Milestone 2030

Medium-Term Management Goals

PR TIMES Corporation
(TSE Prime and NSE Premier | 3922)

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*The English version contains summary information only. For the full text, please refer to the Japanese version.

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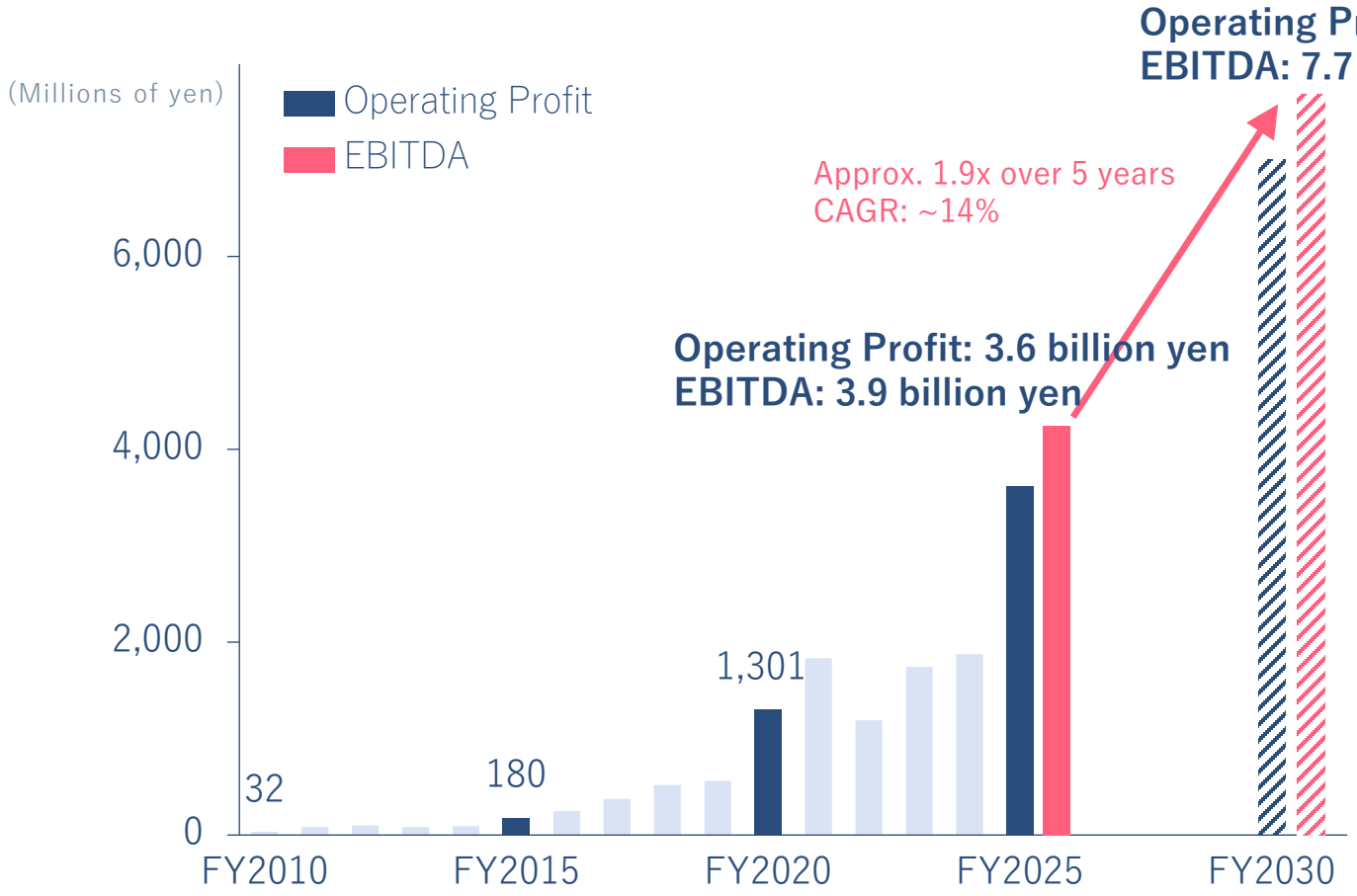
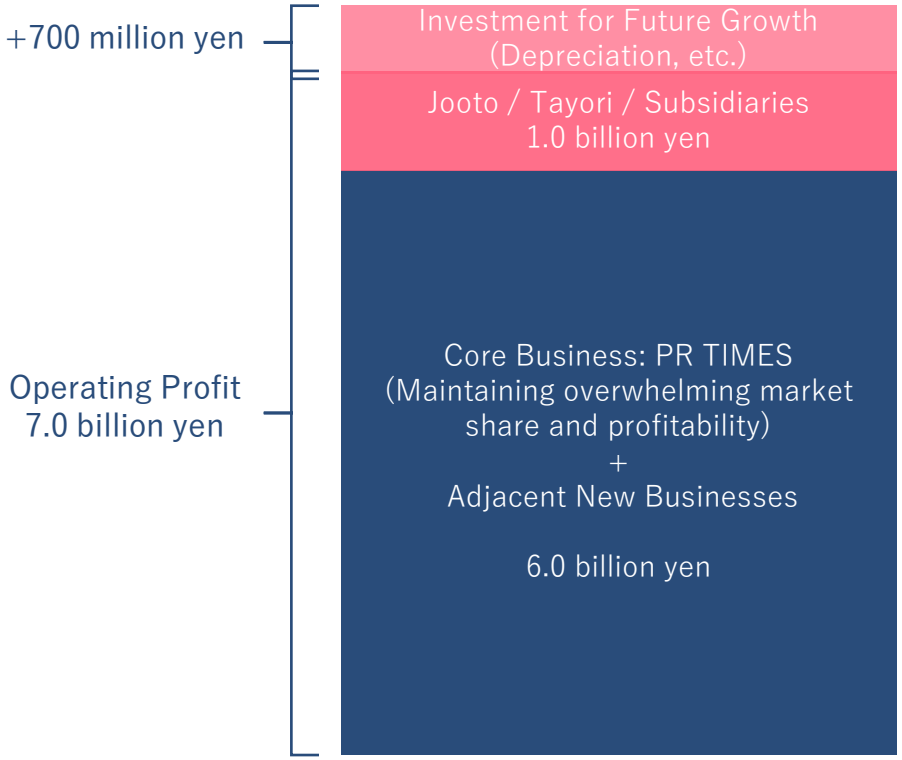
Milestone 2030: Financial Targets

- For the fiscal year ending 2030, we aim to achieve operating profit of 7.0 billion yen and EBITDA of 7.7 billion yen.
- Building on the earnings from our core business, which boasts an overwhelming market share, we will invest more aggressively than ever in new and adjacent business areas.
- At the same time, we will maintain our progressive dividend policy based on a target DOE of 2% or higher, striving to balance sustainable growth investments with shareholder returns.





FY2030 Operating Profit: Illustrative Breakdown

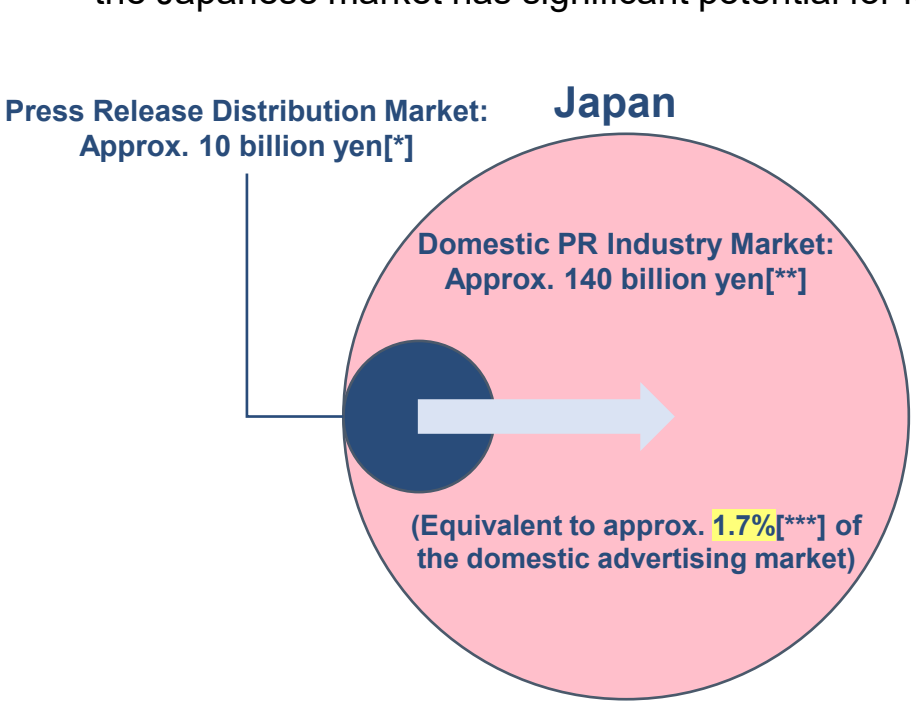
Milestone 2030: Future Business Strategy

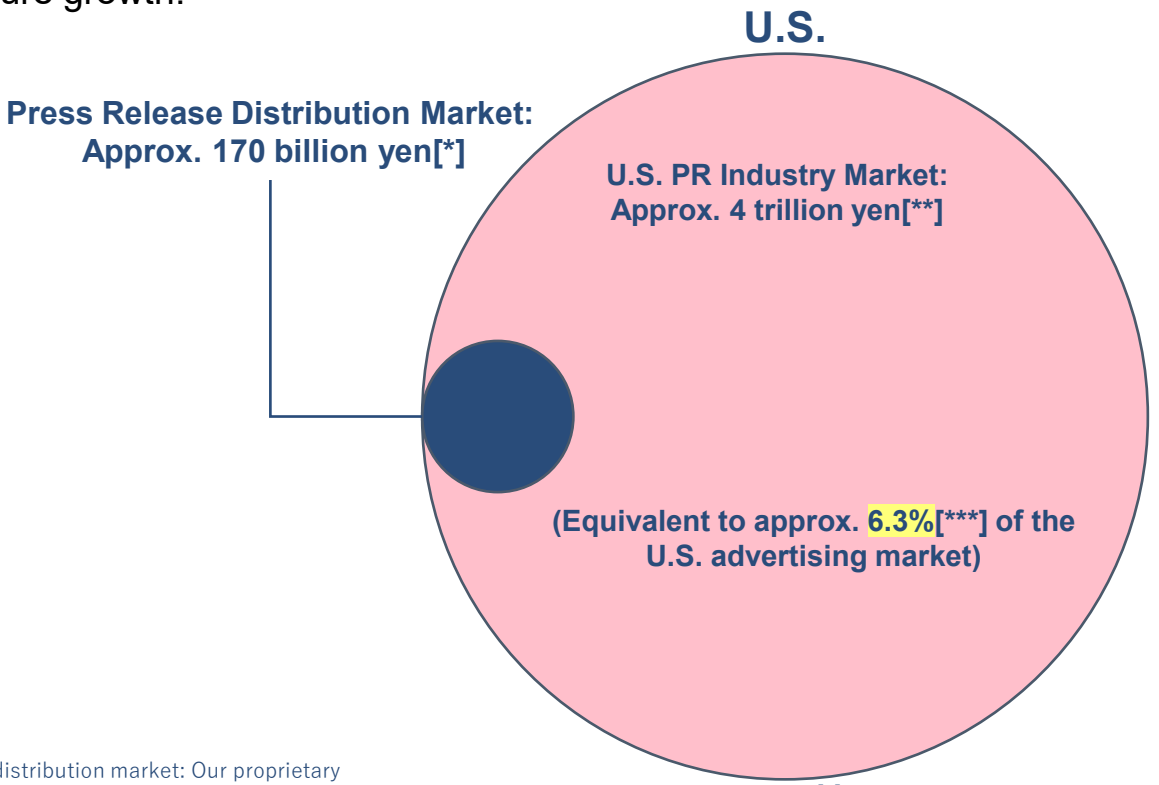
To realize “Milestone 2030,” we will implement a shift in investment strategy and management metrics centered on a change in approach.

	Past to Present（~2025）	Future（2026 onwards）
Approach	Web platform-centric	Web platform + Services that “change how we work”
Service Scope	Information "distribution" platform (Core: press release distribution)	Support for the entire PR value chain + Technology supporting action (AI, SaaS)
Growth Areas	Deepening the domestic distribution market	• PR-adjacent areas (Data, operational support) • Business support SaaS • Overseas expansion
M&A / Investment	Strengthening foundation / Small-scale M&A	Focus on mid-to-large scale (Acquiring markets, talent, and technology)
Profitability	High profit margin	Maintaining high profitability in "PR TIMES" + Achieving mid-profitability in new service lines = Aiming for high profit amounts overall
KGI	Operating Profit	EBITDA, Operating Profit
Management Metrics	Revenue growth rate + Operating profit margin	Revenue growth rate + EBITDA margin Revenue growth rate + Operating profit margin
Investment in Talent	Highly efficient business operations by a small number of people	• Aggressive hiring and organizational expansion to support expansion into PR-adjacent areas • Building an organization based on AI utilization • Bold returns based on results

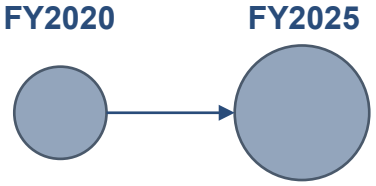
Milestone 2030: Future Market Developments

- While driving further expansion of the press release distribution market ourselves, we aim to expand our business scale by targeting the surrounding "domestic PR industry market (approx. 140 billion yen)" as our next objective.
- As consumer information consumption patterns shift, the traditional advertising-driven model is reaching a turning point, and the use of PR in Japan is still in its early stages of development.
- In the U.S., which is ahead of Japan in this regard, the PR industry market accounts for 6.3% of the advertising market, suggesting the Japanese market has significant potential for future growth.





PR TIMES Non-consolidated Revenue



[*] Domestic press release distribution market: Our proprietary estimate of market size based on revenue figures and publicly available information from major companies.
[**] Domestic PR industry market: Estimates based on the "FY2024 PR Industry Survey" conducted by the Japan Public Relations Association.
[***] Share of the domestic PR industry market relative to total domestic advertising expenditure (Dentsu survey) of approximately 8 trillion yen in FY2025.

[*] U.S. Press Release Distribution Market: IBISWorld "Newswire Services in the US" Industry Report.
[**] U.S. Public Relations Industry Market: IBISWorld "Public Relations Firms in the US" Industry Data and Analysis.
[***] Share of the U.S. public relations industry market relative to the U.S. advertising market forecast in WPP Media's "Mid-Year Global Advertising Forecast 2025" ($404.7B = approx. 64 trillion yen / based on an exchange rate of 158 yen per dollar)

Milestone 2030: Current Status and Expansion Policy of Business Areas

With our core business, “PR TIMES,” at the center, we aim to expand new businesses
, including our PR Partner Services, and broaden our business scope across the entire value chain.

: Key Expansion Areas

	① Identifying Social Trends and Needs	② Creating Actions and Value	③ Information Distribution	④ Measurement and Analysis	⑤ Continuous Relationship Building
Phase Description	Widely touching society's "now" and "signs" to accurately capture world needs and era trends.	Creating new value through proactive "actions" such as new businesses, improvements, and challenges.	Delivering results and thoughts gained from "actions" to society through diverse channels such as Web, SNS, and events.	Visualizing and analyzing responses and changes from distribution to objectively capture results of activities.	Connecting obtained responses to the next contact and dialogue, and building good relationships with stakeholders.
Example Departments	Corporate Planning / Business Development	Business Divisions / PM	PR / Marketing	PR / Marketing	Management / PR / CS
[Current] Services Offered	AI and Data Utilization Web clipping	Jooto glucose inc.	**PR TIMES** PR TIMES STORY PR TIMES TV PR Partner Services NAVICUS	Web clipping	Tayori
[Strategy] Business Domain Expansion and Growth Direction	**Creation of AI/Data Business:** Trend identification through proprietary data/AI; Utilization of SNS data.	**SaaS/Technology Support:** Growth of Jooto; Business support through AI utilization.	**Multifaceted Information Distribution Support:** Expansion of PR Partner Services; Content production support including SNS and video.	**Expansion of Measurement Targets:** Measuring effectiveness including beyond the Web, such as SNS, TV, and magazines.	**Functional Expansion for Relationship Strengthening:** Growth of Tayori; Providing functions that deepen connections between companies and media.

［NOTE］

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In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.