

VECTOR INC.

## Financial Results – 3Q FY2/26



January 14, 2026

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# Quarterly Results

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## Consolidated Performance (YoY Change)

Net Sales

46,680 million JPY  
(110.0% YoY)

Gross Profit

31,880 million JPY  
(114.2% YoY)

EBITDA\*

8,220 million JPY  
(169.1% YoY)

Operating Profit

7,190 million JPY  
(179.6% YoY)

Ordinary Income

7,330 million JPY  
(185.1% YoY)

Profit Attributable to Owners of Parent

3,610 million JPY  
(177.9% YoY)

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

## Performance by Segment (YoY Change)

	Net Sales	Operating profit	Business Overview for 1-3Q FY2/26
Consolidated Performance	<b>46,680</b> million JPY ( <b>110.0%</b> YoY)	<b>7,190</b> million JPY ( <b>179.6%</b> YoY)	<ul style="list-style-type: none"><li>• All three major businesses of PR and Advertising, Press Releases, and Direct Marketing saw good performance</li><li>• Achieved <b>sales growth and substantial profit growth</b></li></ul>
PR and Advertising	<b>25,520</b> million JPY ( <b>105.0%</b> YoY)	<b>3,700</b> million JPY ( <b>144.3%</b> YoY)	<ul style="list-style-type: none"><li>• <b>Strategic PR earnings grew sharply</b></li><li>• <b>NewsTV and the Korean business</b>, which booked losses in 1H FY2/25, <b>returned to profitability and contributed to profits</b></li><li>• <b>Taxi Signage performed well</b></li><li>• <b>gracemode Inc.</b> which was added to the Group through M&amp;A, <b>saw growth and strong performance</b></li><li>• <b>Net sales and operating profit reached record highs</b></li></ul>
Press Releases (PR TIMES)	<b>7,200</b> million JPY ( <b>120.4%</b> YoY)	<b>2,990</b> million JPY ( <b>187.3%</b> YoY)	<ul style="list-style-type: none"><li>• The number of user companies surpassed 121,000</li></ul>

## Performance by Segment (YoY Change)



Direct Marketing

### Net Sales

11,820 million JPY  
(120.2% YoY)

### Operating Profit

770 million JPY  
(Up 980 million JPY YoY)

### Business Overview for 1-3Q FY2/26

- Expanded advertising and promotional investments while assessing advertising efficiency
- **Achieved sharp growth in sales and profits**



HR

2,180 million JPY  
(101.0% YoY)

(60) million JPY  
(Down 120 million JPY YoY)

- Sales increased slightly due to JOBTV growth
- Profit declined due to investment in Clinic TV business, etc.



Investment

140 million JPY  
(41.0% YoY)

(200) million JPY  
(Down 190 million JPY YoY)

- Profit decreased due to recognition of loss on valuation of securities
- Exercised greater selectivity in light of the deterioration in the startup market environment

# Consolidated Net Sales

Consolidated net sales for 3Q FY2/26 were 16,940 million JPY (112.4% YoY), a record quarterly high.



Note: Accounting Standards for Revenue Recognition was applied from FY2/23.

# Consolidated Gross Profit

Consolidated gross profit for 3Q FY2/26 was 11,484 million JPY (114.5% YoY), a record quarterly high.

(million JPY)



SG&A for 3Q FY2/26 amounted to 8,015 million JPY (99.1% YoY) due to a decrease in advertising/promotion expenses.

(million JPY)



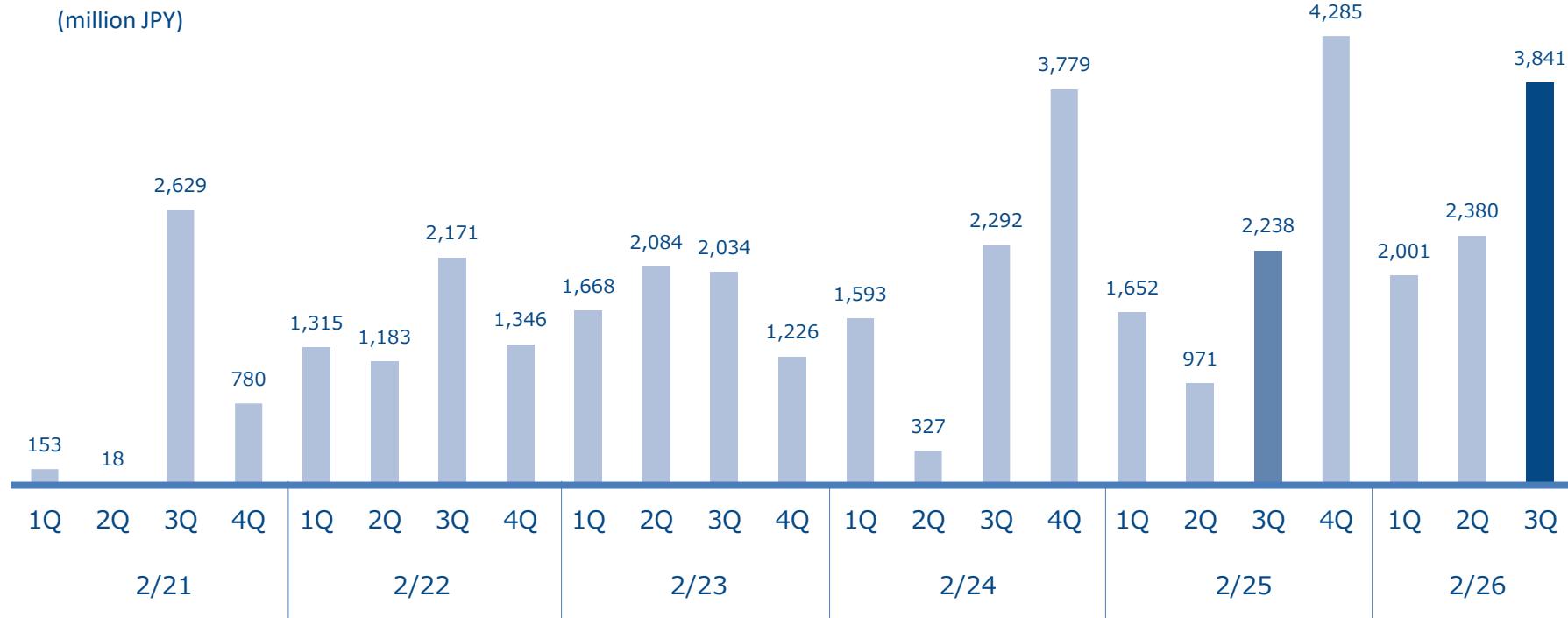
# Consolidated Number of Employees (Quarterly Trend)

Consolidated headcount as of end-3Q FY2/26 increased to **1,752** due to the PR and Advertising segment.



## EBITDA\*

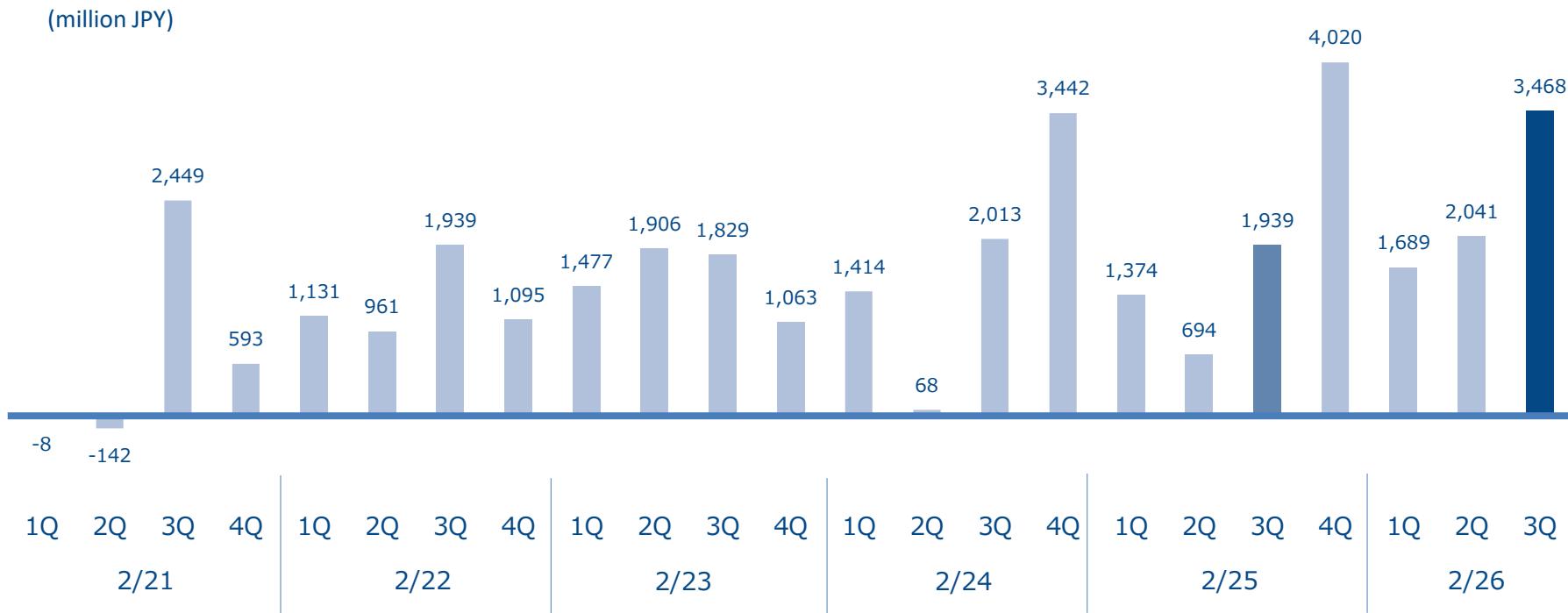
EBITDA for 3Q FY2/26 came in at 3,841 million JPY (171.6% YoY), a record high for the 3Q.



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

# Consolidated Operating Profit

Consolidated operating profit for 3Q FY2/26 came in at 3,468 million JPY (178.9% YoY), a record high for the 3Q.



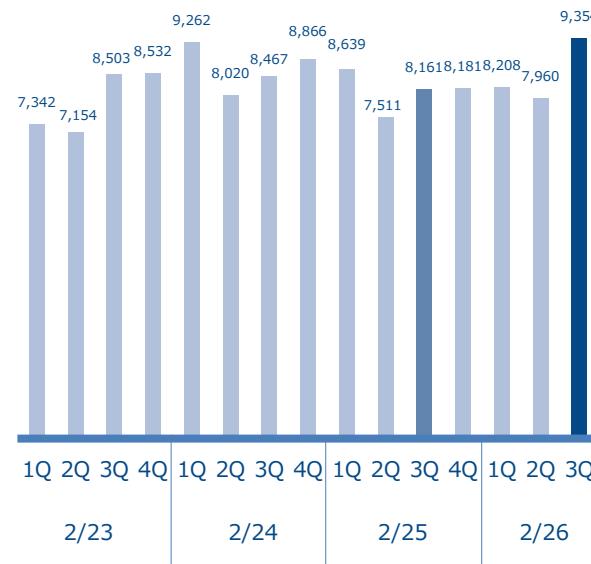
# PR and Advertising Business

All metrics reached record highs for the 3Q. (Net sales, gross profit, operating profit)

From 4Q, we will pursue PR × Short Video measures to further improve performance.

Net Sales (million JPY)

9,354 million JPY (114.6% YoY)



Gross Profit (million JPY)

5,372 million JPY (116.7% YoY)



Operating Profit/Loss (million JPY)

1,502 million JPY (158.3% YoY)



# Strategic PR Business (ANTIL, PLATINUM, INITIAL)

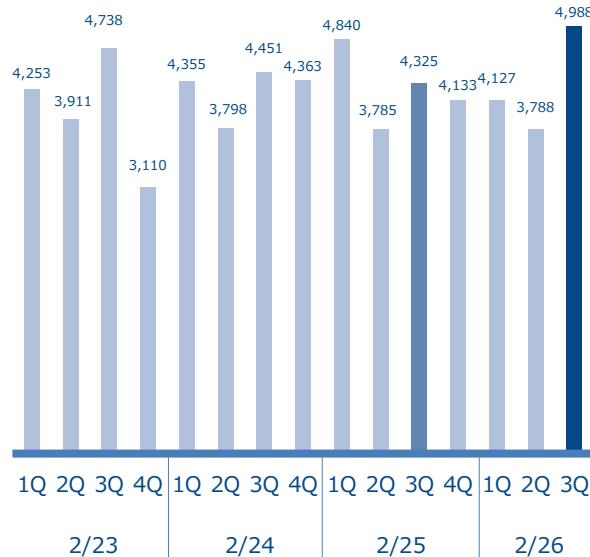
All metrics reached record highs for the 3Q. (Net sales, gross profit, operating profit)

Demand from large clients remains strong

From 4Q, strategic PR business will continue to play a central role in the Group for PR x Short Video measures and lead overall growth

Net Sales (million JPY)

4,988 million JPY (115.3% YoY)



Gross Profit (million JPY)

2,618 million JPY (111.1% YoY)



Operating Profit (million JPY)

1,325 million JPY (116.8% YoY)



Note: Royalties paid to VECTOR are added back to operating profit for calculation.

## Existing advertising market issues

### **Declining share of TV ad market**



As usage of smartphones, video streaming, and social media rises, time spent on TV viewing (real-time broadcasts) continues to decline, prompting companies to rethink TV advertising budgets and optimize investments for efficiency

### **Search ad market stagnating**



Development of gen AI search results (e.g. AI overview) are reducing clicks on search ads, making it harder to sustain ad effectiveness

## Consolidation of marketing budgets



### **Overall corporate advertising budgets are on the rise**

The need for marketing investment remains. Budgets however are shifting to more efficient channels

## Budgets shifting to PR x Short videos

**Third-party non-advertising information builds brand trust**  
**Vector provides a platform for this**

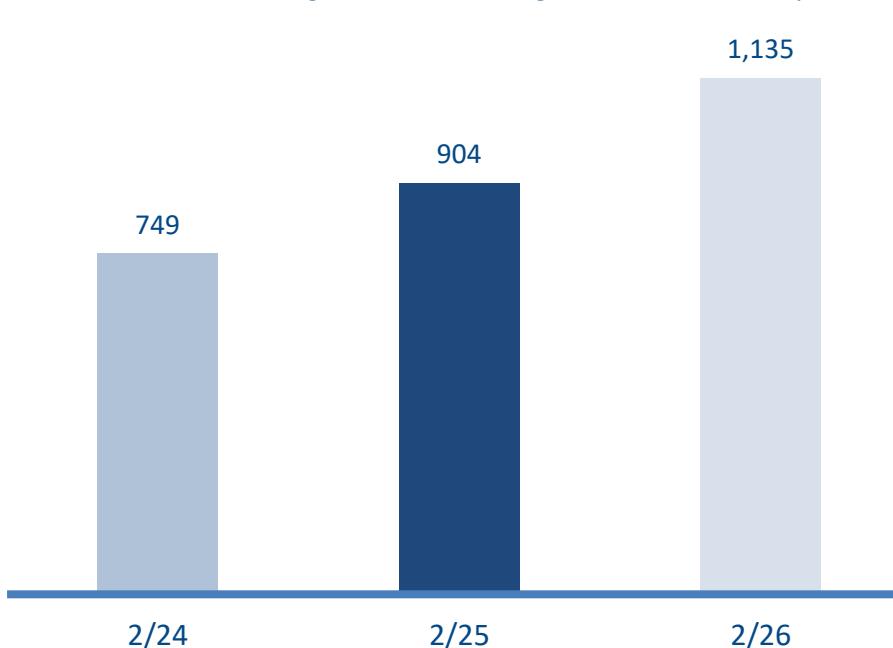
# Numerical Target for PR Retainer Agreement Acquisition

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.



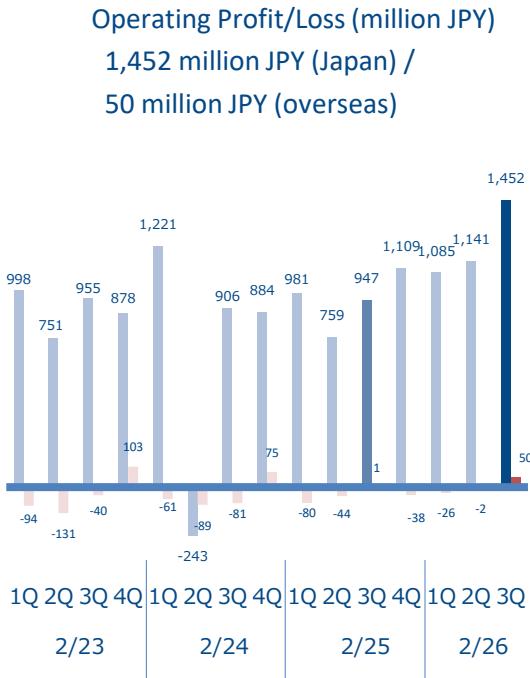
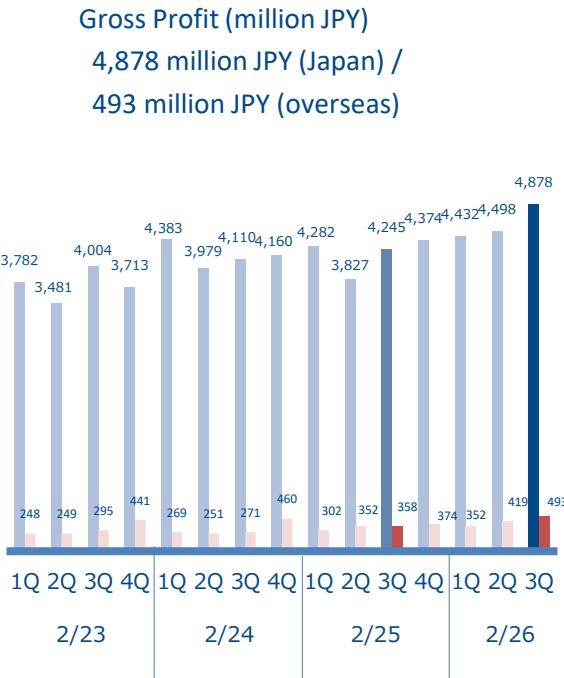
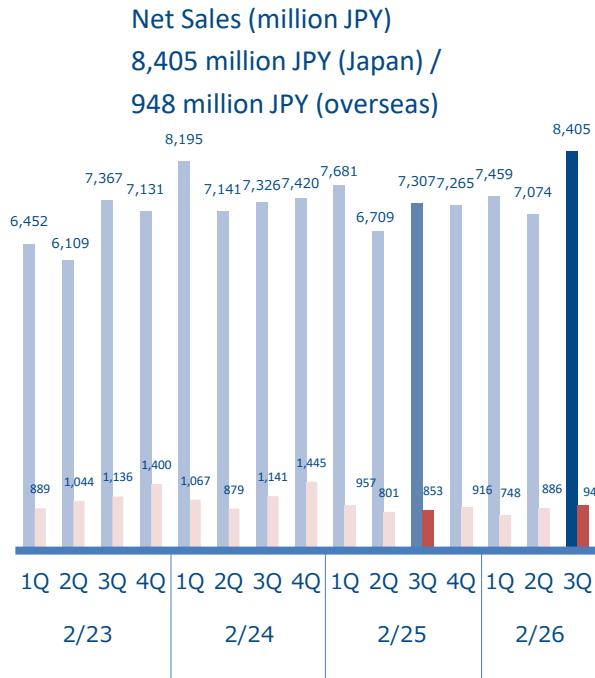
Number of retainer agreements\* (strategic PR subsidiaries only)



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

# PR and Advertising Business (By Region: Japan/Overseas)

Overseas business: **Operating profit reached a record high** for the 3Q, achieving profitability on a cumulative basis for the first nine months. The return to profitability in the Korean business contributed. From 4Q, we aim to absorb the impact of investment in the Taxi Signage business in Taiwan and achieve full-year profitability in the overseas business.



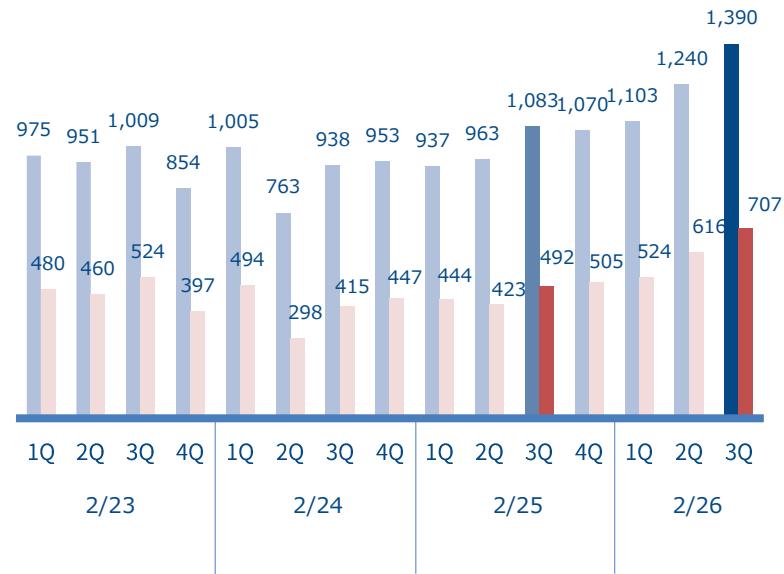
# Taxi Signage

Operating activities continued to contribute in 3Q, **both sales and gross profit reached record highs on a quarterly basis.**

From 4Q, we will continue to strengthen the earnings base by further capturing customer ad placement demand and through efforts to increase sales per customer.

Net Sales: 1,390 million JPY (128.3% YoY)

Gross Profit: 707 million JPY (143.6% YoY)



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

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

# Press Release Distribution Business

In 3Q, **all indicators reached record highs** (net sales, gross profit, operating profit, number of user companies, and press release distributions). From 4Q, we will continue to make investments to acquire user companies and promote greater usage frequency, while aiming for revenue and profit growth.

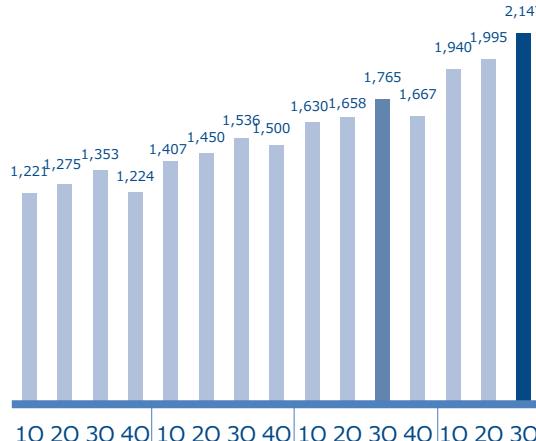
Net Sales (million JPY)

2,533 million JPY (**121.1% YoY**)



Gross Profit (million JPY)

2,147 million JPY (**121.6% YoY**)



Operating Profit (million JPY)

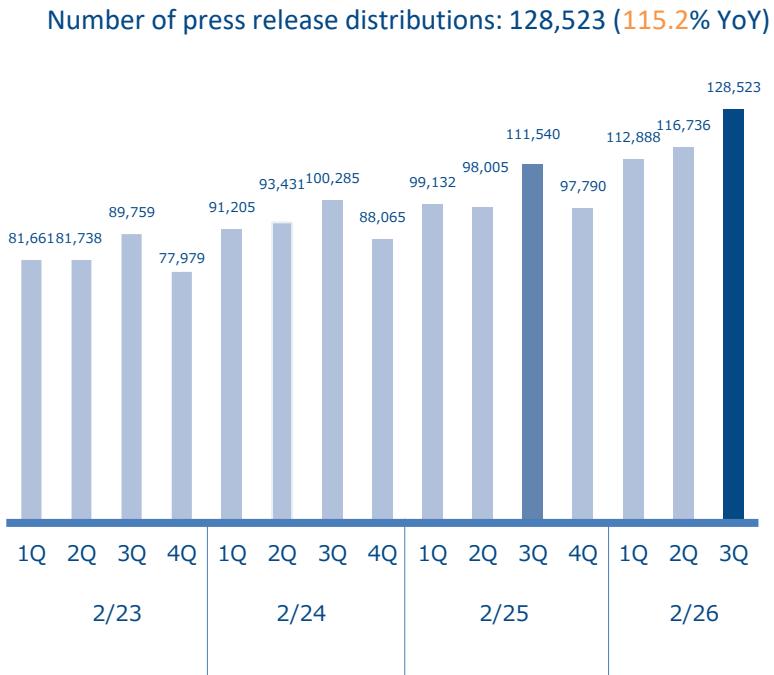
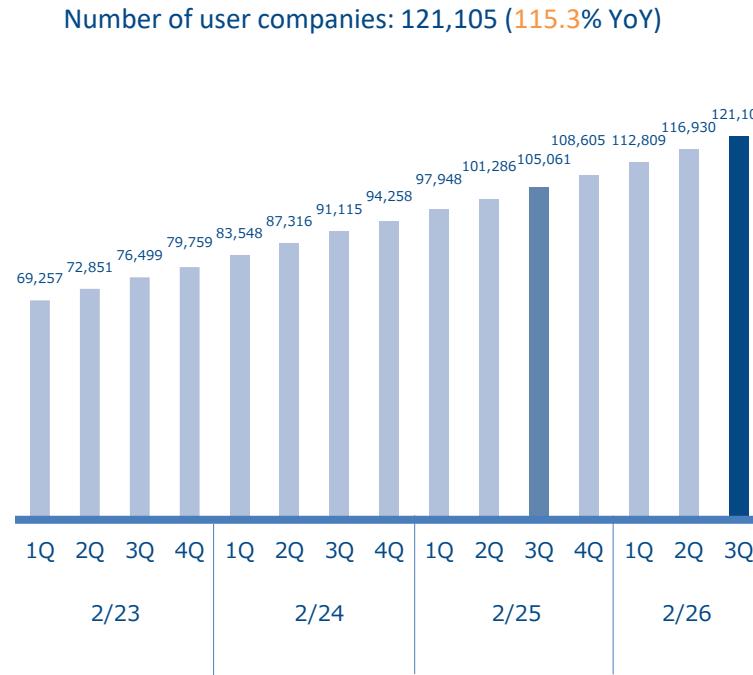
1,098 million JPY (**172.0% YoY**)



# Number of User Companies and Press Release Distributions

In 3Q FY2/26, the number of user companies and press release distributions increased sharply year on year.

From 4Q, we will look for growth in distributions by continuing to expand the number of user companies and usage frequency.



# Trend in Number of User Companies and Percentage of Listed User Companies

Japan's No. 1 press release distribution platform PR TIMES

More than 120,000 user companies, used by more than 64% of listed companies



国内シェア No.1 上場企業の 63% が利用

なぜPR TIMESが選ばれるのか?

PR TIMESは2007年にサービス開始し、わずか数年で最もプレスリリースが配信されるサービスに成長しています。

いま、企業の広報やマーケティングを取り巻く環境は大きく変化し、ますます複雑化しています。マスメディアの影響力低下、デジタルメディアの進化、スマートフォンの普及、消費者による様々なSNSの活用拡大、情報閲覧力の飛躍的向上など。このような変動的な環境変化の中、PR TIMESは、新たなマーケティングツールとして選ばれています。



ブーム後も新しい仕掛けで飽きさせない。「面白い企画」を続々と実現し、商品のロングセラー化を狙う池澤屋



素敵な情報なのに世に出せない。埋もれていた情報を表に出し、従来比2~3倍のニュースを届けるパナソニック



ケースに応じさまざま手法を工夫。質の高い情報発信で、スマートの魅力を伝える銀座コージーコーナー



ブランドを「守る」より「立める」ことを重視。次世代のファン創出を図る高級車ブランド「アストンマーティン」

Issued in more than 250 publications!

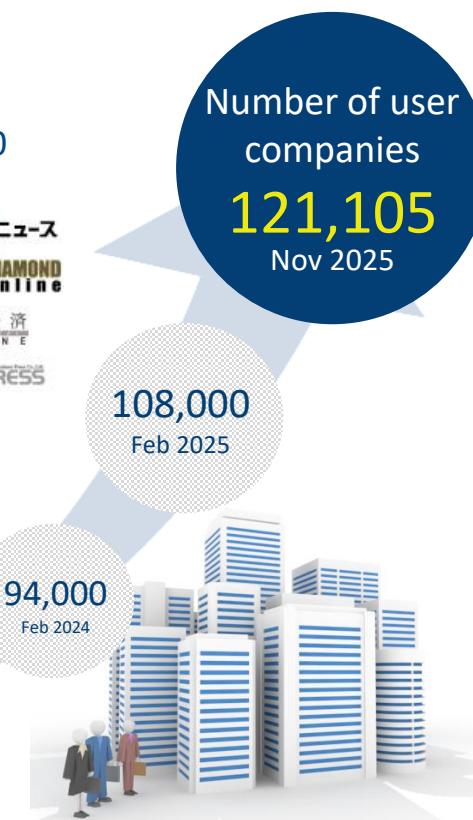


Aug 29, 2018  
Moved to 1st section, TSE

28,000  
Feb 2019

79,000  
Feb 2023

94,000  
Feb 2024



事例



# Direct Marketing Business

**Net sales and gross profit reached record quarterly highs. Vitabrid Japan achieved record monthly sales in October.**

From 4Q, we aim to achieve full-year net sales and operating profit targets by controlling advertising spend while keeping a close eye on market conditions.

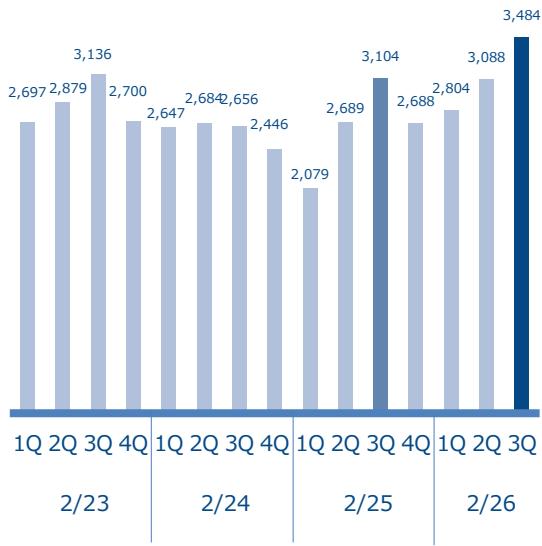
Net Sales (million JPY)

4,355 million JPY (111.4% YoY)



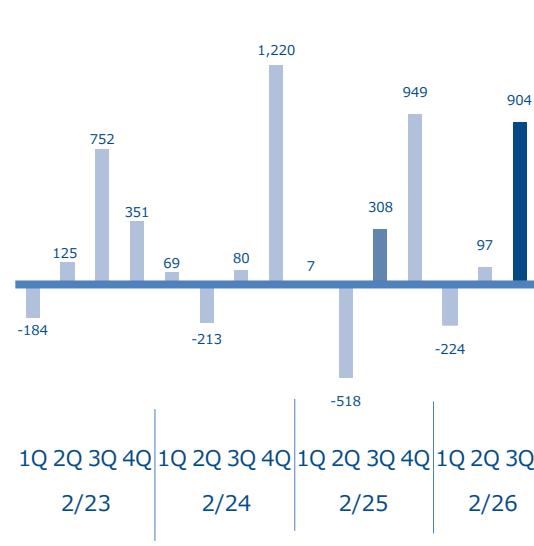
Gross Profit (million JPY)

3,484 million JPY (112.2% YoY)



Operating Profit/Loss (million JPY)

904 million JPY (293.7% YoY)



Unit sales of the Vitabrid series which features advanced technology, are growing steadily.

Revenues are from a subscription-based business model. The total number of products sold has surpassed 23 million.



Sugar and fat absorption inhibiting supplement  
Terminalia First continued to perform well  
following its launch. Cumulative sales have  
exceeded 12 million units.

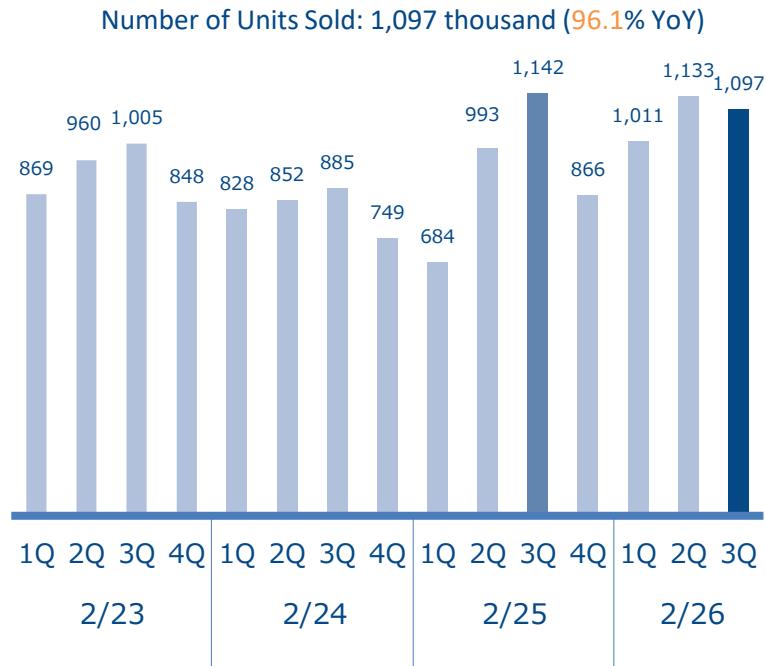
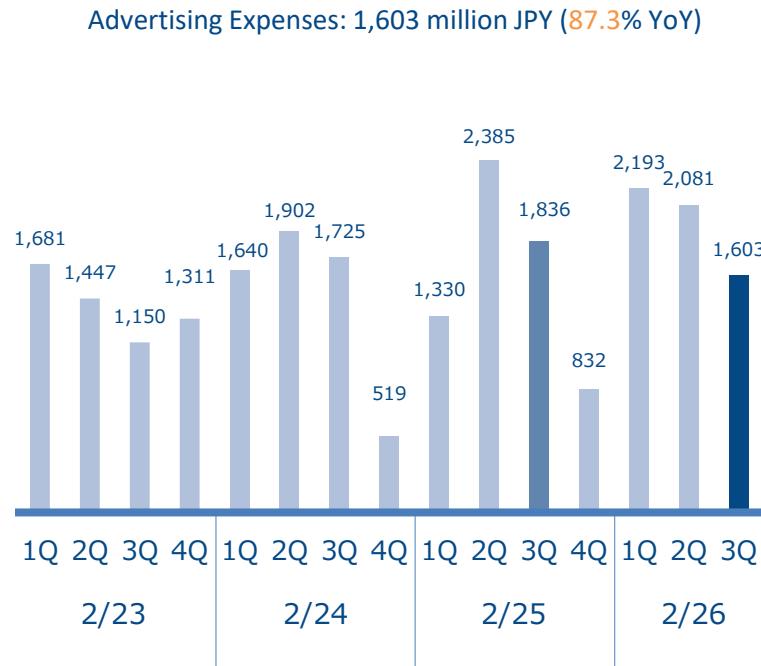


Vitabrid Daily GABA, which supports improved  
sleep quality and helps alleviate modern ailments  
such as stress and fatigue, has surpassed  
cumulative sales of 1 million units.

# Advertising Expenses and Units Sold

In 3Q, we curbed ad promotion costs but units sold were solid

In 4Q, we will continue invest in advertising to try and achieve the plan, while keeping an eye on market conditions.

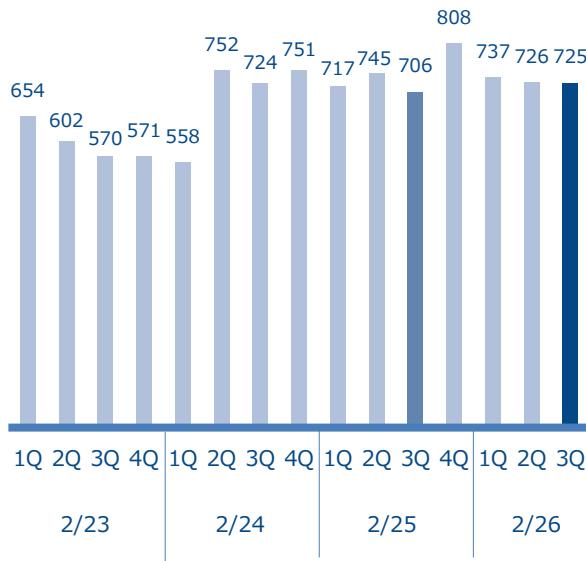


Note: Advertising expenses and units sold figures are for Vitabrid Japan only.

Operating loss narrowed compared to 2Q, driven by cost-reduction effects at Ashita-no-team and strong performance of JOBTYV recruitment events. From 4Q, we will aim to increase sales and profits by focusing on a rebound in ASHITA-TEAM sales and profits, and achieving profitability in JOBTYV.

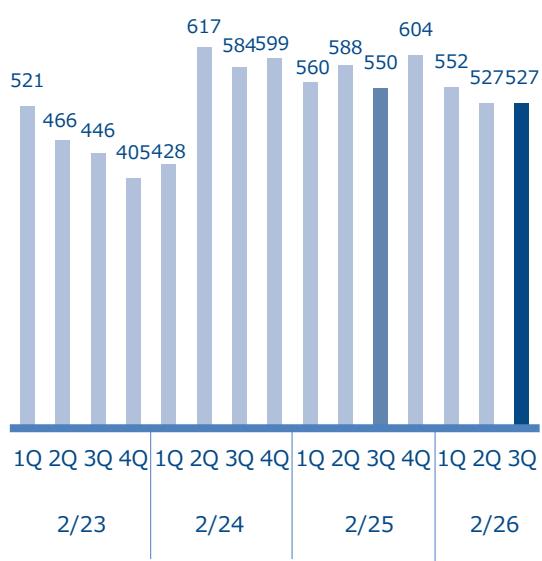
Net Sales (million JPY)

725 million JPY (102.8% YoY)



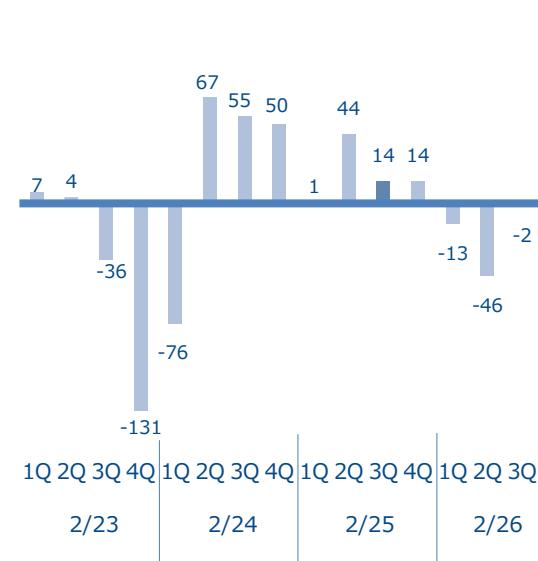
Gross Profit (million JPY)

527 million JPY (95.8% YoY)



Operating Profit/Loss (million JPY)

-2 million JPY (Down 16 million JPY YoY)

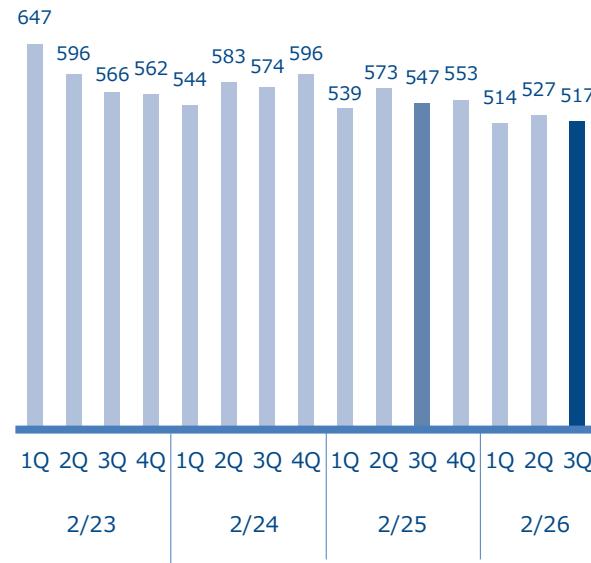


In 3Q profit increased QoQ due to cost reduction.

Continuing in 4Q, we will aim to recover sales and profits by putting newly-acquired sales on track.

Net Sales (million JPY)

517 million JPY (94.5% YoY)



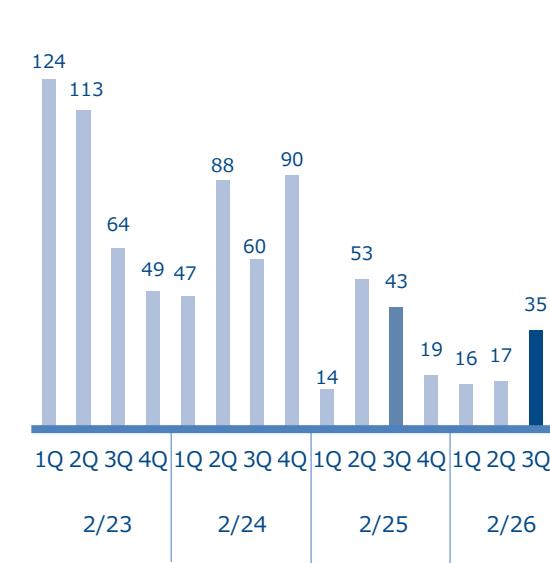
Gross Profit (million JPY)

370 million JPY (91.8% YoY)



Operating Profit (million JPY)

35 million JPY (82.0% YoY)

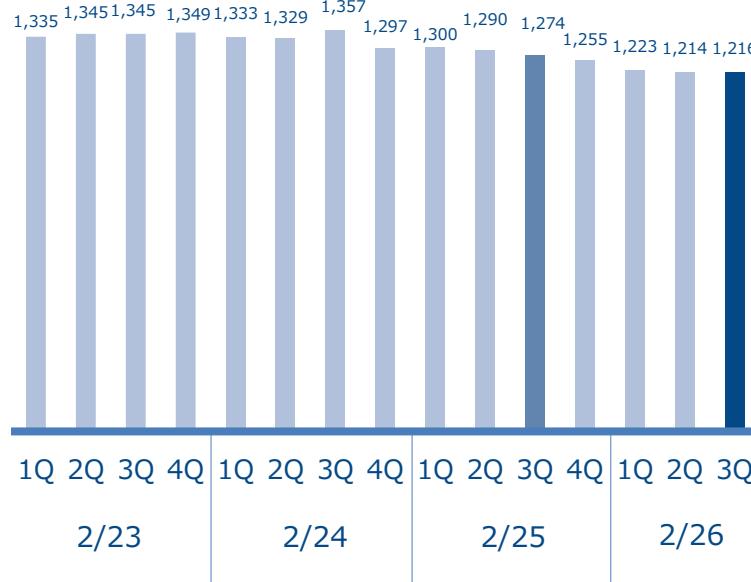


## Number of User Companies\*<sup>1</sup> and ARR\*<sup>2</sup>

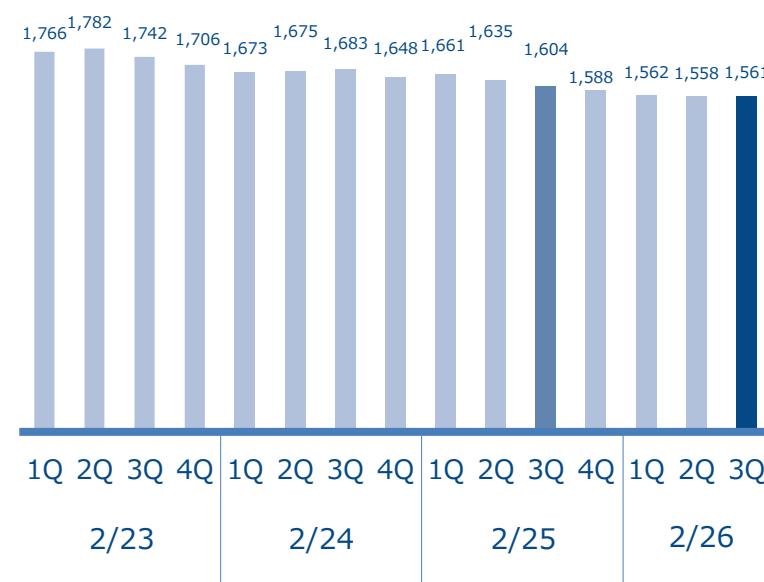
In 3Q FY2/26, although the cancellation rate recovered slightly, the new customer acquisition recovery efforts were still in progress, resulting in a YoY decline in ARR.

Continuing in 4Q, we will aim to recover the number of user companies and ARR by putting newly-acquired sales on track.

Number of user companies: 1,216 (95.4% YoY)



ARR: 1,561 million JPY (97.3% YoY)



\*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.

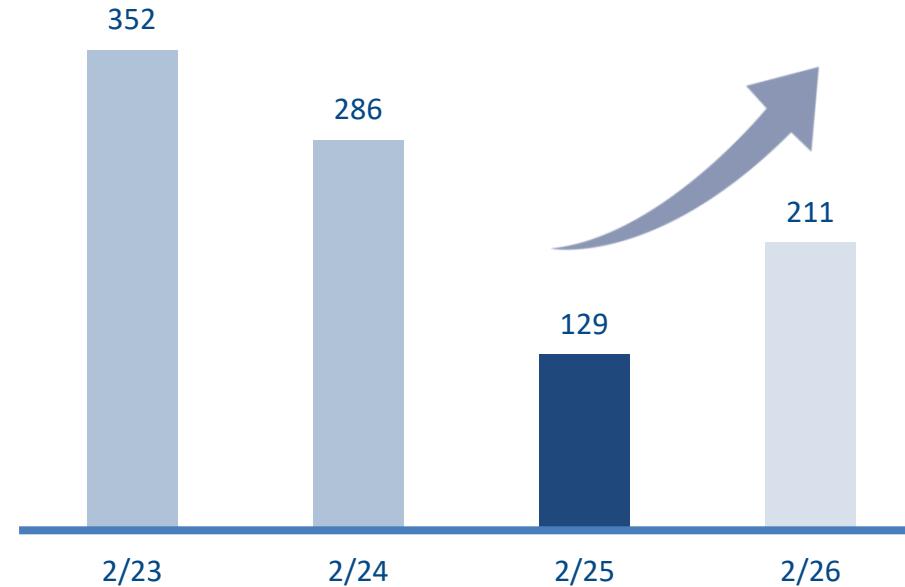
# ASHITA-TEAM Outlook

In FY2/26, 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®"



## Operating Profit (million JPY)



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

# HR Business (JOBTV)

In 3Q FY2/26, profits declined due to the performance of BUSICONET, which was affected by temporary staffing media due to the increase in demand for spare time jobs and to investment in the Clinic TV business.

From 4Q, we will strive to expand net sales by holding large events, supporting mid-career recruitment, and other activities, in addition to continuing support for new graduate recruitment.

Net Sales (million JPY)

208 million JPY (130.9% YoY)



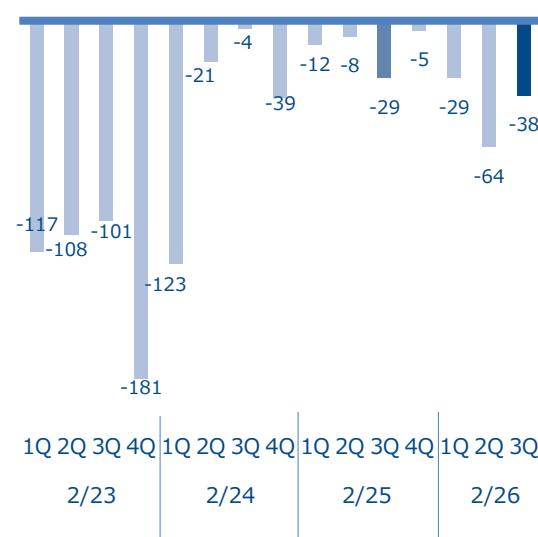
Gross Profit (million JPY)

157 million JPY (106.8% YoY)



Operating Loss (million JPY)

-38 million JPY (Down 8 million JPY YoY)



JOBTV is a service that solves issues of both job-seekers and companies.  
Speedy matching is achieved by leveraging video in the initial recruitment processes.

## Recruitment matching platform JOBTY



JOBTV is a recruitment matching platform where users can view unlimited company information videos.

Over 1,000 registered companies



### Job seekers

- 1 Netflix-like search option makes browsing job post videos a breeze!
- 2 Show off your best to employers easier with a self-introduction video!
- 3 Learn more about companies through videos without needing to go to information sessions!

## JOBTV Benefits

Over 150,000 registered university students



### Companies

- 1 Highlight why candidates should join your company with a video introducing your firm and the positions you are hiring for!
- 2 Quick and easy applicant screening through video!
- 3 Reach out to job-seekers directly with scout mails!



# 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.

## JOBTV

### New graduate support

- JOBTV New Graduates
- JOBTV New Graduates Premium

JOBTV for New Graduates launched in December 2021. There are over 1,000 registered companies and a total of over 150,000 registered students.

### Job change support

- JOBTV Job Change
- Premium HR Bank

JOBTV Job Change launched in December 2022. Leveraging our expertise cultivated in the new graduate business, we support mid-career jobseekers.

### Recruitment support

- JOBTV recruitment consulting
- JOBTV RPO

FINDAWAY's participation will provide upstream support for companies' general recruitment issues. We will build a system that will allow us to refer new graduates and job changers.

### Temporary staffing

- JOBTV temporary staffing (planned)
- Online school

We will expand the temporary staffing business which leverages our expertise in media and an online school that enables students to learn digital skills.

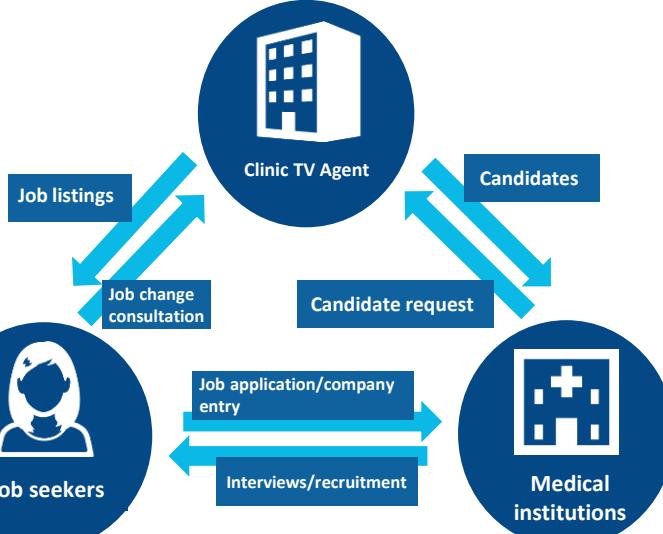
Clinic TV is a platform business that uses video to help match clinics with job seekers in the medical field and patients looking for medical facilities. HR consultants with industry expertise also provide job change agent services for medical institutions.

## クリニックTV

Dedicated video media for  
clinics



## クリニックTV エージェント

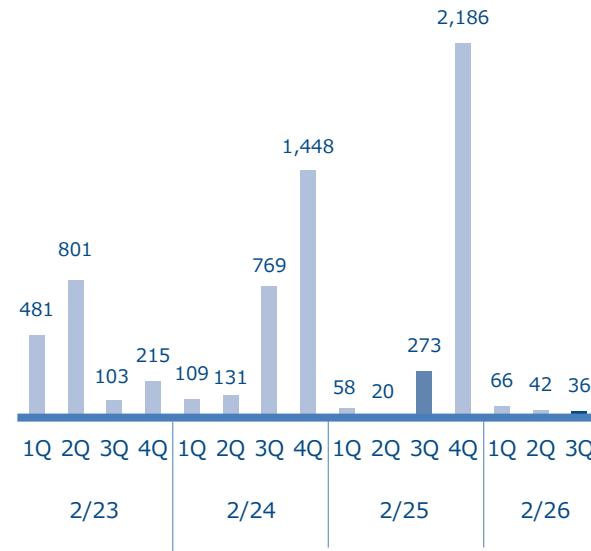


# Investment Business

In 3Q FY2/26, an operating loss was posted due to loss on valuation of securities, despite partial sale of shares held  
 Exercised greater selectivity in light of the deterioration in the startup market environment

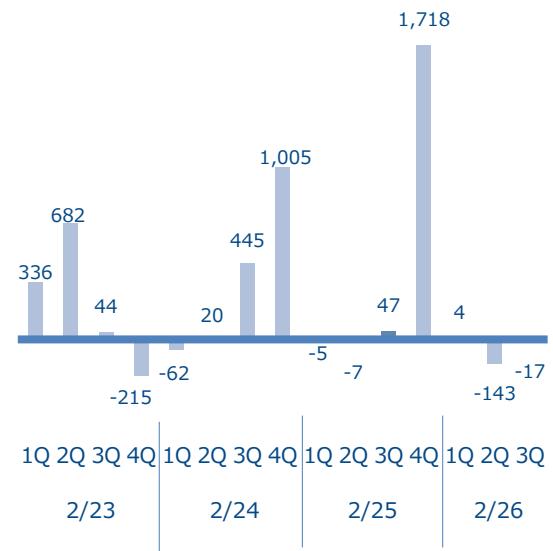
Net Sales (million JPY)

36 million JPY (13.2% YoY)



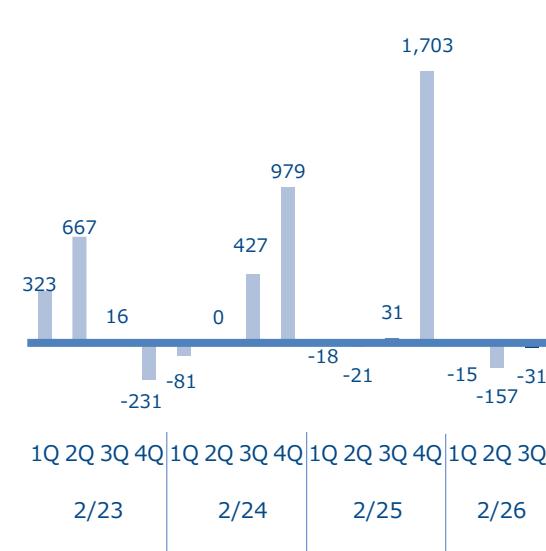
Gross Profit/Loss (million JPY)

-17 million JPY (Down 64 million JPY YoY)



Operating Profit/Loss (million JPY)

-13 million JPY (Down 62 million JPY YoY)



# Solid Track Record of Investment in Growth Fields

□ = IPO済

## IoT- Security – Technology – Bio



## AI- Big Data



## Marketing - Sales



## D2C



## Food & Beverage - Retail - Beauty - Services - Healthcare



## Fintech - Real Estate Tech



## HR-Human Resources-Education Related



## Sharing economy



## DX



## Other B2B services



## Other toC services



# Most Recent IPOs Invested In

Supporting corporate growth through capital and PR/IR (total of 33 IPOs).

Date of listing	Company name
Mar. 31, 2016	AirTrip Corp.
Nov. 18, 2016	Phil Company, Inc.
Dec. 20, 2016	Renet Japan Group, Inc.
Aug. 3, 2017	SHARINGTECHNOLOGY INC.
Dec. 12, 2017	Ikka Holdings Co., Ltd.
Dec. 13, 2017	Global Link Management Inc.
Dec. 11, 2018	PIALA INC.
Feb. 22, 2019	SHIKIGAKU. Co., Ltd.
Mar. 19, 2019	MINKABU THE INFONOID, Inc.
Jun. 21, 2019	Branding Technology Inc.
Jun. 25, 2019	infoNet inc.
Oct. 8, 2019	AI CROSS Inc.
Dec. 17, 2019	WILLS Inc.
Dec. 18, 2019	BuySell Technologies Co., Ltd.
Mar. 26, 2020	Cyber Security Cloud, Inc.
Jul. 7, 2020	TWOSTONE&Sons
Sep. 28, 2020	Headwaters Co., Ltd.

Date of listing	Company name
Dec. 18, 2020	Inbound Tech Inc.
Dec. 23, 2020	Koukandekirukun, Inc.
Jun. 29, 2021	Waqoo, Inc.
Jul. 6, 2021	BCC
Sep. 28, 2021	ROBOT PAYMENT INC.
Sep. 28, 2021	Livero Inc.
Nov. 24, 2021	Last One Mile Co., Ltd.
Mar. 28, 2022	Mental Health Technologies Co., Ltd.
Apr. 4, 2022	SecondXight Analytica, Inc.
Sep. 29, 2022	PROGRIT Inc.
Mar. 31, 2023	SYLA Technologies Co., Ltd.
Jun. 29, 2023	W TOKYO INC.
Nov. 22, 2023	VALUE CREATION Co., Ltd.
Mar. 26, 2024	HATCHWORK CO.,LTD.
Sep. 25, 2024	ROXX, Inc.
Jul. 24, 2025	Fuller, Inc.

# Consolidated Statement of Profit and Loss

(million JPY)	3Q FY2/25	3Q FY2/26	Difference	YoY Change
Net sales	42,452	46,689	+4,237	110.0%
Gross profit	27,924	31,886	+3,961	114.2%
EBITDA	4,862	8,222	+3,360	169.1%
Operating profit	4,008	7,198	+3,189	179.6%
Ordinary income	3,964	7,337	+3,372	185.1%
Profit before income taxes	3,878	7,216	+3,337	186.1%
Profit attributable to owners of parent	2,034	3,619	+1,585	177.9%

# Consolidated Balance Sheet

(million JPY)	FY2/25 End	FY2/26 3Q End	Difference	YoY Change
Total assets	42,881	49,850	+6,969	116.4%
Cash and deposits	17,125	22,279	+5,154	130.1%
Goodwill	2,976	4,358	+1,381	146.4%
Operational investment securities + investment securities	3,125	3,568	+443	114.2%
Other	19,653	19,644	-9	100.0%
 Total liabilities	 21,544	 24,503	 +2,959	 113.7%
Borrowings + bonds	10,514	12,726	+2,211	121.0%
Other	11,029	11,777	+747	106.8%
 Net assets	 21,337	 25,347	 +4,010	 118.8%

# Medium-term Profit Plan

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## Medium-term Profit Plan

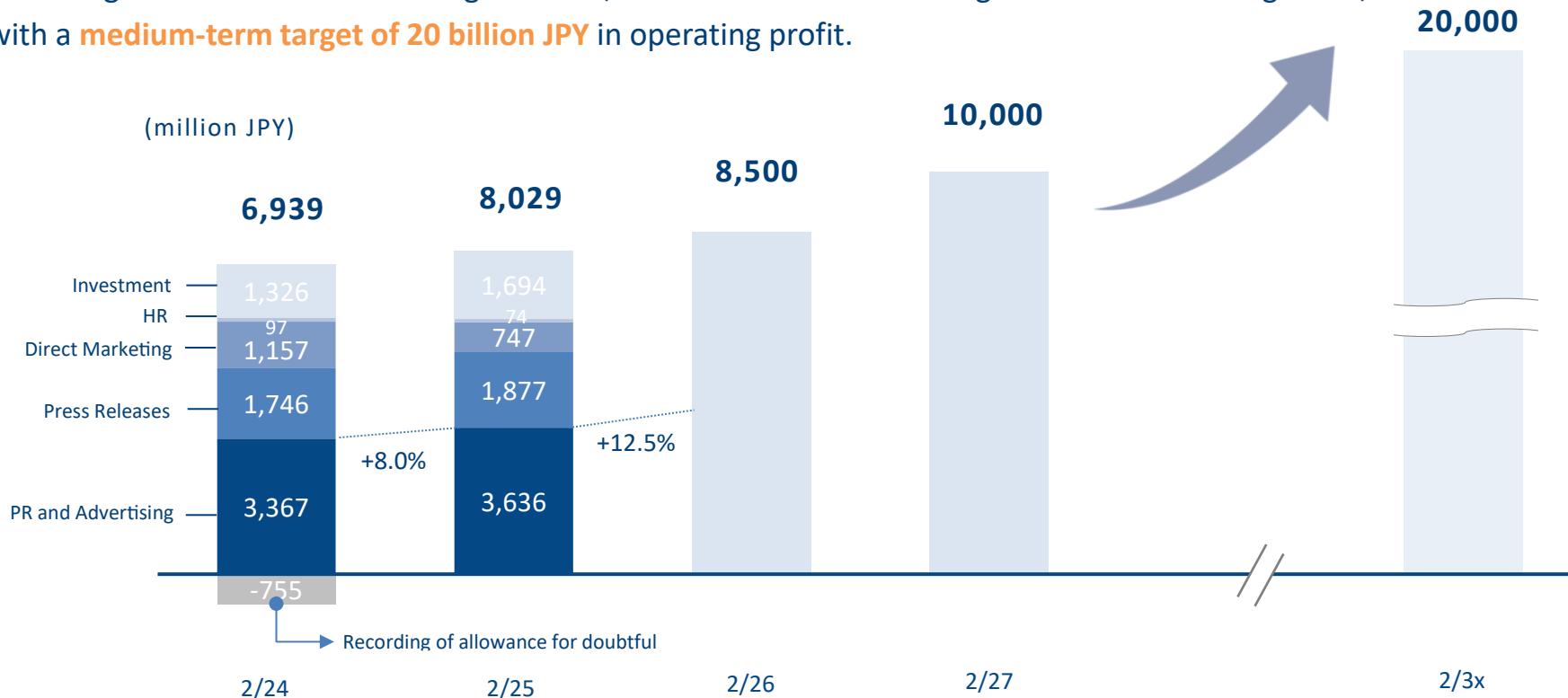
Medium-term Profit Plan (million JPY)	FY2/24 (Results)	FY2/25 (Results)	FY2/26 (Targets)	FY2/27 (Targets)
Operating Profit	6,939	8,029	8,500	10,000
(for reference) EBITDA*	7,994	9,148	9,400	10,900

- Initial operating profit plans for FY2/25 and FY2/26 are now targeted for FY2/26 and FY2/27, 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

# Medium-term Profit Plan Progress by Segment

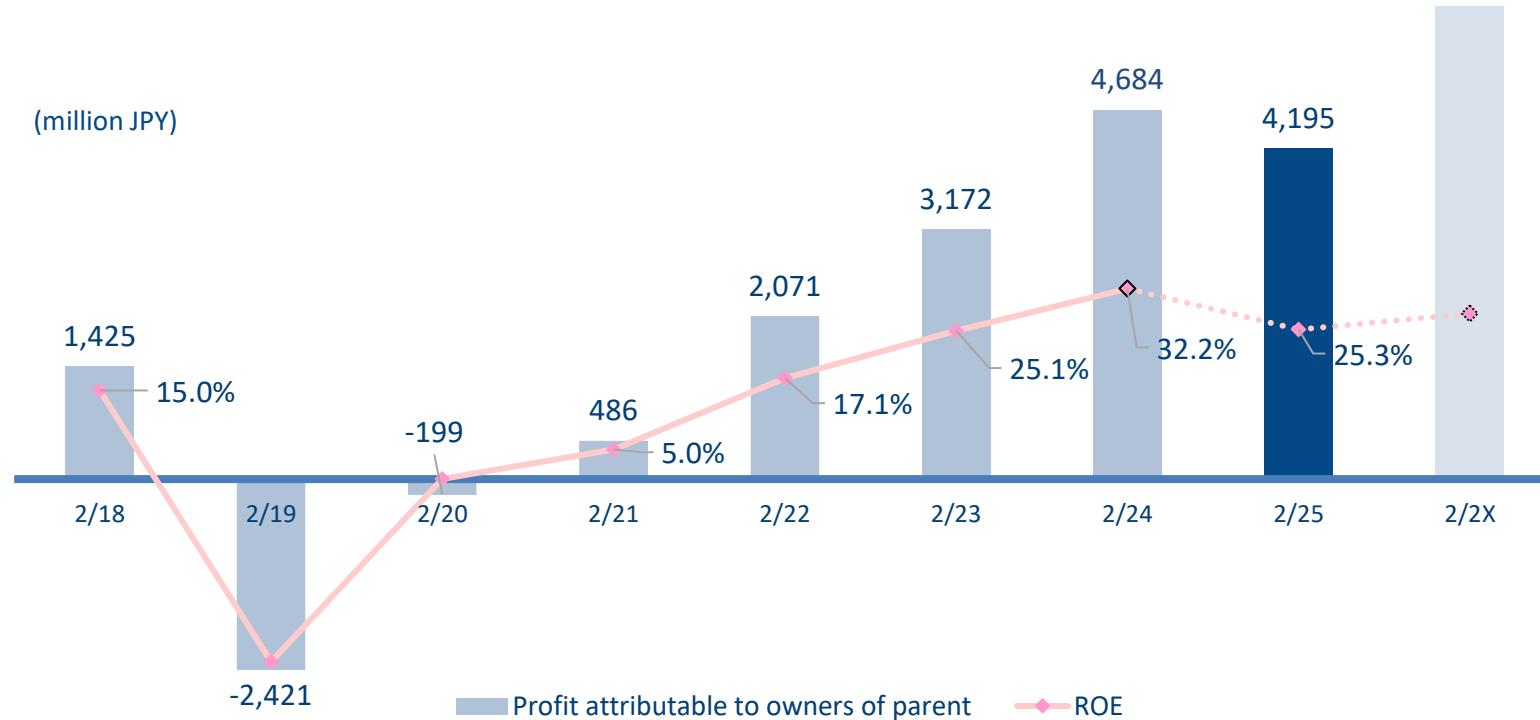
Centering on the PR and Advertising Business, we aim to achieve both organic and non-linear growth, with a **medium-term target of 20 billion JPY** in operating profit.



Note: The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 2Q FY2/25.

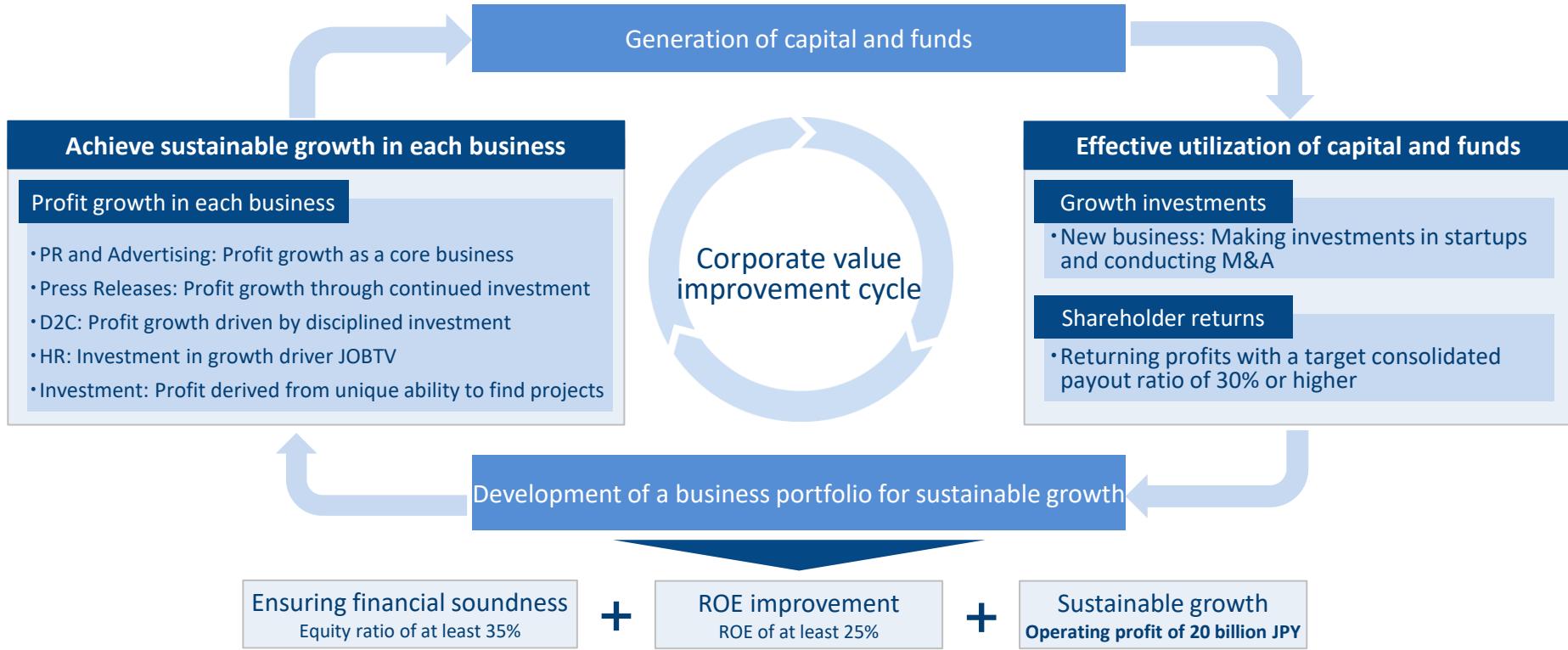
# ROE and Profit Attributable to Owners of Parent

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



# Capital Allocation

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



# Company Strategy

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Aiming to Move from No. 1 in Asia to  
No. 1 in the World in PR Industry

Further expand domains

PR market in Japan worth 150 billion JPY

Targeting an advertising market worth

7 trillion JPY

Decline in TV commercials  
Disruption of online advertising by AI  
Advertising industry also facing a  
period of transformation

New infrastructure for an industry that  
spreads the word

# Short Video

VECTOR goes all in on the Short Video market

# PR × Short Video

Leading with a Short Video makes it possible to  
spread the word **speedily** at a low cost



# Becoming a Fast Company in the Advertising Industry

Aiming to become the world's fastest and most efficient  
company in spreading the word

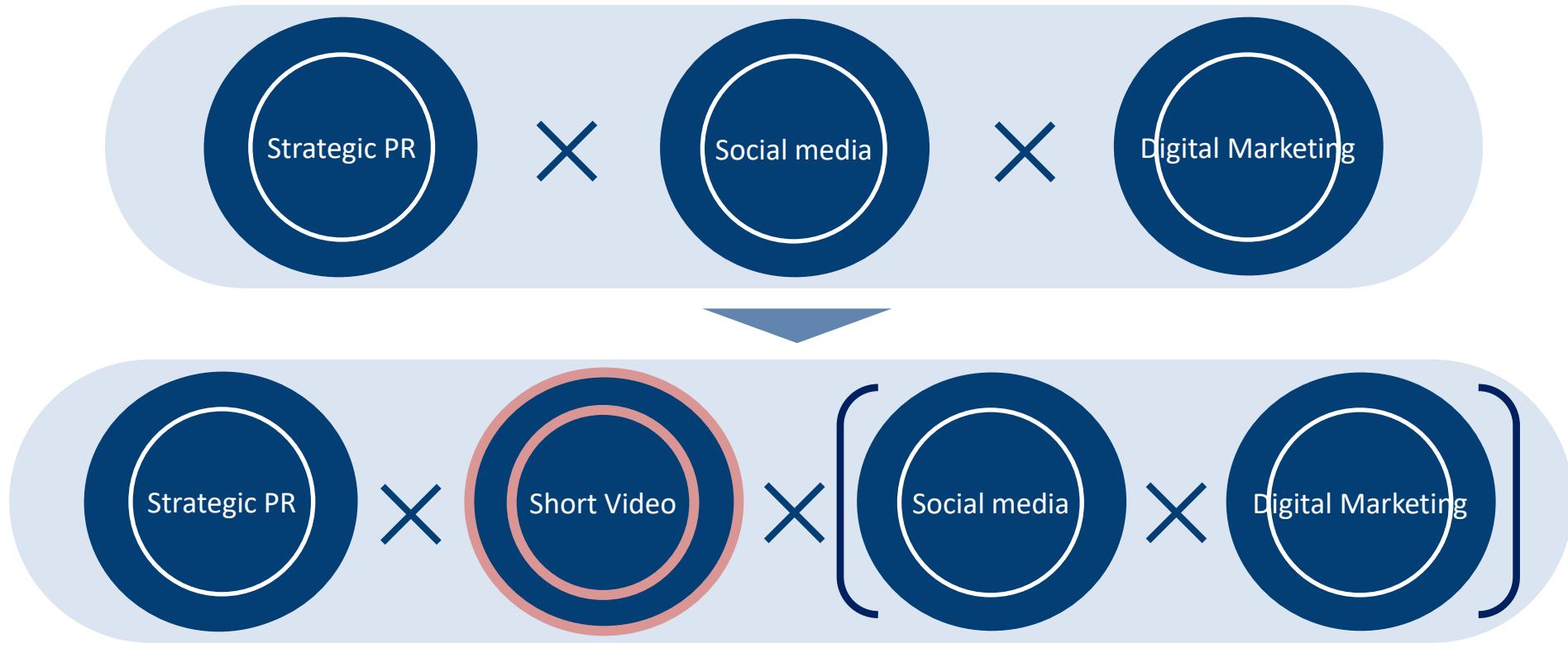
“Low Cost” “Middle Quality” “Speedy”

Revolutionizing the advertising industry like UNIQLO did in fashion,  
Nitori in furniture, and ZARA became a trend setter

## Medium-term Initiatives to Strengthen the Fast Company Concept

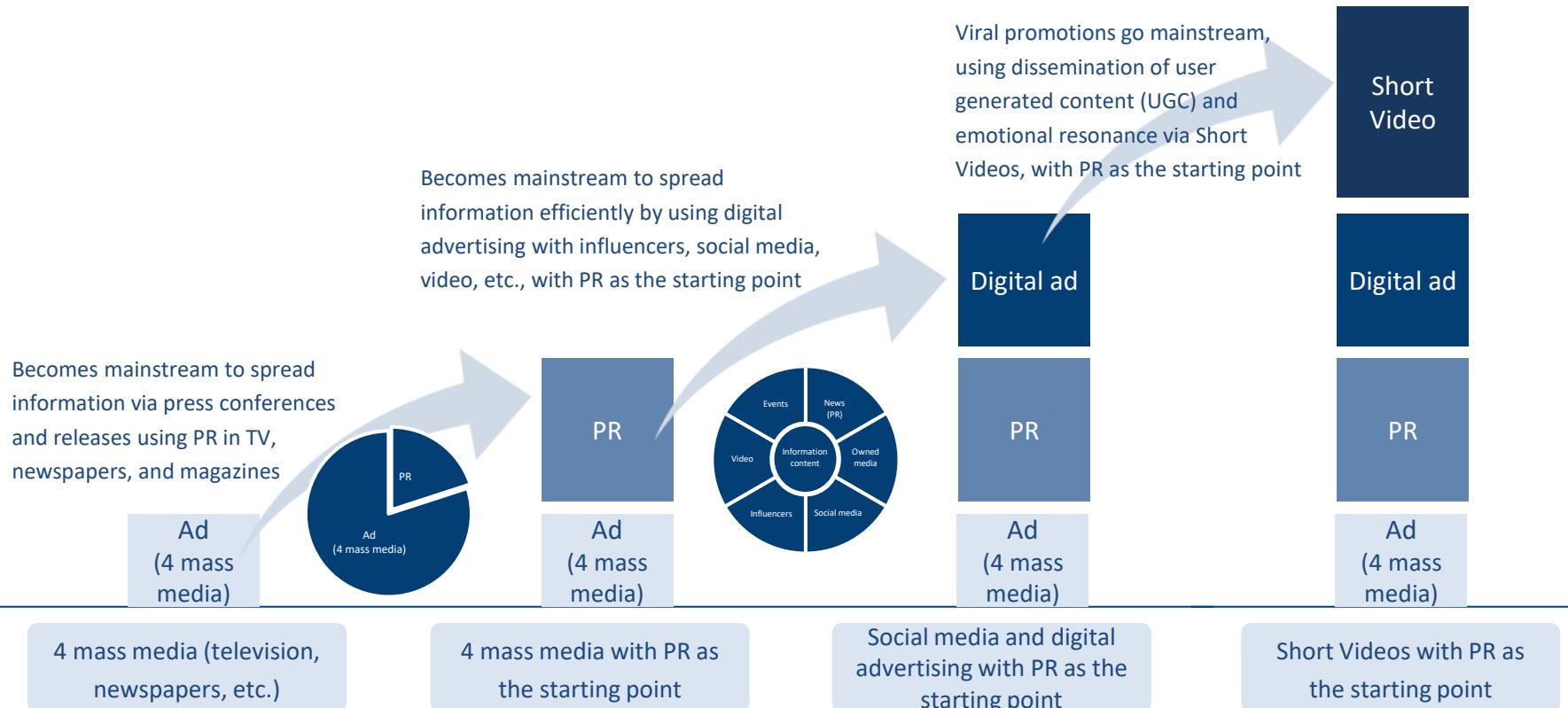
Accelerating the integration of PR, which drives consumer awareness, with digital marketing that supports their purchasing decisions

Enhancing social media and Short Video service functions, as they rapidly gain a greater share of consumers' disposable time



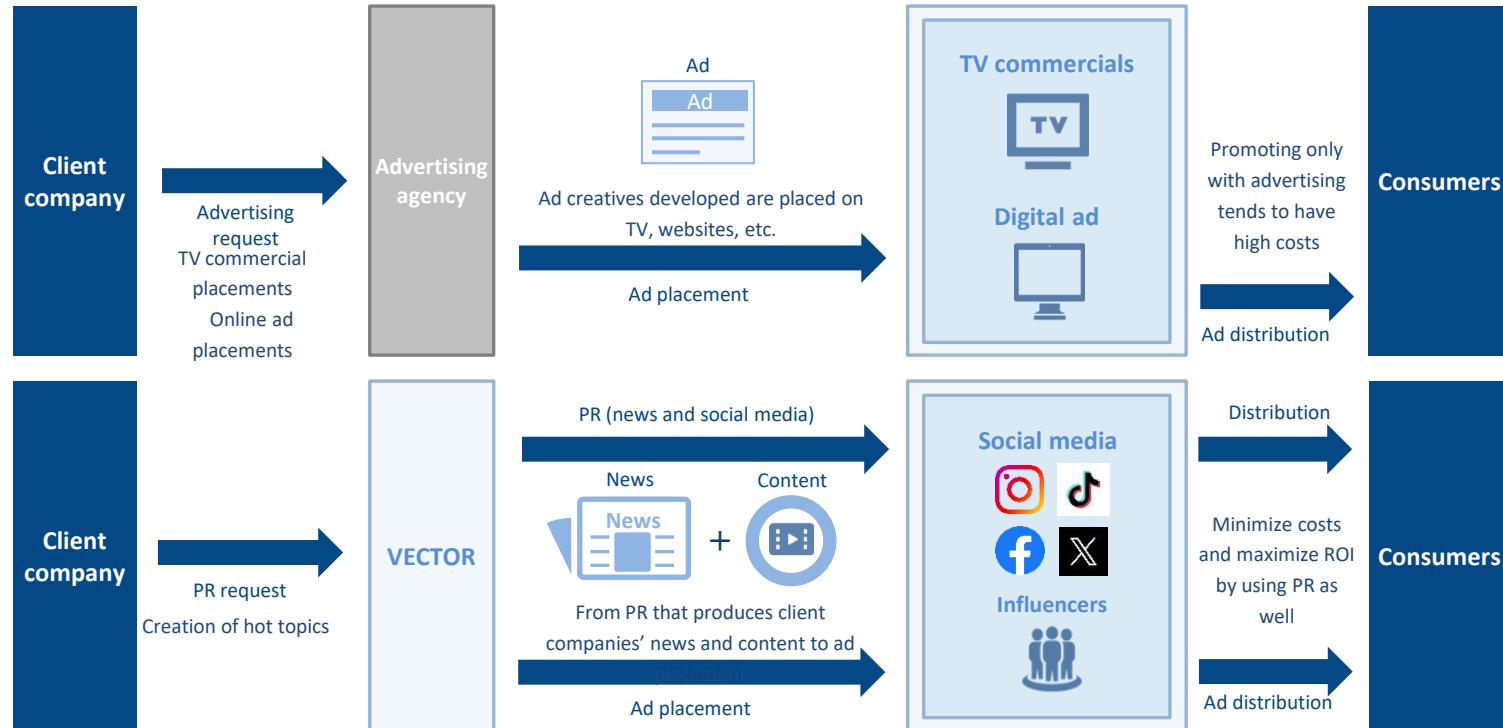
# Change in the Way to Spread the Word

## An era of rapid dissemination via Short Videos, with PR as the starting point



# Difference between VECTOR and Advertising Agencies

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



# What are Short Videos: Media

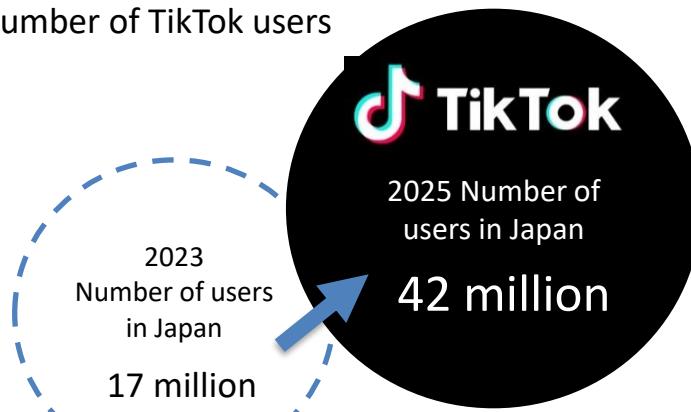
Short Videos are short vertical videos that typically run for 15 to 60 seconds  
Representative platforms include TikTok, Instagram Reels, and YouTube Shorts



▼ Short Video media



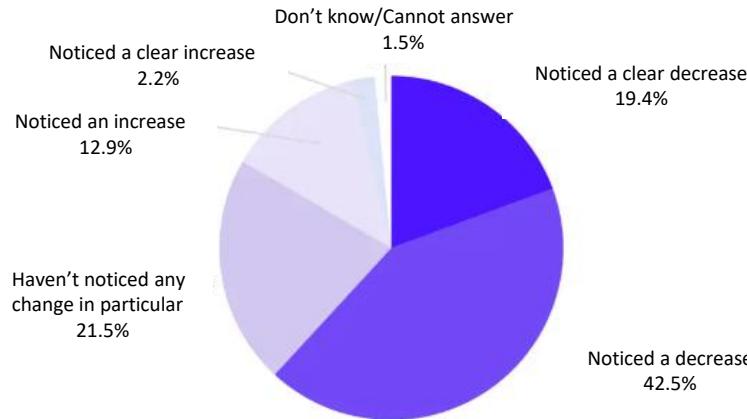
▼ Trend in number of TikTok users



## Underlying Factor 1: Threat of Disruption of Online Advertising by AIO

### Total Google searches are declining due to the impact of AI Overviews (AIO)

Q. From March 2025 onward, have you noticed a change in traffic from natural searches to your company website due to impact of AI Overviews?



Approx. 60% (61.9%) of respondents indicated a decrease

Approx. 20% (15.1%) of respondents indicated an increase

Pointed out that traffic to their websites from Google searches has decreased dramatically and the threat will grow larger with the introduction of AI Overviews.

Change in the world order and demise of Google searches brought about by AI searches.

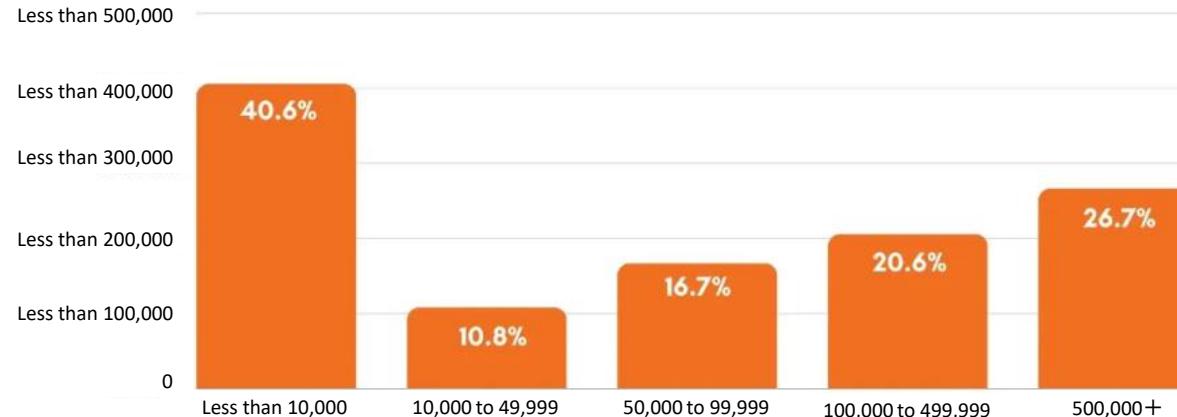
Pew Research announced results of analysis indicating that the click rate on external links in Google AI Overviews has decreased by half.

## Underlying Factor 2: Decline in famous influencer marketing

In the U.S., where the degree of influential power is no longer directly correlated to the number of followers, a performance-based compensation model tied to view counts, not payment per follower, is becoming the mainstream



Roughly how many followers did influencers whose introductions resulted in the purchase of a product have? (Single response)

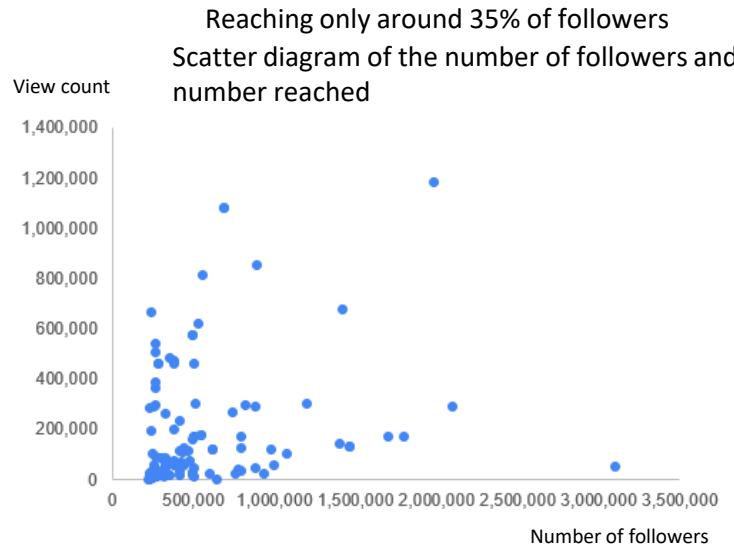


The reason for purchasing is nano-influencers with less than 10,000 followers

Source: Talent vs. Influencer, Who Has the Most Influence? Boku to Watashi and, Inc. Awareness survey on "degree of influence" targeting Gen Z and Millennials  
[https://boku-to-watashi-and.com/z-category1\\_detail/zview-article021](https://boku-to-watashi-and.com/z-category1_detail/zview-article021) (in Japanese only)

## Underlying Factor 3: Toward an Era of Nano-Influencers

While influencers only reach around 35% of followers, the view count for UGC will grow if it plays into the algorithm, regardless of the number of followers



VECTOR event-related media: TreSta



# Example: PR x Short Video agency

Developed information to generate buzz on social media from context development that highlights the appeal of Jin Den Rou

PR X Short Video measures contributed to a substantial increase in sales

## Context development

Issue: Increasing awareness and contributing to sales in Japan

There is confusion between Jin Den Rou and its competitor in the Japanese market

One of Taiwan's three most famous Xiao Long Bao dumplings

A wide variety of Xiao Long Bao dumplings /dim sum

## Information development

Created "Dim Sum twin tower" content from social media trends



## PR X Short Video



[https://www.tiktok.com/@koji\\_gourmet/video/419228049616538898](https://www.tiktok.com/@koji_gourmet/video/419228049616538898)



<https://www.tiktok.com/@greenmascot/video/419262259358207250>



<https://www.tiktok.com/@tokyopresso.jp/video/7419245458071047432>

We will expand collaboration with top social media creators and develop social media-like content in addition to tie-ups.

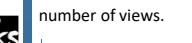
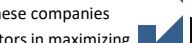
gracemode

Other M&A planned



## Short Video marketing measures

Dissemination

Operation of / Interviews with Short Video neutral media	Subscription-based influencer casting	Third-party streaming by brand influencers	Operation of in-house social media accounts	Pay-per-view platform	Short Video ad production	TikTok Commerce support	Reach guarantee or clip dissemination packages
<p>Operation of neutral media for Short Videos promoting client products. Firmly established Japan's largest Short Video media network.</p>  	<p>Operation of a subscription-based creator casting platform. Also partnering with HERO'ZZ, a school for social media skills.</p> <p>Platform</p>  	<p>Operation of neutral media for Short Videos promoting client products. Firmly established Japan's largest Short Video media network.</p> 	<p>With the rise of TikTok and Instagram reels, more companies are starting to manage their own social media. Our unique expertise and production support ensure highly reproducible management.</p> 	<p>The world has moved on from the traditional, follower-oriented casting era. To address the new, content-driven era, we have launched an advertising ordering system that charges by the number of views.</p> 	<p>Creative production utilizes Short Video trends and works backward from the latest acquisition data.</p> <p>Ad retargeting</p> 	<p>Concluded exclusive contract with one of the largest affiliate platforms in China, Redu. This enables VECTOR to leverage Redu's extensive expertise to provide comprehensive support for Japanese companies and creators in maximizing their use of TikTok Shop.</p>  	<p>Provision of services that complement the dissemination of created content. "First Brand Recall-kun" guarantees reach. "Clip Squad" is a team that clips and disseminates video.</p>  <p>Clip Squad</p>

+ additional initiatives



Powerful algorithms



is the **No. 1 affiliate provider certified by the Chinese version of TikTok Shop\***.

The company boasts the largest gross merchandise value (GMV) of any affiliate platform provider.



Registered manufacturers

400k+

Products handled

1.5m+

Key opinion leaders (KOLs)

800k+

Items ordered per day

2.8m

Buyers per day

30k

\*“Chinese version of TikTok Shop” is a colloquial expression and more accurately refers to China’s Douyin E-Commerce.



Short Video platform TikTok announced the Japan market launch on June 30.

live commerce Inc. launched activities as a subsidiary specializing in providing comprehensive support services for the in-app shopping functionality TikTok Shop



## Three key strategies

- Entry of 400,000 Chinese manufacturers to the Japanese market
- Introduce cutting-edge expertise (SaaS) for TikTok Commerce
- Provide Chinese cutting-edge technology to Japanese brands

### Store operation support business

#### ■ Manufacturer store operation agency

- Product to customer management
  - Sales strategy planning
  - Sales promotion planning
  - KPI management
  - Competitive analysis

### Creator support business

#### ■ Creator support

- Creator and KOL management support
- Casting
- Matching assignment

### Marketing support business

#### ■ Specialty stores

- Test marketing plan provision
- 
- #### ■ Marketing agency
- Live commerce agency
  - Affiliate matching
  - Short Video production

### Cross-border business

#### ■ Cross-border specialty store operation

- Chinese manufacturer product provision plan
- Test marketing plan provision

#### ■ Support for entry to Japan

- Company registration support
- Sales channel development support

### Solution business

#### ■ Sales support solutions

Plans are being formed to develop affiliate matching and data analysis solutions.  
Note: Via collaboration with partners

Domains for service provision from establishment

Domains for future development

### Even in M&A, we are focusing on PR x Short Videos

M&A Targets	Focus on areas that contribute to expanding the Group's PR x Short Video initiatives and creating synergies
Valuation	Implement M&A with a target EV/EBITDA ratio of 5-7x
Investment Policy	Avoid large projects and focus on small and medium-sized projects

# M&A achievements (stock acquisition)

Gracemode Inc., which specializes in media and social media management in the beauty and cosmetics fields, became a consolidated subsidiary on April 30, 2025.

Playing a part in PR x Short Video initiatives, it will further **create synergies** with each company in the Vector Group.

## Overview of acquired company

Company Name	gracemode gracemode Inc.
Business Description	Social media account management specializing in the beauty and cosmetics fields
Acquisition Price	1,490 million JPY
Acquisition Date	April 30, 2025

## Business Description

### Media Management

Management of in-house developed social media

Operates "EMME," a social media platform specializing in beauty and cosmetics for women, with a total of 1.8 million followers, mainly on Instagram and TikTok. The average engagement rate for the media is over 2.5%.

Total  
followers:  
1.8mn

Monthly  
views:  
150 mn

### Social Media Marketing Support

Social Media Account Management

Using the knowledge gained from beauty media operations, provides support for brand social media marketing projects, from Instagram/TikTok account strategies to content planning.

Rapid growth of customer support performance

Expand business to include advertising management

# M&A achievements (stock acquisition)

Storicity, Inc., which specializes in travel media and social media management, became a consolidated subsidiary on April 30, 2025  
In future we expect to further **create synergies** with Vectorcom Inc.

## Overview of acquired company

Company Name	 Storicity, Inc.
Business Description	Travel content production and media management
Acquisition Price	758 million KRW (c.75 million JPY)
Acquisition Date	April 30, 2025

## Business Description

<b>Travel content production and media management</b> Own-Account Social Media Operation	Operates Korea's largest travel content account with a total of 4.2 million followers, mainly on Instagram, TikTok, and YouTube, and also produces content in-house.	<b>Influencer management</b> Exclusive/Collaborating Influencers
Total followers: 4.2mn	Annual views: 800 mn	Total 200 influencers Total followers: 40mn

# M&A achievements (business acquisition and joint venture establishment)

We established Top Creators Inc. and acquired the gourmet media channel "Connect Tokyo Gourmet" Playing a part in PR x Short video initiatives, we will further **create synergies** with each company in the Vector Group.

## Overview of acquired business

Media Name	 Connect Tokyo Gourmet
Business Description	A social media channel specializing in the gourmet field
Acquisition Price	50 million JPY
Acquisition Date	October 1, 2025

## Business Description

### Media Operation

#### Social Media Account Operation

Operates "Connect Tokyo Gourmet," a gourmet-focused media outlet with over 350,000 followers, mainly on Instagram and TikTok, which has an established reputation for attracting customers to restaurants.

Followers:  
350,000

Monthly hits:  
Over 30 million

connect\_tokyodate



日本No.1のグルメ情報をお届けしたい!  
■ 20代でIPOを目指す起業家が、ランチや会食、カフェ巡りの中で出会った“最高のお店”を紹介。  
■ 高級エリアを多めにグルメ発信  
■ 月に3000万人が見るメディア  
“何かに挑戦してる君が1番かっこいい”  
PRのご依頼は、DMまで

[connect-tokyo-web.com](http://connect-tokyo-web.com)

connect\_tokyodate

## Automating the production phase and reducing costs



### **Video script generation**

By inputting customer requests, target demographics, and promotional objectives, AI automatically generates video scripts with a high conversion rate. Based on past success data, it optimizes the structure, message, and length.



### **Video Generation (AvaMo)**

Based on the generated script, a fictitious "AI talent" will complete the video with natural facial expressions and voice. This eliminates the need for filming, studio arrangements, and talent fees, bringing production costs close to zero.



### **Press release script generation**

AI, which has learned from Vector's many years of know-how, generates headlines that are likely to catch reporters' attention and drafts that are media-friendly, significantly reducing the workload of public relations staff.

## Diffusion and optimization strategies



### **Cutout video generation**

AI automatically selects and edits highlight scenes from long video content in a format that is popular on social media (Tiktok, etc.). It supports multiple channels.



### **AIO (AI Search Optimization)**

In response to a market where search results are replaced by AI-generated summaries (AI Overview, etc.). AI learns information from your company's website and PR articles, and optimizes it for recommended AI answers.



The purpose of this document is to provide information on our financial results and does not constitute an offer to sell or solicitation of an offer to purchase any investment security issued by VECTOR. The information and outlook contained in this document have been compiled on the basis of the latest information available at the time of preparation and includes the opinion of management. VECTOR therefore provides no guarantee as to the accuracy of this information and advises that actual performance and results may differ from forward-looking statements due to various factors.