

This is a translation of the original Japanese release. The Japanese text shall prevail in case of any variance between this version and the Japanese text.

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BEENOS Inc.

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The following is an overview of the Corporate Governance for BEENOS Inc.

## I . Basic Policy, Capital Structure, Corporate Attributes and Other Basic Information of the Corporate Governance

### 1 . Basic Policy

The BEENOS Group (the Group) is dedicated to continually grow and improve its corporate value. The Group recognizes that the fulfillment of its corporate governance is of great importance and fortifies its measures by improving the speed of managerial decisions, securing a transparent management system through its disclosure policies and strengthen the auditing functions of management.

Furthermore, the Group has established its Risk Management department and compliance committee to maintain its high ethics and to perform business activities lawfully and responsibly.

#### 【Reasons for not complying with principles within the Corporate Governance Code】

BEENOS is complying with all principles within the Corporate Governance Code that was released on 31 March 2023.

#### 【Disclosure Based on the Principles of the Corporate Governance Code】

##### 【Supplementary Principle 1-2-5】 ***Response to Beneficial Shareholders Holding Shares in Trust***

Our company allows beneficial shareholders not listed in the shareholder register to attend shareholder meetings. To be admitted, these shareholders must be confirmed in advance as the actual shareholders.

##### 【Principle 1-3】 ***Basic Policy on Capital Policy***

Our company prioritizes enhancing long-term shareholder value and achieving sustainable growth. It is our key management priority to strike a balance between securing the necessary investment capacity for accelerating business development and continuing to distribute profits to shareholders. From the perspective of capital efficiency, a new return policy has been established, emphasizing a balance between growth and returns. The policy targets an ROE of 20%, a total return ratio of 70% or

higher, and a dividend payout ratio of 30% or higher. Additionally, when considering fundraising that could dilute existing shares, we conduct rigorous verification of the purpose and effectiveness of such funds at board meetings and proceed only after providing comprehensive explanations to shareholders.

**【Principle 1-4】 *Policy Holding Shares***

BEENOS Inc. (the Company) does not hold any shares of companies as cross-shareholding.

**【Principle 1-7】 *Transactions between Related Parties***

If the Company is in a position where it could legally engage in transactions with competitors or have a conflict of interest with its director(s), it will always receive approval in a board meeting consisting multiple external directors. Furthermore, if a director(s) has a conflict of interest, he/she will immediately report it to the board of directors and must be approved in a board meeting. If such instances occur, the Company will accurately disclose all necessary facts as constituted by law.

Important transactions with major shareholders will be evaluated in a board meeting as to whether it is valid and appropriate. The Company will create compliance measures for the management of important information and the transaction of the Company's stocks by Board Members, etc. and strictly operate said measures to prevent internal trading of the Company's stocks etc.

**【Principle 2-1】 *Formulation of a Management Philosophy as the Basis for Mid-Term Improvement of Corporate Value***

Our company is guided by the mission "Creating the Next Standard to Expand the World's Possibilities with Ambition and Technology." We prioritize employee satisfaction as a critical component of our success. We have established clear behavioral guidelines (Do's) that outline expected conduct and implemented a system that rewards employees who embody these guidelines and contribute to our mission with appropriate compensation.

**【Principle 2-3】 *Addressing Sustainability Issues Including Social and Environmental Challenges***

Our company is committed to addressing its responsibilities towards social and environmental issues and actively participates in initiatives to foster a sustainable society. We have identified specific sustainability challenges and are addressing them systematically. These efforts are transparently shared on our website and other communication platforms, demonstrating our commitment to the sustainable development of society.

**【Supplementary Principle 2-3-1】 *Board of Directors' Response to Sustainability Issues***

Since 28 October 2021, our company has designated an executive officer to lead sustainability efforts,

aiming to foster a “society with hope for tomorrow” by addressing key issues such as efficient resource use, climate change, and development in Asia. Information on our sustainability initiatives is available on our website's sustainability page and is regularly discussed in financial results presentations. The Board of Directors annually reviews and discusses these issues, including human capital, and continuously assesses appropriate actions relative to our scale and type of business.

**【 Principle 2-4 】 *Ensuring Diversity within the Company, Including the Promotion of Women's Participation***

We are dedicated to fostering a workplace where employees of all genders can excel long-term, based on merit and performance.

Our recruitment and evaluation processes are free from gender bias. We support parenting through benefits like maternity allowances and child allowances, and promote flexible work arrangements—including reduced hours, hourly leave, and paternity leave—to accommodate different life stages.

Details about our gender diversity, including the ratio of full-time employees and pay disparities, are publicly available on our website.

**【Supplementary Principle 2-4-1】 *Setting and Disclosing Goals for Ensuring Diversity***

Our corporate culture celebrates diversity, as reflected in our code of conduct that values individual differences and promotes team success across diverse groups. Our workforce is diverse in age, gender, ability, nationality, and religion. We are actively working to promote women into management roles, adapt workplaces for employees with disabilities, and ensure non-Japanese speaking employees can thrive in our environment.

**【Principle 2-6】 *Functioning as an Asset Owner of Corporate Pensions***

The Company's Defined Benefit Corporate Pension Fund is a comprehensive establishment type (a corporate pension fund that has been created by a conglomerate of businesses with no personnel, capital or contractual partnerships with each other) which does not make it an asset owner. Furthermore, the Corporate Pension Fund follows Corporate Accounting Standards No. 26 Item 33 (2) by processing it according to the defined benefit system which does not have a direct impact on the Company's financial status. The Company receives financial information of the Fund as needed and lists it within the notes of its asset securities report.

**【Principle 3-1】 *Enhancement of Information Disclosure***

- (1) BEENOS's purpose is to “Creating the Next Standard to Expand the World's Possibilities with Ambition and Technology” and uses IT and the internet to create new platforms in new markets on the global market.

- (2) Our basic views on Corporate Governance is listed in “1. 1. Basic Policy”
- (3) Our policy in determining the remuneration of directors are determined at our General Shareholders Meetings under the following guidelines:

Remuneration for directors (excluding external directors and Audit and Supervisory Committee members) will be distributed through a mixture of cash and Company stock to incentivize long-term growth of the Company.

Annual cash remuneration is based on the rank, responsibilities and contribution of each director on a consolidated basis and bonuses are results based. Restricted stocks are issued in accordance with the rise of share prices as stock-based compensation.

The following table shows the purposes and outline of each type of remuneration.

Type of remuneration		Objective and Overview
Fixed	Fixed remuneration	<p>Fixed remuneration to promote sound execution of duties</p> <ul style="list-style-type: none"> <li>• The remuneration level shall be determined based on the amount of operating income in the previous year and in accordance with the position, role, responsibility, etc.</li> <li>• Remuneration is distributed monthly.</li> </ul>
Variable	Incentivized remuneration (Annual incentive remuneration)	<p>Performance-linked remuneration to steadily accumulate results for each fiscal year</p> <ul style="list-style-type: none"> <li>• The specific amount to be paid shall be determined based on the amount of consolidated operating income for each fiscal year and in accordance with position, role, responsibility, etc.</li> <li>• Payment shall be made in a sum after the end of each fiscal year.</li> </ul>
	Restricted stock remuneration (Medium-to long-term incentive remuneration)	<p>Performance-linked remuneration to promote management with an emphasis on medium to long-term enhancement of corporate and shareholder value</p> <ul style="list-style-type: none"> <li>• The "Base Value" shall be set according to responsibilities, etc.</li> <li>• Grant the "Base Value" by the number of Shares divided by the closing price of our Shares on the Tokyo Stock Exchange on the day before the issue resolution date.</li> <li>• The shares to be granted shall be specified restricted shares that cannot be disposed of, such as via transfers, for the period until retirement.</li> <li>• The number of shares to be granted shall not exceed 100,000 shares per year.</li> </ul>

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|  |  | <ul style="list-style-type: none"> <li>• Remuneration to be issued within 1 month of the Board Meeting held after the AGM.</li> <li>• The Company will obtain any restricted shares that have not been released at the end of the restricted period for reasons, such as the director not fulfilling their full term, free of charge.</li> </ul> |
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Remuneration for external directors and directors who are audit and supervisory committee members will only be a fixed monthly compensation since it is necessary to ensure independence in order to appropriately assume that role and there is no remuneration that will fluctuate depending on performance.

- (4) The election/dismissal of a managing official and a designation of a board member candidate by the Board of Directors is decided upon by the director election/dismissal standards.
- (5) The explanations with respect to the individual appointments of directors and members of the Audit and Supervisory Committee are disclosed in Notice of the Annual Meeting of Shareholders and the asset securities report.

**【Supplementary Principle 3-1-2】 *Disclosure in English***

Recognizing the significant number of foreign shareholders, we have provided English translations of crucial IR documents, including financial statements and other timely disclosures, since 2016. We commit to continuing these practices, offering simultaneous English and Japanese publications. Our website is also available in both languages, extending access to non-financial information for international investors. Our objective is to enhance communication with a diverse investor base, ensuring we maintain and improve our English language disclosures to facilitate more comprehensive investor engagement.

**【Supplementary Principle 3-1-3】 *Disclosure of Climate Change Risks in Accordance with TCFD Guidelines***

A sustainability section is available on the Company's corporate website with information regarding sustainability efforts is disclosed in the section. The Company has calculated and disclosed its Scope 1-3 greenhouse gas output based on the Greenhouse Gas (GHG) Protocol for environmental matters. The Company has also responded to the CDP questionnaire and will address the risks and opportunities that were outlined in it.

**【Principle 4-1】 *Role and Responsibilities of the Board of Directors***

Our Board of Directors strategically oversees management with a focus on medium to long-term objectives, underpinned by a management plan that aims to increase operating income. To support this goal, we strive to sustain a minimum Return on Equity (ROE) of 20%, emphasizing capital efficiency. This approach ensures that we continually align our operational strategies with our financial goals,

enhancing overall corporate governance and stakeholder value.

**【Supplementary Principle 4-1-1】 *Scope of Delegation to Management***

The board of directors take their responsibility to shareholders very seriously and aim to continually grow and raise corporate value. As the board makes important business decisions and watches over work performance. Board meetings are held in principle on a monthly basis and extraordinary board meetings are held whenever necessary. The minutes of the board meetings are established in the “Board Meeting Rules.”

The Company has established in its Articles of Incorporation that important business decisions can be delegated to directors, but our basic policy is to make such decisions after counseling among all directors, including external directors, during board meetings.

**【Supplementary Principle 4-1-2】 *Medium-Term Management Plan***

Our company has set medium-term management goals to outline our intended direction and the milestones we aim to achieve. As a target, we aim to achieve a consolidated operating profit of 5 billion JPY (excluding the incubation business) by the fiscal year ending September 2028. This objective will be realized through the growth of existing businesses, the development of new ventures, and the promotion of M&A activities.

**【Supplementary Principle 4-2-2】 *Initiatives Surrounding Sustainability***

Our commitment to sustainability is reinforced by the appointment of a dedicated executive officer and the establishment of a Sustainability Committee on 29 October 2021. Our comprehensive sustainability policies are accessible on our website. We maintain active communication about our sustainability efforts through quarterly reports to management meetings and the Board of Directors, ensuring ongoing discussions and deliberations on significant sustainability-related matters.

**【Principle 4-8】 *Effective Use of Independent External Directors***

Our Board of Directors includes 8 members, 5 of whom are independent external directors, with 4 serving on the Audit and Supervisory committee.

**【Principle 4-9】 *Criteria and Qualifications for Determining the Independence of Independent External Directors***

Our independence standards and qualification for independent directors is listed in “2. 1. Directors”.

**【Supplementary Principle 4-10-1】 *Nominating Committee and Compensation Committee***

The Company does not have a consultation committee such as a nominating committee or a compensation committee, but independent external directors make up of a majority of the board of directors who give their objective input on the nomination and remuneration of directors.

**【Supplementary Principle 4-11-1】 *Directors' Skills***

The Group has defined the following standards to elect a suitable director:

- (1) The candidate must have the qualities to perform duties loyally and duty of care of a good manager. The candidate must also act to improve the Company's corporate value with a mid-long-term perspective and manage as a trustee of the shareholders.
- (2) Internal directors that make business decisions must have a deep knowledge of the Group and the ability to make sound and accurate corporate management decisions for the Group.
- (3) External directors must have ample experience in fields such as corporate management, finances, accounting, law, etc. as well as fundamental knowledge of the responsibilities of a director and board meetings. The candidate must also be able to monitor the overall management of the Company and give any necessary advice.
- (4) External directors must meet the standards of the Company's independence assessment in addition to the aforementioned requirements.
- (5) The candidate must meet all legal requirements to be a director.

The skill matrix listed on its AGM notice is also disclosed.

**【Supplementary Principle 4-11-2】 *Directors' Concurrent Positions***

Full-time directors at the Company hold no other responsibility at any other publicly listed company. 2 external directors concurrently serve in a limited and reasonable number (max 2 companies) of other positions. Furthermore, directors' profiles and concurrent statuses are disclosed in the asset securities report.

**【Supplementary Principle 4-11-3】 *Effectiveness Evaluation of the Board of Directors***

At the end of fiscal year 2023, a survey on the effectiveness of the Board of Directors, including external directors, confirmed that the Board is functioning appropriately overall and that its effectiveness is ensured.

However, areas for improvement were identified, such as the need to deepen discussions on the tenure of external directors and the proper formulation of a succession plan. To address these issues, measures such as establishing internal rules regarding the tenure of external directors in fiscal year 2024 are being implemented. We are committed to ongoing efforts to address these challenges, enhance the Board's effectiveness, strengthen supervisory functions, and further advance corporate governance.

#### 【Supplementary Principle 4-14-2】 *Training Policy*

The Company has selected directors that have the necessary skills to do so and take the necessary measures/training to improve themselves. If necessary, they will invite outside professionals to give them the necessary guidance/education on how to improve their skills.

#### 【Principle 5-1】 *Policy on Constructive Dialogue with Shareholders*

The Company has established the following policies for constructive dialogue with shareholders:

(1) Appointing a director who is responsible for overseeing and ensuring constructive dialogue with shareholders takes place.

The Company has appointed the officer in charge of disclosure, a director, to supervise efforts to actively engage in constructive dialogue with shareholders.

(2) Measures to ensure positive cooperation between internal departments such as investor relations, corporate planning, general affairs, corporate finance, accounting and legal affairs with the aim of supporting dialogue.

IR activities are managed by the IR department, but the activities are done in close collaboration with the accounting/finance, legal and internal control departments, as well as subsidiaries, depending on the topic at hand. Such topics include financial statements, capital policy, laws/regulations and governance.

(3) Measures to promote opportunities for dialogue aside from individual meetings.

Financial results briefings, reported by the Group CEO and director in charge of disclosure, are held 4 times a year for institutional and private investors. The briefing is uploaded onto the corporate website along with the materials. Individual meetings with institutional investors are generally conducted with members in the IR office.

(4) Measures to appropriately and effectively relay shareholder views and concerns learned through dialogue to the senior management and the board

Dialogue and feedback received from investors will be reported at management meetings and, if necessary, will also be reported at board meetings for consideration.

(5) Measures to control insider information when engaging in dialogue

The Company has established the time period from the end of a quarter to the announcement of its financial results as its silence period to prevent the leakage of financial information and to ensure fairness among investors. We refrain from commenting or responding to financial information during this time.

Meetings with investors are generally done with at least two people to prevent the leaking of insider information during the meeting.



**【Supplementary Principle 5-1-1】 *Policy on Dialogue (Interviews)***

Our company has dedicated an Investor Relations department to foster open and constructive dialogue with shareholders. This department ensures direct communication lines are available, and when necessary, management and board members actively participate in these discussions to strengthen shareholder relationships.

**【Principle 5-2】 *Formulation and Publication of Management Strategies and Plans***

We have clearly defined and publicly shared our medium-term management goals. These plans are crafted based on current management challenges and strategic directions, outlining our targets and the operational strategies to achieve them. Critical to our current strategy is "increasing operating income," which may involve strategic investments, business expansion, and potential mergers and acquisitions to bolster our investment capacity without compromising operational integrity.

**【Response Toward Realizing Management Aware of Capital Cost and Share Price】**

As part of our efforts to implement management practices that are mindful of capital costs and stock prices, we have established a new return policy aligned with a business plan designed to balance business growth and shareholder returns. The policy sets targets of achieving an ROE of 20%, a total return ratio of 70% or more, and a dividend payout ratio of 30% or more.

2. Capital Structure

Ratio of Shares Held by Foreigners	Over 50%
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**【Major Shareholders】**

Name/Designation	Number of Shares Held	Ratio (%)
BNYM AS AGT/CLTS NON TREATY JASDEC	1,364,032	10.61%
The Master Trust Bank of Japan, Ltd.	1,175,800	9.15%
AVI JAPAN OPPORTUNITY TRUST PLC	1,109,000	8.63%
GOLDMAN SACHS INTERNATIONAL	838,114	6.52%
GOLDMAN SACHS & CO. REG	647,501	5.04%
MSIP CLIENT SECURITIES	570,153	4.44%
Shota Naoi	296,200	2.30%
Teruhide Sato	281,800	2.19%
Custody Bank of Japan, Ltd. (Trust port)	273,500	2.13%
STICHTING DEPOSITARY ASCENDER GLOBAL VALUE FUND	273,100	2.12%

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### CORPORATE GOVERNANCE

Controlling Shareholders (excluding parent company)	—
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Parent Company	None
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#### Supplementary Information

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#### 3. Corporate Attributes

Stock Exchange Listing and Market Classification	TSE Prime
Fiscal Year-end	September
Industry	Retail
Number of Employees as of the end of the Previous Fiscal Year (Consolidated)	Between 100 and 500 employees
Total Net Sales of the Previous Fiscal Year (Consolidated)	Between 10 Billion and 100 Billion JPY
Number of Consolidated Subsidiaries	Between 10 and 50 subsidiaries

#### 4. Policy for Measures to Protect Minority Shareholders when Conducting Transactions with Controlling Shareholders

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#### 5. Other Special Circumstances that may have a Material Impact on Corporate Governance

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#### II. Overview of Business Management Organization and Other Corporate Governance Systems Related to Managerial Decision Making, Business Execution and Management Supervision

##### 1. Items Related to Organizational Structure and Operations, etc.

Form of Organization	Company with Audit and Supervisory Committee
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#### 【Directors】

Limit of Number of Directors stated in the	14
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Articles of Incorporation	
Term of Office for Directors stated in the Articles of Incorporation	1 Year
Chairman of the Board of Directors	President
Number of Directors	8
Election of External Directors	Elected
Number of External Directors	5
Number of External Directors Designated as Independent Directors	5

#### Relationship with the Company (1)

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Naofumi Nishi	From another company												
Yasukazu Joho	From another company												
Kibo Kondo	From another company												
Yoshindo Takahashi	From another company												
Haruka Osawa	From another company												

\* Relationship with the Company

\* “○” if the status of the person is current or recent, “△” if the status of the person is previously

\* “●” if the status of a near-relative is current or recent, “▲” if the status of a near relative is previously

a. A person performing an executive role at the Company or its subsidiary

b. A person performing an executive role at or who is a non-executive director of the Company’s parent

c. A person performing an executive role at an affiliate who is another subsidiary of the Company’s parent

d. A person (or its person performing an executive role) whose major customers include the Company

e. A person (or its person performing an executive role) who is a major customer of the Company

f. A consultant, accountant or lawyer who receives a large amount of monetary compensation or other property (other than the remuneration as the external director) from the Company

g. A major shareholder (or its person performing an executive role) of the Company

h. A person performing an executive role at a customer of the Company (other than those to which items d, e or f applies) (this item applies only to the external director)

i. A person performing an executive role at an entity who has an external director or corporate auditor from the Company

j. A person performing an executive role at an entity to which the Company makes donations (this item applies only to the external director)

k. Other

### Relationship with the Company (2)

Name	Independent Director	Supplementary Information Related to the Criteria	Reason for Appointment
Naofumi Nishi	○	—	Nishi's ample experience and expertise from his tenure as director, nominating committee and compensation committee member has given him a track record of fortifying the companies he has been involved with. He has given proper advice regarding business operation decisions. We have elected him also for his potential to help keep the management healthy and transparent along with his dedication to fortify Corporate Governance.
Yasukazu Joho	○	—	Joho's ample knowledge and experience he gained while working as the representative of finances at a private company is well suited in the auditing process. He has given proper advice regarding business operation decisions. We have elected him also for his potential to help keep the management healthy and transparent along with his dedication to fortify Corporate Governance.

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Kibo Kondo	○	—	Kondo's ample knowledge and experience as a certified public accountant is well suited in the auditing process. He has given proper advice regarding business operation decisions. We have elected him also for his potential to help keep the management healthy and transparent along with his dedication to fortify Corporate Governance.
Yoshindo Takahashi	○	—	Takahashi's ample knowledge and experience in overall business management is well suited in the auditing process. He has given proper advice regarding business operation decisions. We have elected him also for his potential to help keep the management healthy and transparent along with his dedication to fortify Corporate Governance.
Haruka Osawa	○	—	Osawa's wealth of practical experience in the field of corporate legal affairs cultivated through her work experience at trading companies, etc., in addition to her advanced expertise as an attorney. We believe that these achievements also relate to the business of our group, can be expected to provide useful advice and

## Corporate Governance

### CORPORATE GOVERNANCE

			recommendations on legal matters, and can contribute to the appropriate supervision of our management which is why she was elected.
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#### 【Audit and Supervisory Committee】

Composition of Advisory Committee to the Board and Attribution of the Chairperson

	Total Number	Full-Time	Internal Directors	External Directors	Chairman
Audit and Supervisory Committee	4	1	0	4	External Director

Appointment of Directors or Employees who Assist the Audit and Supervisory Committee	None
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Reasons relating to the Independence of Such Directors and Employees from Executive Directors

<p>The Audit &amp; Supervisory Committee can arrange for a specific Aid Employee to assist in the work of the Committee and the Company will council with the Committee to select the Aid Employee.</p> <p>The Aid Employee will not receive any direction from directors (excluding the Audit &amp; Supervisory Committee) and employees. If the Aid Employee is transferred or evaluated, they will hear and respect the decision of the Audit &amp; Supervisory Committee.</p>
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Cooperation between Audit and Supervisory Committee, Accounting Auditors and the Internal Auditing Division

<p>The Audit and Supervisory Committee, Risk Management Department and Accounting Auditors all regularly and alternately convene to collaborate closely and share information and opinions to create an efficient and effective auditing process.</p>
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#### 【Voluntary Establishment of Committees】

Voluntary Establishment of Committees equivalent to Nomination Committee or Compensation Committee	None
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#### 【Independent Directors】

Number of Independent Directors	5
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### Matters relating to Independent Directors

The Company has set the standards for independence for external directors as listed. If none of the standards apply to the candidate after a logical and reasonable background check, the candidate is considered independent and does not have any conflict of interest with a normal shareholder.

#### (1) Relationship with the Company and its subsidiaries

- i) Any worker within the Group ('Worker' as defined in Japan's Companies Act Article 2 Subject 3 Number 6, including directors and hired persons. Auditors are not included)
- ii) Any worker within the Group within the past 10 years (However, if within the past 10 years the worker was a non-servicing director or auditor it would be 10 years before taking the corresponding post)
- iii) The Company's accounting advisor
- iv) The Company's subsidiary's non-servicing director or accounting advisor

#### (2) Relationship with Business Connections

- i) Anybody that the Group is a major connection for (any connection or group that the Group provides products or services for that amounts to over 2% of the connection or group's previous fiscal year's consolidated net sales) or its worker
- ii) Anybody that is a major connection for the Group (any connection or group that provides products or services for the Group that amounts to over 2% of the Group's previous fiscal year's consolidated net sales) or its worker

#### (3) Provider of specialized services or economical vested interest

- i) Any company that includes directors or auditors (permanent and non-permanent) from the Group or a worker of its parent company or subsidiary
- ii) A consultant who has received a large compensation from the Group excluding directors remuneration (monetary value of an annual average of over 10 Million JPY within the past 3 years) or an accounting or legal specialist (of the aforementioned compensation is a business, union or organization, then anybody affiliated with such organization)
- iii) Anybody that is affiliated with the auditors that do any legal auditing for the Group

#### (4) Relationship with shareholders

- i) A major shareholder of the Group (including direct and indirect retention of over 10%) or a worker of the business if the shareholder is a business. If the shareholder of the Group is our parent

company, then it would also include non-servicing directors and auditors

ii) Worker in the Company's fellow subsidiary

( 5 ) Appropriate period of time

i) Anybody that falls in articles ( 2 ) ~ ( 4 ) within the past 5 years

( 6 ) Close Relatives

i) Anybody who has blood relatives (spouses and relatives within the second degree) in articles ( 1 ) ~ ( 5 ) (limited to those in important positions)

### 【Incentive Programs】

Incentive Programs for Directors	Implementation of Stock Option Program and remuneration through shares with restriction on transfer
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#### Supplementary Information

The Company has implemented a stock option program and remuneration through shares with restriction on transfer to increase awareness in the mid-range progression of the Company and escalation of corporate value.

Grantees of Stock Options	Internal Directors, Employees, Directors of subsidiaries and employees of subsidiaries.
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#### Supplementary Information

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### 【Directors' Compensation】

Disclosure of Directors' Compensation	Individual compensation is not disclosed
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#### Supplementary Information

Individual compensation amount is not disclosed since there is nobody who's compensation exceeds 100 Million JPY. However, the collective amount of Directors' Compensation is disclosed in the asset securities report.

The compensation amount for FY 2024 is the following:

Directors: 192 Million JPY (5 people)

Auditors: 26 Million JPY (4 people)



Existence of Policy on Determining Compensation Amounts and Calculation Methods	Yes
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### Disclosure of Policy on Determining Compensation Amounts and Calculation Methods

<p>1. Basic Concept of the Compensation System for Directors and Audit &amp; Supervisory Board Members</p> <p>Based on our basic policy on corporate governance, we have established a policy for determining the amount of remuneration, etc. for officers in accordance with the functions and roles that our officers should perform and our level of performance, etc., in order to lead to continuous increases in corporate value and in accordance with the functions of business execution and management oversight.</p> <p>2. Approach to Compensation Structure for Directors and Audit &amp; Supervisory Board Members</p> <p>Remuneration for directors (excluding outside directors and directors serving on the Audit and Supervisory Committee) consists of cash-based remuneration and share-based remuneration as medium-to long-term incentives.</p> <p>Regarding cash remuneration for each fiscal year, the Company determines base remuneration on a consolidated basis as consideration for the execution of duties and responsibilities, etc., and determines bonuses linked to consolidated performance.</p> <p>For stock-based compensation, the Company grants restricted stock as compensation linked to medium-term performance (stock price).</p> <p>The type of remuneration and the purpose and outline of each type of remuneration are described below.</p> <p><b>【Fixed compensation】</b></p> <p>Fixed remuneration to encourage sound execution of duties in accordance with responsibilities</p> <ul style="list-style-type: none"> <li>· Compensation levels shall be determined based on the amount of ordinary profit in the previous year and in accordance with positions, roles, responsibilities, etc.</li> <li>· Monthly payments are made.</li> </ul> <p><b>【Incentive fee (Short-Term Incentive Compensation)】</b></p> <p>Performance-linked remuneration to steadily accumulate results for each fiscal year</p> <ul style="list-style-type: none"> <li>· The specific amount to be paid shall be determined based on the consolidated ordinary profit amount for each business year and in accordance with the position, roles, responsibilities, etc. of each director. The base amount of consolidated ordinary income is shown in the consolidated statements of income.</li> <li>· Payment shall be made in a lump sum after the end of each fiscal year.</li> </ul>
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#### 【Restricted stock awards (Medium-to long-term incentive remuneration)】

Performance-linked remuneration to promote management with an emphasis on enhancing corporate and shareholder value over the medium to long term

- The "standard amount" shall be set according to the job responsibilities, etc.
- Grant the number of shares calculated by dividing the "Base Amount" by the closing price of our shares on the Tokyo Stock Exchange on the day before the issue resolution date.
- The shares to be granted shall be the Specified Shares with Restriction on Transfer that cannot be transferred or otherwise disposed of for the period until they leave office.
- The number of shares to be granted shall not exceed 100,000 shares per year.
- Payment shall be made within 1 month after the meeting of the Board of Directors held after the annual general meeting of shareholders.
- We shall acquire shares for which the restriction on transfer has not been lifted due to failure to meet the period for offering services at the time of expiration of the restriction on transfer, such as at the time of resignation, without charge.

Note: Remuneration for External Directors and Directors serving on the Audit and Supervisory Committee are limited to fixed monthly remuneration as it is necessary to ensure independence in order to properly fulfill their roles, and there is no remuneration that varies depending on performance.

3. Reasons for the Board of Directors to determine that the content of individual remuneration, etc. for directors (excluding external directors and directors serving on the Audit and Supervisory Committee) is in line with the policy

The Board of Directors considers individual remuneration of Directors (excluding external directors and directors serving on the Audit and Supervisory Committee) in a diversified manner, including consistency with the decision-making policy, and determines that it is in accordance with the decision-making policy.

#### 【Support System for External Directors】

The Audit and Supervisory Committee can arrange for supporting persons to aid them in carrying out their duties as a Committee and will council with the Company, if needed.

2. Matters regarding Decision-making Functions related to the Execution of Duties, Audit and Supervision, Appointments, Compensation etc. (Outline of the Current Corporate Governance System)

The Company has installed an Audit and Supervisory Committee and has 4 directors (not including directors of the Audit and Supervisory Committee) and 4 directors of the Audit and Supervisory Committee. According to the Governance framework, the Company has a board of

directors, an Audit and Supervisory Committee, a Compliance Committee, a Risk Management Department and an Accounting Auditor.

#### · Board of Directors

The Board of Directors comprises 4 directors (excluding those serving as audit and supervisory committee members) and 4 directors who are audit and supervisory committee members, including 4 external directors. Regular monthly Board meetings are held, and extraordinary Board meetings are convened flexibly as required. The Board's responsibilities include decision-making on matters mandated by laws, the company's articles of incorporation, and other critical issues related to company and group management, as outlined in the Board of Directors regulations. Furthermore, the Board oversees the performance of directors and executive officers by regularly reviewing reports on their job execution.

The President chairs the Board of Directors, oversees the Board of Directors, executes resolutions of the Board of Directors, and oversees the overall operations of the Company.

The Board of Directors annually analyzes and evaluates the effectiveness of the Board of Directors using a self-evaluation method and discloses an outline of the results.

#### · Audit and Supervisory Committee

The Audit and Supervisory Committee is composed of 4 Audit and Supervisory Committee members (of whom 1 is a full-time Audit and Supervisory Committee member), all of whom are external directors. The Audit and Supervisory Committee meets once a month to monitor the status of the business environment and the decision-making process. The Audit and Supervisory Committee strives to enhance the effectiveness of corporate governance.

#### · Board Member Meetings (Management Meetings)

Board member meetings (management meetings) are held weekly which includes internal directors and executive managing officers. Through this system, we aim to verify day-to-day business execution, accelerate decision-making and increase corporate value.

#### · Risk Management Department

The Risk Management Department (4 people) construct and maintain the compliance framework under the direction of the President. They also foresee the internal auditing of the Group and audit the business activities of the companies and departments within the Group according to the "Internal Auditing Rules" and report results to the President. They also regularly report their activities to the Board of Directors and the Audit and Supervisory Committee and exchange information with them.

#### · Accounting Auditor

The Company has selected Grant Thornton Taiyo LLC as accounting auditor. Furthermore, the Audit and Supervisory Committee and Process Re-engineering Department cooperate and exchange information with the accounting auditor.

#### < Status of the Limited Liability Agreement >

The Company has signed contracts with the 5 external directors, Naofumi Nishi, Yasukazu Joho,

Kibo Kondo, Yoshindo Takahashi and Haruka Osawa, according to the regulations specified in Article 427 Section 1 of Japan's Companies Act and holds liability for damages as listed in Article 423 Section 1 of the same Act. The limit amount set for the liability for damages is the minimum amount.

### 3. Reasons for Adopting the Current Corporate Governance System

The Company has installed an Audit and Supervisory Committee comprised of external directors who are auditors that have a seat in board meetings to fortify the auditing functions towards management.

Furthermore, external directors who are a part of the Audit and Supervisory Committee are designated as independent directors so to be in a position to make fair and accurate decisions without conflict of interest.

We have decided that this provides the necessary functions to audit management and exercise proper Corporate Governance.

## III. Status of Implementation of Measures Related to Shareholders and Other Stakeholders

### 1. Measures to Revitalize the General Meeting of Shareholders and Facilitate the Exercise of Voting Rights

	Supplementary Information
Setting Date of General Meeting of Shareholders to Avoid Being Held on the Same Day as Other Companies	The date of the 25 <sup>th</sup> General Meeting of Shareholders was 20 December 2024.
Participation in Electronic Voting and Other Measures to Enhance Environment for Exercise of Voting Rights by Institutional Investors	The Company has participated in the electronic voting platform since the 18 <sup>th</sup> General Meeting of Shareholders.
Providing	The Company provides its notice for its General Meeting of Shareholders in

## Corporate Governance

### CORPORATE GOVERNANCE

Convocation Notice (Summary) in English	English, along with the Japanese version, on its website.
Other	The Group holds a “Group Business Report” session after the AGM for shareholders to gain a deeper understanding of the Group.

#### 2. IR Activities

	Supplementary Information	Explanation by Representative
Adoption of Disclosure Policy	The Company has adopted a disclosure policy as outlined on the Company’s corporate website.	
Holding Regular Meetings for Analysts and Institutional Investors	The Company holds Financial Results Briefings for analysts and institutional investors on a quarterly basis.	Yes
Posting IR Materials on the Company Website	The Company has an IR Library section on its corporate website that contains materials such as asset securities reports, disclosure materials, financial reports briefing materials, etc.	
Establishment of IR Department	The Company has a department set up specifically for investor relations, the Corporate Management/IR office.	

#### 3. Measures that Consider the Interests of Stakeholders

	Supplementary Information
Provisions Made in Consideration of Stakeholders’ Interests	The Company has mandated a code of conduct towards its shareholders according to the compliance rules.
Implementation of environmental conservation and CSR activities	We have managed the Company with an awareness to social and environmental issues and will continue to do so in accordance with the scope and condition of our business field.
Establishment of Policy Concerning Disclosure of Information to	The Company quickly, accurately and fairly discloses information that is necessary in making investment decisions regardless if it is legally obligated to build long-lasting relationships of trust with all shareholders, both domestic and International. We will also disclose information in English as feasibly

Stake holders	possible.
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#### IV. Items Related to the Internal Control System

##### 1. Basic Policy and Development and Operation Status Related to the Internal Control System

The Board of Directors has resolved on the following systems to ensure that the framework for working operations coincide with the law and its articles of incorporation and that the framework and operations for the Company and its subsidiaries are appropriate.

- ( 1 ) The framework to secure appropriate working operations that coincide with the law and the articles of incorporation for the directors and employees of the Company and its subsidiaries

The directors and employees of the Company and its subsidiaries will work in accordance to the “Compliance Rules” with high moral ethics and a good conscience and will behave responsibly and comply with social norms as they strictly follow the law, articles of incorporation and corporate rules. Furthermore, it will form a Compliance Committee that will maintain an internal reporting system for any persons violating any laws, articles of incorporation or corporate rules.

- ( 2 ) The framework to eliminate any antisocial forces

The Company and its subsidiaries will sever all deals and support with antisocial forces, will not succumb to any undue claims by antisocial forces, maintain an infrastructure at an administrative level to collectively administer against any interference, damages, mental or physical abuse from antisocial forces and cooperate with the police and other relevant agencies to take a firm stance as an organization against such forces.

- ( 3 ) Items to store and administer the execution of duties of the Company’s directors

In order to store and administer the execution of duties of the Company’s directors, the administrative section shall take charge in recording, in writing or electronically, all applicable execution of duties and saving and administrating it for the applicable period of time in accordance with the “Document Handling Rules”.

The Company’s director will be able to see the recordings at any time and the officer in charge must quickly respond to the director’s request.

- ( 4 ) The regulations and framework to administer to any losses or danger to the Company or its subsidiaries

The risk management infrastructure for the Company and its subsidiaries will be done under the “Risk Management Rules” overseen by the Director in charge of the administrative section. The Risk Management Department will foresee and assess specific risks to create a speedy and appropriate reporting process and emergency plan, and report all matters regarding risk management regularly to the Board of Directors.

In the case an unexpected incident occurs, a task force will be created with the CEO at the helm and a resolution will be made immediately along with a plan to prevent repeated incidents.

Furthermore, subsidiaries will also comply with company rules and regulations to avert any losses or danger and adopt policies into their respective circumstances.

(5) The framework for directors and employees to execute duties efficiently

The Board of Directors will create a corporate-wide plan and each appropriate director will create specific measurable goals and action plans for each segment to accomplish those goals. Progress on key indicators will be reported on a weekly basis while budgets will be updated monthly.

The Board of Directors will meet on a monthly basis to report on business progress and monthly closing, take care of any items regarding the execution of duties of the directors and decide on any important matters for the execution of operations.

The Company will create appropriate committees under the “Administrative Authority Rules” to facilitate the decisions of decisive matters.

The Company will place a director and auditor at each subsidiary to secure efficiency of work execution. They will also monitor the monthly progress of the Company and its subsidiaries of its annual budget and mid to long term plan. They will receive reports on other important information regarding each subsidiary.

(6) The framework to secure appropriate work for the Corporate Group within the Company and its subsidiaries

The company will place a director and auditor at each subsidiary to monitor execution of duties.

The Related Company Administration Department will gather the administration of each subsidiary and will work under the “Related Company Administration Rules” to receive reports beforehand so to be able to bring any appropriate agenda items to the Board Meeting. The Risk Management Department will internally checkup on the subsidiaries for risk management and legal compliance under the “Internal Auditing Rules”.

(7) Framework to secure the reliability of financial reports

The Company will create an internal control system to secure the reliability of financial reports and create an internal control report as determined by the Financial Instruments and Exchange Act. The Risk Management Department will periodically evaluate the system so to secure its validity with the Financial Instruments and Exchange Act and other related laws.

(8) Items regarding employees to aid the work of the Audit & Supervisory Committee (hereby known as “Aid Employees”) as well as items to keep Aid Employees independent from the Company’s directors (excluding the Audit & Supervisory Committee) and items to secure a workable system to designate Aid Employees

The Audit & Supervisory Committee can arrange for a specific Aid Employee to assist in the work of the Committee and the Company will council with the Committee to select the Aid Employee.

The Aid Employee will not receive any direction from directors (excluding the Audit & Supervisory Committee) and employees. If the Aid Employee is transferred or evaluated, they will hear and respect the decision of the Audit & Supervisory Committee.

- (9) The framework for the Company and its subsidiaries' directors and employees to report to the Audit & Supervisory Committee

The Full-time Audit & Supervisory Committee Member will attend all Board of Director's meetings and other important meetings and will see all final documents as well as related materials. If the Company or its subsidiaries' director or employee commits a grave crime or greatly damages the Company or its subsidiary, the Audit & Supervisory Committee Member will immediately report it to the Audit & Supervisory Committee and can request a report from the director or employee if necessary.

The Company and its subsidiaries will not improperly handle anybody who files such a report and will report it throughout to the directors and employees of the Company and its subsidiaries.

- (10) The framework to secure an effective audit for the Audit & Supervisory Committee

The Board of Directors will not refuse the attendance of an Audit & Supervisory Committee member to an important company meeting to ensure that the Audit & Supervisory Committee member can be readily available to receive reports from a director or employee to effectively understand the decision-making process and working status of the Company. The Audit & Supervisory Committee member will cooperate closely with the financial auditor and the Risk Management Department and exchange information regularly and will exchange information with the legal advisor if necessary.

- (11) Items that will need to be paid in advance for Audit & Supervisory Committee members for the execution of duties or reimbursement procedures for expenditures for the execution of duties or the policy for the processing of liabilities

The Company will quickly process any expenses or liabilities that are necessary for the Audit & Supervisory Committee member to execute duties upon reviewing it with the proper department under the condition that the department does not deem the expense or liability unnecessary.

## 2. Basic Policy and Efforts to Eliminate Antisocial Forces

The Company has set basic principles regarding our internal integration system to adhere to compliance regulations as the following: "The Company is completely cut off from any business transactions and endorsements with antisocial forces and do not yield to any of their undue claims. If any antisocial forces interfere with, abuse or attack the Company or its management activities, the Corporate Headquarters will coordinate with the appropriate law enforcement agency to engage in necessary countermeasures."

Furthermore, all subsidiaries of the Group will also adhere by the same policies regarding antisocial forces.

We regularly notify these policies throughout the Group via training seminars and posting them on groupware portals.



# Corporate Governance

## CORPORATE GOVERNANCE

Specific measures include using Nikkei Telecom to search for articles involving business contacts and conducting background searches, if necessary. If a business contact turns out to be an antisocial force, we have included a clause in all our contracts that will nullify our dealings with antisocial forces.

We cannot directly control our shareholders since we are a publicly listed company, but we review our list of shareholders semi-annually (2Q and FYE) and perform a background check on all uncertain major shareholders through the administrator of our list of shareholders.

Directors and employees must confirm that they are not affiliated with antisocial forces and are contractually obligated to not be involved with them.

Furthermore, the corporate legal department actively attends seminars held by law enforcement and law firms on the handling of antisocial forces and in turn trains directors and employees on the information they received.

### V. Others

#### 1. Adoption of Takeover Defense Measures

Adoption of Takeover Defense Measures	None
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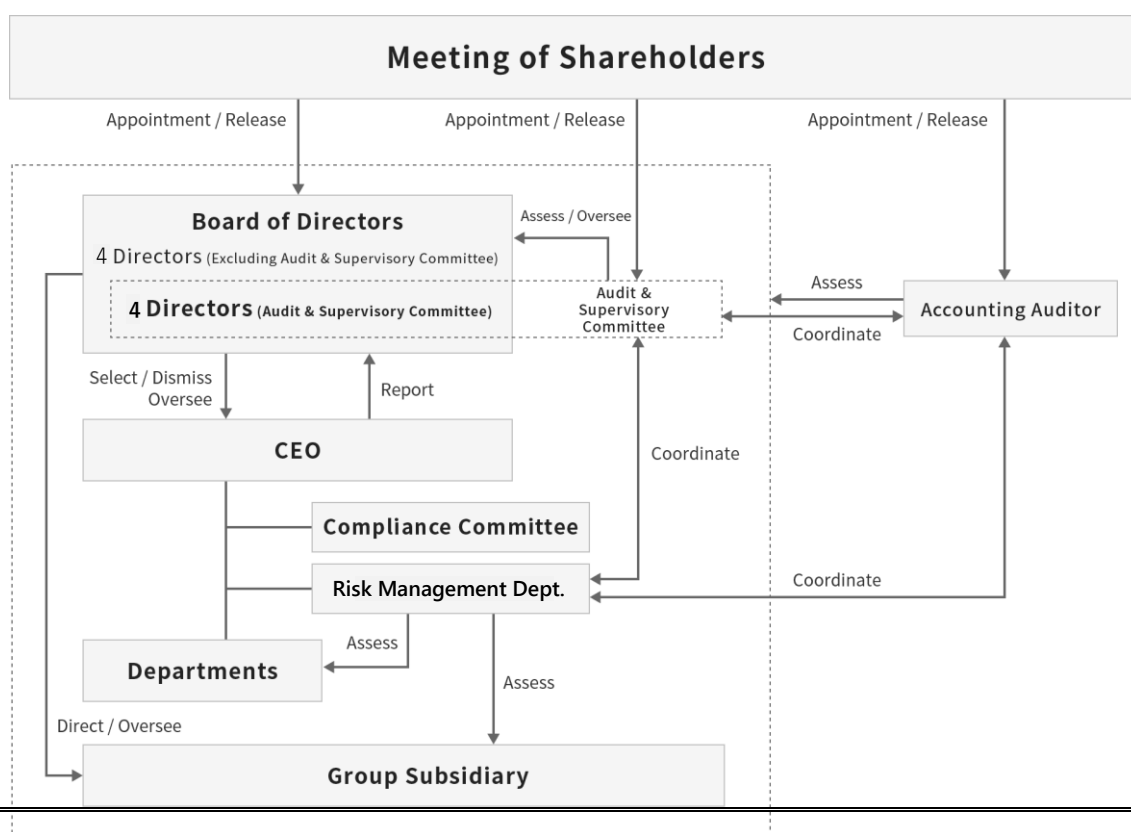
#### Supplementary Information

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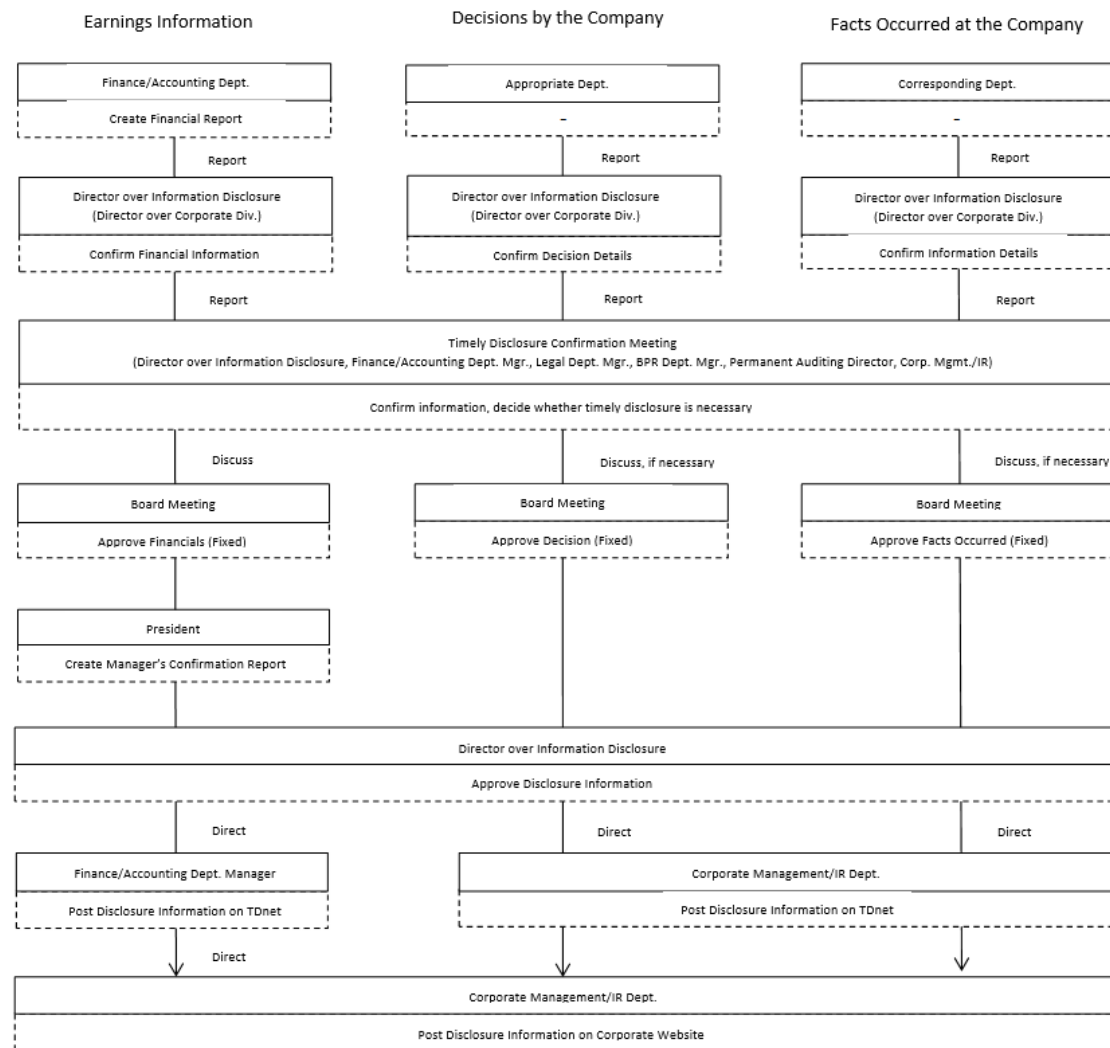
#### 2. Other Items Related to the Corporate Governance System, etc.

We will continually revise internal processes to further strengthen our Corporate Governance framework and maintain necessary rules, policies, etc.

### ●Corporate Governance Image



### 【Timely Disclosure System】



### Expertise and Experience of Directors (current and nominees)

We have appointed director candidates based on a comprehensive consideration of their knowledge, skills and experience. The number of candidates is based on the ability to have all areas covered within the board and being able to maintain a swift decision process.

#### (1) Definition of each skill

Management: Experience in corporate management and in the formulation and execution of business strategies

Finance: Expertise in finance, management control, and M&A

New Business: Specialization in the planning and realization of new business ventures

IT: Experience in formulating technical strategies and development in IT

Sales/Marketing: Experience in launching and expanding IT services, and various marketing experiences

Global Business: Experience in launching and managing international services

HR: Expertise in human resources systems, organizational development, training, and labor matters

Legal/Risk Management: Specialization in legal matters and risk management

#### (2) Skill Matrix

Ratification	Item 1				Director in Progress			Item 2
	Candidate	1	2	3				
Candidate	Shota Naoi	Kenichi Sento	Taisuke Miura	Naofumi Nishi	Yasukazu Joho	Kibo Kondo	Yoshindo Takahashi	Haruka Osawa
Position	President and Group CEO	Director Executive Managing Officer	Executive Officer CEO	External Director	Audit & Supervisory Committee Member	Audit & Supervisory Committee Member	Audit & Supervisory Committee Member	Audit & Supervisory Committee Member
Management	○	○	○	○	○	○	○	
Finance			○	○	○	○	○	
New Business	○	○						
IT	○	○						
Sales/Marketing	○	○						
Global Business	○		○					○
HR	○		○					
Legal/Risk Management					○	○		○

-END-