TRYT Inc.

Tokyo Stock Exchange Growth Market (9164)

FY2023 Q3 Financial Results

Revision of the FY2023 financial forecast

We have made an upward revision to our FY2023 adjusted profit forecast announced on July 24, 2023 as a financial revenue is to occur due to weakening yen and a burden rate of corporate tax is to be lower than our initial expectation. The operating profit and EBITDA unadjusted for one-time costs will be revised slightly downward as the amount of IPO-related costs exceeded our initial expectation, however the profit before tax and profit are revised upward due to the same reason for adjusted profit revision

Unit: JPY MM	Previous Forecast	New Forecast	% change
Revenue	52,676	52,676	-
(Reference) Operating profit	7,276	7,226	-1%
(Reference) EBITDA*1	8,630	8,575	-1%
Profit before tax	6,589	6,829	+4%
Profit	4,309	4,588	+6%
Adjusted EBITDA*2	9,094	9,094	-
Adjusted operating profit*3	7,740	7,744	+0%
Adjusted profit*4	4,799	5,114	+7%

*1: EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*2: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs
*3: Adjusted operating profit = operating profit + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs
*4: Adjusted profit = profit (loss) + amortization of customer related assets + M&A related costs + refinance related costs (excluding financial expenses) + financial expenses related to refinancing + IPO-related costs + tax and tax adjustments

Financial highlights

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FY2023 Q3 Financial Results (Jul-Sep)

- **High revenue growth in FY2023 Q3**
- **Adjusted EBITDA growth was limited in FY2023 Q3, as FY2022 Q3 adjusted EBITDA was boosted by a one-time profit**
- **On the other hand, one-time amortization expense occurred in FY2022 Q3 for the adjusted operating profit and adjusted profit, which offset the impact of the one-time profit mentioned above and realized a similar growth to the revenue in FY2023 Q3**

Unit: JPY MM	FY2023 Q3	YoY
Revenue	12,077	+19%
Adjusted EBITDA*1	1,251	+1%
Adjusted operating profit*2	912	+18%
Adjusted profit*3	493	+23%

Progress on FY2023 Financial Forecast

- **% of progress of FY2023 Q1-Q3 results on new FY2023 financial forecast is as follows: 78% for revenue, 99% for adjusted EBITDA, and 104% for adjusted profit**

Unit: JPY MM	FY2023 Q1-Q3	YoY	% of Progress	New FY2023 Financial Forecast	YoY
Revenue	41,213	+20%	78%	52,676	+19%
Adjusted EBITDA	8,965	+20%	99%	9,094	+11%
Adjusted operating profit	7,975	+25%	103%	7,744	+15%
Adjusted profit	5,325	+24%	104%	5,114	+15%

*1: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs;
EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*2: Adjusted operating profit = operating profit + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs
*3: Adjusted profit = profit (loss) + amortization of customer related assets + M&A related costs + refinance related costs (excluding financial expenses) + financial expenses related to refinancing + IPO-related costs + tax and tax adjustments

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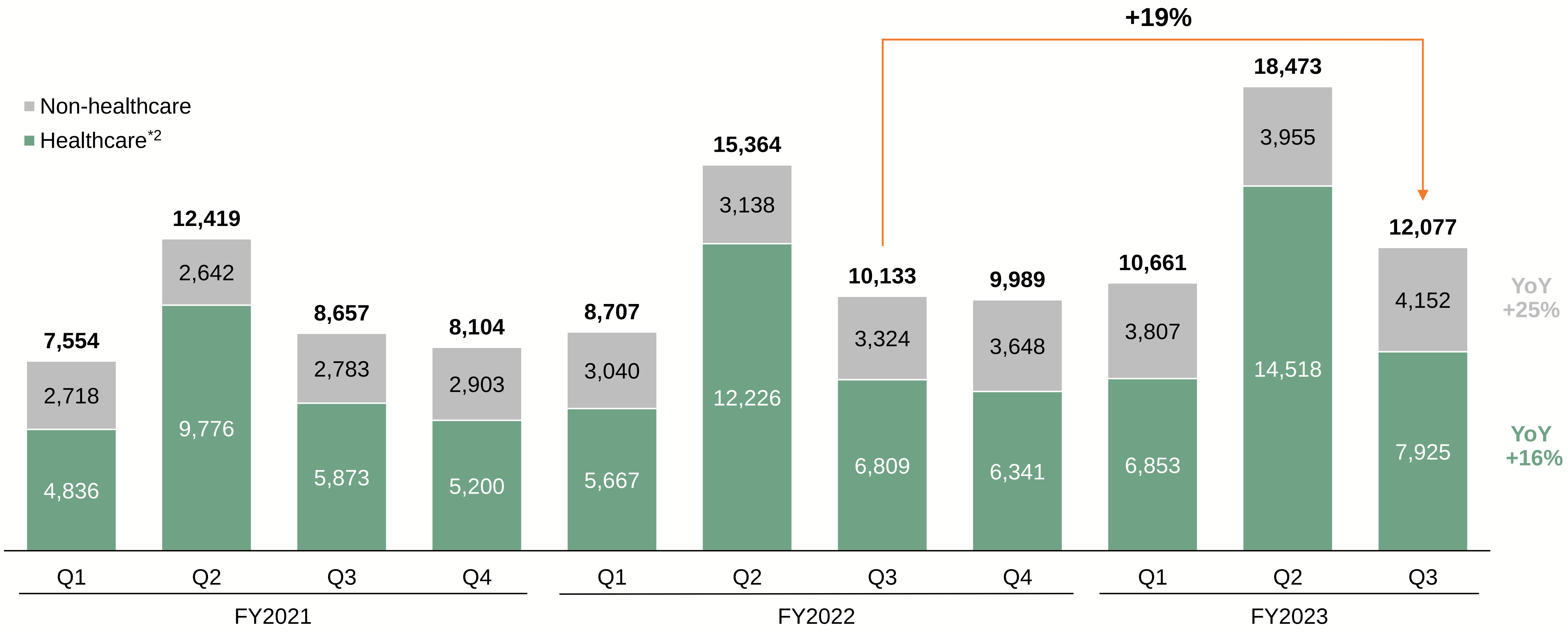
Revenue for FY2023 Q3 increased by 19% YoY.
Healthcare achieved 16% growth and 25% for non-healthcare

Revenue by business (JPY MM)*1

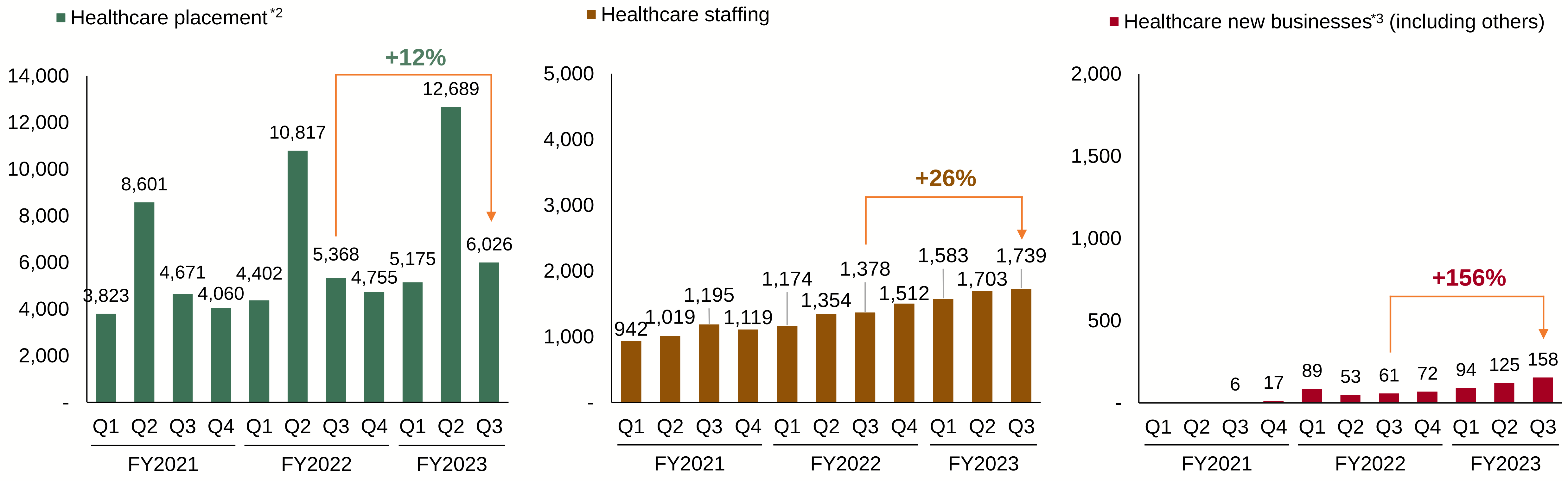


*1: Current TRYT merged former TRYT on December 1, 2021. FY2021 figures are a simple aggregate of FY2021 financials of current TRYT and financials of the former TRYT from January 1, 2021 to November 30, 2021 (unaudited)
*2: FY2021 includes withdrawn businesses

Revenue: Quarterly trend by healthcare business sub-segments

In FY2023 Q3, revenue growth (YoY) in the sub-segments of the healthcare business were 12% in the healthcare placement, 26% in the healthcare staffing, and 156% in the healthcare new businesses. The growth for healthcare placement was lower than our initial plan due to a high number of registrants who do not have tangible desired job change timing

Breakdown of revenue in the healthcare business (JPY MM)*1



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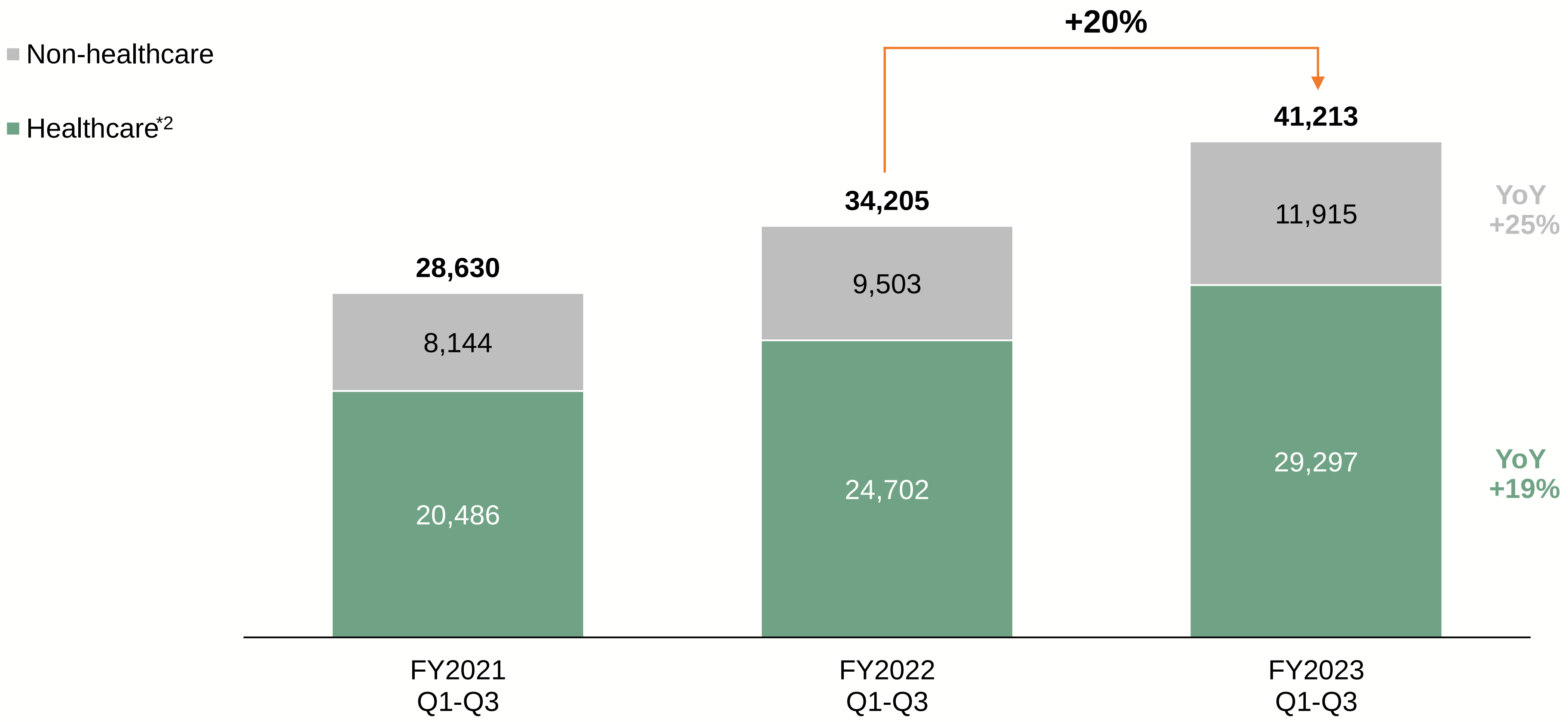
*2: In FY2021, revenue of withdrawn businesses are deducted from healthcare revenue (FY2021 Q1: JPY70 MM, FY2021 Q2: JPY155 MM, FY2021 Q3: JPY0 MM, FY2021 Q4: JPY2 MM)
*3: Healthcare new businesses refer to DR business and ICT solution business

FY2023 Q1-Q3 revenue increased by 20% YoY.
Healthcare achieved growth of 19% and 25% for non-healthcare

Revenue by business (JPY MM)*1



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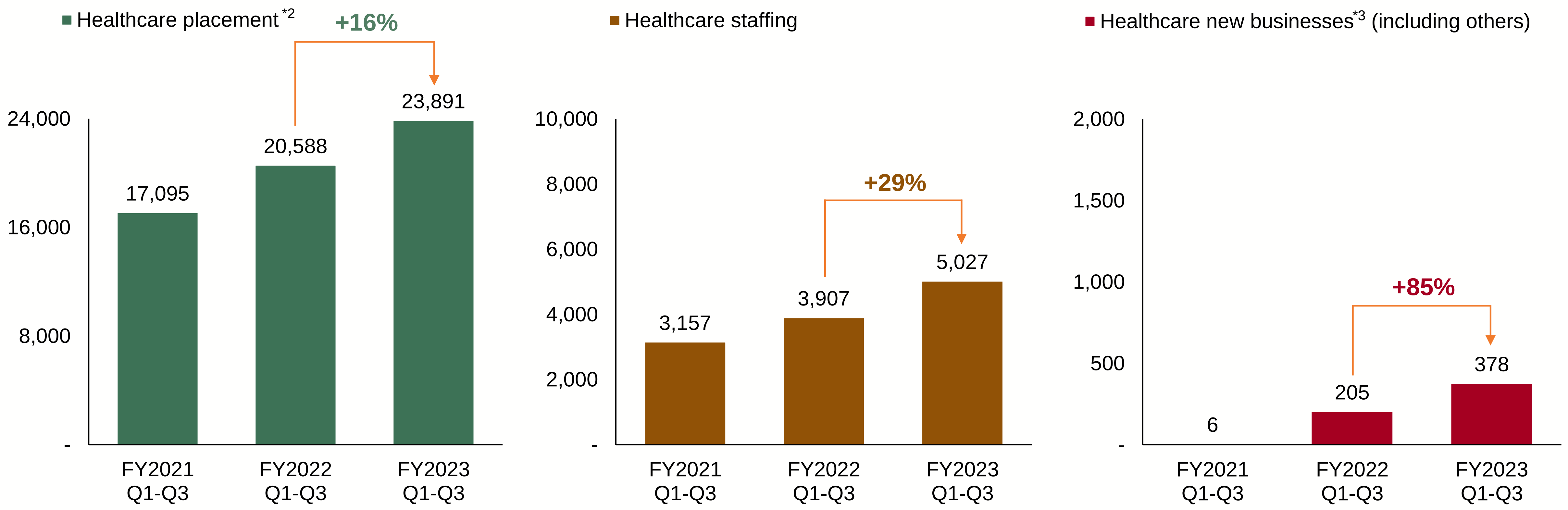
*2: FY2021 includes withdrawn businesses

Revenue: Q1-Q3 by healthcare business sub-segments

In FY2023 Q1-Q3, revenue growth (YoY) in the sub-segments of healthcare business were 16% in healthcare placement, 29% in healthcare staffing, and 85% in the healthcare new businesses. Q1-Q3 healthcare placement revenue growth was in-line with the plan

Breakdown of revenue in the healthcare business (JPY MM)*1



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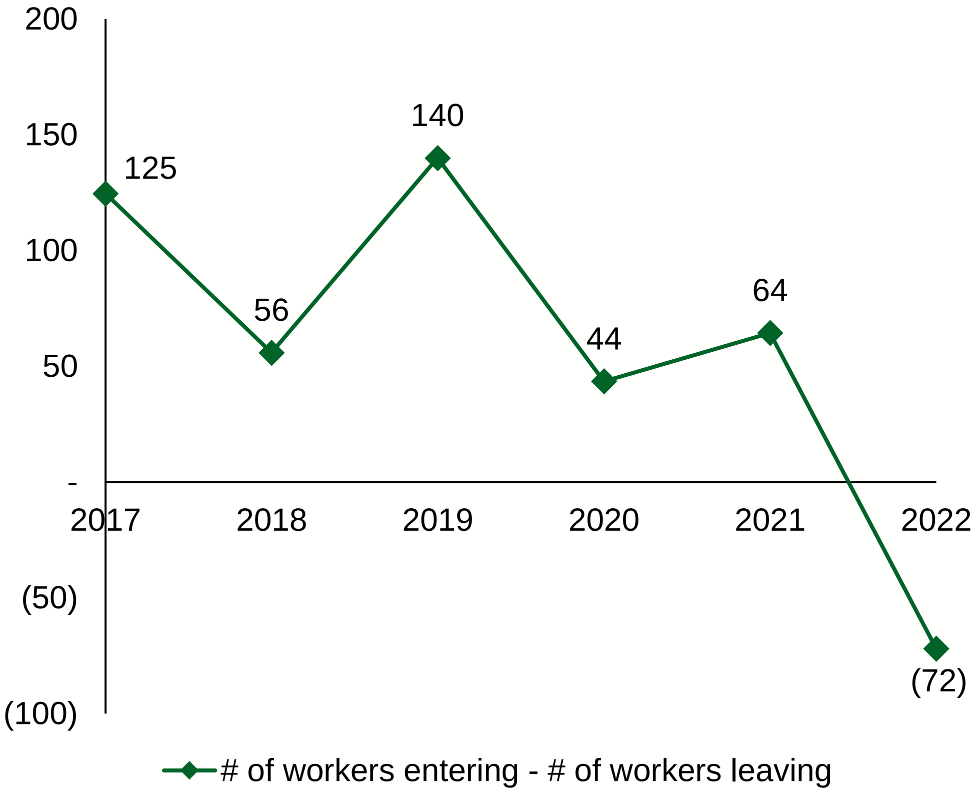
*2: In FY2021 Q1-Q3, revenue of withdrawn businesses are deducted from healthcare revenue (JPY226 MM)
*3: Healthcare new businesses refer to DR business and ICT solution business

Healthcare business: Market environment

In the healthcare and welfare industry, the # of leavers exceeded the # of new entrants last year, resulting in a net decrease in the # of workers. We believe this trend is continuing this year; however, we are steadily increasing the # of healthcare/welfare professionals in our database

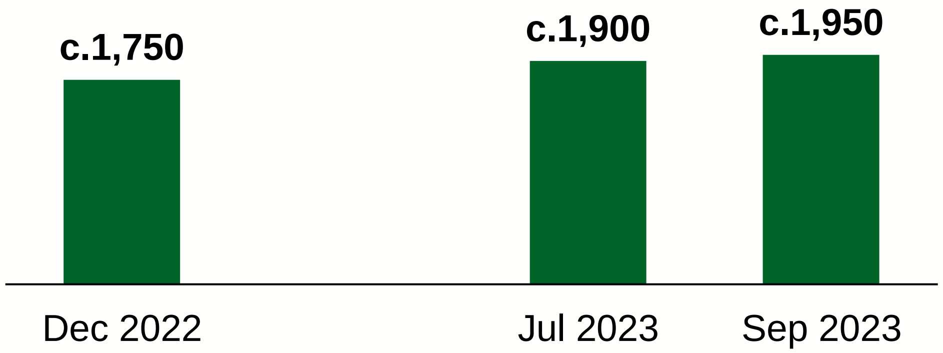
External environment

Difference in the # of workers entering and leaving from the healthcare and welfare industry (K)*1
(# of workers entering - # of workers leaving)



Internal environment

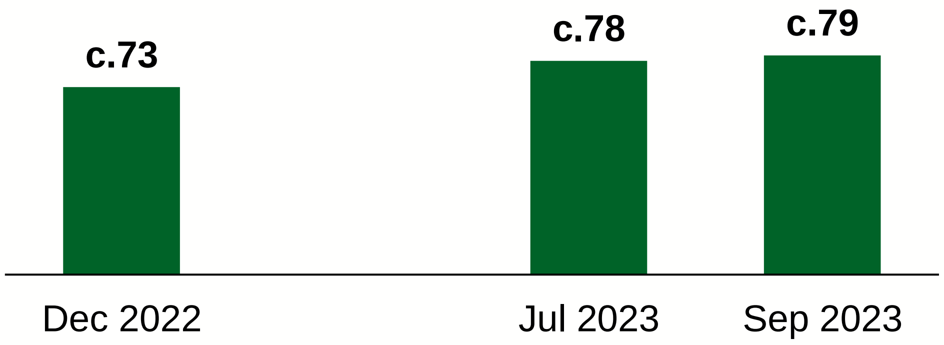
# of healthcare/welfare professionals in our database (K)*2



Sep 2023 vs Dec 2022

c.13%

# of contract healthcare/welfare institutions (K)*2



Sep 2023 vs Dec 2022

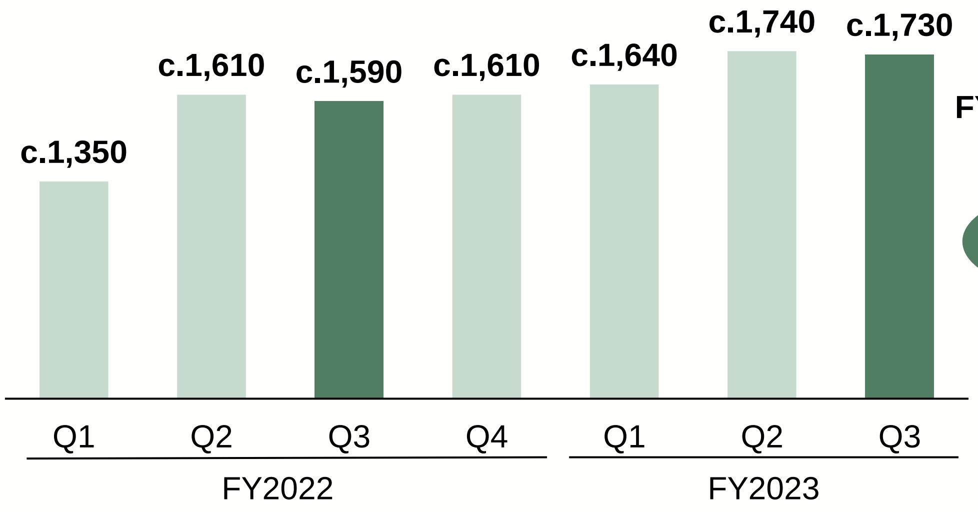
c.9%

*1: Ministry of Health, Labour and Welfare, “Survey on employment trends”. The “healthcare, welfare” industry is as defined by the Japan Standard Industrial Classification (revised in October 2013)
*2: As of the end of each month

Healthcare business: Major KPIs for healthcare placement business

As of the end of FY2023 Q3, the # of sales personnel in the healthcare placement business increased by 9% YoY and is progressing according to plan. Revenue per sales personnel also improved steadily

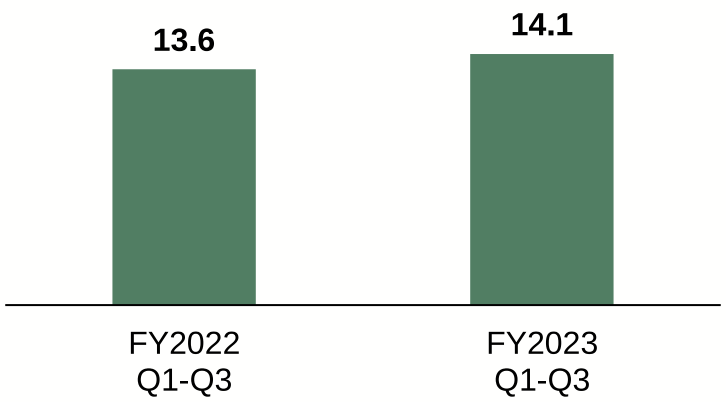
of sales personnel as of the end of each quarter (persons)[*1,2] (including sales planning team, etc. in addition to career advisors)



FY2023 Q3 vs FY2022 Q3

c.9%

Revenue per sales personnel (JPY MM)[*4]



FY2023 Q3 vs FY2022 Q3

c.3%

Career advisor turnover rate[*2,3]

FY2021	FY2022	FY2023 Q3
28%	21%	20%

% of career advisors with tenure over 1 year[*5]

53% → 68%

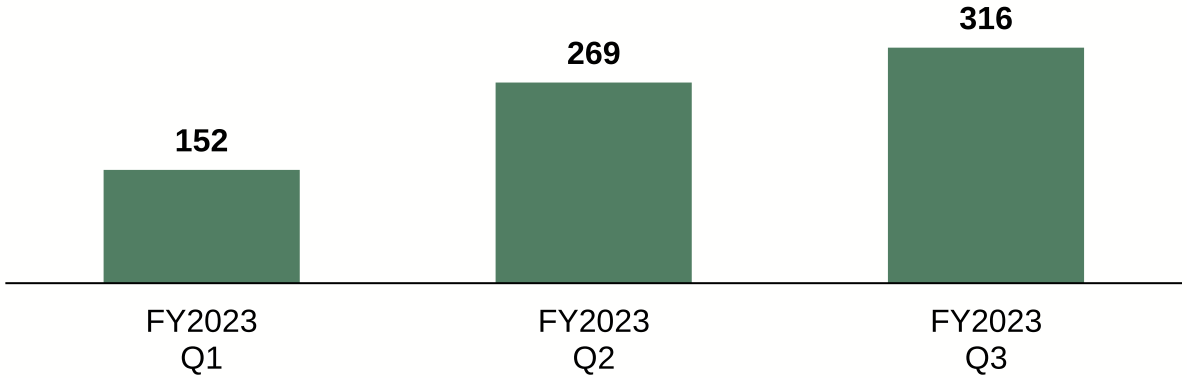
*1: Rounded to the tens place
*2: Figures are for sales personnel engaged in the healthcare placement business only
*3: Turnover rate = number of leavers in the last 12 months since the end of each quarter / (number of sales personnel as of the end of the same month of the previous year at the end of each quarter + number of new employees in the last 12 months since the end of each quarter)
*4: Revenue per sales personnel is calculated by dividing the revenue of the healthcare placement business by the average number of sales personnel during the respective period
*5: Percentage of career advisors with tenure over a year in the healthcare placement business as of the end of each quarter

New business: Progress in DR and ICT solution businesses

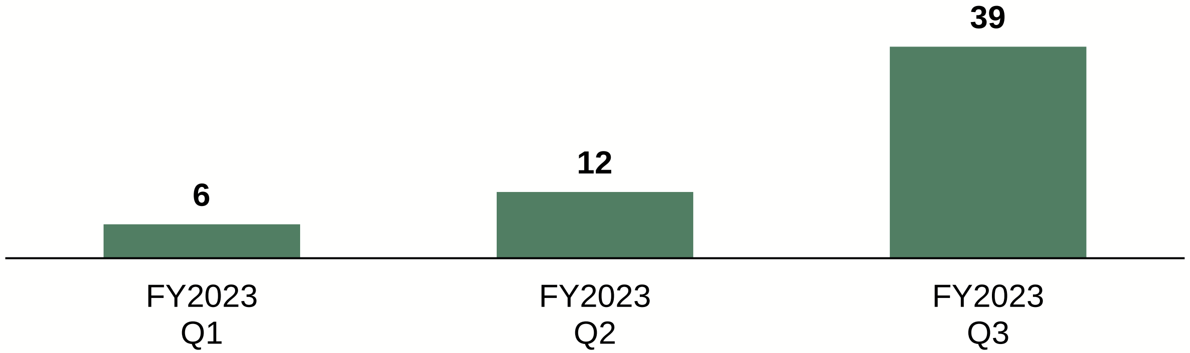
In the DR business where job seekers and corporate clients with hiring needs match on a platform which we provide, the number of targets for recruiting and the number of job openings are the key indicators. We successfully grew both indicators significantly in Q3. ICT solution business also expanded steadily

DR business

# of targets for recruiting (K)*1

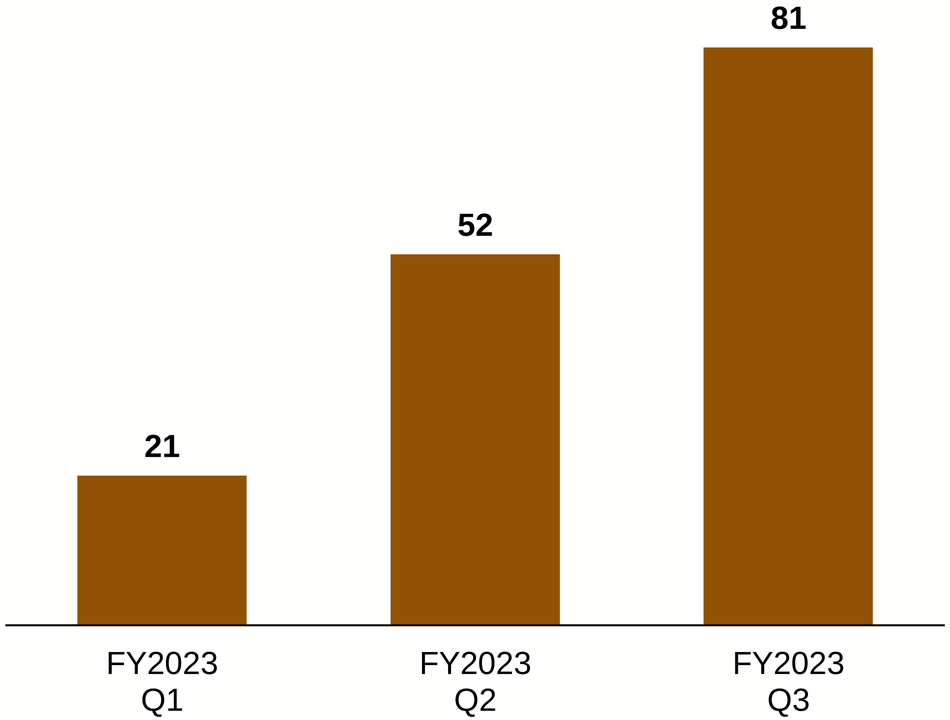


# of job openings (K)*1



ICT solution business

Revenue (JPY MM)
(total of ICT HR related business and BRIGHT VIE)



*1: As of the end of each quarter

New business: Initiatives in the ICT HR related business

Although numerous ICT products have been developed/introduced in the healthcare and welfare industry, it is difficult to provide support suitable for the operations of each institution during and after installation. As a result, the efficacy of these products are not fully demonstrated. Under these circumstances, the support services provided by qualified and experienced healthcare professionals are highly valued by both healthcare/welfare institutions as well as developers in addressing the issue

Healthcare/welfare ICT product development companies

- Company A
- Company B
- Company C
- ・・・

Insufficient support (Healthcare/welfare ICT product development companies → Healthcare/welfare institutions)

Product training offer (companies → Our ICT HR related business)

Staffing (Our ICT HR related business → companies)

Our ICT HR related business

Qualified and experienced elderly carer/nurses[*1] (our database)

Provide support with an understanding of the healthcare and welfare operation (≒ in a common language) (Our ICT HR related business → institutions)

Healthcare/welfare institutions

- Institution A
- Institution B
- Institution C
- ・・・

October 2023
New office opening in Takamatsu City, Kagawa prefecture[*2]

*1: Includes inexperienced workers in some auxiliary roles
*2: From left to right: Hideto Onishi, Mayor of Takamatsu City; Hidetaka Sasai, Representative Director of TRYT; Toyohito Ikeda, Governor of Kagawa Prefecture

Non-healthcare business (construction): Market environment and # of staffing employees

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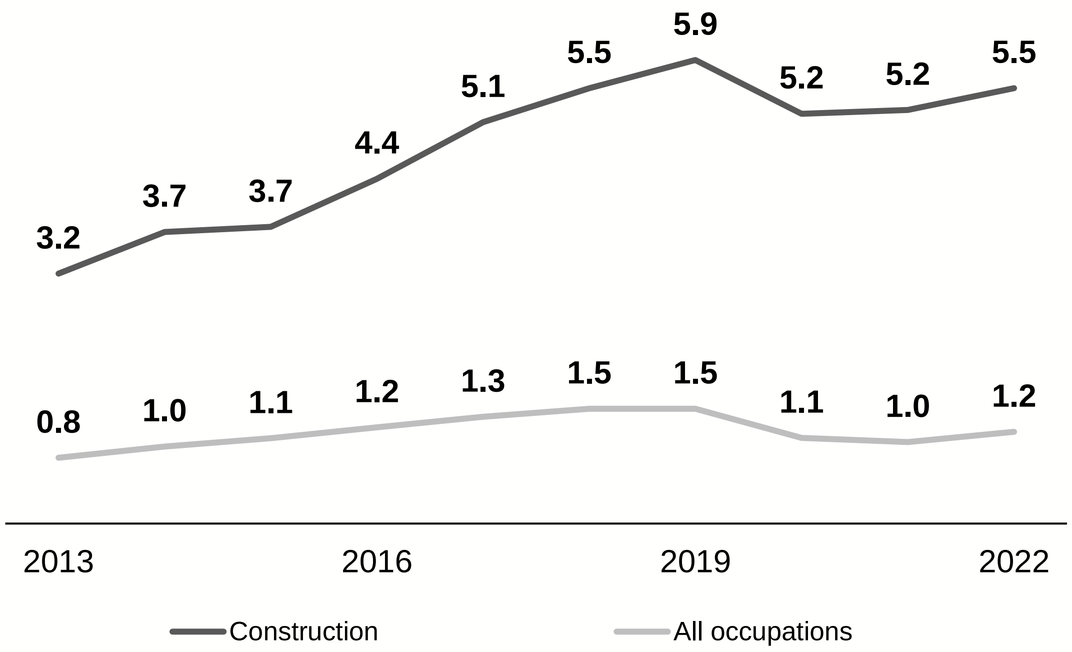
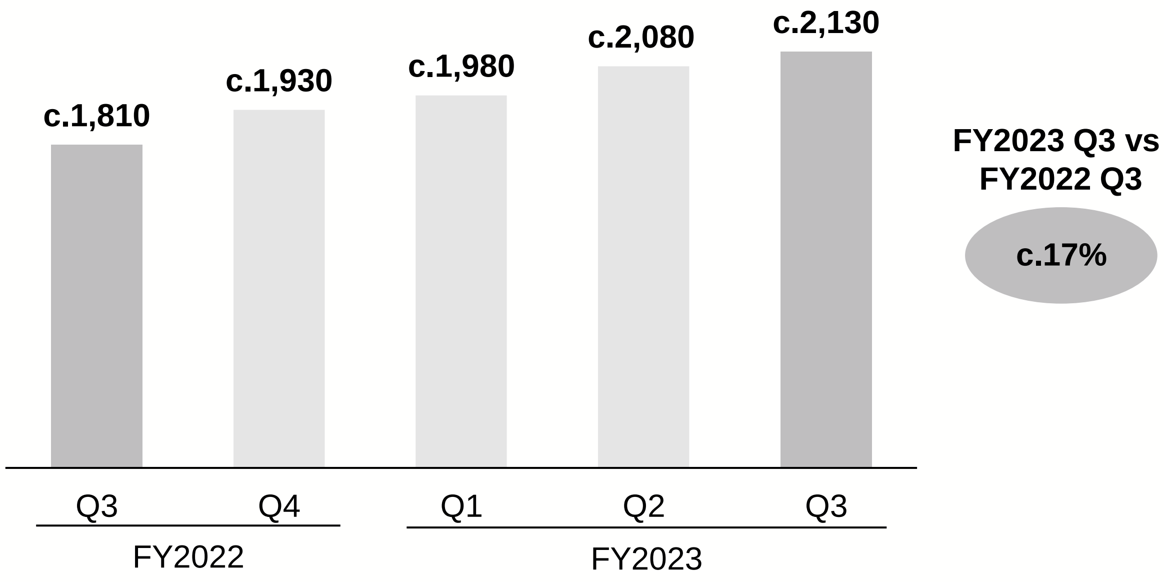
The construction industry continues to face a serious shortage of human resources. As of the end of FY2023 Q3, the # of staffing employees in the non-healthcare business increased by 17% YoY

Job-to applicant ratio (x)*1



# of staffing employees as of the end of each quarter (persons)*2



*1: Ministry of Health, Labour and Welfare, "Labor market related index by general employment placement occupation (actual number)" (permanent employment including part-time). The construction refers to "construction, civil engineering, and surveying engineers"
*2: Rounded to the tens place

Progress on FY2023 financial forecast (revenue)

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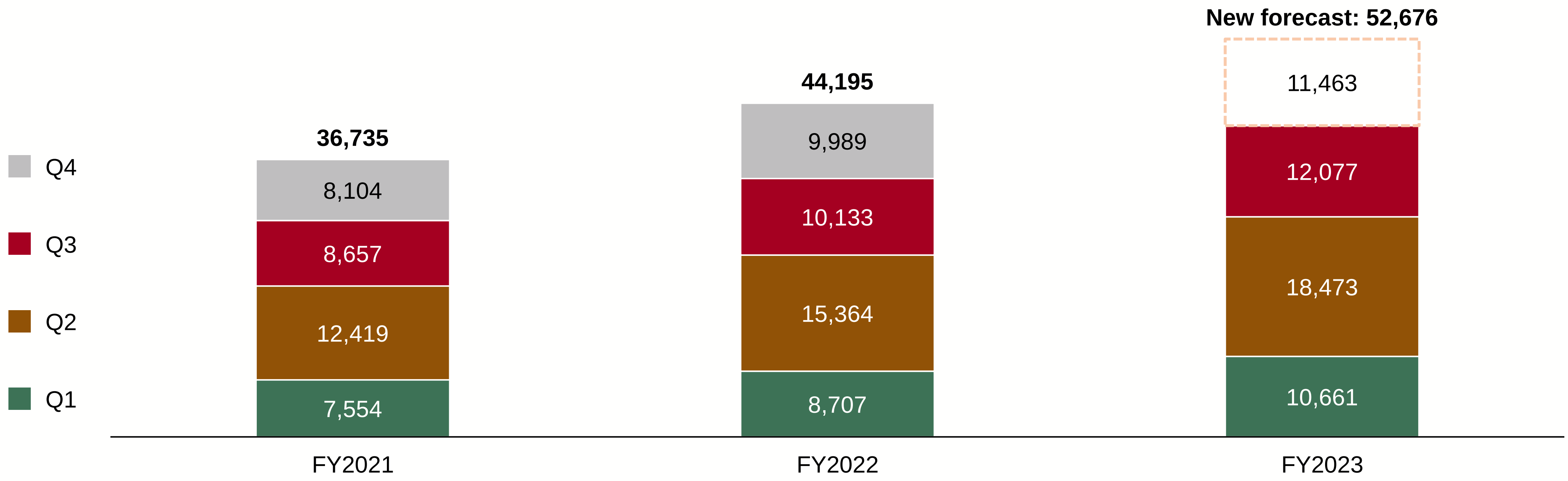
The percentage of progress of FY2023 Q1-Q3 revenue on the new FY2023 financial forecast is 78%

Quarterly revenue (JPY MM)*1



	FY2021	FY2022	FY2023
Q1-Q3 revenue	**28,630**	**34,205**	**41,213**
% of progress vs new forecast	**78%**	**77%**	**78%**

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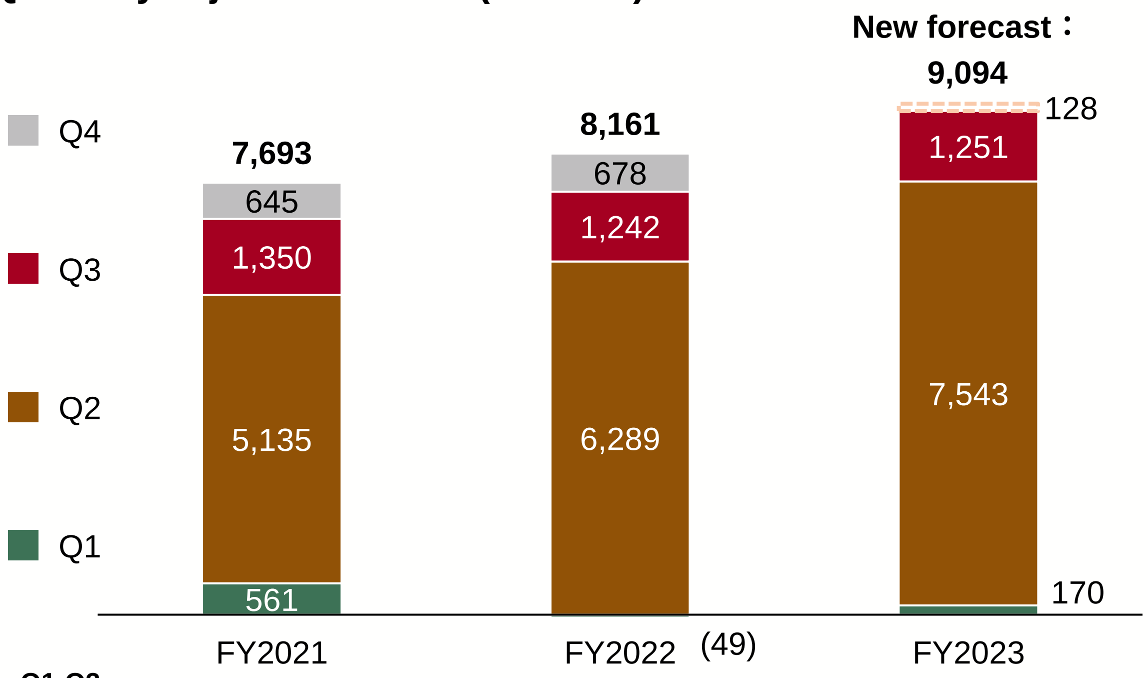
Progress on FY2023 financial forecast (adjusted EBITDA, adjusted operating profit)

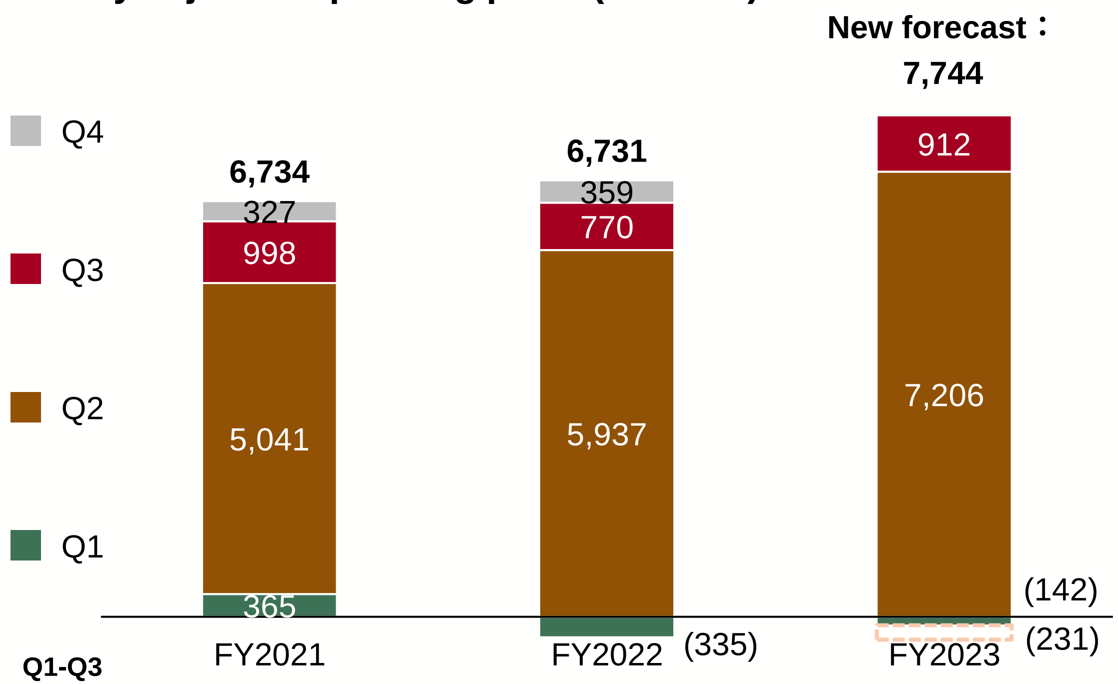
Progress of FY2023 Q1-Q3 adjusted EBITDA and adjusted operating profit are 99% and 103% respectively, higher than the previous years. Although Q4 revenue growth is expected to be limited relatively to the past years, we will continue to implement measures for securing the # of registrants for FY2024, which will lead to limited profit in Q4

Quarterly adjusted EBITDA (JPY MM)*1,2



	FY2021	FY2022	FY2023
Q1-Q3 adjusted EBITDA	**7,047**	**7,483**	**8,965**
% of progress vs new forecast	**92%**	**92%**	**99%**

Quarterly adjusted operating profit (JPY MM)*1,3



	FY2021	FY2022	FY2023
Q1-Q3 adjusted operating profit	**6,406**	**6,372**	**7,975**
% of progress vs new forecast	**95%**	**95%**	**103%**

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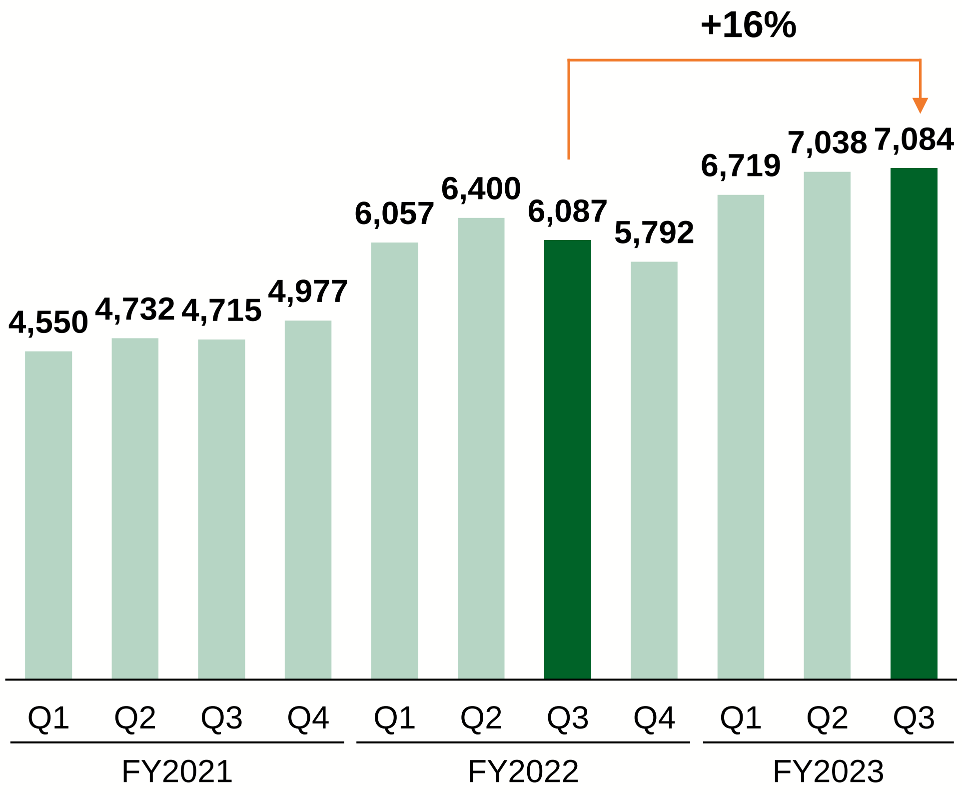
*2: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs;
EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*3: Adjusted operating profit = operating profit + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs

Summary of SG&A expenses

SG&A expenses increased 16% YoY in FY2023 Q3. We successfully managed to increase the personnel and advertising expenses at a rate less than the revenue growth. The YoY increase in SG&A expenses excluding one-time IPO-related costs were limited at 11%

SG&A expenses (JPY MM)*1

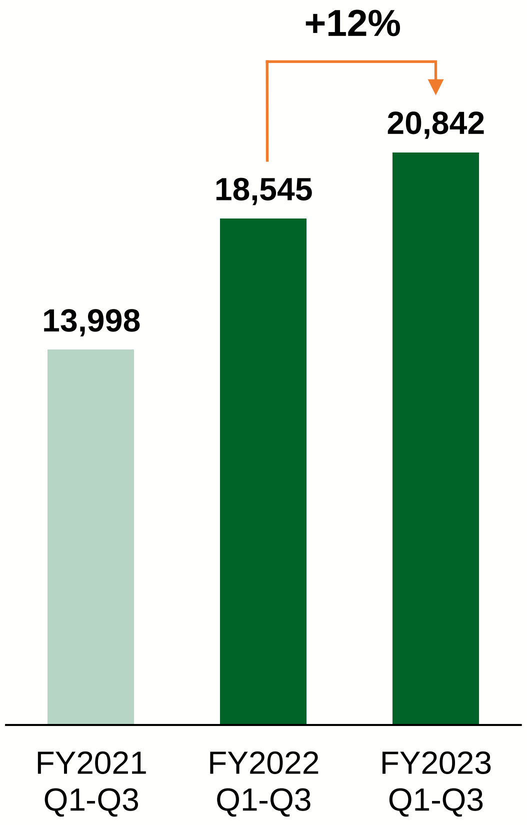
Quarterly trend



Major expense items

Unit: JPY MM	FY2022 Q3	FY2023 Q3	YoY
Personnel expenses*2	3,009	3,293	+9%
Advertising expenses	1,807	2,090	+16%
IPO-related costs	78	417	+429%
Others*2	1,191	1,281	+8%

Q1-Q3



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*2: Excludes IPO-related costs

Summary of FY2023 Q3 consolidated statement of profit or loss

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In FY2023 Q3, both the 3 months and 9 months ended September 2023 achieved a revenue growth of around 20%. On the other hand, since the IPO-related costs were recorded in Q3 this year and previously recorded in FY2022 Q2, the quarterly unadjusted profits decreased YoY. Note that “other income” in FY2022 Q3 includes the one-time profit

Consolidated statement of profit or loss

Unit: JPY MM	FY2022 Q3	FY2023 Q3	YoY	FY2022 Q1-Q3	FY2023 Q1-Q3	YoY
Revenue	**10,133**	**12,077**	**+19%**	**34,205**	**41,213**	**+20%**
Cost of sales	3,617	4,533	+25%	10,227	13,002	+27%
Gross profit	**6,515**	**7,544**	**+16%**	**23,978**	**28,210**	**+18%**
SG&A	6,087	7,084	+16%	18,545	20,842	+12%
Other income	212	37	-82%	299	98	-67%
Other expenses	4	2	-39%	44	9	-78%
Operating profit	**636**	**494**	**-22%**	**5,688**	**7,457**	**+31%**
Profit	**265**	**173**	**-35%**	**3,690**	**4,846**	**+31%**
EBITDA*1	**1,108**	**833**	**-25%**	**6,799**	**8,447**	**+24%**
Adjusted EBITDA*2	**1,242**	**1,251**	**+1%**	**7,483**	**8,965**	**+20%**
Adjusted operating profit*3	**770**	**912**	**+18%**	**6,372**	**7,975**	**+25%**
Adjusted profit*4	**399**	**493**	**+23%**	**4,278**	**5,325**	**+24%**
Gross profit margin	**64%**	**62%**	**-2%pt**	**70%**	**68%**	**-2%pt**
Adjusted EBITDA margin	**12%**	**10%**	**-2%pt**	**22%**	**22%**	**-0%pt**
Adjusted operating profit margin	**8%**	**8%**	**-0%pt**	**19%**	**19%**	**+1%pt**
Adjusted profit margin	**4%**	**4%**	**+0%pt**	**13%**	**13%**	**+0%pt**

*1: EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*2: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs
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Summary of FY2023 Q3 consolidated statement of financial position

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The net debt / adjusted EBITDA in FY2023 Q3 remains at 3.8x. Regarding the goodwill, based on the audit, the significant impairment of the goodwill is unlikely to occur even if the group's revenue growth drops to around 5%

Consolidated statement of financial position

Unit: JPY MM	FY2022 Q4	FY2023 Q1	FY2023 Q2	FY2023 Q3
Cash and cash equivalents	2,300	2,251	6,066	6,305
Trade receivables	3,394	4,114	4,431	4,474
Others	803	539	673	560
Total current assets	**6,497**	**6,905**	**11,171**	**11,339**
Property, plant and equipment	11,130	11,304	11,603	11,735
Goodwill	51,412	51,412	52,056	52,056
Intangible assets	3,405	3,403	3,418	3,488
Other	2,192	2,261	2,597	2,743
Total non-current assets	**68,140**	**68,381**	**69,676**	**70,024**
Total assets	**74,638**	**75,287**	**80,848**	**81,364**
Account payable - other	1,429	1,922	2,293	1,801
Short term borrowings	800	-	-	-
Current portion of long-term borrowings	1,300	1,489	1,500	1,500
Lease liabilities	885	846	868	935
Other	6,123	7,093	7,940	8,477
Total current liabilities	**10,538**	**11,351**	**12,602**	**12,714**
Long-term borrowings	31,620	31,533	30,599	30,738
Lease liabilities	9,653	9,867	10,118	10,206
Other	1,798	1,807	1,827	1,831
Total non-current liabilities	**43,072**	**43,208**	**42,545**	**42,776**
Total liabilities	**53,611**	**54,560**	**55,148**	**55,490**
Total equity	**21,026**	**20,726**	**25,699**	**25,873**
Total liabilities and equity	**74,638**	**75,287**	**80,848**	**81,364**
Net debt*1 / adjusted EBITDA*2	**5.1x**	**4.9x*3**	**3.8x*3**	**3.8x*3**

*1: Net debt = borrowings + lease liabilities - cash and cash equivalents
*2: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs;
EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*3: Net debt as of the end of each quarter / adjusted EBITDA for the last 12 months as of the end of each quarter

Approach to shareholder returns

TRYT

Abundant cash flow generation

through strong profitability & asset light business model

Financial soundness

- ✓ **Aim to decrease net debt[*1] / adjusted EBITDA[*2] to less than 3x by the end of FY2025**

M&A

- ✓ **Aggressive M&A execution** under a disciplined investment policy
- ✓ Aim to **realize a well-balanced business portfolio with high growth and profitability** by developing multiple businesses in diverse areas

Shareholder return

- ✓ Consider **dividends & share repurchases** after achieving our leverage goal

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FAQ

Category	Question	Answer
Market environment	• Will the demand for childcare workers increase in the future despite the declining birthrate?	• We recognize that the number of children which one childcare workers oversees is significantly high in Japan relative to other countries • The government is seeking to improve this current difficult situation and we believe that the strong demand for childcare workers will continue
Business details (Healthcare)	• Why is healthcare placement revenue largely recorded in April?	• Given that the academic year begins from April in Japan, people tend to start working in April even if the offer has been received by the end of March • As our revenue is recorded on the first date when job changers start working at new places, it becomes significant in April
Business details (Healthcare)	• How do you plan to increase the number of contract healthcare/welfare institutions for healthcare business?	• We do not focus on the number of contract healthcare/welfare institutions • The reason is because while the barrier for increasing the number of contract healthcare/welfare institutions is not high, it is meaningless if we do not have enough registered candidates to introduce in our database • The key is to secure the number of registered healthcare/welfare professionals
Business details (Healthcare)	• In your medium-term management plan, why do you expect to increase only c.100 sales personnel per year?	• As we want to focus on the improvement of revenue per sales personnel during the medium-term management plan period
Business details (Healthcare)	• Do you disclose number of placement for healthcare placement business?	• Although we do not disclose the breakdown by occupation, the total number of placement is disclosed on the website operated by Employment Security Bureau, Ministry of Health, Labour and Welfare
Financials (Plan) (Healthcare)	• Although your expected revenue CAGR in the medium-term management plan is c.20%, what is the breakdown of revenue growth for healthcare business in FY2024?	• c.7% from increase in the number of sales personnel, c.8% from increase in the revenue per sales personnel. Other c.5% growth is expected to come from new businesses such as DR and ICT solution

FAQ

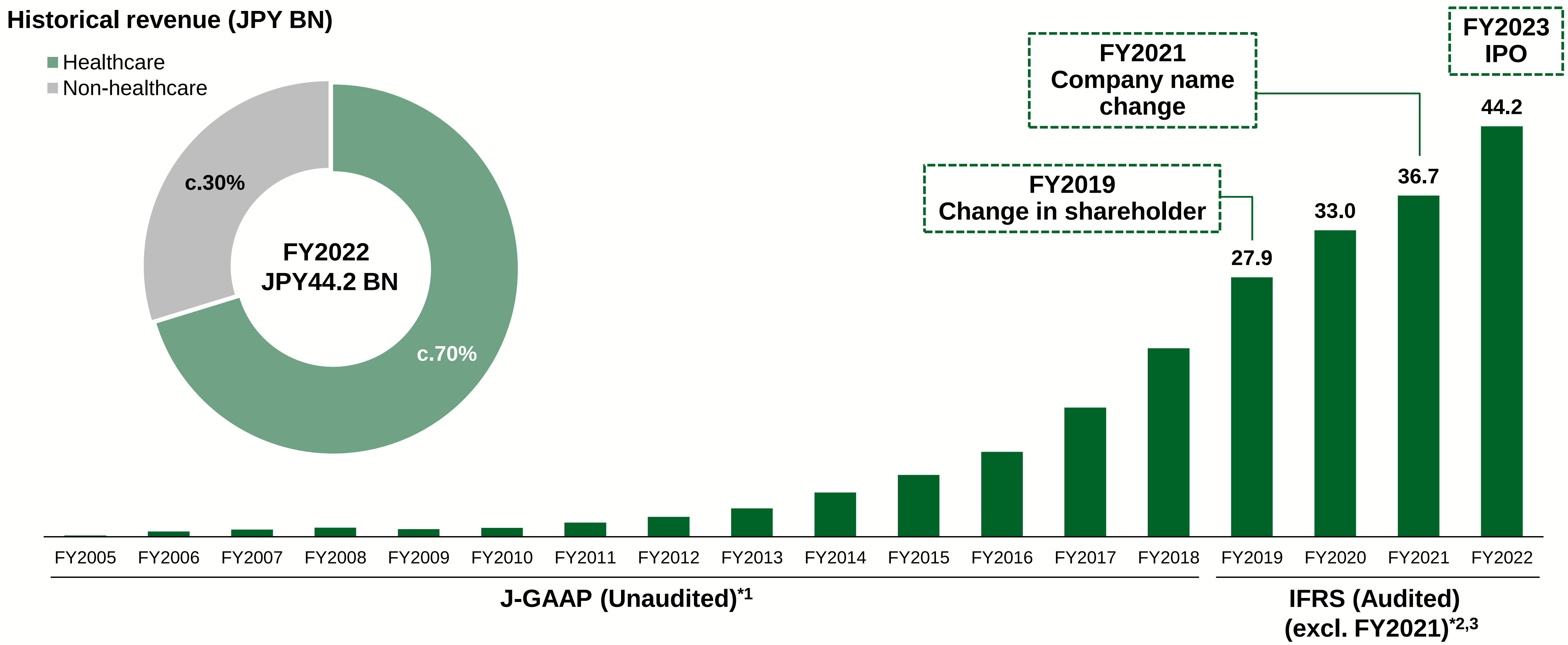
Category	Question	Answer
Business details (New/Other)	• When did you start DR business? • How is DR business progressing?	• Childcare started in 2022 after the acquisition of Welks. Elderly care and nursing care started in February 2023 • The number of both targets for recruiting and job openings are increasing steadily, however monetization is expected to take place from FY2024 and onwards as it is still in the development phase
Business details (New/Other)	• How is the progress of BRIGHT VIE, which was acquired in June 2023?	• Operational PMI is almost complete • We are currently focusing on a realization of synergies on the sales side and have formed a sales team by transferring TRYT's employees to BRIGHT VIE towards sales expansion of BRIGHT VIE's products
Business details (New/Other)	• Are BRIGHT VIE's products specialized for elderly care facilities? • What kind of data can you obtain through BRIGHT VIE's products?	• They specialize primarily in private nursing homes, long-term care welfare facilities, special nursing homes, and serviced housing for the elderly • The data can be obtained through various sensors and fall detection, including vital data, etc. • By analyzing the data acquired, we are considering the utilization for operation improvement, prevention field, etc.
Regulation	• Will there be any impacts from the reconsideration of the criteria for the reimbursement of fees regarding leavers within 6 months as part of the certification criteria for "Certification system for appropriate fee-charging employment placement business provider in the medical, elderly care and childcare fields"?	• Currently, most of our contracts include reimbursement of placement fees for resignations within 6 months of employment and do not anticipate any significant impact from the revision of this criteria
Shareholder composition	• What is the current shareholding ratio of the major shareholder?	• 60%

Appendix
Medium-term Management Plan (released on April 24, 2023)

We create a future where everyone has a fulfilling life by solving the issues faced by essential industries with a focus on healthcare and welfare industry

Our history

Continuously exhibited growth by focusing on the healthcare business in the c.20 years of history



*1: Financials from FY2005 to FY2013 were calculated by summing up the yearly financials of group companies without adjusting fiscal year periods and are based on Japanese tax accounting standards. FY2014 to FY2018 were calculated on a proforma basis as if group companies' close of accounts being December, by summing up their monthly financials and are based on Japanese tax accounting standards

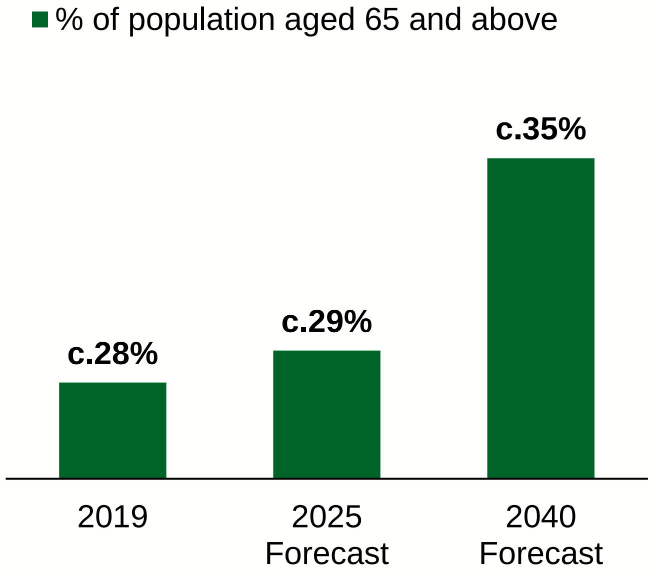
*2: FY2019 and FY2020 figures are on audited basis of former TRYT

*3: Current TRYT merged former TRYT on December 1, 2021. FY2021 figures are a simple aggregate of FY2021 financials of current TRYT and financials of the former TRYT from January 1, 2021 to November 30, 2021 (unaudited)

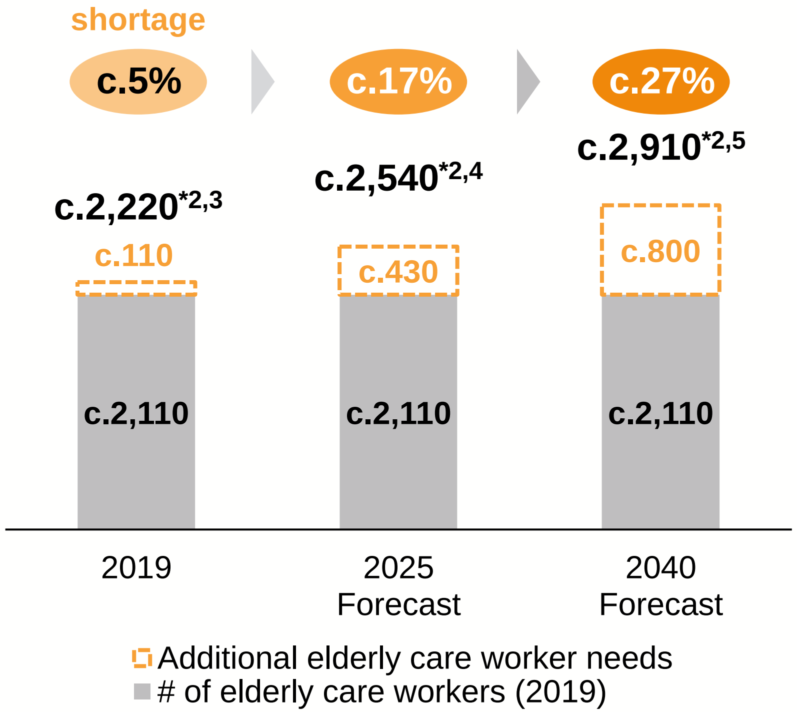
Business environment of the healthcare and welfare industry

Japan is expected to face a widening chronic need for elderly care workers as a result of an increasing elderly population, and the situation is likely to continue

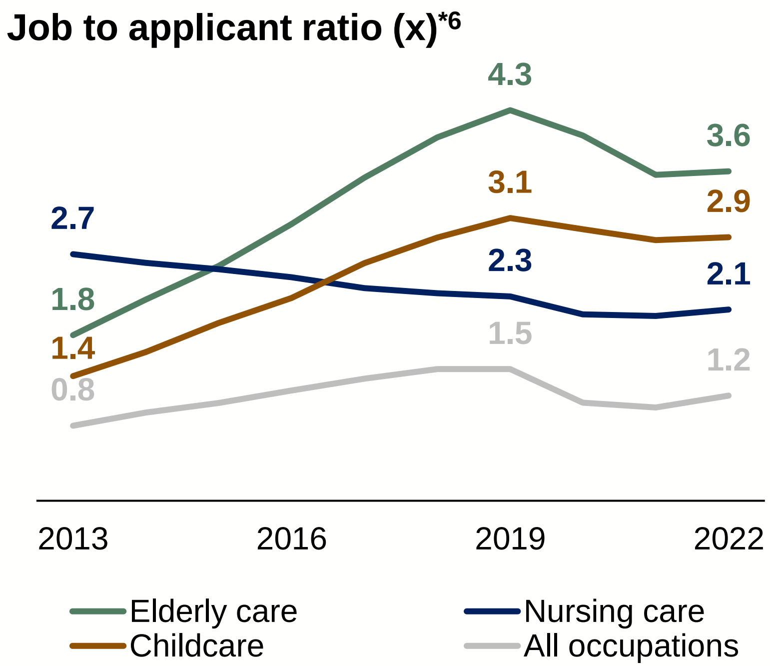
Increase in % of population aged 65 and above*1



Chronic and growing shortage of elderly care workers (K)



Consistent high demand for healthcare and welfare workers



*1: Ministry of Internal Affairs and Communications, “Population estimates”: percentage of population aged 65 and above among total population as of October 1, 2019;
Cabinet Office, “2023 White paper on aging society (summary)”: percentage of population aged 65 and above among total population as of October 1, 2025, and October 1, 2040

*2: Ministry of Health, Labour and Welfare, “Number of elderly care workers required based on the 8th elderly care insurance business plan”. The number of elderly care workers as of October 1, 2019

*3: Ministry of Health, Labour and Welfare, “Number of elderly care workers required based on the 8th elderly care insurance business plan”;
Estimated the number of required elderly care workers based on the number of people certified as requiring elderly care (support) in 2019 (c.6,670 K) and staffing standard which stipulates the ratio of elderly care workers at elderly care facility : residents to be over 1:3 (c.6,670 K / 3 = c.2,220 K)

*4: Ministry of Health, Labour and Welfare, “Number of elderly care workers required based on the 8th elderly care insurance business plan”;
Sum of our estimate on the number of required elderly care workers in 2019 (refer to *3) and the additional elderly care worker needs based on the difference between the number of required elderly care workers in 2025 and the number of elderly care workers in 2019 (refer to *2)

*5: Ministry of Health, Labour and Welfare, “Number of elderly care workers required based on the 8th elderly care insurance business plan”;
Sum of our estimate on the number of required elderly care workers in 2019 (refer to *3) and the additional elderly care worker needs based on the difference between the number of required elderly care workers in 2040 and the number of elderly care workers in 2019 (refer to *2)

*6: Ministry of Health, Labour and Welfare, “Labor market related index by general employment placement occupation (actual number)” (permanent employment including part-time). The elderly care refers to “occupations in elderly care services”, nursing care refers to “public health nurses, maternity nurses, nurses”, childcare refers to “professional occupations in social welfare”

Competitive advantages in healthcare placement business

Realizing "speed" and "appropriate matching", which are critical for healthcare/welfare institutions by utilizing "Unitary management system" and sales offices (28 prefectures). Under our "Unitary management system", a career advisor handles both healthcare/welfare professionals and healthcare/welfare institutions

Unitary management system

Registered healthcare/welfare professionals

c.1,950 K registrants*1

Efficient access to **extensive # of candidates**

Nationwide service

Sales offices located in **28 prefectures*1**

Contract healthcare/welfare institutions

c.79 K contracted institutions*1

Utilizing our **strong relationships with contract institutions**

✓ **Enables fast and accurate job matching**
Average of c.18 days to receive a job offer*2 /
c.80% retention rate during the first 6 months of employment*3

✓ **Realizing efficient operations**
Each career advisor concludes c.2.8 contracts on average per month*4

*1: As of September 30, 2023
*2: Average number of days from the day our career advisors were able to contact registered healthcare/welfare professionals until they receive a job offer (average of the last 12 months as of September 30, 2023)
*3: Retention rate during the first 6 months of employment for candidates whose entry date is between April 1, 2022, and March 31, 2023. Retention rate = 1 - turnover rate (turnover rate = number of leavers within the first 6 months of employment / number of employment)
*4: Calculated by dividing the annual average number of contract by 12 months. Annual average number of contract is calculated by dividing the total number of contracts between October 2022 and September 2023 in the elderly care, nursing care, and childcare fields of the healthcare placement business by the average number of career advisors in the same fields during the same period

Business policy and strategy

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To resolve the shortage of human resources, in addition to 1) healthcare placement business, we are expanding 2) ICT solution business which will improve efficiency in the healthcare and welfare field. In the mid-to-long term, we aim to 3) establish a business to enhance people's quality of life by analyzing various data collected from the ICT solution business

1 Healthcare placement (recruitment support)

- Healthcare placement/staffing
- Reskilling support
- Online recruiting support
- Direct recruiting

2 ICT solutions (efficiency improvement)

- ICT placement/staffing
- Business management software products and services
- Business outsourcing
- Hardware robotic assistance for elderly care

3 Data solutions (quality of life improvements)*1

- Prognosis management / disease prevention / drug discovery support
- Communication support with family
- Healthcare program planning (workout, supplements)

*1: Prognosis management, disease prevention, drug discovery support, communication support with family, healthcare program planning (workout, supplements) are services that are planned to be released by FY2025 or later, however they are conceptual and are not guaranteed to be realized

New business: Direct recruiting

Developed a direct recruiting service in order to address relatively defined recruiting needs of large institutions, which enables corporate clients to approach candidates directly on our platform

Unique synergy between two businesses

Induce 1,950 K*1 healthcare/welfare professionals into DR registration

Healthcare placement

Up-selling/ cross-selling

Direct recruiting

Increase our presence in large Healthcare/welfare institutions

1. # of registered healthcare/welfare professionals: c.1,950 K
2. Detailed understanding of needs through consulting with our career advisors

1. Meet diversified needs of healthcare/welfare institutions that aim to save on recruiting costs
2. Encourage these healthcare/welfare institutions to utilize our placement

DR target segment

	Mid-to-small institutions (with limited HR function)	Large institutions (with HR function)
Veteran	**Healthcare placement** (support to cover limited HR function)	**Healthcare placement** (qualified talent needs)
Inex-perienced		**Direct recruiting** (low cost hiring needs)

*1: As of September 30, 2023

New business: Overview of BRIGHT VIE acquisition

Welcoming BRIGHT VIE that develops and sells ICT products for elderly care institutions is accelerating a full-fledged ICT solution business for the healthcare and welfare field

Expected synergies between TRYT and BRIGHT VIE

BRIGHT VIE

CARE DATA CONNECT

ICT/IoT device data linkage platform for elderly care institutions

- Vital record
- Elderly care platform

Carez ケアズ・コネクト

Back-office system specializing in elderly care

- Shift management
- Talent management

1 Cross-selling

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Elderly care institutions

c.14 K*1

Total # of elderly care institutions in Japan as our potential clients (including existing clients)

2 Data collection & utilization

- Accelerate TRYT's new data analysis business
- Linkage with major manufacturers/products
- Data linkage with elderly care record system

*1: Ministry of Health, Labour and Welfare, "Overview of the elderly care service facilities / offices survey (2021)"; total number of elderly care insurance facilities (as of October 1, 2021). The number of facilities represents the total number of elderly care insurance facilities in Japan, not all of which are under contract with TRYT

New business: M&A / business partnership track record

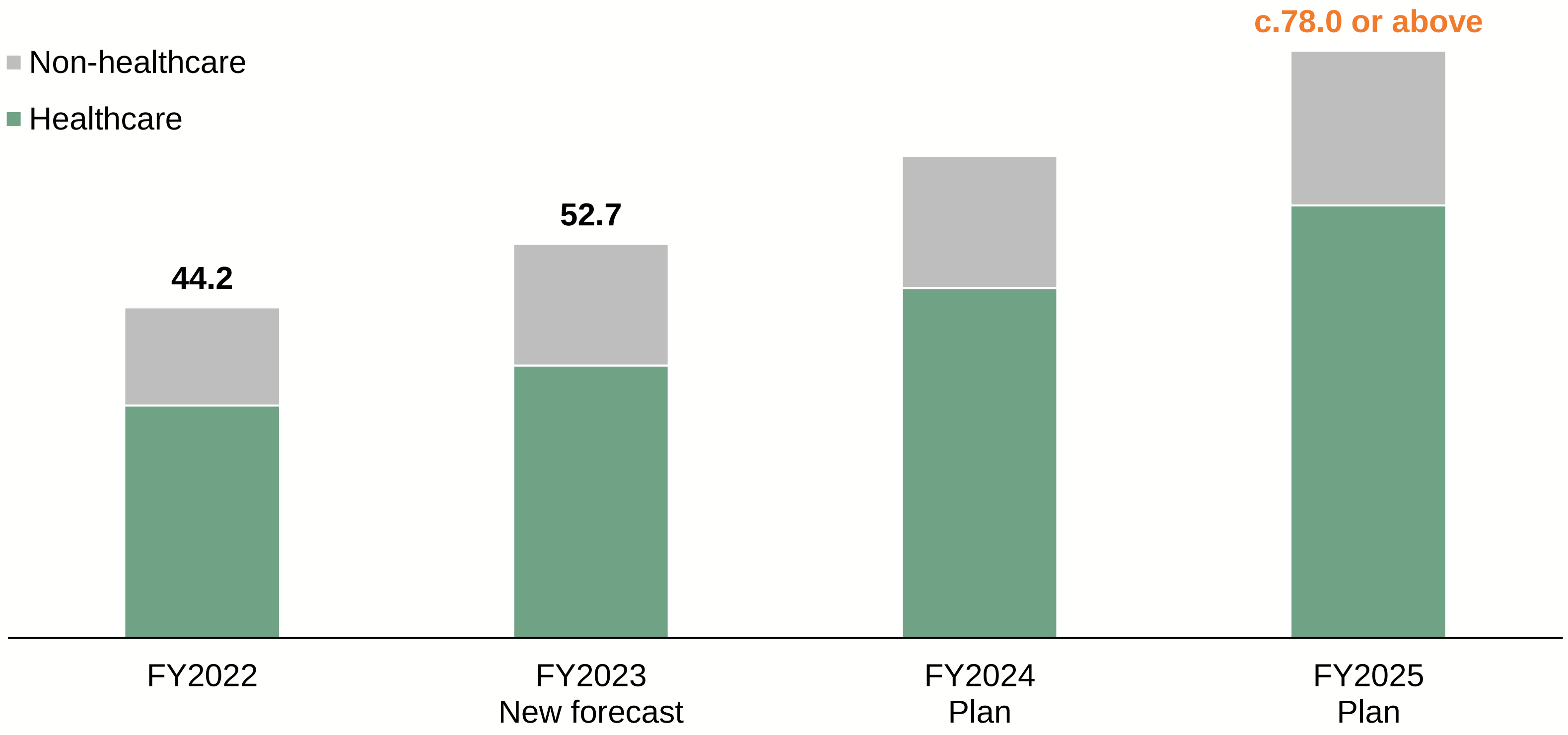
Proven track record in executing M&A and partnerships in-line with our growth strategy

	Target	Services	Achievements post acquisition/partnership
M&A	Aug 2021 HAB & Co	HR tech	✓ Experienced engineering team ✓ Developed basic function for direct recruiting
	Jan 2022 WELKS	Childcare placement	✓ Contributed to forming top position in the childcare placement industry ✓ Developed childcare direct recruiting business
	Jun 2023 BRIGHTVIE	ICT platform & back-office software provider in the healthcare and welfare industry	✓ ICT/IoT platform, back-office cloud system focused on elderly care ✓ PMI in progress
Partnership	Feb 2022 ND Software	Elderly care reimbursement claim system	✓ Entered into the digital services area ✓ Demonstrated the ability to cross-sell following the cross-sale of ND Software products
	Jan 2023 Rehab	AI-based rehabilitation planning	✓ Increased digital service lineup

Medium-term management plan: Revenue

Revenue growth is expected to be driven by the core healthcare placement business

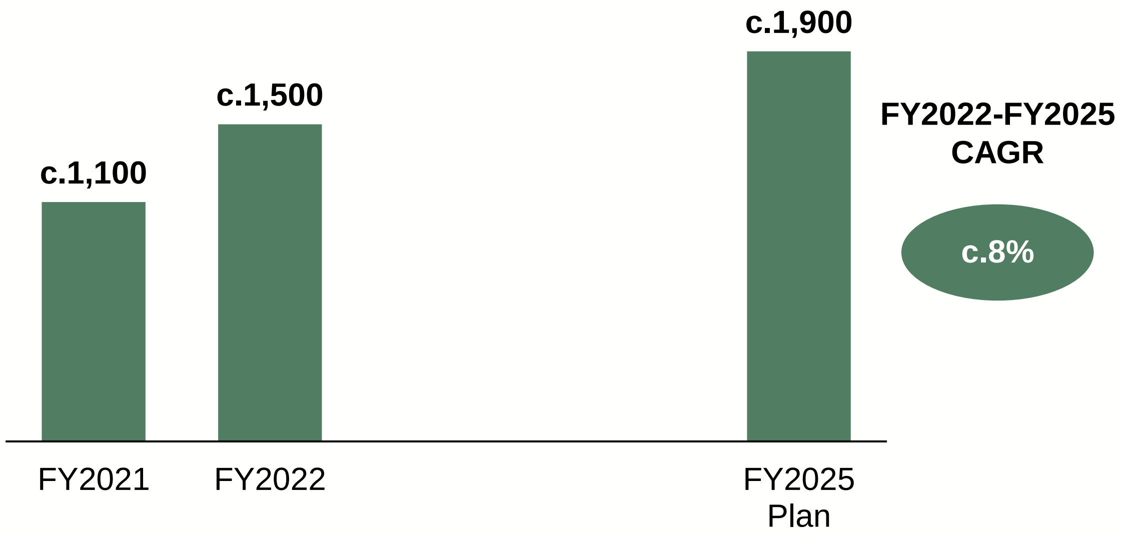
Revenue during medium-term management plan (JPY BN)



Medium-term management plan: Major KPIs in healthcare placement business

Aim to build a foundation of robust revenue growth through an increase in the # of sales personnel and their productivity improvements

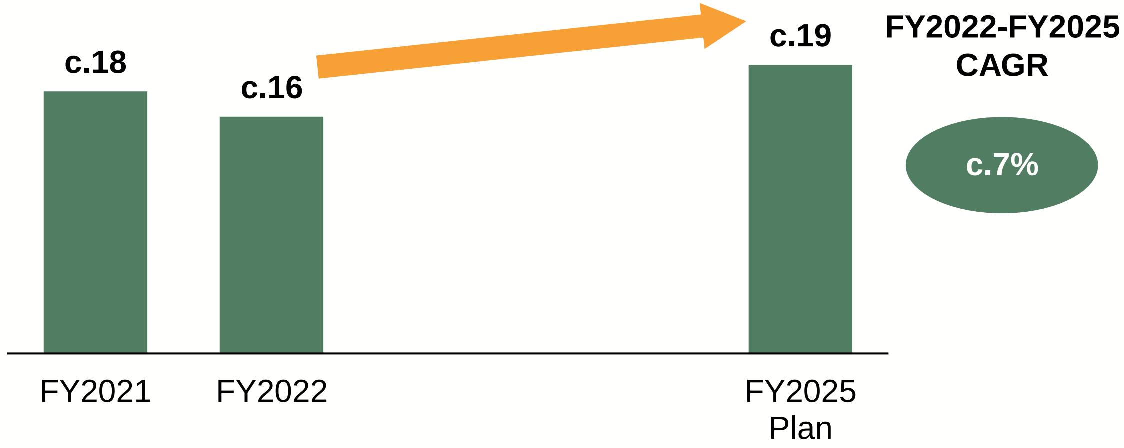
Annual average # of sales personnel in each period (persons)*1 (including sales planning team, etc. in addition to career advisors)



Career advisor turnover rate*1,2

28% → 21% → c.20%

Revenue per sales personnel (JPY MM) *3

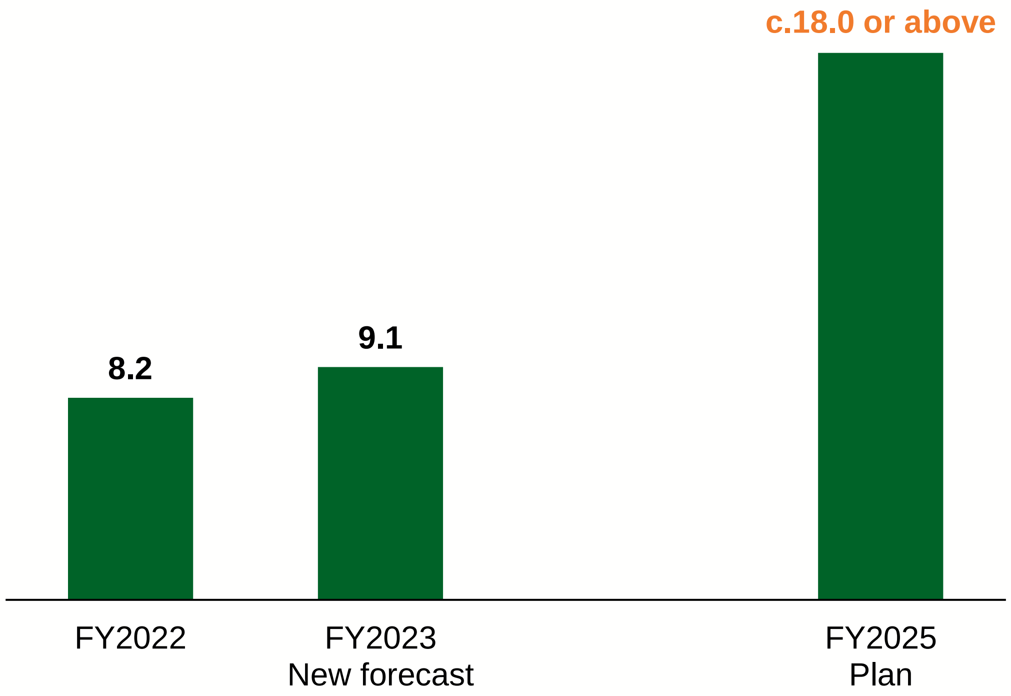


*1: Figures are for sales personnel engaged in the healthcare placement business only
*2: Turnover rate = number of leavers in the last 12 months since the end of each fiscal year / (number of sales personnel as of the end of the same month of the previous year at the end of each fiscal year + number of new employees in the last 12 months since the end of each fiscal year)
*3: Revenue per sales personnel is calculated by dividing the revenue of the healthcare placement business by the annual average number of sales personnel

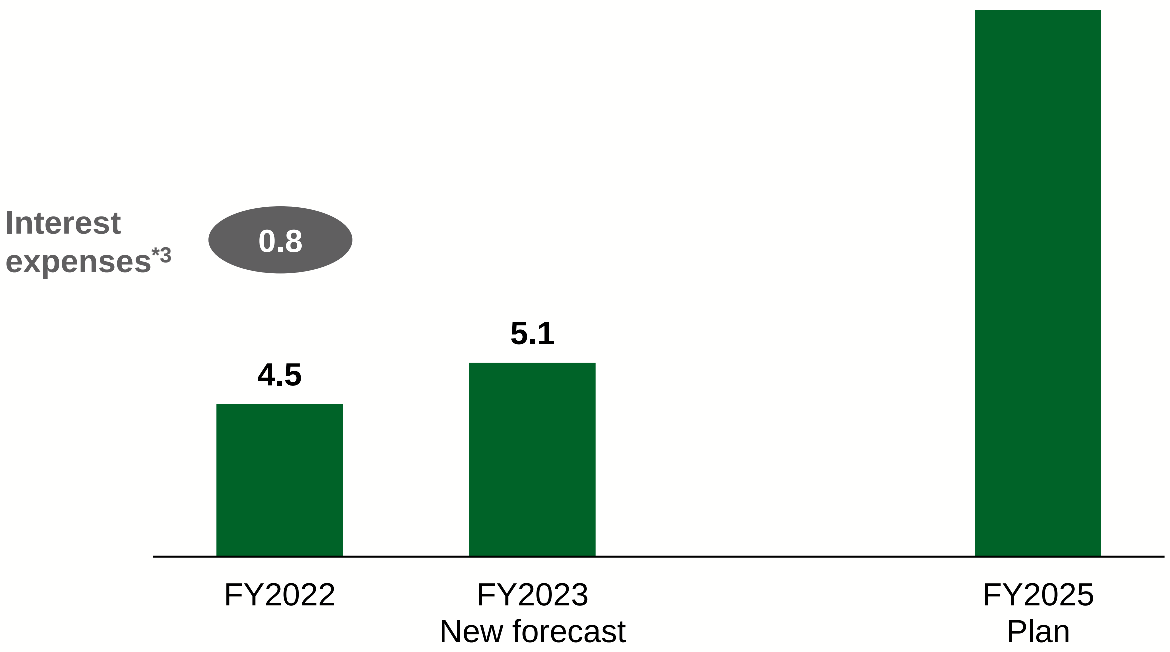
Aim to accelerate profit growth by the reduction of interest expenses, in addition to the adjusted EBITDA growth through a combination of macroeconomic factors, various operational improvement initiatives, and the expansion of new businesses

Illustrative historical and medium-term plan for adjusted EBITDA and adjusted profit (JPY BN)[*1,2]

Adjusted EBITDA



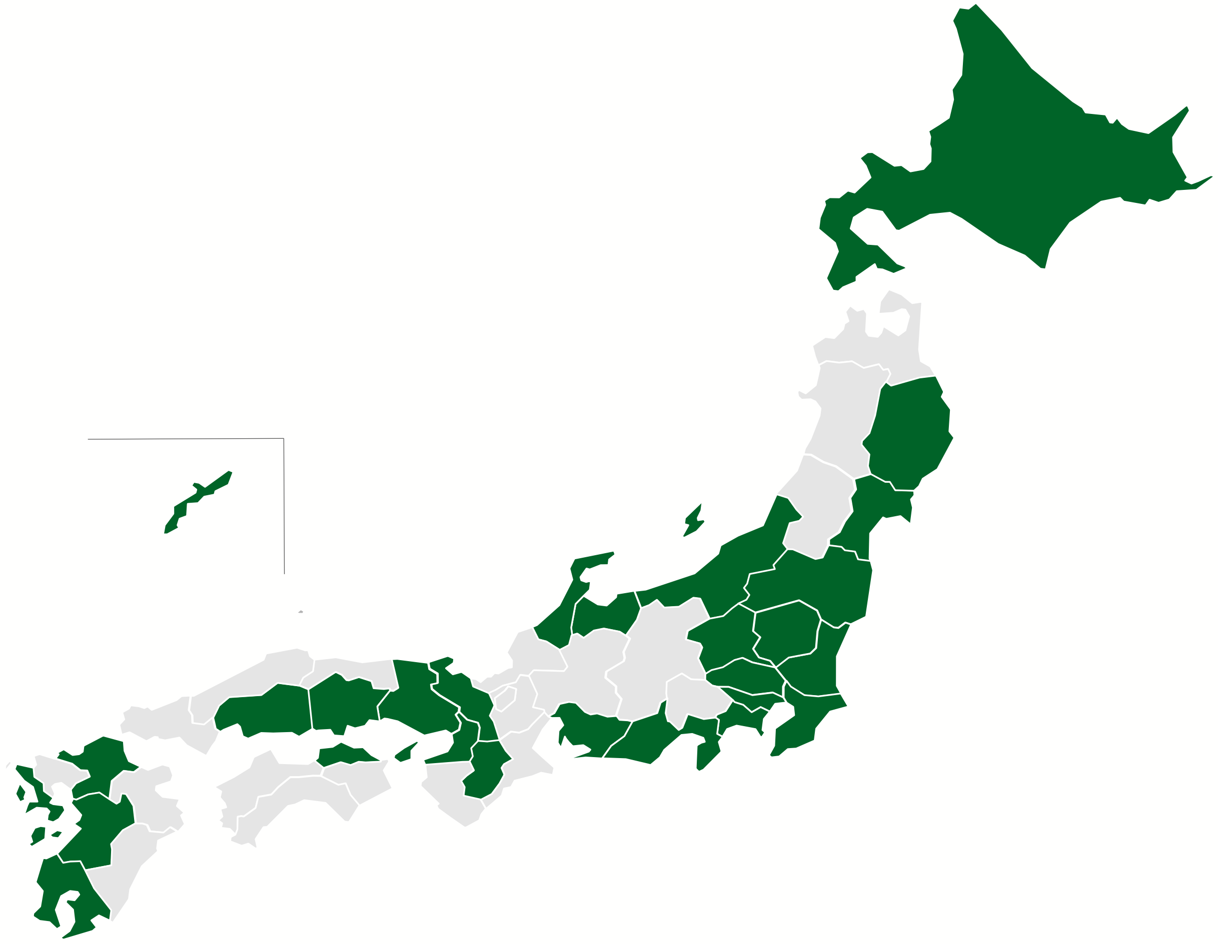
Adjusted profit



*1: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs;
EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*2: Adjusted profit = profit (loss) + amortization of customer related assets + M&A related costs + refinance related costs (excluding financial expenses) + financial expenses related to refinancing + IPO-related costs + tax and tax adjustments
*3: Interest expenses include lease liabilities

Healthcare business: List of office locations

Office locations in the healthcare business (prefecture basis)*1



Sales offices in 28 prefectures

*1: As of September 30, 2023

Healthcare business: Average salary in the healthcare and welfare industry

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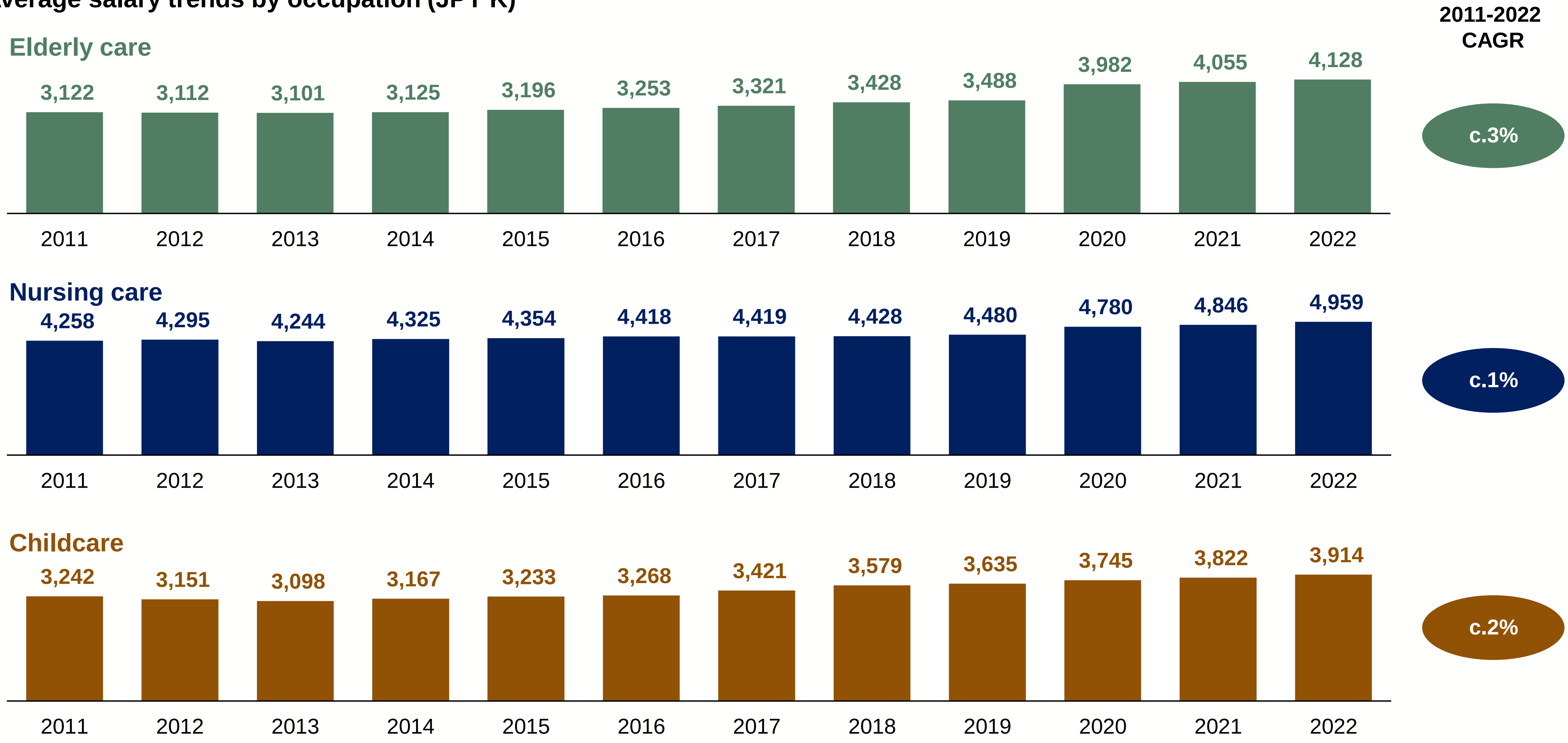
Average salary trends by occupation (JPY K)*1



*1: Ministry of Health, Labour and Welfare, “Basic survey on wage structure”. The elderly care refers to “care managers” and “other social welfare professionals”, nursing care refers to “nurses” and “assistant nurses”, childcare refers to “childcare workers”

Cost structure

Cost structure[1,2]

Unit: JPY MM	FY2019	FY2020	FY2021	FY2022
Revenue	**27,943**	**33,015**	**36,735**	**44,195**
Cost of sales	8,230	10,369	11,559	14,183
ratio of revenue	*29.5%*	*31.4%*	*31.5%*	*32.1%*
Gross profit	**19,713**	**22,645**	**25,175**	**30,011**
ratio of revenue	*70.5%*	*68.6%*	*68.5%*	*67.9%*
SG&A	14,330	16,905	18,976	24,337
ratio of revenue	*51.3%*	*51.2%*	*51.7%*	*55.1%*
Personnel expense	6,563	7,494	8,423	11,563
ratio of revenue	*23.5%*	*22.7%*	*22.9%*	*26.2%*
Advertising expense	4,798	6,472	6,856	7,618
ratio of revenue	*17.2%*	*19.6%*	*18.7%*	*17.2%*
Travel and transportation expense	751	308	318	432
ratio of revenue	*2.7%*	*0.9%*	*0.9%*	*1.0%*
Others	2,215	2,629	3,377	4,723
ratio of revenue	*7.9%*	*8.0%*	*9.2%*	*10.7%*
Other income	97	85	184	329
Other expenses	49	120	113	42
Operating profit	**5,431**	**5,704**	**6,269**	**5,959**
Margin	*19.4%*	*17.3%*	*17.1%*	*13.5%*
EBITDA[3]	**6,088**	**6,534**	**7,228**	**7,389**
Margin	*21.8%*	*19.8%*	*19.7%*	*16.7%*
Adjusted EBITDA[4]	**6,179**	**6,735**	**7,693**	**8,161**
Margin	*22.1%*	*20.4%*	*20.9%*	*18.5%*

Factors for profitability/probability improvement

1. Cost of sales: The cost of sales ratio increased post FY2019, however is expected to improve as revenue proportion of business with high margin such as healthcare placement increases

✓ SG&A

2. Personnel expense: Temporary increase due to increase in sales personnel hiring in FY2022. Their productivity is expected to improve from FY2024 as tenure becomes longer
3. Advertising expense: Remained at the same level as FY2019. Going forward, it will become controllable by shifting to affiliate advertising
4. Others: Increased due to one-time costs including IPO-related costs, but operating leverage is achievable with steady revenue growth in the future

*1: FY2019 and FY2020 figures are on audited basis of former TRYT
*2: Current TRYT merged former TRYT on December 1, 2021. FY2021 figures are a simple aggregate of FY2021 financials of current TRYT and financials of the former TRYT from January 1, 2021 to November 30, 2021 (unaudited)
*3: EBITDA = profit (loss) + income tax expense + financial expenses - financial revenue + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on disposal of fixed assets
*4: Adjusted EBITDA = EBITDA + M&A related costs + refinance related costs (excluding financial expenses) + IPO-related costs

Details of adjustment items

Details of adjustment items[*1,2]

Unit: JPY MM	FY2019	FY2020	FY2021	FY2022	FY2023 (Plan)[*4]	FY2024 (Plan)[*4]	FY2025 (Plan)[*4]	Details of adjustment items
EBITDA	**6,088**	**6,534**	**7,228**	**7,389**				
Adjustment Items								
M&A related costs[*3]	-	-	(27)	233				Non-recurring expense for one-time transaction
Refinance related costs (excl. financial expenses)	-	-	163	16				Legal, accountant and consultant fee in relations to refinance in FY2021
IPO-related costs	90	201	328	521	✓			Non-recurring expense for one-time transaction
Total adjustment items	**90**	**201**	**464**	**771**				
Adjusted EBITDA	**6,179**	**6,735**	**7,693**	**8,161**				

*1: FY2019 and FY2020 figures are on audited basis of former TRYT
*2: Current TRYT merged former TRYT on December 1, 2021. FY2021 figures are a simple aggregate of FY2021 financials of current TRYT and financials of the former TRYT from January 1, 2021 to November 30, 2021 (unaudited)
*3: Small M&A-related costs are not included in the adjustment item
*4: ✓ refers to item expected to occur after FY2023

Details of interest rates on borrowings

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Breakdown of debts

Unit: JPY MM	FY2021	FY2022	Effective interest rate (weighted average)	Repayment deadline
Short-term borrowings	-	800	1.8%	-
Long-term borrowings	33,963	32,920	2.1%	2024-2028
Lease liabilities	7,942	10,539	1.0%	2023-2037
Total	**41,906**	**44,260**		

TRYT

We are continuously engaged in “sustainable society” focused management

Our approach and measures for realization of a sustainable society

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Realization of a sustainable society

Contribute to the development of essential industries with a focus on healthcare and welfare

Resolving labor shortages in healthcare and welfare / construction industries
Achieve matching and retention to satisfy human resource needs
Development of human resources and opportunities to work in the healthcare and welfare industry

Reducing burden and improving labor productivity in the healthcare and welfare industry
Promote digital transformation in the healthcare and welfare industry

Enhancing happiness and prosperity of the healthcare and welfare industry
Co-creation of initiatives to enhance happiness and prosperity for all people involved in the healthcare and welfare industry

Establish a management foundation for sustainable expansion of corporate value

Improve employees’ prospects
Establish a system to support employees’ growth and development
Establish and maintain a fulfilling corporate culture
Ensure a safe and secure working environment

Compliance and risk management
Ensure compliance and strengthen cyber security

Corporate governance
Sustain and build a board of directors that promotes long-term corporate value enhancement

Disclaimer

This material contains forward-looking statements, reflecting Company's assumptions, forecast and plans for the future based on the information available to the Company. There can be no assurance that the relevant forward-looking statements will be achieved. Significant differences may arise between respective forward-looking statements due to various factors, including changes in the economic conditions, changes in the needs of healthcare/welfare institutions and preference of healthcare/welfare professionals, competition, changes in the legal and regulatory environment, and other factors. The Company has no obligation to update any information contained in this material based on any subsequent events.

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