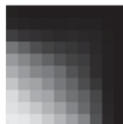


This document is an unofficial translation of the Notice of Convocation of Ordinary General Meeting of Shareholders and is provided for your convenience only, without any warranty as to its accuracy or as to the completeness of the information. The Japanese original version of the document is the sole official version.



Notice of Convocation of the 29th Ordinary General Meeting of Shareholders



AVANT GROUP

Date/Time

September 24, 2025 (Wednesday) at 10:00 a.m. (Doors open at 9:30 a.m.)

Location

1-3-2, Otemachi, Chiyoda-ku, Tokyo

Keidanren Hall, 2F, Keidanren Kaikan (Please refer to the guide map to the venue at the end of this document.)

Matters to be resolved

Proposal 1: Appropriation of Surplus

Proposal 2: Election of Four (4) Directors (excluding Directors who are Audit Committee Members)

“Matters on corporate officers,” “Officers’ compensation plan” and “Compliance and risk management” in the 29th business report contains content highly relevant to the documents for reference for the shareholders’ meeting listed in the electronically provided matters; therefore, the order of listing was rearranged.

AVANT GROUP CORPORATION Securities Code: 3836

To Our Shareholders

We sincerely appreciate your continued understanding and support of our Group's business.

Under our medium-term management plan, “BE GLOBAL 2028” (BG28), launched in the fiscal year ended June 30, 2024 (which began in July 2023), the Group is advancing its business activities based on our own approach to “Corporate Value Management.” This approach involves continually re-examining the fundamental significance of a company's existence in society and measuring the results of its actions using corporate value as an objective indicator.

In all business activities, the Group begins with the motivation to contribute to society and to our customers. These results should be made visible not through subjective evaluation, but through the financial measure of corporate value. We believe this philosophy reflects the attitude required of modern corporate management, which strives to balance the “Analects of Confucius” (acting with aspiration), with the “*Soroban*” (abacus; measuring results with precision).

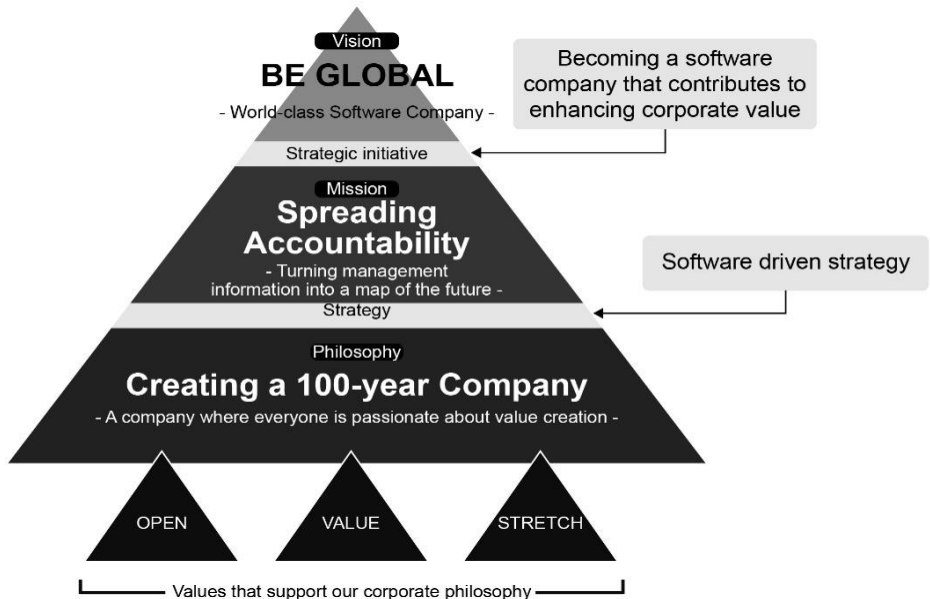
The Group has set corporate value targets for the fiscal years ending June 30, 2028, and June 30, 2033. These targets serve as key indicators of progress toward fulfilling our founding mission of “Spreading Accountability” – contributing to improving the quality of corporate management by disseminating management information that can be used by anyone who needs it.

This fiscal year marks the third year in which we have put this philosophy into practice. Compared to the period when we operated without setting corporate value targets, we now have a far clearer understanding of the issues we must address to achieve our vision. Following the fiscal year ended June 30, 2025, in which we identified how to realize BG28, we are now addressing the clarified issues head-on and working together as a united Group to create value. Our aim for the fiscal year ending June 30, 2028, is to reach a stage where “our proprietary software business capabilities form the core of the Group, bringing us closer to being a software company that helps increase corporate value.”

Tetsuji Morikawa, Group CEO and President, AVANT GROUP CORPORATION.

Avant Group's Philosophy System

Our group of businesses joins forces to achieve the mission we have held since incorporation, namely, spreading accountability, based on a corporate philosophy of creating a company that can last for 100 years. Our vision is “BE GLOBAL.” We aim to evolve into a world-class software company and play a big part in the development of the economy as well as wider society.



In 2021, our group set out a strategic initiative to accomplish the vision: “becoming a software company that increases corporate value.” This is based on two aspects: one is that we will contribute to an improvement of corporate value through the digitization (DX) of management, and the other is that our core business model draws on our roots as a software company. This strategic initiative was developed when formulating our previous medium-term management plan “BE GLOBAL 2023.” We maintain a similar direction of travel in our current, updated medium-term management plan “BE GLOBAL 2028.”

A software-driven strategy concept, which was defined in the process of

formulating BE GLOBAL 2028, underpins the creation of synergies within the group by leveraging software and the achievement of our strategic initiative' s targets. We look to provide value to the board of directors through data created at each group company. This should facilitate the transformation of the board of directors into a forum for discussion from the perspective of corporate value, and enable more advanced decision-making by the management team.

The promotion of these strategic activities will enhance our ability to make a contribution to our customers and achieve our vision of becoming a world-class software company.

Avant Group's Medium-Term Management Plan

Aims of the Medium-Term Management Plan BE GLOBAL 2028

In August 2023, our group formulated BE GLOBAL 2028, a medium-term management plan covering the five years through FY6/28 (fiscal year ending June 30, 2028), during which we continue to aim to become a world-class software company.

BE GLOBAL 2028 aims to realize a value creation spiral, starting with value creation productivity improvements, driven by a software-driven strategy. Through the improvement of value creation productivity, as measured by operating profit per employee, we can enable profit distribution to employees and investments in human resources, thereby realizing human capital value creation. This leads to sustainable business growth, as it is human capital that creates both services and software. As corporate value increases, so will the ability to raise capital, which can enhance the capacity available for business investment, further improving value creation productivity.

Our target of this value creation spiral is to achieve our strategic initiative of becoming a software company that increases corporate value.

Review of the second year of the Medium-Term Management Plan BE GLOBAL 2028

FY6/25 (fiscal year ended June 30, 2025) was the second year of BE GLOBAL 2028. Net sales increased 15.6% YoY, and operating profit increased 12.3% YoY, achieving growth in both revenue and profit despite proactive investments in software development and human capital to strengthen medium- to long-term profitability.

	FY24 Actual	FY25			FY28 Plan
		Actual	Rate to the plan	YoY	
Net Sales	24,419M	28,227M	-2.0%	+15.6%	40,000~ 45,000M
Operating Profit (OP)	4,099M	4,604M	-6.0%	+12.3%	9,000~ 11,000M
Operating Margin	16.8%	16.3%	-0.7pts	-0.5pts	20-24%
Net Profit	2,850M	3,434M	+2.5%	+20.5%	6,000~ 7,000M
OP / Employee	2.8M	2.8M	-4.9%	+1.3%	3.9M

Software Gross Profit	2,442M	2,823M	+14.1%	+15.6%	5,500~ 6,000M
ROE	22.3%	23.8%	+1.4pts	+1.5pts	20% or more
DOE	5.5%	6.3%	-0.1pts	+0.8pts	8.1% or more
Dividend	19 yen	25 yen	±0	+31.6%	51 yen or more

Note 1) Operating profit per employee is based on the average number of employees during the period.

Note 2) FY6/25 dividend assumes the Proposal 1 on the agenda for the general meeting “Appropriation of Surplus” is approved according to the original proposition.

Outlook of the Medium-Term Management Plan BE GLOBAL 2028

We are now in the third year of BE GLOBAL 2028, and we have positioned FY6/26 (fiscal year ending June 30, 2026) as a year to fully implement corporate value management. We plan to achieve YoY growth of 18.0% in net sales and 10.8% in operating profit. While the growth rate of operating profit is expected to be slightly lower, this reflects our decision to prioritize strategic investments to capture new growth opportunities. From a medium- to long-term perspective, we believe these investments will contribute to improving corporate value.

We project that software gross profit will increase by 17.1% YoY, maintaining a high growth rate. The expansion of our software business is steadily delivering results and will continue to strengthen its position as a growth engine for the entire Group.

	FY25 Actual	FY26			FY28 Plan
		Plan	Rate to BG28	YoY	
Net Sales	28,227M	33,300M	+6.1%	+18.0%	40,000~ 45,000M
Operating Profit (OP)	4,604M	5,100M	-2.3%	+10.8%	9,000~ 11,000M
Operating Margin	16.3%	15.3%	-1.3pts	-1.0pts	20-24%
Net Profit	3,434M	3,500M	+3.2%	+1.9%	6,000~ 7,000M
OP / Employee	2.8M	2.7M	+2.2%	-2.1%	3.9M
Software Gross Profit	2,823M	3,306M	±0.0%	+17.1%	5,000~ 6,000M
ROE	23.8%	20.7%	+0.5pts	-3.1pts	20% or more
DOE	6.3%	7.1%	-0.2pts	+0.7pts	8.1% or more
Dividend	25 yen	32 yen	±0	+28.0%	51 yen or more

Note 1) Operating profit per employee is based on the average number of employees during the period.

Note 2) FY6/25 dividend assumes the Proposal 1 on the agenda for the general meeting “Appropriation of Surplus” is approved according to the original proposition.

Securities Code 3836

September 8, 2025

(Start date of electronic provisioning: September 2, 2025)

To All Shareholders

15-2, Konan 2-chome, Minato-ku,
Tokyo

AVANT GROUP CORPORATION

President and Representative Director Tetsuji
Morikawa

Notice of Convocation of the 29th Ordinary General Meeting of Shareholders

Dear Sir or Madam,

We would like to thank you for your continued support.

Notice is hereby given that the 29th Ordinary General Meeting of Shareholders will be held as follows.

We are also providing notice of our intention to publish online the 29th Ordinary General Meeting of Shareholders, which will be available on the website below at the following link “Notice of Convocation of the 29th Ordinary General Meeting of Shareholders.”

Our website:

<https://www.avantgroup.com/en/ir.html>



In addition to the above, the information is also posted on the website of the Tokyo Stock Exchange (TSE), which can be found below.

Tokyo Stock Exchange Website (TSE Listed
Company Information Service):

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



(Access the TSE website above, enter “Avant Group” in “Issue Name (Company Name)” or our securities code “3836” in “Code,” and click “Search.” Then, select “Basic Information” and “Documents for Public Inspection/PR Information” in that order, and check “Notice of Convocation of General Meeting of Shareholders/Materials for General Meeting of Shareholders” under “Documents for Public Inspection.”)

You may exercise your voting rights in writing or online in place of attending in person on the day. Please review the Reference Documents for the General Meeting of Shareholders posted in the Electronic Provided Measures section and exercise your voting rights by 6:00 p.m. on Monday, September 22, 2025 (JST) in accordance with the instructions below.

Yours sincerely

1. **Date & Time** Wednesday, September 24, 2025, 10:00 a.m.
(Doors open at 9:30 a.m.)
2. **Place** Keidanren Hall, 2F, Keidanren Kaikan, 1-3-2, Otemachi, Chiyoda-ku, Tokyo (Please refer to the guide map to the venue at the end of this document.)

3. **Purposes**

**Matters to
be reported**

1. Business Report and Consolidated Financial Statements for the 29th Fiscal Year (July 1, 2024 to June 30, 2025) and the Audit Reports of the Accounting Auditor and the Audit Committee on the Consolidated Financial Statements
2. Financial Statements for the 29th Fiscal Year (July 1, 2024 to June 30, 2025)

**Matters to
be resolved**

Proposal 1 Appropriation of Surplus

Proposal 2 Election of Four (4) Directors (excluding Directors who are Audit Committee Members)

4. Notice Regarding the 29th Ordinary General Meeting of Shareholders

(1) Online disclosure

The documents sent to shareholders who requested delivery of documents in writing do not include the following items in accordance with laws and regulations and Article 13 of the Company's Articles of Incorporation. Accordingly, such documents are part of the documents audited by the Audit Committee and the Accounting Auditor in preparing the Audit Report.

Matters related to the Company's shares

Matters Concerning Stock Acquisition Rights, etc. of the Company

Status of Accounting Auditor

Consolidated Statement of Changes in Net Assets

Notes to Consolidated Financial Statements

Statement of Changes in Net Assets

Notes to Financial Statements

In the event of any amendments to the electronic provisioning measures, the modifications will be posted on the respective websites once available.

(2) Other

In order to reduce paper usage and provide the information necessary for exercising voting rights, only a summary version of the Reference Documents for the General Meeting of Shareholders and the Business Report will be sent to shareholders who do not request delivery of documents in writing.

If you plan to attend the meeting in person, please submit the enclosed Voting Rights Exercise Form to the receptionist at the meeting. We also ask that you please bring this Notice of Convocation with you to the meeting. Should there be any major changes in operations of the General Meeting of Shareholders in future, we will provide updates at the link below.

<https://www.avantgroup.com/ja/index.html>

Flow of the General Meeting of Shareholders

Before the General Meeting of Shareholders

From the date of receipt of the Notice of Convocation to September 22, 2025 (Monday)

Review Disclosure Documents



► The Company's website

<https://www.avantgroup.com/en/ir.html>



* The information is also posted on the TSE website (TSE Listed Company Information Service)

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



Access the TSE website above, enter "Avant Group" in "Issue Name (Company Name)" or our securities code "3836" in "Code," and click "Search." Then, select "Basic Information" and "Documents for Public Inspection/PR Information" in that order, and check "Notice of Convocation of General Meeting of Shareholders/Materials for General Meeting of Shareholders" under "Documents for Public Inspection."

Exercise Voting Rights in Advance

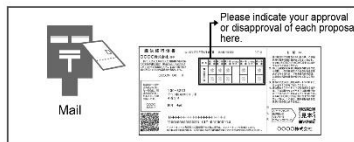
Exercise Deadline

Up to 6:00 p.m. on September 22, 2025 (Monday)

Please exercise your voting rights in advance either online or by mail.

Shareholders who will view the live webcast of the General Meeting are also requested to exercise their voting rights in advance.

► Please refer to pages 13-14 for details.



Submit Questions in Advance



Submission Period

Up to 6:00 p.m. on September 22, 2025 (Monday)

► Site for submission of questions prior to meeting

<https://krs.bz/diva/m/agma>



For shareholders unable to attend the meeting in person, we have established a dedicated site to receive questions in advance online. Please enter the above URL on your computer or smartphone or use the QR code to access and submit your questions. ► Please refer to page 15 for details.

Please note:

The deadline for question submission is Monday, September 22, 2025, 6:00 p.m. (Japan Standard Time).

The secretariat will compile all questions received and we will provide answers at the General Meeting.

Please note that we may not be able to answer all questions received.

On the day of the General Meeting of Shareholders

Attend the General Meeting



Place and date

Keidanren Hall, 2F, Keidanren Kaikan

1-3-2, Otemachi, Chiyoda-ku, Tokyo

September 24, 2025 (Wednesday)

Registration opens at 9:30 a.m.

- ▶ Please refer to the guide map to the venue at the end of this document.

For Shareholders Viewing the Live Webcast



Date and time of the live webcast

September 24, 2025 (Wednesday)

Live webcast starts at 10:00 a.m.

The proceedings of this General Meeting of Shareholders will be streamed live over the Internet.

- ▶ Please refer to pages 15-16 for details.

Guidance on the Exercise of Voting Rights



Exercise of voting rights in writing

Please fill out the enclosed voting form, indicating your approval or disapproval for each agenda item, and return it by mail. If there is no indication of approval or disapproval for any item on the voting form, it will be treated as an expression of approval.

Exercise Deadline: To be received no later than 6:00 p.m. on September 22, 2025 (Monday)



Exercise of Voting Rights via the Internet

Please visit our designated voting site (<https://www.web54.net>), input your approval or disapproval for each agenda item, and submit.

Exercise Deadline: Up to 6:00 p.m. on September 22, 2025 (Monday)



Exercise of Voting Rights by means of a Smartphone or Tablet

Please scan the “QR Code for Smartphone Voting Website Login” located at the bottom right of the enclosed voting form using your smartphone or tablet. Open the displayed URL and follow the on-screen instructions to input your approval or disapproval for each agenda item, and then press submit.

Exercise Deadline: Up to 6:00 p.m. on September 22, 2025 (Monday)



Exercise of Voting Rights by Attendance of the General Meeting of Shareholders in Person

Please bring the enclosed voting form and submit it at the reception desk at the meeting venue.

For registered shareholders held by trustee banks and the like (including permanent proxies), if you have previously applied to use the electronic voting platform operated by ICJ Corporation, you may also use this platform as a method for exercising voting rights by electronic means at our General Meeting of Shareholders, in addition to the above methods.



Should you choose to exercise your voting rights through both written form and via digital means such as a computer or smartphone, the vote submitted through the Internet will be acknowledged as the valid exercise of your voting rights. In that event that you should exercise your voting rights multiple times via the Internet, the most recently submitted vote will be recognized as valid.

Guidelines for Exercising Voting Rights via the Internet or Other Digital Platforms



To exercise your voting rights via digital means, you may do so using either a computer or a smartphone by visiting the designated voting website provided by our company.

Exercising Voting Rights via Smartphone or Other Similar Devices

- 1 Please scan the “QR Code for Smartphone Voting Website Login” located at the bottom-right corner of the enclosed voting form using a smartphone or tablet.



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

- 2 Subsequently, please follow the on-screen instructions to indicate your approval or disapproval of the agenda items.

Should you wish to modify your vote after initially casting it, please visit the website designed for computer usage. Utilize the “Login ID” and “Password” provided on the voting form and follow the on-screen instructions to enter your stance on the proposals.



Exercising Voting Rights via the Internet or Other Digital Platforms

- 1 Please access the following voting website:
<https://www.web54.net>



- 2 After logging in by entering the “Voting Rights Exercise Code” displayed on the bottom-left corner of the enclosed voting form (postcard side), please input your “Password.” Then, proceed to follow the on-screen guidance to indicate your approval or disapproval of the agenda items before submitting your decision.



- Please note that any fees incurred, such as connection charges by telecommunications carriers and service providers while using the voting website, will be the responsibility of the stockholder.
- Your password is a critical piece of information used to verify that the individual casting the vote is indeed the stockholder. Kindly handle this password with the utmost care, comparable to how you would treat your personal seal or PIN number.
- If incorrect password entries exceed a certain limit, the password will become disabled. Should you require a password reissue, please adhere to the on-screen procedures.

Inquiries

Sumitomo Mitsui Trust Bank, Limited
Securities Transfer Web Support
Exclusive Line

Should you have any questions or require clarification regarding the exercise of voting rights via digital means, please feel free to reach out to the dedicated helpline below:

0120-652-031 Operating Hours: 9 a.m. to 9 p.m.

Online Submission of Questions Prior to Meeting

For shareholders unable to attend the meeting in person, we have established a dedicated site to receive questions in advance online. Please enter the following URL on your computer or smartphone or use the QR code to access and submit your questions.

Site for submission of questions prior to meeting: <https://krs.bz/diva/m/agm>



Please note: The deadline for question submission is Monday, September 22, 2025, 6:00 p.m. (Japan Standard Time). The secretariat will compile all questions received and we will provide answers at the General Meeting. Please note that we may not be able to answer all questions received.

Live Webcast of the General Meeting of Shareholders

If you wish to view the Ordinary General Meeting of Shareholders online, please access the following website.

Website for live webcast:
<https://avantgroup.premium-yutaiclub.jp/live/>



If you wish to access the meeting online, you will need to fill in the following fields.

- Your 9-digit shareholder number found on the enclosed voting form
- Your 7-digit postal code (excluding hyphens) of your registered address

Following the conclusion of the General Meeting of Shareholders, a recorded video will be made available on the Company's website.

<https://www.avantgroup.com/ja/ir/stock/meeting.html>

[Notice]

We recommend accessing the webcast site ahead of the designated start time to input your shareholder number and postal code.

Depending on your device or communication environment, it may not be possible to view the

webcast.

Any costs associated with data transmission for viewing the webcast will be borne by the shareholder.

Viewing the live webcast of this General Meeting of Shareholders is not considered formal attendance at the General Meeting of Shareholders under the Companies Act. Consequently, it will not be possible to ask questions or submit motions online in accordance with the Companies Act. Shareholders who may wish to ask questions or submit motions under the Companies Act are encouraged to attend the meeting in person. We kindly ask for your cooperation in exercising your voting rights in advance, either in writing or online.

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The appropriation of retained earnings is proposed as follows.

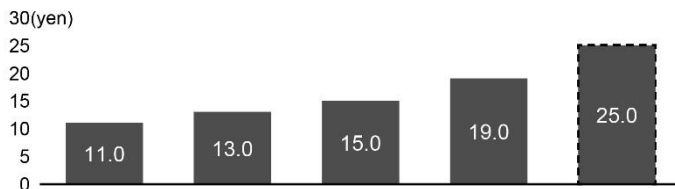
[AVANT GROUP' s Shareholder Return Policy]

The Company regards payment of dividends from retained earnings as an important shareholder return policy. The company keeps a close eye on maintaining and improving the amount of dividends in a stable manner without being affected by the business performance in any one fiscal year, focusing on indicators such as the dividend on equity (DOE) ratio.

The proposed year-end dividend for the 29th fiscal year is as follows, taking into consideration business results for the current fiscal year and future business development.

- (1) Type of dividend assets: Cash
- (2) Matters related to the allocation of dividend assets and such total amount:
The dividend shall be 25 yen per common share of the Company.
In this case, the total dividend will be 930,856,300 yen.
- (3) Effective date of distribution of surplus: September 25, 2025

Dividends per share and ratio of dividends to net assets



	Year ended June 30, 2021	Year ended June 30, 2022	Year ended June 30, 2023	Year ended June 30, 2024	Year ended June 30, 2025
Dividend per share (yen)	11.0	13.0	15.0	19.0	25.0
Ratio of dividends to net assets	5.2%	5.0%	4.9%	5.5%	6.3%
(Reference) Average of companies listed on the Tokyo Stock Exchange	2.9%	3.2%	3.1%	3.1%	3.3%

(Note) Average ratio of dividends to net assets of TSE-listed companies is the 12-month average from July to June for each period. However, the figures for the period ended June 30, 2025 represent the 12-month average from May 2024 to April 2025.

Proposal 2: Election of Four (4) Directors (excluding Directors who are Audit Committee Members)

The terms of office of all four (4) Directors (excluding Directors who are Audit Committee Members; the same shall apply hereinafter for this proposal) will expire at the conclusion of this General Meeting of Shareholders. Therefore, the Company proposes the election of four (4) Directors.

The Audit Committee has no particular matters to point out with respect to this proposal.

The nominees for Directors are as follows

Candidate number	Name	Position and areas of responsibility in the Company	Attendance at Board of Directors meetings
1	reappointed Tetsuji Morikawa	President and Representative Director, Group CEO, Nomination and Remuneration Advisory Committee Member	100% (13/13)
2	reappointed Hisayoshi Kasuga	Director, Group CFO, Treasurer	100% (13/13)
3	reappointed Jon Robertson	Director outside independent diversity	85% (11/13)
4	reappointed Tatsuya Kamoi	Director, Nomination and Remuneration Advisory Committee Member outside independent	100% (13/13)

- (Notes)
- There is no special interest between each director candidate and the Company.
 - Mr. Jon Robertson and Mr. Tatsuya Kamoi are outside director candidates. The Company has designated Mr. Jon Robertson and Mr. Tatsuya Kamoi as independent directors under the provisions of the Tokyo Stock Exchange, and has notified the Exchange of such designation. If both are reappointed, they will continue to be independent directors.
 - The Company has entered into a limited liability contract with Mr. Jon Robertson and Mr. Tatsuya Kamoi pursuant to Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability for damages under such contracts is the minimum liability amount stipulated by law. If both are reappointed, they will continue to be subject to the liability limitation agreement.
 - The Company has concluded a directors' and officers' liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If this proposal is approved and each director nominee is elected and assumes office as a director, each director will be insured under such insurance policy. The policy insures directors, directors who are audit committee members, corporate auditors, and executive officers of the Company and its subsidiaries, and the premiums for all insureds are fully paid by the Company. The policy will cover claims for damages, settlements, and costs of litigation and other losses incurred by the insured in the event that the insured receives a claim for damages during the insurance period as a result of the insured's performance of his/her duties. However, claims arising from breach of trust,

criminal acts, fraud, willful misconduct, insider trading, etc. are not covered by the policy. The term of the directors' and officers' liability insurance policy is one year, and will be renewed upon resolution by the Board of Directors prior to the expiration of the said term.

Candidate Number 1

Tetsuji Morikawa



Date of birth: February 23, 1966 (age 59)

Tenure as Director: 28 years

Attendance at Board of Directors meetings: 100%
(13/13)

Number of the Company's shares held: 9,781,466
shares



Biography

- Apr. 1990 Joined Price Waterhouse Consultants, Inc.
- May 1997 Founded the Company, President and Representative Director (ongoing)
- Sep. 2020 Group CEO (ongoing)

Significant concurrent positions

- Oct. 2013 CEO, DIVA CORPORATION OF AMERICA
- Mar. 2017 Outside Director, Kayak Inc.

Rationale for nomination as a candidate for director

Since our founding in May 1997, Mr. Morikawa has steered the Company Group for 28 years as Representative Director. Through the provision of proprietary consolidated accounting software package, the company has established itself as critical infrastructure for providing a range of management data, particularly financial data. He has demonstrated leadership in diversifying the business through M&A, transitioning to a holding company structure, and reorganizing the group. He also demonstrated strong leadership in achieving the goals in the medium-term management plan BE GLOBAL 2028, and led the Group through the 29th fiscal year, the second year of the plan. We request your support for his re-election for the continued development of our Group for the realization of BE GLOBAL 2028.

To our shareholders

In FY6/24, the Group launched BE GLOBAL 2028, our medium-term management plan, and has been implementing “Corporate Value Management,” which measures results using corporate value as an objective indicator, starting from the motivation to contribute to society and to our customers. This philosophy also serves as a framework for measuring the extent to which we are fulfilling our founding mission of “Spreading Accountability,” and we have set corporate value targets for 2028 and 2033. In FY6/26 (from July 2025), the third year of the plan, we will address the clarified issues, develop the software business into the core of the Group, and work to enhance corporate value in order to achieve our goals.

Candidate No. 2

Naoyoshi Kasuga



Date of birth: May 13, 1963 (age 62)

Tenure as Director: 14 years

Attendance at Board of Directors meetings: 100%
(13/13)

Number of the Company's shares held: 30,588 shares



Biography

- Apr. 1987 Joined Long-Term Credit Bank of Japan, Ltd.
- Aug. 1999 Joined New York Stock Exchange Asia Pacific Office
- Jan. 2005 Executive Officer, New York Stock Exchange
- Oct. 2010 Joined the Company
- Feb. 2011 General Manager, President's Office
- Sep. 2011 Director, in charge of Finance (ongoing)
- Sep. 2020 Group CFO (ongoing)

Rationale for nomination as a candidate for director

Mr. Kasuga joined the Company in October 2010 after work at commercial banks and the New York Stock Exchange. He has served as director in charge of finance since September 2011 and currently holds the position of Group CFO. His extensive experience and informed insights into management are instrumental in overseeing the financial affairs of the Company. Together with the Group CEO, he is leading the Group toward the realization of the BE GLOBAL 2028 medium-term management plan. His nomination is further supported by his exemplary character and insight.

To our shareholders

The Group will continue to make proactive investments to achieve our materiality: to become a software company that helps increase corporate value.

Specifically, we will continue to focus on strengthening our existing businesses through initiatives such as developing new products and solutions that enhance our customers' corporate value, and recruiting and developing management talent. In addition, we will actively promote investments in new businesses, both within and outside the Group, to pursue future growth opportunities.

As these investments bear fruit, we aim to deliver steady results in the form of growth in software gross profit and operating profit per capita, our key strategic indicators, so that shareholders and investors recognize the Group as a software company capable of sustainable growth and continue to value and support us over the long term. At the same time, we will work to return profits to our shareholders through medium- to long-term improvements in corporate value and stable dividends.

Candidate No. 3

Jon Robertson

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Date of birth: October 29, 1968 (age 56)

Tenure as Director: 5 years

Attendance at Board of Directors meetings: 85%
(11/13)

Number of the Company's shares held: 0 shares



Biography

Jan. 1994 Sales Manager, M3i Systems, Inc.
Jul. 1996 Sales Director, SAP America, Inc.
Jul. 1999 Managing Director, EMC Corporation
Jul. 2002 Senior Director, Reuters K.K. (now
Thomson Reuters K.K.)
Jan. 2004 EMC Corporation
Jan. 2007 VMware, Inc.
Vice President Customer Operations
ACTION MANAGEMENT
Jan. 2012 VMware Singapore Pte.
Vice President, General Manager for
ASEAN
Dec. 2014 Vice President, VMware, Inc.
Mar. 2015 President and Representative
Director, VMware, Inc.
Sep. 2020 Director of the Company (ongoing)
Mar. 2021 President, Snowflake Inc. for Asia
Pacific and Japan (ongoing)

Significant concurrent positions

Mar. 2021 President, Asia Pacific and Japan
Region, Snowflake Inc.

Rationale for nomination as candidates for outside directors and expected contribution

Mr. Robertson has over 30 years of experience leading highly international organizations in Japan and the Asia-Pacific region, and has excellent management, leadership, and communication skills. He has a deep knowledge of the latest IT technologies, including the cloud-native field, and has demonstrated his leadership skills and enthusiasm in a rapidly changing IT environment. Furthermore, he is leveraging his leadership skills to contribute to corporate value creation through cloud computing in the Company's vision BE GLOBAL and the medium-term management plan BE GLOBAL 2028. We are therefore proposing his continued appointment to the Board of Directors.

To our shareholders

I have been a director of Avant Group for five years now and have been greatly impressed by Avant Group's focus on both customer satisfaction and results. We provide world-class technology solutions and services to help our clients transition to digital transformation. Cloud computing is becoming increasingly important in Japan, and we believe that the value of our relationships with our customers will continue to increase as we maintain and strengthen our trust-based partnerships with them and evolve together. As a technology professional, I am deeply involved in these areas and will continue to add value and increase the market presence of the Avant Group.

Candidate No. 4

Tatsuya Kamoi

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ndence

Date of birth: February 10, 1961 (age 64)

Tenure as Director: 2 years

Attendance at Board of Directors meetings: 100%
(13/13)

Number of the Company's shares held: 1,700 shares



Biography

- Apr. 1983 Joined Seiko Epson Corporation
- Jan. 2006 Executive Officer, IBM Japan K.K. and
Director, IBM Business Consulting
Services K.K.
- Jan. 2012 Managing Executive Officer, IBM Japan
Ltd.
- Aug. 2014 Representative Director and Mercer
Far East Market Leader, Mercer Japan
K.K.
- Oct. 2019 Senior Corporate Executive, NEC
Corporation
- Apr. 2020 Representative Director, ABeam
Consulting Ltd.
- Apr. 2023 Vice Chairman of the Board, ABeam
Consulting Ltd.
- Sep. 2023 Director of the Company (ongoing)
- Apr. 2024 Director, ABeam Consulting Ltd.
- Jun. 2025 Outside Director, AUTOBACS SEVEN Co.,
Ltd. (ongoing)
- Jun. 2025 Outside Director (Audit & Supervisory
Committee Member), Executive
Chairman, FUJI SOFT INCORPORATED
(ongoing)

Significant concurrent positions

- Jun. 2025 Outside Director, AUTOBACS SEVEN Co.,
Ltd.
- Jun. 2025 Outside Director (Audit & Supervisory
Committee Member), Executive
Chairman, FUJI SOFT INCORPORATED

Rationale for nomination as candidates for outside directors and expected contribution

In addition to more than 20 years of experience in consulting and IT development for global companies in Japan and overseas, Mr. Kamoi has also served as a business leader at Mercer Japan K.K. and ABeam Consulting Ltd. He has extensive experience in the human resources field. The Company requests his reappointment as we believe that he will continue to contribute to the supervision of management and the realization of our medium-term management plan, "BE GLOBAL 2028".

To our shareholders

I have gained extensive experience as an executive of global companies providing digital, IT, and consulting services in a period of transformation.

At the Avant Group, which is striving to become a 100-year company and continues to boldly take on the challenge of advancing to a stage of continuous growth, I hope to contribute, however modestly, by drawing on my diverse experience.

I am committed to contributing to the realization of the business growth strategy expected of the Avant Group and to enhancing corporate value through the establishment of the corporate governance needed to support that strategy.

Your support is highly appreciated.

Matters Concerning Company Officers

(1) Names, etc. of directors (As of June 30, 2025)

Position	Name	Responsibilities and significant concurrent positions
President and Representative Director	Tetsuji Morikawa	Group CEO; Compensation Advisory Committee Member; CEO, DIVA CORPORATION OF AMERICA; External Director, KAYAC Inc.
Director	Hisayoshi Kasuga	Group CFO; Finance
Director	Jon Robertson	President, Asia Pacific and Japan Region, Snowflake Inc.
Director	Tatsuya Kamoi	Compensation Advisory Committee Member; Outside Director, AUTOBACS SEVEN Co., Ltd.; Outside Director (Audit & Supervisory Committee Member), Executive Chairman, FUJI SOFT INCORPORATED
Director and Full-time Audit Committee Member	Tsuyoshi Noshiro	
Director and Audit Committee Member	Chie Goto	Chair of the Compensation Advisory Committee; Partner, Sakura Kyodo Law Office; Outside Director (Member of the Audit Committee), Toho Holdings Co., Ltd.
Director and Audit Committee Member	Makoto Nakano	Professor, Graduate School of Hitotsubashi University

- (Notes)
1. Directors Jon Robertson and Tatsuya Kamoi are outside directors.
 2. Director and Audit Committee Members, Chie Goto and Makoto Nakano are outside directors.
 3. Directors and Audit Committee Members Tsuyoshi Noshiro and Chie Goto are certified public accountants and have considerable knowledge of finance and accounting matters. In addition, Director and Audit Committee Member Makoto Nakano has considerable knowledge of finance and accounting matters based on his academic background and experience.
 4. The Company has appointed Tsuyoshi Noshiro, Director and Audit Committee Member, as a full-time Audit Committee Member in order to enhance the effectiveness of audits and strengthen the audit and supervisory functions through enhanced information gathering and adequate cooperation with the Internal Audit Department and other departments.
 5. The Company has designated Director Jon Robertson, Director Tatsuya Kamoi, Director and Audit Committee Member Chie Goto, and Director and Audit Committee Member Makoto Nakano as independent directors under the provisions of the Tokyo Stock Exchange, and has notified the Exchange of such designation.
 6. Director Tatsuya Kamoi and Director and Audit Committee Member Makoto Nakano are shareholders of the Company, but each of their shareholding ratios is less than 0.1% and they are not major shareholders. There is no special interest between either of them and the Company, and we have determined that they are not in a position that would give rise to a conflict of interest with general shareholders. There are no special interests between the above other directors and the Company.

(2) Overview of Details of Liability Limitation Agreement

The Company has entered into agreements with outside directors and audit committee members to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act, pursuant to Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability for damages based on such agreement is the amount stipulated in Article 425, Paragraph 1 of the Companies Act.

(3) Overview of Details of Directors' and Officers' Liability Insurance Policy

The Company has concluded a directors' and officers' liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The policy insures directors, audit committee members, corporate auditors, and executive officers of the Company and its subsidiaries, and the premiums for all insured persons are fully paid by the Company. The policy will cover claims for damages, settlements, and costs of litigation and other losses incurred by the insured in the event that the insured receives a claim for damages during the insurance period as a result of the insured's performance of his/her duties. However, claims arising from breach of trust, criminal acts, fraud, willful misconduct, insider trading, etc. are not covered by the policy.

(4) Items Related to Outside Directors and Outside Corporate Auditors

(i) Matters concerning significant concurrent positions such as executive officer or outside director at another corporation

Position	Name	Details of concurrent positions	Corporation where concurrently hold position	Relationship with the Company
Director	Jon Robertson	President, Asia Pacific and Japan Region	Snowflake Inc.	ZEAL Corporation, a wholly-owned subsidiary of the Company, has concluded a solution partnership agreement with Snowflake, Inc., where Mr. Robertson serves as President of Asia Pacific and Japan Region, and engages in transactions for products provided by Snowflake, Inc. However, the amount is less than 1% of consolidated net sales, which is less than 2% in the Company's independence criteria for outside directors, and there

				is no risk of influencing the Company's decision-making process.
Director	Tatsuya Kamoi	Outside Director Outside Director (Audit & Supervisory Committee Member), Executive Chairman	AUTOBACS SEVEN Co., Ltd. FUJI SOFT INCORPORATED	The Company has no business transactions or other relationship with either of the two said companies where Mr. Kamoi concurrently holds positions.
Director (Audit Committee Member)	Chie Goto	Partner Outside Director (Member of the Audit Committee)	Sakura Kyodo Law Office Toho Holdings Co.	The Company has transactions with Toho Holdings Co. and with Diva Corporation, a wholly-owned subsidiary of the Company, where Ms. Chie Goto serves as an Outside Director (Audit Committee Member). However, the amount is less than 0.1% of consolidated net sales, below the 2% stipulated in the Company's criteria for independence of outside directors. Therefore, there is no risk of influencing the Company's decision-making process. Furthermore, The Company has no business or other relationship with Sakura Kyodo Law Office.

Director (Audit Committee Member)	Makoto Nakano	Professor	Graduate School of Hitotsubashi University	The Company has transactions with Graduate School of Hitotsubashi University, where Mr. Nakano is a professor. These are mainly related to transactions associated with donated courses and executive development programs, but the amount is less than 0.1% of consolidated net sales, below the 2% stipulated in the Company's criteria for independence of outside directors. Furthermore, donations are less than 15 million yen, also under the Company's criteria for independence of outside directors. Therefore, there is no risk of influencing the Company's decision-making process.
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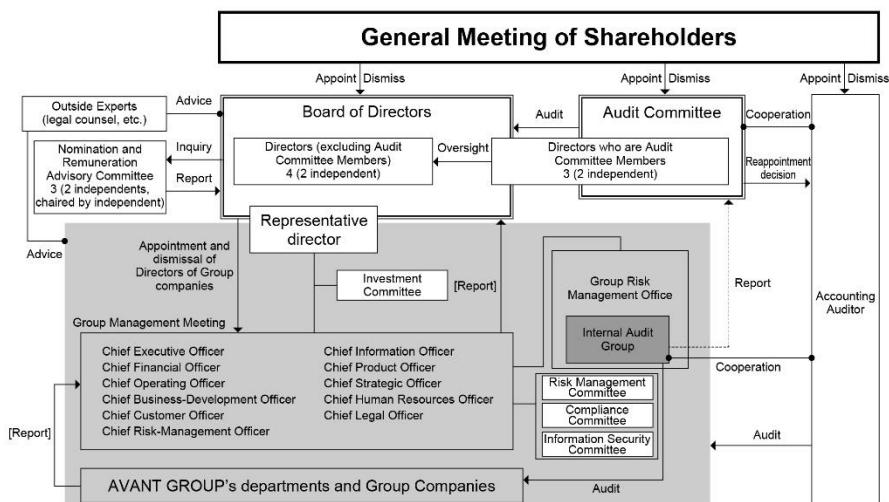
- (ii) Summary of major activities during the fiscal year under review and the duties performed with respect to the roles expected of outside directors.

		Current status of activities
Director	Jon Robertson	Attended 11 of 13 Board of Directors meetings held during the fiscal year under review, and based on his in-depth knowledge of the latest IT technologies, he asked questions and made statements as appropriate in the Company's vision BE GLOBAL and the achievement of corporate value creation through cloud computing in the medium-term management plan.
Director	Tatsuya Kamoi	Attended all 13 Board of Directors meetings held during the fiscal year under review, and asked questions and made statements based on his management perspective and deep experience in the area of human resources. As a Remuneration Advisory Committee Member, he has also made efforts to improve the effectiveness of the committee by utilizing his knowledge and experience in the area of human resources.
Director (Audit Committee Member)	Chie Goto	Attended all 13 Board of Directors meetings and all 16 Audit Committee meetings held during the fiscal year under review. Asked questions and made statements as appropriate based on her extensive knowledge as a legal and accounting expert. As the chair of the Compensation Advisory Committee, she has been actively leading the committee, and has made efforts to improve the effectiveness of the committee by interviewing directors and executive officers.
Director (Audit Committee Member)	Makoto Nakano	Attended all 13 Board of Directors meetings and all 16 Audit Committee meetings held during the fiscal year under review, and asked questions and made statements as appropriate from a governance and strategic perspective, drawing on his extensive knowledge as an expert in business administration, accounting and corporate finance.

[Reference] Corporate Governance Structure

The Avant Group shifted to a company with an audit committee system by resolution of the 26th Ordinary General Meeting of Shareholders held on September 27, 2022, shifting to a system in which the Board of Directors specializes in management strategy functions and monitors the status of execution. The Board of Directors' Regulations stipulate that the authority to make business execution decisions to be delegated is to be reviewed and decided by the Board of Directors immediately after each Ordinary General Meeting of Shareholders in order to accommodate changes in the diversity of the Board of Directors and changes in Group CEOs, etc. Additionally, at the Board of Directors meeting held on July 23, 2025, the Company resolved to implement a change in its system to establish the Nomination and Remuneration Advisory Committee in place of the Compensation Advisory Committee. The Nomination and Remuneration Advisory Committee comprehensively deliberates matters primarily related to the appointment and dismissal of directors, succession plans, and the individual remuneration of Directors excluding Audit Committee Members, and it reports on its deliberations to the Board of Directors.

The current corporate governance structure has been selected in our search for the ideal form of corporate governance from the perspective of creating a company that can last for 100 years.



[Reference] Criteria for Appointment and Dismissal of Directors

The Company's Basic Corporate Governance Policy sets forth the criteria for the appointment and dismissal of directors as follows.

1. Directors shall meet the following criteria, with due regard to knowledge, experience, ability, and diversity
 - (i) Those with a good understanding of the Company's management philosophy and are committed to the Company,
 - (ii) Extensive experience in company management,
 - (iii) Sufficiently qualified to make decisions on important business matters of the Company as a member of the Board of Directors
 - (iv) Contribute to strengthening the checks and balances and the monitoring functions of directors and help ensure the effectiveness of the Board of Directors.
2. In addition to the above, the Company's outside directors must also satisfy the Company's independence criteria.
3. Candidates for directors are nominated after deliberations and decisions by the Board of Directors, based on the report and advice of the Nomination and Remuneration Advisory Committee.
4. The term of office for directors shall be one year, and the term of office for directors who are Audit Committee Members shall be two years. Furthermore, re-appointment of directors shall not be precluded.
5. The Board of Directors may dismiss a director who has committed an act that meets any of the following criteria for submission of a proposal for the dismissal of a director.
 - (i) In the event of any act in violation of laws and regulations or the Articles of Incorporation, or any act that may lead to such a violation,
 - (ii) If it becomes clear that the director does not meet all requirements to be a director,
 - (iii) If there are any other reasons that the nominated candidates are deemed not to meet requirements for director.

[Reference] Main Agenda at Board of Directors' Meetings

During the fiscal year under review, the Board of Directors met 13 times. Out of a total of 1,606 minutes, 514 minutes (32.0%) were devoted to financial matters, including reports on the stock price, monthly business performance and resolutions on the next budget. Furthermore, 455 minutes (28.3%) were spent on management strategies, including software-driven strategies, 364 minutes (about 22.7%) on investments, including the establishment of new subsidiaries, and 178 minutes (about 11.1%) on governance, including reports by the Risk Management Committee. The main agenda items were as follows:

Resolutions	Matters reported
Incorporation of VISTA CORPORATION	Discussion on the agenda items of the Board of Directors
Stock compensation for employees (RS Trust)	Discussion on the software-driven strategy
Approval of FY26 consolidated budget and budgets of operating companies	Approach to discussions on next-generation leadership succession
Transfer of executive authority	Progress report on software-driven strategy
Investment in an Indian start-up company	Discussion on overseas market entry
Disposal of treasury shares through third-party allotment under the performance-linked stock-based compensation plan	Investment in, and potential collaboration with, an Indian start-up company
Revision of the Board of Directors' Regulations	Investment in a North American start-up company
	IR Strategy for the current fiscal year
	Training session conducted by outside director
	Investment plans for the next fiscal year
	Report of the Risk Management Committee
	Report of the Compliance Committee
	Report of the Information Security Committee
	Report on the status of internal control operations
	Report on evaluation of effectiveness of the Board of Directors
	Review of the General Meeting of Shareholders

[Reference] Skills Matrix of Executives

The Company's Board of Directors, with the aim of enhancing corporate value, has selected candidates from among those with diverse and specialized experience and knowledge in areas such as leadership (management experience), IT industry/SaaS experience, knowledge of corporate value, global business experience, knowledge of organizations and human resources, finance and accounting, legal affairs and compliance, while giving consideration to diversity. If Proposal 2 "Election of Four (4) Directors (excluding Directors who are Audit Committee Members)" is approved as proposed, our Board of Directors will consist of the following skills matrix. The Company's Board of Directors consists of four Directors who are not Audit Committee Members (including two outside and independent directors and one foreign national) and three Directors who are Audit Committee Members (including two outside and independent directors and one female director), and the Company believes that the diversity of human resources and the balance of knowledge, experience, and abilities are sufficiently considered to maintain a high level of decision-making ability.

	Directors				Directors who are Audit Committee Members		
	Tetsuji Morikawa	Hisayoshi Kasuga	Jon Robertson	Tatsuya Kamoi	Tsuyoshi Noshiro	Chie Goto	Makoto Nakano
Knowledge of finance and accounting		●			●	●	●
Legal and compliance expertise					●	●	
Leadership (Management experience)	●		●	●			
IT industry/SaaS experience	●		●	●			
Corporate value Insights	●	●	●				●
Global business experience		●	●	●			
Knowledge of organization and human resources	●	●	●	●	●	●	●

[Reference] Independence Criteria for Outside Directors

An outside director is considered to be independent if, as a result of the Company's investigation, to all extents reasonably possible, it is determined that none of the following items applies to the outside director

- (i) Any person who has been an executive officer (executive director, executive officer, corporate officer, employee, or employee) of the Company or its subsidiaries or affiliates (collectively, "the Group") at the present time and for the past ten (10) years,
- (ii) A person who directly or indirectly holds 10% or more of the total voting rights of the Company or a person who executes the business of such a person,
- (iii) A person with whom the Group has a major transaction (Note 1) or with whom the Group has a major transaction (Note 1), or a person who executes business on behalf of such a person,
- (iv) A person who receives a large amount of money or other financial benefits other than director's remuneration (Note 2) as compensation for providing professional services such as consultants, lawyers, certified public accountants, and tax accountants to the Group, or a person who executes duties on behalf of such a person,
- (v) Persons who receive donations or grants of more than 15 million yen per year from the Group or their executive officers,
- (vi) A person who belongs to an auditing firm that is the accounting auditor of the Group,
- (vii) An executive officer of a company that has appointed an executive officer of the Group as a director,
- (viii) Those who fall under (ii) through (vii) above in the past three (3) years,
- (ix) Spouse or relative up to the second degree of kinship of a person falling under (i) through (viii) above.

(Note 1) Major transactions are those involving the exchange of money exceeding 2% of annual consolidated net sales, or loans exceeding 2% of consolidated total assets.

(Note 2) "Large amount" means, in the case of an individual providing professional services, that the profit received from the Group, excluding executive compensation, exceeds 15 million yen in the most recent fiscal year. In the case of a corporation, partnership, or other organization providing professional services, it means that the profit received from the Group exceeds the greater of 2% of the organization's annual gross income or 15 million yen in the most recent fiscal year.

[Reference] Evaluation of the Effectiveness of the Board of Directors

We recognize the challenges for the responsibilities, composition, and operation of the Board of Directors and are committed to continuous improvement, with the aim of realizing sustainable corporate value enhancement. The Board of Directors conducts an annual analysis and evaluation of the effectiveness of the Board of Directors based on each director's self-evaluation and other factors.

<Evaluation Method>

In FY6/2018 and FY6/2019, a third-party evaluation was conducted from a perspective of enhancing the independence and objectivity of analysis and evaluation. However, the Board of Directors pointed out that it was difficult to clarify issues due to the focus on quantitative evaluation, so from FY6/2020 onward, we focused on our own surveys and conducted interviews with directors and auditors using a third-party organization as appropriate.

In order to identify issues more clearly after June 2021, we have created and implemented our own questionnaire to allow participants to evaluate issues and provide opinions on how to respond to them. The survey was administered in June 2025 to all directors, including audit committee members, using the questionnaire function of the Company's own DX Cloud product that can support a Board of Directors (TRINITY BOARD), and the results were reported to the Board of Directors on August 5, 2025.

<Summary of evaluation results>

In summary, as in the previous years, the majority of respondents believed the monitoring function has been enhanced by the transition to a company with an audit committee system, and that the Board of Directors is operating efficiently thanks to support from the use of the Board of Directors DX Cloud (TRINITY BOARD) as well as from initiatives to strengthen its monitoring function through the holding of off-site meetings. In general, the effectiveness of the Board of Directors was highly rated, and the Board of Directors was evaluated operating appropriately. On the other hand, we recognize that the main issues are as follows

(1) Organization of the Board of Directors

As for the organization of the Board of Directors, the following opinions and issues were noted.

- The succession of the management team, including the Group CEO, should continue to be discussed.
- The clarification of roles and responsibilities required of directors should be discussed.

(2) Agenda for Board of Directors meetings

As for the agenda for the Board of Directors meetings, the following opinions and issues were noted.

- A need for more discussion on human capital strategies and human capital development
- A need for more opportunities for discussion with leaders on the executive side
- When planning the annual agenda plan, the opinions of outside directors should be taken into account and used to select important topics,

(3) Operation of the Board of Directors

The "provision of training opportunities to improve basic skills for director," which was identified as an item to be addressed in the previous evaluation, was improved by holding lectures drawing on the expertise of each outside director. In order to provide opportunities

to better understand the strategies and realities of the operating companies, off-site meetings were held to promote understanding of their businesses, as in the previous year.

<Future actions>

In light of the above remarks, we report that we will push for the following actions in the operation of the Board of Directors for FY6/2026.

- (1) Formulate an annual agenda plan taking into consideration the opinions of outside directors on the importance of the agenda
- (2) Continue discussions that contribute to the succession of the management team
- (3) Hold discussions that help clarify the roles and responsibilities required of directors

Executive Compensation System

1. Policy and method for determining details (amount and calculation method) of remuneration, etc. for each individual director and executive officer

(1) Compensation System and Process for Determining Compensation Amounts

The Company's policy and calculation method for determining compensation for directors and executive officers, and the criteria for the compensation system and compensation amounts for directors and executive officers are determined by a Board of Directors vote, and the details are as provided below in (3). In the current fiscal year, the Company made partial revisions to the system by resolutions at the 28th Ordinary General Meeting of Shareholders held on September 25, 2024, and at the Board of Directors meetings.

In order to strengthen the independence, objectivity, and accountability of the decision-making process, the Company has also established a Compensation Advisory Committee as a voluntary advisory body to deliberate on compensation for directors and executive officers (Note). The Compensation Advisory Committee consists of two independent directors and the Group CEO, and its chair is selected from among the independent outside directors.

The Board of Directors consults the Compensation Advisory Committee and determines the individual remuneration of Directors (excluding Directors who are Audit Committee Members) after receiving reports and advice from the Committee, taking into consideration the duties and scope of responsibility of each Director and the overall market or industry standards, subject to a maximum range of remuneration approved at the General Meeting of Shareholders.

(Note) At the Board of Directors meeting held on July 23, 2025, the Company resolved to implement a change in its system to establish the Nomination and Remuneration Advisory Committee in place of the Compensation Advisory Committee.

(2) Basic Policy

The incentive system is designed to achieve continuous growth, with the aim of enhancing corporate value over the medium to long term and sharing that value with our shareholders.

- (i) Based on the achievement of the medium-term management strategy, provide strong incentives for the short- and medium-term growth of the business.
- (ii) To ensure accountability to stakeholders, maintain evaluation indicators

that are highly objective and transparent.

- (iii) Set compensation levels that effectively motivate the management team and enable the attraction and retention of top talent

(3) Remuneration for Directors (excluding Directors who are Audit Committee Members)

Remuneration for Directors (excluding Directors who are Audit Committee Members; the same shall apply hereinafter for (3)) is comprised of three components, fixed remuneration (cash), short-term performance-linked remuneration (cash), and medium- to long-term performance-linked remuneration (shares). The proportion of each type of remuneration is 45%-50% fixed remuneration (cash), 15%-20% short-term performance-linked remuneration (cash), and 35% medium- to long-term performance-linked remuneration (shares), when performance goals are met (based on a short-term performance incentive coefficient of 100%).

Since outside directors are independent from the execution of business, performance-linked compensation is not applicable to them, and they only receive the fixed remuneration.

A summary of the compensation system is provided in the table on the next page.

Type of remuneration	Summary
Fixed remuneration (cash)	The standard amount for each position is paid as monthly regular compensation, taking into consideration the level commensurate with required abilities and responsibilities.
Short-term performance-linked remuneration (cash)	The amount is determined each fiscal year based on business performance and paid in cash at the end of September. The year-on-year increase or decrease in consolidated profit after taxes, which is consistently emphasized in the Company's medium- to long-term management strategy, medium-term management plan, and annual performance, is used as an indicator. The amount is calculated by multiplying the standard amount determined based on position and other factors (performance-linked bonus standard amount), by a short-term incentive coefficient, which is set in a range of 0% (when consolidated profit after taxes is less than 100% versus the previous year) to 150% (when consolidated profit after taxes is 137.5% year on year or more) depending on the year-on-year change in consolidated profit after taxes.
Medium- to long-term performance-linked remuneration (shares)	To incentivize Directors to enhance the Company's corporate value over the longer term and further promote value sharing between Directors and shareholders, at the end of the subject period the Company grant a number of shares of its common shares calculated according to its stock growth rate, a representative indicator of the Company's corporate value during that period. The Company's stock growth rate is calculated by dividing the Company's Total Shareholder Return (TSR) during the subject period by the growth rate of the Tokyo Stock Exchange Stock Price Index (TOPIX) during the subject period. Payment is determined at the Board of Directors meeting held in October following the end of the subject period and paid thereafter. Monetary compensation claims are granted to eligible directors, and the Company's shares are delivered by contributing all of such claims in kind upon the issuance of shares or the disposal of treasury shares by the Company. A summary of the subject period and other payment conditions is as follows. <System prior to the revision by resolution of the 27th Ordinary General Meeting of Shareholders held on September 27, 2023> - The subject period is the three-year period beginning each fiscal year. - The number of common shares to be delivered are determined by multiplying the number of shares

determined by the Board of Directors (the base number of shares to be delivered) by the share delivery ratio determined in the range of 0% (the Company's stock growth rate is less than 100%) to 100% (the Company's stock growth rate is more than 150%) according to our stock growth rate, and the resulting number of shares will be granted.

- However, in the case of the President and Representative Director, no award will be granted if the compound annual growth rate (CAGR) of adjusted earnings per share, calculated by dividing adjusted profit attributable to owners of parent, less extraordinary profit/losses (after taxes), by the average number of shares outstanding during the period, is less than 18% for the subject period.

<System after revision by resolution of the 27th Ordinary General Meeting of Shareholders held on September 27, 2023 (Note)>

- The subject period is one year (the first subject period runs from September 2023 to September 2024).
- The system consists of Part I and Part II, both of which are granted on the condition that the Director has not engaged in specific misconduct, as stipulated by the Company's Board of Directors, during the subject period.

1) Part I

The Company's common shares shall be issued in the number determined by the Company's Board of Directors under the following condition: when comparing average of the closing share value of the Company's common shares at Tokyo Stock Exchange in the month when the subject period starts (September of every year) with average of the closing share value of the Company's common shares at Tokyo Stock Exchange in the month when the subject period ends (September of the following year), the latter exceeds the former.

2) Part II

The number of common shares to be delivered are determined by multiplying the number of shares determined by the Board of Directors (the base number of shares to be delivered) by the share delivery ratio determined in the range of 0% (the Company's stock growth rate is less than 100%) to 100% (the Company's stock growth rate is more than 150%) according to our stock growth rate, and the resulting number of shares will be granted.

(Note) Regarding the medium- to long-term performance-linked remuneration (shares), pursuant to the resolution of the 28th Ordinary General Meeting of Shareholders held on September 25, 2024, the system was changed so that, from the subject period of September 2024 to September 2025 onward, common shares of the Company will be delivered through a trust established by monetary contributions from the Company. In addition, the system was revised to impose transfer restrictions prohibiting the transferring, pledging, or otherwise disposing of the granted shares until after resignation by the Director from the Company or any other position predetermined by the Company's Board of

Directors. There is no substantive change in the amount to be paid per fiscal year or in the number of shares to be delivered to directors under the system.

<Image of medium- to long-term performance-linked remuneration (shares) under both the old and new systems>

	26th period (FY6/22)	27th period (FY6/23)	28th period (FY6/24)	29th period (FY6/25)	30th period (FY6/26)	31st period (FY6/27)
26th period evaluation start (Previous system)	Subject period (3 years from September 2021)			Decision on granting (October 2024)		
27th period evaluation start (Previous system)		Subject period (3 years from September 2022)			Decision on granting (Note 1) (October 2025)	
28th period evaluation start (Revised system)			Subject period (1 year from September 2023)	Decision on granting (October 2024)		
29th period evaluation start (Revised system)				Subject period (1 year from September 2024)	Decision on granting (Note 1) (Note 2) (October 2025)	
30th period evaluation start (Revised system)					Subject period (1 year from September 2025)	Decision on granting (Note 1) (Note 2) (October 2026)

(Note 1) A decision on whether to grant these shares to each eligible director will be made at the meeting of the Board of Directors to be held in October after the end of the subject period. Therefore, it has not yet been determined whether common shares of the Company will be granted.

(Note 2) The delivered shares will be subject to transfer restrictions from the date of delivery until after retiring from the position of Director or any other position predetermined by the Company's Board of Directors.

(4) Remuneration for Directors who are Audit Committee Members

The amount of remuneration for Directors who are Audit Committee Members is fixed, and is determined through discussions among the Directors who are Audit Committee Members, within the maximum amount of remuneration resolved at the General Meeting of Shareholders. This takes into consideration factors such as whether they are full-time or part-time Directors, whether they are internal or outside Directors, and their roles.

2. Matters concerning resolutions of the General Meeting of Shareholders

The maximum ranges of remuneration for Directors resolved at the General Meeting of Shareholders are as follows.

Type of remuneration	Date of approval	Eligible persons	Limit on remuneration, etc.	Number of members at the time of resolution
Fixed remuneration (cash)	September 27, 2022 (26th Ordinary General Meeting of Shareholders)	Directors (excluding Directors who are Audit Committee Members)	¥150,000 thousand per year	4 persons (including 2 outside directors)
Short-term performance-linked remuneration (cash)	September 27, 2022 (26th Ordinary General Meeting of Shareholders)	Directors (excluding Directors who are Audit Committee Members and Outside Directors)	¥41,250 thousand per year (per director)	2 persons
Medium- to long-term performance-linked remuneration (shares)	September 27, 2022 (26th Ordinary General Meeting of Shareholders)	Directors (excluding Directors who are Audit Committee Members and Outside Directors)	¥100,000 thousand per year (100,000 shares per year; 60,000 shares per director per year)	2 persons
Fixed remuneration (cash)	September 27, 2022 (26th Ordinary General Meeting of Shareholders)	Directors who are Audit Committee Members	¥55,000 thousand per year	3 persons

3. Amount of remuneration of Directors

Remuneration paid to directors during the fiscal year under review was as follows.

Regarding the remuneration for each individual Director (excluding Directors who are Audit Committee Members), the Board of Directors has determined that the method of determining the details of remuneration, etc. and the details of the determined remuneration are in line with the policy for determining remuneration for each individual director, based on the calculation process shown above in 1.

Classification	Total amount of remuneration, etc.	Total amount of remuneration, etc. by type			Number of eligible directors and officers
		Fixed remuneration (cash)	Short-term performance-linked remuneration (cash)	Medium- to long-term performance-linked remuneration (shares)	
Directors (excluding Audit Committee Members) (of which Outside Directors)	200 million yen (20 million yen)	108 million yen (20 million yen)	27 million yen (-)	64 million yen (-)	4 persons (2 persons)
Directors (Audit Committee Members) (of which outside directors)	38 million yen (22 million yen)	38 million yen (22 million yen)	- (-)	- (-)	3 persons (2 persons)
Total (of which outside directors)	239 million yen (42 million yen)	146 million yen (42 million yen)	27 million yen (-)	64 million yen (-)	7 persons (4 persons)

- (Notes) 1. The amounts paid to directors do not include employee salaries for directors who concurrently serve as employees.
2. Medium- to long-term performance-linked remuneration (shares) is stated at the amount recorded as an accounting expense in the current fiscal year.
3. Consolidated profit after taxes for the current fiscal year, which serves as the performance indicator for short-term performance-linked remuneration (cash), was 3,434 million yen, a 120.5% increase from 2,850 million yen in the previous fiscal year.
4. Of the medium- to long-term performance-linked remuneration (shares) for which a decision on granting was made in the current fiscal year, the portion based on the previous system with a subject period from September 2021 to September 2024 recorded a Total Shareholder Return (TSR) of 137.3%, a TOPIX growth rate of 127.4%, and a stock growth rate, the performance indicator of 107.7% over the period. The annual growth rate of adjusted earnings per share, which is set as a grant condition for the President and Representative Director, was 14.7% over the three-year period from September 2021 to September 2024, falling below the grant threshold of 18%. Under the revised system, for the portion of the medium- to long-term performance-linked remuneration (shares) for which a decision on granting was made in the

current fiscal year, with a subject period from September 2023 to September 2024, and in relation to Part I, the average closing price of the Company' s common shares on the Tokyo Stock Exchange in September 2024 exceeded that in September 2023. With respect to Part II, the Company' s Total Shareholder Return (TSR) for the subject period was 156.3%, the TOPIX growth rate was 110.5%, and the Company' s stock growth rate, the performance indicator was 141.5%.

Compliance and Risk Management

System to ensure the appropriateness of business operations and the status of operation of such system

The following is an overview of the status of operation of the system to ensure that the execution of duties by directors complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of operations.

<Summary of the decision>

(1) Systems to ensure that the execution of duties by directors and employees complies with laws and regulations and the Articles of Incorporation

Directors shall comply with the Group's Code of Conduct, take the initiative in properly executing operations in accordance with laws and regulations, the Articles of Incorporation, the Board of Directors' Regulations, and other internal regulations, and shall ensure that all employees are fully aware of the Code of Conduct.

Risk managers of each Avant Group company, appointed by the chair of the Risk Management Committee, shall deliberate and review important issues and responses at the Risk Management Committee, and report to the Board of Directors. The Compliance Committee shall confirm the status of compliance and deliberate and examine important issues and responses at the Compliance Committee meetings, and report to the Board of Directors.

The Company shall establish and operate an internal whistle-blowing system, with outside attorneys and directors who are Audit Committee Members as contact persons, to report violations of laws and ordinances and other acts that may be questionable under laws and ordinances.

The Audit Committee Members shall audit the execution of duties by the Directors by attending meetings of the Board of Directors and other important meetings and by investigating the status of business execution and other items in accordance with the audit policy set by the Audit Committee.

(2) System for the storage and management of information related to the execution of duties by directors

Information related to the execution of duties by directors shall be properly stored and managed in accordance with laws and regulations, the Board of Directors' Regulations, the Document Management Regulations, and other related rules and regulations.

(3) Regulations and other systems for managing risk of loss

To prevent risks as well as to properly manage operations and funds by monitoring performance status through rolling forecast management in a cycle appropriate to the business environment, with respect to the progress of business performance and thorough control of expenses.

A Risk Management Committee shall be established, chaired by Group CRO (Chief Risk Management Officer). The Committee deliberates and reviews important issues and responses, and reports to the Board of Directors.

A Compliance Committee shall be established to manage risks related to compliance, information assets, and other business matters by preparing and disseminating necessary rules, manuals and other items.

Establish an Information Security Committee to strengthen the management of information assets and its response.

The Company shall consult with and receive advice and guidance from third parties with expertise, such as lawyers, accounting auditor, tax accountants, etc., as necessary in the performance of its business operations.

(4) System to ensure directors execute duties efficiently

The Company's Board of Directors shall meet once a month on a regular basis. The Board of Directors shall also meet as needed for decision-making and prompt business execution when necessary, and shall supervise important management decisions and the status of business execution by directors.

The various meetings and committees, which are headed by directors, shall deliberate and decide on business execution within the scope of the authority determined in the regulations.

We promote decentralization of management through organization based on management policies and business plans.

The term of office of directors who are not Audit Committee Members shall be one (1) year in order to clarify management responsibility and to be able to respond to changes in the business environment.

(5) System to ensure appropriateness of operations of the corporate group (the Company and its subsidiaries)

The Company shall support the development and improvement of internal control systems and promote them in cooperation with subsidiaries, while respecting the autonomy of the subsidiaries.

The Company's subsidiaries shall enter into a management guidance and business management agreement and establish a system under which the Company receives reports on important matters concerning the execution of duties by Directors and others. Although the board of directors of the Company's subsidiaries make decisions on important matters, the company shall obtain approval from the Board of Directors of the Company for three matters that have a significant impact on the Group: (a) investment, (b) personnel of directors and officers, and (c) financing, including capital policy.

The Company's subsidiaries shall hold regular Board of Directors meetings once a month as a basic rule and also hold meetings for decision-making and prompt business execution when necessary. The Company's Legal Department shall confirm the status of the meetings.

Employees of the Company's subsidiaries who become aware of any violation of laws, the Articles of Incorporation, the Company's internal rules, or any act contrary to socially accepted norms shall report or consult with the Internal Reporting System Desk.

The Compliance Committee shall provide support for legal compliance and other compliance-related issues of the Company's subsidiaries.

The Company shall also strive to prevent risks by appropriately managing

operations and funds and reporting to the Company.

The Company's Internal Audit Department shall conduct internal audits on a regular basis and report results to the Company's directors and the Audit Committee for necessary control to ensure the appropriateness of the Company's subsidiaries' business operations.

(6) Matters related to employees assisting the duties of Audit Committee Members and matters related to ensuring the effectiveness of instructions to such employees

In the event that the Audit Committee requests the Board of Directors to establish a secretariat to assist it in its duties, the secretariat shall be established by appointing appropriate personnel from inside and outside the Company. In the case of employees, make them aware that they are subject to the direction and orders of the Audit Committee.

(7) Systems for reporting to the Audit Committee by Directors and employees who are not Audit Committee Members, and systems for reporting to the Audit Committee by Directors, Corporate Auditors, employees of subsidiaries, or persons who receive reports from these persons.

The Audit Committee Members may attend meetings of the Board of Directors and other important meetings, inspect documents necessary for auditing, and request explanations from directors and employees.

The Company and its subsidiaries' directors, corporate auditors, and employees shall report to the Company's Audit Committee on matters that have a material impact on the Company's operations and performance.

The Company shall prohibit any disadvantageous treatment of a person who makes a report to the Audit Committee by reason of the fact that such report is made to the Audit Committee.

(8) Other systems to ensure audits by the Audit Committee are conducted effectively

The Audit Committee shall meet regularly with the President and Representative Director to exchange opinions on business execution policies, risks and issues to be addressed, and important audit issues.

The Audit Committee shall regularly exchange opinions with the accounting auditor.

In the event that any Audit Committee Member requests advance payment or reimbursement of expenses incurred in the performance of his/her duties, such expenses shall be borne by the Company, except in cases where such payment or reimbursement is found not to be necessary.

(9) Basic policy on elimination of antisocial forces

With respect to the exclusion of antisocial forces, in addition to the basic policy regarding the internal control system, the Company shall endeavor to develop a system as follows.

(i) The Group's Code of Conduct declares its support for the elimination of antisocial forces and the prohibition of antisocial activities.

We receive written pledges from officers and employees annually regarding

“Standards of Conduct and Management of Confidential Information.”

(ii) The General Affairs Department shall be appointed as the department in charge of preventing unjustified demands, and shall cooperate with the police to eliminate antisocial forces and similar such matters. In addition, we will seek confirmation from our business partners about policies on antisocial forces at the time of signing an initial agreement. We will strive to continuously inform them regarding the elimination of antisocial forces and strengthen our response to them.

<Summary of operating situation>

With respect to the system to ensure the appropriateness of business operations, the Company has continuously investigated the status of the development and operation of the internal control system since the system was first established, and reports the results of the investigation to the Board of Directors. In addition, corrective measures are being taken for problems identified as a result of the investigation, and efforts are being made to establish and operate a more appropriate internal control system. The following is a summary of operations during the current fiscal year.

The Company has chosen to establish a company with an Audit Committee in order to strengthen the supervisory function of the Board of Directors and further enhance corporate governance.

The Risk Management Committee met regularly to review risks and consider countermeasures in response to the changing business environment across the Group, and the Board of Directors received reports from the Group CRO to ascertain the status of risk management.

The Compliance Committee met regularly to ensure compliance across the Group, and the Board of Directors received reports from the Group CLOs to ascertain the status of compliance.

The Information Security Committee met on a regular basis to strengthen information asset management and information security across the Group.

During the period under review, the Board of Directors held 13 meetings, focusing on the steady implementation of the medium-term management plan and the agenda to strengthen governance and oversight.

The Audit Committee Members attended meetings of the Board of Directors, the Group Management Committee, the Board of Directors of subsidiaries, and other important meetings, and regularly exchanged opinions with the President and Representative Director and the accounting auditor to ensure the effectiveness of audits.

Business Report

July 1, 2024
to June 30, 2025

Matters Relating to the Current Status of the Corporate Group

(1) Progress and Results of Operations

Consolidated financial results for the current fiscal year are as follows.

(Unit: Millions of yen)

	28th period (Fiscal year ended June 30, 2024)	29th period (Fiscal year ended June 30, 2025) (Current fiscal year)	Year-on-year	
			Increase/ Decrease	Percentage change (%)
Net sales	24,419	28,227	3,807	15.6
Operating profit	4,099	4,604	505	12.3
Ordinary profit	4,121	4,613	491	11.9
Profit attributable to owners of parent	2,850	3,434	583	20.5

Regarding consolidated net sales, investment needs to maintain and strengthen competitiveness through “the sophistication of corporate management and business activities using data and digital technology,” which is becoming a mid- to long-term trend among Japanese companies, remained strong. Consolidated net sales for the current consolidated fiscal year amounted to 28,227 million yen (up 15.6% year on year), as all three businesses (Consolidated Financial Disclosure Business, Digital Transformation Promotion Business and Management Solutions Business) achieved sales growth.

Regarding profits, although there was an increase in personnel expenses and IT costs associated with business expansion, outsourcing costs to accommodate increased orders, and investment expenses primarily aimed at strengthening the software business for future growth, improvements in profit margins driven by the growth of the software business, as well as a rebound from the low profit levels in the Management Solutions Business in the previous year, resulted in operating profit of 4,604 million yen (up 12.3% year on year), ordinary profit of 4,613 million yen (up 11.9% year on year), and profit attributable to owners of parent of 3,434 million yen (up 20.5% year on year).

The status of each reportable segment is as follows.

(i) Net sales (Millions of yen)

	28th period (Fiscal year ended June 30, 2024)	29th period (Fiscal year ended June 30, 2025) (Current fiscal year)	Year-on-year	
			Increase/ Decrease	Percentage change (%)
Consolidated Financial Disclosure Business	7,537	8,720	1,183	15.7
Digital Transformation Promotion Business	8,846	10,318	1,471	16.6
Management Solutions Business	8,518	9,537	1,019	12.0
Corporate expenses and elimination of inter-segment transactions	(483)	(349)	133	—
Consolidated net sales	24,419	28,227	3,807	15.6

(ii) Operating profit (Millions of yen)

	28th period (Fiscal year ended June 30, 2024)	29th period (Fiscal year ended June 30, 2025) (Current fiscal year)	Year-on-year change	
			Increase/ Decrease	Percentage change (%)
Consolidated Financial Disclosure Business	1,840	2,160	320	17.4
Digital Transformation Promotion Business	1,633	1,716	82	5.1
Management Solutions Business	1,407	1,746	338	24.1
Corporate expenses and elimination of inter-segment transactions	(782)	(1,019)	(237)	—
Consolidated net sales	4,099	4,604	505	12.3

In the Consolidated Financial Disclosure Business, the outsourcing business continued to maintain a high growth rate, contributing to

increased net sales. In addition, the software business saw an increase in net sales due to a review of pricing strategy, resulting in net sales of 8,720 million yen (up 15.7% year on year), representing higher revenue. In terms of profitability, although there were cost increases such as higher personnel expenses due to an increase in staff, increased office expenses associated with office expansion, and an increase in research and development expenses to strengthen the software business, the effects of improvements such as the review of pricing strategy in the software business have begun to appear, leading to improved profit margins. As a result, operating profit was 2,160 million yen (up 17.4% year on year), representing an increase in profit.

In the Digital Transformation Promotion Business, although some large-scale projects were cancelled, demand for utilizing data in management and business decision-making remained robust. As a result, an increase in projects centered on “cloud and data platform construction” drove higher net sales, which reached 10,318 million yen (up 16.6% year on year). In terms of profitability, there was a deterioration due to increased personnel expenses resulting from workforce expansion to support sales growth and higher compensation levels to enhance recruitment competitiveness, as well as an increase in outsourcing expenses to supplement internal resources. Additionally, the cancellation of the aforementioned large-scale projects negatively impacted profitability. Nevertheless, operating profit also increased to 1,716 million yen (up 5.1% year on year) due to the growth in net sales.

In the Management Solutions Business, while the transformation of the earnings structure centered on the software business is still underway, results have begun to emerge in the group management solutions business area, resulting in net sales of 9,537 million yen (up 12.0% year on year), representing higher revenue. In terms of profitability, although there were cost-increasing factors such as an increase in personnel expenses, outsourcing expenses, and IT costs associated with business expansion, in addition to the aforementioned increase in net sales, there was also a rebound from the previous year, when profit had declined significantly due to stagnation in sales growth. As a result, operating profit was 1,746 million yen (up 24.1% year on year), significantly outpacing the growth in net sales.

The number of employees on a consolidated basis was 1,707 at the end of the fiscal year, up 185 from the end of the previous fiscal year.

Orders received and sales in the current consolidated fiscal year are as follows.

Orders Received

(Millions of yen)

	Current fiscal year July 1, 2024 to June 30, 2025		
	Sales	Orders received	Orders backlog
Consolidated Financial Disclosure Business	8,720	9,227	5,187
Digital Transformation Promotion Business	10,318	10,260	2,012
Management Solutions Business	9,537	9,708	4,177
Elimination of inter-segment transactions	(349)	(472)	(1,879)
Total	28,227	28,724	9,497

(2) Capital Investment

Total capital expenditures for 227 million yen (including software)
the current fiscal year

Major capital investments include the purchase of office equipment and
software for internal use.

(3) Financing

There were no special items of note in the current consolidated fiscal
year.

(4) Assets, Profit and Loss

(i) Assets, profit and loss of the corporate group

Item	26th period (Fiscal year ended June 30, 2022)	27th period (Fiscal year ended June 30, 2023)	28th period (Fiscal year ended June 30, 2024)	29th period (Fiscal year ended June 30, 2025) (Current fiscal year)
Net sales (Millions of yen)	18,703	21,424	24,419	28,227
Ordinary profit (Millions of yen)	2,988	3,265	4,121	4,613
Profit attributable to owners of parent (Millions of yen)	2,045	2,094	2,850	3,434
Net profit per share (Yen)	54.37	55.65	76.62	94.15
Total assets (Millions of yen)	16,617	18,705	21,896	24,373
Net assets (Millions of yen)	10,597	12,328	13,293	15,597
Net assets per share (Yen)	281.68	327.51	362.95	426.96

(Note) From the 28th fiscal year, the Company introduced a stock delivery trust for employees and executive officers, and from the current consolidated fiscal year, a stock delivery trust for directors. For the purpose of calculating net assets per share, Company shares held by the trust are included in treasury shares, which are deducted from the total number of shares issued at the end of the period. In addition, for the purpose of calculating net profit per share, Company shares held by the trust are included in treasury shares, which are deducted from the average number of shares outstanding during the period.

(ii) Assets, profit and loss of the Company

Type	26th period (Fiscal year ended June 30, 2022)	27th period (Fiscal year ended June 30, 2023)	28th period (Fiscal year ended June 30, 2024)	29th period (Fiscal year ended June 30, 2025) (Current fiscal year)
Operating revenue (Millions of yen)	2,324	3,572	2,703	4,599
Ordinary profit (Millions of yen)	731	1,873	842	2,367
Net profit (Millions of yen)	646	2,022	1,068	2,875
Net profit per share (Yen)	17.18	53.74	28.73	78.84
Total assets (Millions of yen)	10,947	8,780	7,919	9,698
Net assets (Millions of yen)	6,532	8,178	7,329	9,109
Net assets per share (Yen)	173.63	217.27	200.11	249.60

(Note) From the 28th fiscal year, the Company introduced a stock delivery trust for employees and executive officers, and from the current fiscal year, a stock delivery trust for directors. For the purpose of calculating net assets per share, Company shares held by the trust are included in treasury shares, which are deducted from the total number of

shares issued at the end of the period. In addition, for the purpose of calculating net profit per share, Company shares held by the trust are included in treasury shares, which are deducted from the average number of shares outstanding during the period.

(5) Significant Parent Company and Subsidiaries

(i) Parent company

Not applicable.

(ii) Status of important subsidiaries

Company name	Capital	Percentage of voting rights held by the Company	Primary business
AVANT CORPORATION	JPY 100 million	100.0%	Software development, sales, installation support, maintenance and other related businesses
Internet Disclosure Co., Ltd.	JPY 39 million	100.0%	Software development and sales of disclosure information and regulation search services
ZEAL CORPORATION	JPY 100 million	100.0%	Design of information systems, software development and sales, and other related businesses
DIVA CORPORATION.	JPY 100 million	100.0%	Software development and sales Outsourcing-related business
DIVA CORPORATION OF AMERICA	USD 2.6 million	100.0%	Survey of IT products and services
DivaCygnnet Private Limited	INR 60 million	80.0%	Investigation and business development for software sales in the Indian market
VISTA CORPORATION	JPY 100 million	100.0%	Management consulting services

(Note) The Company has the seven consolidated subsidiaries above and no equity method affiliates.

(6) Issues to Be Addressed

The Group announced its current medium-term management plan, “BE GLOBAL 2028” (July 2023 to June 2028), in August 2023.

The strategic direction of BE GLOBAL 2028 is the strategic initiative of becoming a software company that helps increase corporate value. Based on this strategy, we aim to create a value creation virtuous cycle through the use of software that enhances all employees’ ability to contribute to customers and boosts productivity. The increase in profits can be returned through compensation and used to promote R&D. These processes can help lift our own corporate value.

In order to realize BE GLOBAL 2028, we must address the following issues.

1. Demand emerging in the growing DX market for management

The group overall is looking to position itself in an area where we can be of most use today, the DX market of management. This is where companies are seeking to increase their corporate value. Furthermore, our group companies Diva and Internet Disclosure operate in the consolidated financial disclosure market, Zeal operates in the BI field, data infrastructure, and DX market. Meanwhile, Avant operates in the investor-oriented next-generation management information infrastructure market. All markets have growth potential of 15% to 30% per year.

In each of these markets, we need to accurately determine what customers are looking for, and to fully exploit the potential of the growth markets.

2. Promote software-driven strategies that contribute to customers

The Group’s strategic initiative is to become a software company that helps increase corporate value. We have formulated a Software Driven Strategy to achieve this goal.

To add value to our customers, we believe we should create opportunities for management decisions to be made from the perspective of increasing corporate value. Changing the data we can provide to a board of directors is one way to do this. To this end, we will form a corporate value management SaaS Suite built around three pillars: “DivaSystemLCA,” a consolidated accounting and settlement system; “AVANT Cruise,” a business management system for enhancing corporate value; and “TRINITY BOARD,” a DX system for boards of directors. We will continue to expand and enhance our solutions essential for corporate value management.

We believe that by creating this state of affairs, the value of information brought to customers by each group company will increase,

and the contribution to customers by the Group as a whole will be of even higher added value.

3. Increase value-creating productivity

An increase in value-creating productivity requires an improvement in sales productivity. This equates to an increase in sales per employee for the same investment cost (cost of sales and SG&A expenses), or an improvement in investment cost productivity, which can lower investment costs at the same level of sales. The two aspects must be combined for an improvement in value-creating productivity.

We believe that sales productivity can be enhanced by adding value to solutions that offer a combination of software and services. We plan to achieve this through the promotion of the software-driven strategy described above. We will also improve investment cost productivity by streamlining operations through the use of software, especially generative AI.

4. Development of an environment to improve the value of human resources

The three aforementioned items clarify what we are aiming at. However, the realization of this goal is predicated on getting more value from our human resources. We will quantify HR requirements necessary to achieve our goals and look to address any gaps to develop a backdrop for growth.

While focusing on the growth of existing employees, we will also look to attract talented human resources from outside the company when sourcing new talent internally is difficult. We will seek to find human capital not only in regular recruitment, but also through network building related to software procurement.

5. Increase employee job satisfaction

A primary asset of our group is our excellent employees who have high technology skills and expertise and enjoy taking on a challenge. While increasing the number of employees each fiscal year, we are working to create a rewarding work environment that enriches the lives of our employees and allows them to focus on producing results in their work. The Group conducts employee surveys using the Great Place to Work® (GPTW) scheme as part of our processes to create a rewarding work environment, visualize job satisfaction and engagement. We also implement improvement actions, with the goal of raising the GPTW score to 70 points for each Group company. We are working to achieve this GPTW score goal of 70 points for each Group company.

6. Compliance

Since its establishment, our Group has emphasized compliance as a

fundamental principle of corporate governance. However, compliance demands in society have been growing in recent years. We believe that a loss of trust from the public in the event of a violation is higher than ever before, and the time taken to win back trust is also longer than ever. We are promoting our business activities in a more thorough manner than previously to ensure that we do not breach any labor laws or regulations, as well as other relevant laws and corporate ethics.

7. Sustainability

The Group's management philosophy, "Creation of a 100-Year Company," positions a company as a public institution as part of a wider society and looks to sustainably develop an organization that exists for the benefit of society. Our Group's mission is to make a contribution to society by providing value in helping our customers use management data to create the future. Since we work with various stakeholders in the course of achieving this mission, each and every member of the Group must act with due consideration for maintaining a balance between economic activities, environmental conservation, and social fairness to realize sustainable development.

Based on this philosophy, in 2020, we formulated the Group Human Rights Policy and Environmental Policy and signed the United Nations Global Compact. Since 2021, we have maintained zero greenhouse gas emissions by converting all electricity to environmentally-friendly sources. In FY6/25 (fiscal year ended June 30, 2025), we continued these initiatives, including carbon offsetting through the purchase of green power certificates, submission of our Communication on Progress (COP), and updates to our greenhouse gas emissions disclosures in line with the TCFD framework.

We also continue to make contributions to local communities through support for sporting events and cultural activities.

(7) Principal Businesses (As of June 30, 2025)

Segment	Business
Consolidated Financial Disclosure Business	Development, sales, implementation support, and maintenance of DivaSystem (a consolidated management and accounting system), offered as a consolidated accounting and business outsourcing service, and an information search service for disclosure documents
Digital Transformation Promotion Business	System integration services for leveraging information, known as Business Intelligence (BI) Support for the implementation of cloud data platforms Sales and maintenance of software licenses and hardware
Management Solutions Business	Consulting services related to IFRS compliance, sophistication of business management, budgeting, management accounting, and other related areas

(8) Main Sales Offices(As of June 30, 2025)

(i) Our main offices

Tokyo Head Office 15-2, Konan 2-chome, Minato-ku, Tokyo

(ii) Principal offices of important subsidiaries

AVANT CORPORATION	(Head office)	Minato Ward, Tokyo
	Osaka Office	Osaka City, Osaka
Internet Disclosure Co., Ltd.		Chuo-ku, Tokyo
ZEAL CORPORATION	(Head office)	Shinagawa-ku, Tokyo
	Osaka Office	Osaka City, Osaka
	Sapporo Office	Sapporo City, Hokkaido
DIVA CORPORATION	(Head office)	Shinjuku-ku, Tokyo
	Konan Office	Minato-ku, Tokyo

(9) Employees (As of June 30, 2025)

(i) Employees of the corporate group

Number of employees	Increase (Decrease) from the end of the previous consolidated fiscal year
1,707 persons	185 persons

(Note) 1. The number of employees indicates the number of full-time employees.

2. The number of employees does not include temporary employees (average 28 temporary and part-time employees during the period).

(ii) Employees of the Company

Number of employees	Increase (decrease) from the end of the previous fiscal year	Average age	Average years of service
56 persons	19 persons	45.6 years old	5.4 years

(Note) 1. The number of employees indicates the number of full-time employees.

2. The number of employees does not include temporary employees (average 0 temporary and part-time employees during the period).

(10) Principal Lenders (As of June 30, 2025)

The company has no loans from financial institutions.

The Company has entered into commitment line agreements (maximum loan amount: 3,500 million yen) with financial institutions with which it does business in order to efficiently procure working capital.

(11) Other Important Matters Concerning the Current Status of the Corporate Group

Not applicable.

Matters Concerning Company Officers

- (1) **Names, etc. of Directors**
See page 29.
- (2) **Overview of Details of Liability Limitation Agreement**
See page 30.
- (3) **Overview of Details of Directors’ and Officers’ Liability Insurance Policy**
See page 30.
- (4) **Items Related to Outside Directors and Outside Corporate Auditors**
See pages 30 through 32.
- (5) **Executive Compensation System**
See pages 42 through 49.

Company Structure and Policies (Compliance and Risk Management)

See pages 50 through 53.

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(Note) Figures in this business report are rounded down to the nearest unit.

# Consolidated Balance Sheet

(As of June 30, 2025)

(Unit: Thousands of yen)

| Item                                                       | Amount            | Item                                                     | Amount            |
|------------------------------------------------------------|-------------------|----------------------------------------------------------|-------------------|
| (Assets)                                                   |                   | (Liabilities)                                            |                   |
| <b>Current assets</b>                                      | <b>20,765,941</b> | <b>Current liabilities</b>                               | <b>8,440,619</b>  |
| Cash and deposits                                          | 14,593,169        | Notes and accounts payable - trade                       | 769,142           |
| Notes and accounts receivable - trade, and contract assets | 4,228,796         | Lease liabilities                                        | 6,112             |
| Securities                                                 | 500,000           | Accounts payable - other, and accrued expenses           | 783,077           |
| Work in process                                            | 17,868            | Income taxes payable                                     | 797,648           |
| Raw materials and supplies                                 | 55,016            | Contract liabilities                                     | 3,766,666         |
| Prepaid expenses                                           | 1,163,320         | Asset retirement obligations                             | 49,224            |
| Accounts receivable - other                                | 5,728             | Provision for bonuses                                    | 1,232,404         |
| Deposits paid                                              | 314               | Provision for bonuses for directors (and other officers) | 140,888           |
| Other                                                      | 205,244           | Provision for loss on orders received                    | 11,363            |
| Allowance for doubtful accounts                            | (3,516)           | Allowance for stock benefits                             | 131,442           |
| <b>Non-current assets</b>                                  | <b>3,607,114</b>  | Accrued consumption taxes                                | 523,566           |
| <b>Property, plant and equipment</b>                       | <b>549,165</b>    | Deposits received                                        | 227,053           |
| Buildings                                                  | 691,499           | Other                                                    | 2,030             |
| Accumulated depreciation                                   | (341,024)         | <b>Non-current liabilities</b>                           | <b>334,446</b>    |
| Vehicles                                                   | 1,956             | Lease liabilities                                        | 27,111            |
| Accumulated depreciation                                   | (1,956)           | Asset retirement obligations                             | 305,984           |
| Tools, furniture and fixtures                              | 653,884           | Deferred tax liabilities                                 | 1,350             |
| Accumulated depreciation                                   | (501,797)         |                                                          |                   |
| Right-of-use assets                                        | 30,968            | <b>Total liabilities</b>                                 | <b>8,775,065</b>  |
| Accumulated depreciation                                   | (3,946)           | (Net assets)                                             |                   |
| Construction in progress                                   | 19,580            | <b>Shareholders' equity</b>                              | <b>15,563,815</b> |
| <b>Intangible assets</b>                                   | <b>380,502</b>    | <b>Share capital</b>                                     | <b>345,113</b>    |
| Trademark rights                                           | 37,802            | <b>Capital surplus</b>                                   | <b>417,417</b>    |

|                                     |                   |                                                                     |                   |
|-------------------------------------|-------------------|---------------------------------------------------------------------|-------------------|
| Software                            | 342,474           | Retained earnings                                                   | 16,490,130        |
| Other                               | 225               | Treasury shares                                                     | (1,688,845)       |
| <b>Investments and other assets</b> | <b>2,677,446</b>  | <b>Accumulated other comprehensive income</b>                       | <b>18,239</b>     |
| Investments securities              | 830,184           | Valuation difference on available-for-sale securities, net of taxes | (1,193)           |
| Long-term prepaid expenses          | 10,158            | Deferred gains or losses on hedges                                  | (2,921)           |
| Leasehold and guarantee deposits    | 826,752           | Foreign currency translation adjustment                             | 22,354            |
| Deferred tax assets                 | 864,785           | <b>Non-controlling interests</b>                                    | <b>15,934</b>     |
| Other                               | 145,566           | <b>Total net assets</b>                                             | <b>15,597,989</b> |
| <b>Total assets</b>                 | <b>24,373,055</b> | <b>Total liabilities and net assets</b>                             | <b>24,373,055</b> |

# Consolidated Statement of Income

July 1, 2024  
to June 30, 2025

(Unit: Thousands of yen)

| Item                                                | Amount    |                   |
|-----------------------------------------------------|-----------|-------------------|
| <b>Net sales</b>                                    |           | <b>28,227,703</b> |
| <b>Cost of sales</b>                                |           | <b>15,649,179</b> |
| <b>Gross profit</b>                                 |           | <b>12,578,523</b> |
| <b>Selling, general and administrative expenses</b> |           | <b>7,974,374</b>  |
| <b>Operating profit</b>                             |           | <b>4,604,149</b>  |
| <b>Non-operating income</b>                         |           |                   |
| Interest income                                     | 11,572    |                   |
| Dividend income                                     | 11,238    |                   |
| Foreign exchange gains                              | 1,641     |                   |
| Subsidy income                                      | 16,593    |                   |
| Other                                               | 4,521     | 45,566            |
| <b>Non-operating expenses</b>                       |           |                   |
| Interest expense                                    | 1,751     |                   |
| Loss on investments in investment partnerships      | 16,035    |                   |
| Commission expenses                                 | 17,079    |                   |
| Share issuance costs                                | 91        |                   |
| Other                                               | 1,738     | 36,696            |
| <b>Ordinary profit</b>                              |           | <b>4,613,019</b>  |
| <b>Extraordinary profit</b>                         |           |                   |
| Gain on sales of investment securities              | 318,265   |                   |
| Insurance income                                    | 300       | 318,565           |
| <b>Extraordinary losses</b>                         |           |                   |
| Loss on retirement of non-current assets            | 252       |                   |
| Loss on cancellation of leases                      | 86        | 339               |
| <b>Profit before income taxes</b>                   |           | <b>4,931,245</b>  |
| Income taxes – current                              | 1,535,316 |                   |
| Income taxes – deferred                             | (33,485)  | 1,501,831         |
| <b>Profit</b>                                       |           | <b>3,429,414</b>  |

|                                                |  |           |
|------------------------------------------------|--|-----------|
| Loss attributable to non-controlling interests |  | (5,273)   |
| Profit attributable to owners of parent        |  | 3,434,688 |

# Balance Sheet

(As of June 30, 2025)

(Unit: Thousands of yen)

| Item                                  | Amount           | Item                                               | Amount             |
|---------------------------------------|------------------|----------------------------------------------------|--------------------|
| (Assets)                              |                  | (Liabilities)                                      |                    |
| <b>Current assets</b>                 | <b>7,247,651</b> | <b>Current liabilities</b>                         | <b>588,913</b>     |
| Cash and deposits                     | 6,217,462        | Accounts payable – other                           | 149,670            |
| Accounts receivable – trade           | 112,602          | Accrued expenses                                   | 22,770             |
| Securities                            | 500,000          | Income taxes payable                               | 2,176              |
| Materials and supplies                | 41,792           | Deposits received                                  | 29,244             |
| Prepaid expenses                      | 123,141          | Asset retirement obligations                       | 22,437             |
| Cash advance                          | 40,620           | Provision for bonuses                              | 66,727             |
| Accounts receivable – other           | 194,965          | Provision for bonuses for directors (and officers) | 20,042             |
| Other                                 | 17,066           | Allowance for stock benefits                       | 72,306             |
| <b>Non-current assets</b>             | <b>2,450,725</b> | Deposits received from subsidiaries and affiliates | 200,000            |
| <b>Property, plant and equipment</b>  | <b>22,410</b>    | Other                                              | 3,537              |
| Tools, furniture and fixtures         | 171,211          |                                                    |                    |
| Accumulated depreciation              | (148,801)        |                                                    |                    |
| <b>Intangible assets</b>              | <b>205,976</b>   | <b>Total liabilities</b>                           | <b>588,913</b>     |
| Trademark rights                      | 37,802           | (Net assets)                                       |                    |
| Software                              | 167,948          | <b>Shareholders' equity</b>                        | <b>9,113,577</b>   |
| Other                                 | 225              | <b>Share capital</b>                               | <b>345,113</b>     |
| <b>Investments and other assets</b>   | <b>2,222,338</b> | <b>Capital surplus</b>                             | <b>417,417</b>     |
| Investment securities                 | 593,209          | Capital reserve                                    | 281,913            |
| Shares of subsidiaries and affiliates | 1,461,077        | Other capital surplus                              | 135,504            |
| Long-term prepaid expenses            | 3,847            | <b>Retained earnings</b>                           | <b>10,039,892</b>  |
| Leasehold and guarantee deposits      | 1,720            | Legal retained earnings reserve                    | 374                |
| Insurance reserve                     | 68,431           | Other retained earnings                            | 10,039,518         |
| Deferred tax assets                   | 94,051           | Retained earnings brought forward                  | 10,039,518         |
|                                       |                  | <b>Treasury shares</b>                             | <b>(1,688,845)</b> |

|                     |                  |                                                       |                  |
|---------------------|------------------|-------------------------------------------------------|------------------|
|                     |                  | Valuation and translation adjustments                 | (4,114)          |
|                     |                  | Valuation difference on available-for-sale securities | (1,193)          |
|                     |                  | Deferred gains or losses on hedges                    | (2,921)          |
|                     |                  | <b>Total net assets</b>                               | <b>9,109,462</b> |
| <b>Total assets</b> | <b>9,698,376</b> | <b>Total liabilities and net assets</b>               | <b>9,698,376</b> |

# Statement of Income

July 1, 2024  
to June 30, 2025

(Unit: Thousands of yen)

| Item                                                | Amount    |                  |
|-----------------------------------------------------|-----------|------------------|
| <b>Operating revenue</b>                            |           |                  |
| Management fee                                      | 1,199,791 |                  |
| Dividends received from subsidiaries and affiliates | 3,394,280 |                  |
| Other                                               | 5,788     | 4,599,859        |
| <b>Operating expenses</b>                           |           |                  |
| Selling, general and administrative expenses        | 2,221,169 | 2,221,169        |
| <b>Operating profit</b>                             |           | <b>2,378,690</b> |
| <b>Non-operating income</b>                         |           |                  |
| Interest income                                     | 4,502     |                  |
| Dividend income                                     | 11,238    |                  |
| Foreign exchange gains                              | 710       |                  |
| Other                                               | 2,013     | 18,464           |
| <b>Non-operating expenses</b>                       |           |                  |
| Interest expenses                                   | 274       |                  |
| Commission expenses                                 | 17,079    |                  |
| Loss on investments in investment partnerships      | 11,969    |                  |
| Share issuance costs                                | 91        |                  |
| Other                                               | 86        | 29,501           |
| <b>Ordinary profit</b>                              |           | <b>2,367,654</b> |
| <b>Extraordinary profit</b>                         |           |                  |
| Gain on sales of investment securities              | 318,265   | 318,265          |
| <b>Profit before income taxes</b>                   |           | <b>2,685,919</b> |
| Income taxes – current                              | (170,367) |                  |
| Income taxes – deferred                             | (19,705)  | (190,073)        |
| <b>Profit</b>                                       |           | <b>2,875,992</b> |

# Audit Report on the Consolidated Financial Statements

## Independent Auditor's Report

September 16, 2025

Avant Group Inc.

To: Board of Directors

Deloitte Touche Tohmatsu LLC  
Tokyo Office

|                                         |                                   |                |
|-----------------------------------------|-----------------------------------|----------------|
| Designated and<br>Engagement<br>Partner | Certified<br>public<br>accountant | Yasuteru Miura |
| Designated and<br>Engagement<br>Partner | Certified<br>public<br>accountant | Kenji Ohyama   |

### Audit Opinion

We have audited the consolidated financial statements, comprising the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets, and the notes to consolidated financial statements of Avant Group Inc. for the fiscal year from July 1, 2024 to June 30, 2025, in accordance with Article 444, Paragraph 4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position and results of operations of Avant Group Inc. and its consolidated subsidiaries for the period, for which the consolidated financial statements were prepared, in conformity with accounting principles generally accepted in Japan.

### Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under those standards is described in "Auditor's Responsibility for the Audit of the Consolidated Financial Statements." We are independent of the Company and its consolidated subsidiaries and fulfill our other ethical responsibilities as auditors in accordance with the rules of professional ethics in Japan. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our opinion.

### Other Information

The other information comprises the business report and its supporting schedules. Management is responsible for preparing and disclosing the other information. In addition, the Audit Committee is responsible for monitoring the directors' performance of their duties in the development and operation of the reporting process for the other information.

Our audit opinion on the consolidated financial statements does not cover the other information, and we express no opinion on the other information.

Our responsibility in the audit of the consolidated financial statements is to read the other information carefully and, in the course of reading the other information, to consider whether there are material differences between the other information and the consolidated financial statements or knowledge we have acquired in the course of our audit, and to pay attention to whether there are any indication of material errors in the other information other than such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report those facts.

We have nothing to report in this regard.

#### Responsibility of Management and Audit Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan. This includes the establishment and operation of internal controls deemed necessary by management for the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for evaluating whether it is appropriate to prepare the consolidated financial statements on a going concern basis and for disclosing any matters related to going concern that are required to be disclosed in accordance with accounting principles generally accepted in Japan.

The responsibility of the Audit Committee is to monitor the directors' performance of their duties in the development and operation of the financial reporting process.

#### Auditor's Responsibility for the Audit of the Consolidated Financial Statements

The auditor is responsible for obtaining reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatements, whether due to fraud or error, based on the audit performed by the auditor, and for expressing an opinion on the consolidated financial statements from an independent perspective in the auditor's report. A misstatement is considered to be material if it could have been caused by fraud or error and, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, the auditor shall exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement due to fraud or error. In addition, audit procedures shall be designed and implemented to address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. Furthermore, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- The purpose of an audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal controls; however, in making those risk assessments, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of the accounting policies and methods of application thereof adopted by management, the reasonableness of the accounting estimates made by management, and the appropriateness of the related notes.
- Conclude on the appropriateness of management's use of the going concern basis to prepare the consolidated financial statements and, based on the audit evidence obtained, whether there are material uncertainties regarding events or conditions that might cast significant doubt on the entity's ability to continue as a going concern. If a material uncertainty regarding the entity's ability to continue as a going concern exists, the auditor is required to draw attention in the auditor's report to the notes to the consolidated financial statements or, if the notes to the consolidated financial statements are not appropriate with respect to the material uncertainty, to express a modified opinion on the consolidated financial statements. The auditor's conclusion is based on audit evidence obtained up to the date of the auditor's report; however, future events or circumstances may cause the entity to cease to exist as a going concern.
- Evaluate whether the presentation of the consolidated financial statements and the notes thereto are in conformity with accounting principles generally accepted in Japan, as well as the presentation, structure and content of the consolidated financial statements, including related notes, and whether the consolidated financial statements fairly represent the underlying transactions and accounting events.
- Plan and perform an audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the financial information of the

Company and its consolidated subsidiaries to provide a basis for our opinion on the consolidated financial statements. The auditor is responsible for directing, supervising and reviewing the audit of the consolidated financial statements. The auditor is solely responsible for its audit opinion.

The auditor shall report to the Audit Committee on the scope and timing of the planned audit, significant audit findings, including material deficiencies in internal control, identified during the course of the audit, and other matters required by the audit standards.

The auditor shall report to the Audit Committee that the auditor has complied with the rules on professional ethics in Japan regarding independence and matters that may reasonably be considered to affect the auditor's independence, and where applicable, measures taken to remove disincentives or safeguards applied to reduce disincentives to an acceptable level.

#### Interests

We have no interest in or relationship with the Company or its consolidated subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act.

End

# Audit Report on Financial Statements

## Independent Auditor's Report

September 16, 2025

Avant Group Inc.

To: Board of Directors

Deloitte Touche Tohmatsu LLC

### Tokyo Office

|                                         |                                   |                |
|-----------------------------------------|-----------------------------------|----------------|
| Designated and<br>Engagement<br>Partner | Certified<br>public<br>accountant | Yasuteru Miura |
| Designated and<br>Engagement<br>Partner | Certified<br>public<br>accountant | Kenji Oyama    |

#### Audit Opinion

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act, we have audited the financial statements, namely, the balance sheet, the statement of income, the statement of changes in net assets, the notes to financial statements, and the related supplementary schedules (the "financial statements, etc.") of Avant Group, Inc. for its 29th fiscal year from July 1, 2024 to June 30, 2025.

In our opinion, the financial statements, etc. referred to above present fairly, in all material respects, the financial position and results of operations of the Company for the period, for which the financial statements, etc. were prepared, in conformity with accounting principles generally accepted in Japan.

#### Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under those standards is described in "Auditor's Responsibility for the Audit of the Financial Statements, etc." We are independent of the Company and fulfill our other ethical responsibilities as auditors in accordance with the rules of professional ethics in Japan. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our opinion.

#### Other Information

The other information comprises the business report and its supporting schedules. Management is responsible for preparing and disclosing other information. In addition, the Audit Committee is responsible for monitoring the directors' performance of their duties in the development and operation of the reporting process for the other information.

Our audit opinion on the financial statements, etc. does not cover the other information, and we express no opinion on the other information.

Our responsibility in the audit of the financial statements, etc. is to read the other information carefully and, in the course of reading the other information, to consider whether there are material differences between the other information and the financial statements, etc. or our knowledge we have acquired in the course of our audit, and to pay attention to whether there are any indication of material errors in the other information other than such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report those facts.

We have nothing to report in this regard.

#### Responsibility of Management and Audit Committee for the Financial Statements, etc.

Management is responsible for the preparation and fair presentation of the financial statements, etc. in accordance with accounting principles generally accepted in Japan. This includes the establishment and operation of internal controls deemed necessary by management for the preparation and fair presentation of financial statements and other financial information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, etc. management is responsible for evaluating whether it is appropriate to prepare the financial statements, etc. on a going concern basis and for disclosing matters related to going concern that are required to be disclosed in accordance with accounting principles generally accepted in Japan.

The responsibility of the Audit Committee is to monitor the directors' performance of their duties in the development and operation of the financial reporting process.

#### Auditor's Responsibility for the Audit of the Financial Statements, etc.

The auditor is responsible for obtaining reasonable assurance about whether the financial statements, etc. as a whole are free from material misstatements, whether due to fraud or error, based on the audit performed by the auditor, and for expressing an opinion on the financial statements, etc. from an independent perspective in the auditor's report. A misstatement is considered to be material if it could have been caused by fraud or error and, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the financial statements, etc.

In accordance with auditing standards generally accepted in Japan, the auditor shall exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement due to fraud or error. In addition, audit procedures shall be designed and implemented to address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. Furthermore, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- The purpose of an audit of the financial statements, etc. is not to express an opinion on the effectiveness of the entity's internal controls; however, in making those risk assessments, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of the accounting policies and methods of application thereof adopted by management, the reasonableness of the accounting estimates made by management, and the appropriateness of the related notes.
- Conclude on the appropriateness of management's use of the going concern basis to prepare the financial statements, etc. and, based on the audit evidence obtained, whether there are material uncertainties regarding events or conditions that might cast significant doubt on the entity's ability to continue as a going concern. If a material uncertainty regarding the entity's ability to continue as a going concern exists, the auditor is required to draw attention in the auditor's report to the notes to the financial statements, etc. or, if the notes to the financial statements, etc. are not appropriate with respect to the material uncertainty, to express a modified opinion on the financial statements, etc. The auditor's conclusion is based on audit evidence obtained up to the date of the auditor's report; however, future events or circumstances may cause the entity to cease to exist as a going concern.
- Evaluate whether the presentation of the financial statements, etc. and the notes thereto are in conformity with accounting principles generally accepted in Japan, as well as the presentation, structure and content of the financial statements, etc., including the related notes, and whether the financial statements, etc. fairly represent the underlying transactions and accounting events.

The auditor shall report to the Audit Committee on the scope and timing of the planned audit, significant audit findings, including material deficiencies in internal control, identified during the course of the audit, and other matters required by the audit standards.

The auditor shall report to the Audit Committee that the auditor has complied with the

rules on professional ethics in Japan regarding independence and matters that may reasonably be considered to affect the auditor's independence, and where applicable, measures taken to remove disincentives or safeguards applied to reduce disincentives to an acceptable level.

Interests

We have no interest in or relationship with the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act.

End

# Audit Report of the Audit Committee

## Audit Report

The Audit Committee has audited the directors' performance of their duties during the 29th fiscal year from July 1, 2024 to June 30, 2025. The methods and results are reported as follows.

### 1. Method and details of audit

The Audit Committee regularly received reports from directors, employees, and others on the content of the Board of Directors' resolutions concerning the matters listed in Article 399-13, Paragraph 1, Items 1(b) and 1(c) of the Companies Act and the status of establishment and operation of the system (internal control system) established based on such resolutions, and requested explanations as necessary. In addition to expressing our opinions, we conducted our audit in the following manner.

- (i) In accordance with the audit policy, allocation of duties, and other relevant matters determined by the Audit Committee, and in cooperation with the internal control division of the Company, the Audit Committee attended important meetings or reviewed the materials using the Board of Directors support DX tool, received reports from directors, employees, and other relevant personnel regarding the performance of their duties, requested explanations as necessary, reviewed important approval documents, and examined the operations and assets at the head office and principal places of business. With respect to subsidiaries, the Audit Committee communicated and exchanged information with directors and auditors of subsidiaries, and reviewed the materials of the subsidiary boards of directors using the Board of Directors support DX tool and received business reports from subsidiaries as necessary.
- (ii) The Audit Committee monitored and verified whether the accounting auditor maintained their independence and conducted appropriate audits, received reports from the accounting auditor on the execution of their duties, and requested explanations as necessary. In addition, we received notice from the accounting auditor that "systems to ensure that duties are performed properly" (matters set forth in each item of Article 131 of the Regulations for Corporate Accounting) are established in accordance with the "Quality Control Standards for Audits" (Business Accounting Council) and other relevant standards, and sought explanations as necessary.

Based on the above methods, we have examined the business report and supporting schedules, consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in net assets, and notes to consolidated financial statements), and financial statements (balance sheet, statement of income, statement of changes in net assets, and notes to financial statements) and their supplementary schedules for the relevant fiscal year.

### 2. Audit Results

#### (1) Results of audit of business reports, etc.

- (i) In our opinion, the business report and supporting schedules fairly present the condition of the Company in conformity with applicable laws and regulations and the Articles of Incorporation of the Company.
- (ii) We have found no misconduct or material fact of violation of laws and regulations or the Articles of Incorporation in connection with the directors' performance of their duties.
- (iii) In our opinion, the contents of the resolution of the Board of Directors regarding the internal control system are fair and reasonable. In addition, we have found no matters to be pointed out with respect to the descriptions in the business report and the execution of duties by the directors with respect to such internal control system.

#### (2) Results of audit of consolidated financial statements

In our opinion, the methods and results of the audit by the accounting auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

(3) Results of audit of financial statements and supplementary schedules

In our opinion, the methods and results of the audit by the accounting auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

September 16, 2025

Audit Committee, Avant Group Inc.

Full-time

Audit Committee Member Tsuyoshi Noshiro

Audit Committee Member

(Outside Director) Chie Goto

Audit Committee Member

(Outside Director) Makoto Nakano

End

# Guide Map to the Venue of Ordinary General Meeting of Shareholders

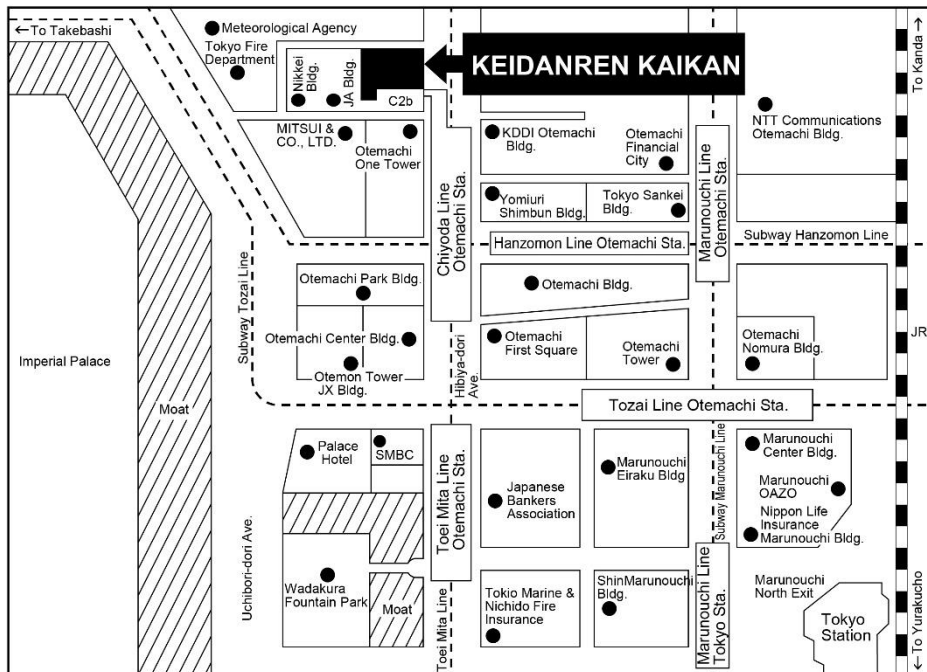
## Venue

1-3-2, Otemachi, Chiyoda-ku, Tokyo  
Keidanren Hall, 2F, Keidanren Kaikan

## Transportation

Subway: Otemachi Sta.(Chiyoda Line, Marunouchi Line, Hanzomon Line, Tozai Line, or Toei-Mita Line) Directly connected from C2b exit.

Parking: Shared parking lot available on B2 floor (300 yen/30 min)



We contribute to renewable energy promotion of 1.5 million kWh/year through Green Power Certificate.