

November 13, 2025

Company Name	Kudan Inc.	
Representative	CEO	Daiu Ko
	(Securities code: 4425 TSE Growth)	
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**The video and the transcript of the financial report presentation
for the second quarter of the fiscal year ending March 31, 2026 are available online**

Kudan Inc. (henceforth in this document as “Kudan”) announces that the video and the transcript of Kudan’s financial report presentation for the second quarter of the fiscal year ending March 31, 2026 are now available online. As the video available in Japanese, the English-translated transcript is attached to this release.

【FY2026 2Q financial report presentation】

1. Date: Thursday, November 13, 2025
2. Speakers: Daiu Ko, CEO
Tatsuhiko Ishii, Head of Administration

▼▼Financial report presentation video can be viewed from below (Japanese only)▼▼

<https://youtu.be/nYs5o40xH4E>



**Supplementary Document
to the financial report for the second quarter
of the fiscal year ending March 2026**

Kudan Inc. (TSE Growth : 4425)
November 13, 2025

Daiu Ko (hereafter “Ko”) : Hello everyone, this is Ko, CEO of Kudan Inc. I will now begin the presentation on our financial results for the second quarter of the fiscal year ending March 2026.

Highlights



- **Strong revenue growth across all business domains through 2Q**
 - Revenue reached 400 million yen, representing +170% YoY, demonstrating significant growth momentum
 - Kudan continues to maintain a positive outlook for the second half, and has already revised its full-year forecast upward¹
- As a key driver of business expansion, Kudan’s Digital Twin and Robotics businesses have been accelerating, supported by the new strategies introduced this fiscal year — **“expanding software (SW) technologies”** and **“leveraging hardware (HW) packages.”** These initiatives have **proven effective in responding to rapid market changes**, enabling Kudan to secure a leading position in the market

	FY2025		FY2026		
	2Q (Cumulative)	Full year	2Q (Cumulative)	Full-year (Forecast)	
				Before Revision	After Revision
Revenue	148	517	400	700	920~1120
Operating profit	△437	△800	△416	△780	△770~△730
Ordinary profit	△519	△743	△287	-	-
Profit	△553	△801	△329	-	-
Adjusted operating profit ²	△390	△753	△367	△720	△720~△680

1. Refer to the “Notification of revision of annual earnings forecast for the fiscal year ending March 2026” announced on October 31, 2025

2. An indicator of business profitability that represents operating profit (loss) plus recurring government R&D subsidy income received each fiscal year

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Ko: First, here are the highlights.

Our performance up to the second quarter has shown strong revenue growth across all business areas. Net revenue reached 400 million yen, a significant increase of 170% compared to the same period last year.

We are maintaining a strong outlook for the second half of the year and have recently revised our full-year earnings forecast upward for both revenue and profit.

The background to this business expansion is that our strategies for this fiscal year—“Expansion of SW Technology” and “Leveraging of HW Packages”—have proven effective in response to rapid market changes. As a result, both our Digital Twin and Robotics businesses, which hold advanced positions in the market, are accelerating.

I will now hand over to our Head of Administration, Mr. Ishii, for a more detailed explanation.

Revision to Annual Earnings Forecast – Summary



- Driven by steady progress¹ in our growth strategies — the “utilization of HW(hardware) packages” and the “expansion of SW(software) technologies” — Kudan has revised its full-year earnings forecast upward²
 - **Full-year revenue has been revised upward from 700 million yen to between 920 million yen and 1.02 billion yen** (+31% to +46% compared to the previous forecast, and +80% to +100% YoY)
 - While **adjusted operating profit³ for the full year is expected to improve slightly from -720 million yen to between -720 million yen and -680 million yen**, profitability is projected to improve significantly in the second half. As a result, **adjusted operating profit³ at the end of the fiscal year⁴ is expected to improve more substantially, from -590 million yen to between -520 million yen and -480 million yen**
 - Consequently, **loss reduction is expected to accelerate further in the next fiscal year, with adjusted operating profit³ projected to narrow to between ¥ -350 million and ¥ -400 million** (See page 5 for details)

Earnings Forecast for the Fiscal Year Ending March 31, 2026 [Million yen]			
	Before Revision	After Revision	
Revenue	700	920~1020	• Increase in sales for digital twin (+150-250 million yen) • Higher-than-expected orders for robot-related government projects⁵ (+70 million yen)
Operating profit	△780	△770~△730	• Progress in profit increase driven by higher digital twin revenue (+80-120 million yen)
Adjusted operating profit ³	△720	△720~△680	• Impact on profit for the current fiscal year remains limited due to delays in cost reduction
Adjusted operating profit ³ at the end of FY ⁴	△590	△520~△480	• Cost reduction is expected to be achieved within this fiscal year, leading to a significant improvement in profitability by the end of the fiscal year and accelerating loss reduction throughout the next fiscal year

1. See P12~15 of the Supplementary Document to the financial report for the fiscal year ended March 2025 (reposting in the appendix of this document)
2. Following the confirmation of a large government project order, Kudan finalized the accounting treatment as client-side approval and payment processes progressed
3. An indicator of business profitability that represents operating profit (loss) plus recurring government R&D subsidy income received each fiscal year
4. Expenses are annualized based on the actual and estimated figures as of the end month of each fiscal year
5. Calculated by deducting the cost level at fiscal year-end from full-year sales and subsidy income

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Tatsuhiko Ishii (hereafter “Ishii”): This is Ishii, Head of Administration. I will now explain the revision to the annual earnings forecast, which we disclosed on October 31st.

First, here is an overview of the revision.

Our growth strategies, "Leveraging of HW Packages" and "Expansion of SW Technology," have progressed smoothly, leading to diversified revenue growth. Furthermore, as the accounting treatment for a government project that we have been awarded has been finalized, we have revised our full-year earnings forecast upward.

Specifically, we have raised our full-year net revenue forecast from the previous 700 million yen to a range of 920 million to 1.02 billion yen. This represents a significant increase of 31% to 46% compared to the previous forecast, and an 80% to 100% increase compared to the previous fiscal year.

Regarding profitability, while the improvement in profitability will accelerate significantly in the second half of this fiscal year, the full-year adjusted operating loss is expected to improve to a range of -720 million to -680 million yen, compared to the previous forecast of -720 million yen, representing a limited improvement. However, the adjusted operating loss at the end of the fiscal year is expected to improve more substantially, from the previous forecast of -590 million yen to a range of -520 million to -480 million yen.

As a result, we expect the adjusted operating loss for the next fiscal year to be further compressed to a range of -350 million to -400 million yen, accelerating the loss reduction. I will provide more details on this on page 5.

Revision to Annual Earnings Forecast – Revenue Growth

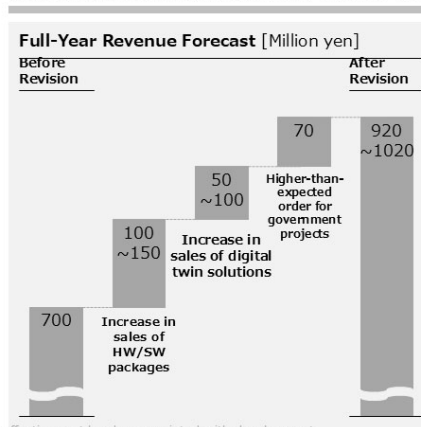


- Revenue has grown across both digital twin and robotics applications
- For digital twin, growth has been driven by maximizing synergies and securing short-term profitability, while for robotics, it has contributed to strengthening the development structure and enhancing mid- to long-term competitiveness¹

Revenue has been steadily increasing in areas aligned with Kudan's growth strategy

Growth Strategy for This Fiscal Year	Breakdown of Upward Revision	Positioning within the Overall Business
Utilization of HW packages² - Expanding HW packages with strong synergy to SW - Maximize multi-layered revenue streams	Digital twin HW/SW Packages³ Scanner devices and other complementary technologies to next-generation solutions	Driving short-term growth and profitability in the digital twin, where market expansion is progressing ahead of other areas
Expansion of SW technologies² - Extending core software technologies into spatial perception - Enhancing profitability of development projects through a solution-oriented approach while promoting broader technology adoption	Digital twin solutions³ Next-generation solutions for facility management and inspection (Kudan PRISM)	Strengthening business across hardware, software, and solutions in an integrated manner to achieve multi-layered and synergistic growth
	Robots Government projects³ Leading R&D on autonomous robot navigation technologies promoted by the Ministry of Economy, Trade and Industry and major construction companies	- Enhancing Kudan's early positioning in the robotics which is expected to see larger market expansion over the long term - Improving efficiency in the effective burden of development costs⁴

Revenue has been revised upward by +31% to +46%



1. Revenue corresponding to research and development expenses is allocated, allowing Kudan to significantly reduce the effective cost burden associated with development
2. See P12-15 of the [Supplementary Document to the financial report for the fiscal year ended March 2023](#) (reposting in the appendix of this document)
3. See P12-15 of the [Supplementary Document to the financial report for the first quarter of the fiscal year ending March 2026](#) (reposting in the appendix of this document)
4. This represents the upward revision from the earnings forecast at the beginning of the fiscal year and differs from the individual contract amount or initial payment amount.

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Ishii: Next, I will explain the growth in our net revenue.

The upward revision is due to diversified revenue growth in both our Digital Twin and Robotics businesses. We are promoting two growth strategies: "Leveraging of Hardware Packages" and "Expansion of Software Technology." Through the leveraging of hardware packages, we are expanding our offerings of hardware that have high synergy with our software, thereby maximizing revenue in a multi-layered manner.

Through the leveraging of HW packages, we are expanding our offerings of hardware that have high synergy with our software, thereby maximizing revenue in a multi-layered manner.

Through the expansion of SW technology, we are extending our core SW technology into the Spatial Perception domain. At the same time, with a solution-oriented approach, we are improving the profitability of development projects while promoting the adoption of our technology.

Specifically, in the Digital Twin domain, revenue of scanner equipment and other HW/SW packages that are complementary to our next-generation solutions are expanding. In addition, revenue of our next-generation solution for facility management and inspection, Kudan PRISM, are progressing. In the Robotics domain, we are leading a research and development project for autonomous robot navigation technology, a government project promoted by the Ministry of Economy, Trade and Industry (METI) and major construction companies.

As a result of these factors, we are forecasting an upward revision in revenue of 31% to 46%.

The breakdown of this increase is as follows: an increase of 100 to 150 million yen from the sale of HW/SW packages, an increase of 50 to 100 million yen from the sale of Digital Twin solutions, and an upward deviation of 70 million yen from the government project order.

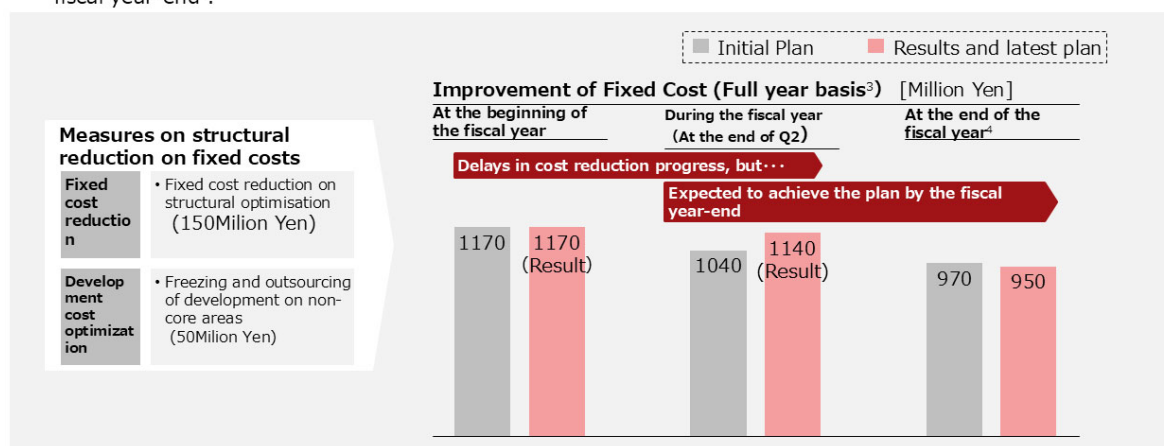
What I particularly want to emphasize is that our efforts in the Digital Twin business contribute to maximizing synergies and securing short-term profits, while our efforts in the Robotics business contribute to strengthening our development structure and long-term competitiveness.

In the Digital Twin domain, where market expansion is leading, we are driving early growth and profit generation. In the Robotics domain, which is expected to see larger market expansion in the long term, we are strengthening our leading position. We are also efficiently maintaining and strengthening our development structure.

Details of Earnings Revision - Improvement of Cost Structure



- Promoting fixed cost reduction and development expense optimization toward structural cost reduction¹
- Although there are delays compared to the initial plan, we expect to achieve cost reduction as planned by the fiscal year-end².



1. Reference to previous material [Supplementary Document to the financial report for the fiscal year ended March 2025](#) Page 16
2. The measures taken in the first half are expected to yield visible cost reduction effects in the second half of the fiscal year
3. SG&A expenses excluding transitional costs, including R&D expenses
4. Actual and estimated cost at each point, annualized

Ishii: Next, I will explain the improvement of our cost structure.

To reduce our structural, recurring costs, we have been promoting fixed cost reduction and development optimization throughout the fiscal year.

As specific measures, we have implemented a reduction of approximately 150 million yen in fixed costs through organizational optimization. In addition, as part of development cost optimization, we have frozen or outsourced the development of non-core technologies, resulting in a reduction of approximately 50 million yen.

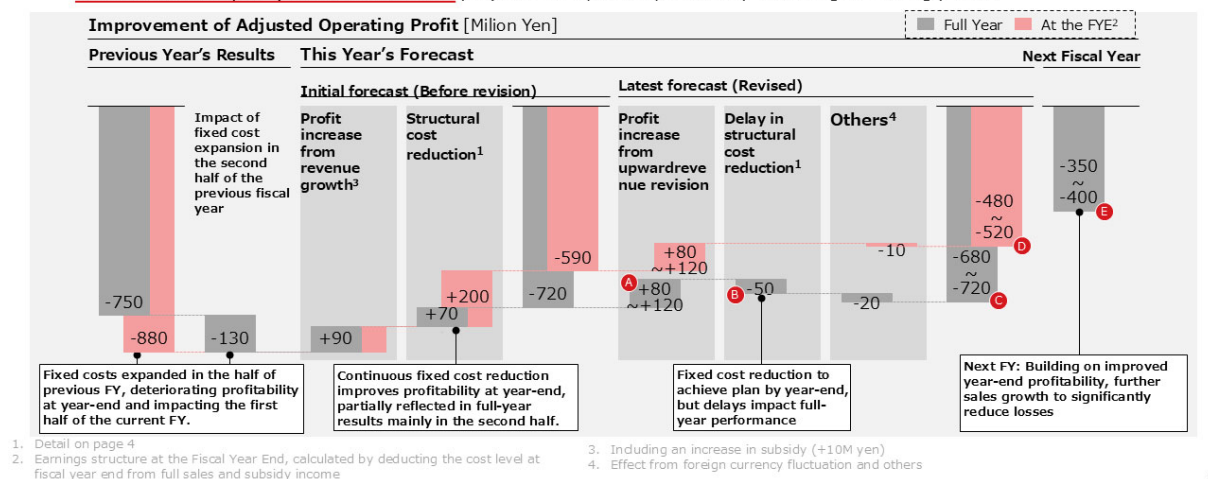
This graph shows the trend of our fixed costs for the current fiscal year on an annualized basis. At the beginning of the year, it was 1.17 billion yen. As of the end of the second quarter, the actual figure was 1.14 billion yen. We plan to reduce this to 950 million yen by the end of the fiscal year. As you can see, there is a note indicating that "progress in cost reduction is delayed." While there is a delay compared to the plan at the beginning of the year, we expect to catch up to the original plan within this fiscal year.

As a result, our fixed costs will be significantly reduced by the end of the fiscal year, leading to a major improvement in profitability.

Details of Earnings Revision - Outlook for Loss Reduction



- While the upward revision in sales will increase profits (+80 to 120 million yen), the impact on full-year operating profit will be limited (+0 to 40 million yen) due to delays in cost reduction and other factors.
- On the other hand, as the cost reduction centered on fixed costs will be completed by the end of this fiscal year, profitability will significantly improve at fiscal year-end, serving as a turning point. Furthermore, we anticipate a substantial reduction in losses for the next fiscal year (+300 to 350 million yen), with the path to profitability becoming increasingly clear.



Ishii: Next, I will explain the outlook for our loss reduction.

This waterfall chart shows the trend of our adjusted operating loss. First, the actual result for the previous fiscal year was a loss of 750 million yen. An increase in fixed costs in the second half of the previous fiscal year led to a deterioration in profitability at year-end, which has also affected the first half of the current fiscal year. For the current fiscal year, we had initially forecast a loss of 720 million yen at the beginning of the year. However, in our latest earnings forecast, we expect an improvement due to the following factors. As a result of the upward revision of revenue (A), we expect a profit increase of 80 to 120 million yen.

On the other hand, due to delays in cost reduction (B), there is a negative impact of 50 million yen. Consequently, the full-year adjusted operating loss is expected to be in a range of -720 million to -680 million yen, making the revision to the full-year profit limited.

However, since the cost reduction centered on fixed costs will be completed within this fiscal year, profitability will improve significantly at the end of the year (D). Using that as a starting point, we expect a large compression of the loss on a full-year basis in the next fiscal year (E).

Specifically, the adjusted operating loss at the end of the fiscal year will improve significantly to a range of -520 million to -480 million yen. For the next fiscal year, starting from the profitability level at the end of this fiscal year and with further revenue growth, we expect the loss to be compressed to a range of -350 million to -400 million yen.

By completing the fixed cost reduction within this fiscal year, profitability will improve significantly at year-end, and the compression of the loss will accelerate on a full-year basis in the next fiscal year. We believe this has clarified the path to profitability.

This concludes my explanation of the revision to the full-year earnings forecast.

Overview of Growth Strategy



- To accelerate the social implementation of its unique spatial perception technology — the “eye of a machine” — Kudan aims to expand its technology and business domains¹



1. Refer to pages 12–14 of the Supplementary Document to the financial report for the fiscal year ended March 2025 (see [link](#)).
 2. Refer to page 7 of the Supplementary Document to the financial report for the fiscal year ended March 2025 (see [link](#))

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Ko: Next, I will explain the details of our business situation, including the background of the upward revision.

From this fiscal year, we have renewed our growth strategy. To accelerate the social implementation of our unique Spatial Perception technology, which we call the “eyes of machines,” we are aiming to expand our technology and business domains.

Specifically, as a “Spatial Perception” technology that connects the real and digital worlds, Kudan aims to promote the autonomy of robots by enabling them to digitally perceive the real world, and to improve productivity through Digital Twins by replicating reality in the digital space. As for our progress up to the previous fiscal year, we achieved growth in customer commercialization and made progress toward medium- to long-term growth. However, on the other hand, the speed of adoption after commercialization was slower than expected, which was a short-term issue that needed to be addressed.

In response to this, our growth strategy from this fiscal year is to expand our technology domain to strengthen the profitability of development projects and to support product adoption through the expansion of SW technology and the leveraging of HW packages. With our unique Artificial Perception at the core, we will strengthen complementary technologies in both SW and HW. As a result, our policy is to continue to aim for high growth through license revenue in the medium to long term.

Drivers of Revenue Growth



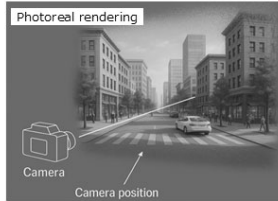
- With technology demand shifting toward next-generation domains, Kudan's technological edge positions it to capture growing demand
- The expansion of our technological and business domains has been effective, resulting in more projects and better profitability in the development phase.

Following the maturity of existing technologies, the market is now entering an innovation phase...

A favorable market environment for advanced technologies

Digital Twin

- Photorealistic technology¹ and its AI applications are driving a new wave of innovation, with rapid advances in both technological development and practical implementation
- Recognized by leading companies such as NVIDIA as a once-in-decades breakthrough technology¹, demand for these innovations is accelerating rapidly



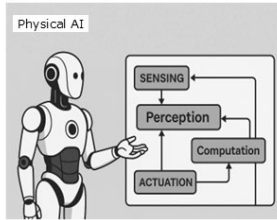
- Kudan is at the **forefront with advanced applications** of photorealistic technology and AI
- **As one of the few companies capable of providing next-generation software, hardware, and integrated solutions**, demand for Kudan's technologies continues to rise

Expansion of technological and business domains

- ① Expanding SW Technologies
 - ② Leveraging HW Packages
- Has been effective resulting in more projects and better profitability**

Robots

- "Physical AI," in which AI expands into the real world through robots, is advancing rapidly
- Next-generation robotic hardware, including legged and humanoid robots, is also expanding significantly toward practical implementation



- **The need for more advanced algorithms is increasing**, particularly in complex environments and high-level robotics - Kudan's areas of strength
- As one of the few companies spanning both Digital Twin and Robotics, Kudan creates **strong synergies that enhance its competitive edge**, including key simulation technologies for AI

1. Nvidia's Technical Blog(See [link](#))

Ko: Meanwhile, regarding the market situation, the next-generation shift in technology demand is accelerating, and the market environment is gradually changing to one where our advanced capabilities can be more easily demonstrated.

Specifically, in the Digital Twin domain, photorealistic technology and its application of AI have become an innovative trend, and technological evolution and practical application are progressing rapidly. Demand is surging for this as an innovative technology, led by companies like Nvidia. As a company that is ahead in the advanced application of photorealistic technology and AI, demand for Kudan is increasing as a rare company that can consistently provide next-generation SW/HW/solutions.

In the Robotics domain, Physical AI, where AI expands into the real world through robots, is developing rapidly. As next-generation robots such as legged and humanoid robots are also expanding toward practical use, the need for more advanced algorithms, such as those for complex environments and advanced robotics where we have strengths, is increasing. Furthermore, as a rare company that covers both the Digital Twin and Robotics domains, we are in a position to easily demonstrate our superiority through synergies.

In this way, the market is entering a period of innovation, and the market environment is shifting to one where leading-edge technology can more easily capture demand. Our policy of expanding our technology and business domains from this fiscal year has also been effective, leading to an expansion of projects and an improvement in profitability in the development phase.

Digital Twin Projects (1/3)



- With a portfolio of highly innovative technologies and products combining software solutions and hardware packages, Kudan has cultivated new market demand, making a significant contribution to the performance growth of this fiscal year

New Release (details on next page)

Digital Twin Solution (Kudan PRISM¹)

Video Link



- The world's first² next-gen solution integrating photorealistic visualization and semantic 3D recognition to innovate digital twin utilization
- Validated in Europe³ and Japan for facility management, inspection, and maintenance; driving full-scale rollout and commercial user base expansion this fiscal year
- Rapid market growth expected in civil engineering and construction, real estate, infrastructure, logistics, and manufacturing (100 trillion yen⁴+ by 2040)

3D Scanner (XGRIDS)



- Scanner device complementary to Kudan PRISM (generating high-precision data)
- Rapid growth through expanded strategic partnership⁵ with XGRIDS Inc
- Offering high-performance, cost-competitive solutions that lead the global market in photorealistic visualization

• Strong tech & sales synergies — driving revenue growth of this fiscal year

• Highly novel, cultivating new market demand

• High growth potential in global expansion

1. PRISM: Photo-Realistic Integrated Spatial Management

2. Practical application of a facility management solution integrating photorealistic visualization and semantic 3D recognition (Kudan research, June 2025)

3. An example of initiatives in the expanding asset management (facility management) sector in Europe (reference link)

4. Based on growth rates (CAGR of 20-40%) reported by various research organizations, including Verdantix, IMARC, and MRFR, the overall digital twin market is estimated to reach 100 trillion yen (approximately USD 700 billion) by 2040

5. Business partnership with XGRIDS (reference link)

Ko: Next, I will explain the details of our Digital Twin and Robotics businesses.

First, regarding our Digital Twin business, we are developing new market demand and contributing significantly to this fiscal year's performance growth with a highly innovative technology and product portfolio that combines SW solutions and HW packages.

Specifically, we have released Kudan PRISM as a Digital Twin solution, which has been well-received by the market as the world's first next-generation solution that brings innovation to the use of Digital Twins through the fusion of photorealistic display and semantic 3D recognition.

Its effectiveness has been verified in the market in Europe and Japan for facility management, inspection, and maintenance. As the market is expected to expand rapidly for civil engineering, construction, real estate, infrastructure, logistics, and manufacturing, we are promoting full-scale deployment and expansion of commercial users this fiscal year.

In addition, revenue of 3D scanner equipment that is complementary to Kudan PRISM have been growing rapidly since we expanded our strategic alliance with XGRIDS Inc. last fiscal year. We are leading the global market with high competitiveness due to high performance and low cost, and the practical application of photorealistic display.

These Digital Twin solutions and 3D scanners exhibit high synergy in both technology and revenue, contributing significantly to this fiscal year's revenue growth. With their high novelty, they are developing new market demand and have high growth potential in the global market.

- While social demand is extremely high, existing methods have limited practical application. Kudan PRISM introduces an innovative technical approach, aiming for the practical application and market diffusion of the solution

End-solution building with Kudan PRISM's innovative approach		Applied to DX across diverse industries (selected)	
Existing Method	 3D Point Cloud • Use of 3D point cloud-centric data • Challenges: low AI recognition accuracy, large data volumes, complex data handling, and difficulty integrating with existing systems, etc • Limited practical application	Facility Management  • Promoting DX in areas previously difficult, enabling automation, operational efficiency, and remote work	
Kudan PRISM's Innovative Approach	 PRISM • In addition to 3D point clouds, leveraging photorealistic visualization • Semantic 3D recognition enables a dramatic expansion of AI utilization • Data usage and integration become more efficient • Practical application is expected to expand	Infra Structure Maintenance  • Growing demand to address labor shortages and aging infrastructure in developed countries Smart City and Disaster Response  • Enhancing disaster simulation and prevention design to protect lives and support recovery	

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Ko: Here are the details of Kudan PRISM, which we have newly released this fiscal year.

Kudan PRISM aims to achieve the practical application and widespread adoption of solutions by introducing innovative technological methods in fields where there has been extremely high social demand but where practical application has been limited by conventional methods.

Specifically, in addition to the conventional use of 3D point cloud data, we are synthesizing photorealistic displays in 3D and applying semantic 3D recognition to them, which dramatically expands the use of AI.

Kudan PRISM is expected to be used in a wide range of industrial DX. In facility and equipment management and infrastructure inspection and maintenance, it enables business automation and efficiency improvements in areas that were previously difficult, as well as remote work. Demand is also expanding to address the shortage of on-site labor and the aging of facility infrastructure, which are common issues in developed countries.

In addition, regarding smart cities and disaster response, we aim to contribute to life-saving and disaster recovery by advancing disaster simulations and disaster prevention designs, for which demand is increasing.

- Through Kudan PRISM, Kudan contributes to labor-saving and advanced operations in the field by providing technologies that support the safe and efficient maintenance of social infrastructure
- In collaboration with NEXCO-East Engineering, Kudan is providing technical support for the digital transformation (DX) of road inspection and maintenance operations
- The jointly developed PRISM e-Road (tentative name) integrates lightweight photorealistic 3D visualization, advanced spatial perception technology, and sophisticated data management and information-sharing capabilities
- The system aims to enable unified management of on-site information, simplify order management processes, and reduce rework



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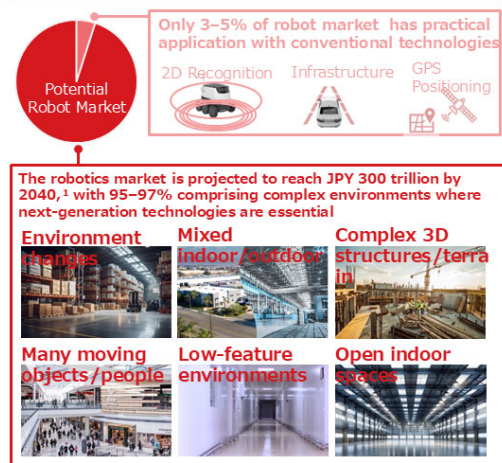
Ko: Let me introduce a specific case study of Kudan PRISM.

For example, we are providing technical support to NEXCO-East Engineering for the DX of road inspection and maintenance operations. The PRISM e-Road, which is under joint development, provides smoothly moving photorealistic 3D displays, advanced Spatial Perception technology, and sophisticated data management and information linkage.

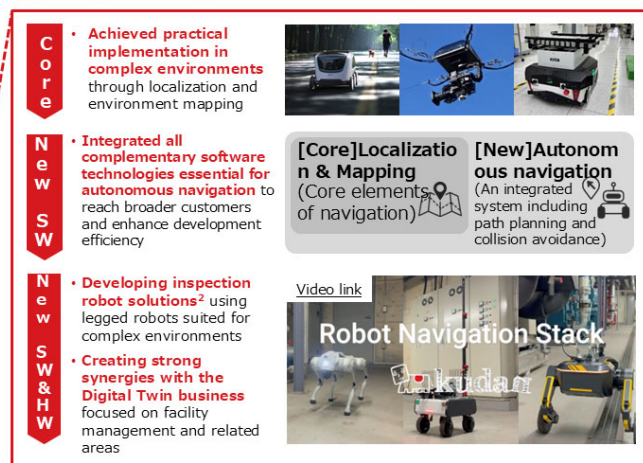
We aim to centralize on-site information management and simplify ordering operations and reduce rework. Through Kudan PRISM, we will contribute to labor savings and operational sophistication on-site by providing technology for the safe and efficient maintenance and management of social infrastructure.

- Expanding technology domains to pursue larger-scale projects and accelerate social implementation, while advancing multiple projects globally

Technical challenges in a potentially huge market



Expanding technology domains based on past achievements



1. Based on research by BCC Research, Market Research Future, and others, supported by multiple high-growth segments (CAGR of 12~16% or higher), the overall market is projected to potentially reach a scale of 300 trillion yen (approximately USD 2 trillion) by 2040.

Ko: Next, I will explain the status of our Robotics business.

Based on the progress of customer commercialization to date, we are expanding our technology domain from this fiscal year to aim for larger-scale projects and earlier social implementation, and we are promoting multiple projects globally.

For autonomous mobile robots, there have been technical challenges, with only a very small portion of the huge potential market being practical with conventional technology.

Most of the 300 trillion yen robot market in 2040 will be in difficult, complex environments where next-generation technology is essential. Kudan has a track record of achieving practical use in such complex environments with its core technologies of self-localization and environmental map generation.

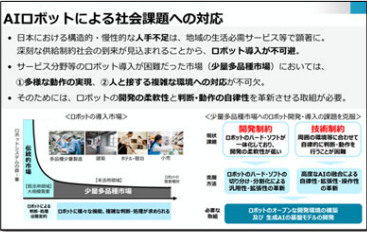
From this fiscal year, in addition to this, to provide our technology to a wider range of customers and to achieve efficient development, we are integrating all the complementary software necessary for autonomous navigation and expanding it into an autonomous navigation package.

Furthermore, by utilizing legged robots suitable for complex environments, we have also started developing solutions for inspection robots, aiming to create synergies with our Digital Twin business, which is engaged in facility management and other areas.

Robotics Project (2/3) – - Participation in Government Project



- For robotics, Kudan has been selected as development leader¹ for a METI-promoted software project with major construction companies, leading core technology development of autonomous robot mobility in Japan

Japan's National Policies	Project Overview	Kudan's Role and Future Expectations										
- Labor shortages are a growing social issue, making robot deployment essential as government and industry strengthen initiatives - In markets where deployment was difficult, innovation to enhance robot autonomy is essential Excerpt from METI Materials 	- Taking the the construction sector—where challenges are significant—as a model, the initiative is being advanced across the industry via the Construction RX Consortium² including major general contractors - Aiming to establish general purpose autonomous robot mobility technologies, with future expansion expected into a broader range of industries³ <table border="1"> <tr> <td>Organizer</td> <td>NEDO (New Energy and Industrial Technology Development Organization)</td> </tr> <tr> <td>Project Name</td> <td>R&D Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems: Building a Software Development Platform for Robotics</td> </tr> <tr> <td>Adopted Theme</td> <td>R&D on a Software Development Platform in the Robotics Field for the Construction Market</td> </tr> <tr> <td>Period</td> <td>From FY2025 to FY2027 (planned)</td> </tr> <tr> <td>Total Budget</td> <td>10.3 billion yen (total over 3 years)</td> </tr> </table>	Organizer	NEDO (New Energy and Industrial Technology Development Organization)	Project Name	R&D Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems: Building a Software Development Platform for Robotics	Adopted Theme	R&D on a Software Development Platform in the Robotics Field for the Construction Market	Period	From FY2025 to FY2027 (planned)	Total Budget	10.3 billion yen (total over 3 years)	- Recognized for its technology and track record, Kudan has been selected as the core software leader¹ - Expects this to accelerate the social implementation and adoption of Kudan's technologies - Also aim for continued close collaboration on related government policies for robotics  - Technology provision for cross-industry development platforms / marketplaces⁴ - Strengthening collaboration in AI and semiconductors — key growth investment areas under the new Takaichi administration⁵
Organizer	NEDO (New Energy and Industrial Technology Development Organization)											
Project Name	R&D Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems: Building a Software Development Platform for Robotics											
Adopted Theme	R&D on a Software Development Platform in the Robotics Field for the Construction Market											
Period	From FY2025 to FY2027 (planned)											
Total Budget	10.3 billion yen (total over 3 years)											

1. Leading the development of software modules to realize autonomous robot mobility, including project planning and management, design and development of core technologies, and integration of development outcomes from participating companies
2. Private organization promoting "Robotics Transformation" via construction robots and IoT to tackle workforce decline and improve productivity and safety in construction
3. Also expected to expand into a wide range of industries, including logistics, manufacturing, infrastructure management, and agriculture
4. See briefing materials for the project's public solicitation [link](#)
5. Discussion topics under the Cabinet Secretariat's Headquarters for Japan's Economic Growth Strategy [link](#)

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Ko: Amid these efforts in robotics, we are actively participating in government projects. We are serving as a development leader in a software development project promoted by the Ministry of Economy, Trade and Industry (METI) and in which major construction companies are participating. We will focus on leading the development of core technology for robot autonomous navigation in Japan.

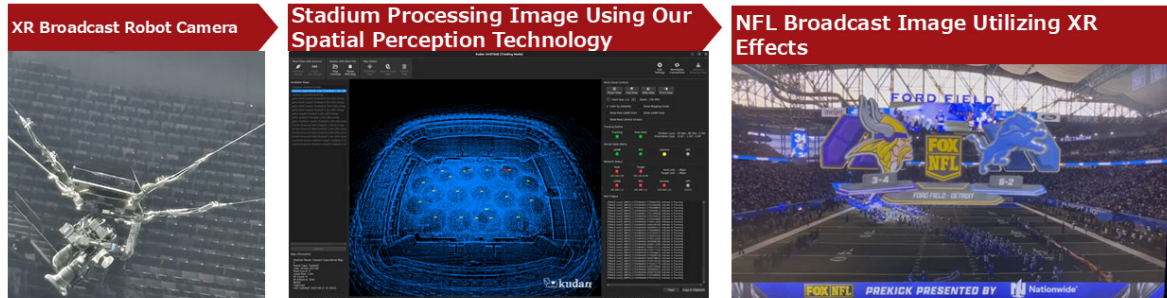
Behind these national policies is the focus of the government and industry on addressing the labor shortage. There is a demand for technological innovation that enhances the autonomy of robots in difficult, complex environments, which is Kudan's specialty.

In this project, we will work on the construction industry, which has major challenges, as a model case. We will promote it across the construction industry with major general contractors and establish a general-purpose robot autonomous navigation technology, with the aim of applying it to a wider range of industries in the future.

Kudan has been selected as the core software leader in recognition of its technology and track record. Through this project, we will provide technology to the development platform and marketplace that will become the cross-industry infrastructure, and we expect to accelerate the social implementation and adoption of our technology.

Regarding government projects, since they are closely related to the strategic areas of the new administration's growth investment, we will aim for continued close collaboration on related government policies.

- Through collaboration with Fox Sports and SkyCam, our technology has been adopted on the world's premier stages, including the NFL Super Bowl, since 2024. **In 2025, we are continuing and expanding the actual operation of NFL broadcasts throughout the season.**
- To support low-cost, high-visual-effect XR broadcasts with robot cameras, **we have patented SW technology that applies our proprietary Spatial Perception and officially released it as Kudan VANTAGE.**
- Going forward, **we aim to expand adoption to major global sports and live events**, including stadiums, concert halls, and virtual studios.



4. Released on 13rd November "Kudan Announces Official Launch of Kudan VANTAGE™"

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Ko: As part of our cutting-edge global initiatives, we are also making steady progress on projects involving robotic cameras for XR broadcasting. Through collaboration with Fox Sports and Skycam, our technology has been adopted on the world's most prestigious stages, including the NFL Super Bowl, since 2024, and in 2025 we further expanded its full-season deployment in live NFL broadcasts.

We have now obtained a patent for our proprietary software technology, which applies our unique spatial perception to support low-cost, high-visual impact XR broadcasts using robotic cameras, and officially launched it under the name Kudan VANTAGE.

Going forward, we aim to expand its adoption to major sports and live events worldwide, including stadiums, concert halls, and virtual studios.

Other Projects Overview (excerpt)



	Customer	Overview	Progress
Digital Twin	● Major Infrastructure Management Company	DX for water and sewage facility management	Trial introduction of PRISM for customer scheduled to begin
	● Major construction Machinery Company	DX for construction progress, equipment status, and safety management	Supporting introduction and expansion of PRISM
	● Major Real Estate Facility Management company	DX for facility management automation and labor savings	Continuing introduction preparation based on strategic business support
	● Construction Solutions	DX for construction site management	Technology provision for commercial solution development has begun
	● Major telecommunications company	City-scale mapping solution deployment	Technology validation ongoing
	● Major Automotive Company	Photorealistic technology for autonomous vehicle map generation	Technology provision and validation scheduled to begin
Robotics	● Multiple Autonomous Delivery Robot	Localization under dynamic conditions and across indoor/outdoor environments	Additional introduction to high-difficulty factories decided, introduction preparation underway
	● Inspection Robot	Localization for quadruped inspection robots	Technology provision initiated, supporting customer development
	● Industrial computer	Autonomous navigation technology for AI robot development kits	Technology provision initiated, supporting customer development
	● Major Automotive Company	Localization in GPS-degraded environments	Development and validation underway under various conditions for performance improvement
	● Major Plant engineering company	Localization for heavy machinery remote operation in hazardous areas	Technology provision initiated, validation ongoing
	● IT solutions	Localization for real-time product location management	Technology provision initiated, supporting customer development
	● Manufacturing engineering	Localization for real-time product location management	Technology provision initiated, supporting customer development

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Ko: Next is a summary of our highlight projects.

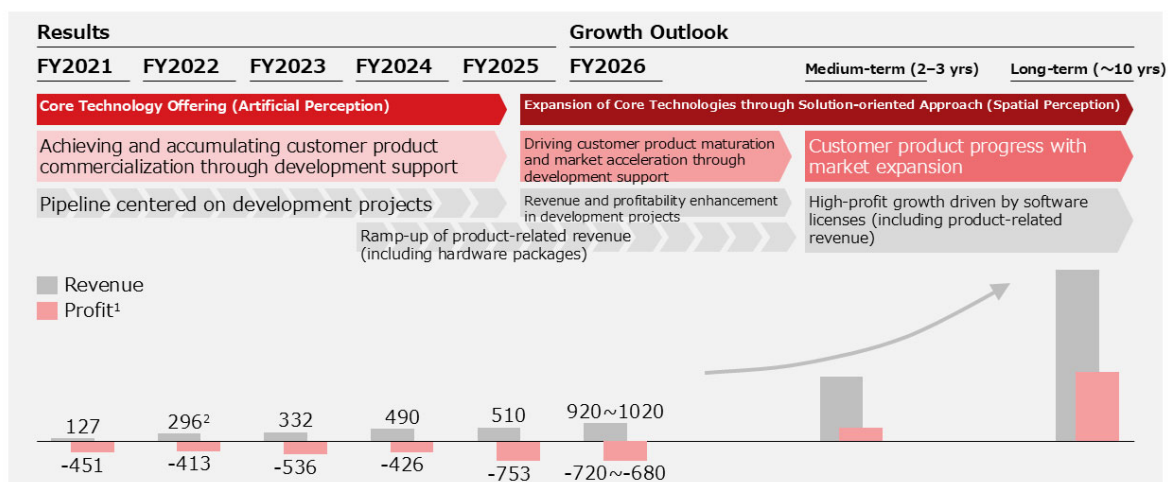
In addition to the projects I have introduced in detail, many other projects are progressing globally in both the Digital Twin and Robotics domains.

We will continue to strive to provide updates on our business situation and to disclose details.

Medium- to Long-term Growth Outlook



- Under the strategy of expanding technological domains, Kudan aims to **further strengthen short-term growth through development projects and hardware packages**, while **pursuing significant medium- to long-term growth by expanding customer commercialization and software license revenue** in line with market acceleration



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Ko: Finally, to reiterate our medium- to long-term growth image, under our strategy of expanding our technology domain from this fiscal year—that is, our policy of promoting Spatial Perception by expanding our core technology with a solution-oriented approach—our short-term plan is to further strengthen profitability improvement and growth through development projects and HW packages.

In the medium to long term, in line with the acceleration of the market, we aim for exponential growth through the expansion of customer commercialization and SW licenses.

This concludes our explanations about the financial results.

■ Company Details

Name: Kudan Inc.

Securities Code: 4425 (TSE Growth)

Representative: CEO Daiu Ko

■ For more details, please contact us from [here](#)