

Note : This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original,
the original shall prevail.



September 7, 2026

To whom it may concern,

3-1 Ofuka-cho, Kita-ku, Osaka
I'LL INC.

Tetsuo Iwamoto, President & Representative Director
(Code No.: 3854 TSE Prime)

Contact: Yasuhiro Toda, General Manager of
Business Administration Division & Director
Phone: +81-6-6292-1170 (main number)

**Announcement on Formulation of the Medium-Term Management Plan (for Fiscal Year
Ending July 31, 2027–Fiscal Year Ending July 31, 2029)**

I'LL INC. (the “Company”) hereby announces that, at a meeting of the Board of Directors held today, we have formulated a three-year medium-term management plan ending in the fiscal year ending July 2029, as detailed below.

1. Background and purpose of formulation of the Medium-Term Management Plan (for Fiscal Year Ending July 31, 2027–Fiscal Year Ending July 31, 2029)

Our Group has been steadily expanding its business performance by promoting the “CROSS-OVER Strategy,” which integrates real-world (back-office) and web-based (backyard) operations. While the industry environment is undergoing rapid changes due to recent breakthroughs in AI technology, we view this as a golden opportunity (“a second founding period”) to further enhance our value as a partner guiding operational transformation for a wide range of companies. Furthermore, to realize our future vision of “rebuilding supply chains as an ‘industrial platform provider’ and enhancing our users’ corporate capabilities,” we have designated the period from the fiscal year ending July 2026 to the fiscal year ending July 2028 as our “Period of Accelerated Growth Investment.” While the profitability and productivity of our core existing businesses are growing at a pace exceeding expectations, we have updated our management policies and performance targets to concentrate growth capital on “human resources” and “AI, R&D, and infrastructure development”—not merely to accumulate short-term profits, but to establish an overwhelming competitive advantage that no other company can match in the future.

2. Overview of the Mid-Term Management Plan

(1) Future Vision (Our Aspirational State)

Our Group aims to become an “Industrial Platform Provider.” This means not merely providing systems, but leading the reconstruction of entire supply chains and organically integrating diverse industries—from wholesale, manufacturing, logistics, and retail to finance and human resources. We will strive to serve as the central hub of a co-creation network (ecosystem) that transcends individual interests, contributing to the enhancement of corporate capabilities for both user companies and partner companies.

(2) Basic Policy and Key Initiatives

Based on the recognition that “even in an era of widespread AI adoption, ‘people’ remain the foundation of our business and our greatest strength,” we will accelerate structural reforms and growth investments centered on the following three themes.

① Investment in Human Capital and the Work Environment

To secure and retain top talent and enhance employee engagement, we will implement a company-wide revision of the salary scale (a uniform base pay increase of 10,000 yen per

month).

Furthermore, as an investment in a “work environment” where employees can maximize their potential and foster innovation, we will proceed with the following office relocations.

- Nagoya Branch (Scheduled for November 2026)

In response to business expansion and an increase in staff, we will relocate to the “Dainagoya Building.” Along with strengthening our production management functions, we will enhance our sales operations and recruitment efforts in the Chubu region, where the manufacturing industry is thriving.

- Tokyo Headquarters (Scheduled for March 2028)

We will consolidate and relocate our offices, currently spread across four floors, to a single floor in the “Nihonbashi Nomura Mitsui Tower.” This will further solidify our integrated production and sales structure, enhance the sharing of know-how among employees, and strengthen our ability to recruit and retain talent for upstream processes and R&D.

② Accelerating R&D (Research and Development) and AI Adoption

We will establish a unique “Core Systems × AI” business model that combines specialized expertise with AI. We will vigorously promote the active adoption of generative AI and AI agents into our in-house development methodologies to accelerate development, integrate AI features into our products, and make capital investments to expand sales of “Aladdin Cloud.”

③ Building Internal Systems and Revamping Infrastructure

We will integrate and revamp internal systems to enable rapid management decision-making, and we will proceed with the creation of databases and knowledge sharing of operational know-how scattered throughout the company to improve the productivity of the entire organization.

3. Management Objectives of the Mid-Term Management Plan

[Consolidated]

(in millions of yen)

	Fiscal year ended July 31, 2026	Fiscal year ending July 31, 2027	Fiscal year ending July 31, 2028	Fiscal year ending July 31, 2029
	results	plan		
Net sales	20,889	22,800	24,900	27,000
Operating profit	5,565	5,000	5,500	6,700
(rate)	(26.6%)	(21.9%)	(22.1%)	(24.8%)
Ordinary profit	5,607	5,040	5,540	6,740
Profit attributable to owners of parent	4,175	3,546	3,844	4,677

Our core business is performing well, and we anticipate an upward revision to net sales as well as an increase in gross profit driven by improved productivity. At the same time, to lay the groundwork for overwhelming future growth, we will bring forward growth investments—including investments in human capital (wage increases, office relocation costs, and accelerated depreciation of certain assets), R&D and product enhancement, and the overhaul of internal systems and AI—in addition to this increase in gross profit. Consequently, regarding the operating income target (5,753 million yen) for the fiscal year ending July 2027 set forth in the previous plan, we have revised it to 5,000 million yen in the new plan, as investment costs will temporarily outpace revenue growth. We believe these investments will lead to cost reductions and improved operational agility over the medium to long term, thereby accelerating our future growth rate.

4. Other

The forward-looking statements regarding performance forecasts and other matters contained in this document are based on information currently available to our group and certain assumptions deemed reasonable. Actual results may differ significantly due to various factors.

For details of the Mid-Term Management Plan, please refer to the separately disclosed “Outline of Consolidated Financial Results for FY7/26”.