

Last Updated: March 27, 2026

DENTSU SOKEN INC.

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Contact: Corporate Governance

Department

Securities Code: 4812

<https://www.dentsusoken.com/> (in Japanese)

The corporate governance of DENTSU SOKEN INC. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

Based on our mission of “Acting with sincerity, we contribute to progress and harmony among our customers, consumers, and society by exploring the unlimited potential of technology,” the Company recognizes the important role of corporate governance for the business environment in order to execute swift, fair and transparent management that realizes healthy and continuous growth.

Based on this basic view, the Company’s basic policy on corporate governance has been established as the “DENTSU SOKEN Corporate Governance Policy,” which the Board of Directors will review from time to time in response to amendments to relevant laws and regulations, changes in the social and economic business environment, and other factors to achieve better corporate governance.

This policy is posted on the Company’s website below.

<https://www.dentsusoken.com/sustainability/governance/corporate.html> (in Japanese)

Reasons for Non-compliance With the Principles of the Corporate Governance Code

The Company complies with all the principles of the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code Updated

Principle 1.4 Cross-shareholdings

(1) Policy on cross-shareholdings

We may hold shares of stock of business partners, etc., when it is judged that such holdings will contribute to enhancing the corporate value of the DENTSU SOKEN Group (the “Group”) from the viewpoint of maintaining and strengthening business relationships, etc. The significance and effectiveness of the holdings are regularly monitored in accordance with internal regulations. Each year, the Company examines the appropriateness of holding individual cross-shareholdings by comprehensively considering the purpose of the investment, the expected return on investment, the performance and financial condition of the investee, and the results of monitoring. As a result, we may review our holding policy, including selling them. In the FY2025 review, it was confirmed that the cross-shareholdings we currently hold will continue to be retained.

(2) Criteria for exercise of voting rights pertaining to cross-shareholdings

In exercising voting rights pertaining to cross-shareholdings, the Company makes a comprehensive judgment of each proposal based on its compatibility with the purpose of the shareholding and its impact on the corporate value of the Group and the issuing company.

Principle 1.7 Related Party Transactions

The “Rules of the Board of Directors” stipulate that prior approval by the Board of Directors is required for any conflict-of-interest transactions by Directors. Transactions with related parties are conducted under the same terms and conditions and in the same manner as general

transactions. For transactions with controlling shareholders, please refer to “I. 4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions With Controlling Shareholder” in this report.

Supplementary Principle 2. 4 (1) Diversity

<Perspectives, objectives, and status of ensuring diversity>

The Company believes that when diverse human resources work together in an engaging and collaborative manner, new value is created and the Group can continue to grow. We strive to provide environments and systems allowing all our staff to work as suits them best, demonstrate their individual abilities, and play an active role regardless of race, religion, nationality, gender, gender identity, sexual orientation, age, educational background, or disabilities. One of the priority measures in our medium-term management plan is “Strengthening human capital,” and we are working to foster an organization that makes the most of its diversity to create results and a comfortable work environment. In addition, in order to promote the success of diverse human resources, the Company conducts fair recruitment and selection, promotes the advancement of women, encourages the employment of people with disabilities, and promotes the activities of employees over 60 years of age, among other initiatives.

Details are posted on the Company’s website below.

<https://www.dentsusoken.com/sustainability/social> (in Japanese)

With regard to the “Voluntary and measurable targets and status regarding ensuring diversity,” the Company aims to increase the ratio of female managers to 16.5% by 2030. To achieve this goal, we have set a target of increasing the ratio of women in recruitment to 30% or more every year, and are working to expand a more systematic talent pipeline, as well as “career development support measures for female employees (from FY2023, the restriction of limited female employees was lifted, and the event was held in a gender-mix manner),” which is in line with our Action Principles “Ambitious (Have a dream.),” and “implementation of measures to promote dialogue” as one way to improve diversity management skills at the management level. On the other hand, with regard to the promotion of non-Japanese and mid-career hires to management positions, we have not set specific targets because (1) as mentioned above, we are striving to create an environment and system where diverse human resources can play an active role regardless of race, nationality, etc., and (2) we recognize that forming a population with various backgrounds and careers, whether new graduates or mid-career hires, and promoting them to management positions will be a strength in retaining diverse perspectives and values and in ensuring sustainable growth.

<Human resource development policy and internal environment development policy to ensure diversity, and the status of their implementation>

The human resource development policy and the internal environment development policy (including its implementation status) are disclosed on the Company’s website, in the Annual Securities Report, and in the Integrated Report.

The Company’s website

<https://www.dentsusoken.com/sustainability/social> (in Japanese)

Annual Securities Report

<https://www.dentsusoken.com/ir/library/securities.html> (in Japanese)

Integrated Report

<https://www.dentsusoken.com/ir/library/integratedreport.html> (in Japanese)

Principle 2.6 Functioning as Asset Owner of Corporate Pension Funds

The Company does not have a fund-type or contract-type defined benefit pension plan or an employees’ pension fund as contemplated by the Code, but has a corporate-type defined contribution pension plan.

Principle 3.1 Enhancement of Information Disclosure

(i) Our corporate philosophy is posted on the Company’s website below.

<https://www.dentsusoken.com/dentsusoken/philosophy> (in Japanese)

In addition, the Group has formulated its long-term management vision “Vision 2030” for the year 2030 and is promoting its medium-term management plan “Contributing to Progress in Society 2027” covering the three-year period from January 2025. Details are available on the Company’s website below.

Long-term Management Vision “Vision 2030”

<https://www.dentsusoken.com/ir/policy/vision2030.html> (in Japanese)

Medium-term Management Plan “Contributing to Progress in Society 2027”

<https://www.dentsusoken.com/ir/policy/plan.html> (in Japanese)

(ii) Basic views and policies on corporate governance

It is compiled as the “DENTSU SOKEN Corporate Governance Policy” and is available on the Company’s website below.

<https://www.dentsusoken.com/sustainability/governance/corporate.html> (in Japanese)

(iii) The policies and procedures for determining Directors’ remuneration are described in “II. 1. Director Remuneration” of this report.

(iv) Policies and procedures for nominating candidates for Directors (including the CEO)

In nominating candidates for Directors who are not Audit & Supervisory Committee Members, the Chief Executive Officer (CEO) and others develop a candidate proposal based on a pool of individuals deemed suitable as candidates, from both inside and outside the Company, in accordance with the nomination criteria listed below. Thereafter, in order to ensure objectivity and transparency, the Nomination and Remuneration Committee, whose chairman and a majority of its members are independent Outside Directors, considers and exchanges opinions on the candidates, after which the Board of Directors decides on the candidates. Nominations for the Chief Executive Officer (CEO) are made by the Board of Directors in accordance with the same procedures as for candidates for Directors who are not Audit & Supervisory Committee Members. With respect to Directors who are Audit & Supervisory Committee Members, the Board of Directors determines the candidates after obtaining the consent of the Audit & Supervisory Committee.

<Nomination Criteria for Executive Director Candidates>

- (1) Ability to make decisions from the standpoint of ensuring the DENTSU SOKEN Group’s sustainable growth and maximization of medium- to long-term corporate value.
- (2) Possessing expertise related to the DENTSU SOKEN Group’s operations
- (3) Superior imagination, decision-making ability, and leadership
- (4) Possessing the dignity, character, insight, credibility, and morality appropriate for a Director

<Nomination Criteria for the Chief Executive Officer (CEO)>

Candidates must meet the above Nomination Criteria for Executive Director Candidates at a high level, embody the Group’s corporate philosophy, and have a strong will and ability to lead the realization of that philosophy.

<Nomination Criteria for Outside Director Candidates>

- (1) Possessing abundant experience and specialized knowledge in fields including management, law, finance and accounting, information technology, corporate governance, and risk management
- (2) Expert ability to understand management issues and risk, and to perform monitoring
- (3) Ability to proactively provide a personal opinion from a neutral standpoint
- (4) Possessing the dignity, character, insight, credibility, and morality appropriate for a Director
- (5) Ability to maintain independence from the Company’s Chief Executive Officer (CEO), etc.

(v) The reasons for the nomination of all candidates for Directors are disclosed individually in the Reference Documents for the General Meeting of Shareholders in the Notice of the General Meeting of Shareholders.

(vi) Policies and procedures for the removal of Executive Directors (including the CEO)
In the event that a Representative Director or other Executive Directors (including the CEO) is found to lack eligibility, such as for wrongful or unfair acts, the Board of Directors, after review and exchange of opinions by the Nomination and Remuneration Committee to the extent that timeliness is not impaired, may remove the Representative Director or Executive Directors from his/her position, or not nominate the Representative Director or Executive Directors as a candidate for the position of Director.

(vii) Succession planning for Executive Directors (including the CEO)
The Chief Executive Officer (CEO) recognizes the development of his/her successor as one of his/her important responsibilities, and assigns the Executive Officers who are candidates for successors to important missions, such as being in charge of segments, heads of divisions, and management of subsidiaries, etc. In addition, they are trained by setting and evaluating annual goals, participating in management through attendance at important meetings, and various training programs. In nominating successor candidates, the basic approach is to broadly consider individuals from both inside and outside the Company. Candidates are selected based on the aforementioned nomination criteria. To ensure objectivity and transparency, the Nomination and Remuneration Committee reviews and discusses the candidates before a decision is made by the Board of Directors. The opinions, etc. of the Committee will be reported to the Board of Directors to the extent appropriate.

Supplementary Principle 3.1 (3) Disclosure of Sustainability Initiatives, etc.
As described in “III. 3. Status of Measures to Ensure Due Respect for Stakeholders, Implementation of Environmental Preservation Activities and CSR Activities, etc.” in this report.

Supplementary Principle 4.1 (1) Scope of Delegation to Management
The Company clearly defines the authority for decision-making bodies and decision-makers, such as the Board of Directors, the Management Council, Representative Directors, Executive Directors, and heads of divisions, as well as the authority for decision-making and preliminary deliberations, in the relevant regulations (the “Rules of the Board of Directors,” “Rules of the Management Council,” “Rules of Administrative Authority,” “Standards of Administrative Authority,” etc.).

Principle 4.9 Independence Standards and Qualifications for Independent Outside Directors
The Company’s independence criteria for Outside Directors are described in “II. 1. Other Matters Concerning Independent Directors” of this report.

Supplementary Principle 4.10 (1) Nomination and Remuneration Committee
The Company’s Nomination and Remuneration Committee is disclosed in the “Supplementary Explanation” section under “II. 1. Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson” of this report.

Supplementary Principle 4.11 (1) Disclosure, etc. of Skills Matrix, etc.
<Disclosure of skills matrix, etc.>

The skills matrix of the Company’s Directors is disclosed in the Reference Documents for the 51st Annual General Meeting of Shareholders held on March 23, 2026, and is posted on the Company’s website below.

<https://www.dentsusoken.com/ir/stocks/meeting.html> (in Japanese)

<Policy and procedures for the election of Directors>

The Company elects its Directors from among those who meet the nomination criteria as described in “Principle 3.1 (iv)” of this report.

By applying the nomination criteria, the Company ensures that the Board of Directors as a whole maintains a balance of knowledge, experience, and abilities, and the Articles of Incorporation stipulate that the number of Directors shall not exceed 17 in total, in an effort to facilitate prompt decision-making.

<Election of independent Outside Directors with management experience at other companies>
Mio Takaoka and Reiko Yasue have been appointed as independent Outside Directors with management experience at other companies.

Supplementary Principle 4.11 (2) Concurrent Positions of Directors and Audit & Supervisory Board Members

The Company discloses the status of each Director's significant concurrent positions as an officer of other companies every year through the Notice of the General Meeting of Shareholders, Annual Securities Report, and other documents.

In the event that each Director concurrently serves as an officer of another listed company, the Company endeavors to keep this within a reasonable range that allows him or her to devote time and effort to the Company's operations.

Supplementary Principle 4.11 (3) Analysis and evaluation of the effectiveness of the Board of Directors as a whole

Since FY2016, the Company has conducted an annual evaluation of the effectiveness of the Board of Directors as a whole, with the objective of improving the effectiveness of the Board of Directors and achieving sustainable corporate value.

(Issues and initiatives identified in the previous effectiveness assessment)

- (1) Further promotion of communication within and outside the Board of Directors
Meetings were held between independent Outside Directors and management (Executive Directors) to provide explanations and engage in discussions on important matters.
- (2) Deepening discussions on medium- to long-term strategies, including investments
The status of investment project reviews was reported to the Board of Directors. Additionally, at the meetings mentioned in (1) above, discussions on the Company's medium- to long-term vision were conducted.
- (3) Strengthening the Board's supervisory system on nomination and remuneration
An activity plan for the Nomination and Remuneration Committee through March 2026 was formulated and reported to the Board of Directors. Additionally, the following matters were examined and reported to the Board as appropriate.

[Nomination area]

Implementation of the selection process for Director candidates, and revision to the skill matrix for Director candidates to be proposed at the 51st Annual General Meeting of Shareholders

[Remuneration area]

Review of Director and Executive Officer remuneration structure and levels, and consideration of a revised proposal based on this review for implementation from FY2026

(Evaluation overview)

Implementation period: December 2025 to January 2026

Eligibility: All Directors, including Audit & Supervisory Committee Members (9 persons)

Target process:

- (1) Named questionnaire survey (5 sections, 24 questions in total)

(Main evaluation items)

- Composition and operation of the Board of Directors
- Medium-term management plan and budget, response to sustainability
- Observance of corporate ethics and risk management
- Nomination, remuneration and evaluation of management
- Dialogue with shareholders

* In addition to a five-point evaluation for each question, write a comment in the free description field provided for each part.

- (2) Individual interviews with newly appointed part-time Directors conducted by the Secretariat
- (3) Compilation of analysis and evaluation reports by external experts
- (4) Resolution of the Board of Directors on the effectiveness evaluation of the Board for FY2025

(Evaluation results)

Since all evaluation items were rated as effective or generally effective, the overall effectiveness of the Board of Directors is considered to be ensured. In addition, positive feedback was received on the following: active discussions are held in an open and constructive atmosphere, including independent Outside Directors, based on mutual respect; and timely sharing of risk information and the fostering of a healthy corporate culture have been achieved.

In light of these results, the Company will work to further enhance the effectiveness of the Board of Directors by addressing the following key areas:

- (1) Increasing opportunities for feedback to the Board of Directors from dialogue with shareholders: We will strengthen the sharing of the status of dialogue with shareholders with the Board of Directors.
- (2) Enhancing discussions for sustainable growth: We will utilize meetings between Outside Directors and management (Executive Directors) to exchange opinions on the Group's medium- to long-term strategy.
- (3) Accelerating the provision of materials for the Board of Directors and enriching their content: We will work on providing materials for the Board of Directors earlier. Additionally, we will enhance the documentation of risk analysis and evaluation, particularly for investment projects, to improve the quality of discussions.

Principle 4.14 (2) Training Policy for Directors and Audit & Supervisory Board Members

The Company will provide the following training and other programs, as well as training opportunities and financial support to Directors to enable them to properly fulfill their roles and responsibilities.

[Executive Directors]

- Participation in external training for new directors and officers at the time of appointment
- Participation in external training, social events, etc.
- Training sessions by internal and external experts

[Officers other than Executive Directors (including Outside Directors)]

- Provide an overview of the Company and an explanation of the Company's business and other matters at the time of appointment
- Provide briefings on key topics at important meetings other than the Board of Directors meetings, as appropriate
- Provide information on external training, social events, and training sessions by internal and external experts.

Principle 5.1 Policy for Constructive Dialogue With Shareholders

The Company has established the Corporate Disclosure Policy for the purpose of realizing constructive dialogue with shareholders, which is available on the Company's website. The Company will consider responding to requests for interviews from shareholders and investors, taking into consideration the purpose of the interview, the importance of the content, and the attributes of the interviewee.

(Status of dialogue with shareholders, etc.)

- Policy for constructive dialogue with shareholders

- (1) The Executive Office, the department in charge of investor relations, will be responsible for overall dialogue with shareholders, and will strive to disclose accurate and fair information in cooperation with management, the corporate planning department, the accounting department, and other related departments.
- (2) In addition to information disclosure through the website, the Company will promote understanding of the Company's management situation through the annual general meeting of shareholders, financial results briefings, individual meetings, small meetings, and other means.
- (3) We will provide feedback on opinions and requests obtained through dialogue with shareholders to the Board of Directors and the Management Council.
- (4) Material facts, etc. are managed in accordance with the "Rules for the Management of Material Facts" established by the Company to prevent insider trading. In addition, a certain period of time prior to the announcement of financial results is designated as a quiet period during which dialogue with shareholders and investors is restricted.

• Actual activities

Results briefings for analysts and institutional investors: 4

Individual meetings with analysts and institutional investors: 238 (including the holding of one overseas roadshow)

Conferences sponsored by securities firms: 2 (domestic)

The opinions obtained through the above dialogues are shared with the management team through the Management Council and the Board of Directors, and are used to consider matters for improvement and management strategies, etc.

Details are posted on the Company's website below.

<https://www.dentsusoken.com/ir/stocks/dialogue.html> (in Japanese)

Actions to achieve management that is conscious of cost of capital and stock price

Content of Disclosure Updated	Disclosure of initiatives (update)
Availability of English Disclosure Updated	Available
Date of Disclosure Update Updated	March 27, 2026

Explanation for Applicable Items **Updated**

The Company formulates a medium-term management plan every three years, which outlines basic policy for management and business strategies and sets targets for net sales, operating profit, operating margin, ROE, and headcount based on the cost of equity capital and allocation of management resources. It also sets investment strategies for R&D activities and M&A, and shareholder return policies.

The Company's ROE for the year ended December 31, 2025 was 17.1%, which was significantly higher than the cost of equity capital calculated using the CAPM (estimated at approximately 6.0% to 7.9% as of December 31, 2025). We recognize that our growth potential and profitability are being evaluated to a certain extent in the market, as reflected in our PBR (5.3 times) and PER (32.7 times). Moving forward, we will continue to promote management that is conscious of capital costs, aiming for the sustainable enhancement of corporate value through the balance of growth and profitability. Specifically, in addition to strengthening the profitability of existing businesses, we will strive to improve capital efficiency through strategic investments in growth areas and appropriate execution of M&A. Regarding shareholder returns, we will implement stable and continuous returns centered on dividends, taking into account our capital structure and stock liquidity. Please refer to the Company's website below for more information on this medium-term management plan.

• Medium-term Management Plan “Contributing to Progress in Society 2027”
<https://www.dentsusoken.com/ir/policy/plan.html> (in Japanese)

2. Capital Structure

Foreign Shareholding Ratio	10% or more but less than 20%
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Status of Major Shareholders Updated

Name or Company Name	Number of Shares Owned (Shares)	Percentage (%)
Dentsu Group Inc.	40,259,912	61.76
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,629,300	5.57
Custody Bank of Japan, Ltd. (Trust Account)	2,054,600	3.15
DENTSU SOKEN Employee Stock Ownership Plan	1,343,995	2.06
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	636,699	0.98
GOLDMAN SACHS INTERNATIONAL	547,966	0.84
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	481,000	0.74
THE BANK OF NEW YORK MELLON 140044	452,230	0.69
BBH FOR UMB BK, NATL ASSOCIATION-GLOBAL ALPHA INTL SMALL CAP FUND LP	447,200	0.69
THE BANK OF NEW YORK MELLON 140040	419,000	0.64

Name of Controlling Shareholder, if applicable (Excluding Parent Companies)	—
Name of Parent Company, if applicable	Dentsu Group Inc. (Listed Stock Exchange: Tokyo) (Code) 4324

Supplementary Explanation

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3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange Prime Market
Fiscal Year-End	December
Business Sector	Information & Communication
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	100 billion yen or more but less than 1 trillion yen
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 or more but fewer than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions With Controlling Shareholder

The main transactions with the parent company are deposits of funds. Interest rates for deposits are determined in the same manner as general transaction conditions, with reference to market interest rates. In addition, the Company appoints a majority of independent Outside Directors who are independent from the controlling shareholder.

5. Other Special Circumstances Which May Have a Material Impact on Corporate Governance

Updated

(1) Parent company's approach and policies concerning group management

The Company has as its controlling shareholder (parent company) Dentsu Group Inc. which owns 61.8% of the Company's voting rights as of December 31, 2025. The parent company group's business strategy is to provide "Integrated Growth Solutions" that leverage the diverse capabilities of each company in the group to achieve business growth for its clients. The Group is positioned as a major corporate group with technology capability, and is working together with the parent company group companies to promote collaborative business. Transactions with companies in the parent company group, to which the Group provides system construction and operation services, are conducted under the same terms and conditions as general transactions, taking into consideration market prices, total cost, and other factors. In addition, the parent company has introduced a fund pooling system to improve fund efficiency, and the Group utilizes this system as an effective fund management tool, taking into account interest rates and other factors. Our management decisions are made after independent and proactive consideration, and there are no particular restrictions on our business activities.

(2) Views, measures, etc. on securing independence from the parent company necessary from the viewpoint of protecting minority shareholders

The Company's Board of Directors consists of 11 Directors, including six independent Outside Directors. The percentage of independent Outside Directors constitutes a majority, which we believe ensures independence of decision-making by the Board of Directors. Additionally, the Company undertakes the construction, maintenance, and operation of information systems from the parent company and its group companies, while also working to promote collaborative business as a business partner. These transactions are conducted under conditions equivalent to those with third parties, taking into account market prices, transaction rationality, and fairness.

We believe that maintaining a strategic partnership with the parent company group while conducting independent management directly facing the market and customers as a listed company contributes to the sustainable growth of our Group. Additionally, we recognize that the growth of our Group will, in turn, contribute to improving the added value provided by the parent company group.

II. Business Management Organization and Other Corporate Governance Systems Regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit & Supervisory Committee
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Directors

Number of Directors Stipulated in Articles of Incorporation	17
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board of Directors	President
Number of Directors Updated	11
Election of Outside Directors	Elected
Number of Outside Directors Updated	7
Number of Independent Directors Updated	6

Outside Directors' Relationship With the Company (1) **Updated**

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Mio Takaoka	From another company											
Tomoko Wada	From another company								△			
Reiko Yasue	From another company											
Shinji Shimojo	Academic											
Masato Ono	From another company											
Yukari Murayama	Lawyer											
Masahiko Sasamura	CPA											

* Categories for "Relationship with the Company."

* Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.

a Person who executes business for the Company or its subsidiary

b Person who executes business or a non-executive director of the Company's parent company

c Person who executes business for a fellow subsidiary

d Person/entity for which the Company is a major client or a person who executes business for said person/entity

e Major client of the Company or a person who executes business for said client

f Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/company auditor

g Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)

h Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)

i Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)

- j Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- k Other

Outside Directors' Relationship With the Company (2) Updated

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Mio Takaoka		○	—	<p>She has been involved mainly in M&A and strategic investment at financial institutions, and has strong insight and extensive practical experience in financial and capital policy. Furthermore, as the director in charge of administration at other operating companies, she has contributed to financial results and enhanced corporate value. Also, she has experience in performing the role of Outside Officer at other listed companies. She has also served as chairperson of the Nomination and Remuneration Committee since March 2025. Therefore, it has been determined that she can continue to offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint.</p> <p>She and her close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, she satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Tomoko Wada		○	<p>She was a partner at KPMG Tax Corporation, a client of the Company, but retired in January 2023. The amount of transactions with such corporation is less than the amount specified in the Company's "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member."</p>	<p>She has extensive practical experience in finance, having been involved in corporate finance and international operations at financial institutions in Japan. Subsequently, she became involved in the field of international taxation and was appointed as a partner of a tax corporation in 2005, and has a high level of knowledge and a wealth of practical experience in taxation matters. Therefore, it has been determined that she can continue to offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint.</p> <p>She and her close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, she satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Reiko Yasue		○	—	<p>In addition to her management experience as President and Representative Director of a domestic IT company, she has extensive knowledge and experience in international business and as an outside director of other companies. Based on these experiences, it has been determined that she can offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint.</p> <p>She and her close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, she satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Shinji Shimojo		○	—	<p>He has worked as an expert in IT fields such as academic information networks and cyber infrastructure at universities and research institutions, and has a strong track record in education and research. He has strong insight and extensive experience in regional and governmental IT collaboration and social implementation, including participation in local government smart city projects. He has no experience being involved in corporate management, but due to the reasons provided above, it has been deemed that he can offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint.</p> <p>He and his close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, he satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Masato Ono	○		—	<p>Since joining DENTSU INC. in 1998, he has mainly been involved in business production and planning work and served as CEO and other positions at the Dentsu Group's Indonesian subsidiary. He has a wealth of operational experience and broad knowledge, including serving as the head of an organization supporting clients in solving business challenges and creating new ventures since January 2023. Based on these experiences, it has been deemed that he can offer useful advice to the management of DENTSU SOKEN INC. and appropriately fulfill his roles such as overseeing the execution of duties by Directors.</p> <p>He currently has no conflicts of interest with general shareholders, nor has he had any in the past.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Yukari Murayama	○	○	—	<p>She has extensive specialist knowledge as an attorney at law and has practical experience in corporate law, as well as practical experience in financial supervisory administration, as the result of being seconded to the Supervisory Bureau of the Financial Services Agency. She has served as a member of the Nomination and Remuneration Committee, which the Company voluntarily established, since August 2017. In addition, she has appropriately fulfilled her role as a Director who is an Audit & Supervisory Committee Member since March 2023. Based on these experiences, as a Director who is an Audit & Supervisory Committee Member, it has been determined that she can continue to offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint. She has no experience being involved in corporate management except as an outside officer, but due to the reasons provided above, she has been deemed capable of appropriately executing her duties as an Outside Director.</p> <p>She and her close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, she satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Masahiko Sasamura	○	○	—	<p>He possesses extensive knowledge and experience related to finance and accounting as a Certified Public Accountant and Certified Public Tax Accountant. Since his appointment as an Audit & Supervisory Board Member of the Company in 2016, he has appropriately fulfilled his role including supervision of the execution of duties by the directors. He has also appropriately fulfilled his role as a Director who is an Audit & Supervisory Committee Member since March 2023. Based on these experiences, as a Director who is an Audit & Supervisory Committee Member, it has been determined that he can continue to offer useful advice to the management of DENTSU SOKEN INC. and exercise an oversight function of business execution from an independent standpoint.</p> <p>He and his close relatives are independent of the Company's management at present and in the past, and there is no risk of a conflict of interest with general shareholders. In addition, he satisfies the "Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member" established by the Company.</p>

Audit & Supervisory Committee

Composition of Audit & Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Audit & Supervisory Committee	3	1	0	3	Outside Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee	Appointed
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Matters Concerning Independence of Said Directors and/or Staff from Executive Directors

A secretariat to support the Audit & Supervisory Committee has been established with one full-time staff member and two concurrent staff members. The Audit & Supervisory Committee has the right to direct and order the secretariat, as well as the right to consent to personnel transfers, personnel evaluations, and disciplinary actions, thereby ensuring independence from the Executive Directors.

Cooperation among the Audit & Supervisory Committee, Accounting Auditor and Internal Audit Department

At the meeting of the Audit & Supervisory Committee, the Audit & Supervisory Committee Members shall hear the audit plan, the results of the mid-term review, and the results of the year-end audit from the Accounting Auditor. In addition, the Company receives information and exchanges opinions with the Accounting Auditor on important themes in accounting audits as appropriate.

In addition, the Audit & Supervisory Committee Members and the Internal Audit Department, which is responsible for internal audits, cooperate as follows.

At the Board of Directors' meeting, the Audit & Supervisory Committee Members shall hear the annual plan for internal audits and periodic reports on the progress and performance of the internal audits. The Internal Audit Department reports the results of internal audits to the Audit & Supervisory Committee. The full-time Audit & Supervisory Committee Member and the Internal Audit Department meet once a month to share information and exchange opinions regarding the status and results of internal audits, as well as information that will contribute to improving the Group's internal controls and operations.

Voluntary Established Committee(s)

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee

Established

Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Remuneration Committee	3	0	1	2	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Remuneration Committee	3	0	1	2	0	0	Outside Director

Supplementary Explanation **Updated**

The Company has established the Nomination and Remuneration Committee as a committee established voluntarily by the Board of Directors, with the chairman and a majority of the members being independent Outside Directors.

The Committee examines and exchanges opinions on matters related to the election and dismissal of Directors and the election and dismissal of Representative Directors and other Executive Directors (including the CEO), as well as the remuneration of Directors (including Representative Directors), and performs the functions of both the Nomination Committee and the Remuneration Committee.

The Nomination and Remuneration Committee met six times in FY2025, and the attendance of individual committee members was as follows.

Director Mio Takaoka (Independent, Outside) (Chair): 6/6

Director Yukari Murayama (Independent, Outside): 6/6

President and Representative Director Hirohisa Iwamoto: 6/6

Specific areas of consideration include a review of nomination criteria, a new management structure for the next fiscal year, succession planning, the introduction of ESG-related indicators into the executive officer remuneration system, and the next stock-based compensation plan.

The composition of the Nomination and Remuneration Committee after the 51st Annual General Meeting of Shareholders held on March 23, 2026 remains unchanged.

Director Mio Takaoka (Independent, Outside) (Chair)

Director Yukari Murayama (Independent, Outside)

President and Representative Director Hirohisa Iwamoto

Matters Concerning Independent Directors

Number of Independent Directors

Updated

6

Other Matters Concerning Independent Directors

The Company designates all Outside Directors and Outside Audit & Supervisory Board Members who meet the qualifications for independent Directors as independent Directors. Requirements for Independence as Outside Director/Outside Audit & Supervisory Board Member

The Company will deem that Outside Directors (including candidates) possess independence if they meet the requirements for independent Director as provided for by the Tokyo Stock Exchange and if they do not correspond to items (1) to (3) below.

- (1) Being a major shareholder (holding 10% or more of voting rights either directly or indirectly) or person who executes operations at the Company
- (2) Being the person who executes operations at a transaction partner* that exceeds the standards set by the Company
- (3) Being a consultant, accounting specialist, or legal specialist that has received over 10 million yen in cash or other financial benefit outside of their officer compensation in a single fiscal year in any of the past three fiscal years (where the entity receiving these assets is a group such as a corporation or association, this refers to persons belonging to that group)

* A transaction partner that exceeds the standards set by the Company is any transaction partner whose transactions with the Company make up over 2% of the Company's consolidated net sales in a single fiscal year in any of the past three fiscal years.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors

Introduction of Performance-linked Remuneration System

Supplementary Explanation for Applicable Items Updated

The Company has adopted an annual bonus in cash and a performance-linked stock remuneration system (hereinafter referred to as the "System") as performance-linked remuneration for Executive Directors.

Fixed remuneration is paid in cash based on position and role, with 12 months of monthly fixed remuneration per year.

On the other hand, annual bonuses are determined according to the degree of achievement of performance indicators, which are (a) consolidated operating profit (compared to the plan at the beginning of the fiscal year and to the results of the previous year) and (b) ESG-related indicators that the Board of Directors has decided to use as indicators. The timing of payment is also decided each year by the Board of Directors. The reason for adopting the above indicators is that the Company places importance on these indicators in its annual business plans and has set consolidated operating profit as a quantitative target in its medium-term management plan. The weighting of performance indicators, when the upper limit of performance indicators is achieved, is 93.75% for the indicator listed in (a) and 6.25% for the indicators listed in (b). The ESG indicators for (b) in FY2025 are the "Engagement score" and the "Percentage of female hires" (each weighted at 50% of (b)), and such indicators will continue to be the ESG indicators for (b) in the future unless changed by the Board of Directors.

The "Engagement score" and the "Percentage of female hires" are two of our material issues (details are available at the URL below), and we evaluate the achievement of the indicators listed in (b) by assessing the status of achievement of the KPIs listed in the material issues. <https://www.dentsusoken.com/sustainability/management/materiality.html> (in Japanese)

With respect to stock compensation, Directors, etc. (the definition of terms shall be in accordance with Proposal 5 of the 50th Annual General Meeting of Shareholders held on March 24, 2025 (hereinafter referred to as "this General Meeting of Shareholders")). Hereinafter the same shall apply) are the recipients. A trust established by the Company will be used to deliver shares, etc. of the Company in accordance with the proportion to the cumulative points granted, following

the rules for granting points stipulated in Proposal 5 of this General Meeting of Shareholders and the stock compensation rules to be resolved at the Board of Directors meeting. Stock compensation shall be paid at a certain time in the year following the final year of the medium-term management plan, except in cases falling under the exceptions stipulated in the stock compensation rules.

(Summary of the rules for granting points as described in Proposal 5 of this General Meeting of Shareholders)

For each fiscal year during the target period, Directors, etc. are awarded the number of points obtained by dividing the amount of monthly remuneration for each position, calculated based on the reference amount of monthly remuneration for each position, by a certain share price, of which roughly 70% is granted as performance-linked points, with the remaining 30% or so being granted as fixed points. Performance-linked points are multiplied by a performance-linked coefficient that depends on the level of achievement of performance targets* for the final fiscal year of the target period (for the target period after extension, the fiscal year ending December 31, 2027), varying in a range between 0 and 1.6.

The cumulative number of points is the sum of (1) the total number of fixed points for each fiscal year during the target period and (2) the number of points calculated by multiplying the total number of performance-linked points for each fiscal year during the target period by a performance-linked coefficient. In the case of a person who was an eligible person for the System during the entire target period, (1) the total number of fixed points shall be equivalent to 4.8 months of monthly remuneration (equivalent to 1.6 months per fiscal year) and (2) the number of points calculated by multiplying the total number of performance-linked points for each fiscal year during the target period by a performance-linked coefficient shall vary in a range equivalent to 0–19.2 months of monthly remuneration (equivalent to 0–6.4 months per fiscal year).

* As performance measures for the target period concluding in the fiscal year ending December 31, 2027, the Company will use (a) consolidated net sales, consolidated operating profit, and consolidated ROE, which are the numerical targets set in the medium-term management plan, and (b) the ESG-related indicators determined by the Board of Directors as indicators for the System. The weighting of performance-linked points shall be determined by the resolution of the Board of Directors, and it is intended that roughly 90% of points will be allocated to the indicators in (a), and roughly 10% will be allocated to the indicators in (b). For the target period beginning in the fiscal year ending December 31, 2028, indicators will be determined separately by the Board of Directors, based on the medium-term management plan being implemented at the time, material issues, and other factors.

If the upper targets for performance indicators are achieved, the approximate ratio of the remuneration structure will be: fixed remuneration 40%, annual bonus 40%, and medium- to long-term performance-linked stock compensation 20%. Of the remuneration for Directors, the amount of monthly fixed remuneration paid to each individual Director is determined annually by the President and Representative Director, who is delegated by a resolution of the Board of Directors, based on the result of prior deliberation by the Nomination and Remuneration Committee established in accordance with a resolution of the Board of Directors.

Of the remuneration for Directors, annual bonuses are determined by a resolution of the Board of Directors following prior deliberation by the Nomination and Remuneration Committee.

Of the remuneration for Directors, stock compensation is granted in accordance with the provisions of the stock compensation rules approved by the Board of Directors.

Persons Eligible for Stock Options

Supplementary Explanation for Applicable Items

Director Remuneration

Status of Disclosure of Individual Director's Remuneration

No Disclosure for any Directors

Supplementary Explanation for Applicable Items **Updated**

In the Business Report and Annual Securities Report, we disclose the number of recipients and the amounts paid, categorized into Directors (excluding Outside Directors) and Outside Directors.

The total amount of remuneration, etc. for the Company's Directors (excluding Outside Directors) for the fiscal year ended December 31, 2025 is 146 million yen, and that for Outside Directors is 63 million yen.

Policy on Determining Remuneration Amounts and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

As described in the supplementary explanation regarding "II. 1. Incentives" in this report.

Support System for Outside Directors

The Corporate Governance Department serves as the point of contact for support related to the Board of Directors. In addition, the Secretariat serves as a point of contact for support related to Audit & Supervisory Committee Members and the Audit & Supervisory Committee.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) **Updated**

(1) Overview of corporate governance system

- Composition of the Board of Directors and Audit & Supervisory Committee

The Company has established the Board of Directors that makes decisions on important matters and supervises the execution of business operations of the Company, and the Audit & Supervisory Committee that performs management auditing functions.

(Names, etc. of members of the Board of Directors)

Chairperson President and Representative Director Hirohisa Iwamoto

Directors Shinichi Ogane, Mio Takaoka (Independent, Outside), Tomoko Wada (Independent, Outside), Reiko Yasue (Independent, Outside), Shinji Shimojo (Independent, Outside), Akira Yoshida

Directors (Audit & Supervisory Committee Members)

Masato Ono (Outside), Yukari Murayama (Independent, Outside),
Masahiko Sasamura (Independent, Outside)

(Holding and attendance of Board of Directors' meetings)

The Board of Directors met a total of 12 times in FY2025, in principle once a month. The attendance of each Director at the meetings was as follows.

Hirohisa Iwamoto (Chairperson): 12/12

Shinichi Ogane: 12/12

Kazuo Ichijo (resigned on March 24, 2025): 3/3

Mio Takaoka: 12/12

Tomoko Wada: 12/12

Reiko Yasue (assumed office on March 24, 2025): 10/10

Chisato Matsumoto: 12/12

Atsuhiko Sekiguchi: 12/12

Yukari Murayama: 12/12
Masahiko Sasamura: 12/12

The main matters to be considered are as follows.

- Matters resolved:
Matters related to medium-term management plan, financial results/quarterly financial results, budget formulation, officer remuneration, organizational structuring
- Matters reported:
Matters related to long-term management vision, investor relations activities, sustainability activities, nomination and remuneration
- Nomination and Remuneration Committee
The Nomination and Remuneration Committee, a voluntary committee under the Board of Directors, has been established for the nomination and remuneration of Directors, with its chairperson and a majority of its members being independent Outside Directors. Details are described in “II. 1. Voluntary Established Committee(s)” of this report.
- Sustainability Promotion Conference
Under the Sustainability Policy, we have established the Sustainability Promotion Conference with the aim of comprehensively promoting initiatives related to sustainability in the Group, summarizing information on risks assumed in the Group’s business activities and promoting responses in accordance with the level of importance of risks from a company-wide perspective. This meeting consists of the same members as the Management Council described below, and is chaired by the President and CEO.
- Executive Officers
The Company has adopted an Executive Officer system to strengthen its business execution function. All Directors involved in execution also serve as Executive Officers, enabling faster decision-making and clearer accountability.

(Names, etc. of Executive Officers)

President, CEO & COO: Hirohisa Iwamoto

Senior Management Director: Shinichi Ogane

Managing Executive Officers: Makoto Senoo, Shinichi Maeda

Senior Executive Officers: Jiro Sakai, Tomoki Kohsaka, Yuichi Nakamura, Hideki Sato,
Tetsuo Terada, Eito Maejima, Takemine Ichimaru

Executive Officers: Chie Ito, Hajime Tanaka, Takamitsu Terashima, Noriko Nakata,
Masaaki Nakagawa, Atsuhiko Tozaki, Naohiro Yamaguchi, Seigo Morooka

- Management Council
The Management Council was set up to expedite management decisions and streamline operations, with the purpose of resolving important management matters other than those resolved by the Board of Directors and to deliberate in advance on matters to be resolved by the Board of Directors. The President and CEO chairs the council, which comprises members selected from among Executive Officers by a resolution of the Board of Directors and Outside Directors who are full-time Audit & Supervisory Committee Members.

(2) Status of audits

1. Audit by the Audit & Supervisory Committee

a. Organization, Personnel and Procedures

The Audit & Supervisory Committee of the Company consists of three Outside Directors (including two independent Directors) who are Audit & Supervisory Committee Members. The experience and capabilities of each Audit & Supervisory Committee Member are described in “II. 1. Directors, Outside Directors’ Relationship With the Company (2)” of this

report. Regarding the procedures for audits by the Audit & Supervisory Committee, the Company will conduct systematic and efficient audits based on the audit policy, audit plan, etc. determined by the Audit & Supervisory Committee.

b. Activities of the Audit & Supervisory Committee

The items of audits by the Audit & Supervisory Committee are in accordance with the “Code of Audit and Supervisory Board Member Auditing Standards” of the Japan Audit & Supervisory Board Members Association, and management issues that should be focused on each fiscal year are defined as “priority audit items.”

- Holding and attendance of Audit & Supervisory Committee meetings

The Audit & Supervisory Committee met a total of 12 times, in principle once a month.

The attendance of each Audit & Supervisory Committee Member is as follows.

Atsuhiko Sekiguchi (Chairperson): 12/12

Yukari Murayama: 12/12

Masahiko Sasamura: 12/12

Specific matters considered include the formulation of the audit plan, confirmation of the status of the development and operation of the internal control system, preparation of the audit report, evaluation of the reappointment of the accounting auditor, confirmation of the status of promotion of sustainability, and agreement on the accounting auditor’s remuneration, etc.

- Attendance at other important meetings

The full-time Audit & Supervisory Committee Member attends the Management Council meetings and other important meetings in order to understand the process of important decision-making and the execution of duties, and expresses his/her opinions as necessary.

- Discussion with the President and Representative Director

The full-time Audit & Supervisory Committee Member has meetings with the President and Representative Director once a month in principle, for a total of 13 times during the current fiscal year, to exchange opinions. This helps to share issues and to ensure effective internal checks and balances.

- Audits of subsidiaries

The full-time Audit & Supervisory Board Member receives status reports from representative directors of subsidiaries and regularly exchanges information with their auditors and others.

2. Internal audit

Internal audits are conducted by the Internal Audit Department, an independent organization separate from other management and operational departments. The Internal Audit Department performs objective evaluations of the internal control systems within the Company and the Group, and provides recommendations and follow-up actions for improvement on identified issues.

The Internal Audit Department has direct reporting lines (dual reporting lines) to the President and Representative Director, and to the Board of Directors and the Audit & Supervisory Committee, and reports the audit results based on these reporting lines. The annual plan for internal audits is approved by the Board of Directors, and progress and performance reports are submitted on a regular basis.

In addition, the full-time Audit & Supervisory Committee Member and the Internal Audit Department meet once a month to exchange information and opinions regarding the status and results of internal audits, as well as information that will contribute to improving the Group’s internal controls and operations. The Internal Audit Department and the Accounting Auditor additionally collaborate by sharing information and exchanging opinions as necessary.

The Internal Audit Department has 11 full-time and two concurrent staff members (as of the end of February 2026). Under this framework, the Internal Audit Department conducts annual internal assessments aimed at improving the quality of internal audits, and also carries out external assessments once every five years, linking these activities to continuous quality improvement efforts. The Department underwent external assessments of the quality of its internal audits in 2016 and 2021, and in both instances, was rated “Generally Conforms” for compliance with the IIA international standards*. The Department is scheduled to undergo a third external assessment in 2026.

* IIA international standards are the International Standards for the Professional Practice of Internal Auditing established by the Institute of Internal Auditors (IIA), an international organization for internal audits. Note that the “Global Internal Audit Standards” have been fully revised, and the revised version will be applied from January 9, 2025, onward.

3. Accounting audit

a. Name of audit firm
KPMG AZSA LLC

b. Continuous audit period
9 years

c. Certified public accountants who performed services
Designated and Engagement Partner Takeyuki Nakatani
Designated and Engagement Partner Tomokazu Kayama

d. Composition of assistants for audit services
Assistants for accounting audit services of the Company are 15 certified public accountants, 5 persons who have passed the accountant examination, and 27 other persons.

e. Policy and reasons for selecting an audit firm
The Company selected KPMG AZSA LLC as its Accounting Auditor because of its independence, appropriate personnel structure, expertise, and quality control system, and because the Company believes that KPMG AZSA LLC can effectively and efficiently perform audits.
The Audit & Supervisory Committee shall dismiss the Accounting Auditor with the unanimous consent of all Audit & Supervisory Committee Members if it determines that the Accounting Auditor falls under any of the items of Article 340, paragraph (1) of the Companies Act and that the dismissal is appropriate. In this case, the Audit & Supervisory Committee Member selected by the Audit & Supervisory Committee will report the dismissal of the Accounting Auditor and the reasons for the dismissal at the first General Meeting of Shareholders convened after the dismissal.
In addition to the above cases, the Audit & Supervisory Committee will determine the content of the proposal to be submitted to the General Meeting of Shareholders regarding dismissal or non-reappointment of the Accounting Auditor, taking into consideration the status of the Accounting Auditor’s performance of its duties, audit system, independence, and eligibility as the Group’s Accounting Auditor.

f. Evaluation of the audit firm by the Audit & Supervisory Committee
The Audit & Supervisory Committee evaluates the Accounting Auditor with respect to whether or not to reappoint the Accounting Auditor. In making our evaluation, we considered not only the aforementioned criteria for selecting the audit firm but also the performance of duties and the audit system through daily audit activities, based on the “Practical Guidelines for Audit & Supervisory Board Members, etc. on the Evaluation of Accounting Auditors and the Establishment of Selection Criteria” issued by the Japan Audit & Supervisory Board Members Association. As a result, the Company has determined that KPMG AZSA LLC is qualified as an Accounting Auditor.

(3) Limited liability agreement

The Company's Articles of Incorporation contain provisions regarding liability limitation agreements for Directors (excluding those who are Executive Directors, etc.).

The following is a summary of the contents of the liability limitation agreements entered into by the Company with its Directors (excluding those who are Executive Directors, etc.) in accordance with the said Articles of Incorporation.

- Limited liability agreement for Directors (excluding those who are Executive Directors, etc.)

With respect to the liability stipulated in Article 423, paragraph (1) of the Companies Act, if the Director has performed his/her duties in good faith and without gross negligence, the higher of 6 million yen or the minimum liability amount stipulated in Article 425, paragraph (1) of the Companies Act shall be the limit of his/her liability for damages.

(4) Directors and officers liability insurance policy

The Company has concluded a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act, insuring directors, corporate auditors, executive officers, etc. of the Company and its subsidiaries.

The following is a summary of the contents of the directors and officers liability insurance policy.

- Allocation of substantial insurance fee burden among the insured

The insurance fee for the policy and all added special clauses is borne by the Company and no substantial insurance fee is borne by the insured.

- Overview of incidents covered by insurance to which compensation applies

The Directors and other officers who are included as insured shall receive compensation for their liability borne from execution of their duties or for their liability arising from claims in pursuit of that liability. However, the policy does include exemption clauses for cases such as for acts in violation of laws or regulations that were carried out with full knowledge of their illegality.

3. Reasons for Adoption of Current Corporate Governance System Updated

The Company's Board of Directors consists of 11 Directors, including seven Outside Directors. As for the Outside Directors, they contribute to the enhancement of the Company's corporate value by providing advice based on their extensive experience and knowledge from a management perspective. Six Outside Directors are registered as independent Directors as stipulated by the Tokyo Stock Exchange, and the ratio of independent Outside Directors on the Board of Directors is a majority. The Audit & Supervisory Committee consists of three Outside Directors (including two independent Directors). The Company has adopted a company with an Audit & Supervisory Committee because we believe that this system will strengthen the supervisory function of the Board of Directors and further enhance the corporate governance system.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights

Updated

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	The Notice of the 51st Annual General Meeting of Shareholders in 2026 was sent out 21 days prior to the date of the meeting.
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	The date of the meeting has been set to avoid the peak days, so that more shareholders can attend the meeting. The 51st Annual General Meeting of Shareholders for the year 2026 was held on March 23.
Electronic Exercise of Voting Rights	Voting rights are exercised via the Internet.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	We use the voting platform of ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	An English translation of the notice of convocation is available on the websites of the Company and the Tokyo Stock Exchange.
Other	The notice of convocation of the General Meeting of Shareholders and accompanying documents, etc. are posted on the Company's website, etc., two business days prior to dispatch. In addition, we provide access to key content from PCs, smartphones, and tablet devices. The 51st Annual General Meeting of Shareholders in 2026 continued to be streamed live over the Internet. In addition, at the 48th Annual General Meeting of Shareholders in 2023, the Company amended a part of its Articles of Incorporation to allow for the holding of so-called virtual-only shareholders' meetings, which do not have a fixed location.

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	We have posted our Corporate Disclosure Policy on our website to clarify our policy on providing information to our stakeholders. https://www.dentsusoken.com/ir/policy/disclosure.html (in Japanese)	
Regular Investor Briefings held for Analysts and Institutional Investors	A financial results briefing is held for each quarterly period.	Held
Online Disclosure of IR Information	The following is posted on the Company's website. <ul style="list-style-type: none"> • Financial results information (financial statements, annual securities reports and other financial reporting materials, financial results briefing materials and Q&A materials, financial data books, videos of financial results briefings, etc.) • Notice of the General Meeting of Shareholders • Other timely disclosure materials other than financial information, etc. https://www.dentsusoken.com/ir (in Japanese)	
Establishment of Department and/or Placement of a Manager in Charge of IR	The Executive Office has been established directly under the Representative Director in charge of IR.	

3. Status of Measures to Ensure Due Respect for Stakeholders Updated

Supplementary Explanation	
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	<p>The common code of conduct to be observed by all officers and employees of the Group includes the “Our Declaration of Conduct,” which is the Group’s code of conduct, and the “Dentsu Group Code of Conduct” established by the Dentsu Group, both of which stipulate respect for the position of stakeholders.</p>
Implementation of Environmental Preservation Activities and CSR Activities, etc.	<p><Promoting sustainability> Under its Sustainability Policy, the Group has established a Sustainability Promotion Conference, chaired by the President and Representative Director, to promote management that contributes to the realization of a sustainable society. In light of the SDGs, international guidelines, the Group business strategies, and Dentsu Group initiatives, in 2022 we identified issues of particular importance to both stakeholders and the Group. These, we believe, must be addressed as material issues, which we review regularly. In 2025, in line with the medium-term management plan “Contributing to Progress in Society 2027,” we reviewed our material issues in light of changes in the business environment and social issues surrounding the Group, and identified three key themes related to “People,” “Technology,” and “Governance” and nine related material issues.</p> <p>(Key Theme 1) Development, mobilization of a diverse team of professionals</p> <ul style="list-style-type: none"> • Strengthening of human capital • Promotion of DEI <p>(Key Theme 2) Solution of social, environmental issues; provision of new value through our businesses</p> <ul style="list-style-type: none"> • Contribution to the resolution of social and environmental issues • Creation of new businesses • Demonstration of our technological implementation capabilities <p>(Key Theme 3) Establishment of governance systems worthy of stakeholder trust</p> <ul style="list-style-type: none"> • Strengthening of corporate governance • Enforcing of ethical compliance and respect for human rights • Application of appropriate risk management practices • Enhancing of information security management <p>The Group will promote effective activities to address these material issues and contribute to the creation of a sustainable society. Details of the Group’s sustainability activities are posted on the Company’s website, in the Annual Securities Report, and in the Integrated Report.</p> <p>The Company’s website https://www.dentsusoken.com/sustainability/ (in Japanese) Annual Securities Report https://www.dentsusoken.com/ir/library/securities.html (in Japanese) Integrated Report</p>

Supplementary Explanation

<https://www.dentsusoken.com/ir/library/integratedreport.html> (in Japanese)

<Investment in human capital and intellectual property>

In the medium-term management plan “Contributing to Progress in Society,” we have set forth “Strengthening human capital” as part of “Strengthening of management.” Details are posted on the Company’s website and in the Human Capital Report below.

The Company’s website

<https://www.dentsusoken.com/ir/policy/plan.html> (in Japanese)

Human Capital Report

<https://www.dentsusoken.com/sustainability/library> (in Japanese)

The results of research and development are announced in press releases and other media as appropriate. The press releases are posted on the Company’s website below.

<https://www.dentsusoken.com/news> (in Japanese)

<Environmental initiatives>

In 2005, we obtained ISO 14001 certification for our environmental management system, and in accordance with the Dentsu Group’s environmental policy, we are promoting various measures to conserve resources, conserve energy, and raise awareness of recycling.

In addition, the Group endorses the Task Force on Climate-related Financial Disclosures (TCFD), and discloses all four of the TCFD’s recommendations: “Governance,” “Strategy (including scenario analysis),” “Risk Management,” and “Metrics and Targets.” In addition to setting a target of “achieving carbon neutrality of the Group’s Scope 1 and 2 CO₂ emissions by FY2030,” we are enhancing disclosure information, including disclosure of the Group’s consolidated CO₂ emissions for Scope 1 and 2 and Scope 3 CO₂ emissions. Details are posted on the Company’s website below.

<https://www.dentsusoken.com/sustainability/environment> (in Japanese)

<Social contribution activities>

Under its corporate philosophy and Sustainability Policy, the Group positions social contribution activities as an important initiative alongside its business operations. We promote the activities, aiming to realize a prosperous and peaceful society by collaborating with diverse stakeholders, focusing on “people” and “technology.”

Specifically, we implement our unique social contribution program “TECH KNOCK,” which provides opportunities to “learn, experience, and imagine/create” with respect to regional challenges and cutting-edge technology in order to encourage children to think about the future of their communities. Additionally, we support WFP (World Food Programme), a UN food aid organization, and People’s Hope Japan, which focuses on health and medical education to help people in developing countries become self-reliant. We also participate as a supporting member of the Para-Sports Development Network of Japan, supporting the activities of para-athletes.

<https://www.dentsusoken.com/sustainability/social/contribution.html> (in Japanese)

Implementation of
Environmental
Preservation Activities
and CSR Activities, etc.

Supplementary Explanation	
Formulation of Policies, etc. on Provision of Information to Stakeholders	The Corporate Disclosure Policy is posted on the Company's website and describes the Company's policy for providing information to stakeholders. https://www.dentsusoken.com/ir/policy/disclosure.html (in Japanese)
Other	In May 2007, we received the "Next Generation Certification Mark (nicknamed "Kurumin")" from the Ministry of Health, Labour and Welfare as a company that actively supports work and child-rearing, and in March 2016, we received the "Platinum Kurumin" special certification as a company that is committed to even higher standards.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development Updated

The following is a summary of the basic policy regarding the development of the Group's internal control system, as resolved by our Board of Directors, and the status of its operation.

[System to ensure the appropriateness of business operations]

1. System for operating and improving the internal control system

The operation and improvement of the internal control system of the Company and its subsidiaries (hereinafter referred to as the "Group") shall be conducted under the direction of the Management Council.

2. Compliance system for Directors and employees

The Company has positioned the "Dentsu Group Code of Conduct" and the "Our Declaration of Conduct," which is the Group's code of conduct, as common code of conduct to be observed to ensure that the execution of business by Directors and employees of the Group is in compliance with laws and regulations, and the Articles of Incorporation and that business is conducted appropriately.

The Company's Directors shall properly execute their duties in accordance with the "Rules of the Board of Directors," the "Rules of the Management Council," and the "Rules of the Board of Directors." In the event that a violation of laws and regulations, the Articles of Incorporation, or any other important compliance-related fact is discovered in the Group, it shall be reported to the Board of Directors or the Management Council without delay, and shall also be promptly reported to the Audit & Supervisory Committee.

In order to ensure a compliance system for the Group's employees, the Company's corresponding competent divisions and committees shall develop internal rules and regulations, and the Internal Audit Department under the direct control of the Representative Director shall conduct internal audits. In addition, a Compliance Committee shall be established to oversee the Group's code of conduct and other matters.

The Group shall participate in the Dentsu Group's internal reporting system, and together, maintain and improve the Group's internal reporting system and operate it appropriately. If any employee of the Group reports or consults with them, the report will be promptly reported to the Audit & Supervisory Committee as necessary.

In the event that the Audit & Supervisory Committee expresses an opinion on the Group's compliance system or requests for improvements, the Directors shall respond without delay and seek to make improvements.

The Group shall not have any relationship with anti-social forces or organizations. If an unreasonable demand is made, we will cooperate with the police and other related agencies and take a firm stand against the demand without giving in to it.

3. System to improve the efficiency of business execution by Directors

In principle, the Board of Directors meets once a month and the Management Council meets once a week to make decisions on important management matters and supervise the execution of business operations.

In addition, various committees, etc., headed by Directors, etc., shall be established under the delegation of the Management Council to deliberate and decide on business execution matters within the scope of delegated authority.

Decisions made by the Board of Directors, the Management Council, and various committees are promptly communicated through the executive management and, when necessary, through the company's electronic bulletin board system.

4. System for storing and managing information related to the execution of duties by Directors

The Company shall properly store and manage information related to the execution of duties by Directors in accordance with laws and regulations, the "Rules of the Board of Directors," "Document Management Rules," "Information Management Rules," and other internal rules.

5. Risk management system

The Company shall endeavor to prevent the occurrence of risks and minimize their impact when they do occur by establishing “Risk Management Regulations” and developing a plan to deal with significant risks associated with business activities. The Company shall also actively support the operation and improvement of the risk management systems of its subsidiaries.

Specific risk management activities are promoted by the Sustainability Promotion Conference, chaired by the President, and by the department in charge of each risk.

The Sustainability Promotion Conference shall ensure the effectiveness of risk management activities by regularly reviewing the identification and assessment of the Company’s material risks, and shall oversee the implementation of risk response plans for each department in charge of risk. In addition, the Company shall receive reports on material risks of subsidiaries and oversee the implementation of risk response plans.

The department in charge of risk shall develop and implement a response plan for the relevant risk under the direction of the Sustainability Promotion Conference.

6. Organization to support the duties of the Audit & Supervisory Committee, its independence, and the effectiveness of its instructions

The Company shall establish the “Audit & Supervisory Committee Secretariat” as an organizational structure for employees to assist the duties of the Audit & Supervisory Committee, and assign a person in charge. The Audit & Supervisory Committee has the right to direct and order those who assist in their duties, as well as the right to consent to personnel transfers, personnel evaluations, and disciplinary actions, thereby ensuring the independence of the “Audit & Supervisory Committee Secretariat” from the Directors.

7. Reporting System to the Audit & Supervisory Committee and ensuring the effectiveness of audits

If any Director or employee of the Group discovers or receives a report of any event that may have a significant impact on the Company’s credibility or performance, any fact that violates laws and regulations, the Articles of Incorporation, or internal regulations, or any improper act, he/she shall promptly report such event to the Audit & Supervisory Committee in accordance with laws and regulations, and internal regulations. In addition, no person reporting to the Audit & Supervisory Committee shall be subject to any disadvantageous treatment by reason of such reporting.

In addition to attending meetings of the Board of Directors, Audit & Supervisory Committee Members shall proactively attend important meetings and committee meetings as they deem necessary in order to gain an understanding of the decision-making process of Directors and the execution of their duties. In addition, Audit & Supervisory Committee Members shall meet regularly with the President and Representative Director to exchange opinions on important auditing issues, etc., and shall also meet regularly with the corporate auditors, etc. of each company in the Group to conduct audits of the Group in cooperation with them as needed.

Audit & Supervisory Committee Members may request reports from Directors and employees as necessary and may inspect related materials. In addition, Audit & Supervisory Committee Members may utilize the Accounting Auditor, attorneys, and other experts when necessary in conducting audits, and the Company will bear the expenses necessary for the execution of duties by the Audit & Supervisory Committee Members, including the costs thereof.

8. Internal control system for the corporate group including parent company and subsidiaries
As a subsidiary belonging to the Dentsu Group Inc. corporate group, we shall comply with the “Dentsu Group Code of Conduct” and contribute to enhancing the corporate value of the Dentsu Group.

On the other hand, as a listed company, the Company shall ensure independence from its parent company, Dentsu Group Inc.

The Company shall establish basic rules for the management of subsidiaries in the “Domestic Subsidiary Management Regulations” and the “Regulations for Management of Overseas Subsidiaries and Overseas Affiliated Companies,” and shall ensure appropriate implementation of such rules. The Company shall also actively support the operation and improvement of internal control systems at each subsidiary through the activities of the Management Council and corresponding competent divisions and committees within the Company, and shall also promote them in cooperation with the subsidiaries.

In addition, the subsidiaries shall hold meetings of the Board of Directors and meetings of senior management at a frequency appropriate to the size and business characteristics of each company to make decisions on important management matters and to supervise the execution of business operations. Decisions made by the Board of Directors and others are promptly communicated by each responsible Director through the executive management and, when necessary, through the company’s electronic bulletin board system.

9. System to ensure the appropriateness of financial reporting

Under the direction of the Management Council, the Company shall maintain a system to ensure the appropriateness of financial reporting in accordance with the size and business characteristics of each Group company. The Internal Audit Department shall periodically conduct an independent evaluation of whether internal control over financial reporting is properly maintained and operated. In addition, the Company shall be audited by an external auditor.

[Systems to Secure the Propriety of Business Activities and the Status of Implementation of the Systems]

The Company strives to maintain and improve its internal control system and ensure its proper operation. The following is a summary of operations during the current fiscal year (January 1, 2025 through December 31, 2025).

Overview of operation status

1. Execution of duties by Directors

The Board of Directors met 12 times and the Management Council 49 times to make decisions on matters stipulated by laws and regulations, and the Articles of Incorporation and other important management matters, and to supervise the execution of operations from the perspective of compliance with laws and regulations, and the Articles of Incorporation and appropriateness of operations. In addition, various committees, etc., were established under the delegation of the Management Council to deliberate and make decisions on business execution matters.

2. Execution of duties by Audit & Supervisory Committee Members (including when they were Audit & Supervisory Board Members)

Audit & Supervisory Committee Members, including Outside Audit & Supervisory Committee Members (including those who were previously Audit & Supervisory Board Members), conduct audits in accordance with the audit plan established by the Audit & Supervisory Committee and attend important meetings such as the Board of Directors and various committee meetings to understand the decision-making process and business execution by Directors. The Audit & Supervisory Committee met a total of 12 times. In addition, Audit & Supervisory Committee Members held 13 meetings with the President and Representative Director to exchange opinions on important audit issues. Moreover, Audit & Supervisory Committee Members hold meetings with the auditors of each of group companies and collaborate with them to conduct audits of the Group.

3. Compliance system

Under the Sustainability Promotion Conference, the Compliance Committee, which is in charge of the Group’s code of conduct, has been established to strengthen the Group’s overall compliance system.

Furthermore, the Group participates in the Dentsu Group's internal reporting system, the "Compliance Line," and also operates the Group's internal reporting system, the "Ethics Hotline." Whenever there is a consultation report made to these services, it is promptly reported to the full-time Audit & Supervisory Committee Member.

In addition, to ensure that we do not have any relationship with antisocial forces, we conduct strict checks on our business partners in our credit management and stipulate clauses in transaction agreements to exclude anti-social forces.

4. Risk management system

The Sustainability Promotion Conference identifies and assesses the Company's major risks, and ensures the effectiveness of risk management activities by having the department in charge of risk prepare and execute a risk response plan. In addition, the Sustainability Promotion Conference oversees the status of risks and implementation of response plans with respect to material risks of subsidiaries, and actively supports the operation and improvement of risk management systems of subsidiaries.

5. System to ensure the appropriateness of financial reporting

Under the direction of the Management Council, we maintain and operate internal controls to ensure the appropriateness of financial reporting in accordance with the size and business characteristics of each Group company. Additionally, the Internal Audit Department periodically conducts an independent evaluation based on the internal audit plan to assess whether internal control over financial reporting is properly maintained and operated, and the results are also audited by external auditors.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

The basic views of the Group on measures for eliminating anti-social forces and status of development are as follows.

1. Basic views

The aforementioned basic policy on the development of internal control system, the Dentsu Group's "Basic Policy on the Rejection of Boryokudan (organized crime groups) and Other Antisocial Forces" and the "Our Declaration of Conduct," the Group's code of conduct, clearly state that the Company shall have no relationship with anti-social forces and that if any unjustified demands are made, the Company shall not yield to such demands but shall take a firm stand against them.

2. Development status

The Company utilizes an electronic bulletin board system to disseminate its code of conduct, including its basic stance on the elimination of anti-social forces, to all officers and employees of Group companies. In addition, the Company participates in the Dentsu Group's internal reporting system as a contact point for employees who detect contact or collusion with anti-social forces, and has established and operates the Group's internal reporting system. Furthermore, the Company is continuously developing internal systems and gathering information in cooperation with external organizations such as legal advisors, the police, and Tokuboren (Special Anti-Violence Prevention Federation in the Metropolitan Police Department's jurisdiction).

After the enforcement of the Tokyo Metropolitan Government Ordinance on Elimination of Organized Crime Groups in October 2011, the Company took the following measures:

- (1) Introduced an anti-social forces exclusion clause in contract forms for customers
- (2) Addition of "must not have any relationship with organized crime groups, etc." as nomination criteria for officers
- (3) Obligation to obtain "written pledge regarding exclusion of organized crime groups" from prospective officers
- (4) Added provision on elimination of organized crime groups as a duty of effort of officers

- (5) Obligation to obtain “written pledge regarding exclusion of organized crime groups” from new employees
- (6) Addition of “if the employee is affiliated with organized crime groups, etc.” as a reason for dismissal or termination of contract
- (7) Addition of “cases in which the employee had a relationship with organized crime groups, etc.” to the list of applicable disciplinary actions for employees

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures

Not Adopted

Supplementary Explanation for Applicable Items

The Company believes that as long as the current shareholder composition is assumed, there is little need to introduce so-called anti-takeover measures.

2. Other Matters Concerning the Corporate Governance System

The status of our internal system for the timely disclosure of corporate information is as follows.

1. Management system of the Company's corporate information

The Company designates material facts under the Financial Instruments and Exchange Act (excluding those falling under the minor criteria) or corporate information (decisions, occurrences, information related to financial results, etc.) that meets disclosure requirements under the timely disclosure rules of the Tokyo Stock Exchange as material facts, etc., and manages and discloses such information in accordance with the "Rules for the Management of Material Facts" established by the Company.

Disclosure is made via TDnet, EDINET, etc., in accordance with prescribed rules. In addition, distributed materials are posted on the Company's website promptly after disclosure.

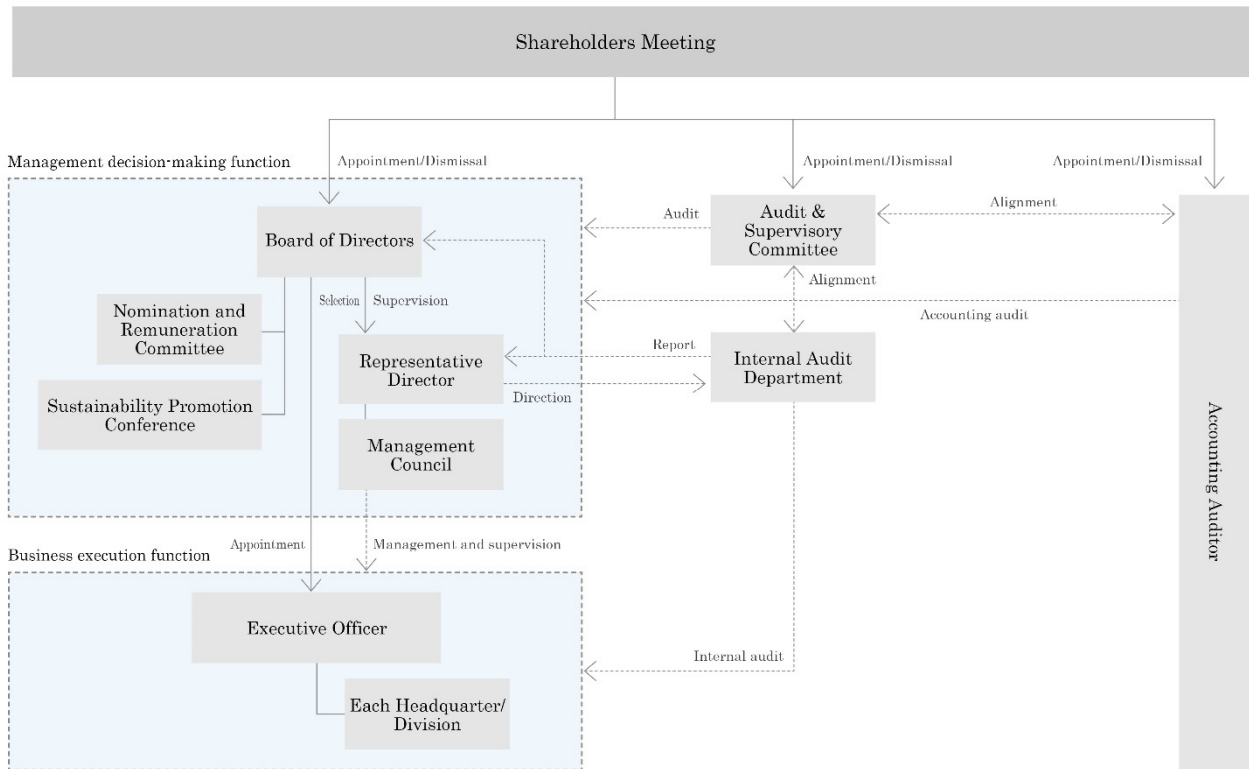
The main contents of the "Rules for the Management of Material Facts" regarding the management and disclosure of information are as follows.

- The President, as the Chief Information Management Officer, is responsible for the management of material facts, etc., and oversees the designation and termination of material facts, etc., as well as the announcement and disclosure of material facts, etc.
- The Corporate Supervisory Officer, as the Information Management Officer, manages and preserves material facts, etc. of the Company in general, coordinates among divisions and offices, and announces and discloses material facts, etc., as necessary, under the direction of the Chief Information Management Officer.
- The Information Management Officer is the "Information Handling Manager" of the Company as defined by the Tokyo Stock Exchange, and is responsible for the timely disclosure of the Company's information to the Tokyo Stock Exchange together with the Executive Office, which is the division in charge of investor relations.
- The head of each division or department, as an information manager, must manage material facts, etc. in the department under his/her control, confirm them when they occur, and immediately report the details to the Chief Information Management Officer through the Information Management Officer.
- The timing and method of disclosure of material facts, etc. shall be determined by the Information Management Officer in consultation with the Chief Information Management Officer and the Executive Office, in light of the timely disclosure rules of the Tokyo Stock Exchange, etc.
- The Executive Office is in charge of procedures such as the submission and publication of disclosure documents of material facts, etc.

2. Management system of the Group Companies' corporate information

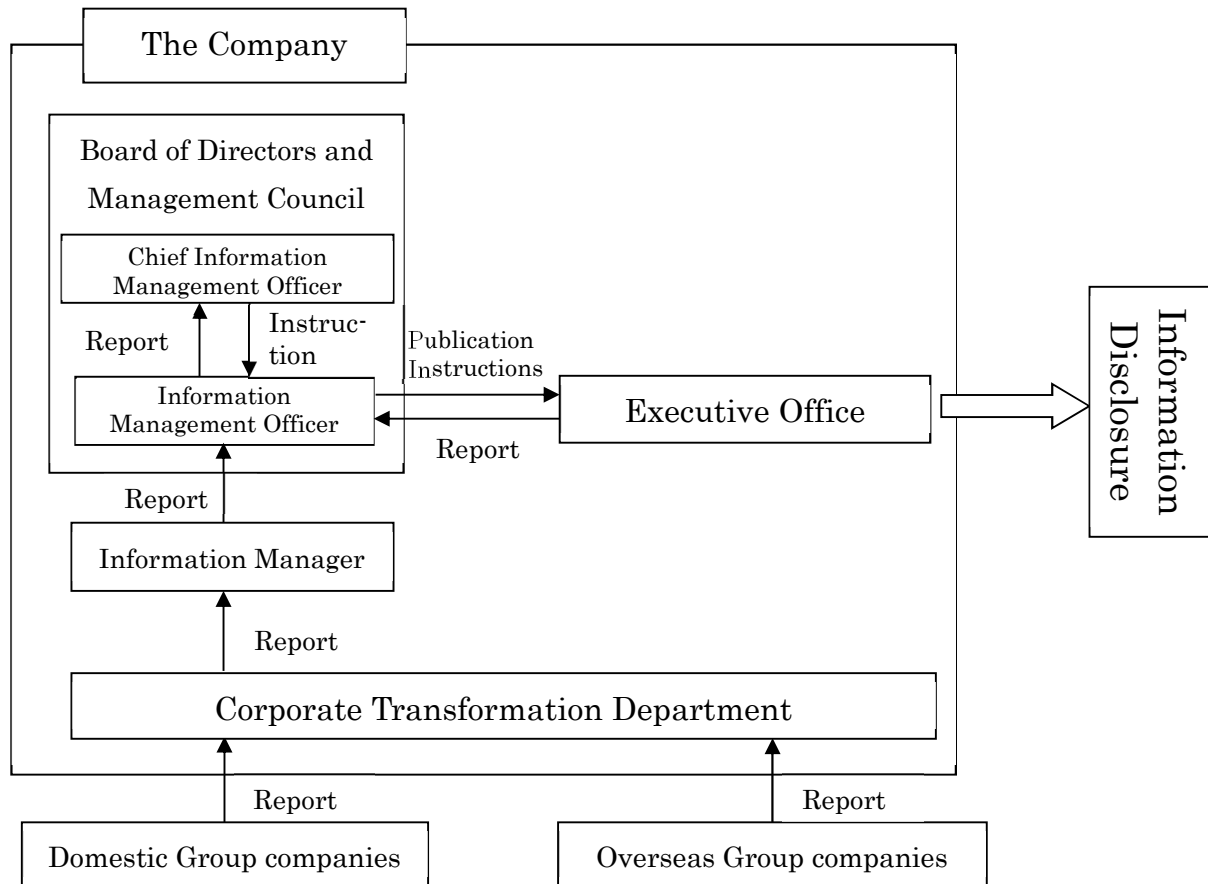
Information on Group companies is managed by the Corporate Transformation Department of the Company in accordance with the "Domestic Subsidiary Management Regulations" for domestic Group companies and the "Regulations for Management of Overseas Subsidiaries and Overseas Affiliated Companies" for overseas Group companies, in cooperation with the Finance & Accounting Department of the Company. Material management matters, including

material facts or corporate information that falls under the disclosure requirements of the timely disclosure rules, are to be reported to the Corporate Transformation Department (except for financial information, which is to be reported to the Finance & Accounting Department). The reported information will be handled in the same manner as the management and disclosure of corporate information of the Company in accordance with the above “Rules for the Management of Material Facts.”



Timely Disclosure System Diagram

[Reporting System for Decisions and Occurrence of Facts]



[Reporting System for Financial Results]

