This document is translation of Japanese language version. In the event of any discrepancy, errors and/or omissions, the Japanese language version shall prevail.

Sec. Code 4716
August 7, 2026
(Commencement of measures for electronic provision: July 31, 2026)

To Our Shareholders

Toshimitsu Misawa
Corporate Executive Officer, President
Oracle Corporation Japan
Kita-Aoyama 2-5-8, Minato-ku, Tokyo

NOTICE OF
THE 41st ANNUAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 41st Annual Meeting of Shareholders.

In convening this General Meeting of the Shareholders, the Company has taken measures to electronically provide information, which are available on the following Internet websites under "Notice of the 41st Ordinary General Meeting of the Shareholders."

Company website: https://www.oracle.com/jp/corporate/investor-relations/proxy.html
(Some documents are available only in Japanese)
Tokyo Stock Exchange (TSE) website: https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show
*On the TSE website, please enter and search for the Company name (Oracle Corporation Japan) or securities code (4716), then select "Basic information" and "Documents for public inspection/PR information" in that order to confirm the information.

If you are unable to attend the meeting, you may vote on the proposals in advance by mail or via the Internet. To do so, please exercise your voting right after examination with reference materials. Please refer to the "Procedure for exercising voting rights via the Internet" on pages 3-4 if you plan to vote on the proposals via the Internet.

1. **Date:** Tuesday, August 25, 2026, at 10:00 a.m.
(Online streaming will start at 9:30 a.m.(scheduled))
2. **Holding Method:** Virtual-only shareholders meeting
This general meeting of the shareholders will be held only on the Internet, so there will be no venue for shareholders to actually attend.
See the Holding of the Virtual-only Shareholders' Meeting section on pages 7-8

3. **Meeting Objectives:**

Reporting:

Presentation of the Business Report, Balance Sheet and Statement of Income for the 41st business Period (from June 1, 2025 to May 31, 2026)

Agenda:

Proposal Election of 9 Directors

4. Guidance for the exercise of voting rights:

[Vote on the proposals by mail]

Please indicate your approval or disapproval of each proposal on the enclosed document for the exercise of voting rights, and then mail it to arrive by 5:00 p.m. on Monday, August 24, 2026.

[Vote on the proposals via the Internet]

Please vote on the proposals from the e-vote website (https://evote.tr.mufg.jp/) by 5:00 p.m. on Monday, August 24, 2026. Please refer to the “Procedure for exercising voting rights via the Internet” on pages 3-4 if you plan to vote on the proposals via the Internet. Please refer to the “Procedure for exercising voting rights via the Internet” on next page.

End of proposals

If the entries of the business report, statements of account or reference material for the meeting of shareholders need to be amended, we post all revised subjects on our website.

(http://www.oracle.com/jp/corporate/investor-relations/index.html)

◎ Other requests

Please note that in the event of unforeseeable circumstances, the proceedings may need to be changed.

[Procedure for Exercising Voting Rights via the Internet]

When exercising your voting rights by using the Internet, keep the following in mind:

Notes:

1. E-vote website

(1) You may exercise your right to vote at our specified site (https://evote.tr.mufg.jp/) from a personal computer, Smartphone, or cellular phone.

(2) Votes by personal computer or Smartphone will depend on your environment for the usage of Internet services. When you use Internet firewalls or antivirus software or proxy servers, votes by the Internet may not be possible.

(3) Votes by cellular phone will depend on model of your cellular phones. For security, cellular phone models of which TLS communication and cellular phone information transmission are available are only applicable.

(4) Votes by the Internet will be accepted until up to 5:00 p.m. of the day prior to the day of the Annual Meeting of Shareholders (Monday, August 24, 2026). However, for consideration of totaling the results of exercising voting rights, please exercise your voting rights as early as possible. If you have questions, please contact our help desk.

2. Procedure for exercising voting rights by the Internet

At our e-vote website (https://evote.tr.mufg.jp/), please exercise your voting rights following the guidance on the screen, using the voting rights code and temporary password given on the voting form (or your registered password).

3. Treatment when the exercise of voting rights is conducted several times

(1) If you exercise your right to vote by using the Internet, to vote by document is unnecessary. When you exercise your right to vote both by document and by using the Internet, the vote submitted by using the Internet will be accepted.

(2) The last exercise of voting rights will be assumed to be valid when the exercise of voting rights is conducted more than once via the Internet. The last exercise of voting rights will be assumed to be valid when you exercise your right to vote both by personal computer, Smartphone, and mobile phone.

4. Expenses for the access to the site for exercising voting rights

When you access a site to exercise your voting rights, connection fees for internet access and telephone fees payable to communication carriers will be charged, and you bear those expenses. When you use mobile phone, packet communication fees and other fees will be charged, and you bear those expenses.

5. Receiving a Notice of the Annual Meeting

From next general shareholders meeting, you can receive a Notice of the Annual Meeting by E-mail. If you are interested, take the necessary procedure at the site at which you exercise your right to vote through personal computer or Smartphone. (You neither take procedure by mobile phone nor designate mail-address of mobile phone.)

Contact related to the system Mitsubishi UFJ Trust Bank Custody service (help desk) TEL: 0120-173-027 (9:00-21:00 toll free)

*Note: This service is available in Japanese language only.

Notice Regarding the virtual-only shareholders meeting

1. We have decided to hold the 41st Annual Meeting of Shareholders (the "Shareholders' Meeting") online only to facilitate the participation of a broader range of shareholders, including shareholders in remote regions, thereby promoting active discussion and increasing the efficiency of the meeting. Under the Companies Act, shareholders with voting rights are deemed to have attended a virtual-only shareholders' meeting by viewing the livestream of the meeting. Unlike shareholders' meetings in formats such as the so-called hybrid attendance format or the broadcast of the meeting live online, this Shareholders' Meeting allows shareholders to exercise their voting rights and ask questions via the internet. See the Holding of the Virtual-only Shareholders' Meeting section on pages 7-8 for more information including the URL of the meeting, directions for accessing the website, and an explanation of the procedures necessary for attendance.
There will be no physical venue for the Shareholders' Meeting for the shareholders to visit in person. We request that shareholders who intend to exercise their voting rights do so in advance in writing or via the internet or attend the virtual-only shareholders meeting using the exclusive website specified by us for the Shareholders' Meeting on the day the meeting will be held.

2. Exercise of voting rights

Shareholders are entitled to exercise their voting rights in advance in writing or via the internet or by attending the virtual-only shareholders' meeting and casting their vote via the internet on the day of the Shareholders' Meeting.
We request that shareholders who prefer to exercise their voting rights on the day of the Shareholders' Meeting view the proceedings live online and cast their vote following the guidance of the chairperson. See the Holding of the Virtual-only Shareholders' Meeting section on pages 7-8 for an explanation of how to exercise voting rights on the day of the Shareholders' Meeting.

If a shareholder who has exercised their voting rights in advance in writing or via the internet attends the virtual-only shareholders' meeting and votes again, the final vote cast at the Shareholders' Meeting will be deemed valid and the prior vote will be invalidated. If a shareholder who has exercised their voting rights in advance in writing or via the internet attends the virtual-only shareholders' meeting and we cannot confirm that their vote was cast during the Shareholders' Meeting, the vote cast in advance will be deemed valid in order to include the opinions of as many shareholders as possible in the results of the vote. If a shareholder does not exercise their voting rights in advance and attends the virtual-only shareholders' meeting but we cannot confirm their vote was cast during the Shareholders' Meeting, the shareholder will be deemed to have relinquished their voting rights.

3. How to ask a question

Shareholders are able to ask questions online when they attend the virtual-only shareholders' meeting. Questions can be asked by entering a text message related to an objective of the Shareholders' Meeting on the exclusive website for the Shareholders' Meeting specified by us through a method specified by the chairperson. See the Holding of the Virtual-only Shareholders' Meeting section on pages 7-8 for an explanation of how to ask a question on the day of the Shareholders' Meeting.

Each shareholder may ask one question up to 150 characters. Please use simple words to facilitate an accurate understanding of what is being asked. We will answer the questions asked at the meeting that are in line with the objectives of the Shareholders' Meeting and do not overlap with other questions. We may not be able to answer all of the questions asked. The secretariat may terminate communication with a shareholder against the wishes of the shareholder at its discretion in response to an order of the chairperson or the administration office under the instruction of the chairperson if the shareholder repeatedly asks the same or similar questions, sends an extremely large amount of text, asks questions unrelated to the objectives of the Shareholders' Meeting, violates privacy rule, defames a person or corporation, communicates other inappropriate words which conflict with the purposes of the meeting which is as an important opportunity for us to engage in dialogue with our shareholders or hampers the proceedings of the meeting or the stable operation of the system being used to host the virtual-only shareholders meeting.

Shareholders may share opinions or comments in advance regarding the objectives of the Shareholders' Meeting. We will address and explain subjects in which shareholders are highly interested during this meeting. See the Holding of the Virtual-only Shareholders' Meeting section on pages 7-8 for information about submitting opinions and comments in advance of the meeting.

4. Making a motion

A shareholder may make a motion at the Shareholders' Meeting by entering a text message on the exclusive website for the Shareholders' Meeting specified by us through a method specified by the chairperson on the day of the meeting. Please understand that any text message sent by a method other than that specified by the chairperson and other text messages in which the fact that the text message is intended to be a motion is difficult to determine may not be taken up as a motion. The administrative body may terminate communication with a shareholder against their will at its discretion in response to an order of the chairperson or the administration office under the instruction of the chairperson if the shareholder repeatedly sends motions that are the same or similar, sends an evidently unlawful motion or acts in other ways to hamper the proceedings of the meeting or the stable operation of the system for holding the virtual-only shareholders' meeting.

5. Policy for measures to prevent malfunctions related to the communication methods used for transmission and reception of information during the proceedings of the Shareholders' Meeting

The Shareholders' Meeting will use a system for which measures to prevent the interruption of communication will be taken. We will have specialized staff members capable of responding to communication errors on the day of the meeting. At the same time, we will consult with shareholders regarding leaving the decision about whether to continue or postpone the meeting to the discretion of the chairperson on the day of the meeting. We will prepare a manual in advance for responses, including how to thoroughly notify shareholders of a problem, to prepare for a significant interruption of the proceedings caused by a communications failure.

6. Policy for ensuring the interests of shareholders who have difficulty using the internet as a means of communication used for transmission and reception of information in the proceedings of the Shareholders' Meeting.

We ask that shareholders intending to exercise their voting rights who have difficulty using the internet exercise their voting rights in advance by returning the voting form sent to them to us.

7. Handling of proxy attendance

We request that shareholders who wish to have a proxy attend the virtual meeting in their place delegate their authority to one other shareholder who holds voting rights in accordance with applicable laws and regulations and the Articles of Incorporation of Oracle Corporation Japan.

See section *5. How to attend the meeting through a proxy* under Holding of the Virtual-only Shareholders Meeting on pages 7-8 for the details of the procedure.

Holding of the Virtual-only Shareholders' Meeting

The Shareholders' Meeting will be a virtual-only shareholders meeting which will be held only on the internet. There will be no physical venue for shareholders to visit in person. Please attend the meeting online.
The following provides information such as the URL for the meeting, how to access the website, and how to go through the procedures necessary for attendance. Shareholders can attend the online meeting via an exclusive website on the day of the meeting, view the livestream, exercise their voting rights, ask questions in line with the objectives of the meeting, and make motions.
We are also accepting opinions and questions in advance via the same website, and shareholders are welcome to take advantage of this opportunity.

1. Time and date of streaming
   Tuesday, August 25, 2026 at 10 a.m.

- Time: Online streaming will start at 9:30 a.m.(scheduled)
- If we are unable to hold the Shareholders' Meeting at the time scheduled above due to communications problems or other causes, we will announce a new schedule, etc. on our IR website (https://www.oracle.com/jp/corporate/investor-relations.html).

2. How to access the website to exercise voting rights on the day of the Shareholders' Meeting
Log in to: **https://web.sharely.app/login/oracle-41**
(1) Enter the above URL or read the QR code on the right-hand side to access the virtual-only shareholders meeting website.
(2) On the website, follow the instructions on the screen and enter the shareholder number and postal code (zip code) indicated on your voting form to log in.
- Before mailing your voting form, record the shareholder number and postal code to keep them with you.
- If you are a shareholder living outside Japan, enter the postal code of your standing proxy.
- See the help page below if you have questions.
https://sharely.app/faq

3. How to exercise voting rights, ask a question, and make a motion on the day of the Shareholders' Meeting
https://www.oracle.com/jp/a/ocom/docs/jp-investor-relations/41st-how-to-vote.pdf (Japanese Only)
(1) How to exercise voting rights on the day of the meeting
After logging in, follow the instructions of the chairperson and press the resolution button to vote yes or no on the resolution.
(2) How to ask a question
After logging in, follow the instructions of the chairperson and press the ask question button to enter a question related to an objective of the Shareholders' Meeting. Each shareholder may ask one question that is up to 150 characters.
(3) How to make a motion
To make a motion, follow the instructions of the chairperson and select the type of motion from the motion buttons in the lower section of the screen and enter the text of your motion.

4. Submitting opinions, comments, etc. in advance
https://web.sharely.app/e/oracle-41/pre_question
Follow *2. How to access the website* to access and log into the website and press the *ask a question* button to enter a question related to an objective of the Shareholders' Meeting. Each shareholder may submit an opinion or comment up to 150 characters only once.
Period for accepting questions before the Shareholders' Meeting: 10:00 a.m. on August 7 through 5:00 p.m. on August 24, 2026
* We will provide explanations at the Shareholders' Meeting with a focus on the subjects considered to be of interest to our shareholders.

5. How to attend the meeting through a proxy
Each shareholder may have one other shareholder, who also holds voting rights, to exercise the shareholder's voting right as their proxy. Shareholders who wish to have a proxy attend the Shareholders' Meeting must submit a letter of proxy (power of attorney) to us in advance of the Shareholders' Meeting. Please send the documents to the address below.
Address for submitting documents in advance of the meeting
   Section in charge of meetings of shareholders, Oracle Corporation Japan, Oracle Aoyama Center, 2-5-8 Kita-Aoyama, Minato-ku, Tokyo 107-0061 Japan
Submission deadline
   No later than 5:00 p.m. August 17, 2026

(*QR Code is a registered trademark of DENSO WAVE INCORPORATED.)

Policies and measures to network issues in the proceedings of the virtual-only shareholders meeting

1. We will adopt communication system with appropriate measures to prevent network outage or other network issues, including redundancy for the virtual-only shareholders meeting.
2. We will retain appropriate vendors to mitigate or reduce network outage or other network issues for the virtual-only shareholders meeting.
3. We will have sufficient tests to ensure the connectivity prior to the meeting.
4. We will prepare appropriate and reasonable measures including having necessary manuals to respond to network issues. For example, we will include confirmation process and decision making process in case of network outage and prepare backup network as alternative options.
5. In case there are severe network issues to proceed the virtual-only shareholders meeting, the chairperson has the right to decide if the Company should postpone or continue the meeting through a resolution.

How to participate for shareholders who have difficulties to use the internet

1. We recommend all shareholders to vote by returning the voting form prior to the board meeting.
2. We will handle inquiries to those who have difficulties in participating and/or have questions for the virtual-only shareholders meeting.
3. We will accept questions from shareholders prior to the virtual-only shareholders meeting and will post those questions and questions raised during the meeting with answers after the meeting.
4. We will post the recording of the meeting on our website after the meeting date.
5. Shareholders who have difficulties to use internet may participate in the virtual-only shareholders meeting via telephone (however, these participants will not be regarded as attendees under the Companies Act of Japan)

Note

- If a shareholder who has exercised their voting rights in advance in writing or via the internet attends the virtual-only shareholders meeting on the internet and votes again, the final vote cast at the Shareholders' Meeting will be deemed valid and the prior vote will be invalidated. If a shareholder who has exercised their voting rights in advance attends the virtual-only shareholders meeting and we cannot confirm their vote cast during the Shareholders' Meeting, their vote cast in advance will be deemed valid. If a shareholder does not exercise their voting rights in advance and attends the virtual-only shareholders meeting but we cannot confirm their vote cast at the Shareholders' Meeting, the shareholder will be deemed to have relinquished their voting rights.
- We may not be able to answer all of the questions submitted due to the progress of the Shareholders' Meeting or the content of the question.
- We will strive to provide a stable video stream and prepare a manual for specific responses in preparation for communications problems. Depending on the settings of the communication equipment of the shareholders, the picture or audio quality of the livestream may decrease, communications may be interrupted, or there may be a slight time lag during transmission and reception.
- We will not be responsible for any connection failures, delays, or audio problems likely caused by the settings of the shareholder's communications equipment or other conditions on the shareholder side of communications.
- Shareholders are responsible for the payment of any fees for the internet connection, communications, and other settings necessary to view the Shareholders' Meeting.
- Providing any third party with image, video or audio data from the Shareholders' Meeting, screening, redistributing, reproducing, videotaping or recording the Shareholders' Meeting, or disclosing the login method to any third party is prohibited. Informing a third party of an ID and password is also prohibited.
- Prior application is required to participate via telephone.

Please call the number below on any weekday between Friday, August 7, 2026, and Monday, August 24, 2026, from 10:00 a.m. to 5:00 p.m. to obtain instructions for joining the meeting by telephone, no later than 5:00 p.m. on Monday, August 24, 2026.

- The livestream of the Shareholders' Meeting will be recorded only for the purpose of distribution of the images and audio of the chairperson and the executives of Oracle Corporation Japan. We appreciate your understanding.
- Please check the following FAQ website if you have any other questions about the distribution system.

https://sharely.app/faq

Contact for inquiries about logging in, operating the system, etc.
Contact: +81-3-6683-7661
(Inquires will be accepted from 10:00 a.m. on Friday, August 7, 2026, to the end of the Shareholders' Meeting.)

Reference Material for the Meeting of Shareholders

Proposal ： Election of 9 Directors

The term of office of all directors (8) expires at the close of this Annual Meeting of Shareholders. In accordance with the decision of the Nomination Committee, it is proposed to elect 9 directors (4 of outside directors), including 1 new candidate.

The candidates for directors are listed below. (* indicates new candidate.)

	Name	Current Position	Attribute
(1)	Toshimitsu Misawa	Director Corporate Executive Officer President	Reappointment
(2)	S. Krishna Kumar	Director Corporate Executive Officer CFO	Reappointment
(3)	Garrett Ilg	Director	Reappointment
(4)	Kimberly Woolley	Director	Reappointment
(5)*	Ann Kishore	-	New
(6)	Yoshiaki Fujimori	Director Chairperson	Reappointment Outside Independent
(7)	John L. Hall	Director	Reappointment Outside
(8)	Takeshi Natsuno	Director	Reappointment Outside Independent
(9)	Yukiko Kuroda	Director	Reappointment Outside Independent

	Global Management	Experience in industry	Technology	Data Security and Risk Management	Finance	Legal/ Compliance/ Corporate Governance	Executive Leadership, Talent Development and D&I
Toshimitsu Misawa	○	○	○	○			○
S. Krishna Kumar	○	○			○		○
Garrett Ilg	○	○	○	○			○
Kimberly Woolley	○	○				○	○
Ann Kishore	○	○			○		○
Yoshiaki Fujimori	○						○
John L. Hall	○	○	○				○
Takeshi Natsuno	○		○				○
Yukiko Kuroda	○						○

(Candidate number) Name (Date of birth)	Profile, position and assignment in our company (Representative position for other company)		Number of Oracle Corporation Japan shares owned
(1) Toshimitsu Misawa (April 27, 1964)	Apr. 1987	Joined Fujitsu Limited.	22,800
	May 1995	Joined Oracle Corporation Japan, Business Partner Division	
	Aug. 2000	Operating Officer, Partner Business, E-Business	
	Jun. 2006	Senior Operating Officer, Vice President of Software License, Technology product, Marketing	
	Jun. 2011	Executive Operating Officer, Vice President of Database Business	
	Dec. 2014	Deputy President Operating Officer, Vice President of Database Business	
	Dec. 2015	Deputy President, Corporate Executive Officer, Vice President, Cloud Technology Business	
	Mar. 2016	Resigned Oracle Corporation Japan	
	Jul. 2016	Joined IBM Japan, Ltd. Director, Senior Executive Officer, Vice President Of IBM Cloud Japan	
	Apr. 2020	IBM Japan, Ltd. Director, Senior Executive Officer, Vice President of Business Development & Technical Expert	
	Oct. 2020	Joined Oracle Corporation Japan Senior Vice President (Current position)	
	Dec. 2020	Corporate Executive Officer, President	
	Aug. 2021	Director, Corporate Executive Officer, President (Current position)	
	Jun. 2026	JAPAN POST BANK Co.,Ltd, Outside Director (Current position)	
(2) S. Krishna Kumar (March 21, 1968)	May 1996	Oracle India Private Limited	-
	Feb. 2014	Vice President Finance, Oracle Corporation Japan and GFIC	
	Aug. 2014	Corporate Executive Officer of Oracle Corporation Japan	
	Aug. 2017	Director, Corporate Executive Officer	
	Aug. 2018	Director, Corporate Executive Officer, Chief Financial Officer (Current position)	
	Jun. 2019	Oracle Corporation, Vice President Finance, JAPAC & Japan CFO	
	Jul. 2021	Oracle Corporation, Senior Vice President Finance, JAPAC & Japan CFO (Current position)	

(Candidate number) Name (Date of birth)	Profile, position and assignment in our company (Representative position for other company)		Number of Oracle Corporation Japan shares owned
(3) Garrett Ilg (July 9, 1961)	May 1984	Joined Mitsubishi Electric	-
	Mar. 1988	V Band Corporation, Japan Country Manager	
	Apr. 1994	Reuters, Sales Manager, Foreign Accounts	
	Sep. 1997	Reuters, Senior Vice President, Global Accounts	
	Aug. 2002	BEA Systems, Senior Vice President, Head of Asia Pacific	
	Jan. 2006	Adobe Systems Japan, President	
	Sep. 2008	SAP Japan, President and Chief Executive Officer	
	Sep. 2016	Adobe, President Europe, MiddleEast & Africa	
	Dec. 2018	Adobe, Senior Vice President, World Wide Field Operations	
	Apr. 2020	Oracle Corporation, Executive Vice President, Head of JAPAC	
	Aug. 2020	Director of Oracle Corporation Japan (Current position)	
	Apr. 2024	Oracle Corporation, Executive Vice President and General Manager, JAPAC (Current position)	

(Candidate number) Name (Date of birth)	Profile, position and assignment in our company (Representative position for other company)		Number of Oracle Corporation Japan shares owned
(4) Kimberly Woolley (April 4, 1972)	Oct. 1998	Associate at law firm Sullivan & Cromwell	-
	Sep. 2000	Associate at law firm Gibson, Dunn & Crutcher	
	Jan. 2008	Corporate Counsel for Franklin Templeton Investments	
	May 2009	Senior Corporate Counsel of Oracle Corporation	
	Oct. 2009	Managing Counsel and Assistant Secretary of Oracle Corporation	
	Jul. 2012	Director, Associate General Counsel of Williams-Sonoma, Inc.	
	Oct. 2014	Member, Board of Trustees of Ripon College	
	Dec. 2014	Assistant General Counsel and Assistant Secretary of Oracle Corporation	
	Oct. 2015	Vice Chair of Audit Committee, Board of Trustees of Ripon College	
	Aug. 2017	Director of Oracle Corporation Japan (Current position)	
	Oct. 2017	Chair of the Infrastructure Committee of Ripon College	
	Nov. 2019	Vice President, Assistant General Counsel and Assistant Secretary of Oracle Corporation	
	Jun. 2026	Senior Vice President, Associate General Counsel and Assistant Secretary of Oracle Corporation (Current position)	
(5)* Ann Kishore (November 27, 1971)	May 1997	Joined KPMG	-
	Dec. 2002	Tax Counsel, Sun Microsystems, Inc.	
	Feb. 2006	Tax Director, Oracle USA, Inc. (Currently Oracle America, Inc.)	
	Jul. 2012	Senior Tax Director, Oracle America, Inc.	
	Feb. 2021	Vice President Tax, Oracle America, Inc. (Current position)	

(Candidate number) Name (Date of birth)	Profile, position and assignment in our company (Representative position for other company)		(Candidate number) Name (Date of birth)
(6) Yoshiaki Fujimori (July 3, 1951)	Apr. 1975	Nissho Iwai Corporation (Currently Sojitz Corporation)	-
	Oct. 1986	GE Japan Inc.	
	May 2001	General Electric Company, Senior Vice President	
	Oct. 2008	GE Japan Inc. Representative Director, Chairperson, President & CEO	
	Aug. 2011	LIXIL Corporation Director Representative Director, President & CEO	
		LIXIL GROUP CORPORATION Director, Representative Executive Officer, President and CEO	
	Jun. 2012	Tokyo Electric Power Co., Inc. (Currently Tokyo Electric Power Company Holdings, Inc.) Outside Director	
	Jun. 2016	LIXIL GROUP CORPORATION Advisor	
		Takeda Pharmaceutical Company Limited, Director	
	Jul. 2016	Boston Scientific Corporation, Outside Director	
	Feb. 2017	CVC Capital Partners, Supreme Advisor (Current position)	
	Aug. 2018	Oracle Corporation Japan, Outside Director, Chairperson (Current position)	
	Jun. 2019	TOSHIBA CORPORATION, Outside Director	
	Mar. 2020	Shiseido Company, Limited, Outside Director	
	Oct. 2022	Deloitte Tohmatsu Financial Advisory LLC, Senior Advisor (Current position)	
	Sep. 2024	DigitalBridge Group, Inc., Senior Advisor (Current position)	
	Feb. 2025	BLAIZE Holdings, Inc., Outside Director (Current position)	
	Apr. 2025	JTOWER Holdings Inc., Outside Director (Current position)	
(7) John L. Hall (October 30, 1954)	Jan. 1977	Joined IBM Corporation	2,500
	Sep. 1992	Director of Open Systems Sales and Marketing of Unisys Corporation	
	Oct. 1994	Corporate Global Alliance Manager of Oracle Corporation	
	Jun. 1996	Vice President, Oracle Asia Pacific Alliances	
	Mar. 1997	Managing Director, Oracle Thailand	
	Sep. 1997	Senior Vice President, Oracle Worldwide Alliances	
	Apr. 1999	Senior Vice President of Oracle University	
	Aug. 2003	Director of Oracle Corporation Japan (Current position)	
	Jun. 2015	Retired from Oracle Corporation	

(Candidate number) Name (Date of birth)	Profile, position and assignment in our company (Representative position for other company)		(Candidate number) Name (Date of birth)
(8) Takeshi Natsuno (March 17, 1965)	Apr. 1988	Joined TOKYO GAS Co.,ltd	-
	Jun. 1996	Director, Executive Officer Deputy President of Hyper Net	
	Sep. 1997	Joined NTT DOCOMO, INC.	
	Jun. 2005	Operating Officer, Mulch Media Service Director of NTT DOCOMO	
	May 2008	Professor of Graduate School of Media and Governance, Keio University	
	Jun. 2008	Outside Director of SEGA SAMMY HOLDINGS INC.	
		Outside Director of transcosmos inc. (Current position)	
		Director of NTT Resonant Incorporated	
	Dec. 2008	Director of DWANGO Co., Ltd.	
	Jun. 2009	Outside Director of DLE Inc.	
	Sep. 2009	Outside Director of GREE, Inc. (Currently GREE Holdings, Inc.) (Current position)	
	Dec. 2010	Outside Director of USEN-NEXT HOLDINGS Co., Ltd. (Currently U-NEXT HOLDINGS Co.,Ltd.) (Current position)	
	Aug. 2016	Outside Director of Oracle Corporation Japan (Current position)	
	Jun. 2017	Outside Director of Ubicom Holdings, Inc.	
		Director of GENETEC CORPORATION	
		Outside Director of Cool Japan Fund Inc.	
	Nov. 2018	Director, KADOKAWA CORPORATION	
	Feb. 2019	Representative Director, President, DOWANGO CORPORATION (Current position)	
	Apr. 2020	Specially invited professor of Kindai University, Director of the institute of Informatics (Current position)	
	Jun. 2021	Representative Director, President, KADOKAWA CORPORATION	
	Jun. 2023	Director, Representative President and CEO, KADOKAWA CORPORATION (Current position)	
(9) Yukiko Kuroda (September 24, 1963)	Apr. 1986	Joined Sony Corporation	-
	Jun. 1991	President and Representative Director, People Focus Consulting	
	Jul. 1991	Senior Consultant, Gemini Consulting Japan	
	Jun. 2010	Outside Auditor, Astellas Pharma Inc.	
	Mar. 2011	Outside Director, CAC Corporation (Currently CAC Holdings Corporation)	
	Apr. 2012	Director & Founder, People Focus Consulting	
	Mar. 2013	Outside Director, Marubeni Corporation	
	Jun. 2015	Outside Director, Mitsui Chemicals, Inc.	
	Jun. 2018	Outside Director, Seven Bank, Ltd.	
		Outside Director, Terumo Corporation	
	Jun. 2022	Outside Director, Obayashi Corporation (Current position)	
	Aug. 2022	Outside Director, Oracle Corporation Japan (Current position)	
	Apr. 2024	Advisor & Founder, People Focus Consulting (Current position)	
	Apr. 2025	Outside Director, SEKISUI HOUSE, LTD. (Current position)	
	Jun. 2025	Outside Director, Santen Pharmaceutical Co., Ltd. (Current position)	

Note 1. Special interests between the candidates and the Company

(1) Mr. S. Krishna Kumar is Senior Vice President Finance, JAPAC & Japan CFO of Oracle Corporation and Mr. Garrett Ilg is Executive Vice President and General Manager, JAPAC of Oracle Corporation. Ms. Kimberly Woolley is Senior Vice President, Associate General Counsel and Assistant Secretary of Oracle Corporation. Oracle Corporation is special related entities to the Company. For information on the relationship of the Company with Oracle Corporation, please refer to "Relationship with the parent company" of (5) Parent company and consolidated subsidiaries in 1. OVERVIEW OF THE COMPANY" of attached document.

(2) Ms. Ann Kishore is Vice President, Tax of Oracle America, Inc. Oracle America, Inc., like the Company, is part of the corporate group headed by Oracle Corporation and is a specified related entity of the Company.

There are no special interests between any other director candidates and the Company.

2. Candidates for outside directors

(1) Messrs. Yoshiaki Fujimori, John L. Hall, Takeshi Natsuno and Yukiko Kuroda are candidates for outside directors.

(2) Reason

Director Yoshiaki Fujimori, John L. Hall, Takeshi Natsuno and Yukiko Kuroda are outside directors in accordance with Article 2, Section 15 and Article 400, section 3 of the Corporate Law.

(3) Tenure of outside director (outside statutory auditor) of the Company (at the end of this shareholders meeting)

Yoshiaki Fujimori	Outside Director	8 years
John L. Hall	Outside Director	23 years
Takeshi Natsuno	Outside Director	10 years
Yukiko Kuroda	Outside Director	4 years

(4) Agreements limiting liability for outside directors

The Company stipulates its articles of incorporation for entering into agreement with outside directors and for limiting their liabilities so that directors may perform properly the roles expected of them in carrying out the duties of directors, and valuable human resources may be invited as outside directors. Please refer to "Notes of (1) Directors and Corporate Executive Officers in 3. DIRECTORS" of attached document for the summary of the agreements. The Company has concluded agreements limiting the liability with current outside directors. If the current outside directors are appointed, the Company renews the current agreements with each of them.

(5) Facts regarding cases of unjust execution of business of another stock company during the preceding five (5) years where candidates for Outside Director were in his or her office as a director or corporate auditor at such company:

It was found that OBAYASHI CORPORATION (OBAYASHI), for which Ms. Yukiko Kuroda has been serving as an Independent Director from June 2022, with regard to the industrial accident that occurred on October 4, 2024, at "Minamikoma Tunnel No.4 (east construction area)", which is under construction by a joint venture in which OBAYASHI serves as the representative member, OBAYASHI and two of its employees have received summary orders, in connection with the fact that employees of OBAYASHI provided explanations to the competent Labor Standards Inspection Office that differed from the actual facts, from the Kajikazawa Summary Court dated March 24, 2026, for violations of the Industrial Safety and Health Act, and each was ordered to pay a fine of JPY 200,000. Ms. Yukiko Kuroda, during her service as the Independent Director of OBAYASHI, had prevented occurrence of violation of law through reports or the like at the meetings of its Board of Directors since long before the occurrence of such incident, by way of monitoring and supervision of the execution status of respective directors as well as operation of its internal control system. Furthermore, following the discovery of the incident, she has sufficiently fulfilled her duty through making a recommendation to perform effective measures towards prevention of recurrence.

3. Notifications of Directors, Yoshiaki Fujimori, John L. Hall, Takeshi Natsuno and Yukiko Kuroda satisfy the requirements of Independent Director stipulated in Rule of the Securities Listing Regulations of the Tokyo Stock Exchange. If they are appointed, the Company will apply them to Tokyo Stock Exchange as Independent Director.

4. Ann Kishore 's family register name is Uyen Ngoc Ann Kishore.

5. The Company and an insurance company have executed directors and officers liability insurance contract covering compensation for damages and litigation expenses, etc. borne by the directors or officers due to the claims for damage compensation arising from actions (including inactions) carried out by said directors and officers in relation to the execution of their duties, and this person will be included as the insured under this insurance policy, provided that this person's appointment is approved. The next time the insurance policy is renewed, it is scheduled to be renewed with the same contents.

Reason for selecting the candidates:

The nomination committee decided that each candidate as mentioned above is supposed to be a director who can decide important business judgments and supervise of the business operation of the Company properly based on their expertise.

Business Report

（ From June 1, 2025 to May 31, 2026）

1. OVERVIEW OF THE COMPANY

(1) Progress and Results of Business

During the fiscal year under review (from June 1, 2025 to May 31, 2026, hereinafter referred to as “this year”), the Japanese information services industry in which the Company operates experienced steady investments in cloud services, with IT investments aimed at corporate growth and boosting competitiveness, improving efficiency through the use of variable digital data, building the IT environment to realize sustainable human-capital management, and strengthening touchpoints with end users.
Under these circumstances, the Company has continued its value proposition for realizing Customers’ innovation, for their business transformation, and for supporting their firm growth through the use of new technologies, including a broad range of integrated cloud services and enterprise AI with the highest levels of security, performance, and efficiency.
In addition, a customer-led user group, Japan OATUG (Oracle Applications and Technology Users Group), provides an ongoing forum for interaction among member companies, sharing use cases of our products, and hosting seminars and other events. As these activities have become more active, both the number of registered companies and the number of members have continued to increase. We support Japan OATUG’s activities, led primarily by our executive management as well as our product, development, and services organizations, and position these efforts as initiatives that help promote understanding of our product value through the sharing and expansion of use cases and the accumulation of implementation and utilization know-how.

As a result of these initiatives, the Company recorded net sales of 285,073 million yen (up 8.2% year over year), operating profit of 89,795 million yen (up 3.4%), ordinary profit of 91,373 million yen (up 4.5%), and profit for the year of 63,537 million yen (up 4.6%). Net sales and all profit items reached record highs for the fiscal year under review.

(2) Principal business

The Company undertakes sales of software, including relational database management software, middleware, and applications as well as hardware, including servers, storage devices, and network devices. In addition, the Company provides cloud services and a variety of services to support the introduction and use of these products. In order to expand the cloud business, a growth area, the following activities were undertaken during this year.

<u>Go to Market Strategy (FY2026)</u>

<u>Mission Statement</u>

The Company aims to achieve further growth by helping customers migrate their mission-critical systems to the cloud and realize greater value through data utilization. Its mission is to help people see data in new ways, discover insights, and unlock endless possibilities.
By continuing to evolve our own capabilities and supporting the transformation of our customers, we aim to contribute to the sustainable development of society.

<u>Our Strength</u>

The Company aims to drive further business growth by strengthening customer trust while supporting customers’ migration of core systems to the cloud and enabling active data utilization.
We have modernized and digitalized our own business processes using our technologies, achieving

strong results internally. By accelerating the deployment and adoption of these technologies for customers, we support their growth and business innovation.
The Company offers a comprehensive product portfolio spanning platforms, applications, and hardware, deployable across both cloud and on-premises environments. Oracle Cloud, the core of the Company's business, is built on system architecture and technologies consistent with our licensed software products, enabling seamless integration and bidirectional migration between on-premises systems and Oracle Cloud.

The results of each business segment are as follows:

[Cloud and Software]

Net Sales in the cloud and software segment was 244,481 million yen, up 9.6% from the corresponding period of the previous fiscal year. Net sales in the Cloud was 83,184 million yen (up 34.3% year on year), net sales in the Software was 161,297 million yen (up 0.1% year on year).
This segment consists of the "Software license" that the Company sells software licenses for database management software, a range of middleware, and ERP and other business applications, etc., the "Software support" that the Company provides software updates and technical support for customers using the Company's software licenses, and the "Cloud" are services the Company provides the resources of software and hardware via the Internet.
In cloud and software, the Company has developed its strength of products and services to support its Customers under our strategy stated above.

Regarding cloud, we continued to focus on facilitating existing customers' upgrades to the Oracle Fusion Applications (a lift and shift from on-premises to the cloud) to further accelerate a shift to the cloud. We also worked proactively to acquire new customers.
Regarding "Oracle Cloud Infrastructure (OCI)", there is a lot of demands from customers who prioritize factors such as performance, security and cost-effectiveness. These demands have led to the usage of our Tokyo and Osaka region data centers. There are continuously effort to expand its Cloud data centers.
We have been registered for the ISMAP (Information system Security Management and Assessment Program) as a Government Cloud supplier with OCI.
Furthermore, our OCI is selected as Cloud service for government cloud development at the Digital Agency, and prospective benefits amid a push for the Central and Local governments' digitalization include an acceleration and increase in investment, larger projects, and further stimulation of demand over the mid to long term.
The Company has a website that provides information on OCI for governments and local governments (in Japanese only). https://www.oracle.com/jp/cloud/government/
NetSuite for SME market remained brisk performance in adding new customers who adopted Cloud ERP.

In our software license business, there is a vigorous demand for to break away from legacy systems and move toward to standardize and open systems. In addition, IT investment remains strong, not only cost reduction, but also renewing flexible IT infrastructure for digital innovation and growing their business.
In terms of Partner business side, we are expanding our cooperative ties of alliance and keep on expanding our Cloud partnerships, while creating new demands on SME market segment.

Also, we have been keeping the high renewal rate for software support contracts and a strong attach rate for software license.

[Hardware]
Net Sales in the Hardware segment was 15,048 million yen, down 3.5% from the corresponding period of the previous fiscal year.
This segment consists of the Hardware product division which sells servers, storage, engineered systems and network devices, and provides operating systems and related software, and the Hardware support division which provides technical support for hardware products, maintenance and repair services and updated versions of related software including operating systems.

The Company released the latest generation of Oracle Exadata platform, "Oracle Exadata X11M" in January 2025.
Starting at the same price as the previous generation, Exadata X11M which is optimized for the latest generation AMD EPYC™ processors, delivers significant performance improvements across AI, analytics, and online transaction processing (OLTP). Combining intelligent power management with the ability to run mission-critical workloads faster and on fewer systems helps customers achieve their energy efficiency and sustainability goals.
Exadata removes storage bottlenecks and dramatically increase performance for the most demanding workloads, such as Online Transaction Processing (OLTP), analytics, IoT, fraud detection, and high-frequency trading.
Exadata X11M's performance increased across all workloads, with much faster vector search for AI, much faster IOPS and shorter latencies for transaction processing, and much faster data scans and query throughput for analytics.

[Services]
Net Sales in the Services segment was 25,543 million yen, up 2.6% from the corresponding period of the previous fiscal year.
This segment consists of Consulting Services, which support the introduction of products of the Company and Customer Success Services, which provide a preventive maintenance service and a comprehensive operation management service for customers' IT environments.
The number of composite projects from Consulting Services, who takes advantage of the Company's comprehensive product and service portfolio, has increased steadily. Examples include projects for platform transition from the on-premise environment to the OCI (Oracle Cloud Infrastructure) environment and projects for linkage with Cloud Applications.

Net Sales breakdown by business segments (Year to Date)

Item			May 2025		May 2026		
			Amount	Comp.	Amount	Comp.	Variance
			Million Yen	%	Million Yen	%	%
	Cloud		61,962	23.5	83,184	29.2	34.3
		Software license	48,630	18.5	47,618	16.7	-2.1
		Software support	112,438	42.7	113,678	39.9	1.1
	Software		161,068	61.1	161,297	56.6	0.1
Cloud and software			223,030	84.6	244,481	85.8	9.6
Hardware			15,590	5.9	15,048	5.3	-3.5
Services			24,890	9.4	25,543	9.0	2.6
Total			263,510	100.0	285,073	100.0	8.2

(Note) 1. Amounts are rounded down to the nearest unit, while percentages and year-on-year changes are rounded to the nearest whole number.

2. Previously, the Company presented disaggregated information on revenue arising from contracts with customers by dividing the reportable segment "Cloud & License" into "Cloud Services & License Support" and "Cloud License & On-Premises License." In addition, "Cloud Services & License Support" consisted of "Cloud Services" and "License Support."

Effective from the current fiscal year, due to changes in the Company's performance management categories, the reportable segment "Cloud and software" is presented as consisting of the categories "Cloud" and "Software." In addition, "Software" consists of "Software license" and "Software support."

The disaggregated information on revenue arising from contracts with customers for the previous fiscal year is also presented using the revised classification.

3. Effective from the current fiscal year, the name of the reportable segment previously referred to as "Cloud & License" has been changed to "Cloud and software," and the name of the reportable segment previously referred to as "Hardware systems" has been changed to "Hardware." These changes relate only to the names of the reportable segments and have no impact on the segment information.

The segment information for the previous fiscal year is also presented using the revised segment names.

(3) Capital investment

The total amount of the Company’s capital investment in this period was 2,417 million yen. The main component was the purchase of computer equipment. The total amount of capital investment includes payments for guarantee deposits.

(4) Issues to address

①Our basic business policies

The Company practices a basic philosophy of creating new IT value and contributing to customer success and the development of society. The role of IT has been evolving from tools for operational efficiency and cost cutting, to business infrastructure that transforms corporate processes and business models.

The basic policy of the Company as a technology company is to help enhance the competitiveness and improve the performance of customers and provide for the greater convenience and development of society by delivering the most-advanced digital technologies such as cloud solutions.

②Targeted business indices

The Company aims to improve corporate value and return profits to shareholders by driving net sales, operating profit and EPS.

③The Company's medium- and long-term management strategies and issues to be addressed

Mission Statement

The Company aims to achieve further growth by helping customers migrate their mission-critical systems to the cloud and realize greater value through data utilization. Its mission is to help people see data in new ways, discover insights, and unlock endless possibilities.

By continuing to evolve our own capabilities and supporting the transformation of our customers, we aim to contribute to the sustainable development of society.

Our Strength

The Company aims to achieve further growth by helping customers accelerate the migration of mission-critical systems to the cloud and realize business value through greater utilization of data.

As a technology company, Oracle leverages the experience and expertise gained from advancing its own business processes and data-driven operations through the use of its technologies, and applies these insights to help build the foundation for growth and innovation among enterprises in Japan.

The Company maintains a comprehensive product portfolio spanning infrastructure, databases, and applications across both cloud and on-premises environments. In particular, its database products have been widely adopted for mission-critical workloads that require high levels of security, availability, and performance.

One of the Company's key strengths is its ability to provide an integrated technology stack consisting of cloud infrastructure, databases, and applications that serve as the foundation for AI adoption, supported by a technology platform characterized by high reliability and security.

Key Initiatives

Over the past three years, the Company has pursued two key strategic priorities: "to provide the Japan-focused cloud", and "to promote AI for customers". Through these initiatives, the Company has supported the growth and competitiveness of customers in Japan.

For the fiscal year ending May 31, 2027, the Company has adopted "AI Changes Everything — Empowering Japan with AI. Accelerating with Trust" as its strategic theme. Under this theme, the Company will address both the value-creation opportunities presented by AI and the increasing requirements for data protection and security.

AI is becoming increasingly important for organizations seeking to improve productivity and strengthen competitiveness. Leveraging its comprehensive capabilities across infrastructure, databases, and applications, the Company will continue to help customers securely and effectively leverage AI in response to growing demand for AI adoption.

Specifically, the Company will strengthen the delivery of integrated AI solutions built on Oracle AI Database and Oracle Cloud Infrastructure (OCI), including Oracle Fusion Applications, Oracle NetSuite, and industry-specific applications. At the same time, the Company will further enhance its data management, security, and governance capabilities to help customers securely and effectively leverage their mission-critical operations and data.
In addition, the Company will expand the deployment of sovereign cloud offerings delivered by Japanese partners leveraging Oracle Alloy. The Company will promote the delivery of Sovereign Cloud and Sovereign AI solutions designed to address geopolitical and economic security risks, while meeting growing requirements for data sovereignty and operational sovereignty.
Through its “One Oracle” strategy, the Company will leverage its comprehensive capabilities across infrastructure, databases, and applications to help customers improve productivity and strengthen competitiveness, while pursuing sustainable growth and enhancing corporate value.
In addition, through collaboration across organizations, the Company will deliver tailored Oracle solutions that address the specific needs of customers across industries and contribute to their business success.

(5) Parent company and consolidated subsidiaries

① Status of Parent Company

(a) Relationship with the parent company

Oracle Corporation Japan’s parent company is Oracle Japan Holding, Inc. (California, U.S.A), which owns 74.1% of voting rights (94,967 thousand shares) of the Company’s stock. This company is a subsidiary of Oracle Corporation (Texas, U.S.A)

(b) Matters related to transactions with the parent company

The Company belongs to a corporate group centered on Oracle Corporation, which is the substantive parent company of the Company.

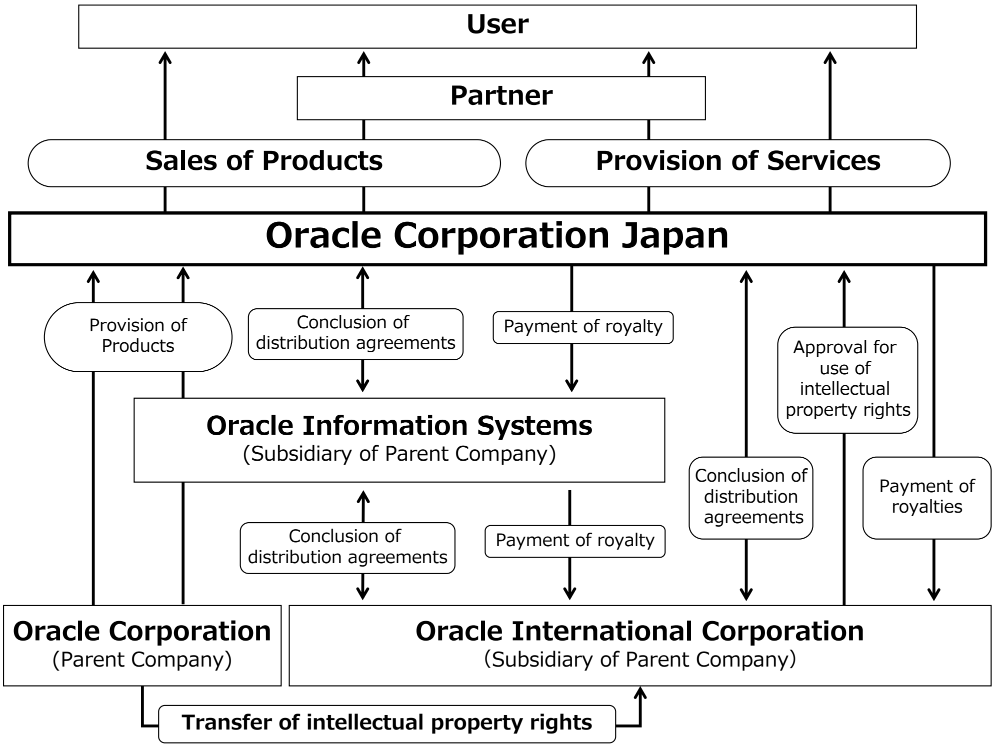
The corporate group undertakes worldwide sales of software, including relational database management software, middleware, and applications; and hardware, including servers, storage devices, and network devices. Its products are used for building and operating IT environments, such as cloud computing environments. In addition, the Company provides products such as cloud services that are offered over the Internet and through other networks, and a variety of services to support the introduction and use of these products.

The Company has concluded sales agency agreements with Oracle International Corporation, which owns and manages the intellectual property rights of Oracle Corporation, the parent company of the Company, and mutual sales license agreements with Oracle Information Systems Japan G.K., a subsidiary of Oracle Corporation, which owns the right to license and the right to sell cloud services and products that have been acquired by Oracle Corporation in Japan. Based on these agreements, the Company receives supplies of products for the Japanese market from Oracle Corporation and pays a certain percentage of the sales proceeds from the products including cloud services and the acquired products to Oracle International Corporation and Oracle Information Systems Japan G.K., respectively, in consideration thereof.

In addition, as the principal operations of the Company are selling products developed by Oracle Corporation and providing related services incidental to these products in the Japanese market, the Company does not conduct research and development activities on its own.

From the standpoint of securing independence from the parent company, the Company’s Board of Directors makes the final decisions regarding the business development of the Company, and the directors make their decisions in such a manner that their decisions are in the best interests of the Company and all of its shareholders.

(Business relation diagram)



(c) The details of significant financial and business policy-related contracts, etc., concluded with the parent company and transactions with the parent company, etc., are as follows.

The Company has entered into an agreement with the Parent Company regarding loans, and the interest rate of loans to the Parent company is determined reasonably in consideration of market interest rates.

② Major consolidated subsidiaries

Not applicable.

(6) Performance and Assets

Category		38th fiscal year ending May 2023	39th fiscal year ending May 2024	40th fiscal year ending May 2025	41st fiscal year ending May 2026
Net Sales	(million yen)	226,914	244,542	263,510	285,073
Ordinary profit	(million yen)	74,681	80,277	87,454	91,373
Profit for the year	(million yen)	52,009	55,603	60,725	63,537
Basic earnings per share	(yen)	405.98	434.16	473.98	495.97
Total assets	(million yen)	281,015	340,159	316,403	368,416
Net assets	(million yen)	155,854	191,795	163,681	204,728
Net assets per share	(yen)	1,217.05	1,496.49	1,278.26	1,597.24

(Note) As the Company treats its own shares owned by the Board Incentive Plan (BIP) Trust and the Employee Stock Ownership Plan (ESOP) Trust as treasury shares, the Company subtracts the number of such treasury shares from the average number of shares during the period in the calculation of basic earnings per share. In the calculation of net assets per share, the Company also subtracts the number of such treasury shares from the number of outstanding shares at the fiscal year end.

(7) Major Offices

As of May 31, 2026

Headquarter: Kita- Aoyama 2-5-8, Minato-ku, Tokyo

Regional Offices: Kita-Nihon

- Hokkaido (Chuo-ku, Sapporo City)
- Tohoku (Aoba-ku, Sendai City)

Naka-Nihon

- Tokai (Nakamura-ku, Nagoya City),
- Hokuriku (Kanazawa City, Ishikawa Prefecture)
- Toyota (Toyota City, Aichi Prefecture)
- Kariya (Kariya City, Aichi Prefecture)

Nishi-Nihon

- Kansai (Kita-ku, Osaka City)
- Chugoku/Shikoku (Naka-ku, Hiroshima City)
- Kyushu (Hakata-ku, Fukuoka City)
- Okinawa (Naha City, Okinawa Prefecture)

(8) Employees

As of May 31, 2026

Number of employees	Difference from end of last fiscal year	Average age	Average service years of employment
2,097	-161	45.3	11.6

(Note) "Number of employees" includes employees on loan from the other companies (151 persons) and temporary employees (16 persons). The employees on loan from the other companies and temporary employees are excluded from the calculation of average age and average service years of employment.

2. SHARES

As of May 31, 2026

(1) Number of shares authorized to issue 511,584,909 shares

(2) Number of shares issued 128,312,571 shares (including 14,023 own shares)

(3) Number of shareholders 21,299

(4) Major shareholder

Name of shareholder	Number of shares held (1,000 shares)	Composition %
ORACLE JAPAN HOLDING, INC.	94,967	74.0
The Master Trust Bank of Japan, Ltd. (Trust account)	4,931	3.8
STATE STREET BANK AND TRUST COMPANY 505001	1,684	1.3
THE NOMURA TRUST AND BANKING CO., LTD. AS THE TRUSTEE OF REPURCHASE AGREEMENT MOTHER FUND	1,335	1.0
Custody Bank of Japan, Ltd. (Trust account)	1,181	0.9
STATE STREET BANK AND TRUST COMPANY 505103	880	0.7
SMBC NIKKO SECURITIES INC.	602	0.5
THE BANK OF NEW YORK MELLON 140044	589	0.5
JAPAN SECURITIES FINANCE CO., LTD.	537	0.4
BNYM AS AGT/CLTS NON TREATY JASDEC	516	0.4

(Notes) 1. The composition is calculated without treasury shares (14,023 shares) from total shares issued.
2. The number of shares of the treasury shares held by The Master Trust Bank of Japan, Ltd (ESOP trust: 128,409 shares, BIP trust 13,197 shares) are included in the calculation of "Composition %".

(5) Shares issued to corporate officers as compensation for the execution of their duties during the fiscal year under review

The details of stock-based compensation granted during the fiscal year under review are as follows.

Total of shares delivered to directors and other officers by category

	Number of Shares (shares)	Number of Recipients
Directors (excluding Outside Directors) and Corporate Executive Officers	13,672	3
Outside Directors	-	-

(6) Other important matters related to shares

The Company has introduced the BIP Trust, an incentive plan for its directors and executive officers, and the ESOP Trust, an incentive plan for its employees.

(i) BIP Trust for directors and officers

At the Compensation Committee meeting held on October 24, 2014, the Company resolved to introduce the Board Incentive Plan (BIP) Trust (hereinafter the "BIP Trust") as a new incentive plan to change the compensation plan to one that would more strongly motivate the directors and executive officers of the Company to execute their duties.

The Company will first establish a trust by contributing funds to acquire the Company's shares, with the directors and executive officers who have met certain requirements as beneficiaries, among those who have elected to use the BIP Trust. The trust will acquire a certain number of the Company's shares that are expected to be delivered to the relevant directors and executive officers from the stock market during the predetermined acquisition period based on the pre-established Regulations for Share Distribution of the Company. Then, the trust will deliver a number of the Company's shares to the directors and executive officers as compensation every year according to the business performance, etc. of the Company during the trust period pursuant to the provisions of the Regulations for Share Distribution.

The number of the Company's shares owned by the BIP Trust as of the end of the fiscal year under review (May 31, 2026) is 13,197 shares.

(ii) ESOP Trust

At the Board of Directors meeting held on October 24, 2014, the Company resolved to introduce the Employee Stock Ownership Plan (ESOP) Trust (hereinafter the "ESOP Trust"), an incentive plan for its employees, for the purpose of increasing the corporate value of the Company in the medium and long term.

The Company will first establish a trust by contributing funds to acquire the Company's shares, with the employees who have met certain requirements as beneficiaries, among those who have elected to use the ESOP Trust. The trust will acquire a certain number of the Company's shares that are expected to be delivered to the relevant employees from the stock market during the predetermined acquisition period based on the pre-established Regulations for Share Distribution of the Company. The trust will then deliver a number of the Company's shares to the employees on a certain day every year according to the degree of their contribution to the business performance, etc. of the Company pursuant to the provisions of the Regulations for Share Distribution.

The number of the Company's shares owned by the ESOP Trust as of the end of the fiscal year under review (May 31, 2026) is 128,409 shares.

3. DIRECTORS

(1) Directors and Corporate Executive Officers

As of May 31, 2026

Name	Position	Assignment or major contents of work
Toshimitsu Misawa	Director Corporate Executive Officer President	-
S. Krishna Kumar	Director Corporate Executive Officer Chief Financial Officer	Oracle Corporation, Senior Vice President Finance, JAPAC & Japan CFO
Garrett Ilg	Director	Oracle Corporation, Executive Vice President and General Manager, JAPAC
Kimberly Woolley	Director Nominating Committee Member Compensation Committee Member Audit Committee Member	Oracle Corporation, Vice President, Assistant General Counsel and Assistant Secretary of Oracle Corporation
Yoshiaki Fujimori	Director Chairperson Audit Committee Member	Outside Director, Takeda Pharmaceutical Company Limited Supreme Advisor, CVC Capital Partners Senior Advisor, Deloitte Tohmatsu Financial Advisory LLC Senior Advisor, DigitalBridge Group, Inc. Outside Director, BLAIZE Holdings, Inc. Outside Director, JTOWER Holdings Inc.
John L. Hall	Director Chairperson of the Nominating Committee Chairperson of the Compensation Committee Chairperson of the Audit Committee	-
Takeshi Natsuno	Director Nominating Committee Member	Outside Director, Transcosomos, Inc Representative Director, President, DWANGO Co., Ltd Outside Director, GREE Holdings, Inc. Outside Director, U-NEXT HOLDINGS Co.,Ltd. Specially invited professor of Kindai University, Director of the institute of Informatics Director, Representative President and CEO, KADOKAWA CORPORATION
Yukiko Kuroda	Director Compensation Committee Member	Advisor & Founder, People Focus Consulting Outside Director, Obayashi Corporation Outside Director, SEKISUI HOUSE, LTD. Outside Director, Santen Pharmaceutical Co., Ltd.
Hiroko Utsumi	Representative Corporate Executive Officer & Managing Counsel	Chief Executive Officer, Oracle Information Systems (Japan) G.K. Chief Executive Officer, Oracle Global Services (Japan) G.K. Director, Oracle Financing Japan
Rika Nakajima	Representative Corporate Executive Officer & Head of Legal Office	-

(Notes)
1. Director Yoshiaki Fujsakkiimori, John L. Hall, Takeshi Natsuno and Yukiko Kuroda are Outside Directors.
2. Director Yoshiaki Fujimori, Takeshi Natsuno and Yukiko Kuroda serve as directors or auditors of several companies. The Company has no special relationship with any of the companies. For information on the business relationship between the Company and the companies where Hiroko Utsumi holds concurrent positions, please refer to "1. OVERVIEW OF THE COMPANY, (5) Parent Company and Consolidated Subsidiaries, (i) Status of Parent Company" in the attached document.
3. Notifications of Directors, Yoshiaki Fujimori, Takeshi Natsuno and Yukiko Kuroda have been filed as the independent directors stipulated in Rule of the Securities Listing Regulations of the Tokyo Stock Exchange.
4. Yukiko Kuroda's family register name is Yukiko Matsumoto.
5. Hiroko Utsumi's family register name is Hiroko Naka.
6. Changes in position, responsibilities and significant concurrent positions during the fiscal year

Name	Date	Position and assignment in our company (Representative position for other company)	Appointment or Resignation
Vincent S. Grelli	Sep. 25, 2025	Director Audit Committee Member Oracle Corporation, Vice President Tax	Resignation for personal reasons
Kimberly Woolley	Sep. 26, 2025	Director Nominating Committee Member Compensation Committee Member (New)	Director Nominating Committee Member Compensation Committee Member Audit Committee Member

7. The Company and each of the Outside Directors have entered into an agreement with the Company limiting their liability as prescribed in Paragraph 1, Article 427, of the Corporate Law and the limit of amount of the liability based on the agreement shall be 20 million yen or more, and shall be a pre-determined amount or an amount provided in laws and ordinances, whichever is higher.
8. The Company does not select a full-time Audit Committee member because the Company has a full-time person in charge of assisting the Audit Committee with its duties.

(2) Remuneration of Directors and Executive Officers

Information about the policy on determining the amount and calculation method of remuneration, etc. of directors and executive officers

The Compensation Committee consists of non-executive directors only, and the compensation of directors and executive officers is determined after comprehensive discussions at a Compensation Committee meeting. Transparency and objectivity are thus ensured. The compensation of directors who concurrently serve as executive officers and executive officers is comprised of three elements: i. basic remuneration, ii. performance-based bonus, and iii. share-based compensation. These are determined based on the following policies. The compensation of outside directors consists solely of the basic remuneration portion, which is determined through the same process because their primary role is to oversee management.

i. Basic remuneration: The level of compensation is based on roles and duties in view of the compensation levels of comparable companies in the same industry.
ii. Performance-based bonus: Depending on the responsible roles, the indicators relating to the performance-linked bonus portion are respectively determined on an individual basis within the Company. As for compensation for executive officers responsible for sales, the items (sales/operating profits, etc.) on which the Company should focus for the term are set as the main indicators and paid in accordance with the level of target achievement set at the beginning of the term. A system for clearly reflecting the responsibilities and results as a management is applied by linking the bonus closely with the Company's business results based on multiple indicators including the level of achievement of the operating profit target and the sales growth of the Company's products/services. Whether to pay compensation to executive officers who are not responsible for sales is determined mainly with reference to the policies of the Oracle Corporation Group.
iii. Share-based compensation: The Company has adopted the Board Incentive Plan (BIP) Trust as an incentive plan to provide stronger incentives for the execution of duties by executive officers by aligning the interests of directors who concurrently serve as executive officers and executive officers with those of shareholders through increases in the Company's share price and by encouraging their continuous contributions.

a. Outline of the procedures of the Compensation Committee involved in determining the policy

In determining or changing the officer compensation policy, etc., the Compensation Committee (comprised of non-executive directors only) discusses the payment details, payment method, and payment timing with reference to the compensation policies of the Oracle Corporation Group for i. compensation of directors who concurrently serve as sales executive officers and sales executive officers, ii. compensation of directors who concurrently serve as non-sales executive officers and non-sales executive officers, and iii. non-executive directors and outside directors.

b. Authorities and scope of discretion of Compensation Committee
The Compensation Committee determines the amount of remuneration, etc. for the Company's Executive Officers and Directors based on the laws and regulations, the Articles of Incorporation and related regulations of the Company. The number of Compensation Committee members is at least three (3), and the majority of the members shall be outside directors.

c. Reasons why the Compensation Committee determined that the remuneration, etc. for each Director and Corporate Executive Officer for the fiscal year under review was in accordance with the policy
In determining the amount of remuneration, etc. for each individual Director and Executive Officer, the Compensation Committee comprehensively examines the details, including consistency with the policy for determining remuneration, and has determined that the amount is in line with such policy.

d. Target and results of indicators related to performance-linked compensation for the current term
As for compensation for directors in charge of sales, the items that the Company should focus on in the current term are set as the main indicators, and an amount calculated based on the predetermined target was determined as a performance-linked bonus. Based on this, a total of 53 million yen (31 million yen paid and 21 million yen provided as a bonus provision) has been recorded.

Amount of Payments of Directors and Executive Officers

Classification	Amount of payments (Million yen)	Amount of payments (Million yen)		Number of persons
		Fixed remuneration	Performance-based bonus	
Directors (excluding Outside Directors)	262	52	209	1
Executive Officers	78	38	39	2
Outside Directors	85	85	-	4

(Notes)
1. The payment amount above includes the expenses of the BIP Trust for executive officers, which is a stock compensation plan that recognizes expenses over multiple fiscal years according to the applicable compensation period. The amount of expenses recognized in the fiscal year under review was 155 million yen for one Director, and 39 million yen for two Executive Officers.
2. The Company has no retirement allowance plan for directors.
3. The performance-linked compensation amount above includes a provision for one Director's bonuses for the fiscal year under review totaling 21 million yen. A bonus of 31 million yen paid to one Director in the fiscal year under review is also included.
4. The Company does not pay compensation as an Executive Officer to Directors who concurrently serve as Executive Officers.

(3) Outline Directors and Officers liability insurance contract
The Company has executed a directors and officers liability insurance contract stipulated in the Article 430(3), Paragraph 1 in the Companies Act of Japan with an insurance company. The outline of the contents of the contract are as below;
(1) Scope of the Insured
Directors and Executive Officers, etc. of the Company
(2) Outline of the contents of the Insurance Contract
The Policy covers compensation for damages and litigation expenses, etc. borne by the insured due to claims for damage compensation arising from actions (including inactions) carried out by the insured in relation to the execution of their duties. Provided that, in order to ensure that the insured’s proper performance of the duties is not compromised, the policy does not cover compensation arising from the claim for damages regarding benefits or commissions illegally gained by insured and fraudulent actions of the insured. The full amount of the insurance premiums for the insured is borne by the Company and the insured does not pay premiums.

(4) Outside Directors
① Significant concurrent positions held and bearing on the Company
As stated in “(1) Names, etc. of Directors and Executive Officers”

② Major activities during the year under review

(a) Attendant meetings to the Board of Directors and each Committee in this Fiscal Year.

(Attendant / held, "-" is outside charge)

Name	Board of Directors	Audit Committee	Nominating Committee	Compensation Committee
Yoshiaki Fujimori	8/8	5/5	-	-
John L. Hall	8/8	5/5 (Chairperson)	2/2 (Chairperson)	1/1 (Chairperson)
Takeshi Natsuno	8/8	-	2/2	-
Yukiko Kuroda	8/8	-	-	1/1

(b) Activities and advices, etc.

- Yoshiaki Fujimori contributed to ensuring fair and impartial decision-making and soundness of business activities by actively participating in discussions at the Board of Directors meetings. He provided valuable insights through his experience, holding various important roles at world's leading global companies. As a member of the Compensation Committee and Audit Committee, he also contributed to making transparent decisions regarding the Company's committee, including expressing his opinions based on his experience with globally operating companies.
- John L. Hall contributed to the Board by ensuring fair and impartial decision-making, through his deep understanding and knowledge of the Company's business lines, products, and services. As he is chairman of each committee of the Company, he continuously shares his experience and insights on overall business and management, contributing to the continuous growth of the Company.
- Takeshi Natsuno has a wealth of IT industry and business management experience, providing broad range of industry knowledge and expertise. From the independent standpoint of business executives, he makes objective and unbiased statements regarding management, which is valuable to the continuous growth of the Company.
- Yukiko Kuroda has advanced insights based on her rich experiences in a globally operating company and developing global human resources, as well as having had various important roles in one of the world leading global corporations. She has been showing strong presence in the Company's Board of Directors by proactively expressing her opinions, contributing to secure sound management of the Company. As a member of the Compensation Committee, she also contributed to the continuous growth of the Company.

4. INDEPENDENT AUDITOR

(1) Name of the Independent Auditor

Ernst & Young ShinNihon LLC

(2) Amount of Fee paid to Independent Auditor

Amount of fee for services under Article 2, Paragraph 1 of the Certified Public Accountants Act	65 million yen
Amount of fee for services other than those provided in Article 2, Paragraph 1 of the Certified Public Accountants Act	46 million yen
Total amount of money and other financial benefits to be paid by the Company to the Independent Auditor	111 million yen

(Notes) 1. In the audit contract between the Company and the independent auditor, the amount of the audit fee for the audit conducted under the Companies Act and the audit conducted under the Financial Instruments and Exchange Act is not clearly separated, and cannot be separated in substance. Accordingly, the total amount of such audit fees is presented above.

2. The Audit Committee determined to consent to the amount of the independent auditor's remuneration after conducting the necessary verification of whether the content of the audit plan, the execution of the independent auditor's duties, and the basis for calculating the estimated remuneration were appropriate.

(3) Details of non-audit services

The Company paid fees to Ernst & Young ShinNihon LLC for information security audit services, which are services other than those stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act (i.e., non-audit services).

(4) Policy on determination of Dismissal and Non-reappointment of Independent Auditor

When the Audit Committee judges that the Independent Auditor falls under any item of Paragraph 1, Article 340 of the Companies Act, the Audit Committee, with the unanimous consent of all Audit Committee members, will dismiss the Independent Auditor in accordance with the provisions of the article. In this case, an Audit Committee member elected by the Audit Committee will report the dismissal of the Independent Auditor and the reason for the dismissal at the first Annual Meeting of Shareholders convened after the dismissal.

(5) Summary of agreements limiting liability

Not applicable.

(6) Summary of compensation contract details

Not applicable.

5. Guideline on Distribution, etc. of Surpluses

The Company recognizes that one of its most important business objectives is to enhance corporate value and distribute profits to shareholders. The basic policy for the distribution of surplus is to provide a return to shareholders through dividends, while ensuring the soundness of its financial base and management flexibility by comprehensively taking into account the funding requirements for the Company's business plan, business results, and cash flows.

For dividends for the fiscal year under review, the Company will pay a year-end dividend of 858 yen per share (an ordinary dividend of 198 yen and a special dividend of 660 yen).

Balance Sheet

As of May 31, 2026 (Unit: Million yen)

Items	Amount	Items	Amount
(Assets)		(Liabilities)	
Ⅰ Current assets		Current liabilities	
1.Cash and deposits	84,968	1.Accounts payable-trade	15,686
2.Accounts receivable-trade	22,576	2.Accounts payable-other	8,693
3.Advance payments to suppliers	1,083	3.Income taxes payable	16,097
4.Prepaid expenses	86	4.Contract liabilities	112,168
5.Short-term loans receivable from	212,000	5.Deposits received	916
subsidiaries and associates		6.Provision for bonuses	2,115
6.Other	5,814	7.Provision for bonuses for directors	21
7.Allowance for doubtful accounts	-20	(and other officers)	
Total current assets	326,509	8.Provision for product warranties	18
		9.Provision for share awards	1,165
		10.Other	6,802
		Total current liabilities	163,687
		Total liabilities	163,687
Ⅱ Noncurrent assets			
1.Property, plant and equipment		(Net assets)	
(1)Buildings	5,881	Ⅰ Shareholders' equity	
(2)Tools, furniture and fixtures	3,962	1. Share capital	25,253
(3)Land	26,057	2. Capital surplus	
Total property, plant and equipment	35,900	Legal capital surplus	8,604
2.Intangible assets		Total capital surplus	8,604
Software	0	3. Retained earnings	
Total intangible assets	0	Other retained earnings	
3.Investments and other assets		Retained earnings brought forward	172,899
(1)Investment securities	36	Total retained earnings	172,899
(2)Deferred tax assets	3,873	4. Treasury shares	-2,061
(3)Other	2,096	Total shareholders' equity	163,639
Total investments and other assets	6,006	Ⅱ Share acquisition rights	31
Total noncurrent assets	41,907	Total net assets	204,728
Total assets	368,416	Total liabilities and net assets	368,416

Statement of Income

(From June 1, 2025 to May 31, 2026)

(Unit: Million yen)

	Amount
Net sales	285,073
Cost of sales	156,738
Gross profit	128,335
Selling, general and administrative expenses	38,539
Operating profit	89,795
Non-operating income	1,578
Non-operating expenses	0
Ordinary profit	91,373
Extraordinary income	
Gain on reversal of share acquisition rights	2
Total extraordinary income	2
Profit for the year before income tax	91,376
Income taxes-current	28,756
Income taxes-deferred	-916
Profit for the year	63,537

Statement of changes in shareholders' equity

Current term end (From June 1, 2025 to May 31, 2026) (Unit: Million yen)

	Shareholders' equity						
		Capital surplus		Retained earnings			
				Other retained earnings			
	Share capital	Legal capital surplus	Total Capital surplus	Retained earnings brought forward	Total retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of period	25,225	8,576	8,576	133,737	133,737	-3,900	163,639
Changes during period							
Issuance of new shares - exercise of share acquisition rights to shares	28	28	28				56
Dividends from surplus				-24,375	-24,375		-24,375
Profit for the year				63,537	63,537		63,537
Purchase of treasury shares						-2	-2
Disposal of treasury shares						1,841	1,841
Net changes in items other than shareholders' equity							
Total changes during period	28	28	28	39,162	39,162	1,839	41,058
Balances at end of period	25,253	8,604	8,604	172,899	172,899	-2,061	204,697

	Share acquisition rights	Total net assets
Balance at the beginning of period	42	163,681
Changes during period		
Issuance of new shares - exercise of share acquisition rights		56
Dividends of surplus		-24,375
Profit for the year		63,537
Purchase of treasury shares		-2
Disposal of treasury shares		1,841
Net changes in items other than shareholders' equity	-10	-10
Total changes during period	-10	41,047
Balances at end of period	31	204,728

The Accounting Auditor's Report

Independent Auditor's Report

July 21, 2026

The Board of Directors
Oracle Corporation Japan

Ernst & Young Shin Nihon LLC
Tokyo, Japan

Keita Tsujimoto
Designated Engagement Partner
Certified Public Accountant

Mitsuki Nomura
Designated Engagement Partner
Certified Public Accountant

Opinion

Pursuant to Article 436, Section 2, paragraph 1 of the Companies Act, we have audited the accompanying financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets, notes to the financial statements and the related supplementary schedules of Oracle Corporation Japan (the Company) applicable to the 41st fiscal year from June 1, 2025 to May 31, 2026.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position and results of operations of the Company applicable to the fiscal year ended May 31, 2026, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, including those applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the information included in the Company's business report and its supplementary schedules. Management is responsible for preparation and disclosure of the other information. The Audit Committee is responsible for overseeing the Company's reporting process of the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit Committee for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Audit Committee is responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the financial statements is not expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with the ethical requirements regarding independence that are relevant to our audit of the financial statements in Japan, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

End

Audit Report by Audit Committee

The Audit Committee has completed an audit of the performance of the duties of the directors and executive officers in the 41st fiscal year from June 1, 2025 to May 31, 2026. The following is a report of the methods and results of the audit:

1. Method and Content of the Audit

The Audit Committee received regular reports on the development and operation of the system developed based on the resolutions (internal control system) from the directors, executive officers and employees regarding the content of the resolutions of the Board of Directors relating to the matters specified in Article 416, Paragraph 1, Items 1(b) and 1(e) of the Companies Act, requested explanations as needed, expressed opinions, and conducted the audit as follows:

(1) On the basis of the audit policy and the segregation of duties set out by the Audit Committee, in cooperation with the internal control division of the Company, reviewed the decision-making process and content of important meetings, the contents of major approval documents and other important documents relating to the execution of business, the performance of duties by the Corporate Executive Officers (and major employees), and the status of the Company's operations and assets.

(2) With respect to the matters considered pursuant to Article 118, Item 5(a) of the Regulation for Enforcement of the Companies Act, and the determination on the matters specified in Item 5(b) and the reasons therefor, as stated in the Business Report, the Audit Committee reviewed the content in light of the status of deliberations by the Board of Directors.

(3) The Audit Committee also monitored and verified whether the accounting auditor maintained its independent position and carried out an appropriate audit, received reports from the accounting auditor on the performance of its duties, and requested explanations as needed. The accounting auditor notified the Audit Committee that it had established a system to ensure the proper performance of its duties (each item of Article 131 of the Ordinance on Company Accounting) in accordance with the Quality Control Standards for Audits (Business Accounting Council), and the Audit Committee requested explanations as needed.

By the methods above, the Audit Committee examined the Business Report, financial statements (balance sheet, statement of income, statement of changes in shareholders' equity, and notes to the financial statements), and their supplementary schedules.

2. Results of the Audit

(1) Results of the Audit of Business Report

(i) The Audit Committee acknowledges that the Business Report and its supplementary schedules fairly present the condition of the Company in accordance with applicable laws and regulations and the Articles of incorporation.

(ii) The Audit Committee has found no wrongdoing in relation to the performance of duties by the Directors and Corporate Executive Officers, or any material violation of applicable laws and regulations or the Articles of Incorporation.

(iii) The Audit Committee acknowledges that the resolutions of the Board of Directors regarding the internal control system are appropriate. The Audit Committee has also found no matters requiring comment with respect to the description of the internal control system in the Business Report or the performance of duties by the Directors and Corporate Executive Officers.

(iv) With respect to the transactions with the parent company etc., as stated in the Business Report, the Audit Committee has found no matters requiring comment regarding the matters considered to ensure that such transactions would not harm the interests of the Company in conducting such transactions, or regarding the judgment of the Board of Directors and the reasons therefor as to whether such transactions would harm the interests of the Company.

(2) Results of the Audit of the Financial Statements and Their Supplementary Schedules

The Audit Committee acknowledges that the methods and results of the audit by the accounting auditor Ernst & Young ShinNihon LLC are appropriate.

July 23, 2026

Audit Committee of Oracle Corporation Japan

Audit Committee Member	John L. Hall	Seal
Audit Committee Member	Yoshiaki Fujimori	Seal
Audit Committee Member	Kimberly Woolley	Seal

(Note) Audit Committee Member John L. Hall and Yoshiaki Fujimori are outside directors as stipulated in Article 2, Item 15 and Article 400, Item 3 of the Companies Act.

The 41st Fiscal Year

Materials Disclosed via the Internet

For Notice of Shareholders' Meeting

The Systems to Ensure Properness of the Company's Businesses

The operation status of "The Systems to Ensure Properness of the Company's Businesses"

Notes to Non-consolidated Financial Statements

From June 1, 2025

To May 31, 2026

The Systems to Ensure Properness of the Company's Businesses

①The system concerning the retention and management of information pertaining to the execution of duties of Corporate Executive Officers

Establish regulations on the management of such documents as the minutes of a meeting of shareholders, minutes of a meeting of the board of directors, minutes of any other important meeting concerning management, records relating to important decisions, and other relevant documents. Such regulations may not be established or amended without the approval of the board of directors. Documents that will be managed under such regulations will be retained so as to facilitate easy searching and inspection as required.

② The regulations and other systems concerning the control of risk of loss

With respect to the risks pertaining to compliance, disasters, and information security, the department in charge of each risk will establish regulations/guidelines and provide related education. If a new risk arises, a Corporate Executive Officer responsible for addressing such risk will be promptly appointed.

③The system for securing efficient execution of duties of Corporate Executive Officers

1) Hold meetings to assist execution by the Chief Executive Officer, as well as to discuss and decide on the implementation of matters resolved by the board of directors.
2) Establish regulations on the clarification of responsibilities and authorities of Corporate Executive Officers and employees, thereby establishing a system under which duties are executed efficiently within such responsibilities and authorities.

④The system for securing compliance of the execution of duties by employees with applicable laws and regulations, and the Articles of Incorporation

1) Establish a basic policy on compliance by applying the corporate code of ethics of the Oracle Group.
2) Establish a system through which any illegal misconduct by an employee may be reported by using the Oracle Group's internal reporting channel for compliance.
3) For purposes of building, maintaining, and improving the internal control system, each department in charge will establish and implement internal regulations, and conduct training on applicable laws and regulations as well as internal regulations, etc.
4) Appoint a person in charge of compliance, thereby developing the compliance system at the Company.
5) Set up an audit department , which, in accordance with the regulations on internal audits, will audit the business processes of each department, and detect and prevent fraud and correct business processes as required.

⑤ The system for securing the properness of business in the business group consisting of the Company and its parent and subsidiaries

1) Establish a corporate code of ethics for the Oracle Group.
2) Establish a system through which any violation of laws and regulations can be reported by using the internal reporting channel for compliance. Establish a system through which any wrongful acts of Corporate Executive Officers and employee-status Operating Officers appointed by the Board of Directors can be reported to the Audit Committee, separate from the Company's Internal Reporting Channel for Compliance (Oracle HelpLine).
3) The Company will accept regular audits by the internal audit department of the parent, and will receive reports on the audit results.
4) The Company conducts internal audit on its subsidiaries and reports the results to the Board of Directors and the Audit Committee.

⑥The matters pertaining to the placement of employees to assist the duties of the Audit Committee

Set up an Administrative Office to assist the duties of the Audit Committee.

⑦The matters pertaining to the independence of employees from Corporate Executive Officers under the foregoing item

When employees are placed to assist the duties of the Audit Committee, the Audit Committee must be consulted regarding the appointment, transfer, and appraisal, etc. of such employees, and the Corporate Executive Officers must respect its opinions.

⑧ The matters pertaining to securing the effectiveness of the instructions given by the Audit Committee to an employee

An Assistant who assists in the affairs of the Administrative Office and Audit Committee Members shall follow the instructions of the Audit Committee with respect to matters relating to the affairs of the Audit Committee.

⑨The system for the Corporate Executive Officers and employees to report to the Audit Committee, and other system pertaining to reporting to the Audit Committee

Corporate Executive Officers and employees must promptly report on matters pertaining to business execution whenever requested to do so by Audit Committee. The Audit Committee will have the opportunity to hold, if necessary, hearings with the Corporate Executive Officers and employees.

⑩The system for securing that any person who has made a report set forth in the preceding item shall not be treated disadvantageously by reason of his/her making said report

Prohibit any disadvantageous treatment of a person who has made a report to the Audit Committee by reason of his/her making said report.

⑪Procedures to prepay or reimburse the expenses with respect to the execution of the Audit Committee Members' duties and other matters concerning the policy pertaining to the disposition of the expenses or debt with respect to the execution of said duties

If the Audit Committee Members make a request for the expenses that are necessary for the execution of their duties, such request shall be treated pursuant to Article 404, Paragraph 4 of the Companies Act. Also, the Audit Committee Members may, as necessary, appoint one or more external advisors at the Company's expense without obtaining the prior approval of the Board of the Directors or the Corporate Executive Officers.

⑫Other systems for securing effective audits by the Audit Committee

1) The annual plan for internal audits implemented by the internal audit department will be explained beforehand to the Audit Committee, who may request amendments thereto. The Audit Committee may also occasionally receive reports on the implementation of internal audits and, if necessary, request the implementation of an additional audits and measures to improve business.
2) The Chief Executive Officer and the accounting auditor(s) will meet with the Audit Committee Members from time to time, and exchange views on issues that the Company should address, the status of establishing the environment for audits by the Audit Committee, and material issues relating to audits, so that the Chief Executive Officer accounting auditors, and the Audit Committee Members can increase their mutual understanding.
3) The Audit Committee Members may attend important meetings concerning management, and may review the minutes and/or materials of the meetings on an as-needed basis, for the purpose of supervising the execution of the duties by the Corporate Executive Officers , etc.

The operation status of “The Systems to Ensure Properness of the Company’s Businesses”

The Company ensures that all executive officers and employees are familiarized with the Oracle Group's Code of Business Ethics, and conducts necessary training on an ongoing and regular basis to ensure that the Code is well understood.

Also, the internal audit department audits the Company and reports regularly to the Audit Committee and the Board of Directors on the results of the audit.

In addition, a whistle-blowing contact has been established to help prevent fraudulent acts and detect them at an early stage. If any fraudulent acts or other misconduct are identified through this contact point, the matter is reported to the Board of Directors and the Audit Committee, and appropriate corrective measures and measures to prevent recurrence are taken in an effort to establish and operate an appropriate internal control system.

Notes to Non-consolidated Financial Statements

Notes to significant accounting policies

1. Valuation standard and method applied to negotiable securities

   Available-for-sale securities

   Securities without fair market value: At cost method based on moving average method

   Debt securities without fair market value: Amortized cost method

2. Depreciation method applied to fixed assets

   (1) Tangible fixed assets

   Buildings: At straight-line method

   Appliances and equipment: At straight-line method

   The useful life of major items are as follows:

Buildings:	5 to 38 years
Appliances and equipment	
Personal computers:	2 years
Computer servers and computer storages:	6 years
Others:	5 to 15 years

   (2) Intangible fixed assets: At straight-line method

   Based on an in-house estimated available period (5 years) for software for in-house use.

3. Accounting standard for allowances

   (1) Allowance for doubtful accounts

   To reserve for possible losses on receivables, general allowances are provided using a rate determined by past experience with bad debts, while allowances for specific receivables, such as doubtful receivables, are provided based on an individual assessment of collectability.

   (2) Provision for bonuses

   To provide for the payment of bonuses to employees, the estimated liabilities in the current period are recorded based on the estimated amount of bonus payment.

   (3) Provision for bonuses for directors (and other officers)

   To provide for the payment of bonuses to directors, the estimated liabilities in the current period area recorded based on the estimated amount of bonus payment.

   (4) Provision for product warranties

   To provide for the expenditure of after-sales service, a warranty accrual is established based on the estimated future cost of services within the warranty period, principally using historical experience as the basis.

   (5) Provision for share awards

   Provision for share awards is recorded based on the estimated amount of stock delivery obligations at the end of the fiscal year under review in order to prepare to provide the Company’s shares to directors, Corporate Executive Officers, and employees based on the stock delivery regulations.

4. Revenue recognition policy

The Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and the "Guidance on Accounting Standard for Revenue Recognition" (ASBJ Guidance No. 30, March 26, 2021).

The Company recognizes revenue for contracts with customers based on the following five-step approach.

Step1: Identification of the contract, or contracts, with a customer.

Step2: identification of the performance obligations in the contract.

Step3: Determination of the transaction price.

Step4: Allocation of the transaction price to the performance obligations in the contract.

Step5: Recognition of revenues when, or as, the contractual performance obligations are satisfied.

In addition, in the incremental costs associated with the acquisition of contracts, we defer sales commissions earned by our sales force that are considered to be incremental and recoverable costs of obtaining a cloud, license support and hardware support contract. Initial sales commissions for the majority of these aforementioned contracts are generally deferred and amortized on a straight-line basis over a period of benefit. We determine the period of benefit by taking into consideration the historical and expected durations of our customer contracts, the expected useful lives of our technologies, and other factors. Sales commissions for renewal contracts relating to certain of our cloud-based arrangements are generally deferred and then amortized on a straight-line basis over the related contractual renewal period.

Notes to Accounting Estimates

Not applicable.

Notes to the balance sheet

Accumulated depreciation of tangible fixed assets 17,540 million yen

Notes to the statement of income

Transactions with affiliated companies

Transactions other than business transactions 1,094 million yen

Notes to the statement of changes in shareholders' equity

1. Type and number of issued shares and treasury shares

	Number of shares as of May 31, 2025 (Thousand shares)	Increase (thousand shares)	Decrease (Thousand shares)	Number of shares as of May 31, 2026 (Thousand shares)
Issued shares				
Common stock	128,304	8	—	128,312
Treasury shares				
Common stock	287	0	132	155

(Notes)1. Increase of 8 thousand outstanding shares was due to exercise of share warrants.

2. The increase in the number of shares of treasury shares (0 thousand) was due to the acquisition of the Company’s own stock.

3. The decrease in the number of shares of treasury shares (132 thousand) was due to the delivery of the Company’s own stock to board of directors and employees through the Board Incentive Plan (BIP) Trust (13 thousand) and the Employee Stock Ownership Plan (ESOP) Trust (118 thousand),

4. The balance of treasury shares includes 141 thousand treasury shares owned by the BIP trust (13 thousand) and ESOP trust (128 thousand).

2. Dividend

(1) Amount of paid dividends

Resolution	Type of share	Total amount of dividends (Million yen)	Resource of dividend	Dividend per share (Yen)	Reference date	Effective date
Board of director held on July 22, 2025	Common stock	24,375	Retained earnings	190	May 31, 2025	August 5, 2025

(Notes) Total amount of dividend which will be resolved at the board of directors meeting which was held on July 22, 2025 includes the 51 million yen dividend for the Company's stock held by Board Incentive Plan Trust (5 million yen) and Employee Stock Ownership Plan Trust (46 million yen).

(2) Dividend that effective date is in the next term though its reference date was in current term

The board meeting on July 23, 2026

Type of share	Total amount of dividend (Million yen)	Resource of dividend	Dividend per share (Yen)	Reference date	Effective date
Common stock	110,080	Retained earnings	858	May 31, 2026	August 10, 2026

(Note) 1. The above dividend per share includes a special dividend of 660 yen.

2. Total amount of dividend which will be resolved at the board of directors meeting which was held on July 23, 2026 includes the 121 million yen dividend for the Company's stock held by Board Incentive Plan Trust (11 million yen) and Employee Stock Ownership Plan Trust (110 million yen).

3. Share warrants

Date that rights were granted	Type of stock	Number of remaining shares to be issued
October 5, 2016	Common stock	3,400 shares
October 12, 2017	Common stock	10,400 shares
October 12, 2018	Common stock	9,100 shares
Total		22,900 shares

(Note) Share options that have not yet become exercisable are excluded.

Notes to tax-effect accounting

1. Breakdown of major causes of deferred tax assets

As of May 31, 2026

(Unit: Million yen)

Deferred tax assets	
Accounts payable-other	1,272
Accrued business tax	839
Contract liabilities	703
Provision for bonuses	519
Depreciation in excess	100
Investment securities	18
Others	419
Total deferred tax assets	3,873

Notes to financial instruments

1. Qualitative information on financial instruments

(1) Policies for using financial instruments

With respect to fund management, the Company ensures a very high level of safety and appropriate liquidity, being limited to investing in highly rated yen-denominated securities and depositing funds at highly rated financial institutions under the Company's fund management regulations (which conform to the global policy of Oracle Corporation).

In addition, the Company does not engage in derivative transactions.

(2) Details of financial instruments and related risks and risk management

Notes receivable, accounts receivable-trade, accounts receivable-other, and loans receivable are exposed to credit risk of counterparties. The Company seeks to mitigate these risks through due date control and balance management for each counterparty, while regularly monitoring the credit standing of each counterparty regularly under the Company's credit management regulations (which conform to the global policy of Oracle Corporation).

Securities and investment securities are exposed to price fluctuation risk and credit risk. The Company seeks to mitigate these risks by limiting investments to investments in highly rated securities in yen and by regularly monitoring the market values of securities and the financial situations of the issuers.

Accounts payable-trade, which are trade payables, are settled in the short term.

(3) Supplementary information on fair values of financial instruments

The fair value of financial instruments is calculated based on quoted market prices or, where there is no market price on values reasonably estimated. Because such estimates incorporate various assumptions and fluctuation factors, the estimated fair value may vary depending on the assumptions used.

2. Market value of financial instruments

Amounts recognized in the balance sheet, market values, and the differences between them on May 31, 2026 are as shown below. Moreover, stocks and other securities without market values are not included in the following table (see note2).

(Unit: Million yen)

	Book value	Market value	Difference
Short-term loans receivable from subsidiaries and associates	212,000	212,099	99

(Notes) 1. Cash and deposits, Accounts receivable-trade, Accounts payable-trade, Accounts payable-other, and Income taxes payable are omitted because they are settled in a short period of time and their fair value approximates their book value.

2. Stocks and other securities without market values are not included in the table above. The balance sheet amounts of such financial instruments are as follows

Item	Book value
Unlisted equity securities	36 Million yen

3. Scheduled redemption amount of monetary claims after the closing date(Unit: Million yen)

	Balance sheet amount	Within one year	Over one year and within two years	Over two years and within three years	Over three years and within four years
Short-term loans receivable from subsidiaries and associates	212,000	212,000	-	-	-

3. Breakdown of the fair value of financial instruments by level

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1 fair value: Fair value calculated based on quoted market values of assets or liabilities for which the fair value is calculated in active markets, which are among the inputs used to calculate observable fair value.

Level 2 fair value: Fair value calculated using inputs other than Level 1 inputs to the calculation of observable fair value.

Level 3 fair value: Fair value calculated using inputs related to the calculation of fair value that are not observable.

When multiple inputs that have a significant impact on the calculation of fair value are used, fair value is classified to the level with the lowest priority in the calculation of fair value among the levels to which each of those inputs belongs.

Financial instruments other than those carried on the balance sheet at fair value

Classification	Market values (Million yen)			
	Level 1	Level 2	Level 3	Total
Short-term loans receivable from subsidiaries and associates	-	212,099	-	212,099
Total assets	-	212,099	-	212,099

(Note) Description of valuation techniques and inputs used in the calculation of fair value

Short-term loans receivable from subsidiaries

The fair value is calculated using the discounted present value method based on their future cash flows and market interest rates and classified as Level 2 fair value.

Notes to transactions with related parties

1. Parent company and major corporate shareholders, etc.

Attributes	Corporate name	Ratio of voting and other rights in possession (or being possessed) (%)	Relationship	Description of transactions	Transaction amount (Million yen)	Item	Term-end balance (million yen)
Parent company	Oracle Japan Holding Inc.	(Being possessed) Direct 74.1	Direct parent company Lending of funds	Lending of funds (Note)	140,000	Short-term loans receivable from subsidiaries and associates	212,000
				Collections of loans (Note)	110,000		

(Note) Terms and conditions of transactions and determination of transaction terms and conditions

The interest rate on the loan is determined based on market interest rates on a reasonable basis. The amount of interest income from this transaction was 2,124 million yen (1,094 million yen has been booked in the current fiscal year).

2. Sister companies, etc.

Attributes	Corporate name	Ratio of voting and other rights in possession (or being possessed) (%)	Relationship	Description of transactions	Transaction amount (Million yen)	Item	Term-end balance (million yen)
Subsidiary of parent company	Oracle America, Inc.	-	Settlement of funds for transactions among Oracle Group companies and making a short-term loan	Settlement of funds for transactions among Oracle Group companies (Note) 1	90,488	Accounts payable-trade	13,243
					16,939	Accounts payable-other	2,830
					6,404	Accounts receivable-trade	1,128
					4,703	Accounts receivable-other	1,652
	Oracle International Corporation	-	Conclusion of sales agency agreements	Payment of royalties (Note) 2	51,509	Advance payments to suppliers	1,083

(Notes) Terms and conditions of transactions and decision of terms and conditions of transactions

1. The settlement of funds for transactions among Group companies of Oracle Corporation (not including transactions with Oracle International Corporation) is processed through the account of Oracle America, Inc. The above transaction amounts in accounts payable-trade, accounts payable-other, account receivable-trade and account receivable-other are settlements, the majority of which are the payments of royalties (59,669 million yen has been booked in the current fiscal year) to Oracle Information Systems Japan G.K. (Minato-ku, Tokyo), a subsidiary of the parent company and the purchases of products and services (13,296 million yen has been booked in the current fiscal year) relating to the Hardware Systems segment. In addition, the royalty rates and purchase prices for products and services are determined between Oracle Corporation and Group companies, including the Company, using reasonable standards.
2. Royalties are determined at a certain rate of sales of Oracle products, and the rate is determined between Oracle Corporation and Group companies that handle Oracle products, including the Company, using reasonable standards.

3. Officers and major individual shareholders

Attributes	Corporate name	Ratio of voting and other rights in possession (or being possessed) (%)	Relationship	Description of transactions	Transaction amount (Million yen)	Item	Term-end balance (million yen)
Director	John L. Hall	(Being possessed) Direct 0.0	The Company's Director	Stock option exercise proceeds received (Note)	13	-	-

(Notes) The exercise of stock options granted pursuant to resolutions of the Company's shareholders meeting during the current fiscal year is presented herein.

Notes to revenue recognition

1. Disaggregated information on revenue arising from contracts with customers

The Company disaggregates revenue based on the classification of reportable segments in the segment information, and further disaggregates revenue for the Cloud and software segment based on the classification of goods and services.

(Unit : Million Yen)

Cloud	83,184
Software license	47,618
Software support	113,678
Software	161,297
Cloud and software	244,481
Hardware	15,048
Services	25,543
Revenue from contracts with customers	285,073
Other revenue	-
Sales to external customers	285,073

(Notes) 1. Previously, the Company presented disaggregated information on revenue arising from contracts with customers by dividing the reportable segment "Cloud & License" into "Cloud Services & License Support" and "Cloud License & On-Premise License." In addition, "Cloud Services & License Support" consisted of "Cloud Services" and "License Support."

Effective from the current fiscal year, due to changes in the Company's performance management categories, the reportable segment "Cloud and software" is presented as consisting of the categories "Cloud" and "Software." In addition, "Software" consists of "Software license" and "Software support."

2. Effective from the current fiscal year, the name of the reportable segment previously referred to as "Cloud &License" has been changed to "Cloud and software," and the name of the reportable segment previously referred to as "Hardware systems" has been changed to "Hardware." These changes relate only to the names of the reportable segments and have no impact on the disaggregated information on revenue arising from contracts with customers.

2. Information that provides a basis for understanding the revenue arising from contracts with customers

Regarding contracts for the sale of products to customers, the Company recognizes revenue at the time the products are delivered to the customer, as control over the products is transferred to the customer and the performance obligation is satisfied. For services rendered, the Company recognizes revenue over the contract period in accordance with the satisfaction of the performance obligation in the contract with the customer.

The consideration for transactions is generally received within 30 days after the services are rendered or the products are delivered, and does not include a significant financial component.

• Cloud and software

1. Cloud

The main performance obligations related to cloud contracts are to provide cloud services on a consumption basis, such as subscription-based and pay-as-you-go services. Revenue from subscription-based cloud services is generally recognized on an accrual basis from the date our services are provided to customers, prorated over the contract period during which the cloud services are provided. Since we have an obligation to provide cloud services continuously during the contract period, we recognize revenue from contracts with customers by allocating the transaction price evenly over the contract period.

Revenue from cloud services provided on a consumption basis, such as usage-based services, is recognized based on the customer's data usage, as the performance obligation is satisfied by the customer's use of the services. This is because we are obligated to provide cloud services in response to the customer's requests during the contract period.

2. Software license

The main performance obligations under the software license agreements are to provide customers with licenses (rights of use) to use our database, middleware, applications, and industry-specific software products. We recognize revenue when the software is made available to the customer to download and use. For licenses to use our software, we do not have an obligation to engage in activities that change the form or functionality of intellectual property after granting the license, or to maintain the value of intellectual property during the license period. Therefore, we recognize revenue at a single point in time (at the time of license grant) as a right to use.

3. Software support

The main performance obligations under the software support agreement are to provide technical support to customers as necessary and to provide upgrades, maintenance releases, and patches for unspecified software products during the support period. We are obligated to continuously provide software support services to customers during the contract period. Therefore, revenue from software support agreements is typically recognized over the contract period during which support services are provided, with the transaction price allocated evenly over that period.

• Hardware

1. Hardware product

The main performance obligations under hardware product contracts are to provide hardware products and related software, such as operating systems and firmware. Revenue from the sale of hardware products is recognized when the products are delivered to customers. This is because control over the products is transferred to customers upon delivery, and the performance obligations are deemed to be satisfied at that point.

2. Hardware support

The main performance obligations under hardware support contracts are to provide technical support to customers as needed, to upgrade, maintain, and patch unspecified software products during the support period, and to repair hardware products. We are obligated to continuously provide hardware support services to customers during the contract period. Therefore, revenue from hardware support contracts is typically recognized over the contract period during which support services are provided, with the transaction price allocated evenly over that period.

• Services

The obligation to perform consulting services and advanced customer services is to provide system implementation and operational support (system infrastructure requirements definition, design, construction, testing, development, operation, etc.) and to provide a higher level of system operation management support. The contract is mainly based on a fixed-price contract or a consumption-based service contract, and we have the right to receive payment from the customer for the completed portion of the contract. During the contract period, we are obligated to perform work related to the provision of system implementation and operational support services. Therefore, the performance obligation is satisfied based on the progress of work performed, taking into account the elapsed period of service provision and work hours during the contract period. Therefore, for fixed-price contracts, we reasonably estimate the progress based on the ratio of actual work hours to estimated total work hours for each contract, and recognize revenue over the contract period based on such progress. For consumptionbased service contracts, we recognize revenue over the contract period based on factors such as hourly rates and work volume in conjunction with the performance of services.

3. Information to understand the amount of revenue for the current and subsequent fiscal years

(1) Balance of contract assets and contract liabilities, etc.

(Unit : Million Yen)

	Current fiscal year (May 31, 2026)
Receivables from contracts with customers (beginning balance)	22,456
Receivables from contracts with customers (ending balance)	21,543
Contract assets (beginning balance)	117
Contract assets (ending balance)	1,033
Contract liabilities (beginning balance)	109,299
Contract liabilities (ending balance)	112,168

A contract asset is a right to consideration received in exchange for goods or services that the Company has transferred to a customer, where the right is conditioned on something other than the passage of time. Contract assets are transferred to receivables from contracts with customers when the right to payment becomes unconditional.

Contract liabilities relate to advances received from customers for contracts to provide ongoing services, such as maintenance services. Contract liabilities are reversed upon revenue recognition.

The amount of revenue recognized in the current fiscal year that was included in the contract liability balance at the beginning of the period was 81,278 million yen.

The amount of revenue recognized in the current fiscal year from performance obligations fulfilled in past periods is immaterial.

(2) Transaction amount allocated to remaining performance obligations

The total transaction amount allocated to the remaining performance obligations at the end of the current fiscal year was 332,603 million yen, of which approximately 48.9% is expected to be recognized as revenue within one year after fiscal year-end, approximately 20.2% within two years, and approximately 30.8% in excess of two years.

Per share data

1. Net assets per share 1,597.24 yen
2. Basic earnings per share 495.97 yen

(Note) The Company's shares remaining in the BIP Trust and the ESOP Trust introduced in the fiscal year under review, which are recorded as treasury shares in shareholders' equity, are included in treasury shares that is subtracted in the calculation of the average number of shares during the period to calculate the amount of basic earnings per share in the fiscal year under review (18,286 shares in the BIP Trust and 171,590 shares in the ESOP Trust).

The Company's shares owned by the trust accounts are included in the treasury shares that are subtracted from the number of outstanding shares at the end of the fiscal year to calculate net assets per share (13,197 shares in the BIP Trust and 128,409 shares in the ESOP Trust).

Notes to important subsequent events

Not Applicable