INFORICH

Medium-term Business Plan (VISION 2030)

Strategy & Growth Potential

Updates from previous release in March 2024

VISION2030 **(2026 Sales/EBITDA Plan)**	• The actual FY2024 sales/EBITDA exceeded the initial forecast. • FY2025 sales/EBITDA forecasts announced. • Sales/EBITDA targets for FY2026 and beyond are maintained.
ChargeSPOT **(Domestic)**	• Domestic MAU exceeded 1 million; Monthly rentals surpassed 1.9 million. • We continue to expect user expansion toward a domestic SOM of 25 million.
ChargeSPOT **(Overseas)**	• Acquired Ezycharge in Australia and ChargeSpot Digital Service, the Taiwan franchise, as subsidiaries. • Established a subsidiary in the U.K., and plan to expand directly to Italy in 2025. • We will accelerate overseas expansion to meet charging needs.
Platform	• Acquired Trim, the operator of baby care room “mamaro”, as a subsidiary in November last year. • "CheerSPOT," a platform that allows individuals to display support ads on ChargeSPOT signage, was released at the end of last year.

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Agenda

1. **Medium-term Business Plan (VISION 2030)**
   Strategy & Growth Potential
2. Appendix

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Mission Statement

Bridging Beyond Borders

垣根を越えて、世界をつなぐ。

超越界限，连接全求。

We discover boundless possibilities within diverse individuals, objects, and experiences.

By igniting their evolution into values that transcend various boundaries, we forge an unyielding bridge connecting the world and the generations.

Our aim is to shape a society of unparalleled convenience and abundance on the other side of this bridge.

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Japan's first digital signage equipped mobile battery sharing service ChargeSPOT is the gateway to overall location services

Borrow anywhere,



return anywhere

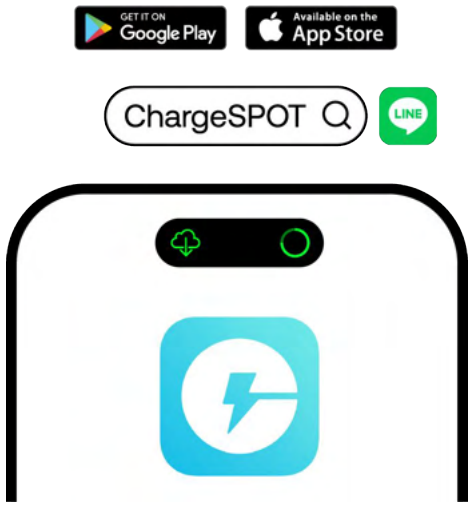
Since its launch in April 2018, the ChargeSPOT service has already been provided in 47 prefectures throughout Japan.
Internationally, the Company is expanding its business to Hong Kong, Thailand, Taiwan, Singapore, and Macao.
Usage is simple: just use the app to scan QR code on a battery stand equipped with digital signage.
Unlike conventional wall outlets and box chargers, users can take borrowed mobile batteries with them.
Three types of cables are provided, making it compatible with most mobile devices.

CHARGE SPOT



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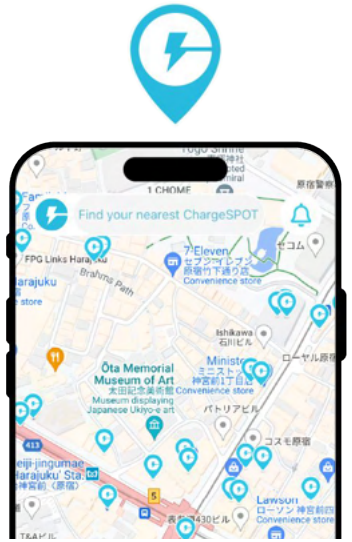
*ChargeSPOT is a registered trademark of INFORICH Corporation.



Step 1

First, download the app.

Search for the app with “ChargeSPOT.” Alternatively, you can use the service without downloading the ChargeSPOT app by using the functions within various compatible apps such as LINE and PayPay.



Step 2

Find a battery stand.

You can find a battery stand near you on the map in the app. Currently available battery stands are shown in light blue. With the app, you can also check the number of batteries available for rent and the number of available return slots.



Step 3

Scan QR code with app.

Use the app to scan the QR code displayed on the battery stand.



Step 4

Remove battery.

Remove the mobile battery from the slot on the battery stand. Choose from the three built-in cables to charge your device.

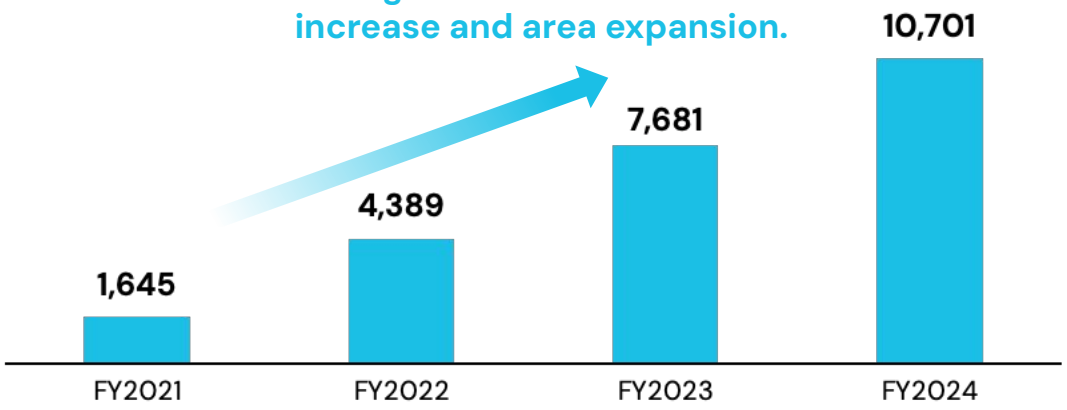
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INFORICH at a glance

Sales

Unit : Million yen

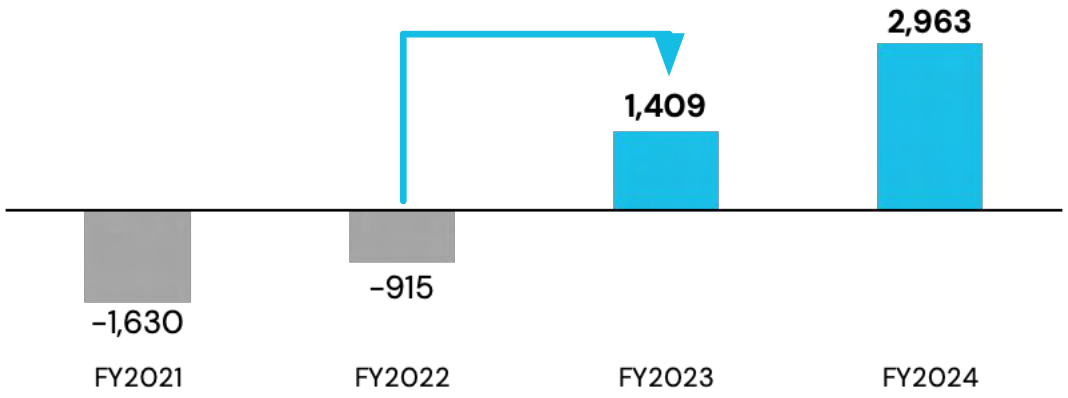
Sales grew along with the ChargeSPOT rental numbers increase and area expansion.



EBITDA

Unit : Million yen

Sales per unit exceeded costs, leading to a turnaround into profitability in FY2023.



Number of units/rentals

Area	Number of Units	Monthly Rentals
Japan	47,330	1,910,000
Hong Kong	4,546	330,000
China	5,125	150,000
Taiwan (Consolidated FY2024 4Q-)	9,471	440,000
Australia (Consolidated FY2024 2Q-)	2,160	30,000

*Direct business areas only, excluding franchises.
*Number of units is as of the end of 2024; Number of monthly rental is the average for 2024 Q4.

Future Developments

Expansion of ChargeSPOT area

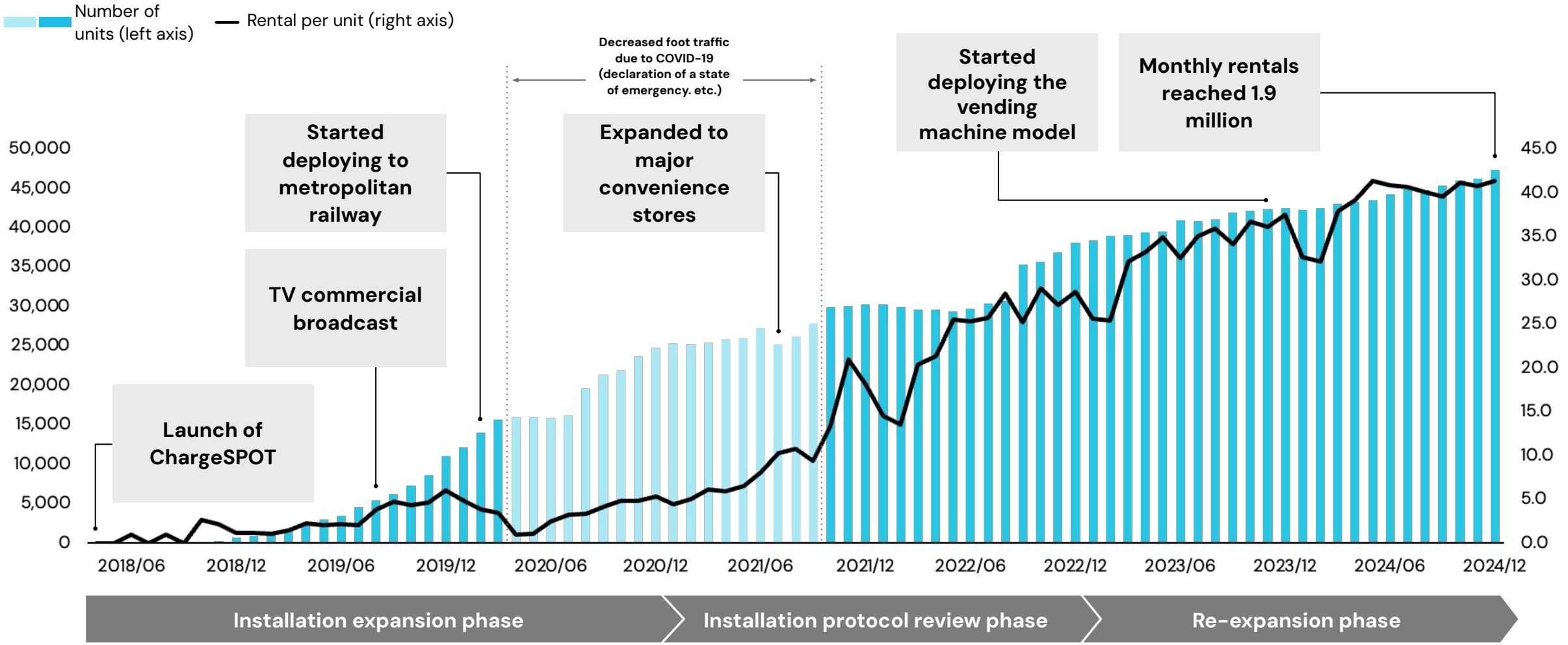
In addition to the existing 8 areas (Japan, Hong Kong, China, Taiwan, Australia, Thailand, Singapore, Macau), we plan to expand area coverage to meet new charging needs.

Development of platform business

Developing new services by leveraging the installation locations (partners) and user base cultivated through ChargeSPOT.

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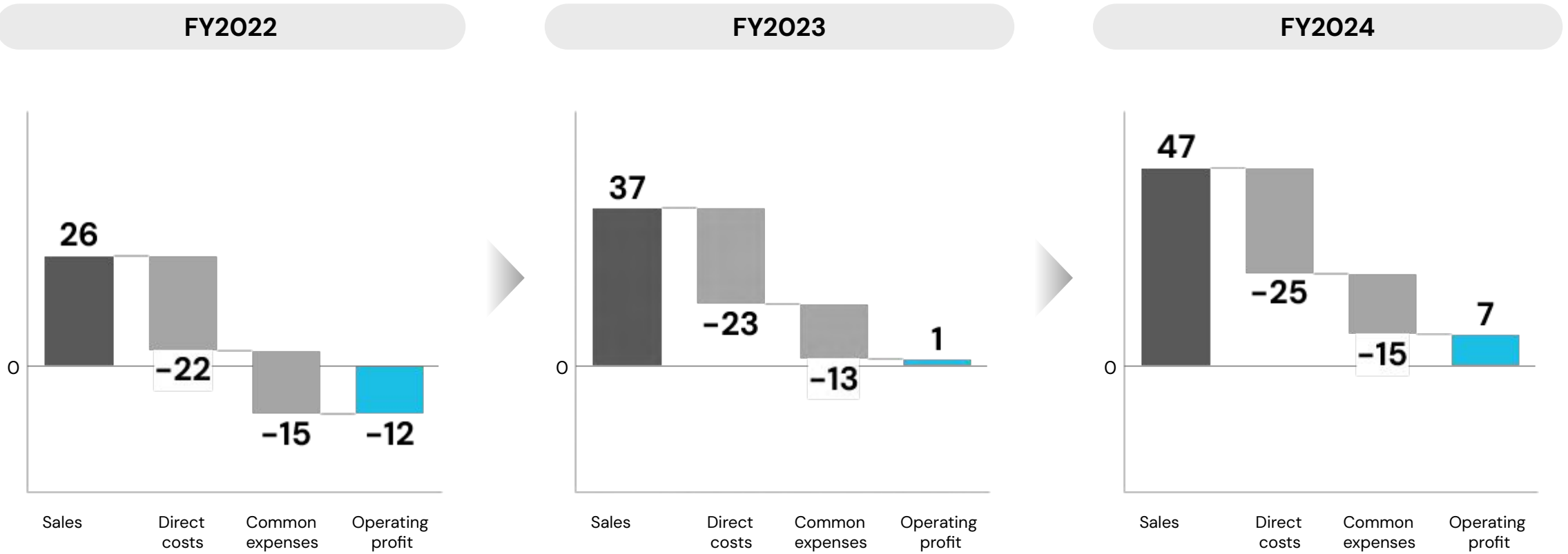
The service has grown since its release in April 2018, even during the COVID-19 pandemic.
The increase in number of units has raised the density, and rentals per unit have also increased.



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Sales per unit has increased due to flywheel effect.
In FY2023, sales exceeded direct costs and common expenses, and the business turned profitable.

Unit: Thousand yen (rounded down)



※ The graph shows the amount generated per unit per quarter for each fiscal year.
※ Sales: Rental revenue + Advertising revenue
※ Direct costs: Payment fees (cost of sales) + Revenue share + Rounder + Call center + Depreciation (cost of sales) + SIM card cost + Location fees(fixed) + Advertising expenses + Sales commissions + Other direct costs

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Progress was made last year in four areas, including the M&As in Australia and Taiwan, the establishment of the UK subsidiary, and the franchise in Macau.
The number of global installations has reached approximately 71,000 units.

Direct Operation / Franchise Operation

- **Japan** 47,330 units
- **Hong Kong** 4,546 units
- **China** 5,125 units
  (Partially Franchise)




- **Taiwan** 9,471 units
  (Consolidated FY2024 4Q-)




- **Australia** 2,160 units
  (Consolidated FY2024 2Q-)




- **Thai** 1,522 units





- **Singapore** 765 units
- **Macau** 154 units

Planned Expansion

- Vietnam
- Italy
- **UK**
  (Subsidiary established on October 25th)
  Base for European Expansion

Areas Under Consideration for Expansion

Our target areas are densely populated regions with high demand for smartphone charging, such as Europe.

*Number of units is as of the end of 2024

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**We are deploying different types of platform services,
through installation partners and users cultivated through ChargeSPOT.**

New revenue opportunities

Deployment of
platform services

1 Marketing solution

unerry
NaviSPOT

Development
of SSP/DSP

mamaro
CHEER SPOT

2 ShareSPOT

アイカサ
docomo bike share
いいオフィス
HELLO CYCLING
Myプラゴ
mamaro

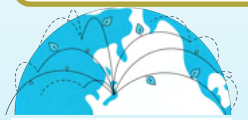
3 Gamification



4 Cross-border

mamaro
mapxus

Increases in the number of
ChargeSPOT installation
areas and locations



Increase in areas
directly managed



Implementation of
new installations

Increase in the number of
ChargeSPOT users



Implementation of
new installations

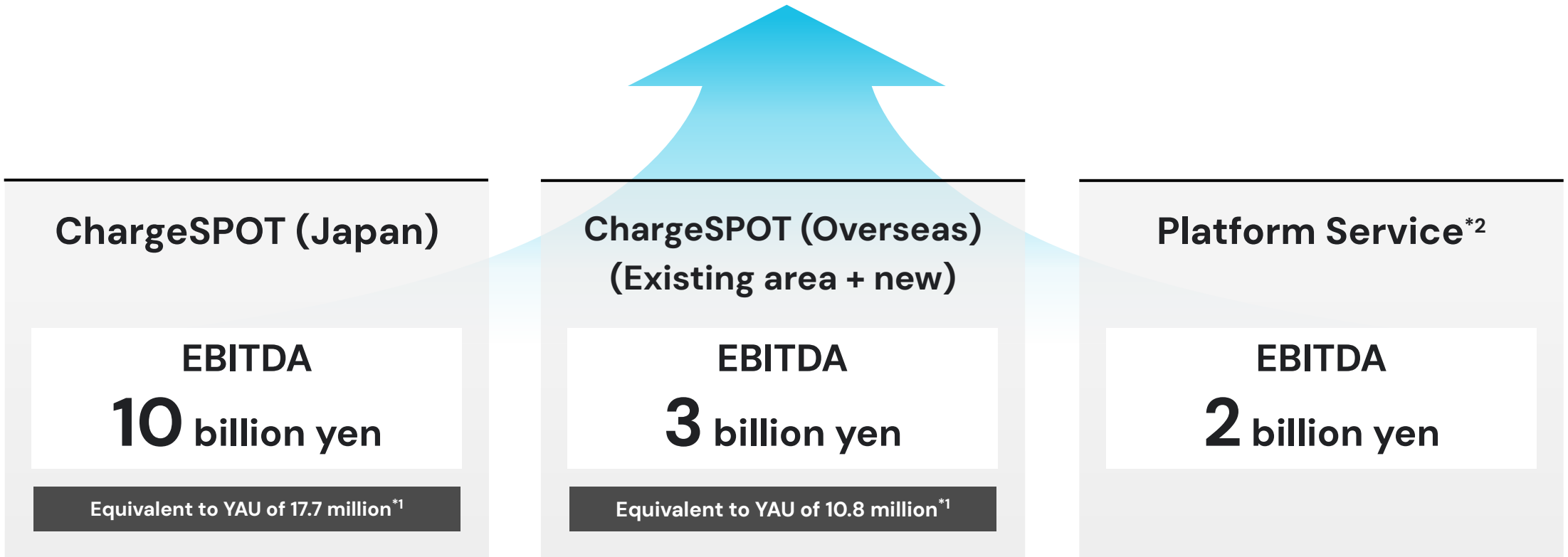


Enhanced usability

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**As a leading cross-border company representing Japan,
we have set an EBITDA target of 15 billion yen by FY2030.**

Consolidated EBITDA : 15 billion yen



ChargeSPOT (Japan)

EBITDA
10 billion yen

Equivalent to YAU of 17.7 million*1

ChargeSPOT (Overseas)
(Existing area + new)

EBITDA
3 billion yen

Equivalent to YAU of 10.8 million*1

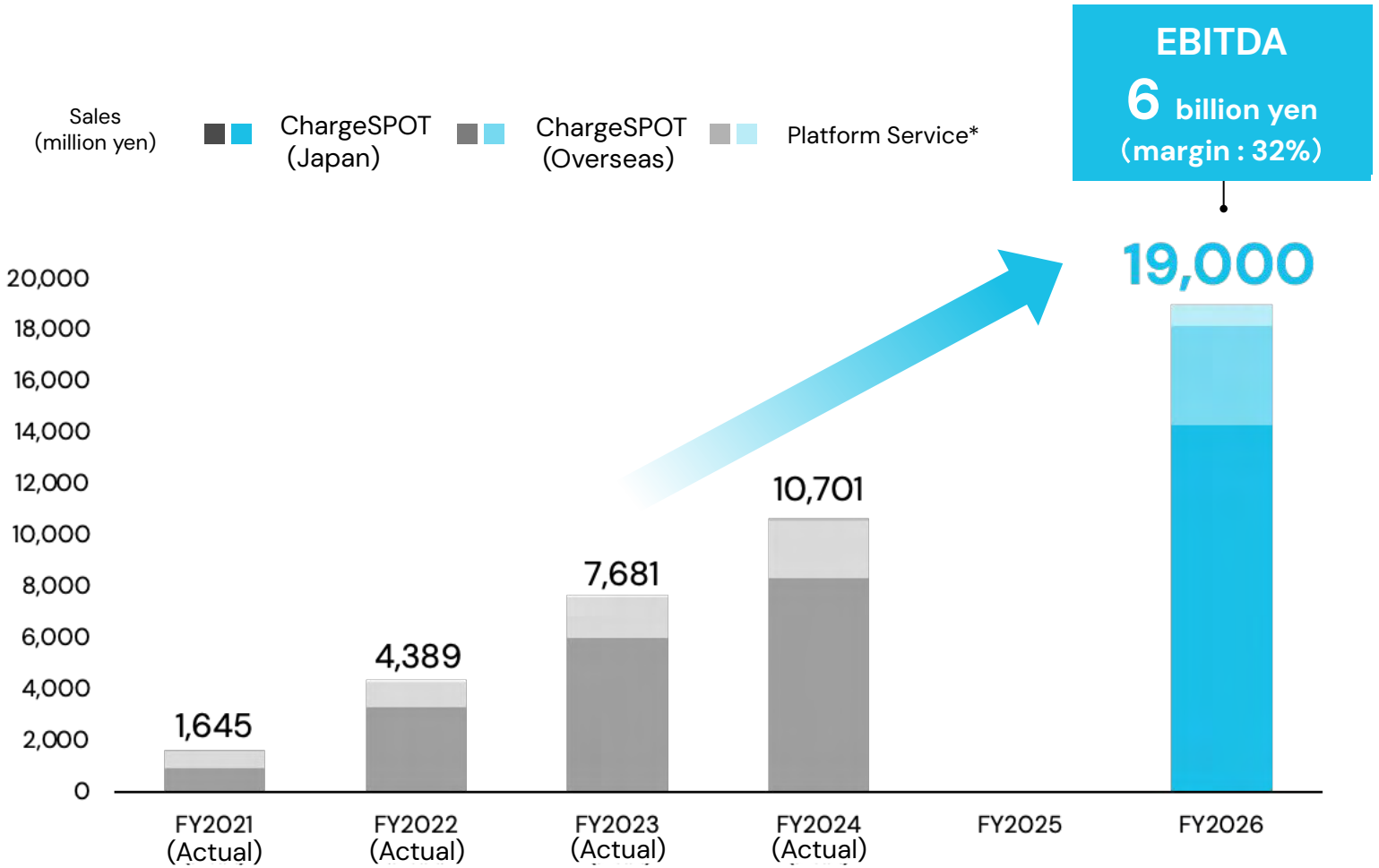
Platform Service*2

EBITDA
2 billion yen

*1 YAU : Yearly Active User (Users who use the service more than once a year)
The number of uses per person and unit price are assumed to be the same as current.
*2 Deployment of different services (including advertisement) for ChargeSPOT location partners and users

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For FY2026, which is the halfway point towards achieving VISION 2030 (EBITDA of 15 billion), the target has been set as consolidated sales of 19 billion yen and EBITDA of 6 billion yen (assumed margin: 32%).



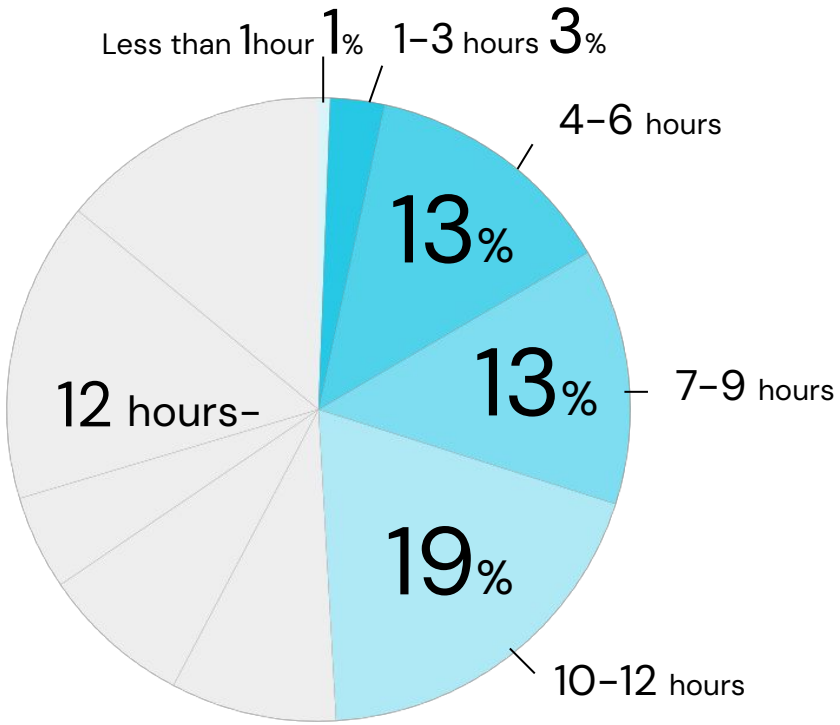
- ChargeSPOT(Japan) aims for FY2026 Sales of 14.3 billion yen (EBITDA 5.2 billion yen) through continued MAU expansion.
- ChargeSPOT(Overseas) aims for FY2026 Sales of 3.9 billion yen (EBITDA 0.4 billion yen) through continuous increase in MAU and expansion into new areas.
- Platform Service aims for FY2026 Sales of 0.8 billion yen (EBITDA of 0.4 billion yen), focusing on the expansion of the existing marketing solutions.

*Expansion of different services (including advertising) for ChargeSPOT installation locations (partners) and user.

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Approximately 39.5 million people run out of smartphone battery before returning home, and among them, 16 million need to charge their phones at least twice a day while they are outside.

How long does your smartphone last on a single charge?

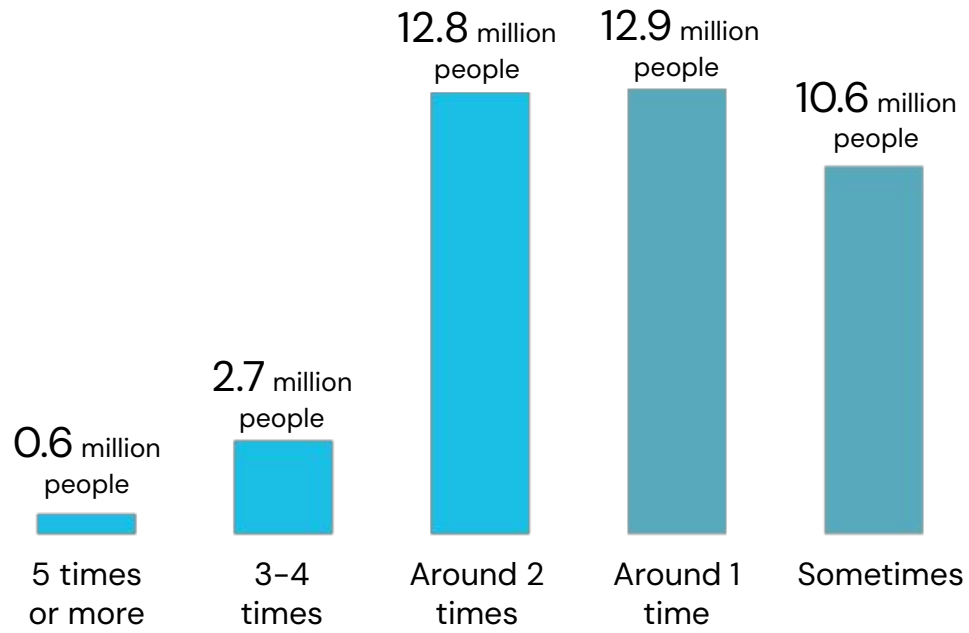


dentsu

Source: Portable Battery Survey (Survey conducted in April 2023 - Japan)

Number of charges you take for your smartphone from the time you leave home until you return home

(average per day, including weekdays and weekends)



The number of smartphone users in Japan is estimated at 96.6 million. Source: Population Estimates (as of October 1, 2022)/2022 Communications Usage Trend Survey, the Ministry of Internal Affairs and Communications

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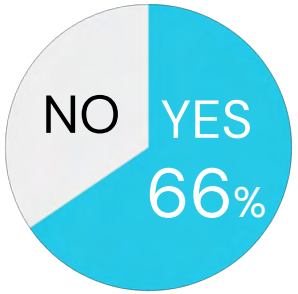
Source: Created based on "Portable Battery Survey" (Survey conducted in April 2023 - Japan) and NHK National Time of Life Survey Report, "Time at Home," "Time Out"

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Portable battery owners are potential future ChargeSPOT users.

Survey to portable battery owners: Do you want to use ChargeSPOT? (YES=66%)

Q1 Do you want to use ChargeSPOT?

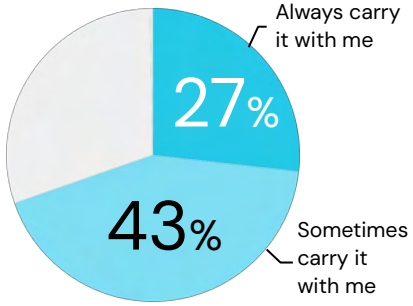


Q2 Why do you want to use ChargeSPOT while you have a portable battery?



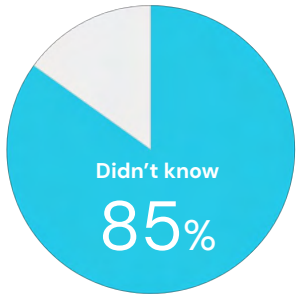
Q3 Do you carry your portable battery around?

Only a quarter of them always carry it around



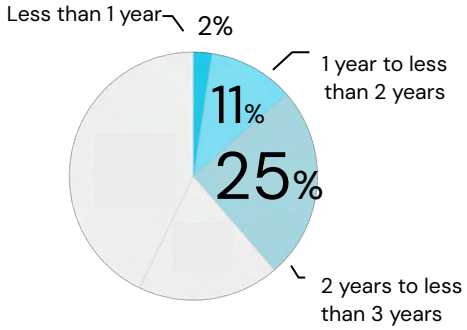
Q4 Did you know about ChargeSPOT when you bought a portable battery?

Most people didn't know about ChargeSPOT when they bought a portable battery



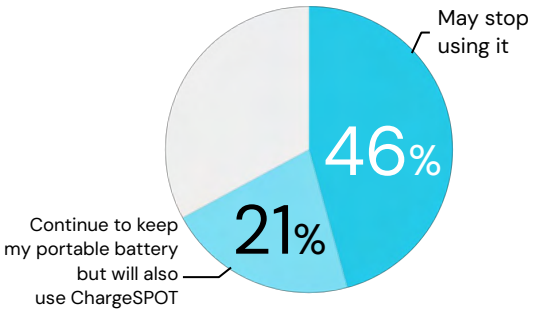
Q5 How often do you replace your portable battery?

More than one third replace their portable batteries within 3 years



Q6 What do you think you will do with your portable battery in the future after learning about ChargeSPOT?

About half of them are aware of the possibility of switching to ChargeSPOT



dentsu Source: Portable Battery Survey: Portable Battery Owners (Survey conducted in April 2023 - Japan)

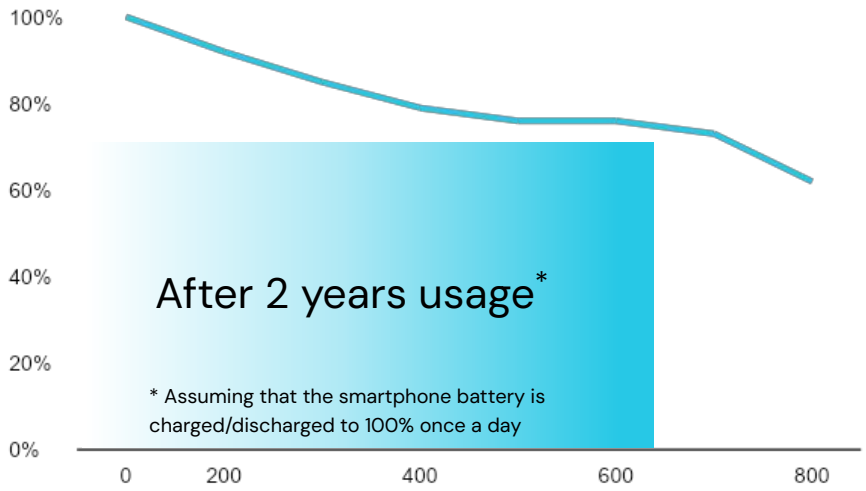
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Lithium-ion batteries have aging degradation characteristics, and the prolonged trend of smartphone replacement cycle will accelerate such characteristics.

- The charge capacity of lithium-ion batteries drops to 80% after about 600 charge/discharge cycles, and then the charge efficiency decreases rapidly
- When considering normal smartphone usage, the standard charging capacity after 5 years is about 30% (compared to when it was new)
- On the other hand, the smartphone replacement cycle has been prolonged due to the rising price of new models and the suspension of sales incentives by telecom carriers. As of 2022, the replacement cycle is approximately 4 years and 7 months

Charge/discharge cycle characteristics of lithium-ion battery

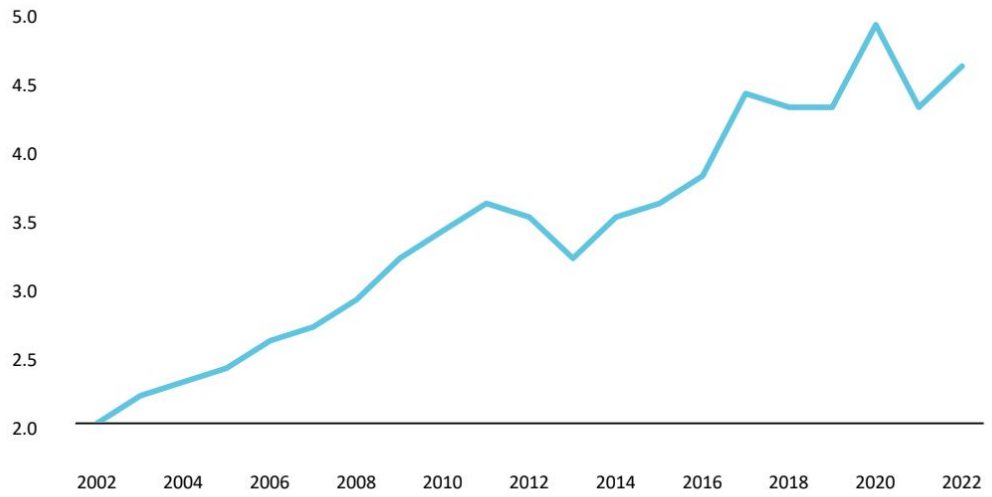
(Number of charge cycles: times, battery charge capacity: %)



Source: Image created by the Company based on "Capacity Degradation Characteristics of Lithium-ion Batteries for Mobile Terminals" (NTT DoCoMo Technical Journal)

Mobile phone/Smartphone replacement cycle

(Year, Average replacement cycle)



Source: 2022 Consumption Trend Survey, the Cabinet Office

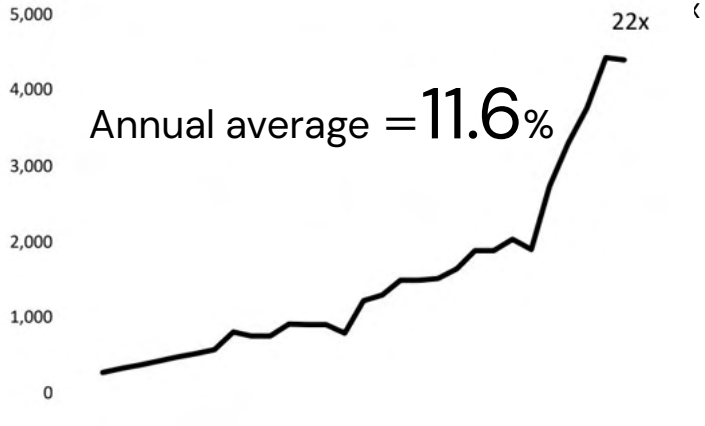
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Battery technology has not quite caught up with the evolution of smartphones: Despite technological advances, smartphone battery life is getting shorter.

- Since 1994, smartphone battery capacity has increased 22 times
- However, the average daily power consumption of smartphone has increased 102 times, due to **higher display resolution, larger app sizes, and higher frequencies with the transition from 3G to 4G to 5G**
- As a result of 28 years of "Difference (11.6% vs. 17.9%)" in growth rate, there is a 5-fold gap between internal battery capacity and power consumption (power required for one-day use of smartphones)

Internal battery capacity of mobile device

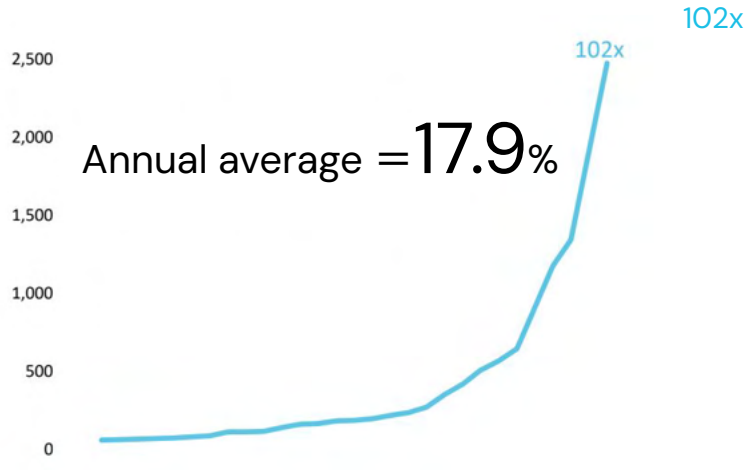
(Latest model for each year)



Note: The measurement period is from 1994 to 2022.
Source: Created based on data from Matsushita Communication Industrial and Apple

Power consumption of mobile device

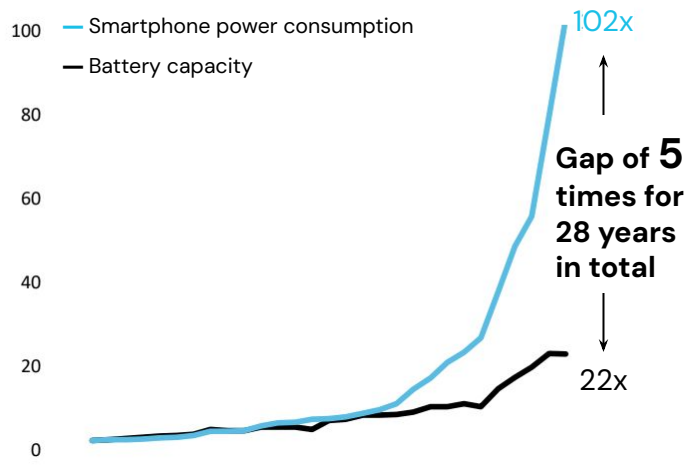
(Average per unit per day)



Note: The measurement period is from 1994 to 2022.
Source: Created based on data from Nielsen Mobile NetView, Marketing Research Camp and Peers Co., Ltd.

Battery capacity vs. Power consumption

(Average per unit per day)

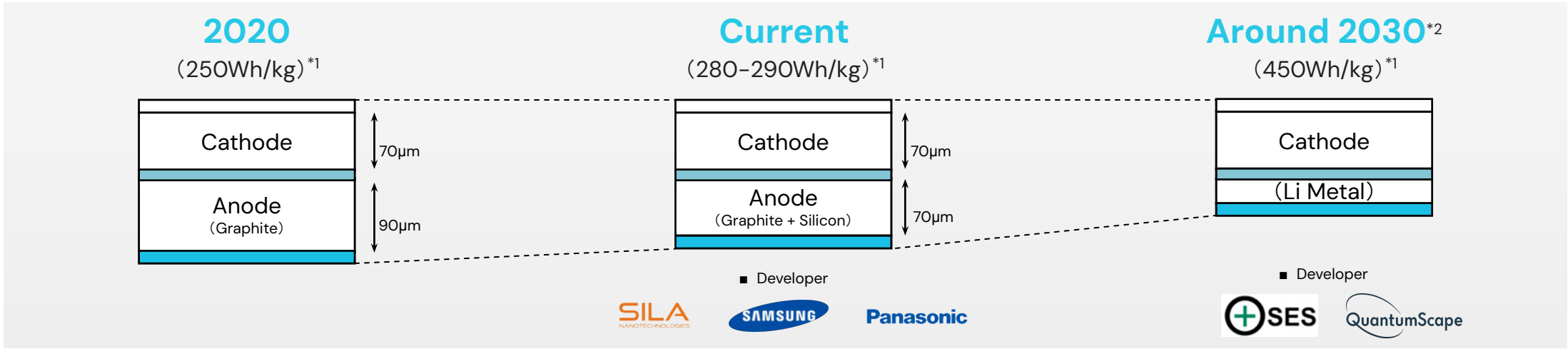


Note: The measurement period is from 1994 to 2022.
Source: Created based on data from Matsushita Communication Industrial , Apple, Nielsen Mobile NetView, Marketing Research Camp and Peers Co., Ltd.

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State-of-the-art technology trends of lithium-ion batteries: Performance improvement by 2030 is about 6 to 7% per year on average, far from the average annual growth of smartphone power consumption.

- Currently, SILA and other companies in the U.S. are developing new materials by mixing silicon (Si) into a graphite-based anode. Improvement in performance is about 15%
- The next promising breakthrough is a move to use lithium metal for anode materials, led by Solid Energy in the U.S. Given the number of usable cycles and safety, it is likely that the technology will be converted to realistic use in smartphone batteries around 2030

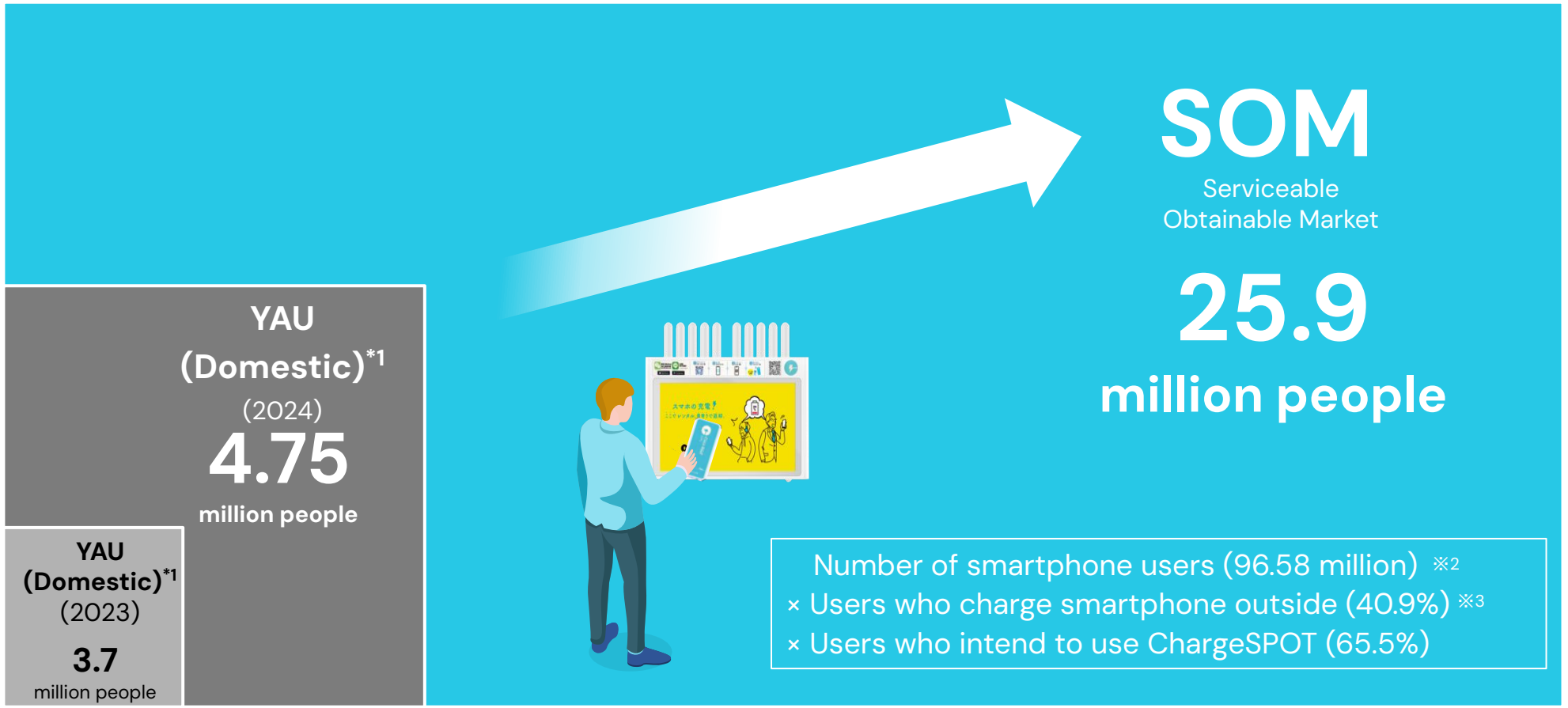


Expected improvement in lithium-ion battery performance by 2030		Increase in smartphone power consumption to date
6～7%(annual average)	<	17.9%(annual average)

*1: Index of compactness indicating the battery capacity per unit weight *2: Rough guide for when it will be put to practical use for smartphone batteries

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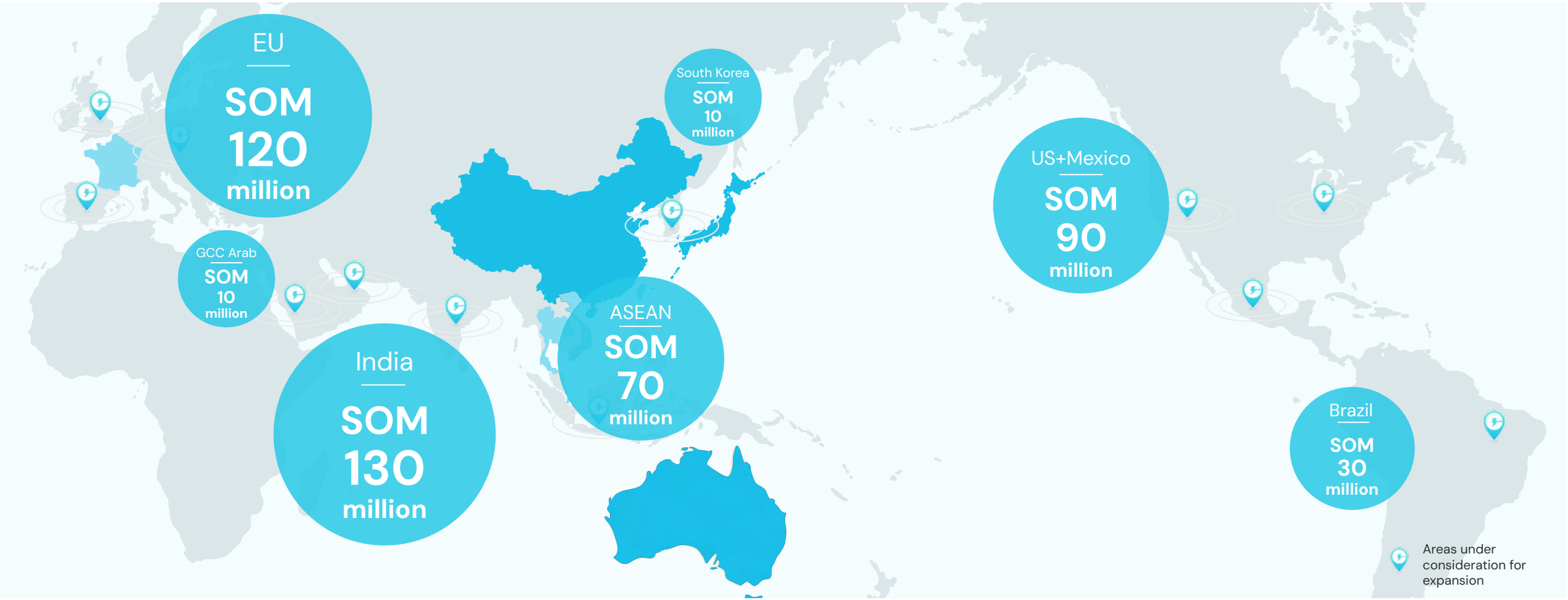
There are 25.9 million people in Japan who have charging needs and an intention to use ChargeSPOT, approximately equivalent to the domestic SOM.
Since YAU(Domestic) is 4.75 million (2024 actual), there is a growth potential of about 5 times.



*1 YAU : Yearly Active User (Users who use the service more than once a year)
*2 Estimates of the number of smartphone users based on the Population Estimates by the Ministry of Internal Affairs and Communications (as of October 1, 2022) and the 2022 Communications Usage Trend Survey
*3 Users who charge their smartphones while being away from home and their intent to use ChargeSPOT are the results of Dentsu questionnaire

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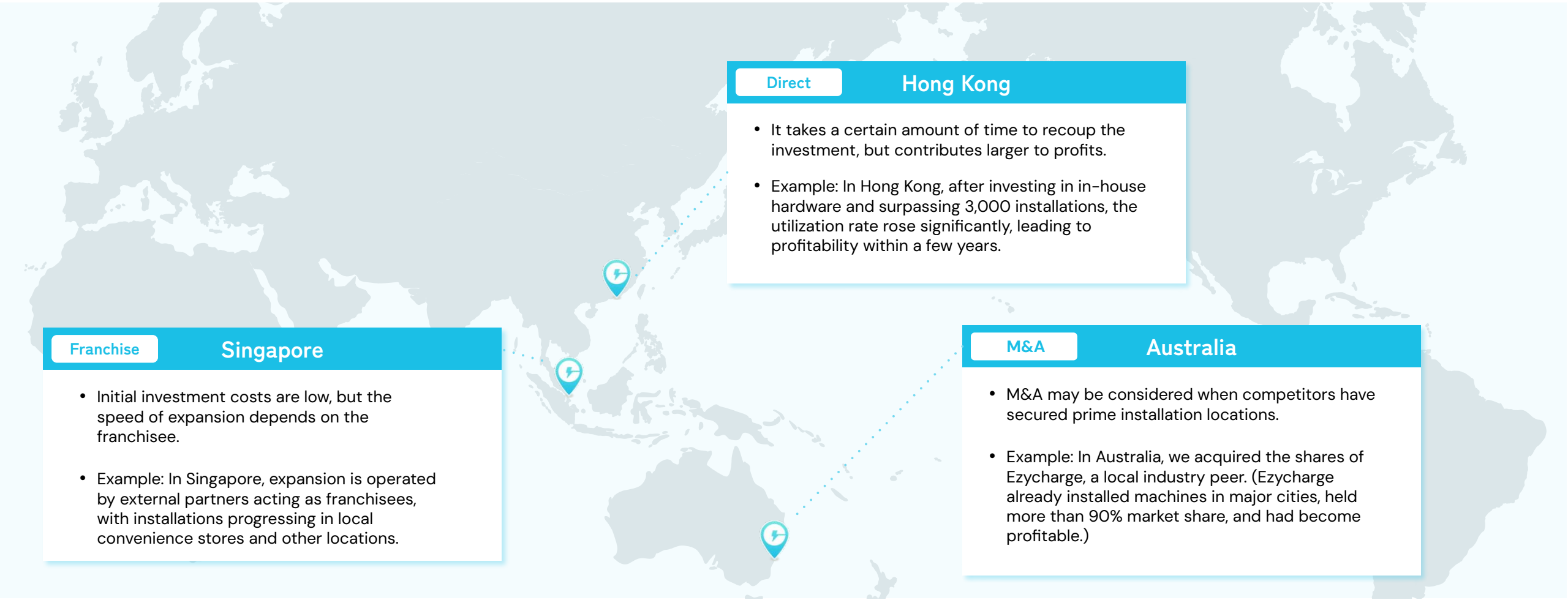
We will deploy ChargeSPOT in target areas with high population density and high smartphone charging needs.
The target SOM totals 460 million people, excluding existing areas.



*The SOM is calculated by multiplying the number of smartphone users in each country by a factor based on the Company's own survey. For the number of smartphone users in each country, the following external reports are used (USA, Mexico, India & Brazil : Newzoo, GCC Arab : GSMA, ASEAN : Insider Intelligence, EU : GSM Association, South Korea : Statista)

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In the past, we mainly focused on franchise expansion, as securing funds on hand was prioritized.
However, we also plan to expand direct operations, which will contribute larger to profits after a certain amount of time
(New direct operation in Italy was announced for 2025).



Direct

Hong Kong

- It takes a certain amount of time to recoup the investment, but contributes larger to profits.
- Example: In Hong Kong, after investing in in-house hardware and surpassing 3,000 installations, the utilization rate rose significantly, leading to profitability within a few years.

Franchise

Singapore

- Initial investment costs are low, but the speed of expansion depends on the franchisee.
- Example: In Singapore, expansion is operated by external partners acting as franchisees, with installations progressing in local convenience stores and other locations.

M&A

Australia

- M&A may be considered when competitors have secured prime installation locations.
- Example: In Australia, we acquired the shares of Ezycharge, a local industry peer. (Ezycharge already installed machines in major cities, held more than 90% market share, and had become profitable.)

In order to achieve the goals of the medium-term plan, we will accelerate the development of our platform services in addition to expanding current ChargeSPOT locations and users.

New revenue opportunities

Deployment of platform services

1 Marketing solution

unerry NaviSPOT

Development of SSP/DSP

mamaro

CHEER SPOT

2 ShareSPOT

アイカサ

docomo bike share

いいオフィス

HELLO CYCLING

Myプラゴ

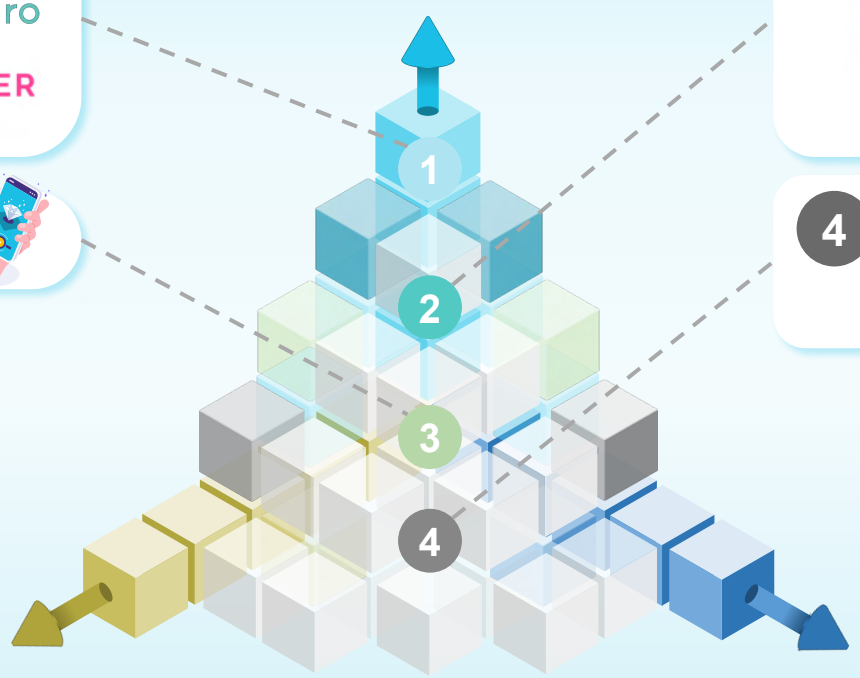
mamaro

3 Gamification

4 Cross-Border

mamaro

mapxus



Increases in the number of ChargeSPOT installation areas and locations

Increase in areas directly managed

Implementation of new installations

Increase in the number of ChargeSPOT users

Implementation of new installations

Enhanced usability

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ChargeSPOT and the platform business surrounding it will be expanded not only in Japan but also in the global areas where we have presense.



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We are deploying advertising media with the reach of over 40,000 locations in Japan and 70,000 locations globally, combined with ChargeSPOT's app and coupons.

Reach of over 40,000 locations in Japan and 70,000 locations globally



Ad media combining ChargeSPOT app and coupons



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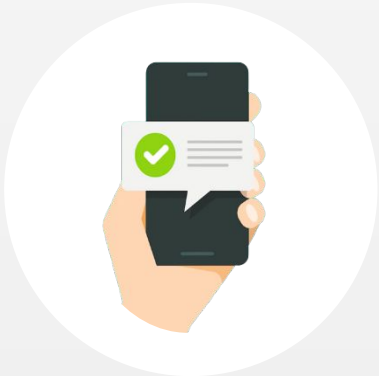
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We conducted a demonstration experiment in collaboration with Unerry Inc. to equip ChargeSPOT with beacons. In addition to signage ad, we packaged the push ad delivery and effectiveness measurement functions.

Deliver useful information at a specific location / time



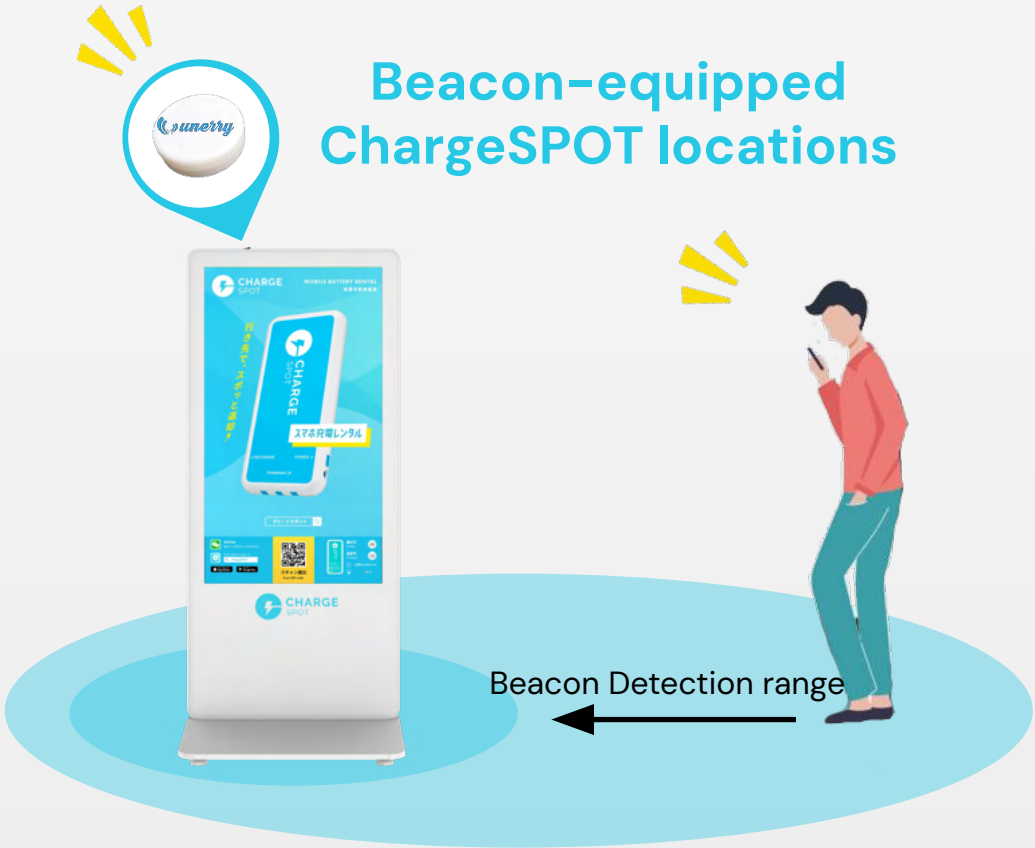
App Banner



Digital Advertising

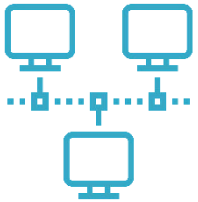
March 2024, SDK installed in the ChargeSPOT application enables ads to be displayed in conjunction with Unerry beacons nationwide

Beacon-equipped ChargeSPOT locations



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To optimize ad space management, SSP※1 was introduced in 2024.
Moving forward, we plan to connect with DSP※2 to automate the sales of ads.

Step1	Step2	Step3
Optimize ad space management	Automate the sales of ads	Enable Real-Time Bidding
Introduction of SSP	**Connect with DSP**	**RTB Development**
		
FY2024 4Q	FY2025 2Q（Plan）	FY2026-（Plan）
Streamline ad space management and submission tasks	**Integrate with external distribution systems**	**Optimize ad prices through bidding**

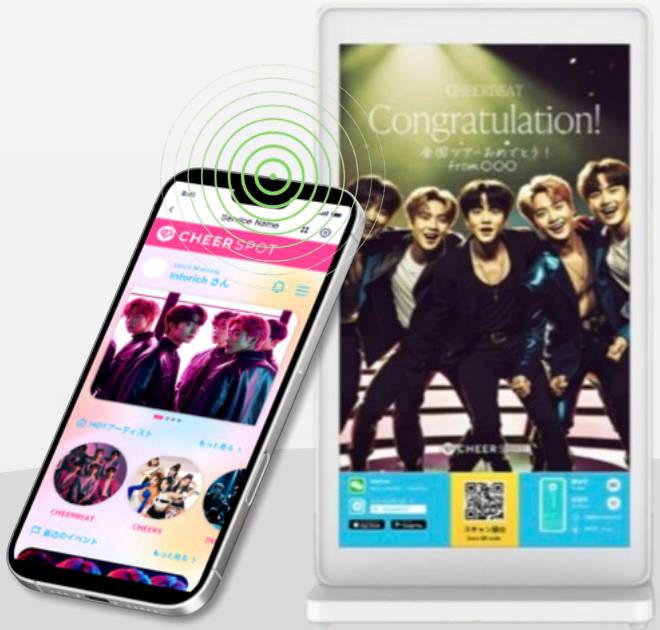
*SSP (Supply-Side Platform): A tool to support media to sell ad spaces and maximize ad revenue;
DSP (Demand-Side Platform): A service for advertisers to manage ad space purchase, distribution and targeting

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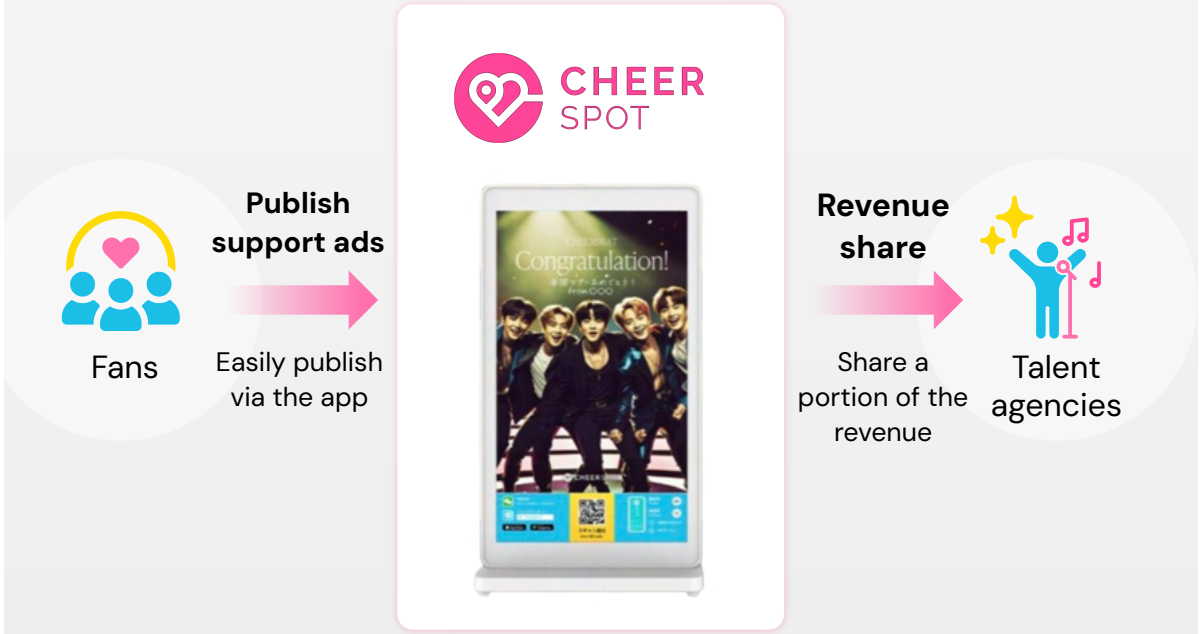
Released "CheerSPOT," allowing individuals to publish cheering ads using ChargeSPOT's digital signage.
We will expand by adapting to the growing market and making advertisement placement for individuals easier.

Connect fans with artists

Share what you love on signage worldwide



Individual fans can publish cheering ads using the app.
A portion of the revenue is shared with talent agencies



INFORICH

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We released ShareSPOT, a sharing economy*1 platform app, in November 2022.
Japan's first app*2 that allows users to find and use various sharing services within a single app.

A variety of services in one app providing a seamless experience



Participating partners

Myプラゴ
docomo bike share
CHARGE SPOT
HELLO CYCLING
アイカサ
いいオフィス

*1 Collaboration with Sharing Economy Association
*2 In-house research

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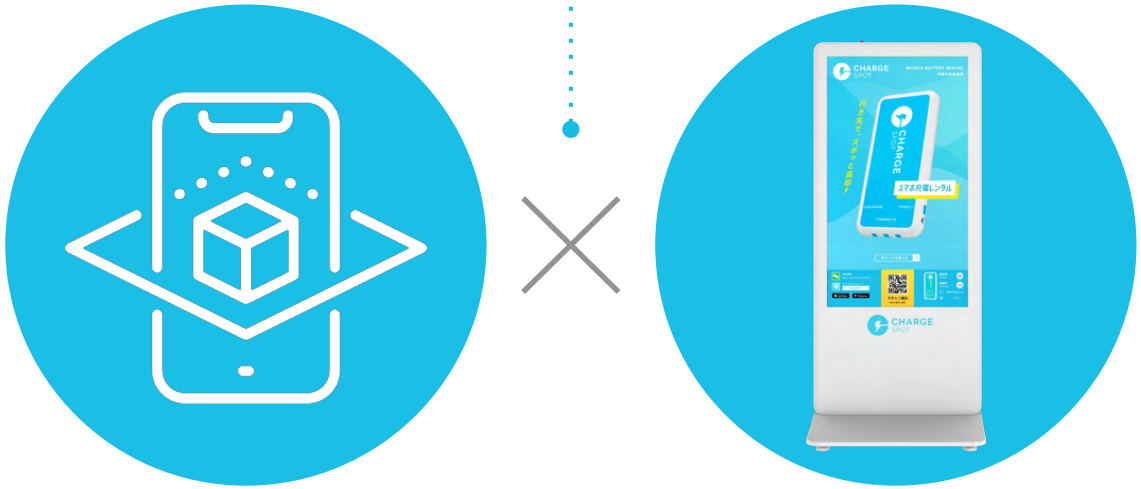
AR, smartphone games and ChargeSPOT are combined together,
making it possible to provide new consumer experiences that blend the digital and real worlds.



We have provided Pokéstops as an official partner of "Pokémon GO" (-2021)

©2024 Niantic, Inc. ©2024 Pokémon. ©1995-2024 Nintendo / Creatures Inc. / GAME FREAK inc.

Event triggered at ChargeSPOT locations



AR, smartphone games

ChargeSPOT's real-world touchpoints

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Acquired shares of Trim Inc., which operates the baby care room "mamaro."
Synergy effects will be created by leveraging ChargeSPOT's strength in installation locations and global expansion.

"mamaro", compact baby care room that can be used by all genders.



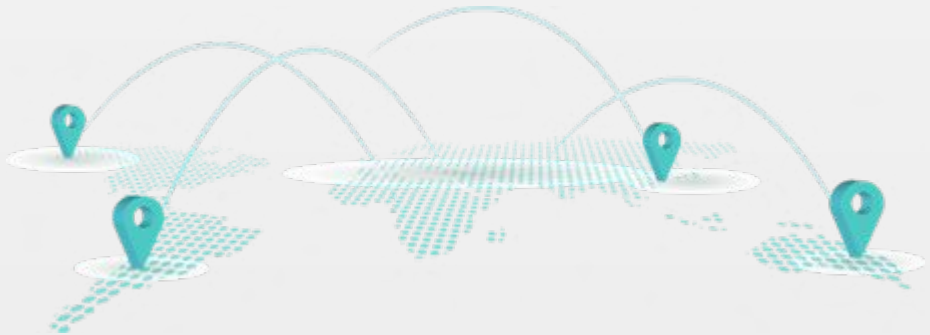
A compact, fully private baby care room, approximately the size of one tatami mat. (Over 800 units installed domestically)
Equipped with a monitor inside, allowing for advertisement distribution.

Synergies are expected in both revenue growth and cost cutting.

Global expansion

Increase in the number of installations

Optimization of manufacturing costs



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Disclaimer

This is a translation of the original release in Japanese. In the event of any discrepancy, the original release in Japanese shall prevail.

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We plan to disclose matters related to strategy and growth potential next time around March 2025.

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Agenda

1. Medium-term Business Plan (VISION 2030)

   Strategy & Growth Potential

2. **Appendix**

INFORICH

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Appendix：Company Profile

Company name	INFORICH INC.
Head office address	A-6A, 6-31-15 Jingumae, Shibuya-ku, Tokyo
Representative	Hironobu Akiyama (Stephen Chan)
Established	September 2, 2015
Listed market	Tokyo Stock Exchange Growth Market (securities code: 9338)
Share capital	Share capital: 2,798,495,481 yen (including legal capital surplus, as of December 31, 2024)
Number of employees	Non-consolidated:130, Consolidated: 328 (including 39 temporary employees, as of December 31, 2024)
Sales offices	Domestic :7 locations, Overseas: 5 locations (Guangzhou, Hong Kong, Australia, Taiwan, United Kingdom)
Affiliated companies	INFORICH ASIA HOLDINGS LIMITED / INFORICH ASIA HONG KONG LIMITED Inforich (Guangzhou) Technology Company Limited/ CHARGESPOT MARKETING, INC. Ezycharge Australasia Pty Ltd / Ezycharge Australia Pty Ltd ChargeSpot Digital Service Co. Ltd. / INFORICH EUROPE LTD Trim Inc.

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Representative Director, President & CEO (Founder)

Hironobu Akiyama (Stephen Chan)

Born in Hong Kong and raised in Japan, he was active as a trilingual artist at Universal Music in 2007. In 2012, he relocated to Hong Kong, where he served as an advisor to the Hong Kong representative office of Fukuoka Prefecture. Additionally, he held the position of the head of the overseas business office during the establishment of IGNIS Co., Ltd., which successfully listed on Mothers section of the TSE in 2014. In 2015, he founded INFORICH Co., Ltd. and is currently dedicated to the global development of ChargeSPOT.



Director & COO

Tomonori Takahashi

As a system engineer and project manager at LUXIAR Co., Ltd., he developed a workflow management system. In 2012, he joined Velocity Co., Ltd., an e-commerce platform specializing in smartphone accessories. Subsequently, he co-founded FOTOfwd, which has since been acquired by the PicSPOT business of INFORICH, and he continues to be involved to the present day.



Director & CFO

Yuki Hashimoto

A Certified Public Accountant from Japan, he started his career at Deloitte Touche Tohmatsu LLC, providing statutory audit, J SOX, and IPO preparation support to a variety of industries, such as retail, restaurants, advertising, and IT startups. After taking charge of book closing, timely disclosure, subsidiaries and investment control at a listed company, he joined the FinTech subsidiary of Mercari Co., Ltd., Merpay. In his role, he was responsible for business planning, budget management, and developing management accounting. He joined INFORICH in December 2019 to oversee the domestic corporate division.



Independent Director

Eriko Suzuki

Investor and ESG consultant in sustainability, well-being, and Web3 fields, she has participated in founding Japan's first ESG focused venture capital, MPower Partners, as a managing director, and has led several other VCs. She has engaged in global M&A and IPO operations in the investment banking division of Morgan Stanley. Furthermore, she launched a Japanese subsidiary of an American drone venture and became the Japan representative. She is also the author of the book “From Now On, the Way We Live Will Become the Way We Work” (April 2018, Yamato Shobo), and the translator of the book “Mission Economy: The Time Has Come to Create a 'New Capitalism' with the Country and the Company” (December 2021, NewsPicks Publishing). Additionally, she is a mother of two children.



Independent Director

Koichi Tsunoda

After graduating from UC Berkeley, he engaged in M&A execution and fundraising advisory work at a foreign investment bank. Subsequently, he joined an education-related startup as CFO. In 2017, he was appointed CFO of Yappli, Inc. After taking office as director in 2018, he served as special officer of the company through the end of 2023. Since 2022, he has held the position of Outside Director of C Channel Co., Ltd. and INFORICH INC.



Independent Director

Kenichi Hoshi

He joined JUKI CORPORATION in 1989.
After serving as President of MISUMI (THAILAND) CO., LTD. since 2005, he joined Amazon Japan G.K.'s management team in 2008 and was responsible for their retail, marketplace and B2B Divisions.
He became COO of Oisix ra daichi Inc. and External Director of POP SICLE inc. in 2020, External Director of Medley, Inc. in 2021, and a part-time lecturer at Tokai University in 2023.
Currently, he serves as External Director of AI inside Inc., SocialGood Inc., and GROOVE Inc., President of kenhoshi & Company, and Advisory Board Member for Shizuoka Prefecture.
He was appointed External Director of INFORICH in March 2024.



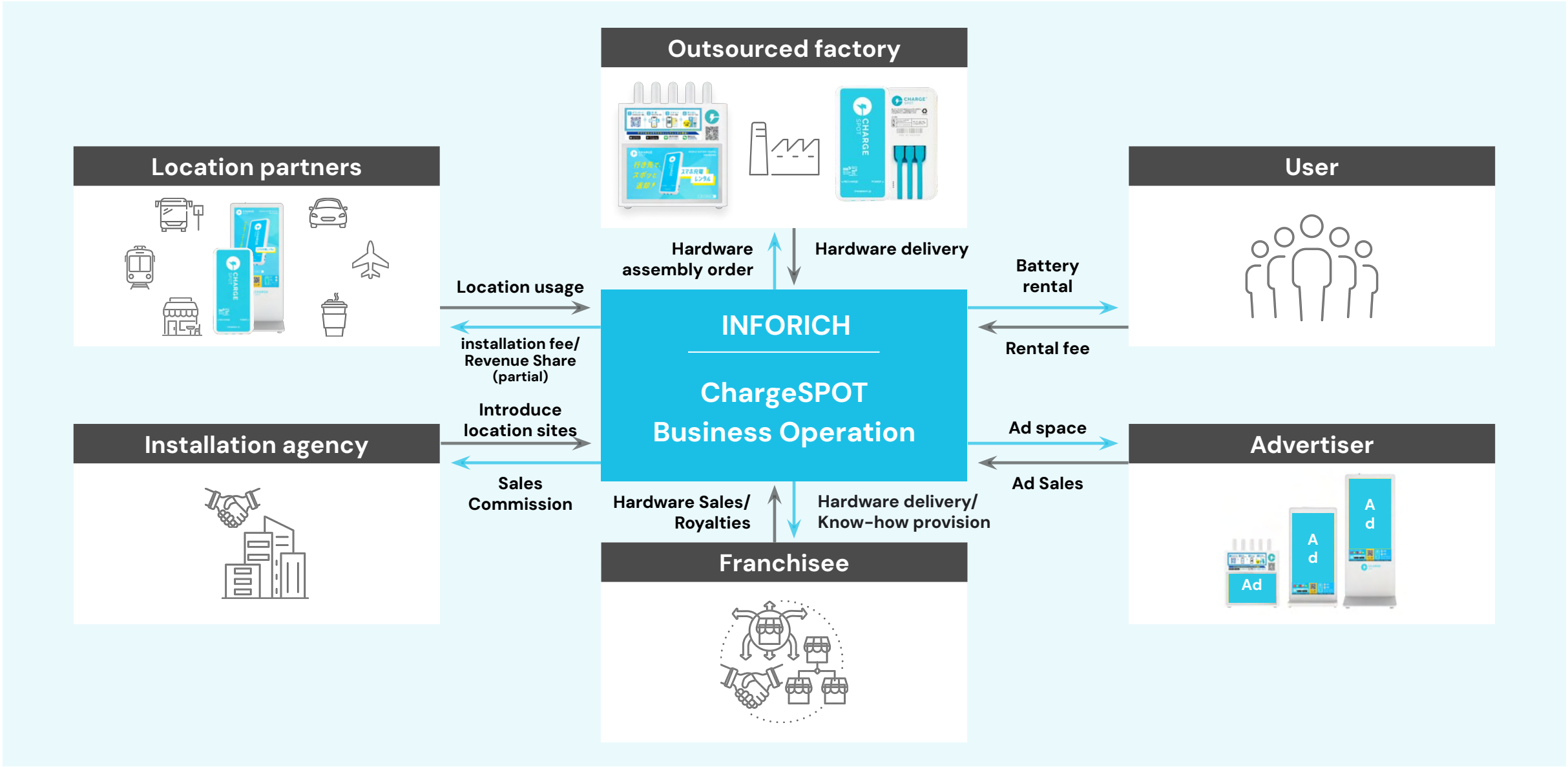
Independent Director

Tomomichi Amano

Graduated from Harvard University, and earned a Master's in Economics and Ph.D. in Business Administration from Stanford University. After serving as Assistant Professor at Columbia Business School, he joined Harvard Business School in 2019. Also a Faculty Associate at Harvard's Weatherhead Center for U.S.-Japan Relations, his research focuses on the empirical study of how innovations spread and are accepted by consumers, as well as its practical applications.

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Appendix : Revenue Structure of ChargeSPOT



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The external environment where demand for mobile battery sharing services increases is driving service expansion

Society



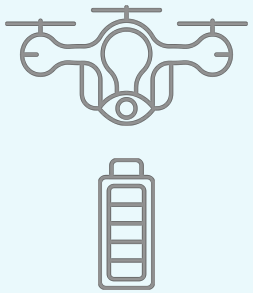
- Increasing environmental awareness (aversion to excessive consumption and disposal)
- Growing interest in lifestyle of minimalism
- Reducing size and weight of carried items
- Rising concern over proper disposal of mobile batteries (due to incidents like garbage truck fires caused by improper disposal)

Economy



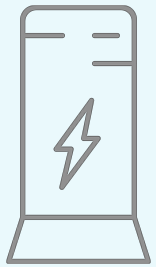
- Rising mobile phone prices
- Declining wages especially for younger generations
- Discontinuation of incentives for smartphone sales, leading to reduced replacement frequency
- Increasing mobile battery prices

Technology



- Smartphone battery performance improving
- Higher-performance lithium ion battery being developed for drones and EVs
- Stronger functionality of apps is driving higher energy consumption, surpassing improvements in battery performance
- Increase of energy consumption from 5G

Needs of installation location



- Smartphones becoming essential due to the cashless trend in stores and facilities, and the paperless transition for tickets
- Increased demand for charging
- Rising demand for digital signage
- Increasing demand for disaster preparedness

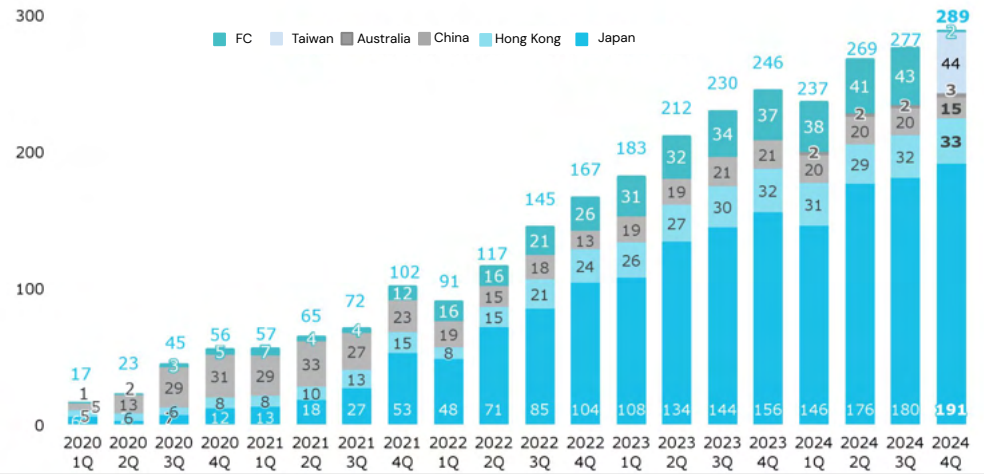
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Appendix : Trends of Each KPI [Including Franchised Areas]

Number of monthly rentals

(average for each quarter)

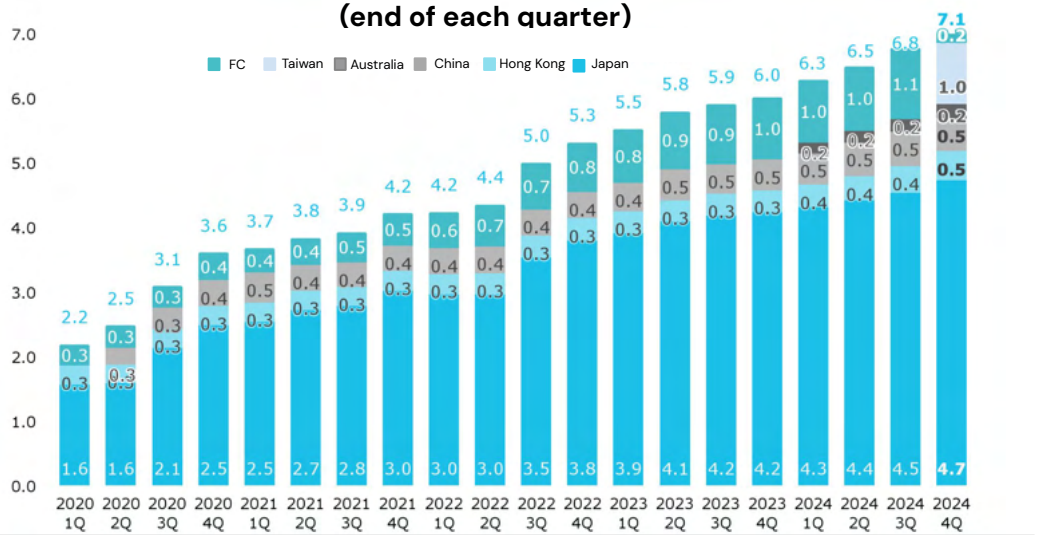
Unit: 10,000 (rounded off)



Cumulative number of stations installed

(end of each quarter)

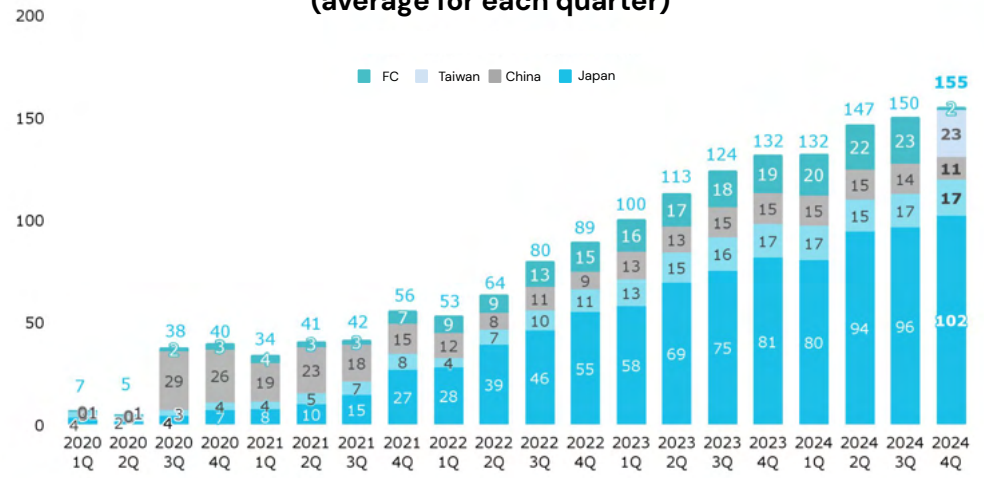
Unit: 10,000 (rounded off)



Number of monthly active users

(average for each quarter)

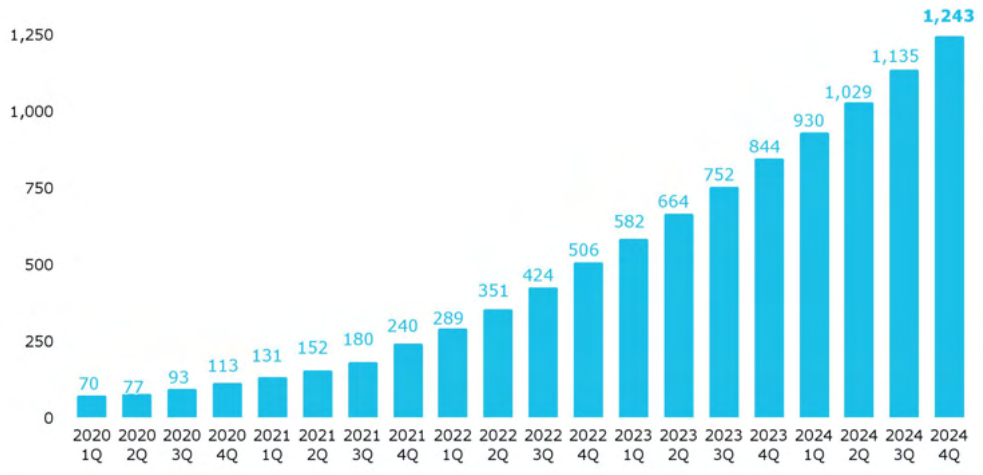
Unit: 10,000 (rounded off)



Cumulative downloads

(native application only)

Unit: 10,000 (rounded off)



*Monthly active users: Users who use the service at least once a month (Data for FY2020 Q1 and Q2 does not include data from China).
*Monthly active users and downloads do not include data from Ezycharge in Australia.

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Appendix：ChargeSPOT Device Lineup | Modeling in Line with Available Installation Space

	Tabletop type				Freestanding type	
						
	“S5”model	**“S10” model**	**“S10-A” model**	**“M10” model**	**“LL20-J” model**	**“LL40” model**
Number of battery slots	5	10	10	10	20	40
Size (H x W x D) mm	180 x 195 x 145	246 x 350 x 149	226 x 350 x 149	631 x 346 x 300	1490 x 633 x 500	1956 x 660 x 610
Weight	Approx. 2.7kg	Approx. 5.4kg	Approx. 5.3kg	Approx. 20kg	Approx. 60kg	Approx. 100kg
Power consumption	2～60w	10～96w	9～96w	25～150w	60～320w	60～622w
Estimated electricity charges/month	136yen/month	334yen/month	316yen/month	689yen/month	1588yen/month	2077yen/month
Power cord length	3m	3m	3m	3m	3m	3m

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Appendix：Battery Stand Lineup | Modeling in Line with Available Installation Space

	 **Ticket machine model**	 **Vending machine model (front)**	 **Vending machine model (side)**	 **Outdoor model**
Number of battery slots	20	10	20	40
Size (H x W x D) mm	410 x 440 x 590	226 x 350 x 149	848 x 164 x 510	2270 x 660 x 1070
Weight	Approx. 20kg	Approx. 5.3kg	Approx. 23kg	Approx. 280kg
Power consumption	58～320w	9～23w	10～100w	58～820w
Signage Screen	No	Yes	No	Yes
Features	Utilize space after the removal of station ticket machines	Attached to the front of vending machines	Attached next to vending machines Suitable for outdoor installation Waterproof design / Drainage mechanism / Windproof design / Temperature adjustment function	Outdoor model Waterproof design / Drainage mechanism / Windproof design / Temperature adjustment function

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Appendix：Rental Battery Detail



Battery capacity	5000 mAh
Battery output	DC5V/2A
Weight	163 g
Cables	USB Type-C Lightning MicroUSB
Safety	PSE compliant CQC16001139923
Environmental standard	GB31241 GB/T 35590-2017
iPhone | iPad | iPod	MFI-certified
Finish	Antiviral/antimicrobial coating SIAA compliant



USB Type-C *1 **Lightning** *2 **Micro USB**

Three types of cables built-in for various uses

Three types of built-in cables: USB Type-C, Lightning, Micro USB.
Compatible with almost all smartphones



Wireless earphone **E-cigarette** **Portable fan**



Pocket WiFi **Portable game console**

*1 USB Type-C is a registered trademark of the USB Implementers Forum.
*2 Lightning is a trademark of Apple Inc.
*Other than the above, company and product names mentioned are trademarks or registered trademarks of their respective companies.

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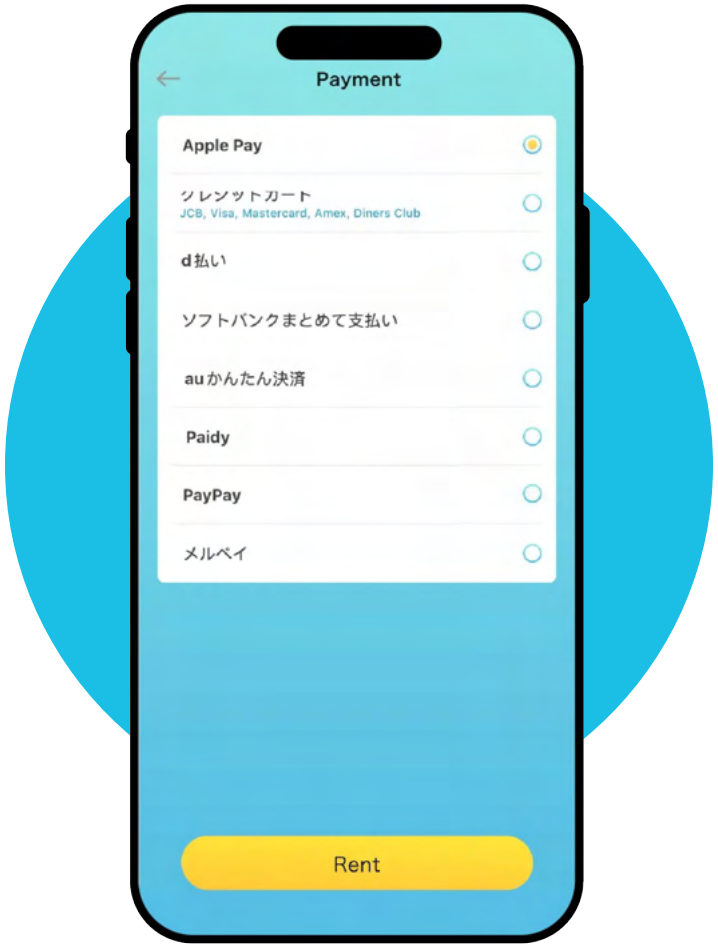
Payment methods available in Japan

- Various types of carrier settlement (docomo,Softbank,au)
- Various credit cards (VISA,JCB,MasterCard,American Express)

- Apple Pay
- PayPay
- AEON Pay
- Rakuten Pay
- Merpay
- WeChat Pay
- Alipay
- T point
- dPay
- Paidy

Payment methods that can be used overseas

- Apple Pay
- Alipay
- Google Pay
- WeChat Pay
- LINE Pay
- Union Pay



Other supported apps

You can rent a mobile battery using your regular apps such as PayPay and dPay.
There are no bothersome procedures to follow.
You can rent a battery right away.

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CHARGE SPOT

47,330 stations in Japan at retailers, transport facilities, carriers, municipalities, and other locations essential to daily life

Convenience stores	Seicomart, Seven-Eleven, Daily YAMAZAKI, FamilyMart, POPLAR, Ministop, Lawson, Seikatsu Saika
Inside railway stations and transportation facilities	JR Tokai, Osaka Metro, toks, Tsukuba Express, Shinjuku Expressway Bus Terminal (Busta Shinjuku), Minatomirai Line, Okinawa Urban Monorail, Yokohama Municipal Transportation Bureau, Keio Electric Railway, Keisei Electric Railway, Keihin Kyuko Electric Railway, Kintetsu Railway, Kintetsu Retailing, Saitama Railway, West Nippon Railway, Sanyo Electric Railway, Seibu Railway, Chiba Urban Monorail, Osaka Monorail, Toei Subway, Tokyu Electric Railway, Tokyo Metro, Tobu Railway, Nankai Electric Railway, Fukuoka City Subway, Hokuso Railway, Transportation Bureau City of Nagoya, Nagoya Railway
Airports	Sapporo Okadama Airport, Sendai Airport, Yamagata Airport, Shonai Airport, Narita International Airport, Tokyo International Airport (Haneda Airport), Hachijojima Airport, Matsumoto Airport, Mt. Fuji Shizuoka Airport, Chubu Centrair International Airport, Kansai International Airport, Okayama Momotaro Airport, Hiroshima Airport, Iwakuni Kintaikyo Airport, Aso Kumamoto Airport, Kitakyushu Airport, Nagasaki Airport
Stadiums	ES CON FIELD HOKKAIDO, Rakuten Mobile Park Miyagi, Tokyo Dome, Meiji Jingu Stadium, Yokohama Stadium, ZOZO Marine Stadium, Belluna Dome, Vantelin Dome Nagoya, MIZUHO PayPay Dome FUKUOKA
Theme parks and cultural/educational facilities	Anpanman Children's Museum, KidZania, Sanrio Puroland, SMALL WORLDS, Nagashima Resort, Huis Ten Bosch, Yomiuriland, Laguna Ten Bosch, Legoland, Asahiyama Zoo, Shin-Yokohama Ramen Museum, Kawasaki Racecourse, Sagamiko Pleasure Forest, Tokyo Summerland, Tokyo National Museum, Fuji-Q Highland
Entertainment and performance facilities	109 Cinemas, CLUB CITTA, kino Cinema, RED° TOKYO TOWER, Zepp, aprecio, IMMERSIVE FORT, Round One, Yokohama Arena, Hoshino Resorts Nekoma Mountain
Commercial, office, and convention facilities	A-FACTORY, DAIMARU, LA CITTADELLA, MIYASHITA PARK, PARCO, SHIBUYA 109, Tekute Sendai, AOMORI SHUNMI-KAN, ATRE, Aeon Mall, S-PAL Sendai, Queen's Square Yokohama, Grand Green Osaka, Grand Front Osaka, Marui, LOVINA, Laforet Harajuku, LUMINE, Yokohama Red Brick Warehouse, Marunouchi Building, Hirosaki Station Building, APPLIESE, Takashimaya, Hankyu Hanshin Department Stores, Hankyu Hanshin Properties Corp., Mitsui Outlet Park, Isetan Mitsukoshi, Shibuya Scramble Square, Shin-Marunouchi Building, Shinjuku Alta, Shin-Shizuoka Cenova, Aomori Station Building, Shizuoka Station Building Parché, Izumi Park Town Tapio, Department Store Fujisaki, Omotesando Hills, Fukuoka Tower, FukuokaDaimyo Garden City, Makuhari Messe, Roppongi Hills

*The number of stations is as of December 2024. This is a partial list with abbreviations and in no particular order.
*Includes some installation locations but does not cover all sites.

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CHARGE SPOT

47,330 stations in Japan at retailers, transport facilities, carriers, municipalities, and other locations essential to daily life

Karaoke	JOYSOUND, Karaoke BanBan, Karaoke Croquette Club, Karaoke no Tetsujin, Karaoke Rainbow, Karaoke Utaya, Karaoke Kan, Côte D'azur, Big Echo, Uta Hiroba
Electronics and appliance stores	EDION, Kojima, Bic Camera, Best Denki, Yamada Denki, Yodobashi Camera
Carrier stores	au, Docomo, SoftBank, UQ Mobile, Y!mobile, Rakuten Mobile
Drugstores	Amano Drug, Welcia, Create SD, Kokumin Drug, Sugi Pharmacy, Tsuruha Drug, Drug-Eleven, Drug Seims
Retailers	ROPE' PICNIC, TSUTAYA, WEGO, Thank You Mart, Right-on, Maruzen Junkudo Bookstores, Hankyu Style Labels, Terakoya, Fujiya, BUNKYODO
Restaurants & fast food outlets	Wendy's First Kitchen, Gusto, Sushiro, Denny's, Jonathan's, Bamiyan, Freshness Burger, Popolamama, MOS BURGER, GYUKATSU Kyoto Katsugyu, Yakiniku Sakai Holdings, Choushimaru
Cafes	Vie de France, È PRONTO, Café de Crié, Komeda Coffee, St. Marc Cafe, Tully's Coffee, Doutor Coffee Shop, MORIVA COFFEE, Chun Shui Tang, Ueshima Coffee
Hotels	JR East Hotel Mets, APA Hotel, Sheraton Grande Tokyo Bay, Super Hotel, Dormy Inn, Hotel New Otani, Hotel Metropolitan, Hotel Livemax, Hoshino Resorts 1955 Tokyo Bay, Toyoko Inn, Tokyu Stay
Financial institutions	Mizuho Bank, Resona Bank, Sumitomo Mitsui Banking Corporation, Post Office
Municipal facilities	Yamanashi Prefecture, Shibuya City, Toshima City, Atami City, Kobe City, Fukuoka City

*The number of stations is as of December 2024. This is a partial list with abbreviations and in no particular order.
*Includes some installation locations but does not cover all sites.

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From the perspectives of profitability, recognition, and cost reductions, the location of the machine is reviewed prior to installation.

Purpose of establishing installation protocol

Profitability

Increase profitability by installing in locations with a high potential for frequent rental.

Enhanced recognition

Increase user awareness by concentrating installation areas.

Cost reductions

Reduce maintenance costs by concentrating installation areas.

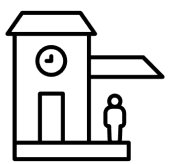
Specific screening criteria



No reputational risks



Area priority



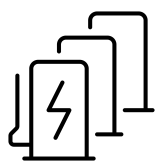
Around the stations with a large foot traffic



Easy to access



Operates on weekends



Presence of existing stands operating nearby

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Both batteries and battery stands continue to maintain healthy payback periods.
By deploying in accordance with installation standards,
investments are being recouped quickly, even as the number of installations increases.

Hardware		Number of slots	Depreciation period	Percentage 2024/12	Payback period 2024/12
Battery		-	3 years	-	19 days
Battery stand	LL40 	40	5 years	0.4 %	23 days
	LL20-J 	20		8 %	166 days
	M10 	10		3 %	316 days
	S10 S10-A 	10		18 % 30 %	89 days 73 days
	S5 	5		37 %	97 days

*Payback period is based on battery utilization rates or average daily revenue per stand in Japan as of September and December 2024.
*Time required to recoup each hardware cost, including kitting, delivery, and installation expenses, etc. Foreign exchange based on rates for September and December 2024.

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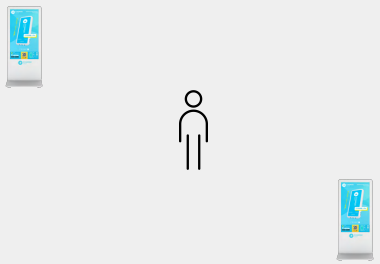
The "awareness -> use -> habituation" process in the battery sharing business has a flywheel effect, expected to bring sustainable business growth.

01 | Initial period

Service "just happened to be there."
Service usage is not repetitive/habitual.

Latent demand
Apparent Demand
Other Revenue

Stand density

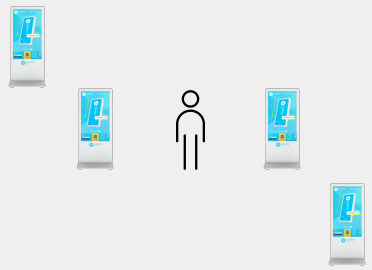


02 | Growth period

The battery stand itself advertises. “Being able return even after moving" gradually stimulates demand.

Latent demand
Apparent Demand
Other Revenue

Stand density

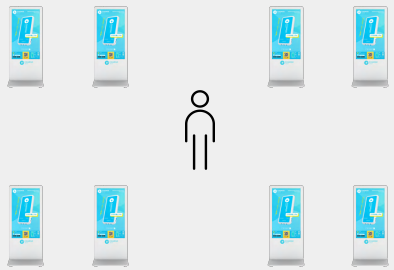


03 | Traction period

Awareness grows, demand becomes repetitive/habitual with "more installation = more convenience”.

Latent demand
Apparent Demand
Other Revenue

Stand density



04 | Synergy period

Becomes a social infrastructure.
Increased media value
Business partners for locations.

Latent demand
Apparent Demand
Other Revenue

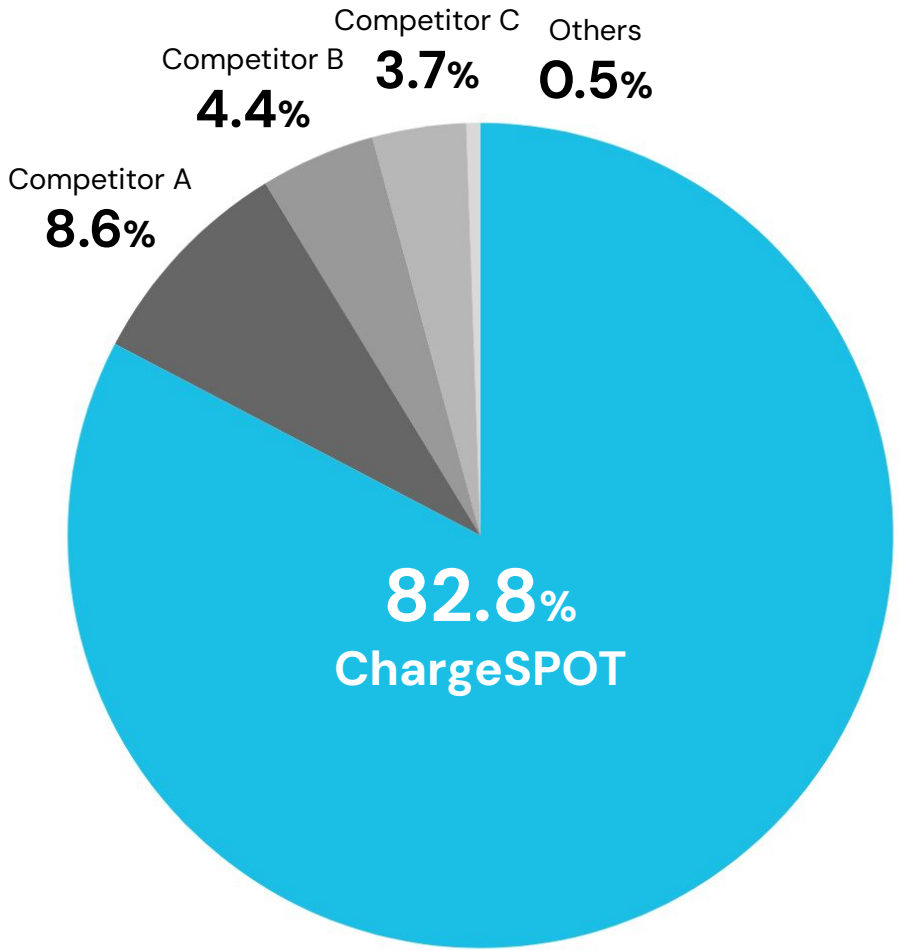
Stand density



* The latent demand/apparent demand/new business opportunities and the installation density are all images that visually represent the sense of increase/decrease.

More than 80% of the installation market share is held by us, which is an extremely high barrier to new entrants.

Share of battery stands installed



Number of battery stands installed

(Unit: No. of stands)

ChargeSPOT	**47,330**
Competitor A	4,909
Competitor B	2,521
Competitor C	2,127
Others	304

Our view on barriers to entry

- ChargeSPOT is the first mobile battery sharing service introduced in Japan, and has a history of pioneering the market from scratch.
- Due to the nature of the service, the greater the number of installations, the more convenient it is for users. Therefore, it is often the case that installation partners adopt ChargeSPOT after comparing us with other services.
  - It can be said that it is a business model with a high first-mover advantage, and as a result, we have a share of more than 80% based on stands installed.
  - A large number of installations leads to user convenience and an increase in the number of users.
  - As a result, the market is activated, the need for installation increases, and the number of installations increases.
- It is necessary to acquire a large market share in order to newly enter the business and increase rental usage, but since we hold a market share of more than 80%, it is difficult.
- It is also one of our strengths that we develop a rounder (battery replenishment) system and apps in-house to accumulate know-how, creating a barrier for competitors.

*The number of installed machines as of December 2024, based on in-house research

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Appendix : Business Risks

	Major risks	Countermeasure
Innovations in "battery life" Risk term : Medium to long term Likelihood : Low	**Longer battery life due to advances in technology** Since the driving need for the ChargeSPOT business is smartphone battery drain, the "battery life" of future smartphones will have a significant impact on our business. If, as a result of rapid technological innovation in rechargeable batteries, smartphones with built-in batteries that do not require any additional recharging for several days despite any vigorous smartphone use become widely used, this would naturally have an adverse effect on our shared battery business.	**Battery evolution has changed along with device feature, and performance evolution will take time.** In fact, the technological innovation of lithium-ion batteries is not yet completely exhausted, but few experts believe that we are about to enter a phase of innovation that is an order of magnitude different from the past. On the other hand, battery technologies other than lithium-ion batteries are promising for industrial applications such as drones and EVs, but not for smartphones, due to their electromotive force (potential difference between anode and cathode), cycle characteristics (durability), energy density (space), material stability in the atmosphere (safety), mass production (price), and other factors. Even if it is possible, there are still many hurdles to overcome before full-scale adoption. On the other hand, looking at the smartphone itself, the power consumption required to drive the mobile device is expected to increase due to the generational shift from 4G to 5G (higher capacity transmission and higher frequency bands) and the addition of unprecedented application functions due to the advancement of semiconductors and displays. There is a concern that the planned level of innovation in battery technology will not be sufficient to cover even this increase in power consumption. In sum, while we are fully aware of the general risk that smartphone-embedded battery technology poses to our business, we analyze the possibility that our smartphone lifestyle, including the frequency of charging, may move in the direction of raising our raison d'etre.
Competitive environment Risk term : Medium to long term Likelihood : Low	**Increased competition due to growth of competitors** The mobile battery sharing service that our group is developing is not a regulated industry, and since the manufacturing of mobile batteries and battery stands can be done on an OEM basis, there is a risk of intensified competition due to an increase in the # of companies participating in this service. The market share of the mobile battery sharing service accounts for approximately 80%* of the total # of battery stands installed in Japan, and we believe that the revenue base is stable. The Group plans to take various measures to expand the # of battery stands and users in the future. However, if these plans do not proceed as expected due to an intensified competitive environment, the Group's financial position and operating results may be affected. *Calculated by # of machines installed by the Group as of March 2023 and the # of machines announced by competitors.	**Expansion of # of installation sites** The most important thing for our mobile battery business is to secure installation sites. With this in mind, we have been aggressively installing our products in national brand commercial facilities and major railroad stations where people are concentrated, thereby ensuring the superiority of the first installations. As a result of the economies of scale evident in the sharing business, there is a strong tendency for a virtuous cycle of market leaders that progresses day by day, and once a service reaches a certain level of recognition, the difficulty for new entrants to regain market share increases at an accelerated pace. We, for our part, will not be complacent and will continue to solemnly work on improving our services while paying close attention to the movements of other companies in the market.
Installation Location Risk term : Medium to long term Likelihood : Low	**Suspension of installations of large accounts** Our group has relatively more installations in convenience stores because of their convenience to users. In addition to installations at several convenience store chains, our group also installs at a wide range of other types of businesses other than convenience stores, including railway stations, carrier stores, restaurants, and retail stores. However, if for some reason our group does not continue to have installation contracts with major convenience store groups, the financial position and operating results of our group may be affected.	**Ensure a variety of installation sites and strengthen cooperation with installation sites** Although this risk is not something that can be addressed solely through the efforts of the company, we have established an in-house department in charge of accounts with a large number of installations, and we work closely with the persons in charge at the locations where stands are installed. In addition to detecting problems with battery stands early on based on rental volume trends and other factors, the company is also engaged in post-installation follow-up, such as providing suggestions for installation locations and promotional materials. The company will continue to reduce risk and make the service more user-friendly by installing the stands in a variety of locations across a wide range of industries.

* Major risks that the Company recognizes as having the potential to affect the realization of growth and the execution of its business plan are listed. Other risks are described in the "Business and Other Risks" section of the Securities Registration Statement.

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Reflecting the opinions of our stakeholders, including our employees, location owners and our shareholders, we identified our material issues (“Materiality”) while referring to ESG guidelines.

01 | Popularizing a Sharing Culture

Plan

Through ChargeSPOT and ShareSPOT we will demonstrate that "Convenience" and "Sustainability" can indeed coexist and remove this hurdle people feel to sustainable behavior. By popularizing a sharing culture, we will realize a sustainable society free from overproduction.

Strategies

- Make ChargeSPOT an easily accessible and inclusive service
- Increase the services available through ShareSPOT and make the sharing economy more familiar
- Disseminate information on sustainability through the ChargeSPOT signage

02 | Promotion of Diversity and Inclusion within the Company

Plan

Based on the belief that there is value in diversity, we will achieve levels of Diversity and Inclusion suitable for a globally expanding company.

Strategies

- Hire employees from diverse backgrounds and create an environment where they can make the most of their strengths
- Create an organization that can collaborate and co-create beyond the boundaries of different cultures, values, and expertise
- Create an environment where employees can play an active role regardless of gender and be involved in important decision-making

03 | Cooperate in Securing Power Supplies during Disasters

Plan

In cooperation with local governments and companies, we will create an environment where smartphones can be charged even in the event of natural disasters such as earthquakes and typhoons, and prevent people from losing their means of communication.

Strategies

- Release batteries for free in affected areas
- Provide emergency evacuation sites and charging infrastructure at evacuation centers
- Conduct research and development of a stand that can be used even during power outages

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Reflecting the opinions of our stakeholders, including our employees, location owners and our shareholders, we identified our material issues (“Materiality”) while referring to ESG guidelines.

04 | Realization of a Resilient Supply Chain

Plan

We aim to realize a resilient supply chain that can respond to changes in the international situation while considering the environment and human rights.

Strategies

- Identify and remedy human rights violations throughout the supply chain
- Oppose and prevent child labor and all forms of forced labor
- Develop a supply chain business continuity plan (BCP)
- Appropriately treat and recycle waste

05 | Reduction of CO2 Emissions

Plan

Understand our company's emissions (including ChargeSPOT) and work to reduce them. In addition to this, help our users and locations partners reduce their own emissions.

Strategies

- Calculate the company's CO2 emissions (Scope 1-3) and work to reduce them
- Visualize the CO2 reduction effect due to the spread of our shared batteries
- Implement an offset for the power used by the battery stand
- Cooperate in the spread of green power and carbon offsets

06 | Strengthen both Risk Management and General Management

Plan

We will implement risk management befitting a listed company, strengthen our management base, and improve our corporate value over the medium to long term.

Strategies

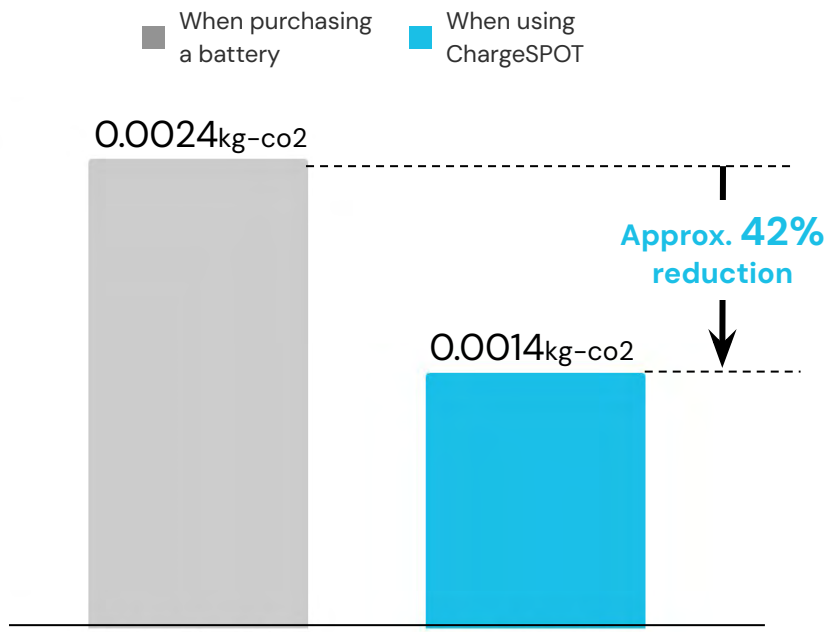
- Thorough management of customer and business partner information
- Provide education to raise employee awareness of compliance
- Establish a Compliance and Risk Management Committee to promote activities to foster a sound corporate culture
- The Board of Directors, which includes outside directors, makes decisions on important matters such as basic management policies

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Appendix : Calculation of the effect of reducing CO2 emissions by using ChargeSPOT (FY2024 Actual)

Sharing batteries can reduce CO2 emissions by about 42% compared to purchasing batteries.
We will continue to improve our service to make it more eco-friendly.

Comparison of CO2 emissions between purchasing a battery and using ChargeSPOT for one year

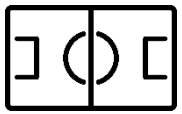


CO2 reduction across all ChargeSPOT users (All domestic and overseas directly managed areas)

298,708kg-co2e

When converted to forest CO2 absorption


Tokyo Dome × **7** times


Soccer field × **48** times

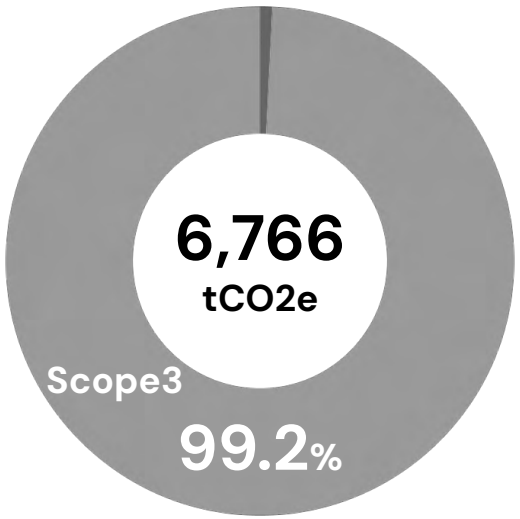
* Calculated assuming annual absorption of 8,800 kg-CO2 per hectare of forest (Source: Forestry Agency)
* Calculation by Asuene Corporation.

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Appendix: Calculation of CO2 Emissions (FY2024 Actual)

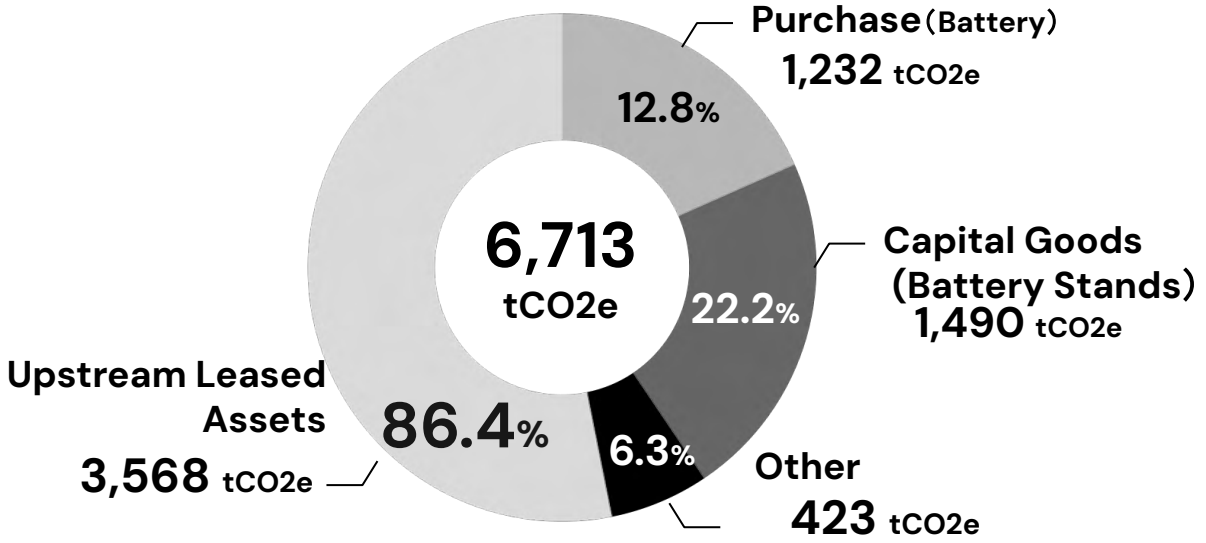
The calculation of CO2 emissions in FY2024 for Japan and subsidiaries in Hong Kong/China/Taiwan/Australia.
To reduce Scope3 emissions, we offset 50% of the electrical usage of the battery stand in Japan with green power certificates.

Total emissions



We use electricity from renewable sources,
and therefore Scope 2 emissions is only 0.8% of total.

Scope3 emissions



With Scope 3, the majority of emissions are under upstream leased assets
resulting from electricity use of battery stands at installation sites.

- The above emissions include emissions from Japanese subsidiaries and group companies in China, Hong Kong. Taiwan and Australia.
- The calculation is based on the"Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" published by the Ministry of the Environment and METI.
  Categories not listed above have no emission source or are included in Scope 1 and 2.
- Scope 2 emissions are calculated based on market standards.
- Scope 3 emissions are calculated using the emission intensity database Version 3.2 for calculating greenhouse gas emissions, etc. of organizations through the supply chain.
- Scope 3 emissions are values after offsetting by Green Power Certificates.

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Appendix：Calculation of CO2 Emissions (Details / FY2024 Actual)

Scope	Category		CO2e emissions（tCO2e）	Percentage
Scope1 direct emissions			**0**	**0 %**
Scope2 indirect emissions			**53.2**	**0.79 %**
Scope3			**6,713**	**99.21 %**
	1	Purchased goods and services	1,232	18.4 %
	2	Capital goods	1,490	22.2 %
	3	Other fuel	-	-
	4	Upstream transportation and distribution	152	2.26 %
	5	Waste generated in operations	4.8	0.07 %
	6	Business travel	165	2.46 %
	7	Employee commuting	103	1.53 %
	8	Upstream leased assets （From power consumption of the battery stand）	3,567	53.1 %
	9	Downstream transportation and distribution	-	-
	10	Processing of product	-	-
	11	Use of product	-	-
	12	Disposal of product	-	-
	13	Downstream leased assets	-	-
	14	Franchise	-	-
	15	Investments	-	-
	16	Other	-	-
Total			**6,766**	**-**

・The above emissions include emissions from Japanese subsidiaries and group companies in China, Hong Kong. Taiwan and Australia.
・The calculation is based on the"Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" published by the Ministry of the Environment and METI.
Categories not listed above have no emission source or are included in Scope 1 and 2.
・Scope 2 emissions are calculated based on market standards.
・Scope 3 emissions are calculated using the emission intensity database Version 3.2 for calculating greenhouse gas emissions, etc. of organizations through the supply chain.
・Scope 3 emissions are values after offsetting by Green Power Certificates.

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Aiming for eco-friendly business operations, appropriate recycling to avoid electronic waste, efforts to offset CO2 emissions and awareness activities on environmental information in collaboration with Asuene inc. are carried out.



Sales to traders
→ Recycle

Bear the cost of recycling
→ Recycle

Large battery stands are sold to recycling companies for recycling.
For small stands, we bear the recycling cost to achieve 100% recycling.
We will continue the efforts to prevent electronic waste.



In accordance with the Law for Promotion of Effective Utilization of Resources, the mobile battery recycling is outsourced to companies licensed by local governments to ensure the safe and appropriate recycling of mobile batteries.

Green Power

Offsetting 50%※ of the annual CO2 emissions generated by the electricity used by battery stands installed at the beginning of the year with Green Power Certificates (issued by Japan Natural Energy Company). Contributing to the awareness of green power by displaying the Green Power Mark on some signage screens.



We send out information from "Asuene Media," which explains environmental information from the basics, on ChargeSPOT signage.
Aiming to provide opportunities and motivation for people to learn about climate change and decarbonization and to engage in eco-friendly actions, both companies will continue to collaborate on this initiative.

※ Equivalent to 2,913,390 kWh, which is 50% of the annual electricity usage of battery stands installed in Japan as of January 1, 2025.

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