

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the case of any discrepancies between the two documents, the Japanese one shall prevail.

Security Code: 2335

June 4, 2026

To Our Shareholders

Masahiro Nakanishi,
Representative Director and President
CUBE SYSTEM INC.
2-11-1, Osaki, Shinagawa-ku, Tokyo, Japan

Notice of the 54th Ordinary General Meeting of Shareholders

We are pleased to notify you that the 54th Ordinary General Meeting of Shareholders of CUBE SYSTEM INC. (the “Company”) will be held as follows.

In convening this Ordinary General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company’s website. Please access the following website by using the Internet address shown below to review the information.

The Company’s website: <https://www.cubesystem.co.jp/en/>

(From the above website, select “IR Information,” “Stock Information,” and then “Shareholders Meeting Information.”)

In addition to the Company’s website, the Electronic Provision Measures Matters are also posted on the Tokyo Stock Exchange (TSE) website specified below.

TSE website (Listed Company Search):

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

(Access the TSE website using the internet address shown above, enter “CUBE SYSTEM” in “Issue name (company name)” or the Company’s securities code “2335” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Click “Click here for access” in the “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]” column under “Filed information available for public inspection.”)

If you are unable to attend the meeting in person on the day of the meeting, you may exercise your voting rights in writing or via the internet. In this case, after reviewing the Reference Documents for the General Meeting of Shareholders, please exercise your voting rights in advance by indicating your approval or disapproval of the proposals on the Voting Rights Exercise Form sent to you with this notice and return it so that it is received by 5:30 p.m. on Wednesday, June 24, 2026 (JST) or by accessing the dedicated website specified by the Company (<https://evote.tr.mufg.jp/>) and performing the necessary operations by 5:30 p.m. on Wednesday, June 24, 2026 (JST).

1. Date and Time Thursday, June 25, 2026, at 10 a.m. (JST) (Reception opens at 9 a.m.)

2. Venue Osaki Bright Core Hall, 3rd floor, Osaki Bright Core
5-5-15 Kitashinagawa, Shinagawa-ku, Tokyo, Japan

For shareholders who use wheelchairs, a dedicated space will be provided in the venue. The staff will guide you upon your arrival.

3. Purpose of the Meeting

Matters to be reported:

1. Business Report, Consolidated Financial Statements for 54th Fiscal Year (from April 1, 2025 to March 31, 2026), and the results of audit of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for 54th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal Election of Seven Directors

4. Guidance on Exercising Voting Rights

In the case of exercising your voting rights in writing (by postal mail), if you do not indicate your approval or disapproval of a proposal on the Voting Rights Exercise Form, it will be deemed that you have indicated your approval on that proposal.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal Election of Seven Directors

At the conclusion of this meeting, the terms of office of all six Directors will expire. Therefore, the Company proposes the election of seven Directors, including three Outside Directors.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	<p style="text-align: center;">Representative Director and President Masahiro Nakanishi November 6, 1958 (age 67)</p> <p style="text-align: center;">Reelection</p> <p style="text-align: center;">Number of years in office as Director 6 years (at the conclusion of this meeting)</p> <p style="text-align: center;">Attendance at Board of Directors meetings 17/17 times</p>	<p>Apr. 1982 Joined Nomura Computer Systems Co., Ltd. (currently Nomura Research Institute, Ltd.)</p> <p>Apr. 2002 General Manager of Business Planning Office of Distribution & Social Solutions Division</p> <p>Apr. 2008 General Manager of General Administration Office of Service & Industrial Systems Business Division</p> <p>Oct. 2009 Deputy General Manager of Chubu Regional Headquarters</p> <p>Apr. 2017 Executive Officer of the Company</p> <p>Apr. 2018 Managing Executive Officer</p> <p>Apr. 2020 President (current position) and CDO (Chief Digital Officer)</p> <p>June 2020 Representative Director (current position)</p> <p>Significant concurrent positions outside the Company None</p>	33,800 shares
<p>Reasons for nomination as candidate for Director</p> <p>Since assuming office as an Executive Officer of the Company in 2017, Masahiro Nakanishi has contributed to the growth of the business in the system solution services business by strengthening and promoting relationships with specific customers. In addition, he has constantly sought innovation, including management innovation for continuous business growth, driven growth with both technology and creativity, demonstrated strong leadership to realize the next management vision, and steadily promoted management reform.</p> <p>Based on the above, the Company judges that he is appropriate to continue serving as a Director and nominates him as a candidate.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
2	<p>Director Masaki Tochizawa January 14, 1953 (age 73)</p> <p>Reelection</p> <p>Number of years in office as Director 18 years (at the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 17/17 times</p>	<p>Apr. 1975</p> <p>Apr. 2006</p> <p>Apr. 2008</p> <p>June 2008</p> <p>June 2012</p> <p>June 2015</p> <p>Apr. 2020</p> <p>None</p>	<p>Joined Nomura Computer Systems Co., Ltd. (currently Nomura Research Institute, Ltd.)</p> <p>Senior Managing Director and Head of Kansai Regional Office</p> <p>Executive Officer of the Company</p> <p>Director</p> <p>Managing Director</p> <p>Director and Senior Managing Executive Officer</p> <p>Director (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>None</p>	21,700 shares
<p>Reasons for nomination as candidate for Director</p> <p>Since assuming office as a Director of the Company in 2008, Masaki Tochizawa has contributed to the growth of the business in the system solution services business by strengthening and promoting relationships with specific customers. He has contributed to appropriate decision-making of the Company's management and the strengthening of the supervisory function from multilateral viewpoints based on his experience gained and performance achieved as a non-executive Director since 2020.</p> <p>Based on the above, the Company judges that he is appropriate to continue serving as a Director and nominates him as a candidate.</p>				
3	<p>Director Takao Shiino September 17, 1954 (age 71)</p> <p>Reelection</p> <p>Number of years in office as Outside Director 11 years (at the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 17/17 times</p>	<p>Apr. 1979</p> <p>June 2000</p> <p>Apr. 2002</p> <p>Apr. 2007</p> <p>May 2007</p> <p>Apr. 2009</p> <p>July 2010</p> <p>Apr. 2012</p> <p>June 2012</p> <p>June 2015</p> <p>None</p>	<p>Joined Nomura Research Institute, Ltd.</p> <p>Member of the Board</p> <p>Member of the Board and Senior Corporate Managing Director</p> <p>Counselor</p> <p>Executive Director of Japan Information Technology Services Industry Association</p> <p>Director of Japan Data Center Council</p> <p>Chair of The Green Grid Japan Liaison Committee</p> <p>Dean of Nomura School of Advanced Management</p> <p>Senior Managing Director</p> <p>Independent Outside Director of the Company (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>None</p>	-
<p>Reasons for nomination as candidate for Director</p> <p>Takao Shiino has extensive experience and knowledge in corporate management and the information industry acquired over many years and provides appropriate and useful advice and recommendations to the Board of Directors of the Company. Although he will no longer be categorized as an Outside or Independent Director, the Company expects that he will continue to supervise the Company's management and actively provide suggestions on, and be committed to, the strengthening of the governance structure. Therefore, the Company judges that he is appropriate to continue serving as a Director and nominates him as a candidate.</p> <p>In addition, if he is elected, the Company plans to reappoint him as the chairperson of the Board of Directors at the meeting of the Board of Directors to be held after this Ordinary General Meeting of Shareholders.</p>				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	<p>Director and Managing Executive Officer Minoru Odaka March 20, 1967 (age 59)</p> <p>Reelection</p> <p>Number of years in office as Director 1 year (at the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 13/13 times</p>	<p>Oct. 1999 Joined the Company Oct. 2007 Executive Officer of the Company Apr. 2018 Senior Executive Officer Apr. 2020 Managing Executive Officer June 2025 Director and Managing Executive Officer (current position)</p> <p>Significant concurrent positions outside the Company None</p>	26,600 shares
<p>Reasons for nomination as candidate for Director</p> <p>Since assuming office as an Executive Officer of the Company in 2007, Minoru Odaka has contributed to the growth of the business in the system solution services business by strengthening and promoting relationships with specific customers. Since 2025, he has contributed to the enhancement of the Company's corporate value as a Director and Executive Officer from the perspectives of both the execution and supervisory functions to realize "V2026."</p> <p>Based on the above, the Company judges that he is appropriate to continue serving as a Director and nominates him as a candidate.</p>			
5	<p>Director (Independent Outside) Hanae Nagata December 5, 1986 (age 39)</p> <p>Reelection Outside Independent</p> <p>Number of years in office as Outside Director 6 years (at the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 17/17 times</p>	<p>Apr. 2012 Obtained a medical practitioner's license Apr. 2012 Joined Japanese Red Cross Musashino Hospital May 2016 Industrial physician of Yahoo Japan Corporation May 2018 Representative Director of PhileLife Co., Ltd. (current position) June 2020 Independent Outside Director of the Company (current position)</p> <p>Significant concurrent positions outside the Company Representative Director of PhileLife Co., Ltd.</p>	-
<p>Reasons for nomination as candidate for Outside Director and summary of expected roles</p> <p>Hanae Nagata has experience as an industrial physician in a variety of industries, including a major IT company, a food company, and service companies, and extensive knowledge in the development of workplace environments, mental health measures, etc. She also has provided useful advice and recommendations in such fields to the Board of Directors of the Company. Since the Company expects that she will continue to supervise the Company's management from an independent and objective standpoint and actively provide suggestions on, and be committed to, the strengthening of the governance structure, the Company judges that she is appropriate to continue serving as an Outside Director and nominates her as a candidate.</p> <p>In addition, if she is elected, she will be involved in the selection of candidates for positions at the Company and the determination of officers remuneration, etc. from an objective and neutral standpoint as a member of the Nomination and Compensation Advisory Committee.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
6	<p>Director (Independent Outside) Takaaki Saito December 3, 1971 (age 54)</p> <p>Reelection Outside Independent</p> <p>Number of years in office as Outside Director 3 years (at the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 17/17 times</p>	<p>Apr. 1995 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>July 1999 Registered as a Certified Public Accountant (No. 15348)</p> <p>Apr. 2001 Seconded to The Fuji Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>July 2012 Named as Partner of Deloitte Touche Tohmatsu LLC</p> <p>Sept. 2021 CEO of SET THE DIRECTION Co., Ltd. (current position)</p> <p>Nov. 2021 Director of Takaaki Saito Certified Public Accountant Office (current position)</p> <p>June 2023 Independent Outside Director of the Company (current position)</p> <p>May 2024 Outside Director of YAKUODO HOLDINGS CO.,LTD. (current position)</p> <p>Apr. 2025 Outside Director of Adastria Co., Ltd.</p> <p>Significant concurrent positions outside the Company CEO of SET THE DIRECTION Co., Ltd. Director of Takaaki Saito Certified Public Accountant Office Outside Director of YAKUODO HOLDINGS CO.,LTD.</p>	-
<p>Reasons for nomination as candidate for Outside Director and summary of expected roles</p> <p>Takaaki Saito has a wide variety of knowledge about corporate accounting and governance as a certified public accountant, has extensive experience and knowledge related to corporate management, and has also provided useful advice and recommendations in such fields to the Board of Directors of the Company. Since the Company expects that he will continue to supervise the Company's management from an independent and objective standpoint and actively provide suggestions on, and be committed to, the strengthening of the governance structure, the Company judges that he is appropriate to continue serving as an Outside Director and nominates him as a candidate.</p> <p>In addition, if he is elected, he will be involved in the selection of candidates for positions at the Company and the determination of officers remuneration, etc. from an objective and neutral standpoint as the chairperson of the Nomination and Compensation Advisory Committee.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
7	Director (Independent Outside) Toshinori Kobayashi April 18, 1959 (age 67) New election Outside Independent	Apr. 1982 Joined Fujitsu Limited Apr. 2015 Executive Officer, Head of Outsourcing Business Division, and responsible for Infrastructure Services Business Division Apr. 2016 Executive Officer, Head of Outsourcing Business Division, and responsible for Digital Business Platform Business Division Apr. 2018 Managing Director, Deputy Head of Public Services Business Group Apr. 2020 President & Representative Director of FUJITSU FSAS INC. (currently Fsas Technologies Inc.) June 2024 Director of F-COM Co., Ltd. Significant concurrent positions outside the Company None	-
<p>Reasons for nomination as candidate for Outside Director and summary of expected roles</p> <p>Toshinori Kobayashi has extensive knowledge in corporate management and the information industry acquired over many years. Thus, the Company expects that he will supervise the Company's management from an independent and objective standpoint, actively provide suggestions on and be committed to, the strengthening of the governance structure at the Board of Directors. Therefore, the Company judges that he is appropriate to serve as an Outside Director and nominates him as a candidate.</p> <p>In addition, if he is elected, he will be involved in the selection of candidates for positions at the Company and the determination of officers remuneration, etc. from an objective and neutral standpoint as a member of the Nomination and Compensation Advisory Committee.</p>			

- Notes:
1. There are no special interests between any of the candidates and the Company.
 2. Hanae Nagata, Takaaki Saito, and Toshinori Kobayashi are candidates for Outside Directors.
 3. Takao Shiino, Hanae Nagata and Takaaki Saito have entered into limited liability agreements for damages with the Company pursuant to the provisions of Article 427, paragraph (1) of the Companies Act and the Articles of Incorporation. Pursuant to this agreement, the defined maximum amount of liability for damages is the minimum liability amount provided for under Article 425, paragraph (1), item (i), (c) and item (ii) of the same Act. If the re-election of Hanae Nagata and Takaaki Saito is approved, the Company plans to renew the aforementioned limited liability agreements with them. If the election of Toshinori Kobayashi is approved, the Company plans to conclude an agreement to limit liability for damages with him under Article 427, paragraph (1) of the Companies Act and provisions of the Articles of Incorporation of the Company. Pursuant to this agreement, the defined maximum amount of liability for damages will be the minimum liability amount provided for under Article 425, paragraph (1), Item (i), (c) and Item (ii) of the same Act.
 4. The Company has entered into a liability insurance contract for officers, etc. with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act. Such liability insurance contract covers the insured, including Directors of the Company, against damages, or any damage such as costs arising from a dispute. If each candidate is elected and assumes the office of Director, they will be the insured under such insurance contract.
 5. The Company has submitted notification to the Tokyo Stock Exchange that Hanae Nagata and Takaaki Saito have been designated as independent officers as provided for by the aforementioned exchange. If their election is approved, the Company plans for their designation as independent officers to continue. In addition, the Company intends to submit notification to the Tokyo Stock Exchange that Toshinori Kobayashi is designated as an independent officer if his election as Director is approved and he assumes office.

(Reference)

The composition and expertise of the Board of Directors if the Proposal is approved and adopted as originally proposed at this Ordinary General Meeting of Shareholders are as follows.

Name	Gender	Attributes	Position in the Company	Areas where expertise can be especially demonstrated						
				Governance/ Business management	Laws and legislation/ Compliance	IT services	DX/ New technology/ Consulting	Production technology/ Quality management	Finance/ Sustainability	Human resources/ Health and Productivity management
Masahiro Nakanishi	Male	Reelection	Representative Director and President	○			○	○		
Masaki Tochizawa	Male	Reelection	Director			○				
Takao Shiino	Male	Reelection	Director	○		○	○			
Minoru Odaka	Male	Reelection	Director and Managing Executive Officer		○	○				○
Hanae Nagata	Female	Reelection	Independent Outside Director							○
Takaaki Saito	Male	Reelection	Independent Outside Director	○	○				○	
Toshinori Kobayashi	Male	New election	Independent Outside Director	○		○		○		
Toshio Uchida	Male		Full-time Audit & Supervisory Board Member	○				○		○
Tatsuo Nonaka	Male		Full-time Independent Outside Audit & Supervisory Board Member		○				○	
Yukako Miida	Female		Independent Outside Audit & Supervisory Board Member						○	
Misato Fukushima	Female		Outside Audit & Supervisory Board Member	○	○					

Reasons for selecting skills

Governance/ Business management
In order to maintain an appropriate corporate governance system, engage in fair and efficient management, and realize important decision-making and the formulation and promotion of business strategies that contribute to improving corporate value over the medium- to long-term, a wealth of expertise and experience in overall corporate management and business strategies are necessary skills.
Laws and legislation/ Compliance
In order for each employee, as a self-reliant business person, to live up to the trust of all stakeholders and realize sound and sustainable enhancement of corporate value, knowledge of compliance and strict compliance to laws and regulations, which is the basis of corporate activities, is a necessary skill.
IT services
In order to thoroughly understand the SI and System Enhancement Business that are the foundation of our company, and to provide sustainable services and contribute to the development of our customers' businesses, a wealth of knowledge and experience in these IT services are necessary skills.
DX/ New technology/ Consulting
In order to have the experience to contribute to solving social issues from the customer's perspective and to promote company-wide digital transformation (DX), experience in the use of advanced technologies and knowledge of consulting are necessary skills.
Production technology/ Quality management
In order to realize the provision of high quality services that satisfy our customers based on our basic policy of "Customer First," manufacturing through production technology and knowledge to ensure quality are necessary skills.
Finance/ Sustainability
Turning the social challenges our clients face into business opportunities, achieving sustainable growth, and making the necessary investments require knowledge of financial accounting that supports a sound and solid financial foundation.
Human resources/ Health and Productivity management
In order to reform the human resources system to support employees' taking on challenges and self-realization, propose new ways of working, improve brand value, etc., and solidify the foundation for sustainable growth, a wealth of expertise and experience in human resources, human resource development, and labor affairs are necessary skills.