PORT INC.

FY 3/2025 Q1

Financial Results Briefing

PORT INC. Securities Code: 7047

Aug 13, 2024

Company Profile

PORT INC.

PURPOSE

Change the social debt into possibilities for the next generation.

Our society has always given priority to now.

Meanwhile, debts have been put off and handed off to the following generations.

Distortions in many different areas generate complex friction patterns and are becoming more serious.

Because of the complexity, however, the problem still has not been addressed.

We must address it now—not in the future.

Instead of putting off the debts for a century, we try to identify social issues ourselves and advance the process from proposal to implementation using people and technology.

We will implement things that are necessary for society, not things that are nice to have, but things that are necessary.

We will do this to eliminate as many social debts as possible and increase the potential of future generations of people.

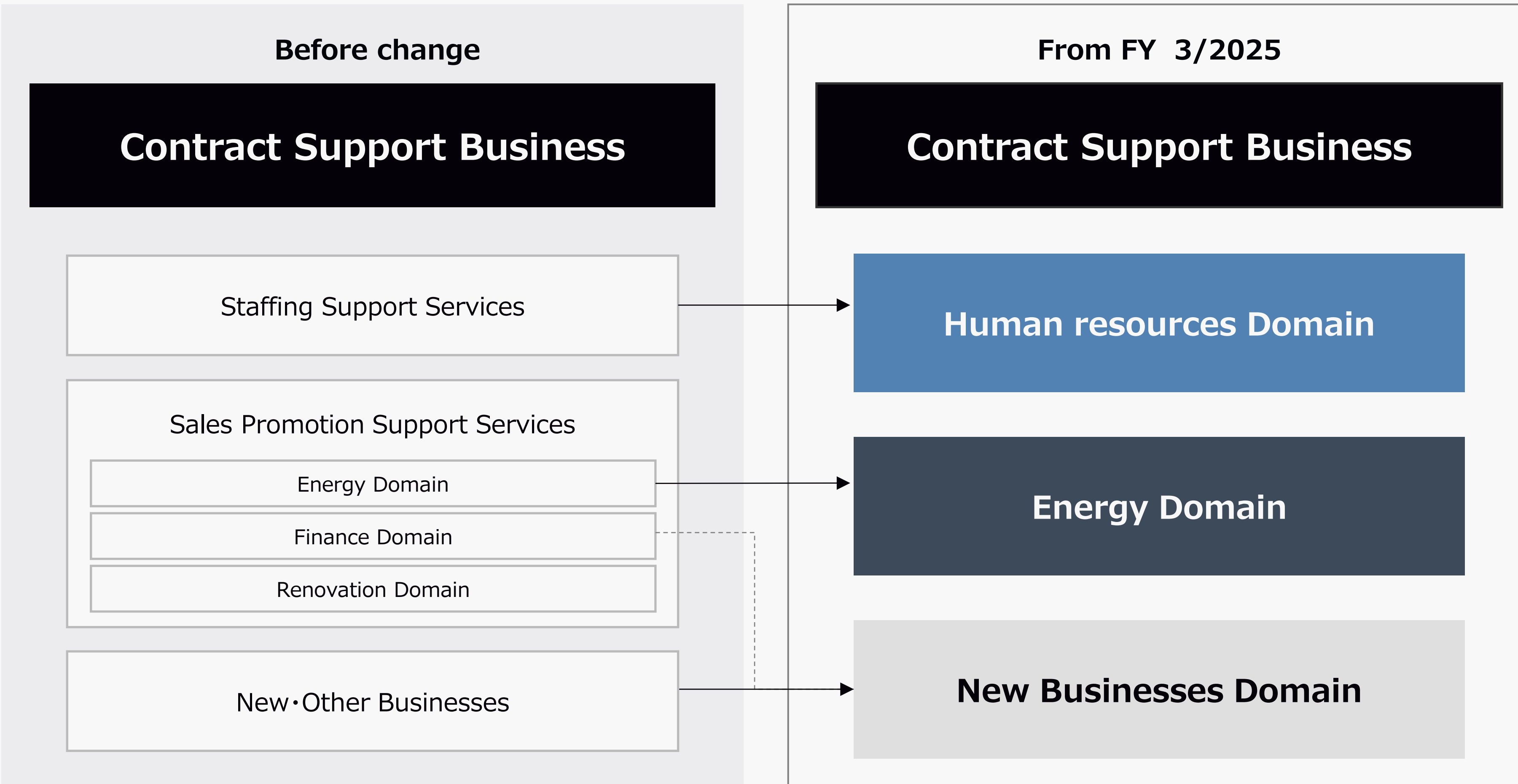
Company name	PORT INC.
Established	April 18, 2011
Head office address	5th Floor, Shinjuku Front Tower, 2-21-1 Kitashinjuku, Shinjuku-ku, Tokyo
Share capital	2.3 Billion yen (as of June 30, 2024)
Representative	Hirofumi Kasuga, Representative Director, President and CEO
Business	Contract support business
Number of employees	650 (as of June 30, 2024; consolidated)
Average age of employees	Approx. 28 (as of June 30, 2024)
Ratio of men to women	6 : 4
Securities code	7047 (TSE Growth; listed on December 21, 2018)
Major group companies	INE Inc. / Five Line Inc. Minshu, Inc.

Contents

PORT INC.

Changes to disclosure categories of Services

We will define the human resources domain and the energy domain as our mainstay businesses, and then change the service segments in Q1 of FY 3/2025 to show the current facts about our businesses more appropriately.



Impact of Sale of DOORS Inc. Related to Accounting Standards

PORT INC.

Reflecting the sale of DOORS Inc. on May 31, 2024, in line with the IFRS accounting standards, the business of DOORS Inc. has been classified as discontinued operations in the financial results for Q1 of the current fiscal year ending March 31, 2025 and for the previous fiscal year ended March 31, 2024 which is the target for comparisons.

Change to the method of recording in PL

The profit/loss of DOORS Inc. is reflected only in profit as profit (loss) from discontinued operations (in the results of both the current fiscal year, when the sale occurred, and the previous fiscal year, which is the target for comparisons and was adjusted retroactively).

(IFRS basis)

Consolidated PL

Continuation Business	Continuing operations Sales revenue Profit before tax
	Income tax expense
	Profit from continuing operations
Discontinued Business	**Discontinued operations** **Profit from discontinued operations**
Continuing operations+. Discontinued operations	Profit

Reflected the sale of DOORS Inc.

Changes to financial results presentation

Reflecting the reclassification of discontinued operations, the figures for the previous fiscal year ended March 31, 2024 were changed as follows. The reclassification of discontinued operations has been factored into the performance plan for the current fiscal year.

(Million yen)

FY 3/2024	Before change	After change
Sales revenue	16,622	**15,580**
EBITDA	2,862	**2,650**
EBITDA including future earnings	3,910	**3,697**
Operating profit	2,403	**2,217**
Profit before tax	2,331	**2,146**
Profit from continuing operations	1,530	**1,399**
Profit from discontinued operations	-	**130**
Profit	1,530	**1,530**

Summary

PORT INC.

01 The organic growth of our financial results exceeded our assumptions due to the implementation of the selection and consolidation of businesses into the human resources and energy domains, including the sale of DOORS Inc.

02 Sales from personnel referral services increased 96% year on year in the human resources domain, and sales in the energy domain increased 85% year on year, enabling the high growth rate to be maintained. We aim to achieve sales revenue of 10.0 billion in a single business as soon as possible.

03 After fully accumulating future earnings to maximize recurring earnings, EBITDA grew 60% year on year excluding gain on sale of business.

04 Launched a shareholder special benefit program in addition to dividends based on stock earnings. Significantly strengthened shareholder return policies (benefit yield: 6.1%*).

*The stock benefit yield is calculated based on the closing price of the Company's shares on August 9, 2024, which was 1,639 yen, and taking into account the twice-yearly stock benefit in the event that one unit (100 shares) is held.

Corporate Actions in Q1 and Their Impact on Financial Results

PORT INC.

By taking the following actions, we implemented selection and consolidation into the human resources and energy domains.

Consolidation of Minshu, Inc.

- It became our consolidated subsidiary in April 2024.
- Its impact on results has been as expected, with sales increasing 225 million yen in Q1 of the current fiscal year.

Sale of the Net-Vision Academy (NVA) business

- We sold the business in May 2024.
- In Q1 of the current fiscal year, the impact of this was that sales decreased approx. 51 million yen and business profit decreased approx. 24 million yen. We posted a 247 million yen gain on sale of business.

Sale of DOORS Inc.

- We sold the shares of the company we held in May 2024.
- Under the IFRS accounting standards, DOORS Inc. has been classified as discontinued operations and excluded from sales and EBITDA. In the previous and current fiscal years, the results of this company have been posted as profit (loss) from discontinued operations.
- In Q1 of the current fiscal year, the impact of this was that sales revenue decreased approx. 300 million yen and business profit declined approx. 100 million yen.

01
FY 3/2025 Q1 Financial Results

FY3/2025 Q1 Financial Summary (Apr. 2024 – Jun. 2024)

PORT INC.

Overall

Sales revenue: 4,758 million yen (up 44% yoy)

EBITDA: 1,104 million yen (up 106% yoy)

EBITDA including future earnings: 1,492 million yen (up 136% yoy)

- Sales revenue increased 44%, mainly reflecting significant growth in the human resources domain and the energy domain.
- Despite the acquisition of 387 million yen in future earnings, EBITDA increased significantly, up 106% year on year, due to organic growth and the posting of a gain on sale of business (up 60% after excluding gain on sale of business).
- Recurring earnings stood 132 million yen for Q1, and continued to steadily growth in QoQ.

Human resources Domain

Sales revenue: 1,857 million yen (up 61% yoy)

Business Profit: 859 million yen (up 53% yoy)

- In personnel referral services, the number of contracts received increased mainly due to initiatives to increase the number of career advisors and people beginning their job-hunting activities earlier. An increase in the unit prices of successful contracts also contributed to sales revenue increasing 96% year on year.
- Sales revenue from alliance services for staffing agencies increased 61% year on year due to the contributions due to the consolidation of Minshu, Inc. in addition to an increase in the number of contracts received, which was achieved by leveraging the solid member base.
- Progress in the PMI of Minshu, Inc. is steady in terms of financial results, products and also organizations. In Q2, we will fully incorporate the members of Minshu, so we expect an increase in the total number of members.

Energy Domain

Sales revenue: 1,980 million yen (up 85% yoy)

Business Profit : 290 million yen (up 40% yoy)

- The total number of contracts received increased significantly due to electric power providers increased motivation to acquire new customers and investments in marketing against the background of a favorable external environment.
- In addition to the above, synergy due to roll-up M&A activities continued to enhance our presence in the market. It also contributed to an increase in the unit prices of successful contracts.
- We significantly enhanced measures to acquire future earnings, which resulted in year-on-year increase of 308%, to 387 million yen, in Q1. Recurring earnings also increased to 122 million yen in the energy domain only.

Financial Guidance (FY 3/2024 – FY 3/2026)

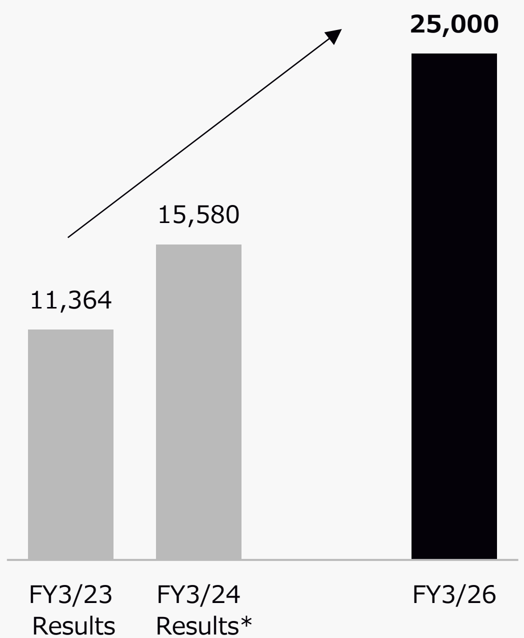
PORT INC.

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

(million yen)

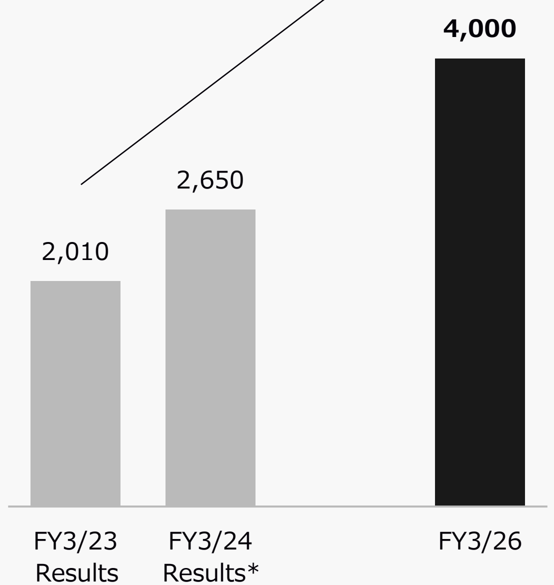
3-year CAGR: Approx. 30%



EBITDA

(million yen)

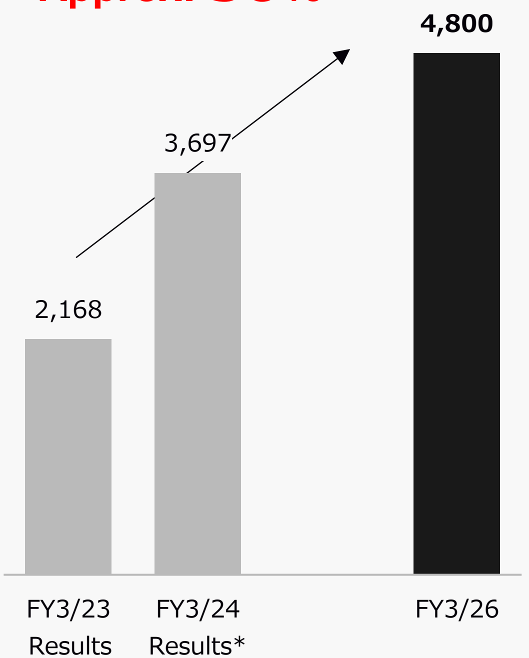
3-year CAGR: Approx. 25%



EBITDA including future earnings*

(million yen)

3-year CAGR: Approx. 30%



*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.
*EBITDA including future earnings= EBITDA + earnings which would be posted for the current fiscal year as one-time earnings under ordinary circumstances

FY 3/2025 Full-Year Forecast (After Reclassification as Discontinued Operations)

PORT INC.

The CAGR for the two businesses is expected to grow 30% or more. The sale of DOORS Inc. and its reclassification as discontinued operations due to its sale, the acquisition of Minshu, Inc. and the transfer of NVA, which had all already occurred by the beginning of the current fiscal year, have been factored into the forecast.

IFRS (million yen)	FY 3/2025		(Ref.) FY 3/2024
	Forecast	YoY	
Sales revenue	**21,100**	**+35%**	15,580
EBITDA	**3,500**	**+32%**	2,650
Future earnings	**1,500**	**+43%**	1,047
EBITDA including future earnings	**5,000**	**+35%**	3,697
Operating profit	**2,900**	**+31%**	2,217
Profit before tax	**2,830**	**+32%**	2,146
Profit (Including discontinued operations)	**1,870**	**+22%**	1,530
Profit attributable to owners of parent	**1,850**	**+27%**	1,456

*EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses
*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.
*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 3/2025 Q1 (Apr. 2024 - Jun. 2024)
(After Reclassification as Discontinued Operations)

PORT INC.

Both sales revenue and EBITDA increased significantly due to the organic growth of each business. In particular, we achieved record quarterly highs for EBITDA and each stage of profit due to the growth of each business and the recognition of a 247 million yen gain on transfer of business.

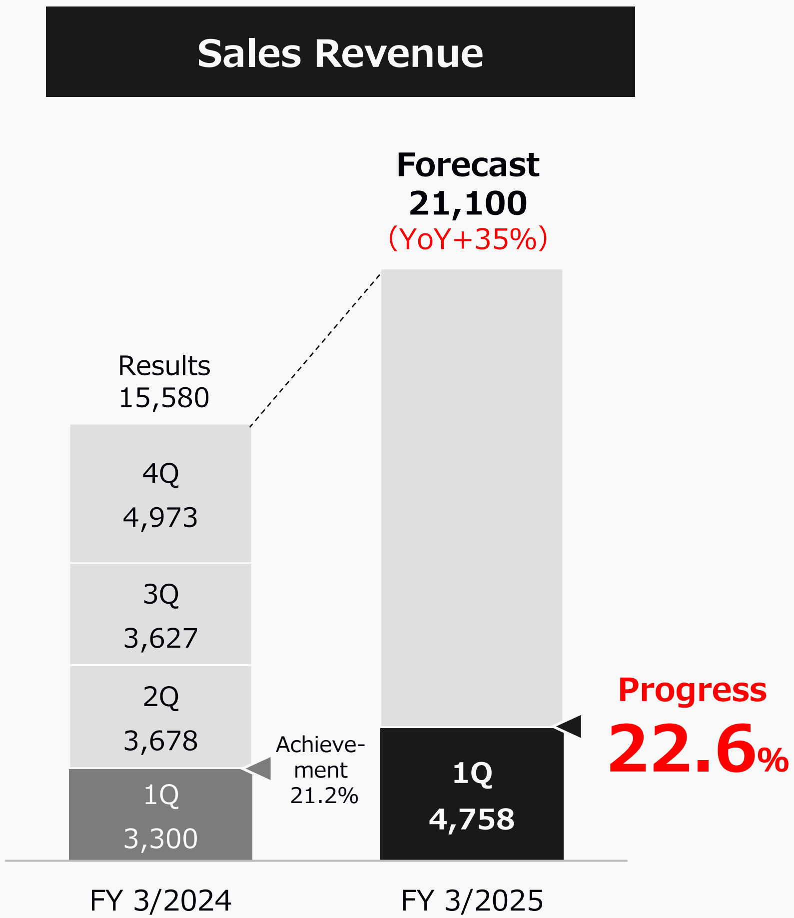
IFRS (million yen)	FY 3/2025				FY 3/2024
	Q1		YoY		Q1
		After excluding gain on transfer		After excluding gain on transfer	
Sales revenue	**4,758**	-	**+44%**	-	3,300
EBITDA	**1,104**	857	**+106%**	+60%	537
Future earnings	**387**	-	**+308%**	-	94
EBITDA including future earnings	**1,492**	1,244	**+136%**	+97%	632
Operating profit	**945**	698	**+105%**	+51%	461
Profit before tax	**930**	682	**+108%**	+52%	448
Profit (Including discontinued operations)	**568**	417	**+83%**	+34%	311
Profit attributable to owners of parent	**571**	419	**+116%**	+58%	264

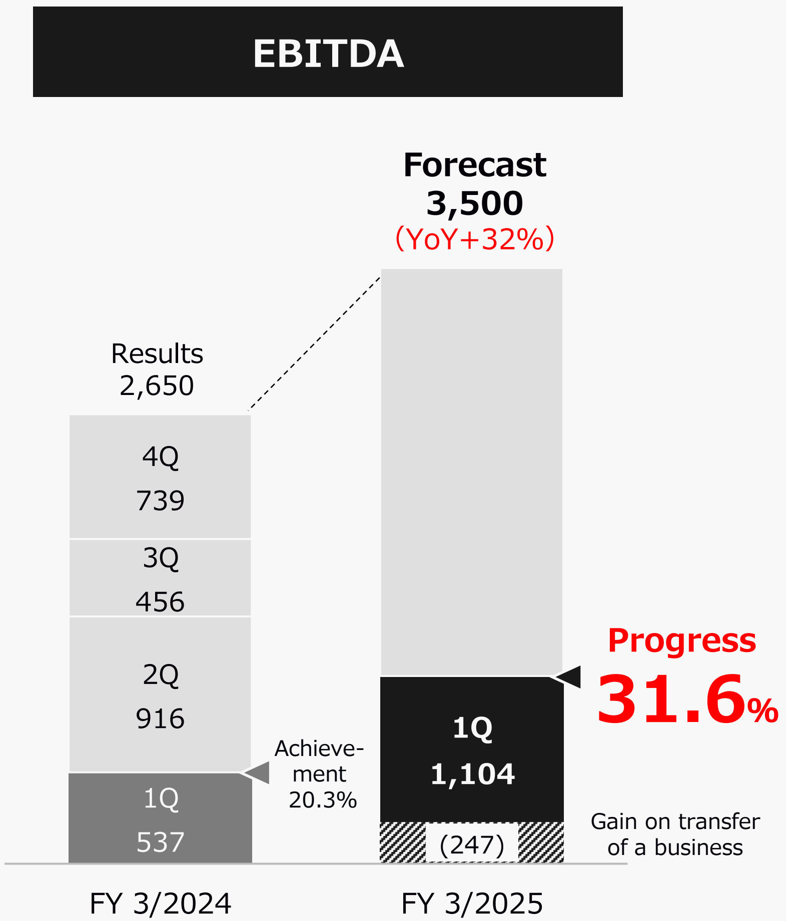
*EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses
*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.
*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.

Progress Against Full-year Forecast
(After Reclassification as Discontinued Operations)

Our start on the full-year plan has been very good, including the influence of the corporate actions in the current fiscal year, due to the organic growth of the two businesses, despite a characteristic feature of the businesses being that figures (profits in particular) are disproportionately higher in the second half.

(million yen)

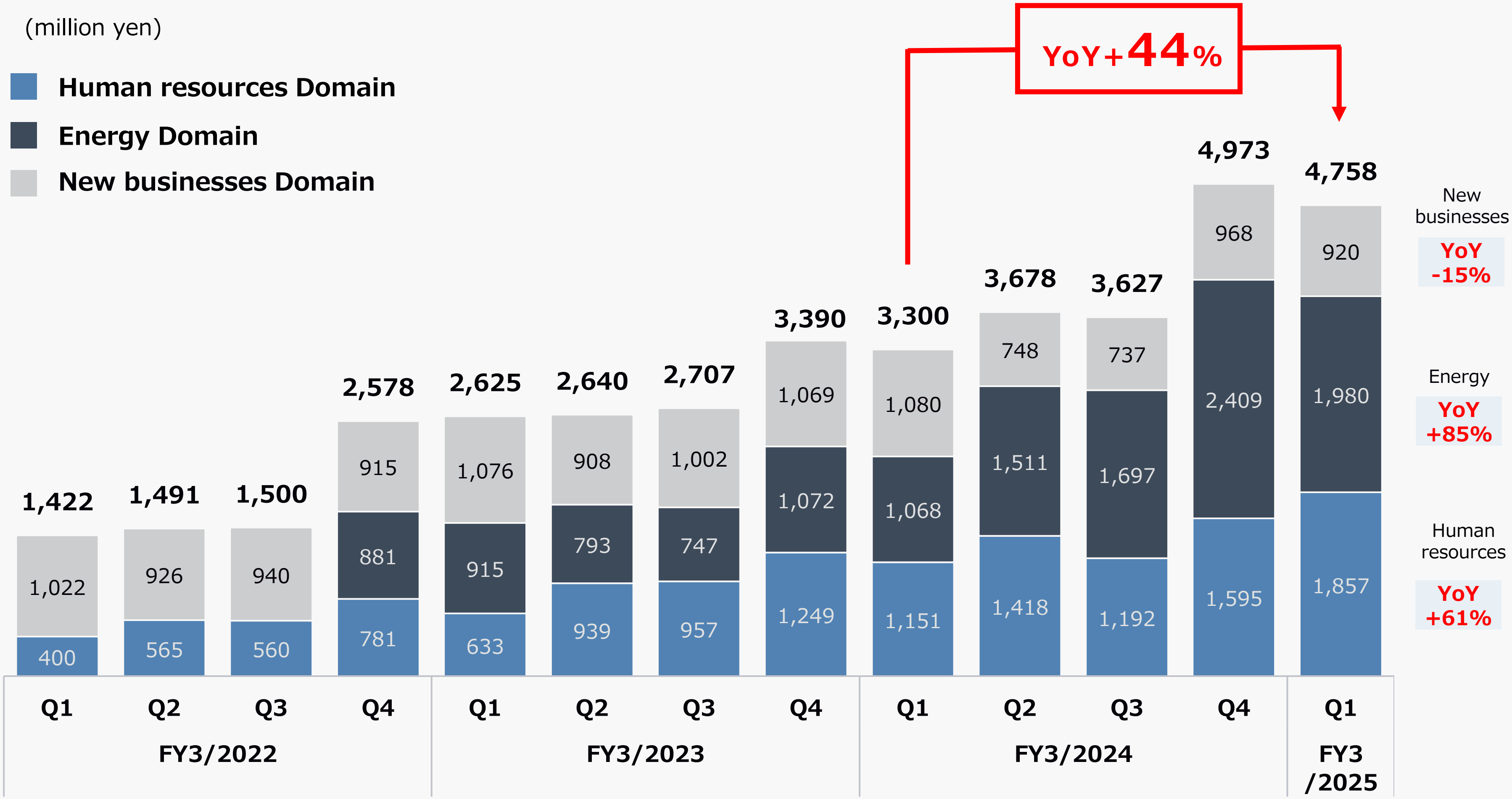




Trends in Quarterly Sales Revenue
(After Reclassification as Discontinued Operations)

PORT INC.

Amid favorable external conditions, the organic growth of both businesses and synergy due to roll-up M&A activities in the energy domain in particular contributed to sales revenue increasing 44% year on year.

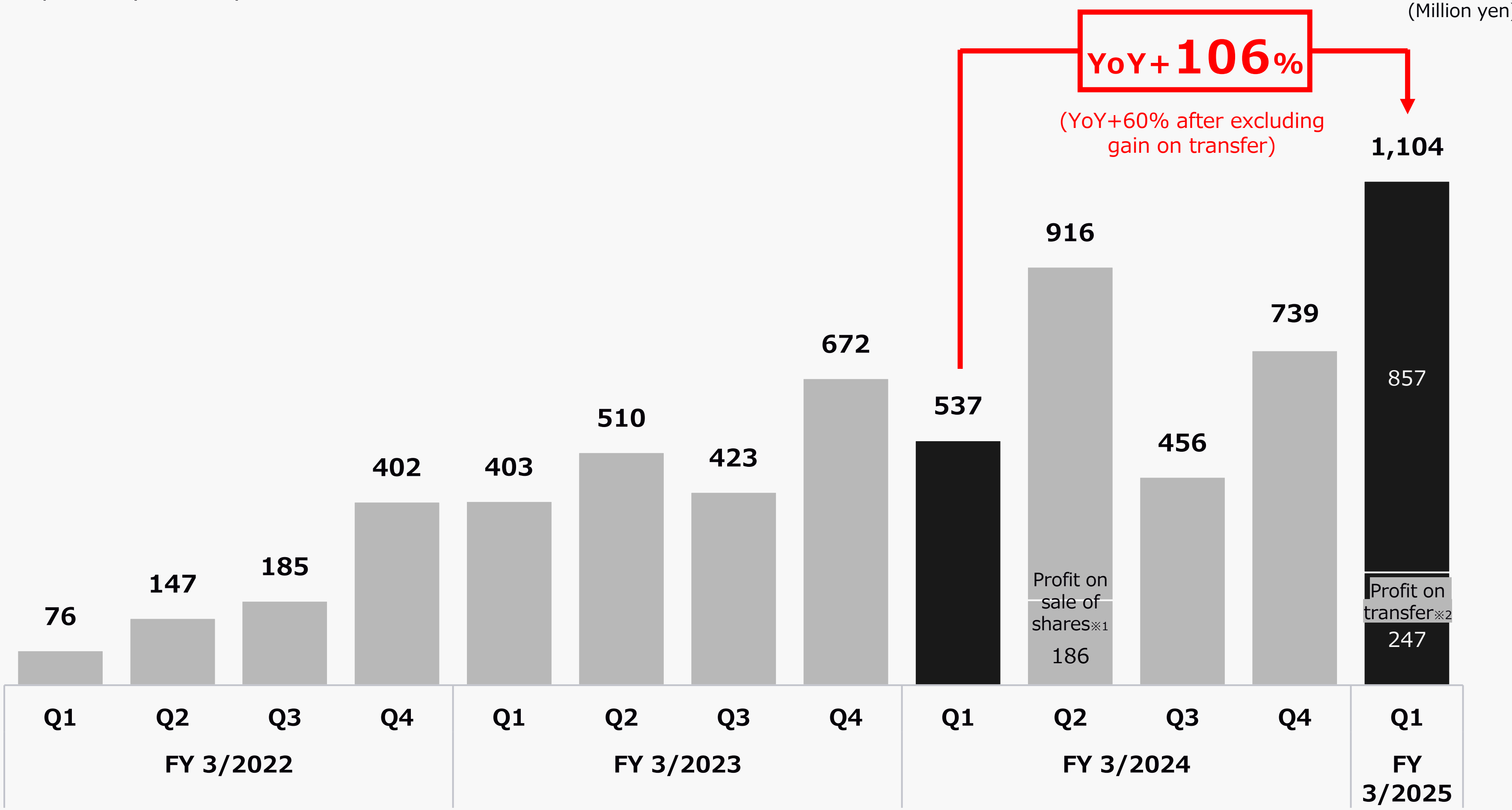


*Energy domain: INE. Inc became a consolidated subsidiary in January 2022 (Q4 FY Mar.2022) and Five Line Inc became a consolidated subsidiary in July 2023.
*Human resources Domain: Minshu, Inc. became a consolidated subsidiary in April 2024 (Q1 FY Mar 2025); Net Vision Academy was transferred in May 2024.
*New Businesses Domain: In June 2024, Doors Inc. was excluded from consolidation following the sale of its shares. (Reclassified as a discontinued operation from FY2024.)

Trends in Quarterly EBITDA
(After Reclassification as Discontinued Operations)

PORT INC.

The significant growth of the two businesses absorbed the increase in the costs for increasing personnel increase in April and other expenses, and we achieved a record-high quarterly EBITDA. EBITDA excluding gain on sale of NVA also grew at a high rate, up 60% year on year.

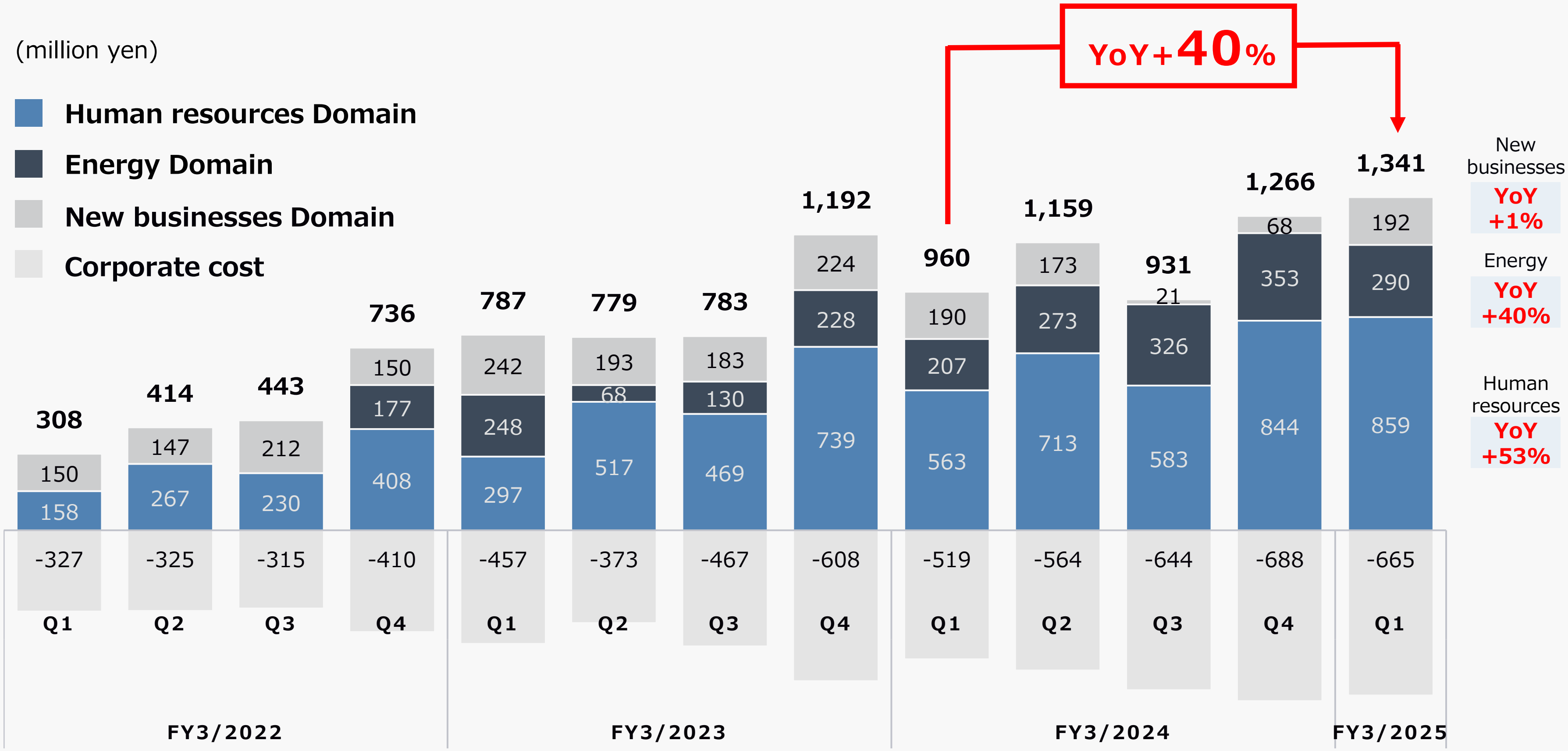


*1 In July 2023, the Company sold shares of Port Engineering, Inc. A gain of 186 million yen was recorded on the sale of shares.
*2 Net Vision Academy business(NVA) was sold in May 2024. A gain of 247 million yen was recorded.
*3 EBITDA until the fiscal year ended March 31, 2023 = operating income + depreciation and amortization + stock-based compensation expenses; from the fiscal year ending March 31, 2024, EBITDA = operating income + depreciation and amortization + loss on retirement and write-down of fixed assets + stock-based compensation expenses.

Trends in Quarterly Business Profit
(After Reclassification as Discontinued Operations)

PORT INC.

Profits from both businesses grew significantly while we continued to invest aggressively in growth and acquire future earnings in the energy domain.



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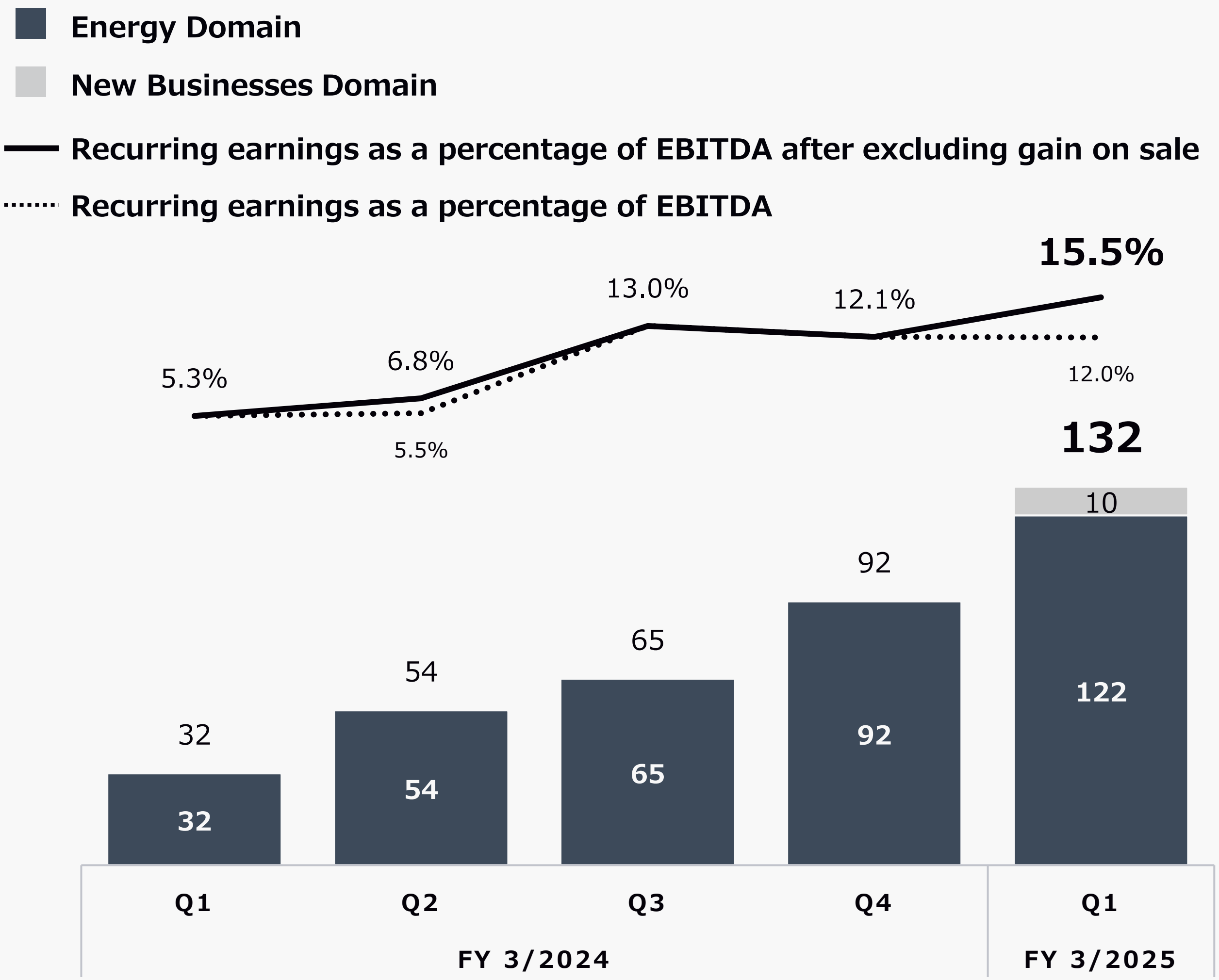
*New Businesses Domain: In June 2024, Doors Inc. was excluded from consolidation following the sale of its shares. (Reclassified as a discontinued operation from FY2024.)

Trends in Quarterly Recurring Earnings

In Q1, we acquired recurring earnings of 132 million yen, which resulted in a steady quarter-on-quarter increase . In addition, recurring earnings from the business partnership with the Lake business of Shinsei Financial Co., Ltd., which began to be included in the new business domain in the current fiscal year, reached a certain level, so we began to disclose it.



Medium-term Management Plan (FY 3/2026)

EBITDA

4,000 million yen

Recurring earnings as a percentage of EBITDA more then 20%

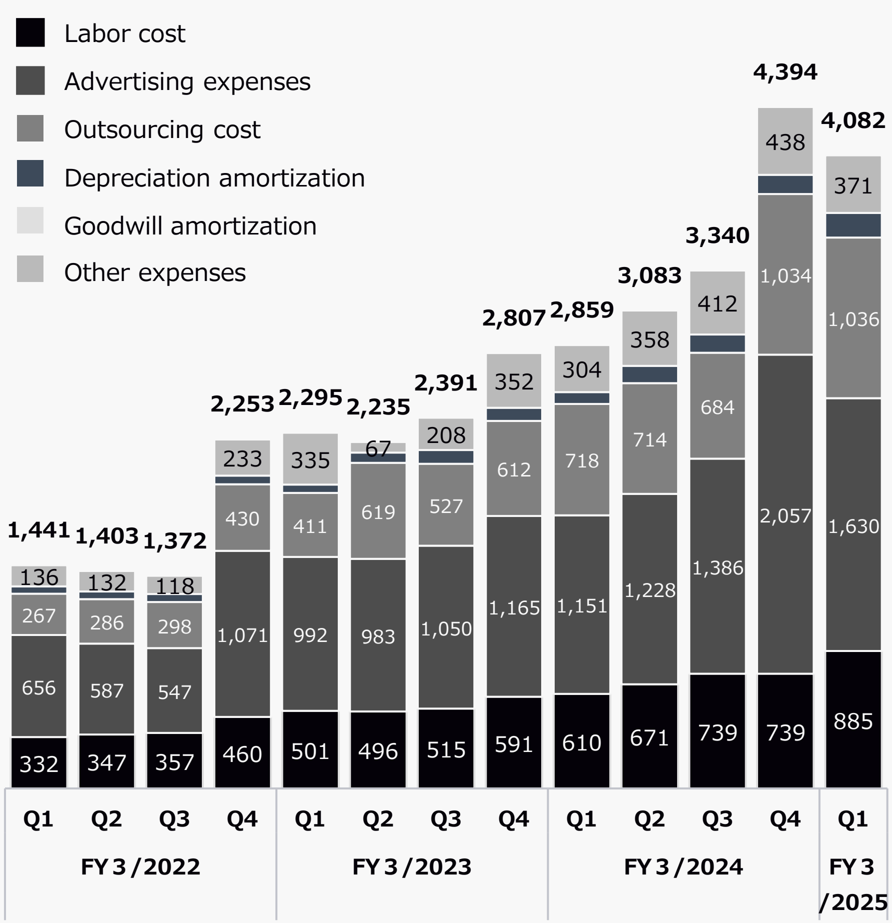
Trends in Quarterly Major Expenses
(After Reclassification as Discontinued Operations)

PORT INC.

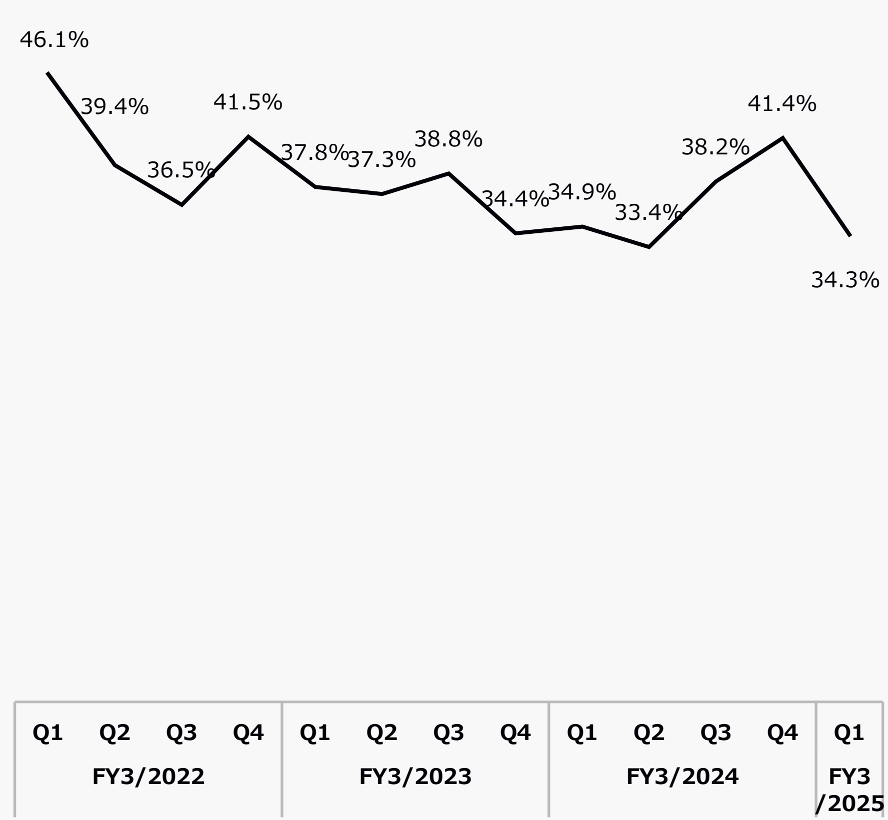
In Q4 of the previous fiscal year, advertising expenses and outsourcing expenses increased in the peak period due to continued investment in growth and the peak season. However, the expenses in Q1 of the current fiscal year were on par with the previous year. Labor expenses increased because more than 100 people joined us in April 2024, including both new graduates and people hired mid-career.

Major Expenses

(million yen)



Ratio of Advertising Expenses to Sales Revenue



*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.

Financial Position

PORT INC.

The capital adequacy ratio remained above 40%. Among non-current assets, goodwill increased 900 million yen due to changes that resulted from the sale of DOORS Inc. and the acquisition of Minshu, Inc. Increases other than the increase of goodwill include the relocation and expansion of INE and posting of costs for acquiring customers for the increase of future earnings.

(million yen)

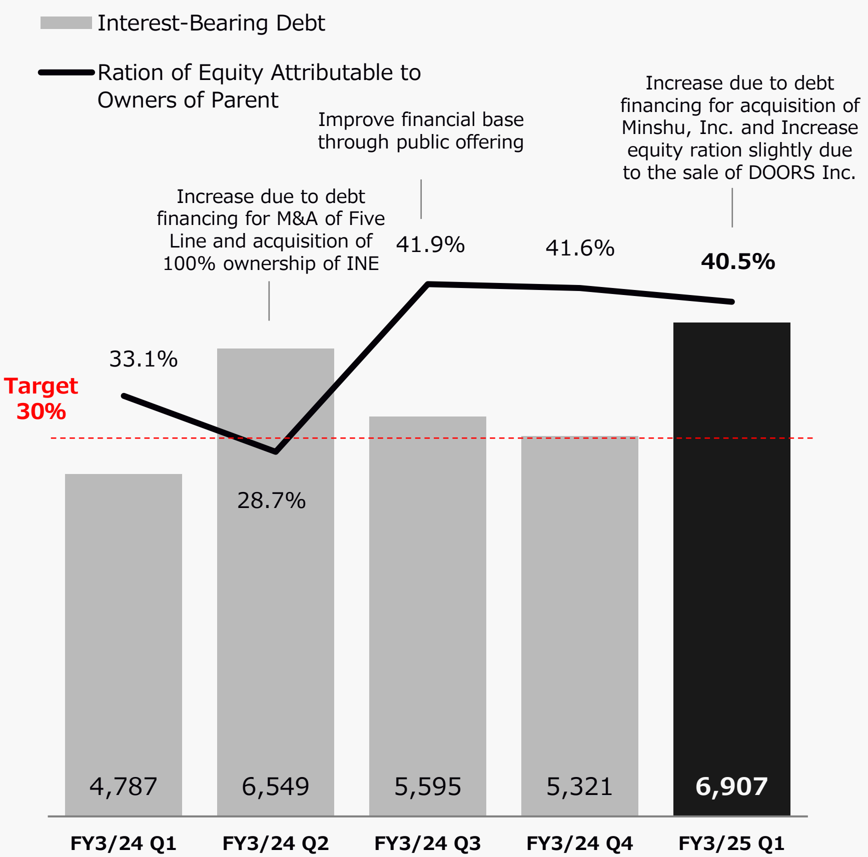
IFRS (million yen)	FY3/2024 Q4 (Mar. 31, 2024)	FY3/2025 Q1 (Jun. 30, 2024)	Difference
Total Current Assets	7,353	7,947	+593
Cash and Cash Equivalents	3,797	5,390	+1,592
Total Non-current Assets	8,882	10,437	+1,553
Goodwill	3,995	4,952	+957
Contract costs	-	578	+578
Energy Domain	-	184	+184
Human Resources Domain	-	394	+394
Total Assets	**16,235**	**18,384**	**+2,149**
Total Current Liabilities	4,451	4,196	-254
Total Non-current Liabilities	5,031	6,737	+1,705
Total Liabilities	**9,482**	**10,933**	**+1,450**
Equity Attributable to Owners of Parent	6,752	7,452	+700
Ratio of Equity Attributable to Owners of Parent to Total Assets	41.6%	40.5%	-1.1p
Total Equity	**6,752**	**7,451**	**+698**

Financial Position

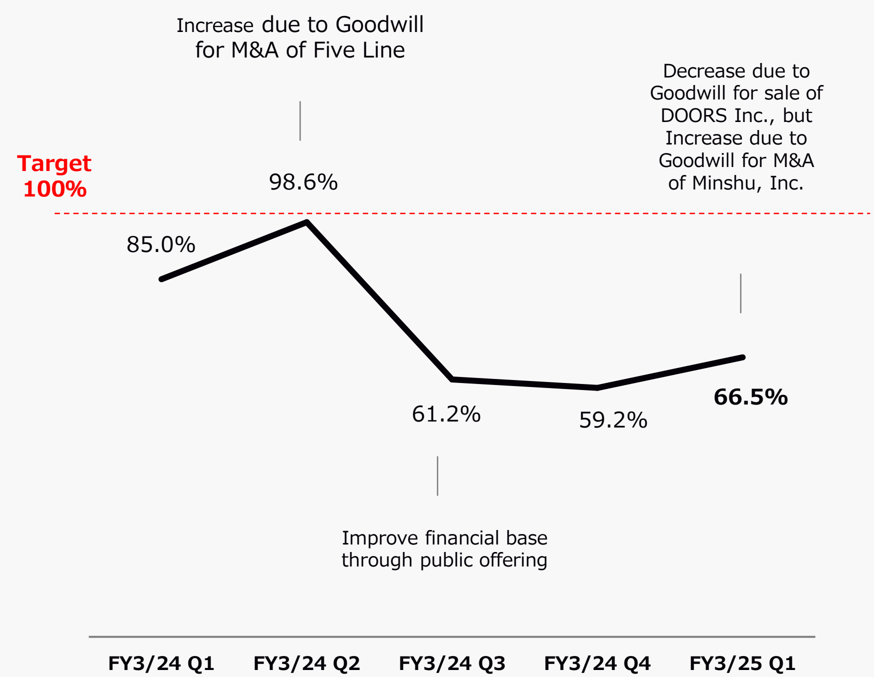
PORT INC.

While goodwill and interest-bearing debt increased due to the acquisition of Minshu, Inc., neither the capital adequacy ratio nor the goodwill net asset value ratio changed significantly from the end of the previous fiscal year due to profit and the sale of DOORS Inc.

Interest-Bearing Debt
Equity Attributable to Owners of Parent



Goodwill Net Asset Value Ratio



Financial Position (Valuation of Goodwill)

Due to the sale of DOORS Inc., goodwill exists only in the human resources and energy domains. Both the market environment and outlook are favorable, and impairment risk decreased significantly. Minshu, Inc. was acquired in April 2024, and the PMI has been progressing steadily.

	Market		Outlook	
Human Resources Domain **Approx.** **2.8 billion yen**	◎	• The new graduate recruitment support market 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. • It is estimated that the unit cost of hiring new graduates will continue to rise due to intensifying competition for new graduate recruitment.	◎	• 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.
Energy Domain **Approx.** **2.1 billion yen**	◎	• 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.	◎	• In line with growth of our market share, our presence will increase and so will the number of contracts signed and successful contract 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.

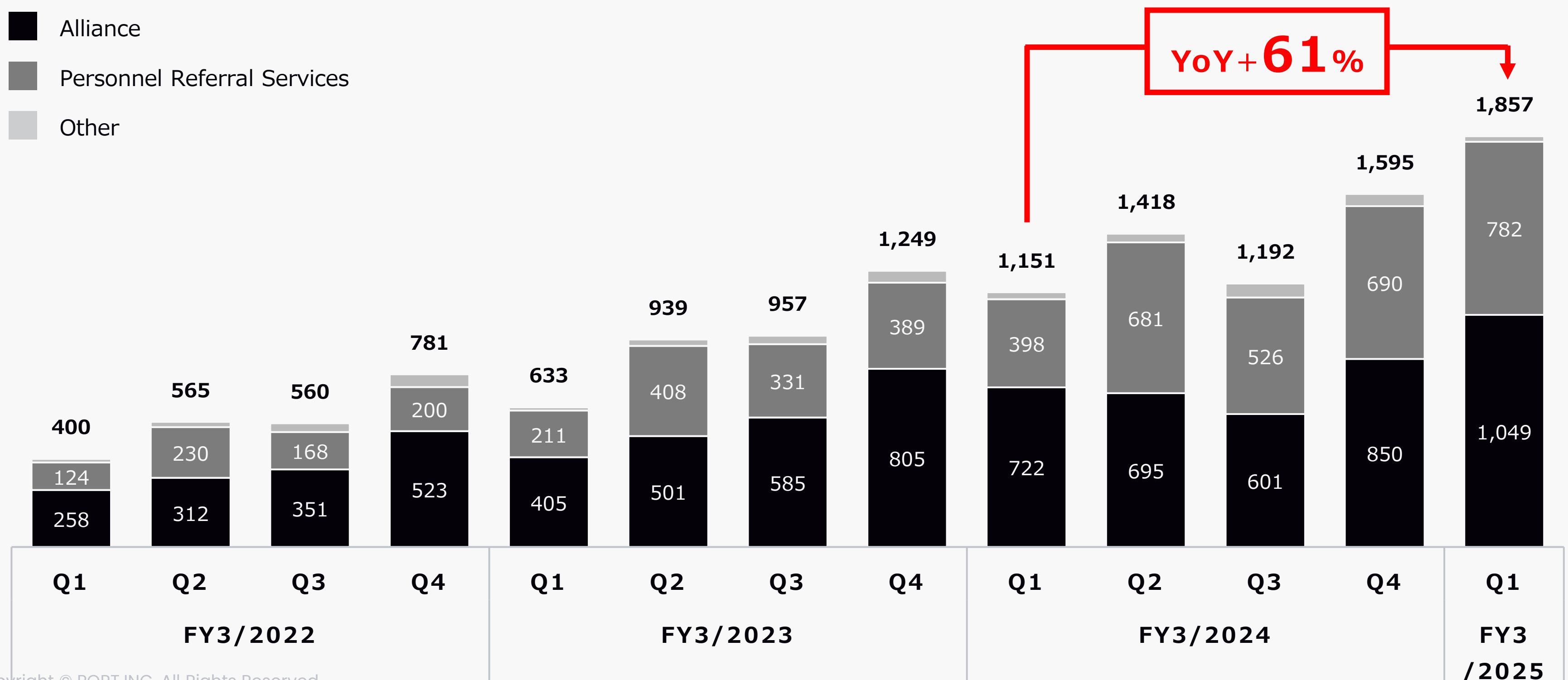
02
FY 3/2025 Q1
Summary of Results by Human resources Domain

Human resources Domain : Sales Revenue

Record high quarterly sales revenue. Sales from personnel referral services increased significantly up 96% year on year, due to higher unit contract prices and increased in the number of contracts (up 91% year on year). In alliance services increased 61% year on year mainly due to the consolidation of Minshu, Inc.

(million yen)

FY3/2025 Q1			
Total	Alliance	Personnel Referral Services	Other
1,857 (YoY +61%)	**1,049** (YoY +61%)	**782** (YoY +96%)	**25** (YoY -18%)



Human resources Domain : Business Profit

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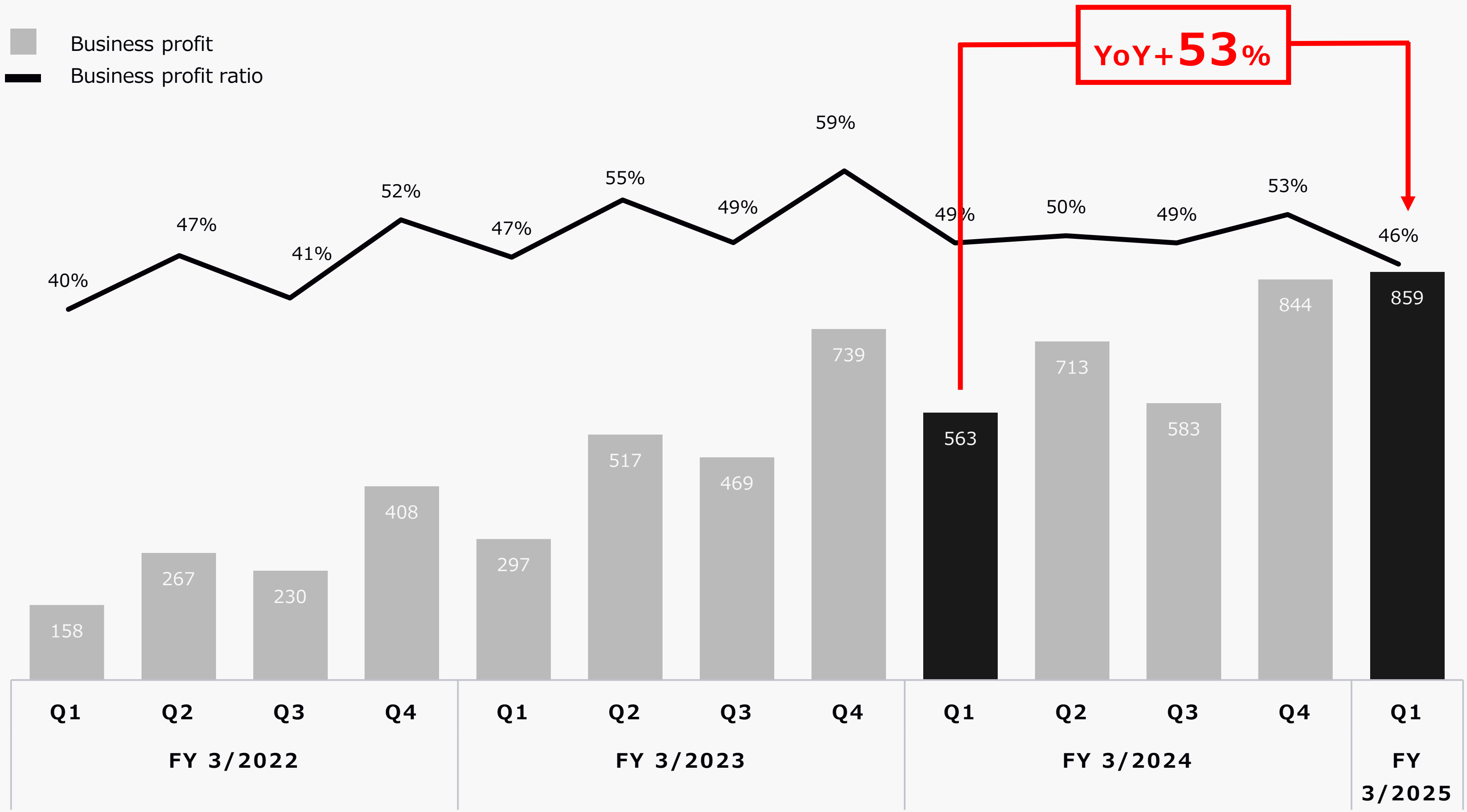
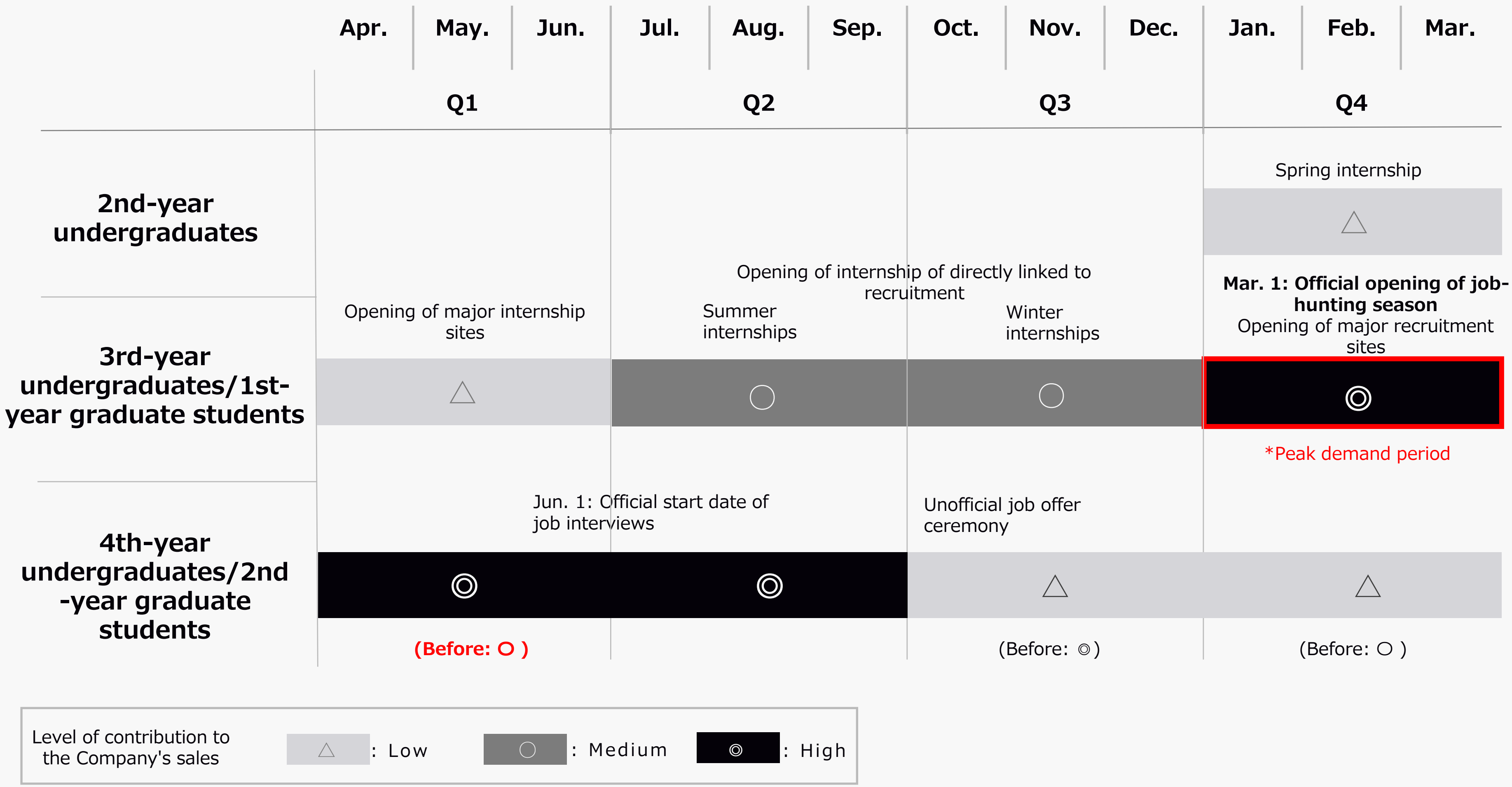
The business profit ratio decreased slightly, mainly reflecting changes in the sales distribution ratio and the continuation of business investments, including test marketing aimed at enabling the sustainable growth of the human resources domain.

(million yen)



Human resources Domain :
Market Trend (New Graduate Support Services Market)

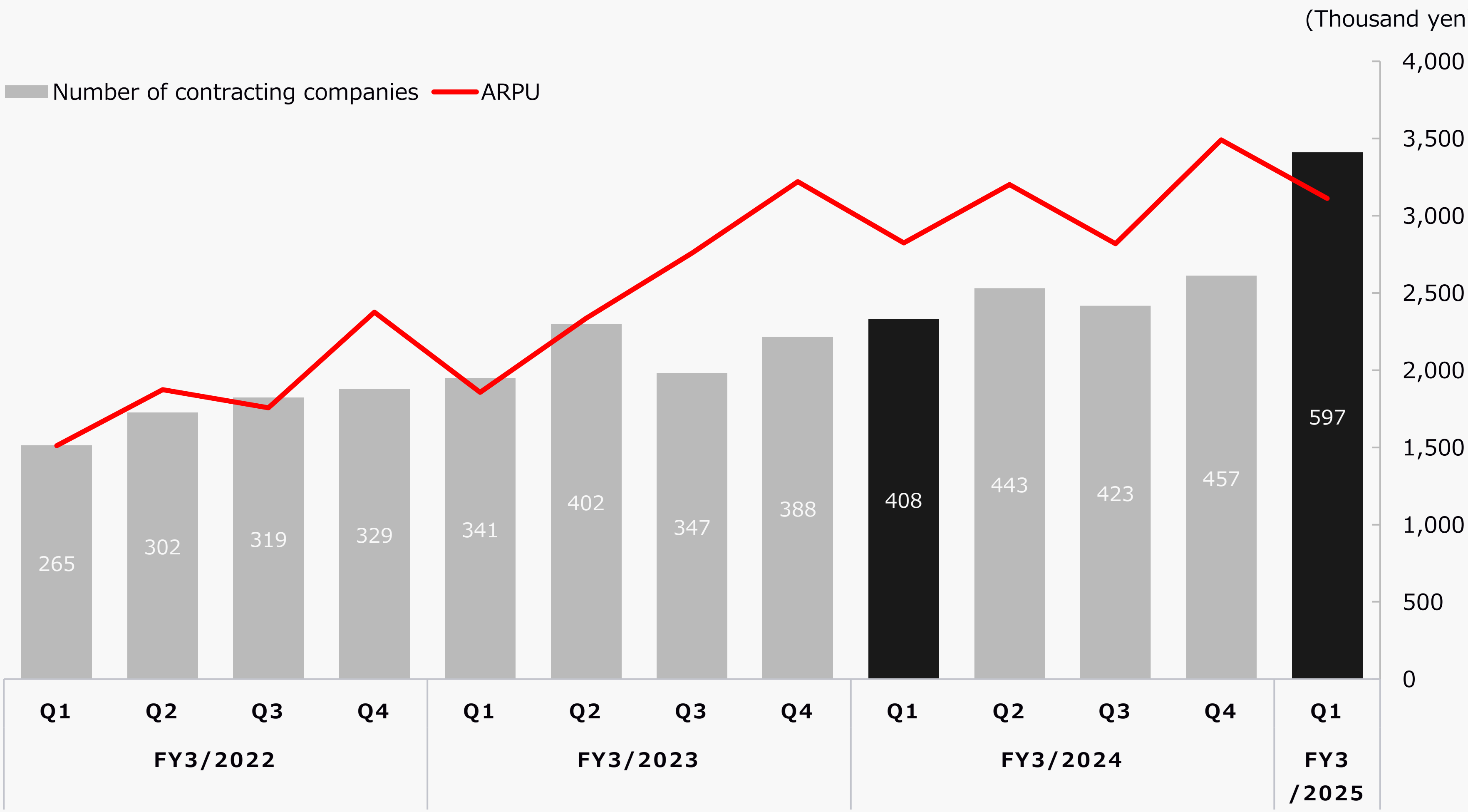
Demand remained the largest in Q4. In Q1 of the current fiscal year, demand for personnel referral services increased more than in the past due to the impact of earlier start to job-hunting activities.



KPIs of Human resources Domain : Number of Contracting Companies and ARPU

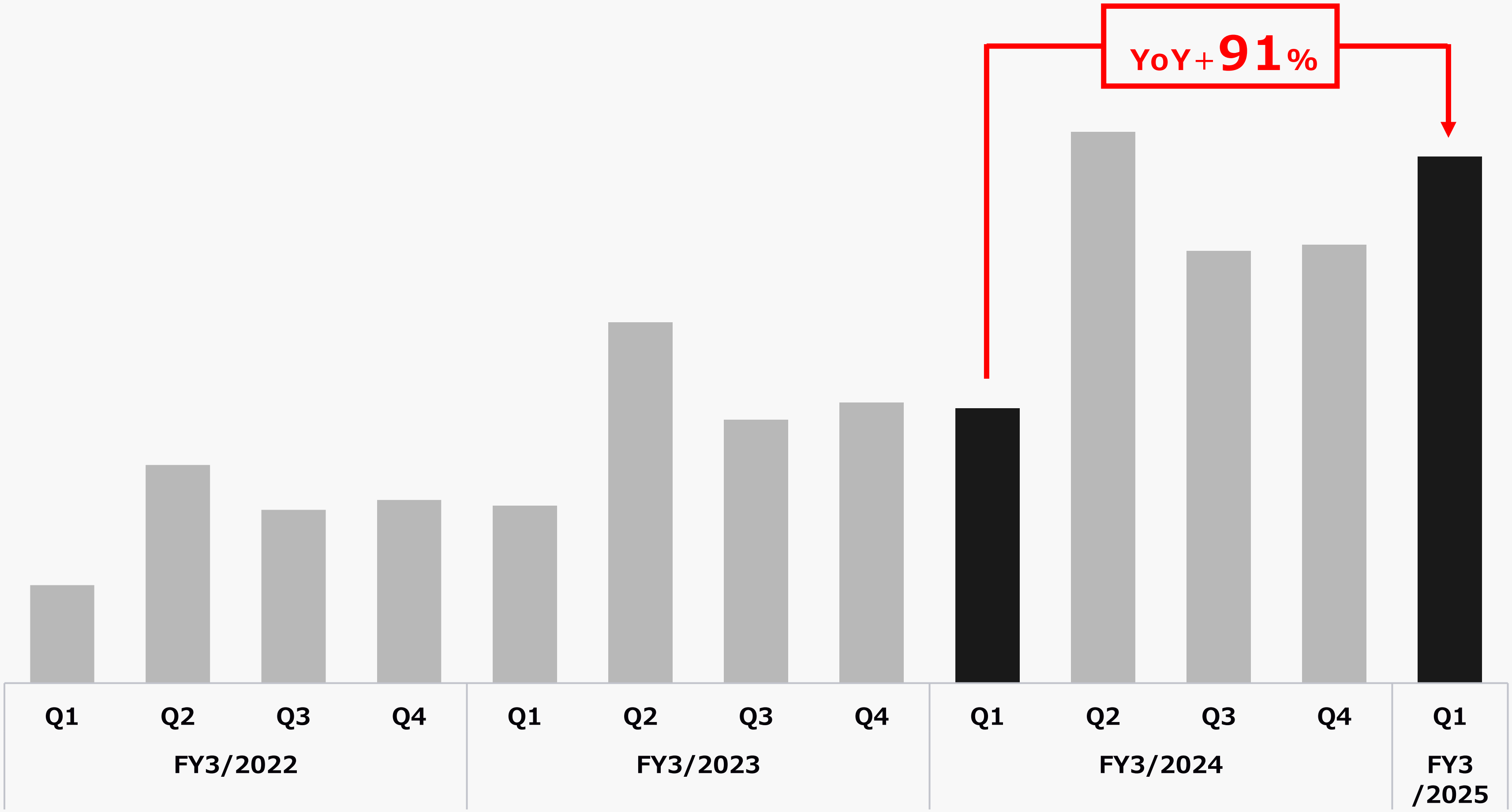
PORT INC.

While the number of contracting companies increased approx. 40% due to the acquisition of Minshu, Inc. and the continued growth of demand for personnel referral services from labor-seeking companies, the sales of the human resources domain as a whole grew significantly, resulting in a slight increase in ARPU (sales per contracting company).



KPIs of Human resources Domain : Number of Contracts in Personnel Referral Services

The number of contracts received in personnel referral services increased significantly, nearly twofold year on year, due to the effect of the earlier start of job-hunting activities, the initiatives to increase the number of career advisors and the effects of the productivity improvement program, in addition to the market environment, where demand for personnel referral services for new graduate recruitment is increasing.

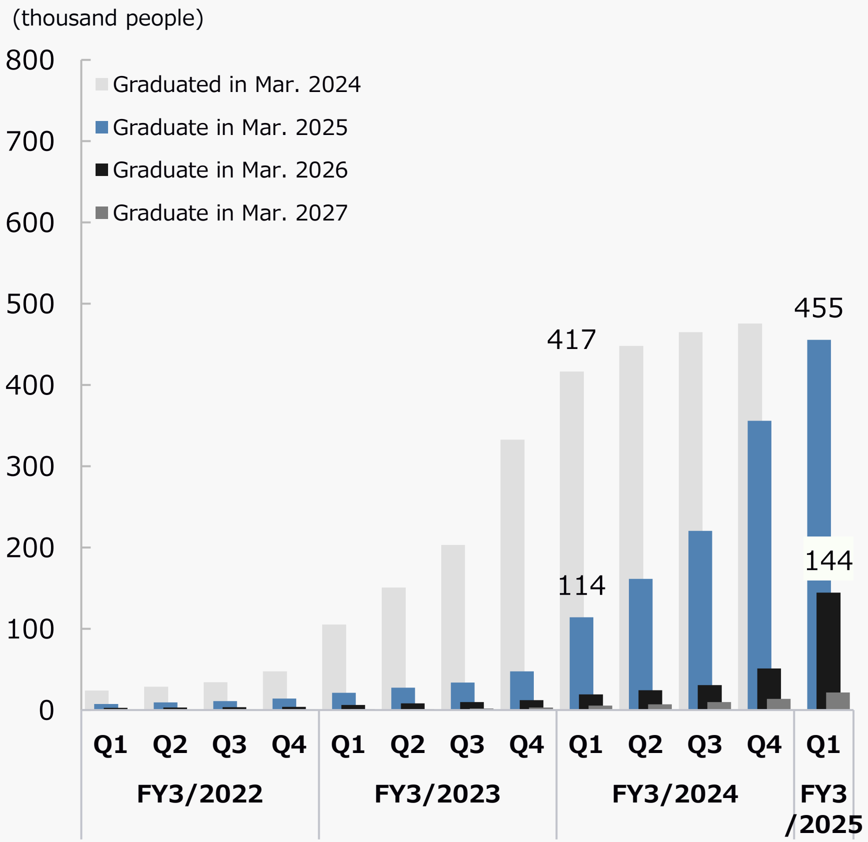


KPIs of Human resources Domain : Members

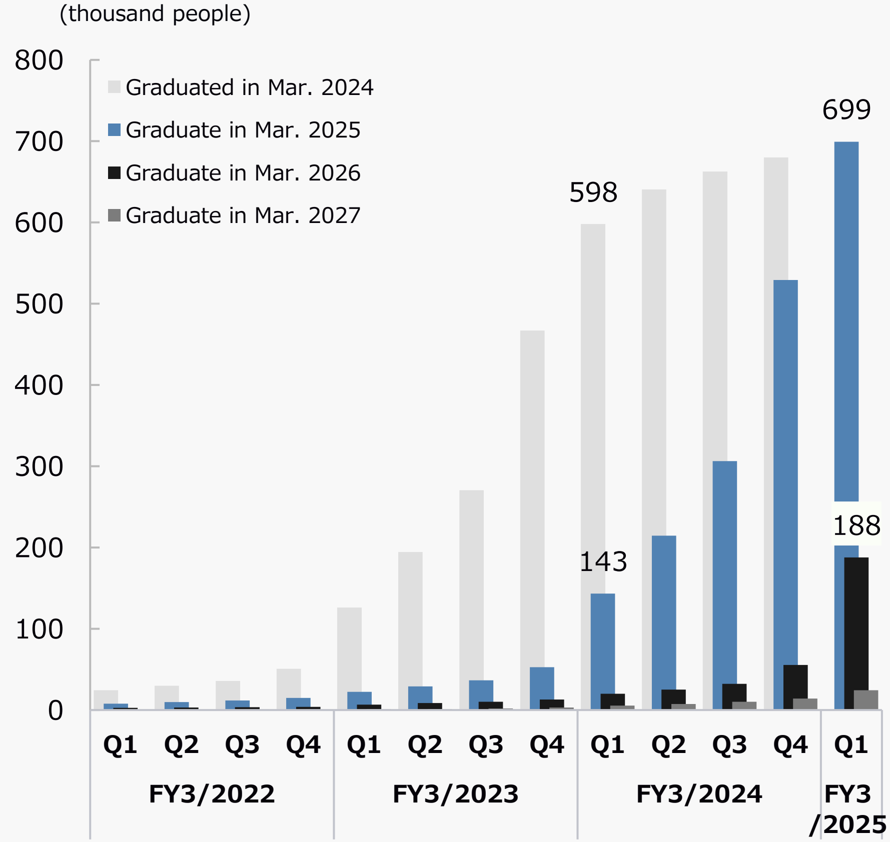
PORT INC.

The number of new members continued to increase steadily as the number of new members graduating in FY3/2025 increased at a higher rate than those who graduated in FY3/2024 due to their starting to search for jobs at an earlier date and product enhancement.

Total Unique Members by Graduation Year *1,*2,*4



Total Non-Unique Members by Graduation Year *1,*3,*4



*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 (Shu-katsu Kaigi)" and other services operated by the our group companies.
*3 "Career Park! and "就活会議 (Shu-katsu Kaigi)" and other services operated by the our group companies.(non-unique members)
*4 The number of members including "Minshu" is currently being adjusted and will be refined from Q2.

02

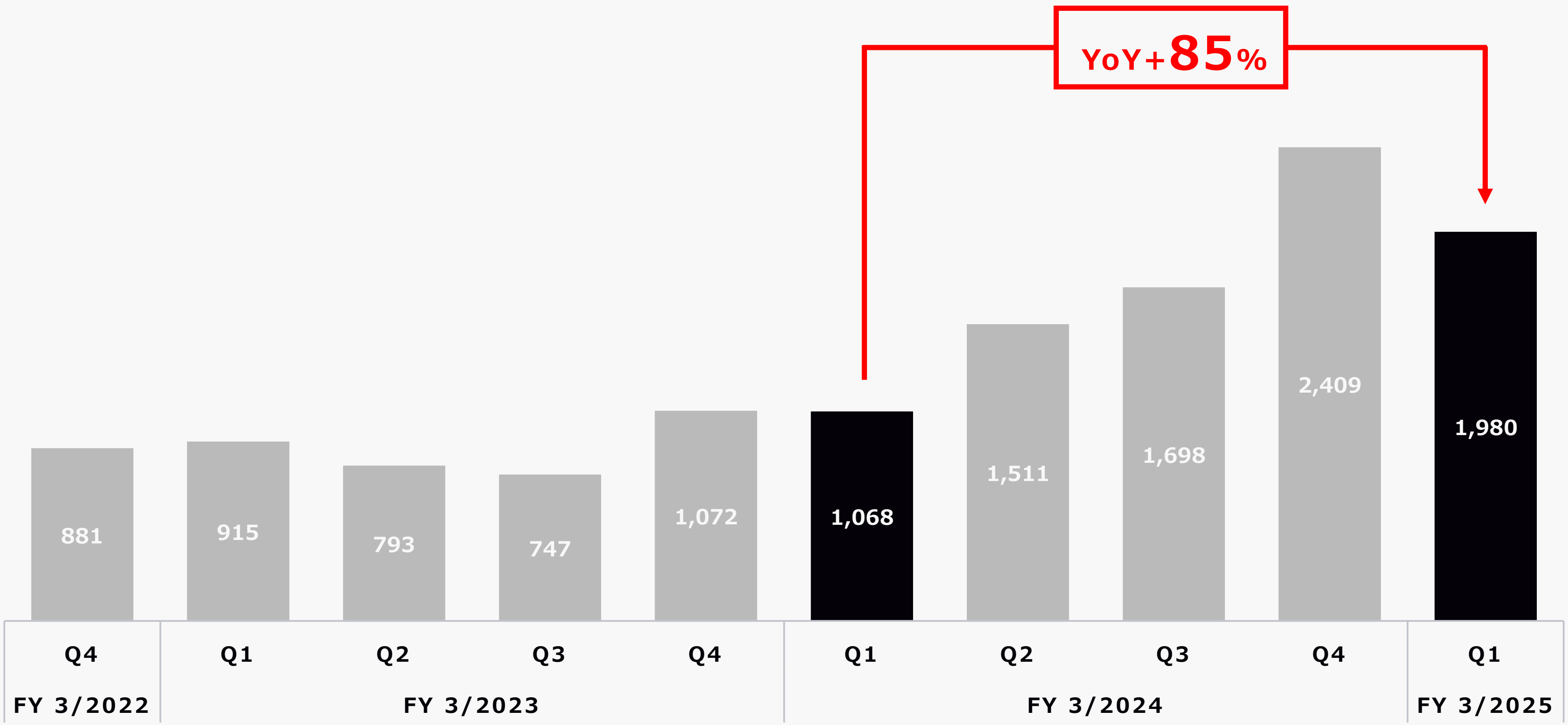
FY 3/2025 Q1 Summary of Results by Energy Domain

Energy Domain : Sales Revenue

PORT INC.

In the energy domain, electric power providers' motivation to acquire new customers increased due to the stable JEPX prices. In Q1 of this fiscal year, the unit prices for successful contracts were maintained even after the high demand period in Q4 of the previous fiscal year. Sales revenue increased significantly, up 85% year on year, with synergy due to roll-up M&A activities contributing to this.

(million yen)



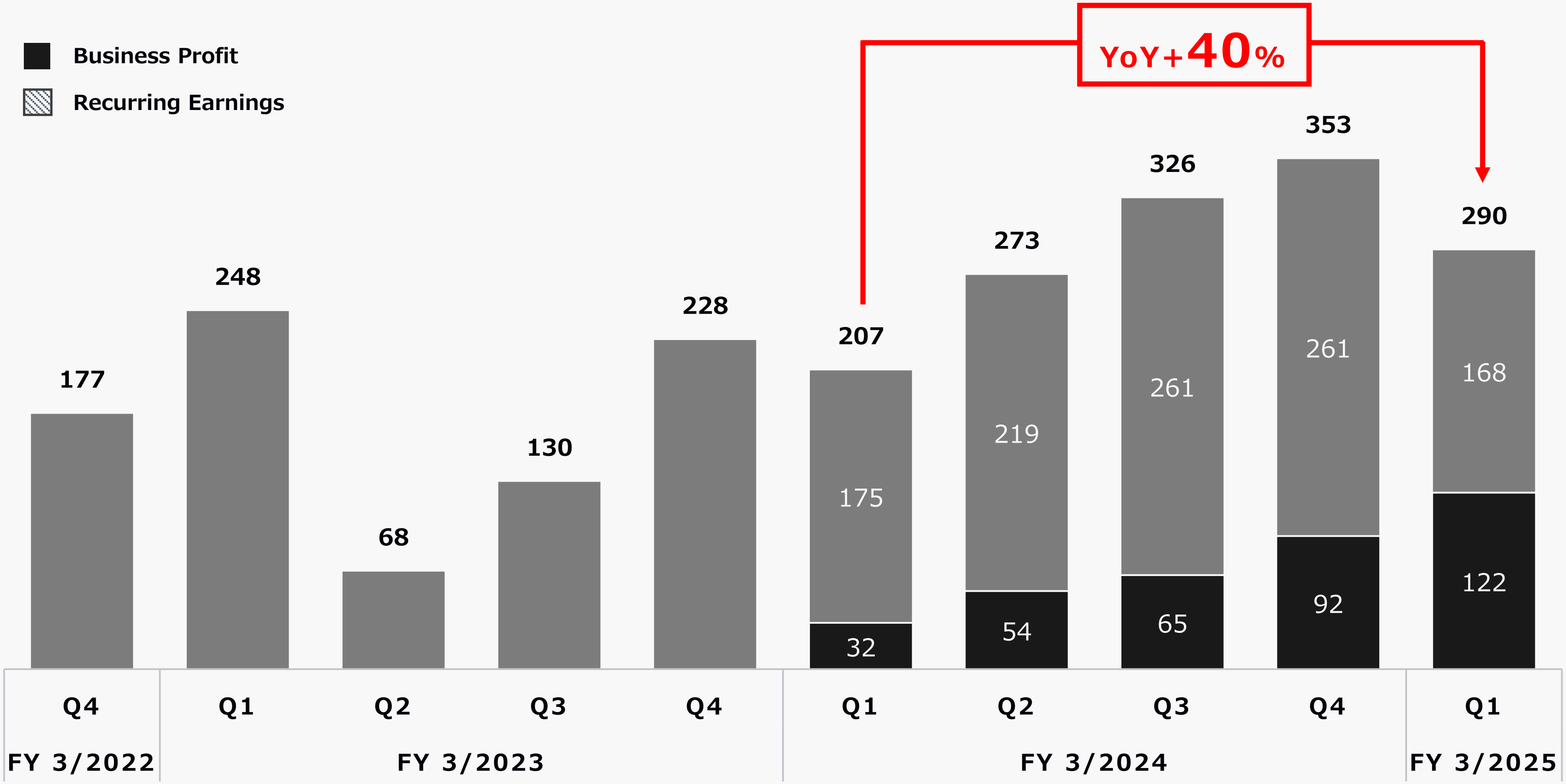
*In the energy domain, INE, Inc. became a consolidated subsidiary in January 2022, also Five Line Inc, became a consolidated subsidiary in July 2023.

Energy Domain : Business Profit

PORT INC.

Increased unit prices for successful contracts and an increase in recurring earnings contributed the significant year on year increase of business profit as measures focused on future earnings were being implemented strategically in the energy domain.

(million yen)

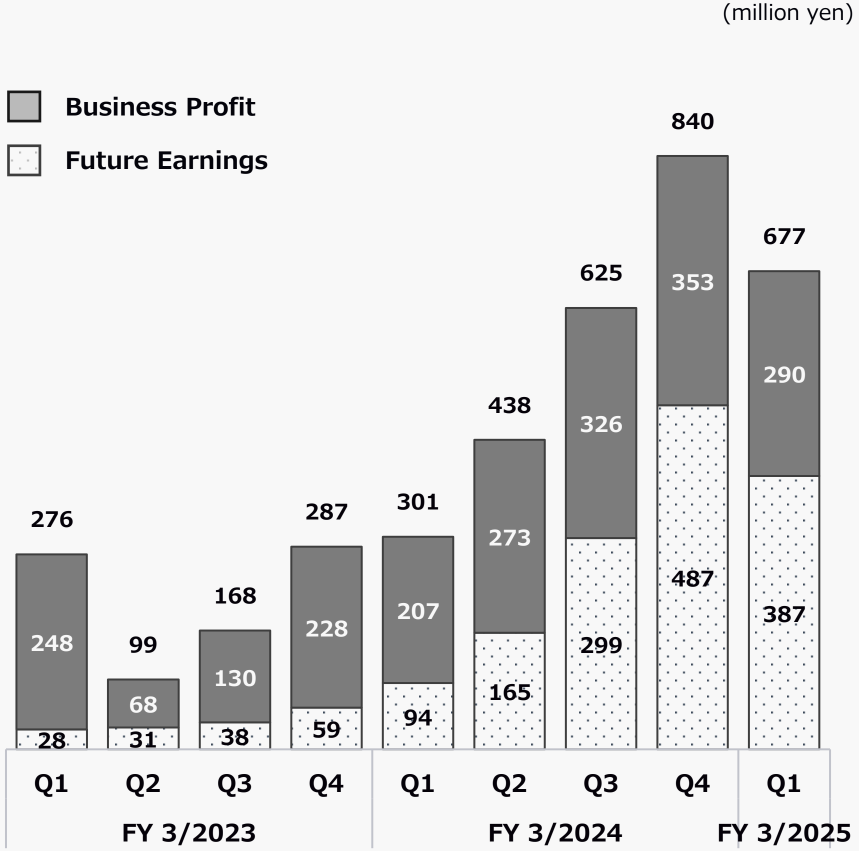


*In the energy domain, INE, Inc. became a consolidated subsidiary in January 2022, also Five Line Inc, became a consolidated subsidiary in July 2023.

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 was 677 million yen in Q1 alone.

Ability to generate business profit in the energy domain



What is future earnings?

When one user's electricity contract is received as one-time earnings or recurring earnings

	One-time earnings	Recurring earnings
Timing of earnings	Only the month of signing	User's electricity contract term
Earnings per a contract.	10,000 yen (tentative)	2% of user's monthly electricity bill (tentative)

Earnings that is expected to continue being generated in the future as recurring earnings

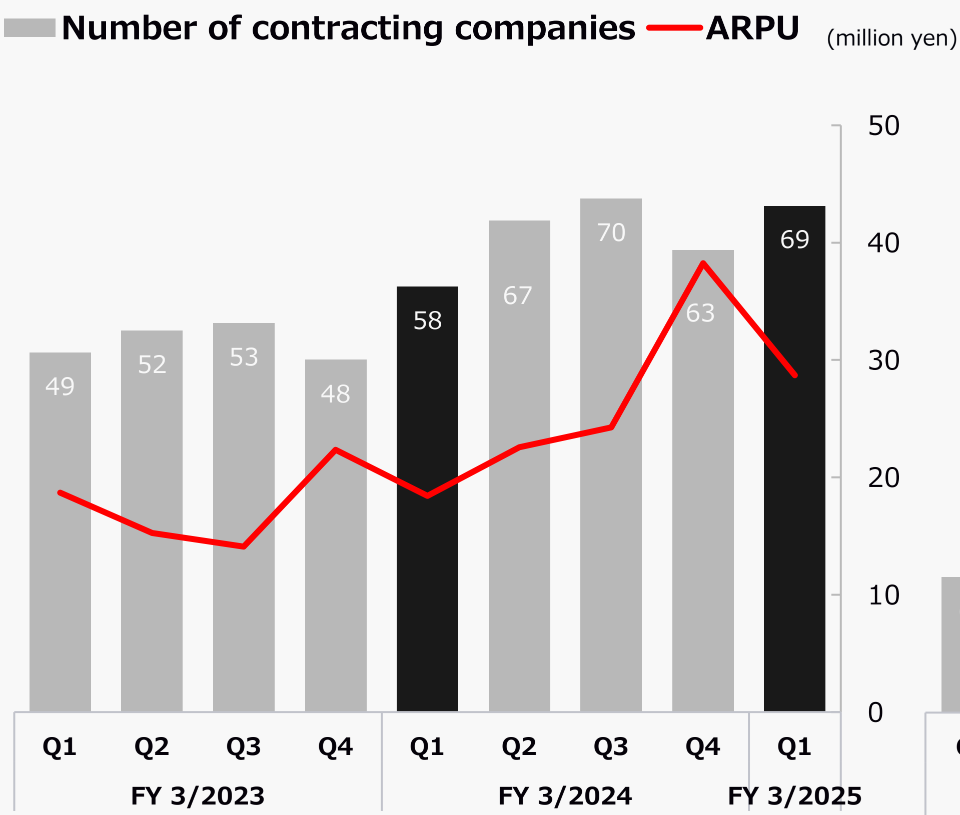
Future Earnings

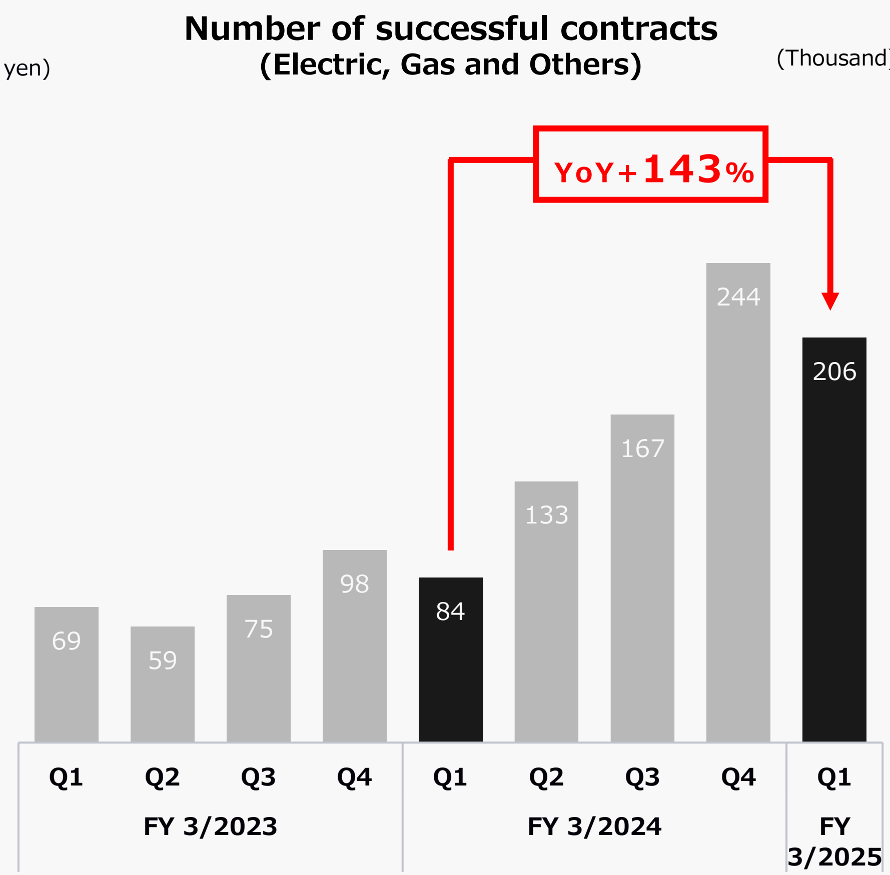
Calculated in consideration of the monthly cancellation rate, recurring expenses, discount rates and other factors by subtracting all of these factors from monthly sales

KPI for Energy Domain

PORT INC.

The total number of contracts received increased significantly year on year as individual electric power providers' motivation to acquire new customers increased and contracts for incidental products other than electricity also remained solid. The rise of unit prices for successful contracts also contributed to the significant year-on-year increase in the ARPU (sales revenue per contracting company).





※ Due to a revision of the method of calculation, some errors have arisen from the figures for the total number of contracts signed, which had been disclosed until the third quarter of FY2024.

Energy Domain:
Market Trend (New Graduate Support Services Market)

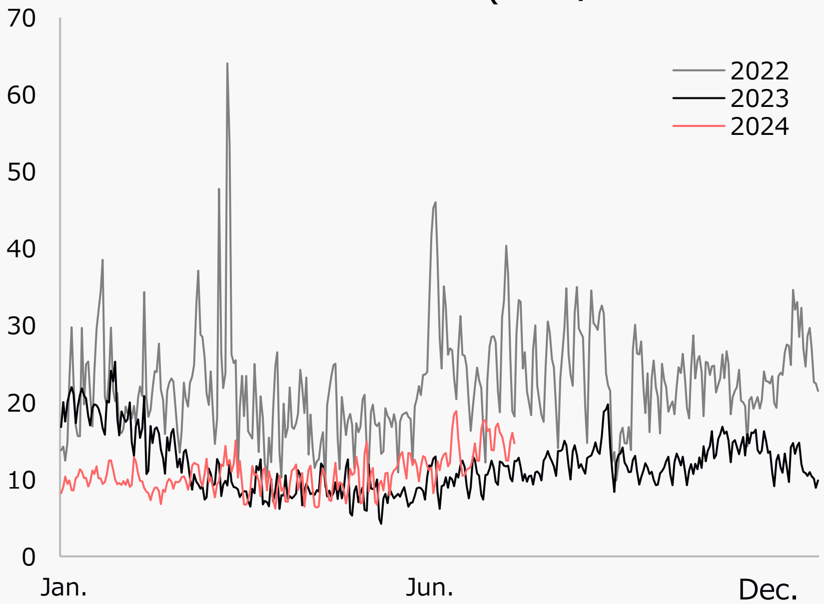
PORT INC.

JEPX prices have been stable, but the risk that they may fluctuate remains. Electric power providers in the individual regions are strengthening their efforts to acquire new customers in response to the JEPX prices. The resultant increase in their sales promotion expenses also contributed to the rise of our unit prices for successful contracts.

JEPX market prices are stabilizing.

In 2022, JEPX market prices soared due to a steep rise in resource prices and other reasons. The prices have remained at the same level since 2023 though we need to continue to watch this.

Market Price (*JEPX)



Demand for customers generated by power companies, etc. recovers.

Risk hedging via price fluctuation is more possible than it was before, as can be seen in facts such as the introduction of market-linked price plans and proper price pass-through to users. As a consequence, investment in marketing has been resumed.

FY 3/2023

- Steep rise in electricity wholesale price reflecting the impact of the weak yen and soaring resource prices
- Electric power companies' reduction of sales promotion costs
- Electric power companies' control and suspension of new user acquisition

FY 3/2024

- Increase of prices under regulation implemented by regional electric power companies
- Price increase implemented by electric power companies
- Resumption of user acquisition activities

FY 3/2025

Further strengthening of sales promotion activities in light of market price conditions

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

03
Outlook for Q2 and beyond

PORT INC.

We project both businesses will perform strongly as we maintain a CAGR of 30%.

Human Resources Domain

- While it is expected that the earlier and year-round recruitment of new graduates will have a certain degree of impact on a quarterly basis, we have not changed our expectations regarding their positive impact throughout the year.
- The addition of approx. 30 career advisors that were assigned in June has enabled the establishment of contract support organization with more than 100 members. We aim to enable them to develop sufficient skills as soon as possible while also working to maintain and improve productivity.
- The PMI of Minshu, Inc. is steadily progressing. Leveraging our solid member base, which was added to by the acquisition of Minshu, we will strive to increase the number of contracts received and the unit prices for successful contracts by launching new services.

Energy Domain

- Individual electric power providers are expected to enhance measures to acquire new customers in and after Q2, against the backdrop of the stability of the electricity wholesale market and exchange rates, among other factors.
- Unit prices for successful contracts will continue to rise due to our enhanced presence in the market, resulting from synergy due to M&A activities, and an increase in the sales promotion expenses of each electric power provider.
- Seeing this fiscal year as the perfect time to increase our market share, we will continue to boldly invest by making the maximization of the total number of contracts received the top priority.

The impact of interest-rate increases and exchange fluctuations (the appreciation of the yen) will be extremely minor.

- With the rise in short-term interest rates after the Bank of Japan's additional interest rate increase, the JBA one-month Japanese Yen TIBOR rose approx. 0.1% as of July 31 and August 5.
- If it increases 0.2%, the increase in interest expenses will be around 14 million yen per year (around 10 million yen in the fiscal year ending March 31, 2025), so its impact on our financial results will be minor.
- The negative impact of the fluctuation of exchange rates (the appreciation of the yen) on the individual businesses will be limited. In the energy domain, the impact is expected to be positive.

04
Summary of Financial Data (PL/BS)

*Until 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)

Before reclassification (FY3/2024)

PORT INC.

IFRS (million yen)	FY 3/2022 Q1	FY 3/2022 Q2	FY 3/2022 Q3	FY 3/2022 Q4	FY 3/2023 Q1	FY 3/2023 Q2	FY 3/2023 Q3	FY 3/2023 Q4	FY 3/2024 Q1	FY 3/2024 Q2	FY 3/2024 Q3	FY 3/2024 Q4	FY25 Q1
Sales Revenue	1,422	1,491	1,500	2,578	2,625	2,640	2,707	3,390	3,579	3,936	3,875	5,231	4,758
Human resources domain	400	565	560	781	633	939	957	1,249	1,151	1,418	1,192	1,595	1,857
Energy domain	0	0	0	881	915	793	747	1,072	1,068	1,511	1,697	2,409	1,980
New businesses domain	1,022	926	940	915	1,076	908	1,002	1,069	1,359	1,006	985	1,226	920
Major Expenses	1,441	1,403	1,372	2,253	2,295	2,235	2,391	2,807	3,068	3,277	3,551	4,638	4,082
Labor cost	332	347	357	460	501	496	515	591	641	699	769	769	885
Advertising expenses	656	587	547	1,071	992	983	1,050	1,165	1,283	1,356	1,518	2,216	1,630
Outsourcing cost	267	286	298	430	411	619	527	612	747	737	717	1,068	1,036
Depreciation amortization	48	49	51	56	54	67	90	85	81	116	122	131	158
goodwill amortization	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	136	132	118	233	335	67	208	352	313	367	423	452	371
Business profit	308	414	443	736	787	779	783	1,192	1,062	1,254	998	1,312	1,341
Human resources domain	158	267	230	408	297	517	469	739	563	713	583	844	859
Energy domain	0	0	0	177	248	68	130	228	207	273	326	353	290
New businesses domain	150	147	212	150	242	193	183	224	291	267	89	114	192
Operating profit	26	96	134	341	349	442	332	574	532	863	377	630	945
EBITDA	76	147	185	402	403	510	423	672	614	986	500	761	1,104
EBITDA including future earnings	-	-	-	-	431	542	462	732	709	1,151	799	1,249	1,492
Profit before tax（loss)	16	89	131	327	348	429	319	561	518	846	349	616	930
Profit attributable to owners of parent	2	54	105	170	231	303	194	345	264	533	181	476	571

PL (Quarterly)

After reclassification (FY3/2024)

PORT INC.

IFRS (million yen)	FY 3/2022				FY 3/2023				FY 3/2024				FY25
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales Revenue	1,422	1,491	1,500	2,578	2,625	2,640	2,707	3,390	3,300	3,678	3,627	4,973	4,758
Human resources domain	400	565	560	781	633	939	957	1,249	1,151	1,418	1,192	1,595	1,857
Energy domain	0	0	0	881	915	793	747	1,072	1,068	1,511	1,697	2,409	1,980
New businesses domain	1,022	926	940	915	1,076	908	1,002	1,069	1,080	748	737	968	920
Major Expenses	1,441	1,403	1,372	2,253	2,295	2,235	2,391	2,807	2,859	3,083	3,340	4,394	4,082
Labor cost	332	347	357	460	501	496	515	591	610	671	739	739	885
Advertising expenses	656	587	547	1,071	992	983	1,050	1,165	1,151	1,228	1,386	2,057	1,630
Outsourcing cost	267	286	298	430	411	619	527	612	718	714	684	1,034	1,036
Depreciation amortization	48	49	51	56	54	67	90	85	75	110	116	124	158
goodwill amortization	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	136	132	118	233	335	67	208	352	304	358	412	438	371
Business profit	308	414	443	736	787	779	783	1,192	960	1,159	931	1,266	1,341
Human resources domain	158	267	230	408	297	517	469	739	563	713	583	844	859
Energy domain	0	0	0	177	248	68	130	228	207	273	326	353	290
New businesses domain	150	147	212	150	242	193	183	224	190	173	21	68	192
Operating profit	26	96	134	341	349	442	332	574	461	800	340	614	945
EBITDA	76	147	185	402	403	510	423	672	537	916	456	793	1,104
EBITDA including future earnings	-	-	-	-	431	542	462	732	632	1,082	756	1,226	1,492
Profit before tax（loss)	16	89	131	327	348	429	319	561	448	783	313	601	930
Profit attributable to owners of parent	2	54	105	170	231	303	194	345	264	533	181	476	571

*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.

PL (Yearly)

Before reclassification (FY3/2024)

PORT INC.

IFRS (million yen)		FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
Revenue		4,689	6,994	11,364	16,622
	Human resources domain	1,471	2,308	3,779	5,357
	Energy domain	0	881	3,528	6,687
	New businesses domain	3,233	3,803	4,056	4,577
Major Expenses		4,770	6,470	9,730	14,536
	Labor cost	961	1,498	2,105	2,879
	Advertising expenses	2,082	2,863	4,191	6,375
	Outsourcing cost	920	1,282	2,171	3,271
	Depreciation amortization	81	206	297	452
	goodwill amortization	173	0	0	0
	Other expenses	550	620	963	1,557
Business profit		1,141	1,902	3,542	4,628
	Human resources domain	689	1,064	2,023	2,704
	Energy domain	0	177	675	1,160
	New businesses domain	451	660	843	762
Operating profit		106	599	1,699	2,403
EBITDA		290	810	2,010	2,862
EBITDA including future earnings		-	-	2,168	3,910
Profit before tax		159	564	1,658	2,331
Profit attributable to owners of parent		160	332	1,074	1,456

PL (Yearly)

After reclassification (FY3/2024)

PORT INC.

IFRS (million yen)		FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
Revenue		4,689	6,994	11,364	15,580
	Human resources domain	1,471	2,308	3,779	5,357
	Energy domain	0	881	3,528	6,687
	New businesses domain	3,233	3,803	4,056	3,535
Major Expenses		4,770	6,470	9,730	13,678
	Labor cost	961	1,498	2,105	2,761
	Advertising expenses	2,082	2,863	4,191	5,823
	Outsourcing cost	920	1,282	2,171	3,152
	Depreciation amortization	81	206	297	426
	goodwill amortization	173	0	0	0
	Other expenses	550	620	963	1,514
Business profit		1,141	1,902	3,542	4,345
	Human resources domain	689	1,064	2,023	2,704
	Energy domain	0	177	675	1,160
	New businesses domain	451	660	843	453
Operating profit		106	599	1,699	2,217
EBITDA		290	810	2,010	2,650
EBITDA including future earnings		-	-	2,168	3,697
Profit before tax		159	564	1,658	2,146
Profit attributable to owners of parent		160	332	1,074	1,456

*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.

BS

PORT INC.

IFRS (million yen)	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025 1Q
Total current assets	3,780	5,878	5,872	7,353	7,947
Cash and cash equivalents	2,411	3,962	3,872	3,797	5,390
Total non-current assets	2,975	4,443	5,562	8,882	10,437
Property, plant and equipment	59	63	316	955	1,045
intangible assets	429	443	607	1,152	1,319
Goodwill	1,909	3,337	3,399	3,995	4,952
Total assets	6,755	10,322	11,435	16,235	18,384
Total current liabilities	2,103	3,060	3,023	4,451	4,196
Total non-current liabilities	2,630	4,274	4,392	5,031	6,737
Total liabilities	4,733	7,335	7,415	9,482	10,933
Total equity・net assets	2,022	2,986	4,019	6,752	7,451
Total equity attributable to owners of parent	2,022	2,367	3,242	6,752	7,452
Ratio of equity attributable to owners of parent to total assets	29.9%	22.9%	28.4%	41.6%	40.5%
Total liabilities and equity	6,755	10,322	11,435	16,235	18,384

05
APPENDIX

Management strategy

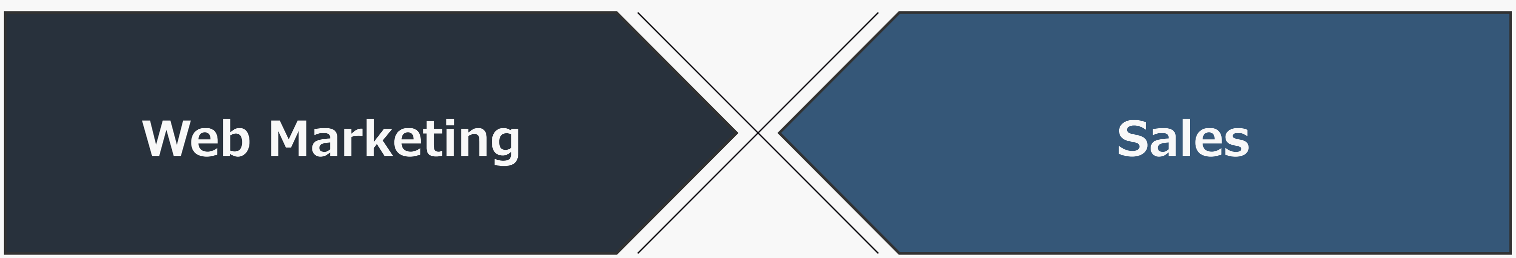
Create possibilities for a society with a declining workforce.

We squarely confront the decrease in the working population, the largest social debt in Japan today, in pursuit of the creation of a sustainable society using people and technology.

Business model

Contract support business

Combining web marketing and sales, the contract support business solves corporate management issues leveraging a pay-for-performance business model.



Sophisticated web marketing techniques

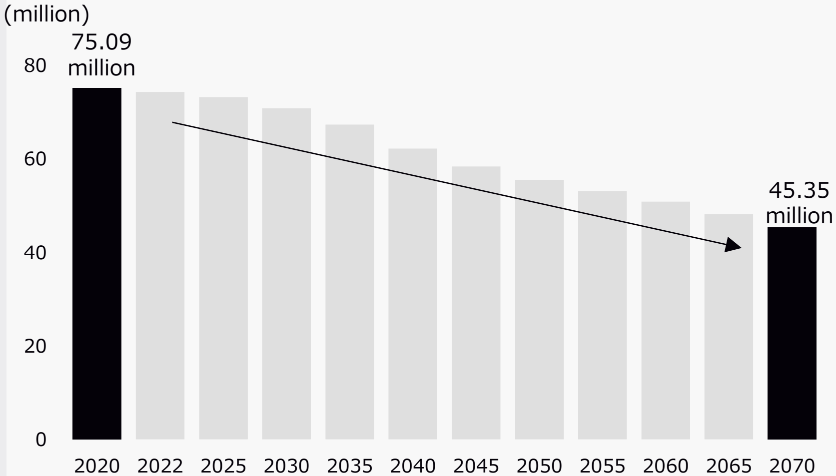
Establish a contract support organization to achieve a high closing rate

PORT INC.

Declining working population (working-age population)

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

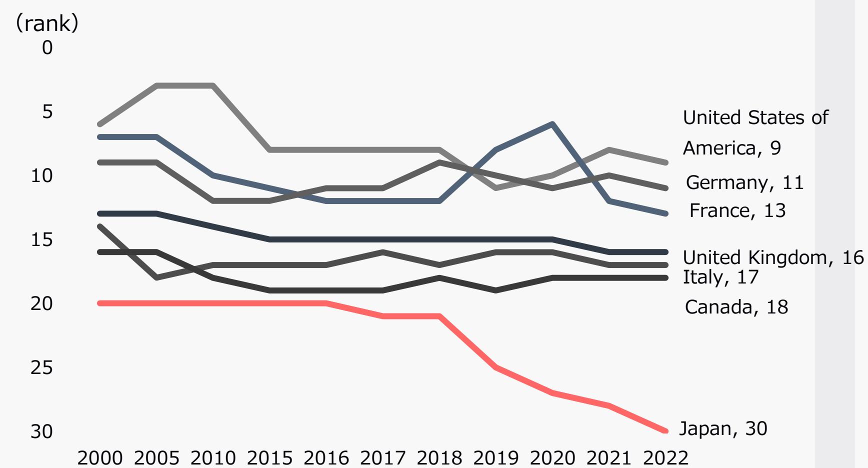
Forecast changes in working-age population (15 to 64 years old)



Low labor productivity

The labor productivity of Japan was ranked 30th among 38 OECD countries in 2022, falling in rank in recent years.*2

Evolution of Hourly Labor Productivity Rankings in Major Developed Countries



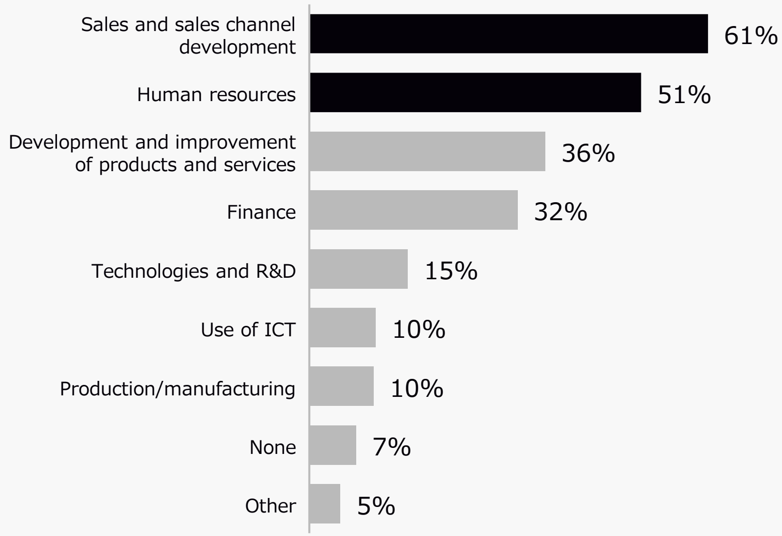
While the decrease in the working population will continue to accelerate, comparative labor productivity is also declining. The sustainability of today's social system as a whole is threatened.

1 White Paper on Aging Society 2023, Cabinet Office, Government of Japan
2 Japan Productivity Center, "International Comparison of Labor Productivity 2023," December 22, 2023.

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.



Huge market potential

Sales Promotion" and "Human Resource" are the two most important management issues for companies. huge market with a large impact when solved.

sales promotion expenses
Approx. 39 trillion yen

+

recruiting expenses
Approx. 10 trillion yen

=

TAM
Approx. 49 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

Solving big corporate management issues and providing the most supported service is a big profit opportunity for the company.

※1 https://www.chusho.meti.go.jp/koukai/chousa/chushoKigyouZentai9wari.pdf
※2 From "Questionnaire on Small and Medium Business Management (March 2021)," Nomura Research Institute, Ltd.
※3 https://www.dentsu.co.jp/news/release/2022/0224-010496.html
※4 Estimated by us based on the Ministry of Health, Labor and Welfare's "Labor Force Survey" and "Statistics on Japan: Average Age, Length of Service, Actual Hours Worked and Monthly Salary by Major Occupations".※5 https://j-hr.or.jp/wp/wp-content/uploads/JHR_JHR_2030_report_20210125.pdf

About Contract Support Business

Today, we focus on the areas of human resources and energy in the contract support business. The increase of our market share in different areas is smoothly progressing, and there continues to be room to expand.

Contract Support Business

Human Resources Domain

More than 75% of new graduate users have used our products

Sales ratio

Approx. 32%

キャリアパーク! 就活会議 みん就

Recruitment and business support services for companies hiring new graduates

Alliance Services for Human Resources Companies

Energy Domain

Largest number of contracts in Japan (500,000 per year) for electric power, gas, etc.

Sales ratio

Approx. 40%

エネチョイス 引越手続き.com

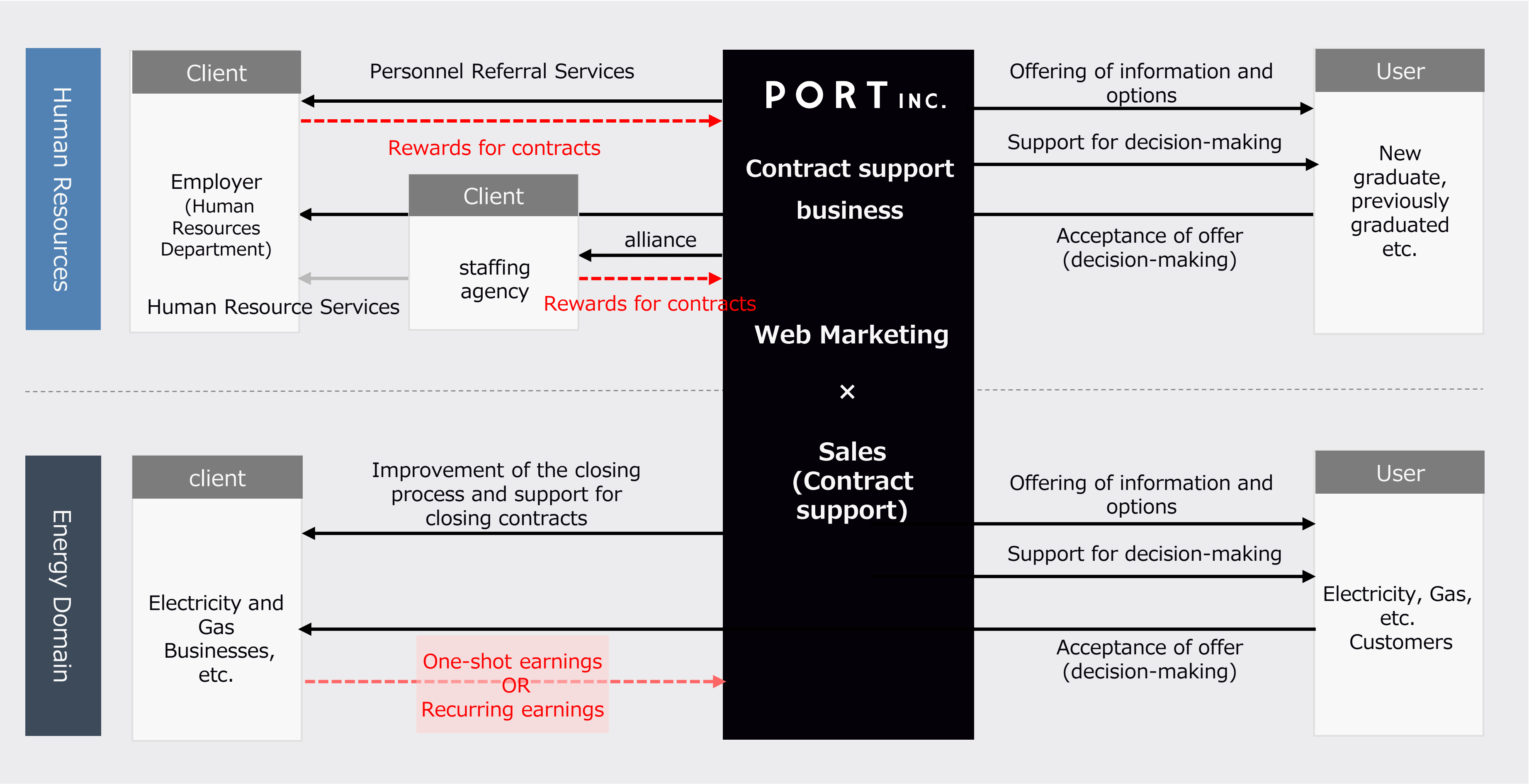
Sales promotion support services for electric and gas utilities

Business Support Services

New and other sales account for 28% of total sales for the fiscal year ending March 31, 2024.

Contract Support Business Common Business Model

With a combination of web marketing and sales, we chose a common one-stop user assistance business model encompassing the entire process from attracting customers to signing contracts. The users are our clients' potential customers.



Contract support business Highly unique business model

PORT INC.

The unique business model provides one-stop assistance up to the successful signing of a contract on a contingency fee basis without the risk of wasting clients’ money, which inevitably increases support.

Provide Information | Request for Estimate | Sales | Sign a contract

Internet Media Business

Good at attracting prospective customers, but, **complete on the Internet without going into the sales process**

Outsourcing Business

Good at closing contracts, but **does not have the knowledge of how to attract** prospective customers

PORT INC.
Contract Support Business

Maximize the "number of contracts" by providing one-stop support from attracting prospective customers to closing the contracts.

Contract support business: Growth mechanism making sustained growth possible

PORT INC.

Since in the business domain we chose, the successful contract unit rate rises in accordance with the number of successful signings of contracts, it is important to maximize the number of successful contract signings. A growth cycle is realized through organic growth and roll-up M&A activities.

Increase in total number of contracts signed

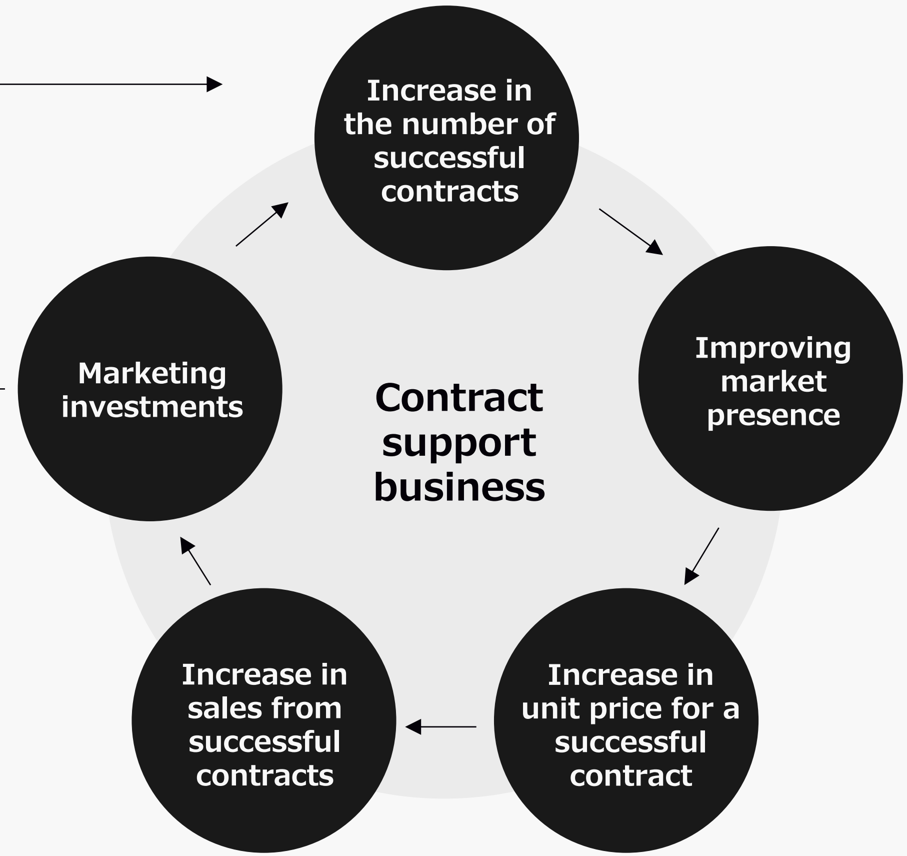
Main Investment Approach

Roll-up M&A
- Selected human resources and energy areas as focus businesses

Contract Support Organization
- Expansion of contract support organizations
- Productivity Improvement Measures

Marketing
- Expansion of advertising expenses
- New development and product investment

The cost of investments can be borne as the scale of our business grows, as the business is expanding in the areas with high successful contract unit rates.



Contract Support Business: Important KPIs

PORT INC.

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 winning contracts, sales capability, and capability of attracting users as important factors.

Revenue = **Number of contracting companies** × **ARPU**

Important factors

Number of users

- Providing useful information and options based on the user-first principle
- Continuing to attract users through the stock of data

Contract Rate

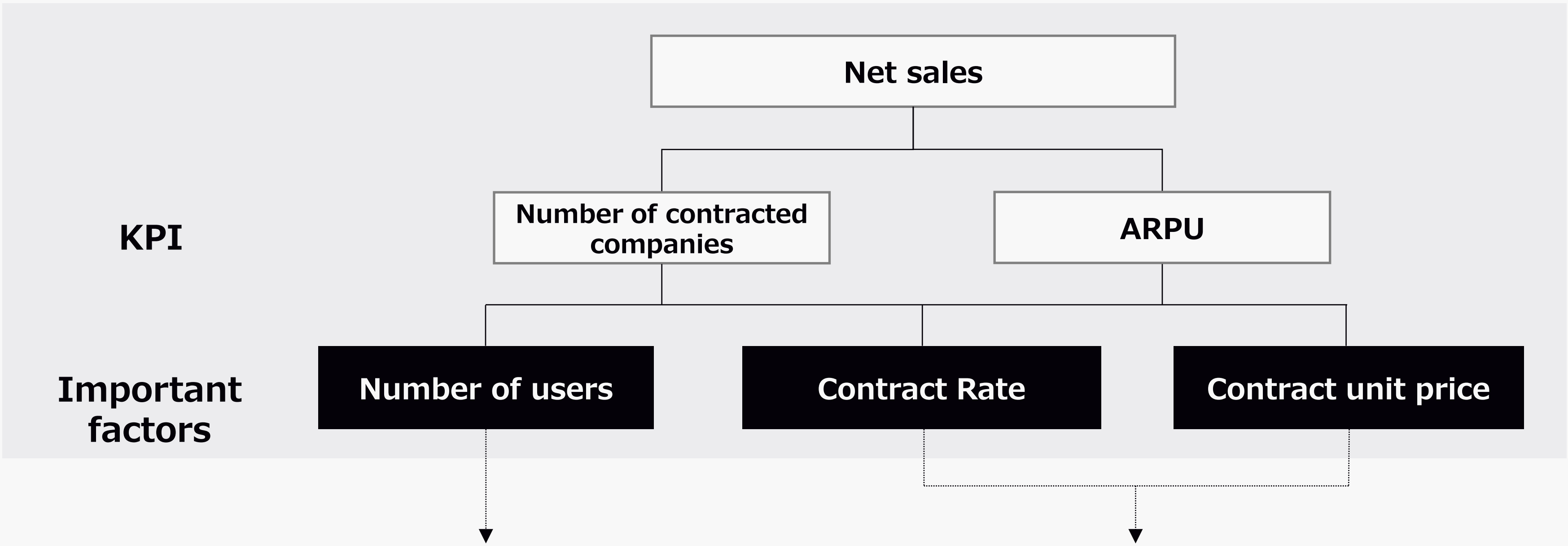
- Finding new clients to maximize the number of options
- Increasing rewards for contracts based on successful contracts achieved actually

Contract unit price

- Concluding contracts which are optimal for both clients and users
- Increasing the number of successful contracts through cross-selling

Competitive Advantage

We maintain three advantages serving as a source of competitiveness in terms of the ability to attract customers, ability to close on contracts and sales capabilities, each necessary to expand our KPIs, specifically the number of companies we have signed up and ARPU.



Competitive Advantage

(1) Web Marketing × **(2) Sales (Contract support organization)**

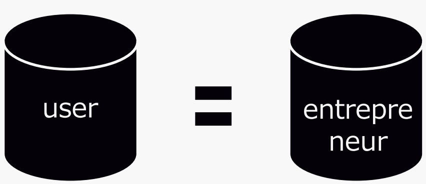
Competitive Advantage (1) Web Marketing

The Company maintains a high customer attraction capacity that enables it to attract an overwhelming number of potential customers through its strength in web marketing. These are achieved mainly through three approaches.

Sophisticated web marketing techniques

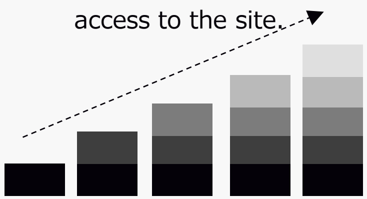
1 User-first

Provides free information sought by users without any information constraints. Gains the support of users.



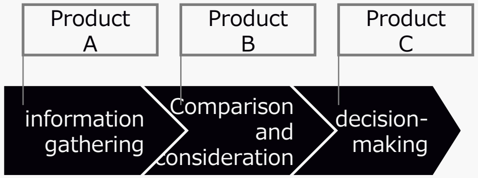
2 Stock-type content

In areas where information is highly universal, content does not become obsolete and becomes stock. Stable access to the site.



3 Diversified Portfolio

Multiple product deployments and multi-faceted approaches based on user decision-making processes and user needs.



Competitive Advantage (2) Sales (Contract support organization)

A sophisticated contract support organization supports users attracted through web marketing in their decision making, thereby achieving a high successful contract signing rate. Expand the organization while seeking a structure that does not compromise productivity per person.

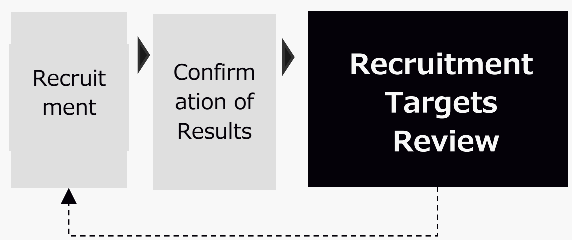
Build a contract support organization to achieve a high successful contract signing rate

1 Improving productivity by using technologies

- Utilize an enormous amount of accumulated behavioral data and contract data during business negotiations
- Efficiently use it to successfully sign contracts (receipt of orders and approval) and to enhance productivity.

2 Enhancing organizational strength through the reinforcement of the recruitment system

- Recruitment activities with careful selection based on a very high competitive ratio (the competitive ratio in the selection of new graduates, for example, is about 2%)
- Implement a PDCA cycle in relation to target human resources in accordance with subsequent outcomes.



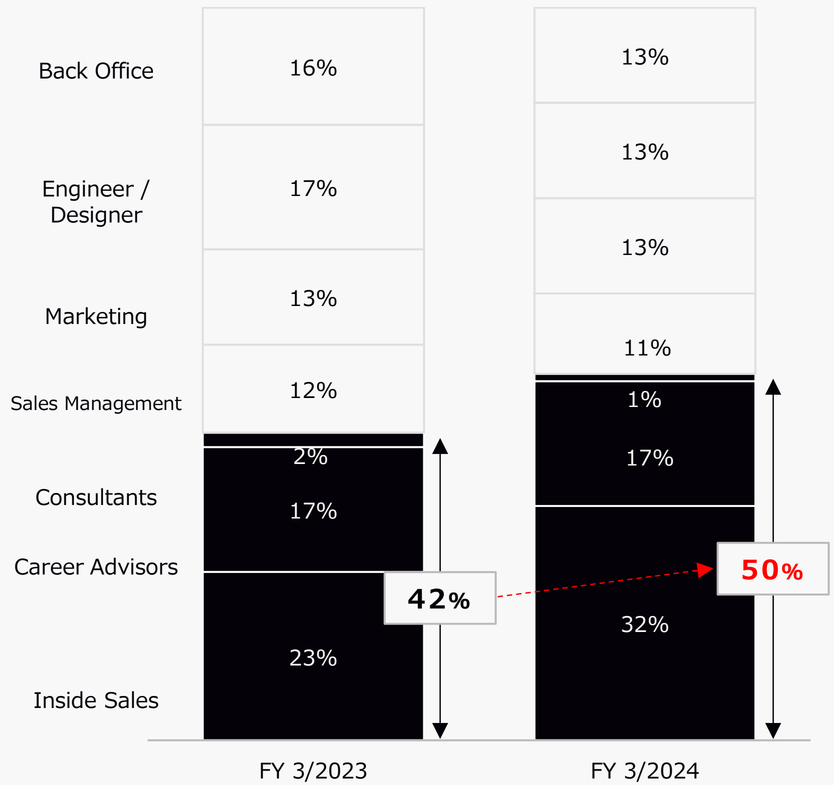
3 Keep the successful contract signing rate at the current level or increase it with our original education system

- Share manuals and knowledge about video content, etc. and develop a risk management system with thorough rules
- Form a small team of skilled experts to strengthen our management system and retain or increase the high successful contract signing rate.

Competitive Advantage (2) Sales (Contract support organization)

Contract support organizations account for more than 50% of the whole, and these are expected to increase more.

Percentage of staff by profession



Number of employees (consolidated)	375	521

Ratio of contract support staff

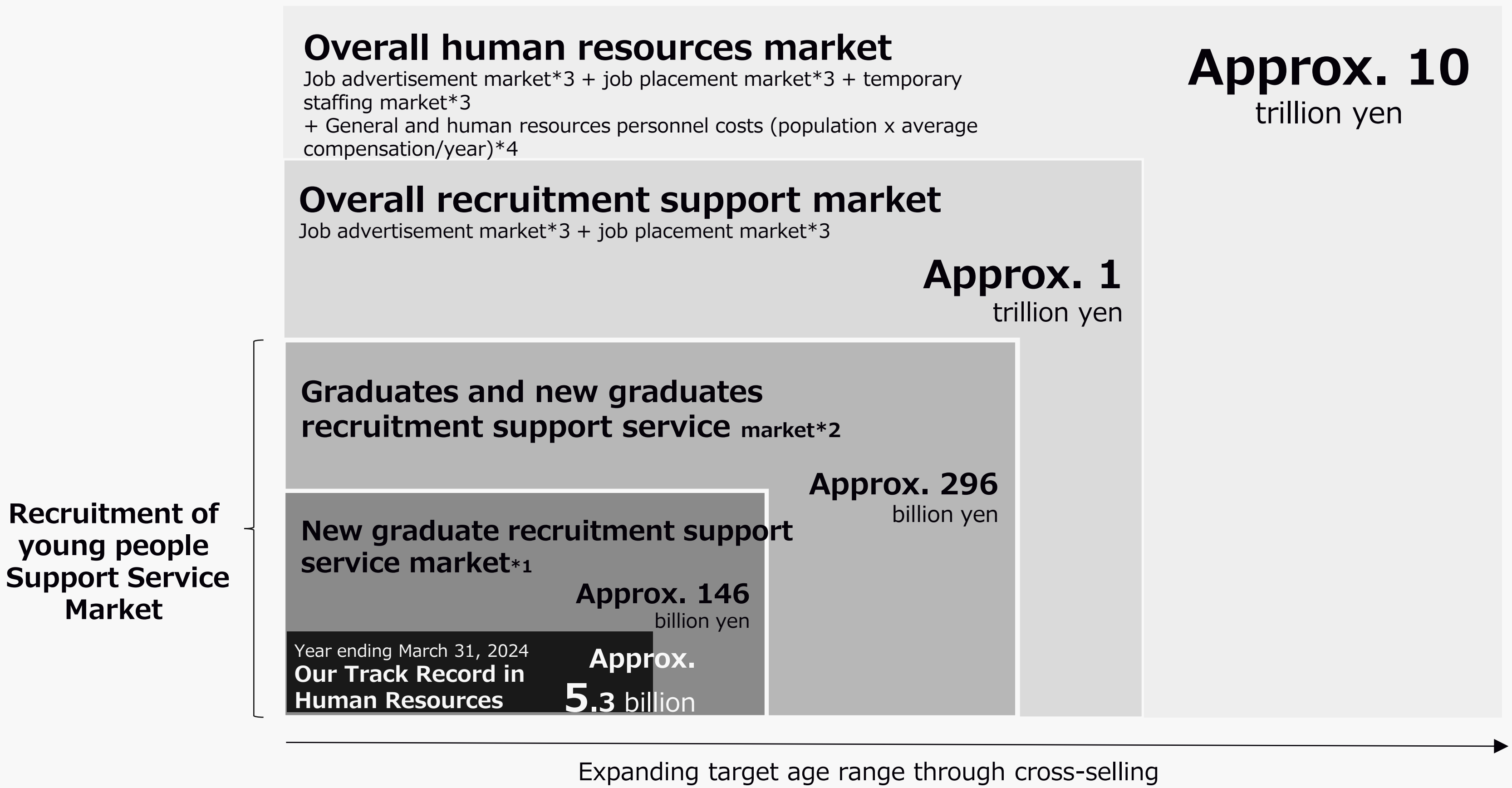
(March 31, 2024)

50% and over

Human resources Domain; Market Size

PORT INC.

Our main target is the market of services supporting new graduate recruitment. As new graduates are the young part of the workforce, we will gradually expand into the youth market to enable cross-selling to enlarge the market.



1 Yano Research Institute Ltd. "Research on New Graduate Recruitment Support Service Market (2024)" (released on April 26, 2024), FY2024 forecast based on service provider sales.
2 The size of the job ad market + job placement market is 1 trillion yen, multiplied by the ratio of job changers aged 15-34 from the Ministry of Health, Labor and Welfare's Labor Force Survey, and the ratio of inexperienced job seekers is assumed to be 35% from https://www.recruit.co.jp/newsroom/pressrelease/2021/0805_9201.html. Calculated by the Company based on the assumption that the ratio of inexperienced job seekers is 35%.
3 https://j-hr.or.jp/wp/wp-content/uploads/JHR_JHR_2030_report_20210125.pdf
4 Estimated by us based on "Labor Force Survey" by the Ministry of Health, Labor and Welfare/"Average Age, Length of Service, Actual Hours Worked and Monthly Salary by Major Occupations" in Japan.

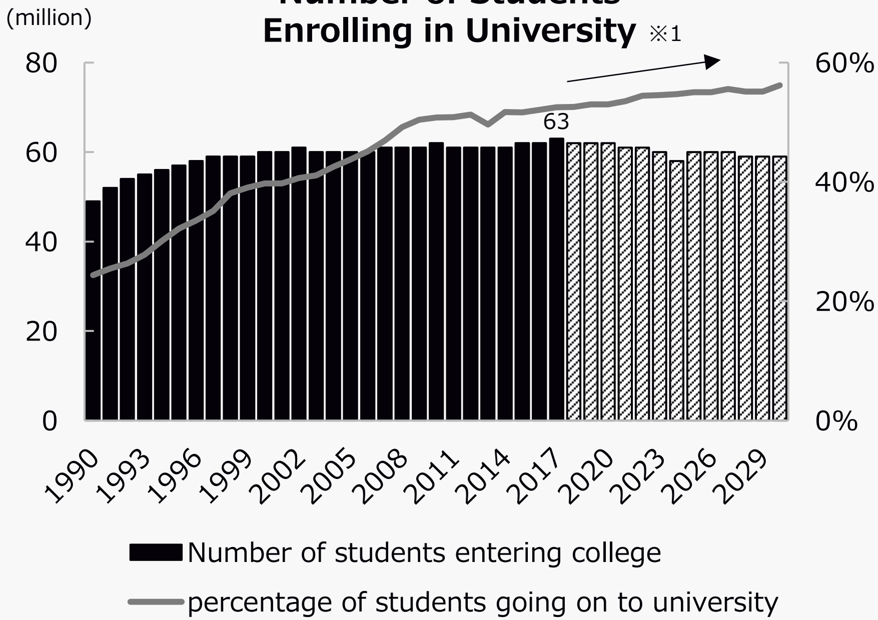
Human resources Domain; Market Environment (new graduate support market)

PORT INC.

The ratio of job openings to university graduates has significantly recovered to the pre-covid level as the recruitment demand generated by companies recovers. The number of students who go on to university, our target population, is expected to remain unchanged for the time being, with an increase in the university enrollment rate offsetting the impact of the population decrease.

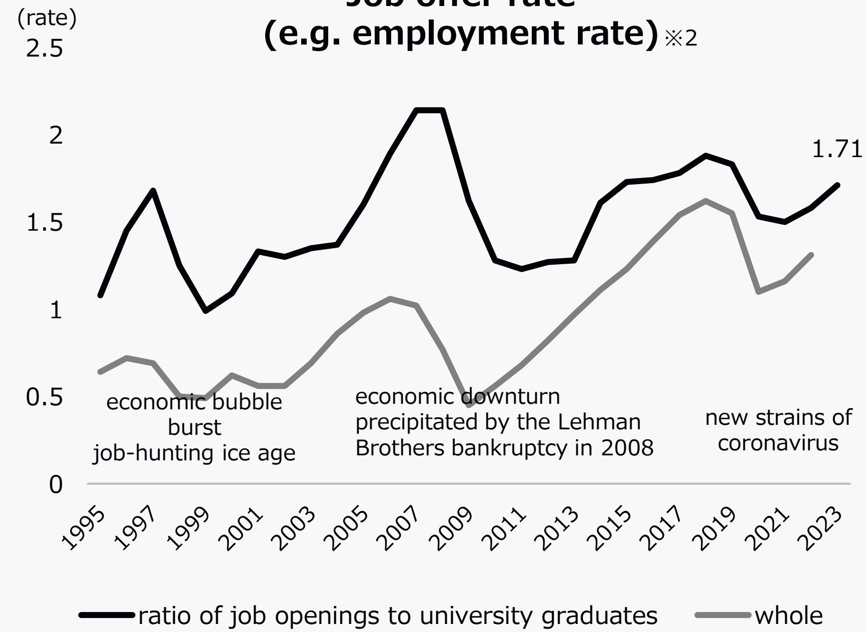
The population of new graduates is expected to remain unchanged for the time being

The increase in the university enrollment rate offsets the impact of the decrease in the youth population. The number of new graduates is projected to remain unchanged or slightly decrease until around 2030.



The ratio of job openings to university graduates is rising and the impact of economic fluctuations has been relatively limited

Following the recovery of the economy after the COVID-19 pandemic, the ratio of job openings to university graduates has been increasing in parallel with the recovery of the motivation to recruit employees.



※1 厚生労働省「大学進学者数等の将来推計について」、文部科学省「学校基本調査 高等教育機関卒業後の状況調査」
※2 リクルートワークス研究所「第40回ワークス大卒求人倍率調査（2024年卒）」

Human resources Domain; Market Environment (new graduate support market)

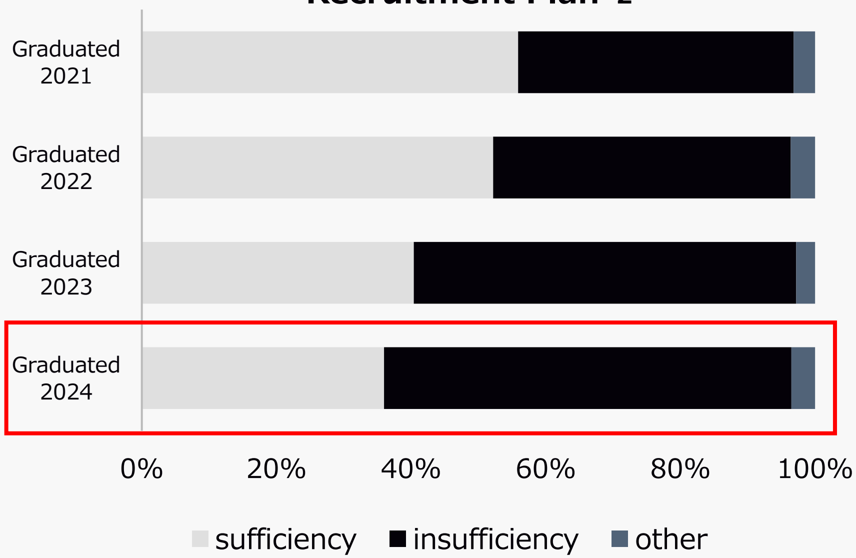
PORT INC.

The talent acquisition market is expected to continue to become more competitive and the increase of recruitment unit rates is inevitable. So that we have the wind at our back in terms of alliances for staffing companies and the personnel referral service for companies offering jobs.

Satisfactory new graduate recruitment is getting more difficult

As the sellers' market strengthens, the number of students looking for jobs is decreasing and more companies are struggling to recruit new graduates and secure human resources.*1

Satisfactory of New Graduate Recruitment Plan*2



Rise of new graduate recruitment unit rates

Competition to recruit new graduates is intensifying and the market is favoring the students who are on the sell side. For this and other reasons, new graduate recruitment unit rates are expected to continue to rise.

- **The intensification of the competition in new graduate recruitment and the increase in the number of companies starting to recruit new graduates**
- **Increase of costs borne by staffing companies to attract job seekers in a seller's market**
- **Increase of personnel expenses (starting salaries) aimed at increasing recruitment competitiveness**

▼

The recruitment unit rate is expected to continue to increase.

※1 リクルート 就職みらい研究所『就職白書2024』
※2 リクルート 就職みらい研究所『就職白書2024』「就活白書2023」より作成。「充足（計）」は「計画よりかなり多い」「計画より若干多い」「計画通り」の合計、「未充足（計）は「計画より若干少ない」「計画よりかなり少ない」の合計、「その他」は「選考中につき未定」「採用数について計画を立てていない」「その他」の合計。
※ 株式会社矢野経済研究所「新卒採用支援市場の現状と展望2024年度版」

Human resources Domain;
Market Environment (Young human support market)

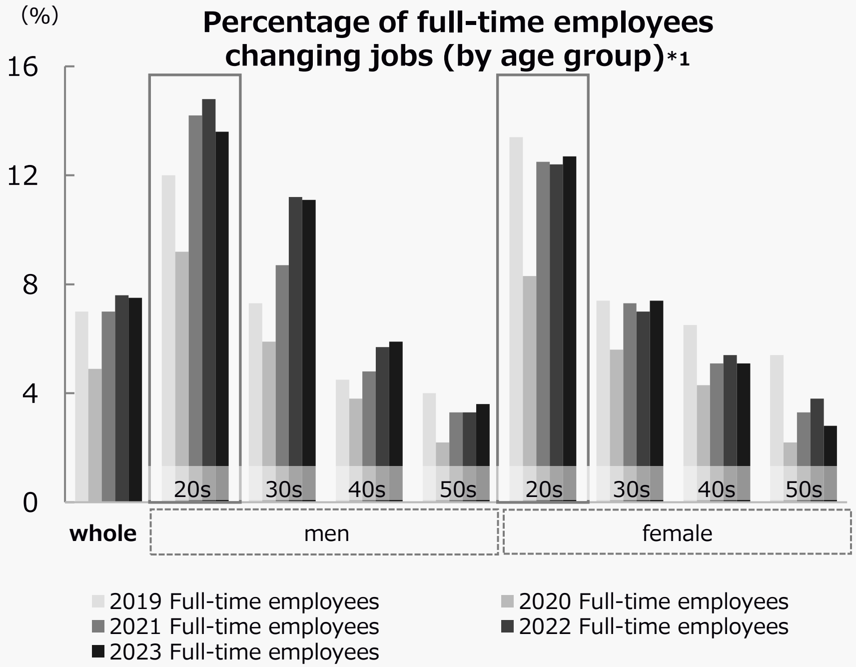
PORT INC.

Starting with the new graduate recruitment support market, we are increasing the number of markets we are entering to support young people. The young employee turnover rate is rising*1 and it is projected that the need to recruit inexperienced young people will increase.

The turnover rate is increasing, and the young employee turnover rate is increasing the most

Companies' motivation to recruit employees has been recovering since 2022. The overall turnover rate in 2023 was 7.5% and this remains high. More than 12% of full-time employees in their 20s have changed jobs at least once.

Percentage of full-time employees changing jobs (by age group)*1



The recruitment of inexperienced human resources, mainly young people, is increasing

It is expected that the mobility of employment of young human resources will continue to increase in combination with government efforts to direct human resources to growing areas and companies' need for DX specialists.

Government policy	Company
Labor Market Reform Promotion of DX Human Resource Development	**Identified DX strategy and reskilling of human resources as key issues**

▼

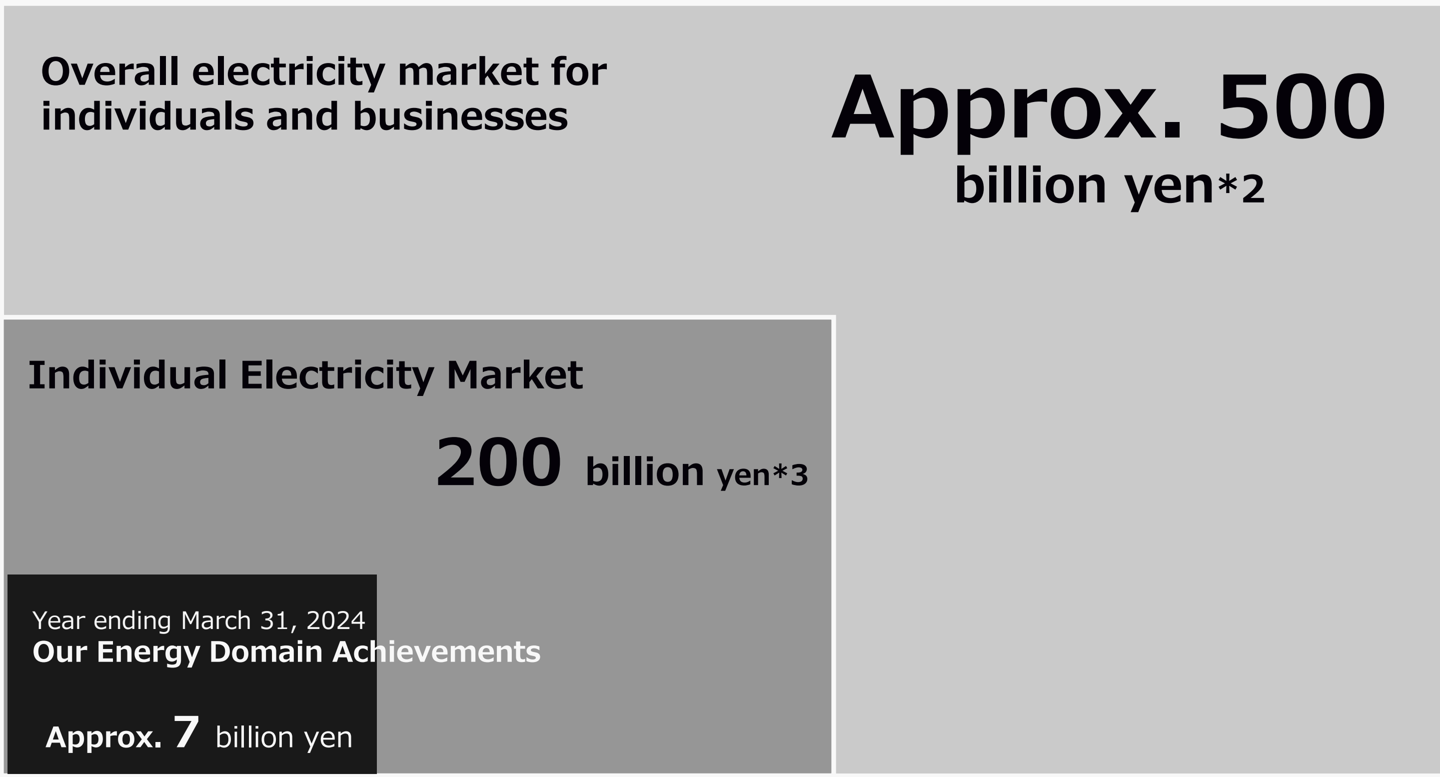
Acceleration of human resource mobility to growth industries, especially among young people

1 Based on "Job Change Trend Survey 2024 (2023 Results)," Mynavi Corporation, released March 12, 2024.
2 https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou_roudou/koyou/tp120903-1_00001.html
3 https://www.mofa.go.jp/mofaj/files/100396551.pdf, https://www.kantei.go.jp/jp/101_kishida/statement/2022/1003shoshinhyomei.html

Energy Domain; Market Size

PORT INC.

Our main target is the market of services supporting individuals signing new contracts for power, gas, etc. or services supporting contracts for switching between service providers. The expansion into the market of services supporting corporate customers' contracts enlarges the target markets.



1 https://www.meti.go.jp/shingikai/enecho/denryoku_gas/denryoku_gas/pdf/20230210_1.pdf
2 Calculated by multiplying total electricity sales of 18 trillion yen in 2023 (compiled by the Electricity and Gas Transactions Monitoring Commission) by the actual stock margin ratio of 3%.
3 Calculated by multiplying total low-voltage electricity sales of 7 trillion yen out of total electricity sales of 18 trillion yen in 2023 (compiled by the Electricity and Gas Transactions Monitoring Committee) by the actual stock margin ratio of 3%)

Energy Domain; Market Environment

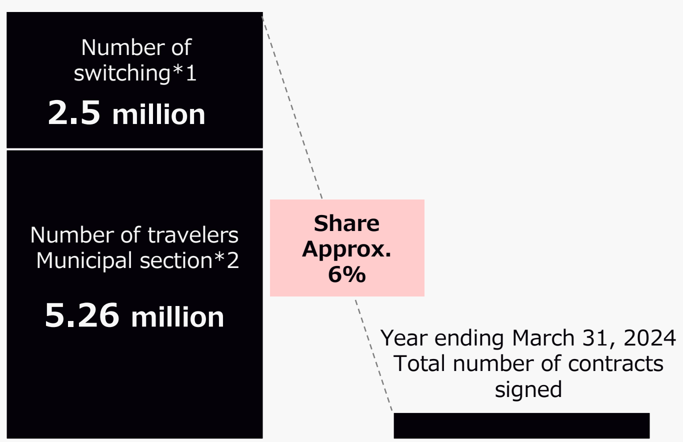
PORT INC.

The electricity liberalization in 2016 is speeding up the competition among power and gas companies for acquiring users. Our target is about 7 million contracts annually and we have an enormous room for enlarging a share.

Room to enlarge market share

Annually, more than 7 million users request new contracts or switch contracts for power, gas, etc.*3 Meanwhile, our market share is about 6%. There is enormous room for us to enlarge our market share.

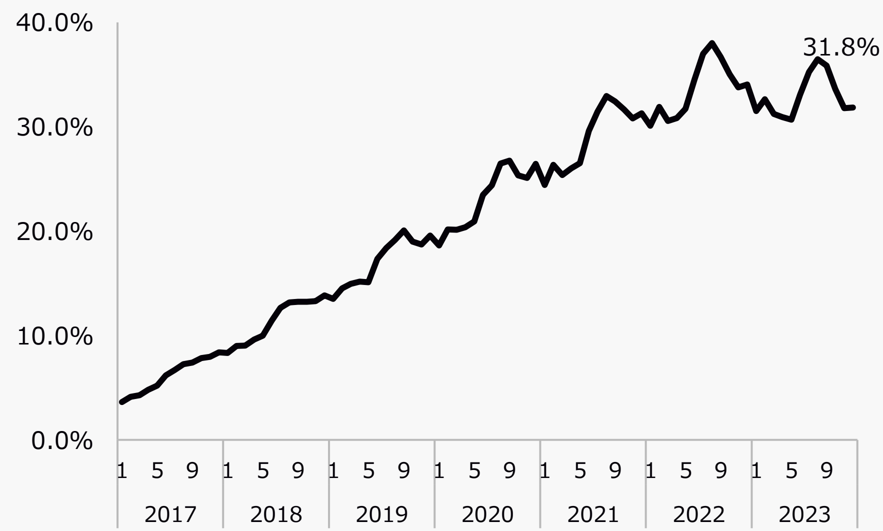
Target Scale	Our Achievements
Approx. 7.76 million	**Approx. 500,000 cases**



Acceleration of the deregulation of the electricity market and competition to acquire users

As of the end of 2023, power producers and suppliers had about a 17% share of the total market. Low voltage household electric power is approximately 32% of this market. It is believed that the competition to acquire users will increase.

Trends in new electric power market share in low-voltage*1

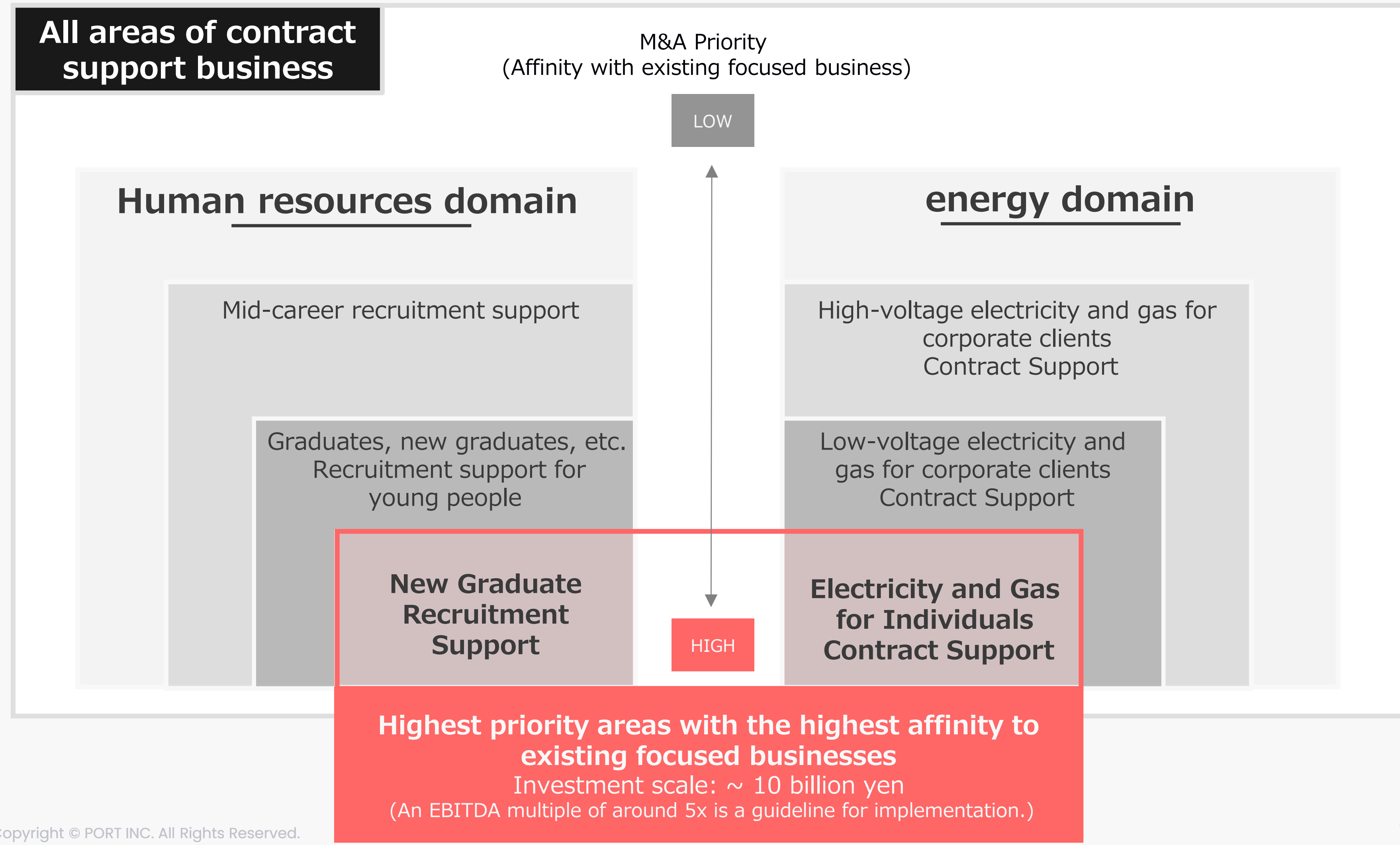


1 Electricity and Gas Transactions Monitoring Committee
2 Basic Resident Ledger Population Movement Report 2023 (2023), Statistics Bureau, Ministry of Internal Affairs and Communications
3 (*1 + *2)
4 Data calculated from "New Electricity Net" by Energy Information Center, Inc. Source: Electricity and Gas Transactions Monitoring Committee

M&A Policy Focus Area

PORT INC.

During the current period of Medium-term Management Plan, our top priority is roll-up M&A activities aimed at enlarging the existing contract support businesses that we are focusing on. The aim is to achieve non-continuous, inorganic growth through active M&A activities while remaining aware of selection and concentration.



Investment Policy for Our Business

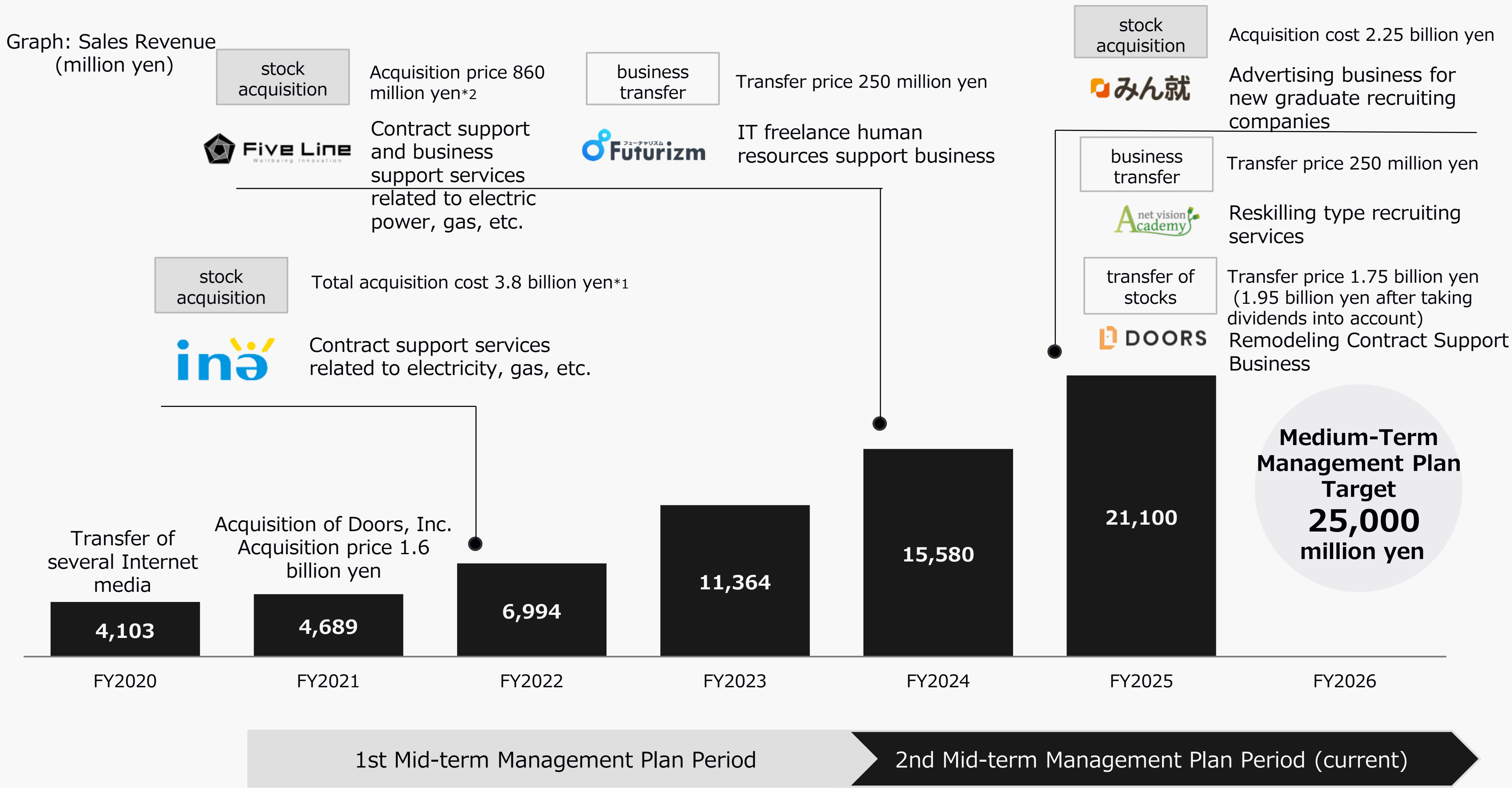
Clarify the investment and withdrawal criteria for different areas of business and ensure disciplined business operations and optimal resource allocation with the aim of achieving continuously high growth. The following three quantitative requirements will be considered as important during the current Medium-term Management Plan period.

Example criteria for making decisions regarding investments and the withdrawal from them

Growth requirement	Contribution requirement	Size requirement
Revenue CAGR **30% or more**	**Contribution to Group performance** **10% or more** (Revenue and profit basis)	**Single Business Sales** **Looking at 10 billion yen or more** (Future potential in terms of both market size and business potential)

Inorganic Investment; M&A Transition

Implement roll-up M&A activities with a focus on the areas of human resources and energy and achieve non-continuous growth. (The consolidation of Minshu, Inc. began in the first quarter of the fiscal year ending March 2025)



1 INE Corporation: Acquired 50.9% of outstanding shares for 2,036 million yen in January 2022 and the remaining shares for 1,816 million yen in June 2023.
2 Five Line Co., Ltd. acquired 69% of outstanding shares for 570 million yen in July 2023 and the remaining shares for 295 million yen in January 2024.

Disclaimer

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.

社会的負債を、次世代の可能性に。