

Full-Year Financial Results for the Fiscal Year Ended August 31, 2026

Last One Mile Co., Ltd.

(Tokyo Stock Exchange Growth: 9252)

2026.10.15

About the Company's Group Structure

Koichi Matsunaga serves as President and COO, responsible for strengthening the core LOM business and governance. Makoto Watanabe serves as Chairman and CEO, responsible for expanding the entire Group's business.

Chairman and CEO

Makoto Watanabe

	Company Name	Responsible Person
Parent Company	**Last One Mile Co., Ltd.** (hereinafter "LOM")	President and COO Koichi Matsunaga
Subsidiary	**Broadband Connection Co., Ltd.** (hereinafter "BBC")	President and Representative Director Keisuke Tada
Subsidiary	**Career Co., Ltd.** (hereinafter "Career")	President and Representative Director Hisashi Abe
Subsidiary	**Vendor Co., Ltd.** (hereinafter "Vendor")	President and Representative Director Kazushi Yoneda
Subsidiary	**HOTEL STUDIO Co., Ltd.** (hereinafter "HS")	President and Representative Director Makoto Watanabe
Subsidiary	**SHC Co., Ltd.** (hereinafter "SHC")	President and Representative Director Motoki Suda
Subsidiary	**Telvel Co., Ltd.** (hereinafter "Telvel")	President and Representative Director Masaru Shiga Representative Director and Vice President Tadachika Kisen

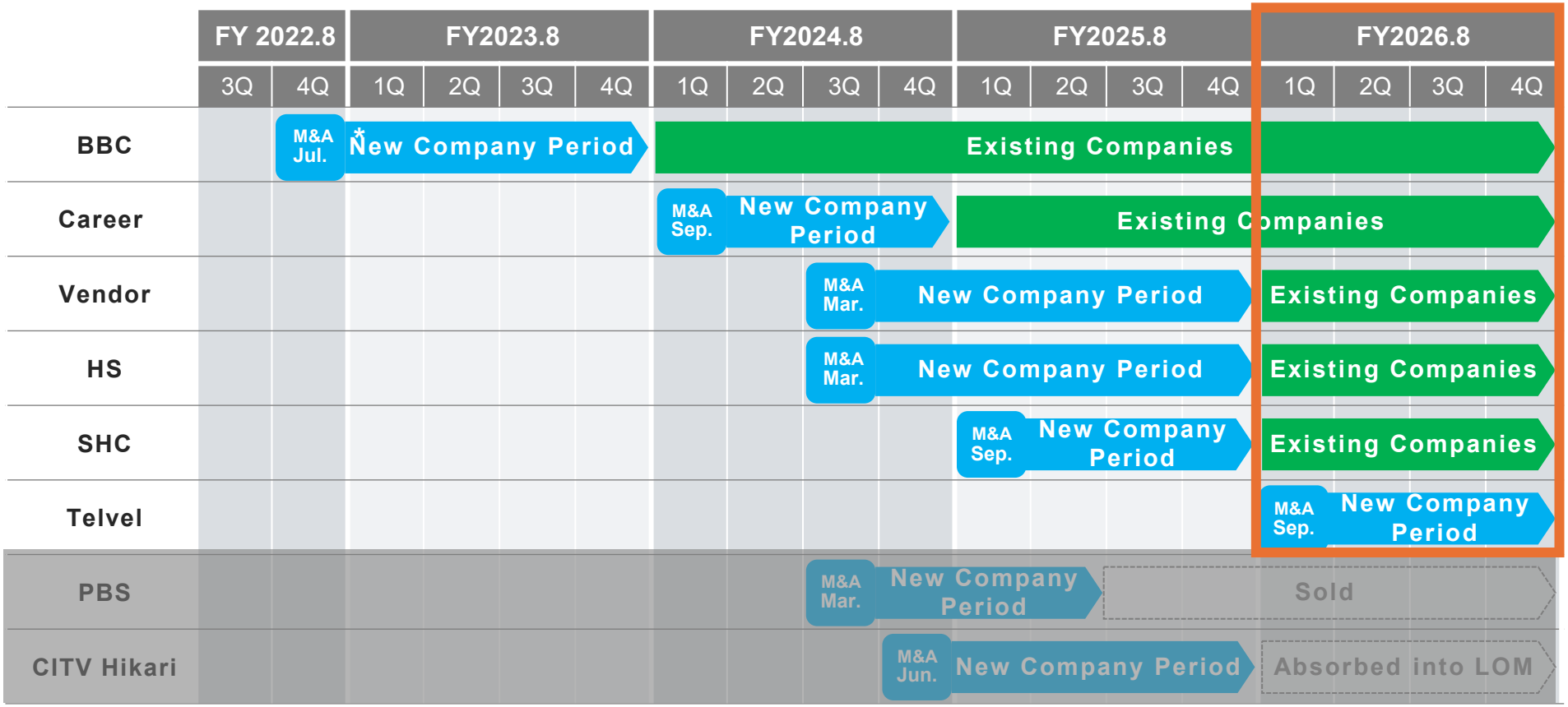
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Definitions of Existing Companies and New Companies

To express the contribution to performance from M&A (*), existing companies and new companies are defined as follows.
From FY2026.8, Vendor, HS, and SHC become existing companies, and Telvel becomes a new company.

Existing Companies — Companies included in the 12-month financial results for the previous fiscal period

New Companies — Companies that do not meet the above definition of existing companies



*: M&A = Effective Date

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Core Business

Under the business policy of "developing new markets (blue oceans) by devising novel sales methods for any product, regardless of industry or business type, and selling them exclusively," the Company focuses equity on growing businesses judged capable of generating long-term operating profit as core businesses. We define core businesses as those generating approximately ¥100 million or more in operating profit, and have categorized them, along with other businesses, into the following six businesses. The order of listing has been changed to reflect the scale of profits.

1: Alliance Business

2: Free Internet Business for Apartment Complexes

3: Contact Center Business

4: Hotel Business

5: Listing and Media Business

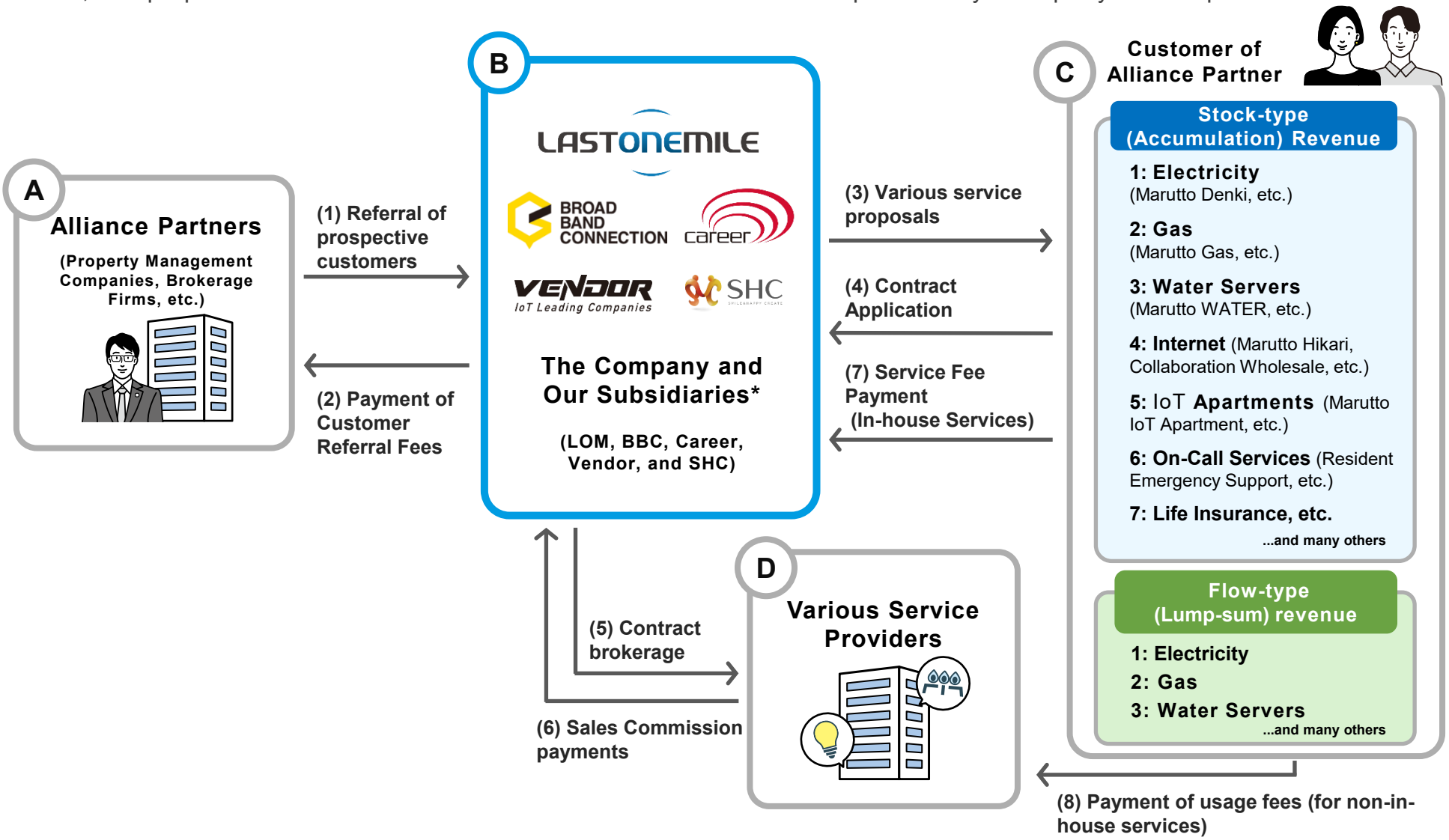
6: Other Businesses

*Businesses with operating profit of approximately ¥100 million or less are classified as "Other Businesses."

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Business System Diagram 1 - Alliance Business -

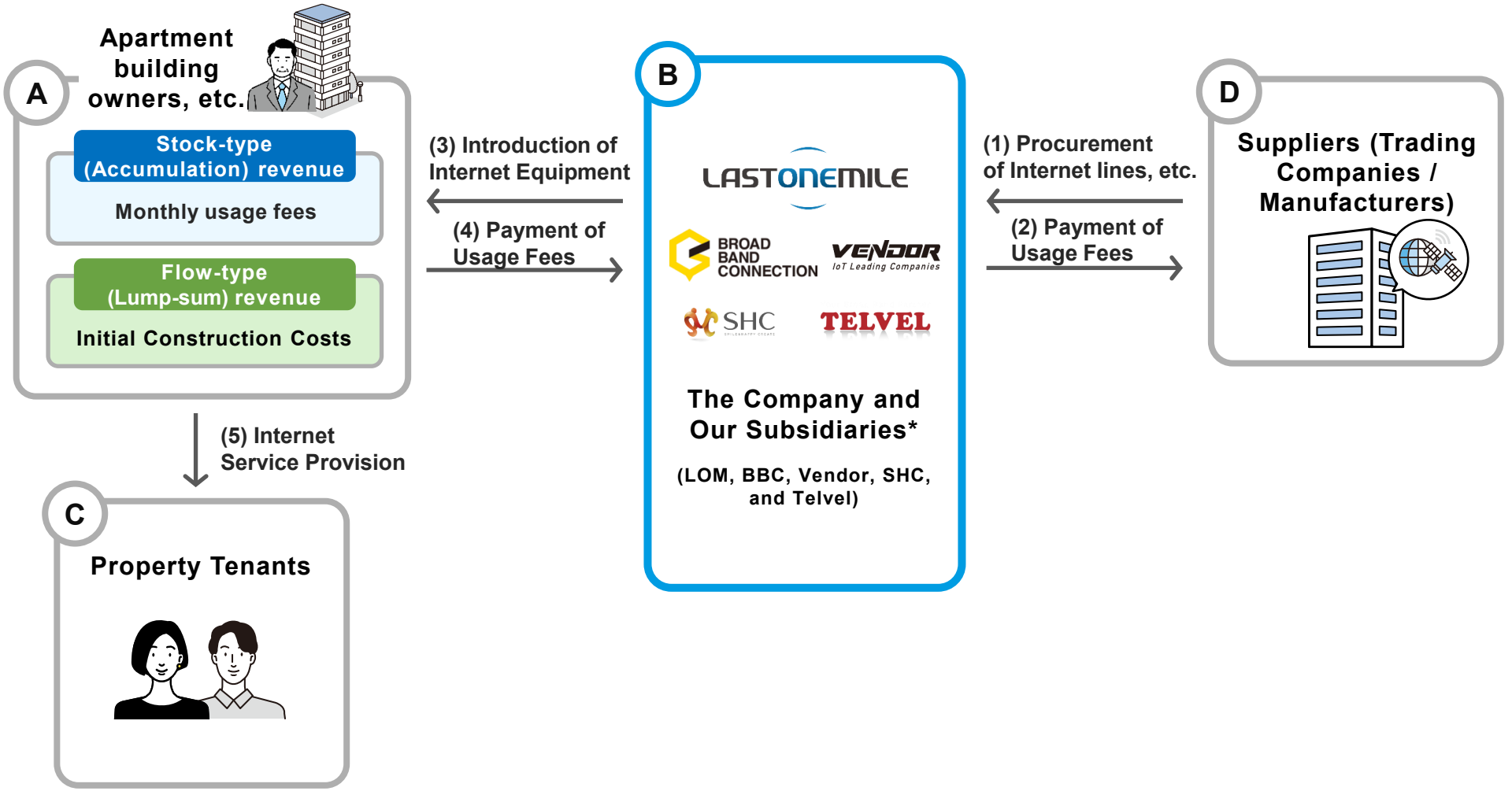
The Alliance Business refers to a business model in which we form alliances with real estate management companies and other companies that possess customer bases, receive referrals of prospective customers who are interested in our services, and propose and sell our own services as well as various services provided by third-party service providers.



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Business System Diagram 2 - Free Internet Business for Apartment Complexes -

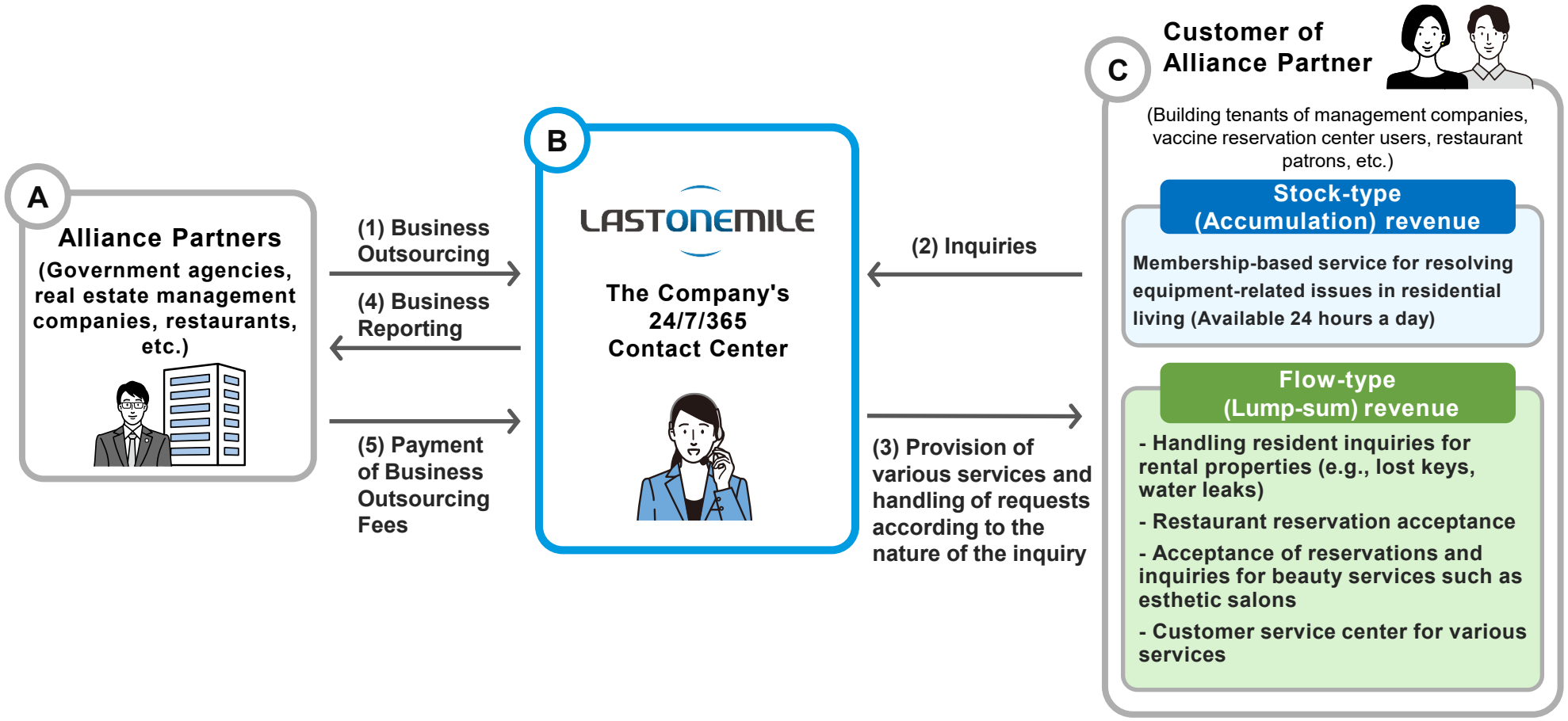
The Free Internet Business for Apartment Complexes refers to a business in which we propose and sell to property owners services that allow residents of apartment buildings and similar properties to use internet facilities free of charge, along with related equipment and ancillary services.



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Business System Diagram 3 - Contact Center Business -

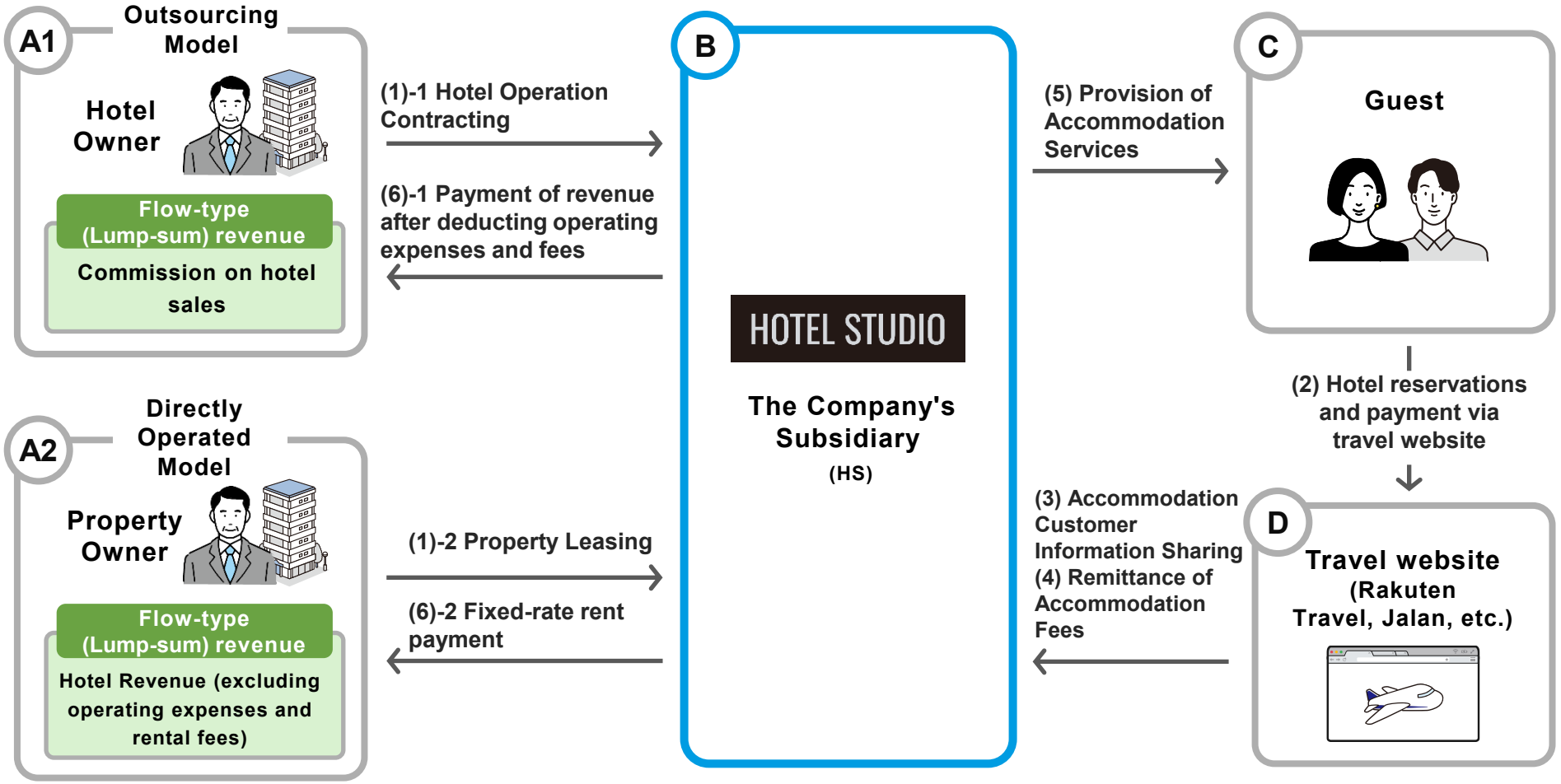
The Contact Center Business refers to a business in which, by leveraging our proprietary know-how to promote thorough IT integration and improve operational efficiency, we utilize our in-house contact center operating 24 hours a day, 365 days a year to undertake customer service operations—such as handling inquiries and various types of requests—on behalf of government agencies, real estate management companies, restaurants, and other clients.



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Business System Diagram 4 - Hotel Business -

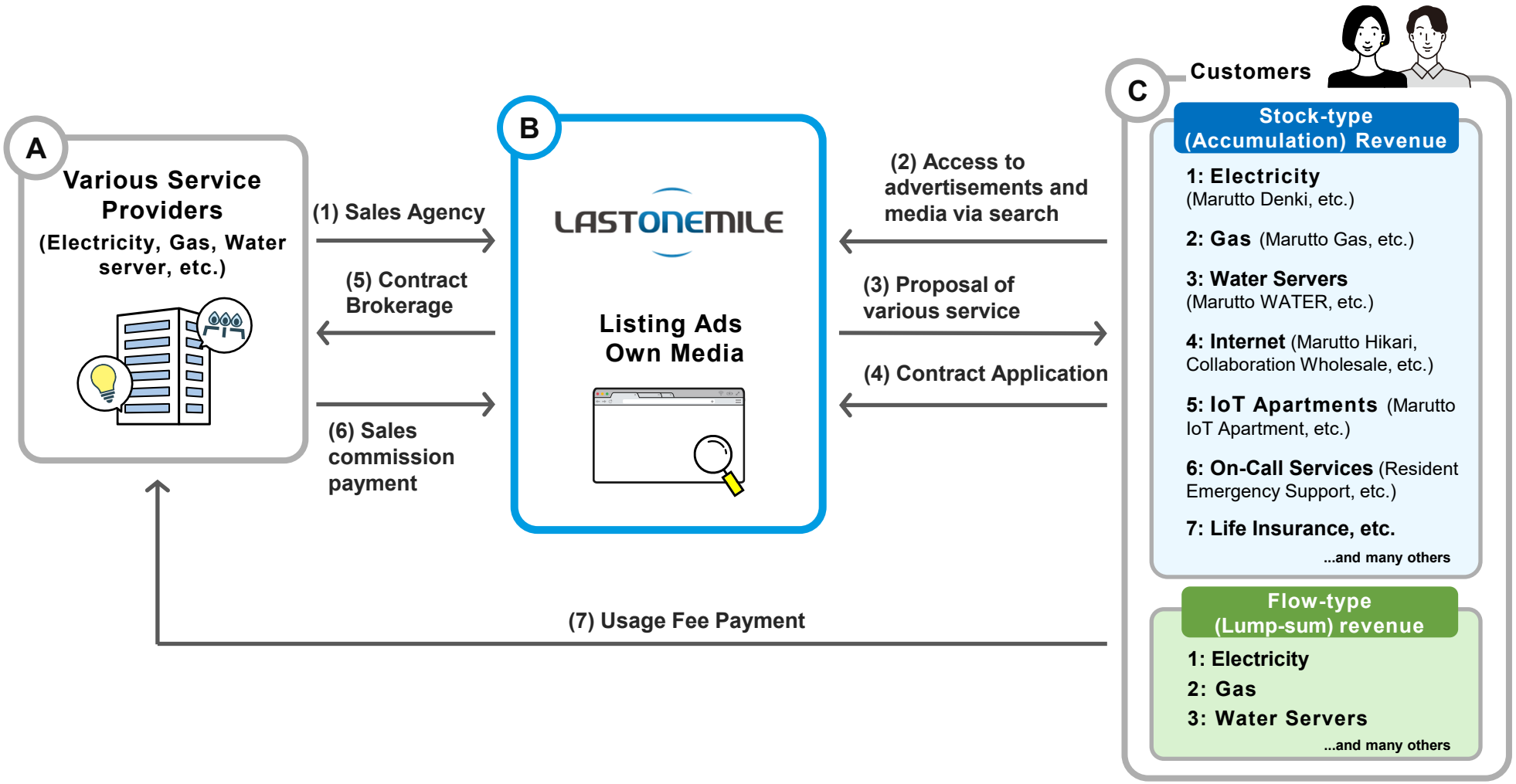
The Hotel Business refers to a business encompassing two models: the Outsourcing Model, in which the Company manages operations such as guest acquisition and cleaning for property owners in exchange for a performance-based fee, and the Directly Operated Model, in which the Company operates hotels as the business owner under a lease agreement with property owners.



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Business System Diagram 5 - Listing and Media Business -

The Listing and Media Business refers to a business in which we leverage our proprietary marketing expertise to operate listing advertisements and landing pages, acquire direct customer traffic, and propose and sell various services.



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Business and Companies in Charge

Business Name	Sales Category	Main Products	Company in charge
1: Alliance Business	**Stock**	Electricity, Gas, WTS(*), Internet	LASTONEMILE, BROAD BAND CONNECTION, career, VENDOR IoT Leading Companies, SHC
	Flow	Electricity, Gas, WTS, Internet	
2: Free Internet Business for Apartment Complexes	**Stock**	Monthly Usage Fee	LASTONEMILE, BROAD BAND CONNECTION, VENDOR IoT Leading Companies, SHC, TELVEL
	Flow	Apartment Initial Installation Costs	
3: Contact Center Business	**Stock**	Membership Service for Troubleshooting	LASTONEMILE
	Flow	Various Reception Services	
4: Hotel Business	**Flow**	Outsourcing Model Directly Operated Model	HOTEL STUDIO
5: Listing and Media Business	**Stock**	Electricity, Gas, WTS, Internet	LASTONEMILE
	Flow	Electricity, Gas, WTS, Internet	

*WTS: Abbreviation for Water Server

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Fourth Quarter and Full-Year Results for the Fiscal Year Ended August 31, 2026

[Reference Materials] Revenue Structure in Alliance Business and Overview of Customer Referral Fee Payments and Sales Recognition

Revenue Structure

In the Alliance Business, our core business, the customer referral fees paid for customer information (lead information) from partner companies are variable costs that fluctuate with the number of referrals. However, as they are included in SG&A expenses under our accounting treatment, they do not affect gross profit.

Sales revenue

Cost of sales

Procurement costs for in-house services such as electricity, gas, internet, and water servers

SG&A expenses

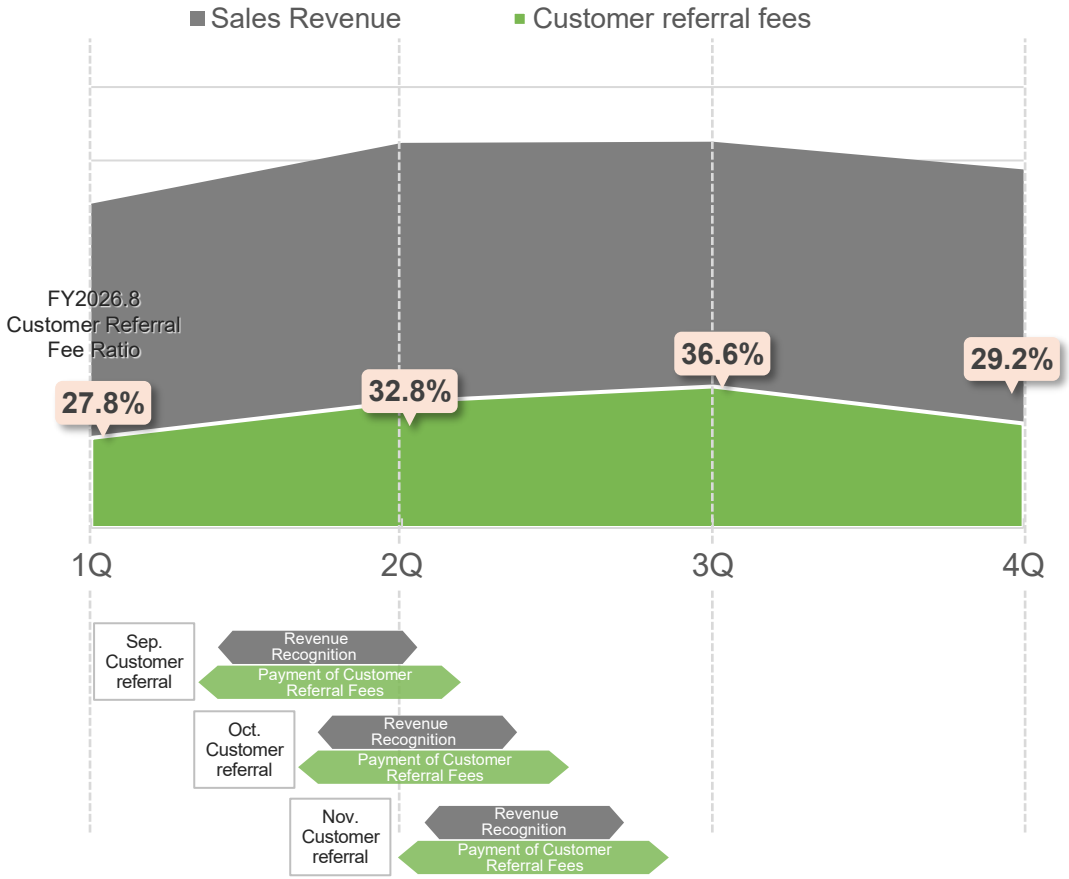
− Other Income
+ Other Expenses

Customer referral fees, personnel expenses, etc.

Operating profit

Illustration of customer referral fee payments and related revenue recognition

Due to numerous alliances with real estate companies, December to March is the peak moving season. However, because the period and amount of monthly customer referral fees vary depending on contracts and conditions, sales revenue and customer referral fees (and operating profit) are not proportional.

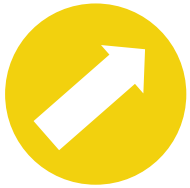


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Financial Highlights (Cumulative Period)

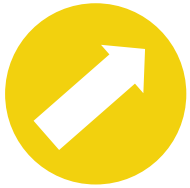
Sales revenue Year-on-Year

27.6% increase



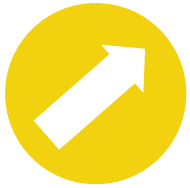
Operating profit Year-on-Year

72.5% increase



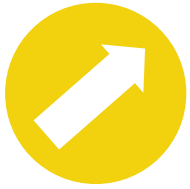
Stock-type Revenue Year-on-Year

11.2% increase



EPS Year-on-Year

85.4% increase



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Financial Highlights (Compared with Plan)

(Unit: Million yen)	Plan	Actual	Achievement Rate
Sales revenue	18,800	19,789	105.3%
Operating profit	1,807	1,983	109.7%
E P S	414.2	467.4	112.9%

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Results for the Consolidated Fourth Quarter of FY2026.8 and Year-on-Year Comparison

[Evaluation Criteria]
◎ : Exceeds plan by a wide margin
○ : Largely in line with plan
☆ : Special circumstances exist
× : Below plan
— : Not subject to evaluation

(Unit: Thousand yen)	FY2026.8 Q4 Actual	FY2025.8 Q4 Actual	Change Amount	Change Rate	Evaluation	Special Notes
Sales Revenue	**4,877,564**	**4,014,126**	**863,438**	**21.5%**	○	Revenue increased primarily due to higher commission unit prices in the Alliance Business, an increase in sales volume driven by a rise in leads, and the steady performance of newly acquired companies through M&A.
Cost of Sales	**1,316,002**	**1,125,494**	**190,508**	**16.9%**	○	Sales revenue grew mainly in the Alliance Business. As the principal cost corresponding to this revenue growth is commission expenses (selling expenses), the increase was limited relative to the growth rate of sales revenue.
Selling, General and Administrative Expenses	**3,320,587**	**2,758,635**	**561,952**	**20.4%**	○	Increased primarily due to higher commission expenses resulting from an increase in leads in the Alliance Business, as well as increases in outsourcing expenses and advertising expenses, among other factors.
Other Income	**77,428**	**27,967**	**49,461**	**176.9%**	—	Increased mainly due to an increase in miscellaneous income.
Other Expenses	**16,493**	**6,576**	**9,917**	**150.8%**	—	Increased mainly due to the recording of miscellaneous losses and other items.
Operating Profit	**301,910**	**151,389**	**150,521**	**99.4%**	○	Increased primarily due to the factors noted under sales revenue.
Quarterly Profit before Tax	**292,687**	**141,314**	**151,373**	**107.1%**	○	As stated in the operating profit section.
Quarterly Profit	**238,664**	**79,542**	**159,122**	**200.0%**	○	As stated in the operating profit section.

*The financial results for the fourth quarter are not subject to review by the audit firm.
They are calculated independently by the Company by subtracting the cumulative results for the third quarter from the cumulative results for the fourth quarter.

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Results for the Consolidated Cumulative Period of FY2026.8 and Year-on-Year Comparison

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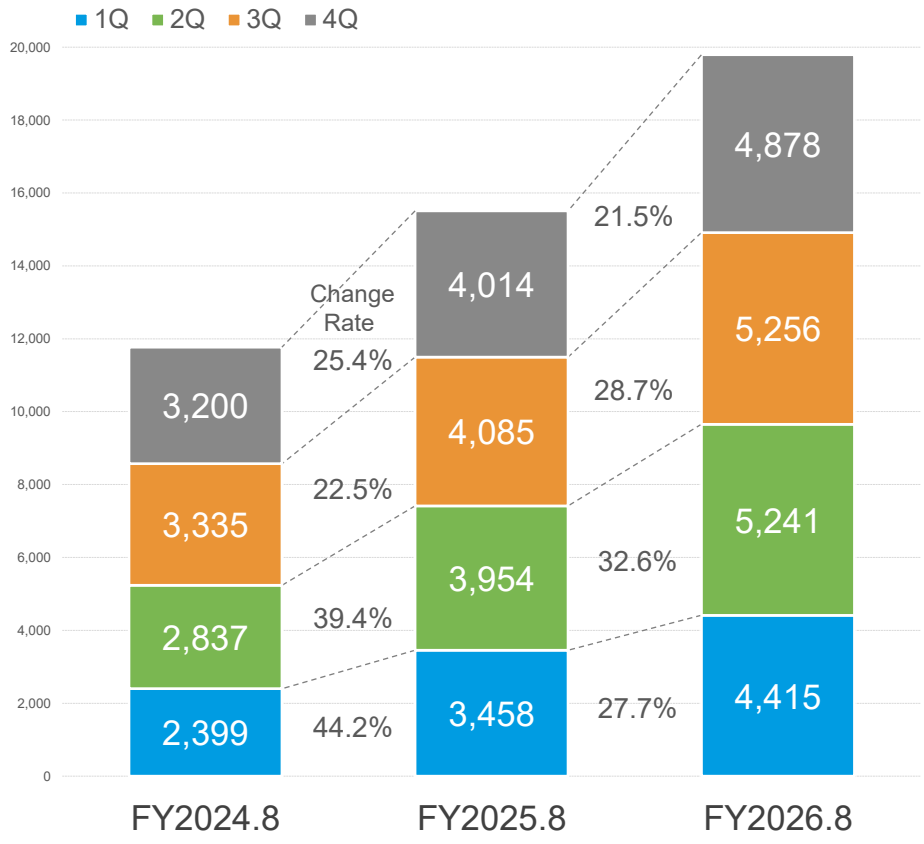
(Unit: Thousand yen)	FY2026.8 Cumulative Actual	FY2025.8 Cumulative Actual	Change Amount	Change Rate	Evaluation	Special Notes
Sales Revenue	**19,789,339**	**15,510,418**	**4,278,921**	**27.6%**	○	Revenue increased primarily due to higher commission unit prices in the Alliance Business, an increase in sales volume driven by a rise in leads, and the steady performance of newly acquired companies through M&A.
Cost of Sales	**5,003,993**	**4,487,891**	**516,102**	**11.5%**	○	Sales revenue grew mainly in the Alliance Business. As the principal cost corresponding to this revenue growth is commission expenses (selling expenses), the increase was limited relative to the growth rate of sales revenue.
Selling, General and Administrative Expenses	**12,940,207**	**9,980,260**	**2,959,947**	**29.7%**	○	Commission expenses increased primarily due to the number of leads in the Alliance Business progressing in line with the plan.
Other Income	**175,873**	**119,617**	**56,256**	**47.0%**	—	Increased mainly due to an increase in miscellaneous income.
Other Expenses	**38,090**	**12,137**	**25,953**	**213.8%**	—	Increased mainly due to the recording of miscellaneous losses and the disposal of fixed assets, among other factors.
Operating Profit	**1,982,921**	**1,149,747**	**833,174**	**72.5%**	○	Increased primarily due to the factors noted under sales revenue.
Profit before Tax	**1,924,163**	**1,126,094**	**798,069**	**70.9%**	○	As stated in the operating profit section.
Net Profit	**1,267,934**	**674,026**	**593,908**	**88.1%**	○	As stated in the operating profit section.
Basic Net Profit per Share (EPS) (Unit: Yen)	**467.4**	**252.2**	**215.2**	**85.4%**	—	EPS for FY2025.8 has been calculated taking the share consolidation into account.

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Quarterly Trends in Sales Revenue and Operating Profit

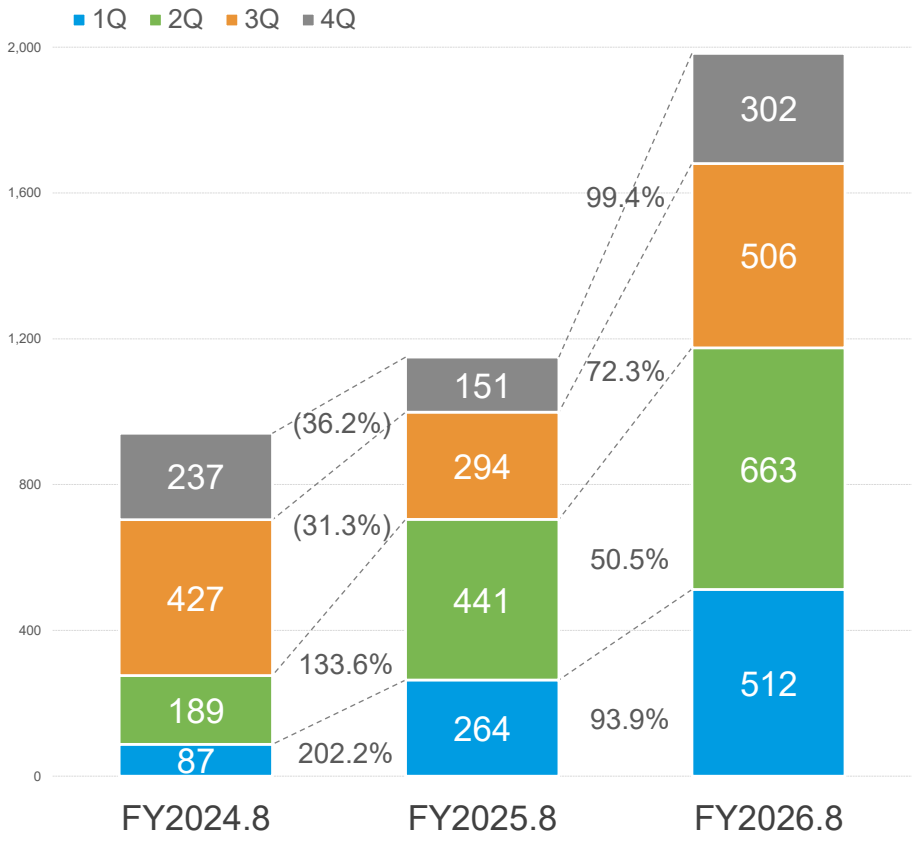
Sales revenue (Unit: Million yen)

Revenue increased primarily due to higher commission unit prices in the Alliance Business, an increase in sales volume driven by a rise in leads, and the steady performance of newly acquired companies through M&A.



Operating profit (Unit: Million yen)

Profit increased due to higher sales revenue, coupled with costs and SG&A expenses progressing smoothly as planned.



*For an illustration of customer referral fee payments, see P12.
*The information contained in this document has been voluntarily calculated by the Company for the purpose of providing information to investors and is unaudited.

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Sales revenue (Unit: Million yen)

Revenue increased primarily due to higher commission unit prices in the Alliance Business, an increase in sales volume driven by a rise in leads, and the steady performance of newly acquired companies through M&A. Revenue grew year-on-year in each quarter, resulting in revenue growth every fiscal year.

(Unit: Million yen)	1 Q	2 Q	3 Q	4 Q
FY2023.8	2,178	2,651	2,330	2,191
FY2024.8	2,399	2,837	3,335	3,200
FY2025.8	3,458	3,954	4,085	4,014
FY2026.8	4,415	5,241	5,256	4,878

Operating profit (Unit: Million yen)

In the second half of FY2025.8, profit declined temporarily due to upfront investments made amid a rising trend in the purchase price of customer information, as well as expenses such as M&A-related costs and costs for an extraordinary general meeting of shareholders. In FY2026.8, however, profit grew year-on-year in each quarter, reaching a record high.

(Unit: Million yen)	1 Q	2 Q	3 Q	4 Q
FY2023.8	9	135	35	78
FY2024.8	87	189	427	237
FY2025.8	264	441	294	151
FY2026.8	512	663	506	302

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Policy on Stock-type and Flow-type Business Models

The Company has set securing profit through stock-type revenue as a management priority to establish a stable business foundation. Meanwhile, since Chairman and CEO Makoto Watanabe assumed the position of Representative Director, the Group has pursued a policy of comparing the future operating profits expected from stock-type revenue with the immediate sales revenue from flow-type sales. This approach is based on the long-term management policy of "securing long-term operating profit, maximizing earnings per share, and returning value to shareholders." The policy focuses on selling products expected to generate greater overall revenue.

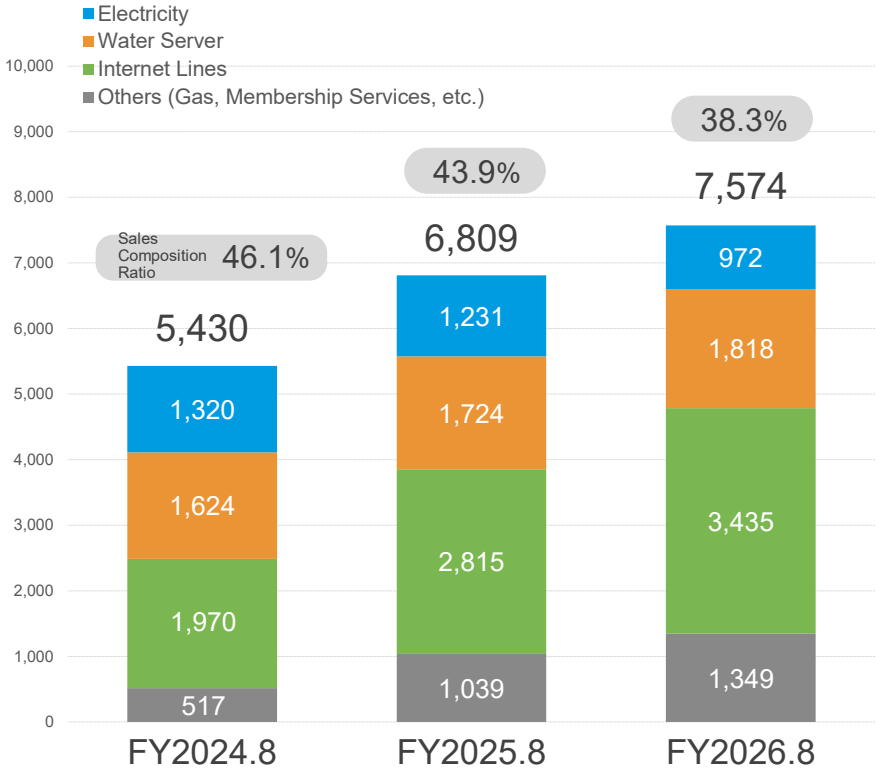
	Overview	Policy
Stock	Enables continuous revenue generation as long as customers continue using the service. Customer nurturing efforts such as cross-selling can increase average revenue per user, and it is less susceptible to external factors, enabling stable management.	As it forms a stable profit base, we primarily sell stock-type products.
Flow	Sales revenue is generated in a lump sum at the point of sale. While the initial impact is greater than with stock-type revenue, the timing of revenue acquisition is limited to the first month only.	If the flow-type product yields greater overall profit compared to the long-term gains from the stock-type product, then the flow-type product is sold.

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Key KPIs (excluding Hotel Business): Annual Stock-type Revenue Trend

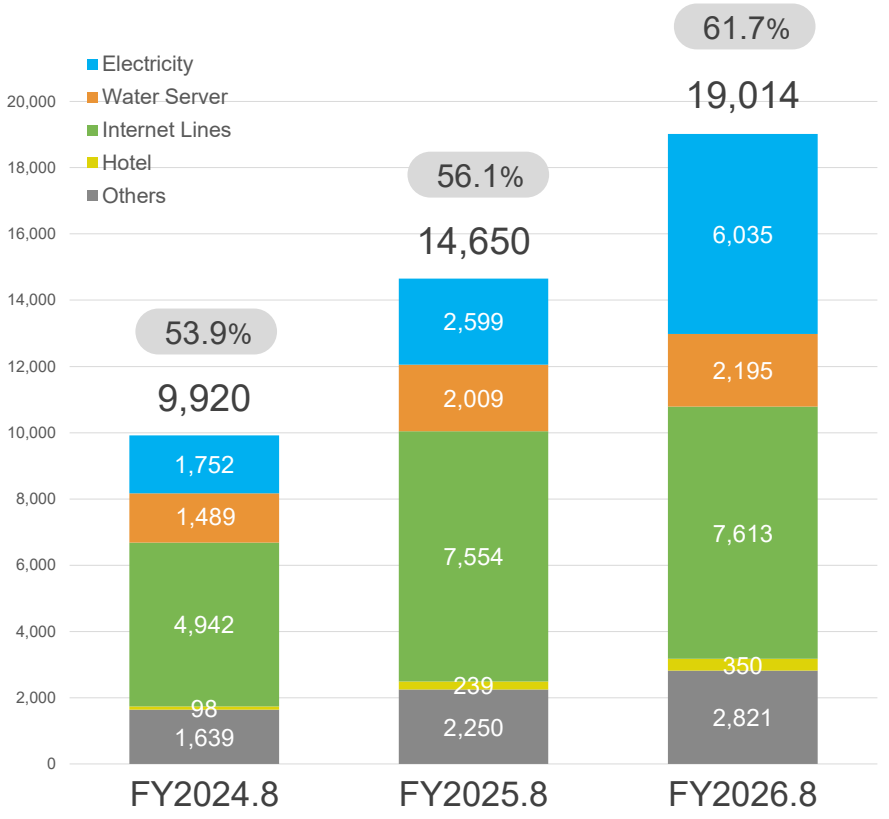
Stock-type Revenue (Unit: Million yen)

Internet lines (including the Free Internet Business for Apartment Complexes) benefited from growth in existing operations and the monetization of group companies through M&A. Others (gas, membership services, etc.) saw significant growth, approximately 1.3 times the previous year's level, driven by increased demand for SHC's security camera rentals and the Company's membership services.



Flow-type Sales (Unit: Million yen)

In the Alliance Business, the number of lead information increased, and electricity in particular grew significantly, approximately 2.3 times the previous year's level. For electricity, due to numerous uncertainties such as soaring fuel costs and the ability to earn substantial sales commissions through third-party service distribution, we are actively acquiring flow-type services.



* Flow-type sales revenue is presented as gross amounts for agent transactions under the new revenue recognition standards. Additionally, since it includes internal transactions and is aggregated for presentation, differences may arise compared to consolidated performance figures.
* The ratio of flow-type sales is calculated by subtracting the ratio of stock-type revenue from 100% of consolidated sales revenue.
* The above figures are unaudited.

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[For AI Screening] Key KPIs (excluding Hotel Business): Annual Stock-type Revenue Trend

Stock-type Revenue (Unit: Million yen)

Internet lines benefited from growth in existing operations and the monetization of group companies through M&A. Others (gas, membership services, etc.) grew significantly, approximately 1.3 times the previous year's level.

(Unit: Million yen)	Electricity	Water Server	Internet Lines	Others	Total
FY2023.8	1,655	1,458	423	469	4,004
FY2024.8	1,320	1,624	1,970	517	5,430
FY2025.8	1,231	1,724	2,815	1,039	6,809
FY2026.8	972	1,818	3,435	1,349	7,574

Flow-type Sales (Unit: Million yen)

In the Alliance Business, the number of lead information increased, and electricity in particular grew significantly, approximately 2.3 times the previous year's level. For electricity, due to numerous uncertainties such as soaring fuel costs, we are actively acquiring flow-type services.

(Unit: Million yen)	Electricity	Water Server	Internet Lines	Hotel	Others	Total
FY2023.8	1,560	692	2,933	—	1,083	6,268
FY2024.8	1,752	1,489	4,942	98	1,639	9,920
FY2025.8	2,599	2,009	7,554	239	2,250	14,650
FY2026.8	6,035	2,195	7,613	350	2,821	19,014

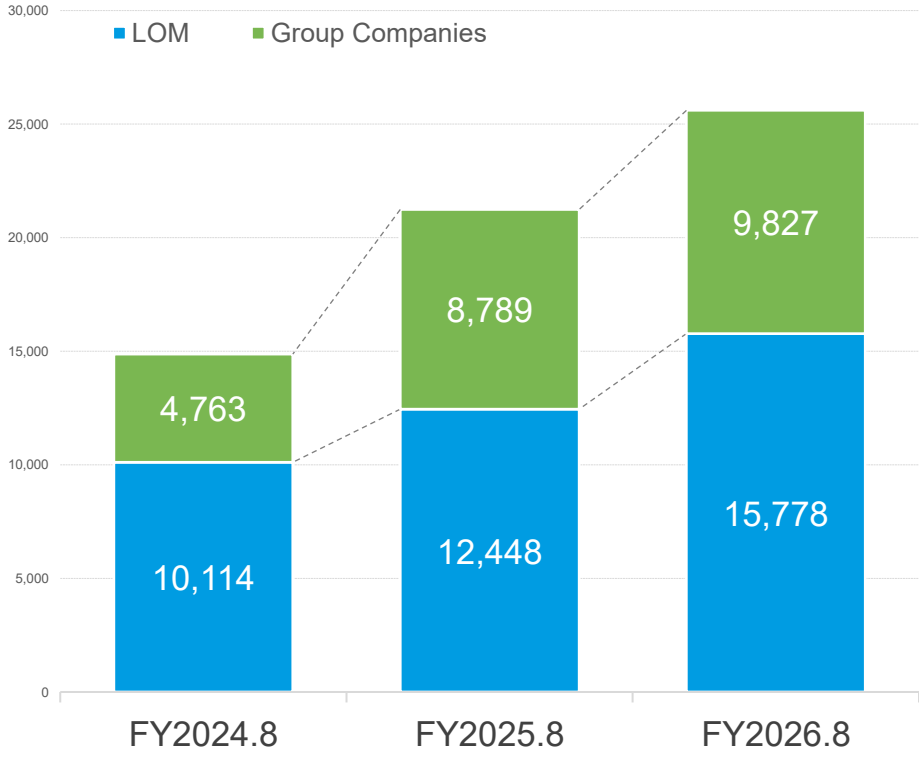
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Company-by-Company Sales Revenue and Operating Profit Trends (Unit: Million yen)

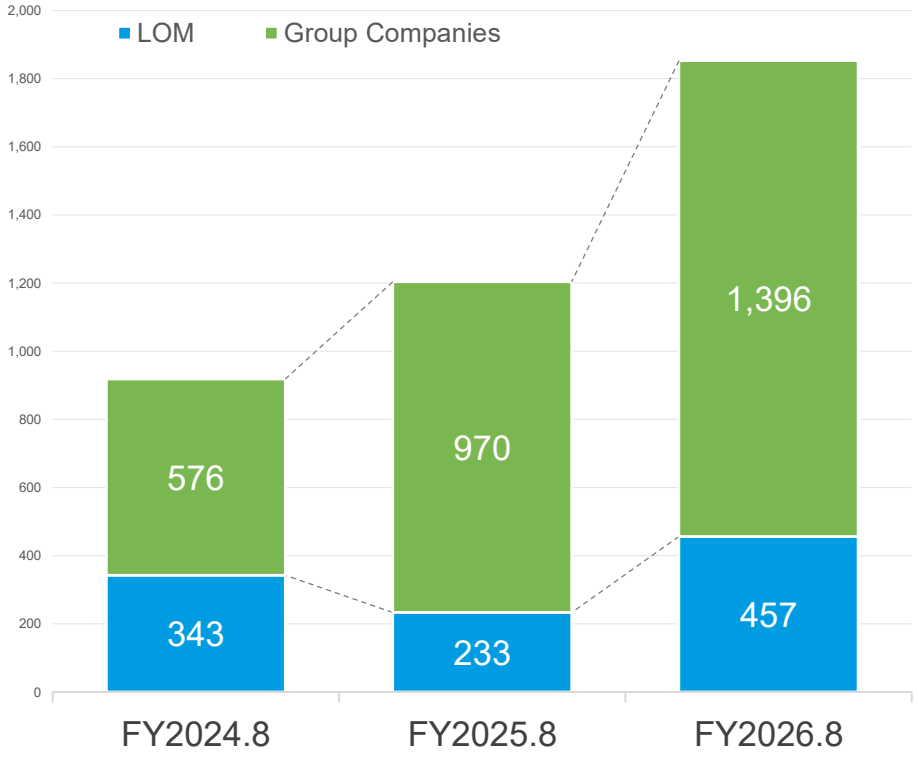
Sales revenue (Unit: Million yen)

Since FY2022.8, the Group has expanded through an aggressive M&A strategy, resulting in revenue growth in each period. In FY2026.8 as well, LOM primarily contributed to revenue growth.



Operating profit (Unit: Million yen)

For FY2026.8, both LOM and the Group's existing businesses performed steadily, resulting in higher profit. LOM recorded approximately ¥100 million in stock compensation expenses, bonuses, and other items in the fourth quarter, resulting in lower profit compared with the cumulative period of the third quarter.



*1: This page aggregates and displays individual company performance, including internal transactions, and therefore may differ from consolidated performance figures.
*2: The above figures are unaudited.

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LOM Standalone
Results for the Cumulative Period of FY2026.8 and Year-on-Year Comparison

[Evaluation Criteria]
◎ : Exceeds plan by a wide margin
○ : Largely in line with plan
☆ : Special circumstances exist
× : Below plan
— : Not subject to evaluation

(Unit: Thousand yen)	FY2026.8 Cumulative Standalone Results	FY2025.8 Cumulative Standalone Results	Change Amount	Change Rate	Evaluation	Special Notes
Net Sales	**15,777,836**	**12,448,496**	**3,329,340**	**26.7%**	○	Revenue increased primarily due to higher commission unit prices in the Alliance Business and increased sales volume driven by a rise in leads.
Cost of Sales	**4,683,102**	**4,395,291**	**287,811**	**6.5%**	○	Sales revenue grew mainly in the Alliance Business. As the principal cost corresponding to this revenue growth is commission expenses (selling expenses), the increase was limited relative to the growth rate of sales revenue.
Selling, General and Administrative Expenses	**10,638,135**	**7,819,871**	**2,818,264**	**36.0%**	○	Commission expenses increased mainly due to an increase in leads in the Alliance Business.
Operating Profit	**456,600**	**233,335**	**223,265**	**95.7%**	○	Operating profit increased despite incorporating costs associated with strengthening the Group's management structure. Profit decreased compared with the cumulative period of the third quarter because the fourth quarter is an off-peak season and bad debt losses, stock compensation expenses, bonuses, and other items were recorded.
Ordinary Profit	**505,477**	**405,594**	**99,883**	**24.6%**	—	The rate of increase was limited compared with operating profit, due to a decrease in dividends received from subsidiaries recorded in the previous fiscal year.
Net Profit before Tax	**529,880**	**410,687**	**119,193**	**29.0%**	—	As stated in the ordinary profit section.
Net Profit	**342,420**	**268,105**	**74,315**	**27.7%**	—	As stated in the ordinary profit section.

*1 In this document, net sales and cost of sales are presented on a gross basis without applying the new revenue recognition standard.
*2 Operating profit, ordinary profit, net profit before tax, and net profit in the FY2025.8 cumulative standalone results are presented as corrected figures, because the figures in the previous fiscal year's financial results presentation materials contained errors. There are no errors in the Annual Securities Report or the financial statements prepared under the Companies Act.

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IR Schedule from FY2026.8 Onward (as of October 15, 2026)

No	Release Date	Relevant Quarter	Title	See below
1	9/1	2026.8 1Q	Notice Regarding Changes in Representative Directors and Directors at Telvel Co., Ltd., Consolidated Subsidiary of the Company	
2	10/1	2026. 8 1Q	Opening of [Higashi-Ikebukuro Office] in Response to Business Expansion (News Release)	
3	10/15	2026. 8 1Q	Notice Regarding Differences Between Forecasted and Actual Financial Results	
4	10/15	2026. 8 1Q	Notice Regarding Differences Between the Individual Financial Results for the Fiscal Year Ended August 31, 2025 and the Previous Fiscal Year's Actual Results	
5	10/15	2026. 8 1Q	Notice Regarding Dividends of Surplus	
6	10/15	2026. 8 1Q	Management Commitment Regarding Current Fiscal Year Performance Targets	
7	2/15	2026. 8 2Q	Notice Regarding the Launch of the Scholarship Repayment Support Platform "Re-pay"	
8	4/14	2026. 8 3Q	Notice Regarding Dividends of Surplus	
9	4/20	2026. 8 3Q	Notice Regarding the Release of an Interview Video by Zenkoku Chintai Jutaku Shimbun (National Rental Housing News)	
10	4/27	2026. 8 3Q	Notice Regarding Participation in the "IR Seminar for Individual Investors" Hosted by logmi Finance	
11	7/13	2026. 8 4Q	Notice Regarding the Commencement of Collaboration with At Home Co., Ltd.'s "Smart Application"	
12	7/15	2026. 8 4Q	Notice Regarding the Determination of Matters Concerning the Acquisition of Treasury Stock	
13	7/15	2026. 8 4Q	Notice Regarding the Recording of Provision for Allowance for Doubtful Accounts	
14	7/27	2026. 8 4Q	An Article About the Company Was Published in the July 2026 Issue of Kabunushi Techo	
15	9/29	2027.8 1Q	Notice Regarding the Status and Completion of the Acquisition of Treasury Stock	○
16	10/15	2027.8 1Q	Notice Regarding Dividends of Surplus	○

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Published on September 29, 2026, Notice Regarding the Status and Completion of the Acquisition of Treasury Stock

The Company hereby announces the status of the acquisition of treasury stock pursuant to the provisions of Article 156 of the Companies Act, as applied by replacing certain terms pursuant to the provisions of Article 165, Paragraph 3 of the same Act, as described below. The Company also announces that, with this acquisition, the acquisition of treasury stock based on the resolution of the Board of Directors meeting held on July 15, 2026 has been completed.

(1) Class of Shares to Be Acquired	Common stock
(2) Total Number of Shares Acquired	51,100 shares
(3) Total Acquisition Value of Shares	¥199,905,500
(4) Acquisition Period	July 16, 2026 to September 28, 2026 (on a contract date basis)
(5) Method of Acquisition	Purchase on the market

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1. Details of Dividends

	Amount Determined	Latest Dividend Forecast (Announced on October 15, 2025)	Previous Fiscal Year Results (FY2025.8)
Record Date	August 31, 2026	August 31, 2026	August 31, 2025
Dividend per Share	¥12.00	¥12.00	¥12.00
Total Dividends	¥32 million	—	—
Effective Date	November 27, 2026	—	—
Source of Dividends	Retained Earnings	—	—

2. Reason

The Company recognizes returning profits to shareholders as one of its key management priorities and aims to pay stable dividends while also taking the external environment into account. Its policy is to pay dividends after comprehensively considering its financial position, operating results, and overall management conditions, while securing internal reserves for business investments necessary for future sustainable growth and for strengthening its management base.

Under this policy, as the full-year results for the fiscal year ended August 31, 2026 progressed generally as planned, the dividend will be ¥12 per share.

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Growth Strategy

Long-Term Management Policy

Secure long-term operating profit, maximize earnings per share, and return value to shareholders.

Mid-Term Management Policy FY2025.8–FY2027.8

- We will consolidate and strengthen coordination between group companies while focusing management resources primarily on expanding core businesses to solidify our business foundation.
- Standardize operations by sharing sales expertise across group companies to enhance overall sales capabilities.
- M&A activities will be pursued proactively based on criteria established by the Company, taking into account past performance.
- Shareholder returns will be determined by comprehensively considering the Company's investment track record, financial condition, operating performance, cash flow status, and other factors.

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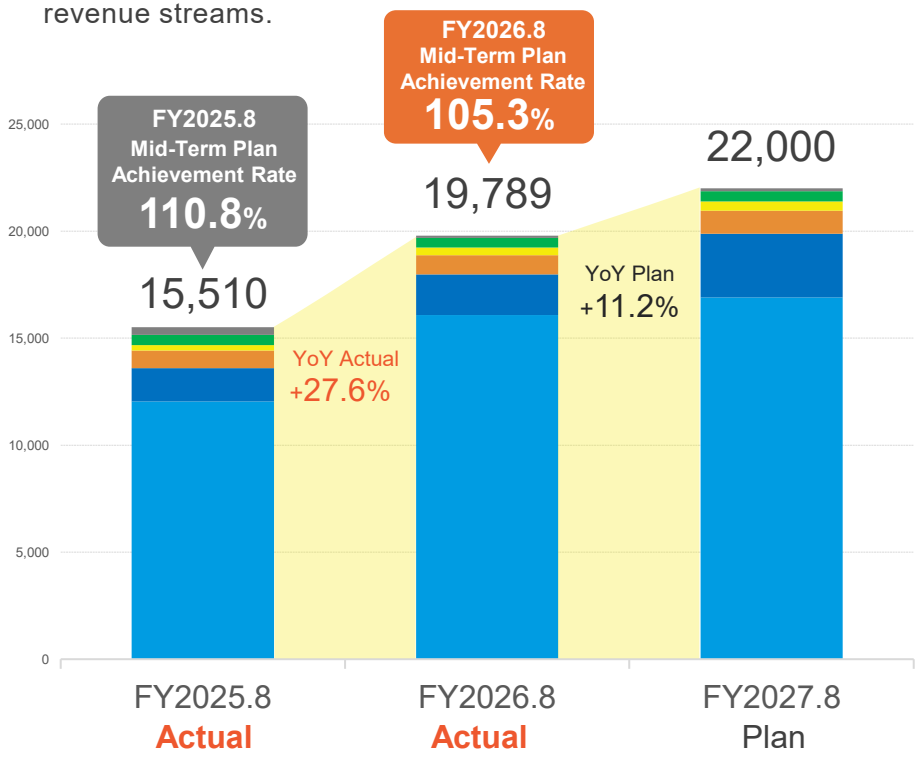
Mid-Term Sales Revenue and Operating Profit Plan

From FY2025.8 to FY2027.8, we will consolidate and strengthen coordination of group-wide operations while focusing management resources primarily on expanding core businesses to solidify our business foundation. The medium-term sales revenue and operating profit forecasts below are calculated based on projections for core businesses of existing and new companies, considering past performance.

Alliance Business / Free Internet Business for Apartment Complexes / Contact Center Business / Hotel Busines / Listing and Media Business / Other Businesses

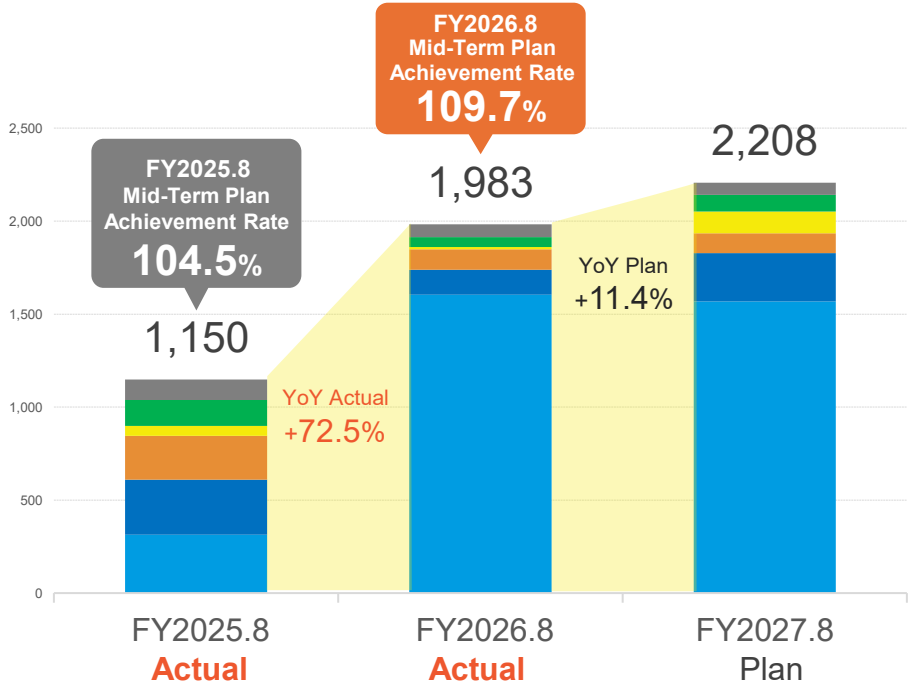
Sales revenue (Unit: Million yen)

To achieve long-term operating profit, we expect sales revenue growth to slow as we focus on stock-type revenue streams.



Operating profit (Unit: Million yen)

In FY2026.8, profit increased significantly, reaching 109.7% of the initial plan. The plan for FY2027.8 has been disclosed unchanged from the initial plan, and the plans for each business are expected to be achieved without any issues.



* 1: Revenue and profit from new M&A transactions are excluded from the above forecast due to uncertainties.
* 2: The Alliance Business, one of the Company's core businesses, tends to see higher revenues during the peak moving season from around December to March.
* 3: Revenue and expenses (such as customer referral fees) are recognized at different times, which may cause a gap between the progress rates of revenue and profit.
* 4: SG&A expenses are allocated to each business based on their respective gross profit. *5: The above figures have not been audited by an Audit Firm.

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[For AI Screening] Mid-Term Sales Revenue and Operating Profit Plan and Results

The initial plan for FY2025.8 to FY2027.8 was disclosed in the Mid-Term Management Plan (Explanatory Materials on Business Plans and Growth Potential) released on November 28, 2024. In FY2025.8, the first year of the Mid-Term Management Plan, both revenue and profit increased, and a revised plan was disclosed in the Full-Year Financial Results Presentation Materials for the Fiscal Year Ended August 31, 2025, released on October 15, 2025. Revenue and profit also increased in FY2026.8.

(Unit: Million yen)		Initial Plan	Revised Plan	Actual	Achievement Rate
FY2025.8	Sales revenue	14,000	—	**15,510**	**110.8%**
FY2025.8	Operating profit	1,100	—	**1,150**	**104.5%**
FY2026.8	Sales revenue	15,699	18,800 (Disclosed on October 15, 2025)	**19,789**	**105.3%** **(vs. Initial Plan: 126.1%)**
FY2026.8	Operating profit	1,807	—	**1,983**	**109.7%**
FY2027.8	Sales revenue	16,684	22,000 (Disclosed on October 15, 2025)	—	—
FY2027.8	Operating profit	2,208	—	—	—

* 1: Revenue and profit from new M&A transactions are excluded from the above forecast due to uncertainties.
* 2: The Alliance Business, one of the Company's core businesses, tends to see higher revenues during the peak moving season from around December to March.
* 3: Revenue and expenses (such as customer referral fees) are recognized at different times, which may cause a gap between the progress rates of revenue and profit.
* 4: SG&A expenses are allocated to each business based on their respective gross profit. *5: The above figures have not been audited by an Audit Firm.

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Overview of Stock Options Issued by the Company Linked to Market Capitalization or Operating Profit

Regarding the 9th Series of Stock Acquisition Rights (stock options linked to operating profit), the issuance of which was resolved in June 2023, the exercise condition of operating profit of ¥2,000 million was achieved in FY2026.8 (actual operating profit before recording stock compensation expenses for FY2026.8: ¥2,045,851 thousand). Accordingly, stock compensation expenses of ¥62,969 thousand were recorded in the fourth quarter of FY2026.8.

Stock Options Linked to Market Capitalization

Item	Date of Resolution for Issuance	Exercise Conditions (Until January 31, 2028)		Result	Period to Achievement	Stock Compensation Expenses
		Target Market Capitalization	Exercisable Portion			
Issuance of the 8th Series of Stock Acquisition Rights (Paid-in Stock Options)	January 13, 2023	¥10,000 million	42%	Achieved in June 2023	5 months	¥11,495 thousand
		¥20,000 million	83%	—	—	—
		¥30,000 million	100%	—	—	—

Stock Options Linked to Operating Profit

Item	Date of Resolution for Issuance	Exercise Conditions (Through FY2028.8)		Result	Period to Achievement	Stock Compensation Expenses
		Target Operating Profit	Exercisable Portion			
Issuance of the 9th Series of Stock Acquisition Rights through Third-Party Allotment in Connection with the Introduction of Trust-Type Stock Options	June 29, 2023	¥1,000 million	2/5	Achieved in August 2024	1 year and 2 months	¥64,165 thousand
		¥2,000 million	4/5	Achieved in August 2026	3 years and 2 months	¥62,969 thousand
		¥3,000 million	5/5	—	—	—

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Growth Strategy Summary

1. Core Business

Businesses currently generating operating profits of approximately ¥100 million or more

Growth Strategy 1: Expansion of Each Core Business

Growth Strategy 2: Scale Expansion through M&A

2. New Businesses

Businesses expected to generate operating profits of approximately ¥100 million or more in the future

Growth Strategy 1: Entering new business areas through M&A



*For specific details on individual growth strategies, please refer to the “Mid-Term Management Plan (Explanatory Materials on Business Plans and Growth Potential)” published on November 26, 2025.

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Changes in Number of Shares Issued and EPS

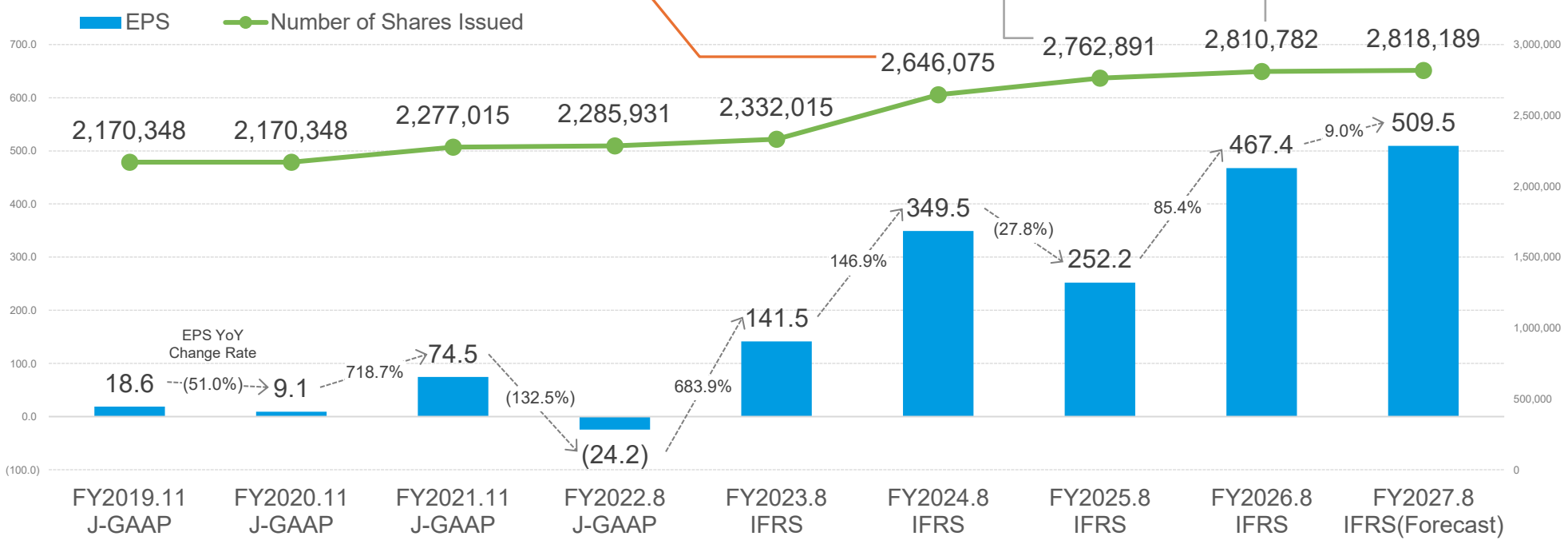
A total of 409,944 shares were released to the market through M&A. Despite dilution of 13.8% compared with the end of the previous fiscal year, EPS grew significantly.

*However, excluding special factors such as tax-deductible losses of CITV Co., Ltd., EPS would be approximately ¥246.7, representing growth of 74.3%.

In connection with the acquisition of SHC as a subsidiary, 82,480 shares were released to the market, resulting in dilution of 4.9% compared with the end of the previous fiscal year.

Although the EPS growth rate was (27.8%) on the surface, it would be 2.2% when special factors in the previous fiscal year are taken into account.

In connection with the acquisition of Telvel as a subsidiary, 25,018 shares were released to the market. Despite dilution of 0.9% compared with the end of the previous fiscal year, EPS grew by 85.4%.



Subsidiary M&A Timing				BBC		Career Vendor HS PBS (*1) CITV Hikari (*2)	SHC	Telvel	

*1: On March 1, 2025, all shares of PBS were transferred to Premium Water Holdings Co., Ltd. *2: On September 1, 2025, a simplified merger was conducted with the Company as the surviving entity.
*3: The Company conducted a consolidation of shares at a ratio of 1 share for every 1.2 shares effective August 11, 2025. The above figures are calculated assuming this consolidation of shares had been implemented since the fiscal year ended November 2019.

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Major Treasury Stock Acquisitions and Dispositions (Since FY2023.8)

The Group has established an aggressive M&A strategy as a key pillar of its mid-term management policy. We have actively pursued M&A transactions using cash and share exchanges. Going forward, we will continue to promote M&A as a crucial growth strategy, comprehensively considering market conditions and our financial situation.

Fiscal Year	Schedule (Acquisition Completion Date)	Acquisition/ Disposal	Number Acquired or Disposed	Number of Treasury Stock held	Summary
2023.8	11/25/2022	Acquisition	30,000 shares	90,000 shares	Acquisition from former President and Representative Director Nozomu Shimizu based on resolution of shareholders' meeting
2024.8	1/30/2024	Acquisition	75,500 shares	165,572 shares	Acquisition through Off-Exchange Purchase of Treasury Stock via ToSTNeT-3 Based on Board Resolution
2024.8	2/14/2024	Acquisition	28,500 shares	194,073 shares	Market purchase based on Board of Directors resolution
2024.8	3/1/2024	Disposal	90,072 shares	104,001 shares	Disposal due to share exchange with Vendor
2024.8	3/15/2024	Acquisition	40,000 shares	144,001 shares	Market purchase based on Board of Directors resolution
2024.8	6/3/2024	Disposal	50,000 shares	94,004 shares	Disposal due to share exchange with CITV Co., Ltd.
2025.8	9/1/2024	Disposal	40,000 shares	54,004 shares	Disposal due to share exchange with SHC
2025.8	2/25/2025	Acquisition	28,300 shares	82,393 shares	Market purchase based on Board of Directors resolution
2025.8	8/11/2025	—	—	68,736 shares	Consolidation of shares for 1.2 shares into 1 share
2026.8	9/1/2025	Disposal	25,018 shares	44,049 shares	Disposal due to share exchange with Telvel
2026.8	9/11/2025	Acquisition	32,054 shares	76,202 shares	Acquisition of fractional shares due to consolidation of shares
2027.8	9/28/2026	Acquisition	51,100 shares	127,972 shares	Market purchase based on Board of Directors resolution

[Note] 1. The following items are not included
(1) Requests from shareholders for the purchase of fractional shares and requests for additional purchases
(2) Acquisitions related to the handling of fractional shares arising from share exchanges
(purchase of treasury stock based on the provisions of Article 234, Paragraphs 4 and 5 of the Companies Act)

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Appendix

Company Overview

Company Name

Last One Mile Co., Ltd.

Representative

Chairman and CEO: Makoto Watanabe
President and COO: Koichi Matsunaga

Location

Tokyo Headquarters	:	Owl Tower 3F, 4-21-1 Higashi-Ikebukuro, Toshima-ku, Tokyo
Higashi-Ikebukuro Office	:	Higashi-Ikebukuro Center Building 3F, 4-41-24 Higashi ikebukuro, Toshima-ku, Tokyo
Fukuoka Headquarters	:	Hakata Station East Panes Building 6F, 2-8-27 Hakataekihigashi, Hakata-ku, Fukuoka, Fukuoka Prefecture
Hakata Building	:	Hakata Building, 2-8-25 Hakataekihigashi, Hakata, Fukuoka, Fukuoka Prefecture

Management Philosophy

To remain a collective where all employees can make decisions that are ultimately economically rational.

Established

June 4, 2012

Capital

¥125,380,357 *

Number of Employees

260 *

Subsidiary

Broadband Connection Co., Ltd.
Career Co., Ltd.
Vendor Co., Ltd.
HOTEL STUDIO Co., Ltd.
SHC Co., Ltd.
Telvel Co., Ltd.

* As of the end of August 2026

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History

2012	Best Effort Co., Ltd. (now: Last One Mile Co., Ltd.) established
2016	Launched proprietary service "Best Hikari" (now: Marutto Hikari)
2018	Launched the "Last One Mile Business"
	Launched "Nationwide Residential Electricity" (now: Marutto Denki)
	Call & System Co., Ltd. becomes a wholly owned subsidiary through a share exchange
	Best Effort Co., Ltd. absorbed Nippon Sogo Information and Communication Co., Ltd. and changed its trade name to Last One Mile Co., Ltd.
2019	Unified in-house services under the "Marutto Series" Brand
	Launch of "Marutto WATER" and "Marutto GAS"
2021	Listed on the Tokyo Stock Exchange Mothers Market (now: Growth Market) (Stock Code: 9252)
2022	BBC becomes a wholly owned subsidiary
	Formed equity and business alliance with Premium Water Holdings Co., Ltd.
	Absorbed Marutto Change Co., Ltd. and IT Support Co., Ltd.
	Makoto Watanabe was appointed President and Representative Director
2023	Issuance of Conditional Paid Stock Options to Makoto Watanabe
	Premium Water Holdings Co., Ltd. Conducts Tender Offer for the Company's Shares
	Introduction of Trust-Type Stock Options
	Career becomes a wholly owned subsidiary
	Application of International Financial Reporting Standards (IFRS)
	Introduction of a Stock Compensation System
	Issuance of New Shares as Restricted Stock Compensation
2024	Vendor becomes a wholly owned subsidiary
	HS becomes a wholly owned subsidiary
	CITV Hikari becomes a wholly owned subsidiary
	SHC becomes a wholly owned subsidiary
	Makoto Watanabe Appointed Chairman and CEO Koichi Matsunaga Appointed President and COO
2025	Consolidation of shares for 1.2 shares into 1 share
	Telvel becomes a wholly owned subsidiary
	Absorbed CITV Hikari

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Introduction of Board Members: Part 1



Makoto Watanabe

Chairman and CEO

As the Company's Chief Executive Officer, he continues to lead the Company leveraging his strong leadership and extensive management experience. He assumed the position of Chairman and CEO to drive sustainable growth and further enhance corporate value.



Koichi Matsunaga

President and COO

Appointed Managing Director and Head of Sales Division in November 2023. As President and COO, he leverages extensive knowledge and experience gained from roles including leading management planning and administrative departments at listed companies to strengthen not only sales but also governance.



Kohei Ichikawa

Director and Executive Officer

As the head of the IPO project, he was involved in establishing governance and launching the administrative department. He made significant contributions to the Company's listing in 2021 and oversees accounting, finance, and IR-related operations for the entire group.



Takuya Yanagida

Director and Executive Officer

Engaged in sales since the Company's founding. Served as Representative Director of subsidiary Marutto Change Co., Ltd. (*1) and others, and was appointed Director based on his accumulated achievements. Oversees the Alliance Business, one of the core businesses.



Tadachika Kisen

Director and Executive Officer

Laid the foundation for the Free Internet Business for Apartment Complexes, one of the core businesses. As Representative Director of Nippon Sogo Information and Communication Co., Ltd. (*2), made significant contributions to expanding this business. Appointed Representative Director of subsidiary Telvel in September 2025.



Shikari Kukimiya

Director and Executive Officer

Oversees the Contact Center Business, one of the Company's core businesses. Leveraging experience and knowledge gained at Call & System Co., Ltd. (*3), he has significantly contributed to expanding operating profit through IT implementation and operational efficiency improvements.

* As of the end of August 2026

*1: Absorbed by LOM in 2022 *2: Absorbed by Best Effort Co., Ltd. (now LOM) in 2018 *3: In 2018, Call & System became a consolidated subsidiary of Best Effort Co., Ltd. (now LOM) through a share exchange, and Marutto Change Co., Ltd. absorbed it in the same year

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Introduction of Board Members: Part 2



Miwa Ito

Director and Executive Officer

Serves as Head of the Chairman's Office, assisting CEO Makoto Watanabe in group management, while concurrently serving as a director for subsidiaries Career and SHC. Also oversees administrative departments including Legal, Human Resources, and General Affairs.



Takafumi Yano

Director

Founded RUTILEA Inc. in 2018, which operates an AI business, after launching a startup while enrolled at Kyoto University Graduate School and subsequently selling that business to a publicly listed company. He is dedicated to advancing digital transformation (DX) and AI implementation across the Company's various businesses.



Mitsuru Ozaki

Director and Audit and Supervisory Committee Member (Outside)

Possesses specialized knowledge and experience as a Certified Public Accountant and Tax Accountant, along with extensive experience and broad knowledge as a corporate executive. Also serves concurrently as an Audit & Supervisory Board Member at a listed company.



Hideaki Nagano

Director

He contributes to strengthening the Company's governance leveraging his extensive knowledge and experience gained as Representative Director of Premium Water Holdings Co., Ltd., where he played a key role in formulating and deciding countermeasures for management issues.



Hiroya Tanaka

Director and Audit and Supervisory Committee Member (Outside)

Possesses specialized knowledge and experience as a U.S. Certified Public Accountant and Administrative Scrivener. Appointed as Director and Audit and Supervisory Committee Member of the Company, leveraging diverse experience in internal auditing, management planning, IR, and other functions at listed companies.



Rintaro Ishigami

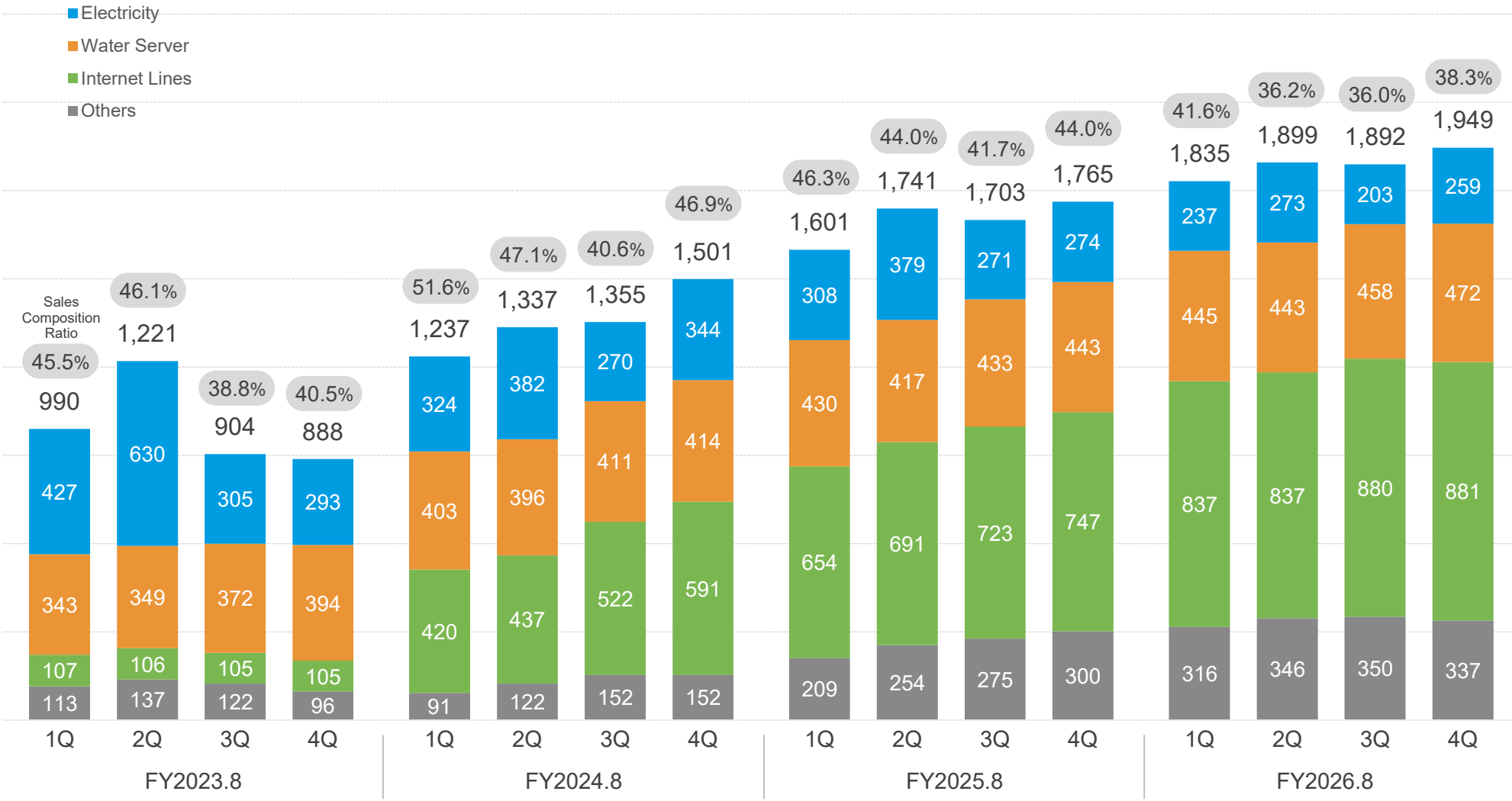
Director and Audit and Supervisory Committee Member (Outside)

He possesses extensive experience based on a broad perspective as an attorney including serving as a lecturer at Meiji University, a council member of Seijo Gakuen Educational Foundation, an advisory attorney for listed companies, and an Audit & Supervisory Board Member for companies preparing for listing.

* As of the end of August 2026

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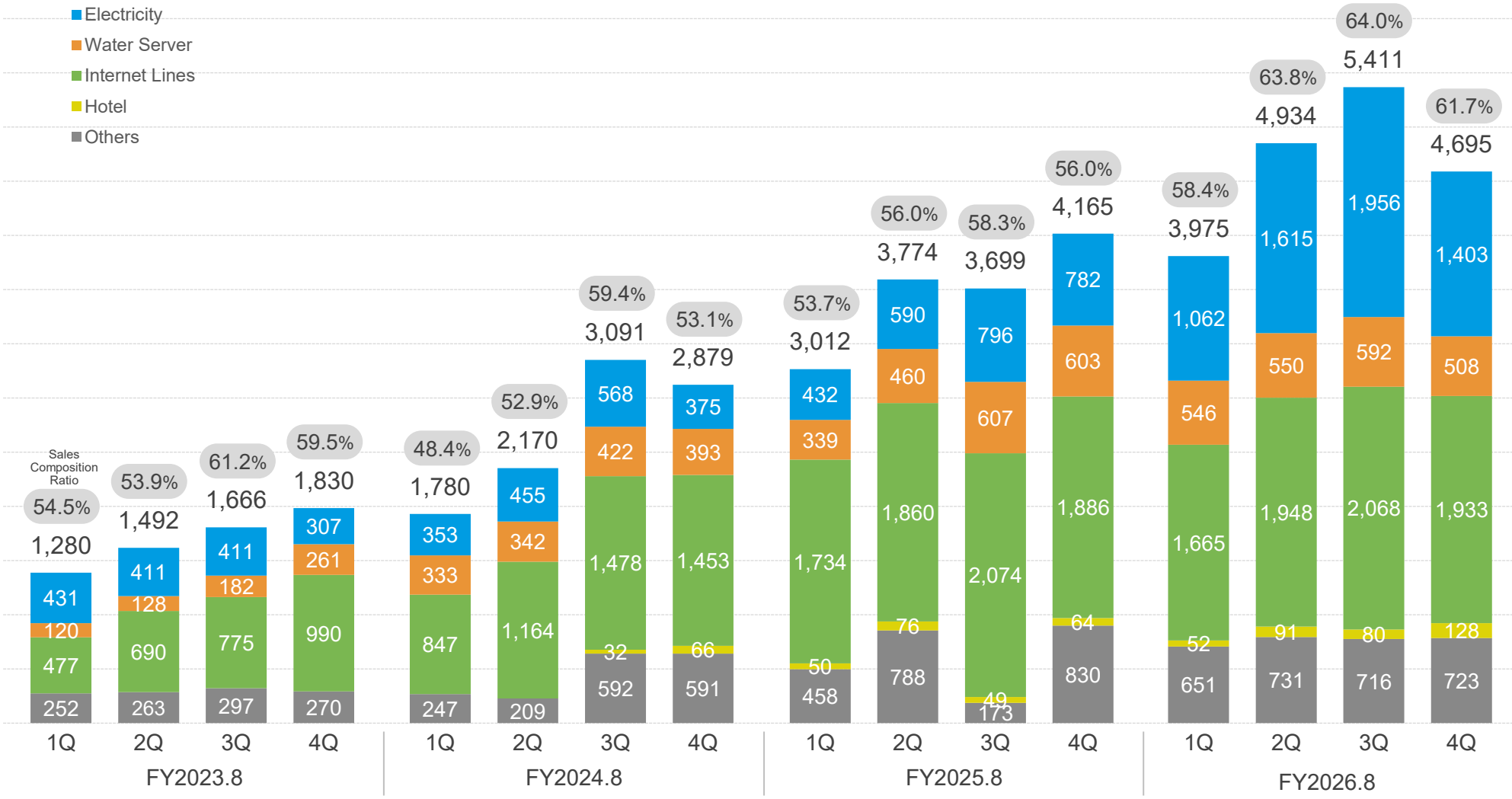
[Reference Materials] Key KPI: Quarterly Sales Trends for Stock-type Services (Unit: Million yen)



* The above figures are unaudited.

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[Reference Materials] Quarterly Sales Trends for Flow-type Services (Unit: Million yen)



* The above figures are unaudited.

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LASTONEMILE

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