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.

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To whom it may concern,

3-1 Ofuka-cho, Kita-ku, Osaka
I'LL INC.
Tetsuo Iwamoto, President & Representative Direct
(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, 2026–Fiscal Year Ending July 31, 2028)

I'LL INC. (the "Company") hereby announces that it has formulated the Medium-Term Management Plan for the three-year period ending fiscal year 2027 (ending July 31, 2028) at its Board of Directors meeting held today, as follows.

1. Background and purpose of formulation of the Medium-Term Management Plan (for Fiscal Year Ending July 31, 2026–Fiscal Year Ending July 31, 2028)

Our group has consistently pursued a unique "CROSS-OVER Strategy," offering one-stop development, proposal, and maintenance for both real systems (such as our core system "Aladdin Office") and web platforms (including "Aladdin EC," "CROSS MALL," and "CROSS POINT"). This strategy enables us to propose solutions that optimize our client companies' entire business operations, establishing a competitive advantage unmatched by other firms.Furthermore, the "Increasing Returns Business Model" we have pursued since our founding accelerates our Group's growth through the trust and know-how accumulated over the long term. This model is not easily replicated by competitors overnight and enables further growth as our Group expands. Amidst this, the business environment surrounding our Group is undergoing a period of significant transformation, driven by factors such as the rapid evolution of AI technology in recent years.Seizing this change as an opportunity, we have formulated a new Mid-Term Management Plan (July 2026 to July 2028) (hereinafter referred to as the "Mid-Term Management Plan") to further refine our existing strengths and maximize corporate value for 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) Plan Period

July 2026 to July 2028 (3 years)

(3) Positioning of This Mid-Term Management Plan

This mid-term management plan period is positioned as the "Growth Investment Acceleration Phase," defined as the period to build the business and management foundations necessary to achieve future discontinuous growth.

Phase 1: Sales Expansion Phase (Founding–2019): Established business models and sales channels
Phase 2: Profit Structure Reform Phase (2019–2025): Achieved transition to a profitable business model
Phase 3: Growth Investment Acceleration Phase (2025–): Executed transformation and investment for next-stage growth

(4) Basic Policy and Key Initiatives

To realize our future vision of becoming an "Industrial Platform Provider," we will advance the following key initiatives to evolve from our previous 'line' businesses, including the "CROSS-OVER Strategy," to "surface" businesses.

① Establishing New Business Models through Data "Utilization" Rather Than 'Accumulation'

Leveraging our core strength in core systems, we will aggregate and accumulate various data—such as sales, purchasing, and inventory—and create new value-added services like "data analysis" and "management support" by maximizing the use of AI technology. This establishes a "Core Systems × AI" business model achievable only by our Group, which dominates the core systems market.

② Structural Reform Centered on Three Themes

To support our transformation into an industrial platform provider, we will advance the development of our management foundation centered on the following three themes.

・Human Resources:
- ■ Utilize external training to cultivate personnel capable of leveraging AI
- ■ Develop personnel capable of data analysis and consulting using core data
- ■ Prioritize per-employee productivity alongside continuous recruitment activities

・R&D (Research and Development):
- ■ Accelerate continuous updates to core products and integration with other systems
- ■ Establish development methodologies incorporating AI
- ■ Utilize AI within products to realize "Core Systems × AI"

・Internal Systems:
- ■ Promote the renewal and integration of internal systems to enable swift management decisions
- ■ Actively promote the internal adoption and utilization of AI tools
- ■ Build internal systems enabling the sharing and utilization of in-house know-how

3. Management Objectives of the Mid-Term Management Plan

[Consolidated] (in millions of yen)

	Fiscal year ended July 31, 2025	Fiscal year ending July 31, 2026	Fiscal year ending July 31, 2027	Fiscal year ending July 31, 2028
	results	plan		
Net sales	19,294	20,700	22,436	24,300
Operating profit	4,818	5,250	5,753	6,312
(rate)	(25.0%)	(25.4%)	(25.6%)	(26.0%)
Ordinary profit	4,767	5,275	5,778	6,337
Profit attributable to owners of parent	3,488	3,725	3,950	4,334

This mid-term management plan will result in temporary deviations from the previous plan due to the promotion of growth investments. However, pursuing the previous plan carries the risk of a future growth curve flattening due to “growth proportional to employee numbers resulting from being an extension of existing business” and “struggling to differentiate from competitors by falling behind in AI adoption.”To achieve the aforementioned goal of becoming an “Industrial Platform Provider,” our group will pursue “establishing new business models” and “internal structural reforms” to chart a new growth trajectory. Upon realizing the long-term vision outlined in this Mid-Term Management Plan, our group is expected to reach a level distinct from competitors, accelerating growth further through cost reductions and enhanced management speed. We consider this three-year period to be a crucial foundation-laying phase for this purpose.

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 FY7/25”.