



FY2026 1Q

Link-U Group Inc.

Financial Results Presentation Materials

2025.12.12

Presentation Material

FY2026 1Q





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COMIKEY
YoY Sales in Brazil
270%

Number of
Subscriber Countries
190+



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



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

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

Jujutsu Kaisen
In a world where cursed spirits feed on unsuspecting humans, fragments of the...

**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: 6 billion yen / Operating profit: 0.6 billion yen

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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Launched “Crunchyroll Manga” in Partnership with Crunchyroll on October 9

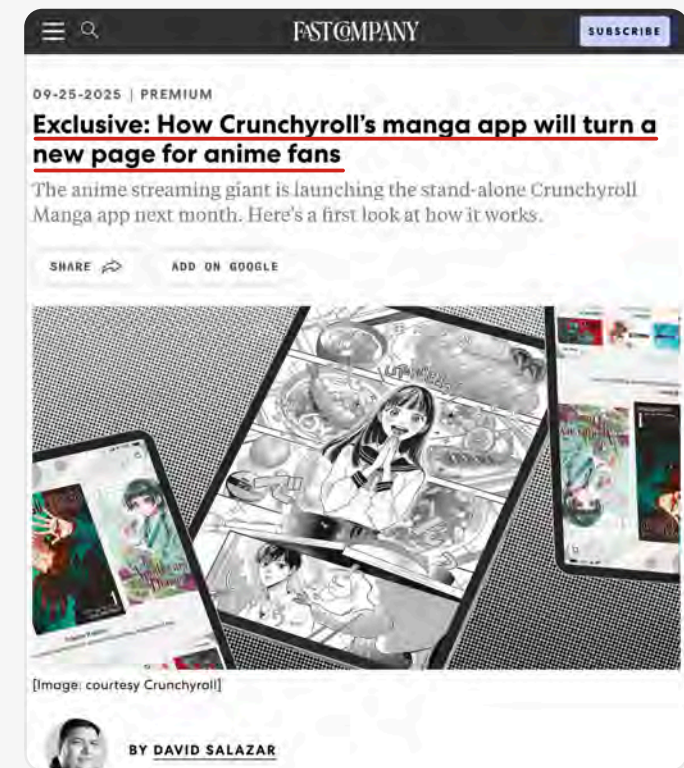
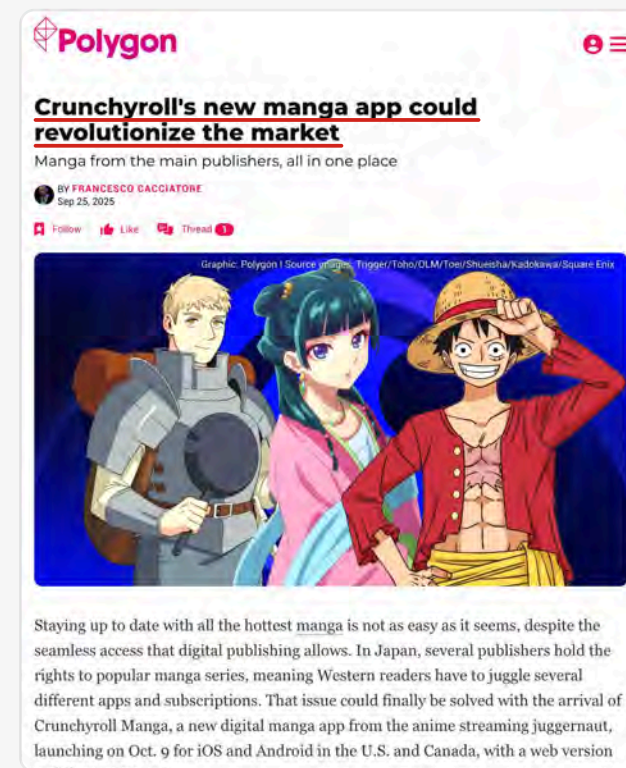


Since the Launch in October 2025

✓ **2 Publishers • 50+ Titles Added**
Continuing Content Strengthening

✓ Received **Positive Reviews**
from Fans and Publishers

The World Is Focusing on the New Trends Emerging from “Anime × Manga”



Expanding the Fanbase Through a Unique, Seamless Experience,
Aiming to Become a Hub of the Global IP Ecosystem

AI-Driven High-Level Development Recognized; Large Projects Secured Continuously

--> Enables Rapid and Continuous Acquisition of Large-Scale Projects



Project

Manga-related system development using AI

Order Date Aug 2025

Value 0.2B JPY

Client Undisclosed

Order Date Dec 2025

Value 0.1B JPY

Client Undisclosed

Ref

Proven AI Development Methods

Role of AI

- Coding
- Test Case Gen/Exec

--> Autonomous
24/7 Execution

Role of Engineers

- Deliverable Review
- Focus on Higher-Level Judgment and Direction

Towards Optimal
Human-AI Role Allocation

In-House IP Boost Leads to 3 Titles in Comic Cmoa (Shoujo Manga Category) Top 20

--> Achieved Top Rankings Overseas, Demonstrating Potential for Global Expansion



2025
Jul 26
Relaunched



金髪の姫将軍は元敵国の好敵手に嫁ぐ ©森川いく・羽鳥紘/コンパス

6th Place

Ranked **2nd** on US Kindle
(Romance Manga Category)

2025
Sep 27
Launched



超有能兵士の部下に嫌われてると思ってた、長年虎視眈々と狙われていた話 ©本多モコ・永/コンパス

13th Place

Received ☆**4.7 / 5**
(Comic Cmoa)

2025
Nov 22
Relaunched



シンデレラが結婚したので意地悪な義姉はクールに去.....れませんか!? ©有馬ケイ・葛城阿高・森原八鹿/コンパス

20th Place

Ranked **3rd** on US Kindle
(Romance Manga Category)

Notes: •Comic Cmoa Performance: Rankings in the Shoujo Manga Daily Chart as of November 23, 2025.

•US Kindle Performance: "From General to Bride: Marrying My Strongest Rival" ranked in the Romance Manga category as of December 4, 2025 and "Cinderella Got Married, So the Evil Stepsister Can Chill Out...Right?" ranked in the Romance Manga category as of December 9, 2025.



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YoY Decline: Key Client Reductions in Marketing, Intensifying Competition in the Domestic Manga Market, and Growth Strategy Investments Including Global Expansion

| 1Q Only

Revenue

1,089
million yen

YoY

85
%

Operating Profit

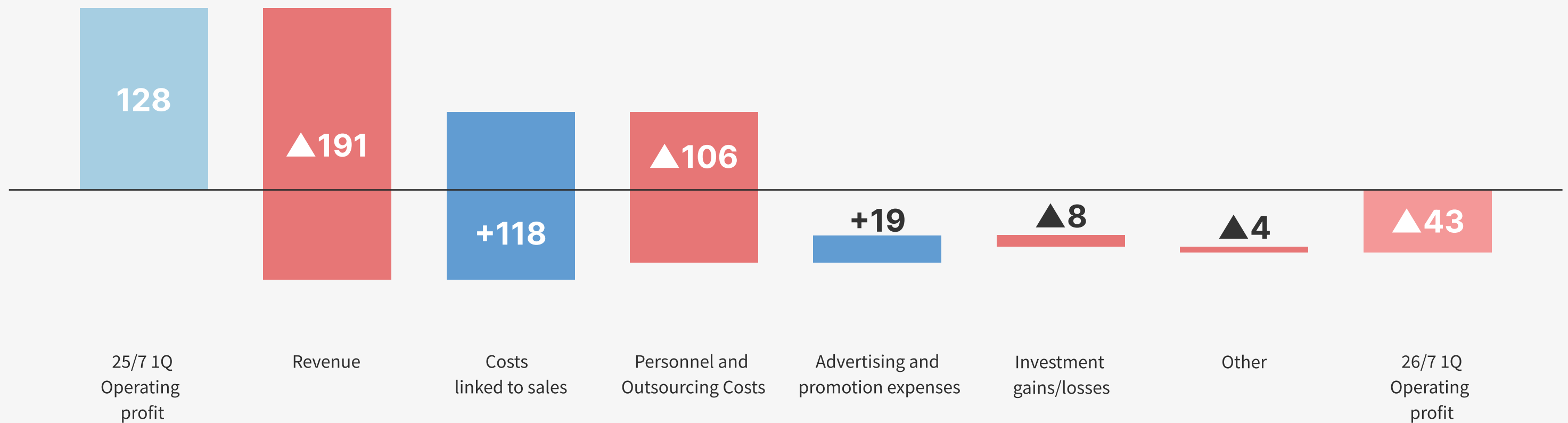
▲43
million yen

YoY

—
%

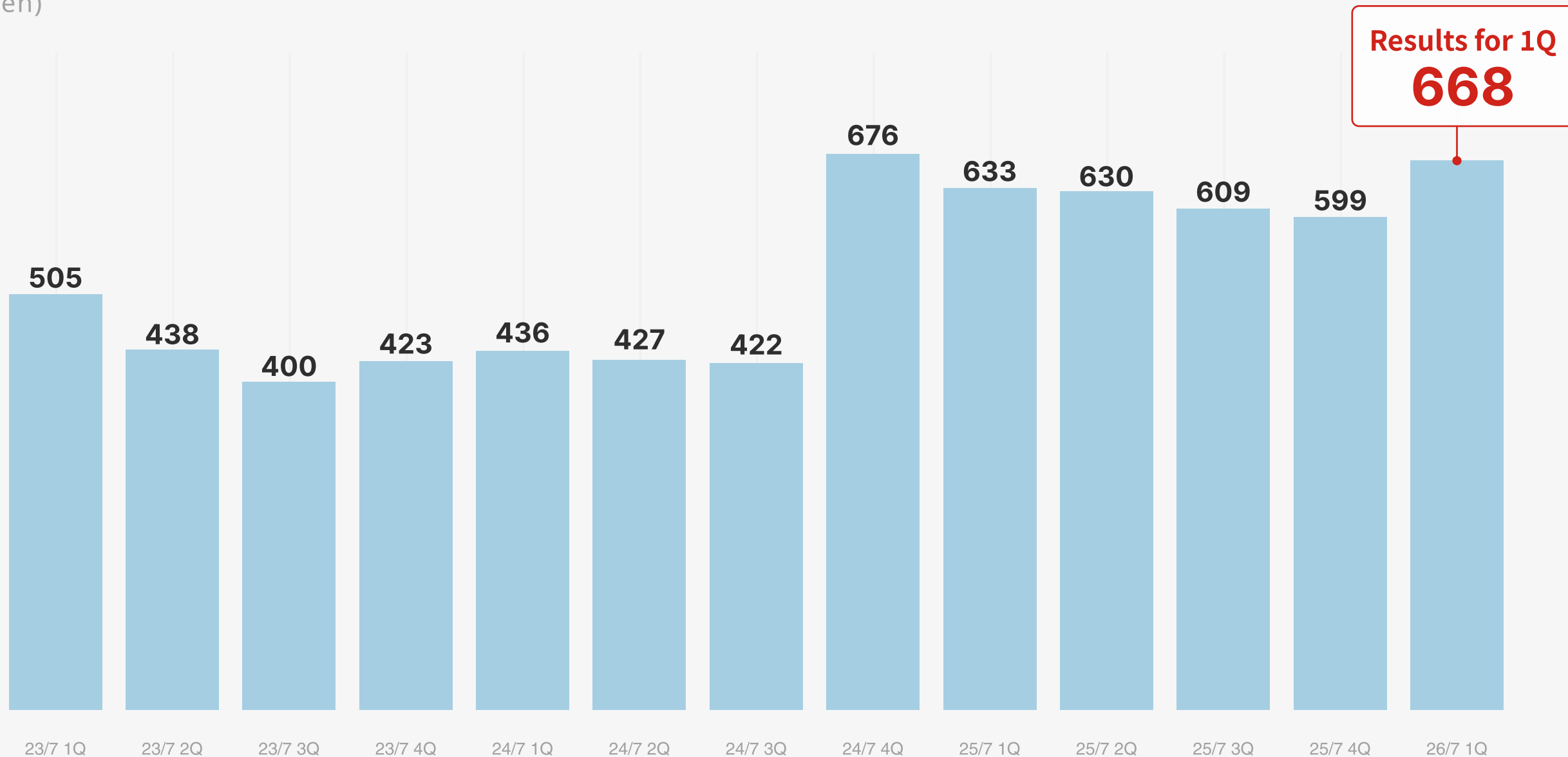
Marketing Revenue Decline and Preemptive Investments in Personnel/Outsourcing

(million yen)



While Domestic Manga Services Remained Weak, Strong Performance in Other Services Including Overseas Drove Record-High Levels

(million yen)



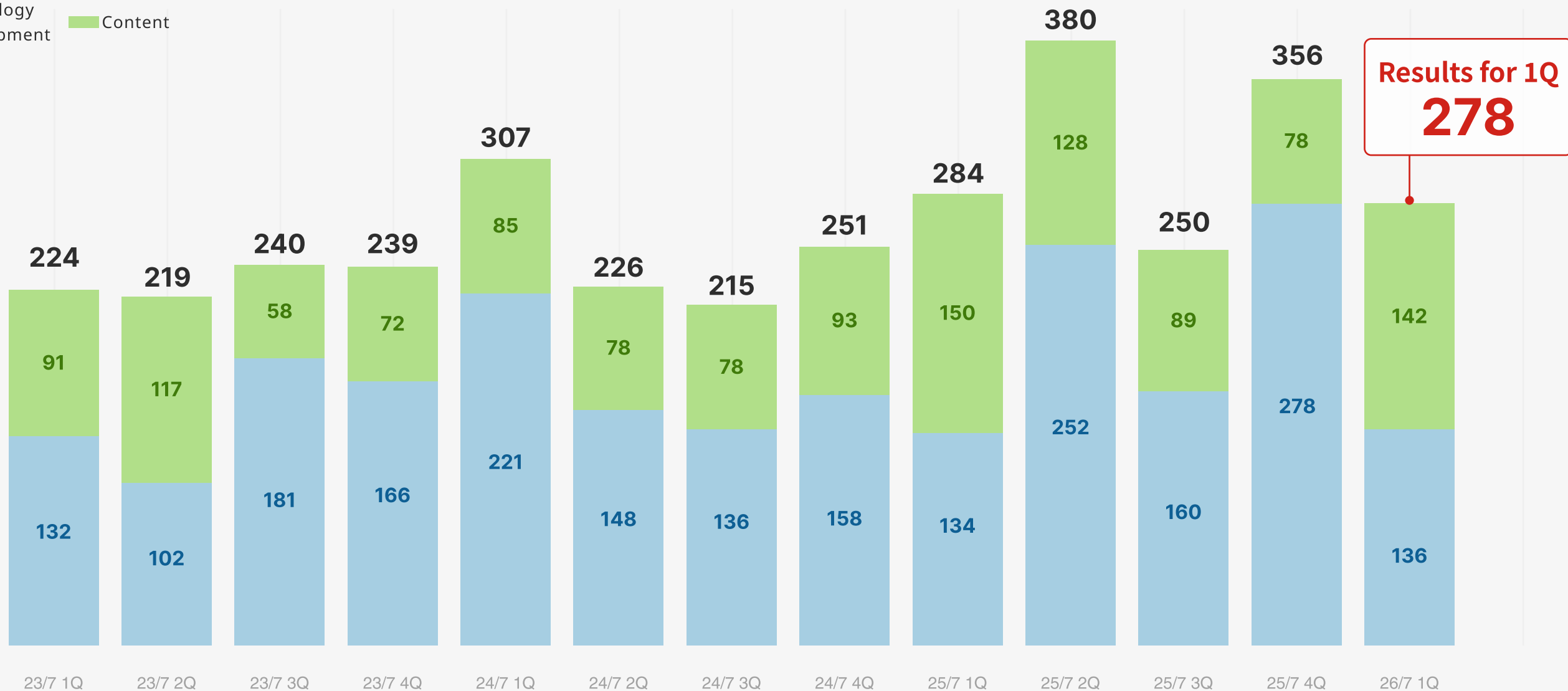
Content: Strong Performance Maintained, Overseas Expansion Accelerates Growth

Technology Development: Large Projects Ongoing, AI Drives Revenue Expansion

(million yen)

Technology Development

Content



Revenue Recovery Delayed by Prioritized Investments in Global & Other Growth Areas

(million yen)

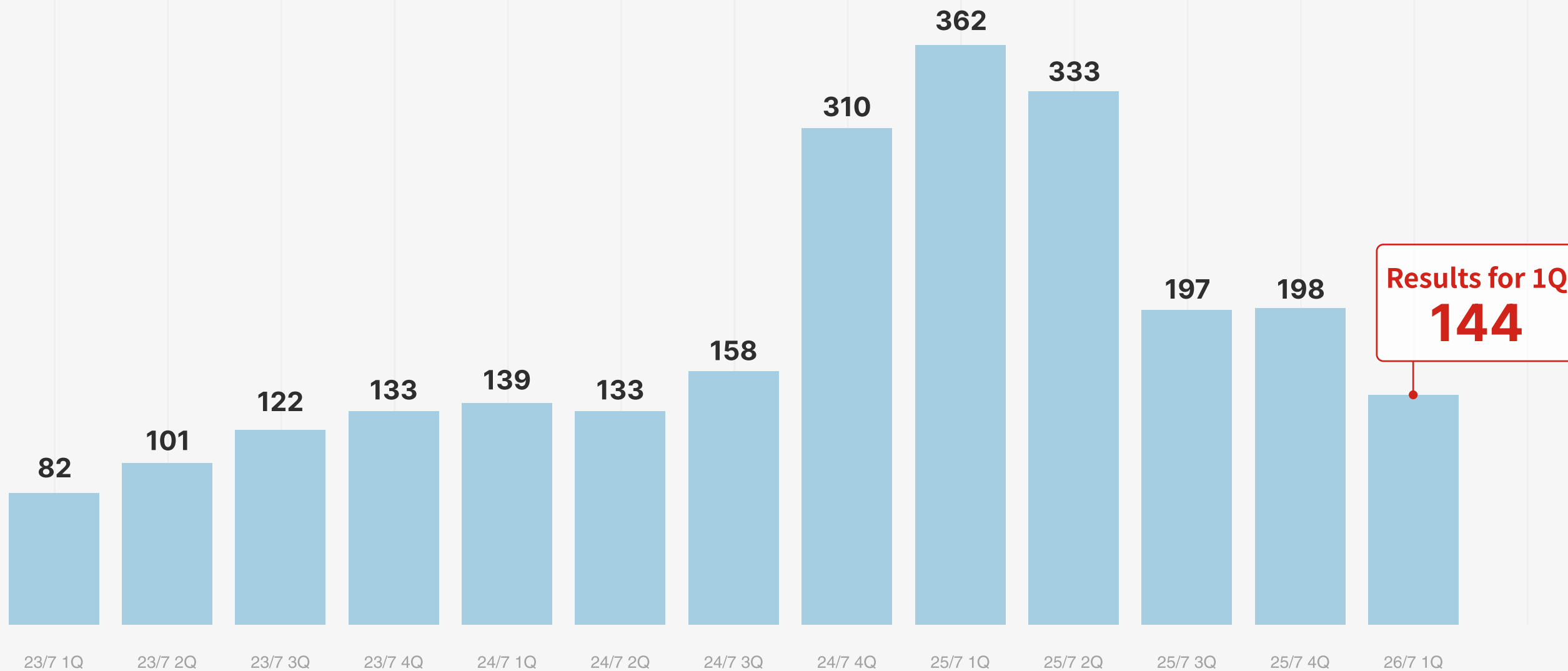




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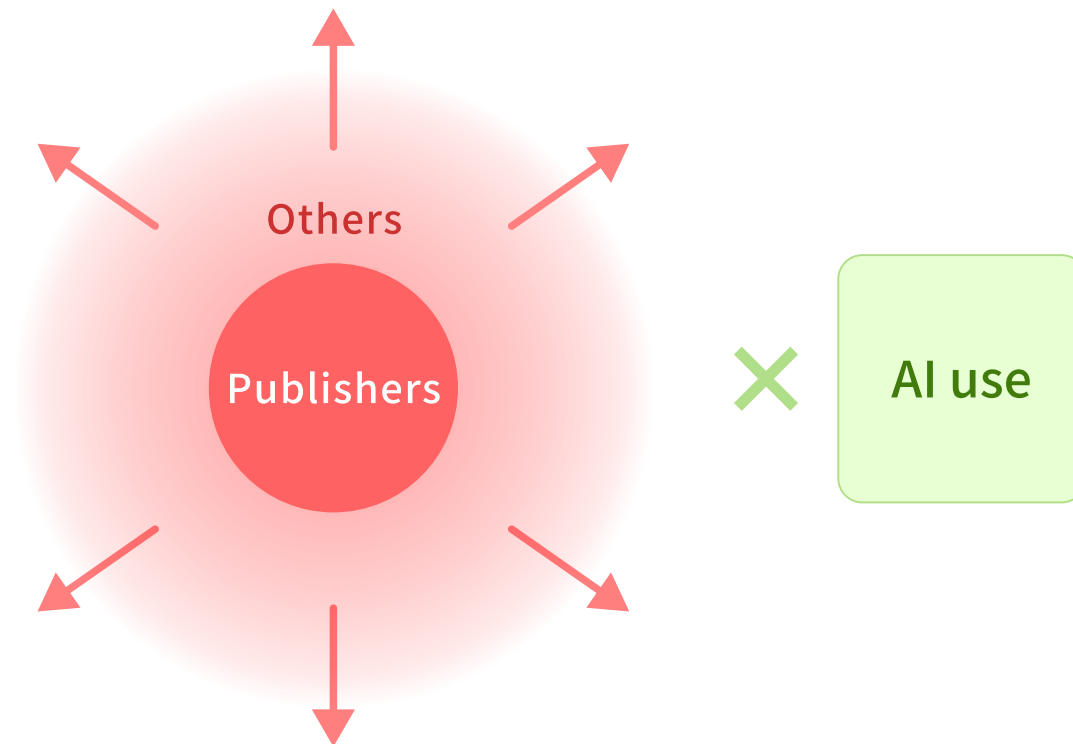
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Technology Development

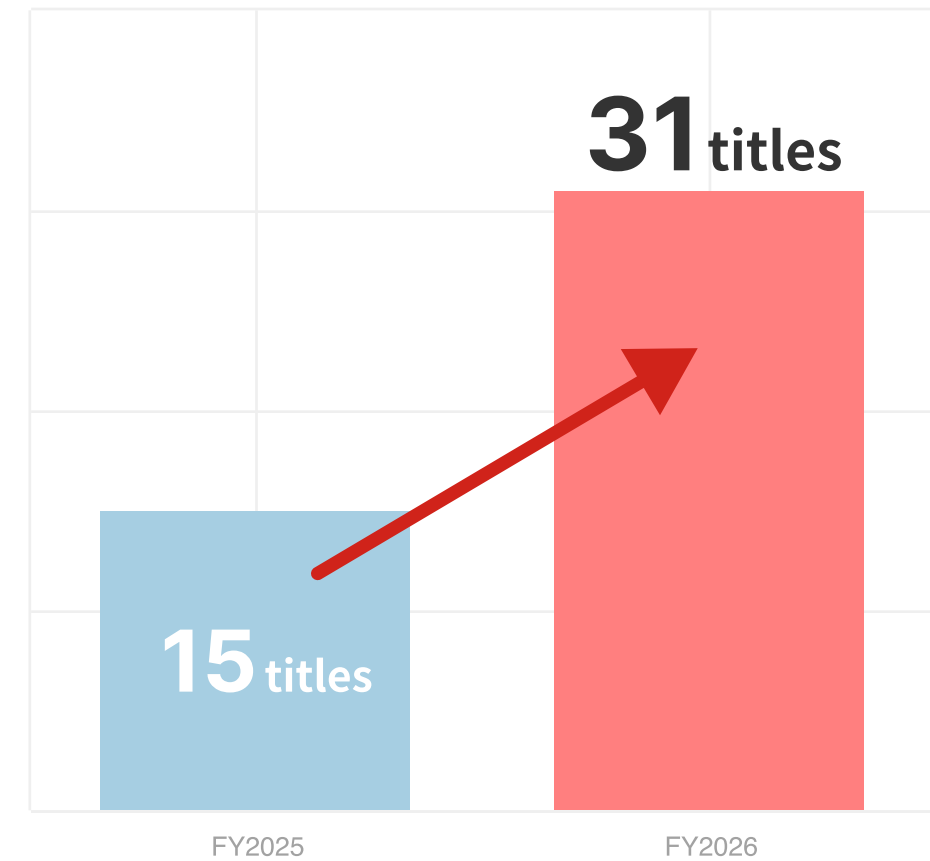
Domain expansion

✕

AI-driven Productivity
Enhancement

Content

Boosting in-house IP creation



Established CAIO* Office at Consolidated Subsidiary Link-U Technologies

*CAIO (Chief AI Officer): The executive responsible for company-wide AI initiatives, driving productivity improvement and technological innovation.

Establishment Background

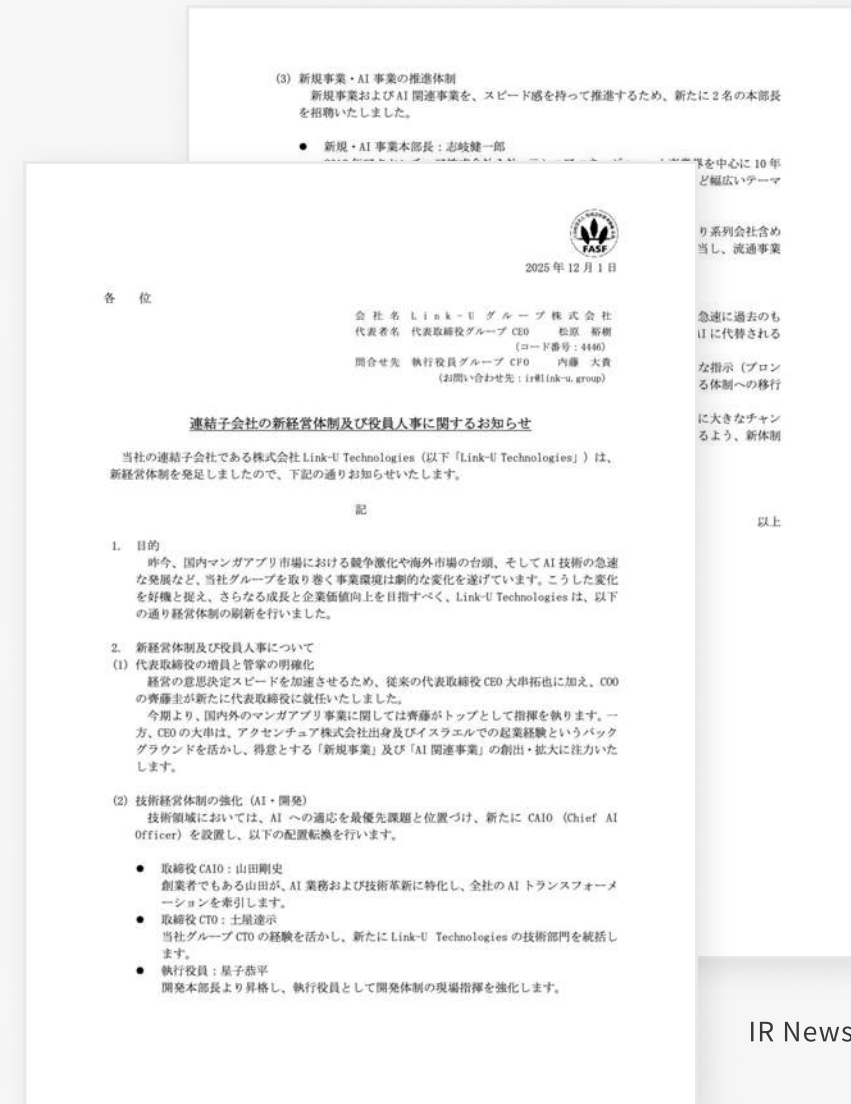
Rapid Advancement of AI Technology



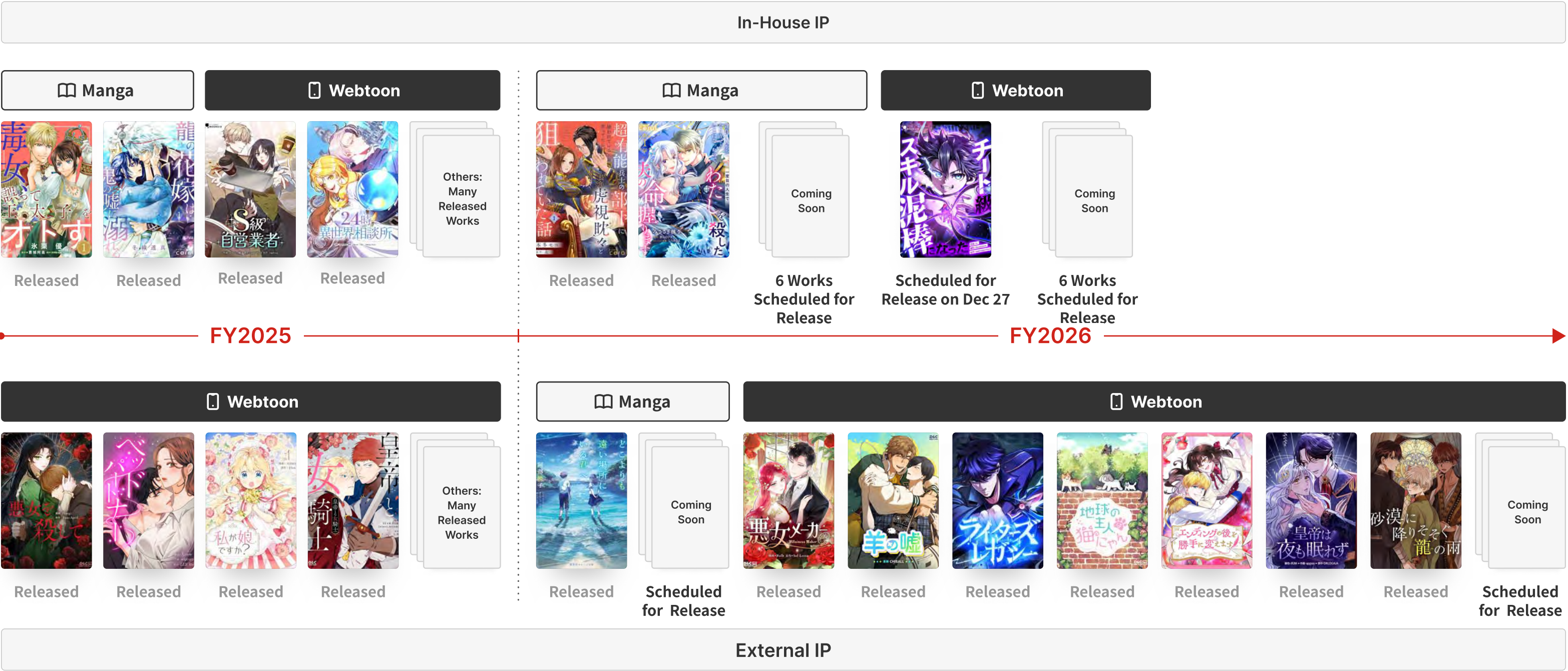
Focused on AI and Technological Innovation,
Driving Company-Wide AI Transformation



Transition to an AI-Driven Development,
**Achieving Advanced Development
Processes and Productivity Enhancement**



IR News (Dec 1, 2025)



毒女、誤って王太子をオトす©氷栗優・葛城阿高 / コンパス 龍の花嫁は鬼の嘘に溺れる©冬織透真 / コンパス S級自営業者©ニンジン鳩・gyeomy・raehwa / Studio Moon6 24時異世界相談所©Yeseong・nokum・Cheong Ahan / Studio Moon6 悪女を殺して© Haegi, Your April 2021 / D&C MEDIA ベッドパートナー©Kinew,sogeum,LEE Roi/studio byD by Woongjin ThinkBig 私が娘ですか?©HASH・Flow / D&C MEDIA 皇帝と女騎士© Team IYAK (winter,heyum), G.M 2019 / D&C MEDIA 超有能兵士の部下に嫌われてると思ってたら、長年虎視眈々と狙われていた話©本多モコ・永 / コンパス 運良く人生をやり直せることになったので、一度目の人生でわたしを殺した夫の命、握ります©みささぎ楓李・狭山ひびき・じろあるば / コンパス チート級スキル泥棒になった© Iz, Burgerman, muhwaggocran / Studio Moon6・Novelpia どこよりも遠い場所にいる君へ©チノハルカ・阿部暁子 / 集英社 悪女メーカー© Bulb, Sol Leesu 2021 / D&C MEDIA 羊の嘘© CHIBALL 2024 / D&C MEDIA ライターズレガシー© 2025 Flagcat. 地球の主人は猫にゃん© HON 2020 / D&C MEDIA エンディングの後を勝手に変えます© JB, Gosha, Jkyum 2023 / D&C MEDIA 皇帝は夜も眠れず©JIUM, appuu, DALOGAJA / TerraceToon 砂漠に降りそそぐ龍の雨© Summer 2018 / D&C MEDIA

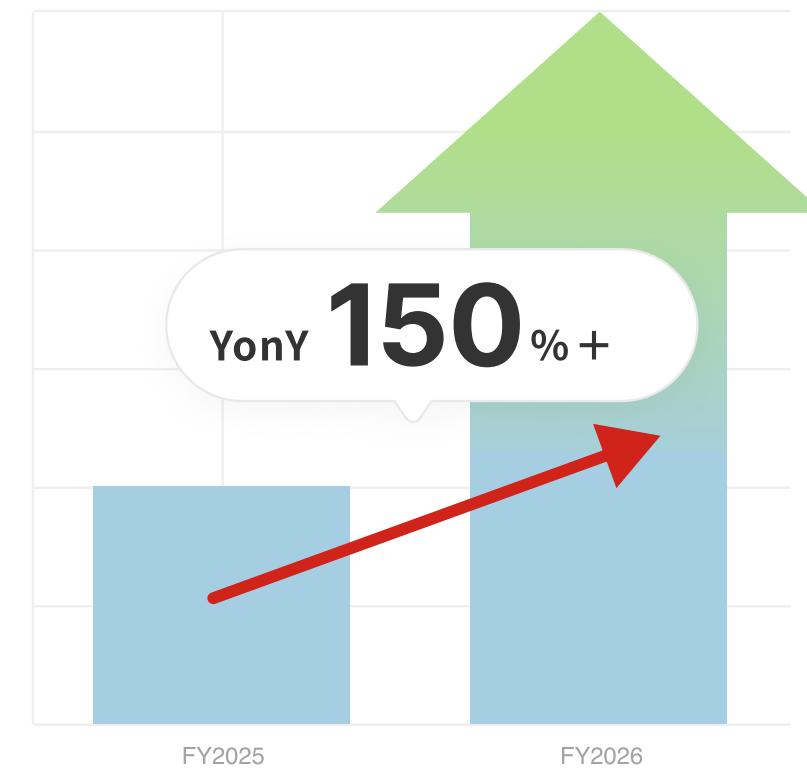
Global Business Growth Accelerated via Overseas Platforms × Expanded Titles

More titles released globally



 **Crunchyroll** manga

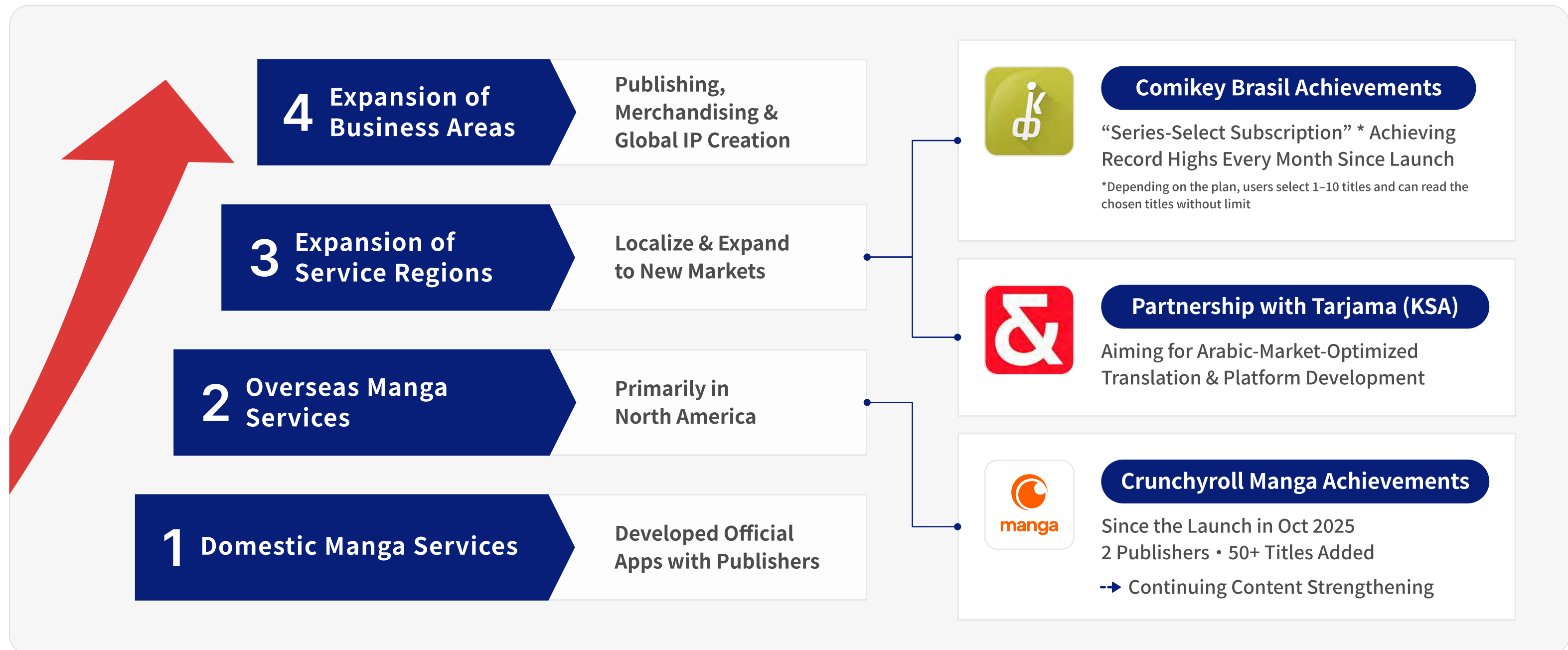
Overseas Manga Business Revenue



Expanding IP Content Distribution to One of the World's Largest Platforms, Creating a Major Revenue Source



Medium- to Long-Term: Expand Regions & Business Areas to Accelerate Global Growth



Planning a New Service

IP Industry
Accelerating the Business

Link-U
Driving Our Business

Data-Related Services
Being Advanced Toward 2026 Launch



FY2026 marks the beginning of 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.





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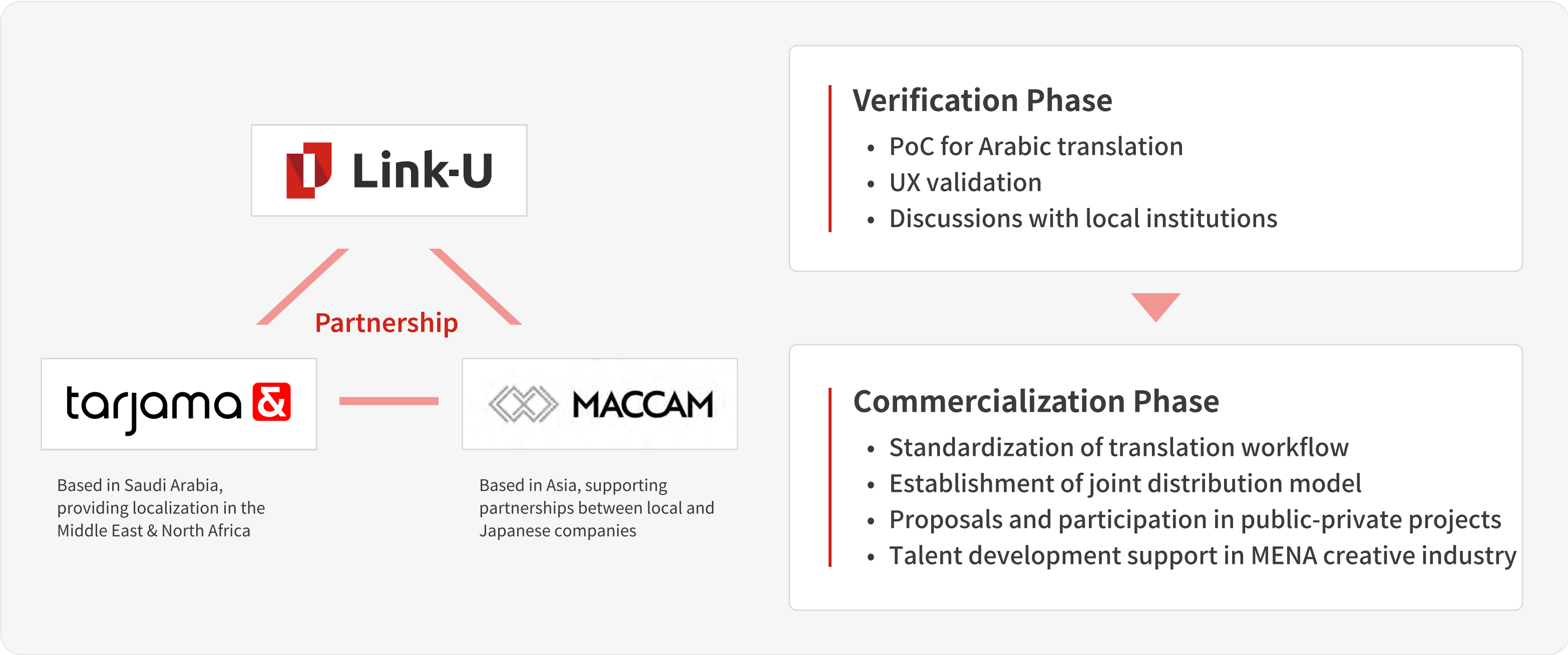




- 1. Other Highlights**
- 2. About Link-U Group**



Signed MoU to Advance Full-Scale Expansion in the Arabic-Speaking Market





Industry-First* System Breaks Adoption Barriers, Driving Rapid Customer Expansion

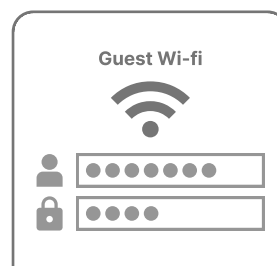
*According to Viewn Corp. (as of November 2025) for the Corporate Unlimited Reading Service.

読み放題スポット+

Change In User Authentication Method

Existing

Authentication
via Facility-
Provided “Wi-Fi”



New

Authentication Combining
“QR Code” and “Location”



✓ **Zero** Implementation Cost for Facility (Wi-Fi Setup)

Outlook

Target

100k Facilities
(Medical, Pharmacies, Public, etc.)



This Fiscal Year
1,000 Facilities
Targeted

Producing Original Popular Singer Group to Open Revenue Opportunities



Producer

Romanz Inc.

Judges

Popular Singer Group
“Seijin Dansei San Ningumi”

YouTube Channel Surpasses **190M Total Views!**

Platform

YouTube

To Be Released: December 25, 2025 – February 2026

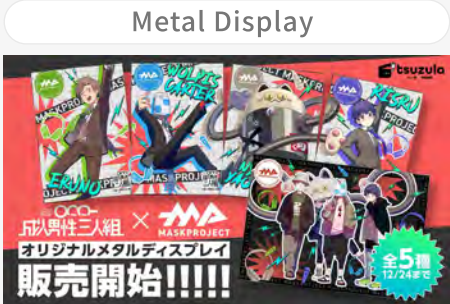
Creation and Management of
Exclusive Singer Group

Establish Revenue
Generation Model

Original Goods Launch

Marketing Initiatives

Collab
Items On
Sale



Curry

Coming
Soon



1. Other Highlights

2. About Link-U Group



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 October 30, 2025)
Employees	29 in non-consolidated / 204 consolidated (as of October 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.

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%



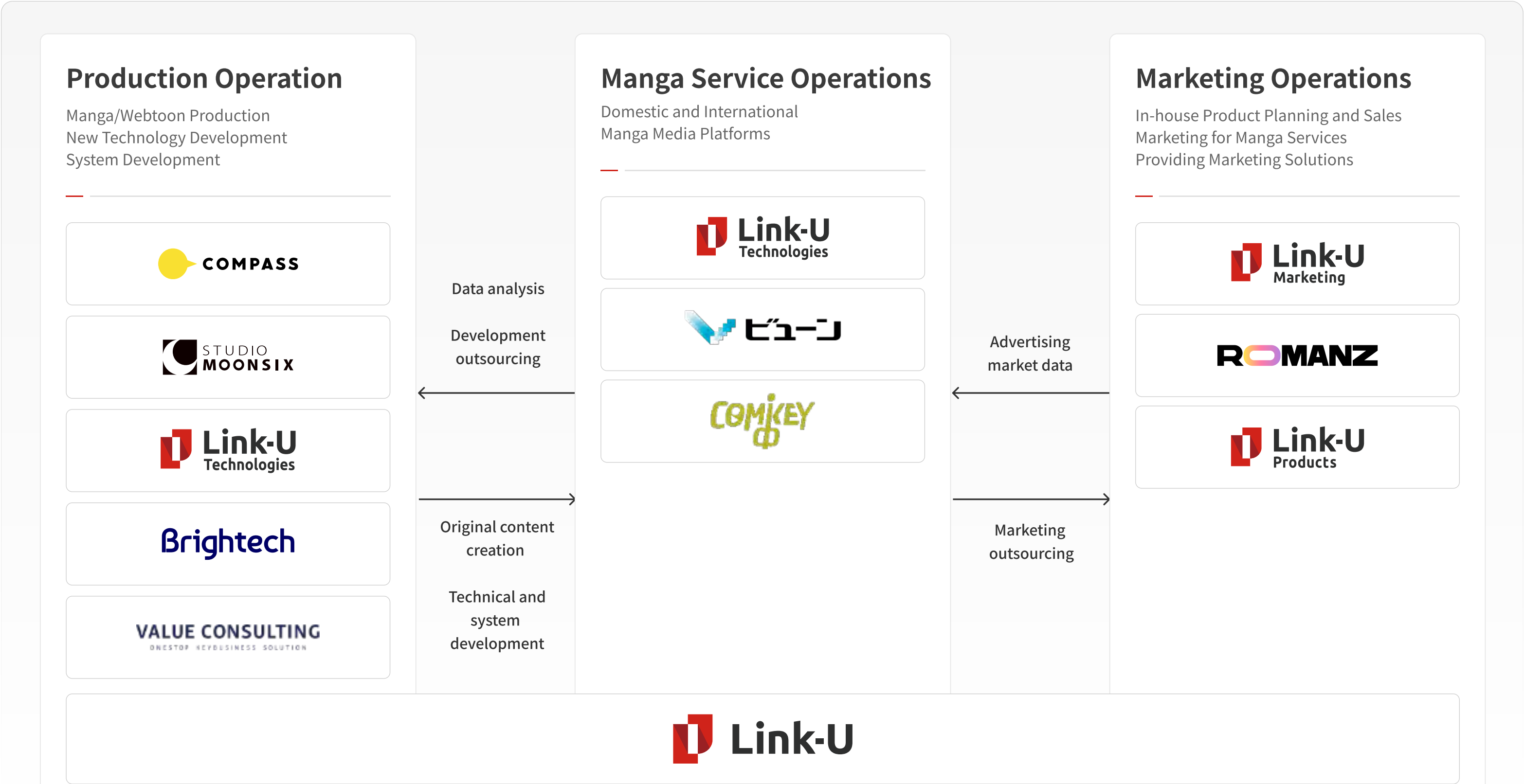
Comikey Media Inc.

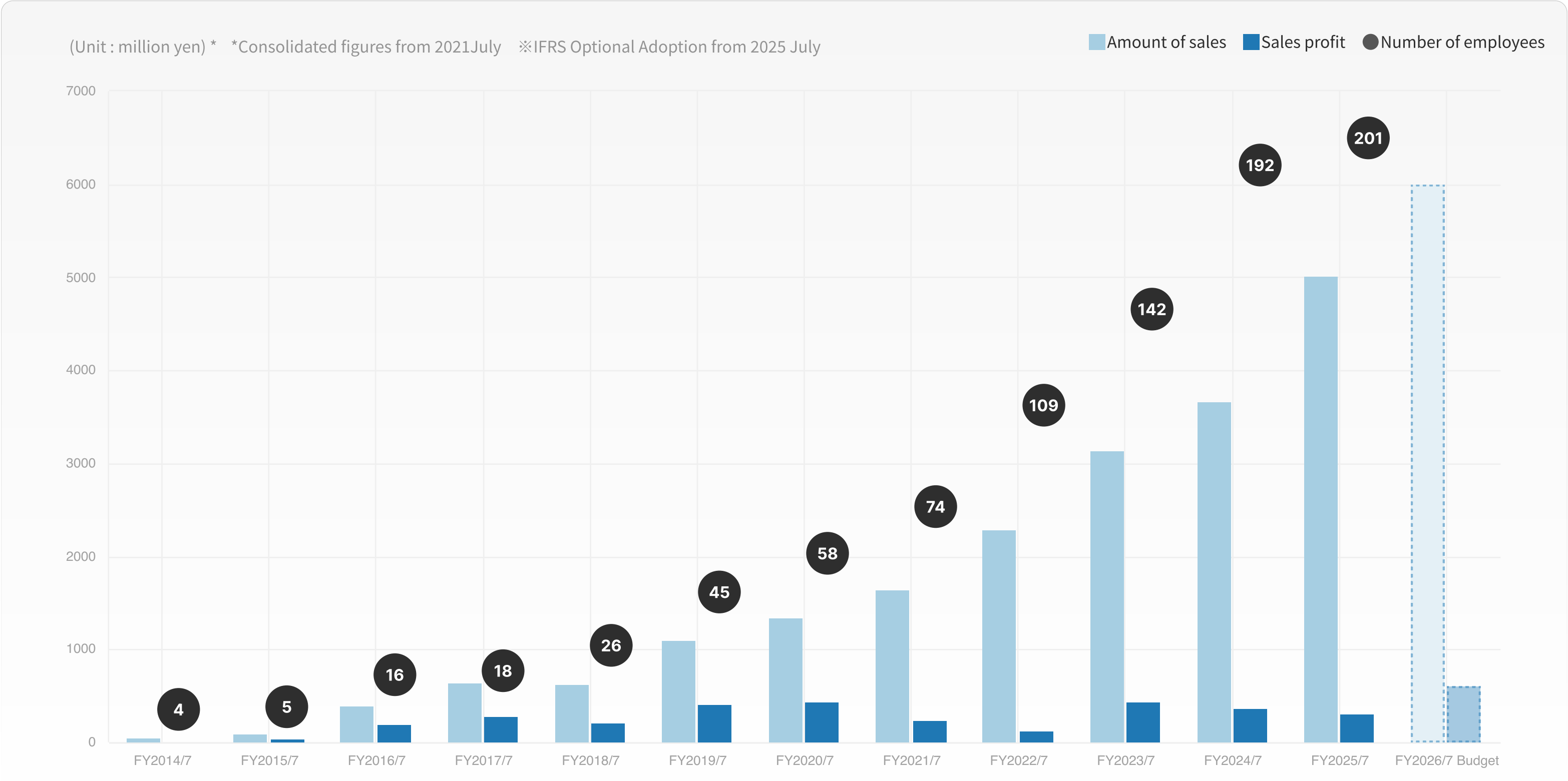
Developing and localizing overseas platforms
Offices: United States, Brazil, India
Shareholding ratio: 50.0%



Studio Moon6 Co., Ltd.

Webtoon production and global distribution
Shareholding ratio: 50.0%







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