

INTEGRATED REPORT

An aerial photograph of a city skyline, likely Tokyo, featuring a mix of modern glass skyscrapers and older, more densely packed buildings. A large, dark blue geometric shape, resembling a stylized 'D' or a large triangle, is overlaid on the right side of the image. The text 'INTEGRATED REPORT' is written in large, white, sans-serif capital letters in the top left corner, and '2024' is written in the same style in the bottom right corner.

2024

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Editorial Policy

The VECTOR Group has published this integrated report to provide stakeholders with a deeper understanding of the Group's overall management and corporate activities for creating sustainable corporate value. In this report, we have focused on providing a complete picture of the Group by identifying the information that is particularly important to investors, providing information on the Group's vision, business initiatives, and current situation, and presenting all of this alongside the underlying foundation of value creation. Going forward, we will continue to improve the quality of our integrated reporting while reflecting feedback from our stakeholders.

Referenced Guideline

International Integrated Reporting Framework of the International Financial Reporting Standards (IFRS) Foundation

Scope of This Report

Period: March 1, 2023 to February 29, 2024
Scope: VECTOR INC. and its subsidiaries and affiliates
Figures: As of February 29, 2024

Disclaimer Regarding Forward-Looking Statements

The opinions, projections, and other forward-looking statements contained in this report are based on our judgment at the time of preparation and involve risks and uncertainties. Therefore, we make no guarantees or promises with respect to the accuracy or completeness of such information. Actual results may differ significantly from these forecasts due to various material factors.

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Management Philosophy



The background is a blurred office interior with large windows and a blue overlay. The text is centered on the blue overlay.

VISION

**Making People Happy by Delivering
Excellent Products,
Services and Solutions to the World**

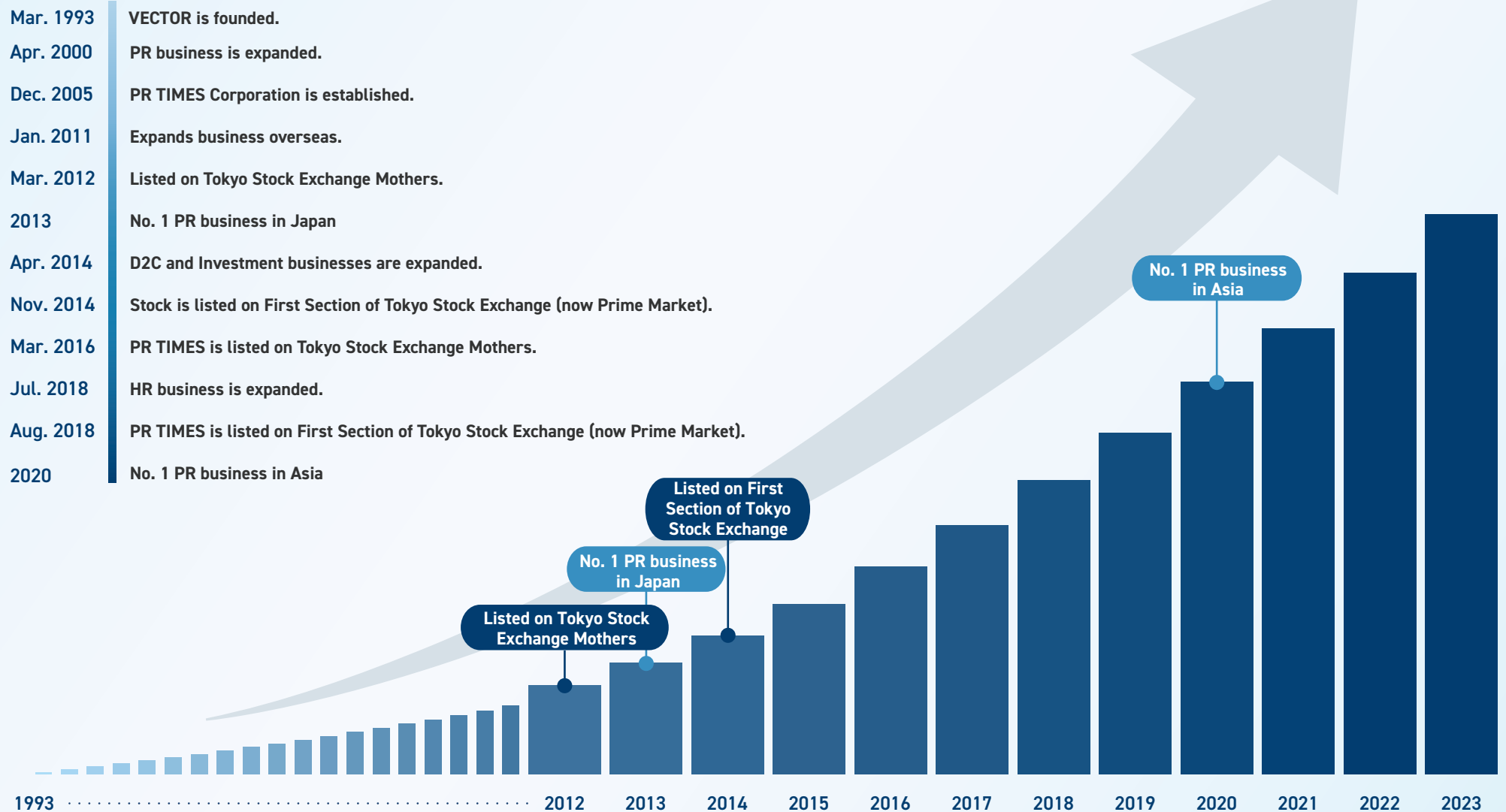
History

- 1993**
- Mar.** Vector is established as a sales promotion business.
 - Jun.** The Company name is changed to VECTOR INC.
- 2000**
- Apr.** The Company transitions to a structure focused on the PR business.
- 2004**
- May** Vector Standard, Inc. (now ANTIL Inc.) and Vector Communication, Inc. (now Platinum Inc.) are established.
- 2005**
- Dec.** WOMCOM Inc. (now SIGNAL, Inc.) and KIJINETACOM Inc. (now PR TIMES Corporation) are established.
- 2011**
- Jan.** Weiku Gonggong Guanxi Zixun (Shanghai) Co., Ltd. is established in Shanghai, China
 - Mar.** VECKS INC. is established.
- 2012**
- Mar.** VECTOR's stock is listed on the Tokyo Stock Exchange Mothers. (Securities code: 6058)
 - Jun.** Vector Group International Limited is established in Hong Kong.
 - Aug.** INITIAL Inc. and Social Scout, Inc. (now Starbank, Inc.) are established.
- 2013**
- Sep.** IR Advisor, Inc. (now IR Robotics, Inc.) is made a subsidiary.

- 2014**
- Mar.** Vector Group Ltd. is established in Bangkok, Thailand.
 - Apr.** Vitabrid Japan Inc. is established.
 - May** VECTOR GROUP COMPANY LIMITED is established in Ho Chi Minh City, Vietnam.
 - Jun.** Vector Group International Limited establishes a branch in Taiwan.
 - Oct.** News Technology, Inc. is established.
 - Nov.** Stock listing is changed to the First Section of the Tokyo Stock Exchange (now the Prime Market).
- 2015**
- Jun.** Video Wire Co., Ltd. (now NewsTV Inc.) is established.
- 2016**
- Mar.** Big Data Technologies, Inc. (now 100Capital Inc.) is established.
PR TIMES Corporation is listed on the Tokyo Stock Exchange Mothers (Securities code: 3922).
- 2017**
- Feb.** PacRim Marketing Group, Inc., PRTech, LLC, and PacRim Marketing Group are made subsidiaries.
 - Jul.** OPENERS Inc. (now Smartmedia, Inc.) is made a subsidiary.
 - Dec.** Brand Control Inc. (now Brandcloud inc.) is made a subsidiary.
- 2018**
- Feb.** MICROAD Malaysia SDN BHD (now Vector Marketing PR Malaysia SDN.BHD) is made a subsidiary.
 - Jul.** ASHITA-TEAM Co., Ltd. and RAGRU, Inc. (now Smartmedia, Inc.) are made subsidiaries.
 - Aug.** PR TIMES Corporation stock listing is changed to the First Section of the Tokyo Stock Exchange (now the Prime Market).
 - Nov.** Direct Tech, Inc. is established.

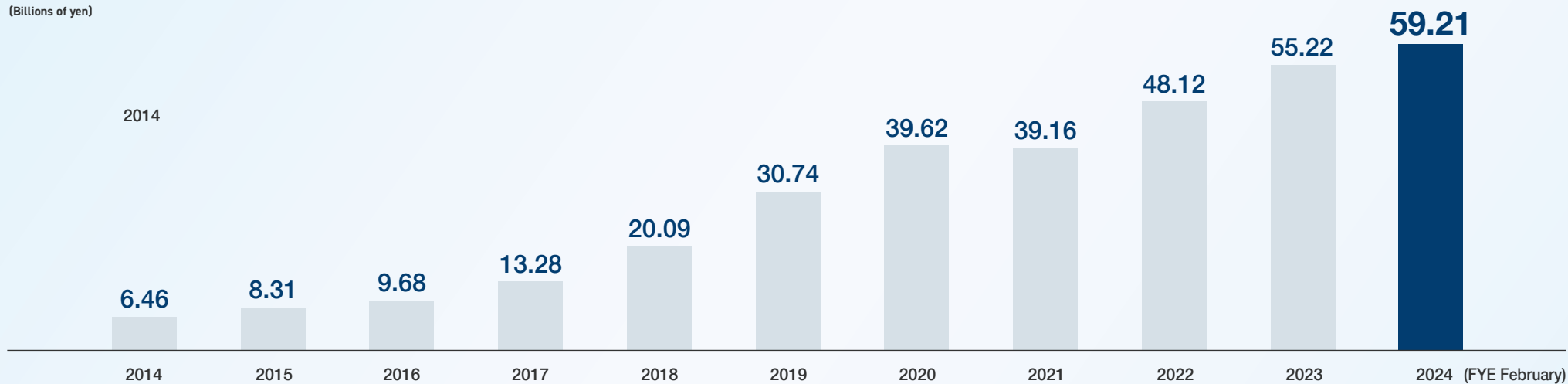
- 2020**
- Jan.** Vector Direct Tech China Inc. is established in Shanghai, China.
 - Mar.** Event Tech, Inc. is established.
 - Sep.** Public Affairs Japan Inc. is established.
 - Sep.** Medical Technologies Inc. is established.
 - Dec.** Liver Bank Inc. (now INFLUENCER BANK, Inc.) is established.
 - Dec.** Vectorcom Inc. is made a subsidiary.
- 2021**
- Mar.** Performance Technologies, Inc. is established.
- 2022**
- Jul.** GEOBECK CO., LTD. (now CLOUD BEAUTY Inc.) is made a subsidiary.
 - Nov.** MasterVisions Inc. is made a subsidiary.
 - Nov.** amie Inc. is made a subsidiary.
 - Dec.** Keyword Marketing Inc. is made a subsidiary.
- 2023**
- Mar.** Tryhatch, Inc. is made a subsidiary.
 - Jun.** BUSICONET Inc. is made a subsidiary.
 - Jul.** Owned, Company is made a subsidiary.
 - Sep.** KRIK, Inc. is made a subsidiary.

Expanding into the D2C, Investment, and HR businesses after becoming the No. 1 PR business in Asia



Net Sales

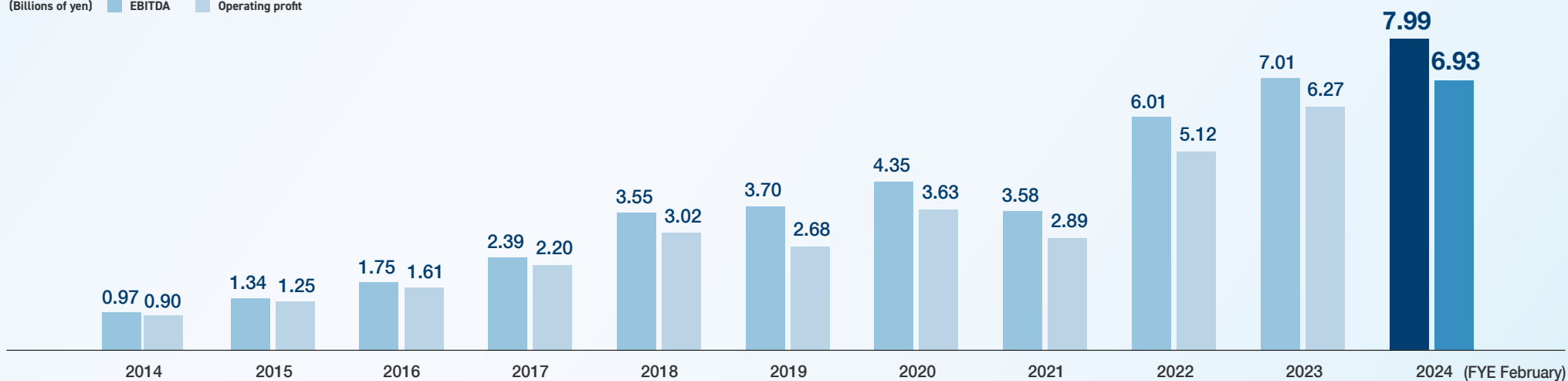
(Billions of yen)



Note: VECTOR changed the accounting policy regarding the treatment of revenue and expenses associated with the commercialization of investments in the fiscal year ended February 28, 2023. Figures from the fiscal year ended February 28, 2019 onward reflect the retroactive application of this policy.

EBITDA and Operating Profit

(Billions of yen) ■ EBITDA ■ Operating profit



Note: VECTOR changed the accounting policy regarding the treatment of revenue and expenses associated with the commercialization of investments in the fiscal year ended February 28, 2023. Figures from the fiscal year ended February 28, 2019 onward reflect the retroactive application of this policy.

Message from the Chairman



02

Continuously Embrace Change and Take On New Challenges

Keiji Nishie

Founder, Chairman and Representative Director
VECTOR INC.



Reflecting on FYE February 2024

In FYE February 2024, we posted growth in both revenue and profit, achieving record highs in net sales and operating profit. During the period, we further expanded the Group's services through M&A in the digital marketing domain, which we have been actively pursuing since the previous fiscal year.

On March 1, 2023, we consolidated Tryhatch, Inc. as a subsidiary. Tryhatch provides comprehensive consulting services for the marketing challenges faced by clients with physical stores, including strategic public relations (PR), social media management, map engine optimization (MEO) management, and performance measurement of marketing activities. In addition, we consolidated Owned, Company as a subsidiary on July 14, 2023. Owned specializes in search engine optimization (SEO) consulting to improve the search engine ranking of clients' websites, and also manages programmatic advertising, including listing advertising and social media advertising. Both companies leverage their strengths in the digital marketing domain and excel in businesses that target the lower part of the sales funnel, which focuses on consumer purchasing behavior.

Moving forward, we will actively promote the M&A of companies that are expected to create synergies with our core businesses. This approach will help accelerate organic growth while also aiming for transformative, non-linear growth.

For FYE February 2025, our planning is based on the operating profit projected in the medium-term profit plan announced on April 14, 2022.

Aiming to Become the “Fast Company” in the Advertising Industry: Growth Strategies for the Next Decade

We have expanded our business based on the concept of being a “Fast Company” that leverages cutting-edge communication methods starting with PR to spread the word about the outstanding products and services of our clients with speed and efficiency, providing them with support while keeping up with the times. In the advertising industry, which we are going after, total ad spending has surpassed 7 trillion yen. Among this spending, internet advertising accounts for more than 3 trillion yen, driving the advertising market as a result of continued growth against the backdrop of the digitalization of society. On the other hand, ad spending in the 4 mass media (TV, newspapers, magazines, and radio) is on the decline. In the past, if you placed an ad on TV or radio or in newspapers or magazines, you could spread the word about products. However, with the growth of the internet and social media, the speed at which word spreads continues to change dramatically. Today, it is no longer the case that simply placing an ad will spread the word about your products. On top of that, the advertising industry is complex. When a customer looks for an agency to handle their overall communication strategy, they often end up dealing with multiple parties. If they require PR services, they turn to PR agencies, for influencer marketing, they engage influencer marketing companies, and for ad management, they rely on ad management agencies. This not only tends to increase the total cost borne by the client but also creates more hassle in managing communication. Our strength lies in our ability to provide our clients with a one-stop communication strategy tailored to their needs while responding quickly to changes in the market environment.

We have subsidiaries that specialize in PR, others that specialize in influencer marketing, and yet more that specialize in social media and advertising management, which means we have all the infrastructure necessary to spread the word in a way that is suited to the current times. This allows us to provide our clients with speedy communication strategies at low cost. Most recently, in light of the accelerating digitalization of society, we are strengthening the “Fast Company” concept by actively executing M&A, especially in the digital domain, and expanding our infrastructure for spreading the word about products. It is precisely because we have always adapted without fear of change that we have been ranked as the No. 1 PR firm in Asia and No. 6* in the world in global rankings. With growth for the next decade in mind, we will continue to take on new challenges.

What We Can Do to Achieve a Sustainable Society

The VECTOR Group has been providing diverse value to society since its inception, guided by its vision of “Making People Happy by Delivering Excellent Products, Services and Solutions to the World.” At the same time, contemporary society faces a multitude of challenges, spanning various areas such as human rights, economic and social issues, and the global environment. The VECTOR Group recognizes these numerous challenges and, with a medium- to long-term perspective, is committed to promoting sustainable business management.

In 2022, we established the Sustainability Committee to identify key social issues (materiality) within the Group based on the Sustainable Development Goals (SDGs) and to initiate efforts aligned with these important themes. For example, the VECTOR Group is making steady progress in promoting diversity and inclusion (D&I) and in developing

human resources to foster progressiveness and creativity, which are crucial to our PR-focused communication services. In terms of contributing to the environment, the Group expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in July 2021. Additionally, we have established a greenhouse gas (GHG) emissions reduction target aligned with the Paris Agreement for 2030 and are committed to proactive information disclosure and enhancing transparency. By constantly taking on new challenges and continuing to discover value and ways of contributing that only VECTOR can provide, we will strive for sustainable growth. We kindly ask for your continued support and cooperation as we forge ahead.

* Source: PProvoke Media 2024 Global Rankings

Value Creation Story



03

INPUT

Financial Capital (FYE Feb. 2023)

Net Sales **¥55,225** million

Operating Profit **¥6,276** million

Fixed Capital

Fixed Capital **¥905** million

Intellectual Capital

R&D Expenses **¥183** million

Human Capital (FYE Feb. 2023)

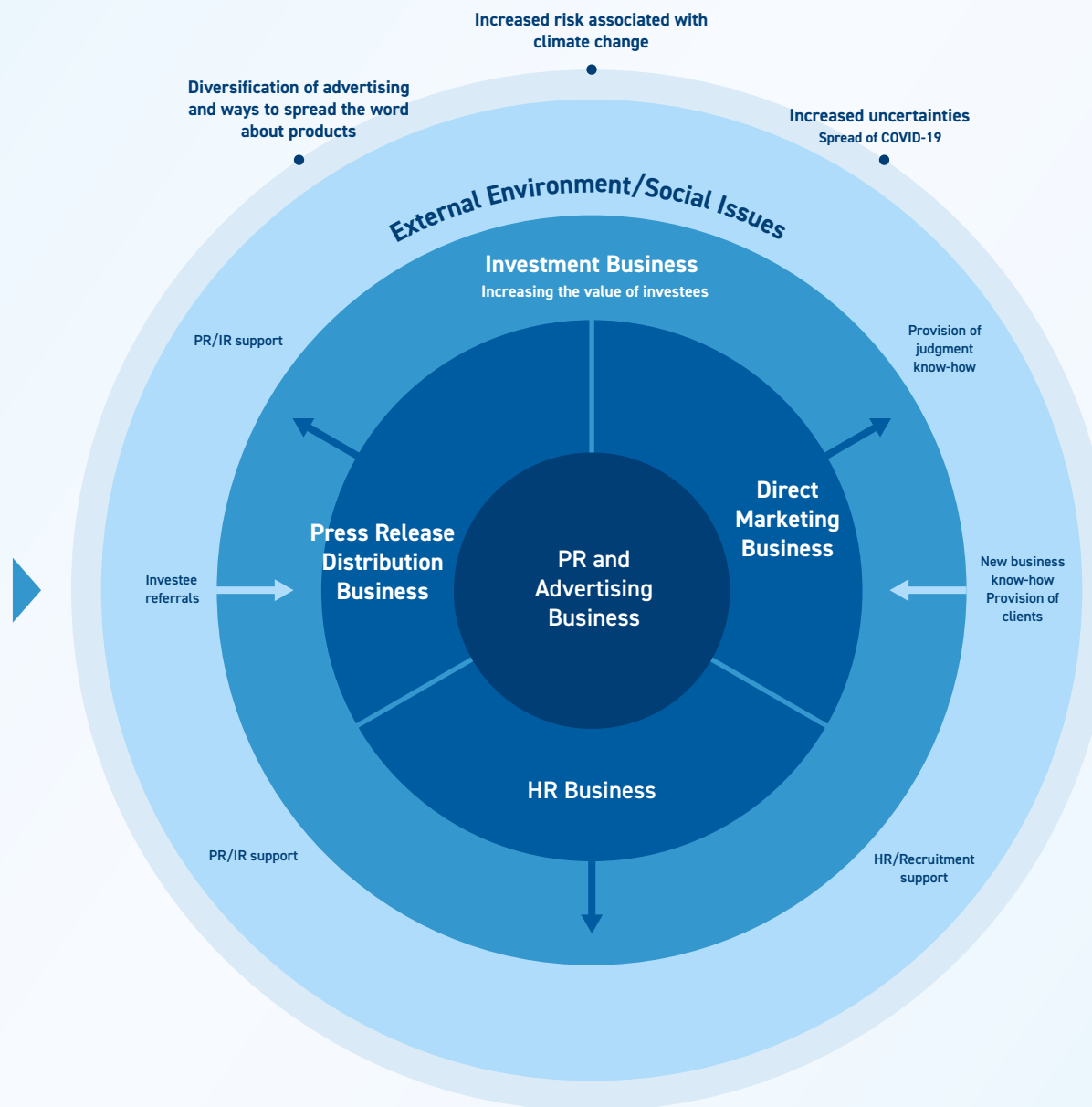
Number of Group Employees **1,427**

Social and Relationship Capital

Number of Consolidated Subsidiaries **48**

Natural Capital

Energy Usage **1,396,776.7** kWh



OUTCOME

Financial Capital (FYE Feb. 2024)

Net Sales **¥59,212** million

Operating Profit **¥6,939** million

Fixed Capital

Development of software provided for business and installation of new communication equipment

Intellectual Capital

Creation of new businesses

Human Capital

Net sales per employee **¥38** million

Social and Relationship Capital

Number of retainer companies **749**

Note: An agreement with a term of six or more months with monthly fees.

Natural Capital

Emissions intensity **0.44**
(t-CO₂eq/net sales [millions of yen])

*GHG (greenhouse gas) emissions figures are for parent company and major PR subsidiaries only.

Medium-term Profit Plan

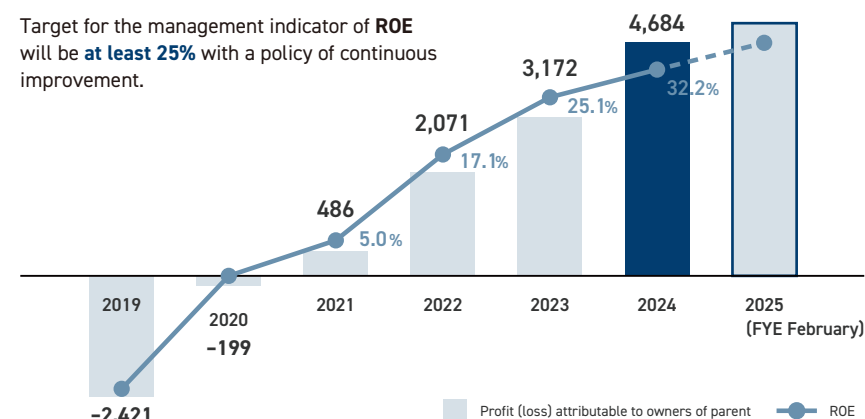
Medium-term Profit Plan (Millions of yen)	FYE Feb. 2023 (Results)	FYE Feb. 2024 (Results)	FYE Feb. 2025 (Targets)	FYE Feb. 2026 (Targets)
EBITDA*	7,013	7,994	9,400	10,900
Operating profit	6,276	6,939	8,500	10,000

- For FYE February 2026, we expect EBITDA of 10,900 million yen and operating profit of 10,000 million yen.
- We will target a return on equity (ROE) of **at least 25%**, aiming for continuous improvement.
- VECTOR's dividend policy is to ensure a **consolidated dividend payout ratio** for shareholders aimed at **30%**.

* EBITDA = Operating profit + Depreciation + Amortization of goodwill

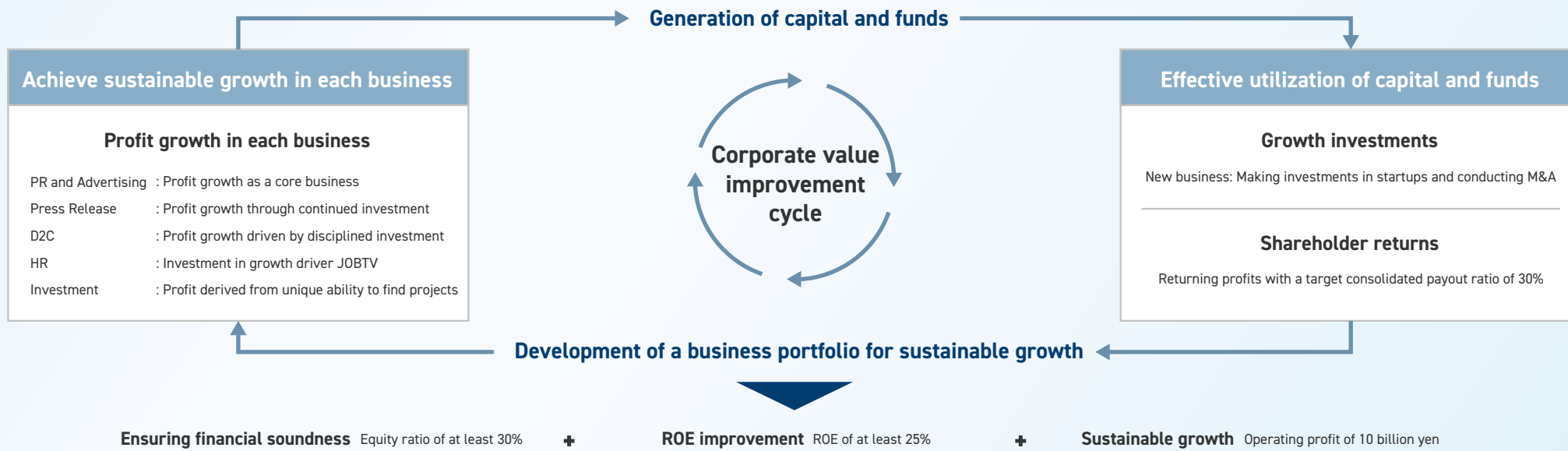
ROE and Profit (Loss) Attributable to Owners of Parent (Millions of yen)

Target for the management indicator of ROE will be **at least 25%** with a policy of continuous improvement.



Capital Allocation

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



Company Strategy



04

Global PR Agency Rankings

No. 1 in Asia/No. 6 in the world

Source: PProvoke Global PR Agency Ranking 2024

2024	2023	Agency	HQ	Fee Income 2023(\$)	Fee Income 2022(\$)	Staff	Growth vs 2022(USD)	Growth vs2022 (Constant Currency)
1	1	Edelman ^{nb}	USA	1,037,907,000	1,079,738,000	6,116	-3.9%	-3.9%
2	2	Weber Shandwick ^{nb}	USA	776,000,000	740,000,000		4.9%	4.9%
3	3	BCW	USA	730,000,000	750,000,000		-2.7%	-2.7%
4	4	FleishmanHillard ^{nb}	USA	720,000,000	735,000,000		-2.0%	-2.0%
5	5	Real Chemistry ^{nb}	USA	595,000,000	555,000,000	1,968	7.2%	7.2%
6	7	Vector Inc. ^{nb}	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



The infographic features a light blue world map in the background. A large, dark blue upward-pointing arrow is centered at the top. Four overlapping circles are arranged in a diamond shape. The top circle is dark blue and contains the text 'Advertising market' and '7 trillion yen'. The left circle is medium blue and contains 'No. 1 PR Firm Worldwide'. The right circle is medium blue and contains 'A “Fast Company” in the advertising industry'. The bottom circle is dark blue and contains 'PR market' and '150 billion yen'.

Advertising market

7 trillion yen

No. 1 PR Firm
Worldwide

A “Fast Company”
in the advertising
industry

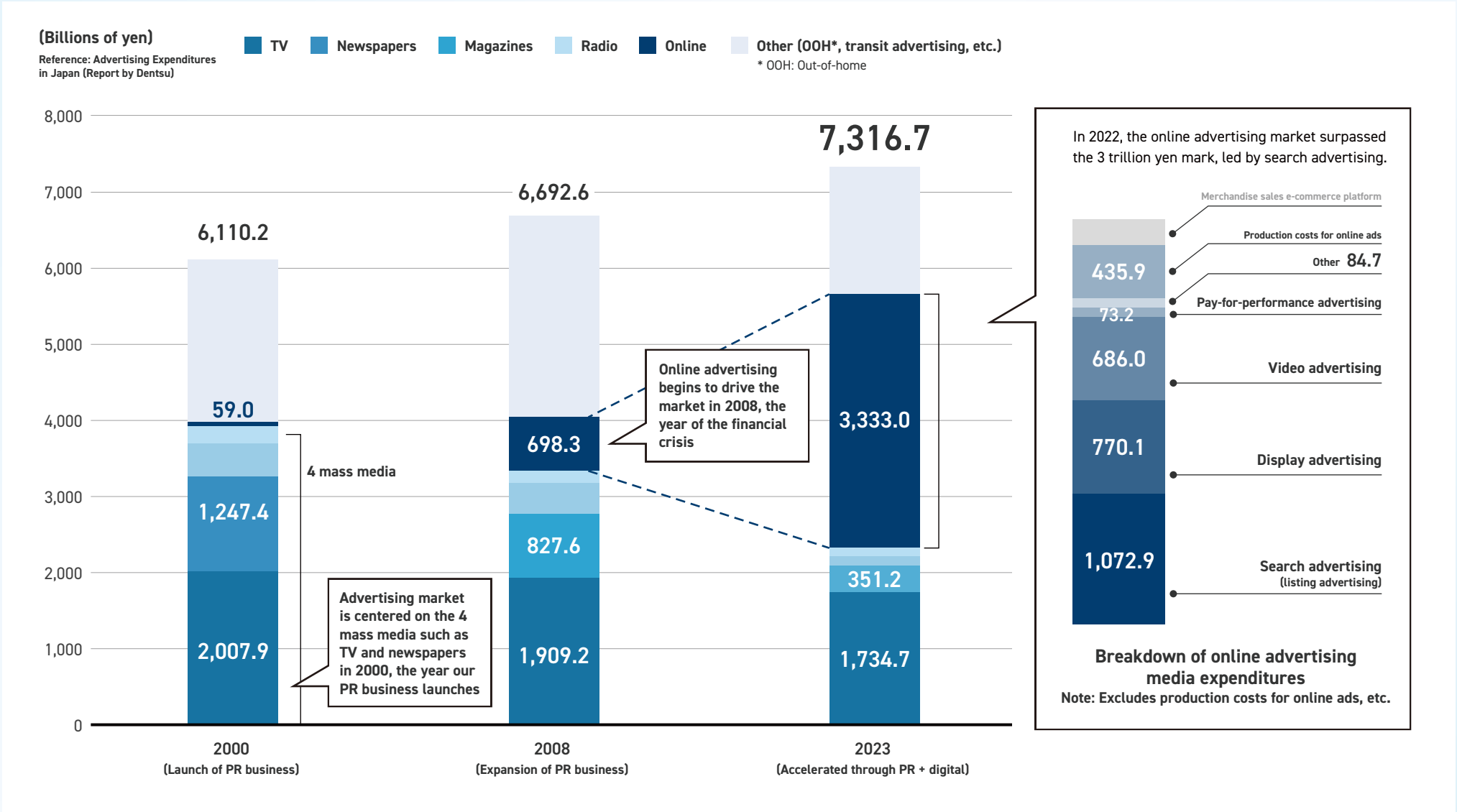
PR market
150 billion yen

The background is a blurred office interior with large windows and a blue overlay. The text is centered and reads:

**...to becoming a Fast Company
in Advertising Industry
“Low Cost” “Middle Quality” “Speedy”**

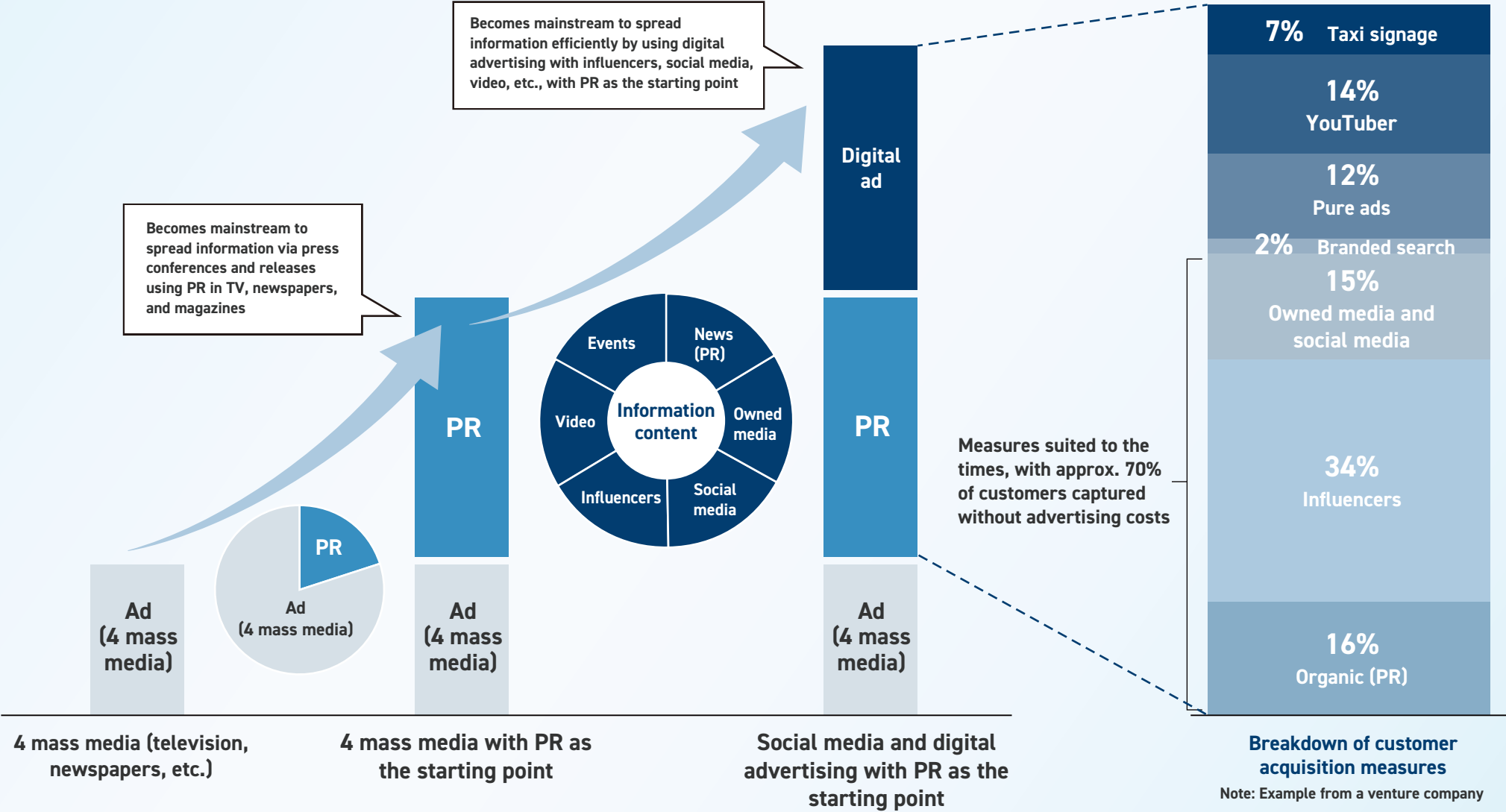
Change in Japan’s Advertising Market

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



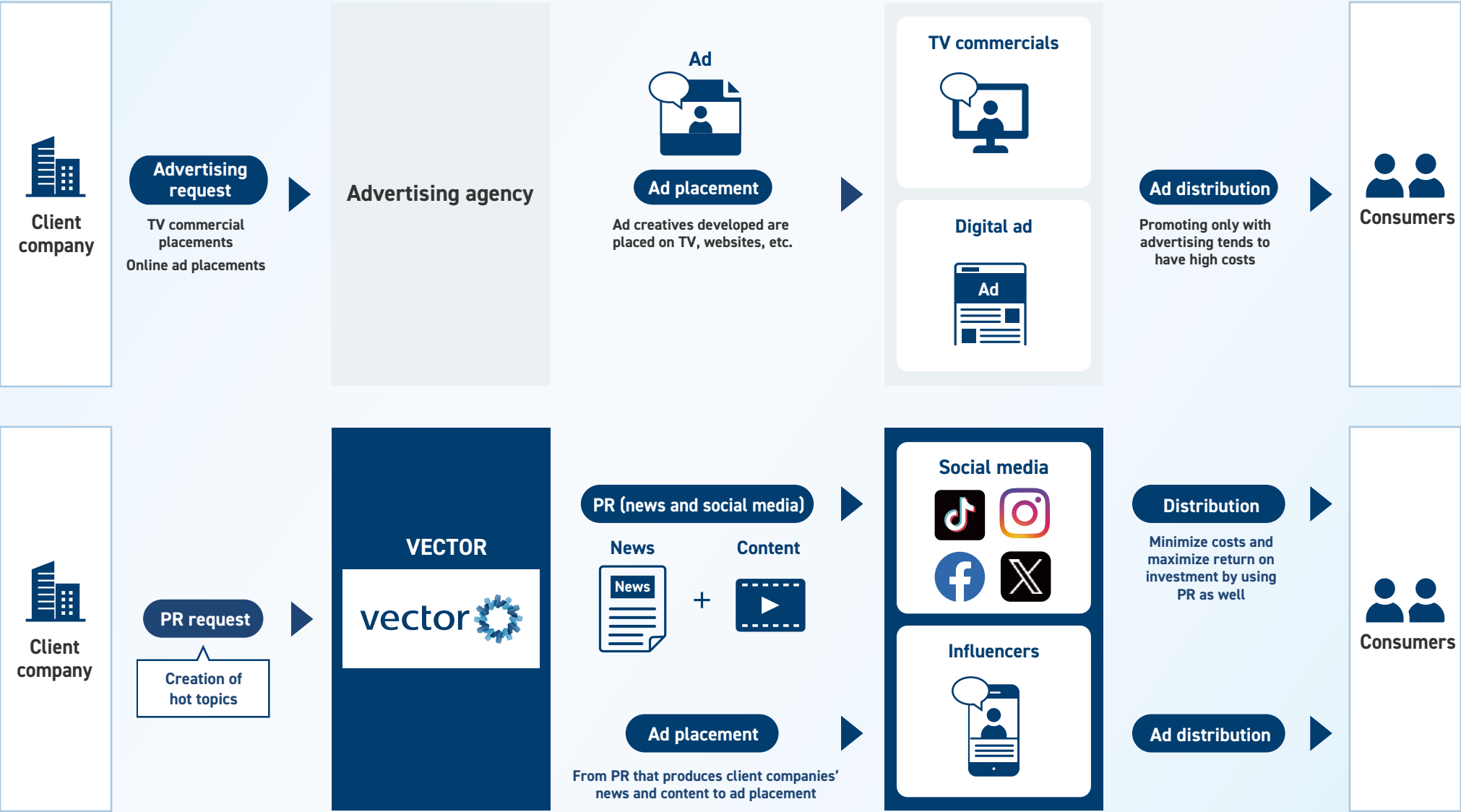
Change in the Way to Spread the Word

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








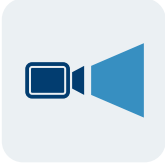











Difference between VECTOR and Advertising Agencies

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

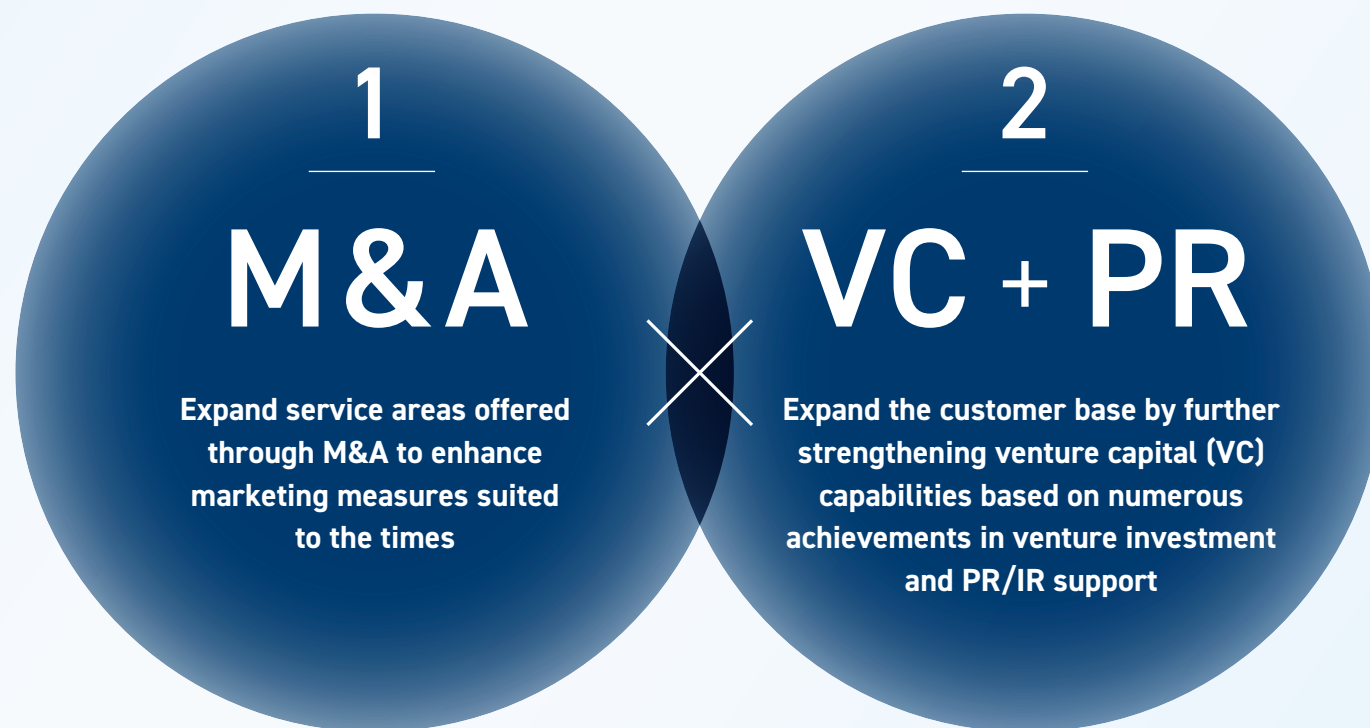


One-stop provision of services necessary for spreading the word
Marketing measures suited to the times delivered at 10% of traditional model’s costs

<div>Celebrity Casting<p>Cast celebrities for content including websites, online videos, and events.</p></div>					<div> Starbank</div>
<div>Press Releases <p>No. 1 press release service in Japan with over 90,000 clients. Used by 58% of publicly listed corporations, our strong brand reputation and media reach are highly appreciated by our clients.</p></div> <div>PRTIMES</div>	<div>PR Consulting <p>From PR planning to execution, our experienced PR consultants apply the most effective communication strategies.</p></div> <div>  </div>	<div>Video Releases <p>Next-generation communication based on the production and distribution of video news from a PR standpoint, delivering content direct to the target audience.</p></div> <div></div>	<div>Influencers <p>Support corporate service/product branding through social media influencers.</p></div> <div> INFLUENCER BANK</div>	<div>Digital Marketing <p>Integrated support from website production and system creation to digital promotion; Can also handle owned media creation and operation, and production of PR videos.</p></div> <div>  </div>	<div>Risk Management <p>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.</p></div> <div></div>

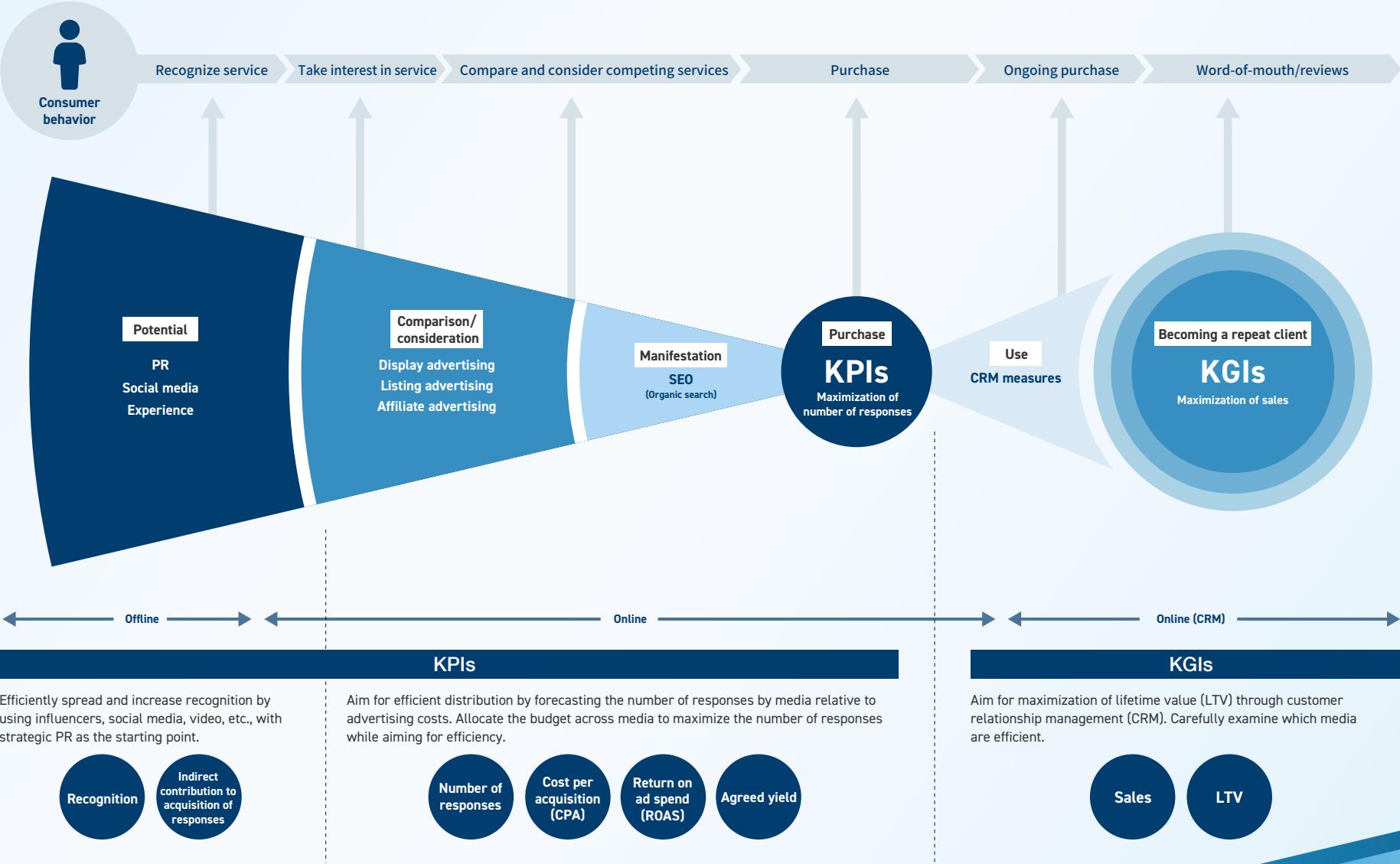
Strengthening the Fast Company Concept

Two key points for strengthening the Fast Company concept



1 | M&A Synergy from Purchase of Digital Marketing Business

The acquisition of a company (business) specializing in strategic design and listing advertisement management has enabled us to provide digital measures aimed at maximizing sales based more on strategic PR than before.



1 | M&A

Basic Policy on M&A

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

Acquisition target

Companies that can expand and enhance the Fast Company concept

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

Decisions made carefully by the Board of Directors, which is majority comprised of outside directors with extensive knowledge of M&A and finance

Post-merger integration

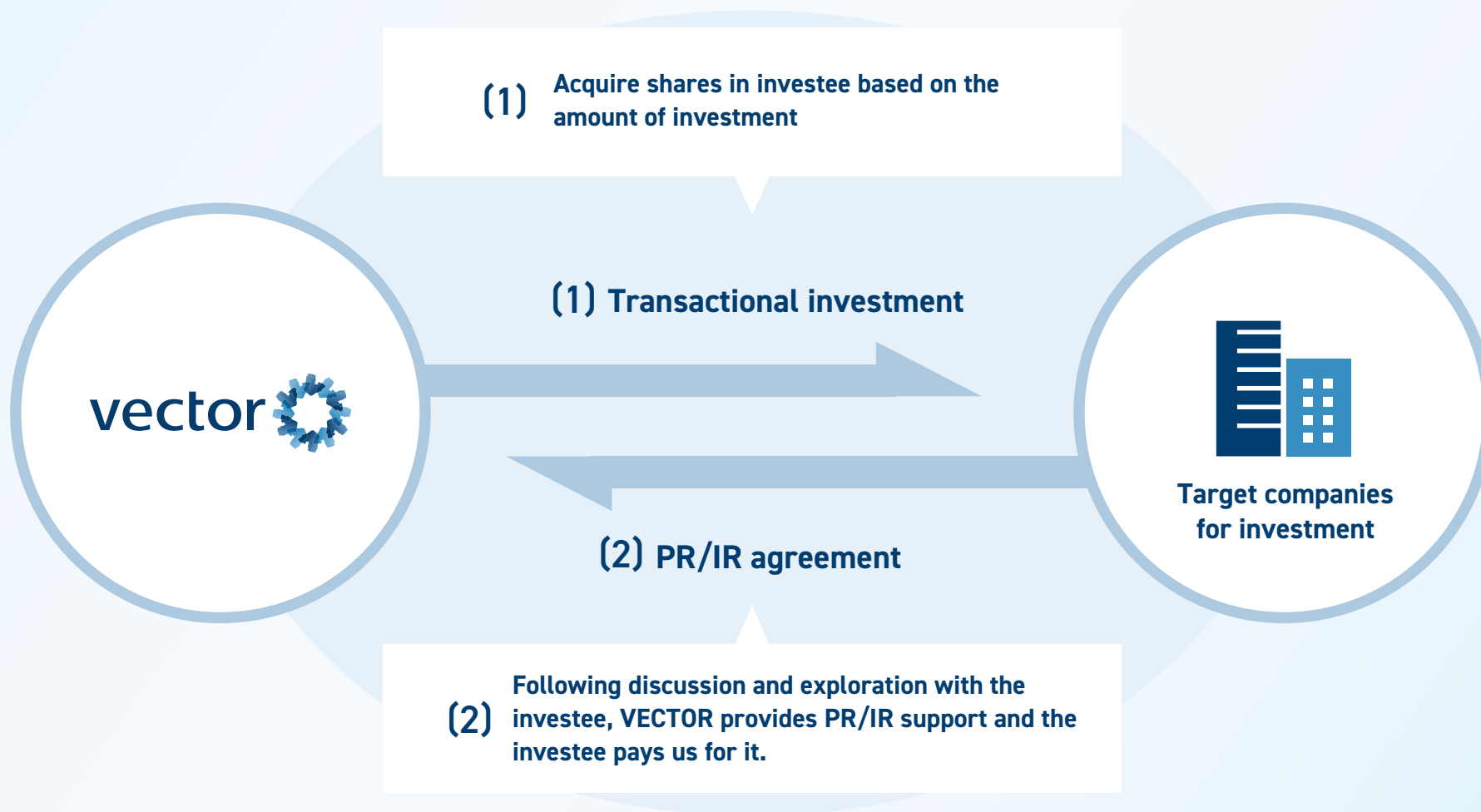
- Regularly monitor objectives of acquisition from time of investment and their achievement
- Develop the internal controls required of a listed Group company

2 | VC×PR

Startup Investment Policy

Support client company growth through investment and PR/IR.

Implement new investments, mainly by transactional investments to conclude PR/IR agreements.





Business Introduction

Businesses Comprising the VECTOR Group

PR and Advertising Business

vector
ANTIL

vector
Platinum

vector
INITIAL

vector

vector
VECKS

Starbank

News
Technology

IR
robotics

Public Affairs
Japan

EVECH

BRAND CLOUD

Keyword marketing

Tryhatch

Owned

NEWS TV

KRIK

Press Release Distribution Business

PR TIMES

Direct Marketing Business

Vitabrid C¹²
Vitabrid Japan

Japanentry

INFLUENCER BANK

HR Business

あしたのチーム

JOBTV

BUSICONET

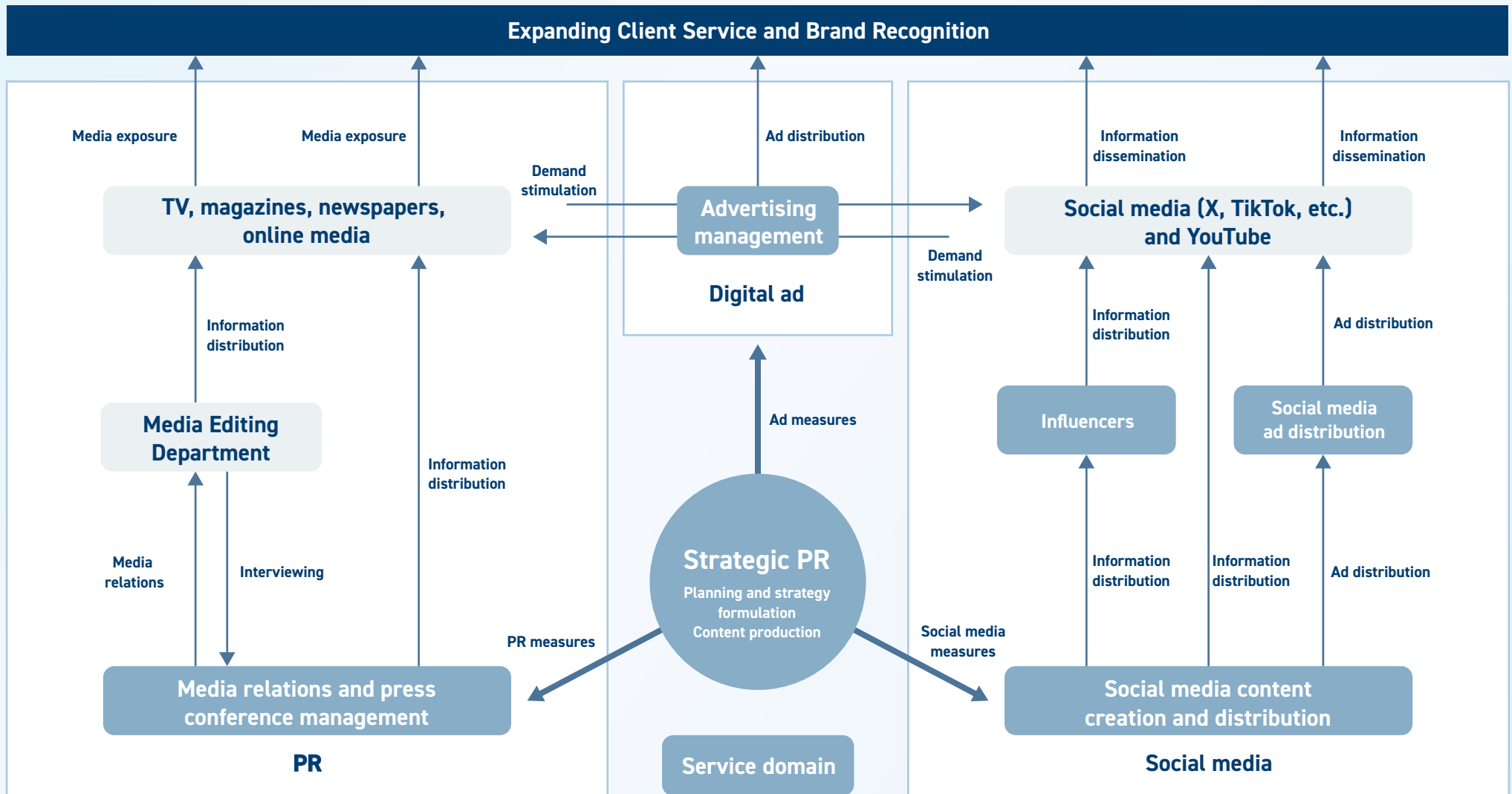
Investment Business

vector
Investment Venture

100
capital

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.

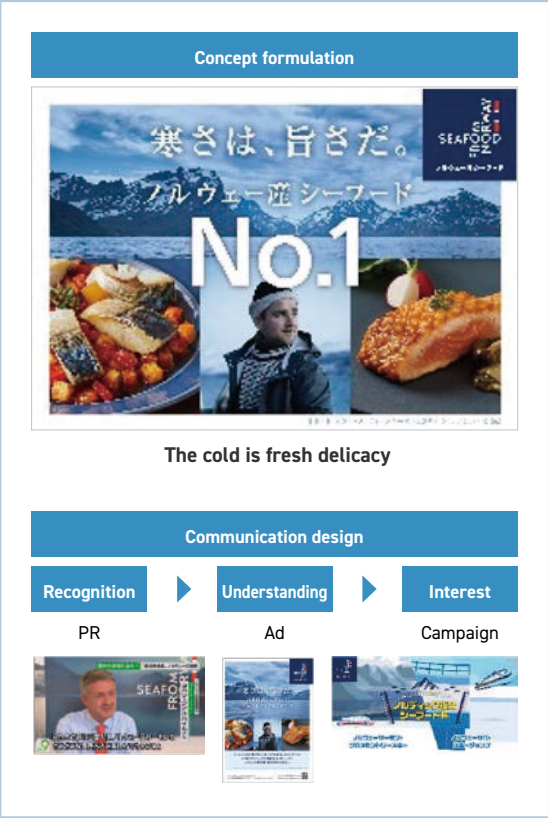


Example 1 of Fast Company Utilizing Group Synergy

We support integrated marketing communication for customers by leveraging Group synergies with strategic PR as the starting point. Demand for large projects in the 100 to 300 million yen range is rapidly increasing, triggered by our ability to provide a one-stop service covering everything from strategy building to awareness raising and purchasing.

Example: Norwegian Embassy “Seafood from Norway”

Overall communication strategy



Measures implemented



We proposed and executed branding and consumer campaigns that would secure shelf space with the aim to increase recognition, value, and demand for Norwegian seafood in Japan, where little is known about countries of origin.

Starting from concept development that captured target insights, we designed and executed a 360° digital x experience campaign that created touch points at every stage and channel of the customer journey, thereby making “Made in Norway” more memorable.

Example 2 of Fast Company Utilizing Group Synergy

Utilizing Group products centered on strategic PR, digital marketing, and influencer marketing, we achieved VECTOR's unique PR-driven integrated marketing communications.

Example: Opening of FENDER FLAGSHIP TOKYO

Overall communication strategy



Opening concept formulation

FENDER COUNTDOWN 50

Communication design

Interest

Social media

Popularity

PR

Understanding

Ad

We were responsible for everything from formulating the campaign concept to implementing it for the world's first flagship store, FENDER FLAGSHIP TOKYO, which opened in Harajuku in June 2023, with the aim of gaining awareness and encouraging people of all ages to visit.

Measures implemented

FENDER FLAGSHIP TOKYO
June 30, 2023: World's first flagship store

Countdown planning

Countdown 50

Digital signage

Videos and social media

PR

Events

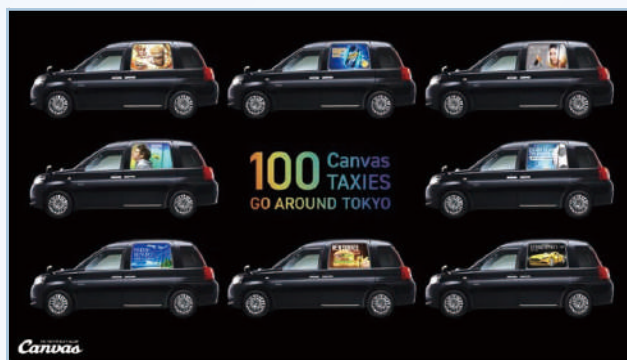
50 days before the opening, we started a countdown project with 50 artists from around the world, maximizing popularity by linking PR, social media, and videos in preparation for the opening. We succeeded in attracting visitors with an advertising equivalent of upward of 1 billion yen, total video views over 8 million, and a waiting time of 10 hours.

Digital Signage (News Technology)

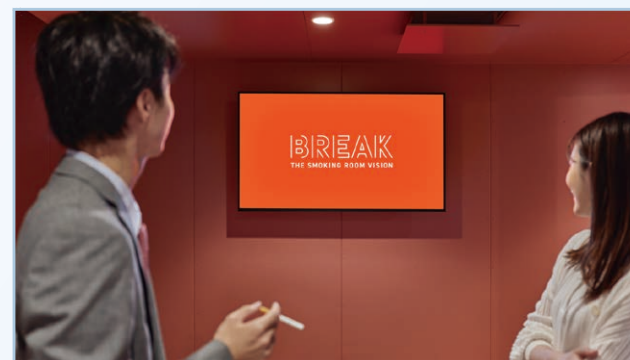
Providing digital signage for rear seat passengers in approximately 11,500 taxis, the largest scale of taxi signage advertising in Tokyo. Broadly expanding with Japan's first vehicle window mobility signage and smoking area signage media service, among other innovations.



Tokyo's largest taxi mobility media, GROWTH
Delivering video advertisements to 7.7 million business taxi passengers, most of whom are business professionals, each month through signage installed in the rear seats of taxis.



Japan's first vehicle window mobility signage, Canvas
The first vehicle window mobility signage service in Japan, displaying advertisements on the rear side windows of taxis.

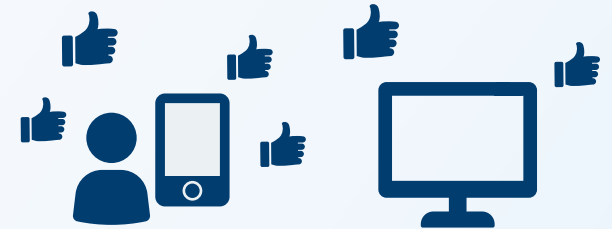
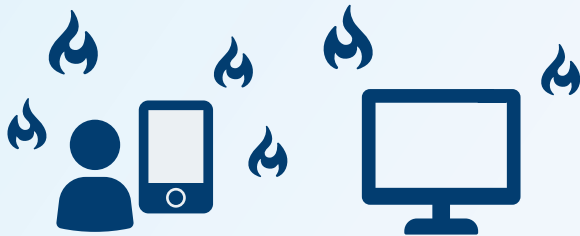


Smoking area signage media service, BREAK
Delivering video advertisements and original media content suited to break times in smoking areas.

Risk Management (Brand Cloud)

Offering risk management services from online backlash detection to reputation enhancement.

Providing global support and differentiating from competitors by employing methods aligned with international standards across eight countries.



Online Backlash Detection

By monitoring and analyzing social media such as X (formerly Twitter), Facebook, blogs, and review sites, as well as news media, Brand Cloud detects posts that could potentially escalate into online backlash in advance, thus preventing such issues.

Information Leakage Detection

To detect information leakage within a company, we analyze log data from sources such as file server access logs, internet search history, and printing history to identify and prevent potential information leaks.

Crisis Management Consulting

We offer consulting services for managing crises, addressing each stage of escalation (spark, spread, outbreak, major crisis) from initial response to resolution. By combining with our online backlash detection and information leakage detection services, we can identify sparks early and resolve issues promptly.



Reputation Enhancement

Reputation enhancement involves boosting the corporate image after online backlash, increasing the awareness of under-recognized services or products, and improving reviews and reputation. This service aims to elevate the brand image of companies, services, and products.



Video Releases

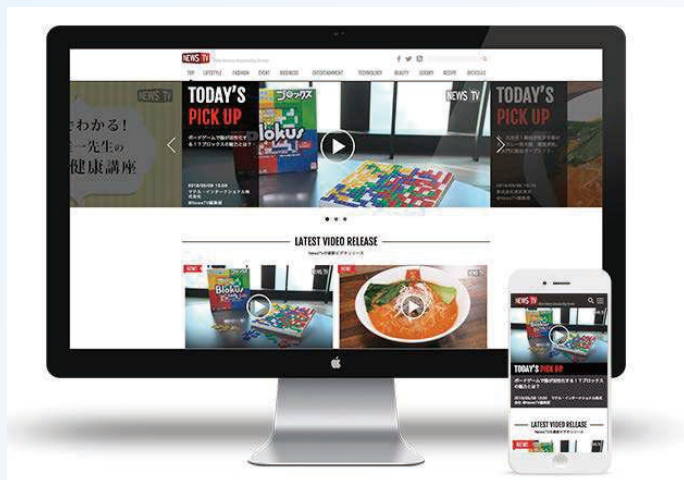
Providing everything from filming to video production and ad distribution, we have the No. 1 news video streaming service in the industry with a track record of more than 4,500 videos produced and streamed since the launch of the service in 2015 and a high rate of repeated orders.

動画を通じて、
伝えたいことを伝えたい人に

ターゲットに届く「動画制作&広告配信」の一貫サービス
それが『ビデオリリース』です。

NEWS TV

累計4,500本突破!



We offer a one-stop service that includes the entire process from free video production to streaming to communicate about your company and products through video.

NewsTV produces video releases quickly and free of charge. These productions are of high quality based on proven results. Furthermore, we conduct data-driven streaming operations through our proprietary streaming platform to deliver information you want to communicate to the people you want to reach with it.

NEWS TVが選ばれる3つのポイント

01 POINT

動画制作費が無料!
制作から配信まで、
ワンストップで手軽に導入

NewsTVでは、通年高質な動画制作費が無料。
画に動画制作の依頼から撮影・編集・配信までを自社で一貫。
記者会見やイベントなど、対応ある映像を配信できるスピード感を実現で
きます。過去の配信動画の分析を基にした精確な配信、制作を行いますので、コ
ーダーに頼る「動画制作」が可能です。

02 POINT

**「NewsTV Network」と
SNSで拡散。配信対象の自由な
カスタマイズが可能**

約4,000の法人メディアをネットワークしたNewsTVの配信サービス
ネットワーク「NewsTV Network」でSNSで配信を行います。
4億以上のデータを活用して様々なニーズに応じたターゲティング配信を行うこ
とができます。

03 POINT

**動画制作のプロが
最短即日で動画を制作**

動画を制作するのは、テレビ局などで長年活躍してきた経験豊富なディレクタ
ー陣。
分秒を争い内装への編集、最短即日での動画制作・配信開始が叶います。

01 POINT

ヒアリング
・商社
・ターゲット
・ご予算
etc.

動画制作
・記者発表
・インフルエンサー
・モニタリング
etc.

動画配信
・ターゲティング
・配信決定
・配信開始
etc.

効果測定
・視聴回数
・コンバージョン
・ブランド価値
etc.

02 POINT

targeting
約4億UBのデータから企業が
求めるユーザーをターゲティングし
て配信サービスを提供

analysis
視聴データに基づいた配信面分析、
ターゲティング分析、
クリエイティブ分析が可能

new case
独自開発のため、
業者を選まないことから、
低コストで高い収益性を確保

We grow service domains taking advantage of the business know-how we have cultivated and start new businesses that leverage Group synergies and partner strengths.

Media Tie-Up Dekiru-kun

Started offering the media tie-up platform, Media Tie-Up Dekiru-kun



Service Flow

Step 1. Orientation sheet

A screenshot of the orientation sheet form, which includes fields for company name, contact information, and a table for listing news releases.

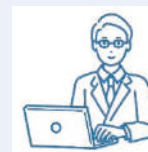
Fill out the orientation sheet based on the content of the news release you want covered.

Step 2. Matching



Obtain entries from media outlets that are highly compatible with the information provided from among over 100 partner media, and match them through the platform.

Step 3. Article creation



Media outlets create articles based on the content of the orientation sheet.

Step 4. Publication



The articles are published in the media according to the budget.

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

PR TIMES Tokyo Stock Exchange (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の強み 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 **58%** 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が低下、デジタルメディアの進化、スマートフォンの普及、生活習慣による様々なSNSの活用拡大と、情報発信力の飛躍的な向上など。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選ばれています。

主なパブリシティ実績

新聞 金経 MJ 日本経済新聞 宣伝会議
広報会議 TechCrunch THE BRIDGE RBB TODAY ITmedia マイナビニュース
cnet Japan Yahoo! ニュース mixi

事例

- ブーム後も新しい仕掛けで盛り上げたい。「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湖池屋
- 豊富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な手法を工夫。質の高い情報発信で、スイーツの魅力を伝える銀座コースター
- ブランドを「守る」より「広める」ことを重視。次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」

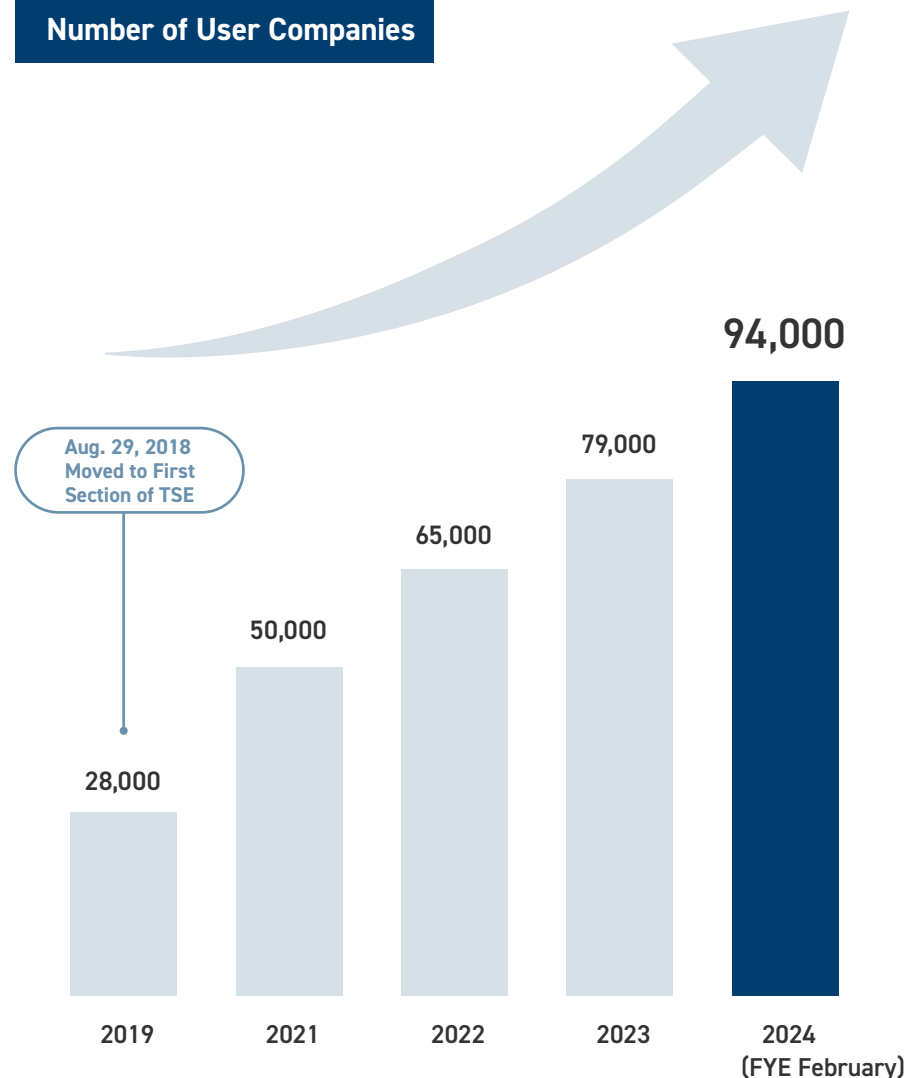
画像をもっと見る

Published in more than
200 publications!



Japan's No. 1 press release distribution platform, PR TIMES
More than 94,000 user companies, used by 58% of publicly listed corporations

Number of User Companies



We handle everything in-house, from product planning and production to advertising, marketing, and purchasing in a D2C business having direct contact with customers.

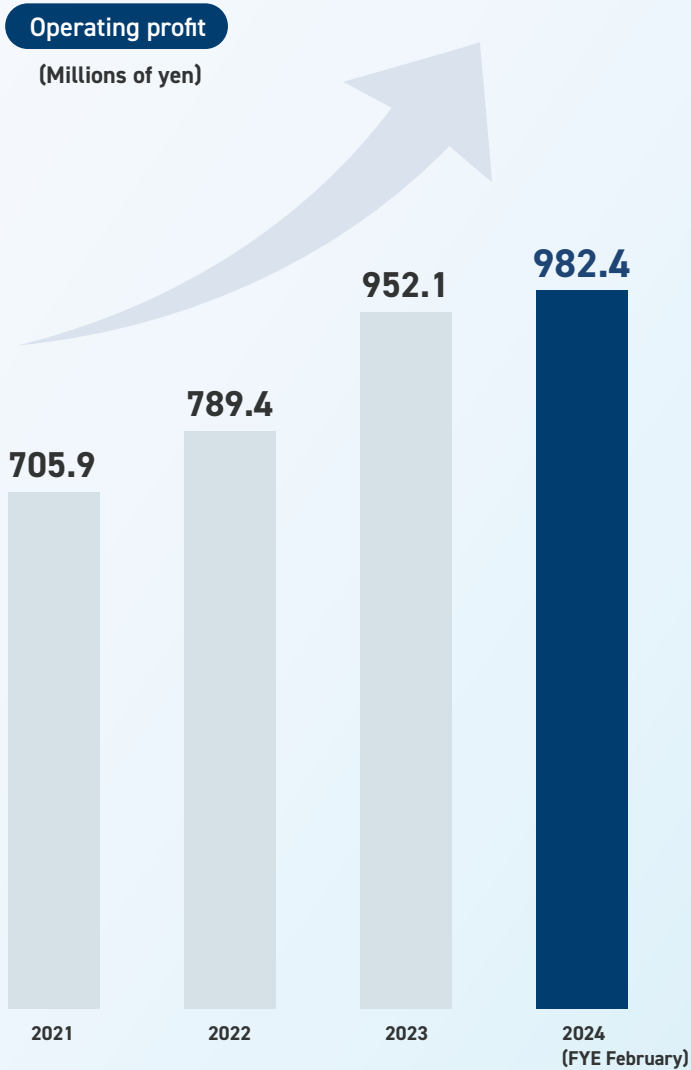
Vitabrid C¹²



Japan Premium DHA & EPA + GABA is Japan's first triple-action supplement containing DHA, EPA, and GABA that has been shown after six years of long research and development to benefit the eight body functions.



Vitabrid Daily GABA is a supplement that alleviates issues faced in modern-day living, such as poor sleep, stress, and constant fatigue, aiming to make everyday life more positive and enjoyable.



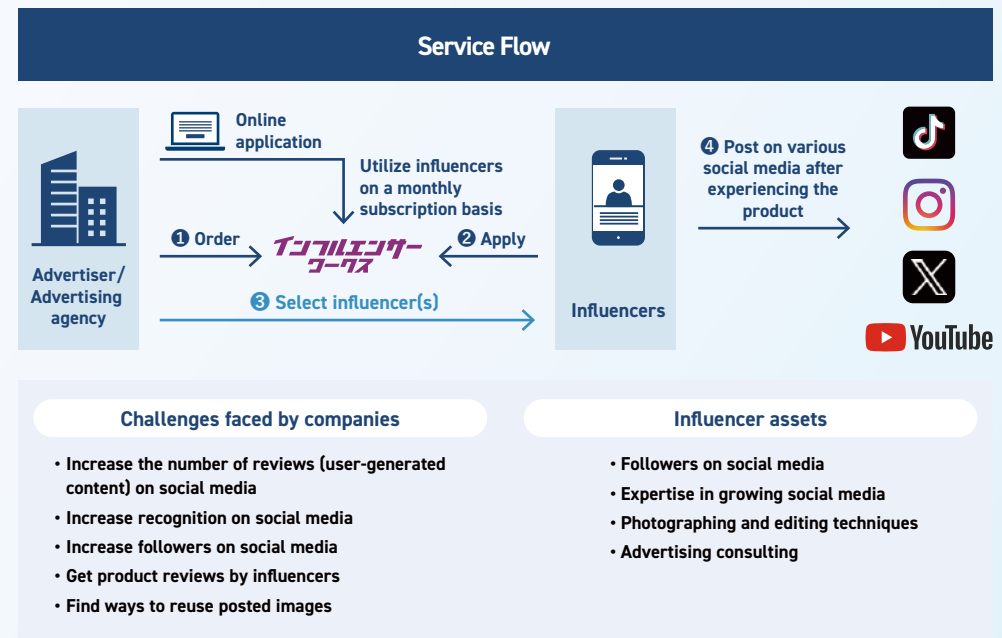
We launched Influencer Works, a matching platform designed to connect various corporate needs with influencers and build new relationships, starting in October 2021.

Influencer Works matching platform

Matching platform connecting companies with more than 10,000 influencers

Simply provide products and request as much PR as desired!

No limits on the number of products, types of social media, or number of orders



ASHITA-TEAM offers services for small and medium-sized enterprises and startups focused on personnel evaluation systems.
With a track record of introduction by more than 3,000 companies in Japan and other countries,
we have captured the No. 1 share of personnel evaluation services.



See
employees

Understand
individual
characteristics

Establish the
organization



Employee directory

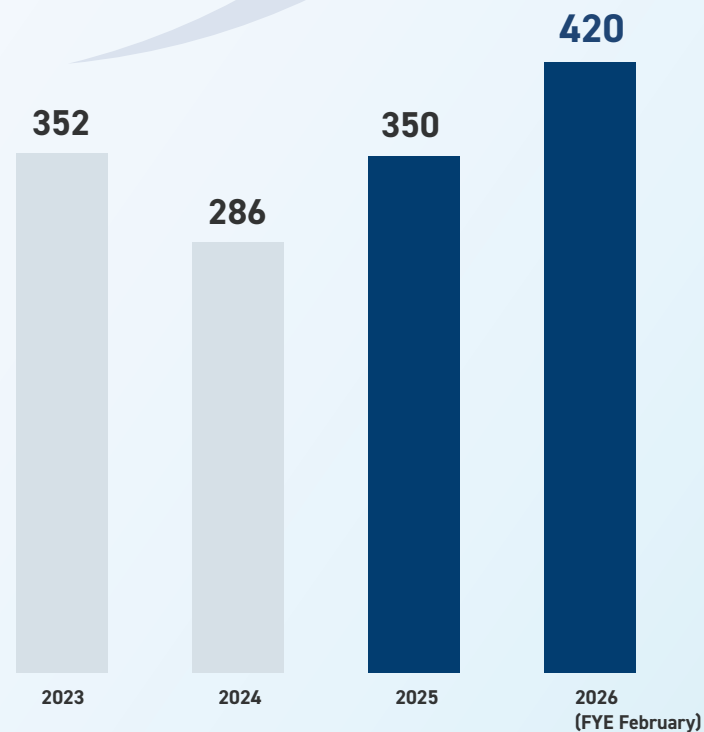


Employee database



Organizational chart

Operating profit
(Millions of yen)



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.



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!



Company information video

JOBTV



Self-introduction video



Recruiting 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!


Over 1,000 participating companies!



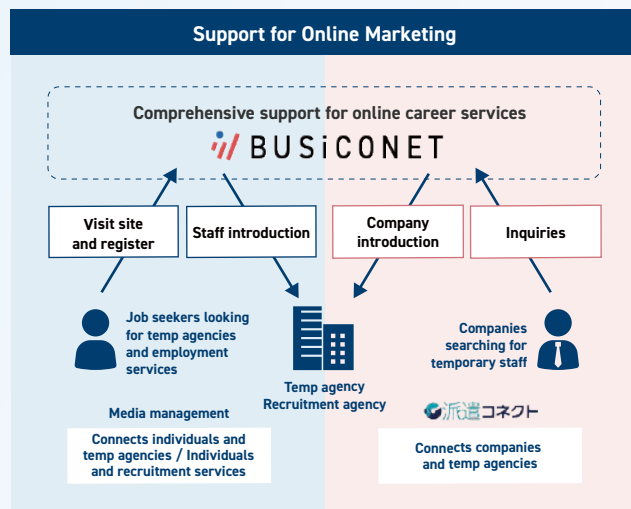
Synergies Created through the Acquisition of BUSiCONET

- BUSiCONET Inc., a company that provides comprehensive support for online career services, became a consolidated subsidiary on June 28, 2023.
- VECTOR will aim to increase revenue by leveraging BUSiCONET's media operations expertise and by referring the job seekers acquired via its web media to JOBTV.

Overview of acquisition of shares

Company name	 BUSiCONET Inc.
Business	Operation of online employment media Support for online marketing
Acquisition cost	1,790 million yen
Share acquisition date	June 28, 2023

Business




BUSiCONET has launched multiple services that support employment service providers in attracting customers online. The company has provided a large range of solutions that leverage its strength in online marketing and attracting customers.

Synergy Achieved through Acquisition of FINDAWAY

- We made FINDAWAY Co., Ltd., which specializes in recruitment consulting and engineer referrals, a consolidated subsidiary on March 29, 2024.
- We will expand the human resource support business by utilizing FINDAWAY's customer and recruitment consulting know-how in JOBTV.

Overview of acquisition of shares

Company name	 FINDAWAY Co., Ltd.
Business	Provision of recruitment consulting Planning and production of online human resources ad media
Share acquisition rate	70.8%
Share acquisition date	March 29, 2024

Business

HR Consulting											
Research, selection, and PR			Applicant management and operation			Screening, assessment, and job offer			Hiring, training, and work		
Recruitment planning	Recruitment concept planning	Selection of recruitment media	Selection of site management tool	Interviewing, production, and filming	Selection of job offer follow-up and assessment tool	Formation of applicant pool	Applicant support	Interviewer training	Planning and holding of company briefing sessions	Document screening and interviews	Aptitude assessment tests
											Email and phone-based follow-up
											HR screening
											Final HR screening
											Recruiter follow-up
											Job offer follow-up
											Implementation of training program
											Practical on-site training
											Personnel evaluation and system reform

Leveraging our track record with more than 1,000 client companies and our unique capabilities

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 resource support business based on new graduate support leveraging referrals from our own media.



New Graduate Support

- JOBTV New Graduates
- JOBTV New Graduates Premium

JOBTV for New Graduates launched in December 2021. Over 1,000 registered companies and a total of more than 150,000 registered university 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 job seekers.

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.

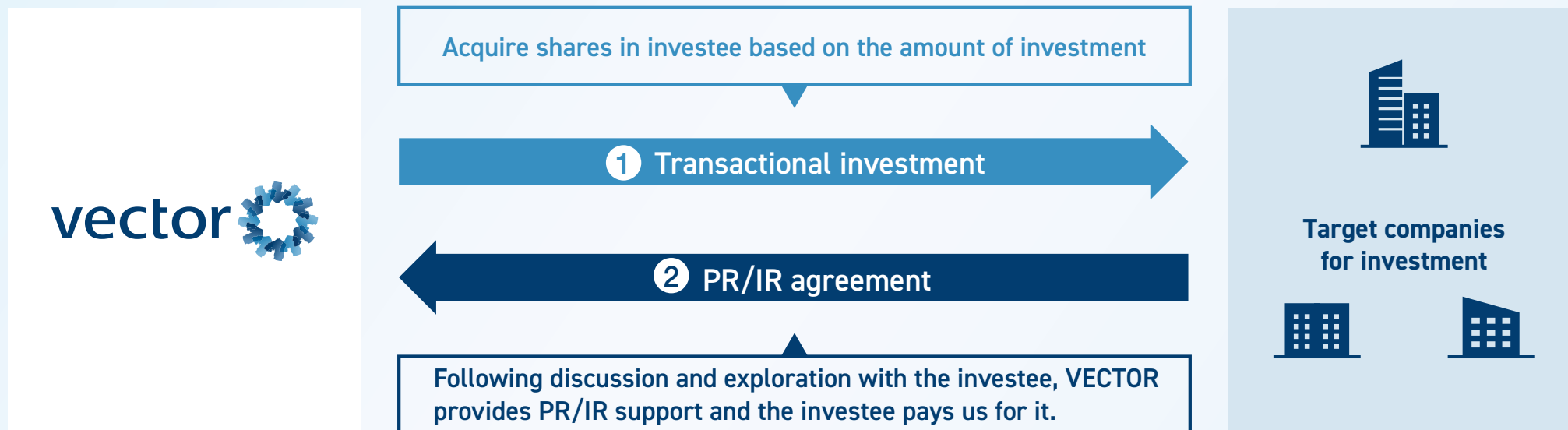
Temporary Staffing

- 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.

In our startup investing activities, we provide investees with support for increasing value along with PR and IR.

In all, 32 companies have launched their IPOs (we continue to provide support after the IPO).



Sustainability



05

The VECTOR Group strives to raise awareness of the importance of the SDGs and environmental, social, and governance (ESG) initiatives and create happiness for all stakeholders by spreading its initiatives, and those of many other companies, throughout the world.

We strive to contribute to the sustainable development of society as a whole by working on resolution to various social issues through our business. This is in accordance with the spirit of “Making People Happy by Delivering Excellent Products, Services and Solutions to the World,” which has been the Group’s vision since our founding.

Some of the current issues facing society are closely related to the Group’s business activities, such as climate change, diversity, and sustainable production and consumption. In these areas, we will promote the effective use of the Group’s internal resources and realize measures that produce a social effect by partnering with various stakeholders.

The philosophy behind our sustainability policy is “spreading SDGs and ESG initiatives throughout the world to create happiness for all stakeholders.” Through our PR-centered communication services, we believe we must do our utmost to improve the SDGs and ESG environment in Japan by supporting not only our own SDGs and ESG initiatives but also those of our customers—the client companies of the VECTOR Group. To achieve this, human resources are essential. By changing the way we work to adapt to the times and by having diverse range of employees, we can provide services for the modern age and resolve social issues.



Saori Kiryu

Sustainability Committee Chairperson
Executive Vice President of VECTOR INC.
and President of Platinum Inc.

Sustainability Committee Overview

Goals

- Improve synergy and efficiency between different departments and unify them under shared goals.
- Strengthen corporate governance.

Roles

- Formulate a basic sustainability policy, develop operational structure, set up and deliberate targets.
- Conduct research and information gathering, and report them during executive meetings and Board meetings.

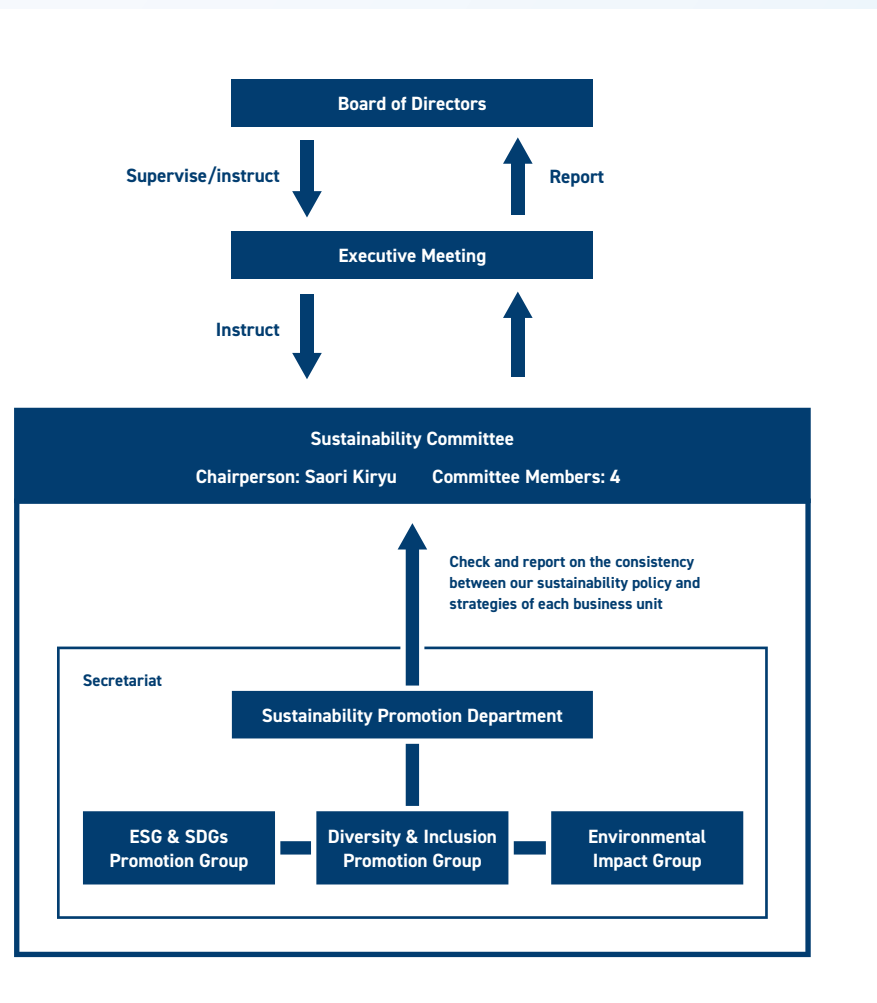
Organization

- Appoint Saori Kiryu as chairperson of the Sustainability Committee.
- Organize members suitable for the responsibility of managing sustainable management.

Roles	Members
Chairperson	Executive Vice President of VECTOR INC. and President and Representative Director of Platinum Inc. Saori Kiryu
Committee members	<ul style="list-style-type: none"> • Officer: Yosuke Goto • IR/ESG: Akira Kiga • Legal Affairs: Izumi Iso • Corporate Planning: Nanako Sugawara
Observers	<ul style="list-style-type: none"> • External Director • Auditor
Secretariat	<ul style="list-style-type: none"> • Sustainability Promotion Department • ESG & SDGs Promotion Group: Shunsuke Kokubu • Diversity & Inclusion Promotion Group: Yuko Nishie • Environmental Impact Group: Yuko Hirabayashi

Sustainability Committee Organizational Structure

Established the Sustainability Committee for the realization of a sustainable society



Materiality Identification Process

1 Materiality identification process

- For the selection, use the SDGs indicators, which are goals that represent important social issues and the theme of global sustainability.

2 Evaluation of business relevance

- Evaluate the selected material issue candidates according to their level of relevance to the business activities of the VECTOR Group.

3 Classification of material issues

- Evaluate the candidates in regard to their business relevance and formulate material issues for the VECTOR Group.

4 Determine important themes

- Establish six important themes for the VECTOR Group.
- Incorporate feedback from stakeholders and carry out regular reviews.

Materiality Philosophy Chart



Materiality

SDGs/ESG PR consulting

The VECTOR Group strives to raise awareness of the importance of the SDGs and ESG and contribute to happiness for all stakeholders by spreading its initiatives, and those of many other companies, throughout the world.

Results of Initiatives

- Launch of the VECTOR SDGs Project in October 2021
- Decision on specific action with respect to the VECTOR Group's initiatives for resolving social issues

SDGs Targets



Creation of innovation by supporting venture companies

We are supporting business innovation by drawing on our experience gained from assisting our clients' diverse forms of marketing. We are also investing in startups that are actively engaging in SDGs and ESG initiatives.

Results of Initiatives

- Investment in more than 10 industry sectors
- IPOs (total): 32 companies

SDGs Targets



Development of human resources so that they can become progressive and creative

We have created a human resources development program centered on our core PR business. We have also developed training programs tailored to employees, including introductory training, specialized training, and level-specific training.

Results of Initiatives

- Enhancement of training program
- Career Challenge System
- Internal entrepreneur program

SDGs Targets



Promotion of D&I

Listen to all voices and foster a culture of belonging and trust where everyone has a place to be themselves. Link this culture to the promotion of diversity, inclusion, and belonging. Promote women's empowerment, the expansion of activity overseas, and the appointment of employees with diverse backgrounds.

Results of Initiatives

- Signatory of the Women's Empowerment Principles (WEPs)
- Member of 30% Club Japan
- Conducting of employee engagement surveys

SDGs Targets



Formation of an equal society

We aim to realize a society in which everyone is given equal opportunities.

Results of Initiatives

- Raising of awareness about the advancement of employment for people with disabilities through partnership with investee company Syogaisha Koyo Bank

SDGs Targets



Contribution to the environment

Disclose information on climate change risks on an ongoing basis and systematically work toward the 1.5°C target. Also raise awareness among employees, aiming for a sustainable society.

Results of Initiatives

- Promotion of joint purchasing/paperless operations
- Calculation of own emissions and scenario analysis

SDGs Targets



Response to Climate Change

The VECTOR Group is working to reduce GHG emissions and eliminate waste through its business activities. We will continue to strive to lower the emissions and the environmental impact generated from our main offices in Japan and overseas, and will make efforts to enhance business efficiency while reducing total CO₂ emissions.

GHG Emissions Reduction Targets and Measures

GHG emissions reduction target (1.5°C)

The VECTOR Group has set targets of reducing net Scope 1 and 2 emissions to zero by 2030 and Scope 3 emissions by 50% by 2030, with 2021 as the base year. To achieve these emissions reduction targets, we will work to reduce Scope 3 emissions by 3,155 t-CO₂ over a period of nine years that began in 2021.

Specific measures for reducing GHG emissions (1.5°C)

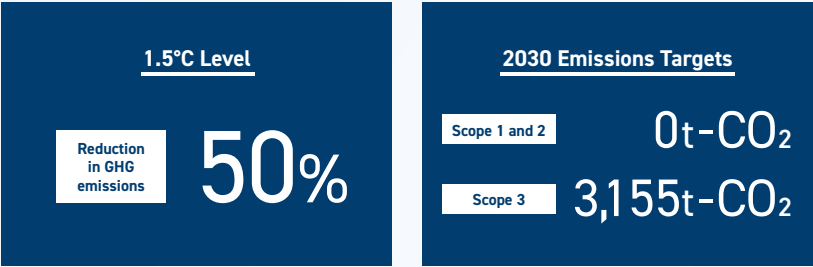
The VECTOR Group is implementing the following initiatives to reduce Scope 1 and 2 emissions by 307 t-CO₂ by 2030.

We will reduce direct emissions (Scope 1) by switching our current company car fleet from gasoline cars to EVs. In addition, indirect emissions (Scope 2) associated with the use of electricity will be reduced by increasing the percentage of electricity we use from renewable energy. We will also offset CO₂ emissions by purchasing non-fossil fuel energy certificates and renewable energy credits. By implementing and continuing these initiatives, we aim to achieve carbon neutrality.

The VECTOR Group is implementing the following initiatives to reduce Scope 3 emissions by 3,155 t-CO₂ by 2030.

We will reduce emissions through streamlining work processes that the Group has outsourced by performing some of them in-house in the future. By supporting SDGs and ESG initiatives through PR to boost awareness, we will also encourage decarbonization and the reduction of emissions, working to reduce emissions throughout the entire supply chain.

By implementing these initiatives, the VECTOR Group will strive to reduce its GHG emissions by 50%.



1.5°C Scenario Analysis

The VECTOR Group examines, evaluates, and analyzes climate change-related risks and opportunities at meetings of the Sustainability Committee. The current 1.5°C scenario analysis has been divided into risks in society (transition risk and physical risk) and business opportunities in case of a 1.5°C rise in the earth's temperature.

Table of Assumed Risks and Opportunities

Risks		Indicators
Transition risk	Policy/legal risk	CO ₂ emissions regulations
	Technology risk	Requirement for new facilities/equipment renewals
	Market risk	Cost increase/demand decrease
	Reputation risk	Poor reputation for products/services
Physical risk	Acute risk	Financial impact from natural disasters
	Chronic risk	Financial impact from global warming Financial impact from rising sea levels

Opportunities		Indicators
Business opportunities	Resource efficiency	Increased efficiency in transportation/distribution/buildings
	Energy sources	Increase in low-carbon energy sources
	Products/services	Development of new products/services
	Market	Emerging of new markets
	Resilience	Energy-saving and alternative resources

Risks

Transition risk

It is assumed that a range of technological innovations and lifestyle changes will arise with the tightening of GHG emissions regulations. While price rises for raw materials and electricity are expected to have a negative effect in the short and medium term, it is forecast that risk can be mitigated for both of these in the long term by addressing change.

Physical risk

It is assumed that the negative effects of physical risks from climate change can be controlled to a certain extent through the tightening of GHG emissions regulations and technological and lifestyle changes. Due to this, significant risk is not expected over the short, medium, and long term.

Business Opportunities

It is expected that facility and distribution efficiency improvements, the switch to low-carbon energy, and the use of new technologies will further develop. In the medium term, low-carbon fuel costs are expected to decline, significantly benefiting the ICT industry as well. In addition, in the sense of reducing material circulation, our digital signage and DX businesses offer environmentally friendly services, and we expect more opportunities to arise.

Reducing Environmental Impact by Engaging in Cooperative Purchase and Eliminating Paper

Our Head Office in Tokyo and subsidiaries jointly purchase stationery items to ensure the effective utilization of resources and the separation of waste. In addition, we are eliminating the use of paper by using projectors and display monitors as the standard way of sharing materials and data at our various types of internal

meetings. Furthermore, opportunities to carry out meetings and presentations with clients online have increased due to the COVID-19 pandemic, allowing us to expand paperless work throughout the business. (Paper use was reduced by 55% in FYE February 2021 compared to FYE February 2020.)

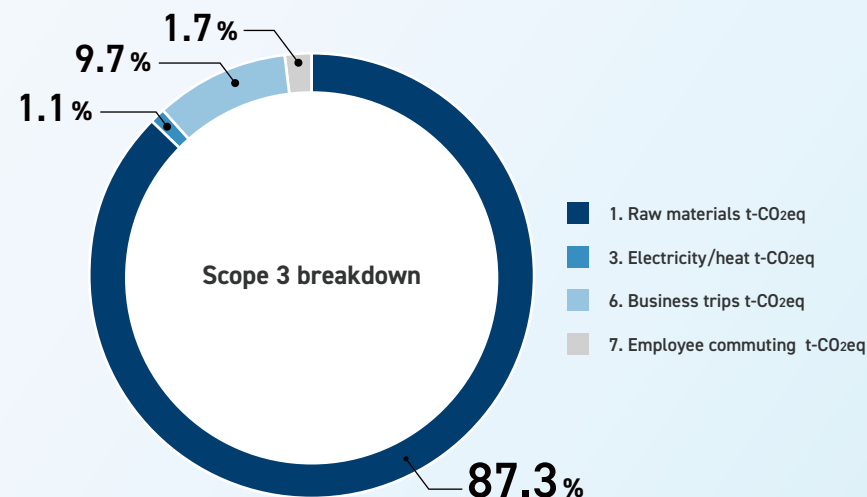
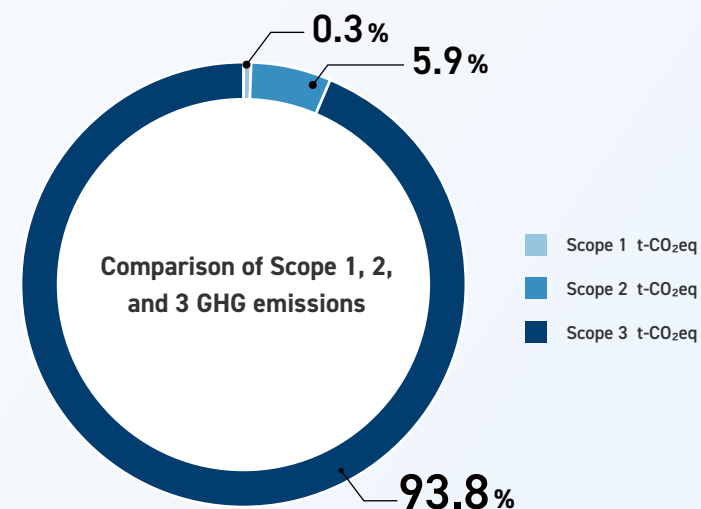


Internal GHG Emissions (Scope 1 and 2)

	Category	Unit	FYE Feb. 2021 (Results)	FYE Feb. 2022 (Results)	FYE Feb. 2023 (Results)
GHG emissions (Scope 1 and 2)	Total	t-CO ₂ eq	207.49	614.888	566.562
	Scope 1	t-CO ₂ eq	31.218	28.672	20.267
	Scope 2	t-CO ₂ eq	176.272	586.216	546.295

Emissions in the Entire Supply Chain (Scope 3)

	Category	Unit	FYE Feb. 2021 (Results)	FYE Feb. 2022 (Results)	FYE Feb. 2023 (Results)
GHG emissions (Scope 3)	Total	t-CO ₂ eq	6,226.712	6,310.722	8,689.349
	Upstream total	t-CO ₂ eq	6,094.510	6,310.722	8,689.349
	1. Raw materials	t-CO ₂ eq	5,705.92	5,751.205	7,588.313
	2. Capital goods	t-CO ₂ eq	0.000	0.000	0.000
	3. Electricity/heat	t-CO ₂ eq	34.918	97.553	100.150
	4. Transportation/delivery (upstream)	t-CO ₂ eq	0.000	0.000	0.000
	5. Waste disposal	t-CO ₂ eq	0.000	0.000	0.000
	6. Business trips	t-CO ₂ eq	202.586	315.653	847.330
	7. Employee commuting	t-CO ₂ eq	151.082	146.311	153.566
	8. Leased assets	t-CO ₂ eq	0.000	0.000	0.000
	Downstream total	t-CO ₂ eq	0.000	0.000	0.000
	9. Transportation/delivery (downstream)	t-CO ₂ eq	0.000	0.000	0.000
	10. Processing of sold goods	t-CO ₂ eq	0.000	0.000	0.000
	11. Use of sold goods	t-CO ₂ eq	0.000	0.000	0.000
	12. Disposal of sold goods	t-CO ₂ eq	0.000	0.000	0.000
	13. Leasing (downstream)	t-CO ₂ eq	0.000	0.000	0.000
	14. Franchises	t-CO ₂ eq	0.000	0.000	0.000
	15. Investments (11 companies)	t-CO ₂ eq	0.000	0.000	0.000



Employee Engagement Survey

As part of promoting employee well-being, we conduct engagement surveys to understand the current situation and issues regarding employee attitudes toward the Company and work environment, which we then tie into specific personnel measures. Moving forward, we will continue to monitor each survey item over time and implement various measures to improve the work environment, with the aim of enhancing employee engagement and well-being.

Survey Outline

Scope	Employees of PR firms within the VECTOR Group (ANTIL, Platinum, and INITIAL)
Period	Two weeks (February 15–29, 2024)
Method	Questionnaire
Number of questions	6
Questions	<div>1. At your workplace, do you have opportunities to learn and grow?</div> <div>2. Is the environment at your workplace conducive to taking on new challenges?</div> <div>3. Do you feel that the Company's business helps make society better?</div> <div>4. Do you feel that your job is meaningful?</div> <div>5. Does the environment at your workplace allow you to leverage your strengths?</div> <div>6. Is there someone at your workplace that encourages you to grow as an individual?</div>
Responses	Responses were collected by having the respondents choose a number on a 10-point scale from 1 (disagree) to 10 (agree).
Aggregation method	<div>The average score for each question was calculated on a 10-point scale from 1 (disagree) to 10 (agree). The average score was then multiplied by 10, with a perfect score being 100.</div> <div>Note: Figures are rounded to one decimal place.</div>

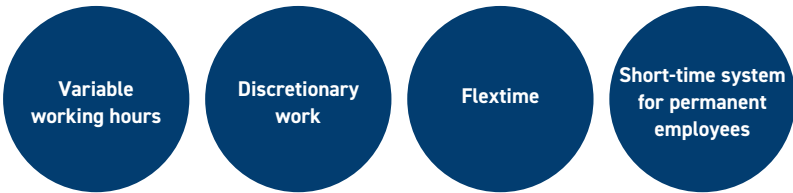
Survey Results

1. At your workplace, do you have opportunities to learn and grow?	78.9 pts
2. Is the environment at your workplace conducive to taking on new challenges?	79.7 pts
3. Do you feel that the Company's business helps make society better?	72.8 pts
4. Do you feel that your job is meaningful?	71.8 pts
5. Does the environment at your workplace allow you to leverage your strengths?	73.4 pts
6. Is there someone at your workplace that encourages you to grow as an individual?	72.8 pts

Enhancing Systems for Flexible Work Arrangements

We believe that improving employee well-being is essential for human capital management. For that reason, we have established measures to improve well-being. This includes working to enhance our systems for flexible work arrangements to establish a comfortable working environment for our employees. In addition to the systems below, we will create new systems in the future based on engagement survey results.

Systems for Flexible Work Arrangements



Granting of Planned Annual Paid Leave



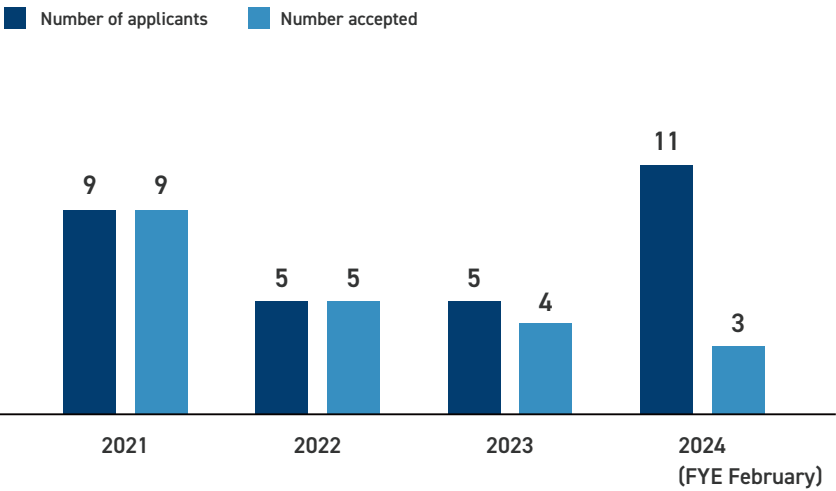
Career Challenge System

The system enables employees to work toward clearly defined goals and further develop by creating opportunities for them to make their own choices.

As types of projects and their degree of difficulty differ across departments, we believe that it can be necessary for employees to change departments in order to take on more challenging roles. We have therefore established the Career Challenge System to enable employees to apply to transfer departments, so that they can challenge themselves and have a sense of purpose.

Outline

The Career Challenge System provides opportunities for employees to transfer to a department of their choice.

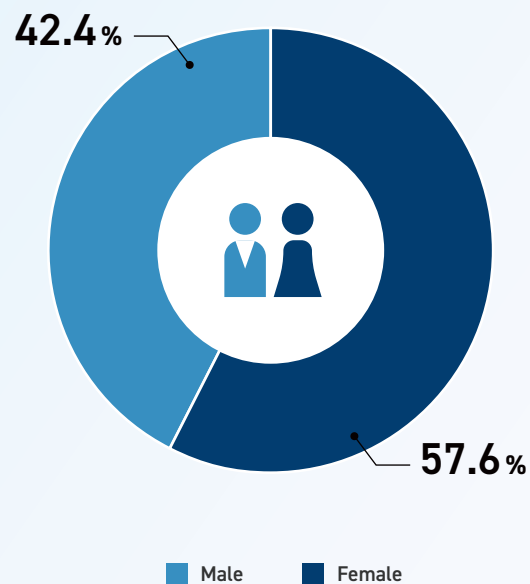


Employee Data

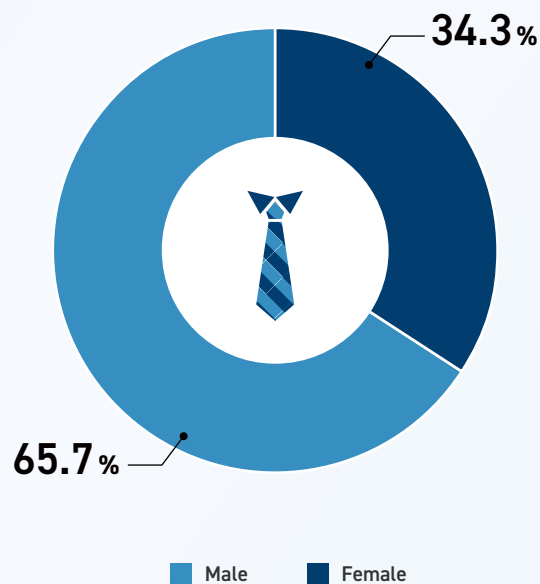
Since its founding, the VECTOR Group has had a culture where women play active roles on the front lines, with more than half of its full-time employees being women. We will continue to work to improve the percentage of women in management positions.

The VECTOR Group consists of 48 companies, including VECTOR, 45 subsidiaries, and two affiliated companies. The age composition of their representatives is shown below.

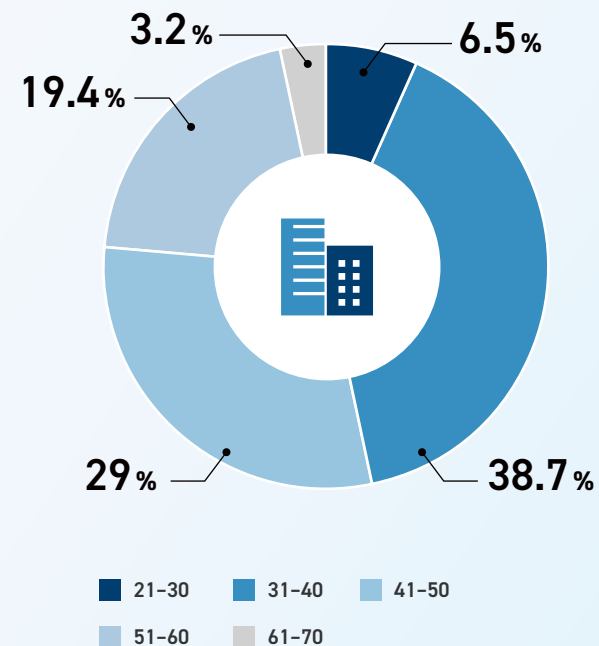
Gender Ratio



Management Gender Ratio



Representative Age Composition for Subsidiaries



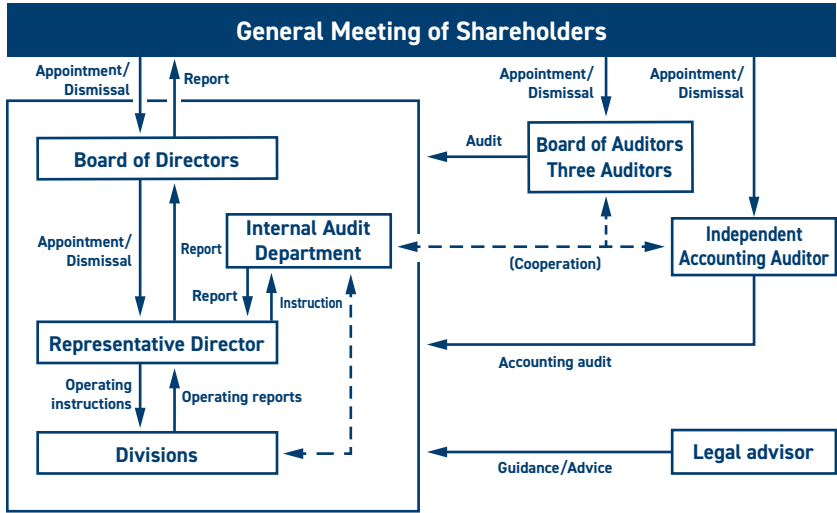
As of February 29, 2024

Basic Philosophy on Corporate Governance

VECTOR INC. believes that increasing the efficiency and soundness of management and building a fair and highly transparent management system are essential for achieving stable growth and development. In particular, strengthening corporate governance is regarded as a critical management issue for the Company, as we handle new information on the products and services of client companies. These efforts are reviewed as required to boost the effectiveness of governance.

The Board of Directors implements checks and balances to ensure fair decision-making by having five highly independent external directors and two external auditors take part in meetings and actively share information. The VECTOR Group has also adopted a corporate auditor system in which each auditor audits the legality of business execution by the directors. In addition, the Group convenes meetings of the Compliance Risk Committee comprised of the heads of subsidiaries and core business units. This committee evaluates and manages risk such as compliance risk, operational risk, and financial risk, responds as required, and disseminates risk-related information in an effort to bolster the Group's corporate governance.

Diagram of Corporate Governance System



Status of Management Control System

Corporate governance system Company with Board of Auditors

Directors

Chairperson of the Board of Directors Representative Director
Number of directors 9
Election of external directors 5

Auditors

Establishment of a Board of Auditors Established
Number of auditors 3

Corporate Governance System

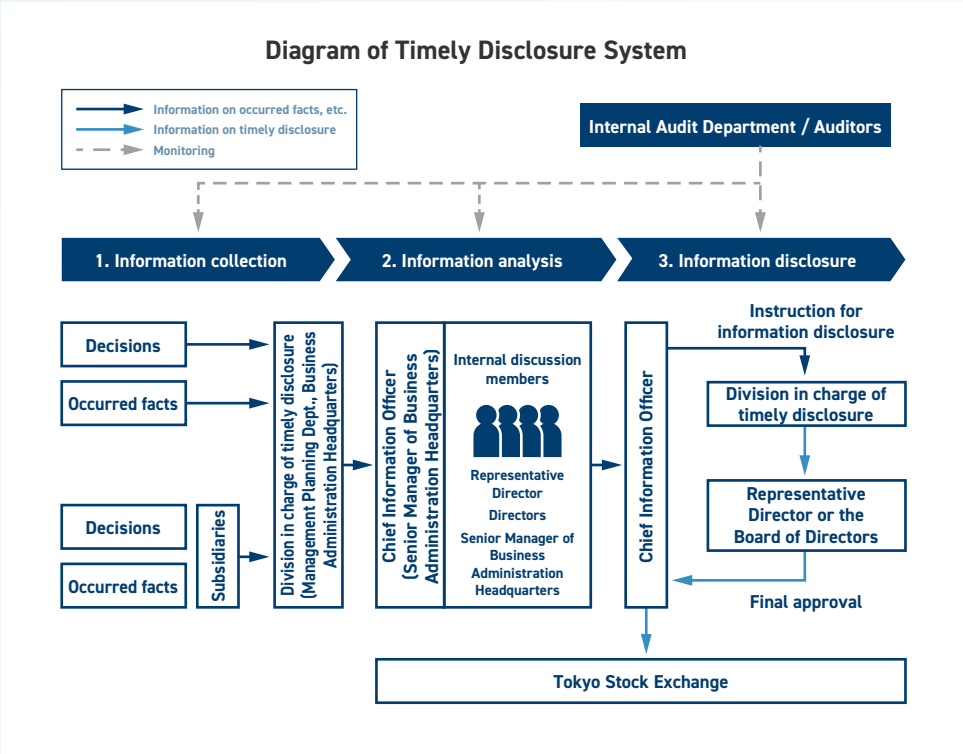
VECTOR INC. operates as a company with a Board of Directors and a Board of Auditors.

The Board of Directors makes decisions regarding important matters concerning the management of the business and oversees the execution of business by directors. Chairman and Representative Director Keiji Nishie serves as the chairperson, and it is comprised of nine members (four internal directors, five external directors).

The Board of Auditors is independent from the Board of Directors, and it is responsible for monitoring its business execution. Full-time Auditor Kazutora Mori serves as the chairperson, and is comprised of three members (one internal auditor, two external auditors).

The auditors attend all meetings of the Board of Directors and make their monitoring functions for directors effective by engaging in lively opinion exchange.

In addition, full-time auditors carry out audits throughout the entire Group, monitoring the approval of important internal proposals. The Internal Audit Department has also been established under the direct control of the Representative Director in order to strengthen the supervision of management.



Board of Directors

The Board of Directors consists of four full-time directors and five external directors. Regular Board meetings are held once per month and ad hoc meetings are also held as necessary to ensure supervision of business execution.



Board of Directors' Meeting Attendance Status (FYE February 2024)

Title	Name	Attendance Rate
Chairman and Representative Director	Keiji Nishie	21/21 (100.0%)
Executive Vice President and Group COO	Hajime Hasegawa	21/21 (100.0%)
Executive Vice President	Saori Kiryu	21/21 (100.0%)
Director and CFO	Yosuke Goto	21/21 (100.0%)
External Director	Takashi Nishiki	21/21 (100.0%)
External Director	Kota Matsuda	21/21 (100.0%)
External Director	Ryuichi Tomimura	21/21 (100.0%)
External Director	Michimasa Naka	21/21 (100.0%)
External Director	Yasunobu Nose	21/21 (100.0%)
Full-time Auditor	Kazutora Mori	21/21 (100.0%)
External Auditor	Koonsun Hyun	21/21 (100.0%)
External Auditor	Satoshi Yaginuma	21/21 (100.0%)

Auditors and the Board of Auditors

The auditors attend important meetings, including meetings of the Board of Directors, for the purpose of increasing the effectiveness of corporate governance.



Evaluation of the Effectiveness of the Board of Directors

In March 2024, the Company carried out an evaluation of the effectiveness of the Board of Directors via surveys given to all members of the Board (nine directors [of which, five were external directors] and three auditors [of which, two were external auditors]).

Survey details

Evaluation target	Meetings of the Board of Directors held between March 2023 and February 2024.
Evaluators	All members of the Board of Directors and the Board of Auditors (12 in total)
Survey period	February 16 to March 4, 2024
Overview of questions	Board composition, Board operations, Board discussions, Board monitoring functions, training, individual efforts, and supervision
Evaluation method	The survey contained a five-stage self-evaluation for each question. It included sections where participants could freely enter information regarding points they deemed to be necessary to further increase the effectiveness of the Board of Directors. Analysis, discussion, and evaluation were then undertaken at a meeting of the Board of Directors.

Analysis

Improvements since last time

- Board operations (provision of materials at appropriate time and office operations such as schedule adjustment)
- Individual efforts (communication between internal and external officers and reflection of external officers' opinions on corporate decision-making, etc.)

Issues identified

- Individual efforts (ensuring time to go over materials beforehand and information exchange between external officers)
- Composition of the Board of Directors (diversity of members, low representation of women)

Future initiatives based on the evaluation results

In addition to continuing to evaluate and analyze the effectiveness of the Board of Directors, the Company will work to maintain and enhance the Board's effectiveness through discussing identified issues at Board meetings as necessary and continuing to carry out improvements.

Corporate Ethics

VECTOR and its Group companies value the human rights of all people involved in their business activities, such as directors, employees (including part-time and temporary employees), and those engaged in the operations of their subcontractors. We strive to create an environment where employees can work as themselves, without being subject to any discrimination or harassment in their employment and treatment, on the basis of attributes such as race, religion, gender, age, sexual orientation, gender identity, gender expression, disability, and nationality.

Furthermore, we provide an appropriate standard of wages, complying with minimum wage and other such laws, regulations, and labor standards in the countries and regions where we conduct businesses activities. In consideration of workers' rights, we maintain harmonious industrial relations by selecting employee representatives in a fair and appropriate manner.

The Company has established a framework that enables directors and employees to consult with and report to Compliance Risk Committee members in the event that they notice actions which may violate compliance, or behavior which they feel constitutes harassment. In addition, we regularly conduct moral training and other trainings in an effort to ensure that compliance is upheld in all business activities.

Basic Approach for the Management of Subsidiaries

To support its lasting development, the Group is working to clarify management responsibilities and ensure management transparency, efficiency, and soundness. With an increase in the number of our Group companies both in Japan and overseas, we are continuing to grow while rapidly expanding our business domains and new areas of service.

In light of this, the Group is developing an effective management system to respond to the expanding business scale. In addition to ensuring business execution complies with laws and internal regulations, it carries out internal audits regularly, working to conduct operations appropriately and protect its assets. Furthermore, the Group endeavors to enhance management efficiency in order to improve the effectiveness of these efforts.

Chairman and Representative Director Keiji Nishie

1993	Established VECTOR and assumed role of Representative Director
2011	Chairman of Weiku Gonggong Guanxi Zixun (Shanghai) Co., Ltd.
2012	Director of Vector Group International Limited (current position)
2014	Representative Director of Vector Group Ltd.
2014	Representative Director of VECTOR GROUP COMPANY LIMITED (current position)
2020	Chairman of Board of Directors of VECTOR
2021	Representative Director of LONG BREATH ONLINE STUDIO (current position)
2022	Chairman and Representative Director of VECTOR (current position)

Executive Vice President and Group COO Hajime Hasegawa

1993	Participated in the establishment of VECTOR as a founding member
1995	Joined Ministry of Posts and Telecommunications (now JAPAN POST HOLDINGS Co., Ltd.)
1997	Joined VECTOR
2001	Director of VECTOR
2004	Established VECTOR Standard (now ANTIL Inc.) and assumed role of Representative Director
2015	Chairman of Weiku Gonggong Guanxi Zixun (Shanghai) Co., Ltd.
2017	Director of PR TIMES Corporation
2018	Representative Director of Direct Tech
2020	Representative Director of VECTOR
2022	Executive Vice President of VECTOR
2023	Executive Vice President and Group COO of VECTOR (current position) Director of TWOSTONE&Sons Inc. (current position)

Executive Vice President Saori Kiryu

1995	Participated in VECTOR's founding
1998	Joined VECTOR
2003	Director of VECTOR
2004	Established VECTOR Communication (now Platinum Inc.) and assumed role of Representative Director (current position)
2022	Executive Vice President of VECTOR (current position)

Director and CFO Yosuke Goto

2007	Joined SOFTBRAIN Co., Ltd.
2015	Joined VOYAGE GROUP (now CARTA HOLDINGS Inc.)
2019	Joined VECTOR
2019	Senior Manager of Business Administration Headquarters of VECTOR (current position)
2020	Director of ASHITA-TEAM Co., Ltd. (current position)
2020	Director of VECTOR
2021	Representative Director of 100Capital Inc. (current position)
2022	CFO of VECTOR (current position)
2023	Auditor of Vitabrid Japan Inc. (current position)

External Director Takashi Nishiki

1993	Joined Mitsui Fudosan Co., Ltd.
1997	Joined Tokyo Branch of Credit Suisse First Boston (now Credit Suisse)
2001	Joined Tokyo Branch of Colony Capital Asia Pacific Pte. Ltd. as COO
2003	Representative Director of Round Hill Capital Partners
2007	Representative Director of PGIM Japan Co., Ltd.
2010	Joined Tokyo Branch of CarVal Investors Pte. Ltd. as Japanese Representative
2014	Established Stream Capital Partners Japan and became Representative Director
2014	Auditor of Adventure, Inc.
2015	Director of VECTOR (current position)
2015	Auditor of RPA Holdings, Inc.
2016	Director of Aucfan Co., Ltd.
2018	Director of RPA Holdings, Inc. (Audit and Supervisory Committee Member)
2020	Director of RPA Holdings, Inc. (current position) Director of RPA Technologies Inc. Director of SEGMENT, Inc.

External Director Kota Matsuda

1990	Joined the Sanwa Bank, Ltd. (now MUFG Bank, Ltd.)
1998	Established Tully's Coffee Japan Co., Ltd. and assumed role of Representative Director
2009	Established Eggs'n Things International Holdings Pte. Ltd. and assumed role of Director (current position)
2010	Elected as member of House of Councilors from Tokyo metropolitan electoral district
2015	Formed Assembly to Energize Japan and appointed as Representative
2018	Director of VECTOR (current position)
2019	Established Eggs'n Things Japan Holdings GK (now KooJoo Co., Ltd.) and assumed role of Representative Director (current position)

External Director Ryuichi Tomimura

1983	Joined IBM Japan Ltd.
1991	Joined Recruit Co., Ltd.
1994	Managing Director of Pricewaterhouse Consultants
2002	Vice President of IBM Corporation (in charge of Asia-Pacific business consulting service strategy, marketing and operations)
2004	Representative Director and Senior Executive Vice President of JAPAN TELECOM CO., LTD. (now SoftBank Corp.)
2006	Vice President of JAPAN TELECOM CO., LTD.
2006	Representative Director of RHJ International Japan, Inc. (formerly Ripplewood Japan)
2008	Director and partner in charge of corporate staff at SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2010	Executive Vice President and Director of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2012	Director of Plan Do See Inc.
2015	Director of Shinsei Bank, Limited
2016	Representative Director and Executive Vice President of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2018	President, Representative Director and COO of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2019	President and Representative Director of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.) (current position)
2020	External Director of VECTOR (current position)
2023	Director and Chairman of the Board of SIGMAXYZ Holdings Inc. (current position)

External Director Michimasa Naka

1989	Joined Salomon Brothers Asia Securities (now Citigroup Global Markets Japan Inc.)
2004	Managing Executive Officer and Joint General Manager of the Debt Capital Markets Division of Nikko Citigroup Securities Co., Ltd. (now Citigroup Global Markets Japan Inc.)
2008	Managing Executive Officer and General Manager of Market Sales Division of Nikko Citigroup Securities Inc.
2009	Director of Citigroup Global Markets Japan Inc.
2009	Executive Vice President and Director of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2010	Established StormHarbour Japan Ltd. and assumed role of CEO and Representative Director
2011	Auditor of GLM Co., Ltd.
2014	Director of Asuka Asset Management Co., Ltd.
2014	Director of istyle Inc. (current position)
2014	Chairman of StormHarbour Japan Ltd.
2014	Director of Geniee, Inc. (current position)
2015	Director of Prevent SAST Insurance Co., Ltd. (current position)
2016	Established Boardwalk Capital Inc. and assumed role of President and Representative Director (current position)
2017	Established Accelerator Inc. and assumed role of President and Representative Director
2019	Director of Vision Inc. (current position)
2020	External Director of VECTOR (current position)
2021	Director of Houyou Inc.
2022	Director of HR Cloud Inc. (current position)

External Director Yasunobu Nose

1984	Joined Daiwa Securities Co. Ltd. (now Daiwa Securities Group Inc.)
1988	Joined Transportation Group Japan
1990	Representative in Japan of Transportation Group Japan
1993	Joined Tokyo Branch of Deutsche Bank AG
1997	Joined Tokyo Branch of Union Bank of Switzerland
1999	Tokyo Branch of Lehman Brothers Japan Inc.
2005	Managing Director and Head of Global Structured Finance Group in Japan Operations of Lehman Brothers Japan Inc.
2005	Head of Investment Banking Division of FinTech Global Incorporated
2005	Director and Head of Investment Banking Division of FinTech Global Incorporated
2007	Director and Head of Management Strategy Division of FinTech Global Incorporated
2008	Director, Executive Vice President, and Head of Corporate Strategy & Planning Division and Management Planning Department of FinTech Global Incorporated
2009	Executive Vice President and Director of SIGMAXYZ Inc. (now SIGMAXYZ Holdings Inc.)
2016	Advisor of Gracchus & Associates, Inc. (current position)
2020	External Director of VECTOR (current position) Representative Director of Meditally Japan Co., Ltd.

Full-time Auditor Kazutora Mori

1969	Joined SANYU AGENCY (now ADK Communications Inc.)
2004	General Manager of Sales of SANYU AGENCY
2016	Full-time Auditor of VECTOR (current position)

External Auditor Koonsun Hyun

1992	Joined Legal Training and Research Institute of Japan
1994	Joined Mitsui & Yasuda Law Firm
1997	Joined Morgan Stanley Japan Securities
2003	Joined Nishimura & Asahi
2004	Joined Merrill Lynch Japan Securities Co., Ltd.
2007	Joined Lehman Brothers Japan Inc.
2015	Auditor of VECTOR (current position)
2022	Director of B Holdings Corporation (current position)

External Auditor Satoshi Yaginuma

1990	Joined KOKUSA! Securities Co., Ltd. (now Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.)
1995	Joined MEX Co., Ltd.
1997	Joined FORVAL CORPORATION
2000	Joined SOFTBRAIN Co., Ltd.
2005	Executive Officer of SOFTBRAIN Co., Ltd.
2006	Director of Seer Insight Security Co., Ltd.
2008	Director of REALIT Co., Ltd.
2011	Joined Fidec Corp. (now Accretive Co., Ltd.)
2012	Full-time Auditor of SOFTBRAIN Co., Ltd. (current position)
2020	Auditor of VECTOR (current position)
2024	Director of SOFTBRAIN Co., Ltd. (Audit and Supervisory Committee Member) (current position)

Corporate Information

A low-angle photograph of a modern glass skyscraper, showing a grid of windows. The image is overlaid with several thick, diagonal blue lines that create a sense of depth and movement. The lines vary in opacity and shade, ranging from a light sky blue to a deep navy blue.

06

Basic Policy on Shareholder Returns

We view returning profits to shareholders as an important management issue. Accordingly, we will strive to return profits by increasing corporate value through medium- to long-term business growth and by providing stable dividends.

Our Articles of Incorporation stipulate that we may provide interim dividends. However, our basic policy is to distribute surplus earnings once a year through year-end dividends. Taking into consideration factors such as maintaining a sound financial structure and enhancing internal reserves for active business expansion, we intend to continue providing dividends while maintaining a consolidated dividend payout ratio of approximately 30%.

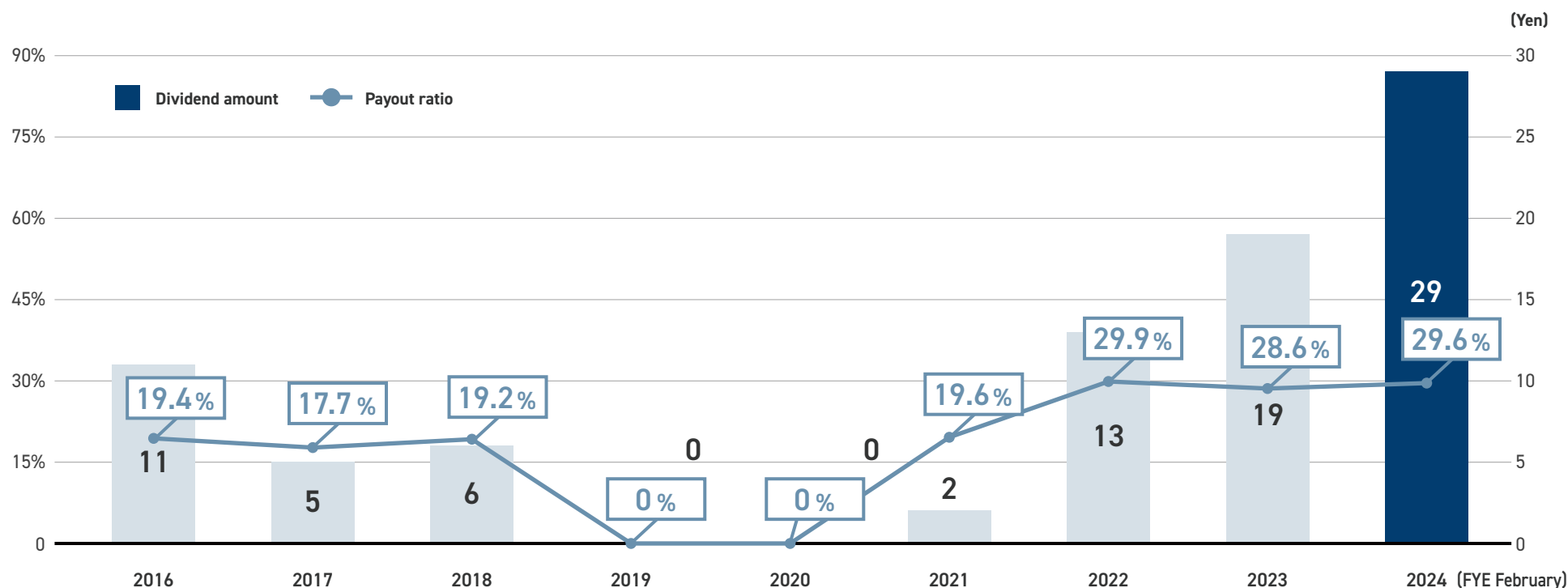
The decision-making bodies are the General Meeting of Shareholders for year-end dividends and the Board of Directors for interim dividends.

Dividend Policy

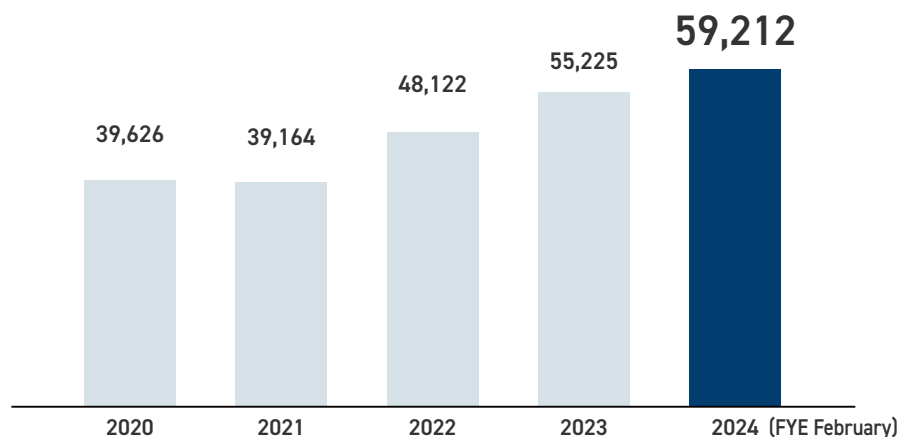
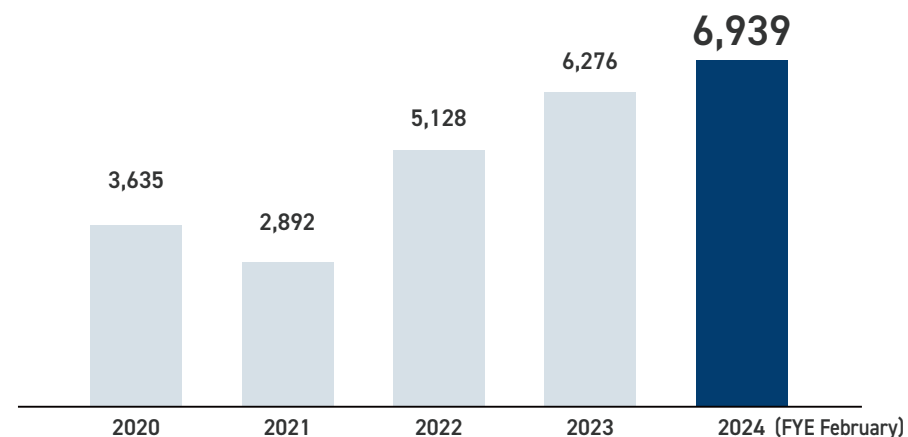
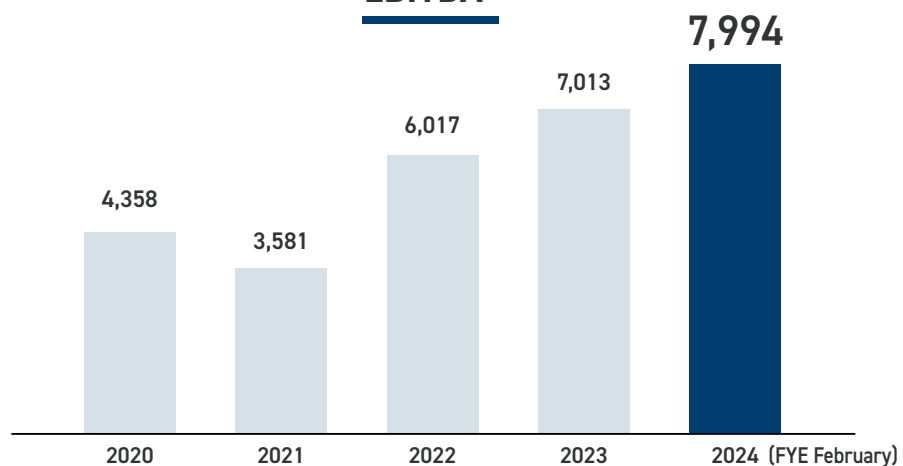
30%

Consolidated medium- to long-term payout ratio

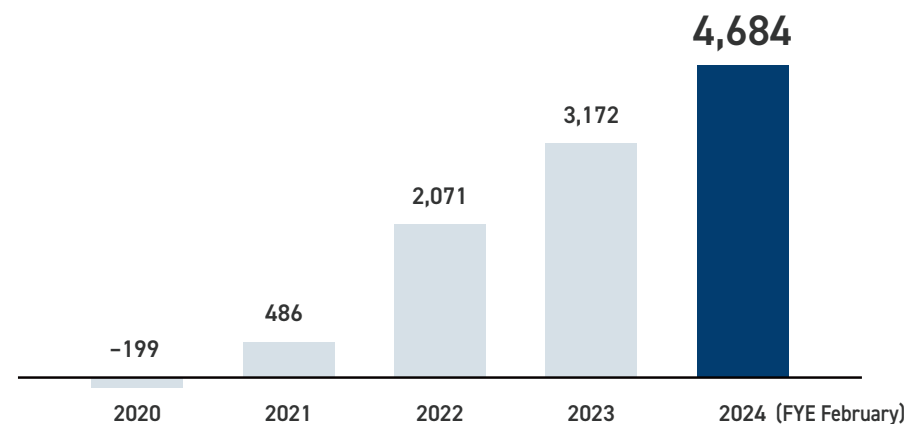
Changes in Dividend Amount and Payout Ratio over Time



Changes in Financial Indicators over Time (Millions of yen)

Net Sales**Operating Profit****EBITDA***

* EBITDA = Operating profit + Depreciation + Amortization of goodwill

Profit (Loss) Attributable to Owners of Parent

Consolidated Performance Summary

Net Sales

¥59,212 million

YoY Change 107.2% ↗

Operating Profit

¥6,939 million

YoY Change 110.6% ↗

EBITDA

¥7,994 million

YoY Change 114.0% ↗

Profit Attributable to Owners of Parent

¥4,684 million

YoY Change 147.7% ↗

Segment Highlights	Net Sales	Operating Profit (Loss)	Net Sales	Operating Profit
PR and Advertising Business	<p>2020 2021 2022 2023 2024 (FYE February)</p>	<p>2020 2021 2022 2023 2024 (FYE February)</p>	¥34,598 million YoY Change 109.6% ↗	¥2,763 million YoY Change 79.4% ↗
Press Release Distribution Business (PR TIMES)	<p>2020 2021 2022 2023 2024 (FYE February)</p>	<p>2020 2021 2022 2023 2024 (FYE February)</p>	¥6,836 million YoY Change 119.8% ↗	¥1,746 million YoY Change 146.7% ↗
Direct Marketing Business	<p>2020 2021 2022 2023 2024 (FYE February)</p>	<p>2020 2021 2022 2023 2024 (FYE February)</p>	¥12,912 million YoY Change 87.9% ↗	¥1,006 million YoY Change 102.2% ↗
HR Business (ASHITA-TEAM)	<p>2020 2021 2022 2023 2024 (FYE February)</p>	<p>2020 2021 2022 2023 2024 (FYE February)</p>	¥2,787 million YoY Change 116.2% ↗	¥97 million YoY Change ¥253 million increase ↗
Investment Business	<p>2020 2021 2022 2023 2024 (FYE February)</p>	<p>2020 2021 2022 2023 2024 (FYE February)</p>	¥2,459 million YoY Change 153.6% ↗	¥1,326 million YoY Change 171.0% ↗

Notes: 1. The Video Release and Media CMS segments have been integrated into the PR and Advertising segment as of 1Q FYE February 2024.

2. JOBTV, which was included in PR and Advertising, has been transferred to HR as of 1Q FYE February 2024.

Consolidated Balance Sheet

(Millions of yen)	As of Feb. 28, 2023	As of Feb. 29, 2024	Difference	YoY Change
Total assets	36,343	43,621	+7,277	120.0% ↗
Cash and deposits	13,372	15,820	+2,447	118.3% ↗
Goodwill	1,780	3,633	+1,853	204.1% ↗
Operational investment securities + investment securities	5,495	5,991	+495	109.0% ↗
Other	15,694	18,175	+2,480	115.8% ↗
Total liabilities	20,584	23,645	+3,061	114.9% ↗
Borrowings + bonds	9,756	11,700	+1,943	119.9% ↗
Other	10,827	11,945	+1,118	110.3% ↗
Net assets	15,759	19,975	+4,215	126.7% ↗

Consolidated Statement of Profit and Loss

(Millions of yen)	FYE Feb. 2023	FYE Feb. 2024	Difference	YoY Change
Net sales	55,225	59,212	+3,987	107.2% ↗
Gross profit	35,146	37,671	+2,524	107.2% ↗
EBITDA	7,013	7,994	+980	114.0% ↗
Operating profit	6,276	6,939	+662	110.6% ↗
Ordinary income	6,623	6,871	+248	103.7% ↗
Profit before income taxes	5,712	8,347	+2,634	146.1% ↗
Profit attributable to owners of parent	3,172	4,684	+1,512	147.7% ↗

Consolidated Statement of Cash Flows

(Millions of yen)	FYE Feb. 2023	FYE Feb. 2024	Difference
Cash and cash equivalents at beginning of period	13,552	13,372	-149
Cash flows from operating activities	1,457	4,451	+2,994
Cash flows from investing activities	(1,288)	(1,146)	+141
Cash flows from financing activities	(358)	(882)	-523
Cash and cash equivalents at end of period	13,372	15,820	+2,447

Main Reasons for Increase/Decrease

Cash flows from operating activities

- Existing businesses performed well
- Profit before income taxes is up

Cash flows from investing activities

- Acquired subsidiary shares through M&A
- Sold shares of two subsidiaries

Cash flows from financing activities

- Procured funds for M&A
- Acquisition of treasury shares

Endorsement of the TCFD recommendations



In July 2021, VECTOR INC. announced its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The TCFD has been established by the Financial Stability Board (FSB) to provide guidelines for the reporting of business and financial information that takes into account the impacts of climate change.

Currently, there are 4,872 companies and organizations throughout the world and 1,470 in Japan that have endorsed the TCFD recommendations.

Joining the TCFD Consortium



Following the announcement of its endorsement of the TCFD recommendations, in August 2021, VECTOR INC. joined the TCFD Consortium, which was established to allow companies and financial institutions in Japan who have endorsed the recommendations to engage in discussion together. As of May 24, 2024, 866 companies and organizations across Japan have joined the TCFD Consortium.

Signatory of WEPs



The VECTOR Group endorses the Women's Empowerment Principles (WEPs), a set of action principles for the active advancement of women put forth by the United Nations (UN) Global Compact and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). We have signed a statement to act in accordance with these principles.

Member of 30% Club Japan—a campaign that aims to boost the percentage of women in executive positions



In March 2023, the VECTOR Group endorsed and became a member of 30% Club Japan, part of a global campaign that seeks to increase the percentage of women in corporate executive positions and decision-making bodies, including boards of directors.

Having defined the promotion of diversity and inclusion (D&I) as one of our material themes, we are working to create diversity, inclusion and belonging within the VECTOR Group by listening to all voices and fostering a culture of belonging and trust where everyone has a place to be themselves. By joining 30% Club Japan, we aim to contribute to the sustainable growth of society and enhance our corporate value by ensuring diversity in our management and decision-making bodies.

Company Overview

Company name	VECTOR INC.
Established	March 30, 1993
Head Office	Akasaka Garden City 18th Floor, 4-15-1 Akasaka, Minato-ku, Tokyo 107-0052, Japan
Capital	¥3,038 million (as of February 29, 2024)
Business	PR consulting and agency Branding activities IR support Celebrity casting Risk management Market research Event planning and operation Social media communication Marketing
Employees	Consolidated: 1,548 (as of February 29, 2024)
Professional membership	Public Relations Society of Japan

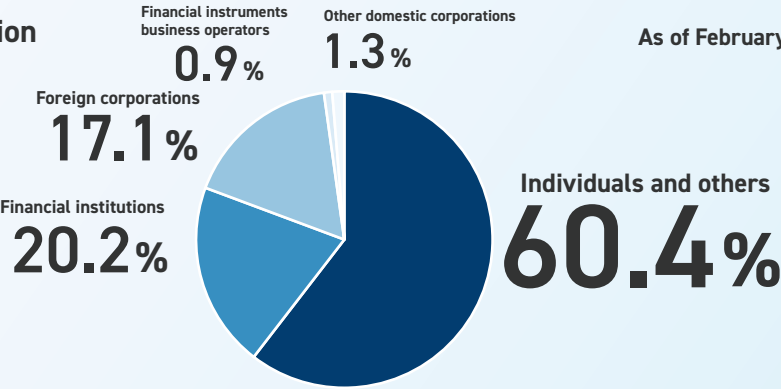
Major Shareholders

As of February 29, 2024

Name	Number of shares held	Shareholding ratio (excluding treasury shares) (%)
Keiji Nishie	18,820,600	40.12
Custody Bank of Japan, Ltd. (Trust account)	4,810,600	10.25
The Master Trust Bank of Japan, Ltd. (Trust account)	3,991,600	8.51
Saori Kiryu	967,600	2.06
THE BANK OF NEW YORK 133652 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	946,000	2.02
THE BANK OF NEW YORK 133612 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	745,600	1.59
THE BANK OF NEW YORK, TREATY JASDEC ACCOUNT (Standing proxy: MUFG Bank, Ltd.)	622,100	1.33
The Nomura Trust and Banking Co., Ltd. (Investment trust account)	595,600	1.27
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) (Standing proxy: MUFG Bank, Ltd.)	567,501	1.21
GOLDMAN, SACHS & CO. REG (Standing proxy: Goldman Sachs Japan Co., Ltd.)	517,950	1.10
Total	32,585,151	69.46

Share Distribution

As of February 29, 2024



PR and Advertising Business

ANTIL Inc.	Publicity/PR consulting and agency
Platinum Inc.	Publicity/PR consulting and agency
INITIAL Inc.	Publicity/PR consulting and agency
VECKS INC.	Planning and production of TV programs, TV commercials, various promotional videos, online videos, etc.
Starbank, Inc.	Influencer marketing, celebrity casting
IR Robotics, Inc.	IR communication
PacRim Marketing Group	Publicity/PR consulting and agency
Brandcloud Inc.	Online brand risk management
Public Affairs Japan Inc.	Strategic communication support for the public sector (government agencies, local governments, etc.)
Event Tech, Inc.	Promotion-related business such as PR events
News Technology, Inc.	Digital advertising, native advertising, advertent network service
NewsTV Inc.	Video production and distribution service
Keyword Marketing Inc.	Management agency for programmatic advertising
Tryhatch, Inc.	SaaS and digital marketing services specialized for retail stores
Performance Technologies, Inc.	Performance marketing services
CLOUD BEAUTY Inc.	Provision of cloud-based systems for salons
KRIK, Inc.	Crisis management PR consulting and agency
MasterVisions Inc.	Free-view point video generation and streaming platform using 360-degree cameras
amie Inc.	Franchise matching platform services
Owned, Company	Digital marketing business
Longbreath Online Studio, Inc.	Media management and distribution services
Vector Group International Limited	Publicity and marketing support service in Hong Kong and general management of the Group's overseas business
Weiku Gonggong Guanxi Zixun (Shanghai) Co., Ltd.	Publicity/PR consulting and agency in China
Vector Group Ltd.	Publicity/PR consulting and agency in Thailand

VECTOR GROUP COMPANY LIMITED

Publicity/PR consulting and agency in Vietnam

PacRim Marketing Group, Inc.

Publicity/PR consulting and agency in Hawaii

Vectorcom Inc.

Publicity/PR consulting and agency in South Korea

WITH&Co Co., Ltd.

Support and marketing services for international e-commerce of South Korean brands

Vector Marketing PR Malaysia SDN.BHD

Publicity/PR consulting and agency in Malaysia

Press Release Distribution Business**PR TIMES Corporation**

Operation of a press release website and press release distribution service

Direct Marketing Business**Vitabrid Japan Inc.**

Direct marketing for health and beauty-related products

INFLUENCER BANK, Inc.

Operation of an influencer matching platform

Japan entry Inc.

Sales of cutting-edge global beauty tech products

Vector Direct Tech China Inc.

China-based PR and digital advertising agency specialized in D2C business for customers' in-house products or the products of their business partners

HR Business**ASHITA-TEAM Co., Ltd.**

Employee performance evaluation system consulting service and cloud system sales

BUSiCONET Inc.

Online marketing support and agency services for performance-based web media related to staffing and career transitions

ASHITA-TEAM Co., Ltd. (Taiwan)

Employee performance evaluation system consulting service and cloud system sales in Taiwan

Tomorrow's Team Singapore Pte.Ltd.

Employee performance evaluation system consulting service and cloud system sales in Singapore

Shanghai ASHITA-TEAM (Shanghai) Human Resources Management Co., Ltd.

Employee performance evaluation system consulting service and cloud system sales in China

Tomorrow's Team Hong Kong Limited

Employee performance evaluation system consulting service and cloud system sales in Hong Kong

Investment Business**100Capital Inc.**

Investment business

100Capital No.1 Investment Limited Partnership

Investment business

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