



2025.5.12

FY2025 1st Quarter
Financial Results
Presentation
Materials

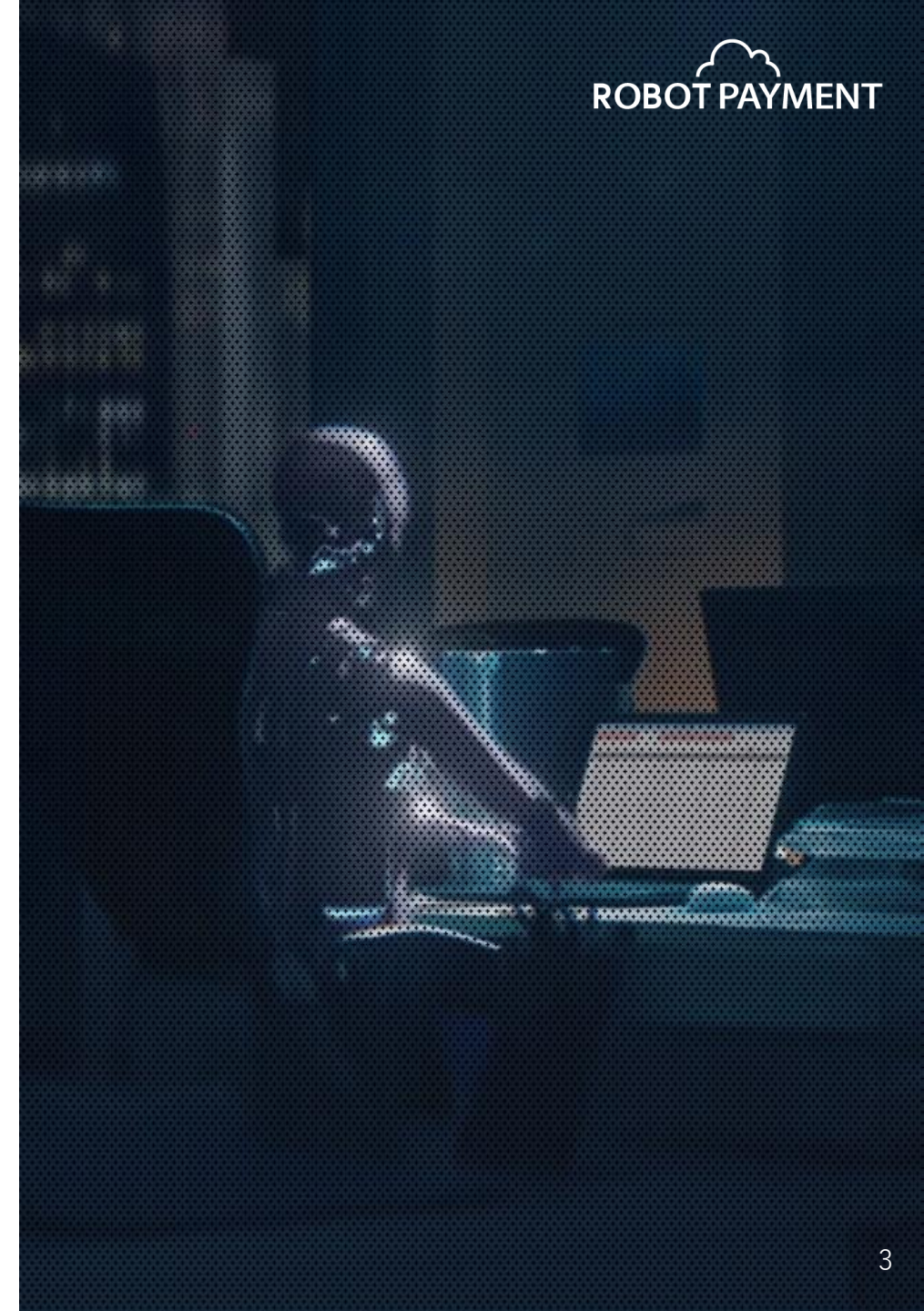
ROBOT PAYMENT Inc.

TSE Growth Market 4374

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01 | Financial Highlights



FY2025 1st Quarter Results (Ending December)



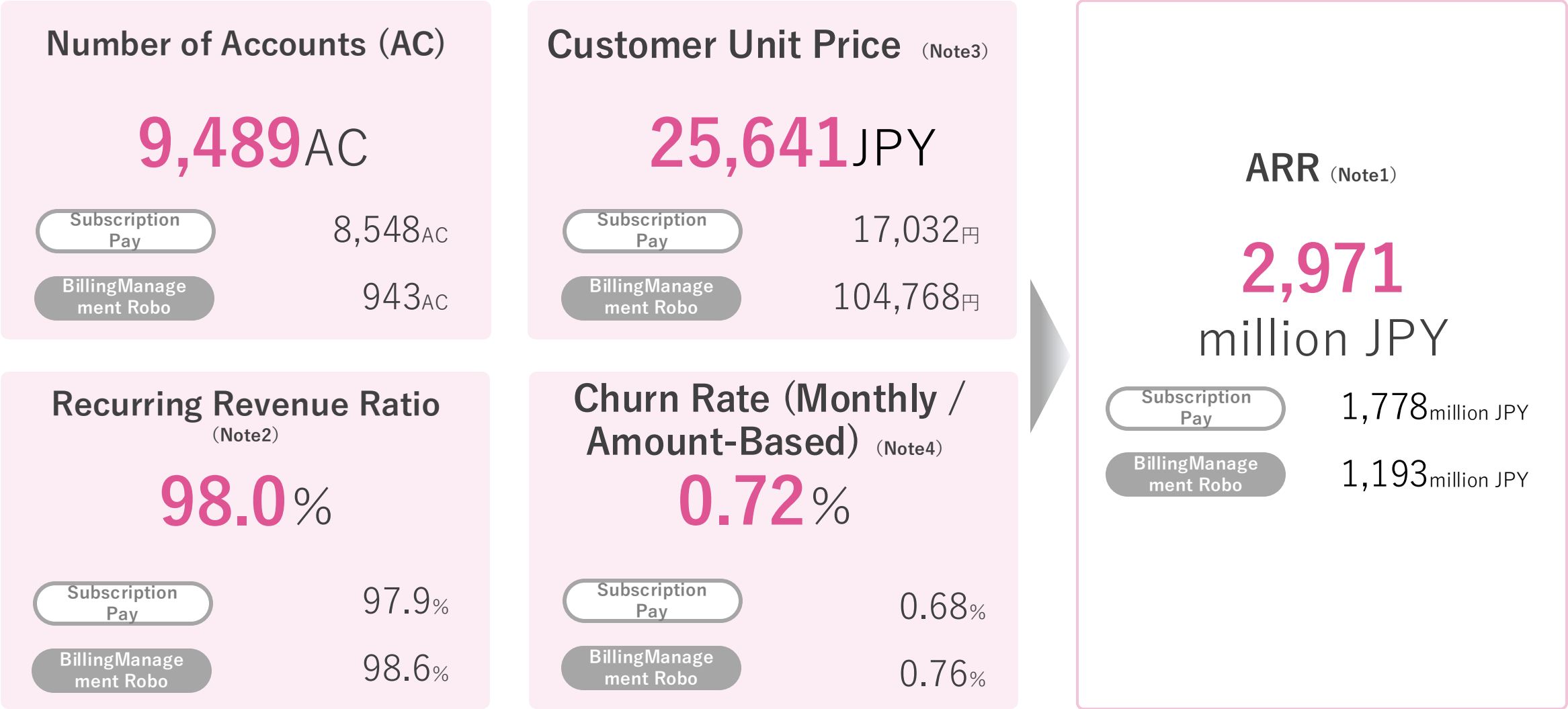
Sales for Q1 increased by 19.2% year-on-year, accompanied by substantial increase in operating profit

Unit: Million JPY	1Q FY2024 Results	1Q FY2025 Results	YoY Change	FY2025 Forecast	FY2025 Achievement Rate
Net Sales	627	748	+19.2%	3,150	23.7%
Gross Profit	564	677	+13.0%	2,822	24.0%
SG&A Expenses	448	517	+23.8%	2,211	23.4%
Operating Profit	116	160	+38.3%	611	26.2%
Net Profit	80	112	+39.6%	422	26.5%

(Note) All figures are in millions of yen and are rounded off to the nearest million yen.

KPI Highlights

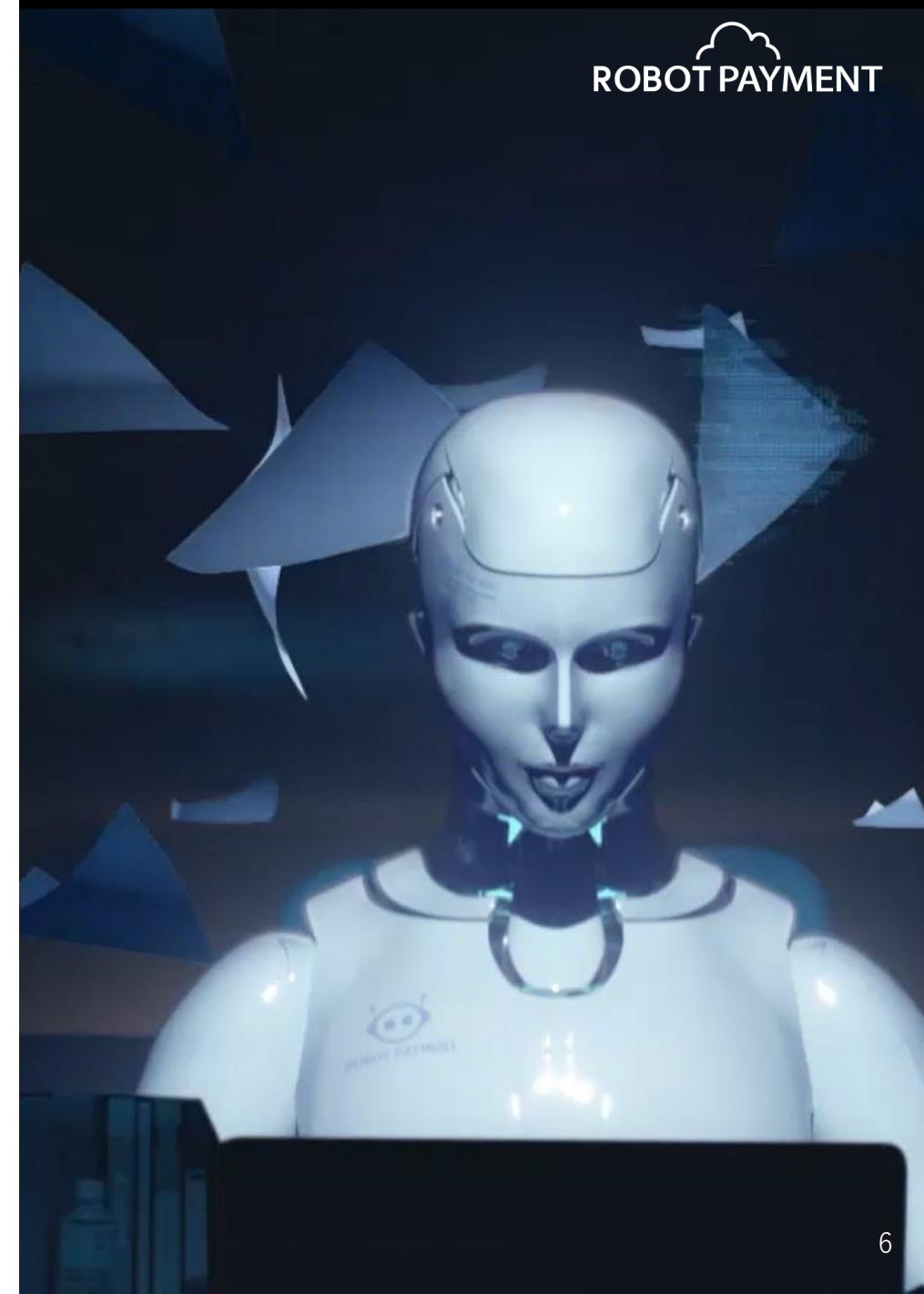
Customer unit price hit an all-time high, and ARR is approaching 3 billion yen.



(Note 1) ARR: Abbreviation for "Annual Recurring Revenue." Calculated by multiplying the recurring revenue in March 2025 (total of revenue generated continuously over the service usage period) by 12 (annualized).
(Note 2) Recurring Revenue Ratio: The proportion of recurring revenue included in product sales in March 2025.
(Note 3) Customer Unit Price: Monthly recurring revenue per account as of the end of March 2025 (excluding initial fees from monthly sales).
(Note 4) Churn Rate (amount-based): The monthly churn rate calculated as "recurring revenue lost from customers who canceled during the month ÷ total recurring revenue at the beginning of the month," averaged from January to March 2025.

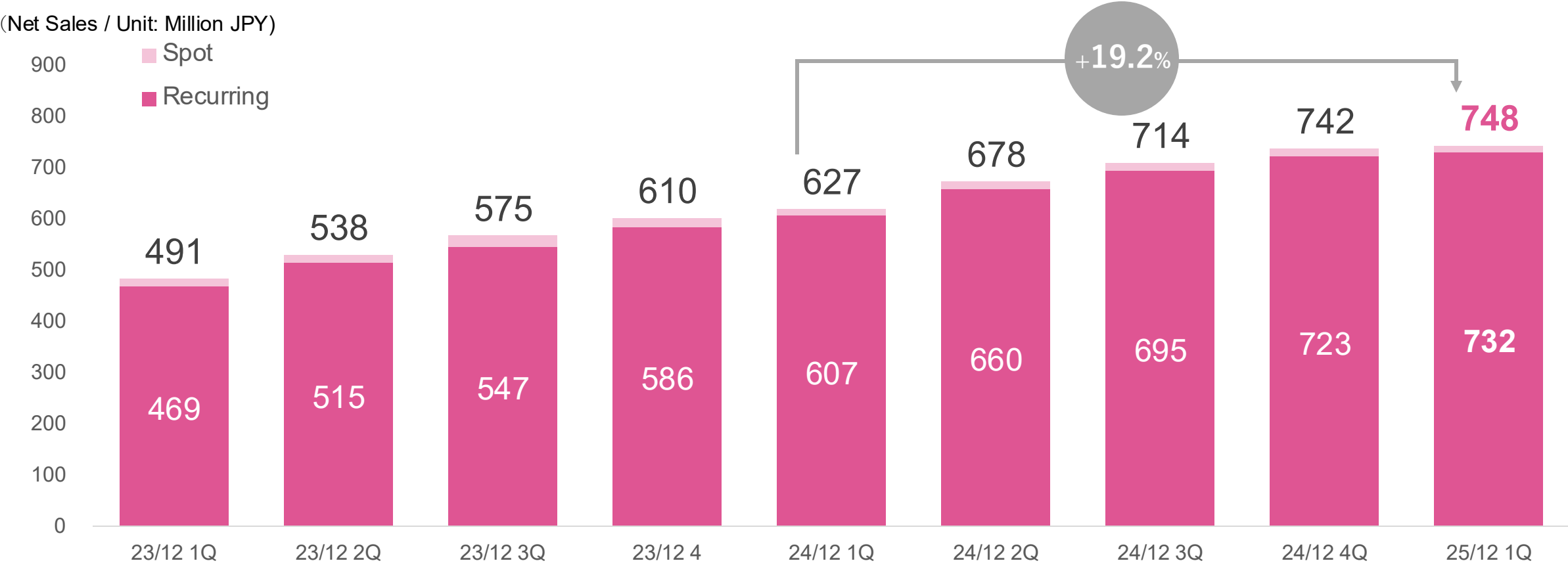
02 |

FY2025 1st Quarter
Results
(Ending December)



Revenue Trend (Quarterly)

Recurring revenue led the way, resulting in a 19.2% year-over-year increase in total sales

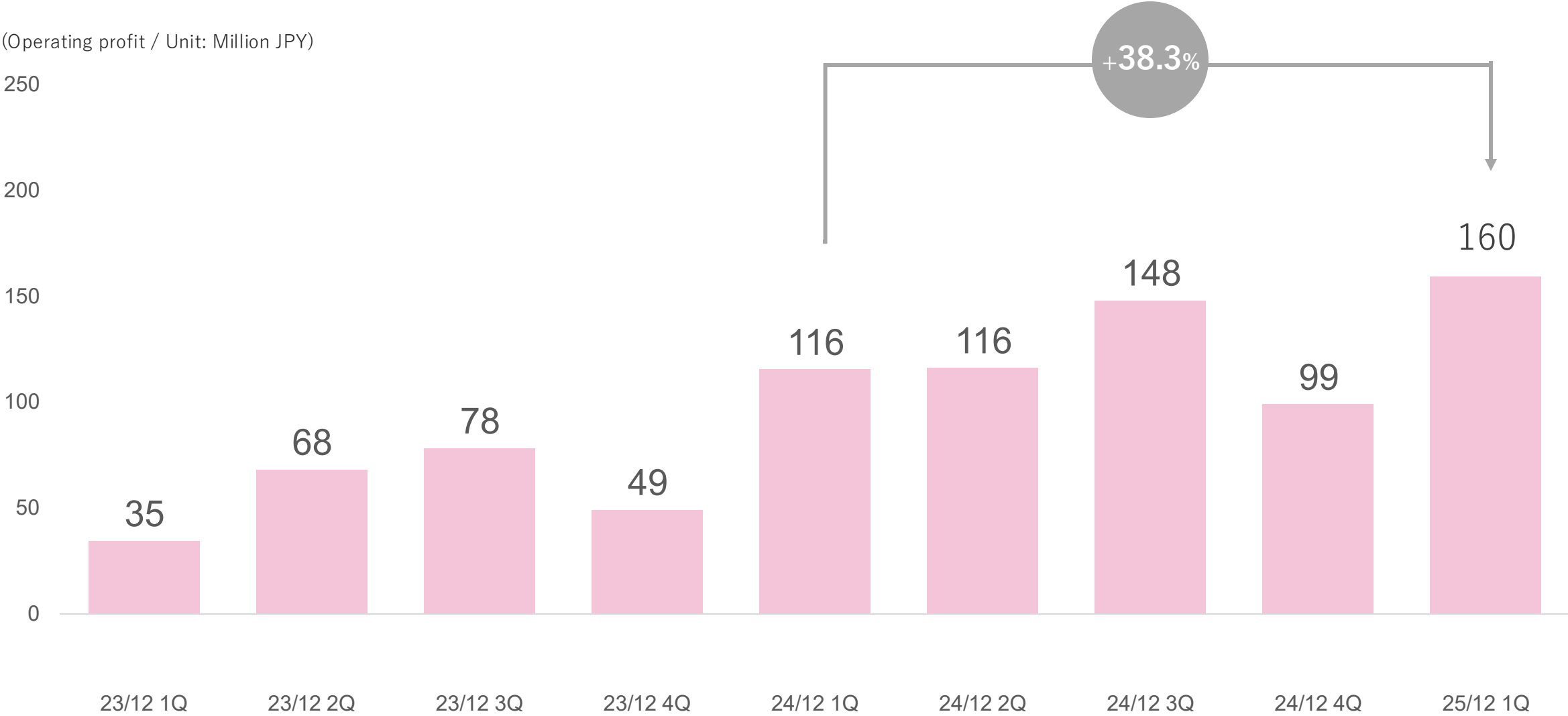


(Note) Recurring revenue refers to revenue that is generated on a regular basis, excluding initial setup fees from total sales

Operating Profit Trend (Quarterly)

Operating profit grew 38.3% year over year, marking a new quarterly record.

(Operating profit / Unit: Million JPY)

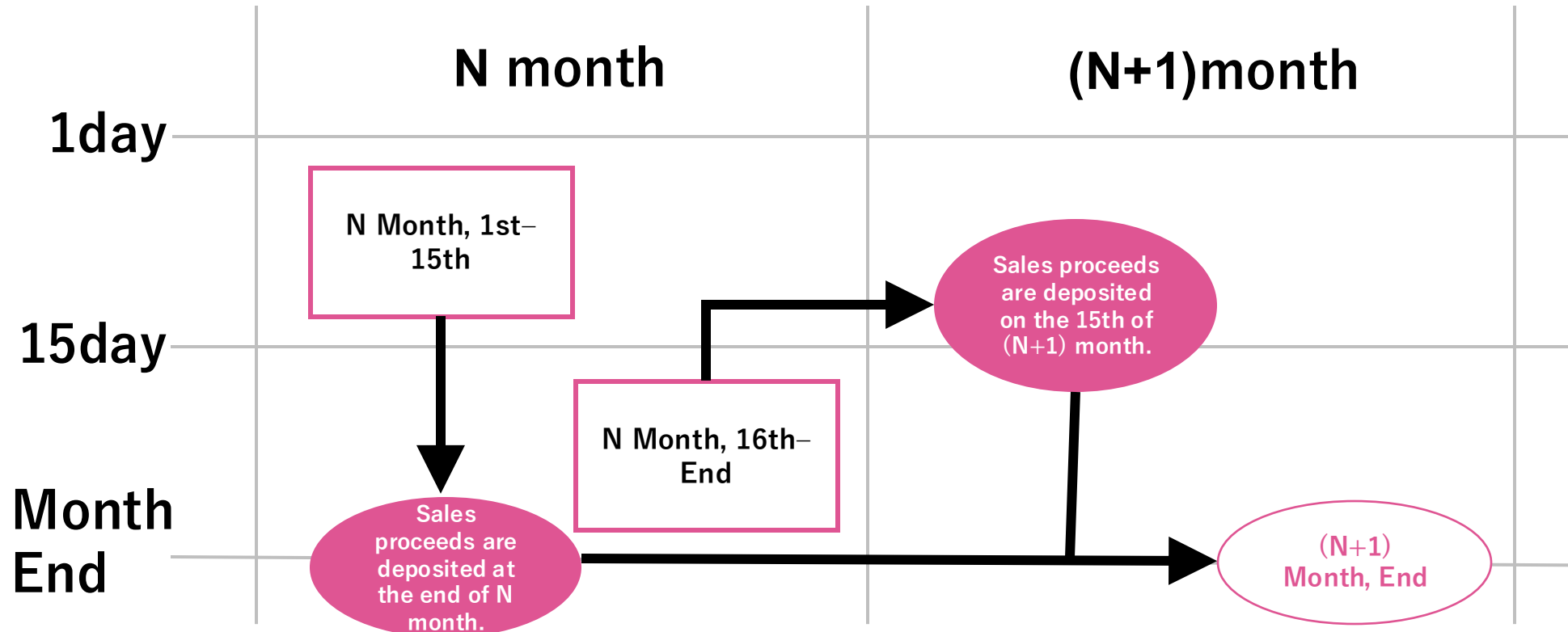


Balance Sheet

Unit: Million JPY	End of 1Q FY2024	End of FY2024	End of 1Q FY2025	vs End of FY2024
Current Assets	4,884	6,016	6,211	+195
Non-current Assets	692	592	523	-68
Total Assets	5,575	6,607	6,734	+127
Current Liabilities	4,599	5,456	5,864	+407
Non-current Liabilities	37	5	0	-5
Total Liabilities	4,636	5,461	5,864	+402
Capital Stock	764	1,005	771	-234
Other Net Assets	175	141	99	-42
Total Net Assets	940	1,146	871	-275

About Deposits (Cash Flow Overview)

The sales proceeds from our customers are first received by us from various payment providers such as banks and credit card companies. These funds are held by us for up to 50 days before being remitted to our customers. This is because the payment cycle between us and the payment providers is typically “closing on the 15th, paid at the end of the month” or “closing at month-end, paid on the 15th of the following month,” whereas the disbursement cycle between us and our customers is generally “closing at month-end, paid at the end of the following month” or “closing at month-end, paid on the 20th of the second following month.”



Note: Payment to client companies is made at the end of the following month.

About Deposits (Impact on the Balance Sheet)

While sales proceeds from our customers remain temporarily with us, both cash and deposits received increase on our balance sheet. Once the funds are remitted to our customers, cash and deposits received decrease accordingly.

When deposits are retained

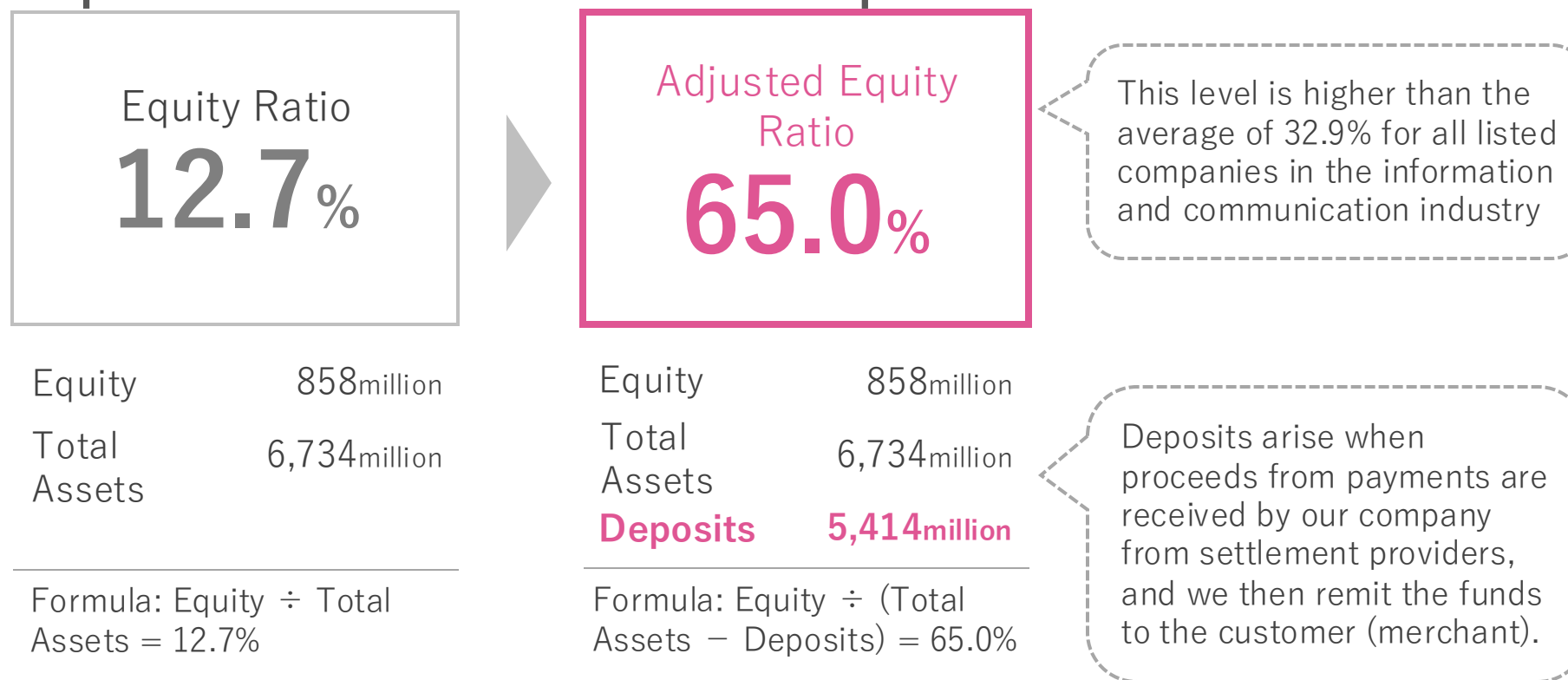
Assets	Liabilities & Net Assets
Cash①	Deposits received
Cash②	
Other Assets	Other Liabilities & Net Assets

If deposits were not retained

Assets	Liabilities & Net Assets
Cash②	
Other Assets	Other Liabilities & Net Assets

About Equity Ratio

Excluding the impact of deposits inherent in our business model, our adjusted equity ratio stands at 65.0%. Currently, we have no long-term borrowings under non-current liabilities, allowing us to maintain high financial stability in our operations. Going forward, we aim to leverage our equity to achieve long-term stable growth and pursue flexible business development.



03

FY2025 1st Quarter Results
by Business Segment
(Ending December)



03-1

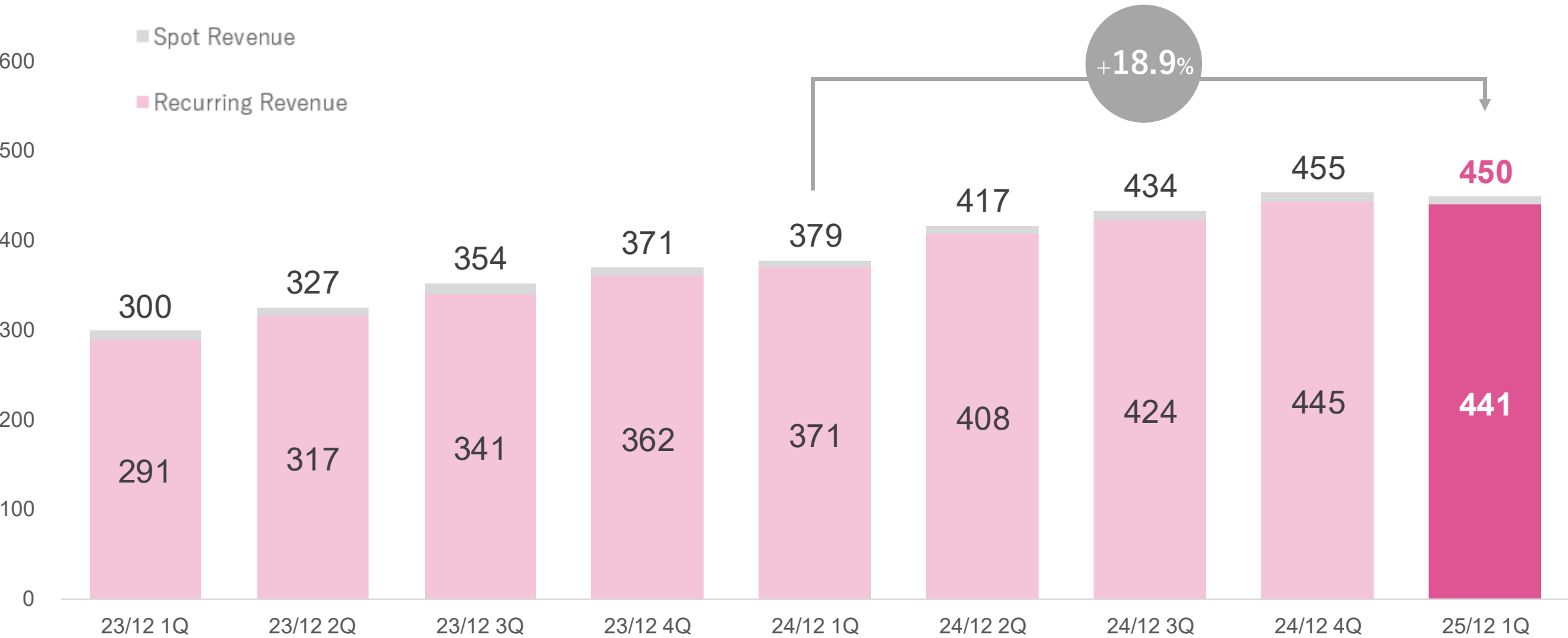
FY2025 1st Quarter Segment Results

Subscription Pay

Subscription Pay Revenue Trend (Quarterly)

Transaction volume maintained strong momentum, resulting in customer unit price increase, a year-over-year Q1 growth of +18.9%.

(Revenue / Unit: million yen)

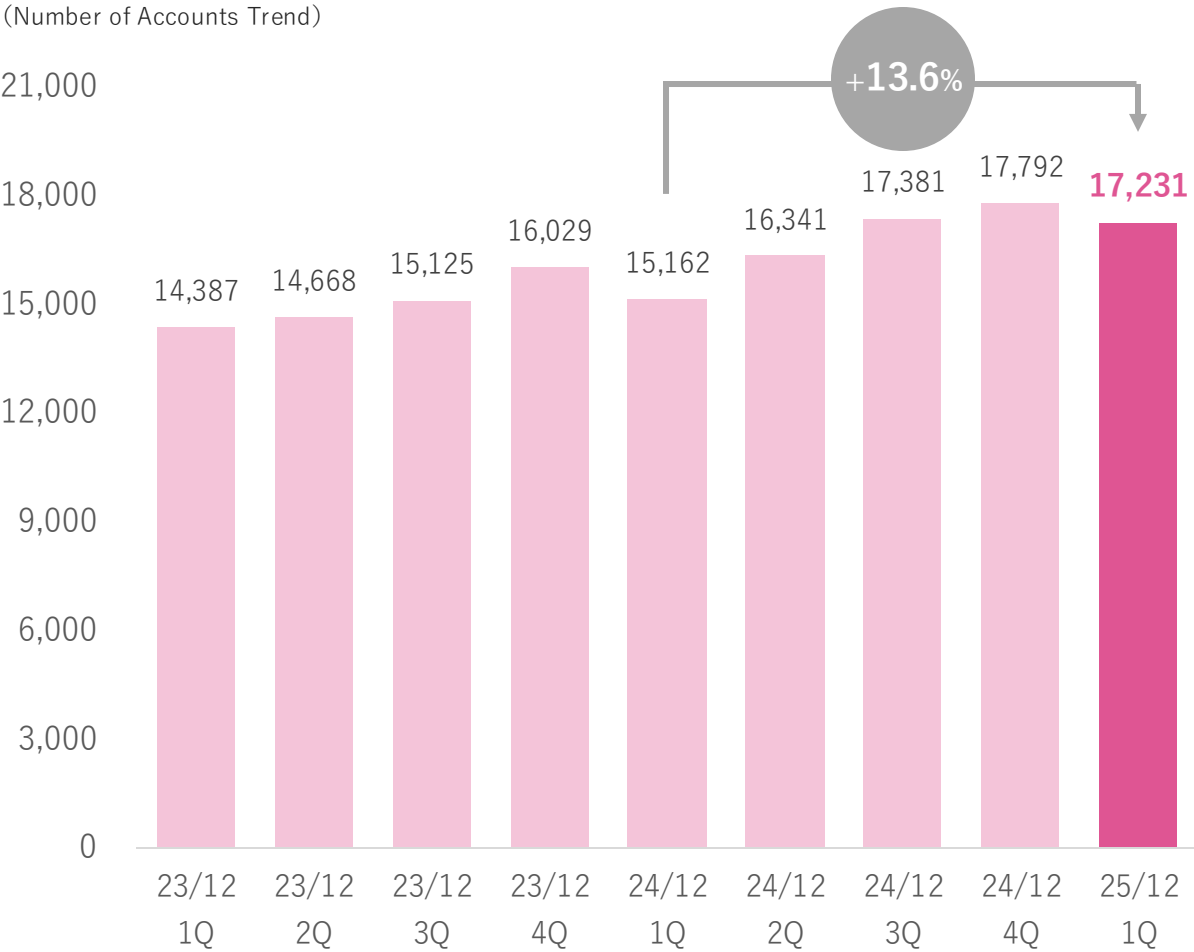


(Note) : Revenue from Subscription Pay excludes transaction volume processed via CAT terminals within the Payment Business.

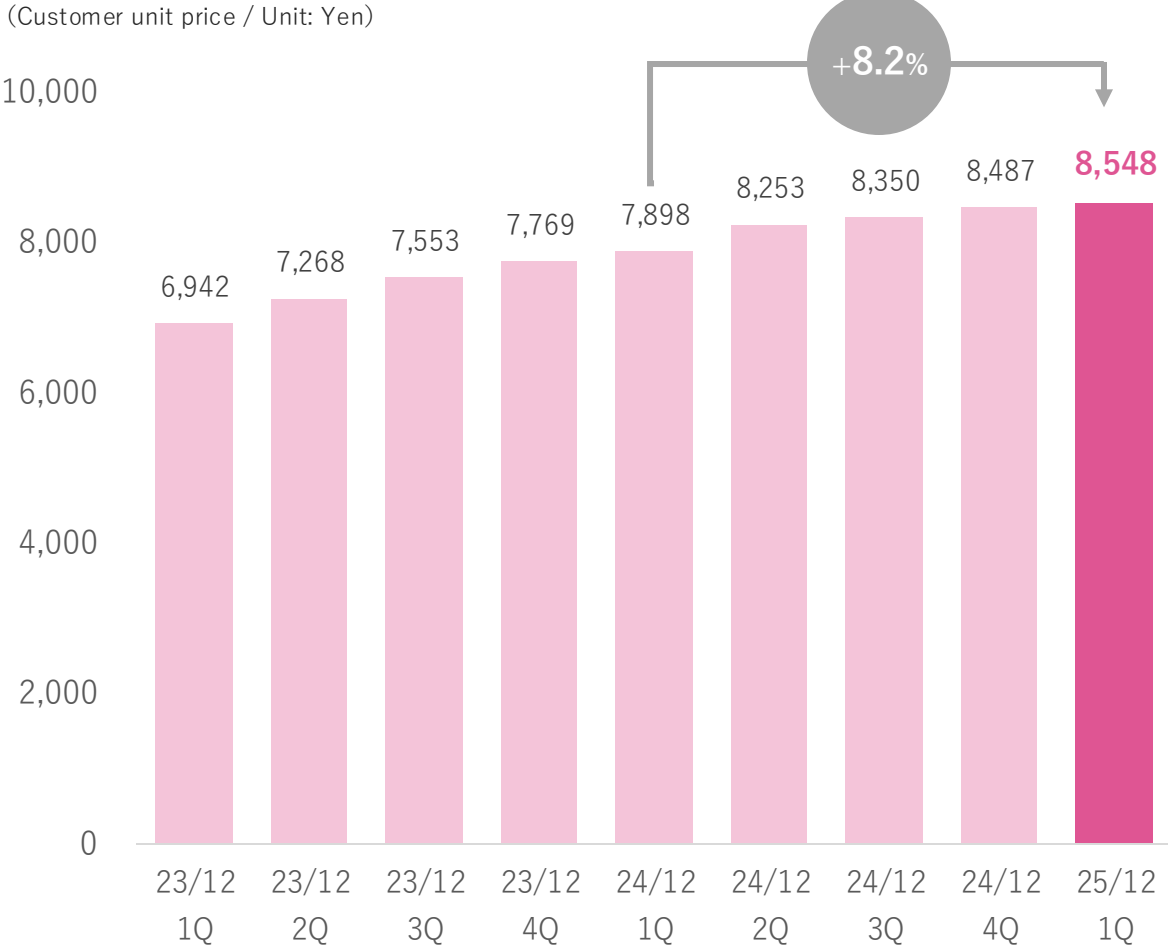
Subscription Pay Key KPI Trends ① (Quarterly)

Customer unit price increased year over year, and the number of accounts also increased steadily.

Customer Unit Price (Note 1) Trend



Number of Accounts

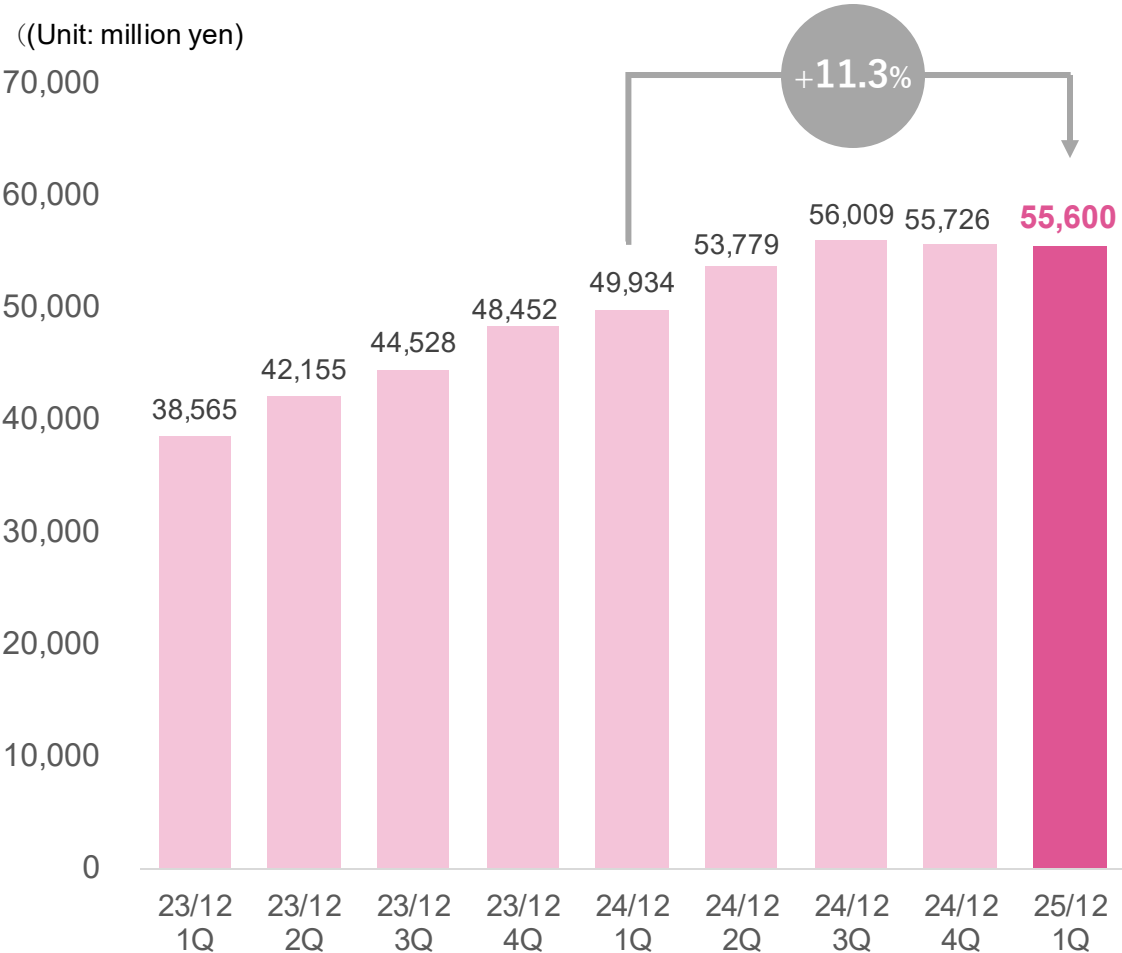


(Note) Customer unit price: Monthly recurring revenue per account (as of the end of the quarter, excluding initial fees from monthly sales)

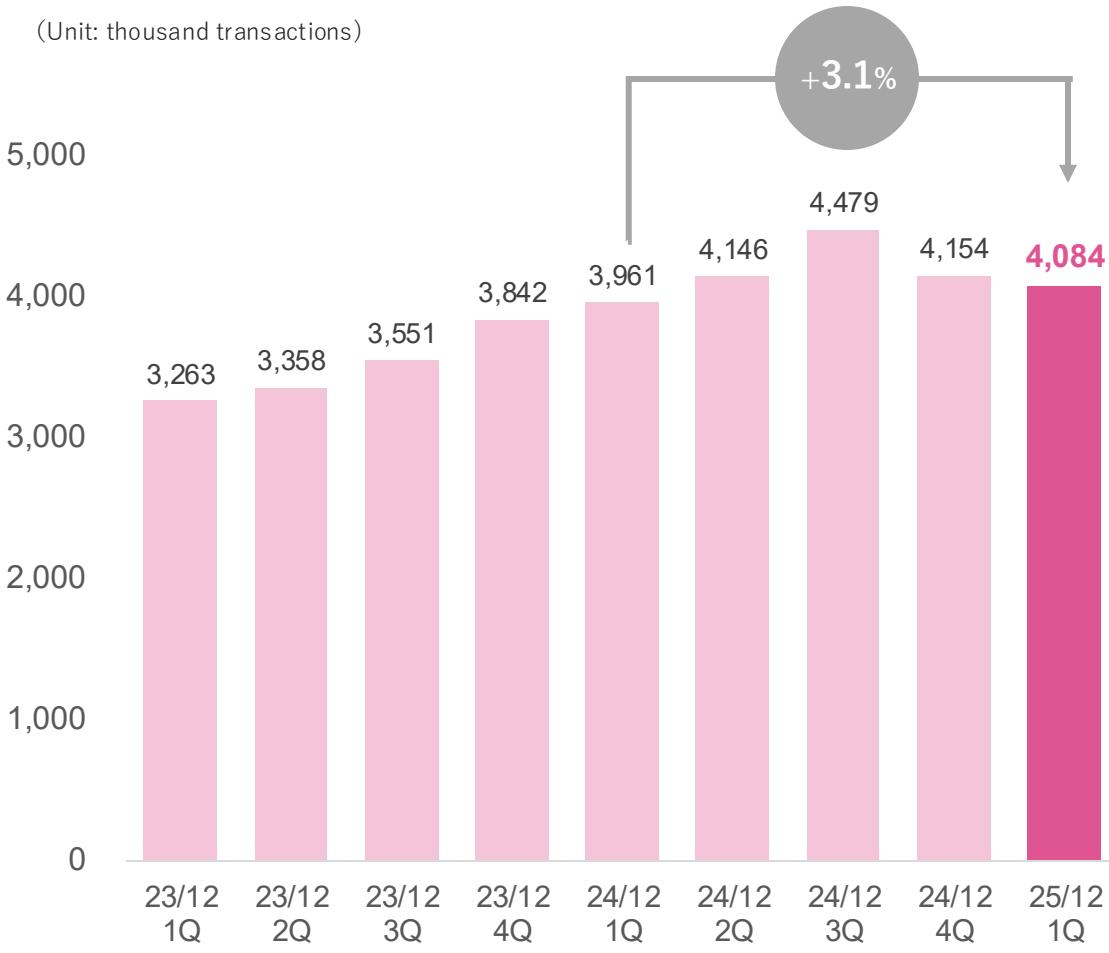
Key KPI Trends for Subscription Pay (Quarterly)

Transaction volume and number of transactions remained strong momentum

Transaction Volume Trend



Transaction Count Trend



03-2

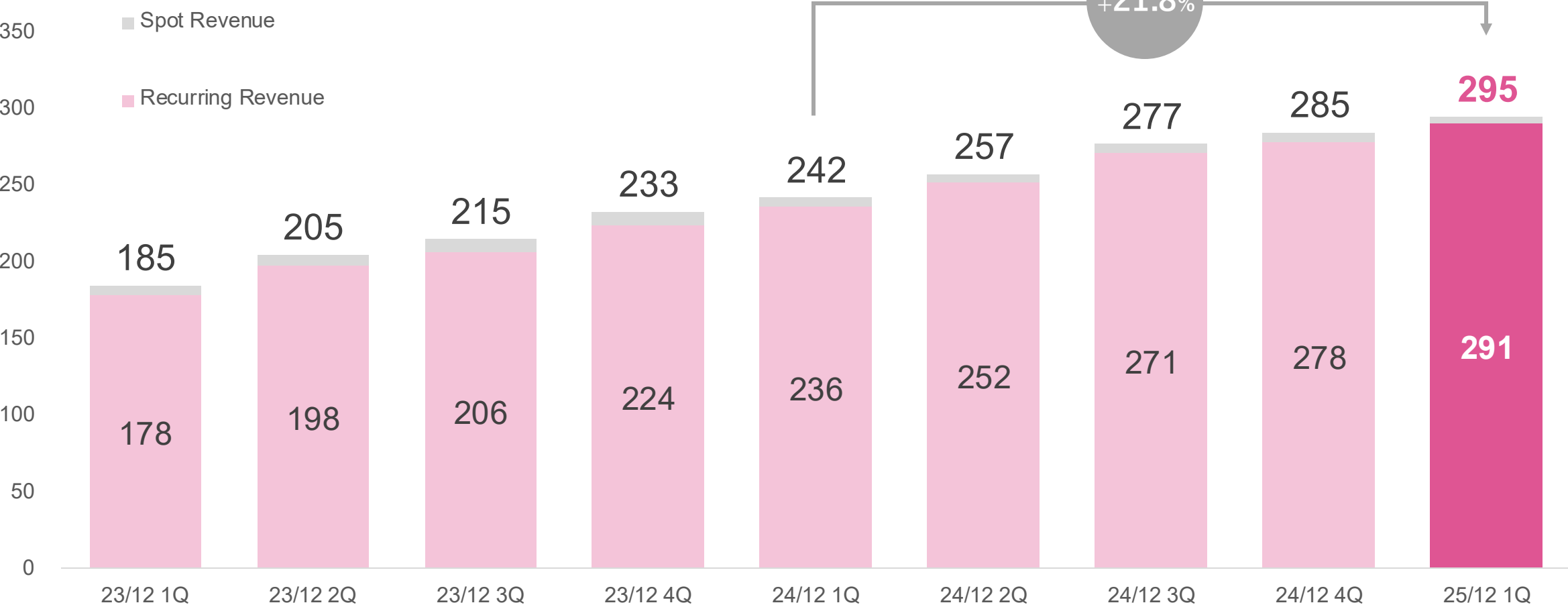
FY2025 1st Quarter Segment Results

Billing Management Robo

Billing Management Robo Revenue Trend (Quarterly)

Due to increase in customer unit price and new customers,
net sales rose +21.8% year over year

(Net sales / Unit: million yen)

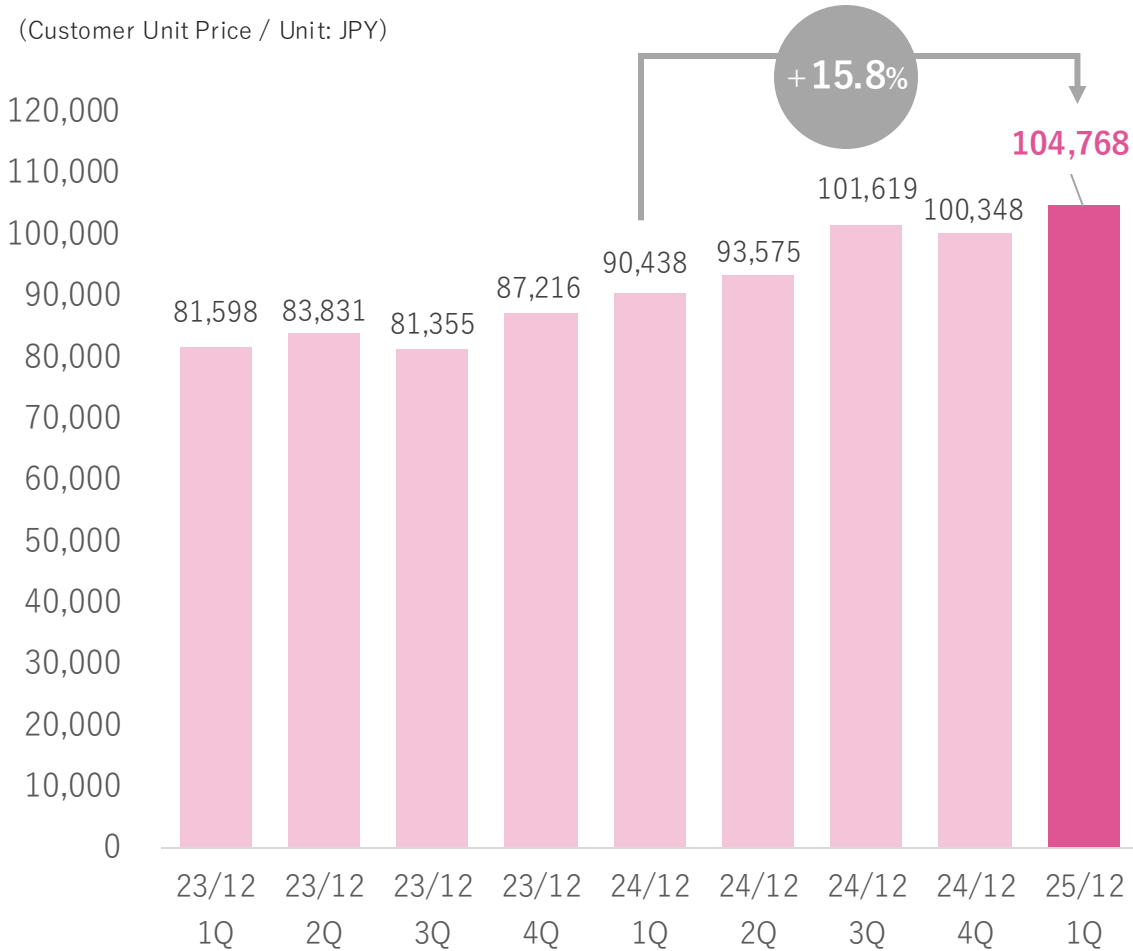


Key KPI Trends for Billing Management Robo (Quarterly)

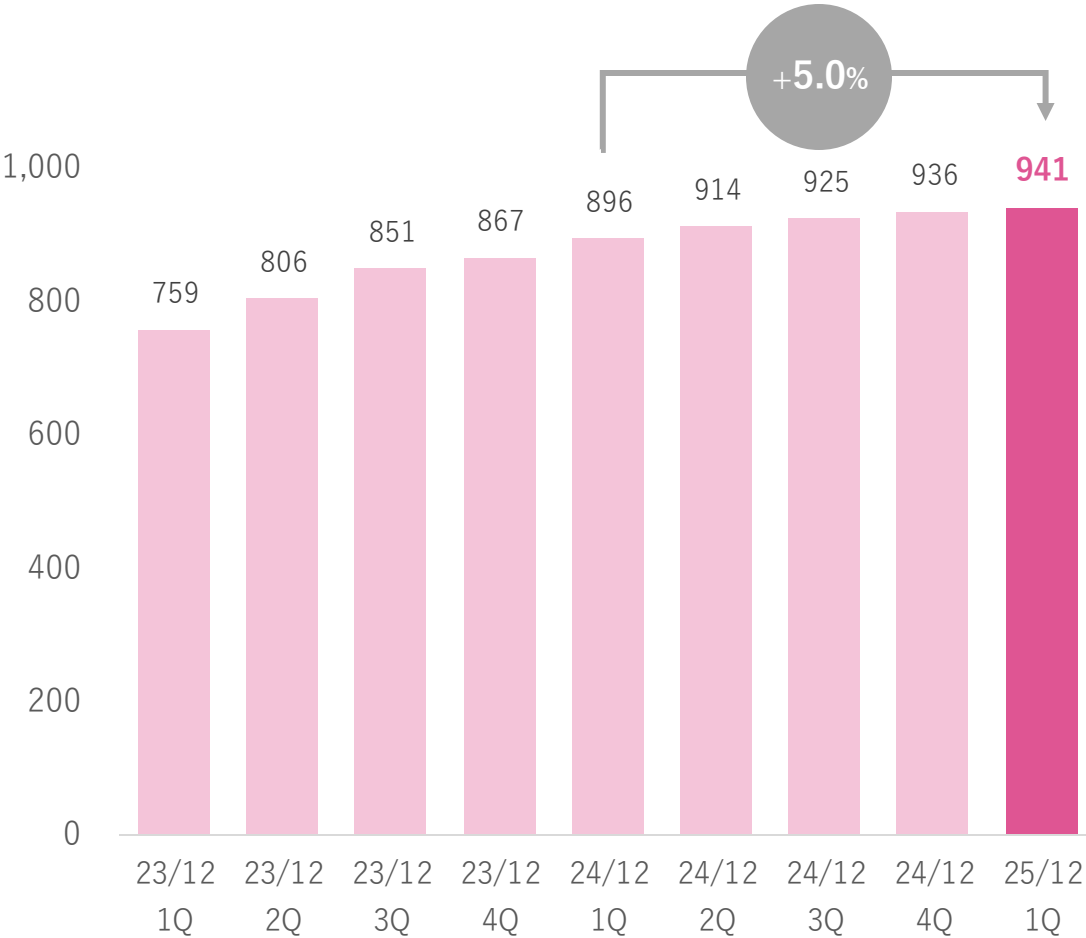
Higher customer unit price for newly acquired customers drove 15.8% YoYo increase in overall customer unit price.
New customer acquisition also remained strong, with the total number of accounts up by 5.0% YoY.

Customer Unit Price (Note 1) Trend

(Customer Unit Price / Unit: JPY)



Account Count Trend

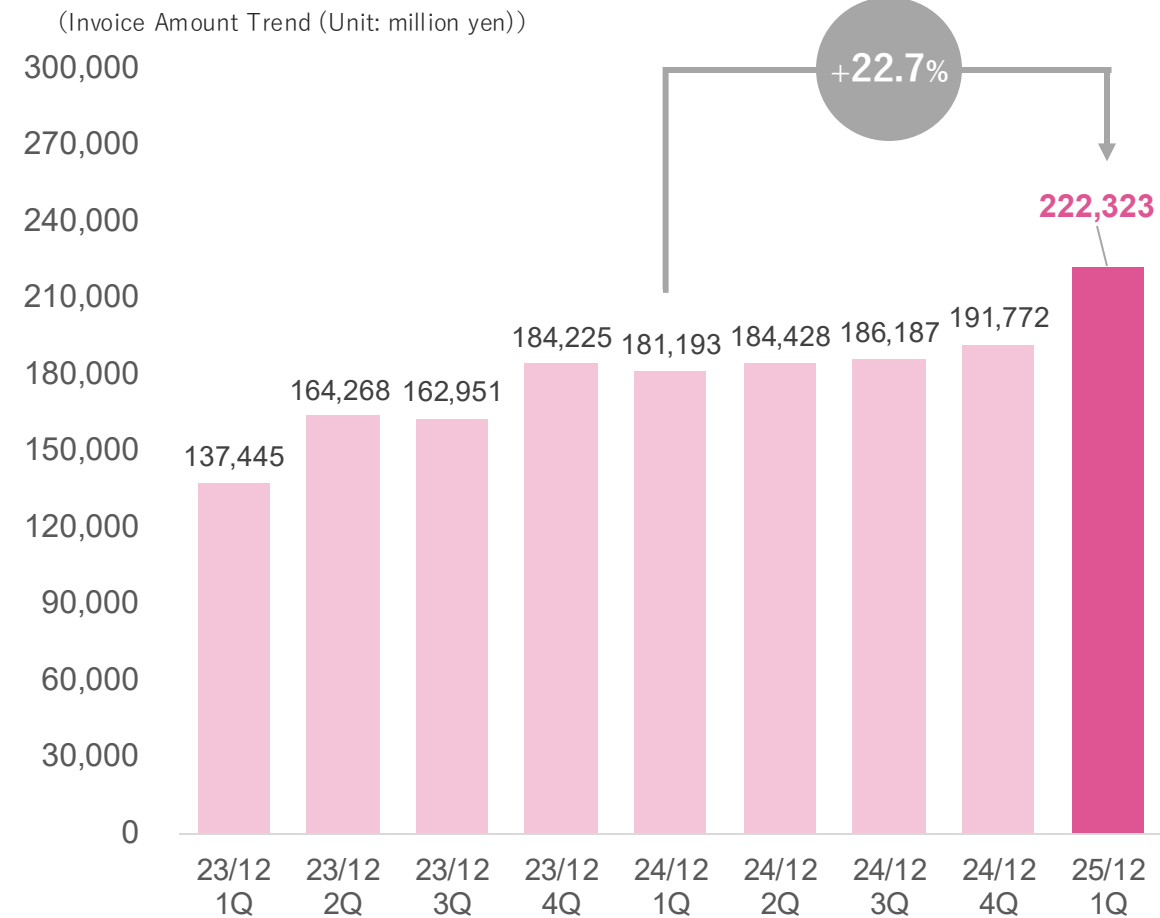


(Note 1: Customer Unit Price refers to the monthly recurring revenue per account at the end of the quarter, excluding initial fees from the monthly sales amount.)

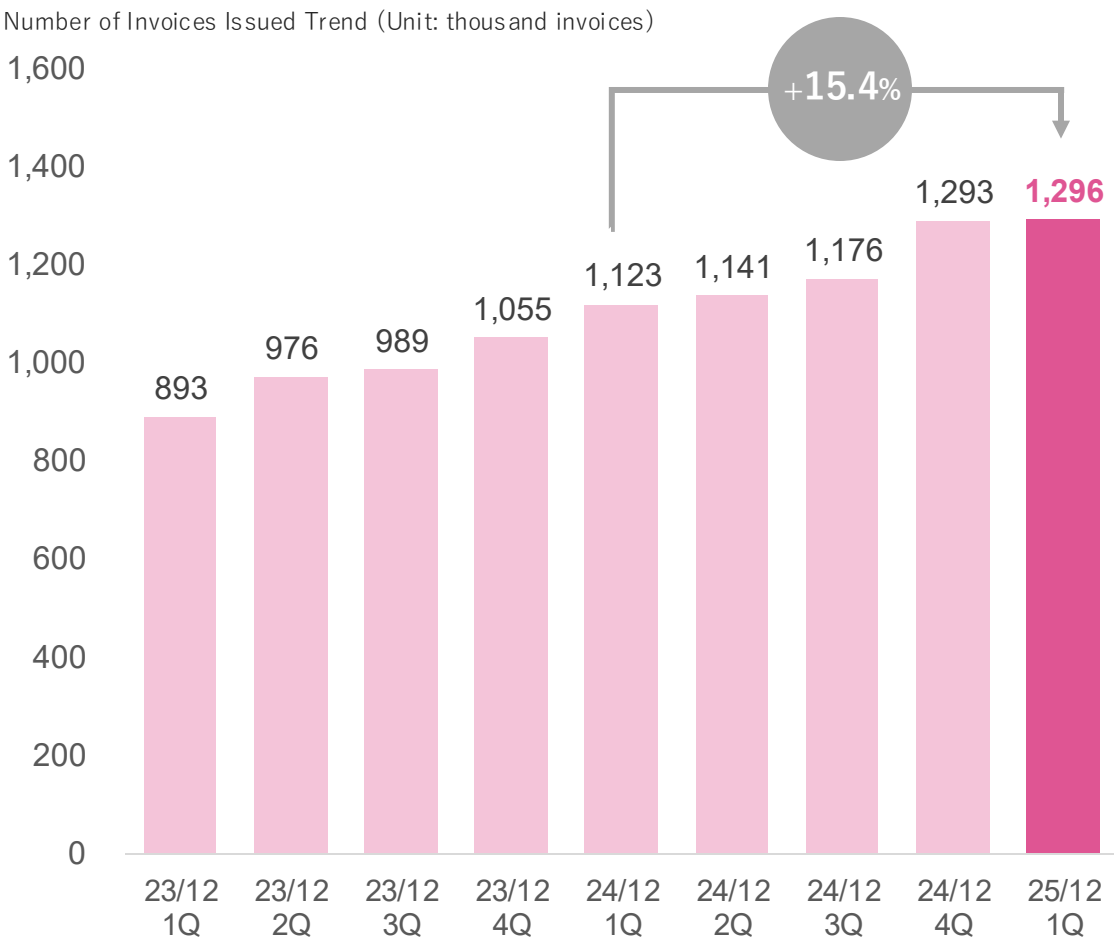
Key KPI Trends for Billing Management Robo ② (Quarterly)

Both invoice amount and number of invoices issued increased steadily year over year

Invoice Amount Trend

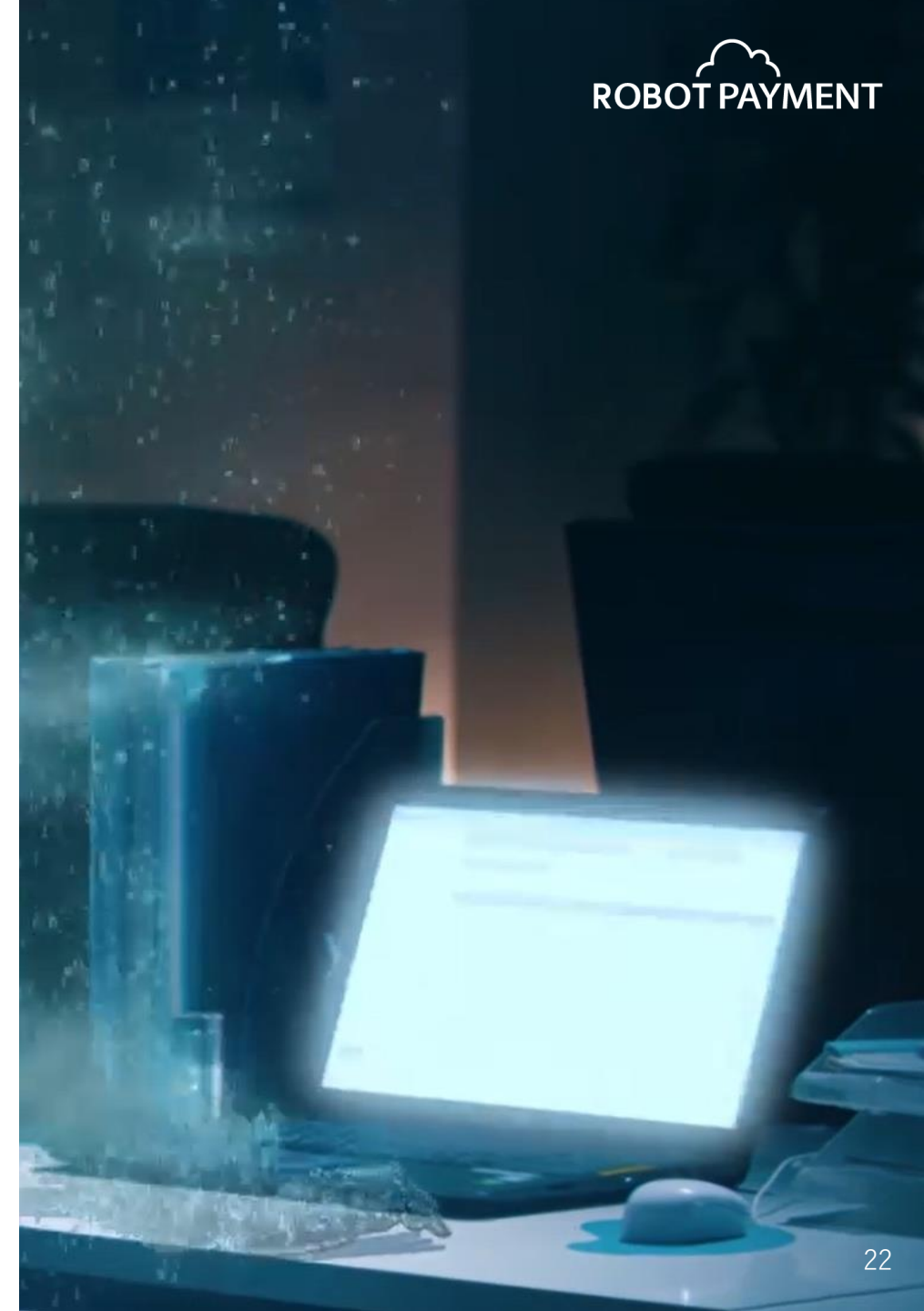


Number of Invoices Issued Trend



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Business Highlights



Steady progress on both existing and new initiatives

		2025 Business Policy	1Q 2025 Progress
Existing Initiatives	Subscription Pay Professional	<ul style="list-style-type: none"> • Functionality expansion for targeted industries • Strengthening support operations to prevent churn 	<ul style="list-style-type: none"> • Designed development plans based on user interviews • Strengthened user touchpoints through CS and identified operational issues
	Factoring for SaaS	<ul style="list-style-type: none"> • Building a credit evaluation framework to expand receivables acquisition • Strengthening lead generation via VC networks 	<ul style="list-style-type: none"> • Formed a business alliance with Quants Inc. (credit guarantee company) • Approached VC events
	1click Postpay	<ul style="list-style-type: none"> • Strengthening SEO traffic via marketing initiatives • Promoting use among registered members and continued CRM efforts 	<ul style="list-style-type: none"> • Continued optimal actions • Direct outreach to top-tier customers via newsletters
	1click Early Pay	<ul style="list-style-type: none"> • Promoting use among 1click Postpay users • Establishing marketing strategies 	<ul style="list-style-type: none"> • Promoted via partners • Challenged domains not yet covered by Subscription Pay
New Initiatives	New Services	<ul style="list-style-type: none"> • Expansion into industry-specific factoring businesses • Exploration of new business models to "break down barriers" (e.g., supply chain finance, promotional services) 	<ul style="list-style-type: none"> • Explored factoring using credit guarantee companies • Continued exploration of business development for promotion services
	M&A	<ul style="list-style-type: none"> • Strengthen sourcing through leveraging personal networks 	<ul style="list-style-type: none"> • Strengthened engagement through participation in executive communities, etc.

ROBOT PAYMENT begins Joint Research with Associate Professor Shunpei Iwao of Keio University

Toward Solving Social Issues in B2B Transactions, ROBOT PAYMENT has begun joint research with Associate Professor Shunpei Iwao from the Faculty of Business and Commerce at Keio University (hereafter “Professor Iwao”), aiming to address social challenges in commercial transactions.

The initiative promotes collaborative research focused on expanding the core business and building out a broader portfolio including supply chain and accounts receivable optimization, with the goal of strengthening the competitiveness of Japanese companies.

ROBOT PAYMENTと慶應義塾大学 岩尾准教授、共同研究を通して
決済インフラを基盤として、コア事業の深耕と事業ポートフォリオの拡大を目指す



慶應義塾大学

岩尾俊兵准教授

Overview

The joint research aims to resolve the structural barriers in B2B transactions caused by three factors: “customs,” “inefficiencies,” and “credit risk.” By combining Professor Iwao’s extensive knowledge in business and finance with Robot Payment’s operational expertise, the research will explore:

- Optimal design of factoring’s role in supply chain finance
- Research on behavioral science-based strategies to optimize collection performance
- Development of advanced and fraud-resistant credit risk evaluation models for deferred payments

Double “Leader” Award for 9 Consecutive Terms in the “ITreview Grid Award 2025 Winter”

Our services, "Subscription Pay" and "Billing Management Robo", received the highest ranking of “Leader” for the 9th consecutive term in the ITreview Grid Award 2025 Winter, hosted by ITreview, a B2B IT/SaaS product review platform operated by ITcloud Inc.



“Billing Management Robo” was awarded “Leader” in the Invoice and Quotation Creation Software category, while “Subscription Pay” received “Leader” recognition in the Subscription Management Systems, Payment Agency Services, and Online Payment categories.

ROBOT PAYMENT and Quants Form Strategic Alliance to Expand the Factoring Market by Combining AI Credit Scoring and Guarantees

ROBOT PAYMENT has entered into a strategic partnership with Quants Corporation, a Fintech firm providing AI-based credit screening and related technologies, led by CEO Mitsuteru Higashiko and headquartered in Minato-ku, Tokyo. The collaboration aims to integrate AI credit scoring with guarantee services to enhance risk mitigation in our factoring offerings, particularly addressing default risk.

ROBOT PAYMENTとQuants、業務提携を通して
AIと信と保証を組み合わせ、ファクタリング市場の開拓へ



Future Outlook

Through this partnership, we aim to promote the adoption of factoring services and related financial solutions. By mitigating credit risk, we can create an environment where even startups and small-to-medium-sized enterprises (SMEs)—which typically struggle to secure credit lines—can secure funding for growth investments with confidence. This opens up new application areas for our services. Ultimately, this initiative will help facilitate smoother B2B transactions, supporting the growth of Japanese SMEs and contributing to the revitalization of the economy.

Fast DOCTOR Case Study – Built a System that Handles Triple the Invoice Volume Without Increasing Staff

"MaruNage Robo for Invoicing" is a corporate invoice outsourcing service that aims to free businesses from the burden of routine invoicing tasks by handling credit checks, invoice creation and delivery, payment matching, and dunning operations.

Company: Fast DOCTOR Inc.

Company Overview

Operates one of Japan's largest medical support platforms, "Fast DOCTOR."

Challenges Before Implementation

Managed accounts receivable with Excel while manually reconciling bank deposits. Additional burden from calling or visiting customers with outstanding payments.

Effects After Implementation

Streamlined tasks including invoice issuance, delivery, debt collection, and payment reconciliation. Also reduced mental burden on staff by introducing a 100% accounts receivable guarantee.



Case Studies

導入事例



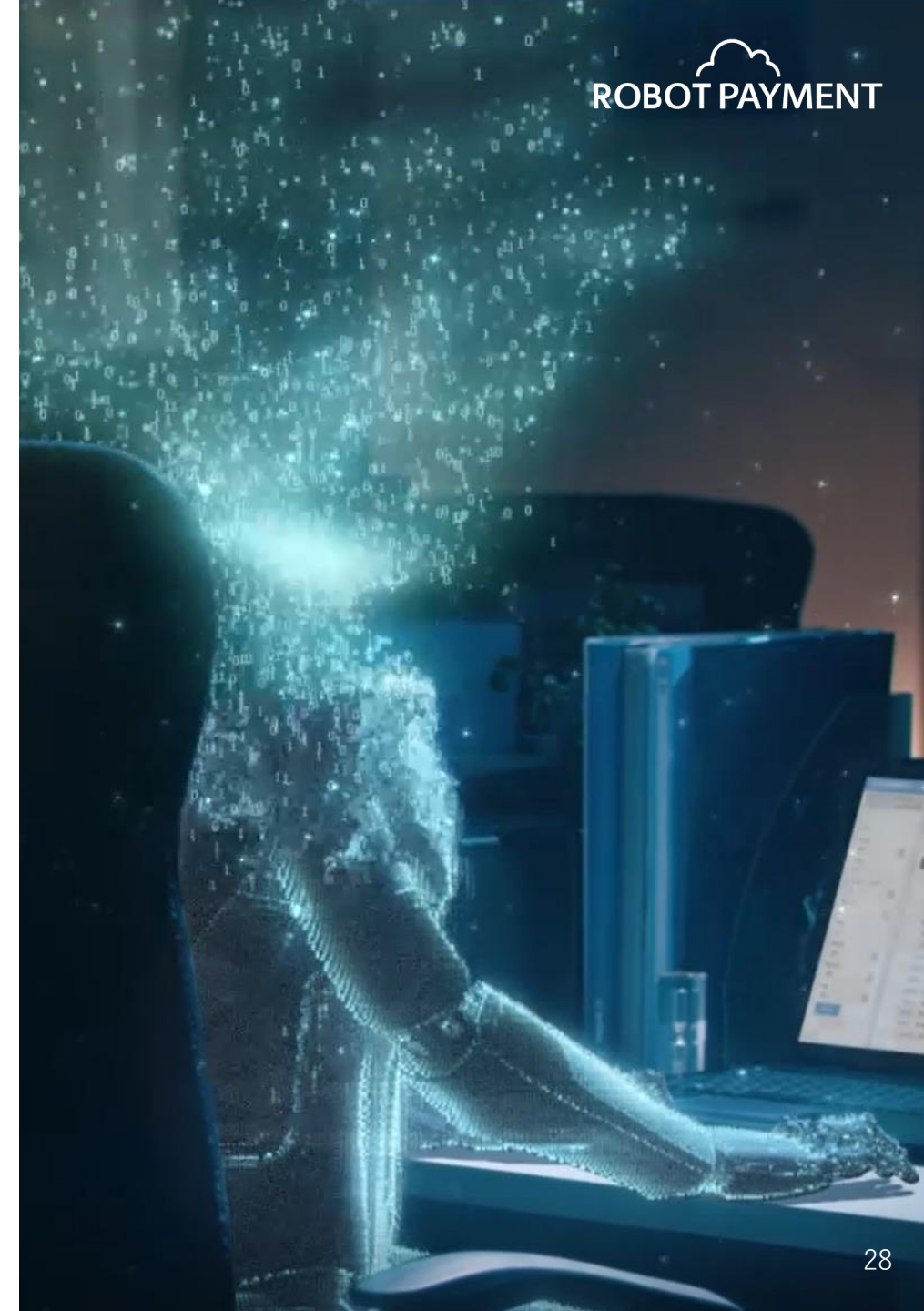
請求件数が3倍に増加しても増員なしで耐えうる体制を構築できたことで、営業活動や事業成長のためにリソースを投資できるようになりました。

ファストドクター株式会社 様

Fast DOCTOR

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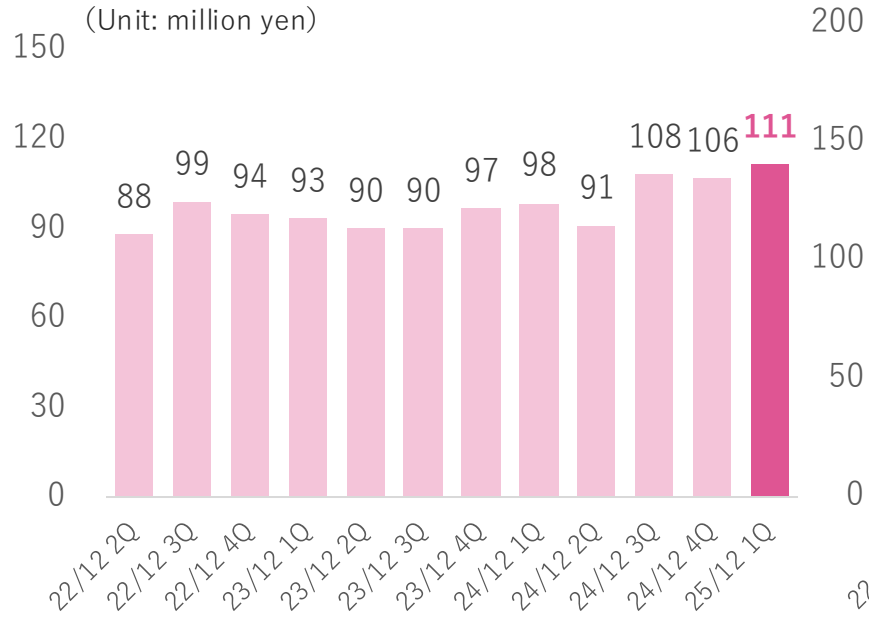
About Costs



Major Expense Trends (Full-Year)

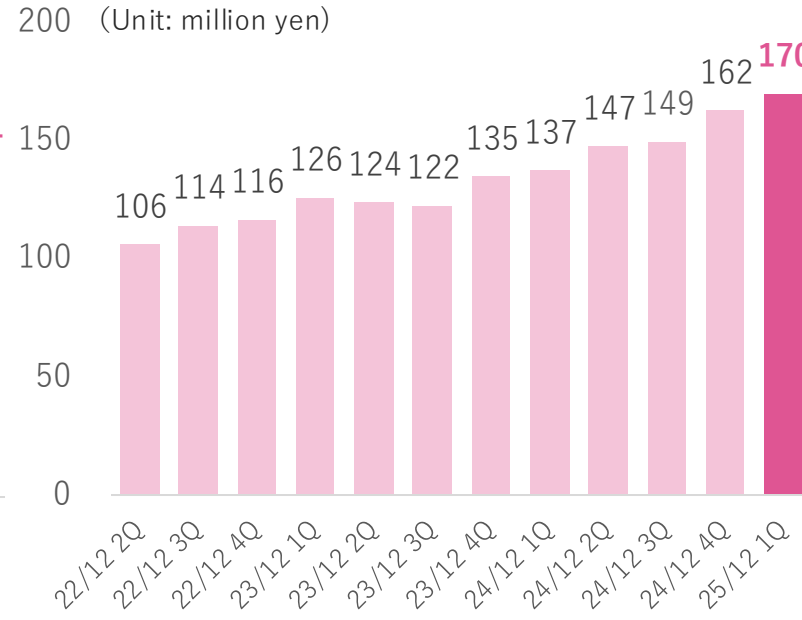
Aligned with the mid-term management policy to generate profit
Investments are executed in line with our expense strategy

Advertising & Promotion Expenses



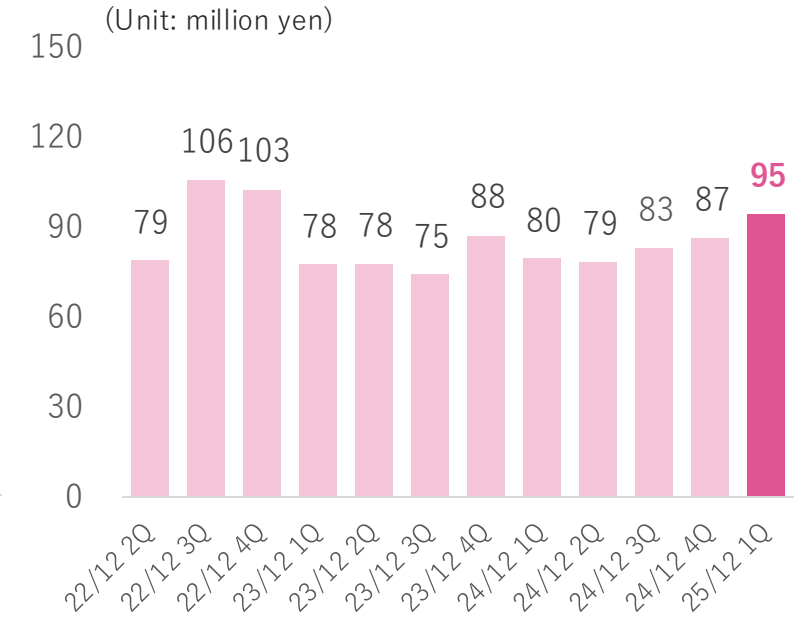
- Continue prioritizing cost-effectiveness and focus on awareness and digital ads with targeting capabilities

Salaries & Benefits



- Increased compared to the previous quarter due to strengthened high-class hiring for key positions and enhancements to the customer success structure

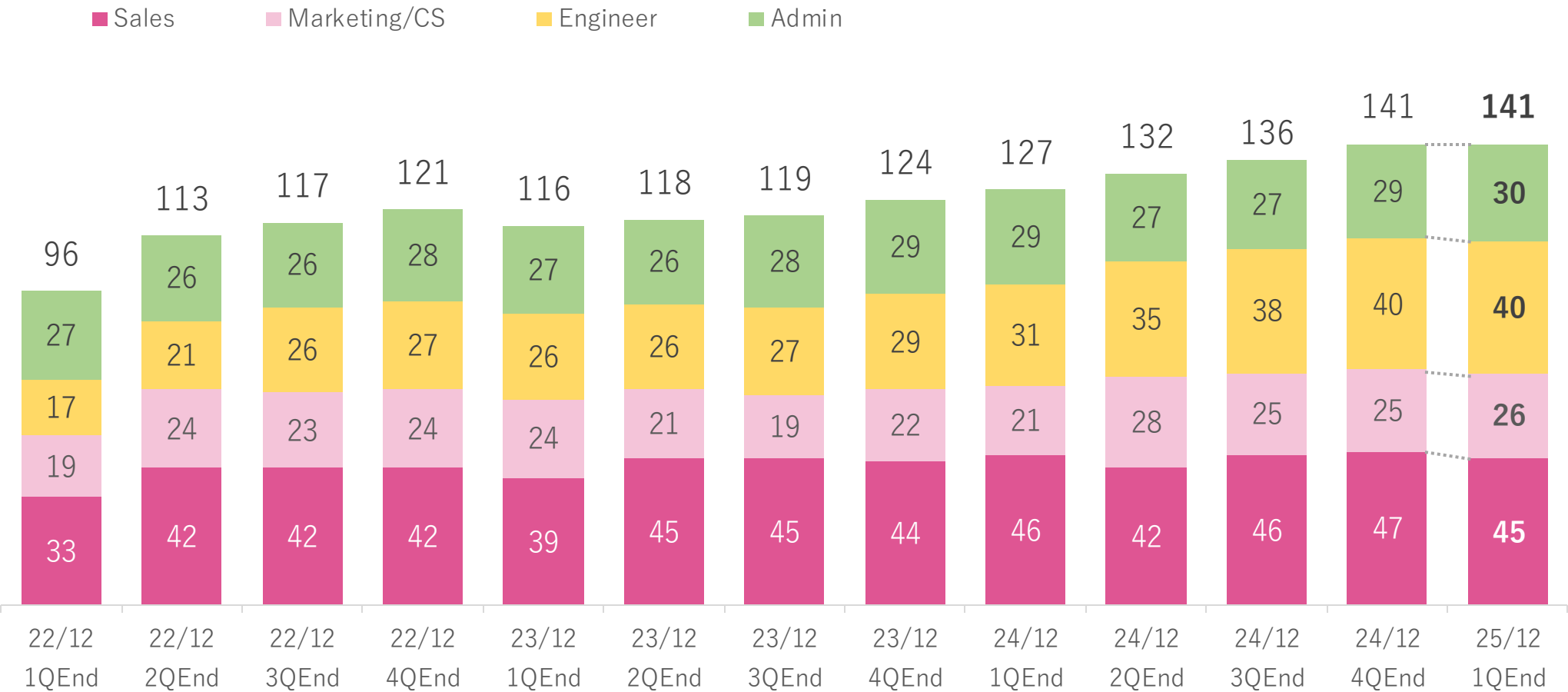
Development Expenses



- Moderate increase along with business expansion
- Promote productivity-focused development while controlling costs, advancing both feature development and quality improvement

Employee Count by Job Function

Recruitment Optimized in Line with HR Strategy



(注1) 従業員数は就業人員であります、(アルバイト・パートタイマーを含み、派遣社員、業務委託を除く。)

Regarding the Handling of This Material

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