



PORT INC.

FY 3/2024 Q3

Financial Results Briefing

PORT INC. Securities Code: 7047

Feb. 13, 2024

PURPOSE

社会的負債を、次世代の可能性に。

社会は常に今を優先してきました。
負債を、次世代へと先送りしながら。

多方面での歪みは複雑な摩擦を生み、深刻化する一方です。
にもかかわらず、その複雑さが故、いまだ放置されている状態にあります。

だからこそ、いつかではなく、今やる。

私たちは、100年後の次世代にその負債を引き継ぐのではなく、
自ら社会課題を特定し、提言から実行まで、
テクノロジー×リアルで推進します。

「あったらいいな」ではなく、「無くてはならない」、
世の中にとって大切なものを社会実装します。

そう、一つでも多くの社会的負債を、次世代の可能性に変えていくために。

Company name	PORT INC.
Established	April 18, 2011
Head office address	5th Floor, Shinjuku Front Tower, 2-21-1 Kitashinjuku, Shinjuku-ku, Tokyo
Satellite office3-9-5	Iwasaki, Nichinan, Miyazaki
Share capital	2.3 Billion yen (as of Dec. 31, 2023)
Representative	Hirofumi Kasuga, Representative Director, President and CEO
Business	Contract support
Number of employees	510 (as of Dec. 31, 2023; consolidated)
Average age of employees	Approx. 28 (as of Dec. 31, 2023)
Ratio of men to women	6 : 4
Securities code	7047 (TSE Growth, FSE Q-Board; listed on December 21, 2018)
Major group companies	INE .Inc. / Five Line Inc. DOORS Inc.

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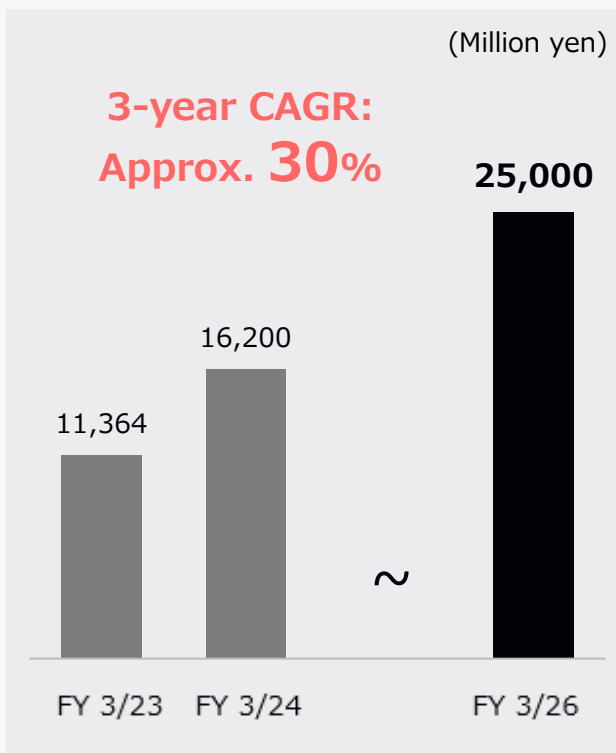
01

Revision to the Consolidated financial forecast for the Fiscal year ending March 31, 2024

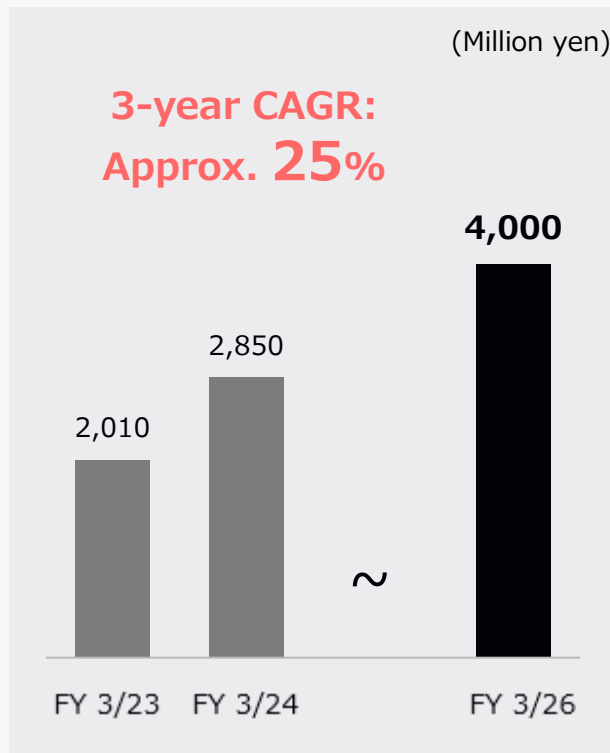
Medium-term Management Plan: Financial Guidance (FY 3/2024 – FY 3/2026)

We aim for significant growth in revenue and profit and set an ambitious plan. While we assume 30% growth of CAGR for revenue, we aim for 30% growth of EBITDA including future earnings because we will be conscious of future earnings during the period.

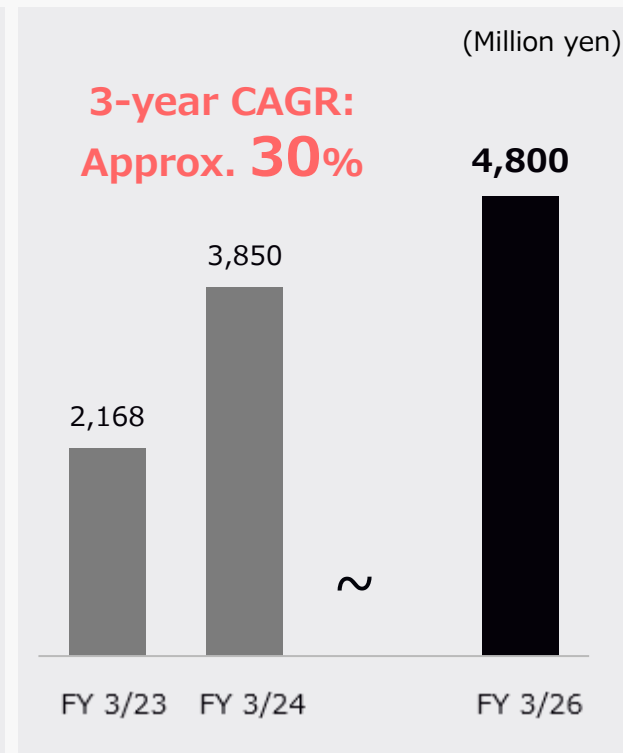
Sales revenue



EBITDA



EBITDA including future earnings*



*The forecast for the Fiscal Year Ending March 31 are disclosed on Feb. 13, 2024, "Notice of Revision of Full-Year Earnings Forecasts for the Fiscal Year Ending March 31, 2024".
*EBITDA including future earnings= EBITDA + earnings which would be posted for the current fiscal year as one-time earnings under ordinary circumstances

Q3 Results for the Year Ending March, 2024

Results grew significantly after our contract support business expanded its market share. The Q1-Q3 results already exceed the full-year results for the previous fiscal year. In the staffing, energy and finance domains, business was bullish.

1Q-3Q

Sales Revenue

11,391 million yen (YoY+43%)

EBITDA

2,100 million yen (YoY+57%)

■ Main Points

Staffing Support

Sales Revenue **3,762** million yen (YoY+49%) Business Profit **1,860** million yen (YoY+45%)

- Continued growth was attained due to an increase in the number of career advisors in the personnel referral services, an increase in the number of contracts chiefly following regional expansion and a rise in the contract unit price.

Sales Promotion Support: Energy Domain

Sales Revenue **4,278** million yen (YoY+74%) Business Profit **807** million yen (YoY+81%)

- Sales revenue and profit rose significantly after a significant increase in contracts and a rise in the contract unit price following investments in marketing in view of the recovery of the electric power market.

Sales Promotion Support: Finance Domain

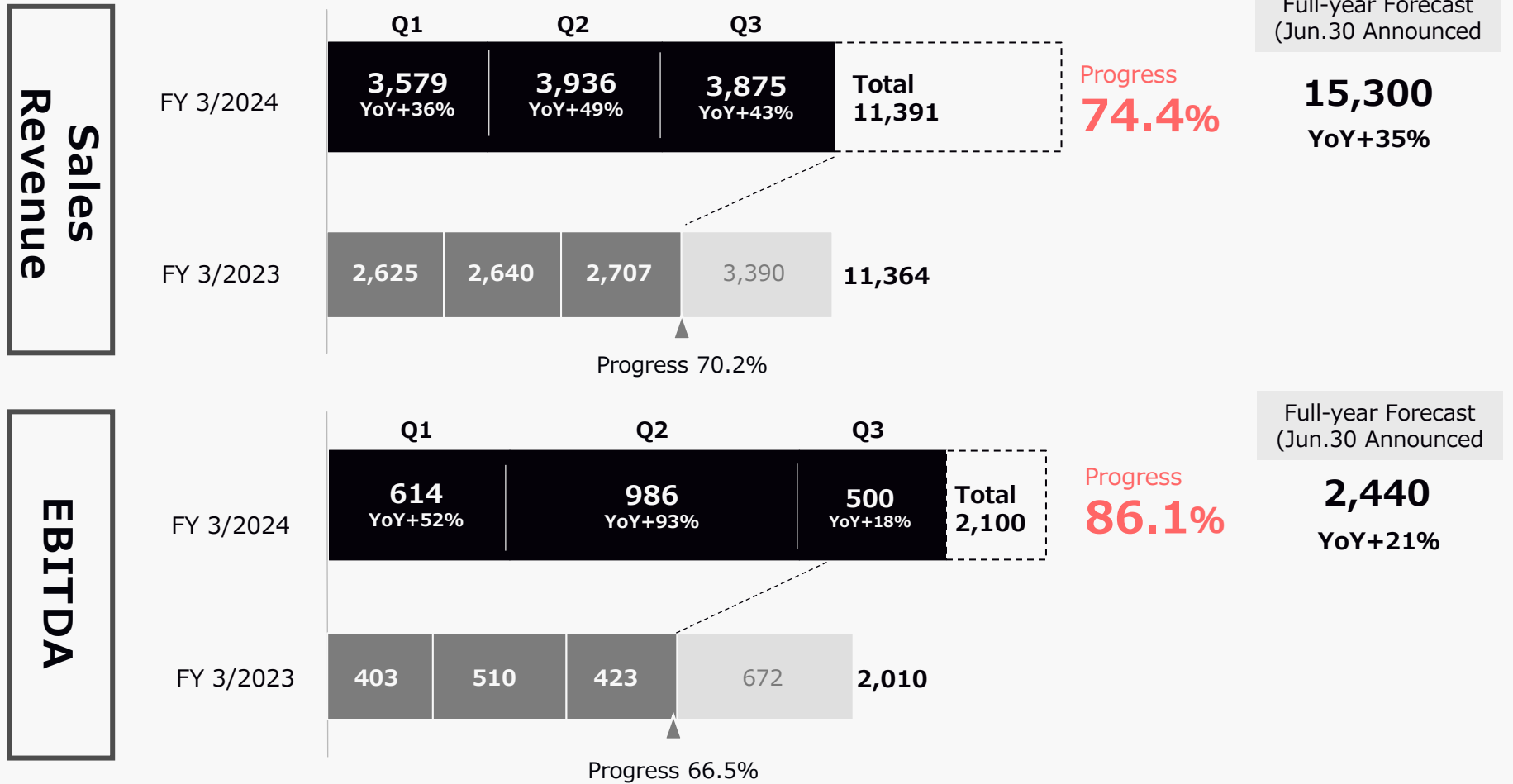
Sales Revenue **2,213** million yen (YoY+39%) Business Profit **506** million yen (YoY+75%)

- Profit attained a substantial rise due to a market share increase and optimization of advertising efficiency. The domain has grown markedly into a state in which it now holds the largest market share in Japan.

Progress Against Full-year Forecast

As a result of organic growth of individual businesses, progress was faster than expected in the full-year forecast announced on June 30, which reflected an upward revision.

(Million yen)



Revision to the forecasts of consolidated financial results for the year ending March 31, 2024

PORT INC.

Third upward revisions, due to the positive outlook for the cumulative 3Q and 4Q results. We expect to add to each profits, while making business investments and future earnings growth.

IFRS (Million yen)	(Ref.) Consolidated results for the year ended March 31, 2023	Forecast for Full year		YoY	
		Forecast Announced on Jun. 30, 2023	Revised Forecast Announced on Feb. 13, 2024		
Sales revenue	11,364	15,300	+6% (+900)	16,200	+43%
EBITDA	2,010	2,440	+17% (+410)	2,850	+42%
Future earnings	158	690	+45% (+310)	1,000	+633%
EBITDA including future earnings	2,168	3,130	+23% (+720)	3,850	+78%
Operating profit	1,699	2,110	+14% (+290)	2,400	+41%
Profit before tax	1,658	2,060	+14% (+280)	2,340	+41%
Profit	1,232	1,520	+8% (+120)	1,640	+33%
Profit attributable to owners of parent	1,074	1,460	+8% (+110)	1,570	+46%

*Until fiscal year ended March 2023: EBITDA = Operating profit + Depreciation and amortization + Stock-based payment expenses

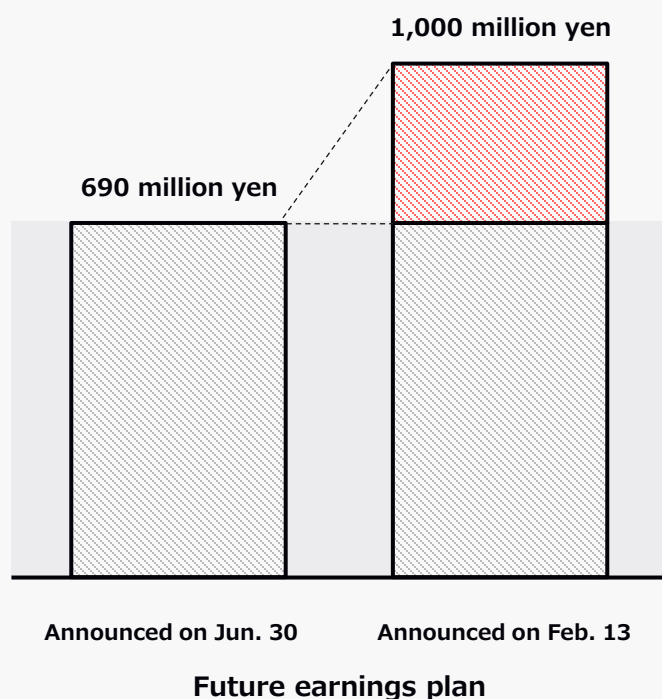
*From fiscal year ending March 2024 onward: EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses

*Future revenue: Total amount of revenue to be generated from a contract in the future. Because revenue that would be posted in the current fiscal year under ordinary circumstances will be posted into the future, the actual performance of the Company should be measured based on EBITDA including future revenue.

The Points of revision to Full-Year Earnings Forecasts for the Fiscal Year Ending March 31, 2024

With a view to reaching the EBITDA target of 4 billion yen set in the Medium-term Management Plan and to continuous growth over the medium and long term, we focused on recurring earnings and changed our policy to build up a large amount of future earnings (1,000 million yen for the current fiscal year).

Amount of upward revision to future earnings : **310 million yen**



Earnings forecast figures after the current revision with a focus on future earnings

Full-year forecast

EBITDA **2,850 million yen (YoY+42%)**
Operating profit **2,400 million yen (YoY+41%)**

Projects in the initial plan

Full-year performance for the fiscal year ending March 31, 2024

EBITDA **3,100 million yen (YoY+56%)**
Operating profit **2,650 million yen (YoY+54%)**

Outlook for 4Q and next fiscal year

All

- **Aggressive investment in each business with a view to continued growth at a CAGR 30% or more in the next fiscal year**
- **Maximizing future earnings to ensure recurring earnings for the final year of the Medium-term**

Staffing Support Services

- **Further expanded organization and product lineup**
- In April, the total number of new graduates will be increased by approximately 90, and half of them will be assigned to the contract support organization. In particular, growth in new graduate personnel referral services is expected to be the driving force.
- "Minshu" is scheduled to be consolidated from 1Q of the next fiscal year. Continued high growth rate through expansion of product lineup, including development of new products.

Energy Domain

- **Priority given to expanding market share through large-scale marketing investments**
- Negotiations with power utilities on contract unit prices for the next fiscal year are making good progress due to the Company's increased market presence by expanding its market share.
- Maximizing future earnings, we expect a steady increase in the profit baseline in the next fiscal year and the year after that.

Finance Domain

- **Invest in growth in existing and new businesses in 4Q to achieve continuous high growth rate**
- To achieve high growth rates in the next fiscal year, we will develop new channels to attract customers in the card loan business and make large investments in new businesses such as credit cards.
- Focused on business alliance with "Shinsei Financial" to acquire recurring earnings.

Each Business

02

Start of Dividend Payment and Introduction of Steadily Increasing Dividends

Medium-term Growth Strategy

To increase the likelihood of continuous growth, we introduced a revenue portfolio in the current fiscal year. We will endeavor to ensure that recurring earnings accounts for around 20% of EBITDA of 4 billion yen for the final year of the Medium-term

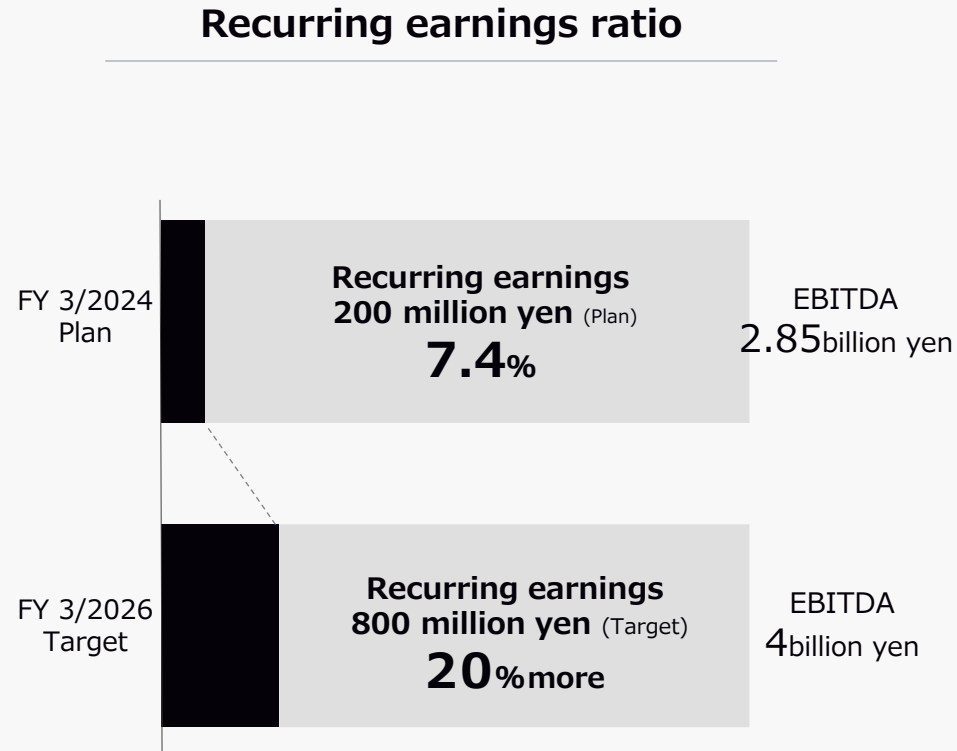
**Policy of the Medium-term Management Plan
Focus Points**

Establishing a portfolio of revenue sources

▼

recurring earnings

- Convert part of the one-time revenue into recurring earnings for increasing the likelihood of continuous growth
- Gain recurring earnings from business operators according to their monthly power consumption in the energy domain
- Obtain recurring earnings from business operators according to the loan balance in the finance domain

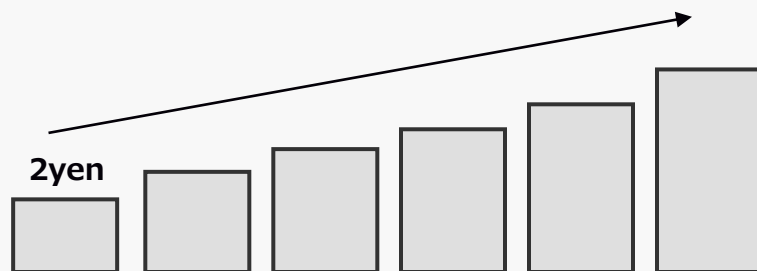


In view of the steady rise in recurring earnings and our financial standing, we will start to pay our first dividends from the end of the current fiscal year. We will be paying progressively increasing dividends from recurring earnings as the source funds, on the condition that consolidated operating profit remains positive even after subtracting the amount of dividends.

Steadily Increasing Dividends

Continuous increases in dividends in step with the increase in recurring earnings

- Policy of paying dividends once a year at the end of the fiscal year
- The General Meeting of Shareholders acts as a decision-making body for dividends (whereas interim dividends are subject to resolution of the Board of Directors).
- We will continue to use internal reserves for improving our financial structure for the long-term stabilization of our management foundations and for investing in business growth.



FY 3/2024

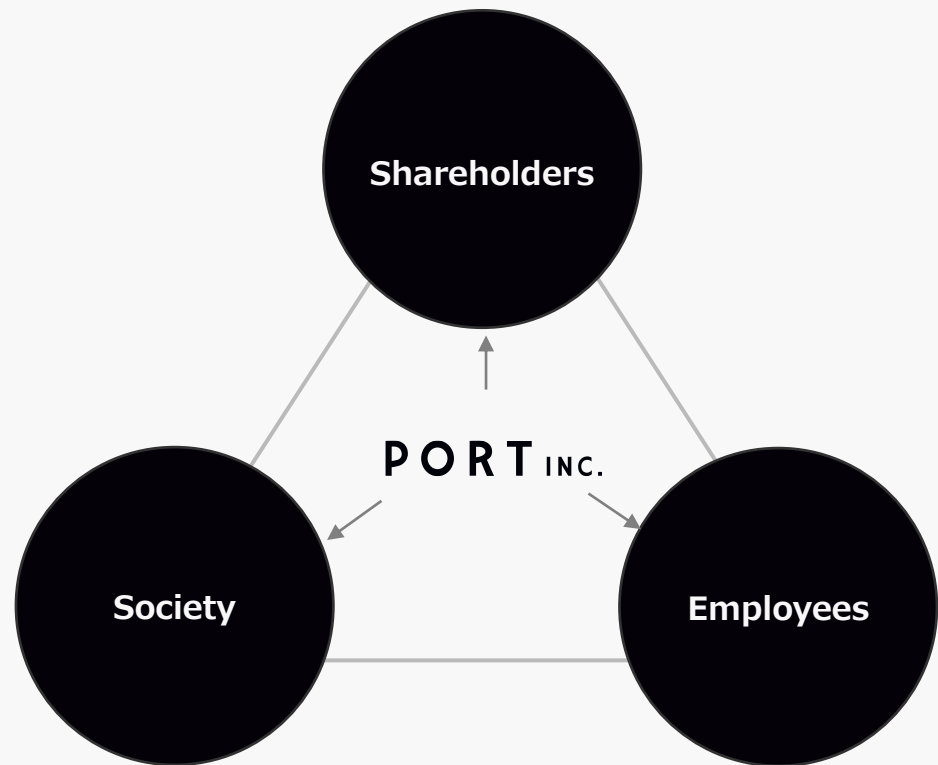
	Forecast for FY 3/2024	Medium-term Management Plan (FY 3/2026)
Recurring earnings (million yen)	200	800
Image of recurring earnings after tax (million yen)	140	560
Dividend per share (yen)	2	Will be paying increasing dividends
Total dividends (million yen)	26	Will be paying increasing dividends

* This matter will be discussed at the Ordinary General Meeting of Shareholders that is scheduled to take place in June 2024.

We will carry out a three-in-one profit return program that benefits our particularly important stakeholders, namely shareholders, employees and society. Increasing the returns to different types of stakeholders according to total dividends to shareholders, we will strive to build long-term solid relationships.

Three-in-one profit return program

- Offer returns to employees and society properly under the predetermined standards according to the returns to shareholders (total amount of dividends).
- Set up a sustainability committee as a decision-making body for destinations of returns to society and their methods.



03

FY 3/2024 Q3 Summary of Results

Overall

Sales revenue: **3,875** million yen (up 43% yoy)

EBITDA: **500** million yen (up 18% yoy)

EBITDA including future earnings:

799 million yen (up 73% yoy)

- Sales revenue increased 43%, mainly reflecting significant growth in personnel referral services and the energy domain.
- Profit increased 18% year on year while we invested in continuous growth for the coming fiscal years and continued to build up future earnings.
- Approximately 300 million yen was gained in Q3 alone through the steady accumulation of future earnings. Recurring earnings for Q3 stood at 65 million yen.

Staffing Support Services

Sales revenue: **1,192** million yen (up 25% yoy)

Business Profit: **583** million yen (up 24% yoy)

- In personnel referral services, sales revenue jumped 59% year on year as a result of increasing the number of career advisors and conducting regional expansion to sustain brisk growth.
- In alliance services, sales revenue rose slightly. This is explained by a change in the year group of students to be sent resulting from an earlier start to job-hunting activities (as mentioned on page 28) and our focus on personnel referral services.
- Alliance cross-selling sales growth was significant with +256% YoY.

Sales Promotion Support Services

Sales revenue: **2,674** million yen (up 69% yoy)

Business Profit : **551** million yen (up 81% yoy)

- In the energy domain, , the number of contracts increased significantly with investments in marketing in view of the growing drive of electric power providers to capture new customers, along with an improvement in our presence.
- In addition, the company posted a significant profit increase of +150% while further building up future earnings.
- The finance domain made good progress in optimizing advertising efficiency, growing significantly with +16% YoY revenue growth and +41% profit growth.

Results for FY 3/2024 Q3 (Oct. 2023 - Dec. 2023)

For Q3, sales revenue surged 43% year on year, reflecting growth of individual businesses. EBITDA was up 18% year on year. This resulted mainly from the continued accumulation of future earnings and the continuation of investments in growth. Profit after taxes dropped due to a tax difference from the previous fiscal year.

IFRS (Million yen)	FY 3/2024		(Ref.) FY 3/2023 Q3
	Q3	YoY	
Sales revenue	3,875	+43%	2,707
EBITDA	500	+18%	423
Future earnings	299	+670%	38
EBITDA including future	799	+73%	462
Operating profit	377	+13%	332
Profit before tax	349	+10%	319
Profit	199	-18%	244
Profit attributable to owners of parent	181	-7%	194

*Until fiscal year ended March 2023: EBITDA = Operating profit + Depreciation and amortization + Stock-based payment expenses

*From fiscal year ending March 2024 onward: EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses

*Future earnings: Total amount of earnings to be generated from a contract in the future. Because earnings that would be posted in the current fiscal year under ordinary circumstances will be posted into the future, the actual performance of the Company should be measured based on EBITDA including future earnings.

Results for FY 3/2024 Q3 (Apr. 2023 - Dec. 2023)

Every indicator showed a significant hike with the buoyant progress of individual businesses and the consolidation of Five Line Inc. that commenced in Q2. For Q1-Q3, sales revenue, EBITDA and operating profit surpassed their respective figures for the same period a year earlier.

IFRS (Million yen)	FY 3/2024		(Ref.) FY 3/2023 Q3
	Q3(Apr. – Dec.)	YoY	
Sales revenue	11,391	+43%	7,973
EBITDA	2,100	+57%	1,337
Future earnings	560	+466%	98
EBITDA including future	2,660	+85%	1,436
Operating profit	1,772	+58%	1,124
Profit before tax	1,714	+56%	1,097
Profit	1,053	+25%	845
Profit attributable to owners of parent	980	+34%	729

*Until fiscal year ended March 2023: EBITDA = Operating profit + Depreciation and amortization + Stock-based payment expenses

*From fiscal year ending March 2024 onward: EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses

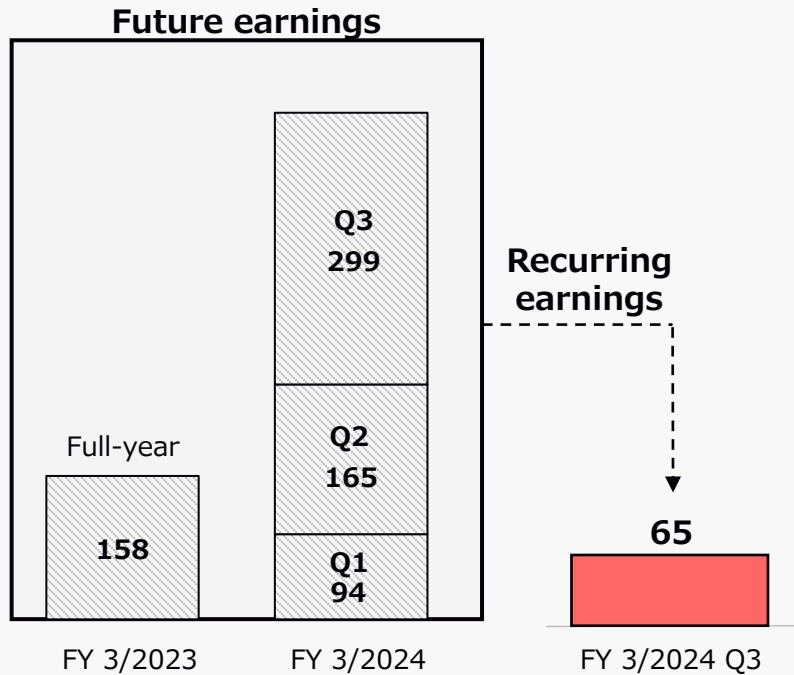
*Future earnings: Total amount of earnings to be generated from a contract in the future. Because earnings that would be posted in the current fiscal year under ordinary circumstances will be posted into the future, the actual performance of the Company should be measured based on EBITDA including future earnings.

FY 3/2024 Q3 Recurring Earnings

For Q3, we accumulated future earnings mainly in the energy domain. Recurring earnings for Q3 stood at 65 million yen. The ratio of recurring earnings to EBITDA rose to 7.4%. A continued rise is expected for Q4 and later.

Contribution from future earnings to recurring earnings

(Million yen)

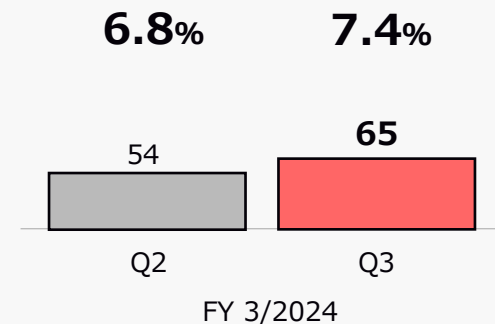


EBITDA vs. recurring earnings

(Million yen)

We have a target of ensuring that recurring revenue will make up **around 20%** of EBITDA worth 4 billion yen for the fiscal year ending March 31, 2026, which is the final fiscal year of the Medium-term Management Plan.

Ratio of recurring earnings to EBITDA *1



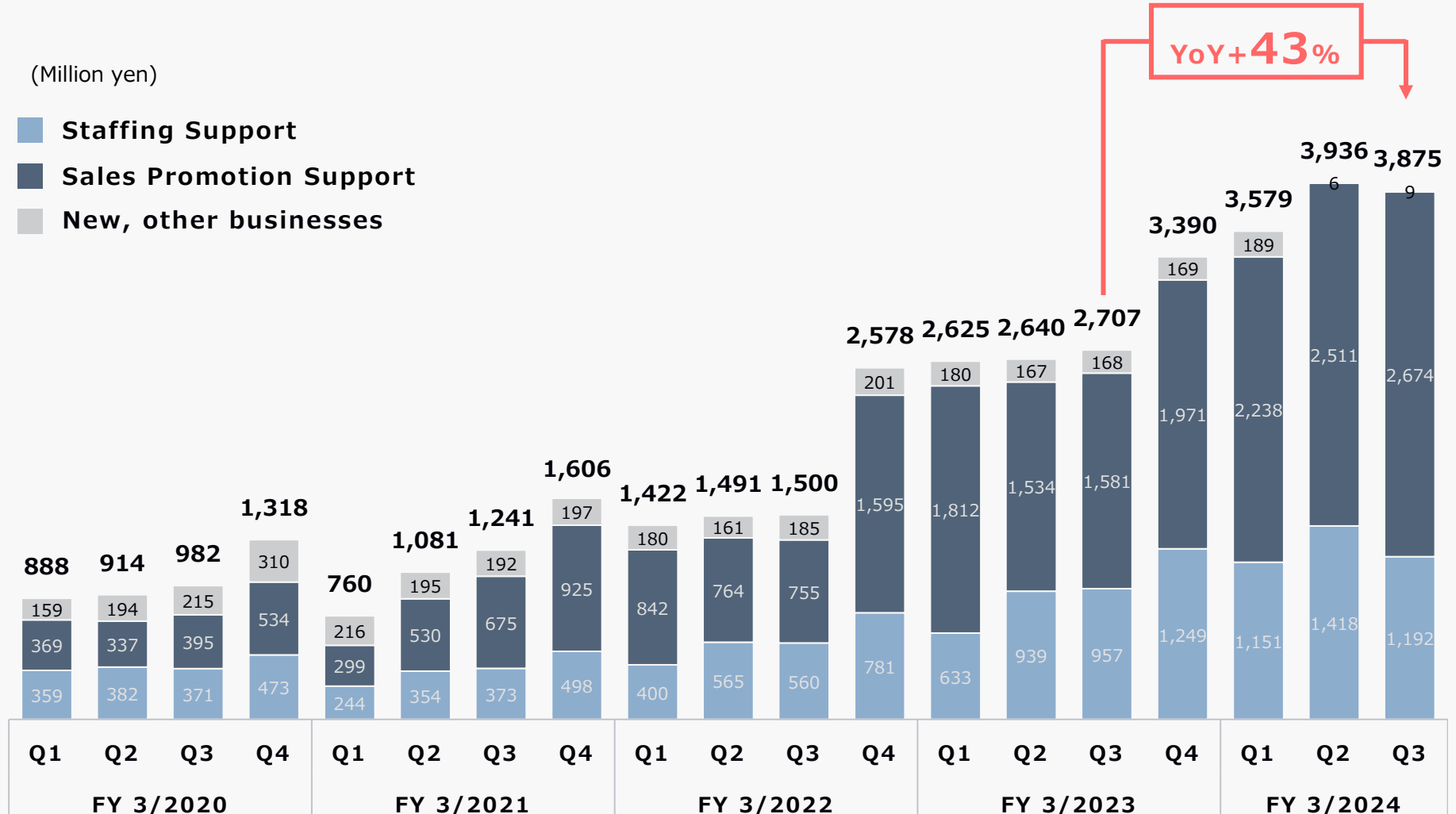
*1 Ratio of recurring earnings to EBITDA of 800 million yen after exclusion of the gain on sale of shares.

*2 The amount of recurring earnings is calculated based on the figures for the energy domain, which are the priority projects in line with the key initiatives of the medium-term management plan (additional figures will be disclosed in the future when the finance domain also makes a certain contribution to the total).

*3 Recurring earnings = Profit from sales of recurring revenues-type contracts minus expenses

Trends in Quarterly Sales Revenue by Service Segment

Sales revenue surged 43% year on year, primarily because of substantial revenue increases in the energy domain and in personal referral services as part of the staffing support services.



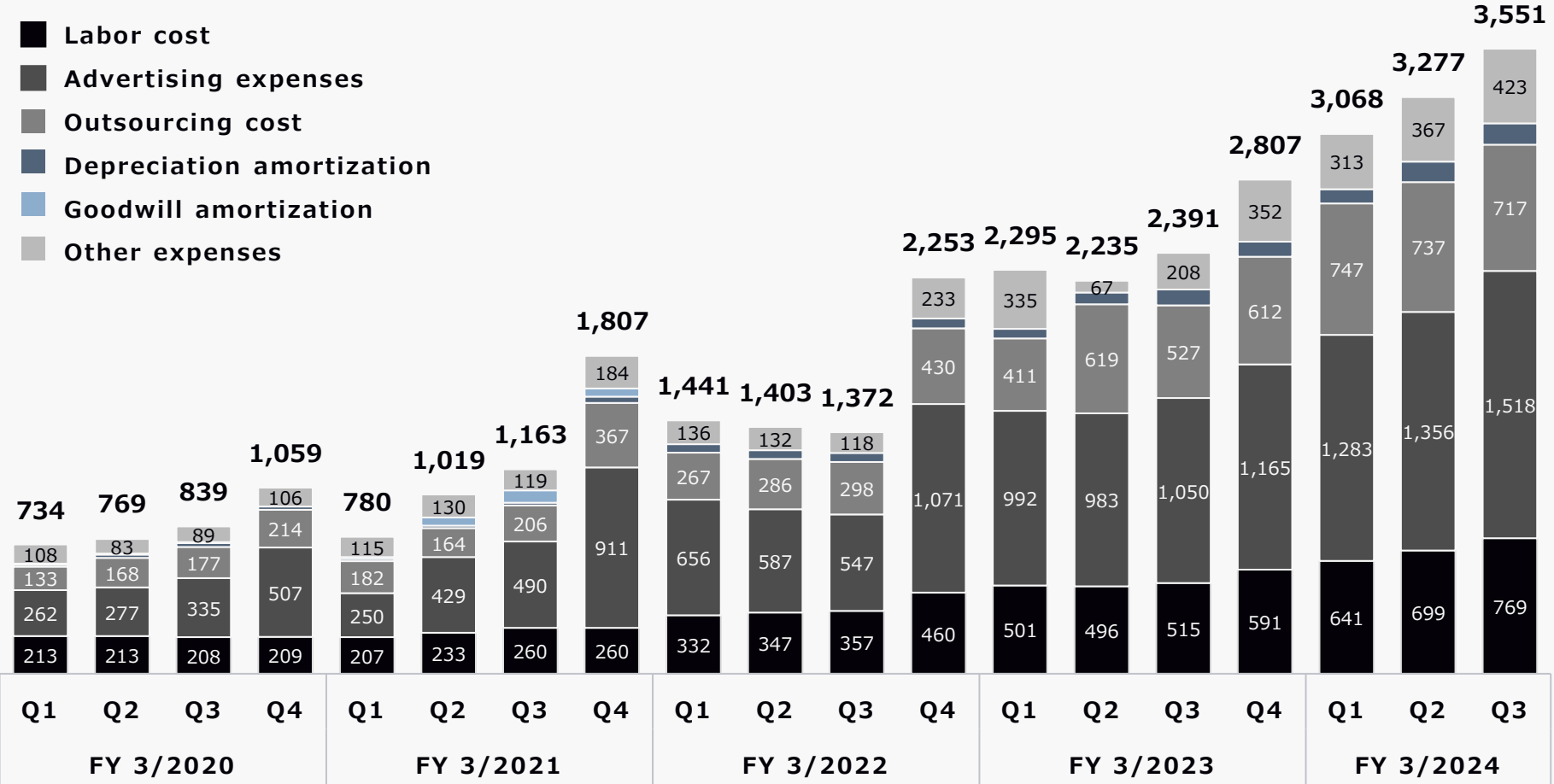
*Transferred shares in Port Engineering in July, 2023. (New, other business)
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Change in Major Expenses

Labor costs and advertising expenses increased, among others, as a result of upfront investments in strengthening the organizational structure with an eye towards growth for the next fiscal year.

(Million yen)

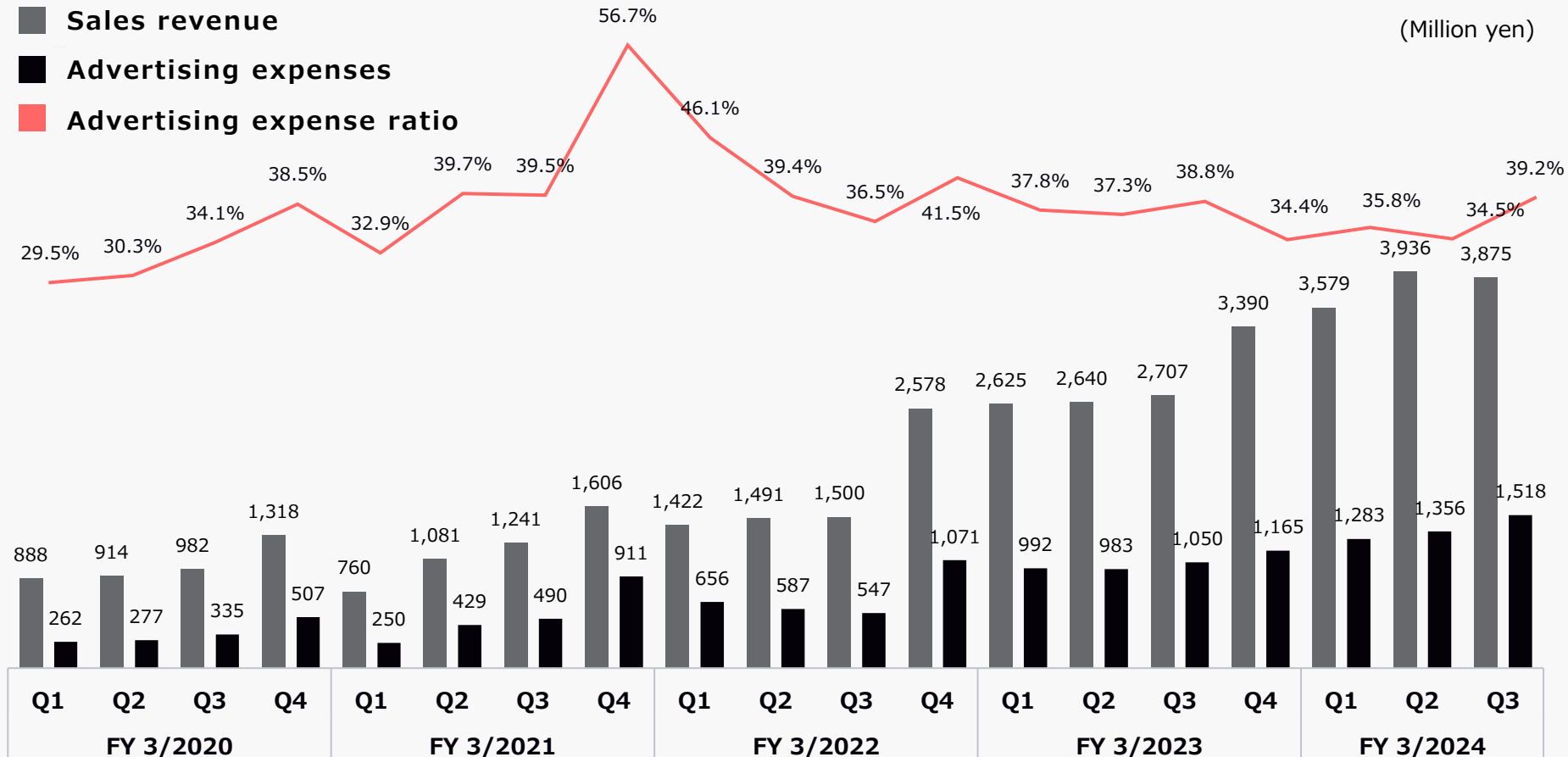
- Labor cost
- Advertising expenses
- Outsourcing cost
- Depreciation amortization
- Goodwill amortization
- Other expenses



* In and before the fiscal year ended March 31, 2021, Japan GAAP had been applied. From the fiscal year ended March 31, 2022, IFRS is applied.

Change in Ratio of Advertising Expenses to Sales Revenue

The ratio of advertising expenses to sales revenue rose 4.7 percentage points quarter on quarter. This resulted from a significant rise in sales revenue in the energy domain, in which the ratio is high, and from upfront investments for the next fiscal year.



Financial Position

Part of the funds procured by the public offering in October 2023 will be allocated to repayment of borrowings. The resulted in a huge fall in non-current liabilities. The capital adequacy ratio rose 13.2 percentage points to 41.9% as of the end of December. (For the financial impacts of the acquisition of the [Rakuten Minshu](#) business, see the next page.)

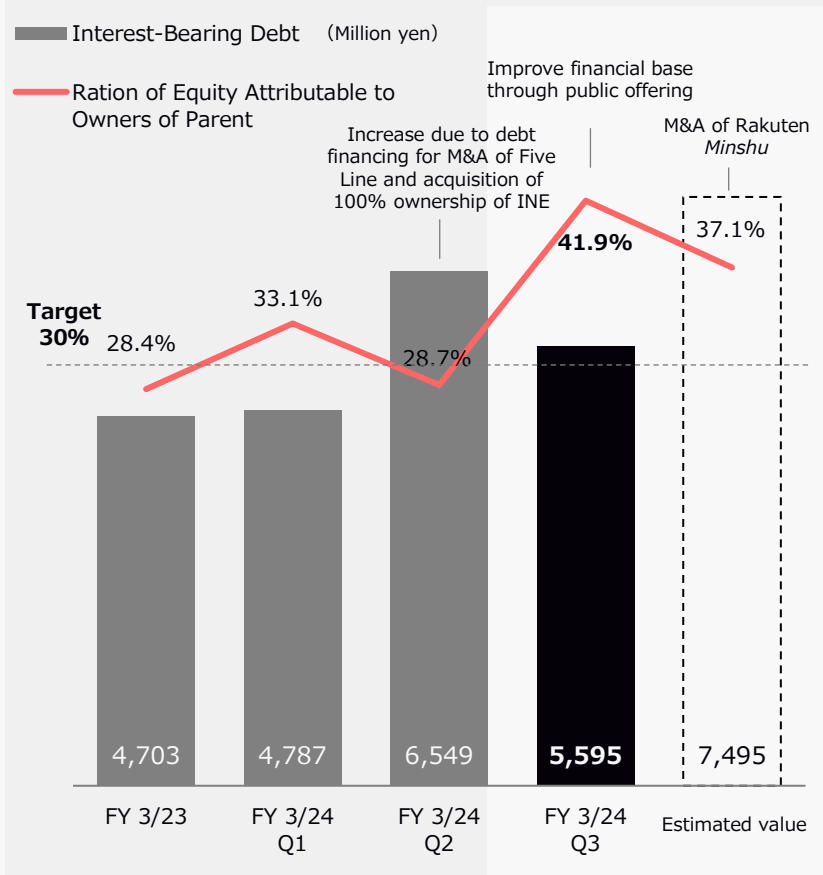
IFRS (Million yen)		FY 3/2024		Difference
		Q2 (Sep. 30, 2023)	Q3 (Dec. 31, 2023)	
	Cash and Cash Equivalents	4,914	4,963	+48
	Total Current Assets	7,029	7,283	+253
	Goodwill	3,992	3,995	+2
	Total Non-current Assets	7,100	8,305	+1,204
Total Assets		14,130	15,588	+1,458
	Total Current Liabilities	3,823	3,750	-72
	Total Non-current Liabilities	6,217	5,248	-968
Total Liabilities		10,040	8,999	-1,041
	Equity Attributable to Owners of Parent	4,049	6,532	+2,483
	Ratio of Equity Attributable to Owners of Parent to Total Assets	28.7%	41.9%	+13.2p
Total Equity		4,089	6,589	+2,499

*Ratio of equity attributable to owners of parent (net worth ratio)

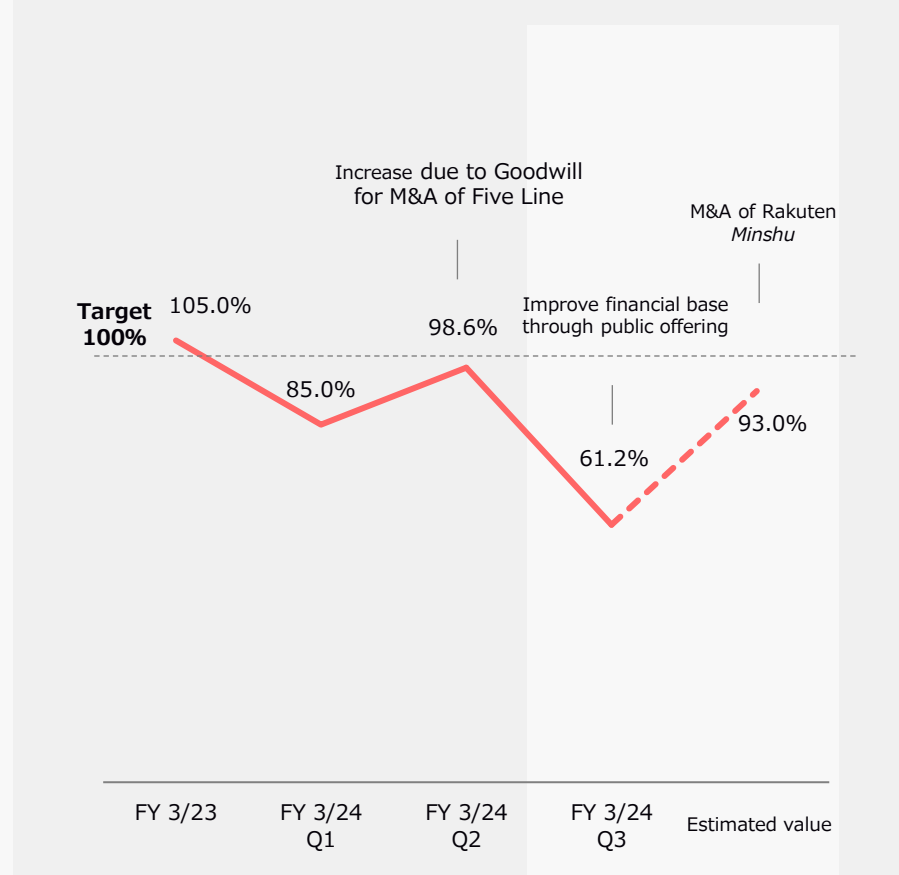
Financial Position

For continuing flexible M&A deals in the future, we repaid part of the borrowings from financial institutions to improve our financial base. Following the acquisition of *Minshu*, which will be part of the consolidated accounting from April 2024 onwards, we expect interest-bearing debt to rise. We assume that the investment will be recovered swiftly with our current capability to create cash flows.

Interest-Bearing Debt Equity Attributable to Owners of Parent









Goodwill Net Asset Value Ratio



*Figures as reflect the public offering and take into account the repayment of a portion of the debt
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Financial Position (Valuation of Goodwill)

PMI made steady progress. At present, there is no sign of impairment or other change of goodwill. *Minshu* is set to be added in April 2024.

	Market	Outlook
<p>Staffing Support Services</p> <p>Approx. 2.6 billion yen</p> <p>Dec. 31, 2023 0.6 billion yen</p> <p>Acquired in Apr. 2024: Approx. (Planned) Min-Shu, Inc. 2 billion yen</p>	 <ul style="list-style-type: none"> The market for recruitment support for new graduates is trending higher amid a growing corporate willingness to hire such workers and climbing demand for them. The population of new graduates as our main service targets is expected to remain flat amid the rise in the ratio of students advancing to higher educations. The labor shortage and encouragement of reskilling are expected to help boost needs for hiring young workers. 	 <ul style="list-style-type: none"> Enrichment of the product lineup will strengthen the new graduate member base and increase our ability to attract users. In view of the expansion of the contract support organization and regional expansion, major growth in personnel referral services is anticipated. We will bolster cross-selling promotion for graduates and recent graduates in the future
<p>Energy Domain</p> <p>Approx. 2.1 billion yen</p> <p>Acquired in Jan. 2022: INE Inc. Acquired in Jul. 2023: Five Line inc.</p>	 <ul style="list-style-type: none"> Following the increase in regulated electricity rates of regional electric power companies, electric power providers raised their rates. Although there is still a risk of fluctuation in electricity wholesale rates, the market was more stable than in 2022. The competitive environment intensified as electric power providers stepped up efforts to capture new customers and undertook aggressive promotion of sales activities. 	 <ul style="list-style-type: none"> In line with growth in market share, our presence will increase and so will the unit rate. To increase the likelihood of continuous growth, we will attach importance to the shift to recurring earnings. We will make active investments in marketing seeking further expansion in market share.
<p>Renovation Domain</p> <p>Approx. 1.3 billion yen</p> <p>Acquired in Aug. 2020: Doors Inc.</p>	 <ul style="list-style-type: none"> Despite a downward trend in new construction projects, demand for renovation is strong. With the development of online renovation applications, the market related to us is on the increase. 	 <ul style="list-style-type: none"> We will place our management emphasis on streamlining to create stable earnings. Performance for the fiscal year ending March 31, 2024 is expected to be at the same level as in the previous fiscal year.

04

FY 3/2024 Q3

**Summary of Results by Service
Staffing Support Services**

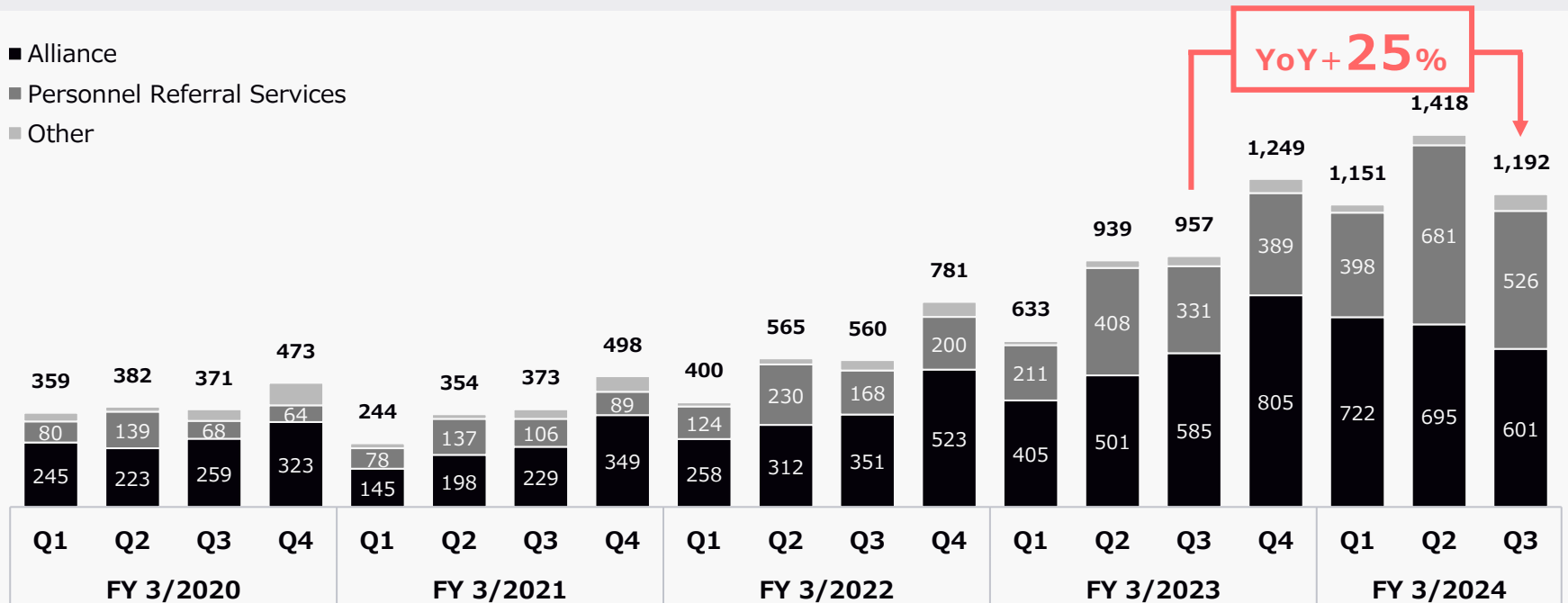
Staffing Support Services: Sales Revenue

We were oriented to growth of overall staffing support services. We made active use of the member base for personnel referral services and continued to achieve robust revenue growth, with an increase of 59%. In alliance services, sales revenue was up 3% year on year. This is explained mainly by our focus on the personnel referral services and an earlier start to job-hunting activities.

(Million yen)

FY2024/3 Q3			
Total	Alliance	Personnel Referral Services	Other
1,192 (YoY +25%)	601 (YoY +3%)	526 (YoY +59%)	63 (YoY +61%)

- Alliance
- Personnel Referral Services
- Other

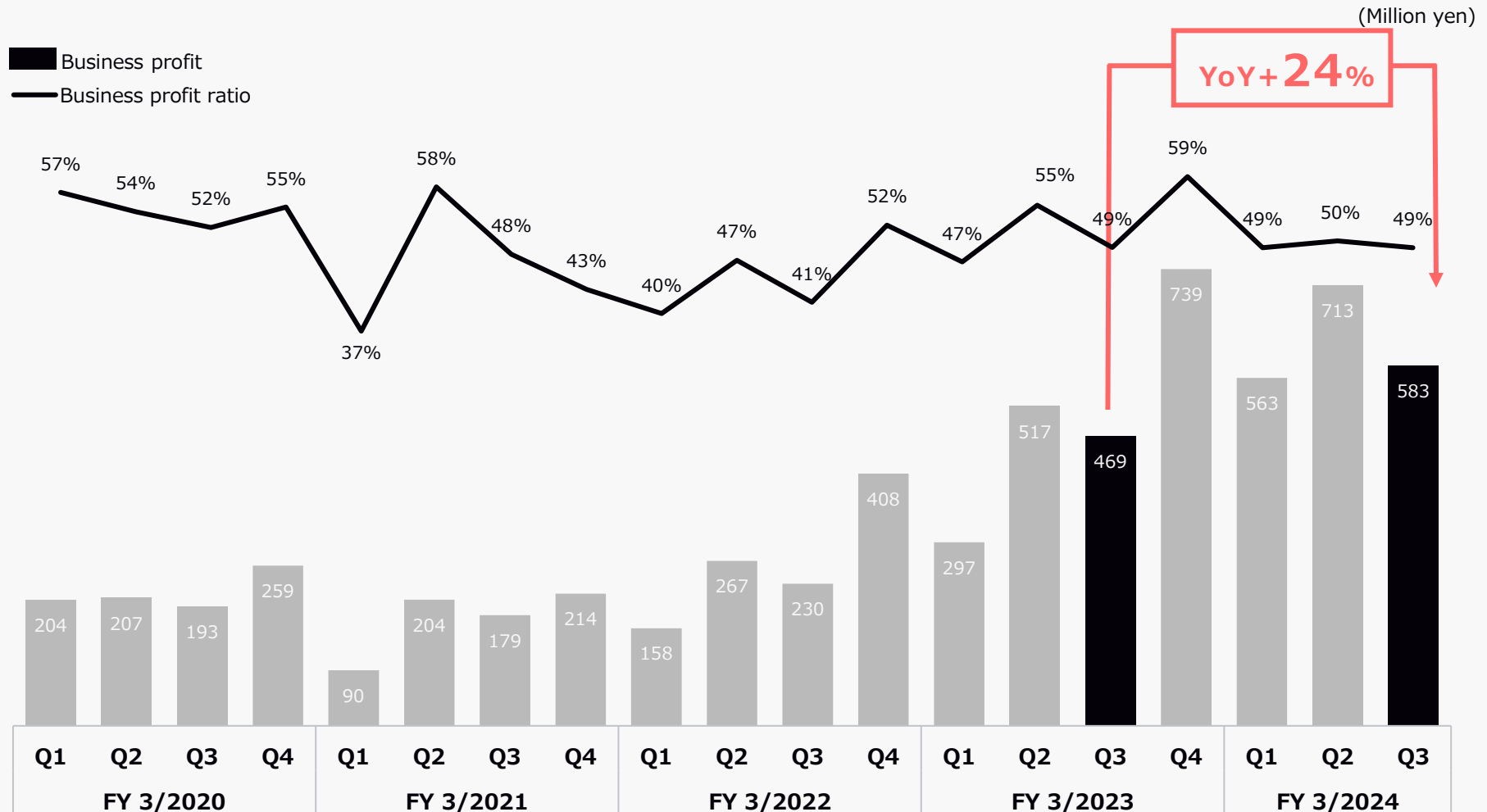


While demand from staffing companies and labor-seeking companies remains high, the number of contracts won and the unit price changed year on year partly because of an earlier start to job-hunting activities in Q3 of the current fiscal year. Meanwhile, personnel referral services benefited from a significant rise in the number of contracts following regional expansion and organizational enlargement.

	Alliance		Personnel Referral Services	
	YoY	primary factors	YoY	primary factors
Contract won	○	Until the previous fiscal year, there was demand for sending university students in their fourth year in the October-December period. After the start of internship programs directly linked with recruitment and other starts of job-hunting activities were moved up, demand for sending university students in their third year increased.	◎	With regional expansion, the attributes of users we can serve became more diverse. An increase in career advisors helped increase the numbers of interviews and referrals significantly.
Contract Price	△ -	Given the demand-supply balance, unit prices are higher for university students in the second half of their fourth year. However, demand has increased for sending university students in their third year, for which the unit price is lower.	◎	While labor-seeking companies continue to have strong needs, the number of referrals of university students in their third year increased after an earlier start to job-hunting activities. The unit price rose slightly.

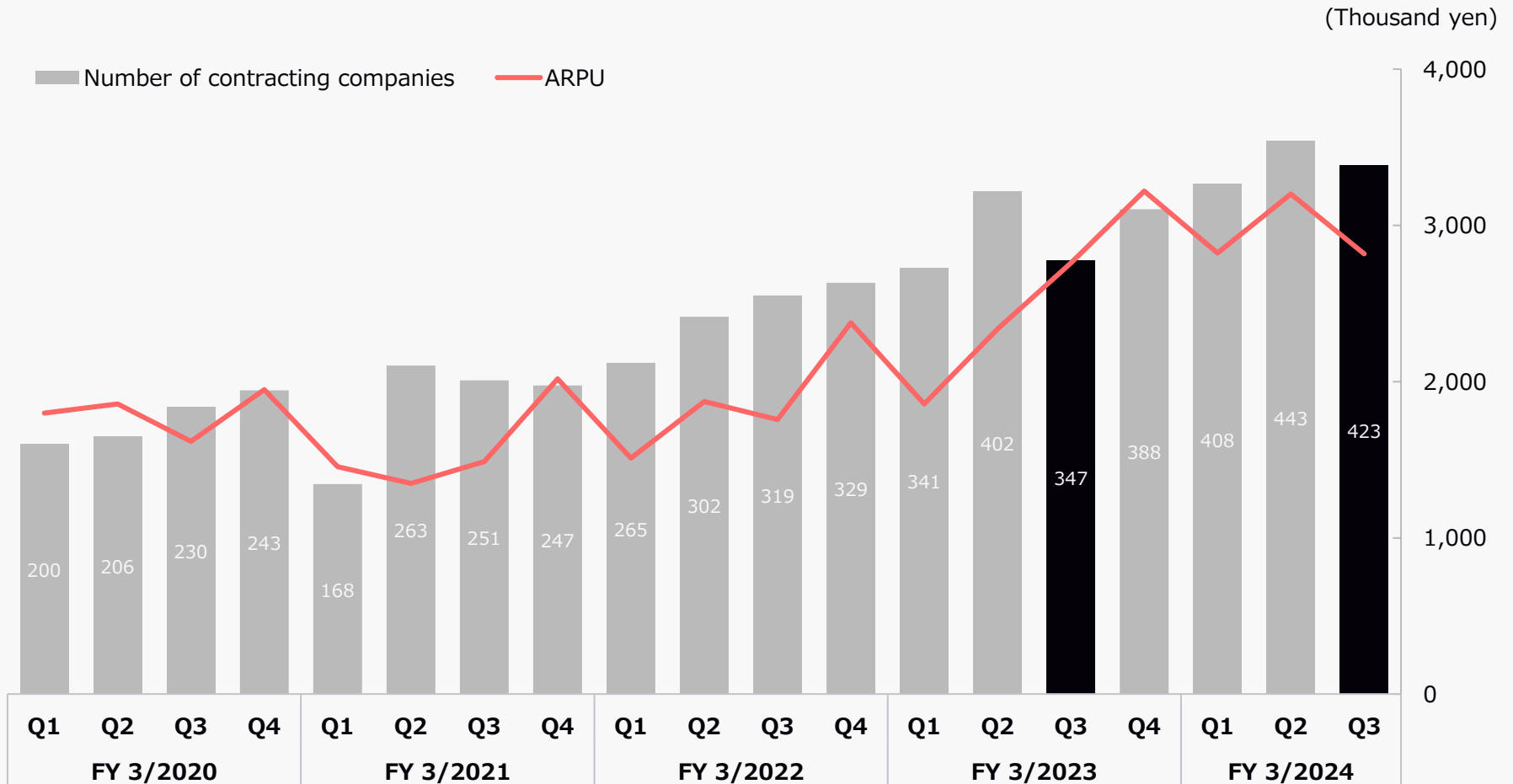
Staffing Support Services: Business Profit

We made active business investments in test marketing and other areas for the continuous growth of staffing support services. The business profit rate stayed flat from the same period in the previous fiscal year.



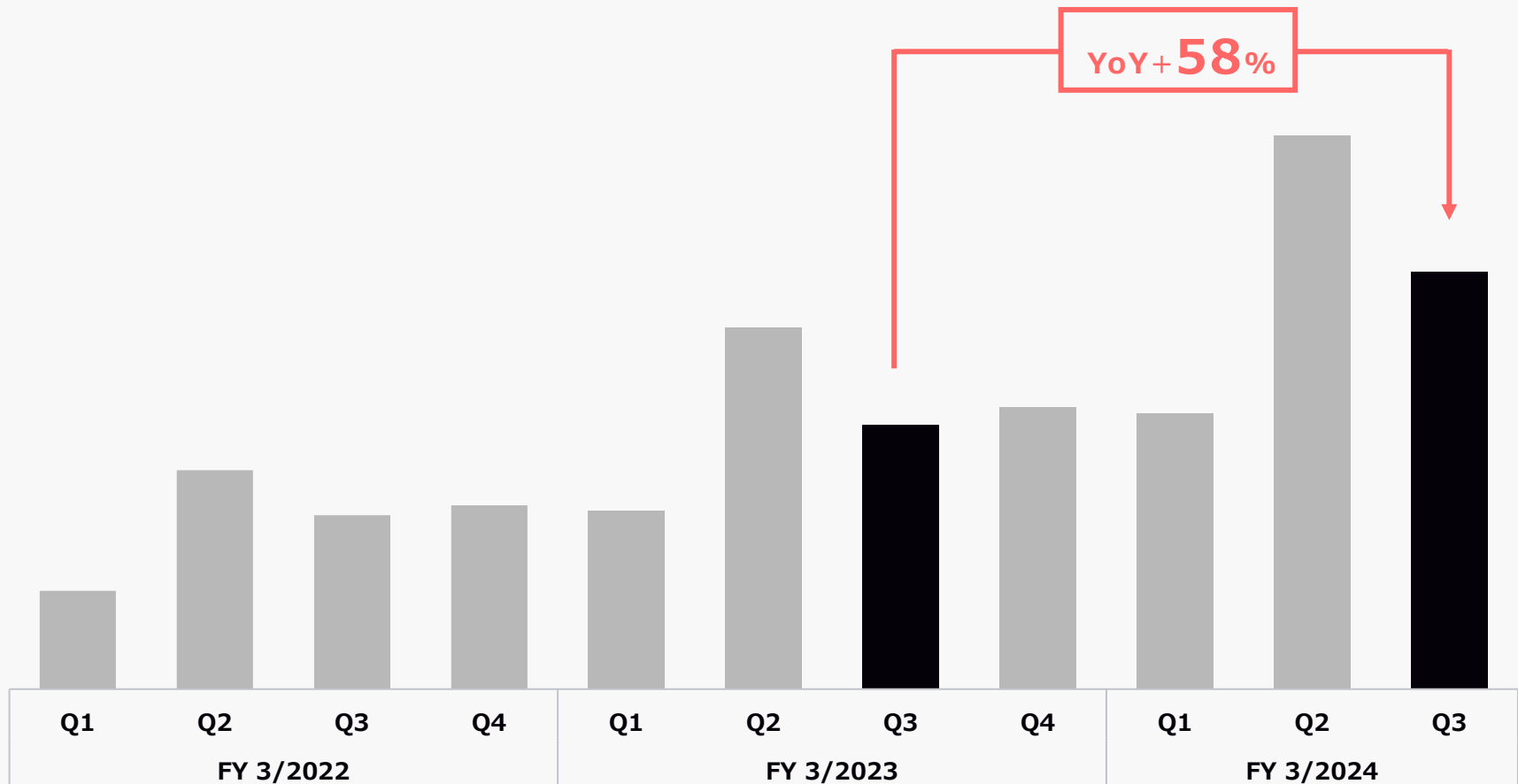
KPIs of Staffing Support Services: Number of Contracting Companies and ARPU

Increase in the number of contracting companies due to climbing demand from labor-seeking companies for personnel referral services. The average revenue per user (ARPU) rose slightly because Alliance Services sales revenues increased slightly.



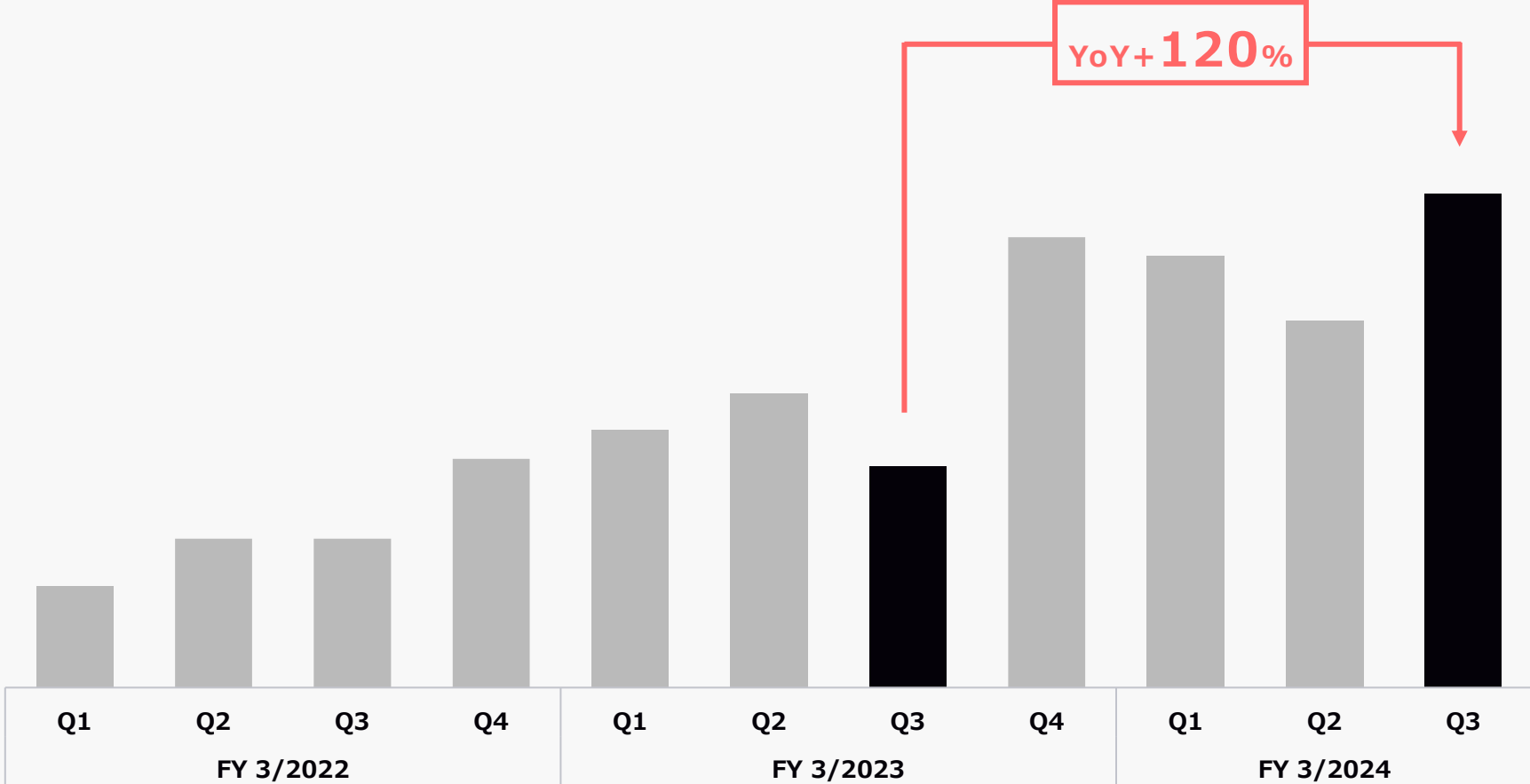
KPIs of Staffing Support Services: Number of Contracts Won in Personnel Referral Services

In addition to the market environment of increased demand for personnel referral services, the number of career advisors increased and the number of regional offices expanded, resulting in a large YoY increase.



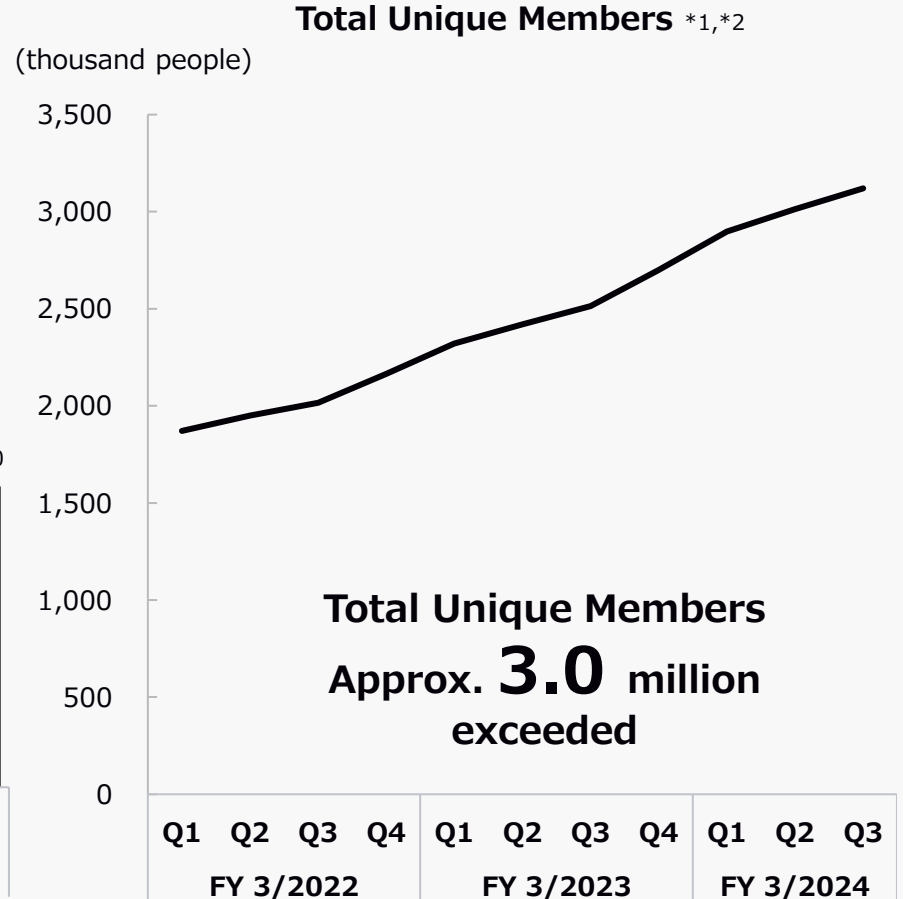
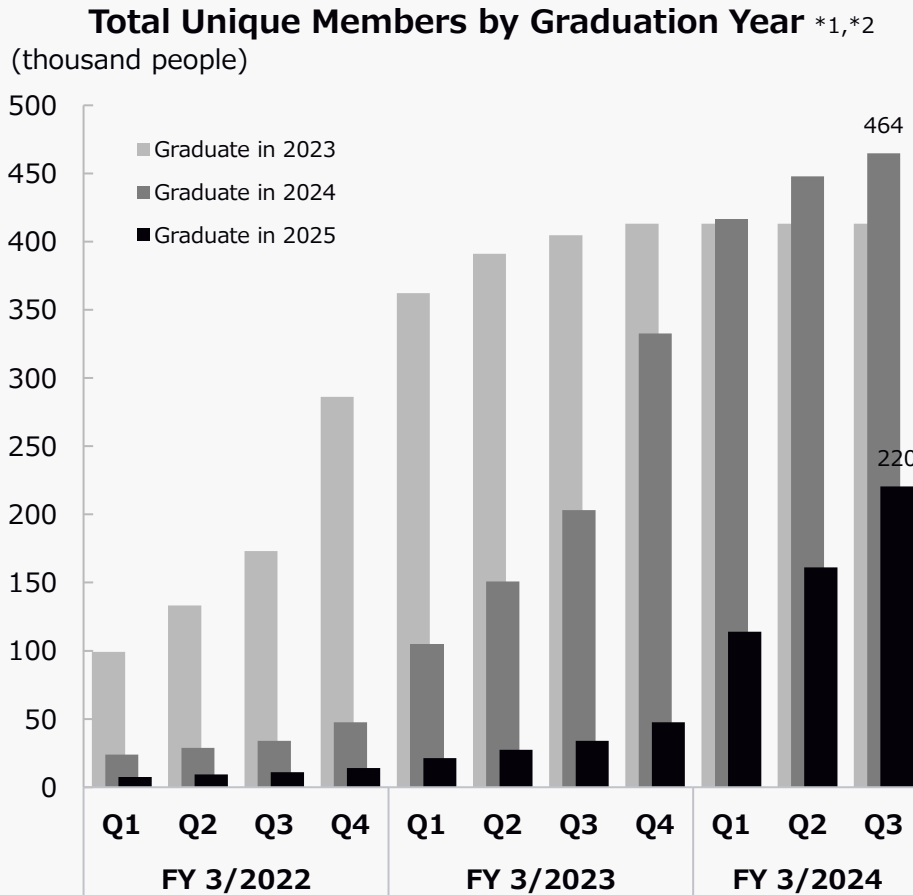
KPIs of Staffing Support Services: Sales of Cross-Selling with Members

Cross-selling sales to operators of staffing services mainly for graduates, recent graduates, part-time workers and other young people grew 120% year on year, through using of new graduate membership data effectively.



KPIs of Staffing Support Services: Unique Members

The number of new members graduating in FY2025/3 will increase at a higher rate than those graduating in FY2024/3 due to the earlier start of job-hunting activities and product enhancement. Continued steady growth in membership.



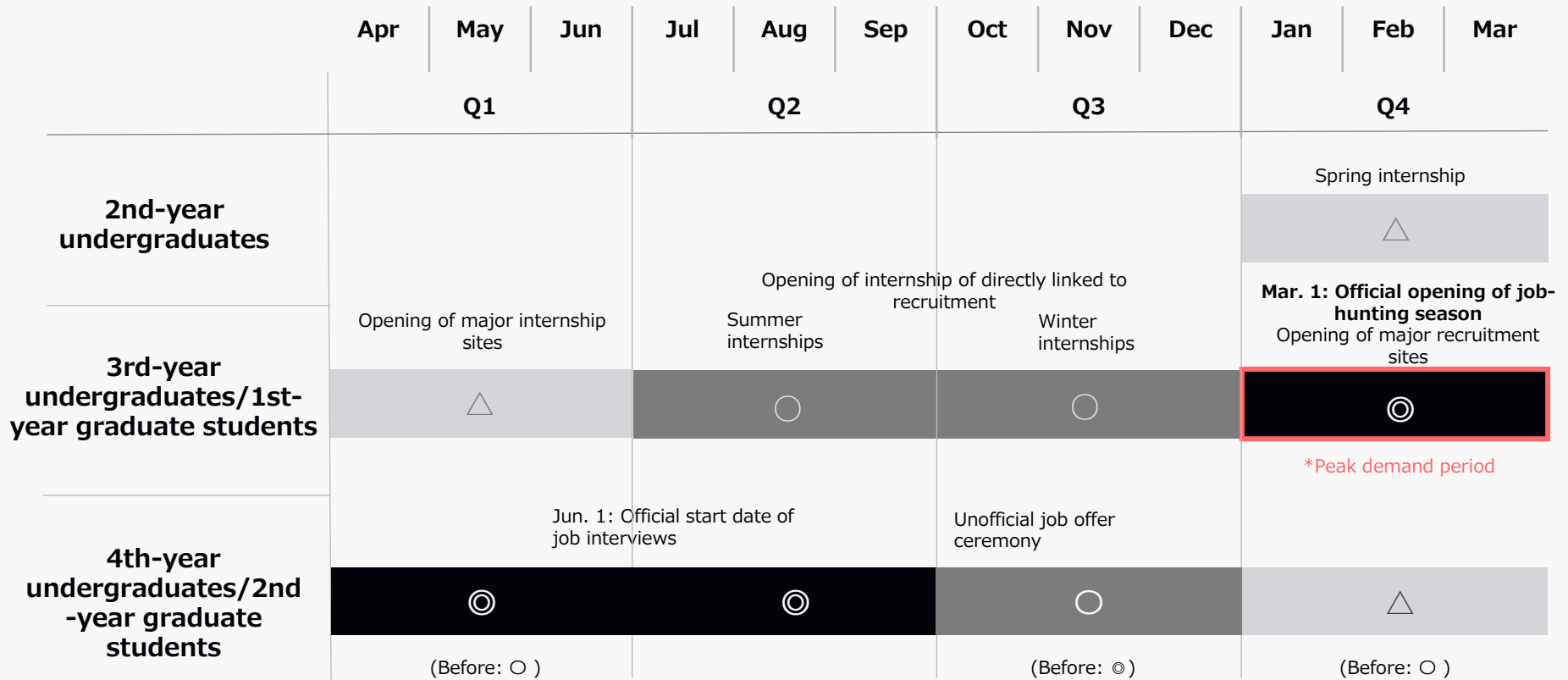
*1 Due to a change in the definition for the number of members data, there is a slight discrepancy with the number of members of the graduate of 2024 and 2025 that was disclosed in the past.

*2 "Career Park!" and "就活会議" and other services operated by the our group companies.

*3 Total number of members = includes students who have already graduated and those who are expected to graduate in the future.

Staffing Support Services: Market Trend (New Graduate Support Services Market)

An earlier start to job-hunting activities meant that needs in Q3 shifted from university students in their fourth year to students in their third year. For Q3 itself, demand fell overall. At the moment, we assume that demand will be the largest in Q4. It may possibly be postponed to Q1 or Q2 of the next fiscal year. We need to keep a close eye on it.



Level of contribution to the Company's sales

△ : Low ○ : Medium ◎ : High

04

FY 3/2024 Q3

**Summary of Results by Service
Sales Promotion Support Services**

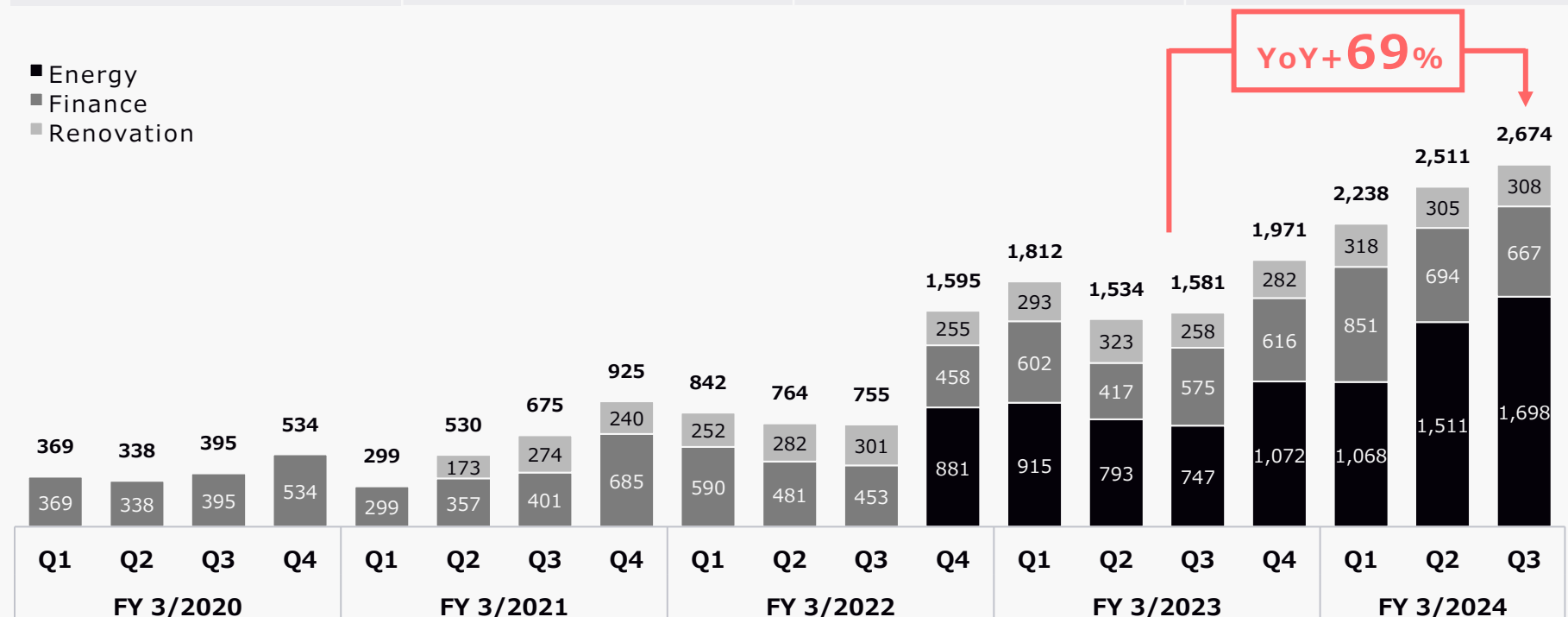
Sales Promotion Support Services Sales Revenue

Record high quarterly sales revenue. In the energy domain, the number of contracts and the contract unit price hiked even in Q3, which falls within the slack season. Consequently, the domain marked the highest rate of growth of all services. The effect of improved unit prices will continue in Q4 and beyond.

(Million yen)

*Name changed from card loan domain to finance domain from FY 3/2024 Q1

FY 3/2024 Q3 Results			
Total	Energy	Finance	Renovation
2,674 (YoY +69%)	1,698 (YoY +127%)	667 (YoY +16%)	308 (YoY +20%)



*In the energy domain, INE.Inc. became a consolidated subsidiary in January 2022, also Five Line Inc, became a consolidated subsidiary in July 2023
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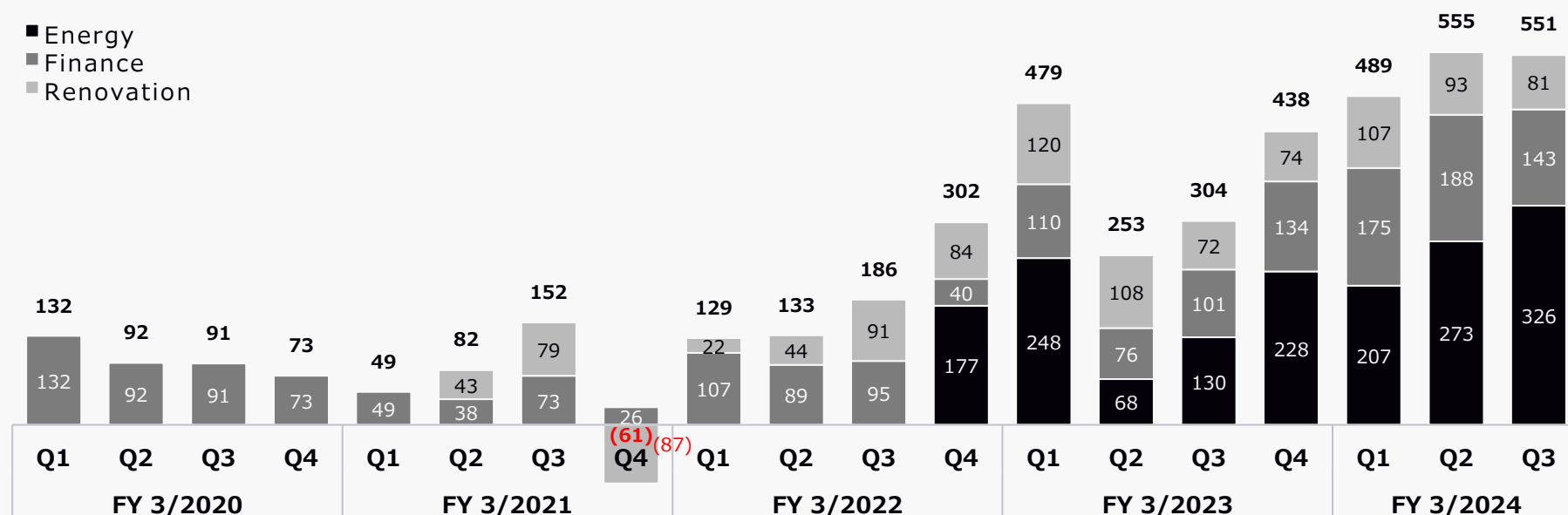
Sales Promotion Support Services Business Profit

Although the energy domain is focusing on future earnings, business profit jumped 150% year on year, partly reflecting a rise in contract unit price under stable market circumstances. In the finance domain, optimization of advertising operation efficiency progressed, increased 41% year on year in profit.

(Million yen)

	FY 3/2024 Q3 Results			
	Total	Energy	Finance	Renovation
Business Profit	551 (YoY +81%)	326 (YoY +150%)	143 (YoY +41%)	81 (YoY +13%)
Business Profit Ratio	20.6%	19.0%	21.6%	26.4%

- Energy
- Finance
- Renovation

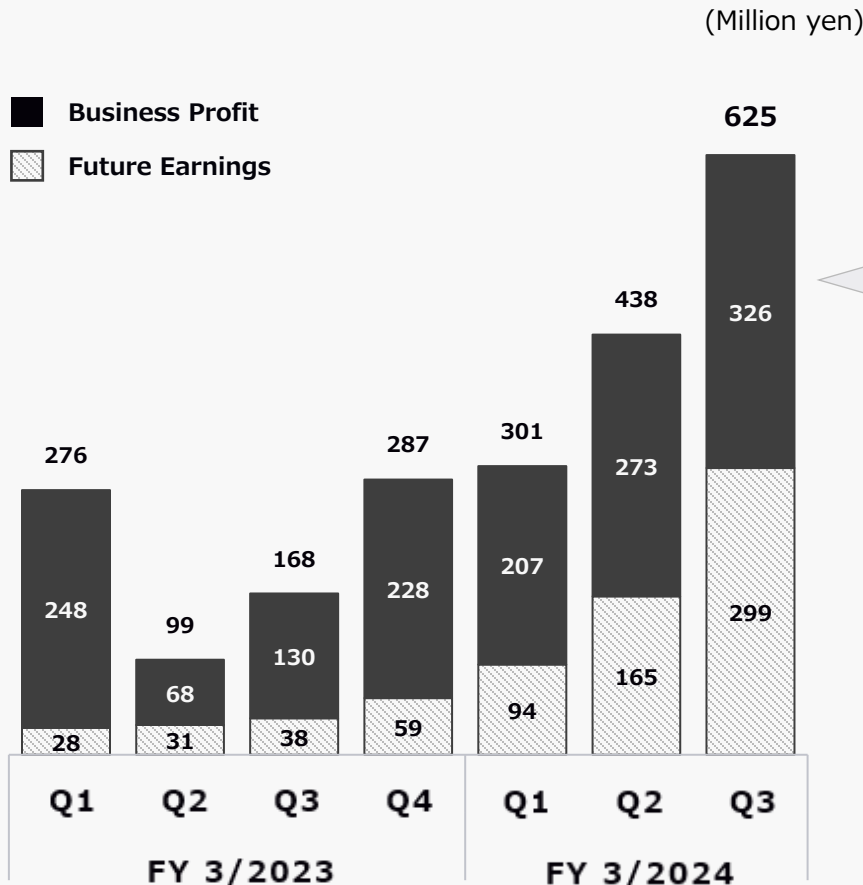


*In the energy domain, INE.Inc. became a consolidated subsidiary in January 2022, also File Line inc, became a consolidated subsidiary in July 2023
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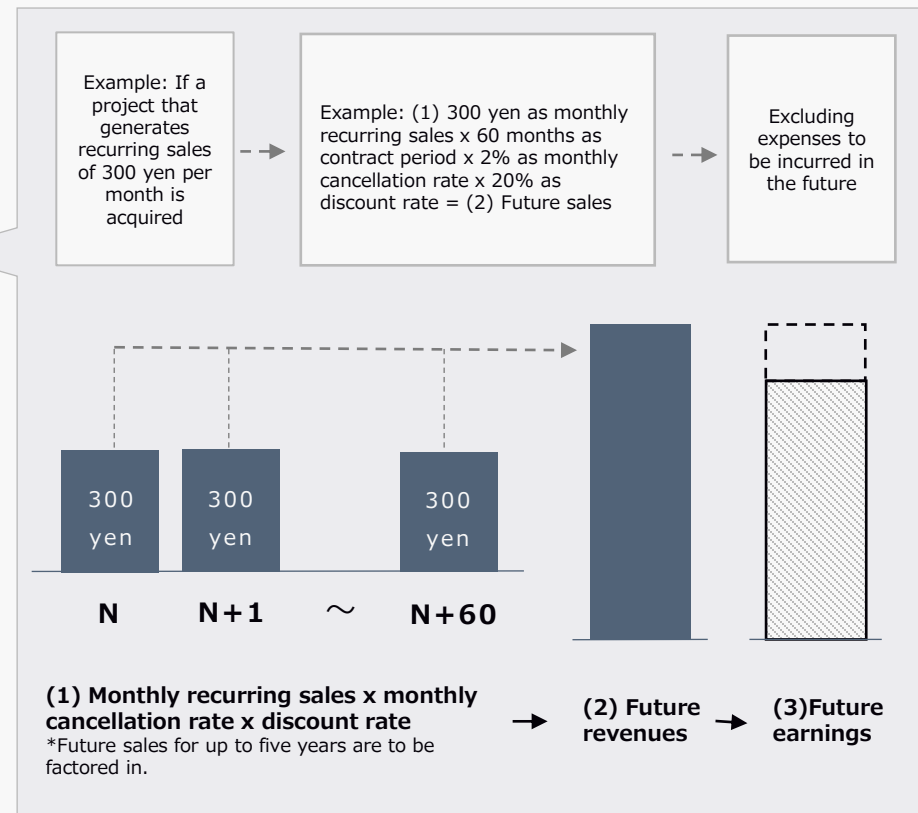
Concept of Business Profit in the Energy Domain

Focus on future earnings to maximize recurring earnings in the energy domain When converted to conventional one-time earnings, the capacity to generate business profit exceeded 600 million yen on a non-consolidated basis in Q3.

Ability to generate business profit in the energy domain

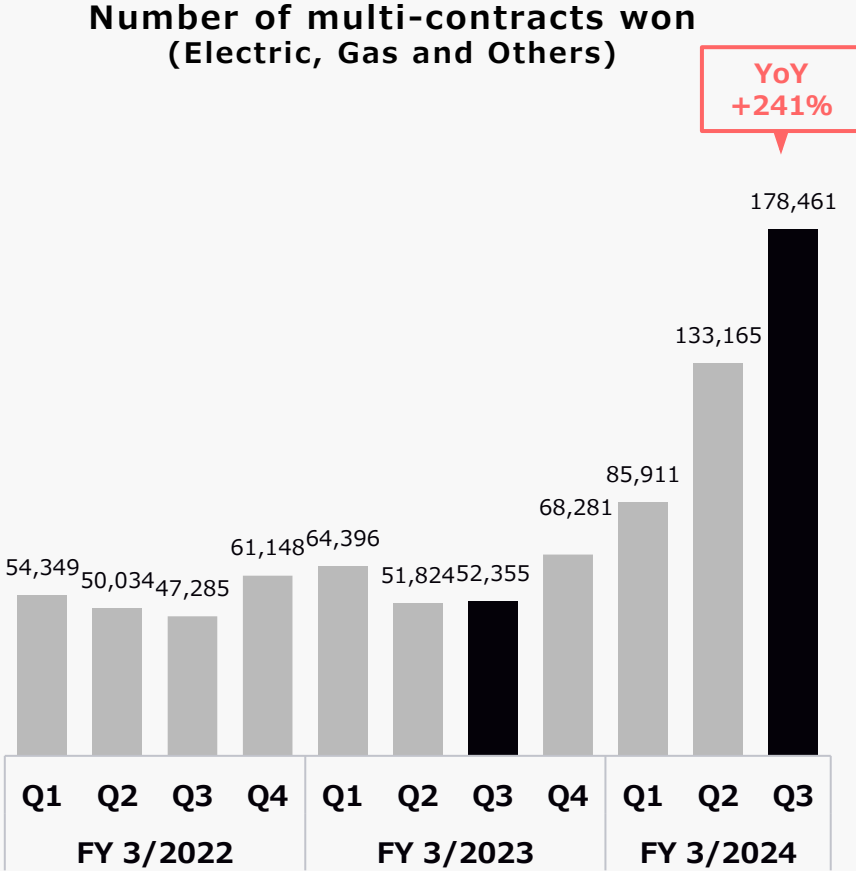
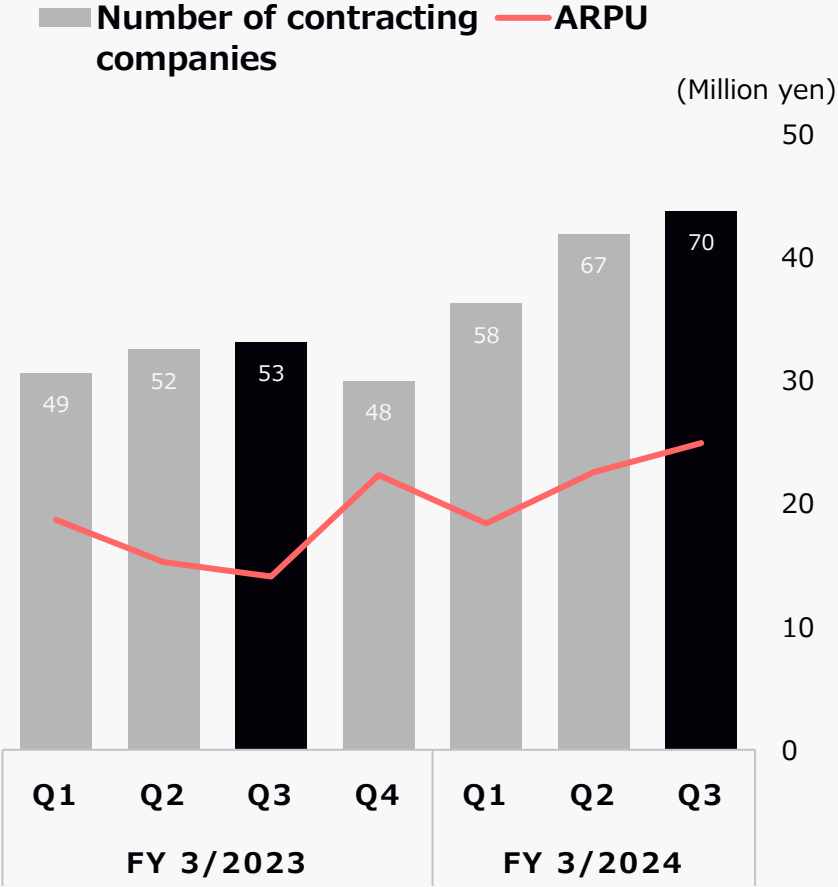


Method of calculating future earnings



KPI for Energy in Sales Promotion Support Services

The total number of successful contracts rose significantly with the consolidation of Five Line, increased marketing investments, and an increase in gas and other ancillary rates.



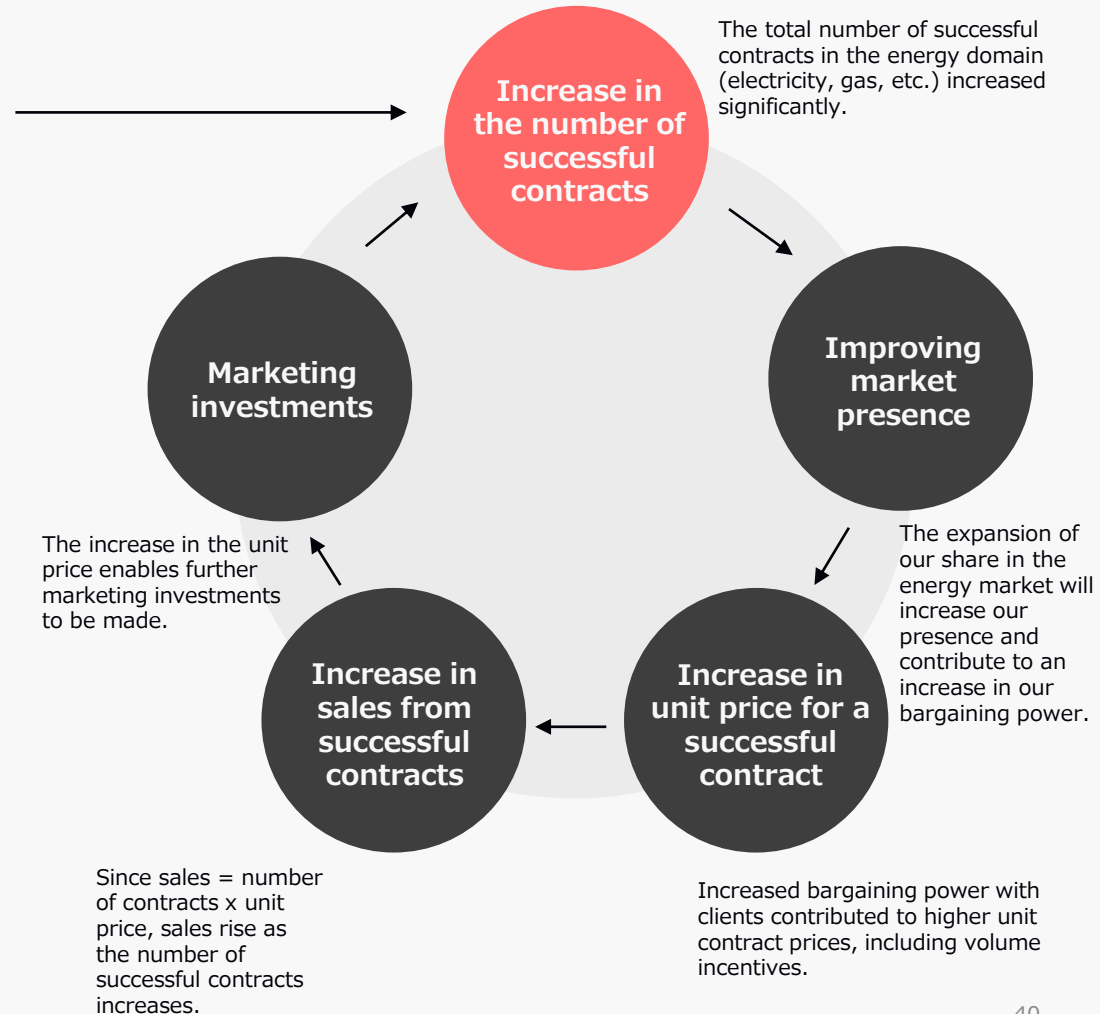
To achieve the overwhelming No. 1 market share, the Company will focus on increasing the total number of successful contracts, including roll-up M&As, as our most important indicator. The transformation of Five Line Inc. into a wholly owned subsidiary reached completion in January 2024. We will continue our efforts to maximize synergies.

Business expansion through roll-up M&A



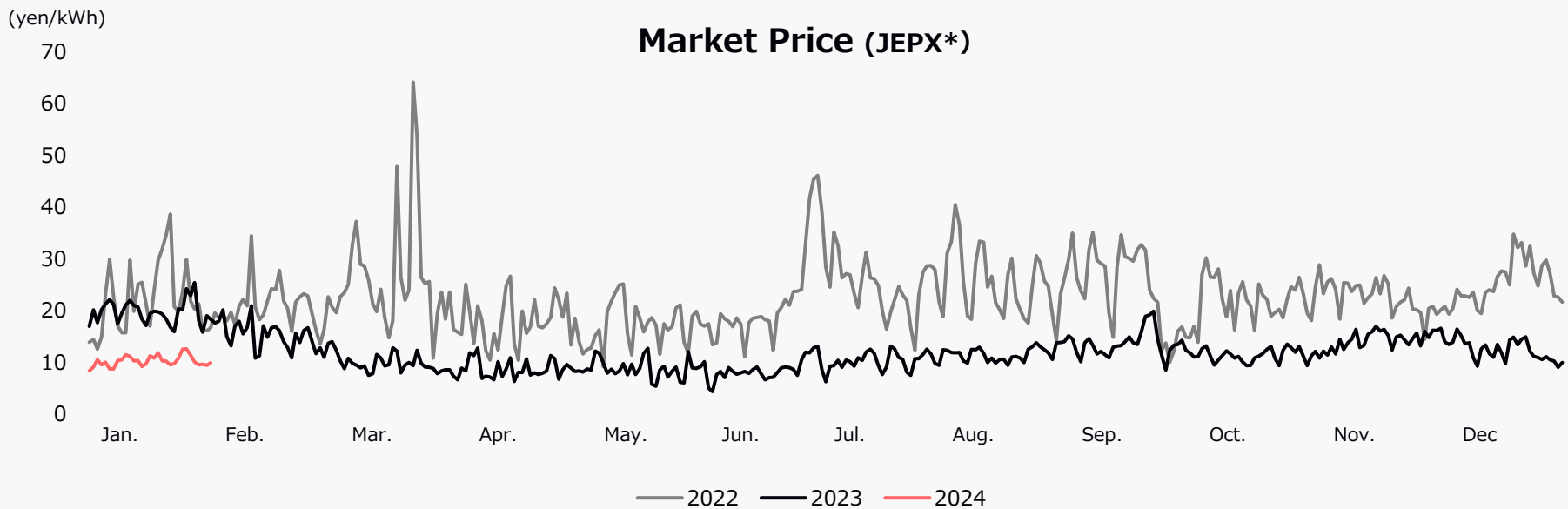
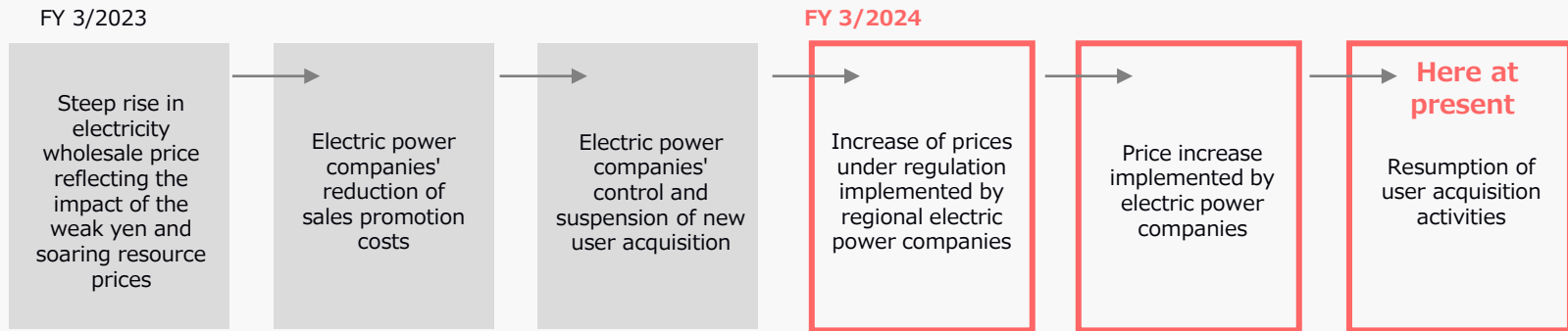
In January 2024, we made an additional acquisition to attain a 100% stake.

It will have an impact on consolidated financial results from Q4 of the fiscal year ending March 31, 2024 onwards.



Market Trend in Energy Domain

JEPX prices have stabilized compared to the previous year due to lower fuel prices and other factors, and the performance of all regional electric power companies has improved. Impact on increase in the unit contract price from 3Q of this fiscal year.

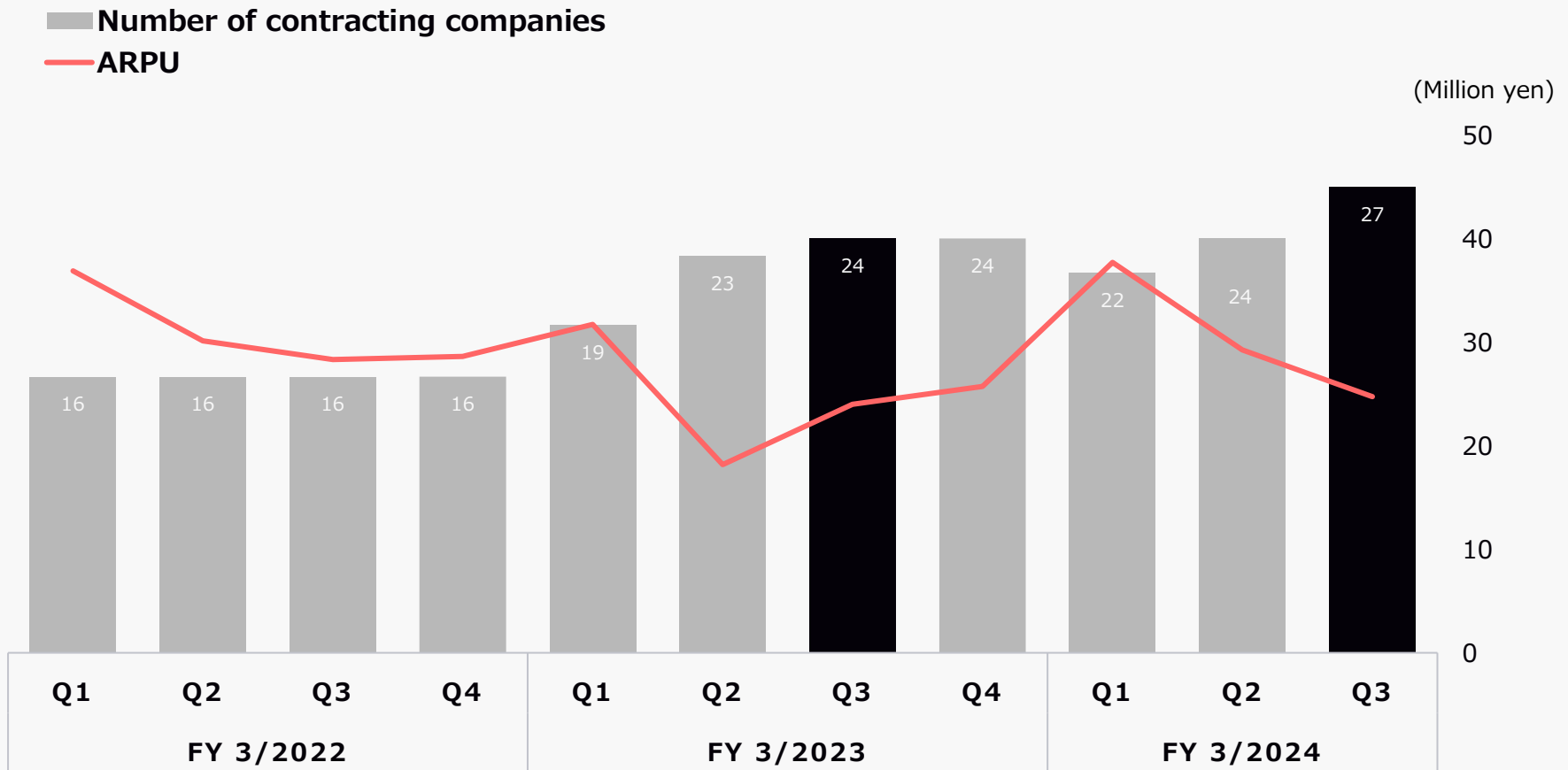


* JEPX(Japan Electric Power Exchange) <https://www.jepx.jp/electricpower/market-data/spot/>

KPI for Financial domain in Sales Promotion Support Services

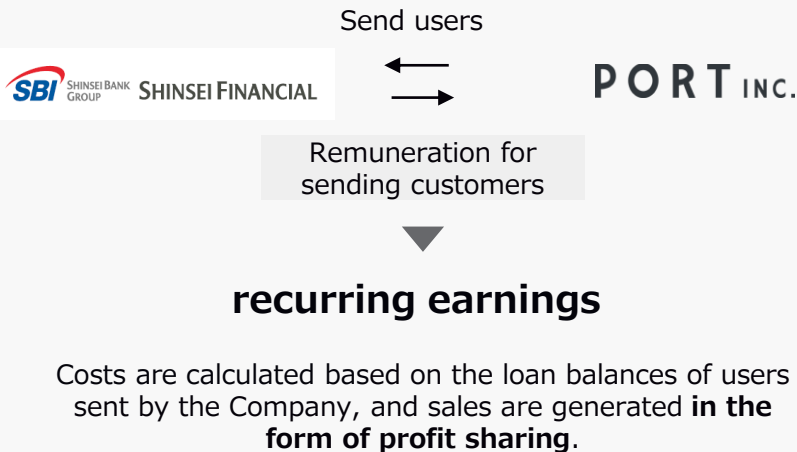
For 3Q, although we were affected, as expected, by restraints in each business operation on new customer acquisition, we succeeded in increasing our market share, sales revenue and profit by expanding contracting companies and optimizing efficiency in advertising operations.

(* The number of customers send had been disclosed as a standard value of ability to send customers but since the definition of the contract point frequently changes for each client company and does not directly correlate with the sales growth rate, it will not disclosed.)



In September 2023, the company announced a partnership with a recurring earnings model with Shinsei Financial Lake, and it has been progressing well. Also the results of the recurring earnings in finance domain will be disclosed in the future when makes a certain contribution to the total.

Outline



Progress and future

- The shift to recurring earnings started in Q3 of the current fiscal year and is making good progress.
- The amount of recurring earnings that is disclosed at the moment pertains solely to the energy domain. It does not reflect the effect of this activity.
- The amount of recurring earnings will be disclosed at a future time when the recurring earnings resulting from this activity will produce some effect on the performance.

*Customers are sent to card loan providers via ASP (Application Service Provider).

*For details of the business alliance with Shinsei Financial Co., Ltd., please refer to the "Notice of Business Alliance Agreement with Shinsei Financial Co., Ltd. for Recurring earnings Model in Card Loan Business Lake" released on September 19, 2023.

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APPENDIX

Summary of Financial Data

(PL/BS)

*Untill fiscal year ended March 2020:Japanese GAPP

*From fiscal year ended March 2021:IFRS

*Until fiscal year ended March 2023: EBITDA = Operating profit + Depreciation and amortization + Stock-based payment expenses

*From fiscal year ending March 2024 onward: EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses

*Future earnings: Total amount of earnings to be generated from a contract in the future. Because earnings that would be posted in the current fiscal year under ordinary circumstances will be posted into the future, the actual performance of the Company should be measured based on EBITDA including future earnings.

PL (Quarterly)

PORT INC.

(Million yen)	FY 3/2021				FY 3/2022				FY 3/2023				FY 3/2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales Revenue	760	1,081	1,241	1,606	1,422	1,491	1,500	2,578	2,625	2,640	2,707	3,390	3,579	3,936	3,875
Staffing Support Services	244	354	373	498	400	565	560	781	633	939	957	1,249	1,151	1,418	1,192
Sales Promotion Support Services	299	530	675	925	842	764	755	1,595	1,812	1,534	1,581	1,971	2,238	2,511	2,674
New, other businesses	216	195	192	197	180	161	185	201	180	167	168	169	189	6	9
Major Expenses	780	1,019	1,163	1,807	1,441	1,403	1,372	2,253	2,295	2,235	2,391	2,807	3,068	3,277	3,551
Labor cost	207	233	260	260	332	347	357	460	501	496	515	591	641	699	769
Advertising expenses	250	429	490	911	656	587	547	1,071	992	983	1,050	1,165	1,283	1,356	1,518
Outsourcing cost	182	164	206	367	267	286	298	430	411	619	527	612	747	737	717
Depreciation amortization	13	15	15	36	48	49	51	56	54	67	90	85	81	116	122
goodwill amortization	10	46	70	46	0	0	0	0	0	0	0	0	0	0	0
Other expenses	115	130	119	184	136	132	118	233	335	67	208	352	313	367	423
Business profit	206	348	378	208	308	414	443	736	787	779	783	1,192	1,062	1,254	999
Staffing Support Services	90	204	179	214	158	267	230	408	297	517	469	739	563	713	583
Sales Promotion Support Services	49	82	152	-61	129	133	186	302	479	253	304	438	489	555	551
New, other businesses	66	61	46	54	20	13	26	25	10	8	9	14	9	-14	-136
Operating profit	-20	92	192	-162	26	96	134	341	349	442	332	574	532	863	377
EBITDA	16	133	235	-99	76	147	186	398	403	510	423	672	614	986	500
EBITDA including future earnings	-	-	-	-	-	-	-	-	431	542	462	732	709	1,151	799
Profit before tax (loss)	-35	86	185	-77	16	89	131	327	348	429	319	561	518	846	349
Profit (loss)	-35	76	160	-40	2	54	105	203	287	314	244	386	311	542	199

*From fiscal year ended March 2021:IFRS (Excluding major expenses)
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PL (Yearly)

PORT INC.

(Million yen)	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023
Revenue	4,103	4,689	6,994	11,364
Staffing Support Services	1,587	1,471	2,308	3,779
Sales Promotion Support Services	1,636	2,431	3,957	6,899
New, other businesses	879	801	728	685
Major Expenses	3,403	4,770	6,470	9,730
Labor cost	844	961	1,498	2,105
Advertising expenses	1,382	2,082	2,863	4,191
Outsourcing cost	694	920	1,282	2,171
Depreciation amortization	71	81	206	297
goodwill amortization	21	173	0	0
Other expenses	389	550	620	963
Business profit	1,504	1,141	1,902	3,542
Staffing Support Services	864	689	1,064	2,023
Sales Promotion Support Services	389	223	751	1,476
New, other businesses	250	228	86	42
Operating profit	699	106	599	1,699
EBITDA	792	290	810	2,010
EBITDA including future earnings	-	-	-	2,168
Profit before tax (loss)	609	159	564	1,658
Profit (loss)	382	160	365	1,232

*From fiscal year ended March 2021:IFRS (Excluding major expenses)
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BS (Yearly)

(Million yen)	FY 3/2019	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY2024/3 3Q
Total current assets	3,095	3,618	3,780	5,878	5,872	7,283
Cash and cash equivalents	2,395	2,764	2,411	3,962	3,872	4,963
Total non-current assets	379	338	2,975	4,443	5,562	8,305
Property, plant and equipment	31	27	59	63	316	728
Intangible assets	171	187	429	443	607	935
Goodwill	123	-	1,909	3,337	3,399	3,995
Total assets	3,482	3,962	6,755	10,322	11,435	15,588
Total current liabilities	1,209	1,189	2,103	3,060	3,023	3,750
Total non-current liabilities	181	656	2,630	4,274	4,392	5,248
Total liabilities	1,391	1,845	4,733	7,335	7,415	8,999
Total equity·net assets	2,091	2,116	2,022	2,986	4,019	6,589
Total equity attributable to owners of parent	2,091	2,111	2,022	2,367	3,242	6,532
Ratio of equity attributable to owners of parent to total assets	60.0%	53.3%	29.9%	22.9%	28.4%	41.9%
Total liabilities and equity	3,482	3,962	6,755	10,322	11,435	15,588

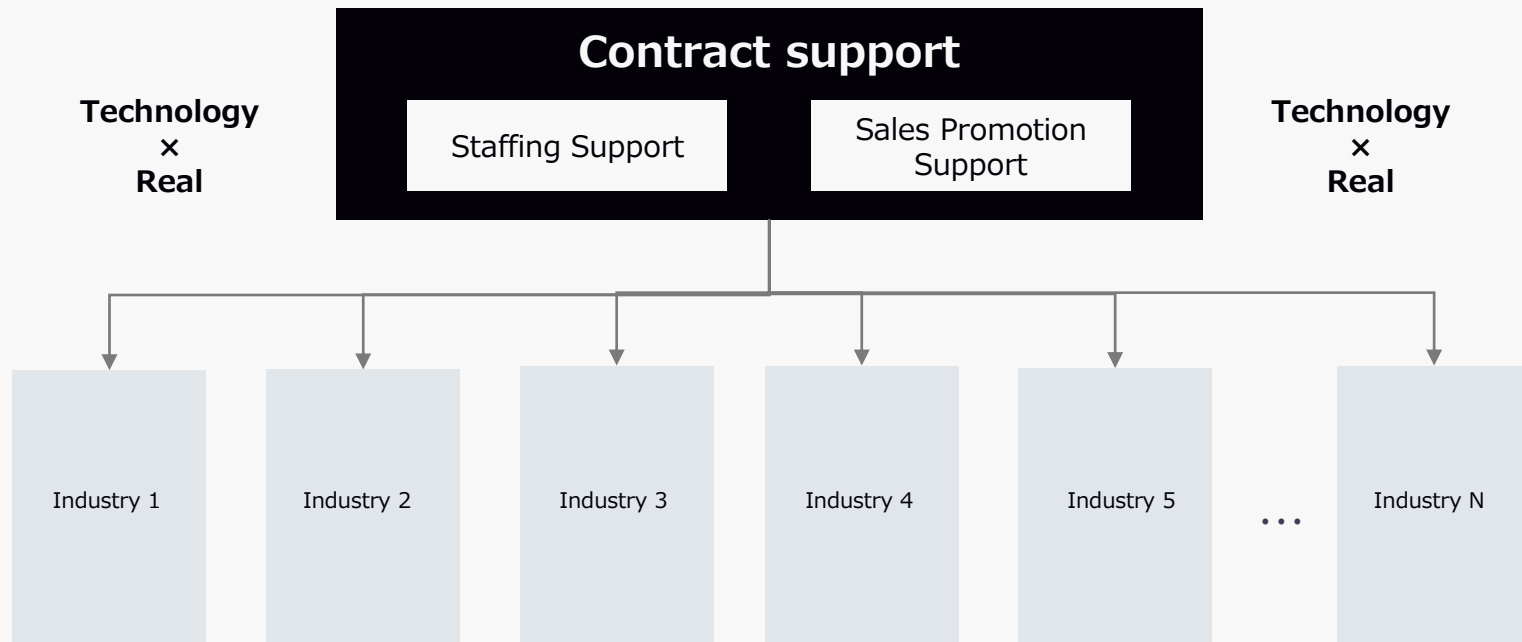
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APPENDIX

Management Strategy, Business Outline

Creating possibilities in a society facing a declining working population

Supplying human resources to each industry and improving industry productivity with the **contract support business**, thus creating possibilities in a society facing a declining working population

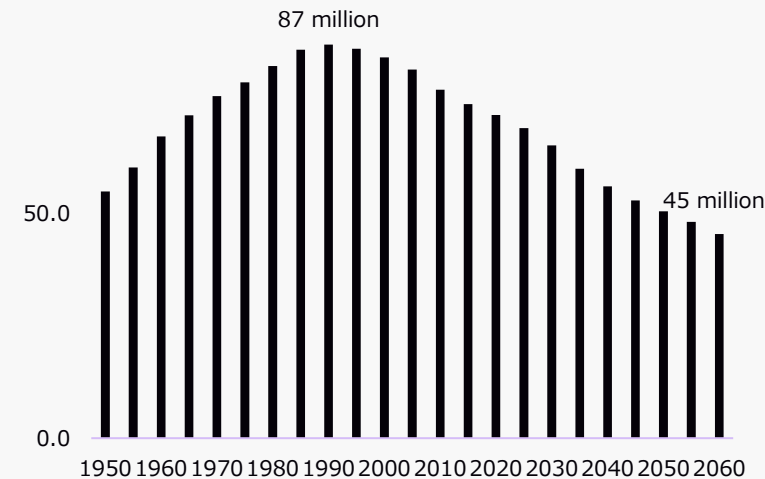


Improving productivity in society as a whole
by improving the efficiency and profitability of each industry

Declining working population (working-age population)

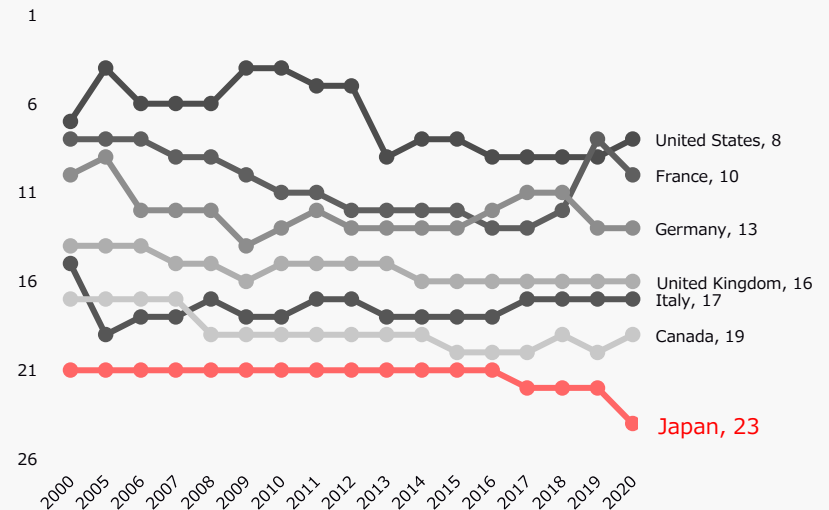
The working-age population of Japan will decrease due to the declining birthrate and aging population.*1

Forecast changes in working-age population (15 to 64 years old)



Low labor productivity

The labor productivity of Japan was ranked 23th among 38 OECD countries in FY2020, falling in rank in recent years.*2



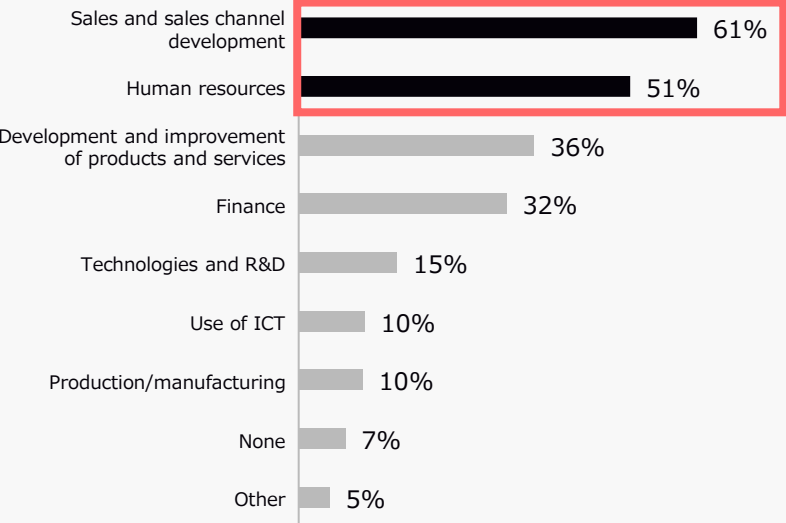
The working population will inevitably decline. Moreover, Japan also faces a sustainability crisis due to low labor productivity.

*1 https://www.chusho.meti.go.jp/pamflet/hakusyo/H30/h30/html/b2_1_2_1.html
 *2 https://www.jpc-net.jp/research/assets/pdf/international_trend_summary2021.pdf

Insight into Society: Themes of Issues to Solve

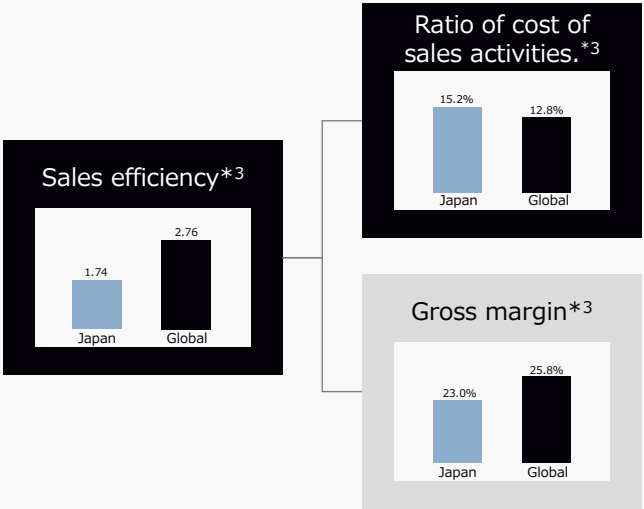
Management issue of company is sales activities

Management issues for companies, which constitute 90% of all Japanese companies*1, are sales promotion and human resources*2. In other words, they are issues related to sales activities.



Low productivity of sales activities

The sales efficiency of Japanese companies is said to be lower than that of companies in other countries. This is attributable to the low profitability and inefficiency of the ratio of cost of sales activities.

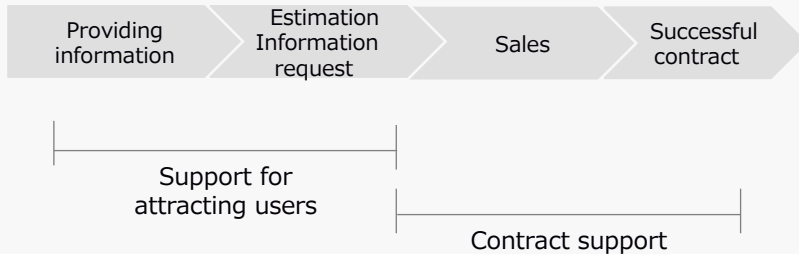


Efficiency improvement of sales promotion activities and recruitment, which are regarded as management issues of companies, were identified as top priority themes of issues to be solved.

*1 <https://www.chusho.meti.go.jp/koukai/chousa/chushoKigyozentai9wari.pdf>
 *2 Source: Nomura Research Institute, *Chusho Kigyo Keiei-ni kansuru enquete* (Questionnaire survey on SMEs' management) (March 2021)
 *3 Calculated by determining the simple averages of ROI, etc. by benchmark industry based on *Nihon-no Eigyo Seisensei-ha naze hikui noka* (why sales efficiency of Japanese companies is low) from McKinsey https://www.mckinsey.com/jp/~/_/media/mckinsey/locations/asia/japan/our%20insights/why%20is%20japan%20sales%20productivity%20so%20low%20japanese.pdf

What we are required to do

Comprehensive support for processes from activities to attract users to the conclusion of a contract, by integrating technologies with real-life activities



Potential of the market

Total	Promotion expenses	Recruitment expenses
49 trillion yen	39 trillion yen	10 trillion yen

= +

Promotion expenses = Advertising market*¹ + Personnel expenses for salespeople (population x average reward/year)*²

Recruitment expenses = Recruitment advertising market*³ + job placement market*³ + temporary staffing market*³ + personnel expenses for general affairs and personnel affairs (population x average reward/year)*³

Establishment of a service based on rewards for contracts

We provide comprehensive support for recruiting and sales promotion activities of companies, from the process of attracting users to the conclusion of a contract. This enables companies to enjoy profit efficiently without risks and aim to increase shares in huge markets.

*1 <https://www.dentsu.co.jp/news/release/2022/0224-010496.html>

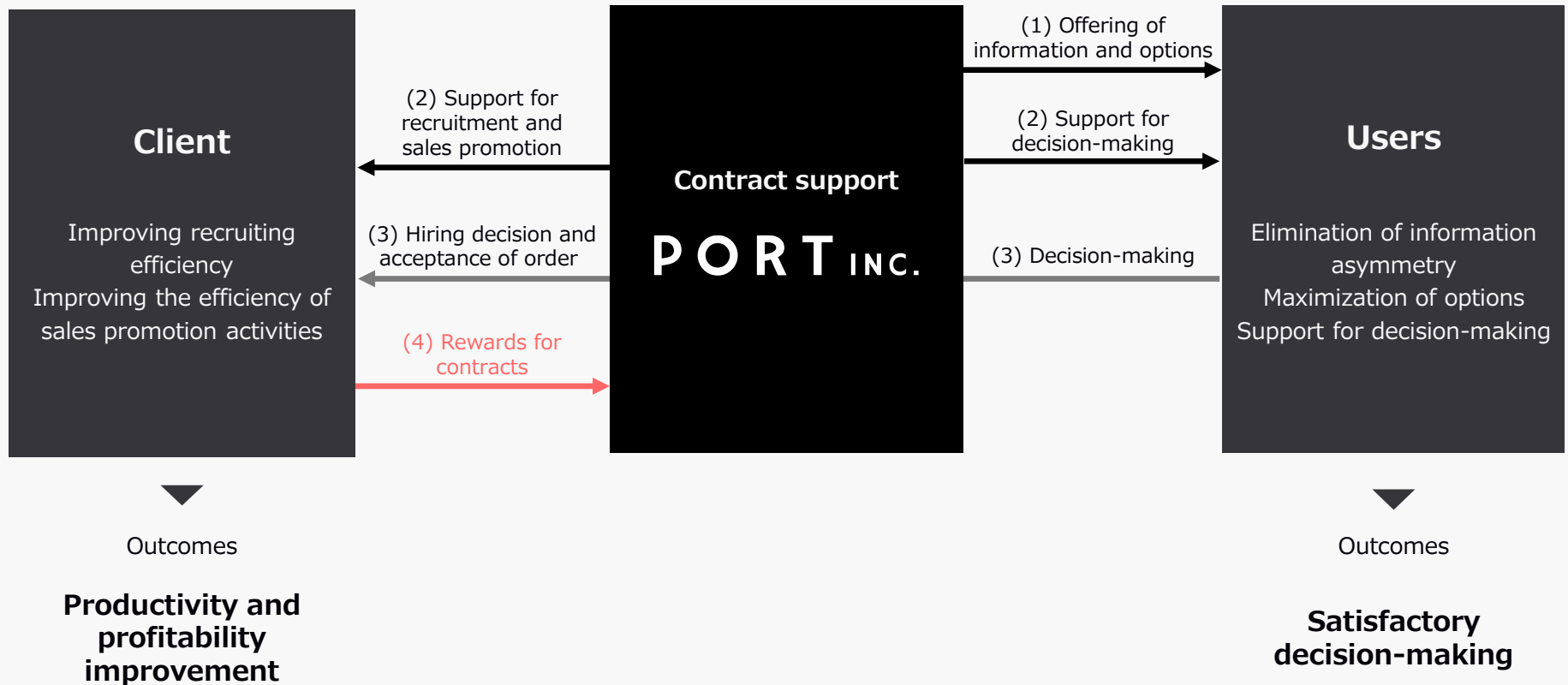
*2 Estimated by the PORT INC. based on *Rodoryoku Chosa* (labor force survey) from the Ministry of Health, Labour and Welfare/*Nihon-no Toukei "Shuyo Shokushu-betsu heikin nennrei, kinzoku nensu, jitsu-rodo jikansu to gekkan kyuyogaku"* (information about average age, length of service, actual working hours, and amount of monthly salary by major job category from a book on statistics in Japan)

*3 https://j-hr.or.jp/wp/wp-content/uploads/JHR_JHR_2030_report_20210125.pdf

Contract Support Business: Common Business Model

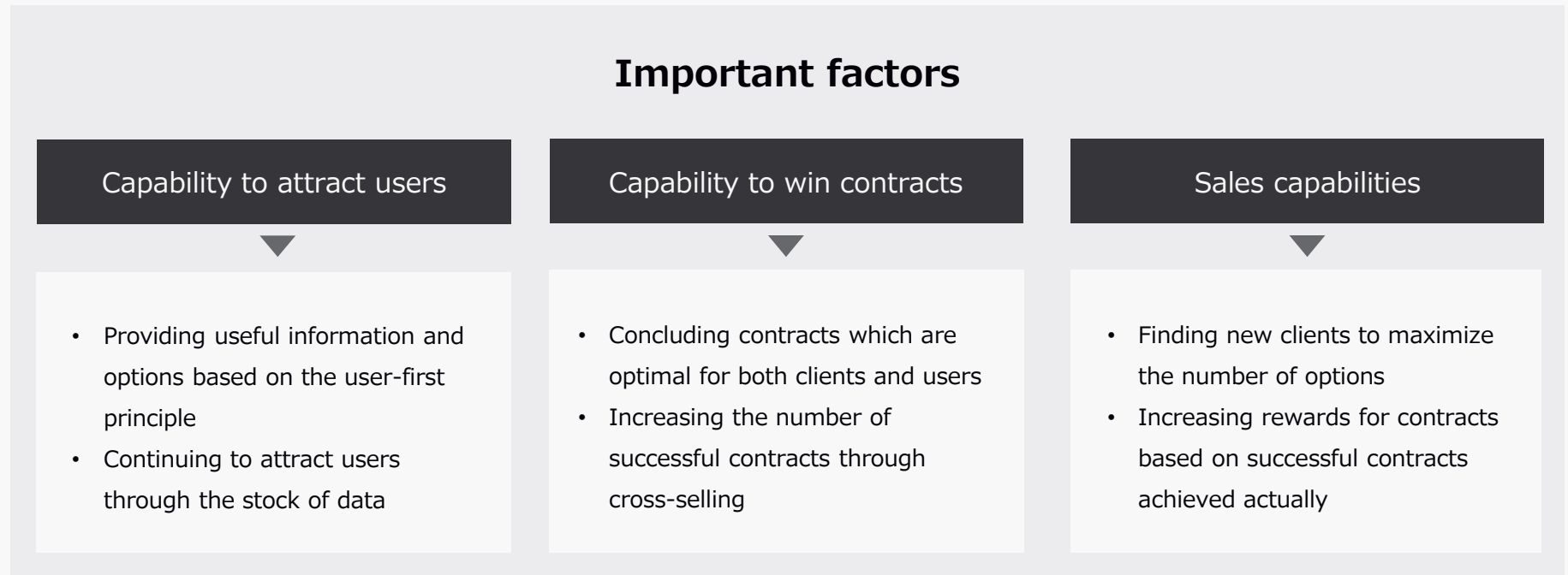
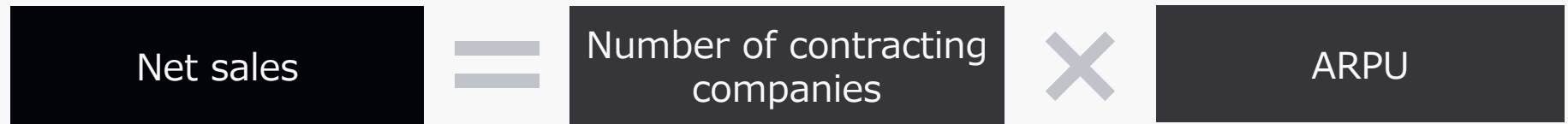
We adopt a common business model in which we are deeply involved in clients' recruitment and sales promotion processes to earn rewards for their new contracts.

We form a population of users and provide support until new contracts are concluded, aiming to minimize risks in clients' recruiting and sales promotion activities.



Total sales are calculated by multiplying the number of contracting companies by the average revenue per user (ARPU).

To increase the above indicator, we position the capability of attracting users, the capability of winning contracts and sales capability as important factors.



In the contract support business, we provide services that help increase the efficiency of corporate recruitment and sales promotion activities.

Contract support

Staffing Support Services

Sales ratio

Approx. **35%**



Personnel referral services

Recruitment support services in an alliance with staffing agencies

Sales Promotion Support Services

Sales ratio

Approx. **65%**



Sales and sales promotion support services

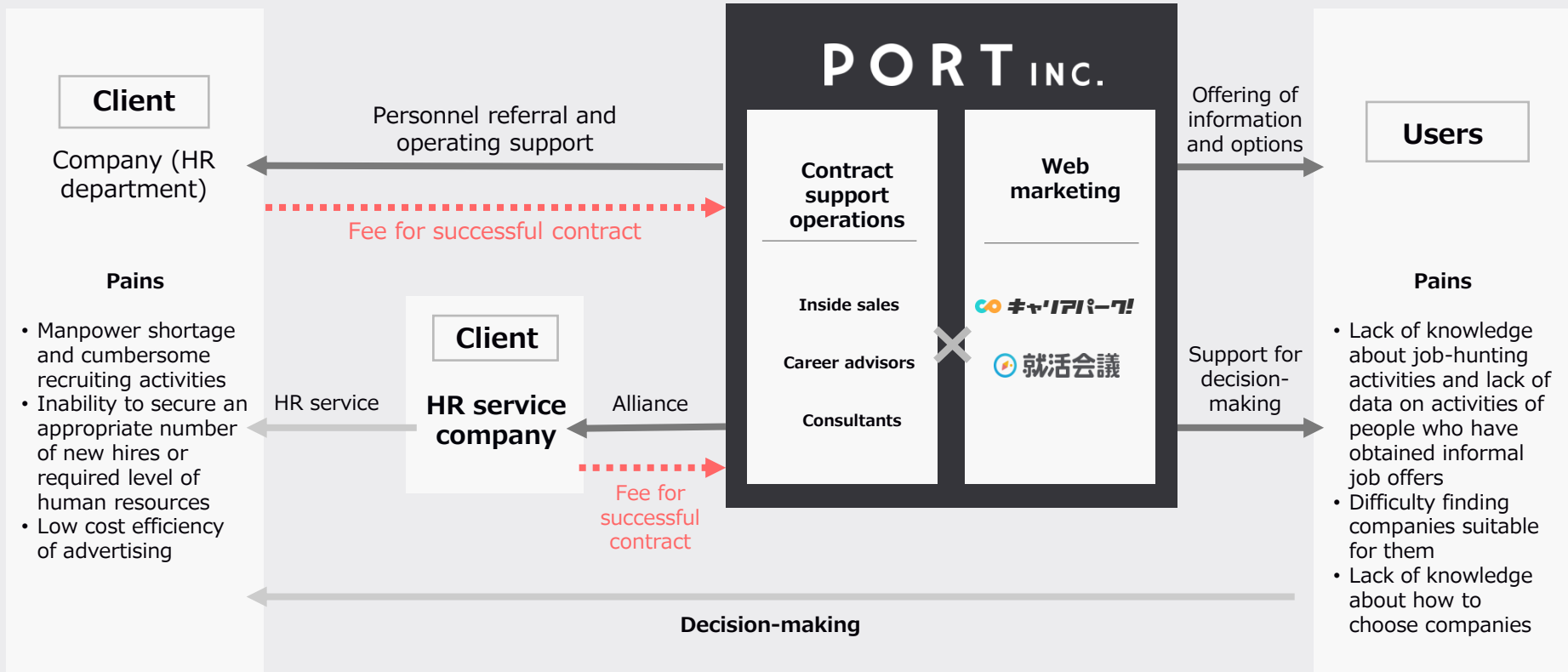
Services supporting streamlining of sales and sales promotion processes

* The sales ratio has been calculated exclusive of sales of new and other businesses.

Staffing Support Services: Business Flow

Providing personnel referral and operating support services and offer various solutions with alliance partners, mainly to the HR department of each company.

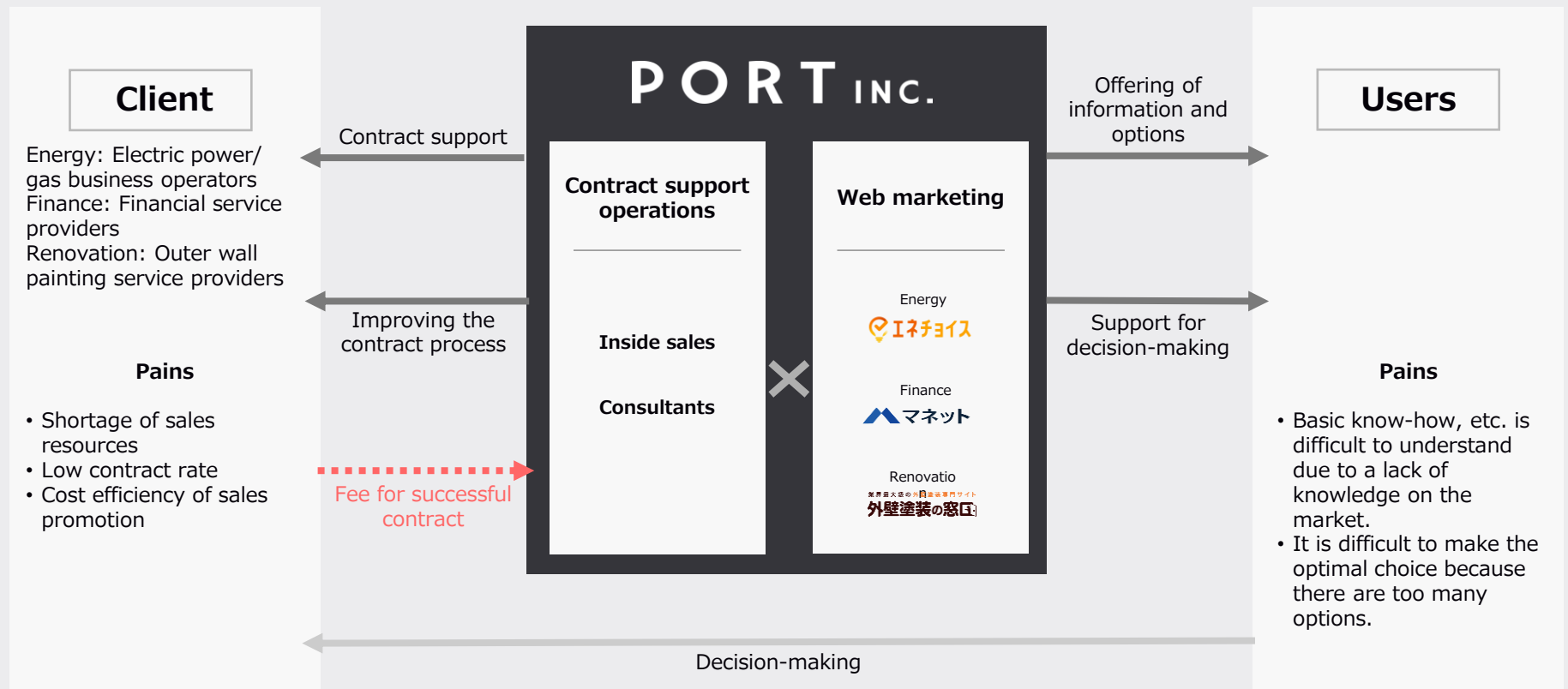
Attracting users and making them members by means of web marketing and helping with decision making with contract support.



—————> Flow of service - - - - -> Flow of fee

Sales Promotion Support Services: Business Flow

After forming a population of users by attracting them through web marketing, we help users make decisions through inside sales, etc. and support clients' sales promotion activities.



→ Flow of service → Flow of fee

Policy of the Medium-term Management Plan

As stated in the material on the Medium-term Management Plan that we disclosed on May 12, 2023, we will take initiatives under the following policies.

Long-term policy

Maximizing free cash flow



Policy of the Mid-Term Management Plan

Maximizing EBITDA in the medium to long term

Medium-term Growth Strategy

Organic investment

In huge markets, we will establish the position of the contract support business by combining technologies with real-life activities to make it possible to continue increasing market share.

Establishing a portfolio of revenue sources

We attach importance to recurring earnings to establish a portfolio of revenue sources and increase the probability of continuous growth while assuming growth of revenue and profit.

Inorganic investment

To achieve 10.0 billion yen in a single business as soon as possible, we will implement aggressive, large-scale M&A in existing businesses or new domains and develop new businesses.

Note on forward-looking statements

- The materials and information provided in this presentation include so-called forward-looking statements.
- These statements are based on assumptions associated with current expectations, forecasts and risks, and include uncertainties that could cause actual results to differ substantially from them.
- These risk and uncertainties include regular economic conditions in Japan and overseas, including regular industry and market conditions, interest rates and currency fluctuations.
- The Company does not assume any obligations to update or revise the forward-looking statements contained in this presentation even in response to new information or future events.

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