



**PORT** INC.

Introduction to PORT INC.

# **Company** Introduction

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- 02 Our Strengths**
- 03 Medium-term Management Plan Progress Rate**
- 04 Growth Strategy**
- 05 Introduction to Services**



01

# Introduction to the Company

## Company Profile



Company name	PORT INC.
Established	April 18, 2011
Head office address	Shinjuku Front Tower 5F, 2-21-1 Kitashinjuku, Shinjuku-ku, Tokyo
satellite office	3-9-5 Iwasaki, Nichinan, Miyazaki
Business	Internet media
Number of employees	344 (as of September 30, 2022; consolidated)
Average age of employees	Approx. 29 (as of May 31, 2022)
Ratio of men to women	6 : 4
Securities code	7047 (TSE Growth, FSE Q-Board; listed on December 21, 2018)

## History of Company



Corporate Name

**P O R T**

Historically, ports have been part of the infrastructure for the movement of people, goods and money.

We aim to become a company that can create new things that are indispensable (ports) in large markets (seas).

## Mission

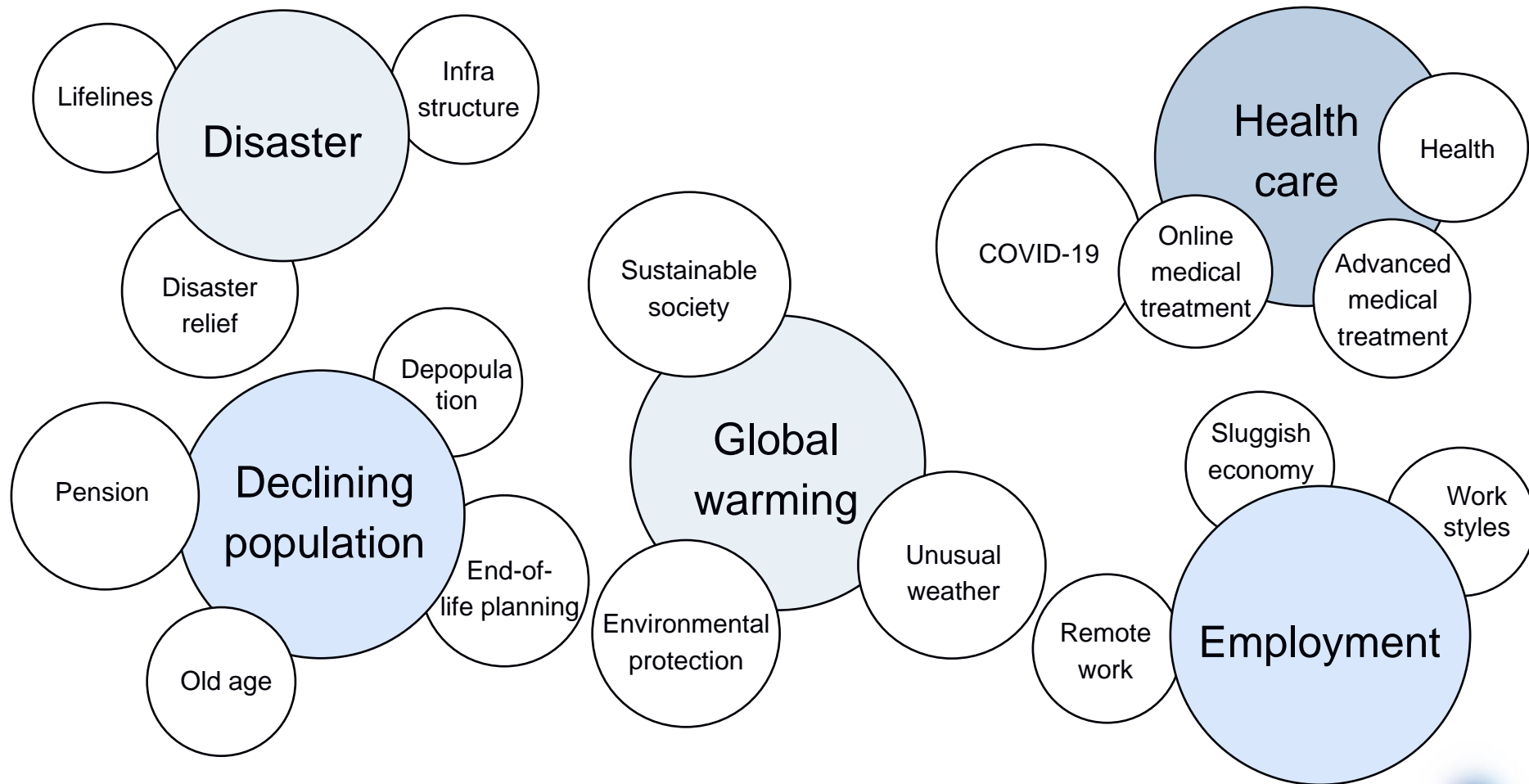
**Creating new things that are indispensable and happiness worldwide**

We aim to solve social issues, combining technologies and traditional approaches, and thereby to create not things that people wish to have, but things that are indispensable. We aim, as a result, to make everyone happy.



## Many Social Issues

Japan is said to be an advanced country facing challenges. It has many social issues that have not been solved for many decades. We squarely address those issues.



# — PORT

## Management Policy

For domains linked to social issues, we focus on markets that lie in the domain of extraordinary events and the domain where digitalization is slow.

### Domain of social issues

Traditional industries that are linked to structural and universal social issues

### Domain of extraordinary events

There is a high level of asymmetry of information, and decision-making is difficult. Users thus do not have sufficient know-how, and the value of our involvement remains.

### Priority domain

### Domain where digitalization is slow

Business is inefficient due to delays in technological innovation. Improvement has a significant impact.





## Society That PORT Aims For

**Making people happy by helping them make decisions when they face an extraordinary experience**

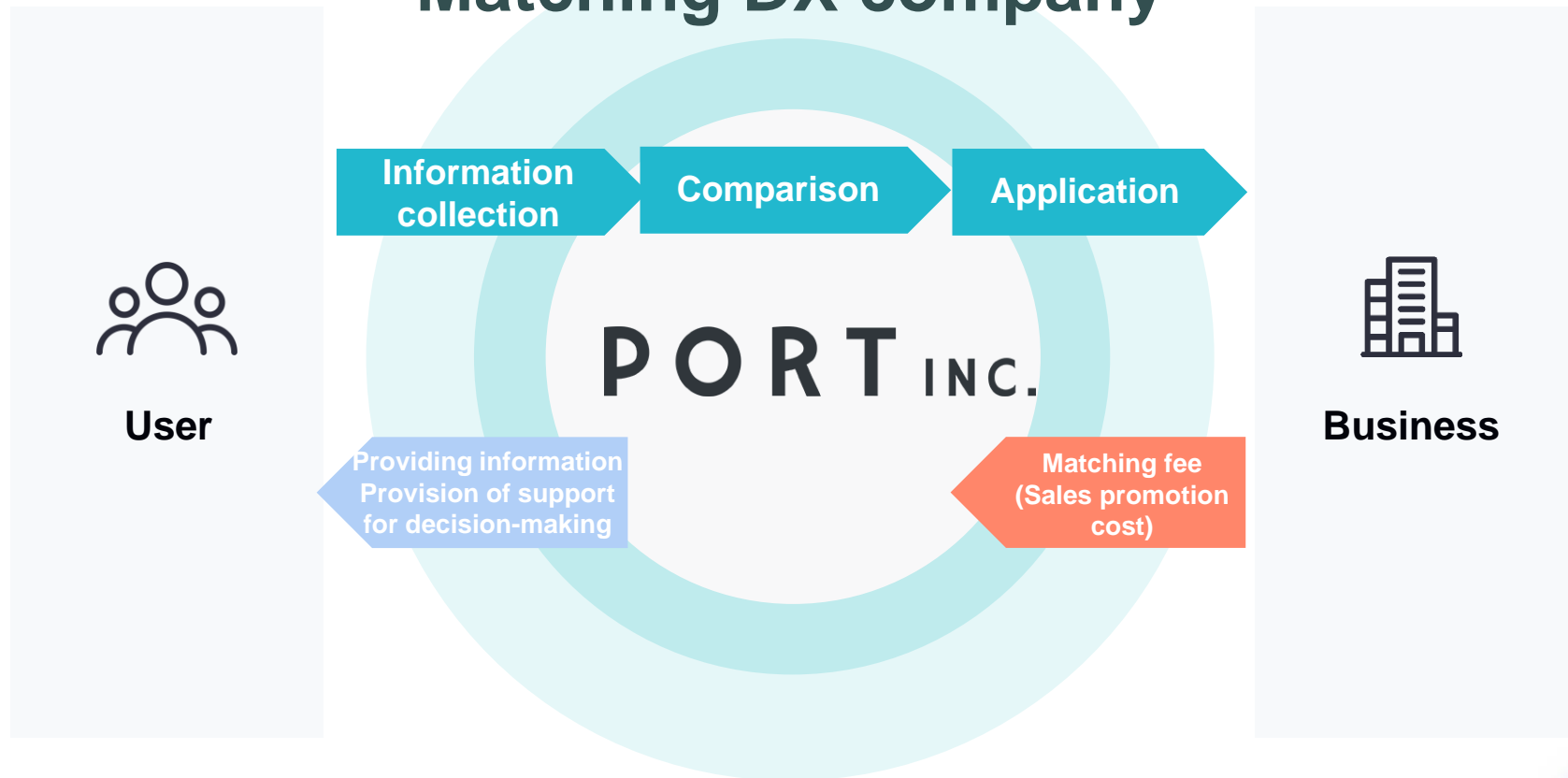
**We think that users' decisions in markets that involve high uncertainty, markets where users have a limited number of related experiences and find it difficult to accumulate know-how, can become social issues.**

**We create optimal solutions in those markets and make many people happy. We aim to solve structural social issues.**

## Business Model

- In a market dealing with life events with which users do not have much experience, we support their optimal decision-making using matching DX.
- Eliminate asymmetry and inefficiency in information generated using analogue technologies and provide solutions which are optimal for both sides.

### Matching DX company



## Introduction to service

We implement digital transformation in matching media and develop new products in different fields.

### Job Hunting

 キャリアパートナー!  就活の未来

One of Japan's largest job hunting know-how sites

 就活会議

One of Japan's largest word-of-mouth corporate information sites for job hunters

 イベカツ

Event information site for job hunters

 キャリアパートナー!  就職エージェント

Service to help match job hunters with companies

### Renovation

業界最大級の外壁塗装専門サイト

 外壁塗装の窓口

One of the largest specialized outer wall painting sites in the industry

### Card loans

 マネット 

Card loan information site home to comments and reviews by professionals

### Energy \*

 インネチョイス

A site that matches electric companies and users who need to review their utility bills

 引越手続き.com

A site that assists with setting up utilities when people move

### New Fields

 telemedEASE<sup>®</sup> BP

Hypertension treatment assistance application

 フューチャリズム Futurizm

Freelance engineer matching service

## Managers Introduction



**President, CEO and  
Representative Director  
Hirofumi Kasuga**



**Executive Vice-President  
Yusuke Maruyama**



**Outside Director / Audit &  
Supervisory Committee  
Member**

**Kuniyoshi Mabuchi**



**Outside Director / Audit &  
Supervisory Committee  
Member**

**Daigo Tomioka**



**Outside Director / Audit &  
Supervisory Committee  
Member**

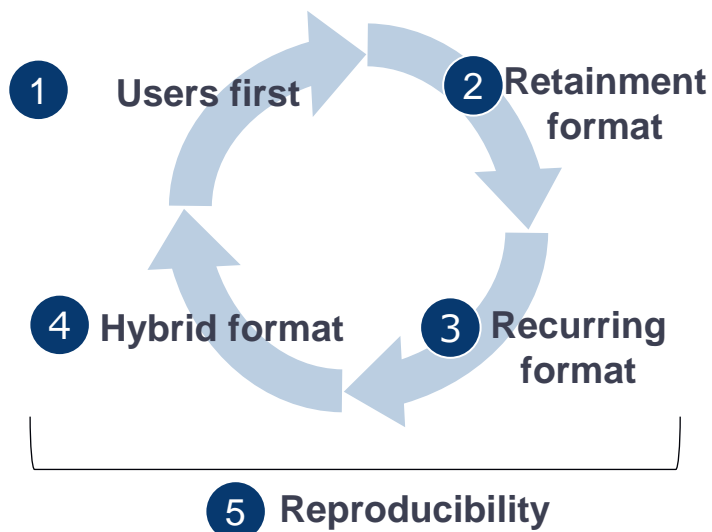
**Manami Ida**



02

## Our Strengths

# Our Strengths



01

## Users first

Based first and foremost on user's needs, we retain user satisfaction by providing open content that includes potentially disadvantageous information for businesses, such as customer reviews, industry knowhow, etc.

02

## Retainment format

Because the information is highly universal and not likely to be affected by trends, contents are capitalized to create a steady influx of users and increase profitability.

03

## Recurring format

A performance-based payment system reduces entry barriers and contributes to continuous use in domains where promotion activities are necessary and indispensable for businesses

04

## Hybrid format

Our hybrid strategy combines online customer attraction with inside sales to create superb matches in domains where decisions are extremely difficult to make

05

## Reproducibility

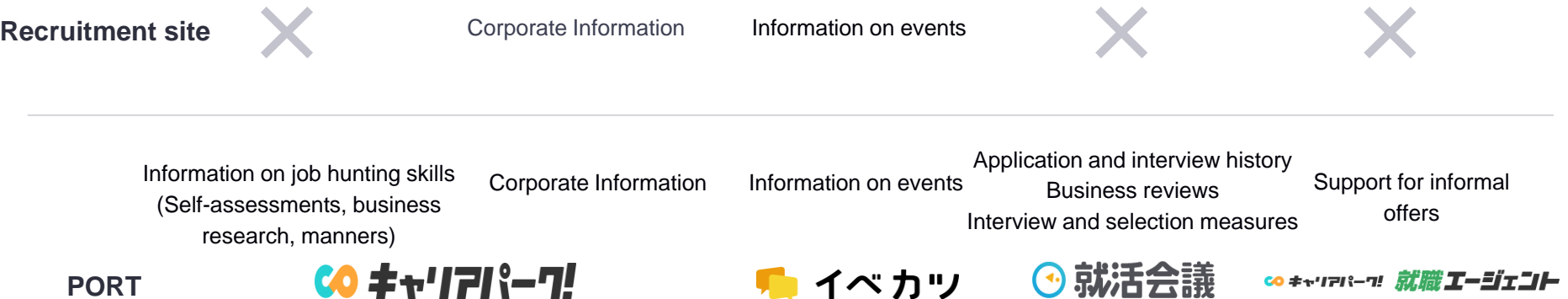
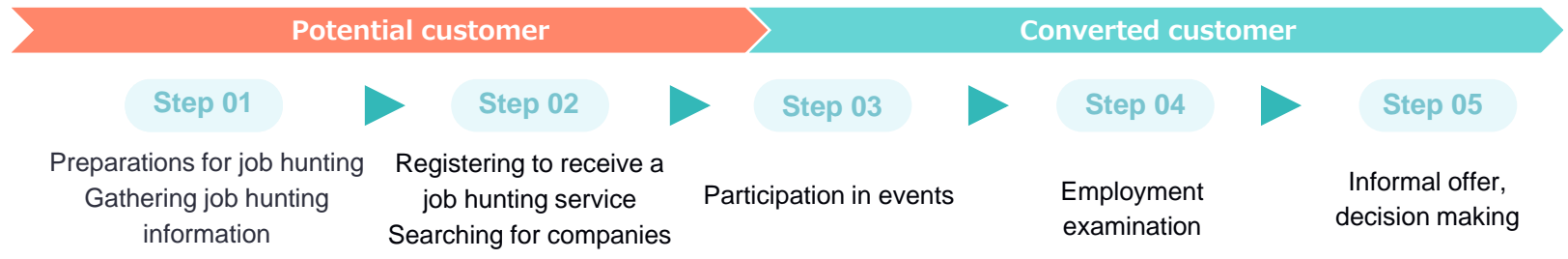
We provide common business models in the matching DX business and can therefore develop business and create highly reproducible growth



## 01 Users First

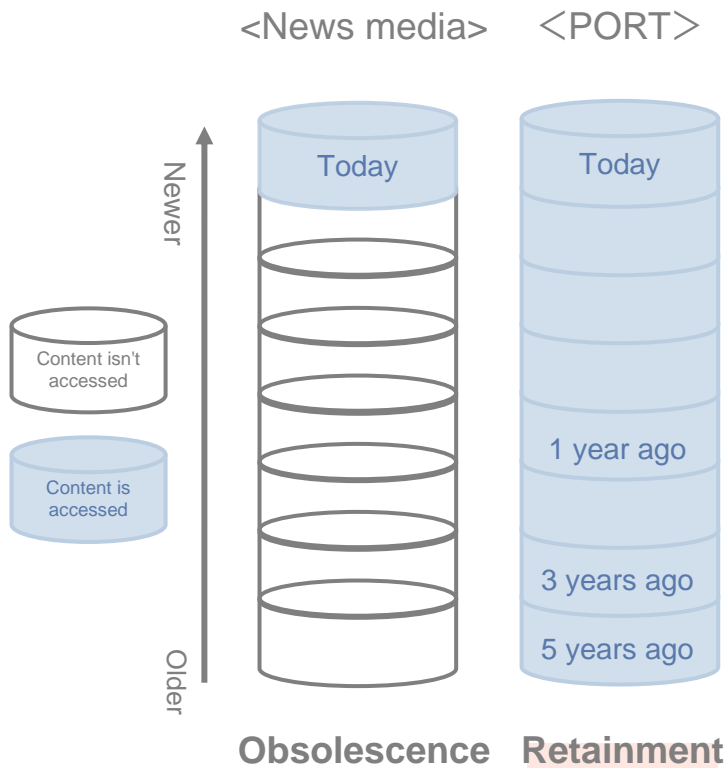
- Customers trust us because we provide user-centric information, including information that users demand is high but businesses don't want to proactively provide
- Because we supply comprehensive information that spans the research through decision making stages, we can approach a broad range of potential clients to maximize our customer share and have already acquired an impressive number of site members.

Example) Job hunting domain



## 02 Retainment format

- We strategically invest in content and specialize in universal information that is not likely to be affected by trends.
- Because our content remains relevant for long periods of time and can be accessed continuously, our total access numbers rise steadily.



### Example) Job hunting domain

#### For News Media

- Current job hunting trends
- Informal offer rates in job hunting
- Job hunting popularity rankings

⇒ Drastic changes to information

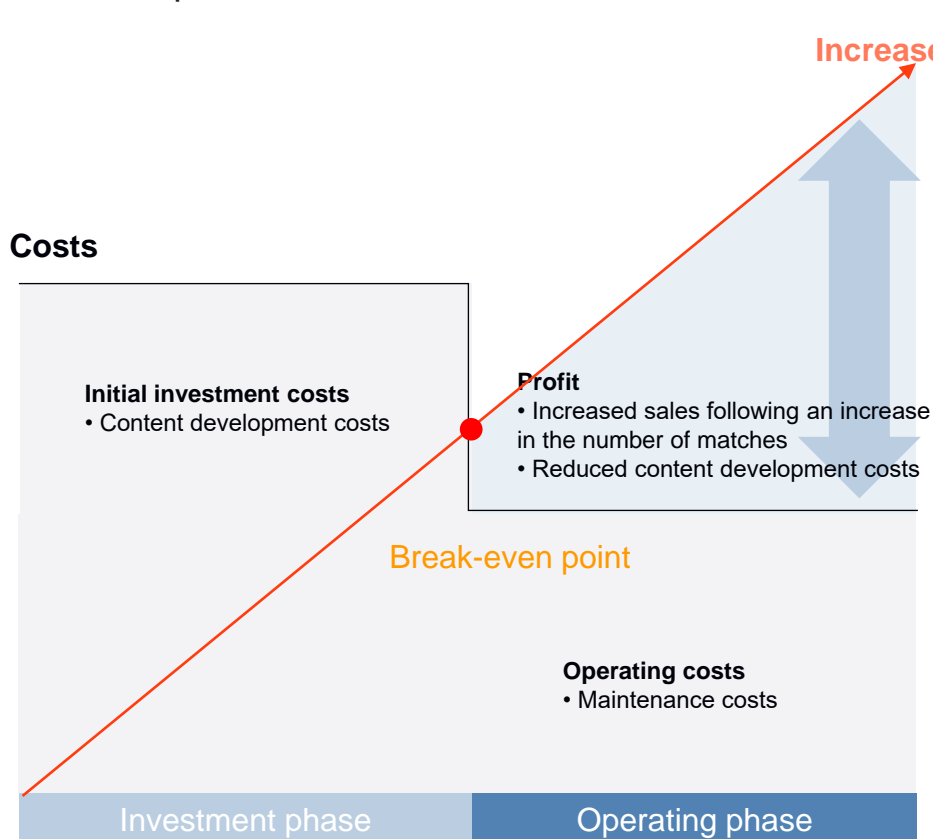
#### For PORT

- How to write resumes
- Business and industry research knowhow
- Self-assessment methods

⇒ No large changes over multiple years

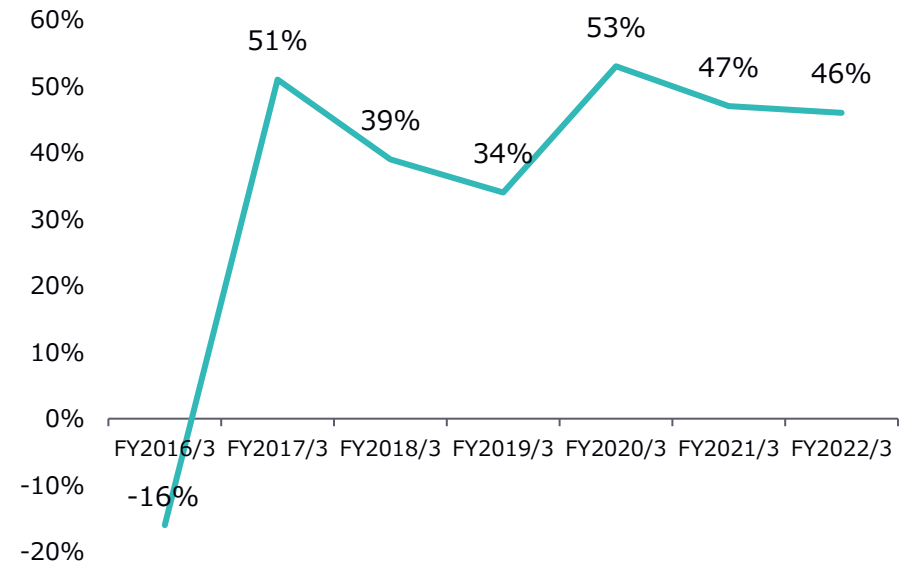
## 02 Retainment format

- Content requires a temporary initial investment, but it soon moves to the operation phase by acquiring a steady influx of access through retained content.
- This is a highly profitable model where access and matching numbers rise steadily as a result of previous investments.



### Job hunting domain Business profitability

The job hunting domain passed the break-even point in FY2017/3 and reports high profitability. Profitability dipped after the second investment, but rose again in FY2020/3.



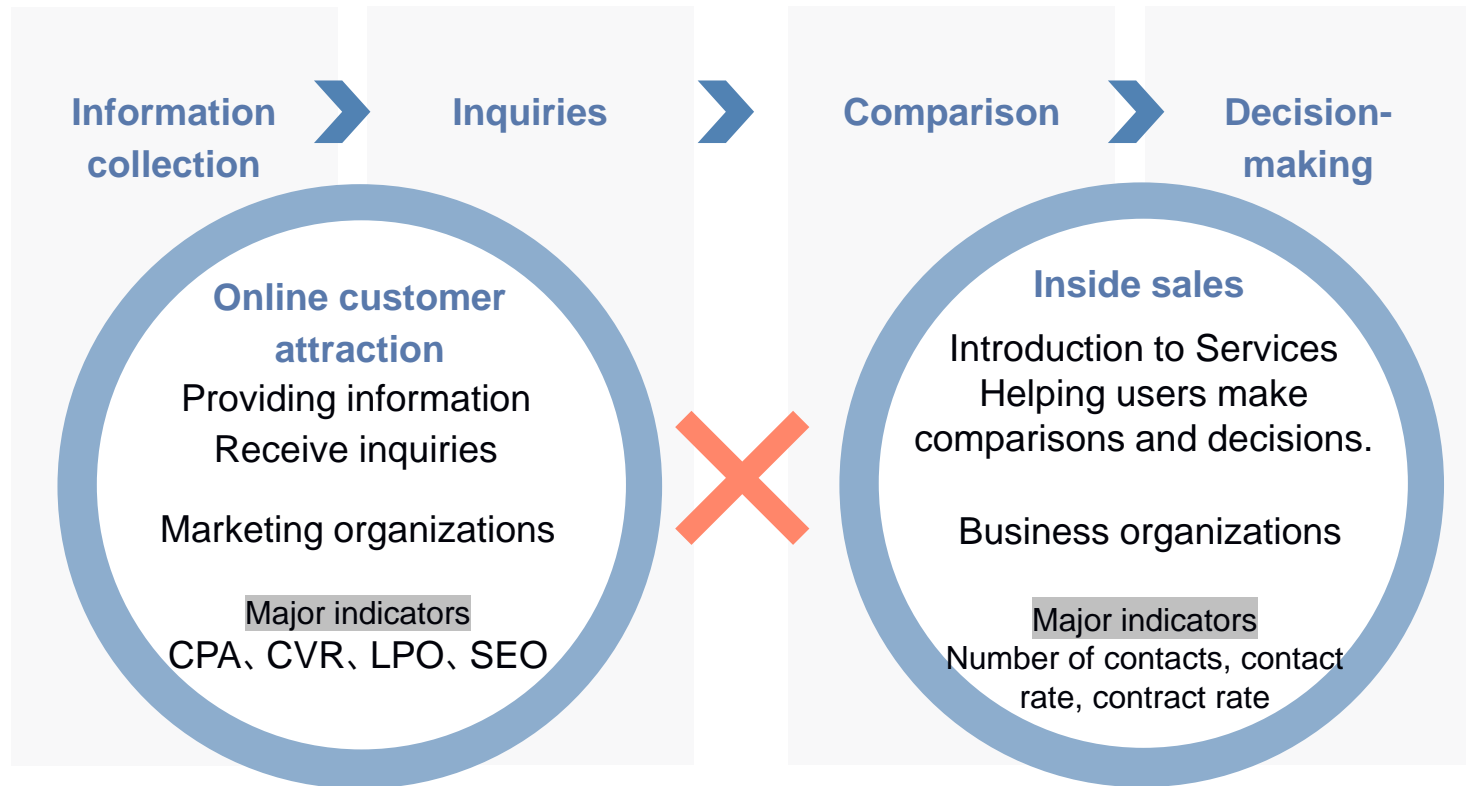
## 03 Recurring format

- We support businesses by providing them with an efficient service for the necessary and indispensable act of promotion for their continued operation.
- Because we use a fully performance-based payment model, payments are based solely on matching results and reduce the number of lost customer opportunities, which lowers the obstacles to signing contracts.

	<b>PORT INC.</b> Performance-based payment model	Job posting model
Point of payment	When matched	When a job is posted
Obstacles to signing contracts	Low because payment is based on results	High because results are unclear
Repeat	Continuous	Temporary
Services	<ul style="list-style-type: none"> <li>• Job hunting) Acquiring candidates for employment</li> <li>• Card loans) Acquiring users who needs loans</li> <li>• Renovation) Acquiring users who need construction work</li> </ul>	<ul style="list-style-type: none"> <li>• Promotional campaigns</li> <li>• New product promotions</li> <li>• Branding</li> </ul>

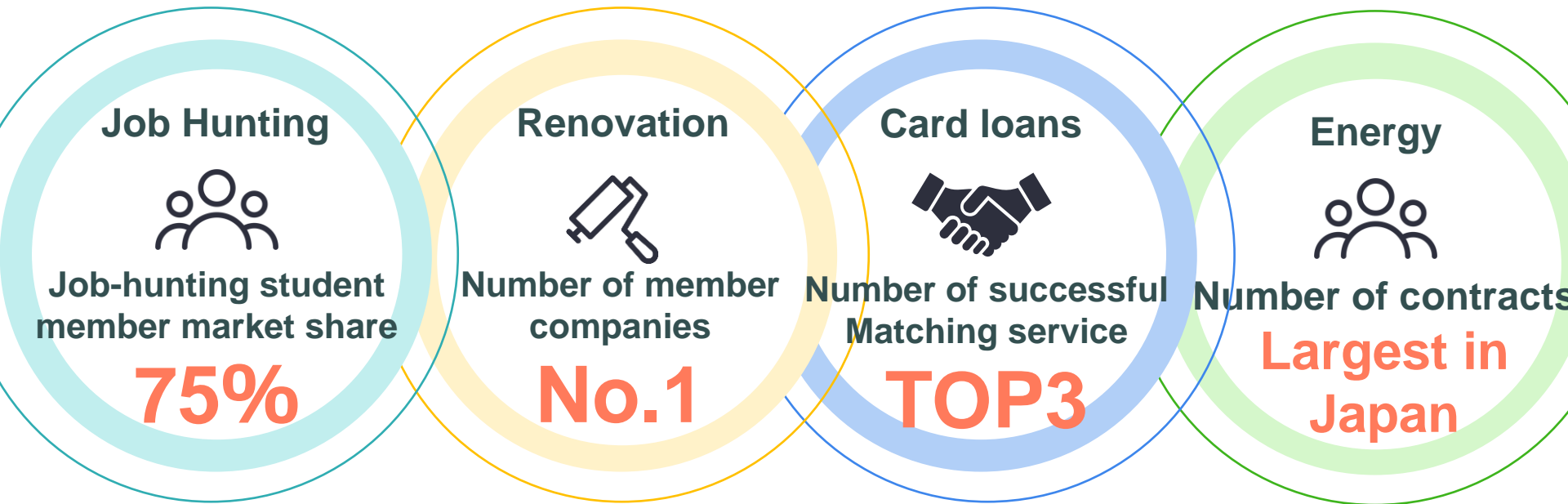
## 04 Hybrid format

- We possess highly refined matching capabilities through the combination of online customer attraction and inside sales.
- We work with businesses all the way to the decision making stage and provide high value per customer, which differentiates us from traditional business support services.
- We create high profitability that allows for growth through reinvestment.



## 05 Reproducibility (1) Establishing market share in each domain

- We work in the job hunting, renovation, card loan, and energy domains and have established certain amounts of market share in each area for continual growth.





## 05 High Reproducibility (2) Creating assets through our matching business

- We developed matching DX that can create a wealth of the three foundations that contribute to our future expansion.

### User base

We need a base of users who use service to change the industry.



### Investment capital

The Company needs to be strong to continue to invest in products to solve issues.



### Client base

We need a client base that we approach to change the industry.



### Matching DX

The membership model helps build a user base.

The margin-type model helps achieve high profitability.

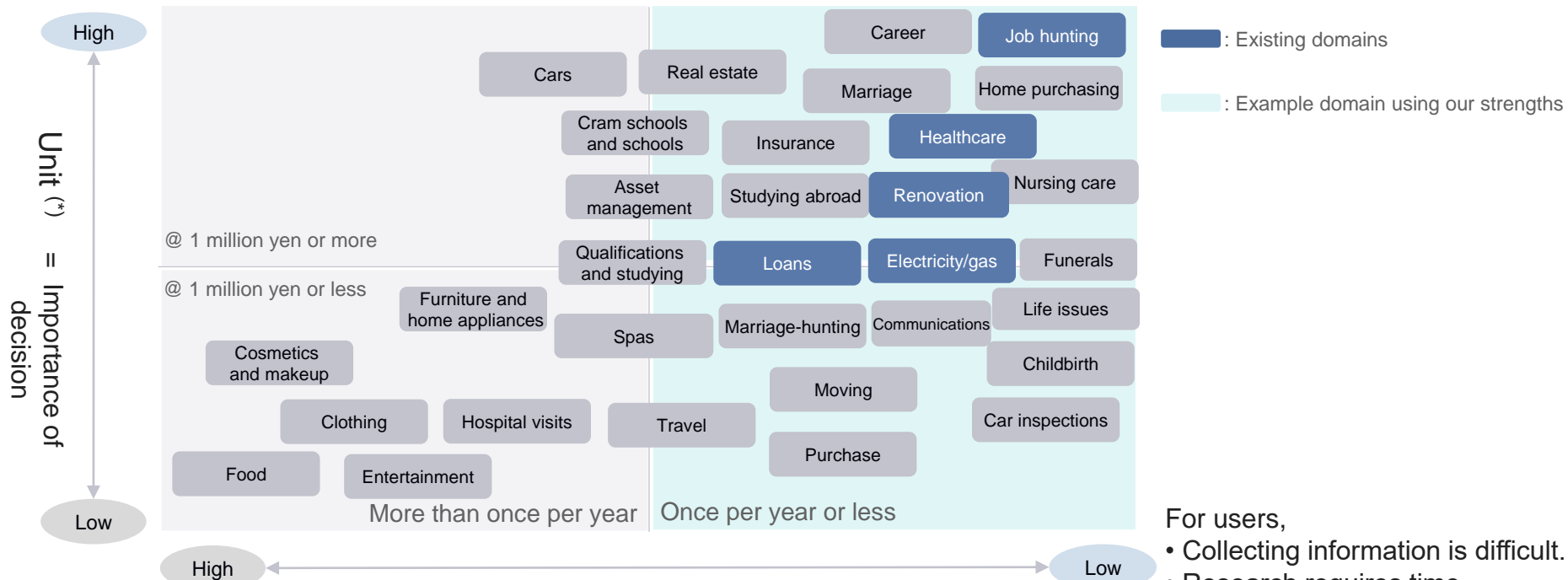
The performance-based payment model lowers the hurdle for concluding contracts.

## 05 High reproducibility (3) Entry into new domains

- There are an extremely high number of markets in standout areas to which we can deploy this same business model in the future.
- We proactively explore entering into new domains in addition to growing our existing business.

For client companies,

- High advertising value per unit
- However, competition is high and it may be difficult to acquire clients.



Frequency of occurrence = Level of inconsistency in information



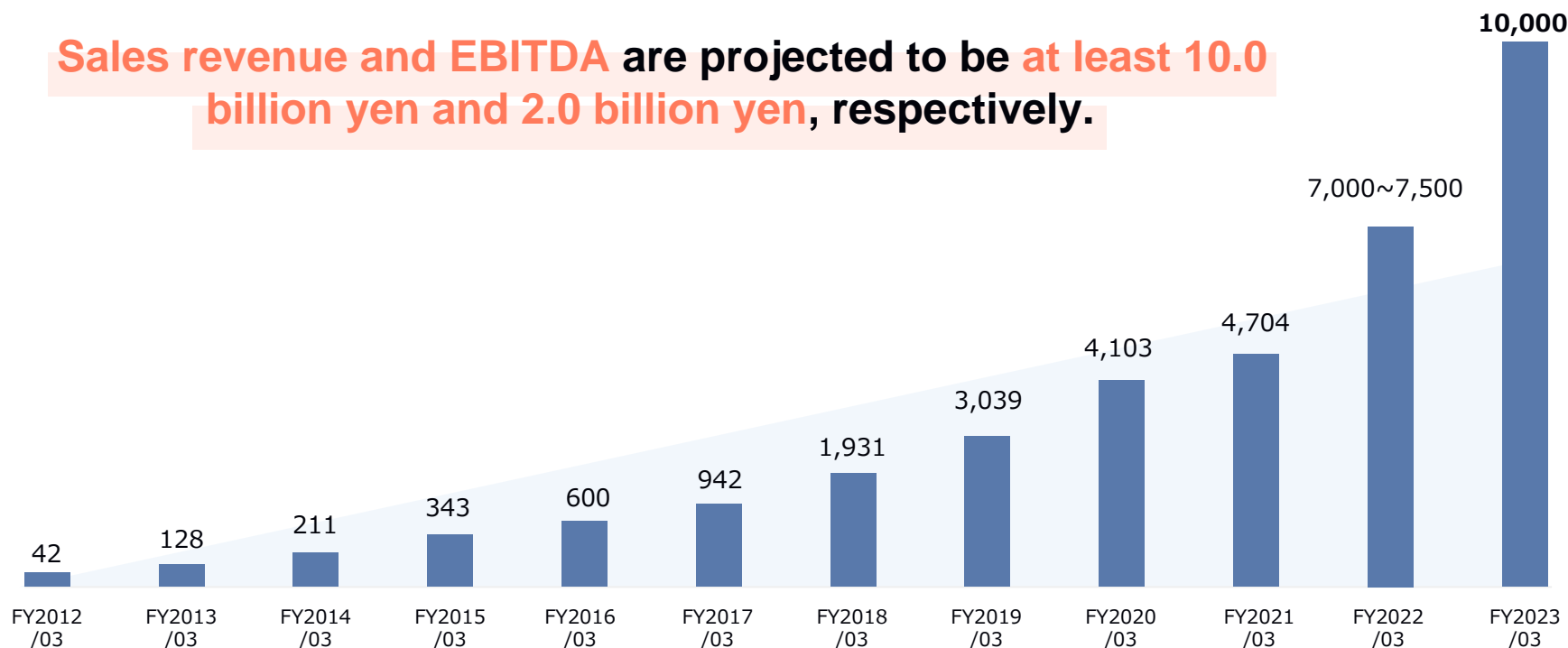
03

## Medium-term Management Plan Progress Rate

## Report Financial Targets

- Revenue has been increasing continuously since the business founding and sales revenue CAGR increased **54%** in the last six years.
- We will aim for **sales revenue of more than 10 billion yen** in the fiscal year ending March 31, 2023, and **sales revenue CAGR of more than 30%** in the future.

**Sales revenue and EBITDA are projected to be at least 10.0 billion yen and 2.0 billion yen, respectively.**



■ Sales revenue (Million yen)

EBITDA = Operating income + Amortization of goodwill + Depreciation

EBITDA after adjustment = EBITDA + Account investment + Content investment + System investment =  $\Sigma$  Operating income before investment

CAGR: Compound annual growth rate

# Revisions to the Results Forecast for the Fiscal Year Ending March 31, 2023

- In conjunction with the Medium-Term Management Plan, taking serious external business environments into consideration, we re-examined the respective Segments' plans conservatively at the beginning of the FY ending March 2023, or the final year of the Plan, renewing them to reflect results forecasts that we believe are achievable (initial plan: sales revenue of 10 billion yen and EBITDA of 2 billion yen).
- In light of the remarkable growth of the Job Hunting Segment and solid performance of the Energy Segment, we **have re-calculated the Segments' projections conservatively** and as a result, found that both sales revenue and profits are expected to be higher. We therefore have decided to make revisions to the results forecast.
- Sales revenue is expected to **exceed 10.0 billion yen**, or the initial projection of the Medium-Term Management Plan.

	Year ending March 2023					
	Sales revenue	EBITDA	Operating profit	Profit before tax	Profit	Profit attributable to owners of parent
Initial plan (Announced on September 18, 2020)	10,000	2,000	-	-	-	-
Previously announced forecasts (Announced on May 13, 2022)	9,300	1,500	1,200	1,100	800	700
Revised forecast (Announced on November 7, 2022)	10,300	1,750	1,450	1,350	975	850

\* EBITDA = Operating profit + Depreciation and amortization + Goodwill amortization + Stock-based compensation expenses

(Million yen)

## Reason for the Revision of Results Forecasts

- We are making progress toward achieving results that surpass the initial plan, driven by the Job Hunting and Energy Segments, coupled with the improved profitability of the Renovation Segment.

### Job Hunting

In 2Q, sales revenue of the Job Hunting Segment **increased 66% year on year.**

- The external environment is improving, reflecting firm corporate hiring needs and rising competition in recruiting, coupled partly with a recovery in inbound tourism. Against this background, both the number of customers who used the job hunting support service and that of customers who used the recruiting support service are very strong, aided by a solid membership base accounting for approximately 75% of job hunters.

### Energy

**Forecasts for both revenue and operating income have both been revised upward,** reflecting solid performances despite harsh environments.

- While electric power providers' surplus capacity is declining in terms of new customer acquisition, demand for reviewing electricity is growing among users.
- The number of electricity agency services increased year on year because the contract rate remained at a high level and the efforts to strengthen cross-selling of gas and other services started to produce an effect.



## Q3 of the Year Ending March 2023 and Beyond

- We will aim to achieve 2.0 billion yen, the initial EBITDA target set out in the Medium-Term Management Plan by continuing to take necessary measures and implement adjustments.

### Job Hunting

Corporate hiring needs will continue to remain firm, and many companies are expected to further increase the number of employees who graduate from schools in 2024. Given this situation, we expect steady growth in results in the second half, a period during which demand rises, as well as in the first half.

### Renovation

We expect a steady rise in operating income and, in addition, we will facilitate the optimization of marketing with a view toward again achieving topline growth in the next fiscal year and beyond.

### Card loans

Our policy is to continue operation with a focus on securing operating income while simultaneously capitalizing on a recovery with the absence of customer's budget cuts, aided a range of measures taken to expand consumer spending, such as the reopening of the economy.

### Energy

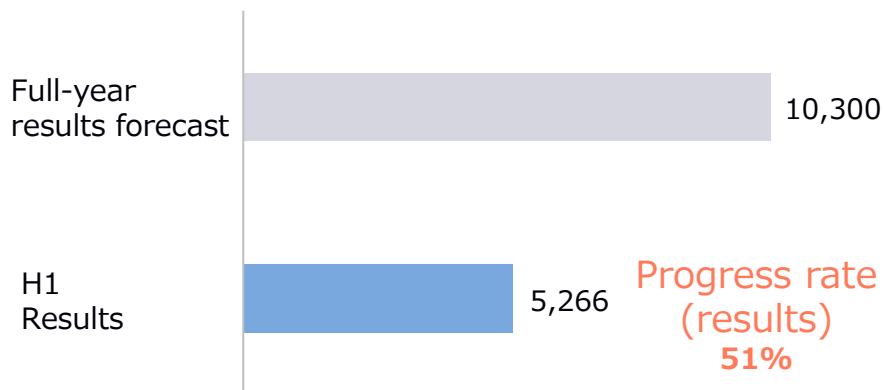
The market environment remains challenging. Even so, we will aim to increase the number of electricity agency services to the same or a higher level while at the same time we are being proactive in strengthening cross-selling and expanding businesses that generate recurring revenues.

## Full-Year Results Forecast Progress Rate (reflecting the upward revision)

- While sales revenue is typically higher in the second half than in the first half, we recorded strong results in both Q1 and Q2. In addition, we are making good progress toward the revised targets.

### Sales revenue

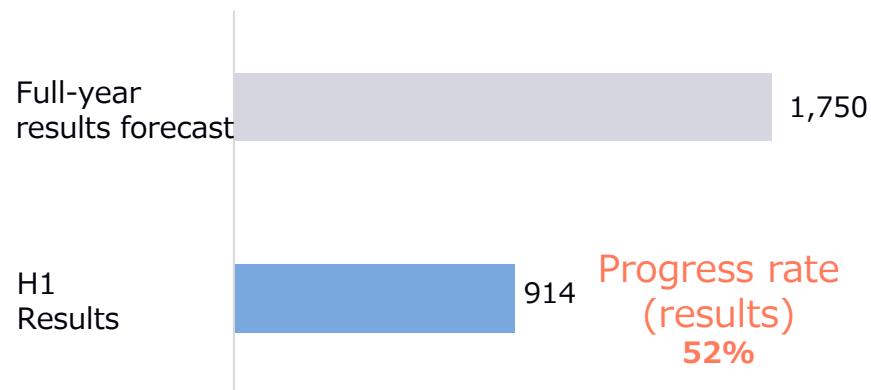
	Full-year results forecast	H1 Results	Progress in H1
Sales revenue	10,300	5,266	51%



Reference: Progress rate for H1 of the previous fiscal year: 42%

### EBITDA

	Full-year results forecast	H1 Results	Progress in H1
EBITDA	1,750	914	52%



Reference: Progress rate for H1 of the previous fiscal year: 27%

\* The progress rates for Q1 of the previous fiscal year was calculated based on the results for the previous fiscal year.



04

## Growth Strategy

# Growth Strategy

- We will adopt these three growth strategies to achieve mid to long-term performance results.

01

Expand matching DX

Further expand our matching DX by growing market share in existing domains and deploying into new domains

02

Cross-selling using our member base

Maximize our profitability potential via cross-selling using our member base in existing domains

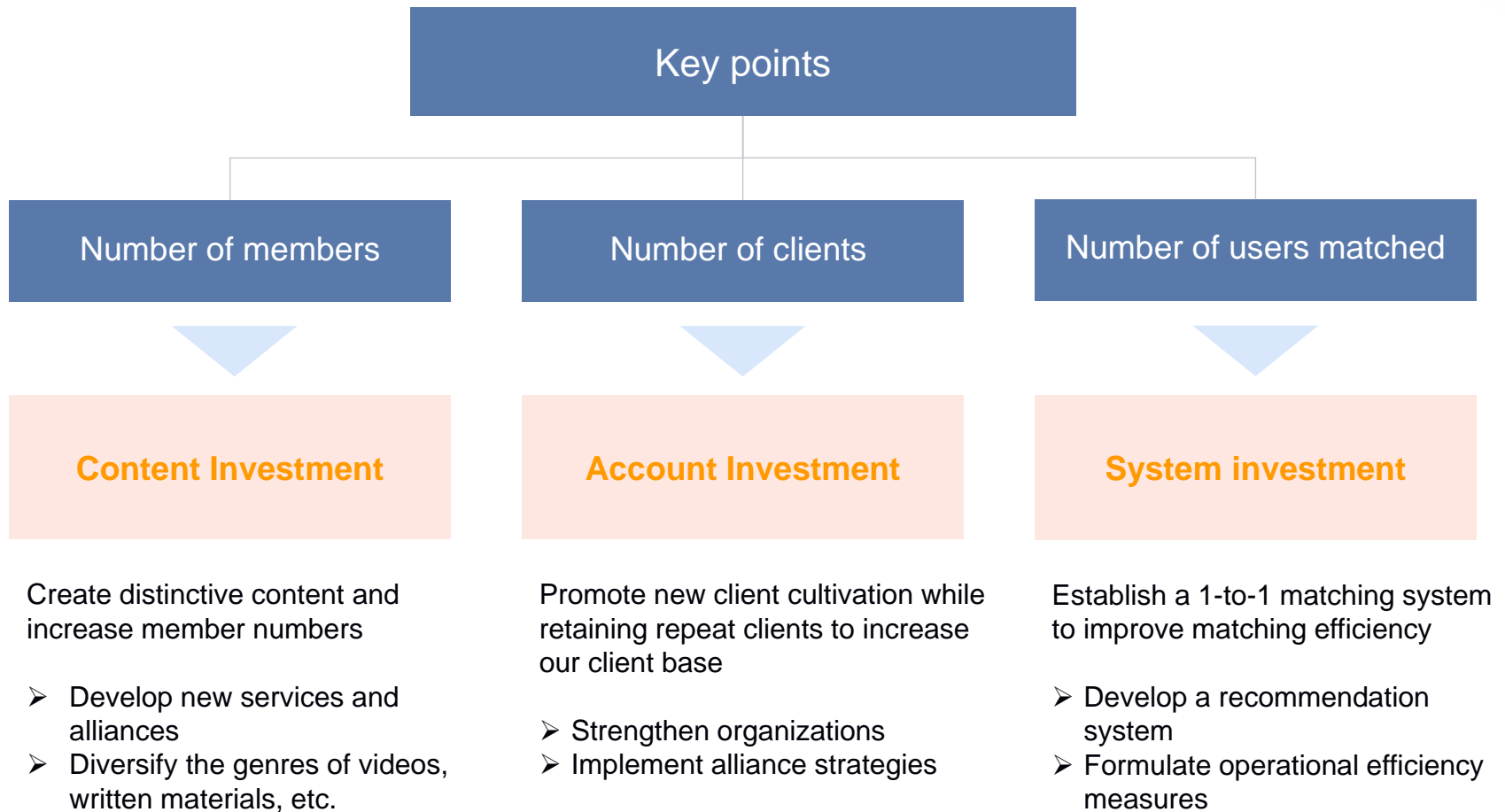
03

Supply chain optimization

Enter into supply chains and support users in appropriate decision-making

## 01 Key points in expanding matching DX

- The following 3 investment points will enable highly profitable growth through expanded matching DX.



## Facilitation of alliances

- Taking advantage of our alliance promotion capability, we **actively implement alliance strategies** to increase business partners and expand our channels for attracting customers.

### Main alliances that we announced in the current year

#### Job hunting



株式会社 アクセス ネクステージ



#### Renovation



#### Card loans



Life CARD

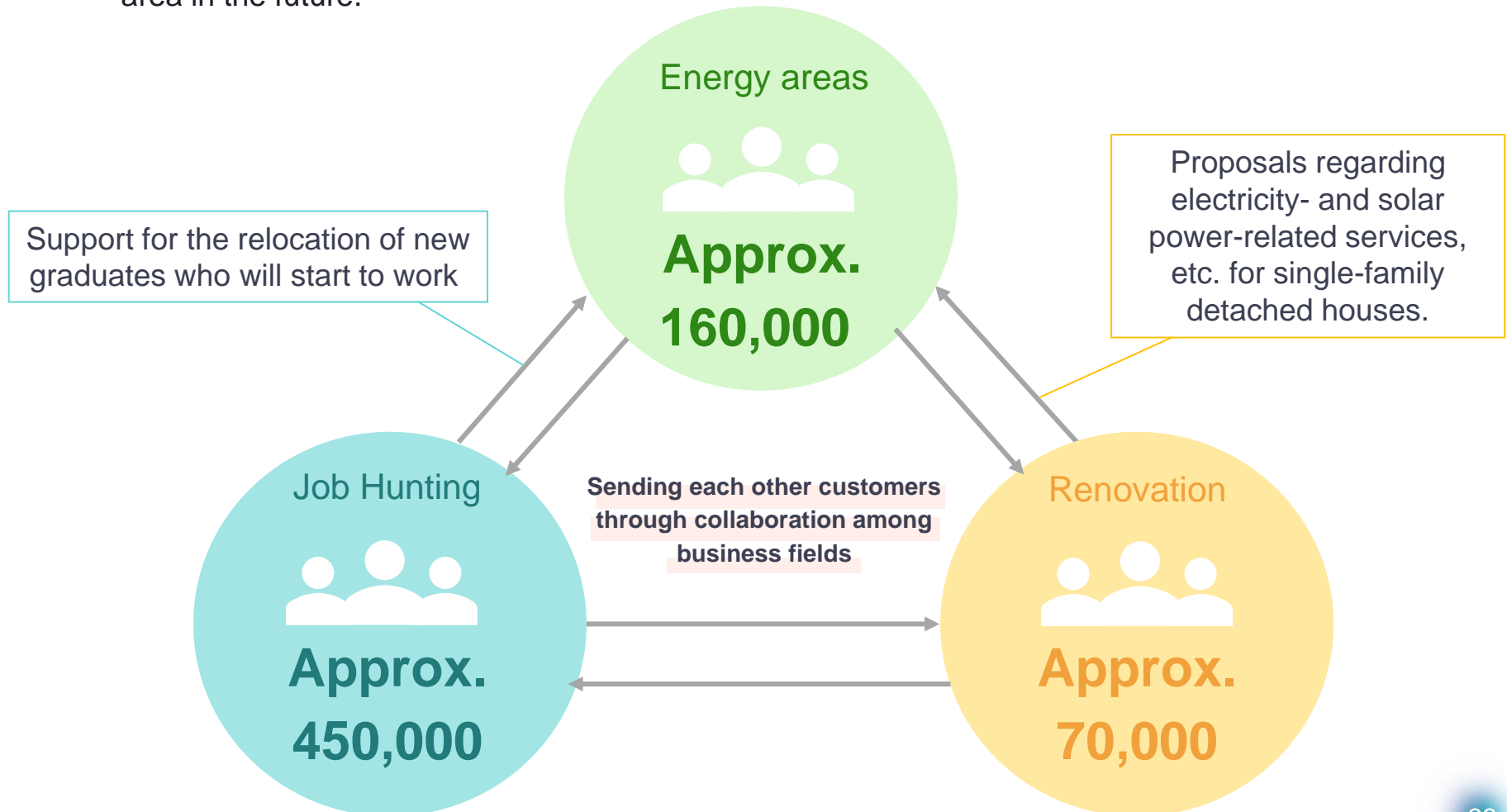


Multiple large consumer finance companies



## 02 Cross-selling to members

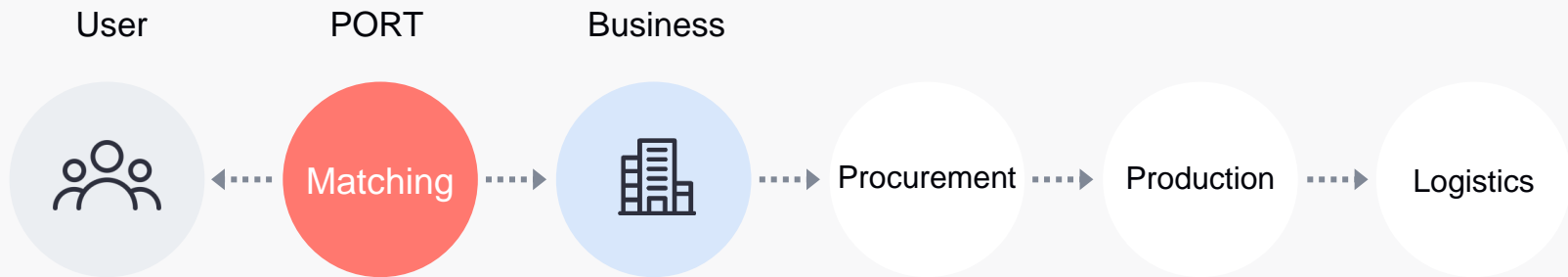
- **Every year, 680,000 people** become members of the Group.
- Since target users for the energy area are the whole population, cross-selling to users for our services in the job hunting and renovation areas becomes possible.
- We will prioritize the cross-selling to the energy area while eyeing on the cross-selling from the energy area in the future.



\*The numbers of members in the respective areas indicate those acquired in a year

## 03 Supply chain optimization

- We have two processes for supply chain optimization: Vertical expansion to offer services to businesses directly and operational efficiency to support businesses in each domain.
- We aim to use the above methods to help users make better decisions and enjoy the best services.



A sophisticated understanding of user needs because we possess large volumes of user data



### **(1) Direct expansion**

We work with users directly and offer face-to-face services.

The supply chain after matching has many inefficient operations due to the lack of progress in digital transformation.



### **(2) Operational efficiency**

Helping customers improve operational efficiency and optimize operations

- We actively explore M&A in order to promote our 3 growth strategies.

Overview of investments		
Targeted domains	Matching DX	Businesses like ours that help users make the best decisions and help business promote themselves efficiently
	Cross-selling	Business that can generate synergy by using member data collected from existing domains
	Supply chains	Businesses that optimize supply chains by providing face-to-face services and improve business operating efficiency in each industry
Size of Investments	Around 1-5 billion yen * Around 3-8 times EBITDA	
Performance	EBITDA: 0.2 billion yen or more * In principle, this does not apply to companies with negative earnings. * This assumes targeted companies and businesses that have some impact on our total sales and profits.	
Funds	Flexible examinations of our cash and deposits + loans from financial institutions, plans for raising capital, etc.	

## M&A entry criteria (for matching DX services)

- Clarify the criteria for determining entry into the target market and enter the domains that meet such criteria
- Match the characteristics of current existing domains and achieve high reproducibility and business growth after an M&A

Entry criteria	Job hunting	Card Loans	Renovation	Energy	Explanation
Digitization is being delayed.	○	○	○	○	Domains where tangible channels are the primary avenue for customer attraction, but online advertisements and sales ratios are growing because of future digitization.
Less changeable	○	○	○	○	Information is not likely to be affected by trends, and the lifecycle of content can be long.
The frequency of experience by users is low.	○	○	○	○	Job hunting is an once-in-a-lifetime event. Card loans and renovations are not experienced many times. Users thus do not accumulate knowledge. As a result, content media are needed.
Many options (many clients)	○	○	○	○	Users have many options, and mismatching is likely to occur. Customer assets can be obtained.
Membership model	○	✕ Improvements are needed.	○	○	Fields where users who have viewed websites can become members. We can make new members and build a user base.
Performance-based matching model	○	○	○	○	We can apply the performance-based matching model, one of our strengths, in other fields.

## M&A performance

- We undertook large-scale M&A in FY2021/3 and FY2022/3.
- We announced our M&A strategy and are currently seeing an increase in M&A-related inquiries and incoming projects.

End of June 2020



### Job Hunting

One of Japan's largest word-of-mouth corporate information sites for job hunters

Size of Investments

**850 million yen**

End of July 2020



### Renovation

Operates Gaihekitoso-nomadoguchi, one of the largest specialized outer wall painting matching DX in the industry

Size of Investments

**1,600 million yen**

November 2021



### Energy areas

A matching DX for electric companies and users who need to revise their utility bills

Size of Investments

**2,036 million yen**

Will acquire 50.9% of the shares of INE's stock



05

# Introduction to Services

# Job Hunting

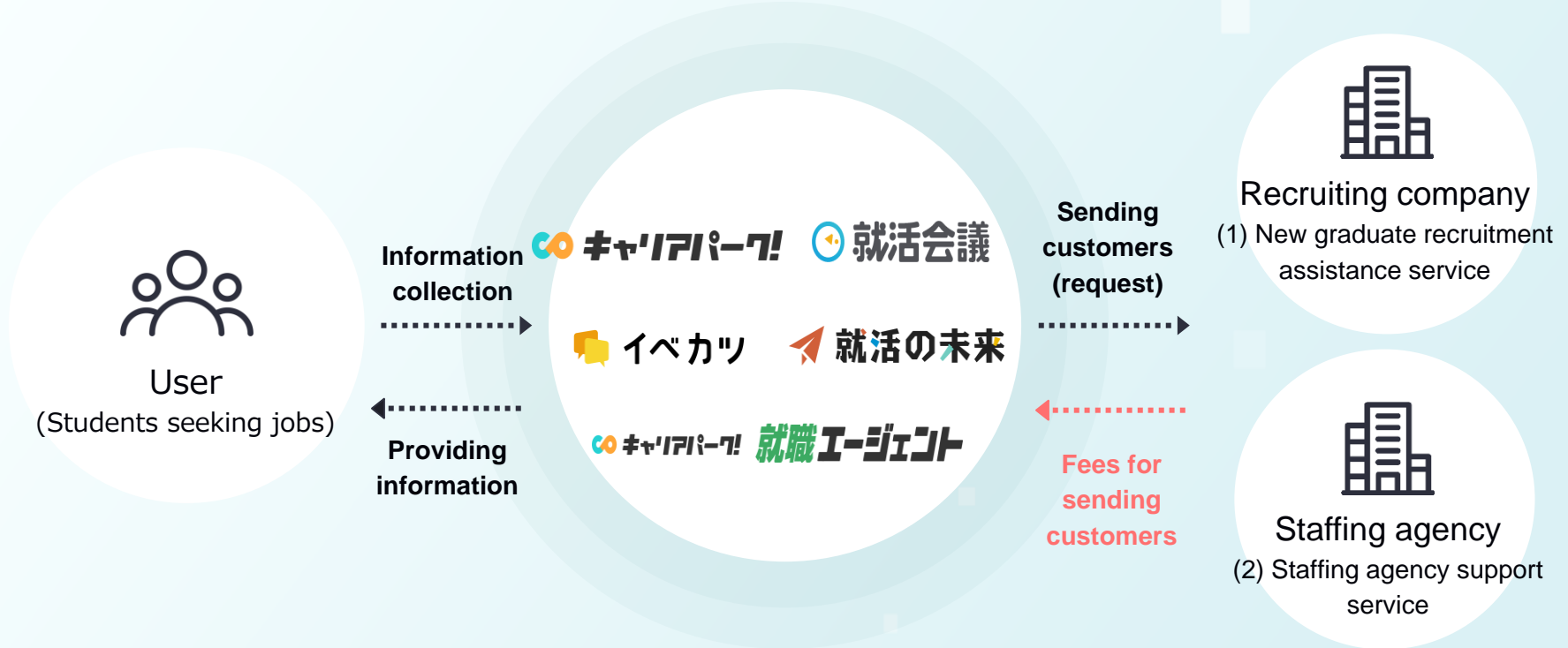
# Job Hunting

## Vision

**Helping people make the best decision in a once-in-a-lifetime opportunities**

Providing open information and matching opportunities for optimal decision making

## Service



We send customers to recruiting companies and staffing agencies that provide a wealth of information necessary for job hunting.

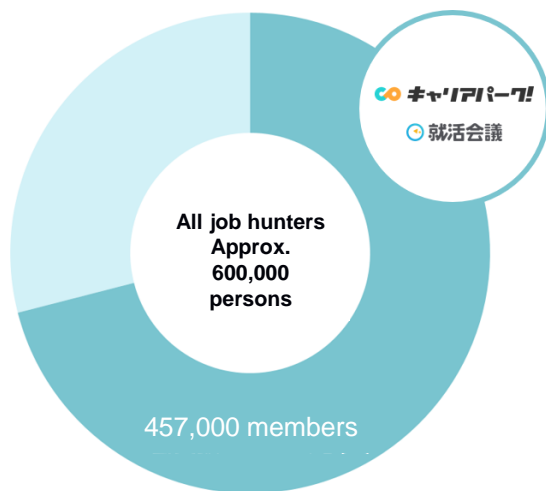


## Our strengths in the job hunting domain

### Member market share

Membership exceed **75%** of freshmen in our direct student targets (March 2022 graduates)  
**We acquired 70% of job hunting students** for two consecutive years.

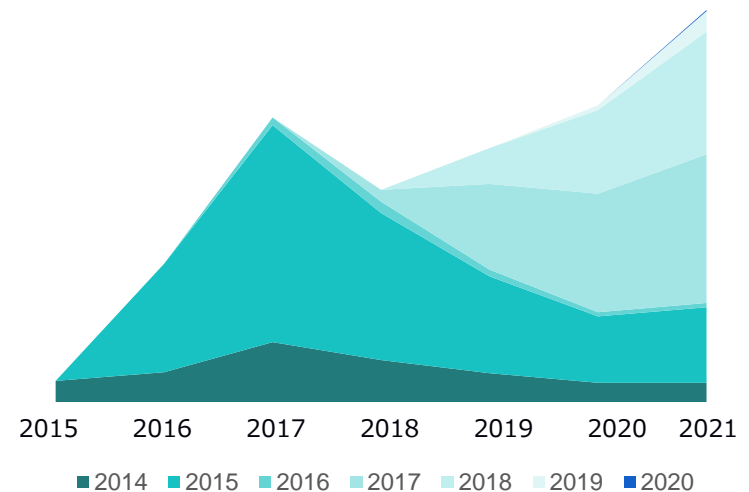
Job Hunter Utilization Rate  
**75%**



### Content retainment

The content we amassed has put us in a position that new entrants can not easily reach. Content in the job hunting domain has high universality and past content continues to be accessed.

Change in the number of sessions by year  
published in the job hunting domain



# Renovation

# Renovation

## Vision

### Digitalization in renovation industry for safe and secure life

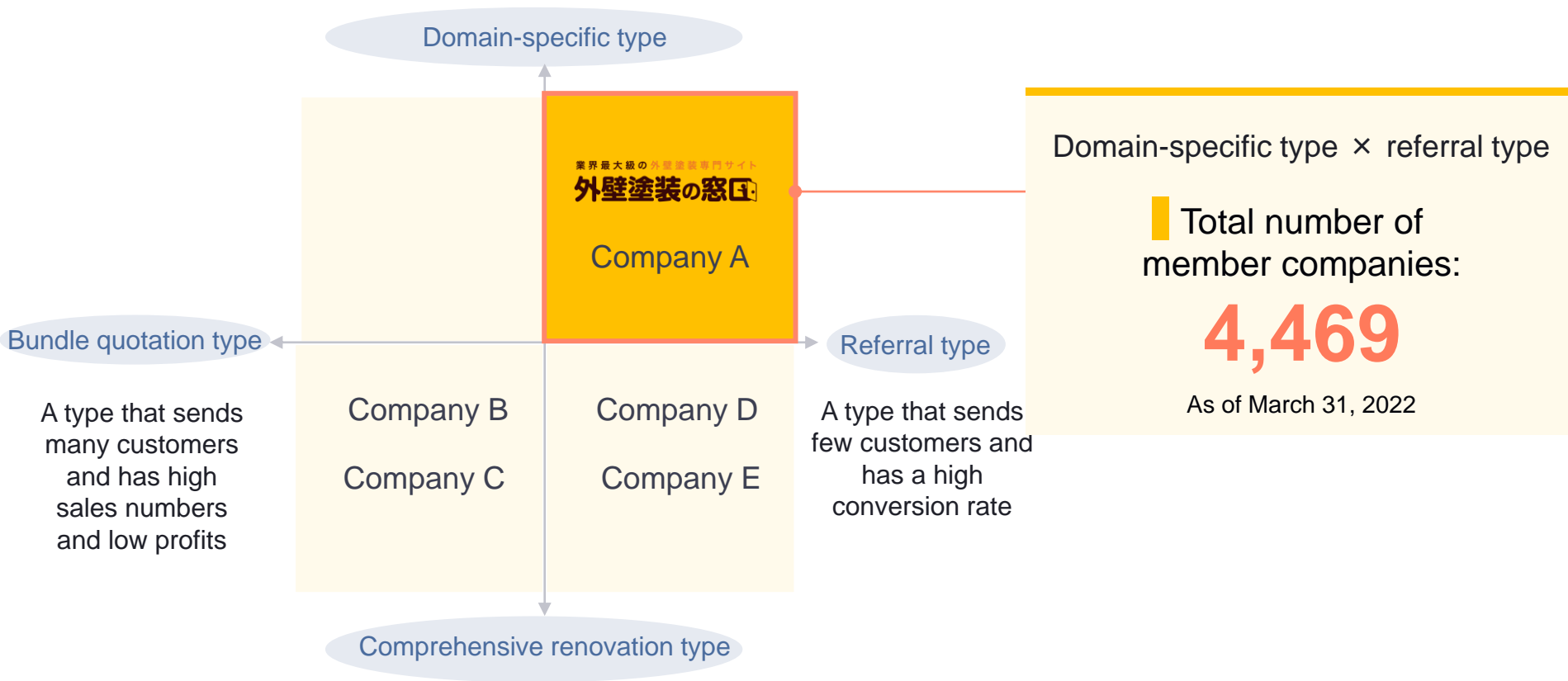
## Service



(Note) The website is operated by DOORS Inc., a wholly owned subsidiary of the Company.

## Our strengths in the renovation domain

- The renovation matching market is divided into comprehensive types and domain-specific types as well as bundle quotation types and referral types.
- We employ the domain-specific type × referral type system and have a customer base of over 4,000 companies. We expect more growth as the market expands.



# Finance

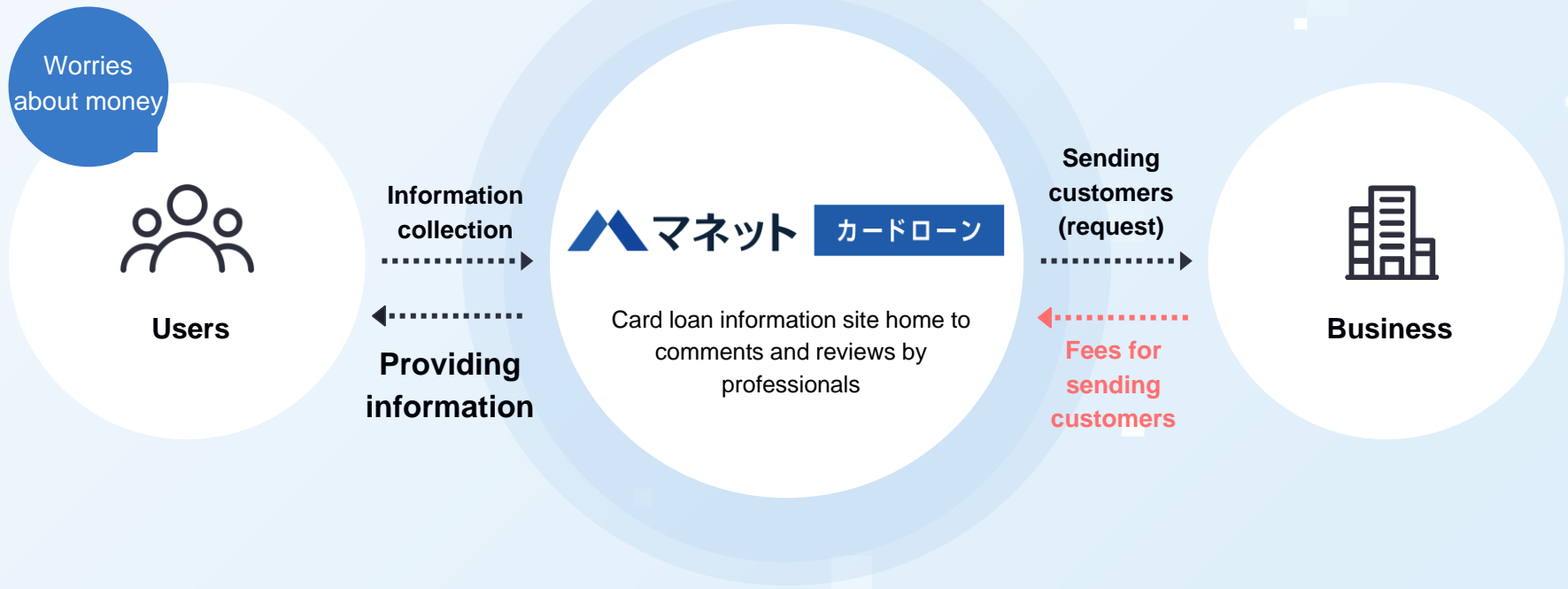
# Finance

## Vision

**We will enhance finance literacy in Japan.**

We provide information on all aspects of finance—borrowing, saving, and increasing—and build an infrastructure for establishing users' financial freedom.

## Service



## Our strengths in the card loan domain

- We've steadily expanded our profits by increasing advertisement efficiency and using content investments to increase profitability from retainment type access.
- By breaking down the barriers to forging alliances and developing common businesses via marketing DX geared toward financial institutions, we expect our earnings to increase even further.

### Maintain our top three ranking for market share in the industry

We currently hold a top three position in the industry thanks to large-scale investments in customer attraction. Repeating the following cycle will construct barriers to entry.

#### The cycle that increases sales profits



### Promote marketing DX geared toward financial institutions

Promote alliances for deployment to shared businesses and customer exchanges to expand opportunities for user acquisition

#### Main partners



Numerous large consumer finance companies

\* Company names are not disclosed.



# Energy

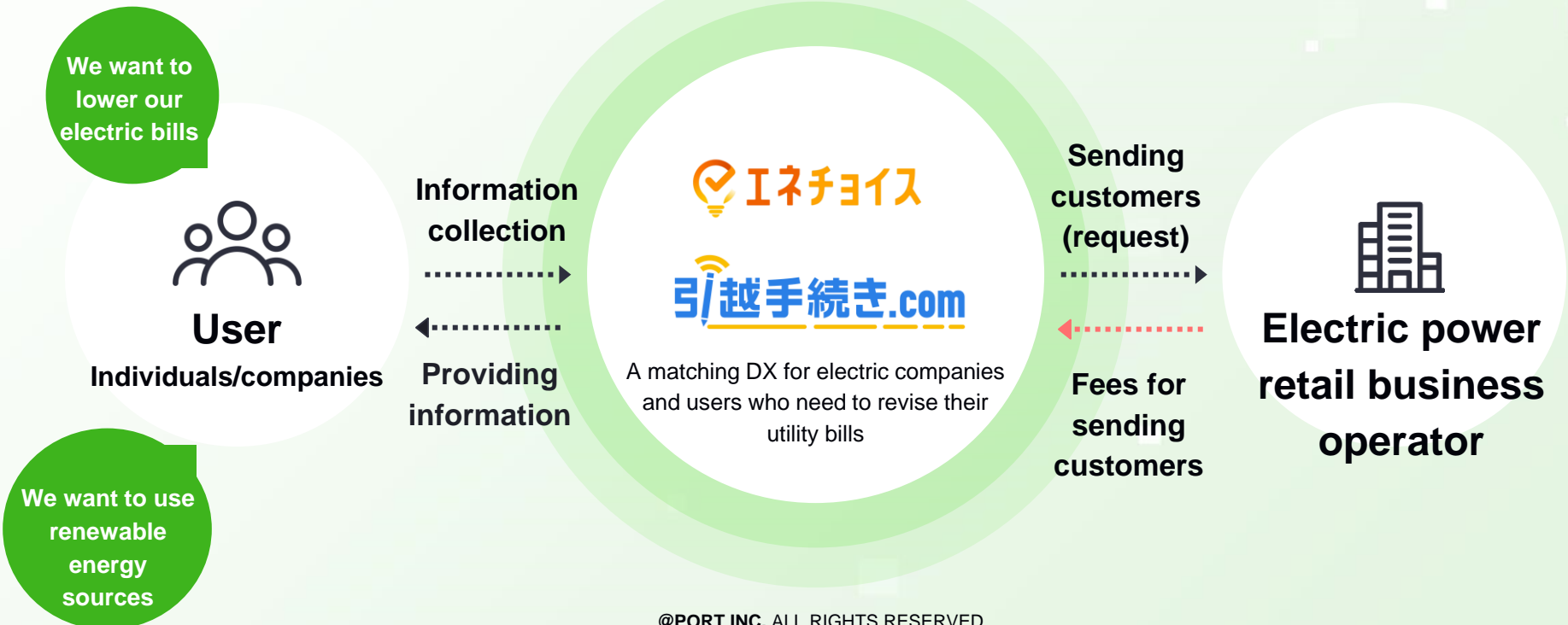


# Energy areas

## Vision

Contribute to the realization of a sustainable society centered on the environment and digital management

## Service



## Competitive advantages

- The company enjoys high matching rates by offering services on a **totally self-contained basis** including the attraction of customers online and the signing of contracts as an agency.
- It maintains certain competitive advantages despite the possible intensification of competition due to market growth



**Totally self-contained operation** including the attraction of customers online and the signing of contracts as an agency



Online customer attraction

Attracting users

Inside sales

Introducing users to services  
Helping users make comparisons and decisions.

Contracts as an agent


Procedure for sending customers to operators



**Electric power retail business operator**

## Comparisons with competitors

- The company has both online and offline customer attraction channels, **offering high matching rates through inside sales and totally self-contained agency services.**
- Due to the effects of unit price rises along with an increase in the number of contracts covered by its agency services, the company is able to raise more funds for sales promotion than its competitors.
- The company's organic ability to attract customers online needs to be improved at this point. It is expected to be improved through synergy with us.

		Competitors		
		A major company's website A	A major company's website B	Sales companies such as call centers
Ability to attract customers online	◎	○	○	×
Organic ability to attract customers online	△	◎	○	×
Field sales ability to attract customers	◎	◎	×	○
Inside sales organizational capability	◎	△	△	◎

# New Fields

# New Fields

## Vision

**We create indispensable things in society by developing new services.**

## Service

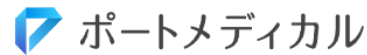
### Regional revitalization



Operates Yukukuru Survey, a move-in, move-out survey application.

Inviting companies to local communities

### Online medical treatment



Operates Port Medical, an online medical treatment platform.

**telemedEASE<sup>®</sup> BP**

Jointly operates hypertension online medical treatment platform telemedEASE BP\*.

### Supporting freelancers



Operates Futurizm, an agency specializing in freelance engineers.

**PORT** INC.