Presentation Material for the Three Months Ended June 30, 2025

MAMEZO DIGITAL HOLDINGS CO.,LTD.

Security Code：202A

August 13, 2025

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Key Points of Q1 FY2026/3 Financial Results

Q1 FY2026/3 Consolidated Results

Steady progress in all service areas as planned, with sales of 2,888 million yen (up 6.3% year-on-year) and operating profit of 538 million yen (up 0.8% year-on-year).
Both sales and operating profit increased year-on-year in Q1, setting a new record.

Progress rates for the full year are 24.9% for net sales and 25.1% for operating profit, indicating steady progress towards the consolidated full-year forecast.

Achieved a strong start, significantly exceeding initial targets under internal budget management.

- Gross profit: 990 million yen (up 6.8% year-on-year)
- Ordinary profit: 540 million yen (up 5.6% year-on-year)

While strategic investments in the AI Robotics field are in full swing, other service area, particularly Mobility Automation, are driving revenue and supporting overall growth.

FY2026/3 Full-Year Outlook

The full-year outlook for FY2026/3 was initially conservative due to strategic investments in the AI Robotics business and market uncertainties caused by tariff issues.
However, we have strong expectations for the full-year outlook due to:

- Acceleration of strategic investment in AI Robotics through adoption into a national project (details on page 4).
- Limited impact of tariff issues on our business, with an expectation of future tariff risk mitigation.

Q1 FY2026/3 Consolidated Performance Highlights [vs. Previous Year]

Considering the following points compared to the previous year, we have achieved steady growth in actual terms.

❶As a special factor in the year-on-year comparison, a temporary negative impact of approximately 42 million yen occurred due to advertising and promotional expenses related to the group integration on October 1, and differences in available working days in the Mobility Automation domain※. When viewed on an adjusted basis, consolidated operating profit grew by an equivalent of +8.8% year-on-year.

※Some projects in the Mobility Automation domain contribute to true problem-solving through on-site support leveraging deep understanding of customer operations and expertise, and these initiatives are factors that influence differences in available working days.

❷In the AI Robotics domain, 26 million yen has been invested as a strategic investment. Considering this together with the above point ❶, the year-on-year consolidated operating profit is equivalent to +13.7%.

(Millions of Yen) Q1 FY2026/3	Net Sales	Gross Profit	Operating Profit	Net Profit
	2,888 YoY +6.3%	**990** YoY +6.8%	**538** YoY +0.8%	**364** YoY +8.8%
❶YoY Special factors	**Special factors (transient) ▲42** Advertising expenses 30 million yen, 12 million yen due to differences in the number of days available for operation		**Reference value（❶）** **580** YoY **+8.8%**	
❷YoY Special factors	**Special Factors (Strategic Investments)▲26** Strategic investment in AI Robotics 26 million yen		**Reference value (❶+❷)** **606** YoY **+13.7%**	

Strategic Investment in AI Robotics / Participation in National Project

Project Background

- Declining birthrate, aging population, and severe labor shortage
- Traditional robot introduction methods are difficult to apply in areas where automation by robots is challenging (long-tail market).
- METI and NEDO have launched a project as part of a national initiative to develop software development platforms, aiming to create an environment where diverse developers can efficiently develop robot systems.

Mamezou's AI Robotics Technology

- Mamezou is developing a "next-generation teaching tool" that allows end-users without specialized robot knowledge to give operational instructions to robots using natural language (e.g., Japanese)。
- This R&D aims to reduce the time required for robot motion changes by 80% or more compared to conventional methods.

NEDO "Post-5G Information and Communication System Infrastructure Enhancement Research and Development Project / Software Development Platform Construction in the Robotics Field" Commissioned Project Adoption

Challenging the Automation of the Long-Tail Market, To the Forefront of AI Robotics

New initiatives

Mamezou's R&D and Objectives

To solve the challenges described in the project background, we are undertaking this R&D.

- ◆ A flexible and low-cost software platform that does not require specialized robot knowledge for motion changes.
- ◆ Intuitive and simple operability, allowing end-users to instruct robots using natural language.

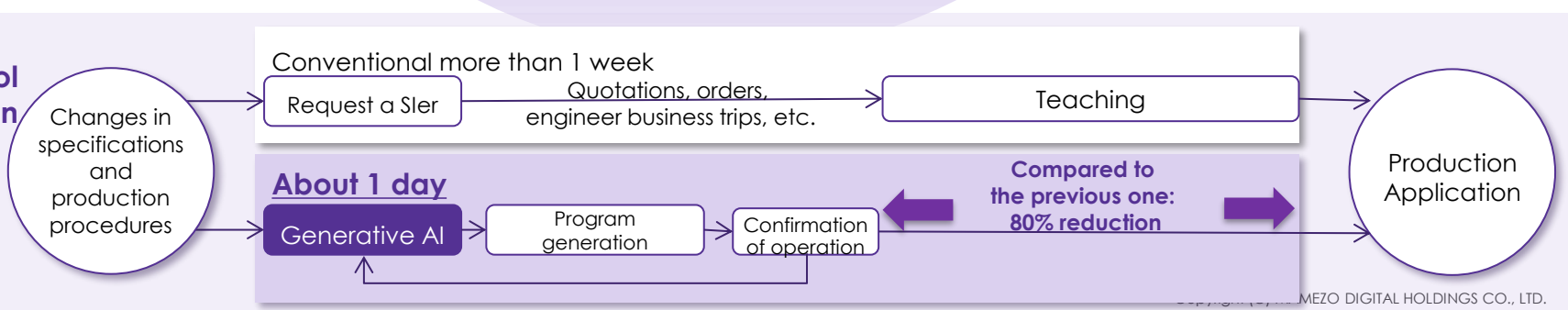
We aim to create an environment where anyone can develop robot systems, lower the hurdles for robot introduction in the long-tail market, and dramatically improve productivity and sustainability.

Significance of Participation

Mamezou can gain the following medium-to-long term growth opportunities:

- ◆ Expansion of product business through in-house productization of AI-equipped teaching tools.
- ◆ Establishment of a continuous revenue model through license provision and cloud services.
- ◆ Accelerate ecosystem formation by deploying our skill modules to marketplaces.

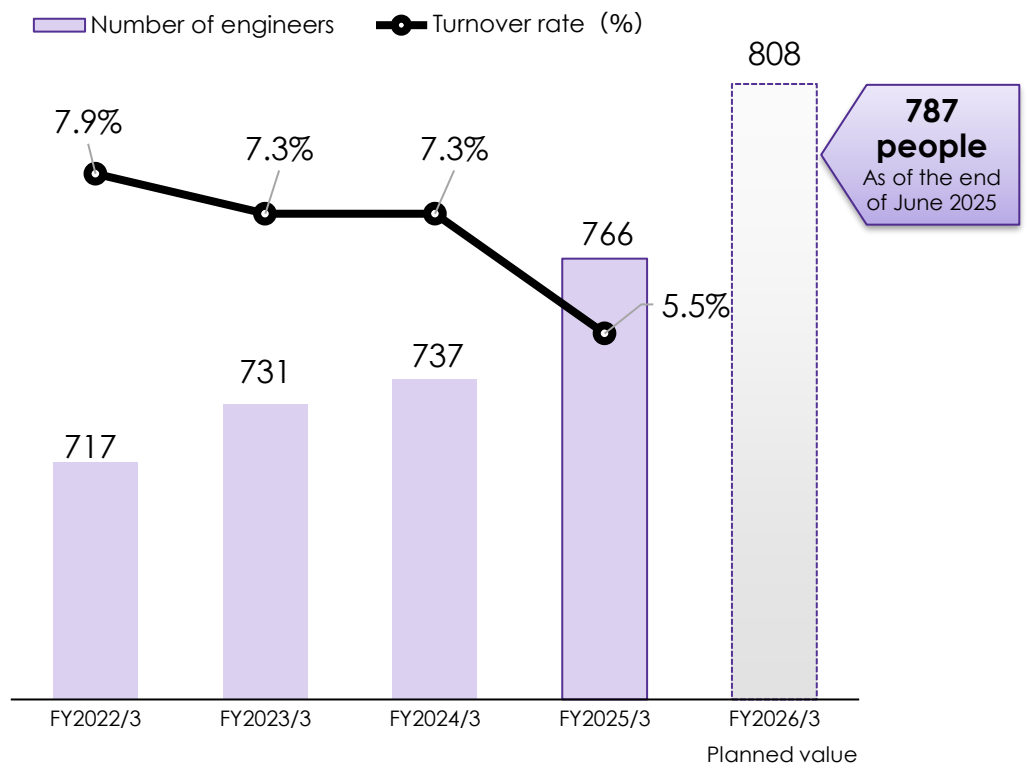
Effect of tool introduction



Engineer Recruitment Status
- Steady Recruitment Trend, Increasing Number of Engineers

- **Recruitment is progressing smoothly, and the number of engineers is steadily increasing.**
  Out of 88 planned hires for this fiscal year, 49 have been hired as of the end of June (including those scheduled to join), a progress rate of 55.7%.
- **The turnover rate was in the 5% range in the previous fiscal year, which is lower than the information and communications industry average of 12.8% (1)**
  We expect the same level to continue this fiscal year.

Number of Engineers/Turnover Rate



Of the approximately 760 engineers in the Group, approximately 20 have completed doctoral programs, and more than 100 have graduated from graduate schools, including those who have completed master's programs.

The integration of Mamezou (October 1, 2025) is expected to improve brand power and improve the quality of mid-career consultant recruitment within the Group.

Note： (1) Source: Ministry of Health, Labour and Welfare, "Overview of Results of Employment Trend Survey 2023", August 27, 2024.

01

Summary of Q1 FY2026/3 Financial Results and Full-Year Forecast

Q1 FY2026/3 Consolidated Results and Full-Year Forecast

(Millions of Yen)	Q1 FY2025/3		Q1 FY2026/3			FY2026/3 Full-Year Forecast(1)	Q1 Progress Rate
	Amount	Ratio	Amount	Ratio	YoY	Amount	
Net Sales	2,717	100.0%	2,888	100.0%	+6.3%	11,607	24.9%
Gross Profit	927	34.1%	990	34.3%	+6.8%	3,950	25.1%
Operating Profit	533	19.6%	538	18.6%	+0.8%	2,142	25.1%
Ordinary Profit	511	18.8%	540	18.7%	+5.6%	2,140	25.2%
Profit attributable to owners of parent	334	12.3%	364	12.6%	+8.8%	1,447	25.2%

- In Q1, sales and all profit items are progressing steadily to the full-year forecast.
- Given the uncertainty in the economic situation due to US tariff policies, we are accurately assessing risks and adhering to a growth strategy that balances steady expansion of existing businesses with investment in new growth areas.

Note (1): The company plans to absorb and merge its wholly-owned subsidiaries Mamezou Co., Ltd., Kowa Mex Co., Ltd., and NT Solutions Co., Ltd., effective October 1, 2025. After the merger, results will be disclosed on a non-consolidated basis. The forecast values shown here are hypothetical values if consolidated financial statements were to continue until March 31, 2026.

Performance by Service Area

- Sales in each service area increased year-on-year.
- Particularly, AI Consulting showed remarkable growth with a +15.7% year-on-year increase.
- Overall gross profit increased by +6.8% year-on-year.
- The gross profit of the AI Consulting business had the highest year-on-year growth rate at +48.0%.
- In AI Robotics Engineering, while sales increased by +9.2% year-on-year, gross profit decreased by ▲13.7% year-on-year. However, after deducting strategic investments of 26 million yen, gross profit was +8.6% year-on-year.

(Millions of Yen)	Q1 FY2025/3		Q1 FY2026/3		YoY comparison
	Amount	Ratio	Amount	Ratio	
Net sales	2,717	100.0%	2,888	100.0%	+6.3%
Cloud Consulting	1,097	40.4%	1,146	39.7%	+4.5%
AI Consulting	166	6.1%	193	6.7%	+15.7%
AI Robotics Engineering	423	15.6%	462	16.0%	+9.2%
Mobility Automation	1,030	37.9%	1,085	37.6%	+5.4%
Gross Profit	927	100.0%	990	100.0%	+6.8%
Cloud Consulting	422	45.5%	459	46.3%	+8.7%
AI Consulting	47	5.1%	69	7.1%	+48.0%
AI Robotics Engineering	116	12.6%	100	10.2%	▲13.7%
Mobility Automation	341	36.8%	360	36.4%	+5.7%

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Performance and Status of Each Service Area

Basic Policy for Consolidated Performance in FY2026

Strengthening Strategic Investment in AI Robotics Business

We position AI Robotics as a core growth area and are promoting strategic investments to establish a competitive advantage. Anticipating the expansion of the long-tail market (1), we are accelerating the research and development and practical application of middleware technology, prioritizing medium-to-long term value creation over short-term profits.

Realistic Management Response to Geopolitical Risks

In response to the increasing geopolitical risks associated with US-China trade friction, while monitoring the impact on the automotive industry, we are strengthening management stability and risk resilience through a realistic and flexible budget formulation.

	Basic Budget Policy	Probability of Budget Achievement
Cloud Consulting [Profit YoY(2) : 121.8%]	Modernization of core systems, primarily in the financial and manufacturing industries, is thriving. Therefore, we are planning for even stronger performance growth than last year.	Core system renewal has high priority from a business continuity perspective, and the impact of geopolitical risks is limited. If recruitment proceeds smoothly, budget achievement is fully expected.
AI Consulting [Profit YoY : 130.0%]	Centered on AI algorithm development, talent development, and generative AI implementation support, we anticipate growth exceeding last year's against a robust market backdrop.	The AI/DX domain is minimally affected by geopolitical risks, and demand remains strong. We are expanding to various industries, including manufacturing, finance, and telecommunications, establishing a balanced customer base that supports stable growth.
AI Robotics Engineering [Profit YoY : 95.6%]	Inquiries from the long-tail market are increasing, and with appropriate management of strategic investments, the budget is conservative regarding profit growth.	Anticipating the expansion of the long-tail market, we are prioritizing investment in a technology platform that lowers barriers to robot adoption through generative AI. As a result, profit growth is planned to be moderate.
Mobility Automation [Profit YoY : 99.9%]	Due to the nature of the business for the transportation industry (including the automotive industry), we have set a more conservative budget for the second half, taking geopolitical risks into account.	We are diversifying our customer portfolio and decentralizing risk by commencing transactions with new OEM manufacturers and developing aerospace-related businesses. Furthermore, the impact of Trump tariffs is beginning to appear slighter than anticipated, and we will continue to strive for performance growth following the previous fiscal year.

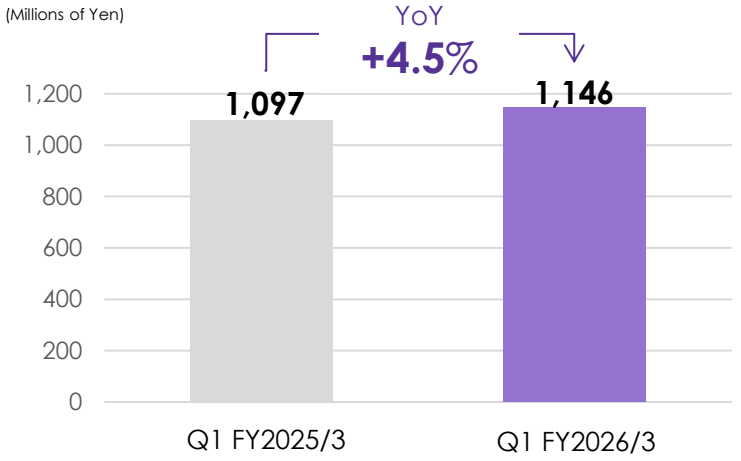
Note (1): Long-tail market: A market composed of numerous small, diverse individual needs that collectively form the overall market.
(2): The year-on-year profit ratio was calculated based on the budget values for each service category when the company made its full-year forecast.

Cloud Consulting

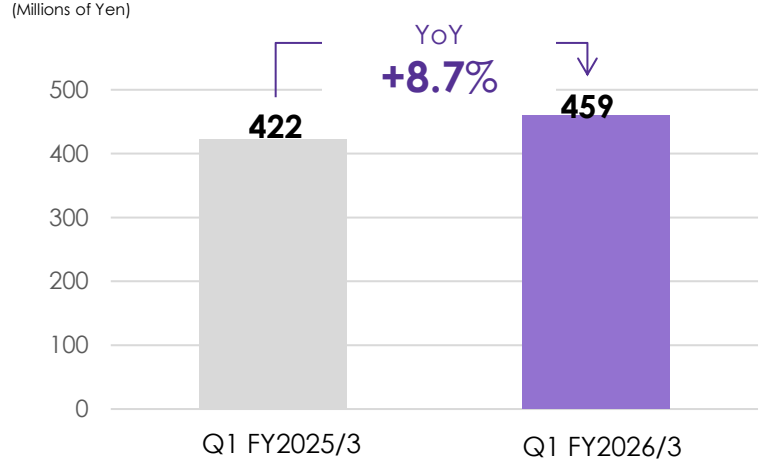
Challenging the Transformation of Revenue Structure through Service Innovation Utilizing Generative AI

- We have released "Auto-Conv-Navi" (patent received), a generative AI-powered peripheral service product for Microsoft Dynamics 365 Finance and Operations (hereinafter, Microsoft D365F&O). Going forward, we aim to strengthen our licensing business centered on this product.
- By integrating generative AI with our software engineering expertise, which we have cultivated over many years, we are accelerating the creation of innovative services unlike anything seen before. This synergy is being established as a new value proposition that strongly supports our customers' business transformation. In the next medium-term management plan, we expect these initiatives to further strengthen our revenue base and serve as an engine driving sustainable growth.

Net Sales



Gross Profit



Business Overview:

- In Q2 and Q3 of the previous fiscal year, performance was temporarily affected by project freezes, etc. However, due to the strong demand for Microsoft D365F&O and core system renewal projects, high utilization was maintained, and Q1 achieved target and recorded record-high profits.
- In the current fiscal year, education business is becoming active across the group. In this service area, large-scale new employee training for client companies (major life insurance IT function companies, leading IT companies, power companies, etc.) and education business aimed at strengthening in-house capabilities before Microsoft D365F&O implementation contributed.

Outlook for Current Fiscal Year and Future Key Initiatives:

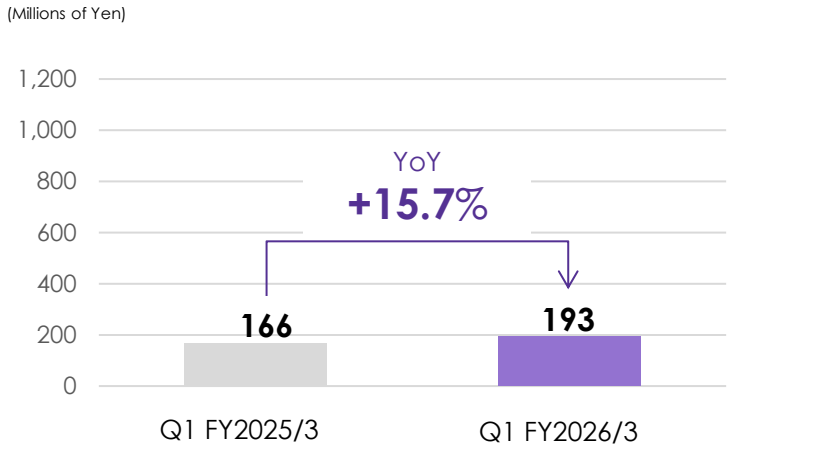
- Outlook for Current Fiscal Year: We are strengthening sales countermeasures against risks such as unexpected project freezes, and the external environment is also performing steadily. Therefore, we position this service area as one with significant growth potential.
- Future Key Initiatives: We will accelerate the commercialization of new services utilizing generative AI and expand our SaaS business to build a scalable and highly profitable growth model.

AI Consulting

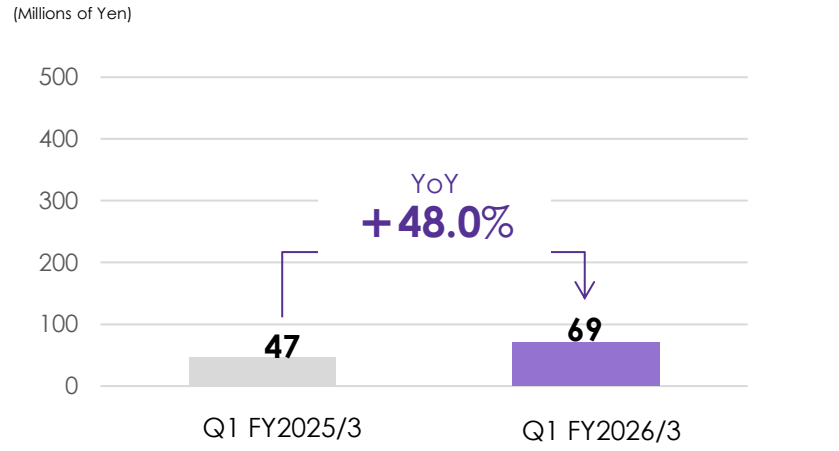
Co-creation Projects Centered on Generative AI Accelerate - Achievements and Evaluations Drive Next Growth

- In collaboration with Jubilo Iwata Academy, we are promoting a project that utilizes generative AI for coaching skills. This project has received high praise in collaboration with AWS, significantly expanding customer touchpoints.
- Through an approach not seen in other companies, such as educational programs for DX mindset transformation developed in industry-academia collaboration, we are not only providing technology but also promoting mindset development. As a result, generative AI implementation projects for business reform and new business creation are rapidly materializing, accelerating corporate transformation.
- Through co-creation with customers, LLM development, data utilization, and data management have entered the implementation phase, and deployment across the entire industry is in full swing.

Net Sales



Gross Profit



Business Overview:

- Our core businesses are AI algorithm development, digital talent development, data utilization, and generative AI implementation support. We have started off strong against a robust market backdrop.
- The DX domain is steadily expanding within manufacturing companies (e.g., quality control and after-sales), and business with major customers is also on an upward trend.
- Exhibited at AWS Summit 2025 (June 25-27) as an AWS generative AI partner, acquiring numerous lead customers. Acceleration of future sales expansion is expected.

Outlook for Current Fiscal Year and Future Key Initiatives:

- Outlook for Current Fiscal Year: This service area is our growth driver, centered on cutting-edge technologies such as generative AI and LLM. Against a backdrop of advanced technology and increasing market needs, project acquisition is steadily progressing, and we expect to reliably achieve this fiscal year's budget.
- Future Key Initiatives: With the integration of Mamezou in October, we will elevate the AI Tech Team (a group of AI evangelists) belonging to this business to a higher organizational status and further strengthen collaboration with the Mobility Automation and AI Robotics Engeneering service area.

AI Robotics Engineering

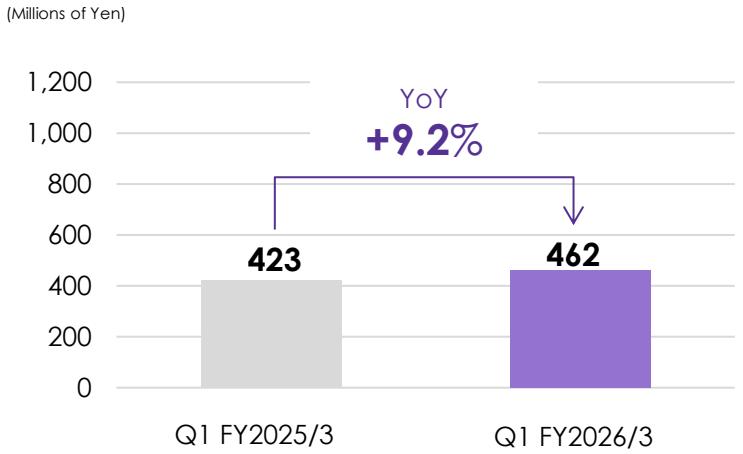
Commencement of Strategic Investment in AI Robotics Business

Our proposal was officially adopted for the NEDO-commissioned project "Post-5G Information and Communication System Infrastructure Enhancement Research and Development Project / Software Development Platform Construction in the Robotics Field," which was publicly solicited by NEDO for the purpose of strengthening the technological capabilities of the AI Robotics business!

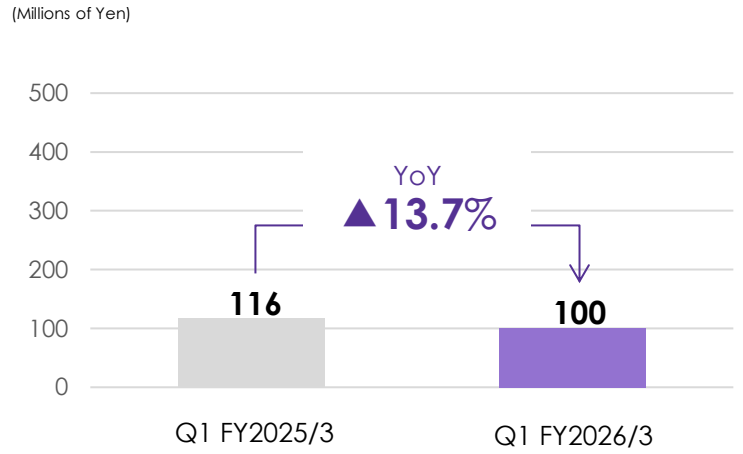
Establishing Unique Competitive Advantage Amidst Turning Point in Automotive Industry (Software Takes Center Stage)

Technological innovations such as CASE (1), ADAS (2), and SDV (3) are rapidly advancing, and the industry structure is dramatically changing with the spread of connected cars, autonomous driving, and the acceleration of the EV shift. We see these changes as opportunities and will strive to establish our unique competitive advantage.

Net Sales



Gross Profit



Business Overview:

- This service area achieved its internal budget and is progressing steadily. In the AI Robotics domain, in particular, while balancing the utilization of advanced technologies including generative AI and strategic investments of 26 million yen, gross profit after deducting costs increased by +8.6% year-on-year, and sales grew strongly by +15.4%.
- As part of our strategic investment in the AI Robotics domain, formal participation in a Ministry of Economy, Trade and Industry (METI) robotics field project has been decided. A three-year national project will commence.
- In the automotive field, the superiority of our AI and engineering fusion technology was highly evaluated, contributing to the expansion of transactions with major OEM manufacturers (❶ SDV project expansion ❷ EV project scale expansion ❸ Order for strategic advanced software talent development project).

Outlook for Current Fiscal Year and Future Key Initiatives:

- Outlook for Current Fiscal Year: Demand expansion continues in the long-tail market for robot automation and in the next-generation automotive field, and top-line sales are expected to exceed the plan. We anticipate that we can reliably achieve the budget by appropriately managing strategic investment projects.
- Future Key Initiatives: With the integration of Mamezou in October, we will position this service area as a strategic core area. By flexibly reallocating resources from other service areas to strengthen technologies such as AI and cloud, we will further enhance our competitive advantage and accelerate business growth.

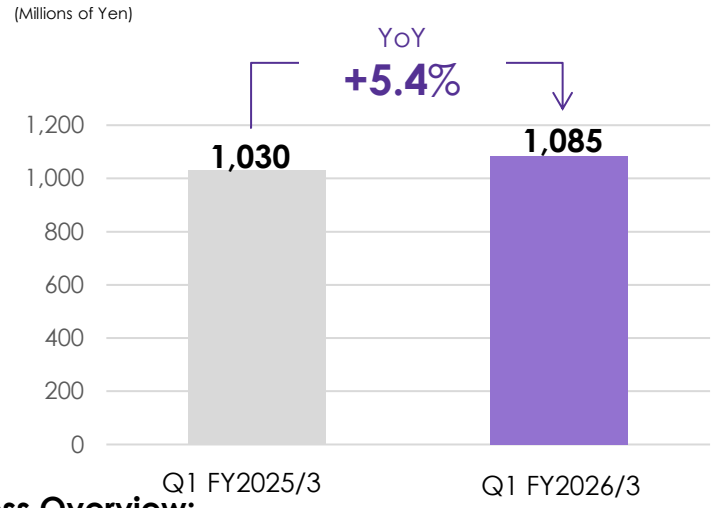
Note : (1) CASE : Connected、Autonomous、Smart / Shared & Services、Electric (2) ADAS : Advanced Driver-Assistance Systems
(3) SDV : Software Defined Vehicle

Mobility Automation

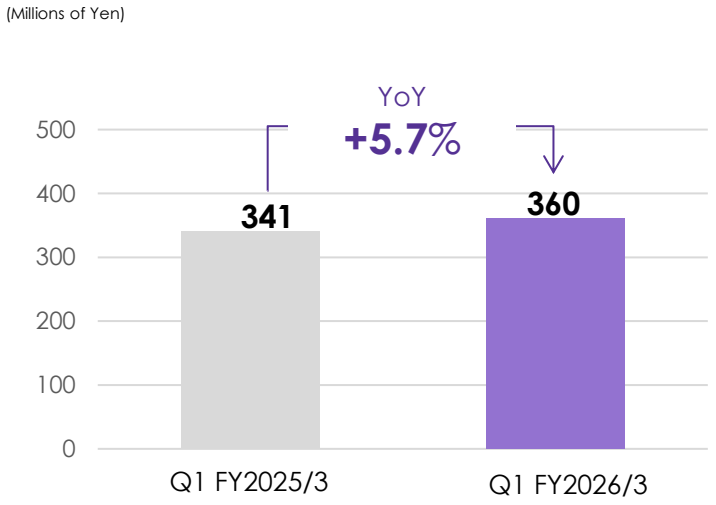
Strategic Value Enhancement of Digital Technology through CASE/SDV – Expanding Business Partners and Evolving Business Foundation

- With the progress of technological innovations (CASE(1), ADAS(2), SDV(3), etc.), the need for digitalization, especially centered on generative AI, is rapidly increasing in in-vehicle system development and manufacturing sites.
- In addition to expanding transactions with new OEM manufacturers, we are also expanding into aerospace-related fields beyond the automotive industry. Our customer portfolio is steadily diversifying. A foundation for balancing business stability and growth is being established.

Net Sales



Gross Profit



Business Overview:

- The demand for labor-saving and automation is steady, primarily in the manufacturing industry. We consistently promote everything from system-wide architecture design to development and implementation based on AI, and by actively utilizing generative AI in the development process, we are significantly improving development efficiency.
- Even amidst ongoing concerns about geopolitical risks, the demand for in-vehicle system development support, driven by CASE initiatives, continues to expand this fiscal year. We maintain a strong competitive advantage by leveraging our ability to quickly respond to advanced technologies and our accumulated unique domain knowledge.
- In the current fiscal year, a temporary negative impact of approximately 12 million yen occurred due to differences in available working days. Considering this, we have achieved a substantial growth of approximately +9.1% on a business profit basis, and our fundamental profitability is steadily improving.

Outlook for Current Fiscal Year and Future Key Initiatives:

- Outlook for Current Fiscal Year: Business with new OEM manufacturers is progressing smoothly, and contributions from aerospace-related businesses are also expected, making budget achievement feasible.
- Future Key Initiatives: With the integration with Mamezou in October 2025, we will further strengthen our corporate brand and link it to the recruitment and retention of excellent engineers. Furthermore, by integrating the cloud, AI, and digital domain technologies held by other service areas into this service area, we will build a more advanced and integrated support system for customers aspiring to be Tier 0.5 companies.

Note : (1) CASE : Connected、Autonomous、Smart / Shared & Services、Electric (2) ADAS : Advanced Driver-Assistance Systems
(3) SDV : Software Defined Vehicle

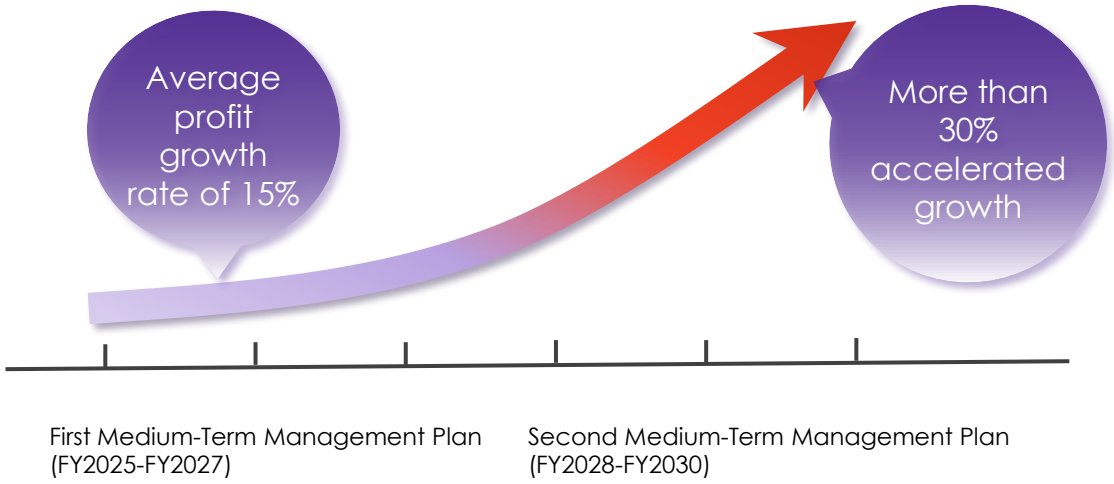
03

Future Growth Strategy

(Strategic Investment in AI Robotics Area)

AI Robotics Growth Strategy: Contribution to Medium-Term Growth

Strategic Investment in AI Robotics and Integration with Mamezou (October 1, 2025) to Drive 30% Profit Growth



We are aiming to achieve an average profit growth rate of 30% in the next medium-term management plan. Of this, 15% is expected to be achieved through conventional organic growth, and the remaining 15% will be achieved through strategic investment in the AI Robotics domain and synergy creation through the integration with Mamezou.

Strategic Initiatives Starting This Fiscal Year

Current Focus Points

AI Robotics

1. Participation in National Project!
   - Adopted for NEDO commissioned project: "Post-5G Information and Communication System Infrastructure Enhancement Research and Development Project / Software Development Platform Construction in the Robotics Field"
   - Development of user-friendly robot teaching tool
2. Resolve barriers to robot adoption in the long-tail market with AI software
   - Teaching position correction software for the sheet metal processing industry
3. Joint research and development of humanoid robots × simulation × generative AI
   Joint research and development with companies in the sheet metal processing industry
4. Robot commercialization through co-creation with client companies
   - Investment projects with customers in the long-tail market

Mamezou Integration

1. Strengthening Revenue Base through Mamezou Integration
   - By improving our ability to recruit highly skilled software engineers, we will expand our participation in upstream processes and advanced technology areas, thereby acquiring high-value-added projects and improving profitability.
2. Strengthening Revenue Base through Generative AI Application
   - By utilizing generative AI across all service areas, we will improve operational productivity and added value, achieving both efficiency and profitability.

Mamezou Adopted for National Project (1/2)

— Towards the Forefront of AI Robotics, Challenging the Automation of the "Long-Tail Market" —

MAMEZO DIGITAL HOLDINGS

Adopted

NEDO (New Energy and Industrial Technology Development Organization) Commissioned Project "Post-5G Information and Communication System Infrastructure Enhancement Research and Development Project / Software Development Platform Construction in the Robotics Field"

Project Background

Japan faces a rapidly declining birthrate, an aging population, and a severe labor shortage, leading to a lack of human resources in all fields.
In particular, in robot adoption for high-mix, low-volume production in industries such as food, pharmaceuticals, and services, work content is diverse and frequently changes, leaving many tasks still reliant on manual labor. In areas where automation by robots is difficult (the long-tail market), there has been a challenge where conventional robot adoption methods for mass production are difficult to apply due to cost and flexibility.
To overcome this situation, the Ministry of Economy, Trade and Industry (METI) and NEDO have launched a project as part of a national initiative to develop software development platforms, aiming to create an environment where diverse developers, including traditional robot SIers and newly entering startups, can efficiently develop robot systems.
As one of its core components, Mamezou's proposal based on its AI Robotics technology was adopted.

Mamezou's R&D and Objectives

In the long-tail market, characterized by high-mix, low-volume production, conventional robot adoption methods face significant constraints in terms of cost, flexibility, and operability, making automation difficult.
To fundamentally solve this problem, we are undertaking this R&D:
◆ A flexible and low-cost software platform that does not require specialized robot knowledge for motion changes.
◆ Intuitive and simple operability, allowing end-users to instruct robots using natural language.
Through this R&D, we aim to create an environment where anyone can develop robot systems, lower the hurdles for robot adoption in the long-tail market, and dramatically improve productivity and sustainability in all industrial settings.

※ The content and plans of this commissioned project may be subject to change in the future.

Mamezou Adopted for National Project (2/2)

— Towards the Forefront of AI Robotics, Challenging the Automation of the "Long-Tail Market" —

MAMEZO DIGITAL HOLDINGS

Mamezou's AI Robotics Technology

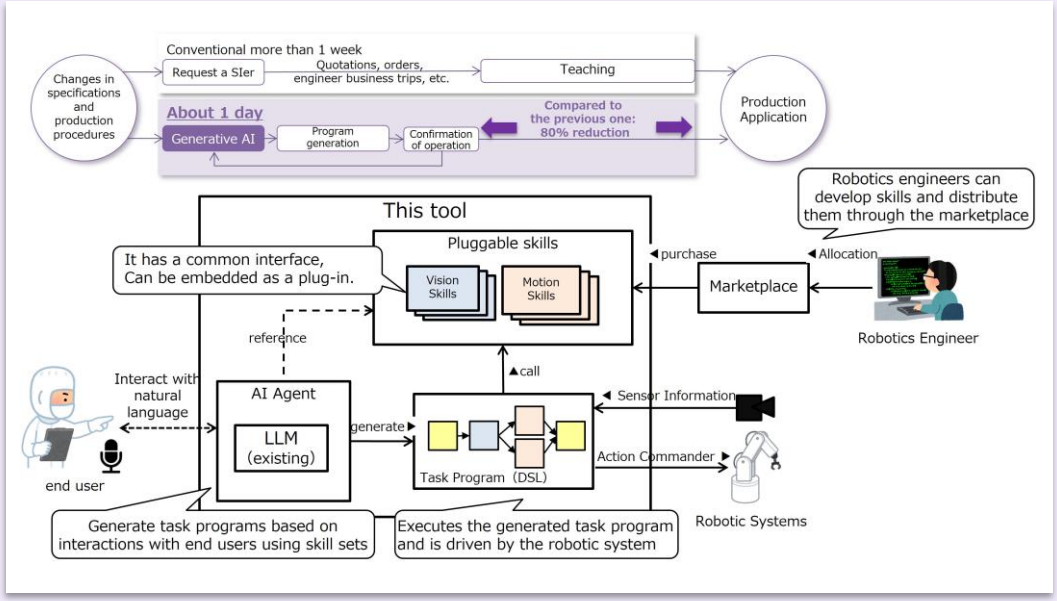
Mamezou is developing a "next-generation teaching tool" that allows end-users without specialized robot knowledge to give operational instructions to robots using natural language (e.g., Japanese).
For example, we aim to realize a world where a worker in a food factory can simply say, "Carry this bento," and the AI understands the intent, automatically generates the optimal motion, and the robot immediately executes the task. This will dramatically lower the hurdles for robot utilization by enabling on-site personnel to flexibly modify robot motions and teaching tasks themselves, which traditionally depended on SIers (robot specialists).
In this R&D, we aim to reduce the time required for robot motion changes by 80% or more compared to conventional methods. Through this technology, Mamezou will play a central role in accelerating robot adoption and productivity innovation in the long-tail market.

Significance for Mamezou

This project is a national project where Mamezou can maximize its technological strengths, which combine AI, robotics, cloud, and software.

Through this initiative, Mamezou will gain the following medium-to-long term growth opportunities:

- ◆ Expansion of product business through in-house productization of AI-equipped teaching tools.
- ◆ Establishment of a continuous revenue model through license provision and cloud services.
- ◆ Accelerate ecosystem formation by deploying our skill modules to marketplaces.



As a core company in this project, Mamezou aims to evolve into a "robotics company starting from software" and establish a new business model that achieves both solving social issues and revenue growth.

※ The content and plans of this commissioned project may be subject to change in the future.

Strategic Investment in AI Robotics

/ Resolve Barriers to Robot Adoption in the Long-Tail Market with AI Software

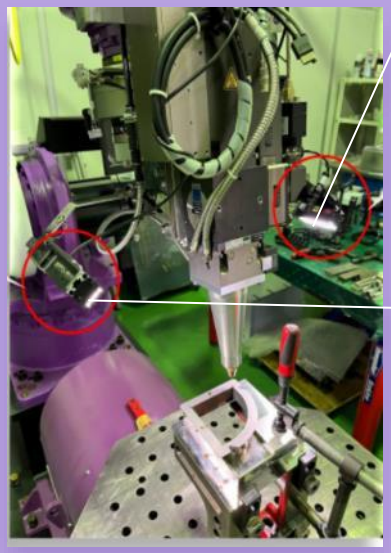
MF-TOKYO (Tokyo Big Sight) to Announce Teaching Position Correction Software

Challenges in Robot Adoption in the Sheet Metal Processing Industry

The sheet metal processing industry, positioned within the long-tail market, faces severe labor shortages and the aging of skilled technicians, making robot adoption an urgent issue. However, in manufacturing sites, manual correction of robot movements is often required due to individual differences or distortions in target objects, or installation errors, which significantly hinders improvements in operating rates and productivity.

MF-TOKYO is officially known as:

2025 METAL FORMING FAIR TOKYO



Fixed external camera lighting

Retractable exterior lighting

Our Initiatives

In increasingly diverse and complex robot adoption sites, we realize the automation of manual teaching. By correcting distortions and positional deviations of target objects with advanced image processing technology and enabling autonomous robot position adjustment, we lower the adoption hurdles and achieve both productivity improvement and widespread adoption.

Competitive Advantage

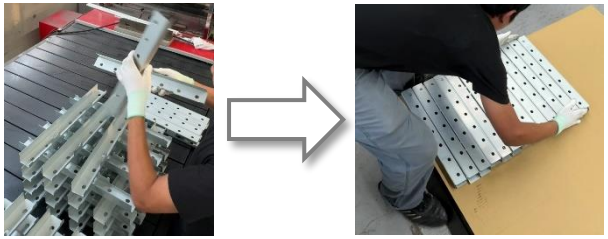
Mamezou's teaching correction software has a clear competitive advantage in that it overcomes the unique challenges of the long-tail market, such as labor shortages, reliance on skilled technicians, and high-mix low-volume production, by combining AI, image processing, and usability, based on the philosophy of "minimizing on-site burden and maximizing correction accuracy."

Strategic Investment in AI Robotics /
Joint Research and Development for the Fusion of Humanoid Robots × Simulation × Generative AI

Background and Market

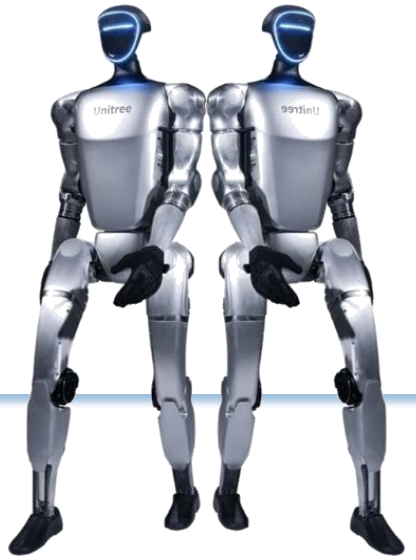
While industrial robots are being adopted in manufacturing sites, there is a chronic shortage of human resources for flexible tasks such as workpiece transfer between processes and setup changes.

For Japanese manufacturing to maintain sustainable competitiveness in the future, the implementation of humanoid robots that have high affinity with existing equipment and work environments, and can perform actions similar to humans, is essential.



Research and Development of Autonomous Humanoid Robots

- ✓ Promoting joint research and development with client companies in the sheet metal processing industry in the long-tail market since this February.
- ✓ Utilizing Generative AI and Simulation
- ✓ We are promoting research and development that dramatically enhances the autonomy of humanoid robots by integrating advanced intellectual processing such as situation recognition, judgment, and dialogue by generative AI, with simulation technology.



Future Development

Project Features

Enables empirical verification utilizing the customer's actual factory field.

We can accelerate the social implementation of highly practical robotics AI by building a feedback loop that matches the on-site environment, without limiting development to theory.

Goals

Applying our strength in multimodal AI technology (integrated processing of vision, audio, language, and motion).

We aim to realize autonomous robots that integrate environmental understanding, situation judgment, natural dialogue, and behavior generation, and enable humanoid robots to work autonomously in sheet metal factories.

Strategic Investment in AI Robotics

/ Commercialization through Co-creation with Client Companies

Background and Market

In industrial sectors of the long-tail market facing challenges such as a declining workforce, reliance on individual expertise, and high-mix, low-volume production, the introduction of AI Robotics has become an unavoidable theme. However, companies equipped with development schemes and implementation know-how tailored to site-specific needs are extremely limited. Mamezou has quickly grasped these environmental changes and, together with client companies new to robotics, has promoted practical development optimized for the long-tail market, achieving co-creation with a view towards social implementation.

Mamezou's Foresight and Competitiveness

These initiatives began over four years ago, giving us pioneering achievements and expertise in AI Robotics adoption in the long-tail market. We have gained high trust as a partner that not only undertakes commissioned development and prototype development, but also conceives, launches, and scales the robot business itself together with our customers. Going forward, we will promote the mass production and commercialization of robots specifically for the long-tail market, creating concrete adoption cases.

Ongoing Cases in the Long-Tail Market

Robot for the food industry developed jointly with a major manufacturer
→ Aiming to automate manual tasks in factories, already partially in practical operation.

Experimental lab automation for a major pharmaceutical company
→ Initiative to automate laboratory tasks in the drug discovery process using robots and AI.

Kitchen DX project for a major chain
→ Co-creating a robot control system that emphasizes UX design to standardize kitchen operations and achieve autonomous robot operation.

Solar panel cleaning robot
→ Developed a module that integrates sensing, judgment, and drive control to achieve both remote operation and autonomous navigation in outdoor environments.

04

Shareholder Returns

(Dividend Forecast Revised for Interim Dividend)

Shareholder Returns (Dividend Forecast Revised for Interim Dividend)

Aiming to sustainably increase corporate value, we regard the securing of profits, strategic investments for future growth, and the stable and positive return of profits to shareholders as important management issues.
Based on this policy, we have set a medium- to long-term target dividend payout ratio of 50% to 70%. This is intended to enhance returns to shareholders while flexibly distributing profits in line with business performance. Specifically, the Company will distribute profits earned from its business activities as follows.

- Maintain investment for growth: We will actively invest in areas that contribute to future growth, such as research and development, new business development, and capital investment.
- Maintain financial soundness: We will maintain a sound financial base and ensure business stability.
- Shareholder returns: We aim to return profits to our shareholders through stable and continuous dividend payments.

We will continue to pursue the optimum balance between increasing corporate value and returning profits to shareholders and promote highly transparent management.

Until now, our company has implemented a single annual dividend of retained earning as a year-end dividend. However, in order to enrich the opportunities for profit distribution to our shareholders, and to encourage continuous stock ownership, we will now revise the dividend forecast as follows for the implementation of an interim dividend for the fiscal year ending March 31, 2026.

Revisions to Dividend Forecasts (Timely Disclosure Disclosed on August 13, 2025)

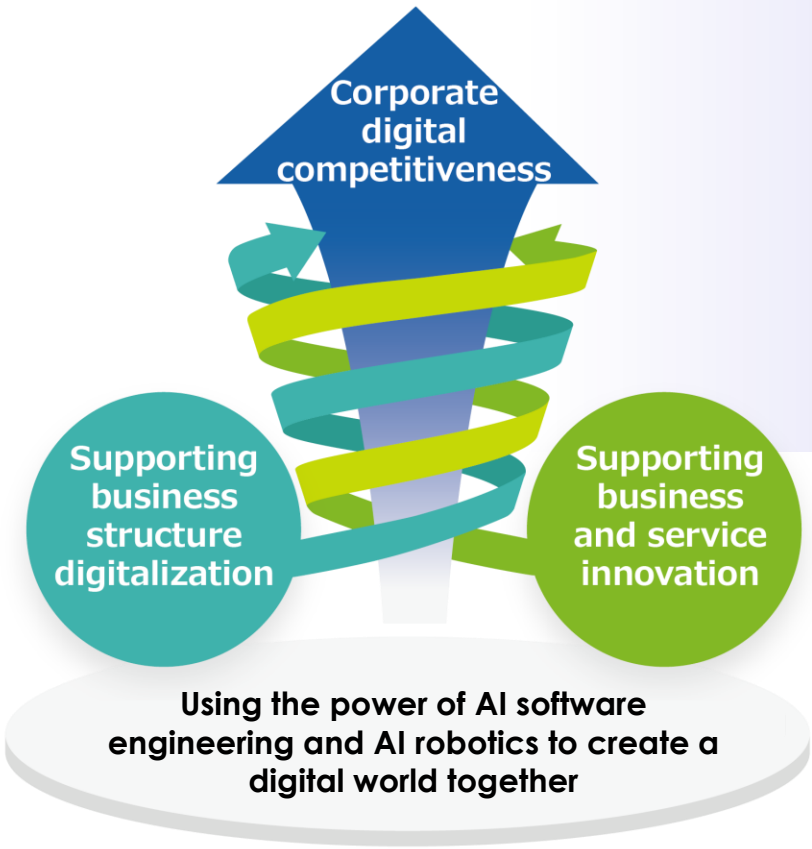
(yen)	Dividend per share		
	Interim	Year-end	Annual
Previous forecast (announced on May 12, 2025)	0	61	61
Revision forecast this time	**30**	**31**	61
Previous Year Results (FY2025/3)	0	60	60

Note: There is no change to the total amount of the annual dividend forecast.

05

Appendix

An elite group of digital core technologies that will create the future of Japan's industry



Mission

Co-create digitalized world with power of AI software engineering and AI robotics

Vision

Digital-shift service company

Today, the automotive industry and other manufacturing industries are increasingly looking for new value that combines hardware and software. In particular, the proliferation of autonomous driving and software-defined vehicles (SDVs) has rapidly increased the importance of software, and its convergence is key to business success.

We have deep expertise in both hardware and software, and the capabilities to take full advantage of that synergy. By doing so, we will contribute to the creation of new market value by meeting the high expectations of our customers and providing competitive and high-value-added services.

Group companies

MAMEZO DIGITAL HOLDINGS CO., LTD.

- **Establishment : November 2020**
- **CEO : Nakahara Tetsuya**
- **Employees : 18**

Driving group-wide sales force enhancement with a focus on group management and administration.

100% owned

Mamezou Co., Ltd.

- **Establishment : November 1999**
- **CEO : Nakahara Tetsuya**
- **Employees : 238**

With a software-first policy, the company provides DX, cloud, and robotics-related consulting from the customer's perspective with our technological capabilities.

NT Solutions Co., Ltd.

- **Establishment : April 2009**
- **CEO : Nakahara Tetsuya**
- **Employees : 128**

A consulting company specializing in the ERP business that makes full use of cutting-edge technology to promote DX of customers' mission-critical systems.

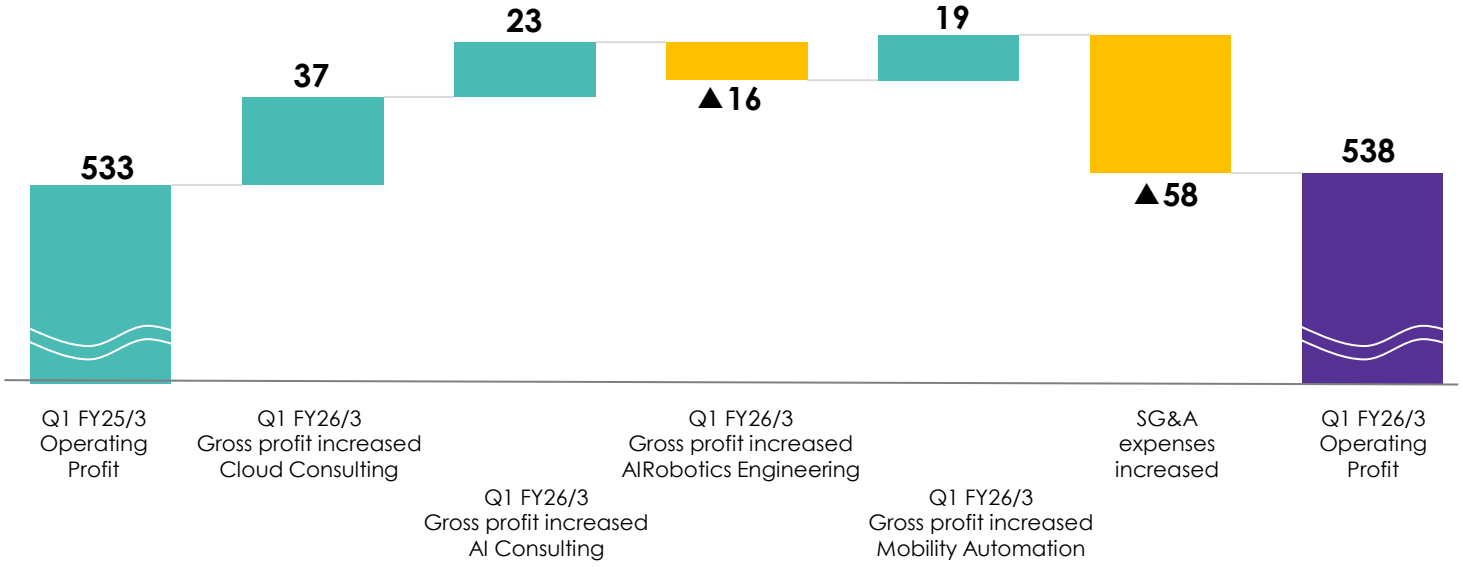
KOWAMEX Inc.

- **Establishment : July 1982**
- **CEO : Nakahara Tetsuya**
- **Employees : 450**

Providing design and development support (S/W, H/W) services for manufacturing processes in the manufacturing industry, mainly in the Tokai region.

Benefit increase and decrease analysis

Operating profit for the first quarter increased slightly by +5 million yen (+0.8%) year-on-year. This is mainly due to the increase in profits in the three businesses of Cloud Consulting, AI Consulting, and Mobility Automation. In addition, the increase in recruitment costs and advertising expenses within sales and general administrative expenses, totaling 44 million yen, was the cause of suppressed operating profit. Improvement is expected from the second quarter onwards.



Consolidated Balance Sheets

Consolidated Balance Sheets(J-GAAP) (1)

(Millions of yen)

	As of March 31, 2025		As of June 30, 2026	
	Amount	Ratio	Amount	Ratio
Current assets	3,680	78.1%	3,410	76.5%
No-current assets	1,032	21.9%	1,046	23.5%
Total assets	4,712	100.0%	4,456	100.0%
Current liabilities	1,291	27.4%	1,634	36.7%
Non-current liabilities	11	0.3%	11	0.3%
Total net assets	3,409	72.3%	2,810	63.1%
Total liabilities and net assets	4,712	100.0%	4,456	100.0%

Note: (1) Fractions of less than the display unit of the stated amount are rounded down.

Disclaimer

The materials and information provided in this presentation contain so-called "forward-looking statements". They are based on current expectations, forecasts, and assumptions that involve risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements.
Such risks and uncertainties include general industry and market conditions, and general national and international economic conditions, such as interest rate and currency exchange fluctuations.
We undertake no obligation to update or revise any forward-looking statements contained in this presentation, whether as a result of new information, future events, or otherwise.
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Digital competitiveness for every company

Using the power of AI software engineering and AI robotics to create a digital world together