

Securities Code 4668
November 4, 2026

To All Shareholders With Voting Rights

Kotaro Okamoto
President and Representative Director
MEIKO NETWORK JAPAN CO., LTD.
7-20-1 Nishi-Shinjuku, Shinjuku Ward, Tokyo, Japan

NOTICE OF THE 42ND ANNUAL MEETING OF SHAREHOLDERS

Dear Shareholders:

Please be informed that the 42nd Annual Meeting of Shareholders of MEIKO NETWORK JAPAN CO., LTD. (hereinafter the “Company”) shall be held as described below.

When convening this general meeting of shareholders, the Company provides information contained in the reference documents for the general meeting of shareholders, etc. (matters to be provided electronically) electronically, and posts this information on the Company’s website. Please access the website by using the internet address shown below to review the information.

The Company’s website:

<https://www.meikonet.co.jp/ja/ir/stock/meeting.html> (in Japanese)

In addition to posting matters to be provided electronically on our website, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE).

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the internet address shown above, enter “MEIKO NETWORK JAPAN” in “Issue name (company name)” or the Company’s securities code “4668” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

If you are unable to attend the meeting in person, you may exercise your voting rights via the internet, etc. or in writing. Please review the Reference Documents for the Annual Meeting of Shareholders, and exercise your voting rights **by 6:00 p.m. on Thursday, November 19, 2026 (JST).**

- 1. Date and Time:** Friday, **November 20, 2026** at 10:00 a.m. (JST)
- 2. Place:** “**Century Room,**” **B1 floor, Hyatt Regency Tokyo**
2-7-2 Nishi-Shinjuku, Shinjuku Ward, Tokyo, Japan

3. Agenda of the Meeting:

Matters to be reported:

1. Business Report, Consolidated Financial Statements for the 42nd term (from September 1, 2025 to August 31, 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 42nd term (from September 1, 2025 to August 31, 2026)

Proposals to be resolved:

- | | |
|-----------------------|--|
| Proposal No. 1 | Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members) |
| Proposal No. 2 | Election of Four (4) Directors Who Are Audit and Supervisory Committee Members |

-
- Shareholders attending the meeting are kindly requested to submit the Voting Right Exercise Form to the reception at the venue.
 - Note that, for this general meeting of shareholders, paper-based documents stating matters to be provided electronically will be delivered to all shareholders regardless of whether they have made a request for delivery of such documents. Among the matters to be provided electronically, in accordance with the provisions of laws and regulations and Article 15, Paragraph 2 of the Articles of Incorporation of the Company, Major Offices, etc., Accounting Auditor, System to Ensure the Properness of Operations, Overview of Operational Status of System to Ensure the Properness of Operations, Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements, Balance Sheet, Statement of Income, Statement of Changes in Equity, and Notes to Non-consolidated Financial Statements are not provided in the documents delivered to shareholders. The Audit and Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the matters mentioned above.
 - If there are any changes to the matters to be provided electronically, a notice of the changes and the details of the matters before and after the changes will be posted on the Company's aforementioned website and the TSE website.
 - If a voting right is exercised in duplicate by the same shareholder through writing and the internet, the Company shall treat the latter as valid. In addition, if an exercise of voting right through the internet was conducted for multiple times, and if there are conflicting votes to the same proposal, the last exercise of voting right through the internet shall be treated as valid.

How to Exercise Your Voting Rights, Etc.

Exercise of Voting Rights via the Internet

Please access the following website for exercising voting rights and exercise your voting rights.

<https://www.web54.net> (in Japanese)

Inquiries (Toll-free number)

Transfer Agency Web Support Service, Sumitomo Mitsui Trust Bank, Limited
Telephone number: 0120-652-031 (available from 9:00 a.m. to 9:00 p.m.)

Thursday, November 19, 2026 at 6:00 p.m. (JST)

Exercise of Voting Rights in Writing

Please indicate your approval or disapproval for each proposal, and send us your response.

- For each proposal, if there is no indication of an approval or disapproval, the vote shall be treated as an approval.

To be received by the Company by Thursday, November 19, 2026 at 6:00 p.m. (JST)

Exercise of Voting Rights by Attending Meeting in Person

Please submit the Voting Right Exercise Form to the reception at the venue.

- Please bring this Notice with you on the day.

Friday, November 20, 2026 at 10:00 a.m. (JST)

Exercising voting rights is easy with “smart exercising.”

You can exercise your voting rights simply by using your smartphone to read the QR code on the Voting Right Exercise Form.

*1 Depending on the type of device used, the internet connection, etc., there may be cases where this service is unavailable.

*2 After the first login, an ID and password will be required.

*3 “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

For Institutional Investors

For shareholders whose names are listed on the shareholder register such as management trust banks (including the standing proxy), institutional investors can use an electronic platform run by ICJ, Inc. for the exercise of voting rights, subject to prior application and registration.

Reference Documents for the Annual Meeting of Shareholders

Proposals and References

Proposal No. 1

Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all four (4) Directors (excluding Directors who are Audit and Supervisory Committee members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this Annual Meeting of Shareholders. Accordingly, the election of five (5) Directors is proposed, increasing the number of Directors by one (1) to strengthen the management structure.

Concerning this proposal, the Audit and Supervisory Committee of the Company has confirmed that those candidates were nominated through appropriate procedures at the Nomination and Compensation Committee, which consists of Independent Outside Directors as major constituent members, and conducted review, and has judged that all of the candidates for Directors are appropriate.

The candidates are as follows:

No.	Name		Position in the Company	Number of years in office	Board of Directors meetings attendance
1	Kazuhito Yamashita	Reappointment	Chairperson and Representative Director	19 years	100% (18/18 times)
2	Kotaro Okamoto	Reappointment	President and Representative Director	6 years	100% (18/18 times)
3	Katsuki Saito	Reappointment	Managing Director	1 year	100% (14/14 times)*
4	Kouyuki Sakamoto	Reappointment	Director	2 years	100% (18/18 times)
5	Mahito Asamizu	Newly appointed	Senior Executive Officer	—	—

* As Mr. Saito assumed his position on November 21, 2025, his attendance above covers the Board of Directors meetings held on and after November 21, 2025.

Number of the Company's shares held

65,000 shares

Board of Directors meetings attendance

100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

- Mar. 2007: Joined the Company
- Nov. 2007: Director
- Nov. 2008: Managing Director
- Sept. 2012: General Manager, Kobetsu School Business
In charge of Soccer School Business Division, in charge of Meiko Kids Business Division and in charge of Business Development Division
- Jul. 2013: General Manager, Business Development Headquarters
- Sept. 2014: General Manager, Meikogijuku Business Headquarters
In charge of FC Business Development Division
- Nov. 2014: Senior Managing Director
- Nov. 2015: Vice President and Director
- Nov. 2018: President and Representative Director
- Nov. 2024: Chairperson and Representative Director (present)
- May 2025: Auditor of Japan Franchise Association (present)
- Jun. 2025: Part-time External Director of Incorporated School of Ueda Kouo Gakuen (present)

[Important concurrent posts]

Director of Meiko Culture and Education Ltd.
 Councilor of MEIKO KYOIKU KENKYUJO (Public Interest Incorporated Foundation)
 Auditor of Japan Franchise Association
 Part-time External Director of Incorporated School of Ueda Kouo Gakuen

► **Reasons for selection as a candidate for Director**

Mr. Kazuhito Yamashita has abundant knowledge and experience accumulated as a corporate manager. He has made efforts to create fans by deepening existing businesses. He has also been dedicated to establishing a core of new businesses that follow the Meikogijuku Business and creating businesses that solve social issues for the purpose of responding to changes in the business environment surrounding the Company.

Furthermore, in order to embody human capital management, he drives such type of management by actively communicating with employees, utilizing the individuality of each employee as diversity, identifying their abilities as assets, refining their abilities, and creating an environment where they can exercise their strengths. The Company expects that he will be able to continuously contribute to further enhancement of the Company's corporate value through strategic human resource development with a future-oriented perspective, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

23,480 shares

Board of Directors meetings attendance

100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

- Sept. 1995: Joined Nissho Motors Co. Ltd. (current Auto Communications Co., Ltd.)
- Apr. 2002: Director of Nissho Motors Co. Ltd.
- Apr. 2004: President and Representative Director of Nissho Motors Co. Ltd.
- Feb. 2005: Joined Carlets Co., Ltd., President and Representative Director
- Jun. 2008: Joined Krispy Kreme Doughnuts Japan, Inc., Executive Officer and COO
- Mar. 2012: President and Representative Director of Krispy Kreme Doughnuts Japan, Inc.
- Apr. 2017: Partner of GrowthPoint Equity LLP
- Jul. 2020: Joined the Company, Counselor
- Oct. 2020: Director of KOTOH & COMPANY CO., LTD
- Nov. 2020: Senior Managing Director of the Company
- Sept. 2021: General Manager, Kids Business Headquarters
- Apr. 2022: Director of Simple Inc.
- Sept. 2022: Director of MEIKO Carrier Partners Co., Ltd.
- Oct. 2022: Director of Go Good Co., Ltd.
- Apr. 2023: Vice President and Director of the Company
- Nov. 2024: President and Representative Director (present)
- Feb. 2026: Chairman of the MEIKO NETWORK VIETNAM COMPANY LIMITED (present)

[Important concurrent posts]

Chairman of the MEIKO NETWORK VIETNAM COMPANY LIMITED

► **Reasons for selection as a candidate for Director**

Mr. Kotaro Okamoto has a track record of managing three corporations as President and Representative Director prior to his appointment as Director of the Company. Since his appointment as a Director of the Company, he has overseen the Japanese Language School Business and Other Businesses such as Kids Business from the perspective of a professional manager who always anticipates change, and has properly managed and supervised the execution of business operations. He has also planned and implemented management strategies, M&A strategies, the creation of new businesses and businesses that solve social issues, as well as corporate value enhancement initiatives for the purpose of responding to changes in the business environment surrounding the Company.

He also has abundant knowledge of financial accounting, and is committed to using his expertise to expand the scope of new businesses. He has contributed greatly to strengthening the management foundation, and strongly driven sustainable growth and improvement of corporate value.

The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

3,000 shares

Board of Directors meetings attendance

100% (14/14 times)

* As Mr. Saito assumed his position on November 21, 2025, his attendance above covers the Board of Directors meetings held on and after November 21, 2025.

► Brief personal record, position, responsibilities and important concurrent posts

- Apr. 1987: Joined FUJIYA HOTEL Co., Ltd.
- Jun. 1998: Joined Tokyo Individualized Educational Institute, INC.
- Aug. 2004: Director of Tokyo Individualized Educational Institute, INC.
- May 2014: Representative Director and President of Tokyo Individualized Educational Institute, INC.
- Jul. 2016: Chairperson of Education Industry Committee of Japan Hospitality Movement Association (NPO) (present)
- Apr. 2018: Director of Japan Hospitality Movement Association (NPO) (present)
- Apr. 2022: Member of The Board of Trustees of KEIZAI DOYUKAI (Japan Association of Corporate Executives) (present)
- Aug. 2022: ISO/TC 312 (Excellence in service) Mirror Committee Member of Japan (present)
- Sept. 2023: Director and Chair of Tokyo Individualized Educational Institute, INC.
- May 2024: Retired as Director and Chair of Tokyo Individualized Educational Institute, INC.
- May 2024: Representative Director and President of CLAPBOARD Co., Ltd. (present)
- Jun. 2025: Joined the Company
Senior Executive Officer, General Manager, Meikogijuku Business Headquarters
- Nov. 2025: Managing Director, General Manager, Meikogijuku Business Headquarters (present)

[Important concurrent posts]

Representative Director and President of CLAPBOARD Co., Ltd.

► Reasons for selection as a candidate for Director

Mr. Katsuki Saito has been engaged in the education business for many years, and has high knowledge based on his industry experience, as well as abundant management experience.

Additionally, since joining the company, in the Meikogijuku Business, he has made efforts to install hospitality as the culture for the Company as a whole based on his experience as Director of the Japan Hospitality Movement Association. As a result, he has proposed warm service tailored to customers' needs and greatly contributed to improving the Company's value of services and increasing customer satisfaction. The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

9,900 shares

Board of Directors meetings attendance

100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

Mar. 1995: Joined the Company

Sept. 2015: General Manager, General Affairs Department

Apr. 2019: General Manager, Corporate Planning Department

Mar. 2020: Director of Waseda EDU Co., LTD.

Jun. 2021: Executive Officer, General Manager, Corporate Planning Department of the Company

Apr. 2022: Director of Simple Inc. (present)

Sept. 2022: Director of MEIKO Carrier Partners Co., Ltd. (present)

Oct. 2022: Director of International Human Resource Development Co., LTD.
Director of Go Good Co., Ltd.

Apr. 2023: Executive Manager, Sustainability Promotion Office of the Company

Aug. 2023: Senior Executive Officer, General Manager, Corporate Planning Department

Nov. 2024: Director, General Manager, Corporate Planning Department, and Executive Manager, Sustainability Promotion Office

Oct. 2025: Director of Go Good Co., Ltd. (present)

Apr. 2026: Director, General Manager, Corporate Division, and Manager, Investor Relations and Sustainability Promotion Office (present)

[Important concurrent posts]

Director of Simple Inc.

Director of MEIKO Carrier Partners Co., Ltd.

Director of Go Good Co., Ltd.

► **Reasons for selection as a candidate for Director**

Since joining the Company immediately after his graduation, Mr. Kouyuki Sakamoto worked at classrooms and served as General Manager of the General Affairs Department before assuming the current posts of Director and General Manager of the Corporate Division and Manager of the Investor Relations and Sustainability Promotion Office. He plays a central role in pushing forward the Company's M&A, IR, and finance strategies, promoting the creation of new businesses, and fundamentally transforming its business.

He is also energetically pursuing the integration of sustainability management with the management strategies in order to respond to changes in the business environment surrounding the Company, aiming to achieve both the resolution of social issues and the enhancement of corporate value. The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

6,100 shares

Board of Directors meetings attendance

—

► **Brief personal record, position, responsibilities and important concurrent posts**

Oct. 2005: Joined the Company

Nov. 2015: Vice President of Meiko Culture and Education Ltd.

Jun. 2019: General Manager of Instruction Department

Sept. 2019: Auditor of Meiko Culture and Education Ltd. (present)

Apr. 2020: General Manager of Directly Operated Business Department

Sept. 2022: Executive Officer, President of Kanto and Koshin Company

Oct. 2022: Director of K.LINE Co., Ltd.

Aug. 2023: Senior Executive Officer, President of Kanto and Koshin Company

Oct. 2023: Director of MAXIS Education Inc.

Sept. 2024: Deputy General Manager, Meikogijuku Business Headquarters (present)

Sept. 2025: Senior Executive Officer, President of Kanto and Koshinetsu Company (present)

[Important concurrent posts]

Auditor of Meiko Culture and Education Ltd.

► **Reasons for selection as a candidate for Director**

Mr. Mahito Asamizu has accumulated frontline experience as a classroom manager at Meikogijuku, an Area Manager of the Directly Operated Business Department, and a supervisor of the Franchised Business. During the launch of the Taiwan joint venture, he served as the overall supervisor on the Japanese side, leading efforts from establishing a local subsidiary to setting up operational structures, thereby successfully setting the overseas business on track.

Subsequently, after serving as General Manager of the Instruction Department, General Manager of the Directly Operated Business Department, and President of the Kanto and Koshinetsu Company, he has been overseeing the business as a whole as the Deputy General Manager of the Meikogijuku Business Headquarters. The Company expects that he will be able to contribute to the enhancement of not only the Meikogijuku Business but also the Group's corporate value, and therefore proposes the new election of the candidate as Director of the Company.

- (Notes)
1. None of the candidates for Directors have special conflict of interest with the Company.
 2. The Company has entered into a directors and officers liability insurance contract with an insurance company, which covers Directors as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages and litigation expenses to be borne by the insureds in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or officer of the Company. The insurance premiums are fully borne by the Company. The candidates for Directors will be insured by the insurance contract upon the approval on their appointment. The Company plans to renew the insurance contract with the same terms and conditions during their terms of office.

Proposal No. 2**Election of Four (4) Directors Who Are Audit and Supervisory Committee Members**

The terms of office of all four (4) Directors who are Audit and Supervisory Committee members will expire at the conclusion of this Annual Meeting of Shareholders.

Accordingly, the election of four (4) Directors who are Audit and Supervisory Committee members is proposed.

Consent has been obtained from the Audit and Supervisory Committee for this proposal.

The candidates for Directors who are Audit and Supervisory Committee members are as follows:

No.	Name		Position in the Company	Number of years in office	Board of Directors meetings attendance
1	Hiroshi Jinza	Reappointment	Outside Director (Full-time Audit and Supervisory Committee member)	4 years	100% (18/18 times)
2	Nanako Aono	Reappointment	Outside Director (Audit and Supervisory Committee member)	4 years	100% (18/18 times)
3	Saiko Kumao	Reappointment	Outside Director (Audit and Supervisory Committee member)	4 years	100% (18/18 times)
4	Yukiko Miyaki	Newly appointed	—	—	—

Number of the Company's shares held

3,500 shares

Board of Directors meetings attendance

100% (18/18 times)

Audit and Supervisory Committee
meetings attendance

100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

- Apr. 1980: Joined The Mitsubishi Bank, Ltd. (current MUFG Bank, Ltd.)
- Jul. 2004: Manager, Los Angeles Branch of The Bank of Tokyo-Mitsubishi, Ltd. (current MUFG Bank, Ltd.)
- May 2006: General Manager, Americas Planning Division, Americas Group of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (current MUFG Bank, Ltd.)
- Feb. 2008: Manager, Marunouchi Branch of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (current MUFG Bank, Ltd.)
- Jan. 2010: Executive Officer and General Manager, International Division of ITOKI CORPORATION
- Jan. 2013: Managing Executive Officer and General Manager, International Group of ITOKI CORPORATION
- Mar. 2021: Outside Corporate Auditor (part-time) of the Company
- Oct. 2021: Part-time Director of Hotel New Akao
- Nov. 2022: Outside Director (Full-time Audit and Supervisory Committee member) of the Company (present)

► **Reasons for selection as a candidate for Outside Director who is an Audit and Supervisory Committee member and expected roles**

Mr. Hiroshi Jinza has a wealth of experience and knowledge in banking, finance and corporate management gained from his long years of service at financial institutions, etc. as well as a track record of serving as outside director for another company. As a full-time Audit and Supervisory Committee member, he also has provided effective advice and opinion on important management issues of the Company from a global perspective based on his working experience overseas.

The Company has determined that the candidate will continue to enhance audit effectiveness in the Company, along with monitoring overall management, and thereby proposes the reelection of the candidate as Outside Director who is an Audit and Supervisory Committee member.

Mr. Hiroshi Jinza will have served as Outside Director who is an Audit and Supervisory Committee member of the Company for 4 years at the conclusion of this Annual Meeting of Shareholders.

Number of the Company's shares held
- shares

Board of Directors meetings attendance
100% (18/18 times)

Audit and Supervisory Committee
meetings attendance
100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

Apr. 1984: Joined The Nikko Securities Co., Ltd. (current SMBC Nikko Securities Inc.)

Nov. 1995: Joined ChuoAoyama Audit Corporation

Jul. 2002: Joined BUSICOM Co., Ltd. (current OAG BUSICOM Co., Ltd.)

Mar. 2005: Director of BUSICOM Co., Ltd. (current OAG BUSICOM Co., Ltd.)

Jun. 2008: Outside Corporate Auditor of DUSKIN CO., LTD.

May 2010: President and Representative Director of GEN Co., Ltd. (present)

Jun. 2017: Outside Corporate Auditor of MISUMI Group Inc. (present)

Jun. 2019: Outside Corporate Auditor of Nippon Paper Industries Co., Ltd. (present)

Mar. 2020: Outside Director of OPTEX GROUP CO., LTD.

Mar. 2021: Outside Corporate Auditor (part-time) of the Company

Nov. 2022: Outside Director (Audit and Supervisory Committee member) of the Company (present)

[Important concurrent posts]

President and Representative Director of GEN Co., Ltd.

Outside Corporate Auditor of MISUMI Group Inc.

Outside Corporate Auditor of Nippon Paper Industries Co., Ltd.

► **Reasons for selection as a candidate for Outside Director who is an Audit and Supervisory Committee member and expected roles**

Ms. Nanako Aono has extensive knowledge of finance and accounting as a certified public accountant and a wealth of experience and broad knowledge of corporate management as well as a track record of serving as outside director for other companies. Based on her background, she has provided advice and opinion that will help the Company ensure management transparency and lead to further enhancement of corporate governance.

The Company has determined that the candidate will continue to enhance audit effectiveness of the Company, along with providing advice and opinion on overall management, and thereby proposes the reelection of the candidate as Outside Director who is an Audit and Supervisory Committee member.

Ms. Nanako Aono will have served as Outside Director who is an Audit and Supervisory Committee member of the Company for 4 years at the conclusion of this Annual Meeting of Shareholders.

Number of the Company's shares held
- shares

Board of Directors meetings attendance
100% (18/18 times)

Audit and Supervisory Committee
meetings attendance
100% (18/18 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

Dec. 2017: Completed the Legal Training and Research Institute of the Supreme Court

Registered with Daiichi Tokyo Bar Association

Joined Legal Professional Corporation Legal Plus

Jun. 2018: Joined Shimamura Law and Accounting (present)

Mar. 2020: Outside Director (Audit and Supervisory Committee Member) of The Sailor Pen Co., Ltd. (present)

Jun. 2021: Outside Director (Audit and Supervisory Committee Member) of COLOWIDE CO., LTD.

Jul. 2022: Outside Director (Audit and Supervisory Committee Member) of Hamee Corp. (present)

Nov. 2022: Outside Director (Audit and Supervisory Committee member) of the Company (present)

Jun. 2025: Outside Director (Audit and Supervisory Committee Member) of ATOM Corporation (present)

[Important concurrent posts]

Shimamura Law and Accounting

Outside Director (Audit and Supervisory Committee Member) of The Sailor Pen Co., Ltd.

Outside Director (Audit and Supervisory Committee Member) of Hamee Corp.

Outside Director (Audit and Supervisory Committee Member) of ATOM Corporation

► **Reasons for selection as a candidate for Outside Director who is an Audit and Supervisory Committee member and expected roles**

Ms. Saiko Kumao has expertise in corporate legal affairs as well as experience as a director who is an audit supervisory committee member. Amid growing importance of business administration incorporating ESG issues in corporate management and corporate governance enhancement, she has provided advice and opinion that will help the Company ensure management transparency and lead to further enhancement of corporate governance.

The Company has determined that the candidate will continue to contribute to the operation of the Board of Directors based on her expertise and broad perspective as a lawyer, and, therefore, proposes the reelection of the candidate as Outside Director who is an Audit and Supervisory Committee member.

Ms. Saiko Kumao will have served as Outside Director who is an Audit and Supervisory Committee member of the Company for 4 years at the conclusion of this Annual Meeting of Shareholders.

Number of the Company's shares held

- shares

Board of Directors meetings attendance

—

Audit and Supervisory Committee
meetings attendance

—

► **Brief personal record, position, responsibilities and important concurrent posts**

Apr. 1994: Joined Life Design Research Institute (currently Daiichi Life Research Institute Co., Ltd.)

May 2016: Representative Director of Japan HIEB Association

Apr. 2021: General Manager of Life Design Research Department and Chief Researcher of Dai-Ichi Life Research Institute Inc. (currently Daiichi Life Research Institute Co., Ltd.)

Apr. 2022: Director, General Manager of Life Design Research Department, and Chief Researcher of Dai-Ichi Life Research Institute Inc.

Apr. 2024: Managing Director, General Manager of Life Design Research Department, and Chief Researcher of Dai-Ichi Life Research Institute Inc.

Apr. 2026: Joined Daiichi Life Group, Inc.

Fellow of Customer Experience Unit (present)

Jun. 2026: Councilor of General foundation SFC Forum (present)

[Important concurrent posts]

Fellow of Customer Experience Unit of Daiichi Life Group, Inc.

Councilor of General foundation SFC Forum

► **Reasons for selection as a candidate for Outside Director who is an Audit and Supervisory Committee member and expected roles**

Ms. Yukiko Miyaki has served as a researcher for many years at think tanks affiliated with life insurance companies. She possesses expertise in areas such as consumer awareness, behavior, and well-being, and has experience in human capital management and strengthening governance as a Director.

The Company believes that she will utilize her expertise and managerial knowledge to provide advice and opinion that will help the Company ensure management transparency and lead to further enhancement of corporate governance. The Company has determined that the candidate will contribute to the operation of the Board of Directors based on her broad perspective as a researcher and corporate manager, and thereby proposes the new election of the candidate as Outside Director who is an Audit and Supervisory Committee member.

- (Notes)
1. None of the candidates have special conflict of interest with the Company.
 2. The Company has concluded liability limitation agreements with Mr. Hiroshi Jinza, Ms. Nanako Aono, and Ms. Saiko Kumao based on the provisions of Article 427, Paragraph 1 of the Companies Act, for the purpose of limiting the liability for damages as set out in Article 423, Paragraph 1 of the Act; provided, however, that the limit of the liability shall be the minimum liability amount stipulated in Article 425, Paragraph 1 of the Act. If the appointment of Mr. Hiroshi Jinza, Ms. Nanako Aono, and Ms. Saiko Kumao is approved, the Company plans to continue the agreement with them. If the election of Ms. Yukiko Miyaki is approved, the Company plans to enter into the same agreement with her.
 3. All of the candidates are candidates for Outside Directors. All candidates for Outside Directors are required to meet the election criteria for independent outside officers set out by the Company, and all of the candidates meet all such criteria.
 4. Ms. Saiko Kumao has never been involved in the management of a company except as an outside officer. However, the Company has determined that she will appropriately fulfill her duties as an Outside Director based on the above reasons.
 5. Mr. Hiroshi Jinza, Ms. Nanako Aono, and Ms. Saiko Kumao meet the requirements for independent officers based on the regulations of Tokyo Stock Exchange, Inc. The Company has designated them as independent officers and registered them as such at Tokyo Stock Exchange, Inc. Ms. Yukiko Miyaki meets the requirements for independent officers based on the regulations of Tokyo Stock Exchange, Inc. If her election is approved, the Company plans to designate her as an independent officer.

6. The Company has entered into a directors and officers liability insurance contract with an insurance company, which covers Directors as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages and litigation expenses to be borne by the insureds in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or officer of the Company. The insurance premiums are fully borne by the Company. The candidates for Directors will be insured by the insurance contract upon the approval on their appointment. The Company plans to renew the insurance contract with the same terms and conditions during their terms of office.

<Reference>

The table below shows the potential structure of the officers if Proposals No.1 and No.2 are approved as originally proposed.

Basic Views on Officer Structure

MEIKO NETWORK JAPAN aims to shift from an education business company that helps children grow into independently-minded people to a corporate group that extracts the potential in everyone, from infants to elderly, with the aspiration of evolving into a comprehensive human resources support group that will realize a bright future aligning with each individual's life stage with the Purpose of creating memory of You can if You Think You Can as a starting point.

In order to maintain its status as a preferred choice in the society, the Company has identified fundamental requirements for its officer as an individual: who can perceive social issues, such as educational inequality, digital education, imbalances in educational/labor opportunities, a declining working-age population, and an aging society, as new business opportunities; who can strive to solve these issues actively with the Purpose of creating the memory of You can if You Think You Can as a starting point; and who has the capability to contribute to sound and sustainable growth and the enhancement of shareholders' and corporate value of the Company, which runs the education business and the human resources and training business.

■ Principal expertise and experience particularly required or expected out of Directors

	No.	Name	Purpose management / management strategy	Sustainability	Human capital management	Business and sales experience	DX	CX	Marketing / branding	Creation of new businesses / M&A	Compliance	Financial affairs
Directors	1	Kazuhiro Yamashita	●	●	●	●			●	●	●	
	2	Kotaro Okamoto	●	●	●	●			●	●	●	●
	3	Katsuki Saito			●	●		●	●	●	●	
	4	Kouyuki Sakamoto		●	●					●	●	●
	5	Mahito Asamizu			●	●	●		●	●	●	
Audit and Supervisory Committee members	1	Hiroshi Jinza Outside	●			●				●	●	●
	2	Nanako Aono Outside				●					●	●
	3	Saiko Kumao Outside		●		●	●				●	
	4	Yukiko Miyaki Outside		●	●				●		●	

* The table above shows items that are required or expected of each Director/Audit and Supervisory Committee member. In addition, the Company will continue to discuss and flexibly change required or expected roles and diversity in accordance with factors such as changes in the business environment surrounding the Company and progress in the Company's business strategies.

■ Principal expertise and experience particularly required or expected out of Executive Officers

Name		Business strategy	Sustainability	Human capital strategy	Industry experience / sales	DX	CX	Marketing / branding	Compliance / risk management	Financial affairs
Yoshihiro Etou	Senior Executive Officer Senior Director of Business Management Department and Director of Development Department in the Meikogijuku Business Division	●			●			●	●	
Toshiaki Imai	Senior Executive Officer Senior Director of Information Systems Department in the Meikogijuku Business Division	●				●		●	●	
Hiroaki Tateyama	Executive Officer General Manager, Kids Business Headquarters	●			●			●	●	
Tomoya Nakamura	Executive Officer Senior Director of the Meiko Group Administration Office and Supervising RED Business Division	●			●			●	●	
Shuji Watanabe	Executive Officer Senior Director, Business Management of the Meiko Group Administration Department	●		●					●	●
Satoshi Matsuda	Executive Officer Senior Director of Marketing Department of the Meikogijuku Business Division	●					●	●	●	
Hiroki Kadoyanagi	Executive Officer Assistant Director of the Meiko Group Administration Department and Director of Information Security Promotion Group		●			●		●	●	

* The table above shows items that are required or expected of each Executive Officer. It does not cover all the expertise and experience possessed by each of them. In addition, the Company will continue to discuss and flexibly change required or expected roles and diversity in accordance with factors such as changes in the business environment surrounding the Company and progress in the Company's business strategies.

Criteria for Nominating Independent Outside Directors

The Company has established criteria for nominating Independent Outside Directors to ensure the independence of candidates when nominating candidates for Outside Directors, and disclosed it on the Company's website (<https://www.meikonet.co.jp/ja/ir/management/governance.html> (in Japanese)).

Consolidated Financial Statements

Consolidated Balance Sheet (As of August 31, 2026)

(Unit: Million yen)

Item	Amount
Assets	
Current assets	11,525
Cash and deposits	8,380
Accounts receivable - trade	1,429
Merchandise	104
Work in process	15
Supplies	4
Accounts receivable - other	1,152
Other	490
Allowance for doubtful accounts	(53)
Non-current assets	6,696
Property, plant and equipment	1,097
Buildings and structures	935
Tools, furniture and fixtures	94
Land	48
Leased assets	18
Intangible assets	516
Goodwill	268
Software	230
Software in progress	12
Telephone subscription right	4
Investments and other assets	5,083
Investment securities	3,386
Deferred tax assets	216
Leasehold and guarantee deposits	1,298
Other	182
Total assets	18,222

Item	Amount
Liabilities	
Current liabilities	4,536
Accounts payable - trade	165
Accrued expenses	1,441
Income taxes payable	266
Accrued consumption taxes	323
Contract liabilities	1,317
Lease liabilities	5
Provision for bonuses	598
Provision for shareholder benefit program	140
Other	278
Non-current liabilities	1,034
Retirement benefit liability	146
Provision for share awards for directors (and other officers)	35
Deferred tax liabilities	304
Lease liabilities	15
Asset retirement obligations	466
Other	66
Total liabilities	5,570
Net assets	
Shareholders' equity	11,241
Share capital	972
Capital surplus	909
Retained earnings	9,791
Treasury shares	(432)
Accumulated other comprehensive income	1,409
Valuation difference on available-for-sale securities	1,366
Foreign currency translation adjustment	43
Total net assets	12,651
Total liabilities and net assets	18,222

Consolidated Statement of Income (From September 1, 2025 to August 31, 2026)

(Unit: Million yen)

Item	Amount	
Net sales		26,037
Cost of sales		19,616
Gross profit		6,420
Selling, general and administrative expenses		4,909
Operating profit		1,510
Non-operating income		
Interest income	25	
Dividend income	52	
Share of profit of entities accounted for using equity method	67	
Gain on investments in investment partnerships	2	
Rental income	12	
Reversal of allowance for doubtful accounts	9	
Subsidy income	13	
Other	30	214
Non-operating expenses		
Rental expenses	1	
Commission expenses	11	
Other	5	19
Ordinary profit		1,706
Extraordinary income		
Gain on sale of non-current assets	0	0
Extraordinary losses		
Loss on retirement of non-current assets	30	
Impairment losses	53	84
Profit before income taxes		1,622
Income taxes - current	704	
Income taxes - deferred	76	780
Profit		842
Profit attributable to owners of parent		842

Non-consolidated Financial Statements

Balance Sheet (As of August 31, 2026)

(Unit: Million yen)

Item	Amount
Assets	
Current assets	5,429
Cash and deposits	2,863
Accounts receivable - trade	1,153
Merchandise	102
Supplies	0
Short-term loans receivable	410
Other	941
Allowance for doubtful accounts	(41)
Non-current assets	9,783
Property, plant and equipment	462
Buildings	430
Tools, furniture and fixtures	30
Leased assets	1
Intangible assets	208
Software	175
Software in progress	28
Telephone subscription right	4
Investments and other assets	9,112
Investment securities	3,037
Shares of subsidiaries and associates	4,790
Investments in capital	0
Long-term loans receivable	385
Leasehold and guarantee deposits	748
Other	150
Total assets	15,212

Item	Amount
Liabilities	
Current liabilities	2,191
Accounts payable - trade	92
Accrued expenses	877
Income taxes payable	88
Accrued consumption taxes	183
Contract liabilities	112
Lease liabilities	1
Provision for bonuses	449
Provision for shareholder benefit program	140
Other	246
Non-current liabilities	612
Provision for share awards for directors (and other officers)	18
Deferred tax liabilities	294
Asset retirement obligations	237
Other	61
Total liabilities	2,804
Net assets	
Shareholders' equity	11,041
Share capital	972
Capital surplus	915
Legal capital surplus	915
Retained earnings	9,585
Legal retained earnings	54
Other retained earnings	9,531
General reserve	9,147
Retained earnings brought forward	384
Treasury shares	(432)
Valuation and translation adjustments	1,366
Valuation difference on available-for-sale securities	1,366
Total net assets	12,408
Total liabilities and net assets	15,212

Statement of Income (From September 1, 2025 to August 31, 2026)

(Unit: Million yen)

Item	Amount	
Net sales		15,896
Cost of sales		11,899
Gross profit		3,997
Selling, general and administrative expenses		3,328
Operating profit		669
Non-operating income		
Interest income	15	
Interest on securities	8	
Dividend income	79	
Gain on investments in investment partnerships	2	
Rental income	51	
Reversal of allowance for doubtful accounts	9	
Other	11	178
Non-operating expenses		
Commission expenses	15	
Rental expenses	51	
Other	2	69
Ordinary profit		777
Extraordinary income		
Gain on sale of non-current assets	0	0
Extraordinary losses		
Loss on retirement of non-current assets	3	
Impairment losses	47	
Loss on valuation of shares of subsidiaries and associates	139	190
Profit before income taxes		587
Income taxes - current	327	
Income taxes - deferred	34	361
Profit		225