

VECTOR INC.

## Financial Results - 1Q FY '26



July 15, 2025

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# Quarterly Results

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## Consolidated Performance Summary

Net Sales

14,800 million JPY  
(106.7% YoY)

Gross Profit

10,050 million JPY  
(113.9% YoY)

EBITDA\*

2,000 million JPY  
(121.1% YoY)

Operating Profit

1,680 million JPY  
(122.9% YoY)

Ordinary Income

1,690 million JPY  
(121.8% YoY)

Profit  
Attributable to  
Owners of Parent

760 million JPY  
(139.6% YoY)

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

## Overview of Results for 1Q FY '26

	Net Sales	Operating Profit	Business Overview for 1Q FY '26
Consolidated Performance	14,800 million JPY (106.7% YoY)	1,680 million JPY (122.9% YoY)	<ul style="list-style-type: none"><li>Sales increased, driven by Vitabrid Japan and press release distribution</li><li><b>Profits significantly increased</b>, driven by recovery in South Korea and NewsTV, where revitalization efforts were made in the previous fiscal year, as well as press release distribution</li></ul>
PR and Advertising	8,200 million JPY (95.0% YoY)	1,050 million JPY (117.6% YoY)	<ul style="list-style-type: none"><li>Sales decreased due to continuing impact of an increase in self-contained social media management projects that do not involve sales of other companies' products from the previous fiscal year and withdrawal from Hong Kong</li><li>Profits increased due to the turnaround of businesses where revitalizing measures were taken in the previous fiscal year, such as NewsTV and South Korea, and the strong performance of the taxi signage business</li></ul>
Press Releases (PR TIMES)	2,300 million JPY (119.7% YoY)	880 million JPY (182.3% YoY)	<ul style="list-style-type: none"><li><b>Achieved record-high quarterly net sales and operating profit</b></li><li>Number of user companies surpassed 112,000</li></ul>

# Overview of Results for 1Q FY '26

## Direct Marketing

Net Sales

3,540 million JPY  
(136.7% YoY)

Operating Profit

(220) million JPY  
(Down 230 million JPY YoY)

## Business Overview for 1Q FY '26

- Sales increased significantly due to Vitabrid Japan's successful investments in advertising and sales promotion
- Operating profit declined due to stepping up investment in advertising and sales promotion expenses while monitoring advertising efficiency

## HR

730 million JPY  
(102.9% YoY)

(10) million JPY  
(Down 10 million JPY YoY)

- Sales increased due to factors such as JOBTV growth
- Profits slightly declined due to lower profit at BUSICONET, which operates temporary staffing media, where demand is flowing toward spare time jobs

## Investment

60 million JPY  
(112.4% YoY)

(10) million JPY  
(Up 0 million JPY YoY)

- Sales increased from partial sale of held shares
- Continued to invest aggressively in promising startups

## Progress toward Full-Year Financial Forecasts

Full-Year Financial Forecast for FY '26 (million JPY)	FY '26 (Targets)	FY '26 1Q-end	Progress	FY '26 1H Target	FY '26 2H Target
Net Sales	63,000	14,802	23.5%	30,400	32,600
Operating Profit	8,500	1,689	19.9%	2,105	6,395
Ordinary Income	8,300	1,698	20.5%	2,005	6,295
Profit attributable to owners of parent	5,000	767	15.3%	648	4,352

- In 1Q FY2026, profits in all segments exceeded the profit plan, and profits are progressing well against the 1H and full-year plan

## Progress toward Profit Plan by Segment

	Profit Plan by Segment (million JPY)	FY '26 (Targets)	FY '26 1Q-end	Progress
Operating Profit	Consolidated	8,500	1,689	19.9%
	PR and Advertising	4,090	1,059	25.9%
	Press Releases	3,149	883	28.1%
	Direct Marketing	1,000	(224)	—
	HR	261	(13)	—
	Investment	0	(15)	—

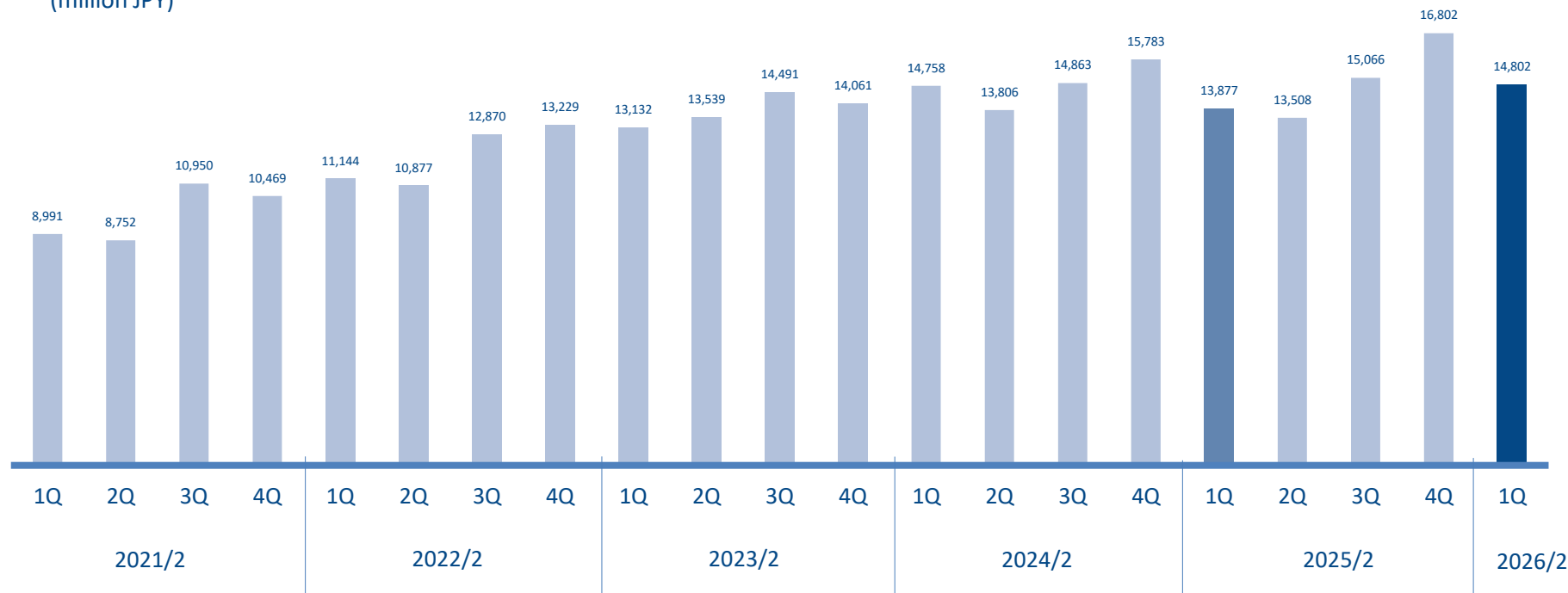
- The mainstay PR and Advertising Business overall and Press Releases Business have made a good start and are expected to continue to drive performance
- The Direct Marketing Business also got off to a good start with investments in advertising and sales promotion as planned
- HR and Investment are also performing mostly as planned



# Consolidated Net Sales

Consolidated net sales for 1Q FY2026 came in at **14,802** million JPY (**106.7%** YoY).

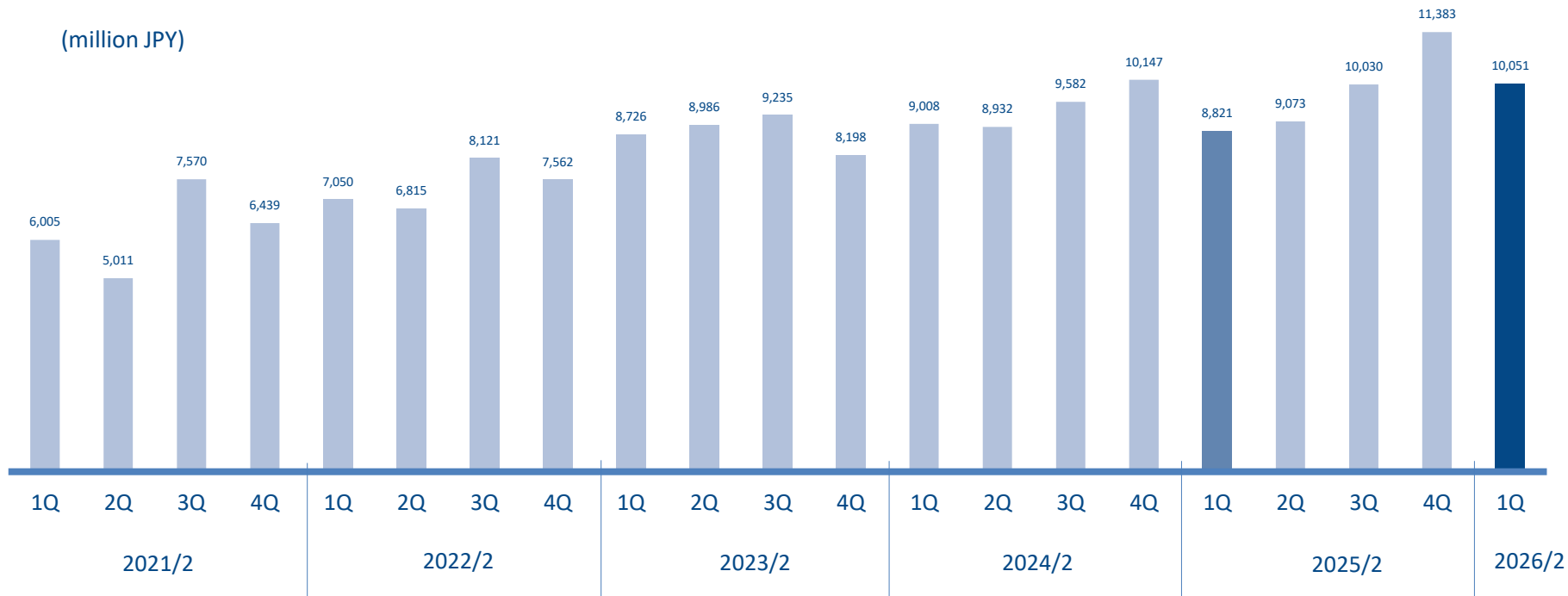
(million JPY)



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

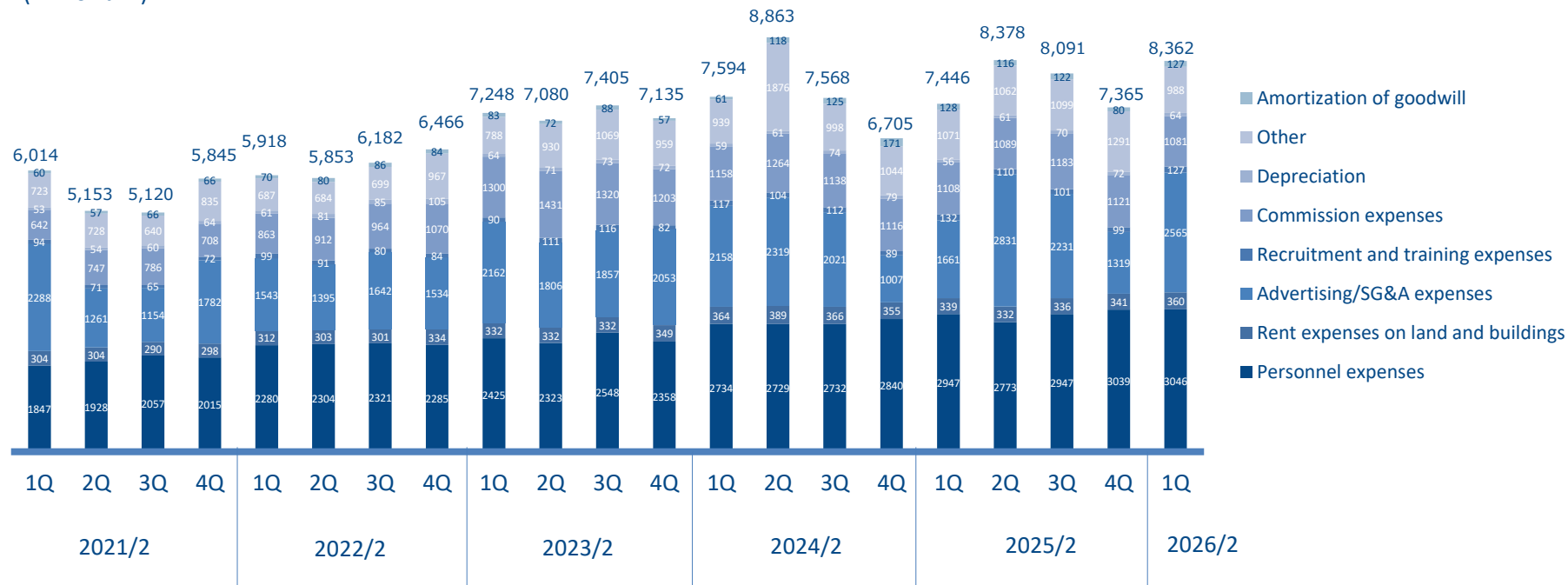
## Consolidated Gross Profit

Consolidated gross profit for 1Q FY2026 came in at **10,051** million JPY (**113.9%** YoY).



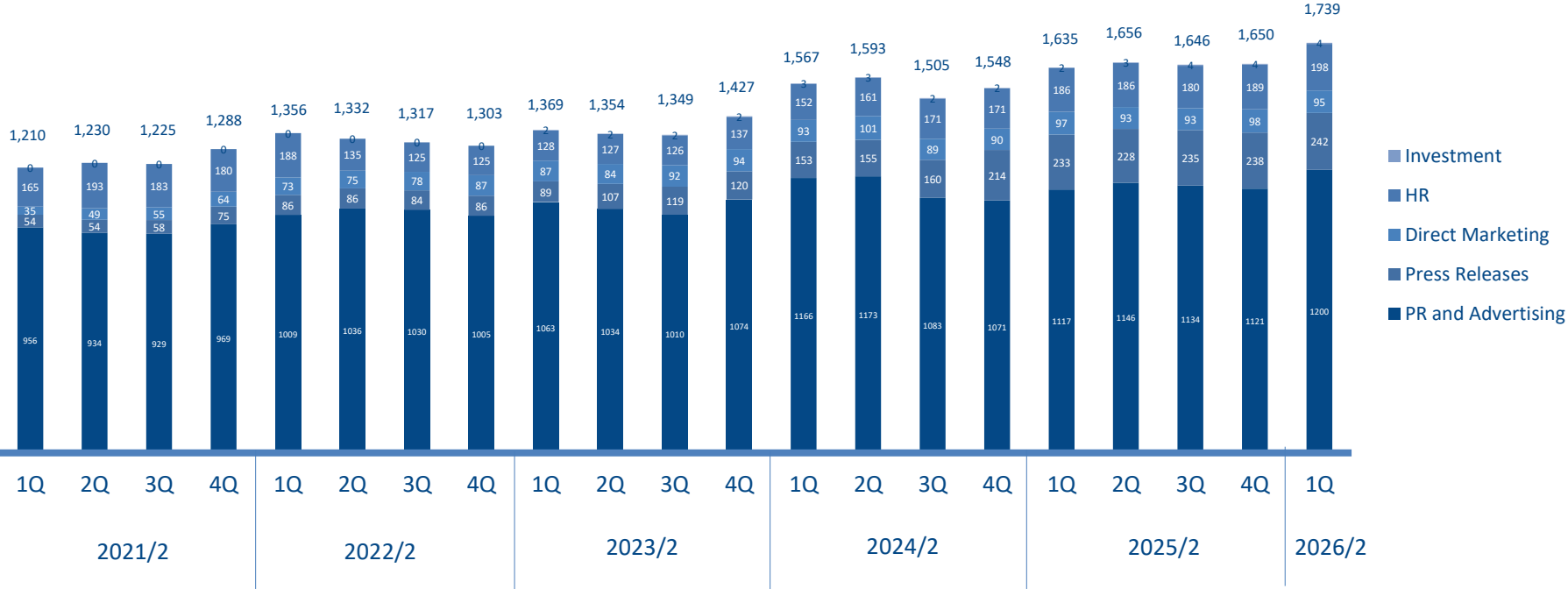
SG&A for 1Q FY2026 amounted to **8,362** million JPY (**112.3%** YoY) due to an increase in advertising/promotion expenses.

(million JPY)



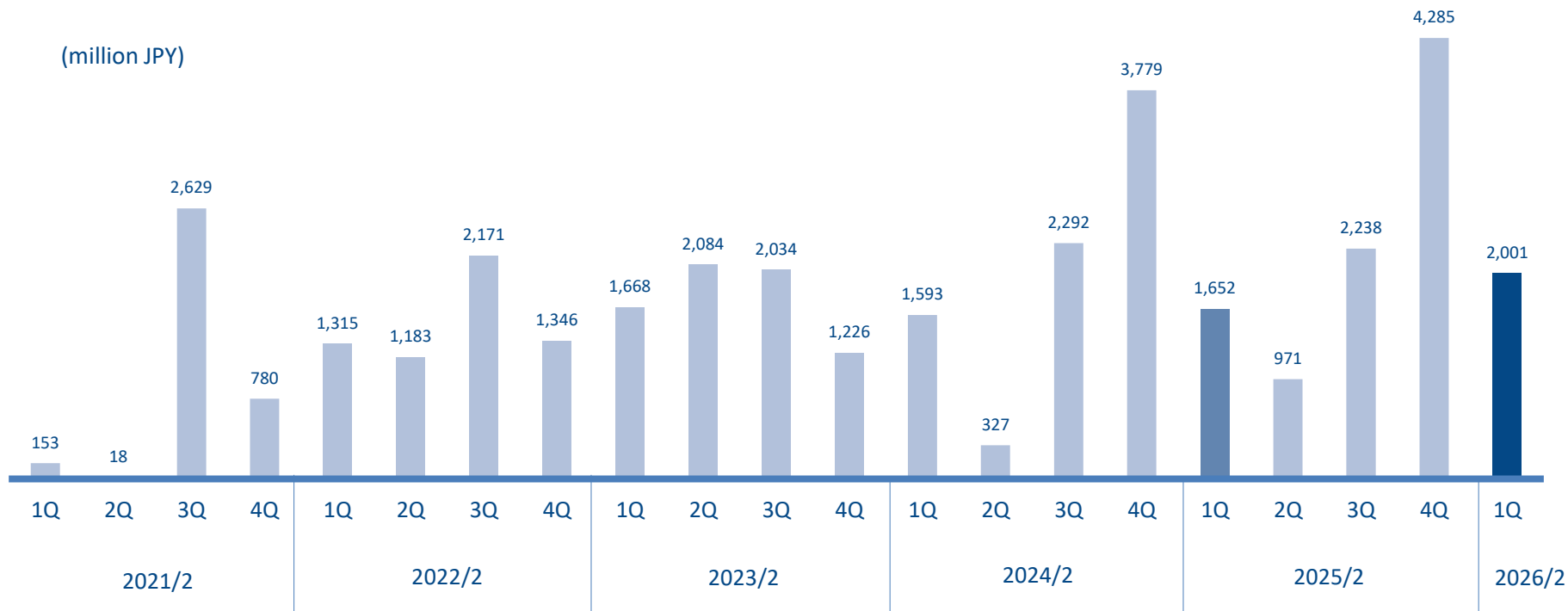
# Consolidated Number of Employees (Quarterly Trend)

The consolidated number of employees as of the end of 1Q FY2026 is 1,739, an overall increase, mainly from new graduates joining the company.



## EBITDA\*

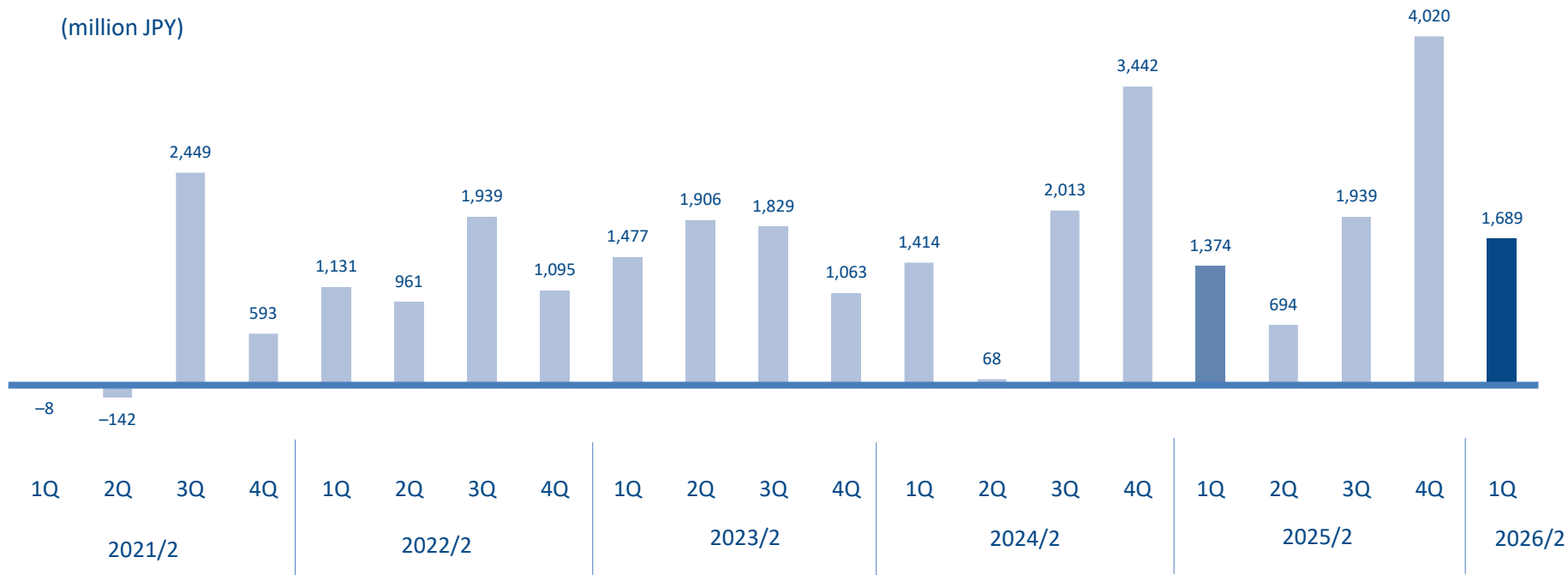
EBITDA for 1Q FY2026 came in at **2,001** million JPY (**121.1%** YoY).



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

# Consolidated Operating Profit

Consolidated operating profit for 1Q FY2026 came in at **1,689** million JPY (**122.9%** YoY).

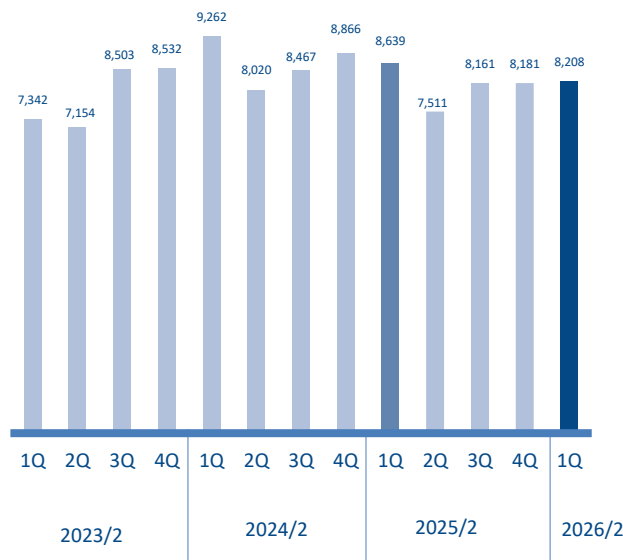


## PR and Advertising Business

In 1Q, sales declined due to an ongoing increase in self-contained social media projects from the previous fiscal year and withdrawal from Hong Kong, while profits increased due to the recovery of NewsTV and Korea, where revitalization efforts had been made. From 2Q onward, plans call for continued profit improvement in NewsTV and South Korea, while expanding strategic PR, its strong taxi signage, and other areas.

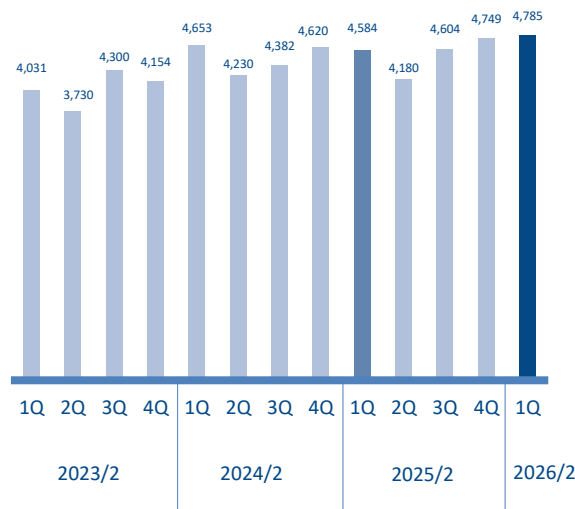
### Net Sales (million JPY)

8,208 million JPY (95.0% YoY)



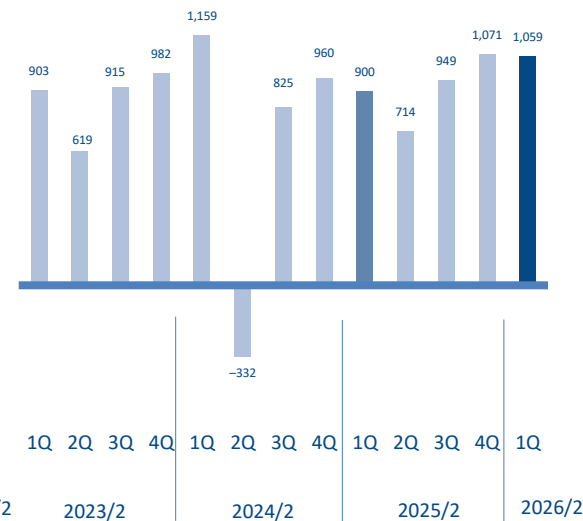
### Gross Profit (million JPY)

4,785 million JPY (104.4% YoY)



### Operating Profit/Loss (million JPY)

1,059 million JPY (117.6% YoY)

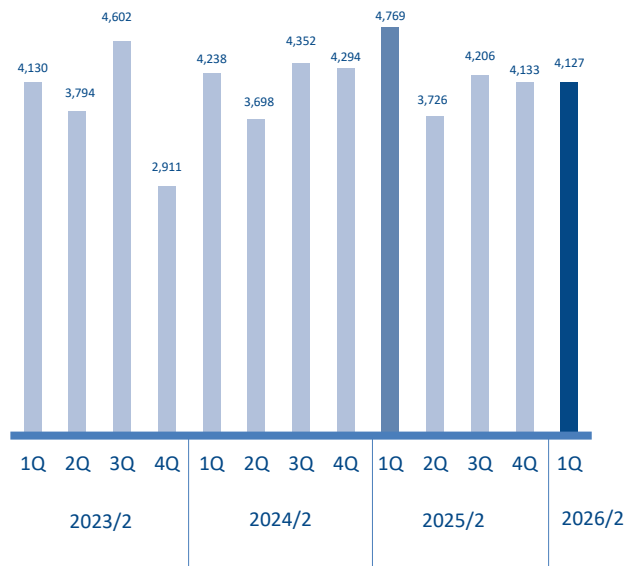


## Strategic PR Business (ANTIL, PLATINUM, INITIAL)

In 1Q, sales decreased due to an ongoing increase in social media projects with relatively high gross profit margins from the previous fiscal year, as well as the postponement of some projects; profits also decreased due to investment of advertising expenses. From 2Q onward, we plan to strengthen our sales structure, swiftly make up for the delay in 1Q, and drive the PR and Advertising Business forward.

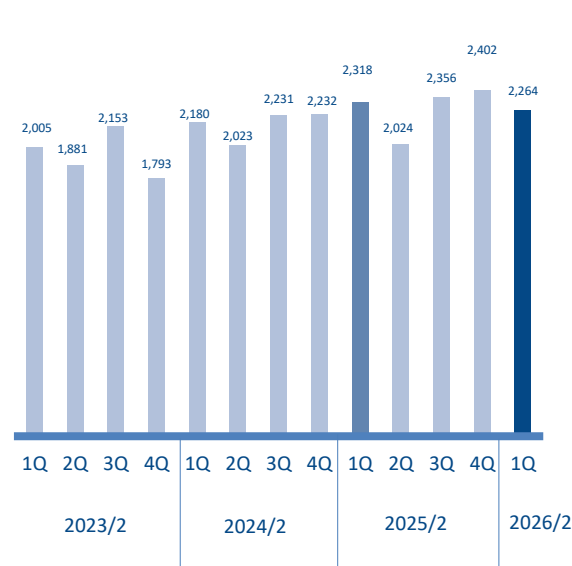
Net Sales (million JPY)

4,127 million JPY (86.5% YoY)



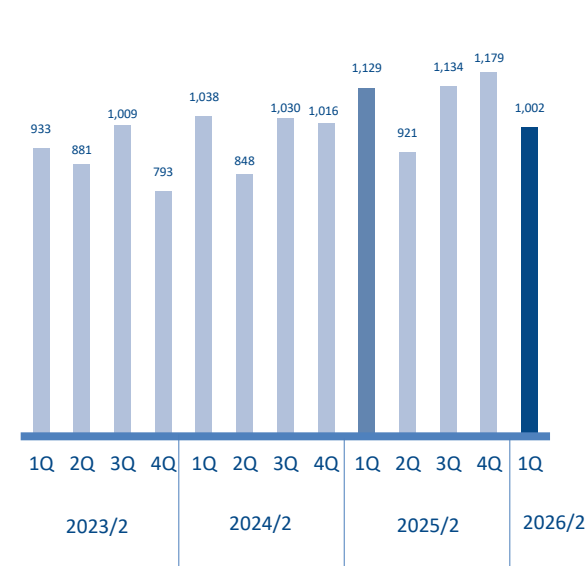
Gross Profit (million JPY)

2,264 million JPY (97.7% YoY)



Operating Profit (million JPY)

1,002 million JPY (88.7% YoY)



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



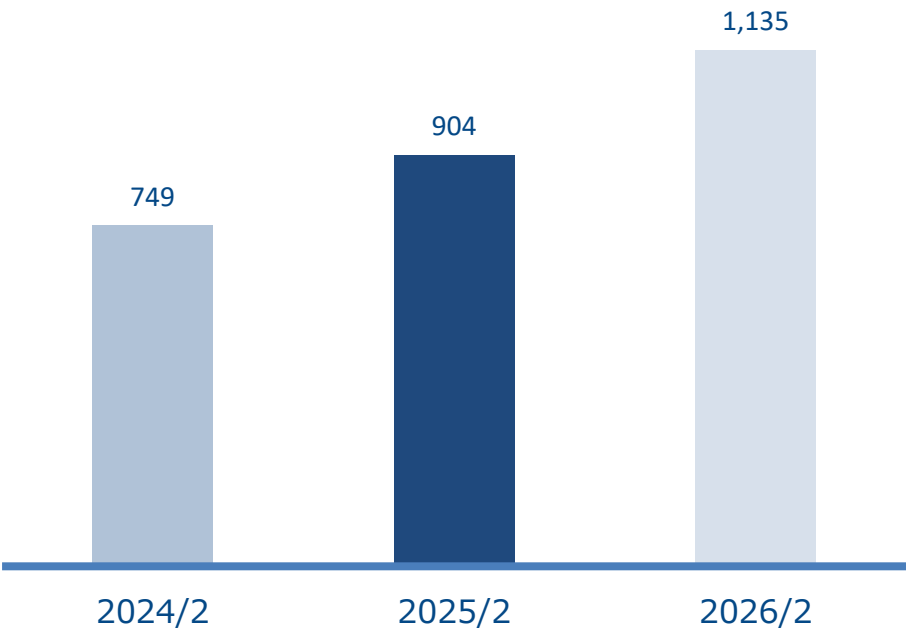
# Numerical Target for PR Retainer Agreement Acquisition

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)

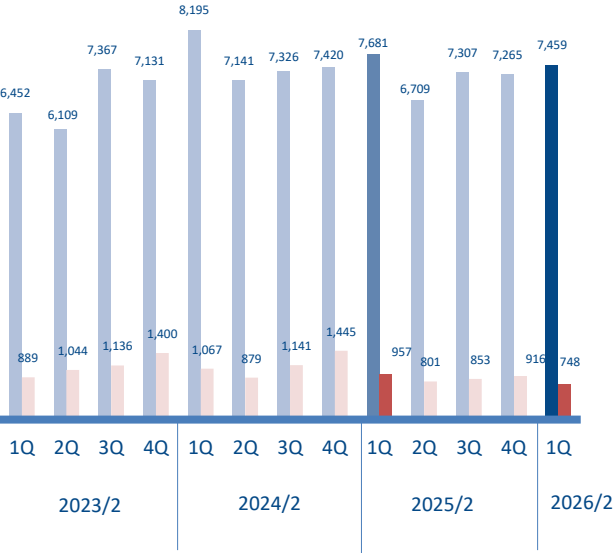


\* Retainer agreement: An agreement with a term of six or more months with monthly fees.

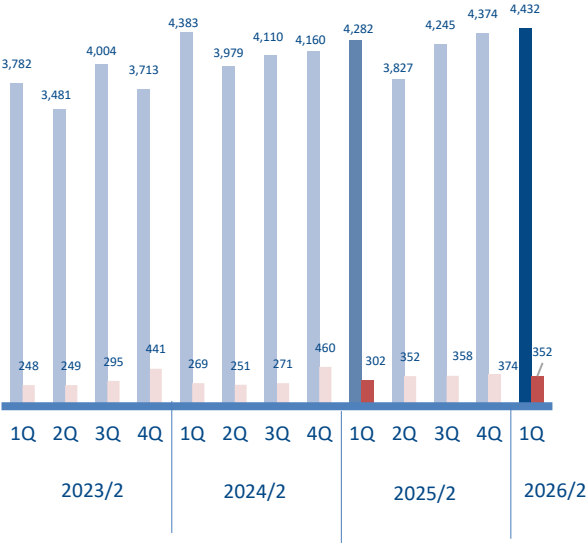
# PR and Advertising Business (By Region: Japan/Overseas)

In 1Q, profit increased both in Japan and overseas with the steady recovery of NewsTV and in South Korea where revitalization efforts had been made. From 2Q onward, we will continue to expand taxi signage and other strong businesses, while making a firm recovery with NewsTV and South Korea.

Net Sales (million JPY)  
7,459 million JPY (Japan) / 748 million JPY (overseas)



Gross Profit (million JPY)  
4,432 million JPY (Japan) / 352 million JPY (overseas)



Operating Profit/Loss (million JPY)  
1,085 million JPY (Japan) / -26 million JPY (overseas)



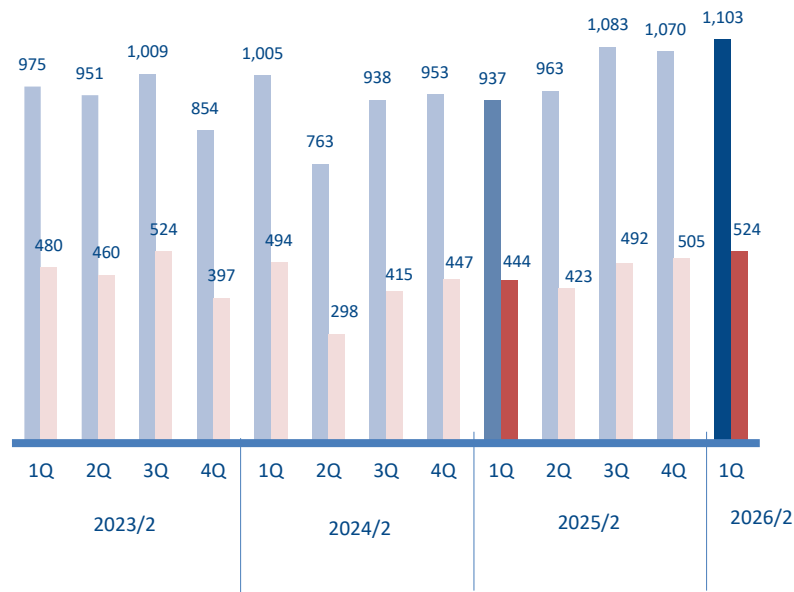
# Taxi Signage

Achieved higher sales and profits in 1Q thanks to continued success in sales measures.

From 2Q onward, we will strengthen the earnings base by further capturing customer ad placement needs and through efforts to increase sales per customer.

Net Sales: 1,103 million JPY (117.6% YoY)

Gross Profit: 524 million JPY (118.0% YoY)



GROWTH's original information program "HEADLIGHT" is broadcast every week. It delivers a wide range of information that will change your daily actions.

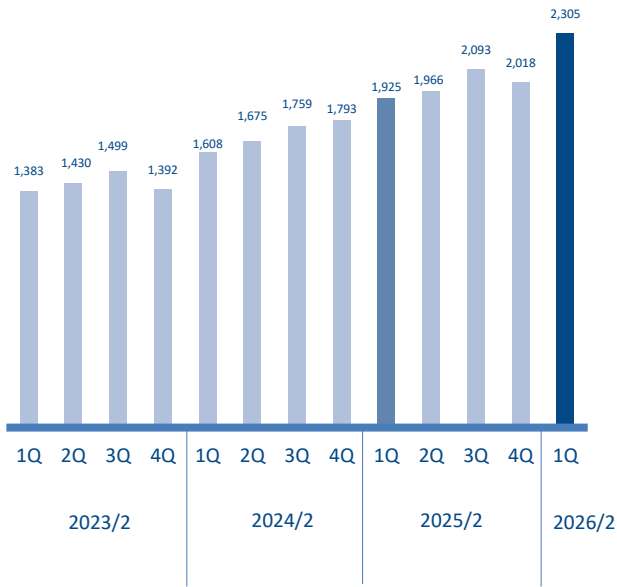
Digital signage has been installed for rear seat passengers in approx. 11,500 vehicles, the largest scale of taxi signage advertising in Tokyo. Roughly 40% of Tokyo's taxi users, who mainly consist of business people, have been covered, with video advertisements and media content reaching around 7.7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

# Press Release Distribution Business

In 1Q, the number of user companies and press release distributions increased, resulting in **record-high** quarterly net sales and operating profit. From 2Q and beyond, we will continue to make investments to acquire user companies and promote greater usage frequency, while aiming to increase revenues and profits.

## Net Sales (million JPY)

2,305 million JPY (119.7% YoY)



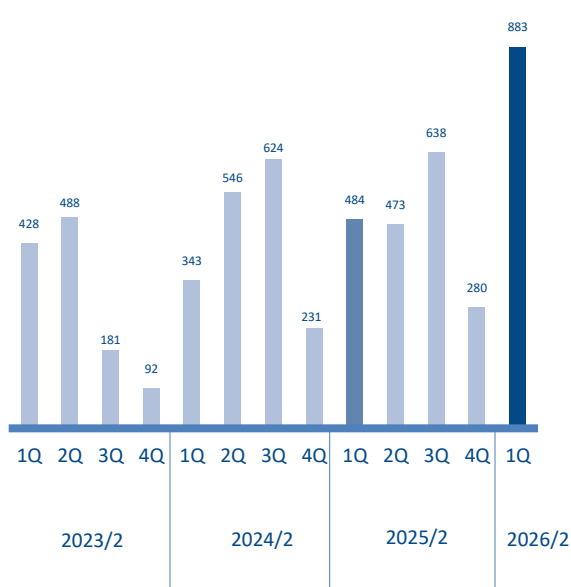
## Gross Profit (million JPY)

1,940 million JPY (119.0% YoY)



## Operating Profit (million JPY)

883 million JPY (182.3% YoY)



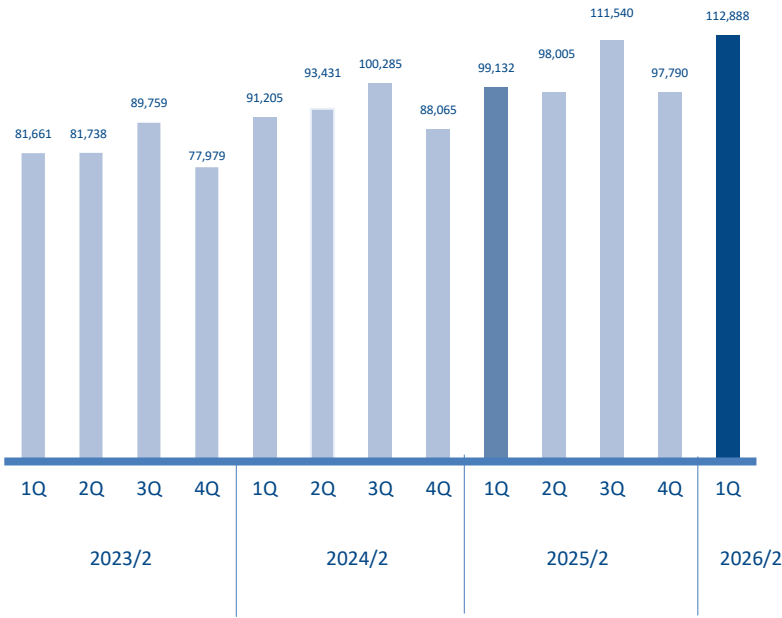
# Number of User Companies and Press Release Distributions

In 1Q FY2026, the number of user companies and press release distributions increased significantly year on year.  
From 2Q, we will increase the number of distributions by continuing to improve the number of user companies and the usage frequency.

Number of user companies: 112,809 (115.2% YoY)



Number of press release distributions: 112,888 (113.9% YoY)



# 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.

Operating Profit (million JPY)



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

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

More than 110,000 user companies, used by more than 62% of listed companies

## PR TIMES TSE Prime Market

PR TIMES プレスリリース・ニュースリリース配信サービス PR TIMES PR TIMESの読み 料金プラン ご登録 お問い合わせ

国内シェア **No.1** 上場企業の **62%** 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、ますます高度化しています。マスメディアの影響力低下、デジタルメディアの隆化、スマートフォンの普及、生活者による様々なSNSの活用拡大と、情報発信力の競争的な向上など、このような劇的な環境変化の中、PR TIMESは、新たなマーケティングツールとして進化しています。

主なパブリシティ実績



### 事例



Published in more than  
200 publications!



Number of user  
companies

**112,888**

May 2025

**94,000**

Feb. 2024

**79,000**

Feb. 2023

**65,000**

Feb. 2022

Aug. 29, 2018  
Moved to 1st  
section, TSE

**28,000**

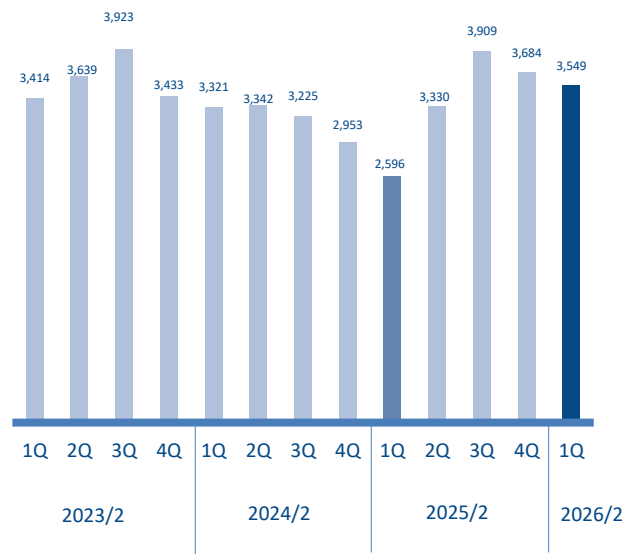
Feb. 2019

## Direct Marketing Business

In 1Q, sales increased and profits decreased as we stepped up investment in advertising and sales promotion while monitoring advertising efficiency. From 2Q onward, we will keep an eye on market sentiment and control advertising investment accordingly, aiming to expand sales by accelerating advertising investment in products where advertising is highly efficient.

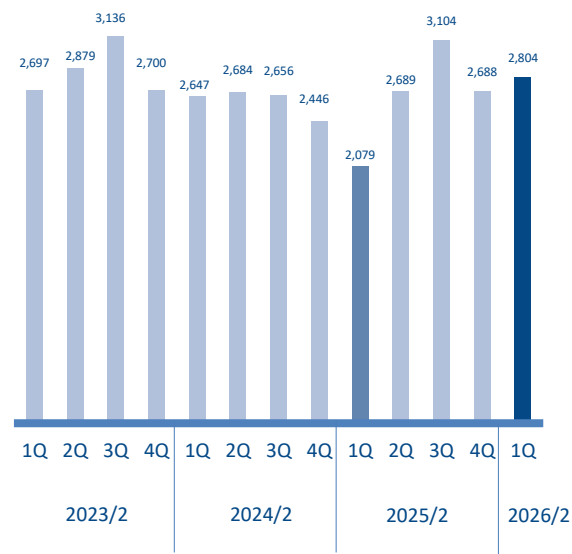
### Net Sales (million JPY)

3,549 million JPY (136.7% YoY)



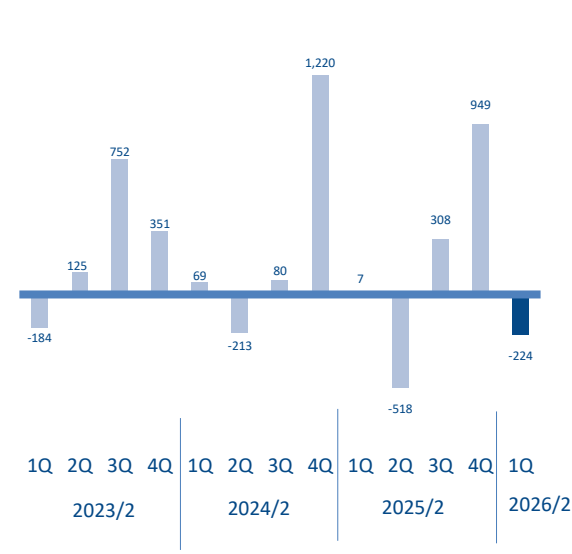
### Gross Profit (million JPY)

2,804 million JPY (134.9% YoY)



### Operating Profit/Loss (million JPY)

-224 million JPY (Down 232 million JPY YoY)





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

This accumulated earnings structure is built on a subscription model, and the total number of products provided has surpassed 20 million.



Sugar and fat absorption inhibiting supplement Terminalia First continued to perform well following its launch, with cumulative sales exceeding 10.5 million units.



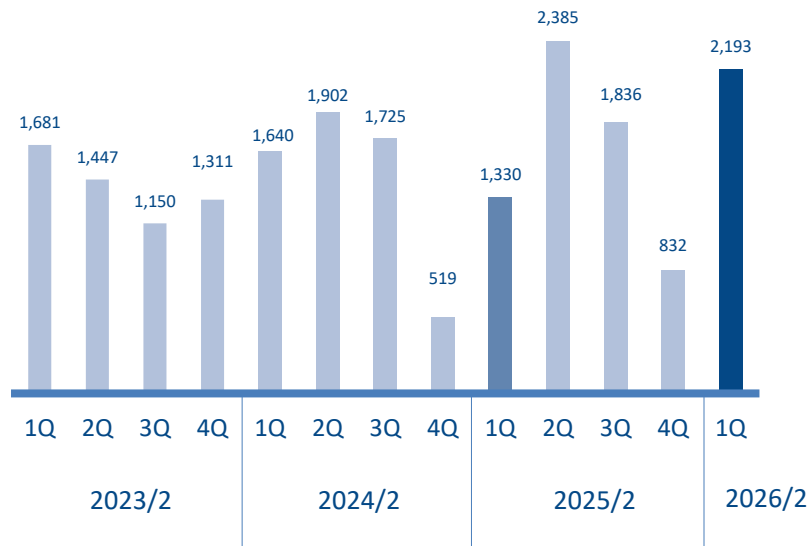
Vitabrid Daily GABA, which supports improved sleep quality and helps alleviate modern ailments such as stress and fatigue, has grown to the point that cumulative sales of 1 million units are on the horizon.

# Advertising Expenses and Units Sold

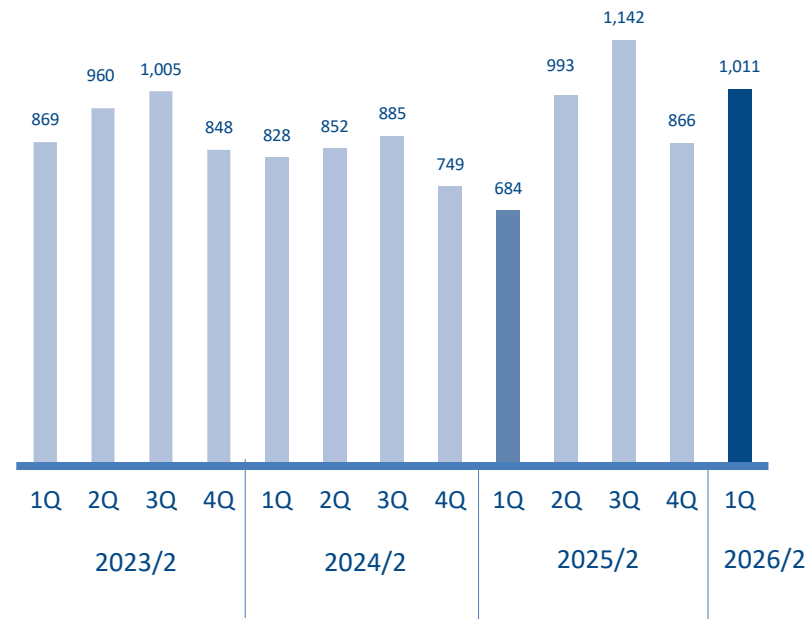
In 1Q, the number of units sold for the quarter increased significantly due to stepping up advertising investments.

From 2Q onward, the plan is to actively invest advertising expenses in products where advertising is efficient, while keeping an eye on market sentiment.

Advertising Expenses: 2,193 million JPY (164.9% YoY)



Number of Units Sold: 1,011 thousand (147.8% YoY)



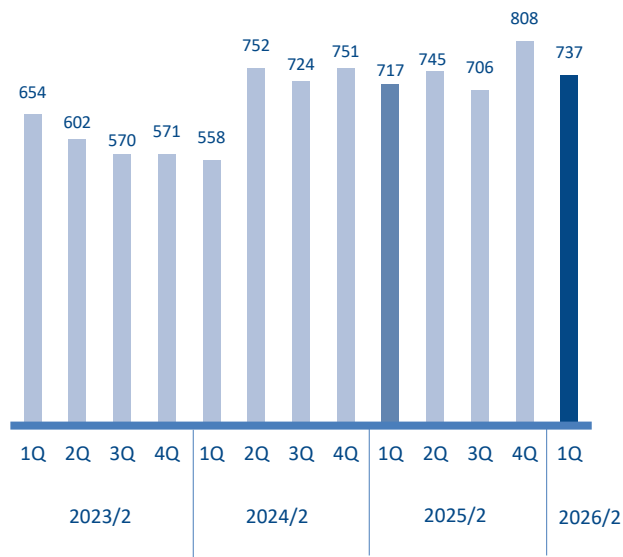
Note: Advertising expenses and units sold figures are for Vitabrid Japan only.

## HR Business

In 1Q, profits declined in the HR Business due to impact from intensified competition in media for temporary staffing, despite higher sales due to contributions from JOBTV. From 2Q onward, we will aim to increase sales and profits by focusing on increasing ASHITA-TEAM sales and profits, and achieving profitability in JOBTV.

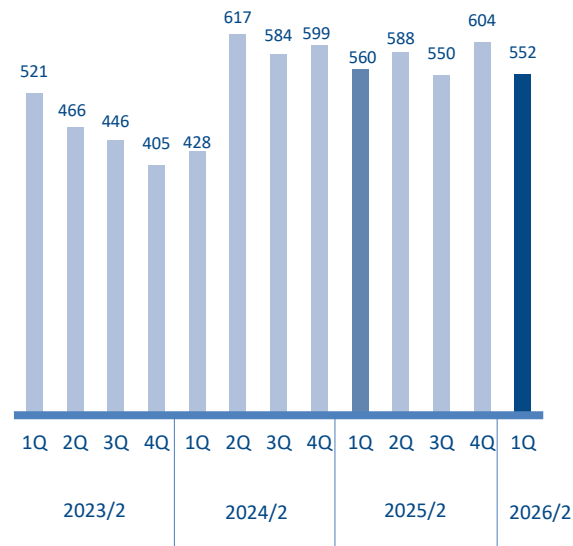
### Net Sales (million JPY)

737 million JPY (102.9% YoY)



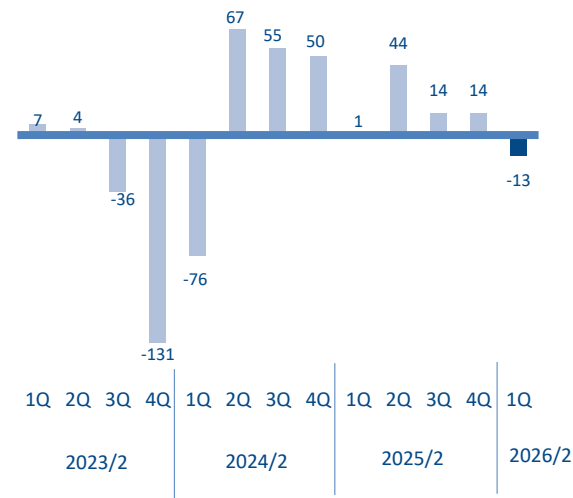
### Gross Profit (million JPY)

552 million JPY (98.5% YoY)



### Operating Profit/Loss (million JPY)

-13 million JPY (Down 14 million JPY YoY)

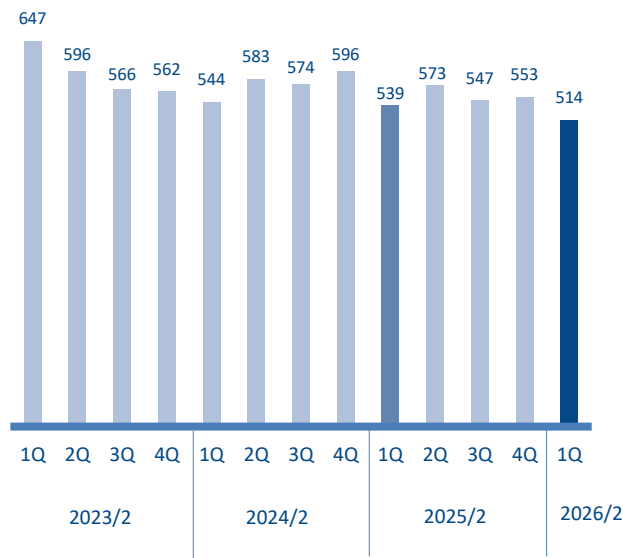


## HR Business (ASHITA-TEAM)

In 1Q, sales decreased despite ongoing efforts to strengthen the sales structure, etc., and profits increased due to control of SG&A expenses. From 2Q onward, we will aim to increase sales and profits by putting new acquisition sales on track.

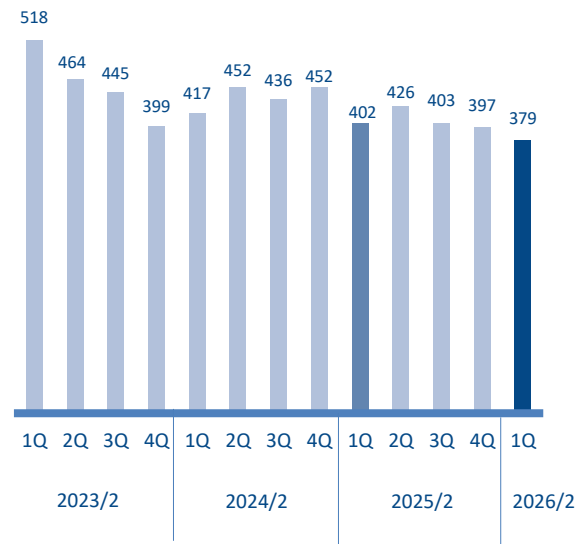
### Net Sales (million JPY)

514 million JPY (95.5% YoY)



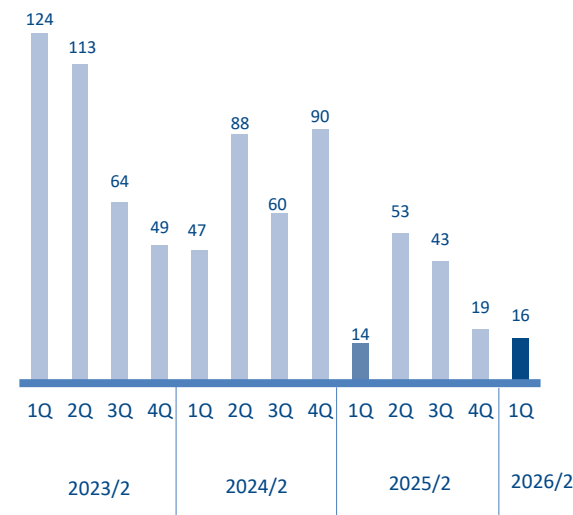
### Gross Profit (million JPY)

379 million JPY (94.2% YoY)



### Operating Profit (million JPY)

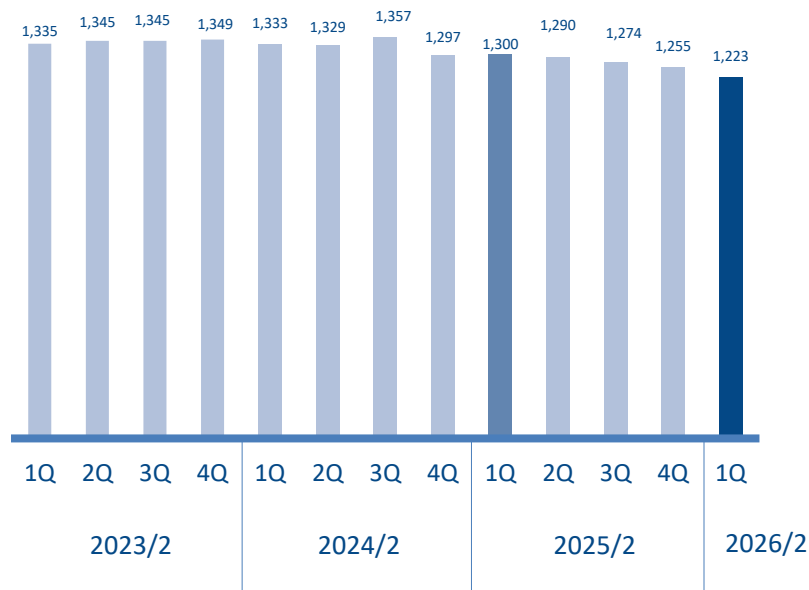
16 million JPY (119.6% YoY)



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

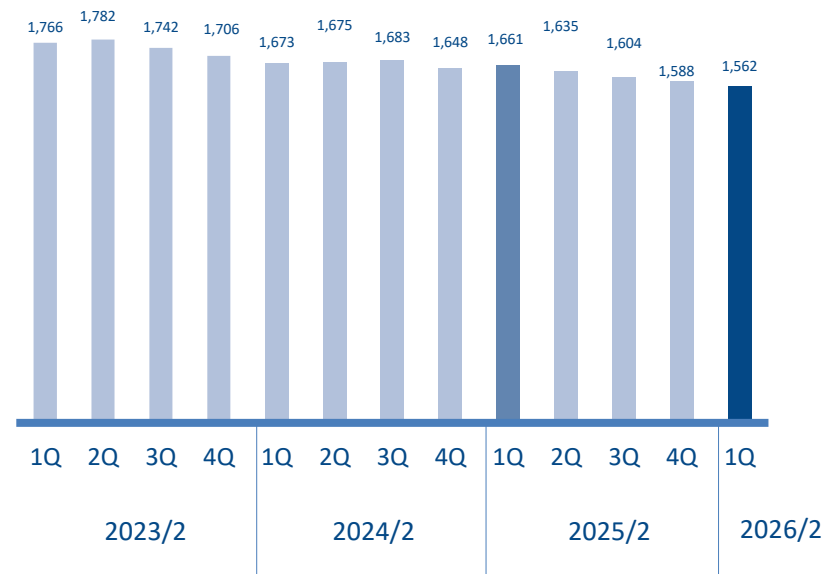
In 1Q, although the cancellation rate remained steady for the most part, the new customer acquisition recovery efforts were still in progress, resulting in a YoY decline in ARR. From 2Q onward, we will aim to recover the number of user companies and ARR by putting new acquisition sales on track.

Number of user companies: 1,223 (94.1% YoY)



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

ARR: 1,562 million JPY (94.0% YoY)



\*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.

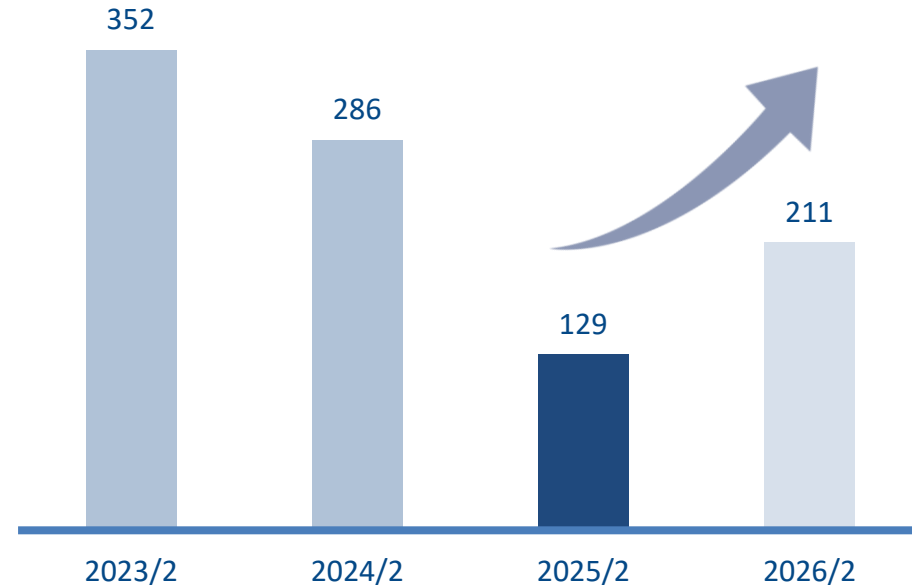
In FY2026, we will aim for a V-shaped recovery by completing the rebuilding of the sales structure early and restoring the pace of new orders, with a goal of achieving operating profit of 211 million JPY.

Personnel evaluation cloud “Ashita Cloud”



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

Operating Profit (million JPY)

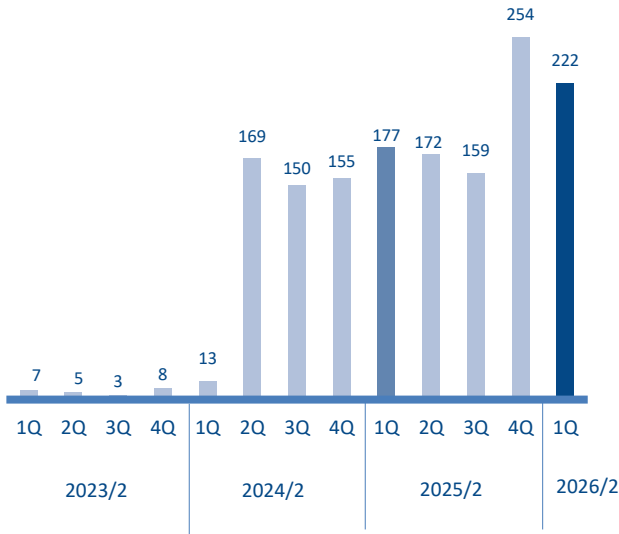


# HR Business (JOBTV)

In 1Q, sales increased with efforts to grow the number of registered users along with a wide range of commissions to produce videos and other content, as well as to manage social media. From 2Q onward, in addition to new graduates, we will launch the mid-career business in earnest and expand net sales by holding large events for new graduates and through other activities.

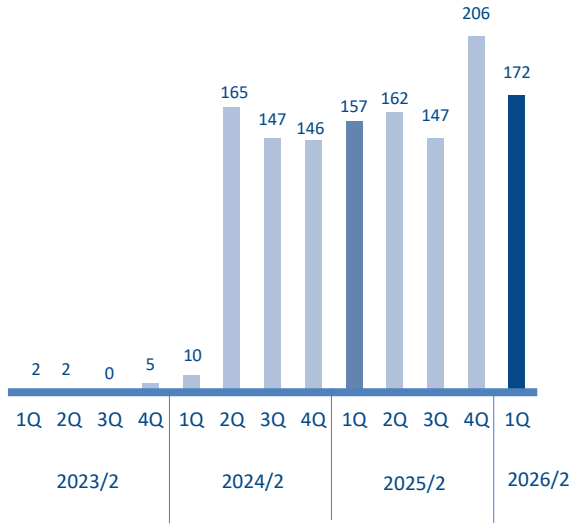
### Net Sales (million JPY)

222 million JPY (125.5% YoY)



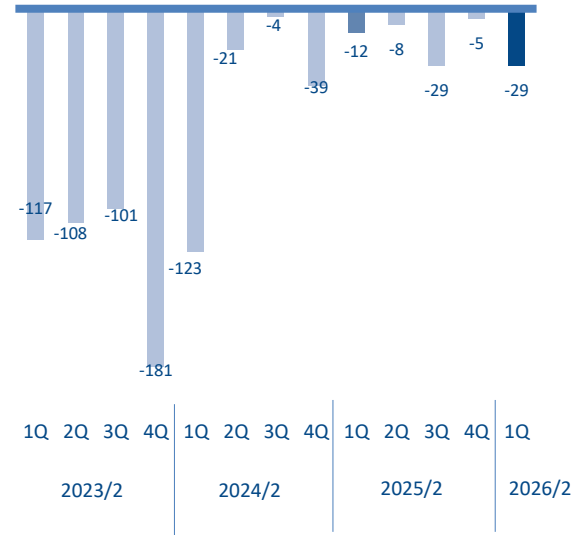
### Gross Profit (million JPY)

172 million JPY (109.7% YoY)



### Operating Profit/Loss (million JPY)

-29 million JPY (Down 17 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 JOBTV



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

## JOBTV Benefits

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!



Over 150,000 registered university students



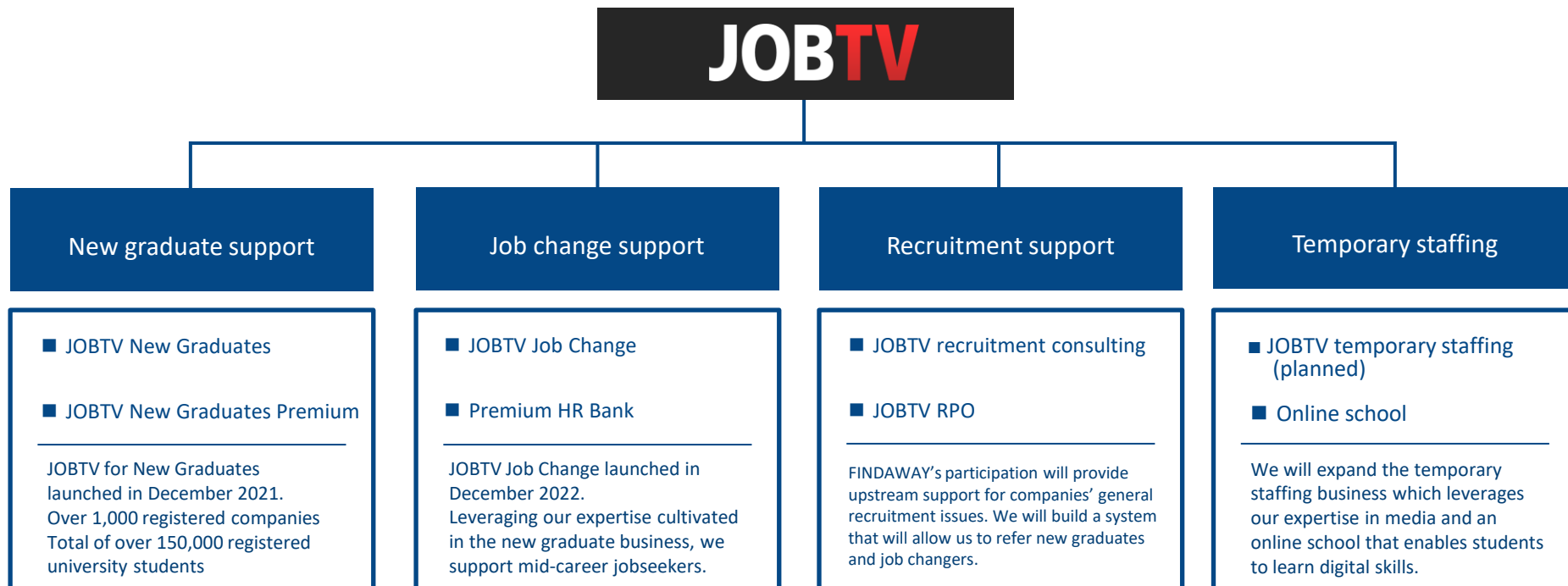
### Companies

- 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!





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.



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

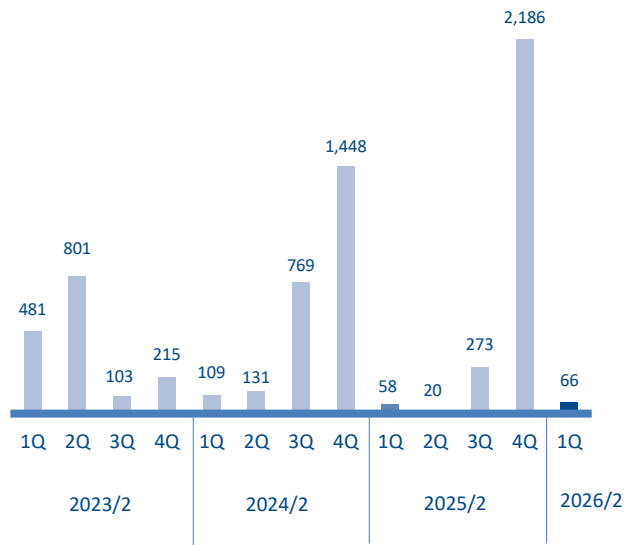


# Investment Business

In 1Q FY2026, an operating loss was posted due to loss on valuation of securities, despite the partial sale of shares held.

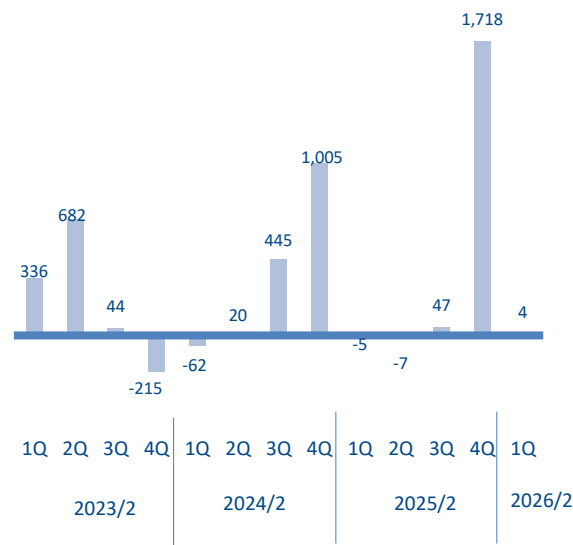
## Net Sales (million JPY)

66 million JPY (112.4% YoY)



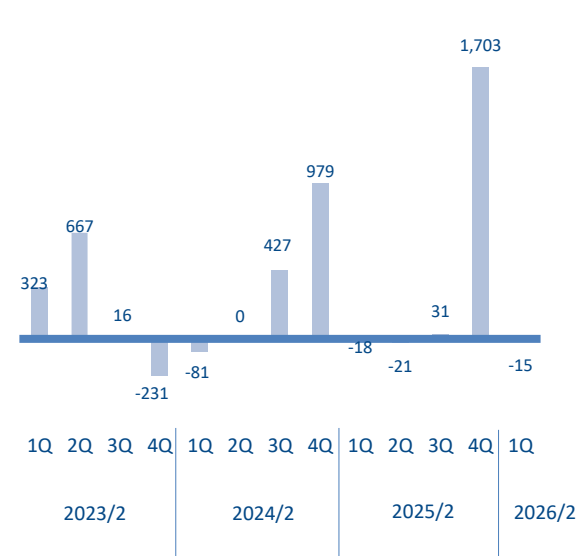
## Gross Profit/Loss (million JPY)

4 million JPY (Up 9 million JPY YoY)



## Operating Profit/Loss (million JPY)

-15 million JPY (Up 2 million JPY YoY)



## Consolidated Statement of Profit and Loss

(million JPY)	FY '25 1Q	FY '26 1Q	Difference	YoY Change
Net sales	13,877	14,802	+924	106.7%
Gross profit	8,821	10,051	+1,230	113.9%
EBITDA	1,652	2,001	+348	121.1%
Operating profit	1,374	1,689	+314	122.9%
Ordinary income	1,394	1,698	+304	121.8%
Profit before income taxes	1,394	1,670	+276	119.9%
Profit attributable to owners of parent	549	767	+217	139.6%

# Consolidated Balance Sheet

(million JPY)	FY '25 Year End	FY '26 1Q End	Difference	YoY Change
Total assets	42,881	45,750	+2,868	106.7%
Cash and deposits	17,125	20,555	+3,430	120.0%
Goodwill	2,976	3,902	+925	131.1%
Operational investment securities + investment securities	3,125	3,315	+190	106.1%
Other	19,653	17,976	-1,676	91.5%
Total liabilities	21,544	24,890	+3,346	115.5%
Borrowings + bonds	10,514	14,036	+3,522	133.5%
Other	11,029	10,853	-175	98.4%
Net assets	21,337	20,859	-477	97.8%

## Medium-term Profit Plan

## Medium-term Profit Plan

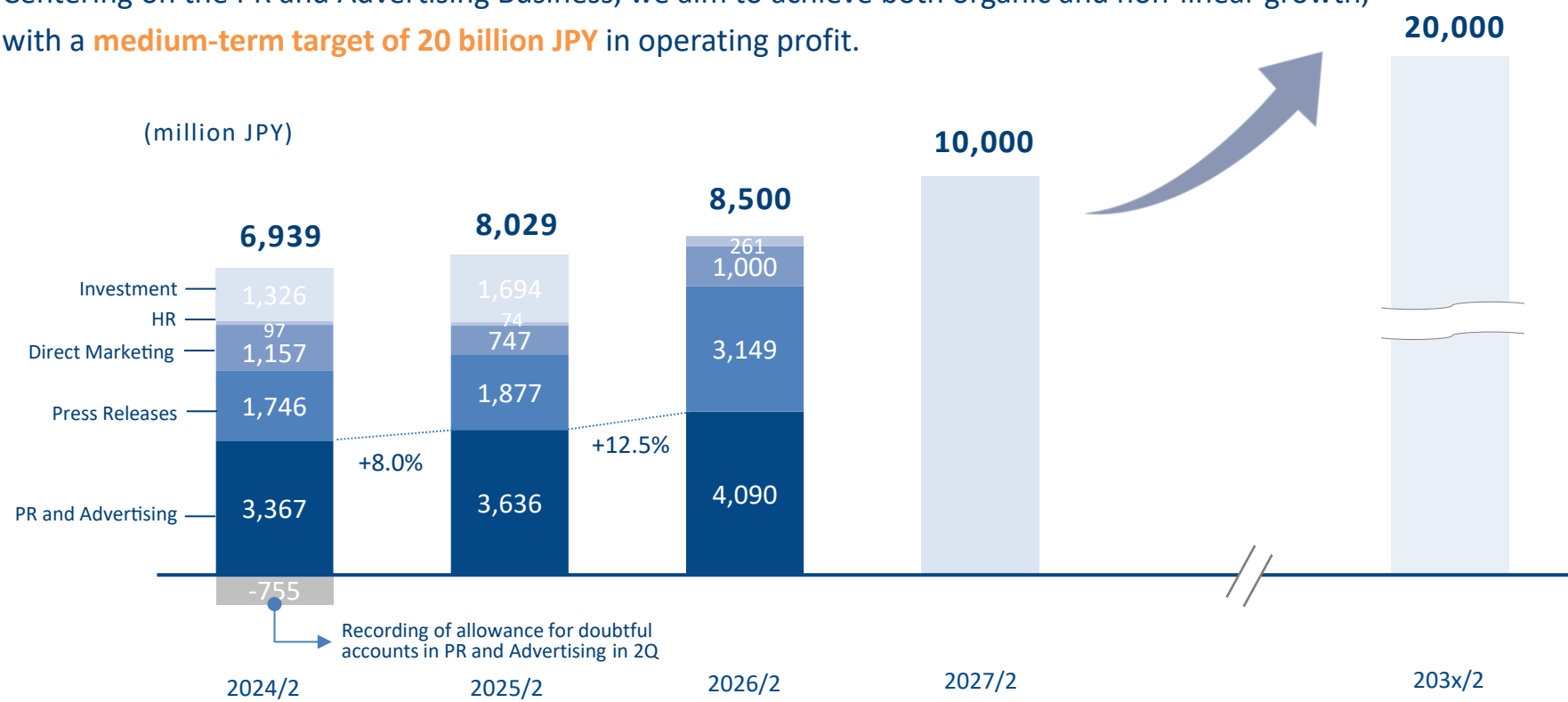
Medium-term Profit Plan (million JPY)	FY '24 (Results)	FY '25 (Results)	FY '26 (Targets)	FY '27 (Targets)
Operating Profit	6,939	8,029	8,500	10,000
(for reference) EBITDA*	7,994	9,148	9,400	10,900

- 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

# 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.

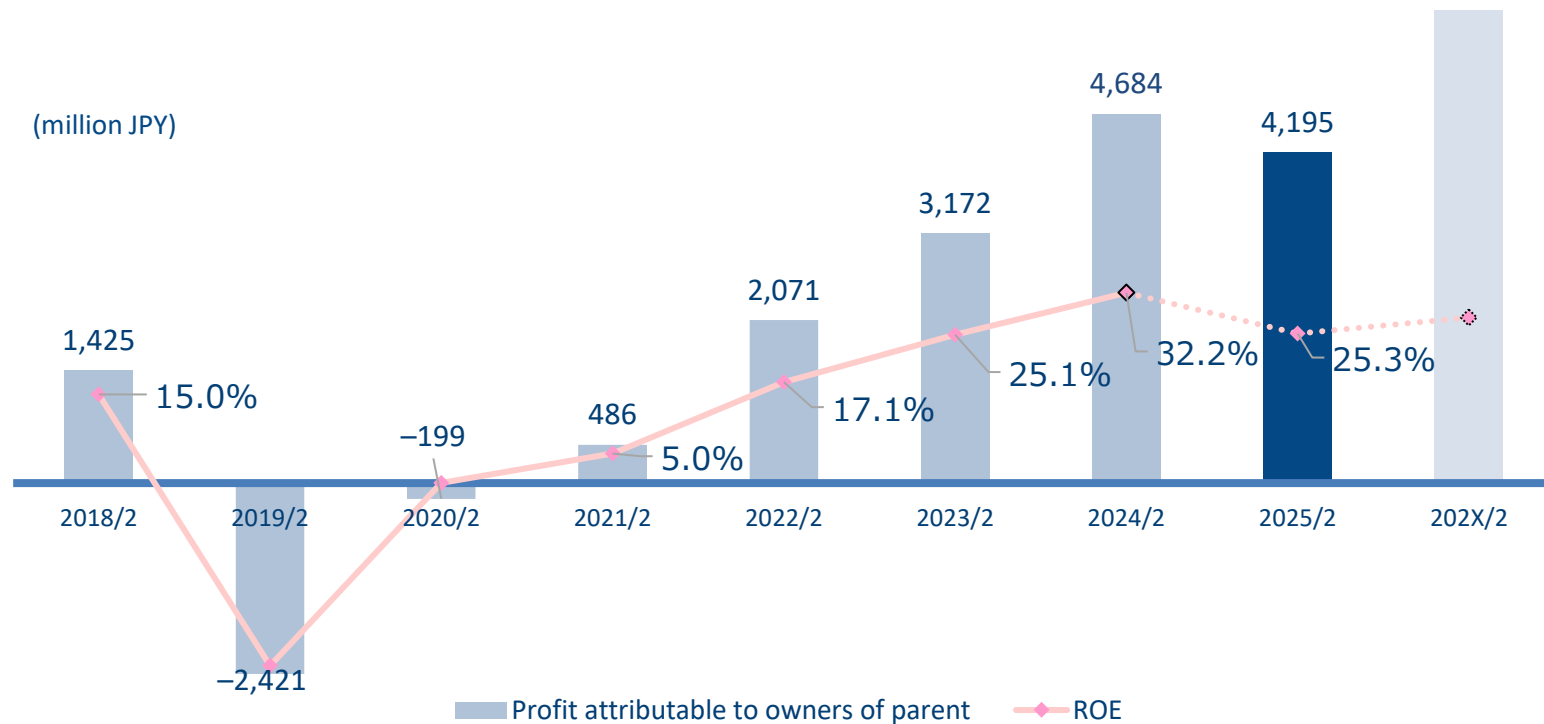


Note: The segment of INFLUENCER BANK has been changed from Direct Marketing to PR and Advertising from 2Q FY2025.



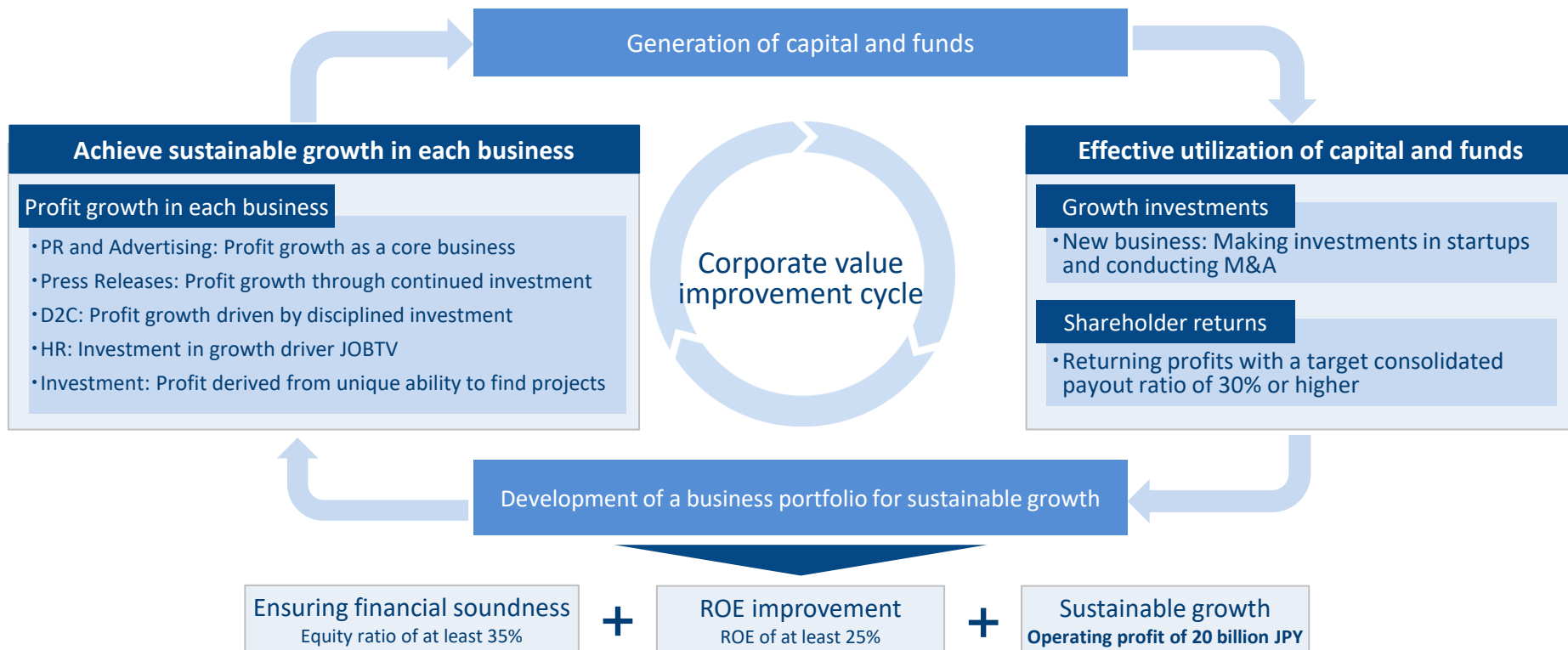
## ROE and Profit Attributable to Owners of Parent

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

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: PProvoke Media 2024 Global Rankings

From #1 PR Firm in Asia...

...to #1 PR Firm Worldwide

# Further expand domains

PR market in Japan worth 150 billion JPY

A modern office interior with large windows overlooking a city skyline at dusk. The office is furnished with desks, chairs, and a large wooden sculpture in the foreground. The text is overlaid on the image.

...by becoming a Fast Company in  
Advertising Industry

Target advertising market worth 7 trillion JPY



# Advertising industry disrupter

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)

“Low Cost” “Middle Quality” “Speedy”

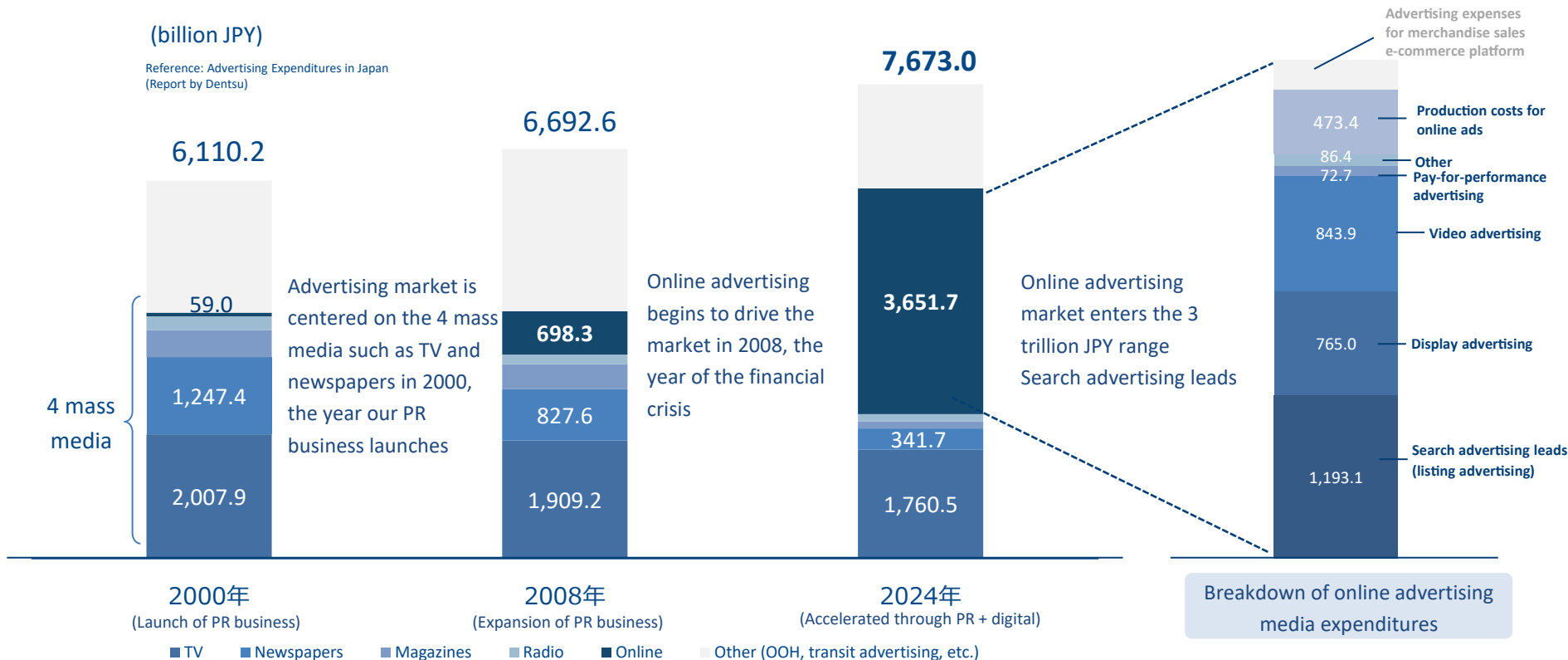
Revolutionize the advertising industry like fast fashion did in  
the apparel industry

# Change in Japan's Advertising Market

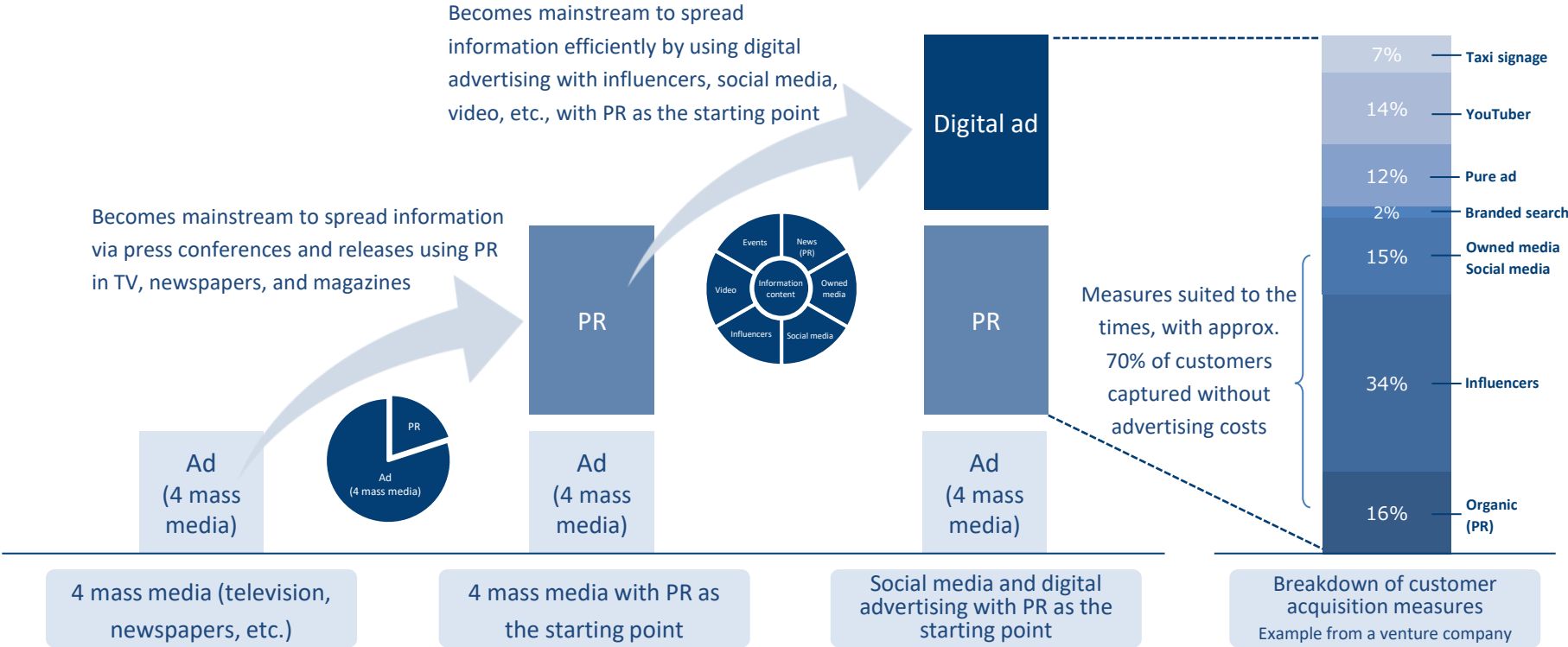
While the 4 mass media have decreased, online advertising has expanded, leading to a market worth 7 trillion JPY

(billion JPY)

Reference: Advertising Expenditures in Japan  
(Report by Dentsu)

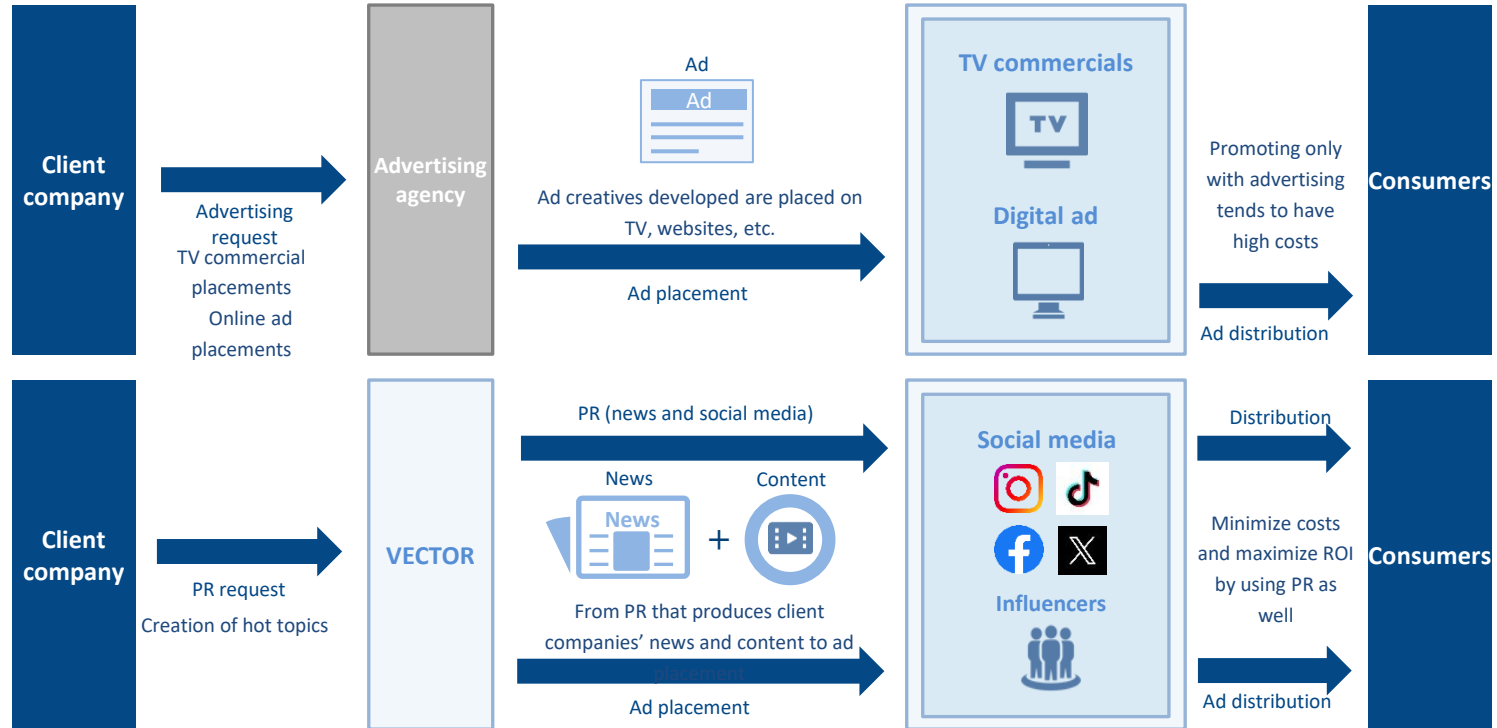


We are now in an age where information is spread efficiently through using digital advertising with PR as the starting point.



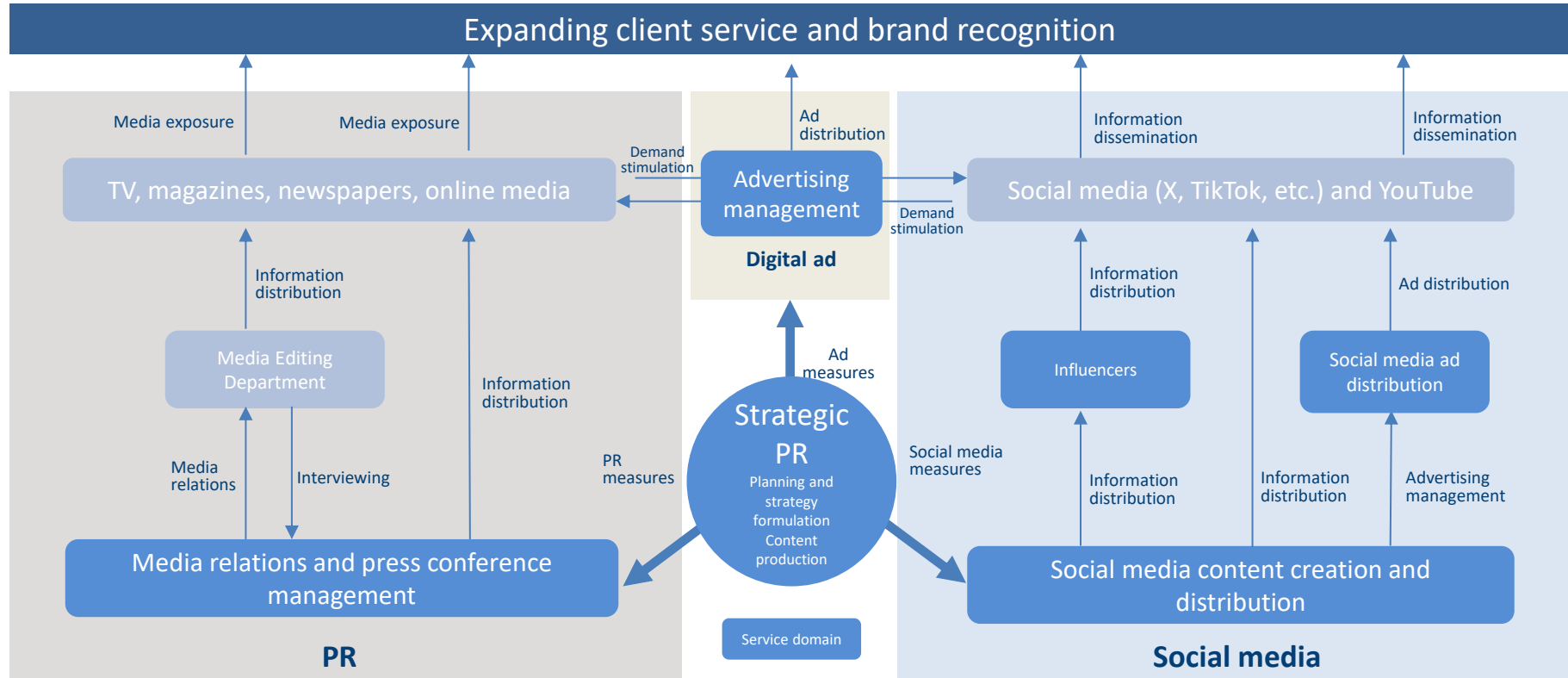
## Difference between VECTOR and Advertising Agencies

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



# Flow of Communication Starting from PR

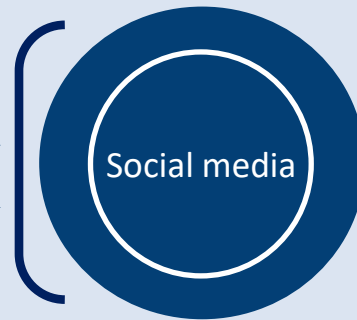
Integrated support for everything from PR measures to gain media exposure starting from strategic PR to influencer & social media measures and digital marketing



## 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 vertical video service functions, as they rapidly gain a greater share of consumers' disposable time

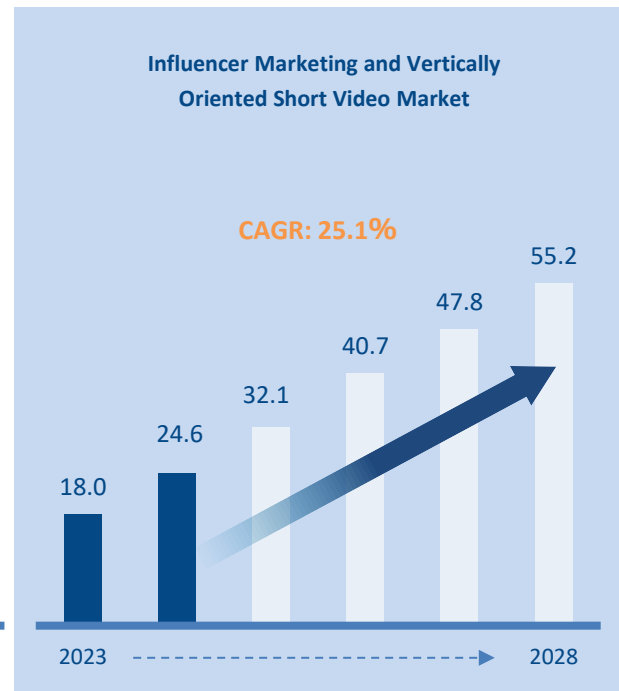
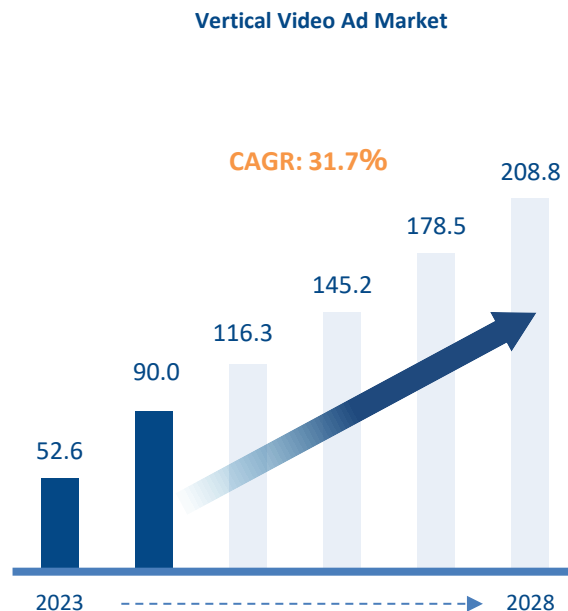
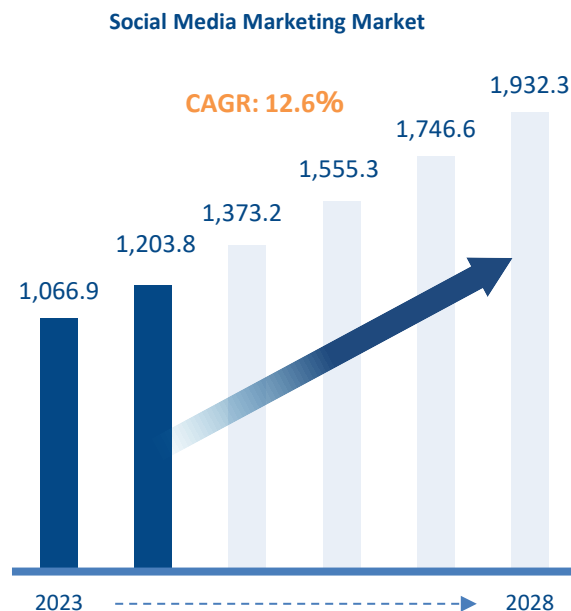




# Rapidly Growing Social Media Operation and Vertical Video Market

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**.

(billion JPY)



Source: CyberBuzz / Digital InFact Research

## Vertical Video

We have launched various services using vertical video. In these services, we collaborate with top social media creators and develop social media-like content for more effective dissemination.

### Vertical video marketing measures

### Dissemination

#### Operation of vertical video neutral media

Operation of neutral media for vertical videos promoting client products. Firmly established Japan's largest vertical video media network.



#### Subscription-based influencer casting

Operation of a subscription-based creator casting platform. Also partnering with HERO'ZZ, a school for social media skills.

Platform



#### Third-party streaming by brand influencers

Operation of neutral media for vertical videos promoting client products. Firmly established Japan's largest vertical video media network.



#### Operation of in-house social media accounts

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.



Tool



#### Pay-per-view platform

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.



#### Vertical video ad production

Creative production utilizes vertical video trends and works backward from the latest acquisition data.

#### Reaping type Ad



#### Content advertising



#### TikTok Commerce support

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.



#### Reach guarantee or clip dissemination packages

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.

第一想起取れるくん (First Brand Recall-kun)

Clip Squad

+ additional initiatives



Powerful algorithms deliver optimized ads



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+

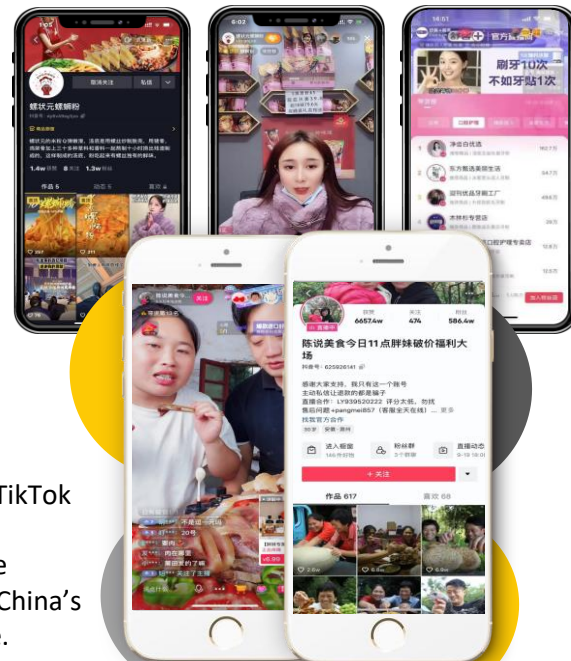
Items ordered  
per day

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.

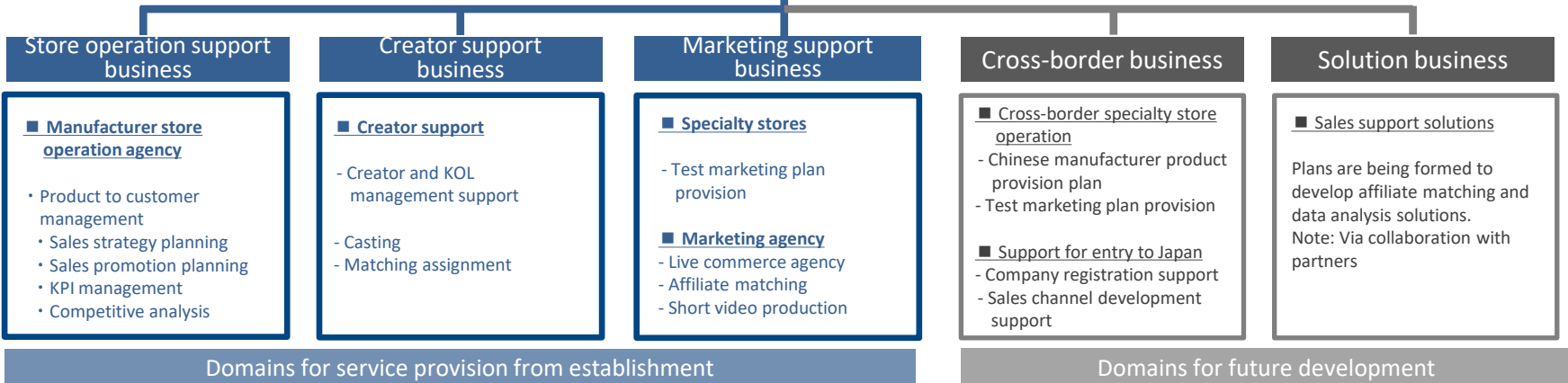


Short video platform TikTok announced the Japan market launch on June 30.  
live commerce Inc. launched activities as a subsidiary specializing in providing comprehensive support services for the in-app shopping functionality TikTok Shop



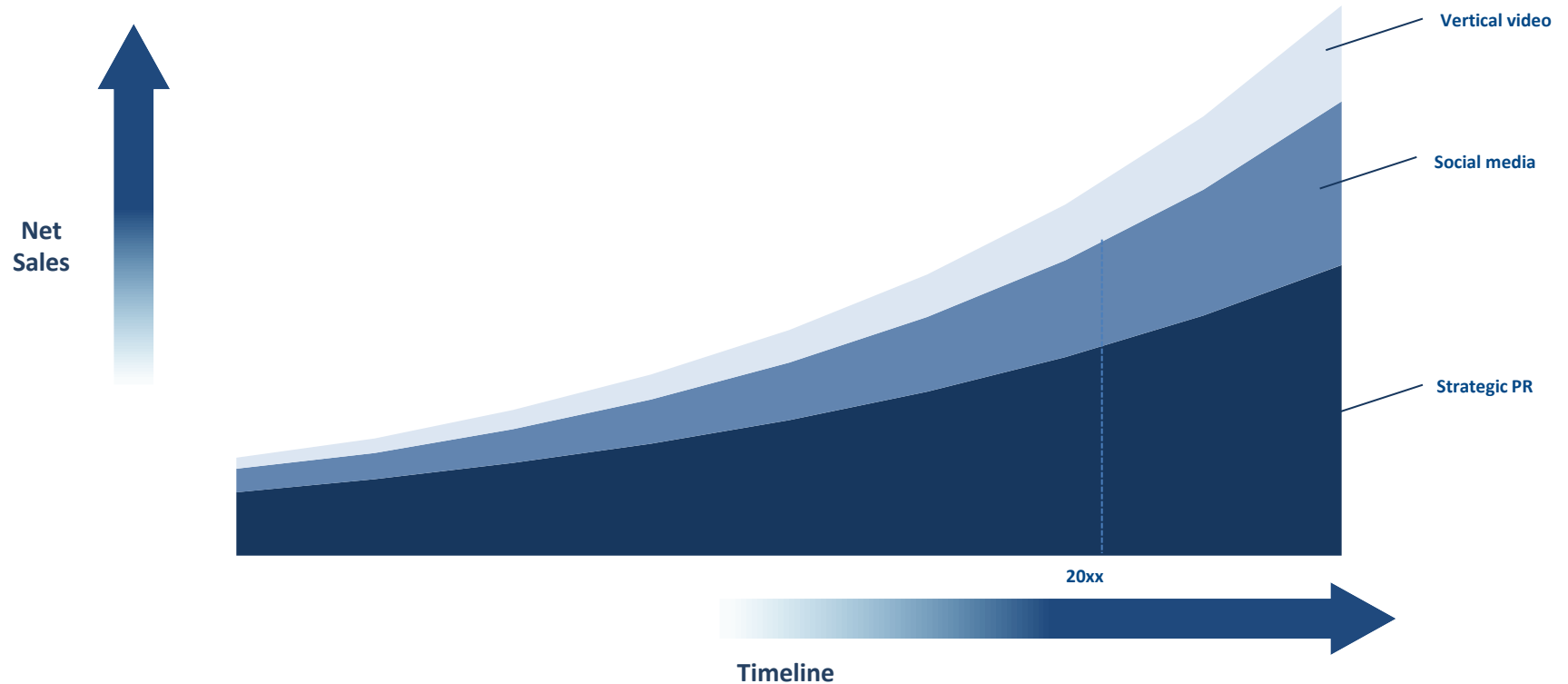
Three key strategies

- 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



## Growth Illustration of PR and Advertising Business (1)

In particular, we will capture a share of the rapidly growing PR + social media + vertical video market and achieve sustained growth in net sales and operating profit.



# Launch of AI Talent-Managed Advertising with AvaMo AI Talent Video Generation Service

Our subsidiary, Offshore Company Inc., has launched AvaMo, an AI talent video generation service utilizing the technology of Tencent, an international internet company. Furthermore, we have launched a new AI talent-managed advertising service that creates a completely new advertising management model.

**AvaMo** from the  
VECTOR Group Officially Launches  
Pioneering a New Market:  
AI Talent-Managed Advertising

Redefined Radiance  
Bold. Vivid. Beautiful.  
NEW COLOR  
CHERRY-RED

Redefined Radiance  
CHERRY RED  
7/20 New Release

※AD Image

### What AvaMo can do

- Generate multiple video version at once
- Generate in bulk and deploy instantly to social media
- Redistribute only the high-performing versions

### Comparison to conventional ads

Challenges	AvaMo	Traditional advertising
Reshoot cost	Video replacement generated within minutes	Hundreds of thousands of yen plus scheduling coordination required
Editing workload	Fully managed through the user interface	Requires editing studio
Ease of in-house operation	Can also be managed by PR and sales teams	Assumes outsourcing to production companies

















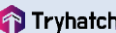


## Growth Illustration of PR and Advertising Business (2)

We will accelerate the integration of PR and digital marketing, rapidly seeking to increase the unit price of ordered projects. While doing this, 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.



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

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

Celebrity Casting						
Cast celebrities for content including websites, online videos and events.						
vector INITIAL 						
Press Releases	PR Consulting	Video Releases	Influencers	Vertical Video	Digital Marketing	Risk Management
						
#1 press release service in Japan with over 90,000 clients. Used by 57% of publicly-listed corporations, our strong brand reputation and media reach are highly appreciated by our clients.	From PR planning to execution, our experienced PR consultants apply the most effective communication strategies.	Next-generation communication based on the production and distribution of video news from a PR standpoint, delivering content direct to the target audience.	Support corporate service/product branding through SNS influencers.	Edit videos featuring influencers with advertising technology and precisely deliver them to target audiences via social media and digital ads to spark buzz.	Integrated support from website production and system creation to digital promotion; Can also handle owned media creation and operation, and production of PR videos.	Provision of consulting services concerning corporate reputation management and brand security using unique technology based on theory and know-how built up in the United States.
	vector ANIL  vector Platinum  vector INITIAL 	vector 	vector INITIAL  Influencer Works. 	vector 	NT  Tryhatch  Keyword marketing 	BRAND CLOUD 

JPY 0

JPY 100 Million/Year



# VECTOR's Unique Way of Spreading the Word

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

## Example: Opening of Yebaozi



### Overall communication strategy

#### Concept formulation



"Gachi Chuka"  
(Authentic  
Chinese food)

#### Communication design

Recognition

Under-  
standing

Interest

PR

Social  
media

Ad tech-  
nology

### Measures implemented

#### PR



Japan's first Yebaozi  
Launched on May 14, 2022



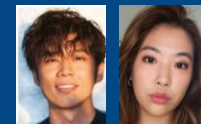
#### Vertical video



#### Social media



#### Celebrities




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.

## 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

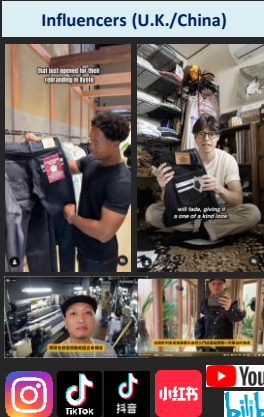
Articulated and visualized both the existing value, represented by craftsmanship rooted in traditional techniques, and the future value, defined by a global brand strategy aimed at transcending generations.

#### 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.

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



Drive business by integrating vertical videos with our compatible strategic PR services



Expand service areas offered through M&A to enhance marketing measures suited to the times



Expand the customer base by further strengthening venture capital (VC) capabilities based on numerous achievements in venture investment and PR/IR support

# 2

M&A

## M&A

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

Since 2022, M&A deals have been actively pursued to complement adjacent areas of existing businesses.

To enhance service offerings in the PR and social media space, we have most recently acquired shares in gracemode K.K.

		Company name	Business	Timing of acquisition
PR and Advertising	Digital Marketing	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
	PR and Advertising	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
		KRIK, Inc.	Crisis management PR agency and consulting	Sep. 2023
HR	BUSICONET Inc.	Operation of online employment media and support for online marketing	Jun. 2023	
	FINDAWAY Co., Ltd.	Provision of recruitment consulting and planning and production of online human resources ad media	Mar. 2024	

# M&A Results (Share Acquisition)

gracemode K.K., which specializes in media and social media management in the beauty and cosmetics sector, was made a consolidated subsidiary on April 30, 2025. In 1Q, the profit plan was securely exceeded, and going forward will generate full-scale synergies with the VECTOR Group.

## Overview of acquisition of shares

Company name	<div>gracemode</div> <div>gracemode K.K.</div>
Business	Media and account management specializing in the beauty and cosmetics sector utilizing social media
Acquisition cost	1,490 million JPY
Share acquisition date	April 30, 2025

## Business

### Media management

#### Management of social media developed in-house

Management of the EMME social media account specializing in beauty and cosmetics for women with a total of 1.8 million followers, mainly on Instagram and TikTok. Engagement rates outpace the media average of 2.5%.

Total  
followers  
1.8 million

150+  
million  
impressions  
per month

### Social media marketing support

#### Social media account management agency

Utilizes the knowledge gained from beauty media management, providing support for brand social media marketing projects. Support from Instagram/TikTok account strategy to content planning.

Rapidly  
expanding  
customer  
support  
track record

Business  
scope  
expanding to  
ad  
management

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

# 3 VC + PR

PR capital that offers both funding and PR support

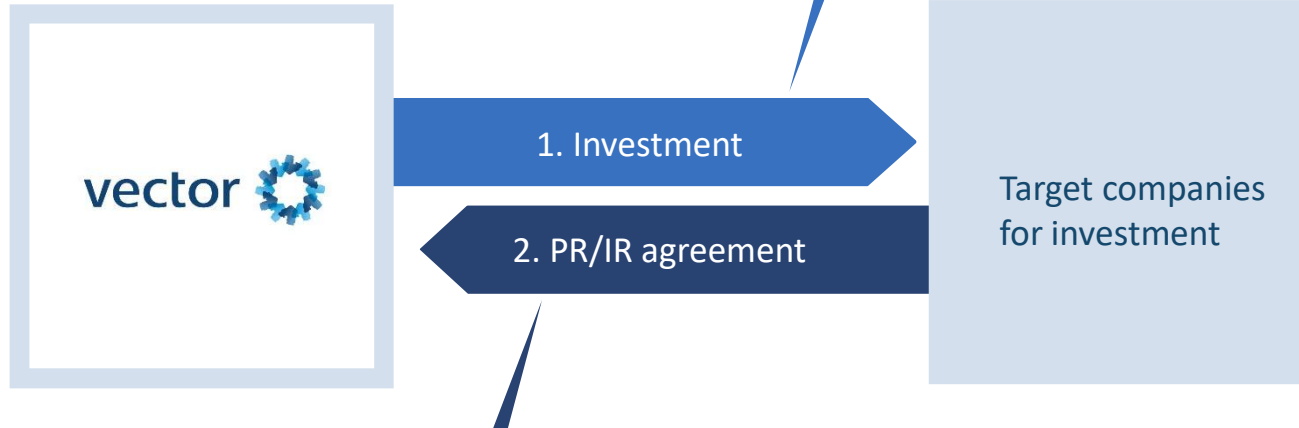
We will maximize investment leverage by supporting clients not only through funding as in conventional VC but also through PR and IR support.



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.

1. Acquire shares in investee based on the amount of investment



2. Following discussion and exploration with the investee, VECTOR provides PR/IR support and the investee pays us for it.

# Solid Track Record of Investment in Growth Fields

 = IPO complete

## IoT and Security Systems



## AI and Big Data



## Marketing and Sales



## D2C



## Restaurants, Retail, Beauty, Services and Healthcare



## Fintech and Real Estate Technology



## Human Resources, Education-Related



## Sharing Economy



## DX



## Other toB Services



## Other toC Services



## Most Recent IPOs Invested In

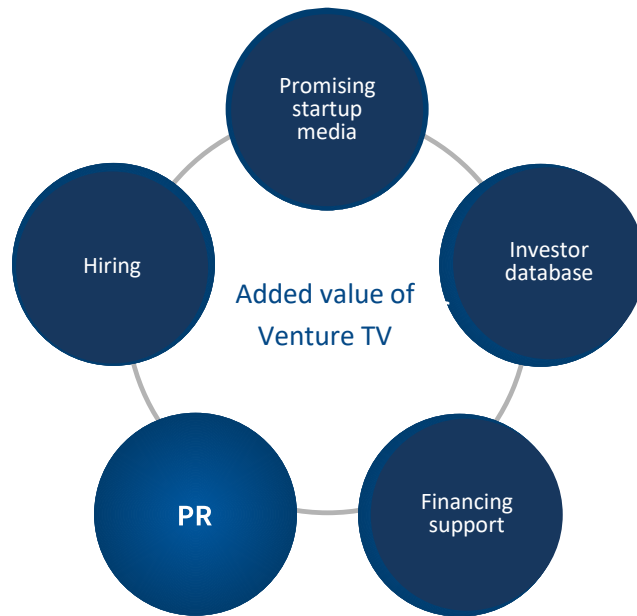
Supporting corporate growth through capital and PR/IR (total of 32 IPOs).

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

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

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



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.