



**VECTOR INC.**

Financial Results Briefing — FY '25

April 14, 2025

## Event Summary

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<b>[Company Name]</b>	VECTOR INC.
<b>[Company ID]</b>	6058
<b>[Event Language]</b>	JPN
<b>[Event Type]</b>	Financial Results Briefing
<b>[Event Name]</b>	Financial Results Briefing — FY '25
<b>[Period Covered]</b>	FY2025 (full year)
<b>[Date]</b>	April 14, 2025
<b>[Number of Pages]</b>	44
<b>[Time]</b>	16:30–17:01 (Total: 31 minutes consisting of a 25-minute presentation and a 6-minute Q&A)
<b>[Venue]</b>	Streamed online
<b>[Venue Area]</b>	
<b>[Attendance]</b>	
<b>[Presenters]</b>	2 Chairman and Representative Director Keiji Nishie Director and CFO Yosuke Goto

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## Presentation

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**MC:** Thank you very much for attending the VECTOR INC. financial results briefing.

Before we begin, I have a few announcements to make. We ask that you do not record video or audio of the briefing.

During the briefing, if the screen freezes or the video cuts out, reload the page and enter the room again.

First, I would like to introduce the participants from VECTOR. Please welcome Keiji Nishie, Chairman and Representative Director of VECTOR INC.

**Nishie:** Thank you, it's good to be here.

**MC:** And Yosuke Goto, Director and CFO.

**Nishie:** It's nice to be here.

**MC:** We'll begin with a presentation by Mr. Goto on the business results for the fiscal year ended February 29, 2024, followed by a presentation by Mr. Nishie on plans for the fiscal year ending February 28, 2025 and the VECTOR Group's strategies.

Mr. Goto, you have the floor.

**Goto:** To start, Nishie will walk you through the Executive Summary.

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## Executive Summary

- Operating profit and profit attributable to owners of parent for FY2025 fell short of the targets.
  - Mainstay Strategic PR, Taxi Signage, and number of press release distributions remained steady.
  - The year was marked by the launch of new businesses, including those involving AI, as well as cost reductions through business restructuring and business withdrawals.
- Operating profit grew by 15%, and EBITDA by 14%, showing steady growth even excluding the impact of the allowance for doubtful accounts from FY2024.
- Profit attributable to owners of parent declined, reflecting the absence of the two subsidiaries sold, recorded in FY2024.
- The Medium-term Profit Plan has been pushed back by one year, with the goal of achieving it on the revised timeline.
  - Operating profit of 8.5 billion JPY is planned for FY2026, with a plan to secure 10.0 billion JPY in FY2027.
- As part of shareholder return measures, a share buyback of up to 700 million JPY will be conducted in addition to the year-end dividend.
- To enable more agile business operations, the Company transitioned to a company with an Audit and Supervisory Committee and adopted an executive officer -based management structure.

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**Nishie:** I will explain the Executive Summary. In essence, both operating profit and profit attributable to owners of parent came in below the targets. While the Signage, Press Releases, and overall PR businesses performed strongly, other segments underperformed, leading to a slight shortfall overall. At present, we are continuing to integrate AI, particularly in the PR field where it's increasingly essential, while also streamlining operations through cost reductions and business exits.

Generally speaking, operating profit is up 15%, and EBITDA is up 14%, indicating that the business itself continues to grow. That said, we did fall slightly short of our targets. Nevertheless, profit attributable to owners of parent is growing. While it may appear that profits have declined year on year, the reality is that the decrease is largely due to the sale of two subsidiaries in the previous fiscal year.

As for the vital Medium-term Profit Plan, we've decided to shift the timeline by one year. We now aim to achieve 8.5 billion JPY in operating profit in FY2026 and 10.0 billion JPY in FY2027, with the revised targets pushed back by one year. For shareholder returns, we plan to maintain a dividend payout ratio of 30% or more.

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## Consolidated Performance Summary

Net Sales	59,250 million JPY (100.1% YoY)	Gross Profit	39,300 million JPY (104.3% YoY)
EBITDA*	9,140 million JPY (114.4% YoY)	Operating Profit	8,020 million JPY (115.7% YoY)
Ordinary Income	7,650 million JPY (111.4% YoY)	Profit Attributable to Owners of Parent	4,190 million JPY (89.5% YoY)

\* EBITDA = Operating profit + Depreciation + Amortization of goodwill

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**Goto:** I will now provide an overview of the financial results for FY2025. First, net sales came to 59.2 billion JPY, essentially flat at 100.1% year on year. Operating profit was 8,020 million JPY, up 15.7%. Net profit was 4,190 million JPY, down 10.5%. As noted earlier, profit attributable to owners of parent declined due to the reactionary effect of selling two subsidiaries in the previous fiscal year, but both net sales and operating profit showed year-on-year growth.

## FY '25 Highlights

	Net Sales	Operating Profit	FY '25 Business Overview
Consolidated Performance	59,250 million JPY (100.1% YoY)	8,020 million JPY (115.7% YoY)	<ul style="list-style-type: none"> <li>Achieved recordhigh net sales and operating profit</li> <li>Domestic Strategic PR subsidiaries and PR TIMES remained strong.</li> <li>Multiple intra-group absorption-type mergers were carried out to promote streamlining of our organizational operations.</li> </ul>
PR and Advertising	32,490 million JPY (93.9% YoY)	3,630 million JPY (139.2% YoY)	<ul style="list-style-type: none"> <li>Sales decreased due to the impact of subsidiary sales in the previous fiscal year and an increase in self-contained social media management projects that do not involve sales of other companies' products.</li> <li>Profits increased thanks to the rebound from one off costs recorded in the previous fiscal year and growth in high-margin projects like social media operation.</li> </ul>
Press Releases (PR TIMES)	8,000 million JPY (117.1% YoY)	1,870 million JPY (107.5% YoY)	<ul style="list-style-type: none"> <li>Achieved recordhigh figures for net sales and operating profit</li> <li>To boost distribution volume, we invested in renewal, ran TV commercials, and organized our own events.</li> <li>Number of user companies surpassed 108,000</li> </ul>

Note: The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 1H FY2025.

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Next up are the results by segment. In the PR and Advertising Business, net sales were down 6.1%, and operating profit was up 39.2% year on year. Last fiscal year included a 750 million JPY write-off, so this

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year's profit saw a significant increase as a rebound. However, excluding that impact, operating profit rose approximately 10%. In the Press Releases Business, net sales were up 17.1%, and operating profit was up 7.5%. The number of user companies has also increased steadily, surpassing the 108,000 mark.

FY '25 Highlights				
	Net Sales	Operating Profit	FY '25 Business Overview	
Direct Marketing	13,520 million JPY (105.3% YoY)	740 million JPY (64.6% YoY)	<ul style="list-style-type: none"> <li>Impacted by the red yeast rice issue originating from another company, customer acquisition efficiency worsened at Vitabrid Japan in 1H, leading to a decline in profit.</li> <li>The issue was resolved starting midway through 2Q, leading to <b>record-high net sales</b>, with strong sales growth from both existing products and those launched in FY2024.</li> <li>Sales increased due to contribution of FINDAWAY, following M&amp;A, and growth of JOBTV</li> <li>Profits decreased due to reduced top-line performance at ASHITA-TEAM and BUSICONET.</li> <li>A partial sale of held shares in 4Q resulted in higher sales and profit.</li> <li>Invested aggressively in promising startups</li> </ul>	
HR	2,970 million JPY (106.8% YoY)	70 million JPY (76.7% YoY)		
Investment	2,540 million JPY (103.3% YoY)	1,690 million JPY (127.8% YoY)		

Note: The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 1H FY2025.

Although the Direct Marketing Business posted lower profits due to a temporary decline in customer acquisition efficiency, the issue was resolved during 1H of the previous fiscal year, and performance has remained solid since 2H.

Sales were up in the HR Business, driven by the growth of JOBTV and the contribution of FINDAWAY, which was newly included in the consolidated results. Profitability remains a challenge, but we are taking steps to improve it, such as implementing cost-cutting measures at ASHITA-TEAM.

In the Investment Business, we sold shareholdings at the end of the fiscal year, resulting in operating profit of 1,690 million JPY. Comprehensive income declined due to the sale of listed stocks, but we continue to hold many promising investments with strong potential for future profit generation.

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## Shareholder Return Measures (Dividends)

In FY2025, we increased the dividend by 3 JPY from 29 JPY in FY2024, providing a **32 JPY dividend** to shareholders.

As we expect to secure a final profit in FY2026 and onward, we will continue to pay dividends with based on a standard **consolidated payout ratio of 30%**.

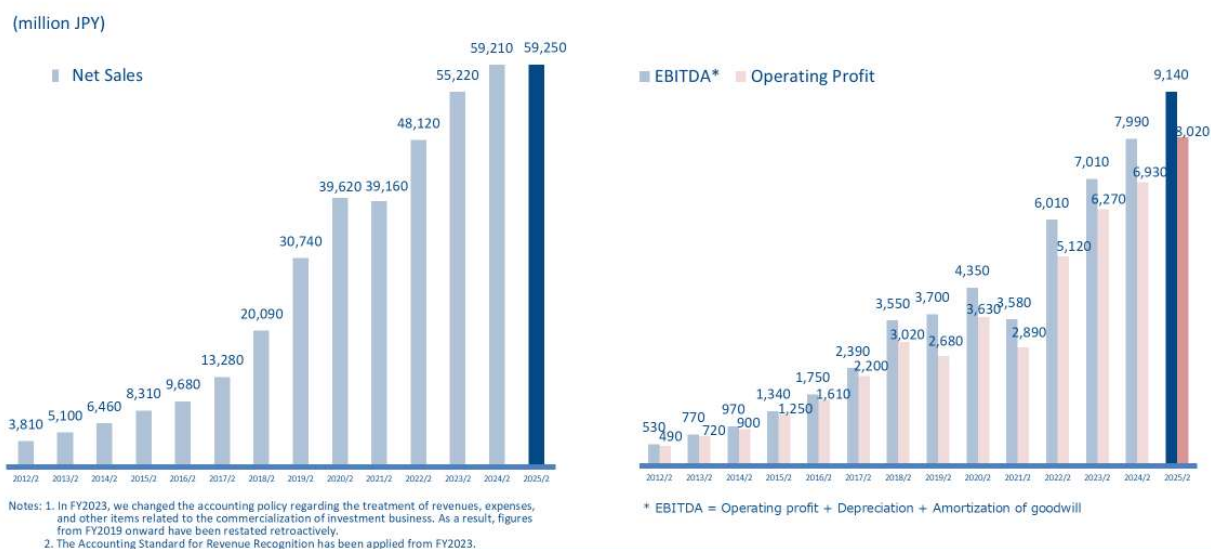


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Maintaining a consolidated payout ratio of at least 30%, we have set the dividend at 32 JPY per share in FY2025.

## Net Sales, EBITDA, and Operating Profit

Since our listing, we have steadily grown our net sales, reaching a record high of 59,250 million JPY in FY2025.



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Both net sales and operating profit have grown steadily throughout the fiscal year, reaching record highs.

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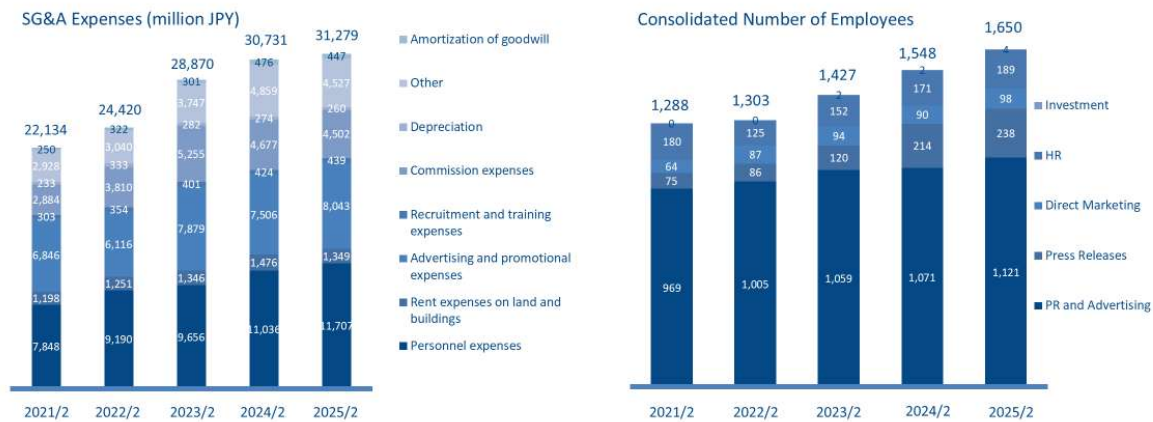
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## SG&A and Consolidated Number of Employees

SG&A expenses for FY2025 totaled **31,279** million JPY (**101.8%** YoY), while the number of employees rose to **1,650** (**106.6%** YoY).

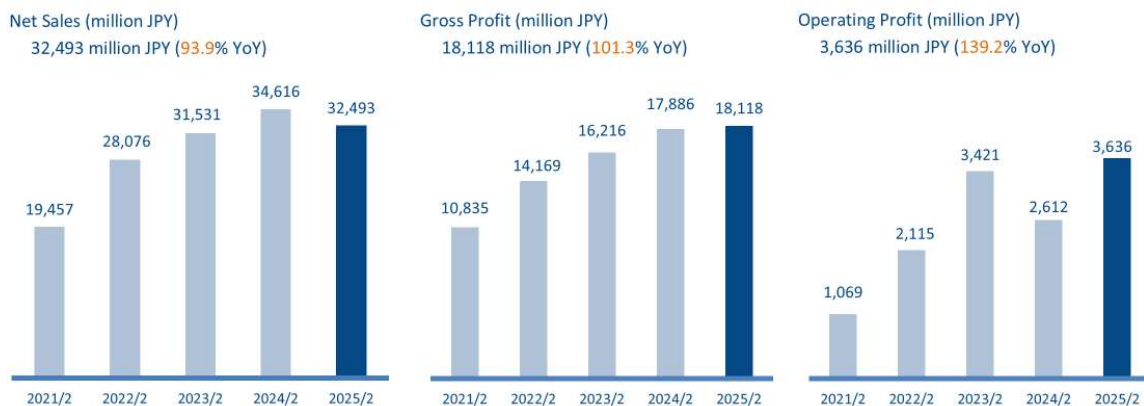


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Next, full-year consolidated SG&A expenses amounted to 31.2 billion JPY, with a total of 1,650 employees across the Group.

## PR and Advertising Business (Full-Year Trend)

Net sales for FY2025 declined due in part to the impact of subsidiary sales in the previous year and an increase in self-contained social media operation projects that do not involve sales of other companies' products. Gross profit and operating profit **reached record highs**, driven by growth in Strategic PR and Taxi Signage, which more than offset the negative impact of NewsTV and South Korea.



Notes: 1. Due to segment changes, figures for FY2024 and earlier have been reclassified to figures after the segment changes.  
2. The Accounting Standard for Revenue Recognition has been applied from FY2023.

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Despite weakness at NewsTV and in South Korea, the PR and Advertising Business achieved record-high operating profit, led by strong performance in the Strategic PR and Taxi Signage businesses. Both NewsTV and the South Korea business are expected to recover by FY2026.

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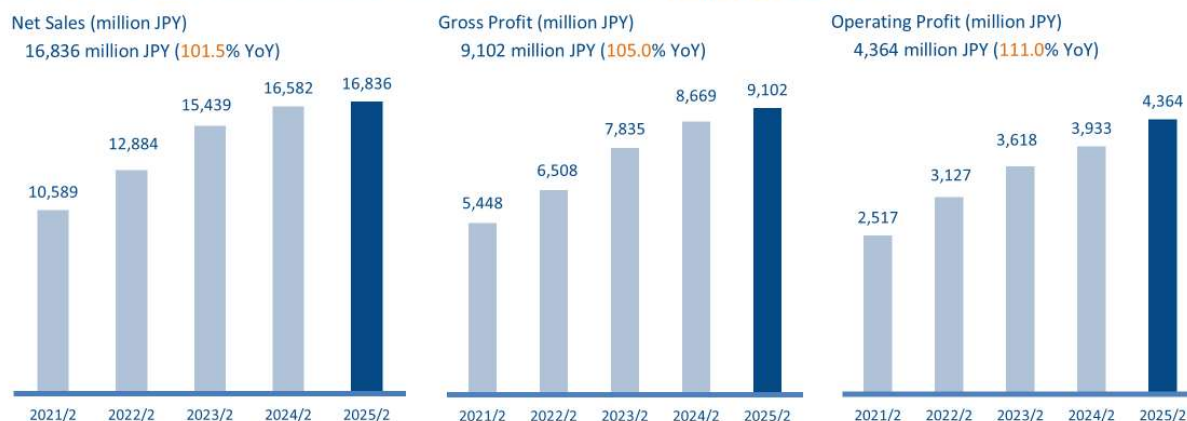
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## Full-Year Trend in Strategic PR Business (ANTIL, PLATINUM, INITIAL)

In FY2025, sales per customer increased, driven by a steady increase in high-margin projects such as retainer and social media operation projects, **resulting in record-high** net sales and gross profit.

Operating profit has grown steadily since the COVID-19 pandemic in FY2021, **reaching a record high** in FY2025.



Notes: 1. Royalties paid to VECTOR are added back to operating profit for calculation.  
2. The figures for Starbank and INFLUENCER BANK have been included in the calculation from 2Q FY2025.

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The Strategic PR Business posted record-high results, driven by strong growth in high-margin projects such as retainer and social media operation projects.

## PR and Advertising Business (Overseas)

In the Overseas PR and advertising business for FY2025, both net sales and operating profit declined, impacted by weak performance in South Korea. In FY2026, we will further reduce fixed costs in our overseas businesses with the aim of contributing to overall profit by returning the segment to profitability.



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The overseas PR and Advertising Business recorded a loss of 160 million JPY due to weak performance in South Korea. Since the middle of 1H of FY2025, the South Korea business has shifted from a digital ad-centered model to one focused on influencer marketing and commerce support, resulting in improved gross profit. In addition, we are implementing cost reduction measures and expect the business to return to profitability in the current fiscal year.

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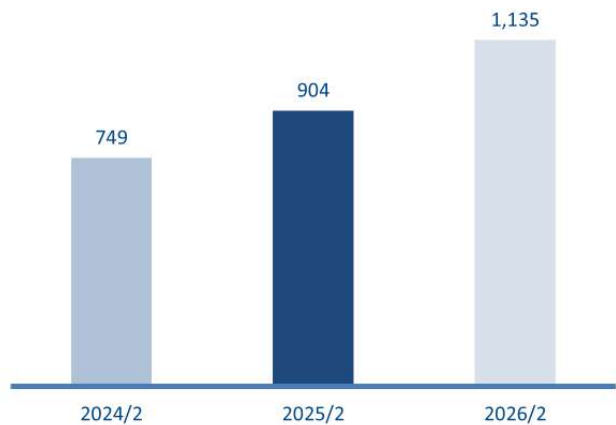
## Numerical Target for PR Retainer Agreement Acquisition

We aim to increase the number of retainer contracts, which provide stable revenue, and to secure end-to-end orders for measures that spread the word, thereby raising project unit prices.  
Achieve growth in performance by steadily building on KPIs.



\* Retainer agreement: An agreement with a term of six or more months with monthly fees.

Number of retainer agreements\* (strategic PR subsidiaries only)



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As shown here, the number of retainer projects in the domestic Strategic PR Business has been steadily growing.

## Taxi Signage

In FY2025, ad slot sales remained steady, resulting in increased sales and profits YoY. Both net sales and gross profit **reached record highs**.  
In FY2026, we will continue to capture the advertising needs of customers and strengthen the earnings base.

Net Sales: 4,054 million JPY (110.8% YoY)  
Gross Profit: 1,866 million JPY (112.7% YoY)



Note: The Accounting Standard for Revenue Recognition has been applied from FY2023.



GROWTHのオリジナル情報番組「HEADLIGHT」を週替わりで放映。日々の行動が変わる、幅広い情報をお届けします。

Digital signage has been installed for rear seat passengers in approx. 11,500 vehicles, the largest scale of taxi signage advertising in Tokyo. Roughly 40% of Tokyo's taxi users, who mainly consist of business people, have been covered, with video advertisements and media content reaching around 7.7 million people.

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Although the number of taxis remained unchanged from the previous year, the Taxi Signage Business achieved record-high performance thanks to strong ad slot sales.

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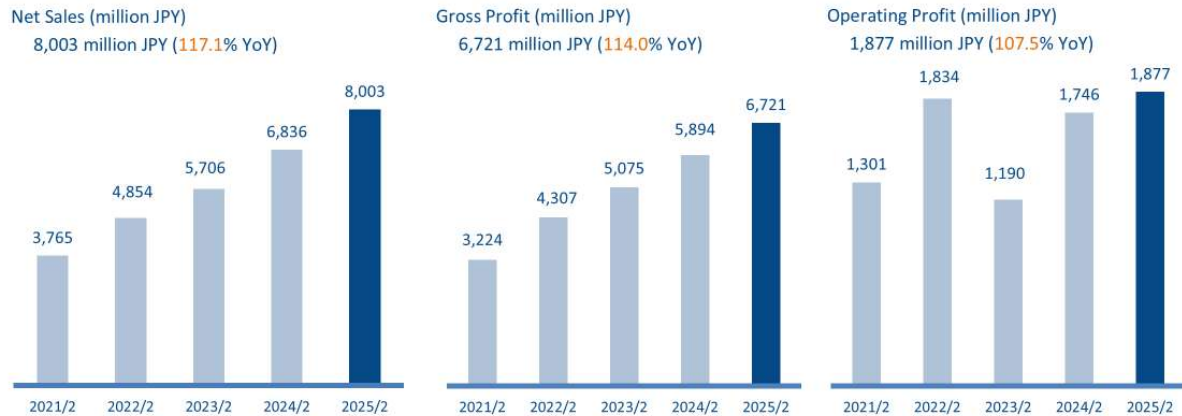
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## Press Release Distribution Business (Full-Year Trend)

In FY2025, the number of user companies increased, **resulting in record-high** net sales, gross profit, and operating profit. Operating profit was up steadily in FY2025 despite continued aggressive investment in TV commercials and other advertising.

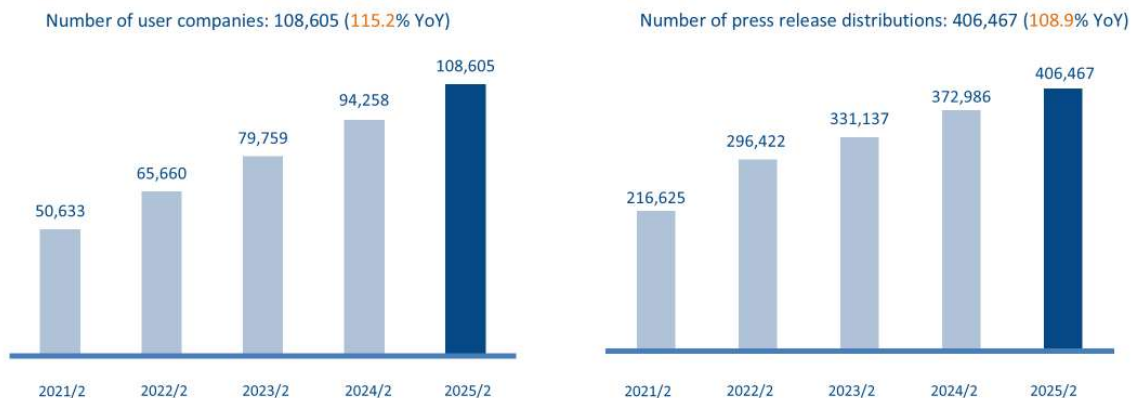


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From here, we have the Press Release Distribution Business. Record-high performance was driven by an increase in the number of user companies.

## Number of User Companies and Press Release Distributions

In FY2025, the number of user companies and press release distributions increased year on year. In FY2026, we will increase revenue by continuing to improve the number of user companies and the usage frequency.



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The number of user companies is now over 108,000.

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## Press Release Distribution Business Outlook

In FY2026, the results of past functional improvements and advertising and promotional investments will be realized, with a target operating profit of 3,149 million JPY.



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For FY2026, the Press Release Distribution Business is projected to generate 3,149 million JPY in operating profit.

## Direct Marketing Business (Full-Year Trend)

In FY2025, net sales and gross profit increased as Vitabrid Japan's core products posted strong sales growth from 2Q onward. Operating profit for FY2025 declined, as customer acquisition efficiency worsened in 1H due to the red yeast rice raw material issue originating from another company.



Notes: 1. The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 2Q FY2025.  
2. The Accounting Standard for Revenue Recognition has been applied from FY2023.

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Next, in the Direct Marketing Business, Vitabrid Japan saw a profit decline in 1H as customer acquisition efficiency worsened due to reputational effects from the red yeast rice issue originating from another company. However, the issue has since been resolved, and Vitabrid Japan ended up achieving record-high sales on a non-consolidated basis. Although the FY2023 figures in the graph include sales from other subsidiaries, Vitabrid Japan alone achieved record-high sales in FY2025.

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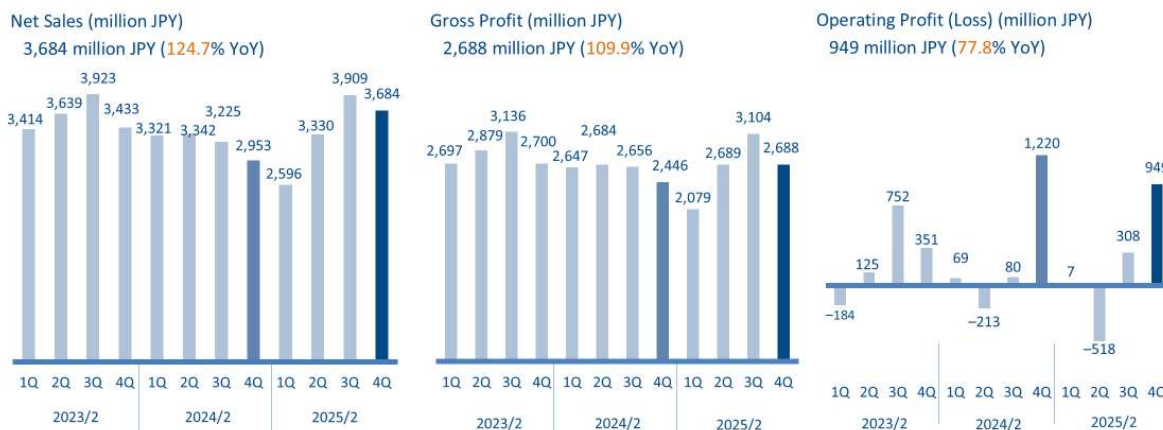
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## Direct Marketing Business

In 4Q FY2025, profits were down due to advertising investments made for FY2026, while the growth of products complementing core offerings at Vitabrid Japan helped drive increased sales. In FY2026, we will aim for increased sales and profits by continuing the pattern of investing aggressively in advertising in 1H and securing a profit in 2H.



Notes: 1. The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 2Q FY2025.  
2. The Accounting Standard for Revenue Recognition has been applied from FY2023.

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Vitabrid Japan follows a policy of front-loading ad spend in 1H and recovering profits in 2H. That policy that remains in place for FY2026 as well.

## Vitabrid Japan

We sell the Vitabrid series using advanced technology, and units sold are growing steadily.

It is an accumulated earnings model provided via a subscription model, and the total number of products provided is **nearing 20 million**.



Sugar and fat absorption inhibiting supplement Terminalia First continued to perform well following its launch, with cumulative sales **exceeding 10 million units**.



Vitabrid Daily GABA, which supports improved sleep quality and helps alleviate modern ailments such as stress and fatigue, has surpassed cumulative sales of **500,000 units**.

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Alongside core offering Terminalia First, GABA has also been performing strongly.

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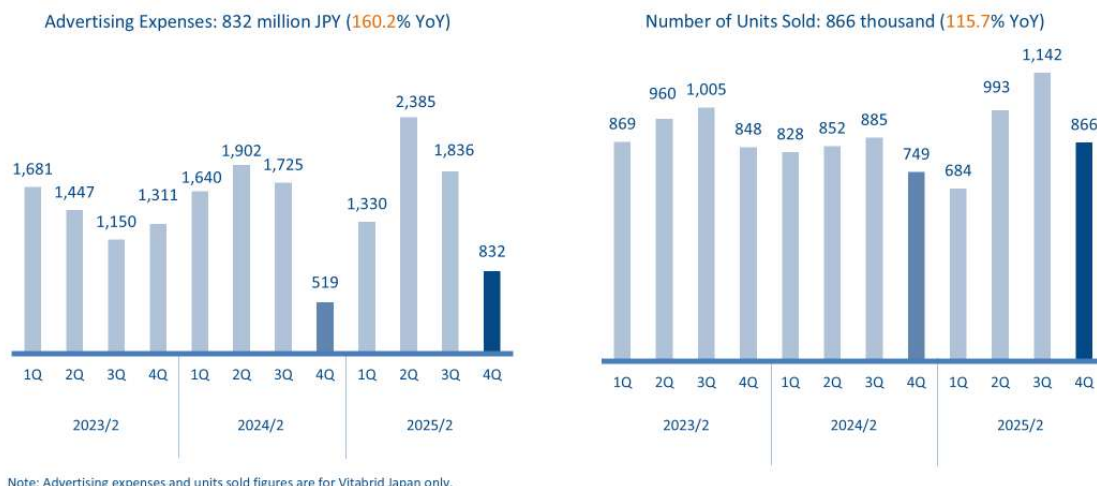
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## Advertising Expenses and Units Sold

In 4Q, the number of units sold declined from 3Q as advertising and promotional expenses were intentionally reduced as planned.  
In FY2026, we will increase the annual number of units sold by aggressively investing in advertising in 1H.

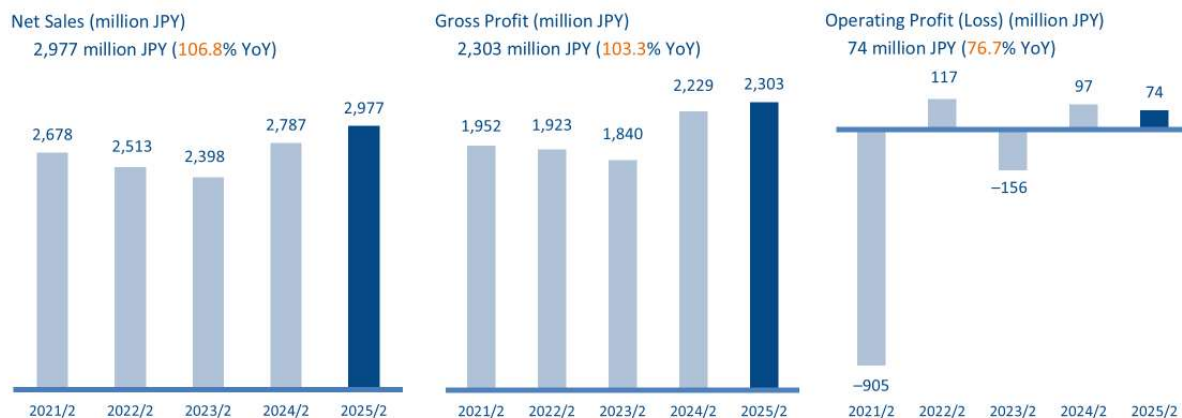


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In FY2025, the impact of the red yeast rice issue subsided during 2Q, allowing a ramp up in advertising, which in turn led to an increase in the number of units sold.

## Human Resources Business (Full-Year Trend)

In FY2025, net sales and gross profit increased year on year owing to the FINDAWAY M&A.  
Operating profit remained in the black despite investment in advertising and development in JOBT.V.



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Next is the HR Business. Net sales rose with the contribution of FINDAWAY, which was acquired in March 2024. While operating profit remains an area of concern, the business stayed in the black.

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## HR Business (ASHITA-TEAM)

In FY2025, while efforts to rebuild the sales structure continued, the recovery required time, leading to a decline in both sales and profits. In FY2026, we aim to complete the rebuilding of our sales structure, accelerate new orders, and enhance the functionality of our SaaS-based offerings to drive net sales growth.



Note: The Accounting Standard for Revenue Recognition has been applied from FY2023.

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ASHITA-TEAM's sales structure recovery took time, leading to a decline in both sales and profit.

## Number of User Companies\*1 and ARR\*2

In FY2025, the number of user companies and the ARR decreased due to sluggishness in new customer acquisition despite the number of cancellations remaining steady. In FY2026, we aim to leverage our consulting strengths to boost new customer acquisition and reduce churn, aiming to increase both the number of user companies and the ARR.



\*1 Number of user companies refers to companies using cloud or operating consulting services on a monthly subscription basis.

\*2 ARR is the amount calculated by multiplying the monthly recurring revenue (MRR) from cloud and operating consulting services at the end of the quarter by 12.

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In FY2026, alongside efforts for sales structure recovery, cost reductions will be pursued.

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## ASHITA-TEAM Outlook

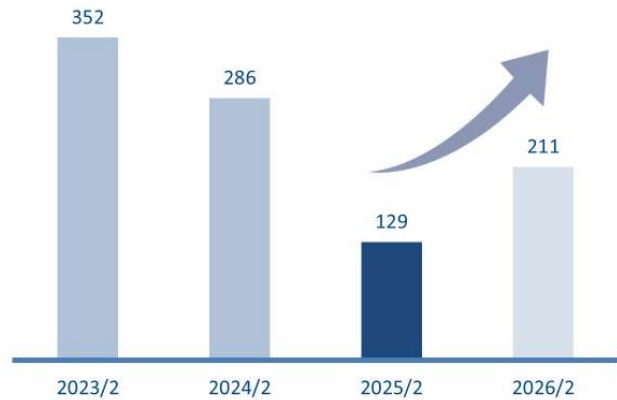
In FY2026, we will aim for a V-shaped recovery by completing the rebuilding of the sales structure early and restoring the pace of new orders, with a goal of achieving operating profit of 211 million JPY.

Personnel evaluation cloud "Ashita Cloud"



Build up subscription earnings by strengthening sales of SaaS-based products

Operating Profit (million JPY)



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We will focus on improving KPIs as we rebuild the sales structure. In FY2026, we are targeting 211 million JPY in operating profit by rebuilding the sales structure and reducing costs.

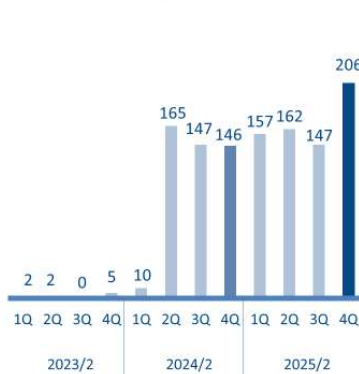
## HR Business (JOBTV)

In 4Q, net sales increased, bringing the operating loss down thanks to the contribution of sales from events for new graduates. In FY2026, we aim to strengthen our mid-career recruitment support framework to drive sales growth.

Net Sales (million JPY)  
254 million JPY (163.6% YoY)



Gross Profit (million JPY)  
206 million JPY (140.8% YoY)



Operating Loss (million JPY)  
5 million JPY (Down 34 million JPY YoY)



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In 4Q, JOBTV net sales increased, bringing the operating loss down thanks to the contribution of events for new graduates. In FY2026, we aim to strengthen our mid-career recruitment support framework to drive sales growth.

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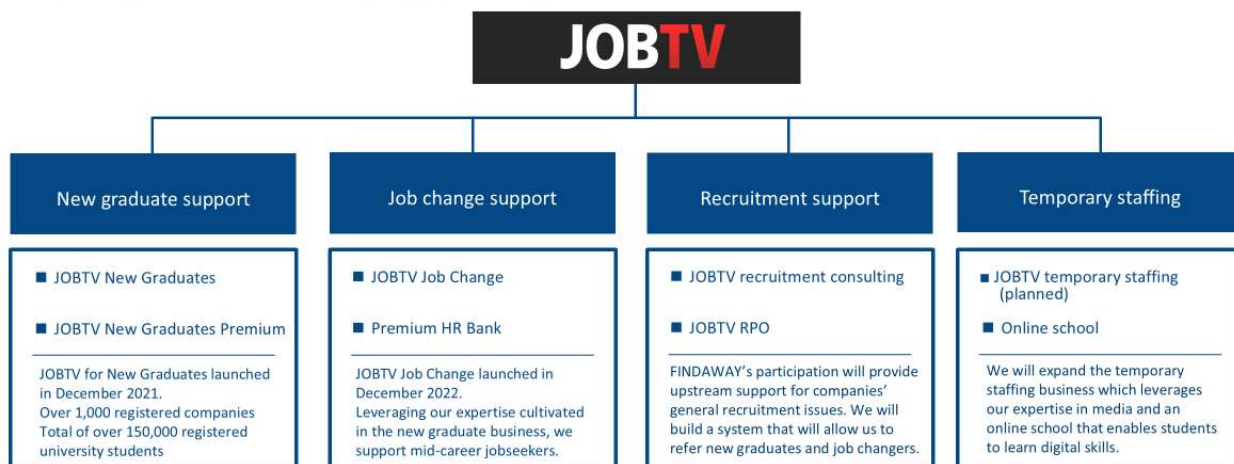






## JOBTV Growth Strategy

We aim to expand JOBTV in the recruitment market based on the four core businesses of new graduate support, job change support, recruitment support, and temporary staffing. We plan to strengthen the brand of our human resources support business based on new graduate support leveraging referrals from our own media.

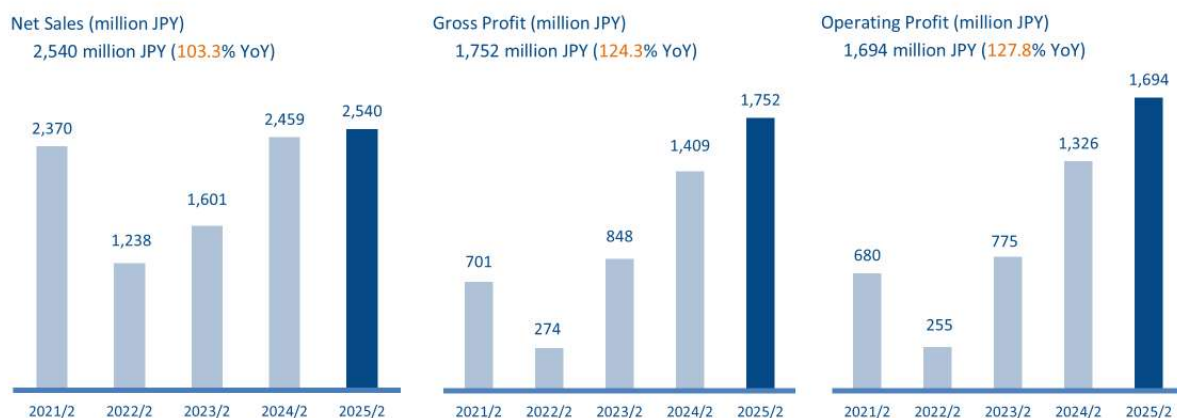


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We will keep aiming to expand JOBTV in the recruitment market based on the four core businesses of new graduate support, job change support, recruitment support, and temporary staffing.

## Investment Business (Full-Year Trend)

In FY2025, net sales, gross profit, and operating profit **reached record highs** owing to partial sale of shares held.



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Last is the Investment Business. The Investment Business generated profit toward the end of the fiscal year, resulting in operating profit of 1,694 million JPY. Comprehensive income declined due to the sale of listed stocks, but we continue to hold many promising investments.

I'll skip over this part, and Nishie will now walk you through the financial forecasts and what follows.

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## FY '26 Consolidated Financial Forecasts

Full-Year Financial Forecast for FY '26 (million JPY)	FY '25 (Results)	FY '26 (Targets)	YoY Change	FY '26 1H Target	FY '26 2H Target
Net sales	59,254	63,000	106.3%	30,400	32,600
Operating profit	8,029	8,500	105.9%	2,105	6,395
Ordinary income	7,655	8,300	108.4%	2,005	6,295
Profit attributable to owners of parent	4,195	5,000	119.2%	648	4,352

- The full-year earnings forecast targets the operating profit originally planned for FY2025, now expected to be achieved with a one-year delay.
- The dividend policy is to return profits to shareholders based on a consolidated payout ratio of 30% or higher, with a dividend of **33 JPY per share** planned for FY2026.

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**Nishie:** These are the financial forecasts for FY2026. The key point is that we're aiming to hit the 8.5 billion JPY target this year, which is the number we originally intended to achieve. The goal is also to achieve 5 billion JPY in profit attributable to owners of parent. At a payout ratio of at least 30%, the dividend for FY2026 is expected to be 33 JPY per share.

## Profit Plan by Segment

Profit Plan by Segment (million JPY)	FY '25 (Results)	FY '26 (Targets)	YoY Change	FY '26 1H Target	FY '26 2H Target
Consolidated	8,029	8,500	105.9%	2,105	6,395
PR and Advertising	3,636	4,090	112.5%	1,819	2,271
Press Releases	1,877	3,149	167.7%	1,472	1,677
Direct Marketing	747	1,000	133.8%	(905)	1,905
HR	74	261	350.1%	(43)	304
Investment	1,694	0	-100.0%	(238)	238

- In the Direct Marketing Business, the strategy of investing in advertising in 1H and securing profit in 2H will be maintained.
- In the HR business, we expect a significant increase in profit based on JOBTV becoming profitable.

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Next up are the results by segment. As you can see, we've currently set investment contributions to essentially zero. Other areas are showing solid growth potential, and unlike last year, we now have much clearer visibility into the numbers.

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Last year, we struggled to hit our targets without selling investments, even with our existing businesses. This year, however, we already have good visibility into the numbers. Although we're assuming zero contribution from the Investment Business in our plan, there's certainly upside potential. Even so, we're aiming to reach the 8.5 billion JPY target based on that conservative assumption.

### Medium-term Profit Plan

Medium-term Profit Plan (million JPY)	FY '24 (Results)	FY '25 (Results)	FY '26 (Targets)	FY '27 (Targets)
Operating Profit	6,939	8,029	8,500	10,000
EBITDA*	7,994	9,148	9,400	10,900

- EBITDA and operating profit originally planned for FY2025 and FY2026 are now targeted for FY2026 and FY2027, respectively, reflecting a one-year delay.
- We will continue to keep **ROE above 25%**, while taking into consideration our financial soundness.
- The dividend policy is to return profits to shareholders based on a **consolidated payout ratio of 30% or higher**.

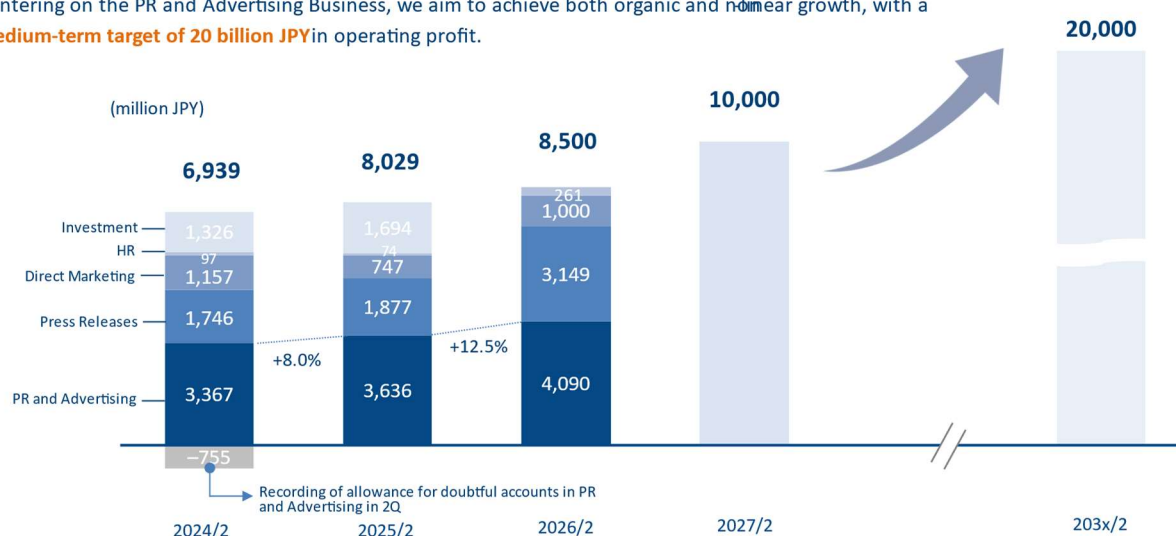
\* EBITDA = Operating profit + Depreciation + Amortization of goodwill

40

Next is the Medium-term Profit Plan. As mentioned earlier, our core business is progressing well, and we now have fairly clear visibility toward reaching the 8.5 and 10 billion JPY targets. That's where things stand, and we hope to formally announce this soon. ROE is 25%.

### Medium-term Profit Plan Progress by Segment

Centering on the PR and Advertising Business, we aim to achieve both organic and non-linear growth, with a **medium-term target of 20 billion JPY** in operating profit.



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Moving on to the next page. Looking ahead, we are taking a range of strategic actions with the medium-term goal of reaching 20 billion JPY in profit. Our key objective this year is to formulate a medium-term strategy to reach 20 billion JPY in profit, aiming to achieve that goal within the year.

## ROE and Profit Attributable to Owners of Parent

Our policy is to keep **ROE above 25%**

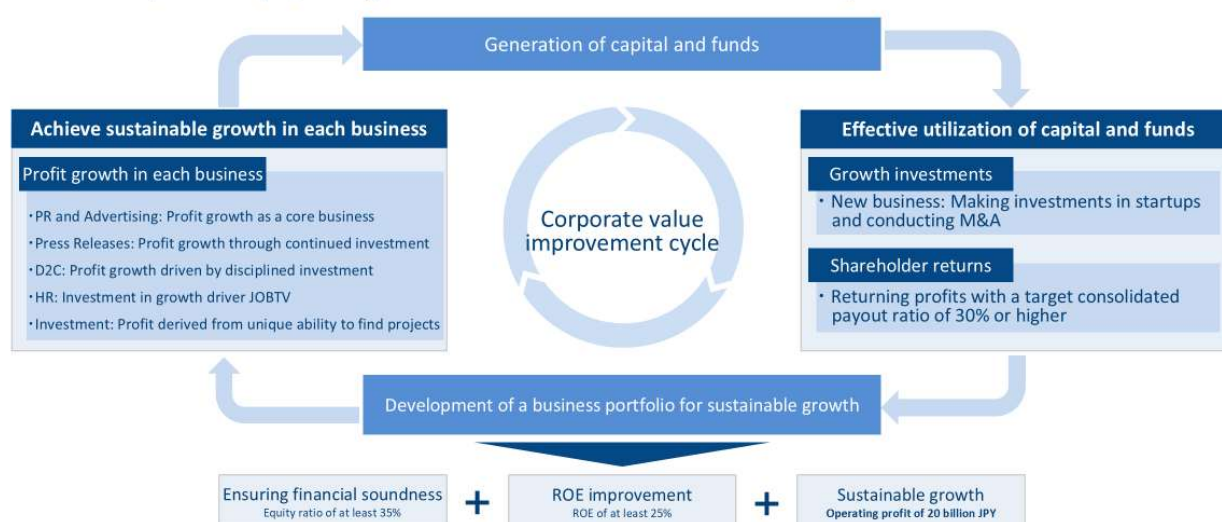


42

As mentioned earlier, this reflects our commitment to managing the business with a target ROE of 25%.

## Capital Allocation

Cash provided by operating activities will be allocated to investments for growth and shareholder returns.



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As we've consistently communicated, our capital allocation approach is to execute growth investments while also ensuring shareholder returns.

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No. 1 in Asia and No. 6 in the world in the global PR company rankings.  
Moving up from No. 7 in the world to No. 6, becoming one of the world's leading companies.

2024	2023	Agency	HQ	Fee Income 2023 (\$)	Fee Income 2022 (\$)	Staff	Growth vs 2022 (USD)	Growth vs 2022 (Constant Currency)
1	1	Edelman <sup>nb</sup>	USA	1,037,907,000	1,079,738,000	6,116	-3.9%	-3.9%
2	3	Weber Shandwick <sup>nb</sup>	USA	776,000,000	740,000,000		4.9%	4.9%
3	2	BCW	USA	730,000,000	750,000,000		-2.7%	-2.7%
4	4	FleishmanHillard <sup>nb</sup>	USA	720,000,000	735,000,000		-2.0%	-2.0%
5	5	Real Chemistry <sup>nb</sup>	USA	595,000,000	555,000,000	1,968	7.2%	7.2%
6	7	Vector Inc. <sup>nb</sup>	Japan	525,578,752	494,080,000	1,527	6.4%	6.4%
7	6	Ketchum	USA	520,000,000	525,000,000		-1.0%	-1.0%
8	8	Brunswick	UK	497,840,000	471,900,000	1,370	5.5%	0.5%
9	9	FGS Global	USA	455,000,000	421,000,000	1,099	8.1%	8.1%
10	13	Media Consulta	Germany	420,073,612	350,220,000	2,344	19.9%	19.9%

Source: PwC Global Media 2024 Global Rankings

45

Next is the management strategy. From a strategic standpoint, we are currently the sixth-largest PR company in the world.

# From #1 PR Firm in Asia...

46

We are No. 1 in Asia, but we are aiming to become No. 1 in the world.

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# ...to #1 PR Firm Worldwide

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Being No. 1 in Asia is one thing, but becoming No. 1 in the world is another thing all together. We'll need to double our scale to get there.

## ...by becoming a Fast Company in Advertising Industry

Target advertising market worth 7 trillion JPY

49

The domestic PR market is worth 150 billion JPY, but as I've long said, our sights are set on the broader 7 trillion JPY market. We do this by becoming a Fast Company in the Advertising Industry. As you know, the advertising industry is showing some signs of decline. The market isn't going away, but I believe it's going to undergo significant changes.

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# Advertising industry disrupter

50

We aim to become a disrupter in the midst of those changes.

As the advertising market, valued at 7 trillion JPY,  
sees a transformation of business models  
that have historically centered on TV commercials...  
(The decline of traditional advertising)

51

Within the 7 trillion JPY advertising market, the traditional ad model, centered on TV commercials, is likely undergo a transformation over the next five years. It may be a stretch to say it will disappear, but with short videos on smartphones becoming the mainstream, ads are increasingly blending into content...or even fading from view altogether. People probably aren't watching commercials or even TV much anymore, so even though we talk about a 7 trillion JPY advertising industry, the reality is that traditional advertising, or

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what we think of as creative-based ads, is disappearing. Amid those industry shifts, we've been keeping our spending relatively low.

## “Low Cost” “Middle Quality” “Speedy”

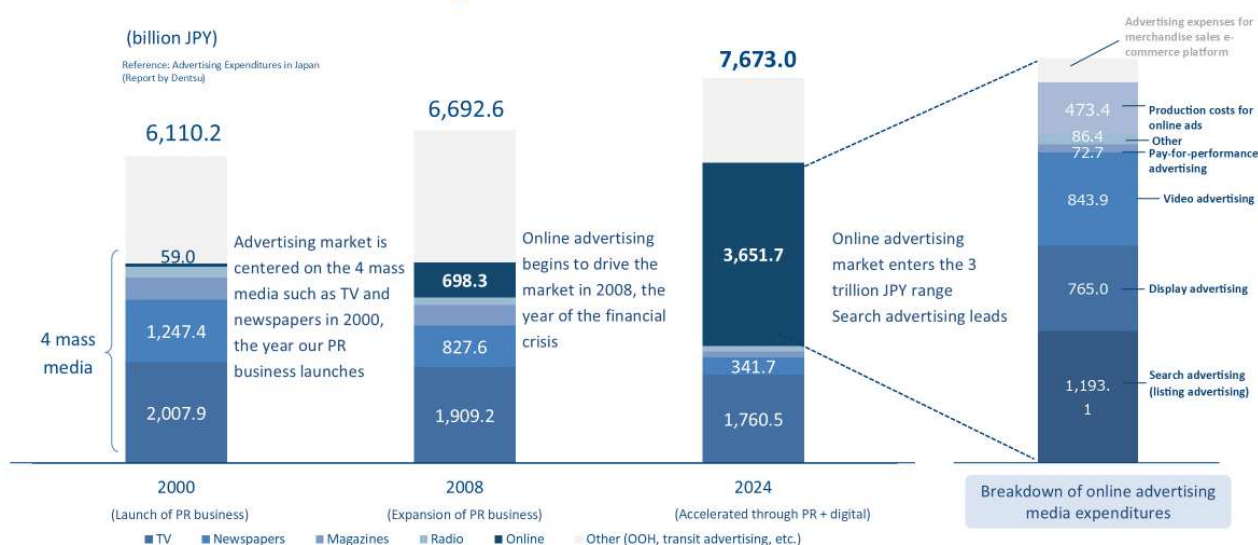
Revolutionize the advertising industry like fast fashion did in the apparel industry

51

On the next page is “Low Cost” “Middle Quality” “Speedy.” We’re now in an era where, like ZARA, UNIQLO, and Nitori—companies in the business of spreading the word—it’s about spreading the word without spending a lot of money. Our focus will be on capturing this shift toward an era where spreading the word is key. Like solving a game of *tsume-shogi* (mating puzzles for shogi), we’re targeting the areas that matter most.

### Change in Japan's Advertising Market

While the 4 mass media have decreased, online advertising has expanded, leading to a market worth 7 trillion JPY



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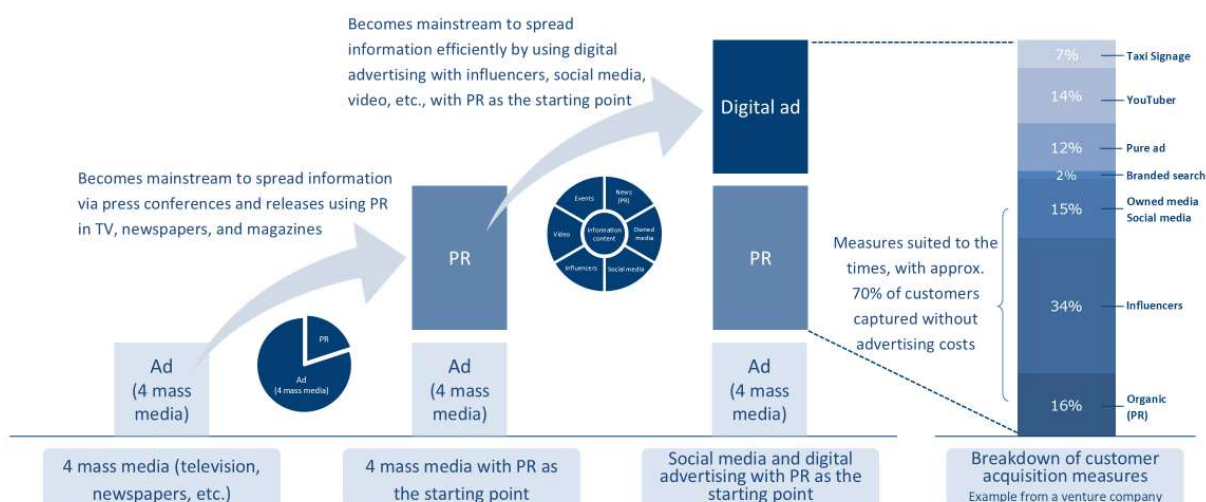
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This reflects how the advertising market has shifted away from TV and is now firmly centered on the Internet. It's not just about online ads either, the landscape continues to change with the times. Rather than traditional online ads, the shift is more toward short videos, social media, and influencers. As times change, we've seen the focus shift from influencers to vertical video, and the landscape continues to evolve. We've responded by taking action where needed. For example, focusing on SEO in the past, and now turning our attention to AIO. We've been focusing on AIO as the next step beyond SEO for AI-driven search, and we're aiming to build solutions that are fully adapted to this new era.

## Change in the Way to Spread the Word

We are now in an age where information is spread efficiently through using digital advertising with PR as the starting point.



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As shown on the next page, the way of spreading the word is changing. While doing traditional PR, we also make use of influencers, social media, and short videos. Short video isn't reflected here yet, but it's pretty much becoming the mainstream now. We refer to it as "vertical video," and we're targeting that space.

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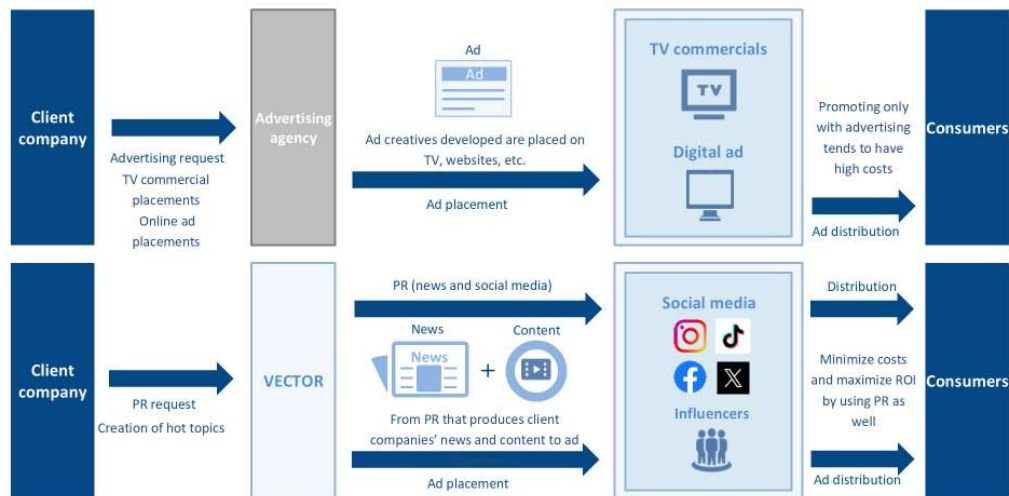
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## Difference between VECTOR and Advertising Agencies

Advertising agencies spread the word using advertising, while VECTOR spreads the word using news, social media, and more



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Next, as I mentioned earlier, I believe ads themselves are on the verge of disappearing. People simply aren't watching anymore. People don't really watch TV commercials anymore. I suppose the reality is that people have stopped watching TV.

And as I mentioned earlier, with vertical and short videos, you rarely see traditional ads anymore. Everyone's creating content instead. That space is increasingly becoming part of our domain as a PR company. We're intentionally distancing ourselves from advertising, because what we're focused on—PR, news, and content—is fundamentally different. We're aiming for that underlying domain.

## Flow of Communication Starting from PR

Integrated support for everything from PR measures to gain media exposure starting from strategic PR to influencer & social media measures and digital marketing



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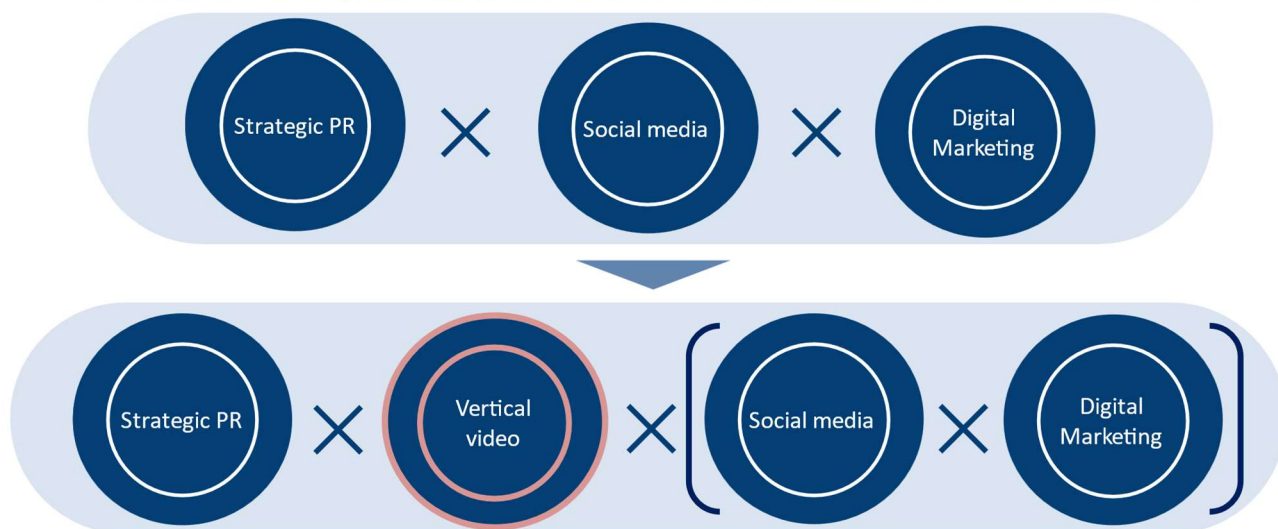
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In addition, we've been acquiring digital advertising companies whose focus is on PR. We've also brought change to social media-focused companies. Our goal is to spread the word without heavy spending, moving quickly, and without investing excessive time into creative production. The strategy is to either establish or acquire companies that align with that approach.

## Mid term strengthening measures for the Fast Company Concept

Accelerating the integration of PR, which drives consumer awareness, with digital marketing that supports their purchasing decisions  
Enhancing social media and **vertical video service** functions, as they rapidly gain a greater share of consumers' disposable time



57

In the past, our focus was on PR, social media, and digital marketing, but vertical and short videos have now become major keywords. We've already launched around three new businesses in this space, and we plan to announce them later this year. PR and vertical video are very compatible, so we will be working on that combination. Social media, digital marketing, and influencers will all be integrated into that. That's our strategy.

This is about vertical video, and you might not notice it because it's not playing, but the reality is that everyone is watching videos on their smartphones. For example, if we're asked to promote xiaolongbao, we might create something like a xiaolongbao tower to spread the word. The product itself doesn't actually exist, but it's what you'd call content worthy. It's standing out using short videos. This kind of approach, which can boost sales by about 1.5 to 2 times, is what we refer to as our vertical video strategy.

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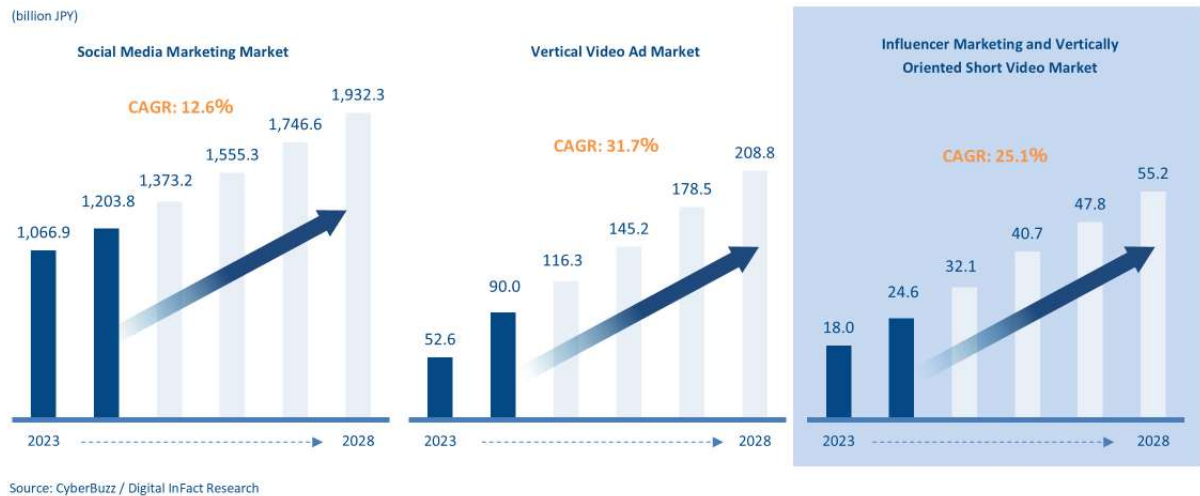
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## Rapidly Growing Social Media Operation and Vertical Video Market

Influencers specializing in short-form video are emerging as a key destination for corporate marketing budgets. In addition to our existing strategic PR services, we are working to expand our presence in the rapidly growing **influencer marketing and vertical video market**.

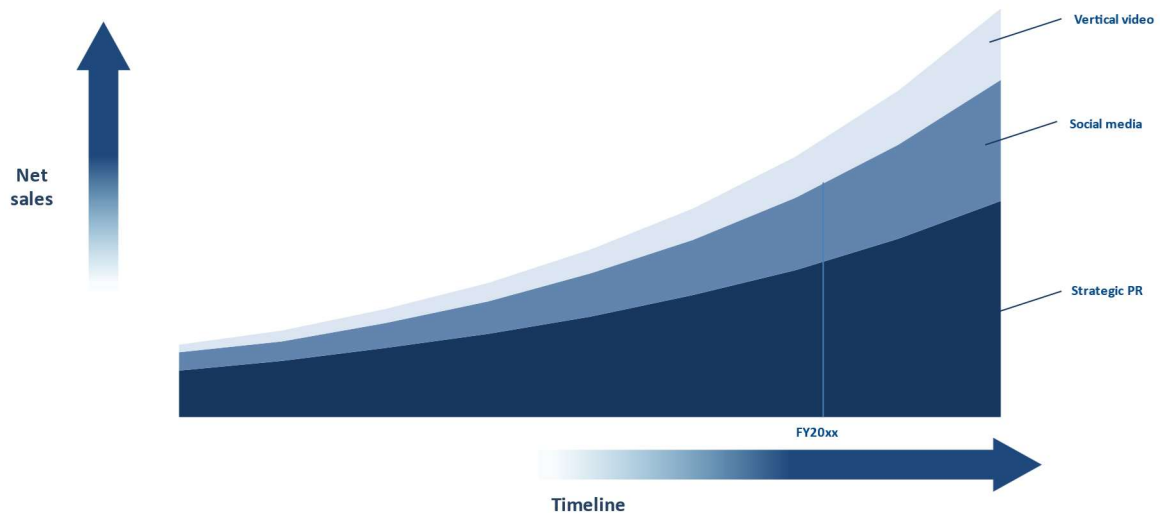


57

The social media market is growing, vertical video ads are seeing the fastest growth, and influencer marketing is also expanding. We're planning to fully enter and commit to this market.

## Growth Trajectory for PR and Advertising Business

Especially amidst rapid growth, by gaining a high share in the "PR x SNS x vertical video" marketing market, we will sustainably grow sales and operating income.



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We will increase sales with PR, social media, and vertical video. We already have a solid client base, so there are no concerns there.

And many of these clients are already on retainer with us. Our strategy is to raise project unit prices while continuing to grow our client base.

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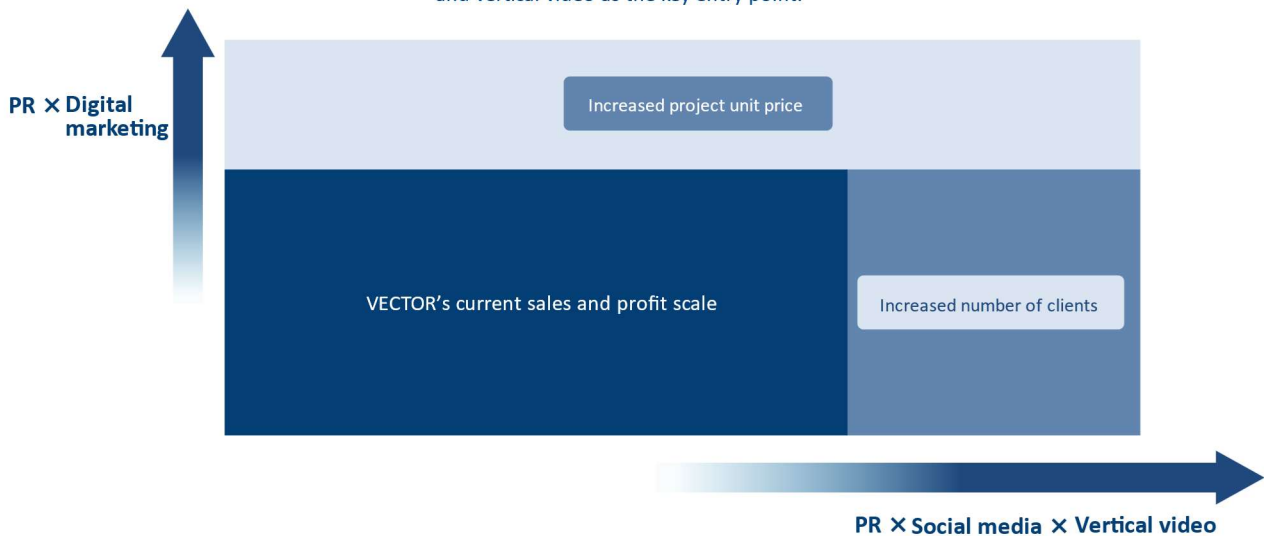
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## Growth Trajectory for Achieving Operating Profit of 20 Billion JPY

By accelerating the integration of PR and digital marketing, we aim to quickly increase the unit price of accepted projects. In addition to strategic PR, we aim to expand our client base by leveraging the rapidly growing combined tool of PR, social media, and vertical video as the key entry point.



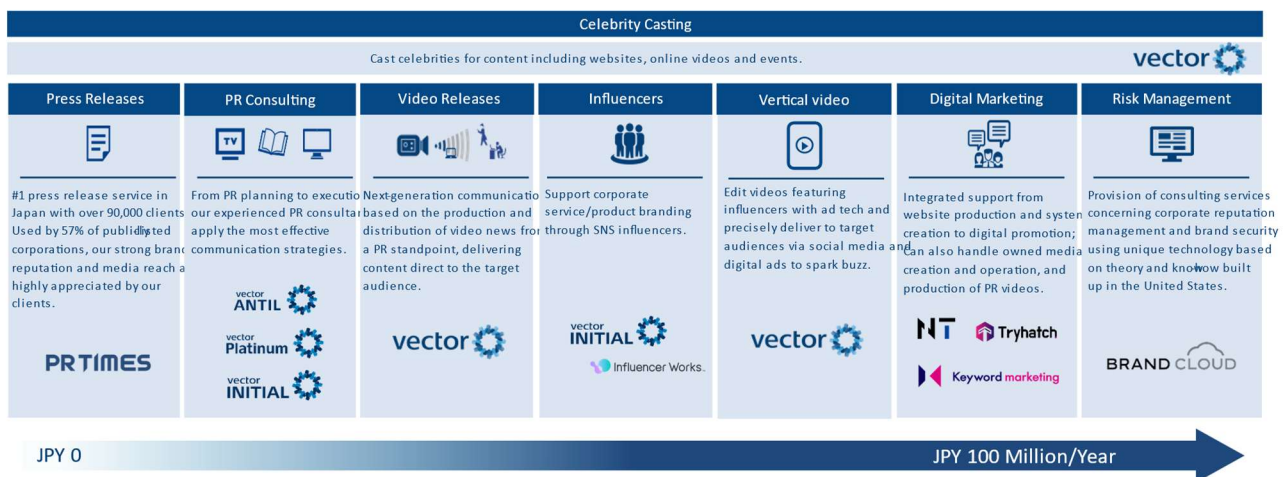
59

Notably, most major clients have yet to fully embrace vertical video. Many of our clients like major automakers, large cosmetics manufacturers, and global firms are only just beginning to explore vertical video. That's where we see an opportunity to take the lead.

## "FAST COMPANY" Concept

One-stop provision of services necessary for spreading the word.

Marketing measures suited to the times delivered at 10% of traditional model's costs.



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This is about being an infrastructure platform company that can spread the word starting from zero yen, particularly in cases where the budget is under 100 million JPY. When spreading the word, we always begin with a news release, followed by a press conference, video production, influencer engagement, vertical video, and digital marketing. By adding elements like celebrity casting on top of that, products can

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essentially go viral without requiring heavy spending. And all without relying on mass advertising. That's our strategy.

## VECTOR's Unique Way of Spreading the Word

We spread the word by creating catchy keywords and combining PR with social media and vertical videos.

**Example: Opening of Yebaozi**



**Overall communication strategy**

**Concept formulation**

“Gachi Chuka”  
(Authentic Chinese food)


**Communication design**

Recognition → Understanding → Interest

PR × Social media × Ad technology


**Measures implemented**

**PR**




Japan's first Yebaozi  
Launched on May 14, 2022


**Social media**



**Celebrities**



**Vertical video**



The key challenge was to maximize interest for the launch of Japan's first Yebaozi, a hugely popular *nikuman* (meat bun) chain from China that boasts long lines. We provided support covering from concept formulation to keyword creation and the implementation of measures.

We created a powerful buzz through advertising and utilized catchy keyword phrases such as “gachi chuka,” “Japan's first,” and “bite-sized *nikuman*” to gain media exposure, turning “gachi chuka” into a trend for 2022.

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The next page shows an example we've shared before, when a store behind the “Gachi Chuka” (authentic Chinese food) trend opened, we promoted it through TV and other shows, influencer visits, and digital ads featuring short videos. Since it opened in Harajuku, we ran digital ads targeting 500,000 people passing through the area. This is how we work to spread the word. Our ability to manage all of this seamlessly under one roof is what sets us apart.

## Recent Example of Large-Scale Communication That Leverages Group Synergies

Support is provided for information dissemination targeting both the Japanese and overseas markets.

Sales were boosted through a full-funnel approach that combined PR, influencer marketing, and digital advertising, leveraging the Group solution “Inbound PR Service.”

**Example: Rebranding of MOMOTARO JEANS produced by JAPAN BLUE Co., Ltd. and opening of a new store**



**Overall communication strategy**

**Development of PR messaging**

MOMOTARO JEANS creates premium denim through masterful craftsmanship passed down in Kojima City, Okayama.

**Communication design**

Articulated and visualized both the existing value, represented by craftsmanship rooted in traditional techniques, and the future value, defined by a global brand strategy aimed at transcending generations.

**Measures implemented**

**PR (Japan/U.K./China/France)**



**Influencers (U.K./China)**



**Digital ad (U.S.)**



To drive further growth as a global denim brand originating from Japan, the brand underwent rebranding and opened a new store in Kyoto. Provided end-to-end support for communications aimed at increasing awareness, enhancing brand value, and driving store traffic in both the Japanese and overseas markets.

Timed with the rebranding and new store opening, information was distributed alongside a factory tour in Okayama and a preview event at the new Kyoto location. Quality multilingual exposure through domestic and international media and influencers contributed to increased sales both in-store and online.

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The next page is about MOMOTARO JEANS. We rebranded it, launched a new store, and positioned it to capture inbound demand. We're also pretty heavily involved in inbound-focused projects, with PR operations spanning both Japan and the U.K. This PR is done in Japanese, English, French, and Chinese. Our influencers are in the U.K. and China. Or not the U.K., but rather the U.S. We're planning to expand our digital ad operations into the U.S. as well.

Here too, the era of spreading the word through simple advertising is over. What we're aiming for is to be the kind of PR company that can quickly execute everything needed to spread the word—launching a store, generating news coverage, producing articles and videos, bringing in influencers, and amplifying it all through digital ads.

## Awards

Our strategic PR activities have been recognized externally as well, earning first-place rankings, gold awards, and grand prizes in various domestic and international competitions.

**We ranked first in Asia and sixth globally for the first time in the "Global Top 250 PR Agency Ranking," maintaining the top position domestically for the seventh consecutive year.**



**We were awarded Gold in the Japan PR Agency category at "Campaign Agency of the Year 2024."**



**We won four awards, including the Minister of Internal Affairs and Communications Award and the ACC Grand Prize, at the "2024 64th ACC TOKYO CREATIVITY AWARDS."**



**We received Bronze in the Integrated Marketing category at "PR Awards Asia-Pacific 2024."**



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Next is the awards we have received.

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### 3 key points for strengthening the Fast Company concept



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These next pages highlight the three core strategies we're pursuing as part of our FAST COMPANY approach to spreading the word. As mentioned, we see vertical video as a key strategic priority. In this 7 trillion JPY market, it's hard to say whether TV commercials will even still exist 10 years from now. I believe the entire 7 trillion JPY market will eventually flow into this space.

And traditional commercials will essentially be gone. I believe we're well positioned to take the lead as this 7 trillion JPY shift plays out. If things go as planned, the potential is there to grow our sales by as much as fivefold. I believe there's potential to grow anywhere from five to tenfold, and that's why we're planning to fully commit to this area.

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## 2 M&A

### M&A

Expand the increasingly important domain of digital marketing to provide comprehensive support for customer marketing strategies

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Next, as mentioned before, is M&A.

### M&A Results

Since 2022, 11 M&A deals have been actively pursued to complement adjacent areas of existing businesses.  
To strengthen service offerings in the PR and social media space, the acquisition of shares in gracemode K.K. was announced today.

	Company name	Business	Timing of Acquisition
PR and Advertising	TERMINAL Inc.	Digital advertising business (transfer of digital marketing business)	Sept. 2022
	Keyword Marketing Co., Ltd.	Management agency for programmatic advertising and advertising management consulting	Dec. 2022
	Tryhatch, Inc.	Social media operation support business, SaaS business, digital marketing business	Mar. 2023
	Owned, Company	Digital marketing support business	Jul. 2023
	gracemode K.K.	Social media-based PR/marketing agency business	Apr. 2025
	CLOUD BEAUTY Inc.	Store DX support and provision of SaaS-based salon systems	Jul. 2022
	MasterVisions Inc.	Production and distribution of free viewpoint video	Nov. 2022
	amie Inc.	Franchise matching platform operation	Nov. 2022
	KRIK, Inc.	Crisis management PR agency and consulting	Sep. 2023
	BUSICONET Inc.	Operation of online employment media and support for online marketing	Jun. 2023
HR	FINDAWAY Co., Ltd.	Provision of recruitment consulting and planning and production of online human resources ad media	Mar. 2024

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As I mentioned earlier, when spreading the word starting from zero yen, there's essential infrastructure you need in place, and that's where M&A comes in. We've already made solid moves in areas like social media and digital ads, so now we're turning our attention to things like events. And companies involved in AI, which is truly essential. Our M&A strategy includes these areas.

As announced today, we've acquired gracemode, a social media outlet focused on cosmetics. This acquisition falls under our social media and influencer strategy. It's about the second largest media outlet in

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the space, and since it's already generating solid profits, [inaudible] we acquired it at a multiple of roughly 4 to 5 times EBITDA.

## Basic Policy on M&A

Strengthen the Fast Company concept and aggressively pursue M&A that could produce synergy with core businesses  
Accelerate organic growth through effective M&A and aim for discontinuous growth

Acquisition target	Companies that can expand and enhance the Fast Company concept (Companies focusing on strengthening PR and social media, as well as PR, social media, and vertical video integration)
Valuation	Execute M&A with a target EV/EBITDA multiple of 5x to 7x
Fund procurement	Acquisitions will basically be financed by cash on hand and bank loans.
Governance	Make careful decisions at the Board of Directors with a majority of External Directors possessing extensive knowledge related to M&As and financing
PMI	Regularly monitor objectives of acquisition from time of investment and their achievement Develop the internal controls required of a listed group company

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Next is our M&A policy. We target acquisitions of profitable companies at an EV/EBITDA multiple of 5x, and no more than 7x even at the high end. Our policy is to pursue M&A deals with strong synergy where the multiple can drop to around 5x within a year of the acquisition.

We're also looking at opportunities in AI and other areas. Since our business aligns well with AI, we've been receiving a number of inquiries from AI-related companies, and we're considering taking strategic action in that space. M&A is a key focus, and as mentioned earlier, we're aiming to drive around 30% of the 20 billion JPY target through strategic acquisitions.

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# 3 VC + PR

PR capital that offers both funding and PR support  
We will maximize investment leverage by supporting clients not only through funding as in conventional VC but also through PR and IR support.

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## Solid Track Record of Investment in Growth Fields



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Next is the startup model we've long talked about, investing in startups where we can also offer PR support.

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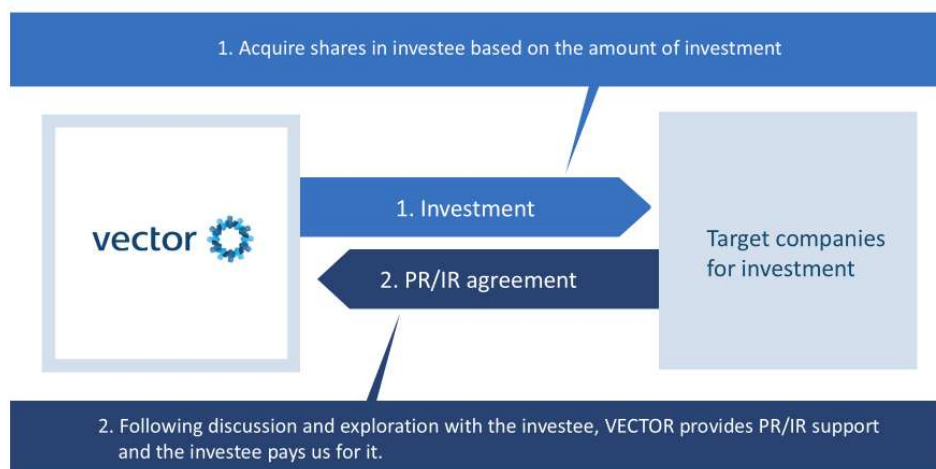
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## Startup Investment Policy

Support client company growth through both investment and PR/IR support.  
We aim to simultaneously expand our client base and support the growth of our investees by establishing a sourcing function within the PR business operations.



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We are doing [inaudible] venture investments.

## Most Recent IPOs Invested In

Supporting corporate growth through capital and PR/IR (total of 32 IPOs).  
In FY2025, HATCHWORK CO., LTD. and ROXX, Inc. were listed on the Growth Market of the Tokyo Stock Exchange, bringing the number of recent IPOs to two.

Date of listing	Company name	Current market	Date of listing	Company name	Current market
Mar. 31, 2016	AirTrip Corp.	TSE Prime Market	Sep. 28, 2020	Headwaters Co., Ltd.	TSE Growth Market
Nov. 18, 2016	Phil Company, Inc.	TSE Standard Market	Dec. 18, 2020	Inbound Tech Inc.	TSE Growth Market
Dec. 20, 2016	Renet Japan Group, Inc.	TSE Growth Market	Dec. 23, 2020	Koukandekirukun, Inc.	TSE Growth Market
Aug. 3, 2017	SHARINGTECHNOLOGY INC.	TSE Growth Market	Jun. 29, 2021	Waqoo, Inc.	TSE Growth Market
Dec. 12, 2017	Ikka Holdings Co., Ltd.	TSE Standard Market	Jul. 6, 2021	BCC	TSE Growth Market
Dec. 13, 2017	Global Link Management Inc.	TSE Prime Market	Sep. 28, 2021	ROBOT PAYMENT INC.	TSE Growth Market
Dec. 11, 2018	PIALA INC.	TSE Standard Market	Sep. 28, 2021	Livero Inc.	TSE Growth Market
Feb. 22, 2019	SHIKIGAKU Co., Ltd.	TSE Growth Market	Nov. 24, 2021	Last One Mille Co., Ltd.	TSE Growth Market
Mar. 19, 2019	MINKABU THE INFONOID, Inc.	TSE Growth Market	Mar. 28, 2022	Mental Health Technologies Co., Ltd.	TSE Growth Market
Jun. 21, 2019	Branding Technology Inc.	TSE Growth Market	Apr. 4, 2022	SecondXight Analytica, Inc.	TSE Growth Market
Jun. 25, 2019	infoNet inc.	TSE Growth Market	Sep. 29, 2022	PROGRIT Inc.	TSE Growth Market
Oct. 8, 2019	AI CROSS Inc.	TSE Growth Market	Mar. 31, 2023	SYLA Technologies Co., Ltd.	NASDAQ
Dec. 17, 2019	WILLs Inc.	TSE Growth Market	Jun. 29, 2023	W TOKYO INC.	TSE Growth Market
Dec. 18, 2019	BuySell Technologies Co., Ltd.	TSE Growth Market	Nov. 22, 2023	VALUE CREATION Co., Ltd.	TSE Growth Market
Mar. 26, 2020	Cyber Security Cloud, Inc.	TSE Growth Market	Mar. 26, 2024	HATCHWORK CO.,LTD.	TSE Growth Market
Jul. 7, 2020	TWOSTONE&Sons	TSE Growth Market	Sep. 25, 2024	ROXX, Inc.	TSE Growth Market

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Moving on to the next page. A total of 32 of our portfolio companies have gone public, and most recently, ROXX went public, with around eight others also in the pipeline. We still have a large number of portfolio companies, so the next one to two years will be key. It was around five years ago, I think. About five years ago, we faced two major challenges: impairment losses and operating losses from M&A deals. So we paused new investments for two to three years. So while there may have been fewer new investment deals over the past one to two years, we still have a substantial number of portfolio companies, and those remain in

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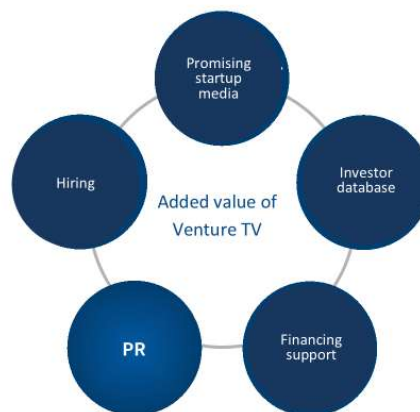


place. We've assumed zero contribution for this fiscal year, but there's a good chance we'll be able to post some results.

## Venture TV

Launched Venture TV, a video-based media offering unlimited access to startup company presentation videos. The plan is to expand various services for presidents and investors of startup companies who are facing challenges.

Venture TV, offering all-you-can-watch presentation videos



Aiming to build Japan's largest startup ecosystem

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We operate a platform called Venture TV. So far, we've onboarded around 800 companies, and we're looking to leverage this network to help drive results in the next fiscal year.

In summary, we're not seeing any regression heading into the next fiscal year, but the fact remains that we fell short of our targets. That said, both EBITDA and operating profit grew by 15%, so the underlying business is by no means performing poorly. The market itself is growing, and our core business remains strong. So as you can see reflected in next year's numbers, we're simply shifting the plan by one year. We're moving forward with the goal of reaching 10 billion JPY in operating profit next year or the year after. In the past, we've supplemented our bottom line with gains from investments, but that won't be the case this fiscal year or next. We'll be keeping a close eye on the buffer, and we appreciate your continued support.

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