

Results for the Fiscal Year Ended March 31, 2026



MEITEC Group Holdings Inc.

May 12, 2026

Disclaimer regarding forward-looking statements

Earnings forecasts and other forward-looking statements in this release are based on data currently available to management and certain assumptions that management believes are reasonable.

Actual results may therefore differ materially from these statements for various reasons.

Some important factors that might have an effect on business performance pertain to Business Risks stated in the Company's annual securities report and other information already released, but factors influencing business performance are not limited to those released.

IR Contact E-mail: ir@meitecgroup-holdings.com

| | |
|---------------------|--|
| Company Name | MEITEC Group Holdings Inc. Tokyo Stock Exchange, Prime Market(No. 9744) |
| Tokyo Headquarters | 1-1-10 Ueno, Taito-ku, Tokyo |
| Atsugi Headquarters | 15-1 Aoyama, Morinosato, Atsugi-shi, Kanagawa |
| Incorporated | July 17, 1974 |



1. Results for the Fiscal Year Ended March 31, 2026
2. Forecast for the Fiscal Year Ending March 31, 2027
3. Mid-term Plan 2028
4. Reference Materials

1. Results for the Fiscal Year Ended March 31, 2026

Cautionary notes regarding Financial Results for the Fiscal Year Ended March 31, 2026

1. As disclosed on May 11, 2026 (Monday) in "Notice Concerning Interim Dividend Paid in Excess of Distributable Amount," audit procedures are still ongoing as of the announcement on May 12, 2026 (Tuesday).
2. Please note that the information presented below is current as of the announcement on May 12, 2026 (Tuesday) and may differ materially from the latest information.

1. Main clients continued investment in technological development. As a result, both sales and profit increased, and reached record highs.
2. Profit amounted to 15 billion yen, which is 1.1 billion yen higher than the published forecast, due to the addition of gain on sale of real estate that was impaired in the previous period.
 → The year-end dividend has been revised upward by 15 yen from the published forecast.
3. The Engineering Solutions Business experienced firm utilization ratios, leading to increased sales and profit.
4. The Recruiting & Placement Business for Engineers saw a decrease in both sales and profit, but maintained a high operating profit margin of 35%.

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Results for the Fiscal Year Ended March 31, 2026 (Group Consolidated)

| (Fractions of one million yen are rounded down) | FY ended March. 31, 2025 | FY ended March. 31, 2026 | YoY Amount | % Change | Past Forecast | Variance toward the FY forecast |
|---|--------------------------|--------------------------|------------|----------|---------------|---------------------------------|
| Net sales | 133,068 | 137,686 | +4,617 | +3.5% | 137,000 | +686 |
| Cost of sales | 97,135 | 101,394 | +4,258 | +4.4% | 100,000 | +1,394 |
| Cost of sales to Net sales | 73.0% | 73.6% | +0.6% | | | |
| SG&A Expenses | 17,102 | 16,388 | -714 | -4.2% | 16,800 | -412 |
| Operating profit | 18,830 | 19,903 | +1,072 | +5.7% | 20,200 | -297 |
| Operating profit margins | 14.2% | 14.5% | +0.3% | | 14.7% | -0.2% |
| Ordinary profit | 18,911 | 20,101 | +1,189 | +6.3% | 20,400 | -299 |
| Extraordinary income & loss | -621 | 535 | +1,156 | | | |
| Profit before income taxes | 18,290 | 20,636 | +2,345 | +12.8% | | |
| Income taxes | 5,550 | 5,584 | +34 | +0.6% | | |
| Profit attributable to owners of parent | 12,740 | 15,051 | +2,311 | +18.1% | 13,900 | +1,151 |
| Profit margins | 9.6% | 10.9% | +1.4% | | | |
| Return on Equity (ROE) | 26.4% | 30.9% | +4.5% | | | |

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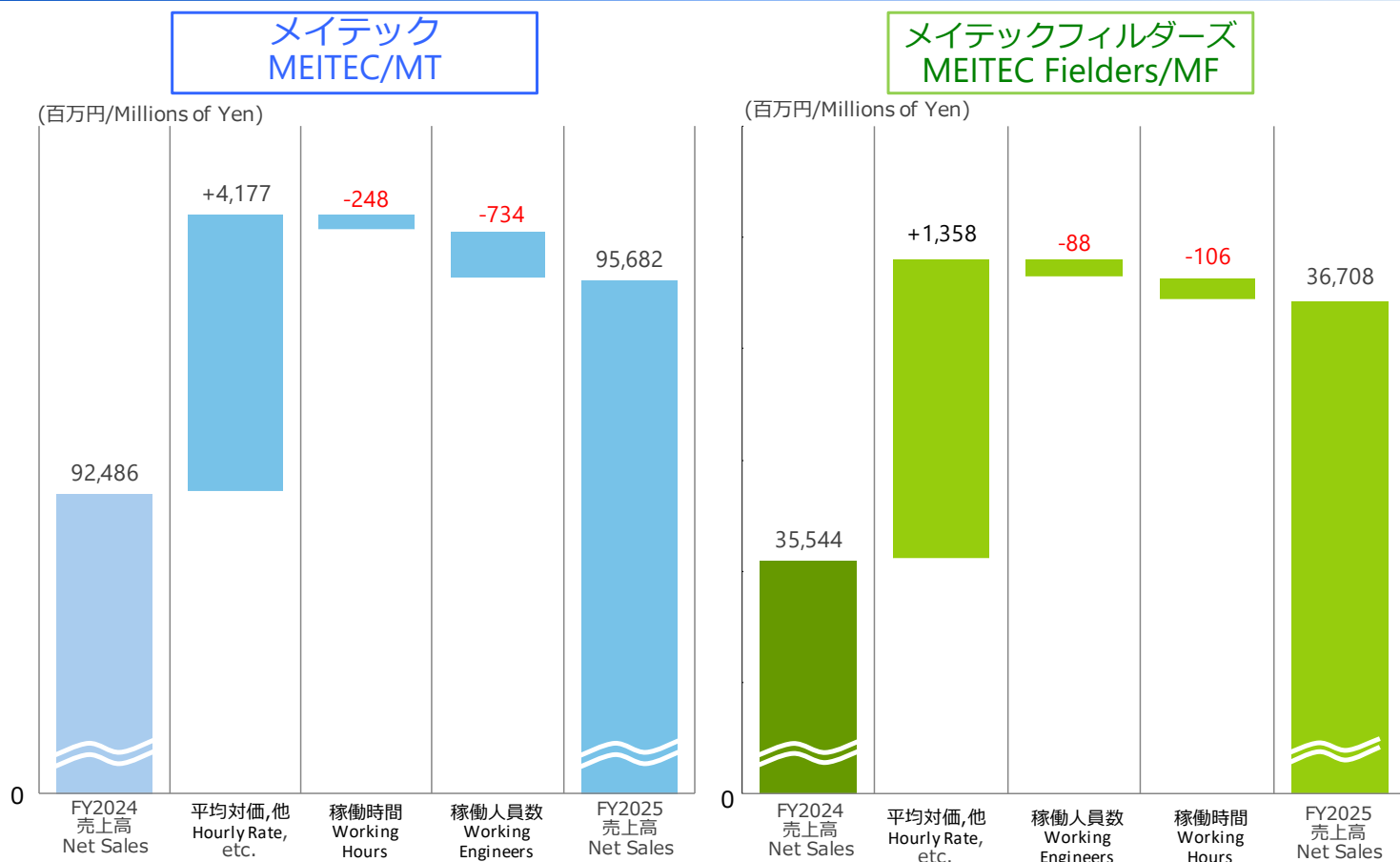
Results for the Fiscal Year Ended March 31, 2026 (MEITEC)

| (Fractions of one million yen are rounded down) | FY ended March. 31, 2025 | FY ended March. 31, 2026 | YoY Amount | % Change | Past Forecast | Variance toward the FY forecast |
|---|--------------------------|--------------------------|------------|----------|---------------|---------------------------------|
| Net sales | 92,486 | 95,682 | +3,196 | +3.5% | 95,000 | +682 |
| Cost of sales | 66,257 | 68,872 | +2,615 | +3.9% | 67,800 | +1,072 |
| Cost of sales to Net sales | 71.6% | 72.0% | +0.3% | | 71.4% | +0.6% |
| SG&A Expenses | 11,629 | 10,875 | -753 | -6.5% | 11,200 | -325 |
| Operating profit | 14,599 | 15,933 | +1,334 | +9.1% | 16,000 | -67 |
| Operating profit margins | 15.8% | 16.7% | +0.9% | | 16.8% | -0.1% |
| Ordinary profit | 14,614 | 15,985 | +1,371 | +9.4% | 16,000 | -15 |
| Extraordinary income & loss | -1 | -102 | -100 | — | | |
| Profit before income taxes | 14,612 | 15,883 | +1,270 | +8.7% | | |
| Profit | 10,253 | 11,381 | +1,128 | +11.0% | 11,000 | +381 |
| Utilization ratio (Company-wide) | 98.3% | 98.5% | +0.2% | | 98.5% | — |
| Working Hours 〈h/day〉 | 8.38 | 8.36 | -0.02 | -0.2% | 8.35 | +0.01 |
| Number of Recruitment | 438 | 404 | -34 | -7.8% | 428 | -24 |
| Newly graduated | 329 | 308 | -21 | -6.4% | 308 | — |
| Mid-career | 109 | 96 | -13 | -11.9% | 120 | -24 |
| Turnover Ratio | 6.1% | 6.1% | — | | 6.0% | +0.1% |
| Number of Engineers | 7,824 | 7,754 | -70 | -0.9% | | 7 |

Results for the Fiscal Year Ended March 31, 2026 (MEITEC Fielders)

| (Fractions of one million yen are rounded down) | FY ended March. 31, 2025 | FY ended March. 31, 2026 | YoY Amount | % Change | Past Forecast | Variance toward the FY forecast |
|---|--------------------------|--------------------------|------------|----------|---------------|---------------------------------|
| Net sales | 35,544 | 36,708 | +1,163 | +3.3% | 36,500 | +208 |
| Cost of sales | 27,928 | 29,243 | +1,315 | +4.7% | 28,800 | +443 |
| Cost of sales to Net sales | 78.6% | 79.7% | +1.1% | | 78.9% | +0.8% |
| SG&A Expenses | 4,097 | 3,964 | -132 | -3.2% | 4,000 | -36 |
| Operating profit | 3,518 | 3,499 | -19 | -0.5% | 3,700 | -201 |
| Operating profit margins | 9.9% | 9.5% | -0.4% | | 10.1% | -0.6% |
| Ordinary profit | 3,522 | 3,516 | -5 | -0.2% | 3,700 | -184 |
| Extraordinary income & loss | — | — | — | | | |
| Profit before income taxes | 3,522 | 3,516 | -5 | -0.2% | | |
| Profit | 2,629 | 2,680 | +50 | +1.9% | 2,500 | +180 |
| Utilization ratio (Company-wide) | 97.1% | 97.2% | +0.1% | | 97.0% | +0.2% |
| Working Hours 〈h/day〉 | 8.24 | 8.22 | -0.02 | -0.2% | 8.21 | +0.01 |
| Number of Recruitment | 589 | 559 | -30 | -5.1% | 587 | -28 |
| Newly graduated | 302 | 337 | +35 | +11.6% | 337 | — |
| Mid-career | 287 | 222 | -65 | -22.6% | 250 | -28 |
| Turnover Ratio | 14.3% | 11.8% | -2.5% | | 12.9% | -1.1% |
| Number of Engineers | 4,323 | 4,349 | +26 | +0.6% | | 8 |

Comparison of Net Sales



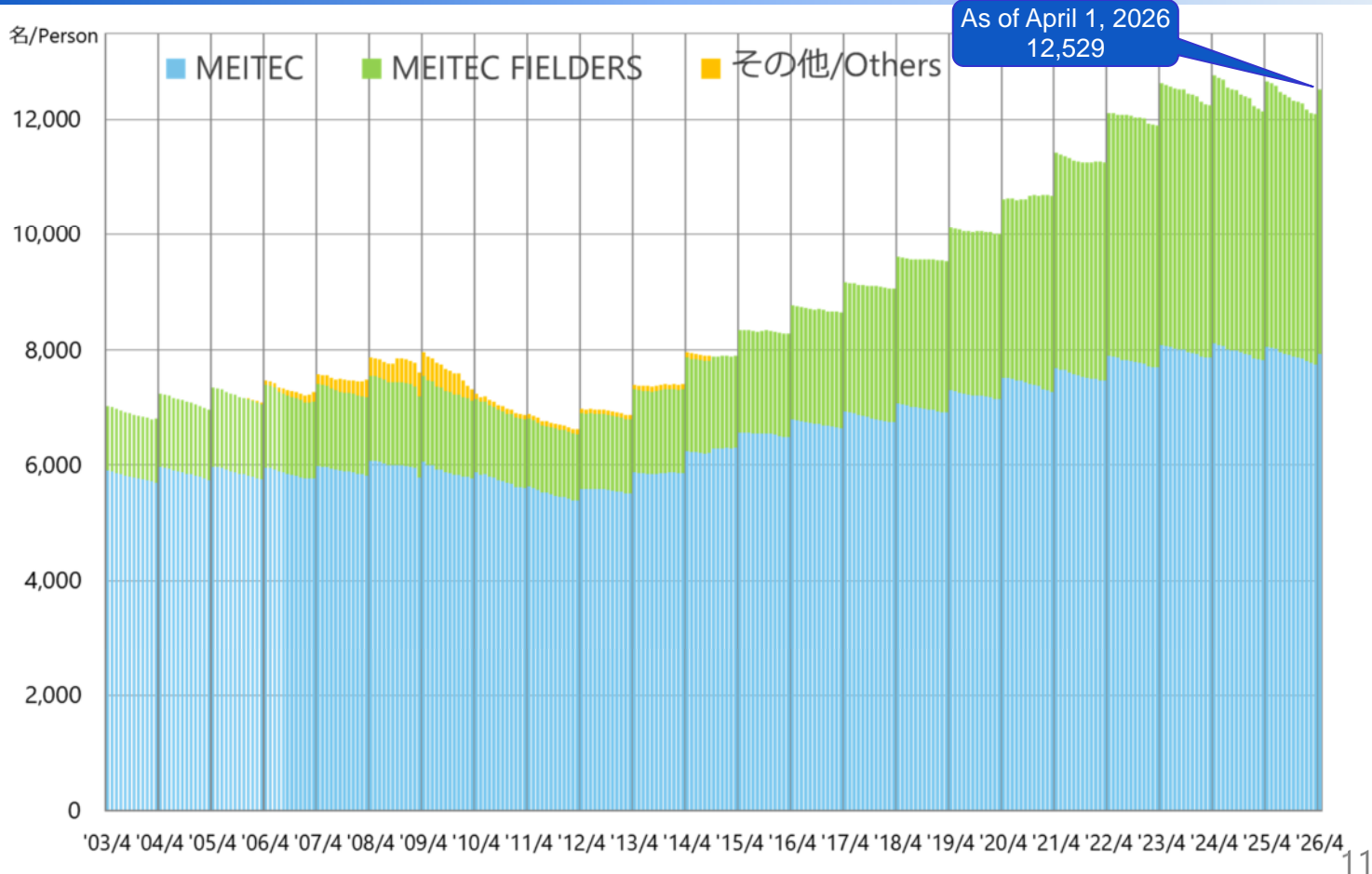
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Results for the Fiscal Year Ended March 31, 2026 (Business Domains)

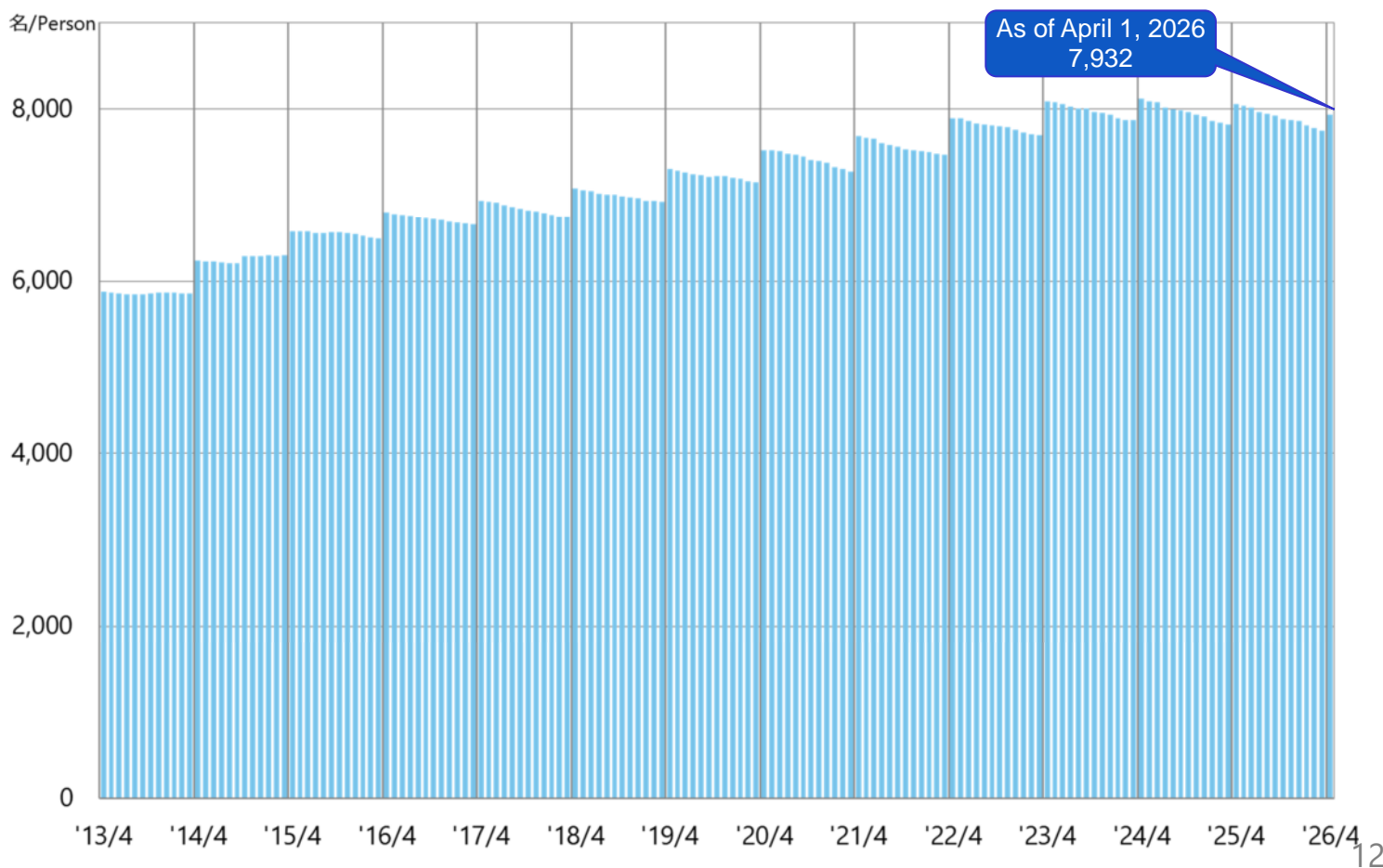
| | | (百万円未満切捨て) (Fractions of one million yen are rounded down) | 2025年3月期 実績 FY ended March. 31, 2025 | 2026年3月期 実績 FY ended March. 31, 2026 | 前期比増減額 YoY Amount | 前期比増減率 % Change |
|--|--------------------------------|---|---|---|----------------------|--------------------|
| エンジニアリング ソリューション事業 Engineering Solutions Business | 売上高/Sales | | 131,612 | 136,370 | +4,758 | +3.6% |
| | 構成比 Component ratio | | 98.9% | 99.0% | +0.1% | |
| | メイテック/MEITEC | | 92,486 | 95,682 | +3,196 | +3.5% |
| | メイテックフィルダーズ/MEITEC Fielders | | 35,544 | 36,708 | +1,163 | +3.3% |
| | 営業利益/Operating profit | | 18,316 | 19,693 | +1,377 | +7.5% |
| | 構成比 Component ratio | | 97.3% | 98.9% | +1.7% | |
| | 営業利益率/Operating profit margins | | 13.9% | 14.4% | +0.5% | |
| エンジニア 紹介事業 Recruiting & Placement Business for Engineers | 売上高/Sales | | 1,465 | 1,320 | -145 | -9.9% |
| | 構成比 Component ratio | | 1.1% | 1.0% | -0.1% | |
| | 営業利益/Operating profit | | 568 | 468 | -99 | -17.5% |
| | 構成比 Component ratio | | 3.0% | 2.4% | -0.7% | |
| | 営業利益率/Operating profit margins | | 38.8% | 35.5% | -3.3% | |

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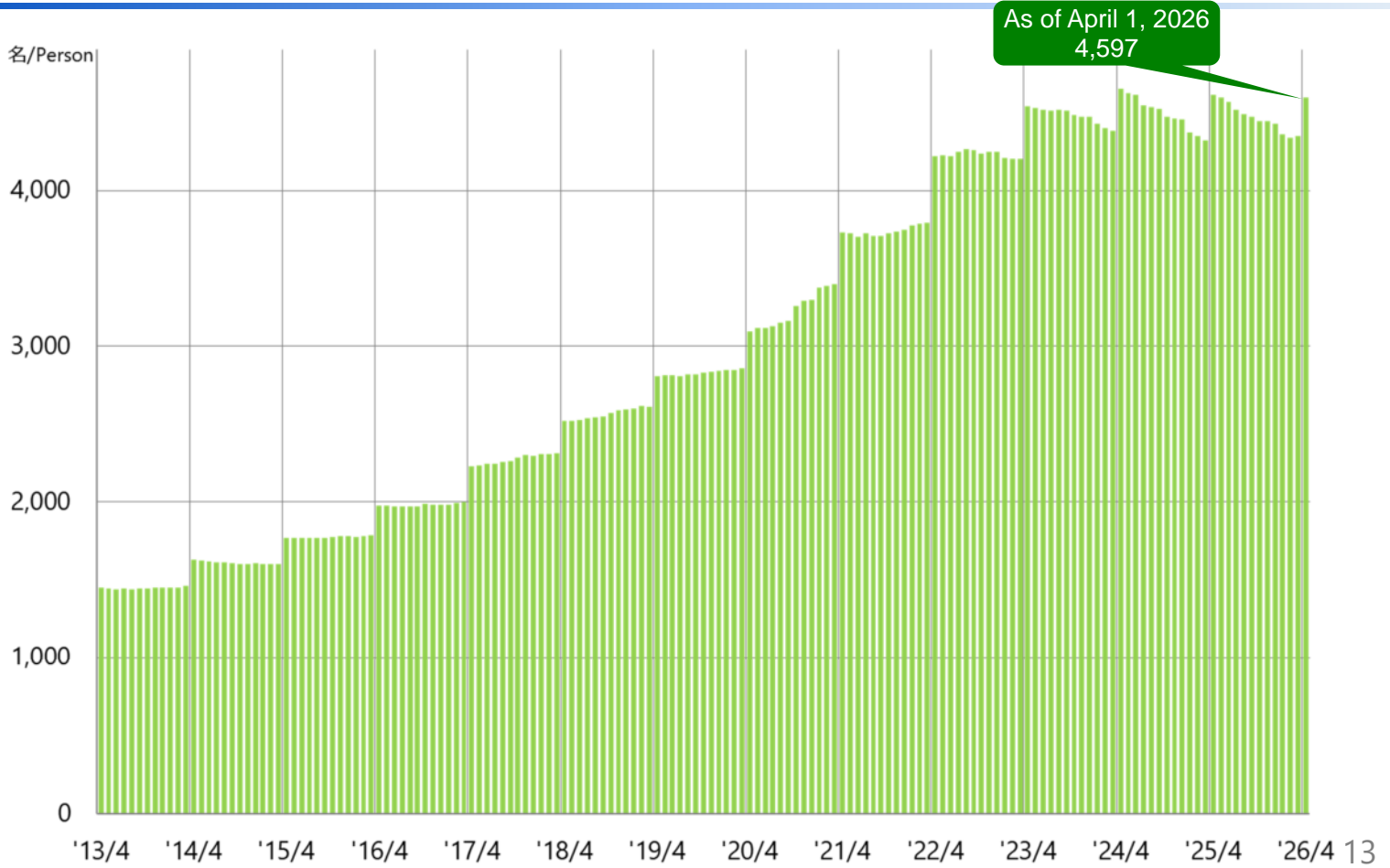
Number of Engineers (Group Consolidated)



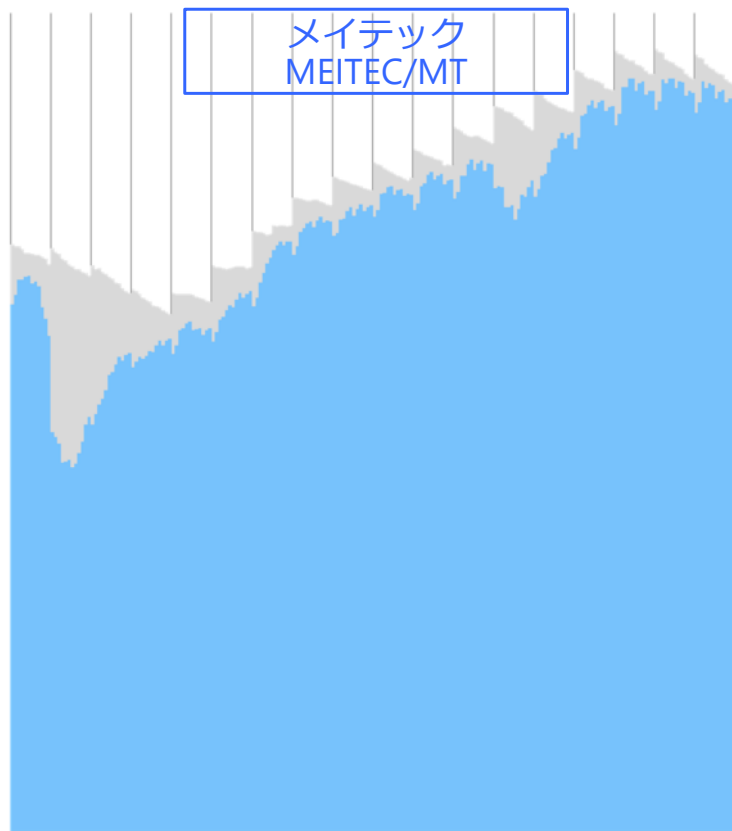
Number of Engineers (MEITEC)



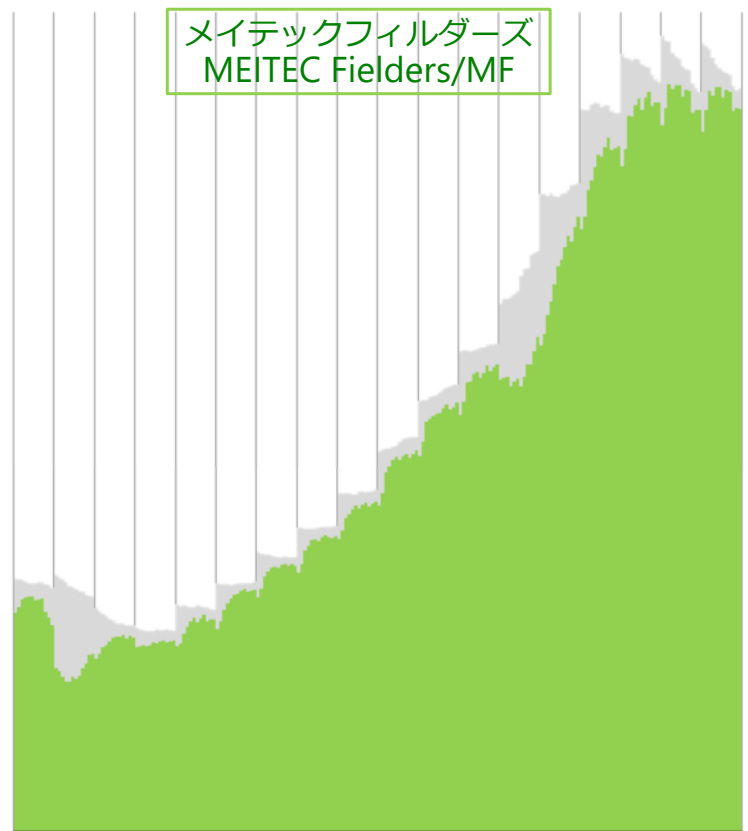
Number of Engineers (MEITEC Fielders)



Number of Engineers Assigned to the Clients (Key factor of Sales)



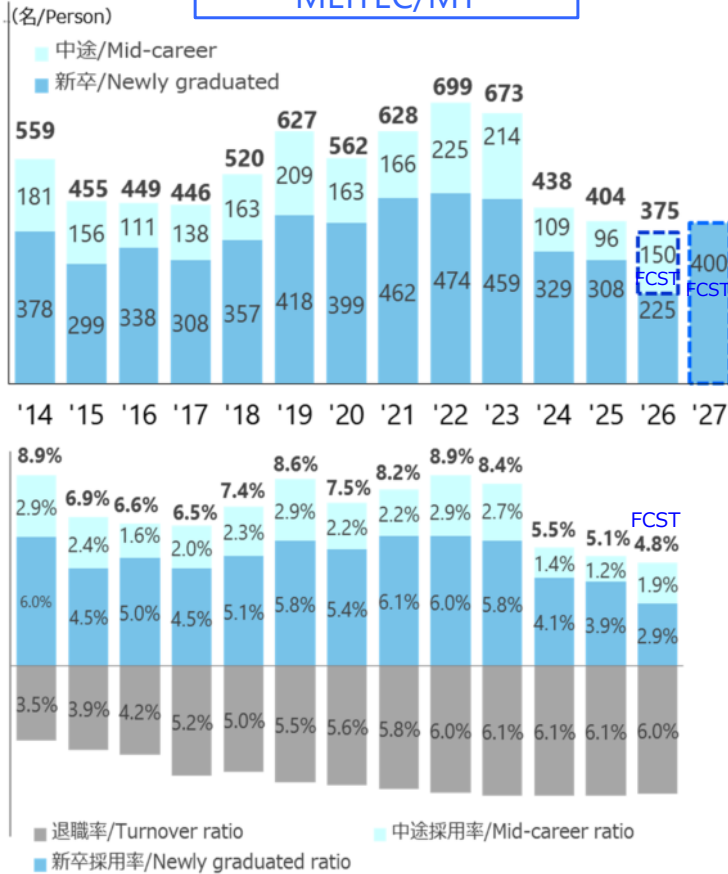
'08 '09 '10 '11 '12 '13 '14 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25
 ■ 未稼働エンジニア/Unassigned
 ■ 稼働エンジニア/Number of engineers assigned to the clients



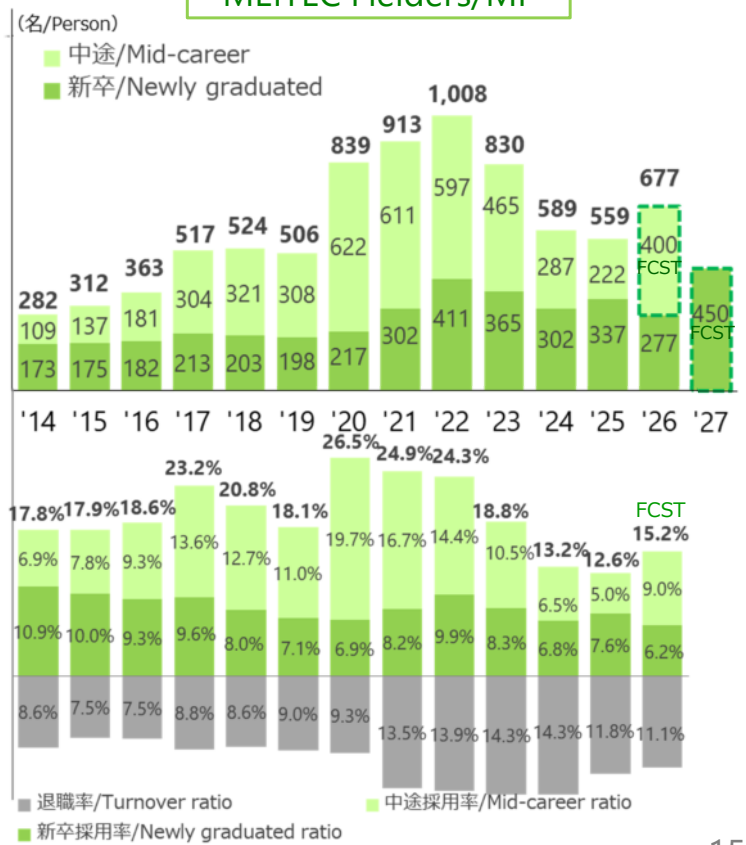
'08 '09 '10 '11 '12 '13 '14 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25
 ■ 未稼働エンジニア/Unassigned
 ■ 稼働エンジニア/Number of engineers assigned to the clients

Recruitment and Turnover

メイテック MEITEC/MT



メイテックフィルダーズ MEITEC Fielders/MF



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Status of Recruitment and Hiring Target

| (Person) | Meitec | | | Meitec Fielders | | | 2 group companies | | |
|-------------------|--------|---------------|------------|-----------------|---------------|------------|-------------------|---------------|------------|
| | Total | New Graduates | Mid-career | Total | New Graduates | Mid-career | Total | New Graduates | Mid-career |
| FY2027 | | Target | | | Target | | | Target | |
| April 2027 | | 400 | | | 450 | | | 850 | |
| YoY | | +175 | | | +173 | | | +348 | |
| Target comparison | | | | | | | | | |
| FY2026 | Target | Actual | Target | Target | Actual | Target | Target | Actual | Target |
| April 2026 | 375 | 225 | 150 | 677 | 277 | 400 | 1,052 | 502 | 550 |
| YoY | -29 | -83 | +54 | +118 | -60 | +178 | +89 | -143 | +232 |
| Target comparison | | -175 | | | -173 | | | -348 | |
| FY2025 | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual |
| April 2025 | 404 | 308 | 96 | 559 | 337 | 222 | 963 | 645 | 318 |
| YoY | -34 | -21 | -13 | -30 | +35 | -65 | -64 | +14 | -78 |
| Target comparison | -216 | -192 | -24 | -91 | -63 | -28 | -307 | -255 | -52 |

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Comments on Hiring [New Graduate Hiring]

April 2026 New Graduate Hiring Results :Meitec

1. The number of new graduate hires was down 83 year on year, and 175 lower than target
2. Maintained adhering to hiring standards
3. Due to the earlier-than-expected job hunting activities of the target group, we struggled to secure engagement and were unable to respond adequately
4. The development of relationships aligned with student needs did not progress, leading to an increase in job offer refusals

April 2027 New Graduate Hiring Targets :Meitec

1. Target 400 new hires, up 175 year on year
2. Continue to adhere to hiring standards
3. Aim to curb job offer refusals through early and continuous engagement tailored to student preferences
4. Continuously communicate attractive work styles centered around engineers

April 2026 New Graduate Hiring Results :Meitec Fielders

1. The number of new graduate hires was down 60 year on year, and 173 lower than target
2. Maintained adhering to hiring standards
3. Due to the target group's earlier start and completion of job-hunting activities, initial responses and expansion of engagement were insufficient
4. Focus on strengthening relationships to prevent job offer refusals

April 2027 New Graduate Hiring Targets :Meitec Fielders

1. Target 450 new hires, up 173 year on year
2. Continue to adhere to hiring standards
3. Aim to reduce job offer refusals and improve acceptances through early and continuous relationship building with students

Comments on Hiring [Mid-career Hiring]

Mid-career Hiring Results: Meitec

1. The number of mid-career hires was down 13 year on year, and 104 lower than target
2. Faced significant challenges due to the overheated demand for seasoned engineers
3. There is room for improvement in speeding up and optimizing the recruitment process
4. Strengthening the ability to respond to changes in the recruitment environment remains an ongoing challenge

Mid-career Hiring Targets: Meitec

1. Target 150 mid-career hires, up 54 year on year
2. Continue to adhere to hiring standards
3. Implement measures that enable immediate decision-making from the interview to the final decision (conducting immediate decision-type selection)
4. Promote a concrete image of working as a lifetime professional engineer

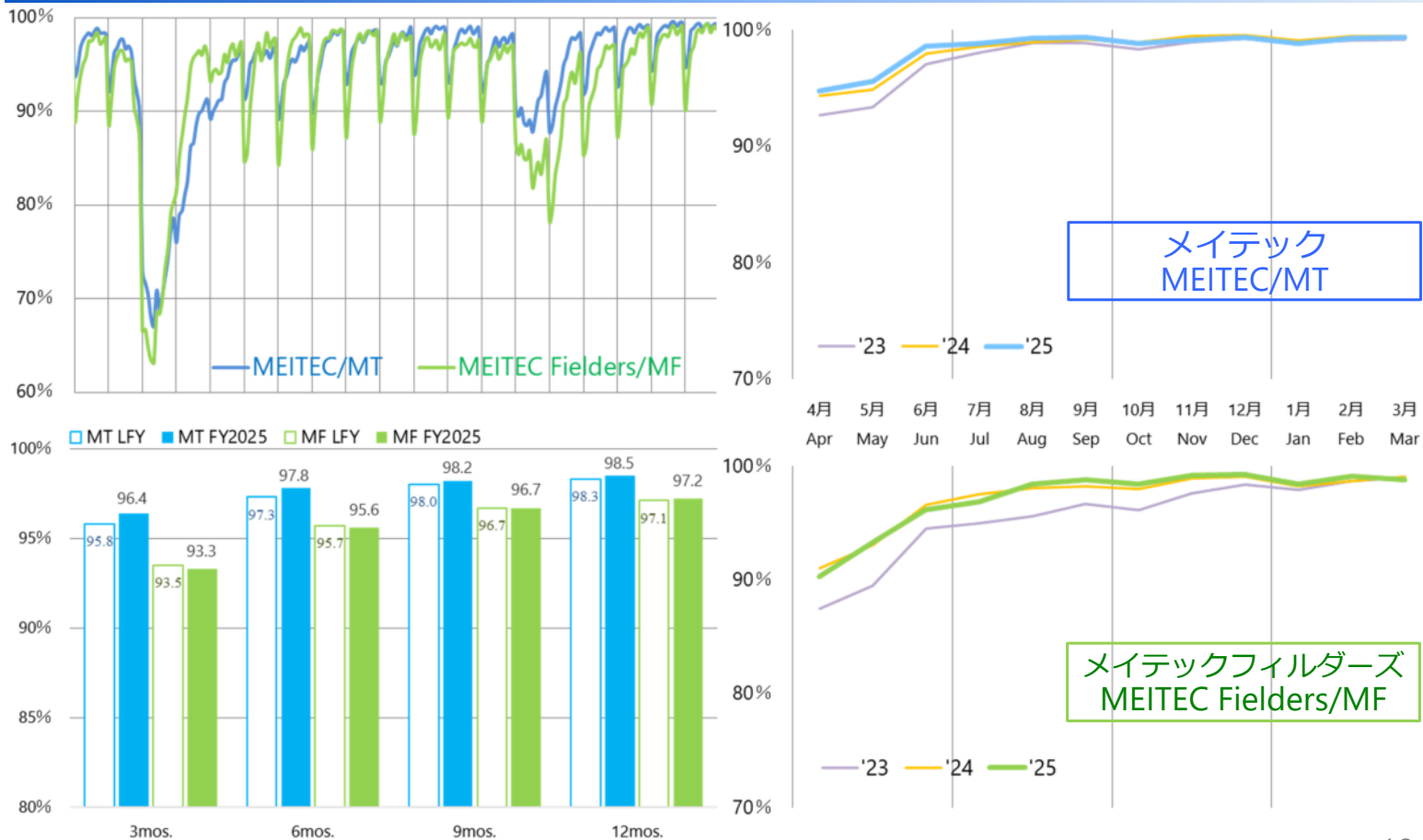
Mid-career Hiring Results: Meitec Fielders

1. The number of mid-career hires was down 65 year on year, and 78 lower than target
2. There were challenges in persuasion at the final stage, and support for securing recruitment acceptance was insufficient
3. Standardizing the recruitment process and providing appropriate information to deepen applicants' understanding remain challenges

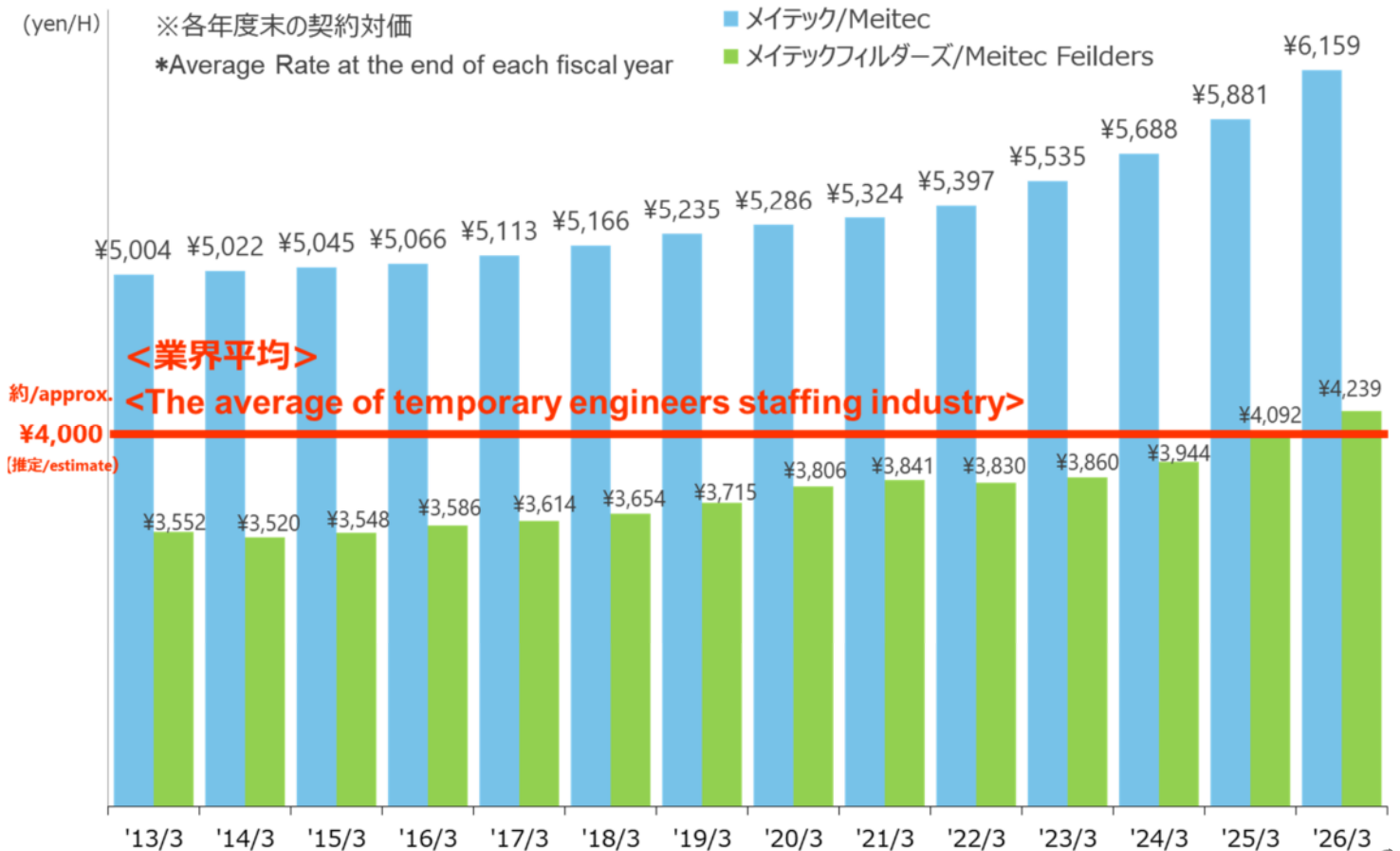
Mid-career Hiring Targets: Meitec Fielders

1. Target 400 mid-career hires, up 178 year on year
2. Continue to adhere to hiring standards
3. Review the selection process and decision criteria in light of the stagnating acceptance rate
4. Implement measures to strengthen the promotion of a concrete image of job content and career development

Utilization Ratio



Trend in Average Rate = (Market Value)

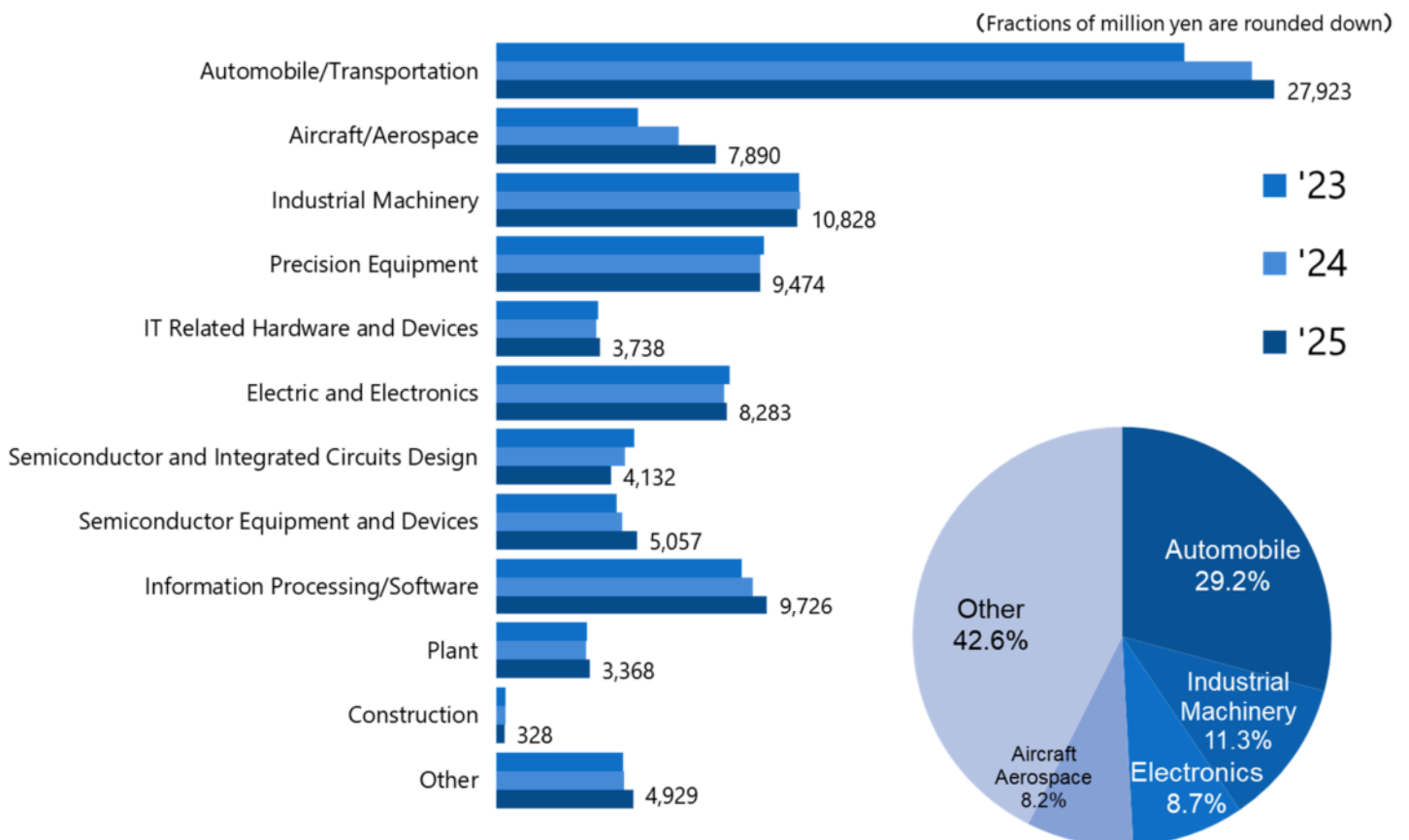


Top 10 Clients by Sales (MEITEC)

| 5 Years ago | | | Previous year | | | (Fractions of one million yen are rounded down) | | |
|--------------|------------------------------|--------|---------------|------------------------------|--------|---|------------------------------|--------|
| FY2020 | | | FY2024 | | | FY2025 | | |
| 1 | Mitsubishi Heavy Industries | | 1 | Denso | | 1 | Denso | |
| 2 | Denso | | 2 | Mitsubishi Heavy Industries | | 2 | Mitsubishi Heavy Industries | |
| 3 | Sony Semiconductor Solutions | | 3 | Sony Semiconductor Solutions | | 3 | Sony Semiconductor Solutions | |
| 4 | Toyota Motor | | 4 | Nikon | | 4 | Hitachi High-Tech | |
| 5 | Panasonic | | 5 | Hitachi High-Tech | | 5 | Nikon | |
| 6 | Nikon | | 6 | Honda Motor | | 6 | Honda Motor | |
| 7 | Denso Ten | | 7 | Denso Ten | | 7 | Toyota Motor | |
| 8 | Hitachi High-Tech | | 8 | Subaru | | 8 | Subaru | |
| 9 | Subaru | | 9 | Yamaha Motor | | 9 | Yamaha Motor | |
| 10 | Nippon Steel | | 10 | Toyota Motor | | 10 | Denso Ten | |
| Top 10 Total | 17,589 | 24.6% | Top 10 Total | 24,023 | 26.0% | Top 10 Total | 26,306 | 27.5% |
| Top 20 Total | 25,145 | 35.2% | Top 20 Total | 33,843 | 36.6% | Top 20 Total | 36,976 | 38.6% |
| Others | 46,308 | 64.8% | Others | 58,642 | 63.4% | Others | 58,706 | 61.4% |
| Total | 71,452 | 100.0% | Total | 92,486 | 100.0% | Total | 95,682 | 100.0% |

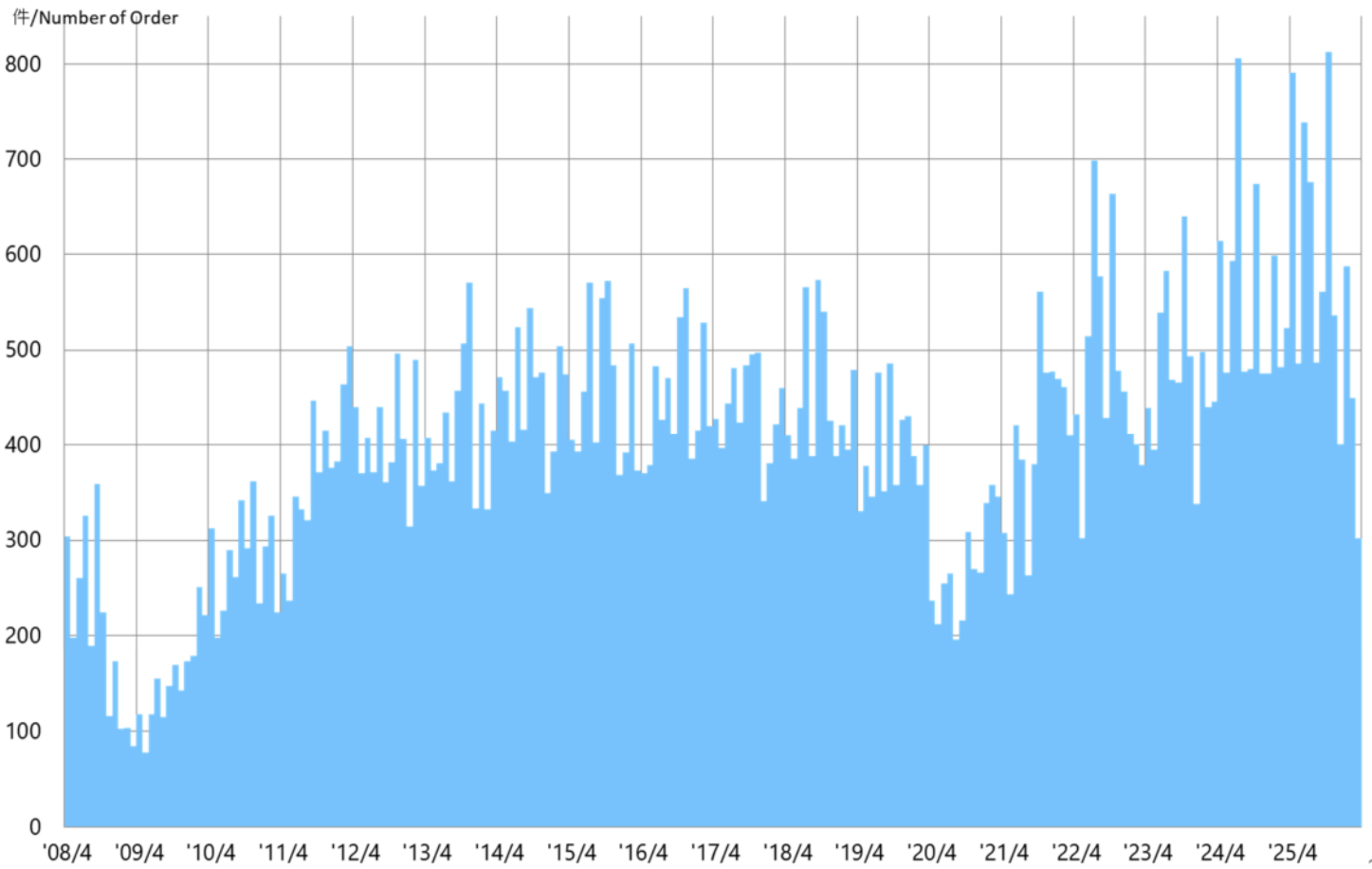
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Sales by the Industrial Segments (MEITEC)

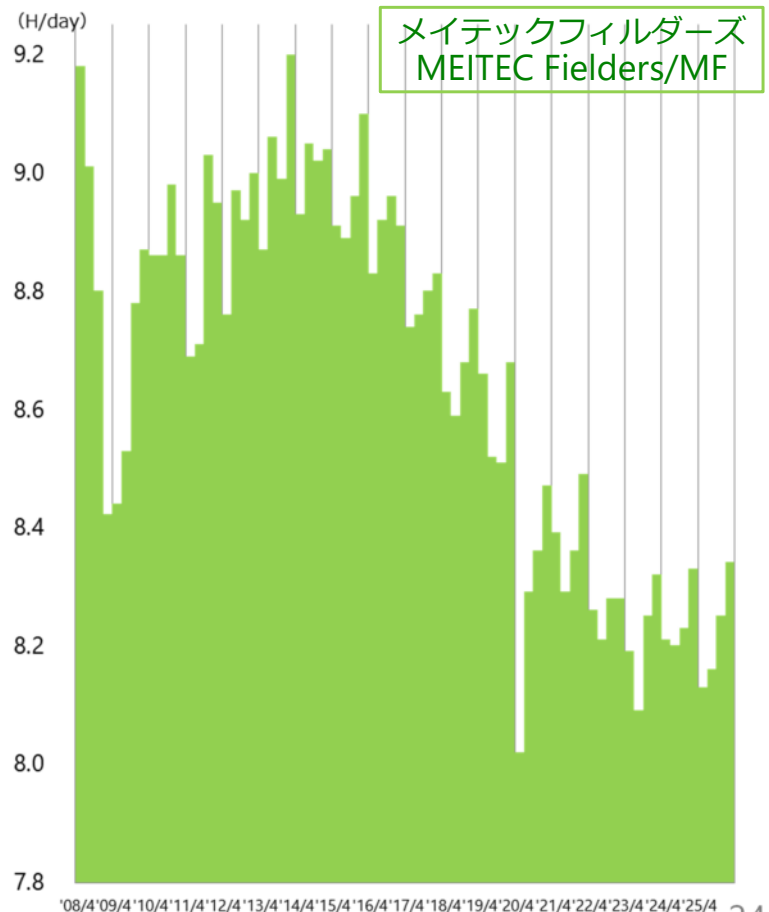
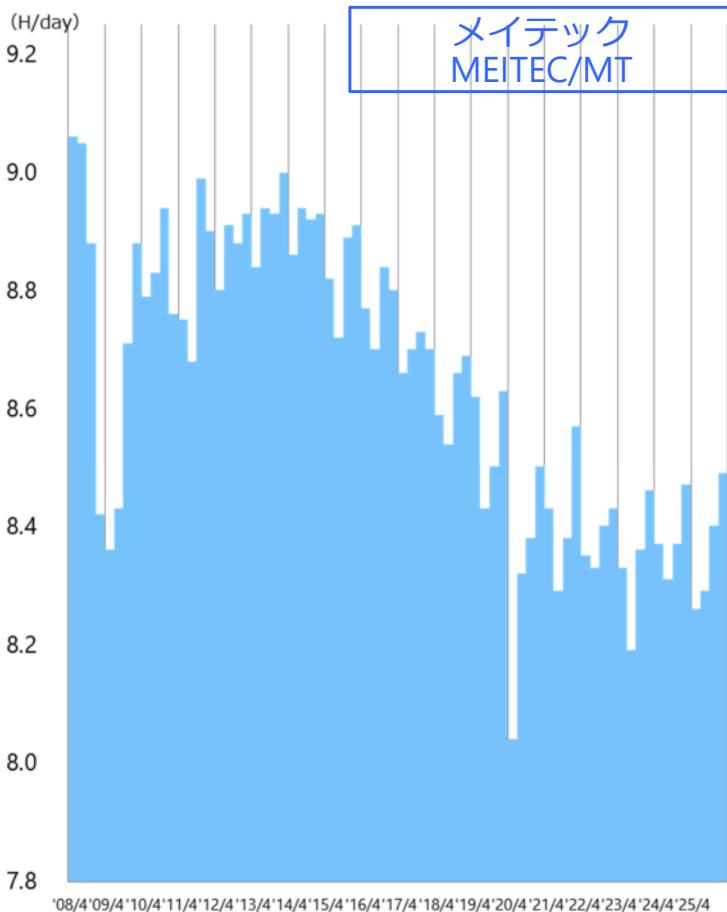


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Trend in New Orders by Month (MEITEC)



Working Hours



2. Forecasts for the Fiscal Year Ending March 31, 2027

Fiscal Year Ending March 2027, special matters regarding the proper use of earnings forecasts

1. The earnings forecasts are subject to the “Disclaimer regarding forward-looking statements” on the following page and the section titled “Proper use of earnings forecasts and other special matters (Disclaimer regarding Forward-Looking Statements)” in the Summary of Consolidated Financial Results. These forecasts are based on information currently available to management and on certain assumptions. In particular, they are based on the business results for the fiscal year ended March 31, 2026, as of the announcement date of May 12, 2026.
2. The following are Cautionary notes regarding the financial Results for the fiscal year ended March 31, 2026

Cautionary notes regarding Financial Results for the Fiscal Year Ended March 31, 2026

1. As disclosed on May 11, 2026 (Monday) in "Notice Concerning Interim Dividend Paid in Excess of Distributable Amount," audit procedures are still ongoing as of the announcement on May 12, 2026 (Tuesday).
2. Please see page 4 for details.

Regarding the year-end dividend, we will make a decision and announce it promptly upon completion of the audit procedures

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Disclaimer regarding forward-looking statements

Earnings forecasts and other forward-looking statements in this release are based on data currently available to management and certain assumptions that management believes are reasonable.

Actual results may therefore differ materially from these statements for various reasons.

Some important factors that might have an effect on business performance pertain to Business Risks stated in the Company’s annual securities report and other information already released, but factors influencing business performance are not limited to those released.

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1. Net sales are expected to reach a record high of over 140 billion yen, but the growth rate is anticipated to decline due to difficulties in recruitment.
2. Operating profit is expected to exceed the record high of 20 billion yen, despite an increase in selling, general and administrative expenses due to strengthened recruitment efforts.
3. Profit is expected to decrease. The reasons are twofold:
 - (1) Abolition of preferential measures in the tax system promoting wage increases
 - (2) Disappearance of extraordinary income
4. Since PBR exceeds 3, the entire profit distribution will be allocated to dividends, and a reduction in dividends is expected in line with the anticipated decrease in profit.

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Forecast for the Fiscal Year Ending March 31, 2027 (Group Consolidated)

| (Fractions of one million yen are rounded down) | Annual forecast | YoY | | 1st half forecast | YoY | | 2nd Half forecast |
|---|-----------------|--------|----------|-------------------|--------|----------|-------------------|
| | | Amount | % Change | | Amount | % Change | |
| Net sales | 140,800 | +3,113 | +2.3% | 69,500 | +1,147 | +1.7% | 71,300 |
| Cost of sales | 102,900 | +1,505 | +1.5% | 50,800 | +708 | +1.4% | 52,100 |
| SG&A Expenses | 17,400 | +1,011 | +6.2% | 9,200 | +1,002 | +12.2% | 8,200 |
| Operating profit | 20,500 | +596 | +3.0% | 9,500 | -563 | -5.6% | 11,000 |
| Operating profit margins | 14.6% | +0.1% | | 13.8% | -0.9% | | 15.4% |
| Ordinary profit | 20,700 | +598 | +3.0% | 9,600 | -572 | -5.6% | 11,100 |
| Profit attributable to owners of parent | 13,900 | -1,151 | -7.7% | 6,500 | -433 | -6.3% | 7,400 |
| Earnings per Share | 180.04 | -14.92 | | 84.19 | -5.61 | | |

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Forecast for the Fiscal Year Ending March 31, 2027 (MEITEC)

| (Fractions of one million yen are rounded down) | Annual forecast | YoY Amount | % Change | 1st half forecast | YoY Amount | % Change | 2nd Half forecast |
|---|-----------------|------------|----------|-------------------|------------|----------|---------------------------------------|
| | | | | | | | |
| Net sales | 97,000 | +1,317 | +1.4% | 48,100 | +603 | +1.3% | 48,900 |
| Cost of sales | 69,100 | +227 | +0.3% | 34,300 | +264 | +0.8% | 34,800 |
| Cost of sales to Net sales | 71.2% | -0.8% | | 71.0% | -0.7% | | 71.2% |
| SG&A Expenses | 11,400 | +524 | +4.8% | 6,100 | +692 | +12.8% | 5,300 |
| Operating profit | 16,500 | +566 | +3.6% | 7,700 | -353 | -4.4% | 8,800 |
| Operating profit margins | 17.0% | +0.3% | | 16.1% | -0.9% | | 18.0% |
| Ordinary profit | 16,500 | +514 | +3.2% | 7,700 | -381 | -4.7% | 8,800 |
| Profit | 11,200 | -181 | -1.6% | 5,200 | -345 | -6.2% | 6,000 |
| Utilization ratio (Company-wide) | 98.4% | -0.1% | | 97.8% | — | | 99.0% |
| Working Hours <h/day> | 8.36 | — | | 8.28 | — | | 8.45 |
| Number of Recruitment | 375 | -29 | | | | | |
| Newly graduated | 225 | -83 | | | | | |
| Mid-career | 150 | +54 | | | | | |
| Turnover Ratio | 6.0% | -0.1% | | | | | |
| | | | | 400 | | | To Apr. of the previous year + 175 |

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Forecast for the Fiscal Year Ending March 31, 2027 (MEITEC Fielders)

| (Fractions of one million yen are rounded down) | Annual forecast | YoY Amount | % Change | 1st half forecast | YoY Amount | % Change | Forecast 2nd Half |
|---|-----------------|------------|----------|-------------------|------------|----------|---------------------------------------|
| | | | | | | | |
| Net sales | 38,200 | +1,491 | +4.1% | 18,700 | +458 | +2.5% | 19,500 |
| Cost of sales | 30,260 | +1,016 | +3.5% | 14,800 | +361 | +2.5% | 15,460 |
| Cost of sales to Net sales | 79.2% | -0.5% | | 79.1% | -0.1% | | 79.3% |
| SG&A Expenses | 4,500 | +535 | +13.5% | 2,230 | +246 | +12.4% | 2,270 |
| Operating profit | 3,440 | -59 | -1.7% | 1,670 | -149 | -8.2% | 1,770 |
| Operating profit margins | 9.0% | -0.5% | | 8.9% | -1.1% | | 9.1% |
| Ordinary profit | 3,400 | -116 | -3.3% | 1,600 | -228 | -12.5% | 1,800 |
| Profit | 2,300 | -380 | -14.2% | 1,100 | -149 | -12.0% | 1,200 |
| Utilization ratio (Company-wide) | 97.1% | -0.1% | | 95.9% | +0.3% | | 98.2% |
| Working Hours <h/day> | 8.22 | — | | 8.14 | — | | 8.29 |
| Number of Recruitment | 677 | +118 | | | | | |
| Newly graduated | 277 | -60 | | | | | |
| Mid-career | 400 | +178 | | | | | |
| Turnover Ratio | 11.1% | -0.7% | | | | | |
| | | | | 450 | | | To Apr. of the previous year + 173 |

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Conditions for implementing profit distribution

1. Enhancement of “quality and quantity” of shareholders’ equity
2. Balance of funds exceeds 3 months worth of monthly sales forecast

Policy

1. Total payout ratio of 100% or less in principle
2. Minimum dividend payout equal to dividend on equity ratio of 5%
3. Dividends form the basis of the distribution method
4. When PBR falls below 3, treasury shares acquisition will be considered
5. Maximum treasury shares will be 5% of total shares issued

Supplementary explanation on holding treasury shares

Treasury shares will be held to enable flexible financial policies to hedge risks accompanying implementation and growth of future growth strategies to achieved targets of the Management Plan

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Comments on Dividend Forecasts

1. The year-end dividend per share for FY2025 is 106 yen, which is 15 yen higher than the announced forecast
→ The annual dividend will be 196 yen, which is a 2 yen decrease compared to FY2024. However, if the 30 yen commemorative dividend is excluded, it effectively represents a 28 yen increase
2. For FY2026, it is expected that the entire forecasted profit of 13.9 billion yen will be distributed as dividends
→ The annual dividend per share is projected to be 181 yen, which is a decrease of 15 yen

Regarding Profit Distribution

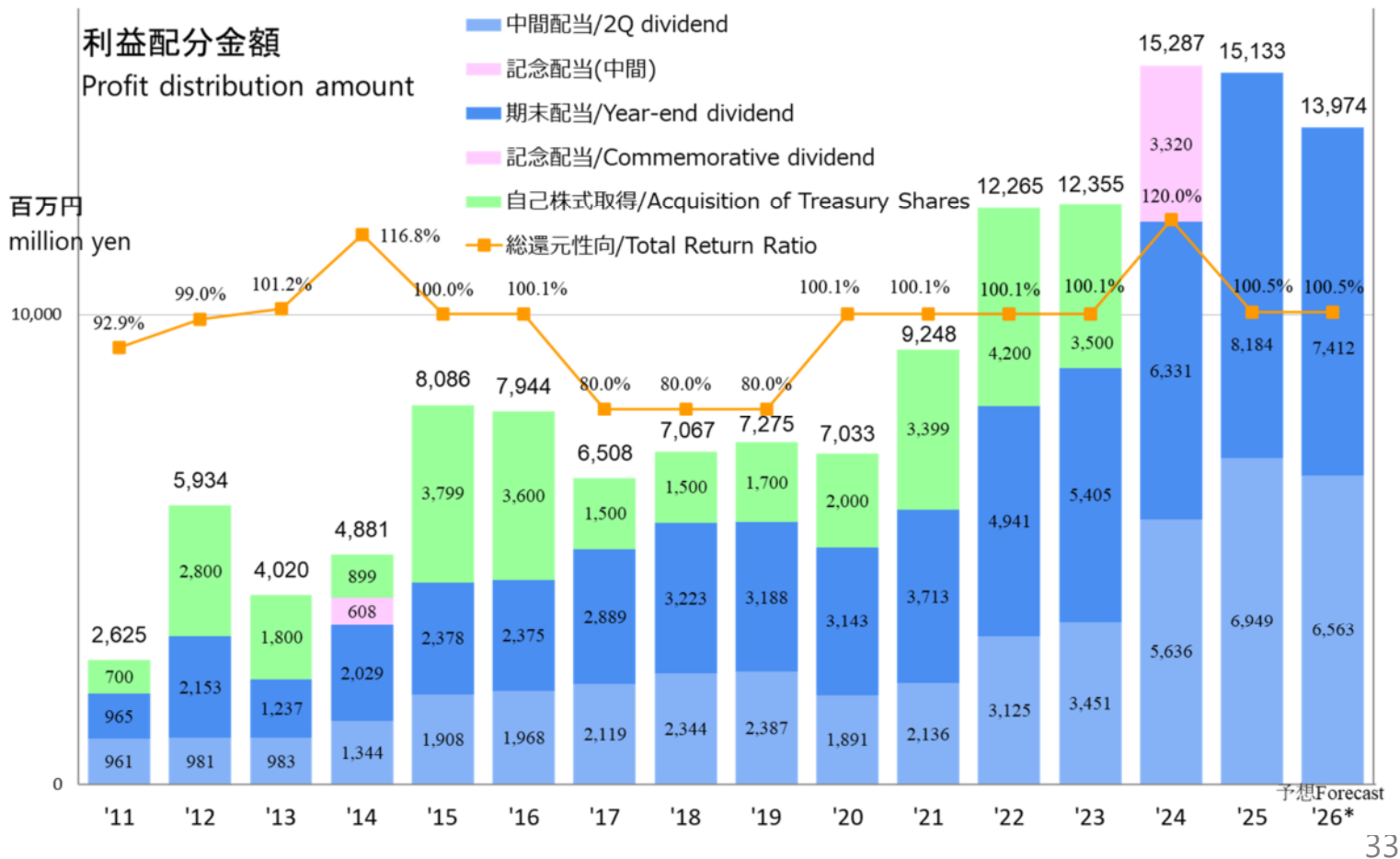
2H of FY2024: Main feedback from investors

- ◆ The downward revision of the dividend forecast is very disappointing and leaves a bad impression. What is the point of doing this so mechanically? (Many comments immediately after the announcement of 2Q results)
 - ✓ Payments of the employee compensation and benefits system for Group companies is linked to operating profit margins.
 - ✓ We will continue to faithfully fulfill our commitments to all stakeholders.
- ◆ A minimum dividend DOE ratio of 5% is meaningless, and the level should be reviewed. On the other hand, if it is too high, it will have a negative impact on growth investment.
 - ✓ The economic outlook is highly uncertain.
 - ✓ Please understand that we have no intention to adopt a policy of paying no dividends.

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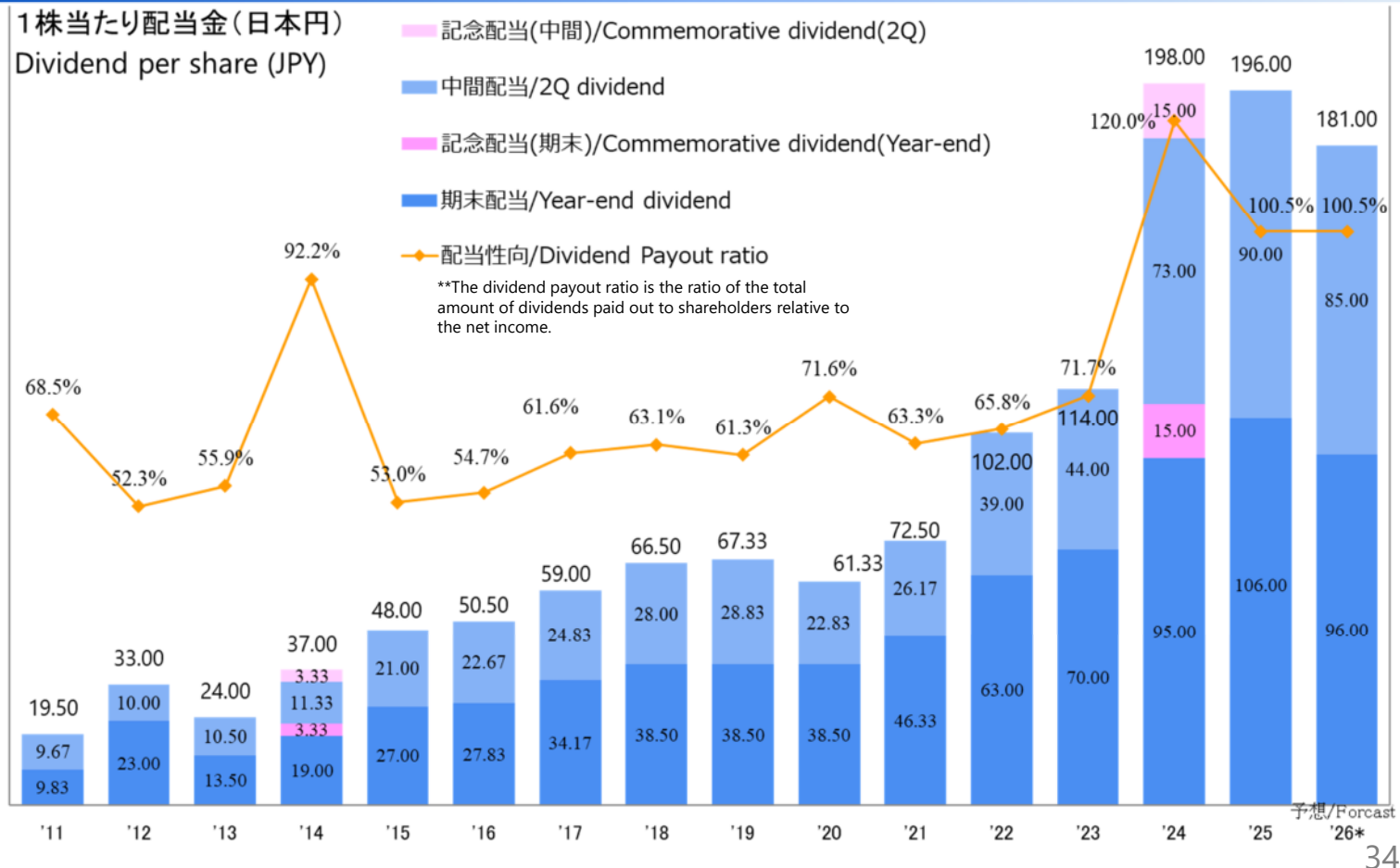
32

Results and Forecast of Profit Distribution



33

Results and Forecast of Dividend



34

3. Mid-term Plan 2028

Cautionary Notes Regarding Descriptions in the Mid-term Management Plan

1. The quantitative targets disclosed in this document for the Mid-term Management Plan are different from the earnings forecasts. Serious global issues such as those in the Middle East and other regions, as well as concerns about their prolongation, are not reflected in the new Mid-term Management Plan.
2. The quantitative targets and other information in this document merely indicate the medium- to long-term strategy based on the strong commitment of the management team. The Company is not obligated to update this information.
3. For the official earnings forecast, please refer to the financial results summary disclosed in accordance with the stock exchange regulations.

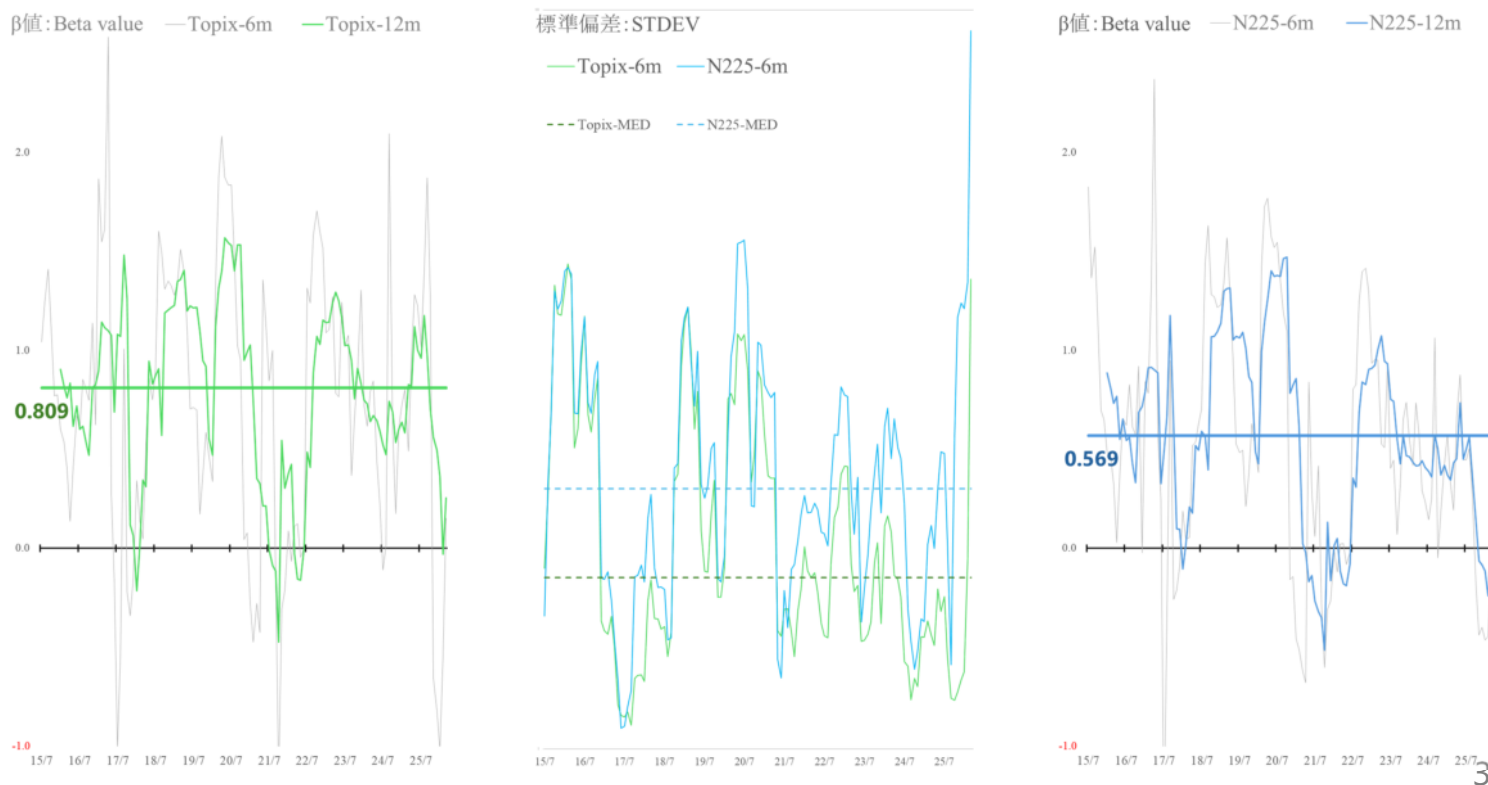
35

Summary of the previous medium-term plan (3 years up to FY2025)

| 単位: 億円 Unit: 100 million yen | グループ連結 Group Consolidated | | | エンジニアリングソリューション事業 Engineering Solutions Business | | | | | | エンジニア紹介事業 Recruiting & Placement Biz for Engineers | | |
|---------------------------------|------------------------------|-----------------------------|-----------------|---|-----------------------------|-----------------|--------------------------------|-----------------------------|-----------------|---|-----------------------------|-----------------|
| | | | | メイテック MEITEC | | | メイテックフィルダーズ Meitec Fielders | | | メイテックネクスト Meitec Next | | |
| | 中期計画 Mid-Term Plan | 2025年度実績 Results FY 2025 | 計画比 Compared | 中期計画 Mid-Term Plan | 2025年度実績 Results FY 2025 | 計画比 Compared | 中期計画 Mid-Term Plan | 2025年度実績 Results FY 2025 | 計画比 Compared | 中期計画 Mid-Term Plan | 2025年度実績 Results FY 2025 | 計画比 Compared |
| 売上高 Net Sales | 1,450 | 1,376 | 95% | 950 | 956 | 101% | 445 | 367 | 82% | 18 | 13 | 73% |
| 営業利益 Operating Profit | 190 | 199 | 105% | 143 | 159 | 111% | 45 | 34 | 76% | 6 | 5 | 78% |
| 営業利益率 Margin | 13% | 14.5% | | 15% | 16.7% | | 10% | 9.5% | | 33% | 35.5% | |
| 当期純利益 Profit | 130 | 150 | 115% | 2025年度業績は当社史上最高となりました。 また、利益は中期計画を達成しました。 しかしながら、売上高は中期計画を下回りました。 | | | | | | | | |
| ROE | 30% | 30.9% | | The results for FY2025 were the highest in the Company's history. Additionally, profit met the targets of the Mid-term Management Plan. However, net sales fell short of targets in the Mid-term Management Plan. | | | | | | | | |

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Feedback from investors: Even as AI advances, the Company should actively highlight the robustness of its business and unwavering strengths.



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| 単位: 億円 Unit: 100 million yen | グループ連結 Group Consolidated | | | エンジニアリングソリューション事業 Engineering Solutions Business | | | | | | エンジニア紹介事業 Recruiting & Placement Biz for Engineers | | |
|---------------------------------|------------------------------|-----------------------|-------------------------|---|----------------------|-------------------------|--------------------------------|----------------------|-------------------------|---|----------------------|-------------------------|
| | | | | メイテック MEITEC | | | メイテックフィルダーズ Meitec Fielders | | | メイテックネクスト Meitec Next | | |
| | 25年度実績 Results FY'25 | 28年度計画 Plan FY'28 | 3年成長率 3Y growth rate | 25年度実績 Results FY'25 | 28年度計画 Plan FY'28 | 3年成長率 3Y growth rate | 25年度実績 Results FY'25 | 28年度計画 Plan FY'28 | 3年成長率 3Y growth rate | 25年度実績 Results FY'25 | 28年度計画 Plan FY'28 | 3年成長率 3Y growth rate |
| 売上高 Net Sales | 1,376 | 1,600 | 116% | 956 | 1,060 | 111% | 367 | 500 | 136% | 13 | 17 | 126% |
| 営業利益 Operating Profit | 199 | 230 | 116% | 159 | 180 | 113% | 34 | 50 | 147% | 5 | 6 | 123% |
| 営業利益率 Margin | 14.5% | 14% | | 16.7% | 17% | | 9.5% | 10% | | 35.5% | 35% | |
| 当期純利益 Profit | 150 | 170 | 113% | | | | | | | | | |
| ROE | 30.9% | 30%超 Exceeding 30% | | | | | | | | | | |

足元の業績に基づき、成長率予測は過去と比較して弱含みです。しかし、生産性向上に努め、高い利益率を維持していく計画です。

Based on the current performance, the growth rate forecast is weaker compared to the past. However, we plan to strive for improved productivity and maintain a high profit margin.

1. Maintaining a strong financial foundation

We will maintain a strong financial foundation capable of withstanding rapid market changes due to the deterioration of global conditions.

2. A diverse portfolio

We are deeply grateful that our business is supported by a large, diverse, and numerous customer base.

Risks are diversified as a result. We will continue to maintain our independence and strive not to belong to any specific organization. However, we will maintain our policy of not engaging in takeover defenses.

Furthermore, we take seriously the criticism that our business is overly focused on the human aspect of engineering. We will concentrate on the technical side and aim to strengthen profitability and diversify risks by solving challenges with cutting-edge technologies in various fields.

3. Maintaining policies such as profit distribution

We will maintain our profit distribution policy, which is based on the stability of cash flow. And we will strive to maintain a high level of ROE without relying excessively on leverage.

However, we recognize the need to be cautious not only from the perspective of interest rate normalization but also regarding the criticism of excessive adherence to our financial foundation. From a medium- to long-term perspective, we will actively allocate funds to investment targets deemed reasonable and strive to adopt appropriate methods after carefully considering dialogue with the capital markets.

MEITEC

- ✓ Beyond the high-end zone
- Leverage strong and robust relationships to break through
 - Break through our limits using strong relationships as a weapon
 - Towards becoming a group of engineers who constantly grow by challenging themselves with new technologies
 - Accelerate recruitment and training at our engineering centers
→ Reorganization of business channels
 - Redesign operations to handle high-speed, high-volume, and direct processing, thereby improving productivity
→ The challenge to move beyond the high-end zone continues

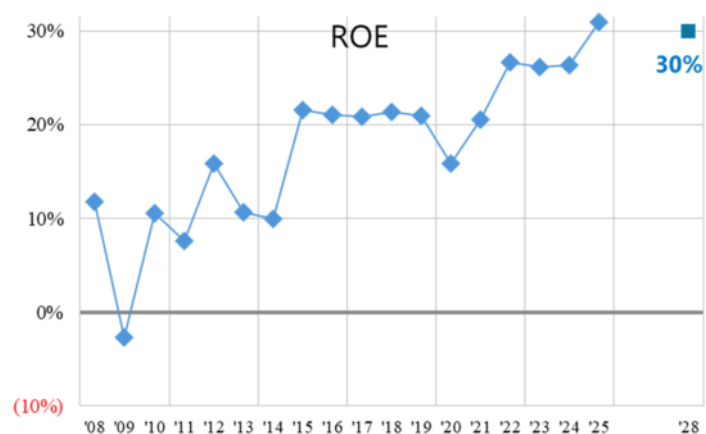
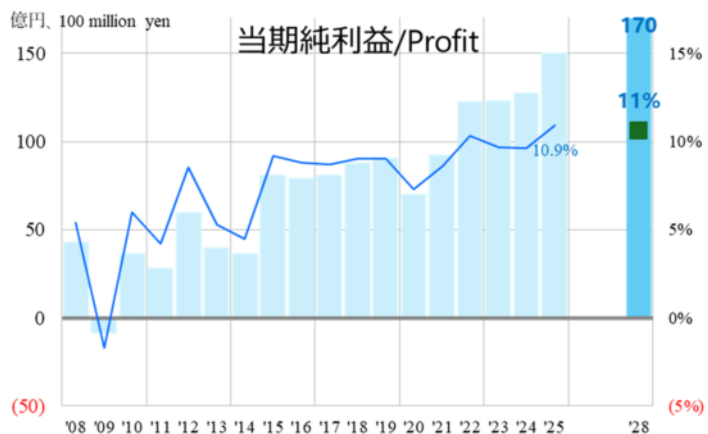
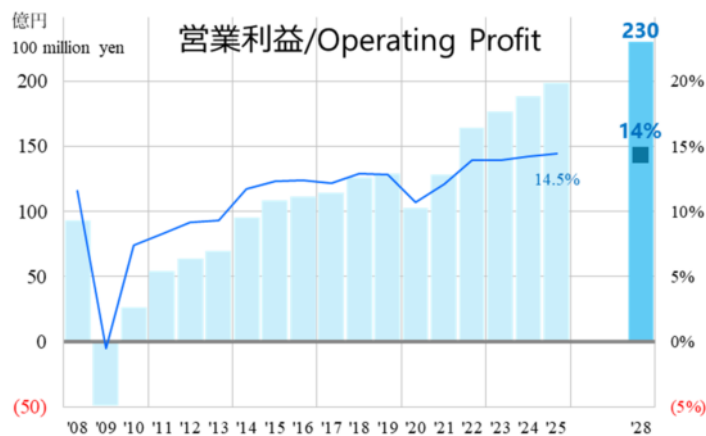
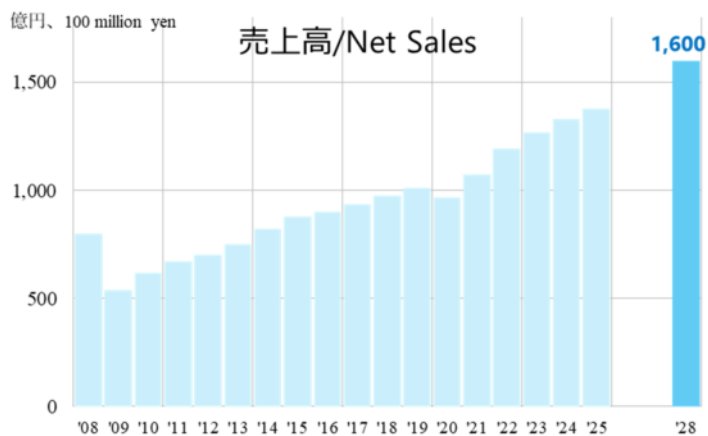
Meitec Fielders

- ✓ Accelerate growth by making quick decisions in the sales field
- Implement thorough speed management in the sales field
 - With immediate response, decision, and action, we will never halt the technical operations and recruitment processes
 - Directly, massively, and swiftly handle recruitment, orders, and assignments on the sales field
 - We aim to maximize value through strong collaboration among engineers and adjustments to incentives.
→ The challenge to become No.1 company in the Mid-range zone continues

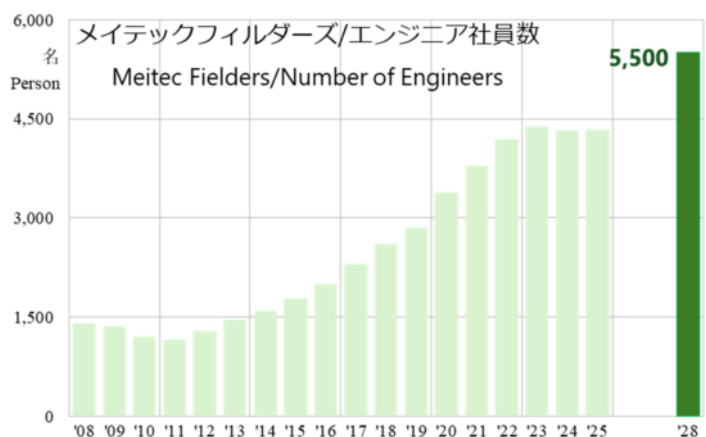
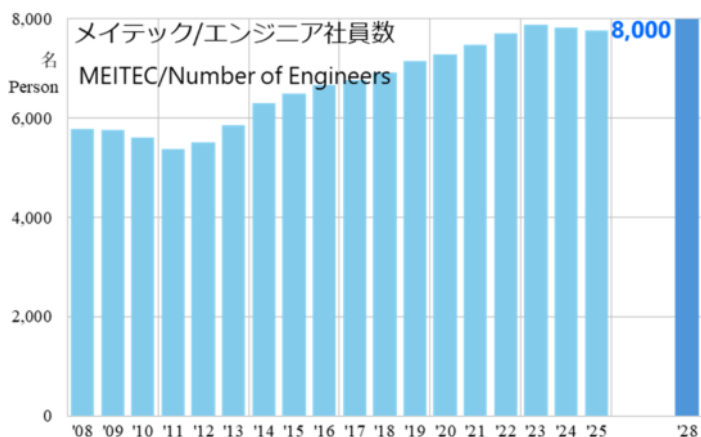
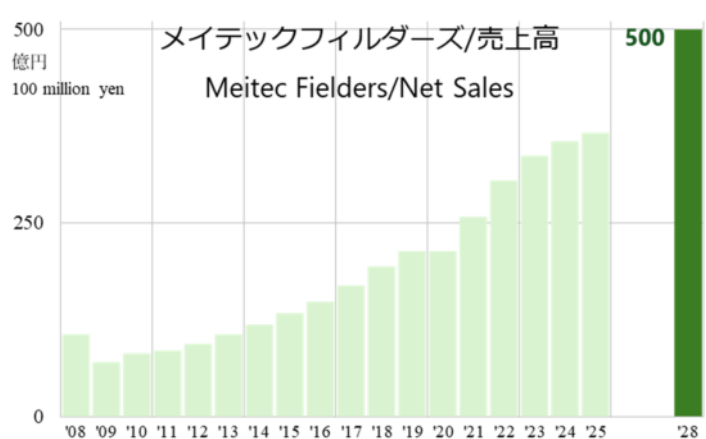
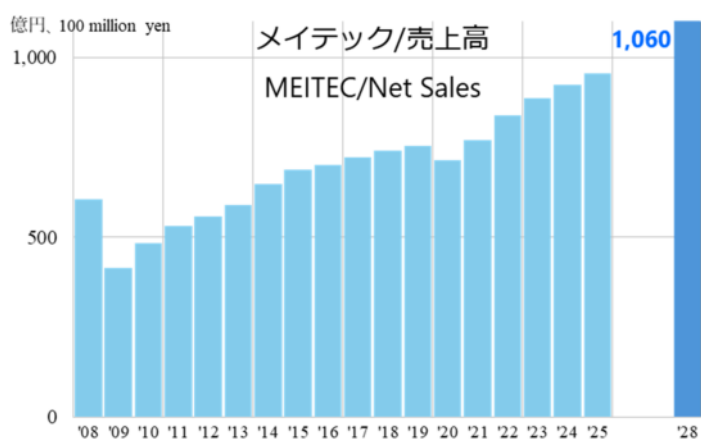
Meitec Next

- ✓ Focus on high difficulty and high prices.
- Transform the structure and earn through our employees' "sound judgment."
 - Distinguish ourselves from the markets where differentiation is difficult, carefully select where to compete, and focus on areas with high difficulty and high prices
 - Redesign operations, rebuild personnel and foundation, and aim for maximum results with minimal resources
→ Employees focus on "judgment."
 - We earn through sound judgment and continue to generate high profit margins.
→ The challenge to become No.1 company supported by many engineers continues

Medium-Term Plan 2028



Medium-Term Plan 2028



4. Reference Materials

Cautionary notes regarding Financial Results for the Fiscal Year Ended March 31, 2026

- As disclosed on May 11, 2026 (Monday) in "Notice Concerning Interim Dividend Paid in Excess of Distributable Amount," audit procedures are still ongoing as of the announcement on May 12, 2026 (Tuesday).
- Please note that the information presented below is current as of the announcement on May 12, 2026 (Tuesday) and may differ materially from the latest information.

Fiscal Year Ending March 2027, special matters regarding the proper use of earnings forecasts

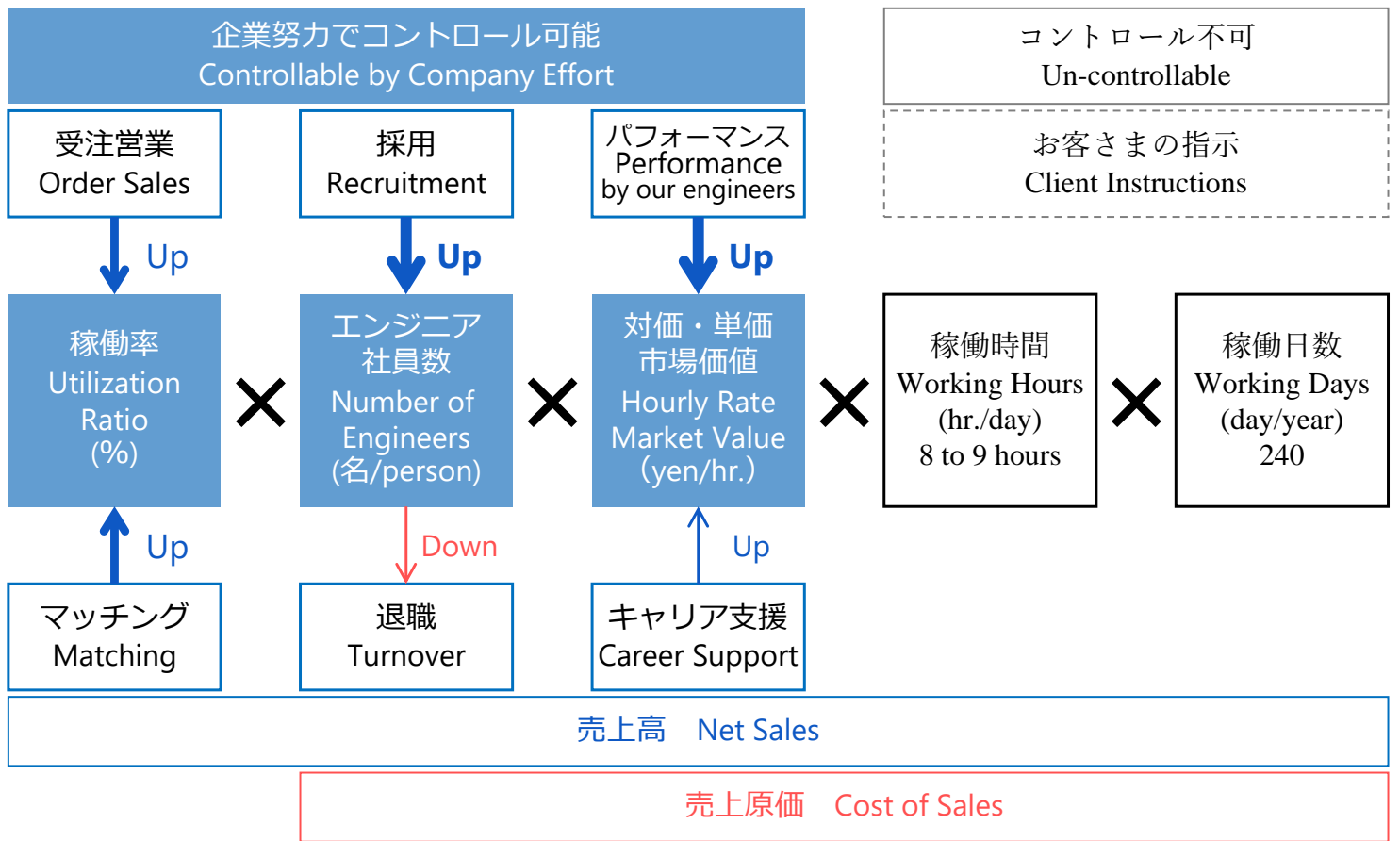
The earnings forecasts are subject to the "Disclaimer regarding forward-looking statements" on the 26 page and the section titled "Proper use of earnings forecasts and other special matters (Disclaimer regarding Forward-Looking Statements)" in the Summary of Consolidated Financial Results. These forecasts are based on information currently available to management and on certain assumptions. In particular, they are based on the business results for the fiscal year ended March 31, 2026, as of the announcement date of May 12, 2026.

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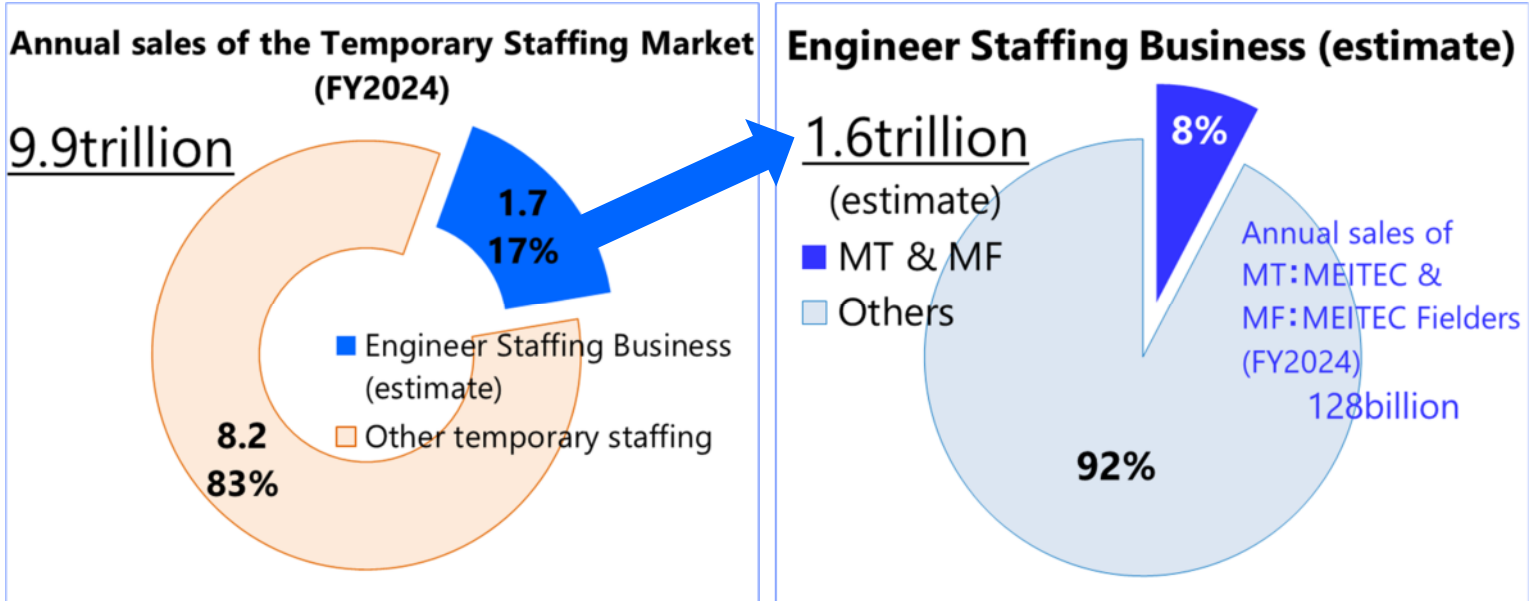
Forecast for the Fiscal Year Ending March 31, 2027

| (Millions of yen) | Engineering Solutions Business | | | Recruiting & Placement Business for Engineers |
|-------------------|--------------------------------|--------------------|----------------|--|
| | Meitec | Meitec Fielders | Meitec Cast | Meitec Next |
| Net sales | 97,000 | 38,200 | 4,390 | 1,470 |
| YoY Amount | +1,317 | +1,491 | +164 | +148 |
| % Change | +1.4% | +4.1% | +3.9% | +11.2% |
| Operating profit | 16,500 | 3,440 | 320 | 500 |
| YoY Amount | +566 | -59 | — | +31 |
| % Change | +3.6% | -1.7% | -0.2% | +6.7% |
| Margin | 16.8% | 10.1% | 7.5% | 37.1% |
| % Change | +1.0% | +0.2% | +1.2% | -1.7% |
| Ordinary profit | 16,500 | 3,400 | 320 | 500 |
| Profit | 11,200 | 2,300 | 200 | 320 |

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Market of Engineer Staffing Business (estimate)



2026年3月/March-2026

MEITEC

¥6,159

MEITEC Fielders

¥4,239

エンジニア派遣(推定)

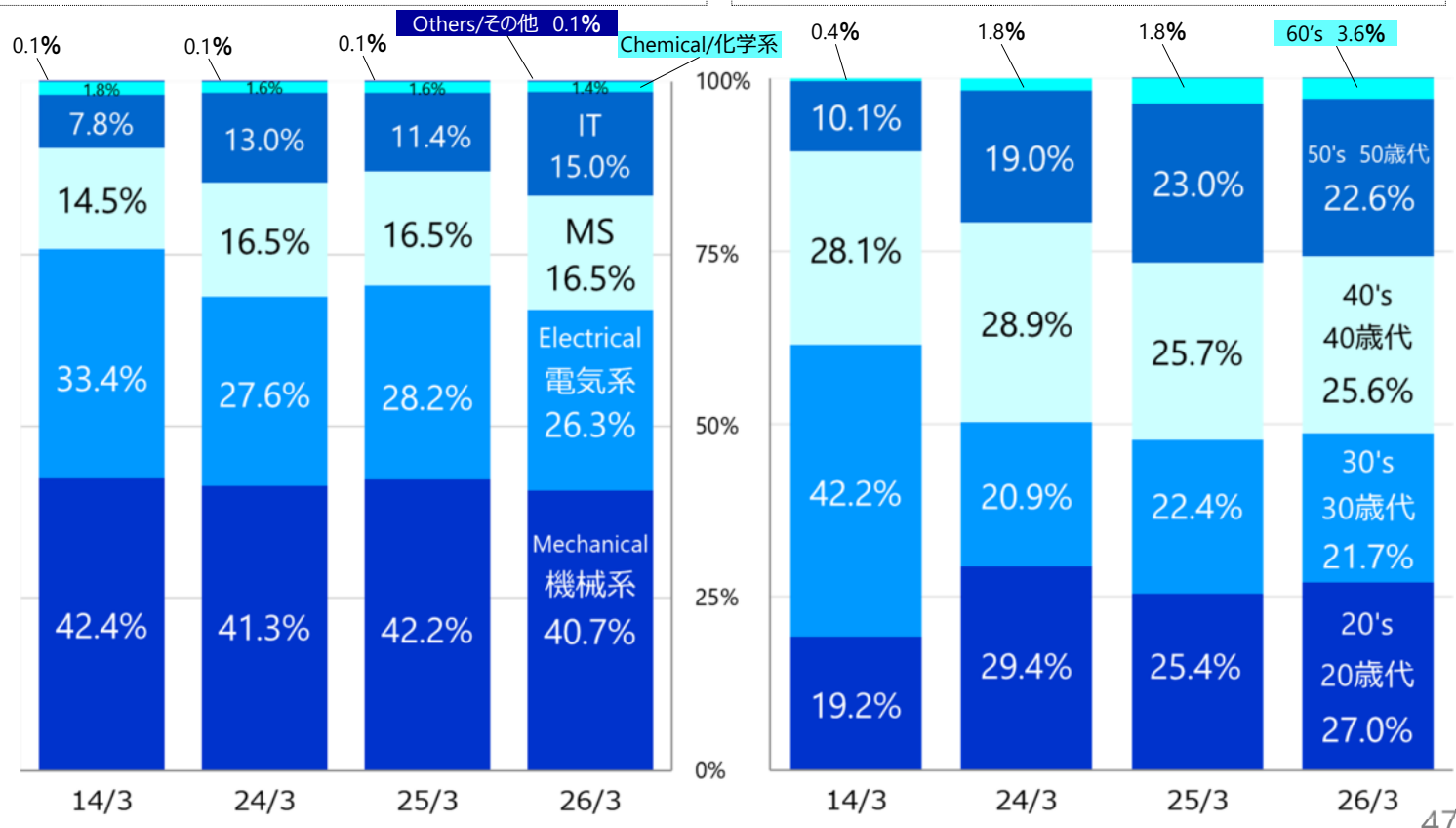
Engineer Staffing(estimate)

¥4,000

Distribution of Engineers by Technical Fields and Age (MEITEC)

技術分野/Technical field

年齢/According to age

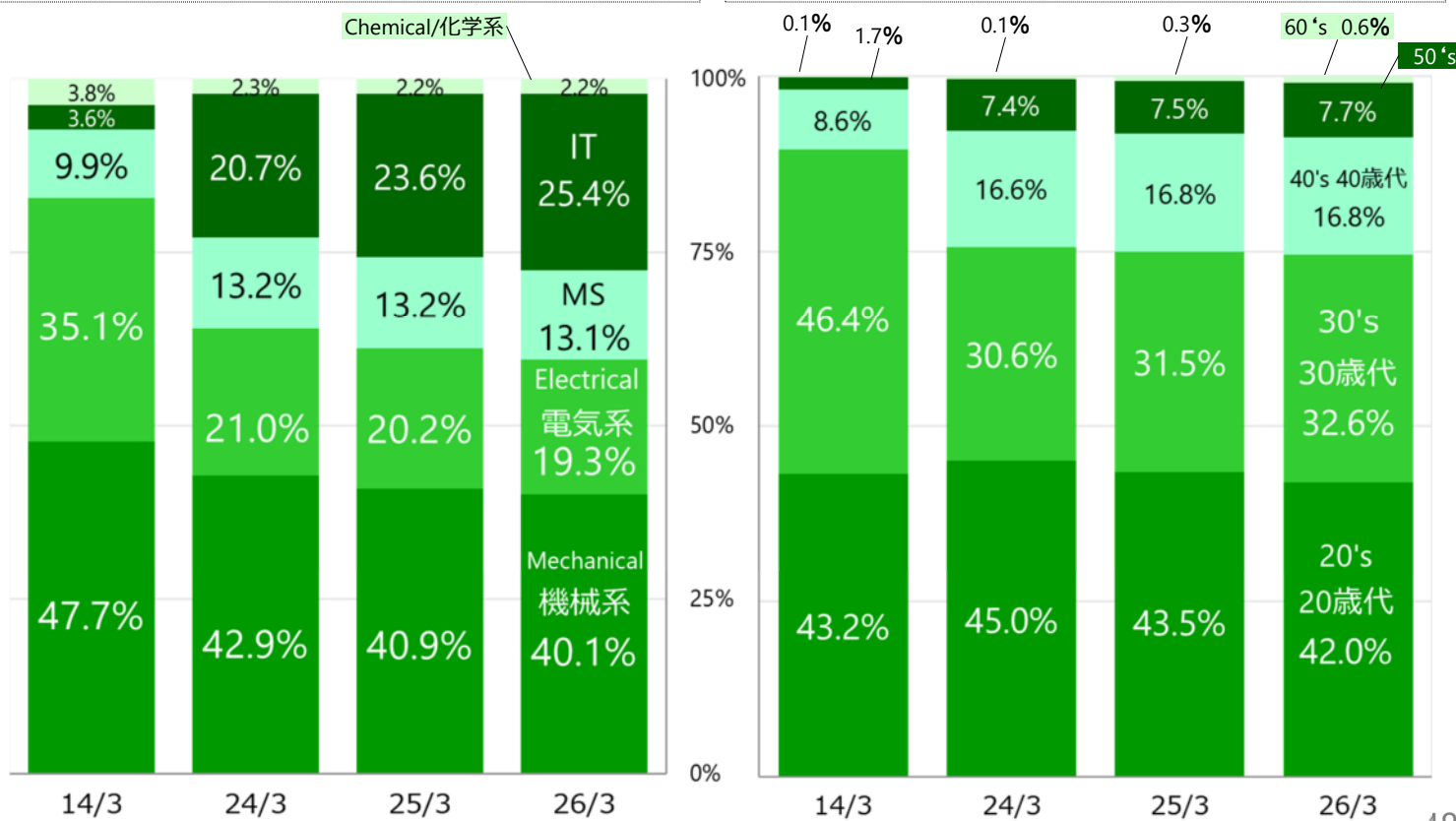


MS: Micro Computer System

Distribution of Engineers by Technical Fields and Age (MEITEC Fielders)

技術分野/Technical field

年齢/According to age



MS: Micro Computer System

Sales by the Industrial Segments (MEITEC)

(Fractions of one million yen are rounded down)

| Meitec | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | | | |
|---|-----------|--------|--------|--------|-----------|--------------------|--------|------------|
| | Net Sales | | | | Net Sales | Total Net Sales(%) | Change | Change (%) |
| Automobile/Transportation | 21,161 | 22,769 | 24,700 | 27,122 | 27,923 | 29.2% | +800 | +3.0% |
| Aircraft/Aerospace | 3,936 | 4,198 | 5,094 | 6,561 | 7,890 | 8.3% | +1,329 | +20.3% |
| Industrial Machinery | 10,154 | 11,101 | 10,886 | 10,898 | 10,828 | 11.3% | -69 | -0.6% |
| Precision Equipment | 8,339 | 9,139 | 9,633 | 9,492 | 9,474 | 9.9% | -17 | -0.2% |
| IT Related Hardware and Devices | 3,658 | 3,623 | 3,663 | 3,614 | 3,738 | 3.9% | +124 | +3.5% |
| Electric and Electronics | 7,437 | 8,156 | 8,376 | 8,198 | 8,283 | 8.7% | +84 | +1.0% |
| Semiconductors and Integrated Circuits Design | 4,636 | 4,990 | 4,976 | 4,634 | 4,132 | 4.3% | -501 | -10.8% |
| Semiconductor Equipment and Devices | 3,372 | 3,897 | 4,332 | 4,532 | 5,057 | 5.3% | +525 | +11.6% |
| Information Processing/Software | 6,964 | 7,996 | 8,810 | 9,220 | 9,726 | 10.2% | +506 | +5.5% |
| Plant | 2,878 | 3,107 | 3,264 | 3,239 | 3,368 | 3.5% | +128 | +4.0% |
| Construction | 357 | 374 | 345 | 361 | 328 | 0.3% | -32 | -8.9% |
| Others | 4,112 | 4,409 | 4,569 | 4,610 | 4,929 | 5.2% | +318 | +6.9% |
| Total | 77,010 | 83,765 | 88,653 | 92,486 | 95,682 | 100.0% | +3,196 | +3.5% |

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Sales by the Industrial Segments (MEITEC Fielders)

(Fractions of one million yen are rounded down)

| Meitec Fielders | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | | | |
|---|-----------|--------|--------|--------|-----------|--------------------|--------|------------|
| | Net Sales | | | | Net Sales | Total Net Sales(%) | Change | Change (%) |
| Automobile/Transportation | 6,996 | 7,849 | 8,829 | 9,687 | 10,543 | 28.7% | +855 | +8.8% |
| Aircraft/Aerospace | 420 | 393 | 562 | 928 | 1,276 | 3.5% | +348 | +37.6% |
| Industrial Machinery | 4,699 | 5,764 | 6,285 | 6,730 | 6,913 | 18.8% | +182 | +2.7% |
| Precision Equipment | 3,375 | 3,654 | 3,934 | 4,035 | 3,786 | 10.3% | -249 | -6.2% |
| IT Related Hardware and Devices | 629 | 685 | 805 | 793 | 809 | 2.2% | +15 | +2.0% |
| Electric and Electronics | 2,549 | 3,108 | 3,456 | 3,226 | 3,100 | 8.4% | -125 | -3.9% |
| Semiconductors and Integrated Circuits Design | 882 | 1,087 | 1,128 | 1,132 | 1,051 | 2.9% | -81 | -7.2% |
| Semiconductor Equipment and Devices | 1,476 | 1,826 | 1,804 | 1,661 | 1,682 | 4.6% | +21 | +1.3% |
| Information Processing/Software | 1,881 | 2,693 | 3,056 | 3,215 | 3,100 | 8.4% | -115 | -3.6% |
| Plant | 1,079 | 1,139 | 1,317 | 1,370 | 1,670 | 4.6% | +299 | +21.9% |
| Construction | 27 | 48 | 43 | 28 | 48 | 0.1% | +20 | +71.8% |
| Others | 1,795 | 2,220 | 2,437 | 2,735 | 2,725 | 7.4% | -9 | -0.4% |
| Total | 25,814 | 30,471 | 33,662 | 35,544 | 36,708 | 100.0% | +1,163 | +3.3% |

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Trend of Performances (Group Consolidated)

| (Millions of Yen) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|---------|--------|---------|---------|---------|---------|---------|
| Net sales | 87,888 | 89,979 | 93,618 | 97,736 | 100,995 | 96,626 | 107,140 | 119,069 | 126,976 | 133,068 | 137,686 |
| Cost of sales | 64,661 | 66,417 | 69,250 | 71,701 | 73,823 | 72,203 | 78,917 | 86,360 | 92,741 | 97,135 | 101,394 |
| Cost of sales to Net sales | 73.6% | 73.8% | 74.0% | 73.4% | 73.1% | 74.7% | 73.7% | 72.5% | 73.0% | 73.0% | 73.6% |
| Gross profit | 23,227 | 23,561 | 24,368 | 26,035 | 27,171 | 24,422 | 28,223 | 32,708 | 34,234 | 35,933 | 36,291 |
| Selling, general and administrative | 12,352 | 12,418 | 12,910 | 13,399 | 14,245 | 14,188 | 15,405 | 16,245 | 16,573 | 17,102 | 16,388 |
| SG&A expenses to | 14.1% | 13.8% | 13.8% | 13.7% | 14.1% | 14.7% | 14.4% | 13.6% | 13.1% | 12.9% | 11.9% |
| Operating profit | 10,874 | 11,142 | 11,458 | 12,635 | 12,926 | 10,234 | 12,817 | 16,462 | 17,660 | 18,830 | 19,903 |
| Operating profit margins | 12.4% | 12.4% | 12.2% | 12.9% | 12.8% | 10.6% | 12.0% | 13.8% | 13.9% | 14.2% | 14.5% |
| Non-operating income | 29 | 20 | 19 | 15 | 55 | 81 | 144 | 89 | 44 | 94 | 208 |
| Non-operating expenses | 58 | 17 | 11 | 7 | 6 | 9 | 13 | 11 | 37 | 12 | 10 |
| Ordinary profit | 10,845 | 11,145 | 11,465 | 12,643 | 12,975 | 10,306 | 12,948 | 16,540 | 17,667 | 18,911 | 20,101 |
| Ordinary profit margins | 12.3% | 12.4% | 12.2% | 12.9% | 12.8% | 10.7% | 12.1% | 13.9% | 13.9% | 14.2% | 14.6% |
| Extraordinary income | 1,084 | 31 | 337 | 26 | — | — | — | — | 0 | 0 | 637 |
| Extraordinary loss | 65 | 45 | 262 | 18 | 3 | 4 | 5 | 3 | 6 | 621 | 102 |
| Profit before income taxes | 11,865 | 11,131 | 11,541 | 12,651 | 12,971 | 10,301 | 12,942 | 16,537 | 17,660 | 18,290 | 20,636 |
| Total income taxes and others | 3,781 | 3,193 | 3,409 | 3,822 | 3,878 | 3,272 | 3,701 | 4,285 | 5,317 | 5,550 | 5,584 |
| Profit attributable to owners of parent | 8,083 | 7,937 | 8,132 | 8,829 | 9,093 | 7,028 | 9,240 | 12,252 | 12,343 | 12,740 | 15,051 |
| Profit margins | 9.2% | 8.8% | 8.7% | 9.0% | 9.0% | 7.3% | 8.6% | 10.3% | 9.7% | 9.6% | 10.9% |

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Trend of Performances (MEITEC)

| (Millions of Yen) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Net sales | 68,878 | 70,083 | 72,252 | 74,036 | 75,297 | 71,452 | 77,010 | 83,765 | 88,653 | 92,486 | 95,682 |
| Cost of sales | 50,884 | 52,013 | 53,861 | 54,620 | 55,138 | 53,438 | 56,503 | 60,117 | 63,769 | 66,257 | 68,872 |
| Cost of sales to Net sales | 73.9% | 74.2% | 74.5% | 73.8% | 73.2% | 74.8% | 73.4% | 71.8% | 71.9% | 71.6% | 72.0% |
| Gross profit | 17,994 | 18,069 | 18,391 | 19,416 | 20,159 | 18,014 | 20,507 | 23,648 | 24,883 | 26,228 | 26,809 |
| Selling, general and administrative | 8,932 | 8,856 | 9,048 | 9,258 | 9,776 | 9,414 | 9,960 | 10,436 | 11,035 | 11,629 | 10,875 |
| SG&A expenses to Net sales | 13.0% | 12.6% | 12.5% | 12.5% | 13.0% | 13.2% | 12.9% | 12.5% | 12.4% | 12.6% | 11.4% |
| Operating profit | 9,061 | 9,213 | 9,342 | 10,157 | 10,382 | 8,600 | 10,546 | 13,212 | 13,848 | 14,599 | 15,933 |
| Operating profit margins | 13.2% | 13.1% | 12.9% | 13.7% | 13.8% | 12.0% | 13.7% | 15.8% | 15.6% | 15.8% | 16.7% |
| Non-operating income | 517 | 601 | 769 | 769 | 913 | 956 | 592 | 913 | 1,238 | 23 | 57 |
| Non-operating expenses | 52 | 16 | 6 | 6 | 5 | 8 | 13 | 11 | 20 | 8 | 5 |
| Ordinary interests in income | 9,526 | 9,798 | 10,105 | 10,921 | 11,290 | 9,547 | 11,125 | 14,113 | 15,066 | 14,614 | 15,985 |
| Ordinary profit margins | 13.8% | 14.0% | 14.0% | 14.8% | 15.0% | 13.4% | 14.4% | 16.8% | 17.0% | 15.8% | 16.7% |
| Extraordinary income | 1,088 | 200 | 364 | 16 | — | — | — | — | 0 | — | — |
| Extraordinary loss | 50 | 222 | 261 | 52 | 2 | 4 | 5 | 3 | 6 | 1 | 102 |
| Profit before income taxes | 10,563 | 9,776 | 10,208 | 10,885 | 11,287 | 9,542 | 11,120 | 14,110 | 15,060 | 14,612 | 15,883 |
| Total income taxes | 3,171 | 2,702 | 2,747 | 3,117 | 3,174 | 2,719 | 3,068 | 3,391 | 4,391 | 4,359 | 4,501 |
| Profit | 7,391 | 7,073 | 7,461 | 7,768 | 8,112 | 6,823 | 8,051 | 10,719 | 10,668 | 10,253 | 11,381 |
| Profit margins | 10.7% | 10.1% | 10.3% | 10.5% | 10.8% | 9.5% | 10.5% | 12.8% | 12.0% | 11.1% | 11.9% |

*Actual figures for fiscal year 2023 are on an actual basis reflecting the sum of results for Meitec under the former structure in the first half of the fiscal year prior to the transition to a holding company structure and the new Meitec since October 1, 2023.

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Trend of Performances (MEITEC Fielders)

| (Millions of Yen) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Net sales | 13,327 | 14,865 | 16,981 | 19,336 | 21,383 | 21,308 | 25,814 | 30,471 | 33,662 | 35,544 | 36,708 |
| Cost of sales | 10,288 | 11,540 | 13,173 | 14,941 | 16,476 | 16,542 | 20,015 | 23,561 | 26,225 | 27,928 | 29,243 |
| Cost of sales to Net sales | 77.2% | 77.6% | 77.6% | 77.3% | 77.1% | 77.6% | 77.5% | 77.3% | 77.9% | 78.6% | 79.7% |
| Gross profit | 3,039 | 3,325 | 3,808 | 4,394 | 4,906 | 4,765 | 5,798 | 6,910 | 7,436 | 7,616 | 7,464 |
| Selling, general and administrative | 1,834 | 1,978 | 2,351 | 2,660 | 2,962 | 3,586 | 4,067 | 4,375 | 4,336 | 4,097 | 3,964 |
| SG&A expenses to | 13.8% | 13.3% | 13.8% | 13.8% | 13.9% | 16.8% | 15.8% | 14.4% | 12.9% | 11.5% | 10.8% |
| Operating profit | 1,204 | 1,346 | 1,456 | 1,734 | 1,944 | 1,178 | 1,731 | 2,534 | 3,100 | 3,518 | 3,499 |
| Operating profit margins | 9.0% | 9.1% | 8.6% | 9.0% | 9.1% | 5.5% | 6.7% | 8.3% | 9.2% | 9.9% | 9.5% |
| Non-operating income | — | 1 | — | 1 | 1 | — | 1 | 0 | 3 | 6 | 18 |
| Non-operating expenses | — | 1 | 4 | — | — | 2 | — | 0 | 5 | 2 | 1 |
| Ordinary profit | 1,205 | 1,346 | 1,452 | 1,735 | 1,945 | 1,177 | 1,732 | 2,535 | 3,097 | 3,522 | 3,516 |
| Ordinary profit margins | 9.0% | 9.1% | 8.6% | 9.0% | 9.1% | 5.5% | 6.7% | 8.3% | 9.2% | 9.9% | 9.6% |
| Extraordinary income | — | — | 1 | — | — | — | — | — | — | — | — |
| Extraordinary loss | 7 | — | — | — | — | — | — | 0 | — | — | — |
| Profit before income taxes | 1,198 | 1,346 | 1,453 | 1,735 | 1,945 | 1,177 | 1,732 | 2,535 | 3,097 | 3,522 | 3,516 |
| Total income taxes | 412 | 301 | 422 | 444 | 484 | 370 | 395 | 621 | 776 | 892 | 836 |
| Profit | 786 | 1,045 | 1,031 | 1,291 | 1,461 | 805 | 1,337 | 1,913 | 2,321 | 2,629 | 2,680 |
| Profit margins | 5.9% | 7.0% | 6.1% | 6.7% | 6.8% | 3.8% | 5.2% | 6.3% | 6.9% | 7.4% | 7.3% |

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Trend of Performances (MEITEC Next)

| (Millions of Yen) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Net sales | 1,321 | 1,483 | 1,662 | 1,762 | 1,639 | 1,216 | 1,530 | 1,681 | 1,398 | 1,465 | 1,321 |
| Cost of sales | | | | | | | | | | | |
| Cost of sales to Net sales | | | | | | | | | | | |
| Gross profit | 1,321 | 1,483 | 1,662 | 1,762 | 1,639 | 1,216 | 1,530 | 1,681 | 1,398 | 1,465 | 1,321 |
| Selling, general and administrative | 887 | 966 | 1,116 | 1,203 | 1,204 | 942 | 1,055 | 1,134 | 939 | 897 | 853 |
| SG&A expenses to | 67.1% | 65.1% | 67.2% | 68.2% | 73.5% | 77.5% | 69.0% | 67.5% | 67.2% | 61.2% | 64.5% |
| Operating profit | 433 | 517 | 545 | 559 | 434 | 273 | 474 | 547 | 458 | 568 | 468 |
| Operating profit margins | 32.8% | 34.9% | 32.8% | 31.8% | 26.5% | 22.5% | 31.0% | 32.5% | 32.8% | 38.8% | 35.5% |
| Non-operating income | — | — | — | — | — | — | 0 | 0 | 0 | 0 | 1 |
| Non-operating expenses | — | — | — | — | 1 | — | 0 | — | — | — | — |
| Ordinary profit | 433 | 517 | 545 | 559 | 432 | 274 | 474 | 547 | 458 | 568 | 469 |
| Ordinary profit margins | 32.8% | 34.9% | 32.8% | 31.7% | 26.4% | 22.5% | 31.0% | 32.5% | 32.8% | 38.8% | 35.5% |
| Extraordinary income | — | — | — | — | — | — | — | — | — | — | — |
| Extraordinary loss | — | — | — | — | — | — | — | — | 0 | — | — |
| Profit before income taxes | 433 | 517 | 544 | 559 | 432 | 274 | 474 | 547 | 458 | 568 | 469 |
| Total income taxes | 145 | 182 | 193 | 198 | 152 | 96 | 169 | 190 | 158 | 198 | 161 |
| Profit | 288 | 334 | 350 | 361 | 279 | 177 | 305 | 356 | 299 | 370 | 307 |
| Profit margins | 21.8% | 22.6% | 21.1% | 20.5% | 17.1% | 14.6% | 20.0% | 21.2% | 21.4% | 25.3% | 23.2% |

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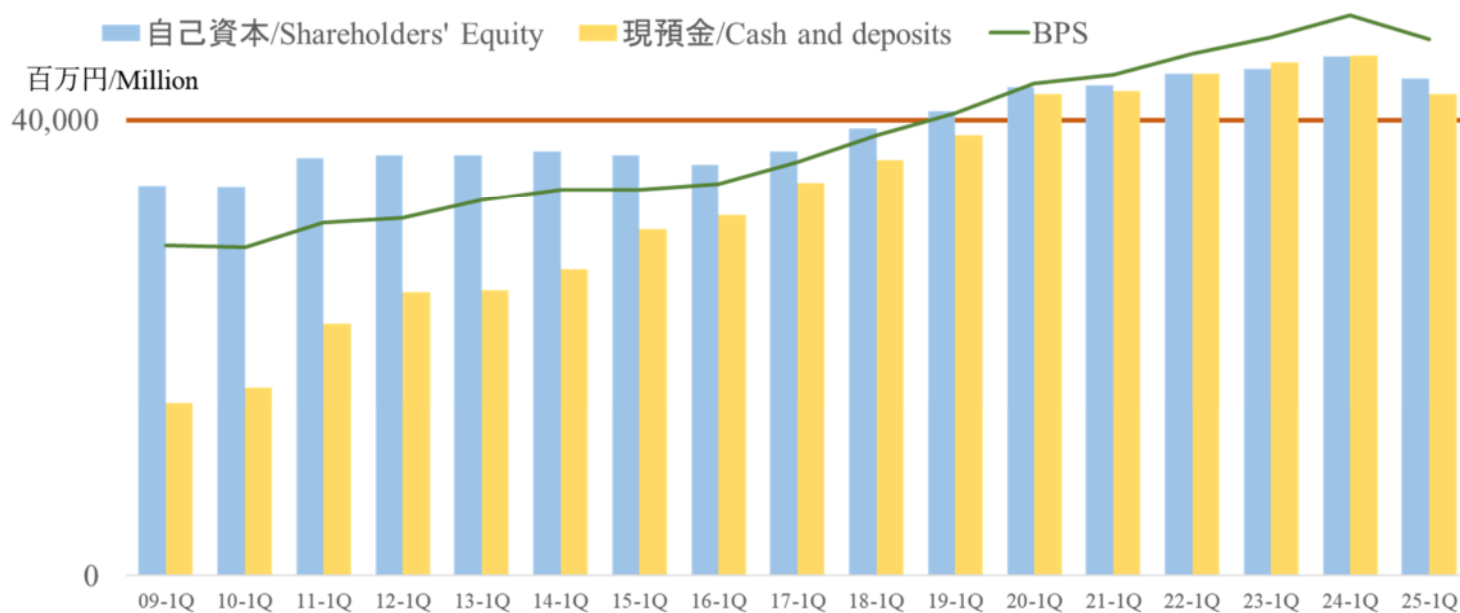
Trend of Balance Sheets (Group Consolidated)

| (Millions of Yen) | 2015/3/31 | 2016/3/31 | 2017/3/31 | 2018/3/31 | 2019/3/31 | 2020/3/31 | 2021/3/31 | 2022/3/31 | 2023/3/31 | 2024/3/31 | 2025/3/31 | 2026/3/31 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Cash and deposits | 34,773 | 35,413 | 37,259 | 41,753 | 45,052 | 47,033 | 45,132 | 49,706 | 51,028 | 52,744 | 53,005 | 52,839 |
| Notes and accounts receivable - trade | 12,858 | 13,823 | 13,400 | 13,816 | 13,884 | 14,696 | 14,600 | 16,098 | 17,354 | 18,215 | 18,106 | 18,501 |
| Total current assets | 51,639 | 53,104 | 54,742 | 59,325 | 60,036 | 62,679 | 60,885 | 66,937 | 69,484 | 74,767 | 77,050 | 72,840 |
| Property, plant and equipment | 7,207 | 5,721 | 5,552 | 5,399 | 5,402 | 5,332 | 5,122 | 5,002 | 4,785 | 4,656 | 4,250 | 3,695 |
| Total non-current assets | 13,458 | 11,363 | 11,634 | 11,608 | 14,579 | 14,814 | 14,153 | 14,652 | 15,091 | 15,993 | 16,554 | 16,973 |
| Total assets | 65,098 | 64,468 | 66,377 | 70,934 | 74,615 | 77,493 | 75,038 | 81,590 | 84,576 | 90,761 | 93,605 | 89,814 |
| Total current liabilities | 15,797 | 13,650 | 14,662 | 16,176 | 16,927 | 17,228 | 14,272 | 19,669 | 20,824 | 25,791 | 28,005 | 24,544 |
| Total non-current liabilities | 11,735 | 13,212 | 13,860 | 14,617 | 15,317 | 15,937 | 16,294 | 16,633 | 17,032 | 17,273 | 16,823 | 16,504 |
| Total liabilities | 27,532 | 26,862 | 28,523 | 30,794 | 32,244 | 33,166 | 30,566 | 36,302 | 37,856 | 43,064 | 44,828 | 41,049 |
| Shareholders' equity | 39,619 | 39,973 | 39,970 | 42,078 | 44,173 | 45,950 | 45,898 | 46,457 | 47,671 | 48,122 | 48,508 | 48,118 |
| Other net assets | -2,054 | -2,367 | -2,116 | -1,939 | -1,802 | -1,623 | -1,426 | -1,169 | -951 | -425 | 267 | 646 |
| Total net assets | 37,565 | 37,605 | 37,854 | 40,139 | 42,371 | 44,327 | 44,472 | 45,287 | 46,719 | 47,696 | 48,776 | 48,764 |

| | | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|
| Cash flows from operating activities | 8,434 | 6,910 | 10,186 | 10,957 | 10,273 | 9,837 | 5,487 | 13,532 | 12,808 | 14,667 | 13,448 | 15,253 |
| Cash flows from investing activities | -275 | 1,487 | -325 | -464 | -240 | -536 | -307 | -270 | -446 | -1,064 | -998 | 13 |
| Cash flows from financing activities | -3,495 | -7,752 | -8,011 | -5,999 | -6,734 | -7,319 | -7,080 | -8,688 | -11,040 | -11,886 | -12,189 | -15,433 |
| Net increase (decrease) in cash and cash equivalents | +4,668 | +643 | +1,845 | +4,493 | +3,298 | +1,980 | -1,900 | +4,574 | +1,321 | +1,716 | +260 | -166 |

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Shareholders' Equity and Cash and Deposit at the end of June



Note: The balance sheet at the end of June, immediately after dividends and bonuses to employees were paid, is closest to the original state.

- Protecting employment of engineers under economic crisis is essential for sustainable growth for indefinite employment engineer staffing business.
 → Engineers can continue to concentrate on brushing up their own career under assumption of stable employment.
- With consideration of remaining fund, prioritize the “improvement of “quality and quantity” of shareholders’ equity” which would lead to the safeness of finance.

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Trend of Profit Distributions and Forecast

| (Fractions of one million yen are rounded) | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Actual FY2025 | Forecast FY2026 | |
|--|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------------|-----------------|----------|
| Total Return Ratio | 116.8% | 100.0% | 100.1% | 80.0% | 80.0% | 80.0% | 100.1% | 100.1% | 100.1% | 100.1% | 120.0% | 100.5% | 100.5% | |
| Dividend Payout ratio | 92.2% | 53.0% | 54.7% | 61.6% | 63.1% | 61.3% | 71.6% | 63.3% | 65.8% | 71.7% | 120.0% | 100.5% | 100.5% | |
| Dividend on Equity | 9.2% | 11.4% | 11.6% | 12.9% | 13.6% | 12.9% | 11.4% | 13.1% | 17.6% | 18.8% | 31.7% | 31.0% | | |
| Annual Dividends | Per Share | @¥37.00 | @¥48.00 | @¥50.50 | @¥59.00 | @¥66.50 | @¥67.33 | @¥61.33 | @¥72.50 | @¥102.00 | @¥114.00 | @¥198.00 | @¥196.00 | @¥181.00 |
| | Millions of Yen | 3,373 | 4,286 | 4,344 | 5,008 | 5,567 | 5,575 | 5,033 | 5,848 | 8,065 | 8,855 | 15,287 | 15,133 | 13,974 |
| 2nd Quarter | Per Share | @¥14.67 | @¥21.00 | @¥22.67 | @¥24.83 | @¥28.00 | @¥28.83 | @¥22.83 | @¥26.17 | @¥39.00 | @¥44.00 | @¥88.00 | @¥90.00 | @¥85.00 |
| | Millions of Yen | 1,344 | 1,908 | 1,968 | 2,119 | 2,344 | 2,387 | 1,891 | 2,136 | 3,125 | 3,451 | 6,794 | 6,949 | 6,563 |
| Year-end | Per Share | @¥22.33 | @¥27.00 | @¥27.83 | @¥34.17 | @¥38.50 | @¥38.50 | @¥38.50 | @¥46.33 | @¥63.00 | @¥70.00 | @¥110.00 | @¥106.00 | @¥96.00 |
| | Millions of Yen | 2,029 | 2,378 | 2,375 | 2,889 | 3,223 | 3,188 | 3,143 | 3,713 | 4,941 | 5,405 | 8,493 | 8,184 | 7,412 |
| Acquisition of Treasury Shares | Thousands of shares | 269 | 921 | 915 | 257 | 280 | 303 | 390 | 500 | 1,704 | 1,400 | | | |
| | Millions of Yen | 899 | 3,799 | 3,600 | 1,500 | 1,500 | 1,700 | 2,000 | 3,399 | 4,200 | 3,500 | | | |
| Total Shareholders Return | Millions of Yen | 4,273 | 8,086 | 7,944 | 6,508 | 7,067 | 7,275 | 7,033 | 9,248 | 12,265 | 12,355 | 15,287 | 15,133 | 13,974 |
| Retirement of Treasury Stock | Thousands of shares | 300 | 900 | 1,300 | | 700 | 300 | 400 | 500 | 1,800 | 4,500 | | | |
| Stock Price TSE#9744 | As of April 1 | ¥952 | ¥1,322 | ¥1,288 | ¥1,502 | ¥1,987 | ¥1,710 | ¥1,355 | ¥2,013 | ¥2,220 | ¥2,363 | ¥2,961 | ¥2,966 | ¥3,290 |
| | As of March 31 | ¥1,342 | ¥1,312 | ¥1,507 | ¥1,963 | ¥1,677 | ¥1,433 | ¥2,037 | ¥2,217 | ¥2,364 | ¥2,987 | ¥2,916 | ¥3,269 | |
| Profit | Millions of Yen | 3,660 | 8,084 | 7,937 | 8,132 | 8,829 | 9,093 | 7,029 | 9,241 | 12,253 | 12,343 | 12,740 | 15,052 | 13,900 |
| Earnings per Share | | @¥40.04 | @¥89.75 | @¥91.44 | @¥95.55 | @¥105.14 | @¥109.45 | @¥85.26 | @¥113.85 | @¥153.87 | @¥158.01 | @¥165.01 | @¥194.96 | @¥180.04 |
| Net Assets per Share | | @¥412.93 | @¥426.20 | @¥443.52 | @¥474.67 | @¥506.14 | @¥535.34 | @¥544.81 | @¥565.21 | @¥595.74 | @¥617.78 | @¥631.76 | @¥631.34 | |

*1 The dividend payout ratio is the ratio of the total amount of dividends paid out to shareholders relative to the net income.

*2 Dividend for 2024 includes 50th anniversary commemorative dividend of 30 yen

Corporate Governance

1. Type of organization

company with audit and supervisory committee

2. Composition of the Board of directors, etc.

- A) Approximately 10 directors
- B) Majority are Independent outside directors
- C) At least 2 Internal directors
- D) Gender and male/female ratio of at least 20% each
- E) Number of directors who are not Audit and supervisory committee member \geq Number of directors who are Audit and Supervisory Committee member
- F) Tenure of an Independent outside director is up to eight years
- G) Independent outside directors may serve concurrently at no more than three listed companies, including the Company

3. The Company established following distinctive committee chaired by an outside director.

- ✓ Officer Appointment Advisory Committee
- Chairman: Outside Director;
- Members: CEO and Outside Directors
- Evaluating appropriateness of processes
 - Appointment/dismissal of Representative Director & CEO
 - Nomination of directors candidates
 - Performance evaluation and Remuneration of inside executive directors

4. Calculation Method of Executive Remuneration

Remuneration Amounts to Individual Executives ¥1K=JPY1,000-

| | | |
|---|----------------|----------------------------|
| CEO, President, Representative | Yearly payment | ¥28,800K (Monthly ¥2,400K) |
| Senior Vice President | Yearly payment | ¥24,000K (Monthly ¥2,000K) |
| Executive | Yearly payment | ¥19,200K (Monthly ¥1,600K) |
| Chairman of the Audit and Supervisory Committee | Yearly payment | ¥24,000K (Monthly ¥2,000K) |
| Independent Outside | Yearly payment | ¥10,800K (Monthly ¥900K) |

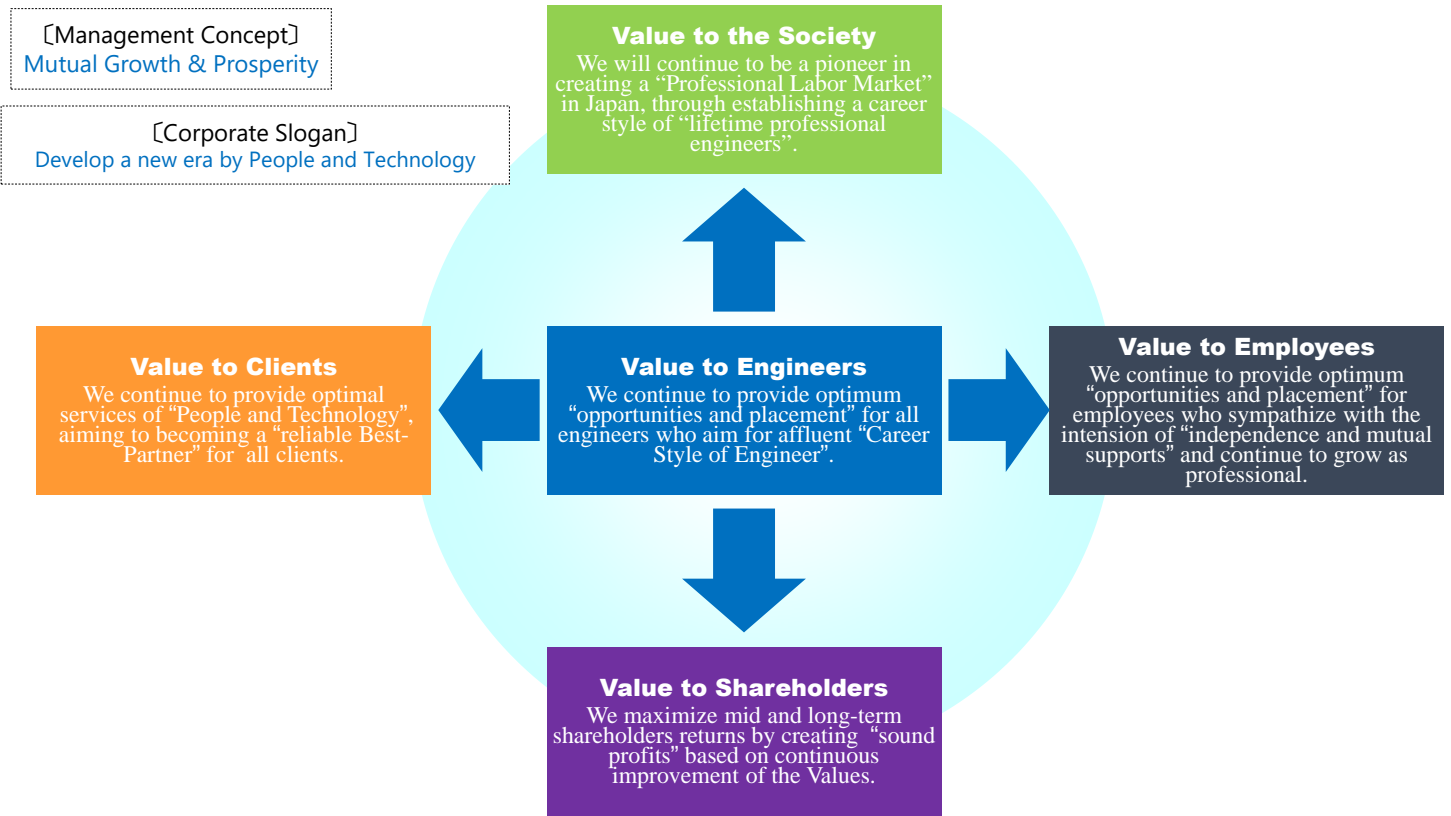
Performance-linked Remuneration for internal Executive Directors(only).

| | |
|--|---|
| Consolidated profit (not including performance-linked directors' remuneration) | x within 2.5% Upper limit: 250 million yen annually |
| Of which the equivalent to 20% of post-tax value | Allocated for purchase of treasury shares (Directors shareholding association method) |

Independent Outside Directors and Directors who are Audit and Supervisory Committee Members are not eligible for payment.

"Ideal State of the MEITEC Group"

We, the Meitec Group, with cooperation of all the employees, shall improve the five values continuously from the "Value to Engineers" as a starting point.

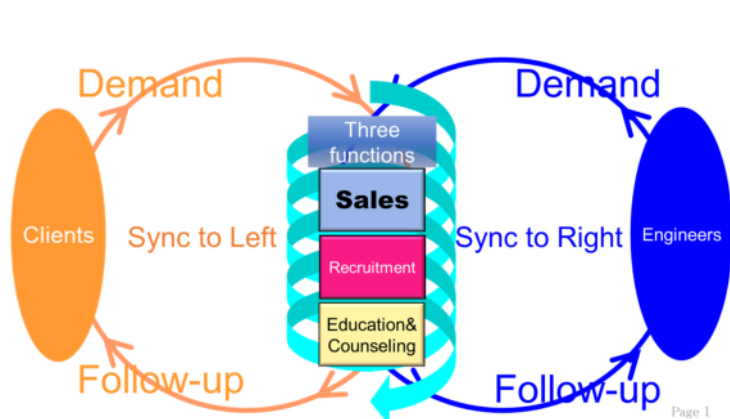
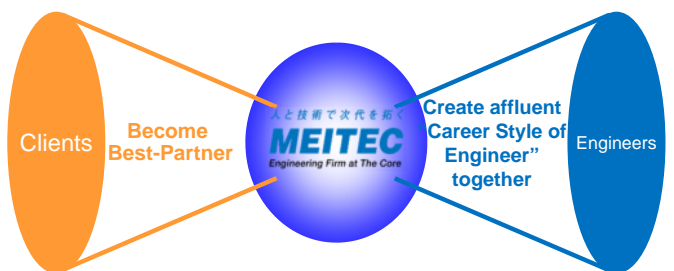


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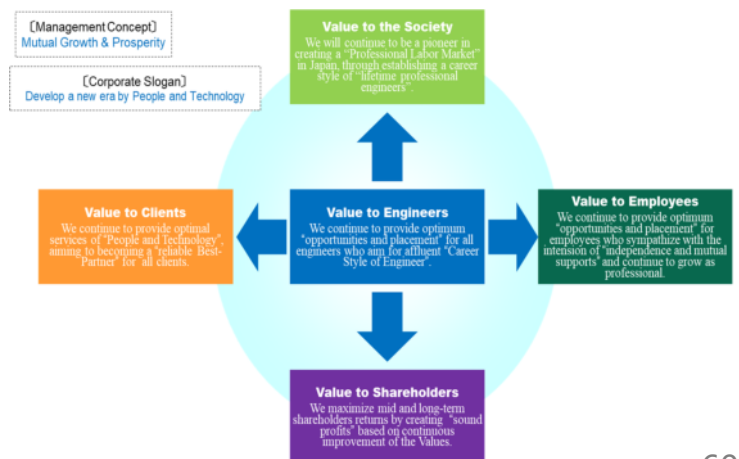
お客さまとエンジニアの満足度向上へ

Always Market-oriented

Constant Bidirectional contact



Page 1



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Commitment for solving social issues (SDGs) [supplementary explanation]1/2



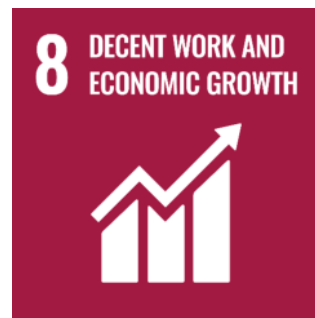
人と技術で次代を拓く

MEITEC

Engineering Firm at The Core

[Management Concept]

Mutual Growth & Prosperity



We, a group of engineers, work with clients to solve social problems through their development work.

Materiality common to many clients



Commitment for solving social issues (SDGs) 2/2

| Environment | Social | Governance |
|---|---|---|
| <div data-bbox="156 1435 469 1749" data-label="Image"> </div> <ul style="list-style-type: none"> Contribute to solving environmental, energy, etc. issues by promoting technological innovation Contribute to the industry and economic growth by promoting technological innovation and innovation | <div data-bbox="646 1435 959 1749" data-label="Image"> </div> <p>Contribute to sustainable economic growth through creating a Professional Labor Market</p> | <div data-bbox="1075 1451 1235 1615" data-label="Image"> </div> <p>Promote higher technical education and lifelong learning</p> <div data-bbox="1075 1659 1235 1823" data-label="Image"> </div> <p>Provide fair “opportunities and placement” regardless of nationality, gender or age</p> <div data-bbox="1075 1868 1235 2047" data-label="Image"> </div> <p>Ensure full compliance with the Employee Code of Conduct in the Group’s Basic Policy Regarding Corporate Governance</p> |

Shareholders by Business Segments

| 構成比 Proportion | 2023年3月31日現在 As of Mar. 31, 2023 | | 2024年3月31日現在 As of Mar. 31, 2024 | | 2025年3月31日現在 As of Mar. 31, 2025 | | 2026年3月31日現在 As of Mar. 31, 2026 | |
|--|-------------------------------------|-------------|-------------------------------------|-------------|-------------------------------------|-------------|-------------------------------------|-------------|
| | 株主人数 | 株式の数 | 株主人数 | 株式の数 | 株主人数 | 株式の数 | 株主人数 | 株式の数 |
| | Shareholders | Shares Held | Shareholders | Shares Held | Shareholders | Shares Held | Shareholders | Shares Held |
| 銀行 Banks | 0.1% | 0.3% | 0.1% | 0.7% | 0.0% | 0.7% | 0.0% | 0.8% |
| 信託銀行 Trust Banks | 0.2% | 24.5% | 0.2% | 25.4% | 0.0% | 25.8% | 0.0% | 29.7% |
| 生保・損保会社 Life and nonlife insurance companies | 0.4% | 12.1% | 0.3% | 11.7% | 0.1% | 11.6% | 0.1% | 10.9% |
| 証券金融・その他金融会社 Securities financing and other financial companies | 0.1% | 0.3% | 0.1% | 0.1% | 0.0% | 0.2% | 0.0% | 0.2% |
| 証券会社 Securities companies | 0.6% | 1.5% | 0.5% | 2.6% | 0.2% | 4.6% | 0.1% | 4.7% |
| 事業会社・その他法人 Business concerns and other companies | 1.2% | 0.6% | 1.1% | 0.6% | 0.8% | 1.0% | 0.7% | 1.1% |
| 外国法人・外国人 Overseas companies and investors | 4.5% | 46.4% | 4.0% | 48.0% | 1.3% | 38.9% | 1.0% | 32.8% |
| 個人その他 Individuals and others | 92.9% | 9.3% | 93.9% | 9.9% | 97.6% | 16.3% | 98.0% | 18.7% |
| 自己株式 Treasury stock | 0.0% | 4.9% | 0.0% | 1.0% | 0.0% | 1.0% | 0.0% | 1.0% |

Develop a new era by People and Technology

MEITEC

Engineering Firm at The Core

MEITEC GROUP HOLDINGS