

# FY23 Q2

# Financial Results Briefing Document

**V-cube, Inc.**  
**August 10, 2023**



1. FY23 Q2 Results Highlight

2. FY23 Q2 Results by Segment

3. Appendix

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# Financial Highlights

**EV: Structural changes in the pharma industry and the bottoming out of the negative effects after the COVID19 .  
Restructuring to the proper business size for the next growth.**

**TP: Although not as strong as in FY22, the number of units installed remained high.**

**Usage rate is also significantly higher due to the end of COVID19 pandemic.**

**EP: Sales exceeded the initial plan due to the bottoming out of general web conferencing and growth of SDK.**

**Profit was affected by the weaker yen than expected. (40 mil. yen in FY23 1H, 120 mil. Yen in FY23 forecast )**

※USD/JPY  
Initial Forecast: 130yen  
Revised forecast: 140 yen

## FY23 Q2 Consolidated Financial Results (KPI)

Net Sales

**5.75**

Marginal Profit

(Sales minus variable costs)

**3.72**

Adjusted  
EBITDA

**0.79**

Adjusted  
Operating Profit

**0.31**

(billion yen)

- Adjusted EBITDA : Operating profit + Depreciation & Goodwill Amortization ± Income/Loss from Non-Recurring and Discontinued Operations ...Indicator of Recurring Cash Flow
- Adjusted Operating Profit : Operating profit + Goodwill Amortization ± Income/Loss from Non-Recurring and Discontinued Operations ...Indicator of Recurring Profitability excluding Goodwill Burden from M&A

### Enterprise DX (EP)

SDK Usage fee (recurring billing for last 12 months)

**1.14 billion yen**

(23% increase)

### Event DX (EV)

Event unit price

**10.3 million yen**

(14% increase)

No. of Events

**1,607 times**

(22% decrease)

### Third Place DX (TP)

Quarterly  
installed units

**1,757 units**

(5% decrease)※

Cumulative  
installed units

**21,052 units**

(64% increase)

※Percentage calculated excluding some telecube recorded in FY22.Q2 and installed before FY22.Q1

## Highlights of Each Segment

### FY23 1H

#### Event DX Business (EV)

- In Japan, unit price tends to expand due to the expansion of high value-added product. Pharmaceuticals and human resources (one specific major company) remained below expectations but bottomed out.
- In the U.S., acquired large customers such as Citi group and Light & Wonder, and implemented some layoffs, expecting a significant increase in sales and profitability in 2H.

#### Third Place DX Business (TP)

- With the end of Covid 19, both in-office and for public use, usage is expanding as a new way of working.
- Although in-office demand lacked the enthusiasm of the same period last year, remained stable at a high level.

Steady accumulation of subscription model (net increase of 93 units)

- Public sector has been delayed to 2H due to reasons for customers.

#### Enterprise DX Business (EP)

- **Business Growth:** SDK usage fee remained flat due to an increase in new customers mainly in entertainment, despite a decrease of large existing customers due to the end of the Covid 19.
- **Hybrid Work (General Web conference):** V-CUBE meeting downside narrowed. Solid growth in Zoom
- **Reskilling:** LMS is performing well for corporate clients. Growth phase again due to bottoming out of schools

### FY23 Forecast

A year of structural reforms and investment for future growth in line with the situation, in response to changes in the after-Covid 19 social environment

Revised downward the business forecast disclosed on Feb 14 : Net Sales 11.5 billion yen, Adjusted Operating Profit 0.475 billion, Operating profit 0.1 billion yen.

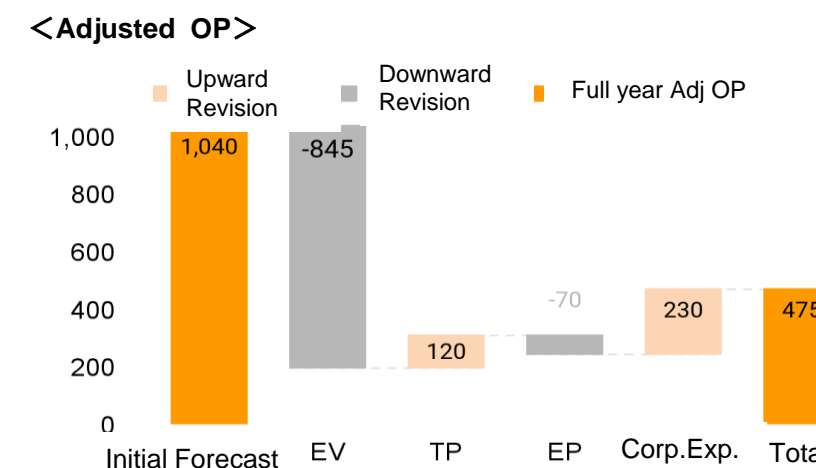
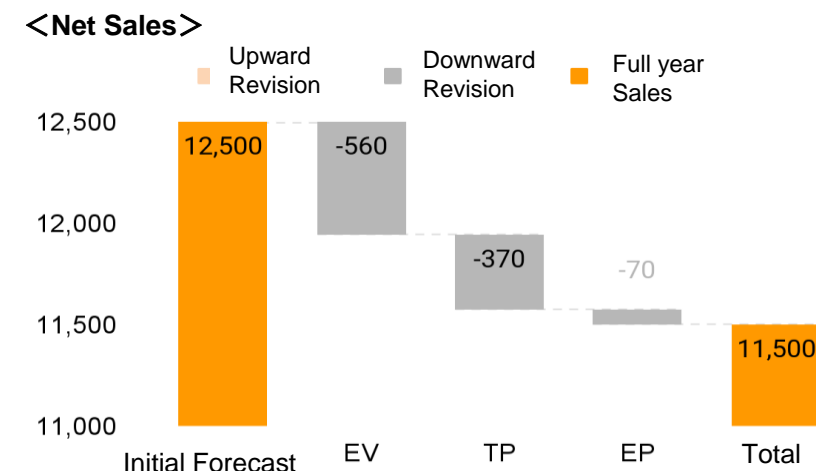
# Future Outlook Based on FY23 1H Results

## Main reasons for the weak performance in 1H and measures to improve profitability in 2H and beyond

	pharma industry	Human resource industry	U.S. Market	Foreign exchange (USD/JPY)
Challenges and Impacts	<p>Lower than expected local and small events that were expected to stop falling</p> <p style="text-align: center;">↓</p> <p>Despite reductions in variable and fixed costs, the decline in sales had a large negative impact on profits.</p>	<p>Significant decrease in the number of events due to policy change by a specific customer</p> <p style="text-align: center;">↓</p> <p>Despite reductions in variable and fixed costs, the decline in sales had a large negative impact on profits.</p>	<ul style="list-style-type: none"> <li>● Decrease in use by existing customers due to return to real life by reopening in the second half of FY22</li> <li>● Delay in new customers starting to use the service (security checks, etc.; even if they sign a contract, sales are not recorded if they do not start using the service) Even if a contract is signed, sales will not be recorded if usage does not start)</li> <li>● Increase in sales costs</li> </ul>	<p>Initial Forecast 130 yen, 1H results 135 yen Negative impact on profit: 40 mill yen for 1H</p> <ul style="list-style-type: none"> <li>● Higher cost of Foreign currency purchases due to weak yen than expected</li> <li>● Further losses in sluggish U.S. business</li> </ul> <p>Negative impact of 120 mill yen expected for the full year</p>
External environment	<p>Continued decline is expected due to changes in industry trends, but future sales decline will be limited due to the already small scale of the business.</p>	<p>The results for 1H were due to <b>the reasons of a specific client</b>. As the expansion of offerings to other HR industry clients is progressing, and continues to have strong for online briefings</p>	<p>Online review is accelerating due to high venue, hotel and transportation costs and labor shortages. Many new clients are scheduled to start using the service in the second half of the year.</p>	<p>While foreign exchange trends remain uncertain, it is difficult to assume that Yen will remain weak for long and believe that Yen will strengthen in the future.</p>
Counter measures	<ul style="list-style-type: none"> <li>● Reduction of fixed costs by reducing internal and external workforce to an appropriate size</li> <li>● Continued to strengthen sales activities for national, medium and large events, which are also attracting new customers, and the pharma industry as a whole is expected to cease to decline</li> </ul>	<ul style="list-style-type: none"> <li>● Reduction of fixed costs by reducing internal and external workforce to an appropriate size</li> <li>● Strengthen high value-added proposals for end users in events</li> <li>● Review of significant discounts based on volume</li> </ul>	<ul style="list-style-type: none"> <li>● Layoffs of less than 20% in June to right-size workforce</li> <li>● Hired new CEO and CFO to strengthen management</li> <li>● Focused on starting to use new clients</li> <li>● Started preparation for holding company concept. Aim to expand scale and list on NASDAQ in the U.S.</li> </ul>	<ul style="list-style-type: none"> <li>● Challenge to pass on price to offer price</li> <li>● Negotiation of procurement cost</li> <li>● U.S. business is expected to return to profitability in 2H, and the weak yen will have a positive impact on profits</li> </ul>

**Downward revision due to the shortfall of Event DX and delay in progress of Xyvid**  
**Reduction of directors' compensation to clarify management responsibility**  
**Measures to improve profitability in 2H and beyond (refer to p. 6) such as the solicitation of buyout package to achieve a more profitable structure through structural reforms.**

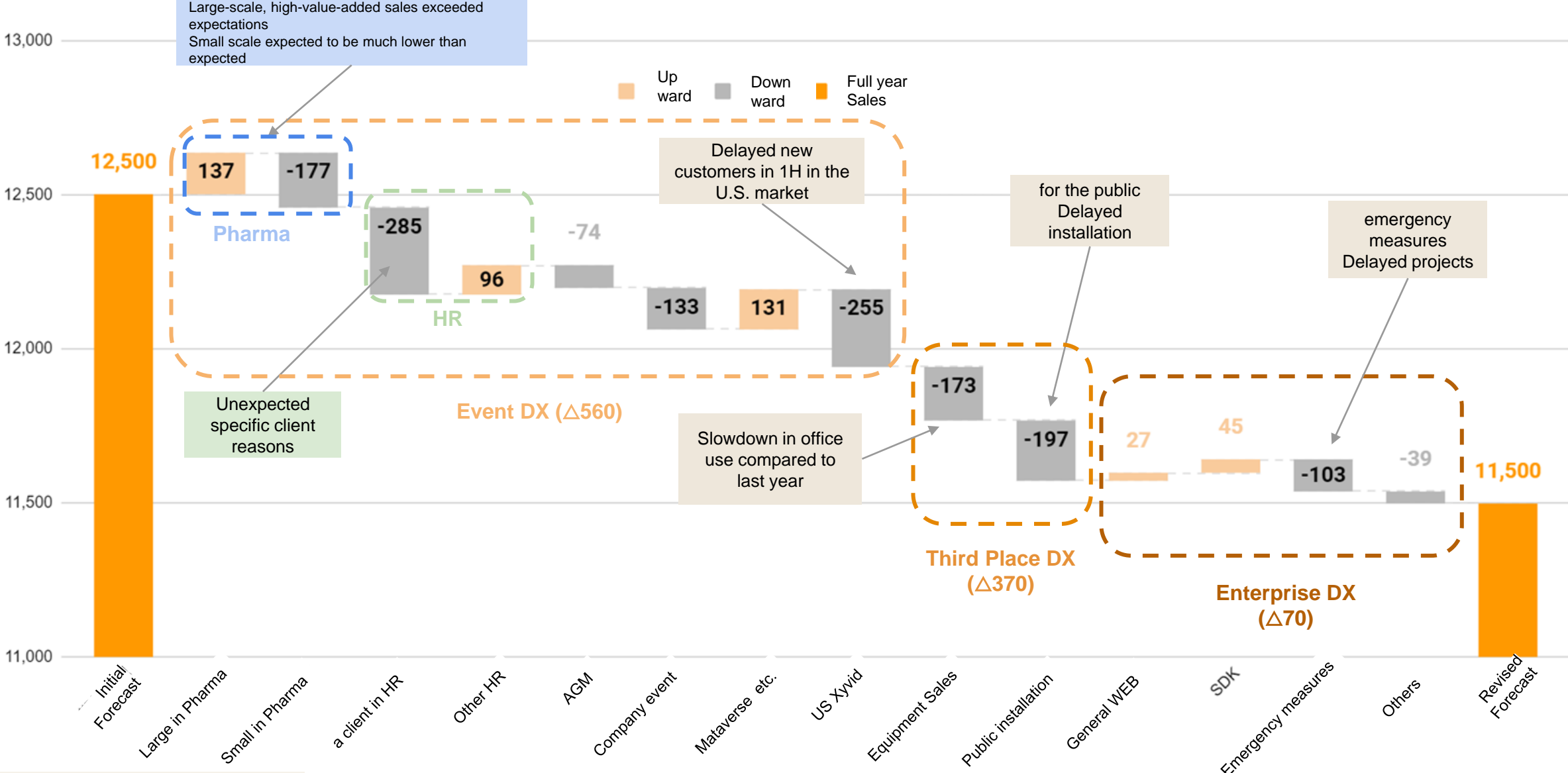
(million yen)	FY22 Results	FY23 Initial Forecast (23/2/14)	FY23 Revised Forecast (23/8/10)
<b>Net Sales</b>	12,229	12,500	<b>11,500</b>
<b>Adjusted EBITDA</b>	1,945	2,150	<b>1,570</b>
<b>Adjusted Operation Profit</b>	1,025	1,040	<b>475</b>



by raising prices, strengthening procurement cost management, and reducing fixed costs, Continue to aim for operating income of **1.8 billion yen in 2025** in the mid-term management plan  
 (Sales are expected to be revised to around 15.2 billion yen. with official revisions expected at the end of this fiscal year.)

# Revision of Business Forecast Factors for Sales Increase/Decrease

(Millions of yen)



Large-scale, high-value-added sales exceeded expectations  
Small scale expected to be much lower than expected

Unexpected specific client reasons

Upward (orange square) Downward (grey square) Full year Sales (dark orange square)

Delayed new customers in 1H in the U.S. market

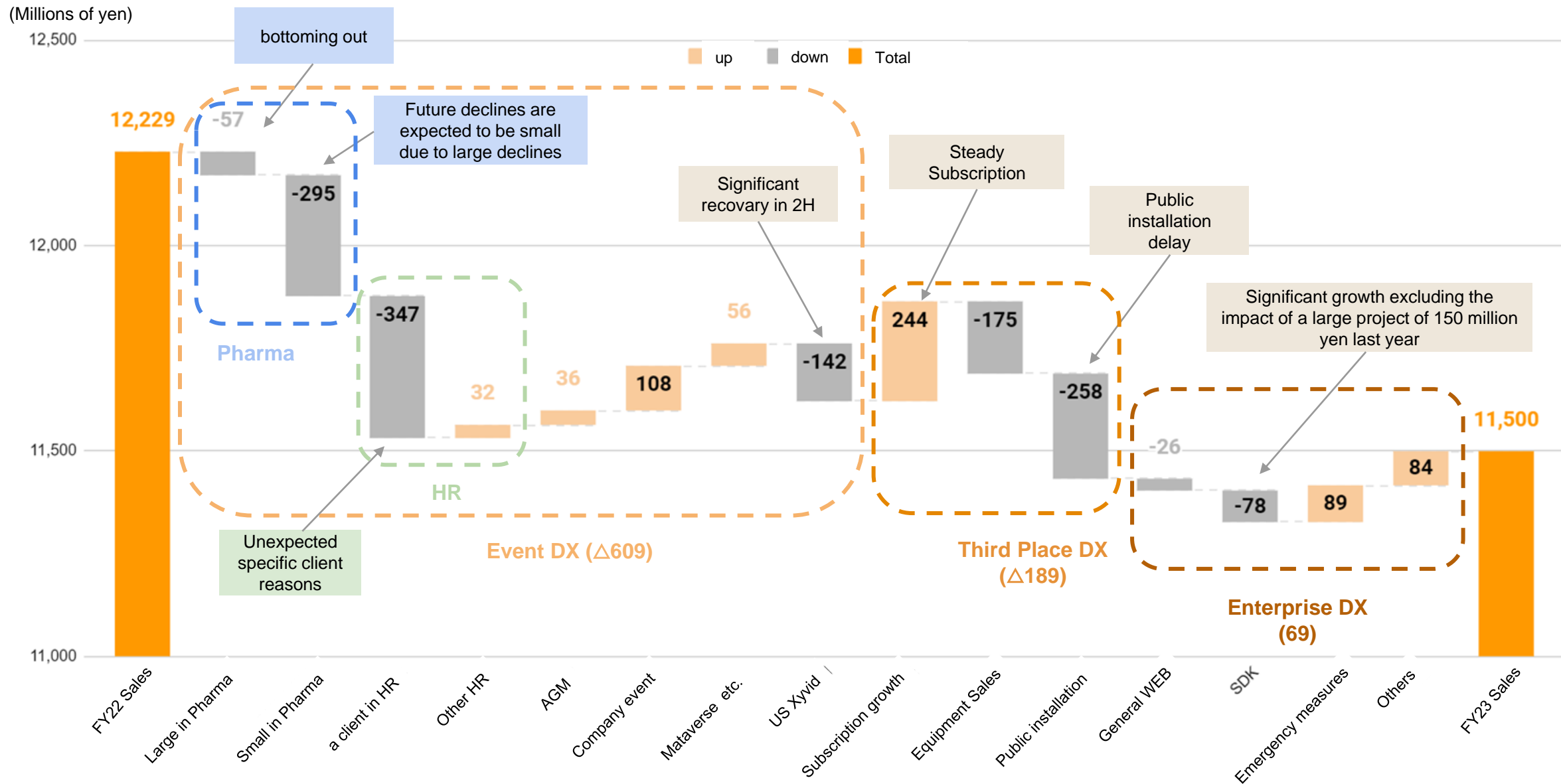
for the public Delayed installation

emergency measures Delayed projects

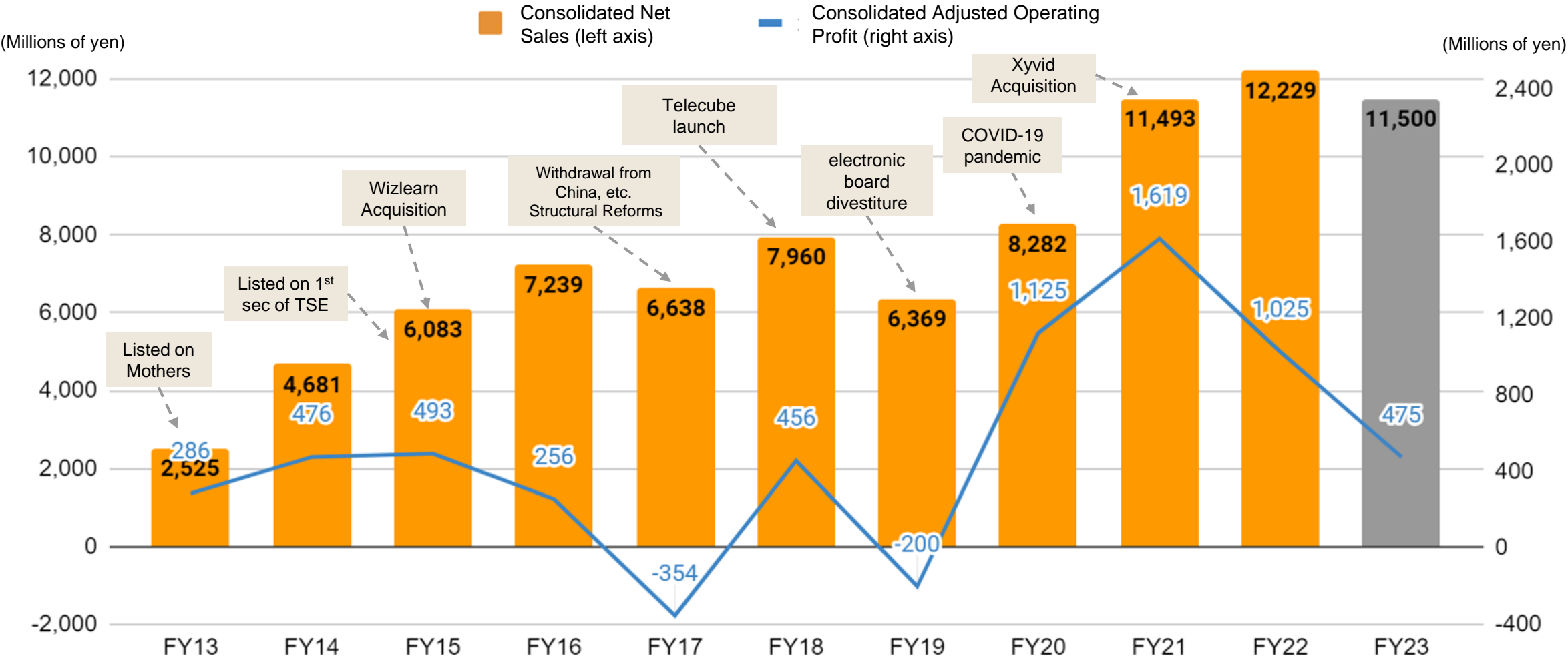
Slowdown in office use compared to last year



# Factors for increase/decrease from FY22 sales to FY23 revised sales forecast



**Consolidated sales growth of more than 4 times in 10 years after listing on the former Mothers market**  
**Adapting to changes in the social environment while developing business centered on visual communication**



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## FY23.Q2 Segment Overview

**EV** : Sales are down from the previous year due to the contraction of the pharma market and the adjustment phase of large clients. Virtual shareholder meetings have been conducted by 212 companies, with a repeat rate of more than 90%.

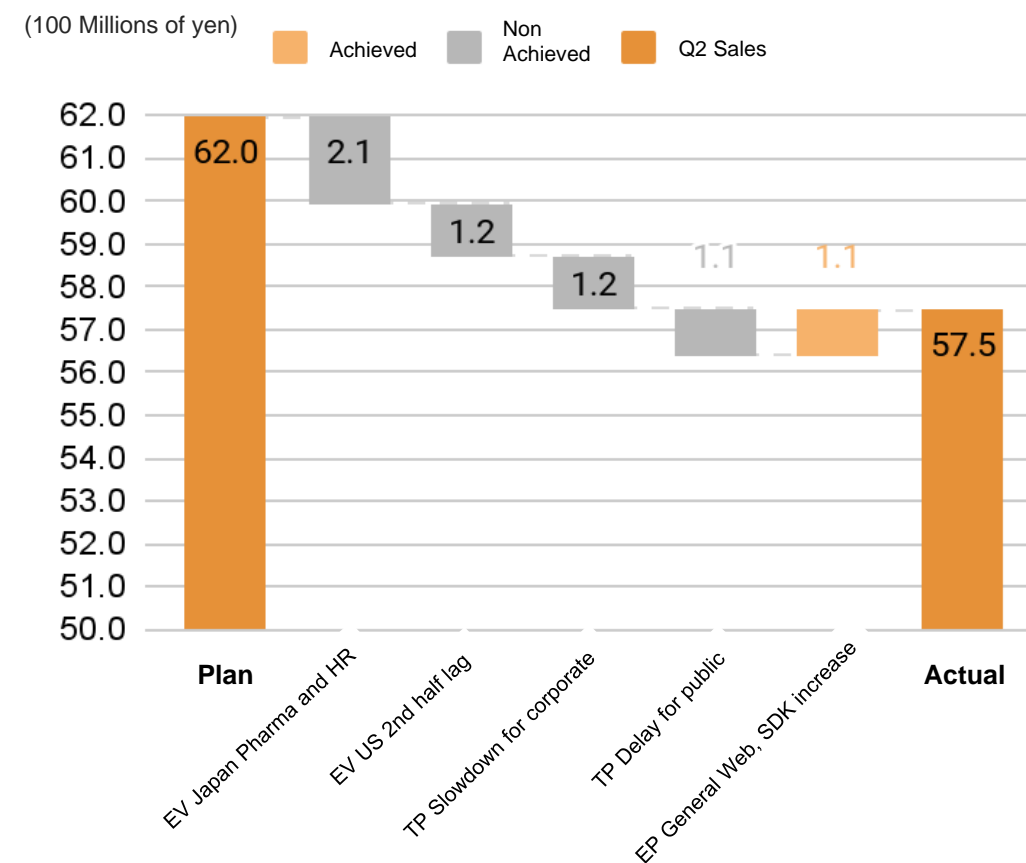
**TP** : Sales to the public sector were delayed due to installation site reasons, but sales to enterprises and subscriptions remained strong.

**EP** : Although sales declined due to a large SDK project in the previous year, sales remained strong mainly in SDK billing and general web conferencing. LMS for enterprises is in a renewed growth phase.

Overview of each segment (Profits are on an adjusted basis)

(Million yen)		FY22	FY23	FY23
		Q2	Q2	Full year Forecast (Revised8/10)
Event DX Business	Net Sales	2,863	2,276	4,400
	Segment Profit	483	△123	△205
	(Ratio)	(16.9%)	(-%)	(-%)
Third Place DX Business	Net Sales	1,489	1,275	2,700
	Segment Profit	273	399	770
	(Ratio)	(18.3%)	(31.3%)	(28.5%)
Enterprise DX Business	Net Sales	2,258	2,201	4,400
	Segment Profit	423	397	630
	(Ratio)	(18.7%)	(18.0%)	(14.3%)
Corporate Expenses		△346	△364	△720
Total	Net Sales	6,610	5,751	11,500
	Operating Profit	832	309	475
		(Ratio)	( 12.6%)	( 5.4%)
				(4.1%)

### Q2 Sales Plan/Actual Comparison



# Segment Overview — Event DX Business

## 1. Event DX Business

V-CUBE Seminar



- 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+



Telecube connect

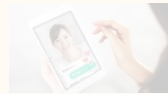
## 3. Enterprise DX Business

### 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



# Event DX Business Overview

**Japan:** Despite lower revenue plan, revenue declined more than expected due to shrink of the pharma market and change in policy of a large HR client. Continued focus on Metaverse and Hybrid areas, while reducing fixed costs through headcount reductions, etc. to improve profitability

**U.S.:** Amidst a decline in the number of online events for existing clients, the company posted a loss due to delays of events for new large-lot clients. The start of projects for new large-lot clients such as Citi and the effect of the workforce reductions already implemented will bring the company back into the black from 2H of the year.

(Million yen)	FY22	FY23	FY23
	Q2	Q2	Full year Forecast (Revised 8/10)
Nat sales	2,863	2,276	4,400
Segment Profit (Ratio)	483 (16.9%)	△123 (-%)	△205 (-%)



(Segment profit is adjusted)

## Value Delivery Model for Event DX Business





# Event DX Business Virtual General Meeting of Shareholders

The virtual shareholder meetings, which peak in June, supported delivery of 212 listed companies in the first half of the year (197 companies in the first half of last year).

With over 90% of existing clients repeating the service, it has grown into a solid annual stock business.

## Positive

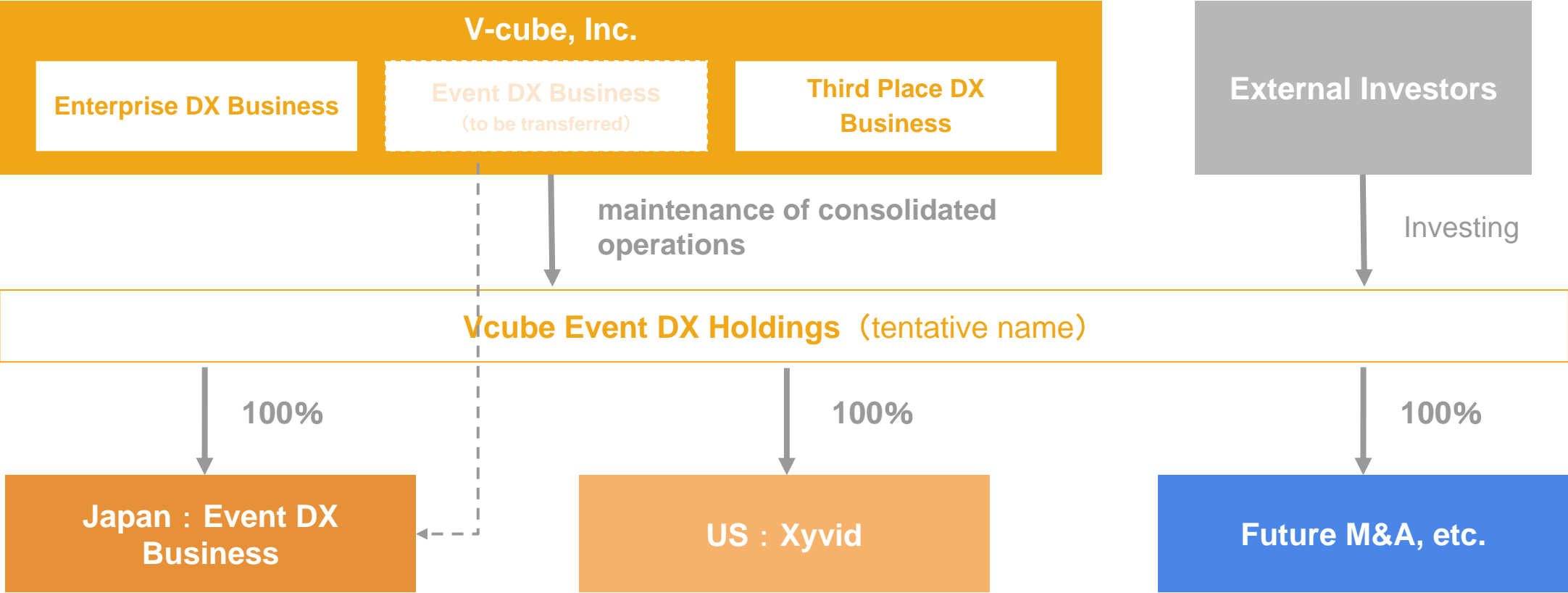
- Profitability
  - High repeat business due to the high level of legal compliance required and difficulty of delivery
  - Efforts to maximize marginal profit based on experience in providing hundreds of companies (e.g., optimal call center arrangements)
- Our Strengths
  - Steady track record of support and trust for shareholder meetings that cannot fail
  - System to support the holding of such meetings in cooperation with major trust banks
- Market Environment
  - Reason for Introducing Virtual General Meeting of Shareholders shifts from COVID-19 pandemic to DX Promotion

## Negative

- Virtual-only type has a high hurdle, while participation and attendance type, which parallel real and online, have a high customer load
- Declining growth rate forecast due to the convergence of the rapid increase in demand for COVID-19 pandemic



**Established a policy of a business controlling holding company for global expansion of Event DX business, and is currently studying the legal systems of Japan and the U.S. to determine how to reorganize the business. Aim to expand business scale through M&A and other means based on external funding, and to list on the NASDAQ market in the U.S. in 3-5 years.**





# Segment Overview — Third Place DX Business

## 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
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- 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**

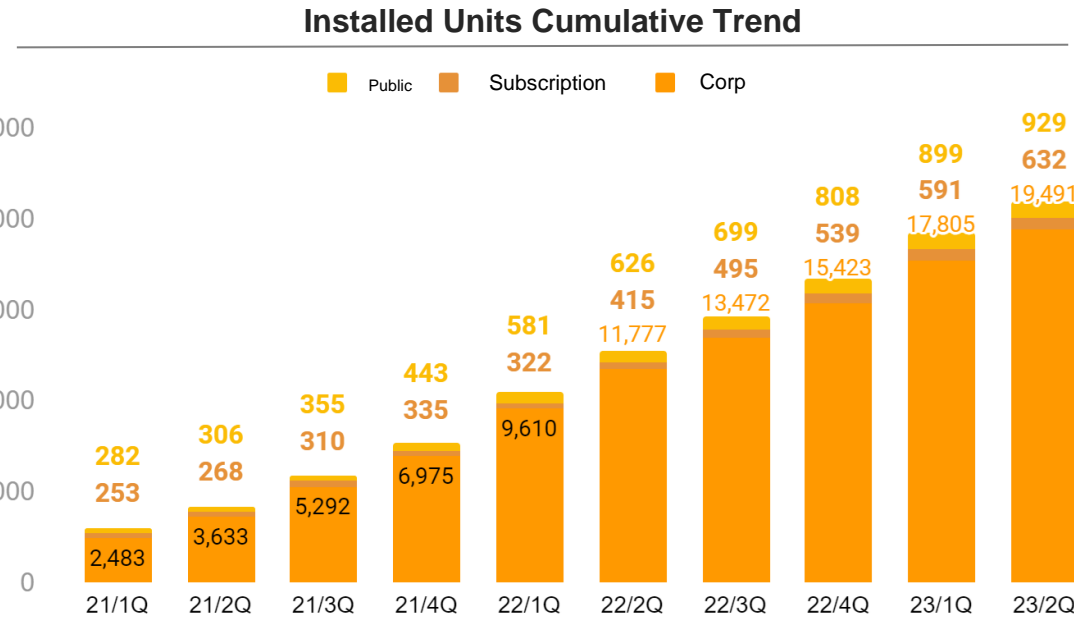
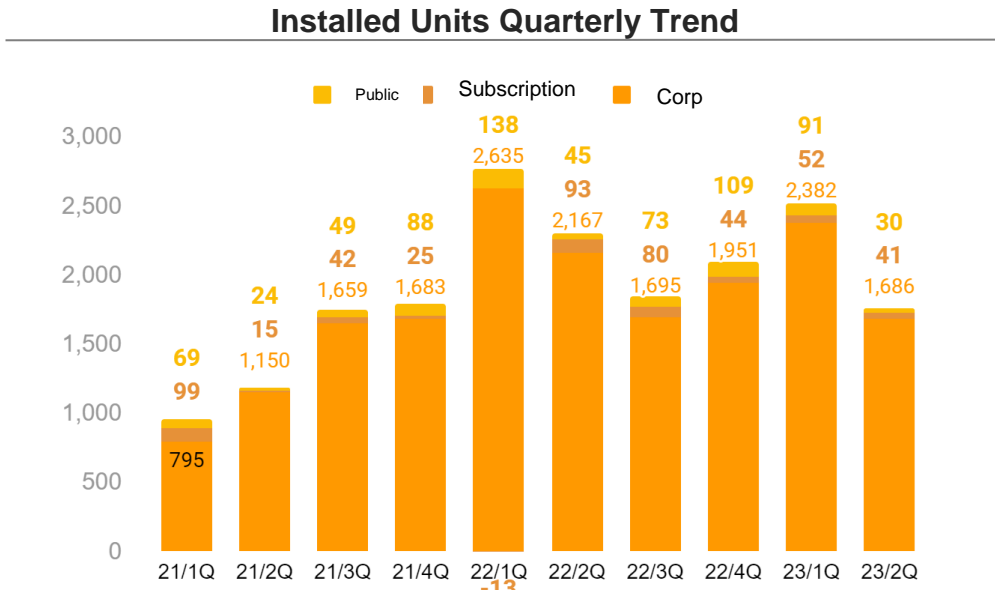
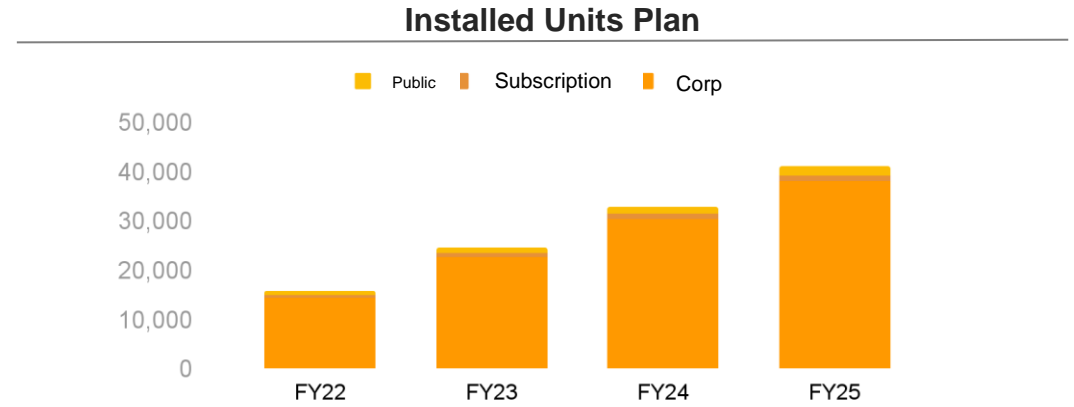
Support for employee training and learning management inside and outside the company

**Qumu**

**Wizlearn Technologies**

Sales to offices (companies) and subscriptions have been strong, and the company has the No.1 share of the private booth market for corporate customers. Although the number of units installed in the public sector (large sales, small profit) is sluggish due to the failure to achieve the plan, the segment as a whole is highly profitable.

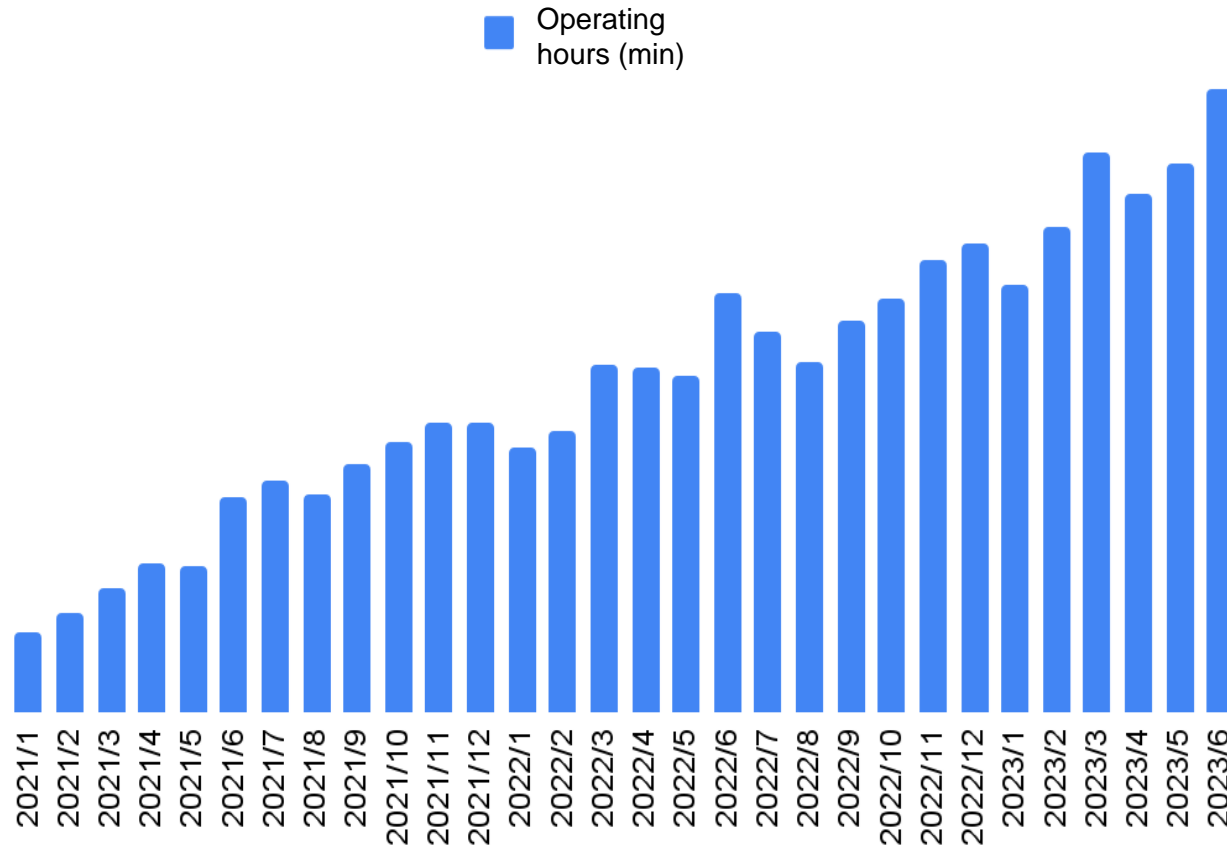
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	Q2	Q2	Full year Forecast (Revised8/10)
Net Sales	1,489	1,275	2,700
Segment Profit (Ratio)	273 (18.3%)	399 (31.3%)	770 (28.5%)



FY22/Q2 volume for enterprises includes about 450 units delayed in recording before FY22/Q2.

**Re-install low utilizing Telecube into areas where demand is expected to increase, while maintaining usage rates and improving profitability.**

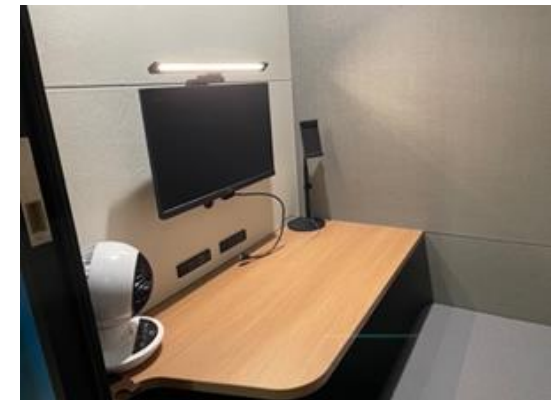
Telecube Operating Hours operated by Telecube Services, Co., Ltd.



Shin-Marunouchi Building B1F



Inside Telecube



# Grow into a mid- to long-term third place DX business through expansion of usage scenarios and collaboration, not just simple work use.

## Online consultation for asset management

Limited time offer in cooperation with MUFG Bank, Ltd.



## Utilization of Metacube

A structured trial session was held to allow users to talk with Vtubers as if they were meeting in real life, and development of the service is underway.



## For Commercial Employees

Cocoon City: Telecubes are installed for tenants to solve voice leaks during breaks and used for recruitment interviews, interviews, and web conferencing between locations.

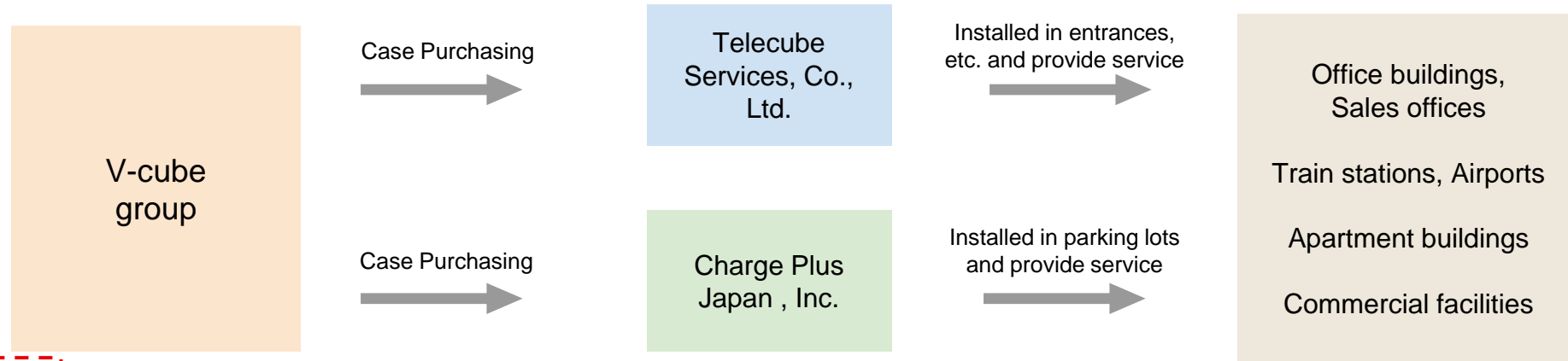


## Telecube Connect

Aggregated Reservation/Space Management and Operations Services Under construction for a major railroad company



**Plan to develop a similar business model, leveraging our expertise in the Telecube for public use business. We are currently developing chargers with a partner company and will start sales activities in the second half of the year. The delivery (installation and maintenance) system is being steadily established.**



**Targets**

Charge Type	Normal Charging		Quick Charging	
Government Goal	120,000 units (5,000 units in 2022 and 50,000 units in 2030 are projected to be installed)		30,000 units	
Usage Type	Basic Charging	Destination Charging		Path Charging
Installation Location	Apartments, offices and sales offices (for company vehicles)	Office buildings, commercial facilities, hotels, train stations, airports, tourist facilities, golf courses		Convenience stores, gas stations, highway SA/PA



# Segment Overview — Enterprise DX Business

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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

Qumu

Wizlearn Technologies

# Enterprise DX Business Overview

**Although flat compared to last year, STOCK sales are high and stable profits are expected to continue to be solid in the future.**

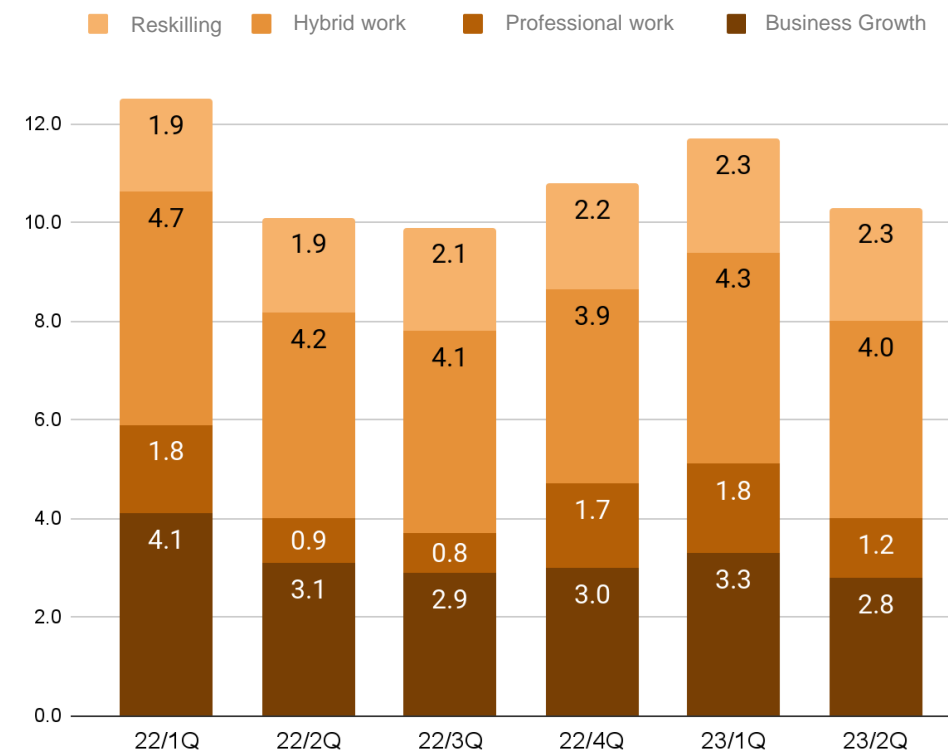
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	Q2	Q2	Full year Forecast (Revised8/10)
Net Sales	2,258	2,201	4,400
Segment Profit (Ratio)	423 (18.7%)	397 (18.0%)	630 (14.3%)

(Segment profit is adjusted)

<b>Business growth</b>	STOCK sales based on SDK usage fees Future growth product VCP is categorized here
<b>Professional work</b>	Disaster measurement field, almost SPOT sales 600 million annual plan (+100 million compared to last year after forecast revision)
<b>Hybrid work</b>	Steady growth in general-purpose web conferencing field (in-house products VMTG + Zoom)
<b>Reskilling</b>	Strong performance of LMS for corporate customers at Wizlearn, a subsidiary in Singapore

### Enterprise DX Sales trend

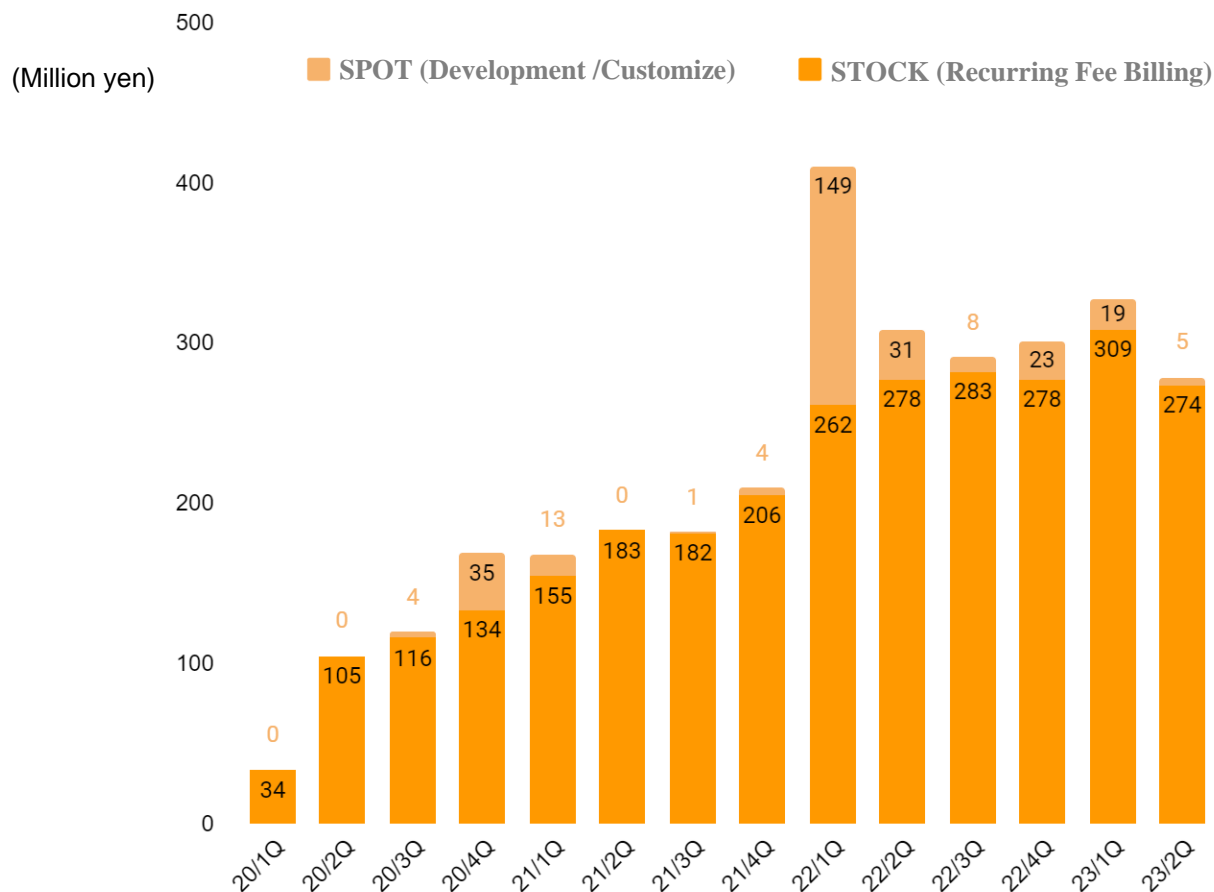
(100 Millions of yen)



\*Due to reclassification of some hardware sales, Revised from 490 million yen to 430 million yen for Hybrid Work and from 120 million yen to 180 million yen for Professional Work in FY2013/Q1.

## Incorporating video communication functionality into existing services to support remote service STOCK sales remained strong due to increased usage in customer service

Business Growth Business (SDK) Quarterly Sales trends



(Example) Providing functions to the Metaverse platform

Cluster Inc.

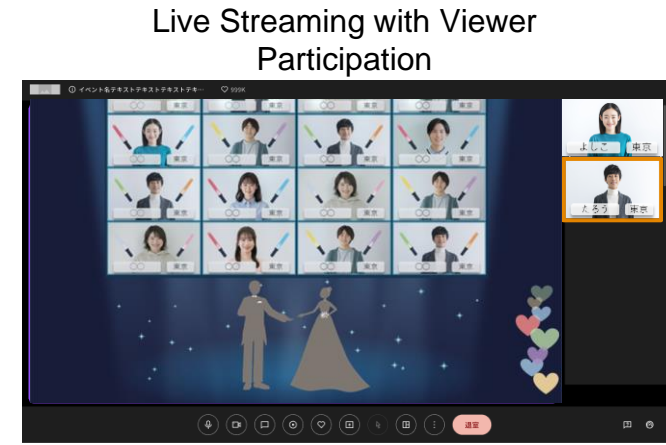
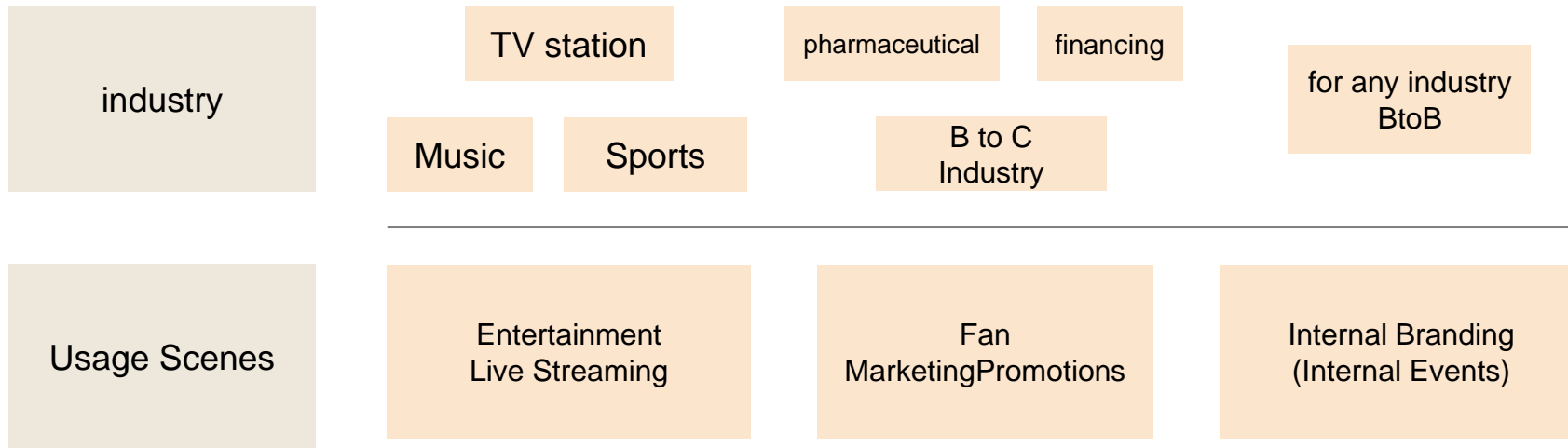
Providing a screen sharing function to the Metaverse that allows users to play games, etc. while voice chatting

- Low latency video transmission
- Can be used for large-scale events (100,000 people)
- Quick and low-cost development based on API and sample code





A video and audio distribution platform with customizable functions that contributes to increased fan engagement  
 Future growth products, services that can be tailored to various industries and applications



Tokyo Yakult Swallows New player announcement



- UI/UX optimization
  - Individual Customization
  - 2way distribution
- Diverse and rich functions
  - Chat
  - Stamps
  - Multi-Angle
  - Fan wall
  - Questionnaire
- Data application
  - Output and analyze log data for use in planning future measures for customers

# Provide **Even** Opportunity to Everybody



Beyond Telework  
**V-CUBE**

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# FY23 Q2 Results

**In addition to "Adjusted EBITDA," which indicates recurring cash flow, "Adjusted Operating Profit" is emphasized as a profit concept that indicates recurring profitability after eliminating the burden of goodwill due to M&A (International Accounting Standards do not include regular amortization of goodwill)**

(million yen)	FY22.Q2	FY23.Q2	FY23 Full Year Forecast (Revised on 8/10)
Net Sales	6,610	<b>5,751</b>	11,500
Adjusted EBITDA	1,270	<b>794</b>	1,570
Adjusted Operating Profit	832	<b>309</b>	475

※ Adjusted EBITDA: Operating profit + Depreciation & Goodwill Amortization + Income/Losses from non-recurring or discontinued operations (Ex. M&A-related expenses, Stock compensation expense, Income/Losses from exited business)

※ Adjusted Operating Profit: Operating profit + Goodwill Amortization + Gains/losses on non-recurring or discontinued operations (Ex. Same as above)

**Current portion of long-term debt includes borrowings for the acquisition of Xyvid, which is planned to be long-term this year**  
**Goodwill increased by 120 million yen due to the transfer of the EVEMON business in Q1, and the overseas subsidiaries' goodwill were amortized, but increased due to yen depreciations**

(million yen)	FY22 Dec 31	FY23 Jun 31	Change
<b>Current assets</b> (Cash and deposits)	4,122 (1,699)	<b>4,423</b> (1,914)	+301 (+214)
<b>Fixed assets</b> (Tangible assets) (Software) (Goodwill)	12,769 (2,047) (3,023) (4,071)	<b>13,928</b> (2,022) (3,646) (4,363)	+1,159 (Δ24) (+623) (+291)
<b>Total assets</b>	16,891	<b>18,352</b>	+1,460
<b>Current liabilities</b> (Short-term borrowings, current portion of long-term debt)	9,324 (6,625)	<b>10,464</b> (7,914)	+1,140 (+1,288)
<b>Long-term liabilities</b> (Long-term loans payable)	1,577 (953)	<b>1,312</b> (758)	Δ265 (Δ194)
<b>Net assets</b>	5,989	<b>6,575</b>	+585

**Operating C/F : Impact of decrease in net income compared to last year**

**Investing C/F : Purchase of Telecube for subscription (capitalized) and investment in SW ongoing development, as well as acquisition of the EVEMON business**

<b>(million yen)</b>	<b>Jun 30, 2022</b>	<b>Jun 30, 2023</b>
<b>Operating C/F</b>	<b>1,063</b>	<b>805</b>
<b>Investing C/F</b>	<b>Δ1,090</b>	<b>Δ1,569</b>
<b>Financing C/F</b>	<b>829</b>	<b>923</b>
<b>Free cash flow</b>	<b>Δ26</b>	<b>Δ763</b>
<b>Net increase/decrease in cash and cash equivalents</b>	<b>939</b>	<b>214</b>
<b>Cash and cash equivalents at the end of period</b>	<b>2,763</b>	<b>1,914</b>

# Medium-Term Management Plan



# 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

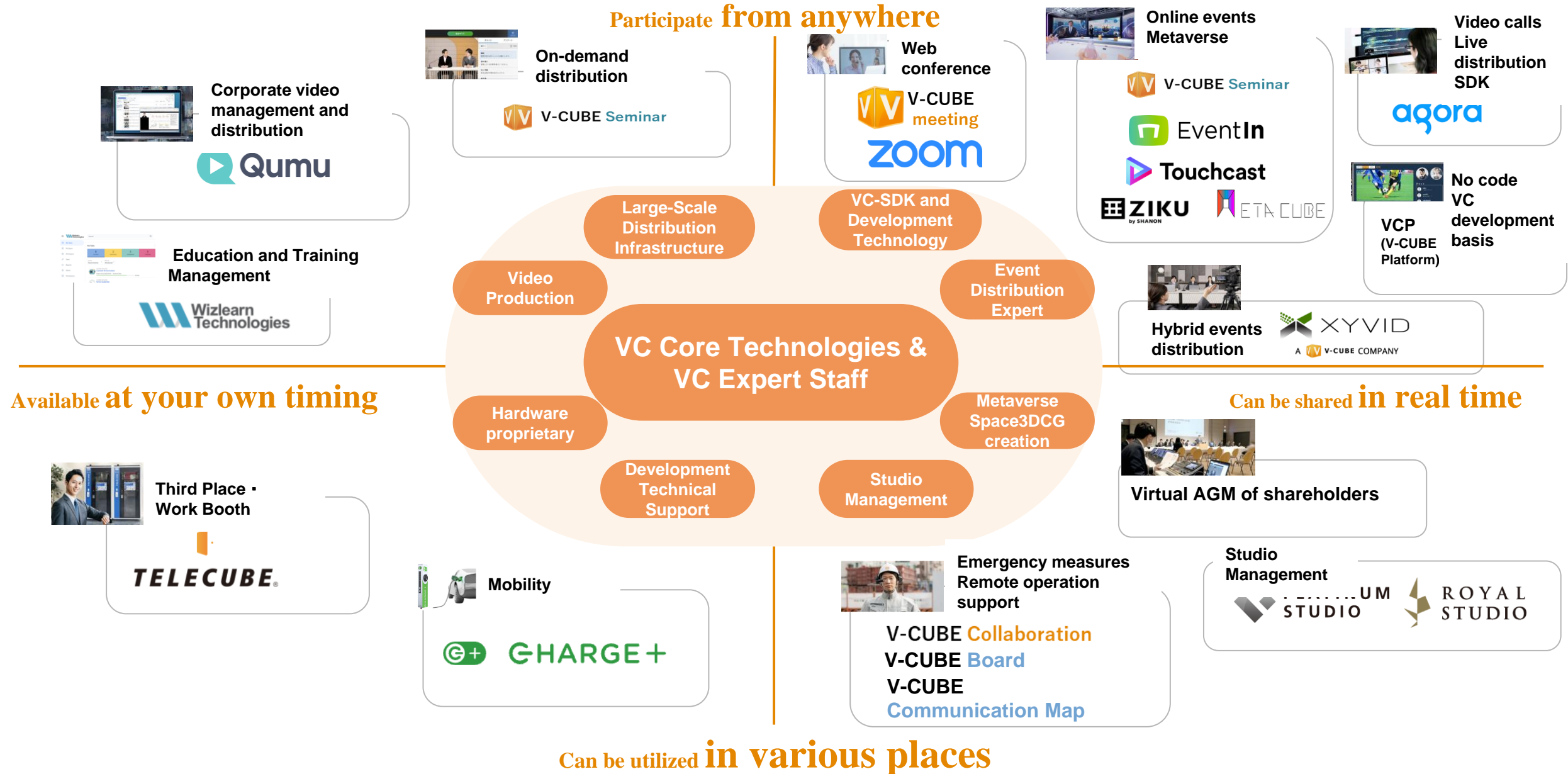
## “Flexible work styles” are attracting attention and expectations

- 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

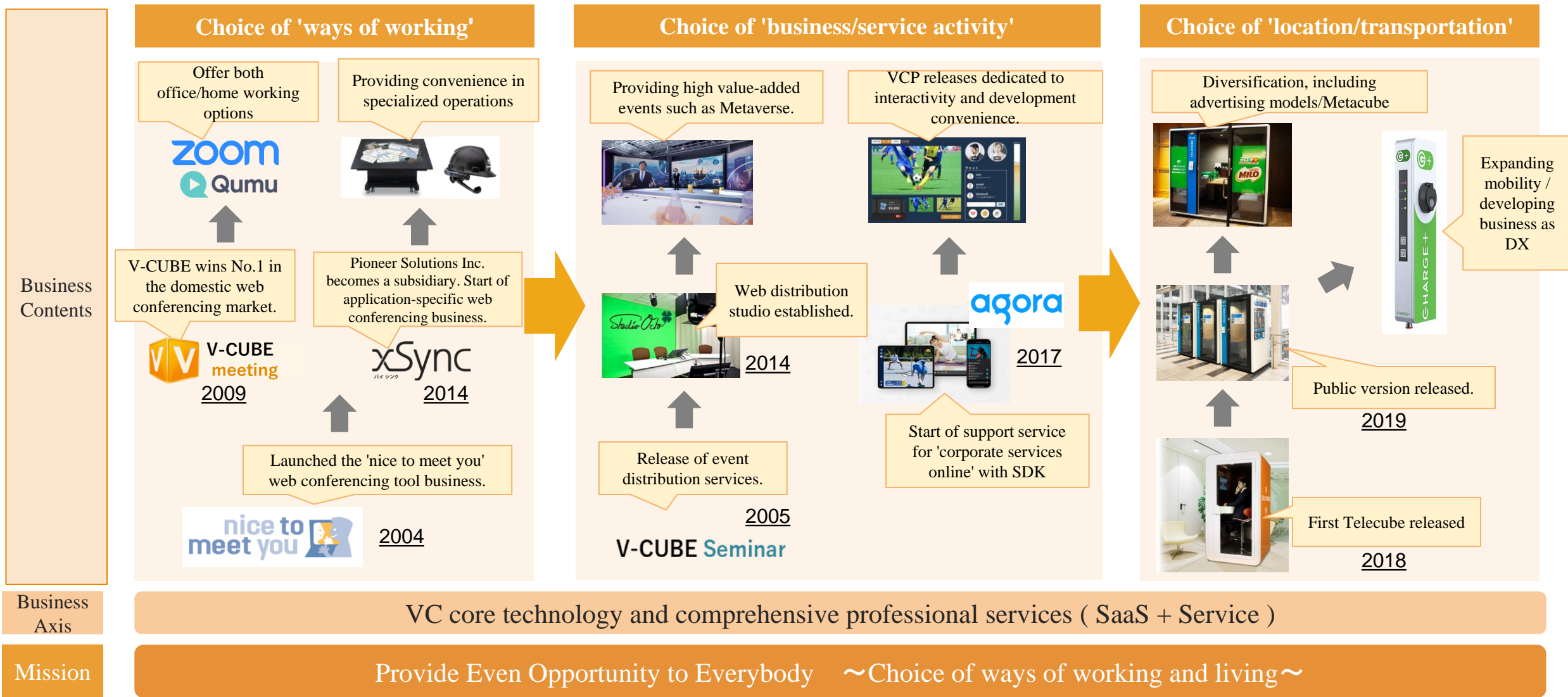


**V-cube will combine the visual communication technologies, products, and services it has cultivated to provide solutions that allow people to "choose" how they work, regardless of time or location to solve the problems of both workers and companies.**

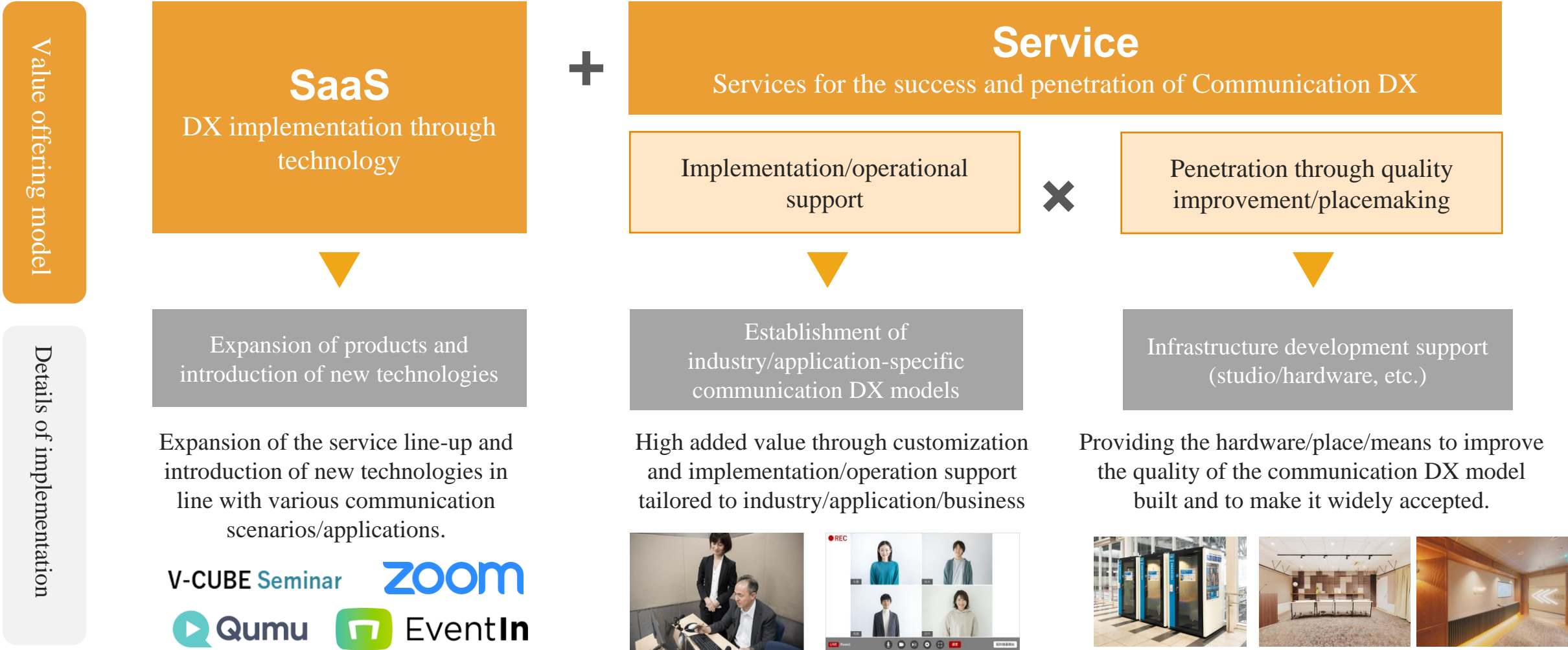
# “Choice” of Work Styles Advocated by V-cube



## 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



# Medium-Term Management Plan - 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(Revised)	FY24	FY25
Consolidated	Net sales	12.22 billion yen	11.50 billion yen	14.52 billion yen	16.26 billion yen
	Operating profit	0.67 billion yen	0.10 billion yen	1.20 billion yen	1.80 billion yen
	Net profit(*)	0.08 billion yen	TBD	0.70 billion yen	1.05 billion yen
	ROE	2%	TBD	11%	14%
	Dividend Payout Ratio	20%	TBD	Aiming for 30% based on 20%	

(\*) Net profit = Profit attributable to owners of parent 39



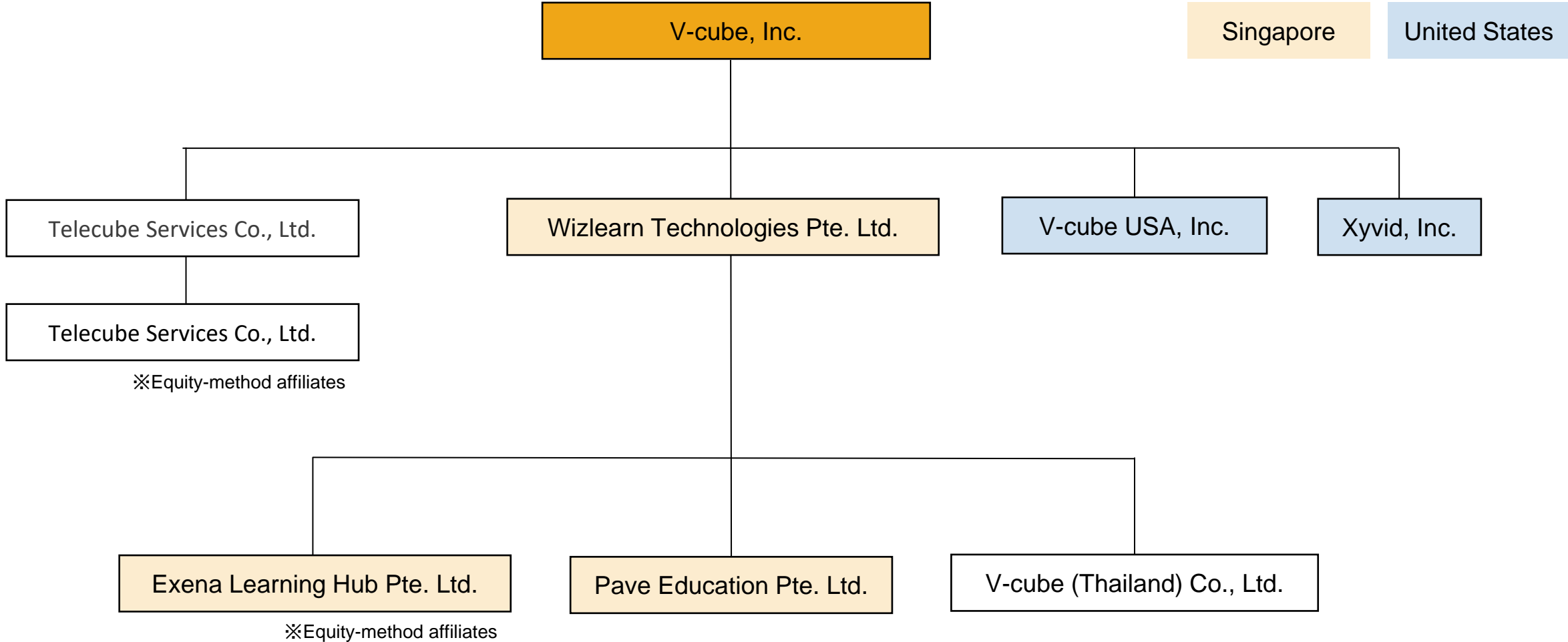
Business segment	Business trend	Net sales (Billion yen)			
		FY22	FY23 (Revised)	FY24	FY25
<b>Event DX</b>	<p><b>FY23 is a year of endurance. Global growth is expected from the next year</b></p> <ul style="list-style-type: none"> <li>Factoring in the risks of structural changes in the pharma industry, the web seminar business stand stilled in FY23</li> <li>Growth in other industry webinar use and Metaverse event delivery business</li> <li>The events business will enter the next growth trend throughout the three years</li> </ul>	5.00	4.40	5.59	6.33
<b>Third place DX</b>	<p><b>Beyond the initial recognition phase and into the diffusion phase.</b></p> <p><b>Steady business growth through continued focus</b></p> <ul style="list-style-type: none"> <li>The initial awareness phase has been surpassed and we are now in the diffusion phase</li> <li>Existing business models are growing steadily</li> <li>New business models are being developed to accelerate growth</li> </ul>	2.89	2.70	3.56	3.90
<b>Enterprise DX</b>	<p><b>Although declining trend in reaction to post-COVID19 reopening, return to a growth trend as awareness of new ways of working spread</b></p> <ul style="list-style-type: none"> <li>Return to a solid growth by combining remote working solutions</li> <li>Although the Emergency measure business was delayed in the budget execution schedule due to the COVID-19 , the business resumes, market growth expected</li> <li>SDK business has entered the diffusion phase and is pursuing further growth through new products that can be used in low-code.</li> </ul>	4.33	4.40	5.36	6.03
<b>Total</b>		<b>12.23</b>	<b>11.50</b>	<b>14.52</b>	<b>16.26</b>



# Company Profile

# Provide **Even** Opportunity to Everybody

Company Name	V-cube, Inc.
Establishment	October 16, 1998
Accounting Period	December
Capital (including capital surplus)	3,465 million yen *As of December 31, 2022
Listed Market	Tokyo Stock Exchange Prime Market (3681)
Group Companies	4 domestic, 6 overseas
Number of Employees	Total 496 (consolidated)



Other Group Companies :SENSYN ROBOTICS, Inc. , Charge Plus Japan , Inc.

## Management Team (as of June 30, 2023)



**Chairman and Representative Director Group CEO  
Naoaki Mashita**

1998 Established the Company  
2002 Completed Graduate School of Keio University  
2003 Established V-cube USA, Inc.  
2022 Appointed Chairman and Representative Director



**President and Representative Director CEO  
Masaya Takada**

2001 Appointed as Director of the Company  
2002 Completed Graduate School of Keio University  
2006 Appointed Executive Vice President of the Company  
2012 Appointed Representative Director and Vice President of the Company  
2022 President and Representative Director of the Company



**Executive Vice President COO  
Jun Mizutani**

2006 Joined the Company (first generation of new graduates)  
2012 Appointed Deputy General Manager of Sales Headquarters  
2015 Appointed General Manager of Sales Headquarters  
2016 Appointed Director of the Company  
2019 Appointed Managing Director of the Company  
2021 Appointed Senior Managing Director of the Company  
2022 Appointed Executive Vice President of the Company



**Director CTO  
Yosuke Kamezaki**

2002 Joined the Company  
2007 Appointed Executive Officer  
2012 Appointed Director of the Company



**Director CFO  
Kazuki Yamamoto**

2003 Joined Deloitte Touche Tohmatsu  
2017 Joined Japan Organization for Regional Economic Revitalization, Inc.  
2019 CFO and General Manager of Corporate Planning Division of the Company  
2021 Appointed Director of the Company



**Director  
David Kovalcik**

1983 Founded Computerware, Inc.  
2011 Appointed CEO of Xyvid, Inc.  
2023 Appointed a Director of the Company

# Outside Directors (as of June 30, 2023)

	Name	Audit and Supervisory Board Member	Independent Directors and Corporate Auditors	Brief personal record
	Norio Murakami		○	Representative Director, Norio Murakami Office Co. Outside Director, Cell Source Co., Ltd., and Mercari, Inc. Former Vice President of Google, Inc. and Representative Director of Google, Inc.
	Kenichi Nishimura		○	Outside Director, Hakusan, Inc. (Audit Committee Member) Former Representative Director of NTT Neo Mate Co. Former Advisor of MIRAIT Co.
	Naomi Koshi		○	Partner lawyer of Miura Law Office Representative Director and CEO, OnBoard K.K. Outside Director, Softbank Corp. Former Mayor of Otsu City
	Kikuo Fukushima	○	○	Representative of Success Coaching Studio
	Daiko Matsuyama	○	○	Deputy Head Priest of Taizo-in Zen Buddhist Temple in the Rinzai Sect, Daihonzan Myoshinji Temple Ambassador of Visit Japan, Japan Tourism Agency Visiting Lecturer, Stanford University
	Hidehito Akimoto	○	○	Representative Certified Public Tax Accountant, Akimoto Hidehito Tax Office Tax advisor, Nishimura & Asahi Law Office Former Regional Commissioner of Takamatsu Regional Taxation Bureau

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