

# **Presentation Material for the Fiscal Year Ended March 31, 2025**

**MAMEZO DIGITAL HOLDINGS CO.,LTD.**

Security Code : 202A

May 12, 2025

# Agenda

- 01** Summary of consolidated financial results for FY2025/3
- 02** Summary of forecast for FY2026/3
- 03** Update of mid-term management strategy
- 04** **Appendix**
  - Company profile
  - Business overview of each service area
  - Consolidated statements of income and consolidated balance sheets

# 01

## **Summary of consolidated financial results for FY2025/3**



# Strategic DX services to support corporate transformation

Providing high value-added solutions by integrating advanced technologies such as software, cloud, AI, robotics, and hardware to support the digital shift of technology-oriented customers.

## 1 Cloud Consulting



Enterprise Area

- Promote in-house production to encourage technological independence

- Software modernization

- Cloud-native architecture formulation

ERP<sup>(1)</sup> Area

- Cloud ERP implementation for business optimization

## 2 AI Consulting



- Technology-driven DX organizational transformation support
- Building AI and Data Infrastructure with Advanced Technology
- High-performance AI implementation support
- Reform of operations and creation of new technology-driven businesses

## 3 AI Robotics Engineering



- Support for robotics development centered on AI and control technology
- Productivity improvement and factory automation with robots and AI
- New business development using AI robotics
- Construction and deployment of cloud-connected robotics platform <sup>(3)</sup>
- Supporting OEMs and Tier1s in developing their own software to achieve SDV
- Technical consulting in the out-car area

## 4 Mobility Automation



- CASE<sup>(2)</sup> compliant planning and development of manufacturing devices
- Automation support for manufacturing sites / real-time data visualization
- ADAS<sup>(4)</sup> In-vehicle system consulting
- Aerospace-related business

Educational services covering all domains

注： (1) ERP : Enterprise Resources Planning  
(3) A common platform for robot control to promote the introduction of robots

(2) CASE : Connected, Autonomous, Smart / Shared & Services, Electric  
(4) ADAS : Advanced Driver-Assistance Systems

# Highlights of full-year performance for FY2025/3

## Consolidated Results

Consolidated net sales increased **10.1%** and operating profit increased **15.1%** year on year, **achieving record highs**

Operating profit margin increased by **0.8 percentage points** to **19.6%**

Implementing the mid-term management plan and achieving targets

Net sales (Millions of yen )	Operating profit (Millions of yen)	Net profit (Millions of yen)
10,551	2,070	1,433
	Operating profit margin 19.6%	Current net profit margin 13.6%
YoY <b>+10.1%</b>	YoY <b>+15.1%</b>	YoY <b>+23.6%</b>

## 4Q of FY2025/3

Consolidated net sales up **16.4%** and operating profit up **48.1%** from the previous year, **record earnings**

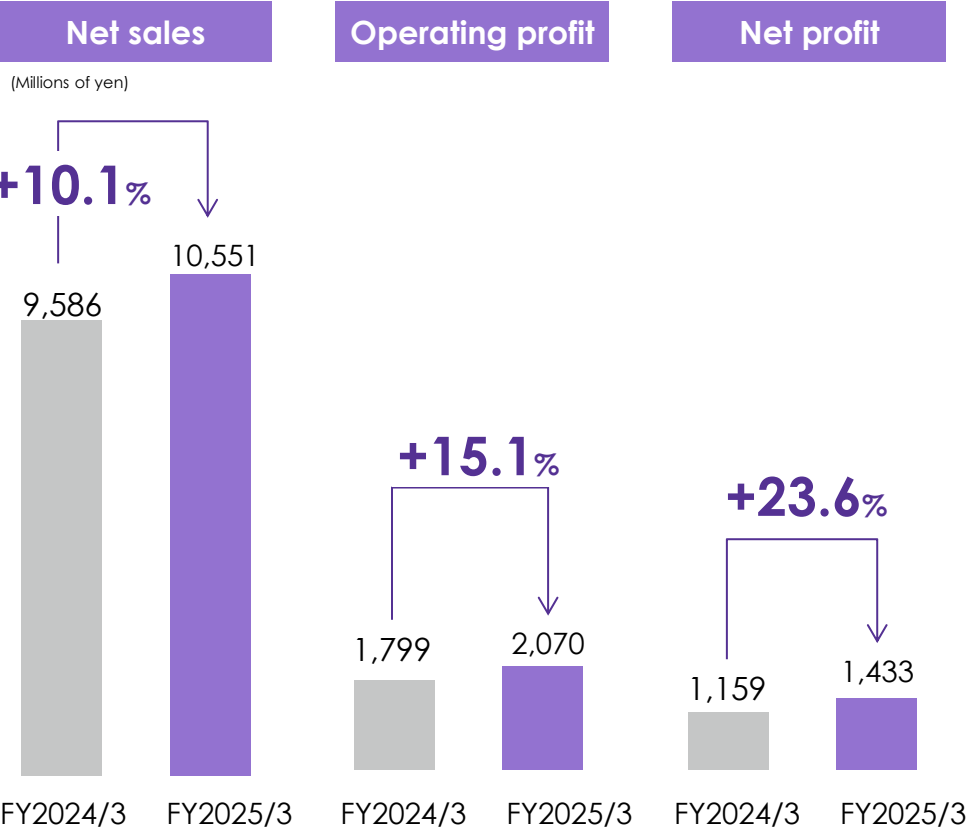
Operating profit margin increased by **4.9 percentage points** to **22.9%**

Implementing the mid-term management plan and achieving targets

# Performance summary

While aggressively investing in new businesses centered on AI Robotics Engineering, the company maintained a high operating margin of 19.6% and achieved steady growth by appropriately controlling group SG&A expenses. Furthermore, as a result of focusing on strengthening human capital, the turnover rate has dropped to the 5% level, leading to a sustainable strengthening of the corporate structure.

## Business Performance



## Business Status

- ✓ In an intensifying recruitment environment, the company has been successful in securing human resources, with a turnover rate in the 5% range, which is significantly lower than the average turnover rate of 12.8%<sup>(1)</sup> in the information and telecommunications industry.
- ✓ AI Robotics Engineering and Mobility Automation businesses drive overall company performance.
- ✓ Operating income margin improved to 19.6%, up 0.8 percentage points from the previous year, while promoting investment in new business development centered on the AI robotics engineering domain.
- ✓ Appropriate control of group SG&A expenses contributes to profit growth.

Notes: (1) Ministry of Health, Labour and Welfare, "Summary of Results of Employment Trends Survey in 2023," August 27, 2024.

# Achieve sustainable growth and high shareholder returns through ROE-conscious management

We have a strong customer base and a service structure that generates good cash flow, which has enabled us to maintain a high operating profit margin. Furthermore, while proactively making necessary investments, we have been able to achieve high capital efficiency, and we will continue to provide stable and high levels of shareholder returns.

## Shareholder Return Policy

Dividend increase from planned value of 59.58 to 60 yen for FY2025/3.  
Dividend payout ratio medium- to long-term target: 50-70%.

FY2025/3

Net income per share 89.40 yen

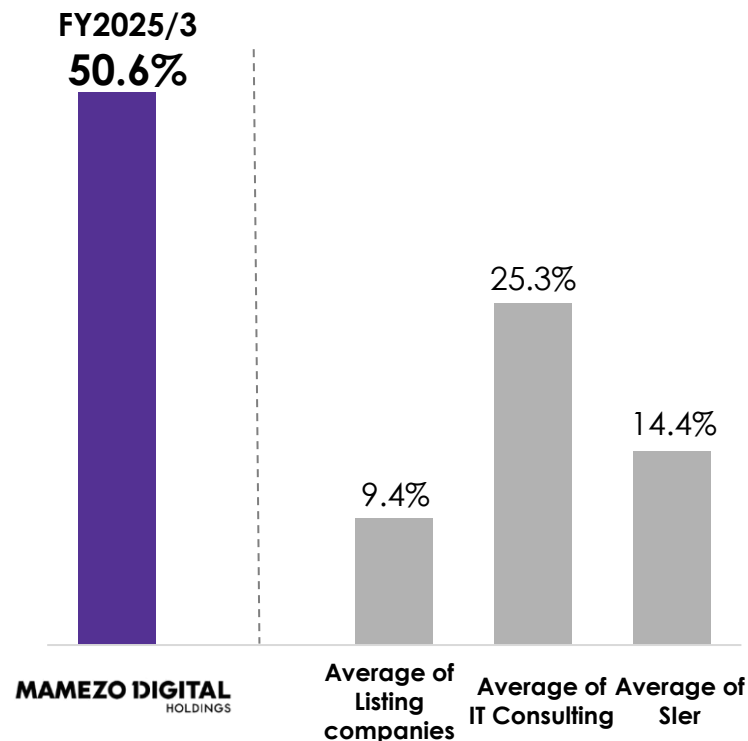
Dividend per share 60 yen

Dividend payout ratio 67.1%

Share price (2025/3/31 base date) 1,316 yen

Dividend yield (2025/3/31 base date) 4.56%

## High level ROE in the industry <sup>(1)(2)</sup>



Notes : (1) ROE is calculated by dividing net income by the interim average of total shareholders' equity. Average figures for IT service companies are based on the most recent full-year results.

The average value of listed companies in Japan is based on Japan Exchange's "FY2023 Financial Results Summary [Consolidated] [Total] (Prime, Standard and Growth) - Long-Term Statistics".

(2) We have extracted the following IT consulting companies and system integrator companies that we consider as comparison targets.

(IT Consulting: NRI, BayCurrent Consulting, SIGMAXYZ, ULS Group, Rise Consulting, Future. Sler: NTT DATA, SCSK, TIS, BIPROGY, NS Solutions, Systema)

# 02

## Summary of forecast for FY2026/3





# Forecast of consolidated financial results for FY2026/3

(Millions of yen)	FY2025/3		FY2026/3 Forecast <sup>(1)</sup>		YoY comparison	
	Amount	Ratio	Amount	Ratio	Increase/ Decrease	YoY
Net sales	10,551	100.0%	11,607	100.0%	+1,055	+10.0%
Gross profit	3,535	33.5%	3,950	34.0%	+415	+11.7%
Operating profit	2,070	19.6%	2,142	18.5%	+71	+3.5%
Ordinary profit	2,051	19.4%	2,140	18.4%	+89	+4.3%
Profit attributable to owners of parent	1,433	13.6%	1,447	12.5%	+13	+0.9%

Given the economic uncertainty caused by the US tariff policy, we are adhering to a growth strategy that is centered on both **the steady expansion of existing businesses and investment in new growth areas**, while appropriately assessing risks. In particular, while working to deepen our core businesses in each service segment, we view future changes in social structure, particularly **the labor shortage in the service industry that is becoming evident due to supply constraints on foreign labor**, as an important structural issue.

Against this backdrop, we have positioned the **AI robotics business as a core growth area and will execute a strategic large-scale investment starting this fiscal year**. This is not merely an introduction of technology, but an effort to build a next-generation infrastructure that will support Japan's industrial base, and we are confident that this will directly lead to the enhancement of our medium- to long-term corporate value. Even in an uncertain economic environment, we will pursue both sustainable growth and social value while formulating earnings forecasts based on realistic and conservative assumptions.

Notes : (1) Effective October 1, 2025, the Company plans to merge three of its wholly owned subsidiaries, Mamezou Co.,Ltd., KOWAMEX Inc. and NT Solutions Co., Ltd., and after the merger, the Company will disclose its business results on a non-consolidated basis. The projected figures shown here are those that would be obtained if the consolidated financial results were to continue until March 31, 2026.

# Dividends

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.

## Shareholder Return Policy

- **50-70% of the alignment target**
- **Progressive Dividend**

## Dividend Policy

- **Dividend increased from 60 yen for FY2025/3**
- **Necessary investments made**
- **Realization of dividends in line with profit progress**

	FY2026/3 (Forecast)	FY2025/3 (Reference)
Dividend per share	61 yen	60 yen
Dividend payout ratio	67.6% <sup>(1)</sup>	67.1%

Notes : (1) Effective October 1, 2025, the Company plans to merge three of its wholly owned subsidiaries, Mamezou Co.,Ltd., KOWAMEX Inc. and NT Solutions Co., Ltd., and after the merger, the Company will disclose its business results on a non-consolidated basis. The projected figures shown here are those that would be obtained if the consolidated financial results were to continue until March 31, 2026.

# Basic policy for consolidated financial results for FY2026/3

## Strengthening strategic investment in AI Robotics business

We have positioned the AI robotics business as a core growth area for the future and are promoting strategic investments to strengthen our competitiveness. Against the backdrop of labor shortages, we will accelerate R&D and practical application of middleware technology and other technologies to meet the growing needs for robotics utilization, especially in long-tail markets. Although these upfront investments may result in the loss of some sales opportunities in the short term, we view them as important milestones that will dramatically increase our competitive advantage in the medium to long term.

## Realistic management response to geopolitical risks

The future of the market environment remains uncertain due to heightened geopolitical risks stemming from trade friction between the U.S. and China (so-called "Trump tariffs"). In the automotive industry, in particular, there are concerns about the impact on supply chains and import/export costs, and we are closely monitoring these developments. In light of these uncertainties, we are committed to achieving stable and reliable management through more realistic and flexible budgeting and enhanced preparedness for business risks.

	Basic policy	Activities and measures
Cloud Consulting [Gross profit YoY: 121.8%]	Demand for the renewal of core systems continues to grow in the financial industry, including at Sampo Japan, and the company is seeking to improve productivity and business turnover by utilizing generative AI.	We recognize that core system renewal is a high priority from the perspective of business continuity and an area that is less susceptible to geopolitical risk. We will further strengthen our dialogue with management.
AI Consulting [Gross profit YoY: 130.0%]	Continue to strengthen AI algorithm development, digital human resource development, and data utilization and generation AI implementation support as core businesses. As a response to uncertainty, we will also focus on strengthening our sales structure, including collaboration with AWS.	Investment in the AI and DX areas is less susceptible to geopolitical risk and demand is expected to remain strong. In addition, we are receiving an increasing number of inquiries from a diverse range of industries, including the financial and telecommunications sectors, as well as the manufacturing industry. We have built a well-balanced client portfolio that is not dependent on any specific industry and has secured a stable growth base.
AI Robotics Engineering [Gross profit YoY: 95.6%]	Strengthen strategic investment in AI robotics business (explained in detail on pages 14 and 15)	
Mobility Automation [Gross profit YoY: 99.9%]	As mobility becomes more CASE-based, the demand for product development that supports technological innovations such as autonomous driving and electrification control is increasing, and we are accelerating our efforts to incorporate these demands. At the same time, we are implementing more realistic and flexible budgeting to counter growing geopolitical risks and are strengthening our preparations for management risks.	We have begun business with a new automobile OEM and are expanding our customer portfolio by leveraging our strengths in the fusion of hardware and software to expand into the manufacturing industry in general. Taking advantage of our group integration on October 1st, we will aim to expand our business into manufacturing areas other than automobiles.

# Our strategic response policy to tariff issues

## Background and problem recognition

Recently, some international policy changes, particularly the move to strengthen tariffs in the U.S., have caused uncertainty in the outlook for the global supply chain surrounding the manufacturing and automotive industries. We are closely monitoring future market trends and are preparing a response system that takes into account the possibility that this may affect our customers' business environments.

Axis	Countermeasure	Objective
<b>① Diversify industries</b>	Reallocation of some human resources to areas less vulnerable to tariffs, such as aerospace, infrastructure, and energy industries	Ensure earnings stability by focusing on areas that are less sensitive to the economy
<b>② Strengthening contacts with management</b>	Focus on strengthening regular dialogue and board-level relationships with management of major clients	Early detection of changes in management policy, anticipation and rapid response to changes in project plans
<b>③ Strengthen external collaboration</b>	Strengthening cooperation with major general trading companies to ensure stable supply of projects	Diversify sources of deal inflow and diversify our sales risk
<b>④ Strengthening domestic demand-driven industries</b>	Accelerate sales shift to domestic demand-driven industries such as finance, services, and telecommunications	Structural earnings stabilization by expanding portfolio into domestic industries not affected by tariffs
<b>⑤ Re-selection of technical areas</b>	Focus on projects that are already in mass production in the automotive domain and cutting-edge development areas such as CASE (Connected and Automated Driving) and SDV.	Non-core investment areas will be cut, as will the PoC/advance development phase prior to mass production, even in SDV/CASE-related areas.

The group reorganization, scheduled to take effect in October 1<sup>st</sup> this year, is an important initiative for strategic response. This reorganization will put in place a system that allows the strategic reallocation of human resources, knowledge, and resources within the group, and by removing the traditional barriers between companies and organizations, it will be possible to build a flexible development system that can respond more quickly and accurately to customer needs. In particular, this integration will realize the optimization of the business portfolio with an eye to the future, such as the ability to respond to upstream processes that are less susceptible to external factors and accelerating expansion into long-tail markets outside the manufacturing industry and the robotics field.

# 03

## Update of mid-term management strategy



# Mid- to long-term group management strategy

## Strengthening strategic investment in AI robotics business

As a core area that will drive future growth, we have strategically positioned the AI robotics business to strengthen its competitiveness and will accelerate investments from this fiscal year to expand business in the long-tail market.

**Strengthening AI robotics  
for the service industry**

**Efforts to integrate  
humanoid robots x generative AI**

**Stock revenue effect from mass  
production business**

### Improve profitability by applying generative AI

**Strengthen business with generative AI product  
(Auto Conv Navi) (see note)**

**Enhancing profitability of software development  
through generative AI**

**Strengthen profitability in the area of in-vehicle ECU  
design and development**

**New service development for multimodal AI**

**Key to Growth**



### Effect of group integration

(Scheduled date of merger: 2025/10/1)



Unit price increase  
through unification of  
Mamezou brand



Maximize revenue  
through participation in  
upstream processes



Reduction of indirect costs  
through consolidation of  
duplicated functions



Acquisition of excellent  
human resources through  
the Mamezou brand

Note: AI solutions that navigate employees and customers through natural interaction based on internal knowledge

The integration of our group from October is positioned as a reorganization to enhance the driving force of this business through the optimal allocation of human resources. In addition, business transformation through the application of generative AI will be linked to the further strengthening of the AI robotics business.

# AI Robotics business environment and strategic investment direction

## State of the Global Robotics Industry

### 【Industrial Robot】

4.28 million industrial robots in operation in factories worldwide at the end of 2023, up 10% from the previous year

### 【Service Robot】

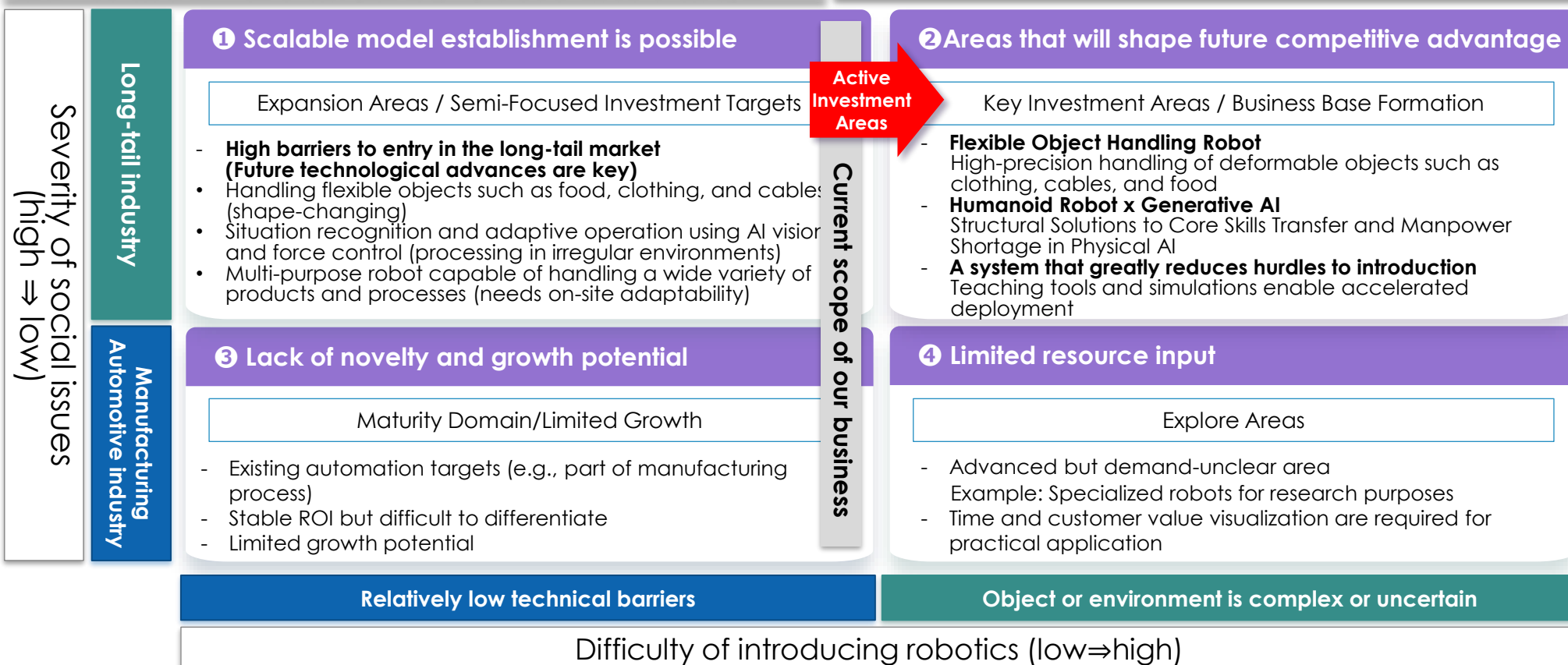
2023 Service Robot sales will exceed 205,000 units, a 30% increase over the previous year.

Source: "World Robotics 2024 - Industrial Robots" published by IFR (International Federation of Robotics) 2024.9

## Four Major Trends in the Robotics Industry in 2025

- Artificial Intelligence (AI)
- Humanoid Robots
- New Business Domain of Robots
- Robots as a Manpower Shortage Countermeasure

Source: "TOP 5 Global Robotics Trends 2025" published by IFR 2025.1.22



Strategic Software Investment for the Era of Physical AI (AI Robotics) To date, we have focused on the development of robots for the long-tail market (① quadrant above) that can handle a wide variety of tasks in small quantities. As a result of our marketing activities through continuous participation in international robot exhibitions, we are currently seeing a sharp increase in the number of inquiries in this field. This is due to the serious structural issues caused by the shortage of labor, especially in the long-tail market and the manufacturing industry. In the future, we will invest heavily in the above-mentioned quadrants ① and ②.



# Overview of strategic investment in AI robotics business

In the long-tail market, the premise of automation is crumbling as a result of a decrease in the number of foreign workers, making it difficult to secure human resources to perform inter-process transfers and auxiliary tasks even when factory premises are expanded. Under these circumstances, the development of a common software infrastructure that can lower the hurdles to robot introduction and efficiently integrate and control multiple robots is an urgent management issue and a key to differentiation. Therefore, we are making strategic investments in the following three areas to meet the rapidly growing demand for robotics in the long-tail market.

	Investment content	Future development
Development of AI application infrastructure	Developed teaching tools for robot arms to support the transfer of on-site skills and create a robot operating environment that can be handled by non-skilled personnel.	The development of an AI utilization infrastructure will lower the hurdles in the introduction of robotics, expand the target market, and evolve into a highly profitable business model based on reusable software assets. This is positioned as a strategic investment to realize medium- to long-term growth and profitability improvement by taking advantage of our unique strength in providing hardware and software in an integrated manner.
Construction of a simulation and development support platform	In the long-tail market, there is a lot of handling of soft and deformable "flexible materials" such as wire harnesses, clothing, cables, etc. Highly accurate motion prediction and design are essential to automate such operations.	This technology is directly linked to customer needs in the long tail market and is considered an essential element for the social implementation of AI robotics. There are a wide range of needs, including in the food processing industry (packaged products, such as bread, packaged vegetables, cheese, etc.), the medical industry (bandages, tubes, catheters, clothing), and the automotive industry (wire harnesses, rubber hoses).
Start of joint research and development for the integration of humanoid robot x generative AI	As a new growth investment, we will begin research and development of next-generation solutions that integrate humanoid robots and generative AI in collaboration with our partners in the manufacturing industry. In this initiative, we will borrow an actual manufacturing site (i.e., a "realistic on-site feel") while verifying issues and improving performance through demonstration tests, thereby refining effective technologies from a site-driven perspective.	After such a demonstration phase, we will gradually promote commercialization through co-creation with partner companies, aiming to establish high value-added products that will contribute to solving structural issues such as labor shortages and skill transfer in the manufacturing industry in the future.

Through these investments, the Company will enhance its competitive advantage in the robotics area while building a scalable business model that is capable of responding quickly to surging demand and is highly profitable. In the mid- to long-term, we expect that the accumulation and reuse of software assets will also contribute to higher profitability.



# Core of AI robotics strategy and contribution to mid-term Growth

We believe that the power of AI robotics can transform the industrial structure of Japan. This is not simply the automation of business operations, but the creation of a sustainable social infrastructure based on "autonomous AI that coexists with people" and "robots that understand and work in the field. The way for Japan to survive in this turbulent world lies in industrial restructuring and value creation through physical AI. Mamezou, as a core player, will promote the implementation of such AI with domestic and overseas customers and create the shape of next-generation industries.

## First mid-Term management plan New business

Strengthen software engineering business by applying generative AI

Co-created investment AI robotics projects with customers in long-tail markets

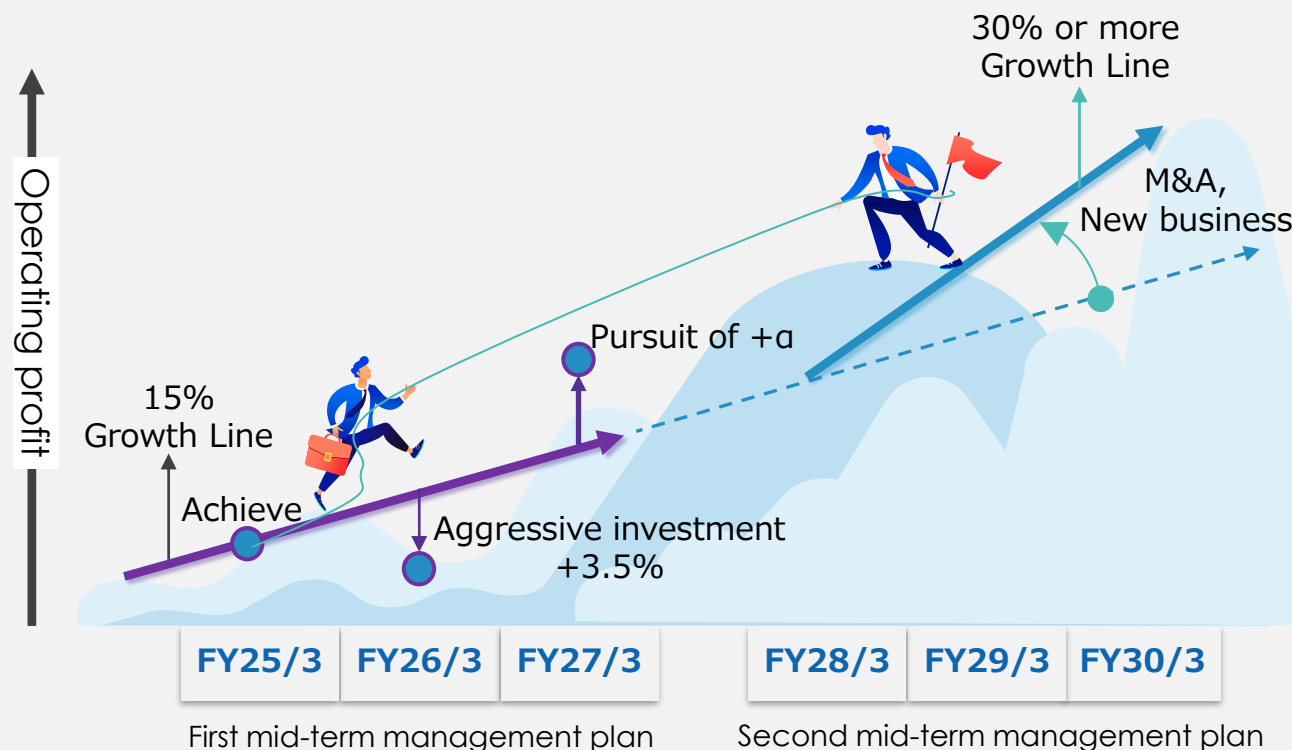
## Second mid-term management plan New Business

Effect of generating stock revenues from mass production business starting from projects with portfolio customers in the first phase of the project

- AI Robotics Enhancement
  - Teaching Tools
  - Simulation platform

Consulting business applying AI agents

Efforts toward the integration of humanoid robots and generative AI





# Digital competitiveness for every company

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



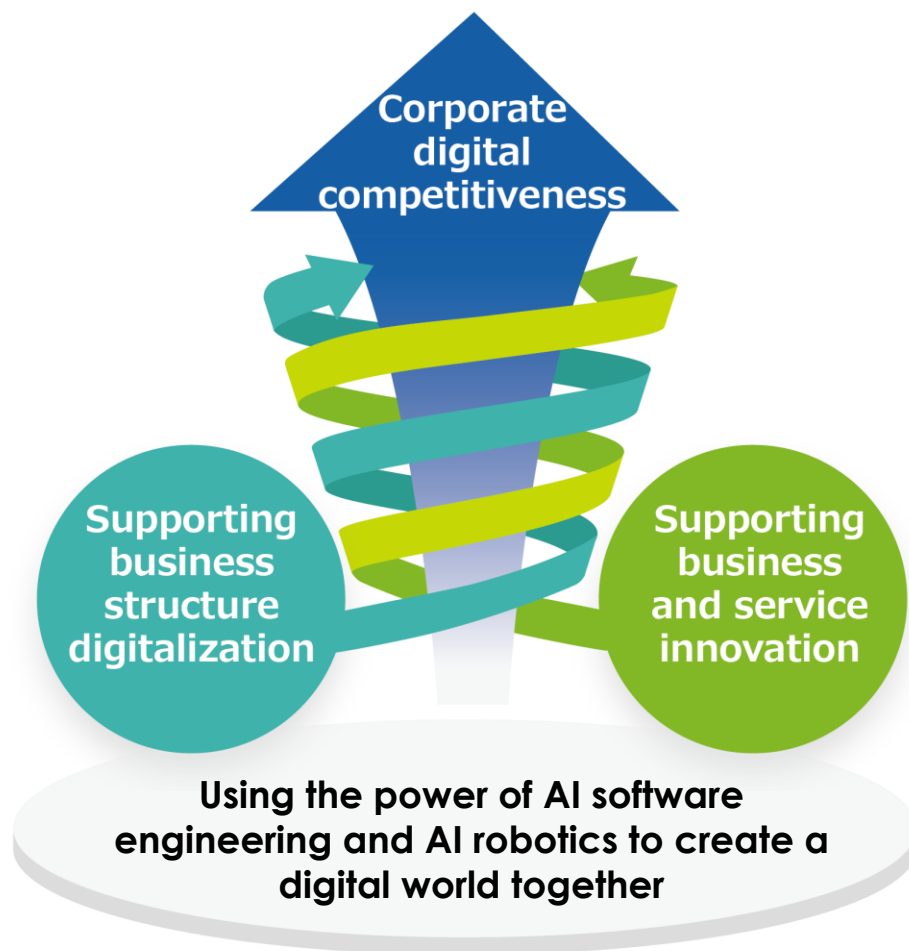
# 04

## Appendix

- **Company profile**
- Business overview of each service area
- Consolidated statements of income and consolidated balance sheets



# Digital-shift service company



## Mission

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

## Vision

### Digital-shift service company

Today, an increasing number of customers in diverse industries, including the automotive, financial, and trading industries, are seeking new value from the fusion of hardware and software. In particular, with the spread of automated driving and software-defined vehicles (SDV), the importance of software is rapidly increasing, and its integration has become the key to business success.

We have deep expertise in both hardware and software and the capability to maximize their synergy. This allows us to meet the high expectations of our customers and provide competitive, high value-added services, thereby contributing to the creation of new market value.

## **MAMEZO DIGITAL** HOLDINGS

## **MAMEZO DIGITAL HOLDINGS CO., LTD.**

- Establishment : November 2020
- CEO : Nakahara Tetsuya
- Employees : 19

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 : 232

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 : 130

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 : Miyata Kenji
- Employees : 465

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

# 04

## Appendix

- Company profile
- **Business overview of each service area**
- Consolidated statements of income and consolidated balance sheets



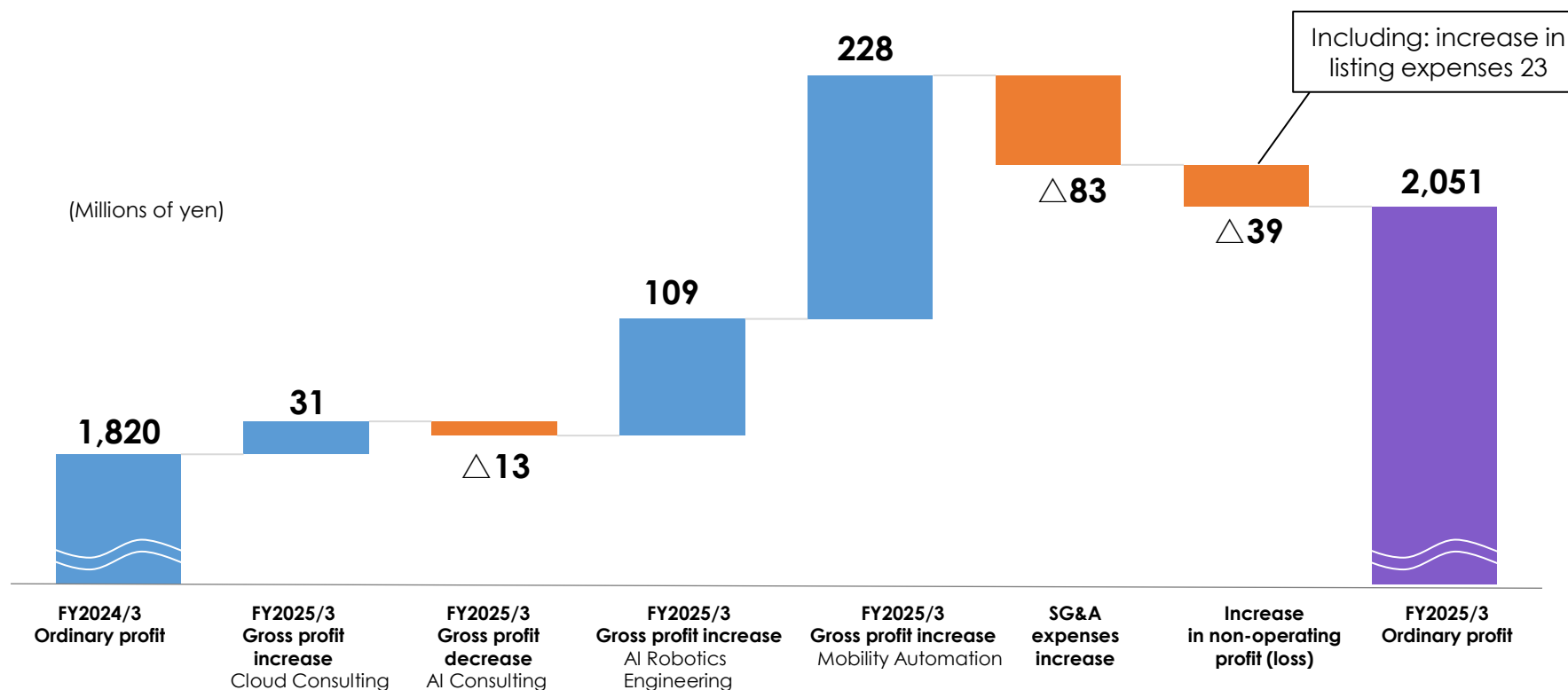
# Performance by service area

Each service area saw year-on-year sales growth. In particular, AI Robotics Engineering grew remarkably by 29.5% yoy, and overall gross profit increased by 11.2% yoy. In the AI consulting business, net sales grew by 7.1% yoy, but gross profit declined by -4.4% yoy, due to an increase in labor costs resulting from an increase in hiring, as well as an increase in subcontracting costs and various other expenses.

	FY2024/3		FY2025/3		YoY comparison
(Millions of yen)	Amount	Ratio	Amount	Ratio	
Net sales	9,586	100.0%	10,551	100.0%	+10.1%
Cloud Consulting	3,481	36.3%	3,557	33.7%	+2.2%
AI Consulting	735	7.7%	787	7.5%	+7.1%
AI Robotics Engineering	1,452	15.2%	1,881	17.8%	+29.5%
Mobility Automation	3,917	40.9%	4,325	41.0%	+10.4%
Gross profit	3,180	100.0%	3,535	100.0%	+11.2%
Cloud Consulting	1,208	38.0%	1,239	35.1%	2.6%
AI Consulting	299	9.4%	286	8.1%	▲4.4%
AI Robotics Engineering	498	15.7%	607	17.2%	+21.9%
Mobility Automation	1,174	36.9%	1,402	39.7%	+19.4%

# Benefit increase/decrease analysis

Ordinary profit for the current term increased +231 million yen (+12.7%) over the previous year. This increase was mainly due to higher profits in the three businesses: Cloud Consulting, AI Robotics Engineering, and Mobility Automation.





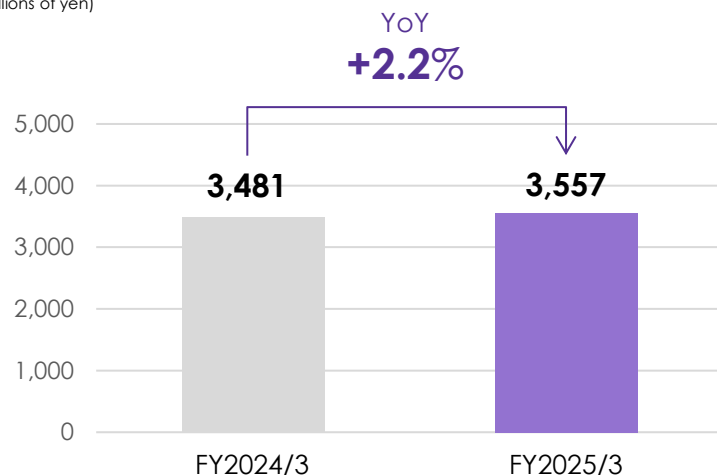
# Cloud Consulting

## Resolving issues unique to Japan and responding to expanding market opportunities

Market Trend: DX promotion stagnated due to the impact of legacy systems (mainframes). Demand for core system renewal is accelerating.  
Accelerating demand for in-house production support.

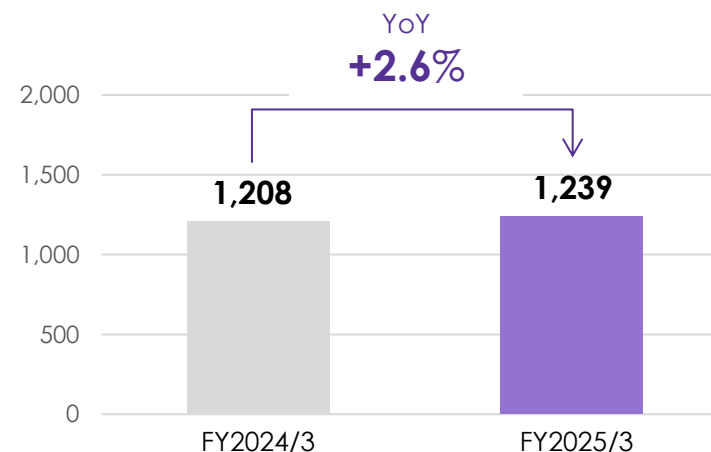
### Net sales

(Millions of yen)



### Gross profit

(Millions of yen)



### Business Overview

- Orders for consulting services including architecture design support and agile development in the infrastructure construction area were strong.
- **We have been able to strengthen strategic relationships with major general trading companies and are making progress in acquiring projects that will lead to the next fiscal year.**
- Despite the impact of a temporary freeze on projects in the major financial industry, we have been able to recover in a short period of time against the backdrop of the booming core system renewal market.
- In the ERP segment, ERP implementation support services continued to perform well against the backdrop of the booming ERP renewal market. As a result, full-year earnings reaches a record high!

### Priority measures for this fiscal year

- Sales ① : Expanding business by strengthening relationships with major general trading companies.
- Sales ② : **Strengthening the relationship with AWS through promotion to Advanced Tier.**

- Business: Mr. Urakawa joined as the business transformation executive officer and promoted the strengthening of the business foundation.  
By applying generative AI, the company aims not only to improve productivity but also to contribute to profitability.

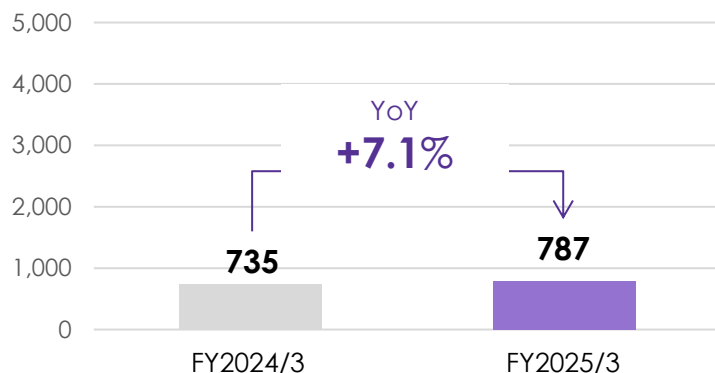
# AI Consulting

## Steady AI/DX investment and diversification of client portfolio

- Combining data science and traditional software engineering capabilities to create real business value.
- Maximize business value while reducing risk by leveraging our capabilities in requirements development and consensus building in the upstream process, which we have cultivated in traditional software engineering.

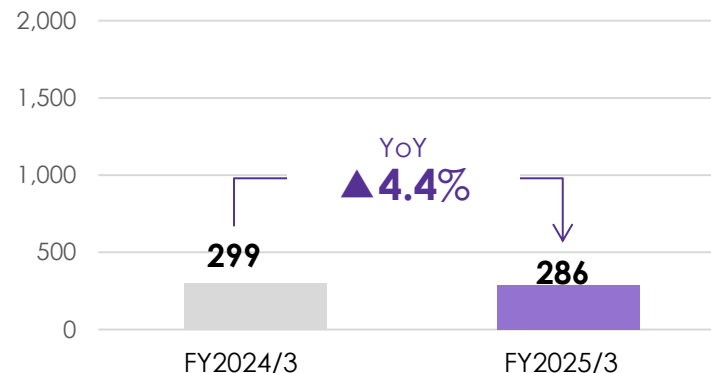
### Net sales

(Millions of yen)



### Gross profit

(Millions of yen)



### Business Overview

- Increase in system in-house production projects due to growing corporate demand for DX.
- Increased acquisition of AI implementation and consulting projects centered on AI algorithm development and support for utilization of generated AI technology.
- Hiring, including young doctoral graduates, is proceeding as planned.
- In the 2Q, earnings were affected mainly by increased labor costs due to project slips and increased hiring. Although projects that had slipped started in the second half of the year, full-year revenue and gross profit were up 7.1% and -4.4%, respectively, from the same period last year, resulting in an increase in revenue and a decrease in profit!

### Priority measures for this fiscal year

- Sales ① : Business is being expanded by strengthening relationships with major general trading companies.
- Sales ② : **Strengthening the relationship with AWS through promotion to Advanced Tier**
- Business ①: High value-added by developing new services for multimodal AI.
- Business ②: Accelerate digital human resource development business through industry-academia collaboration.

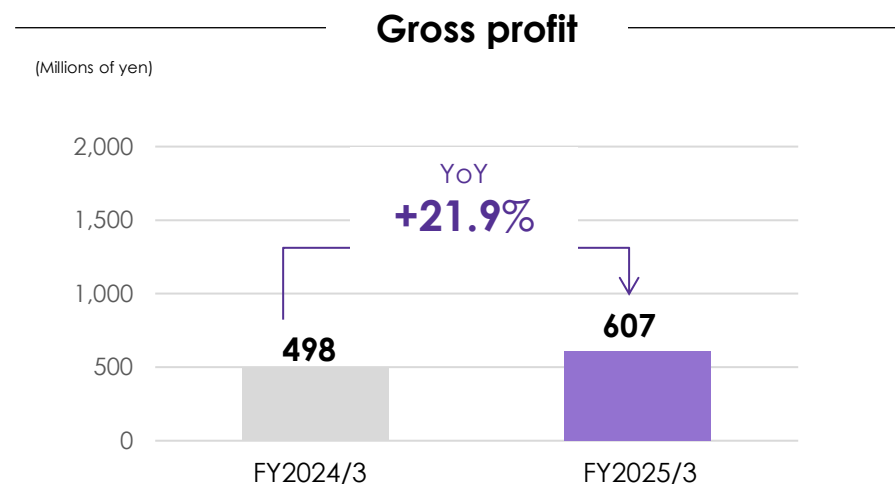
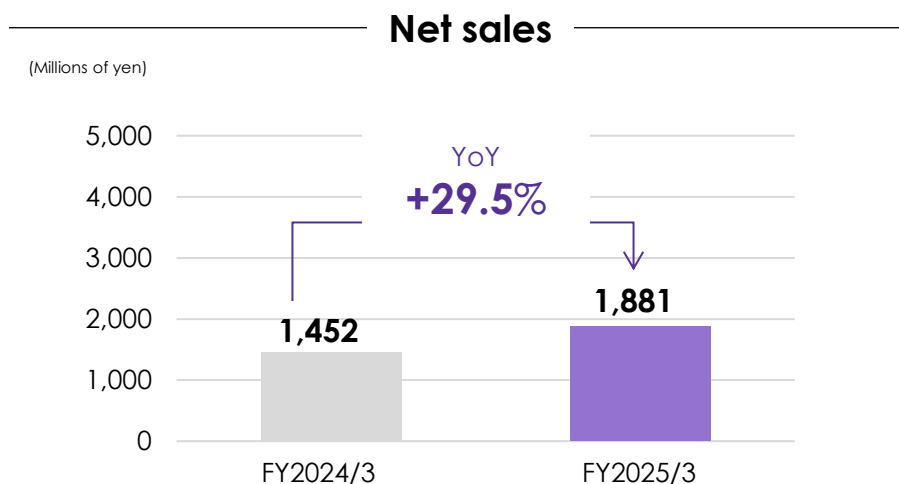
# AI Robotics Engineering

**Focus on strengthening AI robotics business for the service market and establish competitive advantage based on collaboration with major customers**

Growth potential of the small-volume, high-volume automation market; expanding trend of combining AI and robotics.

**Establishing a unique competitive advantage as the automotive industry reaches a tipping point (with software playing a central role)**

Waves of technological innovation such as CASE <sup>(1)</sup>, ADAS <sup>(2)</sup>, and SDV <sup>(3)</sup>. Advances in connected cars and autonomous driving. Acceleration of electrification (EV shift).



## Business Overview

- **Increased demand for industrial robot development support services and introduction of AI robots from low-volume, high-mix service industries.**
- **Increased inquiries from industrial robot manufacturers for technical support due to the growing trend of AI and robotics integration.**
- Upstream consulting services and R&D support in the automotive field continue to be strong.
- Full-year net sales and gross profit was the highest ever. Drivers of overall company performance.
- Diversification of human resources is progressing, including participation by many ready-to-work personnel from manufacturers.

## Priority measures for this fiscal year

- Sales ① : Successful past marketing efforts have resulted in brisk inquiries for robot projects.
- Sales ② : AI robotics investment projects to date are finally entering a phase of full-scale implementation and are entering a pivotal fiscal year.
- Business ① : Increased demand for robots in the medical industry.
- Business ② : We will make a major investment in the field of AI robotics.
- Business ③ : Automotive Businesses Watch the Impact of Tariff Issues.

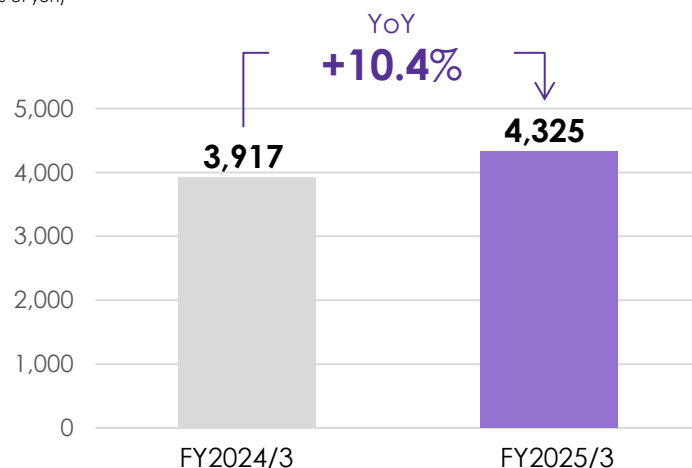
# Mobility Automation

## Manufacturing DX in the Automotive Industry

Technology innovation (CASE<sup>(1)</sup>, ADAS<sup>(2)</sup>, SDV<sup>(3)</sup>, etc.) will accelerate the need for digitalization of manufacturing sites in the automotive industry, including the development of in-vehicle ECUs.

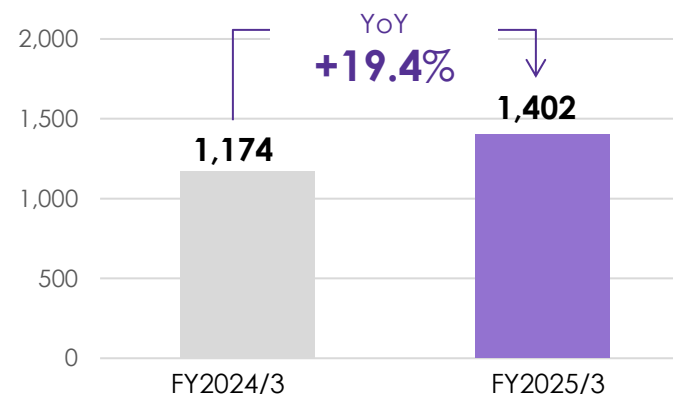
### Net sales

(Millions of yen)



### Gross profit

(Millions of yen)



### Business Overview

- Rising demand for manufacturing development support related to labor saving and automation, especially in the manufacturing industry.
- Expansion of development support in conjunction with increased investment in CASE for in-vehicle systems in next-generation vehicles, etc.
- **New business with OEM manufacturers is progressing well, and the expansion of transactions with existing customers will result in substantial growth for the full year compared to the same period of the previous year.**
- Sales and gross profit increased 10.4% and 19.4% YoY, respectively, due to higher unit prices resulting from higher value-added projects.
- Recruitment is on track, with new graduates being hired steadily.

### Priority measures for this fiscal year

- Sales ① : Expanding the in-vehicle ECU know-how gained in the automotive industry to other industries.
- Sales ② : Strengthening the Defense Industry Business.
- Business ① : Improved earnings by increasing the ratio of CASE and DX projects.
- Business ② : Take measures to minimize the impact of tariff issues.

# 04

## Appendix

- Company profile
- Business overview of each service area
- **Consolidated statements of income and consolidated balance sheets**



# Consolidated Statements of Income

## Consolidated Statements of Income(J-GAAP) <sup>(1)</sup>

(Millions of yen)

	FY2024/3		FY2025/3	
	Amount	Ratio	Amount	Ratio
<b>Net sales</b>	<b>9,586</b>	<b>100.0%</b>	<b>10,551</b>	<b>100.0%</b>
Cost of sales	6,405	66.8%	7,016	66.5%
<b>Gross profit</b>	<b>3,180</b>	<b>33.2%</b>	<b>3,535</b>	<b>33.5%</b>
Selling, general and administrative expenses	1,381	14.4%	1,464	13.9%
<b>Operating profit</b>	<b>1,799</b>	<b>18.8%</b>	<b>2,070</b>	<b>19.6%</b>
<b>Ordinary profit</b>	<b>1,820</b>	<b>19.0%</b>	<b>2,051</b>	<b>19.4%</b>
Profit before income taxes	1,672	17.4%	2,033	19.3%
<b>Profit attributable to owners of parent</b>	<b>1,159</b>	<b>12.1%</b>	<b>1,433</b>	<b>13.6%</b>
Depreciation	100	1.0%	81	0.8%
<b>EBITDA <sup>(2)</sup></b>	<b>1,899</b>	<b>19.8%</b>	<b>2,152</b>	<b>20.4%</b>

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

(2) Operating profit + depreciation

# Consolidated Balance Sheets

## Consolidated Balance Sheets(J-GAAP) <sup>(1)</sup>

(Millions of yen)	As of March 31, 2024		As of March 31, 2025	
	Amount	Ratio	Amount	Ratio
<b>Current assets</b>	<b>2,598</b>	<b>73.4%</b>	<b>3,680</b>	<b>78.1%</b>
<b>No-current assets</b>	<b>944</b>	<b>26.6%</b>	<b>1,032</b>	<b>21.9%</b>
<b>Total assets</b>	<b>3,543</b>	<b>100.0%</b>	<b>4,712</b>	<b>100.0%</b>
<b>Current liabilities</b>	<b>1,273</b>	<b>35.9%</b>	<b>1,291</b>	<b>27.4%</b>
<b>Non-current liabilities</b>	<b>8</b>	<b>0.2%</b>	<b>11</b>	<b>0.3%</b>
<b>Total net assets</b>	<b>2,261</b>	<b>63.8%</b>	<b>3,409</b>	<b>72.3%</b>
<b>Total liabilities and net assets</b>	<b>3,543</b>	<b>100.0%</b>	<b>4,712</b>	<b>100.0%</b>

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.

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