

This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities code: 4486

March 9, 2026

(Commencement date of measures for electronic provision of information) March 3, 2026

To Shareholders with Voting Rights:

Kiichiro Suda
President and CEO
Unite and Grow Inc.
4-3 Kanda-Surugadai, Chiyoda-ku,
Tokyo, Japan

**NOTICE OF
THE 21st ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 21st Annual General Meeting of Shareholders of Unite and Grow Inc. (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision of information and matters subject to the measures for electronic provision are posted on the following websites on the Internet as “NOTICE OF THE 21st ANNUAL GENERAL MEETING OF SHAREHOLDERS.”

[Company’s website]

<https://www.ug-inc.net/ir>

The matters for the electronic provision measures are also posted on the website of the Tokyo Stock Exchange (TSE), in addition to the aforementioned website. Please access the TSE website below, enter the issue name (company name) or “4486,” the securities code, to search, and then select “Basic information” and “Documents for public inspection/PR information” in that order, and inspect the information posted.

[Tokyo Stock Exchange (TSE) website (Listed Company Search)]

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

If you are unable to attend the meeting, you can exercise your voting rights in writing by postal mail or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders posted in the matters subject to electronic provision measures, and exercise your voting rights no later than **6:00 p.m. on Tuesday, March 24, 2026, Japan time.**

- 1. Date and Time:** Wednesday, March 25, 2026 at 10:00 a.m. Japan time
- 2. Place:** Terrace Room, sola city Conference Center
2nd Floor, Ochanomizu sola city
4-6 Kanda-Surugadai, Chiyoda-ku, Tokyo, Japan
- 3. Meeting Agenda:**
 - Matters to be reported:** The Business Report and Financial Statements for the Company’s 21st Fiscal Year (January 1, 2025 – December 31, 2025)
 - Proposals to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of Six (6) Directors
 - Proposal 3:** Election of One (1) Company Auditor

4. Instructions for Exercising Voting Rights

- (1) Exercise of voting rights in writing
Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form, and return it by mail to ensure arrival no later than 6:00 p.m. on Tuesday, March 24, 2026, Japan time.
- (2) Exercise of voting rights via the Internet
For exercising your voting rights via the Internet, please review the “Guide for Exercising Voting Rights via the Internet,” (Japanese original only) and exercise your voting rights no later than 6:00 p.m. on Tuesday, March 24, 2026, Japan time.
- (3) If you have exercised your voting rights both in writing and via the Internet, the Company will treat the Internet vote as the valid exercise of voting rights.
- (4) If you have exercised your voting rights via the Internet more than once, the Company will treat the last exercise as the valid exercise of voting rights.
- (5) If no indication of approval or disapproval for any proposal is provided in the Voting Rights Exercise Form, it will be treated as an expression of approval.

5. Information about Receiving Advance Questions via the Internet

Reception period	From 10:00 a.m. on Monday, March 9, 2026, to 5:00 p.m. on Wednesday, March 18, 2026
Reception method	Company’s website: https://www.ug-inc.net/ir/stock-information/general-meeting

Please enter your shareholder number (9-digit half-width numerals) and name as indicated on the Voting Rights Exercise Form, followed by your question. The Company plans to address matters deemed of significant interest to shareholders at this Annual General Meeting of Shareholders. Please note that the Company does not guarantee responses to all questions.

*Questions must be limited to matters pertaining to the purpose of the General Meeting of Shareholders.

END

~~~~~

When you are attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

If any changes are made to the electronic provision of information, the revised content will be posted on each respective website.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Appropriation of Surplus

The Company considers the return of profits to shareholders as one of its most important management initiatives and maintains a basic policy of continuing to pay stable dividends. With regard to the year-end dividend for the 21st fiscal year, the Company has comprehensively considered various factors such as its business performance, financial position, and future expansion of the business, and proposes the following.

#### Matters concerning year-end dividend

##### 1. Type of dividend property

Cash

##### 2. Matters concerning the allotment of dividend property to shareholders and the total amount

13 yen per share of common shares of the Company                      Total amount: 103,518,688 yen

(Reference) The Company implemented a two-for-one stock split of its common shares with an effective date of July 1, 2025. The interim dividend paid with a record date of June 30, 2025 (30 yen per share) is equivalent to 15 yen per share after the stock split. Consequently, the annual dividends for the fiscal year ended December 31, 2025, including the year-end dividend, will be 28 yen per share.

##### 3. Effective date of distribution of surplus

Thursday, March 26, 2026

**Proposal 2: Election of Six (6) Directors**

The terms of office of all five (5) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of six (6) Directors by adding one (1) External Director to enhance management supervision functions.

The candidates for Directors are as follows:

| No. | Name<br>(Date of birth)                                    | Career summary, positions, responsibilities<br>(Significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Number of<br>shares of the<br>Company held |
|-----|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1   | Kiichiro Suda<br>(May 14, 1966)<br><br>[Reappointment]     | <p>January 1990      Joined SCOM.co.jp<br/> April 1991      Joined Universal Data INC.<br/> April 1994      Joined Tama Tsushinki Co., Ltd.<br/> September 1994      Joined k-net Inc.<br/> January 1996      Joined P.O.V. Associates Co., Ltd.<br/> July 1997      Founded Q&amp;A Corporation, Representative<br/> Director and President<br/> February 2005      Founded the Company, President and CEO (to<br/> present)<br/> September 2014      Representative Director and President, S Asset<br/> Management Co., Ltd. (to present)<br/> September 2015      Director, fj consulting Co., Ltd.<br/> October 2020      Outside Director, Bizmates, Inc. (to present)</p> <p>[Reason for nomination as candidate for Director]<br/> As the founder of the Company, he has overseen the overall management of the Group. He has experience and insight in corporate management and the IT field. The Company has determined that he will continue to contribute to enhancing the corporate value and sustainable growth of the entire Group, and thus has renominated him as a candidate for Director.</p> | 1,277,900                                  |
| 2   | Yoichi Takai<br>(November 13, 1969)<br><br>[Reappointment] | <p>April 1994      Joined Lycée 21 Co., Ltd.<br/> July 1998      Joined Japan General Communications Co., Ltd.<br/> September 1999      Joined Seedon.Co., Ltd.<br/> March 2001      Joined Soilick Japan Co., Ltd.<br/> April 2004      Director<br/> December 2006      Joined the Company<br/> March 2013      Director and General Manager of Insourcing<br/> Business Division<br/> March 2020      Director, fj consulting Co., Ltd.<br/> January 2021      Director and General Manager of Human<br/> Resources Development Division, the Company<br/> January 2025      Director and General Manager of HR Division (to<br/> present)</p> <p>[Reason for nomination as candidate for Director]<br/> He possesses extensive experience as a corporate executive and expertise in the IT field. Based on his experience and achievements in leading the Company's business and human resources development, the Company has determined that he will continue to contribute to the sustainable creation of corporate value, and thus has renominated him as a candidate for Director.</p>                   | 67,600                                     |

| No. | Name<br>(Date of birth)                                       | Career summary, positions, responsibilities<br>(Significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Number of<br>shares of the<br>Company held |
|-----|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 3   | Mieko Oka<br>(May 18, 1967)<br><br>[Reappointment]            | <p>April 1988      Joined ZENKYOKEN Co., LTD.<br/>December 1996      Joined Tachibana Certified Public Accountant Office (currently, Tax accountancy corporation TACHIBANA)<br/>February 2001      Joined Anzai Accounting Office<br/>March 2002      Joined Skywave Limited Company<br/>October 2005      Joined the Company<br/>March 2011      Director and General Manager of Administration Division (to present)</p> <p>[Reason for nomination as candidate for Director]<br/>She possesses extensive experience and insight gained at operating companies and accounting firms. Based on her achievements in consistently overseeing the Company's overall administration, the Company has determined that she will continue to contribute to the sustainable enhancement of corporate value and the strengthening of the management foundation, and thus has renominated her as a candidate for Director.</p>                                                                                                                                                                                                          | 187,600                                    |
| 4   | Tomoyoshi Saito<br>(November 10, 1989)<br><br>[Reappointment] | <p>April 2012      Joined Mizuho Securities Co., Ltd.<br/>April 2016      Joined the Company<br/>January 2019      Executive Officer and Manager of No.1 Insourcing Business Department<br/>January 2020      Executive Officer and Deputy General Manager of Business Division<br/>January 2021      Executive Officer and General Manager of IS Business Division<br/>March 2021      Director, fj consulting Co., Ltd.<br/>March 2022      Director and General Manager of Insourcing Business Division, the Company<br/>January 2026      Director in charge of Insourcing Business Division; Manager of Corporate Planning Office (to present)</p> <p>[Reason for nomination as candidate for Director]<br/>He possesses practical experience and expertise gained at a financial institution. Based on his experience and achievements in playing a significant role in the Company's business activities, the Company has determined that he is qualified to make important decisions and execute business operations in creating future corporate value, and thus has renominated him as a candidate for Director.</p> | 12,800                                     |

| No. | Name<br>(Date of birth)                                                                                                                | Career summary, positions, responsibilities<br>(Significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Number of<br>shares of the<br>Company held |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 5   | <p data-bbox="193 752 429 846">Yoshinori<br/>Hirabayashi<br/>(December 6, 1962)</p> <p data-bbox="193 887 429 920">[Reappointment]</p> | <p data-bbox="451 282 1289 1014"> April 1983      Joined Cosmo Eighty Co., Ltd.<br/> November 1991      Joined SECOM CO., LTD.<br/> November 1994      Joined SECOM Information System Co., Ltd.<br/> October 1996      Founded HOWCOM Co., Ltd. (currently,<br/> PERSOL BUSINESS PROCESS DESIGN CO.,<br/> LTD.), Director<br/> <br/> April 2000      Director, Consumer Cooperative Coopland Tokyo<br/> June 2010      Representative Director and President, HOWCOM<br/> Co., Ltd. (currently, PERSOL BUSINESS<br/> PROCESS DESIGN CO., LTD.)<br/> <br/> October 2018      Representative Director and President, PERSOL<br/> WORKS DESIGN CO., LTD. (currently,<br/> PERSOL BUSINESS PROCESS DESIGN CO.,<br/> LTD.)<br/> <br/> April 2023      Corporate Advisor (to present)<br/> August 2023      Representative Director, NeuroSky Co., Ltd.<br/> (currently, Bio Search Co., Ltd.)<br/> <br/> March 2024      External Director, the Company (to present)<br/> August 2024      Director, NeuroSky Co., Ltd. (currently, Bio<br/> Search Co., Ltd.) (to present)<br/> <br/> June 2025      Director, Consumer Cooperative Coopland Tokyo<br/> (to present) </p> <p data-bbox="451 1021 1289 1384"> [Reason for nomination as candidate for External Director and<br/> overview of expected roles]<br/> He possesses broad knowledge and extensive experience in corporate<br/> management and the IT field. The Company expects him to supervise<br/> the execution of its business operations from an objective and neutral<br/> standpoint, as well as provide advice and recommendations for the<br/> Company’s overall management, and thus has renominated him as a<br/> candidate for External Director.<br/> He is currently serving as an External Director of the Company, and<br/> will have served as External Director for two years at the conclusion<br/> of this General Meeting of Shareholders. </p> | 2,000                                      |

| No. | Name<br>(Date of birth)                                  | Career summary, positions, responsibilities<br>(Significant concurrent positions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Number of<br>shares of the<br>Company held |
|-----|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 6   | Satoshi Koga<br>(March 9, 1959)<br><br>[New appointment] | <p>April 1981      Joined Monsanto Japan Ltd. (currently, Bayer)</p> <p>June 1989      Head of Product Development Office, Marketing Division, Citibank N.A.</p> <p>September 1993      Director, Willcoms Inc. (to present)</p> <p>March 1995      Joined McKinsey &amp; Company, Inc.</p> <p>October 1997      Representative Director, Will Capital Management Co., Ltd. (to present)</p> <p>March 2011      Representative Director, Team Cool Japan Co., Ltd. (to present)</p> <p>June 2018      Director, CELM Inc.</p> <p>August 2018      Outside Director, Inbound Platform Corp. (to present)</p> <p>January 2019      CEO, Aristoteles Partners, Inc. (to present)</p> <p>[Reason for nomination as candidate for External Director and overview of expected roles]<br/>He possesses extensive knowledge and broad experience in corporate management, consulting, and investment fields. The Company expects him to supervise the Company's business execution from a neutral standpoint and provide advice and recommendations on the Company's overall management, and thus has nominated him as a candidate for External Director.</p> | —                                          |

- Notes: 1. There are no special interests between each candidate and the Company.
2. Mr. Yoshinori Hirabayashi is a candidate for External Director. The Company has registered him with the Tokyo Stock Exchange as an independent officer prescribed by the regulations of the Exchange. If his reappointment is approved, the Company plans to continue to register him as an independent officer.
3. Mr. Satoshi Koga is a candidate for External Director. If his appointment is approved, the Company plans to register him with the Tokyo Stock Exchange as an independent officer prescribed by the regulations of the Exchange.
4. The Company has entered into a liability limitation agreement with Mr. Yoshinori Hirabayashi pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act to limit his liability for damages under Article 423, Paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is set as the higher of the amount specified in the Company's Articles of Incorporation or the amount stipulated by laws and regulations. If his reappointment is approved, the Company plans to continue this agreement with him.
5. The Company has entered into a liability limitation agreement with External Directors pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act to limit their liabilities for damages under Article 423, Paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is set as the higher of the amount specified in the Company's Articles of Incorporation or the amount stipulated by laws and regulations. If Mr. Satoshi Koga's appointment is approved, the Company plans to enter into this agreement with him.
6. The Company has concluded a directors and officers liability insurance policy (D&O insurance) with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This policy covers legal damages and litigation expenses that the insured may incur. Each candidate will be included as an insured under this policy. Additionally, the policy is scheduled to be renewed with the same terms at the next renewal date.

**Proposal 3: Election of One (1) Company Auditor**

Company Auditor Takao Hasuike will resign upon the conclusion of this General Meeting of Shareholders. Accordingly, the election of one (1) substitute Company Auditor is proposed.

The term of office for the substitute Company Auditor to be elected shall extend until the expiration of the term of the retiring Company Auditor in accordance with the Company's Articles of Incorporation.

The Board of Company Auditors has previously given its consent to this Proposal.

The candidate for Company Auditor is as follows:

| Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Career summary and positions<br>(Significant concurrent positions) | Number of<br>shares of the<br>Company<br>held                                                          |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---|
| Yoshiyuki Takeshita<br>(June 15, 1960)<br><br>[New appointment]                                                                                                                                                                                                                                                                                                                                                                                                                                  | April 1984                                                         | Joined Nippon Shinpan K.K. (currently, Mitsubishi UFJ NICOS Co., Ltd.)                                 | — |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | November 2000                                                      | Joined CSC Japan Limited (currently, DXC Technology Japan, LLC)                                        |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | December 2002                                                      | Joined NIWS Co., Ltd. (currently, LAC Co., Ltd.)                                                       |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | December 2004                                                      | Joined Japan Information Center Corp. (currently, Japan Credit Information Reference Center Corp.)     |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | April 2010                                                         | General Manager of Corporate Planning Department                                                       |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | January 2016                                                       | General Manager of Integrated Risk Management Department                                               |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | October 2017                                                       | Deputy Head of System Division and General Manager of System Operation Department                      |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | April 2018                                                         | Executive Officer, Deputy Head of System Division and General Manager of System Development Department |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | June 2020                                                          | Executive Officer, Head of System Division                                                             |   |
| June 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Full-time Auditor                                                  |                                                                                                        |   |
| [Reason for nomination as candidate for External Company Auditor]<br>Based on his broad knowledge of the IT field cultivated through experience at a major credit card company and a major systems development company, as well as his audit experience, the Company has determined that he is capable of performing appropriate audits of the Company's business execution system from an internal control perspective, and thus has nominated him as a candidate for External Company Auditor. |                                                                    |                                                                                                        |   |

- Notes: 1. There are no special interests between the candidate and the Company.
2. Mr. Yoshiyuki Takeshita is a candidate for External Company Auditor. If his appointment is approved, the Company plans to register him with the Tokyo Stock Exchange as an independent officer prescribed by the regulations of the Exchange.
3. The Company has entered into a liability limitation agreement with External Company Auditors pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act to limit their liabilities for damages under Article 423, Paragraph 1 of the same Act. The maximum amount of liability for damages under this agreement is set at the minimum liability amount stipulated by laws and regulations. If Mr. Yoshiyuki Takeshita's appointment is approved, the Company plans to enter into this agreement with him.
4. The Company has concluded a directors and officers liability insurance policy (D&O insurance) with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This policy covers legal damages and litigation expenses that the insured may incur. Each candidate will be included as an insured under this policy. Additionally, the policy is scheduled to be renewed with the same terms at the next renewal date.

<Reference> Skill Matrix for Officers (In the event candidates are elected as proposed at this General Meeting)

| Name                  | Position                           | Corporate management | Finance/Accounting | Internal control/Governance | Organization/Human Resources | Business expertise   |
|-----------------------|------------------------------------|----------------------|--------------------|-----------------------------|------------------------------|----------------------|
| Kiichiro Suda         | President and CEO                  | ●                    |                    |                             | ●                            | ●<br>IT/Marketing    |
| Yoichi Takai          | Director                           | ●                    |                    |                             | ●                            | ●<br>Marketing       |
| Mieko Oka             | Director                           |                      | ●                  | ●                           | ●                            |                      |
| Tomoyoshi Saito       | Director                           |                      |                    |                             | ●                            | ●<br>IT              |
| Yoshinori Hirabayashi | External Director                  | ●                    | ●                  |                             |                              | ●<br>IT              |
| Satoshi Koga          | External Director                  | ●                    |                    |                             |                              | ●<br>Consulting      |
| Kazuo Higo            | Full-time External Company Auditor |                      |                    | ●                           |                              | ●<br>Human Resources |
| Shuichi Yoda          | External Company Auditor           |                      |                    | ●                           |                              | ●<br>Legal affairs   |
| Masako Suzuki         | External Company Auditor           | ●                    |                    | ●                           | ●                            | ●<br>Human Resources |
| Yoshiyuki Takeshita   | External Company Auditor           |                      |                    | ●                           |                              | ●<br>IT              |

(Note) The above skills matrix does not represent all the knowledge and experience possessed by the Directors and Company Auditors.

END