Corporate Overview of Internet Initiative Japan (IIJ)

Internet Initiative Japan Inc. (IIJ)
The Prime Market of the Tokyo Stock Exchange (Ticker symbol: 3774)
March 2023

Disclaimer
Statements made in this presentation regarding IIJ's or managements' intentions, beliefs, expectations, or predictions for the future are forward-looking statements that are based on IIJ's and managements' current expectations, assumptions, estimates and projections about its business and the industry. These forward-looking statements, such as statements regarding revenues, operating and net profitability are subject to various risks, uncertainties and other factors that could cause IIJ's actual results to differ materially from those contained in any forward-looking statement.

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We changed our accounting principles from the Generally Accepted Accounting Principles in the U.S. (“U.S. GAAP”) to the International Financial Reporting Standards (IFRS) from the filing of FY2018 annual report “Yuka-shoken-houkokusho” which was filed on June 28, 2019. Because reporting period of foreign consolidated subsidiaries under IFRS is different from that of under U.S. GAAP, some figures disclosed in the past are different.

Key Investment Highlights

1. **Technology capabilities** through development & operation of Internet Infra/Services
2. **Blue-chip customer base with low churn rate**
   Very high market share among Internet connectivity for large entities in Japan
3. Strong track record of **monthly recurring revenue accumulation**
4. Structural changes
   From **legacy network/systems to network-based** ones with Internet
5. Digitalization in Japan **finally took off**
   Best positioned to capture large opportunities
6. Continued profit increase
   Network services' economy of scale together with SI

Drastically Changing Enterprises Circumstance

30yrs Ago

Network
- Dedicated/Closed NW
- Narrow bandwidth

System
- On-premise
- Mainframe / WS
- Legacy language

robust and complexed systems

Birth of IIJ

Telecom Carriers

SIers

Emergence of Internet

Based on software technology

High Speed/Capacity Network

CPU/Storage Performance Improve

Internet Usages Progressed

Security for various incidents

Zero Trust Concept

Gradual Cloud Shift

Data Analysis and AI

Preliminary IoT usages

Struggling switch to open systems

Still slow move in conservative Japan

IT adoption at last forced by Pandemic

Nowadays

Network ⇨ convergence ⇦ **System**
- Shifting to network-based systems
- Required technology to change
- Data volume continues to increase

IIJ
- Attractive work place for network engineers
- Accumulate NW infrastructure & NW Services Asset
- Does not own or target legacy NW/systems
- Have royal clients with Internet access contracts
- Business domains to expand from external network to total network and Systems

Telecom Carriers
- Consumer business focused historically
- Lack of network engineers
- Infrastructure provider

SIers
- Seeking monthly recurring revenue business
- Legacy systems to decrease
- Not own network and network services

Labor shortage require more IT

Japan needs more competitiveness by IT

Every CEO says DX
(Digital Transformation)

Legacy NW and Systems to be reformed

Internet Traffic Continue to Increase

Cyber Security Demands

Importance for Data governance

Cloud Systems Penetration

5G SA adoption and advanced IoT projects

Importance of stable operation of large-scale NW remains unchanged

Structural Changes

Company Profile

IIJ has been taking initiatives in Internet Infrastructure field in Japan

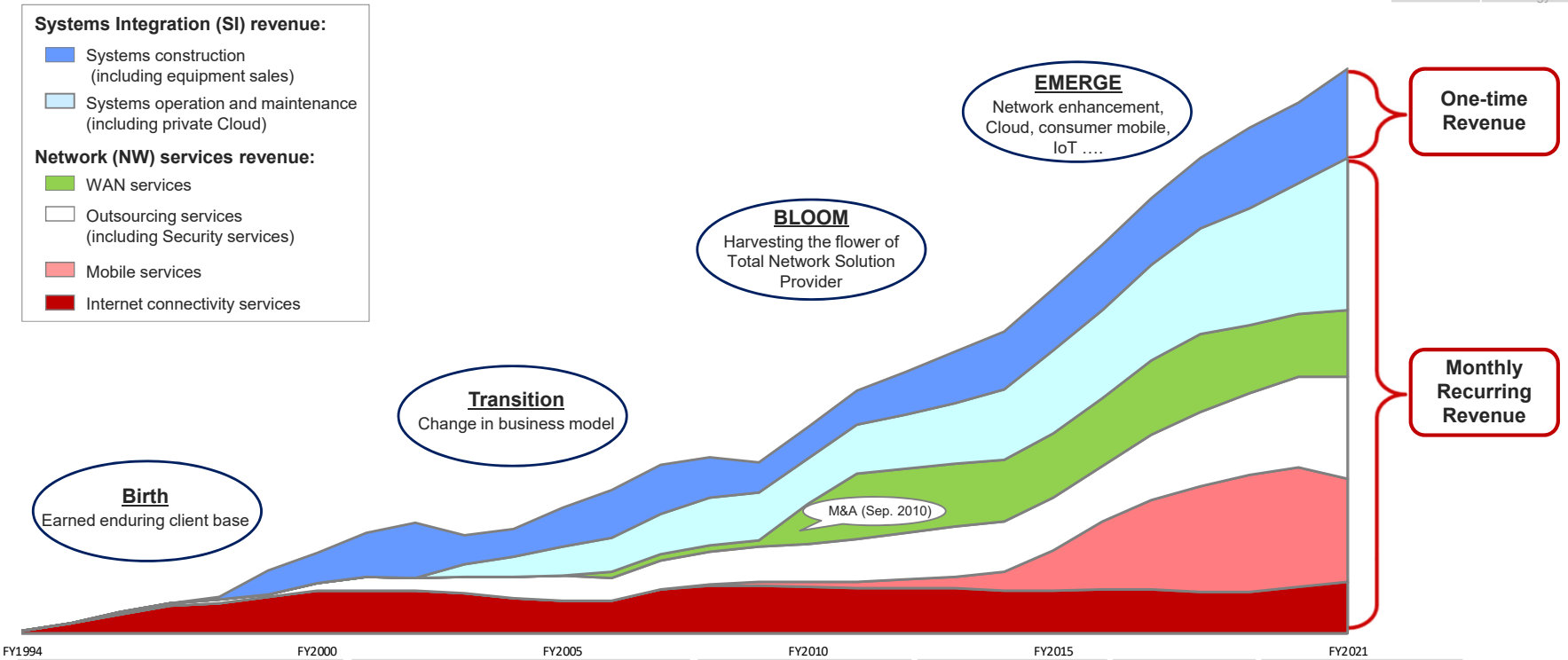
Established	December 1992 (The first established full-scale ISP in Japan)
Number of Employees	4,392 (approx. 70% engineers)
Large Shareholders	NTT group (26.9%), Koichi Suzuki (5.9%)

- **The first established full-scale ISP (Internet Service Provider) in Japan**
  - ✓ Introduce many in-house developed Internet-related network services
  - ✓ Highly skilled IP (Internet Protocol) engineers from the inception
  - ✓ Operate one of the largest Internet backbone networks in Japan
- **Well recognized "IIJ" brand among Japanese blue-chip companies' IT division**
  - ✓ Differentiate by reliability and quality of network and systems operation
  - ✓ Long-term (almost 30 years) client relationship since the establishment of IIJ
- **Development of innovative Internet-related services**
  - ✓ Differentiate by continuous network service developments and business investments
  - ✓ Focus on Cloud, mobile, security, solutions related to Big Data, IoT and data governance
  - ✓ Always ahead of telecom carriers and systems integrators (SIers) with regards to services development and operation

…and many more

- Number of employees is consolidated basis and as of Dec 31, 2022.
- Large shareholders are as of Sep. 30, 2022 and their shareholding ratios (%) are calculated by deducting number of treasury stock from the total number of shares issued. The ownership of Koichi Suzuki, IIJ's Chairman, includes his wholly owned private company portion.

From ISP to Total Network Solution Provider



IIJ as a Total Network Solution Provider

Offers various network services and systems integration together in many projects

Approx. **13,000 customers** (as of Mar. 31, 2022)

(Japanese companies, central government agencies, local governments, consumer ISPs universities and more)

Network (NW) Services

Outsourcing services
- Security
- VPN
- Public Cloud
- Email gateway
- SASE
- etc.

Internet connectivity services
- Internet Access
- Mobile
- etc.

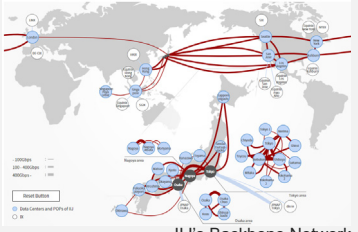
WAN services
- Private connectivity
- Global WAN
- etc.

Systems Integration (SI)

- Private Cloud
- Systems construction
- Systems Operation and Maintenance
- etc.

Major cost components of Network services (mostly non-revenue linked cost)

- Fiber leasing cost for Internet backbone and WAN access line
- Depreciation cost and maintenance cost of network equipment
- Personnel cost for network service development and operation and outsourcing cost
- Data center operation cost etc.
- Mobile data interconnectivity and voice service purchasing cost for mobile services



IIJ's Backbone Network

Initiatives for Sustainability

PDF download link for Integrated Report Portal can be here
https://www.iij.ad.jp/en/ir/integrated-report/archives/pdf/integrated-repot2022_en.pdf

IIJ's Material Issues

Lead network infrastructure advancement with technological innovations and contribute to solving various social issues

◆ **Bringing innovation with IP**

Online banking/brokerage	CDN	Smart Government
Online shopping	Telehealth	Remote work
From now on	Adoption of Cloud	IoT Solution
	Digital Currency	Metaverse

◆ **Own highly energy effective data centers**

- Industry top level PUE (FY21):
  Matsue 1.22, Shiroi 1.42

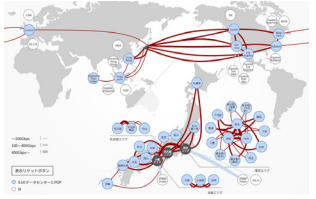
◆ **Information disclosures based on the TCFD Recommendations**

- Reduce greenhouse gas emissions at its own data centers which account for more than 70% of greenhouse gas emissions (Scope 1 and 2) through "usage of renewable energy" and "improvement of energy conservation"

Measures	Targets
Usage of renewable energy	To increase the renewable energy usage rate of data centers (Scope 1 and 2) to 85% in FY2030
Improvement of energy conservation	To keep the PUE of the data center at or below the industry's highest level (1.4) until FY2030 through continuous technological innovation

Provide safe and robust Internet services that support social infrastructure

◆ **Provide stable and safe Internet connectivity services, construct and operate Internet backbone that cover the world**



◆ **Support privacy protection regulations. Had acquired EU BCR and APEC CBPR**

Provide an arena for people with diverse talents & values, where they can exercise their skills & actively and boldly take on challenges

◆ **Corporate culture of taking initiatives and challenging new things since the inception**

◆ **Human resources culture of sincerely striving to meet the demands of clients**

◆ **Lower than the industry average turnover**

FY19	FY20	FY21
4.6%	3.6%	4.2%

◆ **Target for diversity: the ratio of female managers**

Apr. 2022	FY24 target	FY27 target
5.7%	6%~	8%~

For more information about IIJ's corporate governance, please visit

➢ https://www.iij.ad.jp/en/ir/integrated-report/governance/

Overview of corporate governance	Operation of the Board of Directors	Operation of the Board of Company Auditors
Operation of the Nomination and Remuneration Committee	Design of Remuneration for Directors	Business Operation
Operation of Internal Audit	Initiatives for Information Security	Related Party Transactions

- PUE(Power Usage Effectiveness) is a metric that shows how efficiently electricity is used at a data center. The closer to 1.0 is considered to be good.
- TCFD: Task Force on Climate-related Financial Disclosures
- Scope 1 and 2 (Greenhouse gas emissions by a company): Direct emissions from the use of fuels and industrial processes at the company and indirect emissions from the use of electricity and heat purchased by the company (as defined by the GHG Protocol)
- The turnover rate of IIJ (non-consolidated basis) is calculated by dividing leavers for the fiscal year by the number of full-time employees at the beginning of that fiscal year. The industry average turnover rate of approximately 10% is announced by the Ministry of Health, Labor, and Welfare

Management Structure

https://www.iij.ad.jp/en/ir/integrated-report/directors/
Holdings of IIJ shares are as of September 30, 2022 (Stock-split reflected)
Suzuki's share includes his wholly owned private company portion

Koichi Suzuki

- Founder of IIJ
- Chairman, Representative Director and co-CEO
- Holdings of IIJ share: 10,632,722 shares (5.9%)
- Date of birth: September 1946

Eijiro Katsu

- President, Representative Director and co-CEO & COO
- Career: Vice Minister of Finance
- Holdings of IIJ shares: 198,700 shares (0.1%)
- Date of birth: June 1950

Satoshi Murabayashi

- Executive Vice President and Director (since June 2021)
- Career: CIO at MUFG Financial Group, Inc.
- President and Representative Director of DeCurret Holdings, IIJ's affiliated company, as a concurrent position
- Holdings of IIJ shares: 3,802 shares (0.0%)
- Date of birth: November 1958

Yasuhiko Taniwaki

- Executive Vice President and Director (since June 2022)
- Career: Vice-Minister for Policy Coordination of Posts and Telecommunications at the Ministry of Internal Affairs and Communications (MIC)
- Holdings of IIJ shares: none
- Date of birth: September 1960

Full-time Directors

Senior Managing Directors
- K. Kitamura
- A. Watai (CFO)

Managing Directors
- T. Kawashima
- J. Shimagami (CTO)
- N. Yoneyama (CIO)

Outside Independent Directors: (of which, 1 female. Outside independent director is 35.7% to the total directors)

T. Tsukamoto	Honorary Advisor of Mizuho Financial Group
K. Tsukuda	Honorary Advisor of Mitsubishi Heavy Industries, Ltd.
Y. Iwama	Outside Director and Chairman of the Board of Nikko Asset Management Co., Ltd. Former Chairman of Japan Securities Investment Advisers Association
A. Okamoto	Former President and CEO of Iwanami Shoten, Publishers (one of the best publishing houses in Japan)
K. Tonosu (Ms.)	Outside Director of JAPAN POST INSURANCE Co., Ltd. Former Board member of Deloitte Touche Tohmatsu LLC

Company Auditors (of which, 3 outside, 1 female)

- K. Ohira
- M. Tanaka (Ms.)
- T. Michishita (attorney)
- K. Uchiyama (CPA)

Reward for full-time directors

Annual salary	Fixed monthly remuneration	Cash	**67% - 71%**
Substitution for retirement allowance	Fixed amount	Stock-option	**6% - 11%**
Performance-linked remuneration	Variable amount	Restricted stock	**22% - 24%**

(Note) Above percentages are in the case of full paid performance-linked remuneration. Performance-linked remuneration varies (0 - 4 months in general) along with financial performance

Interview with outside director, Mr. Tsukamoto, can be found here

- https://www.iij.ad.jp/en/ir/integrated-report/outside_director/

SWOT of IIJ

Strength

High technological capabilities

- First full-scale ISP in Japan
- Highly skilled Internet-related engineers
- NW service development & operation capabilities
- One of the largest Internet backbone networks in Japan
- Reliable Internet backbone operation
- Excellent customer base
- Corporate culture of pioneering spirit

Weakness

- Business domain mostly in Japan
  - IIJ's overseas business is mainly global network operation and is to increase Japanese clients' loyalty
- Smaller in size compared to competitors
  - IIJ continuously develops innovative network services and solutions to be ahead of the market needs

Opportunity

Digitalization (DX) in Japan

- Network, CPU and storage are becoming faster and larger, Domains of network and systems are converging
- Internet traffic increasing
- Security demands expanding: zero trust and cyber security
- Cloud shift
- Japan, slow IT adopter, including public sector is changing triggered by the Pandemic・Digitalization to advance

Threat

- Slow IT adoption in Japan
  - IIJ focuses on promoting digitalization of large Japanese companies with various network services and systems integration to fully meet their needs

Comprehensive Lineups of IT services

Unit: ¥ (JPY) billion (bn)

Revenue category		FY21 revenue	About			Business Situation & Outlook	
Network services	Internet connectivity services for enterprise	37.9	IP	13.68	➢ Core service providing from the foundation ➢ Highly reliable dedicated connectivity services for enterprise (multi-carrier, redundancy etc.) ➢ Contracts are based on bandwidth ➢ Enterprises use the service for their main Internet line	IP	➢ Matured market (hard to entry) ➢ Blue-chip client base ➢ Expect the revenue to continuously increase along with traffic volume and contracted bandwidth increase
			Mobile	20.35	Enterprise mobile (IoT usages etc.) 10.26 MVNE (Proving to other MVNOs) 10.09	Mobile	➢ Expect infrastructure utilization & profitability to improve by gathering various traffic such as IoT/enterprise/ consumers ・ Enterprise: Expect the demand to increase in the mid-to-long term ・ Consumer: Maintain and increase market share subscription with GigaPlans in competitive market
			(Others) Broadband Internet services etc.				
	Internet connectivity services for consumers	23.4	Mobile	20.37	➢ Inexpensive SIM services (mainly data), ➢ Direct sale (via IIJ web), Indirect sale (via sales partners such as retailers)		
			(Others) Broadband Internet services and email services for households etc.				
	WAN (Wide Area Network)	26.4	Closed network used to connect multiple sites			Stable market in the long-term	
	Outsourcing	40.5	Various in-house developed Internet-related service line-ups			➢ Have been developing services based on Zero Trust concept ➢ Acquire enterprise demand by cross-selling services. ➢ Continuous service development is important ➢ Demands for security and remote access to increase continuously	
			Security	22.22	➢ Managed security services, Security Operation Center services and so many more		
			Public Cloud	2.87	➢ Offered as a part of Cloud service line-ups		
SI	Operation and Maintenance	60.0	On-premise Systems	34.18	➢ Operation and maintenance of constructed systems	➢ Expect great business opportunity in the mid-to-long term as internal IT systems migrate to Cloud ➢ Revenue to increase continuously along with accumulation of construction projects	
			Private Cloud etc.	25.78	➢ Promote Cloud shift with abundant, highly reliable, value-added private Cloud related service line-ups		
	Construction (including equipment sales)	35.4	System construction related to office IT, security, Cloud, IoT, Internet-related construction such as online banking & brokerage, network for university, and E-commerce site			➢ Through providing SI, offer greater value as IoT and Cloud usage penetrate	

Monthly Recurring Revenue 83%

One time revenue

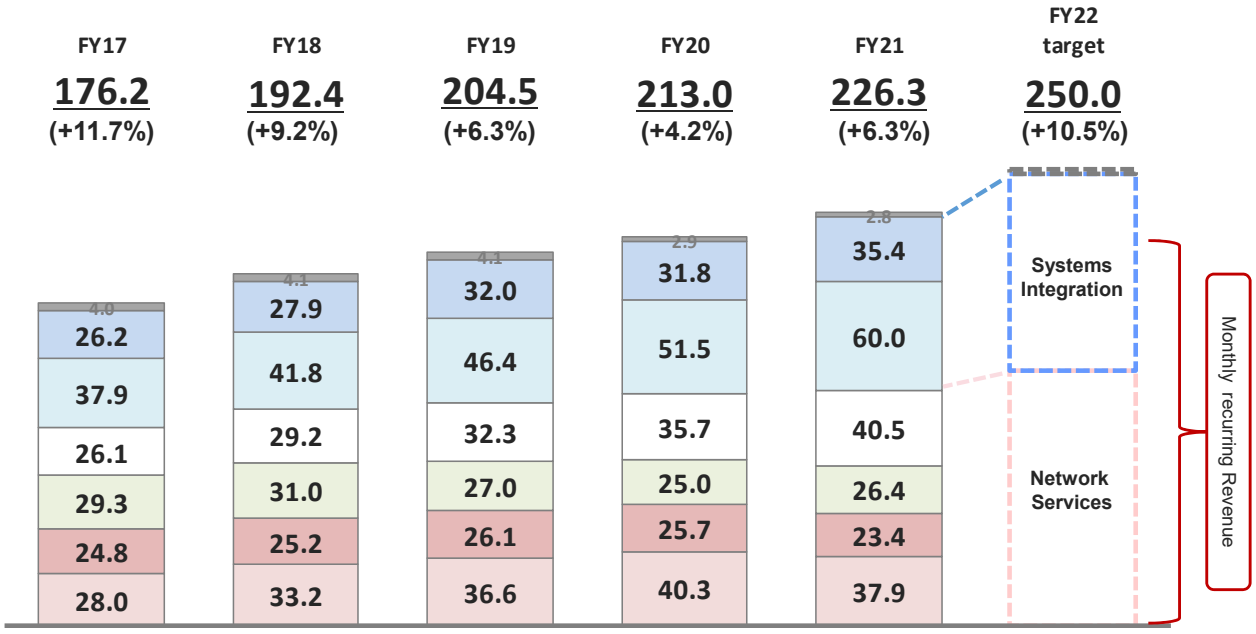
Monthly Recurring Revenue Accumulation

Unit: JPY billion
% = Year over year change

Revenues

- ATM Operation Business
- Systems construction (including equipment sales)
- Systems operation & maintenance (including Private Cloud services)
- Outsourcing services (include security-related services)
- WAN services
- Internet connectivity services for consumers (including consumer mobile)
- Internet connectivity services for enterprises (including MVNE and enterprise mobile services)

Monthly recurring revenues

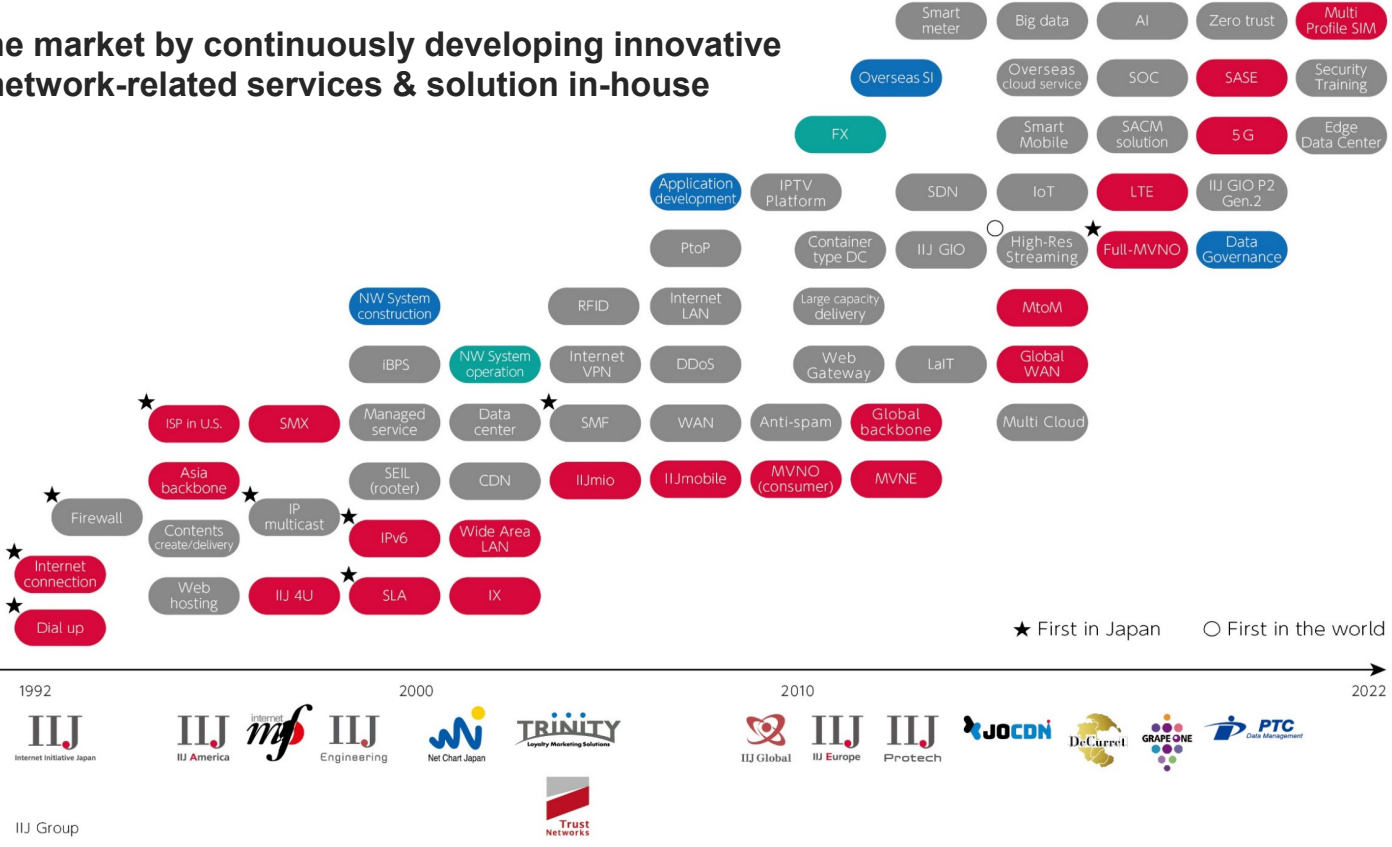


Cloud service revenues	17.9	20.1	23.6	26.2	28.7
Security-related service revenues	12.1	14.1	16.4	18.4	22.2
Mobile service revenues	35.3	42.0	46.1	47.5	40.7

- Mobile revenue decreased year over year in FY21 due to ARPU decrease for consumers and change in unit charge for MVNE clients
- Systems construction and systems operation & maintenance revenue increase for FY21 includes PTC revenue which became IIJ's consolidated subsidiary from Apr. 2021
- During FY20, ATM operation business was impacted by the COVID-19 pandemic due for example to the store closure and smaller number of users coming to stores
- WAN revenue decreased year over year in FY19 and FY20 mainly due to certain large customers' migration to our mobile services (cheaper than WAN to connect multiple sites)
- Year over year growth rate written for FY17 revenue is calculated by comparing FY16 revenue which is prepared with U.S. GAAP and FY17 revenue which is prepared with IFRS

Service & Solution Development Capability

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



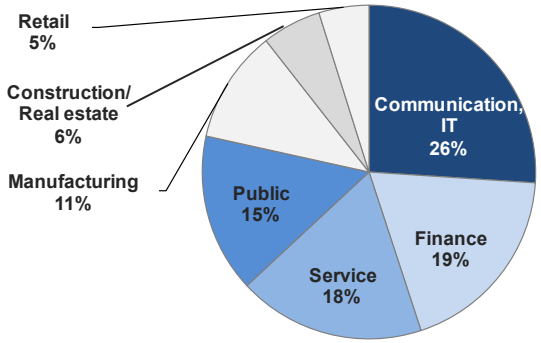
Excellent Customer Base (Number of IIJ Group's clients: approximately 13,000 as of March 31, 2022)

- Through reliable operation, continuous use of Internet connectivity services since the inception of IIJ
- Our reliable infrastructure operation and cross-sell strategy have led to low churn rate

Cover Most of Top Revenue Companies

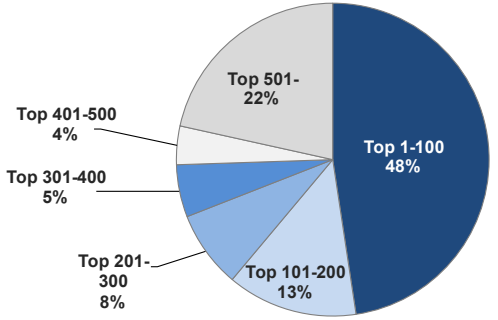
Revenue Distribution by Industry

- IIJ's client base is well diversified among industry sectors because what we offer, Internet connectivity and security for example, are needed by every industry



Revenue Distribution by Clients

- About 80% of the total revenue were generated from top 500 clients
  - Much room to grow revenue per customer from the current client base
  - Cross selling strategy is important
- Largest client revenue portion to the total revenue was less than 3%



- Top ten firms in each industry taken from annual revenues are selected by IIJ based on the Yahoo! Japan Finance website (finance/sales/whole market/daily).
- The service penetration and the revenue distributions are based on IIJ's FY21

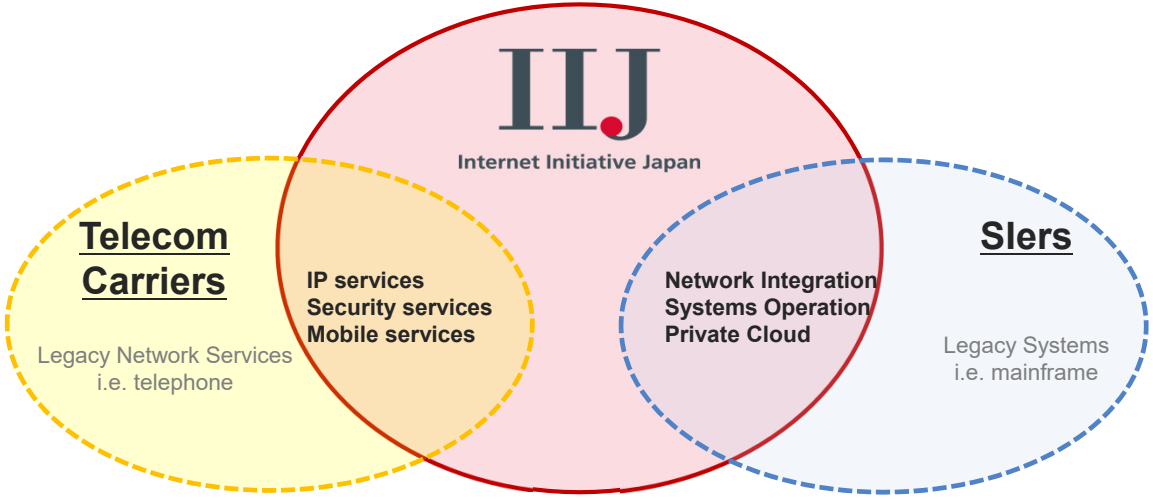
Competitive Advantages

Against telecom carriers, IIJ

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

Against systems integrators (SIers), IIJ

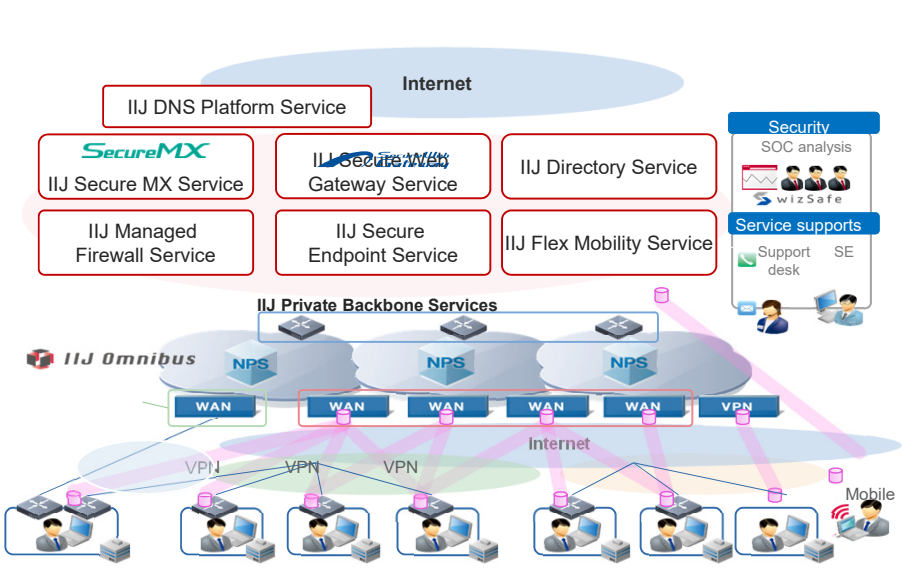
- Operates one of the largest Internet backbone (SIers do not)
- Has NW services asset and development capability (SIers do not)
- Focuses on Internet-related open type systems

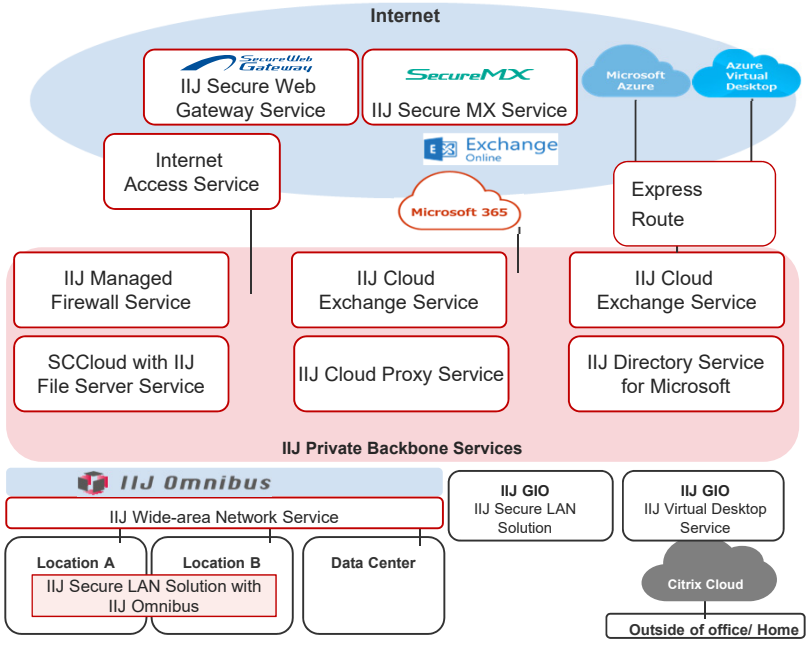


IIJ deals with newer systems and growing IT market
(Not involved in heavy and legacy systems)

Combining in-house developed NW services and SI

Images of the multi-year-fixed contracts related to network replacement etc.



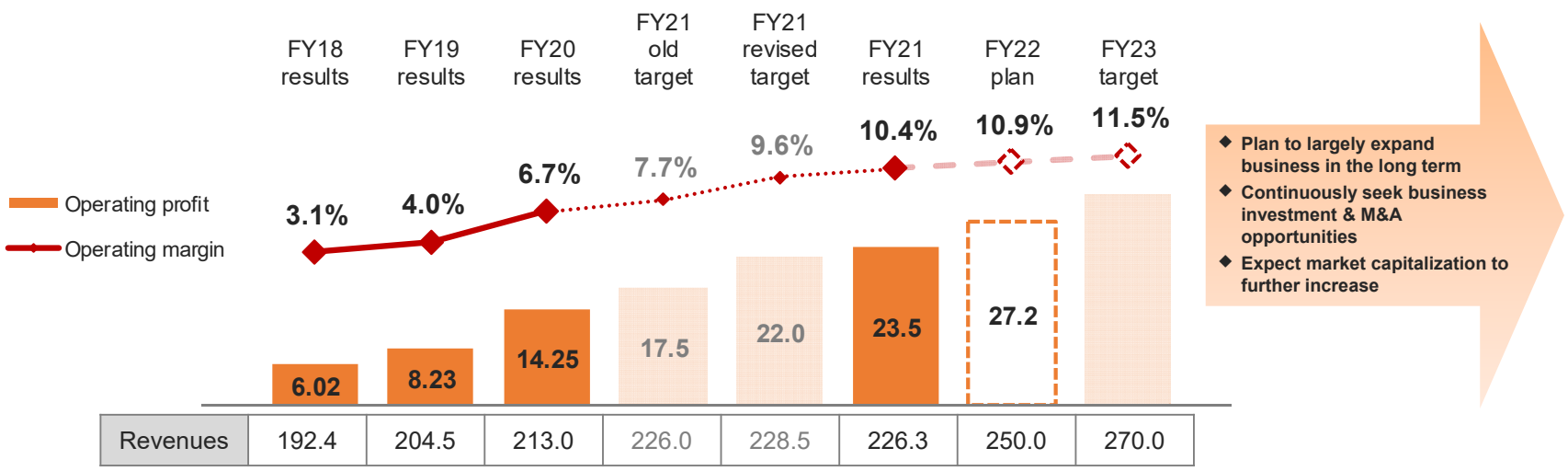


NW systems are drastically changing along with the penetration of Cloud, DX, Zero Trust, IoT, Digital Work Place etc.

Favorable business environment as IIJ now has greater opportunity to propose various NW-based service solutions

Mid-term Plan (FY21-FY23)

Previous Mid-term (FY15～FY20) | **Current Mid-term** (FY21～FY23) | **Longer term growth** (FY24～)



- Plan to largely expand business in the long term
- Continuously seek business investment & M&A opportunities
- Expect market capitalization to further increase

Key Points of the Mid-term Plan

- Continuously develop services & solution
- **Execute & strengthen the current strategy, target to improve operating margin**
- Market capitalization to largely increase including M&A opportunities etc.
- Contribute to sustainable networked society through technology innovation and NW operation perspective

FY23 Operating Margin Target

Over 9%	Over 10%	11.5%
Initial target (announced in May 2021)	Previous target (announced in Nov. 2021)	Current target (announced in May 2022)

Capex & Business Development/Profitability Improvement

	FY16	FY17	FY18	FY19	FY20	FY21	FY22 targets
Revenues (¥ bn)	157.8	176.2	192.4	204.5	213.0	226.3	250.0
Operating Profit (JPY billion)	5.1	6.8	6.0	8.2	14.2	23.5	27.2
Operating Margin (%)	3.3%	3.8%	3.1%	4.0%	6.7%	10.4%	10.9%
CAPEX (¥ bn)	16.5	20.7	15.1	**15.2**	**15.2**	**16.1**	**21.5**
NW services	*12.6*	*9.4*	*9.4*	*9.6*	*8.8*	*9.7*	-
Cloud	*3.6*	*7.9*	*1.9*	*2.6*	*2.8*	*2.3*	-
Shiroi DC	-	*1.2*	*2.1*	*2.0*	*1.5*	*1.5*	-
SI, others	*0.3*	*2.3*	*1.7*	*1.0*	*2.0*	*2.6*	-
CAPEX-related depreciation and amortization (¥ bn)	10.9	12.1	13.9	**14.4**	**14.5**	**15.1**	-
Number of employees	3,104	3,203	3,353	3,583	3,805	4,147	-

Stronger demands for enterprise network services

Large CAPEX increase due to aggressive business investment

CAPEX & its depreciation almost same volume

Including 5.0 billion for Shiroi DC 2nd site

Cost stabilizing

Various Network Services Asset

- Launched Omnibus (Sep. 2015)
- Launched GIO P2 (Oct. 2015)
- Added SWG Sandbox (Feb. 2016)
- Enhanced SMX (Oct. 2016)
- Launched private connectivity with AWS (Sep. 2016)
- Opened SOC (Mar. 2017)
- Launched UOM (Apr. 2017)
- DDoS service global (Jan. 2017)
- Launched Secure Endpoint (Oct. 2018)
- Launched full-MVNO (Mar. 2018)
- Launched Flex Mobility (Dec. 2018)
- Enhanced Omnibus (Oct. 2018)
- Enhanced SWG (Dec. 2020)
- Opened Shiroi DC (May 2019)
- Launched enterprise eSIM (Apr. 2021)
- Enhanced SOC (May 2021)
- Opened Security training center (Jan. 2022)
- Launched GIO P2 Gen.2 (Oct. 2021)
- Launched Smart HUB (June 2022)
- Launched CDP (Dec. 2022)
- Launched ISA (Sep.2022)

- FY16: US-GAAP, from FY17: IFRS
- CAPEX-related depreciation and amortization is calculated by excluding depreciation and amortization of assets that do not have the nature of capital investment, such as right-of-use assets related to operating leases, small-amount equipment and customer relationship

Enhancement of Human Capital

https://www.iij.ad.jp/en/ir/integrated-report/human_capital/

◆ **Lower than the industry average turnover rate**
- IIJ (non-consolidated base): FY19: 4.6%, FY20: 3.6%, FY21: 4,2%
- IIJ can provide a wide range of experience which leads to high employee satisfaction
  - ✓ IIJ provides a wide range of products: network, security, Cloud, Mobile, IoT, system integration etc.
  - ✓ Corporate culture of adopting new technology, aggressively engaging in new service development etc.

◆ **Basic policy of human resources is to continuously hire and train new graduates**
- New graduates who studied network are attracted to IIJ who is the first full-scale ISP in Japan

◆ **Increase the size and quality of recruitment and human capital development**
- Programs to promote autonomous career development by having working experiences at other departments and/or working at overseas subsidiaries.

◆ **Expect further business expansion by seeking M&A opportunities, accelerate growth by acquiring human resources**

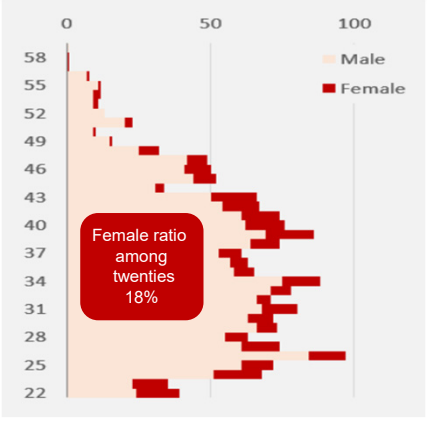
Revenue growth supported by the enhancement of human resources

	FY19	FY20	FY21
Total revenue	**¥204.5 bn**	**¥213.0 bn**	**¥226.3 bn**
Year over year	*+6.3%*	*+4.2%*	*+6.3%*
	FY19-end	**FY20-end**	**FY21-end**
Total number of employees	**3,583**	**3,805**	**4,147**
Year over year	*+6.9%*	*+6.2%*	*+9.0%*
Number of outsourcing personnel (SI)	1,123	1,270	1,319
	Apr. 2020	**Apr. 2021**	**Apr. 2022**
Number of new graduates	210	190	178

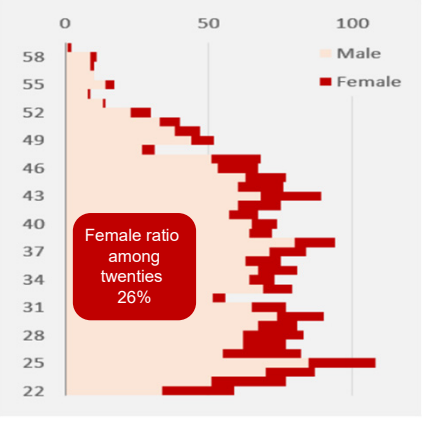
- 245 new graduates are expected to join IIJ Group in Apr. 2023
- We added 62 personnel through PTC consolidation (Apr. 2021)

Age composition of IIJ's full-time workers

As of Mar. 31, 2018
Number of IIJ's full time workers: 1,868
(female to total: 16%)



As of Mar. 31, 2022
Number of IIJ's full-time workers: 2,301
(female to total: 19%)



Service/Business Function

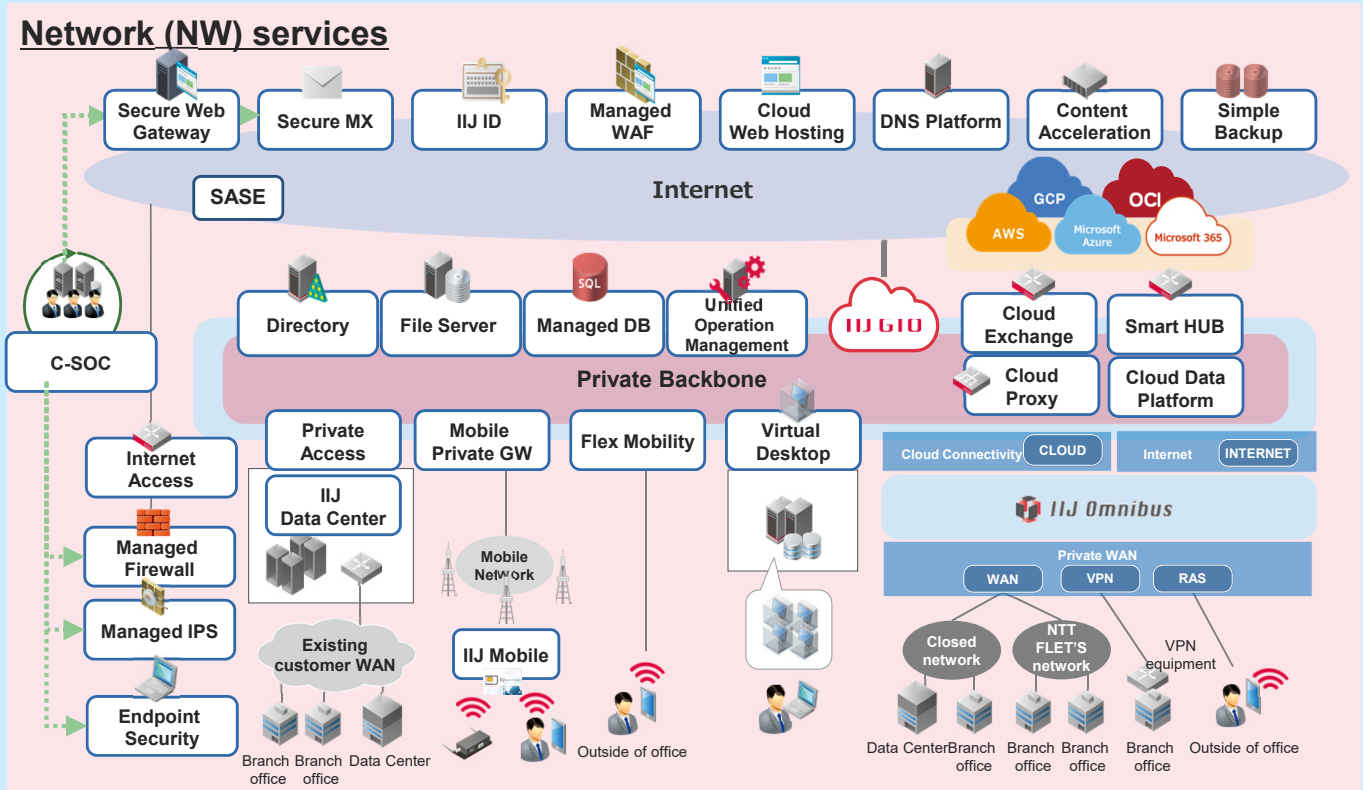
Comprehensive NW system solution with NW services and SI	P. 20 – 22
Enterprise Network Services	P. 23
Cloud Services	P. 24 – 26
Security Services	P. 27 – 29
Mobile Services	P. 30 – 33
IoT Services	P. 34 – 35
Data Centers	P. 36 – 37

Comprehensive NW system solution with NW services & SI

➢ By combining various in-house developed NW services with SI to provide comprehensive NW system solution

Systems Integration (SI)

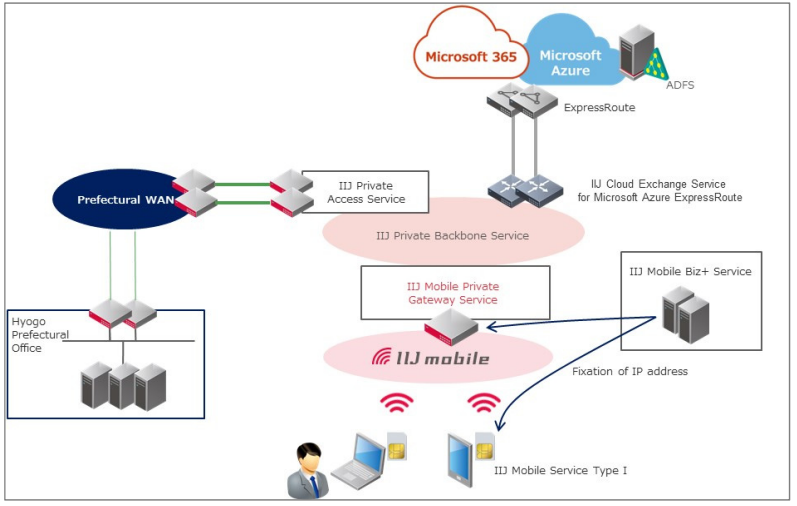
Network (NW) services



Case studies of combining multiple NW services（1）

Hyogo prefecture (Jan. 2022)

Work from home infrastructure capable of connecting up to 90 thousand people simultaneously

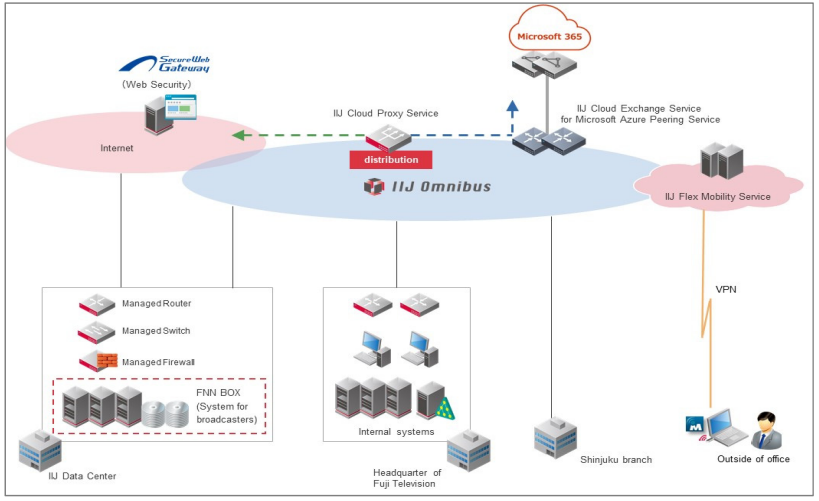


Services provided

- IIJ Mobile Private Gateway Service
- IIJ Mobile Biz+ Service
- IIJ Mobile Access Service Type I
- IIJ Cloud Exchange Service for Microsoft Azure ExpressRoute
- IIJ Private Access Service

Fuji Television Network, Inc. (Apr. 2021)

Stable connectivity and reduction of operation load with cloud-based Internet gateway



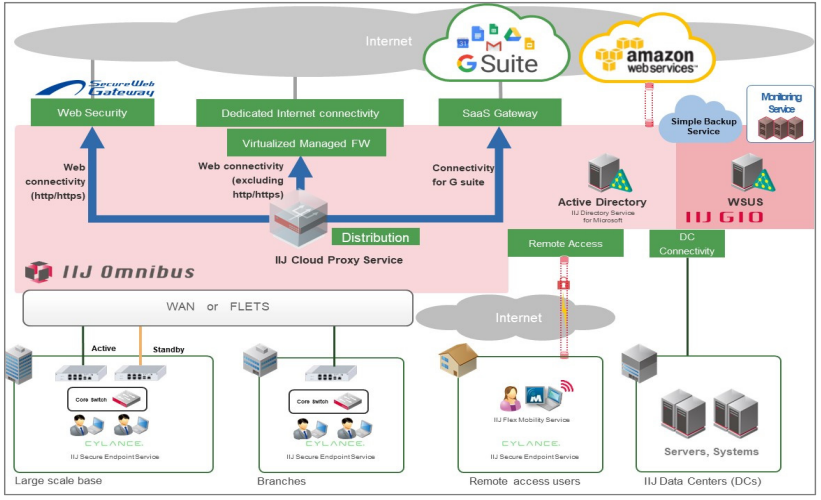
Services provided

- IIJ Omnibus Service
- IIJ Cloud Exchange Service for Microsoft Azure Peering Service
- IIJ Cloud Proxy Service
- Internet Connectivity Service
- IIJ Managed Firewall Service
- IIJ Private Access Service
- IIJ Secure Web Gateway Service
- IIJ Flex Mobility Service
- Managed Router Service

Case studies of combining multiple NW services（2）

Kokusai Kogyo (May 2022)

Update NW of 50 branches nationwide with IIJ Services
Stabilization f connectivity and improvement of reliability

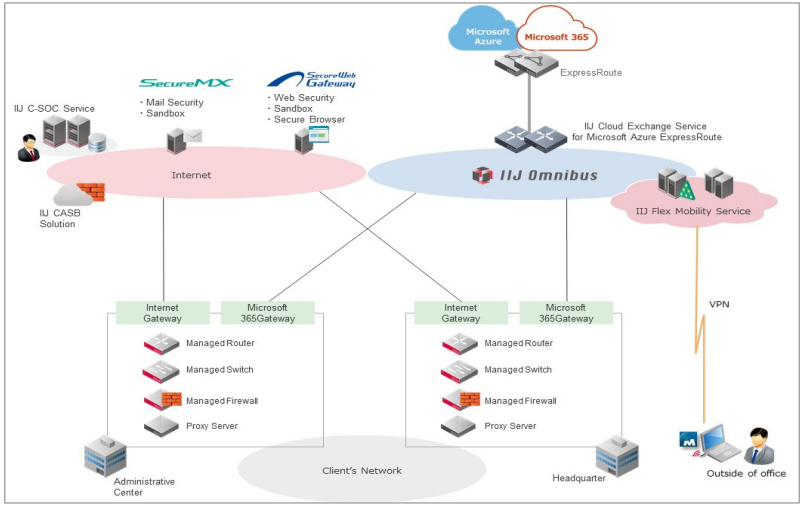


Services provided

- IIJ Omnibus Service
- IJ Cloud Proxy Service
- IIJ Private Backbone Service
- IIJ Secure Web Gateway Service
- IIJ Managed Firewall Service
- IIJ Secure Endpoint Service
- IIJ Flex Mobility Service
- IIJ Directory Service for Microsoft

Bank of Yokohama (Jan. 2021)

Stable connectivity and reduction of operation load with cloud-based Internet gateway



Services provided

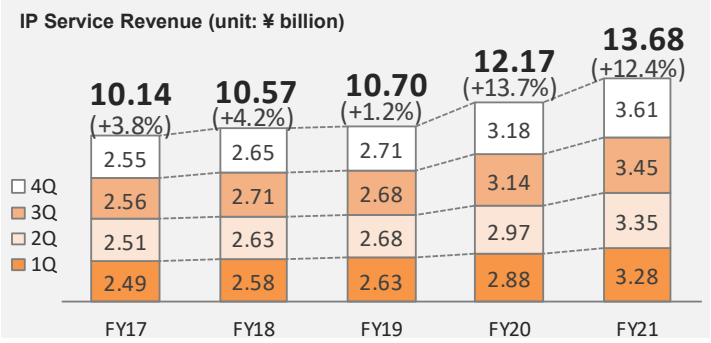
- IIJ Cloud Exchange Service for Microsoft Azure ExpressRoute
- IIJ Secure Web Gateway Service
- IIJ CASB Solution
- IIJ Flex Mobility Service
- IIJ GIO Infrastructure P2
- IIJ Secure MX Service
- IIJ C-SOC Service
- IIJ Managed Firewall Service
- IIJ Omnibus Service
- IIJ Unified Operation Management Service (UOM)

Enterprise Network Services

IIJ's enterprise network services' business model: Cost doesn't have to increase at the same pace as the revenue – economy of scale business

◆IP (Internet Protocol) Service Revenue

- IP Service is a bandwidth guaranteed dedicated Internet connectivity service for enterprises who use the services for their core Internet access services
- Service contracts are based on bandwidth. Minimum contract period is 1 year
- The revenue is 100% recognized in Internet connectivity services (Enterprise)
- Very low churn rate. Contracts are renewed every year, generally speaking
- IIJ has very high and stable market share among Japanese blue-chip
  - Difficult to newly enter the market because one will need customer base and engineers to operate Internet
    - ✓ IIJ's IP services clients include general Japanese enterprise as well as network operators such as consumer ISPs, cable TV operators



◆Cost

- IIJ purchases physical fiber from carriers
  - As one of the largest independent ISPs, IIJ has strong buyer power when purchasing fiber
  - IIJ expands its Internet backbone continuously
  - Fiber purchasing cost is recognized as circuit-related cots
- IIJ owns network equipment that are needed for Internet backbone and network service facility
  - Network operation cost which is many depreciation amortization costs for network equipment is stable due to the technological innovation of servers and other network equipment
    - ✓ In other words, ¥1 million server today is more high spec compared to the ¥1 million server a year ago.

◆Profit

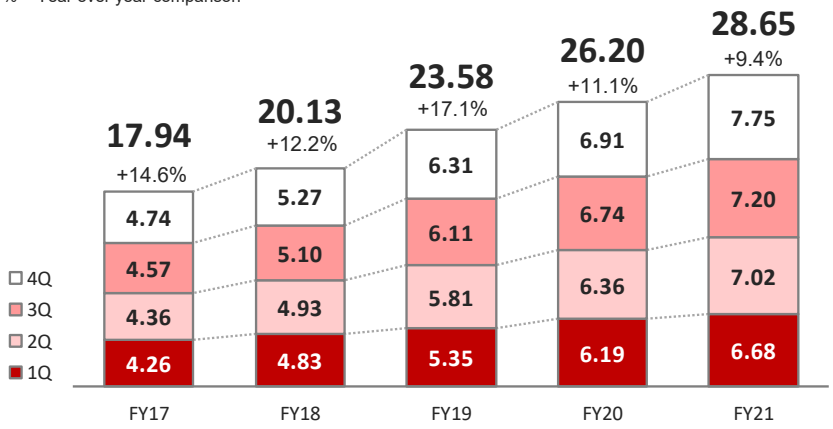
- Enterprise network service revenues such as IP services and Outsourcing services are to continuously increase while their costs remain relatively stable
- By that, IIJ can enjoy an economy of scale with strong revenue accumulation which leads to gross profit expansion
- In other words, the costs for enterprise network services do not have to increase at the same pace the revenue growth

Cloud Business (1)

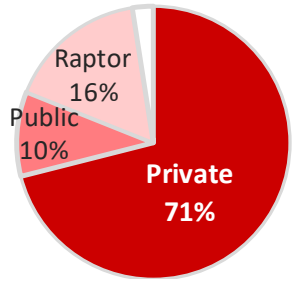
- Cloud shift of Japanese enterprises' large internal core systems just began
- With Cloud services, IIJ can approach IT system areas that have traditionally been covered by legacy SIers

IIJ's Cloud Revenue (recurring)

Unit: JPY billion
% = Year over year comparison



IIJ's Cloud Service Offerings



Based on FY21 IIJ's results

- Mainly IaaS (Infrastructure as a Service)
- Private cloud services and other services that are similar to systems integration, meeting specific needs, are recognized in systems operation and maintenance
- Public cloud services which are similar to conventional web hosting services or simple network services in nature are recognized in Outsourcing services
- Raptor (ASP foreign exchange system developed by IIJ) is currently used by 22 FX service providers including Hirose Tusyo, LINE Securities, au Kabucom, Nomura Securities and Sony Bank
- Others include overseas cloud services

Cloud Business (2)

- **Cloud services as one of the cross-selling element**
- **Promoting Cloud Shift of the current blue-chip Japanese enterprises**

IIJ's Competitive Advantages

- **Blue-chip client base**: Hands-on/close relationship with clients (Cloud as a cross-selling element)
- **New business opportunity: Because blue-chip companies' internal systems have been covered by legacy system integrators, it is a new business opportunity for IIJ once such systems migrate toward Cloud. IIJ has not dealt with legacy internal enterprise systems**
- **Various network service line-ups such as security and various ways to access cloud systems (mobile, WAN, etc.)**
- **Competitors**
  - AWS (Amazon) & Azure (Microsoft): Strong scale merit. Focus on public cloud. Not so strong about meeting individual systems needs
    - Because start-ups and SMEs do not have to worry about so much about existing systems, they tend to use Cloud services much more and much faster compared to large blue-chip companies who have large and complex existing systems
  - Legacy system integrators who constructed and currently looking over blue chips' large internal systems

Multi-Cloud Strategy

- **Japanese enterprises avoid relying on single cloud service vendor: increasing demands for multi-cloud**
  - IIJ provides private connectivity with Microsoft Azure/365, AWS (Amazon Web Service), GCP (Google Cloud Platform)
  - IIJ provides operation and management services to effectively monitor an entire IT systems (IIJ UOM Service), covering IIJ's cloud services, other cloud vendors' cloud services and on-premise systems.

IIJ's Cloud Business Model

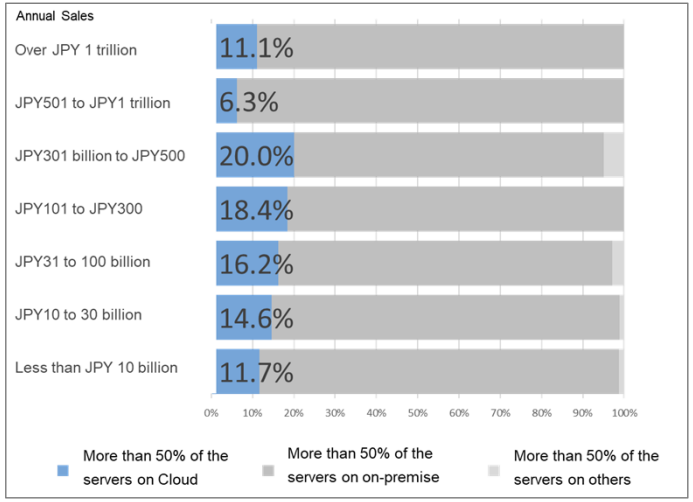
- **Revenue**
  - Revenue is to increase along with an increase in Cloud clients and each system volume
    - System volume depends on a number of cloud servers, volume of storage etc.
- **Cost**
  - Depreciation and amortization cost for servers and other network equipment, outsourcing cost and personnel costs for service developments
- **Profit**
  - Currently very low profitability, need more revenue to have economy of scale

Cloud Business (3)

Cloud Market in Japan

- **Cloud penetration among Japanese enterprises**
  - 64.7% as of 2019-end, 33.0% as of 2013-end (source: MIC)
  - Japanese enterprises are slowly but surely using more Cloud services, yet most of such usages are primitive ones such as using cloud services for web and/file servers etc.
- **Cloud shift in Japan tends to take place one by one as:**
  - Japanese blue-chip' internal systems are quite large and complicated - can't migrate all at once
  - Position of CIO is not high or respected as much as other C class executives
  - Japanese enterprises consider whether to re-invest their on-premise systems or migrate to Cloud services when their existing systems approach to the end of life
    - ✓ Average cycle of IT system: 4-5 years
- **Seeing some advanced usages**
  - Nippon Express (one of the largest logistics companies): replaced on-premise critical business operation system to IIJ Cloud (3,500 servers, 2PB storage) etc.

Still so many assets on on-premise:
Only 20% of the surveyed clients had shifted more than 50% of the servers to Cloud



Source: "Nationwide report on IT department 2021" published by IIJ in July 2021 (n=737)

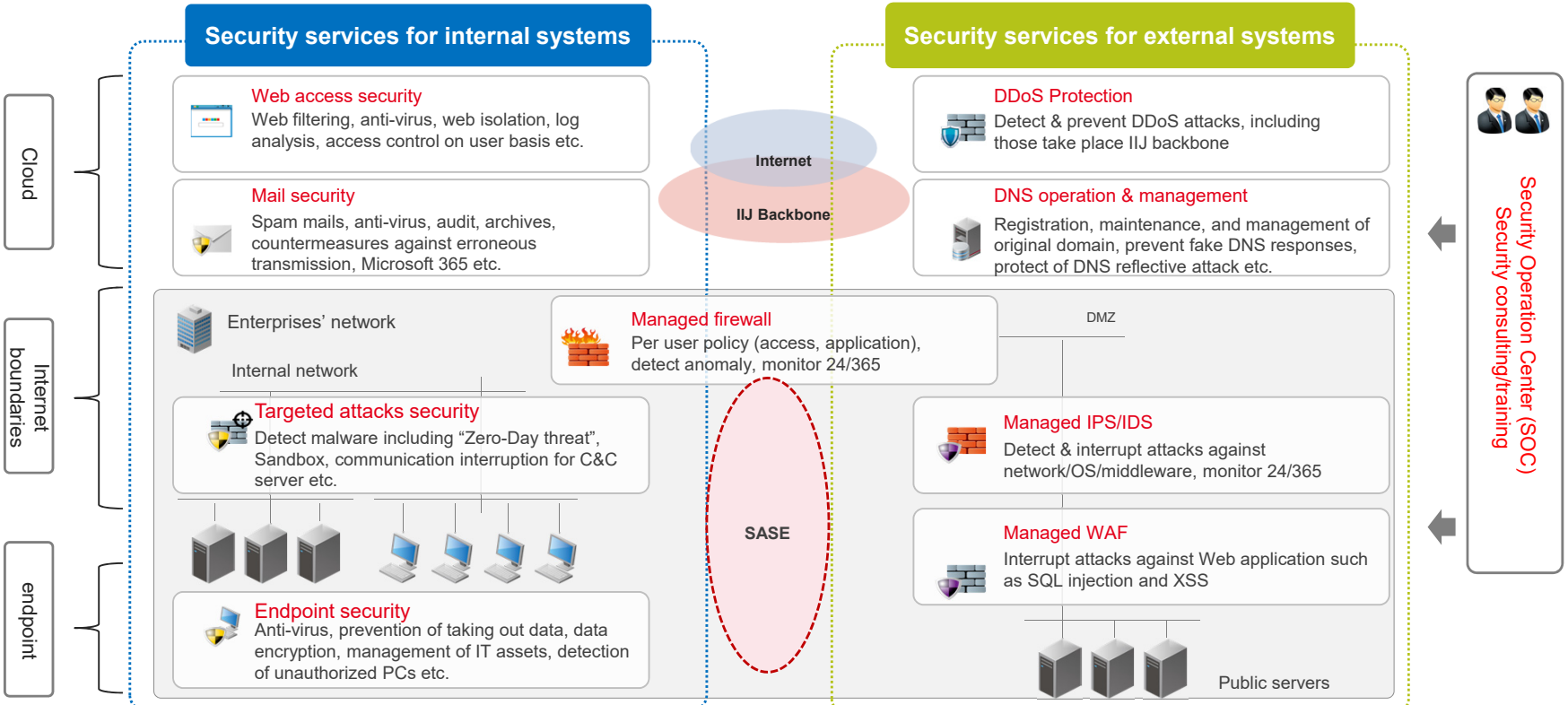
Recent Cloud Business Trend

- **IIJ's private cloud revenue grew as demands for multi-cloud continued**
  - Multi-cloud demands are generating demands for "IIJ Cloud Exchange Services" (revenue recognized in Network Services) which provide private connectivity to third vendor Cloud services such as AWS (Amazon), Microsoft, and Google
  - "IIJ GIO Infrastructure P2 Gen.2," which was launched in Oct. 2021 to promote full-scale cloud shift of enterprise systems, is accumulating orders
- **Raptor, SaaS type Foreign Exchange (FX) trading platform launched in Oct. 2008, revenue fluctuates depending on trading volume of FX**
  - Added CFD (Contract for Difference) to its service line-up from Jan. 2022

Security Business (1)

Service/Business Function

Information Analysis Platform utilizing information and expertise only available to ISPs



- SASE (Secure Access Service Edge) is a concept to shift controls of network and security on the route to Cloud services to enable secure access from any points, instead of the conventional centralized management through headquarters or data centers

Security Business (2)

Service/Business Function

IIJ Secure MX Service (SMX)

- Cloud-based integrated mail security service (16 yrs in operation)
- Differentiating by in-house developed filtering, providing support in Japanese, update etc.
  - Minimize mail threats with multi filtering, able to store unlimited mail data in DCs located in Japan, prevent accidental transmission/information leak with the system
- Competitors withdrawing from the market

Cloud based mail security market
Share No.1
(Resource: Fuji Chimera Research Institute) monthly BT Sep. 2019 " Cloud based mail security service market survey" based on FY18 figure base

SMX contracted accounts

Sep. 2022	2.83 million
Sep. 2021	2.65 million
Sep. 2020	2.41 million

IIJ DDoS Protection Service

- Comprehensive service to protect enterprise network system from DDoS attacks (17 yrs in operation)
- Service model unable for SIers & vendors who do not have NW backbone to offer
  - Realize reliable web services by avoiding overloaded network and server triggered by huge traffic
  - 24/365 operation by security engineers who have expertise obtained through ISP business
  - Automatically detect and prevent DDoS attacks
  - Internet access line are also within service coverage
  - Global coverage and capability of preventing terabit level large-scale attack (Jan. 2017)
- High penetration rate toward large financial institutions

IIJ Secure Web Gateway Service (SWG)

- Cloud-based integrated web security service (13 yrs in operation)
- Differentiating by in-housed developed engines etc. to block and isolate web functions etc.

10 consecutive years

<Resource> ITR "ITR Market View: Cyber Security counter market 2021"

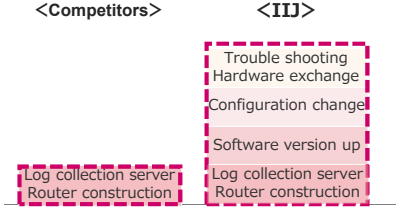
SWG contracted accounts

Sep. 2022	1.23 million
Sep. 2021	1.19 million
Sep. 2020	1.12 million

IIJ C-SOC Service

- Comprehensive security incident response service provided by IIJ security engineers
- Operational SOC service unique to ISPs: visualize invisible threats by applying IIJ's unique intelligence, execute initial response as well as notification etc.
- Service policy: individual operation and monitoring including other managed services
- Relatively expensive monthly transaction

Coverage comparison



Information resource of IIJ

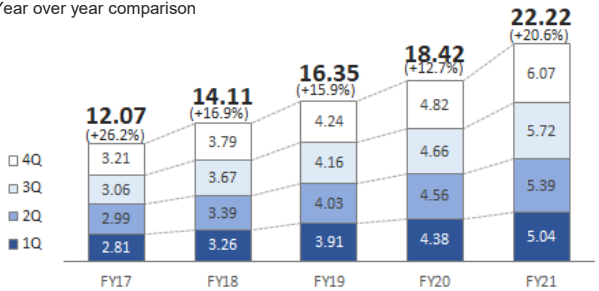
Security equipment log	170 billion lines per month
Mail access log	3.8 billion lines per month
Web access log	90 billion lines per month
Monitoring node	48 thousand
Number research sites by web crawler	Over 400 thousand per day

- DDoS(Distributed Denial of Service), SOC(Security Operation Center)

Security Business (3)

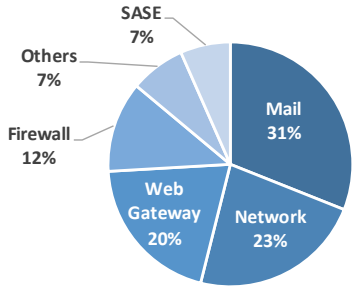
IIJ's security service revenue (recurring)

Unit: JPY billion
% = Year over year comparison



Total security revenue (services + SI)	FY17	FY18	FY19	FY20	FY21
	14.62	16.77	19.18	21.47	25.44

FY21 Security Service Revenue Breakdown



Mail	Full outsource of mail system, countermeasures for spam mail, sandbox etc.
Network	DDoS protection, IPS/IDS, WAF etc.
Web Gateway	Full outsource of Web security, URL filtering etc.
Firewall	Outsource of firewall operation, detection system for anomaly etc.
Others	SOC etc.
SASE	Prisma Access etc.

- Security service revenue (recurring) is 100% recognized in Outsourcing services
- Security services is a general term for individual security service such as mail security, firewall, Web filtering, DDoS protection, SOC service, Endpoint (EDR) and SASE

	IIJ	LAC	NTT Security	NRI Secure Technologies
Category	Total network service solution provider	Vendors specialized in security		
Feature	• Provide a number of first in Japan full managed security services over network • Security services utilizing information and expertise unique to Internet Service Provider	• Many emergency response record • KDDI capital participation in Dec. 2013 • SOC as a core operation	• Founded in Aug. 2016 by integrating NTT Communications ("Ncom"), Ncom Security and overseas subsidiaries' security businesses	• Founded in 2000 as a Nomura Research Institute's group company • High penetration toward large enterprises (especially finance) • Cover upper layer consultation to managed type services
FY21 revenue	**¥25.4 billion** (of monthly services: **¥22.2 billion**)	**¥42.7 billion** (of services, **¥19.4 billion**)	N/A	N/A
Number of employees dedicated to security	IIJ(non-consolidated) **346** As of Sep. 30, 2022	consolidated **2,172** As of Apr. 1, 2022	N/A	525 non-consolidated, as of Oct. 1, 2022

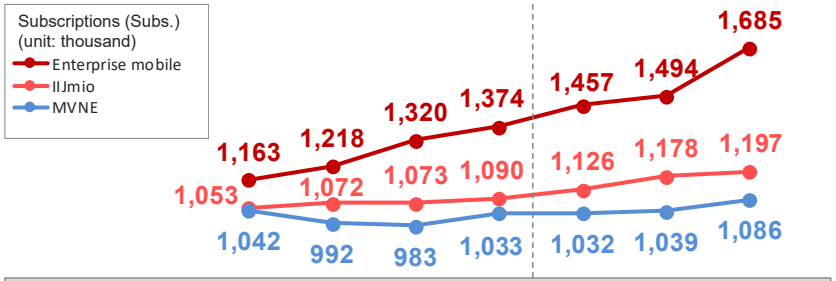
Mobile Business (1)

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

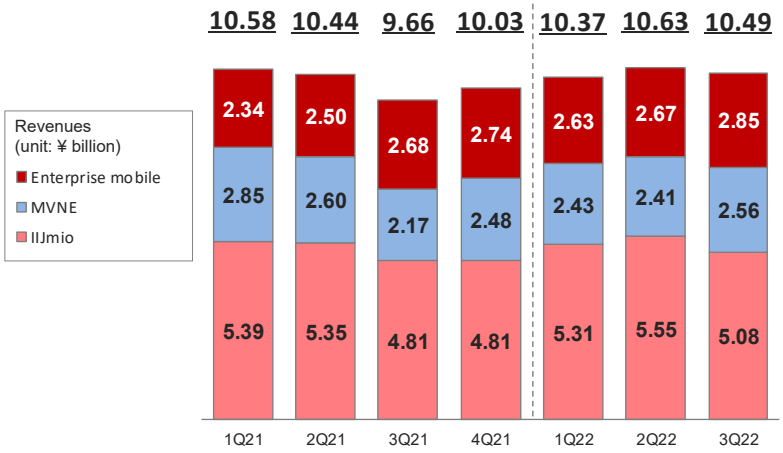
Service/Business Function

- **Accumulate enterprise IoT traffic by leveraging blue-chip client base, various network services & SI function – higher utilization of the mobile infrastructure**
- **Consumer subscription contributing to expand the infrastructure**

Mobile Subscription (Subs.)



Mobile Revenue



◆ **Enterprise mobile** (deducting MVNE from IIJ Mobile)

- 1Q-3Q22 revenue: ¥8.15 bn (+¥0.63 bn YoY)
- 3Q22-end subs.: 1,685 thousand (+192 thousand QoQ)
  - Largely increased mainly due to additional orders from the existing GPS tracker for kids projects and Digital Agency's project for their agriculture and fishers government solution service
  - Launched inexpensive & simple "IIJ Mobile Service/type D for IIJmio Biz" (Jan. 2023). Flat-rate voice services as an option ¥1,700 per month. The below table is on a monthly basis (excerpts, excluding tax.)

Bundled data volume	4GB	8GB	20GB	40GB
Data and voice	¥900	¥1,364	¥1,819	¥3,009

◆ **MVNE** (providing mobile services to other MVNOs)

- 1Q-3Q22 revenue: ¥7.40 bn (-¥0.22 bn YoY)
  - Degree of revenue decrease in response to a decrease in procurement cost at the beginning of FY22 was as expected
- 3Q22-end subs.: 1,086 thousand (+47 thousand QoQ)
  - General enterprises' subscriptions are increasing. The subscribers related to one particular client being bought by a MNO are decreasing
- 3Q22-end MVNE clients: 176 clients (+11 clients YoY)
  - Cable TV operators (91 operators), prominent retailer etc.

◆ **IIJmio** (consumer)

- 1Q-3Q22 revenue: ¥15.94 bn (+¥0.39 bn YoY)
  - Smaller marketing activities utilizing mobile devices with low margin in 3Q22 compared to 2Q22 which led to QoQ revenue decrease
- 3Q22-end subs.: 1,197 thousand (+18 thousand QoQ)
  - Awarded for best customer satisfaction (ORICON, J.D. Power, and JCSI)
  - Opened same-day-opening-counters at EDION, a prominent retailer (11 stores, in Jan. 2023)

GigaPlans (unit: thousand)	1Q21-end	2Q21-end	3Q21-end	4Q21-end	1Q22-end	2Q22-end	3Q22-end
Subs.	462	556	607	667	757	837	878
Of which, new users	17%	30%	34%	38%	43%	48%	41%

Mobile Business (2)

Service/Business Function

Revenues (unit: ¥ billion)
- IIJmio (consumer mobile)
- MVNE (providing mobile services to other MVNOs)
- Enterprise mobile (direct sales)

IIJ started providing 3G mobile services by becoming MVNO in Jan. 2008

IIJ started providing LTE services to both enterprises and consumers from Feb. 2012

IIJ became MVNE by providing its mobile services to other MVNOs

IIJ started offering voice call services as an option menu to consumers from Mar. 2014

IIJ became au's MVNO and started providing consumer services from Oct. 2016

FY21 revenue ¥20.37 billion
(decreased YoY due ARPU decrease along with the migration to new cheaper consumer plan "GigaPlans")

¥10.09 billion
(Decreased YoY due to the decrease in purchasing unit charge)

¥10.26 billion

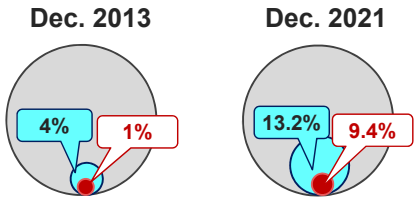
FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 FY21

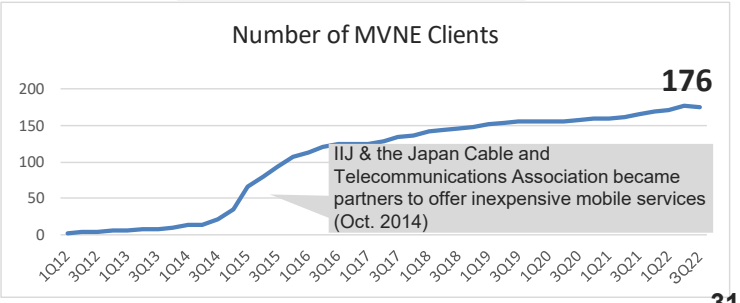
Providing mobile services to enterprises for their laptops' data communication and Machine to Machine (M2M) usages → Opened mobile infrastructure to consumers → Rapid expansion of consumer inexpensive SIM market → IIJ became full-MVNO in 2018

Consumer inexpensive SIM market

- Total mobile subscription in Japan (around 100 million)
- MVNO subscription
- SIM subscription

Data is based on the reports by the Ministry of Internal Affairs and Communications who publishes mobile subscription quarterly





Mobile Business (3)

- **Most of current enterprise mobile solution are simple usage such as connecting network and surveillance cameras etc.**
  - Seeing some advanced usage such as Factory IoT for Toyota Motor Hokkaido https://www.iij.ad.jp/en/news/pressrelease/2020/0803.html

Accumulating various enterprise mobile solutions

Network Cameras	Office IT	B-to-C
Store marketing cameras	iPads and tablets	Karaoke communications
Security cameras for apartment complexes, etc.	Remote work (teleconferencing)	Child monitoring devices
Surveillance cameras for material storage sites, etc.	Business / IP transceivers	Networking between devices at game arcades
Security cameras	Store visitor management systems	Currency exchange machines for foreign visitors to Japan
River water level remote monitoring	Built-in SIMs for PCs	Cashless payment terminals

Transportation	Corporate Activities / Other	
Dashcams	Structural health monitoring terminals	Rice paddy water management
Taxi dispatching	Plant equipment management	Shrimp cultivation
Bus locational information	Natural disaster observational data collection	Mobile sales offices
Remote key locking and unlocking	Vending machines	Digital signage

Mobile Business (4)

Business model of IIJ's Mobile Business

Revenue

- Consumer mobile revenue is calculated by multiplying subscription by ARPU
  - Headsets sales are also recognized as consumer revenue. IIJ is recognized as MVNO with good lineups of smartphone
- Enterprise mobile revenue is to grow with IoT/M2M traffic. Because we charge by how much data is needed and an IoT device does not require much data, generally speaking, per device revenue tends to be quite small

Cost

- All of IIJ's mobile services are provided from the same mobile infrastructure
- Purchasing mobile infrastructure on bandwidth-base from mobile carriers (mainly from Docomo, some from KDDI).Such purchasing cost is recorded as "outsourcing" in network services' costs
- In order to provide voice services, we purchase per usage base (no economy of scale merit for voice services)
- Sales commission expenses (SG&As) to sales partners such as BicCamera

Profit

- Profitability to increase by improving infrastructure utilization through gathering various consumer & enterprise traffic
  - Traffic patterns of consumers and enterprises are different
    - ✓ Consumers' peak time is commuting hours and lunch break. Other than these hours, our consumers tend to access Internet through their home and/or office Wi-Fi. On the other hand, there is no clear peak time for enterprise. Traffic is generated through mobile dongle and/or IoT type usages which run 24/7

Growth Strategy

- Aim to improve mobile infrastructure utilization by gathering IoT/M2M & various consumer traffic
  - Currently buying mobile capacity to meet the peak hours which are concentrated on commuting hours and lunch time

Mobile infrastructure utilization

- Currently, IIJ is increasing mobile infrastructure to meet the peak of consumer traffic which is concentrated around commuting hours and lunch time. Mobile infrastructure utilization of other hours is low
- By gathering various type of mobile traffics such as enterprise IoT traffic which is not concentrated at certain hours, we could aim for higher mobile infrastructure utilization

IIJ's Sale Channel for Consumers

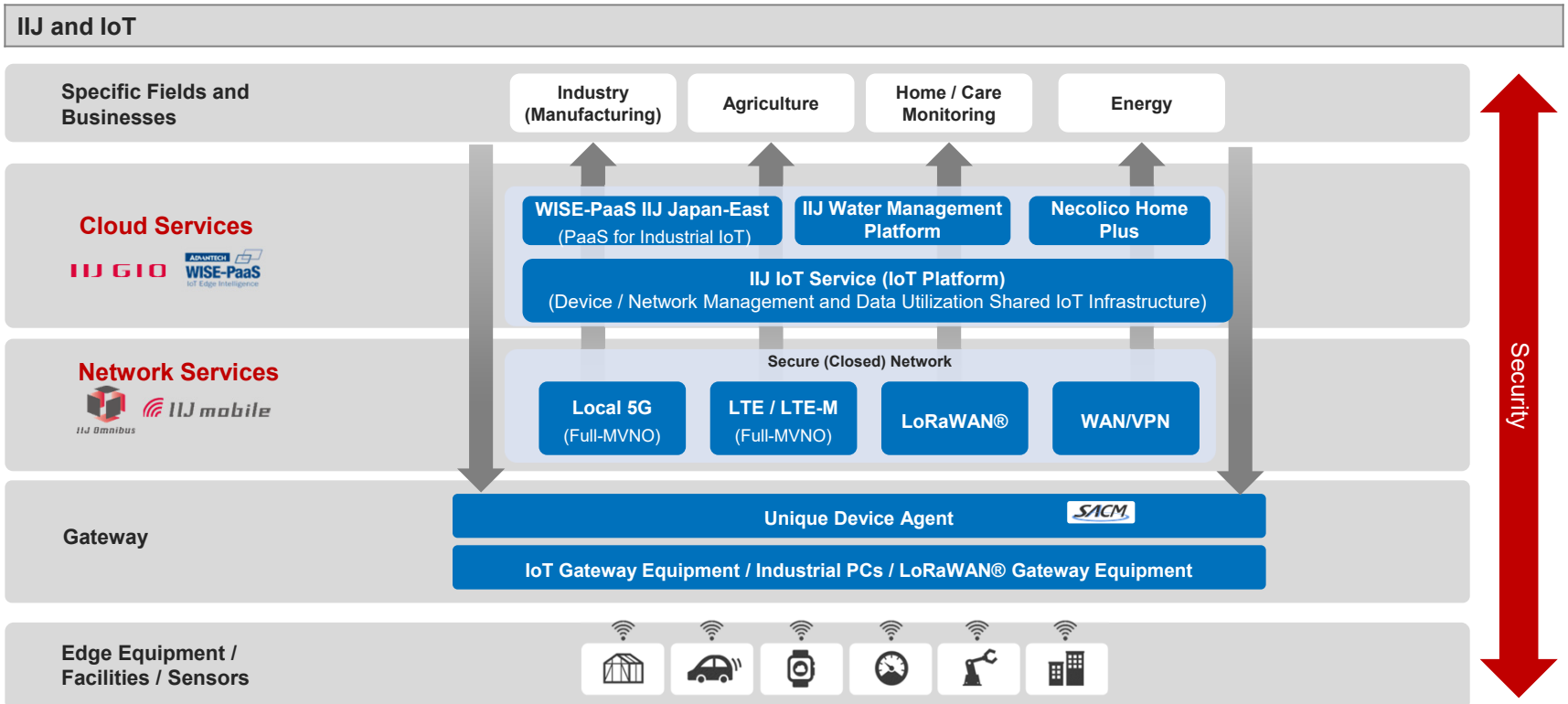
1. **Direct sales** through IIJ's website
2. **Sales partners** such as BicCamera
   - IIJ pays sales commission expenses to sales partners
3. **MVNE** "IIJ Mobile Platform Service"
   - IIJ provides mobile services to other MVNOs
   - As of Dec 31, 2022, IIJ had 176 MVNE clients
     - ✓ Largest MVNE client is one of the largest Japanese retailers
     - ✓ 91 out of 171 MVNE clients are Japanese cable TV operators who already have direct relationship with consumers

MVNO Penetration in Japan

- Consumer MVNO share as of March 31, 2022 (Source: MM Research)
  - IIJ 18.8%
  - NTT Communications (brand name: OCN mobile) 14.1%
  - OPTAGE (brand name: mineo) 9.5%
  - Biglobe 6.8%

IoT Business (1)

Combining IIJ's existing service lineups and SI to build IoT systems



IoT Business (2)

IoT projects

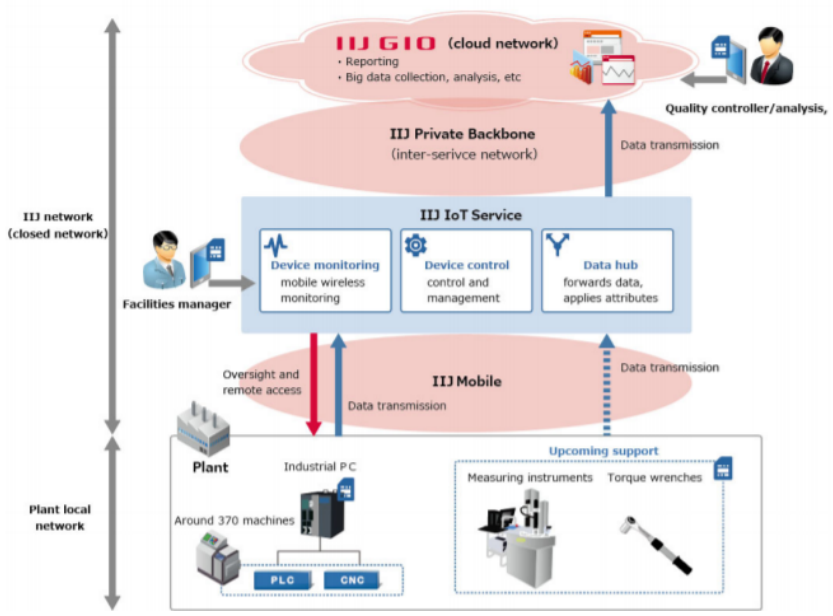
Industrial machinery manufacturers	Shift from reactive post-sales maintenance model to proactive field services (making predictions based on data)
Car accessory manufacturers	Expansion of service businesses by acquiring data through the networking of products and establishing software technology development organizations to develop services that use that data
Measuring instrument manufacturers	Expansion of services to streamline & improve the accuracy of recording tasks by going beyond just "measuring" things & providing linking data customers measure with their business systems
Automotive manufacturers	Improved efficiency of equipment management to cover personnel shortages, analyzing the expertise of skilled workers in maintaining operating capacity and implementing traceability to ensure quality
Trading companies (agriculture)	Shift from the sales of pesticides & chemical fertilizers to the provision of pesticide spraying technologies that reduce the amount used, & the development of cutting-edge agricultural technologies

Advanced Usage: Factory IoT

◆ **IIJ provides IoT system for Toyota Motor Hokkaido**

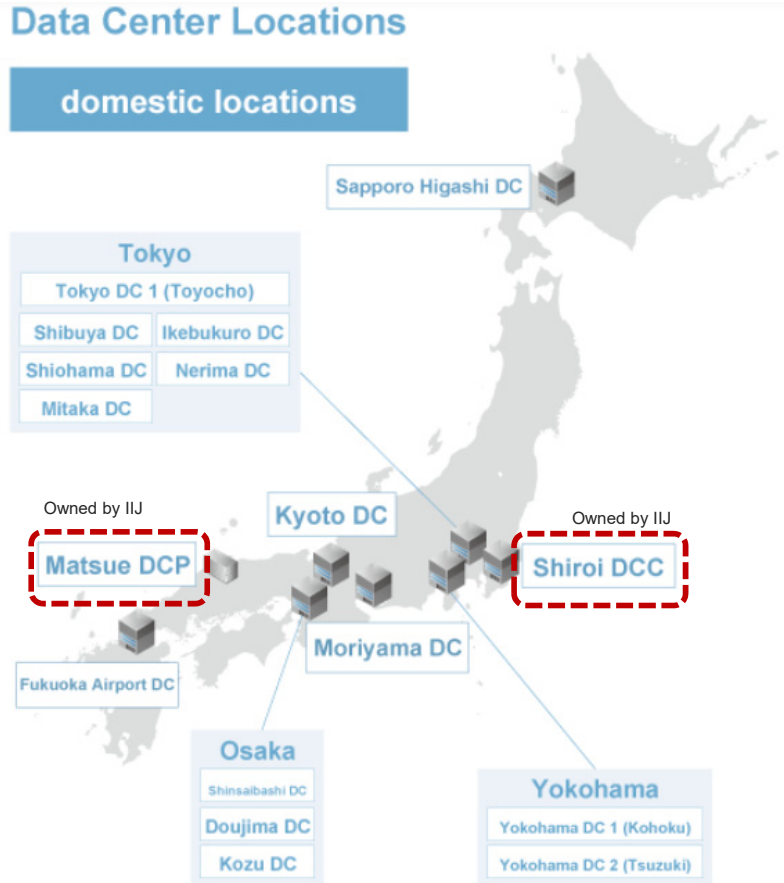
- Providing a one-stop solution by offering mobile and Cloud services from data collection via closed mobile network to creation of a cloud platform for visualizing and analyzing the collected data.

System image



Data Centers (1)

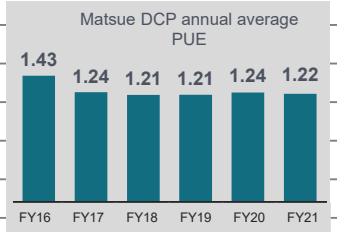
- **Operating 16 data centers in Japan** (as of Dec. 2021)
  - Of which, 14 data centers are leased from data center owners per space
  - Shiroi & Matsue are owned by IIJ and used for own service facility such as for network & cloud as well as colocation services to store clients' IT assets.
    - ✓ Integrate racks currently spread out throughout Japan to improve operation productivity
- **In 2011, IIJ built Japan's first container-based modular data center using an outside air-cooling system, eco-friendly data center**
  - Modular approach allows flexible expansion and short-term construction with low cost
- **IIJ has exported container modular data center to overseas including the People's Republic of Laos in 2016 to help them set up IT infrastructure.**



Data Centers (2)

About IIJ's own data centers and their initiatives to realize carbon neutral data centers

	Matsue Data Center Park (Matsue DCP)	Shiroi Data Center Campus (Shiroi DCC)
Key highlights	Commercial container module type data center that was first in Japan to use outside air-cooling system	System module type data center based on the cultivated know-hows based on Matsue DCP
Location	Matsue city, Shimane prefecture	Shiroi city, Chiba prefecture
Site area	Approx. 16,000 square meter	Approx. 40,000 square meter
Server capacity	Approx. 500 racks	Approx. 6,000 (plan, 4 sites in total) 1st site: approx. 700, 2nd site: approx. 1,100 (plan)
Year in operation	1st site: Apr. 2011, 2nd site: Nov. 2013	1st site: May 2019, 2nd site: July 2023 (plan)
PUE	FY21 results: 1.22, FY22 outlook: maintain 1.2s	FY21 result: 1.42, FY22 outlook: 1.3s
Initiatives for carbon off-sets	• Reducing energy consumption by using outside-air cooling • Achieved renewable energy usage rate of 100% by using substantial renewable energy (Feb. 2022~) • Plan to install solar panel facilities	• Reducing of energy consumption by using outside-air cooling • Plan to use substantial renewable energy from FY23 • Leveling energy demand through peak-cut by utilizing lithium-ion batteries power pack • Plan to install solar panel facilities

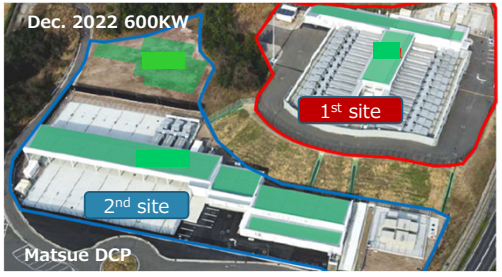


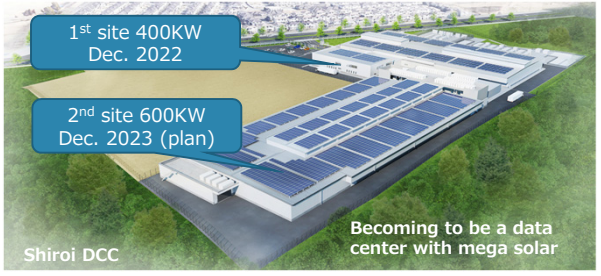
Information disclosure based on the TCFD Recommendations

- IIJ aims to reduce greenhouse gas emissions at its own data centers which account for more than 70% of greenhouse gas emissions (Scope 1 and 2) through "usage of renewable energy" and "improvement of energy conservation"

Measures	Targets
Usage of renewable energy	The target is to increase the renewable energy usage rate of data centers (Scope 1 and 2) to 85% in FY2030
Improvement of energy conservation	The target is to keep the PUE of the data center at or below the industry's highest level until FY2030 through continuous technological innovation

Status of onsite solar panel facilities installment





- TCFD: Task Force on Climate-related Financial Disclosures
- PUE (Power Usage Effectiveness) : Total data center facility energy usage divided by IT equipment energy usage
- Scope 1 and 2 (Greenhouse gas emissions by a company): Direct emissions from the use of fuels and industrial processes at the company and indirect emissions from the use of electricity and heat purchased by the company (as defined by the GHG Protocol)
- Renewable energy: Including substantial renewable energy through the use of non-fossil fuel certificates

Financials

Financial Performance (FY18 ~ FY21 Results and FY22 Targets)	P. 39
1Q-3Q22 Financial Results	P. 40 – 54
FY22 Financial Targets	P. 55 – 56

Financial Performance (FY18 ~ FY21 results and FY22 targets)

Unit: ¥ (JPY) billion (bn)
YoY = Year over Year

	FY18	FY19	FY20	FY21	FY22 targets
Total revenue	**192.4**	**204.5**	**213.0**	**226.3**	**250.0**
YoY	*+9.2%*	*+6.3%*	*+4.2%*	*+6.3%*	*+10.5%*
NW services (excluding Mobile service)	**76.7**	**75.9**	**79.3**	**87.5**	**99.6**
YoY	*+5.4%*	*(1.0%)*	*+4.5%*	*+10.3%*	*+13.8%*
Mobile service	**42.0**	**46.1**	**47.5**	**40.7**	**40.2**
YoY	*+18.8%*	*+9.8%*	*+3.1%*	*(14.3%)*	*(1.3%)*
Systems Integration (SI)	**69.7**	**78.4**	**83.3**	**95.3**	**107.5**
YoY	*+8.6%*	*+12.5%*	*+6.2%*	*+14.5%*	*+12.8%*
Operating profit	**6.0**	**8.2**	**14.2**	**23.5**	**27.2**
YoY	*(11.0%)*	*+36.6%*	*+73.2%*	*+65.3%*	*+15.5%*
Operating profit margin	**3.1%**	**4.0%**	**6.7%**	**10.4%**	**10.9%**
Net profit	**3.5**	**4.0**	**9.7**	**15.7**	**17.5**
YoY	*(20.4%)*	*+13.8%*	*+142.4%*	*+61.4%*	*+11.7%*
ROE	**4.7%**	**5.2%**	**11.5%**	**16.2%**	**15.9%**
NW services gross margin	14.6%	16.3%	21.4%	27.8%	28.5%
SI gross margin	14.0%	13.8%	14.5%	15.7%	15.8%
Dividend per share	¥13.50	¥13.50	¥29.75	¥48.00	¥58.51
Payout ratio	34.6%	30.4%	27.6%	27.7%	30.2%

For our financial strategy, please visit https://www.iij.ad.jp/en/ir/integrated-report/financial_strategy/

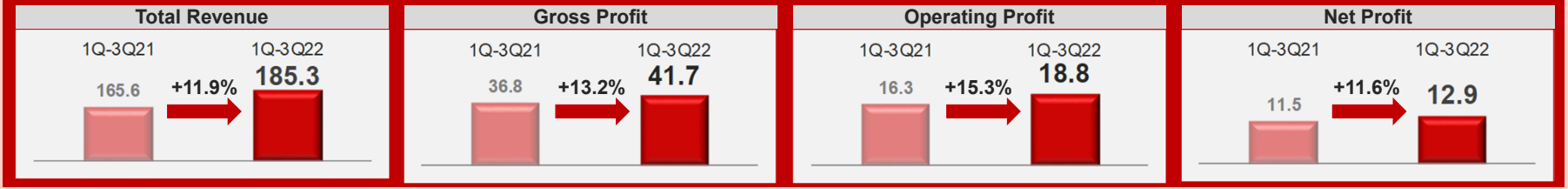
- NW services (excluding Mobile service) revenue decreased YoY in FY19 mainly due to WAN services' certain large customers' migration to our mobile services
- Mobile service revenue decreased YoY in FY21 and expect to decrease in FY22 mainly due to subscriber migration to new cheaper plan
- Net profit is "Profit for the period/year attributable to owners of the parent"
- Dividend per share dose not consider the stock split which effective date is October 1, 2022

Summary of 1Q-3Q22 Financial Results

Unit: ¥ (JPY) billion (bn)
+%, YoY = Year over year comparison QoQ = Quarter over quarter comparison
Net Profit is "Profit for the period attributable to owners of the parent"

Strong revenue growth trend advanced as projects becoming larger & high demand continued

Expect revenue growth to accelerate from FY23 onward with consistent service releases & newly acquired large scale SI projects



NW services (excluding mobile)

- Each service continued to grow. Large scale NW replacement projects such as connecting a large number of locations through WAN & strong demands for security contributed
  - 1Q-3Q22 revenue: IP +7.9% YoY, Security +21.4% YoY, WAN +5.9% YoY
- Continued to expand NW service line-ups by developing cloud connectivity service "IIJ Private Backbone Service/Smart Hub," in-house developed SASE service "IIJ Secure Access Service" etc.
- Recently acquired a large scale project combining NW & SI for a broadcaster (to be gradually launched from FY24), a NW replacement project with a fixed multi-year contract (to be launched in FY23)

SI

- 1Q-3Q22 Construction: revenue: +22.6% YoY, order-received: +29.0% YoY, Operation & maintenance: revenue +14.9% YoY, order-received +33.1% YoY
- Launched "IIJ Cloud Data Platform Service" which enables easy & secure data linkage between on-premise & multi-cloud (Dec. 2022)
- Recently acquired a large-scale core system construction for a financial group (to be launched in FY24), construction of container-type IT modules for Uzbekistan (to be exported gradually in FY23)

Mobile

- 3Q22-end total subscription: 3,968 thousand, +592 thousand YoY, 1Q-3Q22 total revenue: ¥31.49 billion, +¥0.8 billion YoY
  In 3Q22 recognized over ¥0.5 billion of onetime profit contribution impact as FY21 NTT Docomo data connectivity unit charge was fixed (3Q21 ¥1.08 billion)
  - Enterprise: 3Q22-end subscription: 1,685 thousand, +365 thousand YoY, launched inexpensive & simple enterprise mobile service "IIJ Mobile Service/type D for IIJmio Biz" (Jan. 2023)
  - Consumer: 3Q22-end subscription: 1,197 thousand, +124 thousand YoY of which GigaPlans: 878 thousand, +271 thousand YoY, awarded for best customer satisfaction (ORICON, J.D.Power & JCSI)

Topics

- IIJ owned DCs Shiroi: Constructing its 2nd site. Started solar power generation (Feb. 2023)
  Matsue: Due to growing demands, constructing system modules (to be launched in May 2025). Its capex of over ¥5.0 billion is to be covered partially by subsidy
- "IIJ Academy" to be opened in May 2023. Training NW engineers, contributing to the development of network society of Japan
- As part of CDN business, opened "IIJ Studio TOKYO" in Oct. 2022. Streaming system/network directly connected to IIJ's Internet backbone. Services for enterprises to be launched in FY23

- Abbreviation: NW for network services, SI for systems integration, DC for data centers, CDN for contents distribution network

Consolidated Financial Results

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

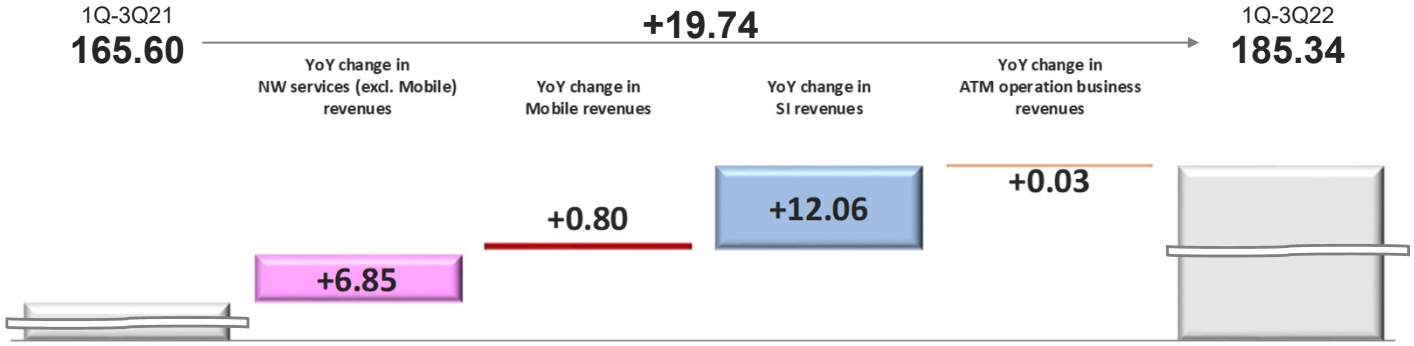
	% of revenue 1Q-3Q22 Results Apr. 2022 - Dec. 2022	% of revenue 1Q-3Q21 Results Apr. 2021 - Dec. 2021	YoY		% of revenue FY2022 Targets (Announced in May 2022) Apr. 2022 - Mar. 2023	YoY	
Revenues	185.34	165.60	+11.9%	+19.74	250.0	+10.5%	+23.66
Cost of Revenues	77.5% 143.68	77.8% 128.82	+11.5%	+14.87	76.9% 192.2	+10.0%	+17.49
Gross Profit	22.5% 41.66	22.2% 36.78	+13.2%	+4.87	23.1% 57.8	+12.0%	+6.17
SG&A etc.	12.3% 22.87	12.4% 20.49	+11.6%	+2.38	12.2% 30.6	+9.0%	+2.52
Operating Profit	10.1% 18.79	9.8% 16.30	+15.3%	+2.49	10.9% 27.2	+15.5%	+3.65
Profit before tax	10.3% 19.02	10.6% 17.60	+8.1%	+1.42	10.5% 26.3	+8.8%	+2.14
Net Profit	6.9% 12.85	7.0% 11.52	+11.6%	+1.33	7.0% 17.5	+11.7%	+1.83

- SG&A etc. represents the sum of SG&A, which includes R&D expenses, and other income/expenses
- Net profit is “Profit for the period/year attributable to owners of the parent”

Year over Year Analysis

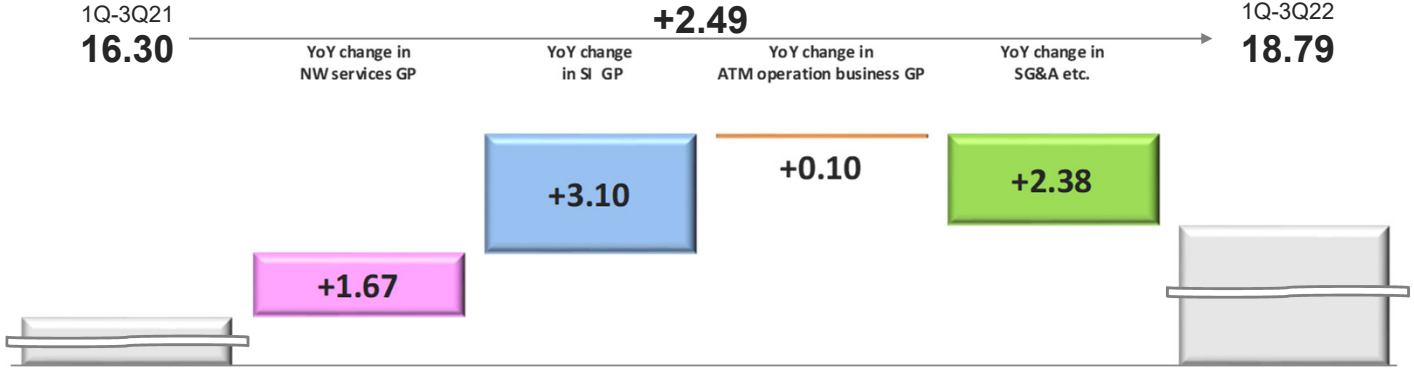
Unit: ¥ (JPY) billion (bn)
GP = Gross Profit
YoY = Year over year comparison

Revenues



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

Operating Profit

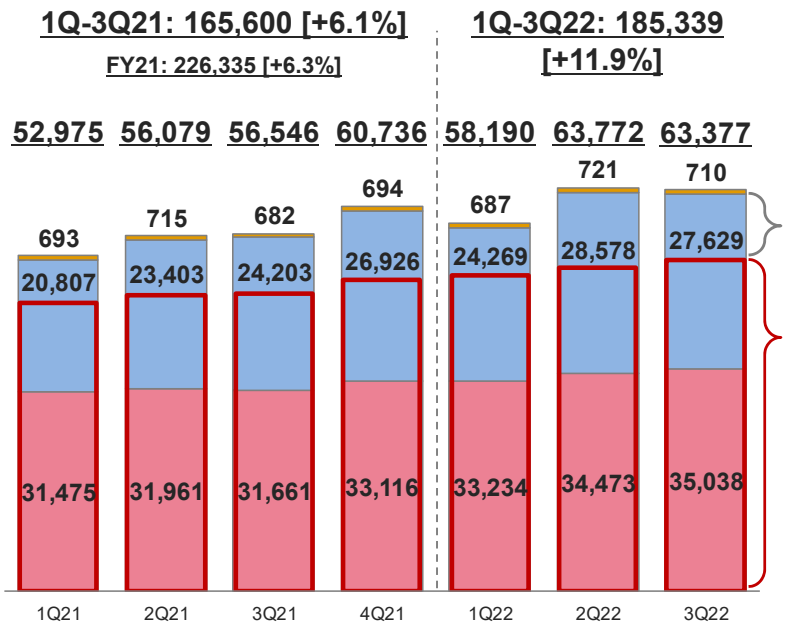


- NW services gross profit consists of gross profit related to NW revenues (excl. Mobile) and Mobile revenues (These two are not decomposable because some costs are common among them)
- SG&A etc. in this slide represents the sum of SG&A, which includes R&D expenses, and other income/expenses

Revenues

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

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



One-time revenue
1Q-3Q22: ¥29.94 billion, +22.6% YoY
(16.2% of 1Q-3Q22 total revenue)

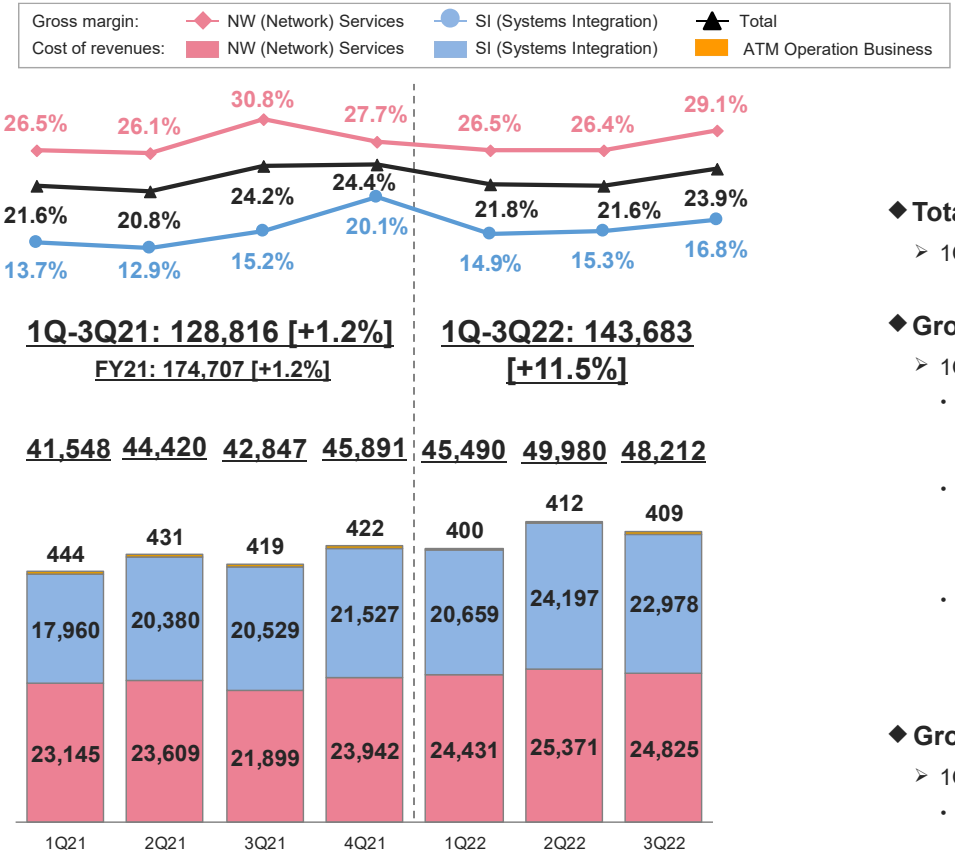
Recurring revenue
1Q-3Q22: ¥153.29 billion, +10.2% YoY
(82.7% of 1Q-3Q22 total revenue)

NW Services revenue (excluding Mobile Services)
1Q-3Q22: ¥71.26 billion (+10.6% YoY, +¥6.85 billion YoY)
(38.4% of 1Q-3Q22 total revenue)

Mobile Services revenue
1Q-3Q22: ¥31.49 billion (+2.6% YoY, +¥0.8 billion YoY)
(17.0% of 1Q-3Q22 total revenue)

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

Cost of Revenues & Gross Profit Ratio



◆ Total gross profit

- 1Q-3Q22: ¥41.66 billion (+13.2% YoY)

◆ Gross profit for NW services

- 1Q-3Q22: ¥28.12 billion (+6.3% YoY)
  - 3Q22 gross margin includes a onetime profit contribution of over ¥0.5 billion which was a result of FY21 Docomo's mobile interconnectivity (unit charge) revision. It was smaller than that of ¥1.08 billion in 3Q21
  - 1Q-3Q22 gross margin reflects a YoY decrease in margin of mobile services which is due to the user migration from the old plan, whose voice plan's margin is higher, to the new plan and the enhanced procurement of mobile devices with low margin for marketing purposes
  - 1Q-3Q22 gross margin increased by +¥1.67 billion YoY
    - ✓ NW service (excluding Mobile services) gross margin YoY increase was ¥2.7 billion

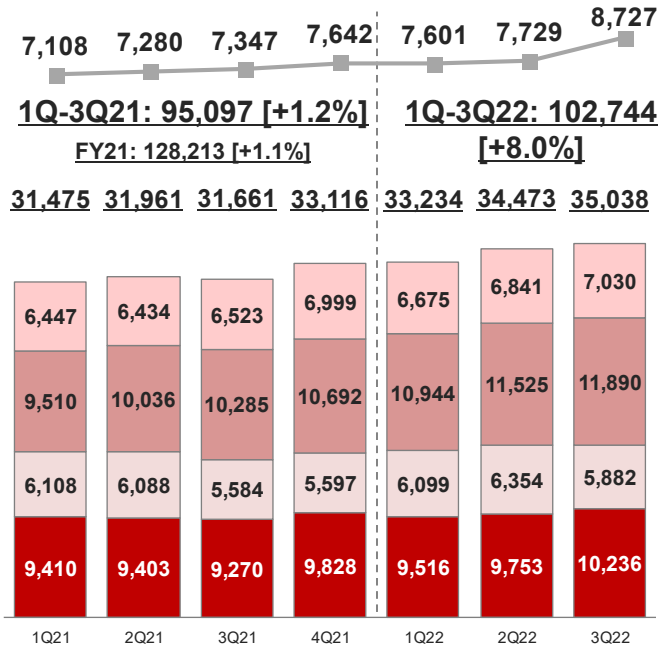
◆ Gross profit for SI

- 1Q-3Q22: ¥12.64 billion (+32.5% YoY)
  - 3Q22 gross margin improved mainly due to an increase in revenues and the mixture of projects

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

Network Services (1) Revenues

Revenue recognition of the order-received large scale monthly recurring revenue projects(*) started as planned (WAN, security, SI operation and IP)



◆**Internet Connectivity (enterprise) Services**
- 1Q-3Q22: ¥29.50 billion, +5.1% YoY
  - Of which, IP: ¥10.86 billion, +7.9% YoY
    - ✓ 3 months YoY revenue growth rate: 3Q22 +9.4%, 2Q22 +8.9%, 1Q22 +5.2%
    - ✓ Number of contracts & contracted bandwidth increased mainly due to Tokyo public high school project
  - Of which, Enterprise mobile (IoT usages etc.): ¥8.15 billion, +8.4% YoY
  - Of which, MVNE (IIJ Mobile MVNO Platform Service, service offer to other MVNOs): ¥7.40 billion, -2.8% YoY
    - ✓ Degree of revenue decrease in response to a decrease in procurement cost at the beginning of FY22 was as expected

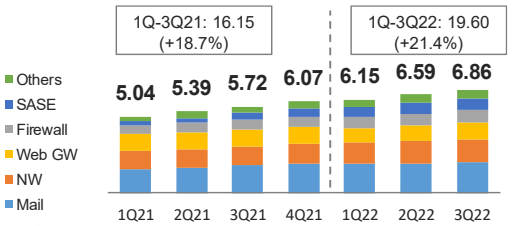
◆**Internet Connectivity (consumer) Services** (Mainly consumer mobile "IIJmio")
- 1Q-3Q22: ¥18.34 billion, +3.1% YoY, of which consumer mobile (IIJmio): ¥15.94 billion, +2.5% YoY

◆**Outsourcing Services** (Various in-house developed network services)
- 1Q-3Q22: ¥34.36 billion, +15.2% YoY
  - 3 months YoY revenue growth rate: 3Q22 +15.6%, 2Q22 +14.8%, 1Q22 +15.1%

◆**WAN Services** (Closed network services)
- 1Q-3Q22: ¥20.55 billion, +5.9% YoY
  - 3 months YoY revenue growth rate: 3Q22 +7.8%, 2Q22 +6.3%, 1Q22 +3.5%

■ **Recently acquired a NW replacement project for a major manufacturing company with a fixed multi-year contract (to be launched in FY23)**

Security related service revenue Unit: ¥ (JPY) billion



- All of security related service revenue is recognized in outsourcing services

Mail	Full outsource of mail system, countermeasures for spam mail etc.
Network	DDoS protection, IPS/IDS, WAF etc.
Web Gateway	Full outsource of Web security, URL filtering etc.
Firewall	Outsource of firewall operation, detection system for anomaly etc.
SASE	Prisma Access etc.
Others	SOC etc.

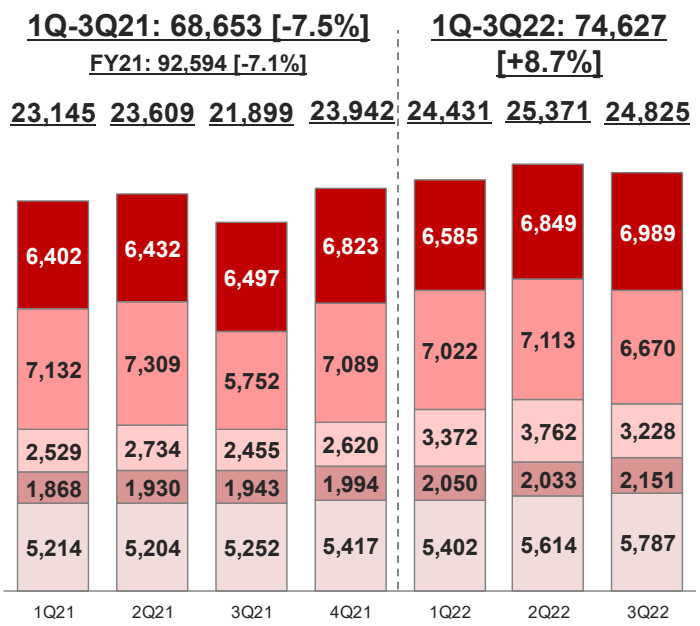
- Total contracted bandwidth is calculated by multiplying number of contracts by contracted bandwidths for IP service and broadband services respectively which are both under Internet connectivity services for enterprise
- IP (Internet Protocol) Service is bandwidth guaranteed dedicated Internet connectivity services for enterprises. Contracts are based on bandwidth and enterprises use the service for their core and main Internet connectivity
- 1Q22 IP, enterprise mobile & WAN revenues decreased QoQ mainly due to a certain large scale NW replacement project whose initial revenue concentrated in 4Q21, which led 1Q22 revenue to decrease by ¥0.29 billion from 4Q21. A large mobile project whose revenue recognized per phase, which led 1Q22 revenue to decrease by ¥0.21 billion from 4Q21

(*) Details of the order-received large scale monthly recurring revenue projects: around 4Q21-end: Total contracted revenue: over ¥10.0 billion (approximately 70% of the revenues in NW services), 5 projects, contract period: 3 to 4 years. In 1Q22: Total contracted revenue: approximately ¥3.5 billion (most of the revenues in NW services), 9 projects, contract period: 3 to 5 years. Outlook for these monthly recurring revenue recognition: 3Q22 approximately ¥0.5 billion, 4Q22 approximately ¥0.7 billion

Network Services (2) Cost of Revenues

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

- Circuit-related costs (Internet backbone, WAN lines etc.)
- Outsourcing-related costs (mobile infrastructure related costs such as interconnectivity charge and voice communication services, outsourcing personnel costs etc.)
- Others
- Personnel-related costs (NW services related engineers' personnel cost)
- Network operation-related costs (depreciation cost for network equipment, data center leasing costs etc.)



- Regarding Outsourcing-related costs:
  - ✓ Voice purchasing cost (unit charge) was revised lower at the beginning of FY21 and Sep. 2021 (switched to auto-prefix appending)

- 1Q-3Q22 Circuit-related costs increased by 5.7%, +¥1.09 bn YoY, along with an increase in WAN revenue which increased by +¥1.14 bn YoY
  - Internet backbone circuit cost remains stable as we can leverage scale merit by having one of the largest Internet backbone networks
- 1Q-3Q22 Outsourcing-related costs increased by 3.0%, +¥0.61 bn YoY
  - In 3Q22, recorded over ¥0.5 bn of a onetime profit contribution which was a result of FY21 Docomo's mobile interconnectivity (unit charge) revision (3Q21 ¥1.08 bn plus impact)
- 1Q-3Q22 Others increased by 34.3%,+¥2.65 bn YoY as the purchasing mobile devices and licenses for SASE and others increased
  - YoY increase for purchasing cost of mobile devices:
    1Q22: +¥0.44 bn, 2Q22: +¥0.52 bn, 3Q22 +¥0.16 bn
- Network operation-related costs slightly increase on a quarterly basis

NTT Docomo's mobile data connectivity charge (unit charge)

	Unit charge based on future cost method	Fixed unit charge
FY20	¥41,436 • Announced in Mar. 2020 • Used this unit charge from 1Q20 • Decreased 3.0% from the FY19 fixed unit charge	¥37,280 • Fixed at the end of Dec. 2021 • Onetime profit contribution of ¥1.08 bn in 3Q21 • Decreased 12.7% from the FY19 fixed unit charge
FY21	¥28,385 • Announced in Apr. 2021 • Used this unit charge from 1Q21 • Decreased 23.9% from the FY20 fixed unit charge	¥27,024 • Fixed at the end of Dec. 2022 • Onetime profit contribution of over ¥0.5 bn in 3Q22 • Decreased by 27.5% from the FY20 fixed unit charge
FY22	¥20,327 • Announced in Mar. 2022 • Have been using this unit charge from 1Q22 • Decreased 24.8% from the FY21 fixed unit charge	• To be fixed around at the end of Dec. 2023

Systems Integration (SI) (1) Revenues

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

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

Systems Construction (one-time)

	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22
Order backlog	11,073	12,561	11,254	12,451	15,579	14,572	16,705
Revenues	6,832	8,639	8,943	10,962	7,628	11,922	10,385
Orders received	8,737	10,128	7,636	12,159	10,756	10,914	12,520

1Q-3Q21: 24,415 [+12.6%]
FY21: 35,377 [+11.4%]

1Q-3Q22: 29,936 [+22.6%]

1Q-3Q21: 26,501 [+10.7%]
FY21: 38,660 [+18.6%]

1Q-3Q22: 34,190 [+29.0%]

Systems Operation & Maintenance (recurring)

	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22
Order backlog	56,424	56,388	56,897	60,340	66,832	66,365	67,580
Revenues	13,974	14,763	15,261	15,964	16,641	16,656	17,244
	8,010	8,467	8,768	8,936	9,058	9,572	9,641
	5,964	6,296	6,493	7,028	7,583	7,084	7,603
Orders received	12,911	14,727	15,770	19,407	23,133	16,189	18,459

1Q-3Q21: 43,998 [+15.1%]
FY21: 59,962 [+16.4%]

1Q-3Q22: 50,541 [+14.9%]

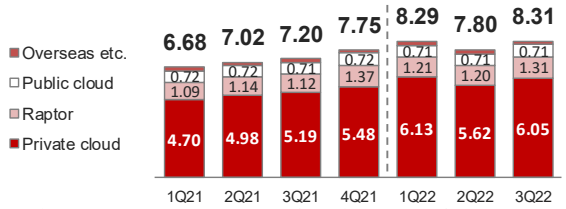
1Q-3Q21: 43,409 [+3.7%]
FY21: 62,816 [+8.8%]

1Q-3Q22: 57,781 [+33.1%]

- 1Q22 order-received includes multi-year-fixed large-scale projects (approximately ¥3.0 billion) (Generally speaking, orders received is for 1 year and are automatically renewed)

Cloud Service Revenue

Unit: ¥ (JPY) billion



(3Q22 revenue recognition: 91.5% in Systems operation & maintenance, 8.5% in Outsourcing services)

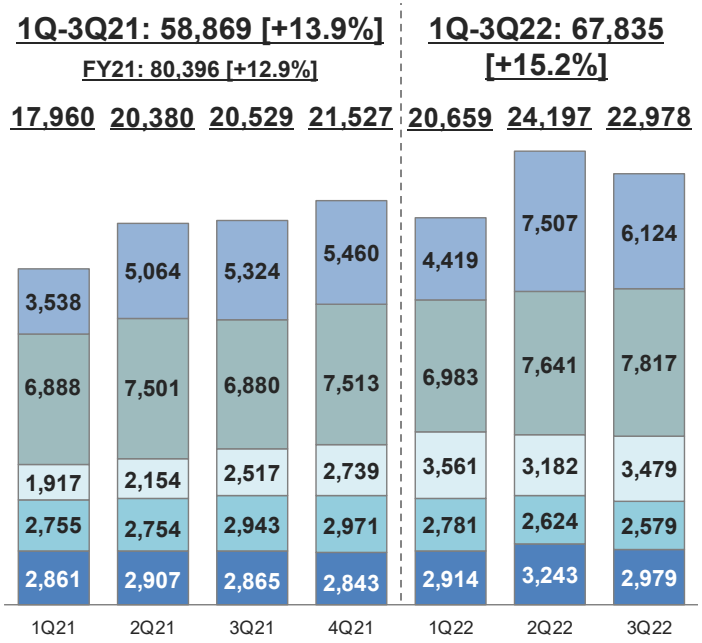
- 2Q22 Private cloud revenue decreased from 1Q22 because of a decrease in multi-cloud revenue which requires purchase of multi-cloud, due to a certain gaming client 's change in usages

- Favorable order situation
  - Continued to accumulate NW integration projects and others from all industries
  - PTC (Singaporean SIer, consolidated from 1Q21) financial performance was stronger than expected. 1Q-3Q22 revenue ¥8.80 billion, operating profit ¥0.53 billion
- Recently acquired large scale projects whose revenue volume is over a few ¥ billion
  - Core information NW infrastructure including NW services for a broadcaster, approximately ¥6.0 billion (to be launched from FY24 in phases)
  - Data centers construction, approximately ¥3.0 billion (to be launched in FY23)
  - Core system platform for a financial group, approximately ¥3.0 billion in total, 5 years contract (Monthly revenues to be recognized from FY24)

Systems Integration (SI) (2) Cost of Revenues

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

- Purchasing costs (Equipment etc.)
- Outsourcing-related costs (SI-related outsourcing personnel costs etc.)
- Others
- Network operation-related costs (Depreciation cost such as for cloud facility, data center leasing cost etc.)
- Personnel-related costs (SI-related engineers' personnel cost)



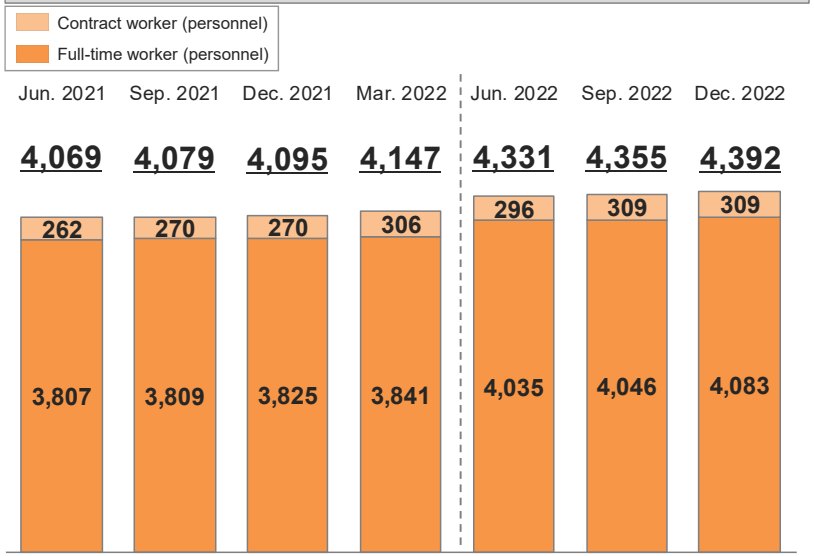
- 3Q22 gross margin improved mainly due to an increase in revenues and the low ratio of purchasing cost to the systems construction revenue
- Purchasing and outsourcing-related costs are linked to the size of project and revenue to certain degree
- Others, which include license purchasing for multi-cloud, fluctuate along with multi-cloud demand
- No significant change in network operation-related costs on a quarterly basis

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

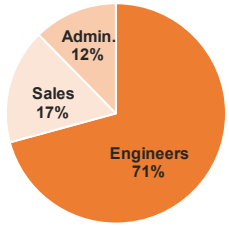
1Q21-end	2Q21-end	3Q21-end	4Q21-end	1Q22-end	2Q22-end	3Q22-end
1,244	1,300	1,302	1,319	1,327	1,390	1,393

Human Capital Disclosure

Number of Employees (consolidated basis)



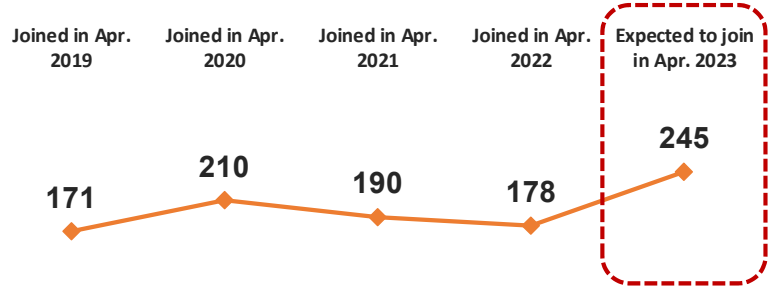
Breakdown of Employees



(As of Dec. 2022)

- Breakdown of new graduates is almost identical

Number of new graduates (consolidated basis)



- The monthly wage table for new graduates will be updated at the beginning of FY23
  - Graduates with bachelor's degree: ¥256,667 per month, +4.8%
  - Salary ranges for the existing employees will be revised along with it

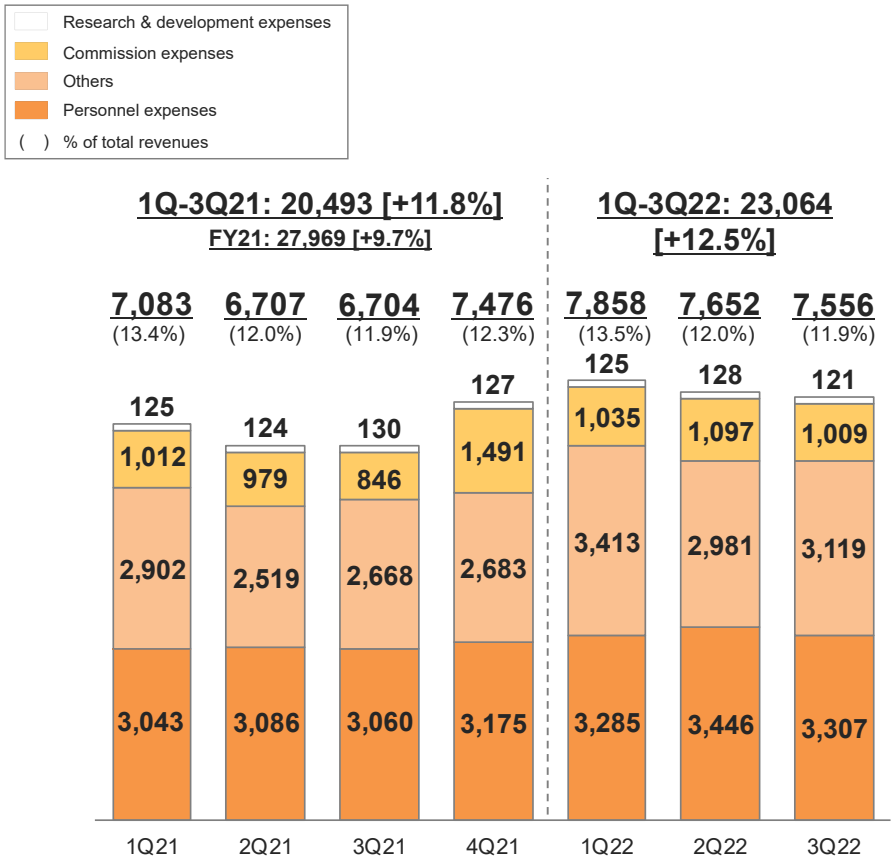
Personnel-related costs & expenses

Unit: ¥ (JPY) million, ( ) = % of revenue

1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22
7,756 (14.6%)	7,892 (14.1%)	7,859 (13.9%)	7,985 (13.1%)	8,177 (14.1%)	8,655 (13.6%)	8,341 (13.2%)
1Q-3Q21: 23,506 (14.2%) +11.2% YoY FY21: 31,491 (13.9%) +10.3% YoY				1Q-3Q22: 25,172 (13.6%) +7.1% YoY		

SG&A

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

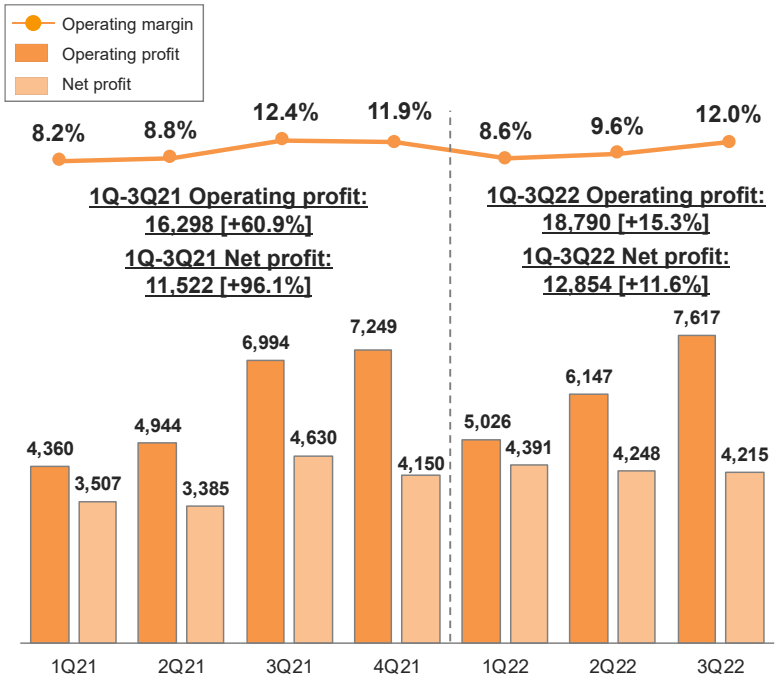


- SG&A etc. in this slide shows the sum of SG&A which includes R&D expenses (not including other income/expenses)
- In 4Q21, mobile marketing expenses increased due to a seasonal factor

- SG&A is within our budget
- 1Q22 Others increased temporarily mainly due to advertisements for consumer business
- 4Q21 SG&A increased compared to the previous quarters because personnel expenses such as bonus and commission expenses such as sales promotions increased.(4Q21 other expenses also increased due to disposal loss on fixed assets)

Profit

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



◆ 1Q-3Q22 Operating profit: ¥18.79 billion, +15.3% YoY

◆ 1Q-3Q22 Profit before tax: ¥19.02 billion, +8.1% YoY

- Foreign exchange gain: +¥323 million (1Q-3Q21: +¥98 million)
- Valuation gain on funds etc.: +¥376 million (1Q-3Q21: +¥2,560 million)
  - ✓ 1Q22: +¥1.2 billion, 2Q22: -¥5 million, 3Q22: -¥820 million
    3Q22 includes -¥0.6 billion of foreign exchange loss regarding the U.S. dollar-based funds
- Share of loss of investments accounted for using equity method: ¥161 million (1Q-3Q21: ¥1,056 million)
  DeCurret-related loss (IIJ ownership:38.2%):

1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22
296	256	780	1,456	78	102	94

  - ✓ DeCurret divested its crypto asset business on Feb. 1, 2022 to dedicate its business resources to digital currency business for full-scale service launch (planned in 4Q23). 3Q21 loss increased as it included temporary loss of ¥484 million due to the divestiture in addition to ordinal loss. 4Q21 loss includes ¥1.18 billion of loss as impairment on corresponding amount of goodwill (No more loss related to the divestiture)

◆ 1Q-3Q22 Net profit: ¥12.85 billion, +11.6% YoY

1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	
1,208	292	855	595	1,611	152	(1,374)	Finance income (expense), net
(217)	(155)	(684)	(1,278)	(14)	(64)	(83)	Share of profit (loss) of investments accounted for using equity method
(1,807)	(1,667)	(2,500)	(2,388)	(2,136)	(1,982)	(1,931)	Income tax expense
36	30	35	27	96	5	14	Profit for the period attributable to non-controlling interests

- Net profit shows “Profit for the period attributable to owners of the parent”
- Under IFRS, equity securities are measured at fair value through OCI (Other Comprehensive Income) while funds are measured through profit or loss

Consolidated Statements of Financial Position (Summary)

Unit: ¥ (JPY) million

	Mar. 31, 2022	Sep. 30, 2022	Changes
Cash & cash equivalents	**47,391**	**42,068**	**(5,323)**
Trade receivables	**37,649**	**37,546**	**(103)**
Inventories	**2,608**	**3,887**	**+1,279**
Prepaid expenses (current & non-current)	**24,006**	**27,614**	**+3,608**
Tangible assets	**17,846**	**20,684**	**+2,838**
Right-of-use assets	**44,874**	**44,660**	**(214)**
Of which, operating leases (rent of office, data center etc.)	27,859	28,000	+141
Of which, finance leases (network equipment etc.)	17,015	16,660	(355)
Goodwill & intangible assets	**25,903**	**25,555**	**(348)**
Investments accounted for using the equity method	**5,830**	**5,672**	**(158)**
Other investments	**17,410**	**17,780**	**+370**
Others	**8,289**	**9,694**	**+1,405**
Total assets:	**231,805**	**235,160**	**+3,355**
Trade & other payables	**20,742**	**21,773**	**+1,031**
Borrowings (current & non-current)	**21,870**	**21,120**	**(750)**
Contract liabilities & Deferred income (current & non-current)	**17,405**	**16,902**	**(503)**
Income taxes payable	**5,795**	**3,888**	**(1,907)**
Retirement benefit liabilities	**4,395**	**4,478**	**+83**
Other financial liabilities (current & non-current)	**47,181**	**46,787**	**(394)**
Of which, operating leases (rent of office, data center etc.)	28,157	28,321	+164
Of which, finance leases (network equipment etc.)	18,069	17,650	(419)
Others	**9,796**	**8,707**	**(1,089)**
Total liabilities:	**127,184**	**123,655**	**(3,529)**
Share capital	**25,562**	**25,562**	**-**
Share premium	**36,518**	**36,615**	**+97**
Retained earnings	**37,024**	**43,404**	**+6,380**
Other components of equity	**6,275**	**6,609**	**+334**
Treasury shares	**(1,851)**	**(1,831)**	**+20**
Total equity attributable to owners of the parent:	**103,528**	**110,359**	**+6,831**

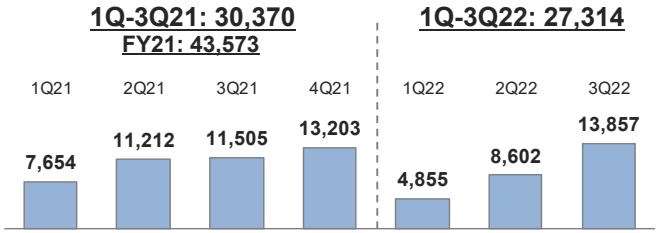
- Increase in inventories and prepaid expenses along with business expansion
- Shiroi data center construction-related
- Repayment of borrowings
- Payment of income taxes

Ratio of total equity attributable to owners of the parent:
- 44.7% as of Mar. 31, 2022
- 46.9% as of Sep. 30, 2022

Consolidated Cash Flows

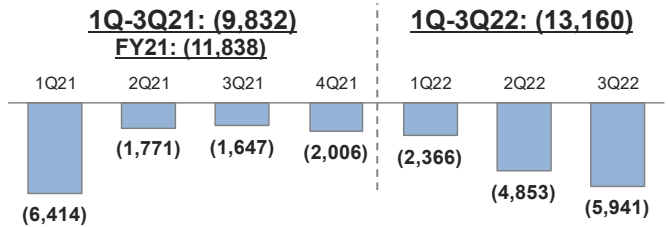
Unit: ¥ (JPY) million
[ ], YoY = Year over year comparison

Operating Activities



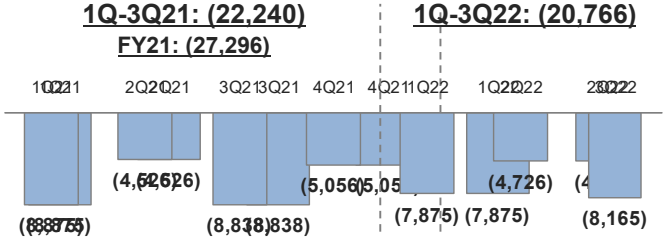
	1Q-3Q22 Major Breakdown	YoY Change
Profit before tax	19,018	+1,421
Depreciation and amortization	21,254	+166
Changes in operating assets & liabilities	(2,991)	(1,694)
Income taxes paid	(9,871)	(4,191)

Investing Activities



	1Q-3Q22 Major Breakdown	YoY Change
Purchase of tangible assets	(9,760)	(4,867)
Purchase of intangible assets such as software	(4,150)	(523)
Proceeds from sales of tangible assets (leaseback)	1,216	(560)

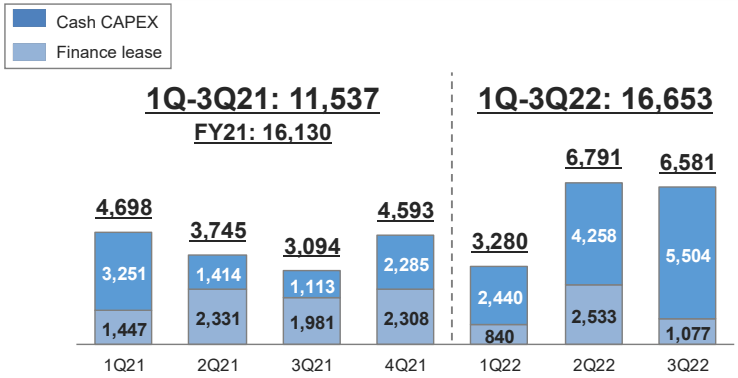
Financing Activities



	1Q-3Q22 Major Breakdown	YoY Change
Payment of operating/finance leases and other financial liabilities	(14,396)	+269
Dividends paid	(4,901)	(1,065)
Repayment of long-term borrowings	(1,500)	+3,670

Other Financial Data

CAPEX

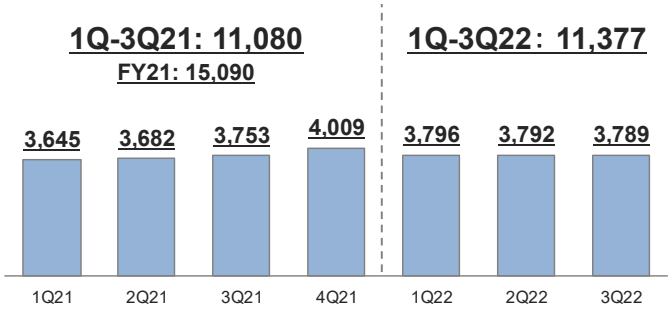


- Breakdown (Unit: JPY billion)

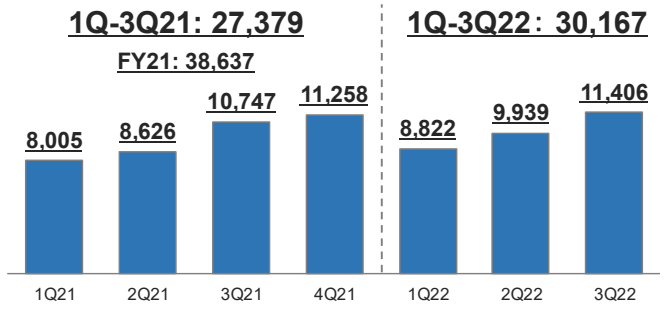
	1Q-3Q21	1Q-3Q22
NW Usual Capex	6.7	7.9
Cloud-related	1.9	1.2
Shiroi DC-related	0.6	5.3
Customer-related	2.3	2.3
ATM-related	0.0	0.0

- FY22 outlook: ¥21.5 billion which includes approx. ¥5.0 billion for Shiroi DC second site
  - Unchanged from the year-beginning outlook

CAPEX-related depreciation and amortization



Adjusted EBITDA



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

Financial Targets for FY22 (Unchanged from May 2022)

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

	FY22 Targets (Apr. 2022 - Mar. 2023)	% of Revenues	FY21 Results (Apr. 2021 - Mar. 2022)	% of Revenues	YoY	
Revenues	250.0		226.3		+10.5%	+23.7
Cost of Sales	192.2	76.9%	174.7	77.2%	+10.0%	+17.5
Gross Profit	57.8	23.1%	51.6	22.8%	+12.0%	+6.2
SG&A etc.	30.6	12.2%	28.1	12.4%	+9.0%	+2.5
Operating Profit	27.2	10.9%	23.5	10.4%	+15.5%	+3.7
Shares of profit (loss) of investments accounted for using equity method investees	*(0.4)*		*(2.3)*		-	+1.9
Profit before tax	26.3	10.5%	24.2	10.7%	+8.8%	+2.1
Net Profit	17.5	7.0%	15.7	6.9%	+11.7%	+1.8

- SG&A etc. shows the sum of SG&A, which includes R&D expenses, and other income/expenses
- Net profit is “Profit for the year attributable to owners of the parents”

	Assumption for Revenue	Assumption for Gross Profit
NW services (excluding mobile)	Accelerate with large-scale NW replacement projects in addition to strong revenue accumulation trend following FY21	Structurally and continuously expand with revenue growth
Mobile	While enterprise mobile to largely grow, total mobile revenue to decrease by ¥0.5 bn or slightly more as migration to cheaper new plan (GigaPlans) continues etc.	Smaller than FY21 profit as no onetime impact upon the unit charge finalization is taken into consideration (in FY21, we had approx. ¥1.08 bn of profit contribution) & onetime profit related to voice-purchasing cost down impact would be smaller in FY22
SI	Increase with demands for NW integration & large-scale NW replacement projects requiring both NW services and SI etc.	Increase as SI revenue volume to expand and gross margin to slightly improve
ATM	Same level as FY21	Same level as FY21

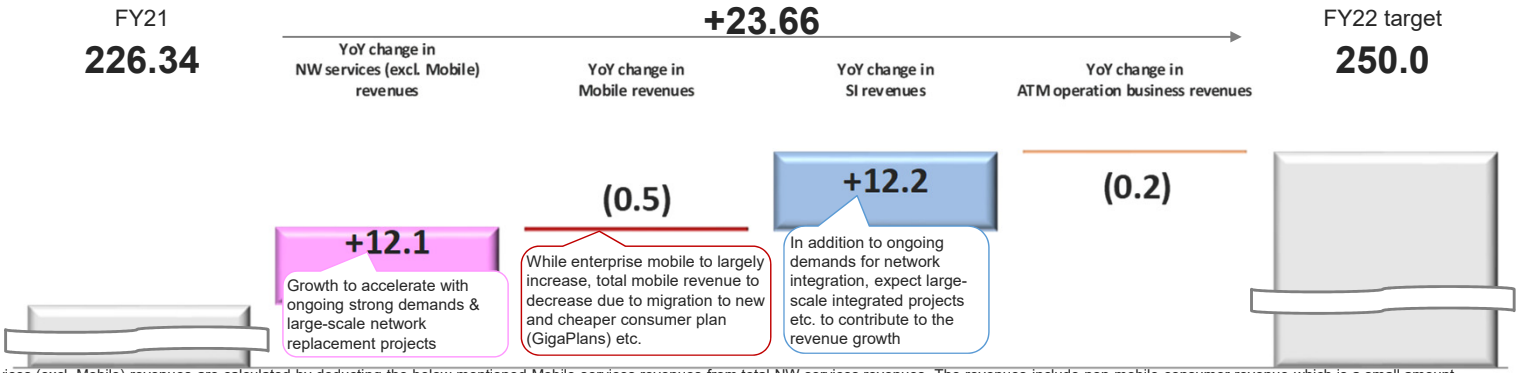
Other assumptions

- SG&As: increase due to enhanced recruitment & promotion
- Share of loss of investments accounted for using equity method investees to be smaller as DeCurret related loss would be smaller (Plan: DeCurret’s loss to be around ¥0.7 bn)
- Net addition of employees: approx. 290 including 178 newly graduates
- CAPEX: approx. ¥21.5 bn including approx. ¥5.0 bn for Shiroi DC 2nd site

Financial Targets for FY22 (Unchanged from May 2022)

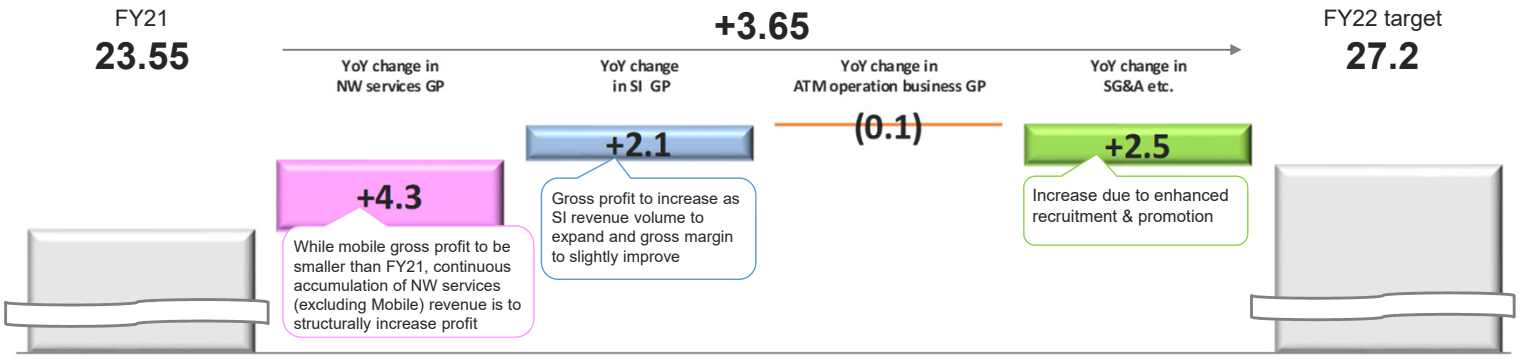
Unit: ¥ (JPY) billion (bn)
YoY = Year over year comp

Revenues



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

Operating Profit



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

Appendix

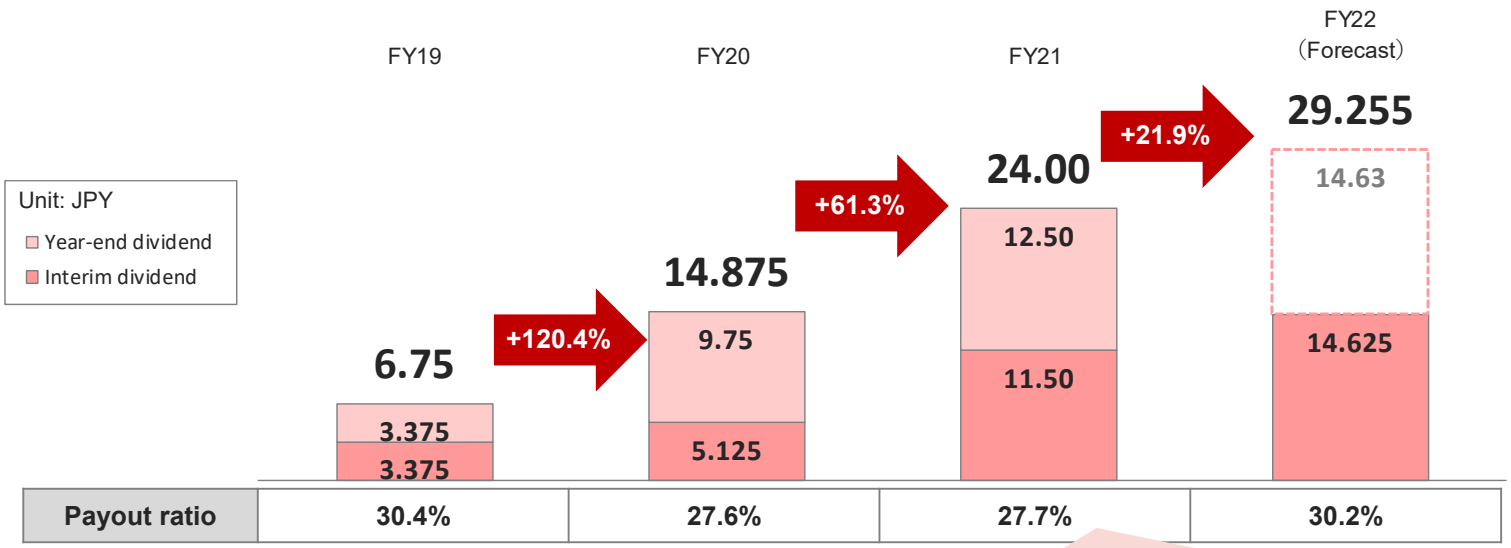
Dividend Forecast	P. 57
Market Growth Forecast	P. 58
Sales activity for Public Sector	P. 59
Docomo’s Mobile data interconnectivity charge	P. 60
Consumer Mobile Price list	P. 61
Overseas Business	P. 62
ATM Operation Business	P. 63
Fintech Business: DeCurret (1) - (3)	P. 64 – 66
CDN Business: JOCDN	P. 67

Dividend Forecast

Basic Dividend Policy

Basic dividend policy of IIJ is that IIJ pays dividends to its shareholders continuously and stably while considering the need to have retained earnings for the enhancement of financial position, med-to-long term business expansion and future business investment etc.

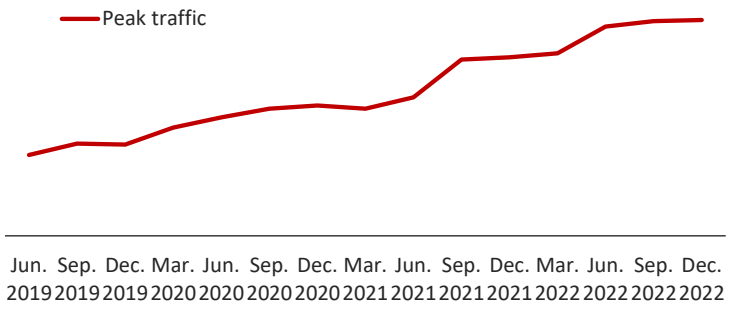
◆ **Historical dividend per share:**



- We conducted 2-for-1 stock split with an effective date of October 1, 2022. Along with the stock split, ADR ratio was changed to 2 common stocks = 1ADR

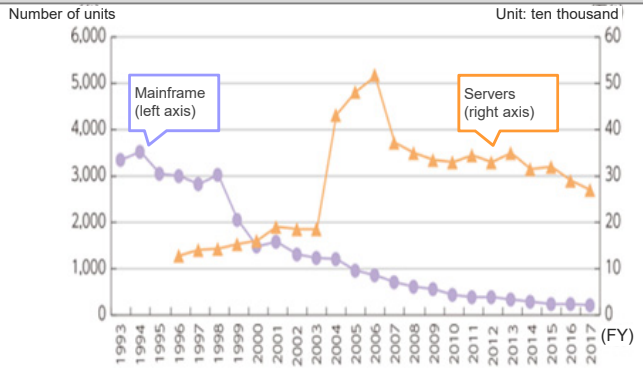
Market Growth Forecast etc.

Historical traffic data of major domestic IX



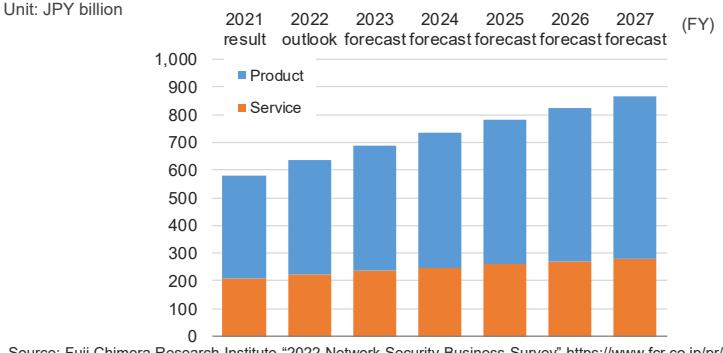
Source: INTERNET MULTIFEED CO.

Domestic shipments of mainframe and servers



Source: JEITA (Japan Electronics and Information Technology Association)
https://www.soumu.go.jp/johotsusintokei/whitepaper/ja/r01/html/nd111140.html

Network security business market forecast



Source: Fuji Chimera Research Institute “2022 Network Security Business Survey” https://www.fcr.co.jp/pr/21117.htm

Digital competitiveness ranking (2022)

1	Denmark
2	U.S.A.
3	Sweden
4	Singapore
5	Switzerland
(omission)	
28	Spain
29	Japan

Source: IMD WORLD DIGITAL COMPETITIVENESS RANKING 2022
https://www.imd.org/centers/world-competitiveness-center/rankings/world-digital-competitiveness/

Sales Activity for Public Sector

- **Long and enduring relationship**
  - We have been providing reliable Internet connectivity services to central government agencies and local governments from the early 1990s
  - They are also using our security services such as firewall services, DDoS Protection services and other network services such as WAN. We also receive network related integration projects from them as well.
- **Not only private sector, but also public sector is changing their attitude toward IT and network**
- **Growing demands for network related projects**
  - Enhance remote access for central government agencies
  - Promote telework environment for local governments
  - Support educational institution to become online-capable
    - Hybrid of face-to-face & online classes, remote access, environment for faculty and staff etc.
  - Projects to replace “Security Cloud” for local governments
- **Social Security and Tax Number System which is often called “my number” was first introduced in October 2015. As of February 12, 2023, 68.8% to the total Japanese population has received their ID according to the Ministry of Internal affairs and Communications**
  https://www.soumu.go.jp/kojinbango_card/

Docomo's Mobile data interconnectivity charge (Mbps unit charge・monthly)

Appendix

Fiscal Year	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Method	Actual cost method		Future cost method MNOs are to disclose the charges for next three years based on their prediction about cost etc.				
New				Fixed at the end of Dec. 2022 ¥27,024 -27.5% YoY -4.8% compared to the previously announced charge	Announced in Mar. 2022 ¥20,327 -24.8% YoY -8.4% compared to the previously announced charge	¥15,697 -22.8% YoY -12.9% compared to the previously announced charge	¥13,207 -15.9% YoY
Current	¥49,311 -6.0% YoY	¥42,702 -13.4% YoY	¥37,280 -12.7% YoY	Announced in Apr. 2021 ¥28,385 -23.9% YoY -14.5% compared to the previously announced charge	¥22,190 -21.8% YoY -20.5% compared to the previously announced charge	¥18,014 -18.8% YoY	
Old	¥49,311 -6.0% YoY	¥42,702 -13.4% YoY	Announced in Mar. 2020 ¥41,436 -3.0% YoY	¥33,211 -19.8% YoY	¥27,924 -15.9% YoY		

- The same calculation method is applied to both the actual cost method and the future cost method: (Data communication cost + profit) /demand
- As for our FY20 usage charge, from 1Q20, we applied ¥41,436 per Mbps as a unit charge which was disclosed by NTT Docomo based on the future cost method. This unit charge was revised and fixed at the end of Dec. 2021 as ¥37,280 which is a decrease of 12.7% from the previous year's charge. We recorded all impact generated from this revision in our 3Q21 financial results.
- The charge disclosed based on the future cost method is to be finalized based on MNOs actual cost results etc. FY21 charge of ¥28,385 was fixed at the end of Dec. 2022. MNO is an abbreviation for Mobile Network Operator such as NTT Docomo.
- Mobile interconnectivity charges, which are underlined above, had been fixed based on the results
- The YoY (Year over Year) decrease percentage written under each charge is compared with the previous year charge
- The charge is public information disclosed in NTT Docomo's service terms and conditions document uploaded on NTT Docomo's website (only available in Japanese)
  https://www.docomo.ne.jp/binary/pdf/corporate/disclosure/mvno/business/oroshi.pdf

Comparison between the old & new plans of consumer mobile

Including tax

Old

Basic Monthly Charge	Minimum Start Plan (3GB)	With voice	¥1,760
		Data-only	¥990
	Light Start Plan (6GB)	With voice	¥2,442
		Data-only	¥1,672
	Family Share Plan (12GB)	With voice	¥3,586
		Data-only	¥2,816
Pay as you go	Voice call charge as you go	¥22 per 30 seconds	

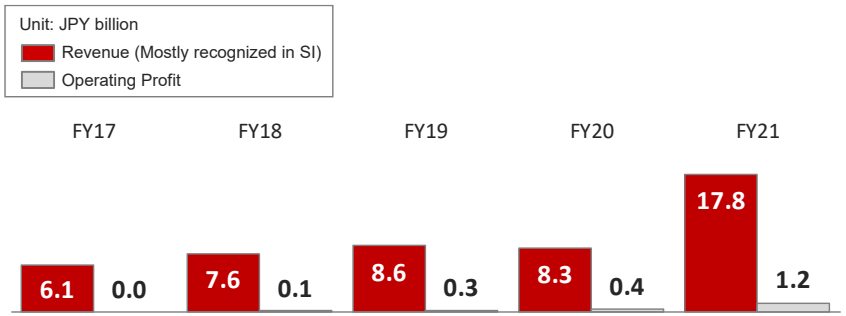
New: GigaPlans (Apr. 2021~)

			New Price from April 1, 2022
2Giga Plan (2GB)	With voice	~~¥858~~	¥850
	Data-only	~~¥748~~	¥740
4Giga Plan (4GB)	With voice	~~¥1,078~~	¥990
	Data-only	~~¥968~~	¥900
8Giga Plan (8GB)	With voice	~~¥1,518~~	¥1,500
	Data-only	~~¥1,408~~	¥1,400
15Giga Plan (15 B)	With voice	~~¥1,848~~	¥1,800
	Data-only	~~¥1,738~~	¥1,730
20Giga Plan (20GB)	With voice	~~¥2,068~~	¥2,000
	Data-only	~~¥1,958~~	¥1,950
Voice call charge as you go	¥11 per 30 second (from Sep. 2021)		

- The above table briefly indicates service prices for major functions to show the differences between the old and new plans
- Voice call charge is only for domestic calls. New voice call charge as you go was revised on September 11, 2021 and is applied to old plan's users
- eSIM service for consumers: "IIJmio eSIM Service Data Plan Zero" launched in Mar. 2020, Data communication service using NTT Docomo's LTE and 3G network
  Pricing: monthly charge (bundled data volume ; 0 GB), ¥165 per month. Additional data volume; First 1GB ¥330 per GB, 2GB to 10GB: ¥495 per GB

Overseas Business

Revenue and Operating Profit



- FY20 results were impacted by the COVID-19 pandemic etc.
- FY21 results include a new consolidated subsidiary PTC which we acquired in Apr. 2021.

Overseas offices

Business Developments

- **Started focusing on overseas business around FY11.** It was when Japanese companies started to expand their business overseas and requested us to provide the same service quality we offer in Japan
- **While IT markets in the U.S. and Europe are relatively matured, the markets in Asia are just beginning to build up**
  - Increasing demand for network services and SI in China and Thailand
  - Vietnam: Cybersecurity Law (Jan. 2019), Opened another facility in Hanoi in addition to Ho Chi Min
  - In Apr. 2021, we bought a Singaporean system integrator, PTC – expect to strengthen ASEAN business
- **Providing Cloud services in Indonesia, Thailand and Vietnam. Working with local prominent IT companies**
  - With Biznet Networks in Indonesia (from Mar. 2015)
  - With T.C.C. Technology Co., Ltd, in Thailand (Feb. 2016)
  - With FTP Telecom Partner in Vietnam (Nov. 2016)

ATM Operation Business

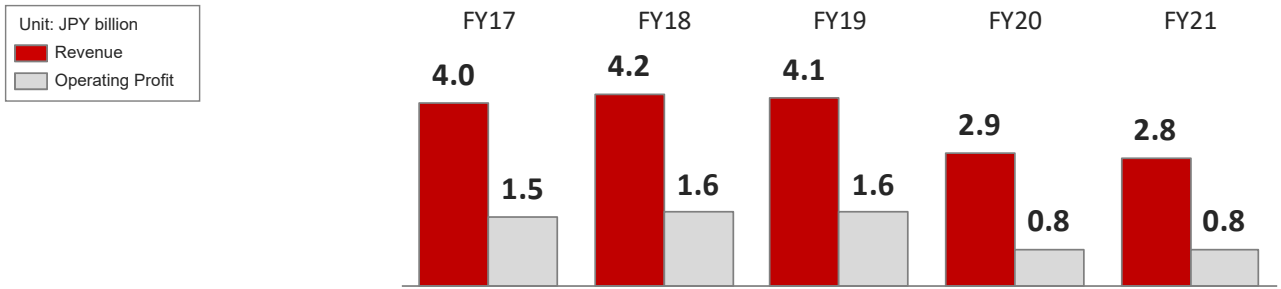
Business Model

- Similar to “Seven Bank” model
- Placing ATMs in pachinko parlors in Japan
  - After long discussion, started to place in Kanto, Kansai, Kyushu and Tokai areas
  - 8,458 pachinko parlors in Japan as of December 31, 2021 (Source: National Police Agency)
- Receive commission for each withdrawal transaction

Trust Networks Inc.

- In charge of ATM operation business
- IIJ’s ownership: 80.6%
- Established in 2007
- Number of employees: about 10 personnel

Revenue and Operating Profit



- ATM (Automated Teller Machine)

- FY20 revenue significantly decreased from FY19 as the stores we had placed ATMs were closed temporally and fewer customers visited due to the COVID-19 pandemic and stay-at-home-order/request

FinTech Business through DeCurret (1)

About DeCurret Holdings (IIJ's equity method investee)

◆ Management (from Apr. 2022)

- DeCurret Holdings (Shareholders: 35 companies including IIJ)
  - Representative Director and President: Murabayashi (Mr.)
    (IIJ Vice President, former CIO at MUFG Financial Group, Inc.)
  - Part-time directors: IIJ, MUFG bank, KDDI, NTT, JAPAN POST bank

◆ Background:

- In Jan. 2018, IIJ established DeCurret Inc. as an equity method investee engaging in crypto asset business and digital currency business with prominent Japanese companies
  - IIJ has been providing Raptor which is a ASP based FX systems which have been used by prominent Japanese security companies
- In Dec. 2021, DeCurret Inc. established DeCurret Holdings through a share transfer
- In Feb. 2022, DeCurret Holdings divested its crypto asset business to dedicate its business resources to digital currency business

◆ DeCurret-related income (loss)

unit: JPY million

1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22
(306)	(273)	(207)	156	(296)	(256)	(780)	(1,456)	(78)	(102)	(94)

- IIJ ownership: 4Q19 30.0%, from 1Q20 41.6%, from 1Q21 38.2% are used to recognize gain and loss
- 3Q21 loss increased as it included temporary loss of ¥484 million due to the divestiture in addition to ordinal loss. 4Q21 loss includes ¥1.18 billion of loss as impairment on corresponding amount of goodwill (No more loss related to the divestiture)
- 4Q20 income includes a gain on changes in equity of ¥349 million arisen from the issuance of common stock
- FY22 DeCurret related loss is to be around ¥0.7 billion

Digital Currency Settlement Platform Business (mainly BtoB)

◆ Plan to launch digital currency platform services in 4Q23

◆ Executing PoCs with various companies

- Apply Smart Contract to calculate fees & execute payment for trade transaction (Mitsubishi Corporation, NTT),
- Test electricity trading through virtualized data (ENERES)
- Execute store settlement at LAWSON, convenience store chain (Kansai Electric Power)
- Issue digital coupon in anticipation of temporary special benefit for child-rearing households (Kesennuma & Aizuwakamatsu cities) etc.

◆ About Digital Currency Forum (DeCurret as a facilitator)

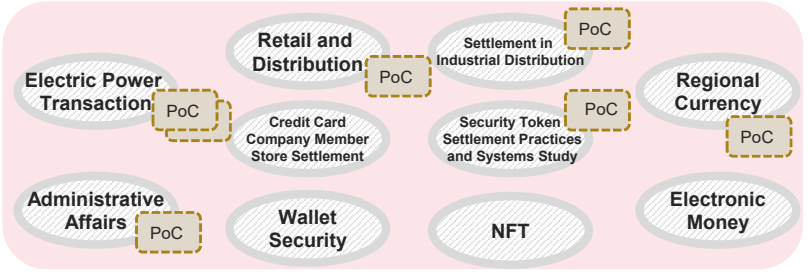
- Number of members: 83 as of Apr. 2022
  - Not only companies but also local government such as Tokyo is a member
- Observers: FSA, METI, BOJ and other regulators
- Several working groups:
  - Electricity trading
  - Digital coupons and others for local government services
  - Logistics

FinTech Business through DeCurret (2)

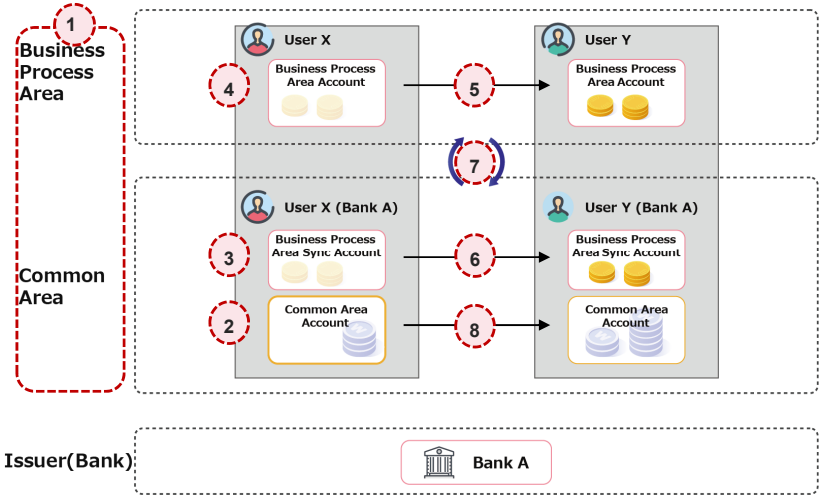
For more details
https://www.decurret-dcp.com/en/news.html

Appendix

Digital Currency Forum Subcommittees (83 participants: companies, local governments, etc.)



Two-tiered Digital Currency Platform



Promoting Proof of Concept (PoC) for DCJPY * (approx. 40 companies participating)

*DCJPY: tentative name of digital currency issued by banks that is able to be issued, transfer, and repay through the Two-tiered Digital Currency Platform

Subcommittees	Participators	Outline
Industrial distribution	Mitsubishi Corporation, NTT etc.	Feasibility studies to use DCJPY for Mitsubishi's trading transaction settlement with smart contracts
Electricity power transaction A	Kansai Electric Power Company etc.	Purchase of goods at convenience stores by using DCJPY which is obtained through electricity Peer to Peer (P2P) transactions
	ENERES etc.	Feasibility studies to launch new services by utilizing DCJPY and electric power transaction data
Regional currency	Mitsubishi UFJ Research & Consulting, TIS etc. .	Digitalization of local governments' benefits for selective usages through DCJPY so that local governments' administrative process such as printing, mailing and others are improved
Administrative process		
Retail and Distribution	Seven Bank etc.	Feasibility studies to apply DCJPY transaction among retail, wholesale and banking through EDI (Electronic Data Interchange)
Security token	Nomura HD, Future Architect etc.	Feasibility studies to use security token and DCJPY for DVP (Delivery Versus Payment) settlement to learn about potential issues etc.

Patented "Two-tiered Digital Currency Platform"

	Outline of the patent（Electronic Currency Management System）
①	Two-tired system consisting of Common Area and Business Process Area
②	Issuance of digital currency within Common Area
③④	Issuance of Business Process Area's token tied to Common Area's digital currency
⑤⑥	Transfer of token within Business Process Area, and transfer of digital currency, being tied to those transfer of token, within Common Area
⑦	Synchronous processing of Common Area and Business Process Area
⑧	Transfer of digital currency, not being tied to Business Process Area, within Common Area

FinTech Business through DeCurret (3)

Shareholders of DeCurret (35 companies)

Source: DeCurret Web Page

- Internet Initiative Japan Inc. (Ownership: 38.2% as of Mar. 31, 2022)
- KDDI CORPORATION
- NTT Corporation
- Sumitomo Mitsui Banking Corporation
- MUFG Bank, Ltd.
- JAPAN POST BANK Co., Ltd.
- ITOCHU Corporation
- OPTAGE Inc.
- QTnet, Inc.
- Sumitomo Life Insurance Company
- SOHGO SECURITY SERVICES CO., LTD.
- SOMPO Light Vortex Inc.
- The Dai-ichi Life Insurance Co., Limited
- Daido Life Insurance Company
- Daiwa Securities Group Inc.
- TIS Inc.
- Tokio Marine & Nichido Fire Insurance Co., Ltd.
- Nippon Life Insurance Company
- Nomura Holdings, Inc.
- East Japan Railway Company
- BicCamera Inc.
- Mitsui Sumitomo Insurance Company, Limited
- Mitsui Fudosan Co., Ltd.
- Mitsubishi Corporation
- Meiji Yasuda Life Insurance Company
- Yamato Holdings Co., Ltd.
- ITOCHU Techno-Solutions Corporation
- Chubu Electric Power Co., Inc.
- Dentsu Group Inc.
- Hankyu Hanshin Holdings Inc.
- Matsui Securities Co., Ltd.
- Energia Communications, Inc.
- Toppan Inc.
- SBI Holdings, Inc.
- SECOM CO., LTD.

CDN Business through JOCDN

Company Profile

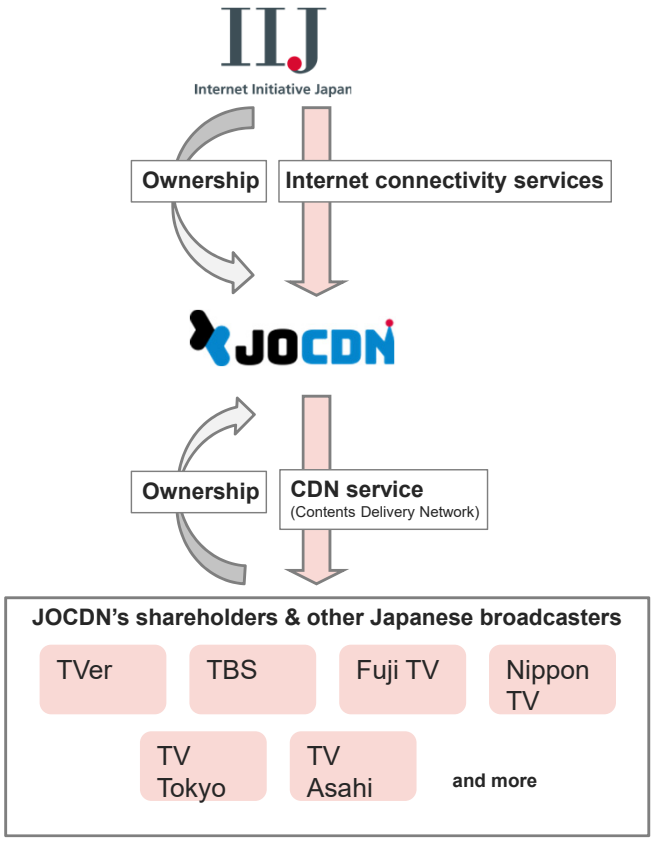
Name	JOCDN Inc. (IIJ's equity method investee)
IIJ Ownership	16.8%
Capital	JPY845 million (including capital reserve)
Established	December 1, 2016
Shareholders	IIJ, Nippon TV, TV Asahi, TBS, TV Tokyo, Fuji TV, WOWOW (Prominent satellite broadcaster in Japan), NHK (Japan's only public broadcaster) and non-Tokyo local broadcasters
Directors	Chairman: Koichi Suzuki (IIJ CEO) President: Shunichi Shinozaki (Nippon TV)

◆Conditions led to create all Japan CDN company JOCDN

- Akamai Technologies (global leader in CDN services, US company) has been dominating CDN market in Japan.
- Growing needs to distribute contents over Internet
- Broadcasting companies distributing contents via Internet
  - Nippon TV bought Hulu Japan in 2014
  - Japanese broadcasting companies operate "TVer"
- IIJ has rich and well-renowned expertise in CDN business
  - Olympics games, high school base ball games, university sport and many other popular sports events

- TVer is a web platform where viewers can watch certain TV programs for free. Its system was developed jointly by major commercial television networks in Japan to broadcast TV programs over Internet

Business Model



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