



February 14, 2023

Company name: V-cube, Inc.

Chairman & Group CEO: Naoaki Mashita

Tokyo Stock Exchange, Prime Market (stock code: 3681)

Contact: Director & CFO, Corporate Planning Division General Manager
Kazuki Yamamoto (TEL.03-6625-5011)

Announcement regarding a Medium-Term Management Plan

V-cube, Inc. hereby announces that we have drawn up a medium-term management plan covering the period from FY2023 to FY2025, which is attached hereto.

The plan is also available on the company's IR website.

<https://ir.vcube.com/jp/>

Medium-Term Management Plan (2023-2025)



- 1. Business Environment Changes and Business policies**
- 2. Management Targets**
- 3. Business Strategies**

1 . Business Environment Changes and Business policies

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.**

Creating a foundation that continues to create new value and solve problems in response to the social environment in post-COVID19

Policy

Since our foundation, V-cube has continued to create and provide new value based on visual communication technology.

The global pandemic of the COVID-19 started in 2019 has changed the social structure drastically, and remote work has spread rapidly.

As we enter the post-COVID-19 era in 2023, the social environment continues to change significantly, creating new challenges related to the way people work.

In order to realize **a society to provide Even opportunity to everybody**, we will solve social issues by discovering new values and creating businesses in response to an ever-changing society.

Key measures

1. Creation and diffusion of "choice" work styles utilizing Communication DX

To solve the social issue of accommodating diverse work styles by providing flexible means to respond to it.

2. Further initiatives and contribution to ESG Issues

Taking a long-term perspective to address social issues

3. Investment in and development of human capital

Invest in and develop human capital who will continue to co-create new value

The experience of remote work in COVID-19 pandemic is making change in workers' awareness

- Those who have experienced remote work want to continue to work remotely in the future
- Full remote work can be less productive, and there is a need for a hybrid work style that combines office and remote work
- More and more people are rethinking the balance between work and lifestyle through the experience of remote work and the COVID-19 pandemic

Shortage of high-level and young talent that directly affects a company's competitiveness.

Competition for talent is becoming fierce

- In a seller's market for high-level human resources, companies need to improve employee engagement and loyalty
- Flexible work style is one of the most important factors in choosing a company to work for
- More and more people are becoming multi-career oriented, and work styles such as side job and dual jobs are increasing

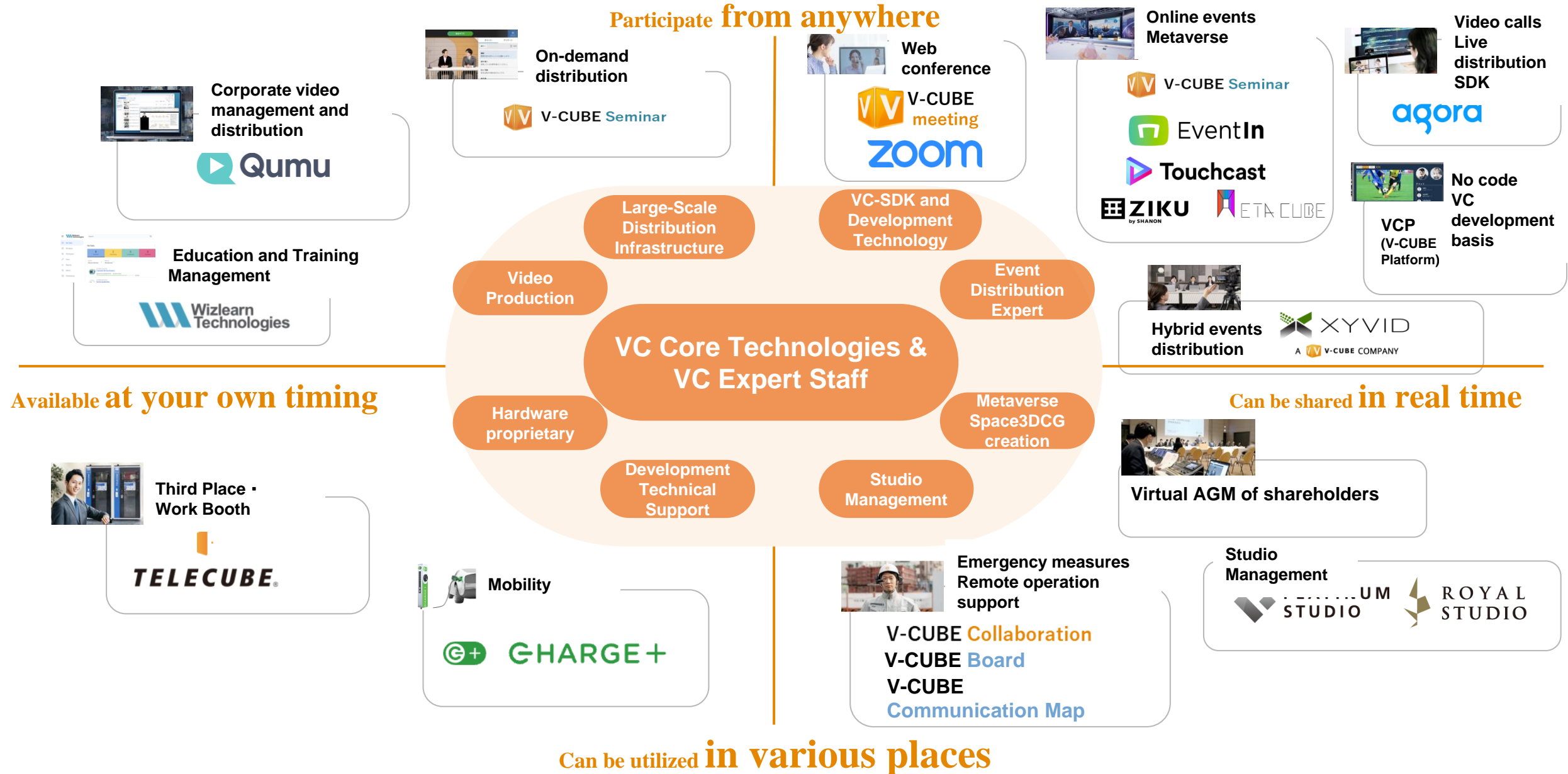
“Flexible work styles” are attracting attention and expectations

- Remote work/telework is flexible with respect to "location" but not with respect to "time"
- Employees are most satisfied when they can do their work “when and where it is most convenient for them”
- People's work and lifestyles are diverse, and companies can accommodate this by offering a "choice" of options



V-cube will combine the visual communication technologies, products, and services it has cultivated to provide solutions that allow people to "choose" how they work, regardless of time or location to solve the problems of both workers and companies.

1. "Choice" of work styles advocated by V-cube



2. Further initiatives and contribution to ESG Issues

Our Initiatives

E
(Environment)

- Developing and providing communication services that allow people to 'choose' how they work
- Support the introduction and establishment of a new communication culture
- Reducing travel costs by bringing communication online
- Employee health, occupational health and safety
- Human capital development

S
(Social)

G
(Governance)

- Ratio of Outside Directors :1/3 or more
 - Diversity of Directors
(In addition to founding members, experienced corporate management, mayors, women, experts and Buddhist monk)

Contribution to Society

- To reduce the use of CO2 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
 ⇒ “Realize a society to 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 capital

SDGs



2. Examples of Initiatives for ESG Issues (1)

Examples of our initiatives

Reduce travel costs by bringing events online



Estimated CO2 reduction effects of bringing events online in 2022

(Effects for the elimination of travel due to online)

Annual CO2 reduction of approx. 1,150 tons*

* Assuming a reduction of approx. 500g per participant (CO2 emissions from a round trip by public transport from the V-cube Shirokane office to Tokyo Big Sight), calculated from the cumulative seats of online event participants in 2022.



Visualization of CO2 reduction effects: Provision of "Green Meter"

Launched "Green Meter," which enables participants to visualize the CO2 reduction rate due to their participation in events without traveling by holding them online.

Widespread use of EV chargers to promote EV vehicles

GCHARGE+



Solving the shortage of charging facilities, a major challenge for the diffusion of EV vehicles.

A government target of 100% electric vehicles by 2035 has been set to achieve carbon neutrality by 2050.

To achieve this goal, it will be necessary to promote the spread of electric vehicles and infrastructure development in an integrated manner.

For EV vehicles, charging infrastructure is key to the spread of EVs, and a government target has been set to increase this to 150,000 units by 2030. To achieve this goal, we will leverage our experience in facility reservations gained through our Third Place DX business to effectively install and promote this infrastructure.

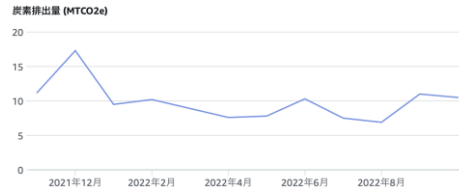
SDGs



2. Examples of Initiatives for ESG Issues(2)

Examples of our initiatives

Reduction of carbon dioxide emissions through the use of advanced data centers



By utilizing cloud facilities, compared to the same scale of service operating on-premise,

Reduced CO₂ emissions by 190.8 tons per year
(Calculated for the period from November 2021 to October 2022)

SDGs



Promoting the use of renewable energy by selecting electricity with non-fossil certificates for electricity at business premises



From June 2022, at the head office building in Shirogane, Tokyo, environmental value is added to the normal electricity usage fee and the electricity used is changed to use electricity with non-fossil certificates. (for lighting and power outlets).

From June 2023, the scope of application of electricity use is also planned to be extended to air-conditioning.



2. Examples of Initiatives for ESG Issues (3)

Examples of our initiatives

Participation in and practice of the "Local Telework Promotion Movement"



Support and practice of the spread of local telework

Participated in "Local Telework Promotion Movement" organized by the Cabinet Office and the Cabinet Secretariat.

Concrete actions by deploying our own solutions for the following initiatives.

- 【1】 Ensure recruitment advantages and prevent employee turnover - Flexible geographic and time work arrangements.
- 【2】 Recruitment and training of local human resources - Actively recruit excellent local human resources on the premise of remote work.
- 【3】 Participation in local projects - Participation in workcation projects.
- 【4】 Functional decentralization - Customer support offices in Wakayama Prefecture. Other offices that match the characteristics of each region.
- 【5】 Workcation Promotion - An environment in which employees are free to work from any location.

Elimination of disparities in work and working conditions by eliminating restrictions due to geographical and time factors

Applying visual communication technology to provide a variety of opportunities

In order to realize "a society to provide Even opportunity to everybody", V-cube has been providing solutions to various social issues.

Typical use cases include the following.

- Online events (Hybrid events)... Eliminate regional disparities in information by allowing participants to attend a variety of events regardless of geographic location. Supporting both online and hybrid events, the event can be tailored to meet the needs of a wide range of participants.
- Remote learning..... Provide universities and other educational institutions with distance learning solutions tailored to their needs. Providing an infrastructure role that allows learning opportunities to continue even when a curfew request is issued due to the COVID-19.
- Video utilization, corporate training... By utilizing video management services to share knowledge and information within a company, employees can take courses at their optimal times. This improves not only work efficiency but also flexibility in working styles and enhances the wellbeing of workers.



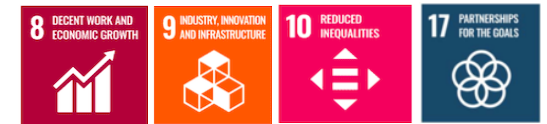
SDGs



Human Capital Development Policy

“Developing human capital who continue to co-create new value”

Among the initiatives on ESG issues, we place a high priority on investing in and developing human capital. V-Cube has developed its own policy on human capital, “**People Success Policy**”, and is committed to human capital management with the aim of developing human capital that can create businesses that make a greater contribution to society.



Training measures

- New employee training
- Hierarchy-specific training
- E-learning for all employees
- Coaching experience program to improve dialogue skills
- Skill map building
- Support for career autonomy through dialogue, "Career Doc".

Formulation of own growth model






V-cube human resources development policy "The GOLD" growth model

Information transmission

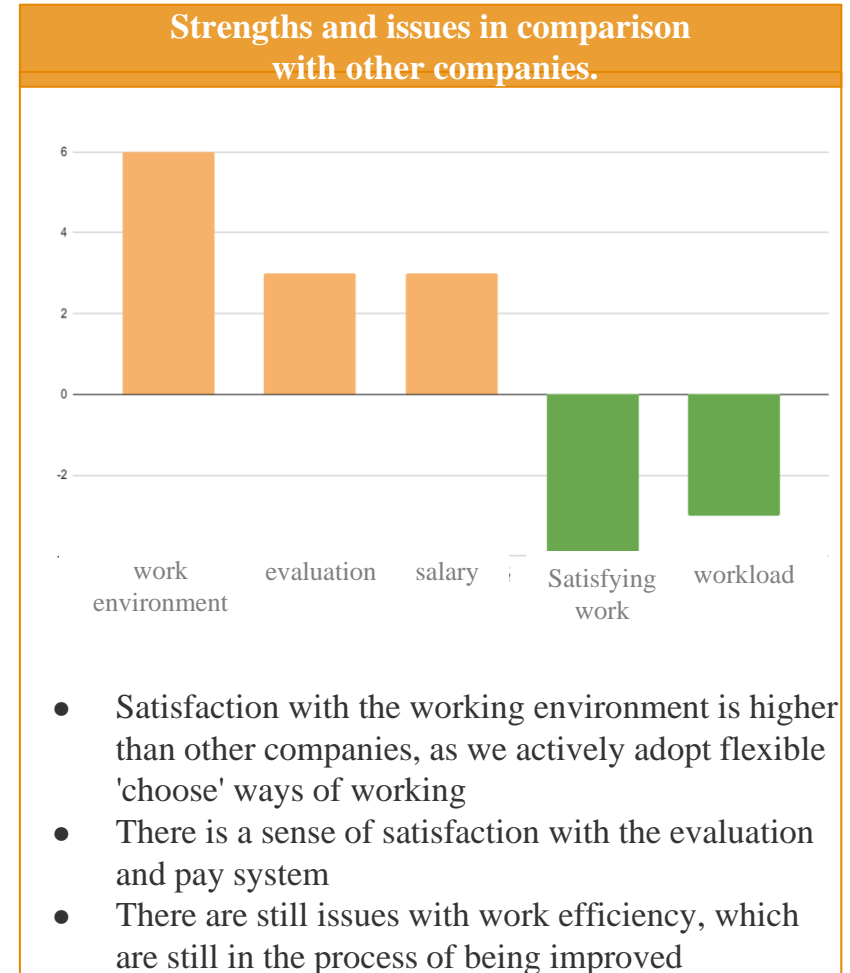
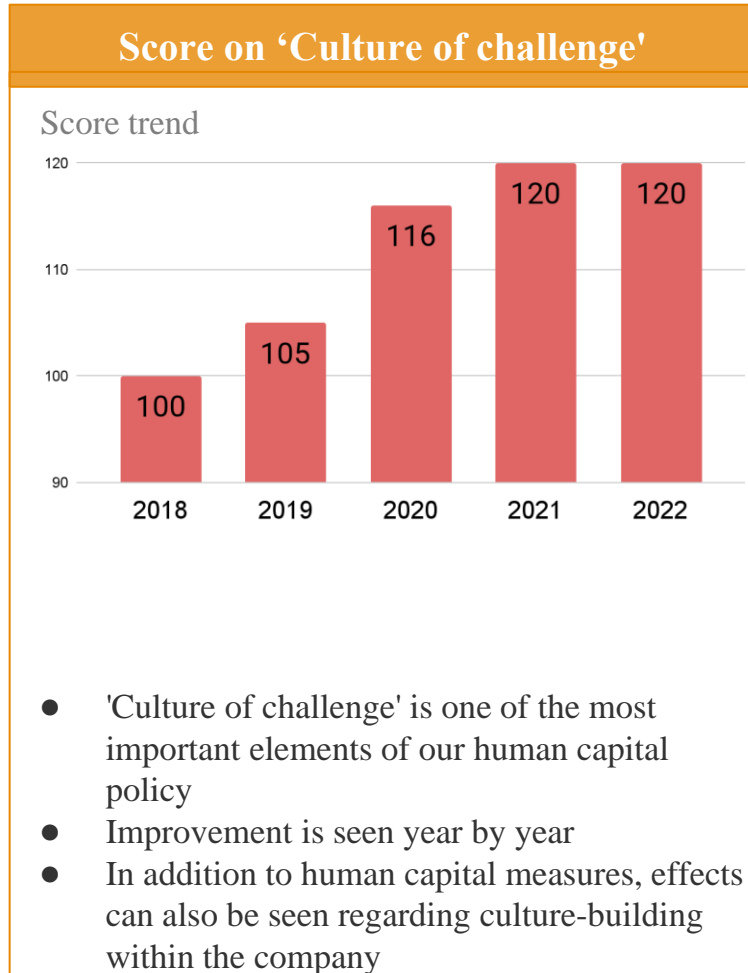
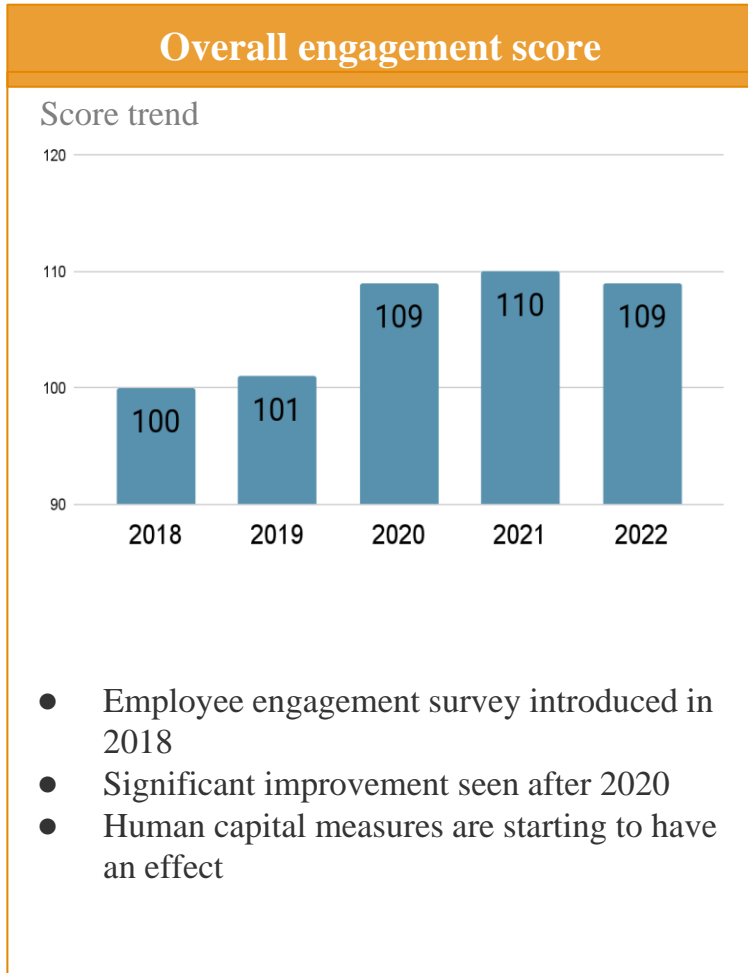
These human capital initiatives will be disclosed on our owned media, "People Success Site".

<https://ps.vcube.com/>

Creating an environment and scheme that creates challenges

<p>Scheme</p>		<ul style="list-style-type: none"> • New business contest • Implementation of "Next Atarimae Challenge" and business development support for its winners • Goal management system that celebrates challenges
<p>Organizational culture</p>		<ul style="list-style-type: none"> • Conducted regular internal online event "V-Day" • Fixed-point observation and improvement measures based on engagement scores
<p>Workstyle</p>		<ul style="list-style-type: none"> • Introduction of "Orange Workstyle," a way of working that allows you to "choose" when and where you want to work • Allow side jobs
<p>Diversity</p>		<ul style="list-style-type: none"> • Implementation of Family Support Plan "Navel" including childcare allowance • Increase the number of female managers to 10 by 2025 (approximately 30% of the total)
<p>Compensation</p>		<ul style="list-style-type: none"> • Introduction of a personnel system that links results to compensation • "Orange Allowance" to support diverse work styles, whether coming to office or teleworking.

Introduce an engagement score as a quantitative evaluation of human capital measures and implementing a cycle of effectiveness measurement and improvement



3. Active investment in human capital

Realization of market-competitive compensation and active investment in human capital development

Based on the operation of a transparent and fair evaluation system, we aim to realize market-competitive compensation that reflects our performance. In terms of training, we also actively invest in development, providing opportunities to acquire portable and technical skills and reskilling

Compensation

- Strengthened governance by establishing a Nomination and Compensation Committee to determine compensation for directors and secured a competitive edge by using compensation surveys and setting performance-based stock compensation (RS)
- Considering the introduction of ESG indicators such as employee engagement scores as indicators for determining executive compensation
- Introduction of performance-linked bonuses with 10% of full-year operating profit as the source of funds
- Annual 8.56% salary increase for full-time employees who have worked continuously in FY2022 (including the start of the "Orange Allowance" payment to realize a choice of work style)
- New issue of stock options to executives and employees (Announced 14 Feb; approx. 3%. Exercise conditions: consolidated sales of 18 billion yen in 2025 (details in Appendix))

Training

- In FY2022, increased education and training expenses by 20,260 thousand yen and provided training for a total of 776 persons for the newly launched education and training program.

onboarding	64
Hierarchy training	170
Technical skill	337
Self-study (e-learning)	205
Total	776

2. Management Targets

Medium-Term Management Plan - 1. Management Targets

FY23 with a mix of negative impact from the end of the COVID19 pandemic and growth from a changed post-COVID19 culture. Active preparation and investment for growth from FY24 onwards, including new business.

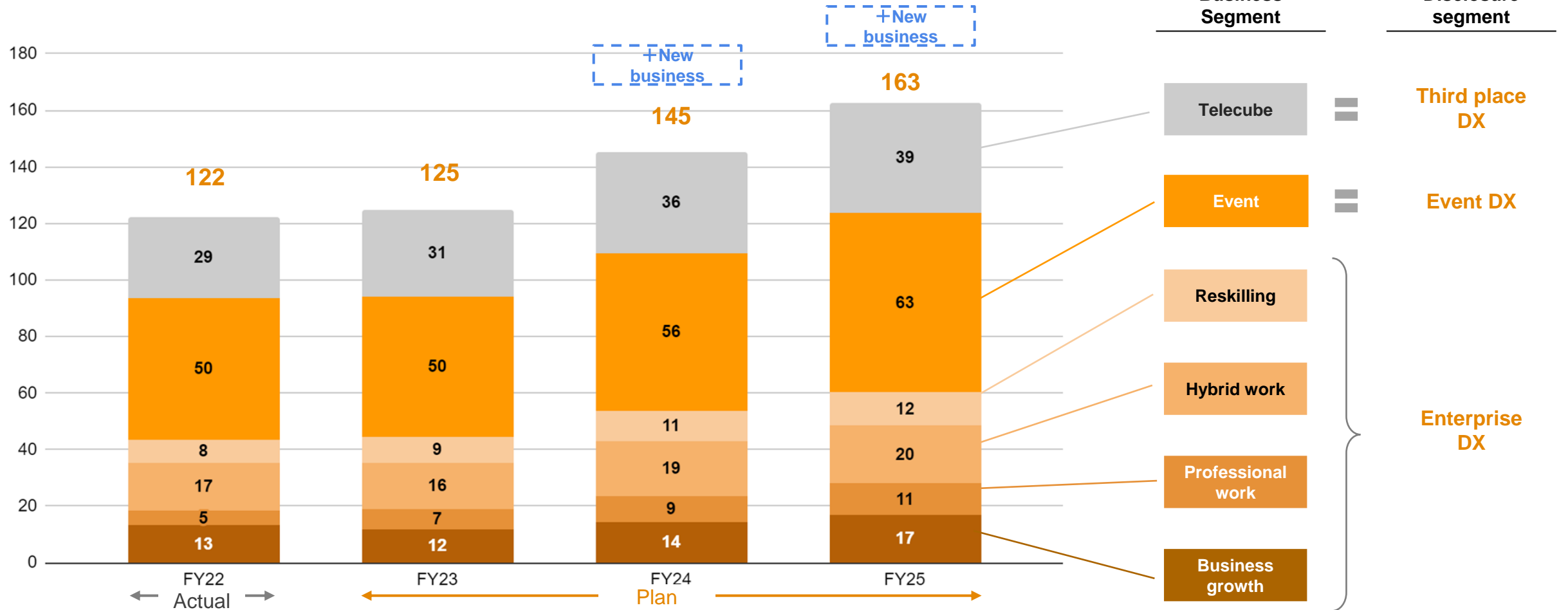
Major Management Index		FY22 Actual	FY23	FY24	FY25
Consolidated	Net sales	12.22 billion yen	12.50 billion yen	14.52 billion yen	16.26 billion yen
	Operating profit	0.67 billion yen	0.70 billion yen	1.20 billion yen	1.80 billion yen
	Net profit(*)	0.08 billion yen	0.35 billion yen	0.70 billion yen	1.05 billion yen
	ROE	2%	6%	11%	14%
	Dividend Payout Ratio	20%	Aiming for 30% based on 20%		

(*) Net profit = Profit attributable to owners of parent 17

Business segment	Business trend	Net sales (Billion yen)			
		FY22	FY23	FY24	FY25
Event DX	<p>FY23 is a year of endurance. Global growth is expected from the next year</p> <ul style="list-style-type: none"> Factoring in the risks of structural changes in the pharma industry, the web seminar business stand stilled in FY23 Growth in other industry webinar use and Metaverse event delivery business The events business will enter the next growth trend throughout the three years 	5.00	4.96	5.59	6.33
Third place DX	<p>Beyond the initial recognition phase and into the diffusion phase. Steady business growth through continued focus</p> <ul style="list-style-type: none"> The initial awareness phase has been surpassed and we are now in the diffusion phase Existing business models are growing steadily New business models are being developed to accelerate growth 	2.89	3.07	3.56	3.90
Enterprise DX	<p>Although declining trend in reaction to post-COVID19 reopening, return to a growth trend as awareness of new ways of working spread</p> <ul style="list-style-type: none"> Return to a solid growth by combining remote working solutions Although the Emergency measure business was delayed in the budget execution schedule due to the COVID-19 , the business resumes, market growth expected SDK business has entered the diffusion phase and is pursuing further growth through new products that can be used in low-code. 	4.33	4.47	5.36	6.03
Total		12.23	12.50	14.52	16.26

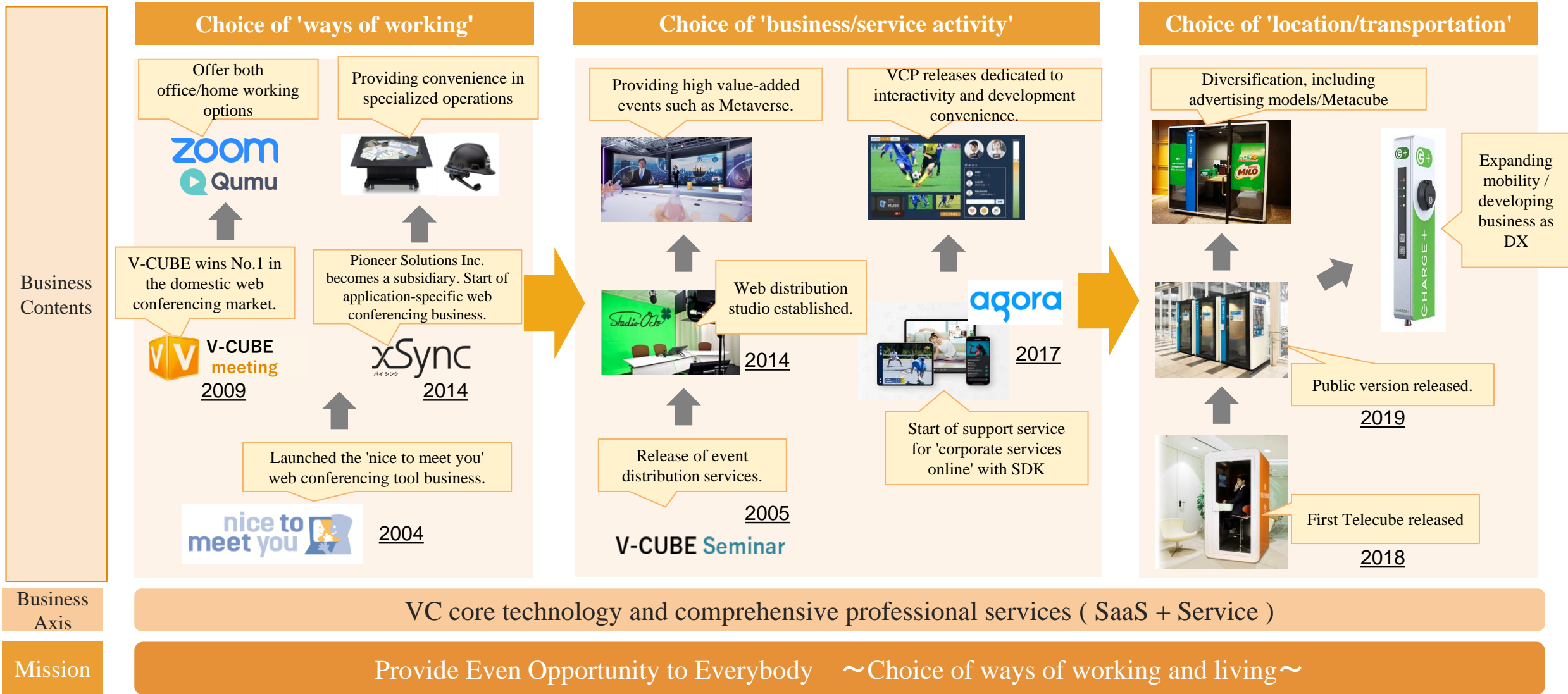
Aiming for growth in all business segments and increased revenues from new business

【100 million yen】



3. Business Strategies

Continue to provide services that enable wellbeing work through choice/convenience



The value of V-cube is that we can provide not only software, but also implementation/operation support and infrastructure to achieve the customer's goal with Communication DX in your industry/application/business

Value offering model

SaaS
DX implementation through technology

+

Service
Services for the success and penetration of Communication DX

Implementation/operational support

×

Penetration through quality improvement/placemaking

Details of implementation

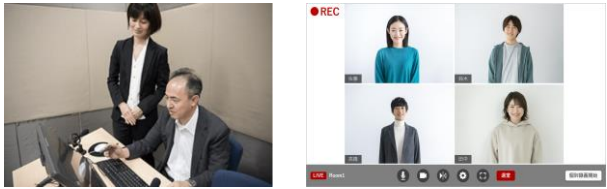
Expansion of products and introduction of new technologies

Expansion of the service line-up and introduction of new technologies in line with various communication scenarios/applications.



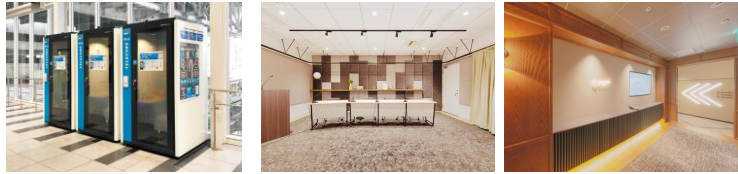
Establishment of industry/application-specific communication DX models

High added value through customization and implementation/operation support tailored to industry/application/business



Infrastructure development support (studio/hardware, etc.)

Providing the hardware/place/means to improve the quality of the communication DX model built and to make it widely accepted.



Definition of business segments

1. Event DX Business

V-CUBE Seminar

EventIn

ZIKU by SHANON **Touchcast**

- Online/hybridization of all events
- Operational support, including operational design/day-of direction
- Production of 3DCG/metaverse spaces and videos

Pharma Web Seminar

Virtual AGM

Metaverse Event

2. Third Place DX Business

- Provision of work/communication booths to companies and public institutions
- Diversified related businesses such as advertising models/Metacube/reservation systems
- EV charging solutions for expanding and DX of means of transport

Telecube

CHARGE+

Metacube

Telecube connect

3. Enterprise DX Business

Business growth business

Support for DX of business/services

Remote Education

Healthcare

Live entertainment distribution

Remote Real estate

Financial consultation

SNS/Community

Professional work business

DX support in specialized areas such as disaster measure/plant inspection

V-CUBE Collaboration

V-CUBE Board

V-CUBE Communication Map

Hybrid work business

Support for working from anywhere and at any time, in the office and at home

Reskilling business

Support for employee training and learning management inside and outside the company

Outline of business plan

Business segment		Business environment	Value offered and business policy	Sales (billion yen)		
				FY23	FY24	FY25
Event DX		Industry structure challenges in the pharma industry, which has expanded rapidly by the COVID19 and is heavily weighted. Other industries continue to expand following the culture change caused by COVID19	Expand market share by the strength as No. 1 SaaS+Service model in Japan, generating profits in existing areas and investing aggressively in emerging areas	4.96	5.59	6.33
Third Place DX		Corporate use expanded steadily. Public sector also increased significantly and Non-telework usage is also expanding.	Expand public use by utilizing recognition as a pioneer and variation of proposals. Expand the use including non-work areas	3.07	3.56	3.90
Enterprise DX	Business growth	The market is growing steadily, although there is a trend towards a return to real	Maximizing the value offered with high-quality products and customer-specific service support	1.19	1.43	1.69
	Professional work	DX expansion is further expected due to increased national budgets such as land resilience with accelerated labor shortages	Focus on market expansion and acquisition through comprehensive proposals based on application-specific products and extensive experience/skills	0.71	0.94	1.11
	Hybrid work	New ways of working that are not just telework or just real work are required	Maintain sales in the general area by proposing workstyle DX and environmental deployment, using experience/know-how, while seeking business in new areas	1.64	1.93	2.04
	Reskilling	Non-sequential skill change of existing employees is urgent necessity according to changes in the market and the spread of DX 1 trillion yen over 5 years of government support expressed	Create optimal solutions from long-proven products and develop new markets	0.92	1.06	1.18
Total				12.50	14.52	16.26

Business strategy details : Event DX business

Business Environment: Expanding the use of online events and needs are changing.

- Online events become common with applications that have grown rapidly in COVID 19
- Although there is a trend to return to real in the post-COVID 19, the value of online remains constant in terms of convenience/economy
- The challenge for the future is to realize online the elements of real strengths such as 'interactivity' and 'togetherness and immersion'

Value Offered: No. 1 SaaS+Service model in the country

- A wide range of SaaS products to meet various usage and requirements, such as the one-way V-CUBE seminar, the interactive EventIn and 3DCG Touchcast
- Largest human/equipment delivery resource in the country
- One-stop support from event planning and preparation to actual delivery is possible

Business Policy: Generate profits in existing areas, expand market share in emerging areas through active investment

- Generate profit by improving operational efficiency in current applications such as pharmaceutical seminars
- Expand market share through proactive marketing/sales in high-growth areas such as virtual AGM and interactive events on EventIn
- Active investment and business alliances to expand services for high-value-added events related to 3DCG/Metaverse/hybrids

SaaS Lineup

In-house products



Resale



Scenes of use



Virtual AGM



Online results briefing



New product launches and conferences



Exhibitions, symposia, forums and recruitment events



Anniversary events, induction ceremonies, internal kick-offs



Pharma Web seminar

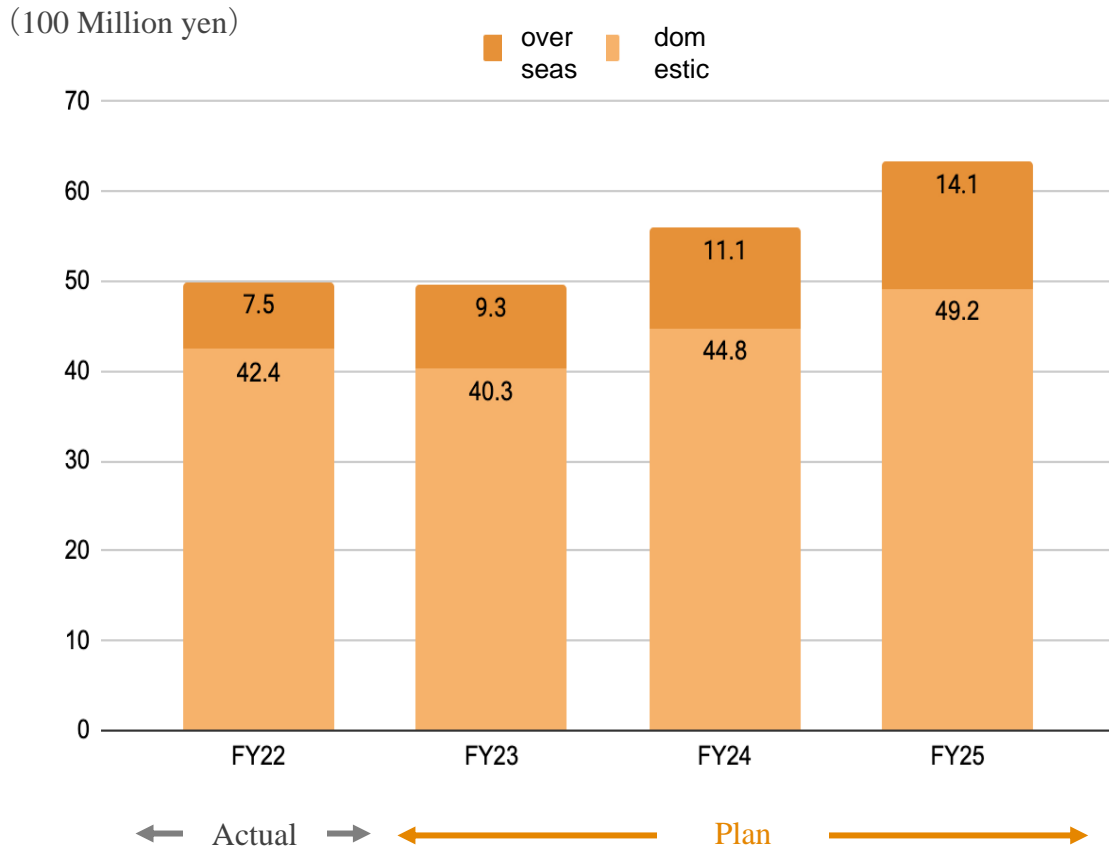


4,000 distribution supports per year.
No.1 market share in the online distribution of seminars/events.*

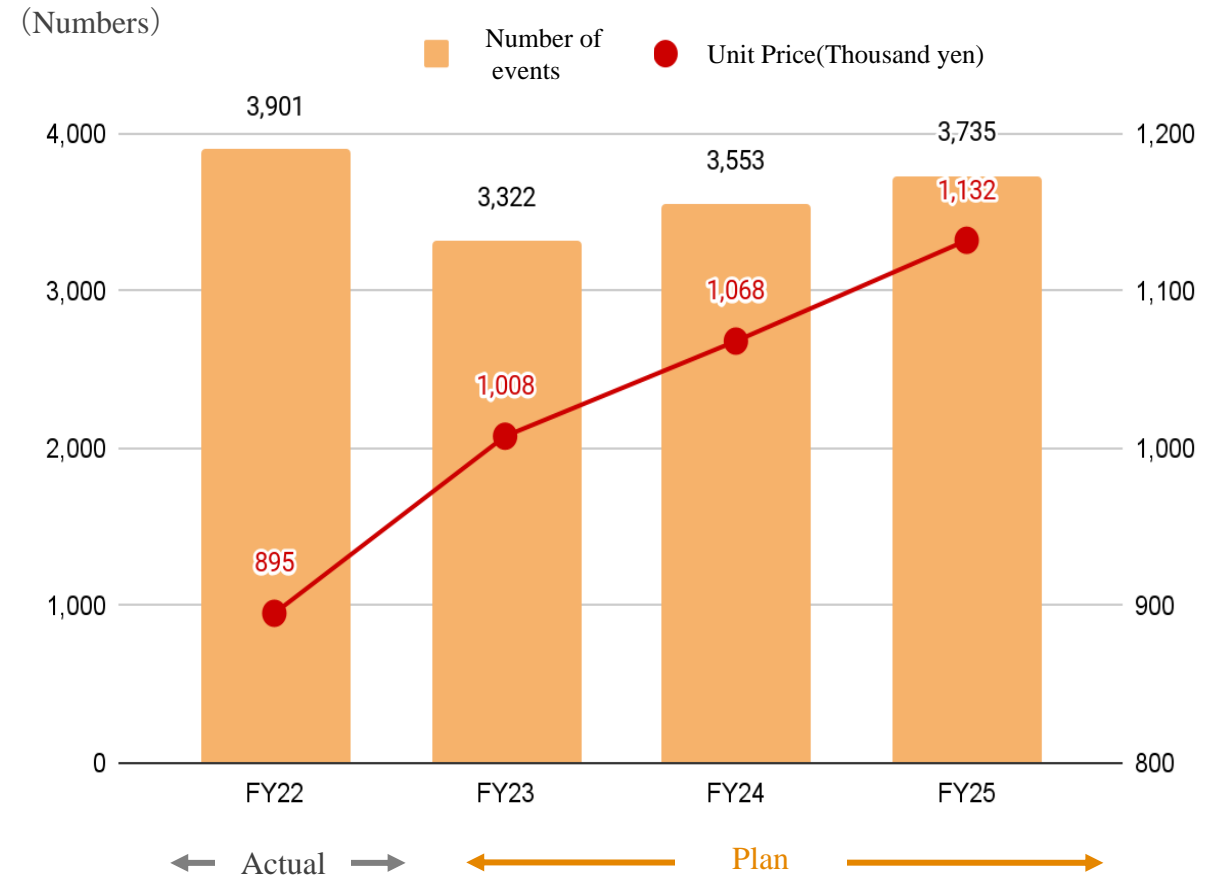
※Survey by Japan Marketing Research Organization
Survey summary : Market research in designated area in 2022
Distribution system + distribution (operation) support provided to 'corporate clients' (including one-off distribution).

In view of the return to real event, the number will not grow significantly.
 Aim for sales growth by increasing unit prices through Virtual AGM, EventIn, Metaverse.

Sales Plan



Number of events / Unit price trend (Domestic)



※ The figures above are number and unit costs in domestic.
 ※ If there are multiple events within the same event project, the project is counted as one.
 ※ Special projects with sales of 100 million yen or more per project are excluded.
 ※ Sales of cloud only, which do not involve the provision of services, are excluded.

Expand sales and market share through proactive marketing/sales expansion activities in areas of significant growth

	Metaverse Event	Hybrid
Image		
Use	<ul style="list-style-type: none"> ● External PR/marketing/customer events ● Internal kick-off/town hall/anniversary events 	<ul style="list-style-type: none"> ● Business exhibitions ● Academic meeting/research presentations /conferences
Strengths and values	<ul style="list-style-type: none"> ● System and support proposals from multiple patterns according to customer requirements/goals ● Design, construction and actual operation of 3DCG. 3DCG for individual companies can be reused. ● Support from preparation to day-of-operation 	<ul style="list-style-type: none"> ● Use of hybrid-specific system. ● Operational support for both online/venue. Proposals for hardware-based venue build-out

Business strategy details : Use of the Metaverse for various usage purpose

Providing events using Metaverse technology as a high value-added service
 Proposals based on purpose of use/requirements from multiple patterns

Social events with avatars

Purpose

Interaction between avatars and seminars can also be held in the space



3D Walk-through type



Services offered

Large-scale PR/marketing events

Effective brand image and sense of presence



3D Viewing type



Booth type/round table

Simplified booth movement and conversation.



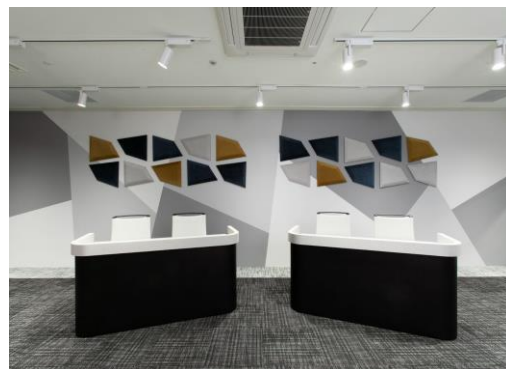
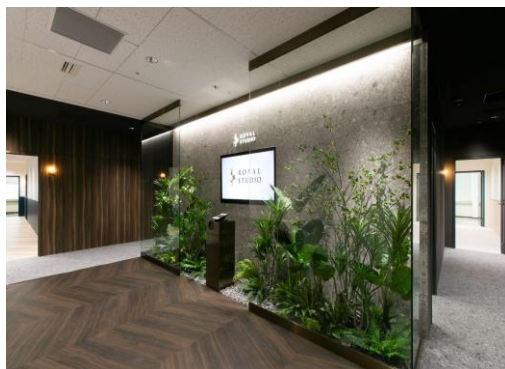
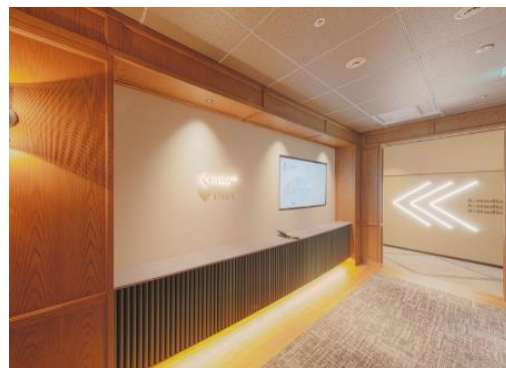
2.5D Click-to-move type



Business strategy details : Event DX business ~ Introduction of related services ~

The know-how/capacity to successfully manage diverse and complex online events is the best in Japan.

One of the country's largest studios for online events



Support services for all events



Proposals and event design



Operation on the day



Review/Check and suggestion



Propose and build a dedicated 3DCG event venue

Business strategy details : Third Place DX business

Business Environment: For corporate and the public, from recognition to diffusion. Development into other new usage

- Corporate use has moved from the awareness phase to the diffusion phase. The market expands so rapidly than the initial expectations of COVID19. Numerous competitors emerge
- For public use, it is becoming a common part of the infrastructure in public areas such as station facilities and large office buildings
- Uses other than work (attendance, information management, product experience, etc.) are expanding in both the corporate and public

Value Offered: Recognition and variation of offer as a pioneer

- Offering a wide range of booth options for one to four persons in line with diversifying needs
- Offering a subscription method to reduce the initial investment burden on the customer
- As a Pioneer, No. 1 market share* based on reliability with over 20% market recognition

Business Policy: Increase the installed units for the public sector and expand the area use

- Continue to expand installation in offices, complexes, JR/private railway stations and commercial facilities, aiming to become a social infrastructure
- Acquire corporate customers who can use the system both in the office and on the street, as a strength of the company's development for both corporate and public use
- Create/develop/expand related businesses, such as advertising models, development of third-party dedicated, software infrastructure for reservation systems

Lineup

For corporate : Corporate work/web conferencing/interview booths



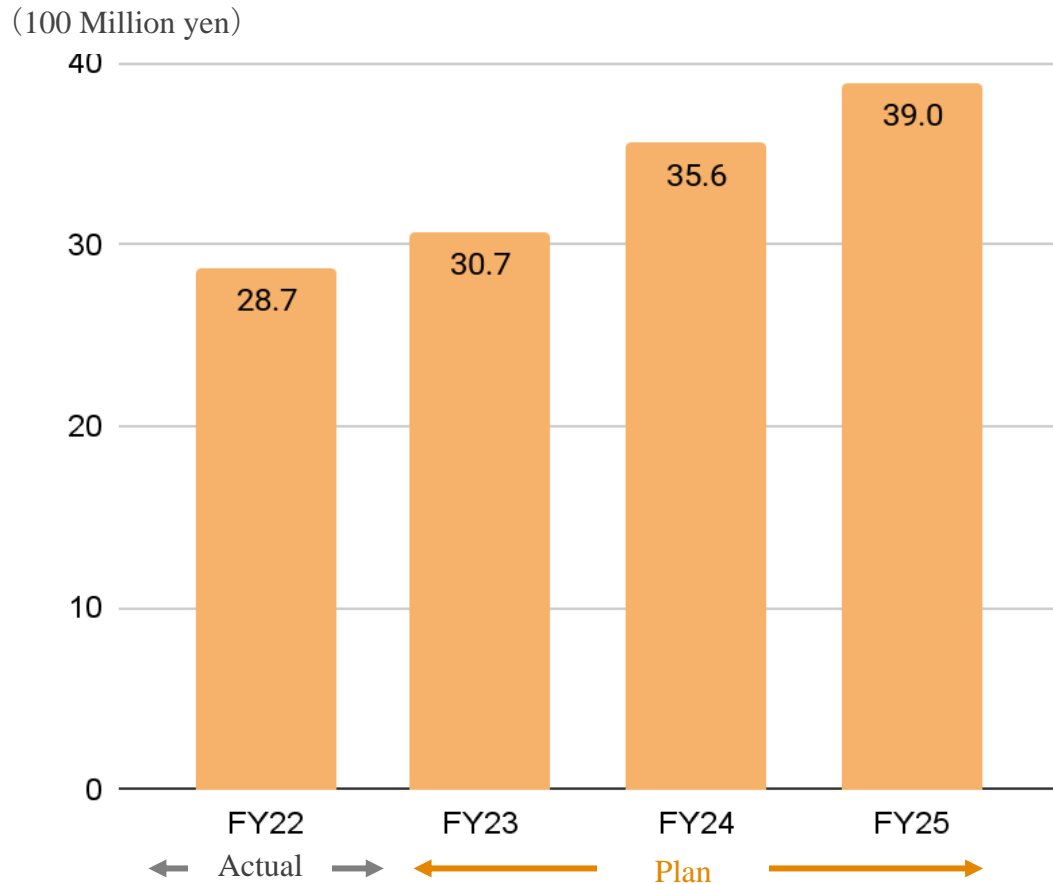
For public: installation in public facilities such as train stations/airports



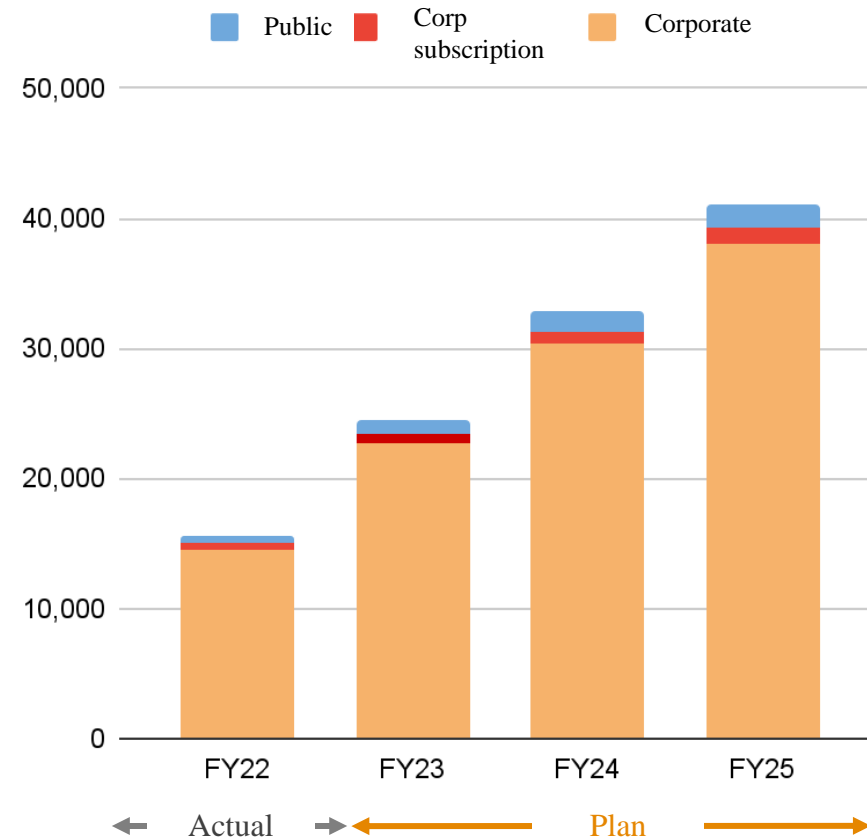
Business strategy details : Third Place DX business

In terms of number of units, expand in all segments, centered on sell-out types
 Expand sales, centered on public sector, which earns from usage fees, and subscriptions,
 which are based on continuous use.

Sales Plan



Unit sales plan



Further expansion of the public sector into the infrastructure of society

Telecube for the public Current main installed locations

Network of 150 locations, 321 units

(As of Jan 10, 2023)



office building



railway station



commercial facility



airport



co-working space



convenience store



Covers business areas in the **Kanto, Kansai and Tokai** regions
Can be used as a base for **business trips**

	2023	2024	2025
Number of public installations	1,148	1,509	1,868
* Forecast			

For the public expansion policy

- Further expansion of station installations, particularly in JR East/Central
- All-round expansion of street locations, including buildings and commercial facilities, as well as private railways and airports, which were prioritized.
- Promotion of advertising business other than charging for use as a medium and installation of dedicated enclosures for business use (BtoBtoC model).

JR Central EXPRESS WORK



JR East STATION WORK



Business strategy details : Third Place DX business ~ Future developments in related services ~

Aim for medium- to long-term growth through expansion into non-work areas and new related businesses such as Metacube and Connect

Diversification of existing models / development of new plans

Advertising models/experience spaces/business uses

Partnering with third-party services to create and deploy models that enable service experiences



Hybrid corporate plans for street + office

Expansion of corporate subscriptions for plans that allow the use of Telecube for both street and office use, using assets/subsctrpts previously installed for the public.



Creation/development of new related businesses

Metacube (Metaverse X Telecube)

Developments include remote guidance services for real estate and tourism, experiential entertainment/attraction content, VR gyms.



Telecube Connect

Third place reservations/space management and operations aggregation services. Under construction for a major railway company. To be developed holistically thereafter.



Business strategy details : Third Place DX business ~EV charging solutions~

Business Environment: Formulation and promotion of government targets towards carbon neutrality

- Government target of 100% EV in 2035 to achieve carbon neutrality in 2050
To achieve this, vehicle diffusion and infrastructure development need to be promoted in an integrated manner
- Government target to increase the number of charging infrastructures to 150 000 by 2030 and increased budgets to achieve this

Value Offred: Use of previous proposal/operation/support know-how

- Socially valuable projects that support the realization of carbon neutrality
- Services using of CHARGE+'s superior solutions
- Use of the proposal, operation and support know-how developed in the Third Place business
- Use of the customer base developed in existing businesses

Business Policy: Expansion into housing complexes/business premises, public institutions and facilities

- Deployment in housing complexes, where the market is growing rapidly
- Expansion to corporate offices, business premises and sales offices
- Expansion to commercial facilities, office buildings, train stations and airports where business synergies with Telecube can be expected

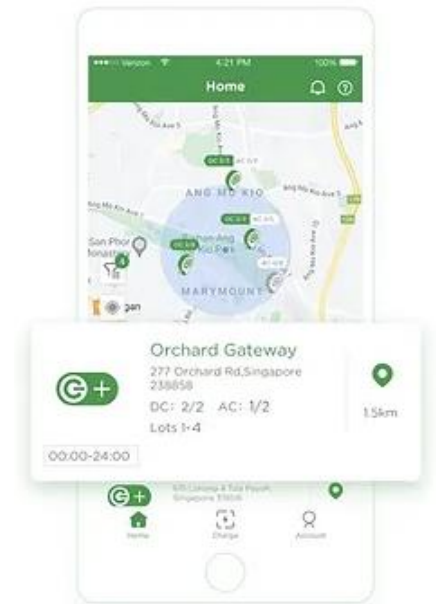


(Reference) Features of our charging solutions

High-cost performance



Dedicated Applications



Business target • Plan

Target • Plan		
2023	2024	2025
		5,000units

Business strategy details : Business growth DX business

Business Environment: Online/hybrid market growth steady despite real return

- Online communication has become the 'natural choice' and significant growth in adoption of communication SDK, centered on entertainment apps
- Market expansion with new possibilities such as the use of hybrids, even with a certain amount of real return
- Metaverse markets are emerging and capturing new growth markets is key

Values Offered: High-quality products and customer-specific service support

- SDK for near-realistic communication with low latency, high stability and high sound quality
- Embedded in customer applications to realize highly engaged services
- SDK/low-code for fast development and short releases to speed up business

Business Policy: Maximize the value provided by launching new products

- Continue measures to increase the number of new customers in growth markets
- Maximize unit price per customer by launching new products and providing multifaceted added value
- Expand the scope from the existing SDK area to the application area to develop new markets to increase sales from new business areas

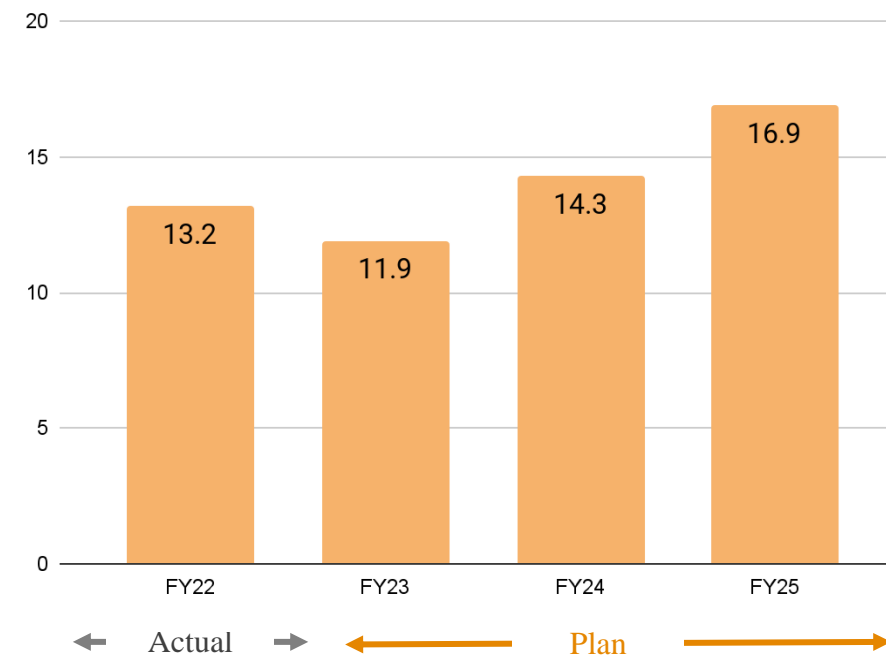
Service lineup



**V-CUBE
Communication
Platform**

Business growth DX business Sales plan

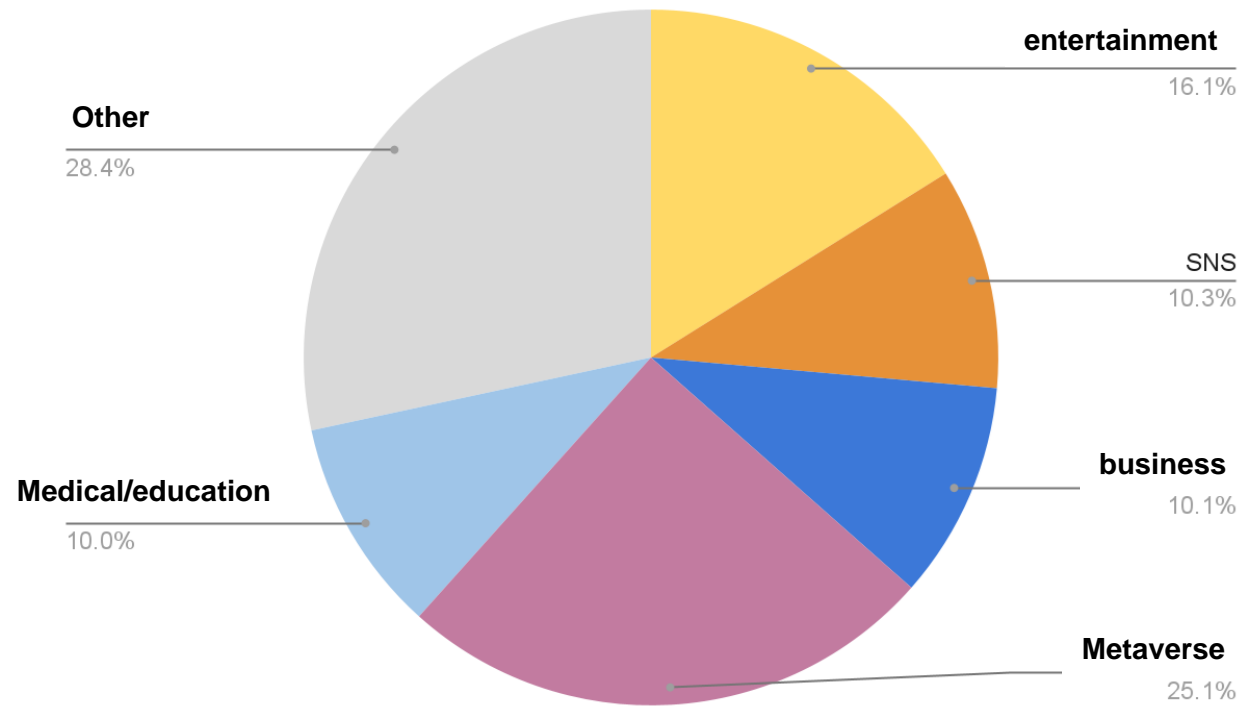
(100 Million yen)



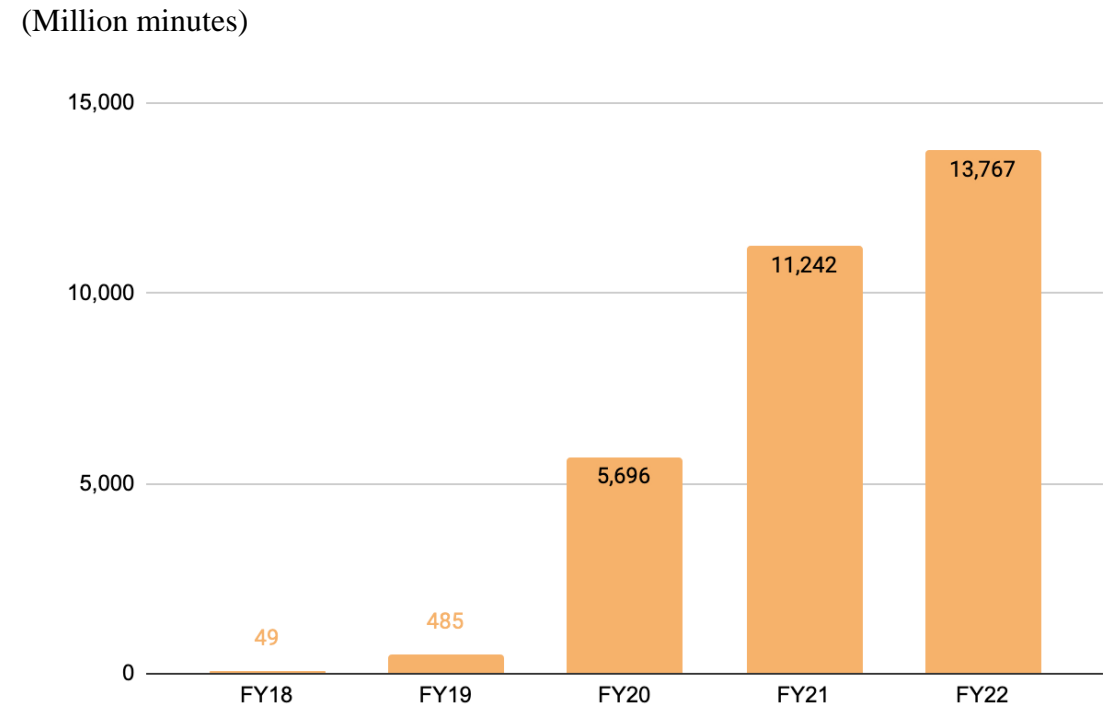
While social networking and fan services, where viewers interact with each other, account for a large proportion of sales, metaverse applications are also on the rise.

Usage time continues to increase steadily

Sales composition by application (FY22) * Actual



Cumulative hours of use (minutes)



DX for business and face-to-face services with Agora in a wide range of industries/applications

Entertainment live streaming

Live event streaming



Fanplus, Inc.

Multi-person collaboration



SHOWROOM Inc.

Live sports streaming



Sports IT Solution, Inc.

Metaverse



Cluster, Inc.



Bifrost, Inc.



ambr, Inc.

Voice delivery



AWA Co. Ltd.



Voicy, Inc.



CyberAgent, Inc.

Game



MIXI, Inc.



TAITO CORPORATION

Lifestyle

Fitness



SOELU inc.

Wedding



HAPPO-EN

Online English conversation lesson



Bizmates Inc.



Best Teacher Inc.

Business chat tool



Chatwork
Chatwork Inc

Online job interview



Humanage, Inc.

online medical care

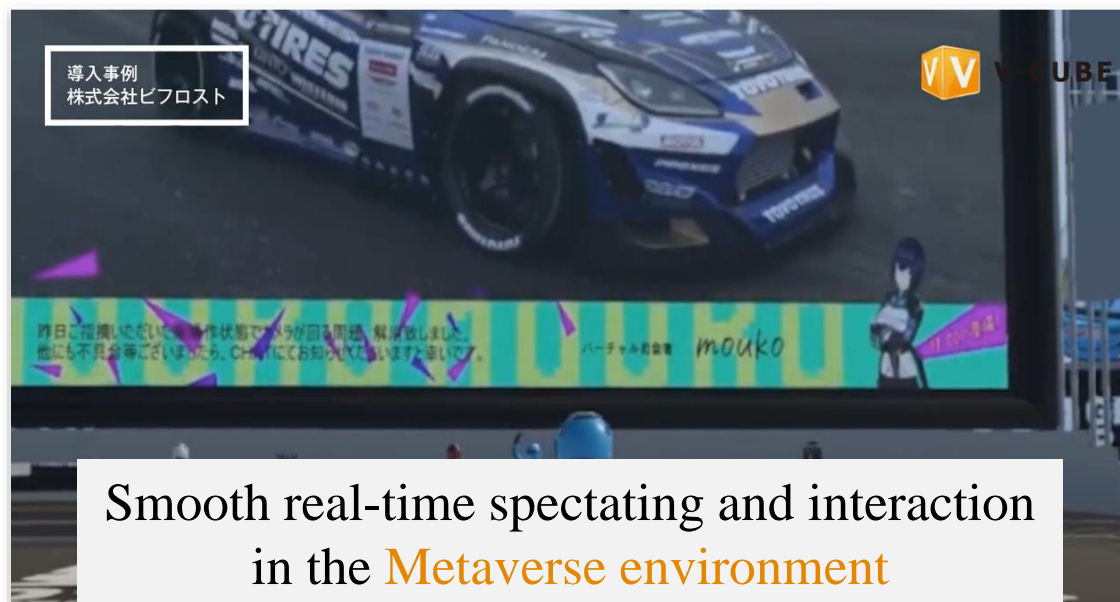


MICIN.INC

SDK realizing popular motorsport events in virtual spaces
Excellent fan engagement when organizing events in virtual spaces

Bifrost, Inc.

Voice calls between event moderators and avatars, as well as live streaming of competitions, are implemented on 'Agora'.



Next-generation live streaming and calling platform for successful user-customer engagement and smooth communication.

V-CUBE Communication Platform Outline



① Low latency & large distribution



Delays of less than one second and million-scale distribution

② Strengthening connections



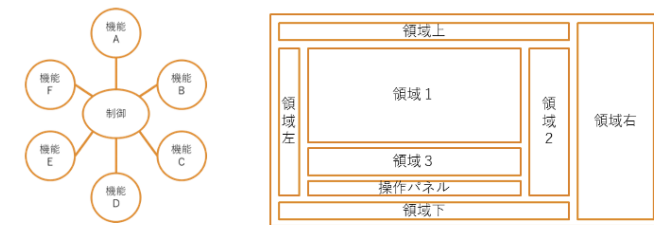
A sense of unity among fans

Connection between users and services

Contribute to increased customer attachment to services, higher LTV

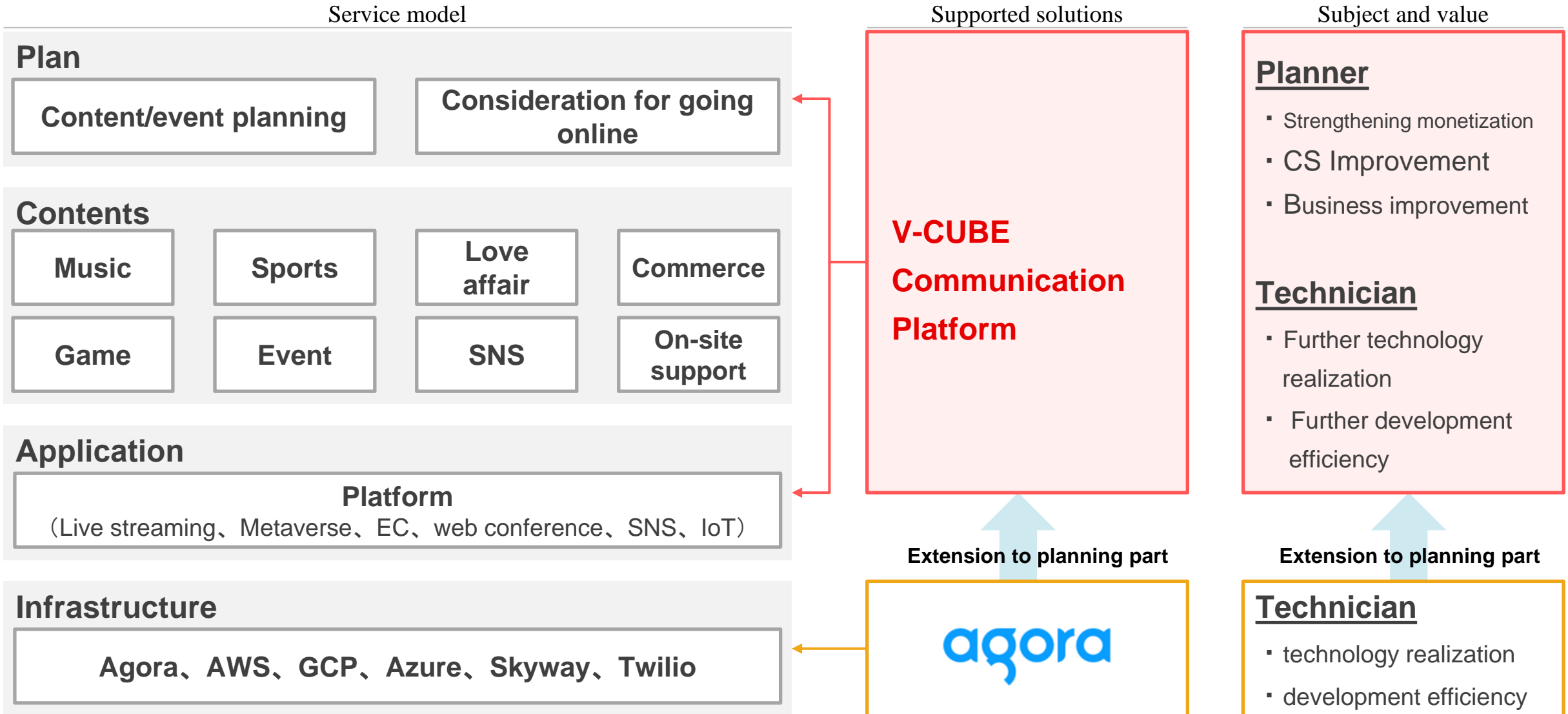
e

③ High customizability



Flexible customization of functions and layouts

Increased choice of app offerings helps to reach the business side and maximize sales



Examples of communication systems in VCP that can be realised at speed with no-code and low-code

1. Engage packs for advertisers

One-stop total support from planning to system construction and operational support



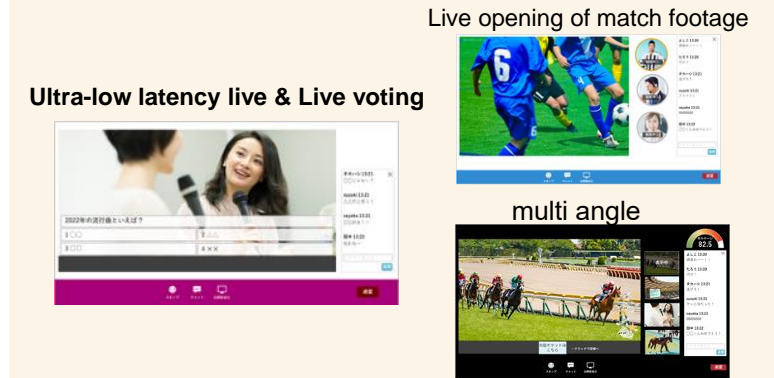
2. Use of online events

Approaches with points of view of improving engagement



3. Event use and program direction

More interactive content distribution

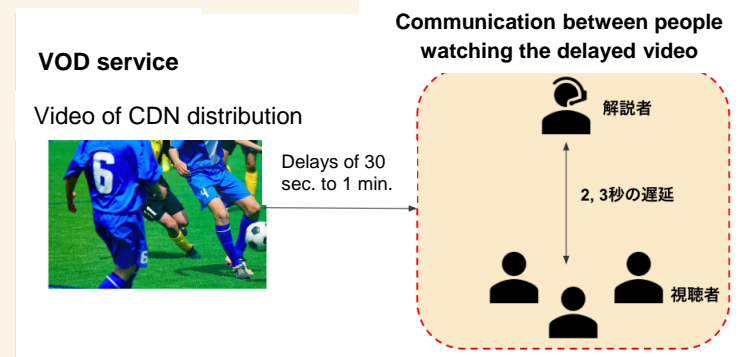


4. Press use (interviews and live broadcasts)

Unique systems for remote reporting



5. Ultra-low latency integration into VOD



6. Calling solutions

Can build own calling apps



Business strategy details : Professional work DX

Business Environment: DX is expected to expand due to increased national budgets, while manpower shortages accelerate

- DX will expand as national budgets increase for disaster countermeasures and measures to combat ageing infrastructure
- Further progress in issues surrounding craftspeople and technicians, such as the shortage of technicians and the transmission of skills

Value Offered: Comprehensive proposals based on application-specific products and extensive implementation experience/skills

- SW/HW specializing in various field operations (emergency countermeasure, construction, maintenance and preservation work sites)
- Comprehensive proposal capability based on overwhelming implementation experience/skills in the DX of field operations

Business Policy: Focus on market expansion and acquisition through the development of unique services with increased specialization

- Enhance emergency incident management and on-site communication by providing software that combines on-site video and map information
- Invest in the development of specialized support applications in addition to conventional remote work support through video. Approach industry issues such as the shortage of technicians

Service lineup

V-CUBE Board

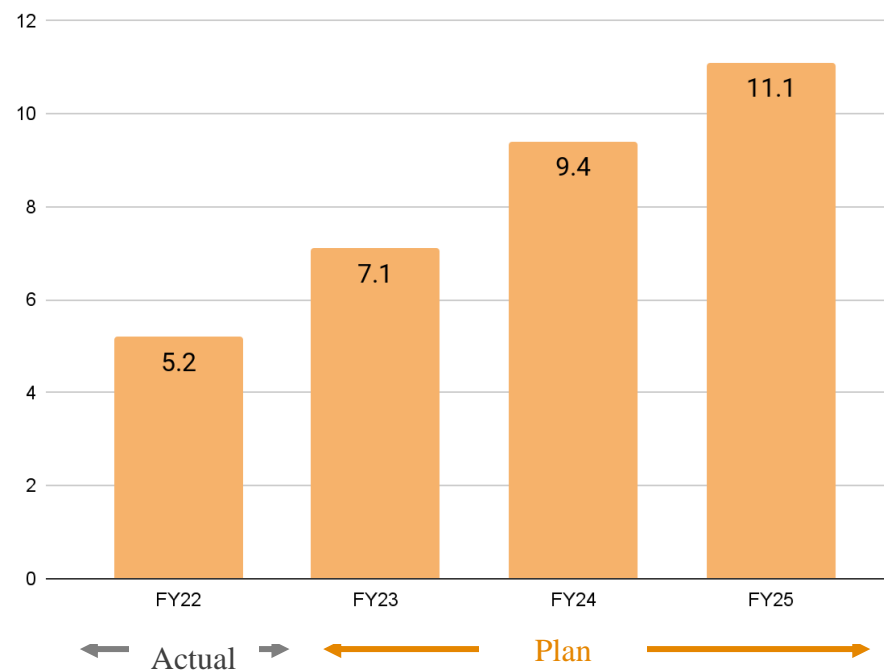
V-CUBE Collaboration



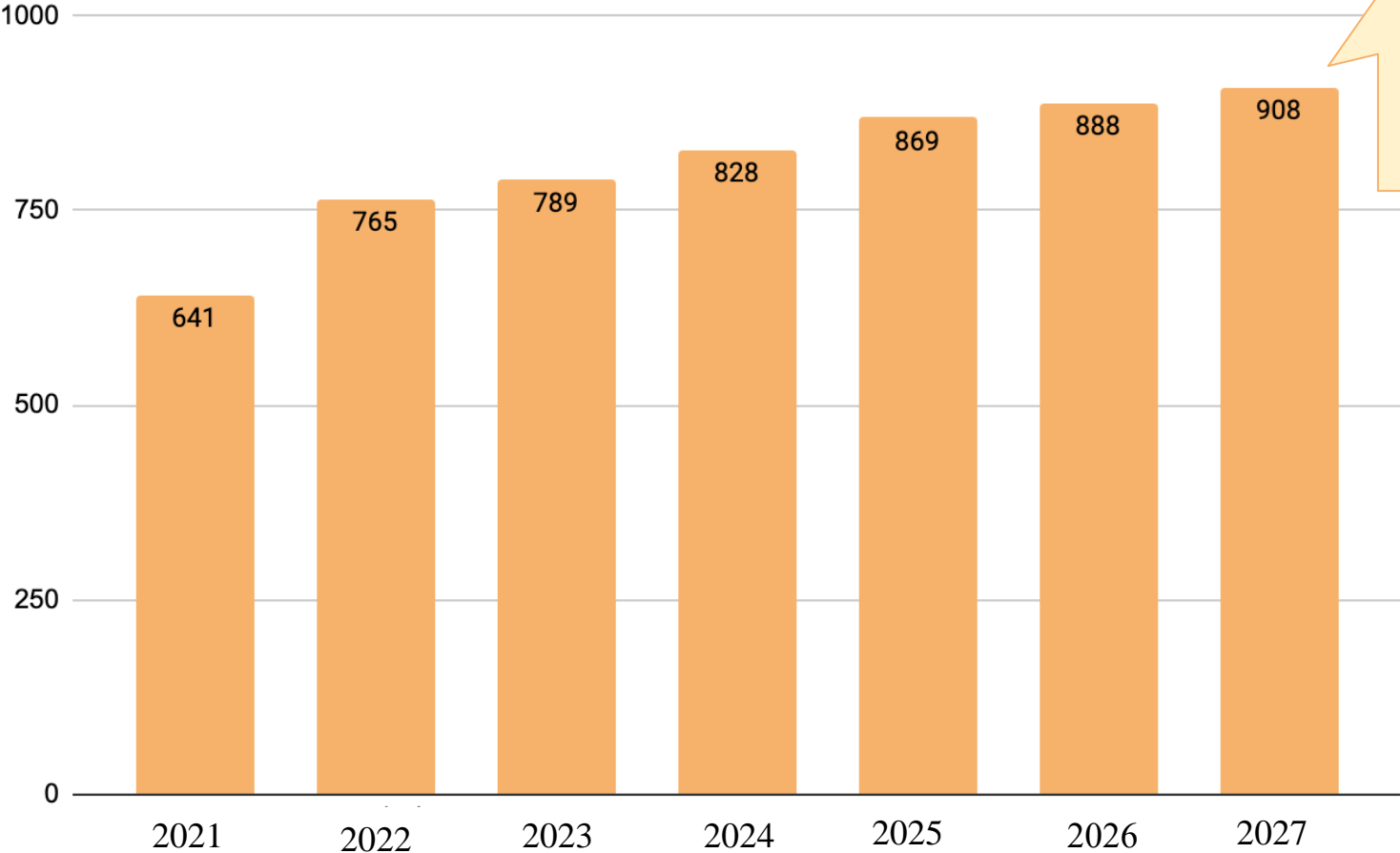
V-CUBE
Communication Map

Professional Work DX business Sales plan

(100 Million yen)



Estimated market size of areas relevant to our business in the market for disaster prevention and other emergency measures.



The market is expected to grow due to increased budgets for land resilience and emergency disaster prevention and mitigation bonds

Source: Seed Planning Inc. '2023 Edition: Latest Trends and Market Outlook of the Disaster Prevention Information Systems and Services Market', based on a compilation of market segment classifications that are relevant to the areas where our solutions are relevant.

Public sector : Emergency measures use

V-CUBE Board



V-CUBE Communication Map



Private sector : Field work use

real wear smart glasses



国土交通省
新技術情報提供システム
NETIS
登録番号 THK-180002-VE

Service outline Centralized management of information such as map and photos by operating a large table-like touch screen

Area Information sharing and operations in the event of a disaster at the national, local, fire and police levels

Value Visualization of case preparation and resources on a map by consolidating real information from the disaster site on an electronic table→ Improved quality and speed of decision-making

Example Shinagawa ward office, Saitama city fire department, Oita prefecture, Kobe city office, Kumamoto prefecture, Miyazaki prefecture, Ogishima LNG Terminal of Tokyo Gas

Explosion-proof smart glasses for completely hands-free remote working.

Infrastructure, lifeline and plant-related inspection and maintenance

Remote support for local workers without experts→ solve labor shortages

**RINKAI NISSAN Construction Co.,Ltd.
DOW-MITSUI Polychemicals Co.,Ltd.
ORGANO Corporation**

Expand sales and capture more markets, focused on existing products that already have a market advantage

In parallel, assess and invest in new developments

Summary of measures

【Exploration of core needs for emergency measures (long-term)】

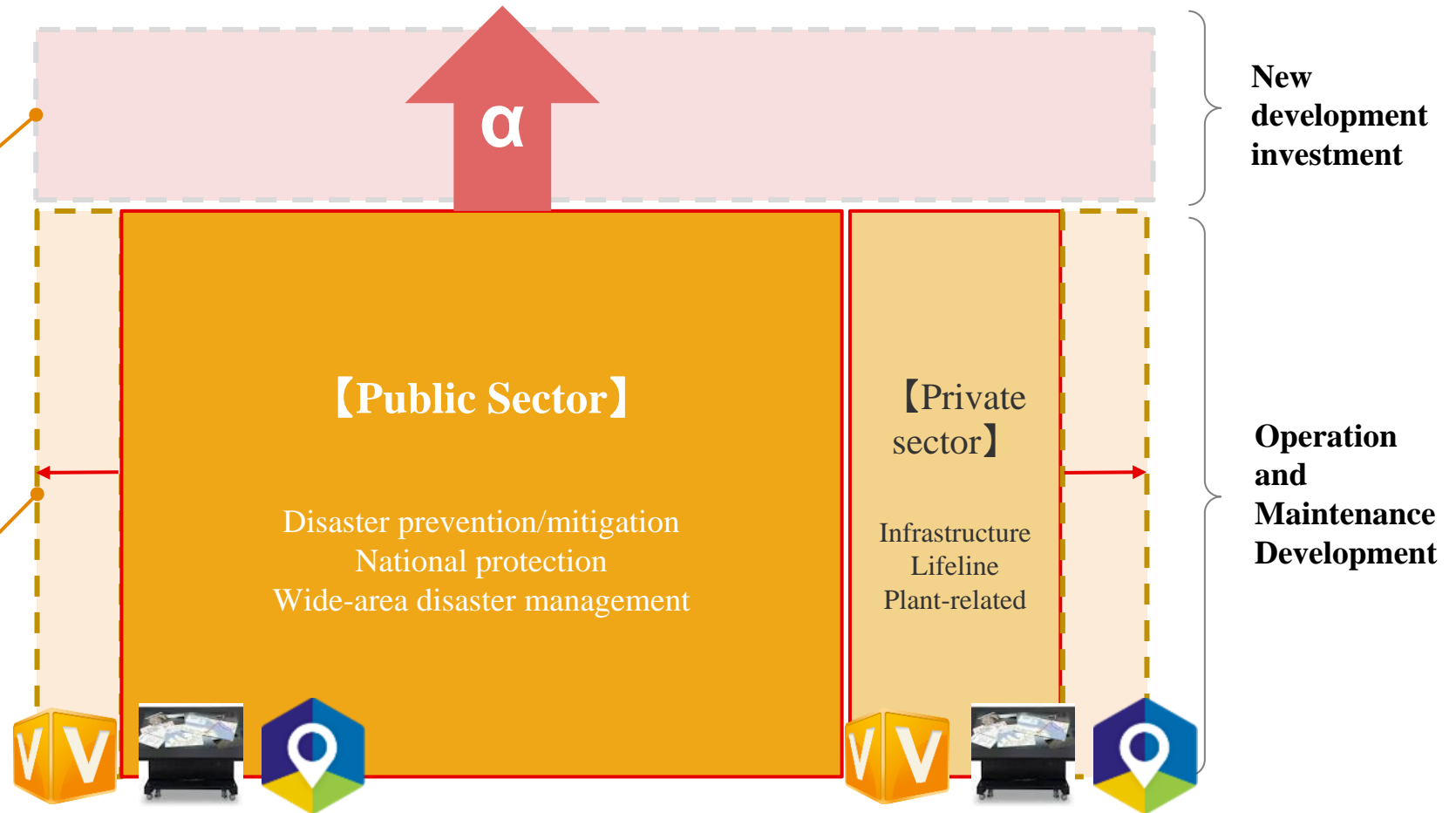
- Proactive information deployment to central ministries and agencies
- Analysis of the value we can provide from amongst national projects and intensive development investment

【Marketing investment】

- Aim to upsell existing customers and acquire new customers through participation in events, webinars.

【Organize sales strategies (selection and concentration)】

- Strengthen reselling by cooperation with Sler and strengthening systems.
- Develop light plans for small local governments (1,230 organizations).



New development investment

Operation and Maintenance Development

Business strategy details: Hybrid work business

Business Environment: A new way of working is required

- COVID19 settling down, mix of return to real (coming to the office) and teleworking
- Office and institutional design based on hybrid working styles is underway
- New issues and keywords are emerging due to the spread of online communication

Value Offered: Proposals for workstyle DX and environmental deployment based on experience/know-how

- Proposals that combine experience in providing services in remote communication, knowledge of hardware combined with software and extensive support know-how
- Creation and provision of solutions adapted to new ways of working

Business Policy: Maintain sales in general-purpose areas while seeking business in new areas

- Aim to provide comprehensive proposals of software, hardware and services for the creation of an environment based on hybrid working styles to an increasing number of customers, mainly Zoom
- Research new fields such as voice and emotion analysis and create the seeds for the next business

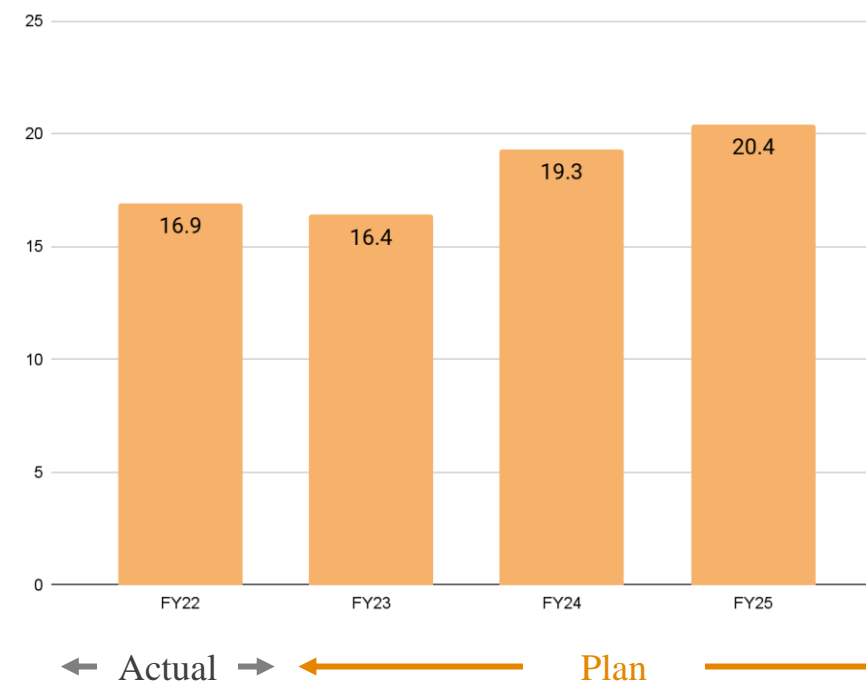
Service lineup

V-CUBE meeting



Hybrid work DX business Sales Plan

(100 Million yen)



Business strategy details: Reskilling business

Business Environment: Reskilling (relearning) is a key issue for the future

- The skills and competencies required are changing dramatically as industry structure, technological innovation and the DX promotion occur, and employees need to acquire new skills that are discontinuous with their previous skills in order to continue to create value
- A system to effectively acquire the necessary skills through the use of digital technology is needed
- In October 2020, the Government announced that it would invest JPY 1 trillion over five years to support reskilling

Value Offered: In-house training content and learning management systems

- Employees can learn independently at their own convenience
- Video content management that can be freely set to be open only within the company and not to the general public
- By combining a learning management system that can manage the learning progress of employees, including the preparation of exam questions, an effective in-house training system can be developed in-house

Business Policy: Maintain sales in general-purpose areas while seeking business in new areas

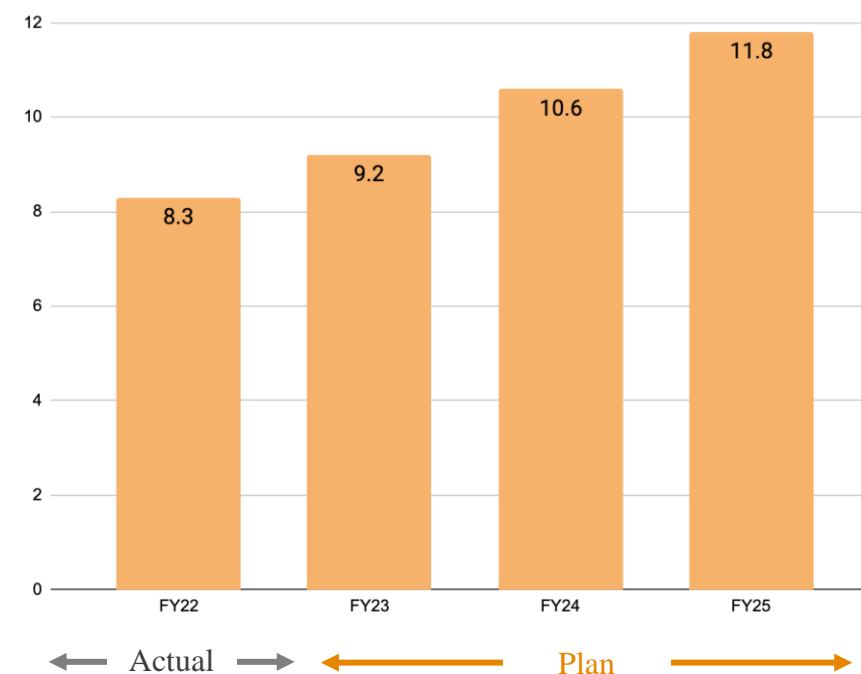
- Overseas demand for reskilling and corporate training is ahead of domestic demand
- Video content management service Qumu is increasingly being used by domestic and international companies for corporate video management and content creation
- Learning support system Wizlearn LMS is growing mainly in Southeast Asia

Service lineup



Reskilling business Sales plan

(100 Million yen)



Provide **Even** Opportunity to Everybody



Beyond Telework
V-CUBE

This documents contains forecast, target, plans and other future-related information of V-cube, Inc. (including all subsidiaries). This information stated in this documents is based on the information at hand when creating this document. The statements in this document is based on the aforementioned principle. The statements and prerequisite stated in this documents is only a prediction and forecast of the future, we do not guarantee all statements will be realized in the future. Please refer to V-cube's summary of accounts, securities report, disclosure magazines, annual report, etc., for uncertainty and risks of the information in this document. The information in this documents was received at the time of creating this documents, thus for changes occurred after the creating of the documents, V-cube does not resume responsibility of updating the information. Your understanding is appreciated.

Information disclosed regarding other companies in this document are from public releases, in case of misinterpretation, V-cube do not guarantee the accuracy of this information. V-cube does not resume responsibility for any misinterpretation, mistake, or damages caused by the use of this document and the data used in this documents. Your understanding is appreciated.

V-cube claims all rights of this documents, please do not by any means or purposes, electronically or mechanically copy or forward this documents.