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Securities code: 4495
September 10, 2026
(Date on which provision of information in electronic format begins: September 4, 2026)

To Shareholders with Voting Rights:

Tsutomu Sasaki
President and CEO
i Cubed Systems, Inc.
4-1-37 Tenjin, Chuo-ku, Fukuoka, Japan

NOTICE OF
THE 25TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

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

Please be informed that the 25th Annual General Meeting of Shareholders of i Cubed Systems, Inc. (the "Company") will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format. This information has been made available on the internet as "Notice of Convocation Annual General Meeting 2026," and can be viewed by accessing the following website.

Company website
https://www.icubedsystems.com/ir/library/shareholdermeeting/ (in Japanese)

In addition to the above-mentioned website, the information has been made available at the website given below.

Tokyo Stock Exchange website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

(Access the TSE website by using the internet address shown above, enter "i Cubed Systems" in "Issue name (company name)" or the Company's securities code "4495" in "Code," and click "Search." Then click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

In place of in-person attendance, you may exercise your voting rights by electromagnetic means (via the internet) or in writing. Please review the Reference Documents for the General Meeting of Shareholders below and exercise your voting rights using one of the methods described on Page 4 (Japanese original) by 5:00 p.m. on Monday, September 28, 2026, Japan time.

The General Meeting of Shareholders will be live streamed on the internet for shareholders. Please refer to the "Internet Live stream" section (Japanese original).

1. **Date and Time:** Tuesday, September 29, 2026 at 10:00 a.m. Japan time
(Reception opens at 9:30 a.m.)

2. **Place:** Large Conference Room, 7th Floor, ACROS Fukuoka
1-1-1 Tenjin, Chuo-ku, Fukuoka, Japan

3. **Meeting Agenda:**

Matters to be reported:

1. Business Report and Consolidated Financial Statements for the Company's 25th Fiscal Year (July 1, 2025 – June 30, 2026), as well as the relevant Audit Reports by the Independent Auditor and the Audit & Supervisory Committee

2. Non-Consolidated Financial Statements for the Company's 25th Fiscal Year (July 1, 2025 – June 30, 2026)

Proposals to be resolved:

Proposal 1: Election of Two (2) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

Proposal 2: Election of Four (4) Directors Who Are Audit & Supervisory Committee Members

- In accordance with legal requirements and our Articles of Incorporation, the following items provided in electronic format will not be among the items included in paper-based documents delivered to shareholders who have requested delivery of paper-based documents. The Audit & Supervisory Committee and the Independent Auditor have audited documents subject to audit, including the following matters.
  (1) The Consolidated Statement of Changes in Shareholders Equity, and the Notes to Consolidated Financial Statements, in the Consolidated Financial Statements
  (2) The Statement of Changes in Shareholders Equity, and the Notes to the Non-Consolidated Financial Statements, in the Non-Consolidated Financial Statements

- Reference Documents for the General Meeting of Shareholders will be sent as paper-based documents to shareholders who have not requested delivery of paper-based documents, in addition to the items provided for by laws and regulations.

- In the event that it becomes necessary to revise items provided in electronic format, the revised items will be made available on the various websites listed on page 2 of this Notice of Convocation.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Two (2) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all two (2) Directors (excluding Directors who are Audit & Supervisory Committee Members; hereinafter the same shall apply in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders.

Therefore, the Company proposes appointment of two (2) Directors.

The Audit & Supervisory Committee has determined that the selection of candidates is reasonable in all cases.

The candidates for Director are as follows.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="10">1</td><td rowspan="9">
Tsutomu Sasaki
(August 4, 1973)

[Reappointment]</td><td>April 1996</td><td>Joined System Life Co., Ltd.</td><td rowspan="9">2,715,330</td></tr>
<tr><td>January 2001</td><td>Founded i Cubed Systems (currently i Cubed Systems, Inc.) as a sole proprietor</td></tr>
<tr><td>September 2001</td><td>Established i Cubed Systems, Limited (currently the Company); Representative</td></tr>
<tr><td>September 2003</td><td>President and CEO, the Company</td></tr>
<tr><td>August 2020</td><td>President and CEO (in charge of Internal Audit Office), the Company</td></tr>
<tr><td>September 2021</td><td>President and CEO (overseeing all divisions), the Company</td></tr>
<tr><td>November 2021</td><td>Director, i Cubed Ventures, Inc. (current position)</td></tr>
<tr><td>September 2022</td><td>Executive Officer, President and CEO (overseeing all divisions), the Company (current position)</td></tr>
<tr><td></td><td>(To the present)</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
As the founder of the Company, Mr. Tsutomu Sasaki has a wealth of knowledge and experience in corporate management and business strategy. He has directed the Company’s management as President since its foundation and has a track record in achieving the sustained growth of the Company.
In the belief that the candidate’s management achievements in building up the Company, his extensive knowledge about the business, and the leadership he has displayed in the sustained improvement of corporate value are necessary for the Company’s growth, the Company proposes his re-election as Director.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="18">2</td><td rowspan="17">
Takanori Sakata
(September 4, 1969)

[Reappointment]</td><td>April 1992</td><td>Joined Toppan Printing Co., Ltd. (currently TOPPAN Holdings Inc.)</td><td rowspan="17">7,000</td></tr>
<tr><td>October 1997</td><td>Joined Asahi Arthur Andersen Ltd. (currently PwC Consulting LLC)</td></tr>
<tr><td>August 2000</td><td>Joined Nikkei Business Publications, Inc.</td></tr>
<tr><td>November 2005</td><td>Joined AUN CONSULTING, Inc.</td></tr>
<tr><td>August 2006</td><td>Director, Managing Executive Officer, AUN CONSULTING, Inc.</td></tr>
<tr><td>June 2014</td><td>Director, AUN Global Marketing Pte. Ltd.</td></tr>
<tr><td>June 2014</td><td>Director, Senior Managing Executive Officer, AUN CONSULTING, Inc.</td></tr>
<tr><td>June 2015</td><td>Director, AUN PHILIPPINES INC.</td></tr>
<tr><td>June 2017</td><td>Corporate Auditor, AUN Vietnam Co., Ltd.</td></tr>
<tr><td>June 2019</td><td>Executive Vice President, AUN CONSULTING, Inc.</td></tr>
<tr><td>April 2024</td><td>Joined the Company; Deputy General Manager, Administration Department</td></tr>
<tr><td>July 2024</td><td>Executive Officer, General Manager, Administration Department, the Company</td></tr>
<tr><td>September 2024</td><td>Executive Officer, Director and CFO (in charge of the Administration Department), the Company (current position)</td></tr>
<tr><td>September 2024</td><td>Director, i Cubed Ventures, Inc. (current position)</td></tr>
<tr><td>March 2025</td><td>Representative Director, i Cubed Foundation (current position)</td></tr>
<tr><td>March 2025</td><td>Director, OneBe, Inc. (current position)</td></tr>
<tr><td></td><td>(To the present)</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Takanori Sakata has experience in consulting and other companies, as well as in the administrative department of a listed company and as one of its executives, and also has extensive experience and expertise in overseas operations. He has served as Executive Officer, Director and CFO (in charge of the Administration Department) of the Company since September 2024.
The Company proposes his re-election as Director in the belief that he can be expected to leverage his extensive experience and achievements to contribute, as a Director of the Company, to the expansion of the Company’s business and the strengthening of its management administration structure.</td></tr>
</table>

Notes:
1. There are no special interests between each of the candidates for Director and the Company.
2. Director candidate, Mr. Tsutomu Sasaki, is the person controlling the Company’s management.
3. “Number of shares of the Company held” indicates the number of shares held as of June 30, 2026.
4. The Company has entered into a directors and officers liability insurance contract with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, which covers the insured’s losses and related litigation expenses incurred as a result of claims for damages arising from acts (including nonfeasance) carried out by the insured as an officer during the insured period. Each of the candidates will be the insured under the insurance contract. The Company plans to renew this insurance contract with the same terms and conditions at the time of next renewal.

Proposal 2: Election of Four (4) Directors Who Are Audit & Supervisory Committee Members

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

Accordingly, the Company proposes the appointment of four (4) Directors who are Audit & Supervisory Committee Members.

This proposal has obtained the consent of the Audit & Supervisory Committee.

The candidates for Director who is an Audit & Supervisory Committee Member are as follows.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="11">1</td><td rowspan="10">
Shinichiro Masuda
(September 6, 1963)

[New appointment]
[Outside] [Independent]</td><td>April 1987</td><td>Joined NEC Home Electronics, Ltd.</td><td rowspan="10">—</td></tr>
<tr><td>April 1991</td><td>Joined Tokyo Regional Taxation Bureau</td></tr>
<tr><td>July 1995</td><td>System Development Office, Planning Division, Commissioner's Secretariat, National Tax Agency</td></tr>
<tr><td>July 2016</td><td>Director (Information System Development Management), Planning and Administration Department, Tokyo Regional Taxation Bureau</td></tr>
<tr><td>July 2018</td><td>Deputy District Director, Kanagawa Tax Office</td></tr>
<tr><td>July 2020</td><td>Deputy District Director, Kojimachi Tax Office</td></tr>
<tr><td>July 2023</td><td>District Director, Miyoshi Tax Office</td></tr>
<tr><td>July 2024</td><td>Planning Division, Planning and Administration Department, Tokyo Regional Taxation Bureau</td></tr>
<tr><td>July 2025</td><td>Information System Operation and Development Department, Tokyo Regional Taxation Bureau</td></tr>
<tr><td></td><td>(To the present)</td></tr>
<tr><td colspan="4">[Reason for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and outline of expected role]
Mr. Shinichiro Masuda has no experience of involvement in corporate management other than as an outside officer, but he has extensive academic expertise in taxation, extensive tax experience and specialist knowledge cultivated through many years of service at the National Tax Agency and Regional Taxation Bureaus, as well as knowledge in the IT and systems fields gained through service in system-related departments, and the Company expects him to leverage this extensive experience and expertise to oversee the execution of duties by the Company’s Directors and to provide them with recommendations and advice from a professional perspective.
The Company proposes his election as a new Outside Director who is a full-time Audit & Supervisory Committee Member in the belief that he will contribute to strengthening the Company’s audit and supervisory functions and ensuring the validity and appropriateness of the Company’s management, as well as conducting highly effective audits from a full-time position.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="13">2</td><td rowspan="12">
Yuko Uchida
(October 29, 1968)

[Reappointment]
[Outside] [Independent]</td><td>April 1991</td><td>Joined Daiwa Securities Co. Ltd.</td><td rowspan="12">—</td></tr>
<tr><td>January 2000</td><td>Director, HARVEYROAD JAPAN, LIMITED</td></tr>
<tr><td>May 2016</td><td>Outside Director, Kanazawa Kiko Co., Ltd. (current position)</td></tr>
<tr><td>September 2017</td><td>Outside Director, KUDO CORPORATION</td></tr>
<tr><td>September 2019</td><td>Outside Director, the Company</td></tr>
<tr><td>October 2020</td><td>Outside Director, Matsumoto Shouten Co. Ltd.</td></tr>
<tr><td>January 2021</td><td>Established Swing-by creation, Inc.; Representative Director and President (current position)</td></tr>
<tr><td>April 2021</td><td>Outside Director, Ryochi Keiei Co., Ltd.</td></tr>
<tr><td>September 2022</td><td>Outside Director (Audit & Supervisory Committee Member), the Company (current position)</td></tr>
<tr><td>January 2024</td><td>Director, Ryochi Keiei Co., Ltd.</td></tr>
<tr><td>March 2024</td><td>Auditor, Yokohama Innovation Promotion Organization</td></tr>
<tr><td></td><td>(To the present)</td></tr>
<tr><td colspan="4">[Reason for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and outline of expected role]
With detailed knowledge gained from a wide variety of corporate interviews as a journalist, Ms. Yuko Uchida also has considerable insight into diversity-conscious business management. The Company expects that she will leverage her extensive experience and independence to supervise the Company’s management from her position as Outside Director and provide advice about the Company’s overall management.
The Company proposes her re-election as an Outside Director who is an Audit & Supervisory Committee Member so she may contribute to the Company’s growth and the strengthening of its corporate governance.
At the conclusion of this General Meeting of Shareholders she will have served as Outside Director for seven (7) years, and four (4) years will have passed since her appointment as an Outside Director who is an Audit & Supervisory Committee Member.</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
3	 Yoji Furumiya (November 26, 1962) [Reappointment] [Outside] [Independent]	April 1985	Joined Japanese National Railways	—
		April 1987	Joined Kyushu Railway Company	
		May 2005	General Manager, Planning Department, Railway Operations Headquarters, Kyushu Railway Company	
		May 2006	General Manager, Transportation Department, Railway Operations Headquarters, Kyushu Railway Company	
		June 2010	General Manager, Marketing & Sales Department, Railway Operations Headquarters, Kyushu Railway Company	
		June 2011	General Manager, Customer Service Department and Marketing & Sales Department, Railway Operations Headquarters, Kyushu Railway Company	
		June 2012	General Manager, Administration Department, Kyushu Railway Company	
		June 2012	Director and General Manager, Administration Department, Kyushu Railway Company	
		September 2012	Director, General Manager, Administration Department, and General Manager, Cruise Train Division, Railway Operations Headquarters, Kyushu Railway Company	
		June 2013	Director and General Manager, Administration Department, Kyushu Railway Company	
		June 2016	Managing Director, Director General, Railway Operations Headquarters, and General Manager, Northern Kyushu Regional Head Office, Kyushu Railway Company	
		June 2018	Director, Managing Corporate Officer, Director General, Railway Operations Headquarters, and General Manager, Northern Kyushu Regional Head Office, Kyushu Railway Company	
		June 2019	Director, Senior Managing Corporate Officer, Director General, Railway Operations Headquarters, and General Manager, Northern Kyushu Regional Head Office, Kyushu Railway Company	
		June 2020	Director, Senior Managing Corporate Officer, and Director General, Corporate Planning Headquarters, Kyushu Railway Company	
		April 2022	Representative Director, President and Corporate Officer and Chief Executive Officer, Kyushu Railway Company (current position)	
		September 2022	Outside Director (Audit & Supervisory Committee Member), the Company (current position)	
			(To the present)	

	[Reason for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and outline of expected role] Mr. Yoji Furumiya has a wealth of experience and insight as a corporate executive, and the Company expects that he will leverage his experience and independence to supervise the Company's overall management from his position as Outside Director and provide advice about the Company's overall management. The Company proposes his re-election as an Outside Director who is an Audit & Supervisory Committee Member so he may contribute to the Company's growth and the strengthening of its corporate governance. He will have served as Outside Director for four (4) years at the conclusion of this General Meeting of Shareholders.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="14">4</td><td rowspan="13">
Yasuko Maita
(July 26, 1973)

[Reappointment]
[Outside] [Independent]</td><td>October 2002</td><td>Joined Tokiwa Sogo Law Offices (currently Nishimura & Asahi (Gaikokuho Kyodo Jigyo))</td><td rowspan="13">—</td></tr>
<tr><td>July 2010</td><td>Seconded to PricewaterhouseCoopers Co., Ltd. (currently PwC Advisory LLC)</td></tr>
<tr><td>July 2012</td><td>Nishimura & Asahi (Tokyo office)
(currently Nishimura & Asahi (Gaikokuho Kyodo Jigyo))</td></tr>
<tr><td>July 2013</td><td>Partner, Nishimura & Asahi</td></tr>
<tr><td>April 2018</td><td>Specially Appointed Professor, Graduate School of Business Administration, University of Kitakyushu</td></tr>
<tr><td>April 2020</td><td>Part-Time Lecturer, Kyushu University Law School</td></tr>
<tr><td>June 2022</td><td>Established and became Representative of Maita Law Office</td></tr>
<tr><td>June 2022</td><td>Audit & Supervisory Board Member, Kumamoto Electric Railway Co., Ltd. (current position)</td></tr>
<tr><td>September 2022</td><td>Outside Director (Audit & Supervisory Committee Member), the Company (current position)</td></tr>
<tr><td>June 2023</td><td>Audit & Supervisory Board Member, Fukuoka Capital Partners Co., Ltd. (current position)</td></tr>
<tr><td>March 2024</td><td>Established and became Partner of Maita Law Office LPC (current position)</td></tr>
<tr><td>March 2025</td><td>Outside Director, Audit and Supervisory Committee Member, Leifras Co., Ltd. (current position)</td></tr>
<tr><td></td><td>(To the present)</td></tr>
<tr><td colspan="4">[Reason for nomination as a candidate for Outside Director who is an Audit & Supervisory Committee Member, and outline of expected role]

Ms. Yasuko Maita has no experience of involvement in corporate management other than as an outside officer, but along with her professional legal perspective as a lawyer, she has a wealth of experience and insight concerning areas such as M&A, organizational restructuring, and business revitalization. The Company expects that she will leverage her extensive experience and independence to supervise the Company’s management from her position as Outside Director and provide advice about the Company’s overall management.

The Company proposes her re-election as an Outside Director who is an Audit & Supervisory Committee Member so she may contribute to the Company’s growth and the strengthening of its corporate governance.

She will have served as Outside Director for four (4) years at the conclusion of this General Meeting of Shareholders.</td></tr>
</table>

Notes:

1. There are no special interests between each of the candidates for Director and the Company.

2. Mr. Shinichiro Masuda, Ms. Yuko Uchida, Mr. Yoji Furumiya and Ms. Yasuko Maita are candidates for Outside Director.

3. Ms. Yuko Uchida, Mr. Yoji Furumiya and Ms. Yasuko Maita have been registered as Independent Officers pursuant to the regulations of Tokyo Stock Exchange, Inc. If re-elected as originally proposed, they will continue to serve as Independent Officers. In addition, if Mr. Shinichiro Masuda is elected as originally proposed, he will become a new Independent Officer.

4. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into agreements with Ms. Yuko Uchida, Mr. Yoji Furumiya and Ms. Yasuko Maita to limit their liability for damages under Article 423, Paragraph 1 of the Act. In addition, if Ms. Yuko Uchida, Mr. Yoji Furumiya and Ms. Yasuko Maita are elected and assume office, the Company intends to enter into such agreements with them. In addition, if Mr. Shinichiro Masuda is elected and assumes office, the Company intends to enter into such an agreement with him. The liability for damages under these agreements shall be limited to either ¥5 million per year or the amount stipulated in Article 425, Paragraph 1 of the Companies Act, whichever is higher.

5. "Number of shares of the Company held" indicates the number of shares held as of June 30, 2026.

6. The Company has entered into a directors and officers liability insurance contract with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, which covers the insured's losses and related litigation expenses incurred as a result of claims for damages arising from acts (including nonfeasance) carried out by the insured as an officer during the insured period. Each of the candidates will be the insured under the insurance contract. The Company plans to renew this insurance contract with the same terms and conditions at the time of next renewal.