



FY03/2026 H1 FINANCIAL RESULTS

Apr.2025 — Sep.2025 TSE:Growth 7089

Net sales

2,258 million yen

+**33.0** % YoY

Operating income

328 million yen

+**110.3** % YoY

Orders

2,678 million yen

+**27.9** % YoY

- Posted new record for first-half results. Upward revision to full-year earnings forecasts against backdrop of steady progress by the business
- Main Human Capital Business posted highest-ever net sales and orders for 2Q thanks to optimization of sales strategy
- Venture Capital Business recorded 93 million yen in cost of sales as loss on valuation of operational investment securities. Some investments have generated unrealized gains, but in accordance with accounting rules the recording of losses comes first
- Despite a few resignations, rejuvenation of the organization is proceeding and, as a result of reconfiguring team to one with a strong sense of ownership, productivity per person has risen, confirming transition to organizational structure that generates growth

*Comparison with revised figures for results from past fiscal years

Upward revision to full-year earnings forecasts

Based on first-half results and employee placements orders exceeding expectations, we have revised full-year earnings forecasts upwards

While aiming for further improvements in productivity in second half, we will strengthen recruitment to drive earnings from next fiscal year onward

(Million yen)	Revised forecast	Previous forecast	Change from previous forecast	FY03/25 results	YoY (using revised forecast)
Net sales	4,850	4,300	+ 12.8 %	3,693	+ 31.3 %
Operating income	850	650	+ 30.8 %	452	+ 87.7 %
Ordinary profit	770	640	+ 20.3 %	449	+ 71.4 %
Profit attributable to owners of parent	610	500	+ 22.0 %	353	+ 72.4 %

Background to upward revision

Although first-half performance/orders received in Human Capital Business have been reflected in results, taking into account significant contribution from increase in unit price, our aim is to work steadily to achieve initial order forecasts in second half. We will also strengthen recruitment to further reinforce recent conditions

FY03/26 1H results

Net sales/ Orders	- Impact of sales strategy optimization became clearly visible in employee placements orders for September, posting new records for orders/number of placements - To improve converted placements per person (productivity), we significantly increased KPI targets for number of interviews with job applicants. We saw progress in number of converted placements per person. Had expected unit price to fall due to increase in placements but annual salary bands for job applicants did not change, unit price exceeded the plan, and orders significantly overshot expectations - Open Innovation Business has already won enough orders to hit initial targets
Cost of sales	Valuation losses recorded in Venture Capital Business. In cases where new business plans and recent results at investee companies are deemed to have deviated significantly from those assumed in the growth strategy at the time of investment, valuation losses are recorded in line with accounting standards
SG&A expenses	Personnel expenses and advertising expenses are tracking below the level of initial forecasts, contributing to improved profitability

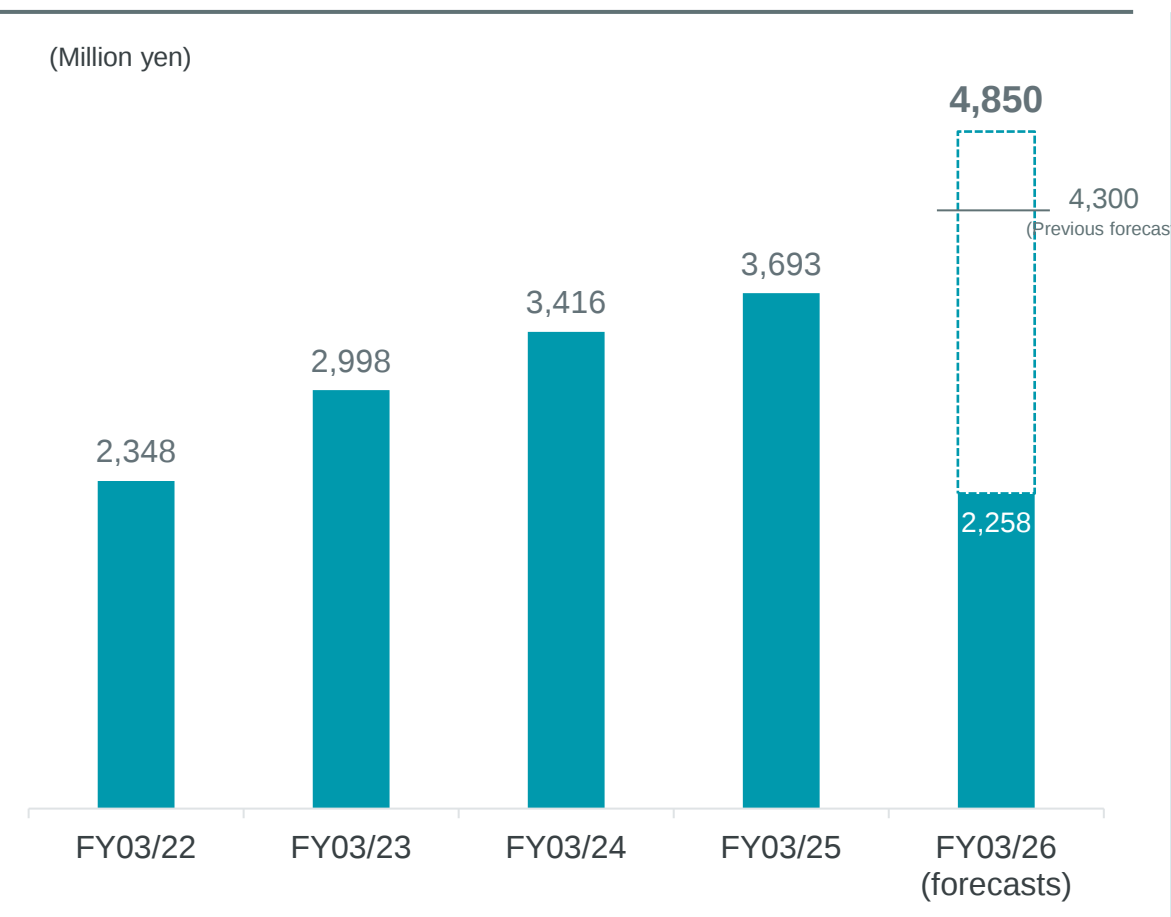
FY03/26 2H outlook

Net sales/ Orders	- Employee placements orders do not incorporate conditions in first half in which increase in unit price made contribution, and our aim is to steadily work to achieve previous forecast - Speed of conversion from order (acceptance of offer) to sales (person joins company) was slightly slower in 1H than average for past three years. Sales plan for 2H is revised to incorporate 1H results
Cost of sales	Accounting estimates of Venture Capital Business valuation losses have already all been recorded, with nothing more to add this fiscal year
SG&A expenses	We assume increase in personnel expenses and recruitment-related expenses caused by strengthening recruitment and raising rate of increase in salaries for existing employees Will continue policy of implementing advertising while controlling customer acquisition costs
Non-operating income/expenses	Profit or loss on investment in GO Job Inc., in which we took a stake as an equity-method affiliate, will be incorporated from 3Q onward. For the time being, our policy will be one of J-curve profit growth in which we commit funding to marketing and recruitment, so non-operating income and expenses are expected to occur in consolidated income statement this fiscal year

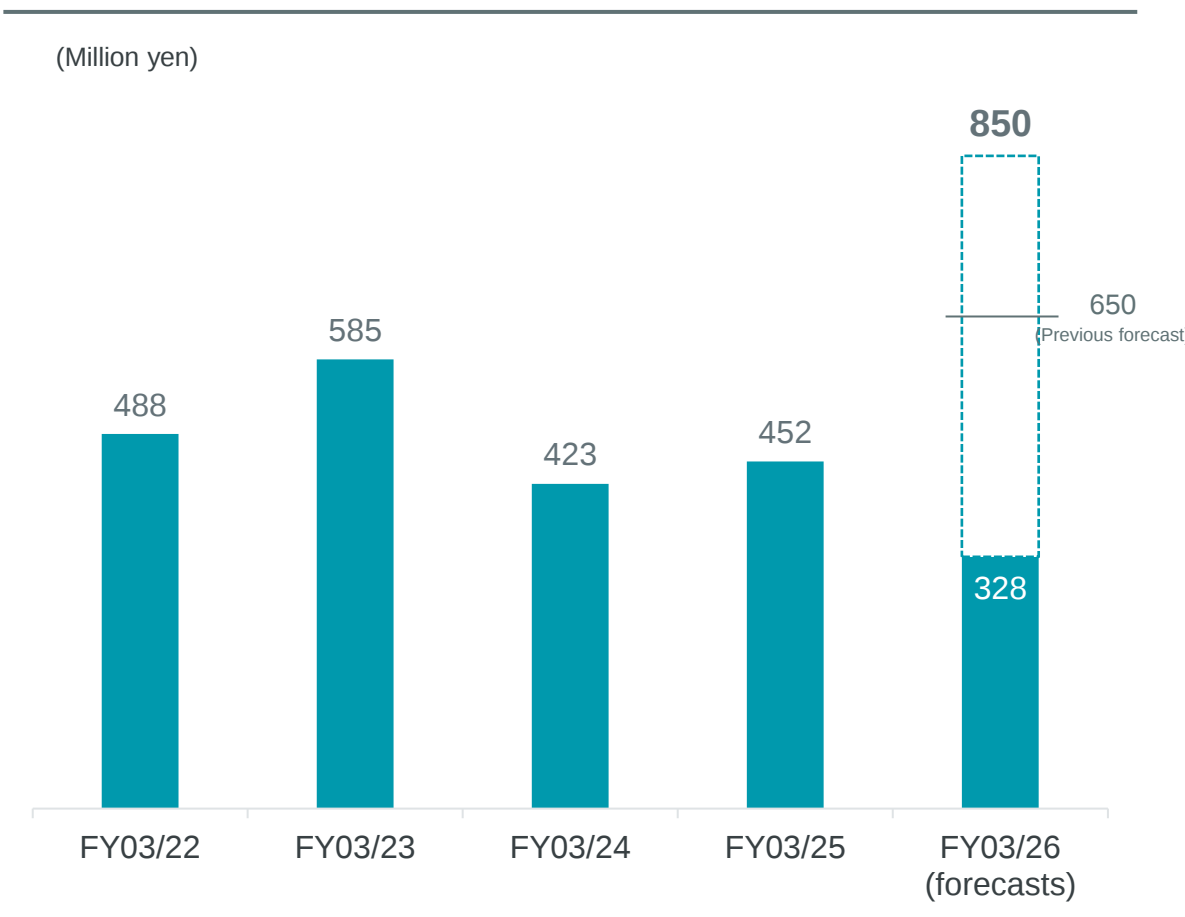
Upward revision to full-year earnings forecasts

Sweeping away recent stagnation to post record results

Change in net sales over time



Change in operating income over time



FY03/26 1H results overview

Summary of consolidated results

Incorporated valuation losses in Venture Capital Business, but still achieved record results in first half

(Million yen)	FY03/26 2Q	FY03/25 2Q	YoY	FY03/26 1H	FY03/25 1H	YoY	Full-year forecast (revised forecast)	Progress
Net sales	1,142	832	+ 37.3 %	2,258	1,698	+ 33.0 %	4,850	46.6 %
Gross profit	830	686	+ 21.1 %	1,754	1,406	+ 24.7 %	—	—
Selling, general and administrative expenses	714	608	+ 17.3 %	1,425	1,250	+ 14.0 %	—	—
Operating income	116	77	+ 50.6 %	328	156	+ 110.3 %	850	38.7 %
Ordinary profit	119	76	+ 54.7 %	330	155	+ 112.8 %	770	43.0 %
Profit attributable to owners of parent	132	57	+ 131.4 %	283	116	+ 143.3 %	610	46.5 %

Summary of results by segment

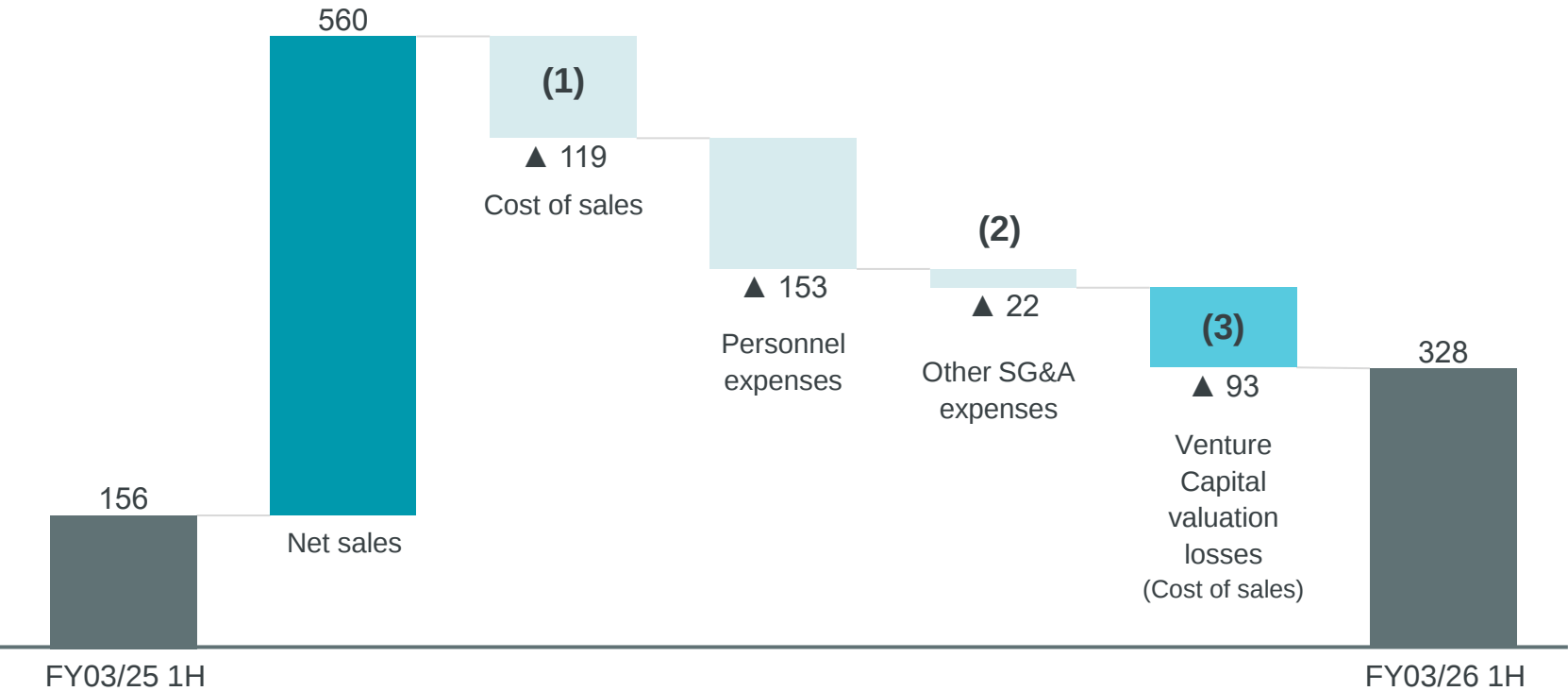
Significant growth in main Human Capital Business was driver of results. Profitability of Open Innovation Business improved

(Million yen)		FY03/26 2Q	FY03/25 2Q	YoY	FY03/26 1H	FY03/25 1H	YoY
Human Capital Business	Net sales	1,028	749	+ 37.3 %	2,039	1,559	+ 30.7 %
	Segment profit/loss	443	312	+ 41.8 %	895	680	+ 31.6 %
Open Innovation Business	Net sales	113	83	+ 36.7 %	218	138	+ 58.5 %
	Segment profit/loss	11	-17	—	7	-61	—
Venture Capital Business	Net sales	—	—	—	—	—	—
	Segment profit/loss	-94	-1	—	-97	-3	—
Corporate expenses (adjustments)		-243	-216	+ 12.8 %	-476	-458	+ 3.9 %
Total	Net sales	1,142	832	+ 37.3 %	2,258	1,698	+ 33.0 %
	Operating income	116	77	+ 50.6 %	328	156	+ 110.3 %

Change in operating income

Strong performance of Human Capital Business led to improvements in overall profitability

(Million yen)



(1) Cost of sales

Shows increase in cost of sales for Human Capital & Open Innovation businesses

(2) Disappearance of office relocation expenses of previous year

In 1H FY03/25, double rent for old and new offices, and accelerated depreciation due to compression of useful life of non-current assets at old office resulted in recording of 101 million yen in one-off SG&A expense associated with relocation of head office

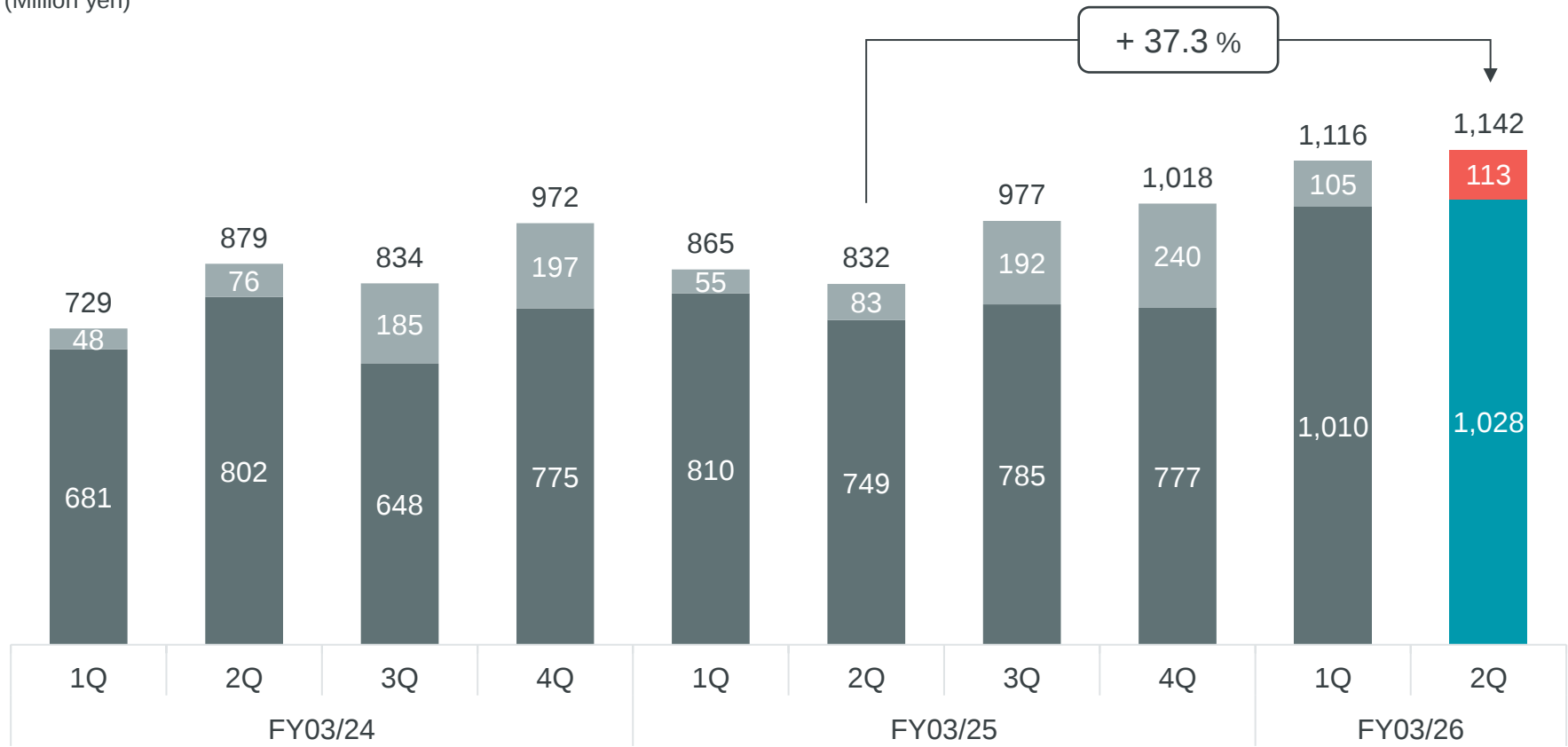
(3) Recording of Venture Capital valuation losses

In cases where new business plans and recent results at investee companies are deemed to have deviated significantly from those assumed in growth strategy at the time of investment, valuation losses are recorded in line with accounting standards, which amounted to 93 million yen posted in cost of sales on this occasion

Consolidated net sales

With Human Capital Business as the driver, quarterly net sales posted a new record

(Million yen)

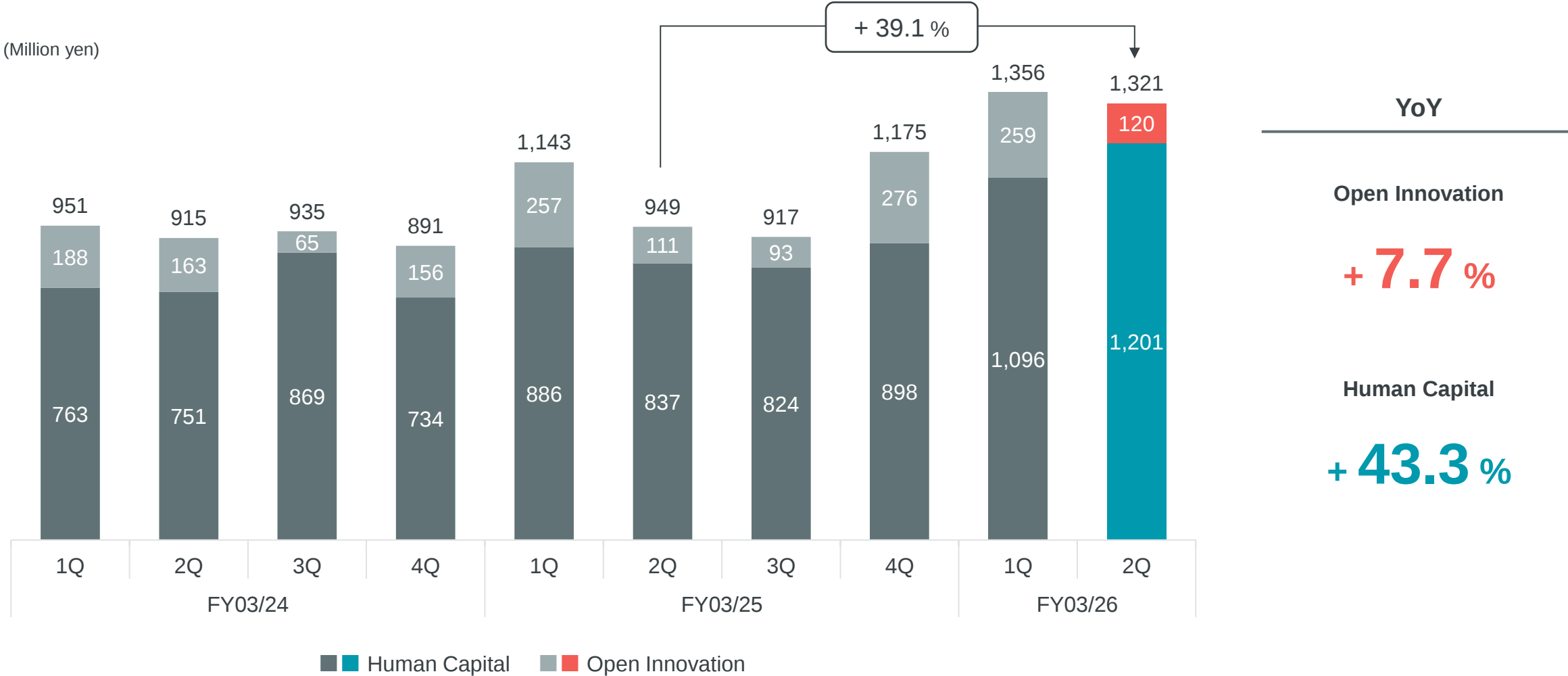


YoY	
Open Innovation	+ 36.7 %
Human Capital	+ 37.3 %

Consolidated orders received

Human Capital Business orders constituted a new record. Trend of rising orders for placements unchanged, with added contribution from unit price increase

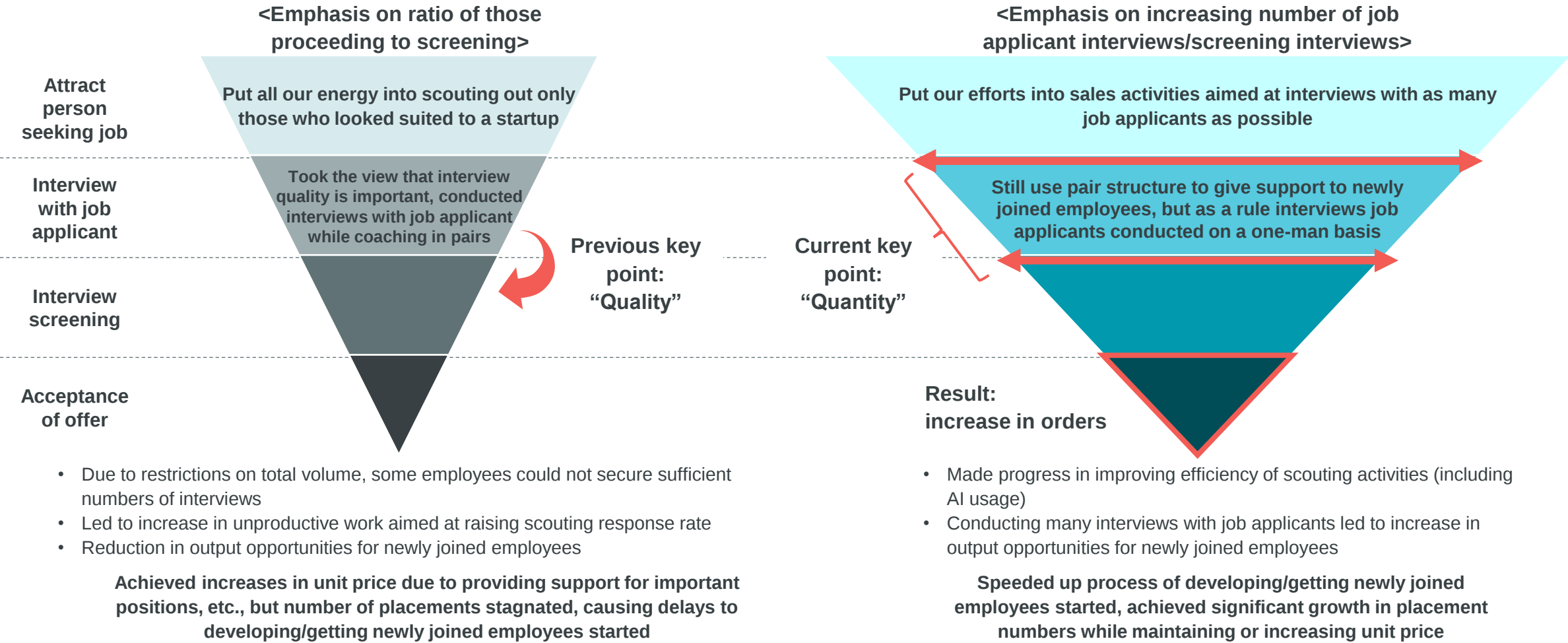
Open Innovation Business making progress in line with plans



Status of specific initiatives to optimize sales strategy

Shift from quality to quantity: In order to achieve further business growth, switched from emphasizing ratio of those proceeding to screening (quality) to number of interviews (quantity)

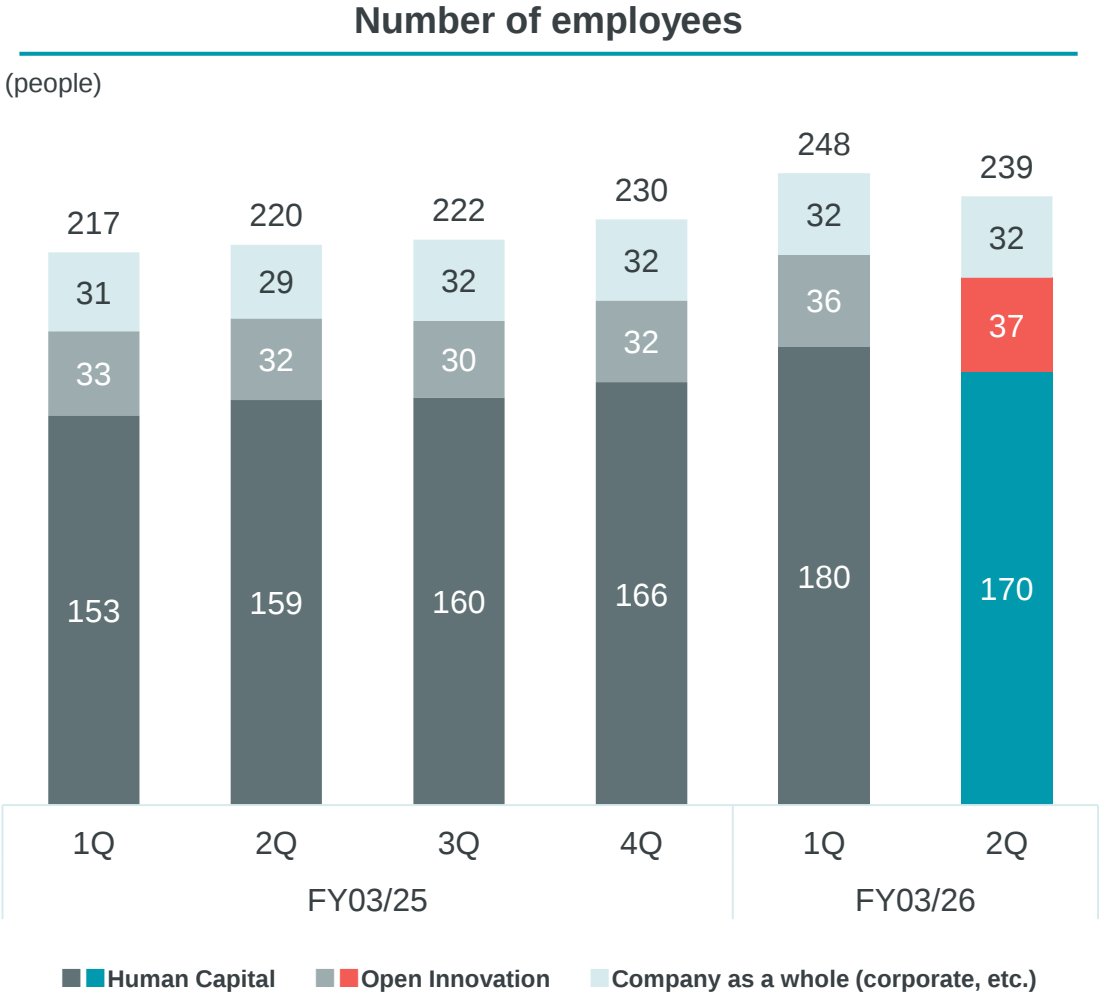
Leveraged our strength of accurate matching between startups and job applicants to the maximum extent, maintaining unit price while placements increased



Number of regular employees

Partly in response to optimization of sales strategy following adoption of “growth industry support platform” concept, resignations increased and number of employees decreased

It looks as if only the Human Capital Business saw a decline but that is due to the effect of an increase in internal transfers



[Overall sense of where we are]

- Emphasizing productivity (converted placements per person). Initial headcount plan was “headcount at start of term + around 10 more” to be achieved by end of fiscal year
- Recruitment of employees went according to plan but increase in resignations, mostly from Conference/Public Affairs team, resulted in QoQ decrease in number of employees

[Reasons for decrease in Human Capital Business]

1. Internal transfers
Implemented internal transfers with the objective of strengthening various departments, including those mentioned above, and developing careers of those involved. This resulted in two people who had won awards in the past and approximately 10 other people, including new graduates, being transferred in first half to new roles in which they are currently active
2. Resignations
Perception is that some employees reacted to change in sales strategy emphasizing stronger commitment to KPI figures

[Impact]

No impact at this point in time - **if anything we have made progress in rebuilding organization into one centered on people eager to take on challenges, which has led to improvements in productivity and organizational capabilities.**

On the other hand, important to increase number of employees when aiming for sustainable growth

[Second half]

Will accelerate recruitment activities with the goal of attracting talented people who will build on recent momentum.

No change in initial plan (around 260 people as of end of fiscal year) at this point in time

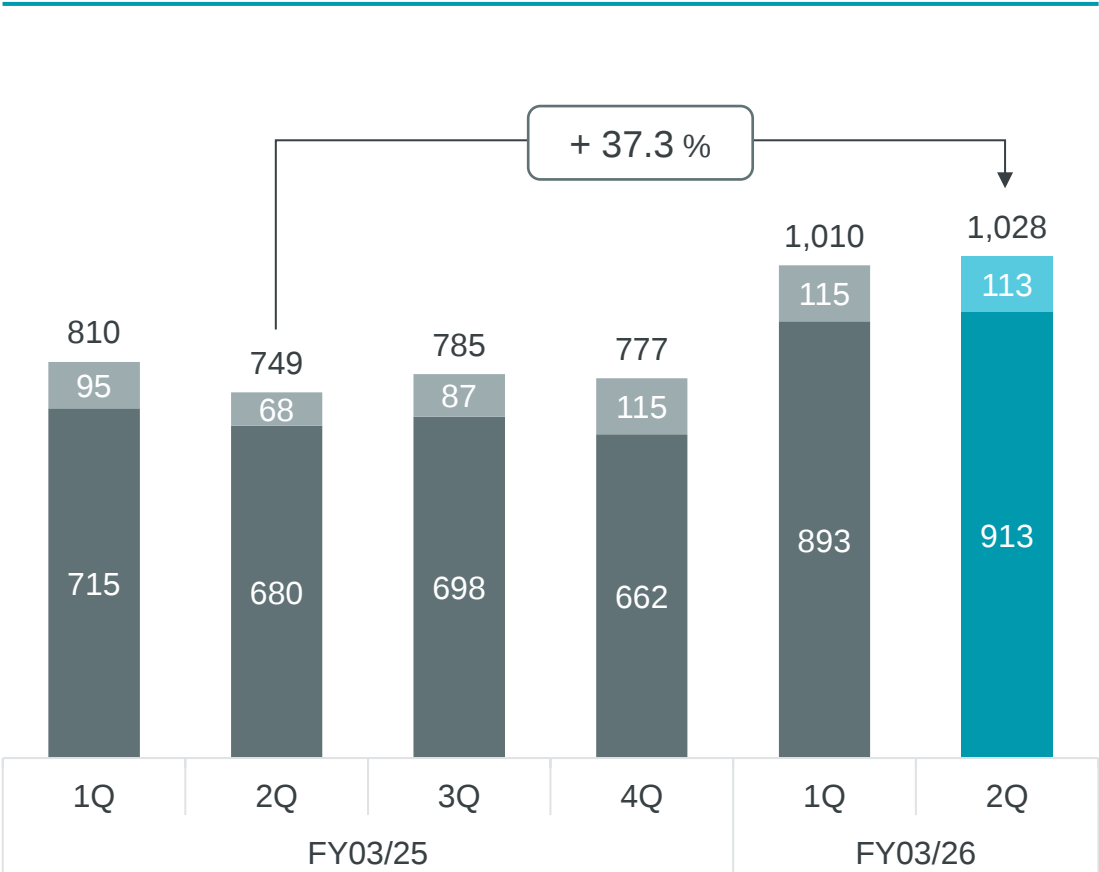
Performance by segment

Human Capital Business | Change in net sales and orders received over time

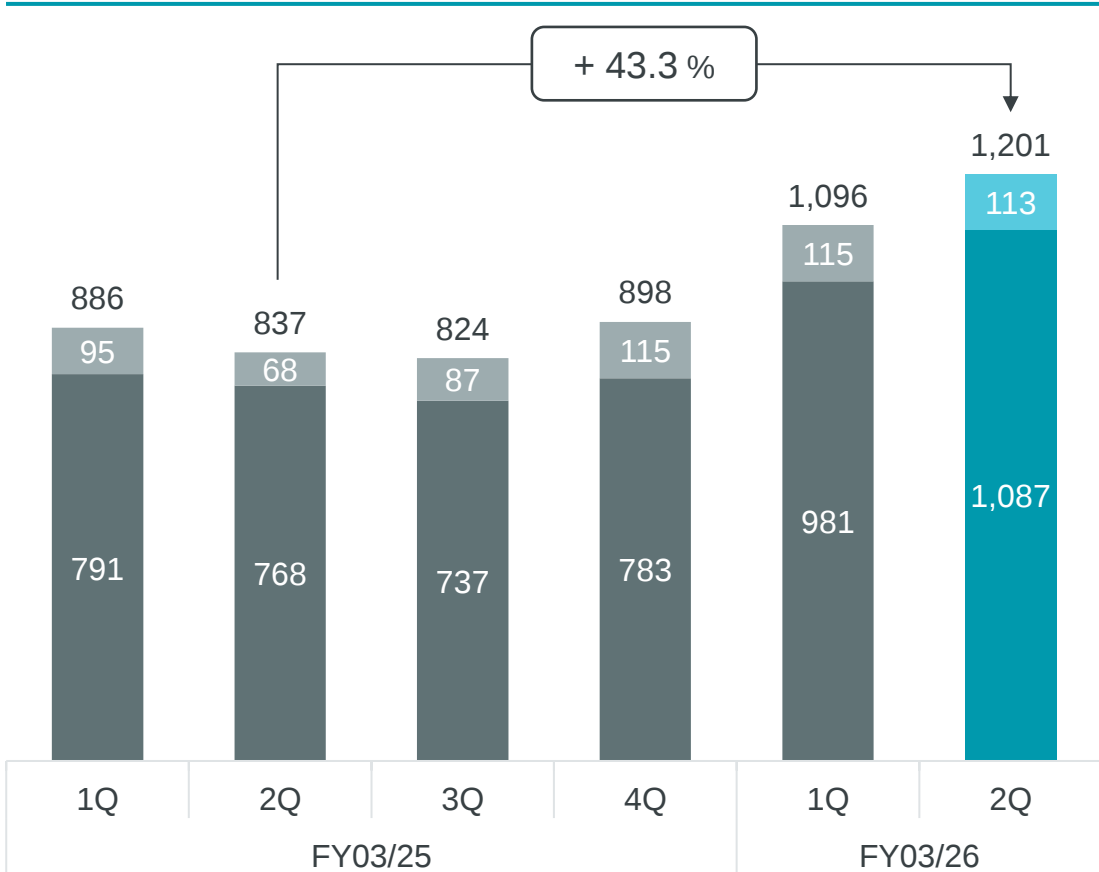
Net sales and orders both posted new records

On standalone month basis, employee placements net sales, orders, and KPIs (number of unique users for which interviews arranged) hit peak in September, showing results of previous initiatives

Change in net sales over time



Change in orders received over time



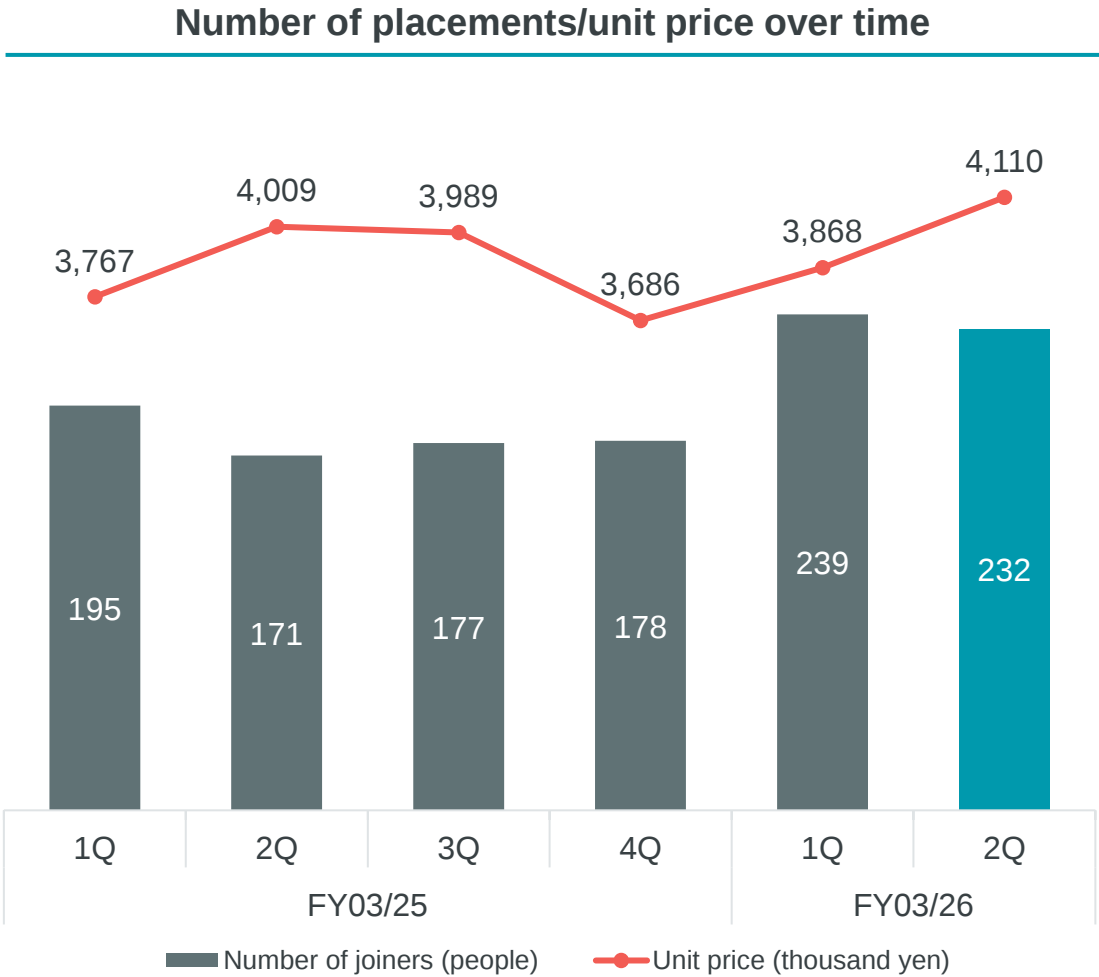
■ Employee placements ■ Recruitment consulting

* Due to the nature of services provided, orders received by recruitment consulting services are effectively equivalent to net sales

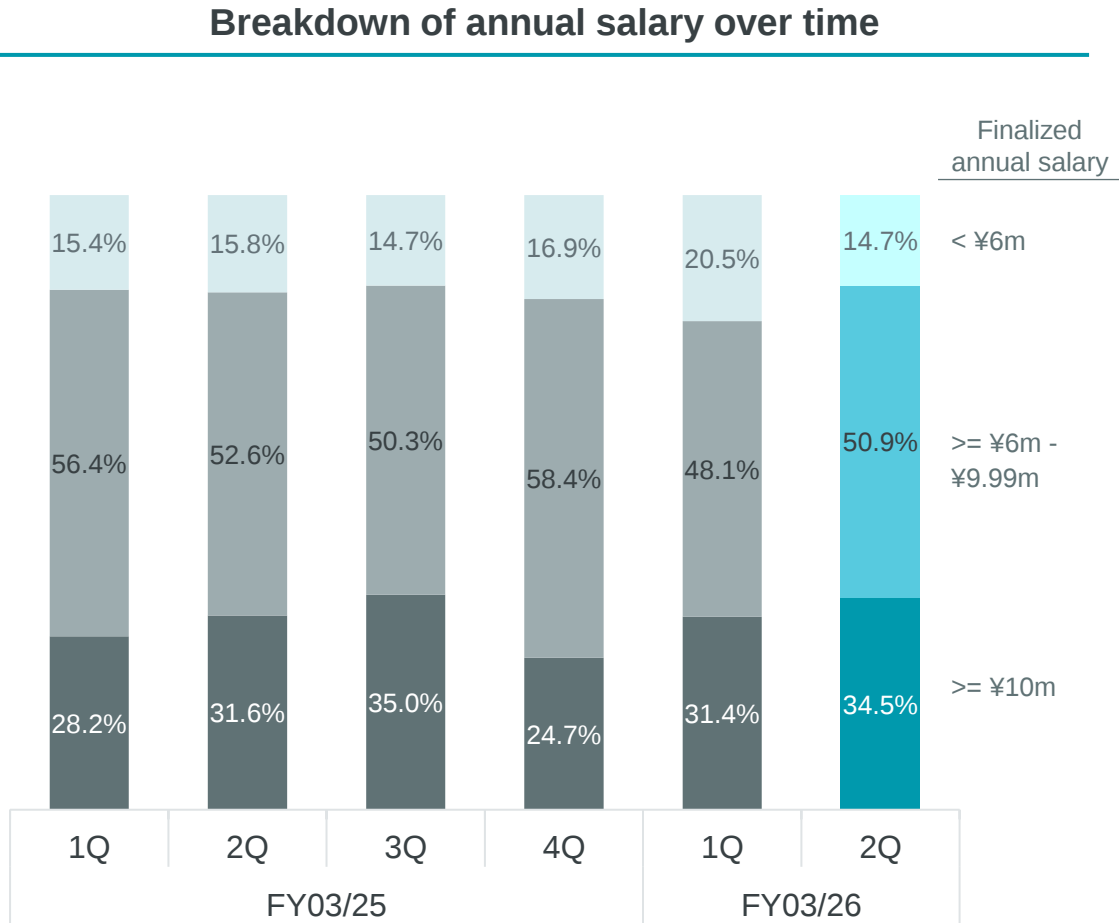
Human Capital Business | Change in employee placement service net sales breakdown

for
Startups

Unit price posted a new record, while maintaining the number of joiners. Proportion of those in high salary bands increased



*Only calculated for those joining as regular employees

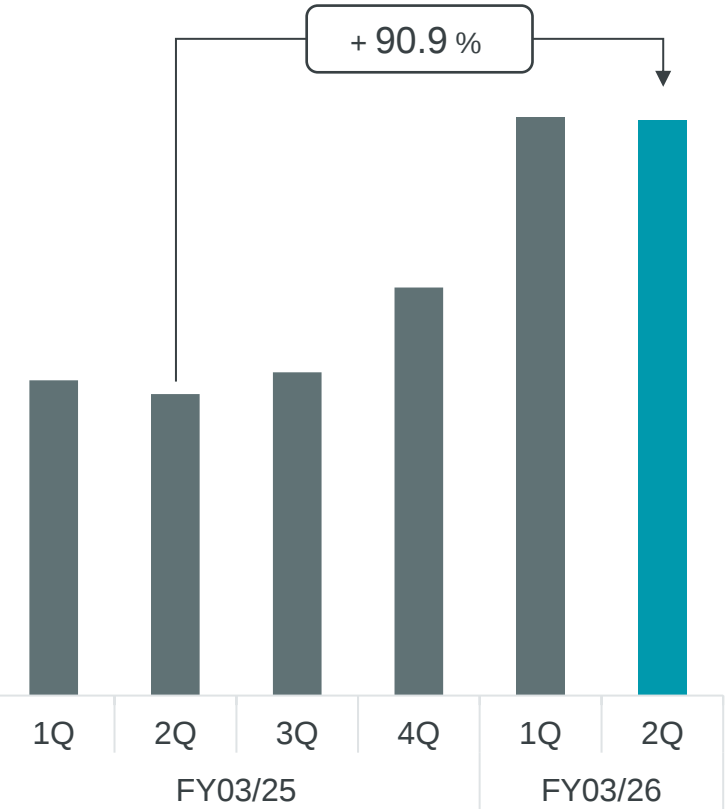


Human Capital Business | Change in KPIs over time (parent)

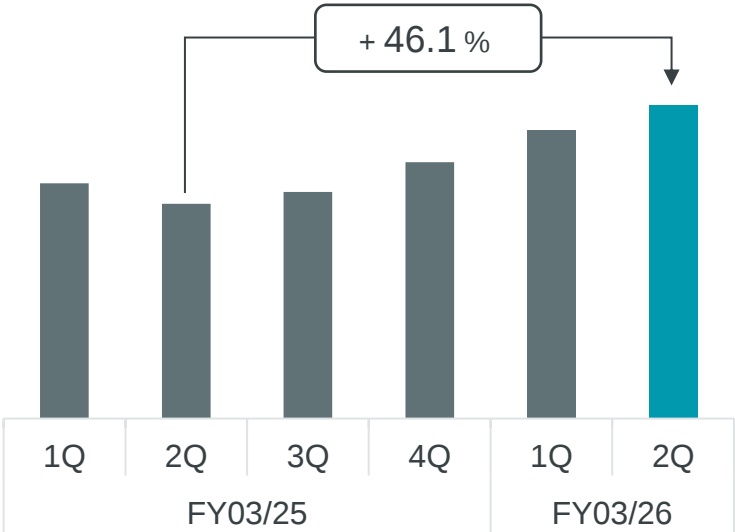
Increased number of unique users for which interviews arranged, while maintaining the level of interviews with new job applicants.
Number of converted placements per person (non-consolidated) improved by around 17%

Our efforts to attract people seeking jobs remain focused on hunting through external databases. Advertising will be implemented while controlling the unit cost of acquiring customers

Number of interviews with new job applicants



Number of unique users for which interviews arranged

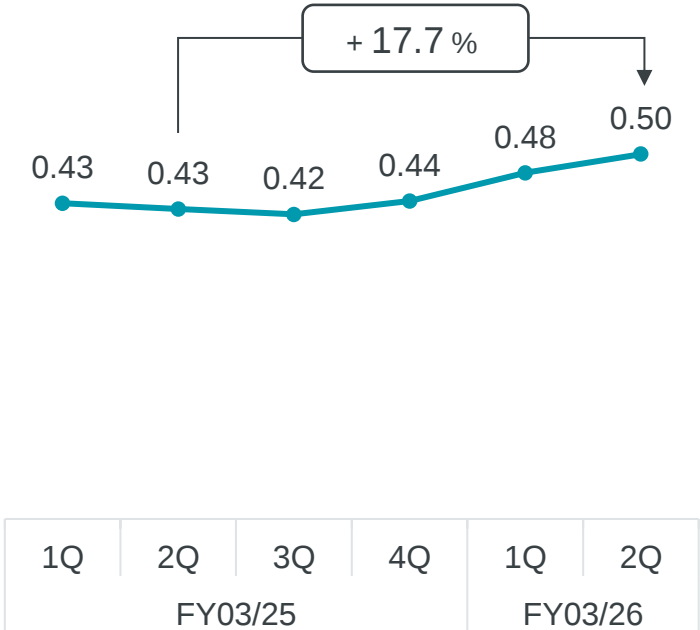


Number of converted placements per person

Calculation method: Number of quarterly orders (completed) / Total end-of-month headcount for business for three months

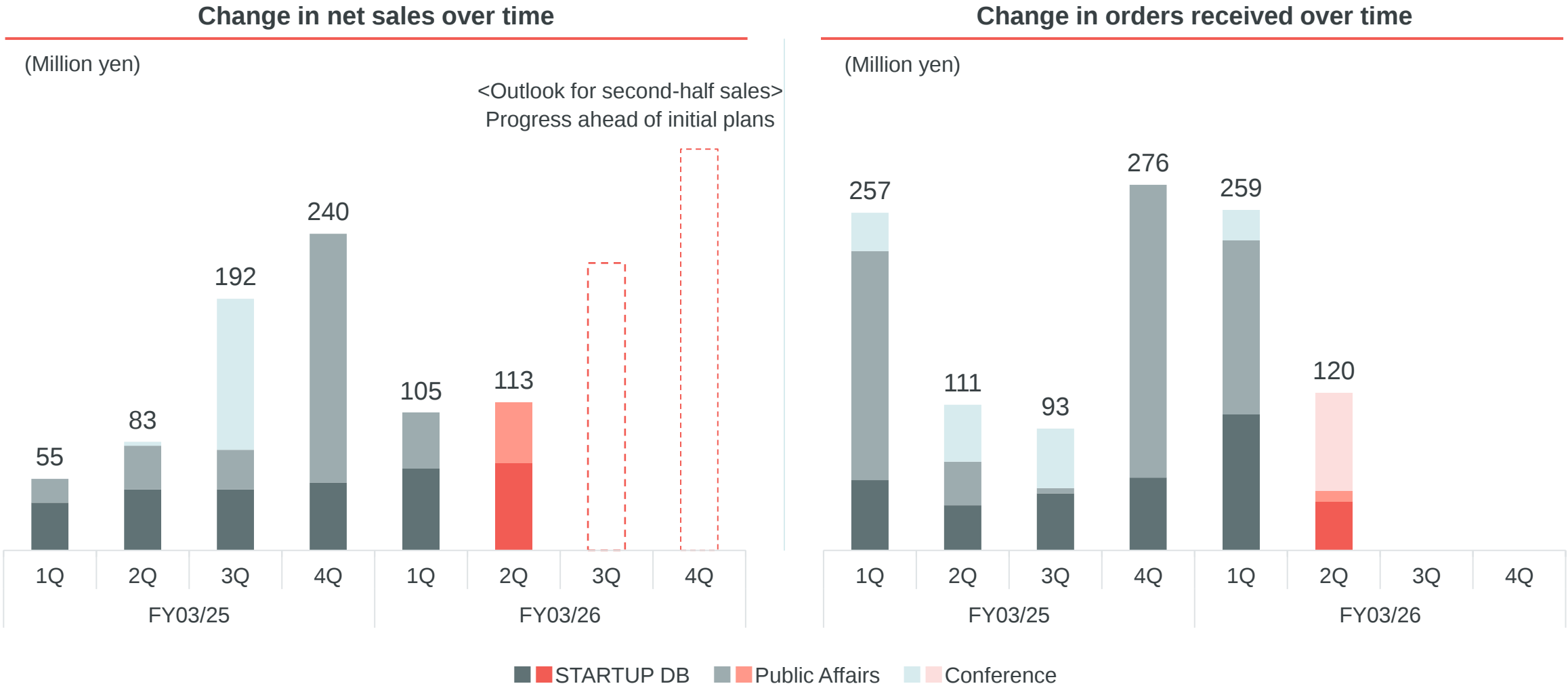
*Number of placements: Placements by regular employees only, excludes placements made by outsourced operations

*Headcount: Excludes engineers. Managers, employees involved in marketing and sales operations, and those taking childcare leave are included



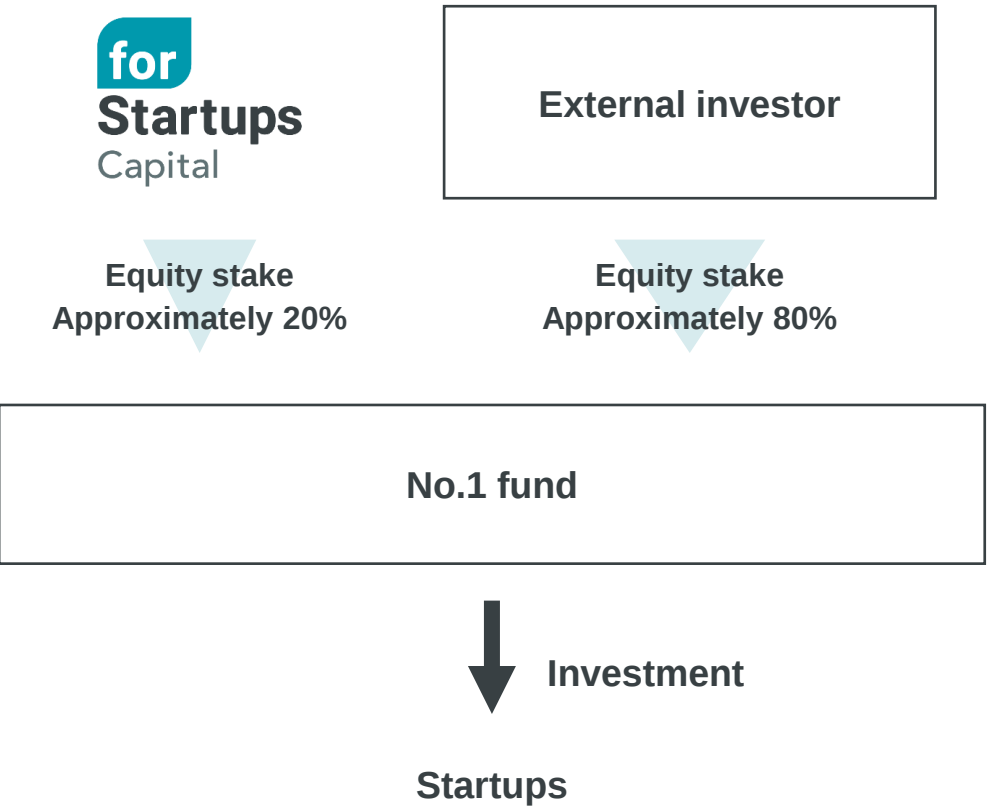
Open Innovation Business | Change in net sales and orders received over time

STARTUP DB and Public Affairs put in a satisfactory performance. Conference has also built up orders steadily
Progress is already ahead of initial plans, and revenue is expected to increase year on year for both 3Q/4Q



Venture Capital Business | Accounting treatment

When an impairment loss occurs at the fund managed by for Startups Capital this results in an operating loss, but because its equity stake is approximately 20%, around 80% of this loss is added back at the stage of profit attributable to owners of parent



Accounting treatment

(Million yen)	Underlying figure*	Actual figure	Impact
Operating income	421	328	-93 million yen Total amount of valuation loss recorded in cost of sales
Ordinary profit	424	330	-93 million yen As above
Profit attributable to owners of parent	301	283	-18 million yen Approximately 80% of the losses added back in line with the equity stake

*Estimate based on no valuation loss being recorded

Current impact on performance of changes in business environment, by segment

The business environment in which startups operate is changing at dizzying speed, but at this point in time we perceive the situation to be positive

Criterion for maintaining TSE Growth Market listing: 10,000 million yen		Stagnation of startup funding market	
Assessment	Comment	Assessment	Comment
Human Capital	○ Increase in companies prioritizing business expansion. This has resulted in growing demand for talented people, a rise in annual salaries being offered by companies, and increases in companies hiking placement fee rates for important positions	—	Recruitment demand remains high among the for Startups Group customer base. In addition to a policy of raising our level of support for post-IPO companies and industries in which funding is concentrated, we see the emergence of recruitment demand being reflected in improved performance in recruitment consulting services
Open Innovation	○ Strengthening of the trend towards M&A exits among startups. Making preparations with an eye on alliances with operating companies and providing support for M&A	○	We expect the importance of Open Innovation with operating companies and others to accelerate as a way of driving growth for startups without being dependent on funding
Venture Capital	△ Some companies are considering postponing the timing of their listing after taking into account market capitalization after listing	—	Investee companies are moving steadily forward with funding, and mitigating risk by restricting investments based on the deep tech trend (space, etc.)

Progress in medium-term management policy

Medium-term management policy | “Growth industry support platform” concept

Continue to create businesses, societies, and futures with their origins in people, and evolve into a platform to support those who take on challenges

Key Concept

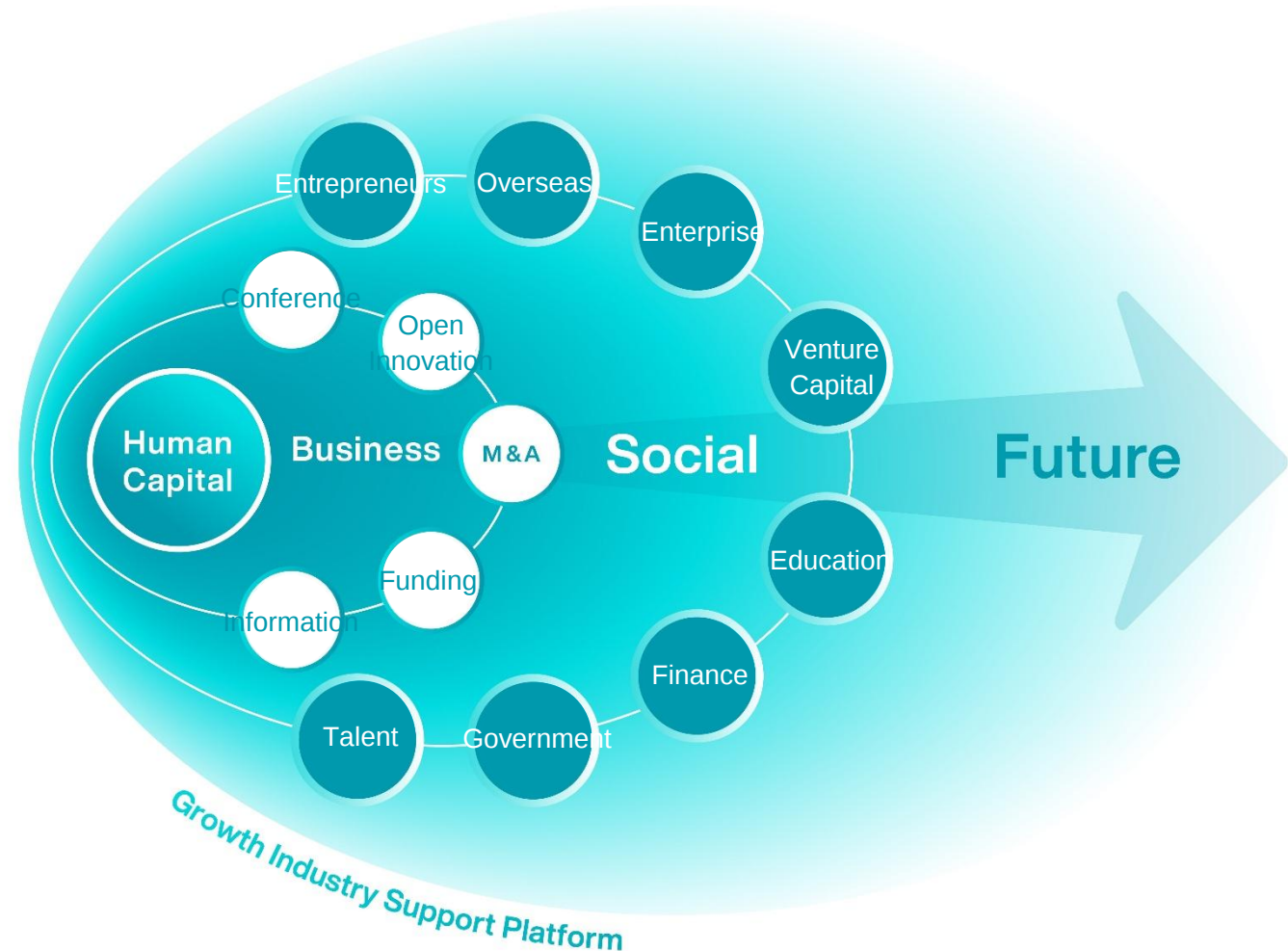
Create businesses, societies, and futures that leverage the unlimited potential of people

In every era, what generates innovation is people. We create businesses, centered on our Human Capital Business, to support the potential of those who take on new challenges, changing society and opening up the future.

Vision

Growth industry support platform

A system that allows challengers to focus solely on their 'challenges,' along with the development of a supportive society, is now essential. Our company is committed to evolving into a platform that supports the challengers gathered in growing industries.



Medium-term management policy | Initiatives to drive the transformation into a growth industry support platform

We aim to become the No.1 in startup HR in both quality and quantity, while evolving into a growth industry support platform

1

No.1 in startup HR in both quality and quantity

- Increase number of placements supported through enhanced productivity
- Build brand recognition by strengthening marketing
- Strengthen HR support for post-IPO companies
- Expansion through M&A/establishing of subsidiaries

2

Expand lineup of startup support options

- Roll out support for exit strategies
- Expand base among large corporate customers and strengthen support for Open Innovation
- Strengthen cross-selling of various services

3

Increase scale through M&A and business co-creation

- Promote M&A that can be expected to generate synergies with growth of existing businesses
- Co-create businesses with leading startups and ecosystem builders in Japan and overseas

Evolve into a growth industry support platform

Status of initiatives to drive the transformation into a growth industry support platform

Aiming to make progress in multiple aspects of No.1 in startup HR in both quality and quantity, which is the most important issue

1

No.1 in startup HR in both quality and quantity

Progress

- Improving trend in number of placements supported, but still room for growth in number of placements supported and improvements in productivity
- Established Arikata Inc. as subsidiary to develop a business flow premised on the utilization of generative AI
- Have launched “Startups Prime” as new program for broadcasting to taxis. Helps our branding

Initiatives going forward

- Leveraging AI
- Expanding business through M&A

2

Expand lineup of startup support options

Progress

Began joint M&A support project with Strike

- Business alliance with Dealroom to incorporate overseas data into STARTUP DB

Initiatives going forward

- Generate deals through support workflow for existing M&A
- Build support workflow for M&A completed by ourselves
- Generate deals through cross-selling

3

Increase scale through M&A and business co-creation

Progress (no change from 1Q)

- Took decision to take equity stake in soon-to-be-established GO Job Inc. and make it an equity-method affiliate

Initiatives going forward

- Continue to explore potential for M&A and business co-creation

Business alliance/business co-creation initiatives

April 23, 2025



Cooperation with Sumitomo Mitsui Banking for diversification of startup exit strategies

This cooperative effort seeks to use M&A to diversify startup exit strategies, and to provide support for energizing the Japanese economy by investigating approaches to energizing the M&A market for startups

May 8, 2025



Entered into a strategic partnership with Deel

Support the creation of global companies through use of EOR (Employer of Record) framework provided by Deel to support speedy market entry by minimizing cost and time requirements

June 27, 2025



Took equity stake in GO Job and made it an equity-method affiliate

Promote value creation and evolution into a growth industry support platform that includes talent support for non-desk worker segments. We will promote talent support in the increasingly broad mobility sector

August 1, 2025



Began supporting startup M&A with Strike

As a company with a network in the startup space, for Startups will work with Strike, which has a track record as an M&A intermediary, to support M&A as a growth strategy option for Startups

Initiatives in 2Q



AI人材の転職 / キャリアに特化したスタートアップ

Established Arikata Inc. as a talent support subsidiary specializing in AI human resources and careers

Established a subsidiary to develop business flow by utilizing generative AI in the employee placement business

Company name: Arikata Inc.

The first ever new graduate employee for Startups, Taichi Yamashita, has been selected as Representative, and will build an employee placements business specializing in talent using the generative AI that has become essential also in growth industries



Began showing “Startups Prime” as a new program under the TOKYO PRIME taxi media system

“Startups Prime,” a program produced by the Company, has been launched on the TOKYO PRIME taxi media platform operated by Iris Inc.

Fronted by media personality Ahn Mika, this program supports the startup industry by exploring the appeal of entrepreneurs and others who take on new challenges

The program’s first guest is Representative Director and Co-CEO of HERALBONY Co., Ltd., Takuya Matsuda



Alliance between global startup information provider Dealroom and STARTUP DB

Global startup information database provider Dealroom.co B.V. and STARTUP DB form partnership

This is scheduled to be provided as an option to companies with a STARTUP DB ENTERPRISE contract

Data on up to one million U.S. startups and investors will be made available after translation

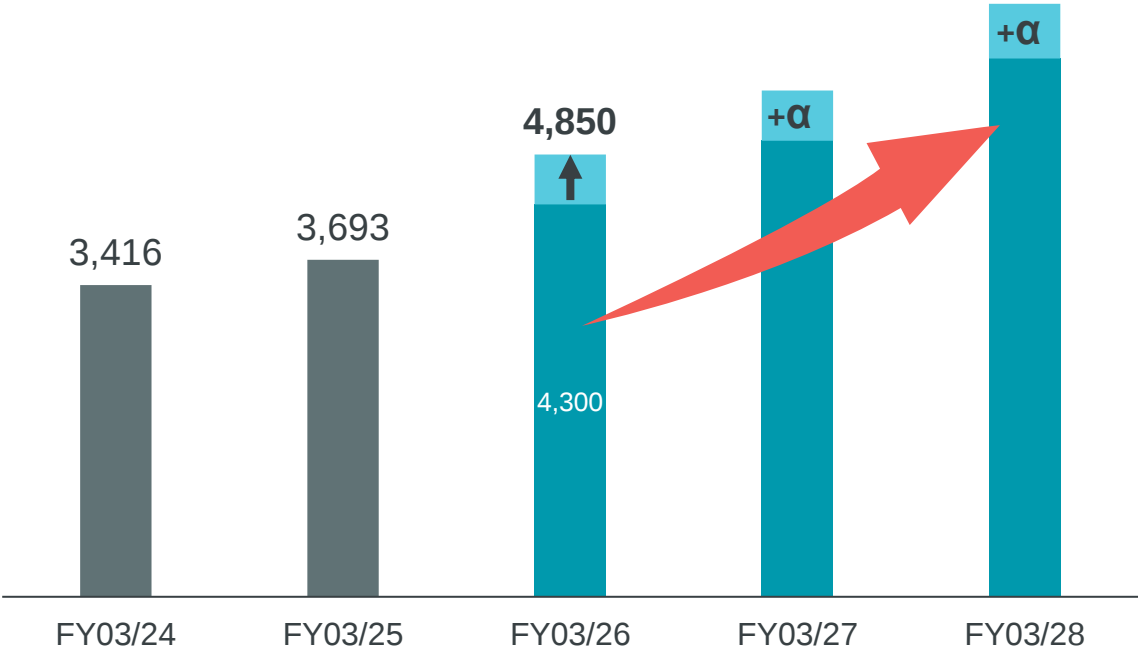
Medium-term financial policy | Performance targets for existing businesses

We have made an upward revision for this fiscal year, which is the first of the medium-term management policy, but figures for next fiscal year and beyond are currently being adjusted to reflect raising of targets

New targets scheduled to be released alongside announcement of full-year financial results. We will continue to emphasize profit growth

Net sales for existing businesses
(Human Capital & Open Innovation Business)

(Million yen)



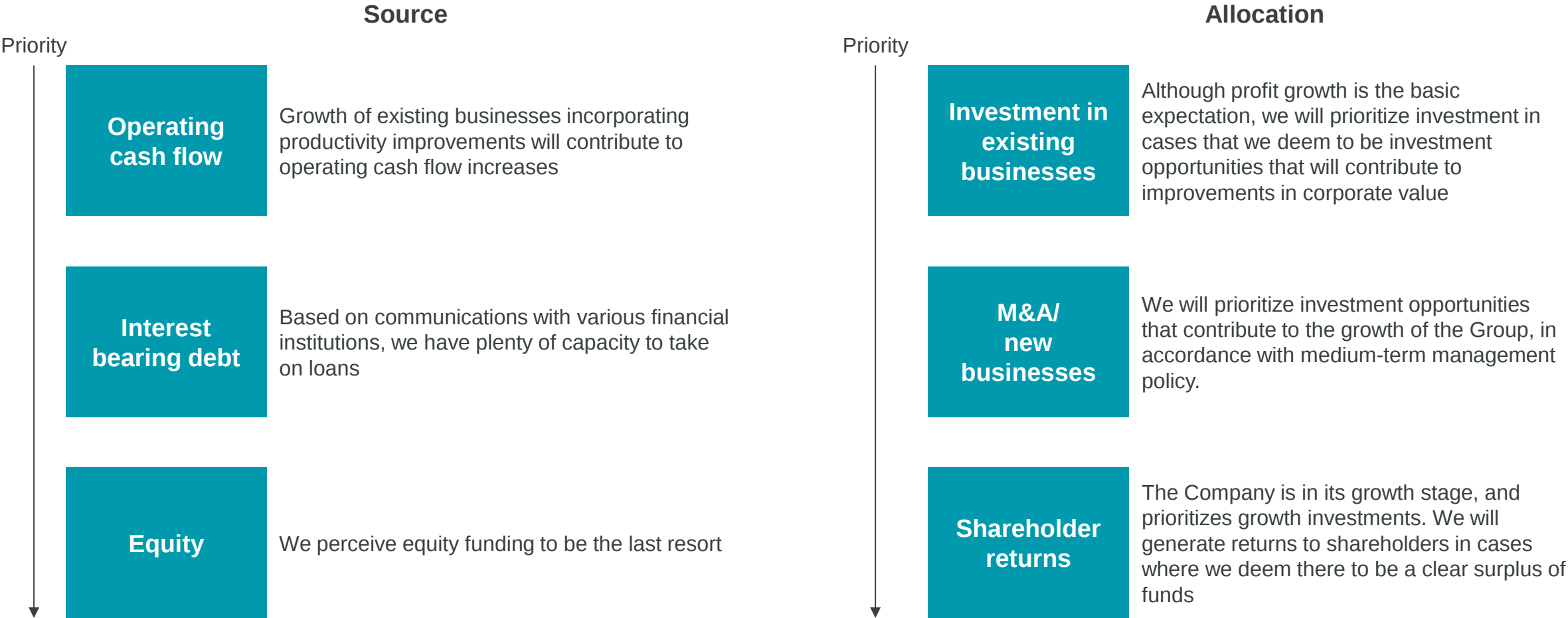
Net sales targets for existing businesses
(Human Capital & Open Innovation Business)

(Million yen)	FY03/26 (revised forecast)	FY03/27	FY03/28
Net sales	4,850	4,945 - 5,160	5,687 - 6,192
Operating Profit	850	742 - 1,032	853 - 1,238

* Revised forecasts for FY03/26 incorporate valuation loss in Venture Capital Business that has already been recorded, so existing business targets in FY03/27 and beyond will be based on profits after that impact has been excluded

Medium-term financial policy | Approach to capital allocation

Our goal is to invest cash generated by increases in operating cash flow in accordance with our allocation policy to achieve sustainable improvements in corporate value



Appendix

- FAQ
- Company overview and nature of business
- Supplementary materials

Q&A on matters thought to be of considerable interest to investors

Q1 It is noticeable that the unit price has risen in the Human Capital Business. What is the background to this development?

The unit price in the Human Capital Business is tracking above the level of expectations. In accordance with improvements in productivity this fiscal year (specifically, an increase in the number of converted placements per person), we have been working to increase the number of interviews with job applicants and subsequently the number of unique users for which interviews have been arranged, both of which are KPIs. In the initial plan we assumed that the average annual salary band of job applicants interviewed would decline in response to this change. Specifically, we incorporated the assumption that it would fall slightly below the level of the unit price set in 4Q of the previous fiscal year (3.68 million yen).

On the other hand, although the number of interviews this fiscal year has nearly doubled year on year, the average annual salary of job applicants has been maintained at more than 10 million yen, which is almost unchanged from the level of the previous fiscal year. We believe this is contributing to the unit price exceeding the initial forecast.

In addition, as part of measures to strengthen recruitment for important positions on the recruiting company side, in some cases the recruiting company have raised the contract fee rate compared to previous levels for specific employee placement agents and asked them to boost their support. Our perception is that the unit price has also risen because we have succeeded in providing precise support to those recruiting for such important positions.

Q&A on matters thought to be of considerable interest to investors

Q2 **Despite a decrease in the number of employees in the Human Capital Business, orders have reached a record high. I think this is unusual given that it is a labor-intensive business model. How was this performance achieved?**

Analyzing monthly performance in 2Q for the Human Capital Business, we can see that net sales, orders, and a KPI (number of unique users for which interviews arranged) all hit new records in September as a standalone month. From this we recognize that, despite the labor-intensive nature of the business model, it is a fact that aspects of performance can improve even when the number of employees decrease.

In terms of the reason for this, in accordance with the policy of improving productivity this fiscal year (specifically, an increase in the number of converted placements per person), we have been working to increase the number of interviews with job applicants and subsequently the number of unique users for which interviews have been arranged, both of which are KPIs. The increase in the number of outputs in this initiative, in the form of numerous interviews with job applicants, has speeded up the process of developing and getting newly joined employees started (including new graduates). We believe this is the main reason for our success in covering for the decline in the number of employees.

Ultimately, this resulted in a strengthening of the organizational capabilities of the Human Capital Business, encouraged internal transfers (which include people who have won awards in the past) and other career development activity, and has contributed to the start of a virtuous cycle of human resource liquidity for the Company as a whole.

There is still room for growth in the number of converted placements per person, and if we can get newly joined employees up to speed more quickly, there is the potential for taking on even more new employees. In the second half and beyond we will work to attract talented people, whether they be mid-career hires or new graduates.

Q&A on matters thought to be of considerable interest to investors

Q3 In the Venture Capital Business, you said that valuation losses are recorded first, but does this indicate some kind of problem in the management of the business?
Also, specifically what kind of events occurred that led to these valuation losses?

Startups are vulnerable to the impact of changes in the business environment and market conditions, and it is not at all unusual for profit to not be generated in line with initial plans. In some cases, they may make strategic investments that are larger than those originally assumed in order to accelerate the growth of the business. In cases where, as a result, new business plans and recent results are deemed to have deviated significantly from those assumed in growth strategy at the time of investment, valuation losses are recorded in line with accounting standards.

Monetization has not yet been achieved because there has not yet been an exit (listing, M&A, etc.), and so in accounting terms the recording of the loss comes first. However, this is not a problem with the management of the business, and we will continue to make investments and manage the business in ways that contribute to revenue opportunities for the Company.

Q4 Given that profit growth has become visible, what are your plans for capital allocation, and what is the potential for returns to shareholders going forward?

As described in the medium-term management policy, in principle capital will be allocated in the order of (1) investments in existing business, (2) investments in new business and M&A, and (3) returns to shareholders. At this point in time we have no plans to pay dividends or conduct share repurchases, etc.

On the other hand, we do consider returns to shareholders as being one of the most important issues facing management, and this debate has become increasingly lively even among management. In fact, after taking the level of the share price into account the Company did conduct repurchase and cancel shares with a total value of 400 million yen from last fiscal year into this fiscal year. Going forward we will continue to take a flexible and dynamic approach to shareholder returns.

Appendix

- FAQ
- **Company overview and nature of business**
- Supplementary materials

Company overview



Company name	for Startups, Inc.
Established	September 2016
Location of head office	31F Azabudai Hills Mori JP Tower, 1-3-1 Azabudai, Minato-ku, Tokyo
Number of regular employees	239 (as of September 30, 2025)
Capital	238 million yen (as of September 30, 2025)
Listed market	Tokyo Stock Exchange Growth market (securities code: 7089)
Group companies	for Startups Capital Inc. Syngress, Inc. Arikata Inc. GO Job Inc. (equity-method affiliate)



Employee group photo from January 2025

Human Capital Business | Service overview

The pillar of the Group is employee placement service, which provides startups with support for mid-career hiring and job applicants with career change support

The Company also operates a recruitment consulting service that supports talented people starting businesses and assists companies in resolving their hiring issues

Employee placements



The employee placement service matches companies looking for human resources with individuals considering career change, and is involved mainly in supporting and acting as an intermediary for mid-career hiring by companies

Support entrepreneurship



We also provide support for the creation of entrepreneurs by cooperating with venture capital firms, universities, and research institutions. We actively generate proposals for starting companies and offer them to those wishing to start a company or capable of contributing to starting a company, and provide them with pacemaker support

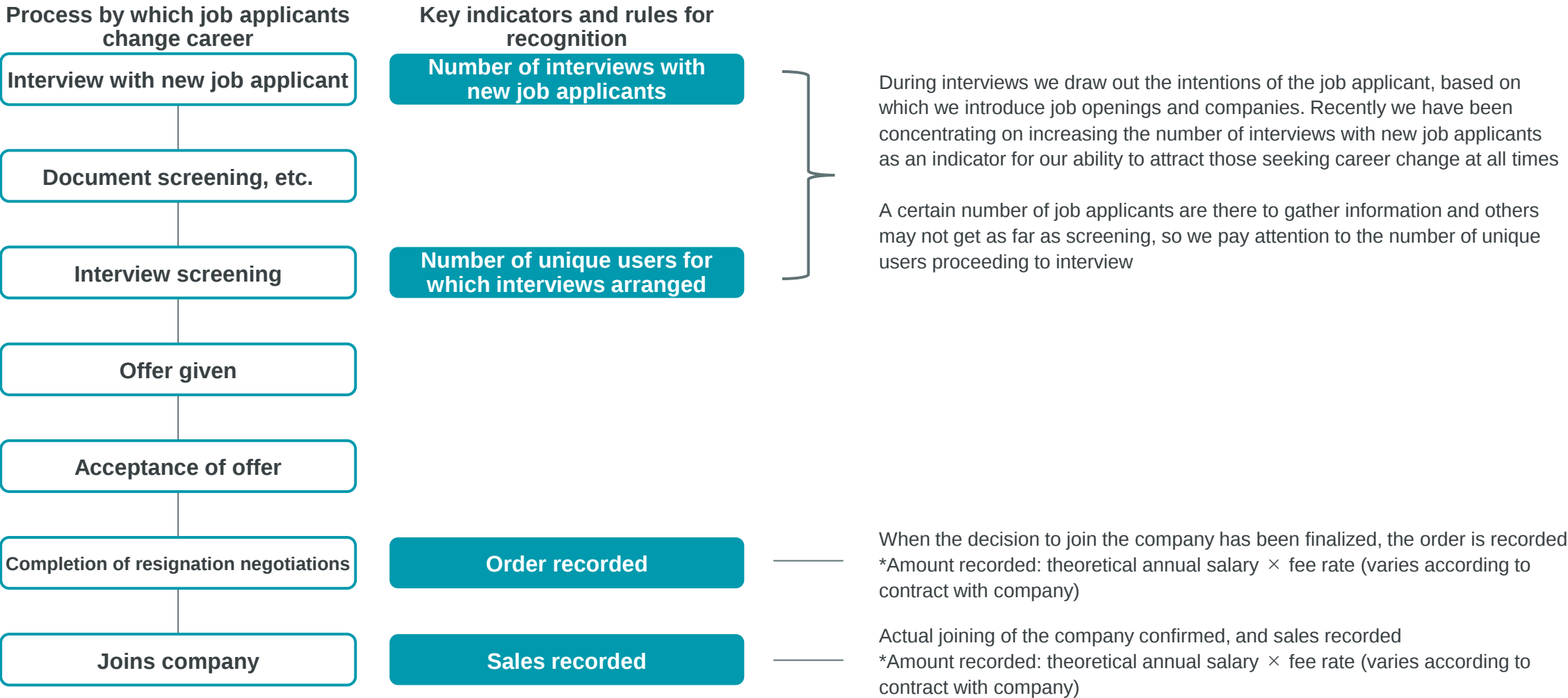
Recruitment consulting



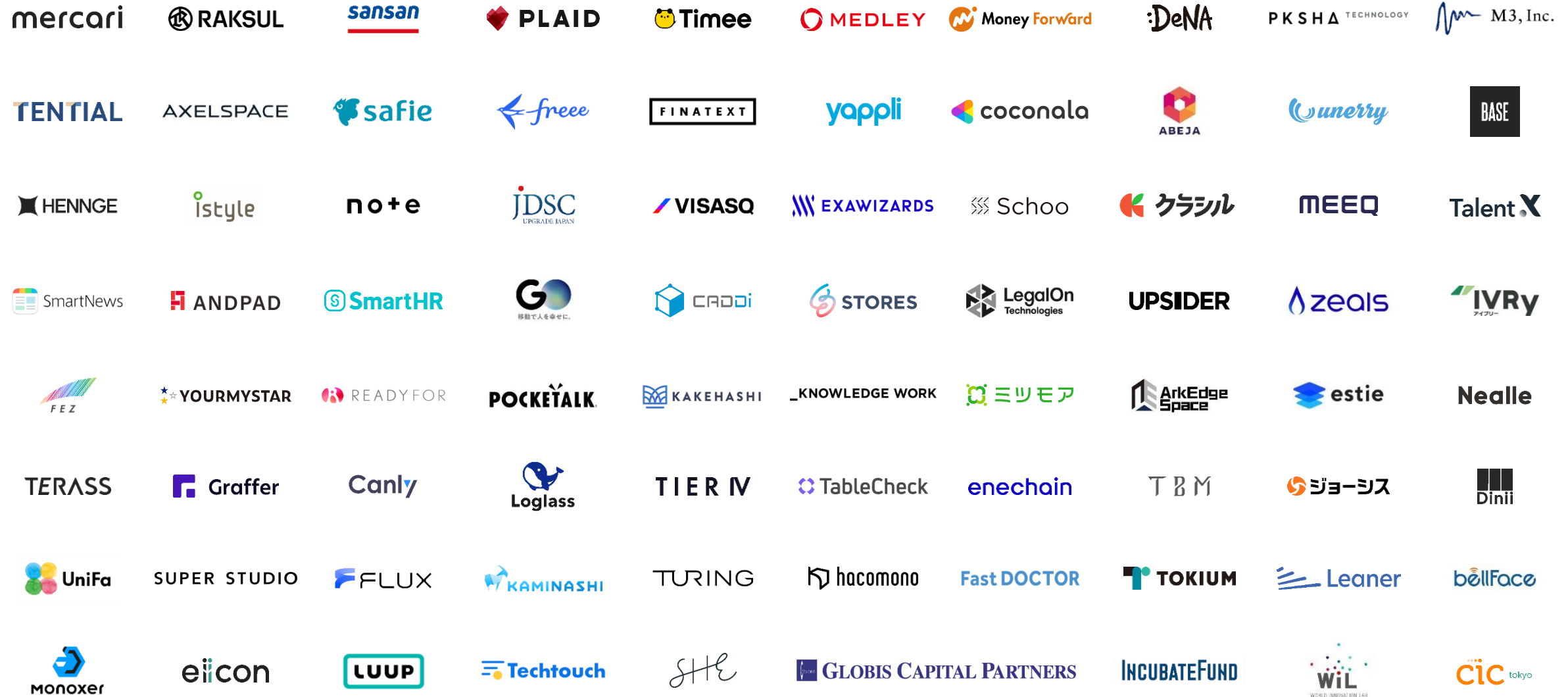
The recruitment consulting service assists in the optimization of recruitment activity by designing strategy and improving screening processes in order to resolve hiring issues at companies

Human Capital Business | KPI tree

In terms of KPIs, we seek to maximize the numerical targets under our control (number of interviews with new job applicants / number of unique users for which interviews arranged)



Human Capital Business | companies for which we have a track record of providing support



Human Capital Business | Strengths

Our “Human Capitalist” professional recruitment specialists, who acquire both quantitative and qualitative information on startups, provide support for the hiring of human resources to resolve problems faced by startup management

1

We operate a database that acquires and publishes quantitative information on startups



2

We obtain the freshest information from entrepreneurs and management teams

Study meetings



3

Our know-how is derived from providing support for a total of 5,400 placements, mostly involving management personnel at startups

Human Capitalists



Track record of support by Human Capital | Businesspersons

We publish interviews with people who are working on the front line of startups, and to whom we provided career change support, on the “EVANGE” corporate website



Human Capital Business | Employee placement service portfolio



As well as providing multifaceted talent support to startups and growth companies, we also aim to improve productivity through the use of AI and increase the number of placements for which we provide support



Arikata Inc.

for Startups, Inc.

Syngress, Inc.

Support offered	Placement of regular employees	Placement of regular employees Recruitment consulting Entrepreneurship support	Placement of regular employees
Target job applicant group	Mainly mid-level personnel	Mid- to high-level personnel	Executives
Concept	Specialist in AI/business flows utilizing AI	No.1 in startup HR	Executive support brand
Scale	3 people	Over 150 people	9 people

Human Capital Business | Entrepreneurship support

We work with venture capital firms and universities to provide support for talented people starting businesses. So far we have announced the creation of 7 businesses



YOURMYSTAR, Inc.

Operates an EC platform for connecting those working in the cleaning and repair industries to users



Graffer, Inc.

Promotes the realization of digital government services, such as by digitalizing various government procedures



Blue Practice Co., Ltd.

Startup originating in Tohoku University, providing the ORTA blood vessel treatment training model and other products



TERASS Inc.

Platform for matching house hunters to real estate, develops real estate media/housing-related services



Yuimedi, Inc

Develops and provides “Yuicleaner” no-code software for cleansing medical data



NABLA Mobility Inc.

Startup that develops and provides the “Weave” air transportation optimization software

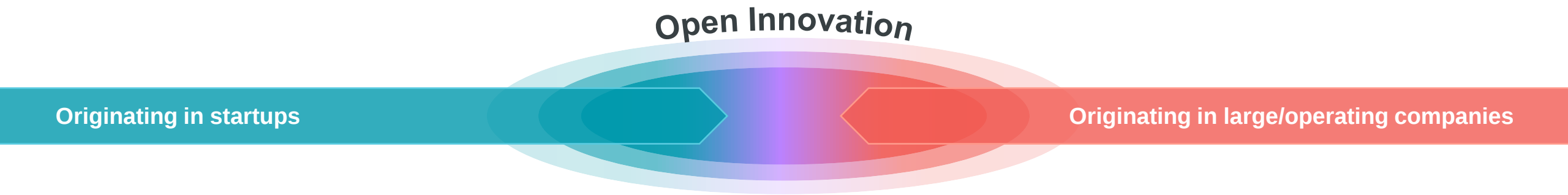


株式会社フェイガー

FAEGER Co., Ltd.

Creation of markets for environmental value and building of agricultural systems through the generation and sale of carbon credits

Open Innovation Business | Service lineup



Public Affairs

Mainly receives outsourcing related projects from governmental bodies, and operates/supports acceleration programs and Open Innovation programs



Conference

Holds GRIC, one of the largest startup conferences in Japan. Centerpieces are the pitch contest and sessions with first-class lineup of speakers



GRIC2024 top prize awarded to WOTA

Support for M&A

We provide support for M&A as a startup growth strategy (exits, roll-ups) by leveraging our network of VC / CVC / operating companies



As a first step we will provide M&A support to our capital and business alliance partner, Strike

STARTUP DB

Provides information on more than 26,000 startups to operating companies
Used for business alliances, sourcing funds, and information analysis



Open Innovation Business | Public Affairs service overview

We are developing the following six service programs for governments and operating companies

Acceleration Program

Program operated with the objective of facilitating startup business growth, collaboration, and equity stakes

Hiroshima Prefecture
Hiroshima Unicorn 10 project

Open Innovation Program

Program aimed at facilitating collaboration between startups, regional enterprises, and operating companies

Hamamatsu City “HamaHub”

Proof of Concept Support

Draft plans and build POC to a level that is sufficient to achieve the concept

Tokyo
Project for the Support of Next-Generation
Communications Technology Startups

Overseas Projects

Matching between overseas startups and domestic companies, as well as support for overseas secondment of startup personnel and exhibitions at overseas trade shows

Aichi Prefecture **Joint project with**
National University of Singapore
*Past achievements

Facilities Operator

Outsourced project of operating Fukuoka Growth Next, an incubation facility arising from public/private sector collaboration, to four private-sector companies

Fukuoka City’s “Fukuoka Growth Next”

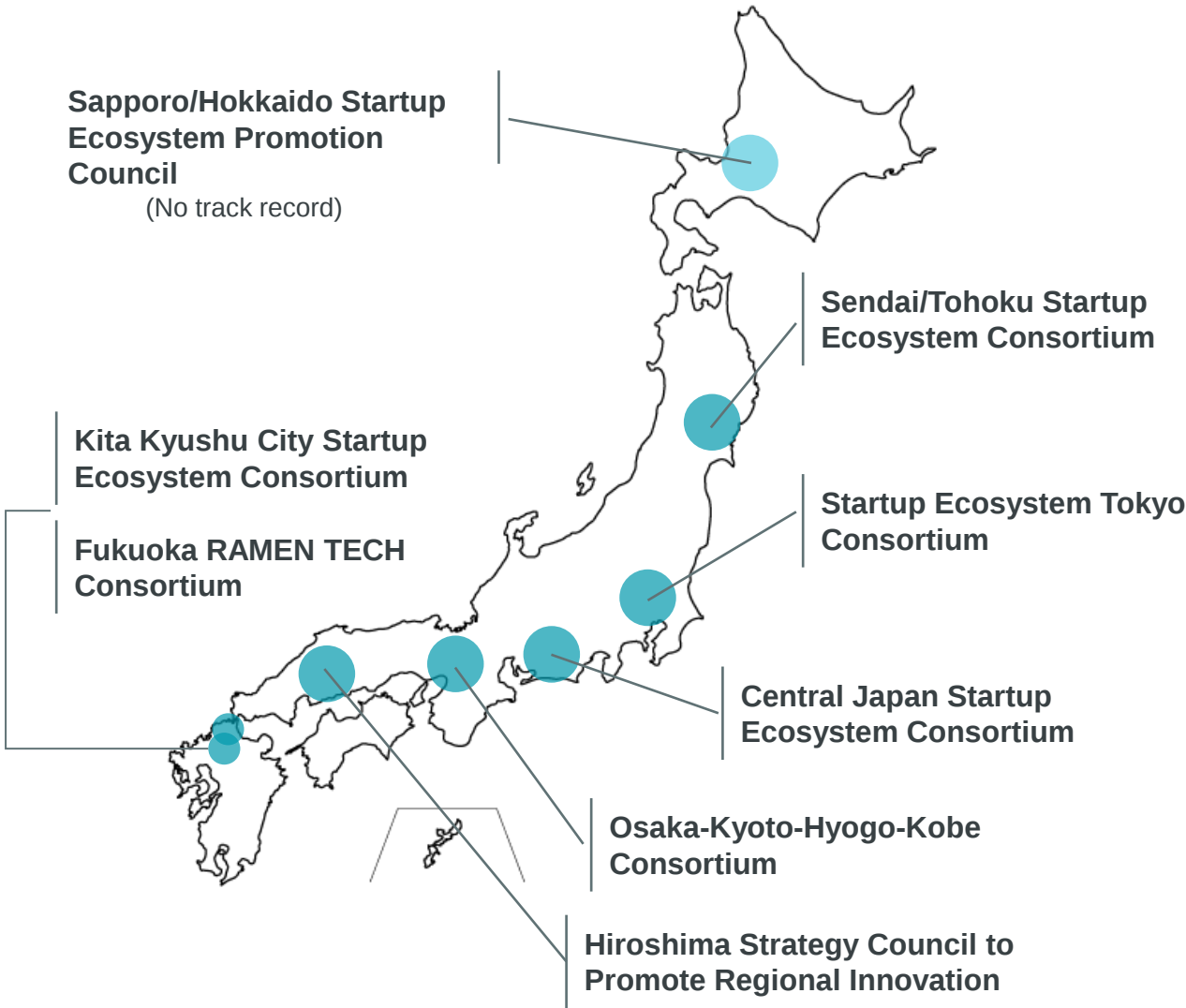
Initiatives with Operating Companies

Joint program with operating company that leverages our track record in supporting government. Has operated it at Startups School hosted by Google for two consecutive years

Google “Startup School”

Open Innovation Business | Public Affairs characteristics

We have a track record of project support at seven out of the eight global hub cities designated as startup ecosystem hub cities by the Cabinet Office of Japan



Tokyo	Project for the Support of Next-Generation Communications Technology Startups
Hiroshima Prefecture	- Hiroshima Prefecture collaborative proof of concept creation services for overseas startups, etc. - Services for establishing “Hiroshima Unicorn ” project environment
Osaka Business Development Agency	OIH Startup Acceleration Program
Aichi Prefecture	Startup diversity promotion project “CoLORS PROGRAM”
Kita Kyushu City	Corporate Transformation/Startup Growth Support Project
Fukuoka City	Fukuoka City Startup Support Facilities Operator Project

Open Innovation Business | Overview of STARTUP DB

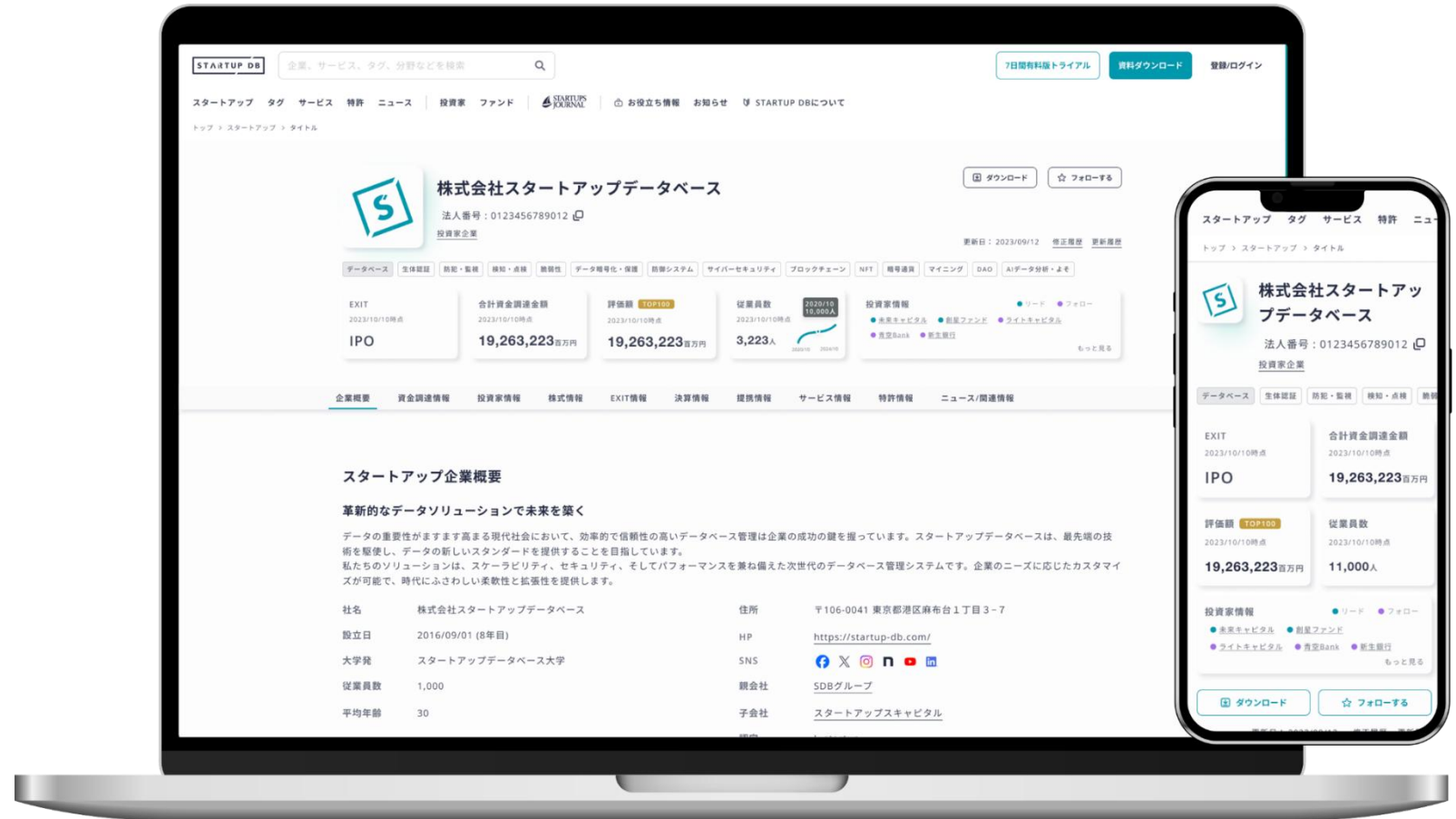
Contains corporate information on more than 26,000 startups. Used by large/operating companies for collaboration with and taking stakes in startups

STARTUP DB

Platform
specializing in
growth industries,
with more than **26,000** companies

国内スタートアップ
データベース
会員数 No. **1**

東京商工リサーチ調べ 有料/無料会員合計数
2024年8月末時点



Open Innovation Business | Information contained in STARTUP DB

Of course, it contains overviews of startup series and business, and financial information, but it also includes research into the industries to which they belong and the development process for employees

Visualization also includes valuations for unlisted companies

Calculated from registration information

Changes in employee information over time can be viewed in graphs

Can be viewed as a list based on linked tags

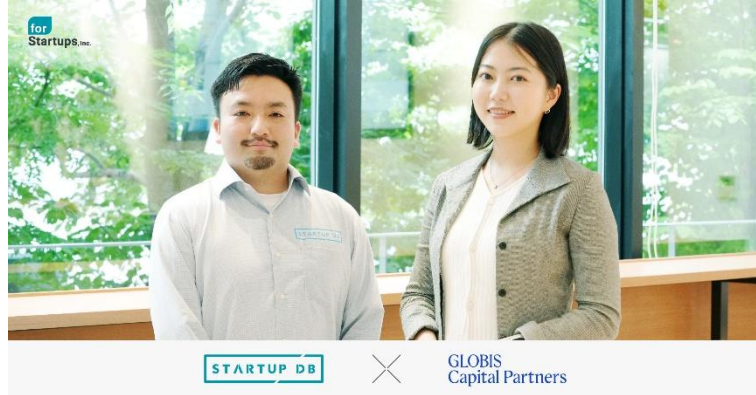
Search hit rate enhanced by original text

- Volume of information in company introductory text
- Select key words that express characteristics
- Register product information

Changes in funding amount information over time can be viewed in graphs



Open Innovation Business | STARTUP DB: examples of companies that have introduced the system



GLOBIS Capital Partners

Reasons for introduction

- Make sourcing activity more efficient
- Comprehensive visualization of startups
- Startup searches that eliminate subjectivity

Typical use

- Filtering/listing using themes or tags
- Pre-interview analysis of individual company information



Taisei Corporation

Purpose of introduction

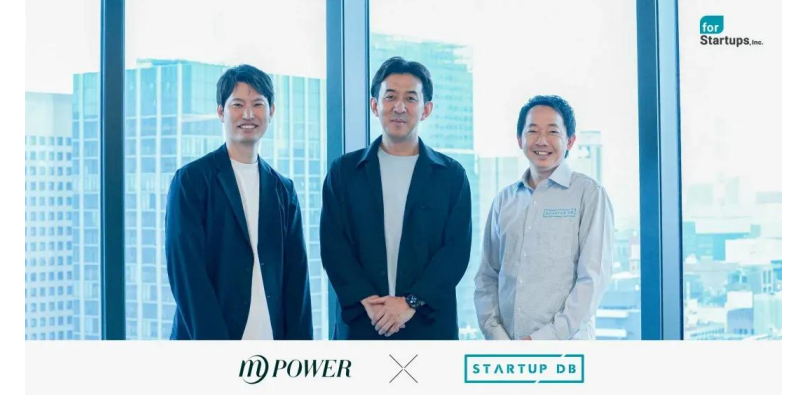
Searching for collaboration candidates that match growth strategy

Decisive factor based on comparisons with other companies

Support structure that creates points of contact with startups

Results of introduction

- Greater efficiency in sourcing/approaching
- Obtaining information that is not available on website



MPOWER Partners

Areas that you rank highly

1. On-screen information is easy to see
2. Number of startups and frequent updates
3. Clear sense of schedule for development of new functions

What information do you look at?

1. Fortright overview text summarizing the business
2. History of funding/investor affiliation
3. Change in number of employees over time

Open Innovation Business | Conference GRIC2025

GRIC2025 to be held online and at Shibuya Hikarie, November 11-13. Sessions with first-class speakers associated with the startup ecosystem both in Japan and overseas, as well as pitches by up-and-coming startups, can be enjoyed free of charge



[Overview of GRIC2025]

- Date and time: November 11-13, 2025
- Venue: To be held online and at Shibuya Hikarie (November 13)
- Registration for participants: Free, register using following URL



<https://gric.forstartups.com/>

Open Innovation Business | Relationship between net sales and orders received

A feature of the Open Innovation Business is that revenue recognition and timing of recording of sales varies by service
Tendency is for sales to be concentrated in the second half due to Conference in 3Q and Public Affairs in 4Q

Orders received

Net sales

Public Affairs

Recorded orders after successful bid for projects. Orders tend to be clustered in 4Q to 1Q, which is where invitations to government projects are concentrated

Although dependent on nature of services provided, sales are often recorded in accordance with degree of progress made in project. Also, due to nature of government projects, recording of sales tends to be seasonally concentrated around fiscal year-end (4Q)

STARTUP DB

Orders are recorded when annual database usage contract / data sales contract is signed

<Annual usage>

Annual usage amount is recorded as sales proportionally over twelve months

<Data sales (spot)>

Recorded as sales in month in which data is provided

Conference

Orders recorded when sponsor application is received

Because sales are recorded at the time of service provision (mainly the holding of the conference), sales are recorded in 3Q, which incorporates the month in which it is held

Venture Capital Business | Investments



Total number of investee companies was 10 as of September 30, 2025 (one other company to be announced soon)



Overview of No.1 fund

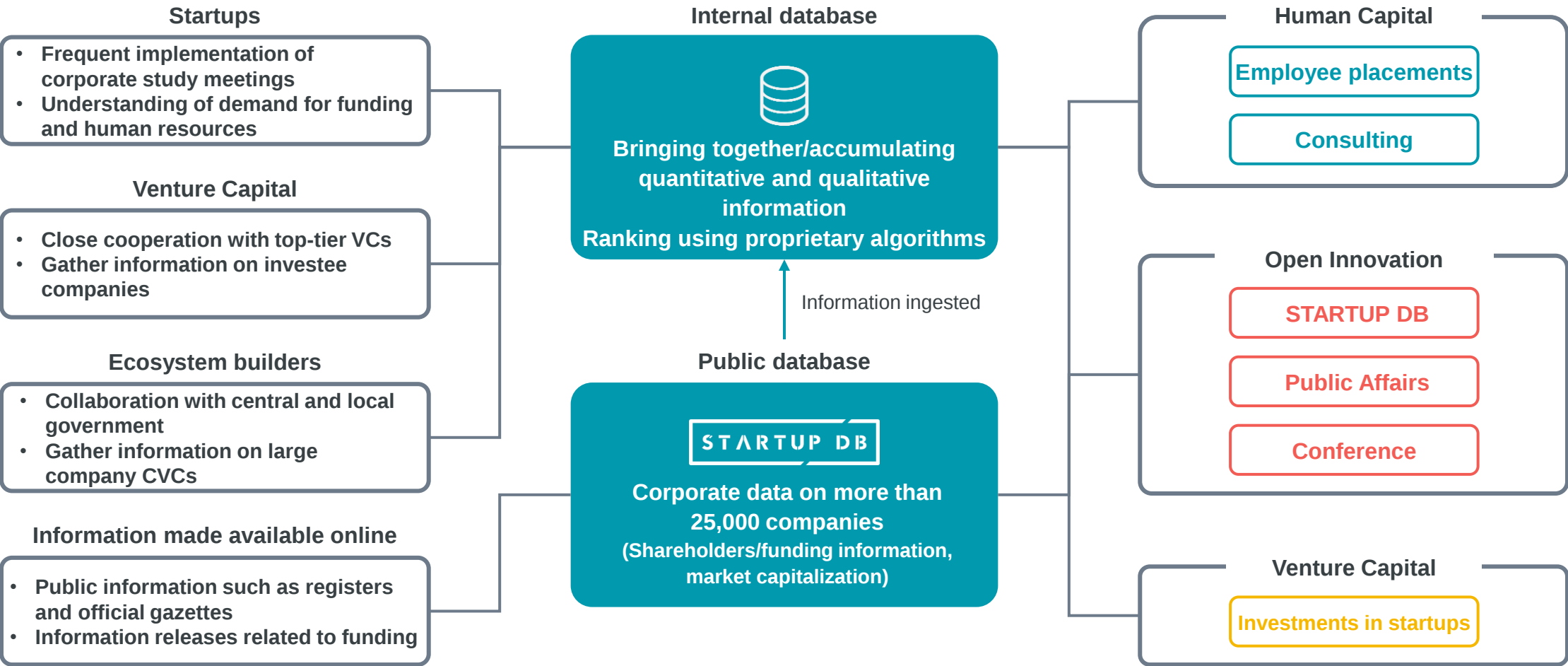
Investee companies

Name of fund	for Startups No.1 Limited Liability Investment Partnership			
Purpose for which formed	To generate synergies with the Company's Human Capital Business, and to provide more robust support to growth industries			
Investors	for Startups Capital Inc. Sumitomo Mitsui Banking Corporation SMBC Strategic Equity Stake No.4 Investment Project Limited Partnership etc.			
Investment targets	Primarily domestic startups and venture companies <Middle/late stage startups or startups receiving entrepreneurship support>			

+ One other company

Strengths of the Group

Our strengths are the brand power we have developed in the highly demanding area of providing management HR support to startups, and the formation of a startup community based on which we have built our own network that encompasses both quantitative and qualitative information on unlisted companies



Record of prizes received by head office

The head office into which we relocated in November 2024 won the FY2025 Good Design Award. It has also won or been considered for other design awards in Japan and overseas



GOOD DESIGN AWARD
Won FY2025 Award

For Startups Head Office “The Flagship”

It has also won or been considered for various other design awards in Japan and overseas

- **Winner of the regional prize for Asia in the category of “Office Design Over 2,000 SqM” at the “SBID International Interior Design Awards 2025”**
- **“Japan International Pioneer Design Award 2025” Cultural Space & Office - Silver Prize**
- **Shortlisted for the “Japan KUKAN DESIGN AWARD”**

How we are using the head office

Utilized for events held jointly with other companies, and also functions as a gathering place for domestic and overseas entrepreneurs, managers, investors, and ecosystems builders

Contributes to our own recruitment activities, and improves employee engagement and motivation, by providing a stimulating daily environment



Event held with co-founder of decacorn (valued at more than \$10 billion) company Notion, Akshay Kothari, on the occasion of his visit to Japan



Notion × GRIC2025 co-sponsorship
Held meetup with CxO and VC



“SusHi Tech” side event sponsored by Tokyo Metropolitan Government
Networking party exclusively for investors

Examples of events held at the new office



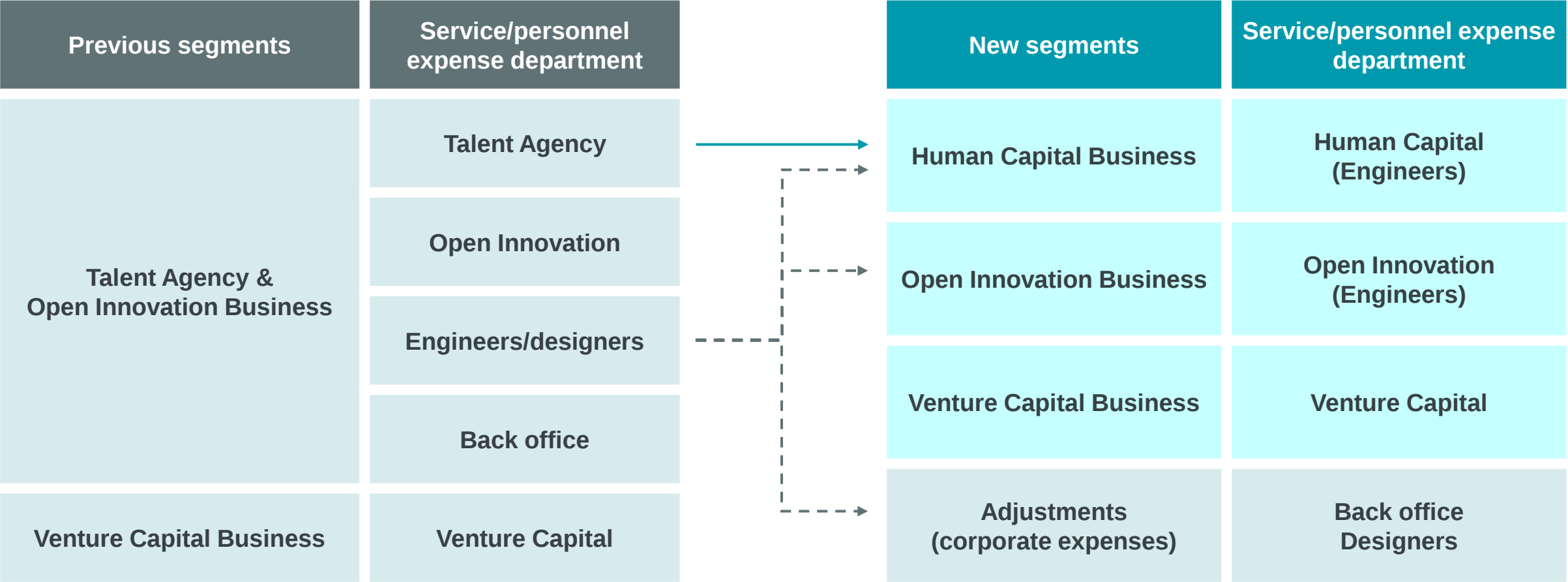
Appendix

- FAQ
- Company overview and nature of business
- **Supplementary materials**

Changes in reportable segments

Beginning in FY03/26, reportable segments were changed to the three segments of Human Capital Business, Open Innovation Business, and Venture Capital Business

Businesses involved in engineer headcount and engineer costs are presented separately



Quarterly performance by segment

		FY03/25				FY03/26			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Human Capital	Net sales	810	749	785	777	1,010	1,028	—	—
	Segment profit	367	312	309	318	451	443	—	—
Open Innovation	Net sales	55	83	192	240	105	113	—	—
	Segment profit	-44	-17	21	134	-4	11	—	—
Venture Capital	Net sales	—	—	—	—	—	—	—	—
	Segment loss	-2	-1	-2	-2	-2	-94	—	—
Corporate expenses (adjustments)		-242	-216	-283	-199	-232	-243	—	—
Company as a whole	Net sales	865	832	977	1,018	1,116	1,142	—	—
	Operating income	78	77	45	250	212	116	—	—

Consolidated SG&A expenses

Past two fiscal years have been volatile due to increases in costs caused by office relocation, returns of SG&A expenses for multiple deals, and other factors

Policy for FY03/26 is to control costs as in a normal year while taking a strategic approach to using SG&A expenses

	FY03/24				FY03/25				FY03/26			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Personnel expenses	376	386	379	427	426	419	457	411	502	498	—	—
Rent expenses on land and buildings	32	32	32	32	54	95	64	64	65	66	—	—
System usage fees*	20	18	20	21	24	24	26	26	25	26	—	—
Commissions paid	12	12	51	12	15	12	66	13	13	7	—	—
Advertising expenses	9	12	39	21	7	8	17	10	18	21	—	—
Recruitment expenses	11	17	14	27	22	15	25	24	20	26	—	—
Depreciation	3	3	20	29	28	28	8	11	10	10	—	—
Other	51	44	57	67	62	3	106	47	53	56	—	—
Total	517	527	615	639	641	608	772	610	711	714	—	—

*System usage fees are shown in the annual securities report under “Commissions paid.”

Consolidated balance sheet / Consolidated statement of cash flows

Consolidated balance sheet

(Million yen)	FY03/24	FY03/25	FY03/26 2Q
Cash and deposits	1,655	1,895	1,794
Operational investment securities	378	378	488
Other current assets	548	539	599
Current assets	2,582	2,812	2,882
Non-current assets	659	853	1,401
Total assets	3,241	3,666	4,284
Borrowings	—	513	456
Other liabilities	696	674	998
Total liabilities	696	1,187	1,454
Total net assets	2,545	2,479	2,829
Equity ratio	67.1	59.0	56.4

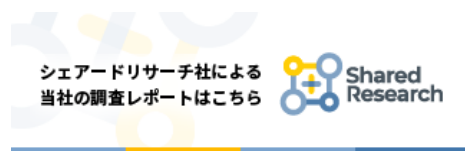
Consolidated statement of cash flows

(Million yen)	FY3/24 2Q	FY3/25 2Q	FY3/26 2Q
Profit before income taxes	303	155	331
Decrease (increase) in trade receivables	-128	166	-56
Decrease (increase) in operational investment securities	-50	—	-110
Income taxes paid	-84	-100	-22
CF from operating activities	-92	270	339
CF from investing activities	9	-14	-551
Change in long-term borrowings	-41	570	-57
Proceeds from share issuance to non-controlling shareholders	—	—	187
Purchase of treasury shares	—	-80	-32
CF from financing activities	-39	489	98
Cash and cash equivalents at the end of period	1,622	2,401	1,795

IR initiatives

Shared Research

We believe that company analysis reports written from a third-party perspective by Shared Research are a useful reference for investors considering investment decisions.



<https://sharedresearch.jp/ja/companies/7089>

Consolidation of QA information

Information from past Q&A sessions with investors has been listed on QA Station. Please use the following URLs for further details.

IRに関連する
Q&A一覧はこちら



<https://www.qastation.jp/>

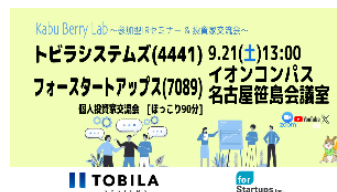
Activities on behalf of individual investors

We are strengthening the provision of information aimed at deepening the understanding of the Company by investors, including appearances at IR seminars held for individual investors.

IR note



IR seminar



Distribution of IR emails

for Startups, Inc. distributes IR information such as timely disclosure and statutory disclosure items by email. Please use the following URL to register.



<https://www.magicalir.net/7089/irmail/index.php>

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Factors that could affect the actual results mentioned above include but are not limited to economic conditions both in Japan and overseas, and trends in the industries in which the Company is involved.

Going forward, in the event that new information emerges or future developments, etc. arise, the Company accepts no responsibility for updating or revising any forward looking information whatsoever contained in these materials.

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