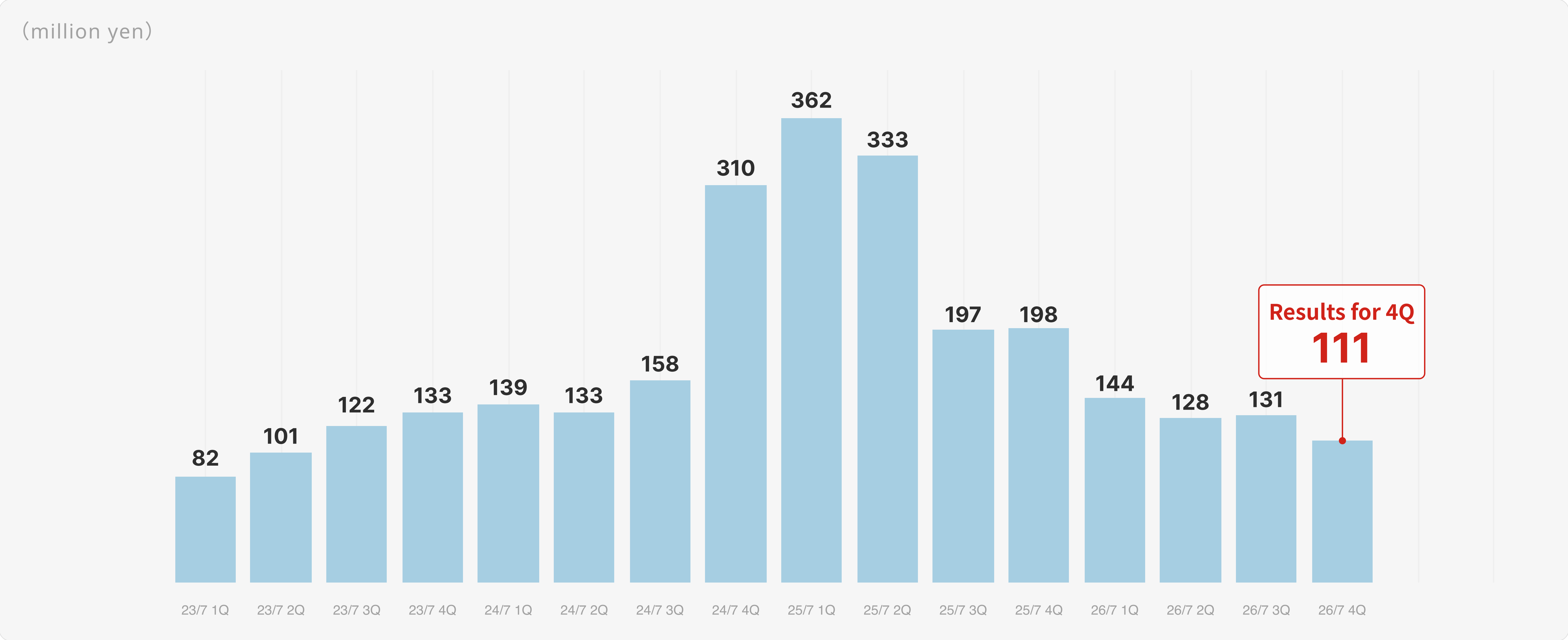


Table of Contents

Medium-Term Management Plan 2030

FY2027-FY2030

Unchain All Value:

Deliver Exhilarating Moments to the World

	Revenue	Operating Profit	Operating Margin
FY2026	4.8 billion yen	0.4 billion yen	8.4%
FY2030	8.0 billion yen	1.6 billion yen	20%+

Note: FY2026 operating profit and operating margin are calculated based on adjusted operating profit.

The Business Environment Has Changed Significantly in Recent Years
Maximizing IP Value Is Key in Both Mature Domestic and Growing Overseas Markets

Domestic Market

Maturation and Intensifying Competition

- The market continues to grow, but demand has leveled off, **slowing the pace of growth**
- As reading manga digitally becomes the norm, more **new players are entering the market**
- Competition for user acquisition is intensifying, requiring **a shift from sales growth to profitability** and expansion beyond manga into **broader IP domains**

✓ **Improved Profitability + Expansion of IP Domains**

Overseas Market

Demand Growth and Growth Phase

- The streaming boom has made **Japanese anime widely accessible** to young audiences worldwide
- **Japanese IP content** once popular in select markets has evolved into **globally acclaimed content**
- **Demand for original manga and related IP is surging globally**, driven by anime popularity, creating significant growth potential

✓ **Maximizing IP Value Through Geographic Expansion**

Group Purpose	**Unchain All Value:** **Deliver Exhilarating Moments to the World**
Focus 2030	**Maximizing the Value of IP**
Key Strategies	① **Expansion of IP Deployment Areas** × ② **Expansion of IP Domains**
Growth Drivers	**Overseas Distribution Platform** × **Government Subsidies**

Overseas Distribution Platform

- **Crunchyroll manga**
- **Manga UP!**
- **MANGA Plus by SHUEISHA**
- **Comikey**

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Government Subsidies

Overseas Revenue of Japanese Content Government Target (2033)

20 trillion yen

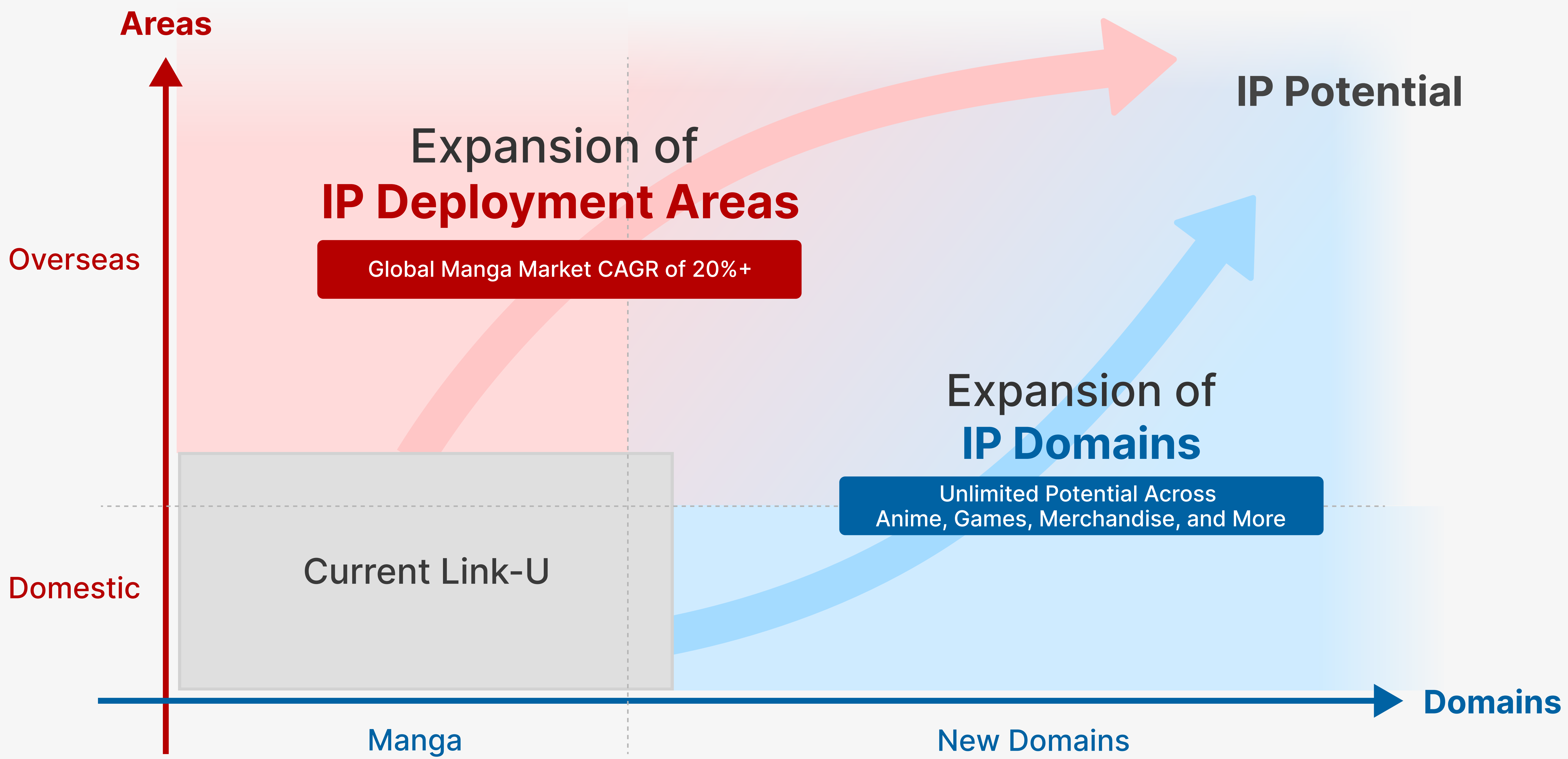

Areas
Overseas
Domestic
Expansion of
IP Deployment Areas
Global Manga Market CAGR of 20%+
IP Potential
Expansion of
IP Domains
Unlimited Potential Across
Anime, Games, Merchandise, and More
Current Link-U
Domains
Manga
New Domains

Table of Contents

Promoting Selection and Focus in Our Businesses to Maximize IP Value

→ Optimizing the Group Organizational Structure

	Consolidated Subsidiary	Equity-Method Affiliate
FY2026	Link-U Technologies, Link-U Marketing, ROMANZ, ビューン, Link-U Products, Brightech, VALUE CONSULTING (ONESTOP KEYBUSINESS SOLUTION), COMPASS	STUDIO MOONSIX, COMIKEY
FY2027	Link-U Technologies, ROMANZ, ビューン, Link-U Products	STUDIO MOONSIX, COMIKEY, COMPASS

- ✓ Brightech Inc. and Value Consulting Co., Ltd. Removed From the Group as of July 31, 2026
- ✓ COMPASS Inc. Transferred From a Consolidated Subsidiary to an Equity-Method Affiliate as of July 31, 2026
- ✓ Link-U Marketing Inc., a Consolidated Subsidiary, Scheduled to Be Dissolved Through Merger as of November 1, 2026

Driving Our Businesses Under the Following Classifications

MANGA PLATFORM
Domestic and Overseas Manga Services

CONTENT SOLUTION
New IP Domains and System Development

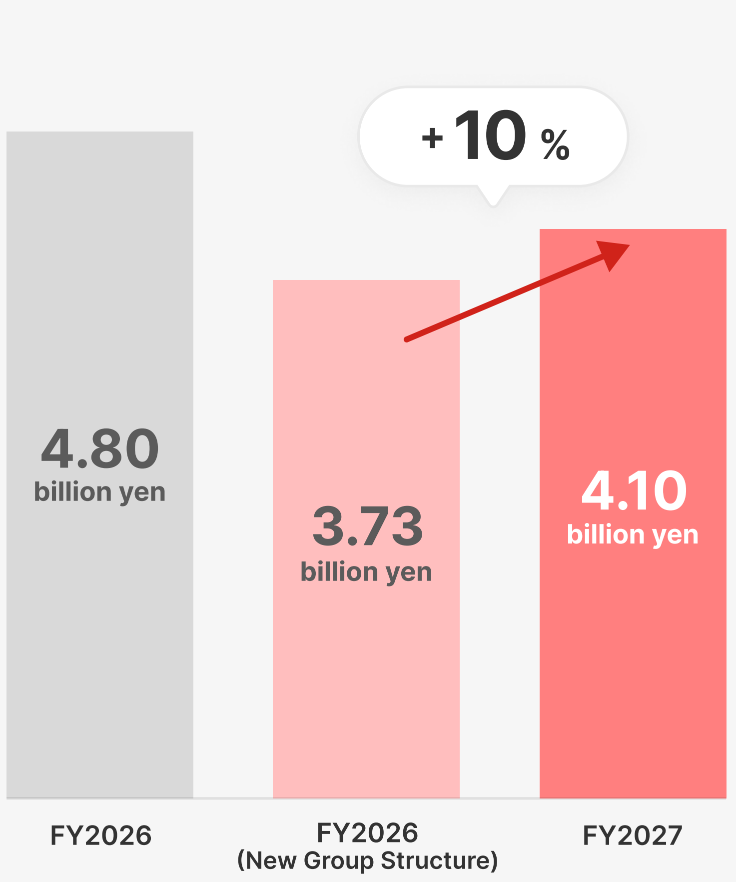
LIFE STYLE
Proprietary Products Subscription Services

Core Business for Expanding IP Deployment Areas and IP Domains

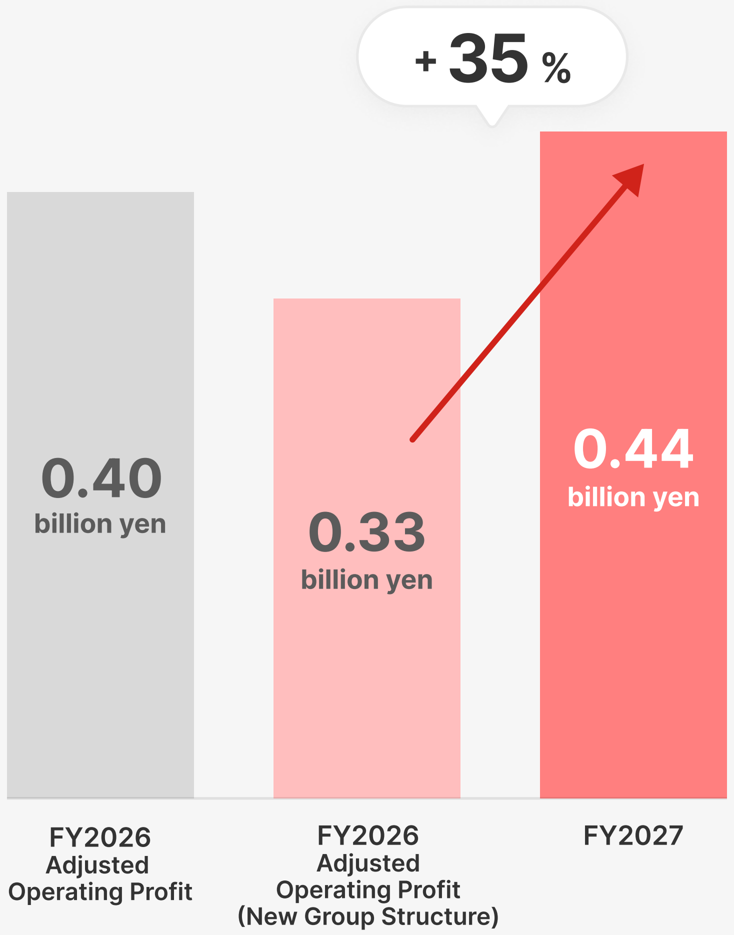
Stable Revenue Base Supporting Growth

Focus on Expanding IP Deployment Areas in FY2027
Growth of High-Margin Overseas Manga Services to Further Improve Operating Margin

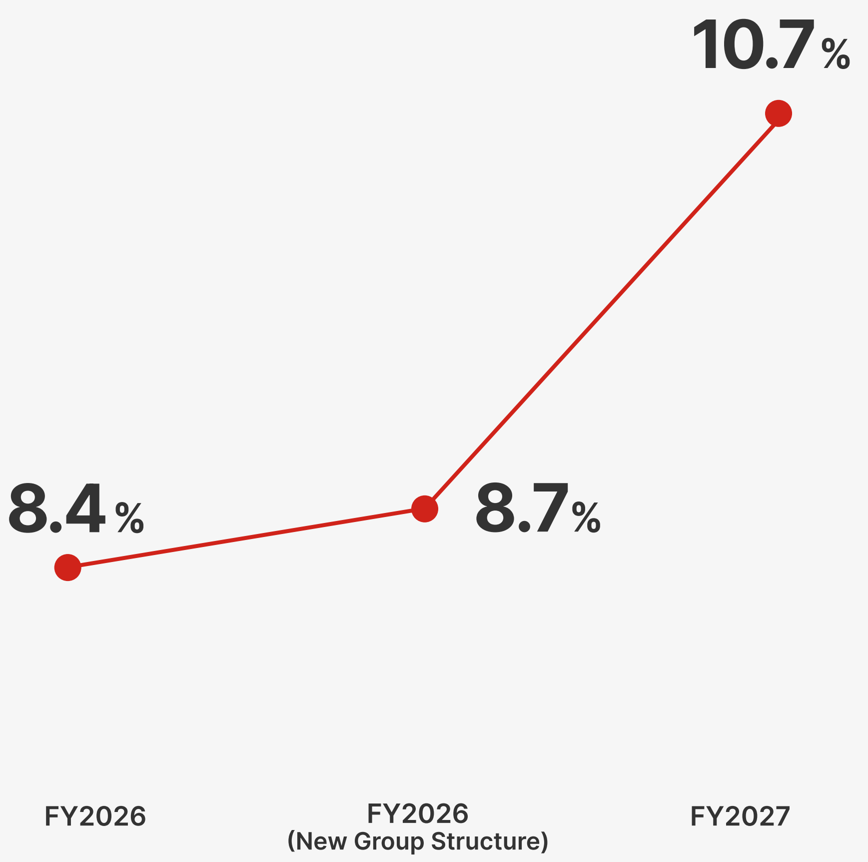
Revenue



Operating Profit



Operating Margin

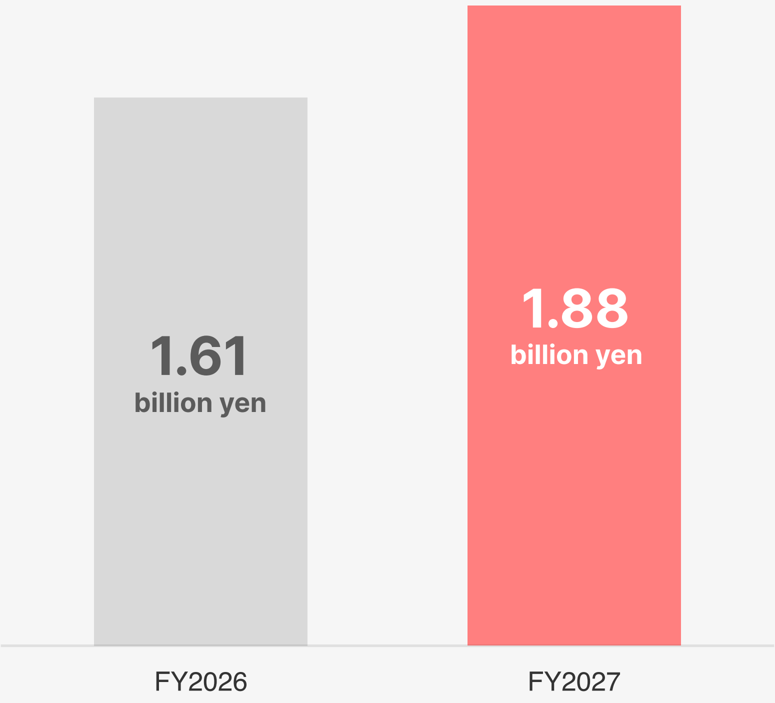


Note: The FY2027 budget uses the midpoint of the range; Adjusted Operating Profit is calculated by adjusting Operating Profit for impairment losses, other income, and other expenses.

Revenue by Business

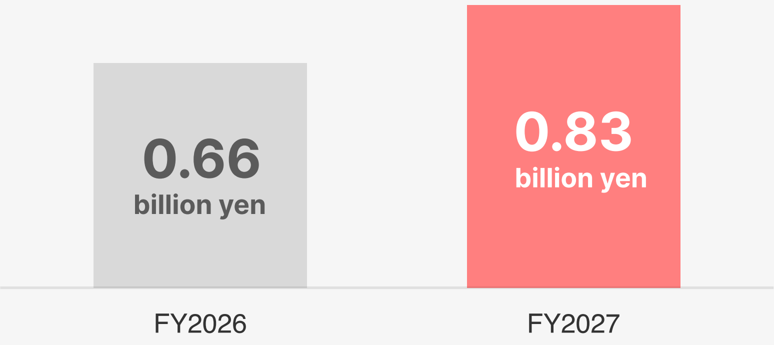
MANGA PLATFORM

- Japan: Improve Profit Margins Through Cost Optimization
- Overseas: Expand Manga IP Deployment Areas Through Crunchyroll Collaboration and Government Subsidies



CONTENT SOLUTION

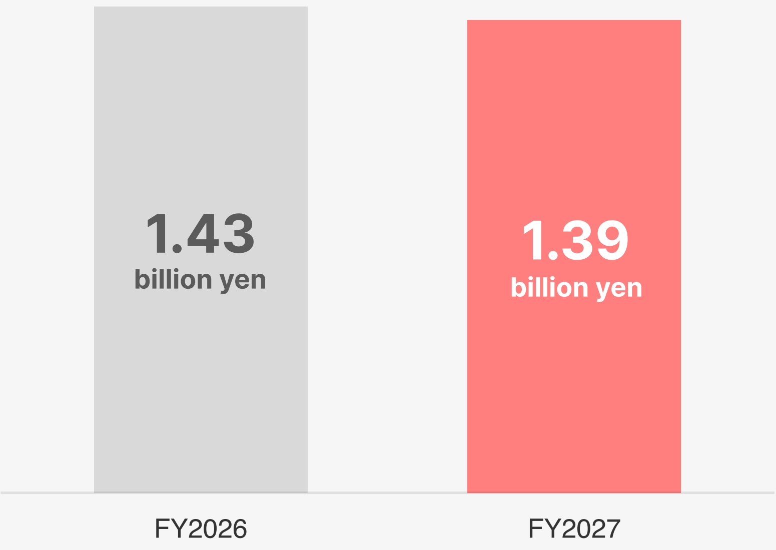
- Building New Revenue Sources Through Horizontal Expansion of Development Technologies and Strengthened Sales



LIFE STYLE

- Expanding Projects and Customer Base Through Stronger Collaboration Between Link-U Products and Viewn

Note: Slight Decline Due to Restructuring of the Marketing Business



Link-U

A New Medium-Term Management Plan Begins.

In an era of rapid change,
we believe in the potential of IP
and will drive new growth
by bringing its value to the world.

Link-U

Appendix

FY2026 4Q
Link-U Group Inc.
Financial Results Presentation Materials
Medium-Term Management Plan 2030 (FY2027–FY2030)

2026.9.14

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, 2026)
Employees	22 in non-consolidated / 193 consolidated (as of July 31, 2026)
Main Business	Management and Administration of Group Companies

List of Major Group Companies

Link-U

Link-U Technologies Inc.
Domestic manga service and system development business
Shareholding ratio: 100%

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%

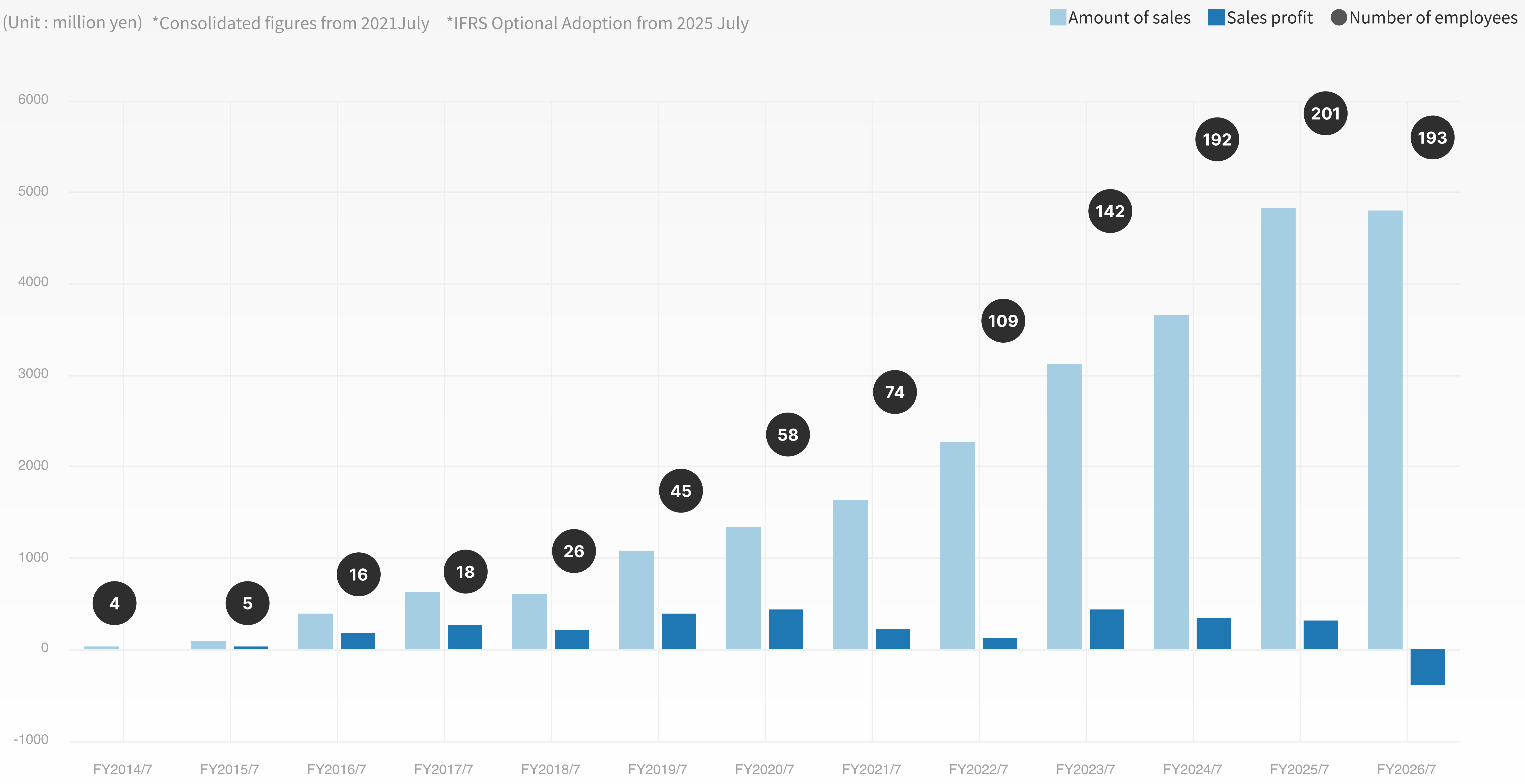
Romanz Inc.
Marketing business utilizing Vtubers and streamers
Shareholding ratio: 100%

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%

(Unit : million yen) *Consolidated figures from 2021July *IFRS Optional Adoption from 2025 July



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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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