

To Whom It May Concern

December 26, 2025

Company Name ROBOT PAYMENT Inc.

Representative President & CEO Kenya Kiyoku

(Stock code: 4374 TSE Growth Market)

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Notice Regarding Inclusion in

“Examples of Initiatives by Growth Market Listed Companies Valued by Investors”

ROBOT PAYMENT, Inc. (Head Office: Shibuya-ku, Tokyo; Representative Director, Executive Officer & CEO: Kenya Kiyohisa; Securities Code: 4374; hereinafter referred to as “the Company”) hereby announces that a portion of the materials from the “Long-Term Management Strategy Aimed at Dramatic Future Growth (Business Plan and Matters Concerning Growth Potential),” which was disclosed on October 10, 2025, has been included in the publication titled “Examples of Initiatives by Growth Market Listed Companies Valued by Investors,” released by the Tokyo Stock Exchange on December 26, 2025. The Company will continue to strive to meet the expectations of investors by enhancing transparent information disclosure and strengthening continuous communication.

For further details, please refer to the link below:

<https://www.jpx.co.jp/english/news/1020/vk0ki000000ghsd-att/vk0ki000000ghvd.pdf>

Source: Tokyo Stock Exchange, “Examples of Initiatives by Growth Market Listed Companies Valued by Investors” (December 26, 2025)

Example 5
ROBOT PAYMENT INC. (1/3)
4374
Information & Communication



Investors' Views

Past disclosures and market reactions have been carefully analyzed, and growth strategies and disclosure content have been updated based on identified issues. Opportunities for direct communication with retail investors have been actively created. These initiatives that focus on dialogue with investors help to enhance investors' understanding of the company and build trust.


01. Past Disclosures and Stock Performance

Despite two upward revisions, stock price peaked at ¥3,000 and then declined.




03. Long-Term Management Strategy

Strategy Overview

To break away from being a 'low-growth, unattractive company,' we established clear 'Criteria for Growth Investments.'

Why has the revenue growth rate stagnated?
Because clear Criteria for Growth Investments were not in place, we could not invest in new initiatives.

New Business
Although we launched new businesses, we could not make sufficient investments, and scaling up was delayed.

Existing Business
Additional investment in existing businesses was insufficient. Lack of adequate investment in personnel advertising, and development expenses delayed growth acceleration.

M&A
While there was an investment judgment standard linked to portfolio gains, the lack of clearly defined investment amounts prevented us from carrying out M&A.

CVC
Because we had not established clear investment policies, we were unable to proceed with CVC investments.

Reconsidering Market Perceptions and Formulating a Long-Term Management Strategy

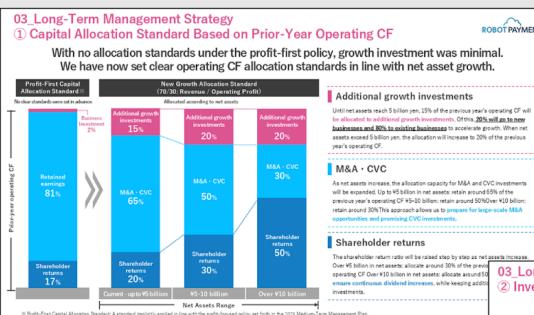
Following the CPS announcement, the stock price declined.

In response to the decline, we reassessed market perception. We will reassess our strategies.

We formulated a Long-Term Management Strategy.

Updated growth strategy after identifying issues from an investor perspective by conducting a detailed review of past disclosures and stock performance
(Investors' expectation #1)

Source: ROBOT PAYMENT INC. Long-Term Management Strategy for Exponential Future Growth—Realizing CPS and Relaunching Offensive Initiatives (Business Plan and Growth Potential) (October 10, 2025) https://ssl4.eir-parts.net/doc/4374/ir_material_for_fiscal_ym3/188646/00.pdf?_fsl=eQMWSNn



Presented the criteria for capital allocation, clearly stating the policy to prioritize growth investments such as M&As and CVC when net assets are at a low level. Also clarified the criteria used to evaluate growth investment decisions. (Investors' expectations #1 & #3)

03. Long-Term Management Strategy

② Investment Decision Standard with Defined Payback Period

Investments will be made based on clear standards.

	Investment Decision Criteria
New Businesses	Years until annual operating CF turns positive : within 5 years Years until cumulative operating CF turns positive : within 10 years
Existing Businesses	Years until annual operating CF turns positive : within 3 years Years until cumulative operating CF turns positive : within 5 years
M&A	Years until cumulative operating CF exceeds goodwill : within goodwill amortization period (generally 5 years) Goodwill: less than 40% of net assets
CVC	Years until unrealized gains exceed investment amount : within 5 years Investment targets: must create synergy with our businesses

© Based on our business model and financial structure, we plan to conduct investments using our own equity without relying on borrowings.

Source: ROBOT PAYMENT INC. Long-Term Management Strategy for Exponential Future Growth—Realizing CPS and Relaunching Offensive Initiatives (Business Plan and Growth Potential) (October 10, 2025) https://ssl4.eir-parts.net/doc/4374/ir_material_for_fiscal_ym3/188646/00.pdf?fsi=eQMWSNNn

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27



Held regular meetings to answer questions from retail investors and later published a summary of the Q&As on the website. Additionally, expanded engagement with investors by accepting direct inquiries to people in charge of IR via the official LINE account, thereby promoting better understanding of the company. (Investors' expectation #6)

2025年12月期第3四半期 個人投資家決算質問会 質疑応答の要約

株式会社ROBOT PAYMENT（本社：東京都渋谷区、代表取締役執行役員CEO：清久 健也、証券コード：4374、以下「当社」）は、2025年11月12日（水）に開催した2025年12月期第3四半期決算に関する個人投資家決算質問会を行いました。その際に投資家の皆様からいただきましたご質問について、回答をまとめましたのでお知らせいたします。

なお、決算質問会のアーカイブ動画については以下よりご覧ください。

<https://youtu.be/QbqjzKgeLd>

Q1：当社にとって、M&Aの成功とはどのように定義されるのか。相手企業の株式を何パーセント取得するこれが成功と考えているのか。

A1：（執行役員COO 藤田）当社では、株式を何パーセント取得すればM&Aが成功といえるのかという定義は設けておりません。判断基準としておりますのは、長期経営戦略で掲げている「5年間でのれん償却以上のキャッシュフローを回収できること」であり、まずはこの基準をクリアしていることが前提となります。

そのうえで、回収の仕方にいくつかのパターンがあると考えております。5年間を均等に回収するケースよりも、後半に向けて伸び形で回収できる方が、継続的に利益を生み出す状態がつくられ、成功度合いは高いと判断できます。一方で、後半伸び悩みはリスクも高くなるという考え方でございます。ただし、いずれの場合も「5年間」という期間が一つの基準となる点は変わりません。

この基準を継続的にクリアしていくことで、当社の投資余地はさらに確保され、追加的なM&Aや、より規模の大きなM&Aにも取り組むことを考えております。したがって、株式の取得割合で成功を判断しているわけではなく、「債務期間内で回収できること」、そして「債務後に継続的な利益を創出できる状態をつくること」を成功の基準としております。

Note: The disclosure documents shown in this slide are available in Japanese only.

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28

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<Company Profile>

Company Name: ROBOT PAYMENT Inc. (Stock code: 4374 TSE Growth Market)

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Established: October 2000

Representative: President & CEO Kenya Kiyoku

Corporate Website: <https://www.robotpayment.co.jp/>

Service List: <https://www.robotpayment.co.jp/service/>

▼ Information is distributed via Email Newsletter and Official LINE Account

Email Newsletter

Real-time notifications of all timely disclosures and PR information

Registration: <https://www.magicalir.net/4374/mail/>

Official LINE Account

Major press releases (with commentary), event information, and seminar announcements

Direct chat-based inquiries with IR representatives

Registration: <https://lin.ee/keiczv9>

【Inquiries Regarding This Release】

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