

FY2025/7 1Q
Financial Results

December 2024



Visional, Inc.

Consolidated Financials

- 1Q net sales recorded JPY 18.69Bn (16.4% YoY growth). Progress to FY financial forecast is 24.5% (1Q progress of the previous fiscal year to FY actual results of the previous fiscal year was 24.3%). Progressing on plan
- 1Q operating profit was JPY 5.45Bn (10.1% YoY growth, 29.2% margin). Progress to FY financial forecast is 28.5% (1Q progress of the previous fiscal year to FY actual results of the previous fiscal year was 27.8%). Progressing on plan, executing growth investments while maintaining cost discipline

BizReach

- 1Q net sales recorded JPY 16.35Bn (16.0% YoY growth). Direct employers' hiring demand for professionals and job seekers' behavior trends in line with expectations
- 1Q operating profit (before corporate expense allocation) was JPY 6.94Bn (12.7% YoY growth, 42.5% margin). Investments in marketing including the "CEO's Determination" series were executed as planned

HRMOS

- 1Q net sales recorded JPY 1.15Bn (38.9% YoY growth). Net sales grew in each of our HRMOS services
- 1Q operating losses (before corporate expense allocation) was JPY 0.07Bn. As FY2025/7 marketing investments are planned to be larger in 2H, progressing on plan

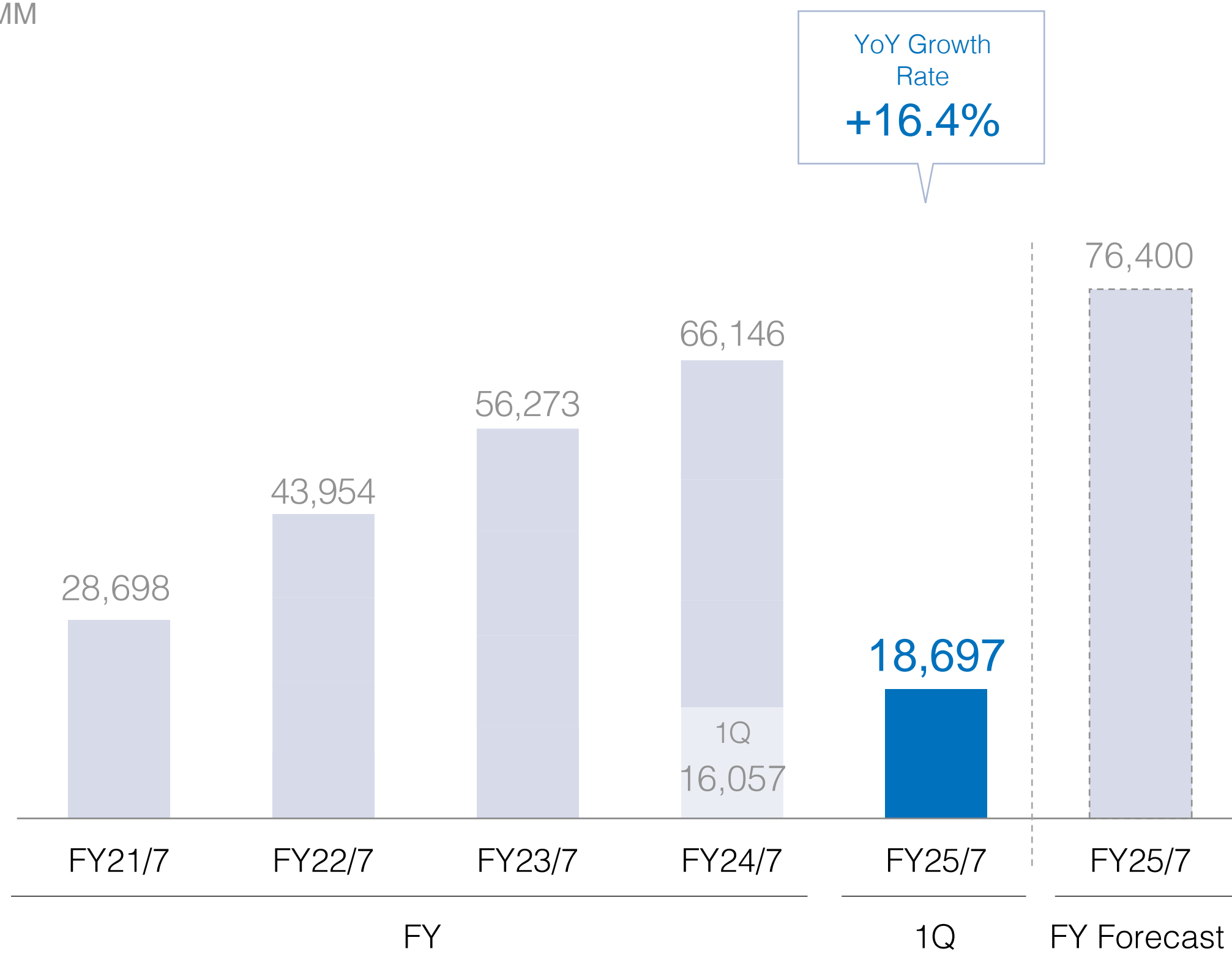
FY Consolidated Financial Forecast

- No change to FY consolidated financial forecast for net sales at JPY 76.40Bn (15.5% YoY growth)
- No change to BizReach net sales forecast of JPY 66.44Bn (15.0% YoY growth) and operating profit margin (before corporate expense allocation) forecast of 40%, as hiring market trends in line with expectation
- Based on the track record of disciplined execution, for FY2025/7, whilst maintaining BizReach margin, we will increase our investment in human capital including hiring and offering competitive compensation, and investment in other businesses to increase Visional Group's enterprise value in the mid-term. No change to FY consolidated financial forecast for operating profit at JPY 19.15Bn (7.4% YoY growth, 25.1% margin)

Visional Group's 1Q consolidated net sales grew 16.4% YoY, progressing on plan. 1Q consolidated operating profit grew 10.1% YoY, with operating profit margin of 29.2%. Disciplined execution balancing investments for future growth and cost control continues

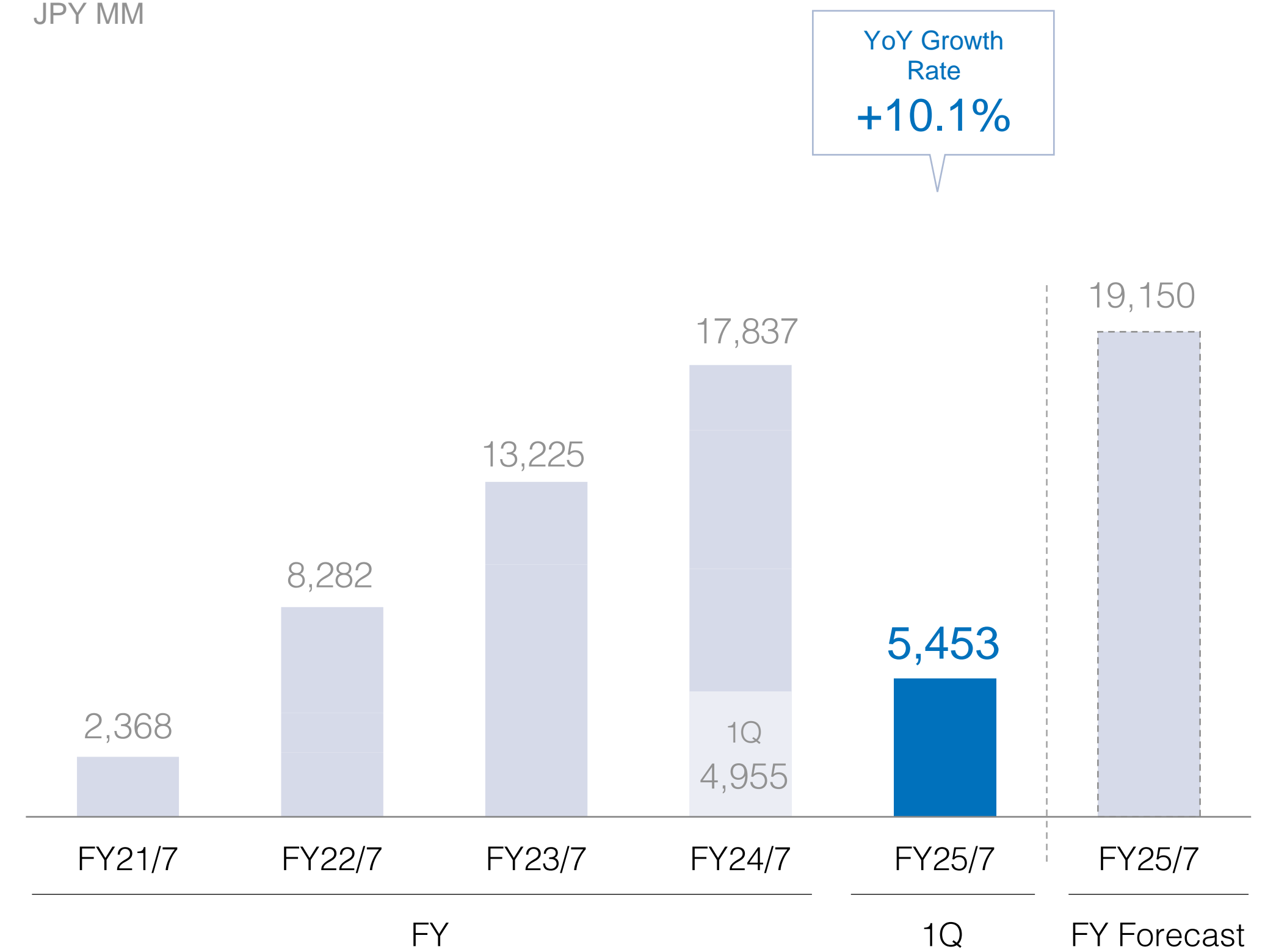
Consolidated Net Sales

JPY MM



Consolidated Operating Profit⁽¹⁾

JPY MM



Note: (1) As of 1Q of FY23/7, we have confirmed the provisional accounting treatment concerning business combinations. Accordingly, operating profit for FY22/7 is presented at the amounts after reflecting the contents of the confirmation of the provisional accounting treatment

Each business in the Incubation Segment achieved growth, yet due to the share transfer of BizHint, Inc. (in December 2023), segment net sales decreased YoY

JPY MM

	FY25/7 1Q	FY24/7 FY	FY24/7 4Q	FY24/7 3Q	FY24/7 2Q	FY24/7 1Q
Net Sales	18,697	66,146	17,220	17,494	15,375	16,057
YoY Growth (%)	16.4%	17.5%	16.9%	15.6%	16.6%	21.5%
HR Tech Segment ⁽¹⁾	18,100	63,791	16,659	17,008	14,787	15,336
YoY Growth (%)	18.0%	18.8%	19.0%	17.8%	17.8%	20.9%
Incubation Segment ⁽¹⁾	564	2,219	529	451	548	689
YoY Growth (%)	(18.1)%	(9.8)%	(24.7)%	(32.1)%	(8.2)%	39.3%
Cost of Sales	1,652	5,718	1,578	1,484	1,342	1,313
Gross Profit	17,044	60,428	15,641	16,009	14,032	14,744
Margin (%)	91.2%	91.4%	90.8%	91.5%	91.3%	91.8%
Selling, General & Administrative Expenses	11,591	42,591	13,069	10,535	9,196	9,789
Operating Profit ⁽²⁾	5,453	17,837	2,572	5,473	4,836	4,955
Margin (%)	29.2%	27.0%	14.9%	31.3%	31.5%	30.9%
YoY Growth (%)	10.1%	34.9%	(21.1)%	32.3%	127.9%	33.8%
HR Tech Segment ⁽²⁾	6,196	20,062	3,531	5,838	5,313	5,377
Incubation Segment ⁽²⁾	(355)	(1,020)	(440)	(254)	(139)	(184)
Pre-tax Profit	5,613	18,928	2,663	5,620	5,456	5,189
Profit attributable to owners of parent	4,049	12,990	1,906	3,870	3,724	3,487
Margin (%)	21.7%	19.6%	11.1%	22.1%	24.2%	21.7%
YoY Growth (%)	16.1%	30.8%	(34.0)%	33.8%	130.8%	37.8%

Notes: (1) Difference between the consolidated figure and the total of HR Tech and Incubation Segments is mainly due to office rental fees from an associated company accounted for by the equity method

(2) Difference between the consolidated figure and the total of HR Tech and Incubation Segments is due to general and administrative expenses that are not allocatable to the reportable segments

FY2025/7 FY Consolidated Financial Forecast (Unchanged)

No change to our consolidated net sales forecast of JPY 76.40Bn as hiring market trends in line with expectations. No change to our consolidated operating profit forecast of JPY 19.15Bn (25.1% margin) as we continue to maintain BizReach margin, whilst we increase our investment in human capital and in other businesses to deliver sustainable growth

JPY MM

	FY25/7 1Q	FY25/7 Forecast	Progress
Net Sales	18,697	76,400	24.5%
Growth (%)	16.4%	15.5%	--
HR Tech Segment	18,100	73,880	24.5%
BizReach	16,351	66,440	24.6%
Growth (%)	16.0%	15.0%	--
HRMOS	1,155	5,000	23.1%
Growth (%)	38.9%	30.1%	--
Incubation Segment	564	2,470	22.9%
Others	32	50	65.2%
Operating Profit	5,453	19,150	28.5%
Growth (%)	10.1%	7.4%	--
Margin (%)	29.2%	25.1%	--
Ordinary Profit	5,613	19,600	28.6%
Growth (%)	8.2%	6.1%	--
Margin (%)	30.0%	25.7%	--
Profit attributable to owners of parent	4,049	13,470	30.1%
Growth (%)	16.1%	3.7%	--
Margin (%)	21.7%	17.6%	--

FY Net Sales Forecast

- BizReach net sales forecast is 15.0% YoY growth taking into account the general solidness in the hiring market and unrecovered hiring demand in some areas of the market
- HRMOS net sales forecast is 30.1% YoY growth. Strategy to grow each service as well as to introduce the integrated HRMOS series

FY Operating Profit Forecast

- BizReach profit margin (before corporate expense allocation) forecast is 40%
- HRMOS losses (before corporate expense allocation) projected to be at a similar level to FY2024/7 based on planned marketing activities
- Incubation segment losses expected to be around JPY1.5Bn

Others

- We will increase investments in human capital including hiring, increasing compensation levels, and expansion of our offices

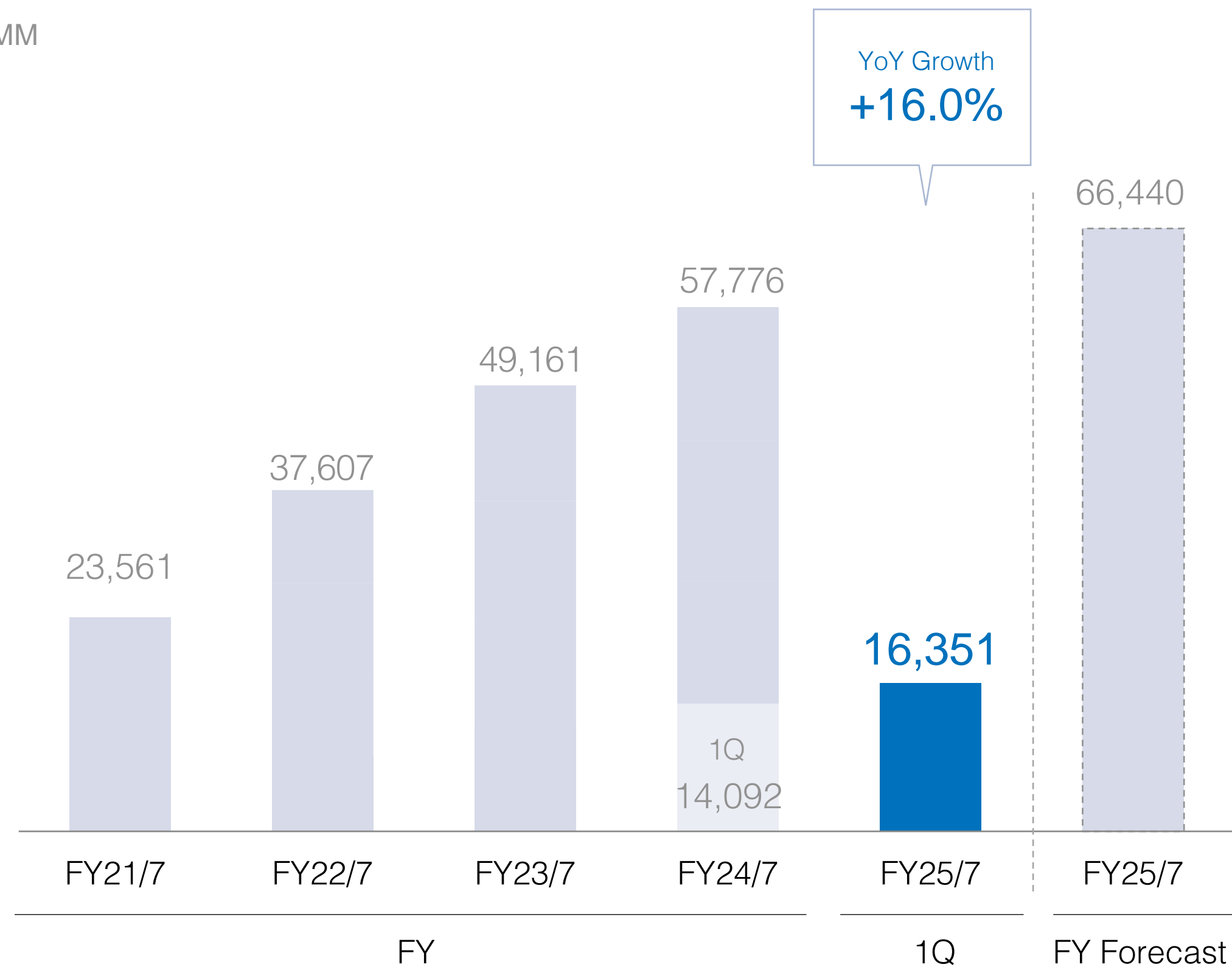
1Q Financial Results by Business

BizReach

1Q net sales landed at JPY 16.35Bn (16.0% YoY growth), progressing on plan vs. FY net sales forecast of JPY 66.44Bn (15.0% YoY growth). Trends for direct employers and job seekers in line with expectations. Mid-term growth rate is unchanged at around 15%

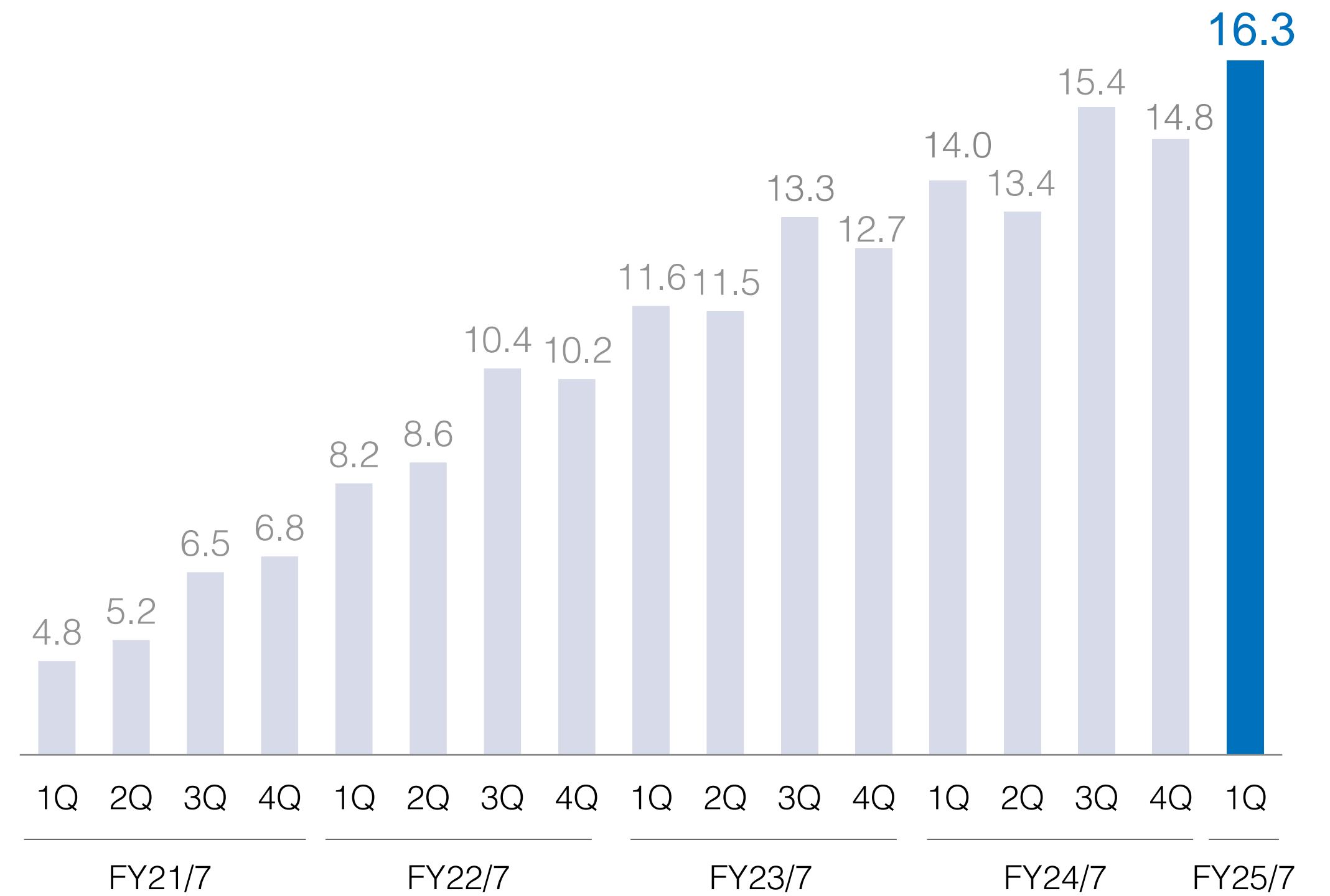
BizReach Net Sales⁽¹⁾

JPY MM



BizReach Quarterly Net Sales⁽¹⁾

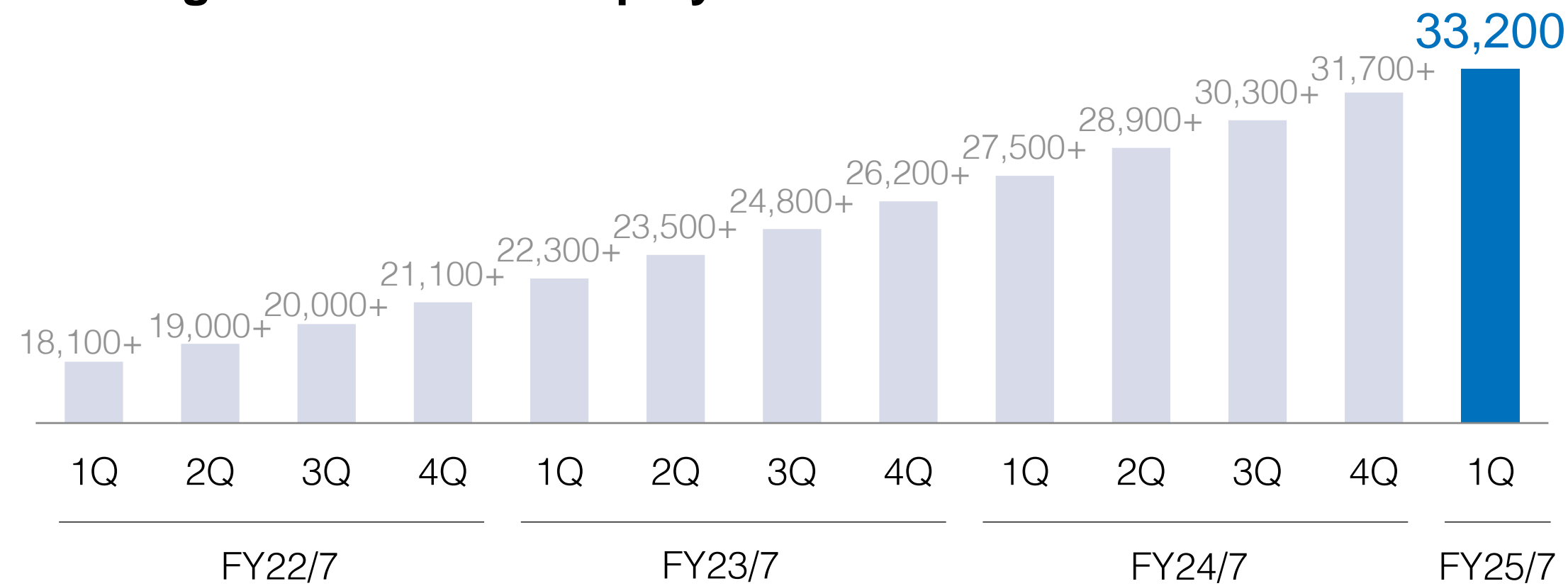
JPY Bn



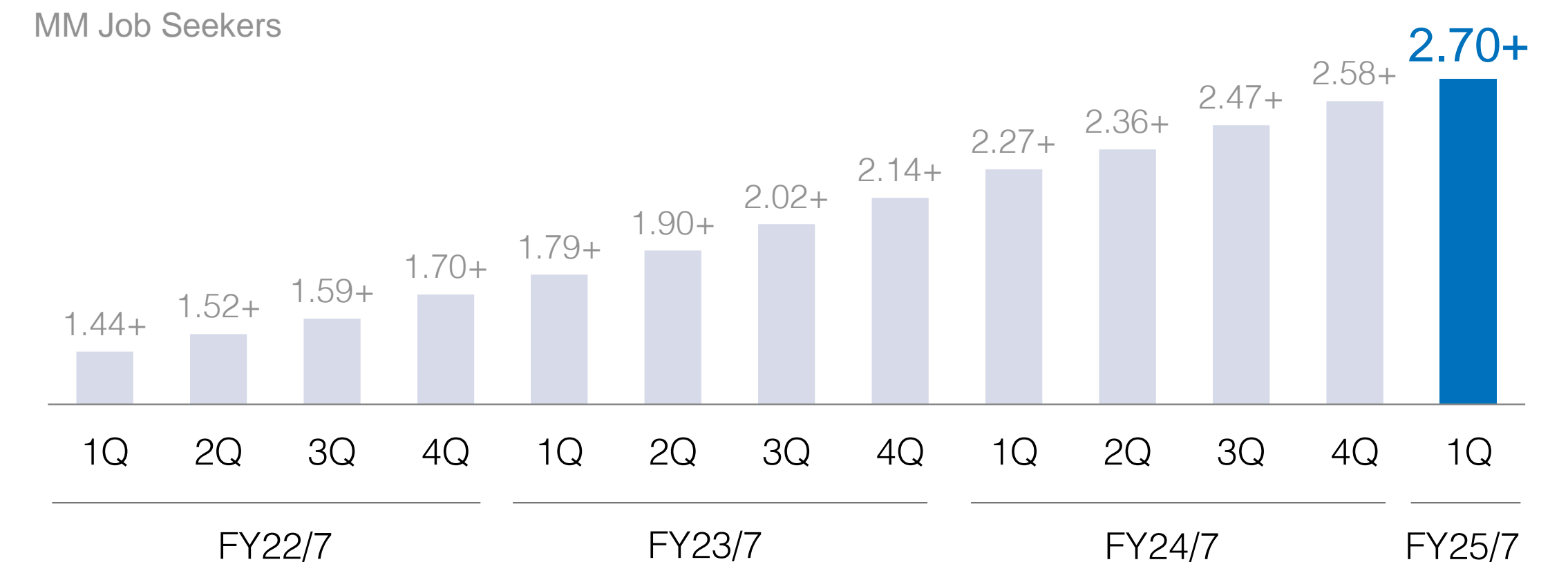
Note: (1) Financial data of the BizReach Business, the core service of our group (which differs from the financial data of our subsidiary BizReach, Inc.)

KPIs are growing steadily, building a strong customer base due to companies' solid demand for hiring professionals and liquidity in the labor market

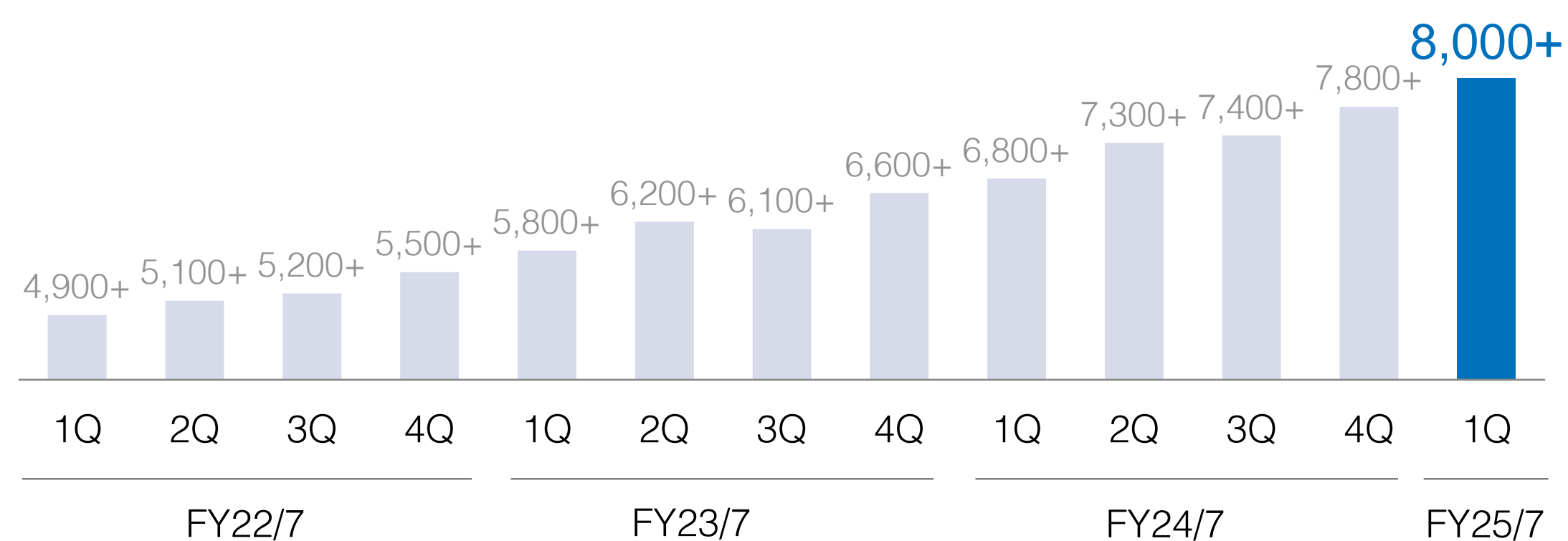
of Registered Direct Employers⁽¹⁾



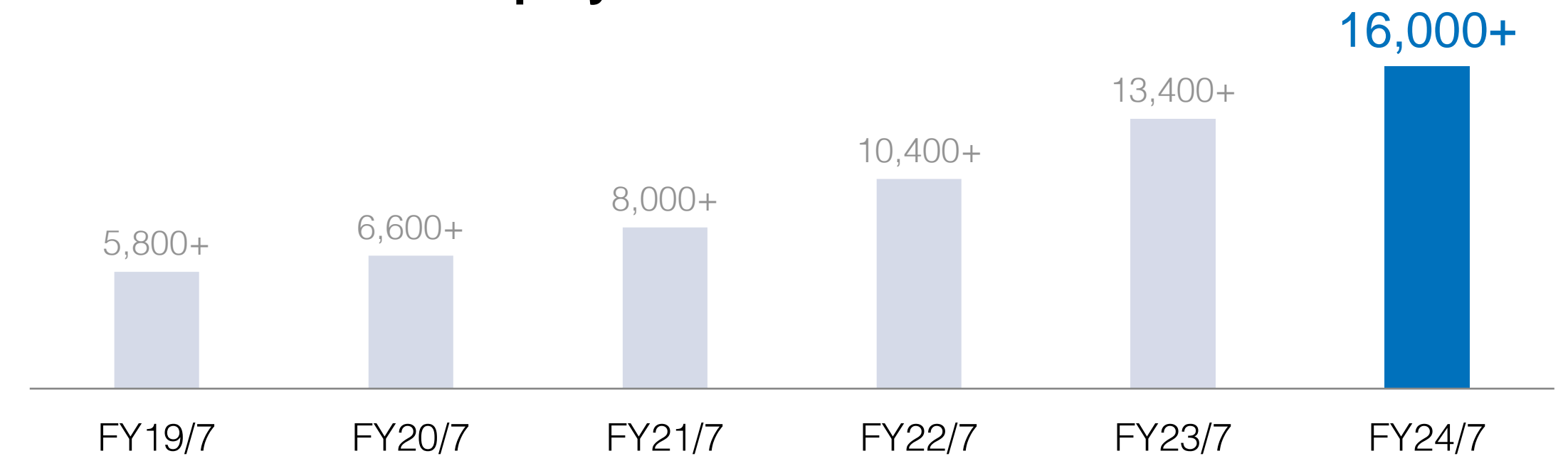
of Scoutable Job Seekers⁽³⁾



of Active Headhunters⁽²⁾



of Active Direct Employers⁽⁴⁾

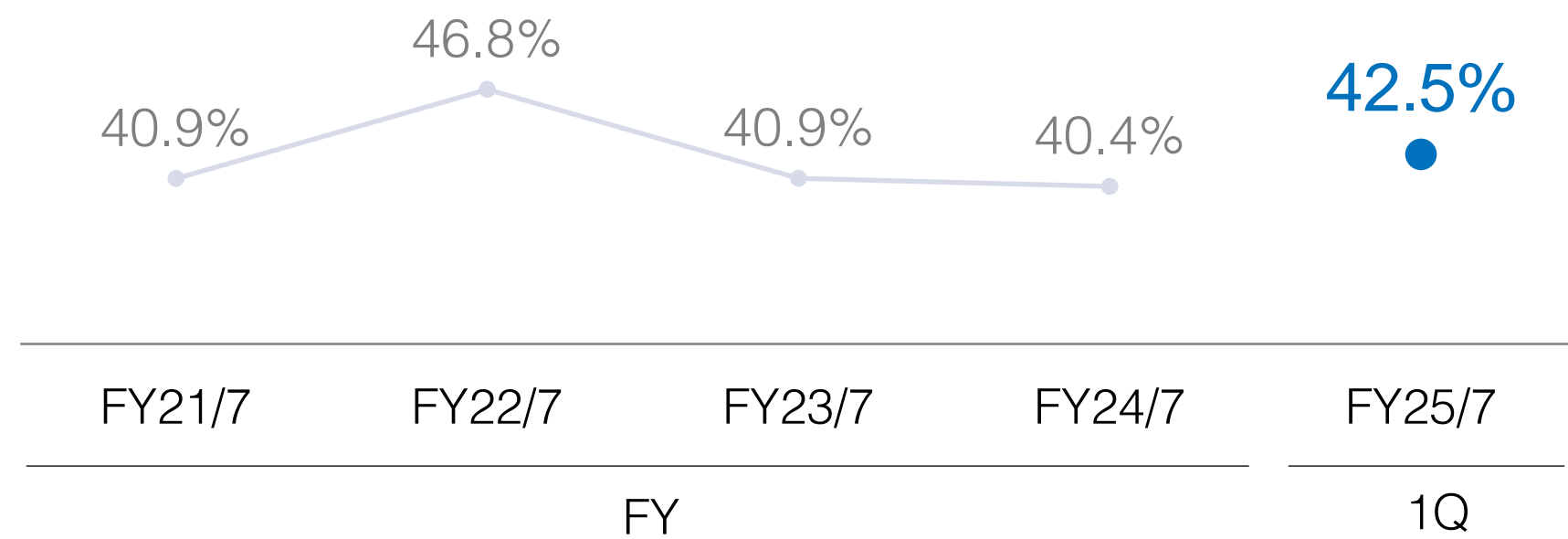


Notes: (1) Direct employers who have subscribed to our BizReach platform (excluding headhunters) (2) All passed screening by BizReach (3) # of users who registered on BizReach platform with resume / CV that have passed a general screening process and whose profile is set to be viewable by direct employers and headhunters (4) Direct employers who have subscribed to our BizReach platform at any point in time during each fiscal year

FY2025/7 profit margin forecast is 40%. 1Q operating profit margin landed as planned. Continue to focus on delivering sustainable growth by adjusting investment plans based on market conditions. Mid-term profit margin is expected to be around 40%

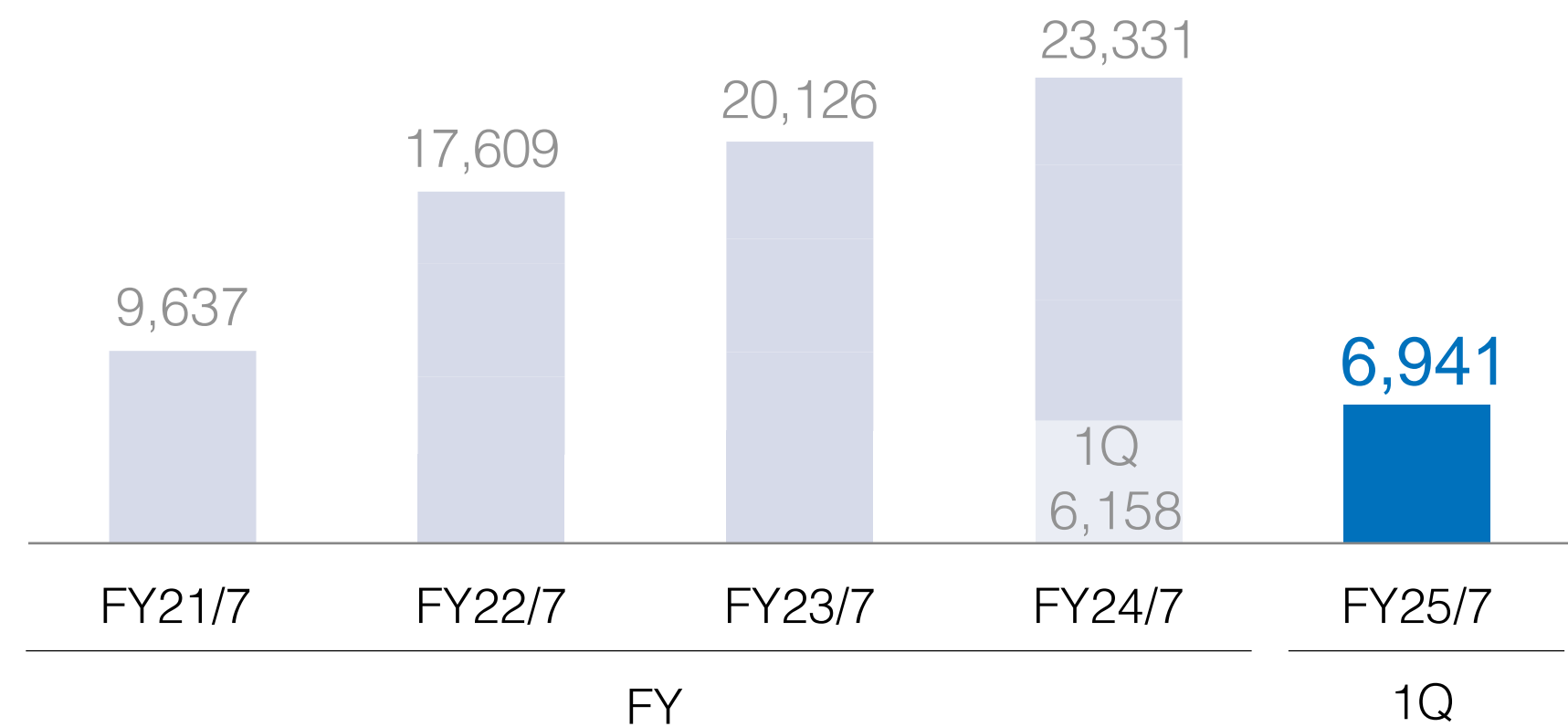
BizReach Operating Profit and Margin (before Corporate Expense Allocation)⁽¹⁾⁽²⁾⁽³⁾

Operating profit margin (before Corporate Expense Allocation)



Operating Profit (before Corporate Expense Allocation)

JPY MM



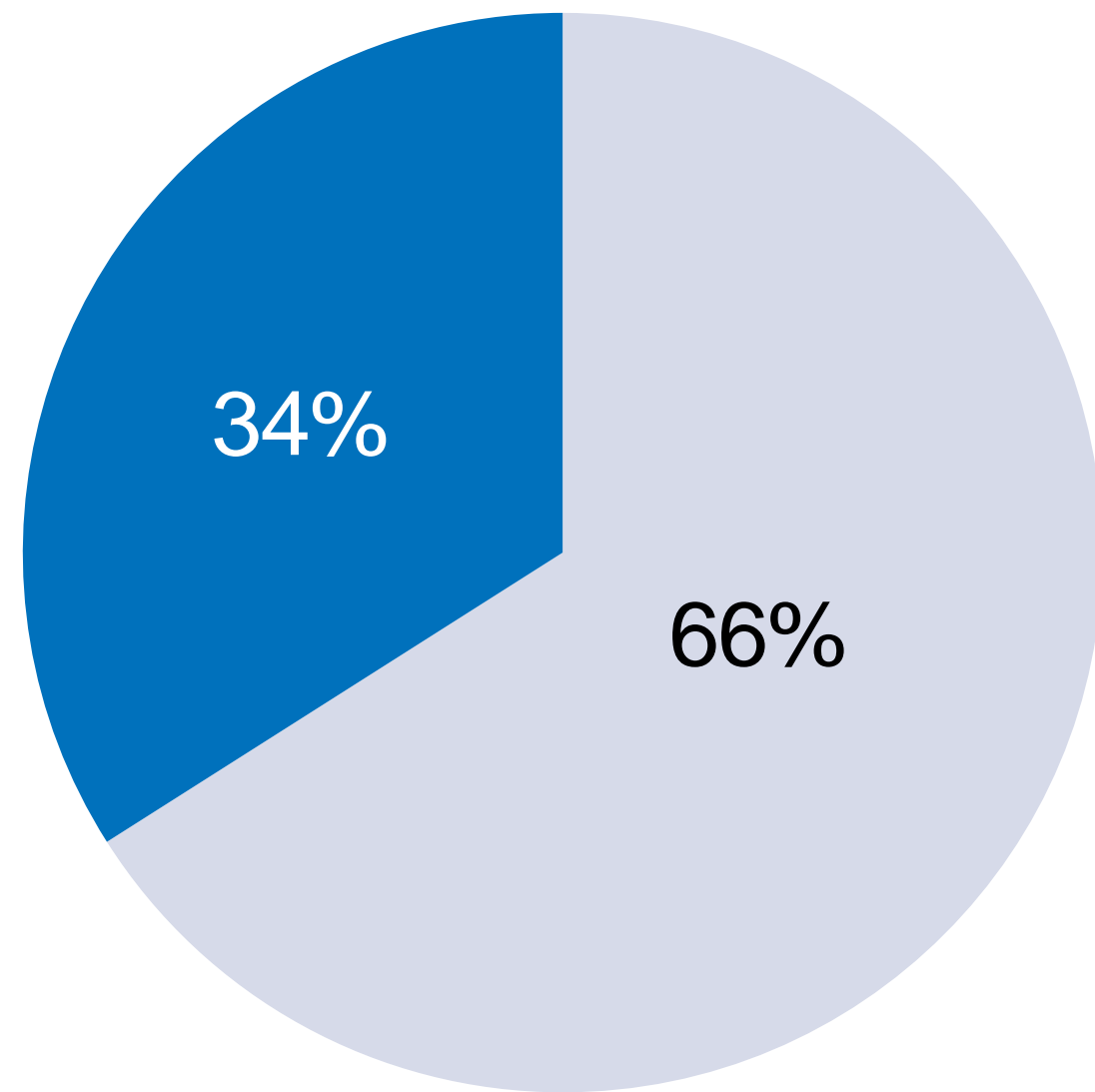
- 1Q operating profit margin landed as planned
 - In addition to our regular marketing activities to acquire job seekers, the “CEO’s Determination” is promoted in series
- FY2025/7 operating profit margin forecast (before corporate expense allocation) is unchanged at 40%
 - Profit margin for each quarter fluctuates depending on the balance between net sales and growth investment plans
- Despite the impact from unrecovered hiring demand in some areas of the market, direct recruiting has further expanded amongst Japanese companies, resulting in +1,500 cumulative number of registered direct employers vs. FY2024/7 4Q, trending as expected
- Trends for job seekers are in line with expectations

Notes: (1) Financial data of the BizReach Business, the core service of our group (which differs from the financial data of our subsidiary BizReach, Inc.) (2) BizReach business’ net sales and adjusted operating profit / profit margin is recorded within the HR Tech reporting segment (3) Adjusted operating profit does not include corporate expenses (such as accounting, HR, legal, general affairs, etc.) which are not directly allocated to each businesses

Unique mix of recurring revenue⁽¹⁾ and performance revenue⁽²⁾

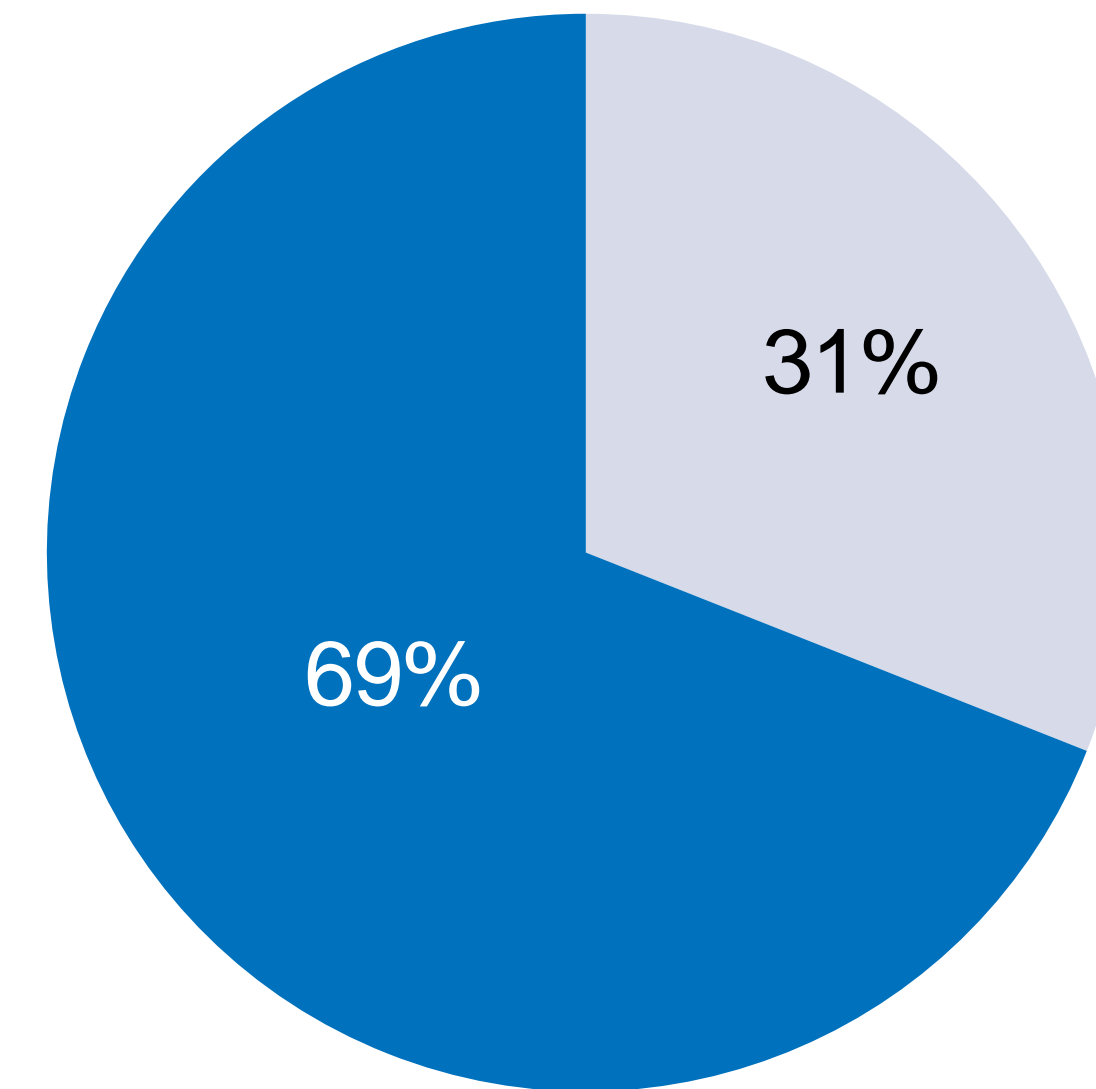
FY2024/7 BizReach Business Revenue Breakdown by Fee Type⁽³⁾

- Performance Revenue
- Recurring Revenue



FY2024/7 BizReach Business Revenue Breakdown by Direct Employers / Headhunters⁽³⁾⁽⁴⁾

- Headhunters
- Direct Employers



Notes: (1) "Recurring Revenue" consists of subscription fees from direct employers, headhunters accessing our platform and purchasing additional "platinum scout", and job seekers on premium plan accessing our platform (2) "Performance Revenue" consists of success fees from direct employers and headhunters, which is derived from the successful hiring results of the client (3) Financial data of the BizReach Business, the core service of our group (which differs from the financial data of our subsidiary BizReach, Inc.) (4) Total of recurring revenue and performance revenue

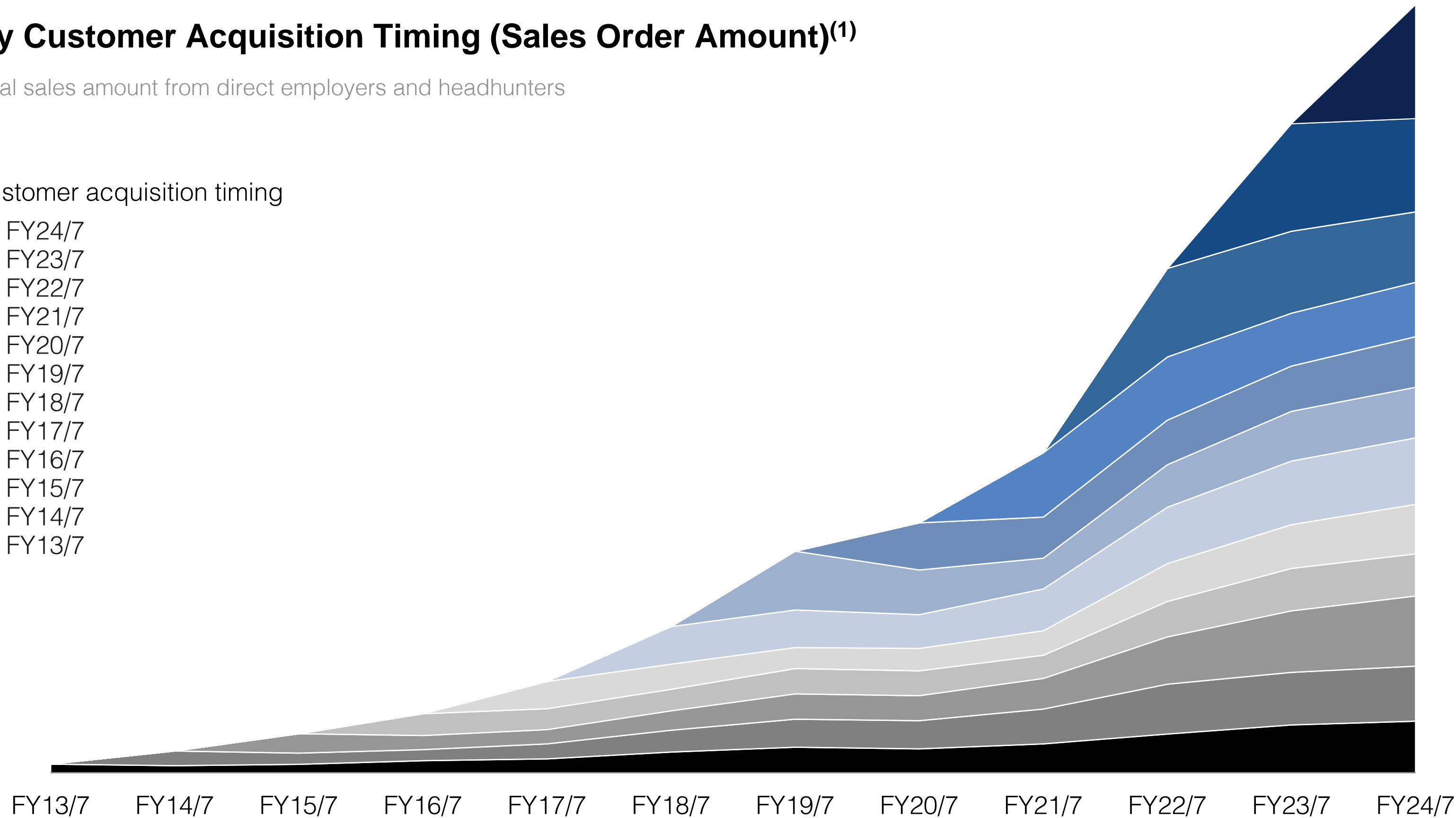
Our net sales has grown supported by a stable customer base built over the years

By Customer Acquisition Timing (Sales Order Amount)⁽¹⁾

Total sales amount from direct employers and headhunters

Customer acquisition timing

- FY24/7
- FY23/7
- FY22/7
- FY21/7
- FY20/7
- FY19/7
- FY18/7
- FY17/7
- FY16/7
- FY15/7
- FY14/7
- FY13/7

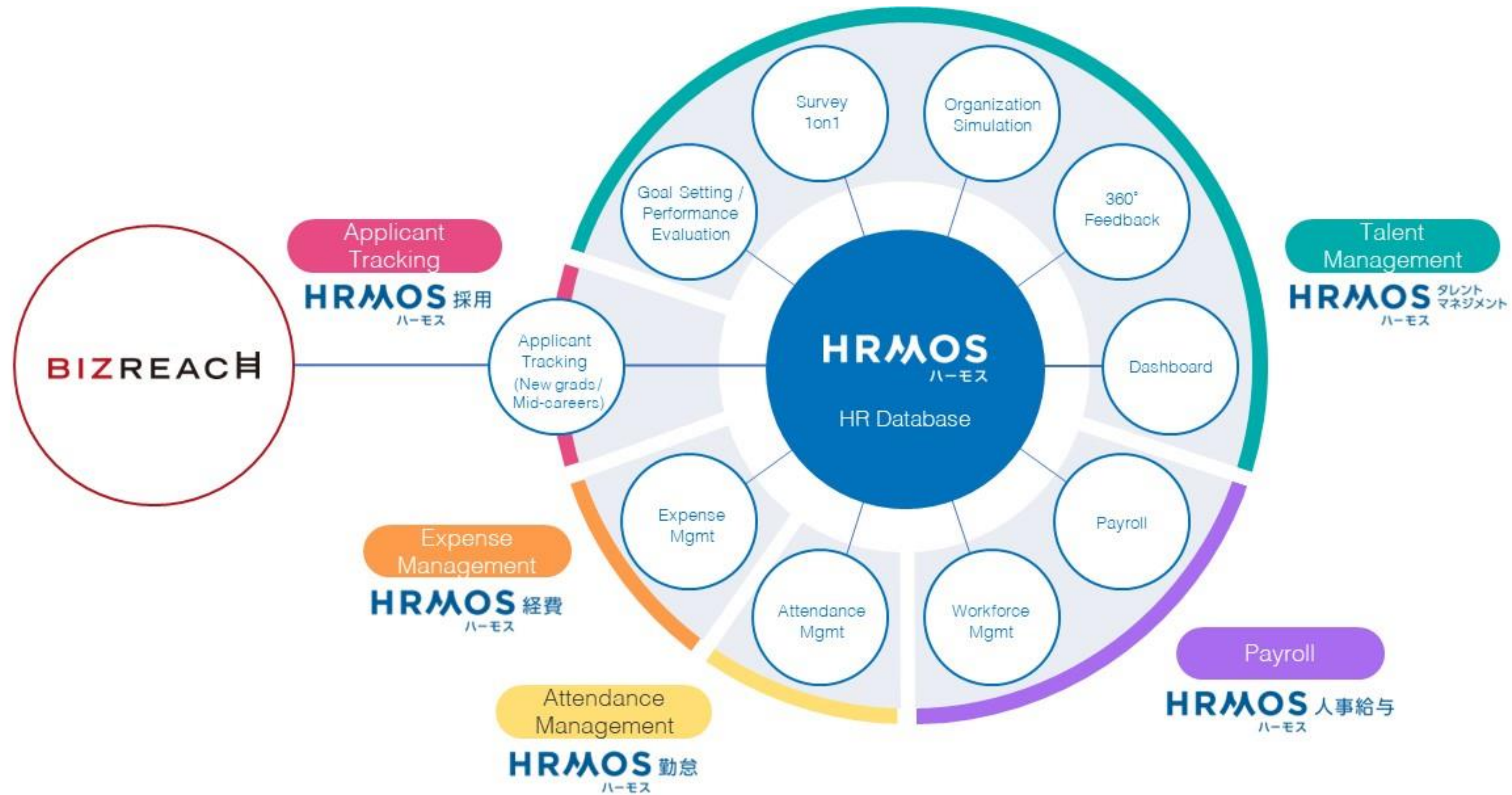


- The left chart indicates sales order amount of each fiscal year from direct employers and headhunters counted from the time they were first acquired since FY2013/7
- Number of BizReach customers tends to decrease over the years after being acquired as they may leave the platform depending on hiring needs. However, for those that continue to use BizReach, the average sales order amount by each customer has increased. BizReach growth is supported by such stable customer base

Note: (1) Summed up the sales amount of BizReach for each fiscal year during the period from the year in which we first received sales orders from customers (direct employers and headhunters) from FY13/7 to FY24/7. As figures in the above chart is recorded at timing of sales order, accordingly, they are different from accounting figures

HRMOS

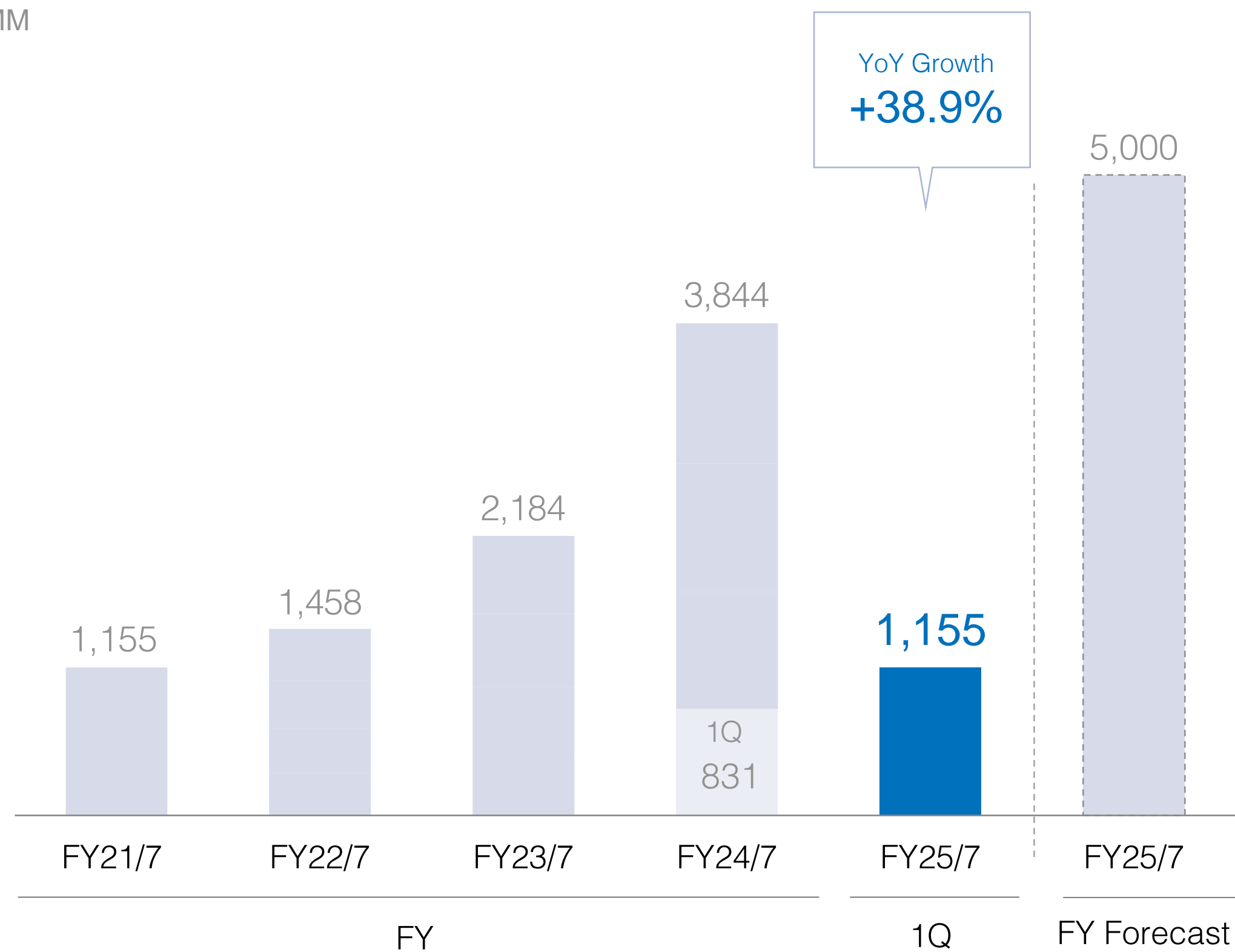
Seamless integration of BizReach and HRMOS to expand a unified, data driven HCM Ecosystem that enables investment and management of human capital to drive business competitiveness



Net sales of each HRMOS services grew strongly whilst we continue with product development. 1Q net sales was JPY 1.15Bn, 38.9% YoY growth

HRMOS Net Sales⁽¹⁾

JPY MM



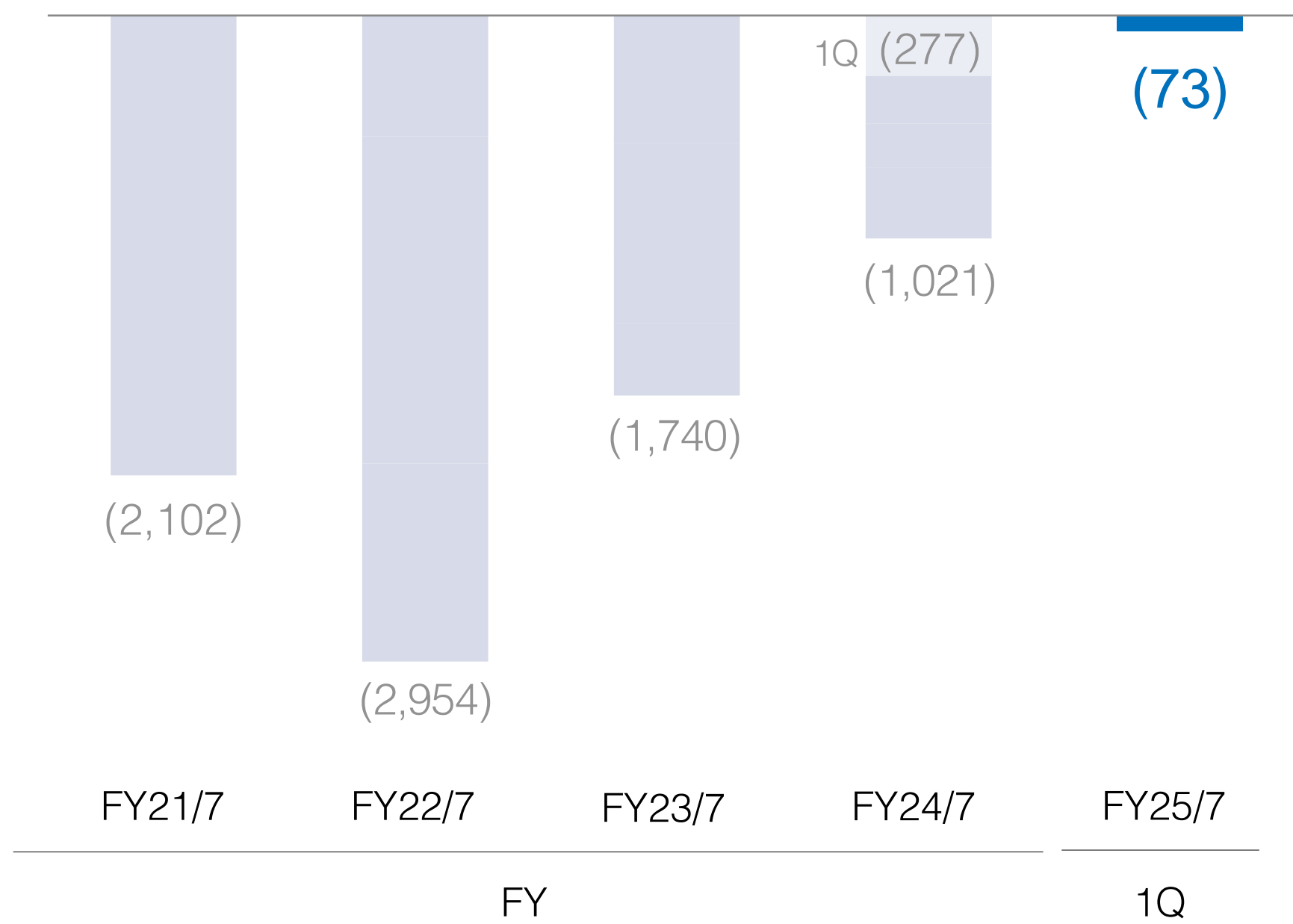
- Net sales of each service progressing on plan
 - Steady growth in recurring revenue of each service
 - ARPU growth for HRMOS Talent Management contributed to growth
 - One-time sales for introduction support etc. also strong
- Cross-selling conducted in addition to sales activities by each service
 - HRMOS Payroll orders came from existing HRMOS customers
 - Acquired 19.9% of shares of IEYASU, Inc. (HRMOS Attendance Management) and absorbed with BizReach, Inc., to develop an organization for seamless cross-selling
- FY2024/7 YoY growth was impacted by the addition of HRMOS Expense Management that was not included in HRMOS in the prior year. FY2025/7 YoY growth rate represents growth within the same service offering

Note: (1) HRMOS Business' net sales and adjusted operating losses are recorded within the HR Tech reporting segment

Marketing investments for 1Q were made as planned. FY2025/7 marketing investments are planned to be larger in 2H, as such, losses for FY2025/7 expected to be at a similar level to previous year

HRMOS Operating Losses (before Corporate Expense Allocation)⁽¹⁾⁽²⁾

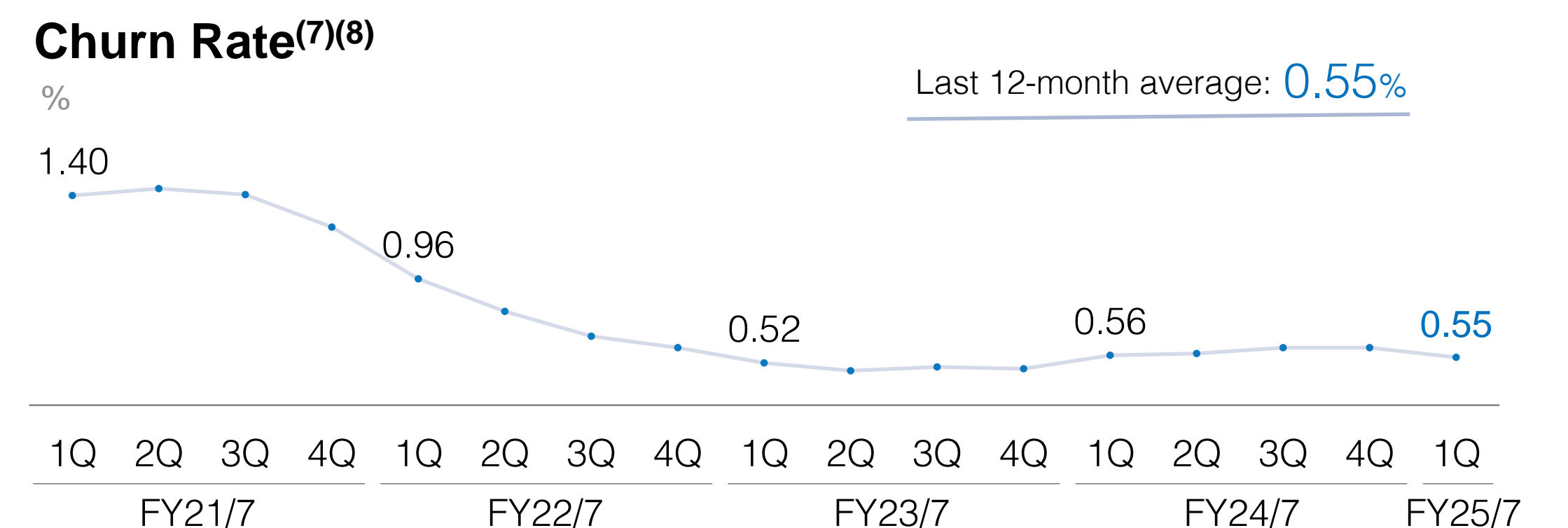
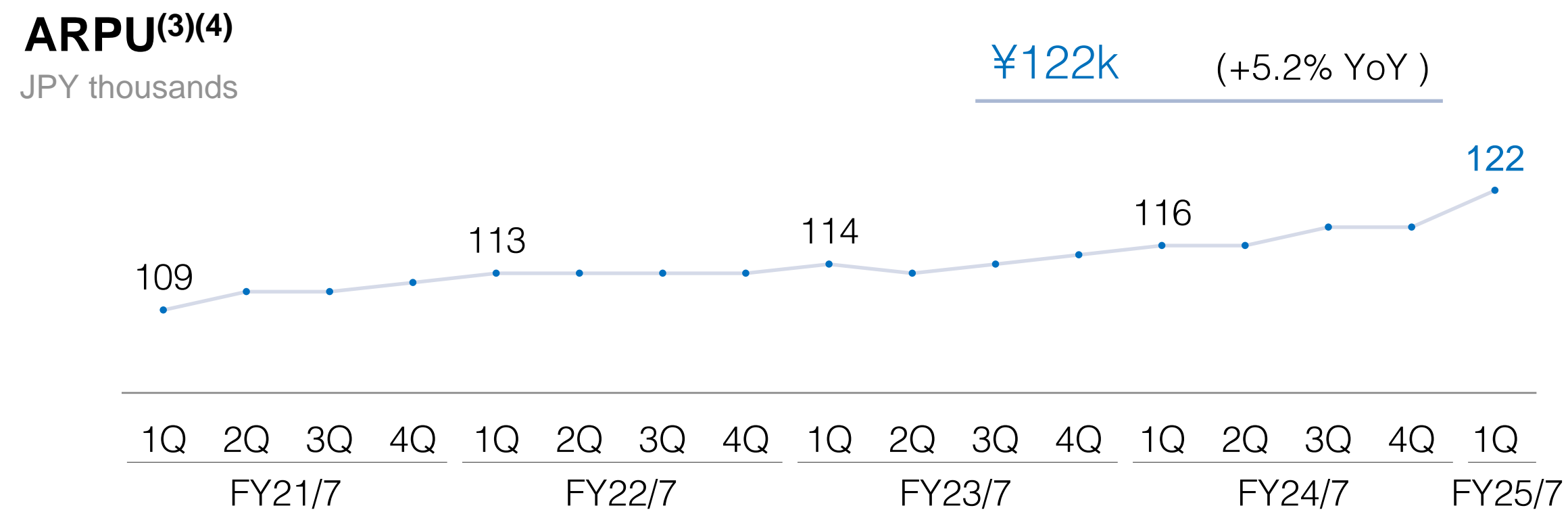
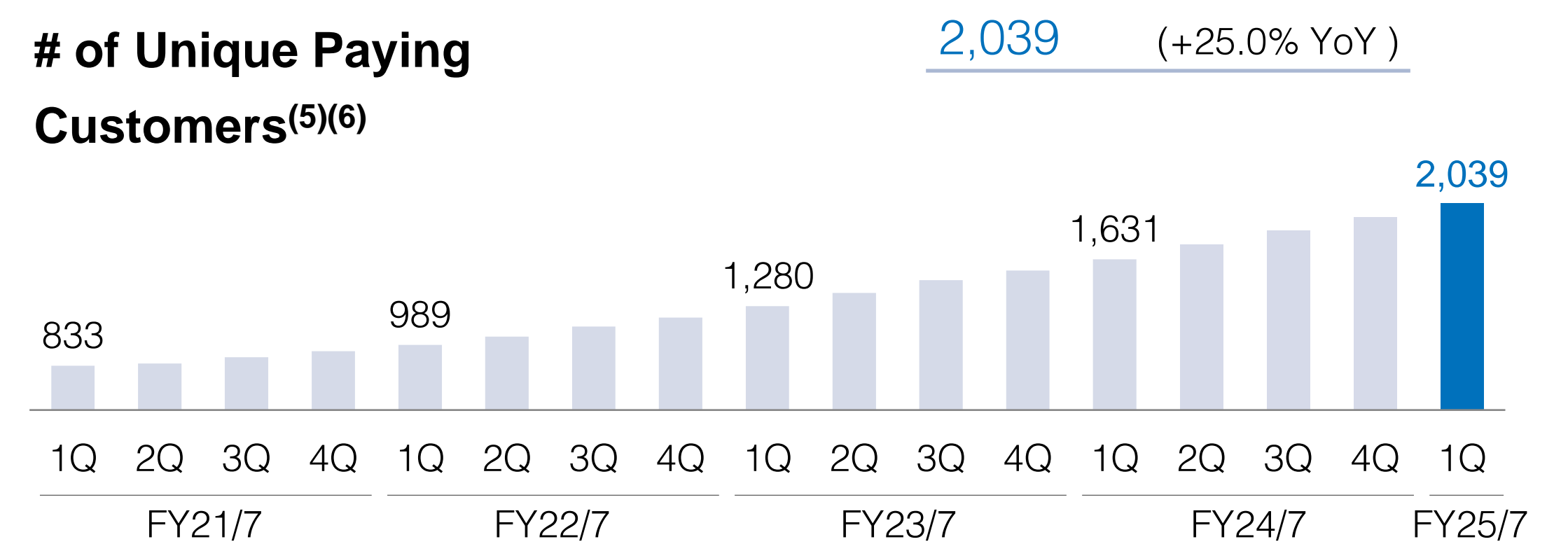
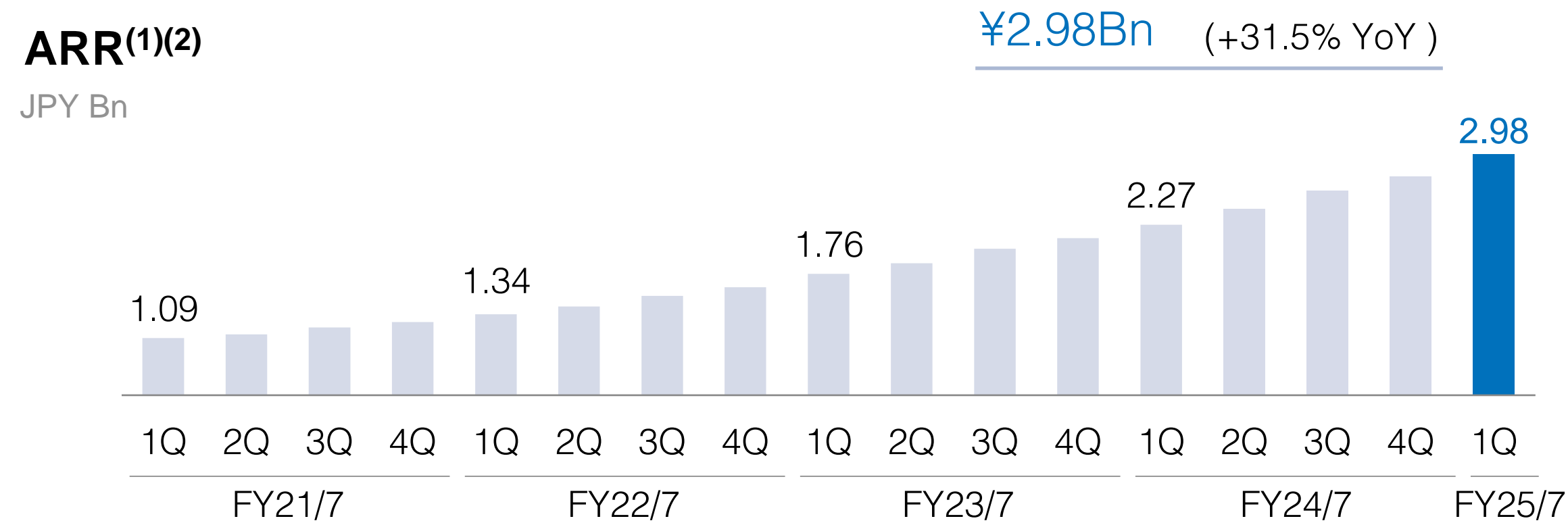
JPY MM



- Although losses for 1Q decreases compared to previous year, losses for FY expected to be at a similar level to previous year, as larger marketing investments planned for 2H
 - In FY2025/7, in addition to sales and marketing investment in each HRMOS service, promotion as HRMOS series, and investments for “Internal BizReach” service are planned
- We continue to invest in the development of functions for each HRMOS service
- HRMOS aims to become profitable in FY2026/7. We may strategically change the timing of profitability based on future trends in the market etc., however, based on our current strategy, no change to our profitability timing at this time

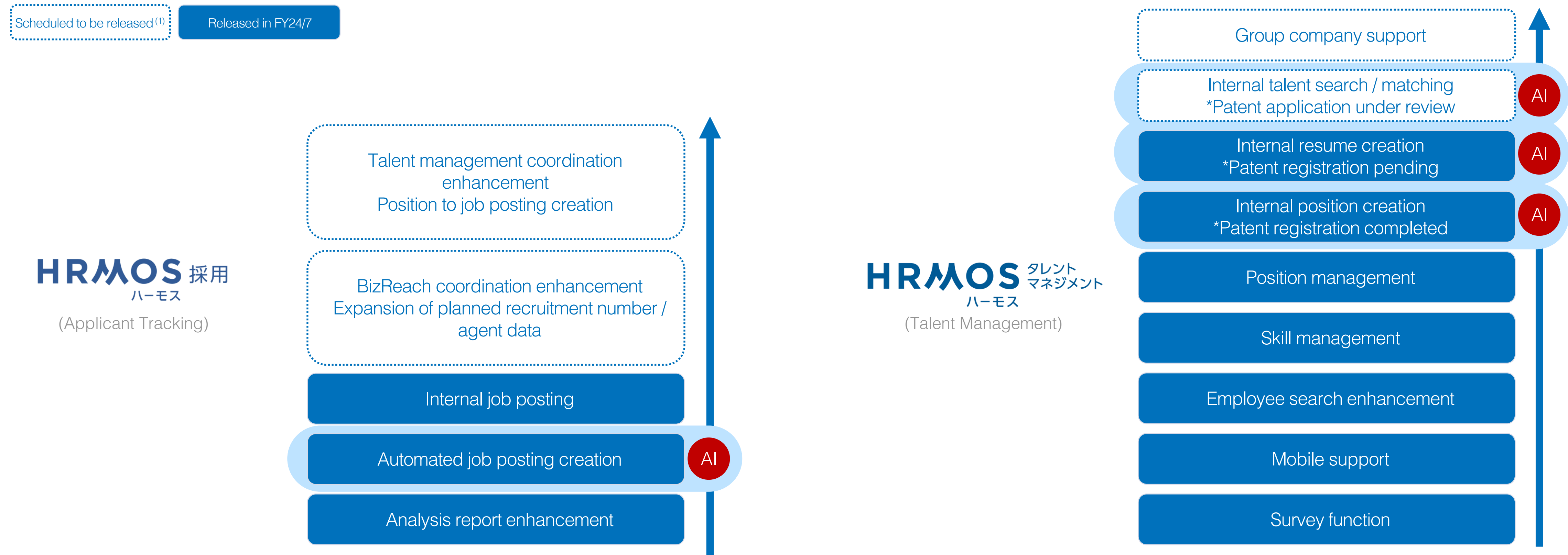
Notes: (1) HRMOS Business’ net sales and adjusted operating losses are recorded within the HR Tech reporting segment (2) Adjusted operating losses do not include corporate expenses (such as accounting, HR, legal, general affairs, etc.) which are not directly allocated to each businesses

ARR reached JPY 2.98Bn in 1Q (31.5% YoY growth) driven by solid growth of customers. KPIs below represent HRMOS ATS and HRMOS Talent Management total (same as previous disclosure)



Notes: (1) HRMOS Annual Recurring Revenue (ARR). HRMOS MRR (Monthly Recurring Revenue) for the last month of a quarter multiplied by 12 (MRR = previous month's monthly recurring revenue + newly acquired monthly recurring revenue + upsell monthly recurring revenue - down sell monthly recurring revenue - churned monthly recurring revenue. Excludes one-time fees such as initial setup fees) (2) As of the end of October 2024 (3) HRMOS Average Revenue Per User (ARPU). HRMOS MRR for the last month of the relevant quarter divided by the number of unique paying customers as of the end of the same quarter (4) As of the end of October 2024 (5) Unique fee-paying customers as of the final month of the quarter. Customers using multiple HRMOS services are counted as one customer (6) As of the end of October 2024 (7) Last 12-month average of Monthly Churn Rate based on HRMOS MRR as of the final month of the quarter. Monthly Churn Rate = churned monthly HRMOS MRR divided by HRMOS MRR at the end of previous month (8) As of October 2024

As the war for talent intensifies due to labor shortage, there is a growing need for companies to actively hire professionals, and to create an organization where hired personnel can stay and continue to play an active role. We will continue to develop functions utilizing know-how from BizReach including generative AI capabilities



Note: (1) These are plans at this time, and function names and details are subject to change at the time of actual release of the functions

VISIONAL Group Strategy and Our Future

Persistent Creation of New Possibilities.

We will tap into the power of the internet to support the digital transformation of our society. We will continue to maximize mid-to-long term enterprise value by persistently transforming social obstacles into new possibilities.

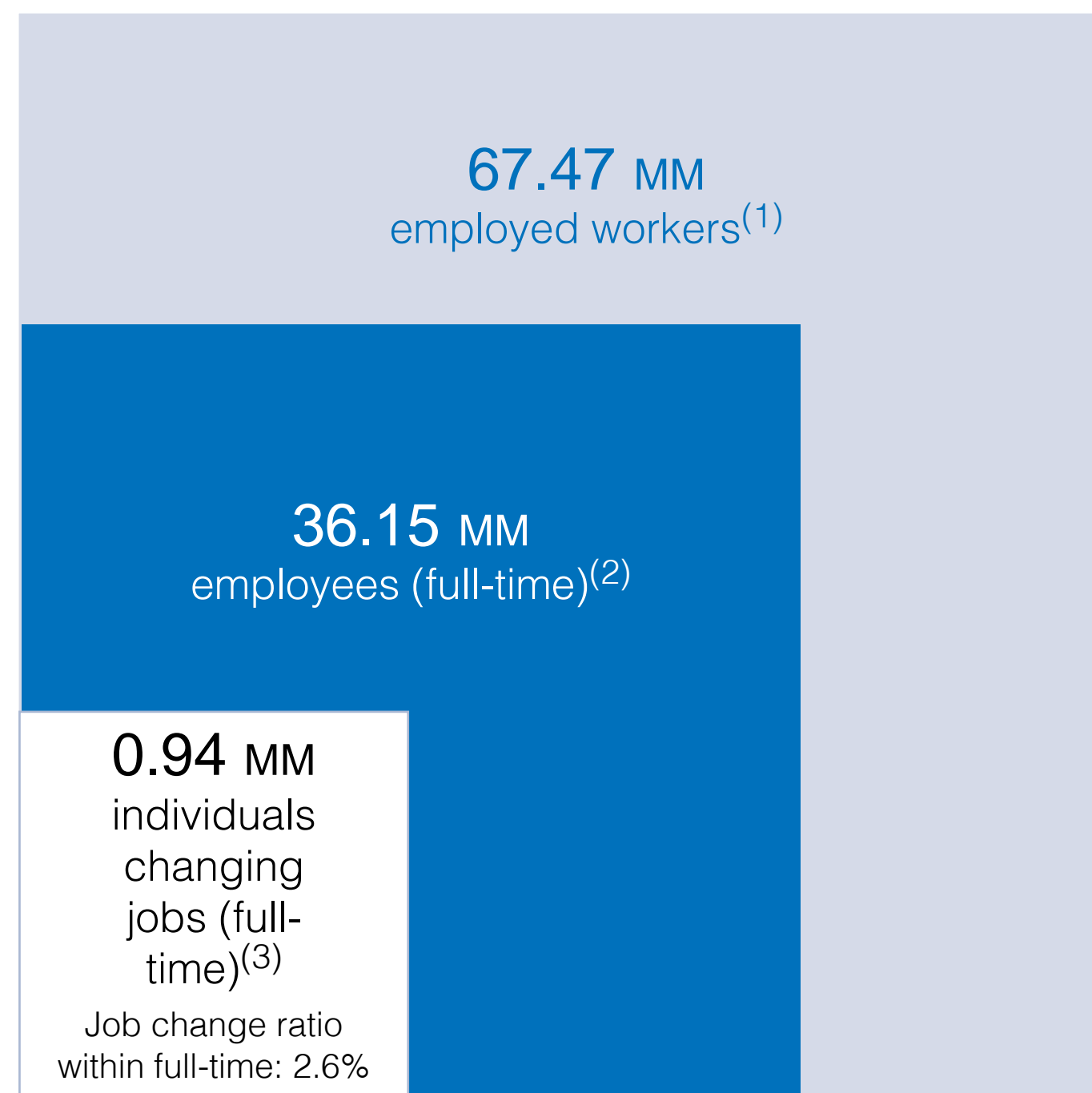
Commitment towards our group mission

- ✓ Sustained growth and profit expansion of BizReach**
- ✓ Seamless integration of BizReach and HRMOS to build a data-driven HCM ecosystem**
- ✓ Incubation of new businesses and use of M&A**

Japanese recruitment market is undergoing a structural stage of expansion due to the ongoing changes in workstyle, which will increase liquidity in the Japanese labor market going forward

Significant Room for Job Mobility in Japan

2023



Acceleration of Workstyle Shifts in Japan

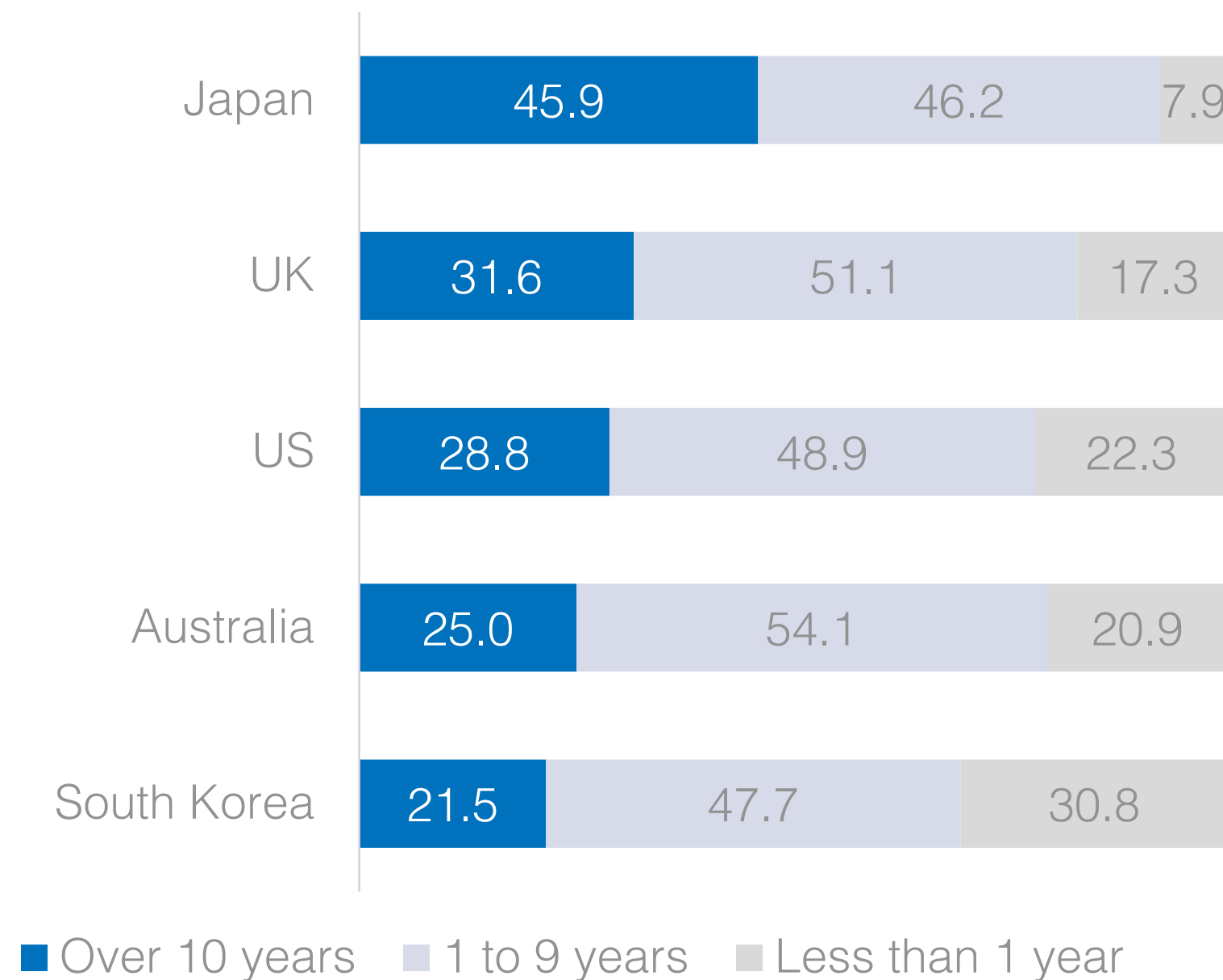
- ✔ Conventional workstyle no longer sustainable due to mismatch of corporation and worker life spans
- ✔ Performance-based workstyle with clear job descriptions accelerates the job change movement
- ✔ “Direct Recruiting” becomes essential for employers as the war for talent accelerates
- ✔ The shift to remote work caused by COVID-19 is expected to further drive this movement

Notes: (1) Source: “Labor Force Survey (Basic Tabulation)” by Statistics Bureau, Ministry of Internal Affairs and Communications from CY2023. Figures are calculated as taking twelve months average of the monthly research on the number of employed workers, as of the end of each month (2) Source: “Labor Force Survey (Basic Tabulation)” by Statistics Bureau, Ministry of Internal Affairs and Communications from CY2023. Figures are calculated as taking twelve months average of the monthly research on the number of full-time employees, as of the end of each month (3) Source: “Labor Force Survey (Detailed Tabulation)” by Statistics Bureau, Ministry of Internal Affairs and Communications from CY2023. Figures are calculated as taking twelve months average of the monthly research on the number of full-time employees, who changed jobs to full-time jobs within a year, as of the end of each month

Japan has a high portion of employees with long tenure. Other countries are shifting its labor force to segments of higher labor demand

Global Comparison of Employment Ratio by Length of Service⁽¹⁾

Unit: %



Why Increased Labor Liquidity is Required

- ✔ Mid-career hiring required to address decreasing work force caused by shrinking working-age population and the number of new graduates entering the work force in the long term
- ✔ Professionals required to address changes in the business environment and business models, and to build a diverse and inclusive organization
- ✔ Miss match of supply and demand in labor force as industry structures change. Shifting labor force to segments of higher labor demand required
- ✔ Labor productivity drives wage increase

Note: (1) Prepared by Visional, Inc. based on the Ministry of Health, Labour and Welfare “Analysis of the Labor Economy, 2022 Edition – Issues in Promoting Labor Mobility through Support for Workers’ Independent Career Development” in September 2022

“Grand Design and Action Plan for a New Form of Capitalism 2024 Revised Version” mentions that transforming employment system to allow transfer of labor required for further growth of Japanese companies and the Japanese economy

Background

- Companies have not invested enough in people, and individuals have not engaged in adequate self-development. It is important that we shift to a system which allows workers to re-skill on their own will and to choose their jobs by clarifying the skills required for each job
- With the employment system such as the seniority-based wage system, jobs and the skill standards required for them are unclear, so objectivity and transparency in evaluations and wages are not sufficiently ensured. Because it is difficult for individuals to understand how they will be rewarded for their efforts in addition to low engagement, it is difficult for them to change jobs, and even if they do change jobs, it is difficult for this to lead to an increase in their salary
- By seamlessly connecting the internal labor market and the external labor market, thereby opening the door to hiring experienced workers from outside a company and enabling workers to freely move both inside and outside of their company according to their own choice, it will lead to salary increase

Guidelines for Integrated Three-Pronged Labor Market Reforms

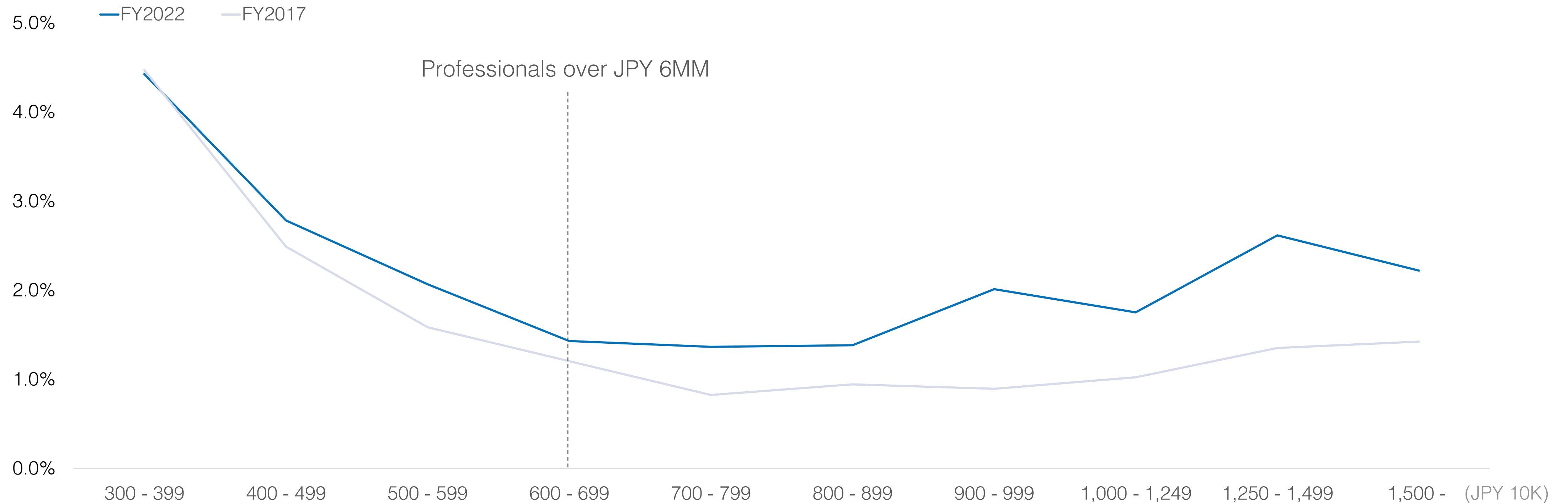
- ✓ Support for improving abilities through re-skilling
- ✓ Introduction of job-based employment
- ✓ Facilitation of labor movement to growth fields

Moving to an era where "each individual chooses their own career," and "individual chooses the company to work." Increased importance of human capital

- ✔ Companies to clarify skills required for each job description, clarify evaluation standards, and develop compensation that are performance-based
- ✔ Individuals to self-develop skills required in the job description, and choose their own careers
- ✔ Companies and employees sharing the same goals increase productivity and engagement, thereby increase salaries
- ✔ Competitive companies further accelerate investment in people, actively hire strong talents, which drives further growth

Although no significant changes observed in total full-time job changes pre/post COVID-19, labor liquidity within the professional segment has increased. We expect further expansion of mid-career recruiting as demand for professionals increases

Job Change Ratio based on Income⁽¹⁾

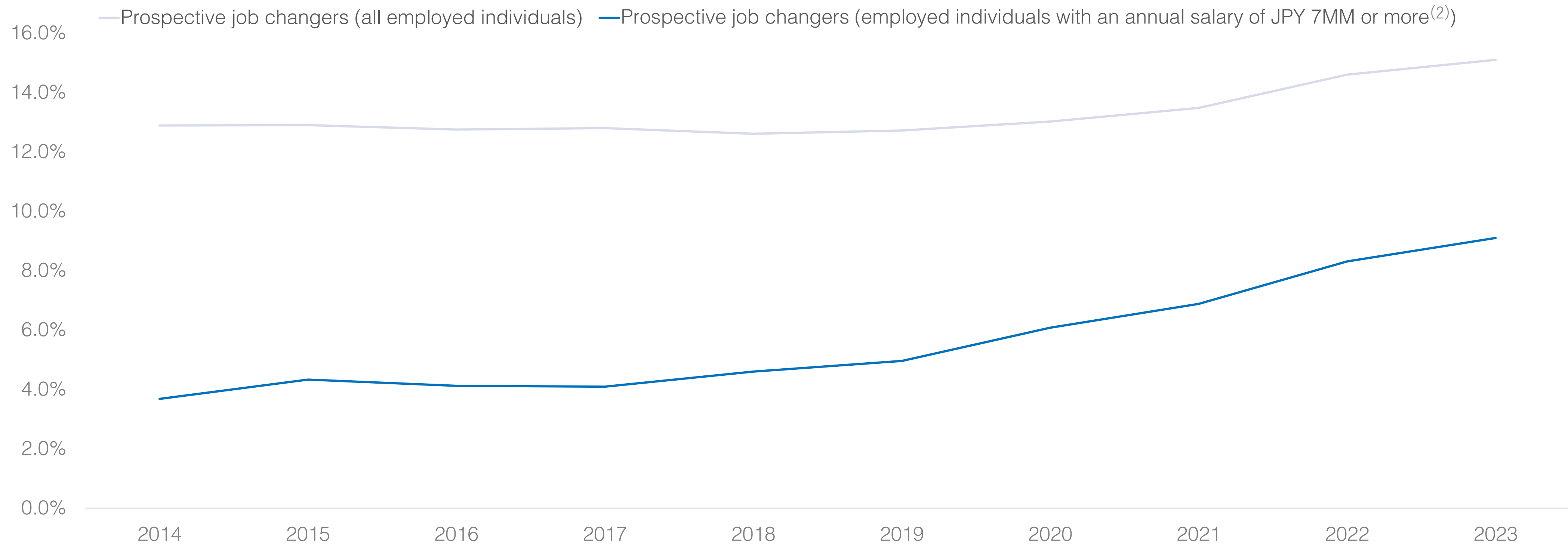


Note: (1) Prepared by Visional, Inc. based on the “2017 Employment status survey” and the “2022 Employment status survey” by the Ministry of Internal Affairs and Communications. Income is defined as the annual income of full-time employees after changing jobs. Job changers are defined as workers who have moved to a new job within the past year

Increasing Number of Prospective Job Changers That May Increase Mobility

% of prospective job changers has been on the rise since COVID-19, and % of prospective job changers has been particularly rising among individuals earning an annual salary of JPY 7MM or more. Mobility may accelerate further in the future

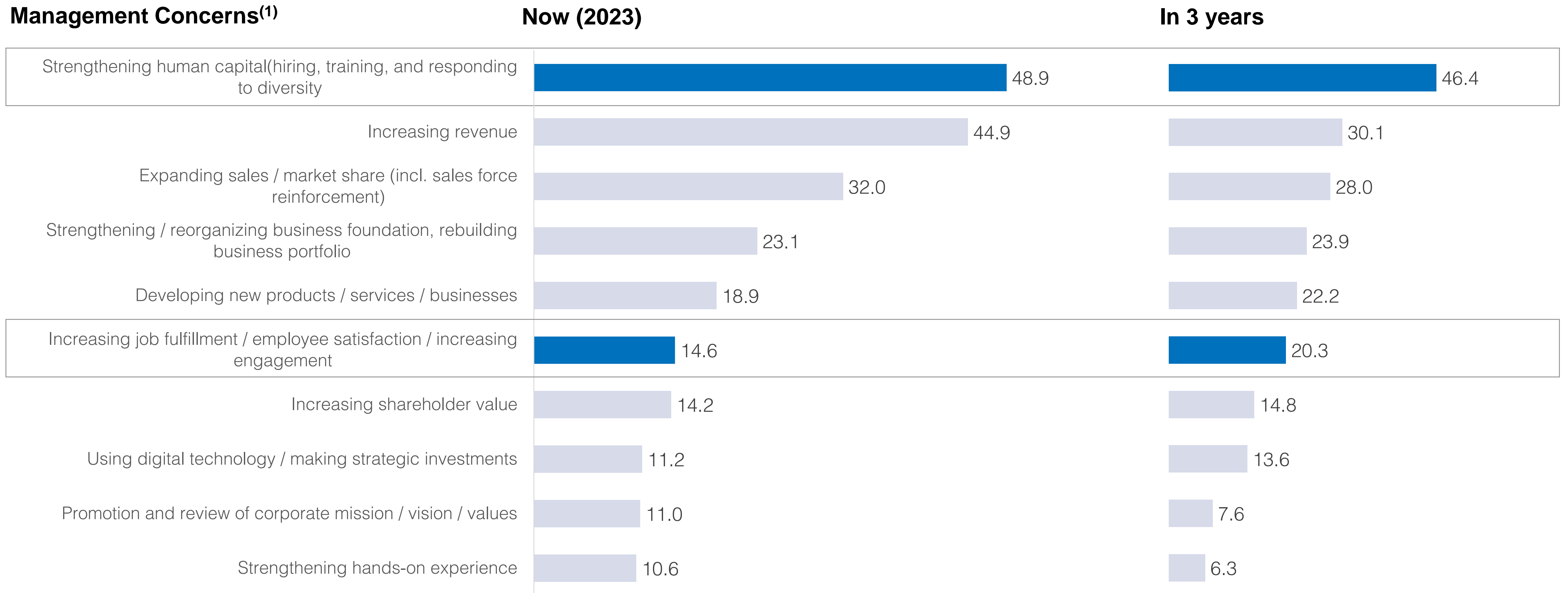
% of Employed Individuals Looking to Change Jobs⁽¹⁾



Notes: (1) Prepared by Visional, Inc. based on “Labor Force Survey” by the Ministry of Internal Affairs and Communications. Employed individuals are defined as the working population aged 15 and over, excluding the unemployed and non-labor force population. Prospective job changes, refer to individuals with responses “I am looking to change jobs” or “I am in the process of finding a job” to the question “Are you looking to change jobs?” The denominator in the calculation is the number of employed individuals, and the numerator is the number of prospective job changers (2) “Annual salary” refers to all income (including taxes) from all jobs within one year

“Strengthening Human Capital” is a Top Management Concern

Strengthening and applying human capital are top management issues by Japanese companies



Note: (1) Prepared by Visional, Inc. based on excerpt from “Corporate Management Issues 2023” (Published April 2024) by Japan Management Association. Each figure is the percentage of responses which ranked the importance of the 20 items expected to be issues from first to third

Strengthening and applying human capital is crucial in delivering company strategies. However, complexity is increasing as job mobility increases

Market Trends

Increasing number of hiring professionals

Increasing turnover

Implementation of job-based employment

HR Issues and Needs



Number of required talents are increasing each year and cannot be filled with recruiting alone. Headcount planning requires both hiring and internal moves



As we see more people coming and going, we don't know what kind of talents exist in the organization to assign to a role

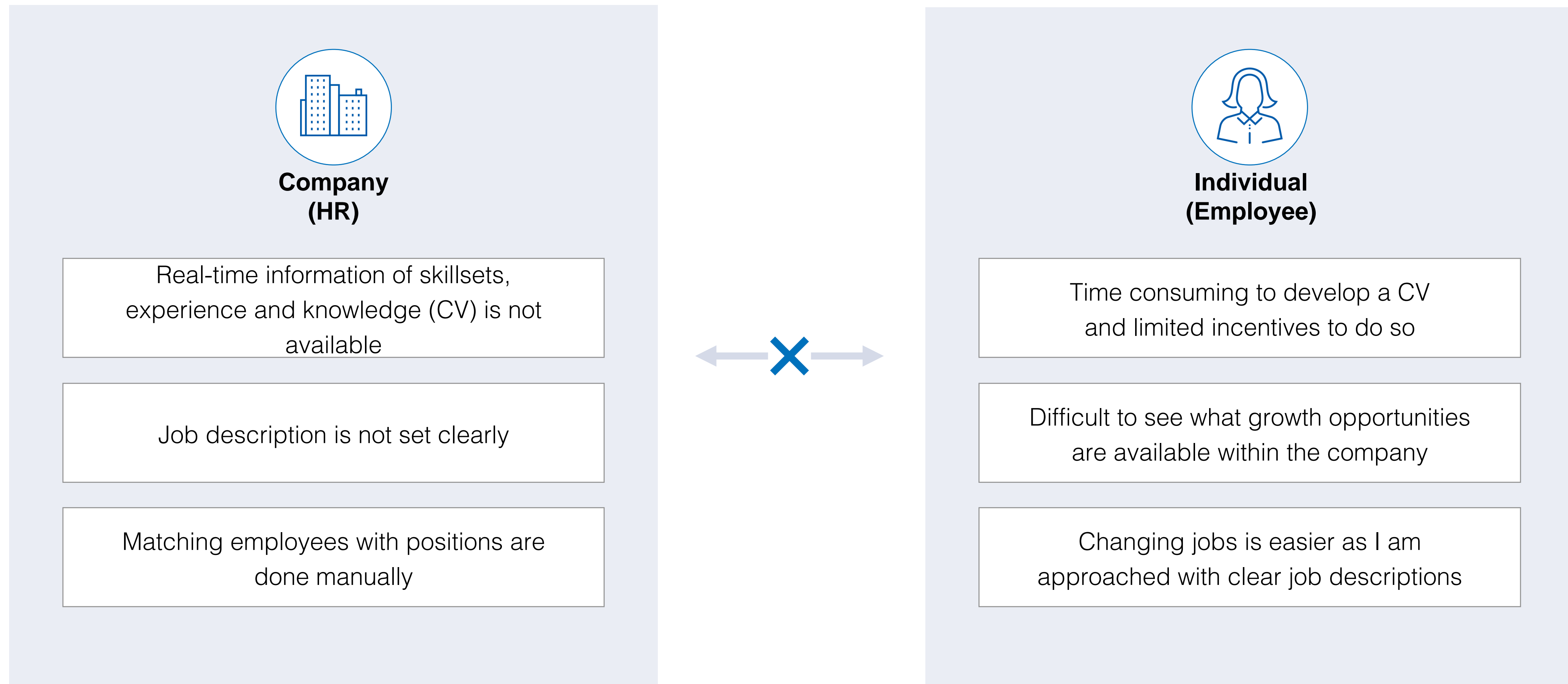


We could have offered a challenging role to potentially retain a talent who have left for a new external challenge

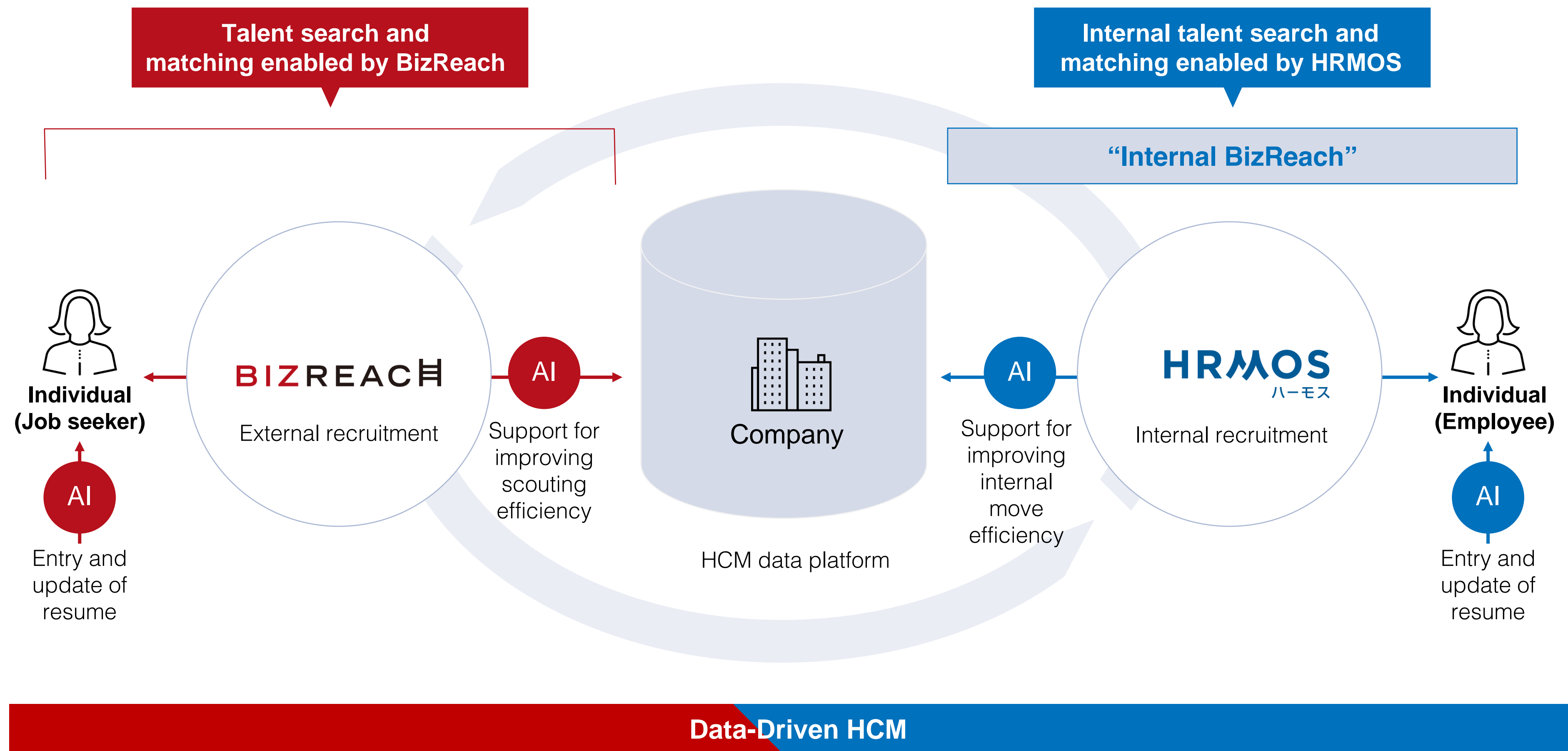


Job-based employment requires managing talent by functions and grades but creating and managing position specifications are burdensome

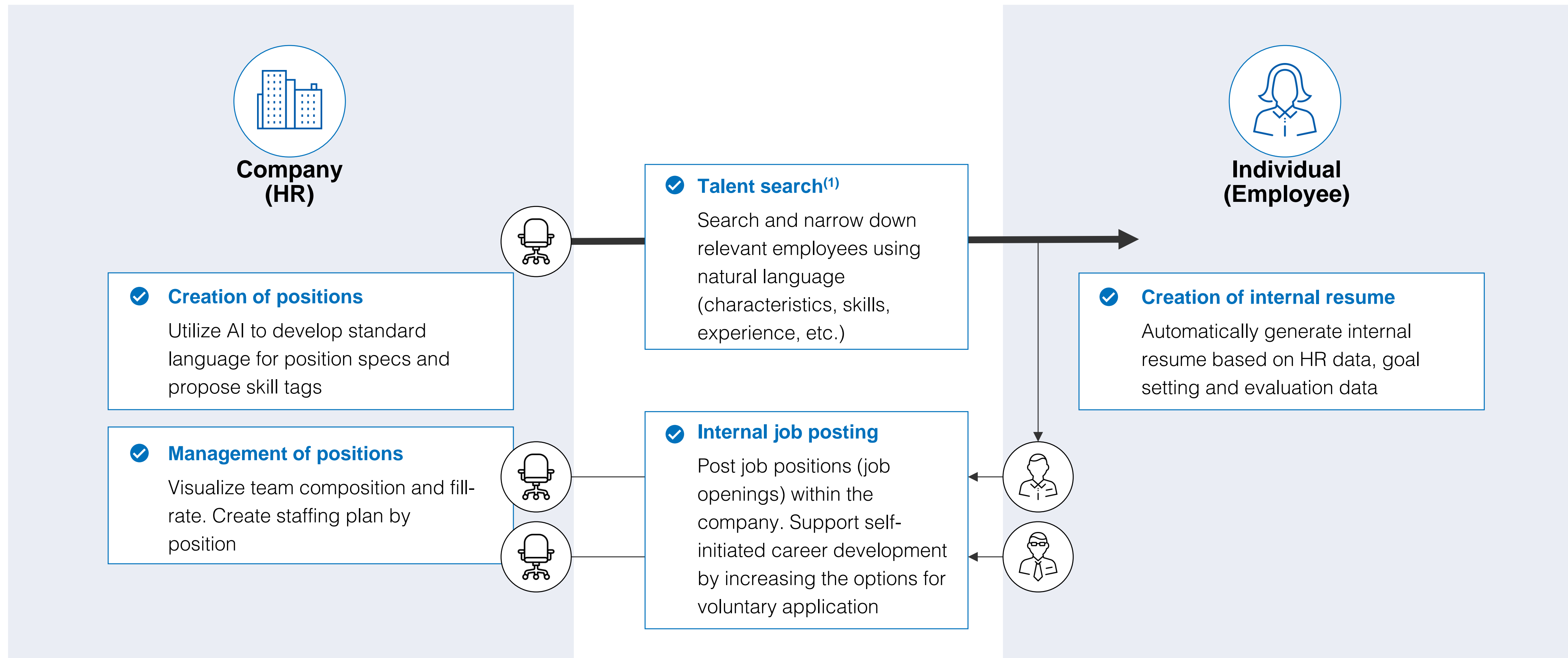
Either hire externally or hire talents through internal moves, the first step is to visualize position and candidate specifications. Yet, resource is limited and execution is not easy



Visual Group's HCM data platform supports the execution of management strategy by utilizing HR data objectively analyzed from a statistical perspective and used for managing talent both internally and externally. The new HR strategy harnesses generative AI technology

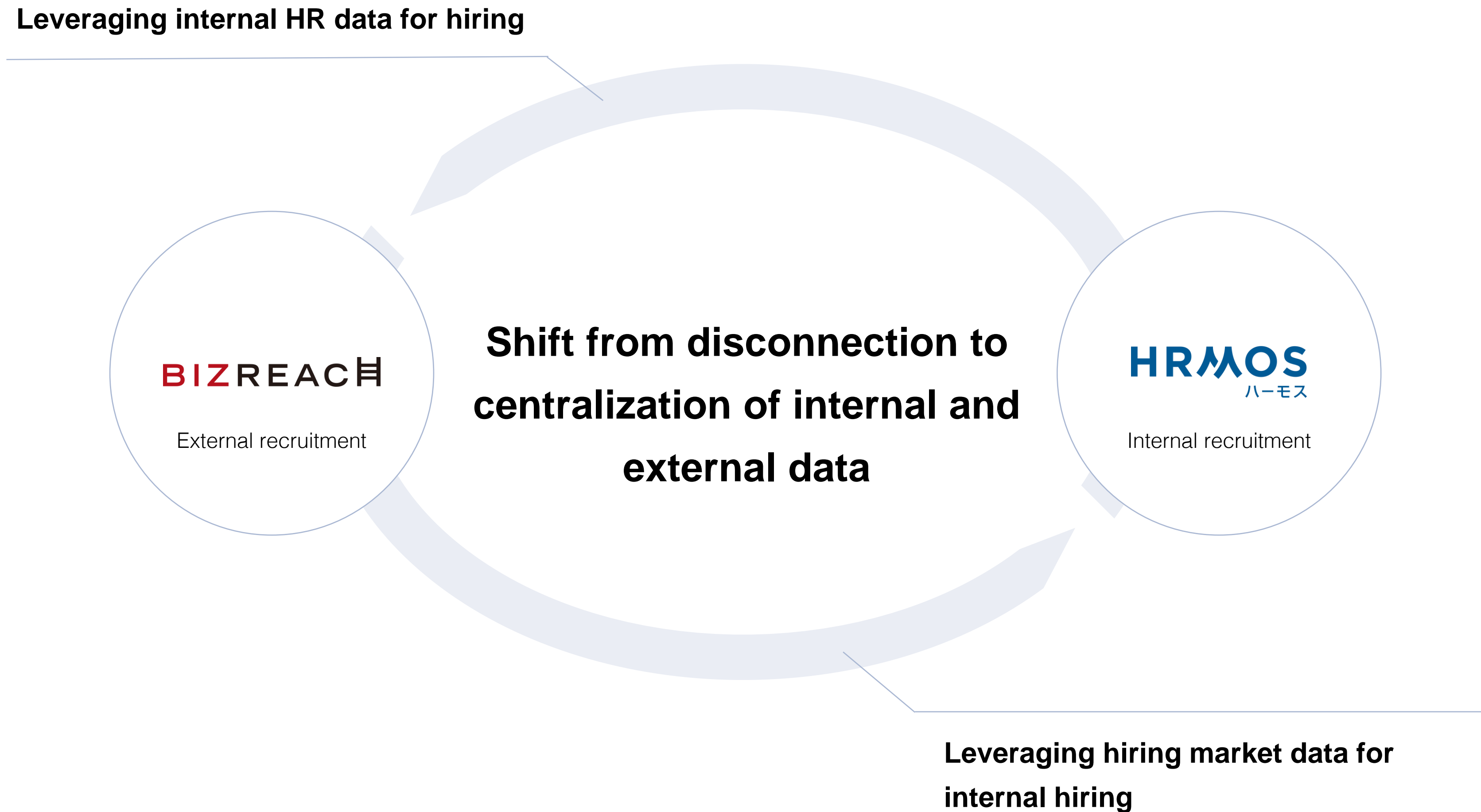


Develop internal resumes and position specifications using internal HR data to visualize talent and positions. Optimal matching from skillsets and experience. Activate the internal labor market using generative AI that significantly reduces resources to manage human capital



Note: (1) Service launch scheduled for December 2024

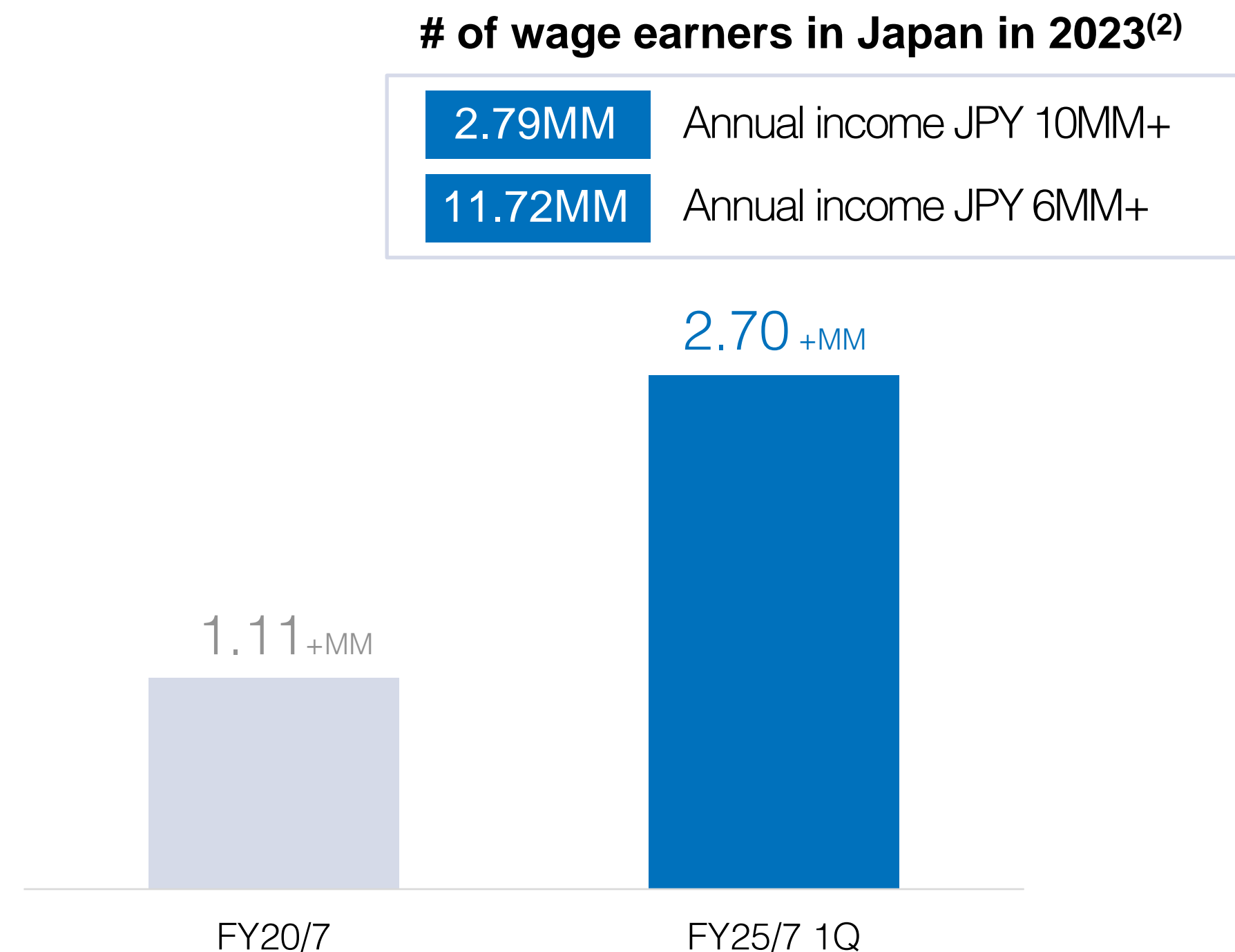
Human capital management should be about collecting and analyzing both real time data in the external hiring market and employee data to use in building internal HR strategies and hiring



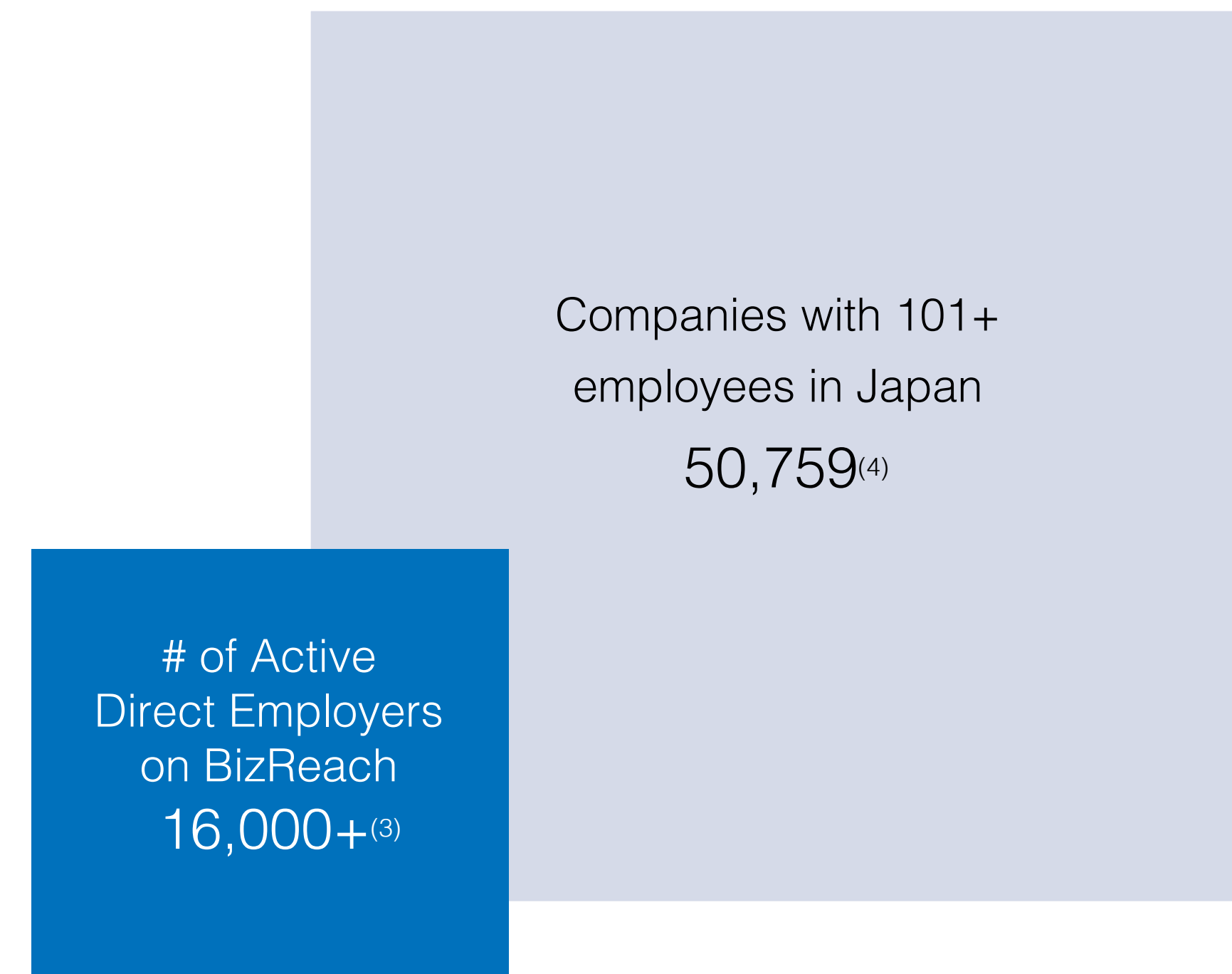
Increased job mobility is the biggest growth driver. We will therefore increase our penetration within the professional population, and accelerate new client acquisitions and increase wallet share of existing clients

Growing # of “Scoutable” Job Seekers on BizReach with Huge Upside Potential

of “Scoutable” Job Seekers on BizReach⁽¹⁾







Potential Market Penetration of Direct Employers



Notes: (1) # of users who registered on BizReach platform with resume / CV that have passed a general screening process and whose profile is set to be viewable by direct employers and headhunters (2) Based on “2023 Statistical Survey of Actual Statistics for Salary in the Private Sector” by Japanese National Tax Agency (https://www.nta.go.jp/publication/statistics/kokuzeicho/minkan2023/pdf/R05_000.pdf). (3) Direct employers who have subscribed to our BizReach platform at any point in time within FY24/7 (4) As of the end of March 2024. Based on “Notification and Certification Status of General Employers Action Plan Formulation Notification by Prefecture (As of the end of March 2024)” by Ministry of Health, Labor and Welfare (https://www.mhlw.go.jp/general/seido/koyou/jisedai/dl/jyoukyou_r06_03.pdf)

Building businesses in potential areas of growth emerging from seismic shifts and technological innovation. Driving mid to long term growth whilst contributing to improving Japan’s productivity

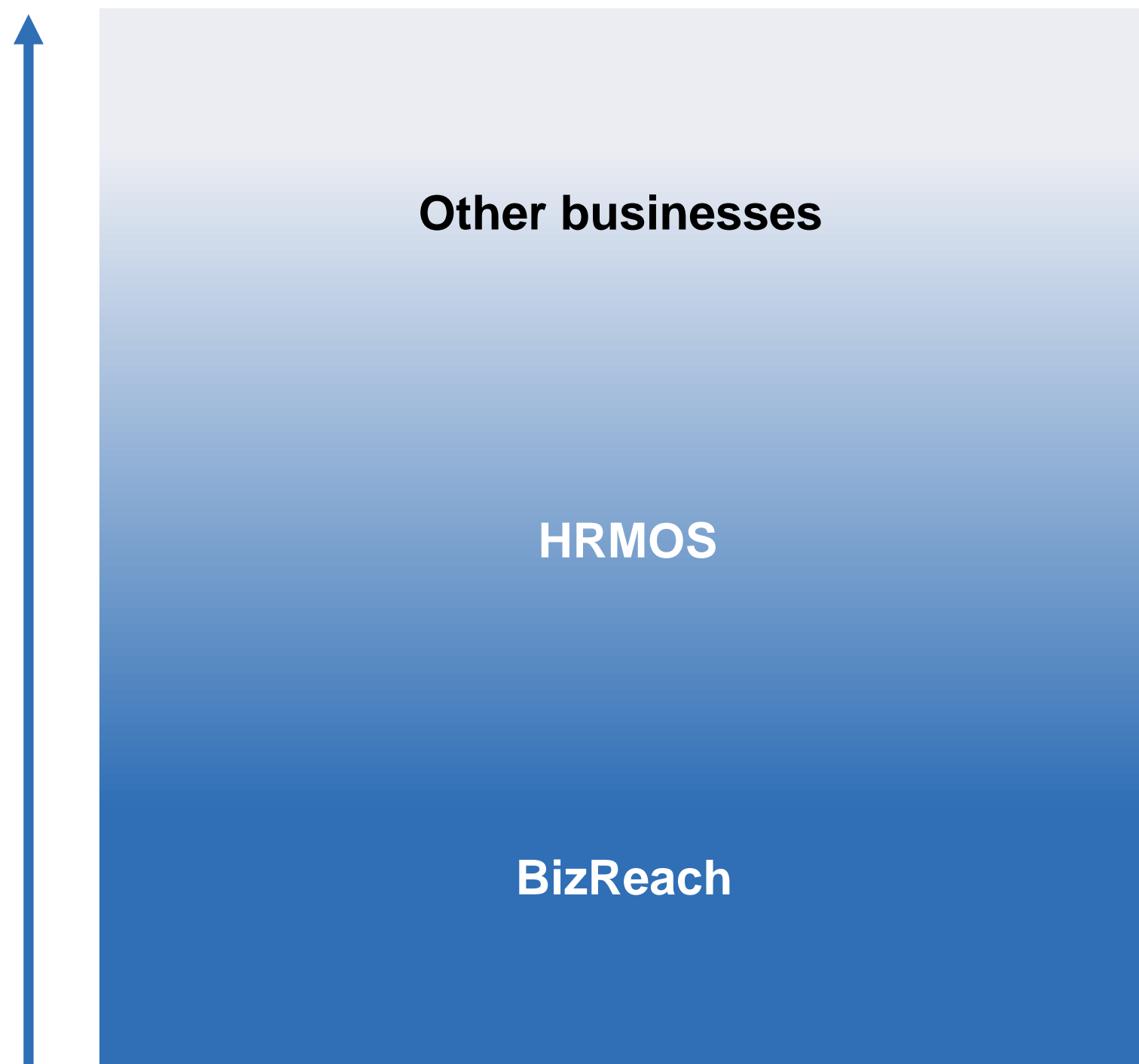
Issue 1	Issue 2	Issue 3
<p>Lack of capital liquidity including business succession</p> <p>“Japan’s Economy 2020-2021”⁽¹⁾</p> <p>“...for companies with promising business and appropriate technological capabilities, retaining their know-how and employment in the form of M&A will help maintain the technological capabilities of Japan as a whole...”</p>	<p>Delay in security measures as cloud service utilization increases</p> <p>“Grand Design and Action Plan for a New Form of Capitalism”⁽²⁾</p> <p>“To enhance cyber security throughout the supply chain, subsidies will also be provided for the introduction of security systems by SMEs...”</p>	<p>Delay in DX for SMEs</p> <p>“Grand Design and Action Plan for a New Form of Capitalism”⁽²⁾</p> <p>“It is vital to strengthen competitiveness through productivity improvements and optimizing trade...”</p>
<p>M&A platform for corporations</p> 	<p>Vulnerability management cloud</p>  <p>Security evaluation platform</p> 	<p>Logistics DX (digital transformation) platform</p> 

Notes: (1) Extracts from Director for Economic and Fiscal Analysis, Cabinet Office, Government of Japan “Japan’s Economy 2020-2021: Rising from the Crisis of Infectious Disease” in March 2021 (2) Extracts from the “Grand Design and Action Plan for a New Form of Capitalism” on June 7, 2022

To increase our enterprise value in the long term, whilst we commit to growth and profit expansion of BizReach, we will invest in other businesses and M&A. If opportunities that we believe will increase our enterprise value arises, we will prioritize investment over consolidated growth and profit expansion

Long Term Vision:
Single Business to Multiple Businesses Sum-of-the-Parts

Creation of Enterprise Value

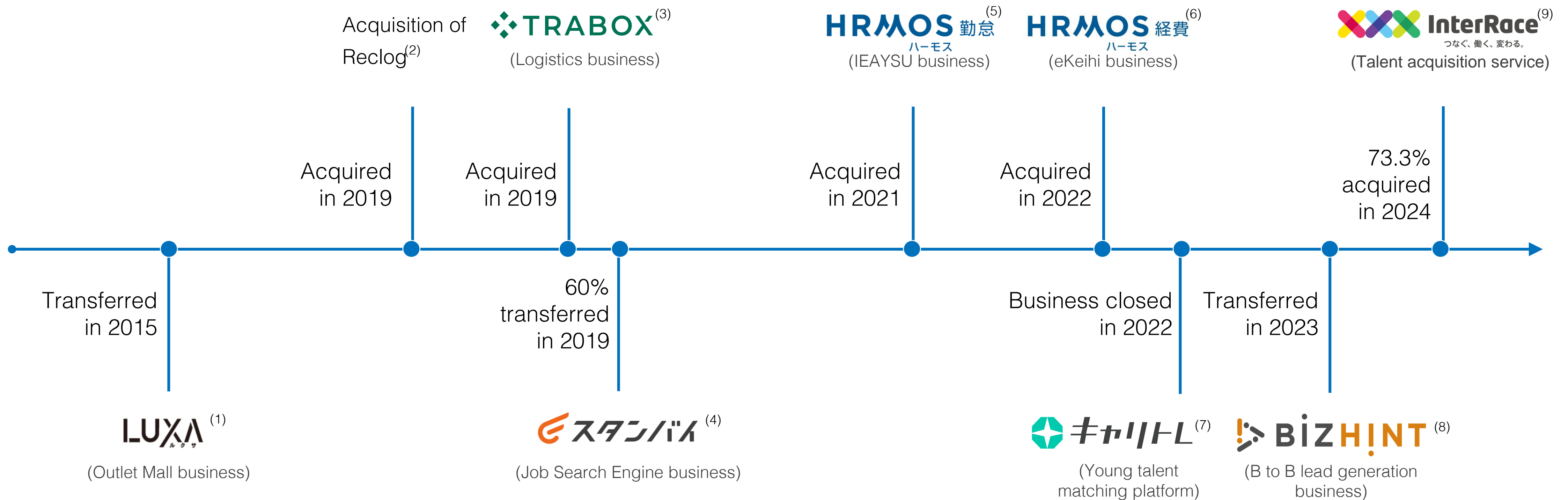


Capital Allocation for Disciplined Growth Investment

Priority

Investment in existing businesses	Increasing profits as a principle. However, if investment opportunity that we believe will increase our enterprise value arises, we will prioritize investment
M&A	Expanding BizReach and HRMOS (customers, service offerings) is our priority but M&A in other areas may be explored
Investment in new businesses	Investment based on our business framework. Start small, pivot as required, and close business if it does not work
Shareholder return	Consider shareholder return based on share price, market conditions, cost of capital, and future cashflows

Proactively consider the use of M&A as means of accelerating the realization of sustainable long-term growth. Allocate appropriate resources whilst reviewing Visional Group's business portfolio



Notes: (1) LUXA was fully incubated inside of BizReach, spun out as a subsidiary and transferred entirely to KDDI in October 2015 (2) Acquired 100% of shares of Cloud Solutions, Inc. and took over Reclog, an applicant tracking system in September 2019 (3) Acquired 100% of shares of Trabox, Inc. and took over Trabox, a logistics DX (digital transformation) platform in November 2019 (4) Stanby was fully incubated inside of BizReach, spun out as a subsidiary and partially (60%) transferred to LY Corporation (former Z Holdings) in December 2019 (5) Acquired 80.1% of shares of IEYASU, Inc. and took over IEYASU business (currently HRMOS Attendance Management) in November 2021. In October 2024, BizReach, Inc. absorbed and merged IEYASU, Inc. (6) Acquired 100% of shares of ezSoft Co., Ltd. and took over eKeihi business (currently HRMOS Expense Management) in March 2022 (7) Closed the business in December 2022 in order to concentrate management resources (8) BizHint was fully incubated inside of BizReach, spun out as a subsidiary and transferred entirely to SMARTCAMP Co., Ltd. in December 2023 (9) Acquired 73.3% of shares of InterRace, Inc. in March 2024

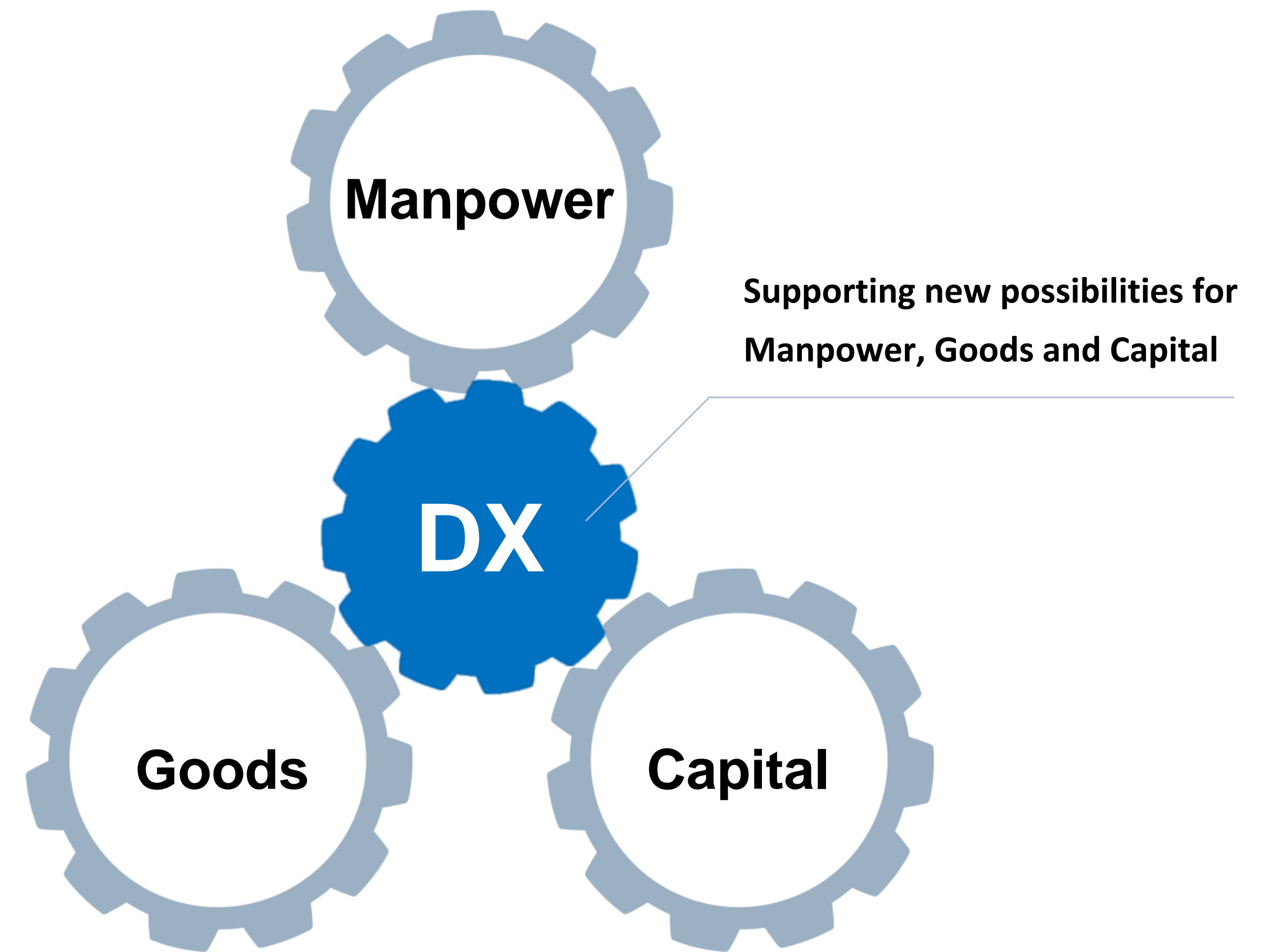
Appendix

Persistent Creation of New Possibilities.

Our vision is to tap into the power of the internet to support the innovative progress of our world by persistently transforming social obstacles into new possibilities.

Our mission is to achieve “continuous contribution to impact the world.”

With these ambitions, we aspire together as partners to create unique ecosystems and movements that accelerate the world to a tomorrow in which we desire to be.



Building on the proven set of principles and approaches that enabled our prior successes, we will continue to evaluate all potential areas of growth that will emerge from seismic shifts and technological innovation in Japan

Guidelines for deciding on a market and a business model

- ✓ Potential for dynamic growth emerging from structural shifts and technological innovation in Japan
- ✓ Obvious need for digital transformation (DX) in the industry
- ✓ Large total addressable market (TAM)
- ✓ Clear trend and benchmark in overseas markets
- ✓ Existence of established competitors with significant profitability

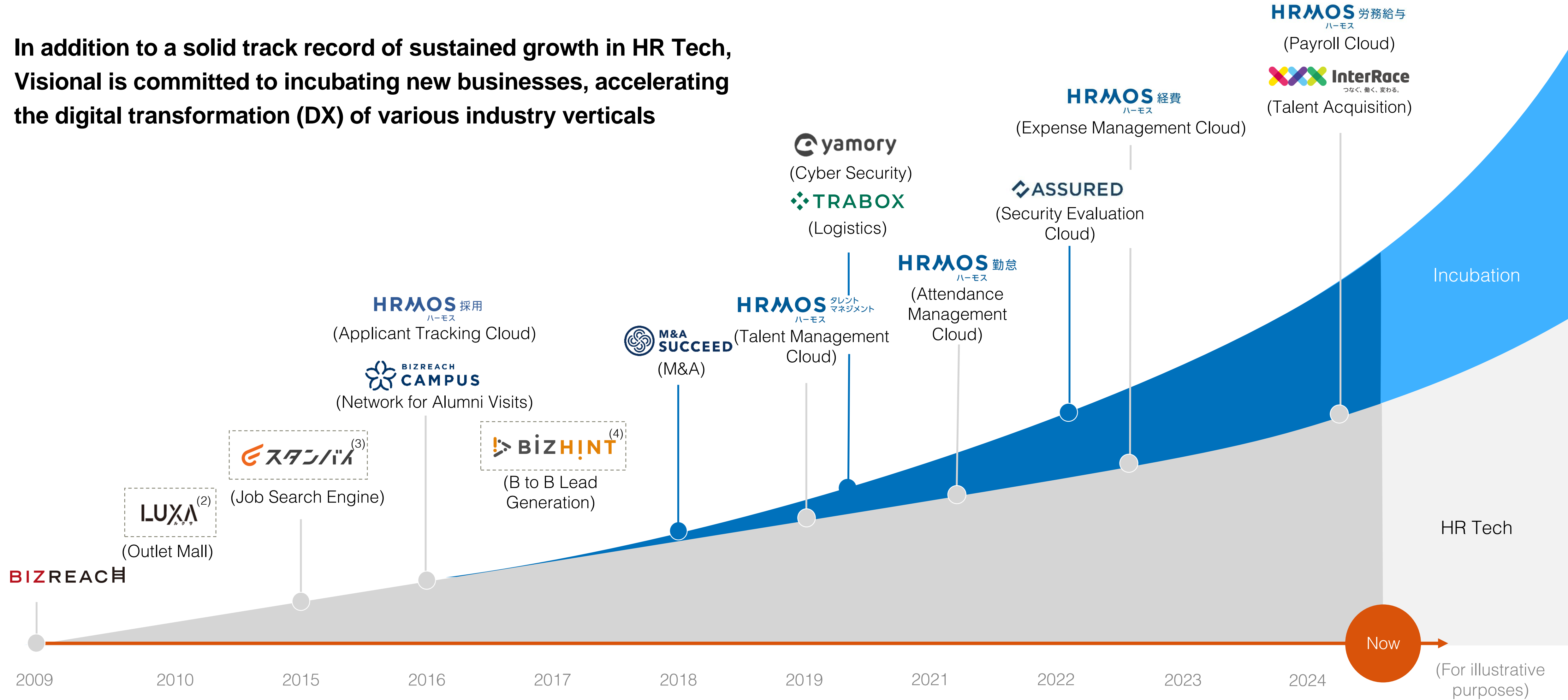


MVP⁽¹⁾ and lean startup organization

- ✓ Start with a small team
- ✓ Incubate businesses for 2-3 years in “Build-Measure-Learn” feedback cycle to check business models and pivot if necessary
- ✓ Invest further when the business model is prepared to scale

Growth Trajectory of Visional Group⁽¹⁾

In addition to a solid track record of sustained growth in HR Tech, Visional is committed to incubating new businesses, accelerating the digital transformation (DX) of various industry verticals



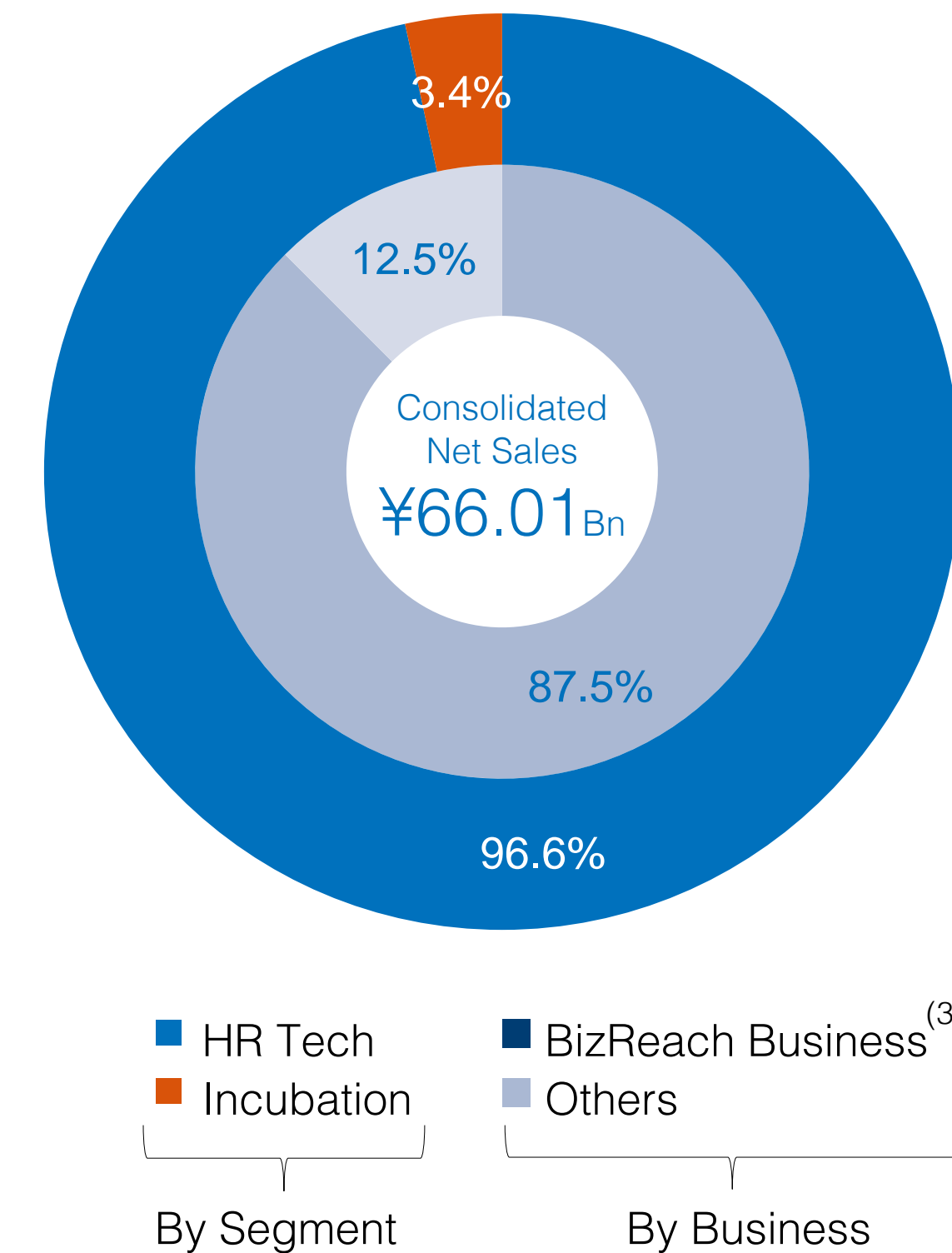
Notes: (1) For illustrative purpose. Dates (year) below the horizontal line represent the timing of launch for each service (2) LUXA was fully incubated inside of BizReach, spun out as a subsidiary and transferred entirely to KDDI in October 2015 (3) Stanby was fully incubated inside of BizReach, spun out as a subsidiary and partially (60%) transferred to LY Corporation (former Z Holdings) in December 2019. Visional continues to co-manage the joint venture together with LY Corporation as a 40% equity owner (4) BizHint was fully incubated inside of BizReach, spun out as a subsidiary and transferred entirely to SMARTCAMP Co., Ltd. in December 2023

We have accelerated business incubation in new industry verticals, supported by BizReach as a profit engine

Service Overview (as of December 12, 2024)

HR Tech Segment	BIZREACH	HR matching platform for professionals
	HRMOS ハーモス	Human capital management platform
	HRMOS 採用 ハーモス	• Applicant tracking cloud
	HRMOS <small>タレント マネジメント</small> ハーモス	• Talent management cloud
	HRMOS 勤怠 ハーモス	• Attendance management cloud
	HRMOS 経費 ハーモス	• Expense management cloud
	HRMOS 労務給与 ハーモス	• Payroll cloud
Incubation Segment	BIZREACH CAMPUS	Network service for alumni visits
	InterRace つなく、集く、変わる。	Talent acquisition service
	M&A SUCCEED	M&A platform for corporations
	TRABOX	Logistics DX (digital transformation) platform
Affiliate	yamory	Vulnerability management cloud
	ASSURED	Security evaluation platform
	スタンバイ ⁽¹⁾	Job search engine

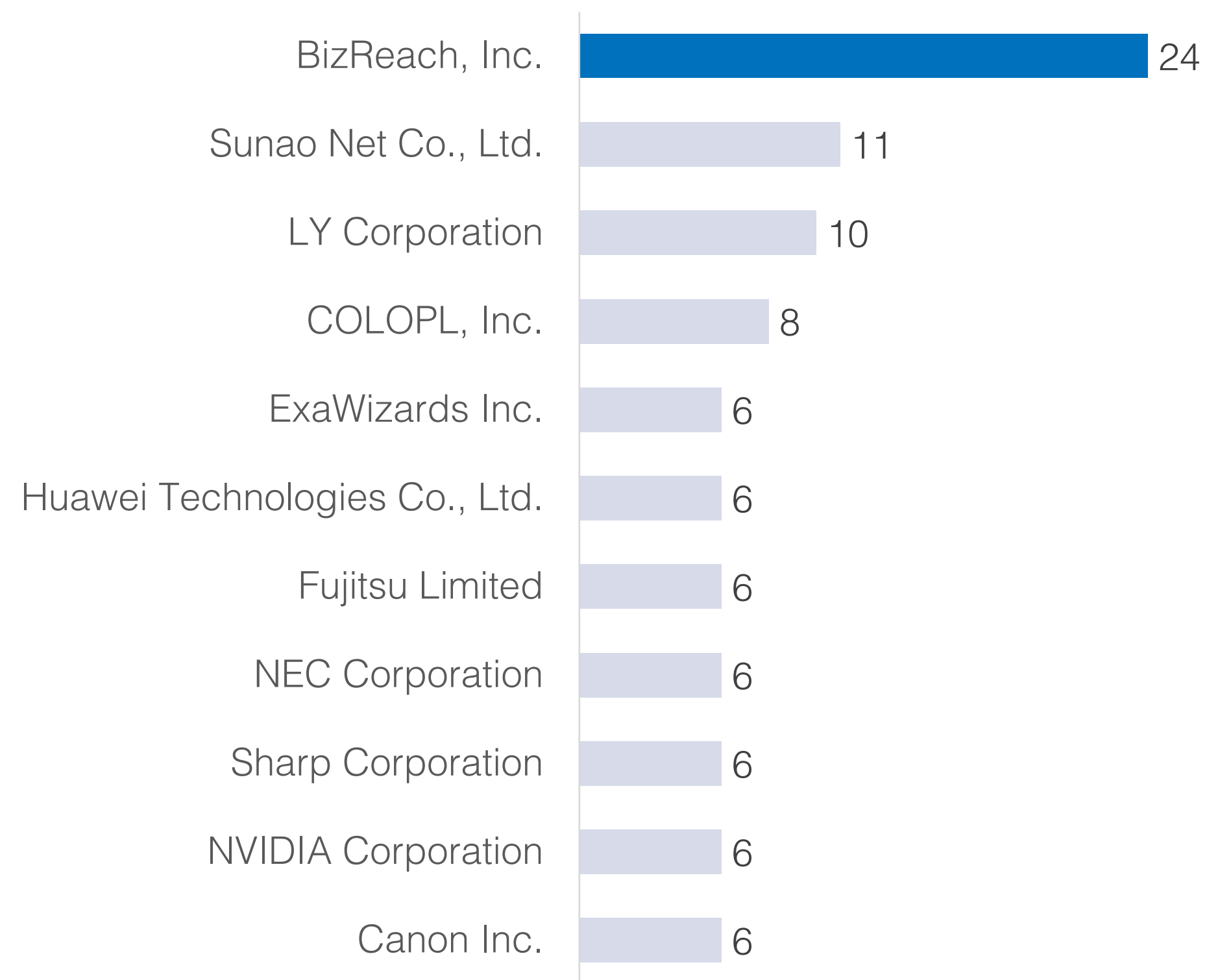
FY2024/7 Net Sales Breakdown by Segment and Business⁽²⁾



Notes: (1) Joint venture with LY Corporation (former Z Holdings Corporation), in which Visional, Inc. holds a 40% stake as an equity method affiliate (2) Excluding adjustments (¥135 MM) (3) Financial data of the BizReach Business, the core service of our group (which differs from the financial data of our subsidiary BizReach, Inc.)

We view technology investment as a source of competitive advantage. We ranked as #1 in Japan in terms of the number of generative AI patent applications published in the past fiscal year⁽¹⁾

Generative AI-Related Patents (Applications Published between August 2023 and July 2024)⁽¹⁾



Examples of Generative AI-Related Patents of BizReach, Inc.⁽²⁾

- Automated resume creation
- Automated job post creation
- Job post scoring
- Automated internal resume creation
- Automated internal position creation
- Internal talent search
- Candidate recommendation
- Search criteria proposal

Notes: (1) Prepared by Visional, Inc. based on Japanese patents first published through public announcement of application or registration between August 2023 and July 2024, as well as patent application surveys by “Chizaizukan” (2) Patent No. 7371284, Patent No. 7373091, Patent No. 7403027, Patent No. 7475529, Patent No. 7488974, Patent No. 7546181, etc. Includes patents pending

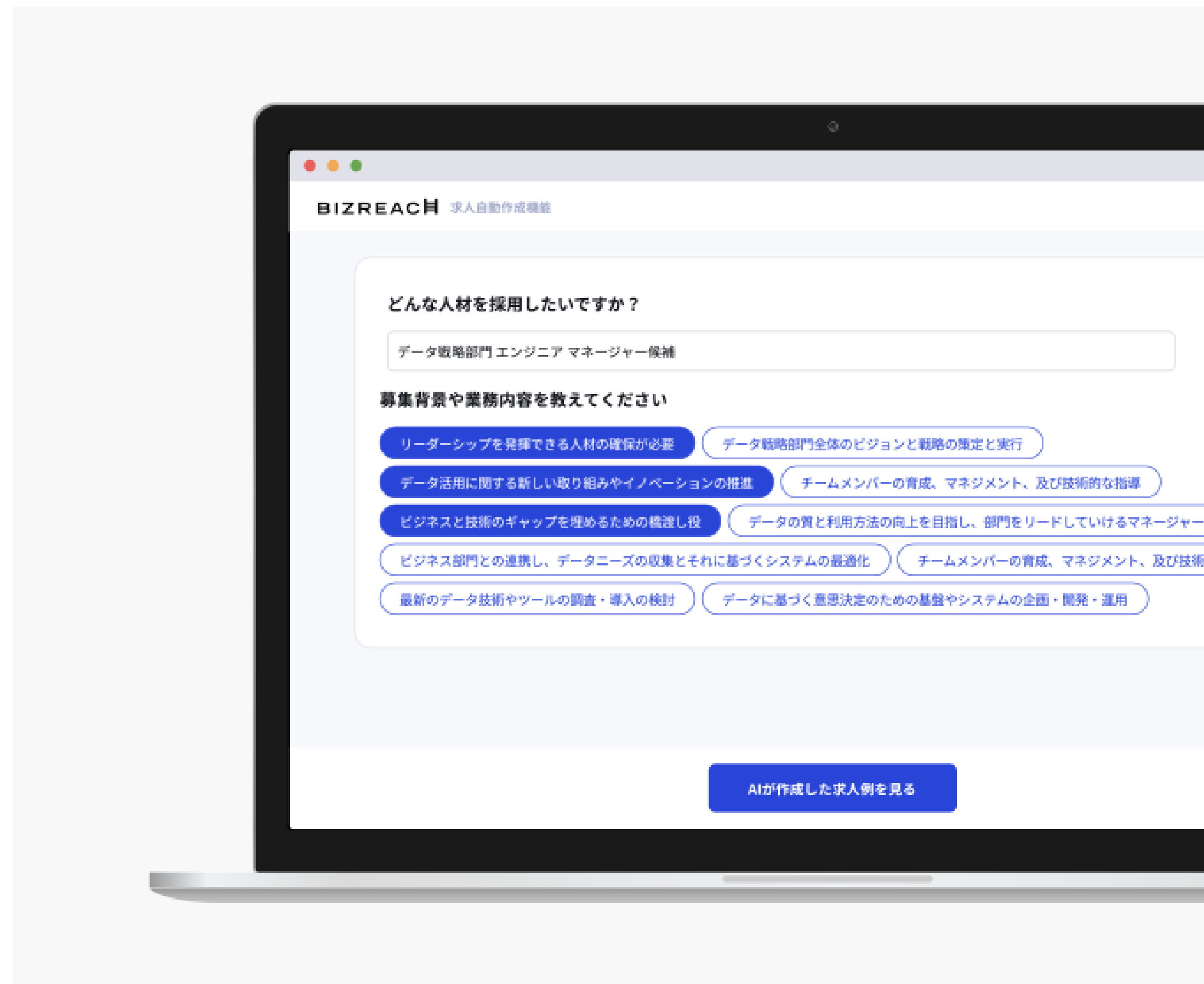
40% increase in the number of scout messages received. Our proprietary logic using our accumulated know-how and data enables high quality resume / CV creation



Automated Resume / CV Creation⁽¹⁾

- Although changing jobs has become more common than before, the “first hurdle” in changing jobs is preparing a resume / CV. Content of the resume / CV is important for high quality matching between job seekers and direct employers
- Developed a GPT tool to enable professionals to complete a resume / CV easier, with limited workload
- GPT tool, a GPT model provided by OpenAI, gives instructions composed of proprietary logic based on the know-how and data accumulated by BizReach over the years
- Quality of the GPT tool has been verified through a joint research with Professor Fuhito Kojima, Graduate School of Economics, University of Tokyo, and Director of UTMD (The University of Tokyo Market Design Center), a pioneer of Matching Theory, that GPT tool enables creation of quality resumes / CVs, and the number of scout messages received increases

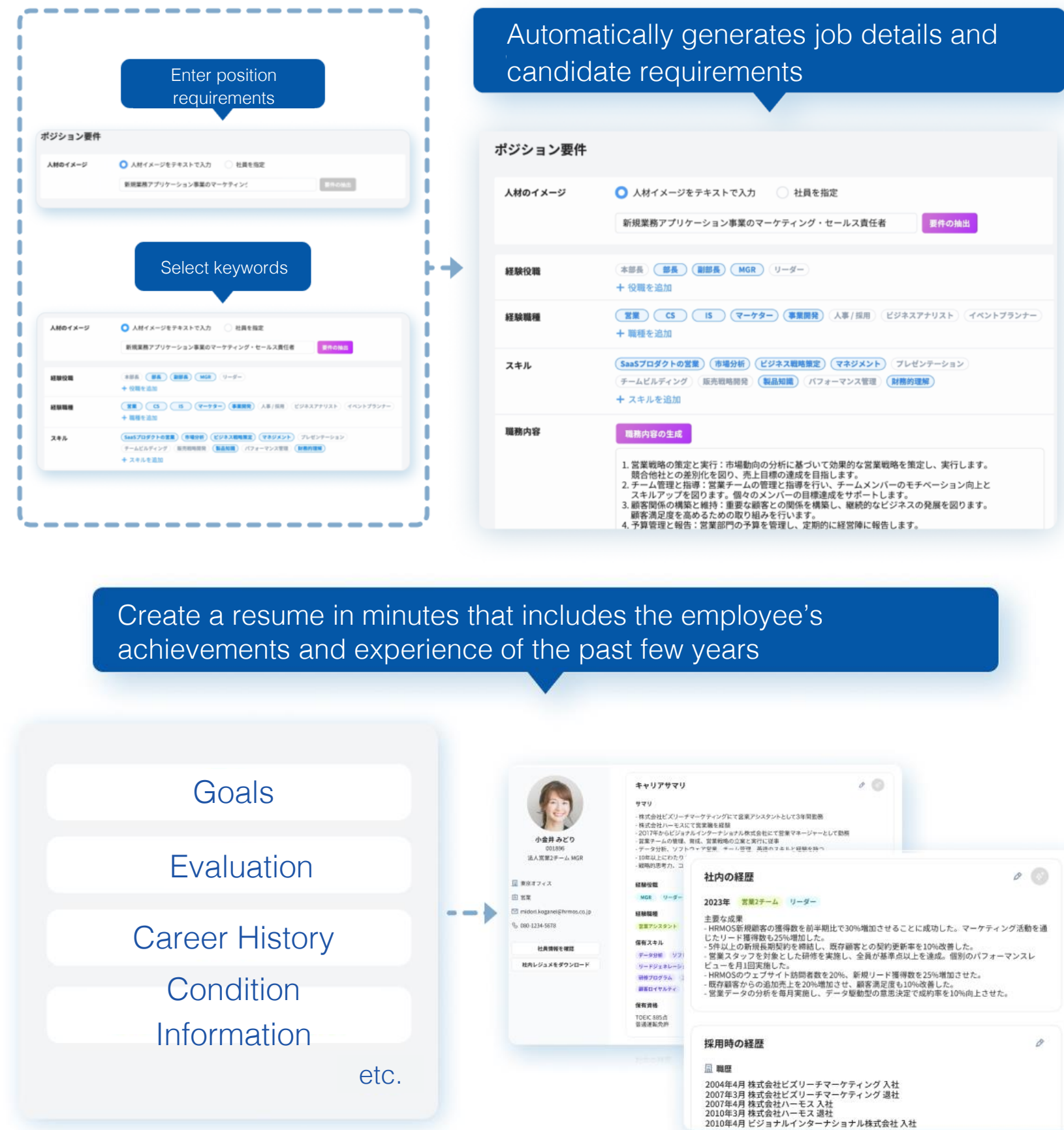
Job opening / posting automatically proposed in as short as 30 seconds. Leveraging proprietary data and technology to maximize high quality matching opportunities



Automated Job Opening / Posting Creation⁽¹⁾

- Function supporting direct employers in creating job opening / posting is offered to early adopters
- Aims to lower the hurdle in job opening / posting creation as many companies actively hire professionals
 - It is not easy to create a job opening / posting for positions that require high levels of expertise and innovation
 - With the growing trend of “divisional-led hiring” beyond traditional HR practices, individuals without recruitment experience is required to create a job opening / posting
- GPT tool, a GPT model provided by OpenAI, gives instructions composed of proprietary logic based on the know-how and data accumulated by BizReach over the years
- When users answer the question “What kind of talent do you want to hire?” by intuitively specifying job categories or expected roles, recruitment profiles are proposed based on the rich database accumulated in BizReach

Generative AI technology and know-how acquired through BizReach also applied to HRMOS. The goal is to make internal job openings visible and develop standard language for various skills



Automated Position Specs and Internal Resumes Creation⁽¹⁾

- Companies need to prepare position specifications to clarify the types of candidates that they need to hire. This function helps address the lack of standard language for job descriptions including required skills
- Position specs creation supports the need for developing standard language for position specifications. By selecting a specific employee, the user can create job specifications such as job summary, job details, responsibilities, and skills based on the individuals career data and skill set
- Internal resumes creation allows employees to generate their career summary in minutes, with their goals, achievements, experience and skills registered in HRMOS Talent Management summarized in a resume format

Note: (1) For details, please refer to the press release announced by BizReach, Inc. on January 31, 2024. (<https://www.bizreach.co.jp/pressroom/information/2024/0131.html>)

JPY MM

	FY25/ 1Q	FY24/ 1Q	FY24/ FY	FY23/ FY	FY22/ FY	FY21/ FY
Net Sales	18,697	16,057	66,146	56,273	43,954	28,698
YoY Growth (%)	16.4%	21.5%	17.5%	28.0%	53.2%	10.9%
HR Tech Segment	18,100	15,336	63,791	53,685	41,791	27,052
YoY Growth (%)	18.0%	20.9%	18.8%	28.5%	54.5%	8.6%
Incubation Segment	564	689	2,219	2,460	2,002	1,485
YoY Growth (%)	(18.1)%	39.3%	(9.8)%	22.9%	34.8%	66.3%
Cost of Sales	1,652	1,313	5,718	5,815	5,802	3,999
Gross Profit	17,044	14,744	60,428	50,457	38,151	24,699
Margin (%)	91.2%	91.8%	91.4%	89.7%	86.8%	86.1%
Selling, General & Administrative Expenses ⁽¹⁾	11,591	9,789	42,591	37,231	29,869	22,331
Advertising	5,403	4,939	21,206	19,118	14,697	9,562
Payroll etc. ⁽²⁾	2,446	2,154	8,848	8,090	7,410	6,308
Rent	642	347	1,606	1,348	1,243	1,258
Others ⁽¹⁾	3,098	2,347	10,929	8,673	6,516	5,202
Operating Profit⁽¹⁾	5,453	4,955	17,837	13,225	8,282	2,368
Margin (%)	29.2%	30.9%	27.0%	23.5%	18.8%	8.3%
HR Tech Segment⁽¹⁾	6,196	5,377	20,062	15,701	10,631	4,000
Incubation Segment	(355)	(184)	(1,020)	(1,401)	(1,649)	(863)
Pre-tax Profit ⁽¹⁾	5,613	5,189	18,928	14,377	8,717	2,290
Income Tax Expense ⁽¹⁾	1,555	1,701	5,933	4,448	2,864	869
Profit attributable to owners of parent⁽¹⁾	4,049	3,487	12,990	9,928	5,852	1,420
Margin (%)	21.7%	21.7%	19.6%	17.6%	13.3%	5.0%

Notes: (1) As of 1Q of FY23/7, we have confirmed the provisional accounting treatment concerning business combinations. Accordingly, data for FY22/7 is presented at the amounts after reflecting the contents of the confirmation of the provisional accounting treatment (2) Payroll includes bonuses and allowance for bonuses

Reconciliation: Adjusted Operating Profit before Corporate Expense Allocation

Reconciliation of Adjusted Operating Profit before Corporate Expense Allocation to Operating Profit

JPY MM

	FY25/7 1Q	FY24/7 FY	FY23/7 FY	FY22/7 FY	FY21/7 FY
Total Adjusted Operating Profit before corporate expense allocation	6,726	22,334	17,647	12,622	6,170
BizReach ⁽¹⁾⁽²⁾	6,941	23,331	20,126	17,609	9,637
HRMOS ⁽²⁾	(73)	(1,021)	(1,740)	(2,954)	(2,102)
Other Businesses ⁽²⁾	(141)	24	(739)	(2,032)	(1,364)
Adjustment Item					
-) Corporate and general administrative expenses (such as accounting, HR, legal, general affairs, etc.) ⁽³⁾⁽⁴⁾	1,272	4,497	4,421	4,340	3,802
-) HR Tech Segment ⁽⁴⁾	1,141	4,043	3,933	3,769	3,263
-) Incubation Segment	131	454	488	570	538
Operating Profit ⁽⁴⁾	5,453	17,837	13,225	8,282	2,368

Adjusted Headcount by Function and Business (FY24/7 4Q)⁽⁵⁾

Reference: Group headcount as of October 31, 2024 is 1,745

	Adjusted headcount	% of subtotal for HR Tech businesses
HR Tech businesses		
BizReach	1,014	73.5%
HRMOS	265	19.2%
Other HR Tech businesses	100	7.3%
Subtotal for HR Tech Businesses	1,379	100.0%
General functions of HR Tech businesses	90	n/a
Total for HR Tech businesses	1,469	n/a
Incubation businesses	120	n/a
Corporate	116	n/a
Total	1,705	n/a

Notes: (1) Financial data of the BizReach Business, the core service of our group (which differs from the financial data of our subsidiary BizReach, Inc.) (2) Calculated as net sales of each business minus cost of sales and selling, general and administrative expenses which are directly allocated to each business (3) These expenses comprise of corporate and general administrative expenses that we have not directly allocated to individual businesses for our internal management purposes (4) As of 1Q of FY23/7, we have confirmed the provisional accounting treatment concerning business combinations. Accordingly, data for FY22/7 is presented at the amounts after reflecting the contents of the confirmation of the provisional accounting treatment (5) Adding headcount calculated back to those who belong to each business, based on man hours equivalent to labor costs, which is directly allocated to each such business and included in the relevant adjusted operating profit before corporate expense allocation

Balance Sheet Highlights

JPY MM

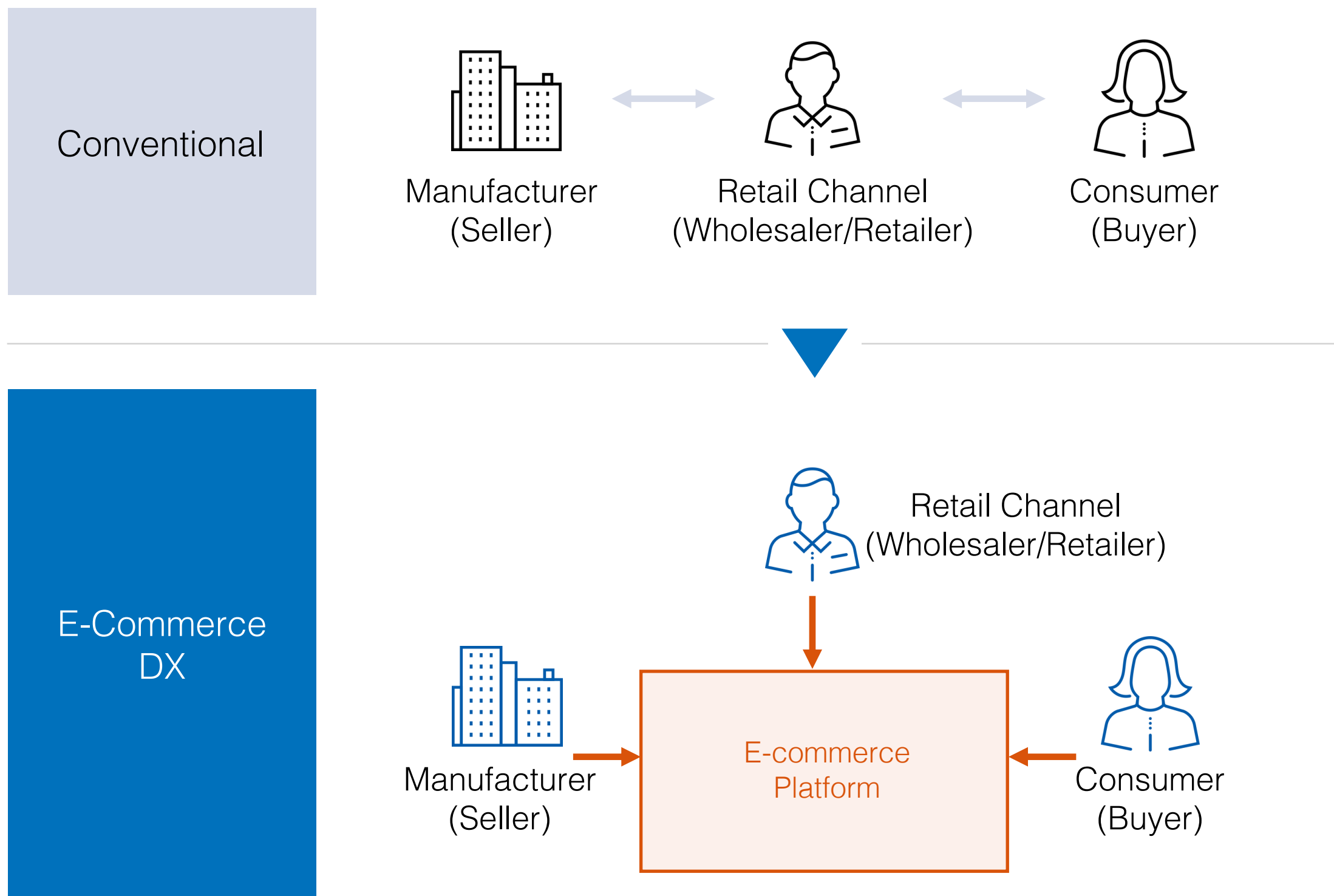
JPY MM

	FY25/7 1Q	FY24/7	FY23/7	FY22/7	FY21/7		FY25/7 1Q	FY24/7	FY23/7	FY22/7	FY21/7
Current Assets	65,305	65,652	48,902	36,743	29,532	Current Liabilities	18,225	21,869	16,328	13,988	9,046
Cash and Deposits	56,431	58,107	41,170	31,362	25,630	Accounts Payable - Other	4,446	6,246	3,934	4,054	3,341
Notes and Accounts Receivable	6,524	5,753	5,151	4,356	3,258	Deferred Revenue	—	—	—	—	3,042
Other Current Assets	2,349	1,791	2,580	1,025	643	Contract Liabilities	9,838	8,615	6,858	4,941	—
Non-current Assets⁽¹⁾	10,185	10,662	8,971	9,208	5,544	Other Current liabilities	3,940	7,007	5,534	4,993	2,662
Property, Plant and Equipment	1,838	1,880	845	735	700	Non-current Liabilities⁽¹⁾	1,926	2,056	2,415	3,190	3,494
Intangible Assets ⁽¹⁾	3,637	3,852	4,455	5,287	2,457	Liabilities from application of Equity Method	1,733	1,813	2,133	2,453	2,773
Goodwill ⁽¹⁾	2,389	2,523	2,799	3,300	1,296	Other Non-current Liabilities ⁽¹⁾	193	243	282	737	720
Other Intangible Assets ⁽¹⁾	1,248	1,329	1,656	1,986	1,160	Total Net Assets⁽¹⁾	55,338	52,388	39,129	28,772	22,536
Investments and Other Assets ⁽¹⁾	4,708	4,929	3,669	3,185	2,385	Share Capital	6,513	6,503	6,356	6,226	6,063
Total Assets⁽¹⁾	75,490	76,314	57,873	45,952	35,076	Capital Surplus	9,348	10,467	10,321	10,190	10,027
						Retained Earnings ⁽¹⁾	39,263	35,213	22,223	12,294	6,442
						Others	213	203	227	61	3
						Total Liabilities and Net Assets⁽¹⁾	75,490	76,314	57,873	45,952	35,076

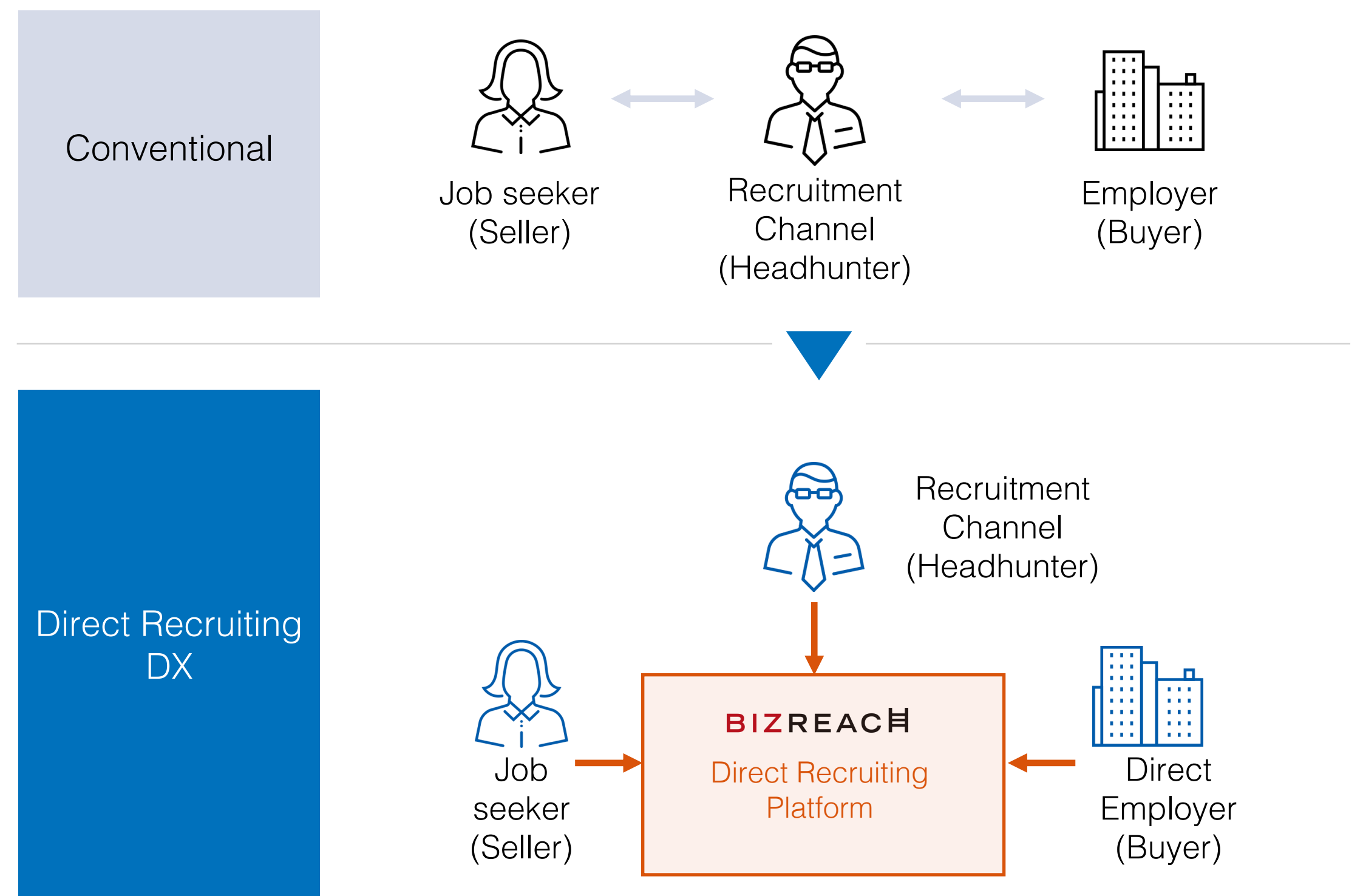
Note: (1) As of 1Q of FY23/7, we have confirmed the provisional accounting treatment concerning business combinations. Accordingly, data for FY22/7 is presented at the amounts after reflecting the contents of the confirmation of the provisional accounting treatment

Similar to the structural transformation of the retail market caused by e-commerce⁽¹⁾, BizReach pioneered the concept of “Direct Recruiting” by creating an online career networking platform, which raised the transparency and efficiency of the professional recruitment market in Japan

DX of Retail Market



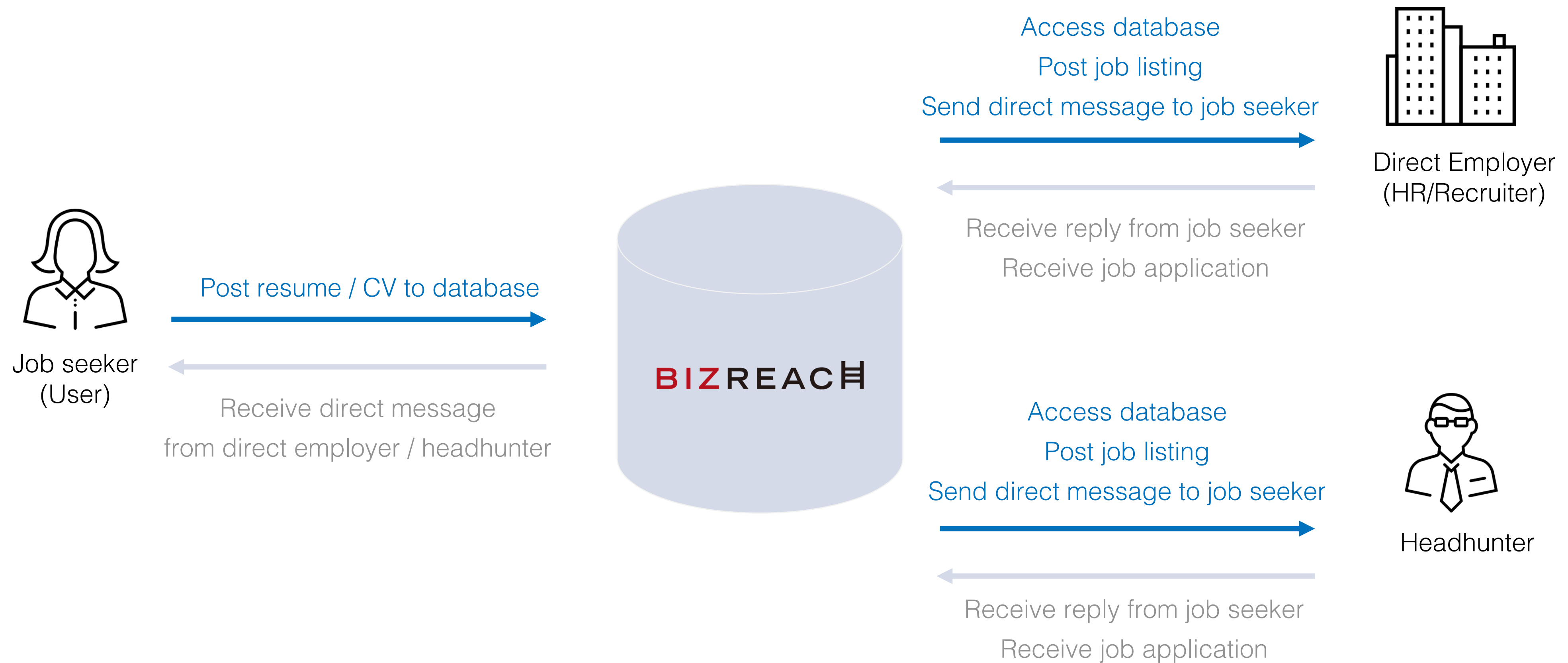
DX of Professional Recruitment Market



Note: (1) Structural changes of the retail market caused by electronic transactions (emergence of e-commerce platforms)

Unique “Multi-Revenue Stream” Business Model

The financially attractive and unique business model targeting professional job seekers⁽¹⁾ is the foundation behind the scalability of BizReach



Note: (1) Including executives and mid to senior level employees

BizReach net sales consists of Recurring Revenue (access fee to BizReach platform) and Performance Revenue (fee received once placement is made). This allows financial stability during economic downturn

	Recurring Revenue ⁽¹⁾⁽²⁾	Performance Revenue
Direct Employers	¥850,000 / semi-annual	15% of the candidate's expected annual compensation in the new position ⁽³⁾
Headhunters	¥600,000 / semi-annual	20-30% of the placement fee the headhunter receives from the employer

Notes: (1) Tax excluded (2) Standard pricing plan (3) Calculated as fixed monthly salary multiplied by 12 plus base amount of bonus calculation multiplied by the number of bonus payment months for the previous fiscal year

KPIs below represent HRMOS ATS and HRMOS Talent Management total (same as previous disclosure)

	FY21/7				FY22/7				FY23/7				FY24/7				FY25/7
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
ARR ⁽¹⁾ (JPY Bn)	1.09	1.13	1.20	1.26	1.34	1.42	1.53	1.62	1.76	1.87	2.02	2.13	2.27	2.43	2.62	2.77	2.98
ARPU ⁽²⁾ (JPY thousands)	109	111	111	112	113	113	113	113	114	113	114	115	116	116	118	118	122
# of Unique Paying Customers ⁽³⁾	833	849	897	941	989	1,050	1,127	1,193	1,280	1,379	1,475	1,546	1,631	1,744	1,849	1,947	2,039
Average Monthly Churn Rate for Last 12 Months ⁽⁴⁾ (%)	1.40	1.43	1.40	1.23	0.96	0.79	0.66	0.60	0.52	0.48	0.50	0.49	0.56	0.57	0.60	0.60	0.55

Notes: (1) HRMOS Annual Recurring Revenue (ARR). HRMOS MRR (Monthly Recurring Revenue) for the last month of a quarter multiplied by 12 (MRR = previous month's monthly recurring revenue + newly acquired monthly recurring revenue + upsell monthly recurring revenue - down sell monthly recurring revenue - churned monthly recurring revenue. Excludes one-time fees such as initial setup fees) (2) HRMOS Average Revenue Per User (ARPU). HRMOS MRR for the last month of the relevant quarter divided by the number of unique paying customers as of the end of the same quarter (3) Unique fee-paying customers as of the final month of the quarter. Customers using multiple HRMOS services are counted as one customer (4) Last 12-month average of Monthly Churn Rate based on HRMOS MRR as of the final month of the quarter. Monthly Churn Rate = churned monthly HRMOS MRR divided by HRMOS MRR at the end of previous month

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