

Announcement of Revisions to the Officer Remuneration System and Policy

~for enhanced and more transparent corporate governance~

TOKYO, June 29, 2026 - Monex Group, Inc. (the “Company”) hereby announces that the Compensation Committee resolved, on June 27, 2026, to revise the officer remuneration system and policy. Details are below.

1. Reasons for the revisions to the officer remuneration system

Guided by our future-oriented corporate philosophy, the Company pursues medium- to long-term sustainable growth and an increase in corporate value by providing global financial services centered on three pillars: our Online Brokerage Business, our Crypto Asset Business, and our Asset & Wealth Management Business.

In recent years, capital market investors both in Japan and overseas are increasingly calling for greater transparency and objectivity as well as a stronger linkage between remuneration and performance in terms of executive remuneration systems, the key issue in corporate governance. In response to these growing demands from capital markets for enhanced governance and to further strengthen value sharing with our shareholders and investors, the Company has decided to comprehensively revise the officer remuneration system, including the officer remuneration policy. Specifically, we will strengthen the linkage between performance and remuneration and optimize the overall remuneration structure to create appropriate incentive mechanisms for members of the Board, executive officers, and other executives, with the aim to achieve medium- to long-term sustainable growth.

2. Revisions to the officer remuneration policy

In accordance with revisions to the officer remuneration system, the Company has also revised the officer remuneration policy.

Under the revised policy, the performance-based remuneration system for members of the Board who concurrently serve as executive officers, as well as the performance-based remuneration system for executive officers, has been fundamentally enhanced. Based on a pay-for-performance principle, remuneration will be linked to the Company’s performance, financial metrics, the achievement of material issues, and other targets. The aim is to provide incentives for both short- and medium- to long-term improvements in corporate value and to reinforce value sharing with shareholders and investors.

We also comprehensively revised the composition of officer remuneration. In terms of base remuneration, short-term incentive remuneration, and medium- to long-term incentive remuneration, we increased the proportion of performance-based remuneration (both short-term incentive remuneration and medium- to long-term remuneration) to enhance incentives to improve corporate value and better clarify the linkage between performance and remuneration.

As a company with committees, including the Nominating Committee, the Company has long maintained a Compensation Committee to deliberate on executive remuneration. The Committee is chaired by an independent outside director and the majority of its members is composed of independent outside directors. Through the Compensation Committee, the Company has obtained objective views from independent outside directors that reflect the perspectives of shareholders and investors, and has appropriately incorporated those views into its executive remuneration system. In addition, to incorporate specialized expertise and further enhance the objectivity and transparency of the processes behind the officer remuneration system, we have newly retained an outside consultant (Human Resources Governance Leaders Co., Ltd.). This will help the Company further reinforce its remuneration governance.

For further details about the officer remuneration policy, please refer to the attachment.

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(Attachment)

Officer Remuneration Policy

Remuneration of the Company's members of the Board and executive officers (hereinafter, officer remuneration) shall be positioned as a contributor to enhancing the corporate value of the Group and shall be governed by the following principles.

1. Basic principles

- (1) Supporting value creation and a spirit of challenge as rooted in our corporate philosophy
 - In accordance with the Company's corporate philosophy, officer remuneration shall appropriately recognize and reward creative initiatives that generate new value for society, prudent risk-taking, and a spirit of challenge to promote sustainable growth.
- (2) Promoting the evolution of an organization and human resources with diverse perspectives and expertise
 - The remuneration framework and structure shall be designed in accordance with the roles and responsibilities of management in order to contribute to the recruitment and retention of competitive talent and support the development of leaders who embody the Group's values and culture of innovation.
 - The framework shall foster an environment where individuals with diverse perspectives and expertise can maximize their potential with a global perspective and design thinking.
- (3) Ensuring fair and transparent evaluation and thorough accountability
 - In accordance with the spirit of pay-for-performance, the Company shall create a competitive remuneration system through fair performance evaluations and highly transparent remuneration governance, and it shall fulfill its responsibility of accountability to shareholders, investors, and other stakeholders to realize trustworthy management.

2. Remuneration levels

In accordance with the basic principles, remuneration levels shall be set at levels that are attractive to each officer and enable the Company to recruit and retain highly competitive talent.

Remuneration levels shall be set with reference to independent third-party market surveys and other data and reviewed as appropriate in response to changes in external business and market environments.

3. Remuneration structure

(1) Composition of remuneration

[Members of the Board who concurrently serve as executive officers and executive officers]

Remuneration shall comprise of base remuneration, short-term incentive remuneration, and medium- to long-term incentive remuneration.

[Members of the Board who do not concurrently serve as executive officers]

Remuneration shall comprise of base remuneration and stock remuneration.

(2) Remuneration system

The remuneration system and a summary of each type of remuneration are as follows.

- Base remuneration
 - o Cash remuneration in accordance with each officer's role and responsibilities
- Short-term incentive remuneration

As an incentive for improving performance in a single fiscal year, the amount of this remuneration shall vary according to the degree of achievement of key performance metrics and material issues (Mission Assessment).

Key performance metrics, in principle, shall be set every year and consist of indicators that contribute to improving the Group's business performance for the relevant fiscal year, such as revenue and profit.

In terms of Mission Assessment, material issues that contribute to enhancing the Group's corporate value during the relevant year shall, in principle, be set every year. The Compensation Committee shall determine the degree of achievement and related evaluation results.

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This amount of this remuneration shall vary within a range of 0% to 200% based on the degree of achievement of each assessment metric and paid once a year at a predetermined time.

- Medium- to long-term incentive remuneration

[Members of the Board who concurrently serve as executive officers and executive officers]

As an incentive for improving medium- to long-term business performance, the Company shall provide remuneration linked to Company performance and other key indicators (KPI-linked stock remuneration) and remuneration linked to length of service (non-KPI-linked stock remuneration).

Performance metrics of KPI-linked stock remuneration shall, in principle, be set every year and include indicators that contribute to improving the Group's medium- to long-term business performance and shareholder value, such as Return on Equity (ROE) and relative Total Shareholder Return (TSR). The amount of this remuneration shall vary within a range of 0% to 200% based on the degree of achievement of each performance metric.

For both KPI-linked stock remuneration and non-KPI-linked stock remuneration, the Compensation Committee shall conduct a final Mission Assessment and deliver this remuneration once a year at a predetermined time following the completion of each applicable assessment period.

- Stock remuneration

[Members of the Board who do not concurrently serve as executive officers]

Only non-KPI-linked stock remuneration shall be granted to Members of the Board who do not concurrently serve as executive officers in order to further promote their oversight function from an independent position separate from business execution, their alignment of interests with shareholders, and their role as representatives of minority shareholder interests.

This remuneration shall be delivered at a predetermined time following the end of each term of service.

For members of the Board and executive officers who reside outside of Japan, in light of applicable local laws and regulations, the Compensation Committee may provide an equivalent amount of remuneration in cash according to individual evaluations of each executive.

This remuneration structure shall serve as the guiding principle. However, the Compensation Committee may make exceptions after taking into consideration individual circumstances or other relevant factors.

[Remuneration structure chart]

Example: For members of the Board who concurrently serve as executive officers and executive officers

Type of compensation	Overview	Content	Evaluation coefficient
Base remuneration	Cash remuneration commensurate with roles and responsibilities	--	--
Short-term incentive remuneration	Incentive cash remuneration for improved performance in a single fiscal year	- Key performance indicators (60%) - Revenues - Profit, etc. - Mission Assessment (40%)	0~200%
Medium- to long-term incentive remuneration	Incentive stock remuneration for improved medium- to long-term performance	- KPI-linked stock remuneration (50%) - ROE - Relative TSR, etc. - Non-KPI-linked stock remuneration (50%) - Mission Assessment (40%)	0~200%

*Represents the evaluation coefficient for KPI-linked stock compensation

(3) Remuneration composition

The remuneration composition shall be set with reference to independent third-party market surveys and other data and reviewed as appropriate in response to changes in external business and market environments. In the future, the Company intends to establish a target remuneration composition broadly consistent with the framework

below, with a greater proportion of variable remuneration allocated to executives holding more senior positions.

[Target remuneration composition at target performance levels]

Example: Representative executive officer and CEO, and executive officers

Title	<u>Fixed remuneration</u>	<u>Variable remuneration</u>	<u>Variable remuneration</u>
	Base remuneration	Short-term incentive remuneration	Medium- to long-term incentive remuneration
Representative Executive Officer and CEO	40%	25%	35%
Executive Officer	50%	25%	25%

4. Remuneration governance

(1) Method and process of determining remuneration

The Company has adopted a company with committees, such as the Nominating Committee and others, as its governance structure, a highly advanced organization design to separate management oversight and business execution. The Compensation Committee, which was established in accordance with the Companies Act of Japan, determines officer remuneration policy as well as the specific remuneration for each individual officer.

The Compensation Committee is chaired by an outside and independent director and the majority of its members is composed of independent outside directors to realize an objective and highly transparent officer remuneration process.

To incorporate specialized knowledge and objective perspectives, the Company will consider utilizing third-party expertise and refine its officer remuneration system after taking into consideration external market conditions, the economic environment, industry trends, and other factors.

(2) Return of remuneration, etc. (malus / claw back)

For short-term incentive remuneration and medium- to long-term remuneration for executive officers, if any of the events or conduct set forth in items (i) through (v) below has been confirmed to have occurred, the Company may, with respect to the executive officer or executive officers who committed, participated in, or were otherwise involved in such event or conduct,* relinquish all or a portion of the right to receive such incentive remuneration, or require repayment in cash of all or a portion of the remuneration already paid within the last three years (in the case of medium- to long-term remuneration, within three years after the delivery of shares).

- (i) Significant Group accounting errors or misconduct, or fraudulent accounting practices that result in a subsequent restatement of the Group's financial statements or financial reporting;
- (ii) Significant misconduct within the Group;
- (iii) Violations of applicable laws, regulations, or the Group's internal policies and rules (excluding matters described in items (i) and (ii), above);
- (iv) Intentional or gross negligence that significantly damages the Company's corporate value or causes significant damage to the Company;
- (v) Any other circumstance where repayment of all or a portion of the incentive remuneration is determined to be appropriate.

*In terms of short-term incentive remuneration, in the event that (i) has been confirmed to have taken place within three years of payment, all executive officers will be subject regardless of individual involvement.

In addition, the Company's Expert Director and Executive Director shall, in principle, be subject to treatment equivalent to Executive Officers.