FY22 Q1
Financial Results Briefing Document

V-cube, Inc.
Apr 28, 2022

Beyond Telework
V-CUBE

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Beyond Telework
V-CUBE

Despite the postponement of hybrid events due to the Omicron and the impact of a significant decrease in small-scale events from the second half of last year, expansion of medium- and large-scale events and high-value-added events in various industries (unit price increase), increased SDK due to business remoting, and increased installation of Telecube contributed to solid performance of Q1.

FY22 Q1 Consolidated Financial Results

・TV commercial in January to accelerate growth of Telecube. 230 million yen in 1Q

Net Sales	Marginal Profit	EBITDA	Operating Profit
3.61	**2.22**	**0.68**	**0.39** (billion Yen)
（8%increase）	（3%decrease）	（36%decrease）	（52%decrease）
	※Sales minus variable costs	※Decrease due to one-time CM expenses	

Figures in （ ）： Percentage change from the same period last year

Enterprise DX (EP)

SDK Usage fee (recurring billing for last 12 months)
790 million yen
（54% increase）

Event DX (EV)

Event unit price
680 thousand yen
（33% increase）

No. of Events
2,142 times
（29% decrease）

Third Place DX (TP)

Quarterly installed units
2,760 units
（187% increase）

Cumulative installed units
10,513 units
（248% increase）

Figures in （ ）： Percentage change from the same period last year

Highlights of each segment

FY22 Q1

Event DX Business

- Despite solid expansion in non-pharma industries, sales and profits declined due to a significant decrease in small-scale events in the pharma industry, which grew in Q1 last year. Continue to further improve cost control and further expand into other industries and medium / large, high-value-added events.
- Metaverse Event Service is launched to expand the high-value-added line of events. New services such as "Green Meter", which visualizes the reduction of environmental impact through online event, are also launched.

Third Place DX Business

- Sales increased significantly due to further expansion of office (corporate) demand. Profit decreased due to the commercial expenses of 230 million yen.
- The installed units reached 2,760 on a quarterly basis, the largest ever, including both corporate and public use, bringing the cumulative total to 10,513 units. Although the subscription model remained steady, the units in operation declined slightly compared to the end of the last year due to the purchase after expiration of usage period.

Enterprise DX Business

- While general-purpose web decreased Y to Y, SDK and emergency countermeasures increased. Sales and profit decreased due to the sales mix changes.
- SDK's STOCK (recurring billing for last 12 months) grew **steadily by 54% Y to Y.**

FY22 Forecast

Event DX and Third Place DX continue to drive strong growth, targeting sales of 13.9 billion yen (+21%) and EBITDA of 3.4 billion yen (+27%)

Executive Appointments （March,29 2022）

Naoaki Mashita

**Representative Director
Chairman and Group CEO**

↑

**Representative Director
President and CEO**

Entire group management responsibility

June 2021Acquisition of Xyvid, Inc. to pursue synergies and further promote group management

Masaya Takada

**Representative Director
President and CEO**

↑

**Representative Director
Vice President and COO**

Management responsibility in the domestic domain

Jun Mizutani

**Director
Vice President and COO**

↑

**Senior Managing Director
and CRO**

Responsibility for execution of operations based on management policies in the domestic
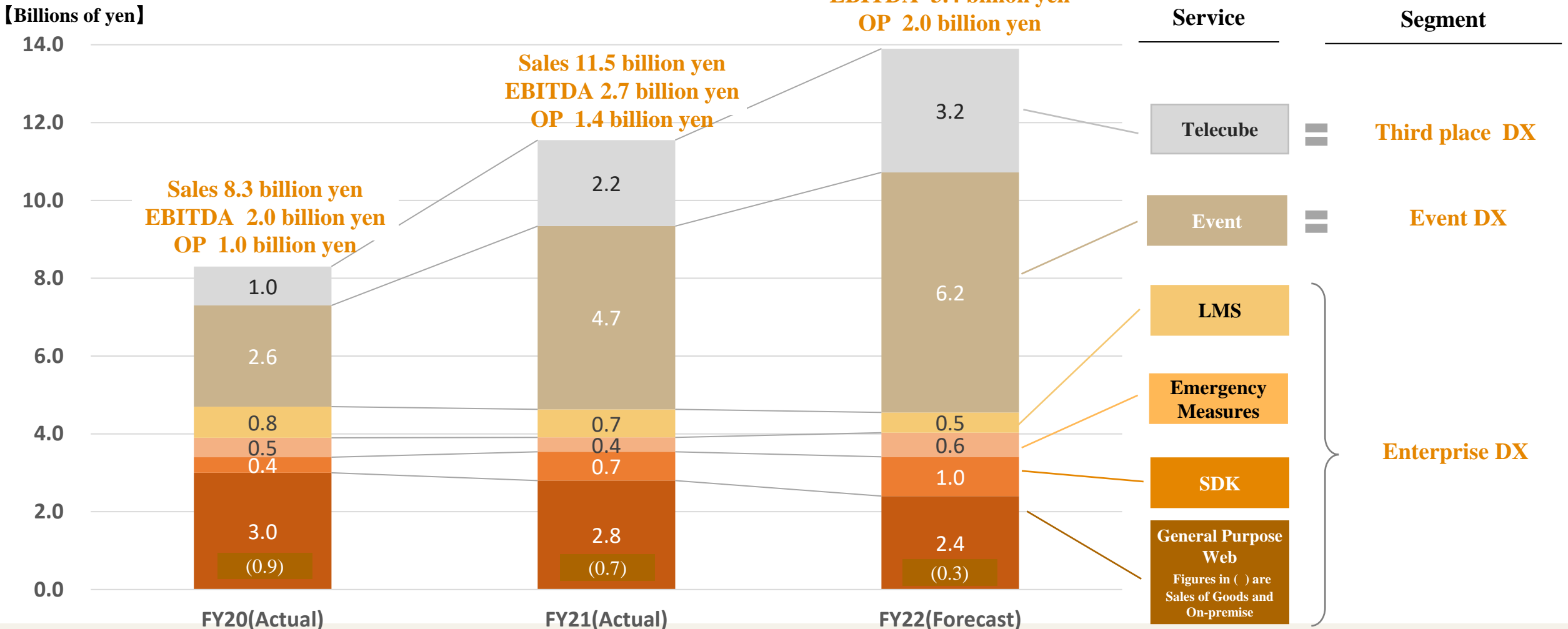
1. Highlight

2. Business Environment

3. FY22 Q1 Results

4. SDGs ・ ESG

5. Appendix

Net Sales Forecasts by Segment

Continued strong growth despite market trend changes in Event DX. Telecube continues to be in high demand and is expanding. General-purpose web plans to reduce revenue due to withdrawal from product sales and on-premise sales, to strengthen sales of related SaaS.

【Billions of yen】

Sales 8.3 billion yen
EBITDA 2.0 billion yen
OP 1.0 billion yen

Sales 11.5 billion yen
EBITDA 2.7 billion yen
OP 1.4 billion yen

Sales 13.9 billion yen
EBITDA 3.4 billion yen
OP 2.0 billion yen

	FY20(Actual)	FY21(Actual)	FY22(Forecast)
Telecube	1.0	2.2	3.2
Event	2.6	4.7	6.2
LMS	0.8	0.7	0.5
Emergency Measures	0.5	0.4	0.6
SDK	0.4	0.7	1.0
General Purpose Web	3.0	2.8	2.4
(Sales of Goods and On-premise)	(0.9)	(0.7)	(0.3)

Service

- Telecube = **Third place DX**
- Event = **Event DX**
- LMS
- Emergency Measures
- SDK
- General Purpose Web — Figures in（ ）are Sales of Goods and On-premise

Segment

Enterprise DX

Direction of FY22 for each segment and service

Since the impact of the COVID 19 pandemic and changes after the pandemic will vary depending on the business, we will describe our opinions on each of them.

New Segment	Services	Comment on the third year of the mid-term management plan, FY22 plan
Third place DX =	**Telecube**	With the change in work styles after the COVID 19, it has entered a phase of full-scale diffusion. Further expansion of corporate and public use to 10,000 units per year. TV commercials in Q1. Work to further expand applications and revenue sources through the use of technology.
Event DX =	**Event**	Minimize the number of small events in the pharma industry by conducting them in-house. Medium / large scale, high value-added services are expected to grow steadily in various industries such as the pharma industry, human resources, finance, B2B marketing, and AGM.
Enterprise DX	**LMS**	Sales to corporates will grow steadily due to the recovery of customers damaged by COVID 19. Sales to schools will decrease by about 150 million yen due to changes in government policy. (both sales and profit)
	Emergency Countermeasure	FY21 was significantly damaged by the non-operating environment in FY20, but is expected to return to growth in FY22 due to the resumption of operations and heightened awareness of disaster countermeasures.
	SDK	FY21 was affected by delays in large-scale projects, but is expected to grow on the back of the start of these projects and strong demand for the use of SDKs (needs to remote businesses).
	General Purpose Web	Sales are expected to decline by 400 million yen due to closure from On-premise general-purpose web and closure/reduction in unprofitable product sales. Total sales of SaaS V-CUBE Meeting and Zoom are expected to remain flat.

Provide Even Opportunity to Everybody

We want to create a world where everyone can get even opportunity in any circumstances.

We believe that we can realize more affluent society
by reducing the time and distance of face-to-face communication.

The world is facing social issues such as
extreme concentration of population and industry in city area,
declining birthrate and aging society,
long working hours, educational and healthcare gaps, etc.

We aim to provide even opportunity to everybody
by solving these social issues with our Visual Communication solutions.

Beyond Telework

〜 In a towards the realization of a society to provide Even opportunity to everybody,
we need to make remote communication, not only in the field of telework,
but also in various other fields, take root as a culture in Japan.〜

1.　In order to "realize a society to provide Even opportunity to everybody", we will establish telework and improve productivity and quality of life through remote communication

2.　Achieve sustainable growth for the Group as a whole by creating new business domains

3.　Improve performance and return profits to shareholders in order to maximize corporate value

Overall of the Business Segment

1. Event DX Business

V-CUBE Seminar · EventIn · Touchcast

- Remoting events in various fields
- Product provision, operational design, direction operation, log analysis, and other operational support

Pharmaceutical Web Seminar

Employment/recruitment briefings

Virtual shareholders meeting

2. Third Place DX Business

- Providing Telecube to companies and public use
- Higher value-added Telecube and development and deployment of third-place management and operation systems

For companies

For public use

TELECUBE
Telecube Connect
ETA CUBE

3. Enterprise DX Business

- Provision of remote communication products for internal and external companies
- Development, provision and operational support of industry/application-specific remote communication products using SDK and hardware

Internal and external communication

ZOOM

V-CUBE meeting

V-CUBE Collaboration

V-CUBE Board

Customer business/service DX

Remote Education Healthcare

Remote Real estate Financial consultation

Fan Service/ Live entertainment distribution

SNS/ matching Community

V-CUBE Video SDK

Knowledge Share/LMS

QUMU

Wizlearn Technologies

Estimated "Domestic" Market Size of Growth Segments

Event DX market

Market Size (SAM)

Approx. **106.8** billion yen

※SaaS usage fees and support costs only

Our target share (SOM)

Approx. **35.3** billion yen

Third-place DX market

Market Size (TAM)

Approx. **105.6** billion yen

※Excluding contents and advertising

Subscription・Royalty (SAM)

Approx. **25.0** billion yen

Our target share (SOM)

Approx. **17.5** billion yen
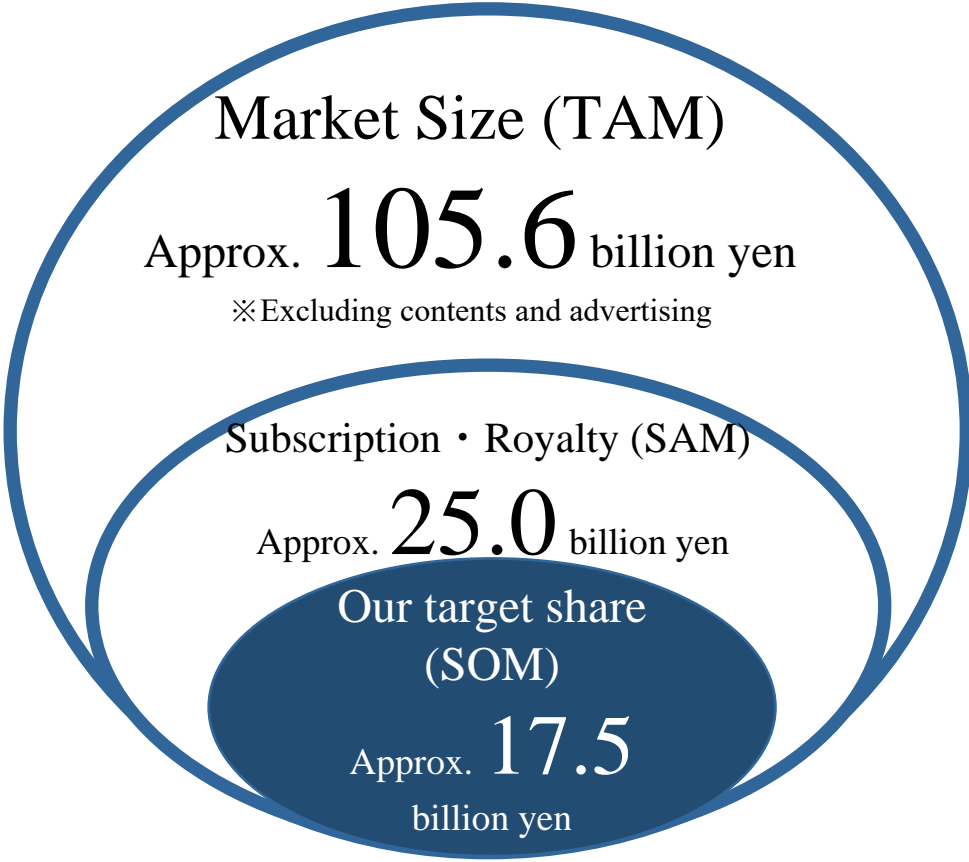
Our estimates based on "2016 Economic Census and Activity Survey"
by Statistics Bureau, Ministry of Internal Affairs and Communications

※TAM：Total Addressable Market
SAM：Serviceable Available Market
SOM：Serviceable Obtainable Market

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Sales increased due to the consolidation of Xyvid as a subsidiary and increased sales of Telecube, despite a significant decrease in small-scale events in the pharma industry, which grew significantly in Q1 last year.
Operating profit decreased due to a significant decrease in small-scale events, profit margin difference caused by the sales mix changes and 230 million yen in Telecube commercial expenses. Further improvement in cost control and further expansion of other industries and medium / large scale, high-value-added events.

(million yen)	FY21.Q1	FY22.Q1	FY22.1st Half Forecast	FY22 Full Year Forecast
Net Sales	3,356	**3,608**	6,700	13,900
EBITDA	1,064	**677**	1,500	3,380
Operating Profit	820	**390**	850	2,000
Ordinary Profit	798	**370**	800	1,900
Profit attributable to owners of parent	787	**300**	700	1,500

※ EBITDA: Operating profit + Depreciation & Amortization + Gains/losses on non-recurring or discontinued operations within operating revenue and expenses
(M&A-related expenses, gains/losses from exited business, etc.)

FY22 Q1 Results　Consolidated B/S

The increase in current liabilities is due to the reversal of year-end measures in short-term debt and the transfer of a portion of the borrowings for the Xyvid acquisition from long-term debt to current portion of long-term debt.
Goodwill slightly increased due to yen depreciation (U.S. subsidiary Xyvid, Singapore subsidiary Wizlearn)

(million yen)	FY21 Dec 31	FY22 Mar 31	Change
Current assets (Cash and deposits)	4,222 (1,823)	**5,448** (2,480)	+1,226 (+656)
Fixed assets (Tangible assets) (Software) (Goodwill)	11,036 (1,694) (2,366) (3,759)	**11,577** (1,672) (2,658) (3,903)	+540 (△21) (+291) (+144)
Total assets	15,259	**17,026**	+1,767
Current liabilities (Short-term borrowings, current portion of long-term debt)	4,578 (2,155)	**7,253** (4,885)	+2,674 (+2,729)
Long-term liabilities (Long-term loans payable)	5,579 (4,828)	**4,136** (3,459)	△1,443 (△1,368)
Net assets	5,100	**5,636**	+536

Provide stable and continuous shareholder returns with taking into account financial condition.

Dividend Policy	**Targeting a 20% dividend payout ratio based on NOPLAT and aiming for 30% in the future**

※NOPLAT=Net Operating Profit Less Adjusted Taxes

	FY19	FY20	FY21	FY22 (Forecast)	
Dividend (Per Share)	1 yen	4 yen	8 yen	8 yen	Calculate the amount based on NOPLAT
Share buyback	177,700 shares (Approx. 100 million yen)	112,500 shares (Approx. 300 million yen)	176,200 shares (Approx. 400 million yen)		Holding about 1.9% of outstanding shares

Segment Overview

EP : Decrease in web conferencing and growth in SDK and emergency countermeasures. Profit decreased due to profit margin difference caused by sales mix changes.

EV : Sales and profit decreased due to a decline in the pharmaceutical market, despite steady growth in other industries. Further cost improvement and shift to medium / large scale projects.

TP: Sales increased significantly due to an increase in corporate Telecube. Profit decreased due to the impact of 230 million yen in commercial expenses only in Q1.

(million yen)		FY21 Q1 Actual	FY22 Q1 Actual	FY22 1st Half Forecast	FY22 Full year Forecast
Enterprise DX Business	Net sales	1,297	1,245	2,190	4,550
	Segment profit	326	257	361	670
	(Ratio)	(25.2%)	(20.7%)	(16.5%)	(14.7%)
Event DX Business	Net sales	1,536	1,453	2,975	6,170
	Segment profit	479	225	568	1,180
	(Ratio)	(31.2%)	(15.5%)	(19.1%)	(19.1%)
Third Place DX Business	Net sales	522	909	1,534	3,180
	Segment profit	164	72	294	890
	(Ratio)	(31.5%)	(7.9%)	(19.1%)	(28.0%)
Corporate expenses		△150	△165	△373	△740
Total	Net sales	3,356	3,608	6,700	13,900
	Operating profit	820	390	850	2,000
	(Ratio)	(24.5%)	(10.8%)	(12.7%)	(14.4%)

	FY21 Q1 Actual	FY22 Q1 Actual
Event DX business excluding amortization of Xyvid goodwill		
	1,536	1,453
	479	278
	(31.2%)	(19.1%)

Event DX Business Overview

Many hybrid events postponed due to Omicron infection spread. Xyvid with many hybrids and some Japanese events affected. Recovery trend as infection settles.

(million yen)	FY21	FY22	FY22	FY22
	Q1 Actual	Q1 Actual	1st Half Forecast	Full Year Forecast
Net Sales	1,536	1,453	2,975	6,170
Segment Profit（Ratio)	479 (31.2%)	225 (15.5%)	568 (19.1%)	1,180 (19.1%)
(Reference) Profit excluding Xyvid goodwill amortization and acquisition costs	479 (31.2%)	278 (19.1%)		

V-CUBE Seminar

EventIn

Touchcast

XYVID

Value Delivery Model for Event DX Business

SaaS DX support through technology	**+**	**Service** DX support through professional services
Products/Services Expansion and arrangement of lineup		Establishment of a model specializing in the industry **✕** Strengthen and promote customer success

V-CUBE Seminar ZOOM EventIn Touchcast

Web Seminars in pharmaceutical Industry
Recruitment session
Virtual AGM of Shareholders
Exhibitions and business meeting

Through ongoing operational support
Establishment of a remote utilization culture and long-term relationships

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Unit price increase and number of events decrease planned, assuming a decrease in small events for the pharma industry.
In Q1, acquired projects for medium / large scale events and high-value-added events as planned.
Unit price to increase due to virtual AGM to be concentrated in June and growth of Xyvid.

	FY21		FY22	
	Q1 (Jan-Mar)	Q1 Cumulative (Jan-Dec)	Q1 (Jan-Mar)	Full year Forecast (Jan-Dec)
Average unit price (thousand yen)	510	610	**680**	**800**
Number of events (times)	3,004	7,785	**2,142**	**7,681**

Small scale events

• Pharma industry (regional)

**Medium / large scale events**

• Pharma industry (nationwide), human resources, financial, IR briefings, sales promotion
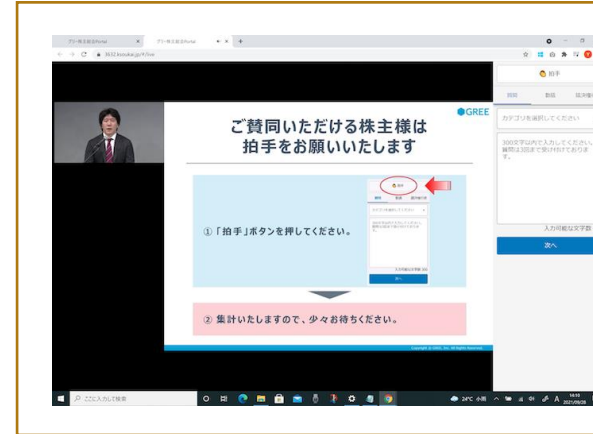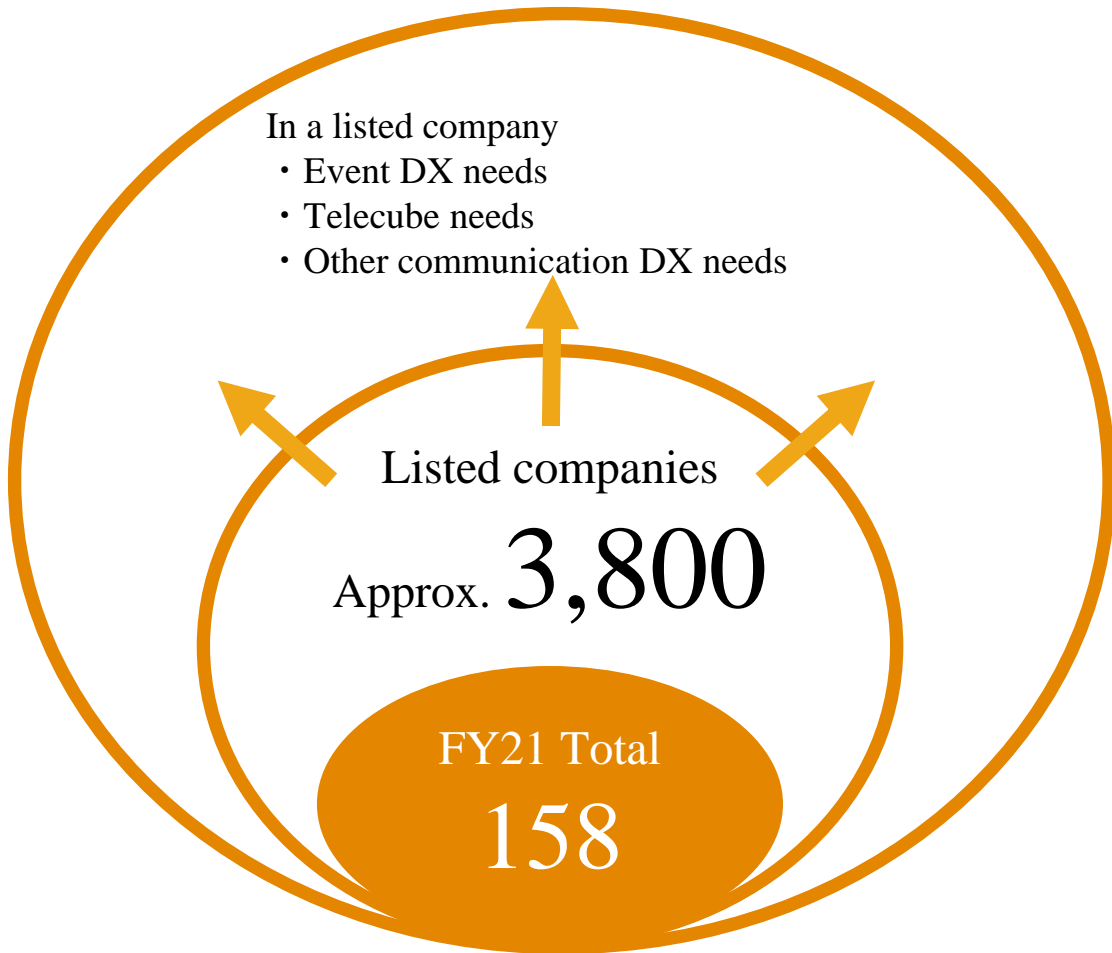
high-value-added events

• EventIn, Touchcast, Virtual AGM, Xyvid

Small event sales in the pharma industry dropped by a third compared to the same period last year.
Medium / large and high value-added events are growing compared to last year and continue to grow strongly.

Quarterly sales and unit price since FY20
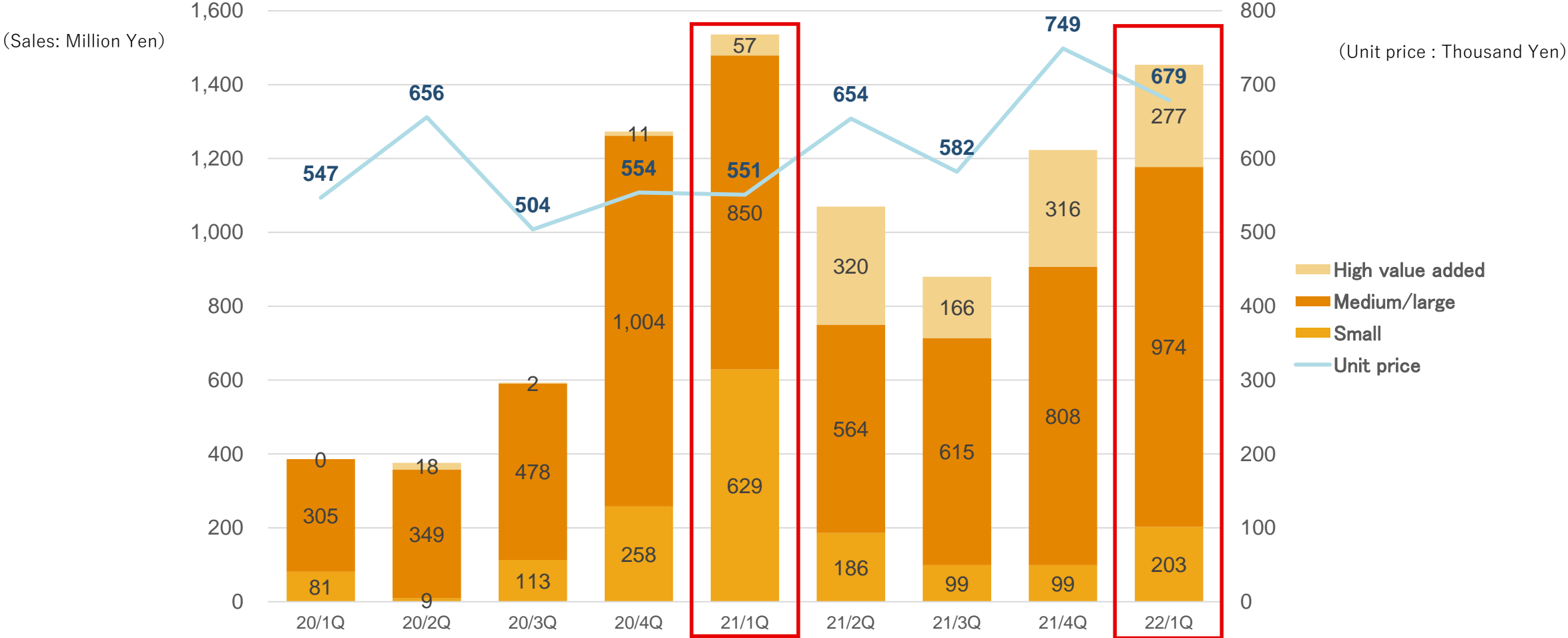
Development of software functions in accordance with laws and regulations is required. Mission Critical and Difficult Virtual AGM. The number of listed companies is approx. 3,800, and deliver 30 companies per day in June, the period of concentration of AGM.

In a listed company
・ Event DX needs
・ Telecube needs
・ Other communication DX needs

Listed companies

Approx. 3,800

FY21 Total
158

Support for virtual-only AGM, which became possible due to a change in the law in June.

GREE

Provided for AGM held on Sep 28 2021

Panasonic · Z HOLDINGS · KIRIN · 東急不動産ホールディングス

SHISEIDO · RICOH · Kubota For Earth, For Life · RENESAS BIG IDEAS FOR EVERY SPACE

GREE · wacom · ASTENA HOLDINGS · Santen

LIFULL · SEPTENI · TOCALO · baskin BR robbins サーティワン

TOW CO.LTD. · GiG Works · Makuake · SHIFT

Media Do · DIGITAL HOLDINGS · SOLD OUT · BRIDGE GROUP

Acquired Xyvid, an Event DX company in the U.S in June 2021. (100% subsidiary)
Earn-out based on performance in each year of FY21 and FY22. (paid in FY21 due to target achievement)
Rapidly growing with the same SaaS+Service model (Xyvid Pro + distribution support in the U.S. and developed countries with other group companies)

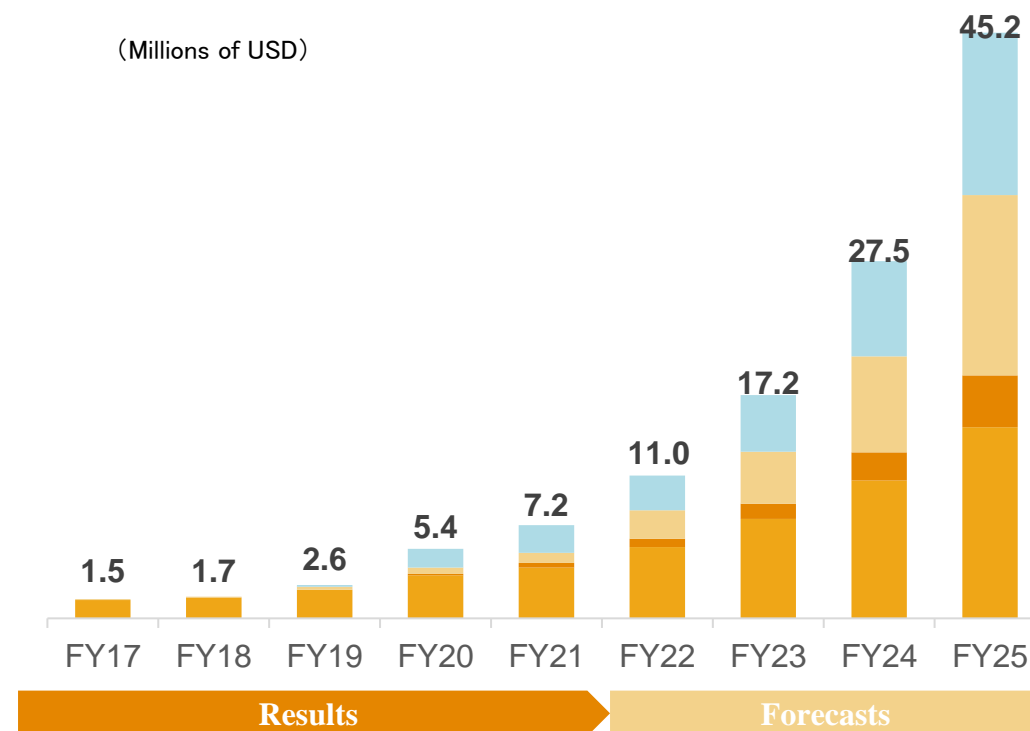| Corporate Profile	
Establishment	2011
Location	Pennsylvania, USA
Business	Event DX business（Providing SaaS and services for online events）
Representative	David Kovalcik - Founder & PresidentNaoaki Mashita - Chairman
No. of employees	33（as of March 31, 2022）

	FY21 Results	FY22 Forecasts
Net sales	7.1M USD	11.0 M USD
Operating profit	3.1M USD	4.0 M USD
No. of events held	883 times	1,140 times

※included in consolidated
financial result from June 2021.

Net Sales trend

■Web Broadcasting ■Hybrid / Virtual Meetings ■SaaS ■CPE

（Millions of USD）

FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
1.5	1.7	2.6	5.4	7.2	11.0	17.2	27.5	45.2

Results ← | → Forecasts

CPE：Continuing Professional Education
Provided to accountants, doctors, and other industries that collect credits for training.

Launched "Metaverse Event Service" as the first step in providing communication services on Metaverse.
Launched "EventIn Workplace", a virtual office platform on Feb 1st 2022.

Metaverse Event Service

・Create a metaverse of events for all types of business (games, music, sports, office/urban development, etc.)

・Promoting the use of the metaverse in business domains

<Image of an event in the metaverse space>

Virtual Office Platform "EventIn Workplace"

・Revitalize internal communication, which tends to be diluted by the spread of telework.

・Virtual office with chatting space, open space for collaborative work, and meeting rooms
→ Web conferencing and text chatting allow employees to communicate with each other in a variety of ways
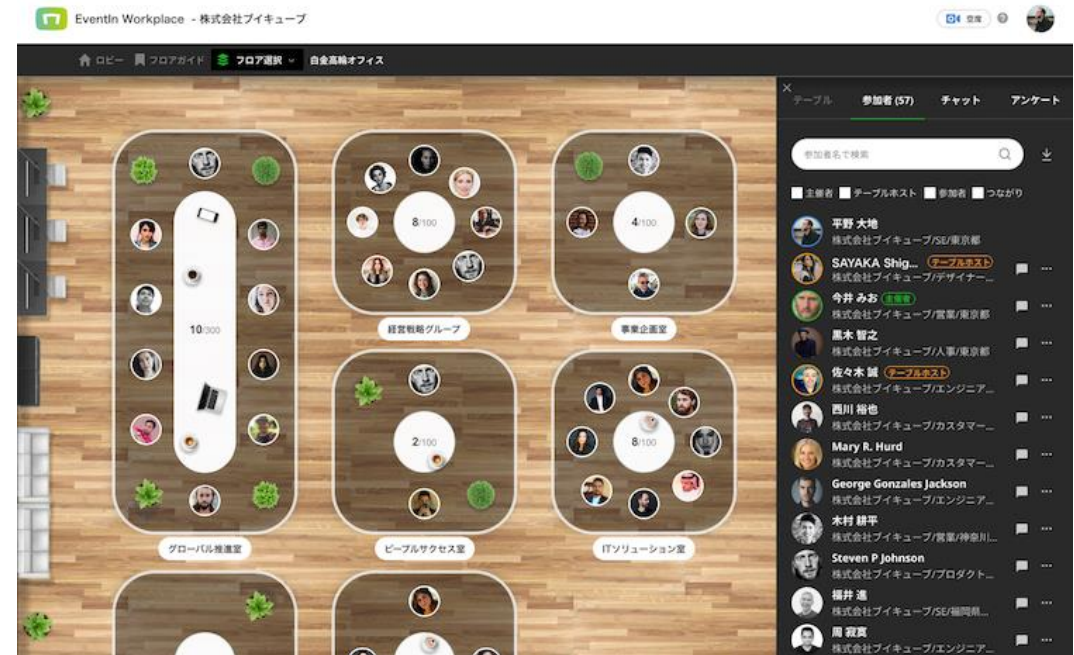
"Green Meter" to visualize the CO2 reduction rate by moving events online

"Green Meter"

・Developed a service for events that visualizes the CO2 reduction effects of conducting web conferences, which was provided more than 10 years ago.

・While environmental impact reduction is one of the benefits of bringing events online, it was difficult to visualize the effects

・Visualization of CO2 reductions facilitates online
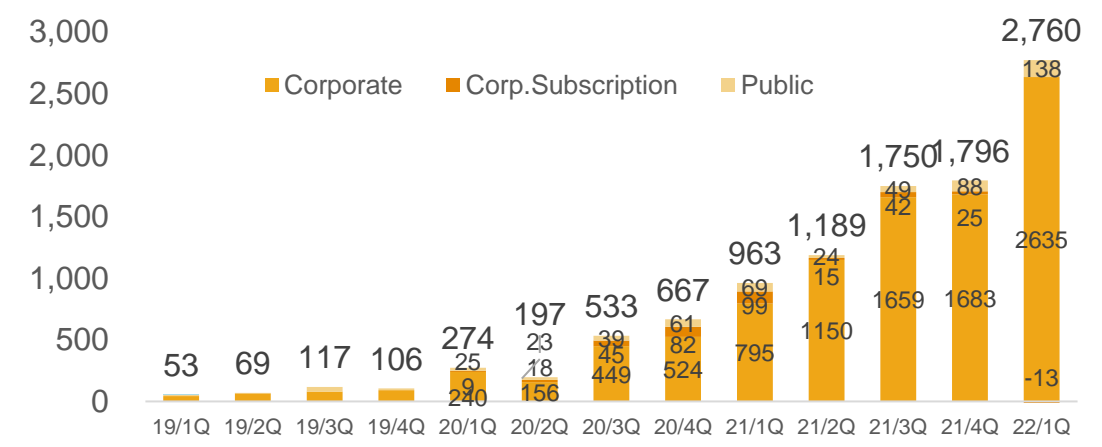
Third Place DX Business Overview

The installed units of Telecube for the quarter alone was the largest ever. Number of subscription in operation decreased slightly with 43 units purchased after use. The cumulative installed units reached 10,513 and continue to expand the installations.

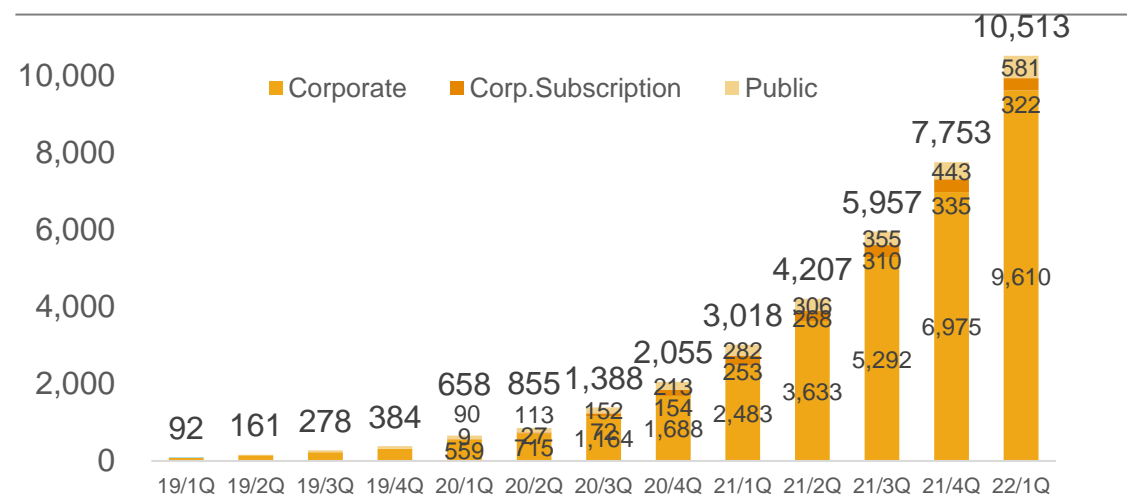| (million yen)	FY21	FY22	FY22	FY22
	Q1 Actual	Q1 Actual	1st Half Forecast	Full Year Forecast
Net Sales	522	909	1,534	3,180
Segment Profit （Ratio）	164 (31.5%)	72 (7.9%)	294 (19.1%)	890 (28.0%)
Profit excluding mass advertising expenses (Ratio)	164 (31.5%)	301 (33.1%)		

Planned Cumulative Installed
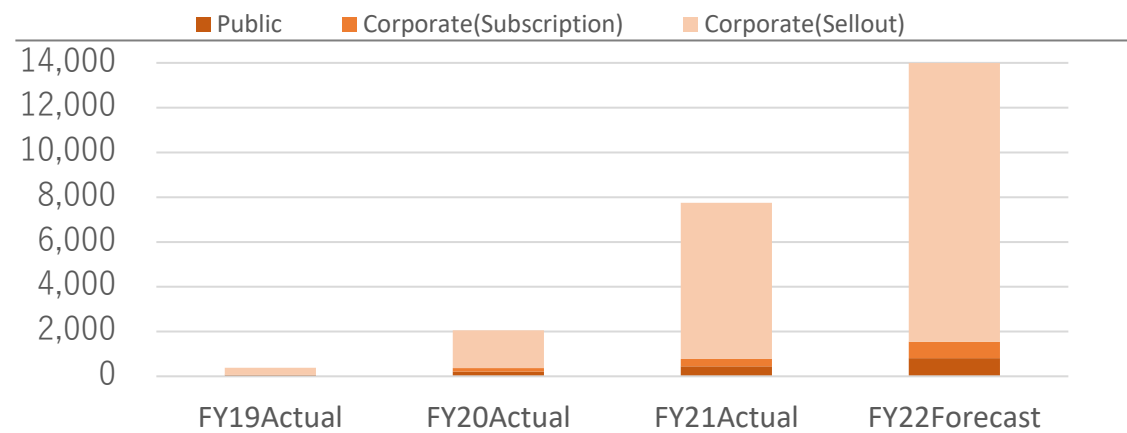
Installed Units (Quarterly)

Installed Units (Cumulative)

Steady growth at a pace exceeding the initial plan coping with bottlenecks in the production of materials due to increased demand.
Telecube for the public use increased its utilization rate while expanding the number of units installed.
Launched a flat-rate plan for corporate customers.

Q1 Installed units (Jan-Mar) 2,760 units
(**Approx. 2.9 times** more than last year's 963 units)

Half of the 6,000 units of installation plan in FY22 has been installed in Q1.

Cumulative installed units   10,513units

Sales volume + the subscription number of units in operation.

Usage rate at end of period for public 100% increase (Y to Y Change)

Shin-Marunouchi Building Web Conference Center

"Telecube Corporate Flat-rate Plan for Public Spaces"

・ Companies contract for "Telecube" installed in public spaces, and their employees can use it for a fixed monthly fee
(From 30,000 yen/month)

・ Contributing to create an environment where both companies and businesspeople can work comfortably via telework

"Telecube" installed in public spaces

Launched "Metacube", a private VR space for a Phygital Reality Metaverse experience
Provided online purchase service using "Telecube" in collaboration with "Brandear"

Private VR space "Metacube"

・Experience a realistic VR ・Metaverse space by projecting video content on the walls of the Telecube.

・Creating "Phygital(*) Reality" experiences that provide new value to business scenes and consumers.
* A term coined by combining the words "physical" and "digital"

Online Purchase Service by Telecube and Brandear

・Free access to Brandear Bell (online purchase service) within Telecube.

・Enables use not only at home, but also during travel, on the way home, and other spare time.

・Use of Telecube with excellent sound insulation and privacy protection leads to improved customer peace of mind and convenience.

Enterprise DX Business Overview

Supporting customers' internal and external communications and remote operations
While general-purpose web conferencing is expected to remain flat, aim to grow each service such as SDK, which is expanding rapidly.

(million yen)	FY21	FY22	FY22	FY22
	Q1 Actual	Q1 Actual	1st Half Forecast	Full Year Forecast
Net Sales	1,297	1,245	2,190	4,550
Segment Profit (Ratio)	326 (25.2%)	257 (20.7%)	361 (16.5%)	670 (14.7%)

V-CUBE meeting zoom
V-CUBE Collaboration V-CUBE Board

V-CUBE VideoSDK

QUMU   Wizlearn Technologies

Enterprise DX Sales trend（Millions of yen）

	LMS	Emergency Measures	SDK	General-purpose web, etc.
20/1Q	210	107	34	647
20/2Q	181	98	105	821
20/3Q	190	103	120	780
20/4Q	199	189	169	726
21/1Q	168	91	168	866
21/2Q	174	54	184	715
21/3Q	190	40	180	660
21/4Q	130	190	210	540
22/1Q	120	180	410	540
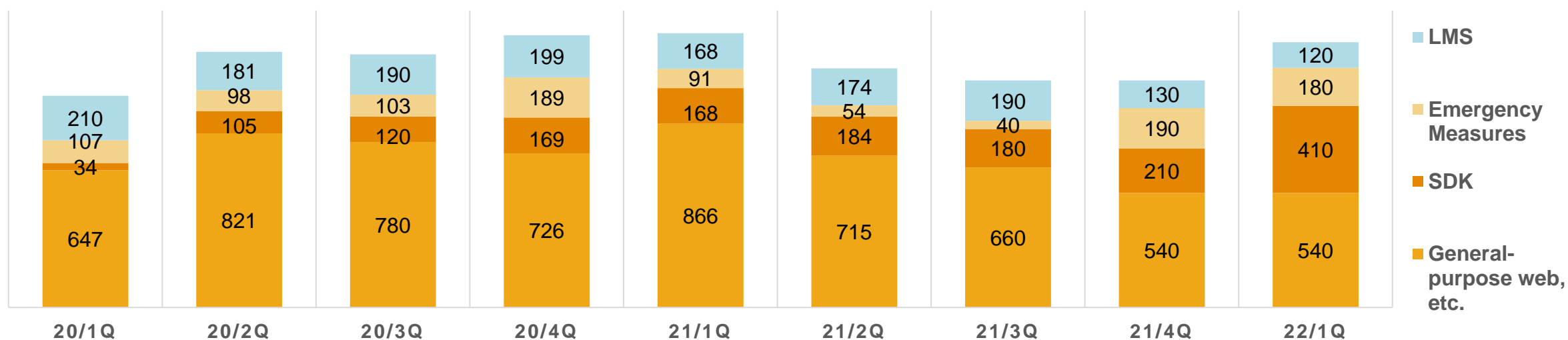
Incorporating video communication functionality into existing services to support remote service
Our sales increase along with the growth of our clients' businesses

Recurring fee billing / Growth rate
(last 12 months)

790 million yen / 54% increase

Number of partners
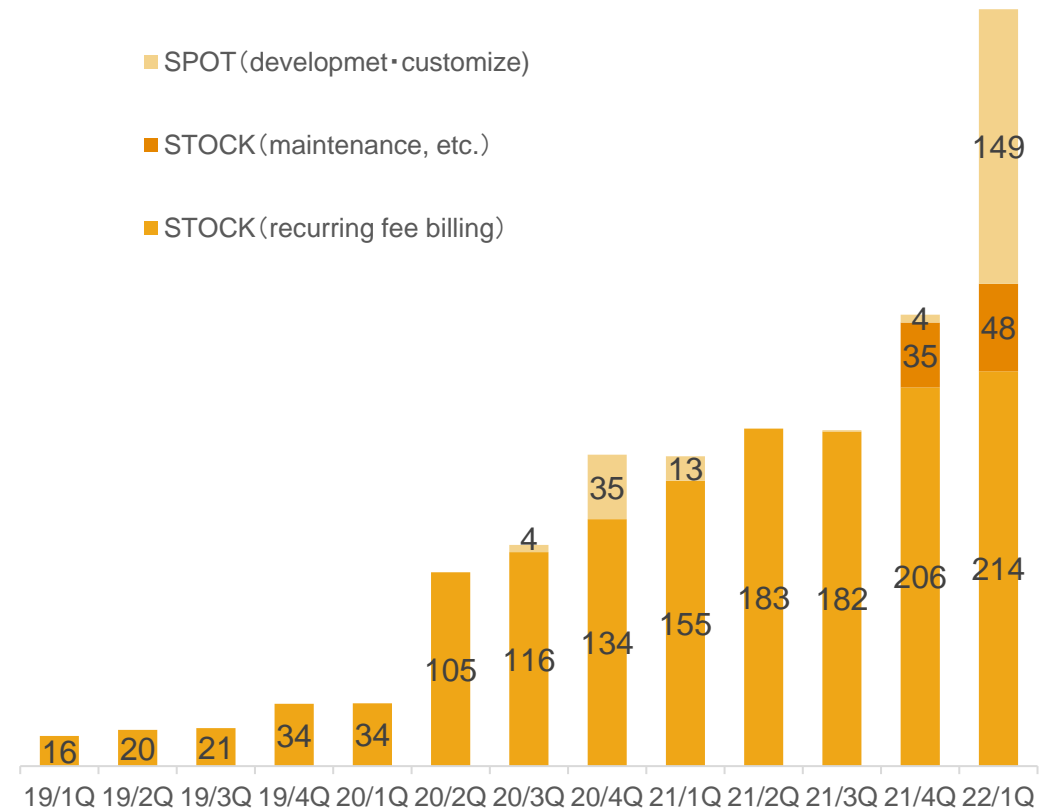
175 companies
（170 at the beginning of term）

Sales trends for each quarter (million yen)

- SPOT（developmet・customize)
- STOCK（maintenance, etc.）
- STOCK（recurring fee billing）

	19/1Q	19/2Q	19/3Q	19/4Q	20/1Q	20/2Q	20/3Q	20/4Q	21/1Q	21/2Q	21/3Q	21/4Q	22/1Q
SPOT							4	35	13			4	149
STOCK (maintenance)												35	48
STOCK (recurring)	16	20	21	34	34	105	116	134	155	183	182	206	214

V-CUBE
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Realizing DX for business and face-to-face services through V-CUBE services in a wide variety of industries and applications

Remote education

Online English conversation

Best Teacher, Inc.

Improved usability for students with simplified connections
Start your online English conversation lesson with one click

Remote medicine

Online medical examination

MYTHOS CO.,LTD.

Developed an online medication guidance application with "Agora," an easy-to-implement "video call" solution.

Lifestyle

Online fitness

SOELU, Inc.

Yoga and fitness lessons delivered online via video
Enables students to take lessons "from home" while protecting their privacy

Entertainment

Live Event Streaming

THECOO, Inc.

"Fanicon", a Fan Community App for Influencers
Video talk function is realized by adopting the SDK "Agora"

Emergency measures in FY21 were sluggish due to difficulties in sales visits to local areas in the COVID 19 pandemic. In FY22, aiming to expand again as sales gradually become possible and awareness of disaster preparedness rises.

V-CUBE Board

All information gathered at the headquarters is consolidated on the screen of an electronic table, organized and overviewed.
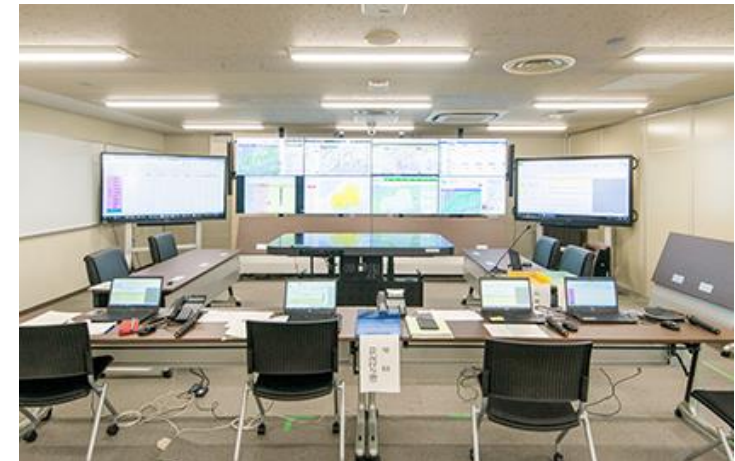
V-CUBE Collaboration

Communication system that enables real-time information sharing with remote locations

Smart Glasses (remote assistance for on-site work)

Real-time confirmation of on-site video images, instructions and support via web conferencing

NTT East

Hiroshima Prefectural Office

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5. Appendix

Initiatives for ESG Issues

Beyond Telework
V-CUBE

	Our Initiatives	**Contribution to Society**	**SDGs**

E
(Environment)

In order to contribute to the realization of a carbon-free society, we aim to convert all electricity consumed in our business activities to 100% renewable energy by 2025.

S
(Social)

We will work to resolve social issues and aim to realize a society in which all people can gain equal opportunities.

G
(Governance)

Recognizing the importance of corporate ethics and improving the soundness of management, we will promote management with an awareness of increasing corporate value.

Our Initiatives

- Develop and provide services to remotely communicate internally and externally

- Supporting the Introduction and Establishment of a New Communication Culture

[Examples of Solutions]

- Telework tool

- Online events

- Virtual AGM of shareholders

- Remote health care

- Ratio of Outside Directors :38% (3 out of 8)

- Diversity of Directors (In addition to founding members, experienced corporate management and mayors, women, and experts)
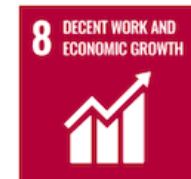
Contribution to Society

- To reduce the use of CO_2 and other fuels generated by physical movements

- Resource conservation by reducing opportunities to use physical goods

- To solve societal issues
  - ✓ Equal opportunity
  - ✓ Improvement of digital divide
  - ✓ Regional revitalization
  - ⇒ **"Provide Even Opportunity to Everybody"**

- Strengthening governance and compliance as a company that solves social issues

- Integration of ideas and know-how to solve social issues through diverse human resources

SDGs

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Sustainability Management for a Decarbonized Society

We aim to convert 100% of the electricity consumed for our business activities to renewable energy by 2025.

Materiality of V-cube

①Advocating for the global environment sustainability	**E (Environment)**	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 13 CLIMATE ACTION
②Realizing an even society through liberating the ways we work	**S (Social)**	8 DECENT WORK AND ECONOMIC GROWTH / 11 SUSTAINABLE CITIES AND COMMUNITIES
③Leaving no one behind with digitalization	**S (Social)**	4 QUALITY EDUCATION / 10 REDUCED INEQUALITIES / 11 SUSTAINABLE CITIES AND COMMUNITIES
④Remotizing all kinds of industries	**S (Social)**	17 PARTNERSHIPS FOR THE GOALS
⑤Governing to support corporate activities	**G (Government)**	5 GENDER EQUALITY / 10 REDUCED INEQUALITIES

①Advocating for the global environment sustainability

We will promote the use of renewable energy to realize an environmentally friendly society
and the energy conservation through the provision of ICT technology that enables non-mobile communication.

Main initiatives

- Sustainability Management for a Decarbonized Society
- By 2025, convert 100% of electricity used in business activities to renewable energy

②Realization an even society through liberating the way we work

In order to create an environment where everyone can work actively and achieve self-fulfillment regardless of location, we are working to realize equality of opportunity by reforming work styles through visual communication technology.

Main examples

- Providing communication tools that enable employees to work from anywhere
- Increase employee engagement by realizing new work style
- Bringing events online and hybrid
- Solving the problem of "no place" by Telecube

V-CUBE MTG & Zoom and other general-purpose web conferencing
Engagement score, postpartum return rate
Number of events held
20,000 times per year in 2025
Cumulative number of Telecube installed
40,000 units by 2025

③Leaving no one behind with digitalization

We will contribute to the realization of a society where everyone can communicate equally and without inconvenience through visual communication technology, regardless of age, gender, nationality, etc.

Main examples

- Digital technology that is safe and secure and can be used by anyone through Service
- Correction of regional disparities and equal opportunities using remote technologies
- Deregulation and diffusion of telemedicine and distance education
- Digitalization of disaster and emergency measures
- Virtualization of AGM of shareholders

④Remotizing all kinds of Industries

We will provide unprecedented new video communication technology and work to create new businesses and realize DX through collaboration with local governments and companies through ICT technology innovation.

Main examples

- Remoting Industries by SDK
- Vertical Solutions
- Maintenance of social infrastructure (Senshin Robotics)

⑤Governing to support corporate activities

We will improve the efficiency of management and maintain soundness by establishing a high-level governance system, ensuring transparency, planning and executing strategies for sustainable growth, and enhancing appropriate supervision of these strategies.

Main examples

- Enhancing corporate governance and ensuring its effectiveness
- Improving employee happiness and diversity and inclusion
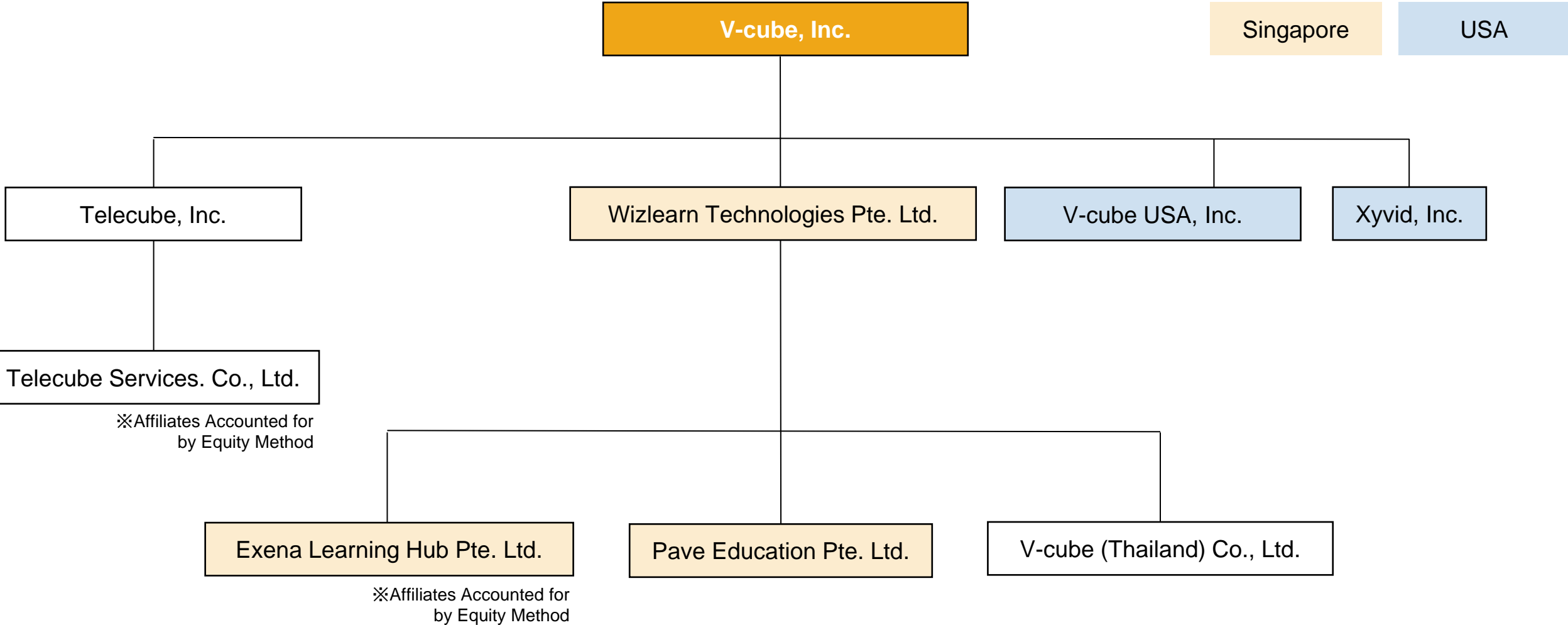- Ensuring cyber security

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5. Appendix

Communication DX Company

Company name	V-cube, Inc.
Established	October 16, 1998
Fiscal year end	December
Capital (including capital surplus)	3,465 million JPY
Listed Markets	The Prime Market of the Tokyo Stock Exchange (3681) * from April 4, 2022
Group companies	Domestic 3, Overseas 6
Number of Employees	Total 467 (consolidated)

Group Companies (March 31, 2022)

V-cube, Inc.

Singapore | USA

Telecube, Inc.

Wizlearn Technologies Pte. Ltd.

V-cube USA, Inc.

Xyvid, Inc.

Telecube Services. Co., Ltd.

※Affiliates Accounted for
by Equity Method

Exena Learning Hub Pte. Ltd.

※Affiliates Accounted for
by Equity Method

Pave Education Pte. Ltd.

V-cube (Thailand) Co., Ltd.

Other Group companies: Senshin Robotics,Inc

Beyond Telework V-CUBE

Management team consisting mainly of members from the time of founding

Representative Director,
Chairman and Group CEO
Naoaki Mashita
1998 Established V-cube Inc.
2002 Graduated from Keio Graduate School
2003 Established V-cube USA, Inc.
2022 Chairman and Group CEO of V-cube Inc.

Representative Director, President and CEO
Masaya Takada
2001 Director of V-cube Inc.
2002 Graduated from Keio Graduate School
2006 Vice president of V-cube Inc.
2012 Executive Vice President of V-cube Inc.
2022 President and CEO of V-cube Inc.

Director, Vice President and COO
Jun Mizutani
2006 Entered V-cube Inc. (as new graduate)
2012 Deputy General Manager of Sales Division
2015 General Manager of Sales Division
2016 Director of V-cube Inc.
2019 Managing Director of V-cube Inc.
2021 Senior Managing Director of V-cube Inc.
2022 Vice president of V-cube Inc.

Director, CTO
Yosuke Kamezaki
2002 Entered V-cube Inc.
2007 Executive Officer of V-cube Inc.
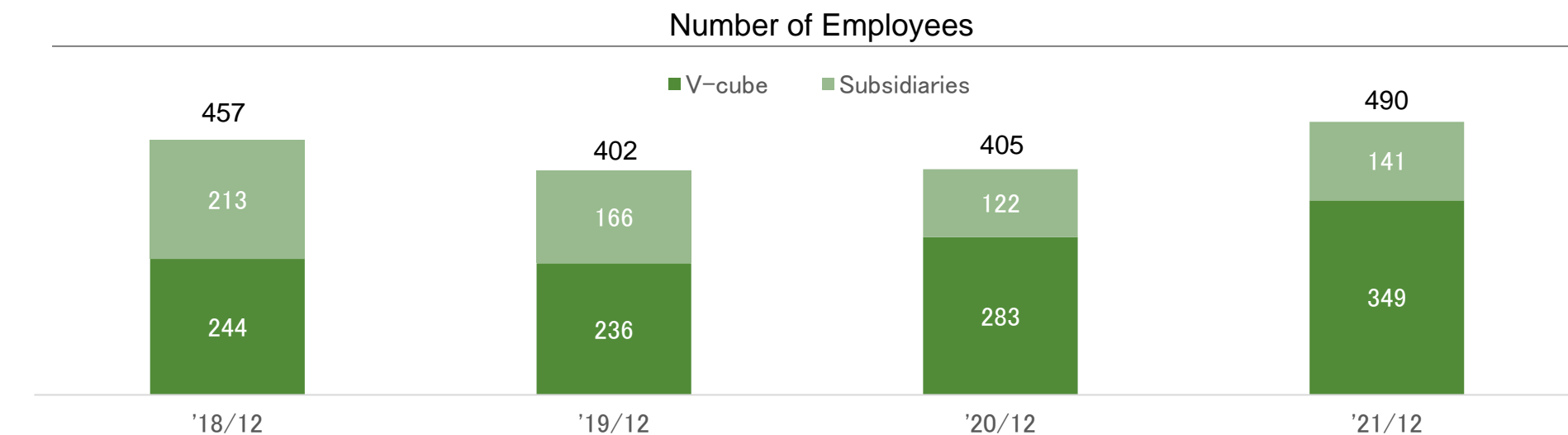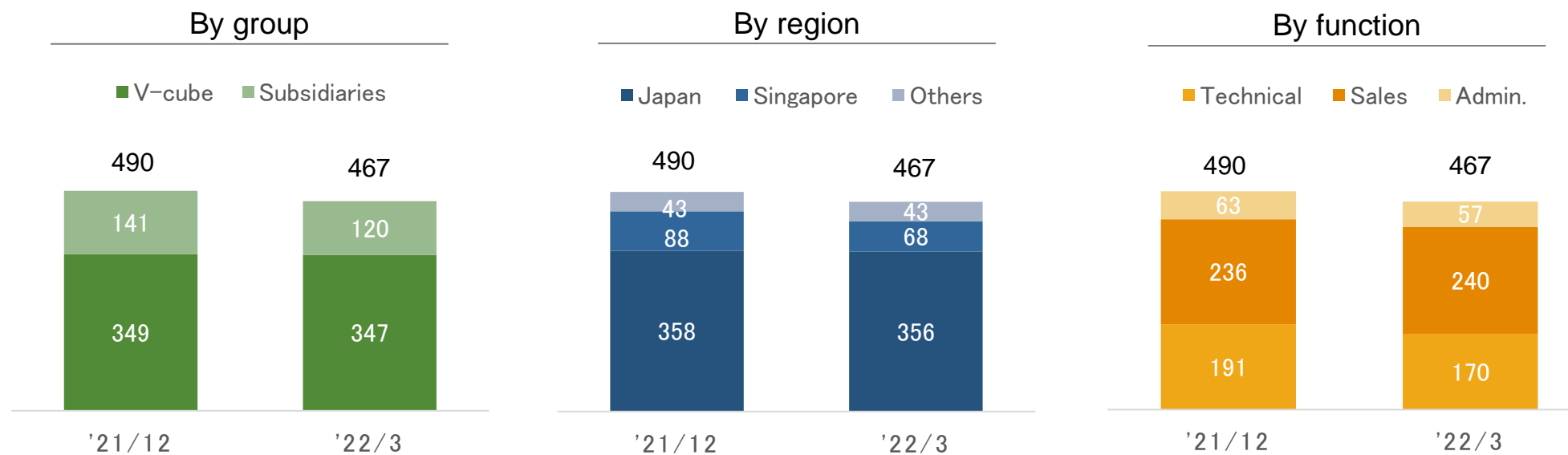2012 Director of V-cube Inc.

Director, CFO
Kazuki Yamamoto
2003 Joined Deloitte Touche Tohmatsu
2017 Joined Regional Economy Vitalization
    Corporation of Japan (REVIC)
2019 CFO and General Manager of Corporate
    Planning Division of V-cube Inc.
2021 Director of V-cube Inc.

Corporate Governance by Experienced and Strong Outside Directors and Auditors

Title	Name	Independent Director	Career summary
Outside director	Norio Murakami	○	Representative director, Murakami Norio Office,Inc. Outside director, Cell Source Co.,Ltd. , Former Vice president, Google, Inc. and President, Google,Inc.
Outside director	Kenichi Nishimura	○	Outside director, Hakusan.Inc. Former President, NTT-Neomeit Former Advisor, Mirait,Inc.
Outside director	Naomi Koshi	○	Partner Attorney, Miura Law Office Outside director, SoftBank Corp. Representative director and CEO, OnBoard K.K. Former Mayor of Otsu City
Full-time outside auditor	Kikuo Fukushima	○	Representative, Success Coaching Studio
Outside auditor	Kiyoji Odashima	○	Representative tax attorney, Odashima Kiyoji Tax Account Office Outside Corporate Auditor, Ebara Foods Industry,Inc.
Outside auditor	Daiko Matsuyama	○	Deputy Head Priest of Taizoin Zen Buddhist Temple Visit Japan Ambassador, Japan Tourism Agency Visiting Lecturer, Stanford University Member of the Kyoto City Board of Education

Status of Group Employees (excluding contract employee, etc.)

By group

- V-cube
- Subsidiaries

'21/12	'22/3
490	467
141	120
349	347

By region

- Japan
- Singapore
- Others

'21/12	'22/3
490	467
43	43
88	68
358	356

By function

- Technical
- Sales
- Admin.

'21/12	'22/3
490	467
63	57
236	240
191	170

Number of Employees

- V-cube
- Subsidiaries

'18/12	'19/12	'20/12	'21/12
457	402	405	490
213	166	122	141
244	236	283	349

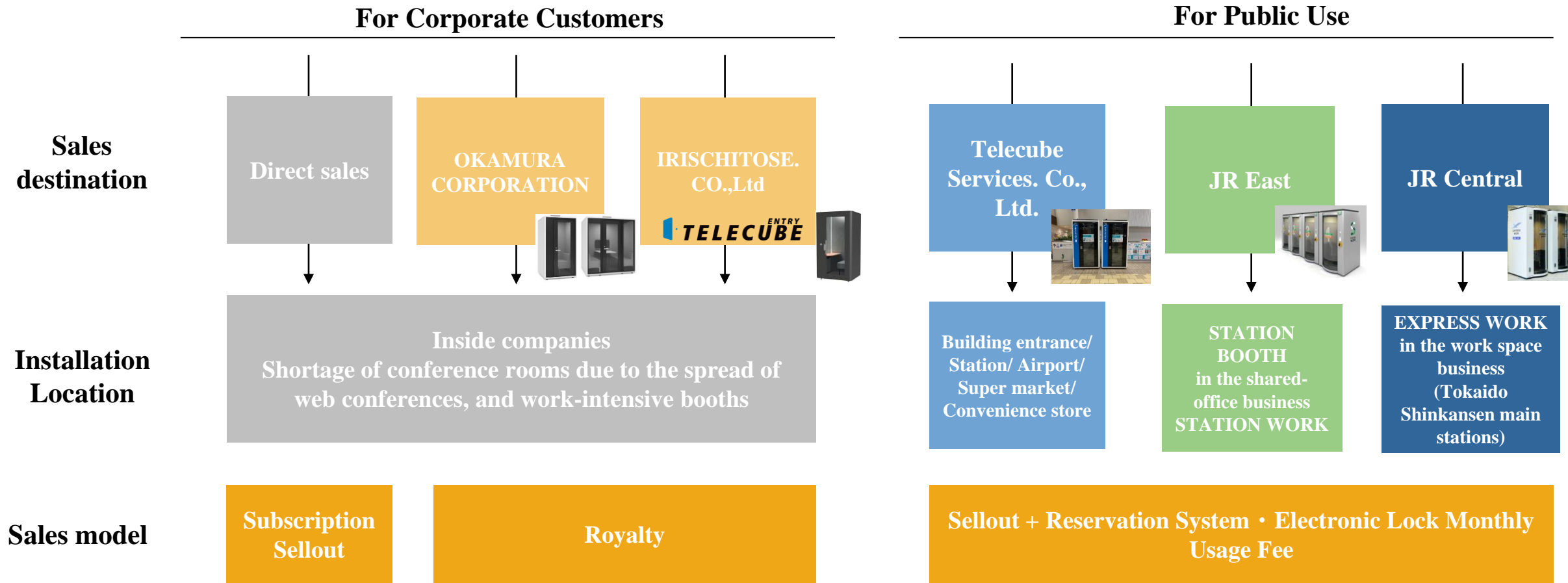| Main business domain		Face-to-face market	SaaS products offered
Enterprise DX Business	• Provision of remote communication products for internal and external companies • Development, provision and operational support for industry/application-specific remote communication products using SDK and hardware	Internal and external communication DX of customer business and services Knowledge share/LMS	V-CUBE meeting — zoom V-CUBE Collaboration — V-CUBE Board V-CUBE VideoSDK QUMU — Wizlearn Technologies
Event DX Business	• Remoting Events in Various Fields • Product provision and operational design, direction operations, log analysis, and other operational support	Online pharmaceutical seminar On-line job placement/recruitment briefings Virtual AGM of shareholders and Financial Results Briefing	V-CUBE Seminar EventIn Touchcast XYVID
Third Place DX Business	• Providing Telecube to companies and public use • Higher value-added Telecube and development and deployment of third-place management and operation systems	For companies For the public use	TELECUBE **Telecube Connect** ETA CUBE

Solving the problem of "lack of space" faced when realizing "flexible and selectable work styles," which is one of the social issues.
Aiming to provide a variety of services as a high-value-added third place (telemedicine, English conversation lessons, administrative procedures, housing consultation)

	For Corporate Customers			For Public Use		
Sales destination	Direct sales	OKAMURA CORPORATION	IRISCHITOSE. CO.,Ltd	Telecube Services. Co., Ltd.	JR East	JR Central
Installation Location	Inside companies Shortage of conference rooms due to the spread of web conferences, and work-intensive booths			Building entrance/ Station/ Airport/ Super market/ Convenience store	STATION BOOTH in the shared-office business STATION WORK	EXPRESS WORK in the work space business (Tokaido Shinkansen main stations)
Sales model	Subscription Sellout	Royalty		Sellout + Reservation System・Electronic Lock Monthly Usage Fee		

Provide **Even** Opportunity to Everybody

Disclaimer