



***underdogs.***

## AI-Powered ESG Total Solution Platform

### Company Overview

<b>Corporate name</b>	UD Impact
<b>CEO</b>	Kim Jeong Heon
<b>Date of establishment</b>	April 14, 2015
<b>Business area</b>	Start-up talent training / AI talent training / SME growth support / MICE planning and operation / ESG measurement evaluation
<b>Certification status</b>	Certified as a venture company and certified as a social enterprise by the Ministry of Employment and Labor

### Key Milestones

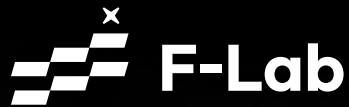
- 2015**
  - underdogs Inc. Established
  - Coaching-based startup education service launched; underdogs. Academy Season 1 launched
- 2016**
  - Korea-UK-Indonesia global partnership established and global business launched
- 2017**
  - Korea's first full-time regional revitalization program launched (KT&G)
- 2019**
  - Ministry of Employment and Labor Social Enterprise Certification (to present)
  - Korea's first local settlement-type entrepreneur education launched (SK Innovation E&S)
- 2020**
  - Selection of Outstanding Enterprises in Social Economy in Seoul
  - Launch of in-house venture training (SK Hynix)
- 2021**
  - Waryong relocation of underdogs headquarters
  - Certification of Innovative Growth Type Venture Company
- 2022**
  - Launch of Start-up Solution Licensed Coach Training System
  - University-linked Regional Revitalization Education Launch (Hana Financial Group)
- 2023**
  - Startup education DB management platform 'UnderBase' development completed
  - Regional revitalization MICE division established
- 2024**
  - Acquired Korea Social Value Assessment (value measurement division)
  - Korea-Japan global startup education service launched (Tokyo Metropolitan Government)
  - 2024 K-ESG Management Award, Grand Prize in Social ESG
- 2025**
  - First certified social enterprise to secure Pre-IPO investment
  - Acquired AI/AX talent employment & startup mentoring service (F-Lab & Company)
  - Company renamed to UD Impact Inc.
  - Japan and India local subsidiaries established
- 2026**
  - Asia's first startup-specialized AI tool, underdogs. AI LMS launched
  - Korea-Japan entrepreneur education program in cooperation with Tokyo Metropolitan Government
  - India inclusive finance CSR program for underserved communities launched

UD IMPACT

Unite Diversity IMPACT

# UD IMPACT

Brand



AI-Talent Education

***underdogs.***

AI-powered  
Entrepreneurship Education



**KSVA**  
한국사회가치평가  
KOREA SOCIAL IMPACT VALUATION

ESG/CSRImpact Assessment

First Certified Social Enterprise to Challenge for IPO
K-ESG Management Grand Prize, Selected by Dong-A Ilbo
Selected as Stanford Social Innovation Review Case, Published in 30 Countries Worldwide
Actpreneur Book Publication
Selected by Korea-China-Japan Cooperation Secretariat as Representative Speaker at 2025 Trilateral Entrepreneurs Forum
Invited as Representative Speaker at India AI SUMMIT and Japan SUSHI TECH



**A Company Leading ESG Implementation**

**Japan/India local subsidiaries established**

\* B Corp an application for certification

UD Impact Japan: 4F, 3 Chome-1-3 Nihonbashi, Chuo City, Tokyo 103-0027, Japan  
 UD Impact India : 3rd Floor, WH-13, Phase 1, New Delhi, South West Delhi, Delhi 110064, India

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# 01

# IMPACT

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2026  
underdogs.



# We Are underdogs.

## ● Blooming your Potential

01. We Are underdogs.

## We are underdogs.

We believe in the potential of Actpreneurs.

# ***underdogs.***

In April 2015, entrepreneurs who believed in the potential of underdogs came together to create education for fellow entrepreneurs. With the heart of co-founders, with the spirit of building alongside peers, we met entrepreneurs and partners – always differently, faster, and with overwhelming results. underdogs., believing in the potential of underdogs who will change the world, continues to grow alongside Actpreneurs\* – entrepreneurs who act – and partners who believe in their potential.

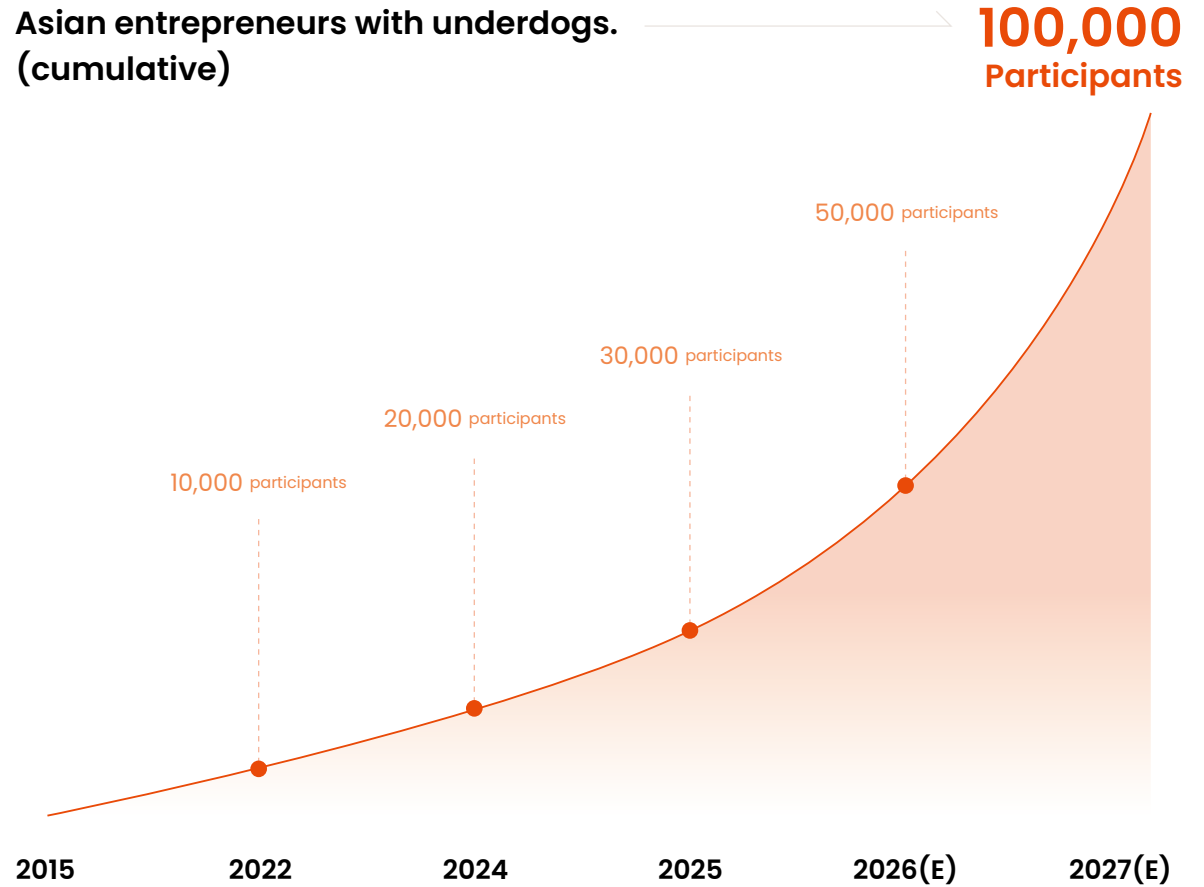
Actpreneur: A new type of entrepreneurial talent defined by underdogs. – one who turns slim possibilities into reality through action and drives cascading innovation.

● Market Leader

01. We Are underdogs.

## Leading regional revitalization through education

Since 2015, we have been nurturing Actpreneurs with creative problem-solving abilities through differentiated methodology built on original content created by current and former entrepreneurs and hands-on coaching, leading the way in solving diverse regional revitalization challenges at home and abroad.



# Innovating Actpreneur talent education for entrepreneurs who act.

We continuously apply new and innovative methods, shaping the paradigm of Actpreneur talent development.



### First time in Korea

2015 12-week immersive startup education brand, underdogs. Academy



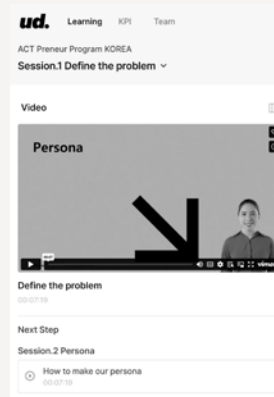
### First time in Korea

2019 Local settlement-type entrepreneur education, "Localize Gunsan"



### First time in Korea

2022 30 universities nationwide local entrepreneur development, Hana Social Venture University



### First time in Korea

2025 Startup-specialized AI collaboration tool, underdogs. AI LMS



### First time in Korea

2026 Korea-Japan-Taiwan entrepreneur training, ASIA IMPACT NEXUS-TOKYO (Tokyo Metropolitan Government)



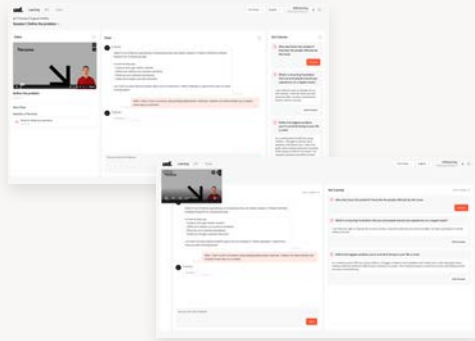
### First time in Korea

2026 India inclusive finance CSR program for underserved communities, Balance Hero Harmony project

● Paradigm Changer

# underdogs. education is powered by AI

With AI technology partner companies and AI startup coaches, we support AI utilization throughout the entire startup journey.



01. We Are underdogs.



Series B Investment  
LLM Services



AI-based logistics  
quality monitoring



New Renewable Energy  
Production Forecast AI



Scanning/managing  
trees when using LiDAR/  
AI



Interactive  
E-commerce AI Agent



Music Curation  
AI Service by Space



AI-based real-time  
interpretation and  
translation service



Automate e-commerce  
returns using AI



Automate SME  
management with AI



AI Solutions for  
Creative Design



AI services for  
copywriting and  
personal branding



AI-based search  
and research engine  
platform



AI-based automobile  
maintenance  
management



AI-powered  
Smart Farm Solution



AI Sound Sensor-  
Based Road Safety  
Management

# 30+

Companies that are always up-to-date with AI collaboration partners

30+ technology partner companies worldwide / Directly training AI-specialized startup coaches capable of implementing AI solutions

By integrating AI across the entire education process (online/offline, coaching/mentoring, MVP, etc.), the average startup launch period has been reduced from 4 months to 2 months

● Paradigm Changer

underdogs. partners with the best

With over 520 partners across Asia, we nurture Actpreneurs and change the world

01. We Are underdogs.

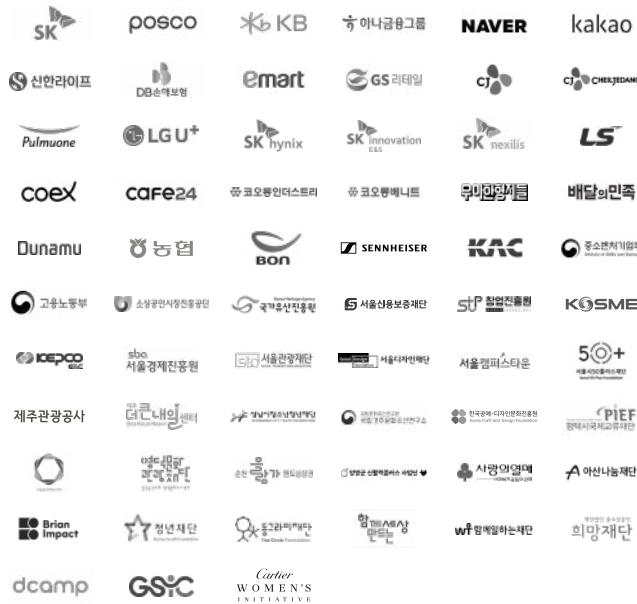
520+

Companies trusted by major domestic companies/institutional partners

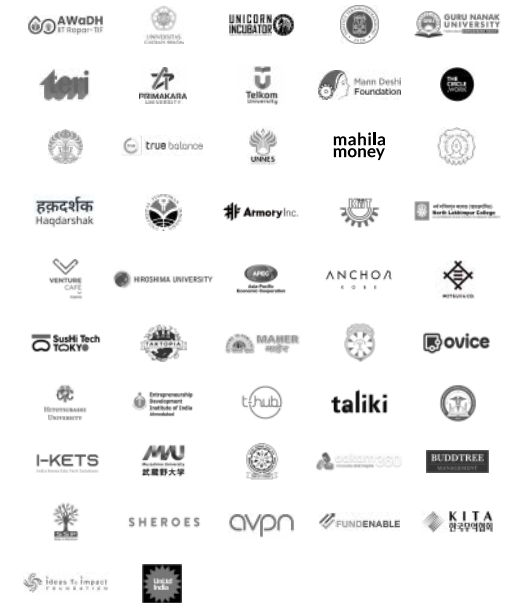
520+ domestic and international corporate/institutional/university partners, with an average project duration of 2.5 years, reflecting a high rate of repeat engagements

64% of domestic and international partners have directly recommended underdogs. — a testament to trust

Korea 360+



Asia 160+



02.

Brand  
Profile

2026  
underdogs.

underdogs. In Here

## When underdogs builds it, it's different

underdogs. now goes beyond startup education to provide total services that support sustainable growth for entrepreneurs and contribute to organizational growth and innovation.

### Startup Education

#### Training for Start-up Talent

- Deep Tech Startup Training
- Local Startup Training
- Social Solidarity Economy Start-up Education
- K-culture start-up training
- Specialized training for each subject
- Global Reinforcement Education

### AI Talent Education

#### Training AI Talent

- AI literacy education
- Cultivating AI Core Talent
- Consulting on AI Solution Deployment
- Work Experience Linked AI Internship
- AI education for all (multicultural/self-reliance preparation youth)/Senior)

### SME Boosting

#### SME Growth Support

- SME Peer Learning
- Platform Collaboration Education

### Event Mangement

#### Event Planning and Management

- Startup Demo Days
- Regional Growth Festivals
- Self-IP events (academic forums and conferences)
- Exhibitions and festivals
- Business Trip

### ESG Value Measurement

#### ESG Value Measurement

- Sustainability Management Reports and ESG Reports
- social value measurement/evaluation

### Impact Investment

#### Impact corporate investment

- LIPS Investment
- social value measurement/evaluation

## underdogs. delivers Korea's best education

Our education design experts create optimal Actpreneur programs tailored to each partner, systematically managing everything from planning to operations and performance – delivering outstanding results.

# 50%

Start-up conversion rate

# 2.12 million (KRW)

Average Investment Raised

# 237%

Average Revenue Growth

# 2.2 people

Average Employees Hired

2025년 12월 기준

주요 파트너사



## ● Act-Preneur Education

**underdogs are the best in the country for education**

We offer 6 core education services powered by AI, enabling partners to select the optimal customized process and achieve the best results.

# Tech.

Deep Tech Startup Education

# Local.

Local Entrepreneur Education

# Social.

Social Solidarity Economy Education

# K-Culture.

K-Culture Startup Education

# Diverse.

Target-specific Education

# Global.

Global Enhancement Education

## AI Chatbot

Provides 24/7 personalized coaching and guidance for entrepreneurs, with AI-powered platform supporting 20,000+ concurrent users.

## Multilingual Support

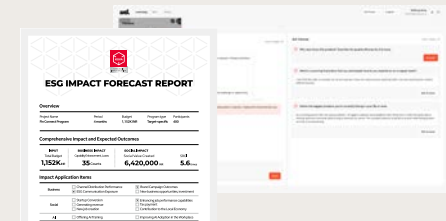
Seamless global communication through instant translation, utilizing real-time translation solutions including SCON AI for high-quality contextual language support

## Automatic impact prediction

Streamlines the entire impact assessment process end-to-end, enhancing accuracy and transparency in project evaluation and reporting

## Cost efficiency

Reduces administrative burden through automation of attendance, assignments, and evaluations. Scales programs to more participants without increasing costs.



# underdogs are the best in the country for education

underdogs provides the best education for both partners and entrepreneurs through various start-up education plans by target, region, and purpose.



**Seoul National University Institute of AI**

Human Resources Training Course for AI Entrepreneurs



**Hana Financial Group**

Hana Social Venture University



**GS Retail**

Eco Social Impact



**SK Innovation E&S**

LocalizeGunsan and Ilimin Busan



**DB Non-life Insurance**

Transportation and Environmental Challenges



**Bon-IF**

NextBon



**Asan Nanum Foundation**

Asan Teacherpreneur Alumni Program 'Asan Do-ers'



**Gyeonggi Provincial Institute of Social Economy**

Impact Franchise Business



**Cartier Women's Start-up Initiative**

Under Women Impact Community



**Korea Social Enterprise Promotion Agency**

2024 (preliminary) Specialized Consulting Support Project for Social Enterprises

## Global education is also underdogs

With local subsidiaries in Japan and India and over 80 partners, we contribute to creating employment and regional revitalization impact tailored to business objectives and impact target audiences.



### Japan

#### ASIA IMPACT NEXUS-TOKYO

Cross Border Start-up Program for Young People



### Japan

#### Open Innovation Ecosystem Tour

Korea Startup Ecosystem Tour Program for Global Partners



### Japan

#### Global Joint Startup Seminar/Bootcamp

Early-stage AI Entrepreneur Start-up Incubation in Japan



### India

#### Finance for ALL ESG Program

MicroCredit Courses for Vulnerable People



### Indonesia

#### Indonesia MAJU-ON project

Global Investment Program for Innovative Startups to Solve Social Problems



### Vietnam

#### FHH International Exchange Market Support

Cross-border program to help small business owners enter the global market

**We provide customized education so everyone can easily utilize AI**

To cultivate core talent who will lead the future with AI, we provide customized education including literacy, mentoring, internships, and solution implementation.

**255** people

Mentors

**1,255** people

Cumulative Graduates

**254** people

Outstanding Graduates

**47** unit

Employment Partner Companies

Cumulative as of December 2025

**Our Partners**



**AI Education Partners**





### AI Developer Mentoring

Practical Technical Leadership | Senior Engineering Mentoring

We transfer elite leadership skills from top tech experts to drive complex decisions and maximize team productivity.



### AI Solution Implementation Consulting

Customized Optimization | AI Workflow Support

We deploy optimal AI solutions through departmental analysis, maximizing efficiency with immediate, practical work automation.



### AI Literacy Education

Actpreneur Mindset | Change-Driven Workshop

We cultivate the Act-preneur mindset, leveraging AI to build proactive cultures that solve problems and deliver results.



### Work Experience-linked AI Internship

Practical Skills Verification | High-efficiency Talent Matching

Field-ready projects drive exceptional employment rates, providing companies with verified talent and streamlined, one-stop recruitment support.



### AI Education for All

Multicultural | Youth Aging Out of Care | Senior | Slow Learner Education

We deliver accessible, mobile-based training for AI-illiterate learners, bridging the gap for those falling behind in technology.

● Beyond Education

We help small businesses grow on their own

Through proven execution-guaranteed education with top-tier domestic and international partners, dedicated mentors who best understand SMEs work alongside them, focusing solely on revenue and growth.

1,020 people

SME Trainees in 2025

110%

Trainee Revenue Growth Rate

92.3%

Boosting Service Contract Retention Rate

Cumulative as of December 2025

Our Partners



kakao

NAVER



무이한행씨들

cafe24



# Growth Boosting Service

## Mutual learning of small business owners

Expert-led peer groups execute business-relevant topics together, delivering rapid, direct results in a short period.



### NAVER

SME Brand Launcher, Marketing Peer Learning Action Club

## Platform Collaboration Training

Partnering with domestic and international online platforms to expand business opportunities and drive real revenue growth.



### KAKAO

Added Value, Platform Onboarding Intensive Growth Program

# Marketing Service



## Brand and Marketing Agencies

Our agency delivers sustainable growth for high-potential businesses through expert branding strategy and goal-oriented execution.

<b>Branding</b>	Brand Strategy   Concept/Visual   Verbal Brand
<b>Marketing</b>	Content/Performance   On-Media   SEO   Viral
<b>Design</b>	Website   Logo   Product Packaging   Detail Pages



## ● Event Management

02. underdogs. In Here

### We create events where participants shine

We plan and operate diverse events customized from planning to execution, supporting regional revitalization and making every participant shine.

**352,551** people

Event Participants

**65** countries

Countries Invited

**634** companies

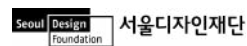
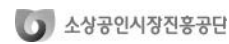
Participating Companies

**1,428** times

Number of Business Matchings

Cumulative as of December 2025

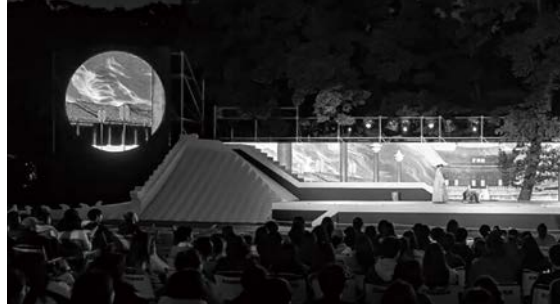
#### Our Partners





**Bank Youth Foundation**

D-Camp D-Day



**National Heritage Promotion Agency**

Royal Tombs of the Joseon Dynasty Festival /  
World Heritage Festival



**Korea Creative Content Agency**

Game Culture Festival



**Korea Creative Content Agency**

International Broadcasting Video Market



**Korea Foundation for Startup and  
Entrepreneurship Promotion**

Challenge K-Startup Finals



**Pyeongtaek City**

EVERYONE Festival

## We deliver the most reliable social impact measurement results

With ESG impact measurement expertise from over 1,600 organizations, we reliably measure and evaluate business impact.

# 194+

Impact Evaluation Research Projects

# 28+

Institutions with 15B+ USD in Assets Evaluated

# 124

ESG Consulting Cases evaluation

# 88

Number of ESG strategies established

# 1,648+

Number of institutions that have completed

Cumulative as of December 2025

### Our Partners





● Impact Investment

We support investment for the rapid growth of ultra-early-stage startups

With entrepreneur data updated from 10,000 individuals annually and an automated deal sourcing system, we discover and nurture ultra-early-stage entrepreneurs.

5,000 million (KRW)

Average Investment

13.4 billion (KRW)

Total investment size

37 companies

Accelerated Companies

465 billion (KRW)

Sales generated together

Cumulative as of December 2025

Our Partners



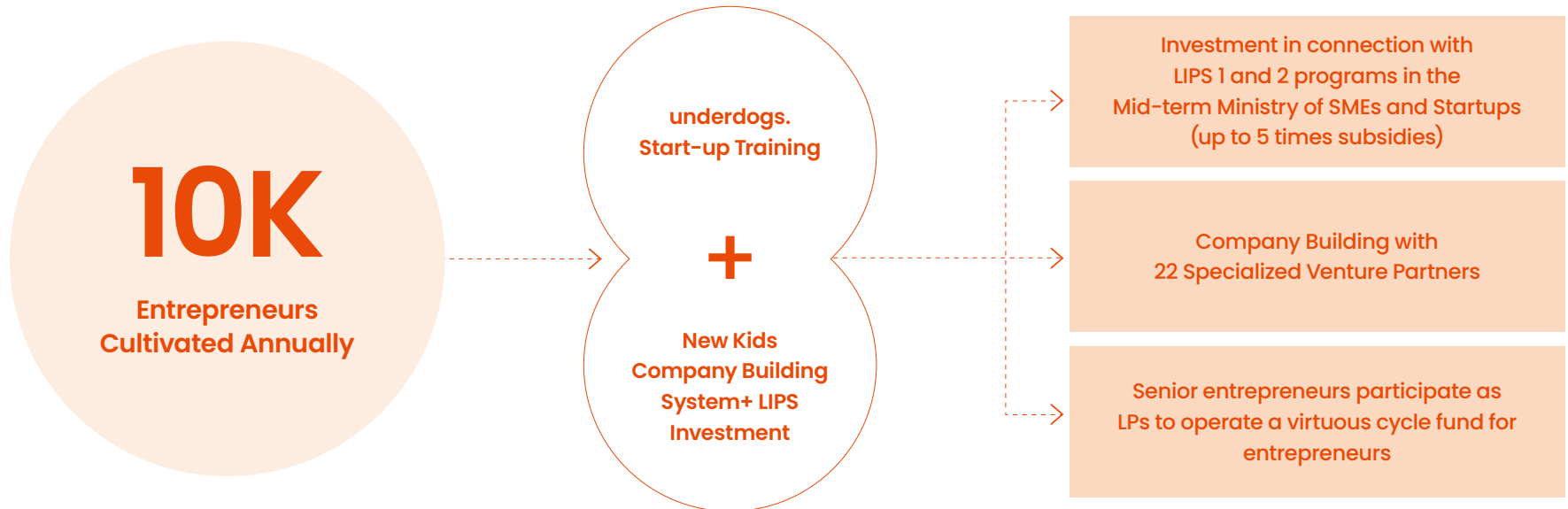
**underdogs.**

Startup Education & Team Verification  
& Investment Recommendation

**NEWKIDSINVESTMENT**

Investment team selection  
and development

Support for the growth of investment  
companies based on a unified education-  
investment-cultivation system



**Seed Money Investment**

Funding for startup item  
commercialization



**Peer Learning**

Sharing insights, learning  
and growing together



**Network**

Partner network support  
for business growth



**Performance Measurement**

Measuring impact generated  
by individual companies

# 03.

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# How underdogs. Work

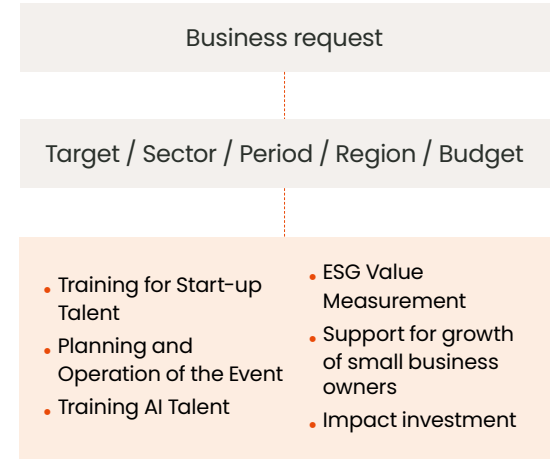
## We work in the most effective way

Based on a deep understanding of our partners, we design and operate education programs that are both simple and effective in driving results.

## Customized Process Consulting

### 1:1 Customized Process Design

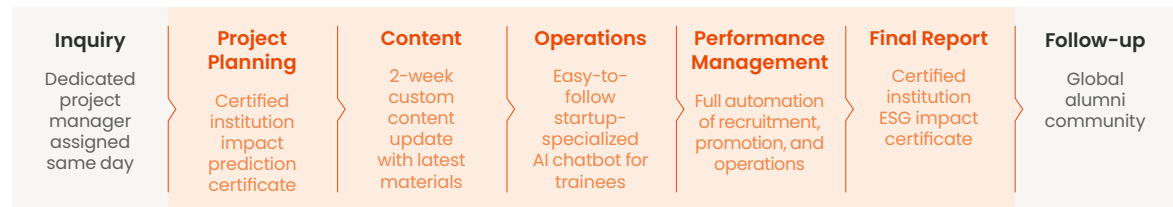
Through planning consultation that considers each partner's objectives, field, target audience, timeline, and budget, we design the entire process on a 1:1 customized basis.



## End to End One Stop Solution

### One-stop solution from planning to reporting results

Our systematic one-stop service delivers streamlined impact from planning to final reporting.



# From diagnosis to follow-up, we take full responsibility for every trainee

We provide the best educational content and environment for trainees, staying with them until both partners and trainees achieve the best outcomes.

## Integrated Learner Management System

### Integrated Management System for Trainees

#### Strategic Input (Incubating Resource)

##### 1. Diagnostic tool

- DOGS (Aptitude)
- 5D (Startup Skillset)
- ACT (Execution)
- Startup Progress Level

##### 2. LMS

- Online learning service
- AI/Human coaching operations
- Performance KPIs, Dashboard,
- Standard PMS functions

##### 3. Educational content

- VOD/Video, Worksheets
- Webinars
- Lectures/Special Lectures
- Workshops, Cohort Learning

##### 4. Coaches (AI, Human)

- Global Human Coach Pool
- Coach Operations Manual
- Edu ACT Co-founder, Chatbot
- Coaching RAG Data

##### 5. Data DB

- Education data collection structure
- Achievement/Evaluation data
- AI RAG DB learning structure

##### 6. Trainee

- Pre-stage and Early-stage / Post-early Individual/Team
- Startups/SMEs, Domestic/Global

#### Core Incubating Process

##### Step 1 Diagnosis

Diagnostic deployment (data driven)

##### Step 2 Execution

Implementation stage (Education/Service Customization)

##### Step 3 Asset

Education performance assets (sustainable)

● Diagnosis

● Educational recommendations

● Provision of learning

● Execute Support

● Performance tracking

● Growth case

#### Sustainable Outcome (Incubating Asset)

##### Diagnostic Reports

Tool Asset

##### Systemizing LMS Operations

System Asset

##### Educational content / product accumulation

Content Asset

##### AI-Human Coaching Optimization

Coach Asset

##### Start-up data assets

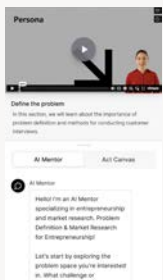
Data Asset

##### Actpreneur Alumni

Alumni Asset

# AI coaches and human coaches are with you every step of the way

AI coaching solutions trained on data from 30,000+ cumulative Actpreneurs and human coaches who accompany the entire startup journey like pacemakers complement each other to deliver personalized coaching.



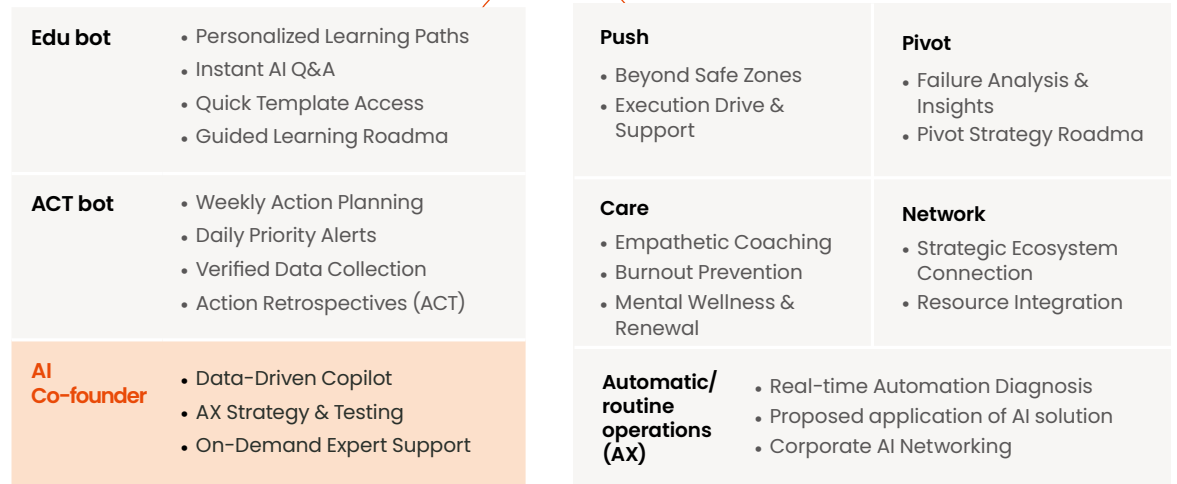
▲ AI LMS Demonstration video

## Hybrid Coaching System

### Hybrid Coaching System (AI Coach X Human Coach)



### AI Coach System 24h/7d available Critical moments Human Coach System



● Performance Management

# We leverage field education data to enhance performance

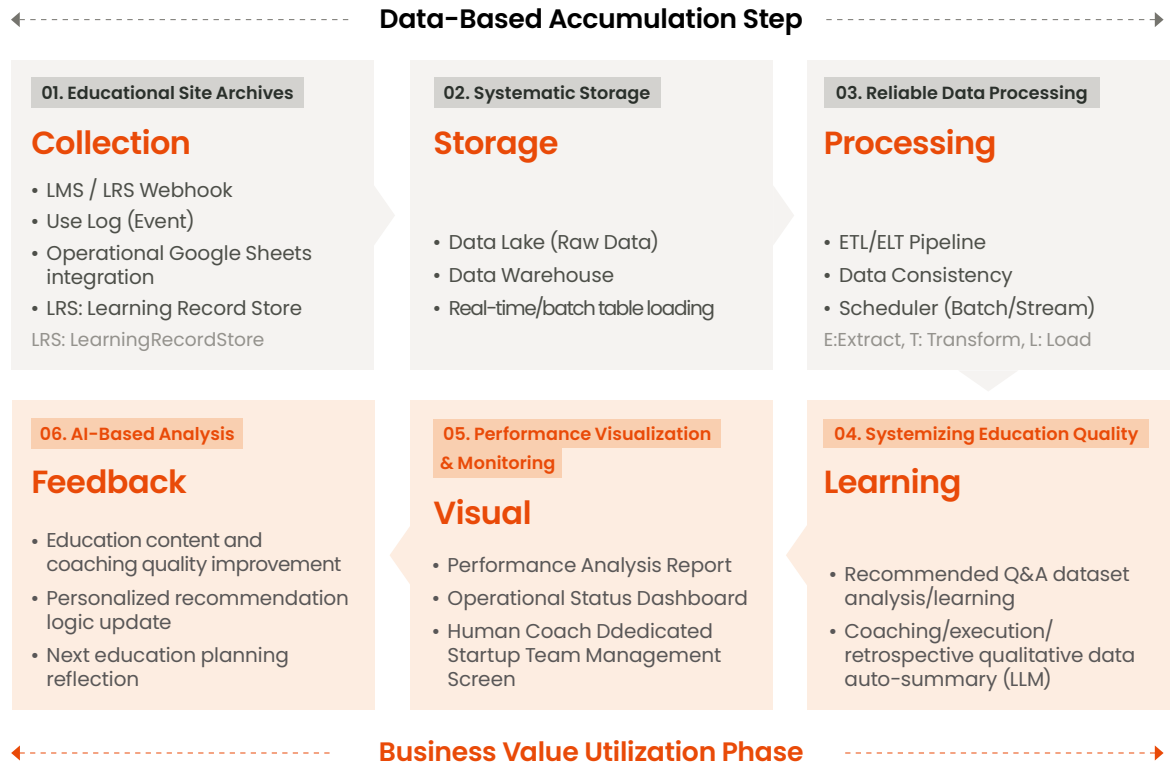
We have a 6-stage data cycle structure that collects field activity data, connects it to results, and applies it back to improve education quality.



ESG impact certificates certified by Korea Social Value Assessment provided for projects based on analytical data

## Data Management & Utilization System

### Startup Education Data Management/Utilization System



Unite Diversity  
for Impact

***underdogs.***  
**We believe in your potential**

underdogs. believes in the potential of us all. We believe our potential can change the world for the better. We are with you to nurture potential and open a new world.

Believe in your potential — and in underdogs.

**underdogs.**

<https://underdogs.co.kr/>

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**Changing The World Through**

***ACT-PRENEUR***

