



TRYT Inc.

Tokyo Stock Exchange Growth Market (9164)

FY2025 Q1 Financial Results





FY2025 Q1 financial results

FY2025 Q1 financial results (Jan-Mar)

- Revenue in FY2025 Q1 was JPY12,827MM (+8% YoY) with a solid growth
- Operating profit and EBITDA in FY2025 Q1 were both negative as in previous years due to upfront investments in preparation for FY2025 Q2
- The deficit was restrained compared to the full-year financial forecast disclosed in February 2025, as a result of effective management of advertising expenses and keeping other SG&A expenses at the same level as the previous year. FY2025 Q1 was a good start toward achieving the full-year financial forecast
- We successfully acquired a company with a large number of existing users, aiming to strengthen acquisition of healthcare/welfare professionals. Marketing enhancement in the medium-term is also progressing steadily

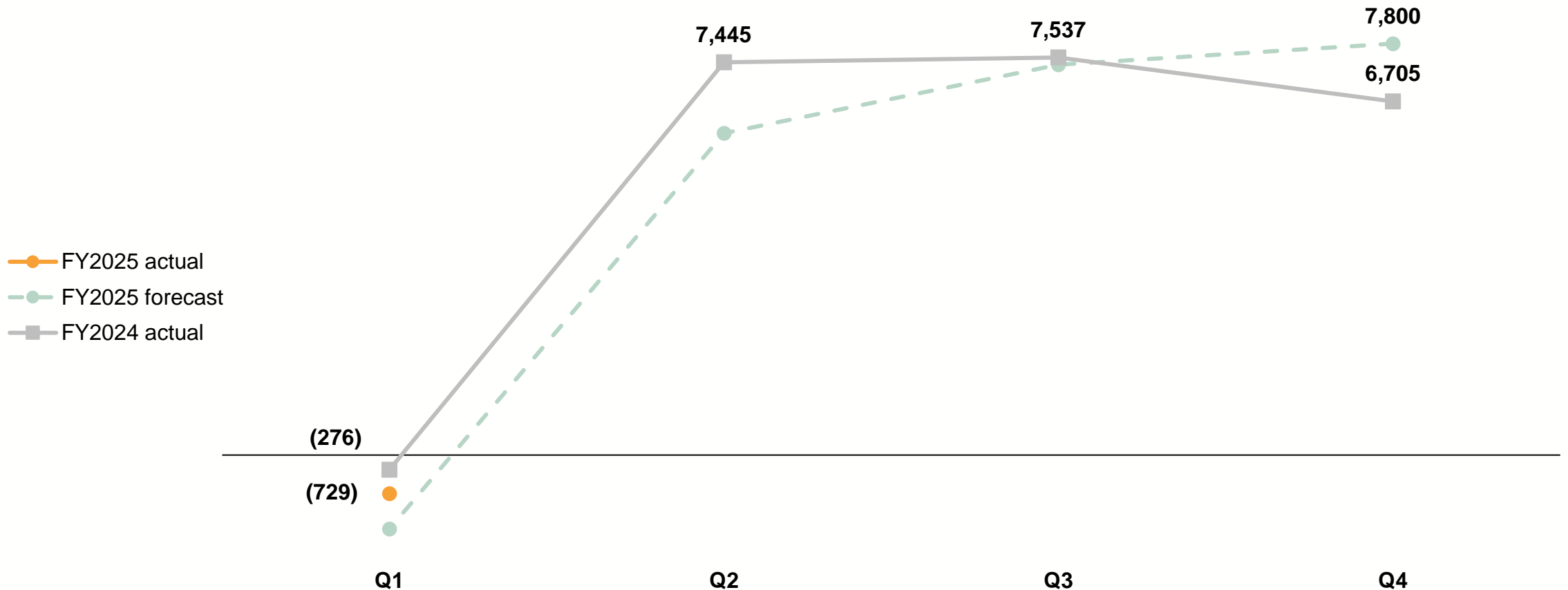
Unit: JPY MM	FY2024 Q1	FY2025 Q1	YoY
Revenue	11,852	12,827	+8%
Operating profit	(653)	(1,120)	n.a.
EBITDA*1	(276)	(729)	n.a.
Financial income	188	0	-100%
Financial expenses	854	468	-45%
Profit before tax	(1,320)	(1,589)	n.a.
Profit	(898)	(1,041)	n.a.

*1: EBITDA = profit (loss) + income tax expense + financial expenses - financial income + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on retirement of fixed assets

Company-wide: Progress toward expected cumulative EBITDA as of the end of each quarter

While EBITDA for FY2025 Q1 was negative as in previous years, the deficit was successfully restrained compared to the financial forecast due to improved advertising efficiency and controlled SG&A expenses, mainly personnel expenses

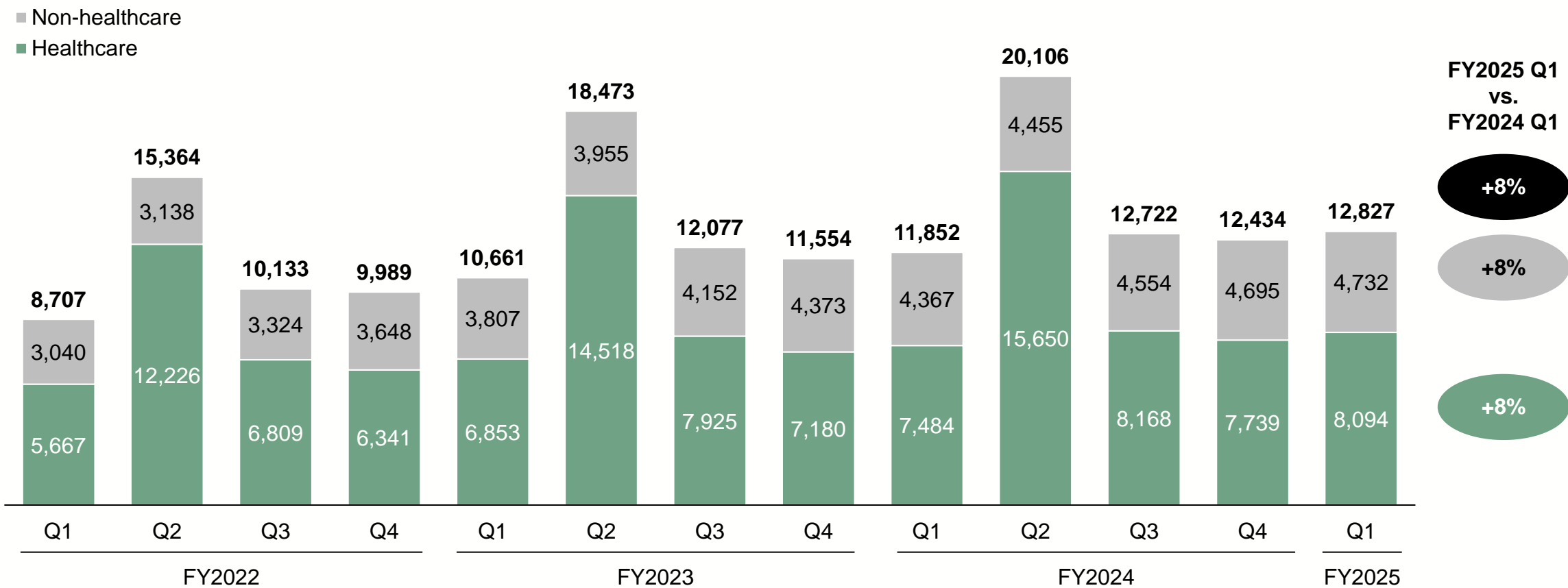
Image of cumulative EBITDA progress as of the end of each quarter (JPY MM)*¹



*1: EBITDA = profit (loss) + income tax expense + financial expenses - financial income + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on retirement of fixed assets

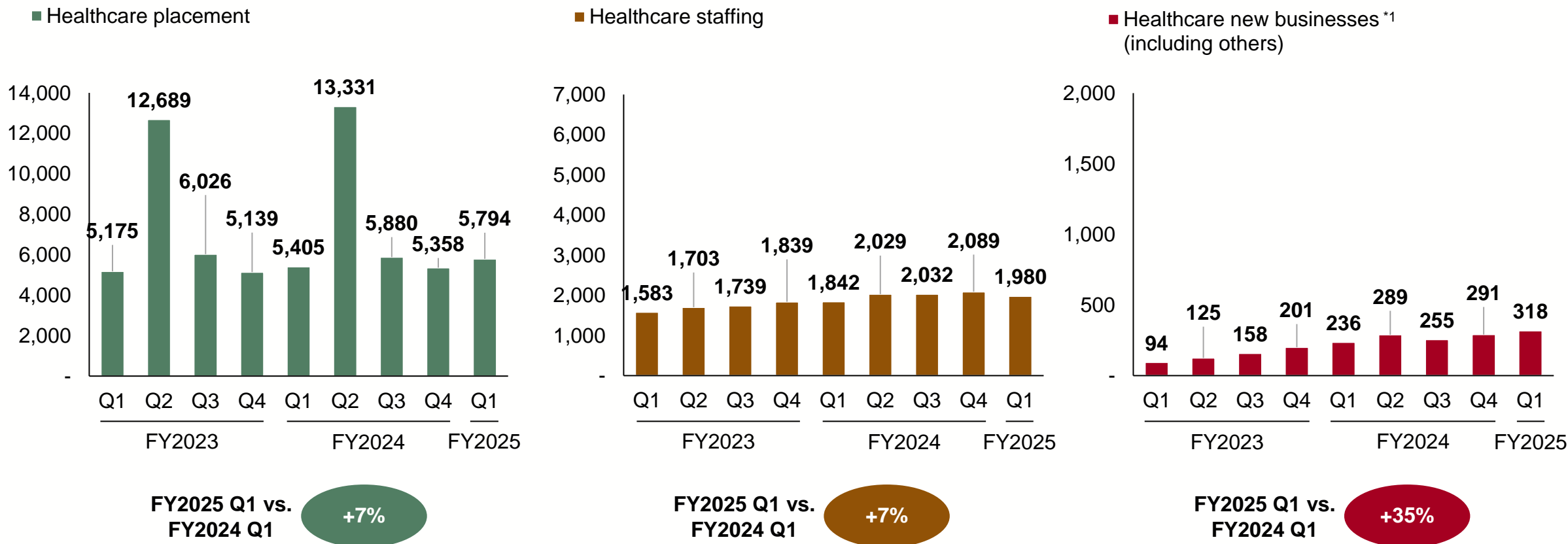
Breakdown by business for FY2025 Q1 was JPY8,094MM (+8% YoY) in healthcare business and JPY4,732MM (+8% YoY) in non-healthcare business

Revenue by business (JPY MM)



Revenue growth (YoY) in the sub-segments of the healthcare business was 7% to JPY5,794MM in the healthcare placement business, 7% to JPY1,980MM in the healthcare staffing business, and 35% to JPY318MM in the healthcare new businesses. The growth rate of the healthcare placement business increased from the last quarter (+4% YoY in FY2024 Q4)

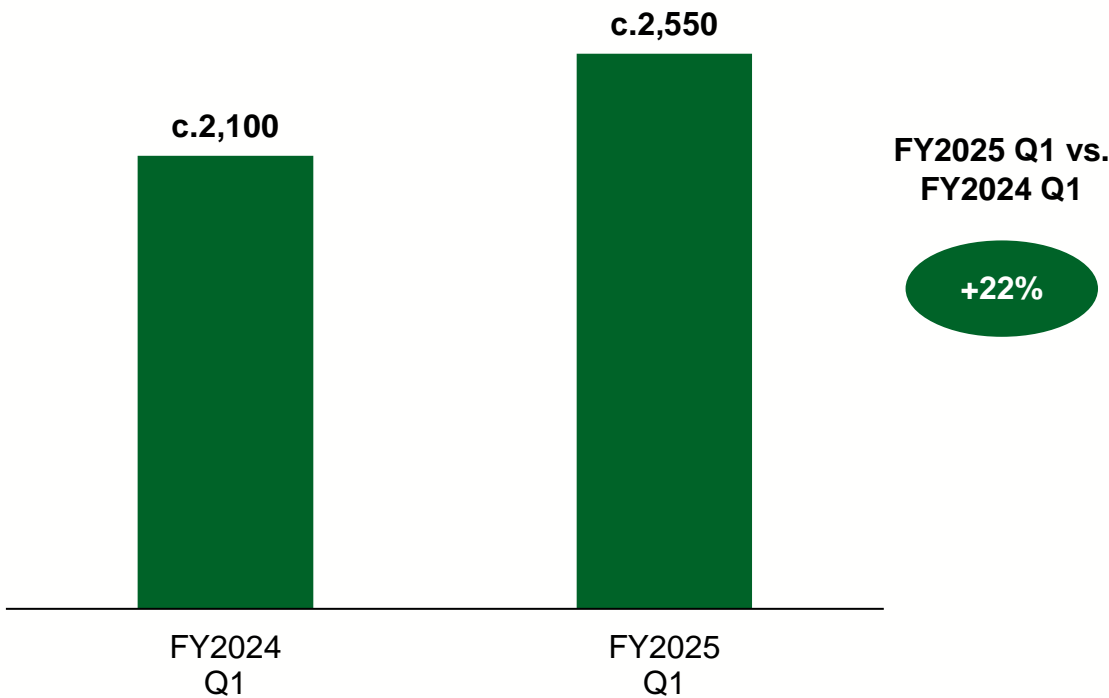
Breakdown of revenue in the healthcare business (JPY MM)



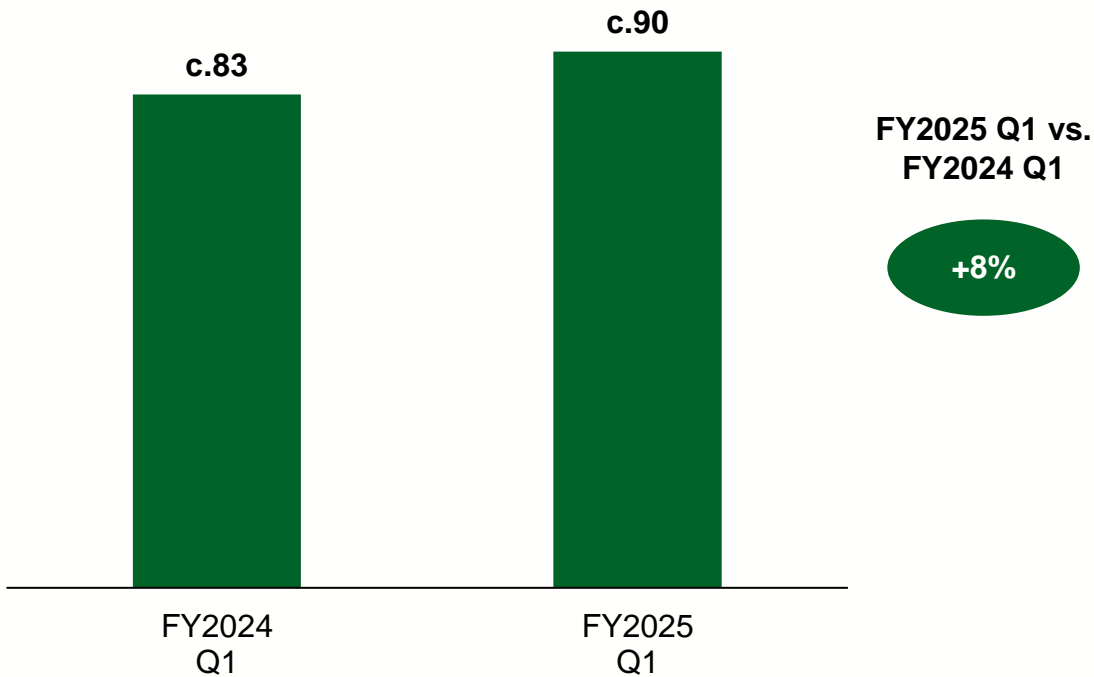
*1: Healthcare new businesses refer to DR business and ICT solution business

The number of registered healthcare/welfare professionals increased by 22% YoY to 2,550K persons as a result of the marketing enhancement. The number of contract institutions also steadily increased by 8% to 90K

of healthcare/welfare professionals in our database (K)*1



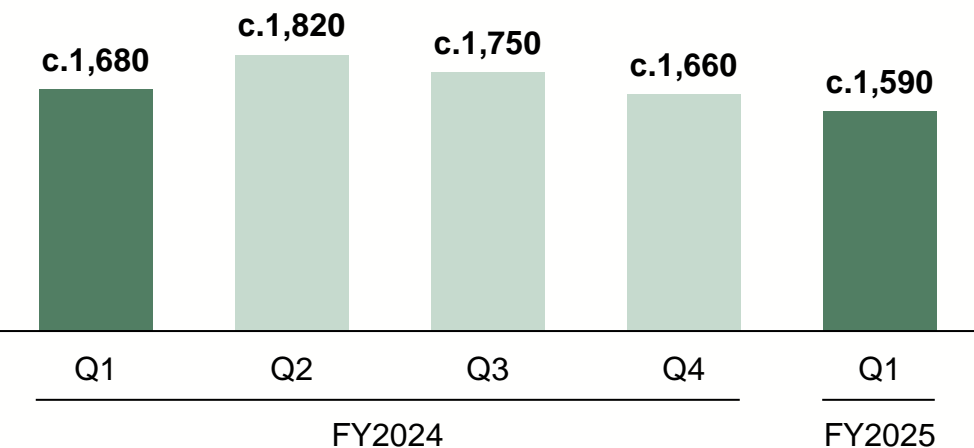
of contract healthcare/welfare institutions (K)*1



*1: As of the end of each period

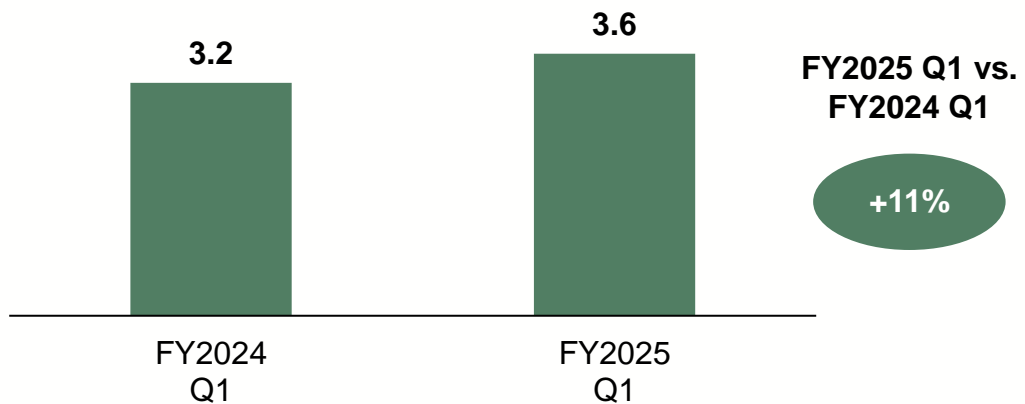
The number of sales personnel in the healthcare placement business as of the end of FY2025 Q1 was 1,590 persons due to restrained hiring as planned. Revenue per sales personnel increased by 11% YoY, reflecting improvements in sales productivity

of sales personnel as of the end of each quarter (persons)^{*1,2}
(incl. sales planning team, etc. in addition to career advisors)



FY2024	FY2025
Average # of sales personnel in each period (persons) ^{*1,2}	
c.1,740	(forecast) 1,540

Average revenue per sales personnel in each period (JPY MM)^{*3}



FY2024 Q1	FY2025 Q1
Advertising expenses per sales personnel (JPY MM) ^{*4}	
c.1.6	c.2.3
% of career advisors with tenure over 1 year ^{*5}	
74%	80%

^{*1}: Actual figures are rounded to the nearest ten
^{*2}: Figures are for sales personnel engaged in the healthcare placement business only
^{*3}: Calculated by dividing the revenue of the healthcare placement business by the average number of sales personnel for the respective period
^{*4}: Calculated by dividing the advertising expenses of the healthcare placement business by the average number of sales personnel for the respective period
^{*5}: Percentage of career advisors with tenure over 1 year in the healthcare placement business as of the end of each period

Aims for recovery in revenue growth in FY2025 by leveraging market tailwinds and proactively spending advertising expenses. In the medium-term, the business model will be further strengthened by enhancing database utilization

FY2025

- Leveraging market tailwinds and continue to proactively spend advertising expenses
 - ① Elderly and nursing care: FY2025 is the 2nd year of the fee revision for elderly care and medical services, and their income is planned to improve
 - ② Childcare: Childcare workers' income is expected to significantly improve, led by the Government
- Optimizing the number of sales personnel and improving productivity per sales personnel in the healthcare placement business to secure profit growth
- **In the medium-term, proactive investments in database utilization will increase touchpoints with healthcare/welfare professionals, reducing cost per acquisition**
- Given the serious labor shortage in the construction industry, we will strengthen the recruitment of young generation and pursue business growth in the non-healthcare business

FY2026 onwards

Develop healthcare/welfare professional acquiring system which is resilient to the influence of the competitive environment, and achieve both further growth and profit maximization through efficient sales activities

As a first step of DB utilization measures in FY2025, the acquisition of a company providing shift management apps was completed in FY2025 Q1. We are strengthening daily touchpoints with healthcare/welfare professionals and our brand recall by this acquisition

M&A



Business description

Development and operation of shift management apps for nurses and elderly care workers

Main users

Nurses and elderly care workers working irregular hours



Main features

- ✓ Easy to input monthly shift schedules
- ✓ Easy to share shift schedules with friends and family

Nurses

Shiftna



of cumulative downloads*1
c.700K

Elderly care workers

Shiftkaigo



of cumulative downloads*1
c.300K

Expected synergies

Operating apps that are frequently and continuously used

Increasing daily touchpoints with healthcare/welfare professionals

More likely to recall our brand at job change timing

Encouraging registration to our services via these apps

In addition to the acquisition of the shift apps, services addressing daily life needs have been launched in collaboration with partner companies. These measures aim to support the creation of a safe and secure environment for healthcare/welfare professionals who work irregular hours, such as night shifts

Collaboration 1



Leopalace21 Corp.

Collaboration outlines

Offer **special plans for healthcare/welfare professionals to move into rental housing nationwide**, provided by Leopalace21 Corp., that provides approximately 550K^{*1} rental apartments for singles nationwide

Collaboration 2



IBJ, Inc.

Collaboration outlines

Offer **special plans for healthcare/welfare professionals to access marriage counseling services and matchmaking events** by IBJ, Inc., that operates a diverse range of services including matchmaking events and life design businesses

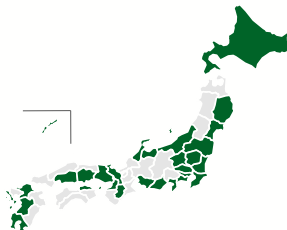
Support the creation of a safe and secure environment for healthcare/welfare professionals who work irregular hours, such as shift work, night shifts, on-call duties, etc.

Strengthening the doctor placement business in collaboration with CareNet which owns a large platform of doctors



of doctors^{*1}

over **230K**



sales offices^{*1}

28
prefectures

of sales personnel^{*1,2,3}

c.1,590
persons

A medical information website “CareNet.com” has a **large number of doctors**. It offers a wide range of clinical resources and medical information services that are useful in daily practice

We have a **nationwide network of sales offices and a large number of experienced career advisors**, allowing us to realize “speed” and “appropriate matching”, which are critical for healthcare institutions

**Supporting doctors in diverse and flexible working styles,
including full-time, part-time, and spot positions**

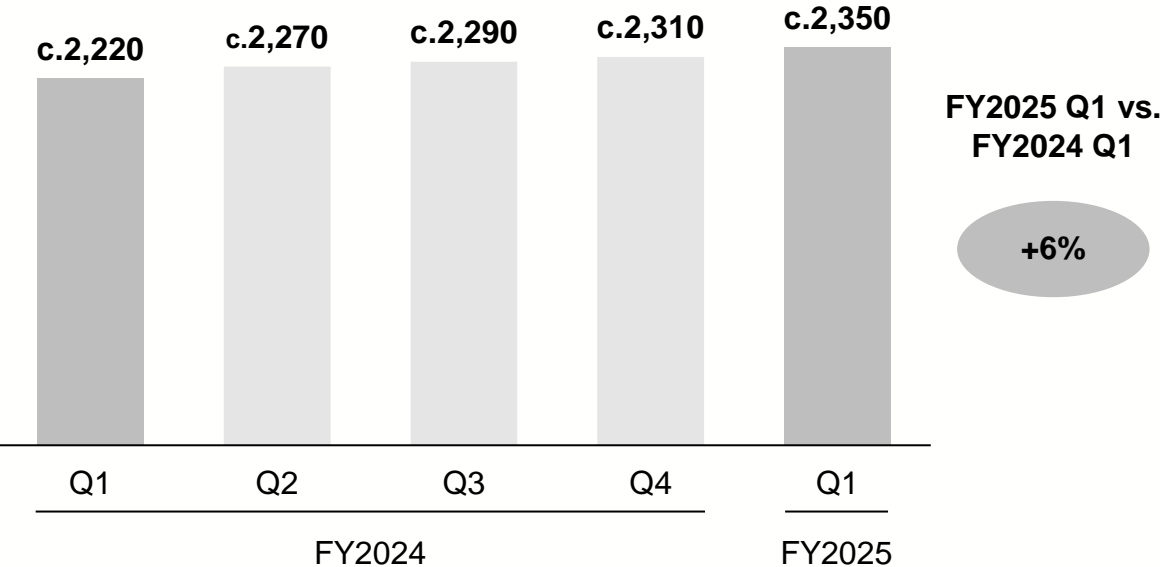
^{*1}: As of March 31, 2025

^{*2}: Rounded to the nearest ten

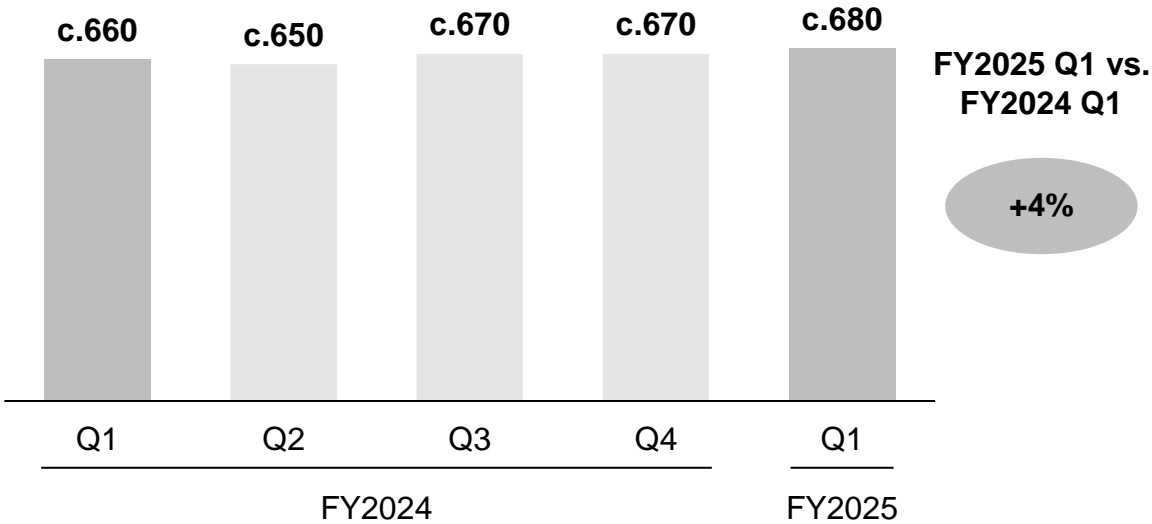
^{*3}: Including sales planning team, etc. in addition to career advisors. Figures are for sales personnel engaged in the healthcare placement business only

As of the end of FY2025 Q1, the number of staffing employees in the non-healthcare business increased by 6% YoY to 2,350 persons. The staffing unit price was steadily increased by 4% YoY

of staffing employees as of the end of each quarter (persons)^{*1}



Monthly average staffing unit price for the last month of each quarter (JPY K)^{*2,3}

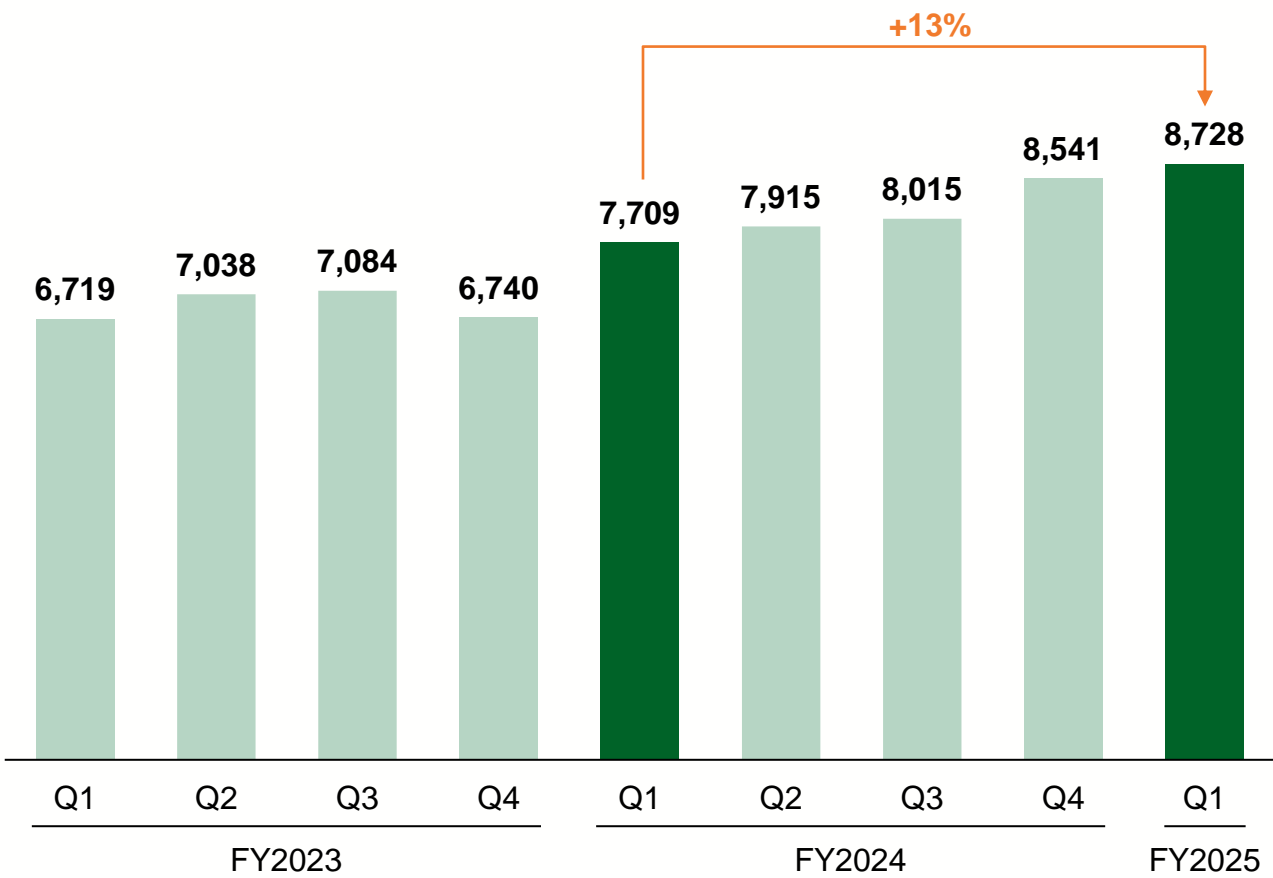


FY2024	FY2025
Average # of staffing employees in each period (persons) ^{*1}	
c. 2,260	(forecast) 2,460

^{*1}: Actual figures are rounded to the nearest ten
^{*2}: Rounded to the nearest ten thousand
^{*3}: Monthly average staffing unit price for the last month of each quarter = staffing revenue for the relevant month / number of working staffing employees for the relevant month

The total SG&A expenses increased by 13% YoY. Personnel expenses remained at the same level as the previous year due to the optimization of the number of personnel

SG&A expenses (JPY MM)



Major expense items

Unit: JPY MM	FY2024 Q1	FY2025 Q1	YoY
Personnel expenses	3,389	3,398	+0%
Advertising expenses	2,810	3,772	+34%
System-related expenses	360	376	+4%
Others	1,149	1,181	+3%
Total	7,709	8,728	+13%

Company-wide: FY2025 Q1 consolidated statement of financial position

As of the end of FY2025 Q1, net debt decreased by JPY847MM YoY

Unit: JPY MM	FY2024 Q1	FY2024 Q2	FY2024 Q3	FY2024 Q4	FY2025 Q1
Cash and cash equivalents	2,227	6,590	5,300	2,683	2,556
Trade receivables	4,570	5,014	4,794	4,334	4,871
Other	887	813	679	1,184	1,511
Total current assets	7,685	12,418	10,774	8,202	8,940
Property, plant and equipment	11,500	11,181	10,941	10,717	10,177
Goodwill	52,009	52,009	52,009	52,009	52,141
Intangible assets	3,605	3,601	3,585	3,556	3,540
Other	2,824	3,047	2,711	3,077	2,884
Total non-current assets	69,940	69,840	69,248	69,361	68,744
Total assets	77,625	82,258	80,022	77,563	77,684
Accounts payable - other	2,364	2,699	2,612	2,740	2,720
Short-term borrowings	-	-	-	-	2,400
Current portion of long-term borrowings	2,000	2,000	2,000	2,000	2,000
Lease liabilities	939	934	943	944	936
Other	7,822	8,297	7,822	7,270	7,511
Total current liabilities	13,126	13,932	13,378	12,956	15,568
Long-term borrowings	27,653	26,669	26,780	25,765	25,918
Lease liabilities	9,969	9,692	9,476	9,281	8,789
Other	1,847	1,845	1,845	1,714	1,704
Total non-current liabilities	39,470	38,207	38,102	36,762	36,412
Total liabilities	52,596	52,139	51,481	49,718	51,981
Total equity	25,028	30,118	28,540	27,845	25,703
Total liabilities and equity	77,625	82,258	80,022	77,563	77,684
Net debt ^{*1}	38,335	32,705	33,900	35,309	37,487

JPY-847MM

*1: Net debt = borrowings + lease liabilities - cash and cash equivalents

Maintaining an asset light business model

Unit: JPY MM	FY2024 Q1	FY2025 Q1
Profit before tax	(1,320)	(1,589)
Depreciation and amortization	375	390
Financial income	(188)	(0)
Financial expenses	854	468
Other	1,336	658
Interest and dividends received	0	0
Interest paid	(172)	(26)
Income taxes paid refund	-	0
Income taxes paid	(1,344)	(884)
Net cash provided by (used in) operating activities	(458)	(981)
Purchase of property, plant and equipment	(33)	(0)
Purchase of intangible assets	(121)	(97)
Other	(4)	(134)
Net cash provided by (used in) investing activities	(159)	(232)
Net increase (decrease) in short-term borrowings	-	2,400
Proceeds from long-term borrowings	29,650	-
Repayments of long-term borrowings	(32,020)	-
Repayments of lease liabilities	(248)	(236)
Dividends paid	-	(1,075)
Other	(12)	(1)
Net cash provided by (used in) financing activities	(2,631)	1,087
Net increase (decrease) in cash and cash equivalents	(3,249)	(126)
Cash and cash equivalents at beginning of period	5,476	2,683
Cash and cash equivalents at end of period	2,227	2,556
Free cash flow^{*1}	(613)	(1,079)
Free cash flow conversion ratio^{*2}	n.a.	n.a.

*1: Free cash flow = operating cash flow - capital expenditures (purchase of property, plant and equipment + purchase of intangible assets)

*2: Free cash flow conversion ratio = free cash flow / EBITDA

No change in the capital allocation policy. We will continue to leverage our abundant free cash flow generation ability to actively improve financial soundness and enhance shareholder returns



Abundant cash flow generation

through strong profitability &
asset light business model

Financial soundness

- ✓ Continuous debt reduction based on abundant free cash flow generation ability^{*1}

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

- ✓ Plan to maintain a year-end dividend with a target **payout ratio of 30%**
- ✓ In principle, we plan **not to reduce but to maintain or increase** the year-end dividend

^{*1}: Free cash flow = operating cash flow - capital expenditures (purchase of property, plant and equipment + purchase of intangible assets)



Appendix

Company-wide: Consolidated statement of profit or loss

Unit: JPY BN	FY2021 ^{*1}	FY2022	FY2023	FY2024	FY2025 forecast
Revenue	36.7	44.2	52.8	57.1	64.3
Cost of sales	11.6	14.2	17.8	19.9	22.1
ratio to revenue	31.5%	32.1%	33.7%	34.8%	34.3%
Gross profit	25.2	30.0	35.0	37.2	42.2
margin	68.5%	67.9%	66.3%	65.2%	65.6%
SG&A expenses	19.0	24.3	27.6	32.2	36.2
ratio to revenue	51.7%	55.1%	52.3%	56.3%	56.3%
Personnel expenses	8.4	11.6	13.3	14.2	15.1
ratio to revenue	22.9%	26.2%	25.1%	24.8%	23.5%
Advertising expenses	6.9	7.6	8.6	12.1	14.4
ratio to revenue	18.7%	17.2%	16.4%	21.2%	22.4%
Others	3.7	5.2	5.7	5.9	6.7
ratio to revenue	10.1%	11.7%	10.8%	10.3%	10.4%
Other income/expenses	0.1	0.3	0.1	0.1	0.2
Operating profit	6.3	6.0	7.5	5.2	6.2
margin	17.1%	13.5%	14.2%	9.1%	9.6%
EBITDA^{*2}	7.2	7.4	8.9	6.7	7.8
margin	19.7%	16.7%	16.8%	11.7%	12.1%
Financial income	0.5	0.4	0.3	0.4	0.0
Financial expenses	0.2	0.8	0.8	1.3	0.5
Interest expenses (excl. IFRS adjustments) ^{*3}	0.1	0.9	0.8	0.5	0.4
IFRS adjustments	0.1	(0.0)	(0.1)	0.8	0.1
Others	0.0	0.0	0.0	0.0	0.0
Profit before tax	6.6	5.6	7.1	4.3	5.7
Profit	4.4	3.6	4.9	2.9	3.7
margin	11.9%	8.2%	9.3%	5.1%	5.8%

- 1 Cost of sales: Increased due to growth in the non-healthcare business
- 2 Personnel expenses: The ratio to revenue is expected to decrease by optimizing the number of personnel
- 3 Advertising expenses: The ratio to revenue is expected to increase due to the marketing enhancement
- 4 Operating profit margin: Remaining at the same level despite the increase in advertising expenses
- 5 Financial expenses: The IFRS adjustment costs temporary increased due to the one-time amortization of the LBO loans' arrangement fees over the remaining term of the LBO loans and amortized cost from the difference between the market value and book value of the LBO loans

^{*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}: EBITDA = profit (loss) + income tax expense + financial expenses - financial income + depreciation (including right of use assets, customer related assets and other assets) + impairment of fixed assets / loss on retirement of fixed assets

^{*3}: Interest expenses include lease liabilities

Company-wide: Shareholder distribution (as of December 31, 2024)

Major shareholders

Name of shareholders	# of shares (K) ^{*1}	Shareholding ratio ^{*2}
LIFE SCIENCE & DIGITAL HEALTH CO. LIMITED	60,000	60.00%
JP MORGAN CHASE BANK 385632	4,447	4.44%
J.P. MORGAN BANK LUXEMBOURG S.A. 381572	2,139	2.13%
NORTHERN TRUST CO.(AVFC) RE NON TREATY CLIENTS ACCOUNT	1,907	1.90%
Goldman Sachs Bank Europe SE, Luxembourg Branch	1,638	1.63%
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	1,607	1.60%
Custody Bank of Japan, Ltd. (Trust account)	1,338	1.33%
BBH BOSTON FOR NOMURA JAPAN SMALLER CAPITALIZATION FUND 620065	1,263	1.26%
JPMCB USA RESIDENTS PENSION JASDEC LEND 385051	971	0.97%
Nomura Securities Co., Ltd.	510	0.51%

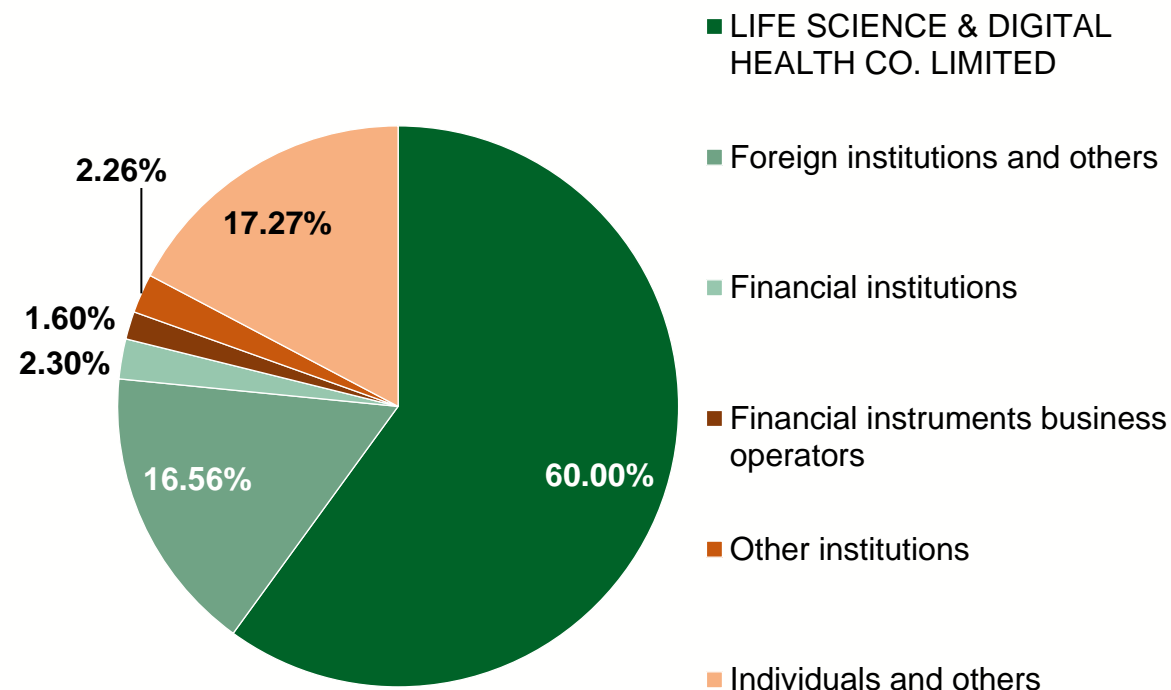
*1: Rounded down to the nearest thousand shares

*2: Rounded down to 2 decimal place

*3: Rounded to 2 decimal place

*4: Ratio based on the total number of issued shares

Voting rights ratio^{*3,4}



Category	Question	Answer
Market environment	<ul style="list-style-type: none"> Will the demand for childcare workers increase in the future despite the declining birthrate? 	<ul style="list-style-type: none"> We recognize that the number of children which one childcare worker oversees is significantly high in Japan relative to other countries The government is seeking to improve current difficult situation and we believe that the strong demand for childcare workers will continue
Business details (Healthcare)	<ul style="list-style-type: none"> Why is healthcare placement revenue largely recorded in April? 	<ul style="list-style-type: none"> In the childcare placement business, the beginning of the fiscal year in Japan is April, causing tendency for employees to join new workplace in April As our revenue is recorded on the first date when new employees start working at new places, it becomes significant in April Nevertheless, the company-wide revenue has less seasonality compared to healthcare placement business
Business details (Healthcare)	<ul style="list-style-type: none"> How do you plan to increase the number of contract healthcare/welfare institutions for healthcare business? 	<ul style="list-style-type: none"> The number of contract institutions are increased while looking at the overall balance The key is to secure the number of registered healthcare/welfare professionals
Business details (Healthcare)	<ul style="list-style-type: none"> Do you disclose number of placements for healthcare placement business? 	<ul style="list-style-type: none"> Although we do not disclose the breakdown by occupation, the total number of placements is disclosed on the website operated by Employment Security Bureau, Ministry of Health, Labour and Welfare
Business details (Healthcare)	<ul style="list-style-type: none"> What are the specific ways to secure job seekers? 	<ul style="list-style-type: none"> We primarily attract job seekers through digital marketing

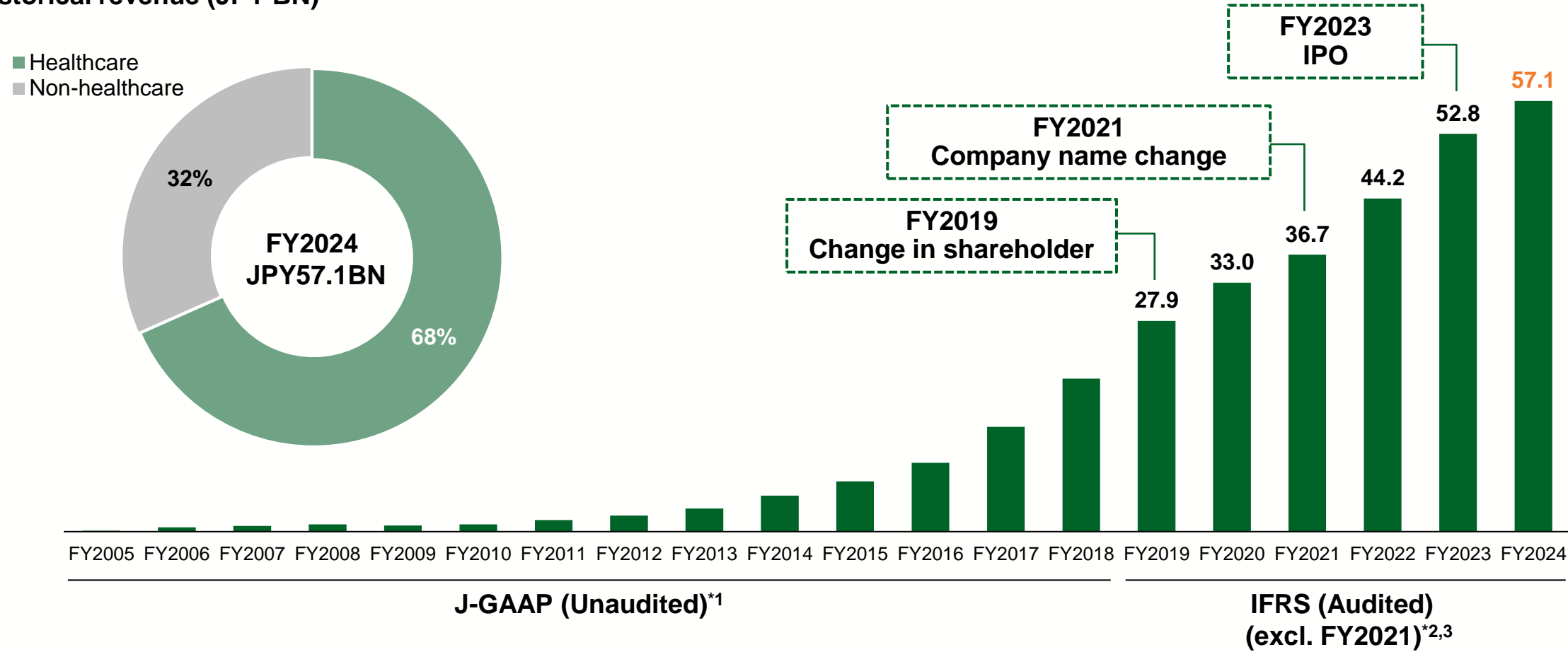
Category	Question	Answer
Business details (New/Other)	<ul style="list-style-type: none"> Are BRIGHTVIE's products specialized for elderly care facilities? What kind of data can TRYT obtain through BRIGHTVIE's products? 	<ul style="list-style-type: none"> They specialize primarily in private elderly care homes, elderly care and welfare facilities, special elderly care homes, and serviced housing for the elderly The data can be obtained through various sensors such as fall detection and vital data, etc. By analyzing the data acquired, we are considering the utilization for operation improvement, prevention field, etc.
Business details (New/Other)	<ul style="list-style-type: none"> What kind of marketing effects can be expected by utilizing shift management apps of Medicle? 	<ul style="list-style-type: none"> By placing our logo and characters in shift management apps that are used daily, an environment where users are regularly exposed to our brand can be developed, making it more likely that users will recall our brand when considering job change
Regulation	<ul style="list-style-type: none"> Will there be any impacts from the revision of the criteria for the reimbursement of fees regarding leavers within 6 months as a part of the certification criteria for "Certification system for appropriate fee-charging employment placement business provider in the medical, elderly care and childcare fields"? 	<ul style="list-style-type: none"> Currently, most of our contracts include reimbursement of placement fees for resignations within 6 months of employment, and we do not anticipate any significant impact from the revision of this criteria
Financials	<ul style="list-style-type: none"> What is the breakdown of goodwill? 	<ul style="list-style-type: none"> Goodwill incurred as a result of the acquisition of TRYT by a private equity fund, which is the current major shareholder, and is related to the existing business
Shareholder distribution	<ul style="list-style-type: none"> What kind of shareholder is LIFE SCIENCE & DIGITAL HEALTH CO. LIMITED? 	<ul style="list-style-type: none"> Specific purpose company for investment purposes, held by a private equity fund, which is our major shareholder
Equity market	<ul style="list-style-type: none"> When will TRYT transfer to the TSE Prime Market? 	<ul style="list-style-type: none"> We are proceeding with the preparations for the change of market category, and no specific timing has been set at this time We will disclose the details in a timely manner as the timing is decided



(Reference) Company Overview

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

Historical revenue (JPY BN)



*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

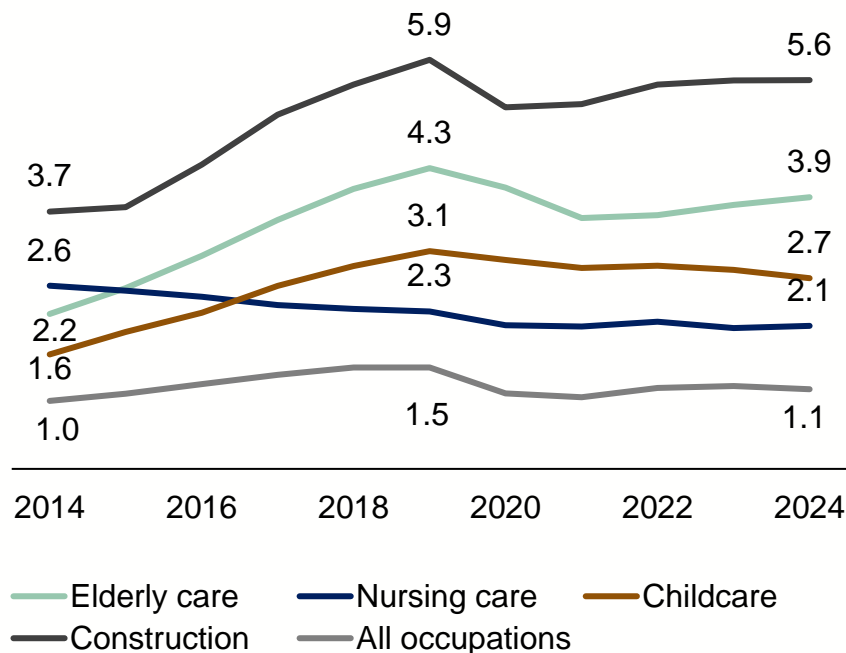
*3: Current TRYT merged former TRYT on December 1, 2021. FY2021 figures are a simple aggregate of FY2021 financials of current TRYT and financials of the former TRYT from January 1, 2021 to November 30, 2021 (unaudited)

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

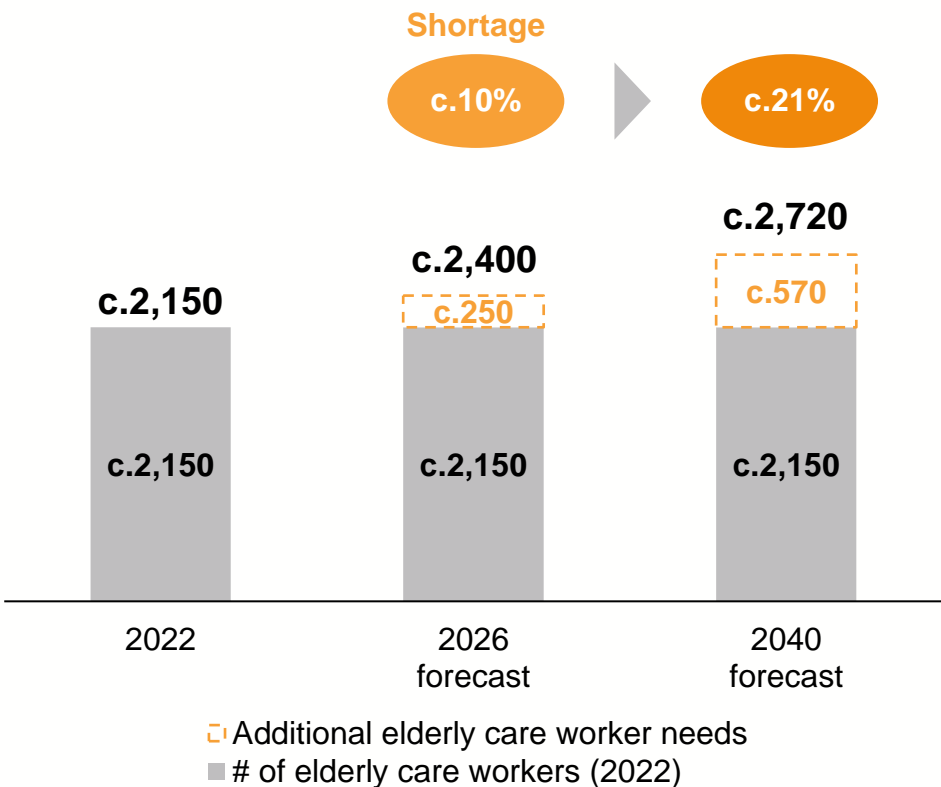
In the healthcare and welfare industry as well as the construction industry, the labor shortage has been worsening year by year, leading to a growing demand for placement and staffing businesses. We will continue to contribute to solve such national issue in essential industries through our placement and staffing businesses

Consistent high demand for healthcare and welfare / construction workers

Active job openings-to-applicants ratio (x)*1



Chronic and growing shortage of elderly care workers (K)*2

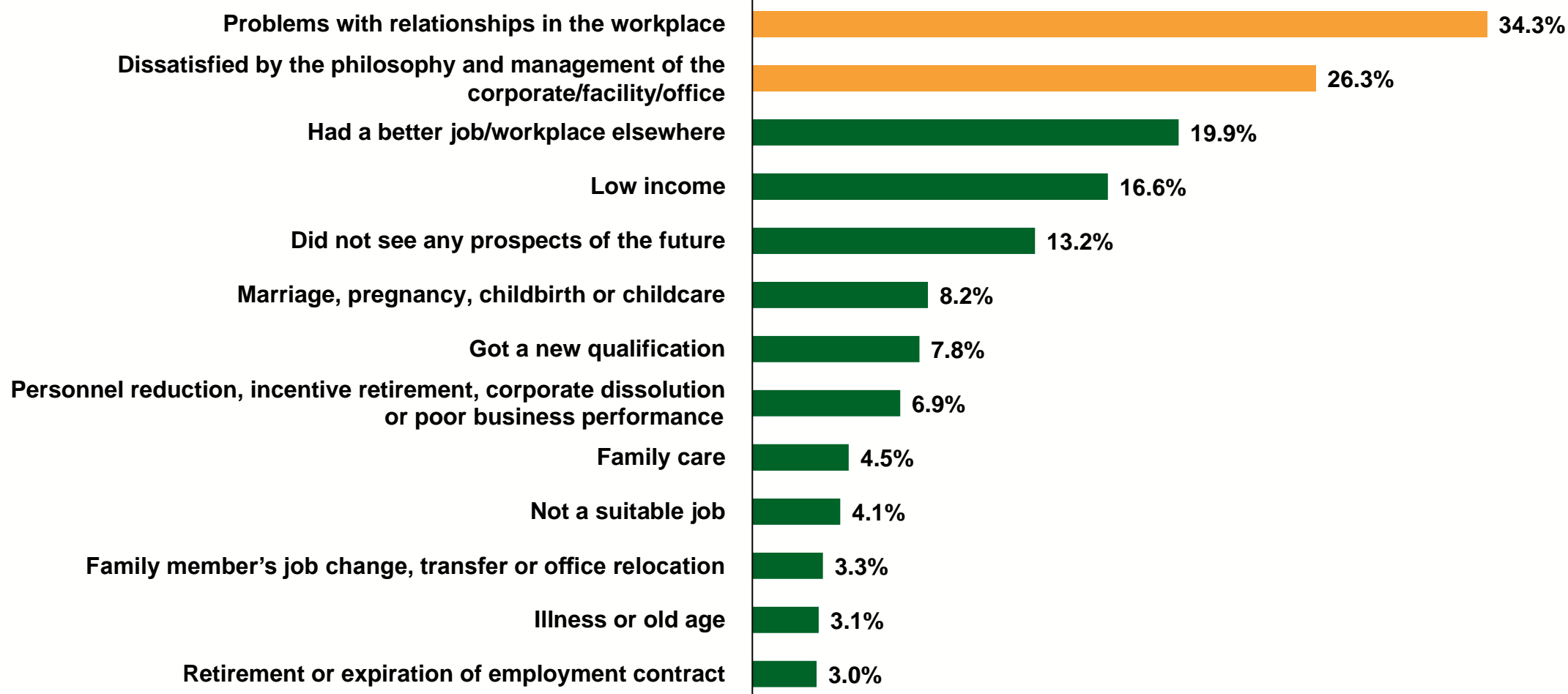


*1: Ministry of Health, Labour and Welfare, "Labor market related index by general employment placement occupation (actual number)" (permanent employment including part-time). The elderly care refers to "occupations in elderly care services" (2014-2022); "elderly care service workers" (2023-2024), nursing care refers to "public health nurses, maternity nurses, nurses", childcare refers to "professional occupations in social welfare" (2014-2022); "social welfare professional workers" (2023-2024), and construction refers to "architects, civil technicians, surveying technicians"

*2: Ministry of Health, Labour and Welfare, "Number of elderly care workers required based on the 9th elderly care insurance business plan"

Many elderly care professionals leave their jobs because of the problems with relationships in the workplace or dissatisfaction with the management policies of the facility. To prevent mismatches and promote retention, it is effective to have an intermediary who understands both the employment facility and the elderly care professional

Main reasons for leaving the elderly care job*1



*1: Care Work Foundation "2023 Survey results on elderly care labor". Refers to 2023 results

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.2,550K registrants^{*1}

Efficient access to
extensive number of candidates



Nationwide service

Sales offices located in
28 prefectures^{*1}

Contract healthcare/welfare institutions



c.90K contracted institutions^{*1}

Utilizing our **strong relationships with contract institutions**

✓ Enables fast and accurate job matching

Average of 18 days to receive a job offer^{*2} /
80% retention rate during the first 6 months of employment^{*3}

✓ Realizing efficient operations

Each career advisor concludes 2.7 contracts on average per month^{*4}

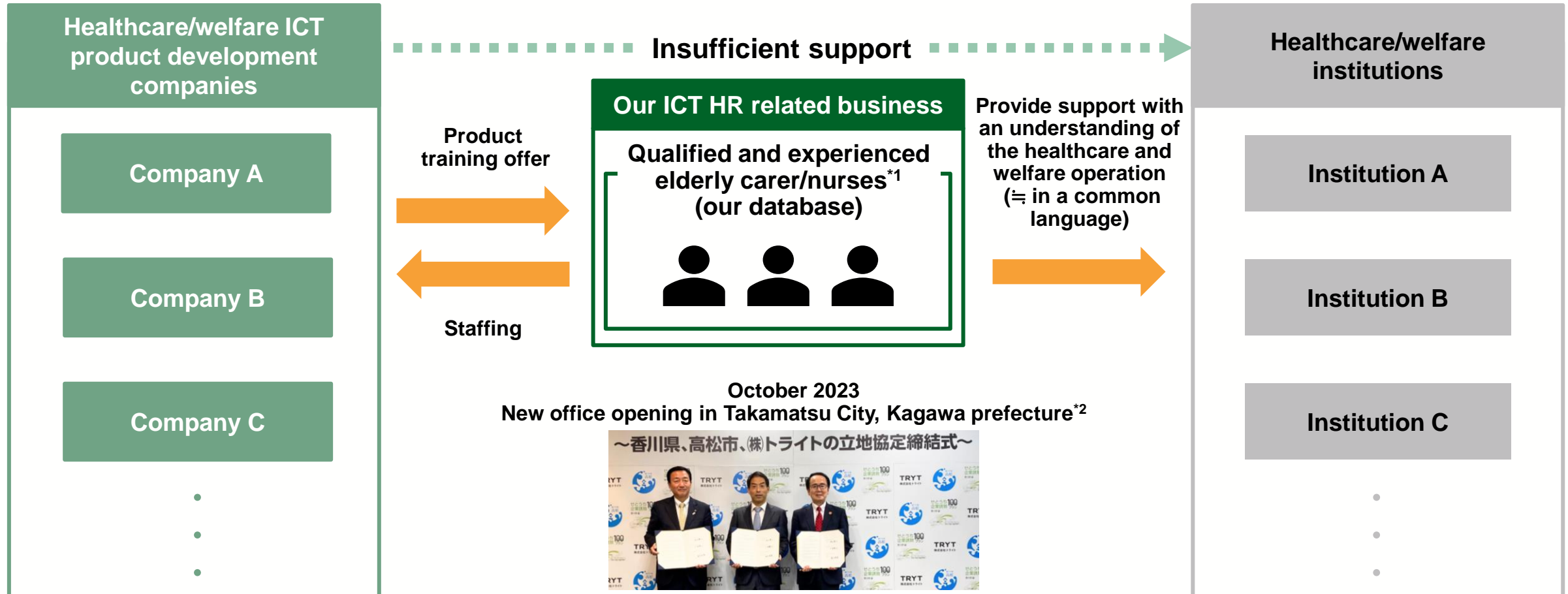
^{*1}: As of March 31, 2025

^{*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 March 31, 2025)

^{*3}: Retention rate during the first 6 months of employment for candidates whose entry date was between October 1, 2023, and September 30, 2024. 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 concluded contracts by 12 months. Annual average number of concluded contracts is calculated by dividing the total number of concluded contracts between April 2024 and March 2025 in the elderly care, nursing care, and childcare fields of the healthcare placement business by the total of average number of career advisors for each field during the same period

By dispatching healthcare/welfare professionals registered in our database to the software companies, it allows us to save training costs while securing the revenue. We can promote ICT implementation in the healthcare and welfare industry and provide reskilling opportunities to healthcare/welfare professionals at once

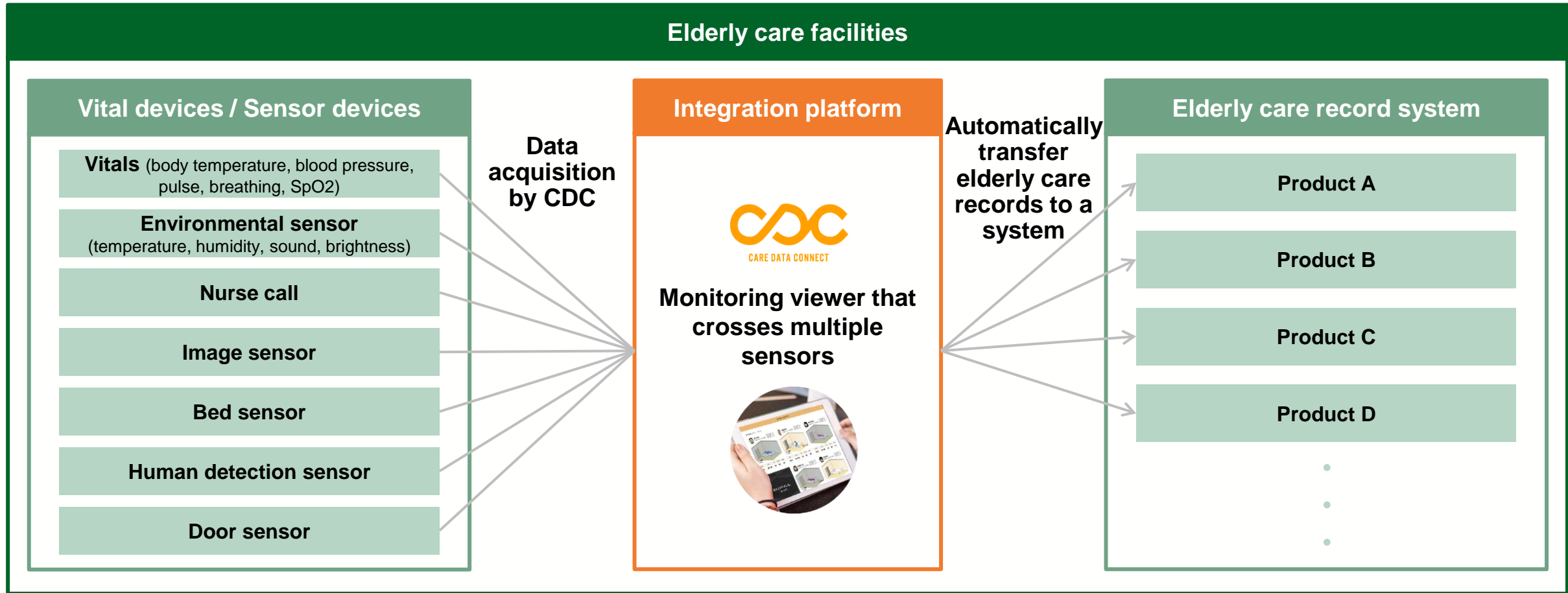


*1: Includes inexperienced workers in some auxiliary roles

*2: From left to right: Hideto Onishi, Mayor of Takamatsu City; Hidetaka Sasai, Representative Director of TRYT; Toyohito Ikeda, Governor of Kagawa Prefecture

Through BRIGHTVIE's (our subsidiary) "Care Data Connect," elderly carers can access to a consolidated data obtained from devices, such as monitoring sensors, provided by domestic and overseas companies, and check the status of multiple residents on a single screen. In addition, a collaboration with major elderly care record system manufacturer is starting to take place, which is contributing to significant reduction of the time to input physical data

Image of an elderly care facility environment that uses ICT for elderly care



The functions for inputting, storing, and posting user information such as care records, which is a service area of “Care Data Connect”, is expected to have a high demand in both current status and future demand surveys of ICT devices in elderly care facilities

Top 3 items in % within the vertical axis





Research items* ¹		Current implementation status (per facilities)		Desire for the future introduction (per employees)	
Respondent		Facilities with ICT equipment, etc.* ²		Employees of facilities without ICT equipment, etc.* ³	
(Unit: cases, %)		Overall	Facility (residential)	Overall	Facility (residential)
Number of respondents		8,990	1,192	20,699	2,755
Elderly care software for use with PCs	Functions for inputting, storing, and posting user information (care records, care plans, etc.)	66.2%	80.7%	67.3%	77.8%
	Groupware function for reporting, communicating, and consulting among staff members	32.5%	39.4%	56.3%	69.7%
	Function to convert voice input into text	7.7%	5.9%	42.8%	50.0%
	Other functions	18.9%	27.4%	38.3%	46.3%
Apps for tablet devices	Functions for inputting user information (care records, care plans, etc.)	43.3%	50.6%	68.1%	79.0%
	Function to convert voice input into text	10.5%	8.1%	47.8%	55.0%
	Function to communicate with other staff members on business matters	31.2%	29.4%	65.2%	93.0%
Sensors inside the room	Bed sensor	19.7%	67.4%	34.6%	73.6%
	Camera type sensor	5.0%	12.4%	37.7%	61.6%
	Other sensors	11.4%	26.5%	37.1%	62.8%
Other ICT equipment	Wireless nurse call equipment in the facility	25.3%	55.8%	30.1%	68.7%
	Headset / neck speaker	4.5%	9.5%	27.9%	48.8%

*1: Care Work Foundation “2023 Survey results on elderly care labor”. Excerpts from items covered by the survey in both the current implementation status and the desire for the future introduction

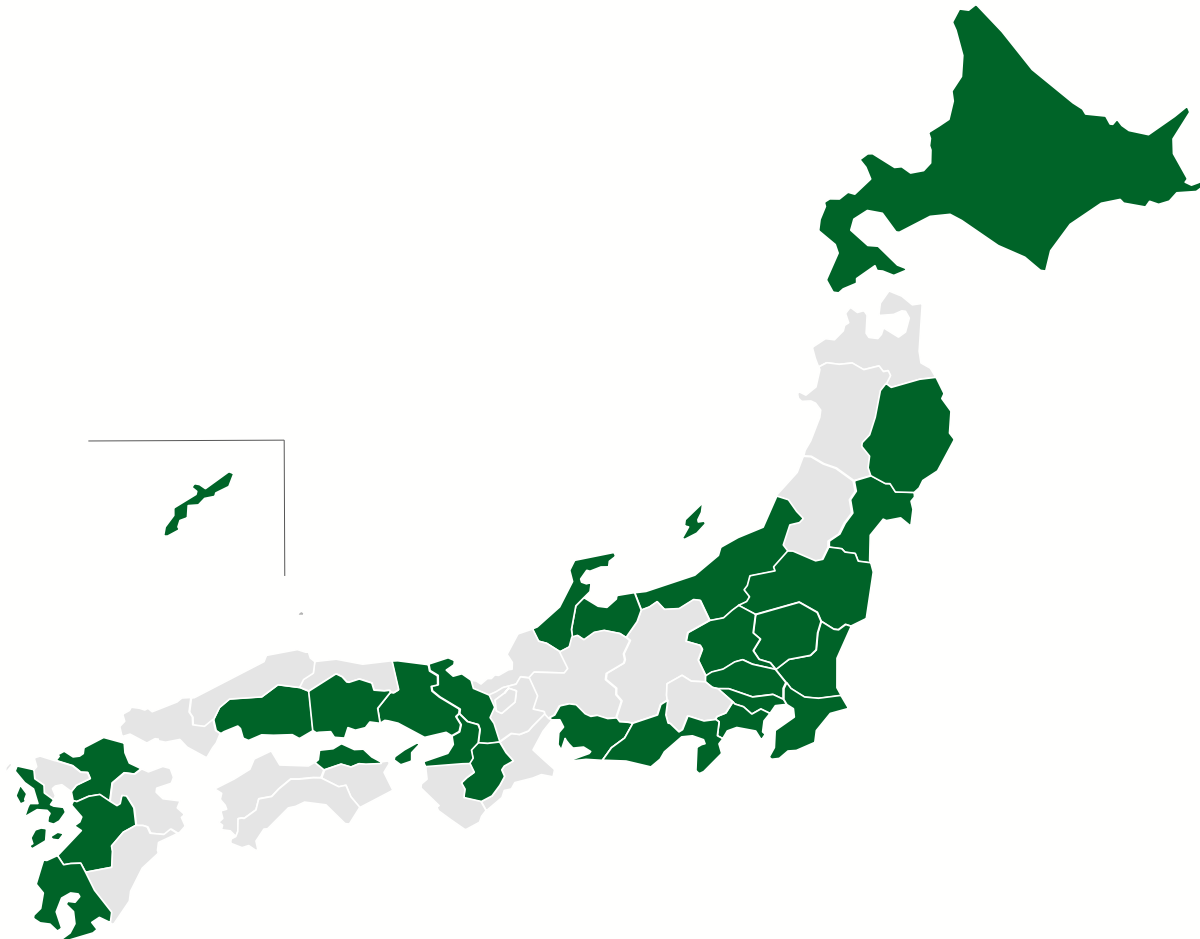
*2: Percentage of respondents who selected “use on a daily basis” from “use on a daily basis”, “do not use on a daily basis”, “considering to introduce”, “not considering to introduce”, etc.

*3: Percentage of respondents who selected “want to be introduced” to the sum of “want to be introduced” and “do not want to be introduced” among the options of “use on a daily basis”, “do not use on a daily basis”, “want to be introduced,” and “do not want to be introduced ” (excluding non-response)

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

M&A	Target	Services	Achievements post acquisition
	<div>Aug 2021</div> <div> H A B & C O</div>	HR tech	<div>✓ Experienced engineering team</div> <div>✓ Developed basic function for direct recruiting</div>
	<div>Jan 2022</div> <div> WELKS</div>	Childcare placement	<div>✓ Contributed to forming top position in the childcare placement industry</div> <div>✓ Developed childcare direct recruiting business</div>
	<div>Jun 2023</div> <div> BRIGHT VIE</div>	ICT platform & back-office software provider in the healthcare and welfare industry	<div>✓ ICT/IoT platform, back-office cloud system focused on elderly care</div>
	<div>Mar 2025</div> <div> Medicle</div>	Shift management apps for nursing and elderly care workers	<div>✓ Acquisition of daily touchpoints with abundant active users</div>

Sales office locations in the healthcare business (prefecture basis)*1



Sales offices
in **28**
prefectures

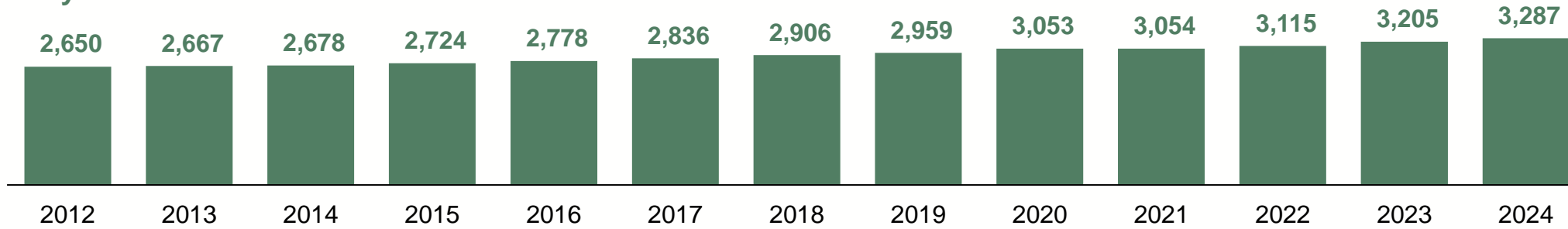
*1: As of March 31, 2025

Healthcare business:

Average base salary trends in the healthcare and welfare industry

Average base salary trends by occupation (JPY K)*1

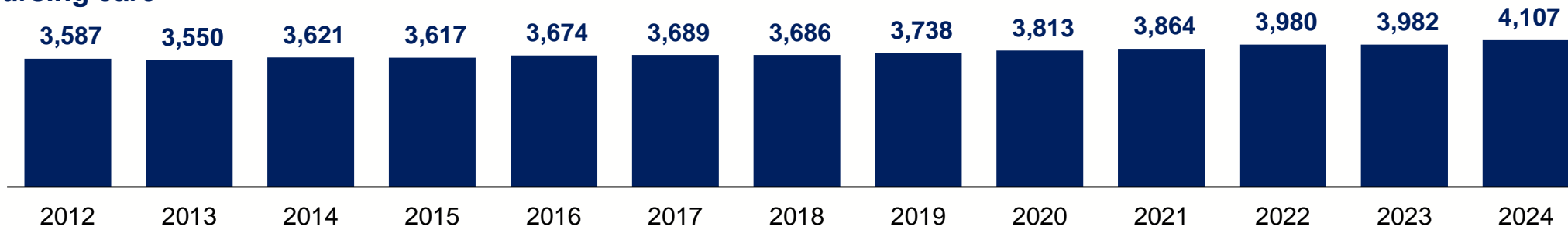
Elderly care



2012-2024
CAGR

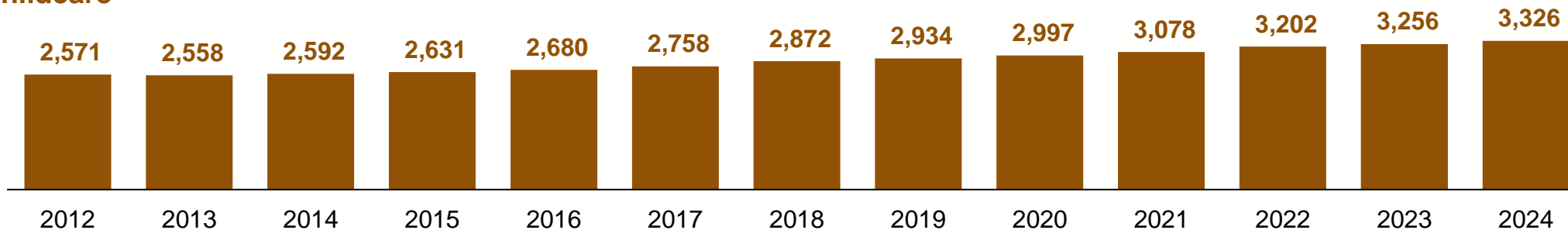
+2%

Nursing care



+1%

Childcare



+2%

*1: Ministry of Health, Labour and Welfare, "Basic survey on wage structure"; contract cash earnings. The elderly care refers to "care managers", "home helpers / visiting carers", and "carers at welfare facilities / elderly care workers", nursing care refers to "nurses", "assistant nurses", and "nursing assistants", childcare refers to "childcare workers"

Achieving both contributions to the development of the healthcare and welfare industry and business growth

Resolving labor shortages

Reducing the burden of front-line workers

Improving labor productivity

Priority Themes	Measures
1. Promoting the retention of human resources in the healthcare, welfare and construction industries while creating diverse job opportunities	Matching of HR needs, supporting reemployment of potential qualification holders, skill development through qualification acquisition, establishing a dedicated team
2. Supporting the creation of a work-friendly environment for professionals in the healthcare and welfare industry	Providing ICT solutions, supporting the digitization of elderly care field, developing healthcare IT talent
3. Cultivating a corporate culture that ensures employee growth and job satisfaction	Driving Purpose Value penetration activities, recognizing outstanding employees through TRYT Award, expanding diversity promotion initiatives
4. Building and operating a management foundation that supports sustainable business growth	Ensuring workplace safety, enhancing education program on compliance and risk management, strengthening cybersecurity measures

This material contains forward-looking statements, reflecting assumptions made by TRYT Inc. (“the Company”), forecast and plans for the future based on the information that is currently available to us. There is no assurance that the relevant forward-looking statements will be achieved. Significant differences may arise between respective forward-looking statements and the actual results due to various factors, including changes in the economic conditions, changes in the needs of healthcare/welfare institutions and preference of healthcare/welfare professionals, competitive landscape, 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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