The 27th Annual General Meeting of Shareholders

Notice of Convocation（FY2026）

Date

Friday, September 25, 2026
at 1:00 p.m. Japan Standard Time (JST)

Loc-aion

Sapporo Kokusai Building 8F
Nishi 4-1, Kita 4-Jo, Chuo-ku, Sapporo
(Please refer to "Venue Guide for the 26th Annual General Meeting of Shareholders".)

Prop-osal

Proposal No. 1 Appropriation of Surplus
Proposal No. 2 Election of Five Directors (excluding those who are Audit and Supervisory Committee Members)
Proposal No. 3 Election of One Director who is a Substitute Audit and Supervisory Committee Member

■You may exercise your voting rights by either returning with this notice of convocation by post or via the Internet, etc.
■The proceedings of the meeting can be viewed in webinar format. For details, please refer to the attached document sent with this notice of convocation.

Fibergate Inc.

証券コード：9450

Lead The 'Telecomenergy®'

The Group will augment its role as an “on-premise infrastructure integrator” that constructs comprehensive communications and energy environments that underpin our customers' business activities.

Among numerous communications and renewable energy vendors, there is no company other than Fibergate that can provide optimal solutions in terms of quality, operational efficiency, and competitive pricing by producing everything from planning and development to after-sales support in-house. We specialize in the middle market rather than large-scale facilities, and our strength lies in our ability to deliver cost-effective services that satisfy our customers’ needs. This is based on years of experience in the business, the knowledge we have accumulated through repeated experimentation with our services while operating our own real estate business, and the Group’s comprehensive capabilities, which allow us to respond flexibly to customer needs.

Going forward, we will continue to earn our customers’ and stakeholders’ trust and achieve sustainable growth through a united effort on the part of our employees. We will be grateful for your continued guidance, encouragement, and support.

Representative Director, President and Chief Executive Officer
Masanori Inomata

(Security Code: 9450)
September 8, 2026

Dear Shareholder,

No. 28 Keiwa Building
Nishi 8-10-3, Minami 1-Jo, Chuo-ku,
Sapporo
Fibergate Inc.
Representative Director, President and Chief Executive Officer Masanori Inomata

Notice of Convocation of the 27th Annual General Meeting of Shareholders

We would like to express our appreciation for your continued support and patronage.

We hereby inform you that the 26th Annual General Meeting of Shareholders of Fibergate Inc. (the "Company") will be held as described below.

In convening this general meeting of shareholders, the Company takes measures for electronic provision of information that is contained in the reference documents for the general meeting of shareholders, etc. (matters subject to measures for electronic provision), and posts this information as "Notice of Convocation of the 27th Annual General Meeting of Shareholders" on the Company's website on the Internet. Please access the Company's website shown below to review the information.

◆The Company website
https://www.fibergate.co.jp/

Please access the above website and select "IR Information" in Menu followed by "About Shares" to view the information.

Matters subject to measures for electronic provision are posted on the website of Tokyo Stock Exchange (TSE), in addition to the Company's website. Please access the website shown below to review the information.

◆Tokyo Stock Exchange, Inc. (TSE) website (Listed Company Search)
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

(Please access the above website of TSE and enter the Company name "Fibergate, Inc." in "Issue Name (Company Name)" or its securities code "9450" in "Code" to search. Then, select "Basic Information" followed by "Documents for public inspection/PR information" Please review the information from "Notice of Convocation of General Meeting of Shareholders/Information Materials for General Meeting of Shareholders" column under "Documents for public inspection.")

1.	Date and Time	Friday, September 25, 2026 at 1:00 p.m. (Reception starts at 12:30 p.m.)
2.	Place	Sapporo Kokusai Building 8F Nishi 4-1, Kita 4-Jo, Chuo-ku, Sapporo
3.	Meeting Agenda	
	Matters to be reported	1. The Business Report, Consolidated Financial Statements for the Company's 27th Fiscal year (from July 1, 2025 to June 30, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements 2. Non-consolidated Financial Statements for the Company's 27th Fiscal year (from July 1, 2025 to June 30, 2026)
	Proposals to be resolved	
	Proposal No. 1	Appropriation of Surplus
	Proposal No. 2	Election of Five Directors (excluding those who are Audit and Supervisory Committee Members)
	Proposal No. 3	Election of One Director who is a Substitute Audit and Supervisory Committee Member

◎When attending the meeting, please kindly submit the enclosed Form for Exercising Voting Rights at the reception desk.

1. If you cannot attend the meeting, you may exercise your voting rights by proxy by designating one other shareholder holding voting rights of the Company to attend the meeting, Please note, however, that it is necessary to submit a document providing the authority of proxy.
2. Paper-based documents stating matters subject to measures for electronic provisions will be sent to shareholders who request the delivery of paper-based documents, however, those documents do not include the following matters in accordance with the provisions of laws and regulations and Article 19 of the Company's Articles of Incorporation.
   (1) "Status of the Accounting Auditor" in the Business Report
   (2) "System for ensuring the appropriateness of operations" in the Business Report
   (3) "Summary of the operational status of the system to ensure the appropriateness of operations" in the Business Report
   (4) "Statement of Changes in Consolidated Shareholders' Equity, etc." in the Consolidated Financial Statements
   (5) "Consolidated Notes Table" in the Consolidated Financial Statements
   (6) "Statement of Changes in Shareholders' Equity, etc." in the Non-consolidated Financial Statements
   (7) "Individual Notes Table" in the Non-consolidated Financial Statements
   For this reason, the Business Report, the Consolidated Financial Statements and Non-consolidated Financial Statements stated in the aforementioned documents constitute one part of the scope of audits by the Accounting Auditor and Audit and Supervisory Committee for preparing their respective audit reports.
3. If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted both on the Company's website and TSE's website.

Guide to Exercising Voting Rights

Voting rights at the General Meeting of Shareholders are important rights of shareholders.
Please review the “Reference Documents for the General Meeting of Shareholders” and exercise your voting rights.
You can exercise your voting rights by one of the following three methods.

Attend the General Meeting of Shareholders

When attending the meeting, please kindly submit the Form for Exercising Voting Rights at the reception desk.

Date and time of the General Meeting of Shareholders

Friday, September 25, 2026 at 1:00 p.m. (JST)

Exercise voting rights in writing (by postal mail)

Please indicate your vote for or against the proposals on the Form for Exercising Voting Rights and return it by post.

Exercise deadline

Received by Thursday, September 24, 2026 at 6:00 p.m. (JST)

Exercise voting rights via the Internet, etc.

Please follow the instructions on the next page to indicate your vote for or against the proposals.

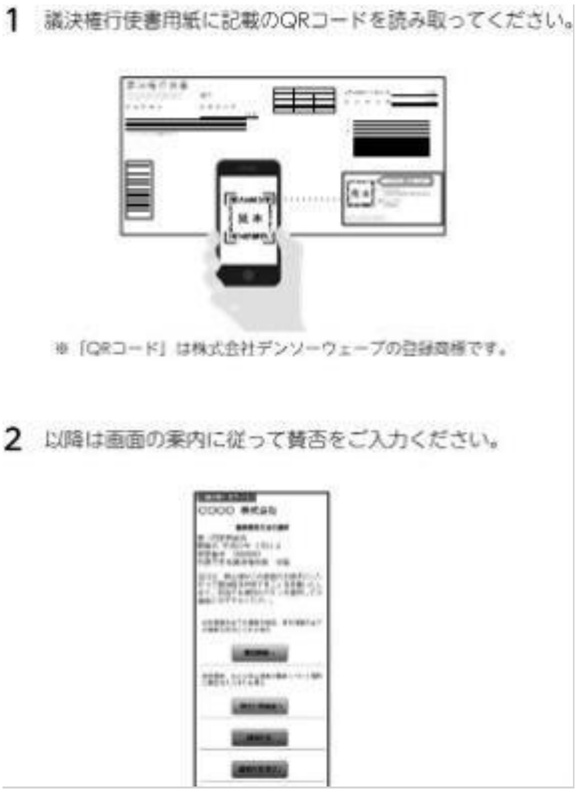
Exercise deadline

Entered by Thursday, September 24, 2026 at 6:00 p.m. (JST)

Guide to Exercising Voting Rights via the Internet, etc.

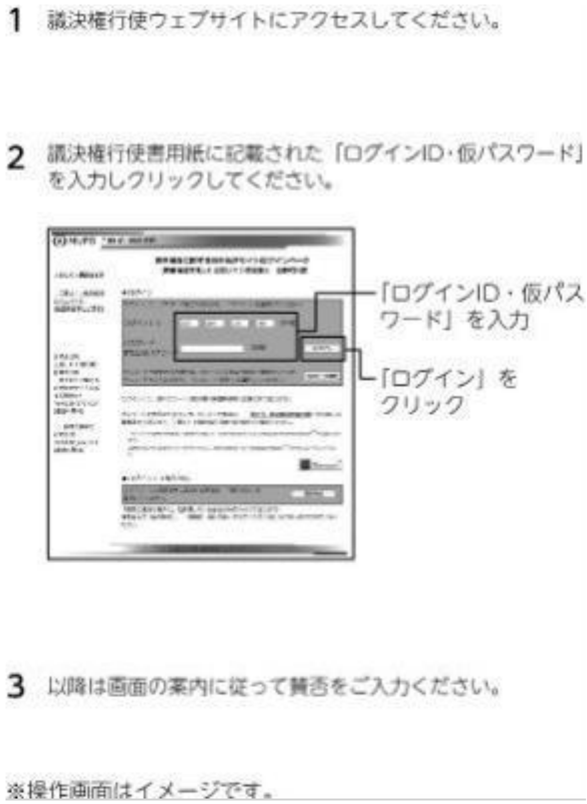
Read a QR Code

You can log in to the website for exercising voting rights without entering Login ID and Temporary Password stated in the secondary Form for Exercising Voting Rights.



Enter Log-in ID and Temporary Password

Website for exercising voting rights https://evote.tr.mufg.jp/



Please contact us as shown on the right for instructions on how to operate a computer or smartphone when exercising voting rights via the Internet, etc.

The Transfer Agent Department, Mitsubishi UFJ Trust and Banking Corporation (Help Desk)
0120-173-027
(Toll-free/Reception hours: 9:00 a.m. to 9:00 p.m.)

Institutional investors may use the electronic voting platform for institutional investors operated by ICJ, Inc.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Appropriation of Surplus

The Group aims to expand its business performance through investments in growth, while also considering the return of profits to our shareholders as one of its most important management priorities. Profits for each fiscal year will be divided into three major divisions, and in principle, one-third of them will be used as a source of profit dividends as a return to shareholders, another one-third of them will be used for returns to executives and employees, which are important human capital, and business investments for further growth of the Company, and the remaining one-third will be retained earnings. While we have set a basic dividend payout ratio of approximately 33% based on this “three-way satisfaction” principle, we have determined that it has become less urgent to strengthen finances and, as such, we plan to maintain a dividend of 27 yen per year.

Based on the above, we would like to propose the following year-end dividend for the applicable fiscal year.

Matters related to the year-end dividend

1. Type of asset to be distributed
   Cash
2. Matters concerning the allotment of the Dividend Property to shareholders and the total amount thereof
   Total dividend: 271,638,333 yen
   In addition, we have paid an interim dividend of 13.5 yen per share, resulting in a total annual dividend of 27.0 yen per share for the applicable fiscal year.
3. The date on which said distribution of surplus will take effect
   September 28, 2026

Proposal No. 2: Election of Five Directors (excluding those who are Audit and Supervisory Committee Members)

Reasons for the proposal

The terms of office of all the six Directors (excluding those who are Audit and Supervisory Committee Members) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of five Directors.

If the proposal is approved as proposed, two of the five Directors will be Independent Directors in accordance with rules stipulated by Tokyo Stock Exchange and Sapporo Securities Exchange.

(Selection of Director candidate)

Based on the Company's corporate philosophy, the Company's basic policy is to select candidates for Directors who embody that philosophy at a high level and can be expected to contribute to the further development of the Group, and to consult on their appointment at the annual General Meeting of Shareholders for a term of one year.

Specifically, the Board of Directors selects candidates who have played leadership roles in the IT industry, the financial industry, corporate management, the legal profession, administration, consulting, etc., have a wealth of practical experience and specialized knowledge, and are able to make appropriate management decisions and supervise them for Directors. In addition, the appointment is made in consideration of the diversity and balance of skills.

If the proposal for the election of Directors is approved as proposed at this general meeting, five Directors will be appointed, which we believe is an appropriate size for appropriate management decision-making and supervision. The Company also places importance on the diversity of its Directors, and has selected two women out of five candidates for Directors.

With regard to this proposal, the Company's Audit and Supervisory Committee has determined that all candidates for Directors are suitable.

The candidates for Directors, excluding the Audit and Supervisory Committee members, are as follows.

No		Name		Position	Attendance at Board Meetings
1	Reappointment	Masanori Inomata		Representative Director, President Executive Officer	15/15 (100%)
2	Reappointment	Daisuke Ishikawa		Director, Vice President Executive Officer, Head of Sales and General Manager of Hokkaido Sales Division and Nishi-Nihon Division	15/15 (100%)
3	Reappointment	Mie Ishimaru		Director, Executive Officer Head of Corporate Management Division	15/15 (100%)
4	Reappointment	Nobuyuki Shinoda	Outside Independent	Independent Director Chairperson of the Nomination and Compensation Committee	15/15 (100%)
5	Reappointment	Chikako Shimahata	Outside Independent	Independent Director Chairperson of the Sustainability Committee	15/15 (100%)

Reappointment: Reappointed Director candidate
Outside: Outside Director candidate
Independent: Independent Director candidate in accordance with rules stipulated by Tokyo Stock Exchange and Sapporo Securities Exchange

<table>
<tr><th>No</th><th>Name
（Date of birth）</th><th>Career profile</th><th>Number of shares held (shares)</th></tr>
<tr><td rowspan="3">1</td><td>Masanori Inomata
（Born February 26, 1965）
【Director candidate】
Reappointment</td><td>April 1987 Joined Koa Fire and Marine Insurance Co., Ltd. (current Sompo Japan Insurance Inc.)
December 1995 CEO of Mynet Inc.
November 2003 President and CEO of the Company
December 2008 Audit & Supervisory Board Member of LEOC Inc.
June 2011 CEO of Chintai Seikatsu Inc. (current MI Corporation Inc.) (current holder)
January 2020 Director of FG-Lab Inc. (current holder)
March 2020 Director of BizGenesis Inc.
December 2020 Representative Director of MI Foundation (current holder)
February 2021 Director of FG Smart Asset Inc. (current holder)
July 2021 President and CEO of OffGrid-Lab Inc. (current holder)
May 2022 Representative Director of Sakura Aid (current holder)
November 2022 Representative Director of MI Management (current holder)
January 2023 Outside Director of 3eee Inc. (current holder)
May 2024 Director of Digital Enhancement for Condominium
September 2024 Representative Director, President Executive Officer of the Company (current holder)
June 2025 Vice chairman of Hokkaido Tourism Organization (current holder)
August 2025 Director of Power Denki Innovation Inc. (current holder)
January 2026 Director of Enepulse Inc.(current holder)
April 2026 Director of Smart Green CO., Ltd (current holder)</td><td>2,794,790</td></tr>
<tr><td>Reasons for selecting as Director candidate</td><td colspan="2">He has served as President and Chief Executive Officer since the establishment of the Company, and has led the development of the Company throughout this period, forming and cultivating the corporate culture of the Company to gather as many "thank you" as possible. He has broadly guided the Group in terms of development of business strategies, and has taken the initiative responsively, leading continuous growth of the Group. Such achievements, experience, and cultivated insights and personal connections will continue to contribute to the decision-making of the Company's Board of Directors, and will be beneficial for the global expansion of the Company's business and the enhancement of corporate value, and thus the Company has nominated him as a Director candidate.</td></tr>
<tr><td>Special interest</td><td colspan="2">There is no special interest between Mr. Inomata and the Company.</td></tr>
</table>

<table>
<tr><th>No</th><th>Name
(Date of birth)</th><th>Career profile</th><th>Number of shares held (shares)</th></tr>
<tr><td rowspan="3">2</td><td>Daisuke Ishikawa
(July 31, 1989)
【Director candidate】
Reappointment</td><td>April 2012 Joined the Company
August 2019 Manager of Residence Wi-Fi Sales Department of Business Promotion Division
July 2020 Manager of Sales for Eastern Japan in Business Promotion Division
September 2021 Executive Officer, Deputy Chief Director of Business Promotion Division and Manager of Sales for Eastern Japan
July 2022 Executive Officer, Chief Director of Home-Use Sales Division and Manager of Sales for Western Japan
September 2022 Director, Chief Director of Home-Use Sales Division and Manager of Sales for Western Japan
May 2023 Director, Chief Director of Home-Use Sales Division, Manager of Sales for Western Japan, and Deputy Chief Director of Business-Use Sales Division
August 2023 Director, Chief Director of Home-Use Sales Division, and Deputy Chief Director of Business-Use Sales Division
July 2024 Director, Chief Director of Business-Use business Division
July 2025 Director, Vice President
Executive Officer,
Head of Sales and General Manager of Hokkaido Sales Division
January 2026 Director of Enepulse Inc.(current holder)
July 2026 Director, Vice President
Executive Officer,
Head of Sales and General Manager of Hokkaido Sales Division and Head of Sales and General Manager of Nishi-Nihon Division</td><td>8,420</td></tr>
<tr><td>Reasons for selecting as Director candidate</td><td colspan="2">Since joining our company, he has been engaged in the operations of the Sales Department, and is currently in charge of the Home-Use Sales Division. He has mainly promoted the decision making of important matters and strengthening of the Sales Department. Since he has a wealth of business experience at the Company, the Company has determined that he is suitable for the position of Director of the Company, and thus nominated him as a Director candidate.</td></tr>
<tr><td>Special interest</td><td colspan="2">There is no special interest between Mr. Ishikawa and the Company.</td></tr>
</table>

<table>
<tr><th>No</th><th>Name
（Date of birth）</th><th>Career profile</th><th>Number of shares held (shares)</th></tr>
<tr><td rowspan="3">3</td><td>Mie Ishimaru
（November 2, 1969）
【Director candidate】
Reappointment</td><td>November 1997 Joined Asahi Audit Corporation (current KPMG Azusa LLC)
April 2003 Registered as Certified Public Accountant
February 2010 Director of Ishimaru Certified Accountant's Office (current holder)
May 2011 Registered as Tax Accountant
June 2012 Director of Densan Co., Ltd.
July 2018 Director of TMRSystems, Inc.
Outside Director of JANPARA Co., Ltd. (former Third Wave Exchange Corporation)
September 2018 Outside Director of the Company
September 2019 Director, Deputy Chief Manager of Business Administration Division and Manager of Finance and Accounting Department
January 2020 Audit & Supervisory Board Member of FG-Lab Inc. (current holder)
March 2020 Audit & Supervisory Board Member of BizGenesis Inc.
July 2021 Director, Chief Manager of Business Administration Division and Manager of Finance and Accounting Department
January 2023 Director and Chief Manager of Business Administration Division (current holder)
September 2024 Director, Executive Officer
Head of Corporate Management Division (current holder)
June 2025 External auditor of Japan Post Co., Ltd. (current holder)</td><td>10,020</td></tr>
<tr><td>Reasons for selecting as Director candidate</td><td colspan="2">Since joining the Company, she has been engaged in the operations of the Business Administration Department, and is currently in charge of the Business Administration Division. She has been involved in supervising the execution of business of the Business Administration Department and has been in charge of the management and supervision of the Finance and Accounting Department. In addition, due to her abundant career as a certified public accountant and her specialized knowledge and experience, the Company has determined that she is suitable for the position of Director of the Company, and thus nominated her as a Director candidate.</td></tr>
<tr><td>Special interest</td><td colspan="2">There is no special interest between Ms. Ishimaru and the Company.</td></tr>
</table>

<table>
<tr><th>No</th><th>Name
(Date of birth)</th><th colspan="2">Career profile</th><th>Number of shares held (shares)</th></tr>
<tr><td rowspan="3">4</td><td>Nobuyuki Shinoda
(August 30, 1951)
【Outside Director candidate】
Reappointment Outside Independent</td><td>April 1974
March 1995

March 1997
September 2002
May 2008

March 2011
June 2016
January 2020
August 2023</td><td>Joined the Seibu Department Stores, Ltd.
Section Chief of Human Resources Department 1 and Manager of Human Resources at Ikebukuro Branch
Joined THE LOFT CO.,LTD.
Executive Officer
Director and Executive Officer, and Responsible for Corporate Planning
Responsible for Management Department
Outside Director of the Company (current holder)
Chairman of Remuneration Committee
Chairman of Nomination and Remuneration Committee (current holder)</td><td>3,800</td></tr>
<tr><td>Reasons for selection as Outside Director candidate and expected roles</td><td colspan="3">Based on a wealth of knowledge and experience in business management that he has cultivated over the years, Mr. Shinoda has been nominated as an Outside Director candidate with the Company’s expectation that he will supervise the overall management of the Company from an objective perspective and provide accurate advice. After being appointed, the Company expects that he will make use of his expertise as a person with management experience to make comments at meetings of the Board of Directors, etc., regarding the formulation of management plans, etc., mainly from a management perspective, and to supervise the progress of management plans.</td></tr>
<tr><td>Special interest</td><td colspan="3">There is no special interest between Mr. Shinoda and the Company.</td></tr>
</table>

No	Name (Date of birth)	Career profile		Number of shares held (shares)
5	Chikako Shimahata (January 30, 1985) 【Outside Director candidate】 Reappointment Outside Independent	April 2007	Joined Shinko Securities Co., Ltd. (current Mizuho Securities Co., Ltd.) Sapporo Branch	4,000
		October 2012	Joined Sapporo Nishi Branch of Japan Pension Service	
		April 2013	Registered as Labor and Social Security Attorney	
		April 2013	Representative of Labor and Social Security Attorney Office Pirika Office (current holder)	
		June 2020	CEO of Pirika Inc. (current holder)	
		September 2020	Outside Director of the Company (current holder)	
	Reasons for Selection as Outside Director Candidates and Expected Roles	Ms. Shimahata is a qualified labor and social security attorney and has a wealth of experience, specialized knowledge, and experience in human resources and labor. In order to make use of her knowledge and experience in the Company's Board of Directors structure, she has been nominated as an Outside Director candidate. After being appointed, the Company expects her to make use of her expertise as a labor and social security attorney mainly to strengthen the supervisory function of overall management and conflicts of interest, from the perspective of labor law.		
	*Special interest	There is no special interest between Ms. Shimahata and the Company.		

(Notes)

1. Number of shares of the Company held" refers to the number of shares held by each candidate as of June 30, 2026.
2. Mr. Nobuyuki Shinoda and Ms. Chikako Shimahata are Outside Director candidates. If both of them are appointed as Directors, the Company intends to continue to appoint them as Independent Directors in accordance with rules stipulated by Tokyo Stock Exchange and Sapporo Securities Exchange.
3. Mr. Nobuyuki Shinoda and Ms. Chikako Shimahata, who are Outside Directors candidates, are currently Outside Directors of the Company, and the number of years since they have been appointed as Outside Directors will be ten years for Mr. Nobuyuki Shinoda and six years for Ms. Chikako Shimahata as of the conclusion of this General Meeting.
4. The Company has entered into a contract of directors and officers liability insurance with an insurance company, and each candidate will be insured under the insurance contract if he or she is appointed as a Director. In addition, the Company plans to renew it with the same content at the next contract renewal. For a summary of the contents of the insurance contract, please refer to Section 4 (Status of Company Officers), (3) Summary of the Contents of the Contract of Directors and Officers Liability Insurance in the Business Report.
5. The Company's Articles of Incorporation stipulates that the Company may enter into a limited liability contract with an Outside Director in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, limiting its liability for damages under Article 423, Paragraph 1 of the said Act, in order to welcome appropriate personnel with a high degree of independence as Outside Directors. As a result, the Company has entered into a limited liability contract with Mr. Nobuyuki Shinoda and Ms. Chikako Shimahata to limit liability for compensation up to the amount stipulated by laws and regulations, and we plan to continue the above contract if their reappointment is approved.

Proposal No. 3: Election of one Director who is a Substitute Audit and Supervisory Committee Member

Reason for the proposal

The Company proposes the election of one Director who is a Substitute Audit and Supervisory Committee Member in advance, to be ready to fill a vacant position should the number of Audit and Supervisory Committee Members fall below the number required by laws and regulations.

The consent of the Audit and Supervisory Committee has been obtained for the submission of this proposal.

The effectiveness of election pursuant to this proposal can be nullified by a resolution of the Board of Directors if the consent of the Audit and Supervisory Committee has been obtained; provided, however, that it is only in a time before assuming office.

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

Name	Position	Attendance at Board Meetings
Chikako Shimahata	Director	15/15 (100%)

Name (Date of birth)	Career profile		Number of shares held (shares)
Chikako Shimahata (January 30, 1985) 【Outside Director candidate】 Reappointment Outside Independent	April 2007	Joined Shinko Securities Co., Ltd. (current Mizuho Securities Co., Ltd.) Sapporo Branch	4,000
	October 2012	Joined Sapporo Nishi Branch of Japan Pension Service	
	April 2013	Registered as Labor and Social Security Attorney	
	April 2013	Representative of Labor and Social Security Attorney Office Pirika Office (current holder)	
	June 2020	CEO of Pirika Inc. (current holder)	
	September 2020	Outside Director of the Company (current holder)	
Reasons for Selection as Outside Director Candidates and Expected Roles	Ms. Shimahata is a qualified labor and social security attorney and has a wealth of experience, specialized knowledge, and experience in human resources and labor. In order to make use of her knowledge and experience in the Company's Board of Directors structure, she has been nominated as an Outside Director candidate. After being appointed, the Company expects her to make use of her expertise as a labor and social security attorney mainly to strengthen the supervisory function of overall management and conflicts of interest, from the perspective of labor law.		
*Special interest	There is no special interest between Ms. Shimahata and the Company.		

(Notes)

1. "Number of shares of the Company held" refers to the number of shares held by each candidate as of June 30, 2026.
2. If Agenda Item No. 2, "Appointment of Five Directors (Excluding Directors Who Are Members of the Audit and Supervisory Committee)," is approved as proposed, the nominee intends to assume the position of Director (excluding Directors who are members of the Audit and Supervisory Committee); however, if this would result in the number of Directors (excluding Directors who are members of the Audit and Supervisory Committee) falling below the minimum required by law, the nominee intends to resign from the position of Director (excluding Directors who are members of the Audit and Supervisory Committee) and assume the position of Director who is a member of the Audit and Supervisory Committee.
3. If Ms. Chikako Shimahata is appointed as a Director who is an Audit and Supervisory Committee Member, the Company intends to continue to appoint her as an Independent Director in accordance with rules stipulated by Tokyo Stock Exchange and Sapporo Securities Exchange.
4. Ms. Chikako Shimahata, a candidate for outside director who is also an alternate member of the Audit and Supervisory Committee, is currently an outside director of the Company, and as of the conclusion of this General Meeting, she will have served as an outside director for six years.
5. The Company's Articles of Incorporation stipulates that the Company may enter into a limited liability contract with an Outside Director in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, limiting its liability for damages under Article 423, Paragraph 1 of the said Act, in order to welcome appropriate personnel with a high degree of independence as Outside Directors. As a result, Ms. Chikako Shimahata will be insured under the insurance contract if she is appointed as a Director who is an Audit and Supervisory Committee Member.
6. The Company has entered into a contract of directors and officers liability insurance with an insurance company, and each candidate will be insured under the insurance contract if he or she is appointed as a Director. In addition, the Company plans to renew it with the same content at the next contract renewal. For a summary of the contents of the insurance contract, please refer to Section 4 (Status of Company Officers), (3) Summary of the Contents of the Contract of Directors and Officers Liability Insurance in the Business Report.

(For your reference) Skill Matrix of Directors

	Audit and Supervisory Committee Member	Independent Director	Corporate Management	Understanding of the Company's Business	ESG ・SDGs	Financial Accounting	Human Resources and Labor	Legal Compliance	Sales Strategy Marketing	New Business Technology	Diversity (Gender, Nationality,)
Masanori Inomata			●	●	●	●	●	●	●	●	
Daisuke Ishikawa			●	●					●		
Mie Ishimaru			●	●		●	●	●			●
Nobuyuki Shinoda		●	●				●	●	●		
Chikako Shimahata		●	●		●		●	●			●
Tetsurou Tatsuta	●		●	●				●			
Tomohiro Obata	●	●	●					●			
Hiroshi Kamada	●	●	●					●			

End

Business Report (from July 1, 2025 to June 30, 2026)

1. Current Status of the Corporate Group

(1) Business status for the current fiscal year

1) Business progress and results

During the current consolidated fiscal year (from July 1, 2025 to June 30, 2026), the outlook for the Japanese economy remained uncertain owing to factors including the effect on financial and capital markets of rising geopolitical risks stemming from the situation in the Middle East and diplomatic relations with neighboring countries, as well as continuing chronic inflation.

Under these circumstances, our Group has adopted the new slogan, "Lead The 'Telecomenergy®.'" We will evolve from simply providing connectivity to a phase in which we create future value based on telecommunications.

Effective July 1, 2025, starting from the current consolidated fiscal year, the Company reorganized its operational structure from a business-based to a region-based system. This has resulted in a revision in the reportable segment classification method, with the Home-Use Business and Business-Use Business segments being consolidated and renamed the Network Solutions Business segment.

In the Network Solutions Business, the number of installations in rental properties has been steady, while sales of cross-selling products have progressed smoothly, with network camera installations growing especially rapidly. In addition to robust sales in our target sectors, such as medical and nursing care, projects for schools are also trending upward.

While profit margins continue their declining trend due to factors including changes in our customer base, the impact of higher costs resulting from an increase in outright sales projects is gradually stabilizing. Despite the decline in profit margins, net profit increased year on year due to the revenue boost from free Wi-Fi projects.

As a result of the above, the net sales were 13,162 million yen (+4.9% YoY) and segment profit was 3,059 million yen (+3.2% YoY), marking increases in both sales and profit.

In the Real Estate Business, there was one sale of real estate at FG Smart Asset Inc. Although it also recorded one sale in the previous consolidated fiscal year, differences in the scale of the properties sold led to declines in sales and profit.

As a result of the above, the net sales were 296 million yen (-33.0% YoY) and segment profit was 18 million yen (-71.8% YoY), marking a decrease in sales and an decrease in profit.

Regarding other business segments, there were sales related to the Renewable Energy (Electricity) Business and related activities at OffGrid-Lab Inc. and Power Denki Innovation Inc., which became a subsidiary of OffGrid-Lab. Moreover, various expenses related to the expansion of our Renewable Energy (Electricity) Business are trending upward.

As a result of the above, the net sales were 206 million yen (+159.8% YoY) and segment loss was 142 million yen (segment loss of 0 million yen in the same period of the previous fiscal year).

As a result, for the current consolidated fiscal year, we report net sales of 13,664 million yen (+4.5% YoY), operating profit of 1,838 million yen (-6.1% YoY), ordinary profit of 1,811 million yen (-6.8% YoY), and profit attributable to owners of parent of 1,082 million yen (-18.0% YoY).

Sales	Operating income	Ordinary income	Net income attributable to the parent company's shareholders
13,664 million yen YoY +4.5%	1,838 million yen YoY -6.1%	1,811 million yen YoY -6.8%	1,082 million yen YoY -18.0%

［Sales of segments］

Segments	Sales (Millions of yen)			Composition ratio (%)	YoY (%)
	25th Fiscal year Year ended June 30,2024	26th Fiscal year Year ended June 30,2025	27th Fiscal year Year ended June 30,2026		
Network Solutions business	12,061	12,549	13,162	96.3	4.9
Real estate business	523	441	296	2.2	-33.0
Others	27	79	206	1.5	159.8
Total	12,613	13,070	13,664	100.0	4.5

Notes 1. Networks Solutions business Construction, maintenance, operation, support, PB provision, etc. of Internet-free apartment
Construction, maintenance, operation, support, PB provision, etc. of free Wi-Fi facilities
2. Real estate business ……… Buying, selling, leasing, etc. of real estate
3. Others ……………………… Renewable energy(Electricity)

2)Status of Capital Investment

The total amount of capital investment made by the Group during the current consolidated fiscal year under review was 1,541 million yen.

The main capital investment for the installation of telecommunications equipment for the provision of services were 1,344 million yen.

3)Status of Financing

In the consolidated fiscal year under review, there are no significant financings other than that of ordinary working capital.

4)Status of Business Transfers, Absorption Splits, or New Business Splits

There are no significant matters to be stated.

5)Status of Business Transfers from Other Companies

There are no significant matters to be stated.

6)Status of Succession of Rights and Obligations Related to the Business of Other Corporations, etc. Due to Merger or Absorption Split

There are no significant matters to be stated.

7) Status of Acquisition or Disposal of Shares or Other Interests or Stock Acquisition Rights, etc. of Other Companies

On August 29, 2025, our subsidiary, Offgrid Lab Co., Ltd., acquired all shares of Power Denki Innovation Co., Ltd., and on April 27, 2026, it acquired all shares of Smart Green Co., Ltd., making both companies wholly-owned subsidiaries of Offgrid Lab Co., Ltd.

On May 21, 2026, we acquired all shares of Aiwa Co., Ltd., making it a wholly-owned subsidiary.

(2) Status of Property and Profits and Losses

1) Status of Property and Profits and Losses of the Corporate Group

Classification / Period	24th Fiscal Year (Ended June 2023)	25th Fiscal Year (Ended June 2024)	26th Fiscal Year (Ended June 2025)	27th Fiscal Year (Ended June 2026)
Sales (million yen)	12,795	12,613	13,070	13,664
Ordinary Income (million yen)	2,290	2,395	1,943	1,811
Net Income Attributable to the Parent Company's Shareholders (million yen)	1,482	1,567	1,319	1,082
Net Income per Share (yen)	72.70	77.20	65.20	53.79
Total Assets (million yen)	12,764	13,076	12,144	13,097
Net Assets (million yen)	4,758	5,836	6,502	6,995
Net Assets per Share (yen)	230.12	285.59	320.34	347.18

(Notes) Net income per share is calculated based on the average number of shares issued during the period.

2) Status of Property and Profits and Losses of the Company

Classification / Period	24th Fiscal Year (Ended June 2023)	25th Fiscal Year (Ended June 2024)	26th Fiscal Year (Ended June 2025)	27th Fiscal Year (Ended June 2026)
Sales (million yen)	10,753	11,643	12,366	13,031
Ordinary Income (million yen)	1,942	2,016	1,687	1,740
Net Income (million yen)	1,426	1,323	1,143	1,171
Net Income per Share (yen)	69.92	65.18	56.52	58.23
Total Assets (million yen)	11,290	12,094	11,562	12,000
Net Assets (million yen)	3,784	4,611	5,102	5,720
Net Assets per Share (yen)	184.45	227.51	253.06	284.29

(Notes) Net income per share is calculated based on the average number of shares issued during the period.

(3)Status of Significant Parent and Subsidiary Company

1) Status of Parent Company

The Company does not have a parent company.

2) Status of Significant Subsidiary Company

Company names	Address	Capital	Major businesses	Ratio of voting rights of the Company	Relation details
NOIS Inc.	Minato-ku, Tokyo	10 million yen	Internet Brokering Business	100.00%	Concurrent positions of officers
Fibergate Taiwan Inc.	Tainan City, Taiwan	500,000 NTD	Equipment Development and Call Center Business	100.00%	Concurrent positions of officers
FG-Lab Inc.	Minato-ku, Tokyo	35 million yen	Contract Development Business and Real Estate Leasing Business	100.00%	Concurrent positions of officers
FG Smart Asset Inc.	Minato-ku, Tokyo	50 million yen	Real Estate Sales and Leasing Business	100.00%	Concurrent positions of officers
OffGrid-Lab Inc.	Minato-ku, Tokyo	35 million yen	Renewable Energy (Electricity) Business	16.67%	Concurrent positions of officers
Enepulse Inc.	Minato-ku, Tokyo	20 million yen	Agency service	51.00%	Concurrent positions of officers
Power Denki Innovation Inc.	Takasaki City, Gunma	100 million yen	Solar Power Generation EPC Business	16.67%	Concurrent positions of officers
Smart Green Co., Ltd.	Minato-ku, Tokyo	1 million yen	Solar Power Generation System Construction, Sales, and Maintenance Business	16.67%	Concurrent positions of officers
Aiwa Co., Ltd.	Sagamihara, Kanagawa	10 million yen	Telecommunications Construction, Network Camera Installation, and Related Services	100.00%	Concurrent positions of officers

(Notes) 1. On August 29, 2025, OffGrid-Lab Inc. acquired all outstanding shares of Power Denki Innovation Inc., making it a consolidated subsidiary.

2. On April 27, 2026, OffGrid-Lab Inc. acquired all outstanding shares of Smart Green Co., Ltd., making it a consolidated subsidiary.

3. On May 21, 2026, the Company acquired all outstanding shares of Aiwa Co., Ltd., making it a consolidated subsidiary.

4. Although the Company's voting rights ratio in OffGrid-Lab Inc., Power Denki Innovation Inc., and Smart Green Co., Ltd. is 50/100 or less, OffGrid-Lab Inc., Power Denki Innovation Inc., and Smart Green Co., Ltd. are subsidiaries of the Company as they are effectively controlled.

(4) Issues to be addressed

The management environment surrounding the Group remains uncertain owing to factors including the effect on financial and capital markets of rising geopolitical risks stemming from the situation in the Middle East and diplomatic relations with neighboring countries, as well as continuing chronic inflation.

Under these circumstances, our Group has adopted the new slogan, “Lead The ‘Telecomenergy®.’” We will evolve from simply providing connectivity to a phase in which we create future value based on telecommunications.

1) Network Solutions business

The Group will strive to acquire new contracts and expand our market share for residential Wi-Fi services for the living environment. Specifically, we will accelerate the capturing of existing construction projects and launch new business models such as B to C services.

We aim to contribute to the acquisition of communication demand for rental condominiums and the increase in the unit price of services by enhancing cross-sell products as well as improving the communication quality and strengthening the security of remote work.

Furthermore, we expect to further contribute to sales and profits by not only developing the market for demand for on-premise communication infrastructure services for medical and nursing care facilities, public facilities, and tourist facilities, but also by developing a system to meet diverse customer needs by further strengthening our sales structure and enhancing our expertise.

3) Response to rising costs

In order to respond to rising costs due to the rapid expansion of telecommunications traffic and the impact of the depreciation of the yen, we will take measures to reduce the impact of rising costs by streamlining the effective use of lines and by considering measures to reduce foreign exchange risk, such as forward exchange contracts.

4) Improvement of the efficiency and productivity of internal systems

In response to the increasing complexity of operations associated with the expansion of the Company's scale, we believe that it is essential to improve the efficiency and productivity of internal operations. To this end, we will work to strengthen our internal structure by changing our core systems and introducing financial analysis tools.

5) Stable operation of internal controls and compliance

The Company recognizes that it is an important management issue to build a corporate governance system in which “internal control”, “compliance”, and “disclosure control” function sufficiently. We believe that securing the trust of all stakeholders, including shareholders, and society will lead to an increase in corporate value, and we will strive for sound and transparent management while pursuing fairness and efficiency, and will fulfill accountability. In addition, we are working to build and maintain a management system that discloses information to shareholders and other stakeholders in a timely and appropriate manner.

We would like to ask our shareholders for your continued support.

(5)Content of Principal Business (as of June 30, 2026)

Name of Segment	Content of Principal Business (Principal item and service)
Networks Solutions business	Construction, maintenance, operation, support, and PB provision of Internet-free apartment Construction, maintenance, operation, support, and PB provision of free Wi-Fi facilities
Real Estate Business	Real estate sales and leasing business
Others	Renewable Energy (Electricity) Business, Agency service

(6) Principal Sales Offices (as of June 30, 2026)

1) Principal Place of Business of the Company

Name	Location
Headquarters	No. 28 Keiwa Building, Nishi 8-10-3, Minami 1-Jo, Chuo-ku, Sapporo, Hokkaido
Tokyo Office	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
Osaka Office	Kawaramachi KT Building, 3-3-7, Kawaramachi, Chuo-ku, Osaka, Osaka
Nagoya Office	HR-NET Fushimi Building, 1-20-10, Nishiki, Naka-ku, Nagoya, Aichi
Sendai Office	Oak Tree Tsutsujigaoka, 3-4-18, Tsutsujigaoka, Miyagino-ku, Sendai, Miyagi
Fukuoka Office	Ichigo Hakata Building, 1-28, Gion-machi, Hakata-ku, Fukuoka, Fukuoka

2) Place of Business of the Subsidiaries

Name	Location
NOIS Inc.	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
Fibergate Taiwan Inc.	5F, No. 571, Qingping Rd, Anping District, Tainan City, Taiwan
FG-Lab Inc.	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
FG Smart Asset Inc.	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
OffGrid-Lab Inc,	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
Eneplus Inc.	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
Power Denki Innovation Inc.	1299-1 Nakao-machi, Takasaki City, Gunma Prefecture
Smart Green Co., Ltd.	KDX Shibadaimon Building, 2-10-12, Shibadaimon, Minato-ku, Tokyo
Aiwa Co., Ltd.	9-8-37 Kamitsurumahoncho, Minami-ku, Sagamihara, Kanagawa

(7) Status of employees (as of June 30, 2026)

1) Status of Employees of the Corporate Group

Classification	at the end of previous fiscal year	at the end of current fiscal year	Changes in the current fiscal year	Average age	Average length of service
Male	134 persons	148 persons	Increase of 14 persons	39 years and 5 months	6 years and 8 months
Female	105 persons	102 persons	Decrease of 3 persons	35 years and 8 months	6 years and 5 months
Total or average	239 persons	250 persons	Increase of 11 persons	37 years and 11months	6 years and 7 months

(Notes) The number of employees shown denotes full-time employees and does not include temporary or part-time employees.

2)Status of Employees of the Company

Classification	Number of employees	Average age	Average length of service
Male	119 persons	37 years and 11 months	5 years and 10 months
Female	95 persons	35 years and 5 months	6 years and 5 months
Total or average	214 persons	36 years and 9 months	6 years and 1 months

(Notes) The number of employees shown denotes full-time employees and does not include temporary or part-time employees.

3) The ratio of female managers is as follows:

Ratio of female manager	26.6%

(8) Major Borrowers (as of June 30, 2026)

Borrowers	Outstanding Debt
North Pacific Bank, Ltd.	1,710 million yen
The Hokkaido Bank, Ltd.	661 million yen
Sumitomo Mitsui Banking Corporation	361 million yen
Aomori Michinoku Bank, Ltd.	269 million yen
The 77 Bank, Ltd.	160 million yen
Mizuho Bank, Ltd.	141 million yen

(9) Other Significant Matters Related to the Current Status of the Corporate Group

There are no important matters to report.

2. Information on the Company's shares (as of June 30, 2026)

(1)	Total number of authorized shares	79,100,000
(2)	Shares issued	20,593,600（Including Treasury stock 472,242 shares）
(3)	Number of shareholders	6,054

(4) Major shareholders

Name of shareholder	Number of shares held	Shareholding ratio
MI Corporation Inc.	4,749,000	23.60
Masanori Inomata	2,794,790	13.88
Sumitomo Mitsui Trust Bank, Ltd. (Trust Account A-23)	1,700,000	8.44
Taizo Matsumoto	1,097.400	5.45
Hikari Tsushin KK Investment Limited Partnership	1,069,800	5.31
Custody Bank of Japan, Ltd. (Trust Account)	1,003,900	4.98
UH5 Co.Ltd.	977,500	4.85
The Master Trust Bank of Japan, Ltd. (Trust Account)	555,100	2.75
INTERAVTIVE BROKERS LLC（Standing proxy:Interactive Brokers Securities Japan Inc.）	272,500	1.35
Hikari Tsushin K.K.	205,900	1.02

（Notes） 1. Ratio of number of shares held to the total number of shares issued (excluding treasury shares) is rounded down to the third decimal place.

2. The shareholding ratio is calculated by deducting treasury share (472,242 shares).

3. The 1,700,000 shares of Sumitomo Mitsui Trust Bank, Ltd. (Trust Account A-23) are related to a trust agreement for the purpose of managing shares with Masanori Inomata, President and Chief Executive Officer of the Company, as the trustor and beneficiary, and Sumitomo Mitsui Trust Bank, Ltd. as the trustee. In addition, 800,000 shares of the 2,411,300 shares held by the Custody Bank of Japan, Ltd. (trust account) are due to the conclusion of a management trust agreement for donated shares for shares held by Masanori Inomata, President and Chief Executive Officer of the Company. As a result, the actual number of shares held by Masanori Inomata is 10,043,790 shares with the ratio of 49.91%, which includes the number of shares held by MI Corporation Inc., the asset management company of Masanori Inomata.

【Status by owner】

Division	Status of Shares (100 shares per unit)								Status of shares less than one unit (shares)
	Government and local governments	Financial institution	Financial instruments business operators	Other corporations	Foreign corporations, etc.		Individual and others	Total	
					Non-individual	Individua			
Number of shareholders (persons)	0	10	22	50	65	23	5,884	6,054	—
Number of shares held (Units)	0	35,505	4,042	61,031	13,191	93	91,867	205,729	20,700
Shareholding ratio (%)	0.00	17.26	1.96	29.67	6.41	0.05	44.65	100.00	—

(Notes) The treasury shares of 472,242 shares are listed including 4,722 units in "Individual and others" and 42 shares in "Status of shares less than one unit".

(5) Status of shares delivered to the Company's executives as compensation for the execution of duties during the current fiscal year

There are no applicable matters.

(6) Other Significant Matters Related to Shares

There are no applicable matters.

3. Status of Stock Acquisition Rights, etc.

(1) Status of stock acquisition rights granted as consideration for the execution of duties held by the Company's officers as of the end of the fiscal year under review

There are no applicable matters.

(2) Status of stock acquisition rights granted to employees, etc. as consideration for the execution of duties during the fiscal year under review

There are no applicable matters.

(3) Other status of stock acquisition rights

There are no applicable matters.

4. Status of Company Officers

(1) Status of Directors (as of June 30, 2026)

Position	Name	Responsible for	Significant concurrent positions
Representative Director, President Executive Officer	Masanori Inomata		CEO of MI Corporation Inc. Director of FG-Lab Inc. Director of FG Smart Asset Inc. CEO of OffGrid-Lab Inc. Director of Power Denki Innovation. Inc. Director of Smart Green Inc. Representative Director of Sakura Aid Representative Director of MI Foundation Representative Director of MI Management Outside Director of 3eee Inc. Director of Digital Enhancement for Condominium Vice chairman of Hokkaido Tourism Organization (current holder)
Director, Vice President Executive Officer,	Daisuke Ishikawa	Head of Sales and General Manager of Hokkaido Sales Division and Nishi-Nihon Division	CEO of Eneplus Inc.
Director and Managing Executive Officer,	Hisashi Kaneko	Head of Energy Business Promotion Department	Director of FG Smart Asset Inc. Director of OffGrid-Lab Inc. Director of Power Denki Innovation.Inc. Director of Smart Green Inc.
Director, Executive Officer	Mie Ishimaru	Head of Corporate Management Division	Director of Ishimaru Certified Accountant's Office Audit & Supervisory Board Member of FG-Lab Inc External auditor of Japan Post Co., Ltd.
Director (Outside Director)	Nobuyuki Shinoda	Chairperson of the Nomination and Compensation Committee	—
Director (Outside Director)	Chikako Shimahata	Chairperson of the Sustainability Committee	Representative of Labor and Social Security Attorney Office Pirika Office CEO of Pirika Inc.
Director (Outside Director)	Tetsuo Tatsuta		Audit and Supervisory Committee Member of Fibergate Taiwan Inc. Outside Audit & Supervisory Board Member of Furanoichiba (current holder) Part-time Audit and Supervisory Committee Member of Uohan Co., Ltd.

Director (Full-time Audit and Supervisory Committee Member)	Tomohiro Obata		Representative of PLAZA Law Office Outside Audit and Supervisory Committee Member of TOHOKU ENTERPRISE CO.,LTD. Outside Audit and Supervisory Committee Member of Paradigm shift Co,.Ltd.
Director (Audit and Supervisory Committee Member)	Hiroshi Kamada		Representative of Office K. Auditor of MI Foundation

(Notes)1. Directors: Mr. Nobuyuki Shinoda, Ms. Chikako Shimahata, Mr. Tomohiro Obata, and Mr. Hiroshi Kamada are Outside Directors.
2. Mr. Tomohiro Obata, a member of the Audit and Supervisory Committee, is a qualified lawyer and has considerable knowledge of legal affairs.
3. In order to strengthen the auditing and supervisory functions of the Audit and Supervisory Committee through the collection of information from Directors and employees, etc., and sufficient cooperation with the Internal Audit Office, Mr. Tetsurou Tatsuta has been selected as a full-time Audit and Supervisory Committee member.
4. The Company has designated all Outside Directors (including Audit and Supervisory Committee members) as Independent Directors in accordance with rules stipulated by Tokyo Stock Exchange and Sapporo Securities Exchange, and has notified both exchanges.

(2) Summary of the contents of the limited liability contract

The Company has entered into a contract with two Outside Directors who are not the Audit and Supervisory Committee members and two of those who are the Audit and Supervisory Committee members to limit liability for compensation under Article 423, paragraph 1 of the Companies Act in accordance with Article 427, paragraph 1 of the same Act and the Company's Articles of Incorporation.

The maximum amount of liability for compensation under the contract is the minimum amount of liability stipulated in Article 425, paragraph 1 of the same Act. Such limit shall be applicable only when the performance of the Outside Directors' duties giving rise to such liabilities is recognized to have been carried out in good faith and with no gross negligence.

(3) Summary of the contents of the contract of directors and officers liability insurance

The Company has entered into a contract of directors and officers liability insurance with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, in which the directors of the Company and its subsidiaries are insured, and the Company bears all insurance premiums.

The summary of the contents of the insurance contract is that the insurance company compensates for damages that may result from the insured being liable for the execution of his or her duties or receiving a claim for the pursuit of such liabilities, and the policy is renewed every one year. We plan to renew it with the same content at the next contract renewal.

(4) Remuneration of executives

1) Policy for determination of the details of remuneration, etc. for executives

At the Board of Directors meeting held on August 23, 2023, the Company resolved to decide on the details of individual remuneration for directors. When making a resolution by the Board of Directors, the Nomination and Remuneration Committee is consulted in advance on the content of the resolution, and a report is received.

a.Basic Policy

With regard to the remuneration of directors of the Company, the basic policy is to pay remuneration at a sufficient and appropriate level as compensation for the burden of management responsibilities with the aim of increasing motivation to contribute to the improvement of medium- to long-term business performance so that corporate value can be continuously improved.

The remuneration of Directors other than Audit and Supervisory Committee Members (excluding Outside Directors)
consists of fixed remuneration paid based on position, and stock-based remuneration for achieving annual performance
targets and management targets. The amount of remuneration for Directors and Outside Directors who are Audit

and Supervisory Committee Members consists of fixed remuneration and stock-based remuneration from the perspective of their roles and independence.

i. Fixed remuneration

Fixed compensation is determined according to position and other factors, and is paid monthly in cash.

ii. Stock-based remuneration

Stock-based remuneration in line with achievement of annual performance targets or management objectives

Please refer to the policy in b. below regarding the determination of the content and amount or number calculation method for performance-linked remuneration and non-monetary remuneration, etc.

iii. Policy on determining the content and amount or number of performance-linked remuneration, non-monetary remuneration, and other benefits

・Stock-based remuneration linked to achievement of annual performance targets

For Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors), the Company shall deliver a number of shares calculated in advance using a predetermined calculation method to such Directors after the end of the period beginning on the date of the Ordinary General Meeting of Shareholders and ending on the date of the Ordinary General Meeting of Shareholders held in the following year. This is contingent upon the relevant Director holding the position of Director of the Company or another position determined by the Board of Directors during that period. The Company has established "consolidated ordinary income" as its numerical management target for each fiscal year, and this bonus is paid upon achievement of this numerical target.

・Stock-based remuneration for achievement management goals

Directors shall be granted a predetermined number of the Company's shares, calculated using a predetermined method, after the end of the period beginning on the date of the Ordinary General Meeting of Shareholders and ending on the date of the next Ordinary General Meeting of Shareholders, provided that the relevant Director holds the position of Director of the Company or another position determined by the Board of Directors during that period. This will be paid when relative total shareholder return (TSR) (Note) exceeds 1.0.

(Note) Relative TSR is calculated by comparing the Company's TSR with the TOPIX growth rate (including dividends) over the corresponding period.

iv. Policy regarding the determination of the ratio of amounts of monetary remuneration, performance-linked remuneration, or non-monetary remuneration to the individual compensation amounts of Directors

The remuneration of Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors) consists of fixed remuneration paid in cash based on position, and stock-based remuneration for achieving annual performance targets and management targets. The amount of remuneration is determined based on the remuneration standard, with a guideline of 80%:20% for the allocation ratio of fixed remuneration and stock-based remuneration.

Remuneration for Directors who are Audit and Supervisory Committee Members and Outside Directors consists of fixed remuneration and stock-based remuneration linked to the achievement of management objectives, reflective of their roles and independence. For Outside Directors who are not Audit and Supervisory Committee members, the allocation ratio between fixed remuneration and stock-based remuneration linked to management objectives is targeted at 80%:20%. The amount of remuneration for each Director is determined in accordance with their position and remuneration standards.

v. Matters concerning the determination of details of individual director remuneration

The specific amounts of individual Director remuneration are delegated to the Company's Representative Director based on a resolution of the Board of Directors. This authority encompasses the determination the amount of director remuneration or its method of calculation. Such determinations are made within the remuneration limit approved by the General Meeting of Shareholders, with comprehensive consideration given to the achievement status of management policies and objectives, as well as the extent of contribution.

The Board of Directors has established a discretionary Nomination and Remuneration Committee to ensure that the relevant authority is exercised appropriately by the Company's Representative Director. It has determined that the Company's Representative Director shall fully consider matters such as the Director remuneration calculation methods deliberated by the discretionary Nomination and Remuneration Committee during the process of determining the amount of remuneration including that for Directors.

・Long-term stock-based remuneration

The resolution regarding the long-term stock-based remuneration plan was adopted at the General Meetings of Shareholders held on September 28, 2021, and September 25, 2025. The resolutions stipulate that, subject to conditions such as the relevant directors holding the position of director of the Company during the period from the Ordinary General Meeting of Shareholders to the date of the subsequent such meeting, the Company shall grant a predetermined number of shares to directors, calculated using a predefined method. This grant is contingent upon the relative total shareholder return (TSR) (Note) of the Company's shares exceeding 1.0 at the end of the specified period. The maximum amount of remuneration payable to eligible directors who are not Audit and Supervisory Committee members for each service period shall not exceed 100 million yen (including 10 million yen for all outside directors). At the Ordinary General Meeting of Shareholders held on September 27, 2023, it was determined that the total number of the Company’s shares that eligible directors may receive through issuance or disposition for each service period shall not exceed 112,000 shares (including 12,000 shares for all outside directors). Moreover, the maximum amount of stock-based remuneration payable to eligible directors serving as Audit and Supervisory Committee members for each service period shall not exceed 20 million yen. At the Ordinary General Meeting of Shareholders held on September 27, 2023, it was resolved that the total number of the Company’s shares that the eligible director may receive through issuance or disposition for each service period shall not exceed 23,000 shares.

(Note) Relative TSR is calculated by comparing our company's TSR to the TOPIX growth rate (including dividends) over the same period.

2) Total amount of remuneration, etc. for the current fiscal year

Category	Total amount of remuneration, etc. (Million of yen)	Total amount by type of remuneration, etc. (Millions of yen)			Number of People Paid (persons)
		Basic Remuneration	Performance-based remuneration, etc.	Non-monetary remuneration, etc.	
Director (of which are Outside Directors)	107 (6)	107 (6)	— (—)	— (—)	7 (2)
Director (Audit and Supervisory Committee Members) (of which are Outside Directors)	15 (6)	15 (6)	— (—)	— (—)	3 (2)
Total (of which are Outside Directors)	123 (13)	123 (13)	— (—)	— (—)	10 (4)

(Notes) 1. The contents of non-monetary remuneration, etc. is the shares of the Company, and the conditions for allotment are as described in (4) Remuneration for Directors. In addition, the status of share delivery in the current fiscal year is described in “(5) Status of shares delivered to officers of the Company as compensation for the execution of duties during the current fiscal year in 2. Current status of shares.”

2. The maximum amount of monetary remuneration for Directors has been resolved as follows:

Director (excluding Audit and Supervisory Committee members)	Annual amount	within 350 million yen	(of which the annual amount for Outside Directors is within 50 million) (Resolution of the Annual General Meeting of Shareholders on September 28, 2021)

As of the conclusion of the Annual General Meeting of Shareholders, the number of Directors (excluding Audit and Supervisory Committee members) is seven (including two Outside Directors).

Director (Audit and Supervisory Committee Members)	Annual amount	within 60 million yen	(Resolution of the Annual General Meeting of Shareholders on September 28, 2021)

As of the conclusion of the Annual General Meeting of Shareholders, the number of Directors who are members of the Audit and Supervisory Committee is three.

3. The maximum amount of stock-based remuneration for Directors has been resolved as follows:

Resolution of the Annual General Meeting of Shareholders on September 28, 2021 and on September 27, 2023）

Short-term Incentive Plan	Director (excluding Audit and Supervisory Committee members)	Annual amount	within 50 million yen(not applicable to Outside Directors)
		Number of Shares	Common Shares within 56,000 shares(not applicable to Outside Directors)
	As of the conclusion of the Annual General Meeting of Shareholders, the number of Directors (excluding Audit and Supervisory Committee members) is five (not applicable to Outside Directors).		
Long-term Incentive Plan	Director (excluding Audit and Supervisory Committee members)	Annual amount	within 50 million yen (of which the annual amount for Outside Directors is within 10 million)
		Number of Shares	Common Shares within 112,000 shares (of which the number of shares for Outside Directors is within 12,000 shares)
	As of the conclusion of the Annual General Meeting of Shareholders, the number of Directors (excluding Audit and Supervisory Committee members) is seven (including two Outside Directors).		
Long-term Incentive Plan	Director (Audit and Supervisory Committee Members)	Annual amount	within 20 million yen
		Number of Shares	Common Shares within 23,000 shares
	As of the conclusion of the Annual General Meeting of Shareholders, the number of Directors who are members of the Audit and Supervisory Committee is three.		

3) The reason why the Board of Directors determined that the details of the remuneration for each individual Director for the current fiscal year are in line with the policy

The Nomination and Remuneration Committee deliberates on the remuneration of each individual, and the President and Chief Executive Officer determines the remuneration for each individual after considering the contents, and it is judged that it is in line with the Company's decision-making policy.

The Nomination and Remuneration Committee was established in June 2023, and deliberations are scheduled to be held by the Nomination and Remuneration Committee from the next fiscal year.

4) Matters concerning delegation of determination of the details of remuneration, etc. for each individual Director

・Name, position, and responsibilities of the delegated person

President and Chief Executive Officer: Masanori Inomata

・Details and reasons for delegated authority

Determination of the amount of remuneration, etc. of Directors and the method of its calculation

・Measures to ensure that authority is exercised appropriately

The President and Chief Executive Officer shall make decisions on the above matters within the scope of the maximum amount of remuneration, etc., approved by the General Meeting of Shareholders, after obtaining a report from the Nomination and Remuneration Committee, the majority of which is composed of Outside Directors.

(5) Matters Concerning Outside Officers (as of June 30, 2025)

1) Status of important concurrent positions held by other corporations, etc., and the relationship between the Company and the said other corporations, etc.

Position	Name	Concurrent position and its details
Director	Nobuyuki Shinoda	—
Director	Chikako Shimahata	Representative of Labor and Social Security attorney office Pirika Office CEO of Pirika, Inc.
Director (Audit and Supervisory Committee member)	Tomohiro Obata	Representative Employee of Legal Professional Corporation PLAZA law office Outside Audit & Supervisory Board Member of Paradigm Shift, Inc
Director (Audit and Supervisory Committee member)	Hiroshi Kamada	Representative of Office K. Auditor of public interest incorporated foundation MI Foundation

(Notes) There is no special relationship between the Company and each of the above concurrent positions.

2) Major Activities in the Current Fiscal Year

Name	Board of Directors and Nomination and Remuneration Committee	Audit and Supervisory Committee	Attendance and Summary of Duty Performed in Relation to Expected Role
Nobuyuki Shinoda	Attended Board of Director meetings 15 out of 15 times (100%) Attended Nomination and Remuneration Committee meetings 2 out of 2 times (100%)	—	He attended all 15 meetings of the Board of Directors (excluding written meetings) held during the current fiscal year. At the Board of Directors, he monitors the legality and appropriateness of the Company's management decisions, fulfills monitoring function, and provides advice and recommendations on the Company's management strategy, as well as advice and recommendations that lead to the improvement of the objectivity and corporate governance of the Company's Board of Directors. In addition, as the chairman of the Nomination and Remuneration Committee, which is a voluntary advisory body to the Company, he leads deliberations on how to determine the remuneration of Directors and compiles a draft report as a committee.
Chikako Shimahata	Attended Board of Director meeting 15 out of 15 times (100%) Attended Nomination Remuneration Committee meetings 2 out of 2 times (100%)	—	She attended all 15 meetings of the Board of Directors (excluding written meetings) held during the current fiscal year. Mainly from a professional standpoint as a social insurance and labor consultant, she deliberates on agendas and provides advice and recommendations as appropriate from an objective perspective as an Outside Director. She also attends meetings of the Nomination and Remuneration Committee, which is a voluntary advisory body to the Company, and provides objective advice and exchanges opinions from an external standpoint.
Tomohiro Obata	Attended Board of Director meetings 15 out of 15 times (100%) Attended Nomination Remuneration Committee meetings 2 out of 2 times (100%)	Attended 15 out of 15 times (100%)	He attended all 15 meetings of the Board of Directors (excluding written meetings) and 15 meetings of the Audit and Supervisory Committee held during the current fiscal year. Mainly from a professional standpoint as a lawyer, he deliberates on agendas and provides advice and recommendations as appropriate from an objective perspective independent of management as an Outside Audit and Supervisory Committee member. He also attends meetings of the Nomination and Remuneration Committee, which is a voluntary advisory body to the Company, and provides objective advice and exchanges opinions from an external standpoint and the lawyer.
Hiroshi Kamada	Attended Board of Director meetings 15 out of 15 times (100%) Attended Remuneration Committee meeting 2 out of 2 times (100%)	Attended 15 out of 15 times (100%)	He attended all 15 meetings of the Board of Directors (excluding written meetings) and 15 meetings of the Audit and Supervisory Committee held during the current fiscal year. He has many years of experience as a small and medium-sized enterprise consultant and has knowledge of overall management, management and operations, and provides advice and recommendations that lead to the improvement of the objectivity and corporate governance of the Board of Directors of the Company in matters such as accounting, finance, human resource development, risk management, and management strategy at operating companies. He also attends meetings of the Nomination and Remuneration Committee, which is a voluntary advisory body to the Company, and provides objective advice and exchanges opinions from an external standpoint.

3) Amount of remuneration, etc. received from the Company's subsidiaries as an officer during the current fiscal year

There are no applicable matters.

4) Opinions on matters stated in the Business Report

There are no applicable matters.

5. Basic Policy on Company Control

The Company believes that those who control financial and business policy decisions should concentrate management resources on expanding corporate value and increasing shareholder profits with the aim of stable growth.

At this time, the Company has not introduced any special takeover defense measures, but will continue to conduct flexible studies while paying close attention to changes in social conditions and other factors.

6. Policy on Determination of Appropriation of Surplus

The Group aims to expand its business performance through growth investments and regards the return of profits to shareholders as one of the most important management issues.

Profits for each fiscal year will be divided into three major divisions, and in principle, one-third of them will be used as a source of profit dividends as a return to shareholders, another one-third of them will be used for returns to executives and employees, which are important human capital, and business investments for further growth of the Company, and the remaining one-third will be retained earnings. While we have set a basic dividend payout ratio of approximately 33% based on this "triple win approach” principle, we have determined that it has become less urgent to strengthen finances and, as such, have adopted a policy of prioritizing shareholder returns. We therefore plan to maintain a total annual dividend of 27.0 yen per share.

Based on this, the year-end dividend for the current fiscal year will be 13.5 yen per share. The interim dividend was 13.5 yen per share. This results in a total annual dividend of 27.0 yen per share.

For the next fiscal year, while maintaining the above policy, we plan to pay an interim dividend of 13.5 yen per share and a year-end dividend of 13.5 yen per share, for a total annual dividend of 27.0 yen per share.

Consolidated Balance Sheets（June 30, 2026）

（Millions of yen）

Assets	
Accounts	Accounts
【current assets】	5,930
Cash and deposits	2,156
Accounts receivable	1,986
Contract Assets	164
Merchandise	482
Raw materials and supplies	35
Real estate for sale	717
Power generation assets for sale	237
Work in progress	11
Others	149
Allowance for doubtful accounts	△12
【Fixed asset】	7,167
(tangible fixed assets)	6,728
Building	32
Tools, furniture & fixtures	17
Communication equipment	6,561
Machinery and equipment	61
Structures	5
Land	46
Others	3
(Intangible assets)	119
Software	57
Software in progress	26
Goodwill	35
(Investments and other assets)	319
Investment securities	11
Deposit	45
Deferred tax assets	231
Distressed receivables	1
Others	30
Allowance for doubtful accounts	△1
【Deferred assets】	0
Inaugural expenses	0
Total assets	13,097

L i a b i l i t i e s	
Accounts	Accounts
【Current liabilities】	4,157
Accounts payable	783
Short-term borrowings	731
Current portion of long-term borrowings	1,118
Income taxes payable	316
Contract liabilities	727
Provision for bonuses	97
Others	382
【Fixed liabilities】	1,945
Corporate bond	50
Long-term borrowings	1,803
Retirement benefit liability	80
Deferred tax liabilities	9
Others	2
Total liabilities	6,102
Net assets	
【Shareholders' equity】	6,981
Capital	494
Capital surplus	423
Retained earnings	6,556
Treasury share	△493
【Other comprehensive income cumulative amount】	4
Valuation difference of other securities	△0
Foreign currency translation adjustment account	4
【Non-controlling interest】	9
Total net assets	6,995
Total liabilities and net assets	13,097

(Notes) The listed amount is rounded down to the nearest million yen.

Consolidated profit and loss statement (from July 1, 2025 to June 30, 2026)

(Millions of yen)

Accounts		Amounts	
【Sales】			13,664
【Cost of goods sold】			8,214
	Gross profit		5,449
【Selling, general and administrative expenses】			3,611
	Operating profit		1,838
【Non-operating income】			
Interest income		4	
Point revenue		5	
Others		0	11
【Non-operating expenses】			
Interest expenses		35	
Foreign exchange loss		2	
Others		0	38
	Ordinary profit		1,811
【Extraordinary income】			
Gain on sale of non-current assets		0	
Gain on bargain purchase		40	40
【Extraordinary loss】			
Loss on disposal of fixed assets		54	54
	Net income before income taxes		1,798
	Income taxes-current	517	
	Income taxes-deferred	52	570
	Net profit		1,227
	Net profit attributable to non-controlling interests		145
	Profit attributable to owners of parent		1,082

(Notes) The listed amount is rounded down to the nearest million yen.

Balance Sheets（June 30, 2025）

(Millions of yen)

Assets		Liabilities	
Accounts	Amounts	Accounts	Amounts
【Current assets】	3,913	【Current liabilities】	4,447
Cash and deposits	1,379	Accounts payable	758
Accounts receivable	1,844	Short-term borrowings	1,195
Contract Assets	164	Current portion of long-term borrowings	1,099
Merchandise	436	Income taxes payable	283
Work in progress	5	Contract liabilities	678
Others	94	Provision for bonuses	91
Allowance for doubtful accounts	△12	Others	340
【Fixed asset】	8,087	【Fixed liabilities】	1,833
(tangible fixed assets)	6,598	Long-term borrowings	1,759
Building	29	Retirement benefit liability	74
Tools, furniture & fixtures	7	Total liabilities	6,280
Communication equipment	6,561	Net assets	
(Intangible assets)	90	【Shareholders’ equity】	5,720
Software	64	Capital	494
Software in progress	26	Capital surplus	415
(Investments and other assets)	1,397	Capital reserve	400
Investment securities	1	Other capital surplus	14
Shares of related companies	437	Retained earnings	5,304
Deposit	720	Other retained earnings	5,304
Deferred tax assets	44	Retained earnings carried forward	5,304
(Investments and other assets)	224	Treasury stock	△493
Others	19	【Other comprehensive income cumulative amount】	△0
Allowance for doubtful accounts	△50	Valuation difference of other securities	△0
		Total net assets	5,720
Total assets	12,000	Total liabilities and net assets	12,000

(Notes) The listed amount is rounded down to the nearest million yen.

Profit and loss statement (from July 1, 2024 to June 30, 2025)

(Millions of yen)

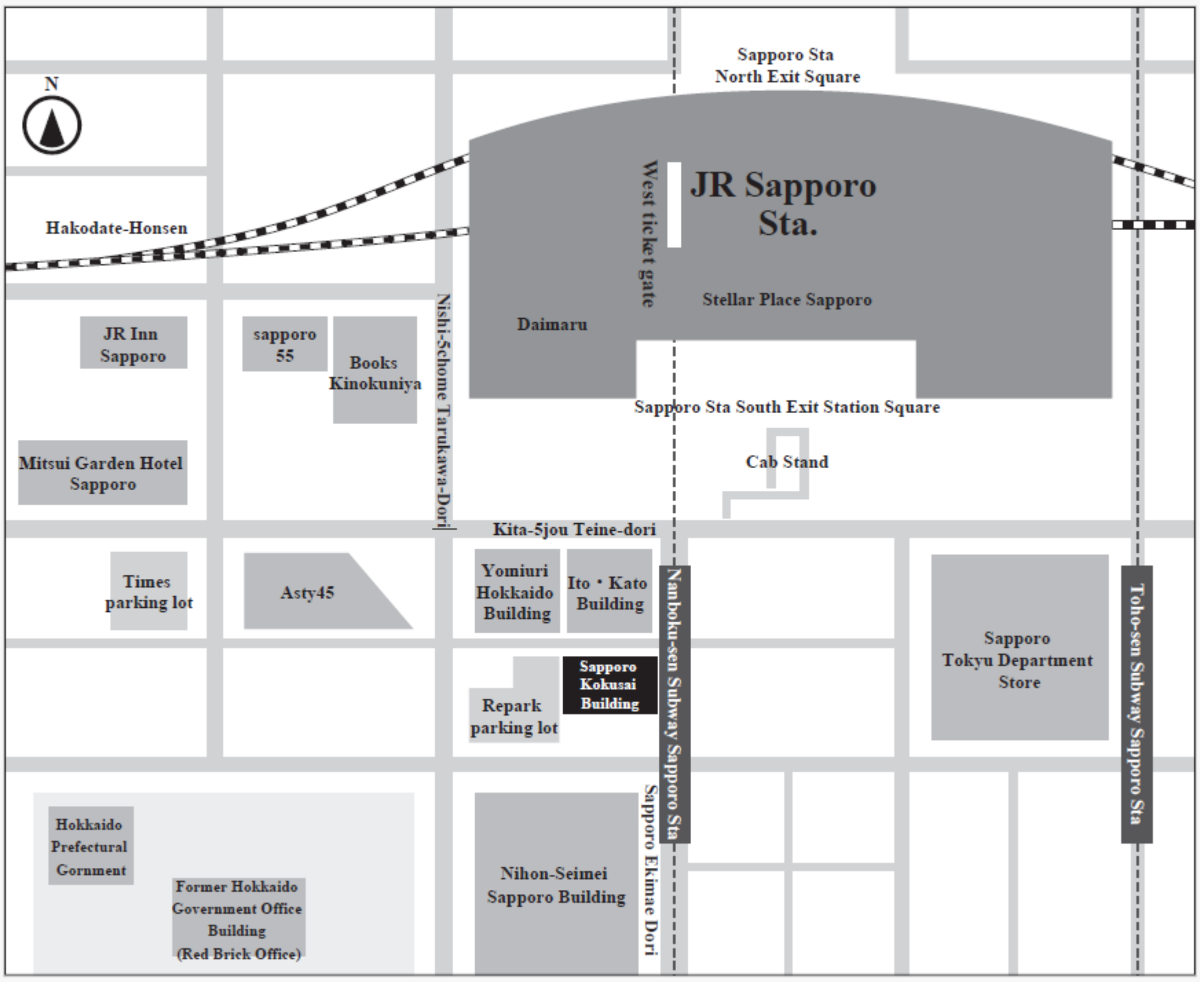
Accounts		Amounts	
【Sales】			13,031
【Cost of goods sold】			7,777
	Gross profit		5,253
【Selling, general and administrative expenses】			3,439
	Operating profit		1,813
【Non-operating income】			
Interest income		9	
Point revenue		5	
Others		0	15
【Non-operating expenses】			
Interest expenses		39	
Provision of allowance for doubtful accounts		49	88
	Ordinary profit		1,740
【Extraordinary loss】			
Loss on disposal of fixed assets		51	51
	Net income before income taxes		1,689
	Income taxes-current	466	
	Income taxes-deferred	50	517
	Net profit		1,171

(Notes) The listed amount is rounded down to the nearest million yen.

Venue Guide for the 27th Annual General Meeting of Shareholders

Venue	Sapporo Kokusai Building 8th Floor

Address	Nishi 4-1, Kita 4-Jo, Chuo-ku, Sapporo	TEL	011-241-9020 (main phone number)



Travel Information Access from the nearest station	Next to Exit 8 of “Sapporo station” (Subway Namboku Line, Tozai Line and Toho Line)