
First Quarter, Fiscal Year Ending March 31, 2025

Financial Results

August 7, 2024



United, Inc.
(TSE Growth: code 2497)

Agenda

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2 Q1 FY03/25 Business Overview p.9

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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
operating
performance**

- We are on track to achieve our full-year plan, with sales of ¥4,711 million and operating profit of ¥2,922 million in Q1.

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for details

Core businesses

- We expanded the number of investment projects in Q1, investing in 11 companies (vs. our full-year target of 30 companies).
- Personnel Matching business sales grew 52% YoY.

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for details

Earnings drivers

- Fogg Inc. plans to raise funds and aims for an IPO in the future.

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for details

**Enhanced
shareholder
returns**

- We joined the Premium Yutai Club^{*2}. Adding this to the dividend yield of 5.85% at end-July 2024, the total yield is a maximum of 7.38%^{*3}.

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for details

*1 22 companies in FY03/24.

*2 Open to shareholders with 1,000 or more shares of Company stock listed on the shareholder register at end-September and end-March each year.

*3 When holding 4,000 or more shares of Company stock.

Financial Highlights of Q1 FY03/25

We are on track to achieve our full-year plan. Sales and profit declined due to fewer securities sold in the Investment business compared to Q1 FY03/24.

The Personnel Matching business saw top-line growth driven by higher sales and a reduction in operating losses compared to Q1 FY03/24.

Consolidated operating performance	Sales	¥4,711 million (-35% YoY)
	Operating profit	¥2,922 million (-45% YoY)

Core businesses

	Investment	Sales	¥3,314 million (-43% YoY)
		Operating profit	3,209 million (-44% YoY)
	Education	Sales	¥259 million (-24% YoY)
		Operating profit	-¥59 million (-¥41 million YoY)
	Personnel Matching	Sales	¥173 million (+53% YoY)
		Operating profit	-¥32 million (+¥105 million YoY)

Earnings drivers

	Ad Tech/Content	Sales	¥965 million (+1% YoY)
		Operating profit	¥51 million (-25% YoY)

Q1 Progress vs. Full-year FY03/25 Forecast

We are on track to achieve our full-year plan. As sales of investment securities were concentrated in Q1, progress rates for profit items from operating profit and below exceeded 100%.
As an operating loss is expected in the Personnel Matching business, the full-year earnings forecast remains unchanged.

	Forecast (millions of yen)	Q1 results (millions of yen)	Progress rate
Sales	9,400–10,300	4,711	46%–50%
Operating profit	2,000–2,500	2,922	117%–146%
Ordinary profit	2,000–2,500	2,898	116%–145%
Net income*	1,150–1,500	1,929	129%–168%

* Refers to net income attributable to owners of parent

Dividend Forecast for FY03/25

To enhance shareholder returns, we will pay a special dividend of 25 yen per share. The total dividend per share is expected to be 48 yen.

After securing funds for business operations, including funds for growth investments, we will aim to improve capital efficiency.

Dividend per Share Forecast		
	Dividend Forecast (FY03/25)	Previous Fiscal Year (FY03/24)
Ordinary Dividend *	¥23 (DOE4%)	¥23 (DOE4%)
Commemorative dividend	-	¥25
Special dividend	¥25	-
Total	¥48	¥48
DOE	9.0% (Including special dividend)	9.4% (Including commemorative dividend)
Payout ratio	124.7–165.5% (Including special dividend)	79.4% (Including commemorative dividend)

* DOE of 4% or payout ratio of 50%, whichever is larger.

Enhancement of Shareholder Returns

Joined the Premium Yutai Club provided by WILLs Inc. for the purpose of enhancing shareholder returns.
Adding this to the dividend yield of 5.85% at end-July 2024, the total yield is a maximum of 7.38%

Premium Yutai Club Overview

Point-based shareholder benefit service provided WILLs Inc.

Name	United Premium Yutai Club	
Teaser website	https://united.premium-yutaiclub.jp/	
Benefits	<ul style="list-style-type: none">Shareholder benefit points awarded according to number of shares heldPoints can be exchanged for products listed on the United Premium Yutai Club dedicated website, as well as for “WILLsCoin” shareholder benefit coins, which are common to all companies on the Premium Yutai Club platform.	
Starting period	End September 2024 Late October 2024 Early November 2024	Vesting period Notice sent to eligible shareholders Special shareholder website launch, product exchanges begin

United Premium Yutai Club Details*

Eligible shareholders	Shareholders with 1,000 or more shares of Company stock listed on the shareholder register at end-September and end-March each year.
Product exchanges	Semiannually <ul style="list-style-type: none">Early November (vested shareholders at end-September)Early May (vested shareholders at end-March)

Shareholder Benefit Points Table (1 point ≡ 1 yen)

Shareholding	Points conferred at end-September	Points conferred at end-March	Annual benefit yield**	Annual total yield**
1,000–1,999 shares	2,500 pt	2,500 pt	0.31~0.61%	6.16~6.46%
2,000–2,999 shares	7,500 pt	7,500 pt	0.61~0.91%	6.46~6.77%
3,000–3,999 shares	15,000 pt	15,000 pt	0.91~1.22%	6.77~7.07%
4,000–4,999 shares	25,000 pt	25,000 pt	1.22~1.52%	7.07~7.38%
5,000 or more shares	25,000 pt	25,000 pt	1.22%	7.07%

*For details, please check the timely disclosure "[株主優待制度の新設に関するお知らせ](#)"

**Based on the closing price of 820 yen on July 31, 2024.

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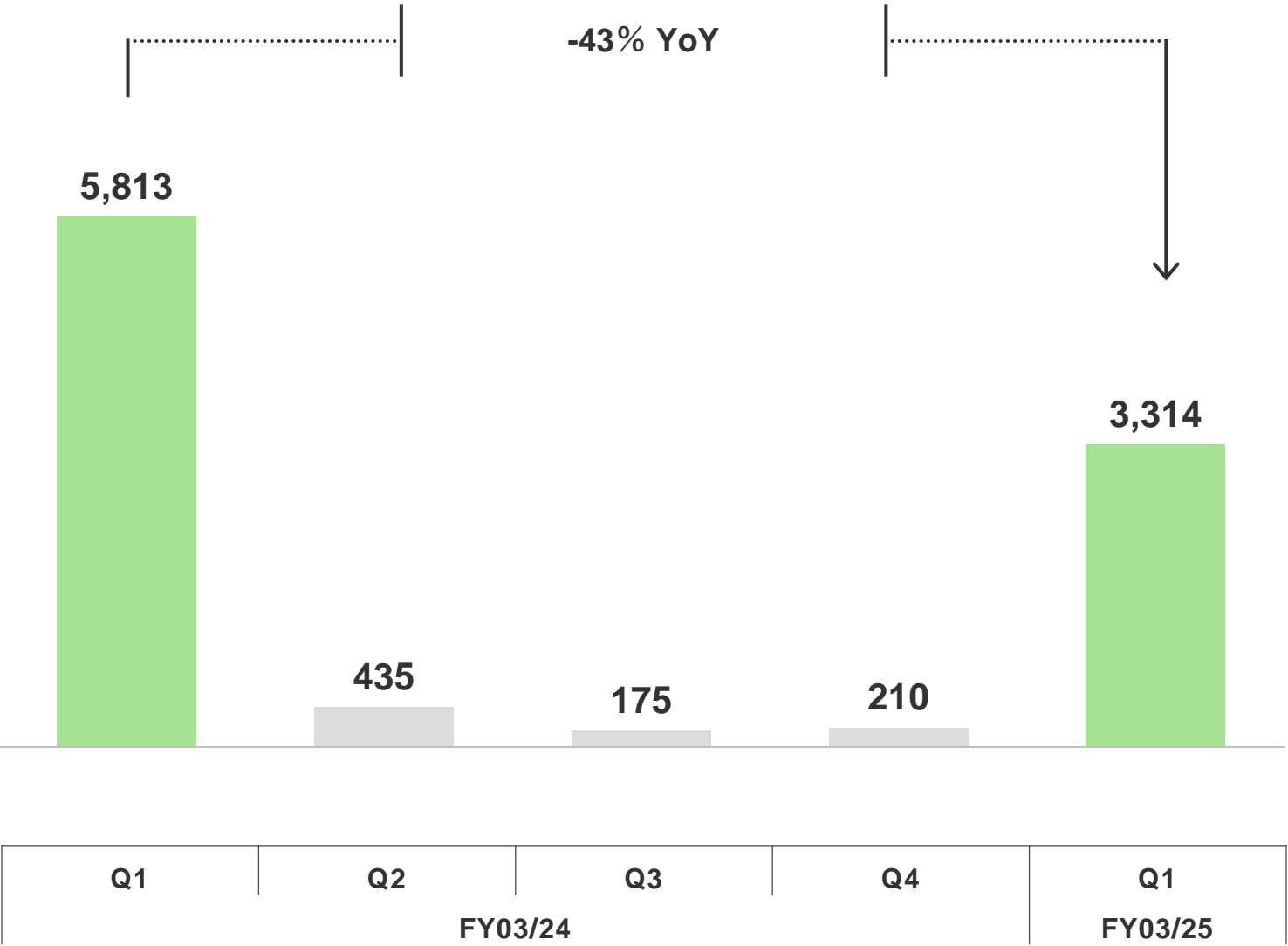
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Investment Business

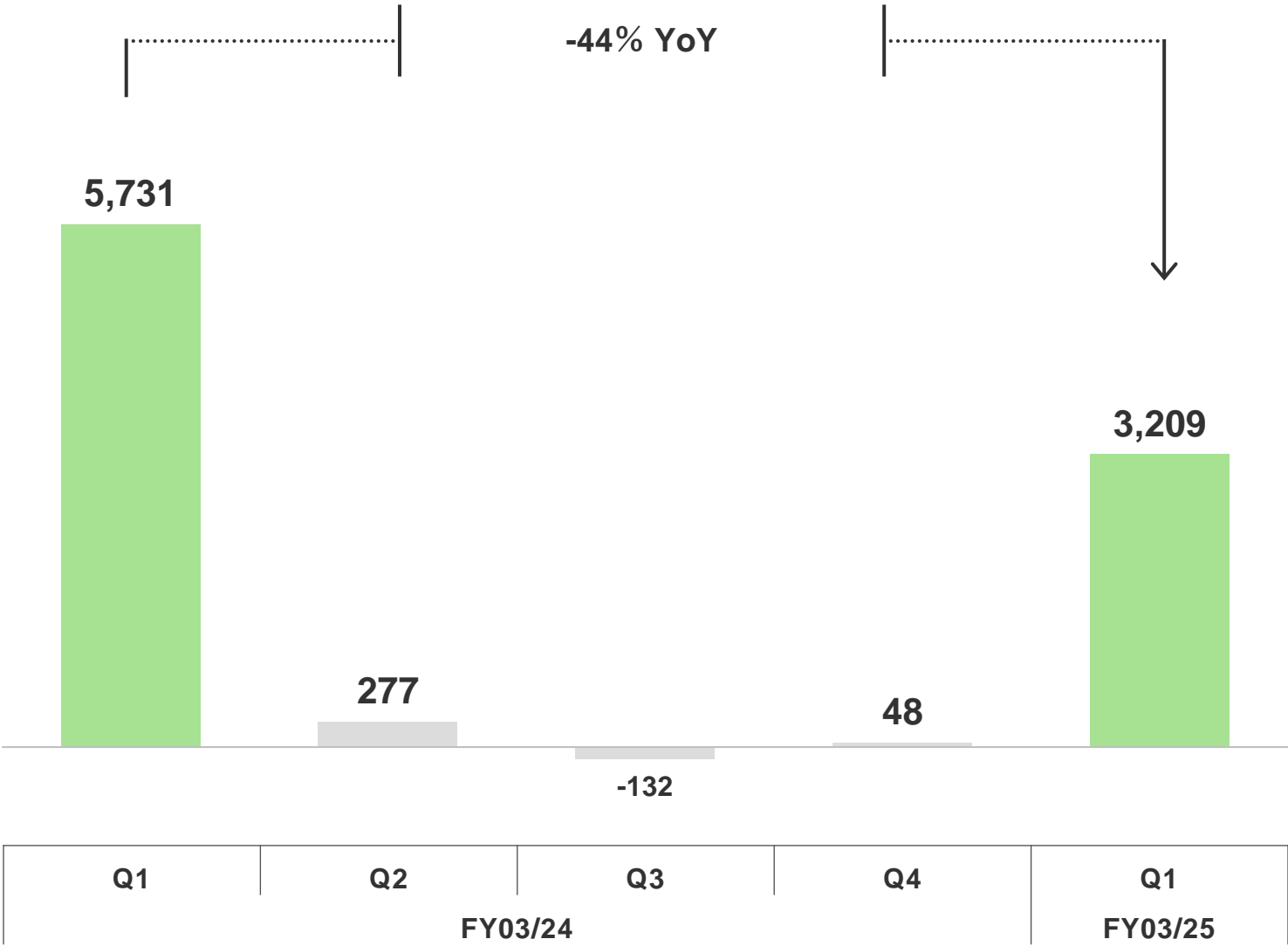
Investment Business: Sales and Operating Profit

Sales proceeded according to full-year plan. Due to the nature of the Investment business, quarterly performance fluctuates significantly depending on the timing of security sales and other factors.

Sales Trend (Millions of yen)

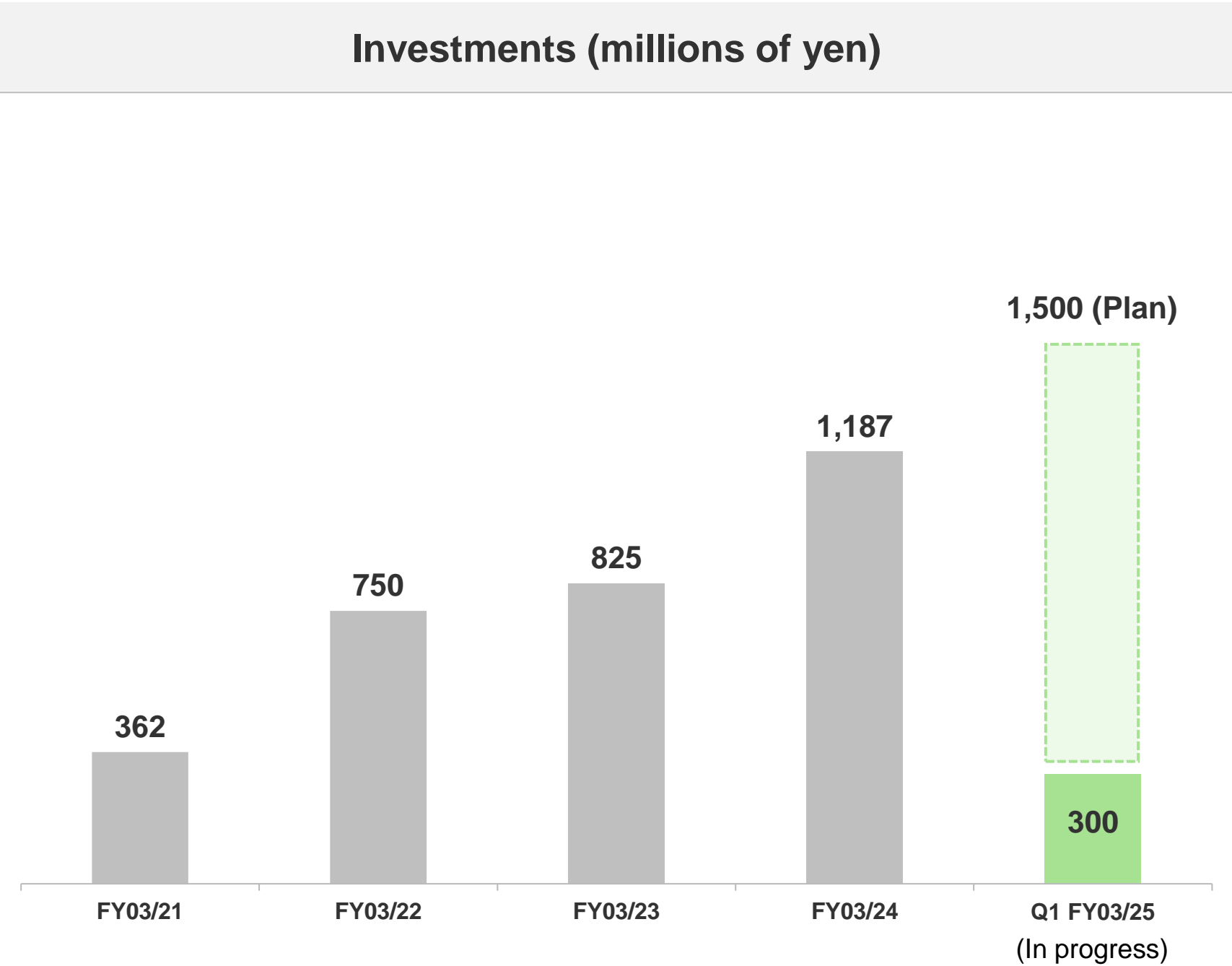
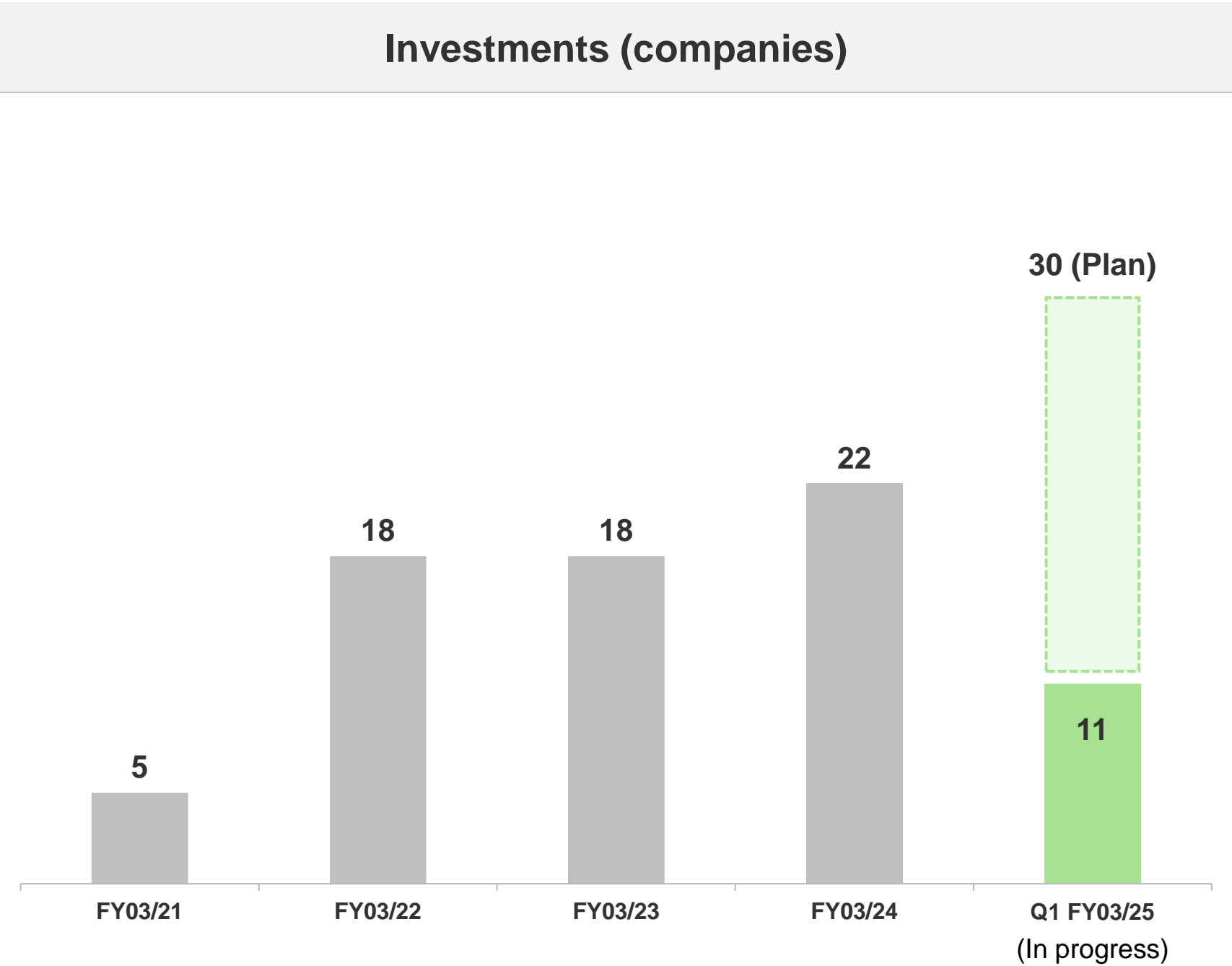


Operating Profit Trend (Millions of yen)



Investment Business: FY03/25 Progress

In FY03/25, we plan to invest approximately ¥1.5 billion* in 30 companies. In Q1 FY03/25, we invested approximately ¥300 million in 11 companies.

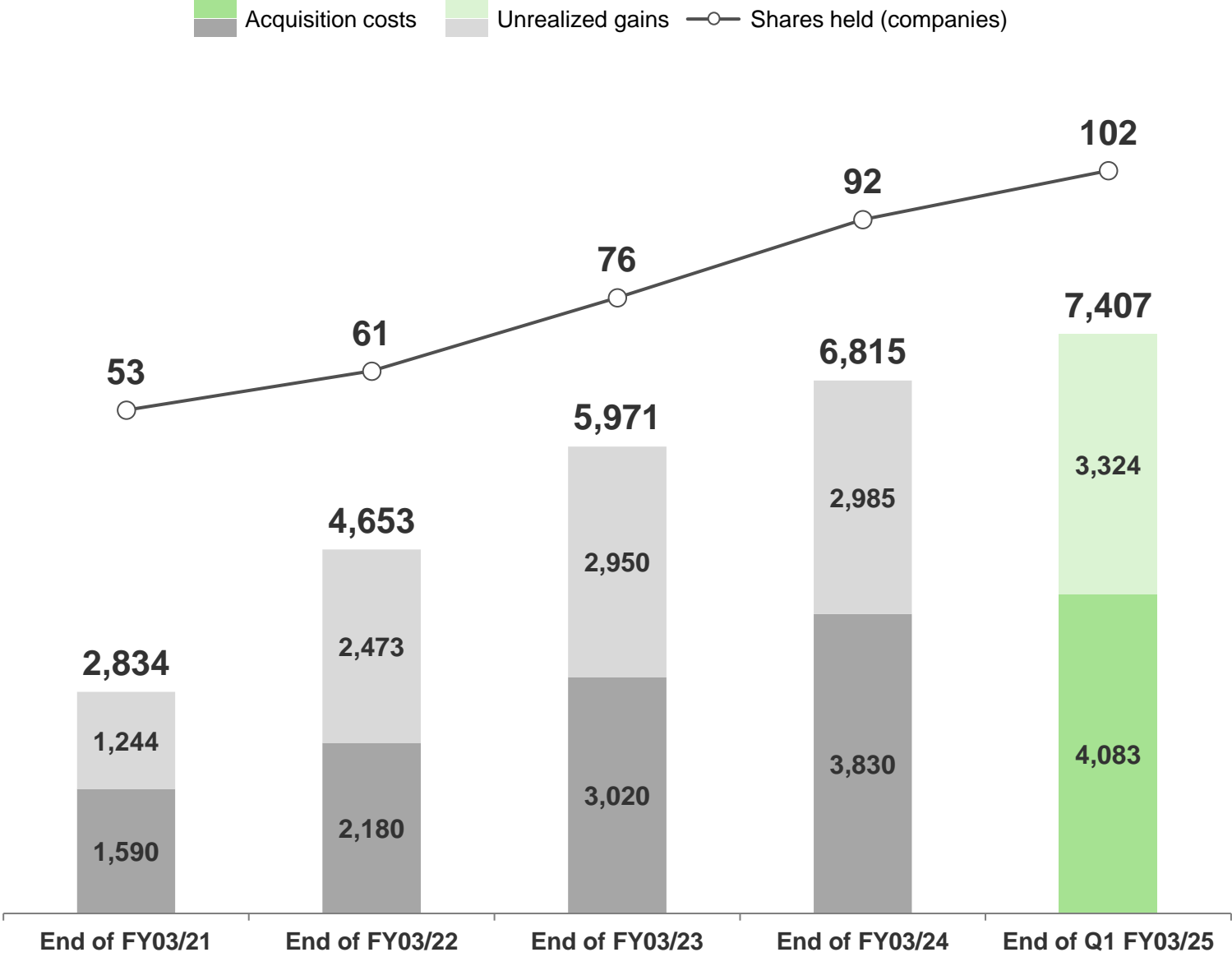


*Equivalent in scale to a fund of over ¥5.5 billion (if invested over 3 years)

Investment Business: Investment Track Record

At end-Q1 FY03/25, we held unlisted shares in 102 companies with a market value of ¥7.4 billion.

Value of Unlisted Shares Held (millions of yen) *



Breakdown of Operational Investment Securities

	Investee Companies	As of June 30, 2024 (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. ¥1.3 bn
Unlisted shares	102 companies	Approx. ¥4.0 bn
LP investments	41 funds	Approx. ¥1.7 bn

*Calculated based on the latest reports from issuers.

We will increase the number of investment projects and amount invested to generate repeatable profits.
Investments will be made in two categories: Tech investments and impact investments.

Investments using our own funds enables us to flexibly invest in business domains that require time for growth

Accelerating investment based on results^{*1} up to now

Tech investments

Investments in startups that use technology to produce innovations

Taking on new challenges based on our purpose statement

NEW Impact investments









Investments in startups that aim to achieve a balance between the resolution of social issues^{*2} and economic rationality

^{*1} Since January 2013, the investment multiple has been 6.8 times, (the net multiple of domestic VC funds established in 2013 was 2.2 times [Source: [Fifth edition of the benchmark for measuring the performance of domestic VC funds](#), Japan Venture Capital Association])

^{*2} Social issues Japan will face before the rest of the world, including a super-aging society, urban concentration, and uniform education.

Investment Business: Impact Investment Example

Making investments as lead investor, providing hands-on support to increase value.

Company name	<div>NEWGREEN INC. Formerly Yukimai Design Co., Ltd.</div> <div>Investment executed November 2023</div> <div></div>	<div>Ms.Engineer Inc.</div> <div>Investment executed March 2023</div> <div></div>	<div>Gotoschool inc.</div> <div>Investment executed October 2022</div> <div></div>	<div>L&F, Inc.</div> <div>Investment executed July 2022</div> <div></div>
	<div>Issues addressed</div> <div>Aging and shortage of agricultural workers, environmental impact of pesticides and chemical fertilizers</div>	<div>Gender and wage gaps</div>	<div>Lack of support systems for children and adults with developmental disabilities, low employment and retention rates for people with developmental disabilities</div>	<div>Vacant house management issues resulting from an aging and declining population</div>
Business details	<div>Provides total support for the development of automated weeding robots for rice paddies and organic rice production support, distribution and sales</div> <div></div>	<div>Programming education services for women</div> <div></div>	<div>Operates a physical therapy center for children with developmental disabilities, provides employment support services for people with developmental disabilities</div> <div></div>	<div>Operates Nihon Akiya Support vacant house management services</div> <div></div>

Investment Business: New Investee

We made new investments in 11 companies* in Q1 FY03/25.




Next Genba Inc.
June 2024

Established	September 2023
Representative	Tetta Sato
Business	Development of DX support services for the manufacturing industry



DRD4 Inc.
April 2024

Established	May 2022
Representative	Keiichi Segawa
Business	Develops and operates En-kiro, a personal car lease service for which monthly payments vary according to mileage



Pictoria Inc.
May 2024

Established	December 2017
Representative	Hayato Akedo
Business	Operates the AITuber Office “AI CAST” and provides solutions for corporate clients using AITuber management technologies



Habitat Inc.
April 2024

Established	October 2020
Representative	Kota Kitamura
Business	Operates the DX tool “habitat: for hot springs facilities



CareFran Inc.
June 2024

Established	November 2022
Representative	Yosuke Kubota
Business	Operates CareFran, a platform that enables users to create care plans online



REVORN Co., Ltd.
May 2024

Established	December 2018
Representative	Hiroaki Matsuoka
Business	Research and developments involving scent x AI x DX Development of odor sensing device "Obre"



Coopel, Inc.
June 2024

Established	April 2024
Representative	Hisashige Hashimoto
Business	Supports the implementation of RPA tools

mightypiece



mightypiece inc.
April 2024

Established	November 2022
Representative	Fumihito Fukino
Business	Artist-produced festivals combining real and virtual worlds

*This is not a complete list.

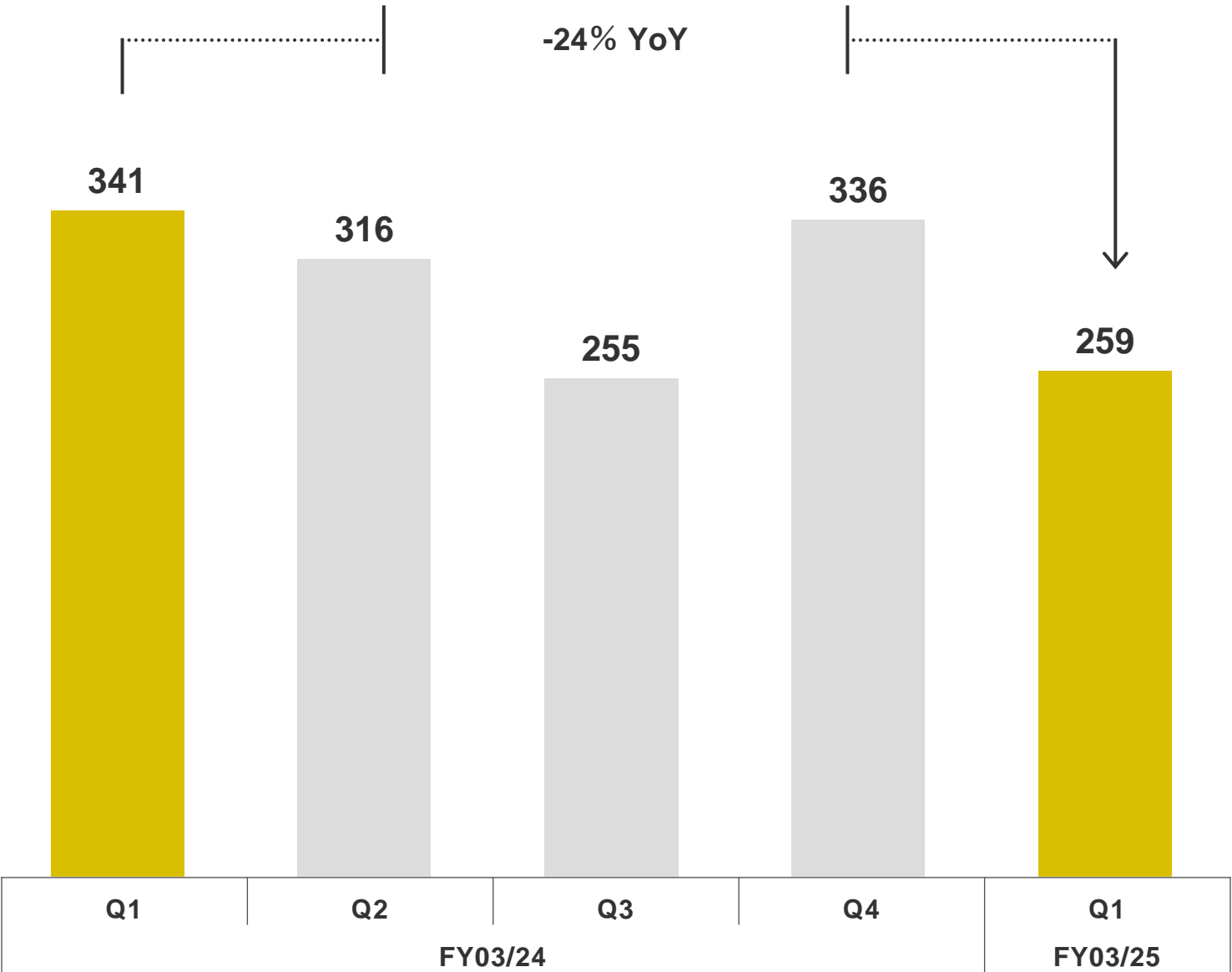
Education Business

Education Business: Sales and Operating Profit

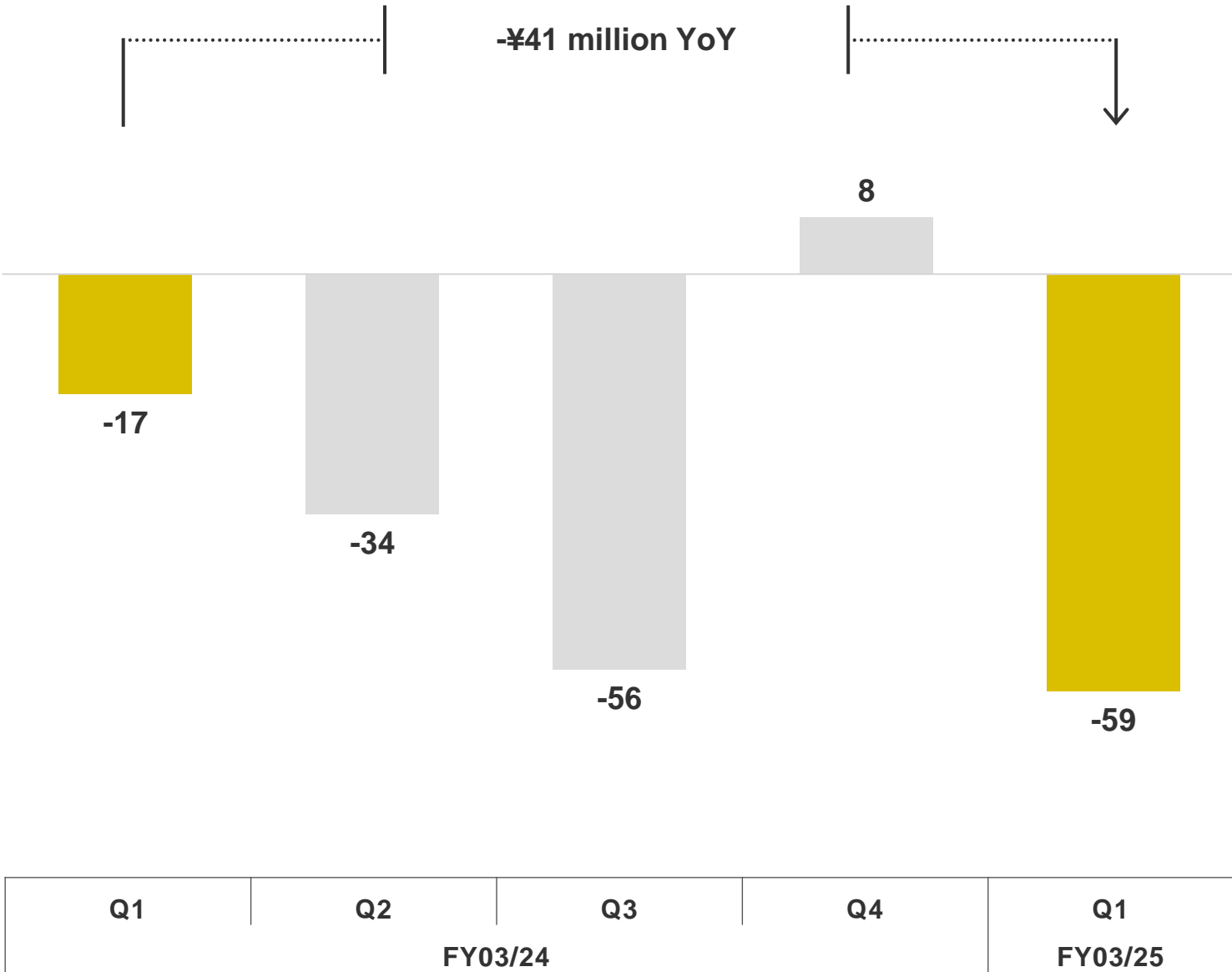
Sales declined and operating losses increased compared to Q1 FY03/24 due to a decrease in the number of students enrolled in the Tech Academy.

By streamlining the Education business operational structure, we plan to improve profitability and achieve a profit for the full fiscal year.

Sales Trend (Millions of yen)



Operating Profit Trend (Millions of yen)



We will focus on LINE Yahoo TechAcademy* and generative AI domain to improve earnings and restore profitability.

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.

Generative AI Domain

First Prompt Engineering Course

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 provide AI training programs for companies and support the development of AI talent for local governments.

Supporting the development of AI talent for local governments

Through the LINE Yahoo! Tech Academy, we provide Kagawa Prefecture with the know-how needed to put data analysis and generative AI to practical use.

Course name	Overview
Data Analysis Course	Teaches the basic concepts of data analysis and how to apply them in practice.
ChatGPT Course	Teaches the basics of prompt engineering and build the skills required to utilize generative AI such as ChatGPT in work activities.

Providing AI training programs through collaboration with Neos Corporation





In collaboration with Aldea Suite*, an AI solution service operated by Neos, we provide training programs to support corporate AI human resource development.

Program name	Overview
AI Utilization Academia	Trains participants on AI through the LINE Yahoo! Tech Academy's Data and AI Utilization Human Resource Development
Prompt Engineering Course	Basic training on prompt engineering
Coaching Desk	Support for use of Aldea Suite

Note: A service that supports the creation and customization of a secure GPT utilization environment for corporations and local governments.

Personnel Matching Business

Personnel Matching Business: Constituent Companies

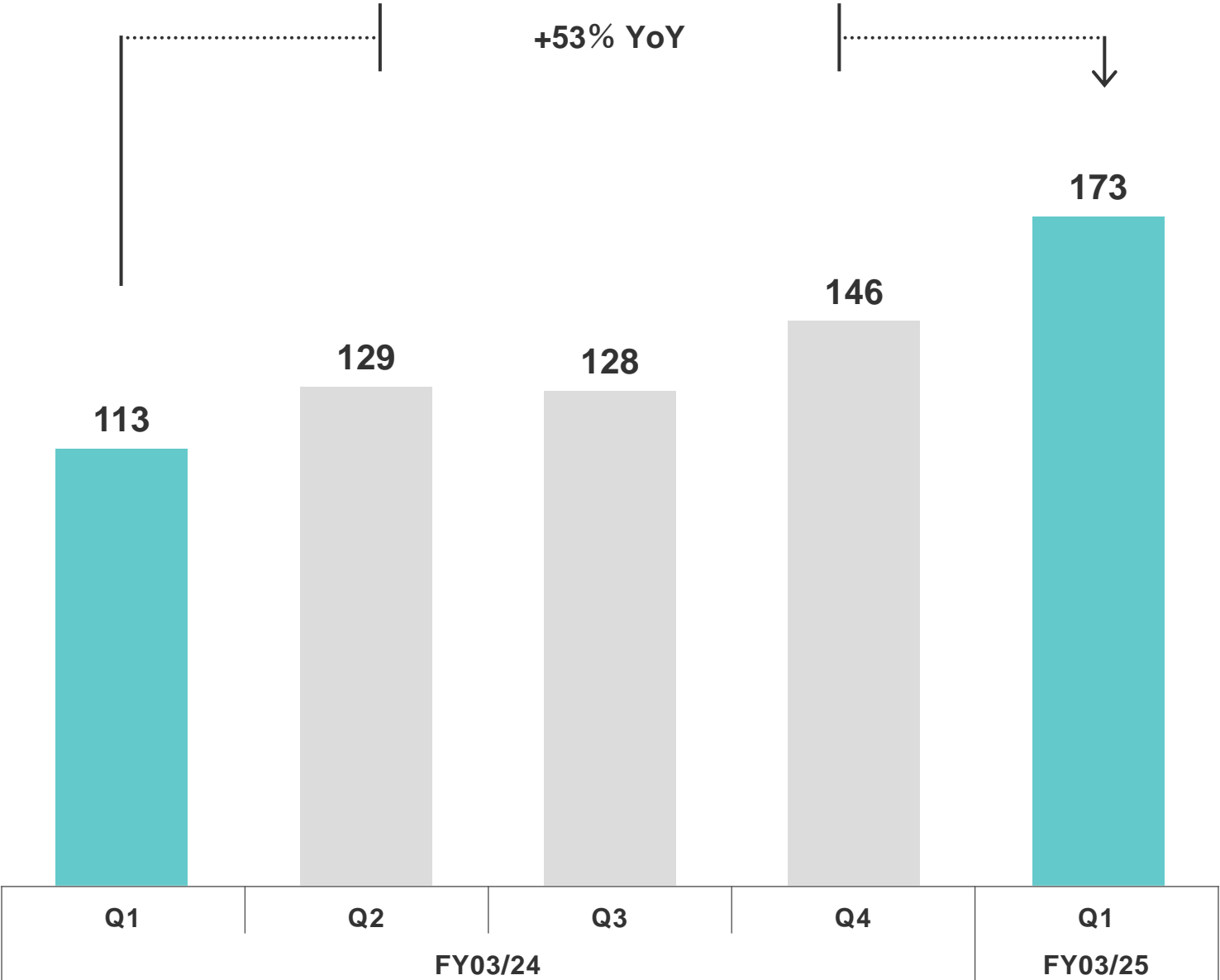
Company	Business
<div>Consolidation started in August 2022</div> <div> UNITED Recruitment Inc.*</div>	Provides personnel referrals and operates offer Brain, a recruitment support tool
<div>Consolidation started in December 2022</div> <div> Kasooku inc.</div>	Operates Kasooku, a side job matching service
<div>Consolidation started in July 2023</div> <div> ONX inc.</div>	Provides personnel referrals and operates Carry Up, a matching service for HR professionals
<div>Consolidation started in June 2021</div> <div> LIBASE Inc.</div>	Operates JOOi, a designer-focused matching service

Note: In July 2024, Innoop Inc. merged with Bushing inc. and changed its name.

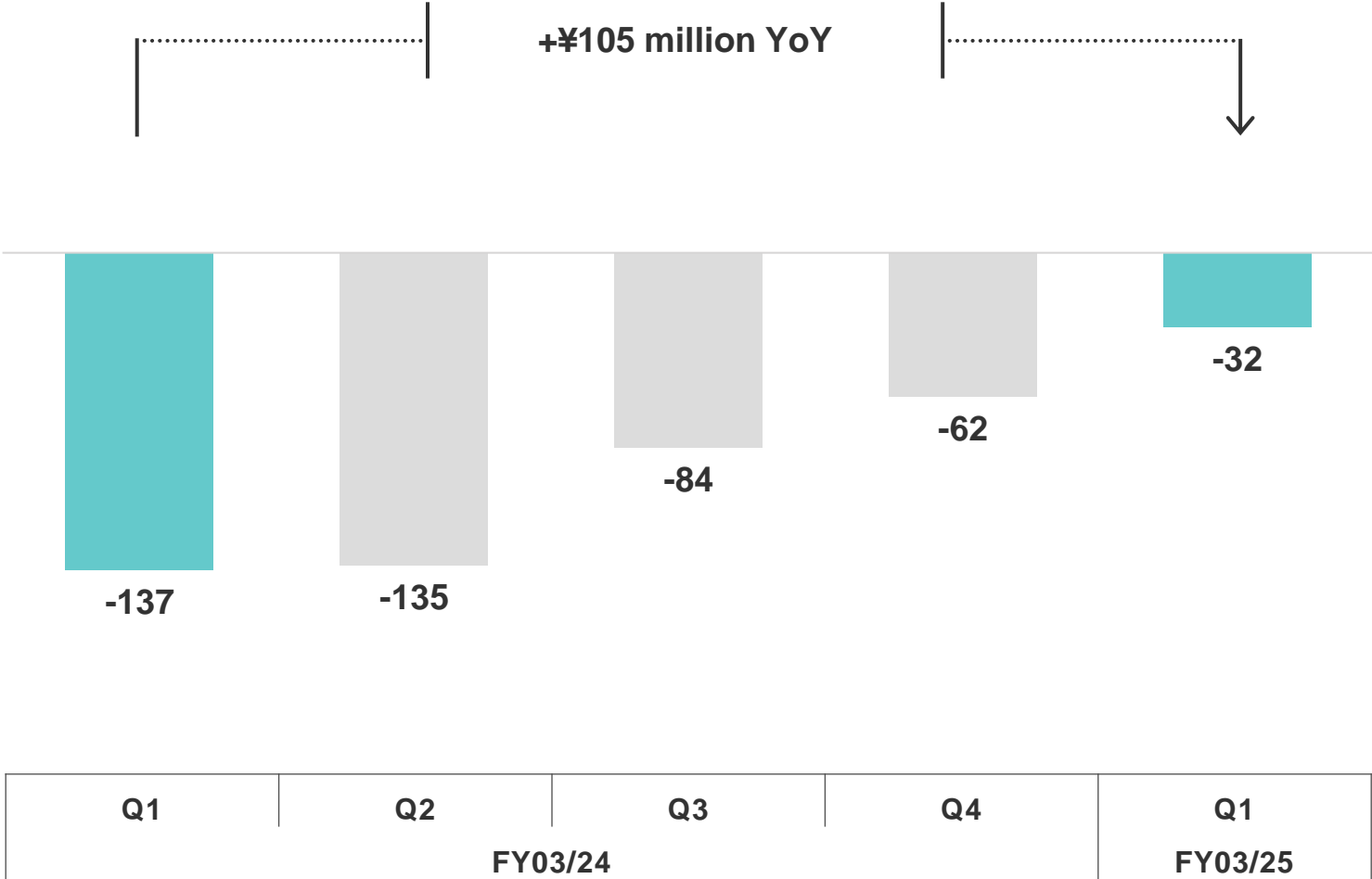
Personnel Matching Business: Sales and Operating Profit

To achieve medium-term growth, we will focus on top line expansion on FY03/25.
Sales increased YoY in line with the consolidation of ONX inc., and the expansion of Libase Inc.
In addition, the operating loss declined YoY in line with the impairment of goodwill recorded in FY03/24.

Sales Trend (Millions of yen)



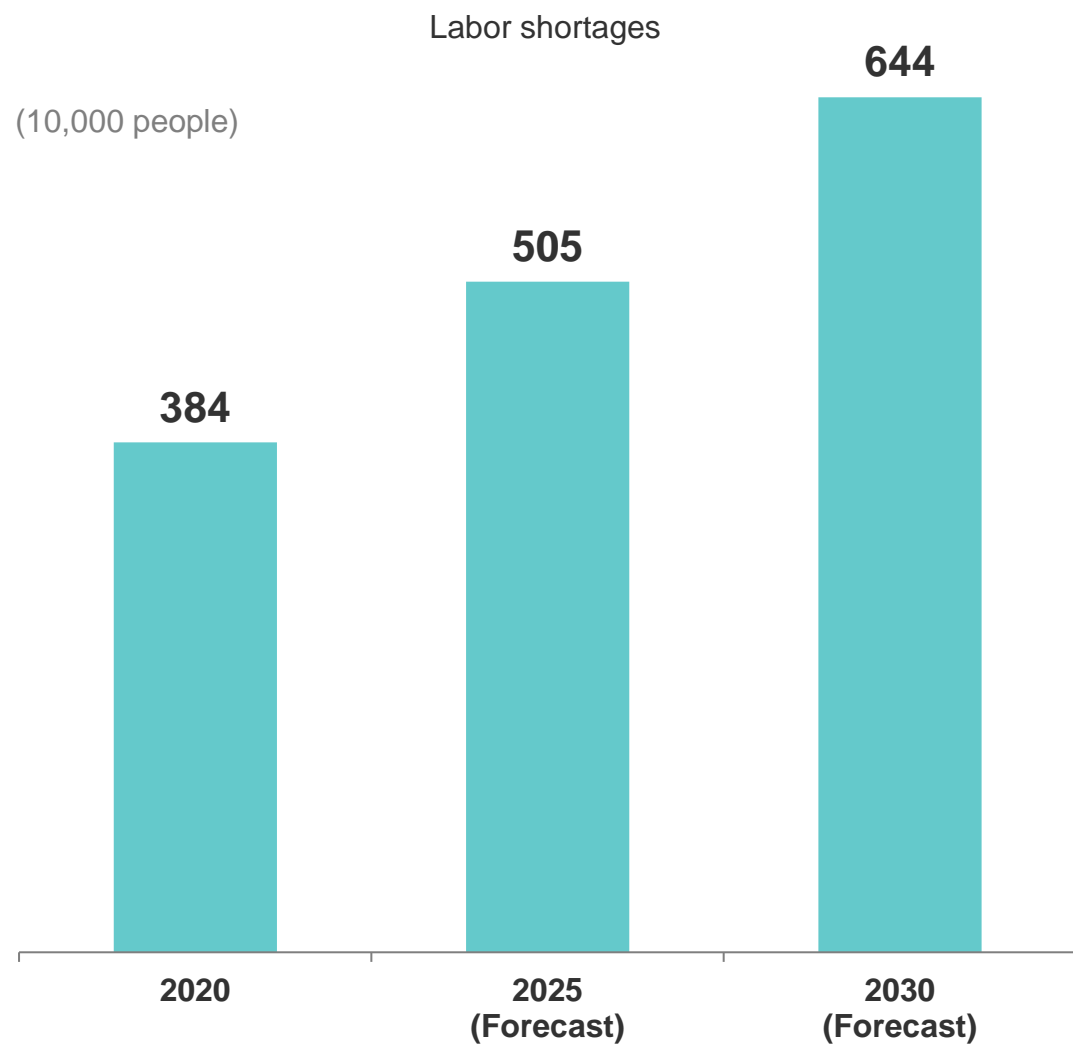
Operating Profit Trend (Millions of yen)



Personnel Matching Business: Market Environment

As Japan’s workforce shrinks, it is becoming increasingly difficult for companies to recruit job seekers, and the market size for the recruitment industry is also expanding. At the same time, the spread of workstyle reforms and remote work is leading to a rise in the number of people working side jobs or freelancing, a trend that is expected to grow going forward.

Japan’s shrinking workforce



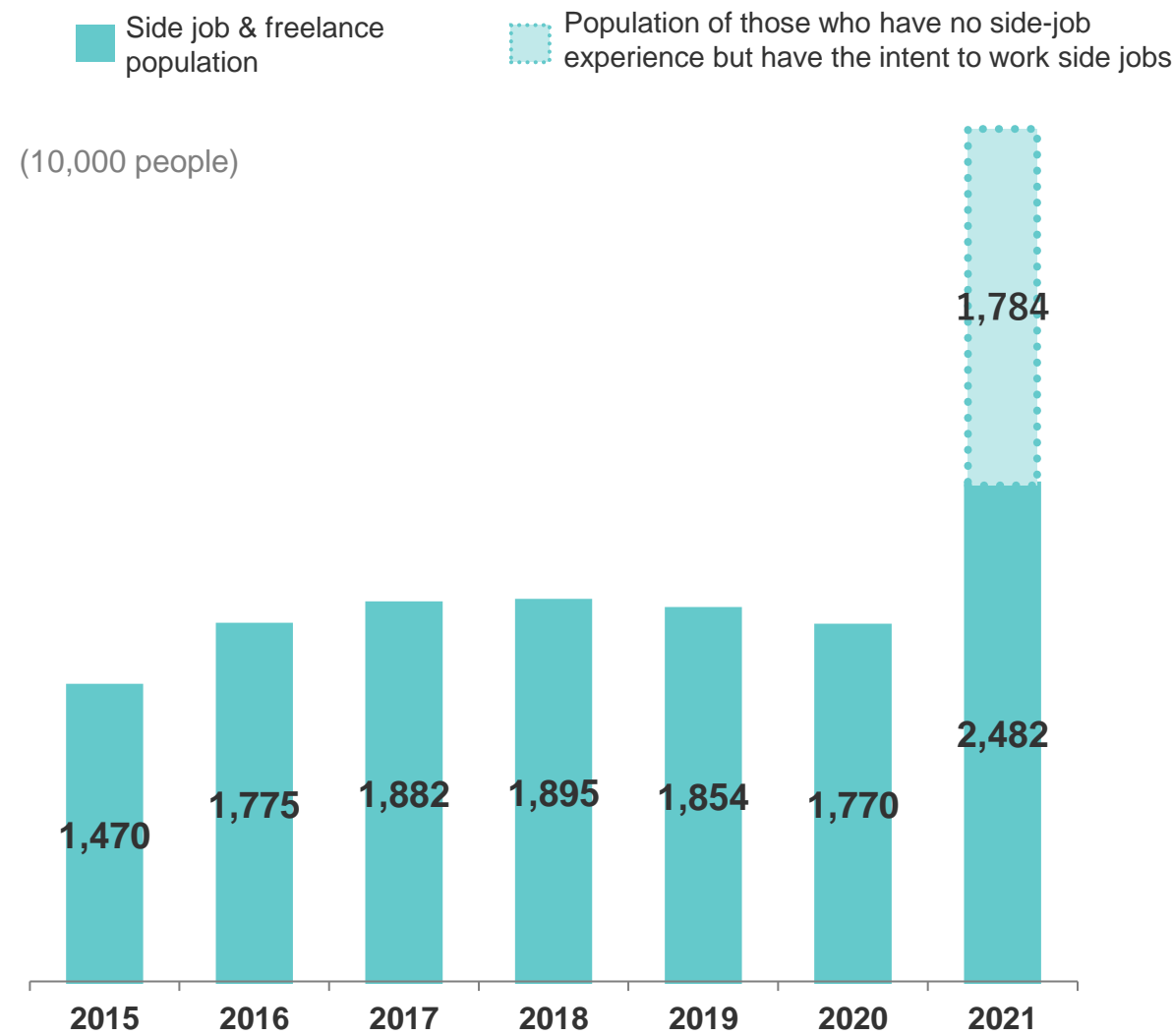
Source: *Labor Market Future Estimates 2030*, published by PERSONAL RESEARCH AND CONSULTING Co., Ltd., and Chuo University.

Recruiting industry market size



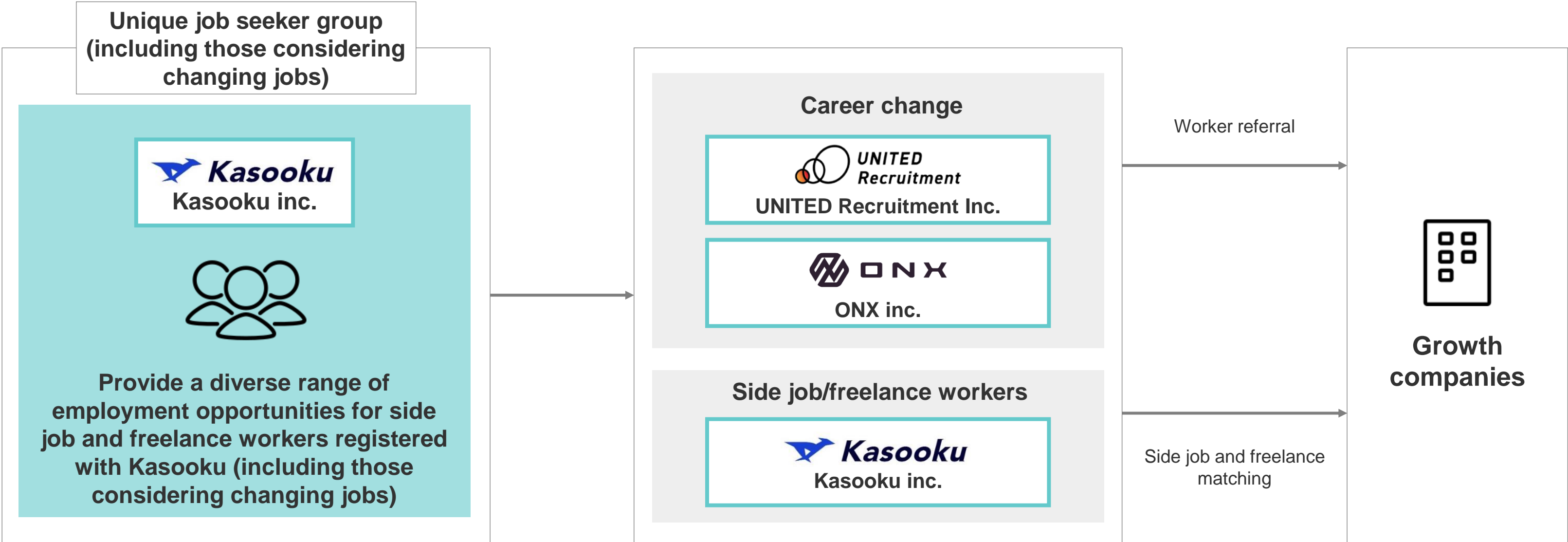
Source: Ministry of Health, Labour and Welfare, “Aggregate results of business reports on recruiting businesses”

Side-job and freelance population



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.

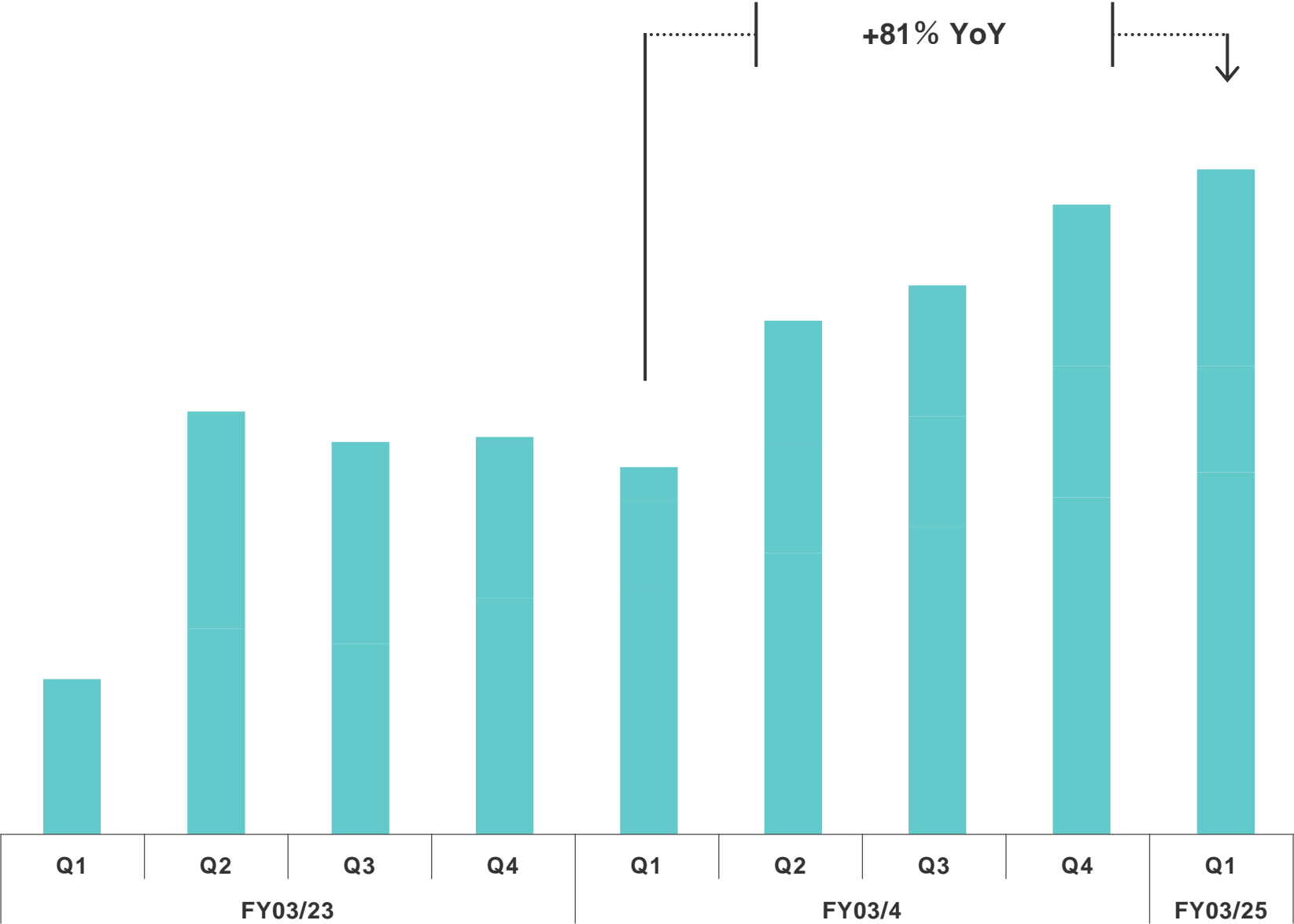
As the difficulty of finding job candidates increases, it will be possible to amass a unique group of job seekers, including those who are considering changing jobs, by providing a diverse range of employment opportunities. We will match talent with the needs of growth companies through appropriate contractual arrangements.



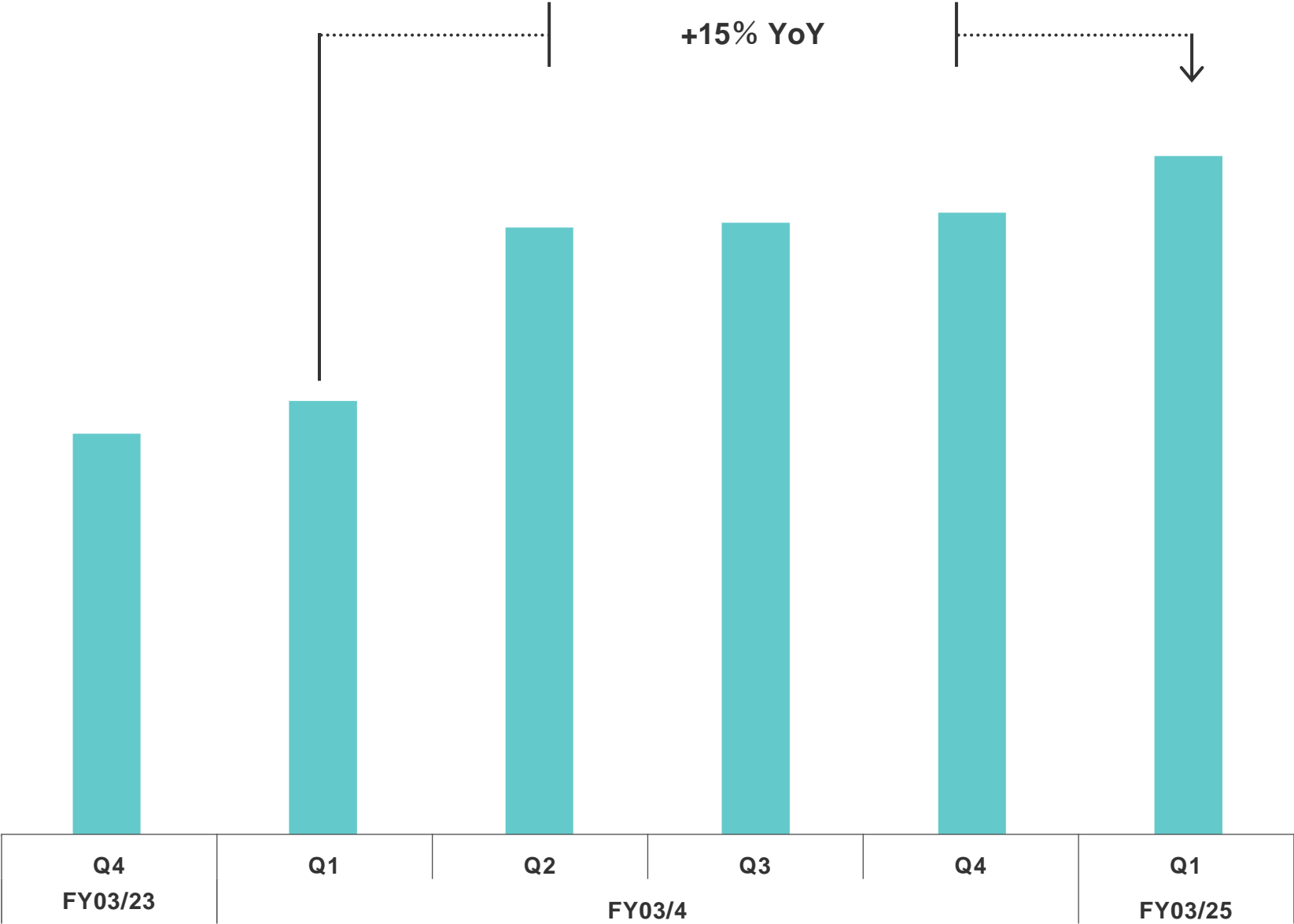
Personnel Matching Business: Expand Job Seeker Group

The number of active workers increased through business growth.
The number of Kasooku registered users increased, and unique group of job seekers expanded.

Changes in the number of active workers* (quarterly average)



Kasooku registered users



*The number of people registered with any of the Personnel Matching companies and who have worked as side-job workers or freelancers, and those who changed their jobs through personnel referral services.

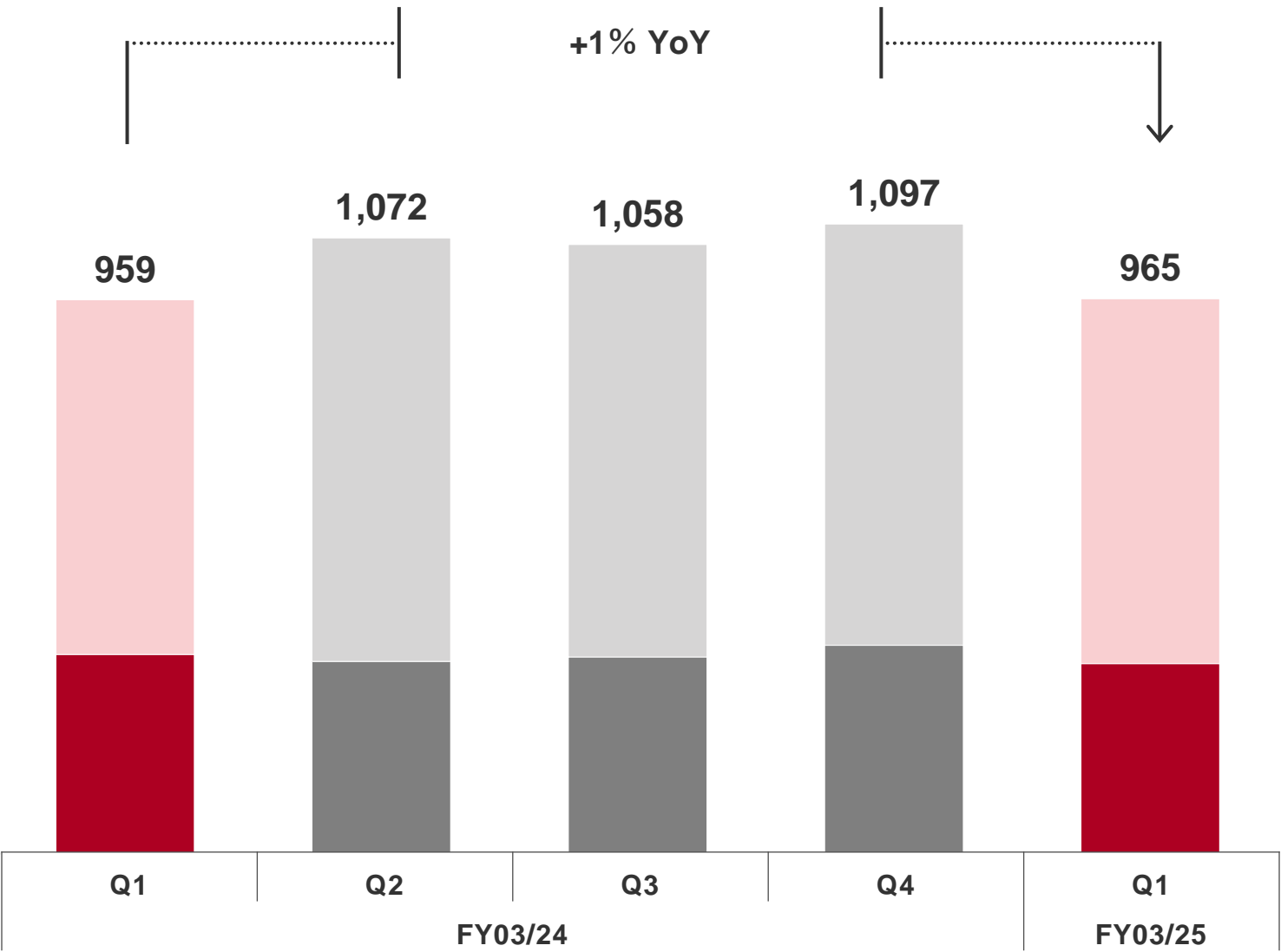
Ad Tech/Content Business

Ad Tech/Content Business: Sales and Operating Profit

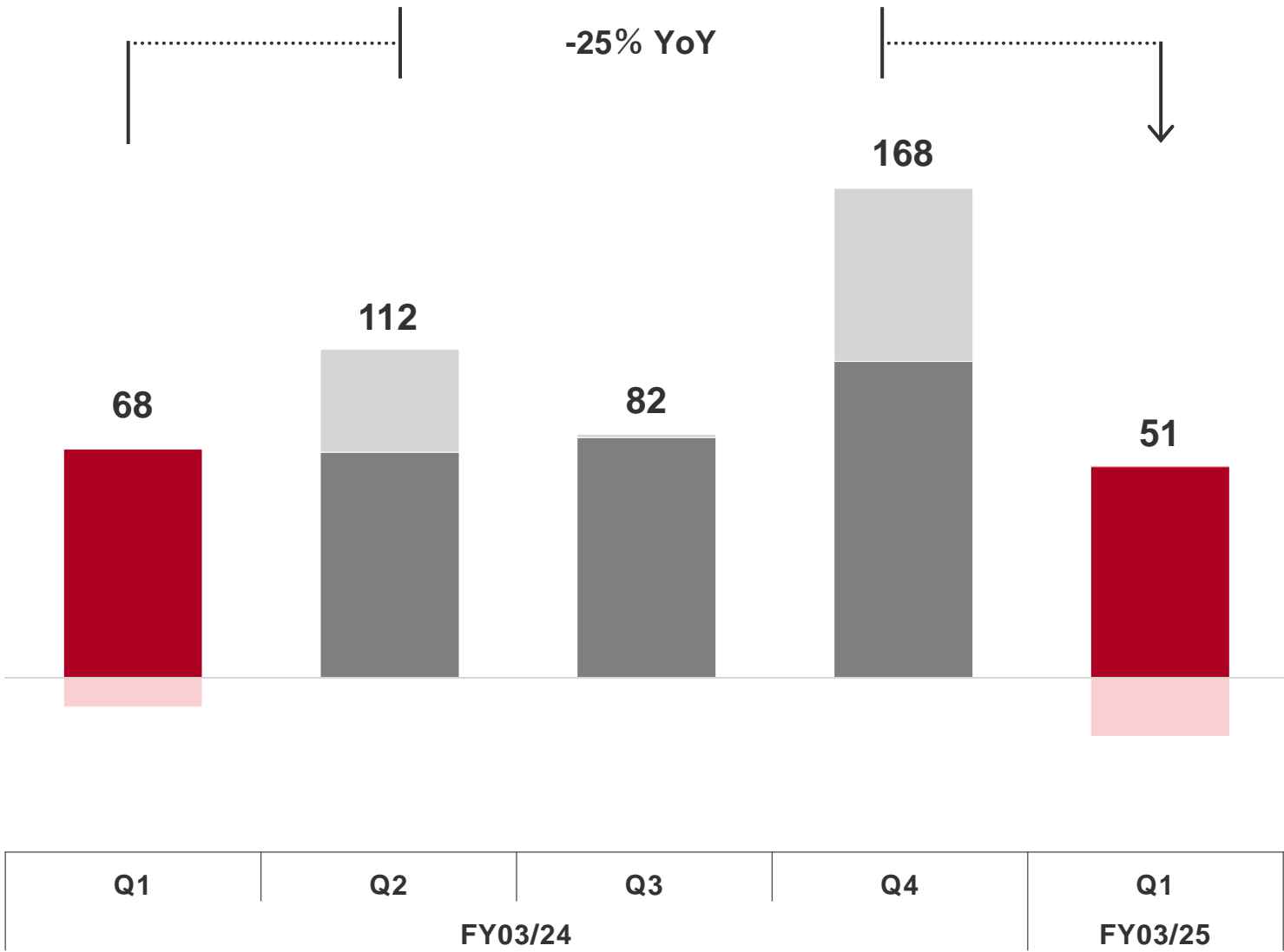
We are generating sustained profits throughout the segment, and project higher sales and profit for the full year.

Sales Trend (Millions of yen)

Ad Technology
Content



Operating Profit Trend (Millions of yen)

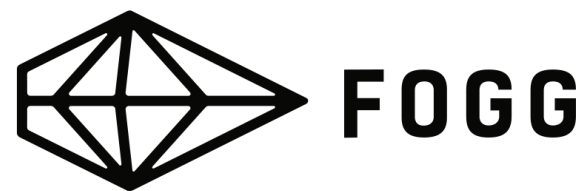


Content Business: Fogg, inc., Fundraising

Fogg, inc. plans to raise approximately ¥300 million by the end-September 2024. The company plans to use these funds for business investments, such as strengthening human resources, with future plans to pursue an IPO.

Fogg, inc. overview

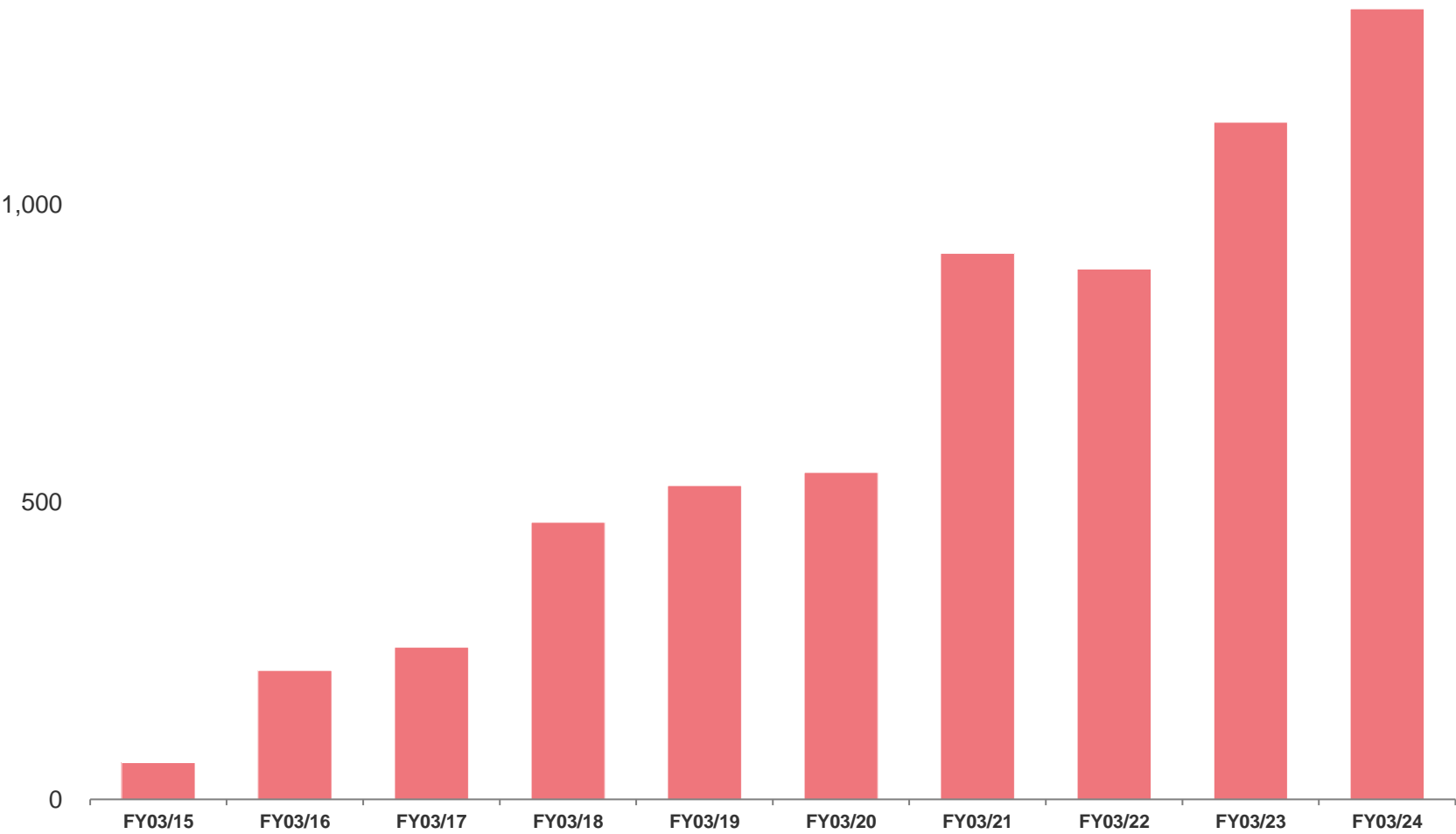
Develops fan businesses in the entertainment market, centered on the operation of RAFFLE, an online lottery platform.



Established	June 2013
Representative	Yusuke Sekine
Shareholder composition	United, Inc.: 71.39% (as of end-July 2024)
Business	<ul style="list-style-type: none">Operates online lottery platform RAFFLEOperates the CHEERZ fan community for talent and artists

Fogg, inc. performance (net sales)

(Millions of yen)



Note: After funds have been raised, United’s shareholding ratio is expected to be 50.63%.

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Consolidated P/L Statement

(Millions of yen)	Q1 FY03/24	Q1 FY03/25	YoY (%)
Sales	7,224	4,711	-34.8%
Gross profit	6,241	3,728	-40.3%
SG&A expenses	880	805	-8.5%
Operating Profit	5,361	2,922	-45.5%
Non-operating profit	8	13	+57.8%
Non-operating expenses	3	37	+1,022.1%
Ordinary Profit	5,366	2,898	-46.0%
Extraordinary profit	-	0	+0
Extraordinary losses	-	50	+50
Profit before income taxes	5,366	2,848	-46.9%
Net Income*	3,685	1,929	-47.6%

*Refers to net income attributable to owners of parent

Consolidated P/L Statement for Q1 FY03/25, by Business

(Millions of yen)	Q1 FY23/04	Q1 FY03/25	Difference	
			YoY (Amount)	YoY (%)
Sales	7,224	4,711	-2,512	-35%
Education	5,813	3,314	-2,499	-43%
Personnel Matching	341	259	-82	-24%
Investment	113	173	+59	+53%
Ad Tech/Content	959	965	+5	+1%
Other	-4	-0	+3	-
Gross Profit*¹	6,241	3,728	-2,513	-40%
Education	5,777	3,264	-2,512	-43%
Personnel Matching	118	76	-41	-35%
Investment	28	63	+35	+128%
Ad Tech/Content	321	323	+1	+1%
Other	-3	-0	+3	-
SG&A Expenses	880	805	-74	-8%
Operating Profit	5,361	2,922	-2,438	-45%
Education	5,731	3,209	-2,521	-44%
Personnel Matching	-17	-59	-41	-
Investment	-137	-32	+105	-
Ad Tech/Content	68	51	-16	-25%
Other	-282	-247	+35	-
Ordinary Profit	5,366	2,898	-2,467	-46%
Net Income*²	3,685	1,929	-1,757	-48%

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

Consolidated B/S Statement

(Millions of yen)	End of FY03/24 (March 31, 2024)	End of Q1 FY03/25 (June 30, 2025)	Difference
Current assets	24,379	22,533	-1,845
Cash & deposits	12,985	14,195	+1,210
Operating investment securities	7,836	7,171	-664 *
Non current assets	2,365	2,319	-46
Amortization of goodwill	76	70	-6
Total assets	26,745	24,852	-1,892
Current liabilities	2,063	2,362	+298
Non current liabilities	1,141	131	-1,009
Deferred tax liabilities	1,089	81	-1,007 *
Total liabilities	3,204	2,494	-710
Net assets	23,540	22,358	-1,181
Unrealized gain on securities	914	254	-659 *

Note) Of this amount, the impact of revaluation (mark-to-market) and disposal of operational investment securities (listed shares) were as follows:

Operational investment securities -¥1,118 million

Deferred tax liabilities -¥322 million

Unrealized gain on securities -¥752 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.

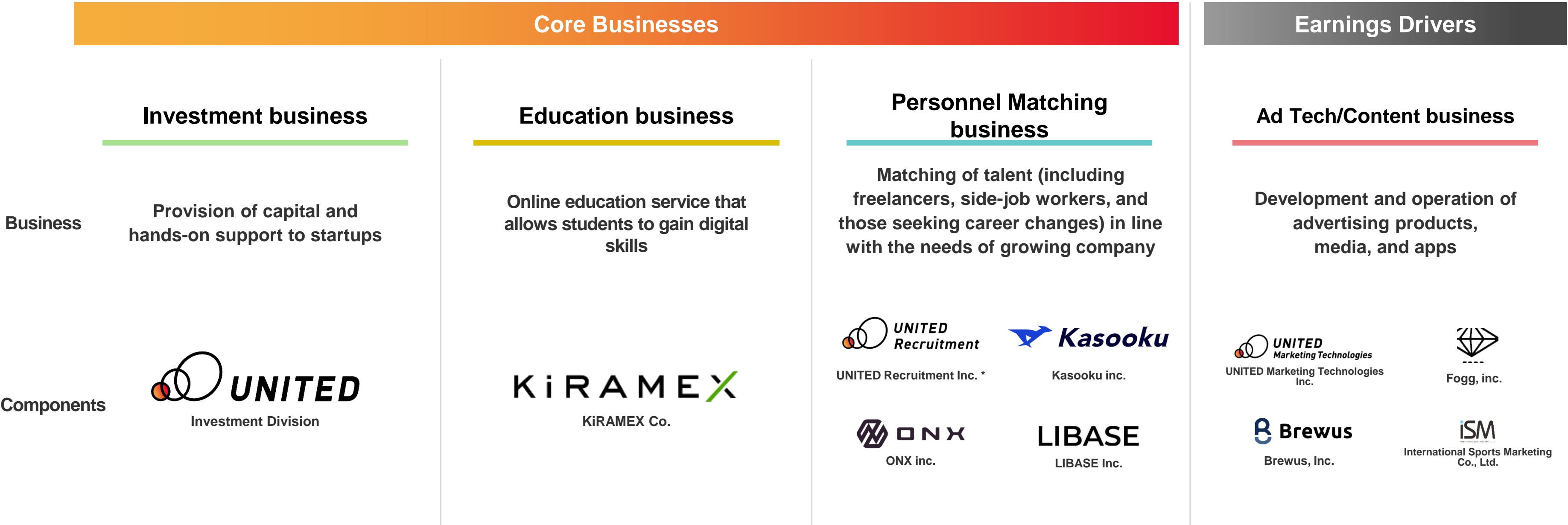
We will provide funds and know-how to businesses
with willpower.

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.

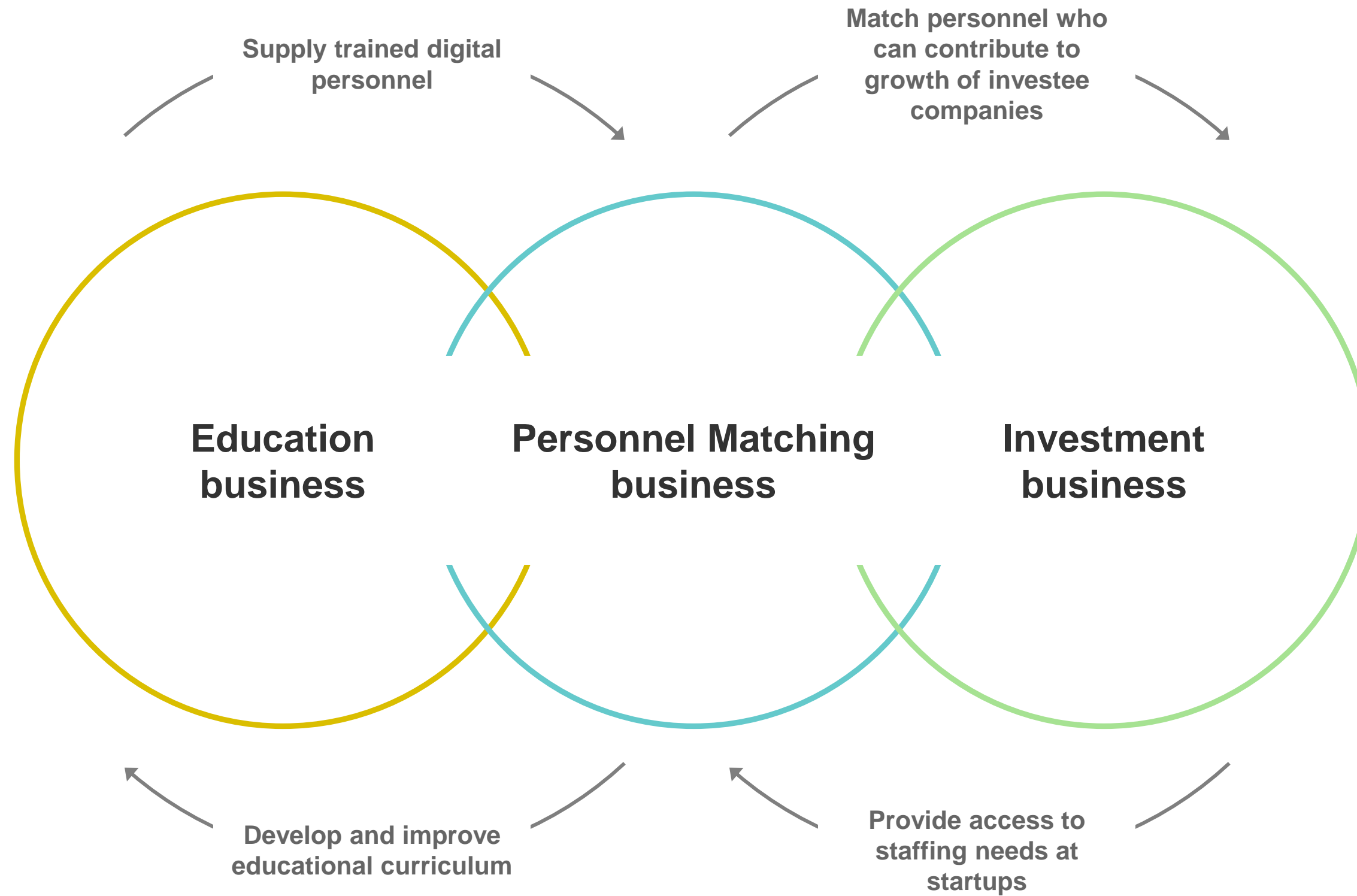
We will maximize willpower and accelerate the
betterment of society.







































*In July 2024, Inop Inc. will absorb Bushin Inc. and change the company name.

Collaboration of the Core Businesses

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



























Investment Business: Major Startup Investments

Post IPO	Middle to later stage		Seed to early stage			
					Gotoschool inc.	
		Stockmark 	Ms. Engineer	MentaRest	@at mark	
	Paytner	×AcialDesign				株式会社 ライトライト
		<u>inglewood</u>	tokihana <small>トキハナ</small>	xxxxnese		Anyplace
	SOCIAL INTERIOR	Biophilia inc.				ATOMica
						
	TANP					
						

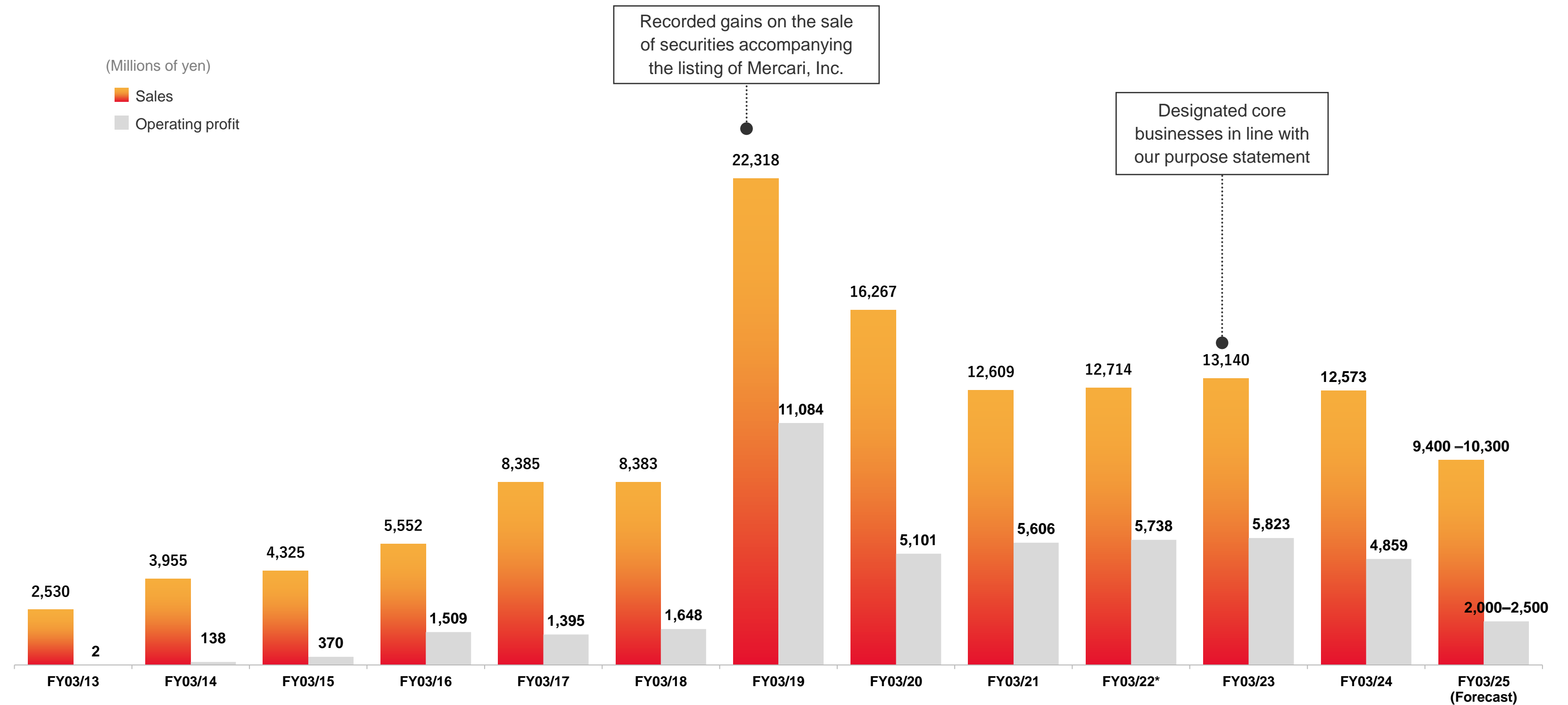
As of end-June 2024

Investment Business: Major Funds We Invest in as LP

We expect to record gains on distribution from the multiple external funds (41 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				
				
				
				
				
				

Sales and Earnings (FY03/13–FY03/25)



*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



(Numbers employed)

