Start-up Trend Report 2024

Start-up Trend Report 2024

opensurvey STARTUP ALLIANCE

Contents

Part.1

Survey Overview

Survey Design

Name of the survey	**Start-up Trend Report 2024**
Purpose of the survey	**This survey aims to gain insight into the current state and the perceptions of participants within South Korea's start-up ecosystem, with a focus on the information technology and knowledge service industries.**
Subjects of the survey	**1) 250 entrepreneurs** Subject: Founders/Co-founders (utilizing Remember's entrepreneur pool) **2) 200 Investors** Subject: Start-up Investors (utilizing Remember's investor pool) **3) 200 start-up employees** Subject: Employees at Korean start-ups or venture enterprises **3) 200 employees at large corporations** Subject: Employees at large Korean corporations with a workforce of 1,000 or more full-time employees **5) 200 job seekers** Subject: Job seekers attending post-secondary or post-graduate educational programs **Total of 1050 subjects**
Duration of the survey	September 13th - September 27th, 2024

Part.2

Survey Results Summary

Start-up Entrepreneurs' Thoughts

#Still challenging but improving start-up climate compared to last year

#Prospected economic downturn to pose continued difficulties in 2025

#Urgent need for government to secure funds/vitalize investments and relax regulations

#Increase in government-funded projects

The general climate of start-ups is at 50.5 points, with 64.8% of respondents perceiving a negative shift compared to the previous year, indicating that challenges persist. However, the situation has improved somewhat compared to the highly difficult conditions of 2023. Similarly, the start-up investment market continues to face hurdles due to the ongoing economic recession, though these challenges have eased compared to last year.
However, the current situation is unlikely to improve in 2025 and may even worsen with the looming prospect of potential economic crisis/economic deterioration.

The government's role in revitalizing the start-up ecosystem received a score of 54.6, reflecting room for improvement. There is an urgent need to secure funds for ecosystem development, stimulating investments, and regulatory easing. Among these, tax incentives and reductions are viewed as the most critical areas calling for government support.

Entrepreneurs face difficulties when attracting investment, including valuation/recognition of the company and convincing investors of their products and services. In terms of operations, many express the need for growth strategies, securing funds, and investment-related advice.
To address the risks from the venture investment market's deep freeze, entrepreneurs are considering building sales diversification strategies, embarking on government-funded projects, reducing corporate expenses, and prioritizing profitable business segments. The number of entrepreneurs leveraging government support initiatives has risen steadily since 2022.
Respondents selected Naver as the most active corporation investing in/supporting start-ups. The most preferred AC, VC, and CVC were Bluepoint, Altos Ventures, and Kakao Ventures, respectively. In addition, Seoul Start-up Hub was chosen as the most preferred start-up support center to enter and utilize.

Start-up Investors' Thoughts

#2024 start-up market faced hurdles in investment execution due to economic recession and high interest rates
#In 2025, negative outlooks tied to economic conditions coexist with positive expectations from interest rate drops
#Market growth potential is the most critical factor when investing in start-ups

The general climate of start-ups in 2024 stands at 52.6 points, with 58.0% of investors perceiving a negative shift compared to the previous year due to unenthusiastic venture capital investment and support and a worsening environment for market entry of new businesses.

Over half of respondents cite economic conditions such as recession and high interest rates/interest rate hikes, and a shrinking investment market as major obstacles to executing investments this year compared to last year.

Looking ahead to 2025, opinions are mixed, with status quo/negative outlook from potential economic crisis/economic deterioration coexisting with optimism regarding changes in interest rates.

The government's role in energizing the start-up ecosystem was rated at 55.8 points. Investors highlight the need for the relaxation of various regulations and securing funds for the foundation of the ecosystem/vitalization of investments at the government level.

Investors believe start-ups should focus on profitable businesses, reduce expenses, and build sales diversification strategies to respond to the risks from the venture investment market's deep freeze.

Investment targets are often discovered through recommendations from other start-up investors or industry peers, with market growth potential cited as the most critical factor in investment decisions. 63% of investors maintain regular communication, at least twice a month, with start-up reps they have invested in.

Challenges in fund management include securing financial resources and forming new funds, while on the discovering target/investment execution side, the most significant hurdles are evaluating target company valuations and identifying viable investment opportunities.

Start-up employees' Thoughts

#Only 3-4 out of 10 are satisfied with/willing to recommend working at start-ups

#Dissatisfaction with financial compensation, risks/instability, and poor system

#6 out of 10 perceived the shrinkage of the investment market, with around half being affected

#Seek to switch to large corporations; among start-ups, they prefer Series C or higher stages for stability

Employee satisfaction remains relatively low, with only 41.5% satisfied with working at start-ups. Employees were dissatisfied the most with low financial compensation, despite favorable feedback on the autonomous and horizontal organizational culture and work-life balance. The 'innovative/creative' image of start-ups is not as strong as in previous years.

Three out of ten employees recommend working at startups, with these recommendations primarily focusing on start-ups at early investment stages (Series A).
In contrast, the main reasons for not recommending are risks/instability/uncertainty and an unorganized system.

As for future job transition opportunities, the most preferred option was large corporations offering high financial compensation and solid welfare benefit packages.
Employees considering switching to other start-ups show a preference for more stable companies, particularly those at Series C or higher investment stages. The software/solutions and deep tech sectors are among the most popular.

61.0% of employees have noted that the start-up investment market has shrunken from last year. This figure is higher than that of the previous year. Half of the respondents are affected in terms of continued employment.

The majority of start-up employees highlight Toss as a fast-growing domestic start-up.

Employees at large corporations' Thoughts

#Positive perceptions of start-ups declining, negative associations rising

#Only 2 out of 10 consider switching to start-ups within a year

#Hurdles such as work-life imbalance, lower financial rewards, unstable vision/strategies exist

#Decreasing business startup intention rate

The image of start-ups remains largely tied to attributes like 'innovative/creative,' as well as 'young/new.' However, these positive associations are declining, while negative perceptions, such as being 'unstable/uncertain' and 'reckless/risky,' are on the rise.

Among employees at large corporations, 19.5% are considering moving to a start-up within a year, similar to last year's figures. Key motivators include high financial compensation, a sense of achievement from organizational growth, and satisfactory pay increases. Interest in moving to early investment stage start-ups (Series A), as well as finance/fintech/blockchain, e-commerce/distribution, and mobility start-ups, has grown compared to the previous year.

Despite this, many employees did not consider start-ups as a career choice due to concerns about work-life imbalance, lower financial rewards, and unstable vision/strategies.

Although 50.5% of respondents considered entrepreneurship within the past year, this figure continues to decline year over year since 2022. For those interested in starting a business, the e-commerce/distribution sector is a popular choice.

Most employees at large corporations ranked Toss as the top fast-growing Korean start-up, whose operational methods they aspire to learn.

Job seekers' Thoughts

#Young and innovative impressions decreased, rise in associations with instability/uncertainty
#Although not the most preferred choice, working at start-ups has been considered by about 44% of respondents
#Rise in actual applications/seeking jobs in pre-Series A start-ups

Among job seekers, start-ups are still associated with being 'young/new' and 'innovative/creative,' but positive perceptions are waning, while 'unstable/uncertain' associations are increasing.

The majority prefers to seek jobs in domestic middle market enterprises, public institutions/government/public enterprises, and large corporations. Only 4.5% wish to pursue a career in venture/start-ups.

However, 44.0% of job seekers have considered working for a start-up in the past year, and 11% have taken action by applying—
an increase of 6%p from the previous year.
Job seekers are primarily attracted to start-ups for their flexible/quick decision-making, work-life balance, and the sense of achievement from organizational growth.

Interest in joining pre-Series A early-stage start-ups is on the rise, particularly in content/media and travel/leisure industries.

46.0% of job seekers contemplated entrepreneurship this past year, similar to the previous year. Entrepreneurship consideration among job seekers leans toward agriculture, e-commerce/distribution, and content/media sectors. Among these, agriculture and e-commerce/distribution are especially attracting high interest.

Evaluation of the recent general climate in the start-up ecosystem

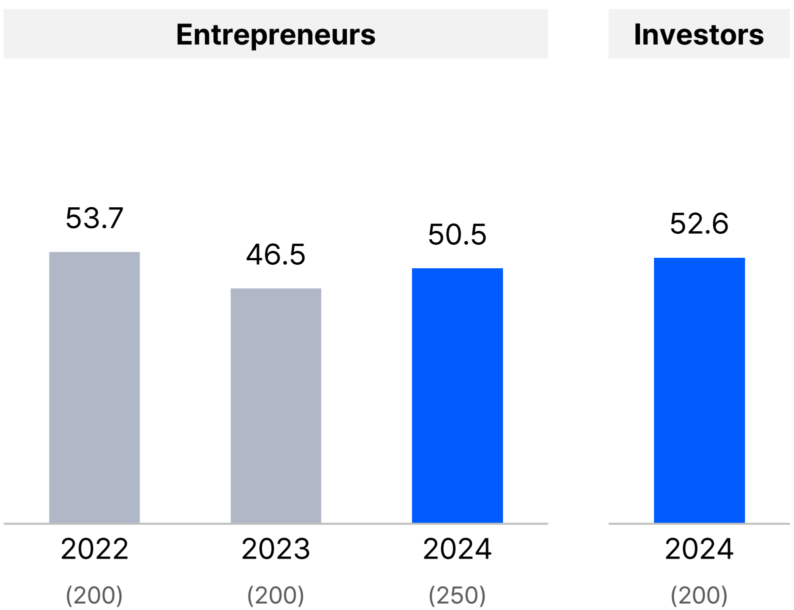
The general start-up climate was rated at 50.5 points by entrepreneurs and 52.6 points by investors. There was a decline in negative perceptions among entrepreneurs compared to the previous year.

Entrepreneurs rated the recent general start-up ecosystem climate at an average of 50.5 out of 100 points, marking a 4.0-point increase from the previous year.

Start-up investors, surveyed for the first time this year, rated the recent start-up climate at an average of 52.6 points, slightly higher than the score given by entrepreneurs.

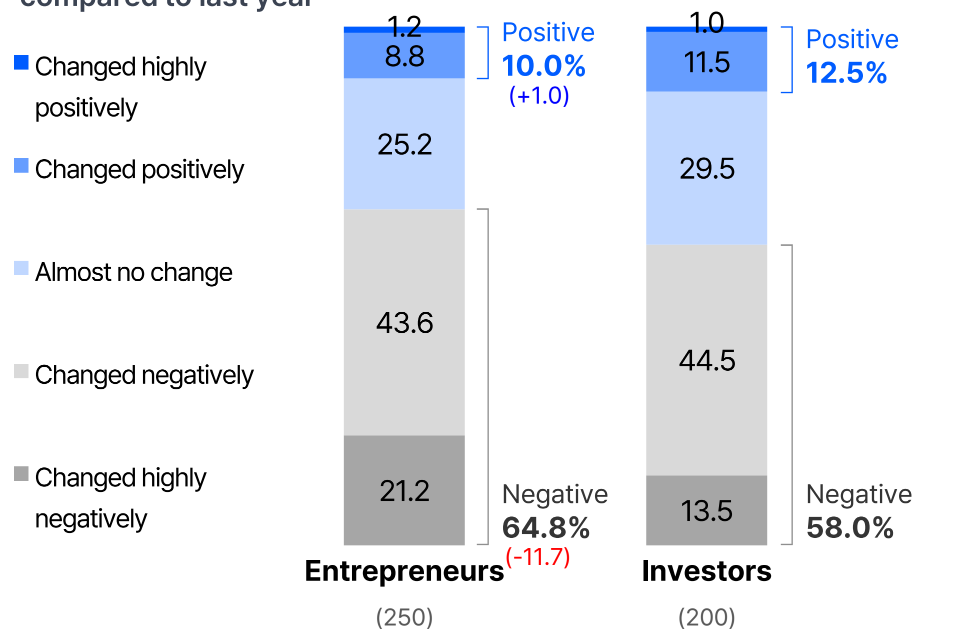
While 64.8% of entrepreneurs and 58.0% of investors perceived the start-up climate as having worsened compared to last year, the negative perception among entrepreneurs decreased by 11.0 %p from last year.

Evaluation of the recent general climate in the start-up ecosystem



- (±) Increased compared to 2023, no previous year data is available for investors
- as they were surveyed for the first time in 2024

Perception of changes in the general climate of the start-up ecosystem compared to last year



[Base: Entrepreneurs (n=250) / Investors (n=200), Unit : %]

Reasons for perceiving changes in the general climate of the start-up ecosystem compared to last year

Higher perceptions of 'negative change' due to unenthusiastic venture capital investment/support and a worsening environment for market entry of new businesses

Both entrepreneurs and investors are noticing negative changes in terms of unenthusiastic venture capital investment and support and a worsening environment for market entry of new businesses.

		Entrepreneurs	Investors
Reasons for negative evaluation	1st	Unenthusiastic venture capital investment and support (42.7%)	Unenthusiastic venture capital investment and support (42.9%)
	2nd	Worsening environment for market entry of new businesses (41.8%)	Worsening environment for market entry of new businesses (38.3%)
	3rd	Status quo of an industrial structure dominated by large corporations (30.7%)	Decline in private sector support programs,such as startup support institutions and accelerators (30.3%)
	4th	Decline in private sector support programs,such as startup support institutions and accelerators (29.3%)	Continuation of unnecessary regulations and policies (28.0%)
	5th	Low influx of talented workers (24.0%)	Status quo of an industrial structure dominated by large corporations (27.4%)
Reasons for positive evaluation	1st	Expansion of positive social perception of start-ups (52.0%)	Increase in active private sector support programs, such as startup support institutions and accelerators (48.0%)
	2nd	Increase in active private sector support programs, such as startup support institutions and accelerators (44.0%)	Expanding influx of talented workers (40.0%)
	3rd	Expanding influx of talented workers (32.0%)	Enthusiastic venture capital investment and support/ Expansion of positive social perception of start-ups (36.0%)

[Base: Entrepreneurs who perceived negative changes (n=225) / Entrepreneurs who perceived positive changes (n=25) / Investors who perceived negative changes (n=175) / Investors who perceived positive changes (n=25), Unit : %]

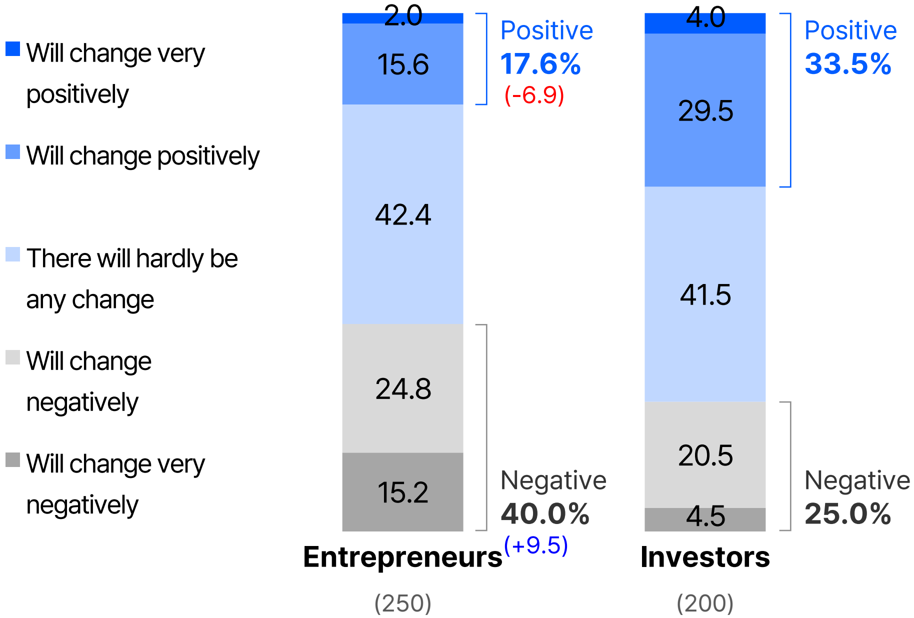
Future prospects of the start-up ecosystem

The future start-up climate is expected to face a status quo or worsen with the looming prospect of a potential economic crisis/economic deterioration in 2025.

Most entrepreneurs and investors are expecting the start-up climate of the upcoming year to see a status quo (no change) or turn in a negative direction based on the high possibility of economic crisis/economic deterioration.

Compared to entrepreneurs, a higher proportion of investors held a positive future outlook, likely influenced by optimistic expectations for economic recovery, such as potential interest rate drops.

Projection of changes in the general climate of the start-up ecosystem in the next year



		Entrepreneurs	Investors
Reasons for status-quo/negative changes	1st	Potential economic crisis/Economic deterioration (35.9%)	Potential economic crisis/Economic deterioration (33.8%)
	2nd	Incompetent government/Policy gaps (12.1%)	Incompetent government/Policy gaps (12.1%)
	3rd	No signs of rebound or change (11.2%)	Shrinkage in investments (6.8%)
	4th	Stringency in finance/capital (5.8%)	Decrease in governmental support, global economic slowdown, no signs of rebound or change (6.0%)
	5th	Shrinkage in investments (4.9%)	Expanded negative perception of start-ups (4.5%)
Reasons for positive evaluation	1st	Economic recovery/vitalization (13.6%)	Changes in interest rates (28.4%)
	2nd	Increased capital inflow, settled ecosystem, enhanced policy support (9.1%)	Increased capital inflow
	3rd	Improved social perception, changes in interest rates, efforts from start-ups (6.8%)	Improved social perception, vitalization of investment attraction, global economic recovery (4.5%)

- (±) Increased compared to 2023, no previous year data is available for investors as they were surveyed for the first time in 2024

[Base: Entrepreneurs (n=250) / Investors (n=200), Unit : %]

Evaluation of the government's role

Entrepreneurs and investors have given a rate of 54.6, 55.8 to the government's role in energizing the startup ecosystem, respectively.

The government's role in energizing the startup ecosystem received scores of 54.6 (entrepreneurs) and 55.8 (investors) points out of 100.

Most respondents selected 'securing funds for the foundation of the ecosystem and vitalizing investments' and 'relaxation of various regulations' as urgent government action areas.

The majority of both entrepreneurs and investors highlighted 'tax incentives/reductions' as government regulations in need of relaxation.

Evaluation of the government's role in vitalizing the start-up ecosystem

Government areas in need of urgent action - 1st choice

	Entrepreneurs (250)	Investors (200)
Securing funds for the foundation of the ecosystem and vitalizing investments	29.2	25.0
Relaxation of various regulations	19.2	26.5
Supporting the vitalization of merger and acquisition (M&A)/IPO	6.8	11.0
Supporting technology and research infrastructure	8.4	8.5
Building the foundation for the mutual prosperity between large corporations and start-ups	9.2	9.0
Procuring talented workers	7.2	4.5
Expanding opportunities to enter the global market	7.2	5.0
Improving social perception about start-ups/starting businesses	6.8	5.0
Empowerment and educational support to starting entrepreneurs	4.4	4.5

Preferred areas for government regulation relaxation

	Entrepreneurs (110)	Investors (99)
Tax incentives/reductions	13.6	10.1
Relaxation of various regulations	10.0	7.1
Eased eligibility requirements	6.4	0.0
Relaxation of investment regulations	6.4	4.0
Expanded loan support for start-ups	5.5	2.0
Relaxed start-up regulations	4.5	9.1
Regulations concerning Sandbox	1.8	6.1
Expanded legal support	0.0	4.0
Relaxation of negative regulations	0.0	4.0

[Base: Entrepreneurs (n=250) / Investors (n=200) / Respondents who chose 'relaxation of regulations' as urgent government action areas, Unit : %]

Preferred/Active institutions and corporations

Entrepreneurs selected Bluepoint, Altos Ventures, Kakao Ventures, and Seoul Start-up Hub as the most preferred in their respective fields. Naver was perceived as the most supportive private company for start-ups, and KISED (Korea Institute of Startup & Entrepreneurship Development) as the leading public institution in this regard.

Bluepoint was the top choice among accelerators, Altos Ventures among venture capitals, and Kakao Ventures among Corporate Venture Capitals (CVCs).

Seoul Start-up Hub was the most preferred start-up support center to take part in and utilize.

Respondents view Naver, Kakao, Samsung, and SK as the most active private corporations, and the Korea Institute of Start-up and Entrepreneurship Development, Seoul Business Agency, and Center for Creative Economy and Innovation as the most active public institutions, in investing and supporting start-ups.

	Preferred accelerator/VC/CVC/Start-up Support Center - 1st choice				Perceived as most active start-up support institution - 1st choice	
	Accelerator	Venture Capital (VC)	Corporate Venture Capital (CVC)	Start-up Support Center	Corporation	Public Institution
1st	Bluepoint (8.0%)	Altos Ventures (9.6%)	Kakao Ventures (10.4%)	Seoul Start-up Hub (11.6%)	Naver (16.0%)	KISED (Korea Institute of Startup & Entrepreneurship Development) (24.8%)
2nd	CCEI(Center for Creative Economy and Innovation) (7.2%)	Korea Investment Partners (8.4%)	Samsung Venture Investments (8.0%)	Pangyo Start-up Campus (Born2Global) (10.4%)	Kakao, Samsung (14.4%)	SBA (Seoul Business Agency) (13.2%)
3rd	KAIST Venture Investment Holdings (6.4%)	KB Investment (8.0%)	POSCO Capital (6.8%)	Google for Startups Campus (9.2%)	SK (11.6%)	CCEI (Center for Creative Economy and Innovation) (10.8%)

[Base: Entrepreneurs (n=250), Unit : %]

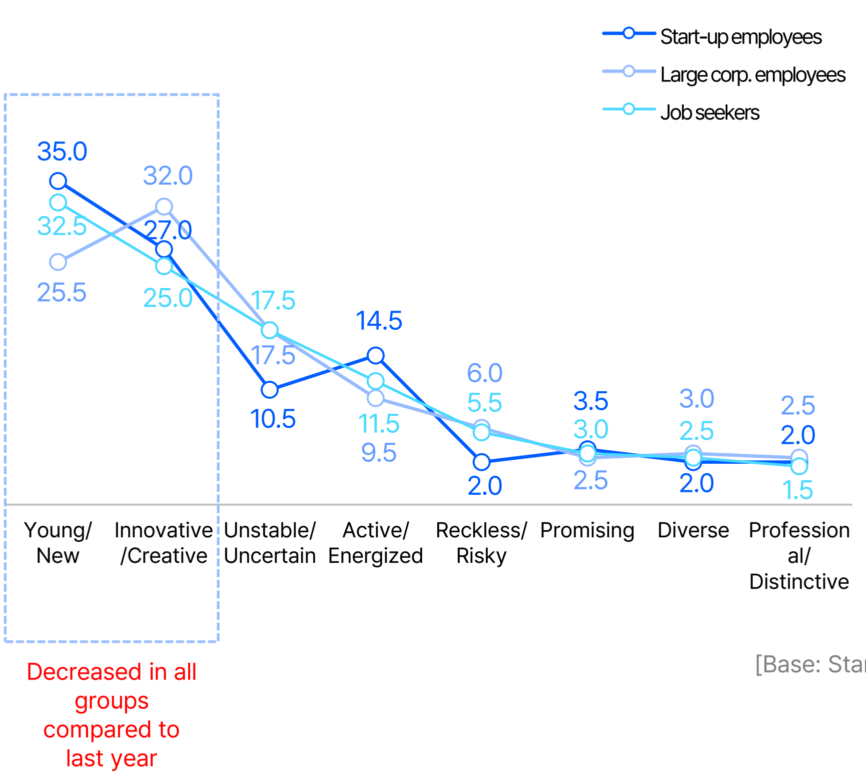
Overall perception of start-ups

Decresed associations of 'young/new' and 'innovative/creative' The fastest-growing start-up in 2024 is Toss

Start-up employees, employees at large corporations, and job seekers primarily perceive start-ups as 'young/new' and 'innovative/creative.' However, these associations have decreased compared to last year.

All groups have responded that Toss was the fastest-growing start-up, followed by Karrot Market and Baedal Minjok.

Impressions associated with start-ups



Fastest-growing start-ups

	Start-up employees	Employees at large corporations	Job seekers
(Base)	(200)	(200)	(200)
Toss	16.5	13.0	5.0
Karrot Market	6.0	2.5	2.0
Baedal Minjok (Baemin)	5.0	2.0	3.5
Kakao	2.5	3.0	3.0
Coupang	3.0	1.5	2.0
Market Kurly	1.5	2.5	2.0
Musinsa	1.0	2.0	1.5
None/Do not know/No answer	25.5	42.0	53.5

Start-ups whose operational methods respondents wish to learn

	Start-up employees	Employees at large corporations	Job seekers
(Base)	(200)	(200)	(200)
Toss	19.5	11.0	5.0
Karrot Market	9.0	2.0	3.0
Baedal Minjok (Baemin)	5.0	3.5	3.5
Kakao	2.0	2.0	2.0
Market Kurly	2.0	2.0	2.0
Naver	1.0	3.0	1.5
Coupang	2.0	1.5	1.5
None/Do not know/No answer	34.5	55.0	61.0

[Base: Start-up employees (n=200) / Employees at large corporations (n=200) / Job seekers (n=200), Unit : %]

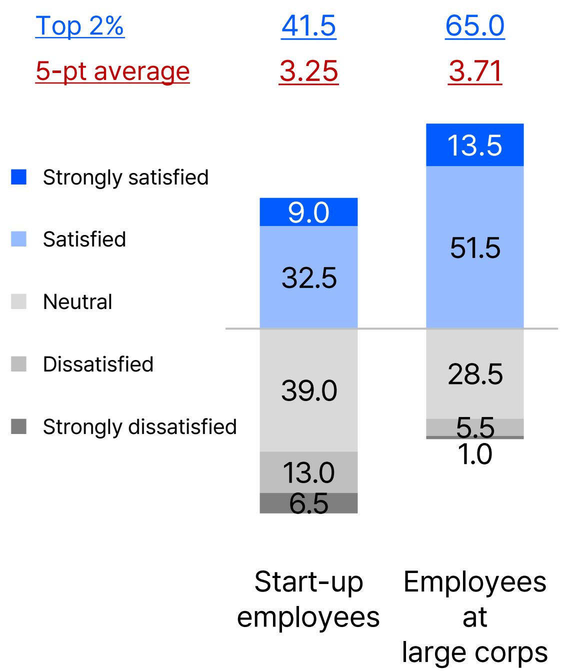
Job satisfaction at current workplace

Job satisfaction among start-up employees is lower compared to those in large corporations, with 'low financial compensation' and 'inadequate welfare benefits/compensation' being the main reasons for dissatisfaction.

65.0% of employees at large corporations are satisfied with their current jobs, compared to just 41.5% of start-up employees, which is less than half. (Based on the 5-pt scale Top2%: Satisfied+Strongly satisfied)

The main reasons for the dissatisfaction of start-up employees are 'low financial compensation,' 'inadequate welfare benefits/compensation,' and 'unstable visions and strategies of the organization.'

Job satisfaction at current workplace



		Start-up employees	Employees at large corporations
Reasons for satisfaction	1st	Autonomous and horizontal organizational culture (41.0%)	High brand value (48.5%)
	2nd	Work-life balance (37.0%)	Welfare benefits/compensation (45.5%)
	3rd	Flexible and rapid decision-making structure (30.0%)	High financial compensation (44.5%)
	4th	Operational skills and career development (22.5%)	Work-life balance (40.0%)
	5th	Outstanding capabilities of colleagues (17.5%)	Autonomous and horizontal organizational culture (13.5%)
Reasons for dissatisfaction	1st	Low financial compensation (45.0%)	Unsatisfactory pay increase (44.0%)
	2nd	Inadequate welfare benefits/compensation (33.5%)	Rigid/slow decision-making structure (30.5%)
	3rd	Unstable visions and strategies of the organization (31.0%)	Hierarchical and rigid organizational culture (26.0%)
	4th	Low brand value (29.5%)	Unstable visions and strategies of the organization (24.0%)
	5th	Unsatisfactory pay increase (26.5%)	Low financial compensation (23.5%)

[Base: Start-up employees (n=200) / Employees at large corporations (n=200), Unit : %/5-pt average]

Intent of starting a business and target area

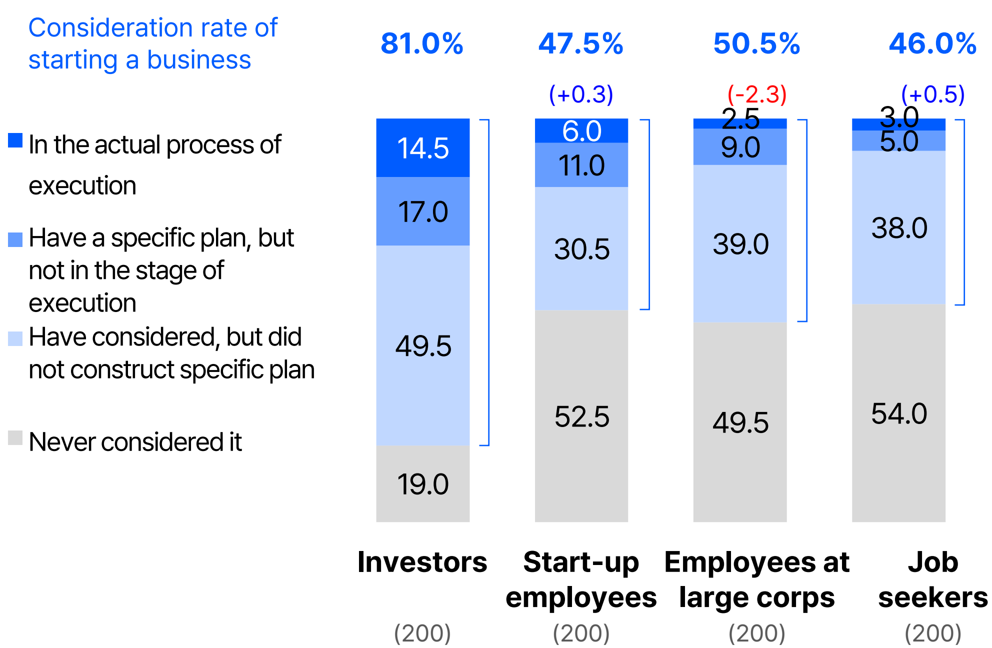
Around half of start-up employees, employees at large corporations, and job seekers have considered starting a business within the recent year.

In the past year, 81.0% of investors, 47.5% of start-up employees, 50.5% of large corporation employees, and 46.0% of job seekers have thought about starting their own business.

The business startup intention rates of start-up employees and job seekers are similar to those of the previous year, while that of employees of large corporations has slightly decreased.

The most considered sector for starting a business by start-up and large corporation employees was e-commerce/distribution.

Intention of starting a business



- (±) Increased compared to 2023, no previous year data is available for
- investors as they were surveyed for the first time in 2024

Considered area of business

	Investors	Start-up employees	Employees at large corps	Job seekers
	(162)	(95)	(101)	(92)
E-commerce/distribution	6.2	**15.8**	**20.8**	12.0
Content/media	8.6	11.6	9.9	10.9
Agrifood	3.7	3.2	9.9	**19.6**
Software/solutions	8.6	13.7	7.9	5.4
Fashion/beauty	2.5	9.5	7.9	7.6
Finance/fintech/blockchain	**13.6**	3.2	6.9	-
Education	3.7	6.3	3.0	8.7
Travel/leisure	4.3	2.1	7.9	6.5
PR/marketing	4.3	7.4	4.0	4.3
Deep tech	**13.6**	-	5.0	1.1
Healthcare/bioscience	7.4	4.2	2.0	3.3
Real estate/proptech	6.8	5.3	2.0	2.2
Hardware/manufacturing	1.9	6.3	2.0	1.1
Other	4.3	8.4	5.9	15.2

[Base: Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200) /Job seekers (n=200), Unit : %]

Perceptions of switching to/seeking jobs at start-ups

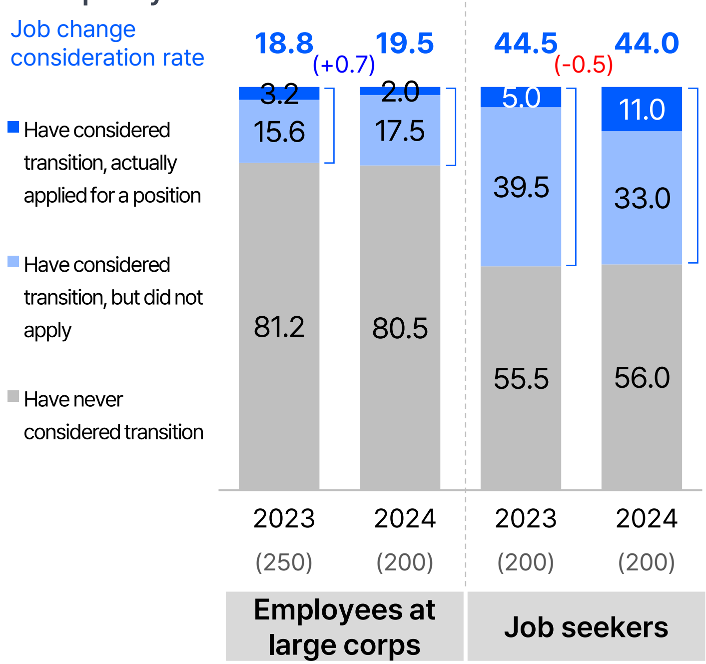
In the past year, 19.5% of large corporation employees and 44.0% of job seekers have contemplated transitioning to or applying for roles in start-ups.

19.5% of large corporation employees and 44.0% of job seekers said that they have contemplated transitioning to or applying for roles in start-ups within the past year, similar to last year.

For job seekers, experience of 'actually applying' has increased by 6%p from last year.

The primary hurdles in considering start-ups were 'work-life imbalance', 'unstable organizational vision/strategies', and 'low financial rewards.'

Consideration of switching to/seeking jobs at start-ups in the past year



		Employees at large corporations	Job seekers
Reasons for consideration	1st	High financial compensation, Sense of achievement from the organization's growth, Satisfactory pay increase expected (35.9%)	Flexible/rapid decision-making structure (40.9%)
	2nd	Access to operational skills and career development opportunities (28.2%)	Ensured work-life balance, Sense of achievement from the organization's growth (34.1%)
	3rd	Expected work-life balance (25.6%)	Expected welfare benefits/compensation (28.4%)
	4th	Preferred organizational vision and strategy, Outstanding capabilities of colleagues (23.1%)	Preferred organizational culture (22.7%)
	5th	Expected welfare benefits/compensation (20.5%)	Access to operational skills and career development opportunities (20.5%)
Reasons for not considering	1st	Work-life balance is not ensured (47.8%)	Company's vision and strategy seems unstable (42.0%)
	2nd	Low financial compensation expected (41.6%)	Work-life balance is not ensured (33.9%)
	3rd	Company's vision and strategy seems unstable (39.8%)	Low financial compensation expected (27.7%)
	4th	Inadequate welfare benefits/compensation expected (25.5%)	Difficult to expect company growth (24.1%)
	5th	Difficult to expect company growth (19.3%)	Inadequate welfare benefits/compensation expected (20.5%)

- (±) Increased compared to 2023, no previous year data is available
- for investors as they were surveyed for the first time in 2024

[Base: Employees at large corporations (n=200) / Job seekers (n=200), Unit : %]

Perception and assessment of the recent start-up investment market condition

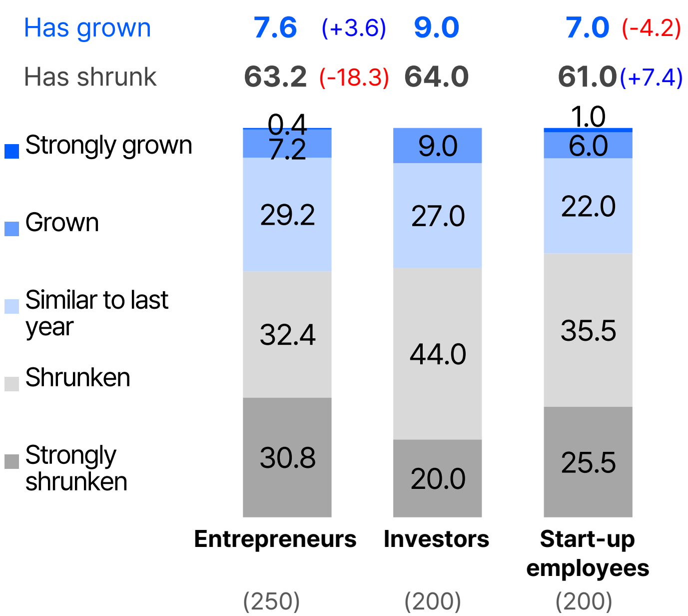
The recent start-up investment market was assessed to have shrunken compared to the previous year. However, perceptions of shrinkage/challenges from entrepreneurs have decreased from 2023.

63.2% of entrepreneurs, 64.0% of investors, and 61.0% of start-up employees share the assessment of a shrinking start-up investment market compared to the previous year.

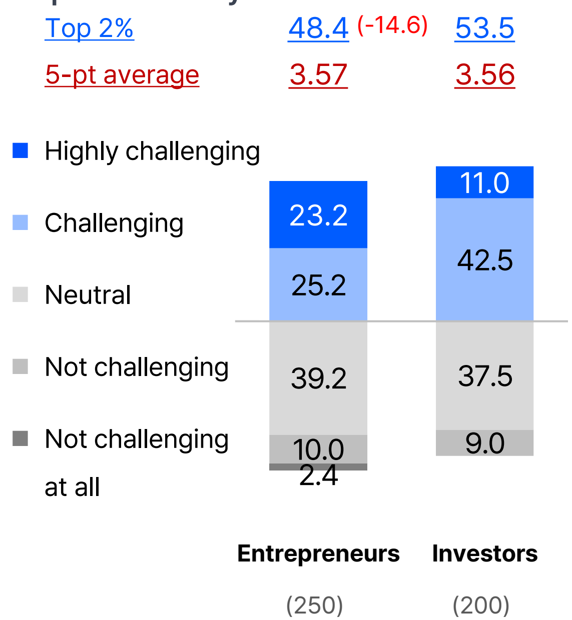
The assessment from entrepreneurs has significantly decreased from last year (-18.3%p), as well as in the challenges in attracting investment (-14.6%p), indicating an ease compared to the previous year.

Over half of entrepreneurs/investors see the need to build sales diversification strategies to address risks from the venture investment market freeze. Investors also highlighted the importance of concentrating on profitable business areas and reducing corporate expenses.

2024 Start-up investment market evaluation



Status of attracted/executed investment compared to last year



Perceptions of response measures for the venture investment market freeze

	Entrepreneurs (250)	Investors (200)
Building sales diversification strategies	**53.2**	**51.0**
Embarking on government-funded projects	49.6	29.5
Reducing corporate costs	46.8	**55.5**
Improving profitability by focusing on profitable businesses	45.2	**60.0**
Adjusting investment attraction plans	28.8	39.0
Downsizing recruitment	16.4	7.0
Pursuing selling the business/M&A	10.0	26.0

[Base: Entrepreneurs (n=250) / Investors (n=200) / Start-up employees (n=200), Unit : %]

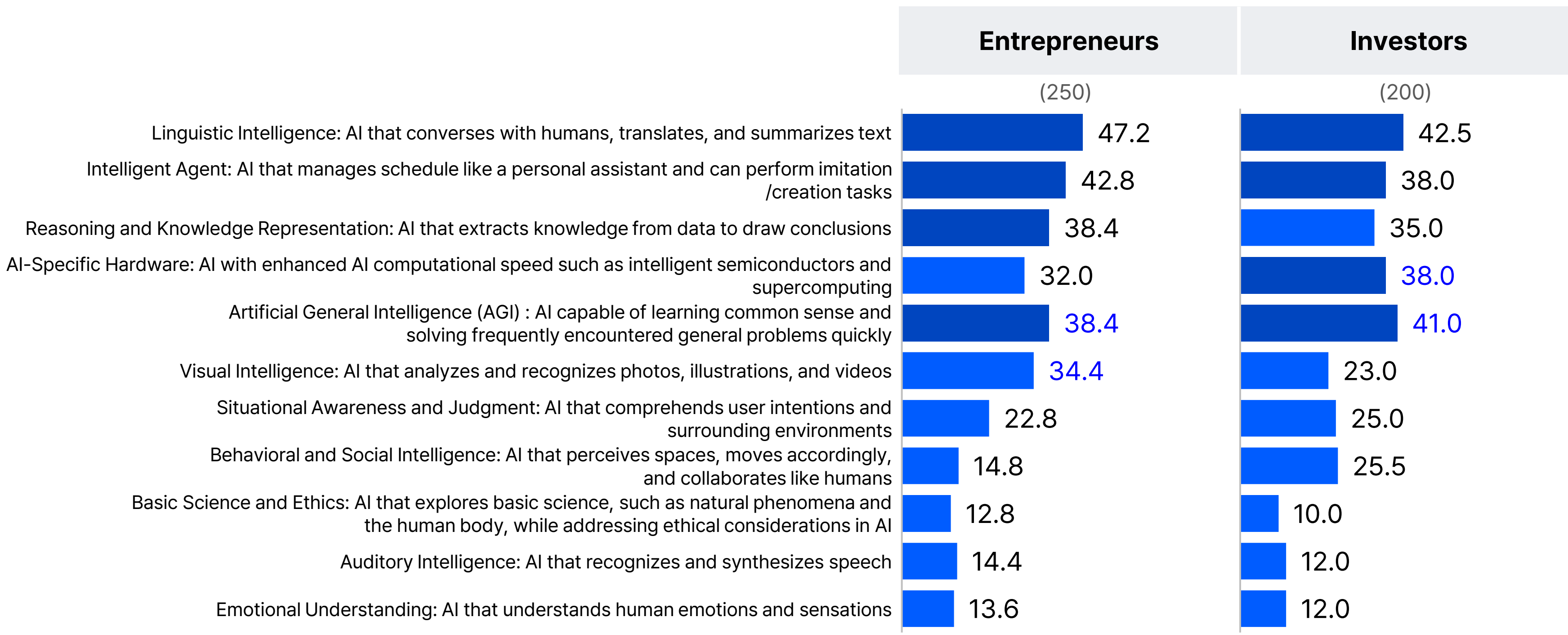
- (±) Increased compared to 2023, no previous year data is available
- for investors as they were surveyed for the first time in 2024

Promising AI industry sectors

Over 40% of both entrepreneurs and investors cited 'Linguistic Intelligence' as the promising AI sector.

While entrepreneurs highlighted Linguistic Intelligence, Intelligent Agent, Reasoning/Knowledge Representation, and AGI as promising areas, investors selected Linguistic Intelligence, followed by AGI, Intelligent Agent, and AI-specific hardware.

It is notable that outside of Linguistic Intelligence, entrepreneurs showed high interest in Intelligent Agent, while investors were more interested in AGI.



[Base: Entrepreneurs (n=250) / Investors (n=200), Unit : %]
* ■ Top 3 choice responses

Current status of AI adoption in the workplace

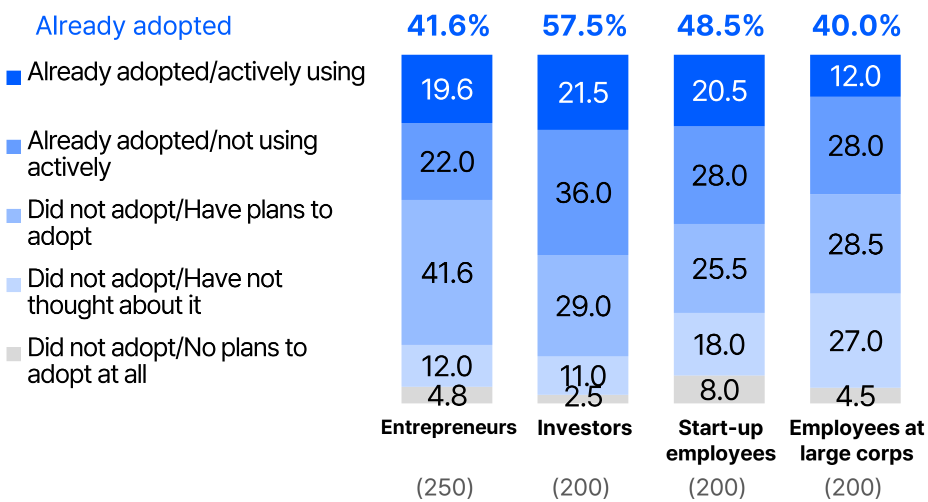
Over 40% have adopted AI at their workplace, and around 6 out of 10 employees have a positive opinion about AI adoption at work.

Over 40% of entrepreneurs, investors, start-up and large corporation employees have responded that AI has been adopted at their workplace.

While investors and start-up employees primarily decide and utilize AI business adoption on an individual basis, employees at large corporations are more likely to adopt and apply AI under organizational decisions made by their companies.

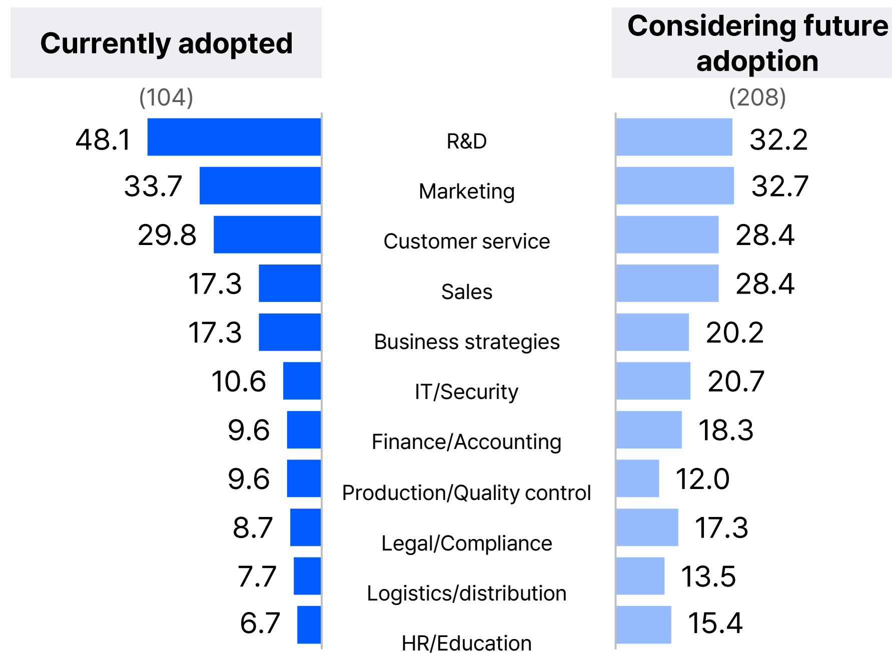
Approximately 6 out of 10 investors and employees express a positive attitude toward the adoption of AI in their work. Among entrepreneurs, AI is primarily implemented in R&D, marketing, and customer service areas.

Current status of AI adoption in the workplace



	Entrepreneurs	Investors	Start-up employees	Employees at large corps
Personal adoption/use	-	**79.1**	**64.9**	43.8
Organizational adoption/use	-	20.9	35.1	**56.3**
Adoption perception Top2% positivity rate	-	63.5	61.0	58.5

[Entrepreneurs] Current and future AI adoption fields/systems



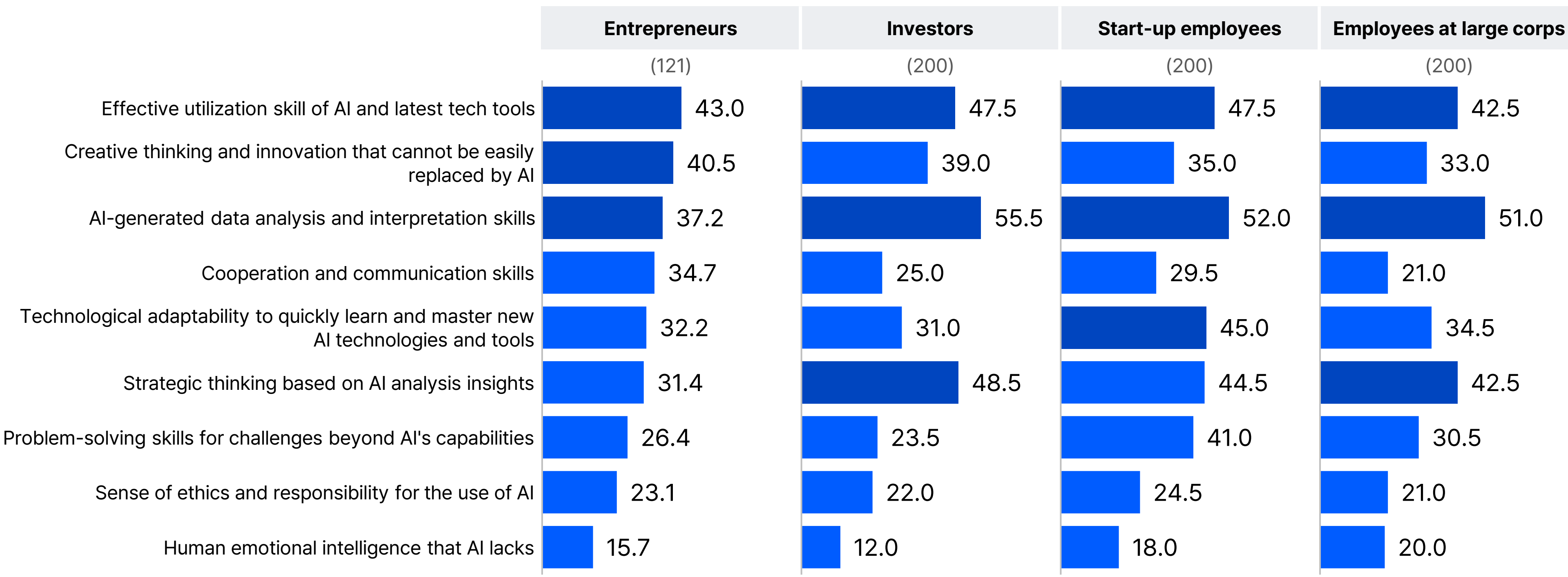
[Base: Entrepreneurs (n=121) / Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200)
Entrepreneurs who adopted AI at work (n=104) / Entrepreneurs who adopted/considered adopting AI at work (n=208), Unit : %]

Perception of operational skill requirements following AI adoption

With the adoption of AI, 'data analysis and interpretation skills' and 'effective utilization skill' are primarily recognized as critical operational capabilities.

Entrepreneurs, investors, and employees all identify 'effective utilization skill of AI and latest tech tools,' as well as 'AI-generated data analysis and interpretation skills,' as key capabilities that are more strongly required due to AI adoption.

It is interesting entrepreneurs prioritize 'effective utilization skill of AI and latest tech tools' as the top skill, while investors and employees at start-ups and large corporations rank 'AI-generated data analysis and interpretation skills' as the most important competency.



[Base: Entrepreneurs (n=121) / Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200), Unit : %]

* ■ Top 1 choice, 1st+2nd+3rd choice responses

Part.3

Detailed Survey Results

1. Entrepreneurs

Size Total 250 respondents

Subject Founders/Co-founders (utilizing Remember's entrepreneur pool)

Years of experience

75 persons within three years of inception (founded in 2021-2024)

63 persons with 4-5 years of experience (founded in 2019-2020)

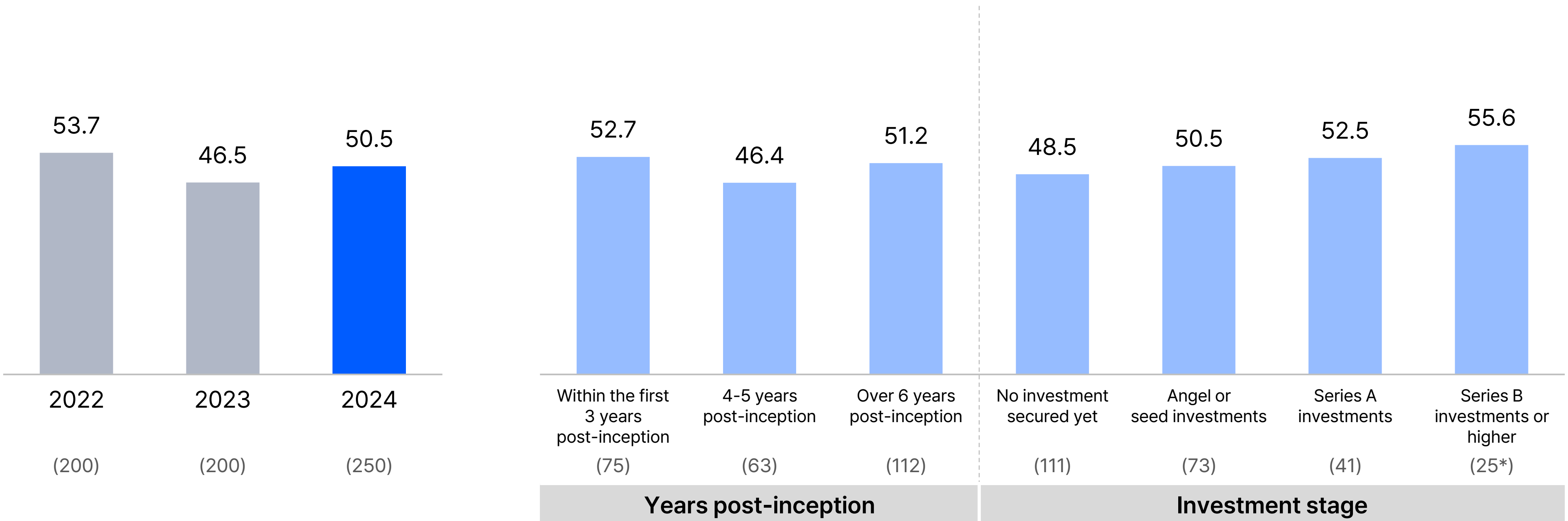
112 persons with 6 or more years of experience (founded in or before 2018)

Evaluation of the recent general climate in the start-up ecosystem

Entrepreneurs have given a score of 50.5 to the recent general start-up climate, a 4p increase from last year.

Entrepreneurs rated the recent general start-up ecosystem climate at an average of 50.5 out of 100 points, marking a 4.0-point increase from the previous year.
Entrepreneurs in higher investment stages tend to have a relatively more positive view of the climate.

Evaluation of the recent general climate in the start-up ecosystem



[Base: Entrepreneurs (n=250), Unit : %]
*Small Base (n<30) note when interpreting

Q. How would you evaluate the recent general climate of the start-up ecosystem out of 10 points?/ What is the reason?

Perception of changes in the general climate of the start-up ecosystem compared to last year

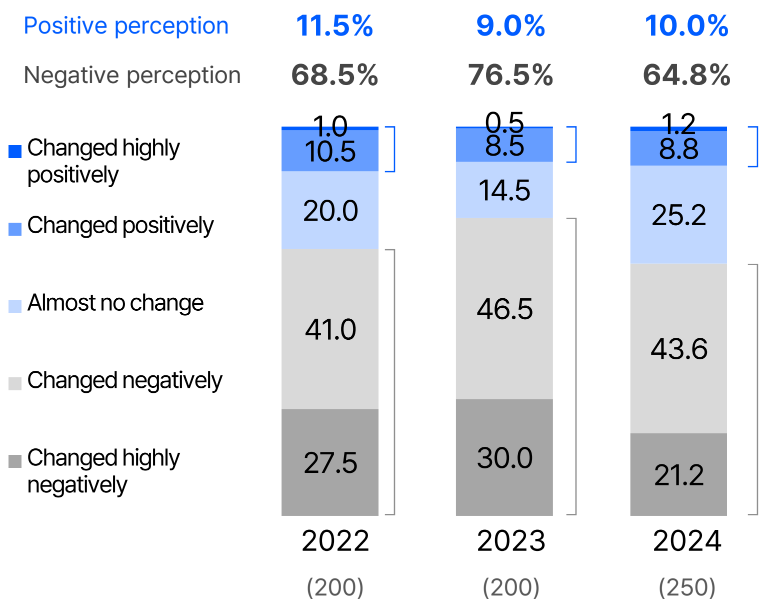
Higher perceptions of 'negative change' due to unenthusiastic venture capital investment/support and a worsening environment for market entry of new businesses

64.8% of respondents believe that the general climate of the start-up ecosystem compared to last year has changed in a negative direction.

However, the proportion of negative responses has dropped 11.7%p from last year.

The negative sentiment mainly derives from unenthusiastic venture capital investment and support, a worsening environment for market entry of new businesses, and status quo of an industrial structure dominated by large corporations.

Perception of changes in the general climate of the start-up ecosystem compared to last year



Reasons for perceiving negative changes (n=225)

Unenthusiastic venture capital investment and support	42.7
Worsening environment for market entry of new businesses	41.8
Status quo of an industrial structure dominated by large corporations	30.7
Decline in private sector support programs, such as startup support institutions and accelerators	29.3
Low influx of talented workers	24.0
Continuation of unnecessary regulations and policies	23.6
Contrived policy drive by the government and public sector	21.8
Inadequate positive social perception of start-ups	20.0
Poor merger and acquisition (M&A) and IPO	17.8

Reasons for perceiving positive changes (n=25*)

Expansion of positive social perception of start-ups	52.0
Increase in active private sector support programs, such as startup support institutions and accelerators	44.0
Expanding influx of talented workers	32.0
Streamlined unnecessary regulations and policies	28.0
Strengthening the protection and support of technological prowess, such as technology management, intellectual property rights, and patents	24.0
Improved environment for market entry of new businesses	20.0
Enthusiastic venture capital investment and support	20.0
Vigorous policy drive by the government and public sector	16.0
Vitalized mergers and acquisitions and IPO	16.0

[Base: Entrepreneurs (n=250), Unit : %]
^Reasons for positive/negative changes: Based on 1st+2nd+3rd choices
/Options below 10% response rates omitted / *Small Base (n<30) note when interpreting

Q. Compared to last year (2023), how do you feel the general climate in the start-up ecosystem has changed recently?

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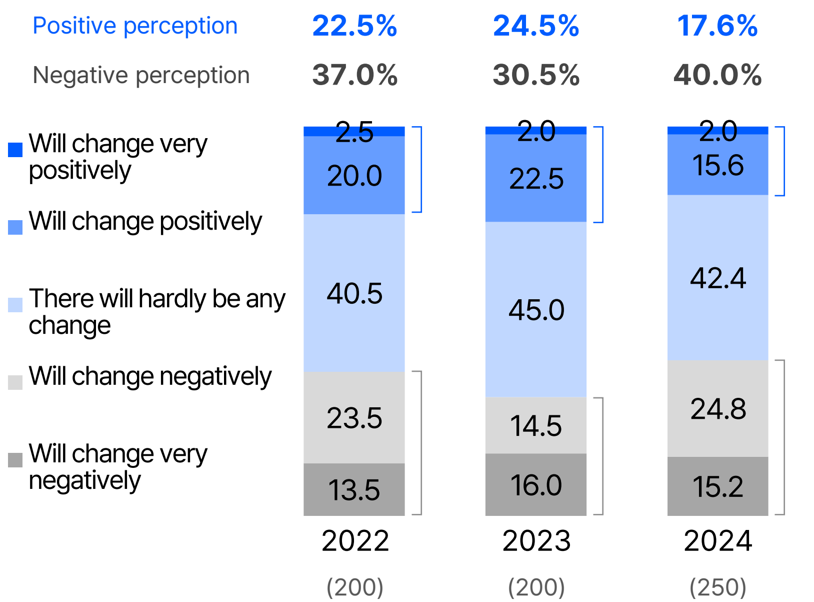
Projection of changes in the general climate of the start-up ecosystem in the next year

The future start-up climate is expected to face a status quo or negative change with the looming prospect of a potential economic crisis/economic deterioration in 2025.

Around 42.4% foresee no change from the current climate in 2025, while 40.0% predict a negative shift. Those anticipating status quo/negative changes outnumber the respondents with positive outlooks.

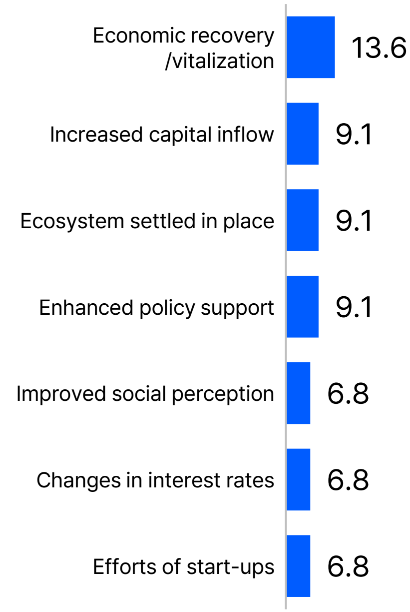
These figures primarily derive from high concerns of potential economic crisis/economic deterioration.

Projection of changes in the general climate of the start-up ecosystem in the next year



Reasons for projecting status-quo/ negative changes (n=206)

Reasons for projecting positive changes (n=44)



[Base: Entrepreneurs (n=250), Unit : %]

^ Reasons for negative and positive changes with response rates below 3% and 5%, respectively, are omitted

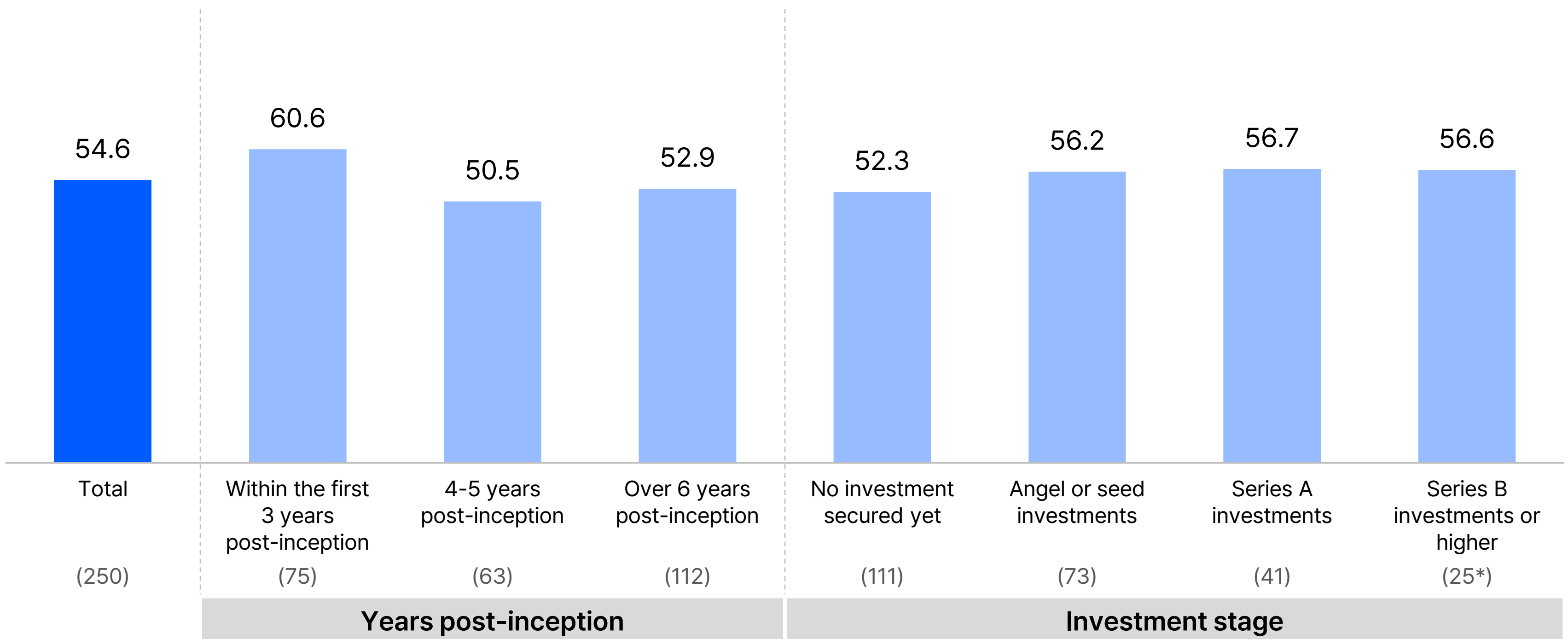
Q. In the next year (2025), how do you think the general climate in the start-up ecosystem will change compared to now?

Evaluation of the government's role in vitalizing the start-up ecosystem

The government's efforts to invigorate the startup ecosystem were rated at 54.6 points by start-up entrepreneurs.

The government's role in vitalizing the startup ecosystem received an average score of 54.6 points out of 100.

Entrepreneurs in the early stages of their business, within three years of inception, have given a relatively higher rating (60.6 points).



[Base: Entrepreneurs (n=250), Unit : %]
*Small Base (n<30) note when interpreting

Q. In vitalizing the start-up ecosystem, how would you evaluate the role of the government out of 100 points?

Government policies that help vitalize the start-up ecosystem

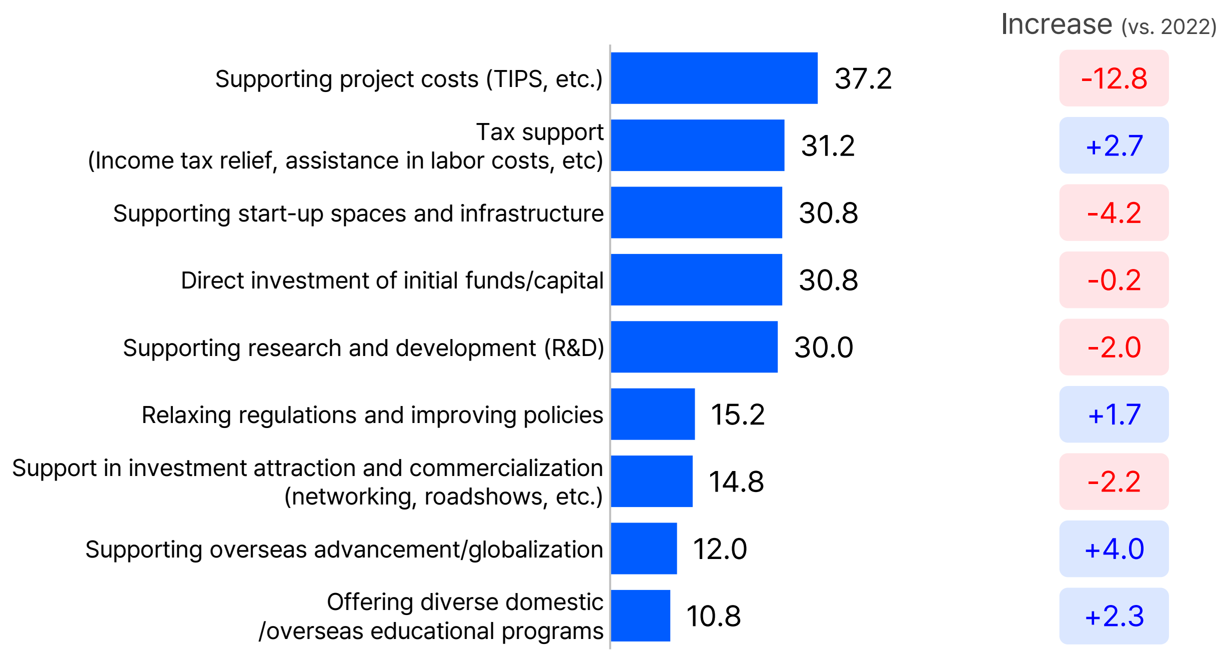
The majority have noted 'project cost support' as the most helpful government policy, while additionally anticipating expansion in investment/funding support.

Entrepreneurs have highlighted 'project cost support,' 'tax support,' 'supporting start-up spaces and infrastructure,' 'direct investment of initial funds/capital,' and 'research/tech development support' as the most helpful government policies in vitalizing the start-up ecosystem.

Compared to last year, the proportion of respondents who have included 'project cost support' in their top 3 responses have decreased by 12.8%p, while those who noted 'supporting overseas advancement/globalization' have increased by 4.0%p.

Additionally, respondents anticipated the 'expansion in investment/funding support' and 'relaxed regulations/improved policies'.

Government policies that help vitalize the start-up ecosystem (1st+2nd+3rd choices)



Additionally anticipated government roles

Expansion of investment/funding	21.2
Relaxing regulations and improving policies	12.4
Vitalizing support	8.8
Tax support (Income tax relief, assistance in labor costs, etc)	6.4
Policy formulation aligned with practical work environments	5.6
Investing in/supporting diverse companies	4.0
System promotion/information expansion	3.2

[Base: Entrepreneurs (n=250), Unit : %]
*Anticipated roles: options below 3% response rates omitted

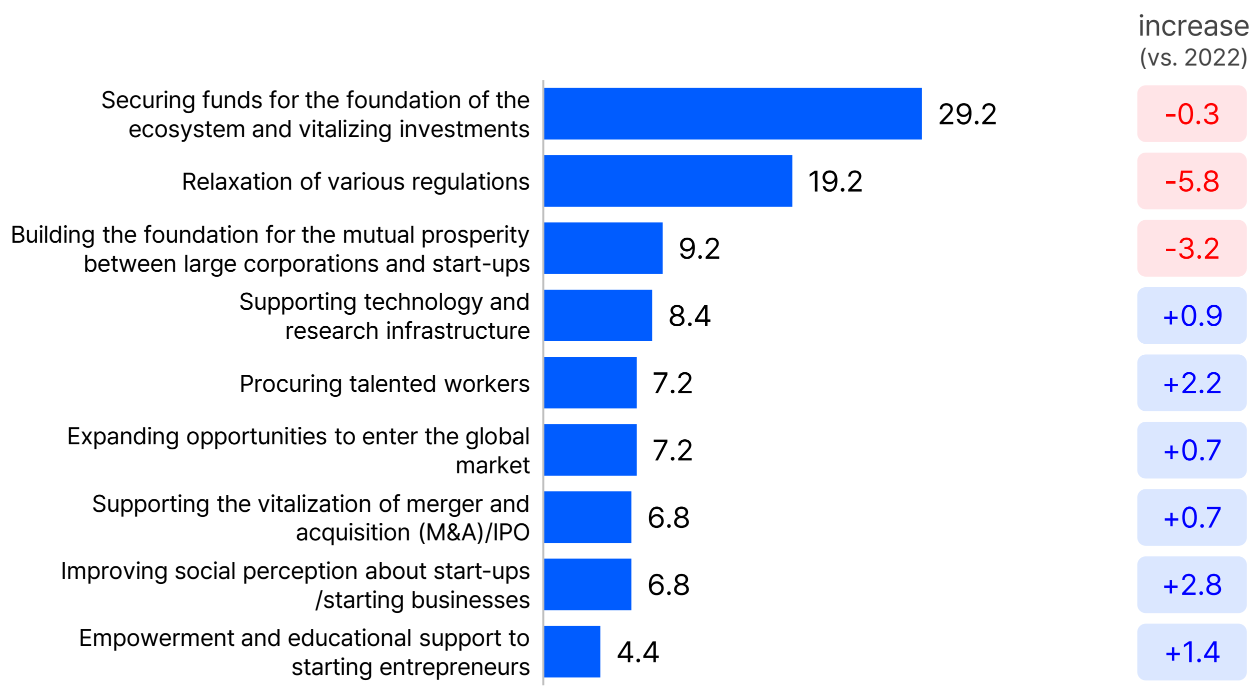
Q. Among the government's policy measures, which do you think have been the most helpful? / What additional roles do you think the government should perform?

Urgent government action areas for start-up ecosystem revitalization

Respondent chose 'securing funds for ecosystem development and stimulating investments' as the most urgent government action to rejuvenate the start-up ecosystem.

The top priorities identified for immediate government action to energize the start-up ecosystem include 'securing funds for ecosystem development and stimulating investments' and 'relaxing various regulations.'

The demand for 'relaxing various regulations' has decreased by 5.8%p from last year. However, 2 out of 10 respondents have still noted this as the most urgent priority.



[Base: Entrepreneurs (n=250), Unit : 1st choice%]

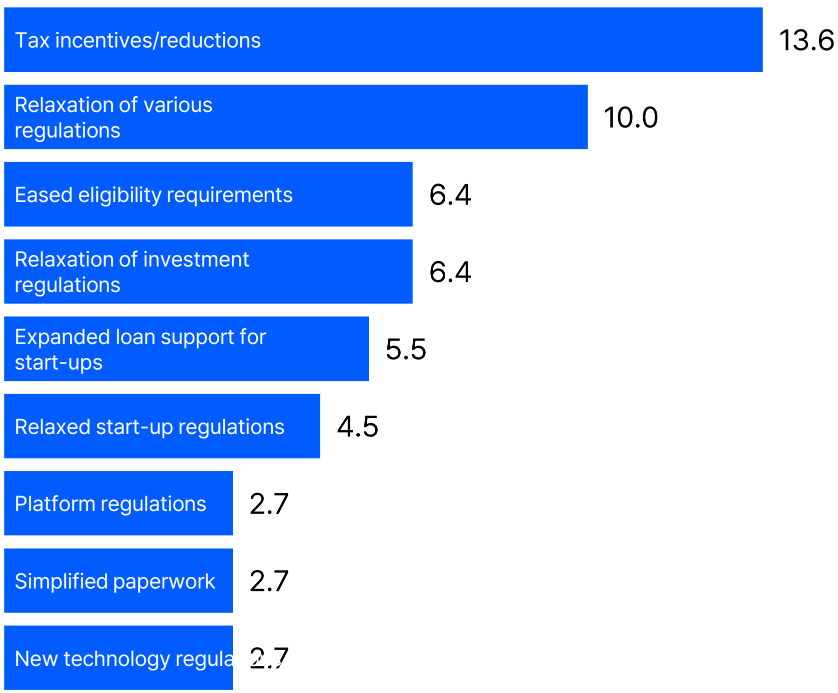
Q. In developing the current start-up ecosystem, what areas do you think should be urgently improved by the government?

Government regulations in need of relaxation

Start-up entrepreneurs have emphasized tax incentives/reductions and relaxation of various regulations as government regulations that need easing.

The most common responses for government regulations in need of relaxation were tax incentives/reductions, relaxation of various regulations, eased eligibility requirements, and relaxation of investment regulations.

The most highlighted responses centered around finance, such as taxes or loans. Responses concerning business/tech regulation relaxation, easing in processes such as eligibility or simplified documentations were also observed.



"Capital flow is challenging in start-ups. We need tax incentives. We suffer from insufficient balance after paying corporate taxes."

"Expansion of policy funds and loan opportunities for companies that temporarily have a poor financial structure."

"Financial aspects such as easing eligibility requirements for loans, increased line of credit, and interest rate drops, as well as tax support such as tax incentives"

"Relaxing regulations on new platforms"

"Relaxing various regulations to execute business and sandbox support"

"Various certifications required for products and factories. They consume too much time and money, and there are too many formalistic certifications."

"Simplified paperwork and approval process for capital support"

"Many government or public corporation-funded support programs are extremely challenging for start-ups to apply due to eligibility requirements.
Issues like performance records and capital erosion are challenges that newly established tech start-ups find difficult to address."

[Base: Respondents who chose 'relaxation of regulations' as urgent government action areas (n=110), Unit : %]
*Options below 2% response rates omitted

Q. Which regulations need to be relaxed?

Challenges in operation (areas respondents are seeking advice on)

Entrepreneurs seek advice in growth strategies, securing funds, and investments in relation to corporate management.

Start-up entrepreneurs hope to receive insights on growth strategies, securing funds, and investment in regard to management.

No statistically significant differences were observed among years post-inception or investment stages.

1st+2nd+3rd choices / 1st choice	All: 1st choice	All: 1st+2nd+3rd choices	Years post-inception: Within the first 3 years post-inception	Years post-inception: 4-5 years post-inception	Years post-inception: Over 6 years post-inception	Investment stage: No investment secured yet	Investment stage: Angel or seed investments	Investment stage: Series A investments	Investment stage: Series B investments or higher
(Base)	(250)		(75)	(63)	(112)	(111)	(73)	(41)	(25*)
Growth strategy	16.4	47.6	48.0	44.4	49.1	54.1	39.7	46.3	44.0
Securing funds	21.2	45.2	50.7	46.0	41.1	54.1	45.2	29.3	32.0
Investment-related	16.8	44.8	56.0	44.4	37.5	45.0	47.9	43.9	36.0
Strategy roadmap	7.6	26.8	24.0	30.2	26.8	26.1	27.4	29.3	24.0
Overall management	12.8	25.6	25.3	31.7	22.3	25.2	26.0	29.3	20.0
Entering overseas/global markets	8.4	22.8	16.0	23.8	26.8	16.2	28.8	31.7	20.0
Organizational management	5.2	20.0	12.0	25.4	22.3	14.4	19.2	24.4	40.0
Human resources management	7.6	16.0	10.7	19.0	17.9	10.8	19.2	19.5	24.0
Decision-making structure/system	2.8	12.0	16.0	14.3	8.0	12.6	9.6	14.6	12.0

^ Compared to the total response, statistically significantly higher O (80% confidence level)

[Base: Entrepreneurs (n=250), Unit : %]

^ Sorting based on total of 1st+2nd+3rd choice

*Small Base (n<30) note when interpreting

Q. If you can seek advice on the operation of the business you founded, what kind of advice would you like to seek?

Challenges in attracting investment

When attracting investment, many respondents struggle with valuation and educating and convincing investors about their products and services.

The most common challenge faced by entrepreneurs in attracting investment is 'valuation and company recognition', followed by 'educating and convincing investors about the product and services'.

Valuation and company recognition was highlighted as the most challenging issue regardless of years post-inception or investment stages.

	All	Years post-inception			Investment stage			
		Within the first 3 years post-inception	4-5 years post-inception	Over 6 years post-inception	No investment secured yet	Angel or seed investments	Series A investments	Series B investments or higher
(Base)	(250)	(75)	(63)	(112)	(111)	(73)	(41)	(25*)
Valuation and recognition of the company	38.0	34.7	36.5	41.1	34.2	42.5	41.5	36.0
Educating and convincing investors about the product and services	22.0	25.3	17.5	22.3	23.4	19.2	26.8	16.0
Acquiring information on investors	13.6	13.3	14.3	13.4	14.4	13.7	12.2	12.0
Discussing investment terms and conditions	12.8	10.7	19.0	10.7	8.1	19.2	14.6	12.0
Strict qualifications and screening process	12.4	13.3	11.1	12.5	17.1	5.5	4.9	24.0
Other	1.2	2.7	1.6	-	2.7	-	-	-

^ Compared to the total response, statistically significantly higher O (80% confidence level)

[Base: Entrepreneurs (n=250), Unit : %]
*Small Base (n<30) note when interpreting

Q. Please choose one challenge that impacted you the most while attracting investments.

Perception of the start-up investment market compared to last year

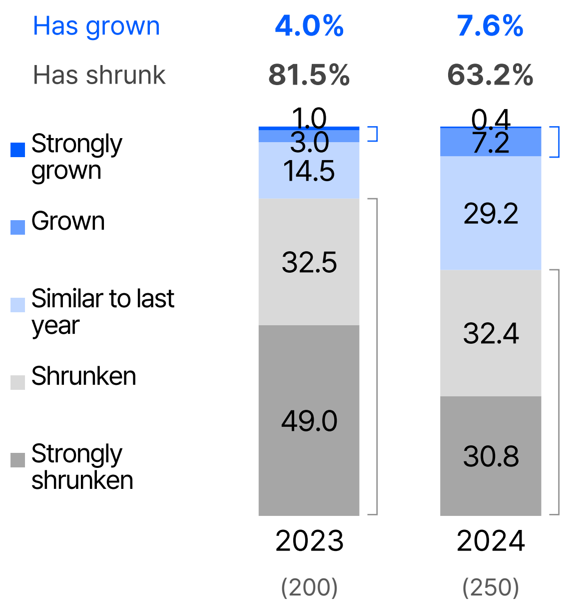
While the start-up investment market remains challenging due to the economic recession, perceptions of shrinkage/difficulty have decreased compared to the previous year.

Although 63.2% of entrepreneurs evaluated the start-up investment market as being more contracted than last year, there was a significant decrease (18.3%p) from the previous year.

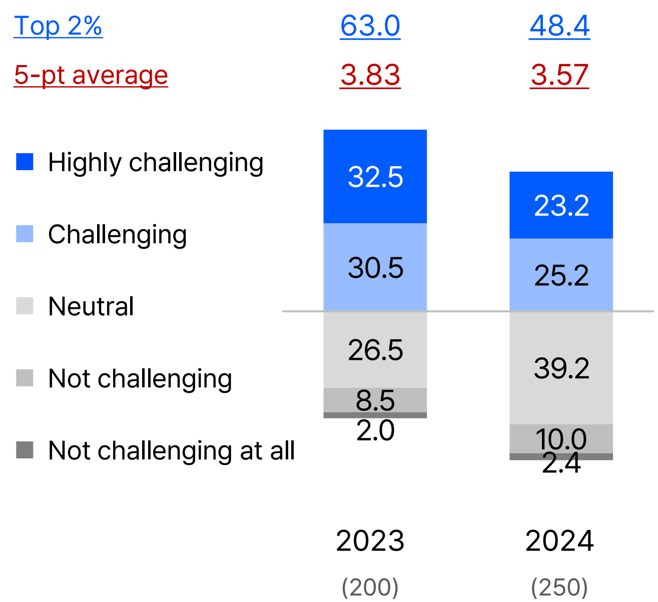
Also, the proportion of respondents citing 'challenges in attracting investment' has decreased by 14.6%p, reflecting a relatively eased sentiment compared to last year.

Among those who reported difficulties in attracting investments, the primary reasons cited were economic/market conditions, such as the 'economic recession.'

Perception of the start-up investment market compared to last year



Status of attracted investment compared to last year



Reasons for more challenging investment attraction compared to last year (n=121)

Economy/market conditions	**57.9**
• Economic recession	38.8
• Deterioration of market conditions	9.1
• High interest rates/Interest rate hike	5.8
Investment market condition	**34.7**
• Shrinkage of the investment market	8.3
• Changes in investment standards /Stricter investment standards	5.8
• Insufficient capital of the investment market	5.8
• Stringency in financial markets	4.1
• Passive investment	3.3
Operational situation	**12.4**
• Reduced sales	4.1
• Insufficient growth	4.1
Policies	**9.9**
• Change in government policies	5.0
• Reduced support/grant	3.3

[Base: Entrepreneurs (n=250), Unit : %]

* Reasons for more challenging investment attraction: Options below 3% response rates omitted

Q. How do you evaluate this year's start-up investment market compared to last year (2023)? / How well is the investment attraction going for the company you have founded?

Response measures for the venture investment market freeze

In response to risks concerning the venture investment market freeze, there is a growing trend toward 'embarking on government-funded projects,' particularly among start-ups with fewer years post-inception.

Start-up entrepreneurs plan to respond to the risks from the venture investment market's deep freeze by building sales diversification strategies, embarking on government-funded projects, reducing corporate costs, and focusing on profitable businesses.

While those highlighting 'adjusting investment attraction plans' have decreased since 2022, reliance on government-funded projects has shown an upward trend.

Entrepreneurs within three years of inception show a significantly high rate of viewing government-funded programs as a key risk management measure.

	2022 All	2023 All	2024 All	Years post-inception			Investment stage			
				Within the first 3 years post-inception	4-5 years post-inception	Over 6 years post-inception	No investment secured yet	Angel or seed investments	Series A investments	Series B investments or higher
(Base)	(200)	(200)	(250)	(75)	(63)	(112)	(111)	(73)	(41)	(25*)
Building sales diversification strategies	41.5	54.0	53.2	62.7	54.0	46.4	55.9	58.9	41.5	44.0
Embarking on government-funded projects	24.0	43.0	49.6	65.3	52.4	37.5	55.9	54.8	43.9	16.0
Reducing corporate costs	52.0	46.5	46.8	33.3	47.6	55.4	45.9	45.2	53.7	44.0
Focusing on profitable businesses to improve profitability	48.5	51.0	45.2	42.7	46.0	46.4	42.3	52.1	46.3	36.0
Adjusting investment attraction plans	43.5	34.0	28.8	34.7	22.2	28.6	18.0	37.0	34.1	44.0
Downsizing recruitment	27.0	20.5	16.4	6.7	14.3	24.1	10.8	17.8	26.8	20.0
Pursuing selling the business/M&A	17.0	13.5	10.0	-	11.1	16.1	7.2	9.6	14.6	16.0

^ Compared to the total response, statistically significantly higher O (80% confidence level)

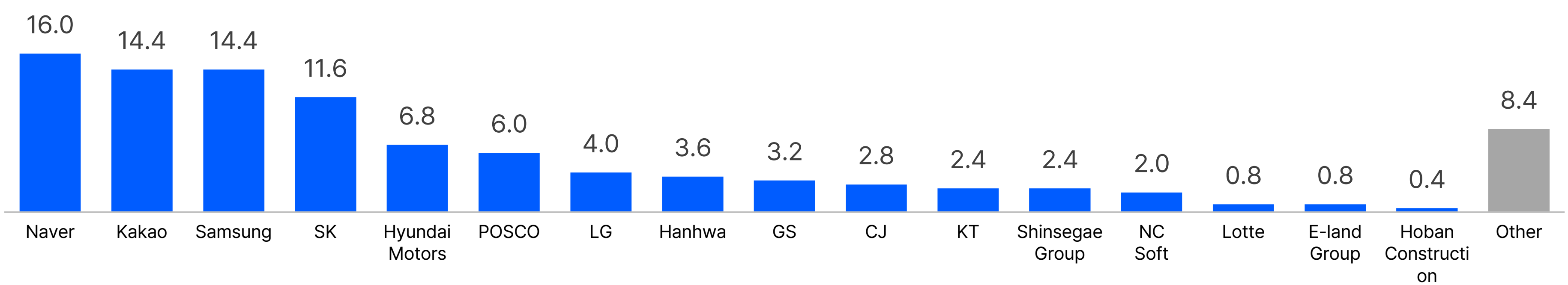
[Base: Entrepreneurs (n=250), Unit : 1st+2nd+3rd choices %]
*Small Base (n<30) note when interpreting

Q. How do you plan to address the risks caused by the "venture investment market freeze?"

Corporations perceived to be active in investing in/supporting start-ups

Entrepreneurs selected Naver, Kakao, Samsung, and SK as the most active corporations in investing in/supporting start-ups.

Entrepreneurs primarily picked Naver as the most active corporation that invest in and support start-ups, followed by Kakao, Samsung, SK, Hyundai Motors, and POSCO.



[Base: Entrepreneurs (n=250), Unit : %]

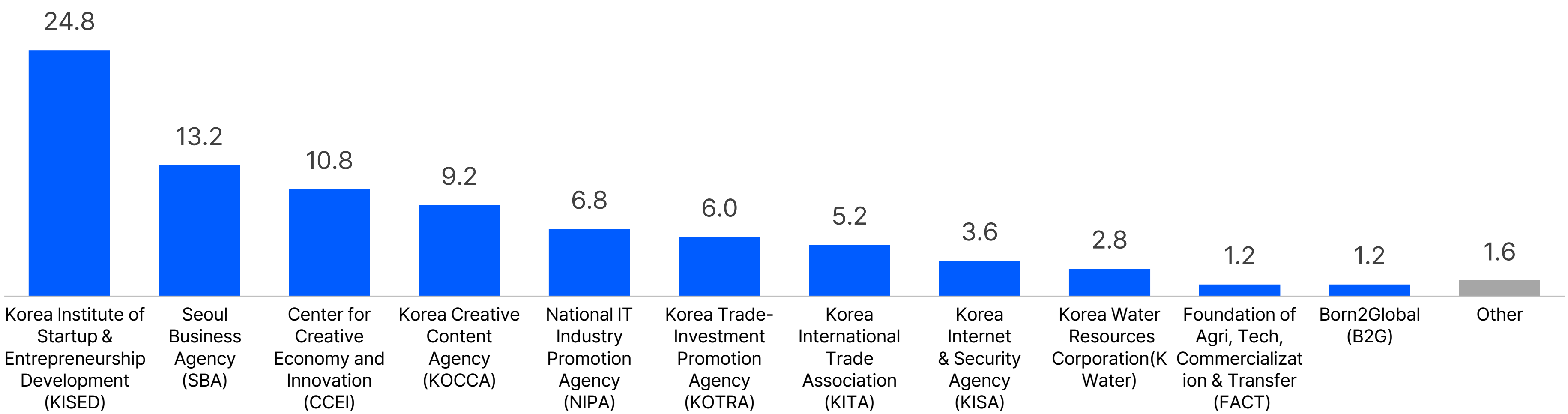
Q. In your opinion, which are the most active corporations in start-up investments and support?

Public institutions perceived to be active in investing in/supporting start-ups

Among public institutions, entrepreneurs perceive that KISED (Korea Institute of Start-up and Entrepreneurship Development), SBA (Seoul Business Agency), and CCEI (Center for Creative Economy and Innovation) most actively invest in and support start-ups.

The majority of entrepreneurs identified 'KISED (Korea Institute of Startup & Entrepreneurship Development)' as the most active public institution in supporting and investing in start-ups,

followed by SBA (Seoul Business Agency) and CCEI (Center for Creative Economy and Innovation), both over 10% response rates.



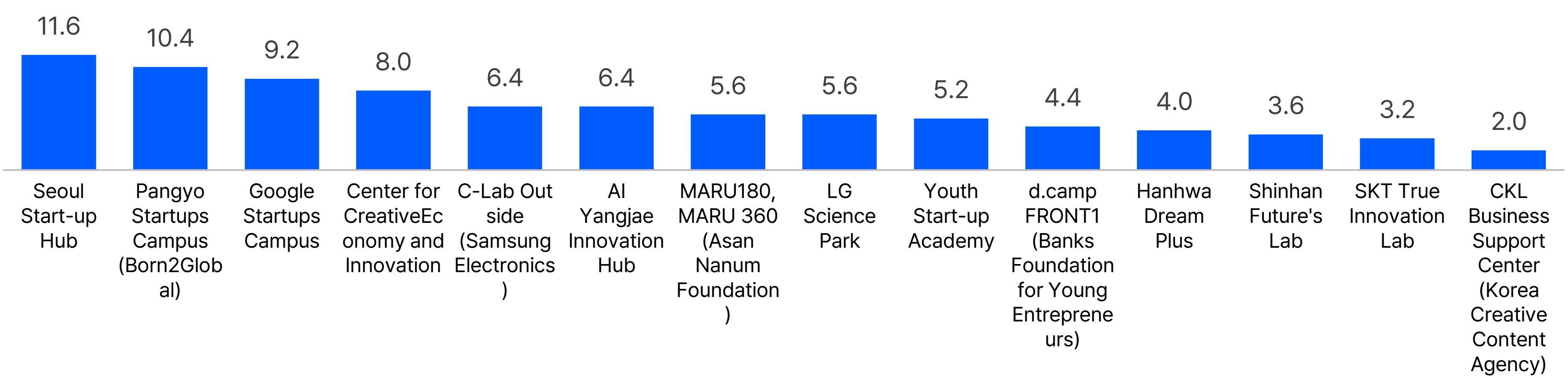
[Base: Entrepreneurs (n=250), Unit : %]

Q. In your opinion, which are the most active public institutions in start-up investments and support?

Favored start-up support centers to enter or utilize

11.6% chose Seoul Start-up Hub as the top start-up support center they wish to enter or utilize.

11.6% of respondents selected Seoul Start-up Hub as the top start-up support center they wished to enter or utilize, followed by Pangyo Start-up Campus(Born2Global) and Google for Startups Campus.



[Base: Entrepreneurs (n=250), Unit : %]
*Options below 2% response rates omitted

Q. Which start-up support center do you want to enter or utilize the most?

Most preferred accelerators/venture capitals/corporate venture capitals

Bluepoint was the top choice among accelerators, Altos Ventures among venture capitals, and Kakao Ventures among Corporate Venture Capitals (CVCs).

Respondents also highlighted CCEI and KAIST Venture Investment Holdings for accelerators, Korea Investment Partners and KB Investment for venture capitals, and Samsung Venture Investments and POSCO Capital for CVCs.

Preferred accelerator

	All
(Base)	(250)
Bluepoint	8.0
Center for Creative Economy and Innovation	7.2
KAIST Venture Investment Holdings	6.4
SparkLabs	5.2
Sopoong Ventures	5.2
Primer	4.4
Future Play	3.6
Mirae Holdings	3.6
POSTECH Holdings	3.6
Infobank	3.6
TheVentures	3.2
Krypton	3.2
SmilegateOrange Farm	2.8
SNU Holdings	2.4
MashUp Ventures	2.4
CNT Tech	2.4

[Base: Entrepreneurs (n=250), Unit : %]
*Options below 2% response rates omitted

Preferred venture capital (VC)

	All
(Base)	(250)
Altos Ventures	9.6
Korea Investment Partners	8.4
KB Investment	8.0
Mirae Asset Venture Investments	6.4
SBVA (SoftBank Ventures)	3.6
Born Angels Venture Partners	3.6
STIC Investment	3.6
Smilegate Investments	2.8
SV Investments	2.4
IMM Investments	2.4
Stonebridge Ventures	2.0
Capstone Partners	2.0
SBI Investment	1.6
Atinum Investment	1.6

[Base: Entrepreneurs (n=250), Unit : %]
*Options below 1.5% response rates omitted

Preferred Corporate Venture Capital (CVC)

	All
(Base)	(250)
KakaoVentures	10.4
SamsungVenture Investments	8.0
POSCOCapital	6.8
Naver D2SF	6.0
Hyundai Motor ZER01NE	5.2
Dunamu &Partners	5.2
Shinhan Venture Investments	3.6
AJU IB INVESTMENT	3.6
Hana Ventures	3.2
Lotte Ventures	3.2
CJ Investments	2.8
Kiwoom Investment	2.4
Hanwha Investment	2.4
KT Investments	2.0

[Base: Entrepreneurs (n=250), Unit : %]
*Options below 2% response rates omitted

Q. What is your most preferred accelerator/venture capital(VC)/corporate venture capital(CVC)?

Part.3

Survey Results Summary

1. Entrepreneurs
2. Investors
3. Start-up employees
4. Employees at large corporations
5. Job seekers
6. [Special survey] Perceptions of AI

2. Investors

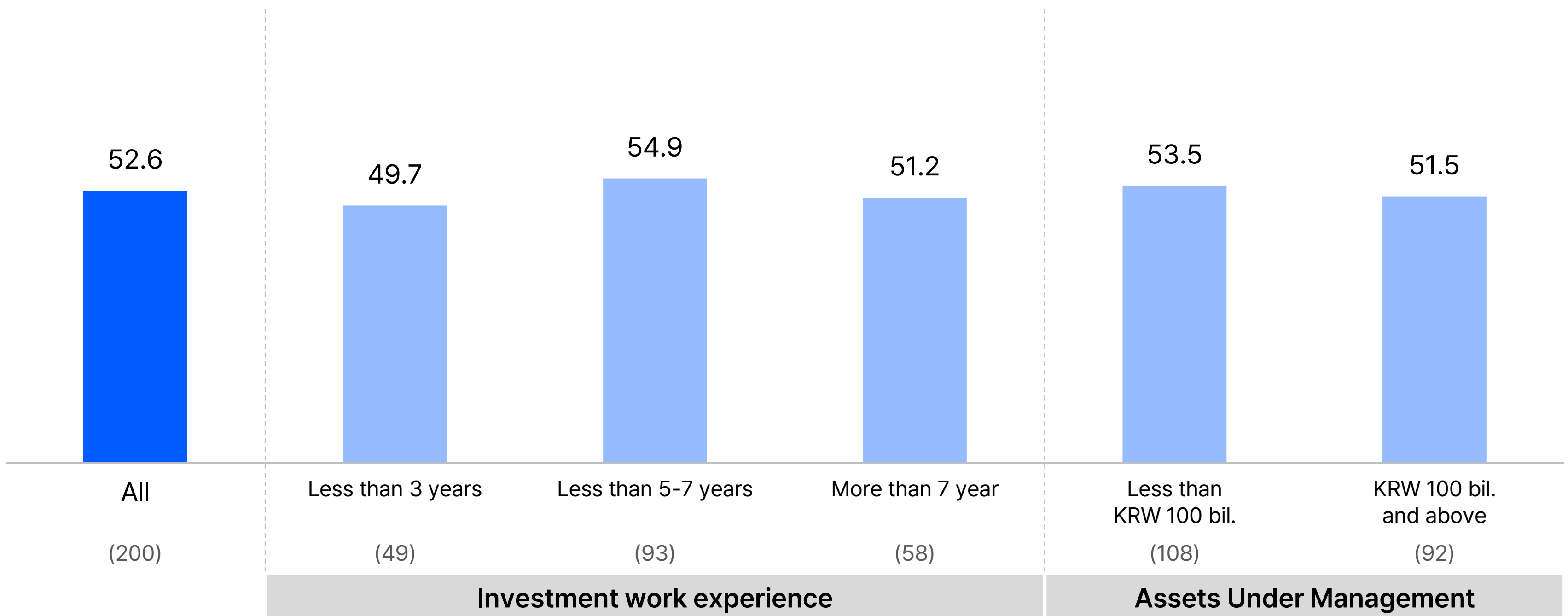
Size Total 200 respondents

Subject Start-up investors

Evaluation of the recent general climate in the start-up ecosystem

Start-up investors have given a score of 52.6 to the recent general start-up climate.

200 investors provided an average rating of 52.6 points out of 100 to evaluate the recent general start-up climate.



[Base: Investors (n=200), Unit : %]

Q. How would you evaluate the recent general climate of the start-up ecosystem out of 100 points? / What is the reason?

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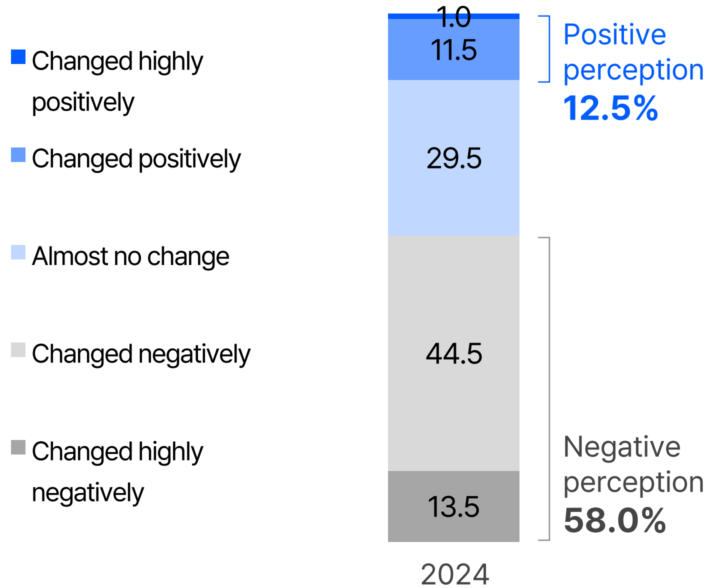
Perception of changes in the general climate of the start-up ecosystem compared to last year

Over half of investors perceived negative changes compared to last year in terms of unenthusiastic venture capital investment and support and a worsening environment for market entry of new businesses.

58.0% of investors felt that the start-up ecosystem climate has 'changed negatively' since last year.

Unenthusiastic venture capital investment and support and a worsening environment for market entry of new businesses were cited as primary causes of the change.

Perception of changes in the general climate of the start-up ecosystem compared to last year



Reasons for perceiving negative changes (n=175)

Unenthusiastic venture capital investment and support	42.9
Worsening environment for market entry of new businesses	38.3
Decline in private sector support programs, such as startup support institutions and accelerators	30.3
Continuation of unnecessary regulations and policies	28.0
Status quo of an industrial structure dominated by large corporations	27.4
Poor merger and acquisition (M&A) and IPO	26.9
Low influx of talented workers	22.9
Contrived policy drive by the government and public sector	18.9
Inadequate positive social perception of start-ups	15.4
Weakened protection and support of technological prowess, such as technology management, intellectual property rights, and patents	10.9

Reasons for perceiving positive changes (n=25*)

Increase in active private sector support programs, such as startup support institutions and accelerators	48.0
Expanding influx of talented workers	40.0
Enthusiastic venture capital investment and support	36.0
Expansion of positive social perception of start-ups	36.0
Strengthening the protection and support of technological prowess, such as technology management, intellectual property rights, and patents	24.0
Improved environment for market entry of new businesses	20.0
Vigorous policy drive by the government and public sector	20.0
Streamlined unnecessary regulations and policies	16.0
Achieving an industrial structure that works in synergy with large corporations	12.0

[Base: Investors (n=200), Unit : %]
^ Reasons for negative/positive change: Based on 1st+2nd+3rd choices
*Small Base (n<30) note when interpreting

Q. Compared to last year (2023), how do you feel the general climate in the start-up ecosystem has changed recently?

Projection of changes in the general climate of the start-up ecosystem in the next year

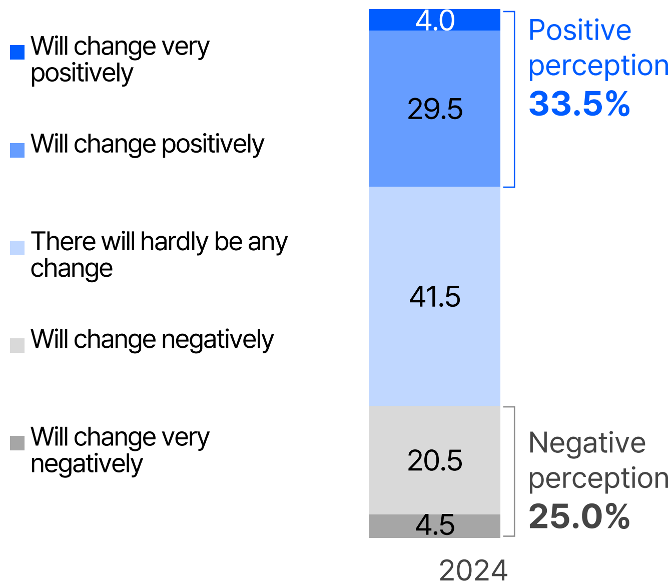
In terms of investors' 2025 prospects, status quo/negative outlooks tied to potential economic crisis/economic deterioration coexist with positive expectations from interest rate drops.

For the 2025 start-up ecosystem climate, 41.5% of investors have foreseen 'almost no change.'

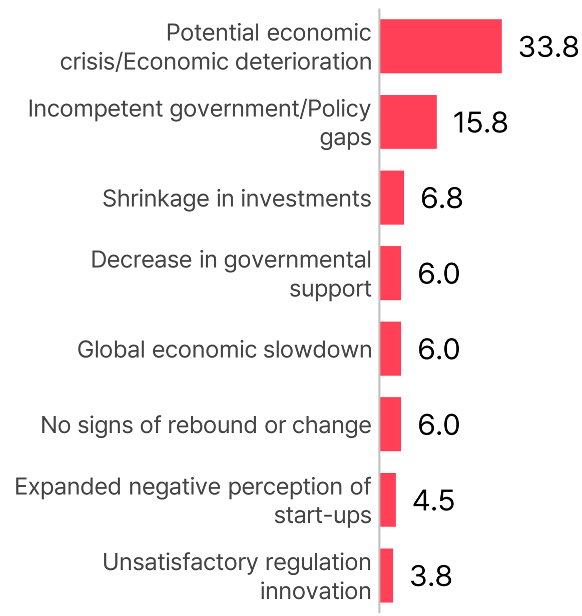
For those who forecast a change, positive views (33.5%) were higher than negative views (25.0%), mainly due to potential interest rate changes and prospected economic recovery.

For reasons expecting status quo/negative changes, potential economic crisis/Economic deterioration were commonly mentioned.

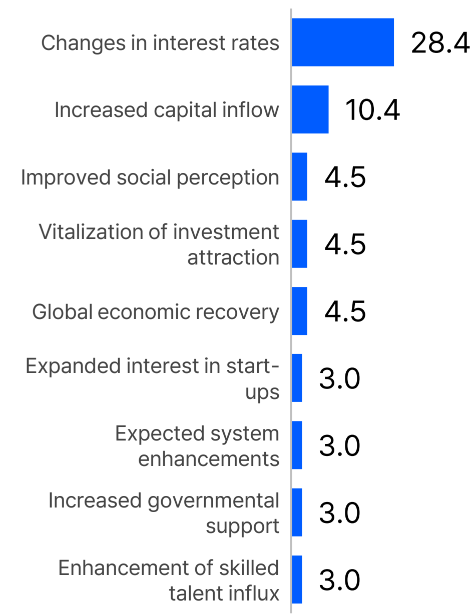
Projection of changes in the general climate of the start-up ecosystem in the next year



Reasons for projecting status-quo/ negative changes(n=133)



Reasons for projecting positive change (n=67)



[Base: Investors (n=200), Unit : %]

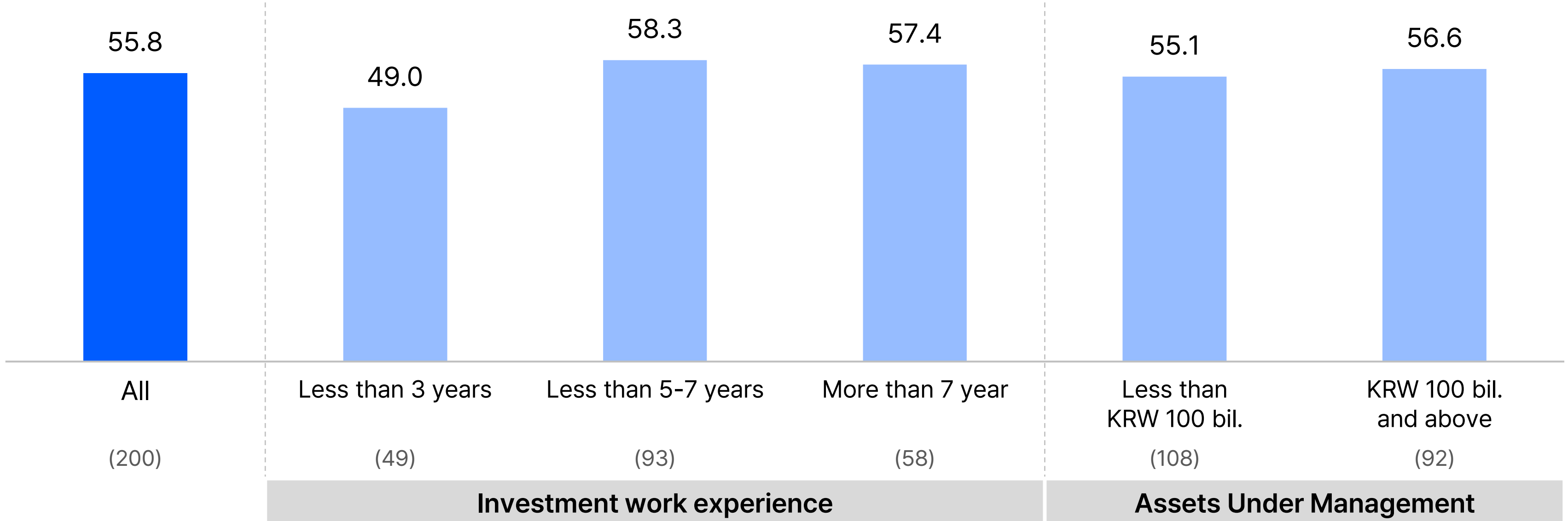
^ Reasons for negative and positive changes with response rates below 3% and 3%, respectively, are omitted

Q. In the next year (2025), how do you think the general climate in the start-up ecosystem will change compared to now?

Evaluation of the government's role in vitalizing the start-up ecosystem

The government's efforts to invigorate the startup ecosystem were rated at 55.8 points by start-up investors.

Investors have given an average score of 55.8 our of 100 to the government's role in energizing the startup ecosystem.



[Base: Investors (n=200), Unit : %]

Q. In vitalizing the start-up ecosystem, how would you evaluate the role of the government out of 100 points?

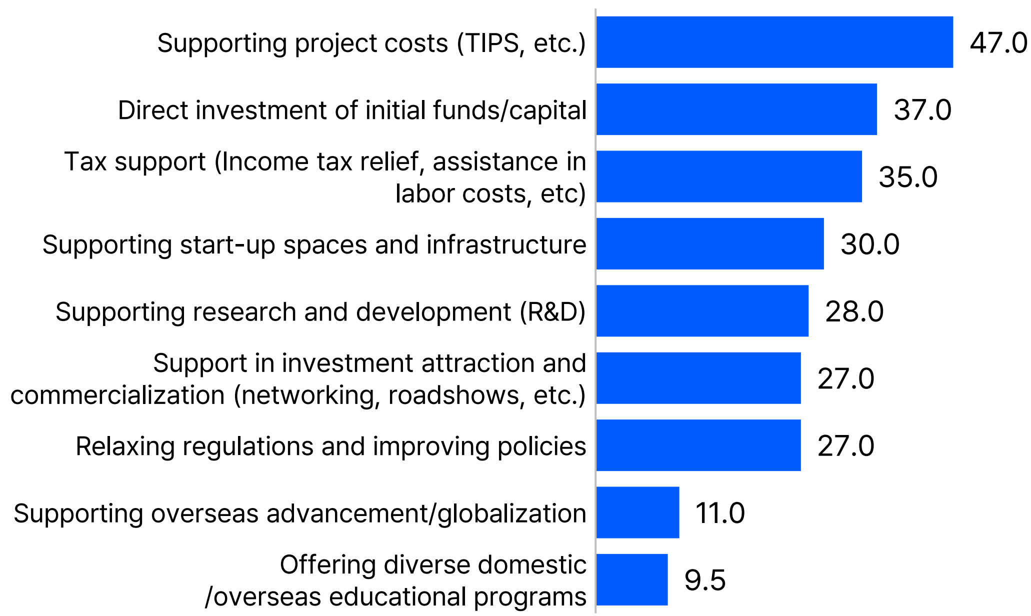
Government policies that help vitalize the start-up ecosystem

'Project cost support' was reported to be the most helpful government policy, additionally anticipating expansion in investment/funding support.

47.0% of investors selected 'project cost support' as the most helpful government policy in vitalizing the start-up ecosystem.

Additionally anticipated government roles included 'expansion in investment/funding support' and 'relaxing regulations and improving policies.'

Government policies that help vitalize the start-up ecosystem (1st+2nd+3rd choices)



Additionally anticipated government roles

• Expansion of investment/funding	22.0
• Relaxing regulations and improving policies	14.0
• Tax support (Income tax relief, assistance in labor costs, etc)	7.0
• Supporting overseas advancement /globalization	7.0
• Expansion of investment funds	6.5
• Vitalizing support	6.0
• Policy formulation aligned with practical work environments	4.5
• Supporting project costs (TIPS, etc.)	3.5
• Supporting start-up spaces and infrastructure	3.0
• System promotion/information expansion	3.0

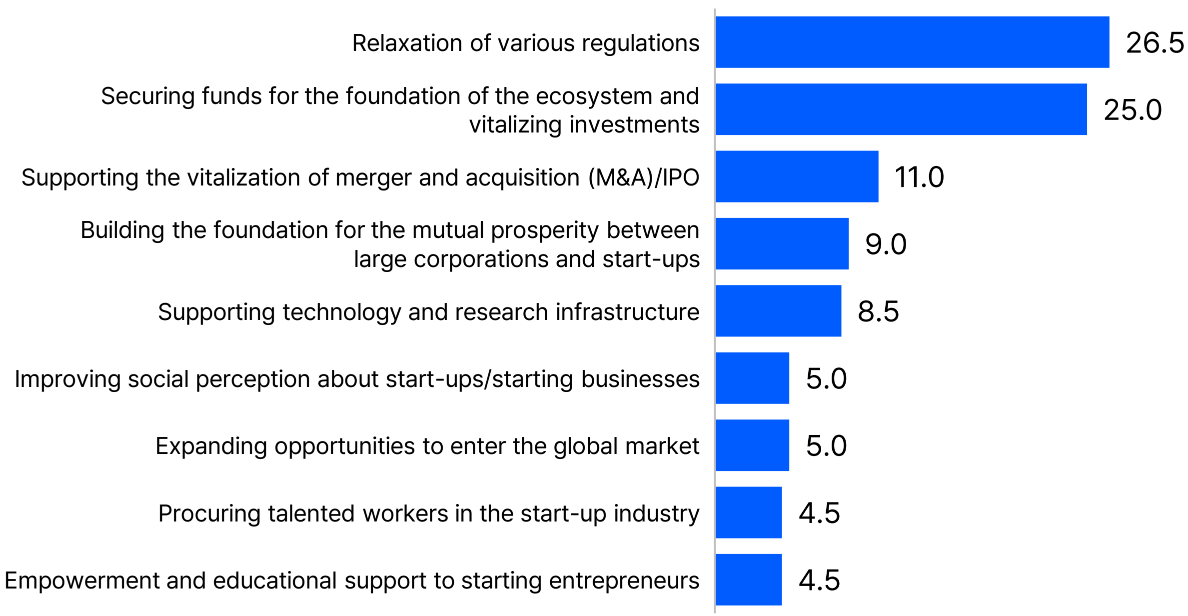
[Base: Investors (n=200), Unit : %]
*Anticipated roles: options below 3% response rates omitted

Q. Among the government's policy measures, which do you think have been the most helpful?
/ What additional roles do you think the government should perform?

Urgent government action areas for start-up ecosystem revitalization

There is a strong need for the relaxation of various regulations and securing funds for the foundation of the ecosystem/vitalizing investments at the government level.

Most investors picked the relaxation of various regulations and securing funds for the foundation of the ecosystem/vitalizing investments as urgent government action areas for start-up ecosystem revitalization.



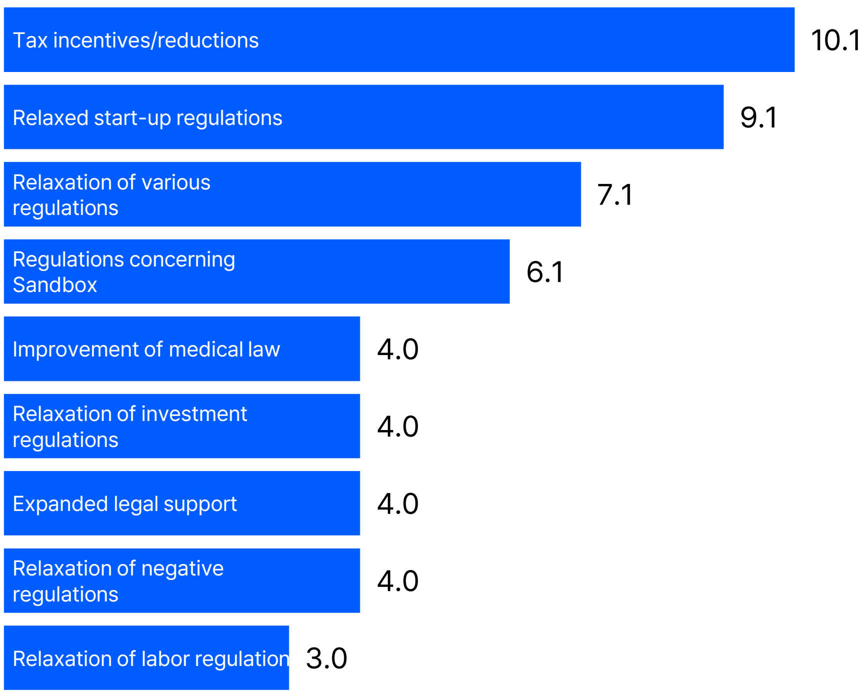
[Base: Investors (n=200), Unit : 1st choice%]

Q. In developing the current start-up ecosystem, what areas do you think should be urgently improved by the government?

Government regulations in need of relaxation

Investors identified the need for regulatory easing in diverse areas, including tax incentives and reductions, start-up regulations, sandbox-related policies, medical laws, and investment regulations.

Investors believed regulations in diverse areas must be eased, including tax benefits and reductions, start-up regulations, sandbox-related policies, medical laws, and investment regulations.



"The activation of the stock market is essential for boosting start-up investments, making the abolition of the financial investment tax necessary."

"Relaxing legislative issues around platform industry regulations to introduce free competition."

"Establishing regulations first when there are still gray areas in deep tech. Regulations regarding AI data usage are overly restrictive."

"Shifting from positive to negative regulatory frameworks and promoting the activation of regulatory sandboxes."

"The current laws and principles cannot support the growth of start-ups. To enable faster growth and expansion, special provisions and supplementary policies for later stages of growth are needed."

"Beyond protecting existing industries, opening doors to new markets." Providing opportunities for market competition.

"The capital market's entry requirements, such as regulatory thresholds for funding and listing, are excessively strict."

"Greater flexibility in corporate tax policies, employment regulations, and the use of investment funds."

[Base: Respondents who chose 'relaxation of regulations' as urgent government action areas (n=99), Unit : %]
*Options below 3% response rates omitted

Q. Which regulations need to be relaxed?

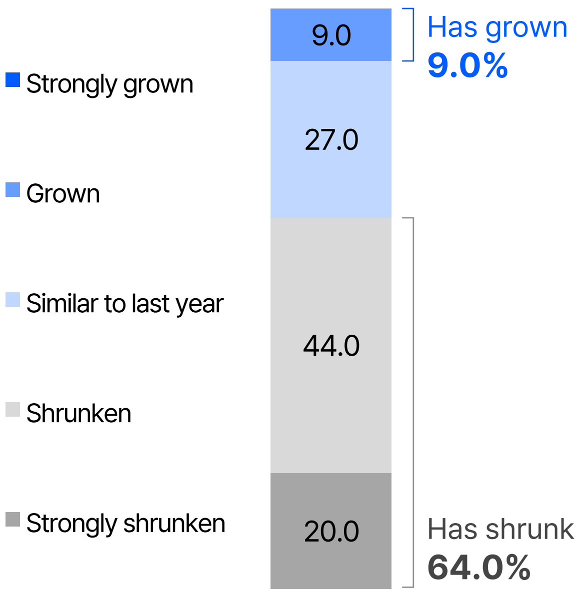
Perception of the start-up investment market compared to last year

More than half of investors reported difficulties in executing investments this year due to economic challenges such as the recession and high interest rates.

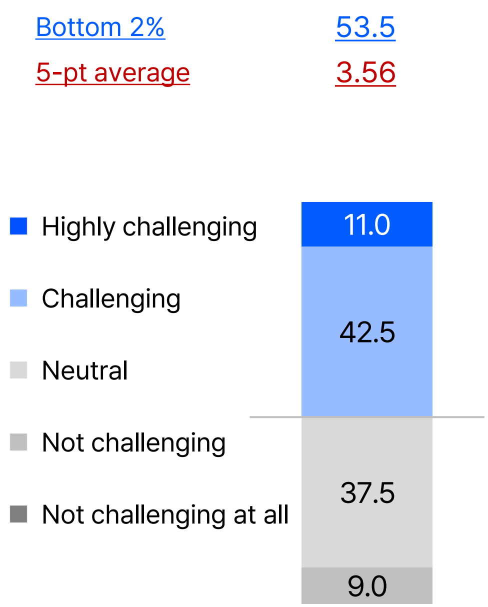
64.0% of investors assessed that the start-up market has contracted compared to last year. 53.5% reported facing greater challenges in executing investments compared to the previous year.

The primary reasons cited for these difficulties include the economic downturn, high/rising interest rates, and investment market shrinkage.

Perception of the start-up investment market compared to last year



Status of executed investment compared to last year



Reasons for more challenging investment exec

Economy/market conditions	**54.2**
• Economic recession	30.8
• High interest rates/Interest rate hike	10.3
• Deterioration of market conditions	7.5
Investment market condition	**47.7**
• Shrinkage of the investment market	11.2
• Stringency in financial markets	9.3
• Shrinking investments due to failure with existing start-ups	5.6
• Changes in investment standards /Stricter investment standards	4.7
• Insufficient capital of the investment market	3.7
• Difficult to retrieve investments	3.7
• Difficult to discover start-ups	3.7
Operational situation	**10.3**
• Worsened returns	4.7

[Base: Investors (n=200), Unit : %]

* Reasons for more challenging investment attraction: Options below 3% response rates omitted

Q. How do you evaluate this year's start-up investment market compared to last year (2023)? / How well are your approved investment plans being executed?

Response measures for the venture investment market freeze

Investors believe focusing on profitable businesses, reducing corporate costs, and building sales diversification strategies can help address risks from the venture investment market's deep freeze.

Investors highlighted focusing on profitable businesses, reducing corporate costs, and building sales diversification strategies as response measures to address risks from the venture investment market's deep freeze.

	All	Investment work experience			Assets Under Management	
		Less than 3 years	Less than 5-7 years	More than 7 year	Less than KRW 100 bil.	KRW 100 bil. and above
(Base)	(200)	(49)	(93)	(58)	(108)	(92)
Focusing on profitable businesses to improve profitability	60.0	57.1	59.1	63.8	59.3	60.9
Reducing corporate costs	55.5	53.1	58.1	53.4	53.7	57.6
Building sales diversification strategies	51.0	55.1	52.7	44.8	50.0	52.2
Adjusting investment attraction plans	39.0	34.7	35.5	48.3	38.0	40.2
Embarking on government-funded projects	29.5	20.4	30.1	36.2	29.6	29.3
Pursuing selling the business/M&A	26.0	28.6	23.7	27.6	26.9	25.0
Downsizing recruitment	7.0	2.0	10.8	5.2	8.3	5.4

^ Compared to the total response, statistically significantly higher O (80% confidence level)

[Base: Investors (n=200), Unit : 1st+2nd+3rd choices %]

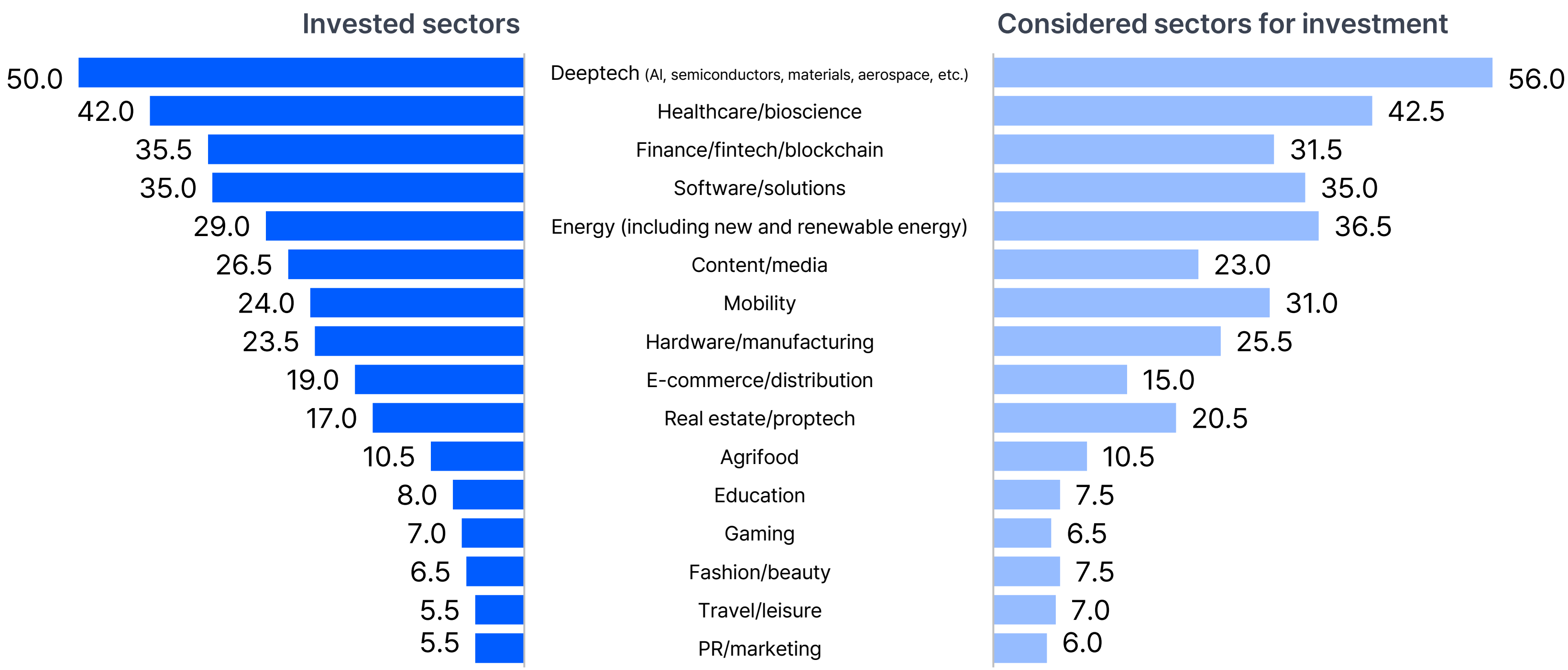
Q. Which response measures do you think current start-ups should take to address the venture investment market freeze?

Invested sectors/Considered investment sectors

The top sector for both current and future investments is deep tech, followed by healthcare/bioscience in second place.

Investors participating in the survey primarily invest in deep tech, healthcare/bioscience, finance/fintech/blockchain, and software/solutions sectors.

When considering future investments, the preferred sectors are ranked as follows: deep tech, healthcare/bioscience, energy, software/solutions, finance/fintech/blockchain, and mobility.



[Base: Investors (n=200), Unit : %]

Q. Which sectors are you currently investing in? /
From the following, which sectors are you currently considering to invest in?

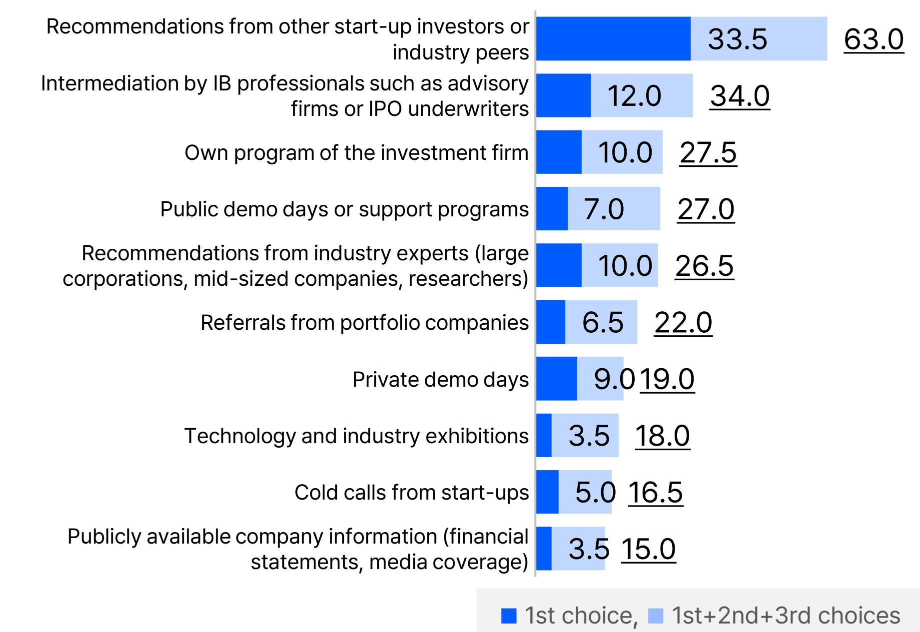
Channels for discovering investment targets/decision-making factors

Investment targets are often discovered through recommendations from other start-up investors or industry peers, with market growth potential cited as the most critical factor in investment decisions.

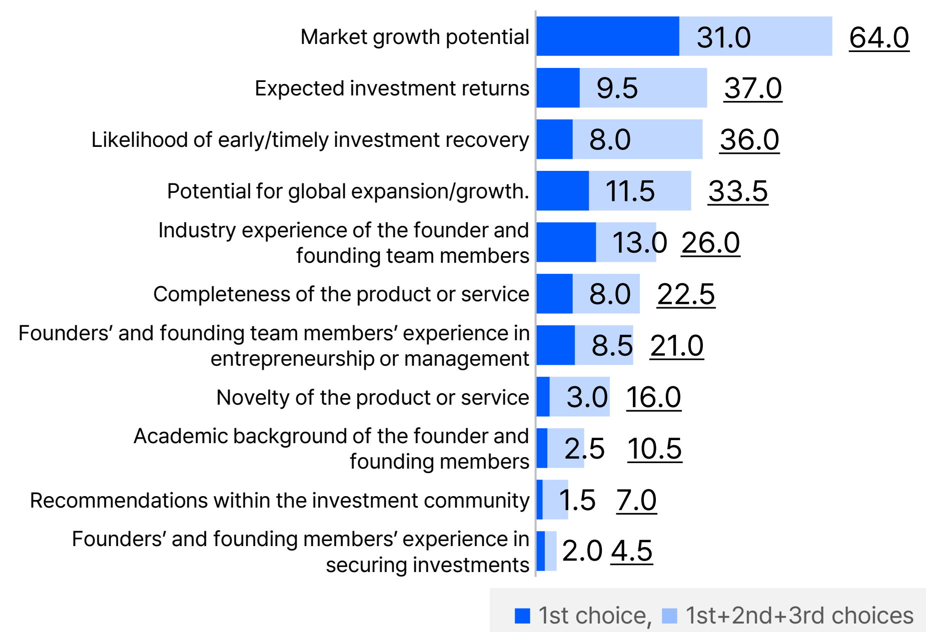
The most commonly accessed deal-sourcing channel to discover investment targets were 'recommendations from other start-up investors or industry peers.'

Investors focus on market growth potential the most when making start-up investment decisions, followed by expected investment returns, the likelihood of early/timely investment recovery, and the potential for global expansion/growth.

Channels to discover investment targets



Decision factors for start-up investments



[Base: Investors (n=200), Unit : %]

Q. Which channel do you use the most often as deal sourcing channels to discover investment targets?/ Which factors are important to you when you make investment decisions for start-ups?

Activities regarding invested start-ups

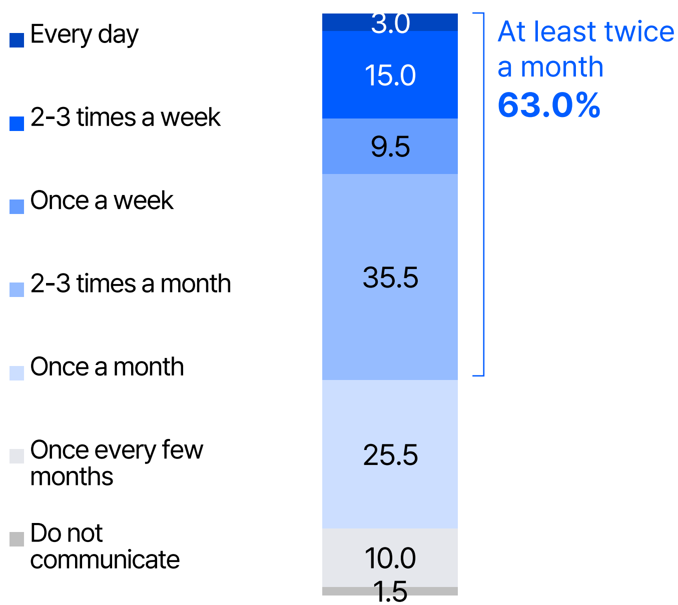
63% of investors maintain regular communication, at least twice a month, with start-up reps they have invested in.

63.0% responded that they regularly communicate, at least twice a month, with start-up reps they have invested in.

To help the invested start-ups grow and expand their corporate values, investors usually provide strategic guidance for corporate growth, recommend/introduce the companies to other investors, or connect them to clients.

Those with 7 or more years of investment experience showed a significantly higher rate of offering guidance on corporate management activities compared to the entire group.

Communication frequency with invested start-up rep



Growth and corporate value expansion activities for invested start-ups

	All	Investment work experience: Less than 3 years	Less than 5-7 years	7 years or above
(Base)	(200)	(49)	(93)	(58)
Providing strategic guidance for corporate growth	65.0	63.3	61.3	72.4
Recommending or introducing to other investors	57.0	55.1	57.0	58.6
Connecting the company with clients	46.5	42.9	50.5	43.1
Offering guidance on corporate management activities	45.0	42.9	37.6	58.6
Supporting the recruitment of executives	21.0	12.2	22.6	25.9
Assisting with employee hiring	13.0	14.3	15.1	8.6
Other	4.0	4.1	4.3	3.4

^ Compared to the total response, statistically significantly higher O (80% confidence level)

[Base: Investors (n=200), Unit : %]

Q. Are you regularly communicating with the reps of start-ups you have completed investment in?
What activities do you engage in to support the start-ups you invested in grow or expand their corporate value?

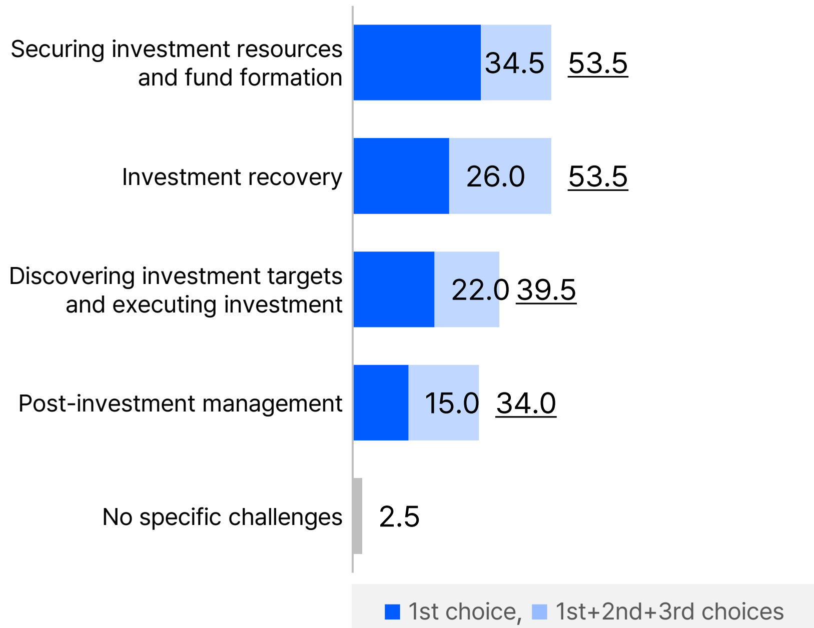
Challenges in start-up investments

In fund management, the most challenging stages were identified as 'securing investment resources and fund formation' and 'investment recovery.'

In fund management, the most difficult stages were reported to be 'securing investment resources and fund formation' and 'investment recovery.'

Regarding challenges in investment target discovery and execution, the primary difficulties cited were 'valuation of target companies' and 'identifying viable investment targets.'

Challenges in investment fund management



Challenges in investment target discovery and execution

[Base: Investors (n=200), Unit : %]

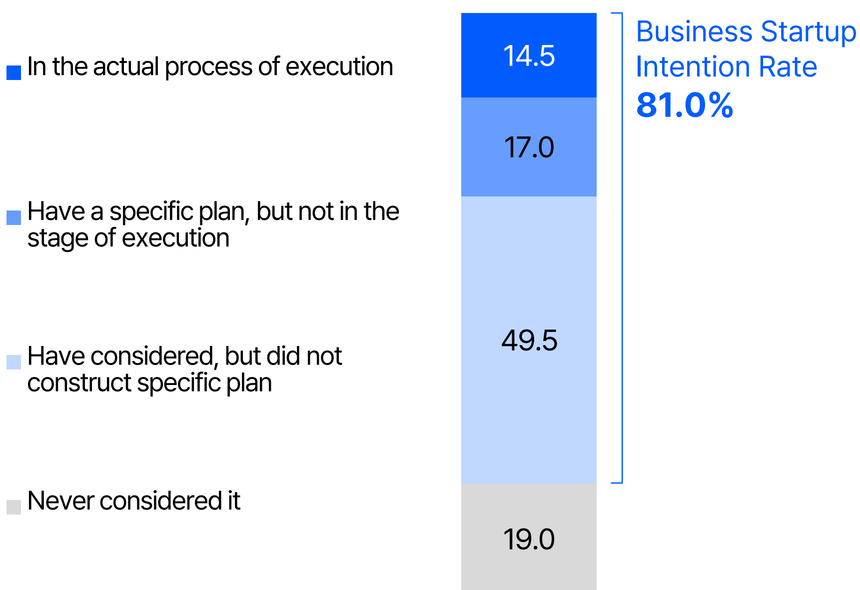
Q. What are the challenging steps during the fund management process in start-up investment?
What is the biggest challenge you face when discovering start-up investment targets and executing investments?

Intent of starting a business and target area

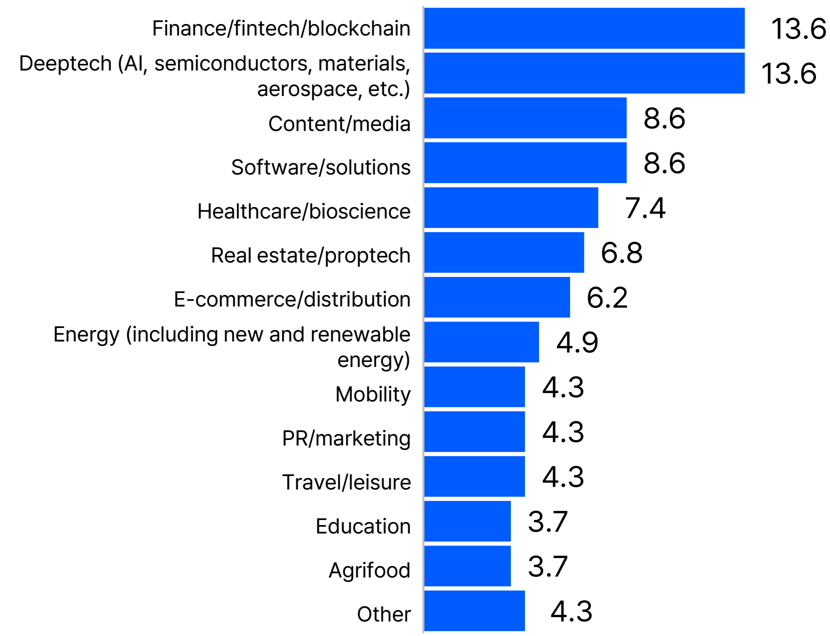
8 out of 10 start-up investors are currently preparing/planning on starting a business or have considered doing so.

81.0% of start-up investors who participated in this survey reported currently in the process of starting a business or have considered doing so.
The most popular sectors in starting a business were 'finance/fintech/blockchain' and 'deep tech.'

Intention of starting a business



Considered area of business (n=162)



[Base: Investors (n=200) / Respondents who have considered starting a business (n=162), Unit : %]

Q. Have you considered starting your own business over the past year (2024)?
Considering your business plan, what area of business did/do you have in mind?

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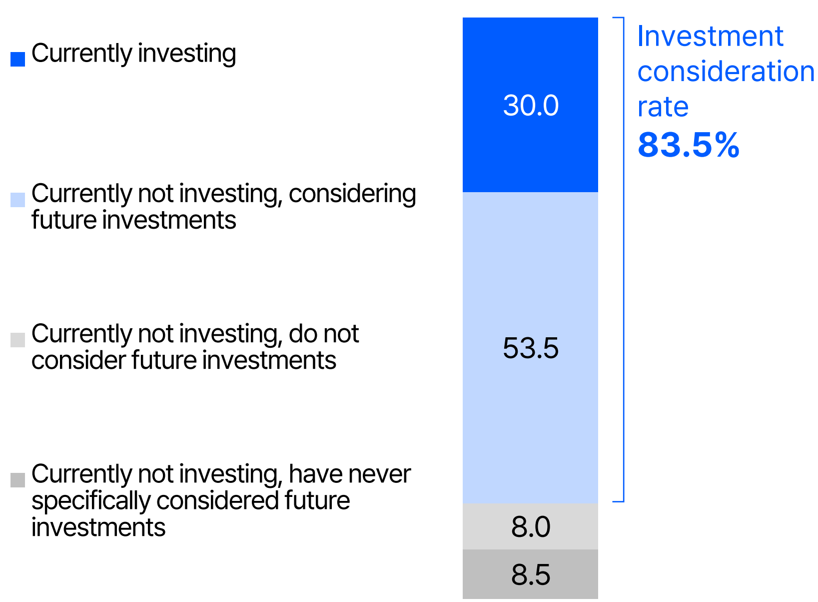
Consideration in investing in overseas start-ups

A total of 83.5% of respondents are either currently investing in or considering investment in overseas start-ups, with North America and Southeast Asia emerging as the most favored/considered regions.

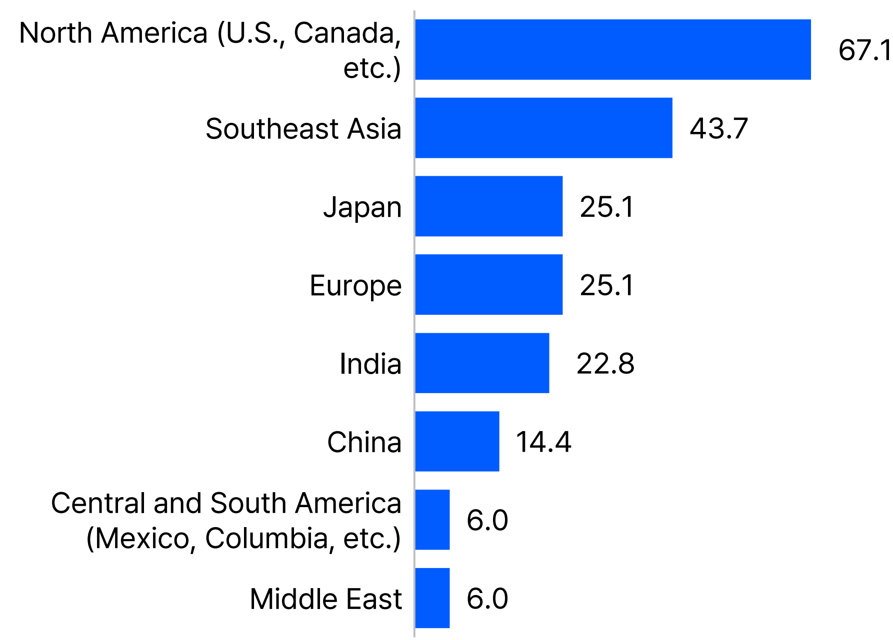
Currently, 30.0% of investors are actively investing in overseas start-ups, while 53.5% are not currently investing but are considering doing so in the future.

The most popular region for current or potential investments was North America, followed by Southeast Asia, Japan, Europe, and India.

Consideration in investing in overseas start-ups



Invested/considered overseas regions



[Base: Investors (n=200) / Respondents who invested in/considered investing in overseas start-ups (n=167), Unit : %]

Q. Are you considering to invest in overseas start-ups? / Which region are you considering to invest in?

Part.3

Survey Results Summary

1. Entrepreneurs
2. Investors
3. Start-up employees
4. Employees at large corporations
5. Job seekers
6. [Special survey] Perceptions of AI

3. Start-up employees

Size Total 200 respondents

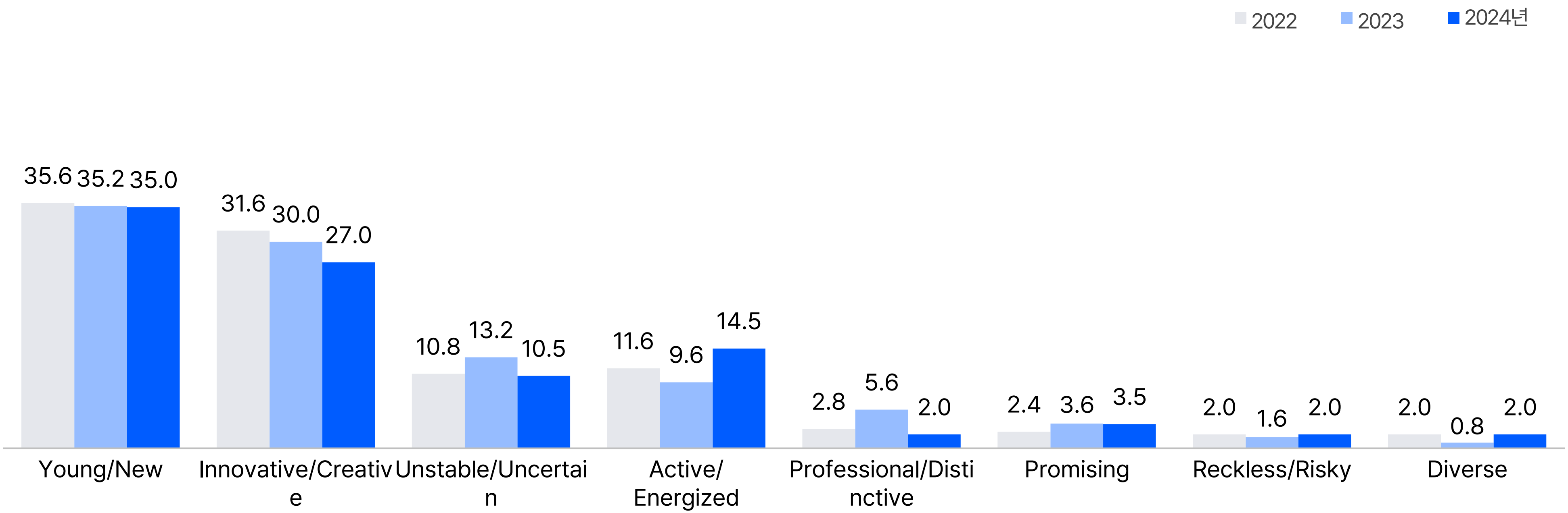
Subject Employees at start-ups or venture enterprises

Impressions of start-ups

To start-up employees, start-ups are associated with 'young/new,' 'innovative/creative' images. Decreased perception of 'innovative/creative' impressions

Start-ups convey a positive image of being 'young/new' as well as 'innovative/creative' to start-up employees.

Association with 'active/energized' images have increased from last year, while 'innovative/creative' perceptions have steadily declined since 2022.



[Base: Start-up employees (n=200), Unit : %]

Q. What is the first impression that comes to mind when you think of start-ups?

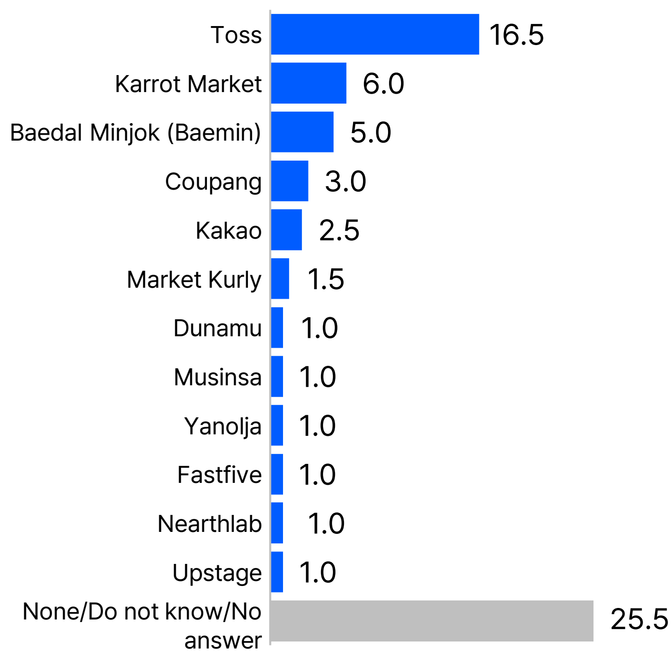
Perceptions of Korean start-ups

Among Korean start-ups, Toss is perceived to be fast-growing, garnering the highest level of interest in its operational methods.

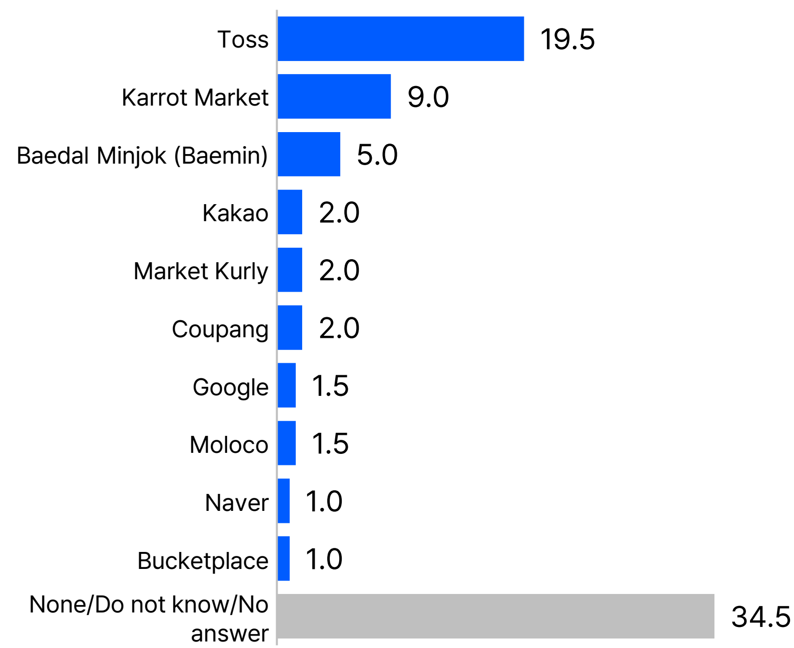
16.5% of start-up employees chose Toss as the fastest-growing start-up, followed by Karrot market.

2 out of 10 respondents reported Toss as the company that arouses the highest interest in its operational methods.

Fastest-growing Korean start-ups



Korean start-ups whose operational methods respondents wish to learn



[Base: Start-up employees (n=200), Unit : %]
*Options below 1% response rates omitted

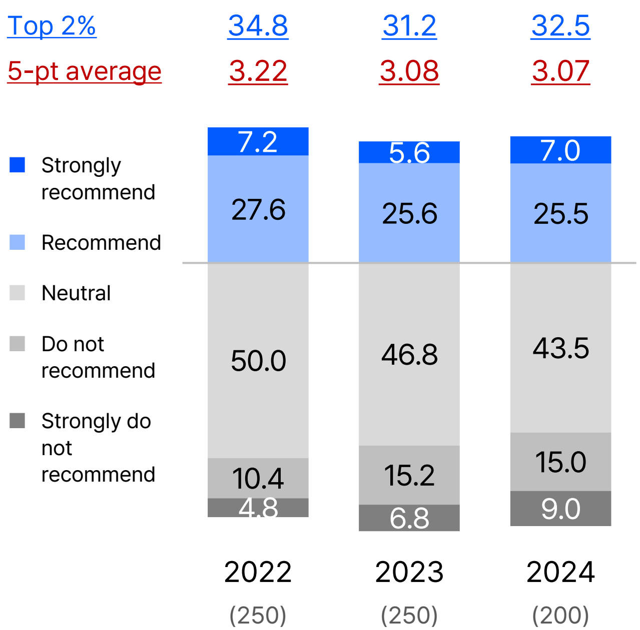
Q. In your opinion, which start-up in Korea shows the fastest growth? / Which company would you most like to learn about how it operates?

Intent to recommend working at start-ups

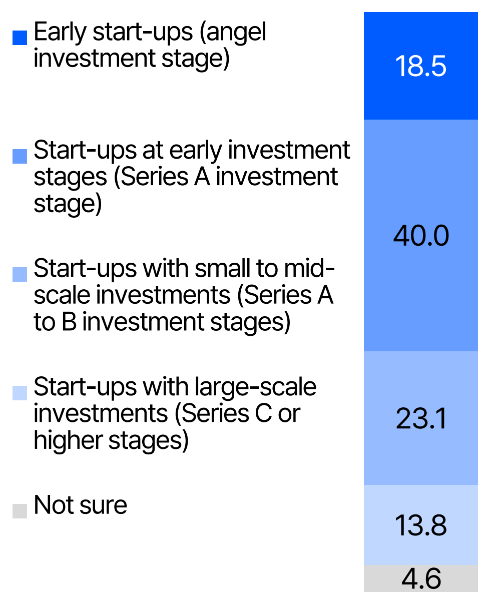
32.5% of start-up employees recommend working at start-ups. Series A investment stage companies were the most recommended.

32.5% of start-up employees responded that they would recommend working at start-ups to friends/acquaintances, similar to the previous year.
Among these respondents, 40.0% have recommended Series A start-ups, in their early investment stages.

Intent to recommend working at start-ups



Recommended start-up stage (n=65)



Reasons for recommending start-ups at the stage

Early start-ups (angel investment stage)

"Although this stage carries the highest risks, it also offers great satisfaction and rewards when things go well. Proving my skills is an added bonus."

Start-ups at early investment stages (Series A investment stage)

"I believe this is the phase where start-up culture and work style are most evident. Since its organizational culture is still being established, there are relatively more opportunities to have my opinions reflected."

Start-ups with small to mid-scale investments (Series A to B investment stages)

"Company has already gained some recognition for its growth potential in the market, creating an environment where novel ideas and products can be developed. I look forward to it."

Start-ups with large-scale investments (Series C or higher stages)

"Because there are projects that has undergone a certain level of validation, allowing you to work under stable conditions and employment terms."

[Base: Start-up employees (n=200) / Respondents who recommended working at start-ups (n=65), Unit : %]

Q. Would you recommend working at start-ups to your friends or acquaintances? / Which stage of start-ups would you recommend others?

Reasons for not recommending working at start-ups

The main reasons for not recommending working at start-ups are risks/instability/uncertainty and an unorganized system.

On the other hand, not recommending jobs at start-ups or having a neutral intent was mainly due to risks/instability/uncertainty, disorganized structure, etc.

Instability	**43.0**
• Risks/instability/uncertainty	39.3
• Unstable financial health	3.0
• Managerial mindset is generally subpar	3.0
Organizational culture/atmosphere	**42.2**
• Unorganized system	24.4
• Heavy workload	10.4
• Draining/Highly demanding	6.7
Compensation/benefits	**14.1**
• Low salary	9.6
• Poor benefits	4.4
Other	**20.7**
• Clear benefits and drawbacks	5.9
• May not suit one's traits or values	5.2

"Low pay compared to workload, vague future expectations"

"Given the current state of the IT industry and economy, which are not particularly strong, the situation seems to present more risks than opportunities."

"An uncertain future, coupled with Korea's corporate structure and societal perceptions that only support the survival of large companies"

"Since the system is not fully established,
there could be difficulties in carrying out tasks.
Financial rewards are unlikely to be satisfactory in the early stages."

"The company is unstable, and it's difficult to guarantee its survival over the next five years."

"As a start-up, one person is required to handle multiple responsibilities."

"It's unstable and heavily depends on the personality and competence of its CEO."

[Base: Respondents who answered neutral/do not recommend working at start-ups (n=135), Unit : %]
*Options below 3% response rates omitted

Q. Why would you not recommend working at start-ups to your friends or acquaintances?

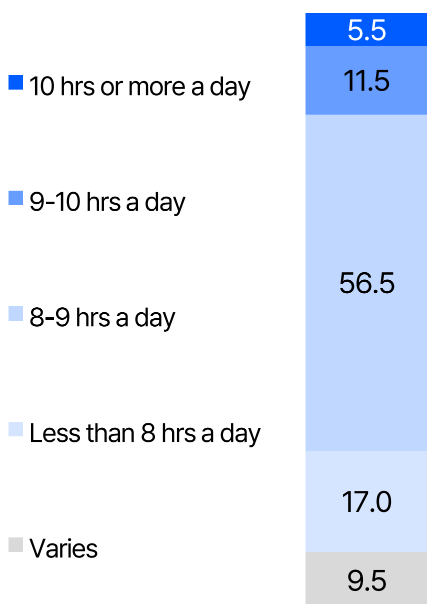
Work environment

Start-up employees primarily work 8-9 hours a day in an independent office space located in a company building/generic building.

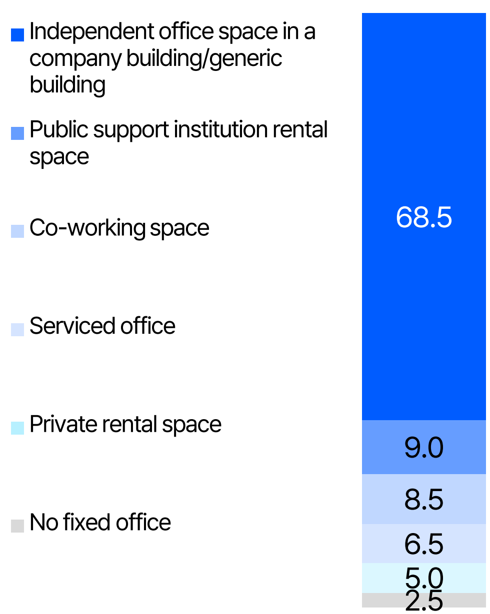
56.5% of start-up employees work less than 8-9 hours a day. 68.5% work in an independent office space in a company building/generic building.

Main benefits/work environment attributes of start-ups cited by respondents include no dress code, meal/snack support, flexible work hours, and horizontal honorific culture.

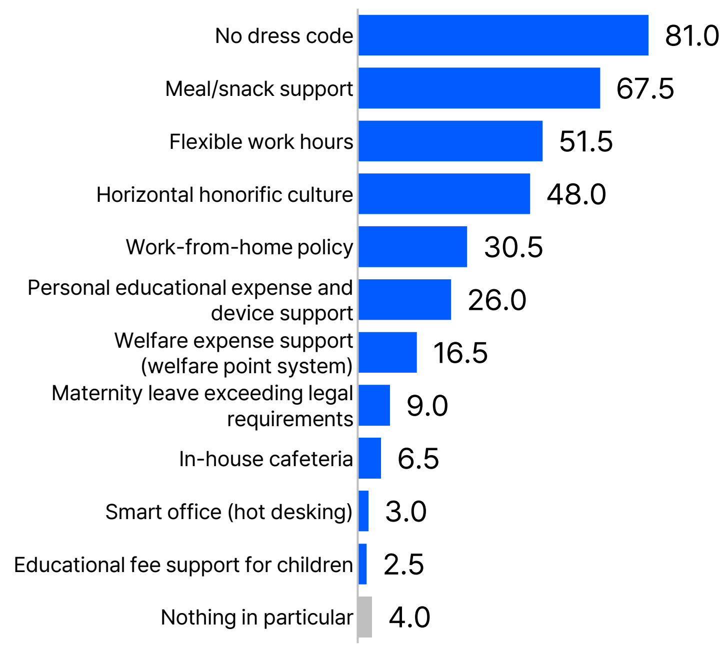
Average work hours



Office type



Welfare/work environment



[Base: Start-up employees (n=200), Unit : %]

Q. What are the "average working hours, type of office, welfare and working environment" at the start-up you are working at?

Overall job satisfaction

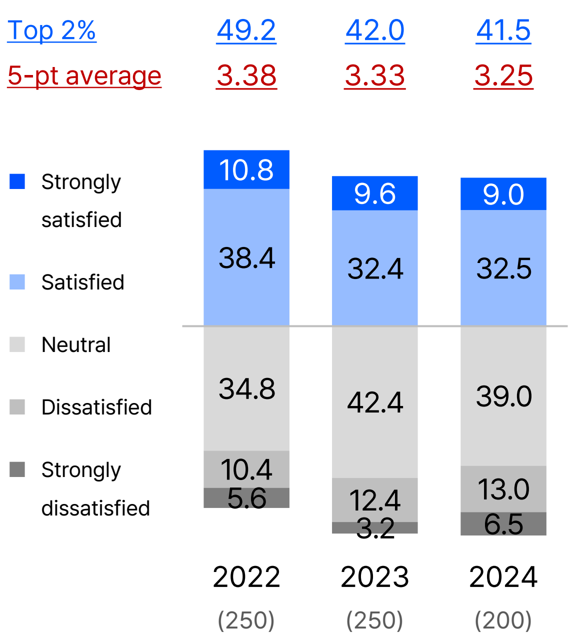
The satisfaction rate of start-up employees is at a relatively low 41.5%. The primary cause for this is 'low financial compensation.'

Only 41.5% of start-up employees are satisfied with working at start-ups. This is at a similar level to the previous year, which had declined compared to 2022.

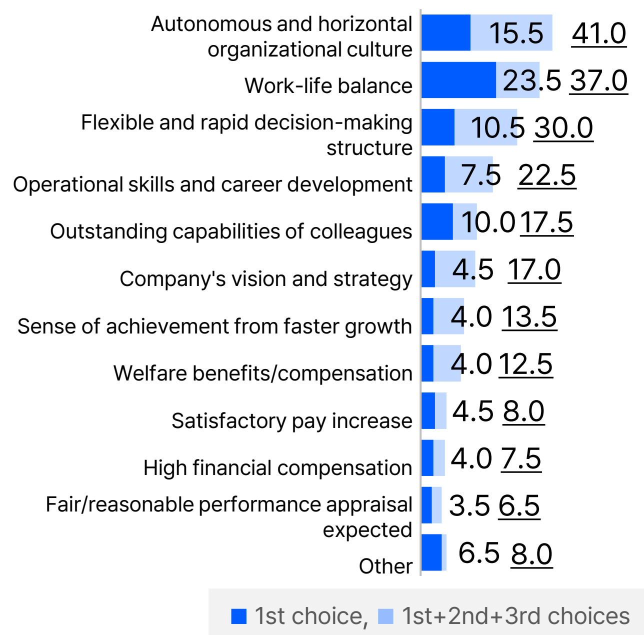
They are mostly satisfied with the autonomous/horizontal organizational culture, work-life balance, and flexible and rapid decision-making structure.

However, 'low financial compensation,' 'inadequate welfare benefits/compensation,' 'unstable visions and strategies of the organization,' and 'low brand value' are the main reasons for dissatisfaction.

Overall job satisfaction



Reasons for satisfaction



Reasons for dissatisfaction

[Base: Start-up employees (n=200), Unit : %]

*Options below 5% response rates based on 1st+2nd+3rd choices are omitted

Q. Overall, how satisfied are you with the start-up you are working at? What is the reason for satisfaction or dissatisfaction?

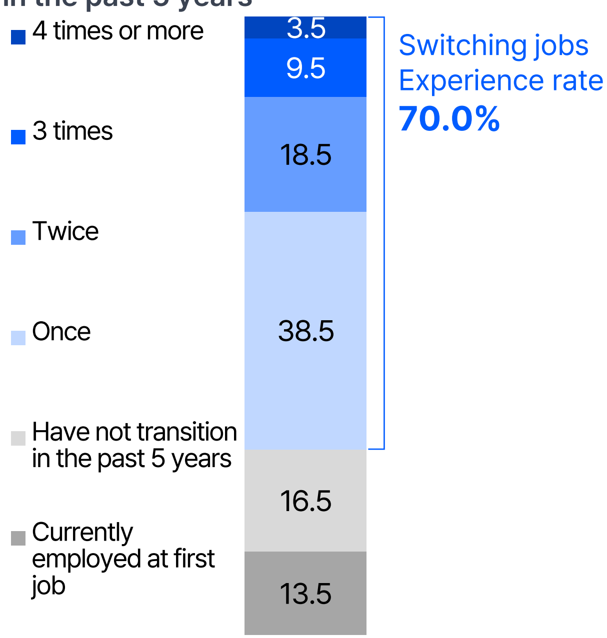
Job transition behavior

7 out of 10 start-up employees have experienced switching jobs in the past five years. Most of them have switched from domestic venture/start-ups or small to mid-sized companies.

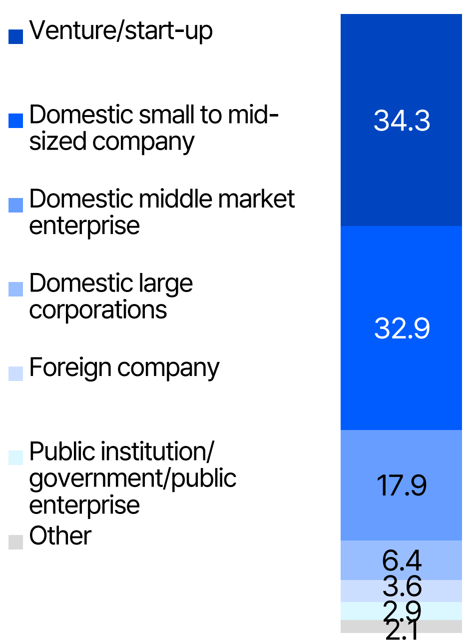
70.0% of respondents working at start-ups have changed jobs in the past five years. Their previous employment was mainly at ventures/start-ups or small to medium-sized companies.

Reported challenges in switching to a start-up included 'searching for organizational culture and internal information of the team,' 'searching for information on financial compensation of companies,' 'preparing for interviews,' 'crafting job applications,' and 'company job searches.'

Experience of switching jobs in the past 5 years



Type of previous employment (n=140)



Challenges in switching to a start-up (n=140)

[Base: Start-up employees (n=200) / Respondents who experienced switching jobs in the past five years (n=140), Unit : %]

Q. How many times have you switched jobs in the past 5 years? Where did you work right before joining your current company? / What was the biggest challenge when you were preparing to apply to the start-up you are working at?

Preferred organization type for the next job transition

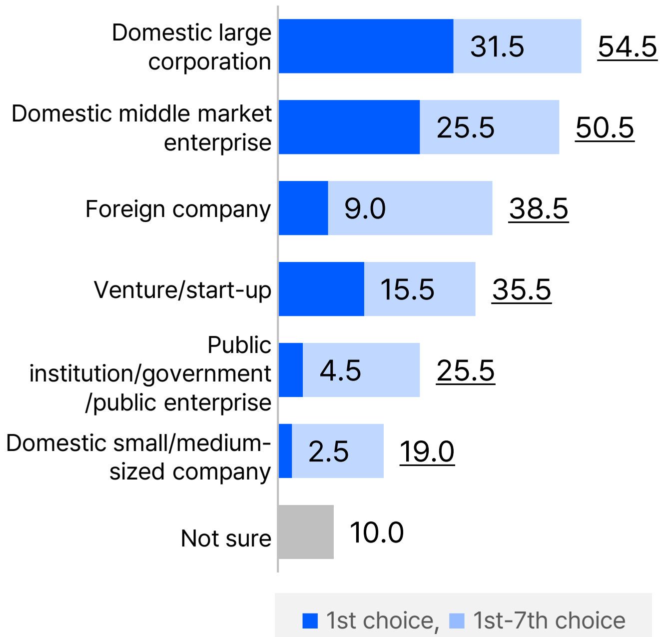
As for future job transition opportunities, the most preferred option was domestic large corporations offering high financial compensation and solid welfare benefit packages.

Respondents mainly cited domestic large corporations and domestic middle market enterprises, as organizations they want to switch to in the future.

Large corporations were preferred for their high financial compensation, expectations of welfare benefits/compensation, and high brand value.

Those who wanted to switch to venture/start-ups cited benefits including the sense of achievement from the organization's growth, access to operational skills and career development opportunities, and flexible/rapid decision-making structure.

Preferred organization type for the next job transition



Reason for considering transition by type of organization

	All	Preferred organization type for the next job change (1st choice)			
		Domestic large corporation	Domestic mid market enterprise	Venture/ start-up	Foreign company
(Base)	(180)	(63)	(51)	(31)	(18*)
High financial compensation expected	45.6	61.9	47.1	22.6	38.9
Solid welfare benefits/compensation expected	45.6	61.9	45.1	22.6	38.9
Satisfactory pay increase expected	27.2	27.0	35.3	16.1	27.8
Work-life balance seems to be ensured	23.9	20.6	25.5	16.1	27.8
Sense of achievement from the organization's growth	23.3	19.0	17.6	58.1	11.1
Access to operational skills and career development opportunities	21.1	14.3	25.5	38.7	22.2
Outstanding capabilities of colleagues expected	13.9	17.5	7.8	6.5	27.8
High brand value of company/institution	13.9	20.6	9.8	3.2	16.7
Seems to have flexible/rapid decision-making structure	12.8	3.2	5.9	38.7	16.7
Attracted by the organizational culture	11.7	4.8	7.8	22.6	27.8
Fair/reasonable performance appraisal expected	8.3	4.8	13.7	3.2	5.6
Attracted by the company's vision and strategy	8.3	6.3	7.8	12.9	5.6
Fulfillment of social and ethical roles of the company	5.0	3.2	3.9	9.7	5.6

[Base: Start-up employees (n=200) / Respondents who identified favored organization for their next job (n=180), Unit : %]
* Reasons for considering job change: based on 1st+2nd+3rd choices/*Small Base (n<30) note when interpreting
^ Compared to the total response, statistically significantly higher O (80% confidence level)

Q. If you switch jobs in the future, in what type of organization do you want to work? / What is the reason you want to move to the organization you chose?

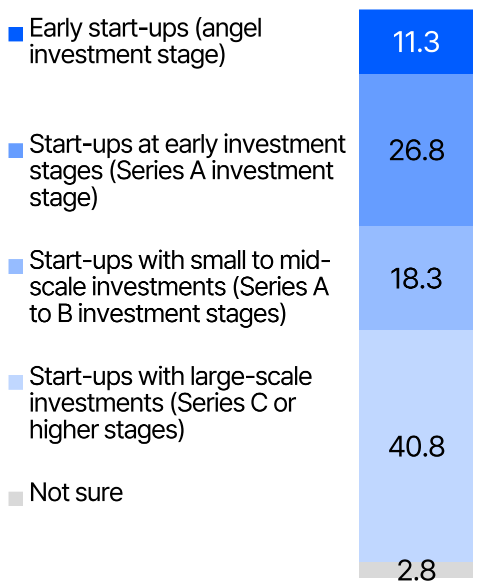
Preferred start-up type for the future job transition

When employees switch to another start-up, they usually prefer start-ups with large-scale investments (at Series C or higher).

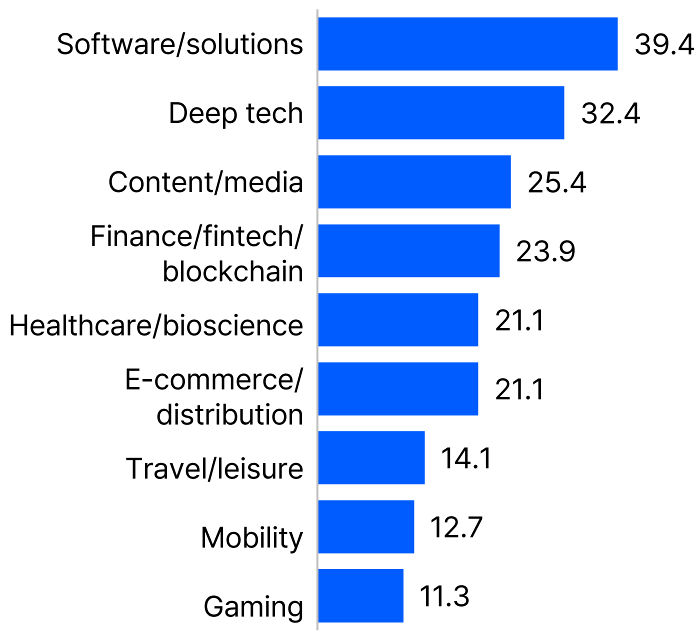
40.8% of start-up employees who consider switching to other start-ups wish to transition to start-ups with large-scale investments: Series C or higher stages.

Over 30% of respondents seek to transition to software/solution or deep tech sectors.

Preferred start-up stages for job transition



Preferred start-up sectors for job transition



Reasons for the preferred start-up sectors for job transition (n=69)

- Stable 10.1
- Financial reasons/able to secure stable funding for the company 10.1
- Has growth/development potential 8.7
- Able to continue/develop career 8.7
- Promising sector in the future 7.2
- Area of interest 7.2
- Majored in the field 7.2
- Innovative tech field 5.8
- Has grown to a certain level 5.8
- Anticipation regarding investments 5.8
- Can gain diverse experience /new trials 5.8

[Base: Respondents considering switching to start-ups (n=71)/ Respondents considering switching to start-ups excluding respondents who do not know their preferred start-up stage) (n=69), Unit : %]

* reasons for seeking job transition: options below 5% response rates omitted

Q. Which investment stage of the company would you prefer when switching to ventures/start-ups? / Which sector would you prefer when switching to start-ups? / What is the reason?

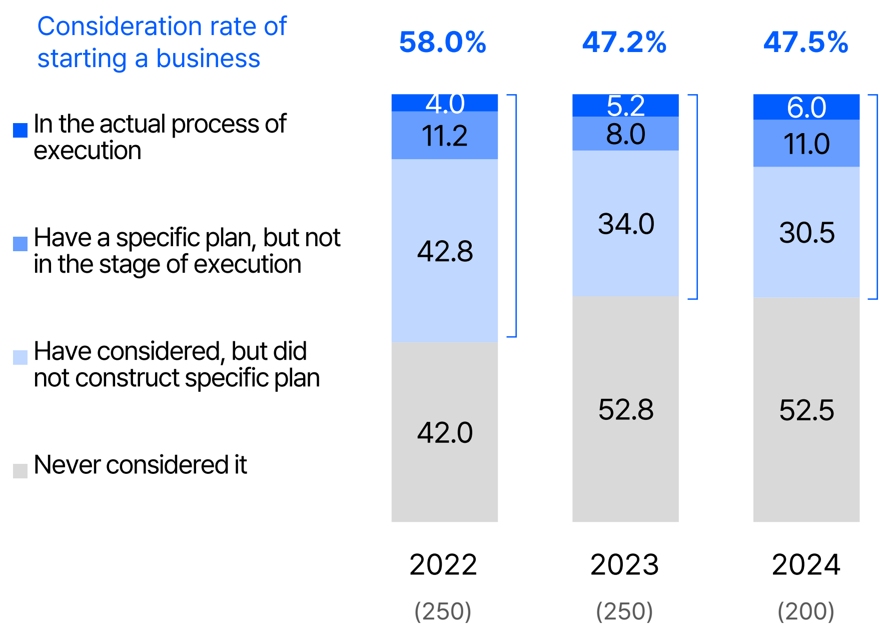
Intent of starting a business and target area

The rate at which start-up employees consider starting their own businesses is at 47.5%, similar to the previous year.

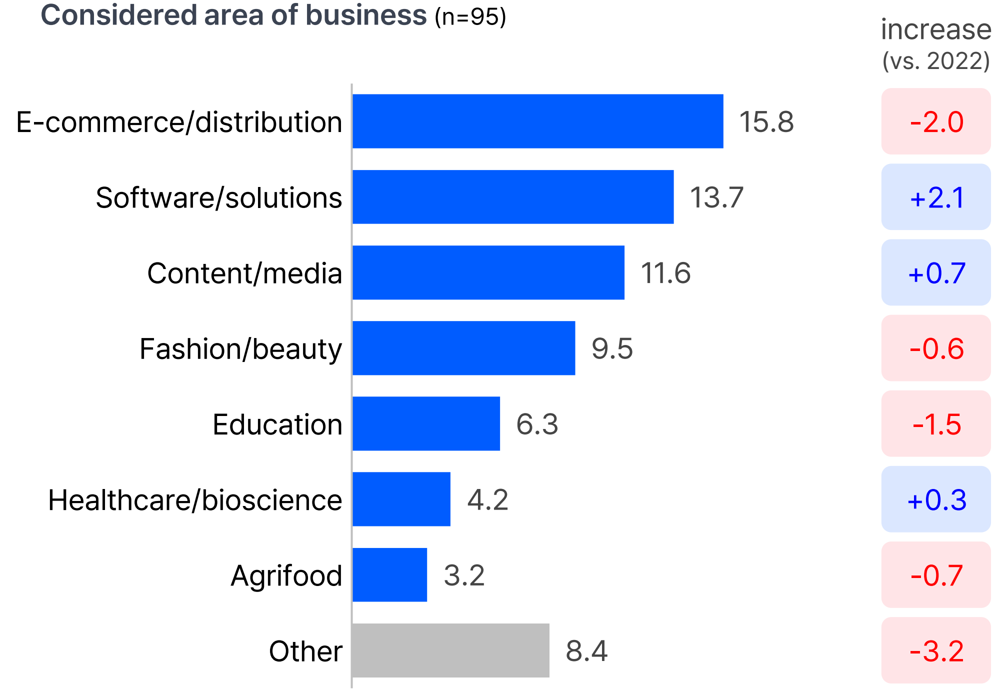
47.5% of start-up employees have thought about starting their own business in the past year, a figure consistent with last year.

Respondents are mainly interested in starting a business in areas such as e-commerce/distribution, software/solutions, content/media, and fashion/beauty.

Intention of starting a business



Considered area of business (n=95)



[Base: Start-up employees (n=200) / Respondents who have considered starting a business (n=95), Unit : %]

* Considered area of business: option below 3% response rate omitted

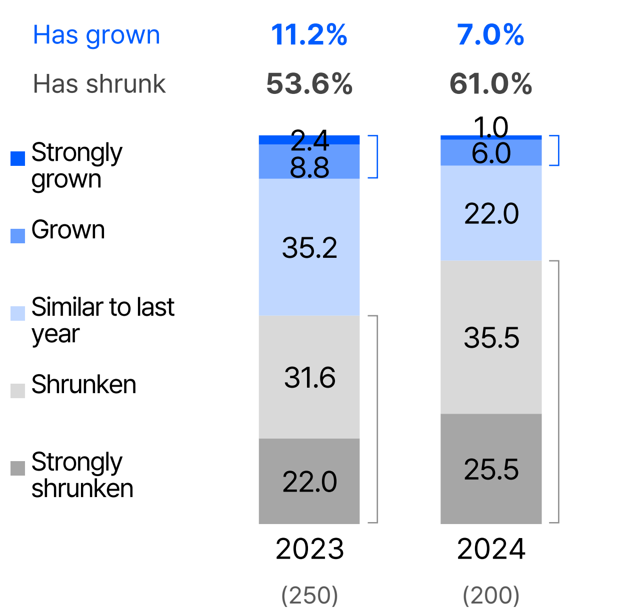
Q. Have you considered starting your own business over the past year? / Considering your business plan, what area of business do you have in mind?

Perception of the start-up investment market compared to last year

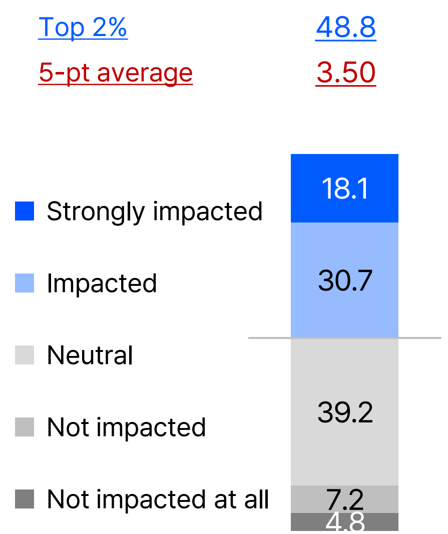
Perceptions of a contracting start-up investment market have increased compared to the previous year, with around half reporting an impact on their intention to remain employed or pursue entrepreneurship.

61.0% of employees have noted that the start-up investment market has shrunken from last year, which is a 7.4%p increase from 2023.
Of those who felt the start-up investment market had contracted/remained stagnant, 48.8% reported that it influenced their willingness to stay in their current roles, while 56.1% of those considering entrepreneurship indicated that the shrinking investment market has affected them.

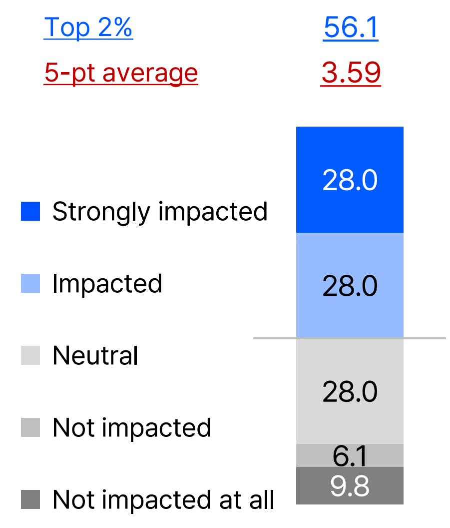
Perception of the start-up investment market compared to 2023



Degree of impact on continuous employment



Degree of impact on the intent to start a business



[Base: Start-up employees (n=200) / Respondents who answered shrunken/similar investment market (n=166) / Respondents who consider entrepreneurship and has answered shrunken/similar investment market (n=82), Unit : %/5-pt average]

Q. How do you evaluate this year's start-up investment market compared to 2023? / How heavily does it impact your continuous employment? / How heavily does the shrinkage in the start-up investment market impact your intent to start a business?

Part.3

Survey Results Summary

1. Entrepreneurs
2. Investors
3. Start-up employees
4. Employees at large corporations
5. Job seekers
6. [Special survey] Perceptions of AI

4. Employees at large corporations

Size Total 200 respondents

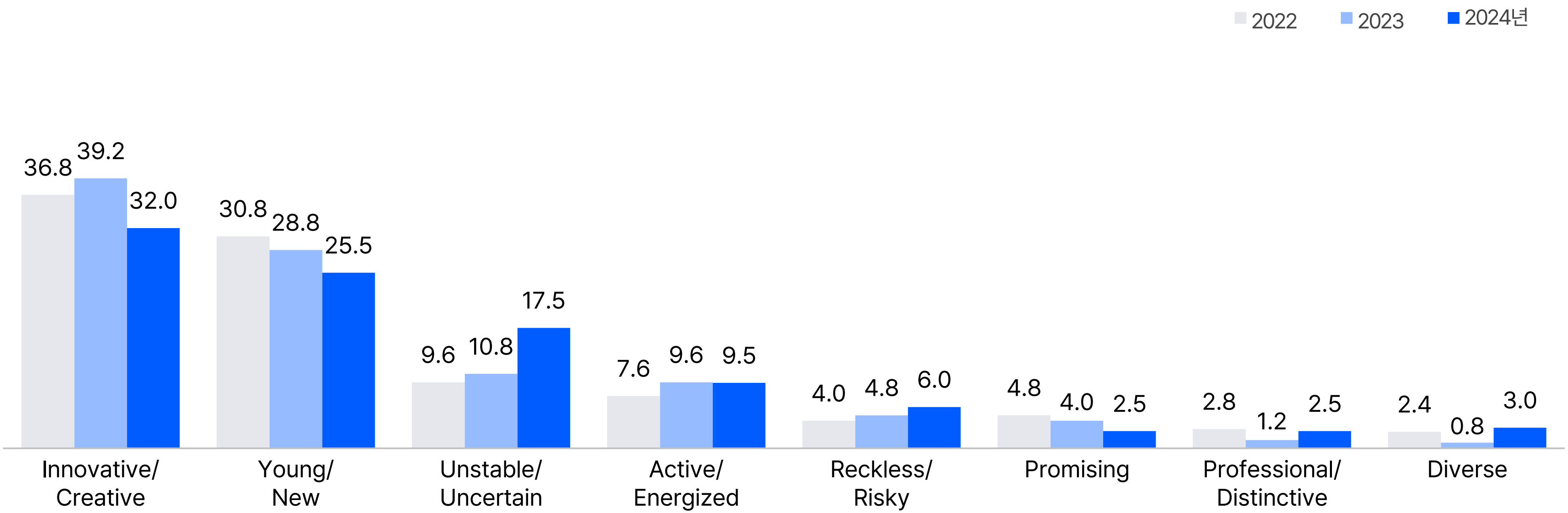
Subject Employees at large Korean corporations with a workforce of 1,000 or more full-time employees

Impressions of start-ups

'Innovative/creative,' 'young/new' perceptions of start-ups decreased among large corporation employees, while increased associations with 'reckless/risky' images

Employees at large corporations primarily associate start-ups with being 'innovative/creative' or 'young/new,' but these perceptions have significantly declined compared to the previous year.

Conversely, perceptions of start-ups as 'unstable/uncertain' increased by 6.7%p year-over-year, and the view of them as 'reckless/risky' continues to rise.



[Base: Employees at large corporations (n=200), Unit : %]

Q. What is the first impression that comes to mind when you think of start-ups?

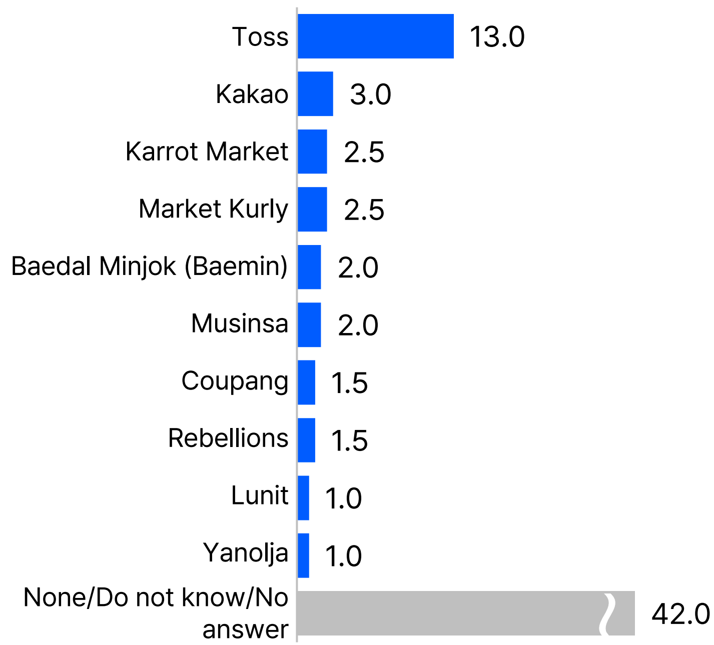
Perceptions of Korean start-ups

Among employees at large corporations, Toss was the most frequently mentioned start-up for rapid growth and interest, with a significant gap compared to the second-ranked start-up.

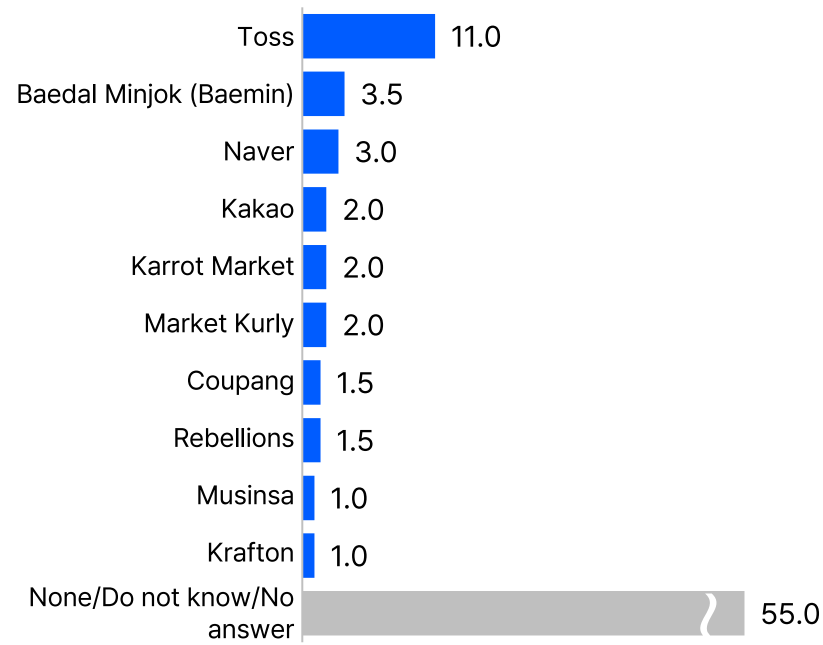
When asked about the fastest-growing domestic start-ups, employees at large corporations reported Toss as the top response, followed by Kakao.

For domestic start-ups whose work practices they are most interested in learning about, the top responses were Toss and Baedal Minjok, respectively.

Fastest-growing Korean start-ups



Korean start-ups whose operational methods respondents wish to learn



[Base: Employees at large corporations (n=200), Unit : %]

Q. In your opinion, which start-up in Korea shows the fastest growth? / Which company would you most like to learn about how it operates?

Work environment

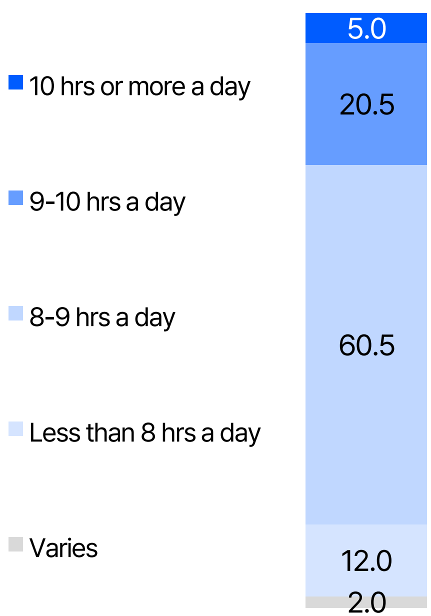
Employees at large corporations primarily work 8-9 hours a day in an independent office space located in a company building/generic building.

60.5% of employees at large corporations work between 8-9 hours a day.

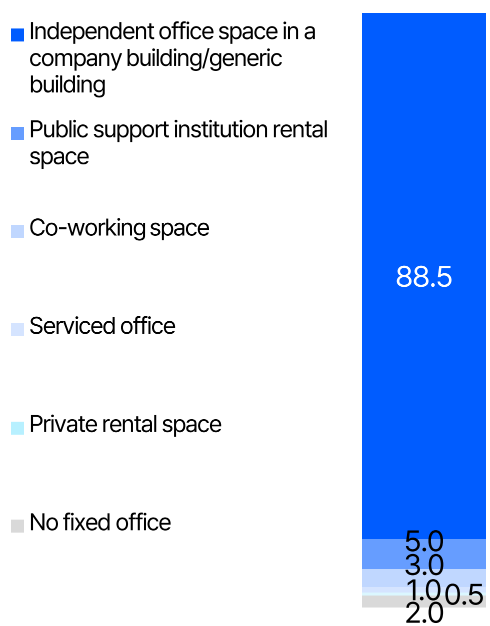
Most of them work in an independent office space located within a company building or a generic building.

6 out of 10 respondents mentioned welfare/work environment factors such as welfare expense support, no dress code, meal/snack support, educational fee support for children, flexible work hours, and an in-house cafeteria.

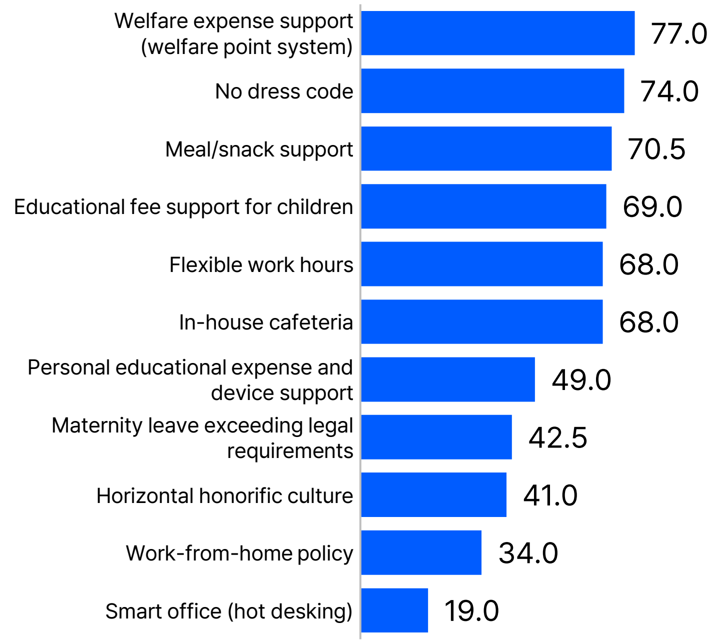
Average work hours



Office type



Welfare/work environment



[Base: Employees at large corporations (n=200), Unit : %]

Q. What are the "average working hours, type of office, welfare and working environment" at the large corporation you are working at?

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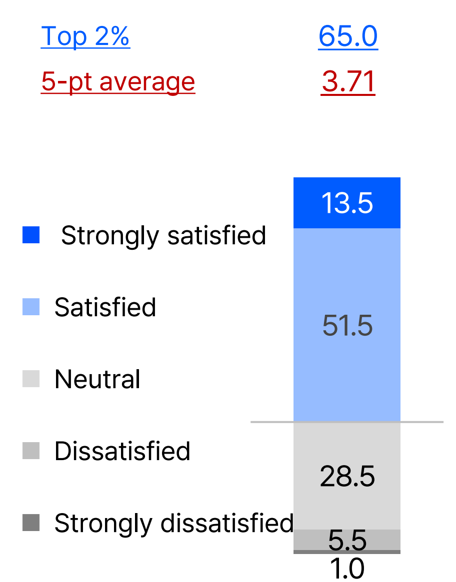
Overall job satisfaction

65% of respondents are generally satisfied with their work life at large corporations because of 'high brand value,' 'welfare benefits/compensation,' and 'work-life balance.'

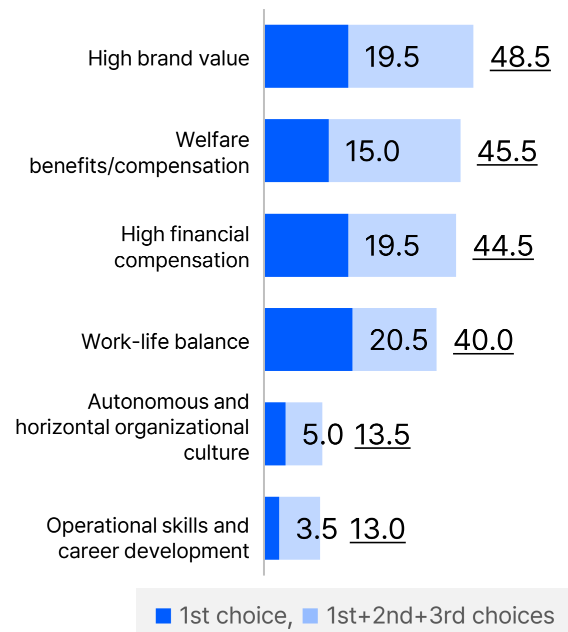
Among large corporation employees, 65.0% expressed overall satisfaction with their corporate life, citing high brand value, comprehensive benefits, competitive financial compensation, and work-life balance as key factors for their satisfaction.

On the other hand, dissatisfaction was primarily attributed to 'unsatisfactory pay increases' and 'rigid/slow decision-making processes.'

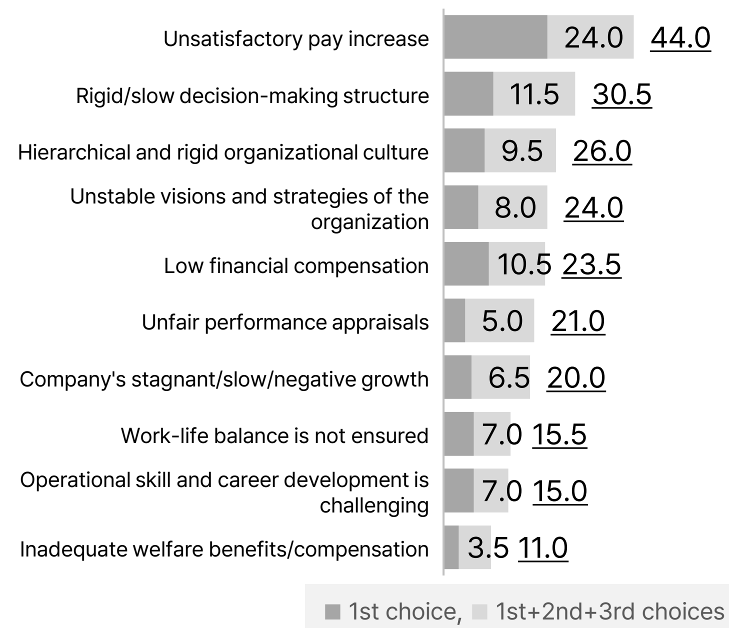
Overall job satisfaction



Reasons for satisfaction



Reasons for dissatisfaction



[Base: Employees at large corporations (n=200), Unit : %]
*Options below 10% response rates based on 1st+2nd+3rd choices are omitted

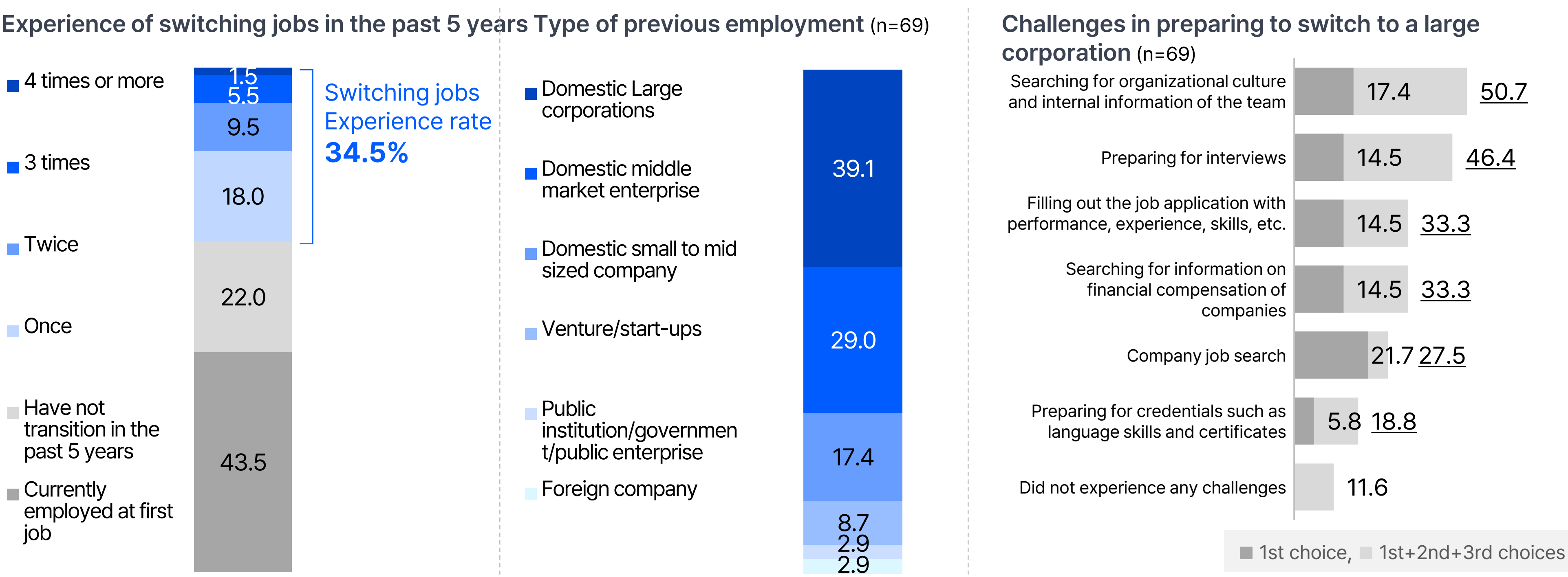
Q. Overall, how satisfied are you with the large corporation you are working at?/ What is the reason for satisfaction or dissatisfaction?

Job transition behavior

34.5% of large corporation employees have experience switching jobs in the past five years. Most of them have switched from domestic large corporations or middle market enterprises.

34.5% of employees have experience switching jobs in the past five years. Most have switched from domestic large corporations or middle market enterprises.

The challenges they frequently faced when seeking a position at large corporations included 'searching for organizational culture and internal information of the team,' and 'preparing for interviews.'



[Base: Employees at large corporations (n=200) / Respondents who experienced switching jobs in the past five years (n=69), Unit : %]

Q. How many times have you switched jobs in the past 5 years?/ Where did you work right before joining your current company?/ What was the biggest challenge when you were preparing to apply to the large corporation you are working at?

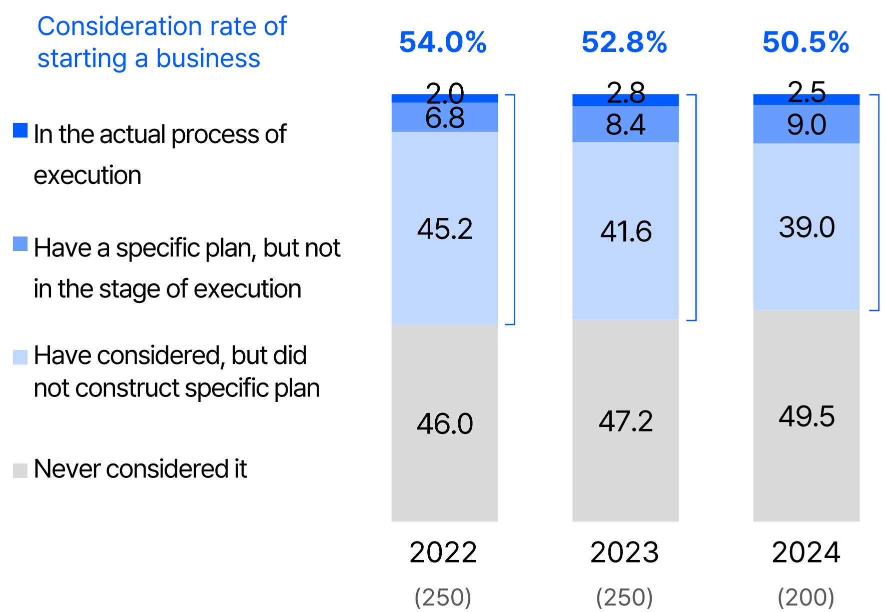
Intent of starting a business and target area

Decline in entrepreneurship interest of large corporation employees since 2022, those interested with high interest in e-commerce/distribution

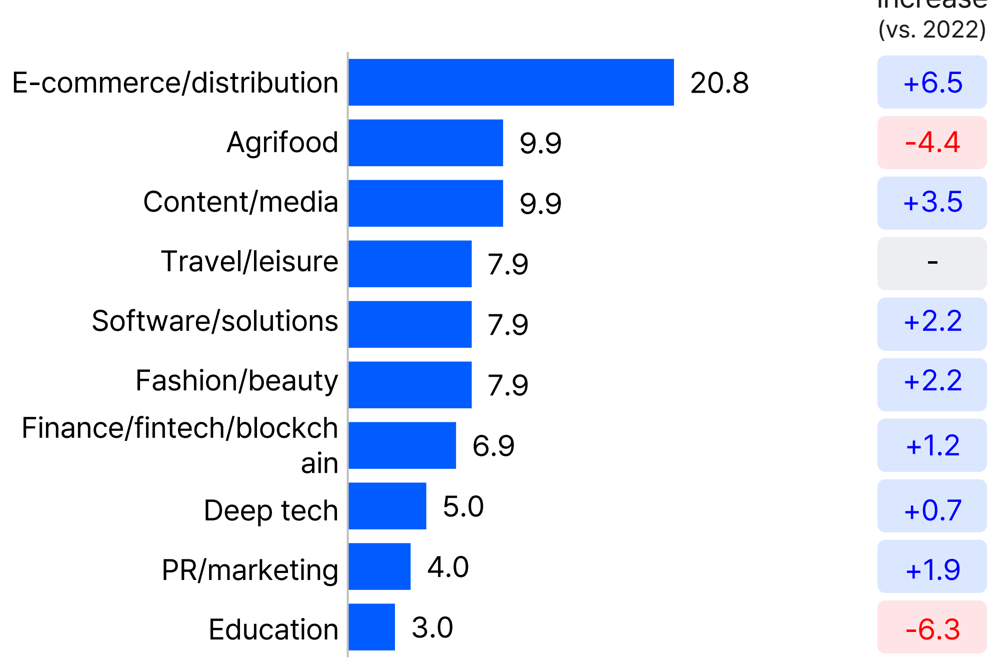
Among large corporation employees, 50.5% have considered starting their own business in the past year. However, this figure has been on a steady decline since the survey began in 2022.

About 2 out of 10 employees interested in entrepreneurship are focused on the e-commerce/distribution sector, and interest in this field has grown compared to last year.

Intention of starting a business



Considered area of business (n=101)



[Base: Employees at large corporations (n=200) / Respondents who have considered starting a business (n=101), Unit : %]

* Considered area of business: option below 3% response rate omitted

Q. Have you considered starting your own business over the past year? / Considering your business plan, what area of business do you have in mind?

Consideration of switching to start-ups in the past year

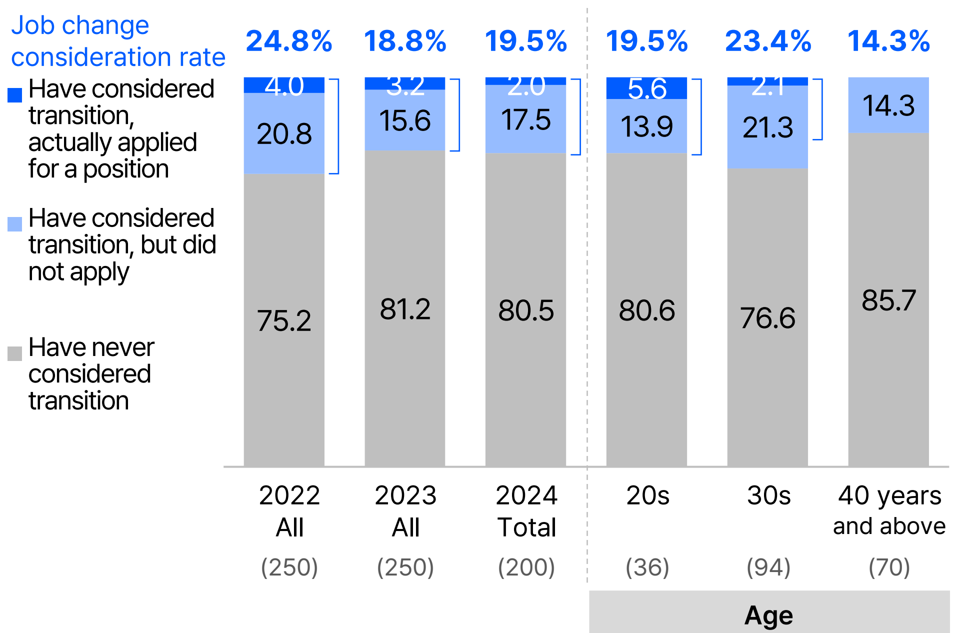
Among employees at large corporations, the start-up job transition consideration rate is at 19.5%, similar to last year's figures.

Over the past year, 19.5% of large corporation employees have considered transitioning to a start-up, a figure similar to last year.

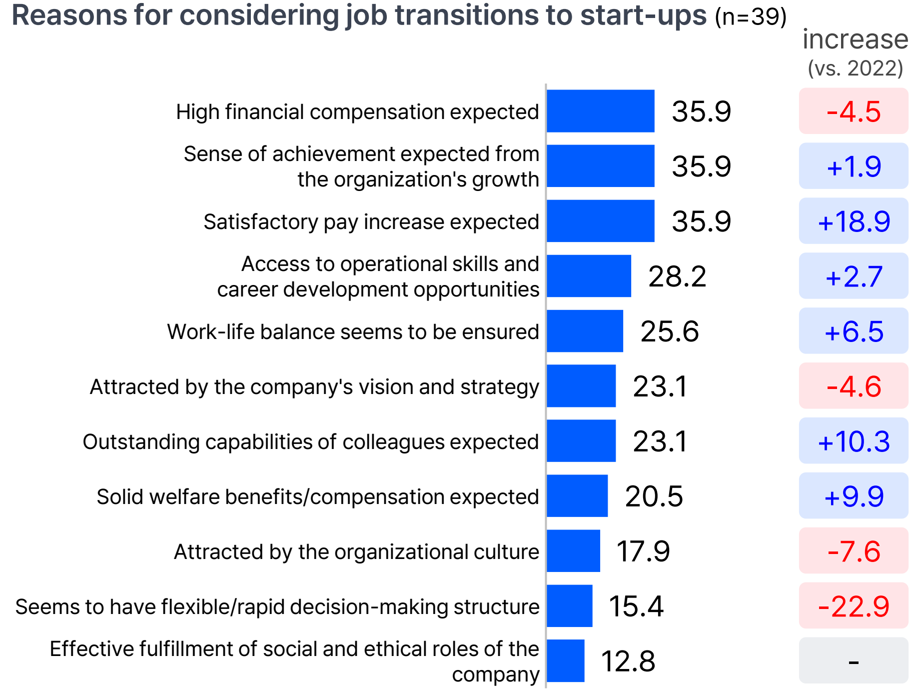
Those considering such a move are primarily motivated by expectations of higher financial compensation, a sense of achievement from organizational growth, and satisfactory pay increases.

Compared to last year, more employees cited satisfactory pay increases and outstanding capabilities of colleagues as key expectations, while the importance of flexible/rapid decision-making structures decreased.

Consideration of switching to start-ups in the past year



Reasons for considering job transitions to start-ups (n=39)



[Base: Employees at large corporations (n=200) / Respondents who considered switching to start-ups (n=39), Unit : %]
*Reasons for considering switching jobs: options below 10% response rates omitted

Q. Have you considered switching jobs to a start-up in the past year? / What is the reason?

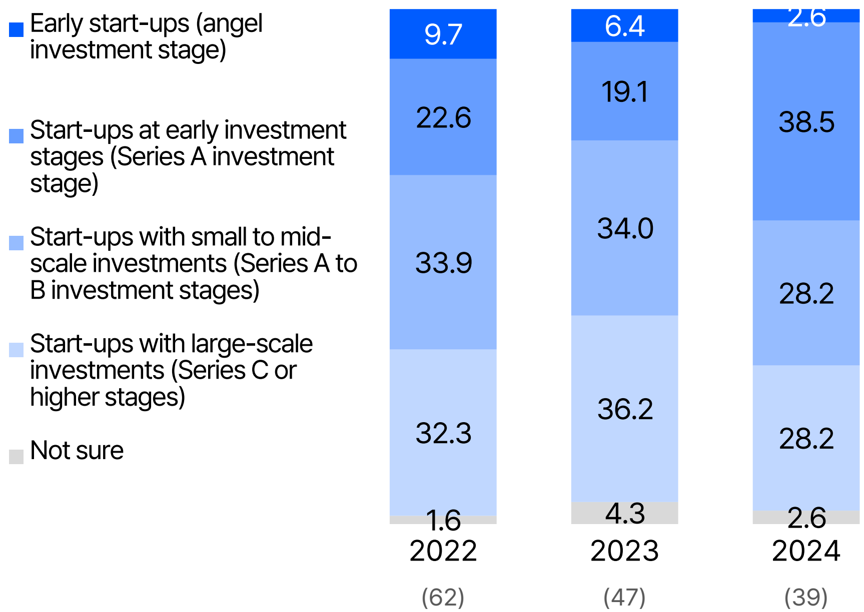
Start-up stages and favored sectors when considering job transitions

Interest in moving to early investment stage start-ups (Series A), as well as finance/fintech/blockchain, e-commerce/distribution, and mobility start-ups, has grown compared to the previous year.

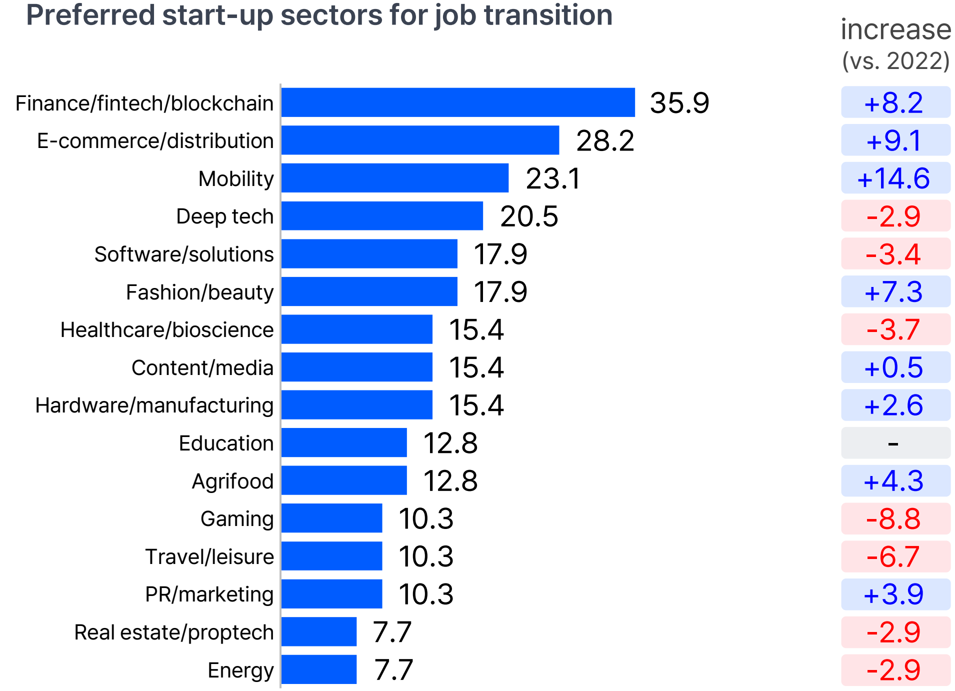
38.5% of large corporation employees considering a move to a start-up expressed interest in companies at the Series A investment stage, an increase compared to 2022 and 2023.

Popular sectors include finance/fintech/blockchain, e-commerce/distribution, and mobility, with interest in these industries growing year-over-year.

Preferred start-up stages for job change consideration



Preferred start-up sectors for job transition



[Base: Respondents considering switching to start-ups (n=39), Unit : %]

Q. In which particular stage of start-ups did you consider working for? / Which sector would you prefer when switching to start-ups?

Reasons for not considering job transitions to start-ups

Major hurdles when moving to start-ups are a lack of work-life balance, low financial compensation, and organizational vision/strategy instability.

Key reasons for large corporation employees not considering a move to start-ups include concerns about work-life imbalance, lower financial compensation, and unstable visions and strategies of the company.

In particular, worries about work-life imbalance and low financial rewards have increased compared to last year.

[Base: Respondents not considering switching to start-ups (n=161), Unit : %]
*Options below 10% response rates omitted

Q. What is the reason for you to not consider moving to start-ups?

Part.3

Survey Results Summary

1. Entrepreneurs
2. Investors
3. Start-up employees
4. Employees at large corporations
5. Job seekers
6. [Special survey] Perceptions of AI

5. Job seekers

Size Total 200 respondents

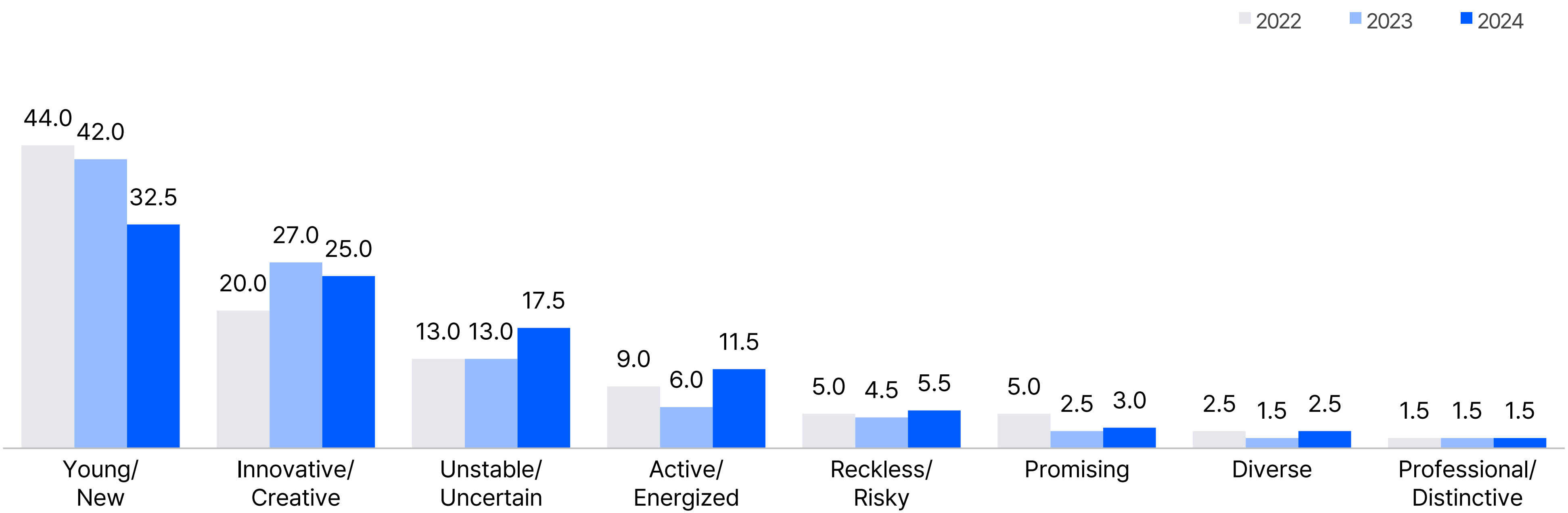
Subject Job seekers attending post-secondary or post-graduate educational programs

Impressions of start-ups

Decline in 'young/new,' 'innovative/creative' perceptions, increase in 'unstable/uncertain' concerns among job seekers

Job seekers primarily associate start-ups with being 'young/new' or 'innovative/creative.'

However, these perceptions have declined compared to the previous year, while associations with 'unstable/uncertain' and 'active/energized' images have increased.



[Base: Job seekers (n=200), Unit : %]

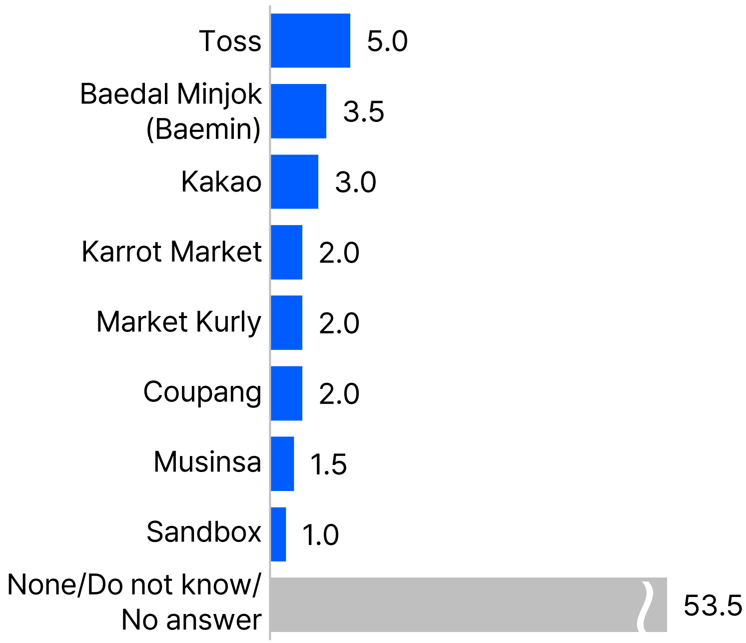
Q. What is the first impression that comes to mind when you think of start-ups?

Perceptions of Korean start-ups

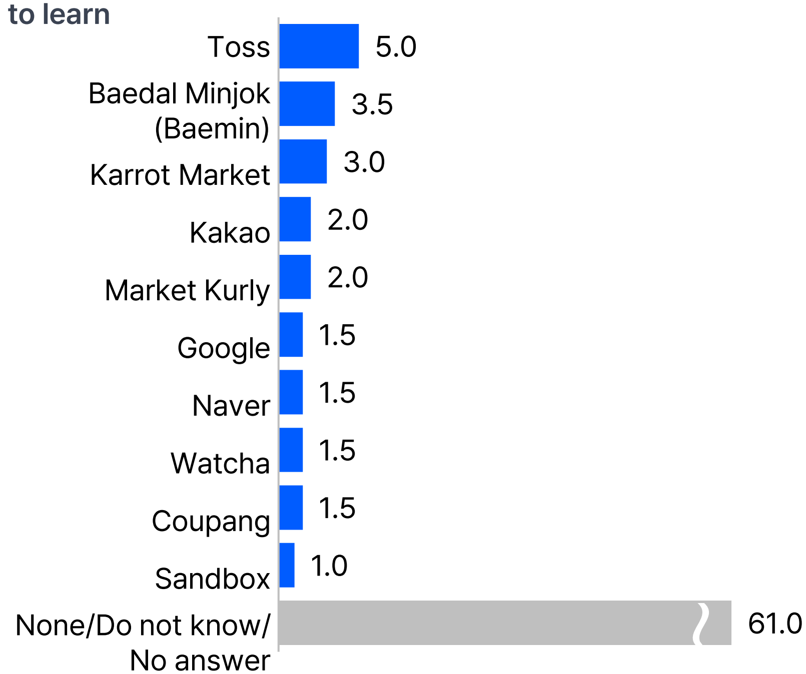
Toss is the start-up perceived by job seekers as fast-growing

Among job seekers, 5.0% identified Toss as the fastest-growing domestic start-up.
It was also the most mentioned start-up for wanting to learn its work practices, followed by Baedal Minjok and Karrot Market.

Fastest-growing Korean start-ups



Korean start-ups whose operational methods respondents wish to learn



[Base: Job seekers (n=200), Unit : %]

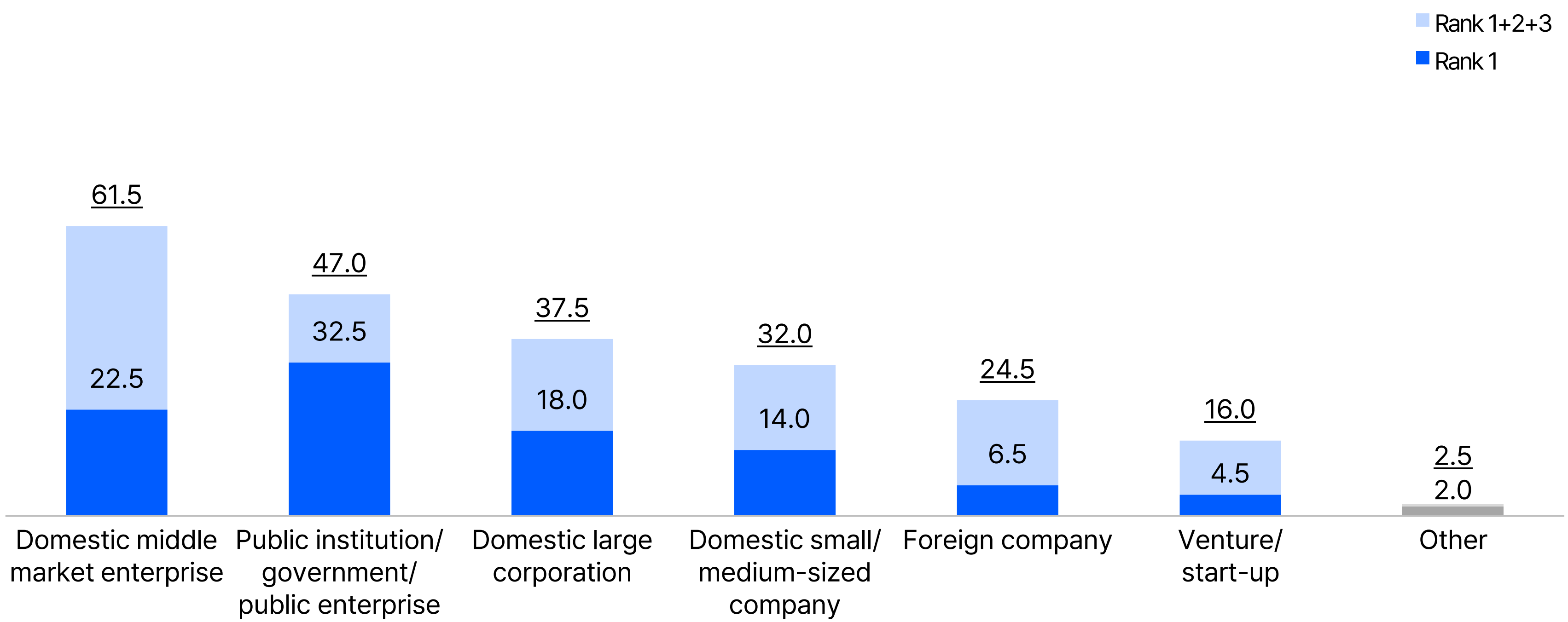
Q. In your opinion, which start-up in Korea shows the fastest growth? / Which company would you most like to learn about how it operates?

Desired company for employment

Job seekers prefer to work in domestic middle market enterprises, public institution/government/public enterprises, and large corporations

Job seekers primarily prefer domestic public institution/government/public enterprises, and large corporations.

Only 4.5% of job seekers prioritize finding employment at venture/start-up companies.



[Base: Job seekers (n=200), Unit : %]

Q. Which type of organization do you want to enter?

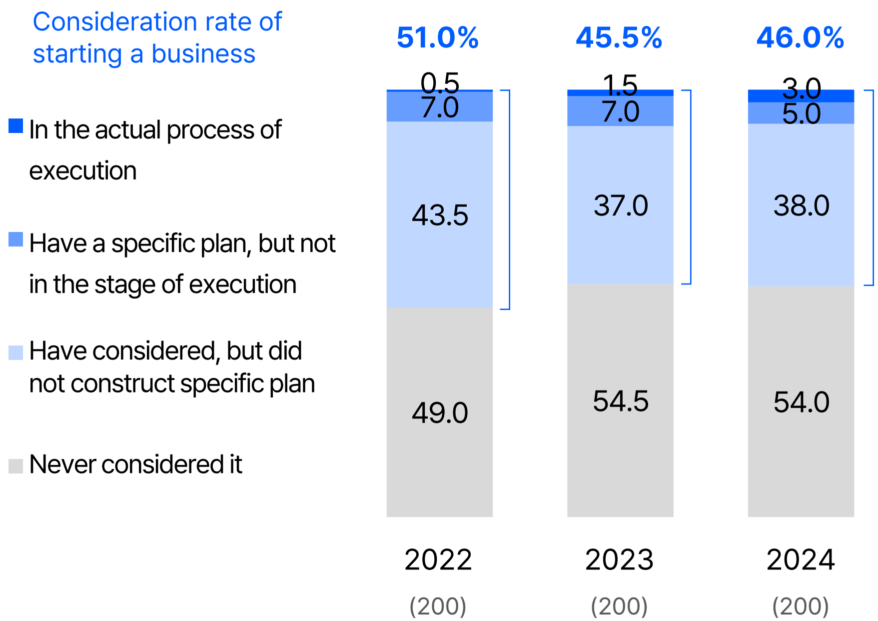
Intent of starting a business and target area

46% have considered entrepreneurship, with increased interest in agrifood and e-commerce/distribution sectors

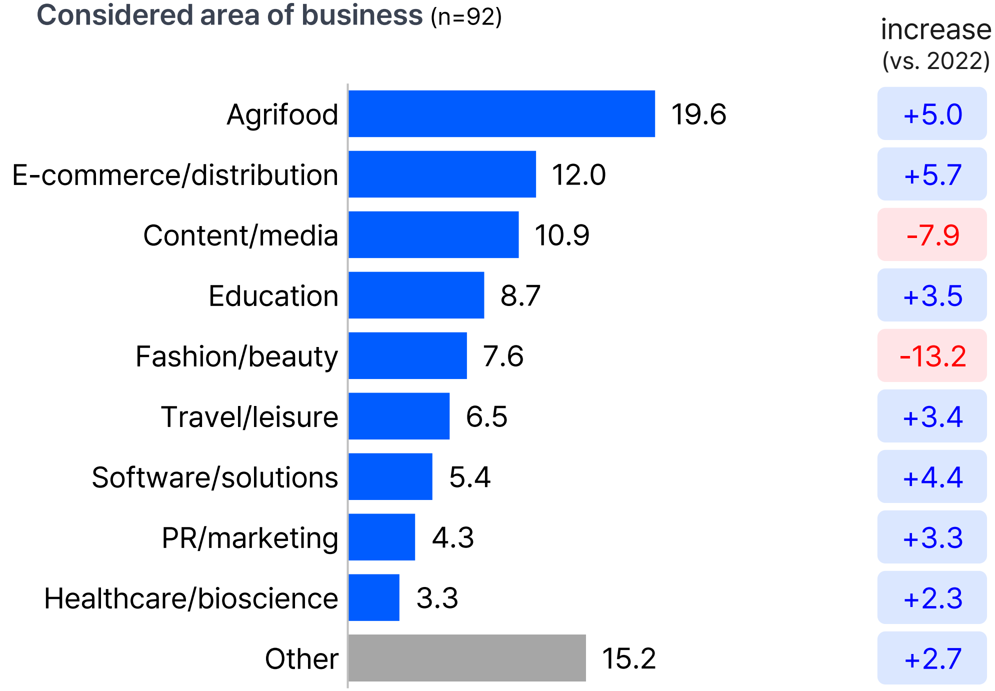
46.0% of job seekers contemplated entrepreneurship this past year, similar to the previous year.

Fields of interest include agrifood, e-commerce/distribution, and content/media, with notable growth in interest for agrifood and e-commerce/distribution sectors.

Intention of starting a business



Considered area of business (n=92)



[Base: Job seekers (n=200) / Respondents who have considered starting a business (n=92), Unit : %]
* Considered area of business: option below 3% response rate omitted

Q. Have you considered starting your own business over the past year? / Considering your business plan, what area of business do you have in mind?

Consideration of seeking jobs at start-ups in the past year

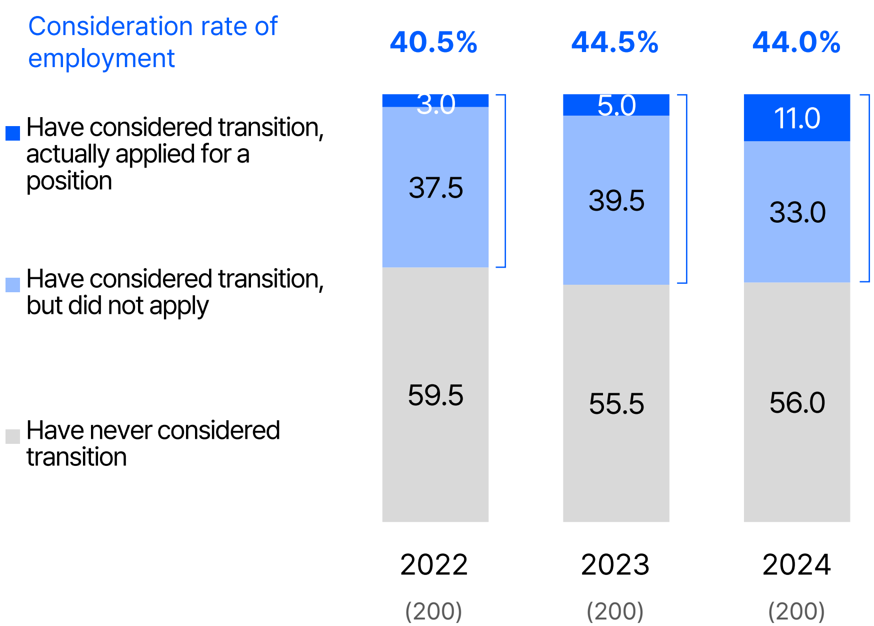
44% of job seekers considered start-up employment within the past year, and 11% applied (actual application increased by 6%p from last year)

44.0% of job seekers have considered working for a start-up in the past year, a figure similar to last year.

However, the proportion of those who actually applied increased by 6%p.

The main attractions of start-ups include flexible/rapid decision-making structures, work-life balance, and a sense of achievement from organizational growth. More respondents cited welfare benefits/compensation and organizational culture as appealing factors compared to last year.

Consideration of seeking jobs at start-ups in the past year



Reasons for considering seeking jobs at start-ups (n=88)

[Base: Job seekers (n=200) / Respondents who considered seeking jobs at start-ups (n=88), Unit : %]

Q. Have you considered seeking jobs at a start-up in the past year? /
What is the reason you considered applying to or actually applied for a job at a start-up?

Start-up stages and favored sectors respondents consider applying for

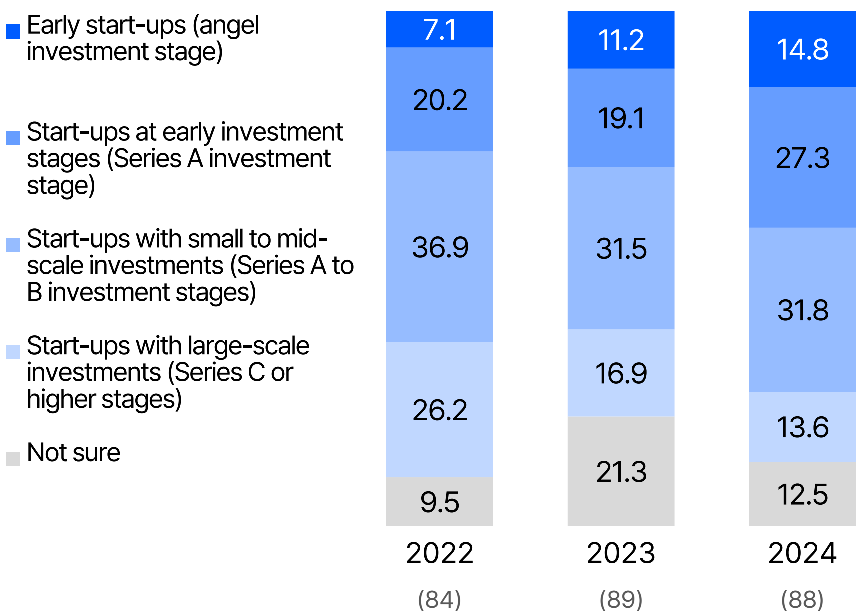
Rising preference for pre-Series A early-stage start-up employment and content/media and travel/leisure sectors

Among job seekers considering start-up employment, 31.8% prefer companies at Series A-B investment stages, and 27.3% prefer Series A stage start-ups.

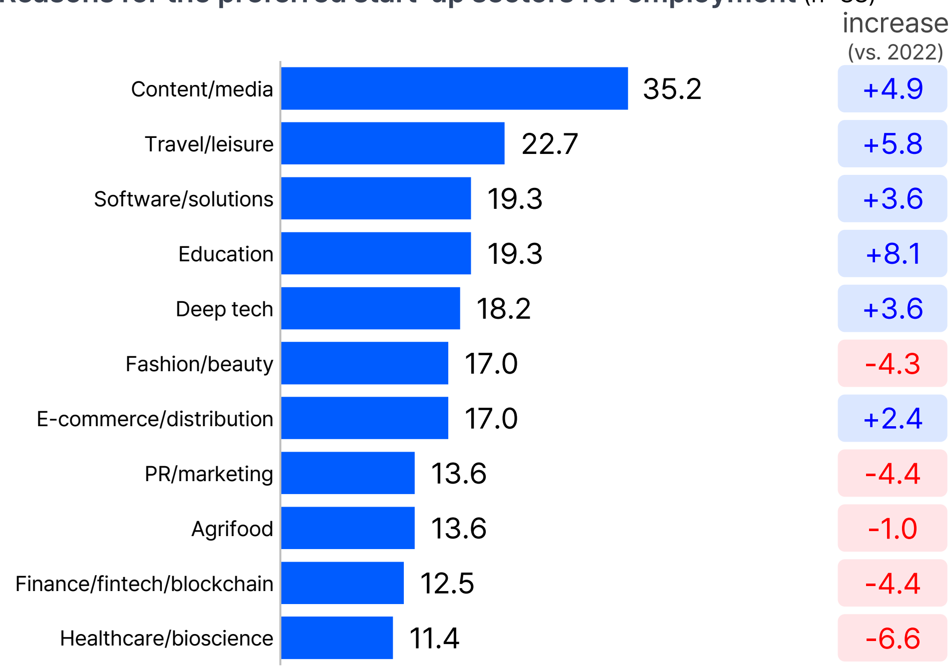
Preference for early-stage start-ups (pre-Series A) has grown year-over-year.

The most popular industries when seeking employment were reported as content/media, followed by travel/leisure.

Preferred start-up stages for employment consideration



Reasons for the preferred start-up sectors for employment (n=88)



[Base: Respondents considering switching to start-ups (n=88), Unit : %]

Q. In which particular stage of start-ups did you consider applying for? / Which sector would you prefer to enter?

Reasons for not considering job opportunities at start-ups

Key barriers to start-up employment were unstable organization visions/strategies, work-life imbalance, low financial rewards, and difficulty in anticipating growth

The primary reasons job seekers avoid start-ups include concerns about the unstable vision/strategy of the company, lack of work-life balance, and low financial compensation. Worries about organizational vision/strategy instability and limited growth potential have also increased compared to the previous year.

[Base: Respondents not considering working at start-ups (n=112), Unit : %]
*Options below 10% response rates omitted

Q. What is the reason for you to not consider seeking a job at start-ups?

Part.3

Survey Results Summary

1. Entrepreneurs
2. Investors
3. Start-up employees
4. Employees at large corporations
5. Job seekers
6. [Special survey] Perceptions of AI

6. [Special survey] Perceptions of AI

Size Total 1,050 respondents

Subject Entrepreneurs, investors, start-up employees, employees at large corporations, job seekers

Perception of promising AI fields

Across all entrepreneur, investor, start-up employee, large corporation employee, and job seeker groups, over 40% identified Language Intelligence as the most promising field in AI.

Popular areas included Language Intelligence, Intelligent Agents, Reasoning/Knowledge representation, AI-specific hardware, AGI, and Visual Intelligence.

In particular, Language Intelligence marked over 40% response rate in all groups.

AGI was seen as particularly promising by all groups except job seekers, with strong interest from investors.

	Entrepreneurs (250)	Investors (200)	Start-up employees (200)	Employees at large corps (200)	Job seekers (200)
Linguistic Intelligence: AI that converses with humans, translates, and summarizes text	47.2	42.5	48.5	47.0	42.0
Intelligent Agent: AI that manages schedule like a personal assistant and can perform imitation/ creation tasks	42.8	38.0	43.5	46.5	35.5
Reasoning and Knowledge Representation: AI that extracts knowledge from data to draw conclusions	38.4	35.0	49.0	43.0	39.5
AI-Specific Hardware: AI with enhanced AI computational speed such as intelligent semiconductors and supercomputing	32.0	38.0	43.5	37.0	42.5
Artificial General Intelligence (AGI) : AI capable of learning common sense and solving frequently encountered general problems quickly	38.4	41.0	39.5	39.5	29.0
Visual Intelligence: AI that analyzes and recognizes photos, illustrations, and videos	34.4	23.0	40.5	29.0	26.5
Situational Awareness and Judgment: AI that comprehends user intentions and surrounding environments	22.8	25.0	24.5	24.5	22.0
Behavioral and Social Intelligence: AI that perceives spaces, moves accordingly, and collaborates like humans	14.8	25.5	21.5	23.5	20.5
Basic Science and Ethics: AI that explores basic science, such as natural phenomena and the human body, while addressing ethical considerations in AI	12.8	10.0	18.5	19.0	20.0
Auditory Intelligence: AI that recognizes and synthesizes speech	14.4	12.0	19.5	17.0	14.5
Emotional Understanding: AI that understands human emotions and sensations	13.6	12.0	13.0	12.5	10.0

[Base: Entrepreneurs (n=250) / Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200) / Job seekers (n=200), Unit : %]

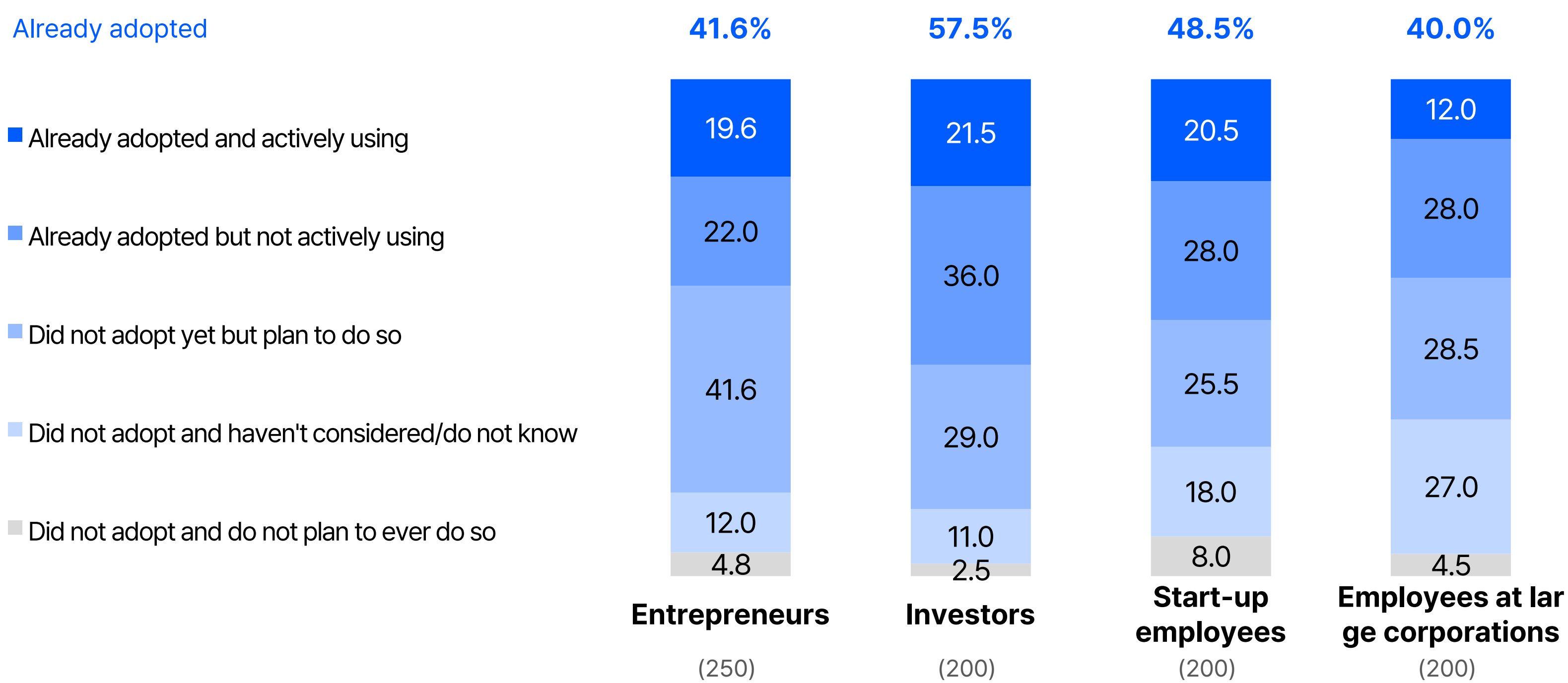
* ■ Top 3 choice responses

Q. Which AI sector and technology do you find promising?

Current status of AI adoption in the workplace

40% adoption rate of AI at workplace, but active utilization remains low at 10-20%

Over 40% of entrepreneurs, investors, and employees at both start-ups and large corporations reported having adopted AI in their companies and operations.
Among investors, AI adoption rate was higher at 57.5%.
However, only 10-20% of respondents across groups reported actively utilizing AI in their roles, indicating limited integration. (less than half compared to adoption rate)



[Base: Entrepreneurs (n=250) / Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200), Unit : %]

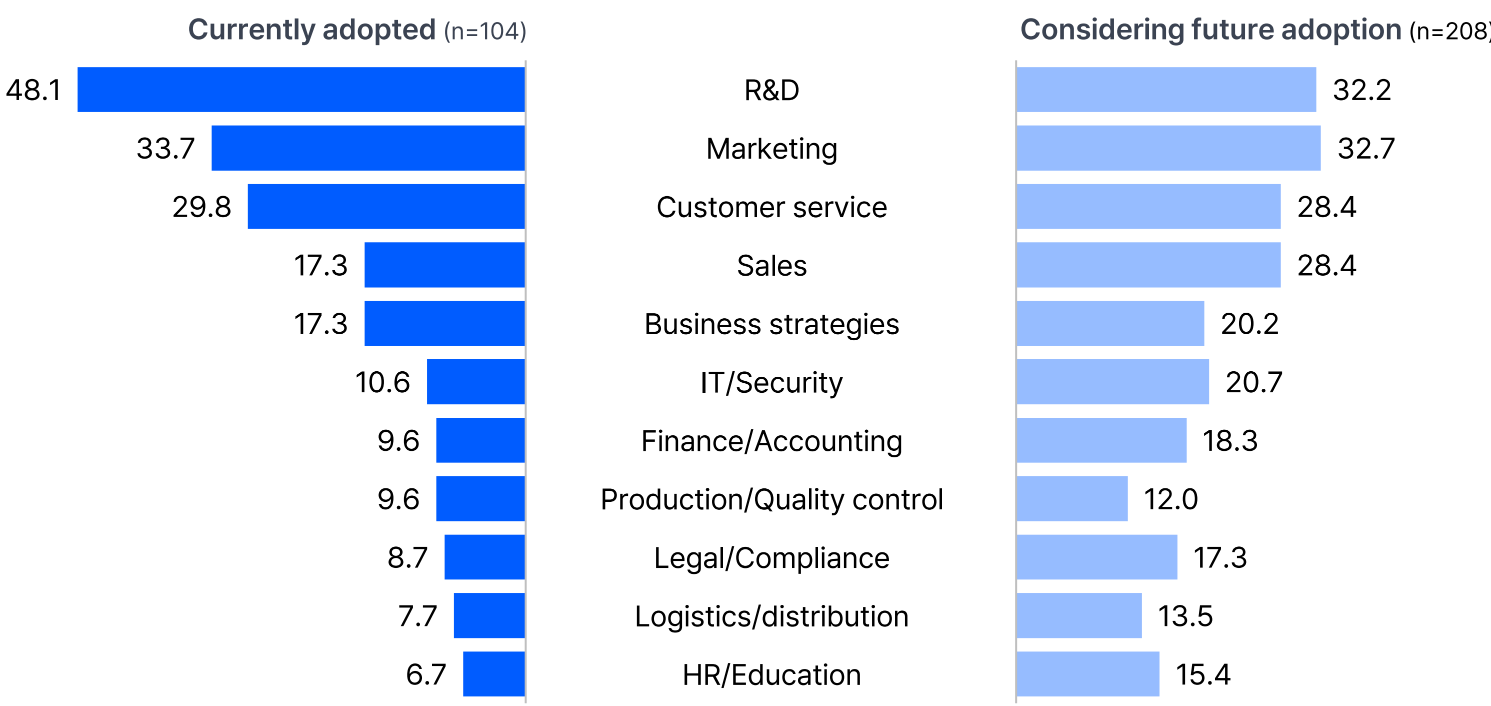
Q. What is the current AI work adoption status at your company?

[Entrepreneurs] Current and future AI adoption fields/systems

Primary fields for AI adoption are R&D, marketing, and customer service

Among enterprepreneurs who have implemented AI in their companies, 48.1% indicated adoption for research and development, followed by marketing (33.7%) and customer service (29.8%).

Consideration for future adoption is also expected to be focused on these areas, with sales additionally emerging as a key field.



[Base: Entrepreneurs who adopted AI at work (n=104) / Entrepreneurs who adopted/considered adopting AI at work (n=208), Unit : %]

Q. In which field/system did you adopt it in? /
In which AI field/system do you consider to additionally or newly adopt in the future?

[Entrepreneurs] Expectations/concerns regarding AI adoption

Increased operational efficiency, cost reduction, and enhanced production are positive aspects of AI work adoption, while security and accuracy concerns exist

Entrepreneurs see the enhancement of work efficiency, cost reduction, and productivity enhancement as key anticipated benefits of AI adoption at work.
On the other hand, security risks and lack of accuracy were frequently cited as concerns.

Expectations of AI adoption at work

Operational aspects	**59.5**
• Increased operational efficiency	16.5
• Enhanced production	9.1
• Automated operations	7.4
• Reduced working hours	7.4
• Useful for data collection/analysis	5.8
• Used for simple, repetitive tasks	4.1
• Support in data search	3.3
Finance	**19.8**
• Cost reduction	9.9
• Labor cost reduction	7.4
Employment/Labor	**7.4**
• Can downsize workforce	5.0

Concerns of AI adoption at work

Managerial aspects	**27.3**
• Security issues	17.4
• Business information leakage concerns	6.6
Technological aspects	**22.3**
• Lack of accuracy	9.1
• Abundant errors	6.6
• Not verified	2.5
Employment/Labor	**19.0**
• Increased job loss	7.4
• Decreased work quality	2.5
Finance	**2.5**
• High operational expense expected	2.5

[Base: Entrepreneurs who adopted/considered adopting AI at work (n=121), Unit : %]
* Expectation options below 3% response rates omitted / Adoption concern options below 2% response rates omitted

Q. Which 'expectations/concerns' do you have regarding AI adoption at your workplace?

[Investors/Employees] AI adoption approaches and perceptions of work adoption

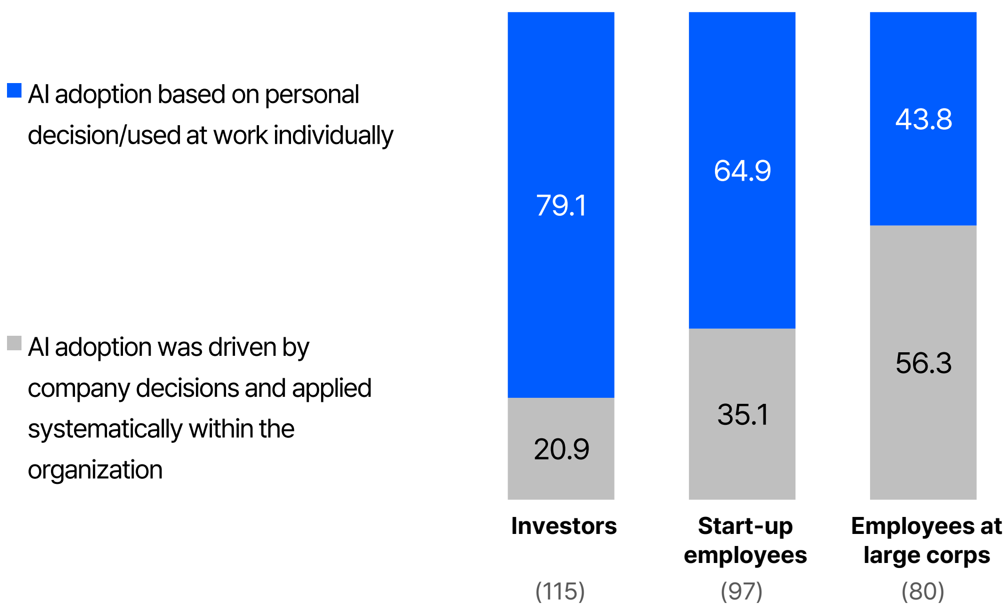
Around 6 out of 10 view the adoption of AI in their roles positively

79.1% of investors and 64.9% of start-up employees reported making personal decisions to adopt and utilize AI in their work.

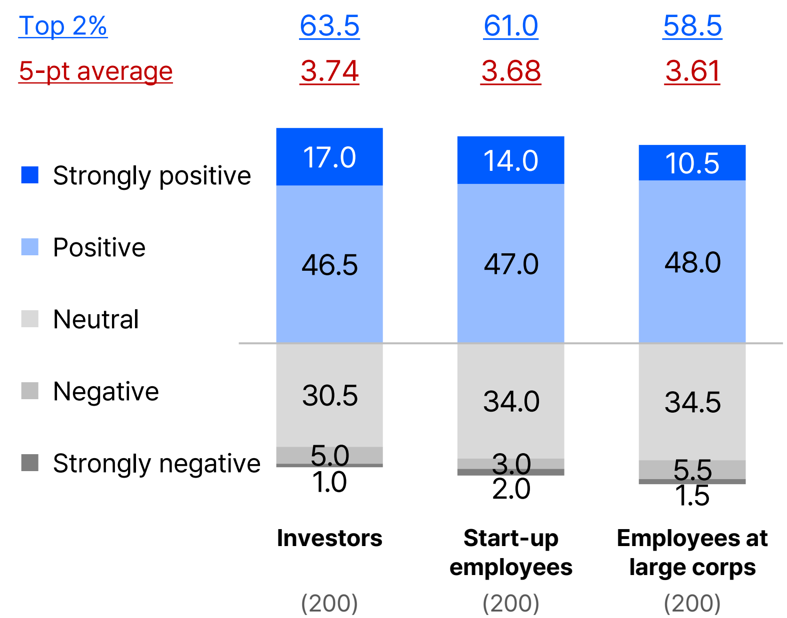
By contrast, 56.3% of large corporation employees indicated that AI adoption was driven by company decisions and applied systematically within the organization, surpassing personal adoption/utilization rates.

Around 6 out of 10 investors and employees have a positive attitude toward AI adoption at work, in the order of investors (63.5%) > start-up employees (61.0%) > employees at large corporations (58.5%).

AI adoption approach and status



Perceptions of AI adoption for work



[Base: Investors and employees utilizing AI / All respondents, Unit : %]

Q. How have you adopted AI, and how are you utilizing it? /
What are your thoughts on adopting/having adopted AI for your work?

[Investors/Employees] Reasons for perceptions of AI adoption for work

Positive perceptions of AI adoption at workplace include increased operational efficiency and reduced work hours, but concerns of job loss exist

Respondents highlighted enhanced work efficiency and reduced work hours as key reasons for their positive perceptions of AI adoption.

For negative perceptions, investors most frequently noted that it was 'premature' to adopt AI, while start-up and large corporation employees expressed concerns about 'increased job losses.'

Reasons for positive views of AI adoption

	Investors	Start-up employees	Employees at large corps
	(127)	(122)	(117)
Increased operational efficiency	33.1	20.5	27.4
Reduced working hours	18.9	14.8	12.8
Convenient operations	2.4	9.8	10.3
Useful in operations	4.7	11.5	6.0
Enhanced production	11.8	7.4	2.6
Used for simple, repetitive tasks	3.9	4.1	5.1
Support in data search	6.3	3.3	3.4
Automated operations	2.4	3.3	3.4

Reasons for negative views of AI adoption

	Investors	Start-up employees	Employees at large corps
	(73)	(78)	(83)
Increased job loss	4.1	19.2	12.0
Premature	15.1	5.1	8.4
Not that useful	6.8	5.1	4.8
Lack of accuracy	6.8	5.1	1.2
Slow technological advancement	6.8	2.6	3.6
Unreliable	4.1	6.4	2.4
Seem to increase workload	1.4	5.1	3.6
Security issues	4.1	1.3	3.6

[Base: Investors and employees with positive and negative responses for AI adoption, Unit : %]
*Options below 3% response rates omitted based on total

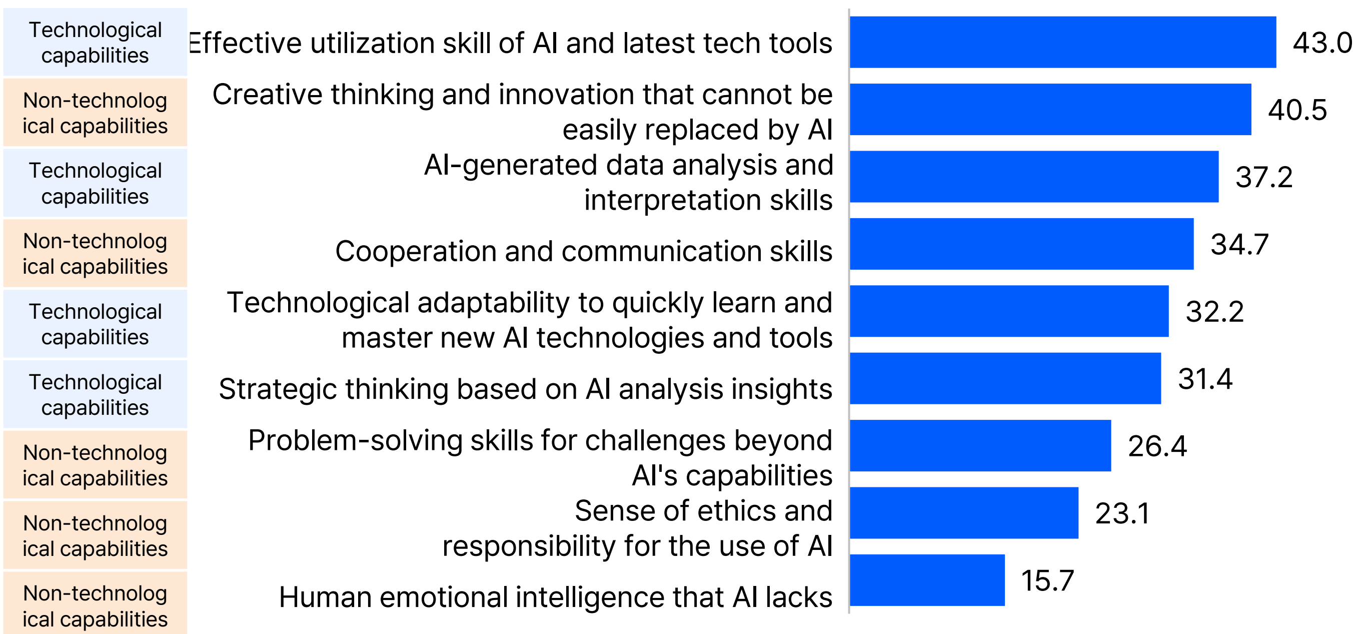
Q. What is the reason for expressing 'positive/negative' views on adopting AI at your workplace?

[Entrepreneurs] Key competencies for recruitment after AI adoption

Entrepreneurs identified 'AI utilization skills,' 'creative thinking/innovation,' and 'data analysis/interpretation skills' as requirement/consideration for future recruitment in the context of AI adoption

Entrepreneurs reported 'effective utilization skill of AI and latest tech tools,' 'creative thinking and innovation that cannot be easily replaced by AI,' and 'AI-generated data analysis and interpretation skills' as the requirement/considerations for future recruitment in the context of AI adoption.

While most response options marked a rate of over 20%, when distinguishing technical and non-technical competencies, technical skills were observed to be the primary consideration factor.



[Base: Entrepreneurs who adopted/considered adopting AI at work (n=121), Unit : %]

Q. What skills do you think will be newly required or more strongly emphasized in future recruitment due to the adoption of AI in the workplace?

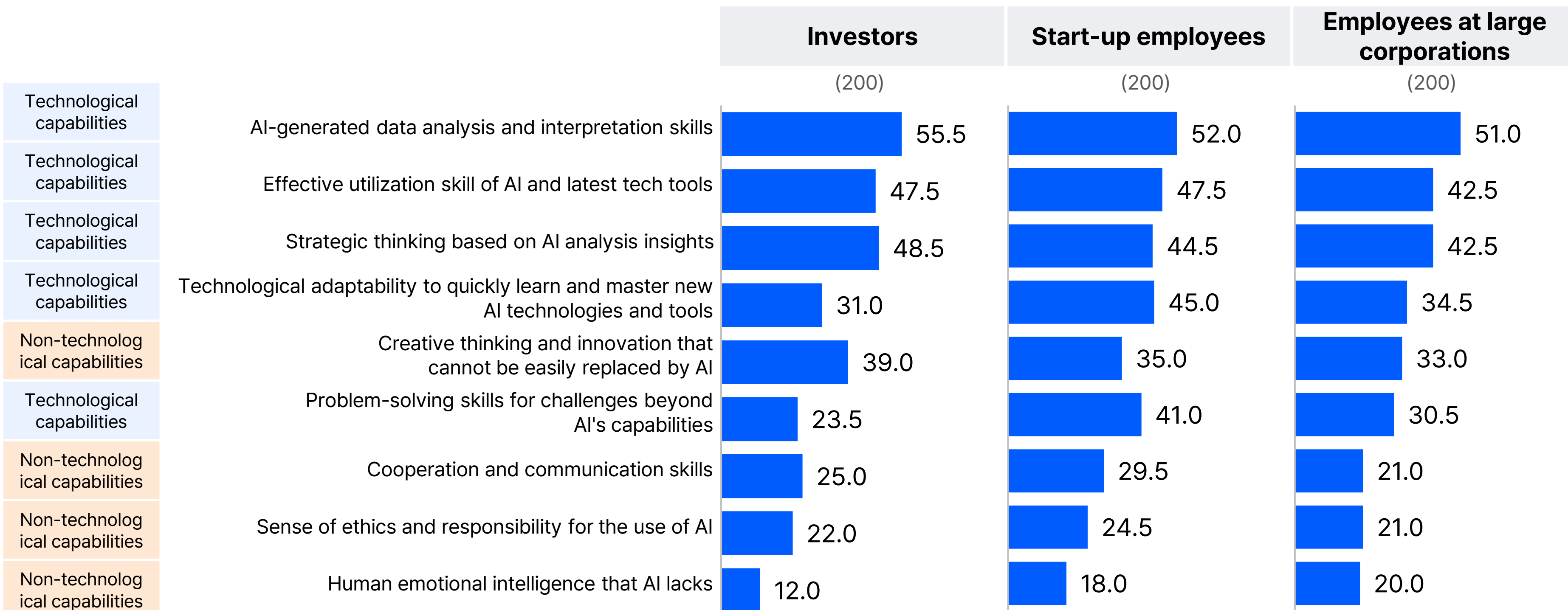
[Investors/employees] Perception of operational skill requirements following AI adoption

Both investors and employees perceive 'data analysis/interpretation skills' as key competency after AI adoption

Over half of investors and employees from both start-ups/large corporations believe that 'AI-generated data analysis and interpretation skills' will be strongly required.

Other significant skills mentioned include 'effective utilization skill of AI and latest tech tools' and 'strategic thinking based on AI analysis insights.'

Among start-up employees, 'technological adaptability to quickly learn and master new AI technologies and tools' and 'problem-solving skills for challenges beyond AI's capabilities' were especially emphasized as critical competencies.



[Base: Investors (n=200) / Start-up employees (n=200) / Employees at large corporations (n=200), Unit : %]

Q. What skills do you think will be newly required or more strongly emphasized in your current role following the adoption of AI?

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"The New Future of Data,"
Opensurvey, a consumer data platform

Opensurvey utilizes surveys to provide a better understanding of markets and consumers.
From traditional corporations to unicorn start-ups that represent the era,
Opensurvey helps numerous enterprises make reasonable decisions based on data.

STARTUP ALLIANCE

Startup Alliance is a nonprofit organization established in 2014 with the goal of fostering the growth of the Korean startup ecosystem and strengthening connections among its members.

We host various meetups that connect entrepreneurs and ecosystem stakeholders, as well as exchange programs with leading global institutions. Currently, we are focused on policy research and advocacy to support the advancement of the Korean startup ecosystem.

Start-up
Trend Report 2024

Start-up Trend Report 2024

This report is jointly published by Opensurvey, a mobile research platform, and Startup Alliance, a support institution for the start-up ecosystem.

Scope of roles and responsibilities within the report

Opensurvey: Project design, surveys on employees and job seekers, analysis and report preparation
Startup Alliance: Project design, final review of the report
Remember: Provision of the respondent pool for the survey targeted to start-up entrepreneurs