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November 12, 2026

Consolidated Financial Results for the Year Ended September 30, 2026

Name of Company	Japan Business Systems, Inc.
Stock exchange	Prime Market of Tokyo Stock Exchange (Code: 5036)
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Scheduled date of annual general meeting of shareholders	December 22, 2026
Scheduled date to commence dividend payment	December 23, 2026
Scheduled date to submit annual securities report	December 18, 2026
Preparation of supplementary material on financial results	Yes (for institutional investors and analysts)

Notes: 1. The accompanying financial statements have been prepared in accordance with accounting principles and practices generally accepted in Japan.
2. Amounts are rounded down to the nearest million yen.

1. Consolidated financial highlights for the year ended September 30, 2026

(1) Consolidated operating results

Note: Percentages indicate changes from the same period of the previous fiscal year.

	Year ended			
	September 30, 2025	%	September 30, 2026	%
Net sales (Millions of yen)	172,580	22.5	218,571	26.6
Operating profit (Millions of yen)	7,594	65.3	8,723	14.9
Ordinary profit (Millions of yen)	7,372	60.7	9,013	22.3
Profit attributable to owners of parent (Millions of yen)	5,629	271.6	7,008	24.5
Earnings per share (Yen):				
Basic	123.47		155.45	
Diluted	118.05		149.12	
Return on equity (%)	22.6		24.5	
Ordinary profit to total assets (%)	10.9		10.3	
Operating profit to net sales (%)	4.4		4.0	

Notes: 1. Comprehensive income
For the year ended September 30, 2026: 6,833 million yen [19.7 %]
For the year ended September 30, 2025: 5,709 million yen [277.8 %]
2. Share of profit (loss) of entities accounted for using equity method
For the year ended September 30, 2026: 56 million yen
For the year ended September 30, 2025: 42 million yen

(2) Consolidated financial position

	Year ended	
	September 30, 2025	September 30, 2026
Total assets (Millions of yen)	74,467	100,404
Total net assets (Millions of yen)	27,244	30,118
Equity ratio (%)	36.4	29.9
Net assets per share (Yen)	597.52	663.64

Equity: 29,972 million yen (as of September 30, 2026)
27,136 million yen (as of September 30, 2025)

(3) Consolidated cash flows

	As of	
	September 30, 2025	September 30, 2026
Cash flows from operating activities (Millions of yen)	1,135	(2,220)
Cash flows from investing activities (Millions of yen)	(4,743)	(343)
Cash flows from financing activities (Millions of yen)	3,134	4,102
Cash and cash equivalents at end of period (Millions of yen)	2,939	4,492

2. Dividends

	Year ended		Year ending
	September 30, 2025	September 30, 2026	September 30, 2027
1Q-end dividends per share (Yen)	-	-	-
2Q-end dividends per share (Yen)	17.00	22.00	25.00
3Q-end dividends per share (Yen)	-	-	-
Year-end dividends per share (Yen)	23.00	28.00	25.00
Annual dividends per share (Yen)	40.00	50.00	50.00
Total dividends (Millions of yen)	1,874	2,380	
Payout ratio (%)	33.3	34.0	37.8
Dividend on equity (%)	7.3	8.3	

3. Consolidated financial forecasts for the fiscal year ending September 30, 2027

	Year ending	
	September 30, 2027	%
Net sales (Millions of yen)	235,000	7.5
Operating profit (Millions of yen)	10,000	14.6
Ordinary profit (Millions of yen)	9,500	5.4
Profit attributable to owners of parent (Millions of yen)	6,300	(10.1)
Basic earnings per share (Yen):	139.50	

4. Notes

(1) Changes in significant subsidiaries during the fiscal year (changes in specified subsidiaries resulting in the change in scope of consolidation): No

(2) Changes to accounting policy, changes/restatements to accounting estimates

1) Changes in accounting policy due to revision of accounting standards, etc. : No
2) Changes in accounting policy other than number 1 above : No
3) Changes in accounting estimates : No
4) Restatement : No

(3) Number of shares issued and outstanding (common stock)

1) Number of shares issued at the end of the period (including treasury stock)
As of September 30, 2026 : 48,366,400 shares
As of September 30, 2025 : 48,366,400 shares

2) Number of treasury stock shares at end of period
As of September 30, 2026 : 3,203,565 shares
As of September 30, 2025 : 2,770,595 shares

3) Average number of shares during the period
As of September 30, 2026 : 45,085,129 shares
As of September 30, 2025 : 45,593,582 shares

Note: The number of treasury shares at the end of the period includes the Company's shares held by the Stock-Granting ESOP Trust (2,200,000 shares for the fiscal year ended September 2026, and 2,200,000 shares for the fiscal year ended September 2025) and the Company's shares held by the BIP Trust for Officer Remuneration (300,000 shares for the fiscal year ended September 2026, and 0 shares for the fiscal year ended September 2025). Furthermore, the Company's shares held by the Stock-Granting ESOP Trust and the BIP Trust for Officer Remuneration are included in treasury shares deducted in the calculation of the weighted average number of shares during the period.

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated financial highlights for the Year Ended September 30, 2026

(1) Non-consolidated Operating results

Note: Percentages indicate changes from the same period of the previous fiscal year.

	Year ended			
	September 30, 2025	%	September 30, 2026	%
Net sales (Millions of yen)	170,082	22.6	215,198	26.5
Operating profit (Millions of yen)	7,330	42.9	7,926	8.1
Ordinary profit (Millions of yen)	7,070	38.7	8,187	15.8
Profit (Millions of yen)	5,435	267.1	6,495	19.5
Earnings per share (Yen):				
Basic	119.22		144.06	
Diluted	113.96		138.20	

(2) Non-consolidated financial position

	Year ended	
	September 30, 2025	September 30, 2026
Total assets (Millions of yen)	73,621	98,468
Total net assets (Millions of yen)	26,872	29,195
Equity ratio (%)	36.5	29.6
Net assets per share (Yen)	589.36	646.42

Equity: 29,194 million yen (as of September 30, 2026)
26,872 million yen (as of September 30, 2025)

(3) Non-consolidated financial forecasts for the fiscal year ending September 30, 2027

	Year ending	
	September 30, 2027	%
Net sales (Millions of yen)	231,000	7.3
Ordinary profit (Millions of yen)	8,800	7.5
Profit (Millions of yen)	5,900	(9.2)
Basic earnings per share (Yen):	130.64	

* Earnings reports are not subject to reviews by certified public accountants or audit firms

* Explanation regarding the appropriate use of business forecasts and other special notes

The forward-looking statements in this material, including business outlooks, are based on information currently available to the Company and certain assumptions deemed reasonable by the Company. The statements do not promise achievement thereof by the Company. Furthermore, actual results may differ significantly due to various factors. For conditions forming the assumptions for business forecasts and notes regarding the use of business forecasts, please refer to page 4 of the attached document "1. Overview of Business Results, etc. (4) Future outlook."

The supplementary materials on financial results will be posted on the Company's website.

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1. Overview of Business Results, etc.

Any forward-looking statements in the materials are based on judgments as of the end of the consolidated fiscal year under review.

(1) Summary of Business Results for the Current Period

The Japanese economy continued its gradual recovery during the consolidated fiscal year under review (October 1, 2025 - September 30, 2026), supported by improvements in the employment and income environment and the effects of various policies, while uncertainty regarding the economic outlook remained due to price trends, geopolitical risks including the situation in the Middle East, and fluctuations in financial and capital markets.

In this economic environment, the domestic IT market saw digital investment aimed at improving productivity, enhancing competitiveness, and driving business transformation remain active. Amid cloud migration, the modernization of existing systems, and the expanding use of AI technologies, including generative AI, in business operations, demand for the development of cloud and data platforms to support the use of AI is increasing. At the same time, against the backdrop of the threat of cyberattacks, demand for more advanced security measures is also growing. In particular, the use of AI in enterprises is rapidly expanding beyond the domain of information systems into the streamlining and automation of business processes, as well as into customer-specific business areas. Moreover, as cloud utilization expands and use of AI advances, companies are facing more diverse and sophisticated IT challenges, including the optimization of complex IT environments, the strengthening of data governance and cybersecurity, and the enhancement of global IT governance.

In this market environment, the Group leveraged its strengths in Microsoft Cloud-centered cloud integration and services to provide end-to-end support - from the implementation and utilization of cloud services to operations - while positioning AI, business IT, and global business as growth areas, and worked to expand its business domains.

Moreover, in the License & Products Business, we strengthened collaboration with strategic ecosystem partners to enhance our ability to support multi-cloud and multi-vendor environments. While keeping Microsoft at the core, we worked to expand our comprehensive support system to cover peripheral areas through initiatives such as data security support for the AI era in collaboration with Varonis, and support ranging from introduction to operation and maintenance of Macs for enterprises by leveraging our certification as an Apple Premium Technical Partner.

In the AI sector, we are promoting initiatives in which all employees use AI in their daily work, enabling us to become a company that puts AI into practice ourselves and to apply the knowledge and know-how accumulated through this practice to supporting our customers. Building on this practice, we provide end-to-end support ranging from the introduction, utilization, and adoption of AI tailored to customers' business operations to the development of cloud, data, and security platforms that support AI utilization. To address security risks associated with the spread of AI utilization, we are also working to strengthen security measures including data protection, access management, and security monitoring that allow AI to be used safely.

In the Business IT sector, to strengthen our system for supporting customer business transformation and business challenges, we established SureBizCloud Co., Ltd., which handles the design, development, and operation of business solutions centered on core business systems. We also expanded the scope of our support for companies' operational transformation and the resolution of business challenges, including business application development, data utilization, and support for in-house IT development.

In the global business sector, starting with the provision of global comprehensive licenses, we expanded our initiatives to provide end-to-end support for IT environments, including at customers' overseas sites, from the integration and separation of cloud environments to their construction and operation.

As a result, business results for the consolidated fiscal year under review recorded net sales of 218,571 million yen (up 26.6% year-on-year), operating profit of 8,723 million yen (up 14.9% year-on-year), ordinary profit of 9,013 million yen (up 22.3% year-on-year), and profit attributable to owners of the parent of 7,008 million yen (up 24.5% year-on-year).

Operating results by segment are as follows:

(Cloud integration business)

During the consolidated fiscal year under review, building on ongoing relationships with major customers, we expanded projects with existing customers and rolled out our solutions to other companies in the same industries. As a result of progress in securing projects to support customers' in-house IT development, as well as projects to build cloud and data platforms for full-scale AI utilization and to develop global IT environments, net sales amounted to 31,335 million yen (up 13.0% year-on-year), and segment profit amounted to 5,434 million yen (up 7.9% year-on-year).

(Cloud service business)

During the consolidated fiscal year under review, in addition to ongoing support accompanying expanded cloud utilization by existing customers, support for improving operational efficiency and sophistication through the use of AI, as well as support for the operation and monitoring of cloud environments, expanded. As comprehensive operational support for IT environments, including those at customers' overseas sites, expanded, net sales amounted to 23,748 million yen (up 8.5% year-on-year), and segment profit totaled 3,988 million yen (up 21.2% year-on-year).

(Licenses and products business)

During the consolidated fiscal year under review, demand for investment in cloud and IT infrastructure remained firm, driven by wider AI utilization in addition to corporate digital investment. In product sales, large software-related transactions and hardware demand in the education and public sectors remained strong. In Microsoft license sales, in addition to expanded use of cloud services by existing customers, progress in acquiring new customers resulted in net sales of 163,478 million yen (up 33.0% year-on-year), and segment profit of 3,382 million yen (up 19.0% year-on-year).

(2) Overview of Financial Position in the Current Period

(Assets)

Current assets at the end of the consolidated fiscal year under review increased by 27,439 million yen from the end of the previous fiscal year to 66,756 million yen. This was mainly due to an increase of 23,880 million yen in accounts receivable. Fixed assets decreased by 1,502 million yen from the end of the previous fiscal year to 33,648 million yen. This was mainly due to a decrease of 1,140 million yen in property, plant, and equipment.

As a result, total assets increased by 25,937 million yen from the end of the previous fiscal year to 100,404 million yen.

(Liabilities)

Current liabilities at the end of the consolidated fiscal year under review increased by 24,119 million yen from the end of the previous fiscal year to 56,176 million yen. This was mainly due to an increase of 14,946 million yen in accounts payable-trade and an increase of 9,390 million yen in short-term borrowings. Fixed liabilities decreased by 1,056 million yen from the end of the previous fiscal year to 14,109 million yen. This was mainly due to a decrease of 1,319 million yen in long-term borrowings.

As a result, total liabilities increased by 23,063 million yen from the end of the previous fiscal year to 70,286 million yen.

(Net assets)

Total net assets at the end of the consolidated fiscal year under review increased by 2,874 million yen from the end of the previous fiscal year to 30,118 million yen. This was mainly because the increase of 1,243 million yen in treasury shares (a decrease in net assets) resulting from the acquisition and disposal of treasury shares and other factors was more than offset by an increase of 4,862 million yen in retained earnings.

As a result, the equity ratio was 29.9% (36.4% at the end of the previous fiscal year).

(3) Summary of cash flows for the current period

Cash flow conditions for the consolidated fiscal year under review were as follows.

The balance of cash and cash equivalents (hereinafter, “Cash”) at the end of the consolidated fiscal year under review increased by 1,552 million yen from the end of the previous fiscal year to 4,492 million yen. This was due to an increase of 1,538 million yen in total cash flows from operating, investing, and financing activities, and an increase of 14 million yen resulting from the translation difference related to cash and cash equivalents.

The status of each cash flow and related reasons during the consolidated fiscal year under review are as follows.

(Cash flows from operating activities)

Cash from operating activities decreased by 2,220 million yen. This was mainly because increases from profit before income taxes of 9,337 million yen and an increase in trade payables of 14,946 million yen were more than offset by decreases from an increase in trade receivables and contract assets of 24,017 million yen and income taxes paid of 2,088 million yen.

(Cash flows from investing activities)

Cash from investing activities decreased by 343 million yen. This was mainly due to a decrease resulting from payments of 1,221 million yen for the purchase of property, plant and equipment and intangible fixed assets, and 492 million yen in payments of leasehold and guarantee deposits, while there was an increase resulting from proceeds of 1,164 million yen from the sale of property, plant and equipment and intangible fixed assets.

(Cash flows from financing activities)

Cash from financing activities increased by 4,102 million yen. This was mainly due to increases from a net increase in short-term borrowings of 9,390 million yen and proceeds from long-term borrowings of 1,050 million yen, partially offset by decreases from repayments of long-term borrowings of 2,384 million yen, dividend payments of 2,139 million yen, and purchase of treasury shares of 2,021 million yen.

(4) Future outlook

As digital transformation (DX) investment by companies expands, we expect demand for IT investment in the domestic IT market to remain firm, driven not only by the renewal of core systems and migration to the cloud, but also by the development of data platforms amid the full-scale adoption of AI, the optimization of increasingly complex IT environments, the advancement of security measures, and in-house system development by business divisions.

In the AI sector, we will promote the use of AI by all employees, accumulate knowledge and expertise related to AI utilization through the transformation of our own operations and productivity improvements, and apply this practical know-how to supporting our customers. By advancing the practical implementation of a multi-AI model environment in which multiple AI tools are used according to purpose, and by providing end-to-end support from AI introduction to its use and adoption in operations as well as human resource development, we will contribute to enhancing our customers' ability to utilize AI.

In the Business IT sector, in addition to core business systems, we will expand into areas such as business application development, data utilization, and support for in-house IT development, and strengthen our support for customers' business transformation and the resolution of operational issues.

In the global business sector, starting with the provision of global comprehensive licenses, we will expand end-to-end support from the integration and separation of cloud environments, including at overseas sites, to their construction and operation, and support the optimization of customers' global IT environments.

Additionally, through AI utilization by all employees and the advancement of their expertise, we will promote the enhancement of our technical and proposal capabilities and the creation of high-value-added services, while strengthening our service structure to provide seamless support from design and construction to operation.

Moreover, we will seek to further expand our customer base through the resale business, including Microsoft licenses, while promoting proposals that combine the optimal technologies to meet customer needs through collaboration with strategic ecosystem partners.

We will also continue active recruitment and development of human resources and work to improve

utilization rates and project unit prices by expanding our pool of highly specialized personnel and improving productivity, with the aim of achieving sustainable business growth and improved profitability.

In the next consolidated fiscal year, through these initiatives, we plan to promote the expansion of transactions with existing customers and the acquisition of new customers, while continuing to invest in areas such as the recruitment and development of human resources for further growth in the future. The Company forecasts an increase in net sales but a decrease in profit, with net sales of 235,000 million yen (up 7.5% year-on-year), operating profit of 10,000 million yen (up 14.6% year-on-year), ordinary profit of 9,500 million yen (up 5.4% year-on-year), and profit attributable to owners of the parent of 6,300 million yen (down 10.1% year-on-year).

2. Basic approach regarding the selection of accounting standards

In order to ensure comparability with other Japanese companies in the same industry, the Group has adopted Japanese GAAP for accounting standards.

3. Consolidated financial statements and main notes

(1) Consolidated Balance sheet

(Unit: Millions of yen)

	Previous fiscal year (September 30, 2025)	Current fiscal year (September 30, 2026)
Assets		
Current assets		
Cash and deposits	2,939	4,492
Notes receivable - trade	184	83
Accounts receivable - trade	23,537	47,418
Contract assets	3,674	3,912
Securities	-	204
Investments in leases	103	49
Inventories	609	1,122
Advance payments to suppliers	5,994	5,611
Other	2,486	4,059
Allowance for doubtful accounts	(212)	(198)
Total current assets	39,316	66,756
Non-current assets		
Property, plant and equipment		
Buildings (net)	14,189	13,188
Land	12,506	12,068
Construction in progress	316	821
Other (net)	1,076	869
Total property, plant and equipment	28,088	26,948
Intangible fixed assets		
Other	260	252
Total intangible fixed assets	260	252
Investments and other assets		
Investments in securities	1,770	835
Deferred tax assets	1,427	1,690
Other	3,604	3,922
Allowance for doubtful accounts	(0)	(1)
Total investments and other assets	6,801	6,447
Total non-current assets	35,150	33,648
Total assets	74,467	100,404

(Unit: Millions of yen)

	Previous fiscal year (September 30, 2025)	Current fiscal year (September 30, 2026)
Liabilities		
Current liabilities		
Accounts payable-trade	9,030	23,977
Short-term debt	8,800	18,190
Current portion of long-term borrowings	2,332	2,317
Lease liabilities	40	14
Income taxes payable	1,299	1,669
Contract liabilities	3,439	3,903
Provision for bonuses	1,994	2,335
Provision for shareholder benefit program	41	49
Provision for loss on orders received	346	51
Other	4,732	3,667
Total current liabilities	32,056	56,176
Non-current liabilities		
Long-term borrowings	12,553	11,233
Provision for retirement benefits for directors (and other officers)	416	454
Provision for repairs	272	357
Provision for share awards	-	104
Provision for loss on business of subsidiaries and associates	-	34
Asset retirement obligations	1,867	1,889
Other	56	36
Total non-current liabilities	15,166	14,109
Total liabilities	47,222	70,286
Net assets		
Shareholders' equity		
Share capital	539	539
Capital surplus	11,879	11,308
Retained earnings	17,863	22,726
Treasury shares	(3,464)	(4,707)
Deposits for subscriptions of treasury shares	-	0
Total shareholders' equity	26,818	29,868
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	318	104
Total accumulated other comprehensive income	318	104
Stock acquisition rights	0	0
Non-controlling interests	107	146
Total net assets	27,244	30,118
Total liabilities and net assets	74,467	100,404

(2) Consolidated statement of income and consolidated statements of comprehensive income

(Consolidated statement of income)

(Unit: Millions of yen)

	Previous fiscal year (From October 1, 2024 to September 30, 2025)	Current fiscal year (From October 1, 2025 to September 30, 2026)
Net sales	**172,580**	**218,571**
Cost of sales	154,716	197,916
Gross profit	17,863	20,655
Selling, general and administrative expenses	10,268	11,931
Operating profit	**7,594**	**8,723**
Non-operating income		
Interest and dividend income	15	22
Share of profit of entities accounted for using equity method	42	56
Gain on sale of investment securities	10	365
Gain on valuation of securities	-	104
Gain on investments in investment partnerships	22	-
Surrender value of insurance policies	16	18
Reversal of allowance for doubtful accounts	16	11
Other	25	125
Total non-operating income	**149**	**702**
Non-operating expenses		
Interest expenses	174	308
Commission expenses	124	76
Other	72	28
Total non-operating expenses	371	413
Ordinary profit	7,372	9,013
Extraordinary income		
Gain on sale of non-current assets	-	452
Gain on reversal of share acquisition rights	0	-
Total extraordinary income	0	452
Extraordinary loss		
Loss on valuation of shares of subsidiaries and associates	-	92
Provision for loss on business of subsidiaries and associates	-	34
Loss on retirement of non-current assets	10	1
Loss on valuation of golf club membership	2	-
Other	0	-
Total extraordinary loss	13	128
Profit before income taxes	7,358	9,337
Income taxes - current	1,995	2,455
Income taxes - deferred	(265)	(164)
Total income taxes	1,729	2,290
Profit	**5,629**	**7,046**
Profit attributable to non-controlling interests	-	38
Profit attributable to owners of parent	5,629	7,008

(Consolidated statements of comprehensive income)

(Unit: Millions of yen)

	Previous fiscal year (From October 1, 2024 to September 30, 2025)	Current fiscal year (From October 1, 2025 to September 30, 2026)
Profit	5,629	7,046
Other comprehensive income		
Valuation difference on available-for-sale securities	80	(213)
Total other comprehensive income	**80**	**(213)**
Comprehensive income	**5,709**	6,833
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,709	6,794
Comprehensive income attributable to non-controlling interests	-	38

(3) Consolidated Statements of changes in net assets

Previous fiscal year (From October 1, 2024 to September 30, 2025)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	539	8,651	13,601	(296)	22,496
Changes during period					
Dividends of surplus			(1,367)		(1,367)
Profit attributable to owners of parent			5,629		5,629
Purchase of treasury shares				(3,403)	(3,403)
Disposal of treasury shares		3,169		235	3,404
Sale of shares of consolidated subsidiaries		58			58
Net changes in items other than shareholders' equity					-
Total changes during period	-	3,227	4,261	(3,167)	4,321
Balance at end of period	539	11,879	17,863	(3,464)	26,818

	Accumulated other comprehensive income		Stock acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income			
Balance at beginning of period	238	238	0	-	22,735
Changes during period					
Dividends of surplus		-			(1,367)
Profit attributable to owners of parent		-			5,629
Purchase of treasury shares		-			(3,403)
Disposal of treasury shares		-			3,404
Sale of shares of consolidated subsidiaries		-			58
Net changes in items other than shareholders' equity	80	80	(0)	107	187
Total changes during period	80	80	(0)	107	4,509
Balance at end of period	318	318	0	107	27,244

Current fiscal year (From October 1, 2025 to September 30, 2026)

(Unit: Millions of yen)

	Shareholders' equity					
	Share capital	Capital surplus	Retained earnings	Treasury shares	Deposits for subscriptions of treasury shares	Total shareholders' equity
Balance at beginning of period	539	11,879	17,863	(3,464)	-	26,818
Changes during period						
Dividends of surplus			(2,145)			(2,145)
Profit attributable to owners of parent			7,008			7,008
Purchase of treasury shares				(2,496)		(2,496)
Disposal of treasury shares		(570		1,253	0	683
Sale of shares of consolidated subsidiaries						-
Net changes in items other than shareholders' equity						-
Total changes during period	-	(570)	4,862	(1,243)	0	3,049
Balance at end of period	539	11,308	22,726	(4,707)	0	29,868

	Accumulated other comprehensive income		Stock acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income			
Balance at beginning of period	318	318	0	107	27,244
Changes during period					
Dividends of surplus		-			(2,145)
Profit attributable to owners of parent		-			7,008
Purchase of treasury shares		-			(2,496)
Disposal of treasury shares		-			683
Sale of shares of consolidated subsidiaries		-			-
Net changes in items other than shareholders' equity	(213)	(213)	(0)	38	(175)
Total changes during period	(213)	(213)	(0)	38	2,874
Balance at end of period	104	104	0	146	30,118

(4) Consolidated Statements of Cash Flows

(Unit: Millions of yen)

	Previous fiscal year (From October 1, 2024 to September 30, 2025)	Current fiscal year (From October 1, 2025 to September 30, 2026)
Cash flows from operating activities		
Profit before income taxes	7,358	9,337
Depreciation	1,153	1,158
Increase (decrease) in provision for bonuses	68	340
Increase (decrease) in provision for loss on orders received	328	(295)
Increase (decrease) in provision for loss on business of subsidiaries and associates	-	34
Interest and dividend income	(15)	(22)
Interest expenses	174	308
Share of loss (profit) of entities accounted for using equity method	(42)	(56)
Foreign exchange losses (gains)	(65)	(48)
Loss (gain) on valuation of securities	-	(104)
Loss (gain) on sale of investment securities	(9)	(359)
Loss on valuation of shares of subsidiaries and associates	-	92
Loss (gain) on sale and retirement of property, plant and equipment and intangible assets	10	(450)
Decrease (increase) in trade receivables and contract assets	(9,485)	(24,017)
Decrease (increase) in inventories	1,200	(512)
Decrease (increase) in advance payments to suppliers	(1,308)	382
Decrease (increase) in prepaid expenses	(68)	(549)
Decrease (increase) in accounts receivable - other	68	(322)
Increase (decrease) in trade payables	2,178	14,946
Increase (decrease) in accounts payable - other	76	139
Increase (decrease) in accrued expenses	(32)	(132)
Increase (decrease) in contract liabilities	677	599
Increase (decrease) in accrued consumption taxes	1,107	(908)
Increase (decrease) in deposits received	11	134
Other, net	169	321
Subtotal	3,555	15
Interest and dividends received	36	71
Interest paid	(176)	(278)
Subsidies received	6	7
Surrender value of insurance policies	5	51
Income taxes refund (paid)	(2,292)	(2,088)
Net cash provided by (used in) operating activities	1,135	(2,220)
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(4,455)	(1,221)
Proceeds from sale of property, plant and equipment and intangible assets	135	1,164
Purchase of investment securities	(349)	(173)
Proceeds from sale of investment securities	115	371
Purchase of shares of subsidiaries	(68)	-
Payments of leasehold and guarantee deposits	(74)	(492)
Proceeds from refund of leasehold and guarantee deposits	3	10
Net decrease (increase) in short-term loans receivable	32	(48)
Other, net	(82)	45
Net cash provided by (used in) investing activities	(4,743)	(343)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	5,000	9,390
Proceeds from long-term borrowings	2,000	1,050

Repayments of long-term borrowings	(2,691)	(2,384)
Dividends paid	(1,367)	(2,139)
Purchase of treasury shares	-	(2,021)
Proceeds from disposal of treasury shares	1	207
Proceeds from sale of shares of subsidiaries not resulting in change in scope of consolidation	192	-
Other, net	-	0
Net cash provided by (used in) financing activities	3,134	4,102
Effect of exchange rate change on cash and cash equivalents	47	14
Net increase (decrease) in cash and cash equivalents	(427)	1,552
Cash and cash equivalents at beginning of period	3,366	2,939
Cash and cash equivalents at end of period	2,939	4,492

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable

(Segment information, etc.)

(Segment information)

1) Overview of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors for the purpose of determining the allocation of management resources and evaluating performance.

The Group consists of product and service segments based on business activities, and has three reportable segments: the Cloud Integration Business, Cloud Service Business, and License & Products Business.

a) Cloud Integration Business (CI)

Starting with consulting services, we support customers' DX promotion through the development of business applications (CRM/ERP and other custom-built applications) compatible with multi-cloud (Azure/AWS/GCP/OCI/SAKURA Cloud) environments, as well as cloud integration and the construction and implementation of IT infrastructure and security.

In particular, we have an extensive track record in the implementation and operation of Microsoft's cloud products Azure/M365/D365, as well as peripheral cloud services.

b) Cloud Service Business (CS)

We are responsible for the maintenance, operation, and improvement of IT environments, including cloud and on-premises environments, and support customers' DX promotion and continuous IT utilization by providing end-to-end support through engineering services and managed services.

c) License & Products Business (L&P)

We procure and provide licenses for cloud products such as Azure/M365/D365 and IT-related equipment from various manufacturers, and provide ongoing support.

2. Method of calculating net sales, profit or loss, assets, liabilities, and other items by reportable segment

The accounting methods for the reportable business segments are in accordance with the accounting policies adopted for preparing consolidated financial statements. Reportable segment profits are based on operating profit, and inter-segment sales are based on third-party transaction prices.

3) Information on the amount of net sales, profit/loss, assets, liabilities, and other items

Previous fiscal year (From October 1, 2024 to September 30, 2025)

(Unit: Millions of yen)

	Reportable segments				Others Note1	Adjustment Note2	Total Note3
	Cloud Integration Business	Cloud Service Business	License & Products Business	Segments total			
Net sales							
Sales to external customers	27,736	21,890	122,941	172,568	11	-	172,580
Intersegment sales or transfers	11	-	35	47	-	(47)	-
Total	27,747	21,890	122,977	172,615	11	(47)	172,580
Segment profit	5,036	3,290	2,841	11,167	5	(3,578)	7,594
Other Items							
Depreciation	469	359	-	828	2	322	1,153

(Note) 1. The "Other" category includes business segments not included in reportable segments; for example, real estate leasing.

2. The adjusted segment profit of (3,578 million yen) includes corporate expenses of (3,593 million yen) that are not allocated to reportable segments, and inter-segment eliminations of 14 million yen. Corporate expenses are mainly general and administrative expenses that do not belong to reportable segments.

3. Segment profit is adjusted with operating profit on the consolidated statements of income.

4. Segment assets are not listed because assets are not allocated to business segments.

Current fiscal year (From October 1, 2025 to September 30, 2026)

(Unit: Millions of yen)

	Reportable segments				Others Note1	Adjustment Note2	Total Note3
	Cloud Integration Business	Cloud Service Business	License & Products Business	Segments total			
Net sales							
Sales to external customers	31,335	23,748	163,478	218,563	8	-	218,571
Intersegment sales or transfers	160	0	51	212	-	(212)	-
Total	31,496	23,748	163,530	218,776	8	(212)	218,571
Segment profit	5,434	3,988	3,382	12,805	0	(4,082)	8,723
Other Items							
Depreciation	457	359	-	817	0	339	1,158

(Note) 1. The "Other" category includes business segments not included in reportable segments; for example, real estate leasing.

2. The adjusted segment profit of (4,082 million yen) includes corporate expenses of (4,253 million yen) that are not allocated to reportable segments, and inter-segment eliminations of 170 million yen. Corporate expenses are mainly general and administrative expenses that do not belong to reportable segments.

3. Segment profit is adjusted with operating profit on the consolidated statements of income.

4. Segment assets are not listed because assets are not allocated to business segments.

(Notes to per share information)

	Previous fiscal year (From October 1, 2024 to September 30, 2025)	Current fiscal year (From October 1, 2025 to September 30, 2026)
Net assets per share	597.52 yen	663.64 yen
Profit per share	123.47 yen	155.45 yen
Diluted profit per share	118.05 yen	149.12 yen

(Note) 1 . The number of shares of common stock at the end of the current fiscal year used to calculate net assets per share and the average number of shares of common stock during the period used to calculate net income per share are calculated by deducting the Company's shares held by the Stock-Granting ESOP Trust (2,200,000 shares for the previous fiscal year and 2,200,000 shares for the current fiscal year) and the Company's shares held by the BIP Trust for Officer Remuneration (0 shares for the previous fiscal year and 300,000 shares for the current fiscal year).

2. The basis for calculation of net income per share and diluted net income per share is as follows.

	Previous fiscal year (From October 1, 2024 to September 30, 2025)	Current fiscal year (From October 1, 2025 to September 30, 2026)
Net income per share		
Profit attributable to owners of the parent (millions of yen)	5,629	7,008
Amount not attributable to common shareholders (millions of yen)	-	-
Profit attributable to owners of the parent related to common stock (millions of yen)	5,629	7,008
Average number of shares of common stock during the period (shares)	45,593,582	45,085,129
Diluted net income per share		
Adjustments to profit attributable to owners of the parent (millions of yen)	-	-
Increase in common stock (shares)	2,093,086	1,912,262
(of which are stock acquisition rights (shares))	(2,093,086)	(1,912,262)
Summary of potentially dilutive shares not included in the calculation of diluted net income per share due to the absence of dilutive effects	-	-

(Important subsequent events)

N/A