



Business Plan and Growth Potential

Dynamic Map Platform Co., Ltd.

May 29, 2026

T S E
Growth
336A

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01

Company Overview

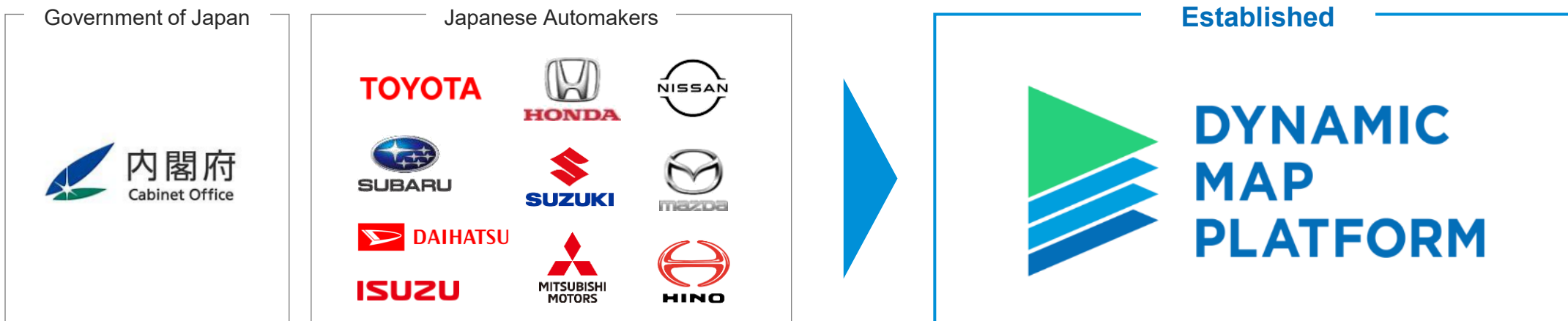


Company Overview

Company Name	Dynamic Map Platform Co., Ltd. (Securities Code: 336A TSE Growth)
Established	June 13, 2016
Head Office Address	2-12-4 Shibuya, Shibuya-ku, Tokyo
Business Locations	Japan, U.S., Germany, Saudi Arabia, UAE, South Korea
Employees	235 (as of May 2026) ⁽¹⁾
Business Scope	● Generation and sale of high-precision 3D map data (HD maps) for use in autonomous driving, advanced driver assistance systems, etc. ● Provision of high-precision location information and solutions for various applications (except autonomous driving) using technologies related to HD maps

Establishment History

Dynamic Map Platform (DMP) was established under the initiative of the Japanese government, with funding from major Japanese automakers. DMP subsequently acquired a U.S.-based HD map company in which General Motors Company had invested, thereby expanding its business globally.



Note: (1) The employee count includes temporary workers.

Highlights

Global Deep-Tech

A deep-tech company building a global high-precision location information platform known as a dynamic map.

High Growth

With a strong customer base that includes 10 major Japanese automakers, General Motors, and the Japanese government, we are well positioned to achieve high revenue growth.

High Competitiveness

We possess highly competitive, high-precision 3D data and strong technical capabilities that have contributed to the development of the world's first Level 2+ and Level 3 automated driving systems.

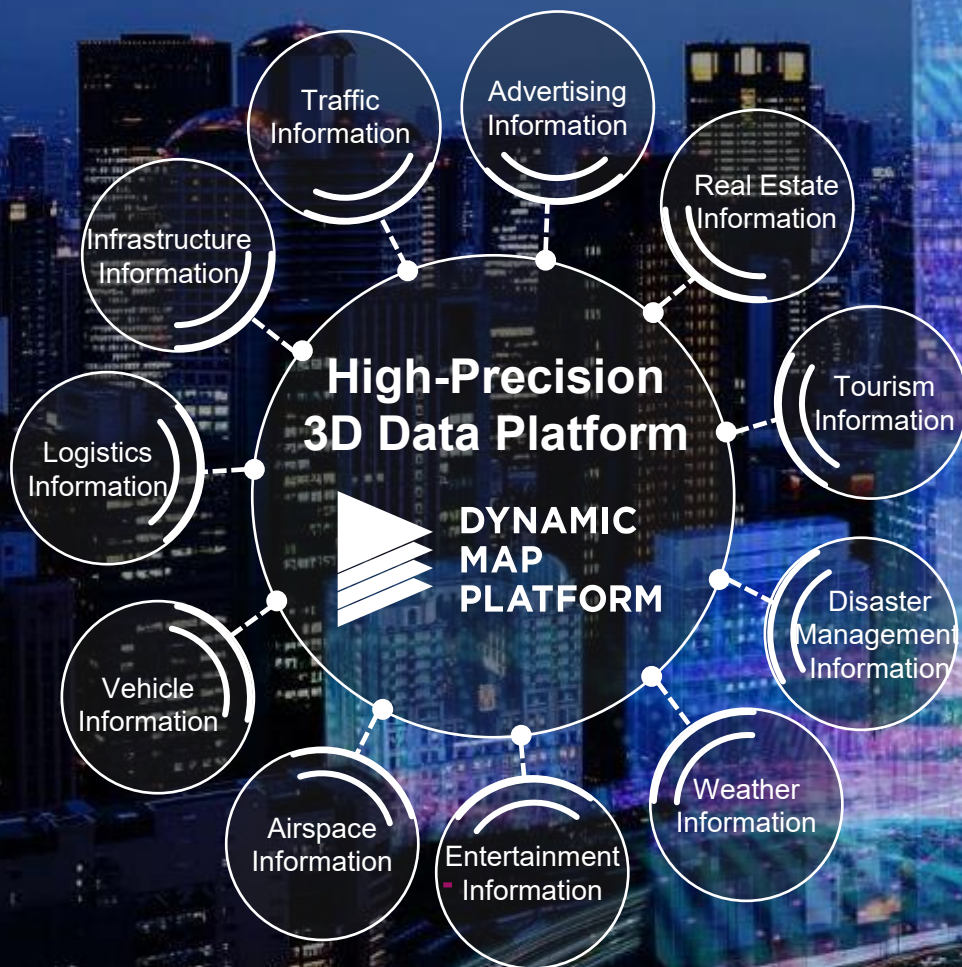
High Profitability

Our business model is built on two pillars: project-based business and license-based business. Project-based business supports the development of our data infrastructure, while license-based business leverages established data assets and is expected to generate higher profit margins. Through the expansion of license-based revenue, we aim to establish a highly profitable business structure.

Modeling the Earth

As a provider of a high-precision 3D data platform, we aggregate a wide range of information.

We aim to enable analysis, control, and prediction, thereby driving innovation that helps address societal challenges.



Dynamic Map Platform At-a-Glance

Global expansion powered by data for physical AI, with growth driven by a license-based business model

26**Countries ⁽¹⁾**

North America, Europe,
Japan, South Korea,
Middle East

74%**Overseas
Sales Ratio**

FY2026 Actual

JPY 5.7

Billion

**Consolidated
Sales**

FY2026 Actual

121 % YoY**License-Based
Revenue**

FY2026 Actual

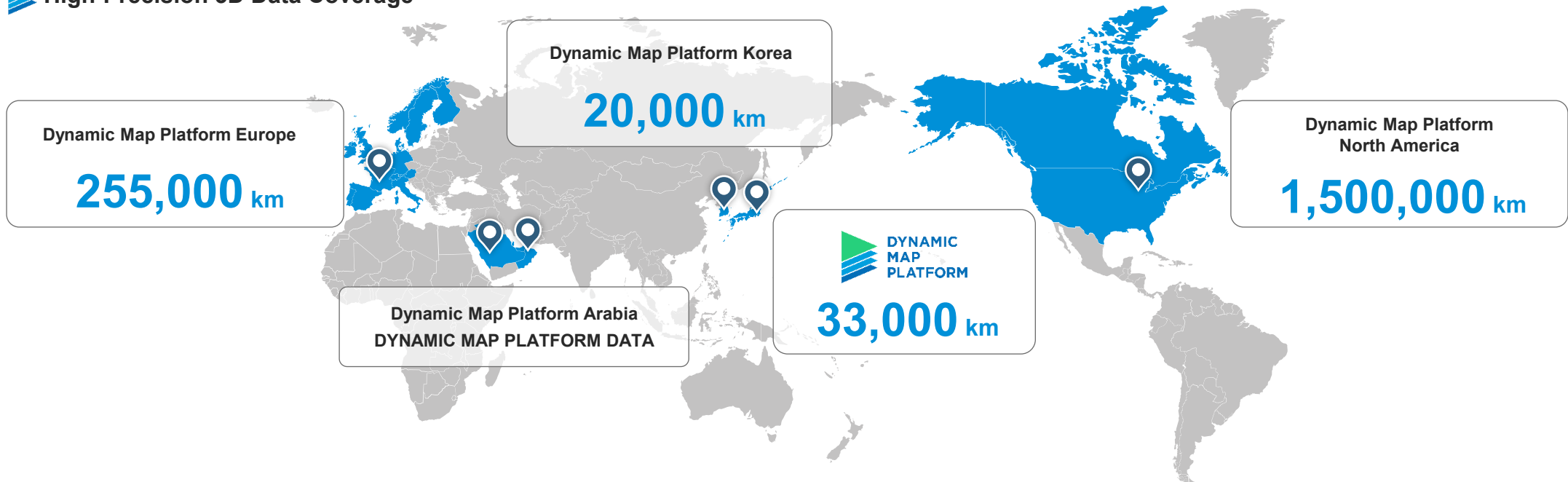
1.8

Million km
**High-Precision 3D
Data Coverage**
2026 Actual

30%**Physical AI
Market CAGR ⁽²⁾**

Outlook for the
next 10 years

High-Precision 3D Data Coverage ⁽³⁾



Notes: (1) and (3) As of May 2026. (2) Prepared by the Company based on Grand View Research, Acumen Research & Consulting, and other sources.

02

Business Overview



Business Domains

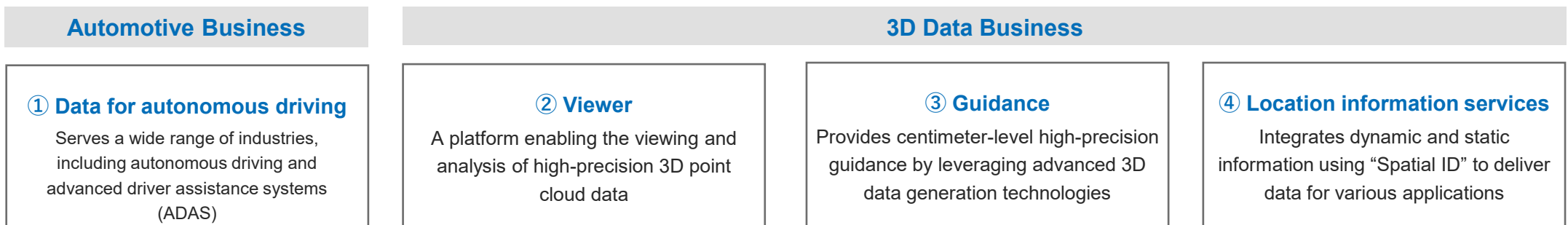
In addition to generating and providing high-precision 3D data for automotive applications (Automotive Business), the company is expanding into the provision of solutions utilizing high-precision 3D data–related technologies (3D Data Business).

As the physical AI era arrives, the value of foundational data is expanding, positioning the company as a data platform player.

Expansion of Business Domains



Progress by Segment



Automotive Business – Data for Autonomous Driving

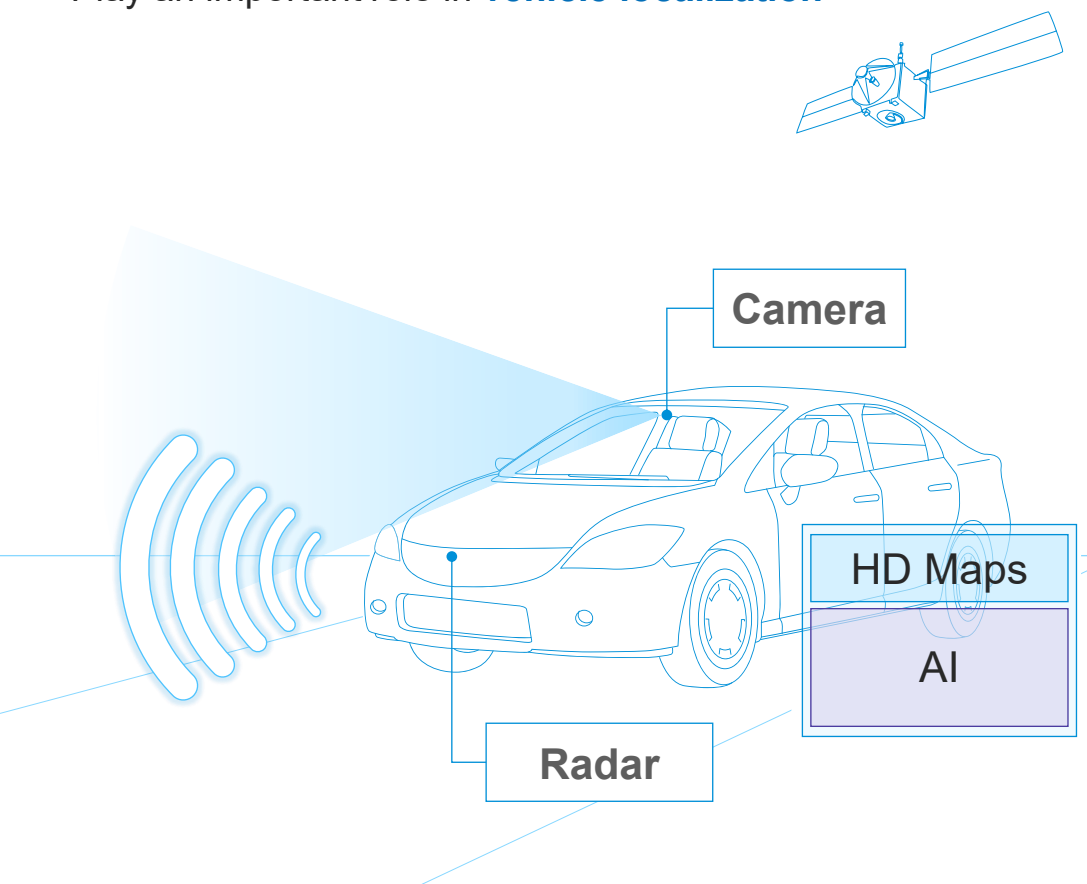
High-precision 3D data play an important role in enhancing the safety of autonomous driving and advanced driver assistance systems.

Demand is growing for enterprise licenses used in AI development, including AI training and inference.

Role of HD Maps in Autonomous Driving

Provide high-precision 3D data for autonomous driving and advanced driver assistance systems

Play an important role in **vehicle localization**



The Role of HD Maps for Automobiles

Data for AI

DMP Service Site

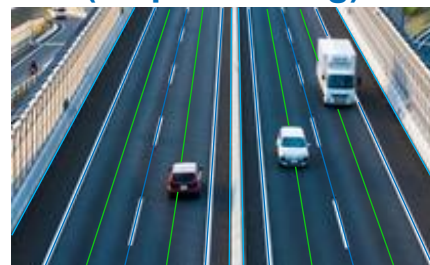


Components of Autonomous Driving

Recognition

(High-precision 3D map data (HD maps), Cameras, Radar)

Vehicle localization (map matching)



360° Surrounding
Vehicle Recognition

Judgment (Semiconductor, AI)

Drive Plan (Situational Assessment, Action Plan)

Operation (Control actuator)

Vehicle control (steering amount, travel speed)

3D Data Business: Viewer

The Viewer visualizes high-precision 3D data, enabling digital transformation industries in which on-site operations have not yet been fully digitized.

Example of Viewer App: 3Dmapspocket

- ✓ View accurate 3D data from anywhere using a web browser
- ✓ Perform centimeter-level measurements and angle calculations without visiting the site

Use Cases and Potential Needs ⁽¹⁾

1 Accident Investigation

Visualize and measure digitally reproduced road conditions

2 Infrastructure Management

Enable accurate dimensional measurement including height and shape confirmation

3 Autonomous Mobility

Can contribute to the optimization of operational costs, such as route planning

4 MaaS Simulation

Enables time and cost optimization in building traffic simulations

Example of Viewer App: 3Dmapspocket

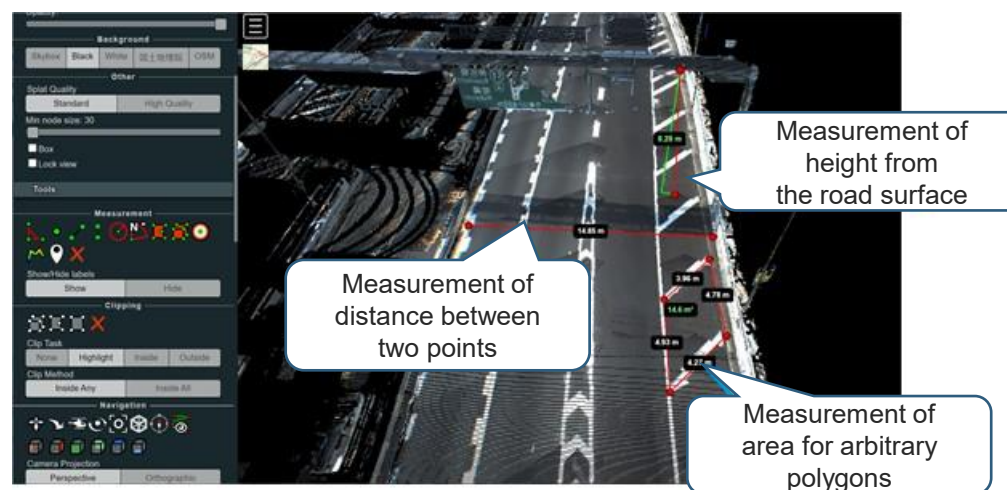
Challenges

- Difficulty in confirming accident scenes and ensuring the safety of investigation work

Implementation Effects

- Measurement and understanding of road structures and location information of accident scenes within a digital space, minimizing on-site work and reducing the number of on-site workers to two-thirds of the previous level
- Implemented by major property and casualty insurance companies and accident investigation companies

DMP Service Site



Note: (1) "Autonomous Mobility" and "MaaS Simulation" are in the business development phase.

3D Data Business: Guidance

We provide high-precision guidance by applying the technologies used to generate HD maps for autonomous driving and ADAS.

With this, we promote 3D data-based digital transformation for industries lagging behind in digitization.

DMP Service Site



What Is the Guidance Service?

- ✓ **HD Maps + Tablet + Positioning Terminal**
→ **High-precision Guidance**

Use Case and Potential Needs⁽¹⁾

1 Snow Removal

3D visualization of snow-covered obstacles assists snow removal

2 Airports and Ports

Guidance to transport vehicles according to aircraft takeoffs and landings

3 Decarbonization

Provides fuel-efficient driving guidance to truck drivers utilizing road gradient data

4 Entertainment

High-precision MR with HD maps in mobility

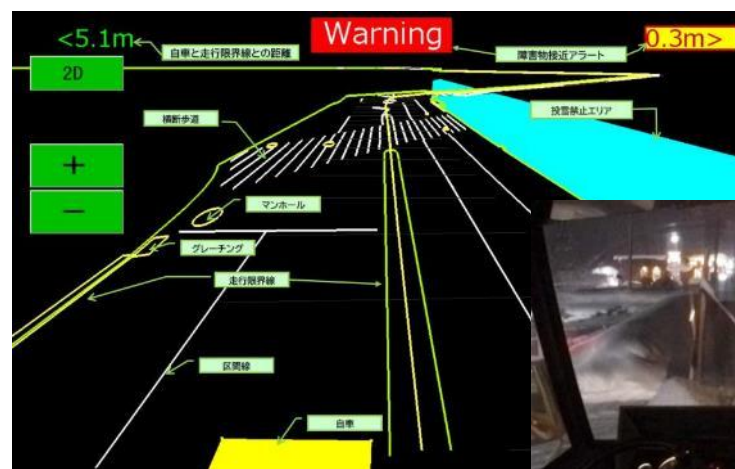
Example of Guidance App: Snow Removal Support System

Challenges

- Labor shortages and workplace safety

Implementation Effects

- Cost reductions through fewer working days
- Enhancing work safety through visualization of road structures
- Received orders from multiple local governments, primarily in the Hokkaido and Tohoku areas



Note: (1) "Decarbonization" and "Entertainment" are in the business development phase.

3D Data Business: Location Information Services

Integrates dynamic and static information using 3D location data based on the Spatial ID concept and delivers it to a wide range of applications.

This service enables advanced operations of drones, AGVs (automated guided vehicles), and other autonomous systems.

Spatial ID

- ✓ A standard that divides 3D space into box-shaped units and assigns location identifiers **to specify positions in space.**
- ✓ **A new digital twin approach** that reproduces real-world spaces in a digital environment across the entire Earth.

Use Cases and Potential Needs ⁽¹⁾

1 Drone route planning and flight control

Retrieve all spatial data required for drone operations using Spatial IDs as a common key

2 Visualization of disaster information, including floods

Enables 3D visualization and analysis of damage conditions during disasters.

3 Mobility operation and management

Converts the spatial information required for autonomous mobility operations into Spatial IDs
Enables information exchange among different mobility platforms based on a common standard

4 Underground infrastructure management

Enables infrastructure operators to access underground information while maintaining data confidentiality.

Location information services: VIPS ⁽²⁾

Challenges

- Information sharing and safety assurance among autonomous vehicles

Overview

- A data integration system that delivers dynamic mapping information by linking various information layers to high-precision 3D data.
- A key enabler for the automation and operational efficiency of commercial vehicles in confined areas.

DMP Service Site

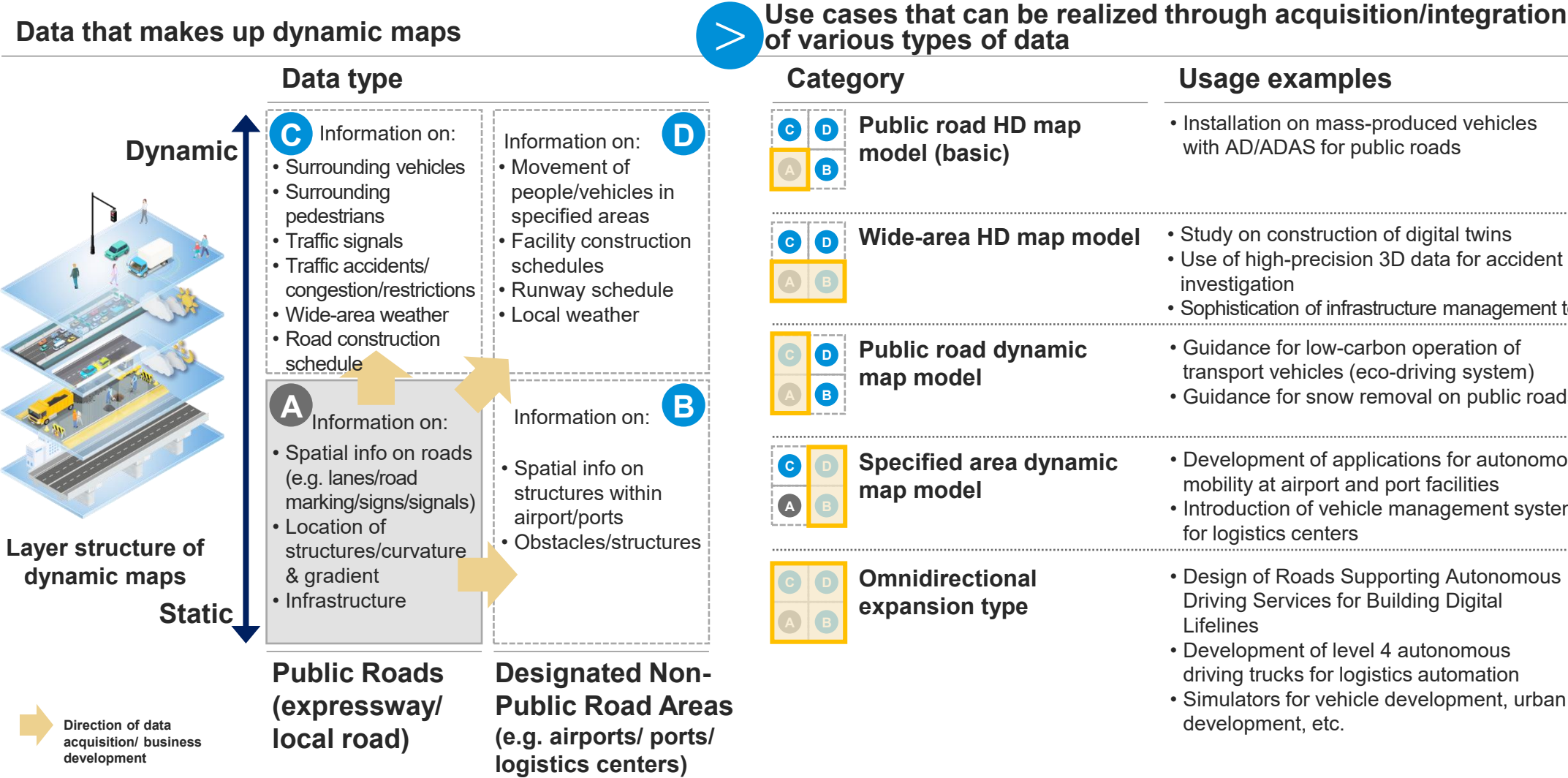


Applications for specific-area



Building a Dynamic Map Platform by Integrating Various Types of Data

Our high-precision 3D data provides a highly accurate location information platform for dynamic maps. Starting with acquiring static data on public roads, we collect and form a system of various types of dynamic data. We also move into specified areas outside public roads, and develop and introduce applications that integrate dynamic data in order to establish dynamic maps.



Building a Surveying Network: The Need to Expand Surveying Capabilities

To expand business in specific areas such as airports, ports, and logistics centers, we are diversifying data acquisition methods, including satellite data, aerial imagery, and drone surveying, and strengthening agile surveying capabilities.

Technological Trends in 3D Measurement

- With improvements in sensor performance and miniaturization of equipment, data accuracy and processing speed have significantly increased.
- This enables precise data acquisition across large spaces, expanding applications such as ICT-based construction and digital twin development.

Surveying System

MMS



- Vehicles equipped with LiDAR and cameras enable continuous surveying while in motion.
- The system accurately captures point cloud data along roads and their surrounding areas.

Aerial Surveying



- Aircraft equipped with cameras and LiDAR enable the acquisition of wide-area data from high altitudes.

Drone



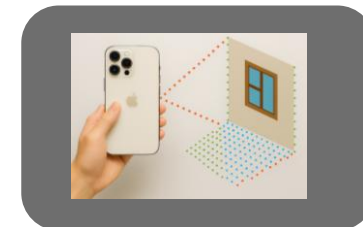
- Equipped with a laser or camera, enabling rapid acquisition of large-area data.
- Capable of capturing terrain beneath tree cover, making it increasingly useful in forests and disaster-affected areas.

Terrestrial Laser Scanner / Handheld Laser Scanner



- Laser measurements conducted on the ground.
- Supports building interiors and underground spaces.

Smartphone LiDAR and Image Data



- Enables easy 3D surveying using smartphone-integrated cameras and LiDAR.

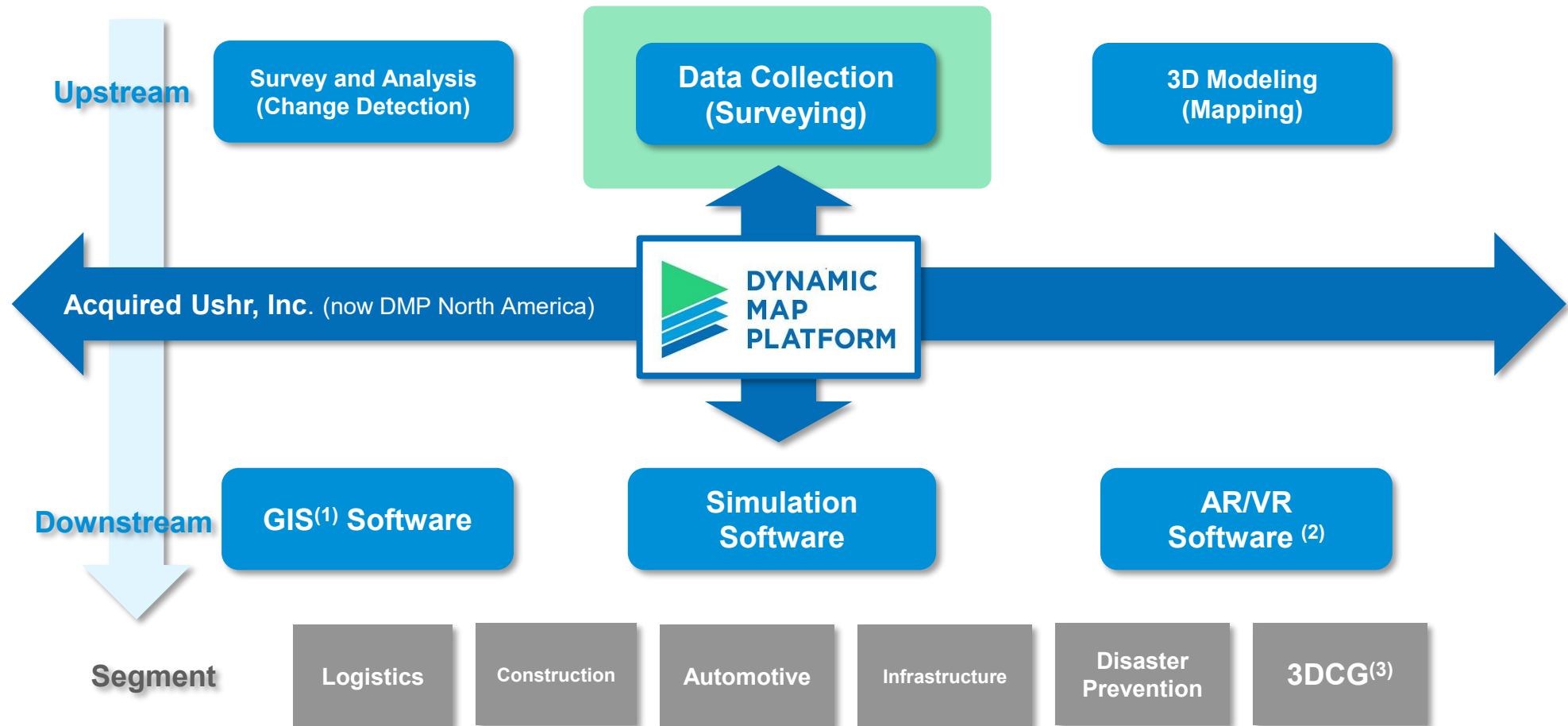
Data Processing

- **Integration with AI:** Enables automatic classification and recognition of images and point cloud data, as well as real-time analysis.
- **Real-time Processing:** Utilizes 5G/6G communication for instant transmission and sharing from the field to the cloud.
- **Operation in GPS-Denied Environments:** Provides self-positioning and map generation in areas without GPS coverage.

Business Expansion Initiatives via M&A

In 2019, we acquired Ushr, Inc., now Dynamic Map Platform North America, as part of our horizontal integration strategy and established a leading position in the global HD map market. Following our IPO in 2025, we began pursuing vertical integration opportunities in upstream and downstream business areas.

We are currently expanding our surveying network to strengthen upstream data collection capabilities.

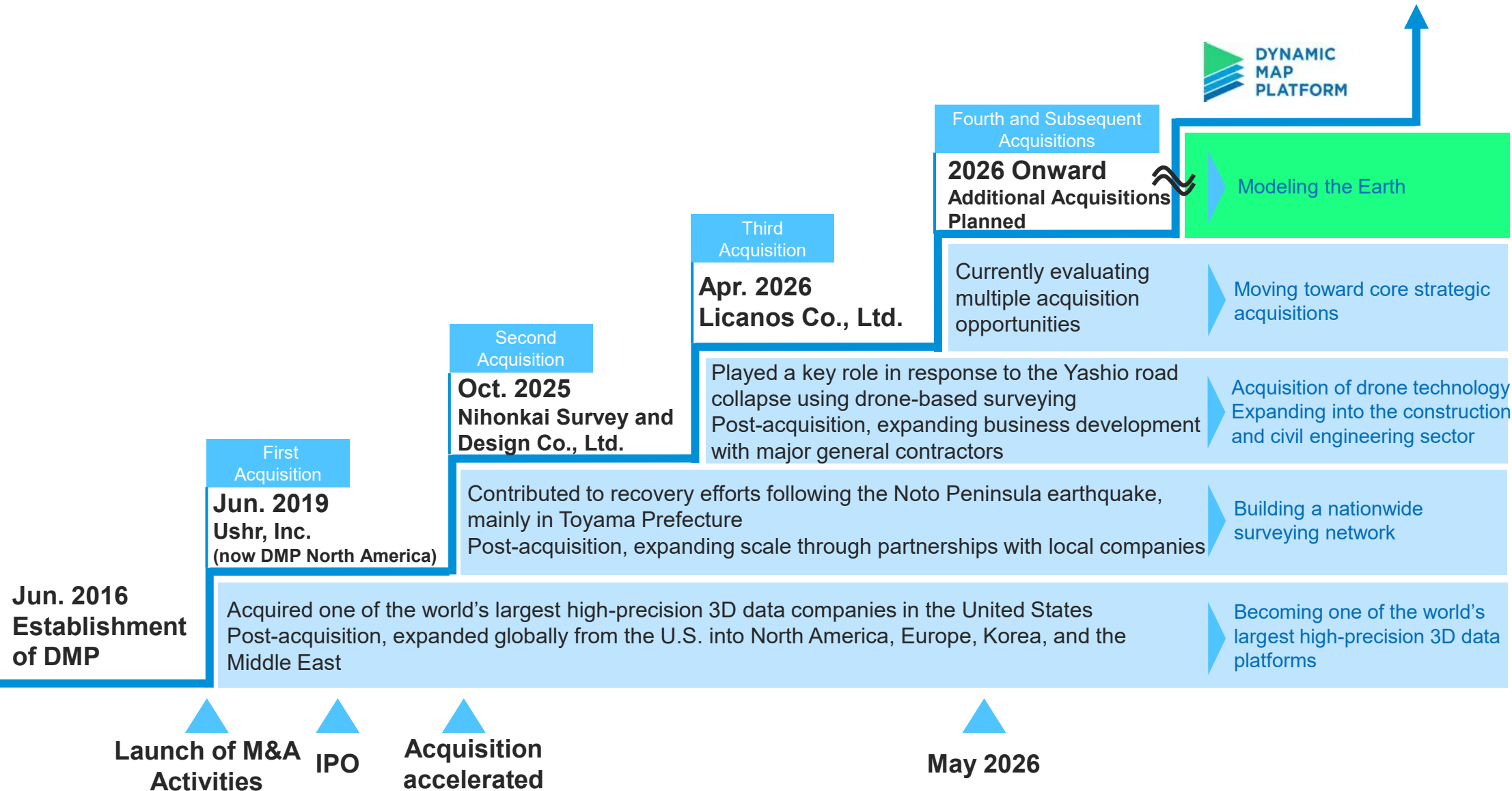


Notes: (1) Geographic Information System Software (A system for handling geospatial data) (2) Augmented Reality (Technology for overlaying digital information onto the real world) / Virtual Reality (Technology that creates a fully virtual environment and immerses the user) Software
(3) Three-dimensional computer graphics (technology for creating three-dimensional images and models using computers)

Accelerating Growth Through Strategic M&A

Our M&A initiatives began with the acquisition of Ushr, Inc. in 2019. Following our IPO in 2025, we resumed our M&A activities.

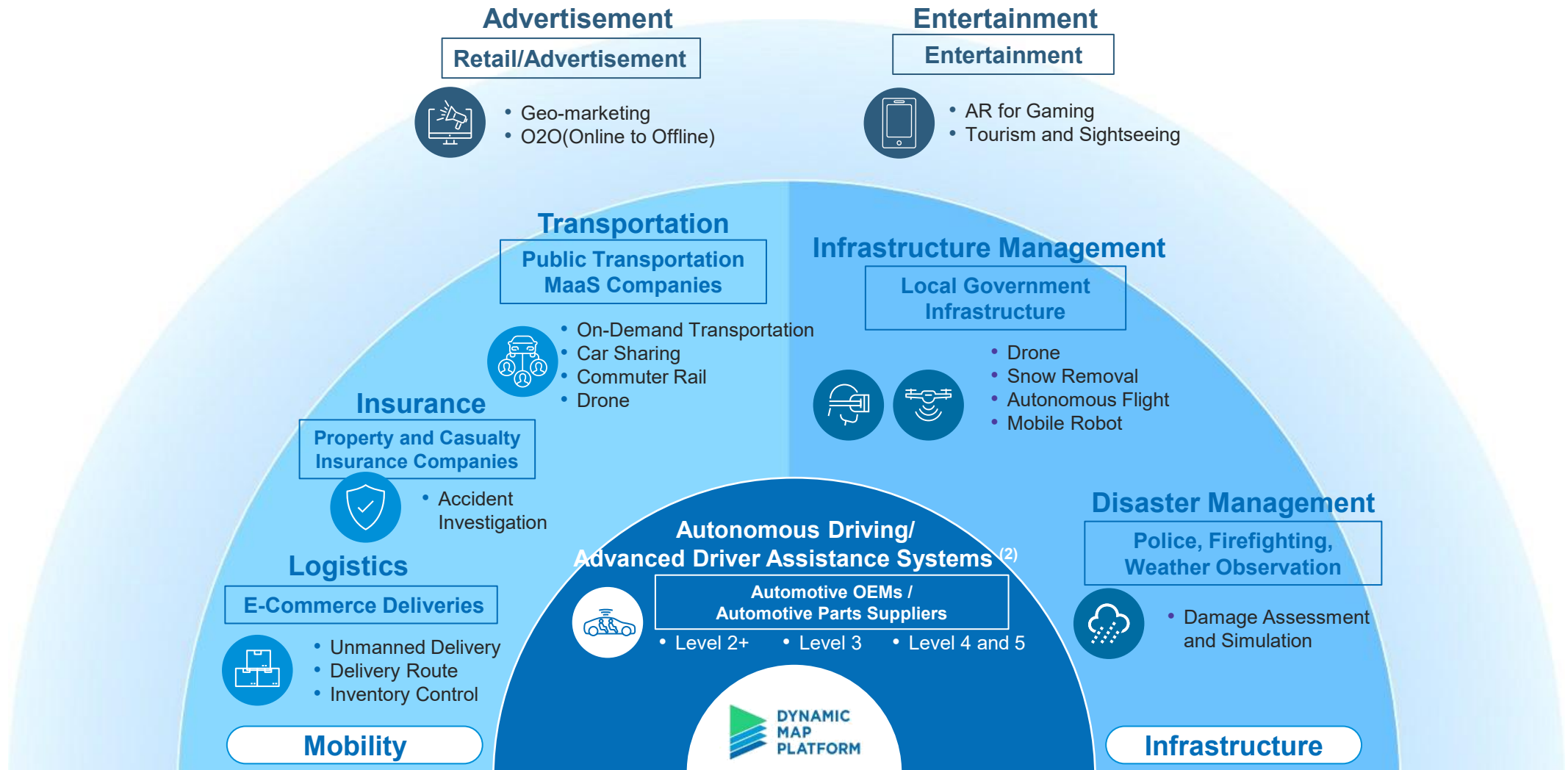
A total of three acquisitions have already been completed, and we will continue to grow through strategic acquisitions.



A Data Platform for Physical AI

Providing a “data platform” for the physical AI era across diverse industries

Expanding from autonomous driving to mobility, infrastructure, advertising, and entertainment



Note:

(1) Above is an image of the target market, including areas that DMP has not yet entered as of May 2026.

(2) Level 0: No driving automation, Level 1: Driving assistance (hands-on/shared control), Level 2: Automated driving functions under specific conditions (hands-off), Level 2+: Conditional automated driving on highways, Level 3: Conditional automated driving (eyes-off), Level 4: Fully automated driving under specific conditions (Mind Off), Level 5: Fully automated driving (Driver Off)

03

Our Strengths



Management Team Driving Business in Global Markets

Global business development led by Japanese and U.S. management teams with diverse backgrounds and expertise



Shuichi Yoshimura

CEO & President

- Management
- Finance
- Business Operation



Toshiyuki Shiga

Outside Director

- Management
- Automotive industry over 30 years experience



Hidekazu Suzuki

Outside Director

- Management
- Finance



Rajeev Joshi

DMP North America
President

- Technology
- Engineering
- Automotive industry over 30 years experience



Duane Garwood

DMP North America
Executive Vice President

- Technology
- Engineering
- Automotive industry over 30 years experience



Hiromichi Amagai

Senior Managing Officer

- Management
- Business Development



Trip Bonds

DMP North America
Vice President, Sales and
Marketing

- Sales Operation
- Marketing
- An expert in the mapping industry



Dr. David K. Johnson

DMP North America
Chief Scientist

- Technology
- Engineering over 20 years experience



Dayneen Webb

DMP North America
Director of HR

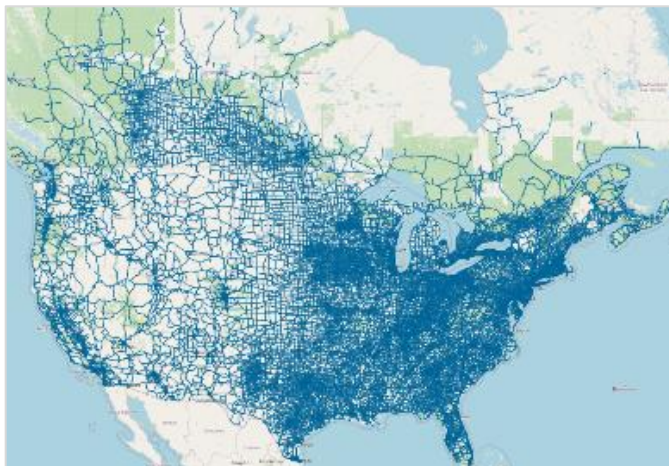
- Human Resources

Building One of the World's Largest High-Precision 3D Data Platforms

Building one of the world's largest high-precision 3D data platforms, with coverage of 1,800,000 km and significant potential to support industrial digitalization and help address societal challenges worldwide.

 Our High-Precision 3D Data Coverage in North America

1,500,000 km



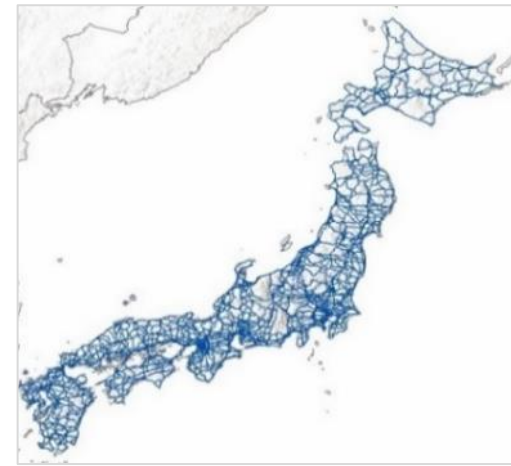
 Our High-Precision 3D Data Coverage in Europe

255,000 km



 Our High-Precision 3D Data Coverage in Japan

Expressways **33,000** km



 Our High-Precision 3D Data Coverage in Other Regions

————— **South Korea** —————

Expressways

20,000 km

————— **Middle East** —————

Expressways

Data development scheduled for completion by March 2027

3D data development in major developed markets has been largely completed.

3D Data Generation Technology

Backed by the experience accumulated since achieving the first hands-off driving in Japan and the U.S., our engineers, who make up 70% of the workforce, possess high engineering capabilities and know-how.

Production process of high-precision 3D data



1. Measure

Using an MMS⁽¹⁾ to acquire high-precision 3D point cloud data⁽²⁾

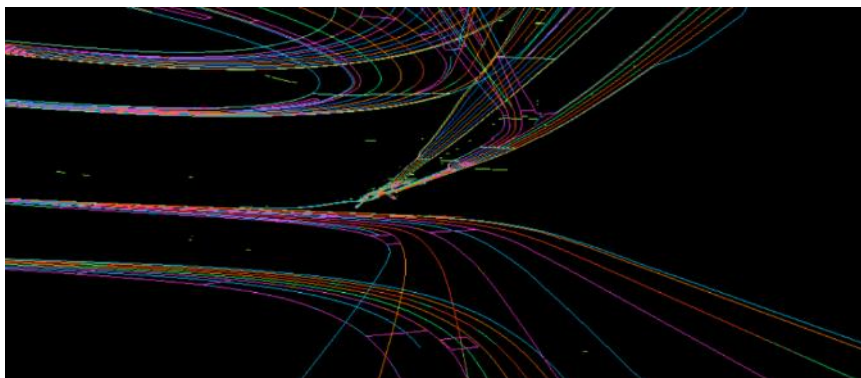


2. Mapping

From high-precision 3D point cloud data, HD maps are generated by extracting geographic features⁽³⁾



high-precision 3D map data (Metropolitan Expressway Ohashi JCT)



Technical capabilities to generate high-precision 3D data

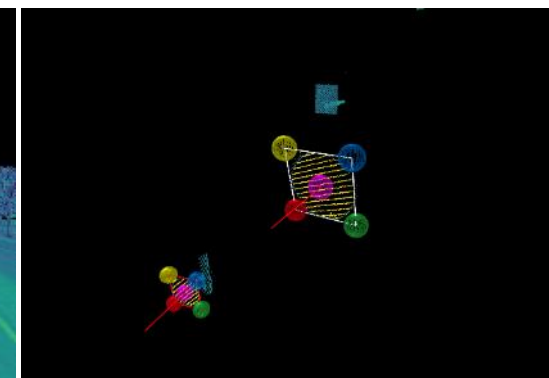
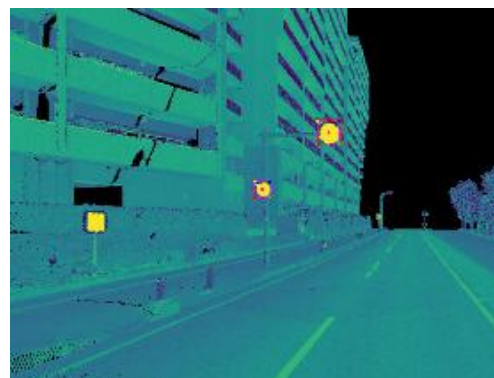
Positioning and measurement technology that **generates 3D data with the industry's highest level of accuracy**

Our technical team has diverse experience and qualifications in AD/ADAS development and surveying. **Approximately 70% of all employees are engineers** on a global basis

Cost reduction and continuous quality improvement through in-house development of various tools **utilizing machine learning**

Consulting capabilities to formulate specifications to meet the requirements of major automakers and other customers

Automatic Marker Extraction Tool



Notes: (1) Refers to systems equipped with GPS, cameras, laser scanners, etc., capable of high-precision measurements. (2) Refers to a collection of point data with three-dimensional coordinates obtained through 3D surveying. (3) Refers to map features such as roads, boundaries, and other elements displayed on a map.

Strong Customer Base Generating Business Results and Business Pipeline

Automotive Business: Our customers include many leading global automotive OEMs, and our HD maps have been adopted in 38 vehicle models.

3D Data Business: We have completed numerous projects for government agencies promoting digital transformation and are building a private-sector customer base to expand our license-based business.

Customers in the Automotive business

- Toyota ● Honda ● Nissan ● SUBARU
- General Motors ● Major semiconductor manufacturers

and others

Strong Relationships with Automakers and Government Authorities

- Our company was originally established with capital contributions from major Japanese automakers under the leadership of the Japanese government. As a result, we have **built strong, long-standing relationships with both leading Japanese automakers and the government.**
- Our group company, Dynamic Map Platform North America, Inc., also **enjoys a close partnership with General Motors Company.** Prior to our acquisition, it received development funding via GM Ventures and engaged in technical collaboration between engineers from both organizations.

Customers in the 3D Data business

Government Agencies

- METI ● MLIT
 - NEDO
 - Digital Agency
 - Tokyo Metropolitan Government
 - Shizuoka Prefecture
- and others



Digital Lifeline: Pilot project for Autonomous Driving Assistance Lanes

Number of Vehicle Models
Equipped with our HD Maps

38 models ⁽¹⁾

Examples of Vehicles Equipped with Our HD Maps

TOYOTA	Lexus LS / MIRAI
HONDA	Legend Hybrid EX / Acura ZDX / Accord
NISSAN	Skyline / ARIA / Serena / Rogue / Armada / Infiniti QX80 / Leaf
SUBARU	Outback
GM	Cadillac CT6 AWD / Escalade / CT5 / CT4 / XT6 / Lyriq / Optiq
	GMC HUMMER EV / Yukon Denali / Sierra Crew / Acadia
	Chevrolet Bolt EUV / Tahoe / Suburban / Silverado Crew Cab / Blazer EV / Traverse / Equinox EV
	Buick Enclave

Private Companies

- NEXCO WEST ● NEXCO EAST
 - Major insurance companies
 - Mitsui Fudosan
 - SoftBank
- and others



Viewer-enabled product 3Dmapspocket

Note: (1) As of March 2026

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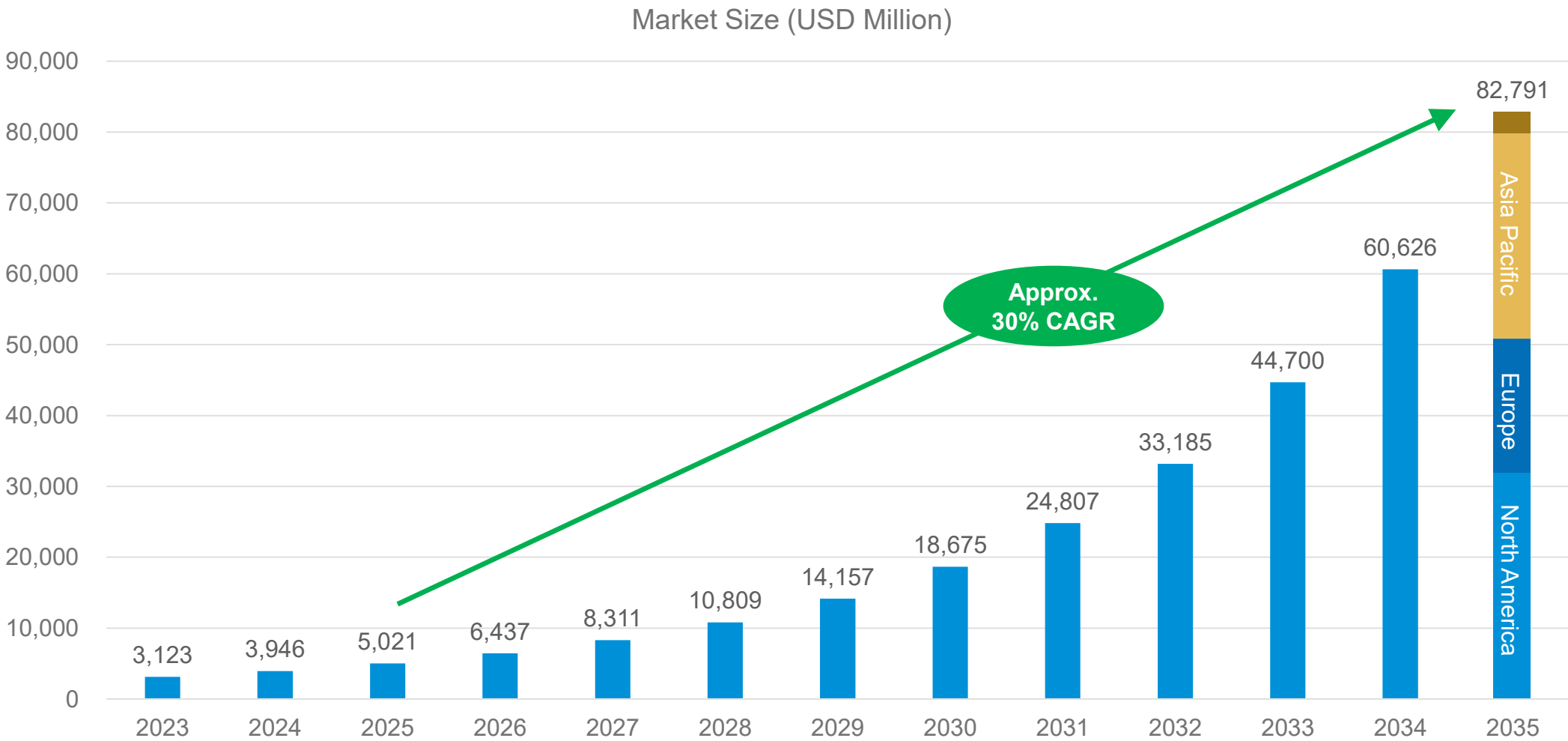
Growth Potential of the High-precision 3D Data Market



Providing Data to the High-Growth Physical AI Market

The physical AI market is expected to achieve strong growth over the next decade, driven by expanding applications in robotics, autonomous driving, and smart infrastructure.

DMP is already providing data for AI training and validation, and as the market expands, medium- to long-term business opportunities are expected to grow.



Physical AI Market Size to Exceed USD 82,790.9 Million by 2035, Acumen Research and Consulting

Understanding Physical AI

Physical AI refers to AI that operates and interacts in the physical world, including autonomous driving systems and robotics, and differs from conventional AI that operates primarily in digital environments. Since its establishment, DMP has generated and accumulated large volumes of real-world data, providing a strong competitive foundation for its Data for AI business.

Differences between Conventional AI and Physical AI

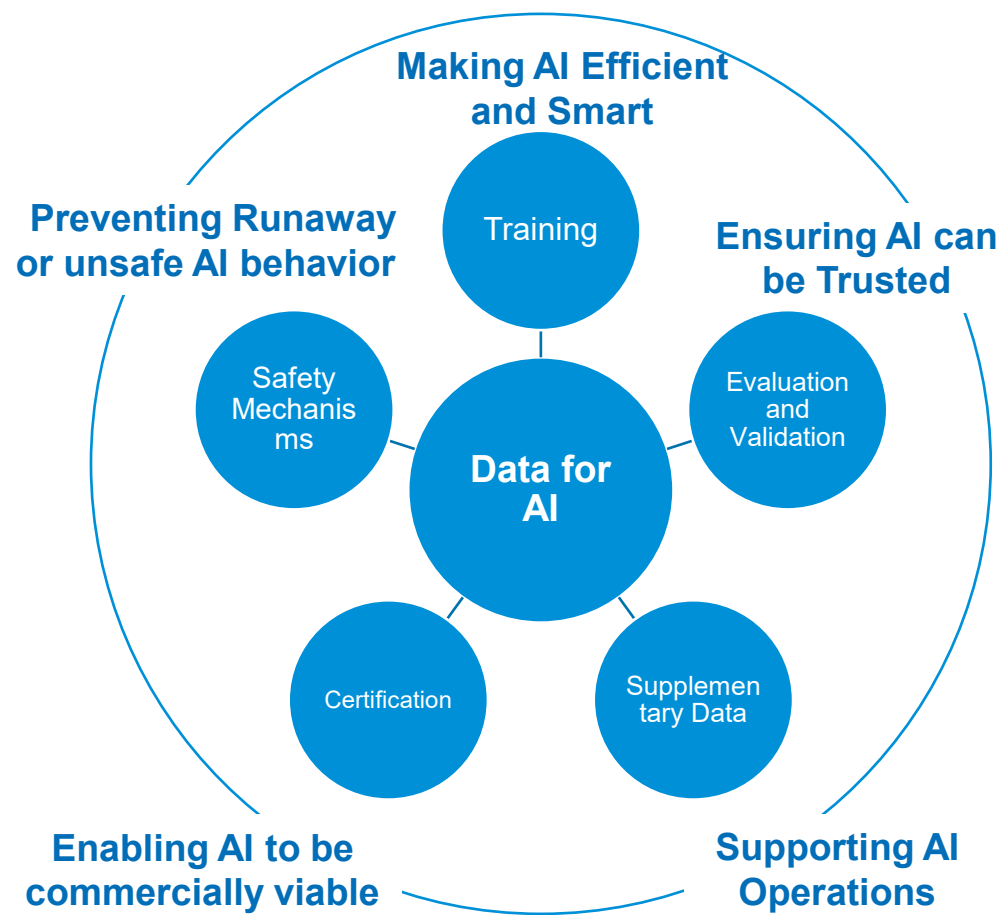
	Conventional AI	Physical AI / Embodied AI
Typical examples	LLM, Agent AI	Autonomous driving, robots, industrial automation equipment
Primary domain	Digital space	Physical space
Input	Natural language, images, audio	Natural language, images, audio, plus sensor data (vision, force, position, velocity, environment)
Output	Content generation (text, images, decision support, etc.)	Physical actions (movement, grasping, operation, control)
Training data	Large-scale existing data (web, logs)	Real-world data (high acquisition cost, low reproducibility)
Execution loop	Input → inference → output (open loop)	Perception → decision → action → perception (closed loop)
Time constraints	Relatively relaxed (latency tolerated)	Real-time processing required
Risk in case of failure	Misinformation, quality issues	Physical damage, personal injury risk, legal liability

Contributing to the Social Implementation of Physical AI Through “Data for AI”

From a data perspective, there are five major challenges to the social implementation of physical AI, which correspond to five categories of spatial data.

The Company develops its Data for AI business by providing five types of AI-native data.

Five types of spatial data for physical AI (Data for AI)



	AI-native data examples
Training	Curated and optimized data for model training
Evaluation and Validation	Data for AI model performance evaluation environments (high-fidelity simulation data)
Supplementary Data	Data that supports AI model inference and decision-making at the edge
Certification	Data that supports compliance with standards and regulatory certification for social implementation
Safety Mechanisms	Guardrails to prevent abnormal AI behavior and data defining the operational design domain (ODD) of AI control

Market Size - Rapidly Expanding AD/ADAS Market / Large 3D Data Market

Automotive Business: The market for >Lv2+ is expected to grow at a CAGR of 37% and is projected to be installed in approximately 30% of all vehicles by 2030.

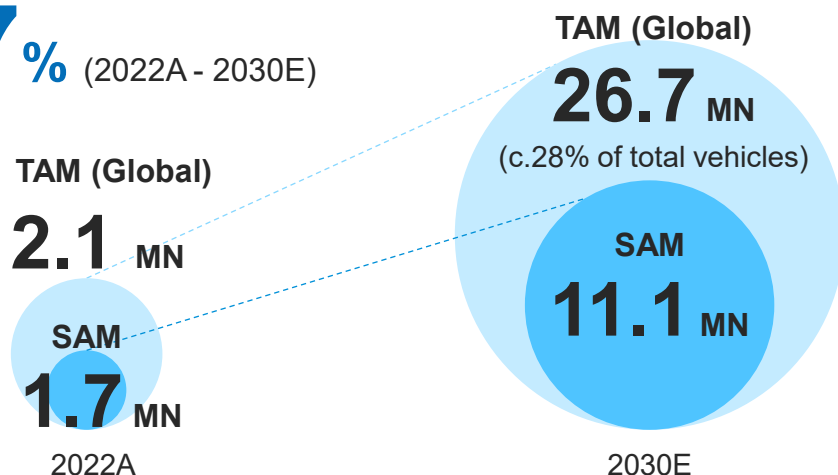
3D data Business: The addressable market size with our data is estimated to already be 1.6 trillion yen.

Market Forecast for # of AD/ADAS Vehicle Sales

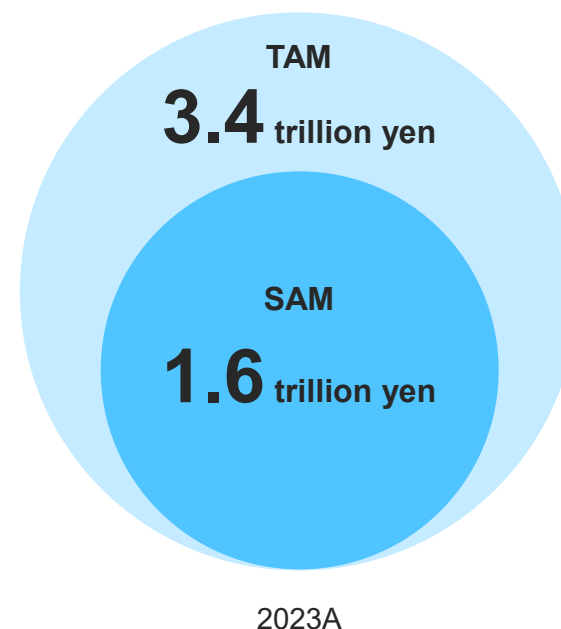
Annual sales forecast of AD/ADAS vehicles > Lv2+ (MN Unit)

Estimated CAGR of

37% (2022A - 2030E)



Market Forecast for Digital Maps



Total Available Market:

Annual sales volume of vehicles equipped with Lv2+ or higher AD/ADAS worldwide

Serviceable Addressable Market:

Annual sales volume of vehicles equipped with Lv2+ or higher AD/ADAS in Japan, North America, Europe, and South Korea, where our group has data coverage

Total Available Market:

Global markets excluding the automotive sector

Serviceable Addressable Market:

In North America, Europe, and Asia-Pacific, which overlap with our group's data coverage regions, the market size of digital maps in the infrastructure/transportation/government and defense sectors where we operate our business

Source: Prepared by our company based on IHS Markit "Autonomous Vehicle Sales Forecast 2023"

Note: The graph is based on forecast figures from external sources and does not guarantee that actual results will follow the trends shown.

Source: Prepared by our company based on Markets and Markets "Digital Map Market Global Forecast to 2029"

Note: Exchange rate is calculated at JPY150/USD.

Autonomous Driving Levels

Globally recognized levels of autonomous driving are defined by the Society of Automotive Engineers (SAE), categorized into six levels from Level 0 to Level 5.

Autonomous Driving Levels	Primary Driver ⁽¹⁾	Overview/Definition	Details/Conditions
Effective with HD Maps	AD	Level 5 Full Autonomous Driving The system performs all dynamic driving tasks and responds to situations where continued operation becomes difficult—without any limitations, i.e., outside of any Operational Design Domain (ODD).	The vehicle can operate autonomously anytime and anywhere, regardless of conditions such as location, weather, or speed, without any driver intervention. It accurately recognizes its surroundings—including traffic signals, signs, pedestrians, and other vehicles—and responds appropriately.
		Level 4 Full Autonomous Driving Under Specific Conditions⁽²⁾ The system performs all dynamic driving tasks and executes fallback responses when continued operation becomes difficult—within an ODD.	Autonomous driving is possible without driver intervention within ODDs such as highways or specific urban areas. Outside of these domains, autonomous driving is not available.
	ADAS	Level 3 Conditional⁽³⁾ Autonomous Driving The system performs all dynamic driving tasks within an ODD. When the system determines that continued operation is no longer possible, the driver must appropriately respond to a takeover request from the system.	Autonomous driving is possible within ODDs, such as highways or certain urban areas, on the condition that the driver appropriately responds to takeover requests when the system is unable to continue operating. When such a request is made, the driver must be present and ready to take control.
		Level 2+ Enhanced Autonomous Driving Functions Under Specific Conditions An advanced form of Level 2 autonomous driving that includes additional features such as lane changes, merging, diverging, and overtaking slower vehicles.	The system automatically executes complex maneuvers such as lane changes, merging, diverging, and overtaking slower vehicles. Hands-free driving is possible under certain conditions, but the driver must continuously monitor the environment and be prepared to take control when necessary.
	Driver	Level 2 Autonomous Driving Functions Under Specific Conditions (Combination of Level 1 Features) The system performs both longitudinal and lateral vehicle control sub-tasks within an ODD.	Driver assistance is made possible through a combination of Level 1 functions. Specifically, the system can maintain lane positioning while keeping a safe distance from the vehicle ahead.
		Level 1 Driver Assistance The system performs either a longitudinal or lateral vehicle control sub-task within an ODD.	The system is capable of controlling vehicle motion in either the forward/backward (longitudinal) or left/right (lateral) direction. Typical functions include autonomous braking, following the lead vehicle, and maintaining the driving lane.
		Level 0 The driver performs all dynamic driving tasks.	



No driver required



No constant driver monitoring required⁽⁴⁾



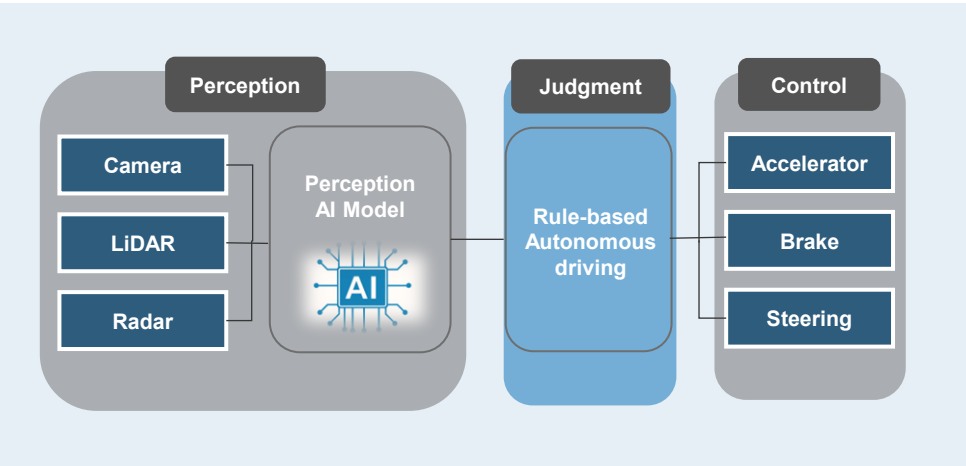
Hands-free driving possible under specific conditions

Source: Prepared by the company based on materials from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan
Notes: (1) Primary Driver: Refers to the entity responsible for perception, prediction, judgment, and operation necessary to control the vehicle. (2) Specific Conditions: Conditions required for the autonomous driving system to operate, including factors such as location, weather, and speed. When a specific geographic area or road environment is defined as a condition, it is referred to as an "Operational Design Domain (ODD)." For example, if the system operates only on highways or within designated urban areas, those areas constitute the ODD. (3) Conditional: Indicates that the system performs all driving tasks under specific conditions, but when it is no longer able to continue operation, the driver must appropriately respond and take control. (4) Example: The driver may be able to operate a smartphone while the vehicle is in motion.

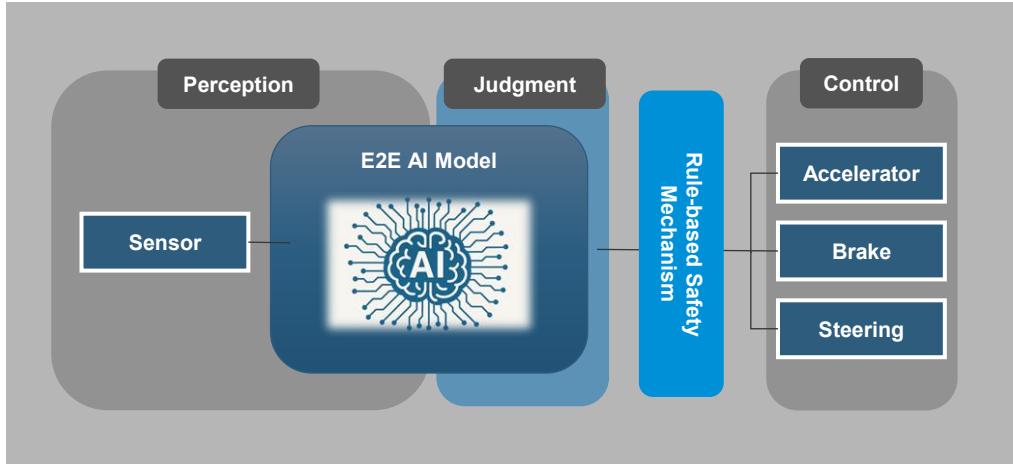
Evolution of E2E AI systems driven by advances in AI technology

The expansion of ODD is also fueled by the rapid development of AI-driven vehicle control systems. End-to-End AI (E2E AI) technology, in particular, has the potential to overcome the weaknesses of perception-based vehicle control systems. Companies such as Tesla and Chinese automakers are actively developing these solutions; however, numerous challenges remain, and concerns have also been raised regarding the pace of market deployment.

Conventional system



E2E AI System



	Control based on Conventional System	Control based on End-to-End AI System
Strengths	● Safety validation is easier when broken down into individual tasks. ● ODD expansion can be achieved in line with the growing coverage of high-precision maps.	● ODD expansion can be achieved without relying on the coverage of high-precision maps.
Weaknesses	● Rule-setting for all driving scenes is impractical. ● Maintenance and updates of high-precision maps are required.	● Safety validation is challenging due to its black-box nature. ● Establishing AI models requires extensive training with large volumes of high-quality data. ● Learning and inference resources are required for AI processing.

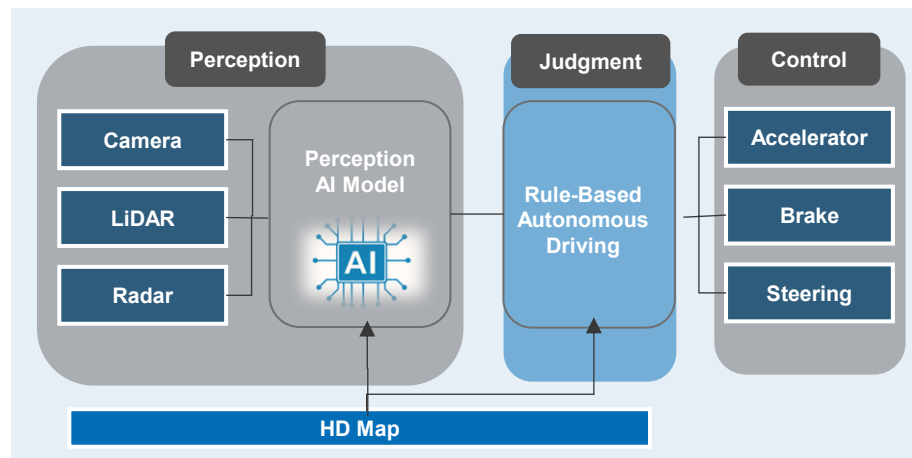
Notes: Based on the model illustration on page 30 of the Ministry of Economy, Trade and Industry's "Mobility DX Strategy" 2025 update, with additional annotations created by our company.
https://www.meti.go.jp/policy/mono_info_service/mono/automobile/jido_soko/pdf/mobilitydxsenryaku2025.pdf (as of Oct. 10, 2025)

Modular End-to-End AI System

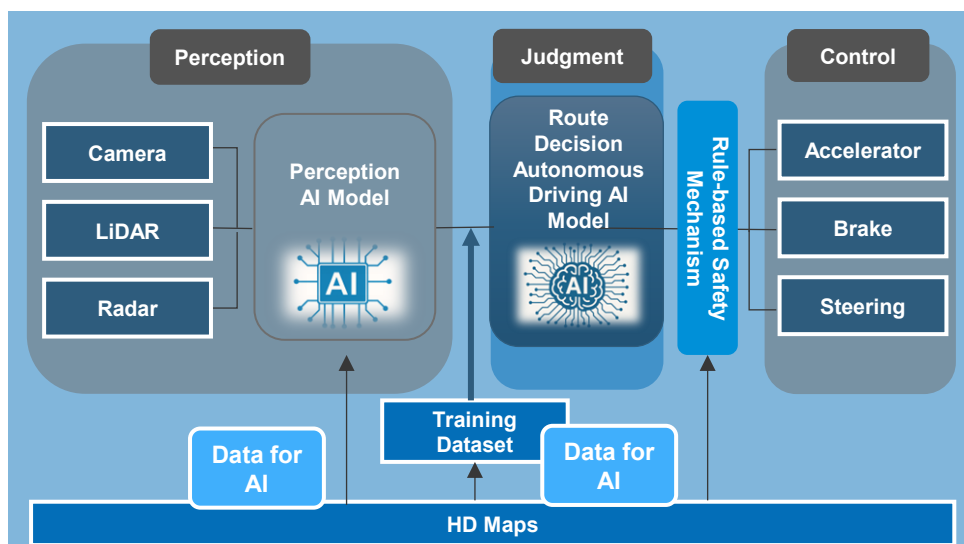
Multiple variations exist and are evolving step by step in E2E AI-based autonomous driving technology.

Due to the heavy processing load, the difficulty of safety validation, and the challenge of securing massive resources required by monolithic E2E AI systems, some autonomous driving players have adopted a Modular E2E AI system strategy based on functional decomposition.

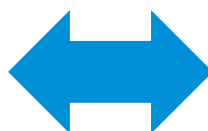
Conventional System



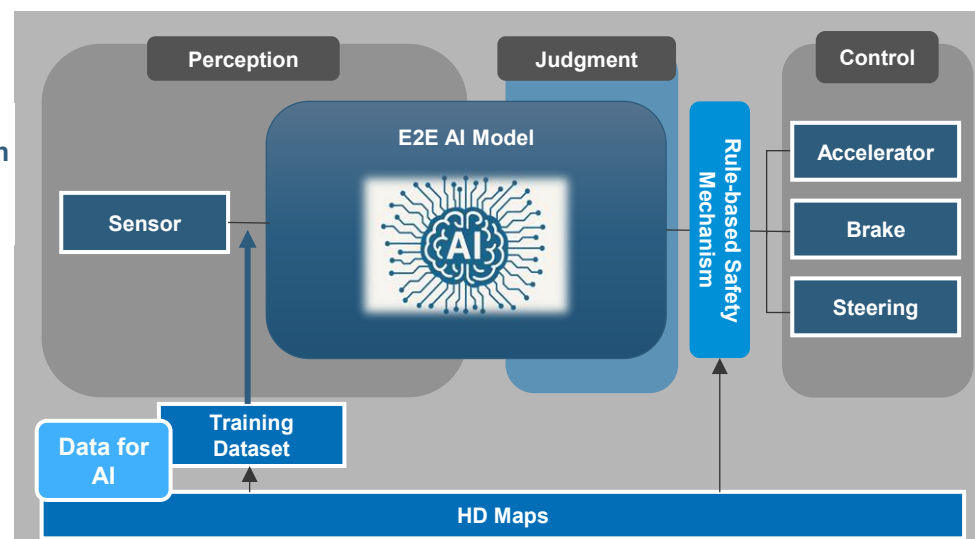
Modular End-to-End AI System



AI models and vehicle installation rules vary by region.



Monolithic E2E AI System



Autonomous Driving Systems and Value of High-Precision Map Data

As a platform provider that delivers high-precision location information from large volumes of high-quality source data, the Company can offer the value of high-precision map data to any autonomous driving system. We respond to a wide range of business opportunities by aligning our offerings with customer needs and technology trends.

In addition to mass-production licenses for vehicle installation, we are capturing data demand through enterprise license revenue for AI use (Data for AI).

Values of High-Precision Map Data	Automated Driving System/Technology		
	Conventional System	Modular E2E AI System	Monolithic E2E AI System
● Critical data for driving control, including self-localization.	○	○	
● ODD Settings for Autonomous Driving Systems	○	○	
● Training Data for AI Models		○	○
● Ground Truth in System Verification		○	○
● Elements of Rule-Based Safety Mechanisms (such as ODD Settings)		○	○

Data for AI

05

Business Model



Overview of Our Business Model: Two Pillars of Project-Based and License-Based Business

Project-Based Business: We selectively accept projects based on targeted gross profit margins.

License-Based Business: We leverage established data assets and systems to generate highly profitable revenue.

Project-Based Business

Building the business foundation

A

Automotive Business

Expands HD maps coverage and updates data for GM and other customers

B

3D Data Business

Has a track record of a large number of government-led R&D projects

Gross profit growth (illustrative)⁽¹⁾

Net sales

Gross profit

COGS

Variable cost for each project

License-Based Business

Aiming for high profitability

C

Automotive Business

Provides HD maps for mass-produced vehicles (mass-production license)
Enterprise data license

D

3D Data Business

Establishes highly versatile data platform
Enterprise data license

Gross profit growth (illustrative)⁽¹⁾

Net sales

Gross profit

COGS

Fixed cost

Note: (1) The above charts of gross profit growth are shown for illustrative purposes, and do not guarantee the achievement of figures.

Overall Picture (Overview of Products/Businesses by Sales Category)

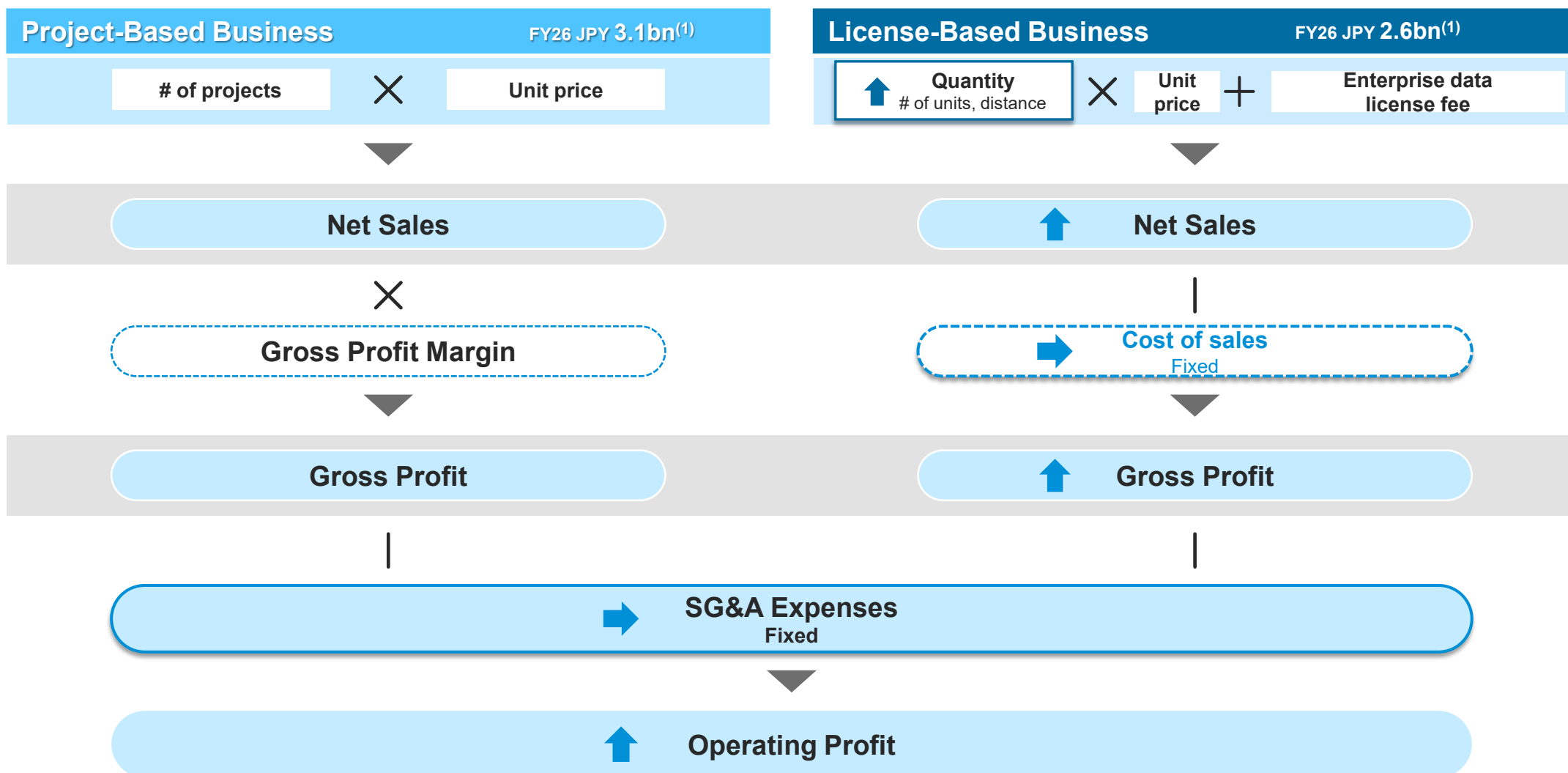
Through project-based initiatives, we build a foundation of high-precision 3D map data and other core assets. By leveraging these proprietary data assets, our business model aims to achieve high profitability and strong growth through license-based business sales. The ownership of high-precision 3D map data developed under project-based business contracts resides with our group.

Sales Category			Business/Transaction Description	Customer	Revenue Model (Main Pricing Method/Cost Structure)	Current Sales Scale (Key Regions)	Growth Phase (Current → Long Term) ⁽¹⁾
License-based business	Automotive Business	Enterprise license	License for the use of high-precision 3D data (Enterprise data license)	Automakers, semiconductor manufacturers, autonomous driving system developers, etc.	Unit price × distance / negotiation High-precision 3D map data update cost	Medium scale (domestic and overseas)	Growth High profitability/ strong growth
		Mass-production license	- Revenue from license fees linked to sales volume of high-precision 3D map data-equipped vehicles - Recurring revenue from maintenance fees based on high-precision 3D map data-equipped vehicle usage period	Automakers ⁽³⁾	License unit price × number of new vehicles Maintenance unit price × total number of vehicles (new + existing) High-precision 3D map data update cost		
	3D Data Business	Data license	- Provision of Guidance-enabled products (e.g., snow removal support systems) - Provision of Viewer-enabled products (e.g., 3Dmapspocket) - Provision of location-based services - High-precision 3D data licensing for infrastructure management and other applications	Municipalities, infrastructure companies, insurance companies, system integrators/software development companies, simulator developers, autonomous driving technology developers and others	Unit price × distance or number of vehicles Unit price × number of accounts or data views	Small scale (domestic)	Commercialization High profitability/ strong growth
					Data update cost System operation cost		
Project-based business	3D Data Business	Government / private sector projects	- Government R&D projects - Projects commissioned by governments, municipalities, private-sector entities, etc.	Governments, municipalities, and companies	Cost-plus pricing method Cost of service execution	Medium scale (domestic and overseas)	Stable revenue generation Ongoing initiatives at a consistent scale to build and strengthen the business foundation
	Automotive Business	High-precision 3D map data development ⁽²⁾	- high-precision 3D map data development and provision commissioned by specific automakers - Maintenance and updates of existing high-precision 3D map data	Automakers	Cost-plus pricing method Measurement and mapping cost		

Notes: (1) The long-term outlook described in the "Growth Phase" section is not a guarantee of achievement. (2) High-precision 3D map data developed under, "Project-based business" "Automotive Business," and "High-precision 3D map data development" categories is owned by our group. We do not receive mass production license fees (i.e., license or maintenance fees based on the number of high-precision 3D map data-equipped vehicles sold or in use) from automakers commissioning high-precision 3D map data development. (3) In some cases, high-precision 3D map data are provided to automakers via map providers or in-vehicle system makers.

Leveraged P/L Structure

Cost of sales in the license-based business and SG&A expenses are largely fixed in nature. By adding the gross profit from project-based business, which can expect a stable profit margin, to the revenue generated from the license-based business using existing assets, we aim for high profitability.



Note: (1) FY26. Exchange rate is calculated at JPY149.71/USD.

License-Based Business (Automotive): Mass-Production License

Cumulative revenue model where revenue increases based on the number of high-precision 3D map data installed in vehicles. It consists of a license fee, which is recognized as revenue upon installation, and a maintenance fee, which is recognized as revenue periodically over the contract period.

Components of Mass-Production License Revenue

License Fee

Per-unit license fee

×

of new units

- Number of sales units for each model fluctuates depending on the year
- Paid for each vehicle equipped with our HD maps when the vehicle is sold to an end user

+

Maintenance Fee

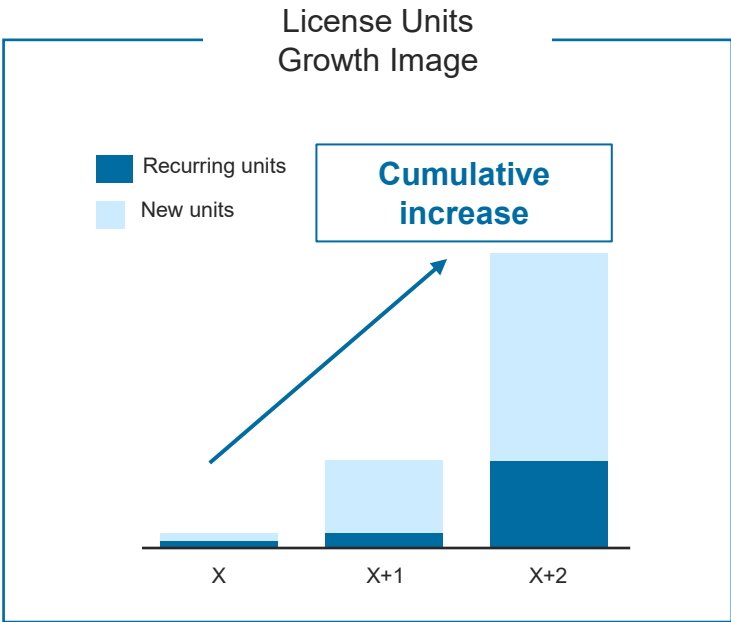
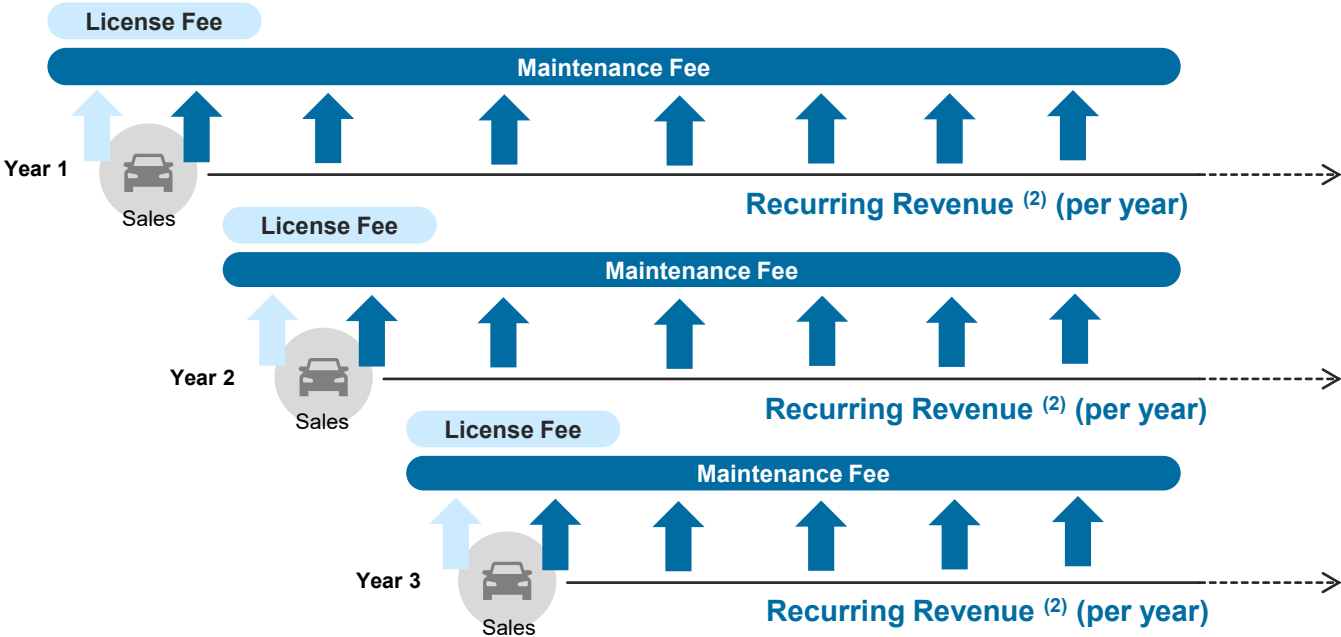
Per-unit maintenance fee

×

of (new + recurring) units

- Recognized as revenue every year during the contract period
- A cumulative revenue structure in which revenue builds on past vehicle sales

Revenue Image of Mass-Production License



Notes: (1) The revenue model is only an image and may not be the same as the actual figure. (2) Refers to revenue a company earns on a recurring basis.

Revenue Model of License-Based Business (Automotive): Enterprise Data License

Providing high-precision 3D map data licenses at a fixed price to enterprise clients.
In addition to automotive production licenses, we are capturing demand for high-precision 3D data through enterprise license projects for AI applications ("Data for AI").

 Enterprise licenses for AI applications

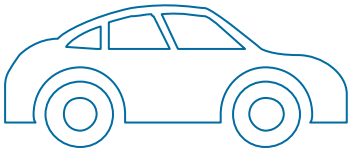


Data for AI

Provide high-precision 3D map data licenses at a fixed price

Clients	Global major automaker groups	Major semiconductor manufacturers	Major autonomous driving system developers
Application	Autonomous driving and ADAS ⁽¹⁾ development (vehicle system level)	AI platform development for autonomous driving (training, inference, and acceleration)	Autonomous driving software development (algorithms and software stack)
Purpose	- Validation of autonomous driving and ADAS functions using simulation - AI training using high-precision 3D map data as ground truth - Inference and validation of vehicle behavior under diverse road conditions	- Provision of high-precision road data as input data for AI training and inference - Performance evaluation and optimization of AI processors and platforms for autonomous driving	- Large-scale AI training and inference for autonomous driving algorithms - Scenario-based simulation and ODD validation using real-world road environments

Applicable across the entire workflow of simulation, training, and validation

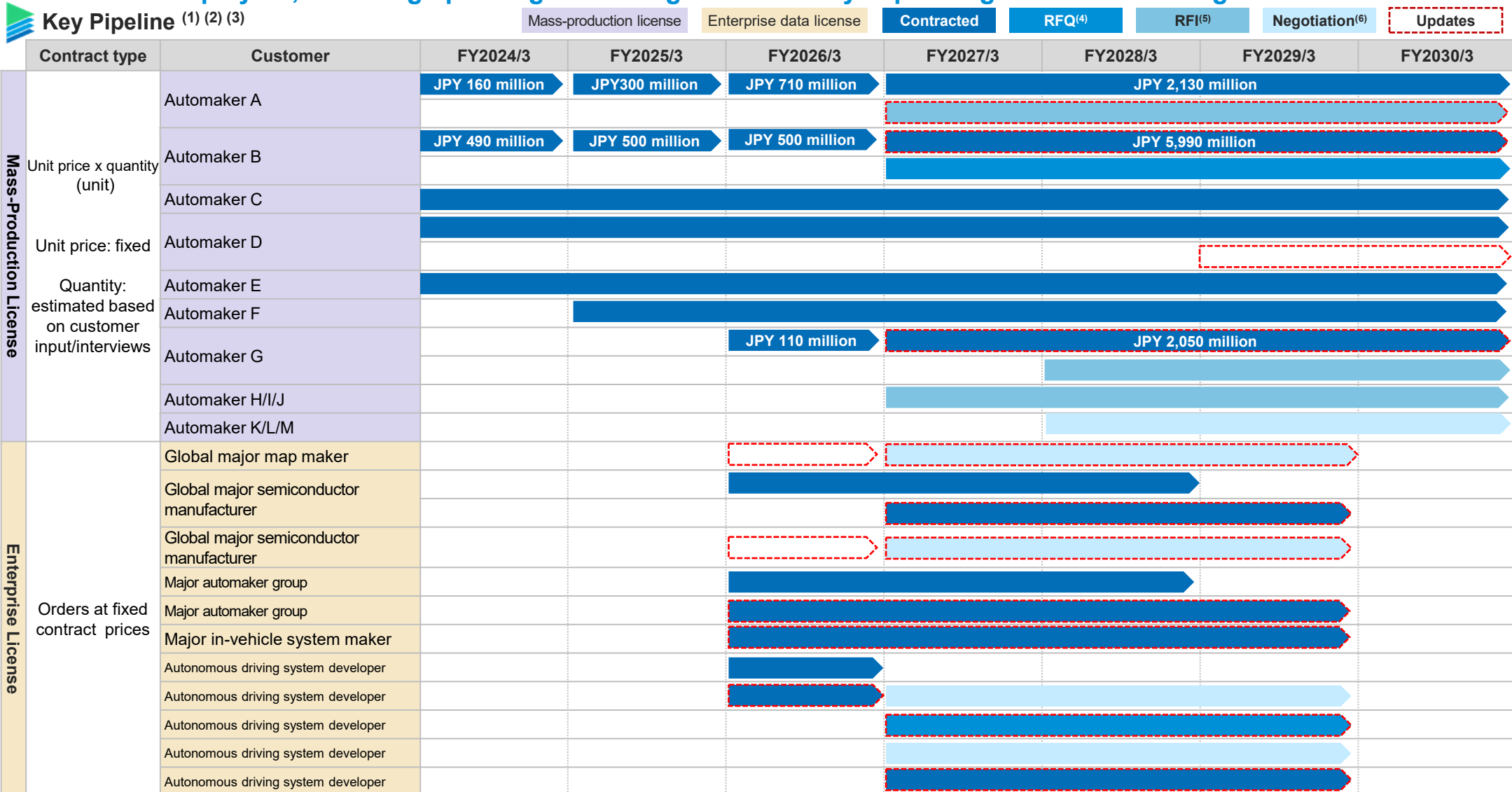


Autonomous driving and ADAS vehicles

Notes: (1) ADAS stands for Advanced Driver Assistance System.

License-Based Business (Automotive)

Rising demand for our data driven by broader vehicle adoption and increasing AI use in autonomous driving and ADAS. Growing enterprise license demand from major OEMs, Autonomous Driving System developers, and global semiconductor players, including upselling to existing customers by expanding use cases and regions.



Notes: (1) The amounts shown in the pipelines are estimated revenues based on contract unit prices and sales quantity estimates based on interviews with customer. If actual sales quantities fall below estimates, the figures may not develop as shown in the chart. (2) The exchange rates used for calculations are JPY 140.56/USD for FY2024/3, JPY 151.58/USD for FY2025/3, JPY 149.71/USD for FY2026/3 and JPY 145/USD for FY2027/3 and beyond. (3) For contracted items with amounts undisclosed, we withhold disclosure in accordance with agreements with the customers. (4) RFQ: See notes on P42. (5) RFI: See notes on P42. (6) Negotiation: See notes on P40.

License-Based Business (3D Data)

Focusing sales on 1.8 million km of global data assets and expanding distribution through partners. Expecting continued domestic use in snow removal, accident investigation, and road management

Expanding demand in real estate development applications. Advancing commercialization of data integration systems for logistics, airports, and ports. Expecting license revenue growth from system implementation. Continuing to pursue projects with state governments outside Japan

Key Pipelines⁽¹⁾

Guidance app

Viewer app

Enterprise data license

Contracted

Negotiation⁽²⁾

Updates

Customer	Business Area	FY2023/3	FY2024/3	FY2025/3	FY2026/3	FY2027/3	FY2028/3	FY2029/3
Local governments	Snow removal							
Major property and casualty insurance company	Accident investigation							
Accident investigation company	Accident investigation							
Major real estate companies	Real estate development							
Logistics operators / airports / ports	Data integration system							
Major road management company	Infrastructure management							
State government (Outside Japan)	V2X							
State government (Outside Japan)	Infrastructure management							
Software companies (Outside Japan)	Simulator, industrial use							

Initiatives to Expand Data Sales Through Business Partners

Collaborations with software companies

- August 2025: Our **high-precision 3D data has been globally available in the field of traffic simulation** through the newly launched platform Model2Go for PTV Vissim by the German simulation software company PTV Group.
- In December 2025, we provided our high-precision 3D data, which is also used in autonomous driving applications, to “Apex Studio”, a French game developer (see right). This enables **highly immersive driving experiences that closely replicate the real world to be delivered to game users worldwide.**



Notes: (1) For contracted items with amounts undisclosed, we withhold disclosure in accordance with agreements with the customers. (2) "Negotiation" refers to various stages of ongoing negotiations leading up to "Contracted." Some pipelines include cases where concrete terms and conditions are being clarified. However, none of these have reached legally binding agreements, nor do they guarantee the conclusion of contracts or generation of revenue in the future.

Project-Based Business (3D Data)

Backed by strong relationships with the Japanese government, we have a proven track record of winning multiple national projects in the 3D data business

Amid growing private-sector-led automation investment, projects with private companies are increasing

Key Pipeline (revenue recognized from FY2024/3 onwards) ⁽¹⁾

							Contracted	Negotiation ⁽²⁾	Updates
Contract type	Customer	Project	FY2024/3	FY2025/3	FY2026/3	FY2027/3	FY2028/3	FY2029/3	FY2030/3
Fixed-price contracts Total amount: fixed	NEDO*	Green innovation fund	JPY 680 million	JPY 320 million					
	Digital Agency	Development of an industrial data collaboration platform in the mobility sector	JPY 270 million						
	NEDO*	Digital Lifeline		JPY 1,460 million					
	METI*	"Bridge" dynamic maps for public areas	JPY 100 million	JPY 210 million	JPY210 million				
	METI	International standardization of high-precision 3D map data	JPY 130 million						
	MIC*	V2N communication demonstration							
	MLIT*	Overseas smart city support							
	MLIT	Automation of airports and ports							
	Government agencies	Disaster prevention and defense-related projects (technology research)							
	Public sector organizations	Agricultural automation (POC)							
	Government funds / Private Company	Space business-related projects							
	Private company	Initiatives toward logistics automation							
	Private company	Initiatives toward logistics automation							
	Private company	Initiatives toward logistics automation							
	Private company	Initiatives toward logistics automation							
	Private company	Initiatives toward logistics automation							

Notes: (1) These pipelines represent estimated revenues that can be received based on the contract and may not develop as indicated. (2) Negotiations: See notes on P40.

NEDO: New Energy and Industrial Technology Development Organization METI: Ministry of Economy, Trade and Industry, MIC: Ministry of Internal Affairs and Communications, MLIT: Ministry of Land, Infrastructure, Transport and Tourism

Project-Based Business (Automotive)

Expanding HD map coverage while securing stable revenue and limiting upfront investment

Advances new development in new countries and regions, while continuing to secure update orders in existing markets

Key Pipeline (revenues recognized from FY2024/3 onwards) ^{(1) (2) (3)}

				Contracted						RFQ ⁽⁴⁾	RFI ⁽⁵⁾	Negotiation ⁽⁶⁾	Updates
Contract type	Customer	Project	FY2024/3	FY2025/3	FY2026/3	FY2027/3	FY2028/3	FY2029/3	FY2030/3				
Orders at fixed contract prices Total amount for multiple years: fixed Allocation for each fiscal year: based on results and estimates by DMP	Automotive Company	New development	JPY 720 million										
		New development	JPY 670 million	JPY 1,800 million	JPY 730 million								
		New development	JPY 60 million	JPY 3 million	JPY 400 million	JPY 510 million	Project size expanded						
		New development	JPY 220 million	JPY 90 million									
		New development	JPY 340 million										
		New development				JPY 870 million							
		New development											
		New development											
		New development											
		Update maintenance	JPY 1,020 million	JPY 1,320 million	JPY 1,300 million	JPY 1,280 million	Continuous order intake						

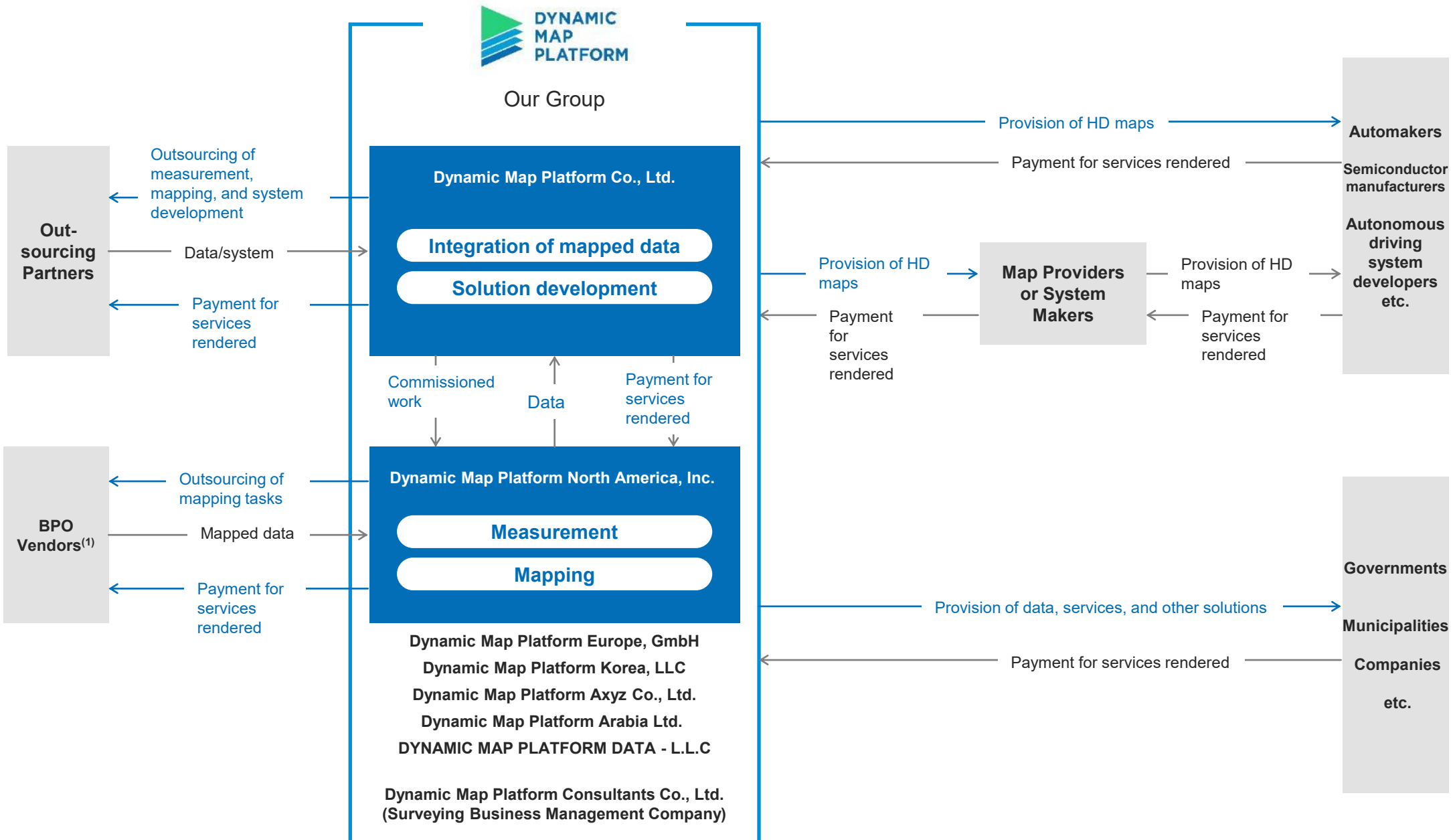
Representative Projects

Development of HD maps for client automotive companies

- We establish HD maps for major roads in the U.S., Europe, and other regions, and generate revenue based on coverage distance.
- Plan to have continued business in new regions on top of additional development in the existing regions.
- Expect stable revenue through map updates and maintenance.

Notes: (1) These pipelines represent estimated revenues that can be received based on the contract and may not develop as indicated. (2) For contracted items with amounts undisclosed, we withhold disclosure in accordance with agreements with the customers. (3) The exchange rates used for calculations are JPY131.43/USD for FY2023/3, JPY140.56/USD for FY2024/3, JPY151.58/USD for FY2025/3, JPY149.71/USD for FY2026/3 and JPY145/USD for FY2027/3 and beyond. (4) RFQ: refers to the status of responding to a Request For Quotation received from a customer. The RFQ or response thereto has no legal binding force, and there is no guarantee that a contract will be concluded in the future based on the RFQ or the response. In the automotive industry, in general, development contracts and production plans are often considered looking several years ahead to the start of service provision. At the time of receiving an RFQ, the pipeline is assumed to become more concrete. However, the transaction details or sales conditions provided in the response to the RFQ may be changed or the order may be canceled afterward, failing to generate the revenue expected by the Group. (5) RFI: refers to the status of responding to a Request For Information (RFI) received from a customer. The RFI or response thereto has no legal binding force, and there is no guarantee that a contract will be concluded in the future based on the RFI or the response. Specifically, RFI is a stage leading up to the receipt of RFQ, and the transaction details and sales conditions specified in the responses to RFI may be changed or the order may be cancelled in the stages proceeding to RFQ and Contracted, failing to generate the revenue expected by the Group. (6) Negotiation: See notes on P40.

Business Structure Diagram



Note: (1) BPO stands for Business Process Outsourcing, which refers to the practice of outsourcing certain business operations to external specialists. BPO vendors are the service providers to whom these operations are outsourced.

06

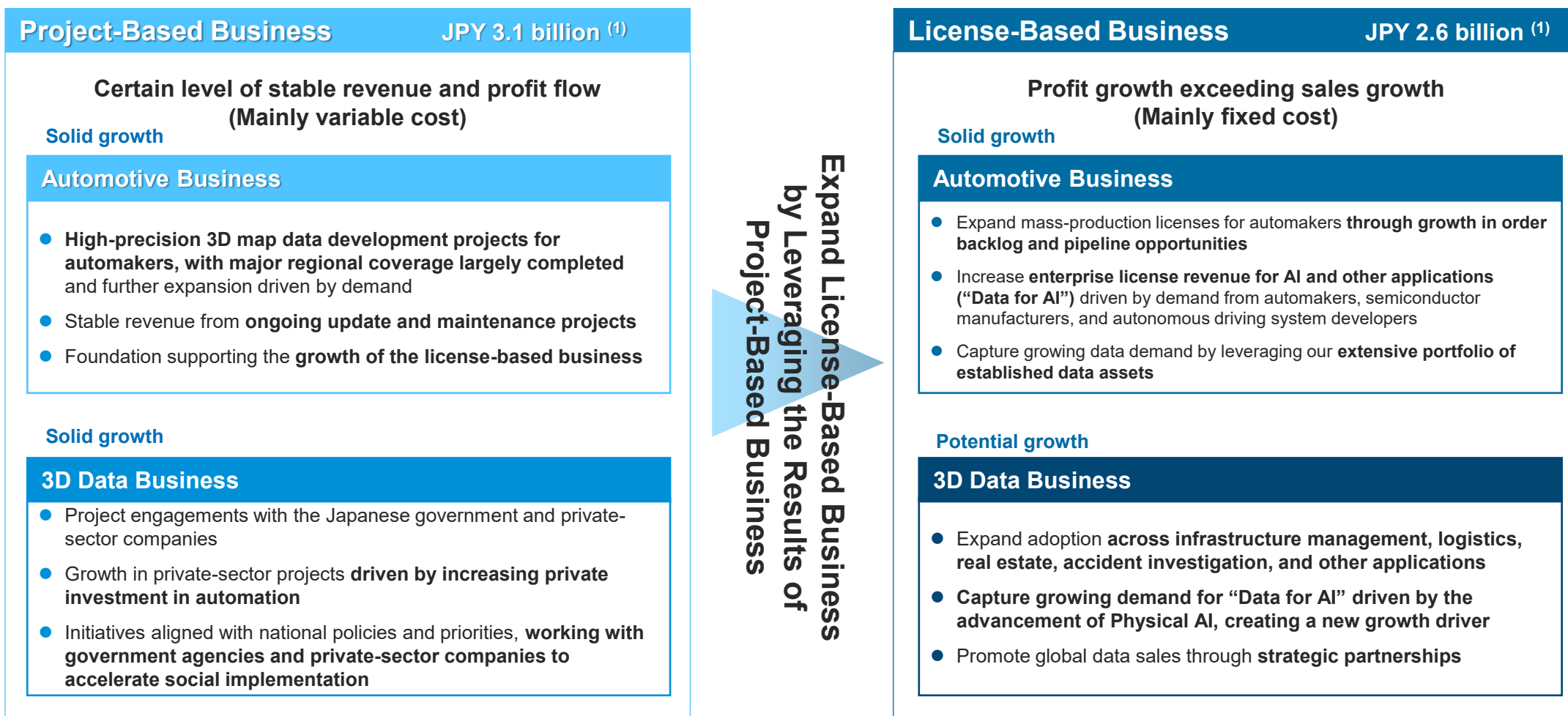
Growth Strategy



Project-Based and License-Based Business

We build our business foundation through data and technology development in our project-based business. As we transition to the data provision and update phase, we aim to expand our highly profitable license-based business.

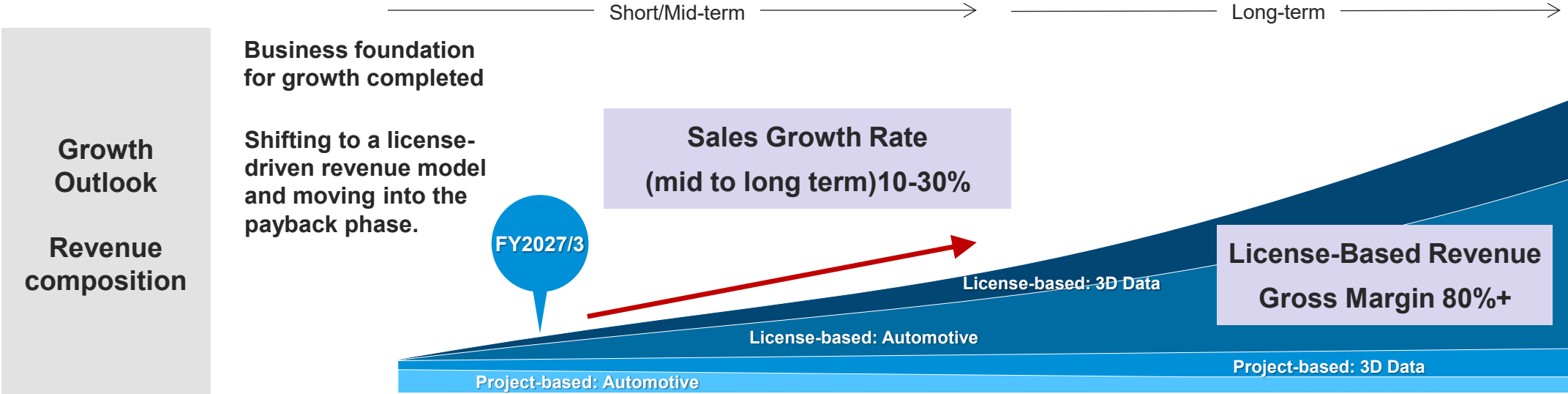
Transition from a Project-Based to a License-Based Revenue Model



Note: (1) FY26. Exchange rate is calculated at JPY149.71/USD.

Future Revenue Outlook

Business foundation for growth completed, transitioning to a revenue structure centered on license-based business



Initiatives by Category	3D License	Expansion of sales through alliance partners	Global expansion and wider applications
	Automotive License	Increase new customers Expand installed models among existing customers	Accelerated growth from increases in new and cumulative installed units
	Enterprise License	Expand Enterprise License for AI	
	3D Project	Project engagement for license product development	
	Automotive Project	Continuous data updates, with new development as demand requires	

Note: (1) The above trend of revenues is shown for illustrative purposes and does not guarantee the achievement of figures.

Medium- to Long-Term Target for P/L Structure and High Profitability

The cost of sales in the license-based business and overall selling, general and administrative expenses are largely fixed in nature. While the project-based business is expected to generate stable gross profit, we aim to achieve high profitability through the accumulation of license-based revenue.

		Project-Based Business	License-Based Business
P/L	Net Sales	Stable gross profit acquisition expected - The cost of sales mainly consists of variable costs, and we selectively accept projects based on targeted gross profit margins - Automotive map updates/maintenance and government projects are expected to continue as medium to long-term engagements	Steady revenue growth expected in the automotive business - Increase in license fees and cumulative maintenance fees due to the rise in HD maps-equipped vehicles with the spread of ADAS - Growth in enterprise license revenue for AI and other applications, driven by alliance-based sales expansion Potential for revenue growth in the 3D data business - Expansion of sales through distribution partners for our data - Capture growing demand for “Data for AI” driven by the advancement of Physical AI
	Cost of Sales	Variable costs for each project (controlled on a project-by-project basis)	The cost of sales mainly consists of fixed costs, and additional costs associated with generating license-based revenue are limited
	Gross Profit	Because COGS are largely fixed in nature, profit growth can outpace revenue growth as license revenue increases.	
	SG&A	With established sales coverage for major automakers and sales expansion through alliances, the increase in SG&A in line with growing license revenue is limited	
	Operating Profit	Steady sales growth and limited cost increases have led to a steady expansion of operating profit	
Adjustment	Depreciation	Depreciation expense related to new data development	
	Subsidy	Promote research and development by utilizing government subsidy income to minimize the burden of self-funding	
	M&A related expense	Continue to leverage M&A to strengthen the business foundation and expand business domains.	
Adjusted EBITDA ⁽¹⁾		Stable revenue generation from project-based business and steady growth in license-based revenue, combined with the largely fixed nature of cost of sales and SG&A expenses, support higher profitability.	

Note: (1) Adjusted EBITDA = Operating profit + Depreciation + Government subsidy income + Merger and acquisition-related expenses

Key Management Indicators

Mid- to long-term revenue growth, profitability improvement, and cash flow generation to support business operations as key management indicators

Management Indicator	Overview
Net Sales	In pursuit of our purpose—“Building a high-precision location-based infrastructure globally as a foundation for a digital society and opening up a new future for autonomous driving and other industries”—we place strong emphasis on mid- to long-term revenue growth.
License-Based Revenue	- Achieving profitability and driving further profit growth will require the expansion of license-based revenue by leveraging established data assets and systems. - The cost of sales associated with license-based revenue is primarily fixed, resulting in a high marginal profit ratio. - Growth in license-based revenue contributes significantly to improving the Group’s overall gross profit margin.
Adjusted EBITDA	- Adjusted EBITDA = Operating profit + Depreciation + Government subsidy income + Merger and acquisition-related expenses - Generating cash flow to support business operations is essential.

Performance Trends by Indicator (Millions of yen)

Management Indicator	FY2024	FY2025	FY2026
Net Sales	5,567	7,465	5,686
Project-Based Revenue	4,572	6,293	3,092
License-Based Revenue	994	1,171	2,594
Adjusted EBITDA	-2,203	-609	-501

Note: (1) Government subsidy income received for R&D and related projects are included in the adjustment, as they have a direct impact on operating performance and cash flow.

Purpose of Listing and Use of Proceeds

The primary objectives of the listing are to secure funding for business expansion—particularly in overseas markets—acquire top talent and enhance corporate credibility and brand recognition. As we pursue global initiatives in building infrastructure for the digital society, ensuring management transparency is also a key priority. In FY2026, proceeds from the IPO were allocated to high-precision 3D map development in North America and Japan, as well as to research and development.

Purpose of Listing

Securing Capital for Business Growth	- Continuous investment is essential for activities such as data development and updates, as well as research and product development. - In particular, there is significant potential for business expansion overseas, and the funds raised through the listing will primarily be allocated to support international growth.
Attracting Top Talent	- To maintain our technological edge and drive business growth, securing highly skilled personnel—especially engineers—is critical. - Being a publicly listed company enhances our stability and growth potential, thereby increasing our appeal to job seekers.
Enhancing Credibility and Brand Recognition	- As we engage in projects essential to the development of digital infrastructure, public listing plays a key role in improving social trust and visibility. - This is especially effective when dealing with government agencies, large enterprises, and participating in public projects overseas. - Listing also enables us to demonstrate our commitment to transparency as a public company.

Use of Proceeds (Millions of yen)

Use of Proceeds	IPO Plan				Results	
	Total Amount Allocated	FY2026	FY2027	FY2028	FY2026	
(1) Development and updating of HD maps for automotive applications	295	176	119		10	HD map development and updates in Japan
(2) Loans and investments to overseas subsidiaries	3,982	1,130	1,706	1,146	-	Loans and investments to North American subsidiary
HD map development for automotive use	3,064	812	1,106	1,146	1,491	HD map development in North America
Data development for 3D data business	918	318	600		-	Data development for infrastructure management overseas (including North America)
(3) Data development for 3D data business	221	73	148		90	Data development in Japan (e.g., snow removal support systems, infrastructure management)
(4) Research and development	731	471	260		352	Streamlining of HD map generation processes
Total	5,229	1,850	2,233	1,146	1,943	

07

Financial Information



Key Financial Statements

Balance Sheet

	FY2024	FY2025	FY2026
Assets			
Total current assets	12,824	12,562	6,611
Total property, plant and equipment	757	652	623
Intangible assets	542	2,644	3,532
Investment and other assets	116	117	121
Total non-current assets	1,416	3,413	4,277
Total assets	14,241	15,975	10,889
Liabilities and Net Assets			
Total current liabilities	4,985	6,024	2,614
Total non-current liabilities	4,400	991	1,045
Total liabilities	9,386	7,016	3,659
Capital stock	100	2,755	100
Capital surplus	10,090	9,567	11,054
Retained earnings	-5,276	-3,642	-4,181
Total shareholder's equity	4,914	8,680	6,972
Translation adjustment	-85	253	232
Total accumulated other comprehensive income	-85	253	232
Share acquisition rights	19	19	19
Non-controlling interests	5	5	4
Total net assets	4,854	8,958	7,229
Total liabilities and net assets	14,241	15,975	10,889

Statement of Profit and Loss

(Millions of yen)

	FY2024	FY2025	FY2026
Net sales	5,567	7,465	5,686
Cost of sales (COGS)	5,655	6,144	4,875
Gross profit (loss)	-88	1,320	810
SG&A expenses	2,466	2,540	2,687
Operating profit (loss)	-2,554	-1,219	-1,876
Non-operating income	331	116	333
Non-operating expenses	266	311	108
Adjusted EBITDA	-2,203	-609	-501
Ordinary profit (loss)	-2,490	-1,414	-1,651
Extraordinary income	75	-	12
Extraordinary losses	1,627	-	-
Profit (loss) before income taxes	-4,042	-1,414	-1,639
Income taxes, etc.	7	130	69
Profit (loss)	-4,050	-1,544	-1,708
Profit (loss) attributable to non-controlling interests	-1	-0	-0
Profit (loss) attributable to owners of parent	-4,049	-1,544	-1,708

Cash Flow Statement

	FY2024	FY2025	FY2026
Net cash used in operating activities	-3,166	-2,269	-61
Net cash used in investing activities	-842	-2,472	-1,910
Net cash provided by financing activities	159	2,829	-2,796

08

Risk Information



Business Risks and Response Policy 1

We recognize the following as key risks specific to our business as of the date of this document. We are committed to addressing these risks through ongoing measures. For additional risks, please refer to the “Business and Other Risks” section of the Annual Securities Report.

(Revision of risk disclosures)

In light of the progress of our business and changes in the business environment, we have comprehensively reviewed our risk disclosures. As we transition from data development to a revenue structure centered on license-based business, changes in our revenue structure and business domains have led us to reassess and refine our understanding of key risks. In addition, reflecting the expansion of new business opportunities, including AI-related applications (“Data for AI”), and the advancement of our global business operations, we have reviewed and enhanced our risk disclosures.

Risk Item		Likelihood of Occurrence	Potential Impact	Expected Timing
Market and customer investment uncertainty		Medium	High	Within a few years
Risk Description	In the automotive industry, uncertainty in the business environment exists due to factors such as geopolitical risks and fluctuations in energy prices. As a result, automobile manufacturers and parts suppliers may adopt a more cautious approach to development investments depending on their business performance. At the same time, the Group’s business is expanding beyond the automotive sector into industrial applications, driven by the advancement of physical AI and expanding use of data-driven applications. Accordingly, the range of target customers continues to expand. While growth in AI-related investment is expected in these non-automotive sectors, uncertainties remain regarding the timing and prioritization of such investments, which may lead customers to postpone or revise investment decisions and development plans. As a result, across multiple industries, the timing of project implementation may be delayed or project scope may be adjusted, which could lead to delays in revenue recognition and reduced growth opportunities.			
Response Policy	Through ongoing engagement with customers, we will work to further define use cases and business conditions and advance projects toward commercialization. At the same time, we will strengthen our business foundation by maintaining and expanding our automotive customer base while accelerating expansion into industrial applications and capturing new growth opportunities.			
Risk of delays in the transition to a license-based revenue model		Medium	High	Within a few years
Risk Description	The Group is promoting a transition to a revenue structure centered on its license-based business by leveraging the data assets accumulated through its project-based business. However, this transition depends on continued progress in customers’ utilization of data, as well as the Group’s ability to provide data and products in commercially viable and industry-relevant formats, including the development of AI-native data and products, and to expand customer adoption and usage. If these efforts do not progress as expected, growth in license-based revenue may be limited, and the transition to a license-based revenue structure may be delayed. As a result, improvements in profitability may not be achieved as anticipated. In addition, the Group continuously utilizes M&A as a means of strengthening its business foundation and expanding its business domains. If the expected benefits from such initiatives are not realized, progress in strengthening the business foundation and expanding business domains may be limited, which could adversely affect the transition to a license-based revenue structure.			
Response Policy	We will promote the expansion of license-based revenue by enhancing our data development capabilities to meet customer needs, including Data for AI applications, and by developing AI-native data and products. We will also seek to broaden customer adoption and expand use cases for our data offerings. Furthermore, we will continue to execute initiatives aimed at strengthening our business foundation, including strategic M&A, and leverage these efforts to expand our business domains and advance the transition to a license-based revenue model.			

Business Risks and Response Policy 2

We recognize the following as key risks specific to our business as of the date of this document. We are committed to addressing these risks through ongoing measures. For additional risks, please refer to the “Business and Other Risks” section of the Annual Securities Report.

Risk Item		Likelihood of Occurrence	Potential Impact	Expected Timing
Data for AI market adoption, competitive dynamics, and technological innovation risks		Medium	High	No specific timing
Risk Description	Demand for real-world data for AI applications ("Data for AI") is expected to grow as physical AI advances and AI-related investment expands across industries. However, uncertainty remains regarding the timing of market adoption and the pace of market growth. In addition, as demand for high-precision 3D data increases, changes in the competitive landscape, including the entry of new competitors, as well as technological innovation, could reduce the Group's relative competitive advantage. Furthermore, changes in customer requirements and technical specifications may lead to the adoption of alternative data sources or methodologies, resulting in shifts in demand patterns.			
Response Policy	The Group will continue to develop AI-native data and products designed to meet the growing needs of physical AI applications and strengthen its ability to deliver them in formats that are easy for customers to adopt and utilize. Through these efforts, the Group aims to capture emerging demand steadily and expand business opportunities. In addition, the Group will continuously monitor technological developments and changes in the competitive environment. By enhancing the value of its offerings through improvements in data quality, coverage, and update frequency, the Group will seek to maintain and strengthen its competitive advantage.			
Risk of delays in achieving profitability improvements and sustainable profitability		Medium	High	Within a few years
Risk Description	The Group is currently in the process of transitioning to a new business phase and recognizes improving profitability and achieving sustainable profitability as key management priorities. Going forward, the Group intends to improve profitability through the transition to a revenue structure centered on its license-based business. However, if this transition does not progress as expected, or if revenue levels do not reach the levels anticipated under the evolving revenue structure, improvements in profitability and the timing of achieving sustainable profitability may be delayed.			
Response Policy	To support the transition in its revenue structure, the Group will continue to focus on expanding its license-based business. In addition, the Group will optimize its organizational structure in line with its business scale and stage of development and improve its cost structure. Through these efforts, the Group aims to enhance profitability and advance its path to sustainable profitability.			
Risk related to talent acquisition and development		Medium	Medium to High	No specific timing
Risk Description	To achieve future business growth, the Group recognizes the continuous enhancement of its data development capabilities and AI-native data and product development as essential. Accordingly, attracting, developing, and retaining qualified talent is a key management priority. As the Group expands its business and advances its technologies, the skills and expertise required of its workforce are becoming increasingly sophisticated, and demand for talent is expected to increase both in quality and quantity. If the Group is unable to recruit, develop, and retain the necessary talent as planned, its development and service delivery capabilities, as well as the pace of business execution, may be adversely affected, which could constrain future business growth.			
Response Policy	The Group will continue to strengthen its recruitment efforts while enhancing internal training programs, supporting career development to foster specialized expertise, and promoting a corporate culture in which diverse talent can thrive. Through these initiatives, the Group aims to attract, develop, and retain the talent necessary to support its long-term growth.			

09

Appendix



Intelligent Maps, Powered by AI: Fueling the Future of Mobility & Autonomy

At Dynamic Map Platform Group (DMP Group), Artificial Intelligence is at the heart of our innovation, driving smarter map creation and powering the next generation of mobility. We leverage AI in two transformative ways: “AI for Data” and “Data for AI”.

- **AI for Data:** By automating the data generation process through the use of AI technologies, we aim to significantly improve data freshness and quality.
- **Data for AI:** We provide data for AI training and inference, including ODD design, to accelerate the development of ADAS and fully autonomous driving.

AI for Data

By seamlessly integrating advanced AI technologies such as image classification, Convolutional Neural Networks (CNN), Kernel Density Estimation, Generative Adversarial Network (GAN), unsupervised segmentation & regression, expert systems, automatic graph analysis, and Hidden Markov Models (HMM), we aim to achieve the following:

Automated Extraction & Map Building	● Radically streamlining geometry and attribute generation for faster map creation.
Quality Assurance & Validation	● Implementing AI-driven checks to guarantee centimeter-level accuracy and consistent quality.
Change Detection & Management	● Identifying and updating map changes efficiently, keeping your data current.
Smart Analytics	● Deriving deeper, actionable insights from spatial data.

Data for AI

DMP’s high-precision 3D map data contributes as a tool to deepen the critical spatial understanding needed to unlock the full potential of AI in mobility.

Partnerships with Major Industry Players	● Actively collaborating with leading players developing AI-based autonomous driving software. ● DMP’s high-precision data is being utilized for AI training and inference, ODD (Operational Design Domain) design, and simulation purposes. Key partners include: ✓ Global major semiconductor manufacturers ✓ Major in-vehicle system maker ✓ Major automaker group
Monetization through Enterprise License model	● Offering high-precision 3D data under a fixed-price “Enterprise License” model for corporate clients. ● Autonomous driving software is developed individually for each automaker and vehicle model, creating abundant business opportunities. ● In the First Quarter of FY2025, we recorded revenue from the sale of “Data for AI” to a major automaker group.



Figure 1: CNN based classifier for Traffic Device Detection

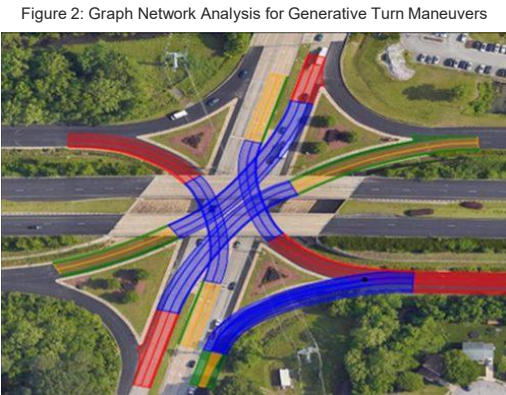


Figure 2: Graph Network Analysis for Generative Turn Maneuvers

(Case Study) Accelerating the “AI for Data” Initiative in Collaboration with Microsoft Japan

As part of our “AI for Data” initiative, DMP has announced a collaboration with Microsoft Japan.

This initiative aims to increase the automation rate of object identification, extraction, and mapping, and achieve significant cost reduction by streamlining the preparation process. Furthermore, this initiative will be gradually implemented in the development of Dynamic Map Platform’s existing services, including high-precision 3D map data for AD/ADAS, various guidance products, including the Snow Removal Support System (SRSS).

High-Precision 3D Map Data Generation Process Using AI Technology

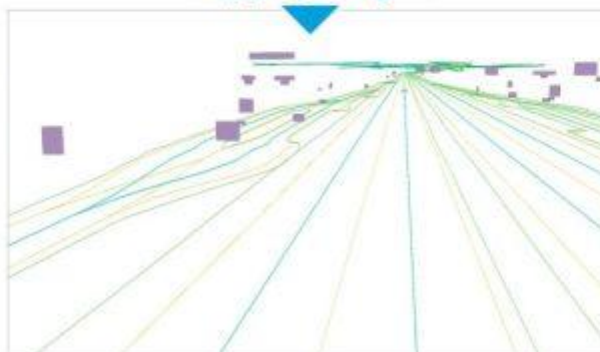
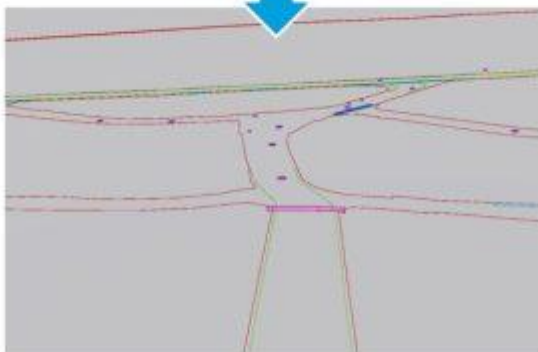
High-precision 3D map data includes various information required for autonomous driving. This data can be used in a wide range of industries, from increasingly sophisticated autonomous driving and Advanced Driver Assistance Systems (ADAS) to simulator environment development and infrastructure management. In collaboration with Microsoft Japan, DMP has launched an initiative to accelerate the adoption of AI technologies in the generation of our high-precision 3D map data. By streamlining the data processing workflow through AI, we aim to significantly reduce costs and contribute to the broader utilization of high-precision 3D data.

Input
(point
cloud data)



Object identification,
extraction,
and
mapping using AI

Output

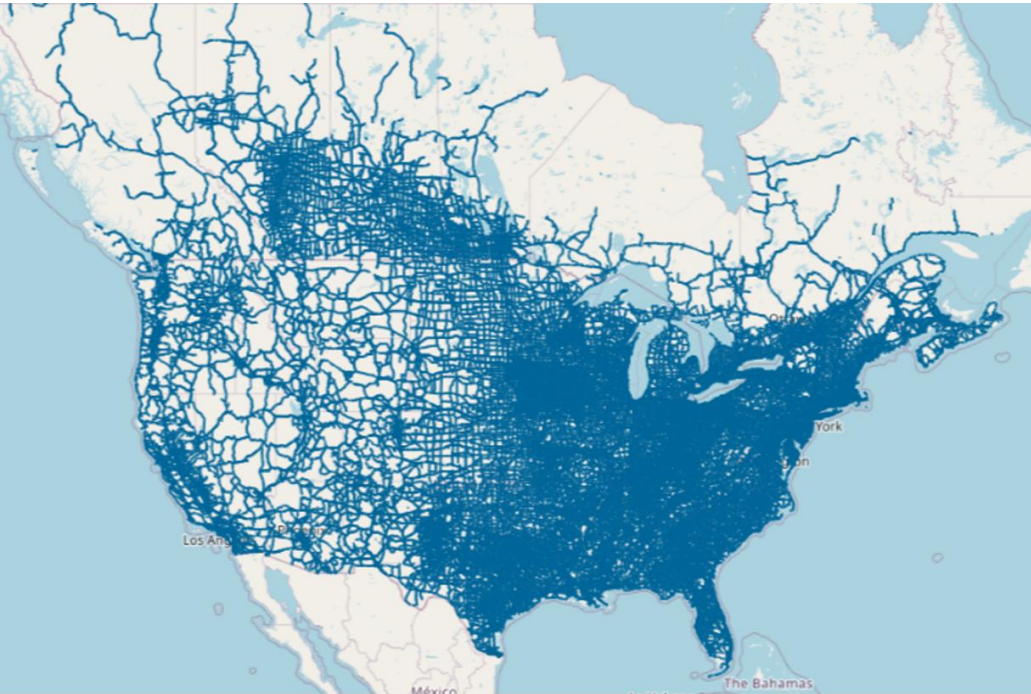


Expansion of High-Precision 3D Map Data Coverage in North America

DMP has completed mapping of Secondary Roads in the U.S. and Canada, adding 300,000 km to its coverage. The total HD map coverage in North America now reaches 1.5 million km.

This expansion marks significant progress toward DMP’s mission to digitally replicate the planet with high-precision 3D data - “Modeling the Earth”

Our High-Precision 3D Map Coverage in North America



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Technical Achievement and Strategic Value

Technical Achievement

- Since 2023, DMP has mapped Secondary Roads—comparable to Japan’s prefectural and major municipal roads—across the U.S. and Canada using Mobile Mapping Systems (MMS).
- Captured both physical features(e.g., stop lines, road signs) and virtual elements (e.g., lane centerlines)with centimeter-level accuracy, essential for autonomous driving and ADAS.
- Enables safe hands-free driving even on undivided roads.

Strategic Value of Data Coverage Expansion

- With the expansion of our coverage, over 99% of the more than 28,000 car dealerships in North America are now located within one mile (1.6 km) of roads mapped by DMP.
- This proximity facilitates test drives and the use of ADAS features, contributing to an enhanced user experience.



- Further contributes to the advancement of autonomous driving technologies and serves as a foundational element for innovation in the automotive industry.
- Beyond automotive applications, the data is also highly valuable for infrastructure asset management across the United States.

* Road class as per OpenStreetMap (osm.org): Motorway, Trunk, Primary, Secondary and links.

High-Precision 3D Map Data Implemented in Honda SENSING 360+: Installed in the Honda Accord

Honda SENSING 360+, featuring DMP's high-precision 3D map data, is installed in the latest Honda Accord trim level, e:HEV Honda SENSING 360+.

Honda SENSING 360 +

Honda SENSING 360+ is a newer version of Accord's standard Honda SENSING 360 feature equipped with Dynamic Map Platform's High-Precision 3D Map Data along with other features. This makes it possible to accurately locate the position of the car, supporting safe and secure hands-off driving (driving with the driver's hands off the steering wheel) on nationwide expressways/motorways and Active Lane Change Recommendation* through the system.



ACCORD e:HEV Honda SENSING 360+ equipped with Dynamic Map Platform's High-Precision 3D Map Data

*In situations where a lane change is required, such as passing vehicles or at junctions, the system predicts and recommends the best course of action, and when the driver approves this, the system controls the turn signal, acceleration/deceleration, and steering to assist the driver with passing vehicles and changing lanes.

[Related press releases] May 29, 2025: Introducing and Launching e:HEV Honda SENSING 360+, a new Accord Trim Level —The first mass-market Honda model to be equipped with a hands-off feature— <https://global.honda/jp/news/2025/4250529-accord.html> (*Japanese webpage)

Joined the “NVIDIA Omniverse Partner Council Japan”

Joined the “NVIDIA Omniverse Partner Council Japan” and initiated collaboration on building digital twin environments on NVIDIA Omniverse.

Collaboration on Digital Twin Environment Development



- We provide high-precision 3D data with centimeter-level accuracy, which is essential for autonomous driving and advanced driver assistance systems (ADAS). Our map data currently covers more than 1.8 million kilometers of roads across Japan, North America, Europe, South Korea, and the Middle East. Leveraging this data, realistic 3D road models can be created on NVIDIA Omniverse—precisely reproducing lane counts, widths, curvature, and gradients—and used as digital twin assets.
- Through this participation, we will strengthen partnerships within the Council. Our goal is to promote the development of **more sophisticated digital twin environments using NVIDIA Omniverse and support customers in solving their challenges through these solutions.**



Image of the constructed 3D road model

Strategic Partnerships in the Middle East

To accelerate business expansion in the Middle East, we established a strategic partnership with local partner Space 42. To drive the adoption of safe autonomous driving in the region, we are promoting collaboration on international standardization, platform integration, and technology partnerships.

Aiming to promote safe autonomous driving in markets such as the Middle East, Central Asia, and Africa.

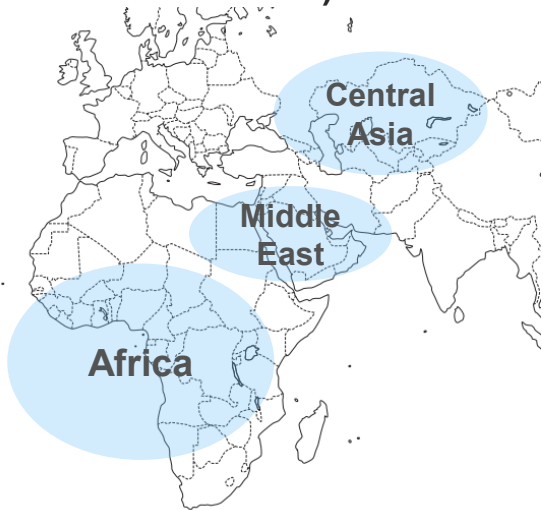
Local Partner in Middle East



In September 2025, signed an MOU to collaborate in the following three areas.

International Standardization of High-Precision Maps and Data Platforms
Autonomous Driving Pilot Projects
Technology and Innovation Collaboration

(Target Markets for Collaboration)



Space42 (ADX: SPACE42) is a UAE-based **AI-powered Space Tech** company that integrates satellite communications, geospatial analytics and artificial intelligence capabilities to enlighten the Earth from space. Formed in 2024 by the successful merger of Bayanat and Yahsat, Space42’s global reach allows it to address the rapidly evolving needs of its customers in governments, enterprises, and communities. Space42 comprises two business units: Space Services and Smart Solutions. Space Services focuses on upstream satellite operations for both fixed and mobility satellite services. Smart Solutions integrates geospatial data acquisition and processing with AI to inform decision-making, enhance situational awareness, and improve operational efficiency. Major shareholders include G42, Mubadala, and IHC.



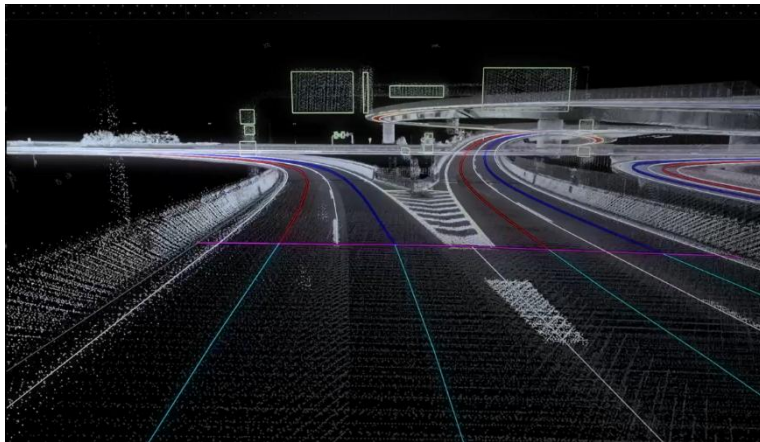
SUBARU has adopted our high-precision 3D map data for its latest EyeSight system

High-precision 3D map data provided by Dynamic Map Platform North America, Inc. has been adopted for the driver assistance system, EyeSight, installed in SUBARU's new Outback models for the North American market.

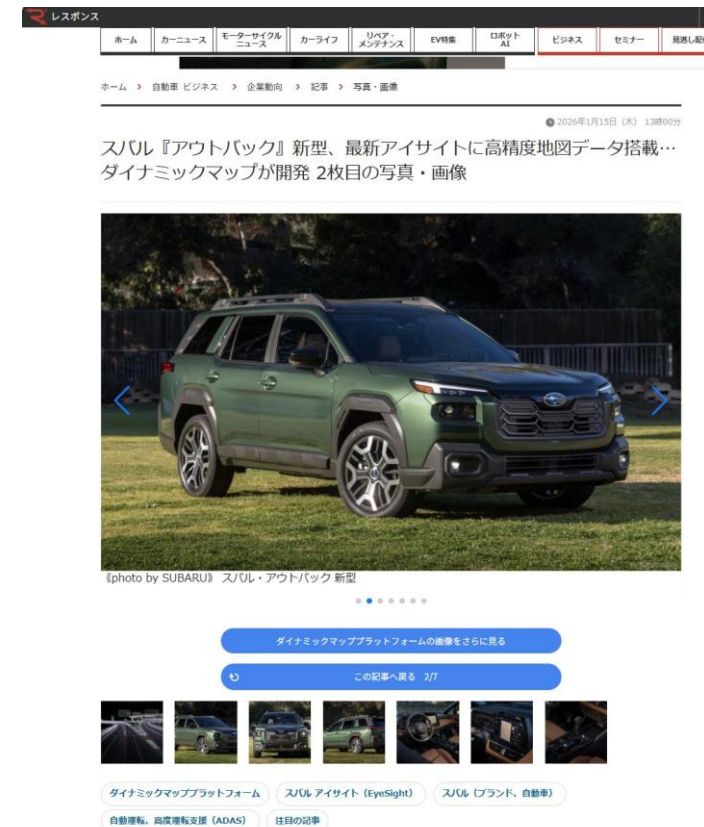
Under this agreement, we will continuously provide our data to a total of 37 vehicle models across six automakers.

The Latest EyeSight of SUBARU

The latest EyeSight system installed in SUBARU's new Outback models for the North American market includes features such as hands-off assist on highways, emergency stop assistance with safe lane selection, active lane change assist, speed control before curves, and traffic jam start assist.



High-precision 3D map data



A web article published by the automotive news website "Response."

Development of an AI Platform for Natural-Language Analysis of Real-World Map Data

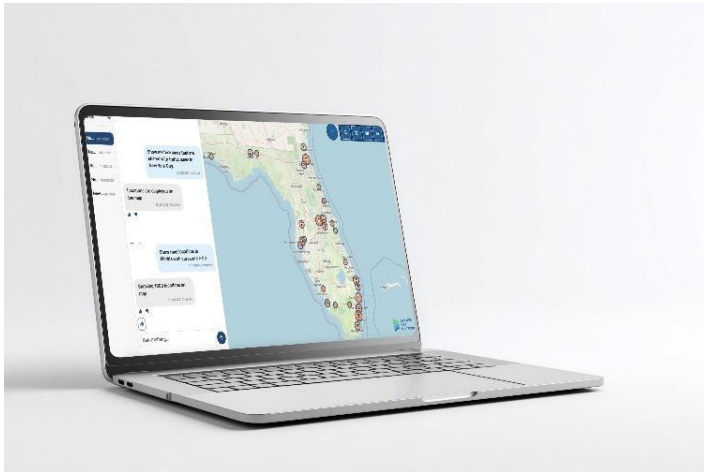
We are developing an AI platform that enables natural language analysis of real-world map data, applicable to autonomous driving, advanced driver assistance systems, urban planning, and infrastructure management.

The platform was exhibited at our CES 2026 booth.

AI platform that enables natural language analysis of real-world map data

This platform leverages generative AI to enable users to gain a wide range of insights from our high-precision 3D data by entering prompts in natural language. For example, when a user inputs questions such as “How many roads in the United States have three or more lanes in one direction?” or “How many of those include dangerous intersections?”, the platform provides not only quantitative results but also allows users to visually identify the relevant locations on both 2D maps and our high-precision 3D data. This service is made possible by our ownership of one of the world’s largest data assets and can be applied across a broad range of use cases, including autonomous driving/ADAS development, urban planning, and infrastructure management.

To date, we have utilized AI primarily to improve efficiency in the data production process under our “AI for Data” initiative. Going forward, through this platform, we will also apply AI to data analysis.



AI Platform Overview Image

Exhibiting at CES 2026

Our Exhibition Highlights:

- ✓ An AI platform that enables natural language analysis of real-world map data
- ✓ High-precision 3D map data that enhances the reliability of autonomous driving and ADAS
- ✓ Realistic and high-speed traffic simulation model development using high-precision 3D point cloud data



Our booth attracted management-level visitors from a broad range of automotive, industrial, and government organizations, generating potential business opportunities.

- Major automakers and suppliers, and semiconductor manufacturers for ADAS
- U.S. federal and state governments (including the Department of Transportation and defense-related agencies)
- IT platform companies
- Geographic Information System (GIS) software companies
- Industrial robotics-related companies
- Aerospace and satellite-related companies

Expanded 3Dmapspocket® Coverage, Including Local Roads, Through Collaboration with NTT-ME

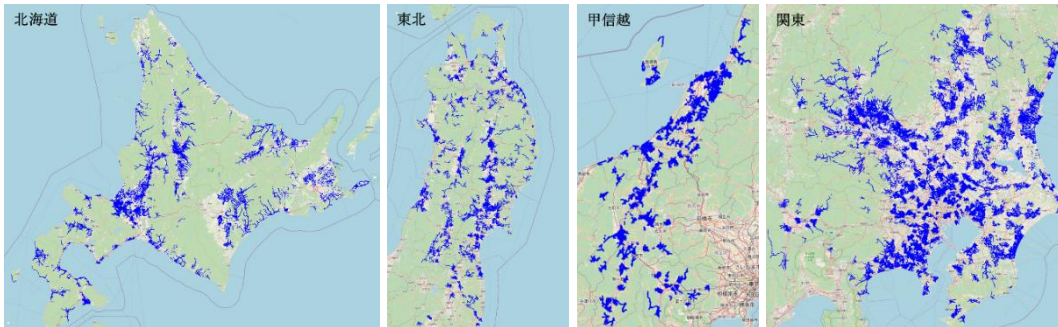
Through collaboration with NTT-ME, point cloud data collected during infrastructure inspections can now be viewed on “3Dmapspocket®,” enabling broader coverage including ordinary roads.

This initiative is expected to expand use cases among existing users, drive adoption in new industries, and accelerate market-wide utilization of point cloud data.



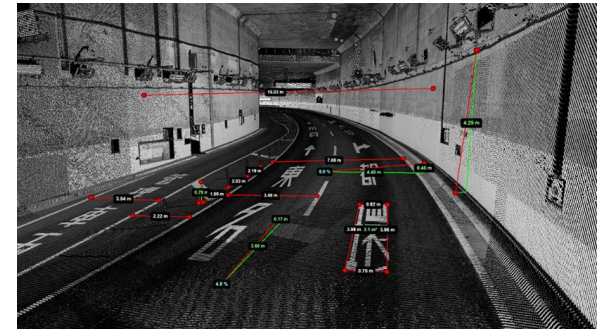
Expansion of Data Coverage on “3Dmapspocket®”

Previously, “3Dmapspocket®” allowed viewing only point cloud data acquired by Dynamic Map Platform. Through the newly established collaboration, point cloud data collected by NTT-ME through its infrastructure inspection activities will also be shared, enabling the use of point cloud data with broader coverage, including ordinary roads.



About “3Dmapspocket®”, the Point Cloud Data Viewing Service

“3Dmapspocket®” is a subscription-based service that enables users to view and analyze 3D point cloud data. Using Mobile Mapping Systems (MMS*), we have measured highways/expressways and major arterial roads across Japan and provide these vast volumes of measurement data as a seamlessly integrated dataset. The service can be used for a wide range of applications, including addressing road traffic challenges, and contributes to labor savings and operational efficiency as well as the creation of safer and more secure environments. As a high-precision positioning information platform, “3Dmapspocket®” is expected to be utilized across a variety of use cases. Service details: <https://www.dynamic-maps.co.jp/service/viewer/>



Dynamic Map Platform pursues the vision of “Modeling the Earth” to digitally replicate the real world and drive innovation across industries, while NTT-ME aims to co-create a sustainable, regionally circular society by leveraging its assets. This collaboration, grounded in the alignment of both companies’ visions, will advance initiatives to address regional challenges, with further solution development through the integration of technologies and expertise going forward.

Dynamic Map Platform and NTT-ME will combine their respective expertise to create digital innovation and promote digital transformation across a wide range of industries.

Providing High-Precision 3D Data for Games: Bringing Realistic Driving Experiences to the World

We are providing our high-precision 3D data to “Apex Point,” an open-world driving game developed by the French indie game studio Apex Studio.

Through the game, we deliver immersive driving experiences to users worldwide by faithfully reproducing real-world roads.

Providing high-precision 3D data to “Apex Point”

“Apex Point” is an open-world PC driving game set in real-life Japanese cities, expressways, and mountain roads, where players can enjoy activities such as vehicle customization, racing, driving, and delivery missions. For this title, we are providing high-precision 3D data covering roads primarily in the Daikoku Pier area of Yokohama City, Kanagawa Prefecture. Our high-precision 3D data—also used in autonomous driving applications—contains highly accurate representations of real-world road information. Implemented in the game with millimeter-level accuracy, the data enables the creation of an open-world environment that precisely reproduces terrain and elevation changes. As a result, players around the world can enjoy highly immersive driving experiences that closely resemble the real world.

Promotion Video:

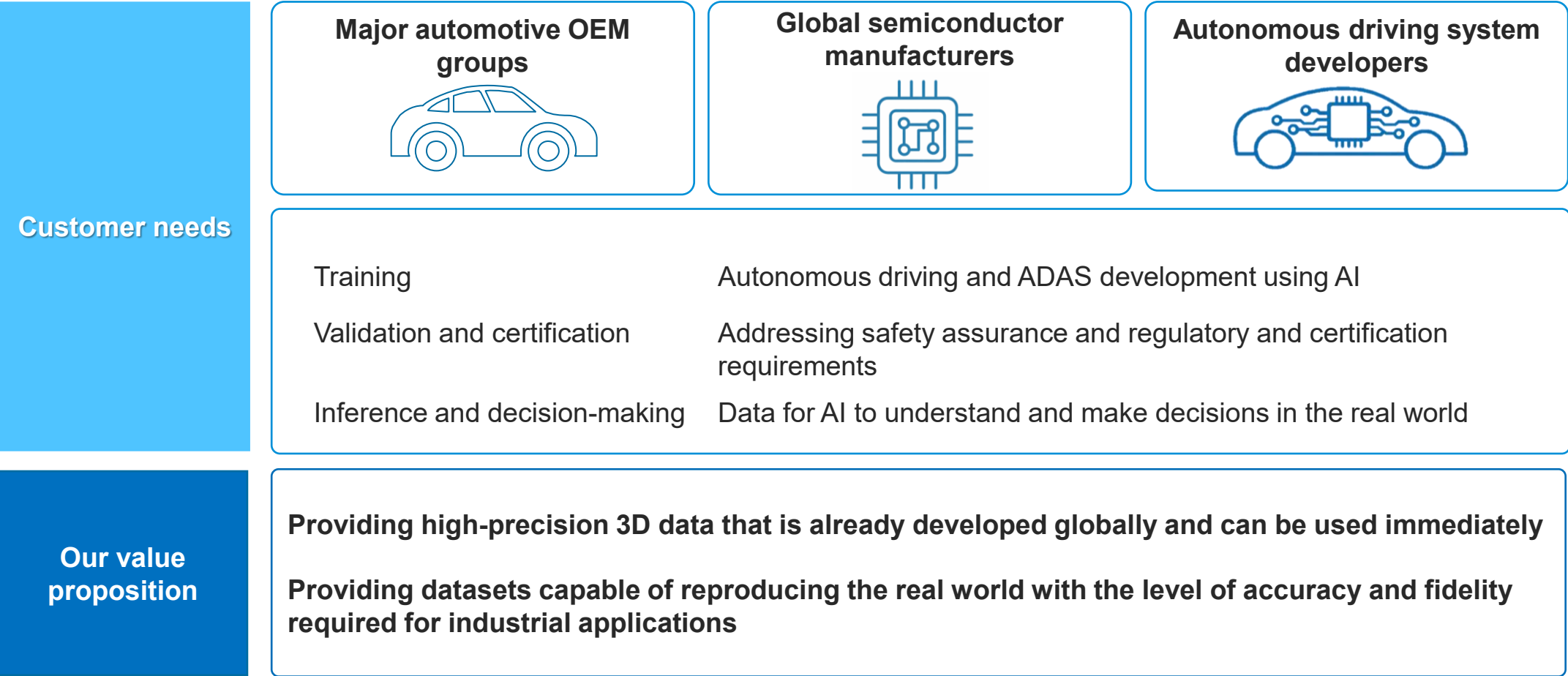
Short Version (Approx. 1min.)	Long Version (Approx. 2 min.)
https://youtu.be/2uYG1-gH2HM	https://youtu.be/JuZhmxfBM
	

<Screen Images of “Apex Point” Using High-Precision 3D Data>



Expansion of Enterprise Licenses Driven by Growing Demand for Data for AI

In addition to mass-production licenses, enterprise licenses are expanding among major automotive OEM groups, global semiconductor manufacturers, and autonomous driving system developers.



Expansion of a high-margin license-based business leveraging developed data assets

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This document contains forward-looking statements, which are predictions about the future that reflect management's judgment based on currently available information. As such, these forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from those expressed in or suggested by the forward-looking statements. Therefore, you may not rely entirely on forward-looking statements. The Company does not assume any obligation to change or correct any forward-looking statements in light of new information, future events or other findings.

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