Presentation Material for Consolidated Financial Results for 1Q26

(April 1, 2026 to June 30, 2026)

Internet Initiative Japan

Internet Initiative Japan Inc. (IIJ)

The Prime Market of the Tokyo Stock Exchange (Ticker symbol: 3774)

August 7, 2026

Disclaimer

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Outline

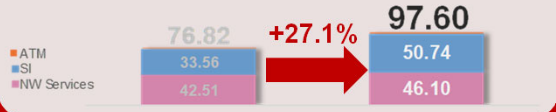
- FY26 stands for a fiscal year from Apr. 1, 2026 to Mar. 31, 2027. 1Q26 stands for 1Q of FY26.
- Abbreviation: NW for network, SI for systems integration, DC for data center, HD for holdings, PF for platform, ¥ (JPY) bn for JPY billion, O&M for systems operation and maintenance

Unit: ¥ (JPY) billion

Ⅰ - 1. 1Q26 Summary

Strong Domestic and Overseas Demand Drives 1Q Revenue Above Plan, Profit on Track
Seeing Continued Solid Demand while Developing Growth Initiatives toward the Next Mid-term Plan

Revenue



Operating Profit

Net Profit

1Q Business Status

	1Q Revenue	YoY
NW Services (excluding Mobile)	**¥31.63 bn**	**+7.2%**
・IP	¥4.73 bn	+3.6%
・Outsourcing	¥17.73 bn	+11.5%
Mobile/IoT	**¥14.47 bn**	**+11.3%**
・Enterprise	¥4.62 bn	+15.1%
・MVNE	¥3.19 bn	+10.4%
・Consumer	¥6.67 bn	+9.1%
SI	**¥50.74 bn**	**+51.2%**
・Construction	¥24.19 bn	+106.9%
・O&M	¥26.55 bn	+21.4%
SG&A etc.	**¥11.38 bn**	**+6.8%**

NW Services

- ◆ Moderate 1Q growth in monthly recurring revenue, reflecting seasonal factors at the start of the new fiscal year
- ◆ Continuously expanding service line-ups and enhancing functionality. Plan to launch SCS Evaluation System support solution(*1)
- ◆ Ongoing development of next-generation core integrated security services. Launch planned in 4Q26

Mobile/IoT

- ◆ Strong enterprise IoT demand continued to drive growth
- ◆ Strong mobile revenue and subscriptions, while gross profit declined QoQ and YoY mainly due to the year-on-year change in mobile data interconnectivity unit charge and higher device marketing costs

SI

◆ Order trends

	Order-received		Order-backlog	
Construction	¥40.21 bn	+135.5%	¥47.96 bn	+126.3%
O&M	¥31.17 bn	+10.4%	¥131.59 bn	+24.1%

◆ Large-scale projects(*2)

	Projects			
1Q Order-received			NW construction and operation for a public institution (¥1.5 bn, 5 yrs)	Large-scale GPU infrastructure construction (¥12.0 bn, 5 yrs, by PTC)
1Q revenue	EC infrastructure construction (¥6.0 bn, by PTC)	Mobile device procurement (¥1.7 bn)		

SG&A etc.

- ◆ Human capital-related: 277 new graduates joined in Apr. 2026 (269 in Apr. 2025), Average annual salary increased by approx. 6% (IIJ)(*3)
- ◆ DCP (*4) : To promote adoption of tokenized deposits DCJPY(*5), expanding collaboration with financial institutions and corporates. Following the planned FY26 DCJPY issuance by Japan Post Bank, advancing payment commercialization with Hokuriku Bank targeting FY27

*1: Plan to launch a support solution for compliance with METI's Supply Chain Security Evaluation System *2: Large-scale projects are defined as those with total contract value exceeding ¥1.0 bn. The value includes NW Services *3: Includes the revision of the salary table
*4: Equity-method affiliate DeCurret Holdings, Inc. changed its trade name to DCP Co., Ltd. on July 1, 2026 *5: A digital currency that tokenizes bank deposit on the blockchain

Ⅰ- 2. Business Progress

Advancing Final-year Execution of the Current Mid-term Plan while Shaping the Next Three-year Growth Plan

(Announcement planned in May 2027)

Business Direction

- Core strengths and business structure remain unchanged. Growth to accelerate through business area expansion and service value enhancement
- Targeting consolidated revenue of over ¥500.0 bn in FY29, with greater operating leverage and profit scalability
- Expanding business model and strengthening operating foundations in each area to support long-term growth

Further Enhancing the Value through our Offering Approach(*1)

NW Service/Solution

- Ongoing development of next-generation core integrated security services. As the core DXP(*2) strategy solution, launch planned in 4Q26
- Security services expanding to become comprehensive cyber security business by including assessment and consulting-based security solutions
- Expanding vertical platforms and solutions, such as financial authentication by leveraging NW Infrastructure
- Strengthening IoT competitiveness through DOCOMO/KDDI multi-carrier. Expanding bandwidth in line with growing subscriptions
- Sustained growth in monthly recurring revenue through our in-house developed NW service model, enabling timely feature enhancements and value-added offerings to meet evolving customer needs
- Preparing pricing policy for NW service price revisions from the start of 1Q27

Integration

- Differentiating through Service Integration strategy amid strong demand for internal and external NW infrastructure renewal and operations, leading to larger customer engagements
- Advancing SIO(*3) for enterprise IT infrastructure operations outsourcing that is becoming complicated and advanced. Focusing on securing flagship projects
- SI demand for zero-trust and AI/GPU system infrastructure is increasing on top of existing demand
- Strategically partnering for new technologies. As one example, investing in and partnering with the U.S. video analytics AI developer AGI7. Promoting Physical AI solutions in Japan

NW/System Infrastructure

- Expanding Internet backbone and system infrastructure to meet growing demand
- Shiroi DC 3rd site on track for FY26-end completion. Developing both centralized and edge DC infrastructure
- Advancing an internal project to modernize our service delivery platforms
- Optimizing procurement through advance hardware purchasing and price pass-through
- Moving Watt-Bit collaboration(*4) from proof-of-concept to practical deployment

Strengthening Capabilities through Practical Use of AI

- Further enhancing existing business areas by providing AI operations capabilities and services, including management and governance
- Addressing human capital bottlenecks through AI-driven development and operations. Targeting approx. 30% of company-wide operations to be AI-enabled by the end of FY29

Strengthening the Corporate Foundation

Bringing Together Group Companies' Capabilities

IIJ Engineering	Improving productivity by consolidating back-office functions and leveraging AI
IIJ Protech	Providing IT outsourcing operations engineers
DCP(*5)	Advancing next-generation settlement services using tokenized deposits DCJPY. Collaboration with financial institutions and general enterprises

Reinforcing our corporate foundation through next-generation talent development, operational resilience, and SSBJ readiness, etc.

New Business Initiatives

Healthcare	Expanding a multi-professional collaboration platform for healthcare and local governments
Security Governance	Promoting "STRIGHT" (*7), a website cookie consent management tool, with the goal of becoming an industry standard

*1: Offering approach: An approach that starts with solving customer issues by combining NW, security, cloud, operations, AI and other capabilities into reproducible solutions, then channels the resulting know-how into enhancing the features and competitiveness of our own in-house developed services
*2: DXP: Abbreviation for DX Platform. Integrates network, security, multi-cloud and other capabilities to support enterprise DX initiatives *3: SIO: Abbreviation for Strategic IT Outsourcing. It's a service through which IIJ manages customers' IT infrastructure operations so that clients' IT teams can shift their resources to strategic priorities *4: Watt-Bit: An initiative aimed at enabling efficient AI processing through distributed DCs by optimizing the integration of power and telecommunications infrastructure *5: Equity-method affiliate DeCurret Holdings, Inc. changed its trade name to DCP Co., Ltd. on July 1, 2026 *6: SSBJ: Japan's sustainability disclosure standards based on ISSB standards *7: STRIGHT: Helps organizations obtain and manage user consent while balancing privacy compliance and website user experience

Ⅱ - 1. Consolidated Financial Results

Unit: ¥ (JPY) billion
YoY = Year over year comparison

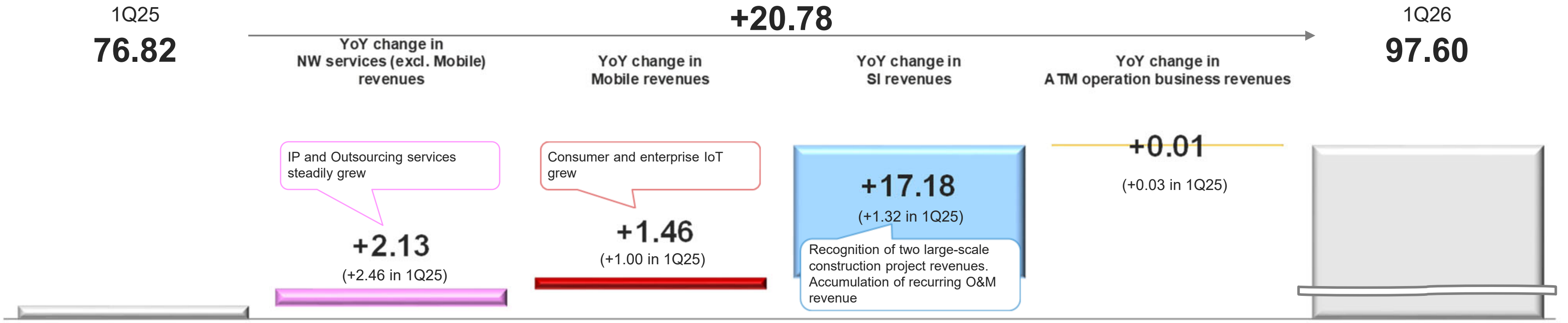
	1Q26 Results Apr. 2026 - Jun. 2026	% of revenue	1Q25 Results Apr. 2025 - Jun. 2025	% of revenue	YoY		1H26 Forecast (Announced in May 2026) Apr. 2026 - Sep. 2026	% of revenue	YoY	FY26 Forecast (Announced in May 2026) Apr. 2026 - Mar. 2027	% of revenue	YoY
Revenues	97.60		76.82		+27.1%	+20.78	180.0		+11.2%	385.0		+11.5%
Cost of Revenues	79.63	81.6%	60.13	78.3%	+32.4%	+19.51	141.0	78.3%	+11.2%	299.3	77.7%	+11.2%
Gross Profit	17.97	18.4%	16.69	21.7%	+7.7%	+1.28	39.1	21.7%	+11.2%	85.7	22.3%	+12.5%
SG&A etc.	11.38	11.7%	10.66	13.9%	+6.8%	+0.72	23.7	13.2%	+20.1%	47.2	12.3%	+14.2%
Operating Profit	6.59	6.7%	6.03	7.9%	+9.2%	+0.56	15.4	8.5%	(0.2%)	38.5	10.0%	+10.5%
Profit before tax	6.71	6.9%	5.74	7.5%	+17.0%	+0.98	14.1	7.8%	(7.3%)	37.0	9.6%	+5.0%
Net Profit	4.40	4.5%	3.78	4.9%	+16.4%	+0.62	9.6	5.3%	(4.8%)	25.0	6.5%	+3.4%

- SG&A etc. represents the sum of SG&A, which includes R&D expenses, and other income/expenses

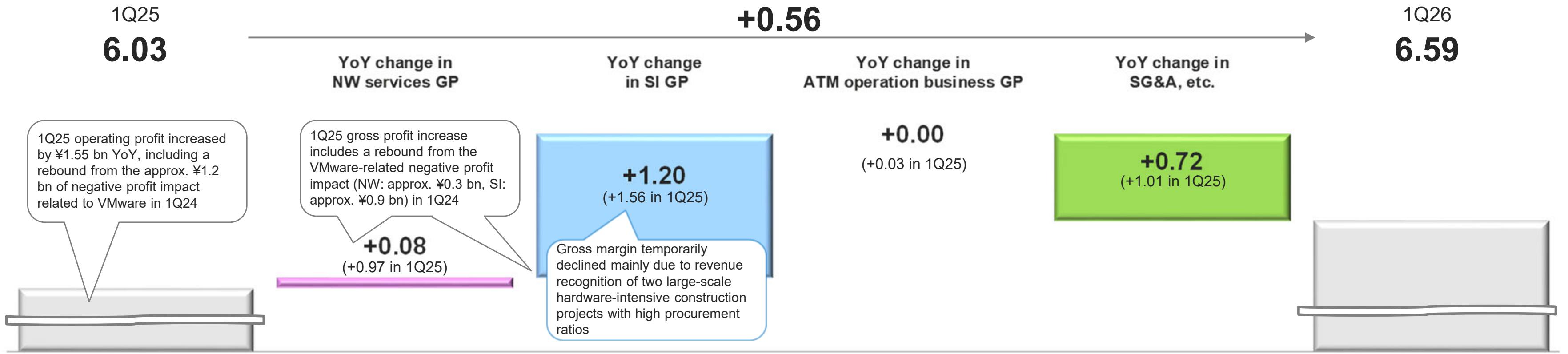
Unit: ¥ (JPY) billion (bn)
GP = Gross Profit
O/M = Operation and Maintenance
YoY = Year over year comparison

Ⅱ - 2. Year over Year Analysis

Revenues



Operating Profit

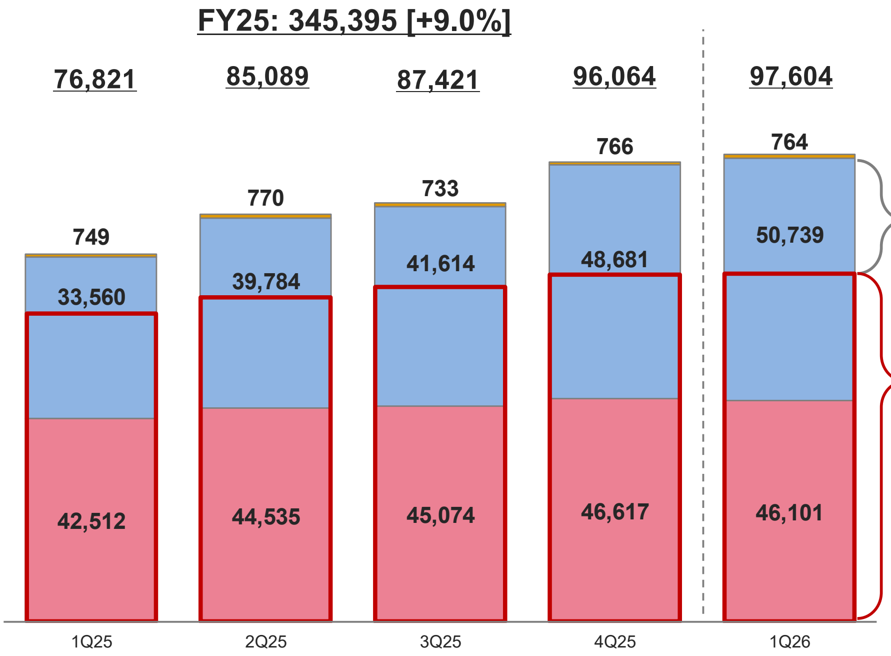


- NW services (excl. Mobile) revenues are calculated by deducting the below mentioned Mobile services revenues from total NW services revenues. The revenues include non-mobile consumer revenue which is a small amount
- NW services gross profit consists of gross profit related to NW revenues (excl. Mobile) and Mobile revenues (The two services have costs in common and cannot be broken down in accounting terms)
- SG&A, etc. in this slide represents the sum of SG&A, which includes R&D expenses, and other income/expenses

Ⅱ - 3. Revenues

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison

- Network (NW) Services
  - Internet Connectivity Services (Enterprise)
  - Internet Connectivity Services (Consumer)
  - Outsourcing Service
  - WAN Service
- Systems Integration (SI)
  - Systems Construction (including equipment sales)
  - Systems Operation and Maintenance
- ATM Operation Business



One-time revenue

1Q26: ¥24.19 bn, +106.9%YoY (-7.3%YoY in 1Q25)

- Revenue recognition of two large-scale projects
  - ✓ EC infrastructure construction: ¥6.0 bn
  - ✓ Mobile device procurement for a financial institution: ¥1.7 bn
- Construction revenue growth would have been +41.5%YoY excluding these two projects

24.8% of 1Q26 total revenue

Recurring revenue

1Q26: ¥72.65 bn, +12.8%YoY (+9.7%YoY in 1Q25)

74.4% of 1Q26 total revenue

NW Services revenue (excluding Mobile Services)

1Q26: ¥31.63 bn, +7.2%YoY (+9.1%YoY in 1Q25)

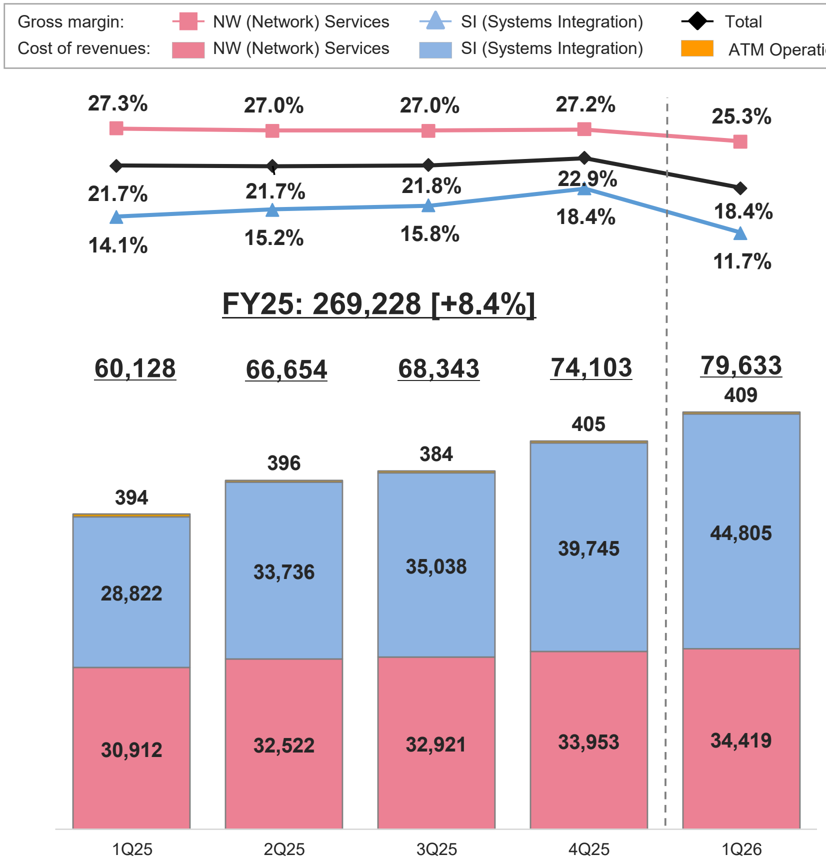
Mobile Services revenue

1Q26: ¥14.47 bn, +11.3%YoY (+8.3%YoY in 1Q25)

- One-time revenue, systems construction revenues which include equipment sales, is mainly recognized when systems and/or equipment are delivered and accepted by customers (Some revenues on a percentage-of-progress basis based on cost progression)
- Recurring revenue represents the following revenues: Internet Connectivity Services (Enterprise), Internet Connectivity Services (Consumer), Outsourcing Services, WAN Services, and Systems Operation and Maintenance
- Mobile services revenues include IIJ Mobile Services (including MVNE) and IIJmio (consumer mobile)

Ⅱ - 4. Cost of Revenues & Gross Profit Ratio

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison
QoQ = Quarter over quarter comparison



◆ **Total gross profit**

- 1Q26: ¥17.97 bn, Gross Margin 18.4% +¥1.28 bn, +7.7%YoY

◆ **Gross profit for NW services**

- 1Q26: ¥11.68 bn, Gross Margin 25.3% +¥0.08 bn, +0.7%YoY
  - Fixed-type costs such as maintenance fee, outsourcing and personnel-related costs have been increasing slightly, reflecting seasonal factors at the start of the new fiscal year
  - Mobile gross profit declined QoQ and YoY mainly due to increased device procurement costs and the year-on-year change in mobile data interconnectivity unit charge
  - Preparing pricing policy for NW service price revisions from the start of 1Q27

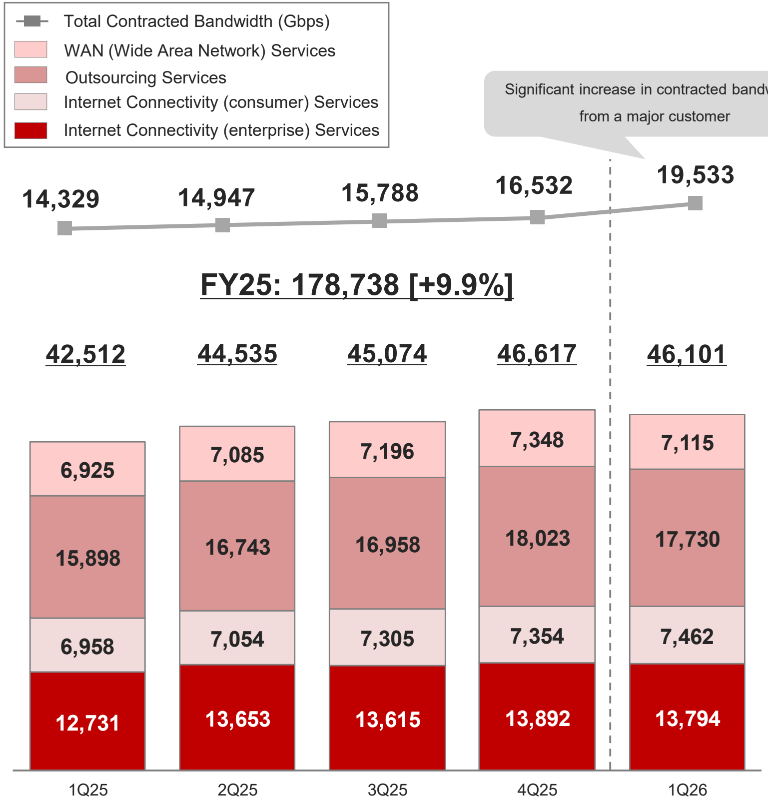
◆ **Gross profit for SI**

- 1Q26: ¥5.93 bn, Gross Margin 11.7% +¥1.20 bn, +25.2%YoY
  - Gross margin temporarily declined due to revenue recognition of two large-scale hardware-intensive projects(*)

(*) SI gross profit is generated from both hardware and labor portions. The procurement-based hardware portion generally tends to have a lower margin than the labor portion.

Ⅱ - 5. Network (NW) Services (1) Revenues

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison
QoQ = Quarter over quarter comparison



No significant change in the revenue level, as 1Q is the start of the new fiscal year

◆Internet Connectivity (enterprise) Services

- ➢ 1Q26: ¥13.79 bn, +8.3%YoY (+9.4%YoY in 1Q25)(*)
  - Of which, IP Service: ¥4.73 bn, +3.6%YoY (+9.5%YoY in 1Q25)
  - Of which, Enterprise mobile: ¥4.62 bn, +15.1%YoY (+13.6%YoY in 1Q25)
  - Of which, MVNE: ¥3.19 bn, +10.4%YoY (+4.2%YoY in 1Q25)

◆Internet Connectivity (consumer) Services

- ➢ 1Q26: ¥7.46 bn, +7.2%YoY (+5.4%YoY in 1Q25)
  - Of which, consumer mobile (IIJmio): ¥6.67 bn, +9.1%YoY (+7.0%YoY in 1Q25)

◆Outsourcing Services

- ➢ 1Q26: ¥17.73 bn, +11.5%YoY (+13.7%YoY in 1Q25)(*)
  - Of which, security: ¥10.75 bn, +12.4%YoY (+11.2%YoY in 1Q25)

◆WAN Services

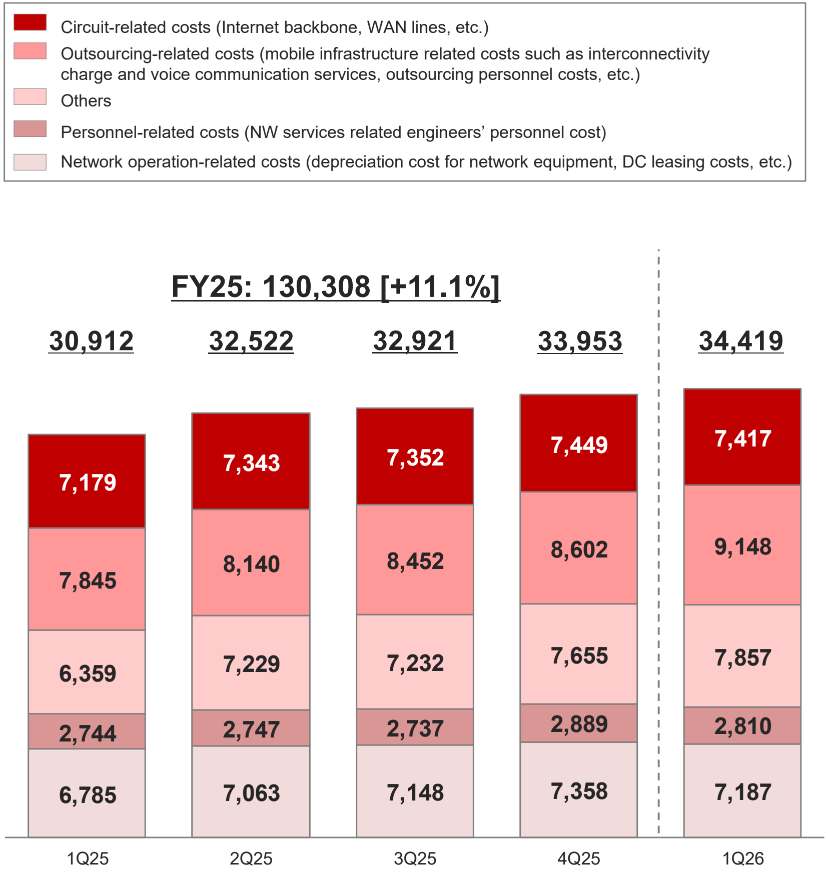
- ➢ 1Q26: ¥7.12 bn, +2.7%YoY (+1.3%YoY in 1Q25)

(*) 1Q25 YoY growth rate was positively impacted by the price revision on certain NW services implemented in Oct. 2024

- Total contracted bandwidth is calculated by multiplying number of contracts by contracted bandwidths for IP service and broadband services respectively which are both under Internet connectivity services for enterprise
- IP (Internet Protocol) Service is bandwidth guaranteed dedicated Internet connectivity services for enterprises. Contracts are based on bandwidth and enterprises use the service for their core and main Internet connectivity
- Enterprise mobile primarily refers to direct offerings for IoT and similar usages
- MVNE (sales of service to other MVNOs) refers to IIJ Mobile MVNO Platform Service
- 2Q25 enterprise mobile revenue included a one-time contribution of approx. ¥0.4 bn from device sales

Ⅱ - 5. Network (NW) Services (2) Cost of Revenues

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison



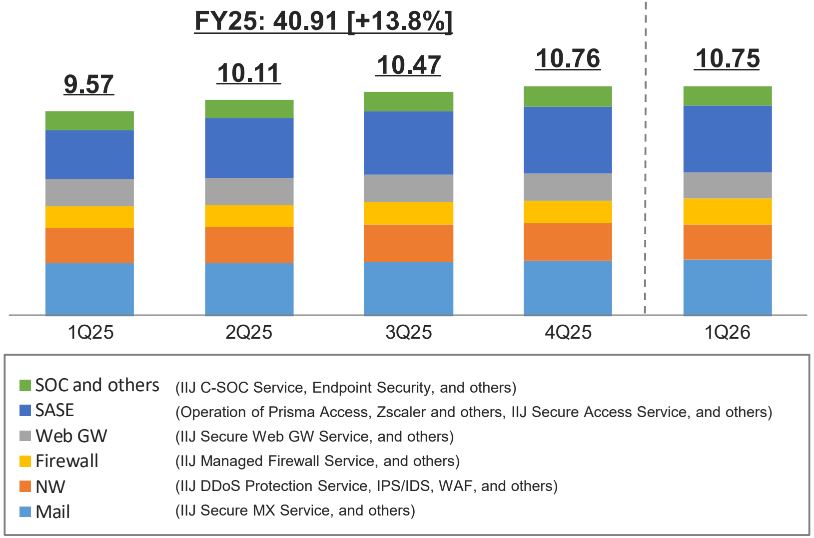
- 1Q26 Circuit-related costs: ¥7.42 bn, +3.3%YoY (+1.8%YoY in 1Q25)
  - Internet backbone circuit cost remains stable by leveraging scale merit with one of the largest Internet backbone networks
  - Fluctuates in line with WAN service revenue
- 1Q26 Outsourcing-related costs: ¥9.15 bn, +16.6%YoY (+11.0%YoY in 1Q25)
  - Mobile data connectivity and voice-related costs continued to rise, in line with growth in mobile subscriber acquisitions
- 1Q26 Others: ¥7.86 bn, +23.6%YoY (+22.8%YoY in 1Q25)
  - License fees such as SASE increased along with related revenue growth
  - Increased mobile device purchasing costs: approx. +¥0.5 bn YoY (1Q25: approx. +¥0.3 bn YoY, 2Q25: approx. +¥1.0 bn YoY, 3Q25: approx. +¥0.6 bn YoY, 4Q25: approx.+¥0.2 bn YoY)
- 1Q26 Personnel-related costs: ¥2.81 bn, +2.4%YoY (+7.4%YoY in 1Q25)
  - Increased mainly due to increased headcount and the revision of salary table at the beginning of the fiscal year
- 1Q26 Network operation-related costs: ¥7.19 bn, +5.9%YoY (+3.3%YoY in 1Q25)
  - Depreciation costs remained roughly flat

Ⅱ- 5. Network (NW) Services (3) Security and Mobile/IoT

Unit: ¥ (JPY) billion
[ ], YoY = Year over year comparison
QoQ = Quarter over quarter comparison

Security Business

◆ **Ongoing strong demand drives stable growth in security services (MRR)**



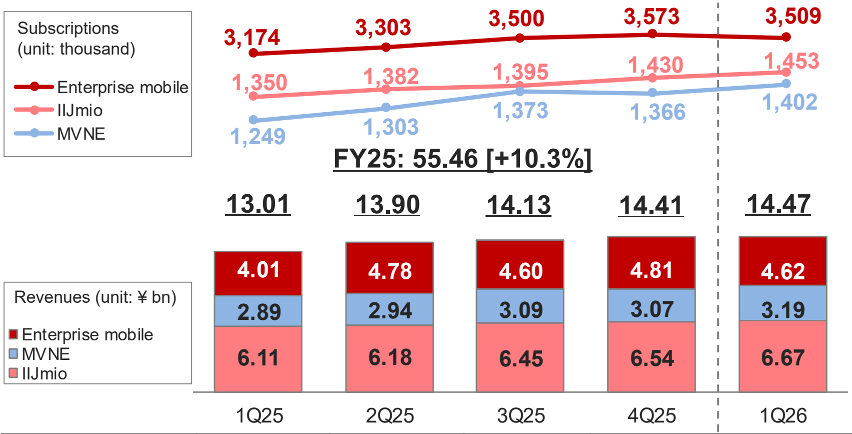
◆ **Growing Demand for Cybersecurity**

- Strong demand for “IIJ Security Doctor,” launched in Nov. 2025, which supports customers' security operations and strategy development through IIJ's cybersecurity experts; business scope is expanding into security assessments and consulting services.
- Plan to launch “IIJ SCS Assessment Solution” to support compliance with the METI-led Supply Chain Security Assessment Program
- Developing next-generation core integrated security services. Launch planned in 4Q26

・ Security services (monthly recurring revenue) is recognized as Outsourcing services revenue

Mobile/IoT Business

Enterprise	• Continuous demand to connect devices such as IoT devices, taxi tablets, security cameras, dashboard cameras • SoftSIM multi-carrier support launched (Apr. 2026), expanding opportunities in the corporate IoT market • 1Q revenue and subscription declined QoQ due to the contract cancellation of a specific customer engaged in the inbound tourists business
Consumer	• Launched an unlimited-data prepaid SIM service for inbound tourists to Japan through Bic Camera in June 2026
MVNE	• Steady growth in new MVNO clients is driving an increase in customers and subscriptions



	1Q25-end	2Q25-end	3Q25-end	4Q25-end	1Q26-end
Number of MVNE clients (unit: companies)	202	205	207	212	211

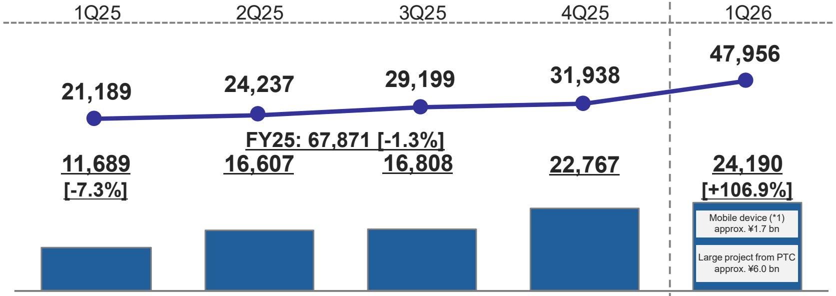
- Approx. ¥1.5 bn of enterprise mobile device revenue originally expected as NW Service revenue was recognized in SI construction (1Q26, ¥1.7 bn)
- Enterprise Mobile and MVNE refer to direct service offerings for IoT and other device connectivity use cases and IIJ Mobile MVNO Platform Services provided to other MVNO operators, respectively.
- 2Q25 enterprise mobile revenue included a contribution of approx. ¥0.4 bn from device sales

Ⅱ - 6. Systems Integration (SI) (1) Revenues

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison
QoQ = Quarter over quarter comparison

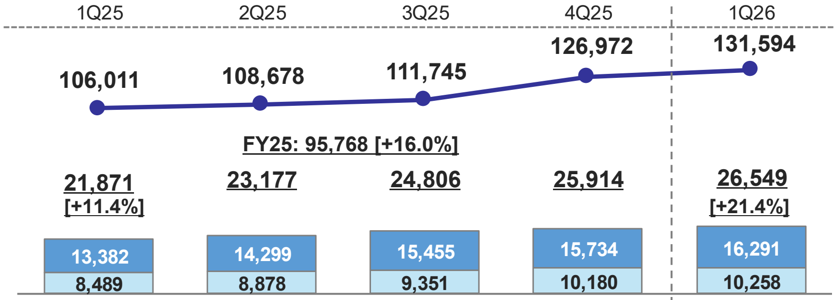
- Systems Construction revenues (including equipment sales)
- Systems operation & maintenance revenues for on-premise system
- Cloud revenues such as private cloud which are recognized as systems operation & maintenance revenues

Systems Construction (one-time)



Orders received	1Q25	2Q25	3Q25	4Q25	1Q26
	17,073	19,655 (incl. ¥1.0 bn of certain large projects)	21,770 (incl. ¥4.5 bn of certain large projects)	25,506 (incl. ¥3.0 bn of certain large projects)	40,208 (incl. ¥18.0 bn of 3 large projects)
	FY25: 84,004 [+38.1%]				

Systems Operation & Maintenance (recurring)



Orders received	1Q25	2Q25	3Q25	4Q25	1Q26
	28,244	25,844	27,873	41,141 (incl. ¥1.0 bn of certain large projects)	31,171 (incl. ¥3.0 bn of 2 certain large projects)
	FY25: 123,102 [+26.9%]				

- Favorable demand situation: strong demand to construct core NW/system from all industries
- Large-scale projects(*2) acquired from 1Q26 onward
  - NW construction & operation for a public institution (¥1.5 bn, 5 yrs, mostly NW services)
  - Acquired system infrastructure demand such as constructing GPU infrastructure in Singapore through a subsidiary PTC
    - ✓ GPU infrastructure construction ¥12.0 bn (construction: ¥10.0 bn, O&M: ¥2.0 bn), 5 yrs, Plan to recognize certain revenue in 2Q26
      - Several other projects such as GPU infrastructure also under discussion
    - ✓ EC infrastructure construction ¥6.0 bn, order received and revenue were recognized in 1Q26

- Continued strong revenue growth including the start of O&M for large-scale projects

Cloud Service Revenue (recurring)

Unit: JPY bn

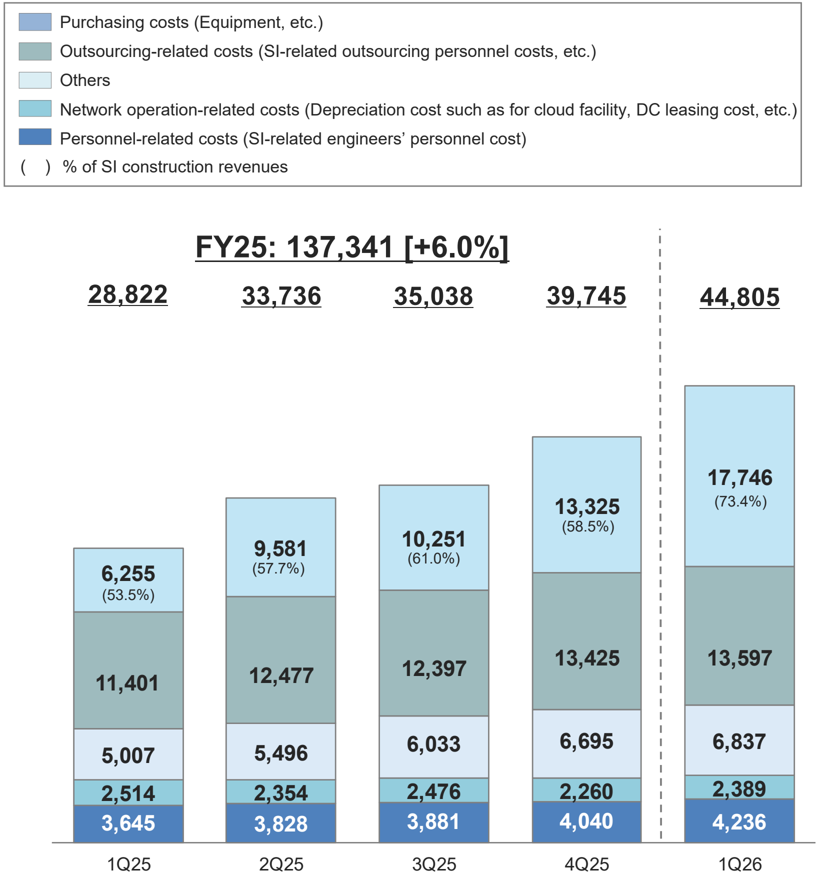
	1Q25	2Q25	3Q25	4Q25	1Q26
Private Cloud Own service, multi-cloud, etc.	6.9	7.3	7.8	8.2	8.6
Raptor FX system services for financial institutions	1.3	1.4	1.4	1.8	1.5
Others Own public cloud, overseas cloud, etc.	0.8	0.8	0.8	0.8	0.8
Total	**9.1**	**9.4**	**9.9**	**10.7**	**10.8**

- Breakdown of 1Q26 cloud revenue: 94.9% O&M, 5.1% Outsourcing services

*1: Approx. ¥1.5 bn of enterprise mobile device revenue which was originally expected as NW Service revenue was recognized in SI construction (1Q26, ¥1.7 bn)
*2: Large-scale projects are defined as those exceeding ¥1.0 bn in total contract value. The value includes NW services revenue

Ⅱ - 6. Systems Integration (SI) (2) Cost of Revenues

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison



- 1Q26 Purchasing costs: ¥17.75 bn, +183.7%YoY (-16.5%YoY in 1Q25)
  - Higher procurement ratio in 1Q26 due to growth in hardware-intensive construction projects
- 1Q26 Outsourcing-related costs: ¥13.60 bn, +19.3%YoY (+16.4%YoY in 1Q25)
  - Linked to the size of project and revenue to a certain degree
- 1Q26 Others: ¥6.84 bn, +36.5%YoY (-13.6%YoY in 1Q25)
  - Include license purchasing costs and others
- 1Q26 Network operation-related costs: ¥2.39 bn, -5.0%YoY (+2.3%YoY in 1Q25)
  - No significant change on a quarterly basis
- 1Q26 Personnel-related costs: ¥4.24 bn, +16.2%YoY (+3.5%YoY in 1Q25)
  - Increased mainly due to increased headcount and the revision of salary table at the beginning of the fiscal year

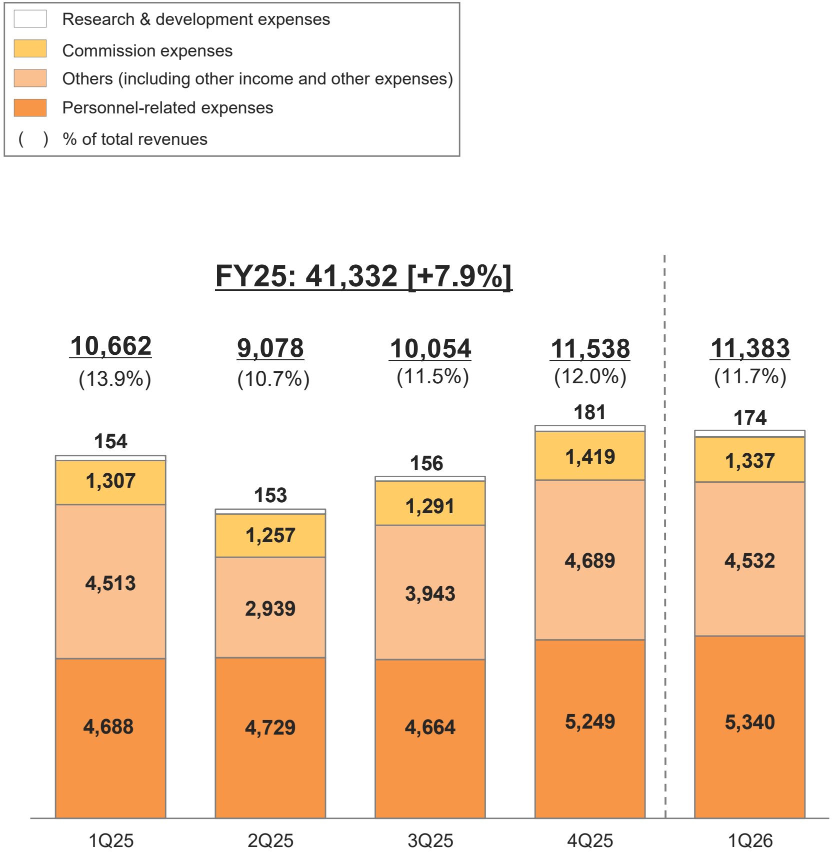
Number of SI-related outsourcing personnel (unit: personnel)

1Q25-end	2Q25-end	3Q25-end	4Q25-end	1Q26-end
1,578	1,603	1,607	1,633	1,557

- Due to many ongoing projects including ones before order-received, the number of outsourcing personnel has been at a high level

Ⅱ - 7. SG&A, etc.

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison
QoQ = Quarter over quarter comparison

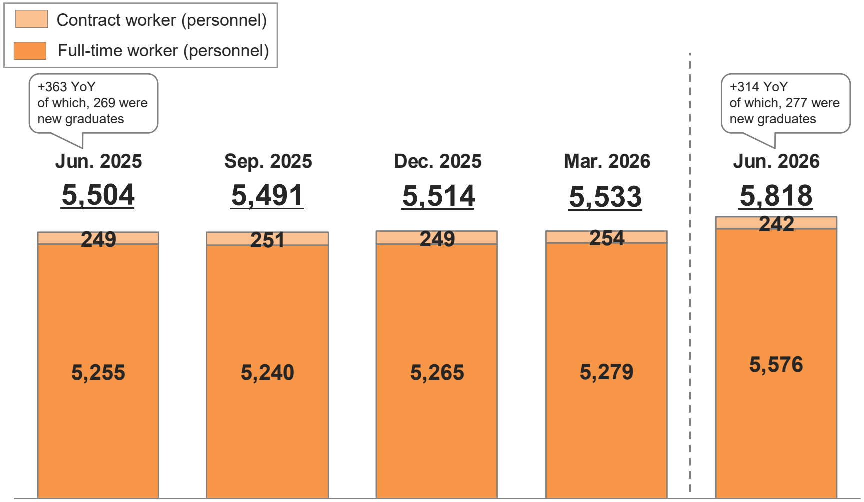


- 1Q26 Research & development expenses: ¥0.17 bn,+13.0%YoY (+4.8%YoY in 1Q25)
  - Mainly personnel expenses of research institute division. No major changes
- 1Q26 Commission expenses: ¥1.34 bn, +2.3%YoY (+1.9%YoY in 1Q25)
  - Mainly recruitment expenses and credit card fees for consumers
- 1Q26 Others: ¥4.53 bn,+0.4%YoY (+14.2%YoY in 1Q25)
  - 1Q training expenses increased temporarily due to new graduate hire
- 1Q26 Personnel-related expenses (salary, employee benefits, etc.) : ¥5.34 bn,+13.9%YoY (+9.8%YoY in 1Q25)
  - Upward trend, mainly due to the salary table revision and hiring of new graduate at the beginning of new fiscal year

- Above figures are SG&A expenses plus other income and other expenses
- 1Q personnel-related and other expenses increase mainly due to an increase in training and human capital development expenses along with the entry of new graduates. Such expenses decrease in 2Q QoQ as expenses for new graduate engineers are recorded as cost of revenues from 2Q
- 2Q25 other income included a one-time gain of ¥1.17 bn from the revision of retirement benefit plans (IIJ)
- 4Q25 personnel-related expenses increased QoQ mainly due to year-end bonuses

Ⅱ - 8. Human Capital Disclosure

Number of Employees (consolidated basis)



• Personnel adjustments were made at an overseas subsidiary in 2Q25

Personnel-related Costs & Expenses (consolidated basis)

Unit: ¥ (JPY) million

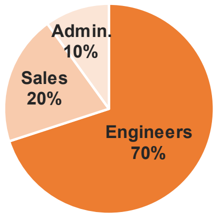
	1Q25	2Q25	3Q25	4Q25	1Q26
Consolidated personnel-related costs & expenses (YoY)	11,049 (+6.9%)	11,305(*) (+6.0%)	11,278 (+9.5%)	12,133 (+17.3%)	12,354 (+11.8%)
	FY25: 45,765 (+9.9%)				
% of revenue	14.4%	13.3%	12.9%	12.6%	12.7%

(*) Gain on the revision of the retirement benefit plan was not included

➢ FY26

- Number of employees to increase by approx. 400 personnel, including 277 new graduates
- Average annual salary increased by approx. 6%, including the salary table revision, in Apr. 2026 (IIJ)

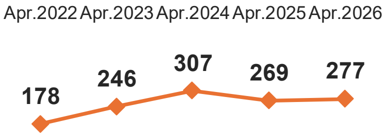
Breakdown of Employees



Number of New Graduates

(consolidated basis)

Unit: personnel



Ratio of Female Managers (IIJ)

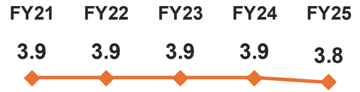
➢ Achieved FY24 and FY27 targets a year in advance

- Initial targets: FY24 over 6%, FY27 over 8%

Apr. 2023	Apr. 2024	Apr. 2025	Apr. 2026
6.3%	7.5%	8.4%	8.8%

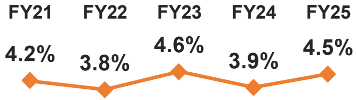
Employee Survey (IIJ)

➢ FY25 employee survey indicates high overall satisfaction level: 3.8 (out of 5)



Turnover Rates (IIJ)

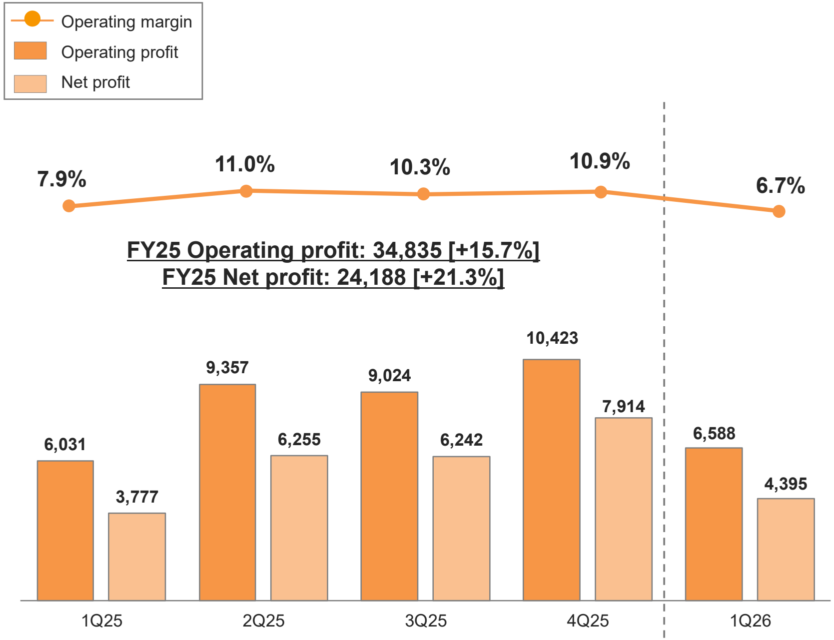
➢ Lower than the industry average turnover(*)



- The Employee Survey(IIJ) is an annual engagement survey (approx. 50 questions), and each item is rated on a five-point scale: 1 (disagree), 2 (somewhat disagree), 3 (neutral), 4 (somewhat agree), and 5 (agree). The "Overall Satisfaction" is the result of a question, "I am satisfied overall."
- The turnover rate of IIJ is calculated by dividing leavers for the fiscal year by the number of full-time employees at the beginning of that fiscal year. The industry average turnover rate of approx. 10% is announced by the Ministry of Health, Labor, and Welfare

Unit: ¥ (JPY) million

Ⅱ - 9. Profit



- **1Q26 Operating profit: ¥6.59 bn, +9.2%YoY**
- **1Q26 Profit before tax: ¥6.71 bn, +17.0%YoY**
  - Interest expense: ¥380 million (1Q25: ¥327 million)
  - Foreign exchange gain(loss) and valuation gain(loss) on funds
    - Quarterly gain(loss) are affected by foreign exchange fluctuations (FY26 business plan assumption: ¥155/USD)

	1Q25	2Q25	3Q25	4Q25	1Q26
Exchange rate at the end of Q (per USD)	144.81	148.88	156.56	159.88	162.39
Foreign exchange gain(loss)	(67)	(7)	+24	+95	(82)(*1)
Valuation gain(loss) on funds, etc.(*2)	(14)	+446	+883	+445	+426

*1:Temporary foreign exchange loss associated with SI trade payables
*2: Foreign exchange impacts were also included as lots of assets are denominated in USD

  - Share of gain(loss) of investments accounted for using equity method: -¥209 million (1Q25: -¥108 million) FY26 forecast: approx. -¥1.3 bn
    - DCP*-related loss: IIJ ownership: 34.8%

1Q25	2Q25	3Q25	4Q25	1Q26
(174)	(182)	(205)	(255)	(282)

- **1Q26 Net profit: ¥4.40 bn, +16.4%YoY**

1Q25	2Q25	3Q25	4Q25	1Q26	
(186)	173	615	279	333	Finance income (expense), net
(108)	(118)	(157)	(91)	(209)	Share of profit (loss) of investments accounted for using equity method
(1,928)	(3,091)	(3,173)	(2,642)	(2,266)	Income tax expense
32	66	67	55	51	Profit (loss) for the period attributable to non-controlling interests

- Net profit shows “Profit for the period attributable to owners of the parent”
- Under IFRS, equity securities are measured at fair value through OCI (Other Comprehensive Income) while funds are measured through profit or loss
- Equity-method affiliate DeCurret Holdings, Inc. changed its trade name to DCP Co., Ltd. on July 1, 2026

Ⅱ- 10. Consolidated Statements of Financial Position (Summary)

Unit: ¥ (JPY) million

	Mar. 31, 2026	June 30, 2026	Changes		Mar. 31, 2026	June 30, 2026	Changes
Cash & cash equivalents	38,395	**34,186**	(4,209)	**Trade & other payables**	34,478	**43,360**	+8,882
Trade receivables	62,084	**59,344**	(2,740)	**Borrowings (current & non-current)**	35,570	**35,570**	-
Inventories	7,132	**11,848**	+4,716	**Contract liabilities & Deferred income (current & non-current)**	39,120	**47,055**	+7,935
Prepaid expenses (current & non-current)	71,858	**83,475**	+11,617	**Income taxes payable**	5,119	**2,466**	(2,653)
Tangible assets	45,114	**49,819**	+4,705	**Retirement benefit liabilities**	1,013	**1,016**	+3
Right-of-use assets	39,110	**37,364**	(1,746)	**Other financial liabilities (current & non-current)**	60,660	**60,508**	(152)
Of which, operating leases (rent of office, data center etc.)	22,367	**21,195**	(1,172)	Of which, operating leases (rent of office, data center etc.)	23,122	21,965	(1,157)
Of which, finance leases (network equipment etc.)	16,743	**16,169**	(574)	Of which, finance leases (network equipment etc.)	19,896	19,198	(698)
Goodwill & intangible assets	33,428	**34,181**	+753	**Others**	11,502	**11,311**	(191)
Investments accounted for using the equity method	6,293	**5,818**	(475)	**Total liabilities:**	**187,462**	**201,286**	+13,824
Investment securities (Equity)	12,106	**14,596**	+2,490	**Share capital**	25,663	**25,671**	+8
Other investments	12,691	**13,482**	+791	**Share premium**	35,930	**35,860**	(70)
Others	18,722	**19,645**	+923	**Retained earnings**	98,163	**99,101**	+938
				Other components of equity	10,006	**11,939**	+1,933
				Treasury shares	(11,755)	**(11,626)**	+129
				Total equity attributable to owners of the parent:	**158,007**	**160,945**	+2,938
				Non-controlling interests	**1,464**	**1,527**	+63
Total assets:	**346,933**	**363,758**	+16,825	**Total liabilities and equity:**	**346,933**	**363,758**	+16,825

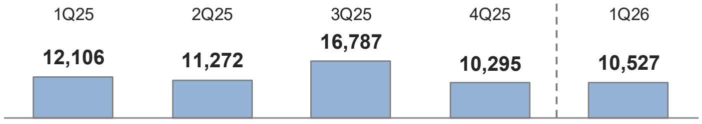
- Increase in prepaid expenses, mainly related to customer projects, licenses, and maintenance contracts; costs to be recovered over multiple years
- Increase in property, plant and equipment, primarily driven by data center investments
- Equity attributable to owners of the parent ratio: 45.5% (Mar. 31, 2026), 44.2% (Jun. 30, 2026)

Unit: ¥ (JPY) million
YoY = Year over year comparison

Ⅱ - 11. Consolidated Cash Flows

Operating Activities

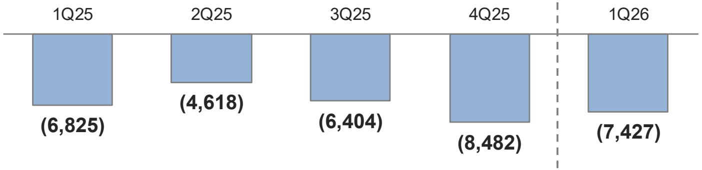
FY25: 50,460



	1Q26 Major Breakdown	YoY Change
Profit before tax	6,712	+975
Depreciation and amortization	8,167	+204
Changes in operating assets & liabilities	542	(2,410)
Of which, decrease (increase) in prepaid expenses	(11,519)	(5,999)
Income taxes paid	(4,923)	+120

Investing Activities

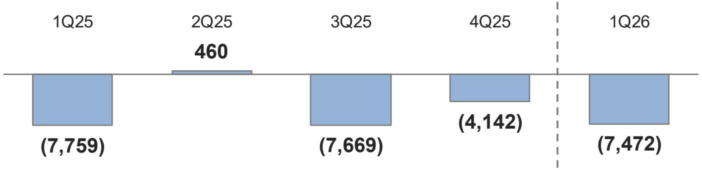
FY25: (26,329)



	1Q26 Major Breakdown	YoY Change
Purchase of tangible assets	(7,786)	(3,316)
Of which, data center-related	(2,001)	(74)
Purchase of intangible assets such as software	(2,063)	+395

Financing Activities

FY25: (19,110)

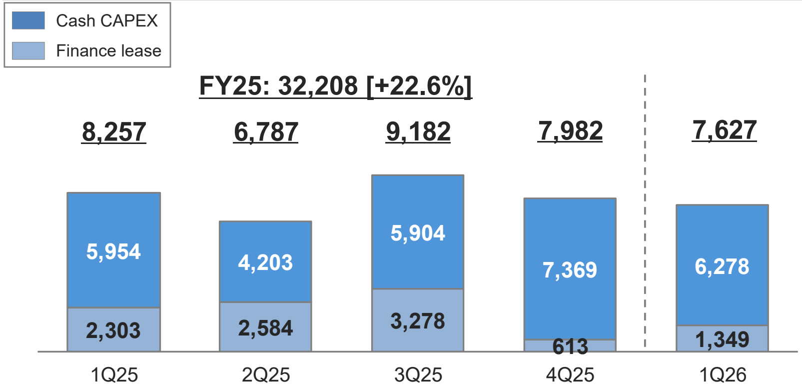


	1Q26 Major Breakdown	YoY Change
Proceeds from other financial liabilities	2,431	+1,440
Payment of operating/finance leases and other financial liabilities	(6,458)	(882)
Dividends paid	(3,457)	(361)

Ⅱ - 12. Other Financial Data

Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison

CAPEX



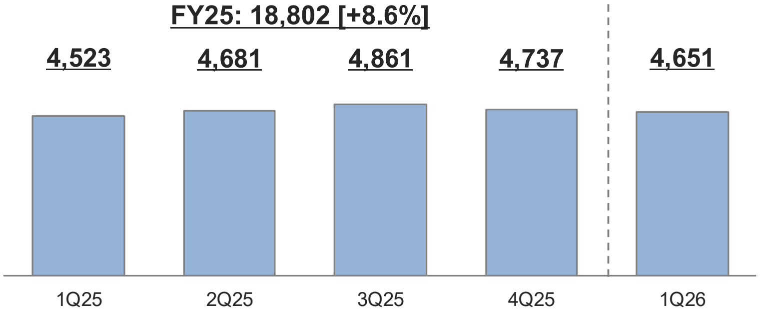
➢ Major breakdown of CAPEX (Unit: ¥ bn)

	1Q25	1Q26	Notes
Ordinal CAPEX (NW equipment & server, etc.)	4.3	4.5	Sustained investment
Shiroi data center-related (Of which 3rd site)	0.2	4.1	Individual investment for anticipated demand
Matsue data center-related	1.8	(2.1)*	
Customer-related	1.0	0.3	Investment for each project
Renewal of Full-MVNO 5G infrastructure	0.9	0.6	Ad-hoc investment
Renewal of FX SaaS service facility	0.1	0.2	Ad-hoc investment

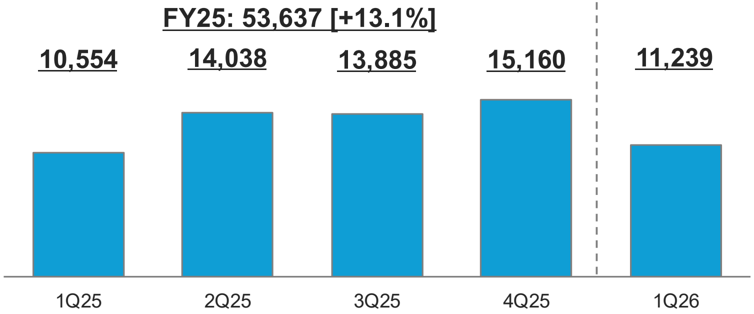
*Approx. ¥2.2 bn of subsidy income for Matsue DC

➢ FY26 CAPEX plan: approx. ¥38.0 bn
- Of which, approx. ¥18.0 bn is for Shiroi data center 3rd site construction
- Cumulative total CAPEX for Shiroi DC 3rd site of approx. ¥27.0 bn expected, progressing within the Mid-term Plan assumptions

CAPEX-related depreciation and amortization



Adjusted EBITDA



- Total amount of capital expenditure is the amounts of acquisition of tangible and intangible assets by cash and entering into finance leases for the fiscal year, excluding duplication due to sale and leaseback transactions and acquisition of assets that do not have the nature of investment, such as purchase of small-amount equipment
- CAPEX-related depreciation and amortization is calculated by excluding depreciation and amortization of assets that do not have the nature of capital investment, such as right-of-use assets related to operating leases, small-amount equipment and customer relationship
- Adjusted EBITDA is calculated by adding operating profit and CAPEX-related depreciation and amortization

FY26 Financial Targets (Remain unchanged from May 2026)

Unit: ¥ (JPY) billion (bn)
GP = Gross Profit

FY26 Forecast

	1H26 (Apr. 1, 2026 - Sep. 30, 2026)	YoY	FY26 (Apr. 1, 2026 - Mar. 31, 2027)	YoY
	% of total reveue		% of total reveue	
Total Revenue	180.0	+11.2%	385.0	+11.5%
Gross Profit	21.7% 39.1	+11.2%	22.3% 85.7	+12.5%
SG&A etc.	13.2% 23.7	+20.1%	12.3% 47.2	+14.2%
Operating Profit	8.5% 15.4	(0.2%)	10.0% 38.5	+10.5%
Shares of profit(loss) of investments	(0.7)	-	(1.3)	-
Profit before tax	7.8% 14.1	(7.3%)	9.6% 37.0	+5.0%
Net Profit (Profit for the period attributable to	5.3% 9.6	(4.8%)	6.5% 25.0	+3.4%
Dividend per share	¥21.50	+¥2.00	¥43.00	+¥4.00

Breakdown

Business Plan Assumptions

◆ NW Services

- Continued accumulation of NW services through new service development and enhancement of existing offerings
- Expect increasing demand driven by cybersecurity needs and industry- and domain-optimized platforms
- Price revision for partial services (Apr. 2026) to add slightly less than ¥0.8 bn in revenue in a year
- No consideration on mobile data interconnectivity reimbursement, same as FY25
- Approx. ¥1.5 bn of enterprise mobile device revenue will be recognized in 1Q26
- Gross margin expected to be almost at the same level as FY25

◆ SI

- Plan to recognize revenue from SI order backlog and new order acquisition
- Strong demand environment expected to support continued acquisition of large-scale projects
- Gross margin expected to improve slightly compared to FY25, driven by continued growth in recurring O/M revenue and scale merits

◆ Costs and SG&A

- Increases in line with business growth, including headcount increase, as well as due to inflation; annual salary increase rate of approx. 6% (including revision of salary table)
- Reversal impact of a one-time gain (¥1.17 bn) from the revision of retirement benefit plans in 2Q25, leading to a slight YoY decrease in 1H26 profit outlook

◆ Other

- Non-operating income/expenses: Assuming exchange rate ¥155/USD, expect foreign exchange losses
- Equity method income/loss is assumed to be -¥1.3 bn (including DeCurret(*): JPY -¥1.5 bn)
- CAPEX: Approx. ¥38.0 bn

Shiroi DC 3rd site: CAPEX outlook

FY24	FY25	FY26 (forecast)	Cumulative (forecast)
Approx. ¥0.3 bn	Approx. ¥8.5 bn	Approx. ¥18.0 bn	Approx. ¥27.0 bn

- Net increase in consolidated employees: Approx. +400 (including 277 new graduates)

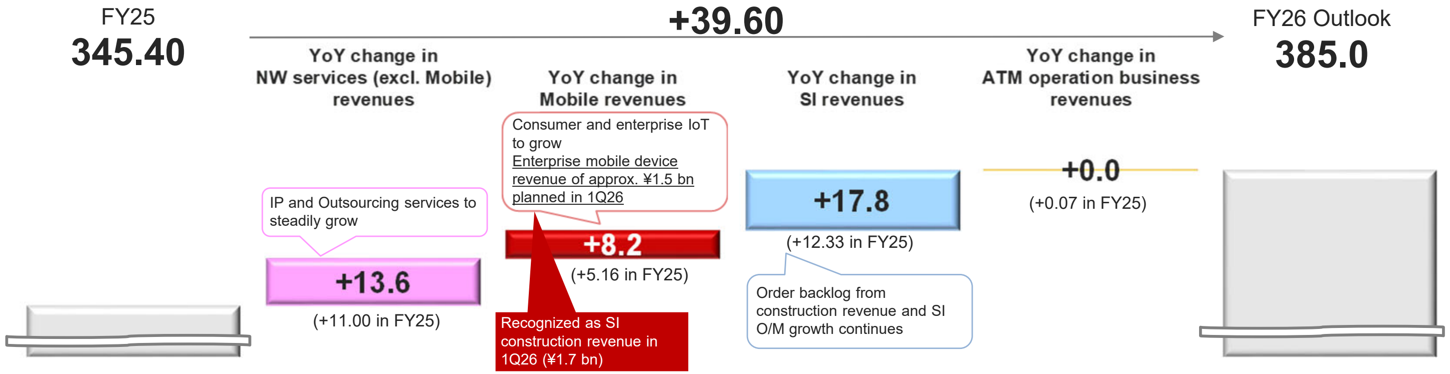
* Equity-method affiliate DeCurret Holdings, Inc. changed its trade name to DCP Co., Ltd. on July 1, 2026

Appendix

Year over Year Analysis (Remain unchanged from May 2026)

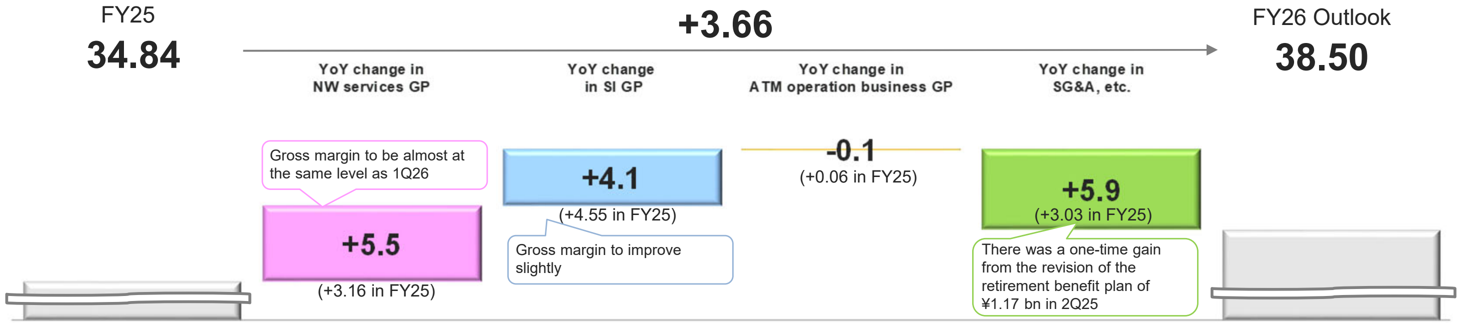
Unit: ¥ (JPY) billion (bn)
GP = Gross Profit

Revenues



- NW services (excl. Mobile) revenues are calculated by deducting the below mentioned Mobile services revenues from total NW services revenues. The revenues include non-mobile consumer revenue which is a small amount
- Mobile services revenues include IIJ Mobile Services (including MVNE) and IIJmio (consumer mobile)

Operating Profit



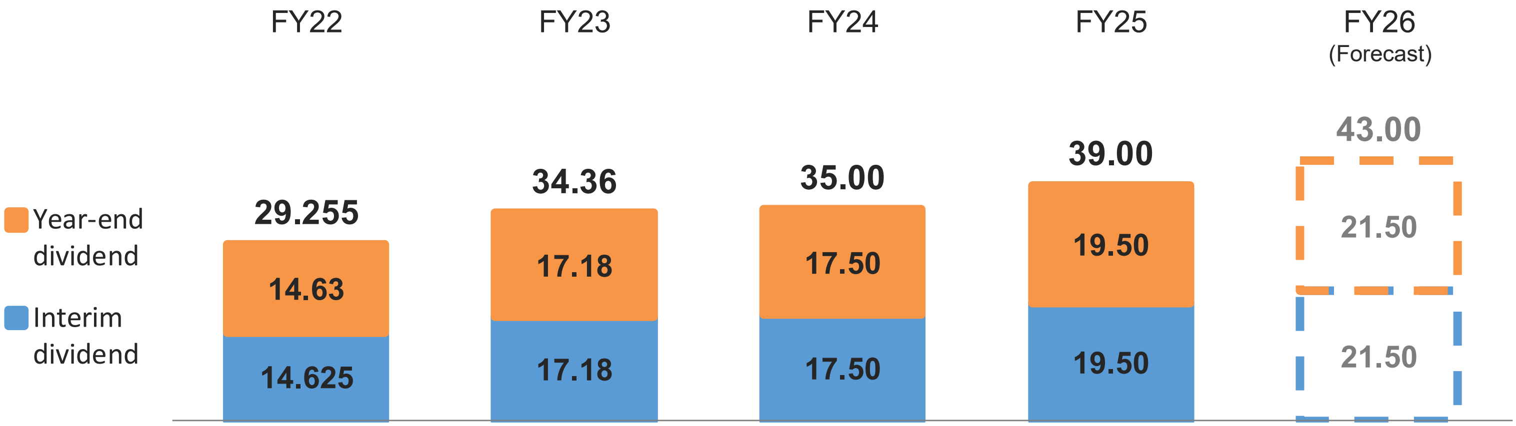
- NW services gross profit consists of gross profit related to NW revenues (excl. Mobile) and Mobile revenues (The two services have costs in common and cannot be broken down in accounting terms)
- SG&A, etc. in this slide represents the sum of SG&A, which includes R&D expenses, and other income/expenses

FY26 Dividend Forecast (remain unchanged from May 2026)

Unit: JPY (¥)

- **Basic shareholders' return policy:**
  Continuous and stable dividend payment while considering the need to have retained earnings for the enhancement of financial position, mid-to-long term business expansion and future investment

- **Dividend per share:**



Payout ratio	28.0%	30.7%	31.1%	28.6%	30.5%

Stock split
Oct. 2022

Share buyback and cancellation
May. 2023

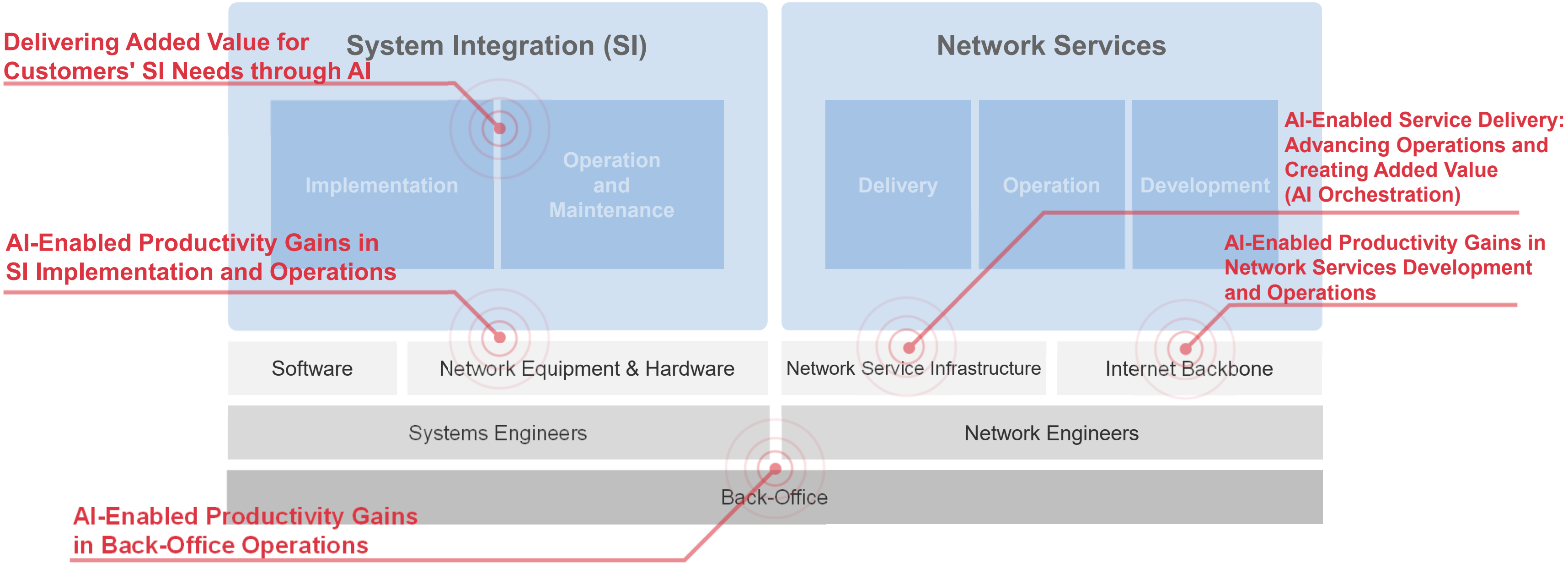
FY23 total payout ratio: 82.4%

AI strategy (Announced in May 2026)

Advancing IIJ's Offering Model with AI

As a network services provider, IIJ aims to create added value through AI-native service offerings and capture the transformative benefits of AI.

Targeting approx. 30% of company-wide operations to be AI-enabled by the end of FY29



Appendix

Large-Scale Projects Becoming the New Norm (Updates semi-annually)

Revenue recognition category
- NW service
- SI

1H23	2H23	1H24	2H24	1H25	2H25
					NW system construction & O/M for public institution **¥1.5 bn, 6 yrs** SI Construction, O/M Revenue recognition from 3Q26
					System construction for government agency **¥1.0 bn, 3 yrs** SI Construction, SI O/M Revenue recognition from 4Q26
					Security enhancement for manufacturer **¥1.0 bn, 3 yrs** SI O/M Revenue recognition from 4Q25
		The first project of the new shared banking system platform for regional banks **¥6.0 bn, 8 yrs** NW service Revenue recognition from 3Q24		GIGA School infrastructure renewal for Ehime Prefecture **¥1.0 bn, 6 yrs** SI construction, SI O/M Revenue recognition from 2Q26	Virtualization platform construction & O/M for public institution **¥1.0 bn, 6 yrs** NW service, SI Construction, SI O/M Revenue recognition from 3Q26
		Security enhancement for manufacturer **¥1.0 bn, 3 yrs** NW service Revenue recognition from 2Q24	NW infrastructure renewal for real estate company **¥3.0 bn, 5 yrs** SI construction, SI O/M Revenue recognition from 1Q25	Sales system renewal for service provider **¥1.0 bn** SI construction Revenue recognition from 4Q25	NW system construction & O/M for public sector institution (additional) **¥2.5 bn, 18 yrs** NW Service, SI Construction, SI O/M Revenue recognition from FY29
		Sales system renewal for service provider **¥2.0 bn, 2 yrs** NW service, SI O/M Revenue recognition from 2Q24	Remote access environment for construction company **¥2.0 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 2Q25	NW system construction & O/M for public sector institution **¥16.0 bn, 18 yrs** NW service, SI construction, SI O/M Revenue recognition from FY29	NW Infrastructure construction & O/M for public Institution **¥4.0 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q26
Educational information network for Chiba city **¥12.3 bn, 5 yrs** NW service, SI construction, SI O/M	Construction & operation for service infrastructure for enterprise **¥4.0 bn, 5 yrs** NW service, SI construction, SI O/M	Remote access implementation for manufacturer **¥3.0 bn, 5 yrs** NW service Revenue recognition from 3Q24	Business operation environment for public institution **¥2.0 bn, 3 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q25	Email infrastructure operations for ISP **¥1.5 bn, 2 yrs** NW service, SI construction, SI O/M Revenue recognition from 4Q25	GPU infrastructure construction (PTC) **¥12.0 bn, 5 yrs** SI construction, SI O/M Revenue recognized from 2Q26
Next generation research platform for private university **¥1.0 bn, 5 yrs** SI construction, SI O/M	Large-scale IT infrastructure installment project **¥1.0 bn** SI construction	Remote work environment development for public sector organization **¥1.0 bn** SI construction Revenue recognition from 2Q24	ICT infrastructure for public institution **¥3.0 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 4Q24	Security enhancement for financial institution **¥1.0 bn, 5 yrs** NW service Revenue recognition from 2Q25	Security enhancement for manufacturer **¥2.0 bn, 5 yrs** SI construction, SI O/M Revenue recognition from 4Q25
Integrated operation system for public sector organization **¥3.0 bn, 5 yrs** NW service, SI construction, SI O/M	Large-scale NW renewal for manufacturer **¥3.0 bn, 5 yrs** SI construction	Research platform renewal for private educational institution **¥2.0 bn, 4 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q24	The second project of the new shared banking system platform for regional banks **¥11.0 bn, 8 yrs** NW service, SI construction, SI O/M Revenue recognition from 4Q24	Global NW for Japanese megabank **¥5.5 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 2Q25	Office IT platform implementation for a construction company **¥6.0 bn, 3 yrs** NW service Revenue recognition from 4Q25
Enhancement of security for telecom carrier **¥1.5 bn, 5 yrs** SI construction, SI O/M	Large-scale NW renewal for prominent financial institution **¥4.0 bn, 8 yrs** NW service, SI construction, SI O/M	Office IT Installation for public sector organization **¥1.0 bn, 3 yrs** NW service Revenue recognition from 2Q24	Introduction of a service system for a public institution **¥1.0 bn, 5 yrs** SI construction, SI O/M Revenue recognition from 4Q24	Infrastructure for education service **¥1.0 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 1Q25	IT infrastructure renewal for life insurance company **¥2.0 bn, 2 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q25
Next generation NW renewal for system integrator **¥1.0 bn, 5 yrs** NW service	Large-scale server construction for AI infrastructure **¥3.0 bn, 3 yrs** SI construction, SI O/M	Information infrastructure system for public sector organization **¥3.0 bn, 4 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q24	System infrastructure construction for a public institution **¥4.0 bn, 5 yrs** NW service, SI construction, SI O/M Revenue recognition from 3Q24	Business operation environment for public institution **¥1.0 bn, 3 yrs** NW service, SI construction, SI O/M Revenue recognition from 2Q25	Core system replacement for security company **¥1.0 bn, 2 yrs** NW service, SI construction, SI O/M Revenue recognition from 4Q25

- Service Integration: System integration incorporating our in-house developed network service portfolio. With large-scale network renewals within customers’ organizations, business opportunities and proposal scope have expanded significantly. For details, please refer to “Timing of revenue recognition for large-scale complex flagship projects” in the past financial results presentation materials
- Recorded revenues of winning large-scale projects amount over ¥1.0 bn

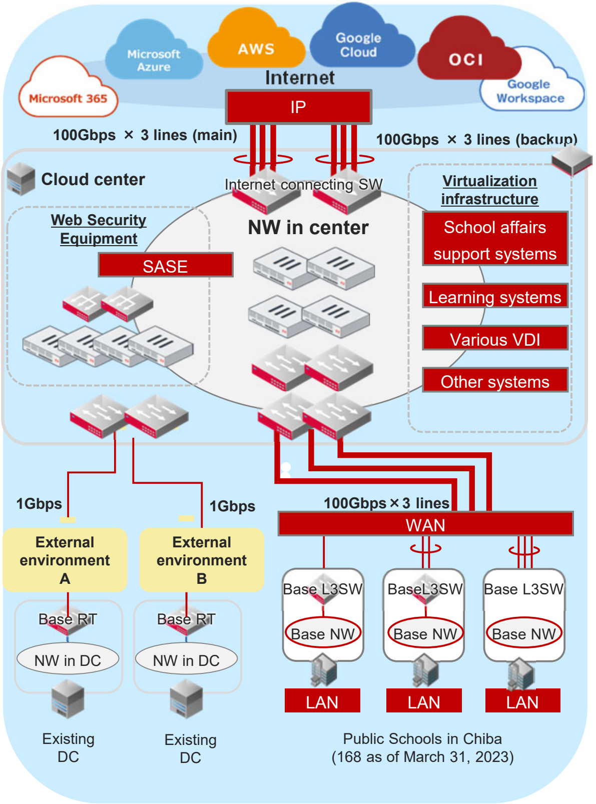
Appendix

Typical Transitions of Service Integration Projects

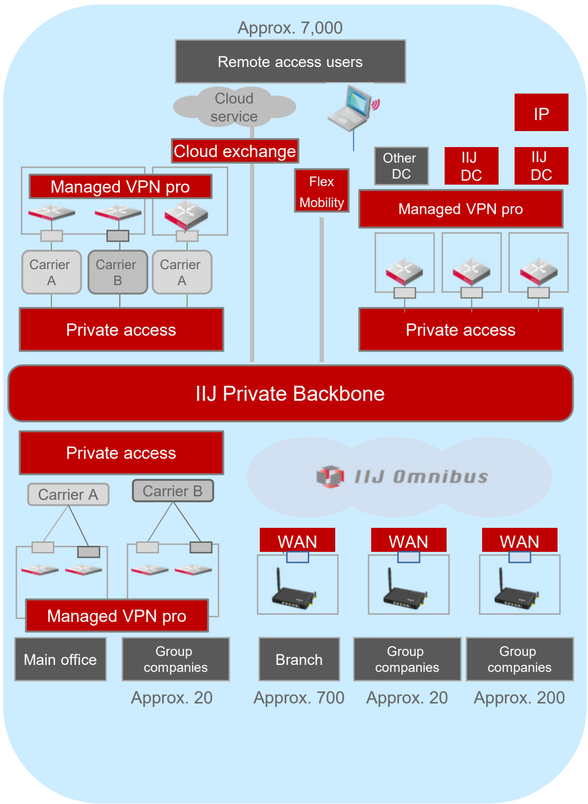
Other IIJ-original offerings

Network Services | System Integration

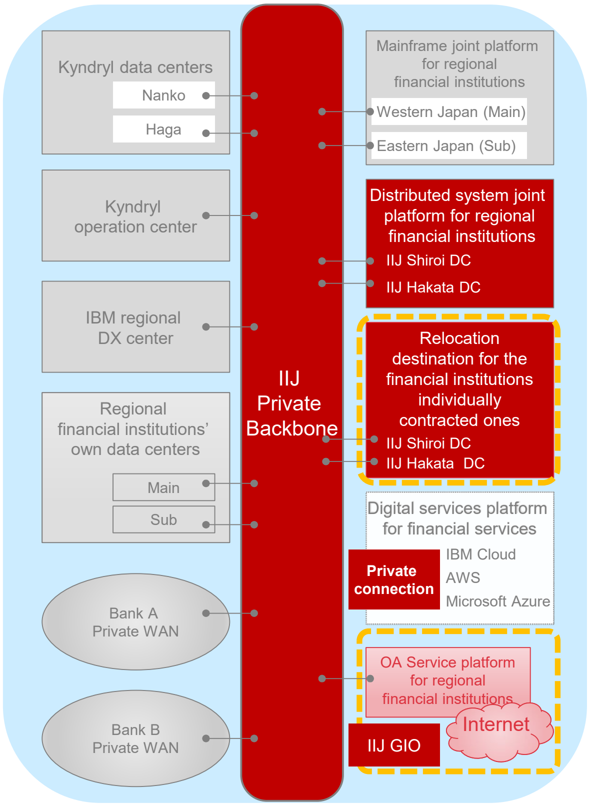
Educational Information NW for Chiba city



Total NW project for a prominent company group



Shared Banking System Platform



Appendix

NTT Docomo's Mobile data interconnectivity charge (Mbps Unit charge, monthly)

Fiscal Year		FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
New							Announced in Mar. 2026 ¥10,931 +0.5% YoY	¥10,104 -7.6% YoY	¥9,488 -6.1% YoY
Fixed		¥27,024 -27.5% YoY	¥19,979 -26.1% YoY	¥15,042 -24.7% YoY	Future cost method No one-time cost reimbursement ¥12,862 -14.5% YoY	To be fixed in Dec. 2026			
Old	Announced in Mar. 2025					¥10,874 -15.5% YoY	¥10,383 -4.5% YoY	¥9,052 -12.8% YoY	
Old	Announced in Mar. 2024				¥12,862 -14.5% YoY	¥10,874 -15.5% YoY	¥10,708 -1.5% YoY		
Old	Announced in Mar. 2023			¥15,644 -21.7% YoY	¥13,084 -16.4% YoY	¥11,255 -14.0% YoY			
Old	Announced in Apr. 2022		¥20,327 -24.8% YoY	¥15,697 -22.8% YoY	¥13,207 -15.9% YoY				
Old	Announced in Mar. 2021	¥28,385 -23.9% YoY	¥22,190 -21.8% YoY	¥18,014 -18.8% YoY					

- Under the future cost method, MNOs are to disclose the charges for next three yrs based on their prediction about cost etc. Its calculation is (Data communication cost + profit) /demand
- The charge disclosed based on the future cost method is to be finalized based on MNOs actual cost results etc.
- The YoY (Year over Year) decrease percentage written under each charge is compared with the previous year charge
- The charge is public information disclosed in NTT Docomo's service terms and conditions document uploaded on NTT Docomo's website (only available in Japanese) https://www.docomo.ne.jp/binary/pdf/corporate/disclosure/mvno/business/oroshi.pdf

Mobile service for consumers “IIJmio GigaPlans”

Tax included

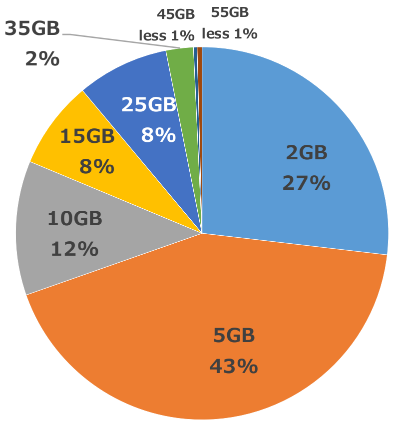
Price list for “IIJmio GigaPlans”

- The price list was updated in Mar. 2025. The 15GB plan was revised in Mar. 2026.

2GB	With voice	¥850
	Data-only	¥740
5GB	With voice	From ¥990 to ¥950
	Data-only	From ¥900 to ¥860
10GB	With voice	From ¥1,500 to ¥1,400
	Data-only	From ¥1,400 to ¥1,300
15GB	With voice	From ¥1,800 to **¥1,600** *from Mar. 2026
	Data-only	From ¥1,730 to **¥1,530** *from Mar. 2026
From 20GB to 25GB	With voice	¥2,000
	Data-only	¥1,950
From 30GB to 35GB	With voice	From ¥2,700 to ¥2,400
	Data-only	From ¥2,640 to ¥2,340
From 40GB to 45GB	With voice	¥3,300
	Data-only	¥3,240
From 50GB to 55GB	With voice	¥3,900
	Data-only	¥3,840

GigaPlans: by data plans

As of Jun. 30, 2026



Shift from low bundled to mid-to high bundled plans

	Mar. 31, 2025	Jun. 30, 2025	Sep. 30, 2025	Dec. 31, 2025	Mar. 31, 2026	Jun. 30, 2026
2GB	33%	30%	29%	28%	28%	27%
5GB	44%	44%	44%	43%	43%	43%
10GB	11%	13%	13%	14%	13%	12%
15GB	4%	3%	3%	4%	6%	8%
25GB	7%	8%	8%	8%	8%	8%

- As of Jun. 30, 2026, 83% of IIJmio GigaPlans were with voice plan

Appendix

Digital Currency Business

DCJPY: A digital currency that tokenizes bank deposit on the blockchain. Also called tokenized deposits, they can be minted, transferred, and burned on the DCJPY Network

Company Profile

DCP Co., Ltd. (DeCurret Holdings changed its trade name to DCP Co., Ltd. on July 1, 2026)

DCP Connecting Values

Business

- Digital currency business (Electronic Payment Services Operators)
- Growing number of commercialization projects driven by continued market adoption of tokenized deposit concepts
- FY26 costs are expected to increase, mainly due to higher development expenses associated with the expansion of the Financial Zone, including increased development headcount
- DCP related shares of loss of investments accounted for using equity method investee: FY25 ¥0.8 bn, FY26 estimated: approx. ¥1.5 bn

Digital Currency Forum

- DCP serves as the secretariat and examines use cases for digital currencies
- Number of members: over 100 including enterprises and local governments
- Observers: Financial Services Agency (FSA), Ministry of Internal Affairs and Communications (MIC), Ministry of Finance (MOF), Ministry of Economy, Trade and Industry (METI), Bank of Japan (BOJ)
- Chairperson: Mr. Yamaoka (former Director-General, Payment and Settlement Systems Dept., BOJ)
- Senior advisor: Mr. Endo (former Commissioner of FSA)

Shareholders (42 companies)

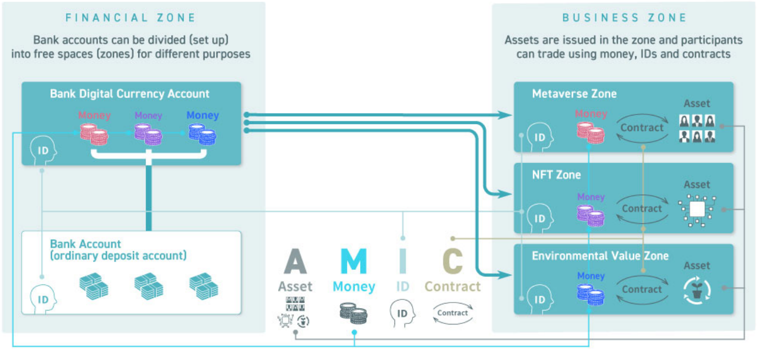
- IIJ (shareholding ratio: 34.8%), financial institutions (banks, securities, and insurance), telecom carriers, IT service providers, logistics and transportation companies, retailers, real estate firms, energy and infrastructure providers, advertising agencies, security service companies, and general trading companies, etc.

Use Cases of DCJPY

Partners	Overview
GMO Aozora Net Bank, IIJ	Started digitalizing environmental value and DCJPY settlements
Japan Post Bank	Planning to launch tokenized deposits in FY26
SBI Shinsei Bank, Partior	Agreed to study FX transactions using tokenized deposits
Kyushu FG, Higo Bank, Kagoshima Bank	The first among regional banks to start joint study of DCJPY adoption
GAMBA OSAKA	Launch Proof-of-Concept for “Value-Circulating Fan Community” Utilizing Blockchain Technology
Fast Accounting, GMO Aozora Net Bank, IIJ	Conducted a PoC for automating corporate invoice payments.
JAPAN ASSOCIATION OF CHAIN DRUG STORES	Exploring the use of digital currencies
Visual Voice	Commenced a PoC experiment aimed at building a new community service utilizing digital currency technology and blockchain
SBI Security, Daiwa Securities, SBI Shinsei Bank, BOOSTRY, Osaka Digital Exchange	Completion of the First Field Test for Security Token Payments Using Tokenized Deposits in Japan
Hokuriku Bank	Basic agreement signed for commercialization of DCJPY-based payment business

DCJPY Network

Financial Zone (FZ)	Business Zone (BZ)
Banks: Minting & transferring digital currency, etc.	Enterprises & government agencies, etc.: Implementing the use case



	Tokenized Bank Deposits	Electronic payment instrument (Stable Coins)	
	DCJPY	Type I	Type III: specific trust beneficiary right (money trust)
Legal framework	Banking Act, Deposit Insurance Act, etc.	Payment Services Act	
Legal nature	Deposit claims	Trust beneficiary interests, etc.	
Underlying asset	Bank deposits themselves (not underlying asset)	Preservation through deposit, etc.	Trust assets (deposits, etc.)
Issuers	Banks	Type II funds transfer service providers	Trust banks & trust companies
Features	• There is no upper limit on transfer amounts • Treatment equivalent to bank deposits (covered by the deposit insurance system, etc.) • Along with the expansion of BZ, use cases for digital currency are to also expand	• There is an upper limit on transfer amounts (Type II funds transfer service providers: JPY1 million maximum per transaction)	• Trust banks have no upper limit on transfer amounts, while trust companies have some restrictions

Appendix

Established a JV for soil moisture sensing business with Sony Semiconductor Solutions Corporation

Company Overview

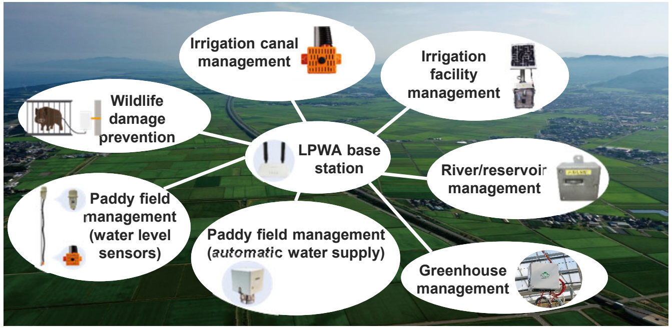
Company Name	Sensiphia, Inc.
Shareholders	IIJ: 85%, Sony Semiconductor Solutions Corporation (“Sony”) : 11%, Other: 4%
Capital, etc.	¥559 million
Establishment	February 20, 2026
Representative	Representative Director, President & CEO: Toru Saito (Former Deputy Division Director, IoT Business Division, Network Services Business Unit, IIJ)
Business Overview	Development, sales, and support of moisture sensors and agricultural support services using soil moisture sensing technology

Background of Establishment / Business Development

- IIJ provides smart agriculture solutions that integrate communication infrastructure, sensor devices, and data management as part of its IoT business since 2019. By combining these with Sony’s technological expertise in sensor development, Sensiphia is to develop and offer products and services that enhance operational quality and efficiency in agricultural field
- As a data-driven agricultural support service leveraging sensor data, Sensiphia is to provide comprehensive support for irrigation optimization, efficient water usage, and yield improvement
- Sensiphia will initially focus on the domestic facility cultivation market, with medium- to long-term expansion plan into overseas facility cultivation and open-field agriculture

IIJ’s Strengths

- Extensive know-how in developing IoT businesses in the agriculture sector, built through collaboration with local governments nationwide in deploying communication infrastructure for agricultural areas
- Capability to build and operate wide-area communication infrastructure, including support for regions with poor mobile network coverage



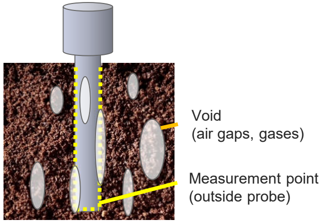
*LPWA (Low Power, Wide Area): A wireless communication technology optimized for IoT/M2M applications, characterized by low power consumption and long-range connectivity.

Sony’s Strengths

- Unique sensor technology that is less affected by soil conditions
- Conventional methods measure soil moisture in direct contact with the sensor and are therefore affected by soil voids, whereas the Sensiphia method measures soil moisture between sensors using RF signals, enabling stable soil moisture measurement.

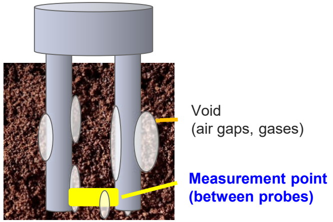
Conventional method (contact-type)

Measures soil moisture in direct contact with the sensor



Sensiphia method (non-contact type)

Measures soil moisture between sensors



*RF (Radio Frequency) signals: A high-frequency electromagnetic wave (radio wave) or electrical signal used for wireless communication and data transmission.

【Reference】
Presentation material for company profile

P. 29 ~ P. 45

Company Profile

MSCI's ESG rating: AA
(as of Mar. 2026)

IIJ has been taking initiatives in Internet Infrastructure field in Japan

Established	December 1992 (The first established full-scale ISP in Japan)
Number of Employees	5,818 (approx. 70% engineers)
Large Shareholders	NTT Group, KDDI, Oasis Management Company, ITOCHU Techno-Solutions (CTC), Koichi Suzuki (Founder)

- **The first established full-scale ISP (Internet Service Provider) in Japan**
  - ✓ Introduce many in-house developed Internet-related network services
  - ✓ Highly skilled IP (Internet Protocol) engineers from the inception
  - ✓ Operate one of the largest Internet backbone networks in Japan

Approx. 80% recurring revenue
Stable and Scalable Business Foundation

- **Well recognized "IIJ" brand among Japanese blue-chip companies' IT division**
  - ✓ Differentiate by reliability and quality of network and systems operation
  - ✓ Long-term (approx. 30 yrs) client relationship since the establishment of IIJ
- **Development of innovative Internet-related services**
  - ✓ Differentiate by continuous network service developments and business investments
  - ✓ Focus on Cloud, mobile, security, solutions related to Big Data, IoT and data governance
  - ✓ Always ahead of telecom carriers and systems integrators (SIers) with regards to services development and operation

- Number of employees (consolidated basis) is as of June 30, 2026
- Large shareholders are as of Mar. 31, 2026. Based on filings by Oasis Management Company, its ownership is 9.07% as of June 24, 2026.

Management structure (As of June 26, 2026)

Ratio of female directors and auditors 28.6%

Ratio of outside directors 50.0%

Company Profile

Board of Directors (10 members)

Koichi Suzuki
Representative Director, Chairman, Executive Officer, Co-CEO

Yasuhiko Taniwaki
Representative Director, President, Executive Officer, Co-CEO & COO

Koichi Kitamura
Vice President
Executive Officer

Akihisa Watai
Vice President
Executive Officer
CFO

Junichi Shimagami
Vice President
Executive Officer
CTO

Outside Directors (50.0%, 5 out of 10)

Takashi Tsukamoto (since 2017)
Former Chairman of Mizuho Financial Group, Inc.
Former President and CEO of Mizuho Bank, Ltd.
Independent

Kazuo Tsukuda (since 2020)
Former Chairman and Representative Director of Mitsubishi Heavy Industries, Ltd.
Independent

Yoichiro Iwama (since 2021)
Former President and Representative Director of Tokio Marine Asset Management Co., Ltd.
Independent

Atsushi Okamoto (since 2022)
Former President and CEO of Iwanami Shoten, Publishers
Independent

Kaori Tonosu (since 2022)
Former Board Member of Deloitte Touche Tohmatsu LLC
Independent
Female

Board of Company Auditors (4 members)

Masayoshi Tobita

Masako Tanaka
Female

Outside Auditors

Shio Harada
Attorney at law
Female

Kumiko Aso
CPA
Female

About President Taniwaki (Since Apr. 2025)

- Joined MIC in 1984 and led major telecom reforms including NTT's restructuring and mobile policy initiatives. Served as Vice-Minister for Policy Coordination in 2019, promoting lower mobile charges. Joined IIJ in 2022 as Executive VP, driving growth in cybersecurity and digital transformation.

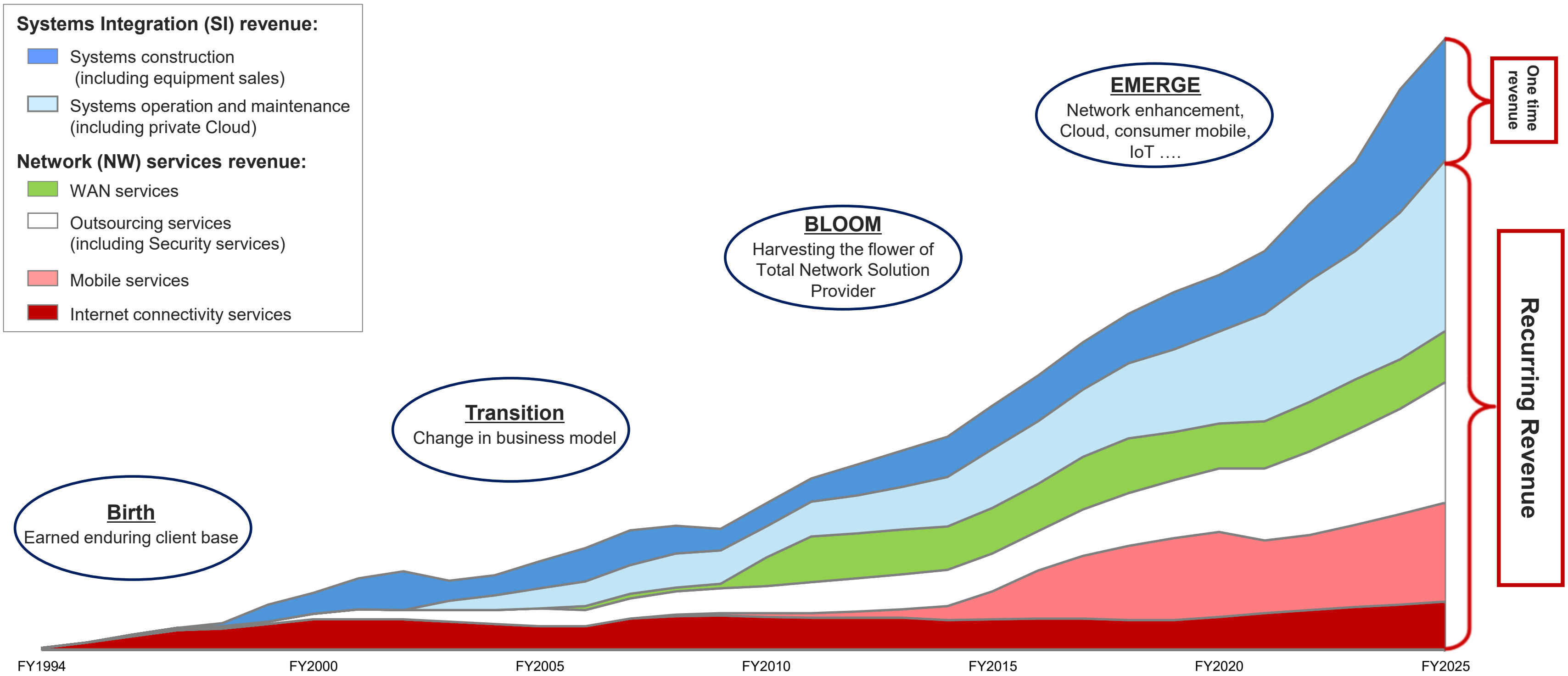
Director Compensation

- Revamped the director compensation system in FY24. Restricted stock-based compensation is linked to both annual performance and the Mid-term Plan. With regard to Mid-term Plan-linked compensation, the directors are evaluated mainly based on financial performance (revenue, operating profit, and segment performance overseen by each director), engagement metrics (including employee satisfaction), ROE (19%), sustainability targets.

IIJ's Business Philosophy

- **To develop network infrastructure through technological innovation**
  We are committed to the ongoing pursuit of initiatives in the field of Internet technology to open the future of the digital society through new value created by ever faster networks and computing.
- **To provide solutions (IT services) that supports a networked society**
  We continuously develop and introduce highly reliable and value-added IT services that anticipate changes taking place around the world, to support the use of networks by society and individuals.
- **To provide meaningful opportunities for growth to our employees**
  (a place where human resources with diversified talents and values can play an active role)
  We aim to offer meaningful working opportunities for growth through business, in which our staff can take a proactive approach to technical innovation and social contribution and actively demonstrate their abilities with pride and a sense of satisfaction. We aspire to be a company where employees are never satisfied with the status quo, and are always thinking about the future world, contributing to social development, and achieving personal growth through work that has value for society.

From ISP to Total Network Solution Provider



Increase in number of ISPs in Japan
IIJ launched Internet connectivity services in 1993 (NTT in 1996)

Price war and market consolidation for ISPs in Japan
IIJ shifted its focus to large corporates, survived the tough competition, and established market position

Gradual cloud migration
Launched Cloud services in 2009

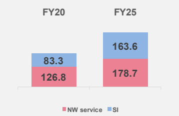
Birth of the Low-Cost SIM Market
Launched consumer mobile services in 2012

DX triggered by the Pandemic
Rapid Expansion in Demand for Remote Access Services, etc.

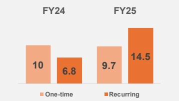
Advancement of DX in post-pandemic era
Shift to Network-Centric Architectures

Network Engineering Capabilities as Our Core Value - Business Model -

Revenue (¥ bn)



Large-scale projects revenue (¥ bn)



Client Base

Private Sectors in Japan
- ICT
- Finance
- Services
- Construction
- Retail
- Manufacturing

Public Sectors in Japan
- Central government agencies
- Local governments
- Educational institutions

Top MVNO by market share
- Over 30%*
- Over 200 MVNE clients

*MM Research Institute, as of Mar. 31, 2025

Overseas Business
- Supporting Japanese companies operating overseas
- Developing IIJ's local businesses in ASEAN

➢ Approx. 16,000 clients
➢ Longstanding client relationships
➢ High penetration to top tier 10 companies each industry
➢ Continue to meet Internet-related demands
➢ Exceptionally low churn
➢ Advancing large-account strategy

Transactions and Projects Trends

- **Large-scale projects** Network replacement
- **Strong Demands from Finance and Public sectors**
- **IoT-related Projects to Increase**
- **Full-outsourcing Needs to Prevail**

Service Elements

Internet/Network
- Dedicated Internet connectivity
- Broadband connectivity
- Cloud network optimization
- Proprietary router
- Wireless LAN
- WAN

Security
- SOC
- Secure web gateway
- Mail security
- Managed firewall
- Zero Trust
- SASE

Cloud
- File servers
- Virtualization platform
- Backup servers
- Multi-cloud
- Data integration platform
- Dedicated cloud connectivity

MVNO
- Private network SIM
- Mobile router
- 5G
- eSIM
- Mult-carrier
- IMSI

IoT
- LoRa WAN
- Agriculture IoT
- Paddy field management
- Smart meter
- Factory automation
- Transportati on data log

System Integration
- Consultation
- Operation and maintenance

Professional Services
- Cloud integration
- IT consulting
- Full-outsourcing of IT operation

➢ Provide total solution as one suite
➢ Large-scale Service Integration projects increasing
➢ SI to enhance network service business development

Over 2,000 talented network engineers

Proven operational excellence in network services

In-house development of a wide range of network services

One of the largest Internet backbone networks in Japan

Network equipment

Backoffice system

Support desk

Data Centers

Servers

Network Engineering Capabilities

➢ Network availability; 99.9999%
➢ Fully redundant configuration through multicarrier architecture, etc.
➢ Low HR turnover rate: 3-4%
➢ Established service brand in Japan

Extensive Service Lineups

Company Profile

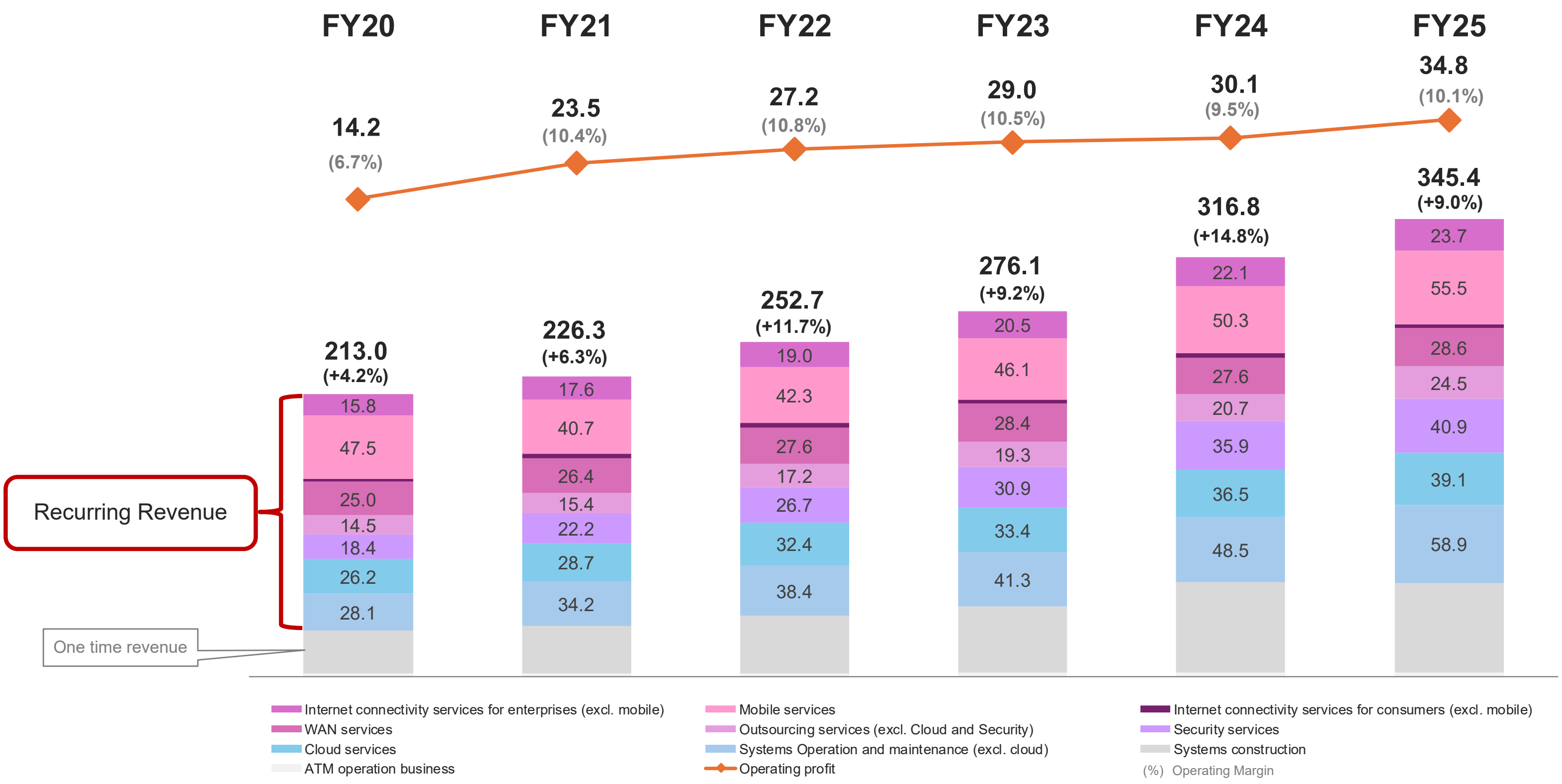
Unit: ¥ (JPY) billion (bn)

	Revenue category	FY25 revenue	YoY growth	Cost Structure	Gross Margin	About	Business situation, growth drivers and outlook	
Network services	Internet connectivity services for enterprise	53.89	+10.0%	Mostly common costs	27.1%	IP (Internet Protocol) 18.64 +7.6% • IIJ's flagship service since the inception • Highly reliable dedicated connectivity services with multi-carrier redundancy • Bandwidth-based contracts driving scalable revenue growth Mobile 30.17: Enterprise mobile 18.20 +17.6% Provide data connectivity for mainly IoT usages; MVNE 11.98 +5.2% Provide mobile services for other MVNOs (Others) Broadband Internet services, etc.	IP • Matured market (hard to entry) • Very low churn rate, loyal clients for over 30 years • Expect Internet traffic volume to continuously increase along with cloud penetration, CDN, SaaS, DX, etc.	Recurring revenue 80%
	Internet connectivity services for consumers	28.67	+6.9%			Mobile 25.28 +7.9% • Provide SIM with monthly data limits (voice as option) (Others) Broadband Internet services and email services for households, etc.	Mobile • Unified mobile infrastructure for enterprise, MVNE and consumer Traffic management strategy • Current infrastructure provisioning based on peak consumer traffic patterns. Peak demand concentrated during commuting hours and lunchtime • Leading market share in Japan's consumer MVNO segment	
	Outsourcing	67.62	+14.3%			Various in-house developed Internet-related service line-ups Security 40.91 +13.8% • Managed security services, Security Operation Center services and so many more (Others) NW monitoring, VPN services, public cloud services, and many more	• Have been developing services based on the Zero Trust concept • Drive enterprise growth through cross-selling • Ongoing service development is key • Security demand is expected to remain strong	
	WAN (Wide Area Network)	28.55	+3.4%			• Traditional method of connecting multiple sites via intranet and closed networks • Direct procurement of dedicated WAN lines	• Stable market • Positioned as a cross-selling element	
SI	Operation and Maintenance	95.77	+16.0%	Cost plus	16.1%	On-premise Systems 58.87 +21.3% • Operation and maintenance of deployed systems Private Cloud, etc. 36.90 +8.5% • Promote cloud migration with robust, reliable and value-driven capabilities	• Strong mid-to-long business opportunity driven by cloud migration of internal IT systems • Revenue expected to grow steadily as construction projects accumulate	
	Construction (including equipment sales)	67.87	-1.3%			• Primarily network integration projects, including server setup	• Securing large-scale projects as Japanese enterprises shift to network-based systems requiring integrated network functions	One time revenue

Recurring Revenue Accumulation & Expansion of Economies of Scale

Unit: ¥ (JPY) billion (bn)
% = Year over year change

Company Profile



- WAN revenue decreased year over year in FY20 mainly due to certain large customers' migration to our mobile services (cheaper than WAN to connect multiple sites)
- During FY20, ATM operation business was impacted by the COVID-19 pandemic due for example to the store closure and smaller number of users coming to stores
- Mobile revenue decreased year over year in FY21 due to ARPU decrease for consumers and change in unit charge for MVNE clients
- Systems construction and systems operation & maintenance revenue increase for FY21 includes PTC revenue which became IIJ's consolidated subsidiary from Apr. 2021
- FY24 Operating margin includes the significant increase of VMware licenses

Financial Performance

Company Profile

Unit: ¥ (JPY) billion (bn)

		FY21	FY22	FY23	FY24	FY25
Total Revenue		**226.3**	**252.7**	**276.1**	**316.8**	**345.4**
	YoY	*+6.3%*	*+11.7%*	*+9.2%*	*+14.8%*	*+9.0%*
NW services		128.2	138.9	151.3	162.6	178.7
	YoY	*+1.1%*	*+8.4%*	*+8.9%*	*+7.4%*	*+9.9%*
NW services (excl. Mobile services)		87.5	96.6	105.2	112.3	123.3
	YoY	*+10.3%*	*+10.5%*	*+8.9%*	*+6.7%*	*+9.8%*
Mobile services		40.7	42.3	46.1	50.3	55.5
	YoY	*(14.3%)*	*+3.8%*	*+9.1%*	*+9.0%*	*+10.3%*
SI		95.3	110.9	121.8	151.3	163.6
	YoY	*+14.5%*	*+16.4%*	*+9.8%*	*+24.2%*	*+8.2%*
Operating Profit		**23.5**	**27.2**	**29.0**	**30.1**	**34.8**
	YoY	*+65.3%*	*+15.6%*	*+6.6%*	*+3.7%*	*+15.7%*
Operating Margin		**10.4%**	**10.8%**	**10.5%**	**9.5%**	**10.1%**
Net Profit		**15.7**	**18.9**	**19.8**	**19.9**	**24.2**
	YoY	*+61.4%*	*+20.3%*	*+5.2%*	*+0.5%*	*+21.3%*
ROE		**16.2%**	**17.0%**	**16.3%**	**15.0%**	**16.2%**
NW service gross margin		**27.8%**	**27.5%**	**28.7%**	**27.8%**	**27.1%**
SI gross margin		**15.7%**	**16.7%**	**15.6%**	**14.4%**	**16.1%**
CAPEX		**16.1**	**20.8**	**22.5**	**26.3**	**32.2**
NW services, etc.		9.0	9.7	12.9	15.0	13.6
Shiroi, Matsue DCs		1.6	5.6	5.7	4.7	11.6
Cloud		2.3	2.0	1.5	2.0	3.4
SI, others		3.2	3.5	2.4	4.6	3.6

Various Network Services Asset

Launched Omnibus (Sep. 2015)

Launched GIO P2 (Oct. 2015)

Opened SOC (Mar. 2017)

Launched UOM (Apr. 2017)

Launched full-MVNO (Mar. 2018)

Enhanced Omnibus (Oct. 2018)

Launched Flex Mobility (Dec. 2018)

Opened Shiroi DC (May 2019)

Enhanced SWG (Dec. 2020)

Launched enterprise eSIM (Apr. 2021)

Enhanced SOC (May 2021)

Launched GIO P2 Gen.2 (Oct. 2021)

Launched Smart HUB (Jun. 2022)

Launched CDP (Dec. 2022)

Shiroi DC 2nd site started operation (Jul. 2023)

Shiroi DC 3rd site construction started (Jun. 2025)

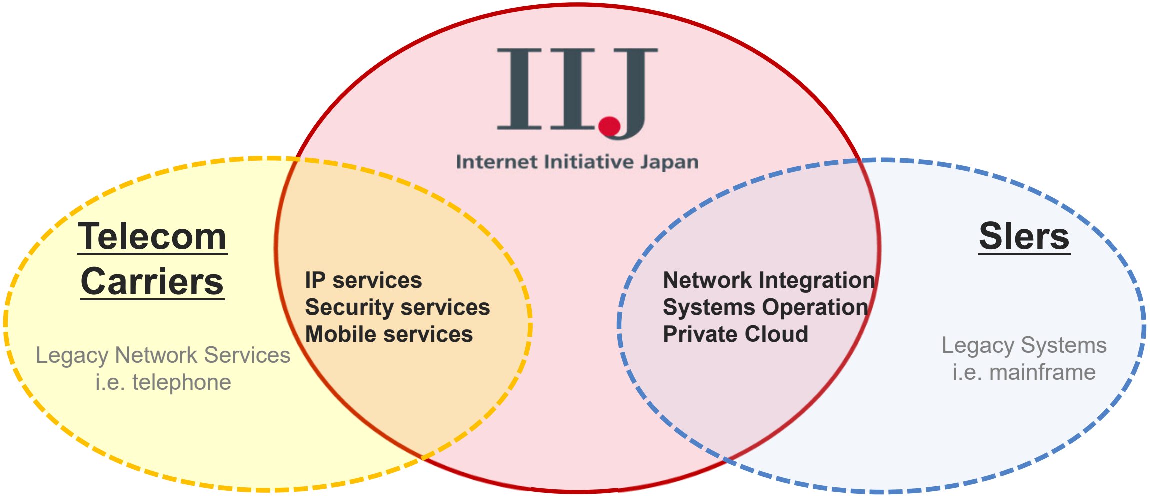
Matsue DC new building operation began (Jun. 2025)

Launched "Security Doctor" (Nov. 2025)

Competitive Advantages

Against telecom carriers, IIJ
- Has highly skilled IP (Internet Protocol) engineers
- Is faster to move than bureaucratic organizations
- Focuses on blue-chip companies' IT needs with SI

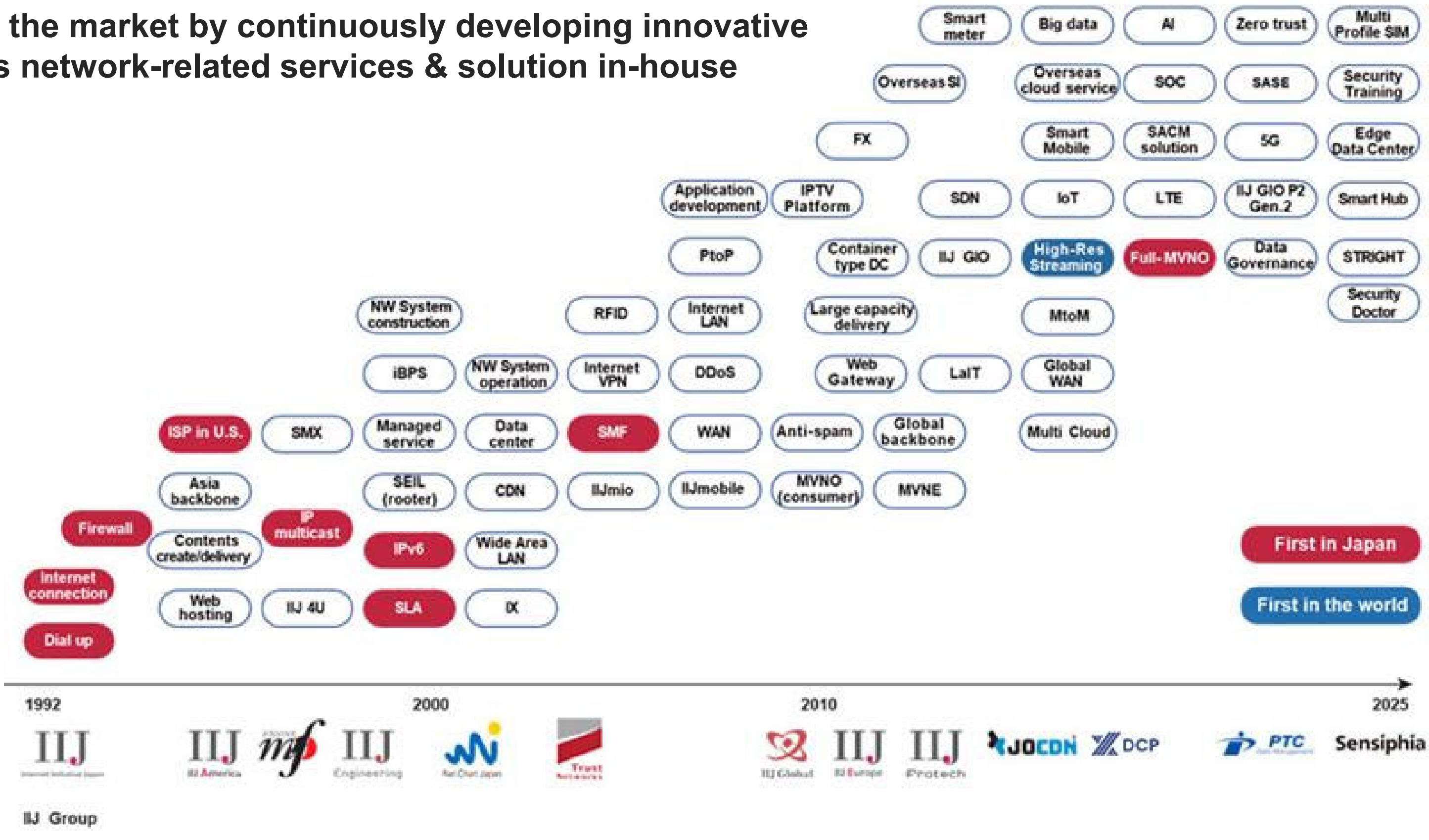
Against systems integrators (SIers), IIJ
- Operates one of the largest Internet backbone (SIers do not)
- Has NW services asset and development capability (SIers do not)
- Focuses on Internet-related open type systems



IIJ deals with newer systems and growing IT market
(Not involved in heavy and legacy systems)

Service & Solution Development Capability

Initiate the market by continuously developing innovative various network-related services & solution in-house

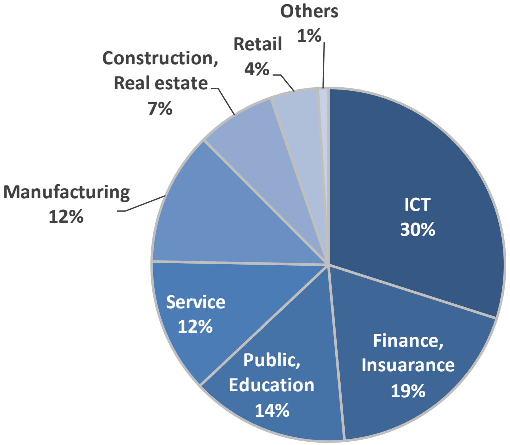


Excellent Customer Base

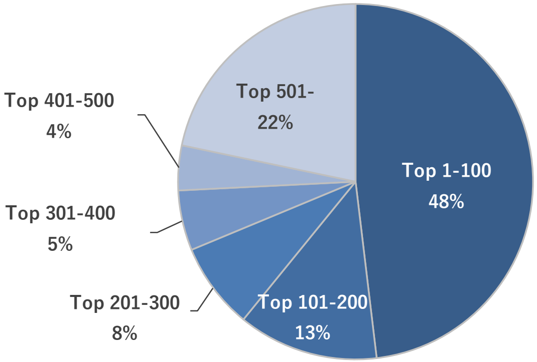
- Number of IIJ Group's clients: approx. 16,000 as of March 31, 2026
- Through reliable operation, continuous use of Internet connectivity services since the inception of IIJ
- Our reliable infrastructure operation and cross-sell strategy have led to low churn rate

Cover Most of Top Revenue Companies

Client Distribution by Industry



Client Distribution by Revenue Volume



- Top ten firms in each industry taken from annual revenues are selected by IIJ based on the Yahoo! Japan Finance website (finance/sales/whole market/daily)
- The service penetration and the revenue distributions are based on IIJ's FY25

Mid-term Plan (FY24~ FY26)

Consolidated base
Net Profit is "Profit for the period attributable to owners of the parent"
"times" are calculated by comparing FY26/FY26-end to FY23/FY23-end
The figures below are all assumed targets

Company Profile

Accelerate business scale expansion toward the Mid-to-long Term Vision by advancing the business structure transformation in FY23
Revenue growth led by integration and profit growth through economies of scale as a NW service operator

Total Revenue (FY26 forecast ¥385.0 bn)	Operating Profit (FY26 forecast ¥38.5 bn)	Net Profit (FY26 forecast ¥25.0 bn)	ROE (FY26 forecast 15.8%)	Human Capital (FY26 forecast around 5,930)
FY23 ¥276.1 bn	FY23 ¥29.0 bn	FY23 ¥19.8 bn	FY23 16.3%	FY23-end 4,803
1.4 times	1.6 times	1.5 times	+2.7 pt.	1.3 times
FY26 ¥380.0 bn	FY26 ¥46.0 bn	FY26 over ¥30.0 bn	FY26 19%	FY26-end around 6,100

Further enhancement of the existing core business area

SI as Revenue driver
- Accelerate revenue growth by rolling out NW construction/renewal projects to various industry, enhancing account sales & PM, expanding human resource
- Enhance SI project management

NW service as Profit driver
- Accelerate NW service accumulation through Service Integration
- Demonstrate the strength of stable NW operation in the DX era

Promotion of large transactions & clients
- Comprehensive outsourcing of client's NW and open systems
- Add large volume revenue to the multi-industry recurring revenue base
- Stable additional profit source for the future

Further enhancement of service development & operation
- Focus on strengthening cyber-security service development
- Respond to DX progress with DWP lineup
- Develop services that would be PF for AI, data lake, etc.

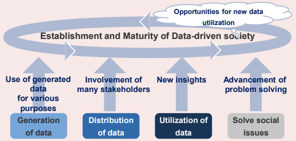
Enhancement of Service Control
- Higher efficiency for service development & operation by new technology such as AI
- Implement appropriate pricing in response to inflation & cost increase

Continuous expansion of NW infrastructure Pursuit of differentiation
- Construct the third site of Shiroi DC for long-term growth
- Deploy full-MVNO 5G SA

Creation of new growth area

Initiatives for Data-driven society
- Operate data utilization business, generate meaningful data, data distribution mechanisms & operations, etc.

➡ Study & create business models in conjunction with the existing infrastructure & services



Achieve the spread of Digital Currency in Japan
(Equity method investee: DeCurret(*1))

- First in Japan to issue commercial digital currency as a practical case (scheduled in Jul. 2024)
  - ✓ Digitalized token of environmental value transaction
- Within FY26, anticipate loss to shrink & become profitable on a monthly basis
- Executing STO(*2) of digital currency, invoice chain(*3), web3/NFT(*4) & other practical projects

*1:Equity-method affiliate DeCurret Holdings, Inc. changed its trade name to DCP Co., Ltd. on July 1, 2026
*2: STO (Security Token Offering): securities issued using electronic means such as blockchain, replacing traditional mechanism of stocks and bonds
*3: Invoice chain: concept of industry standard systems for corporate intercompany reimbursement
*4: NFT(Non-Fungible Token): Token issued on the blockchain that can prove uniqueness and cannot be replaced

Enhancement of business foundation

Thorough expansion of Human Capital
- Continuous expansion of human resources
- Develop next-generation human resources for long term growth
- Maintain & enhance top-tier engineering capabilities & expand that to multiple layer

Enhancement of cash control
- Appropriate management of increasing SI-related working capital
- Investment allocation Shiroi DC & growth areas
- Increase payout ratio when the Mid-to-long Term Vision is realized

Maintain & improve Sustainability /Governance
- Strengthen governance in line with growth
- Contribute to the productivity of future society through continuous stable NW operation
- Introduce a new executive compensation scheme linked to the new Mid-term Plan

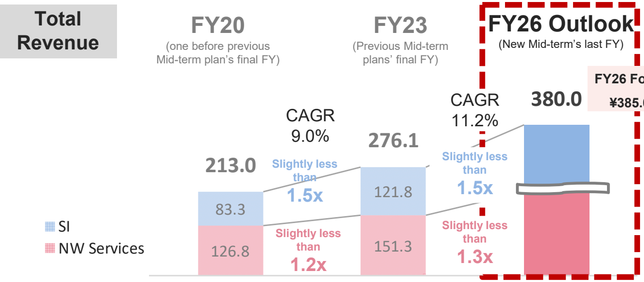
Complement growth through M&As
- Pursuit M&A opportunities as a supplemental means of expanding domestic resources & technology
- Leverage residual borrowing capability (up to ¥70.0 bn is envisioned image)

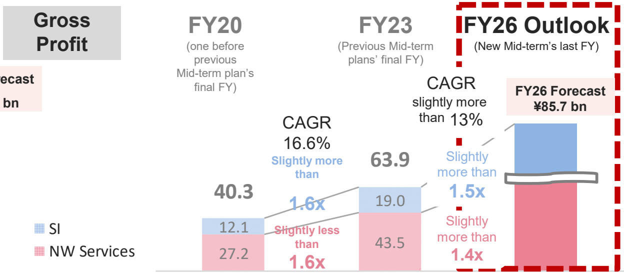
Mid-term Plan's Financial Outlook

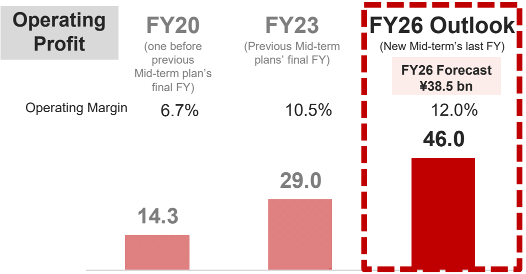
Company Profile

Unit: ¥ (JPY) billion

Breakdown image of financial outlook







Capital allocation (FY24-FY26, 3 yrs in total)

Cash in

Profit level trending below expectations

Cash generated from business
approx. ¥134.0 bn(*)

(*) post-tax, pre-depreciation

Debt
Up to approx. ¥65.0 bn

Cash out

Investment: approx. ¥90.0 bn

Ordinal NW infrastructure, etc. approx. ¥51.0 bn Stable with economies of scale	**Shiroi DC 3rd Site construction approx. ¥30.0 bn** Mainly for own services	Strategic investment for new growth areas

Along with an increase in large complex project **Increase in working capital and lease obligation**	Approx. **¥13.0 bn**
Payout ratio 30% **Dividend**	Approx. **¥24.0 bn**
Scheduled repayment of long-term borrowing	Approx. **¥1.5 bn**
M&As	up to **¥70.0 bn**

Overview

Execution progressing as planned

Shiroi DC 3rd site construction	◆ Start the construction within the new Mid-term plan period, but the schedule is undetermined • First site: CAPEX approx. ¥8.3 bn, No. of racks: approx. 700, started operating from May 2019 • Second site: CAPEX approx. ¥12.8 bn (plan), No. of racks: approx. 1,100, started operating from Jul. 2023
Strategic Investment	◆ Specific investment details have not fixed and will be discussed going forward
Increase in working capital & lease obligations	◆ Increase in work in process, prepayments, etc. due to an increase in large scale multi-year SI projects • The impact of increased working capital should gradually be reduced due to the constant revenue recognition of large-scale projects
M&As	◆ M&As to be conducted in sequence with borrowing capacity • Maintain debt/equity ratio & financial discipline, Up to ¥70.0 bn of additional debt could be implemented for M&As

Pipeline exists, but M&A execution remains uncertain

Mid-to-long Term Vision

The figures mentioned below are all assumed status and image

Previous Mid-term (FY21-FY23)

Established profit base by enterprise recurring revenue growth

- Enhancement of NW infrastructure & service lineup
- Profit expansion through economies of scale by recurring revenue accumulation
- Increase in large scale projects through NW renewals, etc.
- Cloud, security & IoT demands
- Started expansion of overseas business, including M&As
- Expansion of human resources
- Initiatives for digital currency and other new business areas

Mid-term (FY24-FY26)

Accelerate business expansion by focusing on the existing core areas
Pursue business scale for long term growth

- Further enhancement of the existing core business areas
- Creation of new growth areas
- Enhancement of business foundation

Execute actions early to realize revenue volume of ¥500 bn

Mid-to-long Term Vision

Total revenue around ¥500.0 bn
Operating Margin 12% ~ 15%

- **Strongest focus on the core areas as NW operator & IT provider**
  Positioned as one of the leading IT providers in Japan
  Reliable NW operation & service as differentiator
  Enlarge SI business driven by Service Integration
  Expand large customer base to realize business scale
- **Provide NW platforms which support the NW society**
  Create optimal NW & security platforms for the spread of AI & the advent of data-driven society, etc.
- **Maintain and develop IIJ corporate culture as a challenger**
  Unchanged since the inception, diverse employees take on new challenges autonomously

Beyond 5,000

*5,000 is derived from the Japanese unit of ¥5,000 oku (oku = one hundred million) which is ¥500 bn

Deliver added value as an IT full outsourcer for infrastructure operation to support realization of NW society

- Develop integrated PF to enable processing various types of data, together with security & high performance. IIJ to become a full outsourced IT providers equipped with DC (including edge computing) & cloud resources, including wired and wireless NWs
- Achieve high profit margins by managing large customers' NW & IT scopes as fully outsource
- Leadership including M&As amidst a changing industry landscape
- Become leading IT service provider by leveraging domestic knowledge & SWOT in ASEAN

Targets (consolidated)	FY23 result	FY26 forecast	Initial Mid-Term Plan targets for FY26	Mid-to-long Term Vision
Total Revenue	¥276.1 bn	¥385.0 bn	¥380.0 bn	¥500.0 bn
Operating Margin	10.5%	10.0%	12%	12% ~ 15%
Payout ratio		30.5%	30%	30% ~ 40%

Payout ratio to gradually increase along with an increase in business scale

Enterprise internal NW & systems in Japan becoming to change

30 yrs ago

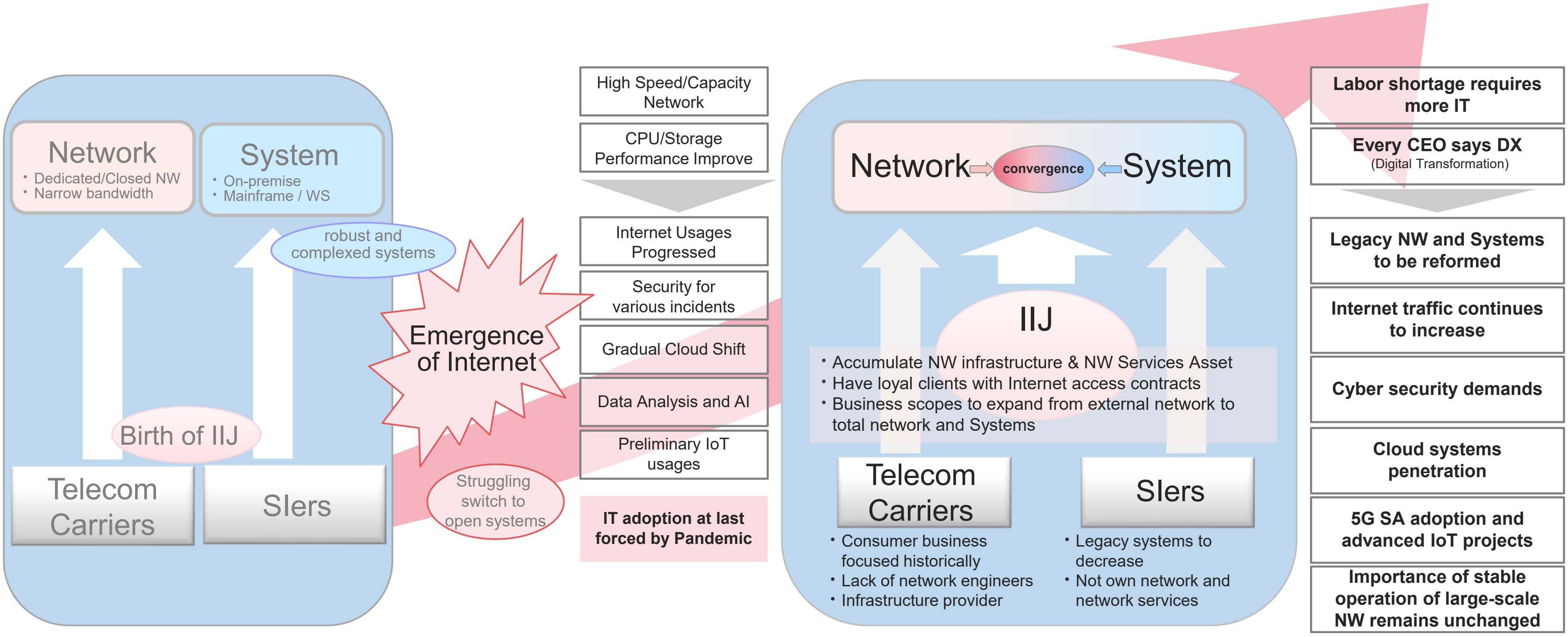
IIJ covered external NW with Internet
Carriers & SIers covered internal NW & systems

Stick to legacy NW systems

Nowadays

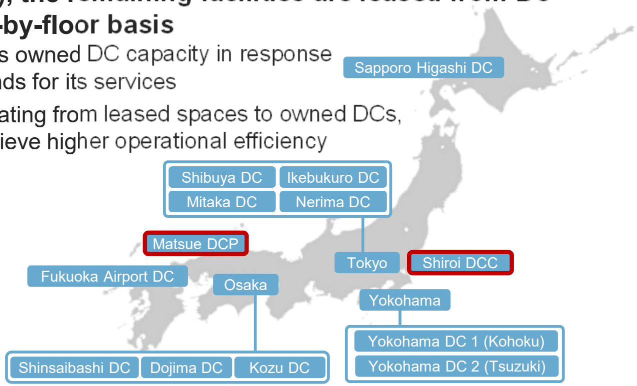
IIJ's opportunities rise to cover entire NW & system utilizing various NW functions

Finally systems & NW began to change in Japan after the COVID-19



Data Centers (DCs)

- **IIJ operates 13 DCs in Japan, 2 of which are owned by IIJ (as of Aug. 2026), the remaining facilities are leased from DC owners on floor-by-floor basis**
  - IIJ is expanding its owned DC capacity in response to growing demands for its services
  - By gradually migrating from leased spaces to owned DCs, IIJ expects to achieve higher operational efficiency



Initiatives for Environment

Measures	TCFD Targets			
Usage of renewable energy	To increase the renewable energy usage rate of DCs (Scope 1 and 2) to 85% in FY30			
	Results	FY23: 50%	FY24: 55%	FY25: 65%
Improvement of energy conservation	To keep the PUE of the DC at or below the industry's highest level (1.4) until FY30 through continuous technological innovation			
	Results	FY23	FY24	FY25
	Matsue DCP	1.33	1.34	1.38
	Shiroi DCC	1.36	1.32	1.31

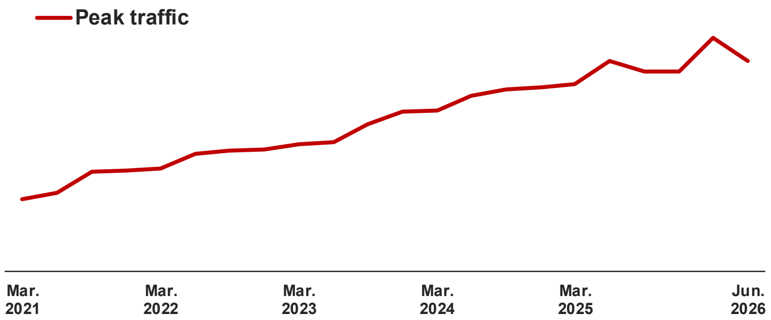
- PUE (Power Usage Effectiveness) is a metric that shows how efficiently electricity is used at a data center. The closer to 1.0 is considered to be good. A PUE of 1.4 or below is generally considered best-in-class in the industry.
- TCFD: Task Force on Climate-related Financial Disclosures
- Scope 1 and 2 (Greenhouse gas emissions by a company): Direct emissions from the use of fuels and industrial processes at the company and indirect emissions from the use of electricity and heat purchased by the company (as defined by the GHG Protocol)

2 DCs owned by IIJ

	Matsue DCP (opened in Apr. 2011)	Shiroi DCC (opened in May 2019)
Objective	Used as facilities to accommodate in-house service infrastructure (cloud, network, security, etc.)	
Location	Matsue City, Shimane Prefecture	Shiroi City, Chiba Prefecture
Features	• Container-type DC modules and system modules developed by IIJ • First deployment in Japan of IIJ's external air-cooling container unit • Modular container-based design enables phased expansion in line with demand • Renewable energy generated via on-site large-scale solar panels • Dedicated containers for individual customers also available	• Energy-efficient technologies including external air cooling • System module approach allows flexible and low-cost capacity expansion • Use of lithium-ion batteries to reduce peak power demand during summer • Renewable energy generation via on-site solar panels • Direct procurement of non-fossil certificates to supply effectively renewable energy • Supports diversified colocation needs
Land	Approx. 16,000m^2	Approx. 40,000m^2
Capacity	Approx. 700 racks • Site 1 ✓ IT module: approx. 100 racks (since Apr. 2011) ✓ System module: approx. 300 racks (since Jun. 2025) • Site 2 ✓ Approx. 300 racks (since Nov. 2013)	Approx. 1,800 racks • 1st site: approx. 700 racks (since May 2019) • 2nd site: approx. 1,100 racks (since Jul. 2023)
Recent Developments	• System module building started operations (Jun. 2025)	• 2nd site is to be fully occupied around FY26 by IIJ's own service facilities and collocation • 3rd site construction ✓ Expected CAPEX: approx.¥27.0 bn ✓ Started constructing from Jun. 2025 ✓ Scheduled operation from FY26 ✓ Construction area: approx. 5,400m^2 ✓ Approx. 1,000 racks

Market Environment & Growth Forecast, etc.

Historical traffic data of major domestic IX



- Source: INTERNET MULTIFEED CO., IX = Internet Exchange

SIM type MVNO market share in Japan

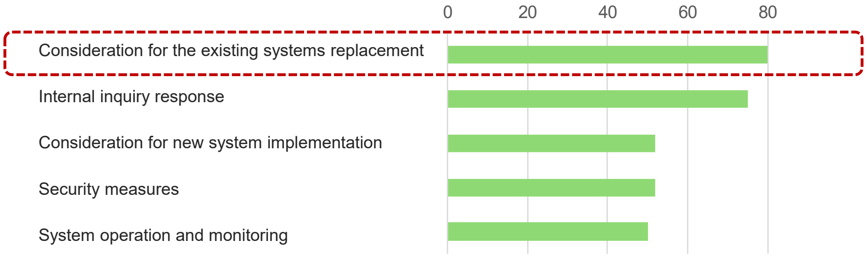
◆ **Maintain top share in the domestic SIM-type MVNO market**

	Mar. 31, 2024		Mar. 31, 2025		Mar. 31, 2026	
1st	**IIJ**	**21.8%**	**IIJ**	**24.5%**	**IIJ**	**24.9%**
2nd	NTT DOCOMO	9.8%	Optage	8.6%	Optage	8.2%
3rd	Optage	8.8%	NTT DOCOMO	7.5%	NTT DOCOMO	5.6%
4th	Fujitsu	5.6%	NTT DOCOMO Business	5.2%	NTT DOCOMO Business	4.8%
5th	Aeon Retail	4.7%	Aeon Retail	4.7%	Japan Communications	4.8%

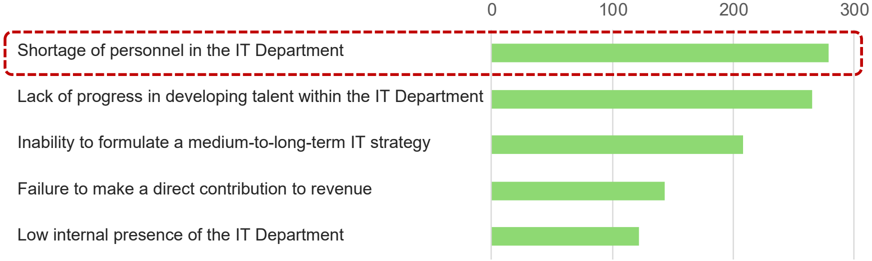
- Source: The Ministry of Internal Affairs and Communications
- NTT DOCOMO refers to NTT Resonant in periods prior to the merger
- NTT DOCOMO Business refers to NTT Communications in periods prior to the company name change

Nationwide survey on IT department 2025

◆ **Operation where IT department spends the most time**



◆ **Challenges for IT department**



- Source: Internet Initiative Japan "Nationwide survey on IT department 2025," Questionnaire conducted by IIJ since 2021 targeting IT departments of companies, etc.

IIJ
Internet Initiative Japan

The internet started in Japan in 1992, along with IIJ. Since that time, the IIJ Group has been building the infrastructure for a networked society, and with our technical expertise, we have continued to support its development. We have also continued to evolve our vision for the future and innovate to make it a reality. As an internet pioneer, IIJ has blazed the trail so that others could realize the full potential of a networked society, and that will never change. The middle "I" in "IIJ" stands for "initiative," and IIJ alway starts with the future.