



Presentation Material for the Six Months Ended September 30, 2025

MAMEZO CO., LTD.
(Former Mamezo Digital Holdings Co., Ltd.)
Security Code : 202A
November 12, 2025

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Summary of Q2 FY2026/3 Financial Results and Full-Year Forecast

Key Points of Q2 FY2026/3 Standalone Financial Results (July 1, 2025 ~ September 30, 2025)

Q2 FY2026/3 Standalone Financial Results

— Achieved **+31.5%** year-on-year operating profit while maintaining high profitability—

(Millions of Yen)	Net Sales	Gross Profit	Operating Profit	Net Profit
Q2 FY2026/3 Standalone Financial Results	2,920 YoY +14.6%	976 YoY +21.5%	575 YoY +31.5%	422 YoY +47.6%
Profit Ratio	-	33.4%	19.7%	14.5%
Budget Achievement Rate	25.2%	24.7%	26.9%	29.2%

Full-year Forecast for FY2026/3

The market environment has been strong in all segments, and each business has achieved strong and balanced growth.

In particular, while steadily absorbing aggressive strategic investments in the AI robotics business, we have maintained a high-profit structure and maintained a high level of growth for the Group as a whole.

In addition, the impact of tariff issues in the automotive industry, which was a concern at the beginning of the fiscal year, is extremely limited, and risks are expected to be further mitigated in the future, so we continue to have strong growth expectations for the full year.

Q2 FY2026/3 Cumulative Consolidated Performance Highlights [Year-on-Year]

First half of FY2026/3 Results

— Operating profit after deducting robotics investment costs was +20.3% year-on-year.

(Millions of Yen) Q2 FY2026/3 Cumulative Financial Results	Net Sales	Gross Profit	Operating Profit	Net Profit
	5,809	1,966	1,113	786
Profit Ratio	—	33.9%	19.2%	13.5%
Year-on-year	+10.3%	+13.6%	+14.7%	+26.7%

We will explain the performance analysis of the year-on-year comparison for the first half of FY2026/3. Net sales exceeded +10.3% year-on-year and operating profit exceeded +14.7% year-on-year, and profitability was 33.9% and operating profit ratio was 19.2%, achieving record highs. In addition, while investing 62 million yen as a strategic investment in the AI robotics field (cumulative in the second quarter, including some investment projects), we have been able to achieve an extremely high growth rate of +17.3% after deducting costs. Taking all of these into account, we have achieved strong growth in consolidated operating profit of +20.3% year-on-year on a real basis (after deducting investment amounts).

Engineer Recruitment Status - Steady Recruitment, Increase in the Number of Engineers

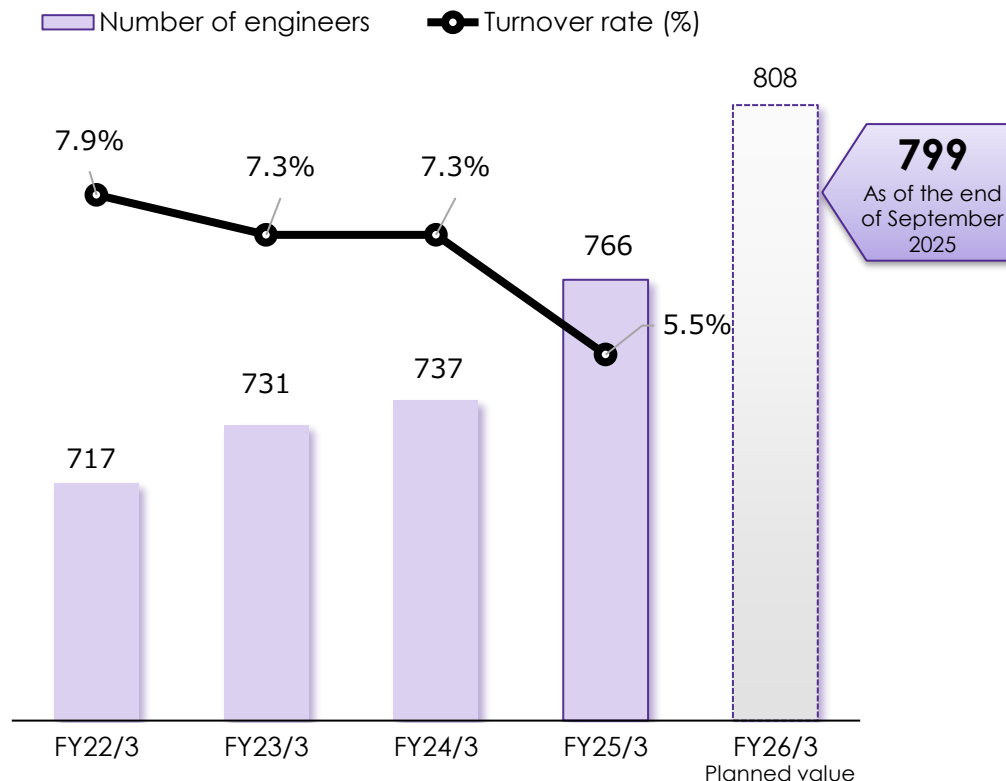
■ Recruitment is progressing, and the number of engineers is steadily increasing.

As of the end of September, 62 people were hired (including those who plan to join the company) compared to the 88 people scheduled to be hired this fiscal year, with a progress rate of 70.5%.

■ The turnover rate was in the 5% range in the previous fiscal year, lower than the average of 10.2% ⁽¹⁾ in the information and communications industry.

It is expected to move at the same level this fiscal year.

Number of Engineers/Turnover Rate



Of the approximately 800 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 Mamezo group (October 1, 2025) is expected to improve brand power and improve the quality of mid-career consultant recruitment in the group.

Q2 FY2026/3 Consolidated Results and Full-Year Forecast

(Millions of Yen)	Q2 FY2025/3 Cumulative		Q2 FY2026/3 Cumulative			FY2026/3 Full-Year Forecast ⁽¹⁾	Q2(Cumulative) Progress Rate
	Amount	Ratio	Amount	Ratio	YoY	Amount	
Net Sales	5,266	—	5,809	—	+10.3%	11,607	50.0%
Gross Profit	1,731	32.9%	1,966	33.9%	+13.6%	3,950	49.8%
Operating Profit	971	18.4%	1,113	19.2%	+14.7%	2,142	52.0%
Ordinary Profit	948	18.0%	1,112	19.2%	+17.3%	2,140	52.0%
Profit attributable to owners of parent	621	11.8%	786	13.5%	+26.7%	1,447	54.4%

- In Q2, both net sales and each profit item are progressing as planned against the full-year forecast.
- In light of the uncertainty in the economic situation due to the tariff policy in the U.S., we are adhering to our growth strategy, which consists of both steady expansion of existing businesses and investment in new growth areas, while accurately assessing the risks.

Note (1): The Company has merged with its three wholly-owned subsidiaries, Mamezou Co., Ltd., Kowamex Inc. and NT Solutions Co., Ltd., effective October 1, 2025, and will disclose its results separately after the merger. The forecasts shown here are those that would be expected if consolidated financial results continue until March 31, 2026.

Individual Full-Year Earnings Forecast (April 1, 2025 ~ March 31, 2026)

Individual earnings forecast figures for FY2026/3

(Millions of Yen)	FY2025/3 (Reference)		FY2026/3 Full-year Forecast	
	Amount	Ratio	Amount	Ratio
Net Sales	947	—	7,437	—
Gross Profit	947	100.0%	3,623	48.7%
Operating Profit	493	52.1%	2,393	32.2%
Ordinary Profit	465	49.1%	2,393	32.2%
Profit attributable to owners of parent	478	50.5%	3,207	43.1%

- As disclosed in the "Notice Concerning Absorption and Merger of Wholly Owned Subsidiaries (Simplified Merger and Summary Merger) and Change of Trade Name and Partial Amendment to the Company's Articles of Incorporation" dated March 31, 2025, the Company will be the surviving company, and the Company's wholly-owned subsidiaries, "Mamezou Co., Ltd.", "Kowamex Inc.", and "NT Solutions Co., Ltd.", will be the defunct company. It was completed as scheduled on October 1, 2025. As a result, the Company no longer has a consolidated subsidiary, and we will transition to non-consolidated financial results from Q3 FY2026/3. In line with this transition, we have calculated and disclosed individual earnings forecasts for FY2026/3.
- Non-consolidated financial results for FY2025/3 are also included for reference, however, due to the lack of comparability with the non-consolidated financial results for the current fiscal year, year-on-year comparisons have been omitted. Please refer to the consolidated full-year forecast on the previous page for the forecast figures if the consolidated financial results were to continue through March 31, 2026.

Performance by Service Area (April 1, 2025 ~ September 30, 2025)

Compared to the previous year in each service area, first of all, sales grew in each segment. In particular, AI consulting grew significantly by +17.6% year-on-year. In terms of gross profit, all segments have been growing steadily, except for AI Robotics Engineering, which is making strategic investments, and the AI consulting business in particular has the highest year-on-year growth rate of +61.0%.

(Millions of Yen)	Q2 FY2025/3 Cumulative		Q2 FY2026/3 Cumulative		YoY Comparison
	Amount	Ratio	Amount	Ratio	
Net Sales	5,266	100.0%	5,809	100.0%	+10.3%
Cloud Consulting	1,940	36.8%	2,110	36.3%	+8.8%
AI Consulting	348	6.6%	410	7.1%	+17.6%
AI Robotics Engineering	898	17.1%	998	17.2%	+11.1%
Mobility Automation	2,079	39.5%	2,290	39.4%	+10.2%
Gross Profit	1,731	100.0%	1,966	100.0%	+13.6%
Cloud Consulting	695	40.1%	813	41.4%	+17.1%
AI Consulting	104	6.0%	168	8.6%	+61.0%
AI Robotics Engineering	264	15.3%	225	11.4%	▲ 15.0%
Mobility Automation	666	38.5%	759	38.6%	+13.9%

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Performance and Status of Each Service Area



Basic Policy for Consolidated Financial Results for FY2026/3



Research and Development of AI Robots for Long Tail Market

- ✓ We will position AI robotics as a core growth engine and further strengthen the research and development of middleware and generative AI to establish a competitive advantage.
- ✓ In anticipation of the expansion of the long-tail market for low-volume, high-mix production, we are prioritizing investment in technology infrastructure that will significantly lower the hurdles for robot introduction through generative AI. This will enable us to realize our growth strategy that emphasizes the creation of medium- to long-term corporate value.
- ✓ Currently, other strategic investment projects, including those adopted by the Ministry of Economy, Trade and Industry (METI), are generally progressing as planned, and are showing a steady start. Although profit growth will be somewhat restrained in the short term, we believe this is a solid paving stone for sustainable growth in the future.



Responding to Geopolitical Risks

- ✓ At the time of formulating the budget for this fiscal year, there were concerns about the impact of the Trump tariff issue. Therefore, we have carefully evaluated the potential impact on the mobility business and developed a plan based on conservative and realistic assumptions.
- ✓ However, at this time, there is no direct impact from the Trump tariffs, but rather the highest level of investment appetite in the automotive industry in the past decade. As a result, the market environment continues to be better than expected.



Performance Plan and its Probability

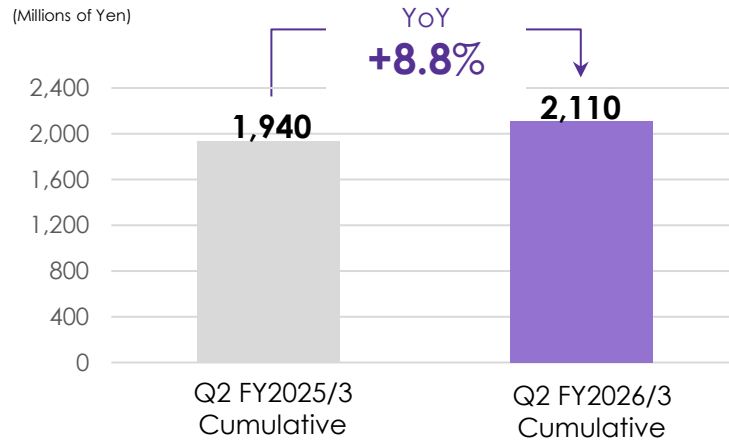
- ✓ In the mobility automation area, tariff risks are limited, and cloud consulting and AI consulting are also strong.
- ✓ Overall, the Company's customer base and market trends are extremely good, and we believe that the performance plan for the current fiscal year is fully achievable.

Cloud Consulting

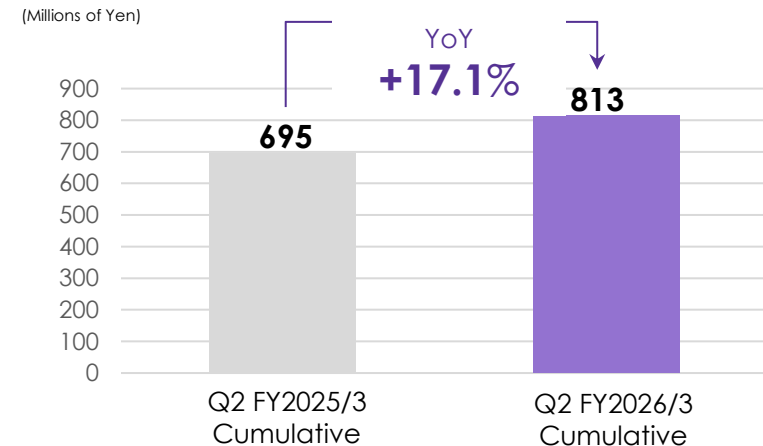
— Achieved Solid Business Performance, Driven by Strong Activity in Core System Renovation Projects. —

- Our Microsoft Dynamics 365 Finance & Operations (D365 F&O) business is doing very well. In the ERP market as a whole, an increasing number of companies and partners are considering migrating from SAP to D365 F&O in anticipation of the end of support for SAP ERP (2027), and this market change is strongly supporting our business growth.
- Furthermore, the end of FY2035, when maintenance of Fujitsu systems is scheduled to end, is being recognized by the market as a new "modernization cliff". Against this backdrop, the demand for core system renovation is further increasing, and the number of companies that are oriented towards in-house production is also on the rise.

Net Sales



Gross Profit



Business Overview :

- More and more companies and partners are considering moving to D365 F&O. As a result, our training business, which is the only one in Japan that specializes in education business specializing in D365 F&O, is steadily expanding.
- The demand for core system renovation is further increasing, and the number of companies that are oriented towards in-house production is also on the rise. In the second quarter, we have also started a core system renovation project for a major service company, and it is expected that AI-driven development will improve productivity and quality. These trends continue to support our business markets.
- As a result, we have been able to show solid growth with net sales of +14.3% and gross profit of +30.2% compared to the same period of the previous year (2Q alone).

Priority Measures for the Future :

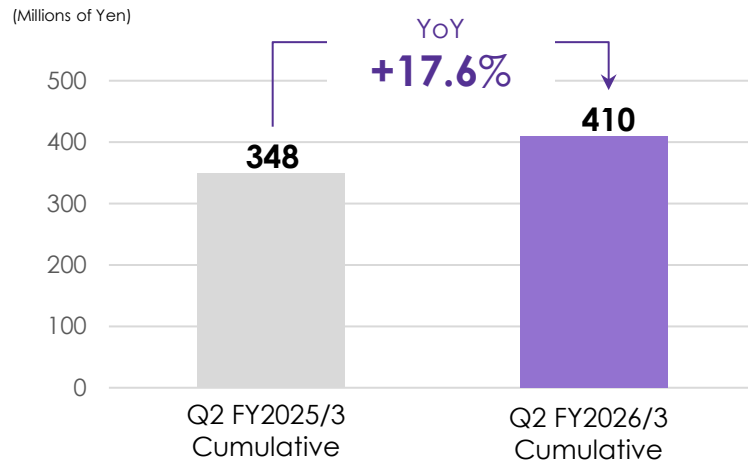
- Currently, we are actively promoting the development and commercialization of new services using generative AI. At the core of this is the patented "AutoConv-Navi". This product is a solution that automates and enhances migration operations when Microsoft Dynamics 365 Finance & Operations (D365 F&O) is introduced, and is positioned as a growth driver with an eye on expansion into the licensing business in the future. In the second half of the year, the full-scale deployment of these products is expected to contribute to earnings.
- By strengthening collaboration with AWS, business opportunities in the cloud domain are expanding. In recent years, "cloud-native" development has become the mainstream, taking full advantage of the characteristics of the cloud, and independently developing and updating systems as small modules (microservices) to achieve both speed and flexibility. Our cloud-native training and consulting business has been growing steadily and has become one of the pillars supporting our sustainable growth.

AI Consulting

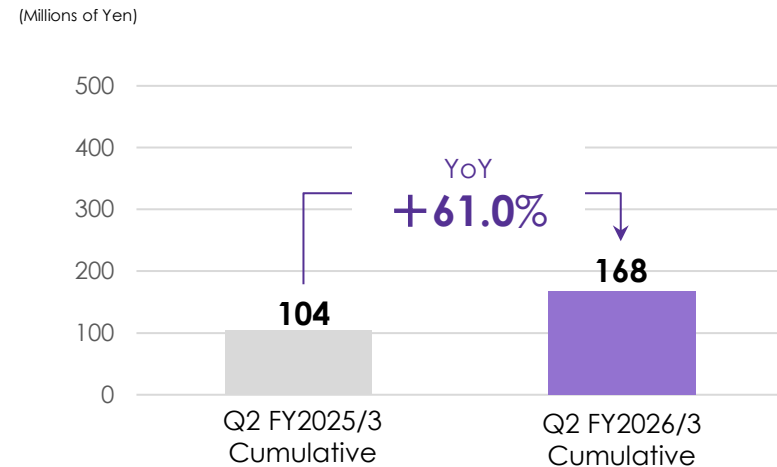
— Secured Contract for AI-driven Development Project to Transform Information Operations Using Generative AI —

- We have won multiple orders and demonstration projects in the field of AI agent-related projects and AI-Driven Development that apply generative AI technology.
- In particular, in the AI agent area, we are working on several projects to support the development of enterprise AI agents for the purpose of autonomy of business operations and decision support, and we are considering future licensing and expansion to subscription-based services.

Net Sales



Gross Profit



Business Overview :

- We have secured an AI-driven development project for business transformation with a major general trading company and have initiated the project with a focus on quality improvement. Moving forward, we plan to strengthen our efforts with a focus on enhancing productivity and profitability.
- Our core businesses are AI algorithm development, digital human resource development, and data utilization and generative AI implementation support, and we have been able to achieve reliable growth against the backdrop of a solid market.
- Our relationship with AWS has been strengthened, and we have been able to increase our value as a generative AI partner, and we expect to accelerate sales development in the future.
- As a result, we have been able to show solid growth with net sales of +19.5% and gross profit of +71.8% compared to the same period of the previous year (2Q alone).

Priority Measures for the Future :

- As a priority measure in the future, we will upgrade our AI tech team (AI evangelist group), which is our strength, to the AI technical sector as an opportunity to integrate with Mamezo, and strengthen cooperation with the mobility field and AI robotics business.
- As the social implementation phase of generative AI and LLM is accelerating, we are steadily acquiring projects and are able to grow steadily compared to the previous fiscal year.

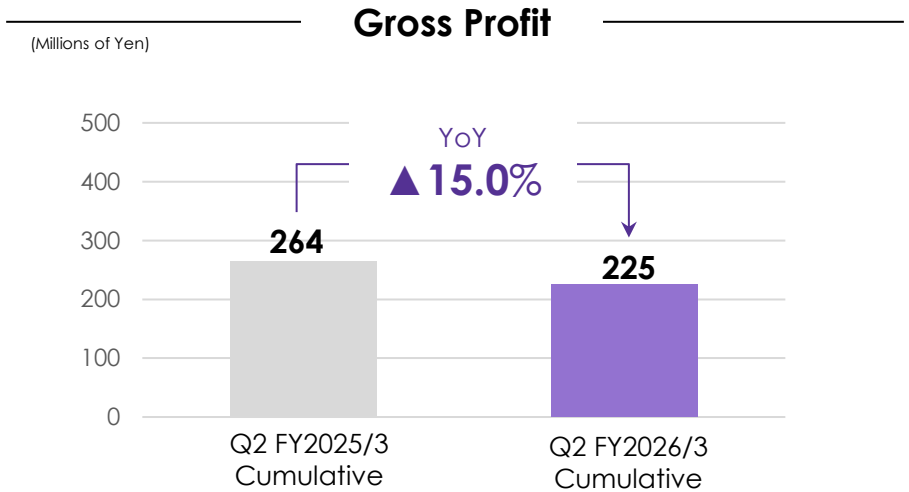
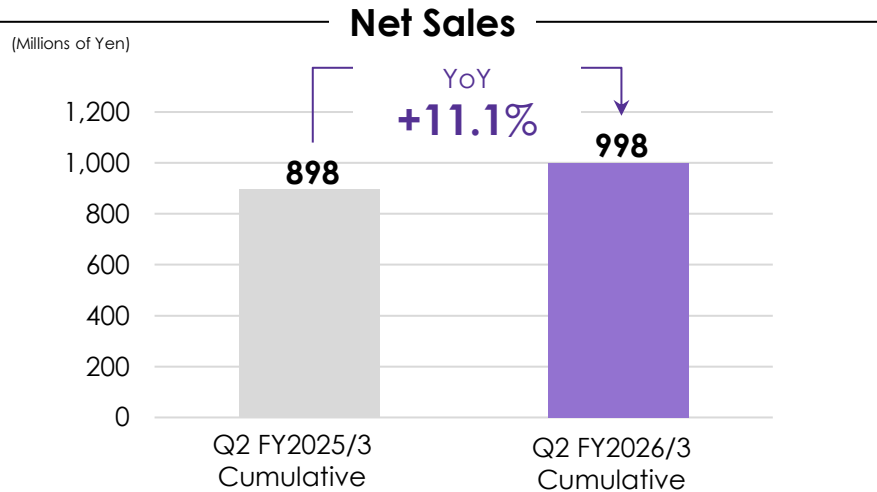
AI Robotics Engineering

Growing Long Tail Market for Robotic Automation

In the long-tail field, where automation has been difficult to progress due to manual labor, the need for automation due to the introduction of robots has increased rapidly, and inquiries and orders from customers have steadily increased. In particular, the number of projects in fields that are highly dependent on labor is increasing. By utilizing AI technology and software control technology, we will continue to aim for stable business growth by providing high-value-added robot solutions.

As the automotive industry reaches a turning point, establishing a unique competitive advantage in the software domain

With technological innovations such as CASE ⁽¹⁾, ADAS ⁽²⁾, SDV ⁽³⁾, and AIDV ⁽⁴⁾ advancing rapidly, the automotive industry is facing an unprecedented period of structural transformation. As the core of value creation in automobiles shifts from hardware to software, securing and developing software human resources has become a common issue in the industry. We see this change as an opportunity and are leveraging our knowledge of embedded software development, architecture design, and AI technology that we have cultivated over many years to strengthen the construction of human resource development systems and the provision of educational programs for client companies.



Business Overview :

- The relevant service segment achieved its internal budget and performed solidly. Particularly in the AI Robotics segment, it simultaneously leveraged advanced technologies including generative AI and made strategic investments (2Q standalone, including partial investment project additions) totaling ¥36 million. After deducting investment amounts, it achieved robust growth compared to the same period last year (2Q standalone): net sales increased by +20.4% and gross profit increased by +8.4%.
- As part of its strategic investment in the AI robotics field, it has been decided to officially participate in the robotics field project of the Ministry of Economy, Trade and Industry. A three-year national project will be launched.
- In the automotive field, we have been able to expand our business through transactions with major OEMs (①SDV project expansion ②EV project scale expansion ③ strategic advanced software human resource development project orders) due to the company's superiority in AI and engineering fusion technology.

Priority Measures for the Future :

- Outlook for the current fiscal year: Demand in the long-tail market for robotic automation and next-generation vehicles continues to grow, and the top line of sales is expected to exceed plans. After that, we expect that by properly managing strategic investment projects, we will be able to ensure that we can achieve our budget.
- Future priority measures: Taking the opportunity of the group integration in October, we will position this segment as a strategic core area and flexibly reallocate resources from other service areas to strengthen AI, cloud, and other technologies, thereby further gaining a competitive advantage and further accelerating business growth.

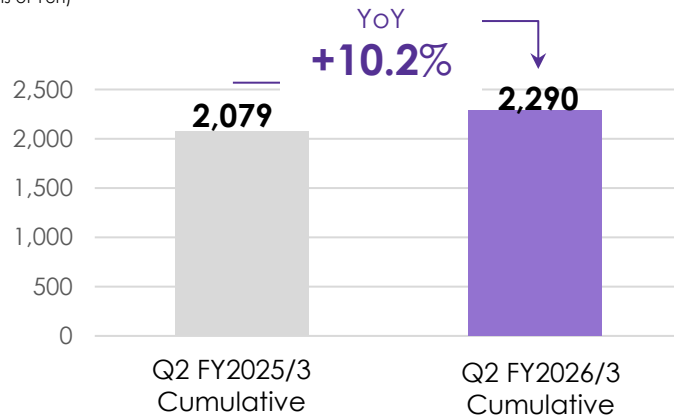
Mobility Automation

— Expansion of Upstream Transactions with New OEMs, Including Support for Specification Formulation —

- In the automotive industry, the development of CASE and SDV is rapidly advancing software-defined and the sophistication of electronic control. We have established a system to participate in the upstream process of development, such as system architecture design and specification formulation support based on AI, and model-based development (MBD).
- In particular, the integration with Mamezo has integrated the comprehensive capabilities of AI, system design, and quality assurance, making it possible to acquire high-value-added projects in the upstream process, and the transformation into a technology proposal-based business is progressing.
- The willingness to invest in DX in the automotive industry, especially in the Nagoya area, is at an all-time high, and new development demand is rapidly expanding with the keywords of SDV, in-house production, and the use of generative AI. In the second quarter, in addition to expanding transactions with new OEMs, horizontal expansion into the aerospace, construction machinery, and energy fields progressed. By applying generative AI to the development process, we achieved improved specification accuracy and verification efficiency, achieving record results of +14.9% in net sales and +22.5% in gross profit in the second quarter alone.

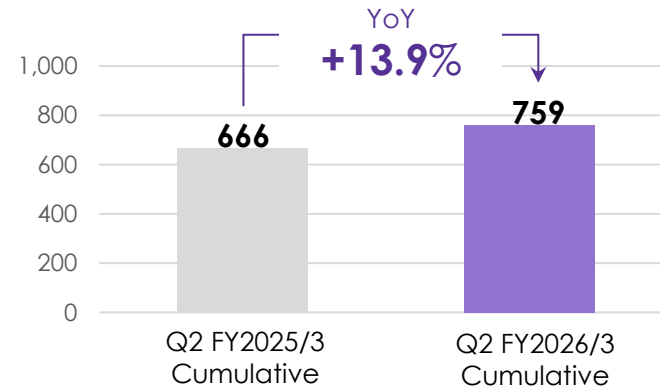
Net Sales

(Millions of Yen)



Gross Profit

(Millions of Yen)



Growth Factors :

- Advancement into upstream processes through integrated synergies: Fusion of Mamezo's required development and design capabilities with our control and sensing technologies to expand into the scope of proposal and design in upstream processes.
- Expansion into new OEMs and industries: Accelerating orders in new areas such as aerospace, industrial machinery, and energy in addition to the automotive industry
- Improving development efficiency and quality with generative AI: Enabling AI to achieve requirements analysis, model generation, and verification automation, achieving both development productivity and quality
- Competitive advantage through the fusion of long-standing domain knowledge and AI: Optimal response to increasingly complex SDV development through linkage of control, sensing, and AI analysis

Future priority measures/Next-generation mobility strategy triggered by the integration of Mamezo:

- ① Convergence of brands and technologies: Through integration, mobility automation is redefined as a growth driver across the Group. We will establish an AI-driven mobility development support model that integrates cloud, AI, and control technologies.
- ② Deepening upstream processes and standardizing AI-driven development: Expanding participation in upstream phases such as specification formulation, architecture design, and simulation. Collaborate with the AI technical sector to standardize requirements analysis, code generation, and validation automation with generative AI.
- ③ Expansion into new industrial areas: Horizontal expansion of the development capabilities cultivated in automobiles into the aerospace, industrial machinery, and energy fields. With physical AI at its core, we will accelerate our expansion into the entire next-generation mobility industry.

03

Future Growth Strategy



Overall View of Growth Strategy

In our next medium-term management plan, we have set an average profit growth rate of 30%. Of these, 15% is expected to be achievable through traditional organic growth, and the remaining 15% will be achieved through strategic investments in the AI robotics domain and the creation of synergies through the group integration.



Traditional Organic Profit Growth (15%)



Non-Organic Profit Growth (15%)

Growth Driver (1): Strategic Return on Investment in AI Robotics

- Effects of Technology Promotion by Participating in National Projects
- Business in the Long Tail Market
 - ✓ Stock revenue from mass production business
 - ✓ AI software eliminates barriers to adoption in the long-tail market
 - Joint R&D of Simulation × Generative AI
 - ✓ Teaching position correction software for the sheet metal fabrication industry
 - ✓ Commercialization of robots through co-creation with customers
 - Humanoid robot x generative AI fusion

Growth Driver (2): Integrated Strategy

- Rationalization and efficiency of management resources
- Promoting human resource recruitment through unified Mamezo brand
- Improving profitability by increasing the added value of projects, etc.
- Strengthening the "AI All-in-One" strategy by establishing an AI technical sector

Growth Driver (3): Enhancing Profitability through the Application of Generative AI

- Strengthening the Revenue Base by Applying Generative AI
 - ✓ Leveraging generative AI across all service areas to improve operational productivity and added value, achieving both efficiency and profitability

Strengthening the profit base through the group integration

(new organization of the "AI technical sector", etc.)

Growth Driver (1) : AI Robotics

--Strategic Investments in AI Robotics/Key to Growth Strategies with AI Software

In order to directly connect the market flow in AI robotics to the growth strategy of Mamezo, we will strengthen our business on the following three axes.

In the long-tail market Expanding the Social Implementation of AI Robotics

About four years ago, we have started introducing AI robots to various low-volume production sites such as sheet metal processing, food manufacturing, and pharmaceutical research, and will further accelerate the spread of autonomous systems that collaborate with people in the future.



Deploying knowledge and resources in the field of mobility to robotics

By deploying the high-precision sensing and control know-how cultivated through autonomous driving and in-vehicle control to robots, we will realize "robots that work and think together with people." By converging mobility and robotics, we will build a competitive advantage in the realm of moving AI.



Creating synergies in cloud and AI consulting

By combining cloud and AI-based technologies, we will evolve robotics into a platform that "connects," "learns," and "optimizes." In particular, we are jointly investing with the sheet metal processing industry to promote initiatives that combine humanoid robots with generative AI.



Establishing "Tier 0.5" in the manufacturing industry Positioned between manufacturers and Siers, creating value in the physical field with AI as the axis.

Exhibited at the International Robot Exhibition 2025

The International Robot Exhibition has been held every other year since its first event in 1974, and this year marks its 26th anniversary. In recent years, it has been highly regarded both domestically and internationally as one of the "world's largest robot exhibition".

Mamezo has been exhibiting every time since 2017, and in addition to supporting the development of robot systems and supporting factory automation using robots, we will introduce new robot products and new services that we are currently investing in. You can see a variety of robots and AI technologies that are directly related to labor shortage countermeasures and the promotion of automation.



2025 12.3 水 - 12.6 土

東京ビッグサイト 10:00~17:00

西2ホール / W2-35

豆蔵ブース

【Main exhibits of Mamezo】

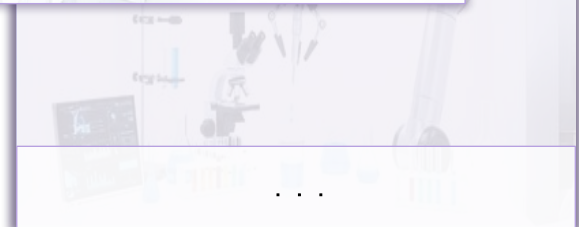
- Solar panel cleaning robots and AMRs (autonomous transport robots)
- AI robot solutions that flexibly respond to variable production
- Robotic solutions for the food industry



Solar panel cleaning robot



Robots for the food industry jointly developed with major manufacturers



Growth Driver (2): Group Consolidation -- Strengthening the Foundation

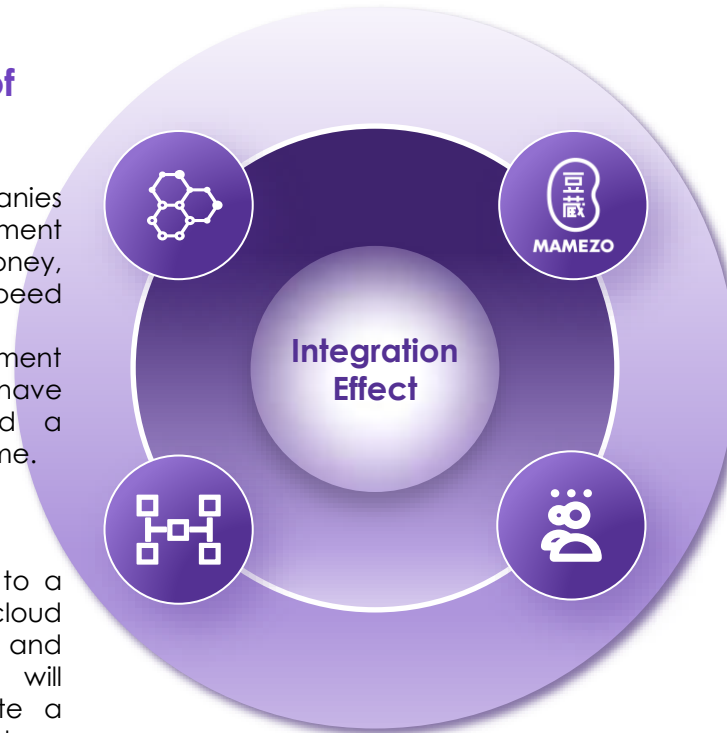
On October 1, 2025, we merged our group companies and were reborn as the new "Mamezo". Through this integration, we will integrate the management resources that the Group has cultivated over the years and maximize synergies to promote our Tier 0.5* strategy and aim for further growth.

Rationalization and efficiency of management resources

- By removing barriers between companies and optimally allocating management resources such as people, goods, money, and information, we will increase the speed of all management.
- By promoting the integration of management infrastructure across the Group, we have achieved faster decision-making and a streamlined cost structure at the same time.

Unified business structure

- The Group has provided technologies to a wide range of industries in the fields of cloud consulting, AI consulting, AI robotics, and mobility automation. The integration will combine these technologies to create a comprehensive system that can provide a more optimal and wide-ranging range of technical solutions.



Unified Mamezo brand

- By integrating the four group companies into the "Mamezo" brand, which is widely recognized for its technology-oriented approach, we have become a system that allows sales, marketing, and business development to be carried out more efficiently and consistently.

Accelerate talent recruitment

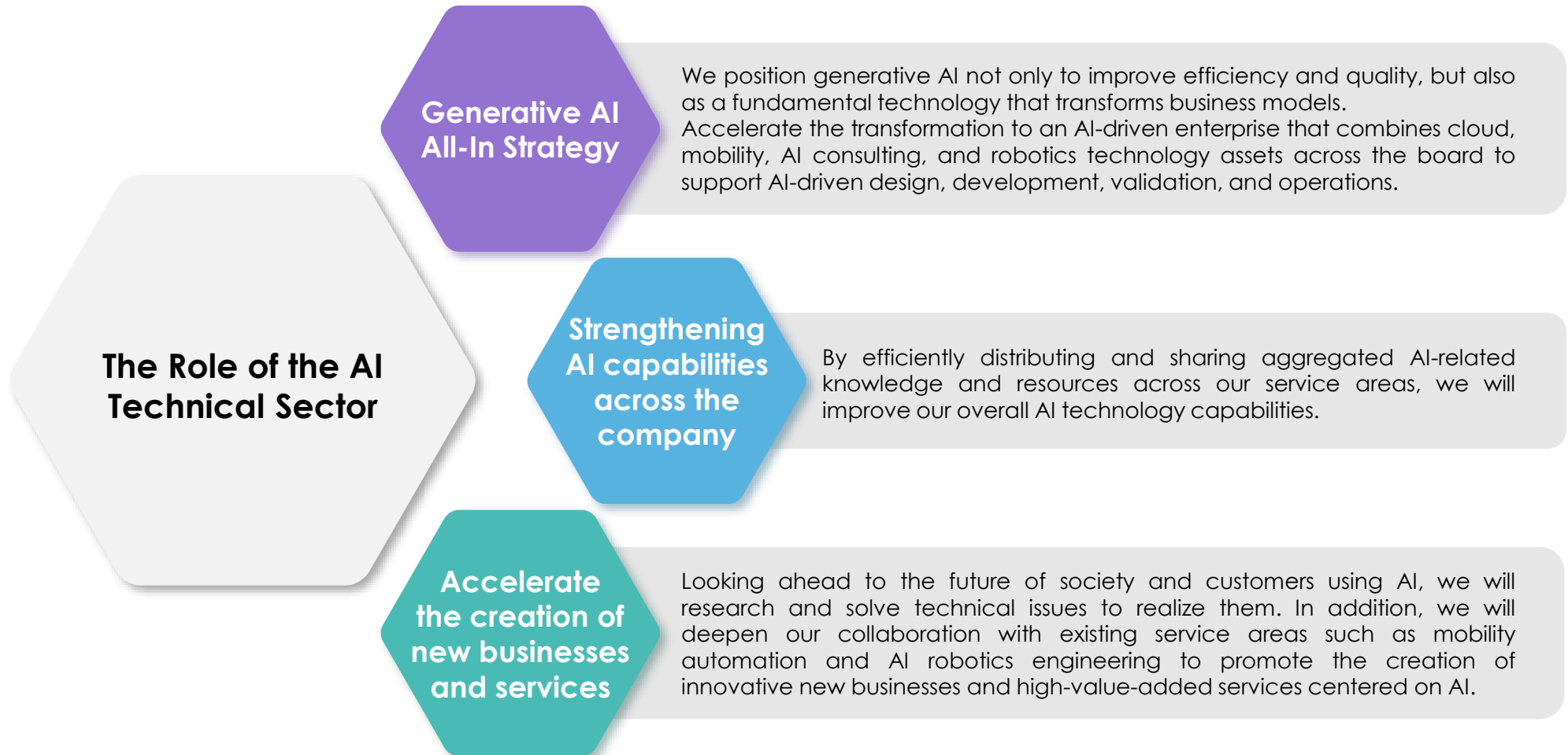
- Under the Mamezo brand, it will be easier to acquire excellent human resources who sympathize with cutting-edge fields such as software, cloud, AI, robotics, and hardware, and will lead to the strengthening of the human resource base that supports sustainable growth.

Growth Driver (2): Group Consolidation

-- Establishment of a New Organization in the AI Technical Sector

We have provided numerous solutions using AI technology, but with the rapid advancement of AI, there is a need to further expand our business and maximize customer value.

Therefore, on the occasion of the group integration on October 1, 2025, we will consolidate specialists in the AI field with academic experience and further strengthen cooperation with each service area.



Growth Driver (3): Company-Wide Application of Generative AI

Hardware Control & ECU

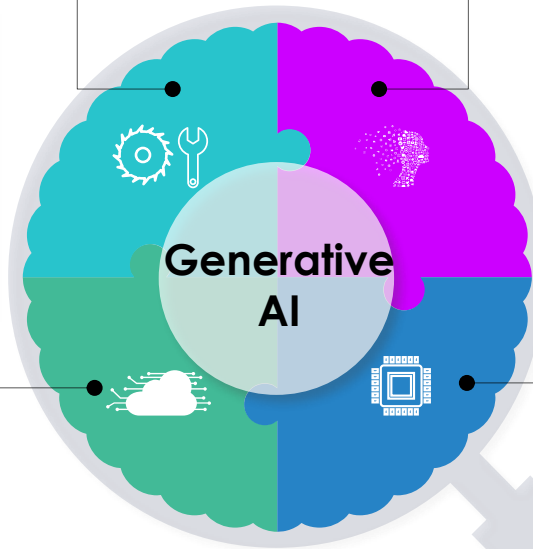
Generative AI is applied to the automotive design and development process to improve specification formulation support, design generation, and test automation.

In collaboration with the AI technical sector, we are promoting the standardization of AI-Driven Development and leading the development of next-generation SDVs.

Cloud Software

Based on the "AutoConv-Navi" product that incorporates generative AI, we promote automation and high accuracy of ERP and cloud migration support.

By utilizing AI agents in a cloud-native environment, we achieve both speed and quality from migration design to verification.



AI Digital Technology

Developing customer co-creation projects using generative AI. We will strengthen LLM development and algorithm development, and promote the creation of new solutions using the multimodal AI platform "M-Matrix". In addition, we received an order for an informatization business transformation project (AI-driven development) that applied generative AI to reform business processes and improve intellectual productivity.

AI Robotics

Applying generative AI to humanoid robots to promote intelligence that integrates language, vision, and behavior. We aim to be autonomous robots that can understand the environment and determine the best action according to the situation.

In addition, the teaching optimization tool powered by generative AI automates operation instructions. Learning, correction, and reproduction are accelerated, and start-up man-hours are reduced during introduction. These efforts will realize the practical application of robots that collaborate with people and improve on-site productivity.

We are promoting an "all-in strategy for generative AI" across all segments. We position generative AI not only to improve efficiency and quality, but also as a fundamental technology that transforms business models. Accelerate the transformation to an AI-driven enterprise that combines cloud, mobility, AI consulting, and robotics technology assets across the board to support AI-driven design, development, validation, and operations.

We are promoting the standardization of solutions and processes that incorporate generative AI, and are taking on the challenge of establishing high added value and high profitability through collaboration between humans and AI. We aim not only to expand the use of AI, but also to create a profit-generating structure with AI at its core. This is our goal of "transforming profitability through generative AI all-in."

Interim Dividend Payment Implemented

--Further Strengthening Shareholder Returns

With the aim of continuously improving corporate value, the Company has positioned securing profits, making strategic investments for future growth, and ensuring stable and proactive return of profits to shareholders as important management issues.

Based on this policy, we have set a target value of 50%~70%* for medium- to long-term dividend payout ratio. The purpose of this is to strengthen the return to shareholders while providing flexible profit distribution according to business performance. Specifically, we will distribute the profits obtained from our business activities as follows.

- ◆ Growth Investment: We actively invest in areas that contribute to future growth, such as R&D, new business development, and capital investment.
- ◆ Maintaining Financial Health: Maintaining a sound financial foundation and ensuring operational stability
- ◆ Shareholder returns: We will implement stable and continuous dividends to return profits to shareholders

In order to improve corporate value and return to shareholders, we will implement interim dividends from the middle of this fiscal year. In order to ensure stable and active return of profits to shareholders, we will continue to pursue an optimal balance and promote highly transparent management.

Dividend Details

(yen)	Dividend per share		
	Interim	Year-end	Annual
Previous Year Results	0	60	60
This Fiscal Year	30	31 (Forecast)	61

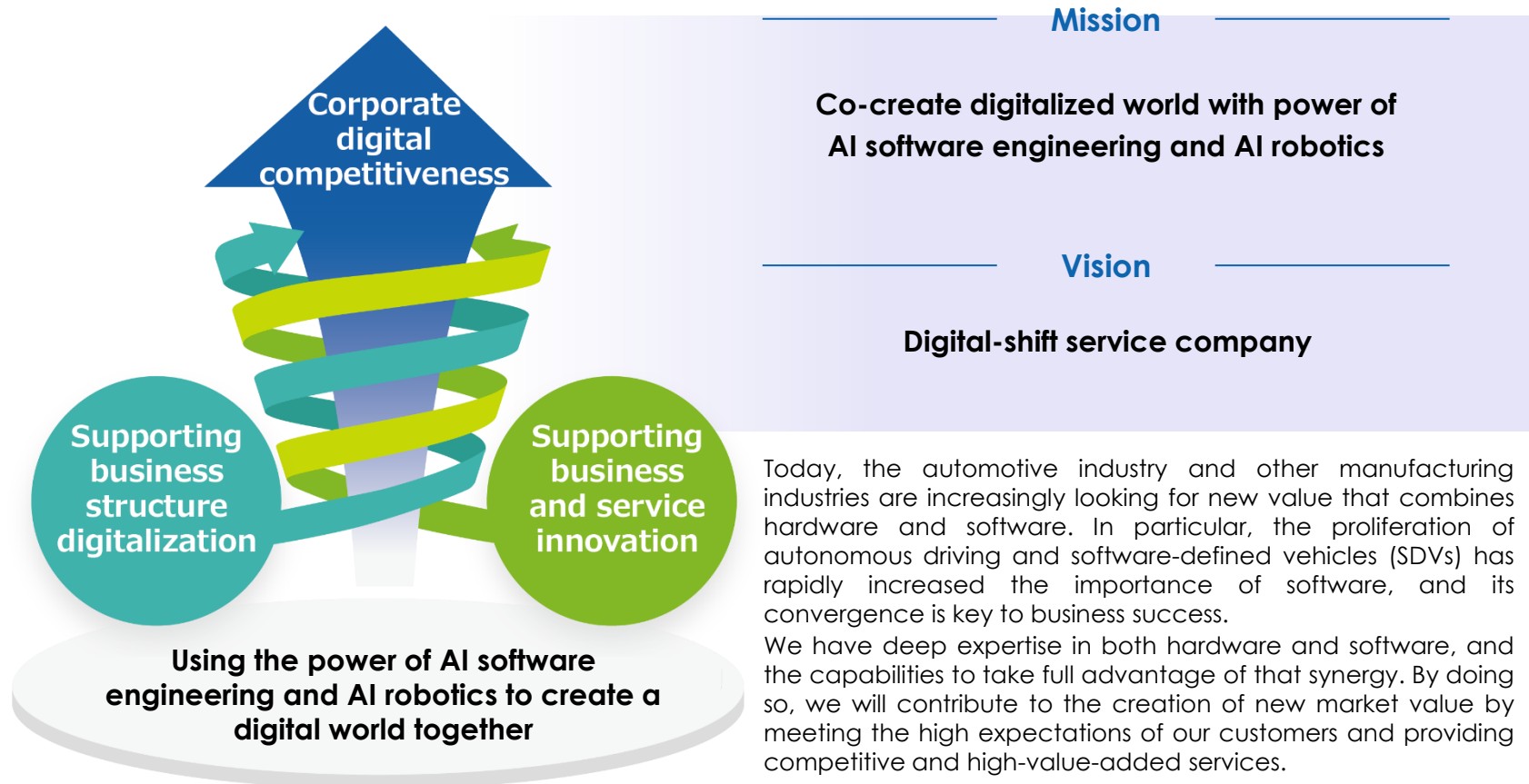
* The Company implemented the Group Consolidation on October 1, 2025, and will transition from consolidated to individual financial results from the third quarter onwards. As a result of this transition, profits due to special factors for the current period are expected to occur, and the dividend payout ratio in the full-year dividend forecast is expected to be 30.5% in calculation. In addition, the dividend payout ratio based on consolidated net profit is expected to be approximately 50%~70% if consolidated financial results are continued. From the next fiscal year onwards, we will continue to target a dividend payout ratio of 50%~70%.

04

Appendix

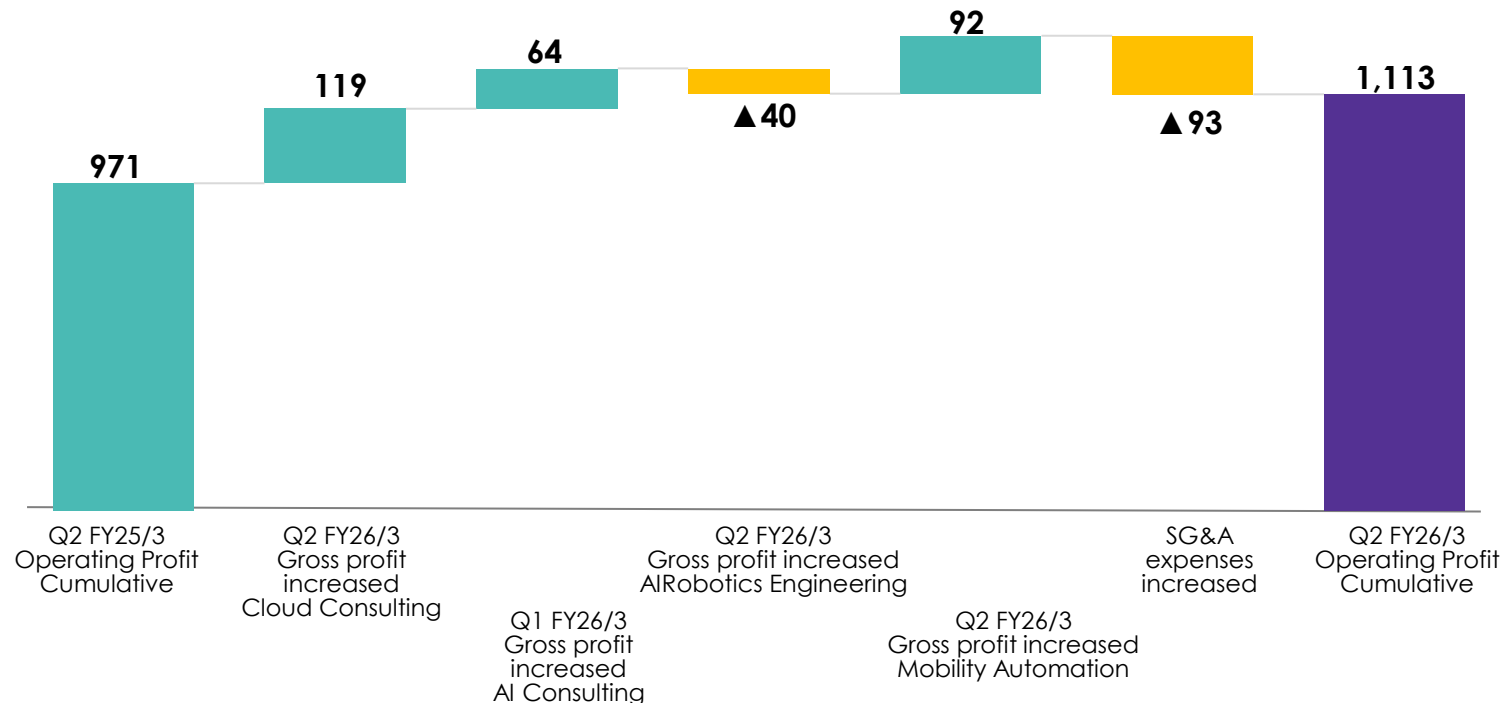


An Elite Group of Digital Core Technologies that will Create the Future of Japan's Industry



Profit Increase and Decrease Analysis

Operating income for the second quarter increased by +142 million yen (+14.7%) year-on-year as planned. This is mainly due to increased profits in the three businesses of cloud consulting, AI consulting, and mobility automation. Considering that recruitment expenses and advertising expenses in SG&A expenses increased by +58 million yen compared to the previous fiscal year, the growth in operating income improved significantly.



Consolidated Balance Sheets

Consolidated Balance Sheets(J-GAAP) ⁽¹⁾

(Millions of yen)	As of March 31, 2025		As of September 30, 2025	
	Amount	Ratio	Amount	Ratio
Current assets	3,680	78.1%	3,513	78.2%
No-current assets	1,032	21.9%	978	21.8%
Total assets	4,712	100.0%	4,491	100.0%
Current liabilities	1,291	27.4%	1,247	27.8%
Non-current liabilities	11	0.3%	11	0.3%
Total net assets	3,409	72.3%	3,233	72.0%
Total liabilities and net assets	4,712	100.0%	4,491	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
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