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In case of any discrepancy, the Japanese original shall prevail.

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under IFRS)

May 15, 2026

Company name ASJ INC.

Stock exchange listings: Tokyo  
Standard, Nagoya Main

Securities code 2351 URL <https://www.asj.ad.jp/>

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Scheduled date of annual general meeting of shareholders June 25, 2026 Dividend payable date (as planned) June 11, 2026

Scheduled date to file annual securities report June 23, 2026

Preparation of supplementary material on financial results: Yes (Japanese only)

Holding of financial results briefing: Yes (for individual investors, in Japanese)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

Fiscal year ended	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of parent		Total comprehensive income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	2,661	(2.9)	126	(21.4)	126	(23.0)	88	(64.0)	88	(64.0)	105	(58.2)
March 31, 2025	2,741	(3.7)	161	56.9	163	48.7	246	119.8	246	119.8	253	99.9

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity attributable to owners of parent	Ratio of profit before tax to total assets	Ratio of operating profit to revenue
	Yen	Yen	%	%	%
March 31, 2026	11.27	—	3.1	2.6	4.8
March 31, 2025	31.04	—	8.9	3.6	5.9

Reference: Investments accounted for using equity method For the fiscal year ended March 31, 2026 — million yen For the fiscal year ended March 31, 2025 — million yen

Note: Diluted earnings per share for March 31, 2025, and March 31, 2026, are not presented because there are no shares with dilutive effects.

#### (2) Consolidated financial position

As of	Total assets	Total equity	Equity attributable to owners of parent	Equity attributable to owners of parent to total assets ratio	Equity attributable to owners of parent per share
	Millions of yen	Millions of yen	Millions of yen	%	Yen
March 31, 2026	4,828	2,920	2,920	60.5	374.31
March 31, 2025	4,874	2,892	2,892	59.4	363.79

#### (3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	484	(241)	(141)	1,090
March 31, 2025	415	(721)	432	989

### 2. Cash dividends

	Dividend per share					Total dividend paid	Payout ratio (consolidated)	Ratio of total amount of dividends to equity attributable to owners of parent (consolidated)
	First quarter	Second quarter	Third quarter	Year end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	—	0.00	—	3.00	3.00	23	9.7	0.9
Fiscal year ended March 31, 2026	—	0.00	—	3.00	3.00	23	26.6	0.8
Fiscal year ending March 31, 2027 (Forecast)	—	0.00	—	3.00	3.00		23.4	

3. Consolidated financial forecast for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

Fiscal year ending March 31, 2027	Revenue		Operating profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
	2,900	9.0	150	19.0	100	13.6	12.82

\* Notes

(1) Significant changes in the scope of consolidation during the period: None

Newly included: — companies, Excluded: — companies

(2) Changes in accounting policies and changes in accounting estimates

(i) Changes in accounting policies required by IFRS: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(3) Number of issued shares (ordinary shares)

① Number of issued and outstanding shares at the end of fiscal year (including treasury stock)

As of March 31, 2026	7,951,100 shares	As of March 31, 2025	7,951,100 shares
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② Number of treasury stock at the end of fiscal year

As of March 31, 2026	149,218 shares	As of March 31, 2025	18 shares
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③ Average number of shares

Fiscal year ended March 31, 2026	7,876,079 shares	Fiscal year ended March 31, 2025	7,951,082 shares
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[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	832	(0.0)	53	2.8	50	(28.5)	51	(31.2)
March 31, 2025	832	6.1	51	82.7	70	23.3	74	10.4

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	6.53	—
March 31, 2025	9.40	—

Note: Diluted earnings per share for March 31, 2025, and March 31, 2026, are not presented because there are no dilutive potential shares.

(2) Non-consolidated financial position

As of	Total assets		Net assets		Equity ratio	Net assets per share
	Millions of yen		Millions of yen		%	Yen
March 31, 2026	4,212		2,870		68.2	367.96
March 31, 2025	4,263		2,884		67.7	362.80

Reference: Shareholders' equity As of March 31, 2026 2,870 million yen As of March 31, 2025 2,884 million yen

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

The forward-looking statements contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable, and do not constitute a guarantee of future performance. Actual results may differ significantly from these forecasts due to various factors.

For information on the assumptions underlying the earnings forecasts and notes on the use of such forecasts, please refer to "1. Summary of Business Results, etc. (4) Future Outlook" on page 4 of the attached materials.

## Table of Contents of Attachments

<b>1. Summary of Business Results, etc.</b> .....	P.2
(1) Summary of Business Results for the Fiscal Year under Review .....	P.2
(2) Summary of Financial Position for the Fiscal Year under Review .....	P.3
(3) Summary of Cash Flows for the Fiscal Year under Review .....	P.3
(4) Future Outlook .....	P.4
<b>2. Basic Approach to the Selection of Accounting Standards</b> .....	P.5
<b>3. Consolidated Financial Statements and Major Notes</b> .....	P.6
(1) Consolidated Statement of Financial Position.....	P.6
(2) Consolidated Statements of Income and Comprehensive Income .....	P.8
(3) Consolidated Statement of Changes in Equity .....	P.10
(4) Consolidated Statement of Cash Flows.....	P.11
(5) Notes to Consolidated Financial Statements .....	P.12
(Notes on Going Concern Assumptions) .....	P.12
(Segment Information, etc.).....	P.12
(Per Share Information) .....	P.12
(Significant Subsequent Events).....	P.13

## 1. Summary of Business Results, etc.

### (1) Summary of Business Results for the Fiscal Year under Review

Financial results for the consolidated fiscal year under review were influenced by the development of new services following the completion of the “Himeji Lab & Server Center,” training of generative AI personnel, and initiatives in AI security for the utilization of generative AI. Although revenue and profit decreased year-on-year due to the reactionary decline from large-scale contract development projects delivered in the previous fiscal year and the implementation of upfront investments for future growth, we steadily advanced the development of a foundation to accelerate growth starting in the fiscal year ending March 2027. Progress was generally in line with plans, and profits exceeded the initial earnings forecast.

Subscription revenue, which serves as a stable revenue base, achieved double-digit growth, increasing 11.0% year-on-year to 1,224,196 thousand yen, and the ratio of recurring revenue within cloud integration services rose to 66.8% (61.7% in the previous fiscal year). Operating profit came in at 126,669 thousand yen (15.2% above the initial forecast of 110 million yen), and profit attributable to owners of parent was 88,799 thousand yen (26.9% above the initial forecast of 70 million yen), with both figures exceeding the initial forecasts.

In addition, we actively promoted initiatives to strengthen corporate governance. On February 6, 2026, we transferred to the Tokyo Stock Exchange Standard Market and obtained a new listing on the Nagoya Stock Exchange Main Market. Consequently, the fiscal year under review was a pivotal year in which we transitioned to the next stage of growth in terms of both our business foundation and corporate governance.

Our Group operates as a single segment: the Internet Services business. Revenue is classified into Cloud Integration Services and E-commerce Services.

Cloud Integration Services involve providing cloud services that have been flexibly customized and integrated to meet customer needs, while E-commerce Services involve conducting online sales utilizing various shopping malls and our payment processing services.

	Fiscal Year Ended March 31, 2025		Fiscal Year Ended March 31, 2026	
	Revenue	YoY ratio (%)	Revenue	YoY ratio (%)
<b>Cloud Integration Services</b>				
Subscription Revenue	1,102,683 thousand yen	—	1,224,196 thousand yen	111.0%
Integration Revenue	684,510 thousand yen	—	608,852 thousand yen	88.9%
Cloud Integration Services Subtotal	1,787,193 thousand yen	—	1,833,049 thousand yen	102.6%
<b>EC Services</b>				
EC Services Subtotal	954,351 thousand yen	—	828,909 thousand yen	86.9%
Total Revenue	2,741,544 thousand yen	—	2,661,959 thousand yen	97.1%

\*Subscription revenue: Service usage fees and maintenance fees for cloud services, etc.

\*Integration revenue: Revenue from development and system integration services for cloud service provision

### (Cloud Integration Services)

In the cloud services market, the trend toward corporate digital transformation (DX) continues, and corporate willingness to invest in the implementation of generative AI and AI agents is growing even further. Cloud services are positioned as the foundation supporting business operations, and investment in cloud services to expand business scale and strengthen competitiveness remains robust. Furthermore, with the advancement of AI utilization, related demand is also expanding, including the development of data infrastructure, AI security and cybersecurity measures, and AI governance support.

Against the backdrop of these expanding business opportunities, regarding Cloud Integration Services for the consolidated fiscal year under review, subscription revenue amounted to 1,224,196 thousand yen (up 11.0% year-on-year), while Integration Revenue was 608,852 thousand yen (down 11.1% year-on-year); however, this was due to the reactionary decline from a large-scale custom development project delivered in the previous fiscal year. Furthermore, the receipt and delivery of large-scale projects, primarily

centered on HRTech services, have remained robust as initially anticipated, and there have been no significant changes in the business environment.

As a result, revenue from Cloud Integration Services reached 1,833,049 thousand yen (up 2.6% year-on-year), securing steady revenue growth and further advancing the stabilization of our revenue structure.

### **(E-commerce Services)**

In the domestic e-commerce market, while the overall market size continues to expand, consumers are becoming increasingly selective in their purchasing behavior against the backdrop of rising inflation and a growing tendency to save. Furthermore, competition among merchants on mall-type e-commerce platforms is intensifying, creating an environment where it is becoming increasingly difficult for merchants to secure profits.

In this environment, the Group has prioritized profit margins and capital efficiency over sales growth. We have been reviewing strategic sales measures to improve profitability, including reducing the handling of low-margin products.

As a result, although revenue from E-commerce Services amounted to 828,909 thousand yen (down 13.1% year-on-year), profitability is showing an improving trend, and we are making progress in optimizing our business portfolio to improve the profit margin of the Group as a whole.

As a result of these business activities, full-year consolidated revenue was 2,661,959 thousand yen (down 2.9% year-on-year).

Regarding operating profit, although growth in subscription revenue and the streamlining of selling, general, and administrative expenses (down 8.2% year-on-year to 881,703 thousand yen) contributed positively, operating profit amounted to 126,669 thousand yen (down 21.4% year-on-year), due to proactive upfront investments aimed at driving revenue growth and profit expansion from the fiscal year ending March 2027, including investments in the training of generative AI-related personnel. We anticipate that these investments will lead to an expansion of subscription revenue and profit growth starting in the fiscal year ending March 2027. Profit attributable to owners of parent amounted to 88,799 thousand yen (a 64.0% decrease from the previous fiscal year). This decrease was due to the recognition of deferred tax expense in the fiscal year under review, following the tax benefit related to deferred tax assets recognized in the previous fiscal year. This reflects the absence of the one-time tax benefit recorded in the previous fiscal year; excluding this impact, the Company maintained a solid level of profitability.

### **(2) Summary of Financial Position for the Fiscal Year under Review**

The financial position for the fiscal year under review resulted in an enhancement of both investment capacity and financial soundness in preparation for the next growth phase.

Regarding assets, while cash and cash equivalents increased by 101,003 thousand yen, total assets decreased by 45,531 thousand yen compared to the end of the previous fiscal year to 4,828,525 thousand yen. This decrease was primarily due to a reduction in trade receivables resulting from the collection of accounts receivable, as well as the amortization of tangible and intangible assets. With the major investment phase related to the completion of the “Himeji Lab & Server Center” now complete, we have moved into a stage during the fiscal year under review where we are flexibly redirecting the cash flow generated toward investments in the next growth opportunities. As a result, we have made further progress in optimizing our capital structure to improve ROIC (Return on Invested Capital).

Regarding liabilities, trade payables and other liabilities decreased, and due to the planned repayment of long-term borrowings, total liabilities decreased by 73,276 thousand yen compared to the end of the previous fiscal year, to 1,908,216 thousand yen. Consequently, interest-bearing debt stood at 660,771 thousand yen (a decrease of 33,012 thousand yen year-on-year), and the D/E ratio (interest-bearing debt ÷ equity attributable to owners of parent) was 0.23 times (0.24 times in the previous fiscal year). This indicates that our financial soundness has further improved through both the reduction of interest-bearing debt and the accumulation of equity.

Regarding equity, while implementing shareholder returns through the acquisition of treasury stock and the payment of dividends, equity increased by 27,745 thousand yen compared to the end of the previous fiscal year to 2,920,309 thousand yen, primarily due to the recording of profit attributable to owners of parent.

As a result, the equity attributable to owners of parent ratio rose by 1.1 percentage points compared to the end of the previous fiscal year, reaching 60.5%. This has further strengthened the financial foundation required of a listed company following the change in market classification.

### **(3) Summary of Cash Flows for the Fiscal Year under Review**

Cash flow generation for the fiscal year under review improved significantly while maintaining a balance with profitability.

Net cash provided by operating activities was 484,104 thousand yen (compared to 415,820 thousand yen in the previous fiscal year), reflecting profit before tax, the add-back of non-cash expenses such as depreciation and amortization, and improvements in working

capital (progress in collecting trade receivables).

Net cash used in investing activities was 241,675 thousand yen (compared to 721,932 thousand yen in the previous fiscal year), primarily due to the acquisition of intangible assets such as software. The amount was significantly smaller than in the previous fiscal year, reflecting the completion of a major investment phase that included the acquisition of the “Himeji Lab & Server Center.” Net cash used in financing activities was 141,123 thousand yen (compared to net cash provided by financing activities of 432,963 thousand yen in the previous fiscal year). This reflects disciplined financial management and the systematic implementation of shareholder returns, including the repayment of long-term borrowings, dividend payments, and the repurchase of treasury shares.

As a result, free cash flow (cash flow from operating activities plus cash flow from investing activities) for the fiscal year under review was positive at 242,429 thousand yen, an improvement of 548,541 thousand yen from the previous fiscal year (which was negative at 306,112 thousand yen), marking a return to positive territory.

The closing balance of cash and cash equivalents at the end of the fiscal year under review was 1,090,517 thousand yen, an increase of 101,003 thousand yen compared to the end of the previous fiscal year. This ensures sufficient liquidity on hand to simultaneously support continued growth investments starting in the fiscal year ending March 2027 and maintain financial soundness.

#### **(4) Future Outlook**

With the vision of “identifying our customers’ challenges, guiding them toward solutions, and supporting their further development and the creation of a comfortable working environment,” our Group positioned this fiscal year as “a year of preparation for the next growth phase.” We have made upfront investments in new services utilizing the “Himeji Lab & Server Center,” generative AI-related initiatives, and human resource development.

In the fiscal year ending March 2027, we will transition to a “return on investment and growth acceleration phase” in which the results of these upfront investments will be reflected in our performance, and we will aim for increased revenue and profits.

##### **(1) Improving the Utilization Rate of the “Himeji Lab & Server Center” (Growth Driver 1)**

Regarding the “Himeji Lab & Server Center,” we plan to sequentially launch new services aimed at improving utilization rates starting in the fiscal year ending March 2027. In conjunction with this, we will proceed with the planned recruitment of infrastructure engineers responsible for data center operations and continue to grow subscription revenue, thereby anticipating stable revenue expansion.

##### **(2) Launch of New HRTech Services (Growth Driver 2)**

As indicated in the revision of the “Guidelines for Human Capital Visualization,” investment by companies in human capital management and human capital information disclosure is expected to increase further in the future. Therefore, we will develop and provide new services targeting the expanding HRTech market, as well as services utilizing generative AI, with the aim of expanding revenue in high-value-added areas.

##### **(3) Generative AI / AI Security / Supply Chain Security (Growth Driver 3)**

Our Group will continue to promote the development of generative AI talent, strengthen research activities related to generative AI, and provide services that utilize generative AI. Furthermore, as concerns regarding AI security grow alongside the expanding use of generative AI, we are considering the provision of services related to AI governance and AI security measures. We also aim to provide services related to cybersecurity measures, including support for the “Cybersecurity Measures Evaluation System for Strengthening Supply Chains,” which the Ministry of Economy, Trade and Industry (METI) and the National Cybersecurity Office (NCO) plan to launch around the end of fiscal year 2026. We aim to establish a business foundation in this medium- to long-term growth market.

Through these initiatives, we anticipate a return to revenue and profit growth for the fiscal year ending March 2027, with consolidated earnings forecasts of 2,900 million yen in revenue (up 9.0% year-on-year), 150 million yen in operating profit (up 19.0% year-on-year), and 100 million yen in profit attributable to owners of parent (up 13.6% year-on-year).

Please note that the forecast figures listed above are based on information available to the Company at this time, and actual results may differ significantly due to various factors.

## **2. Basic Approach to the Selection of Accounting Standards**

The Group has applied IFRS (International Financial Reporting Standards) since the fiscal year ended March 2018 with the aim of improving convenience for various stakeholders, including domestic and international investors, by enhancing the international comparability of financial information.

### 3. Consolidated Financial Statements and Major Notes

#### (1) Consolidated Statement of Financial Position

	As of March 31, 2025	As of March 31, 2026
	Thousands of yen	Thousands of yen
Assets		
Current assets		
Cash and cash equivalents	989,514	1,090,517
Trade and other receivables	723,338	630,363
Inventories	98,679	106,497
Other current assets	71,697	50,933
Total current assets	1,883,228	1,878,311
Non-current assets		
Property, plant and equipment	1,932,741	1,904,388
Goodwill	13,134	13,134
Intangible assets	702,510	679,682
Other financial assets	236,353	266,697
Deferred tax assets	103,469	83,787
Other non-current assets	2,618	2,523
Total non-current assets	2,990,828	2,950,214
Total assets	4,874,057	4,828,525

	As of March 31, 2025	As of March 31, 2026
	Thousands of yen	Thousands of yen
Liabilities and equity		
Liabilities		
Current liabilities		
Borrowings	183,012	183,012
Trade and other payables	687,403	631,648
Other financial liabilities	30,303	11,183
Advances received	203,068	205,165
Income taxes payable	11,936	188
Provisions	32,819	33,097
Other current liabilities	84,478	130,399
Total current liabilities	<u>1,233,021</u>	<u>1,194,694</u>
Non-current liabilities		
Borrowings	510,771	477,759
Other financial liabilities	23,012	11,270
Retirement benefit liability	147,219	137,070
Provisions	23,616	23,764
Deferred tax liabilities	43,752	63,657
Other non-current liabilities	99	—
Total non-current liabilities	<u>748,471</u>	<u>713,522</u>
Total liabilities	<u>1,981,493</u>	<u>1,908,216</u>
Equity		
Share capital	1,375,538	1,375,538
Capital surplus	1,294,841	1,294,546
Treasury shares	(8)	(53,951)
Other components of equity	125,643	142,679
Retained earnings	96,548	161,495
Total equity attributable to owners of parent	<u>2,892,563</u>	<u>2,920,309</u>
Total equity	<u>2,892,563</u>	<u>2,920,309</u>
Total liabilities and equity	<u><u>4,874,057</u></u>	<u><u>4,828,525</u></u>

**(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income**  
**Consolidated Statement of Income**

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
	Thousands of yen	Thousands of yen
Revenue	2,741,544	2,661,959
Cost of sales	(1,622,870)	(1,648,406)
Gross profit	1,118,674	1,013,552
Selling, general and administrative expenses	(960,311)	(881,703)
Other income	9,095	12,424
Other expenses	(6,332)	(17,604)
Operating profit	161,125	126,669
Finance income	8,031	10,301
Finance costs	(5,352)	(10,779)
Profit before tax	163,804	126,190
Income tax expense (benefit)	82,966	(37,390)
Profit	246,771	88,799
Profit attributable to		
Owners of parent	246,771	88,799
Non-controlling interests	—	—
Profit	246,771	88,799
Earnings per share		
Basic earnings per share	31.04	11.27

## Consolidated Statement of Comprehensive Income

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
	Thousands of yen	Thousands of yen
Profit	246,771	88,799
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	7,274	10,224
Total of items that will not be reclassified to profit or loss	<u>7,274</u>	<u>10,224</u>
Items that may be reclassified to profit or loss		
Effective portion of cash flow hedges	(558)	12,176
Exchange differences on translation of foreign operations	(123)	(5,364)
Total of items that may be reclassified to profit or loss	<u>(681)</u>	<u>6,812</u>
Other comprehensive income, net of tax	<u>6,592</u>	<u>17,036</u>
Comprehensive income	<u>253,364</u>	<u>105,836</u>
Comprehensive income attributable to		
Owners of parent	253,364	105,836
Non-controlling interests	—	—
Comprehensive income	<u>253,364</u>	<u>105,836</u>

### (3) Consolidated Statement of Changes in Equity

	Equity attributable to owners of parent				
	Share capital	Capital surplus	Treasury shares	Other components of equity	
				Financial assets measured at fair value through other comprehensive income	Effective portion of cash flow hedges
Thousands of yen	Thousands of yen	Thousands of yen	Thousands of yen	Thousands of yen	
Balance at beginning of period	1,375,538	1,294,841	(8)	113,563	—
Profit	—	—	—	—	—
Other comprehensive income	—	—	—	7,274	(558)
Total	—	—	—	7,274	(558)
Dividends	—	—	—	—	—
Other	—	—	—	—	—
Total transactions with owners	—	—	—	—	—
Balance at end of period	1,375,538	1,294,841	(8)	120,837	(558)
Profit	—	—	—	—	—
Other comprehensive income	—	—	—	10,224	12,176
Total	—	—	—	10,224	12,176
Purchase of treasury shares	—	(294)	(53,943)	—	—
Dividends	—	—	—	—	—
Other	—	—	—	—	—
Total transactions with owners	—	(294)	(53,943)	—	—
Balance at end of period	1,375,538	1,294,546	(53,951)	131,062	11,617

	Equity attributable to owners of parent					
	Other components of equity			Retained earnings	Total	Total
	Exchange differences on translation of foreign operations	Total				
Thousands of yen	Thousands of yen	Thousands of yen	Thousands of yen	Thousands of yen	Thousands of yen	
Balance at beginning of period	5,487	119,050	(134,236)	2,655,186	2,655,186	
Profit	—	—	246,771	246,771	246,771	
Other comprehensive income	(123)	6,592	—	6,592	6,592	
Total	(123)	6,592	246,771	253,364	253,364	
Dividends	—	—	(15,902)	(15,902)	(15,902)	
Other	—	—	(84)	(84)	(84)	
Total transactions with owners	—	—	(15,986)	(15,986)	(15,986)	
Balance at end of period	5,364	125,643	96,548	2,892,563	2,892,563	
Profit	—	—	88,799	88,799	88,799	
Other comprehensive income	(5,364)	17,036	—	17,036	17,036	
Total	(5,364)	17,036	88,799	105,836	105,836	
Purchase of treasury shares	—	—	—	(54,237)	(54,237)	
Dividends	—	—	(23,853)	(23,853)	(23,853)	
Other	—	—	—	—	—	
Total transactions with owners	—	—	(23,853)	(78,090)	(78,090)	
Balance at end of period	—	142,679	161,495	2,920,309	2,920,309	

**(4) Consolidated Statement of Cash Flows**

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
	Thousands of yen	Thousands of yen
Cash flows from operating activities		
Profit before tax	163,804	126,190
Depreciation and amortization	263,495	279,290
Finance income	(8,031)	(10,301)
Finance costs	5,352	10,779
Decrease (increase) in inventories	(4,549)	(463)
Decrease (increase) in trade and other receivables	86,533	117,336
Increase (decrease) in trade and other payables	(65,016)	(4,315)
Increase (decrease) in retirement benefit liability	(3,680)	(10,668)
Increase (decrease) in provisions	(3,416)	2,682
Other	190	(10,939)
Subtotal	434,681	499,591
Interest and dividends received	8,022	12,178
Interest paid	(5,496)	(12,509)
Income taxes paid	(21,387)	(15,155)
Net cash provided by (used in) operating activities	415,820	484,104
Cash flows from investing activities		
Proceeds from sale of securities	12,600	—
Purchase of property, plant and equipment	(474,756)	(35,257)
Purchase of intangible assets	(259,772)	(208,318)
Other	(3)	1,900
Net cash provided by (used in) investing activities	(721,932)	(241,675)
Cash flows from financing activities		
Proceeds from short-term borrowings	19,904	—
Proceeds from long-term borrowings	480,096	—
Repayments of long-term borrowings	(20,093)	(33,012)
Repayments of lease liabilities	(31,035)	(30,303)
Dividends paid	(15,907)	(23,864)
Purchase of treasury shares	—	(53,943)
Net cash provided by (used in) financing activities	432,963	(141,123)
Net increase (decrease) in cash and cash equivalents	126,852	101,306
Cash and cash equivalents at beginning of period	862,878	989,514
Effect of exchange rate changes on cash and cash equivalents	(216)	(303)
Cash and cash equivalents at end of period	989,514	1,090,517

**(5) Notes to Consolidated Financial Statements****(Notes on Going Concern Assumptions)**

Not applicable.

**(Segment Information, etc.)**

## (1) Overview of Reportable Segments

As the Group operates in a single segment—the Internet Services business—disclosure of segment information has been omitted.

## (2) Information on Products and Services

Revenue from external customers by product and service is as follows.

	Previous Fiscal Year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
	Thousands of yen	Thousands of yen
Services	1,102,683	1,224,196
Contract Development	643,185	549,913
Product Sales	995,675	887,848
Total	2,741,544	2,661,959

## (3) Information by Geographic Segment

## (i) Revenue from External Customers

Since revenue from external customers in Japan accounts for the majority of revenue in the consolidated statement of income, this information has been omitted.

## (ii) Non-current assets

Information regarding non-current assets located in Japan has been omitted because they account for the majority of the non-current assets on the consolidated statement of financial position.

## (4) Information on Major Customers

This information is omitted because no single external customer accounts for 10% or more of the revenue from external customers reported in the consolidated statement of income.

**(Per Share Information)**

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Profit attributable to owners of parent (thousands of yen)	246,771	88,799
Profit not attributable to common shareholders of parent (thousands of yen)	—	—
Profit used in calculating basic earnings per share (thousands of yen)	246,771	88,799
Adjustments to profit (thousands of yen)	—	—
Profit used in calculating diluted earnings per share (thousands of yen)	—	—
Weighted average number of ordinary shares (shares)	7,951,082	7,876,079
Increase in number of ordinary shares	—	—
Diluted weighted average number of ordinary shares (shares)	—	—
Basic earnings per share (yen)	31.04	11.27
Diluted earnings per share (yen)	—	—

(Note) Diluted earnings per share are not presented because there are no shares with dilutive effects.

**(Significant Subsequent Events)**

Not applicable.