

# New Business Center

We continue to challenge ourselves in the uncharted territory of the BtoC market through new customer service approaches and organizational structures.

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## Bqey

Launched in 2022, the company car management service Bqey contributes to streamlining vehicle management operations and reducing costs for businesses. It is now used by over 600 companies. We also perform continuous feature updates, recently implementing an alcohol interlock function. This contributes to eliminating traffic accidents caused by drunk driving and reducing or avoiding risks for companies.

Moving forward, we will continue developing features that address societal and customer challenges while strengthening our sales infrastructure, aiming to achieve 5 billion yen in sales by 2030.

## Uqey

As a new mobility service, we launched the unmanned car rental service Uqey in 2023. Starting in Okinawa, this service has now expanded to 14 prefectures. Utilizing Digitalkey technology and a cloud-based platform, it provides a system where users can complete everything from reservation to unlocking and returning the vehicle using just their smartphone. Compared to traditional brick-and-mortar rental car services, it enables 24/7, contactless use, meeting demands that were difficult for conventional services to address, such as late-night and early-morning usage. As a result, it is steadily increasing its user base.

It also contributes to solving challenges for operators facing labor shortages and vehicle utilization issues by reducing front desk duties while extending business hours.

These features meet high demand from overseas users who may be uncertain about procedures. Marketing is currently focused on Asia to capture inbound demand.

Moving forward, we aim to expand services tailored to user needs, evolve as a new mobility option in local communities, and contribute to realizing a sustainable mobility society. Our goal is to achieve 5 billion yen in sales by 2030.

## ZENAIM

ZENAIM applies precision sensing and operation feedback technologies cultivated through automotive component development to deliver products meeting the demands of e-sports athletes and high-end users. Launched in 2023, the ZENAIM KEYBOARD, co-developed with top professionals, combines outstanding response speed and durability. It is increasingly adopted in competitive scenes by pro gamers and streamers, receiving high praise from users, particularly for its "exceptional operational precision."

While developing new products like a 60% size keyboard and arcade controllers, we restructured this year to form a co-creation team, accelerating product development speed and enabling faster decision-making.

We will continue to develop compelling products through ongoing collaboration with top pros, contributing to the growth of gaming culture while aiming for 5 billion yen in sales by 2030.

## Business Opportunities

### Bqey

- Work-style reform and DX promotion trends
- Legal changes and heightened compliance awareness

### Uqey

- Expansion of the rental car market
- Entrenchment of contact-free demand
- Increased tourism demand and inbound visitors
- Problem of transit deserts

### ZENAIM

- Expansion of the e-sports market
- Overseas expansion

## Competitors

### Bqey

- Ubiteq

### Uqey

- d Car Share
- Times CAR RENTAL

### ZENAIM

- Logitech
- Razer
- Wooting
- Corsair

## Strengths

### Bqey Uqey ZENAIM

- Quality and reliability cultivated over many years in automotive parts, underpinned by the founding spirit deeply ingrained in the company: "Do what others won't do."

### Bqey Uqey

- Technology enabling digital key implementation in existing vehicles without vehicle modifications
- Development framework supporting continuous integration and deployment

### ZENAIM

- Product development closely aligned with top professionals
- Precision sensing technology
- Quality and reliability image as a Japanese brand

## Risks

### Bqey Uqey

- Increased competition
- Risk of price competition
- Longer capital recovery period

### ZENAIM

- Risk of differentiation becoming obsolete in a short period
- Cost risk due to rising procurement costs
- Competitors with strong brand power and distribution networks

## Main products

- Bqey
- Uqey
- Gaming keyboard



## Growth Strategy in the Mid-Term Management Plan "TRV 2030"

### Bqey

We will enhance added value and increase customer spending for large corporations and build a sustainable channel sales foundation, aiming for 5 billion yen in sales by 2030.

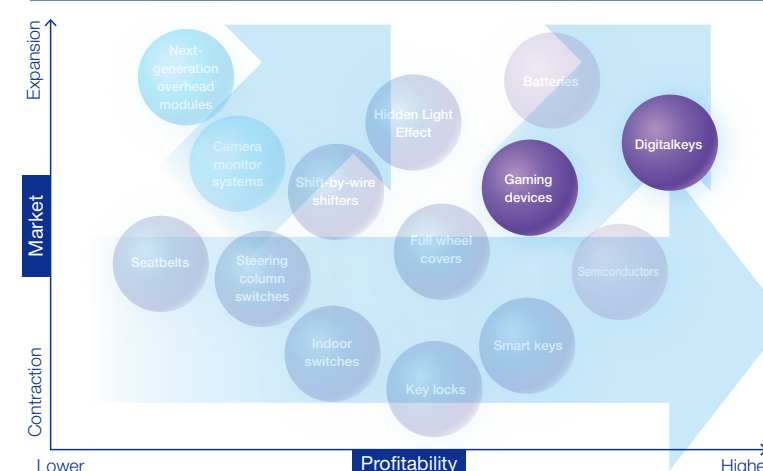
### Uqey

By expanding service areas through partnerships with nationwide operators, developing features for inbound customers, and capturing demand through enhanced marketing, we aim to achieve 5 billion yen in sales by 2030.

### ZENAIM

Through attractive product development in collaboration with top professionals, accelerated development speed, and overseas market expansion, we aim for 5 billion yen in sales by 2030.

## Positioning of the Growth Strategy



Our core products are the Bqey and Uqey digital key business, which applies electronic key communication and encryption technology, and the ZENAIM KEYBOARD, which applies precision sensing and operation feedback technology for switches.

As a BtoB company venturing into the unfamiliar territory of BtoC business, we are reevaluating our existing organizational structure and operational processes while exploring ways to respond to this rapidly changing market.

Furthermore, through these challenges in new business ventures, we aim to instill a "culture of taking on challenges," "a sense of urgency," "breaking away from a contract-based mindset," and "co-creation with companies in different industries" into our existing businesses. This will create a virtuous cycle between our existing and new businesses, driving profitability.

## Progress Toward Goal Achievement

### Digitalkey



We will build a SaaS business that includes apps and server maintenance, adding value beyond standalone Digitalkeys to include vehicle operation management, alcohol interlocks, and more.



### ZENAIM Expansion

We plan to expand the "gear that redefines the norm" concept introduced with the ZENAIM KEYBOARD to other gaming devices going forward.

We aim to develop devices that provide comfort of use for all customers.

