

---

Third Quarter, Fiscal Year Ending March 2024

# Financial Results

February 8, 2024



United, Inc.  
(TSE Growth: code 2497)

# Agenda

1

Financial Highlights of the  
First Nine Months of FY03/24

.....

p.3

2

Q3 FY03/24 Business Overview

.....

p.9

3

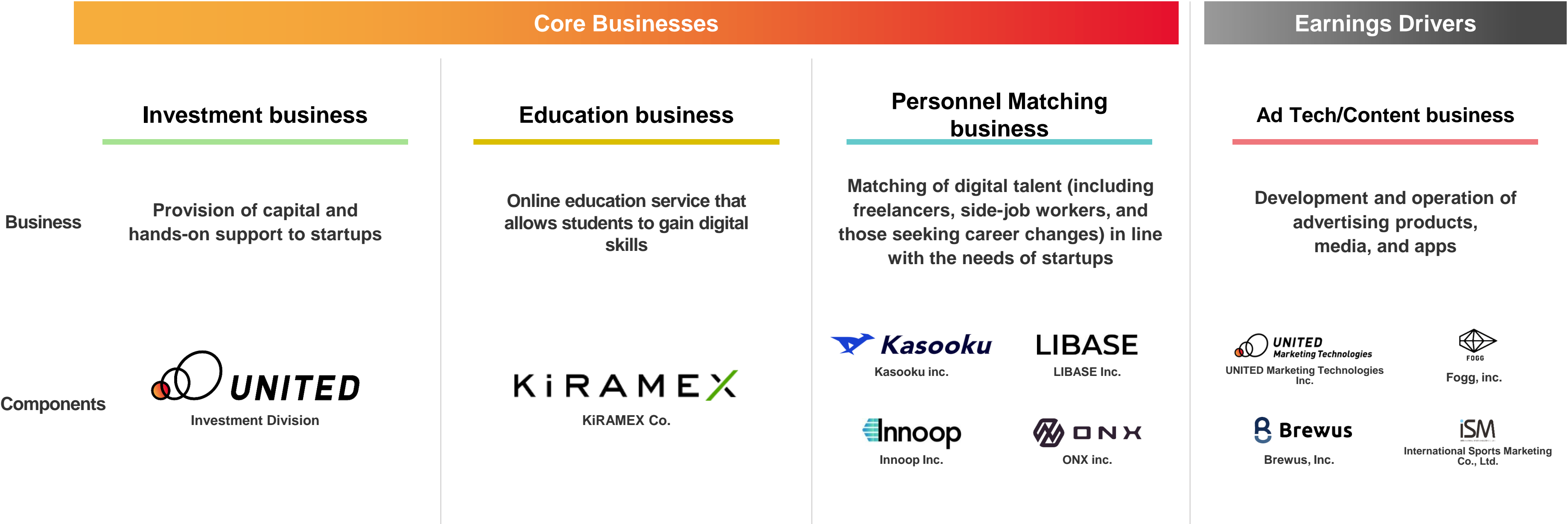
Appendix

.....

p.27

All opinions, forecasts, and outlooks expressed in this presentation reflect the judgement of United, Inc. based on the information available at the time the material was created, and actual performance and results may differ substantially due to changes in various factors. Company names and product names are trademarks or registered trademarks of the respective companies.

# Business Segments and Their Components



# Financial Highlights of the First Nine Months of FY03/24

Sales and operating profit rose YoY mainly due to higher gains on sale of securities posted in the Investment business.

Consolidated Operating Performance	Sales	¥10,786million (+6% YoY)
	Operating profit	¥4,963million (+1% YoY)

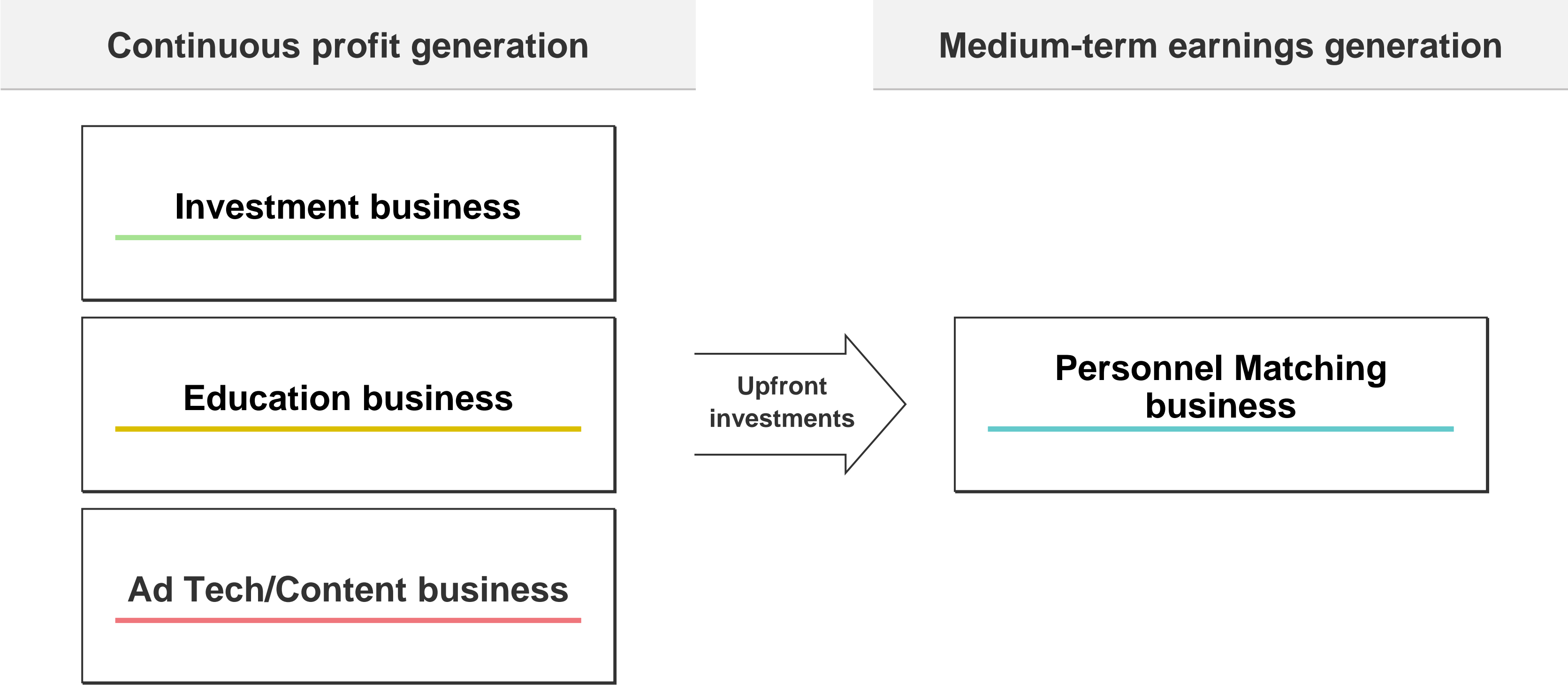
## Core Businesses

Investment	Sales	¥6,425 million (+14% YoY)	p.10 for details
	Operating profit	¥5,875 million (+10% YoY)	
Education	Sales	¥912 million (-2% YoY)	p.17 for details
	Operating profit	-¥108 million (-¥105 million YoY)	
Personnel Matching	Sales	¥370 million (+8% YoY)	p.22 for details
	Operating profit	-¥358 million (-¥143 million YoY)	

## Earnings Drivers

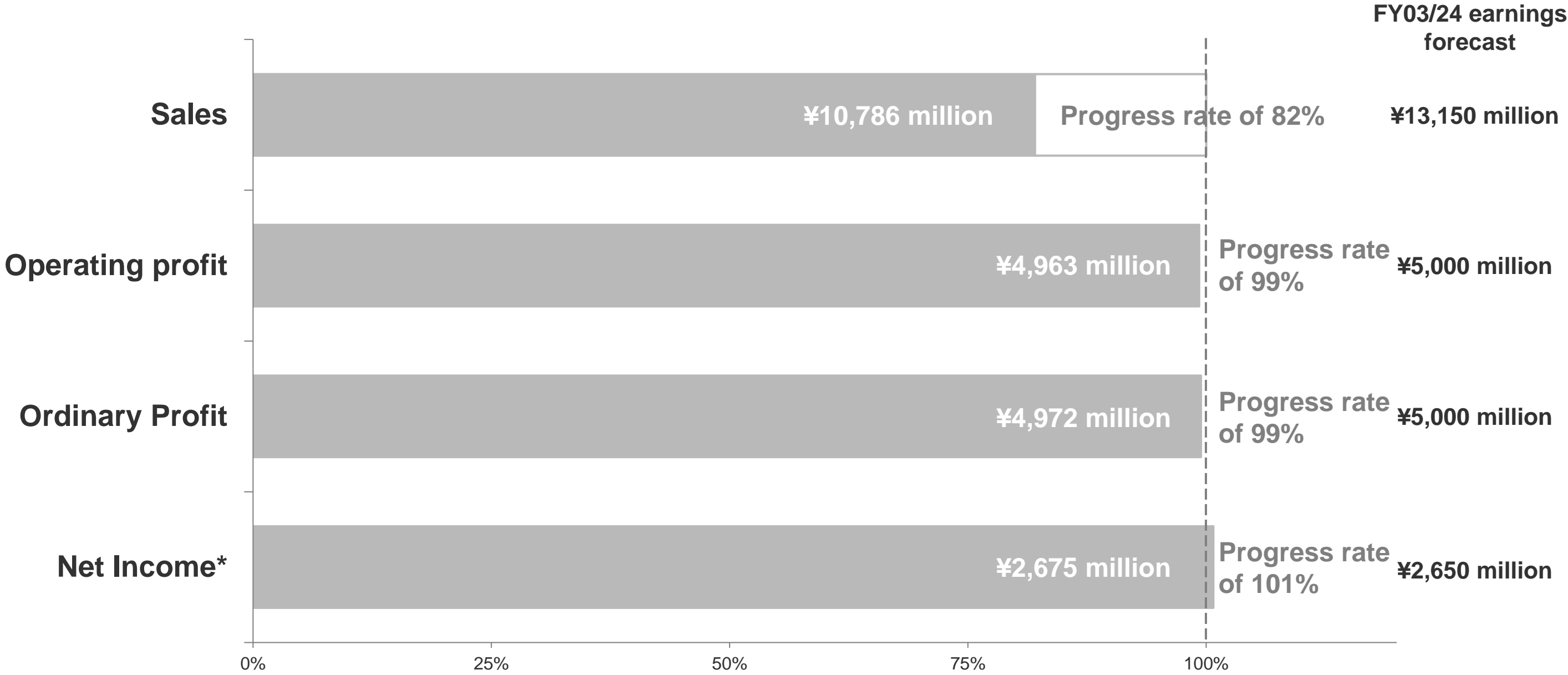
Ad Tech/Content	Sales	¥3,090 million (-6% YoY)	p.25 for details
	Operating profit	¥263 million (-39% YoY)	

In order to drive medium-term growth for the Personnel Matching business, we will actively invest profits generated from our other businesses.



# Progress of the First Nine Months vs. Full-year FY03/24 Forecast

The progress rate for profit items from operating profit and below was near 100%. However, since our plan calls for continued investment in the Personnel Matching business, we left our full-year projections unchanged.



\* Refers to net income attributable to owners of parent

# FY03/24 Dividend Forecast

Based on our new dividend policy,<sup>\*1</sup> we forecast a full-year dividend payment of ¥48 per share, which includes the commemorative dividend in celebration of United’s 10th anniversary.

Details of Annual Dividends				
	FY03/24		FY03/23 <sup>*2</sup>	
	Interim	Year-End (forecast)	Interim	Year-End
Record date	September 30, 2023	March 31, 2024	September 30, 2022	March 31, 2023
Dividend per share (1H)	¥24.0	¥24.0	¥10.0	¥11.5
(1) Ordinary dividend portion	¥11.5 (DOE 4%)	¥11.5 (DOE 4%)	¥10.0	¥11.5
(2) Commemorative dividend portion	¥12.5	¥12.5	-	-
DOE (annual)	9.0% (forecast)		4.6%	
Payout ratio (Annual)	71.0% (forecast)		20.5%	

<sup>\*1</sup> In FY03/24, we changed our dividend policy from the previous “dividend payout ratio of 20%” to “DOE of 4% or dividend payout ratio of 50%, whichever amount is larger.”

<sup>\*2</sup> The figures factor in the stock split.

# Agenda

- 1 Financial Highlights of the First Nine Months of FY03/24 ..... p.3
- 2 Q3 FY03/24 Business Overview ..... p.9**
- 3 Appendix ..... p.27

All opinions, forecasts, and outlooks expressed in this presentation reflect the judgement of United, Inc. based on the information available at the time the material was created, and actual performance and results may differ substantially due to changes in various factors. Company names and product names are trademarks or registered trademarks of the respective companies.



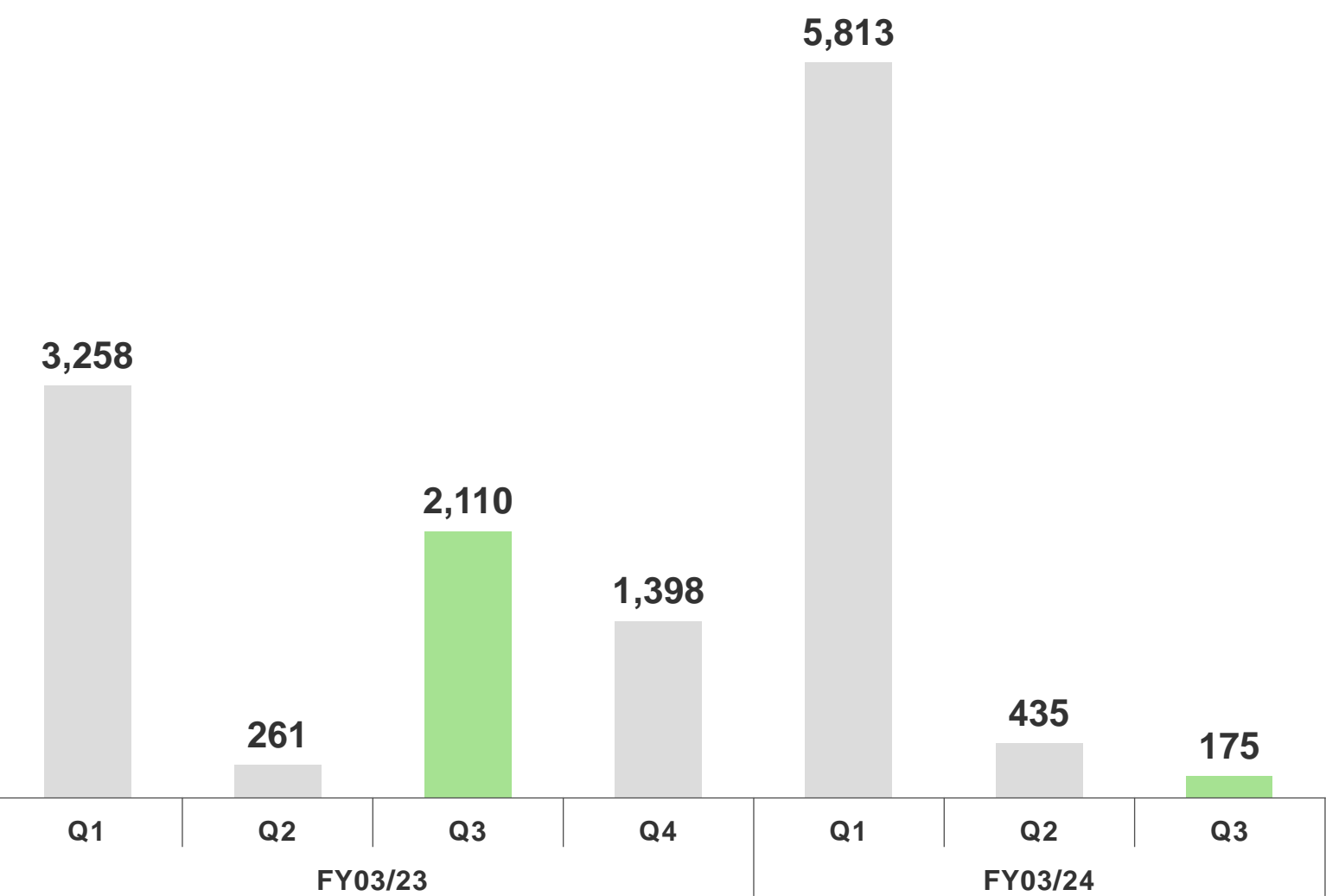
# Investment Business

---

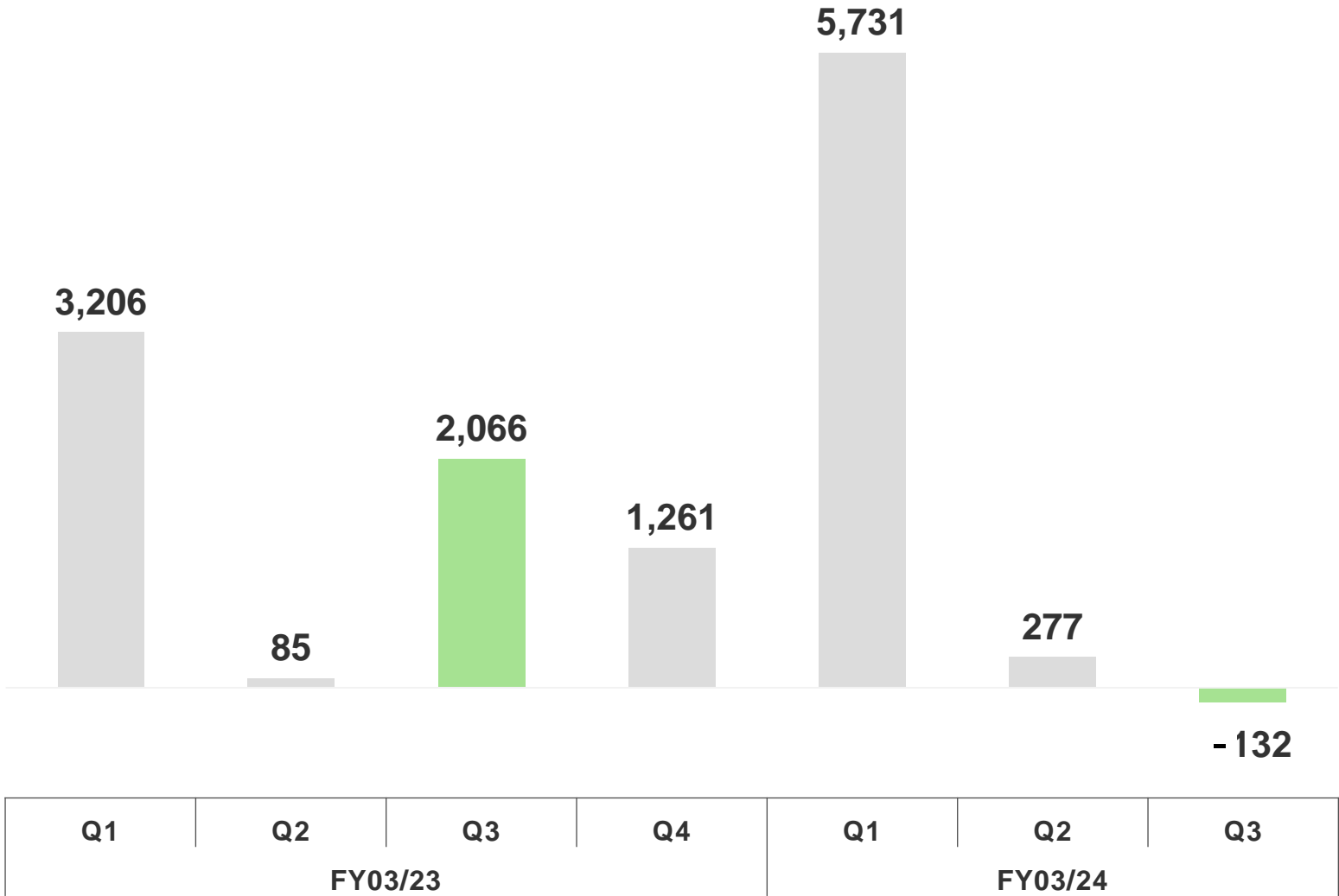
# Investment Business: Sales and Operating Profit

Because of the nature of the business, quarterly performance is subject to high volatility, affected by the timing of the sale of shares we hold, among other factors. However, results are progressing in line with our full-year plan.

Sales Trend (Millions of yen)



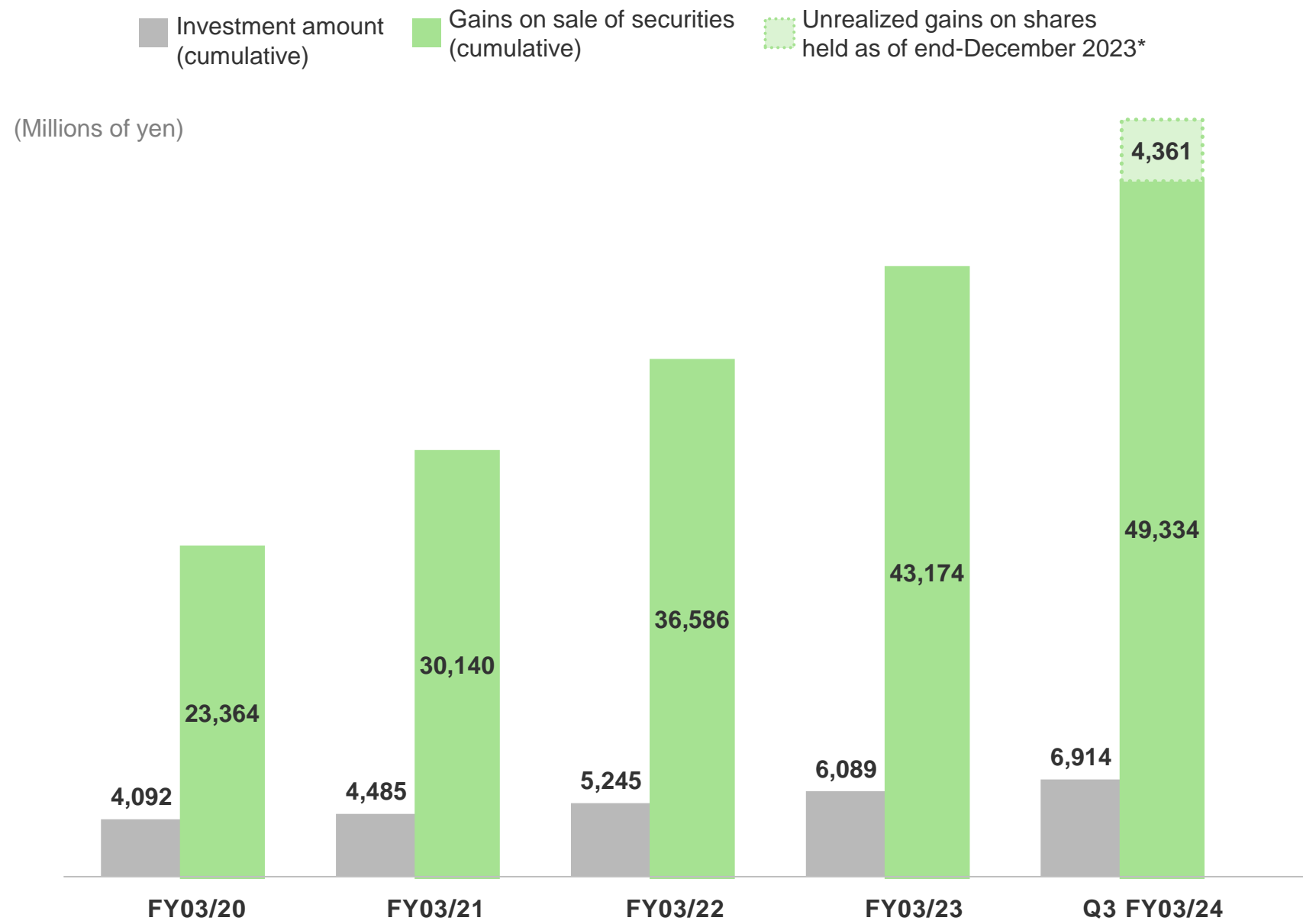
Operating Profit Trend (Millions of yen)



# Investment Business: Investment Track Record

As of Q3 FY03/24, we have invested a total of approximately ¥6.9 billion on a cumulative basis and our gains on sale of securities, combined with unrealized gains, stood at roughly ¥53.6 billion.

Investment Track Record (since January 2013)



Breakdown of Operational Investment Securities

	Investee Companies	As of December 31, 2023 (amount on BS)
Listed shares	<div>•Mercari, Inc.</div> <div>•Wonder Planet, Inc.</div> <div>•CyberBuzz, Inc.</div> <div>•Socialwire Co., Ltd.</div> <div>•Interworks Confidence Inc.</div> <div>•Excite Holdings Co., Ltd.</div>	Approx. <b>¥2.7</b> bn*
Unlisted shares	<b>81</b> companies	Approx. <b>¥3.5</b> bn
LP investments	<b>36</b> funds	Approx. <b>¥1.5</b> bn

\*Figures for unlisted shares were calculated based on latest reports from the issuers.

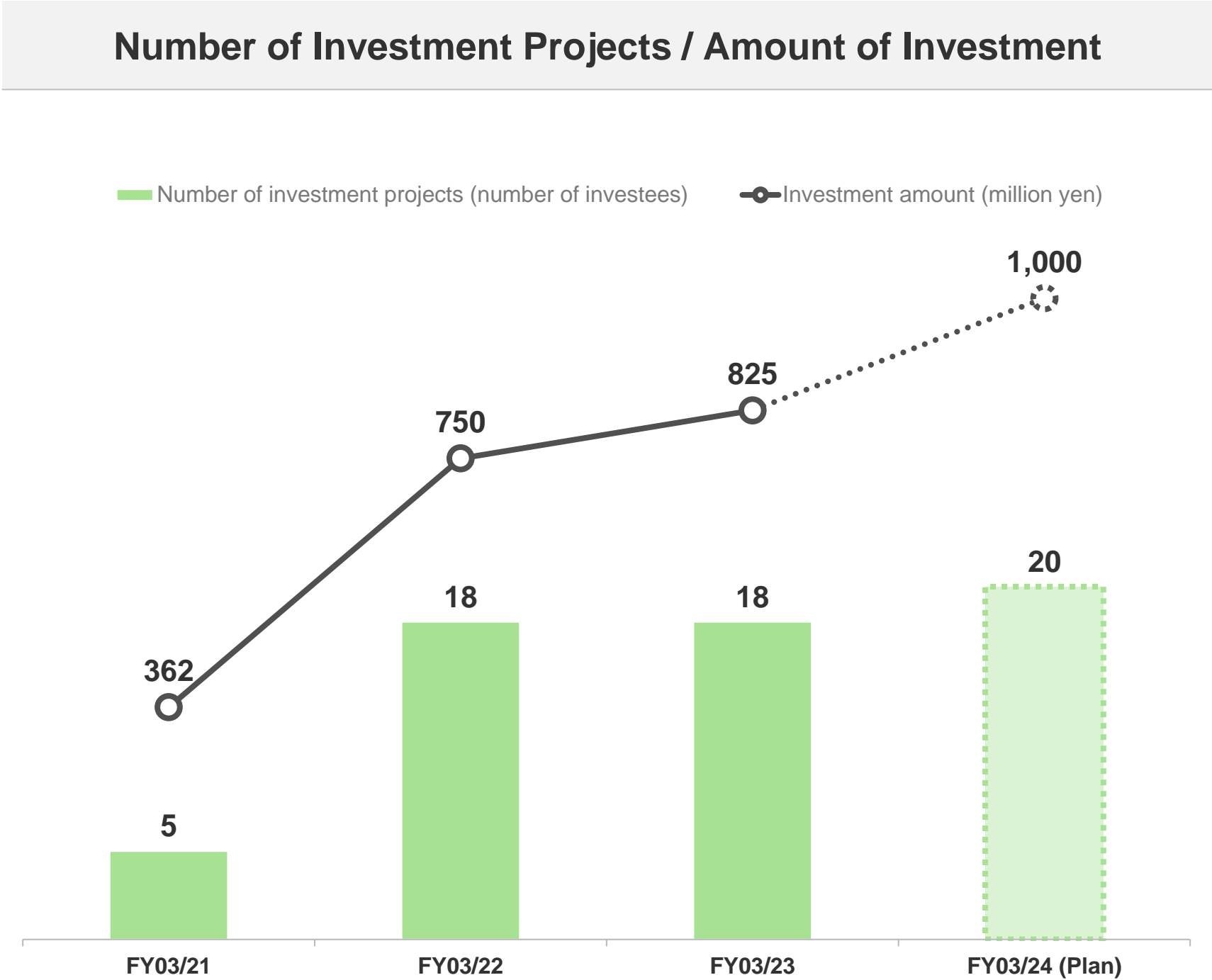
\* We have forward contracts for some stocks. Including derivatives in the balance sheet, the amount was ¥3,807 million as of end-December 2023.

# Investment Business: Strategy for FY03/24

Drawing on our two competitive advantages, we will boost the number of investment projects in promising startups. We plan to invest a total of ¥1.0 billion\*1 in 20 companies this fiscal year.

As the lead investor\*2, we will step up investment execution and bolster our hands-on support.

Competitive Advantages	
Investments using own funds	<ul style="list-style-type: none"><li>• We can invest with flexibility, without having to limit the amount of capital provided or the ratio of stake acquired per project.</li><li>• We can invest in business domains that require time for growth because, unlike other VC funds, there is no need to limit the investment period.</li></ul>
Reach to a wide range of startups	<ul style="list-style-type: none"><li>• We have access to a wide range of startups thanks to our track record of numerous investments and exits, the network we established with venture capitalists and top management of startups, and our investment in 36 external funds as an LP.</li></ul>



\*1 Equivalent to the scale of a ¥4 billion-plus fund (if committed over three years)

\*2 The largest investor in the investment round

# Investment Business: New Investee

We invested in Yukimai Design Co., Ltd. as a lead investor. Yukimai Design aims to expand the organic rice market in Japan and overseas and raise the income levels of the producers. To this end, it offers comprehensive support by developing an autonomous weed suppressing robot for paddy fields and handling production support, distribution, and sale of organic rice.

## Initiatives of Yukimai Design Co., Ltd.\*1



Enables business expansion in a growth market while resolving agricultural issues

### Development of Aigamo-Robo, an autonomous weed suppressing robot for water-filled paddy fields

Reduce burden on farmers; reduce environmental impact

### Production support, distribution, and sale of organic rice

Raise the price of rice by expanding distribution of organic rice

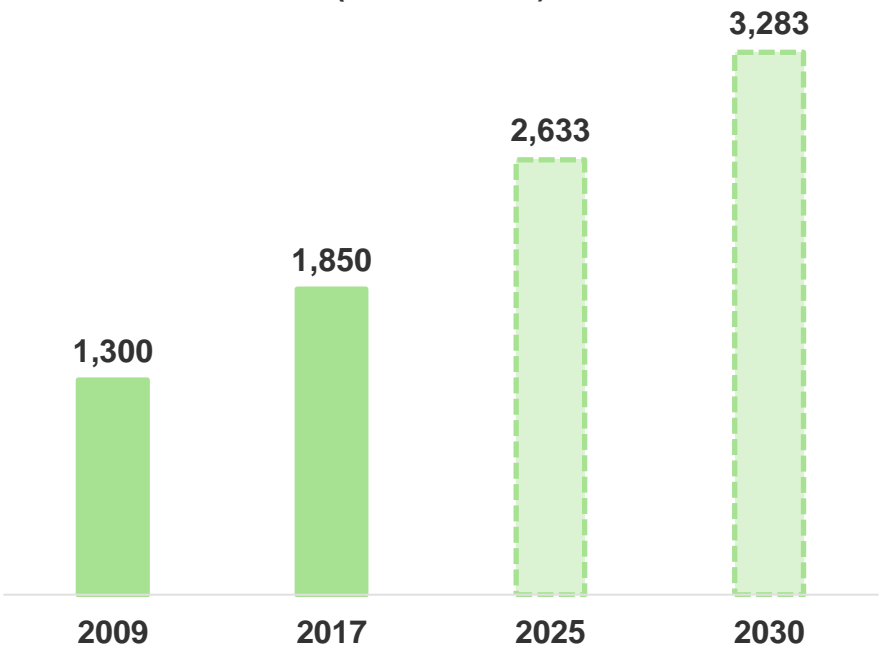
## Market environment for organic farming

### Agricultural issues

- Aging farmers
- Environmental impact of pesticides and chemical fertilizers
- Decline in food self-sufficiency
- Falling rice prices

The organic rice and organic materials market is a growth market, thanks to the expanding organic foods market and the promotion of organic farming as a national policy.\*2

Size of Japan's organic foods market (¥'000 million)\*3











































### Market size of organic farming

\*1 [“Yukimai Design × United: Beyond Just Doing Something Good. Exploring a Strategic Structure to Pursue Both Social Significance and Profitability as a Farming Business,”](#) FASTGROW

\*2 Source: [Strategy for Sustainable Food Systems, MIDORI](#), “Increase in organic farming to 1Mha (equivalent to 25% of farmland),” Ministry of Agriculture, Forestry and Fisheries

\*3 Source: [“Setting of Targets under the Basic Policy on Promotion of Organic Farming,”](#) Ministry of Agriculture, Forestry and Fisheries

Investment Business: Major Startup Investments

Post IPO	Middle to Later Stage		Seed to Early Stage					
					Gotoschool inc.		<i>Ms.Engineer</i>	
		Stockmark 	MentaRest					
	Paytner				株式会社 ライトライト			
		<u>inglewood</u>	xxxxnese		Anyplace			
	SOCIAL INTERIOR	<i>Biophilia inc.</i>		ATOM ica				
								
	GRACIA							

We expect to record gains on distribution from the multiple external funds (36 in total) we invest in as an LP. These funds also serve as our source of new investment projects, as they allow us to reach out to over 1,000 startups.

Major Funds We Invest in as LP				
				
				
				
				
				

# Education Business

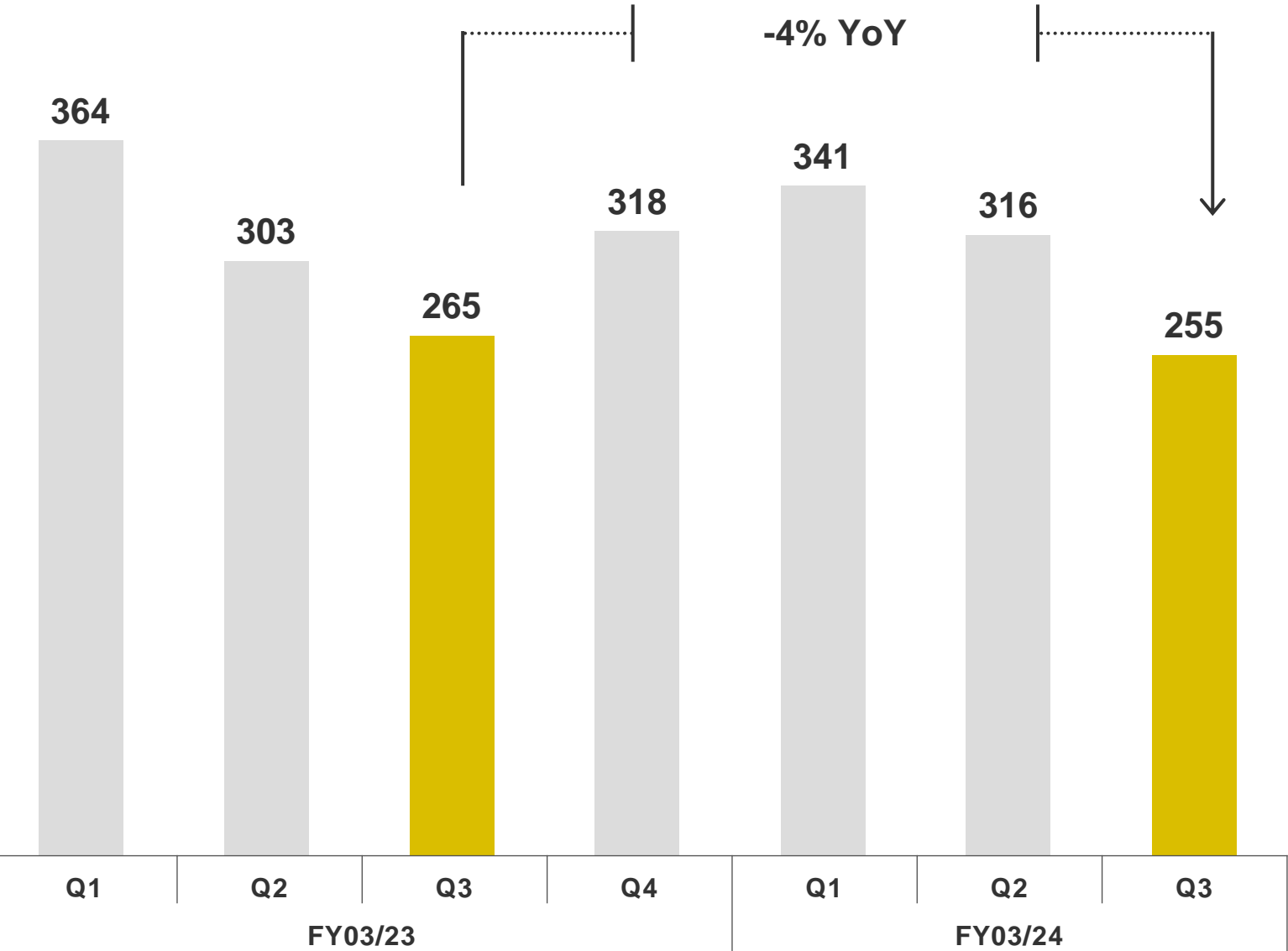
---



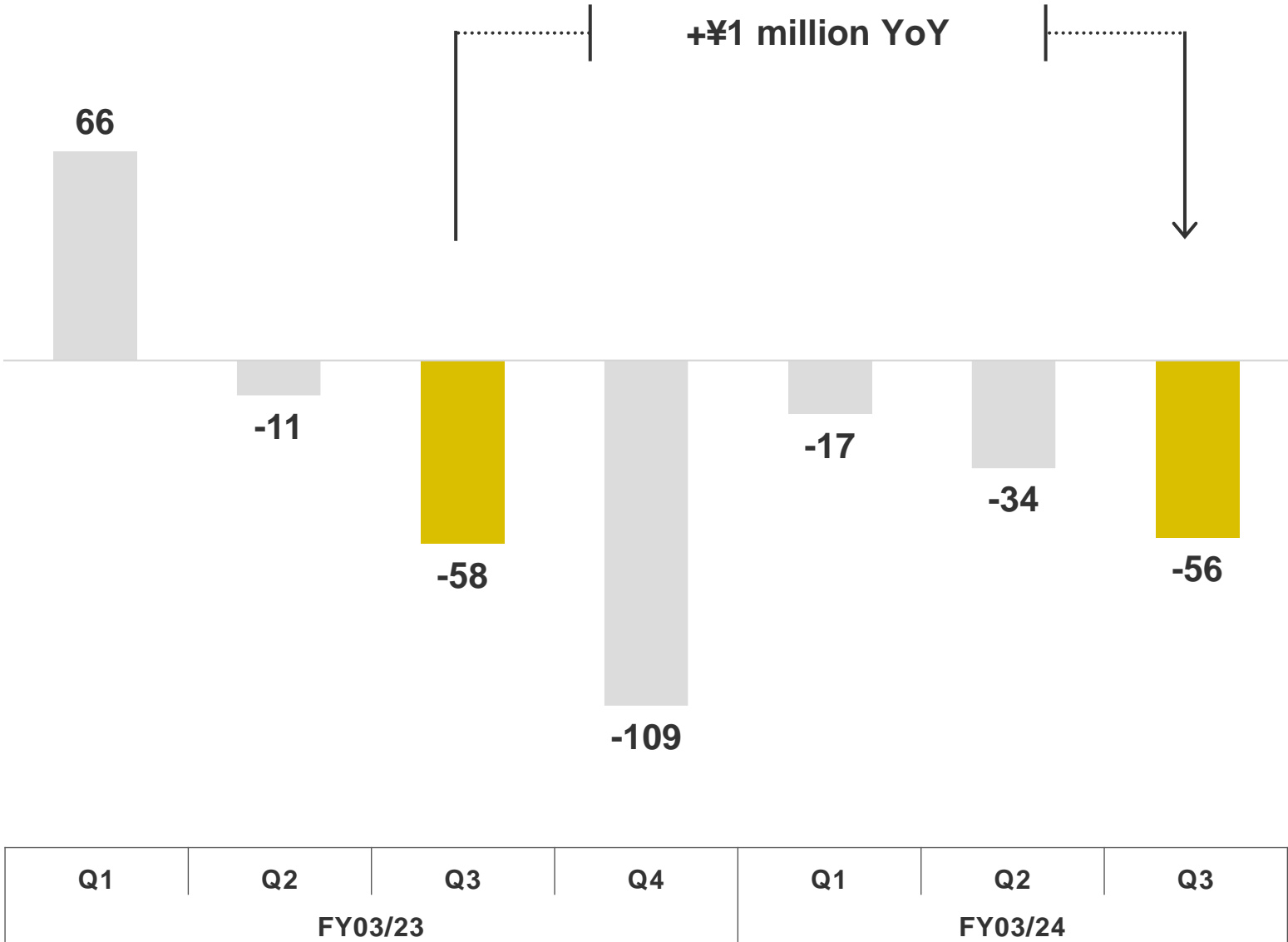
# Education Business: Sales and Operating Profit

Q3 sales declined YoY on lower sales in courses for corporations.  
Operating profit came in largely flat YoY.

Sales Trend (Millions of yen)



Operating Profit Trend (Millions of yen)



We will focus on LINE Yahoo TechAcademy\* and generative AI-related courses to strengthen our efforts in supporting individuals' career changes and reskilling.

### Focus business (1)–Line Yahoo TechAcademy

**LINEヤフー テックアカデミー**

Students gain practical skills that are based on LINE Yahoo's expertise.

### Focus business (2)–Generative AI-related courses

Began in June 2023

**First Prompt Engineering Course**

Began in Sep. 2023

**LLM Application Development Course**

Students gain the skills to utilize AI in actual work.

\* Taking advantage of the practical technologies of LINE Yahoo, the academy enables students without any programming experience to be work-ready as a web engineer in just four months. Also supports the students' career-change activities.

LINE Yahoo TechAcademy was chosen for the Reskilling-based Career Development Support Program led by the Ministry of Economy, Trade and Industry.

We launched a new corporate program for developing human resources capable of utilizing data and AI.

Personnel Development Program Centered on Data and AI Utilization

Began in  
January 2024

**AI Utilization Academia  
Course**  
(Regular version / Shortened version)

An AI resource development course targeting non-engineers.  
The course is particularly suitable for personnel seeking to improve the efficiency of existing operations, as well as personnel handling new business.

**Basic Course on  
Data Utilization**

Training program on big data and statistics, extended to the employees of LINE Yahoo.  
The course is particularly suitable for front-line business people wishing to utilize data in their work.

**Web Application  
Development Course**

Course based on the curriculum of LINE Yahoo TechAcademy.  
The course is particularly suitable for those who want to learn programming and other skills, as well as those without any related experience.

# Education Business: Examples of Reskilling Support Offered to Corporations

## MUFG Bank, Ltd.

Support the reskilling of over 200 bank employees by using TechAcademy as a self-development program



Challenge	Creation of an educational environment for acquiring more constructive IT and digital skills, such as programming.
Utilization method	Add programming training to the lineup of IT and digital-related training sessions offered in-house regularly.
Effect	To make employees capable of drafting realistic plans by gaining programming experience to understand the difficulties and key points in incorporating the technology into business.

## ITOCHU Techno-Solutions Corporation

Apply the AI Prompt Engineering Course to develop personnel capable of utilizing generative AI



Current state	Development of young resources who can think on their own about ways to utilize generative AI in their work.
Utilization method	Conduct practical workshops that aim for outputs from which the participating employees can learn proactively.
Effect	Employees who received training have come up with multiple concrete outputs that can be put to practice using generative AI.

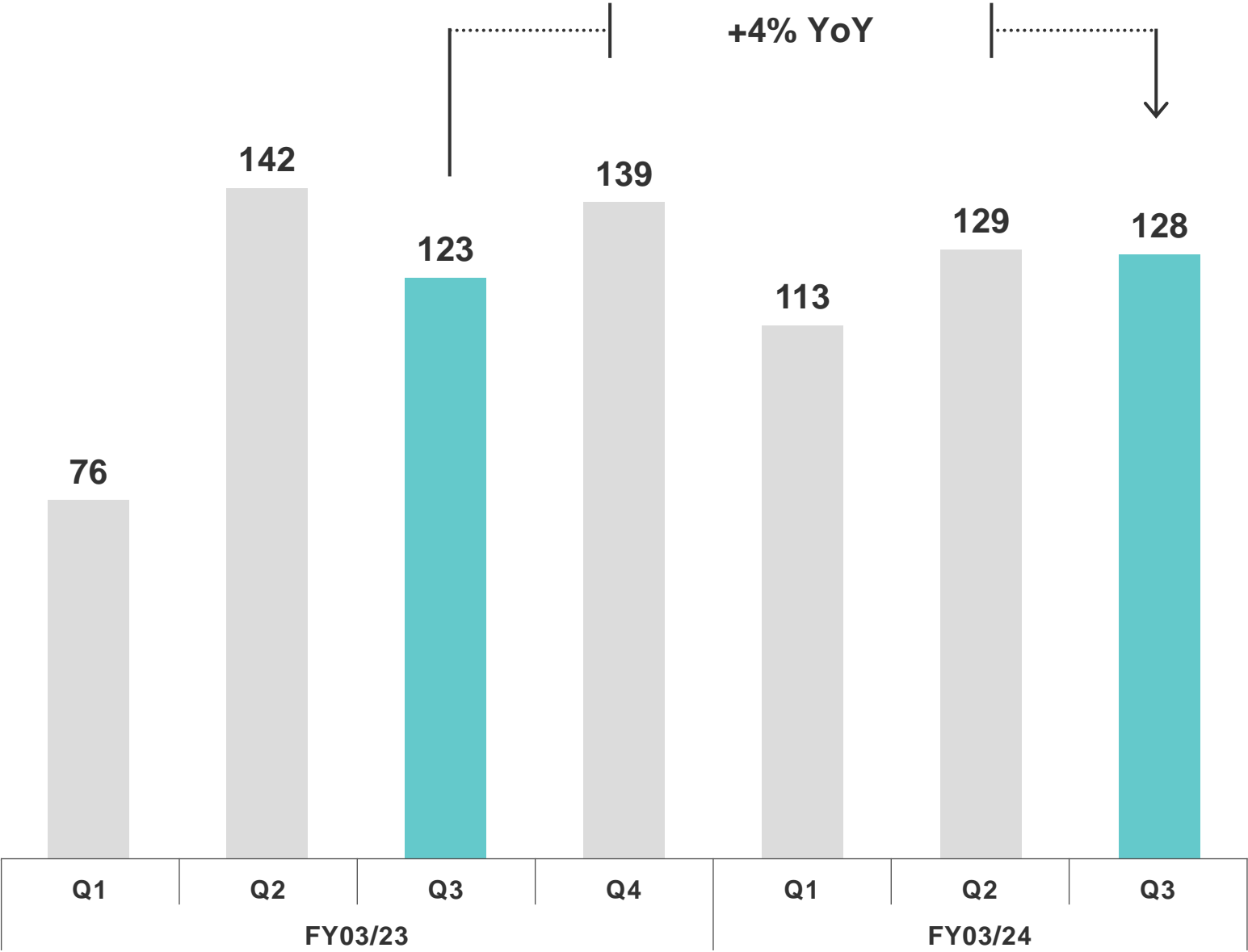
# Personnel Matching Business

---

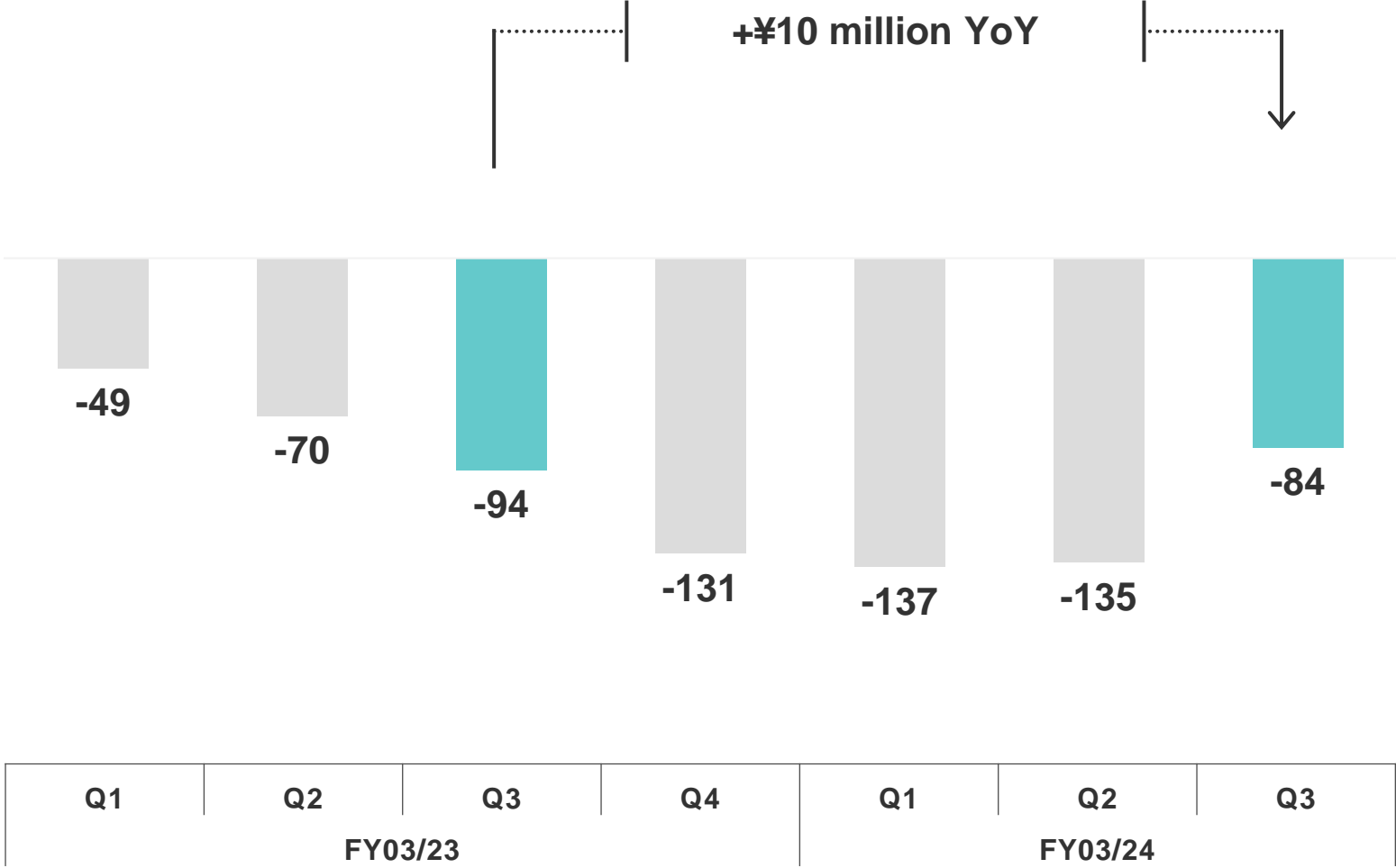
# Personnel Matching Business: Sales and Operating Profit

Q3 sales grew YoY, fueled by the inclusion of ONX inc.’s performance in our consolidated results from this quarter. To accomplish medium-term growth moving forward, we will continue upfront investments centered on Kasooku inc.’.

Sales Trend (Millions of yen)

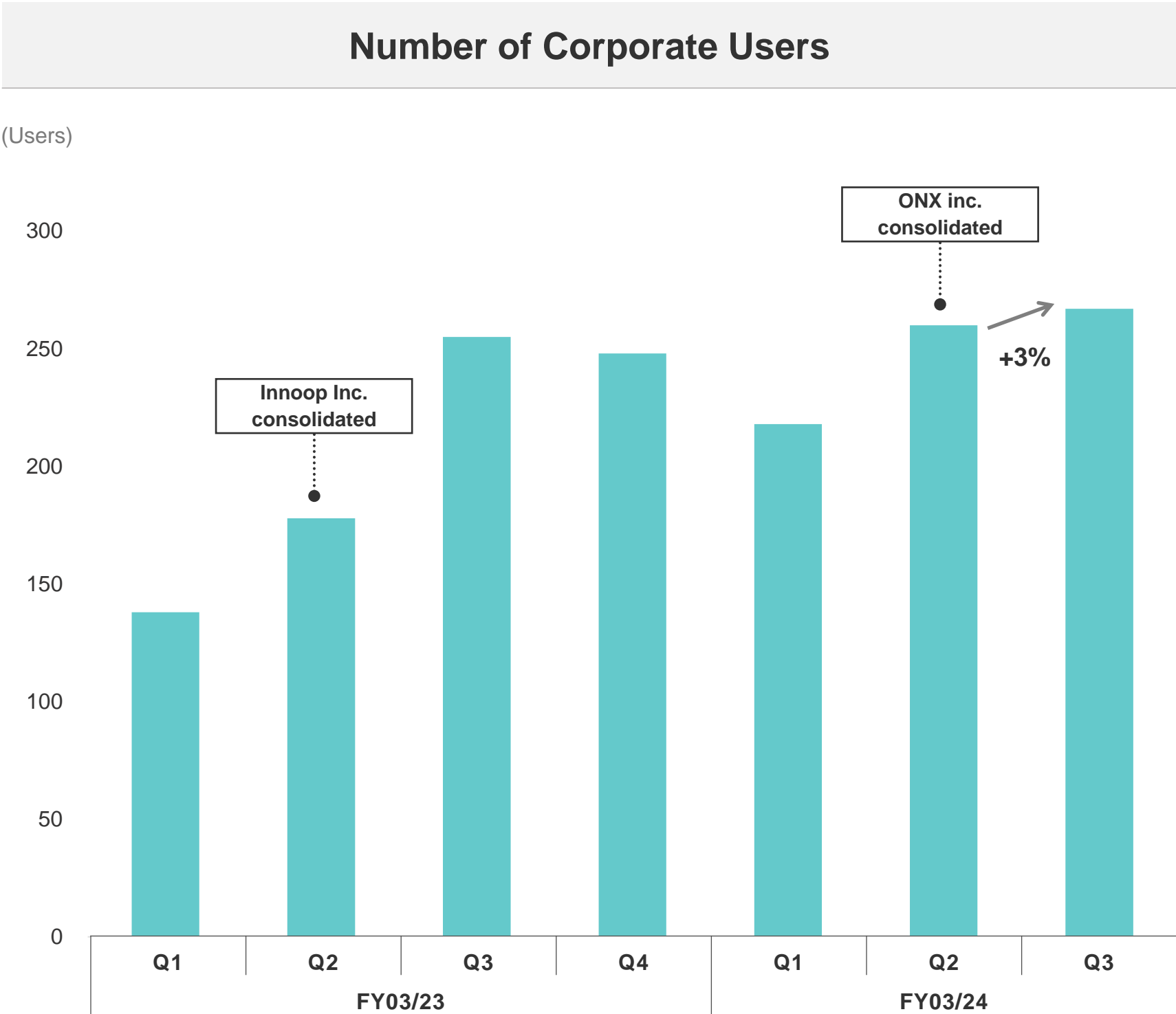
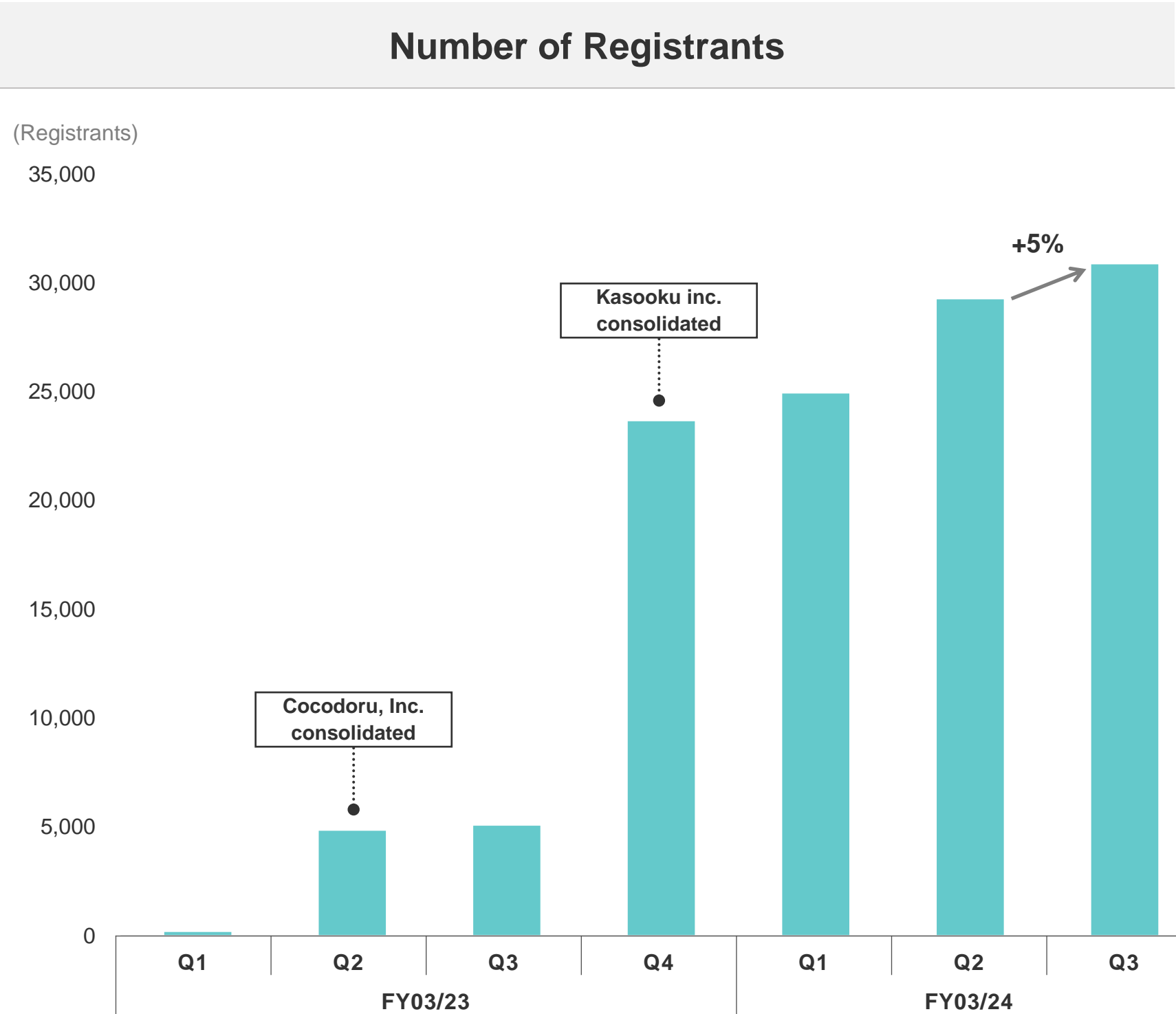


Operating Profit Trend (Millions of yen)



# Personnel Matching Business: Increasing the Number of Registrants and Corporate Users

Total registrants\* and corporate users were up QoQ, thanks to increases at all entities.



\* Job seekers registered with our services

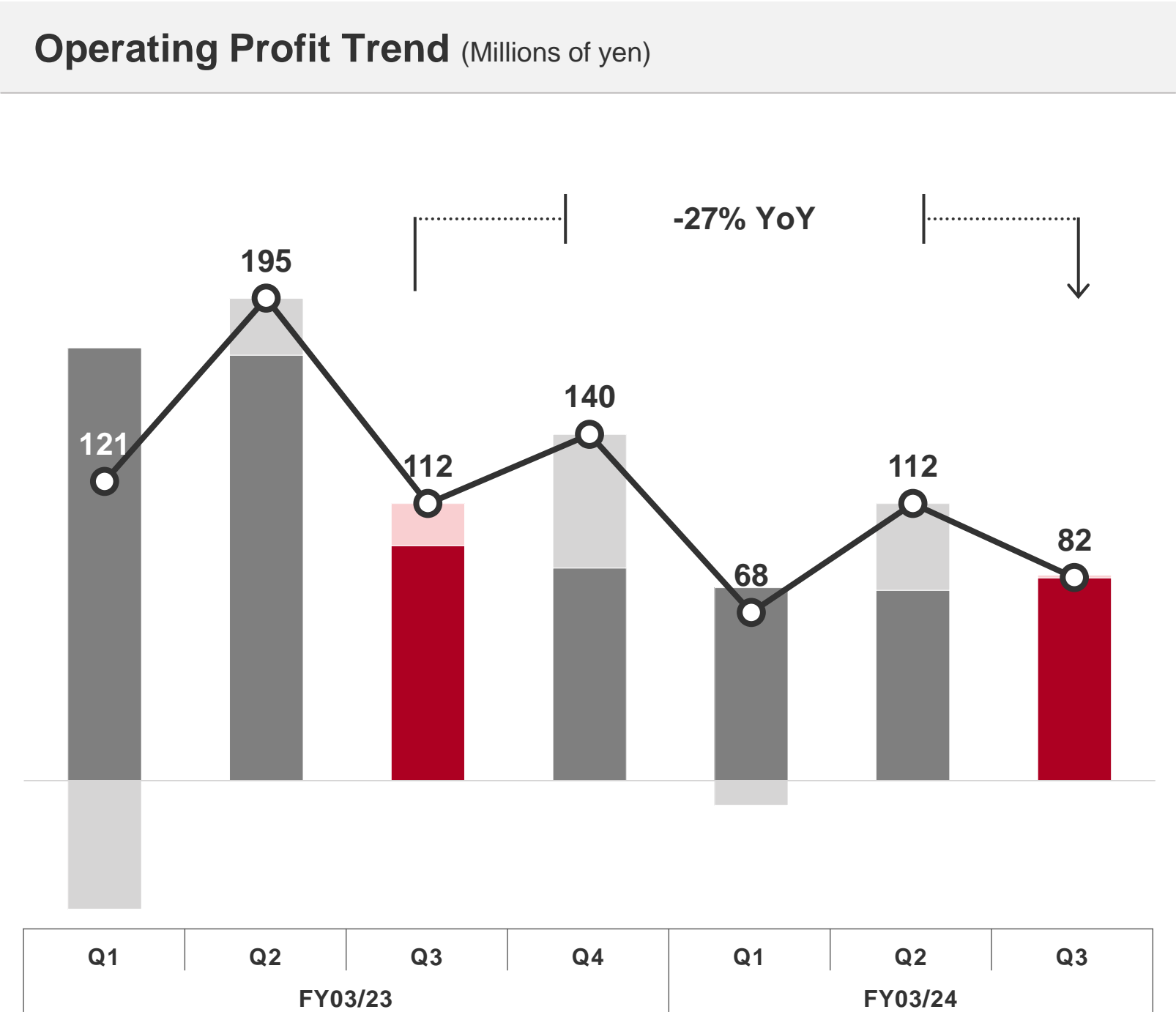
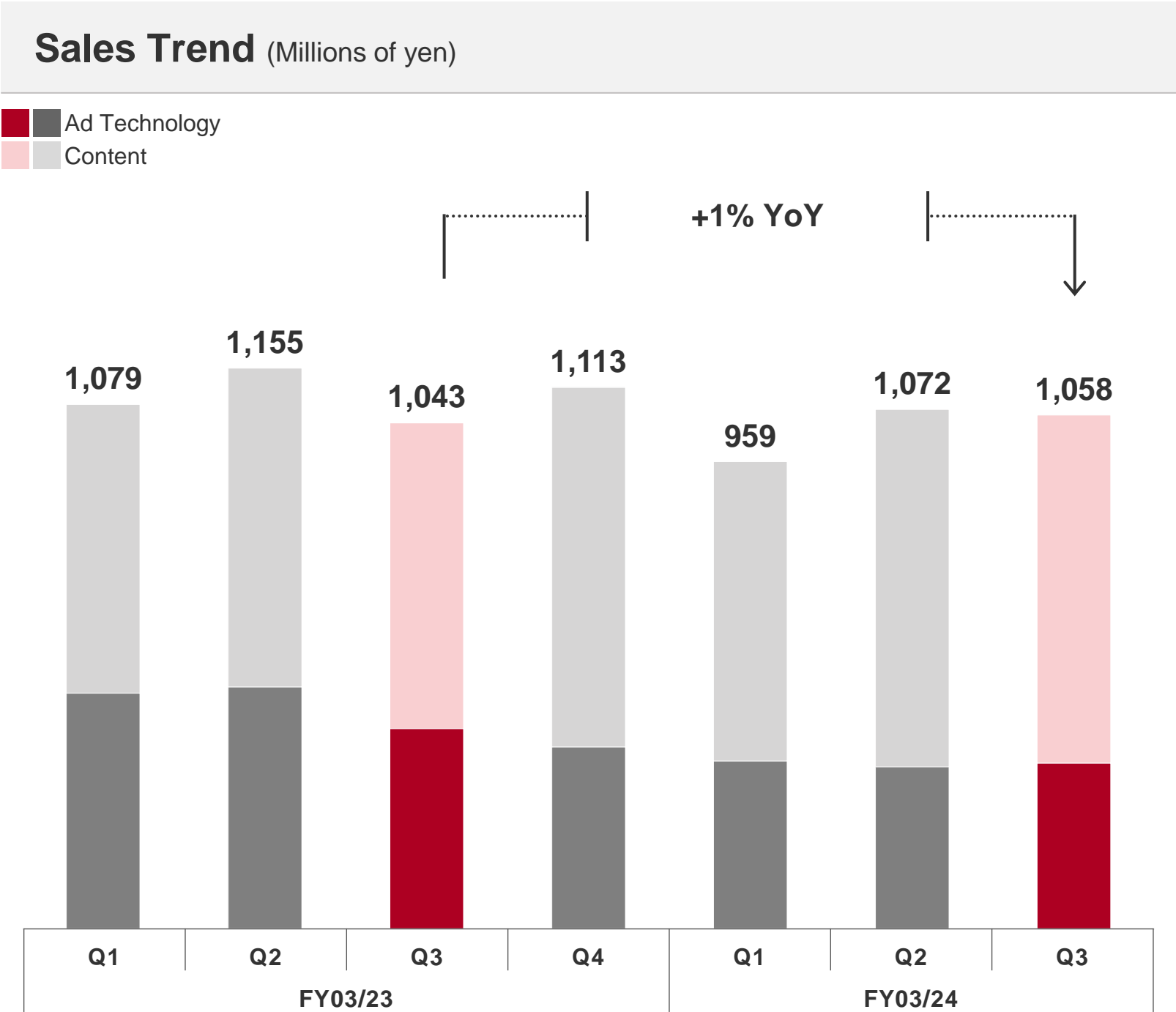
# Ad Tech/Content Business

---



# Ad Tech/Content Business: Sales and Operating Profit

In the Content business, Q3 sales increased YoY mainly due to business growth at Fogg, inc.  
In the Ad Technology business, Q3 sales and operating profit fell YoY owing to a decline in the amount of ad placements by major advertisers.



\*UNITED Marketing Technologies, Inc.

# Agenda

- 1 Financial Highlights of the First Nine Months of FY03/24 ..... p.3
- 2 Q3 FY03/24 Business Overview ..... p.9
- 3 Appendix ..... p.27**

All opinions, forecasts, and outlooks expressed in this presentation reflect the judgement of United, Inc. based on the information available at the time the material was created, and actual performance and results may differ substantially due to changes in various factors. Company names and product names are trademarks or registered trademarks of the respective companies.

# Consolidated P/L Statement for Q3 FY03/24 (Cumulative)

(Millions of yen)	Q3 FY03/23 (cumulative)	Q3 FY03/24 (cumulative)	YoY (%)
Sales	10,175	10,786	+6.0%
Gross profit	7,030	7,429	+5.7%
SG&A expenses	2,096	2,466	+17.6%
Operating Profit	4,933	4,963	+0.6%
Non-operating profit	30	26	-13.9%
Non-operating expenses	14	16	+12.0%
Ordinary Profit	4,948	4,972	+0.5%
Extraordinary profit	359	23	- 93.5%
Extraordinary losses	3	610	+15,187.2% <sup>*1</sup>
Profit before income taxes	5,304	4,385	-17.3%
Net Income <sup>*2</sup>	3,591	2,675	-25.5%

<sup>\*1</sup> Mainly the impact of recording the balance of unamortized goodwill as extraordinary losses in Q2

<sup>\*2</sup> Refers to net income attributable to owners of parent

# Consolidated P/L Statement for Q3 FY03/24, by Business

(Millions of yen)	Q3 FY23/03	Q3 FY03/24	Difference	
			YoY (Amount)	YoY (%)
<b>Sales</b>	3,537	1,616	-1,921	-54%
Investment	2,110	175	-1,934	-92%
Education	265	255	-10	-4%
Personnel Matching	123	128	+4	+4%
Ad Tech/Content	1,043	1,058	+15	+1%
Other	-5	-2	+3	-
<b>Gross Profit*1</b>	2,528	366	-2,161	-85%
Investment	2,084	-84	-2,168	-
Education	47	62	+14	+31%
Personnel Matching	44	37	-7	-17%
Ad Tech/Content	355	353	-2	-1%
Other	-4	-1	+2	-
<b>SG&amp;A Expenses</b>	731	772	+40	+5%
<b>Operating Profit</b>	1,796	-405	-2,201	-
Investment	2,066	-132	-2,198	-
Education	-58	-56	+1	-
Personnel Matching	-94	-84	+10	-
Ad Tech/Content	112	82	-30	-27%
Other	-229	-213	+16	-
<b>Ordinary Profit</b>	1,802	-406	-2,209	-
<b>Net Income*2</b>	1,217	-405	-1,622	-

\*1 Cost of sales for each business mainly includes advertising, outsourcing, and personnel expenses

\*2 Refers to net income attributable to owners of parent

# Consolidated B/S Statement

(Millions of yen)	End of FY03/23 (March 31, 2023)	End of Q3 FY03/24 (December 31, 2023)	Difference
Current assets	27,891	24,743	-3,148
Cash & deposits	13,370	13,607	+236
Operating investment securities	11,236	7,786	-3,449 <sup>*1</sup>
Non current assets	4,426	2,555	-1,870 <sup>*2</sup>
Amortization of goodwill	905	255	-650 <sup>*3</sup>
Total assets	32,318	27,298	-5,019
Current liabilities	2,777	2,280	-496 <sup>*4</sup>
Non-current liabilities	2,893	1,165	-1,728
Deferred tax liabilities	2,838	1,111	-1,726 <sup>*1</sup>
Total liabilities	5,671	3,446	-2,225
Net assets	26,647	23,852	-2,794
Unrealized gain on securities	3,934	1,160	-2,773 <sup>*1</sup>

<sup>\*1</sup> Of this amount, the impact of revaluation (mark-to-market) and disposal of operational investment securities (listed shares) were as follows:

Operational investment securities -¥3,887 million

Deferred tax liabilities -¥1,081 million

Unrealized gain on securities -¥2,773 million

<sup>\*2</sup> The decrease in derivative assets mainly due to the partial expiration of derivative contracts had an impact of -¥2,088 million

<sup>\*3</sup> Of this amount, the impact of extraordinary losses recorded was -¥570 million

<sup>\*4</sup> The decrease in income taxes payable mainly due to a YoY decline in taxable income had an impact of -¥511 million

# **Maximize willpower and accelerate the betterment of society.**

People who push themselves forward.  
Businesses that move society forward.

The betterment of society is driven by people and  
businesses with willpower.

Strong willpower is the source of energy that  
changes society for the better.

UNITED will maximize this energy and willpower.

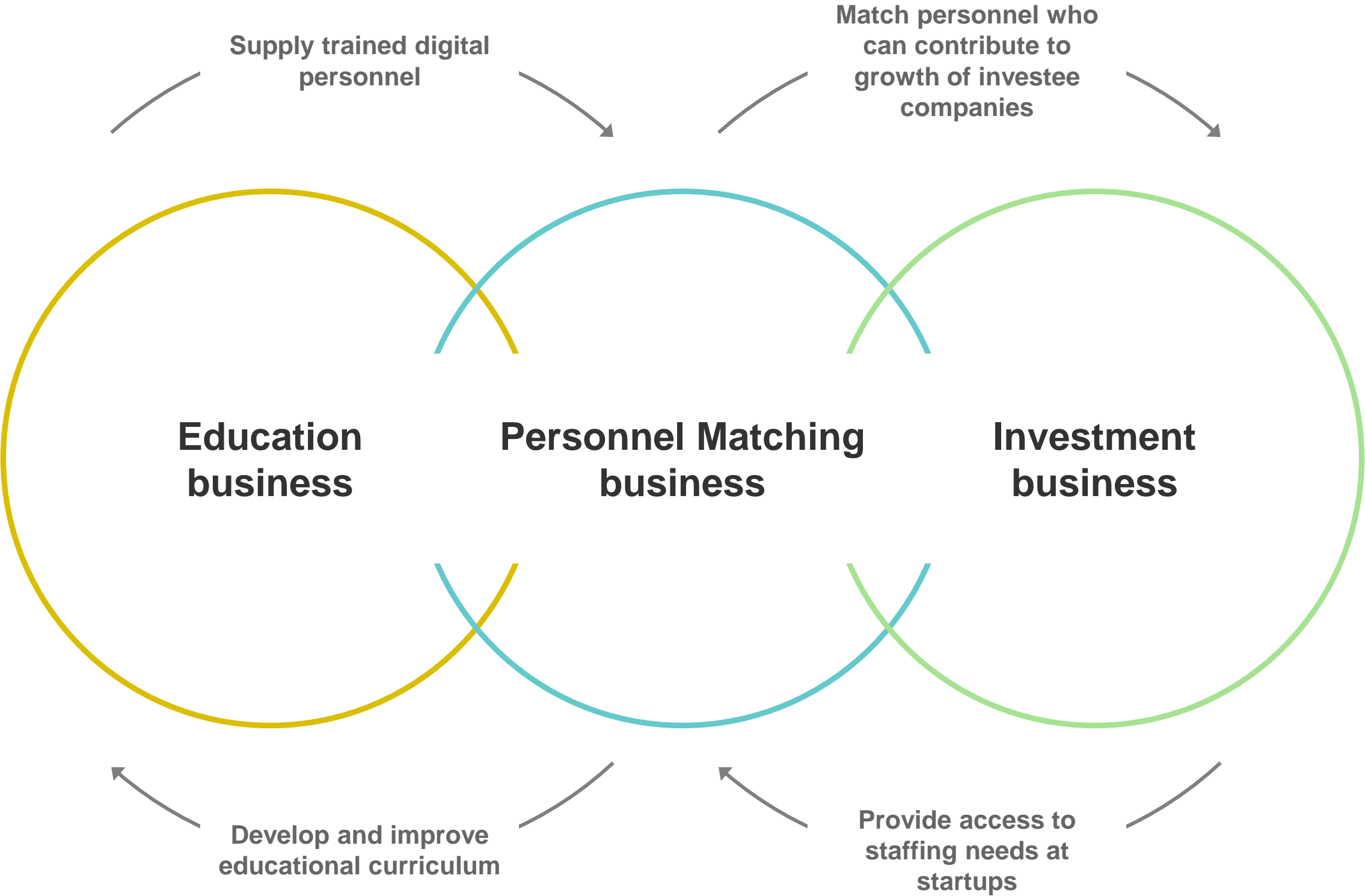
We will provide knowledge and opportunities to  
people with willpower.  
We will provide funds and know-how to businesses  
with willpower.  
And when both parties meet, their mutual growth  
will spark even further growth.  
This cycle of growth will enrich society.

We will move society in a better direction faster  
with willpower.

We will maximize willpower and accelerate the  
betterment of society.

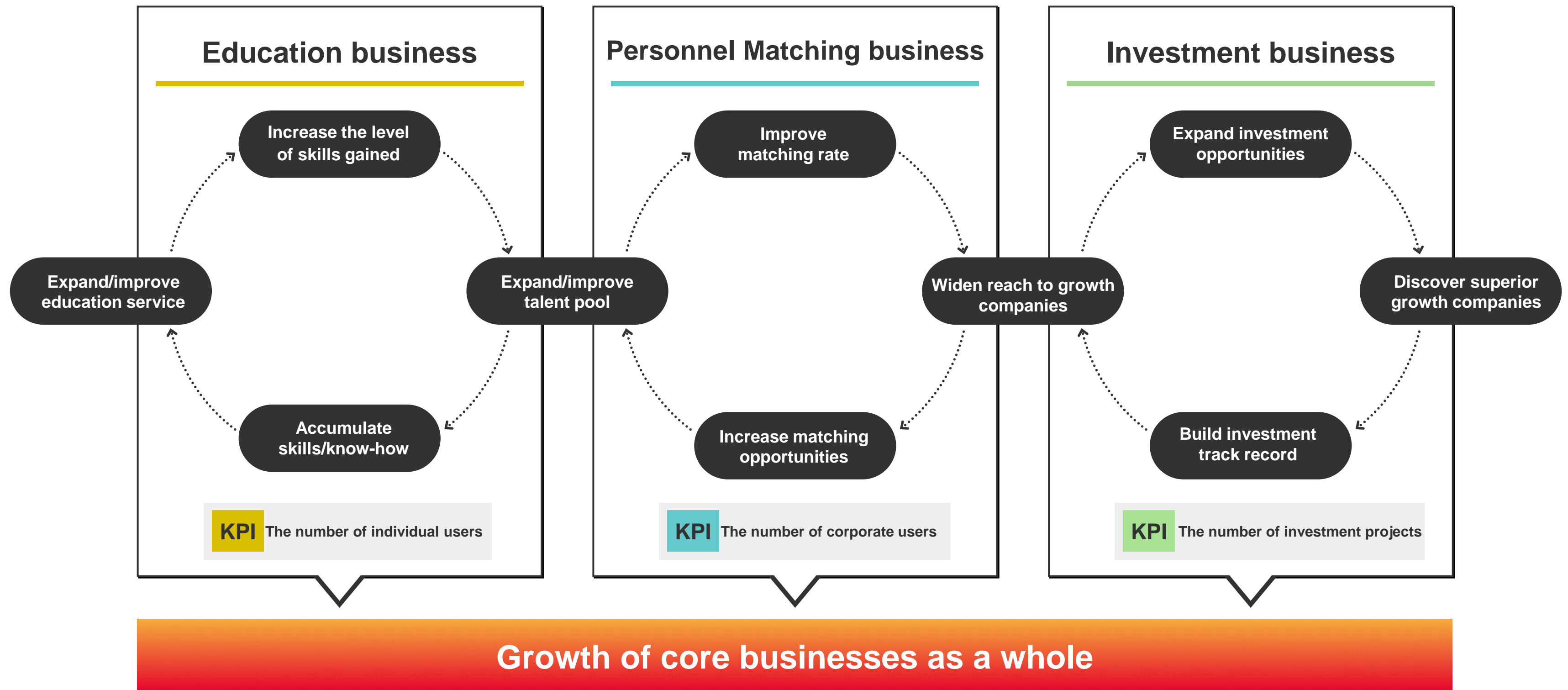
# Collaboration of the Core Businesses

We will create synergies by strengthening collaboration of our core businesses.



## Growth Mechanism

We will build a unique growth mechanism where the growth of each core business will lead to mutual enhancement of competitive strengths and KPIs.





**We provide funds and know-how to entrepreneurs with willpower in order to raise the success rate of startups.**

---

- **Fostering startups is vital to the Japanese economy.**
- **United will raise the success rate of startups and accelerate their growth by providing funds and support.**

# Investment Business: Market Environment

The Japanese government has set forth “the enhancement of support toward startups” as a major agenda in its so-called Big-Boned Policy and formulated the Startup Development Five-Year Plan, which targets ¥10 trillion in startup investments by fiscal 2027. Seeing this as a chance to expand investment opportunities, we are executing investments at an accelerated pace.

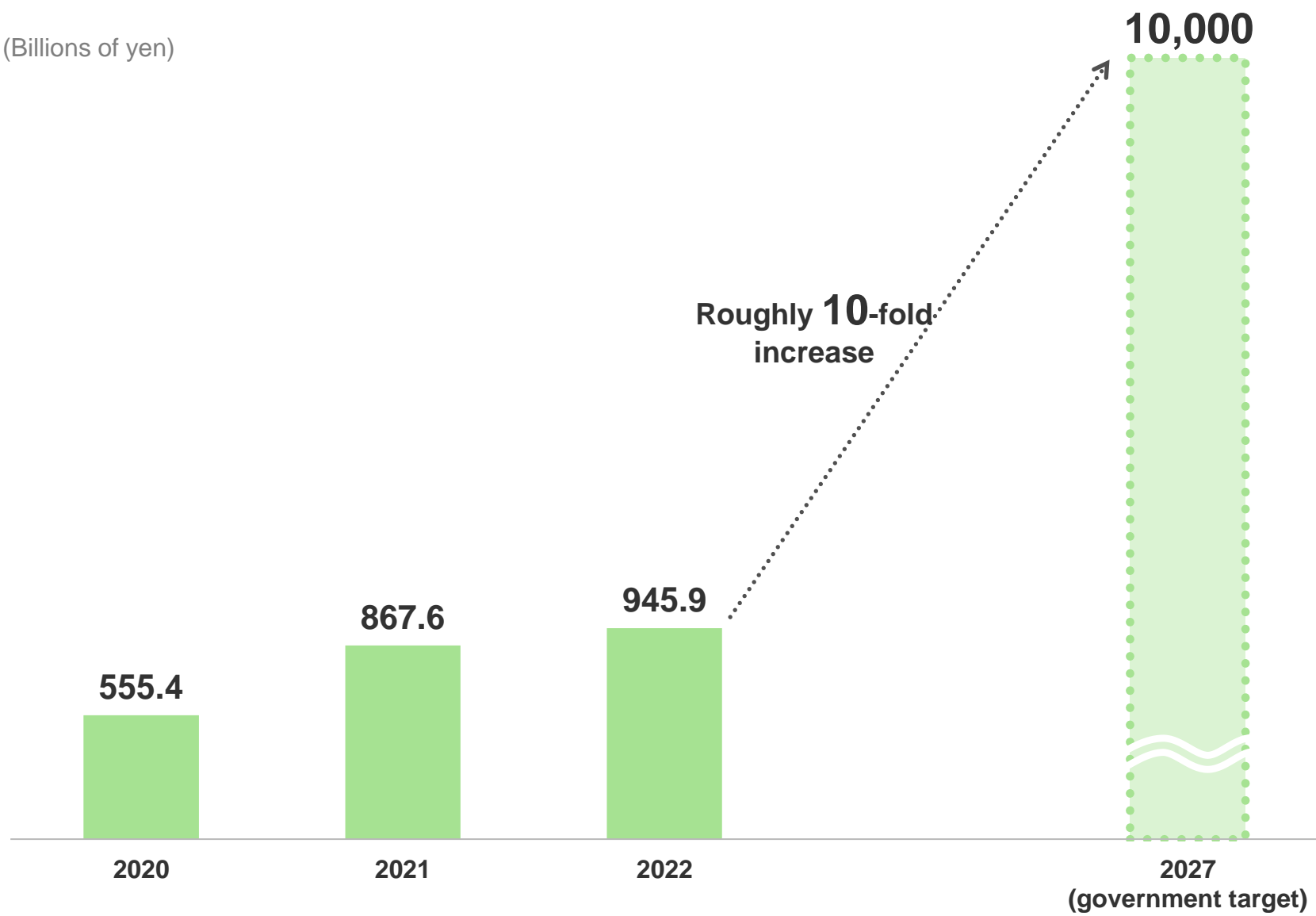
## Three pillars of the Startup Development Five-Year Plan

**Pillar 1** Develop human resources and put in place networks that enable establishment of startups

**Pillar 2** Strengthen funding for startups and diversify exit strategies

**Pillar 3** Promote open innovation

## Amount invested in domestic startups/government target

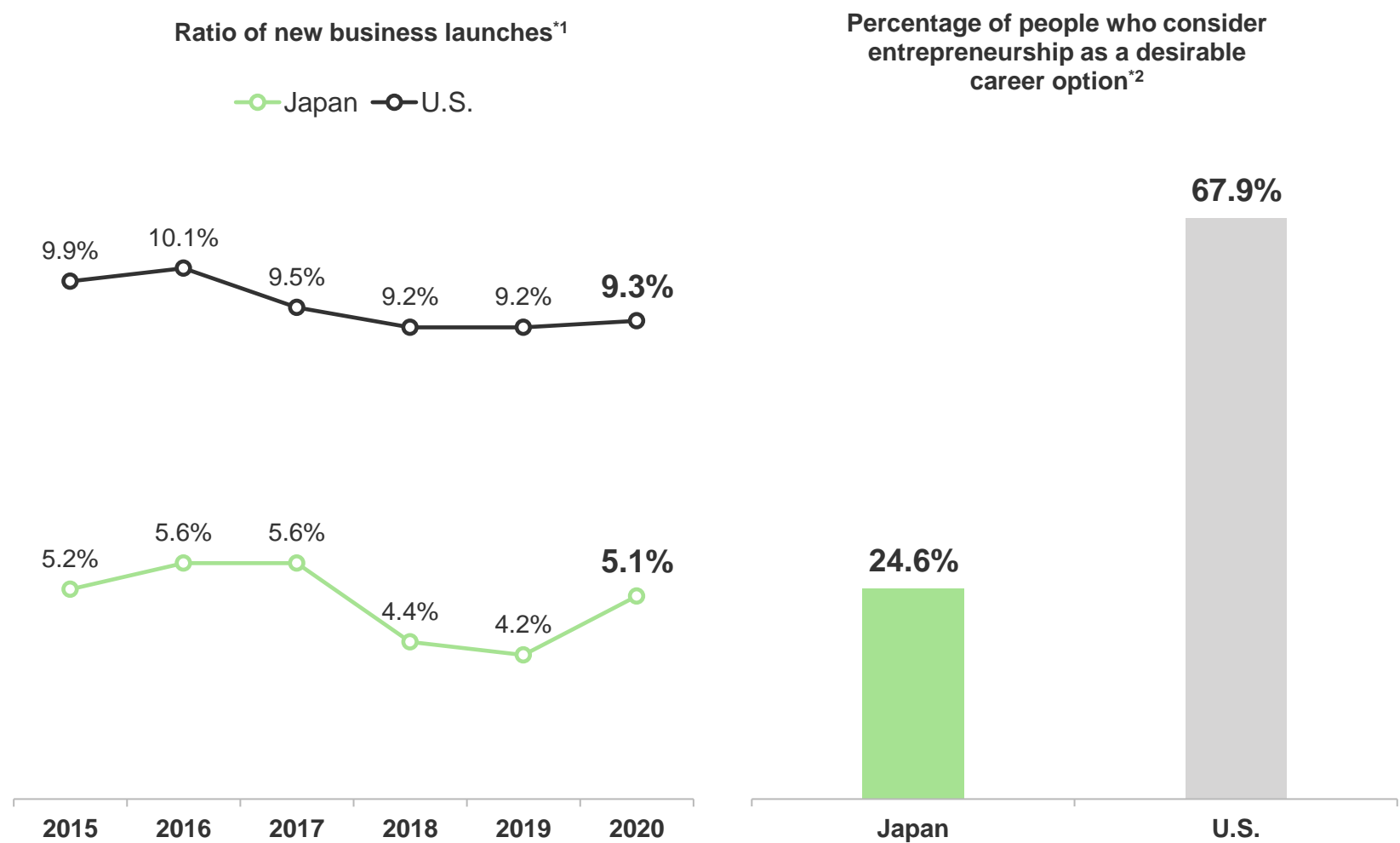


Source: [Japan Startup Finance 2022](#), “Amount of Funds Raised by Domestic Startups,” by Uzabase, Inc.  
[Japan Startup Finance 1H 2023 \(Latest Edition\)](#) by Uzabase, Inc.

In keeping with our purpose statement, we focus on investment in seed- to early-stage startups. We seek to enhance the value of startups by stepping up our efforts to provide hands-on support.

Reason behind our focus on seed- to early-stage startups

The ratio of new business launches and the percentage of people aspiring to start their own businesses are both low in Japan. To create new industries, it is crucial to invest and provide support from an early stage.



Source:  
\*1 [2022 White Paper on Small and Medium Enterprises in Japan](#) and [2023 White Paper on Small and Medium Enterprises in Japan](#) by The Small and Medium Enterprise Agency  
\*2 [Collection of Basic Data regarding Startups](#) by the Cabinet Secretariat, Government of Japan

Hands-on support

Examples of support offered by UVS\*3, our investee support organization

Formulation of business strategy/plan, financing support, formulation and execution of organizational strategy, digital marketing support, etc.

Matching of talent and startups through business collaboration

Collaboration with the Personnel Matching business

\*3 UNITED Venture Success. Investee support organization comprised of venture capitalists and consultants

**We provide an environment for growth  
to people with willpower.**

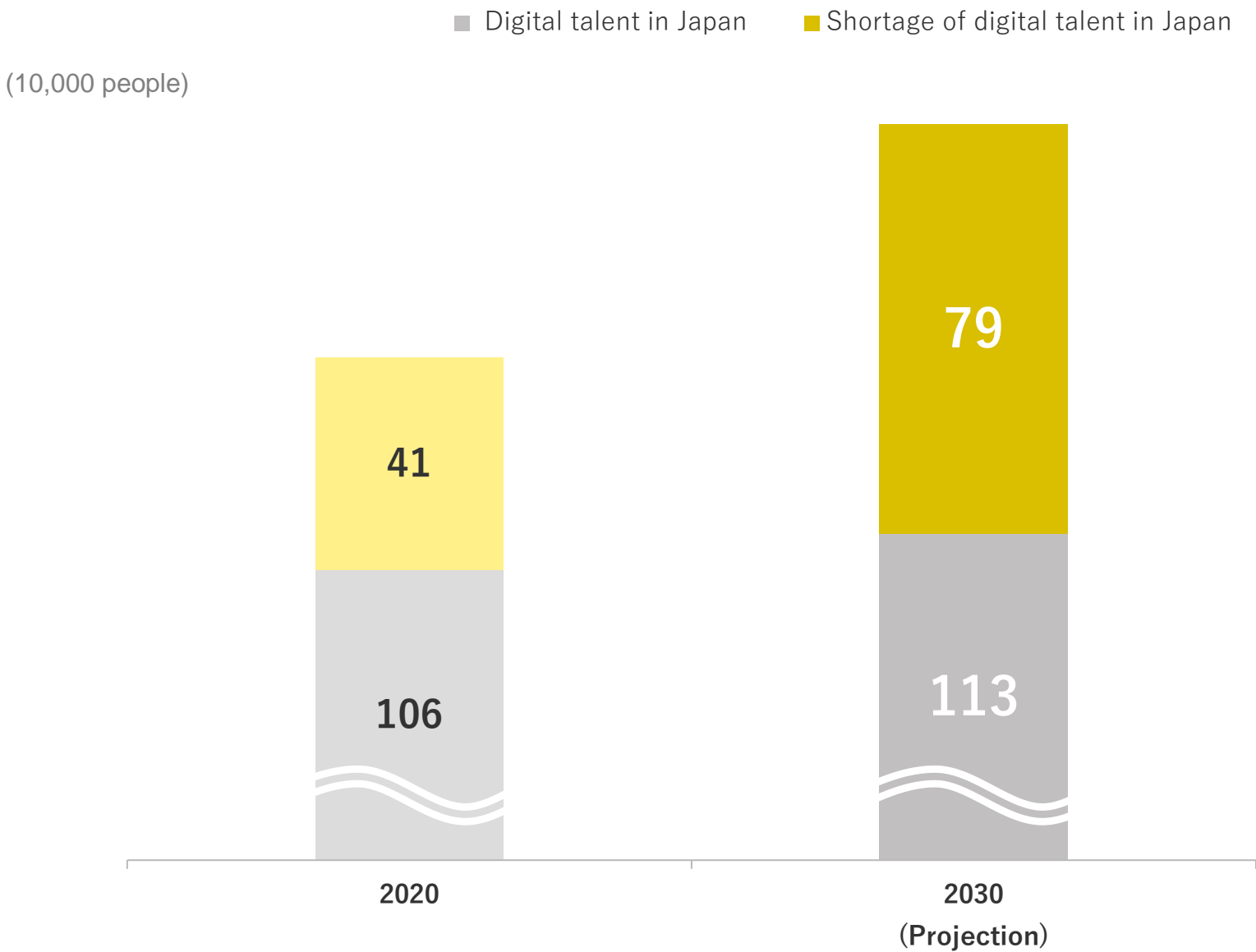
**We enrich society with opportunities and people  
who continue to pursue self-actualization.**

---

- **As the pace of changes in society accelerates, it becomes increasingly difficult to survive with knowledge and skills in just one area.**
- **We provide an environment that fosters wisdom so that individuals can realize what they aspire with strong will.**
- **Rather than simply providing wisdom, we also provide a place where that wisdom can be applied, thereby creating opportunities for individuals to achieve continued growth.**

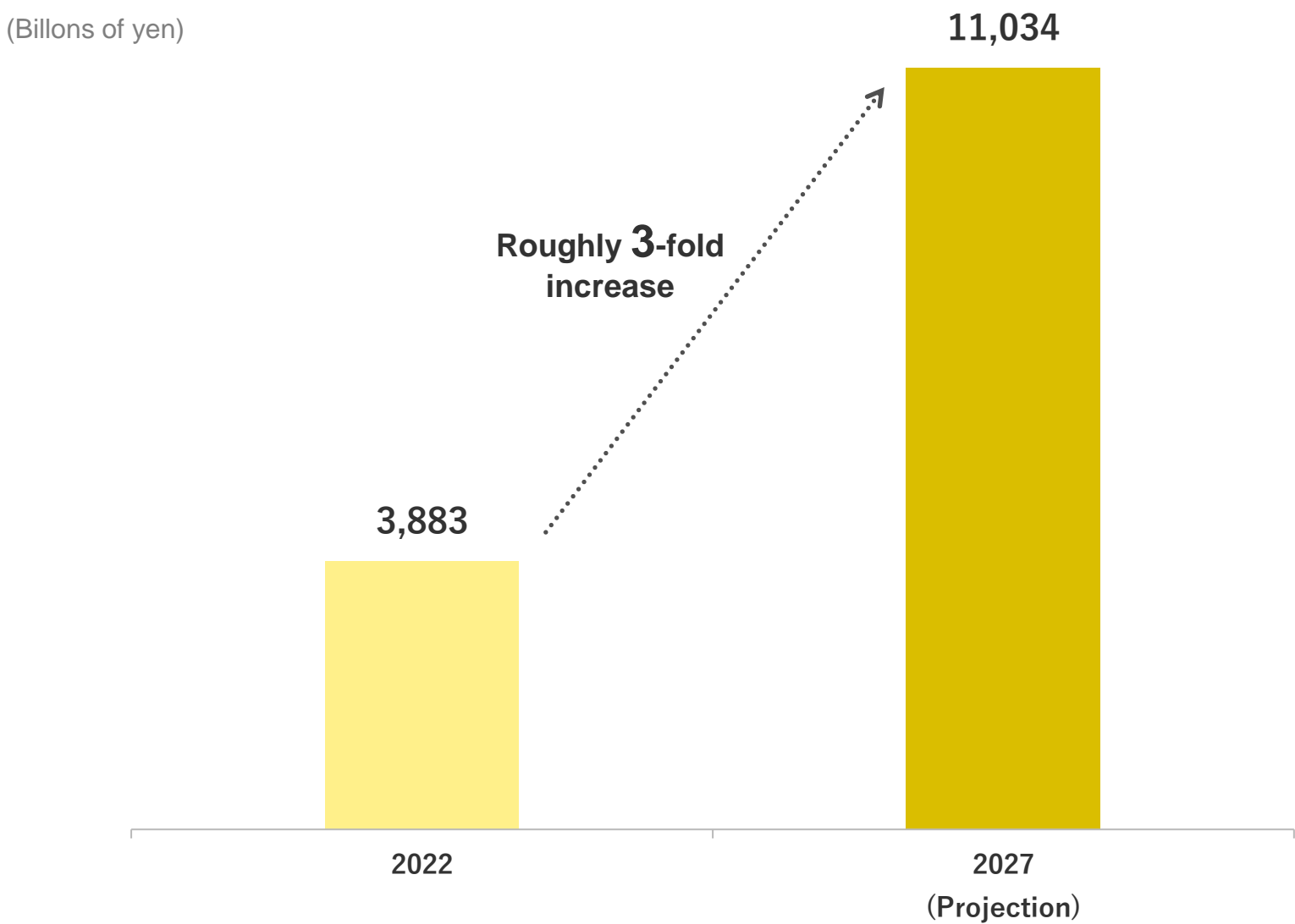
In 2030, the pool of digital talent in Japan will be short by about 800 thousand people.  
With the AI market expanding, the need to foster digital talent will rise.

Expanding shortage of digital talent



Source: [2008 Survey on Infrastructure Development and IT Personnel Supply and Demand related to Japan's Data-driven Society](#), a report by Mizuho Information & Research Institute, Inc.

Outlook on the AI systems market in Japan



Source: [Japan Artificial Intelligence Systems Forecast, 2023–2027](#) by IDC Japan

To solve the shortage of digital talent, we seek to improve the skillsets of prospective talent by providing education and practical work opportunities.

By focusing on Generative AI, we provide the learning necessary for the future era.

### Educate prospective digital talent

We offer a wide range of courses from introductory courses for non-engineers to courses involving practical training.



An online school that teaches programming and app development to individual and corporate customers.

**LINEヤフー テックアカデミー**  
(LINE Yahoo TechAcademy)

Service that allows students to acquire practical skills based on Yahoo's expertise

### Provide practical work opportunities


We support skill enhancement and career change by providing practical work opportunities.



Service where graduates and mentors collaborate on corporate development projects

### Provide learning that can be applied to the coming era

We provide the learning that one needs in a society where the spread of technology/AI is progressing rapidly.

 **First Prompt Engineering Course**

**LLM app development course**

Students gain the skills to utilize Generative AI in real-life work.

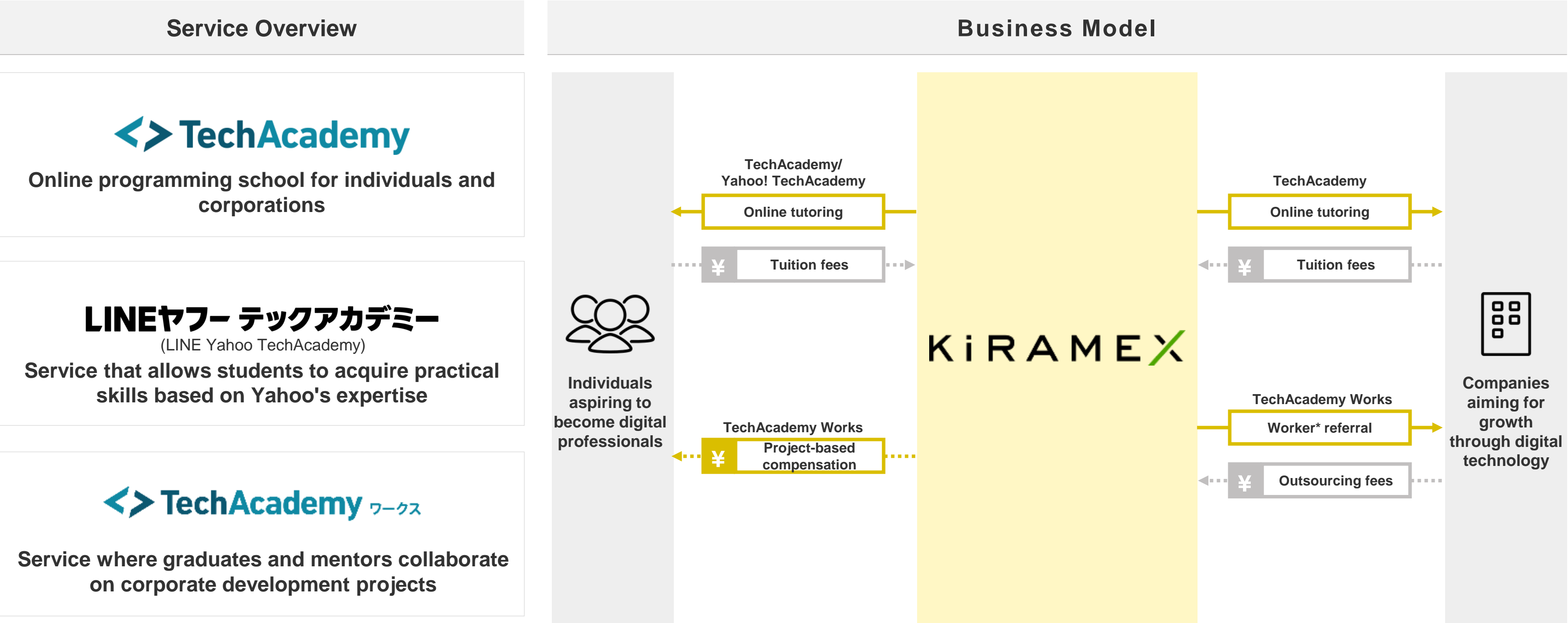


Students gain knowledge on deep learning and machine learning necessary for building AI.

We plan on implementing new initiatives such as the launch of a course on how to incorporate Generative AI in businesses.

# Education Business: Service Overview & Business Model

We operate the online school TechAcademy, where students can learn programming and app development, and we offer TechAcademy Works, which provides practical work opportunities for acquiring hands-on skills and supports career changes.



\*TechAcademy graduates working on TechAcademy Works projects

**We create opportunities where people with willpower and businesses with willpower can come together.**

---

- **We contribute to the creation of new industries by introducing superior talent to startups.**
- **In anticipation of Japan's shrinking workforce, we promote optimum allocation of human resources by boosting employment mobility.**
- **We provide opportunities where individuals can improve their skills through various work and gain experience as a businessperson.**

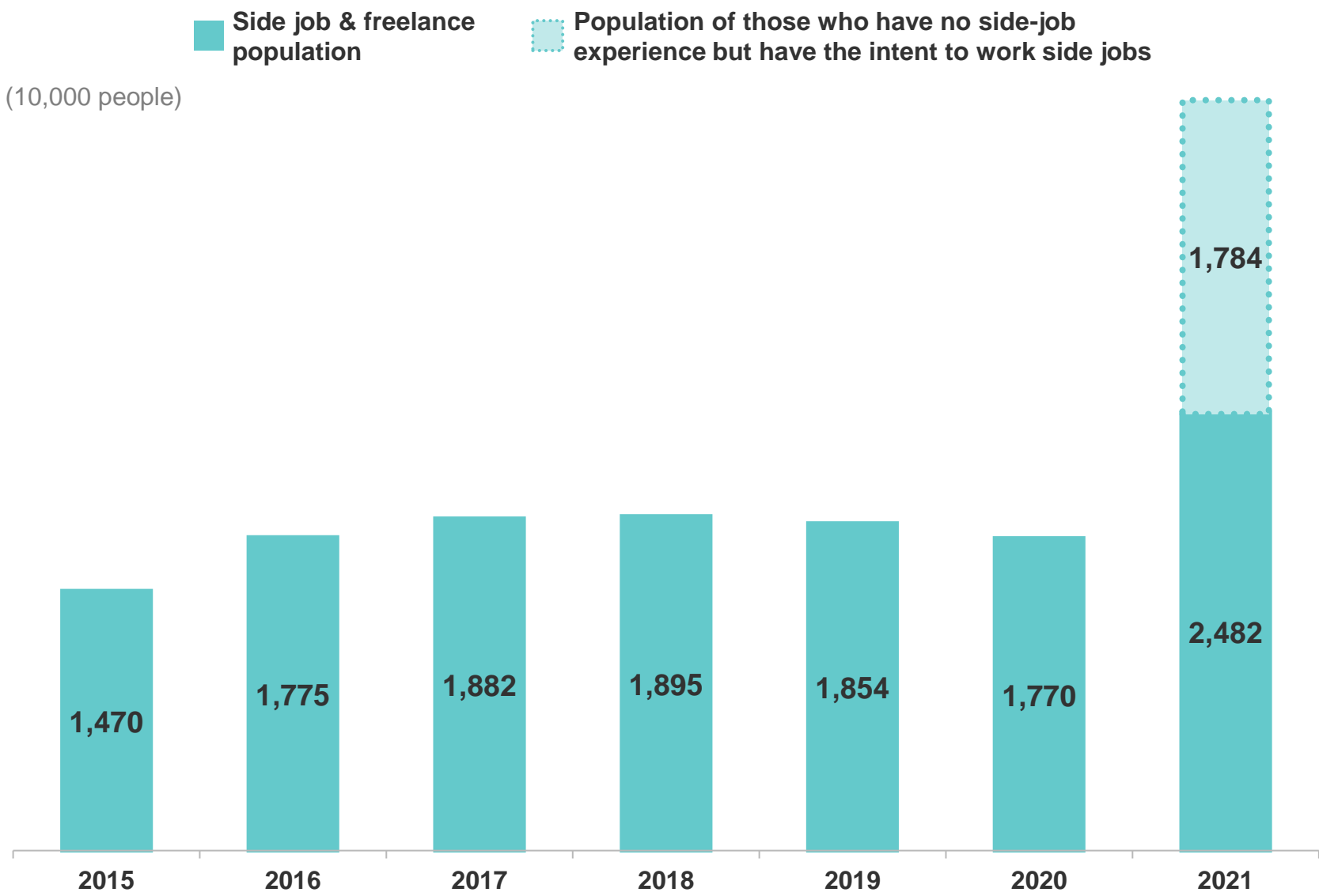


# Personnel Matching Business Market Environment

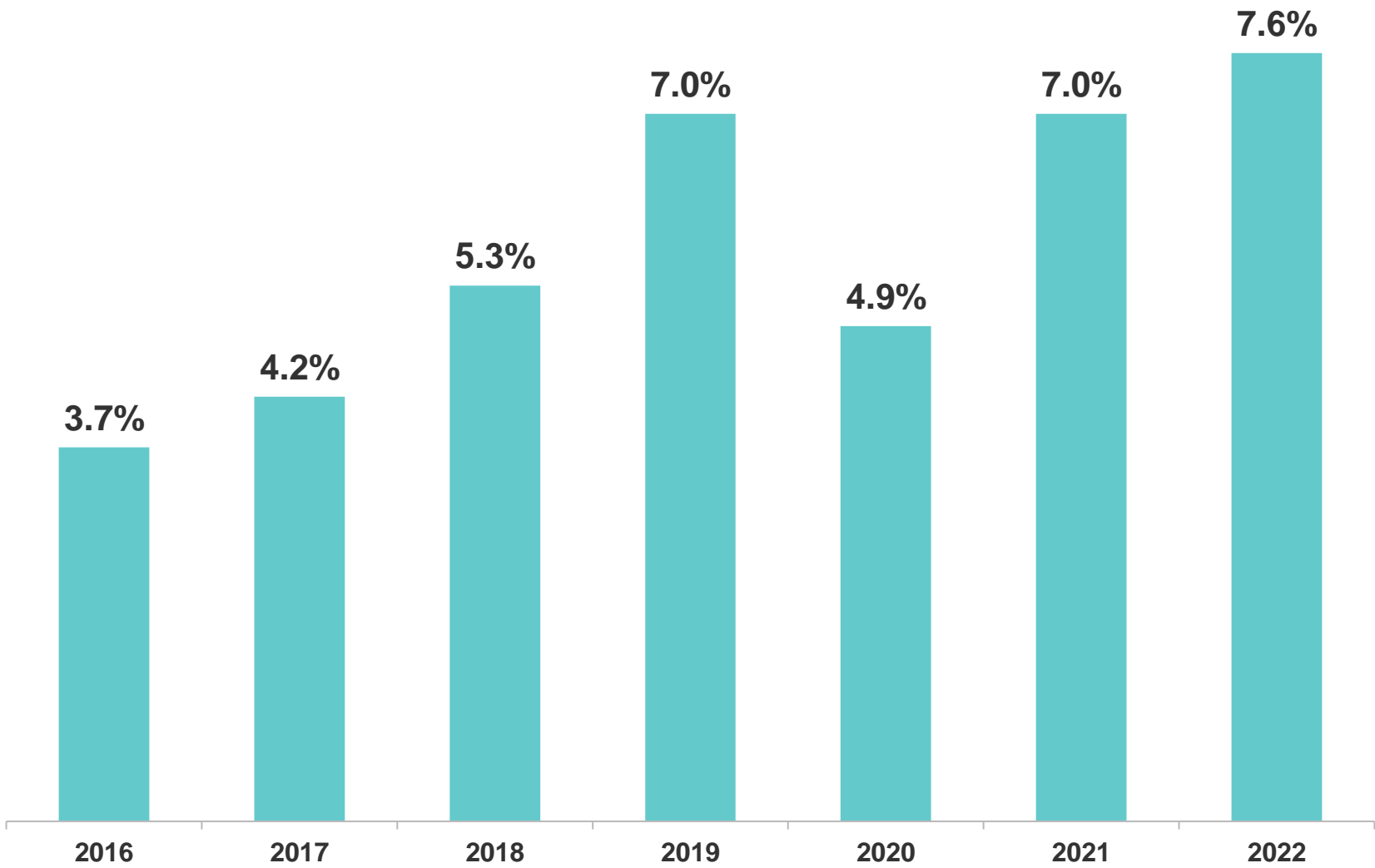
The population of side-job workers and freelancers has increased on the back of workstyle reforms and widespread adoption of remote work.

The ratio of workers changing jobs is rising due to work style diversification and a change in people’s values concerning work. We expect to see employment mobility expand moving forward.

Side-job and freelance population



Ratio of workers who have changed jobs during the year



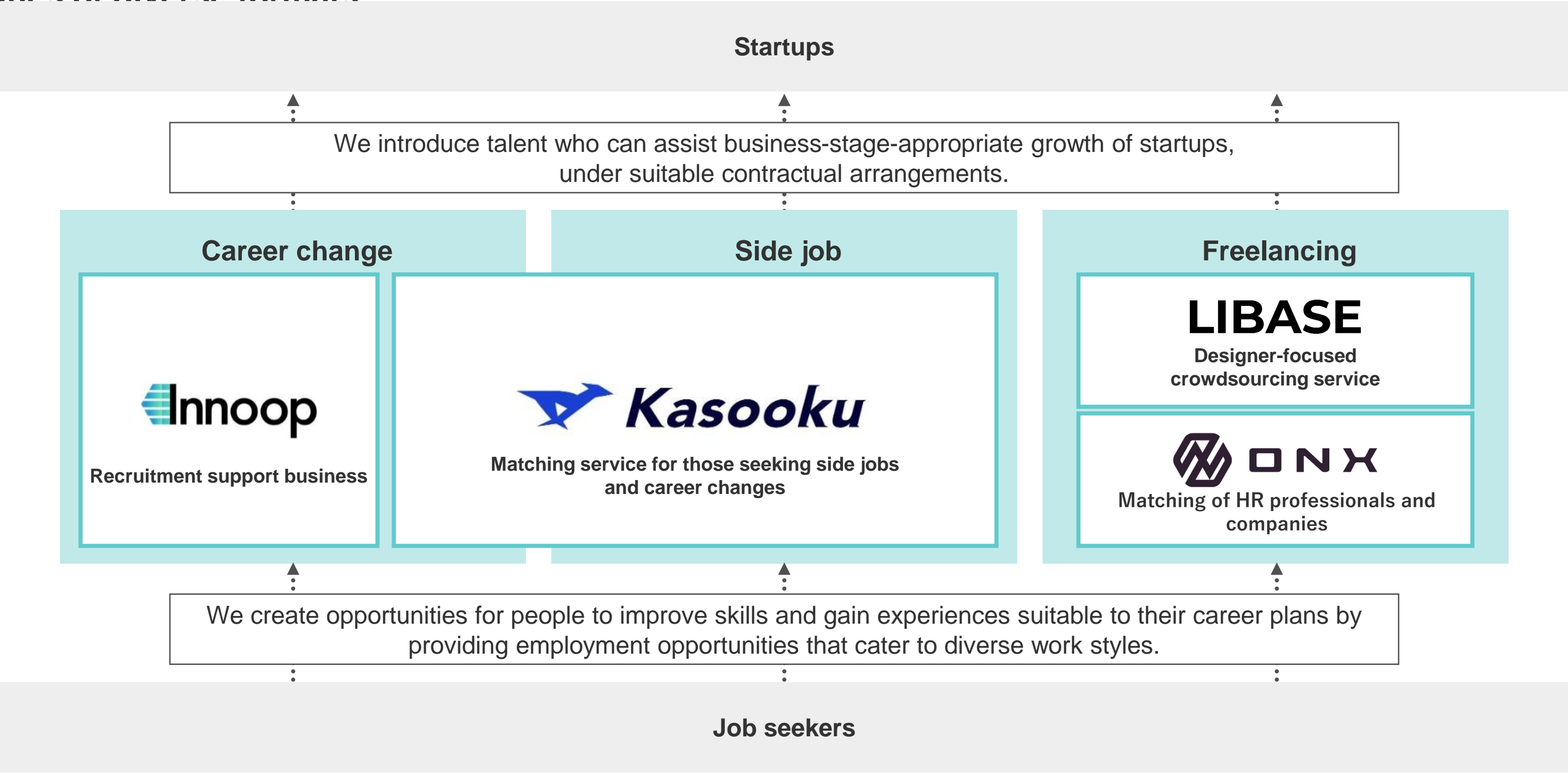
Sources:  
[New Freelance Fact-Finding Investigation Report 2021–2022](#), “Segment-specific Trends,” by Lancers, Inc.  
[Freelance Fact-Finding Investigation Report 2021](#), “Increase of Side-job and Multiple-job Workers,” by Lancers, Inc.  
[Freelance Fact-Finding Investigation Report 2018](#), “Trends in the Economic Scale and Population of Side-job Workforce,” by Lancers, Inc.  
[“CrowdWorks Conducts Survey on Side Jobs.”](#) by CrowdWorks, Inc.

Source: [2023 Survey on Job Change Trends \(2022 Results\)](#) by Mynavi

# Personnel Matching Business: Initiatives

We focus on startups, and match personnel based on contractual arrangements (career change, side job, freelancing, etc.) that suit the startups' needs.

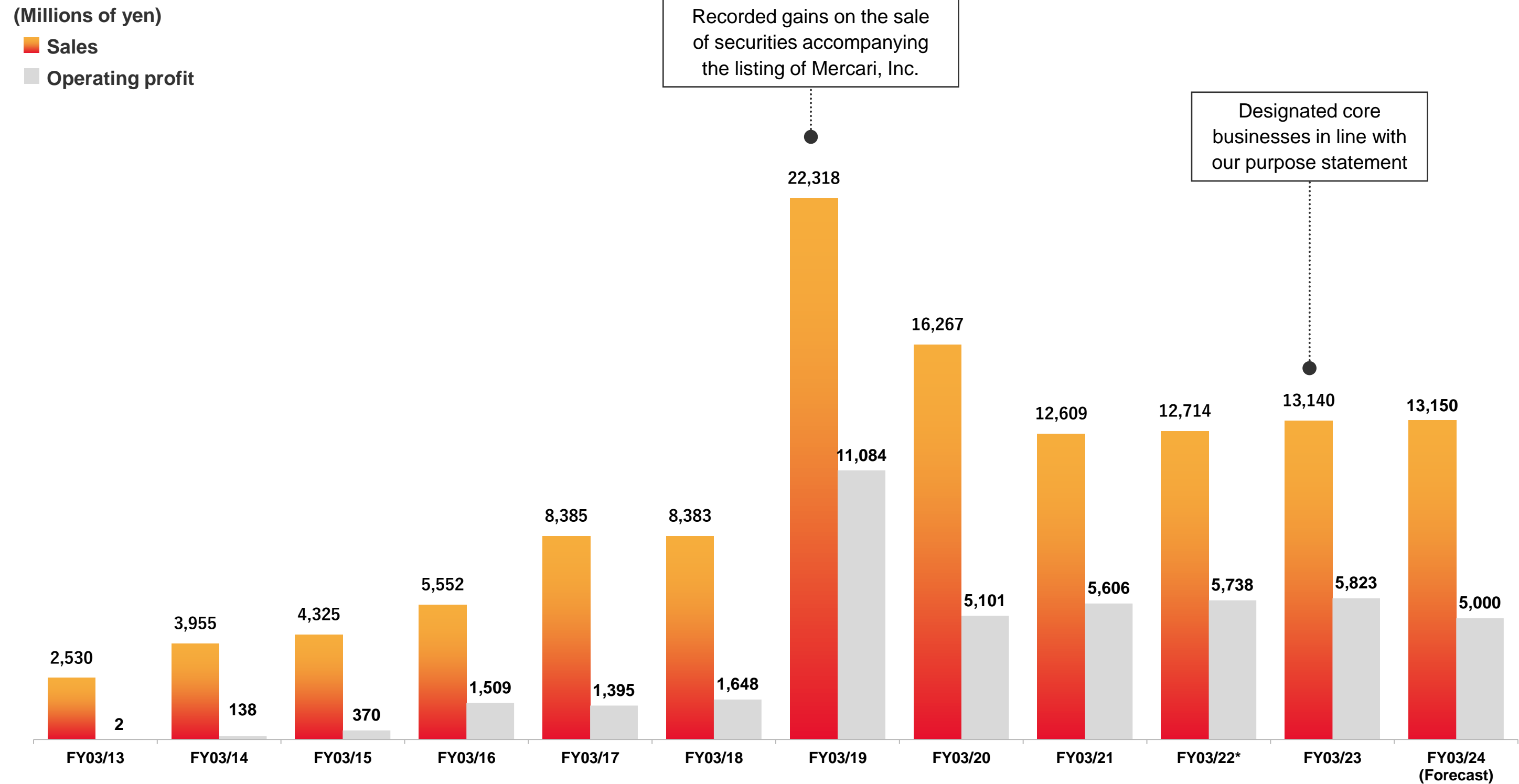
We seek to boost employment mobility and contribute to the creation of new industries by offering job seekers work opportunities of diverse formats



**As the core company of the Personnel Matching business, Kasooku inc. focuses on matching digital professionals in the areas of career changes, side jobs, and freelancing with growth-oriented companies.**



## Sales and Earnings (FY03/13–FY03/24)



\*We adopted the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29) and the ASBJ Guidance No. 30 (Implementation Guidance on Accounting Standard for Revenue Recognition) from FY21. In this document, we applied this standard to the past earnings of the Ad Technology business in order to make the comparison easier.

# Number of Consolidated Employees and Directors

- Temporary employees
- Headquarters divisions full-time employees
- Ad Tech/Content full-time employees
- Personnel Matching full-time employees
- Education full-time employees
- Investment full-time employees
- Officers (Directors and corporate auditors of parent, including outside directors/auditors)

(Numbers employed)

