

(Note) This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.

Security code : 9744

June 1, 2026

(Start Date of Matters Related to Electronic Provision Measures: May29, 2026)

Meitec Group Holdings Inc.
15-1, Morinosatoaoyama, Atsugi-shi, Kanagawa, Japan
President and CEO: Masato UEMURA

Notice of Convocation of the 53rd Annual General Meeting of Shareholders

To Our Shareholders:

Meitec Group Holdings Inc. (the Company) will hold the 53rd Annual General Meeting of Shareholders as follows.

This Notice of Convocation of the General Meeting of Shareholders is posted on the Company's website in the section, "Notice of Convocation of the 53rd Annual General Meeting of Shareholders." Please access the Company's website indicated below to confirm.

The Company's website:

https://www.meitecgroup-holdings.com/en/ir/stock/general_meeting.html

In addition to the above-mentioned website, this Notice of Convocation of the General Meeting of Shareholders is also posted on the Tokyo Stock Exchange, Inc. (TSE) website. If it is not possible to access the Company's website, please access TSE's website (Listed Company Search) to confirm by entering "Meitec Group Holdings Inc." or "9744" in the issue name (company name) or securities code field, selecting "Basic information," "Documents for public inspection/PR information".

TSE website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are unable to attend the meeting in person, you may exercise your voting rights in writing or via the Internet. Please review the reference material for the meeting and exercise your voting rights by 6:00 p.m. on Monday, June 22, 2026.

1. Date and time: Tuesday, June 23, 2026 at 11:00 a.m.
2. Place: Meitec Group Holdings Tokyo Office,
ORIX UENO 1-CHOME BUILDING 7th Floor,
1-1-10, Ueno, Taito-ku, Tokyo, Japan
3. Purpose of the meeting:

Matters to be reported:

- 1) The Business Report, Consolidated Financial Statements for the 53rd fiscal year (from April 1, 2025, to March 31, 2026) and results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee
- 2) Non-consolidated Financial Statements, for the 53rd fiscal year (from April 1, 2025, to March 31, 2026)

Matters to be resolved:

- | | |
|---------------|--|
| Agenda Item 1 | Dividend of the retained earnings (year-end dividend for the fiscal year ended March 31, 2026) |
| Agenda Item 2 | Election of four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members) |
| Agenda Item 3 | Election of one (1) Director who is an Audit and Supervisory Committee Member |

4. About Exercising Your Voting Right

- 1) Exercising your voting right by mail (in writing)
Please indicate whether you approve or disapprove on the resolution to the enclosed “Card for the Exercise of Voting Rights” and return it to the Company via mail, by 6:00 p.m. on June 22, 2026 (Monday).
- 2) Instructions for exercising your vote on the internet
If you are to attend the meeting, voting by sending the “Card for the Exercise of Voting Rights” or voting by internet is unnecessary.
- 3) Treatment of non-indication of vote on the “Card for the Exercise of Voting Rights”
If approval or disapproval is not indicated on the “Card for the Exercise of Voting Rights” in exercising the voting right via mail, it shall be treated as if approval were voted.
- 4) Treatment of duplicate exercise by the internet
In case that multiple number of votes is exercised on the internet, last vote exercised on the internet will be recognized as valid. Furthermore, if you exercise your voting rights in duplicate by accessing the voting website from a personal computer and a smart phone, the last time that you exercise your voting rights shall be deemed valid.
- 5) Treatment of duplicate exercise by writing and by the internet
In case that a voting right is exercised both by writing using the “Card for the Exercise of Voting Rights” and on the internet, only the vote registered on the internet will be recognized as valid.
- 6) About diverse exercise of your vote
If you wish to make a diverse exercise of your voting right, please notify the Company in writing or by electromagnetic means by 3 days prior to the Annual General Meeting of Shareholders stating your intention of making the diverse exercise and the reasons.

5. Internet Disclosure

Pursuant to the relevant laws and regulations and Article 15 of the Company’s articles of incorporation, among documents to be attached to this notice, the following items are posted on the Company’s website and are not attached to this notice. Consequently, the documents attached to this notice are part of the documents that were audited by the Audit & Supervisory Board Members and the Accounting Auditor in preparing their audit reports.

- i) Notes to Consolidated Financial Statements
- ii) Notes to Non-consolidated Financial Statements

In the event of any amendments to Matters Related to the reference documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements included in this Notice of Convocation of the General Meeting of Shareholders, said amendment will be notified on the aforementioned websites of the Company and TSE, showing both the original matter and the amended matter.

REFERENCE FOR EXERCISE OF VOTING RIGHTS

Matters to be resolved :

Agenda Item 1 : Dividend of the retained earnings (year-end dividend for the fiscal year ended March 31, 2026)

The Basic Policy Regarding Profit Distribution calls for: 1. Total payout ratio of 100% or less in principle, 2. Minimum dividend payout equal to dividend on equity ratio of 5%, and 3. Dividends form the basis of the distribution method.

Based on the above mentioned policy, the Company proposes the year-end dividend as following.

(1) Type of dividends:Cash

(2) Allotment of property for dividends and total amount thereof:

¥106 per share of the Company's common stock for a total of ¥8,183,911,154.

These dividends would result in annual dividends, including the interim dividend of ¥90 per share, of ¥196 per share.

(3) Effective date of dividends of the retained earnings:June 24, 2026

Agenda Item 2: Election of four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members)


The term of office of all the four (4) current Directors (excluding Directors who are Audit and Supervisory Committee Members, hereafter the same) ends at the conclusion of this Annual General Meeting of Shareholders.


Therefore, to ensure diversity, balance, and scale in the composition of the Board of Directors and to maintain and improve appropriate decision-making and management oversight functions, the Board of Directors proposes four (4) directors to be elected.


The candidates for directors are as follows.


	Name		Current position
1	Masato UEMURA	Reappointment	Group CEO Representative Director President
2	Kumi YOKOE	Reappointment Outside Independent	Director Chairperson of the Nomination Advisory Committee
3	Tadashi MACHIDA	Reappointment Outside Independent	Director
4	Tomoko TAGAMI	Reappointment Outside Independent	Director

Whereas the name of Ms. Tomoko TAGAMI is presented above using her former surname, which she uses professionally, her name under the family register is Tomoko YOSHIDA.

	Name (Date of birth)	Career Summary and other Current Positions
1	<p data-bbox="316 360 491 394">Reappointment</p>  <p data-bbox="376 792 584 853">Masato UEMURA (July 23, 1967)</p> <ul data-bbox="309 891 608 1137" style="list-style-type: none"> • Period in office 17 years • Attendance at meetings of the Board of Directors during the 53rd fiscal period 13/13 (100%) • Number of shares held in the Company 41,400shares 	<p data-bbox="671 353 1390 741"> Apr. 1990 Joined Saitama Bank, Limited. (currently Saitama Resona Bank, Limited.) Mar. 2003 Financial Dept, Resona Holdings, Inc. and Planning Dept, Resona Bank, Limited Jan. 2007 Joined the Company General Manager of the Management Information Dept. Mar. 2008 Executive officer of the Company Jun. 2009 Director of the Company Apr. 2019 Senior Vice President and Director of the Company Apr. 2024 Group CEO (current) President, Representative Director of the Company (current) </p> <p data-bbox="671 786 1166 920"> [Current Positions and Assignment] Group CEO President, Representative Director (In charge of IR, Business Administration Office) </p> <p data-bbox="671 965 1294 1200"> [Important Concurrent Positions] Director of MEITEC CORPORATION Director of MEITEC FIELDERS INC. Director of MEITEC CAST INC. Director of MEITEC NEXT CORPORATION Director of MEITEC EX CORPORATION Director of MEITEC BUSINESS SERVICE CORPORATION </p>
	<p data-bbox="325 1249 836 1279">[Reason for selection as candidate for Director]</p> <p data-bbox="304 1283 1401 1469">Mr. Masato UEMURA is Representative Director and President of the Company as well as CEO of the MEITEC Group. He possesses abundant experience and a high level of knowledge with respect to the MEITEC Group's businesses, including having been responsible for accounting, finance, IR, and other departments related to management administration. As a result, the Company judges that he will contribute to the MEITEC Group's sustainable growth and an increase in the corporate value over the medium to long term.</p>	

	Name (Date of birth)	Career Summary and other Current Positions
2	<p> Reappointment Outside Independent </p>  <p> Kumi YOKOE (April 16, 1965) </p> <ul style="list-style-type: none"> • Period in office 7 years • Attendance at meetings of the Board of Directors during the 53rd fiscal period 13/13 (100%) • Number of shares held in the Company 0 shares 	<p> May. 2001 President of VOTE Japan Inc. Jun. 2011 The Heritage Foundation Senior Fellow Apr. 2017 Professor, Department of Global Innovation Studies, Faculty of Global and Regional Studies, Toyo University (current) Jun. 2019 Outside Director of the Company (current) </p> <p> [Current position] Chairperson of the Nomination Advisory Committee </p> <p> [Important Concurrent Positions] Professor, Department of Global Innovation Studies, Faculty of Global and Regional Studies, Toyo University </p>
<p> [Reason for selection as candidate for Outside Director and expected roles] Ms. Kumi YOKOE has wide knowledge on international politics and others as a university professor. The Company expects that, utilizing her experiences as a senior researcher at a major think-tank and as the president of a company, by acting from an objective and neutral position in view of protecting interest of general shareholders, candidly asking questions or expressing opinions, and exercising her voting rights appropriately, she will contribute to overseeing management and strengthening the function of the board of directors of the Company as an independent outside director. </p>		

	Name (Date of birth)	Career Summary and other Current Positions
3	<div data-bbox="316 322 491 353" style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div> <div data-bbox="316 367 411 398" style="border: 1px solid black; padding: 2px; display: inline-block;">Outside</div> <div data-bbox="437 367 587 398" style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>  <p style="text-align: center;">Tadashi MACHIDA (January 6, 1956)</p> <ul style="list-style-type: none"> • Period in office 1 year • Attendance at meetings of the Board of Directors during the 53rd fiscal period 11/11 (100%) • Number of shares held in the Company 0 shares 	<p>Apr. 1979 Joined Japan Recruit Center, Inc. (currently Recruit Holdings Co., Ltd.)</p> <p>Jun. 1994 Director of Recruit Cosmos Co., Ltd. (currently Cosmos Initia Co., Ltd.)</p> <p>Jun. 2005 Representative Director and President of Recruit Cosmos Co., Ltd. (currently Cosmos Initia Co., Ltd.)</p> <p>Oct. 2010 Advisor of SGREALTY CO.,LTD.</p> <p>Jan. 2011 Director of SGREALTY CO.,LTD.</p> <p>Mar. 2011 Representative Director and President of SGREALTY CO.,LTD.</p> <p>Jun. 2013 Director of SG Holdings Co., Ltd.</p> <p>Mar. 2014 Representative Director of SG Holdings Co., Ltd.</p> <p>Jun. 2015 President and COO of SG Holdings Co., Ltd.</p> <p>Jul. 2019 Representative Director and President of Asset Matching, Inc. (current)</p> <p>Jun. 2025 Outside Director of the Company (current)</p> <p> [Important Concurrent Positions] Representative Director and President of Asset Matching, Inc.</p>
<p>[Reason for selection as candidate for Outside Director and expected roles]</p> <p>Mr. Tadashi MACHIDA has served as the representative director of a listed company on the first section of the Tokyo Stock Exchange and possesses abundant experience and a high level of knowledge with respect to corporate management. The Company expects that by acting from an objective and neutral position in view of protecting interest of general shareholders, candidly asking questions or expressing opinions, and exercising his voting rights appropriately, he will contribute to overseeing management and strengthening the function of the Board of Directors of the Company as an independent outside director.</p>		

	Name (Date of birth)	Career Summary and other Current Positions
4	<div data-bbox="316 322 491 353" style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div> <div data-bbox="316 367 411 398" style="border: 1px solid black; padding: 2px; display: inline-block;">Outside</div> <div data-bbox="437 367 587 398" style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>  <p style="text-align: center;">Tomoko TAGAMI (Current family name: Yoshida) (October 6, 1972)</p> <ul style="list-style-type: none"> • Period in office 1 year • Attendance at meetings of the Board of Directors during the 53rd fiscal period 11 / 11 (100%) • Number of shares held in the Company 0 shares 	<p>Apr. 1995 Joined Procter & Gamble Far East, Inc. (currently P&G Japan LLC)</p> <p>Aug. 2020 Joined Katana Inc.</p> <p>Jan. 2023 Joined Shiseido Company, Limited Chief Corporate Communication Officer</p> <p>Sep. 2024 Representative Director of Synasia Inc. (current)</p> <p>Jan. 2025 Outside Director of Dentsu PR Consulting Inc. (current)</p> <p>Jun. 2025 Outside Director of the Company (current)</p> <p>[Important Concurrent Positions] Representative Director of Synasia Inc. Outside Director of Dentsu PR Consulting Inc.</p>
	<p>[Reason for selection as candidate for Outside Director and expected roles]</p> <p>Ms. Tomoko TAGAMI has been engaged in marketing, corporate communications, and other related roles at top-tier global companies, and possesses abundant experience and a high level of knowledge with respect to public relations. The Company expects that by acting from an objective and neutral position in view of protecting interest of general shareholders, candidly asking questions or expressing opinions, and exercising her voting rights appropriately, she will contribute to overseeing management and strengthening the function of the Board of Directors of the Company as an independent outside director.</p>	

Notes:

1. No special interests exist between the candidates and the Company.
2. Ms. Kumi YOKOE, Mr. Tadashi MACHIDA and Ms. Tomoko TAGAMI are candidates for Outside Director.
3. The Company judges that Ms. Kumi YOKOE, Mr. Tadashi MACHIDA and Ms. Tomoko TAGAMI meet the criteria for independence stipulated by Tokyo Stock Exchange, Inc. and the “MEITEC Group Holdings: Independence Standards for Electing Outside Directors,” and therefore have independence. Accordingly, the Company has submitted notification to the aforementioned exchange that they have been designated as independent executives.
4. The Company has entered into liability limitation agreements with Ms. Kumi YOKOE, Mr. Tadashi MACHIDA and Ms. Tomoko TAGAMI pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability limitation provided under such agreements would be the minimum liability limitation amount stipulated in Article 425, Paragraph 1 of the Companies Act. In the event that the three candidates are elected and appointed as Outside Directors, the Company plans to continue the aforementioned agreements with them.
5. The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to Article 430-3, Paragraph 1 of the Companies Act, and a summary of the policy is provided on Page 25. In the event that the four (4) candidates are elected and approved, the candidates in question will become insured persons in the policy. Furthermore, the Company plans to renew the policy with the same terms in the middle of the candidates’ terms.
6. The “MEITEC Group Holdings: Standards for Nomination of Director Candidates” and the “MEITEC Group Holdings: Independence Standards for Electing Outside Directors” of the Company are as set forth on pages 14 and 15.
7. Whereas the name of Ms. Tomoko TAGAMI is presented above using her former surname, which she uses professionally, her name under the family register is Tomoko YOSHIDA.

Opinion of the Audit and Supervisory Committee regarding the election and remuneration of Directors who are not Audit and Supervisory Committee Members

Of the Directors who are Audit and Supervisory Committee Members in accordance with the Officer Appointment Advisory Committee Rules, all two Outside Directors attended the meetings of the Officer Appointment Advisory Committee as members to discuss the details of the election and remuneration of Directors who are not Audit and Supervisory Committee Members, and conducted an evaluation, including regarding the details of those discussions, at the meetings of the Audit and Supervisory Committee.

Through this process, decisions on both the election and remuneration of Directors who are not Audit and Supervisory Committee Members were conducted appropriately at the Audit and Supervisory Committee, and there were no matters of note.


Agenda Item 3: Election of one (1) Director who is an Audit and Supervisory Committee Member

The term of office of Ms. Terumi SHIKANO, Director who is an Audit and Supervisory Committee Member, ends at the conclusion of this Annual General Meeting of Shareholders.

Therefore, the Board of Directors proposes the election of one (1) Director who is an Audit and Supervisory Committee Member to maintain and improve oversight function over business execution.

In addition, the prior consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidate for Director who is an Audit and Supervisory Committee Member is as follows.

Name (Date of birth)	Career Summary and other Current Positions
<p data-bbox="229 801 411 835">Reappointment</p>  <p data-bbox="336 1218 544 1279">Terumi Shikano (January 30, 1974)</p> <ul style="list-style-type: none"> <li data-bbox="229 1323 464 1346">•Period in office 2 years <li data-bbox="229 1352 517 1458">•Attendance at meetings of the Board of Directors during the 53rd fiscal period 13/13 (100%) <ul style="list-style-type: none"> <li data-bbox="245 1464 632 1570">•Attendance at meetings of the Audit & Supervisory Committee during the 53rd fiscal period 14/14 (100%) <li data-bbox="229 1576 660 1637">•Number of shares held in the Company 2,195 shares 	<p data-bbox="692 801 1075 831">Apr. 1996 Joined JACCS CO., LTD.</p> <p data-bbox="692 846 1251 875">Jul. 2000 Joined CHIYODA KOKUSAI Law Offices.</p> <p data-bbox="692 913 1023 943">Jun. 2003 Joined the Company</p> <p data-bbox="692 965 1394 994">Nov. 2014 General Manager of the Management Administration Dept.</p> <p data-bbox="692 1016 1155 1046">Apr. 2020 Executive officer of the Company</p> <p data-bbox="692 1068 1283 1097">Oct. 2023 Executive officer of MEITEC CORPORATION</p> <p data-bbox="692 1120 1394 1234">Jun. 2024 Director of the Company Standing Audit and Supervisory Committee Member (current), Chairperson of the Audit and Supervisory Committee (current)</p> <p data-bbox="692 1263 1027 1292">[Current Positions and Assignment]</p> <p data-bbox="692 1299 1203 1359">Standing Audit and Supervisory Committee Member Chairperson of the Audit and Supervisory Committee</p> <p data-bbox="692 1420 1011 1449">[Important Concurrent Positions]</p> <p data-bbox="692 1456 1347 1485">Audit & Supervisory Board Member of MEITEC CORPORATION</p> <p data-bbox="692 1491 1331 1520">Audit & Supervisory Board Member of MEITEC FIELDERS INC.</p> <p data-bbox="692 1527 1283 1556">Audit & Supervisory Board Member of MEITEC CAST INC.</p> <p data-bbox="692 1563 1410 1592">Audit & Supervisory Board Member of MEITEC NEXT CORPORATION</p> <p data-bbox="692 1599 1378 1628">Audit & Supervisory Board Member of MEITEC EX CORPORATION</p> <p data-bbox="692 1635 1410 1664">Audit & Supervisory Board Member of MEITEC BUISINESS SERVICE CORPORATION</p>
<p data-bbox="229 1682 1331 1711">[Reason for selection as candidate for Director who is an Audit and Supervisory Committee Member]</p> <p data-bbox="229 1718 1410 1807">The Company expects that, utilizing her experience as the person responsible for legal matters at MEITEC CORPORATION, the core company in the MEITEC Group, she will contribute to improving the Company's management oversight system as a Director who is an Audit and Supervisory Committee Member.</p>	

Notes:

1. No special interests exist between the candidate and the Company.
2. The Company has entered into liability limitation agreements with the candidate pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability limitation provided under such agreements would be the minimum liability limitation amount stipulated in Article 425, Paragraph 1 of the Companies Act. In the event that the candidate is elected and appointed as Director who is an Audit and Supervisory Committee Member, the Company plans to continue the aforementioned agreements with her.
3. The Company has entered into a directors and officers liability insurance policy with an insurance company pursuant to Article 430-3, Paragraph 1 of the Companies Act, and a summary of the policy is provided on Page 25. In the event that the candidate is elected and approved, she will become an insured person in the policy. Furthermore, the Company plans to renew the policy with the same terms in the middle of the candidate's term.
4. The "MEITEC Group Holdings: Standards for Nomination of Director Candidates" of the Company is as set forth on page 14.

<Reference 1>

MEITEC Group Holdings: Basic Policy Regarding Corporate Governance

4.2. Composition of Board of Directors

4.2.2 Balance and diversity

- 1) Identifying required skills for accurate, prompt and decisive decision-making and appropriate management supervision, we will make efforts to have appropriate balance of knowledge, experience and abilities as well as diversity in terms of expertise, internationality, gender, age, and work experiences in the board.
- 2) The number of independent outside directors shall be a majority of the total number of directors.
- 3) There shall be at least two (2) internal directors.
- 4) By gender there shall be at least 20% each of men and women.
- 5) The number of directors who are not Audit and Supervisory Committee members shall be no less than the number of directors who are Audit and Supervisory Committee members.

<Reference 2>

The composition of officers will be as follows if Agenda Items 2 and 3 are approved and adopted as submitted and the election of officers takes effect.

Furthermore, this chart lists the specific experience that the Company expects to be utilized at the Board of Directors' meetings, etc. and is not a complete list of the experience of each officer.

Name	Gender	Attributes		Position in the Company	Years in office	Experience and expertise, etc. possessed													Certifications held, etc.
		Outside	Independent			Corporate management	Technology/design development	Sales effort to obtain new orders	Recruiting	Career Support	Human resources	ICT	Finance, accounting, taxation	Law	Management administration	Public Relations	Global	Academic background in specialized fields	
Directors (excluding Directors who are Audit and Supervisory Committee members)																			
Masato UEMURA	Male			Representative Director President Group CEO	17	○		○	○	○	○				○				
Kumi YOKOE	Female	○	○	Chairperson of the Nomination Advisory Committee	7	○						○				○	○	○	University professor
Tadashi MACHIDA	Male	○	○		1	○													Former Representative Director of a Listed Company
Tomoko TAGAMI	Female	○	○		1											○	○		
Directors who are Audit and Supervisory Committee members																			
Terumi SHIKANO	Female			Standing Chairperson of the Audit and Supervisory Committee	2									○	○				
Toru KUNIBE	Male	○	○		3								○						Attorney at Law
Hideya NAMBA	Male	○	○		1	○							○				○		Certified Public Accountant

<Reference 3>

MEITEC Group Holdings: Standards for Nomination of Director Candidates

[Principles 3.1 iv), etc.]

1. **All directors** [Principle 4.5]
 - Person who has integrity and high ethical standards and can act with a sense of fiduciary responsibility
2. **All independent outside directors** [Principles 4.9, 4.7, 4.11]
 - Person who meets “MEITEC Group Holdings: Standards for Independence in Electing Outside Directors” provided separately
 - Person who can be expected to act from an objective and neutral position in view of protecting interest of general shareholders
 - Strive to ensure a balance and diversity of outside directors
 - Person who has experience in corporate management; person who has knowledge of finance, accounting, the law, taxation, human resources, IT, and other fields of specialty; person who has a wealth of experience and professional insights necessary to understand the MEITEC Group’s businesses
3. **Directors (excluding Directors who are Audit and Supervisory Committee Members)**
 - (1) <Internal> directors
 - Person who can act in a fair and honest manner in the best interest of the Company
 - Person who has a wealth of experience, extensive knowledge and superior expertise in roles that lead the growth of solution businesses in technical development operations, etc. and support the professional lives of engineers, as well as roles that aim for overall optimization in management and supervision
 - (2) <Independent> outside directors [Principles 4.9, 4.7]
 - Person who has sufficient understanding on various businesses and roles.
 - Person who is expected to candidly ask questions or express opinions with independence of mind, and exercise voting rights appropriately
4. **Directors who are Audit and Supervisory Committee Members** [Principle 4.11]
 - 1) Person who is expected to always maintain a fair and unbiased attitude at all times while striving to maintain an independent position and act based on their own beliefs
 - 2) Person who has appropriate experience and skills, and who possesses knowledge in finance, accounting and law. At least one person in principle shall have sufficient knowledge in finance and accounting
 - (1) Chairperson of the Audit and Supervisory Committee
 - A person with appropriate experience and ability as well as the required knowledge of business management and business operations who can, in a full-time capacity, be expected to proactively perform duties such as striving to develop an effective audit system
 - (2) Directors who are standing Audit and Supervisory Committee Members
 - Persons who can use their knowledge and experience to gather information required for audit

<Reference 4>

MEITEC Group Holdings: Independence Standards for Electing Outside Directors

In electing outside directors, MEITEC Group Holdings Inc. (the Company) will determine that persons who meet all of the standards provided below have independency from the Company:

1. Such person is not an executive (Note 1) of the Company or its MEITEC Group companies (the Our Group) presently or in the last ten years (in addition, for outside director who is an Audit and Supervisory Committee Members, such person must not be non-executive director of the Company or its subsidiary in the last ten years)
Note 1: "Executive" refers to an executive director, executive officer, or employee.
2. Presently, such person is not a close relative (Note 2) of the Our Group's important executive (Note 3)
Note 2: "Close relative" refers to a spouse or a relative within a second degree.
Note 3: "Important executive" refers to a director (excluding outside director) or an executive officer.
3. Such person does not fall under any of the following:
 - (1) Executive of a party whose major client or supplier is the Our Group (Note 4)
Note 4: "A party whose major client or supplier is the Company" refers to a counterparty which received payment of an amount exceeding 1 % of its annual consolidated net sales from the Company in the previous fiscal year.
 - (2) Executive of any of the Our Group's major client or supplier (Note 5)
Note 5: "The Our Group's major client or supplier" refers to a counterparty which paid an amount exceeding 1 % of the Our Group's annual consolidated net sales to the Company in the previous fiscal year.
 - (3) Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property (Note 6) from the Our Group besides compensation as a director/audit & supervisory board member (in case that a person who receives the property is an organization such as legal entity or association, a person who belongs to such organization)
Note 6: "A large amount of monetary consideration or other property" refers to the case of having received payment of over 10 million yen from the Company besides compensation as a director/audit & supervisory board member in the previous fiscal year.
 - (4) The Company's major shareholder (Note 7) (in case that the major shareholder is a legal entity, its executive)
Note 7: "Major shareholder" refers to a person who owns shares with 10% or more of the total voting rights of the Company based on the latest shareholder's list.
 - (5) A person who falls under any of (1) through (4) above in the last five years
 - (6) A close relative of a person who falls under (i) or (ii) below (excluding non-important persons)
 - (i) A person who falls under any of (1) through (5) above
 - (ii) A person who was an executive of the Our Group in the last five years (for outside director who is an Audit and Supervisory Committee Members a person who was a non-executive director is included)

BUSINESS REPORT

(from April 1, 2025 to March 31, 2026)

1. Business Outline

(1) Results of Operations

During the fiscal year under review (from April 1, 2025 to March 31, 2026), the economic outlook remained uncertain due to ongoing instability in the international situation.

MEITEC (MT) and MEITEC Fielders (MF), which are responsible for the Engineering Solutions Business that accounts for more than 90% of the Group's consolidated net sales, saw orders and utilization ratios remain strong as leading manufacturers that constitute the Group's major clients invested in technological development focused on the next generation of products. Due to challenges in recruitment, the number of engineers (total for MT and MF) as of March 31, 2026 decreased slightly year on year to 12,103 (down 44, or -0.4% compared to March 31, 2025). The utilization ratio remained at the same level year on year as a result of assignments of new employees and existing employees in response to orders. Furthermore, working hours decreased slightly year on year, mainly due to a decrease in overtime work.

As a result, consolidated net sales for the period under review increased ¥4,617 million, or 3.5%, from a year earlier to ¥137,686 million. Consolidated cost of sales increased ¥4,258 million, or 4.4%, from a year earlier to ¥101,394 million, due mainly to an increase in labor expenses, and consolidated selling, general and administrative expenses decreased ¥714 million, or 4.2%, from a year earlier to ¥16,388 million. As a result, consolidated operating profit increased ¥1,072 million, or 5.7%, from a year earlier to ¥19,903 million, and consolidated ordinary profit increased ¥1,189 million, or 6.3%, from a year earlier to ¥20,101 million.

Impairment losses of ¥620 million was recorded in the previous fiscal year associated with the suspension of use of training facilities and other facility owned by the Company; however, extraordinary income of ¥637 million was recognized in the fourth quarter of the fiscal year under review upon completion of the sale of the facility and other assets. As a result of the foregoing and other factors, profit attributable to owners of parent increased ¥2,311 million, or 18.1%, from a year earlier to ¥15,051 million.

Results by business segment were as follows:

i. Engineering Solutions Business

Net sales in the Engineering Solutions Business segment, especially in the temporary engineer staffing business, our core business, increased ¥4,758 million, or 3.6%, from a year earlier to ¥136,370 million on the back of the steady performance of the utilization ratio and other factors. Operating profit increased ¥1,377 million, or 7.5%, from a year earlier to ¥19,693 million. The overall utilization ratio remained at the same level year on year with 98.5% at MT (98.3% in the previous fiscal year) and 97.2% at MF (97.1% in the previous fiscal year). Working hours decreased slightly year on year to 8.36 hours/day at MT (8.38 hours/day in the previous fiscal year) and to 8.22 hours/day at MF (8.24 hours/day in the previous fiscal year).

ii. Recruiting & Placement Business for Engineers

MEITEC NEXT operates a job placement business for engineers. Net sales decreased ¥145 million, or 9.9%, from a year earlier to ¥1,320 million, and operating profit decreased ¥99 million, or 17.5%, from a year earlier to ¥468 million, due to factors including a decrease in the number of job placements.

iii. Other

In businesses related to the group operations of Meitec Group Holdings Inc., operating revenue increased ¥5,707 million, or 74.3%, from a year earlier to ¥13,386 million, and operating profit increased ¥5,725 million, or 82.1%, from a year earlier to ¥12,701 million.

Notes: Sales figures for each segment include intersegment transactions and transfers.

(2) Capital Investment for the MEITEC Group

During the consolidated fiscal year under review, we have made capital investments mainly in the relocation of business offices, and the total amounted to ¥10 million.

In addition, capital investments by segment amounted to ¥10 million for the Engineering Solution Business.

These capital investment amounts also include costs for software and other (software in progress.)

(3) Financing for the MEITEC Group

The Company meets its capital requirements with its own funds. The Company did not procure capital through the issuance of new shares or bonds during the consolidated fiscal year under review.

(4) Issues to Be Addressed

I. Development of successors to upper management

The MEITEC Group has been working to improve its five values (Value to Engineers, Value to Employees, Value to Clients, Value to Shareholders, Value to the Society) and to expand the contents and scale of its business for more than 50 years.

Externally, schemes to provide added value appear to be the source of the expansion of our business scale in the same businesses. However, in reality, each operating company under the umbrella has its individual risk profile, as well as a complex interconnection of interests, requiring challenging management. Looking ahead, to sustainably increase the Group's value, it is necessary to strengthen our system for integrated risk management while strategically and agilely optimizing each value chain.

Therefore, it is essential that upper management possess a correct understanding and broad, deep insight regarding the core operations that serve as sources of returns in each business, and the risks and costs associated with the operations, as well as changes in the environment associated with the evolution of ICT in particular. However, as a result of repeatedly dividing tasks and revising scopes of responsibility over a long time, we recognize there are cases where some members of upper management possess only a narrow scope of expertise, resulting in a lack of sufficient perspective on coordination, integration, and appropriate separation. Therefore, we have a strong sense of urgency about this issue and recognize securing successors and developing candidates for upper management as our most important issue.

II. Changes in the operations of our businesses

Our future performance will depend on factors such as the number of highly skilled engineers and their utilization ratio, the number of dispatched staff, and the number of people seeking career change we can recruit. For this reason, an important challenge is to conduct integrated management of risks related to operations such as sales efforts to obtain new orders for job openings, recruitment and jobseeker sourcing, and supporting employee career advancement that is beneficial to both customers and individuals, while repeatedly driving transformation in response to environmental changes.

i. Sales efforts to obtain new orders for job openings

Securing volume of orders for job openings is extremely important to increase the number of choices available for career enhancement to engineers, dispatched staff, and people seeking career change. On the other hand, since a generally favorable demand environment has continued, we recognize the risk of issues arising with our sales abilities when the economic environment deteriorates.

We face the important issue of reforming our marketing systems, in order to continue to unleash our true sales abilities that will help to increase the number of engineers assigned to the clients by expanding our work segments and to maintain and improve the utilization ratio by continuously providing opportunities and placement.

ii. Recruitment and jobseeker sourcing

Establishing a brand name in the labor market based on reliability and a sense of security is extremely important in continuously increasing the recruitment ability. Given that the recruitment market has undergone significant changes over the past several years, it is essential to promptly adapt our hiring practices. We recognize, however, that delays in making these adjustments have resulted in a decline in the number of hires. As such, it is important to accelerate appropriate integration and separation of roles while firmly retaining quality, and to quickly place each business on a self-driven path of transformation to recover.

iii. Supporting employee career advancement

In seeking to sustain and improve our quality as a "Group of Professional Engineers," while enhancing engineers' career and market value, MEITEC CORPORATION, a company under the umbrella, faces the key challenge of striking a balance between expanding support for engineers' self-directed career development efforts and strengthening company-led career development support. Whereas the pace of technological evolution is accelerating dramatically and the importance of enhancing technical capabilities continues to grow, we recognize that the implementation of improvement and enhancement measures has been delayed. As such, our great challenge is to strengthen integrated management in a way that achieves both improved efficiency and the simultaneous enhancement of quality and quantity.

Furthermore, it has come to our attention that the interim dividend paid pursuant to a resolution of the Board of Directors dated October 30, 2025 exceeded the distributable amount calculated in accordance with the Companies Act and the Regulations on Corporate Accounting.

In light of this situation, the Company established an investigation committee composed of external legal counsel and accounting experts, pursuant to a resolution of the Board of Directors dated May 9, 2026, and conducted an investigation into the relevant facts and circumstances.

Based on the findings of the investigation, the Company will undertake measures to strengthen its internal control systems.

(5) Changes in Assets and Income

i. Changes in Assets and Income of the MEITEC Group

Item	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026 (current consolidated fiscal year)
Net Sales(million yen)	119,069	126,976	133,068	137,686
Operating Income(million yen)	16,462	17,660	18,830	19,903
Ordinary Income(million yen)	16,540	17,667	18,911	20,101
Profit Attributable to Owners of Parent(million yen)	12,252	12,343	12,740	15,051
Earnings per Share(yen)	153.87	158.01	165.01	194.96
Total Assets(million yen)	84,576	90,761	93,605	89,814
Net Assets(million yen)	46,719	47,696	48,776	48,764
Net Assets per Share(yen)	595.74	617.78	631.76	631.62

ii. Changes in Assets and Income of the Company

Item	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026 (current fiscal year)
Sales and Operating revenue (million yen)	83,765	46,267	7,679	13,386
Operating Income(million yen)	13,212	9,064	6,976	12,701
Ordinary Income(million yen)	14,113	10,647	7,646	13,196
Profit(million yen)	10,719	8,415	7,010	13,846
Earnings per Share(yen)	134.61	107.74	90.80	179.34
Total Assets(million yen)	68,219	23,625	18,933	16,764
Net Assets(million yen)	37,056	23,399	18,210	16,614
Net Assets per Share(yen)	472.54	303.08	235.86	215.20

Notes:

On October 1, 2023, the Company transitioned to a pure holding company structure through an absorption-type company split. This has resulted in significant changes in the assets and income of the Company in the 51st fiscal period (fiscal year ended March 31, 2024) and beyond, compared with the 50th fiscal period (fiscal year ended March 31, 2023) and prior years. In addition, figures previously stated as “Net sales” are now presented as “Sales and Operating revenue.”

(6) Important Status of Parent Company and Subsidiaries (as of March 31, 2026)

i. Status of Important Parent Company

Not Applicable.

ii. Status of Important Subsidiaries

Company Name	Location	Capital	Voting rights held by the Company (%)	Main business
MEITEC CORPORATION	Kanagawa	(million yen) 800	100.0	Engineering Solutions Business (High-end Zone)
MEITEC FIELDERS INC.	Tokyo	(million yen) 120	100.0	Engineering Solutions Business (Mid-range Zone)
MEITEC CAST INC.	Tokyo	(million yen) 100	100.0	Registered temporary staffing business with manufacturing industry as the main customer
MEITEC EX CORPORATION	Aichi	(million yen) 50	100.0	Professional Staffing Business for Senior Engineers
MEITEC NEXT CORPORATION	Tokyo	(million yen) 30	100.0	Job Placement Business for engineers
MEITEC BUSINESS SERVICE CORPORATION	Chiba	(million yen) 10	100.0	General office work

iii. Situation of Specified wholly owned subsidiaries

Not Applicable.

(7) Primary business of the group (as of March 31, 2026)

Engineering Solutions Business

Recruiting & Placement Business for Engineers

Other

Note:

The Company's businesses involving the control or management of the business activities of companies in which it holds shares, as well as Group management operations, are classified under the "Other" category.

(8)Primary Office of the Group (as of March 31,2026)

i. The Company

Registered Corporate Headquarters	15-1, Morinosatoayama, Atsugi-shi, Kanagawa
Corporate Headquarters	1-1-10 Ueno, Taito-ku, Tokyo
Techno-Center	Atsugi Techno-Center (Kanagawa)

ii. Subsidiaries and Affiliates

Locations of the subsidiaries are listed in above, “(6) Important Status of Parent Company and Subsidiaries, ii.Status of Important Subsidiaries”.

(9)Employees (as of March 31, 2026)

i. Number of employees of corporate groups

Business segment	Number of employees	Compared to the end of the previous fiscal year
Engineering Solutions Business	13,138	(124)
Recruiting & Placement Business for Engineers	52	(5)

Note:

The Company has three business categories: “Engineering Solutions Business,” “Recruitment & Placement Business for Engineers,” and “Other.” There are no employees engaged in any business classified under the “Other” category.

(10)Principal lenders and the amount of loans (as of March 31, 2026)

Not applicable.

(11)Other Significant Matters Relating to the Status of the Corporate Group

Not applicable.

2. Status of Shares

- i. Total Number of shares authorized to be issued** 200,000,000 shares
- ii. Total Number of issued shares** 78,000,000 shares
(Including treasury shares of 793,291 shares)
- iii. Number of shareholders** 28,478 persons
(Increased by 4,751 persons from the end of the previous fiscal year)

iv. Major shareholders (top ten)

Name of shareholder	Number of shares held by the shareholder (thousand shares)	Ratio of shares held (%)
The Master Trust Bank of Japan, Ltd. (trust account)	15,091	19.54
Custody Bank of Japan, Ltd. (trust account)	6,959	9.01
Meiji Yasuda Life Insurance Company	4,696	6.08
STATE STREET BANK AND TRUST COMPANY 505001	3,387	4.38
Nippon Life Insurance Company	3,341	4.32
C E P L U X - O R B I S S I C A V	2,402	3.11
Meitec Group Holdings Employee Stock Ownership Plan	2,225	2.88
JP MROGAN CHASE BANK 385781	1,084	1.40
JP JPMSE LUX RE BARCLAYS CAPITAL SEC LTD EQ CO	1,017	1.31
THE BANK OF NEW YORK MELLON 140044	920	1.19

Notes:

1. The Company hold 793,291 shares as treasury shares. But since there is no voting right to the treasury shares, it is excluded from above list and the ratio of share held is calculated excluding the treasury shares.
2. Figures for number of shares held by the shareholder and ratio of shares held are rounded off to displayed decimal.

3. About Stock Purchase/Subscription Warrant

None

4. Matters concerning Directors

(1) Names and other details of Directors (as of March 31, 2026)

Title	Name	Position and important positions concurrently held at other companies
Representative Director and President	Masato UEMURA	Group CEO In charge of IR, Business Administration Office, Internal Audit, CSR Director of MEITEC CORPORATION Director of MEITEC FIELDERS INC. Director of MEITEC CAST INC. Director of MEITEC NEXT CORPORATION Director of MEITEC EX CORPORATION Director of MEITEC BUSINESS SERVICE CORPORATION
Director	Kumi YOKOE	Chairperson of the Nomination Advisory Committee Professor, Department of Global Innovation Studies, Faculty of Global and Regional Studies, Toyo University
Director	Tadashi MACHIDA	Representative Director and President of Asset Matching, Inc.
Director	Tomoko TAGAMI	Representative Director of Synasia Inc. Outside Director of Dentsu PR Consulting Inc.
Director who is Standing Audit and Supervisory Committee Member	Terumi SHIKANO	Chairman of the Audit and Supervisory Committee Audit & Supervisory Board Member of MEITEC CORPORATION Audit & Supervisory Board Member of MEITEC FIELDERS INC. Audit & Supervisory Board Member of MEITEC CAST INC. Audit & Supervisory Board Member of MEITEC NEXT CORPORATION Audit & Supervisory Board Member of MEITEC EX CORPORATION Audit & Supervisory Board Member of MEITEC BUSINESS SERVICE CORPORATION
Director who is Audit and Supervisory Committee Member	Toru KUNIBE	Attorney at Law (Kunibe Law Office)
Director who is Audit and Supervisory Committee Member	Hideya NAMBA	Certified Public Accountant (Hideya Namba CPA's Office) Representative Senior Managing Director of Japan Foundation for Accounting Education & Learning Outside Director of Business Brain Showa-Ota Inc. (Audit and Supervisory Committee)

Notes:

1. The name of Director Tomoko TAGAMI under the family register is Tomoko YOSHIDA.
2. Directors Kumi YOKOE, Tadashi MACHIDA and Tomoko TAGAMI, and Directors who are Audit and Supervisory Committee Members Toru KUNIBE and Hideya NAMBA are all Outside Directors. The Company has submitted notification to the aforementioned exchange that each of them has been designated as an independent executive pursuant to the regulations of Tokyo Stock Exchange, Inc.
3. The companies at which Directors Kumi YOKOE, Tadashi MACHIDA and Tomoko TAGAMI as well as Directors who are Audit and Supervisory Committee Members Toru KUNIBE and Hideya NAMBA concurrently serve have no particular relationships with the Company.
4. Director who is an Audit and Supervisory Committee Member Hideya NAMBA holds a certified public accountant license and possesses sufficient knowledge of finance and accounting.
5. Director who is an Audit and Supervisory Committee Member Terumi SHIKANO has been selected as a Standing Audit and Supervisory Committee Member to collect internal information, to create an auditing environment within the Company, to oversee regularly the creation and operating conditions of internal control systems, and to ensure the effectiveness of auditing.

6. Changes in Directors during the subject fiscal year were as follows:

1) Appointed

At the 52nd Annual General Meeting of Shareholders held on June 19, 2025, Tadashi MACHIDA and Tomoko TAGAMI were newly elected and assumed office on the same day as Directors, and Hideya NAMBA was newly elected and assumed office on the same day as Director who is an Audit and Supervisory Committee Member.

2) Resigned

At the conclusion of the 52nd Annual General Meeting of Shareholders held on June 19, 2025, Director Akira YAMAGUCHI, and Directors who are Audit and Supervisory Committee Members Masatoshi UEMATSU and Mitsunobu YAMAGUCHI retired due to the expiration of their terms of office.

7. The Company has introduced an executive officer system. As of April 1, 2026, there are four Executive Officers (Kosuke SEKIGUCHI, Mitsutomo ITAKURA, Toru YAMASHITA, and Kazuo SATOU).

(2) Description of Limited Liability Agreement

The Company enters into a liability limitation agreement with each member of the board (excluding executive director, etc.) and audit & supervisory board member pursuant to Article 423, Paragraph 1, of the Companies Act. The maximum amount of liability limitation provided under such an agreement would be the minimum liability limitation amount stipulated in Article 425, Paragraph 1, of the Companies Act.

(3) Summary of details of indemnity agreements

The Company has not entered into indemnity agreements with directors and audit & supervisory board members pursuant to Article 430-2, Paragraph 1, of the Companies Act.

(4) Summary of details of directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, in which the directors, audit & supervisory members, and executive officers of the Company and the Company's subsidiaries listed in "1. Business Outline, (6) Important Status of Parent Company and Subsidiaries" are insured persons, and the full amount of the insurance premiums is borne by the Company.

To summarize the details of the liability insurance policy, the insurance company through the liability insurance policies covers damages arising from the insured persons taking responsibility for the execution of their duties and claims associated with the pursuit of those responsibilities, and the policy is renewed each year. At present, the Company plans to renew the policy with the same details at the next renewal.

(5) Amount of remuneration for directors

a. Matters regarding determination of amounts of remuneration for directors or calculation method thereof

The Company's "Policy on Calculation Methods and Determination on Amount of Remuneration, etc. for Directors" has been determined by the Board of Directors. Furthermore, the Board of Directors confirms that, regarding the individual remuneration for directors in the current fiscal year, there will be no changes in individual fixed remuneration pursuant to 3 (1) of this policy, and that, regarding the distribution of performance-linked remuneration pursuant to 3 (2) of this policy, the Officer Appointment Advisory Committee composed of an outside director as the Chairperson and CEO and other outside directors as members has determined that the decision-making process is appropriate, therefore we deem the remuneration follows the determination policy.

"Policy on Calculation Methods and Determination on Amount of Remuneration, etc. for Directors" is as follows:

1. Method of Determination

The total amount of remuneration of directors shall be within the total amount of remuneration adopted at the 50th Annual General Meeting of Shareholders held in June 2023, and individual amounts of remuneration will be determined in accordance with the policy amended or abolished by resolutions of the Board of Directors.

<Overview of the Resolution for the General Meeting of Shareholders: Amounts of remuneration for directors>

Indicated in yearly amount	Fixed remuneration	Performance-linked remuneration	Total remuneration
Directors (excluding Directors who are Audit and Supervisory Committee Members)	Up to 135 million yen	Up to 2.5% of consolidated profit*, and up to 250 million yen	Up to 385 million yen
Portion for outside directors of above	Up to 54 million yen	(excluded from payment)	Up to 54 million yen
Directors who are Audit and Supervisory Committee Members	Up to 60 million yen	(excluded from payment)	Up to 60 million yen
Total	Up to 195 million yen	Up to 250 million yen	Up to 445 million yen

*"Profit attributable to owners of parent" of "Consolidated Statements of Income and Comprehensive Income"

2. Policy about executive remuneration

- By maintaining the stance of clarifying and disclosing methods of calculation and the process of determinations of remuneration in the same manner as before, the Group will enhance management transparency and strengthen corporate governance, and thus further improving corporate value.
- The rate of performance-linked executive remuneration for executive directors will be increased to enhance sharing the mid and long-term interest with shareholders.
- In order to preserve the independence of outside directors and Directors who are Audit and Supervisory Committee Members, they will not be compensated with performance-linked remuneration.
- The retirement bonus system for directors and Audit and Supervisory Committee Members, which was abolished in the fiscal year ended March 31, 2002, will not be adopted.

3. Specific executive remuneration amount

Total amount of executive remuneration = (1) Fixed remuneration +
(2) performance-linked remuneration < (3) appropriation of the amount equivalent to 20%>

(1) Individual fixed remuneration

Directors (excluding Directors who are Audit and Supervisory Committee Members)			
Representative Director and President, Group CEO	yearly	28,800 thousand yen	(2,400 thousand yen monthly)
Senior Vice President and Directors	yearly	24,000 thousand yen	(2,000 thousand yen monthly)
Internal executive directors (excluding President and Vice President)	yearly	19,200 thousand yen	(1,600 thousand yen monthly)
Outside Directors	yearly	10,800 thousand yen	(900 thousand yen monthly)
Directors who are Audit and Supervisory Committee Members			
Standing Chairperson of the Audit and Supervisory Committee	yearly	24,000 thousand yen	(2,000 thousand yen monthly)
Audit and Supervisory Committee Members (excluding Chairperson)	yearly	10,800 thousand yen	(900 thousand yen monthly)

(2) Performance-linked remuneration

- The total amount shall be up to 2.5% of profit attributable to owners of parent before deductible expenses accounting of performance-linked remuneration. However the maximum total amount 250 million yen annually.
- Payment recipients shall be limited to directors excluding those who are outside directors and Audit and Supervisory Committee Members.
- In principle, individual allocation amount for individual directors will be determined at Board of Directors' meetings after the consultation at the Officer Appointment Advisory Committee. However, while this is exclusively the case for the determination of the allocation method, it is also permissible that determinations are made to entrust the Representative Director and President/Group CEO with the determination of specific allocation amounts.
- Performance-linked remuneration is paid within three months after the end of the applicable fiscal year.

(3) Appropriation of the amount equivalent to 20% of performance-linked remuneration (after deduction of tax)

- The amount equivalent to 20% of performance-linked remuneration (after deduction of tax) for each director will, with approval from each director, be contributed to the Officers Shareholding Group (the relevant amount will be divided into twelve (12) equally, and the same amount will be contributed each month for the 12 months from July each year) and utilized to acquire own shares.
- Acquired own shares are prohibited to be transferred during the period in office and until one year passes from resignation in principle, in accordance with the Officers Shareholding Group Rules of the Company and other internal rules.
- When a person subject to payment of the relevant remuneration resigns, in accordance with the Officers Shareholding Group Rules of the Company, this handling shall not be applied.

(4) Percentage of fixed remuneration and performance-linked remuneration

- The allocation of performance-linked remuneration for each director is determined based on the performance assessment following the procedures described in 3.(2) above in accordance with the “Policy about executive remuneration” described in 2 above. Therefore, the percentage of fixed compensation and performance-based compensation in Executive Remuneration for each director(excluding outside director and Directors who are Audit and Supervisory Committee Members) shall vary based on such determination.

4. Additional Rules

- For remuneration of Directors who are Audit and Supervisory Committee Members, determination upon consultation by Directors who are Audit and Supervisory Committee Members is required in accordance with the provisions of the law.
- Remuneration to directors from subsidiaries in which a director holds a concurrent post is waived in principle.
- Allowances for commutation, job transfer unattended by family, or job relocation as well as a daily allowance for business trip expenses will be paid separately.

b. Remuneration in the current fiscal year

Type of Officer	Number of persons	Fixed remuneration	Performance-linked remuneration	Total remuneration
Directors (Excluding Directors Who Are Audit and Supervisory Committee Members) [of those, Outside Directors]	5 [4]	58million yen [29 million yen]	70 million yen (—)	128million yen [29million yen]
Directors Who Are Audit and Supervisory Committee Members [of those, Outside Directors]	5 [4]	48 million yen [24 million yen]	— (—)	48million yen [24 million yen]
Total [of those, Outside Directors]	10 [8]	106 million yen [54 million yen]	70 million yen (—)	176million yen [54million yen]

Notes:

1. The performance indicator for performance-linked remuneration is profit attributable to owners of parent, and those results are listed in “1. Business Outline, (5) Changes in Assets and Income.” The reason that we selected this indicator is that it enhances the incentive for directors to boost performance and strengthens medium- to long-term sharing of interests with shareholders. The Company’s performance-linked remuneration is up to 2.5% of the standard amount and up to 250 million yen.
2. The amount of Director remuneration (excluding Directors who are Audit and Supervisory Committee Members) was up to 385 million yen annually as resolved at the 50th Annual General Meeting of Shareholders held on June 22, 2023 (breakdown: fixed remuneration of up to 135 million yen annually (portion for Outside Directors of above: Up to 54 million yen annually), performance-linked remuneration of up to 2.5% of profit attributable to owners of parent of Consolidated Statements of Income, and up to 250 million yen annually (Outside Directors excluded from payment). On the day that this resolution took effect, the number of Directors (excluding Directors who are Audit and Supervisory Committee Members) was four (including two Outside Directors).
3. The amount of remuneration for Directors who are Audit and Supervisory Committee Members was up to 60 million yen annually as resolved at the 50th Annual General Meeting of Shareholders held on June 22, 2023 (breakdown: fixed remuneration of up to 60 million yen annually). On the day that this resolution took effect, the number of Directors who are Audit and Supervisory Committee Members was three (all three Outside Directors).
4. The above amount of remuneration includes the remuneration for two Directors (excluding Directors who are Audit and Supervisory Committee Members) and one Director who is Audit and Supervisory Committee Member who retired at the conclusion of the 52nd Annual General Meeting of Shareholders held on June 19, 2025.

(6) Matters concerning Outside Directors

i. Relationship between the Company and Significant Companies Where Outside Directors and Outside Audit & Supervisory Board Members Hold Concurrent Posts

The status and other information on significant concurrent posts are listed in “4. Matters concerning Directors ; (1) Names and other details of Directors.”

ii. Status of Main Activities during the Subject Fiscal Year
Outside Directors

Type of Officer	Name	Attendance (total attended/total held)	Summary of Major Activities and Duties Performed Related to Expected Roles
		Directors' meetings	
Outside Directors	Kumi YOKOE	13/13 (100%)	She has wide knowledge on international politics and others as a university professor and based on her abundant experience and insight as a senior researcher at a major think-tank and as the president of a company, she has been expected to contribute to strengthening the function of the Board of Directors of the Company and to management oversight, and at Board of Directors Meetings, she has provided proper advice and proposals as needed and sufficiently fulfilled her roles and duties in strengthening the function of the Board of Directors of the Company and in management oversight.
	Tadashi MACHIDA	11/11 (100%)	He has served as the representative director of a listed company on the First Section of the Tokyo Stock Exchange and based on his abundant experience and insight with respect to corporate management, he has been expected to contribute to strengthening the function of the Board of Directors of the Company and to management oversight, since assuming his post on June 19, 2025, and at Board of Directors Meetings, he has provided proper advice and proposals as needed and sufficiently fulfilled his roles and duties in strengthening the function of the Board of Directors of the Company and in management oversight.
	Tomoko TAGAMI	11/11 (100%)	She has been engaged in marketing, corporate communications, and other related roles at top-tier global companies, and possesses abundant experience and a high level of knowledge with respect to public relations, she has been expected to contribute to strengthening the function of the Board of Directors of the Company and to management oversight. Since assuming her post on June 19, 2025, and at Board of Directors Meetings, she has provided proper advice and proposals as needed and sufficiently fulfilled her roles and duties in strengthening the function of the Board of Directors of the Company and in management oversight.

Type of Officer	Name	Attendance		Summary of Major Activities and Duties Performed Related to Expected Roles
		Directors' meetings	Audit & Supervisory Committee	
Outside Directors (Audit & Supervisory Committee Members)	Toru KUNIBE	12/13 (92%)	14/14 (100%)	He is an attorney at law, utilizing his high knowledge in law, he has been expected to contribute to the enhancement of the Company's management monitoring framework as an independent Outside Audit and Supervisory Committee Members. Based on his abundant experience and knowledge, at the Board of Directors meetings, he offered his opinions by providing advice and proposals as needed. Also at the Audit and Supervisory Committee, he provided opinions as needed, thereby sufficiently fulfilling his roles and duties in strengthening the function of the Board of Directors of the Company and in management oversight.
	Hideya NAMBA	11/11 (100%)	11/11 (100%)	He holds a certified public accountant license and possesses sufficient knowledge on finance and accounting. Furthermore, his experience as a managing director at a major auditing firm gives him considerable experience and insight into management, he has been expected to contribute to the enhancement of the Company's management monitoring framework as an independent Outside Audit and Supervisory Committee Members. Since assuming his post on June 19, 2025, particularly from the standpoints of finance and accounting, at the Board of Directors meetings, he offered his opinions by providing advice and proposals as needed. Also at the Audit and Supervisory Committee, he provided opinions to as needed, thereby sufficiently fulfilling his roles and duties in strengthening the function of the Board of Directors of the Company and in management oversight.

5. Status of the Accounting Auditor

(1) Name of Accounting Auditor

Deloitte Touche Tohmatsu LLC

(2) Compensation to Accounting Auditor for current fiscal year

Description	Amount of compensation
1. Total compensation and amounts paid by the Company	32million yen
2. Total amount of cash and other property profits to be paid by the Company and its subsidiaries to the independent accountant	65million yen

Note:

In the audit agreement between the Company and the accounting auditor, the amounts of compensation for conducting auditing services in accordance with the Companies Act and auditing services in accordance with the Financial Instruments and Exchange Law are not separated, and the above amounts contain compensation and other remuneration for auditing services under the Financial Instruments and Exchange Law.

(3) Reason why the Audit & Supervisory Committee approved the Accounting Auditor's compensation

The Audit & Supervisory Committee verified matters including the performance of auditing in the previous fiscal year, and the content of the auditing plan for the upcoming fiscal year and the basis on which the compensation for the upcoming fiscal year was estimated. Having judged all of these matters to be appropriate, the Audit & Supervisory Board approved the accounting auditor's compensation.

(4) Description of Non-auditing Job

The Company does not commission the accounting auditor to provide service which is out side of the scope of the activities defined in the Article 2, Paragraph 1 of the Certified Public accountants Act.

(5) Policy regarding decisions on the dismissal or non-reappointment of the Accounting Auditor

If the Audit & Supervisory Committee considers that the accounting auditor falls under any of the provisions of Article 340, Paragraph 1 of the Companies Act and judges it necessary to dismiss the accounting auditor immediately, it shall dismiss the accounting auditor, having obtained the approval of all the Audit & Supervisory Committee Members.

In addition, the Audit & Supervisory Committee shall evaluate the overall performance of accounting audit duties by the accounting auditor according to its stipulated evaluation procedures and standards. If the Audit & Supervisory Committee considers that the accounting auditor cannot perform its duties appropriately, or otherwise judges that dismissal is required, it shall determine the content of an agenda item for the dismissal or non-reappointment of the accounting auditor to be submitted to the General Meeting of Shareholders in accordance with Article 344 of the Companies Act.

6. Systems to Ensure Appropriate Business Operations and the Status of its Implementation

At the Board of Directors, the Company resolved the basic policy on internal control systems based on the Companies Act, and the internal control system has been appropriately established and operated based on this resolution. Additionally, important management information for the entire MEITEC Group on the appropriateness and effectiveness of operations evaluated by the departments associated with internal control, as well as by the person in charge of internal auditing, was appropriately submitted and reported to the Company's Board of Directors.

A summary of the resolutions of the Board of Directors and operating status thereof is as follows:

In the 53rd fiscal period, the Company, which is responsible for the business management and oversight of the MEITEC Group, led the establishment and operation of each of the frameworks outlined in (1) to (12) below throughout the entire MEITEC Group.

“Basic Policy on the Establishment of a System to Ensure the Appropriateness of Operations of the Corporate Group (Internal Control System)”

While aggressively pursuing opportunities for high added value, the Company and its subsidiaries (hereinafter collectively referred to as the “MEITEC Group”) aim to continue to improve both earning power and capital efficiency. To achieve this goal, the internal control system covers every aspect of the MEITEC Group, and the Company, responsible for the business management and oversight of the MEITEC Group, leads the establishment and management of this system.

(1) Framework to ensure compliance by directors with laws and regulations and the Company's articles of incorporation in the course of the execution of their duties

In its interaction with the rest of society, the MEITEC Group shall comply with all laws and regulations and its articles of incorporation. The MEITEC Group shall maintain high ethical standards and management that is sound and highly transparent. Concerning directors' execution of duties, the MEITEC Group shall establish the Group's internal rules that are appropriate to the particular characteristics of the business and size of each company of the MEITEC Group to clarify the process and results of its decision-making. At the same time, the MEITEC Group shall establish a framework where directors and audit & supervisory board members (roles of directors and audit & supervisory board members of subsidiaries are limited to those of the company in which they hold office) can view such process and results as necessary.

In addition, through the establishment of the MEITEC Group Helpline System—based on a framework that provides measures to protect whistleblowers in personnel terms—and programs to inform employees about this helpline, the Company shall endeavor to quickly detect and take appropriate action against any malfeasance that may occur relating to the MEITEC Group's directors' execution of duties.

(Status of implementation)

In the Board of Director Regulations, the Rules of Administrative Authority, and the Rules Relating to Internal Requests for Approval, the MEITEC Group has clarified the authorities granted to Directors as well as decision-making procedures, and each Director performs their duties based on these sets of rules. Materials and minutes from meetings of the Board of Directors and Executive Board are continually stored on a system that can be viewed by all Directors and Audit & Supervisory Board Members (for Directors and Audit & Supervisory Board Members of subsidiaries, this is limited to contents for the company to which they are appointed). The Company has also

introduced a system to record the process and results of decision-making of individual Directors and has established a framework where all Directors and Audit & Supervisory Board Members can view such process and results as necessary (for Directors and Audit & Supervisory Board Members of subsidiaries, this is limited to contents for the company to which they are appointed).

Furthermore, the Company has established the MEITEC Group Helpline System administered by the CSR Dept., which performs internal checks and balances. Employees are informed about the system via the Company's intranet, and the Company responds to helpline inquiries appropriately. Furthermore, so that whistleblowers may use the MEITEC Group Helpline System to share information or legitimate concerns about malfeasance without concern over the risk of disadvantageous treatment, inquiries, reports, and investigations into Executive Directors at the Company or MEITEC CORPORATION are the responsibility of the Director who serves as the Chairperson of the an Audit and Supervisory Committee, and a helpdesk has been established outside of the MEITEC Group to receive inquiries and reports.

(2) Framework for storing and managing information relating to the directors' execution of duties

In accordance with the stipulations of all laws and regulations, the Company's articles of incorporation and internal rules, the MEITEC Group shall record, store and manage information regarding the execution of duties by directors in an appropriate and timely manner.

Moreover, the Company shall build an appropriate management system for safekeeping media to ensure there is no loss of trust as a company or fatal damage inflicted on the MEITEC Group through conduct involving leakage, alterations, loss, or unauthorized use, or conduct involving unauthorized disclosure, etc.

(Status of implementation)

In accordance with all laws and regulations, the Company's articles of incorporation and internal rules, the MEITEC Group prepares documents such as minutes from the General Meeting of Shareholders, and meetings of the Board of Directors and Executive Board, storing and managing such documents in an appropriate manner. In addition, the Company stipulates information to be managed and methods of management in its information management rules, which it implements appropriately.

(3) Rules and other frameworks for management of risk of loss

Based on the risk management rules, the MEITEC Group shall work to comprehensively and systematically gather information on risk of loss faced by the Company before such risks emerge. Risks trends shall be monitored appropriately, and timely measures shall be taken in response to risks, commensurate with the severity of the risk. By responding quickly to the risks when they materialize, the Company aims to minimize the impact of such risks, develop a system to restore operations as soon as possible. The Company shall continually strive to maintain and enhance the soundness of its management.

(Status of implementation)

The MEITEC Group stipulates a framework for risk management in its risk management rules, and informs employees via its intranet. It also specifies risks by category and confirms that no risks requiring management have been omitted. In its risk management guidelines, the Company specifies in advance the risk items to be monitored and departments responsible for monitoring with the aim of picking up on any signs that risks might materialize in order to prevent them from doing so or, where risks have already materialized, in order to minimize their impact. Related details are regularly reported to the Board of Directors or the Executive Board of each Group Company, and the Company has established, and appropriately operates, a system for reporting in the event

that risks becoming apparent. In addition, in the event that a risk develops into a crisis, in order to prevent the situation from growing larger and to quickly reign it in, the Group Crisis Management Regulations provide for a crisis management framework, such as the initial response when a crisis occurs as well as the establishment of crisis countermeasure command center.

(4) Framework to ensure the efficient execution of duties by directors

The MEITEC Group shall make the directors appropriately divide up their duties and supervisory responsibilities and delegate authority in accordance with internal rules to speed up decision-making. In addition, the directors shall formulate a business plan stipulating clear targets and goals, and undertake appropriate management of operations and progress based on this plan. Targets and goals shall be revised as necessary.

(Status of implementation)

Each Director appropriately divides and delegates their duties and supervisory responsibilities. Depending on the scale and contents of business of each Group company, The MEITEC Group adopts an executive officer system through which authority is delegated to Executive Officers according to the Rules of Administrative Authority, facilitating prompt and appropriate decision-making. Furthermore, the directors formulate a business plan stipulating clear targets and goals, and undertake appropriate management of operations and progress based on this plan. Targets and goals are revised as necessary.

(5) Framework to ensure compliance by employees with laws and regulations and the Company's articles of incorporation in the course of the execution of their duties

The MEITEC Group shall formulate the MEITEC Group Management Concept, the MEITEC Group Charter of Employee Behavior, the Employee Code of Conduct and other related documents. And with these, the MEITEC Group shall continuously strive to take initiatives to raise awareness of the MEITEC Group's employees to carry out their duties in compliance with all laws and regulations, the MEITEC Group's articles of incorporation and internal rules in a fair and reasonable manner.

In addition, through the establishment of the MEITEC Group Helpline System—based on a framework that provides measures to protect whistleblowers in personnel terms—and programs to inform employees about this helpline, the MEITEC Group shall endeavor to quickly detect and take appropriate action against any malfeasance that may occur relating to the employees' execution of duties.

(Status of implementation)

The MEITEC Group has established our Management Concept, the MEITEC Group Charter of Employee Behavior, and the Employee Code of Conduct. These are published on the Company's intranet to create awareness, and reporting systems are in place and operated appropriately. A compliance awareness survey is also conducted for all companies within the MEITEC Group to confirm the state of compliance awareness within the Group. Details of the Meitec Group Helpline System are as set out under the status of implementation for (1) above. Internal audits are conducted to check departments' compliance with all laws and regulations, the MEITEC Group's articles of incorporation and internal rules.

(6) Framework to ensure sound business operations within the Group comprising the Company and its subsidiaries

The Company shall respect the right of each subsidiary to develop its business operations in an autonomous manner. The Company shall design the institution in accordance with the subsidiary's purpose, business characteristics and size, and place its directors and employees in all of its subsidiaries and manage and supervise the subsidiaries' business

execution appropriately to maximize the MEITEC Group's corporate value.

In addition, the Company shall formulate rules on the administration of subsidiaries and establish the department in charge of administrating the Group companies (the "Group Company Administration Department") and develop a framework by which important matters related to the business execution of directors in subsidiaries are reported to the Company regularly.

With regard to the development of rules and other frameworks for loss risk management of subsidiaries, a framework to ensure the efficient execution of duties by directors of subsidiaries and a framework to ensure compliance by directors and employees of subsidiaries with laws and regulations and the Company's articles of incorporation in the course of the execution of their duties, the Company requests each of the subsidiaries to develop a framework that is suitable for their respective business characteristics and size by referring to the above-mentioned (3) to (5) as basic guidelines. The Company shall regularly receive reports on the development status of the framework and request improvements as necessary.

(Status of implementation)

The Company places its directors in all of its subsidiaries to manage and supervise the appropriateness of the subsidiaries' business. In addition, the Company has formulated its rules on the administration of Group companies, thereby clarifying matters that require prior approval by the Company or reporting to the Company. The relevant departments in the Company and its subsidiaries cooperated to make decisions on matters for which the rules require the Company's prior approval, while reports were duly received from subsidiaries with regard to the matters to be reported to the Company. MEITEC's Internal Audit Department conducts audits of the operations of the Group companies based on the Group Internal Auditing Rules.

(7) Matters related to employees to be assigned to assist the Audit & Supervisory Committee and Audit & supervisory board members, matters related to such employees' independence from directors (excluding directors who are audit & supervisory Committee Members) and matters related to ensuring effectiveness of instructions given to such employees

In order to improve the effectiveness of audits by the Company's Audit & Supervisory Committee and Audit & supervisory board members of subsidiaries, the Company shall establish the Office of Audit & Supervisory Committee which consists of employees who exclusively work in the said office and are independent from the execution of business, subsidiaries of large companies under the Companies Act establish an auditor's office with a similar structure.

In order to reflect the opinion from the Company's Audit & Supervisory Committee and Audit & supervisory members of subsidiaries as much as possible, the evaluation and re-assignment of the said exclusively working employees, who are to assist the Company's Audit & Supervisory Committee and Audit & supervisory board members of subsidiaries, are carried out with the consent of the Audit & Supervisory Committee, and instructions to such employees shall be given by the Company's Audit & Supervisory Committee (For subsidiaries, the Audit & supervisory board members of the subsidiaries).

(Status of implementation)

The Company has established an the Office of Audit and Supervisory Committee at the Company and the Office of Audit & Supervisory Board at the large MEITEC CORPORATION and staffed each with one dedicated employee who is independent form the execution of business. Furthermore, to respect the intentions of the Company's Audit and Supervisory Committee (for MEITEC CORPORATION, the Audit & Supervisory Board Members. The same hereinafter throughout the document.) to the

greatest extent possible, personnel evaluations and job transfers of these dedicated employees are conducted with the consent of the Company's Audit and Supervisory Committee, which provides direct instructions and orders.

(8) Framework for reporting to the Audit & Supervisory Committee or Audit & supervisory board members

i. Framework for reporting by directors and employees to the Audit & Supervisory Committee or Audit & supervisory board members

The Meitec Group shall develop a framework for reporting to the Company's Audit & Supervisory Committee or Audit & supervisory board members of subsidiaries, to ensure that proper reports are made by directors and employees. The Company's directors who are audit & supervisory Committee Members (hereinafter referred to as the Audit & supervisory Committee Members) or Audit & supervisory board members of subsidiaries shall be given the authority to attend the Board of Directors' meetings and all other internal meetings of the company to which they belong. Furthermore, the Audit & supervisory Committee Members and Audit & supervisory board members shall have access to all important information relating to decision-making and the execution of business operations.

(Status of implementation)

We have established the "Rules on Reporting to the Audit and Supervisory Committee and Audit & Supervisory Board Members," which have been published on the Company's intranet to create awareness. The right to attend all important meetings in addition to Board of Director Meetings at the company to which they belong is granted to all Audit and Supervisory Committee Members and audit & supervisory board members of subsidiaries, who attend meetings as they feel necessary based on their own discretion. Furthermore, important information on decision-making and the execution of business is disclosed appropriately in response to requests from Audit and Supervisory Committee Members and audit & supervisory board members of subsidiaries.

ii. Framework for reporting by subsidiaries' directors, Audit & supervisory board members, employees or those who received reports from them to the Audit & Supervisory Committee of the Company

The Company shall develop a framework by which any matters that took place at subsidiaries are reported to the Company's audit & supervisory board members from subsidiaries' directors and employees through the Company's Executive officer in charge of Management Administration and the Group Company Administration Department. In the case where the Company's Audit & Supervisory Committee requests that subsidiaries' directors and employees directly report, etc. concerning matters that have been deemed necessary in order to ensure appropriateness of the Group's operation, the subsidiaries' directors and employees are obliged to meet the aforesaid request.

In addition, Audit & supervisory board members of subsidiaries and via communication with the Company's Audit & supervisory Committee Members, they report the situation of subsidiaries in a timely way to the Company's Audit & Supervisory Committee.

(Status of implementation)

Any matters that took place at subsidiaries are reported to the Company's Audit & Supervisory Committee as appropriate through the Group Company Administration Department. In addition, subsidiaries' audit & supervisory board members report the situation of subsidiaries to the Company's Audit & Supervisory Committee in a timely way. To that end, they hold meetings with the Company's Audit & Supervisory

Committee as appropriate after attending their subsidiary's Board of Directors meetings, or when they have received a report regarding an event or incident relating to their subsidiary.

(9) Framework to ensure that a person who made report to the Audit & Supervisory Committee or Audit & supervisory board members does not receive disadvantageous treatment for making such report

The MEITEC Group prohibits any disadvantageous treatment being given to directors, audit & supervisory board members and employees of the Company and subsidiaries who made a report to the Company's Audit & Supervisory Committee or Audit & supervisory board members of subsidiaries. The Company shall disseminate this policy throughout the Group.

(Status of implementation)

The Company clearly prohibits any disadvantageous treatment in its rules regarding reporting to the Audit & Supervisory Committee Members, Audit & supervisory board members or the Audit & Supervisory Board, and it has informed employees to that effect. There have been no instances of disadvantageous treatment as a result of making a report to the Company's Audit & Supervisory Committee or the Audit & supervisory board members of subsidiaries.

(10) Matters related to the policy on the prepayment or repayment procedure of costs that accrue as a result of execution of duties by the Audit & Supervisory Committee Members or Audit & supervisory board members, or settlement of other liabilities

The Company (For subsidiary, the company to which the Audit & Supervisory Board Member belongs) shall, in principle, be liable to pay the costs or liabilities that accrue as a result of execution of duties by the Company's Audit & Supervisory Committee Members or Audit & supervisory board members of subsidiaries. The Company shall settle such costs or liabilities as appropriate each time the Audit & Supervisory Committee Members or Audit & supervisory board members of subsidiaries submit such request to the Company, with the exception of cases where the Company (For subsidiary, the company to which the Audit & Supervisory Board Member belongs) has proven that such costs or liabilities were not necessary in the execution of duties by the Company's Audit & Supervisory Committee Members or Audit & supervisory board members of subsidiaries.

(Status of implementation)

The Company(For subsidiary, the company to which the Audit & Supervisory Board Member belongs) paid to settle costs or liabilities as appropriate each time the Audit & Supervisory Committee Members or Audit & supervisory board members submitted such request to the Company.

(11) Framework to ensure auditing activities by the Audit & Supervisory Committee or Audit & supervisory board members are carried out effectively

The MEITEC Group shall develop a framework to deepen the mutual cooperation among the person in charge of the group internal audits and the accounting auditor for internal audits, the Company's Audit & Supervisory Committee or Audit & supervisory board members of subsidiaries and accounting audits by exchanging their opinions regularly or as necessary.

The MEITEC Group shall also strive to improve, on an ongoing basis, the effectiveness of audit function performed by the Company's Audit & Supervisory Committee by making directors and employees cooperate with inspections or hearing request submitted by the Company's Audit & Supervisory Committee.

(Status of implementation)

The person in charge of the group internal audits and accounting auditors exchange their opinions with the Company's Audit & Supervisory Committee or Audit & supervisory board members of subsidiaries regularly, ensuring mutual cooperation in their audits.

Moreover, directors and employees are cooperating appropriately with inspections or hearing requests submitted by Audit & Supervisory Committee Members.

(12) Basic policy toward removal of anti-social forces

The Company shall interdict any and all relationship with anti-social forces and groups which threaten the order and safety of the civil society. And against such anti-social forces, the entire MEITEC Group, from the presidents of each company down, shall respond in uncompromising manner.

(Status of implementation)

The MEITEC Group has prescribed that employees do not have any relationship with anti- social forces in the Employee Code of Conduct and in the purchasing policy. At the same time, the Company has established the principle of the "3 No's" ("No fear," "No payments," "No business") in dealing with organized violence by anti-social forces. It has also stipulated that in the event of any approach from anti-social forces, employees should not handle the matter individually, but should consult the department in charge to deal with it as an organization.

7. Basic Policy Regarding Profit Distribution

The MEITEC Group, which hires large numbers of engineers for an indefinite period, has established its “Basic Policy Regarding Profit Distribution” as follows, premised on the belief that protecting employment of the engineers is essential even during times of economic hardship in order to aim for maximizing the shareholders’ return in the medium to long term and to grow sustainably.

[Basic Policy Regarding Profit Distribution]

■ 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 achieve targets of the Management Plan

For the fiscal year ended March 31, 2026 (the current fiscal year), the Company plans to pay an annual dividend of ¥196 per share, consisting of a year-end dividend of ¥106 per share based on the policy, and an interim dividend of ¥90 per share. This results in a dividend payout ratio of 100.5%.

Unless otherwise noted, figures in this business report for the fiscal year ended March 31, 2026 is presented as follows.

- Monetary amounts are rounded off to the displayed unit. However, hundredths of a yen are rounded to the nearest whole number.
- Ratios are rounded to the displayed unit.

[The Notes to Consolidated Financial Statements and the Notes to Non-consolidated Financial Statements are not stated here.]

Consolidated Balance Sheets

(Millions of yen)

As of March 31, 2026

Assets	
Current assets	
Cash and deposits	52,839
Notes and accounts receivable - trade	18,501
Work in process	62
Consumption taxes refund receivable	11
Income taxes refund receivable	7
Other	1,426
Allowance for doubtful accounts	(7)
Total current assets	<u>72,840</u>
Non-current assets	
Property, plant and equipment	
Buildings and structures, net	2,610
Tools, furniture and fixtures, net	92
Land	992
Total property, plant and equipment	<u>3,695</u>
Intangible assets	
Software	26
Other	118
Total intangible assets	<u>145</u>
Investments and other assets	
Investment securities	27
Deferred tax assets	10,151
Other	2,968
Allowance for doubtful accounts	(15)
Total investments and other assets	<u>13,132</u>
Total non-current assets	<u>16,973</u>
Total assets	<u>89,814</u>

(Millions of yen)

As of March 31, 2026

Liabilities	
Current liabilities	
Accrued expenses	4,264
Income taxes payable	3,448
Accrued consumption taxes	2,524
Provision for bonuses for directors (and other officers)	70
Provision for bonuses	12,752
Other	1,485
Total current liabilities	<u>24,544</u>
Non-current liabilities	
Retirement benefit liability	<u>16,504</u>
Total non-current liabilities	<u>16,504</u>
Total liabilities	<u>41,049</u>
Net assets	
Shareholders' equity	
Share capital	5,000
Capital surplus	1,259
Retained earnings	43,552
Treasury shares	(1,694)
Total shareholders' equity	<u>48,118</u>
Accumulated other comprehensive income	
Revaluation reserve for land	(508)
Remeasurements of defined benefit plans	1,155
Total accumulated other comprehensive income	<u>646</u>
Total net assets	<u>48,764</u>
Total liabilities and net assets	<u>89,814</u>

Consolidated Statements of Income

(Millions of yen)

	Fiscal year ended March 31, 2026
Net sales	137,686
Cost of sales	101,394
Gross profit	36,291
Selling, general and administrative expenses	16,388
Operating profit	19,903
Non-operating income	
Interest income	111
Subsidy income	64
Interest on tax refund	20
Other	12
Total non-operating income	208
Non-operating expenses	
Provision of allowance for doubtful accounts	7
Commitment fees	0
Bad debt expenses	1
Other	1
Total non-operating expenses	10
Ordinary profit	20,101
Extraordinary income	
Gain on sale of non-current assets	637
Total extraordinary income	637
Extraordinary losses	
Impairment losses	75
Loss on sales of non-current assets	0
Loss on retirement of non-current assets	26
Total extraordinary losses	102
Profit before income taxes	20,636
Income taxes - current	6,237
Income taxes - deferred	(652)
Total income taxes	5,584
Profit	15,051
Profit attributable to owners of parent	15,051

Consolidated Statements of Changes in Equity

(Fiscal Ended March 31, 2026)

(Millions of Yen)

	Shareholders' equity				Total shareholder s' equity
	Capital stock	Capital surplus	Retained earnings	Treasury shares	
Balance at beginning of period	5,000	1,259	43,942	(1,693)	48,508
Changes during period					
Dividends of surplus			(15,441)		(15,441)
Profit attributable to owners of parent			15,051		15,051
Purchase of treasury shares				(0)	(0)
Net changes in items other than shareholder' equity					
Total changes during period	—	—	(389)	(0)	(390)
Balance at end of period	5,000	1,259	43,552	(1,694)	48,118

(Millions of Yen)

	Accumulated other comprehensive income			Total net assets
	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	(508)	776	267	48,776
Changes during period				
Dividends of surplus				(15,441)
Profit attributable to owners of parent				15,051
Purchase of treasury shares				(0)
Net changes in items other than shareholder' equity	—	378	378	378
Total changes during period	—	378	378	(11)
Balance at end of period	(508)	1,155	646	48,764

Non-Consolidated Balance Sheet

(Millions of yen)

As of March 31, 2026

Assets	
Current assets	
Cash and deposits	11,165
Prepaid expenses	8
Consumption taxes refund receivable	11
Income taxes refund receivable	7
Other	38
Total current assets	<u>11,232</u>
Non-current assets	
Property, plant and equipment	
Buildings	2,375
Structures	2
Tools, furniture and fixtures	42
Land	992
Total Property, plant and equipment	<u>3,413</u>
Intangible assets	
Other	0
Total intangible assets	<u>0</u>
Investments and other assets	
Shares of subsidiaries and associates	2,118
Total investments and other assets	<u>2,118</u>
Total non-current assets	<u>5,532</u>
Total assets	<u>16,764</u>

(Millions of yen)

As of March 31, 2026

<hr/>	
Liabilities	
Current liabilities	
Accounts payable - other	74
Accrued expenses	0
Income taxes payable	1
Provision for directors' bonuses	70
Other	4
Total current liabilities	<u>150</u>
Total liabilities	<u>150</u>
Net assets	
Shareholders' equity	
Capital stock	5,000
Capital surplus	
Legal capital surplus	<u>1,250</u>
Total capital surpluses	<u>1,250</u>
Retained earnings	
Other retained earnings	12,567
Retained earnings brought forward	12,567
Total retained earnings	<u>12,567</u>
Treasury shares	<u>(1,694)</u>
Total shareholders' equity	<u>17,123</u>
Valuation and translation adjustments	
Revaluation reserve for land	<u>(508)</u>
Total valuation and translation adjustments	<u>(508)</u>
Total net assets	<u>16,614</u>
Total liabilities and net assets	<u>16,764</u>

Non-Consolidated Statement of Income

(Millions of yen)

Fiscal year ended
March 31, 2026

Sales revenue	13,386
Selling, general and administrative expenses	685
Operating profit	12,701
Non-operating income	
Interest income	44
Rent income	425
Other	26
Total non-operating income	496
Non-operating expenses	
Other	1
Total non-operating expenses	1
Ordinary profit	13,196
Extraordinary income	
Gain on sale of non-current assets	637
Total extraordinary income	637
Profit before income taxes	13,834
Income taxes - current	1
Income taxes - deferred	(13)
Total income taxes	(12)
Profit	13,846

Non-Consolidated Statement of Changes in Equity

(Fiscal Ended March 31, 2026)

(Millions of Yen)

	Shareholders' equity			
	Capital stock	Capital surplus		
		legal capital surplus	Other capital surplus	Total capital surplus
Balance at beginning of current period	5,000	1,250	—	1,250
Changes of items during period				
Dividends of surplus				
Profit				
Reversal of revaluation reserve for land				
Purchase of treasury shares				
Net changes in items other than shareholder' equity				
Total changes of items during period	—	—	—	—
Balance at end of current period	5,000	1,250	—	1,250

(Millions of Yen)

	Shareholders' equity		
	Retained earnings	Treasury shares	Total shareholders' equity
	Other retained earnings		
	Retained earnings brought forward		
Balance at beginning of current period	14,162	(1,693)	18,719
Changes of items during period			
Dividends of surplus	(15,441)		(15,441)
Profit	13,846		13,846
Purchase of treasury shares		(0)	(0)
Net changes in items other than shareholder' equity			
Total changes of items during period	(1,594)	(0)	(1,595)
Balance at end of current period	12,567	(1,694)	17,123

(Millions of Yen)

	Valuation and translation adjustments		Total net assets
	Revaluation reserve for land	Total valuation and translation adjustments	
Balance at beginning of current period	(508)	(508)	18,210
Changes of items during period			
Dividends of surplus			(15,441)
Profit			13,846
Purchase of treasury shares			(0)
Net changes in items other than shareholder' equity	—	—	—
Total changes of items during period	—	—	(1,595)
Balance at end of current period	(508)	(508)	16,614

Audit & Supervisory Committee's Report (Certified Copy)

The Audit and Supervisory Committee has audited Directors' execution of duties for the 53rd fiscal period from April 1, 2025 to March 31, 2026. The Committee hereby reports the method and result thereof as follows.

1. Audit Methods and its Details

The Audit and Supervisory Committee received reports from Directors, employees, etc. on the resolutions of the Board of Directors concerning the matters listed in Article 399-13, Paragraph 1, Item 1-(b) and (c) of the Companies Act as well as the development and operation status of the system that has been put in place based on said resolutions (internal control system), and then requested explanation as necessary, expressed its opinion and conducted audits by the following methods.

i. Audit and Supervisory Committee Members attended important meetings and received reports from the Directors, employees, etc., regarding the state of performance of their duties, sought explanations whenever necessity arose, inspected important decision documents, etc., and made investigation into the state of activities and property at the head office and other main business offices of the Company. in accordance with the Audit and Supervisory Committee Audit Rules established by the Audit and Supervisory Committee as well as the audit policies and the allocation of audit operations in collaboration with departments in charge of the Group's internal control, etc. With respect to subsidiaries, we communicated and exchanged information with directors, audit & supervisory board members, etc., of the subsidiaries, and received reports on business from them, as need.

ii. Audit and Supervisory Committee Members monitored and verified whether the Accounting Auditors maintained their independence and implemented appropriate audits, and we received reports from Accounting Auditors regarding the state of performance of their duties and sought explanations whenever necessity arose. In addition, we received notice from the Accounting Auditors the "The systems for ensuring the proper performance of duties" (matters set forth in each Item of Article 131 of the Ordinance on Accounting of Companies) is organized in accordance with the "Quality Control Standards for Audits" (Business Accounting Council) and other relevant standards, and sought explanations whenever necessity arose.

Based on the above methods, we examined business reports and supporting schedules, the financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of change in equity, and foot notes) and supporting schedules related to the relevant business term, and the consolidated financial statements (consolidated balance sheets, consolidated statements of income, consolidated statements of change in equity, and foot notes).

2. Results of Audit

(1) Results of Audit of Business Report and Other Relevant Documents

i. In our opinion, the business report and supporting schedules fairly presents the state of the Company in accordance with the laws, regulations and Articles of Incorporation.

ii. In connection with the performance by the Directors of their duties, no dishonest act or material fact of violation of laws, regulations, or the Articles of Incorporation exists.

iii. In our opinion, the contents of the resolution of the Board of Directors regarding the internal control system are fair and reasonable.

Furthermore, as stated in the business report, the interim dividend paid pursuant to a resolution of the Board of Directors dated October 30, 2025, has been confirmed that it exceeded the distributable amount calculated under the Companies Act and the Regulations on Corporate Accounting.

The Company takes this issue very seriously and, immediately after its discovery, established the investigation team comprised of external experts to investigate the cause.

The Audit and Supervisory Committee will continue to closely monitor the progress of measures to prevent recurrence, including the establishment of a multi-layered verification system, taking into account the report and recommendations from the investigation team.

Other than the above,, we have found nothing to be pointed out in relation to the performance of duties by the Directors regarding the internal control system.

(2) Results of Audit of non-consolidated financial statements and supporting schedules

In our opinion, the methods and results of audit conducted by the Independent Auditors, Deloitte Touche Tohmatsu LLC are proper.

(3) Results of Audit of consolidated financial statements

In our opinion, the methods and results of audit conducted by the Independent Auditors, Deloitte Touche Tohmatsu LLC are proper.

May 29, 2026

Meitec Group Holdings Inc.
the Audit and Supervisory Committee

Audit and Supervisory Committee Member(Standing)
Terumi SHIKANO

Audit and Supervisory Committee Member
Toru KUNIBE

Audit and Supervisory Committee Members
Hideya NAMBA

(Note) Directors who are Audit and Supervisory Committee Members Toru KUNIBE and Hideya NAMBA are Outside Directors pursuant to Article 2, Item 15 and Article 331, Paragraph 6 of the Companies Act.