



**VECTOR INC.**

Financial Results Briefing for the Fiscal Year Ended February 2022

April 14, 2022



## Presentation

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**Moderator:** Before we begin the briefing, I would like to remind everyone of the following. We ask that all visitors in the venue refrain from bringing cameras, recording, video equipment, or any other dangerous items or items that may interfere with the briefing. Also, please kindly set your cell phones to silent mode.

We ask that those attending online to please refrain from recording or videotaping this briefing. If the screen freezes and the video is cut off during the briefing, please access through the same URL provided and re-enter the meeting room. If you have difficulty hearing the audio, please kindly check the volume on your device. If you are participating from online and have questions, please feel free to ask them at any time using the Q&A function on Zoom.

Please note that we will be recording this briefing session for the purpose of documenting the meeting and other purposes. We ask for your kind understanding of your portrait rights, privacy, and others will be taken into consideration when handling this information. Please wait a moment for the briefing session to begin.

Ladies and gentlemen, thank you very much for your patience. We will now begin the briefing of the financial results of VECTOR INC. for the fiscal year ending February 28, 2022. We thank you very much for your attendance.

First of all, I would like to introduce the attendees from the company side. From the left are Mr. Kenji Nishie, Chairman and Representative Director of VECTOR INC., and Mr. Yosuke Goto, Director and CFO of VECTOR INC.

Today's briefing will begin with Director and CFO Mr. Goto's presentation on VECTOR INC.'s business results for the fiscal year ending February 2022. Next, Mr. Nishie, Chairman and Representative Director, will present the strategies for Vector Group Ltd.

Then after, we will take questions from the audience. If you are joining us from online, please feel free to ask questions at any time via the Zoom Q&A function. Thank you very much for your cooperation.

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# 目次

1. 通期決算
2. 2023年2月期業績予想
3. 中期経営計画
4. 経営戦略



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1

**Goto:** Thank you very much for attending today's financial results briefing. Also, for those attending from online, thank you for joining us today. My name is Goto, Director, and CFO of VECTOR INC. I look forward to spending this brief time with you all.

For today I will proceed with the agenda you see here.

First of all, I would like to explain the first topic here on the agenda, the full-year financial results.

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## 連結業績サマリ



※ EBITDA = 営業利益 + 減価償却費 + のれん償却費



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3

All indicators, from net sales to net income attributable to shareholders of the parent company, were significantly higher than the previous year's results.

In particular, net income is of an appropriate size compared to the previous year. Although in the previous year, we were able to avoid significant extraordinary losses, this year, in addition to that, we were able to optimize the tax rate.

The reason for the tax rate was due to the inability to accumulate tax benefits for the businesses that were in the red. This said, in the current fiscal year, the business was consolidated and abolished, and the tax rate was optimized.

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## 営業利益（セグメント別内訳）



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4

Looking at it by segment, as you can see, the PR and advertising, and HR businesses grew significantly from the previous year.

## 2022年2月期ハイライト

	売上高	営業利益	2022年2月期 事業概要
<b>連結業績</b>	473.5億円 (前年同期比127.0%)	52.4億円 (前年同期比226.8%)	<ul style="list-style-type: none"> <li>売上高、営業利益ともに過去最高更新</li> <li>PR・広告は国内事業が業績を牽引</li> <li>プレスリリースは利用企業社数が拡大</li> <li>HRは構造改革を終え、第2四半期から四半期黒字化を継続し通期で黒字化</li> </ul>
<b>PR・広告</b>	259.6億円 (前年同期比146.3%)	21.2億円 (前年同期比183.3%)	<ul style="list-style-type: none"> <li>国内PRとタクシーサイネージが好調を維持し、売上高は過去最高を更新</li> <li>海外PRは第4四半期は営業黒字に転換</li> <li>新規事業「JOBTV」をリリース</li> </ul>
<b>プレスリリース (PR TIMES)</b>	48.5億円 (前年同期比128.9%)	18.3億円 (前年同期比140.9%)	<ul style="list-style-type: none"> <li>売上高、営業利益ともに過去最高更新</li> <li>利用企業社数が65,000社を突破</li> <li>地方銀行との提携により地域展開拡大</li> <li>新規事業への投資も継続的に実施</li> </ul>
<b>ビデオリリース (NewsTV)</b>	13.6億円 (前年同期比101.7%)	△0.7億円 (前年同期比0.8億円増)	<ul style="list-style-type: none"> <li>緊急事態宣言の影響により、営業活動が大きく制限されるも営業赤字が縮小</li> <li>動画を活用した営業DX化支援サービス「Sales Video Analytics」をリリース</li> </ul>



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5

In the PR and advertising segment, the main factors were the strong performance of the domestic strategic PR business and the Taci Signage business.

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## 2022年2月期ハイライト

	売上高	営業利益	2022年2月期 事業概要
ダイレクト マーケティング	123.2億円 (前年同期比108.2%)	7.7億円 (前年同期比108.1%)	<ul style="list-style-type: none"> <li>第3四半期の広告投下の効果が表れ、第4四半期は過去最高の売上高を更新</li> <li>ピタブリッドCブランドは好調に推移</li> <li>ボディメイクサプリメントの販売開始</li> </ul>
メディア (スマートメディア)	9.0億円 (前年同期比105.1%)	△0.2億円 (前年同期比1.2億円減)	<ul style="list-style-type: none"> <li>オウンドメディアの販売は順調に推移</li> <li>CMSの機能拡充を図る先行投資を実施</li> <li>今後安定した収益基盤を構築するためCMSの販売も強化していく事業方針に</li> </ul>
HR (あしたのチーム)	25.1億円 (前年同期比93.8%)	2.3億円 (前年同期比11.4億円増)	<ul style="list-style-type: none"> <li>クラウドシステムの無期限使用権の販売終了に伴い、売上高は減少</li> <li>SaaS型商材の販売は順調に推移</li> <li>構造改革を終え、第2四半期から四半期黒字化を継続し、通期で初の黒字化</li> </ul>
ファンド	4.6億円 (前年同期比97.4%)	3.7億円 (前年同期比367.3%)	<ul style="list-style-type: none"> <li>保有株式の一部売却により評価損を上回る売却益を計上し、営業利益を確保</li> </ul>



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6

As for the HR business, although it was in the red for more than JPY900 million in the previous fiscal year, we implemented structural reforms at the beginning of the fiscal year to lower the break-even point, strengthen stock earnings, and improve the retention rate, resulting in a profitable structure.

## 通期業績予想に対する振り返り

2022年2月期 通期業績予想 (単位：百万円)	2022年2月期 (修正計画) 2021年10月15日公表	2022年2月期 (実績)	達成率
売上高	45,500	47,351	104.1%
営業利益	4,800	5,248	109.4%
経常利益	5,000	5,201	104.0%
親会社株主に 帰属する当期純利益	2,000	2,071	103.6%

2022年2月期においては、新型コロナウイルスの影響を一定程度受けつつも企業のマーケティング需要を取り込み、PR・広告事業が大きく回復したこと、プレスリリース事業が順調に推移したこと、HR事業が構造改革を終え通期黒字化を実現したことで、すべての項目において通期業績予想を達成しました



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7

Compared to the forecast, all profit levels have been achieved.

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## 株主還元施策（配当）

配当による直接的な利益還元を重視する方針に変更し、2022年2月期をもって株主優待制度を廃止  
さらに、長期的かつ継続的に成長する見通しから連結配当性向の目安を従来の20%から30%に引き上げ  
2022年2月期においては、前回1株あたり8円の配当予想から増額し、株主の皆様へ**13円の配当**を実施



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8

Currently, we are making a timely disclosure of the dividend increase, the change in the basic dividend policy, and the abolition of the shareholder special benefit plan. Since we have increased the consolidated dividend payout ratio by 10%, this measure is not only a replacement for the special benefit plan but also a response to our medium- to long-term growth.

New shareholder benefit points will no longer be awarded after this month's point award. Please note that point redemption will be available until July 2023.

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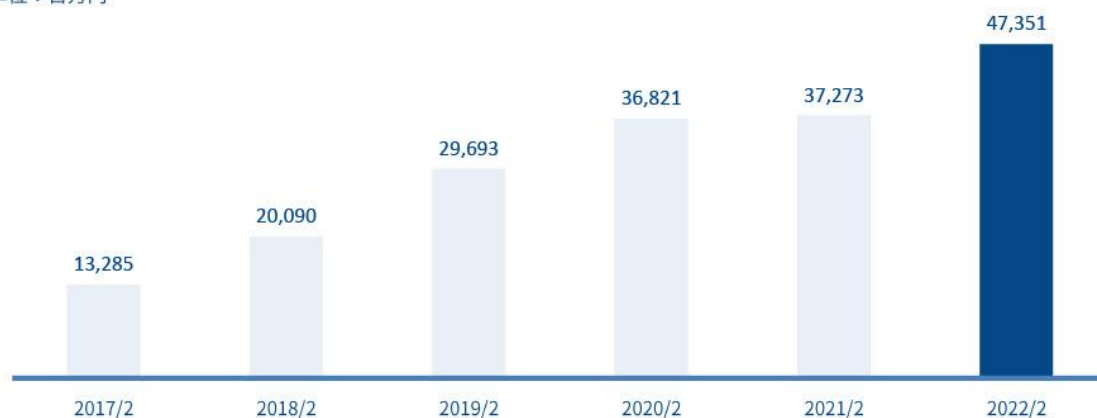
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## 連結売上高推移（年度推移）

2022年2月期の連結売上高は、過去最高の47,351百万円（前年同期比127.0%）

単位：百万円



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9

Here are the consolidated indicators. First, we are proud to announce that the consolidated net sales have reached our highest record.

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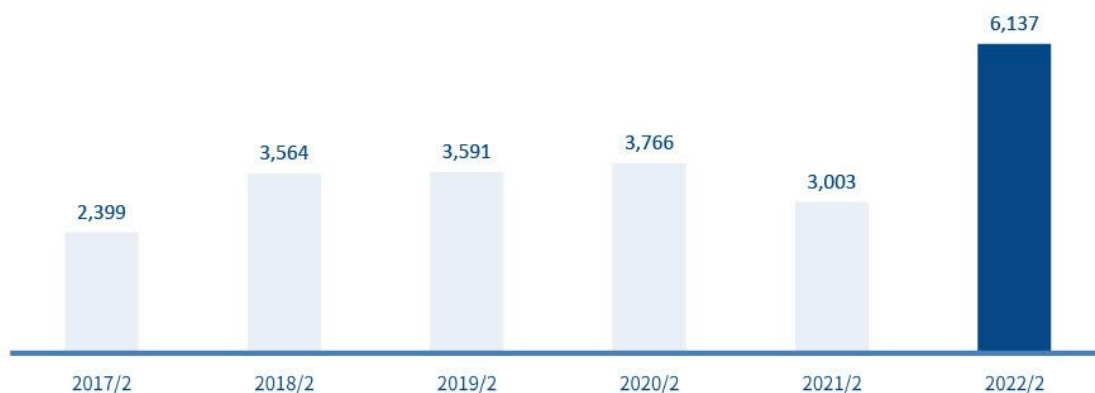
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## EBITDA推移（年度推移）

2022年2月期のEBITDAは、2021年2月期から2倍以上に増加し、過去最高の6,137百万円（前年同期比204.3%）

単位：百万円



※EBITDA = 営業利益 + 減価償却費 + のれん償却費



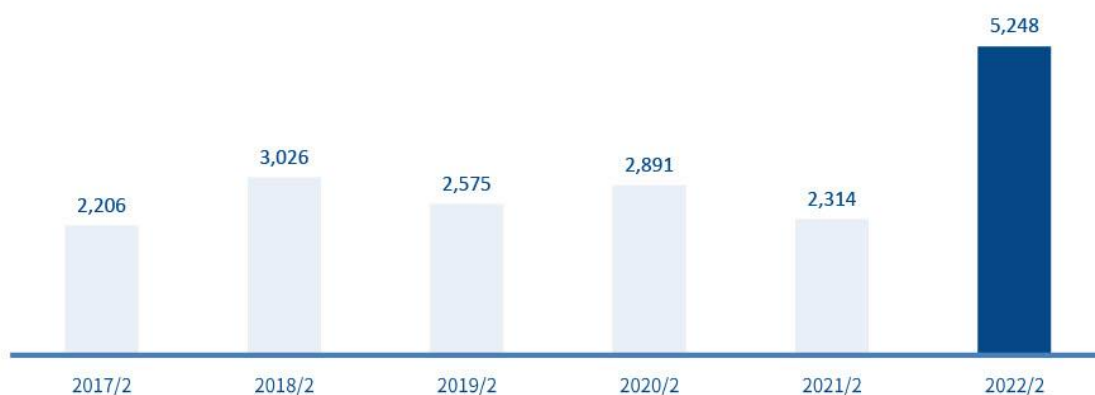
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11

## 連結営業利益推移（年度推移）

2022年2月期の連結営業利益は、2021年2月期から2倍以上に増加し、過去最高の5,248百万円（前年同期比226.8%）

単位：百万円



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13

EBITDA and consolidated operating income also reached our highest on record.

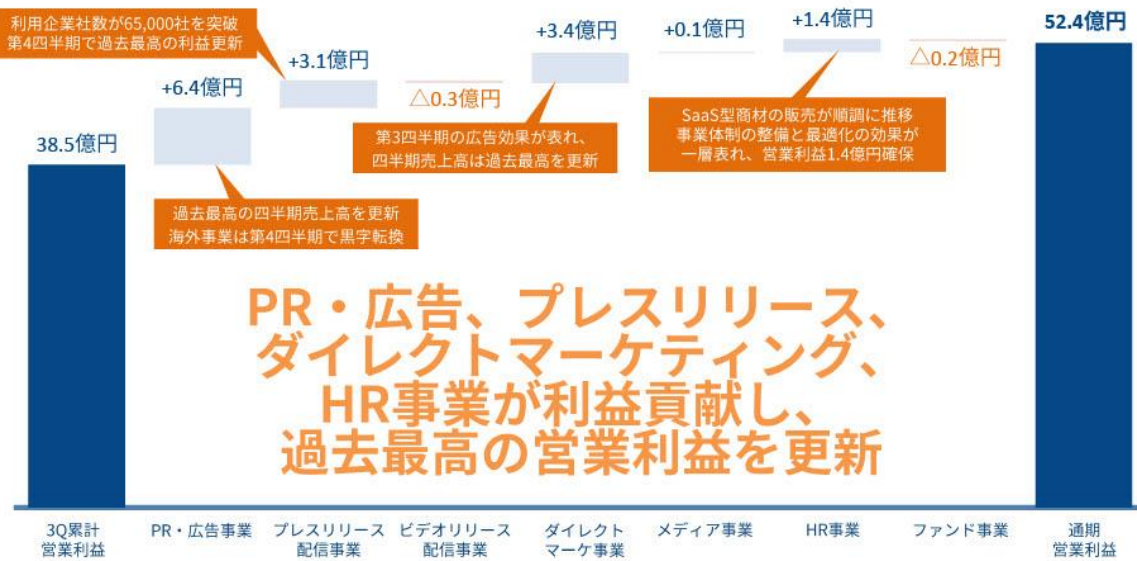
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## 営業利益（セグメント別内訳）



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15

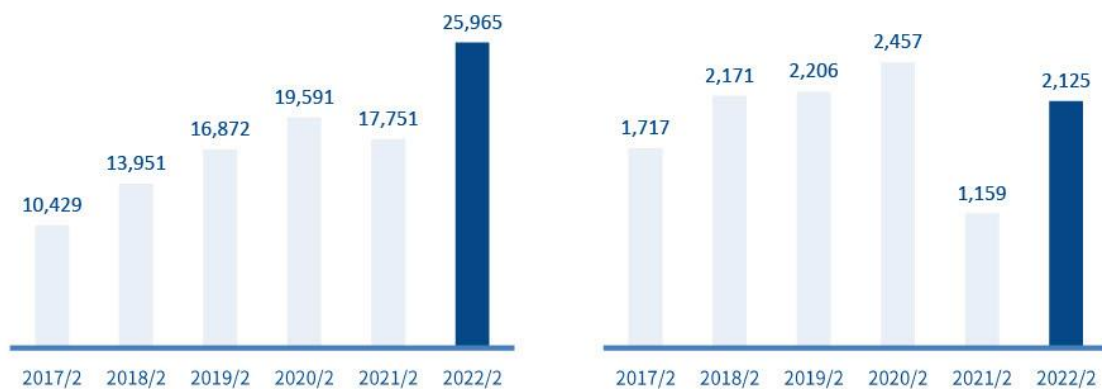
Here we will look at the status by segment.

## PR・広告事業（年度推移）

2022年2月期の売上高は、コロナの影響を一定程度受けつつも国内事業が業績を牽引し、**過去最高を更新**  
2022年2月期の営業利益は、売上高の増加および選択と集中による投資の絞りこみで**2,000百万円台を回復**

【売上高（百万円）】 25,965百万円（前年同期比146.3%）

【営業利益（百万円）】 2,125百万円（前年同期比183.3%）



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16

In the PR and advertising business, although overseas sales were affected by COVID-19, the domestic strategic PR and taxi signage businesses performed very well, and sales reached the highest on record. Profits recovered to the JPY2 billion level.

Since some companies were merged or abolished in the middle of the year and some businesses are in the investment phase, operating income for the Strategic PR business alone is at an all-time highest in the record.

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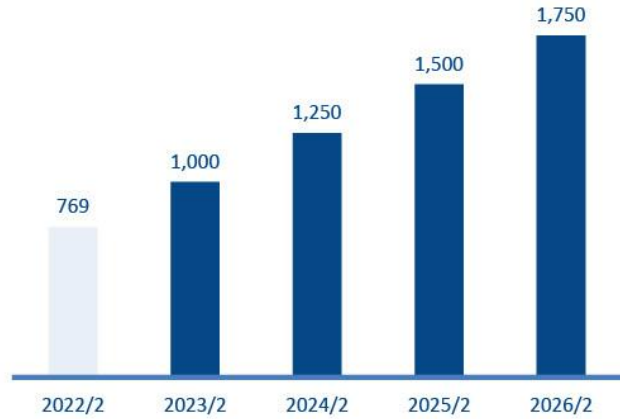


## リテナー契約件数の獲得目標

PR事業の安定した収益基盤となるリテナー契約件数を2026年2月期までに1,750社の獲得を目指す  
2023年2月期においては、リテナー契約件数1,000件を目標とし、顧客エンゲージメントの強化を図る



【リテナー獲得件数（戦略PR子会社のみ）】



※リテナー契約：契約期間が3ヶ月以上で月額フィーが発生する案件



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18

Next, as a critical indicator for the strategic PR business, we will disclose our strategic PR subsidiaries' number of retainer contracts.

Retainer contracts are consulting contracts with a monthly fee of three months or more, and the more these contracts increase, the more the base profit is built up in the form of subscriptions. We aim to have 1,750 companies under contract by the fiscal year ending February 28, 2026.

## 広告事業（タクシーサイネージ等）

2022年2月期第4四半期は、第3四半期に続き広告出稿需要が強く、**第3四半期と同水準の売上高900百万円台を確保**  
2023年2月期は、タクシーサイネージおよびモビリティ車窓メディアの設置台数増加を図り、売上高拡大を目指す

【売上高（百万円）】908百万円（前年同期比207.9%）



### GROWTH<sup>+</sup>



都内最大規模となる約12,500台の後部座席にサイネージを搭載  
ビジネスパーソンを中心とした都内タクシーの利用者の約45%  
をカバーし、月間約820万人に動画広告やコンテンツを配信



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20

The taxi signage business also remained strong in 3Q due to the strong demand for advertisement placement.

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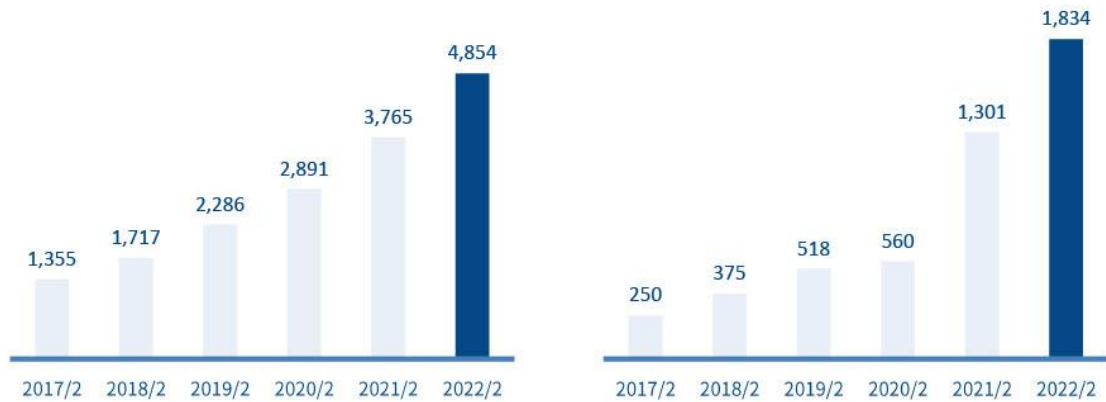


## プレスリリース配信事業（年度推移）

2022年2月期の売上高は、地域展開の拡大により利用企業社数が65,000社を突破し、**過去最高を更新**  
 2022年2月期の営業利益は、「PR TIMES」の新機能開発などの先行投資をしながらも、**過去最高を更新**

【売上高（百万円）】 4,854百万円（前年同期比**128.9%**）

【営業利益（百万円）】 1,834百万円（前年同期比**140.9%**）



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23

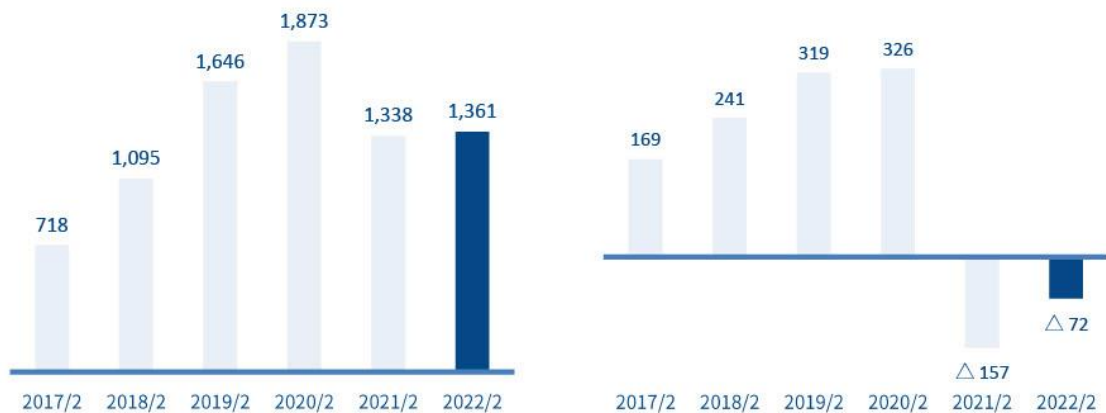
Continuing, the number of companies using the press release distribution business has exceeded 65,000, and both sales and operating income remain steady.

## ビデオリリース配信事業（年度推移）

2022年2月期の売上高は、コロナの影響を受けつつもコンサル型営業に転換した効果が表れ、回復傾向に  
 2022年2月期の営業利益は、通期で赤字になるも第2四半期まで営業黒字を確保したことで、**赤字幅が縮小**

【売上高（百万円）】 1,361百万円（前年同期比**101.7%**）

【営業利益（百万円）】 △72百万円（前年同期比**84百万円増**）



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27

Next, the video release business is closer to the advertising domain than to the PR and was heavily influenced by COVID-19 within the company group.

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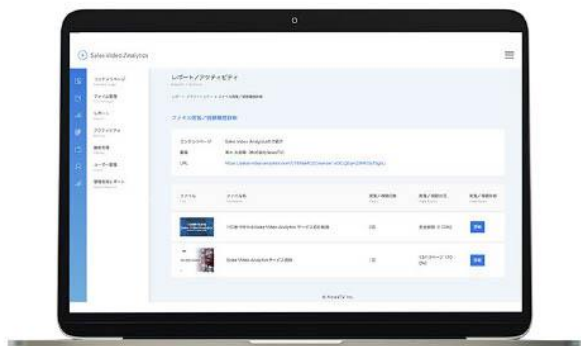
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## Sales Video Analytics

新型コロナウイルスの影響によるコミュニケーション手法の変化を捉え、動画を活用した新サービスを開発  
動画とデータの力で営業活動をDX化する初のSaaSプロダクト「Sales Video Analytics」を2022年1月より提供開始



「Sales Video Analytics」は、営業活動を動画化し、顧客行動の可視化をすることで、営業の効率化と売上向上に繋げる営業DX化支援サービス

### 01 動画無料制作

自社サービスの営業資料・特徴説明や導入企業の成功事例などを無料（年間2本）で動画化



### 02 顧客向けランディングページ作成機能

顧客向けのランディングページが作成可能  
ランディングページ内に動画や資料を組み込み可



### 03 閲覧ログの取得

ランディングページの閲覧回数/閲覧日時のほか、動画視聴秒数などのデータが取得可能



### 04 お礼動画機能

顧客コミュニケーションの際に使う「お礼動画」機能を実装、メール内に動画表示して送付可能



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30

In January of this year, we began offering Sales Video Analytics, a SaaS product that promotes DXs sales, and we are working to improve our business performance.

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## ダイレクトマーケティング事業（年度推移）

2022年2月期の売上高は、通年を通して「ピタブリッドC」シリーズが順調に推移し、**過去最高を更新**  
 2022年2月期の営業利益は、獲得効率を踏まえた広告投下により売上高が増加したことで**過去最高を更新**

【売上高（百万円）】 12,326百万円（前年同期比**108.2%**）

【営業利益（百万円）】 774百万円（前年同期比**108.1%**）



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32

## ダイレクトマーケティング事業（四半期推移）

2022年2月期第4四半期は、第3四半期に投下した広告宣伝費の効果が表れ、**過去最高の売上高を更新**  
 2023年2月期は、2021年2月期同様、期初に広告投下を実施し、通年で収益および利益の最大化を図る

【売上高（百万円）】 3,617百万円（前年同期比**137.6%**）

【営業利益（百万円）】 342百万円（前年同期比**958.7%**）



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The direct marketing business has shown steady growth in the fiscal year, although profits varied from quarter to quarter.

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## ビタブリッドジャパン

世界特許技術を用いた「ビタブリッドC」シリーズを販売し、現在も順調に業績が拡大  
サブスクリプションモデルにて提供する収益積上型で、提供製品は累計**932万個を突破**



世界で唯一、ビタミンC12時間  
浸透を実現したパウダー。  
美肌化粧品の、発毛促進剤、  
さらには機能性表示食品も展開

売上高  
**102.1億円**  
2022年2月

98.9億円  
2021年2月

83.6億円  
2020年2月

63.1億円  
2019年2月

28.5億円  
2018年2月



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34

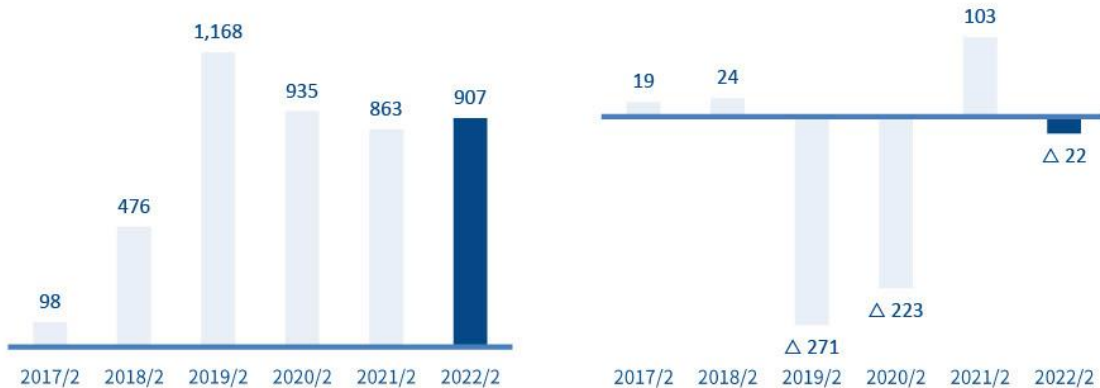
As for advertising expenses and sales volume for the mainstay VITABLID JAPAN, sales volume has been growing steadily.

## メディア事業（年度推移）

2022年2月期の売上高は、広告収入の減少もあったが、オウンドメディアの販売が順調に推移し、回復傾向  
2022年2月期の営業利益は、今後安定した収益基盤を構築するためにCMSの先行投資をしたことで営業赤字に

【売上高（百万円）】 907百万円（前年同期比105.1%）

【営業利益（百万円）】 △22百万円（前年同期比126百万円減）



※2017/2および2018/2は、報告セグメントに合わせて組み替えた概算値となります



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37

Next, the media business posted an operating loss of JPY22 million due to prior investment in the SaaS-type CMS business.

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## CMS獲得件数目標

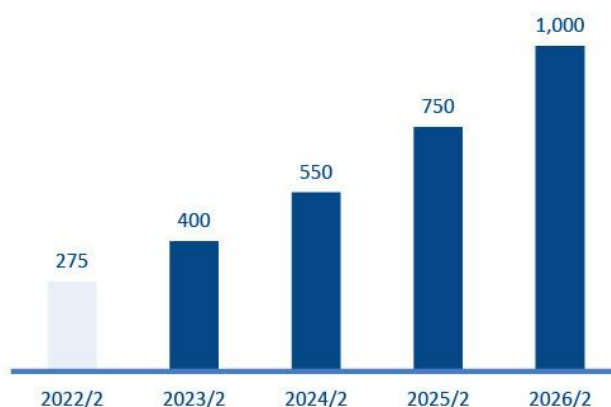
メディア事業の安定した収益基盤となるCMS累計契約件数を2026年2月期までに1,000件の獲得を目指す  
2023年2月期においては、CMS累計契約件数400件を目標とし、ストック収益を積み上げ安定収益を確保

企業のメディアシステムを一元管理「COMPANY CLOUD」



企業のオウンドメディアのみならず、コーポレートサイトやECサイトなど企業が必要とするすべてのメディアを一つのCMSによりノーコードで簡単に作成・管理できる世界に

【CMS累計契約件数】



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39

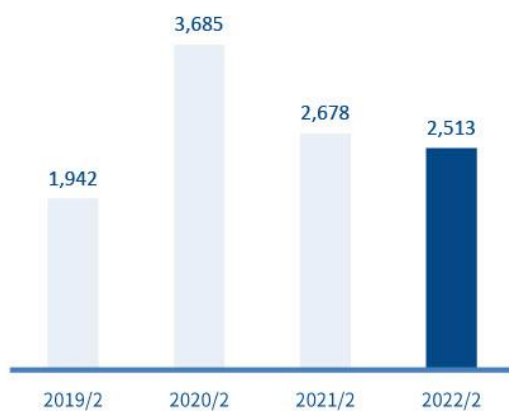
We are aiming to obtain 1,000 CMS contracts by the fiscal year ending February 2026.

## HR事業（年度推移）

2022年2月期の売上高は、SaaS型商材の販売が伸びたものの無期限使用権の販売終了に伴い、売上高は減少  
2022年2月期の営業利益は、構造改革を終え、第2四半期から継続して黒字化を達成し、**通期でも初の黒字化**

【売上高（百万円）】 2,513百万円（前年同期比93.8%）

【営業利益（百万円）】 236百万円（前年同期比1,141百万円増）



※2019/2は、第3四半期および第4四半期の合計となります



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40

Now on to the HR business, we implemented structural reforms to lower fixed costs and increase the retention rate of stock revenues. As a result, we have recorded an operating income of JPY230 million for the current fiscal year, compared to an operating loss of JPY900 million in the previous fiscal year.

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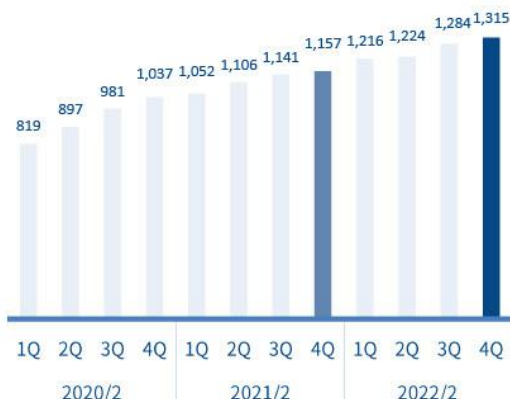
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## 利用企業社数とARRの推移

第4四半期の利用企業社数は、第3四半期から31社、年間では158社増加し、1,315社に  
第4四半期のARRは、第3四半期から72百万円、年間では291百万円増加し、1,774百万円

【利用企業社数（社）】 1,315社（前年同期比113.7%）



【ARR（百万円）】 1,774百万円（前年同期比119.7%）



※利用企業社数：月額課金でクラウドもしくは運用コンサルを利用する企業

※ARR：四半期末時点のMRR（クラウド+運用コンサル）に12を乗じた金額



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42

The number of companies using the service and the ARR is also growing steadily.

## HR事業の今後の見通し

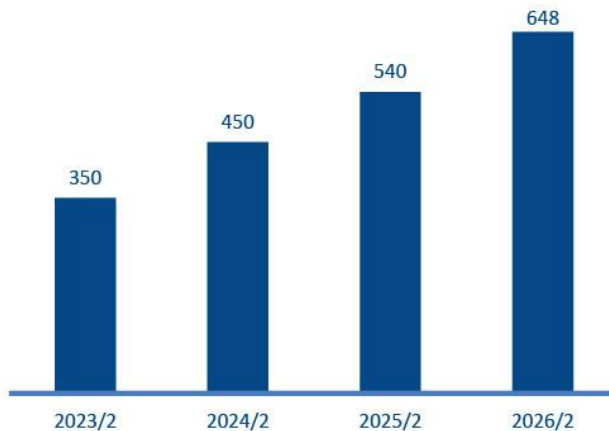
SaaS型商材の販売強化と顧客満足度向上による継続率UPにより、ストック比率を拡大し安定した収益基盤を構築  
2026年2月期の営業利益においては、ストック収益を積み上げることで安定収益を確保し、648百万円まで拡大予定

人事評価クラウド「あしたのクラウド®」



SaaS型商材の販売強化によりストック収益を積み上げ

【営業利益（百万円）】



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43

The medium-term plan has been disclosed with the consolidated plans for the fiscal year ending February 2026. We have newly disclosed the fiscal year ending February 2025 and the fiscal year ending February 2026, and we anticipate that the company will grow by about 20% per year in operating income while investing in systems and advertising.

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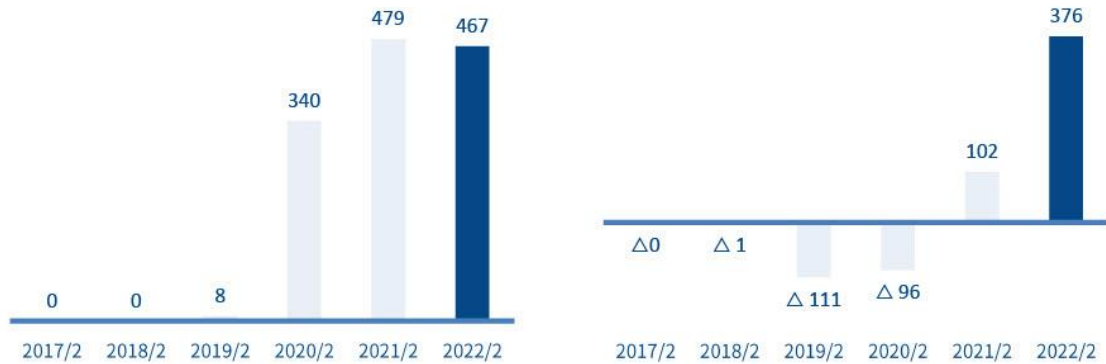


## ファンド事業（年度推移）

2022年2月期の売上高は、IPOを実現した投資先を中心に株式の売却を実施し、前期と同水準を確保  
2022年2月期の営業利益は、投資レバレッジの高い株式の売却を実施したことで376百万円と大幅増益

【売上高（百万円）】 467百万円（前年同期比97.4%）

【営業利益（百万円）】 376百万円（前年同期比367.3%）



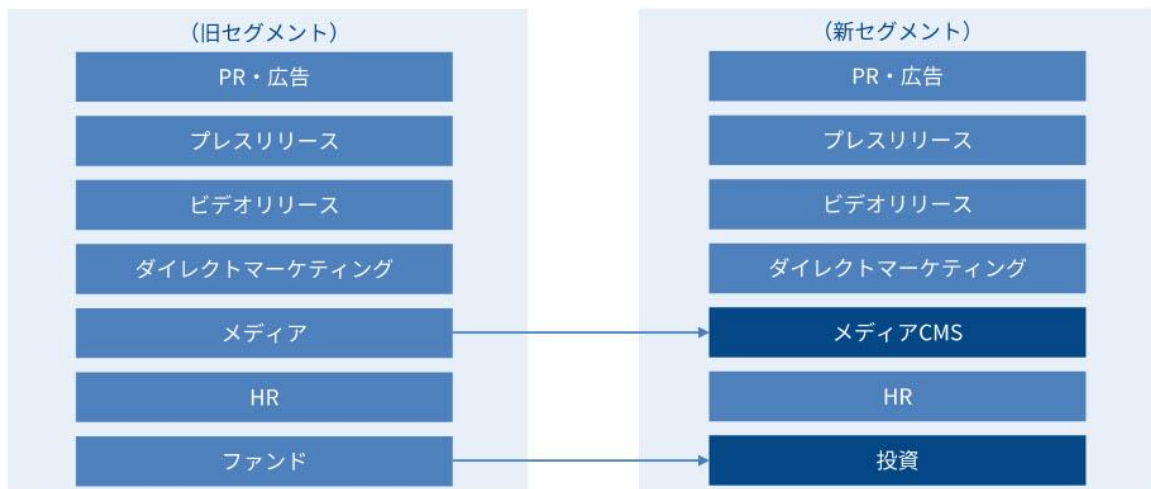
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44

The funding business posted a profit of JPY370 million due to a minor loss in valuation of stocks and the sale of stocks of portfolio companies that realized IPOs.

## セグメント変更

2023年2月期より、インベストメントベンチャー事業として行っていた投資を事業化することに伴い、「ファンド」を「投資」に、また、事業の実態に合わせ「メディア」を「メディアCMS」セグメントに名称変更



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50

I will now explain the change in segmentation and the commercialization of the investment.

Effective from the fiscal year ending February 28, 2023, the name of the media business will be changed to the media CMS business. As we have switched to mainly CMS services, such as the construction of owned media, we are changing the name of our business, which used to be centered on the management of our own media.

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The funding business has been renamed the investment business, but we are making structural changes in addition to the name. Previously, the funding business included investments made by 100 Capital and Vector Investment Advisory. The operating profit and loss from the sale of investments made by these two companies and the loss from the revaluation of stocks were included in the operating profit and loss.

The investments in VECTOR INC. and Vector Hong Kong, which account for the majority of the Group's investment balance, were not positioned as a business, and the gains and losses from the sale of shares and valuation losses were included in the non-operating income. Thus, in reality, they are part of the business, so the decision was made to position the investments in VECTOR INC. and Vector Hong Kong as a business in line with reality.

## 投資の事業化に伴う会計処理（投資を事業化しない会社）

投資を事業化しない会社においては、変更前はグループの会計処理に合わせて計上  
2023年2月期より投資の事業化に伴い、各社の実態に合わせる形で会計処理を以下の通り変更

財務諸表	項目	変更前	変更後
損益計算書 (PL)	株式の売却	売却損益を営業外損益の部に計上 (営業外収益または営業外費用)	売却損益を特別損益の部に計上 (特別利益または特別損失)
	株式の評価(減損)	営業外費用に計上	特別損失に計上
	配当金の受領	営業外収益に計上	変更なし
貸借対照表 (BS)	株式の取得	「投資有価証券」(投資その他の資産の部)に計上	変更なし
	株式の取得	「投資有価証券の取得による支出」 (投資活動によるキャッシュ・フローの部)に計上	変更なし
キャッシュ・ フロー計算書 (CF)	株式の売却	売却額を「投資有価証券の売却による収入」(投資活動によるキャッシュ・フローの部)、売却損益を「投資有価証券売却損益」(営業活動によるキャッシュ・フローの部)に計上	変更なし
	株式の評価(減損)	「投資有価証券評価損益」(営業活動によるキャッシュ・フローの部)に計上	変更なし
	配当金の受領	営業活動によるキャッシュ・フローの部において、損益計算書への計上額と現金収入額との差額を調整	変更なし



In connection with this change, gains or losses on the sale of shares by companies that do not commercialize the investment will be recorded as extraordinary gains or losses.

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## 会計処理の変更に伴う連結財務諸表への影響

2023年2月期より、投資を主要事業として事業化することに伴い、投資にかかる会計処理を変更  
2022年2月期に投資事業化による変更後の会計処理を適用した場合、連結財務諸表は以下の通り

2022年2月期 (単位：百万円)	変更前	会計方針変更 による影響額	変更後
売上高	47,351	+771	48,122
売上原価	17,681	+891	18,573
売上総利益	29,669	△120	29,549
販売管理費	24,420	—	24,420
営業利益	5,248	△120	5,128
営業外収益	868	△642	225
営業外費用	915	△770	144
経常利益	5,201	+7	5,208
特別利益	125	—	125
特別損失	209	+7	216
税引前利益	5,116	—	5,116
親会社株主に帰属する当期純利益	2,071	—	2,071



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54

The impact of reclassifying the fiscal year ending February 2022 to the new standard and the figures after the change are shown here. There will be no change in net income, only a change in step income.

Representative Director Nishie will now kindly explain the situation.

## 2023年2月期通期業績予想

2023年2月期 通期業績予想 (単位：百万円)	2022年2月期 (実績)	2023年2月期 (計画)	前年 同期比	2023年2月期 上期計画	2023年2月期 下期計画
売上高	47,351	53,100	112.1%	24,890	28,210
営業利益	5,248	6,200	118.1%	2,070	4,130
経常利益	5,201	6,100	117.3%	2,020	4,080
親会社株主に 帰属する当期純利益	2,071	3,000	144.8%	900	2,100
参考：旧収益基準売上高	47,351	56,500	119.3%	26,550	29,950

通期業績予想につきましては、新型コロナウイルスの影響が2022年2月期と同等程度であることを前提として計画しております。なお、当社の配当方針につきましては、連結配当性向30%を目安に株主の皆様へ還元しており、2023年2月期の配当につきましては**1株あたり18円**を予定しております



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55

**Nishie:** My name is Nishie. Thank you all very much for your kind attention. Now I would like to explain our business forecast for the fiscal year ending February 2023.

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20

As written here, sales are JPY53 billion, and operating income and ordinary income, which we consider quite important, are planned to be JPY62 and JPY61 billion.

We are also planning for profit attributable to owners of parent of JPY3 billion.

## セグメント別利益計画

セグメント別利益計画 (単位：百万円)		2022年2月期 (実績)	2023年2月期 (計画)	前年同期比
営業 利益	連結	5,248	6,200	118.1%
	PR・広告	2,125	2,634	123.9%
	プレスリリース	1,834	1,600	87.2%
	ビデオリリース	▲72	50	+122
	ダイレクト マーケティング	774	835	107.7%
	メディアCMS	▲22	51	+73
	HR	236	350	148.1%
	投資	376	680	180.7%

PR・広告事業につきましては、新型コロナウイルスの影響を一定程度受けつつも、前年比123.9%と引き続き高い成長を見込んでおります。なお、プレスリリース事業につきましては、2026年2月期の営業利益3,500百万円を見据え、2023年2月期に先行投資を実施するため、前年比87.2%となっております



Forecasted figures by segment are as written. It looks like Video Release is expected to recover a bit.

Also, there has always been problems with Media, but we are now switching to SaaS-based services, and that is expected to be mostly finished this year. Therefore, CMS earnings will build up, and the situation will be similar to HR Tech's ASHITA-TEAM.

So, I believe that it will probably go smoothly.

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## プレスリリース事業の先行投資について

プレスリリース事業 (単位：百万円)	2022年2月期 (実績)	2023年2月期 (計画)	前年同期比
売上高	4,854	5,950	122.6%
営業利益	1,834	1,600	87.2%
広告宣伝費	343	1,190	346.2%
海外進出関連費	0	200	—

- プレスリリース事業における先行投資のポイント  
 プレスリリース事業は、2023年2月期を先行投資フェーズと位置づけ、増収減益の計画  
 2026年2月期営業利益3,500百万円を見据え、事業拡大の先行投資として1,390百万円を計画  
 ① 「PR TIMES」などの利用者拡大に向けて、大規模な広告宣伝費1,190百万円を投下  
 ② 「PR TIMES」の米国進出に向けた準備に関連する費用として200百万円を想定



I would say probably the biggest would be the PR TIMES, and we are in this current situation regarding the upfront investment in PR TIMES.

At any rate, the PR TIMES side's intention is to enter an investment phase to target JPY3.5 billion in the fiscal year ending February 2026. They plan to achieve it with these steps, being mostly large-scale advertising.

Since it is a publicly listed company, we basically don't have that big a hand in it, and PR TIMES works under its own volition. Investment is also planned for the business to expand into the U.S. as well.

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## 中期利益計画

中期利益計画 (単位：百万円)	2023年2月期 (計画)	2024年2月期 (計画)	2025年2月期 (計画)	2026年2月期 (計画)
EBITDA	7,020	7,920	9,160	10,660
営業利益	6,200	7,260	8,500	10,000

- 2026年2月期は、EBITDA10,660百万円、営業利益10,000百万円を計画しております
- EBITDAおよび営業利益は、いずれも株式報酬費用を含めない計画数値となります
- 当社の配当方針につきましては、連結配当性向30%を目安に株主の皆様へ還元しております
- 今後の市場状況および実績等を踏まえ、中期利益計画を適宜アップデートしてまいります

※EBITDA = 営業利益 + 減価償却費 + のれん償却費



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59

We have been putting out the mid-term profit plan for the past three to four years, however, the reality is that it's a little off. Also, we were affected quite a bit by COVID-19, but his time plan does not take into account the impact of COVID-19, and we will present it in this form.

Basically, we are planning to aim for JPY10 billion for the fiscal year ending February 2026.

Currently, the business itself is progressing well; however, overseas and such are still affected by COVID-19, and PR is also affected to some extent, but in fact, the business plan and the business itself is progressing well. If anything, businesses adopting the build-up approach are increasing. The PR Business has always used the build-up approach, so its numbers are easy to see, and therefore, we have taken all the measures we can for now.

In addition, as we are not a company that grows its business while spending a lot of capital, we decided to change the dividend payout ratio and raise it.

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## ベクトルグループ事業構想図

モノを広める支援を図る「PR COMPANY」、人事・採用面での支援を図る「HR COMPANY」、新規事業の創出を図る「COMPANY FACTORY」、投資事業の成長を図る「INVESTMENT」の4つの事業領域により顧客企業の成長を支援し、継続したグループの拡大を目指す



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60

Let's turn to the conceptual diagram, the PR Business is going really well, so we will focus on the investment business. We will grow the investment business while positioning it a bit more as a core business.

Even if there is an impairment loss in investment, we still own listed shares of the company in which we invested, so we can bump it up to the next level. So, we will aim to be the No. 1 PR company and the No. 1 investment company.

## ベクトルグループを構成する事業群

PR COMPANY	COMPANY FACTORY	HR COMPANY	INVESTMENT
PR・プレス・ビデオ・デジタルマーケティング	D2C	人事評価	投資
<p>顧客の「いいモノを世の中に広める」ためのマーケティング戦略をワンストップで総合的にサポートする「FAST COMPANY」を展開</p>	<p>商品の企画・生産から広告、マーケティング、購買までを一貫して自社で行い、顧客と直接接点を持つD2C事業を展開</p>	<p>人事評価制度の導入や運用支援するコンサルティングおよび人事評価クラウドサービスを中心に提供する人事関連事業を展開</p>	<p>ベンチャー企業への出資活動において、出資先に対してPRおよびIRもあわせたバリューアップサポートを展開</p>
	<p>新規事業</p> <p>これまで培ってきた事業ノウハウを活かしたサービス領域の拡大やグループシナジーとパートナーの強みを活用した新規事業を展開</p>	<p>採用支援</p> <p>採用活動の入り口に求職者と企業の双方が動画を活用することで、双方が増える採用における課題を解決し、スピーディなマッチングを実現</p>	



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61

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Until now, this was called the FAST COMPANY; however, since PR is much easier to understand, we shall now call it PR COMPANY.

The rest is called COMPANY FACTORY, as there are a lot of D2C.

Then there is the new business. In the business domain of spreading the word about products, we are aiming for new businesses in medical care and the liver areas. We did a little too much in the first half of this fiscal year in various new businesses, so we have narrowed it down. We have narrowed it down and have come to understand a kind of winning pattern, so if we do a new business in the same domain we are in, we rarely miss, and the same goes for M&A. We are learning a lot, and we are going to work in that direction.

Then there is the HR. We have ASHITA-TEAM, and JOBTV is also coming along nicely right now, so we believe it might be a good idea to go further in giving it a shot.

We are also thinking of focusing on the investment business quite seriously.



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65

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# PR業界世界No.1へ

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66

Let me move on to management strategy.

I think I have said this many times, but we are aiming to go from being the number one PR company in Asia to the number one in the world. To do this, we need to increase our sales by about four times, so that is what we are aiming for.

## さらなる領域を拡大すべく 国内におけるPR市場は1,000億円

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67

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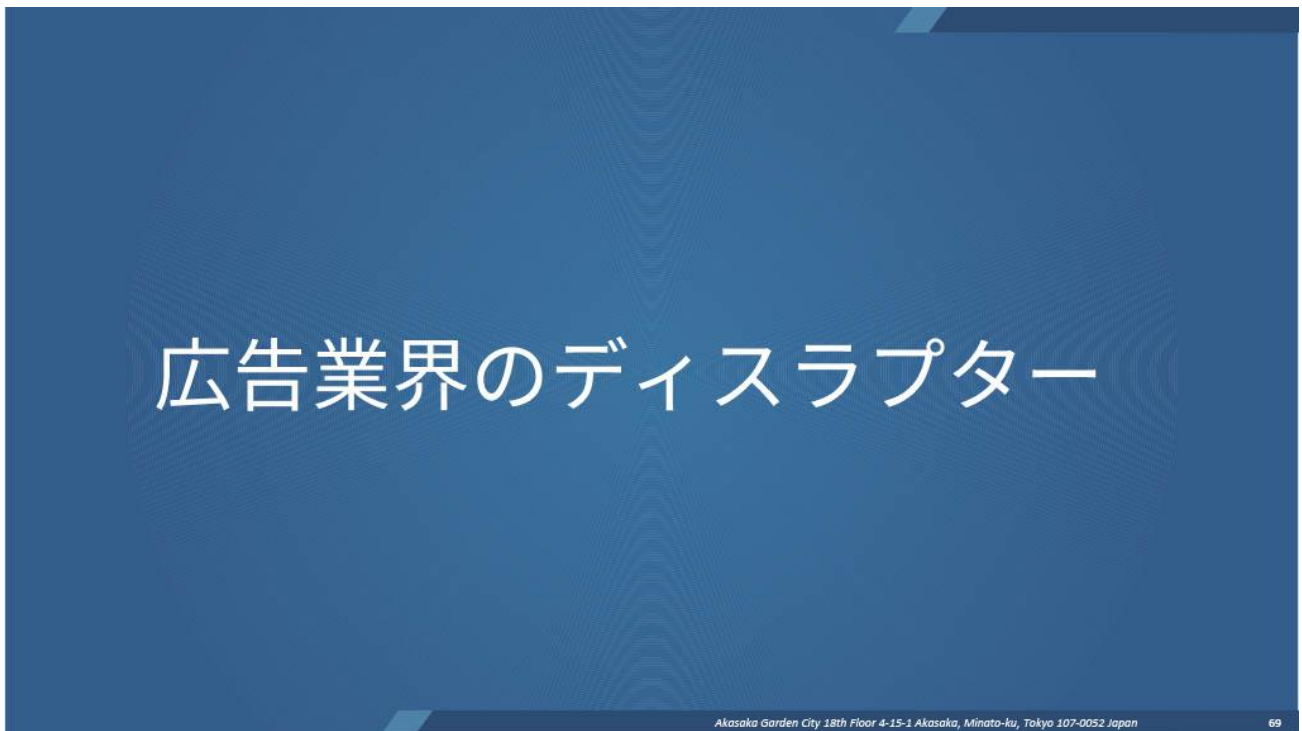
# 広告業界のFAST COMPANYへ

## ターゲットとなる広告市場は6兆円

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68

If anything, the PR market is worth JPY100 billion, but the advertising industry is worth JPY6 trillion. In terms of which way to go, we should not focus too much on the PR industry but should go straight for the JPY6 trillion market.



# 広告業界のディスラプター

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69

A company that is a disruptor in the advertising industry.

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

## アパレル業界におけるファストファッションのように 広告業界で業界革命を巻き起こす

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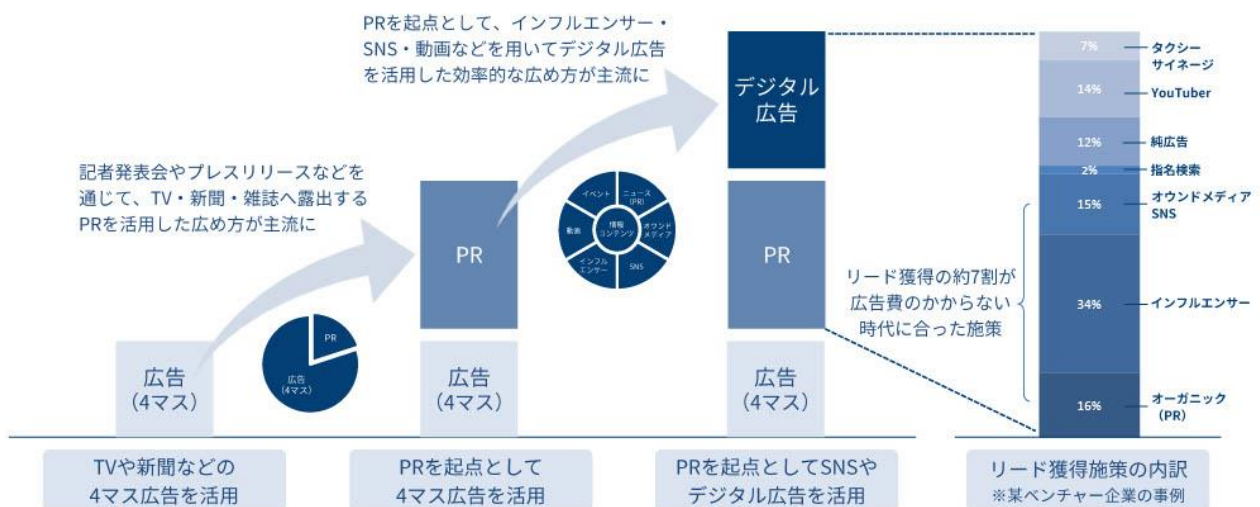
70

The best strategy in the current society is for a company to be able to spread things quickly without spending too much money. That is why we are targeting a model like ZARA and UNIQLO in the clothing industry and Nitori in the furniture industry.

Low cost, middle quality, and speedy. In the JPY6 trillion advertising market, there are very few companies that can fully achieve this and properly deliver products and services without spending a lot. As this business model is fundamentally different, this is where we want to aim.

### モノの広め方の変遷

現在は、PRを起点としてデジタル広告を活用し、効率的にモノを広める時代



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71

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While most of VECTOR's clients have been large companies, we are now also working with venture companies, including venture investments. We continue to receive a significant number of inquiries from large companies, so in terms of direction, our approach will be to also focus on ventures.

The scale of the venture market is likely to grow between five and ten times of its current level. When we promote products, we continually analyze what sort of leads there are and where the inquiries come from.

When we analyze this, we find that we used to use advertising, PR, and digital advertising in the past when spreading the word, but recently, the pattern has been to use organic PR and a lot of influencers. We have our own influencer company, so "how do we efficiently use influencers?" is the question.

Then there is owned media. This, in our company, is called Smart Media, since we are doing CMS for owned media. Then there is business focused on branded searches, so it's like having people remember keywords communicated by celebrities so they make branded searches. We also have, YouTubers, influencers, signage, and so on.

We are getting to the point where we mostly have in place the services today's companies want when spreading the word. The services that must be provided for spreading the word about products all change over time, and our strategy is to have all of these services in place. It feels like we have achieved this.

## 「FAST COMPANY」構想

モノを広めるために必要なサービスをワンストップで提供  
時代に適したマーケティング施策を従来の10分の1以下のコストで実現

タレントキャスティング					
HP、動画、イベントなどのコンテンツとして活用する著名人のキャスティングを実施。					★ Starbank
プレスリリース	PRコンサルティング	ビデオリリース	インフルエンサー	デジタルマーケティング	リスクマネジメント
 <p>6万社以上のクライアントが利用する国内シェアNo.1のプレスリリース配信サービス。上場企業の50%が導入している信頼性とメディアへの露出の高さが特徴。</p> <p><b>PRTIMES</b></p>	 <p>PRのプランニングから実行まで数々の実績を持つPRコンサルタントが最適なコミュニケーションを実施。</p> <p>vector ANTIL vector Platinum vector INITIAL</p>	 <p>PR視点での「ビデオリリース」の制作・配信をベースに、ターゲットに直接届けていく、次世代のコミュニケーション。</p> <p><b>NEWS TV</b></p>	 <p>SNS上のインフルエンサーを活用した、企業のサービス・商品に関するブランディングをサポート。</p> <p>★ Starbank</p>	 <p>Webサイト制作からシステム構築、デジタルプロモーションまでを一貫してサポート。オウンドメディアの構築・運営やPR動画の制作も対応。</p> <p>vector SIGNAL NT Smart media</p>	 <p>アメリカで培われた理論やノウハウをベースとする独自技術を用いて企業のレピュテーションマネジメントやブランドセキュリティに関するコンサルティングサービスを提供。</p> <p><b>BRAND CONTROL</b></p>

0円

50,000,000円/年



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73

Being able to do this kind of thing with digital advertising alone would be a different story. As mentioned, our strategy is about having everything in place, like organic PR, and SEO through branded searches. We aim to be a group that can provide all this in one stop.

While this is mostly the same idea, we aim to be a fundamental PR platform company that can provide the services for spreading the word from the first step for about JPY50 million.

With press releases, consulting, PR, video, influencers, digital marketing, and celebrities we believe that the market is probably about 10 times larger. So if you do it properly, there will probably be almost no competition,

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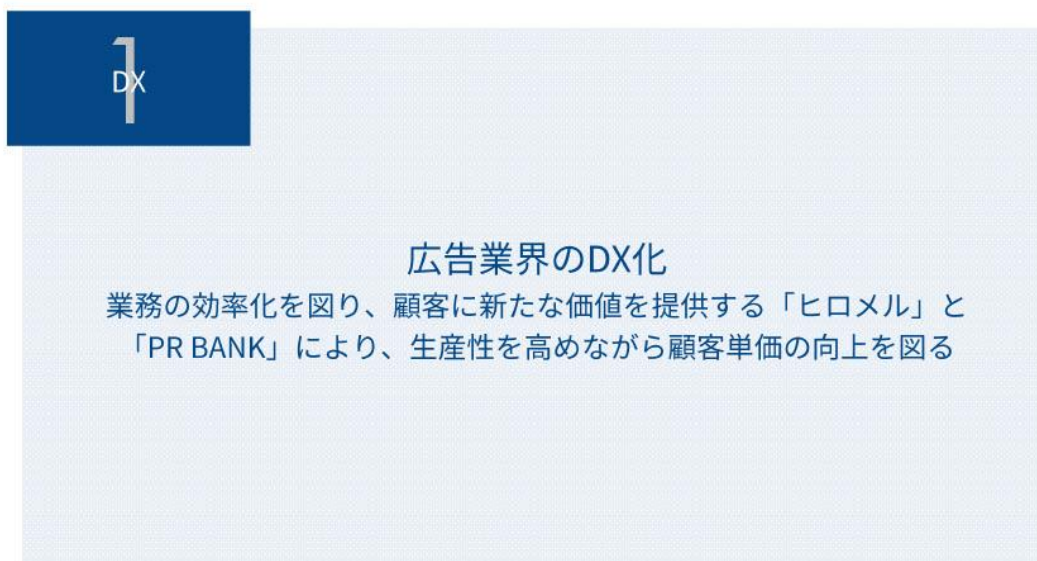
and we think the market should be roughly five times larger even at the lowest. That's where I think we are gradually headed.

## 「FAST COMPANY」構想の基盤強化

### 「FAST COMPANY」構想の基盤強化を実現する3つの重点項目



In this context, we have three strategies, starting with DX.



More so than the advertising industry, our aim here is to bring DX to the PR industry.

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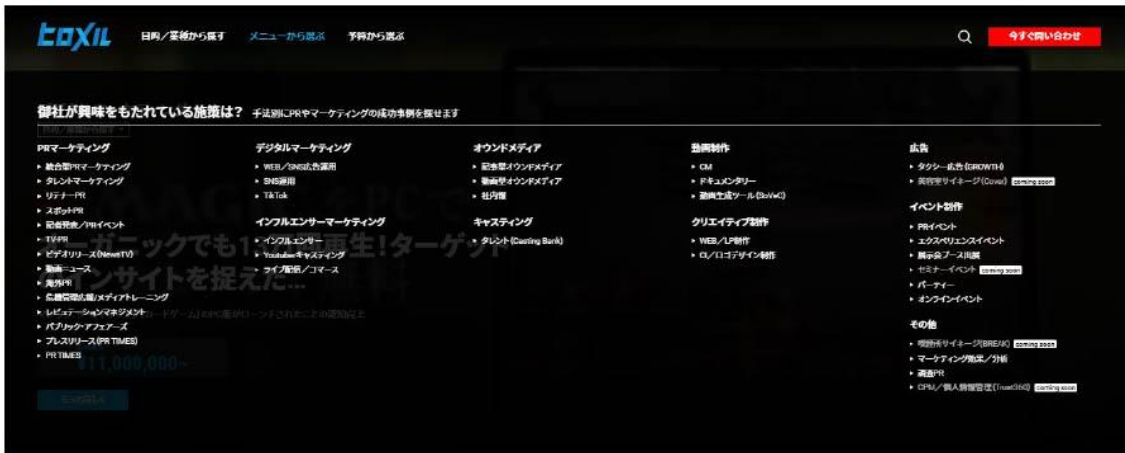
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## ヒロメル

ベクトルグループのサービスを活かした豊富なヒロメルメニューをワンストップで提供  
ヒロメルの認知度や機能性を高めながら、まずは問い合わせ350件・受注35件の獲得を図る



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78

It is a commerce site for the industry of spreading goods. The sales numbers are not as large as we thought they would be like JOBTV, but just one inquiry brings in JPY2 million to JPY3 million, but in terms of our profit, it brings in tens of millions per year, so it is not that famous, but it is profitable.

This said, we believe that we still need one or two more innovations.

## PR BANK

クライアントに対し、データドリブンなPR活動をサポートすべく、  
PR視点を踏まえたクラウド型PR効果測定・分析サービス「PR BANK」を提供



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79

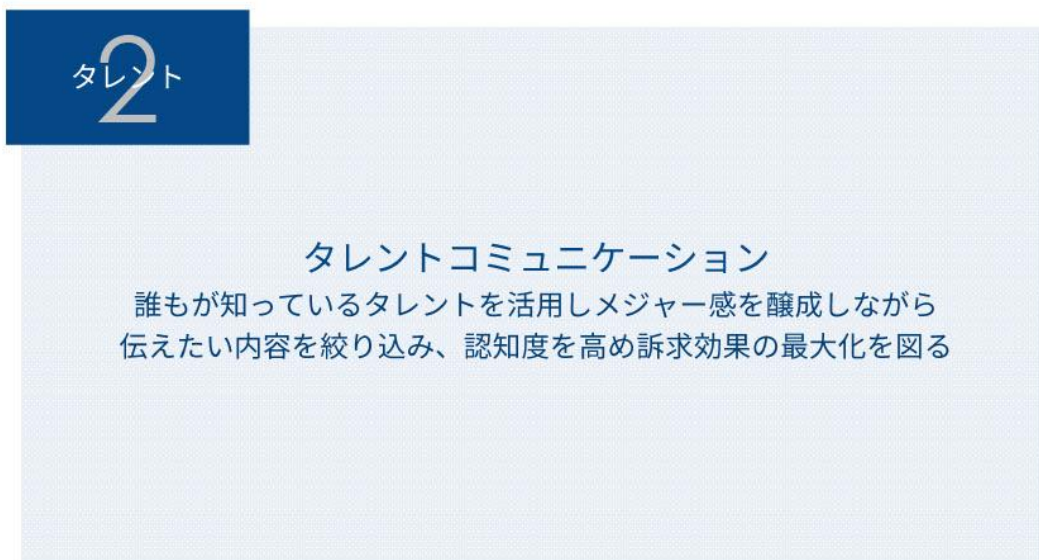
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In addition, we are creating a tool called PR BANK. The PR industry still has work that is performed manually, so this tool will bring DX and automatic data visualization to these areas.



タレント

## タレントコミュニケーション

誰もが知っているタレントを活用しメジャー感を醸成しながら  
伝えたい内容を絞り込み、認知度を高め訴求効果の最大化を図る



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81

### タレントコミュニケーション

「タレント」+「ヒトコト」で伝えたい内容を絞り込み、サービスを訴求  
年間300社のタレントコミュニケーションを目標に顧客単価の向上を図る



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82

Then there is Talent Communication. We use celebrities to present a slogan, as you often see in taxis. Medical Cloud is one example of what we are doing. It is provided by Mental Health Technologies Co., Ltd., which was recently listed on the stock exchange. Rimawari-Kun, a real estate cloud funding platform, is also probably well known. We are working on these projects, and they are based on the idea of using celebrities to communicate a slogan of a few words. We are currently doing about 100 companies a year, but we would like to expand this to roughly 300 companies, or triple the market.

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The demand is there. We believe that we can win in all areas, including in terms of cost performance and quality, so we would like to expand our business here as well.

## TALENT BANK

企業のタレント起用の障壁を下げるとともにタレントの広告出演契約の機会を創出すべくタレントの肖像をTV以外の媒体で利用できる「TALENT BANK」を2022年4月より提供開始



<https://talentbank.jp/>

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83

We also have the celebrity-sharing service, TALENT BANK. If a company wants to cast a celebrity for a year, it costs roughly JPY30 to JPY50 million.

TALENT BANK is a kind of celebrity-sharing service where small and medium-sized companies pay 500,000 per month or JPY5 to JPY6 million per year to use celebrity images, although they do not make videos of the celebrities. So we have entered this area as well, and we believe that the business will likely grow steadily.

One competitor, or rather a company we know, is doing this already, and it too is growing steadily.

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## 出資とPR支援が可能なVC

従来のVCにおける資金面のみのサポートではなく、  
PR・IR支援により投資レバレッジ効果の最大化を図る

Furthermore, as mentioned earlier, we already have plenty of PR work with large companies, so VECTOR INC. will begin to also focus on Japanese ventures. We believe that we can announce various strategies next time, but in short, we are planning to do something like investment and venture capital for PR.

### 投資による直近のIPO実績

投資とPR・IR支援で企業の成長をバックアップ（IPO実績は合計27社）  
「セカンドサイトアナリティカ」「メンタルヘルステクノロジーズ」がグロース市場に上場

上場日		社名	市場
2022年4月4日		セカンドサイトアナリティカ	東証グロース
2022年3月28日		メンタルヘルステクノロジーズ	東証グロース
2021年11月24日		ラストワンマイル	東証グロース
2021年9月28日		リベロ	東証グロース
2021年9月28日		ROBOT PAYMENT	東証グロース
2021年7月6日		BCC	東証グロース
2021年6月29日		Waqoo	東証グロース

The investment business is doing well with about seven IPOs for the year.

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## LIVER BANK（自社でライブコマースできるくん）

ライブコマースツール「自社でライブコマースできるくん」を2022年3月より提供開始  
PRノウハウを活用しクライアント企業のライブコミュニケーションをトータルサポート



企画からライブ配信、分析・改善案の提示まで  
ワンストップで支援するライブコマースサービス



### SNS同時配信機能

自社SNSアカウント  
で同時配信を行うこと  
によりリアルタイムでの  
集客が可能

### 【3つの特徴】



### データ分析 レポート機能

分析結果から消費者  
の本音を見つけだし  
今後のマーケティング  
施策に活用が可能



### 多彩なデザイン テンプレート

ライブ配信画面では  
企業や商品イメージ  
に合う最適なデザイン  
の選択が可能



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88

Now for new businesses.

We have a company called LIVER BANK in the area of COMPANY FACTORY, which is doing this. Live commerce is now becoming very common in China, so we have released a system that can be used for in-house live commerce called In-House Live Commerce Tool Dekiru-Kun.

It probably hasn't become common yet, but we expect that all companies will be doing live commerce in roughly five years, and we are trying to make it possible by providing this tool.

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## LIVER BANK ( InfluencerWorks )

企業のさまざまなニーズとインフルエンサーを繋いで新しい関係を構築する  
マッチングプラットフォーム「Influencer Works」を2021年10月より提供開始



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89

Plus, InfluencerWorks. As mentioned earlier, influencer measures are becoming vital for lead acquisition. We have Starbank for collaborations with famous influencers, but InfluencerWorks focuses on matching companies with relatively minor influencers, with everything performed automatically.

There is some competition, but we expect we can be successful, so we are working on that area.

## JOBTV

会社説明動画が見放題の採用マッチングプラットフォーム「JOBTV」



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91

Next, we have HR COMPANY. As I believe Mr. Goto explained earlier, ASHITA-TEAM is no longer making a loss and is operating normally as a SaaS company. The management reforms have been completed, and the

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company has returned to being a proper company that is profitable. Since it is a SaaS, subscriptions earnings will build up and it will perform extremely well.

In addition, another HR area we were targeting is JOBTV, a kind of Netflix for company information session videos.

## JOBTVのメリット

JOBTVは求職者と企業、双方が抱える課題を解決するサービス  
採用活動の入り口に動画を活用し、スピーディなマッチングを実現



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92

To put it simply, when you want to find a job, the platforms are Rikunabi or Mynavi, but as you can probably see, the display design has not changed much since roughly 25 or 26 years ago. There is no video, but rather, information is all text based, and the name and photo is pasted on top of it. So this is an area we want to bring video to.

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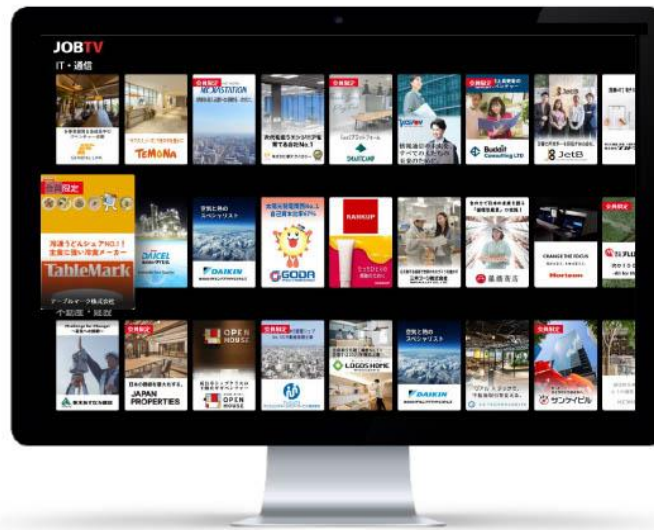
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## JOBTV (求職者側画面イメージ)

Netflixのようなデザインにより会社説明動画を簡単に検索



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93

## JOBTV (企業側画面イメージ)

伝わりにくい応募者の印象を動画で確認することでミスマッチを減少



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94

With a design similar to Netflix, it enables you to watch company information videos so you don't have to go to all the way to the physical session, and there is usually a short version and an extended version. If you want to apply for a job at a company, you can put a video on your profile likes this.

So it's almost like doing a simple interview. For example, if I were a new graduate and it was time to find a job, I would rather watch JOBTV than Netflix at night. I would watch it and put a video on my profile, and with a quick press of a button, I can conduct the interview.

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## JOBTVご利用企業様（一例・順不同）



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95

Over the past six months, about 1,000 companies have already started to use it. We have not had an agency do sales for us yet, and we've already reached about 1000 companies.

Also, the number of students is about 50,000 now and about 5,000 in a week, so it is a very growing market. Therefore, if we can properly target the new graduates and mid-career areas of this business, it can be a platform that makes tens of billions in profit, so that's why we are aiming here.

There has been a lot of coverage for it in TV and also in the media. Well, that is our main business, to begin with. When we want to find a job, we don't have to type in every word. Just press a button, and we can register everything, even mid-career, so we are aiming for a world where things are simple.

Take China; from banks to ATMs to wallets to cash, it has done away with everything, all you need to do is show a QR code. What I am aiming for here, if I put it very briefly, is simplicity in the world through the evolution of technology.

So, when you want to spread the word about things, if you ask an agency now, you'll get a plan book of about 200 pages, and while you are running these measures that are often difficult to understand, the word is not spreading much. But what we are aiming for is to offer something speedy, like being able to take a taxi and reach the one million presidents all over Tokyo with the push of one button. If something doesn't sell with this method, it probably won't sell.

JOBTV is the same structure. We want to find a job, or we want people to come to our company, but everything becomes complicated by using agencies. Even if we wanted to change jobs, we would go to the information session, but everything would be written in text. It's a complicated world, isn't it?

Our approach is to simplify these aspects, so we are aiming to simplify this sort of business. We have over 1,000 companies using JOBTV, and things are going well, so this is an exciting area.

That is all. Thank you.

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## Question & Answer

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**Moderator [M]:** Okay, we will now move on to the question-and-answer session.

Please raise your hand if you are in the audience and have a question. For those online, if you have any questions, please submit your questions via Zoom's Q&A function. If possible, we would appreciate your name and affiliation before asking your question.

Now, does anyone have any questions?

Now, I would like to wait one more minute for those of you who are participating online, as some may be typing your questions right now. If there are no questions after a minute or so, I will conclude today's briefing.

Since there seem to be no further questions, I would like to conclude today's briefing.

This concludes the presentation of the financial results of VECTOR INC. We appreciate your continued support for Vector Inc going forward.

Thank you very much for your time today.

[END]

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