



Consolidated Financial Results for the Fiscal Year Ended July 31, 2026 (August 1, 2025, to July 31, 2026) [Japanese GAAP]

September 7, 2026

Listed company I'LL INC.

Stock exchange listing: Tokyo
Stock Exchange, Prime Market

Code number 3854 URL <https://www.ill.co.jp>

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Scheduled date for dividend payment commencement: October 26, 2026

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Financial results briefing session: No

(Amounts less than ¥1 million rounded down)

1. Consolidated Financial Results for the Fiscal Year Ended July 31, 2026 (August 1, 2025, to July 31, 2026)

(1) Consolidated Operating Results (% indicates change from previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	million yen	%	million yen	%	million yen	%	million yen	%
Fiscal year ended July 31, 2026	20,889	8.3	5,565	15.5	5,607	17.6	4,175	19.7
Fiscal year ended July 31, 2025	19,294	10.2	4,818	13.0	4,767	11.3	3,488	20.8

(Note) Comprehensive income: Fiscal year ended July 31, 2026 4,214 million yen [16.6%]

Fiscal year ended July 31, 2025 3,613 million yen [27.2%]

	Net profit per share	Diluted net profit per share	Return on equity	Ratio of ordinary profit to total assets	Operating profit margin
	Yen	Yen	%	%	%
Fiscal year ended July 31, 2026	167.01	-	33.2	33.2	26.6
Fiscal year ended July 31, 2025	141.32	-	33.3	31.9	25.0

(Notes) 1. Diluted net profit per share is not shown because there are no dilutive shares.

2. In calculating net profit per share, the Company's shares acquired by the "Stock Grant ESOP Trust Account" during the fiscal year ended July 31, 2026 (29,700 shares at year-end with a period average of 25,773 shares) are included in the treasury shares deducted in calculating the average number of shares during the period. The same treatment applies to the Company's shares acquired and disposed of by the Impact Neutralization Trust during the fiscal year ended July 31, 2025 (no shares at year-end with a period average of 346,470 shares).

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	million yen	million yen	%	Yen
As of July 31, 2026	17,961	13,863	77.2	554.56
As of July 31, 2025	15,768	11,286	71.6	450.94

(Reference) Shareholders' equity: As of July 31, 2026 13,863 million yen
As of July 31, 2025 11,286 million yen

(Note) In calculating net assets per share for the fiscal year ended July 31, 2026, 29,700 shares of the Company held by the Stock Grant ESOP Trust Account are included in the treasury shares deducted from the total number of shares issued as of year-end.

(3) Status of consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	million yen	million yen	million yen	million yen
Fiscal year ended July 31, 2026	3,455	(3,509)	(1,638)	5,710
Fiscal year ended July 31, 2025	3,366	(546)	(2,080)	7,402

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.

2. Dividends

	Annual dividends					Dividends (Total)	Dividend payout ratio (Consolidated)	Dividends to net assets (Consolidated)
	End of first quarter	End of second quarter	End of third quarter	End of year	Total			
	Yen	Yen	Yen	Yen	Yen	million yen	%	%
Fiscal year ended July 31, 2025	-	20.00	-	30.00	50.00	1,251	35.4	11.9
Fiscal year ended July 31, 2026	-	32.00	-	35.00	67.00	1,676	40.1	13.3
Fiscal year ending July 31, 2027 (Forecast)	-	35.00	-	35.00	70.00		49.4	

(Note) The total dividend amount for the fiscal year ended July 2026 includes dividends for 29,700 shares of the Company's stock held by the Stock Grant ESOP Trust Account as of the record date.

3. Forecasted Consolidated Results for the Fiscal Year Ending July 31, 2027 (August 1, 2026, to July 31, 2027)

(% indicates changes from the previous year for full-year figures and changes from the same period of the previous year for quarterly figures)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net profit per share
	million yen	%	million yen	%	million yen	%	million yen	%	Yen
First half (YTD)	10,923	5.4	2,406	(15.0)	2,425	(14.9)	1,719	(12.1)	68.68
Full year	22,800	9.1	5,000	(10.2)	5,040	(10.1)	3,546	(15.1)	141.67

*Notes

(1) Significant changes in the scope of consolidation during the period: No

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: No

2) Changes in accounting policies other than 1) above: No

3) Changes in accounting estimates: No

4) Retrospective restatement: No

(3) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares)	As of July 31, 2026	25,042,528 shares	As of July 31, 2025	25,042,528 shares
2) Total number of treasury shares at the end of the period	As of July 31, 2026	42,774 shares	As of July 31, 2025	13,039 shares
3) Average number of shares during the fiscal year	Fiscal year ended July 31, 2026	25,003,709 shares	Fiscal year ended July 31, 2025	24,683,396 shares

(Notes) 1. The total number of treasury shares at the end of the period includes shares of the Company held by the "Stock Grant ESOP Trust Account" (29,700 shares for the fiscal year ended July 31, 2026, and no shares for the fiscal year ended July 31, 2025).

2. The Company's shares acquired by the "Stock Grant ESOP Trust Account" during the fiscal year ended July 31, 2026 (average number during the period: 25,773 shares) and those acquired and disposed of by the Impact Neutralization Trust during the fiscal year ended July 31, 2025 (average number during the period: 346,470 shares) are included in treasury shares deducted in calculating the average number of shares during each period.

(Reference) Non-consolidated financial results summary

Non-consolidated Financial Results for the Fiscal Year Ended July 31, 2026 (August 1, 2025, to July 31, 2026)

(1) Non-consolidated Operating Results (% indicates change from previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Net profit	
	million yen	%	million yen	%	million yen	%	million yen	%
Fiscal year ended July 31, 2026	20,410	8.4	5,489	15.7	5,529	17.4	4,125	19.5
Fiscal year ended July 31, 2025	18,837	10.1	4,745	13.5	4,711	11.6	3,452	22.1

	Net profit per share	Diluted net profit per share
	Yen	Yen
Fiscal year ended July 31, 2026	165.01	-
Fiscal year ended July 31, 2025	139.85	-

(Notes) 1. Diluted net profit per share is not shown because there are no dilutive shares.

2. In calculating net profit per share, the Company's shares acquired by the "Stock Grant ESOP Trust Account" during the fiscal year ended July 31, 2026 (29,700 shares at year-end with a period average of 25,773 shares) are included in the treasury shares deducted in calculating the average number of shares during the period. The same treatment applies to the Company's shares acquired and disposed of by the Impact Neutralization Trust during the fiscal year ended July 31, 2025 (no shares at year-end with a period average of 346,470 shares).

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(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	million yen	million yen	%	Yen
Fiscal year ended July 31, 2026	17,614	13,305	75.5	532.24
Fiscal year ended July 31, 2025	15,446	10,817	70.0	432.19

(Reference) Shareholders' equity Fiscal year ended July 31, 2026 13,305 million yen
 Fiscal year ended July 31, 2025 10,817 million yen

(Note) In calculating net assets per share for the fiscal year ended July 31, 2026, 29,700 shares of the Company held by the Stock Grant ESOP Trust Account are included in the treasury shares deducted from the total number of shares issued as of year-end.

*This consolidated financial results report is not subject to audit by a certified public accountant or an auditing firm.

*Explanation on the proper use of financial results forecast and other notes

(Notice regarding future statements)

The financial forecasts stated in this document are based on information available as of the date of this document. These forecasts should not be construed as a promise by the Company to achieve them. Actual results may differ from these forecasts due to uncertain factors, such as economic trends. For notes about assumptions behind the financial forecasts and how to use these financial forecasts, refer to "1. Overview of Operating Results" on page 5.

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1. Overview of Operating Results

(1) Overview of Operating Results for the Period

1) Overview of business performance

Period		35th period	36th period
Accounting period		From August 1, 2024, to July 31, 2025	From August 1, 2025, to July 31, 2026
Net sales	(Thousands of yen)	19,294,870	20,889,513
Operating profit	(Thousands of yen)	4,818,844	5,565,654
Ordinary profit	(Thousands of yen)	4,767,603	5,607,639
Profit attributable to owners of parent	(Thousands of yen)	3,488,354	4,175,960
Comprehensive income	(Thousands of yen)	3,613,111	4,214,630
Net assets	(Thousands of yen)	11,286,903	13,863,762
Total assets	(Thousands of yen)	15,768,982	17,961,865
Research and development expenses	(Thousands of yen)	92,565	178,037
Equity ratio	(%)	71.6	77.2
Operating profit margin	(%)	25.0	26.6

During the current consolidated fiscal year (August 1, 2025 to July 31, 2026), Japan's economy is on a moderate recovery track, driven by improvements in the employment and income environment and an expansion in capital investment. Meanwhile, a semiconductor shortage driven by AI-related demand, as well as inflationary pressure caused by yen depreciation and rising geopolitical risks, including the situation in the Middle East, have continued, and close monitoring of these issues remains necessary.

Information system investment in Japan is booming, mainly in digital transformation which conducts a business transformation that utilizes digital technologies to address labor shortages. Under these current market conditions, the I'LL Group is pursuing its "CROSS-OVER" strategy in order to strengthen the business of its customers. Through a combination of "real" and "online" products and services, the I'LL Group develops, proposes and supports solutions for mid-tier and small/medium-sized corporate clients that need to efficiently use IT to solve their management issues. The "CROSS-OVER" strategy is an initiative to increase the business efficiency and strengthen the sales capabilities of customers, by proposing a combination of real and online products and services through the I'LL Group's unique value proposition style. This strategy not only gives the I'LL Group a competitive edge during negotiations, but also enhances the satisfaction of its customers. In addition, to promote sustainable growth, I'LL has introduced an integrated production-sales system where sales representatives and system engineers are placed in the same organization to enhance mutual collaboration. This has improved the accuracy of projects by determining customer requirements at the time of quotation, strengthened the project management system, and reduced person-hours of customer support after the system operation starts by improving delivery quality, thereby strengthening the profit structure.

As for an overview of the "real" and "online" businesses, I'LL has continued on the real-world front to broaden the product appeal of its mainstay Aladdin Office software package for each business sector. In sales, it collaborated with partner companies and saw orders remain firm as it proposed ways for optimum system use for each client on the basis of plenty of installment examples in each industry. On the online world, I'LL continued to do new collaborative development with online store operators on the CROSS MALL cloud service, which integrates the management of multiple online stores. The Company will continue to strengthen our cooperation with multiple malls and shift our focus to medium-size and large markets, with the objective of increasing sales over the medium- to long-term. Also, the Company has achieved steady growth in sales of the CROSS POINT cloud service which allows integrated management of reward points and customers of online and real stores. BACKYARD™ launched its "ITEM PLAN" to eliminate the complex tasks and burdens associated with corporate product information management. As sales channels diversify—including physical stores, e-commerce, B2B, B2C, and D2C—sales strategies grow

increasingly complex, creating a clear need for unified product management that transcends channel boundaries. Moving forward, we will conduct sales activities addressing these needs while continuously adding new features. Furthermore, to enable agile system improvements in response to daily changes in user needs and the environment, we are transitioning to a technical architecture known as microservices architecture. Adopting microservices architecture aims to shorten development cycles, actively incorporate and strengthen integration with third-party technologies, and ensure scalability, thereby building a more flexible and sustainable business foundation. Both businesses see the development of AI technology as an opportunity to accelerate business growth. In order to promptly respond to the growing needs for individual company-optimized solutions arising from the shift in target focus to medium-sized companies, we are concurrently promoting initiatives to support development and improve operational efficiency through the utilization of AI. Specifically, we are improving productivity by speeding up the design and verification processes, automating documentation and code completion, and implementing other related initiatives. Through these measures, we will continue to establish a leaner business structure while providing higher-quality and more timely services to our users.

In addition, the Company continued to focus on product development and booked ¥178,037,000 for research and development expenses to increase market competitiveness through development of new technologies in the future. The Company will work to enhance R&D activities mainly at the I'LL Matsue Laboratory, an R&D base in Matsue, Shimane Prefecture, and continue to improve its future market competitiveness. As a result, for the fiscal year under review, operating performance was as follows: net sales of ¥20,889,513,000 (up 8.3% year-on-year), operating profit of ¥5,565,654,000 (up 15.5% year-on-year), ordinary profit of ¥5,607,639,000 (up 17.6% year-on-year), and profit attributable to owners of parent of ¥4,175,960,000 (up 19.7% year-on-year). The operating profit margin, a key management indicator for the Group, was 26.6%. Furthermore, the financial position at the end of the fiscal year under review showed total assets of ¥17,961,865,000 and total net assets of ¥13,863,762,000. The equity ratio, which indicates the soundness of the financial position and long-term safety, was 77.2%.

2) Analysis of operating results

(Net sales)

Net sales increased 8.3% year on year to ¥20,889,513,000. During the current consolidated fiscal year, new orders increased steadily despite delays in hardware deliveries caused by semiconductor shortages. This growth was supported by continued orders for large-scale projects and the consistent and stable progress of development processes, driving the expansion of net sales. In addition, customer supply prices were revised to reflect higher procurement costs, and stock sales accumulated in response to increasingly diversified work styles among mid-tier, small and medium-size companies. The Company also continued to enhance the functions of its flagship package software, Aladdin Office. Furthermore, in collaboration with partner companies, the Company proposed optimal system utilization methods tailored to each customer based on extensive implementation case studies.

In addition, CROSS MALL, integrated management software for multiple online stores, has been given greater product appeal by incorporating functional requests collected from existing customers, and the contract unit price increased and sales rose due to the acquisition of stable new customers, strengthened approach to the mid-sized and large markets, and monthly usage fee increases based on service enhancements. Net sales of CROSS POINT, a software program that enables integrated management of points and customers for online and real stores, increased as the company expanded its reach beyond the fashion industry and acquired new customers.

(Cost of sales, selling, general and administrative expenses, and operating profit)

The cost of sales increased 3.0% year on year to ¥8,898,099,000. This was mainly due to the impact of factors such as rising personnel expenses and price increases for some purchased products, despite the success of efforts to improve the accuracy of estimates through expanding packaging functions and integrating production and sales. In addition, operating profit was up 15.5% year on year to ¥5,565,654,000 despite factors such as the increase in personnel expenses in selling, general and administrative expenses.

(Non-operating income, non-operating expenses, and ordinary profit)

Non-operating income increased 44.9% year on year to ¥42,866,000. This was primarily due to a rise of ¥17,269,000 in interest income. In addition, non-operating expenses declined 98.9% year on year to ¥880,000. This was primarily due to a decrease of ¥73,188,000 in commission expenses. Consequently, ordinary profit grew 17.6% year on year to ¥5,607,639,000.

(Extraordinary income, extraordinary losses, income taxes and profit attributable to owners of parent)

Extraordinary income amounted to ¥44,000 (there was no extraordinary income in the previous year). This was due to the recognition of gain on sale of non-current assets of ¥44,000. Extraordinary losses decreased 88.0% year on year to ¥166,000. This was due to a ¥1,222,000 decrease in loss on retirement of non-current assets. In addition, net profit before taxes increased by 17.7% year on year to ¥5,607,517,000, and after deducting income taxes - current and income taxes - deferred, profit attributable to owners of parent increased by 19.7% year on year to ¥4,175,960,000.

(2) Overview of Financial Position for the Period

(Current assets)

As of the end of the fiscal year under review, current assets were ¥14,292,911,000, an increase of ¥1,076,431,000 from the end of the previous fiscal year. This was mainly due to increases of ¥688,859,000 in contract assets, ¥508,477,000 in cash and deposits, and ¥29,328,000 in advance payments to suppliers included in "Other" under current assets, despite decreases of ¥197,532,000 in accounts receivable - trade and ¥6,082,000 in merchandise.

(Non-current assets)

As of the end of the fiscal year under review, non-current assets amounted to ¥3,668,954,000, an increase of ¥1,116,451,000 from the end of the previous fiscal year. This was mainly due to increases of ¥728,172,000 in guarantee deposits, ¥269,785,000 in deferred tax assets, etc., despite a decrease of ¥141,442,000 in software.

(Current liabilities)

As of the end of the fiscal year under review, current liabilities amounted to ¥3,238,944,000, an increase of ¥620,534,000 from the end of the previous fiscal year. This was mainly due to increases of ¥445,938,000 in income taxes payable, ¥144,606,000 in accounts payable - other, as well as ¥33,994,000 in accrued consumption taxes and ¥22,731,000 in accrued expenses included in "Other" under current liabilities, despite a decrease of ¥43,466,000 in accounts payable - trade.

(Non-current liabilities)

As of the end of the fiscal year under review, non-current liabilities amounted to ¥859,157,000, a decrease of ¥1,004,511,000 from the end of the previous fiscal year. This was mainly due to a decrease of ¥1,070,841,000 in retirement benefit liability as a result of the establishment of a retirement benefit trust and other factors, despite an increase of ¥63,942,000 in provision for retirement benefits for directors (and other officers).

(Net assets)

As of the end of the fiscal year under review, net assets amounted to ¥13,863,762,000, an increase of ¥2,576,859,000 from the end of the previous fiscal year. This was mainly due to an increase resulting from profit attributable to owners of parent of ¥4,175,960,000 and other factors, despite decreases resulting from dividends of surplus of ¥1,550,877,000 and the purchase of treasury shares of ¥86,801,000 through the "Stock Grant ESOP Trust Account."

(3) Overview of Cash Flows for the Period

As of the end of the fiscal year under review, cash and cash equivalents (hereinafter referred to as 'funds') amounted to ¥5,710,837,000, a decrease of ¥1,691,522,000 from the end of the previous fiscal year.

The following is the consolidated cash flow statement and relevant factors for the reporting fiscal year.

(Cash flows from operating activities)

Funds provided by operating activities amounted to ¥3,455,722,000 (compared with ¥3,366,167,000 provided in the previous fiscal year). This was mainly due to increases resulting from net profit before taxes of ¥5,607,517,000, depreciation of ¥497,506,000, an increase in accounts payable - other of ¥139,147,000, and other factors, despite decreases resulting from ¥1,000,000,000 used to establish a retirement benefit trust, an increase in accounts receivable and contract assets of ¥490,682,000, and other factors.

(Cash flows from investing activities)

Funds used in investing activities amounted to ¥3,509,041,000 (compared with ¥546,114,000 used in the previous fiscal year). This was mainly attributable to ¥2,200,000,000 in payments into time deposits, ¥742,959,000 in payments of guarantee deposits, and ¥395,852,000 in purchase of tangible fixed assets.

(Cash flows from financing activities)

Funds used in financing activities amounted to ¥1,638,203,000 (compared with ¥2,080,908,000 used in the previous fiscal year). This was mainly due to ¥1,550,168,000 in dividends paid and ¥86,997,000 in purchase of treasury shares.

(Reference) Changes in cash flow indicators

	Fiscal year ended July 31, 2022	Fiscal year ended July 31, 2023	Fiscal year ended July 31, 2024	Fiscal year ended July 31, 2025	Fiscal year ended July 31, 2026
Equity ratio (%)	59.7	63.9	68.4	71.6	77.2
Market value-based equity ratio (%)	430.9	536.4	478.2	448.5	315.1
Debt redemption years (years)	0.0	0.0	0.0	0.0	0.0
Interest coverage ratio (x)	953.6	4,419.8	4,890.1	456.7	4,897.6

Equity ratio: Shareholders' equity/Total assets

Market value-based equity ratio: Market capitalization/Total assets

Debt redemption years: Interest-bearing liabilities/Cash flow from operating activities

Interest coverage ratio: Cash flow from operating activities/Interest expenses

(Note) Market capitalization is calculated by multiplying the closing share price at the fiscal year-end by the number of outstanding shares at the fiscal year-end.

(4) Future Outlook

The Japanese economy is on a moderate recovery track, driven by improvements in the employment and income environment and an expansion in capital investment. Meanwhile, a semiconductor shortage driven by AI-related demand, as well as inflationary pressure caused by yen depreciation and rising geopolitical risks, including the situation in the Middle East, have continued, and close monitoring of these issues remains necessary.

With this situation in mind, the I'll Group will work to propose solutions that help mid-tier and small-to-medium enterprise customers effectively utilize IT to strengthen their corporate capabilities, while also strengthening research and development with an eye toward our long-term vision of a platform concept. Besides enhancing industry-wise functions of its mainstay Aladdin Office software package, the Company will broaden the appeal of e-commerce products and services such as the CROSS MALL software, which integrates the management of multiple online stores, and CROSS POINT software, which centrally manages reward points, and will pursue its CROSS-OVER strategy, a proposal that fuses "real" and "Web", in order to increase net sales, achieve higher profit margins and improve customer satisfaction.

Based on the above, the Company forecasts its consolidated financial results for the fiscal year ending July 31, 2027, using assumptions considered reasonable in light of the information currently available. Projected consolidated results are net sales of ¥22,800,000,000, ordinary profit of ¥ 5,040,000,000 and profit attributable to owners of parent of ¥3,546,000,000.

(5) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Years

Our Group regards returning profits to our shareholders as one of our key management priorities. Our basic policy is to distribute profits after comprehensively considering factors such as retained earnings necessary to maintain and strengthen our competitiveness in the industry, level of the return on shareholders' equity and the dividend payout ratio; however, we consider the dividend payout ratio to be a primary indicator among these. We aim for a dividend payout ratio of 40% as a guideline and 50% as a target. We are committed to improving our profitability and strengthening our financial position while striving to reward our shareholders for their support.

In appreciation of the continued support of shareholders, the Company intends to propose a year-end dividend of ¥35 per share, an increase of ¥1 from the previous forecast of ¥34 per share, at the 36th Annual General Meeting of

Shareholders scheduled for October 2026. Including the ¥32 per share already paid as an interim dividend, the Company's annual dividend will total ¥67 per share. As a result, the dividend payout ratio (consolidated) for the current fiscal year is 40.1%.

Regarding the dividend for the next fiscal period, as disclosed separately today in "Announcement on Formulation of the Medium-Term Management Plan (for Fiscal Year Ending July 31, 2027–Fiscal Year Ending July 31, 2029)," we have revised our operating profit target downward due to a temporary increase in investment expenses. As a result, net income attributable to owners of the parent will decrease; however, to maintain stable dividends, we plan to pay an interim dividend of ¥35 per share and a year-end dividend of ¥35 per share—the same level as the dividend for the fiscal year ending July 2026—and an annual ordinary dividend ¥70 yen per share. The dividend payout ratio (consolidated) is expected to be 49.4%.

(6) Business Risks

Areas that could have a profound impact on the I'll Group's business results, financial position, and stock prices are shown below. Note that the following items have been identified by the I'll Group as of the end of the reporting fiscal year but that they do not cover all risks related to investment in the Company's shares.

1) I'll Group business scope

Since its foundation, the I'll Group has primarily served mid-sized companies and SMEs, providing comprehensive IT solutions to address a wide range of management challenges faced by customers. These solutions include core system development, hardware maintenance, system operation support, network construction, security, content provider services, EC site development, software for integrated management of multiple online stores, software for integrated management of reward points and customers, website utilization support, branding support, and personnel training.

Therefore, fluctuations in the environment surrounding mid-tier, small and medium-size companies and the economy may adversely affect the I'll Group's business results. Also, if the I'll Group fails to keep offering products and services that meet the needs of mid-tier, small and medium-size companies, it could adversely affect the group's business results and business development.

2) Risks involved in the system solutions business

The I'll Group's mainstay product in the system solutions business is the Company's original Aladdin Office Series core business package software. In recent years, as companies have been promoting DX (digital transformation), demand for business package software and cloud-based services has increased, while market competition has become increasingly intense. The Group strives to enhance added value through continuous functional improvements and the active adoption of AI technologies. However, if, in addition to competitors enhancing the functionality of their conventional and cloud-based software, competing products incorporating advanced AI technologies, such as generative AI, rapidly emerge and become widespread, intensified price competition, a decline in market share, and other factors could affect the Group's business performance and business development.

3) Risks involved in the online solutions business

The online solutions business includes integrated proposals that leverage our core systems starting with such as our proprietary cloud services "CROSS MALL" and "CROSS POINT," in conjunction with various market services. Consequently, should any damage occur to customers due to the performance of linked services or system issues involving our services, resulting in liability for damages, this could impact the Group's performance and business development.

4) System troubles

The I'll Group relies on communications networks such as personal computers, computer systems, and cloud services. If computer systems shut down due to a variety of unpredictable factors such as network disruption caused by a natural disaster or accident, temporary server failure due to sudden increased access to the site, or loss of power, the I'll Group's operations and business results could be adversely affected. Additionally, the I'll Group takes appropriate security measures to prevent unauthorized access to its computer systems, however, infection by a computer virus or intrusion by a hacker could result in system failure which could adversely affect the I'll Group's business and financial results.

5) Risk of the I'll Group's services becoming obsolete due to competitors or technological innovation

In the information service industry, in which the I'll Group is involved, the speed of technological innovation is lightning-fast, so in response to that rapid change, the Group's development department makes efforts to improve existing products and promotes R&D. However, if new technologies and services become prevalent due to faster-than-expected AI technology and other technological innovation, the software and services provided by the I'll Group could become obsolete, adversely affecting the Company's business results and business development. Also, product price cuts forced by intensifying competition with rivals or progress achieved by competitor products in enhancing performance could adversely affect the I'll Group's business results and business development.

6) Securing and training up engineers

In addition to hiring new graduates, the Group continuously employs mid-career engineers and strives to train up engineers. However, increasing demand for engineers has made it increasingly difficult to appropriately secure excellent personnel through mid-career recruiting. Although the I'll Group's corporate culture and systems are highly recognized and the Group continues to hire as planned, failure to secure and develop human resources as planned could hinder the Group's business development and affect the Group's business growth and performance. In mid-career hiring, we will continue our efforts to secure excellent human resources as we keep hiring excellent engineers in regional areas with the assumption of remote work.

7) Management of confidential information

The I'll Group sometimes handles highly confidential information in its business activities such as information on business partners and personal data that are held by clients. To properly manage such confidential information, the Company has obtained ISMS (ISO27001, ISO27017) certification as well as the Privacy Mark (JISQ15001) and works to strengthen its information management system for employees such as by ensuring that employees are aware of information management based on in-house rules including the Information Security Guidelines and Personal Information Protection Standards and giving them continued training. Also, the Company takes steps to prevent any leak of confidential information by requiring each temporary staff member assigned to the I'll Group to sign a Nondisclosure Agreement and implementing other measures. However, unauthorized access from the outside, system flaws or failures, human error in handling confidential information, intentional information leaks, deletion, or fraudulent use by employees could force us to lose trust and face damage compensation, depending on how to respond. Such cases could adversely affect the I'll Group's business results and business development.

2. Overview of the Corporate Group

As of the end of the fiscal year under review, the Group consists of the Company and its consolidated subsidiary, Web Base Co., and operates two businesses: the system solutions business and the online solutions business.

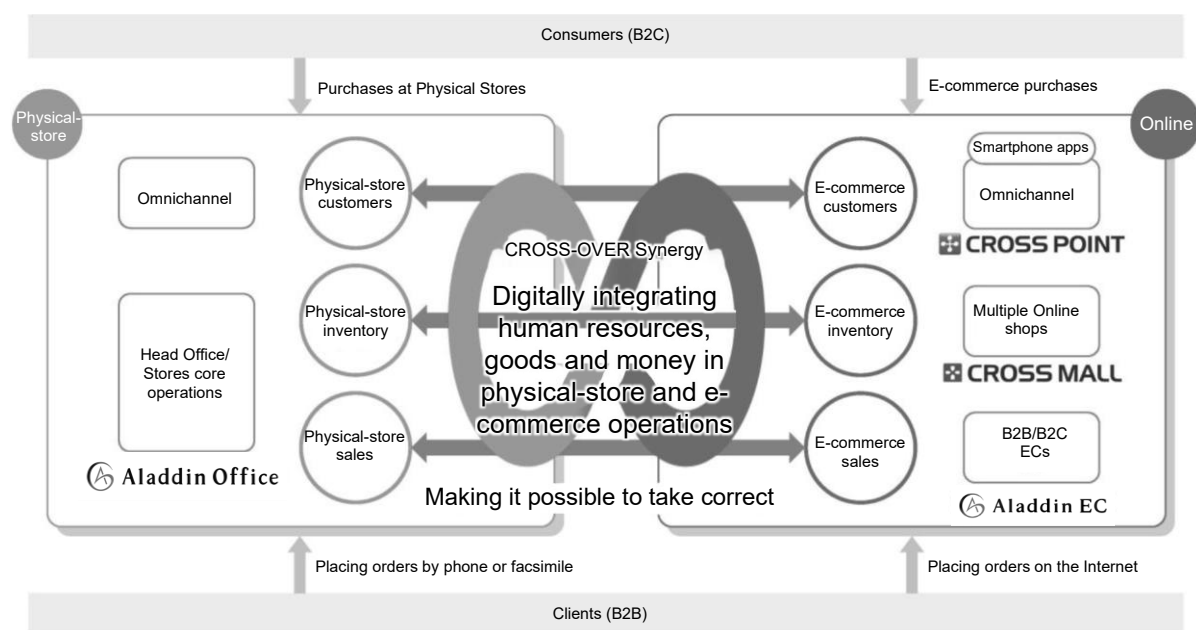
(1) System solutions business

The Group provides customers with a broad range of system-related services, including core system development, hardware maintenance, system operation support, network construction, and security management.

In this business, Web Base, a consolidated subsidiary, develops and provides maintenance for store management systems for the fashion industry.

(2) Online solutions business

This business concerns creation and operational support of clients' websites aimed at sales promotion, providing clients with business analysis and business strategy consultations, giving promotion, building e-commerce websites, providing such software as one for integrating the management of multiple online stores and one for integrating the management of customers and reward points.



3. Basic Thinking on Selection of Accounting Standards

The I'll Group applies the Japanese Generally Accepted Accounting Standards in order to maintain comparability between corporations and over time.

4. Consolidated Financial Statements and Significant Notes Thereto

(1) Consolidated Balance Sheets

(Thousands of yen)

	Fiscal 2025 (As of July 31, 2025)	Fiscal 2026 (As of July 31, 2026)
Assets		
Current assets		
Cash and deposits	7,402,360	7,910,837
Notes receivable - trade	41,408	40,764
Accounts receivable - trade	2,823,808	2,626,275
Contract assets	2,365,985	3,054,844
Securities	99,840	99,490
Merchandise	187,559	181,477
Work in process	9,618	9,215
Other	294,843	376,689
Allowance for doubtful accounts	(8,944)	(6,684)
Total current assets	13,216,479	14,292,911
Non-current assets		
Tangible fixed assets		
Buildings and structures	493,095	510,933
Accumulated depreciation	(108,376)	(129,101)
Buildings and structures, net	384,718	381,832
Tools, furniture and fixtures	625,948	908,000
Accumulated depreciation	(461,016)	(504,457)
Tools, furniture and fixtures, net	164,931	403,543
Total tangible fixed assets	549,650	785,376
Intangible assets		
Software	803,924	662,482
Software in progress	77,634	139,322
Other	1,739	1,739
Total intangible assets	883,298	803,544
Investments and other assets		
Investment securities	146,436	46,716
Guarantee deposits	485,047	1,213,219
Deferred tax assets	436,267	706,053
Other	56,955	119,987
Allowance for doubtful accounts	(5,152)	(5,943)
Total investments and other assets	1,119,553	2,080,032
Total non-current assets	2,552,502	3,668,954
Total assets	15,768,982	17,961,865

(Thousands of yen)

	Fiscal 2025 (As of July 31, 2025)	Fiscal 2026 (As of July 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	643,065	599,599
Accounts payable - other	309,716	454,322
Deposits received	45,396	50,598
Income taxes payable	719,360	1,165,298
Contract liabilities	111,135	83,811
Provision for bonuses	121,900	131,600
Provision for product warranties	13,759	14,957
Provision for share awards	-	13,957
Asset retirement obligations	-	13,996
Other	654,076	710,802
Total current liabilities	2,618,410	3,238,944
Non-current liabilities		
Retirement benefit liability	1,123,898	53,057
Provision for retirement benefits for directors (and other officers)	495,842	559,785
Asset retirement obligations	239,959	243,385
Other	3,967	2,929
Total non-current liabilities	1,863,669	859,157
Total liabilities	4,482,079	4,098,102
Net assets		
Shareholders' equity		
Share capital	354,673	354,673
Capital surplus	319,673	319,673
Retained earnings	10,443,866	13,068,949
Treasury shares	(10,449)	(97,342)
Total shareholders' equity	11,107,764	13,645,954
Other comprehensive income (cumulative)		
Remeasurements of defined benefit plans	179,441	218,157
Valuation difference on available-for-sale securities	(302)	(349)
Total other comprehensive income (cumulative)	179,138	217,807
Total net assets	11,286,903	13,863,762
Total liabilities and net assets	15,768,982	17,961,865

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
(Consolidated Statements of Income)

(Thousands of yen)

	Fiscal 2025 (From August 1, 2024, to July 31, 2025)	Fiscal 2026 (From August 1, 2025, to July 31, 2026)
Net sales	19,294,870	20,889,513
Cost of sales	8,635,613	8,898,099
Gross profit	10,659,256	11,991,414
Selling, general and administrative expenses	5,840,412	6,425,760
Operating profit	4,818,844	5,565,654
Non-operating income		
Interest income	4,180	21,450
Commission income	17,676	17,698
Subsidy income	5,388	3,180
Other	2,345	537
Total non-operating income	29,590	42,866
Non-operating expenses		
Interest expenses	7,370	705
Foreign exchange losses	152	70
Commission expenses	73,292	104
Other	16	-
Total non-operating expenses	80,831	880
Ordinary profit	4,767,603	5,607,639
Extraordinary income		
Gain on sale of non-current assets	-	44
Total extraordinary income	-	44
Extraordinary losses		
Loss on retirement of non-current assets	1,388	166
Total extraordinary losses	1,388	166
Net profit before taxes	4,766,214	5,607,517
Income taxes - current	1,248,883	1,719,123
Income taxes - deferred	28,976	(287,565)
Total income taxes	1,277,859	1,431,557
Net profit	3,488,354	4,175,960
Profit attributable to owners of parent	3,488,354	4,175,960

(Consolidated Statements of Comprehensive Income)

(Thousands of yen)

	Fiscal 2025 (From August 1, 2024, to July 31, 2025)	Fiscal 2026 (From August 1, 2025, to July 31, 2026)
Net profit	3,488,354	4,175,960
Other comprehensive income		
Remeasurements of defined benefit plans, net of tax	124,739	38,716
Valuation difference on available-for-sale securities	16	(46)
Total other comprehensive income	124,756	38,669
Comprehensive income	3,613,111	4,214,630
(Breakdown)		
Comprehensive income attributable to owners of parent	3,613,111	4,214,630
Comprehensive income attributable to non-controlling interests	-	-

(3) Consolidated Statement of Changes in Equity
Fiscal 2025 (From August 1, 2024 to July 31, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of year	354,673	319,673	8,962,032	(10,080)	9,626,300
Changes during period					
Dividends of surplus			(1,106,733)		(1,106,733)
Profit attributable to owners of parent			3,488,354		3,488,354
Purchase of treasury shares				(3,931,619)	(3,931,619)
Disposal of treasury shares		(899,787)		3,931,250	3,031,462
Transfer from retained earnings to capital surplus		899,787	(899,787)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	1,481,834	(369)	1,481,464
Balance at end of year	354,673	319,673	10,443,866	(10,449)	11,107,764

	Other comprehensive income (cumulative)			Total net assets
	Accumulated adjustments for retirement benefits	Valuation difference on available-for-sale securities	Total other comprehensive income (cumulative)	
Balance at beginning of year	54,701	(319)	54,381	9,680,682
Changes during period				
Dividends of surplus				(1,106,733)
Profit attributable to owners of parent				3,488,354
Purchase of treasury shares				(3,931,619)
Disposal of treasury shares				3,031,462
Transfer from retained earnings to capital surplus				-
Net changes in items other than shareholders' equity	124,739	16	124,756	124,756
Total changes during period	124,739	16	124,756	1,606,220
Balance at end of year	179,441	(302)	179,138	11,286,903

Fiscal 2026 (From August 1, 2025 to July 31, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of year	354,673	319,673	10,443,866	(10,449)	11,107,764
Changes during period					
Dividends of surplus			(1,550,877)		(1,550,877)
Profit attributable to owners of parent			4,175,960		4,175,960
Purchase of treasury shares				(86,892)	(86,892)
Net changes in items other than shareholders' equity					
Total changes during period	-	-	2,625,082	(86,892)	2,538,189
Balance at end of year	354,673	319,673	13,068,949	(97,342)	13,645,954

	Other comprehensive income (cumulative)			Total net assets
	Accumulated adjustments for retirement benefits	Valuation difference on available-for-sale securities	Total other comprehensive income (cumulative)	
Balance at beginning of year	179,441	(302)	179,138	11,286,903
Changes during period				
Dividends of surplus				(1,550,877)
Profit attributable to owners of parent				4,175,960
Purchase of treasury shares				(86,892)
Net changes in items other than shareholders' equity	38,716	(46)	38,669	38,669
Total changes during period	38,716	(46)	38,669	2,576,859
Balance at end of year	218,157	(349)	217,807	13,863,762

(4) Consolidated Statement of Cash Flows

(Thousands of yen)

	Fiscal 2025 (From August 1, 2024, to July 31, 2025)	Fiscal 2026 (From August 1, 2025, to July 31, 2026)
Cash flows from operating activities		
Net profit before taxes	4,766,214	5,607,517
Depreciation	390,716	497,506
Increase (decrease) in provision for bonuses	10,200	9,700
Increase (decrease) in allowance for doubtful accounts	5,851	(1,469)
Increase (decrease) in provision for product warranties	(1,987)	1,198
Increase (decrease) in retirement benefit liabilities	66,879	(14,321)
Contribution to the retirement benefit trust	-	(1,000,000)
Increase (decrease) in provision for retirement benefits for directors	60,302	63,942
Increase (decrease) in provision for share awards	-	13,957
Expenses for share-based rewards	13,632	-
Interest and dividend income	(4,180)	(21,450)
Interest expenses	7,370	705
Commission for impact neutralization trust	73,292	-
Gain on sale of non-current assets	-	(44)
Loss on retirement of non-current assets	1,388	166
Decrease (increase) in trade accounts receivables and contract assets	(805,248)	(490,682)
Decrease (increase) in inventories	95,689	6,484
Increase (decrease) in trade payables	(3,369)	(43,466)
Increase (decrease) in contract liabilities	54,169	(27,323)
Increase (decrease) in accounts payable - other	(103,447)	139,147
Increase (decrease) in accrued expenses	28,819	22,731
Increase (decrease) in deposits received	2,624	5,202
Other	(45,526)	(37,359)
Subtotal	4,613,392	4,732,141
Interest and dividends received	4,180	11,425
Interest paid	(7,370)	(705)
Income and other taxes paid	(1,244,036)	(1,287,139)
Cash flows from operating activities	3,366,167	3,455,722
Cash flows from investing activities		
Payments into time deposits	-	(2,200,000)
Purchase of tangible fixed assets	(53,519)	(395,852)
Proceeds from sale of tangible fixed assets	-	167
Purchase of investment securities	(100,000)	-
Proceeds from redemption of securities	-	100,000
Purchase of intangible assets	(372,568)	(270,604)
Payments of guarantee deposits	(20,137)	(742,959)
Proceeds from refund of guarantee deposits	132	254
Other	(21)	(45)
Cash flows from investing activities	(546,114)	(3,509,041)
Cash flows from financing activities		
Proceeds from disposal of treasury shares	2,985,990	-
Purchase of treasury shares	(3,935,550)	(86,997)
Dividends paid	(1,106,421)	(1,550,168)
Other	(24,927)	(1,038)
Cash flows from financing activities	(2,080,908)	(1,638,203)
Net increase (decrease) in cash and cash equivalents	739,143	(1,691,522)
Cash and cash equivalents at beginning of period	6,663,216	7,402,360
Cash and cash equivalents at end of period	7,402,360	5,710,837

(5) Notes on Consolidated Financial Statements

(Notes on the Premise of a Going Concern)

No applicable matters.

(Important Matters as the Basis for Preparing Consolidated Financial Statements)

1. Matters concerning scope of consolidation

(1) Number of consolidated subsidiaries: 1

Consolidated subsidiary name: Web Base Co.

(2) Names of primary non-consolidated subsidiaries

No applicable matters.

2. Matters concerning application of the equity method

No applicable matters.

3. Matters concerning fiscal years of consolidated subsidiaries

The fiscal year-end of consolidated subsidiaries coincides with the consolidated fiscal year-end.

4. Matters concerning the accounting policies

(1) Standards and methods for valuation of important assets

1) Securities

Available-for-sale securities

Securities other than shares that do not have a market value

The market value method (with the entire amount of valuation differences included directly into net assets, and the cost of sale calculated using the moving-average method) is adopted.

Shares that do not have a market value

The cost method based on the moving-average method is adopted.

2) Inventories

Merchandise

The cost method based on the specific identification method (the balance sheet book value is written down according to a decline in profitability) is adopted.

Work in process

The cost method based on the specific identification method (the balance sheet book value is written down according to a decline in profitability) is adopted.

(2) Depreciation method for important depreciable assets

1) Tangible fixed assets

The declining balance method is adopted. However, the straight-line method is adopted for buildings (excluding facilities attached to buildings) acquired on or after April 1, 1998, and for facilities attached to buildings as well as structures that were acquired on or after April 1, 2016.

The primary useful life is as follows:

Buildings and structures 3 to 50 years

Tools, furniture and fixtures 2 to 20 years

2) Intangible assets

Software used by the Company

The straight-line method is used according to the usable period (5 years) set in-house.

Software for sale on the market

The amount written off according to expected sales is compared with the equal distribution amount according to the expected sales period (3 years), and the larger one is booked.

(3) Standards for booking important allowances

1) Allowance for doubtful accounts

To prepare for losses due to irrecoverable trade and other receivables, the estimated irrecoverable amount is booked, with loan loss rates considered for general accounts receivable and collectability considered individually for doubtful accounts receivable and other specific receivables.

2) Provision for bonuses

To prepare for employee bonus payments, the amount that falls within the fiscal year under review is booked out of the estimated payment amount.

3) Provision for product warranties

To prepare for free product repairs, a future estimated amount is booked according to past results.

4) Provision for retirement benefits for directors

To prepare to pay retirement benefits for directors, the amount to be paid at the end of the period is booked according to the bylaws for retirement benefits for directors.

5) Provision for share awards

To provide for the future delivery of the Company's shares to employees, the Company records the estimated amount of share awards based on the points allocated to employees in accordance with the share delivery rules of the Stock Grant ESOP Trust.

(4) Accounting method for retirement benefits

1) Method to measure the estimated retirement benefit amount at fiscal year end

In calculating projected benefit obligation, the method to measure the estimated retirement benefit amount at the end of the fiscal year under review is based on the benefit calculation formula criteria.

2) Method to recognize actuarial differences as expenses

Actuarial differences are each recognized as expenses from the fiscal year that follows the year when they arise, under the straight-line method using certain years within the average of remaining service years of employees (3 years).

(5) Standards for recording important revenue and expenses

1) Customization, installation support, etc.

Revenue from such operations as customization, installation support results from design, development and installation support related to core operational systems such as under software contracted development agreements. The Company maintains that such performance obligations will be fulfilled over a certain period of time, estimates progress in the fulfilment and recognizes revenue over a certain period of time according to the estimate. The method of estimating the progress is to calculate the ratio of incurred cost to estimated total cost.

2) Licenses, hardware equipment, etc.

Revenue from the sale of licenses and hardware equipment is recognized according to the amount promised in the contract with each client at the appropriate time, on the assumption that performance obligation is met upon the delivery of the relevant license or hardware equipment to the client.

3) Service use and system maintenance

Revenue generated from service use and system maintenance is from the provision of services such as cloud service operations and maintenance. As these are routine or recurring services, the Company maintains that such performance obligations will be fulfilled over time and recognizes revenue by proportionally dividing the amount promised in the contract with each client according to the contract period.

4) Other

The Company provides sales services for office-related and other products. Of these transactions, the Company recognizes revenue from those classified as agent transactions on a net basis by deducting the amount paid to suppliers and other parties from the gross payment received from the client.

The ordinary due date for all these contracts is generally the end of the month that follows the month in which acceptance inspection is completed or the month in which services are provided, and they do not include any significant financial element.

(6) Scope of funds in consolidated statement of cash flows

This consists of cash on hand, deposits that can be withdrawn as needed, and easily redeemable short-term investments with minimal risk of value fluctuation and a redemption date due within 3 months of the acquisition date.

(7) Other significant matters for the preparation of consolidated financial statements

Accounting treatment of the Stock Grant ESOP Trust account

Shares of the Company acquired through the Stock Grant ESOP Trust account are accounted for as “treasury shares.”

(Notes on Additional Information)

(Stock Grant ESOP Trust)

In September 2025, the Company introduced a new incentive plan (hereinafter referred to as “this Program”) for its employees (hereinafter referred to as “employees”) to enhance their awareness of contributing to the Company’s medium- to long-term performance improvement and corporate value growth.

1. Transaction Overview

This Program adopts a structure utilizing a Stock Grant ESOP (Employee Stock Ownership Plan) Trust (hereinafter referred to as the “ESOP Trust”). The ESOP Trust is an incentive plan modeled after the U.S. ESOP system, whereby shares of the Company acquired by the ESOP Trust are granted to employees who satisfy certain requirements. Through the introduction of this Program, employees may benefit from increases in the Company’s share price, which is expected to encourage employees to perform their duties with greater awareness of the share price and to further motivate employees. Voting rights associated with the Company’s shares held as trust property by the ESOP Trust are exercised in accordance with the intentions of the employee beneficiaries. This mechanism serves as a measure to enhance corporate value by encouraging employee participation in management.

2. Company Shares Remaining in Trust

The Company shares remaining in the trust are recorded as treasury shares in the net assets section at their book value in the trust (excluding incidental expenses). The book value and number of these treasury shares at the end of the fiscal year under review were ¥86,801,000 and 29,700 shares, respectively.

(Establishment of a retirement benefit trust)

In July 2026, the Company established a retirement benefit trust and contributed ¥1,000,000,000 in cash and deposits. As a result, retirement benefit liability decreased by the same amount.

(Notes on Segment Information)

Because the I'LL Group is a single segment entity, this section is omitted.

(Notes on Information on Net Profit Per Share)

	Fiscal 2025 (From August 1, 2024 to July 31, 2025)	Fiscal 2026 (From August 1, 2025 to July 31, 2026)
Net assets per share	¥450.94	¥554.56
Net profit per share	¥141.32	¥167.01

(Notes) 1. Diluted net profit per share is not shown because there are no dilutive shares.

2. In calculating net assets per share, the Company's shares held by the Stock Grant ESOP Trust Account are included in treasury shares deducted from the number of shares issued at the end of the fiscal year (no shares in the previous fiscal year; 29,700 shares in the fiscal year under review). In addition, in calculating net profit per share, the Company's shares acquired and disposed of by the Impact Neutralization Trust during the fiscal year ended July 31, 2025 (year-end number of shares: -; average number of shares during the fiscal year: 346,470) and the Company's shares acquired through the "Stock Grant ESOP Trust Account" during the fiscal year ended July 31, 2026 (year-end number of shares: 29,700; average number of shares during the fiscal year: 25,773) are included in treasury shares deducted in calculating the average number of shares during each fiscal year.

3. The basis for calculating net assets per share is as follows:

	Fiscal 2025 (As of July 31, 2025)	Fiscal 2026 (As of July 31, 2026)
Total net assets (Thousands of yen)	11,286,903	13,863,762
Amount deducted from total net assets (Thousands of yen)	-	-
Net assets at end of the fiscal year related to common shares (Thousands of yen)	11,286,903	13,863,762
Number of common shares used in calculating net assets per share (shares)	25,029,489	24,999,754

4. The basis for calculating net profit per share is as follows:

	Fiscal 2025 (From August 1, 2024 to July 31, 2025)	Fiscal 2026 (From August 1, 2025 to July 31, 2026)
Profit attributable to owners of parent (Thousands of yen)	3,488,354	4,175,960
Amount not attributable to common shareholders (Thousands of yen)	-	-
Profit attributable to owners of parent related to common shares (Thousands of yen)	3,488,354	4,175,960
Average number of common share during the period (Shares)	24,683,396	25,003,709

(Notes on Significant Subsequent Events)

No applicable matters.

(Notes on Revenue Recognition)

Categorized information of revenue from contracts with customers

Our Group's structure is focused on a single segment, while our business encompasses two distinct business categories: the system solutions business and the online solutions business. Financial information concerning revenue from contracts with customers is disclosed by business.

Fiscal 2025 (From August 1, 2024 to July 31, 2025)

The following is a breakdown of revenue from contracts with customers, categorized by product or service type.

(Thousands of yen)

	System Solutions Business	Online Solutions Business	Total
Flow-type merchandise			
Licensing, customization, installation support, etc.	7,705,657	119,508	7,825,166
Hardware, etc.	3,009,295	4,378	3,013,674
Other	71,882	64,896	136,779
Stock-type merchandise			
Service use and system maintenance	6,202,264	2,116,985	8,319,249
Revenue from contracts with customers	16,989,100	2,305,769	19,294,870

The following is a breakdown of revenue from contracts with customers, categorized by the timing of revenue recognition.

(Thousands of yen)

	System Solutions Business	Online Solutions Business	Total
Products and services transferred at a single point in time	3,846,340	69,275	3,915,615
Products and services transferred over a period of time	13,142,760	2,236,494	15,379,254
Revenue from contracts with customers	16,989,100	2,305,769	19,294,870

Fiscal 2026 (From August 1, 2025 to July 31, 2026)

The following is a breakdown of revenue from contracts with customers, categorized by product or service type.

(Thousands of yen)

	System Solutions Business	Online Solutions Business	Total
Flow-type merchandise			
Licensing, customization, installation support, etc.	9,061,952	93,243	9,155,195
Hardware, etc.	2,321,386	2,608	2,323,994
Other	58,864	64,919	123,784
Stock-type merchandise			
Service use and system maintenance	6,967,638	2,318,900	9,286,539
Revenue from contracts with customers	18,409,842	2,479,671	20,889,513

The following is a breakdown of revenue from contracts with customers, categorized by the timing of revenue recognition.

(Thousands of yen)

	System Solutions Business	Online Solutions Business	Total
Products and services transferred at a single point in time	3,176,961	67,528	3,244,489
Products and services transferred over a period of time	15,232,881	2,412,143	17,645,024
Revenue from contracts with customers	18,409,842	2,479,671	20,889,513

5. Other

(1) Director Changes

For details of changes in Directors, please refer to the "Notice Regarding Revisions to the Executive Officer System and Personnel Changes Among Directors and Executive Officers" published today.

(2) Other

No applicable matters.