

Corporate Governance Report

CORPORATE GOVERNANCE

Last Update: June 23, 2026

DTS CORPORATION

Representative Director and President: Tomoaki Kitamura

Contact: Sustainability Promotion Department, +81-3-3948-5488

Securities code: 9682

<https://www.dts.co.jp/>

The corporate governance of DTS CORPORATION (the “Company”) is described below.

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

1. Basic Views

The Company Group recognizes corporate governance as one of the most important management priorities. The Company Group has established the following basic policy and is working proactively to develop corporate governance and internal control systems in order to ensure fair and efficient shareholder-oriented management, establish highly transparent management, continuously improve corporate value, and build relationships of trust with our stakeholders.

Basic Policy

- (1) Ensuring shareholder rights and equal treatment
 - We provide shareholders with the necessary information to enable them to exercise their rights in a timely and accurate manner, and strive to create an environment for exercising voting rights.
 - When shareholders attempt to exercise their rights, the Company responds in good faith in accordance with applicable laws and regulations.
- (2) Cooperating appropriately with stakeholders other than shareholders
 - We commit to fulfilling our obligations and responsibilities to various stakeholders through the practice of our corporate philosophy, credos, code of conduct, and other relevant policies, and to building even stronger relationships of trust with them.
- (3) Ensuring appropriate information disclosure and transparency
 - We strive to enhance trust in the market by proactively disclosing information to shareholders and investors at the right time.
 - We aim to realize transparent management by communicating smoothly with stakeholders through information disclosure.
- (4) Responsibilities of the Board of Directors, etc.
 - We set goals for enhancing long-term corporate value based on our corporate philosophy and determine the direction of the Company that will give concrete shape to the strategies and measures designed to achieve those goals.
 - We continue to appoint Outside Directors to maintain and further improve the supervisory function of Directors in the execution of their duties.
- (5) Dialogue with shareholders
 - We seek to communicate constructively with shareholders and investors by actively providing them with information relating to the Company’s financial conditions, progress on initiatives, and other similar matters not only at the General Shareholders’ Meeting but also at financial results presentation meetings and other IR activities.

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

The Company complies with every principle of the Corporate Governance Code.

Disclosure Based on the Principles of the Corporate Governance Code

Principle 1.4: Cross-shareholdings

Cross-shareholding policy

The Company holds shares in its customers' and business partners' firms for the purpose of maintaining and developing medium to long-term business relationships and also for the purpose of collecting information in anticipation of future business alliances.

Verifying the suitability of cross-shareholdings

To verify the suitability of holding these cross-shareholdings, the Company comprehensively verifies the ratio of total value of cross-shareholdings to net assets, that the benefits and risks associated with each of the holdings are worth the cost of capital, and that the purpose of holding these cross-shareholdings is consistent every year. After annual deliberation of these matters by the Board of Directors, the Company confirm that holding shares is appropriate for all of the cross-shareholdings held by the Company.

If any circumstances change in the future which lead us to determine that a cross-shareholding is no longer appropriate, we will review and reduce it.

Criteria for exercising voting rights pertaining to cross-shareholdings

With regard to exercising the voting rights pertaining to the shares it held, the Company believes that exercising these voting rights appropriately will help improve the medium to long-term value and sustainable growth of the stock issuer. The Company thus strives to comprehensively determine whether to approve or oppose proposals based on the financial and non-financial conditions of the issuing company.

Principle 1.7: Related Party Transactions

The Company's Rules for the Board of Directors stipulate that any transactions between related parties must be approved by the Board of Directors in advance and that a report shall be submitted to the Board of Directors after any transaction has taken place. In addition, each Director is required to report regularly on the concurrent appointment as officer at other companies and any transactions between related parties, among other matters, and to promptly report any changes in those circumstances so that we have a system in place that can constantly manage the latest information.

If there are any transactions with related parties which are material, the details thereof are disclosed in our Annual Securities Report in accordance with the relevant laws and regulations.

Supplementary Principle 2.4.1: Ensuring diversity in the appointment of core human resources, etc.

The Company has set three targets for the fiscal year ending March 2028 to promote the advancement of women: "24% female employee ratio," "14% female management candidates," and "8.5% female managers."

As of April 1, 2026, the ratio of female employees is 22.8%, the ratio of female candidates for managerial positions is 11.3%, and the ratio of female managers is 5.2%.

In particular, to promote women's active participation, we are addressing key challenges such as disparities between men and women in employment continuity and workplace engagement. To enable each individual to fully demonstrate their abilities, we are developing flexible working environments in terms of working hours and locations, while also promoting initiatives such as creating opportunities for interaction, providing training, and fostering and promoting female employees based on analyses of role and task assignments.

Through these initiatives, the appointment of women to decision-making positions has progressed. As of April 1, 2026, the Company has two female Executive Officers (representing 15.3% *), two female General Managers, and one female President of a Group company (who also serves as an Executive Officer).

* Ratio calculated based on 13 Executive Officers excluding those who concurrently serve as Directors.

Individual targets and results will be disclosed in the Integrated Report.
(Integrated Report: <https://www.dts.co.jp/ir/library/report/>)

In addition, for the growth of our company group, we recognize the urgent need to develop and acquire human resources directly linked to the promotion of business in the seven areas defined as Focus Businesses.

While keeping diversity in mind, we will secure personnel who contribute to the expansion and advancement of our business.

Regarding foreign and mid-career hires, there are no significant differences in the appointment of foreign nationals and mid-career hires to management positions based on nationality or hiring period. As of April 1, 2026, the ratio of mid-career hires in management positions is 31.7%, and there are two foreign managers.

Going forward, we will maintain the current level for mid-career hires, and for foreign employees, we will make appointments in consideration of their proportion within the company.

Principle 2.6: Roles of Corporate Pension Funds as Asset Owners

In recognition of the fact that management of corporate pension affects the stable asset formation of employees and the Company's financial position, the Company works hard to assign and properly train human resources with the necessary qualities to ensure the department in charge is able to appropriately monitor the pension management organization.

The Company also regularly discusses the status of pension management with the financial institutions entrusted to manage the corporate pension assets, monitors management results on a monthly basis, and makes decisions each year on whether to continue the pension management package or not.

Principle 3.1: Full Disclosure

- (i) The Company has formulated DTS Group WAY consisting of four elements, Philosophy, Vision, Credo, and Code of Conduct, and, in April 2022, renewed Vision toward 2030. For its details and the management strategy, etc., please refer to our Corporate Website.
(Management philosophy: <https://www.dts.co.jp/corp/dtsway/>)
(Management strategy: <https://www.dts.co.jp/ir/management/middle/>)
- (ii) The Company's basic approach to corporate governance is described in the Basic Views (I.1) section of this report.
- (iii) The policy and procedures for determining the compensation of the Company's Directors are as described in "Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof" under "Director Remuneration" in "II.1 Organizational Composition and Operation" of this Report.
Compensation, etc. of Directors is disclosed in the Annual Securities Report, which is also available on the Company's website. Please refer to the following URL.
(Annual Securities Report: https://www.dts.co.jp/en/ir/library/securities_report/)
- (iv) Regarding the nomination of candidates for Directors, the Company comprehensively examines and then selects candidates based on the knowledge gained through past experience, accurate decision-making and supervision, and expectations for their contribution to enhancing the Company's medium to long-term corporate value.
In determining Director compensation and nominating candidates for Directors, the Board of Directors consults with the Nomination and Compensation Committee (composed of four members, the Representative Director and President, three Outside Directors, and is chaired by an Outside Director), and when making decisions on compensation of Directors (except Directors who are Audit and Supervisory Committee Members) and the nomination of candidates for Directors, it pays maximum respect to the reports, which have been appropriately discussed mainly by Outside Directors.
- (v) An explanation of the selection and nomination of individual Directors is included in the separate sheet attached hereto entitled: Explanation of the Selection, Dismissal, and Nomination of Individual Candidates for Directors, and in the Shareholders' Meeting Reference Documents.
Please refer to the following Corporate Website for the Reference Documents for the General Meeting of Shareholders.
(Shareholders' Meeting Reference Documents: <https://www.dts.co.jp/ir/stock/meeting/>) (English translation document is posted on the Japanese website.)
Skills expected to be exercised, and the skill matrix are included in the separate sheet attached hereto entitled: Skill Matrix.

Supplementary Principle 3.1.3: Sustainability initiatives

As the social issues and needs that companies are expected to address become increasingly complex and diverse, our Group views this period of significant change as an opportunity for further growth and will promote sustainability management from a long-term perspective.

Our Group also recognizes sustainability as a key management priority. We have established and operate a Sustainability Committee under the leadership of the President and Representative Director, which engages in discussions, formulates strategies, and monitors progress related to sustainability management. In addition, the Board of Directors functions as the supervisory body for sustainability management and receives regular reports on its progress.

<Investment in human capital and intellectual property, etc.>

Under the DTS group's medium-term management plan (2025-2027), we are planning a total growth investment of 32.5 billion yen over three years in areas such as human capital, research and development, facilities, and M&A.

Regarding human capital, we will continue to invest in the development and retention of talent and employee benefits, including the training of highly skilled personnel, strengthening career and new graduate recruitment, base salary increases, and special bonuses.

As for investment in intellectual property, we are promoting the acquisition and utilization of intellectual property as a management resource, creating new solutions and services through research and development. In terms of facility investment, we are enhancing our business by developing sites such as development bases and security and operation monitoring centers.

Additionally, to complement and strengthen the elements necessary for realizing our growth strategy, we will invest in strategic alliances such as M&A, strategic capital and business partnerships, and collaborations with academia and local communities.

<Impacts of climate risks and revenue opportunities on our company's business activities and revenue, etc.>

The DTS Group recognizes that preserving the global environment is one of the most important tasks common to all humanity. As a company responsible for the future society, we have established an "Environmental Policy" and are undertaking various initiatives in our business activities, such as reducing resource and energy consumption, promoting recycling and waste reduction, and providing new social infrastructure utilizing IT technology.

We particularly regard addressing climate change issues as a critical management challenge. We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and are expanding our disclosure of information related to business risks and opportunities associated with climate change based on these recommendations.

In addition, to achieve the global target of limiting temperature rise to below 1.5°C, we have set targets of achieving net-zero Scope 1 and Scope 2 emissions and reducing Scope 3 emissions by 50% from FY2021 levels by 2030, and we aim to achieve net-zero emissions across Scope 1, Scope 2, and Scope 3 by 2050.

Please refer to our Corporate Website for details of each initiative.

(Annual Securities Report: https://www.dts.co.jp/en/ir/library/securities_report/)

(Medium-Term Management Plan: <https://www.dts.co.jp/ir/management/middle/>)

(Integrated Report: <https://www.dts.co.jp/en/ir/library/report/>)

(Climate Change Initiatives: <https://www.dts.co.jp/en/sustainability/eco/climatechangeinitiatives/>)

Supplementary Principle 4.1.1: Scope of Matters Delegated to Management

The Company has established the Board of Directors as a supervisory body delegated by shareholders for decision-making and business execution, and the Management Council as a framework for business execution. The roles of the Board of Directors and the Management Council are stipulated in the Rules for the Board of Directors, the Rules for the Management Council, and the Rules Regarding the Authority to Execute Duties, all of which have been determined or reported by the Board of Directors.

The Company reviewed the authority of the Board of Directors when it transitioned to a company with the Audit and Supervisory Committee in June 2022. In order to separate supervision from business execution and to allow for prompt decision-making, some of the functions of the Board of Directors were delegated to Directors (delegation of decisions on important business execution to Directors), and amendments were made to enhance discussion on medium- to long-term issues.

In addition to matters stipulated by laws and regulations and the Company's Articles of Incorporation, the Board of Directors determines the management policies of the Company and the Group, as well as other matters that affect corporate value over the medium to long term.

The Management Council, chaired by the Representative Director and President and composed of members nominated by the Representative Director and President, serves as an organization that deliberates on important matters related to business execution by the Company and the Group, and also organizes and examines matters for discussion by the Board of Directors in advance in order to facilitate active questioning of issues in Board of Directors' meetings.

Principle 4.9: Independence Standards and Qualification for Independent Outside Directors

The Company selects Independent Outside Directors in accordance with the Independence Tests stipulated by the Tokyo Stock Exchange.

When appointing Independent Outside Directors, we refer to the requirements stipulated under the Companies Act and appoint candidates as Independent Outside Directors who are expected to be able to successfully supervise the decision-making of the Board of Directors, contribute to the sustainable growth of the Company, and help improve our medium to long-term corporate value.

Supplementary principle 4.10.1: View, authority, role, etc., regarding the Nomination and Compensation Committees

For the Board of Directors of the Company, the Company has appointed six Outside Directors accounting for a majority of 10 Directors, and registered all of them as Independent Outside Directors with Tokyo Stock Exchange. The Company has also established the Nomination and Compensation Committee under the Board of Directors, which comprises primarily Independent Outside Directors.

The Nomination and Compensation Committee is composed of four members, the Representative Director and President, three Outside Directors, and is chaired by an Outside Director.

The Nomination and Compensation Committee is consulted by the Board of Directors before appropriately deliberating mainly by Outside Directors on Director compensation and the nomination of candidates for Director and reporting back to the Board.

The Board of Directors pays maximum heed to those reports when making final decisions on director compensation and the nomination of candidates for Director.

Supplementary Principle 4.11.1: Board of Directors' Approach to Balance, Diversity, and Scale

The Company currently appoints 10 Directors to ensure active deliberations and prompt decision-making. Six of these Directors are Outside Directors tasked with helping improve medium to long-term corporate value, and the Company believes that the size of the Board is appropriate for effectively carrying out its functions.

The Company appoints Directors, including Outside Directors, who are familiar with the industry to which the Company belongs, business content and corporate functions, and who possess a reasonable level of management-related knowledge, experience, and capabilities. Independent Outside Officers include those with management experience at other companies.

The Company believes that all our Directors currently have the right background to generate the expected response to major management issues and make prompt and decisive decisions. We also believe that the composition of the Board is suitably balanced in view of the Company's size and type of business.

In nominating candidates, we have organized skills expected to be exercised by Directors and the skill matrix in light of five key issues required based on the Company's Long-Term Outlook and the Medium-Term Management Plan, and refer to them.

As described in Principle 3.1.(iv) with regards to appointment policies, the Company appoints Directors based on a comprehensive examination of candidates' respective knowledge, ability to conduct accurate decision-making and supervision, and expected ability to help improve our corporate value over the medium to long term.

The expected roles of each Director are described in the attachment to this report entitled: Explanation of the Selection and Nomination of Individual Candidates for Director, and skills expected to be exercised and the skills matrix are included in the attachment to this report entitled: Skills Matrix.

Supplementary Principle 4.11.2: Concurrent Positions Held by Directors in Other Companies

Directors and Corporate Auditors devote the required time and effort to appropriately fulfilling their assigned roles and responsibilities, and the Company believes that the number of concurrent positions sits within a reasonable range. Details of Company Directors and Corporate Auditors concurrent senior positions in other listed companies are disclosed in the Business Report and the Reference Documents for the General Meeting of Shareholders. For details, please refer to the Corporate Website.

(Business Report and Reference Documents for the General Meeting of Shareholders: <https://www.dts.co.jp/ir/stock/meeting/>)
(English translation document is posted on the Japanese website.)

Supplementary Principle 4.11.3: Analysis and Evaluation of Board Effectiveness

The Company has been analyzing and evaluating the effectiveness of the Board of Directors since fiscal 2018 with the aim of improving the functions of the Board and enhancing corporate value.

The outline of that analysis is as follows:

- (1) Method of implementation
 - Implementation period
 - : November to December 2025
 - Evaluation method
 - : Self-evaluation by all directors, including those serving as members of the Audit and Supervisory Committee (10 directors, including 6 outside directors)
 - Key interview topics
 - : board of directors' operations, composition, roles, and functions of the board of directors, deliberations of the board, support for directors, audit committee's operations, nomination and compensation committee's operations, gathering opinions on discussion themes related to corporate governance.
- (2) Initiatives based on the results of the previous year's evaluation, etc.
 - In the previous fiscal year, we undertook the following initiatives to enhance the effectiveness of the Board of Directors:
 - Regularly monitor the progress of the medium-term management plan starting from fiscal 2025 at the Board of Directors meetings.
 - Increase opportunities to provide information on the status of initiatives in the field and strengthen support for outside directors.
- (3) Evaluation results
 - Regarding the evaluation results, the Company has confirmed that the sound effectiveness of the Board of Directors is ensured after receiving positive evaluations from all officers, including such comments as "The number of directors on the Board of Directors and the balance between internal and outside directors are appropriate, and diversity is also ensured," "We were able to engage in substantive discussions on the medium-term management plan," and "It was extremely valuable that outside directors had opportunities to directly hear from employees on the front lines about the Company's business conditions and other matters," etc.
- (4) Initiatives based on evaluation results, etc.
 - To further enhance the effectiveness of the Board of Directors, we will pursue the following initiatives:
 - Continue regular monitoring by the Board of Directors of the progress of the medium-term management plan.
 - Continue to provide opportunities to share information on initiatives and activities at operational sites and other relevant matters, thereby supporting outside directors in the performance of their duties.

Supplementary Principle 4.14.2: Training for Members of the Board of Directors

The Company regularly explains the legal obligations and responsibilities that Directors must observe.

Additionally, each director strives to acquire the necessary knowledge by participating in training and seminars from external training institutions or industry associations as needed, and they can claim the necessary expenses for the company based on the "Authority Regulations."

When outside directors are appointed, opportunities are provided in advance to explain the industry to which the company belongs, the company's financial and business conditions, and the internal control system to ensure their understanding of the company's and directors' responsibilities.

Principle 5.1: Policy for Constructive Dialogue with Shareholders

The Company's policy for establishing systems and initiatives to promote constructive dialogue with shareholders is as follows:

- (1) Dialogues with shareholders are supervised by the Director in charge of the Corporate Division.
- (2) Dialogues with shareholders are mainly managed by the Sustainability Promotion Department, and also appropriately dealt with by Directors (including Outside Directors and Audit and Supervisory Committee Members) and Executive Officers in accordance with shareholders' wishes, etc. within a reasonable range.
- (3) Information required for dialogues with shareholders is collected by the Sustainability Promotion Department from related divisions, and utilized for meaningful dialogues with shareholders within the scope in which disclosure is possible.
- (4) The Company strives to enhance a means of communication through measures such as attending briefings, etc. for individual investors in addition to holding quarterly financial results briefings for analysts and institutional investors, as a means of dialogue other than individual interviews.
- (5) The Company regularly reports opinions and requests, etc. of shareholders gained through communication with shareholders to the Board of Directors and utilizes them for its management decisions.
- (6) In order to appropriately manage insider information, the Company establishes the Rules Relating to the Management of Insider Trading and strives to thoroughly manage all internal information.
- (7) The Company observes a quiet period spanning a few weeks prior to the announcement of its financial results in order to prevent any leakage of financial information and maintain impartiality. The Company refrains from providing answers to comments or questions, etc. received in relation to financial results during this period.
- (8) The Company conducts a survey of substantial shareholders of the Company as necessary in order to conduct dialogues with the substantial shareholders.
- (9) In order to improve dialogues with foreign shareholders, the Company appropriately formulates and provides the English version of documents that the Company deems useful for foreign shareholders.

[Status of Dialogue with Shareholders]

Please refer to the Corporate Website.

(Corporate Governance : <https://www.dts.co.jp/en/ir/management/governance/>)

Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	6/23/2026

Explanation of Actions

In Vision2030, we have formulated a cash allocation plan that shows cash generation from business activities and the allocation of capital to growth investments and shareholder returns. In the Medium-Term Management Plan (2025–2027), we have also formulated plans based on the progress made to date.

In this medium-term management plan (2025-2027), we have set targets for consolidated net sales, operating profit, EBITDA, the sales ratio of focus businesses, productivity, ROE, growth investments, dividend payout ratio, total return ratio, the ratio of cash on hand to total assets, and Growth Strategy by Segment. We are managing the business with an awareness of capital profitability, alongside business revenue, growth investments, and shareholder returns.

Furthermore, we set hurdle rates based on the cost of shareholders' equity calculated using the CAPM (Capital Asset Pricing Model) and make decisions with an awareness of investment profitability.

Currently, our ROE is in the range of 11-19%, exceeding the cost of equity, and we aim to further expand the equity spread in the long term.

We also monitor stock price indicators such as PER and PBR, and regularly share and discuss these insights at board meetings.

We disclose our cash allocation, medium-term management targets, and growth strategies by segment in our Medium-Term Management Plan and Integrated Report, and our progress status and initiatives in our Financial Information and Integrated Report. Additionally, we promote dialogue through Results Presentations and meetings with investors and shareholders.

For more details, please refer to our Corporate Website.

2. Capital Structure

Foreign Shareholding Ratio	30% or more
----------------------------	-------------

Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	23,752,800	14.91
DTS Group Employee Shareholding Association	11,854,788	7.44
STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM02 505002 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	9,160,200	5.75
Custody Bank of Japan, Ltd. (Trust Account)	7,024,000	4.41
NTC Corporation	4,684,240	2.94
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	4,519,870	2.84
THE BANK OF NEW YORK MELLON 140044 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	4,142,288	2.60
Chitomu Kosaki	3,213,312	2.02
NTT DATA Japan Corporation	3,084,400	1.94
THE CHASE MANHATTAN BANK, N.A. LONDON SEC'S LENDING OMNIBUS ACCOUNT (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	2,869,920	1.80

Name of Controlling Shareholder, if applicable (excluding Parent Company)	-----
---	-------

Name of Parent Company, if applicable	None
---------------------------------------	------

Supplementary Explanation

The information on major shareholders is correct as of March 31, 2026.

1 According to its Large Shareholding Report (Change Report) issued for public inspection dated December 22, 2020, Mizuho Bank, Ltd. and its joint holders owned a stake in the Company as of December 15, 2020 as detailed below. However, the Company was not able to confirm the number of actual shares held by that investor as of March 31, 2026, and the Company has not included Mizuho Bank, Ltd. in the list of major shareholders detailed above.

For reference, the content of the Large Shareholding Report (Change Report) is as follows.

[Individual or Company name (number of shares held, percentage of total shares issued)]

Mizuho Bank, Ltd. (621 thousand shares, 1.23%)

Asset Management One Co., Ltd. (1,298 thousand shares, 2.57%)

(Total: 1,919 thousand shares, 3.80%)

2 According to its Large Shareholding Report (Change Report) issued for public inspection dated August 5, 2021, Acadian Asset Management LLC owned a stake in the Company as of July 30, 2021 as detailed below. However, the Company was not able to confirm the number of actual shares held by that investor as of March 31, 2026, and the Company has not included Acadian Asset Management LLC in the list of major shareholders detailed above.

For reference, the content of the Large Shareholding Report (Change Report) is as follows.

[Individual or Company name (number of shares held, percentage of total shares issued)]
Acadian Asset Management LLC (1,749 thousand shares, 3.47%)

3 According to its Large Shareholding Report issued for public inspection dated September 19, 2025, Sumitomo Mitsui Trust Bank, Limited and its joint holders owned a stake in the Company as of September 15, 2025 as detailed below. However, the Company was not able to confirm the number of actual shares held by that investor as of March 31, 2026, and the Company has not included Sumitomo Mitsui Trust Bank, Limited in the list of major shareholders detailed above.
For reference, the content of the Large Shareholding Report (Change Report) is as follows.

[Individual or Company name (number of shares held, percentage of total shares issued)]
Sumitomo Mitsui Trust Bank, Limited (531 thousand shares, 1.30%)
Sumitomo Mitsui Trust Asset Management Co., Ltd. (861 thousand shares, 2.1%)
Amova Asset Management Co., Ltd. (491 thousand shares, 1.20%)
(Total 1,884 thousand shares, 4.60%)

4 According to its Large Shareholding Report (Change Report) issued for public inspection dated January 20, 2026, Asset Value Investors Limited owned a stake in the Company as of January 13, 2026 as detailed below. However, the Company was not able to confirm the number of actual shares held by that investor as of March 31, 2026, and the Company has not included Asset Value Investors Limited in the list of major shareholders detailed above.
For reference, the content of the Large Shareholding Report (Change Report) is as follows.

[Individual or Company name (number of shares held, percentage of total shares issued)]
Asset Value Investors Limited (10,292 thousand shares, 6.28%)

5 The Company conducted a stock split effective October 1, 2025, at a ratio of four shares of common stock for each one share held. The number of shares held as stated in the Large Shareholding Reports (Change Reports) referred to in Items 1 through 3 above represents the figures before such stock split, while the number of shares held as stated in the Large Shareholding Report (Change Report) referred to in Item 4 above represents the figures after such stock split.

3. Corporate Attributes

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

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

5. Other Special Circumstances which May have Material Impact on Corporate Governance

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

1. Organizational Composition and Operation

Corporate Governance System	Company with Supervisory Committee
-----------------------------	------------------------------------

Directors

Number of Directors Stipulated in Articles of Incorporation	22 persons
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	10 persons
Election of Outside Directors	Elected
Number of Outside Directors	6 persons
Number of Independent Directors	6 persons

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Shinichi Yamada	From another company					△			△			
Yumiko Masuda	From another company											
Shigeo Kizaki	From another company				△							
Taeko Ishii	Lawyer											
Nobuyasu Iimuro	CPA											
Hiroshi Ohno	From another company											

*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.)

- Person who executes business of the Company or a subsidiary
- Person who executes business or a non-executive director of a parent company
- Person who executes business of a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for such person/entity
- Major client of the Company or a person who executes business for such client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit and Supervisory Board Member compensation from the Company
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to self only)
- Person who executes business for another company holding cross-directorships/cross-auditorships with the Company (applies to self only)
- Person who executes business for an entity receiving contributions from the Company (applies to self only)
- Other

Outside Directors' Relationship with the Company (2)

Name	Membership of Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Shinichi Yamada		○	Mr. Shinichi Yamada previously served as an executive officer of NTT DATA Corporation, which is one of our business partners. However, as it has already been 15 years since he resigned from said company, and he has not been involved in the execution of business of the company after his resignation, the Company has determined that his former position does not have any influence on his independence. NTT DATA Corporation and the Group had business transactions totaling less than 10.9 billion yen per year and less than 8% of net sales (the amount of business transactions including not only sales but also purchasing, etc. as a percentage of gross net sales; hereinafter the same applies.) (consolidated results for the fiscal year ended March 31, 2026). Furthermore, Mr. Shinichi Yamada previously served as an executive officer of NTT TechnoCross Corporation (NTT Software Corporation and NTT-IT Corporation were merged into NTT TechnoCross Corporation), which is one of our business partners. However, as it has already been 9 years since he resigned from said company, and he has not been involved in the execution of business of the company after his resignation, the Company has determined that his former position does not have any influence on his independence. NTT TechnoCross Corporation and the Group had business transactions totaling less than 100 million yen per year and less than 0.1% of net sales (consolidated results for the fiscal year ended March 31, 2026).	Mr. Shinichi Yamada has abundant experience and a high level of insight regarding the industry trends and corporate management in the IT industry. The Company expects that he will utilize this experience and insight in its management decisions and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed him as an Outside Director. In addition, Mr. Shinichi Yamada satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Mr. Yamada, it is judged that there is no risk of a conflict of interests with general shareholders. Therefore, the Company has determined that his independence has been secured.
Yumiko Masuda		○	-----	Ms. Yumiko Masuda has management experience at multiple major foreign IT companies, and has expertise in consumer- and customer-oriented management and customer relations, and abundant experience and a high level of insight regarding diversity & inclusion. The Company expects that she will utilize this experience and insight in its management decisions and that she will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed her as an Outside Director. In addition, Ms. Yumiko Masuda satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Ms. Masuda, it is judged that there is no risk of a conflict of interests with general shareholders. Therefore, the Company has determined that her independence has been secured.

Name	Membership of Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Shigeo Kizaki		○	Mr. Shigeo Kizaki serves as Representative Director of Kizaki Enterprise, Ltd., which was one of our business partners. From May to September 2023, the Company entered into a management support advisory agreement with Kizaki Enterprise, Ltd. and received management advisory services. The total compensation paid was 4.40 million yen (results for the fiscal year ended March 31, 2024). Since there have been no business transactions between the company and the Group since October 2023, we have determined that there is no influence on his independence.	Mr. Shigeo Kizaki has abundant experience and a high level of insight in consulting business and corporate management. The Company expects that he will utilize this experience and insight in its management decisions and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed him as an Outside Director. In addition, Mr. Shigeo Kizaki satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Mr. Kizaki, it is judged that there is no risk of a conflict of interests with general shareholders. Therefore, the Company has determined that his independence has been secured.
Taeko Ishii	○	○	-----	Ms. Taeko Ishii is a licensed attorney and has abundant experience and expertise regarding legal and labor affairs. The Company expects that she will utilize this experience and expertise in the audit structure of the Company, and that she will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appoints her as an Outside Director who is an Audit and Supervisory Committee Member. In addition, Ms. Taeko Ishii satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Ms. Ishii, it is judged that there is no risk of a conflict of interest with general shareholders. Therefore, the Company has determined that her independence has been secured.

Name	Membership of Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Nobuyasu Imuro	○	○	-----	Mr. Nobuyasu Imuro is certified as a certified public accountant and has abundant experience and expertise regarding finance and accounting. The Company expects that he will utilize this experience and expertise in the audit structure of the Company, and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed him as an Outside Director who is an Audit and Supervisory Committee Member. In addition, Mr. Nobuyasu Imuro satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Mr. Imuro, it is judged that there is no risk of a conflict of interests with general shareholders. Therefore, the Company has determined that his independence has been secured.
Hiroshi Ohno	○	○	-----	Mr. Hiroshi Ohno has abundant experience and a high level of insight as a manager in the trust banking and construction industry. The Company expects that he will utilize this experience and insight in the audit structure of the Company, and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appoints him as an Outside Director who is an Audit and Supervisory Committee Member. In addition, Mr. Hiroshi Ohno satisfies the requirements for independence as set forth by the Tokyo Stock Exchange. In comprehensive consideration of personal, capital and business relationships between the Company and Mr. Ohno, it is judged that there is no risk of a conflict of interests with general shareholders. Therefore, the Company has determined that his independence has been secured.

Supervisory Committee

Composition of Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Supervisory Committee	4	1	1	3	Outside Director

Appointment of Directors and/or Staff to Support the Supervisory Committee

Appointed

Matters Concerning Independence of Said Directors and/or Employees from Executive Officers

Dedicated staff to assist with the duties of the Audit and Supervisory Committee have been deployed within the General Administration Department in order to help the Audit and Supervisory Committee smoothly execute its duties. Such dedicated staff to assist with the duties of the Audit and Supervisory Committee shall follow instructions and directions from the Audit and Supervisory Committee, not accepting those from Directors who are not Audit and Supervisory Committee Members. In addition, personnel changes and evaluation, etc. of such dedicated staff are carried out, respecting opinions of Audit and Supervisory Committee Members. In this way, the Company has ensured their independence from Executive Officers and the effectiveness of instructions to such dedicated staff from the Audit and Supervisory Committee.

Status of Coordination between Supervisory Committee, Accounting Auditor, and Internal Audit Department

The Audit and Supervisory Committee receives audit plans and reports on interim and year-end audit results from the Accounting Auditor and hear about and confirm the quality management system related to audits by the Accounting Auditor as needed. In addition, opinions are appropriately exchanged with the Accounting Auditor in order to enhance the coordination. The Company has established the Internal Audit Office as an internal audit department which performs internal audits from a standpoint independent from executive divisions. The Audit and Supervisory Committee receives reports on internal audit results from the Internal Audit Office on a regular basis and strives to conduct audits efficiently and improve quality of audits by coordinating the audit plan and sharing other information. We have also introduced a system whereby the Internal Audit Office can make investigations under the instructions of the Audit and Supervisory Committee if especially necessary.

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 Chair (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 Compensation Committee	4	0	1	3	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Committee	4	0	1	3	0	0	Outside Director

Supplementary Explanation

The Board of Directors consults with and receives reports from the Nomination and Compensation Committee on director compensation and the nomination of candidates for director, with outside directors playing central roles at said committee in robustly deliberating these matters.
The Board of Directors pays maximum heed to those reports when making final decisions on director compensation and the nomination of candidates for Director.

Matters Concerning Independent Directors

Number of Independent Directors	6 persons
---------------------------------	-----------

Other Matters Concerning Independent Directors

The Company notifies the Tokyo Stock Exchange when any Outside Director and Outside Corporate Auditor who meets the Exchange's requirements for independent officer has been appointed as an Independent Officer.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-linked Remuneration Scheme / Other
--	--

Supplementary Explanation for Applicable Items

For details on performance-linked compensation, etc., please refer to "Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof" under "Director Remuneration"

Persons Eligible for Stock Options

Supplementary Explanation for Applicable Items

Director Remuneration

Status of Disclosure of Individual Directors' Remuneration	No Disclosure for any Directors
--	---------------------------------

Supplementary Explanation for Applicable Items

Director compensation, etc. is described in our Annual Securities Report and can also be viewed on the Corporate Website. Please refer to the following website: (Annual Securities reports: https://www.dts.co.jp/en/ir/library/securities_report/)

Policy on Determining Remuneration Amounts and the Calculation Methods Thereof	Established
--	-------------

Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

(1) Matters concerning to policy for determining individual compensation, etc. for Directors who are not Audit and Supervisory Committee Members

At the Board of Directors meeting held on March 26, 2026, the Company resolved on the policy to determine the details of compensation, etc. for individual Directors who are not Audit and Supervisory Committee Members (hereinafter referred to as the "Decision Policy"), based on the results of deliberation by the Nomination and Compensation Committee.

Compensation, etc. for Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors) consists of fixed compensation, performance-linked compensation determined upon comprehensive consideration of the Company's and individual performance, and non-monetary compensation. Compensation for Outside Directors (excluding Directors who are Audit and Supervisory Committee Members) consists of fixed compensation only.

The amount of compensation or the method of calculation thereof is as follows.

- Fixed compensation shall be determined based on the responsibilities associated with each position.
- Performance-linked compensation shall be paid as a bonus, and shall be determined by multiplying the standard amount predetermined in accordance with position by a coefficient. In calculating the coefficient, the performance evaluation allocation ratio shall be determined for the Company's performance and individual performance, including the performance of the organization under the Director's responsibility. For Director and President, only the Company's performance shall be reflected. For Directors who are Senior Managing Executive Officers or Managing Executive Officers, the Company's performance shall account for 70% and individual performance shall account for 30%. Financial indicators are set as indicators of the Company's performance from the perspectives of profitability and growth. However, in the event that business performance deteriorates significantly, this compensation may not be paid.

- c. Non-monetary compensation shall be paid as stock-based compensation, in the form of restricted shares, and shall be determined by multiplying the standard amount predetermined in accordance with position by a coefficient. The coefficient shall be calculated according to the degree of achievement of indicators that reflect the share price during the period of the medium-term management plan and the degree of achievement of the targets of the medium-term management plan, in order to encourage officers' commitment to management and business execution with a view to achieving the medium-term management plan.

When determining the payment ratios of fixed compensation, performance-linked compensation and non-monetary compensation, the ratio of basic compensation (fixed compensation) shall decrease the higher the position, and the ratios of bonus (performance-linked compensation) and stock-based compensation (non-monetary compensation) shall increase the higher the position. In the case of standard performance, the composition of compensation for Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors) is generally as follows: for Director and President, fixed compensation 50%, bonuses 35%, and stock-based compensation 15%; and for Directors who are Senior Managing Executive Officers or Managing Executive Officers, fixed compensation 55%, bonuses 31.5%, and stock-based compensation 13.5%.

The timing for payment of compensation, etc. for Directors who are not Audit and Supervisory Committee Members shall be monthly for basic compensation and once a year for bonuses and stock-based compensation (for Directors who are not Outside Directors).

The Board of Directors refers the Decision Policy to the Nomination and Compensation Committee (the majority of whose members are Outside Directors) for deliberation, and determines it after receiving the report of the Nomination and Compensation Committee.

When determining the amounts of compensation for individual Directors who are not Audit and Supervisory Committee Members, the Nomination and Compensation Committee (the majority of whose members are Outside Directors) considers the matter from a variety of perspectives, including compatibility with the Decision Policy. The Representative Director and President, delegated authority by the Board of Directors, calculates these amounts in accordance with the results of deliberation reported by the Nomination and Compensation Committee (the majority of whose members are Outside Directors), and the Company therefore considers that they conform to the Decision Policy.

Fixed compensation (base compensation) for individual Directors who are Audit and Supervisory Committee Members is determined through discussion between Directors who are Audit and Supervisory Committee Members, and performance-linked compensation (bonuses) and non-monetary compensation (stock-based compensation) are not paid to them.

(2) Matters concerning resolutions by General Meetings of Shareholders on compensation for Directors

The date of the resolution of the shareholders' meeting concerning compensation, etc. for Directors who are not Audit and Supervisory Committee Members of the Company was June 23, 2022. The resolution established a maximum amount of compensation, including bonuses, for Directors who are not Audit and Supervisory Committee Members of 300 million yen per annum (including a maximum amount of 40 million yen per annum for Outside Directors). Nine Directors who are not Audit and Supervisory Committee Members (including four Outside Directors) are subject to this rule. The amount of compensation, etc. for Directors who are not Audit and Supervisory Committee Members does not include compensation received in the capacity of an employee, for Directors who serve concurrently as employees.

The date of the resolution of the shareholders' meeting concerning the payment of compensation for the allotment of restricted shares was June 23, 2022. The shareholders' meeting resolved to pay monetary compensation receivables for the allotment of restricted shares to Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors) in an amount not exceeding 45 million yen per annum, separate from the compensation limit for Directors who are not Audit and Supervisory Committee Members of 300 million yen per annum. Under this resolution, the maximum total number of common shares to be issued or disposed of is 104 thousand shares per annum (after the stock split). Five Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors) are subject to this rule. Restricted shares are also allotted to Executive Officers of the Company.

The date of the resolution of the shareholders' meeting concerning compensation for Directors who are Audit and Supervisory Committee Members of the Company was June 23, 2022. The resolution established a maximum amount of compensation for Directors who are Audit and Supervisory Committee Members of 60 million yen per annum. Four Directors who are Audit and Supervisory Committee Members are subject to this rule.

(3) Matters concerning the delegation of decisions on compensation, etc. for individual Directors who are not Audit and Supervisory Committee Members

When determining the amounts of compensation for Directors who are not Audit and Supervisory Committee Members, the Company, at the meeting of the Board of Directors held after the Annual Shareholders' Meeting, delegates the determination of the amounts of compensation, bonuses, and stock-based compensation for individual Directors for the relevant fiscal year to the Representative Director and President Tomoaki Kitamura, within the annual compensation limits approved at the shareholders' meeting.

The reason for delegating this authority to the Representative Director and President is because he has the most thorough understanding of aspects such as the Company's business environment and condition, and is able to determine the amounts of compensation for individual Directors from a comprehensive perspective. Furthermore, the Company considers that this delegation of authority contributes to the flexible and agile determination of compensation amounts.

Measures are in place to ensure that the individual amounts of compensation are not determined arbitrarily, and this authority is appropriately exercised, with the Representative Director and President determining these amounts in accordance with the results of deliberation reported by the Nomination and Compensation Committee (the majority of whose members are Outside Directors).

(4) Matters concerning performance-linked compensation

The indicators for performance-linked compensation are the publicly announced performance forecasts (profit attributable to owners of parent, EBITDA, and consolidated net sales), which are adopted as indicators related to short-term business growth and enhancement of corporate value by ensuring a sound earnings structure through the united efforts of the Group. The Company has established internal rules on how to determine the amount of performance-linked compensation.

Performance indicators for calculation of the amount of bonus (assessed each year and reflected in bonuses)

Financial/non-financial	Performance indicators	Weight	Targets
Financial indicators	Profit attributable to owners of parent	25%	11.7 billion yen
	EBITDA	25%	18.3 billion yen
	Consolidated net sales	50%	142.0 billion yen

(5) Content of non-monetary compensation

In order to provide an incentive to Directors who are not Audit and Supervisory Committee Members of the Company (excluding Outside Directors) to sustainably enhance the Company's corporate value and further promote the sharing of value with shareholders, the Company has introduced a restricted stock compensation plan as non-monetary compensation. An overview of the plan is shown below.

[Recipients]

Directors who are not Audit and Supervisory Committee Members (excluding Outside Directors)

[Transfer restriction period]

30 years from the payment date (transfer restrictions removed upon retirement)

[Total amount of monetary compensation receivables]

Within 45 million yen per annum

[Maximum number of shares of common stock to be issued or disposed of]

Within 104,000 shares per annum

*The Company conducted a 4-for-1 stock split of common shares effective October 1, 2025, and the number of shares listed above is the number of shares after the stock split.

The standard amount used to calculate non-monetary compensation is predetermined based on position, but is revised annually based on factors such as corporate value (share price) and the degree of achievement of medium-term plans.

A similar restricted stock compensation plan has been introduced for Executive Officers of the Company.

Performance indicators associated with medium- and long-term enhancement of corporate value

(assessed after the final year of the medium-term management plan and reflected in stock-based compensation)

Financial/non-financial	Performance indicators	Weight	Targets
Financial indicators	EBITDA margin	20%	12.5%
	Consolidated net sales	20%	160.0 billion yen or higher
	ROE	20%	18% or higher
	Productivity (operating profit per employee)	20%	3.2 million yen or higher
	Ratio of female managers	10%	8.5% or higher
Non-financial indicators	Ratio of female Directors	10%	20% or higher
	Total	100%	

(converted to 80%)

(assessed every year and reflected in stock-based compensation)

[Performance indicator]

The Company's TSR (compared with TOPIX growth rate)

[Calculation formula]

Relative TSR: A value calculated by dividing the Company's total shareholder return (TSR) for the evaluation period by the growth rate of the Tokyo Stock Price Index (TOPIX growth rate including dividends) for the same period.

[Weight]

20%

(Note) The Company's TSR and the TOPIX growth rate including dividends used for performance evaluation are the TSR and growth rate for the one-year period starting from the end of the previous fiscal year.

Support System for Outside Directors

The General Manager of General Administration Department supports and conveys information to Outside Directors who are not Audit and Supervisory Committee Members, while the Standing Audit and Supervisory Committee Members and the General Manager of General Administration Department do the same thing for Outside Directors who are Audit and Supervisory Committee Members.

Statutes of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.) after Retiring as Representative Director and President, etc.

Name	Job title/ position	Responsibilities	Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.)	Date when former role as president/ CEO ended	Term
_____	_____	_____	_____	_____	_____

Number of Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.)
After Retiring as Representative Director and President, etc. None

Other Related Matters

Although it is possible that the Company could establish a system for advisors, etc., the Company currently has no retired representative director and president who falls under the category.

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

The Company has adopted the system of a company with Audit and Supervisory Committee in order to facilitate quick decision-making, strengthen discussion at Board of Directors meetings, as well as to enhance supervisory functions of the Board of Directors and further improve corporate governance by including Audit and Supervisory Committee Members responsible for audits, etc. of business execution by Directors in the Board of Directors.

[Board of Directors]

The Company currently appoints 10 directors. Of these, six are outside directors, accounting for the majority. Moreover, two of directors are women.

The names of directors are as presented in the attached chart "Explanation for the Individual Selection and Nomination of Directors". The Board of Directors is chaired by "Representative Director and President".

Drawing on the knowledge and experience they have acquired in their respective fields, the outside directors play key roles, particularly in relation to strengthening management functions and the Board's supervisory function over business execution.

And the Outside directors who are the members of the Nomination and Compensation Committee are appropriately involved in determining compensation for officers, etc., and in nominating candidates for directors by, for example, providing reports to the Board of Directors.

The Company appoints directors, including outside directors, who are familiar with the industry to which the Company belongs as well as its business content and corporate functions and who possess a reasonable level of management related knowledge, experience, and capabilities.

The Company believes that all our directors currently have the backgrounds required to generate sound responses to major management issues and make prompt and decisive decisions.

We also believe that the composition of the Board is suitably balanced in view of the Company's size and type of business.

Our policy for the nomination of director candidates is to comprehensively examine and then select candidates based on their knowledge, their competencies in terms of accurate decision-making and supervision, and our expectations for their contribution to enhancing the Company's medium to long-term corporate value.

In accordance with in-house rules, the Board of Directors makes decisions on basic policies regarding its business operations, important matters related to business management and execution, and matters delegated to it upon a resolution of the General Meeting of Shareholders along with other matters specified by laws, regulations and the Company's Articles of Incorporation. The Board of Directors also receives reports on matters specified by laws and regulations and the execution status of important business operations, etc.

[Audit and Supervisory Committee]

The Audit and Supervisory Committee has four members, including one female member, three of whom are outside directors. The names of directors who are the members of the Audit and Supervisory Committee, are as presented in the attached chart "Explanation for the Individual Selection and Nomination of Directors". The Audit and Supervisory Committee is chaired by an outside director.

Outside directors each play an important role in establishing an objective and fair audit system. The Company seeks to strengthen management accountability and improve management transparency by appointing outside directors.

The Company believes that it has an appropriate system in place for securing the trust of shareholders, investors, and other stakeholders.

In accordance with its audit policies and plans, the Audit and Supervisory Committee is engaged in the periodic exchange of opinions with representative directors, while its members attend important meetings, including those held by the Board of Directors and other various committees, even as they act in collaboration with accounting auditors and the Internal Audit Office and inspect the status of business operations and financial assets. Through these and other endeavors, the Audit and Supervisory Committee audits duties executed by directors.

[Nomination and Compensation Committee]

The Nomination and Compensation Committee has four members consisting of the Representative Director and President, and three outside directors. The Nomination and Compensation Committee is chaired by an outside director.

The Board of Directors consults with and receives reports from the Nomination and Compensation Committee on the determination of compensation for directors (excluding directors serving as members of the Audit and Supervisory Committee) and the nomination of director candidates, with outside directors playing central roles at meetings of said committee in robustly deliberating these matters.

The Board of Directors pays maximum heed to those reports when making final decisions on compensation for directors (excluding directors serving as members of the Audit and Supervisory Committee) and the nomination of director candidates.

[Executive Officer System and Management Council]

The Company has appointed 15 executive officers (two of whom serve concurrently as directors). This system enables us to separate the Board of Directors' decision-making and business execution supervisory functions from the Company's business execution functions and to establish a management system that facilitates prompt and appropriate business execution.

In addition, the Company has established the Management Council to serve as an organization for the Representative Director and President to discuss policies and plans for business execution and other important matters.

[Risk Management Committee]

The Company has also established a Risk Management Committee, which is chaired by the Representative Director and President and consists mainly of directors and executive officers, in order to appropriately manage various risks.

The Committee regularly assesses risks and strives to identify and grasp problems, formulates and promotes risk response planning, and monitors the organization for risks.

[Sustainability Committee]

The Sustainability Committee is chaired by the Representative Director and President under the supervision of the Board of Directors, and its members mainly comprise directors and executive officers.

The committee deliberates sustainability related basic policies and targets, the formulation of action plans, the evaluation and management of progress toward targets, and individual measures, and regularly reports and offers advice to the Board of Directors.

<Auditing>

(1) Status of the Audit and Supervisory Committee audits

The Audit and Supervisory Committee of the Company is composed of four members including three Outside Audit and Supervisory Committee Members. Each of three Outside Audit and Supervisory Committee Members is an expert of finance and accounting, legal affairs, and corporate management and has experience thereof, and has a considerable degree of knowledge about respective fields. Audit and Supervisory Committee Members attend Board of Directors meetings and other important management meetings. They also grasp the status of internal audit and compliance and confirm the status of business execution in light of the audit policy of the Audit and Supervisory Committee and the division of work, etc. in an audit implementation plan. With regard to the status of individual business execution, Audit and Supervisory Committee Members ask Directors in charge and division managers to make a report as necessary, and investigate and confirm its contents, etc. Through these activities, they appropriately audit business execution of Directors.

Audit and Supervisory Committee Members exchanged opinions and information with the Accounting Auditor as necessary, receiving reports and explanations on the status of its business execution and contents of audit, etc.

The main agenda of the Audit and Supervisory Committee includes preparing audit reports, appointing and dismissing standing Audit and Supervisory Committee Members and deciding on audit policies, ways to investigate into the status of operations and financial position, and other matters related to the execution of duties by Audit and Supervisory Committee Members. In addition, the Audit and Supervisory Committee examines matters subject to a resolution of the Audit and Supervisory Committee, such as selection and dismissal or refusal of reappointment of the Accounting Auditor and consent to compensation for the Accounting Auditor. In addition, throughout the year, including each quarter, the Audit and Supervisory Committee receives detailed explanations from the Corporate Planning and Accounting Departments and the Accounting Auditor regarding the consolidated financial results of our Group companies and the status of the accounting audits.

Standing Audit and Supervisory Committee Members attend meetings of the Board of Directors, Management Committee, Risk Management Committee, Sustainability Committee, and other important meetings, inspect important approval documents and minutes of various meetings, and confirm the status of business execution at the Company and its group companies and conduct on-site investigations. In addition, Standing Audit and Supervisory Committee Members regularly exchange opinions and hold discussions on general management issues with representative directors and directors to understand the status of Directors' execution of duties and to express our opinions. With regard to specific management issues and themes, Standing Audit and Supervisory Committee Members receive explanations from Directors and employees, etc. as to the status of their execution of duties when necessary, and express opinions. With regard to group companies, Standing Audit and Supervisory Committee Members inspect documents, request explanation from Directors, etc. of group companies, as necessary, and regularly exchange information with Corporate Auditors of group companies. With regard to internal audits, Standing Audit and Supervisory Committee Members closely coordinate with the Internal Audit Office, and strive to share the same perception with the Internal Audit Office through measures such as exchanging information and opinions on the internal audit policy, plan, results, etc. and attending interviews with managers in charge of audited divisions. Furthermore, regarding the status of establishment and operations of internal control systems and matters relating to compliance and risk management as well, Standing Audit and Supervisory Committee Members receive reports and explanations from Directors, employees, etc. and express their opinions, as necessary.

(2) Status of Internal Audits

With regard to internal audits, the Internal Audit Office, which reports directly to the Representative Director and President, conducts regular audits of the Company and its group companies based on an annual audit plan to evaluate the appropriateness and effectiveness of internal controls, and also conducts temporary audits when necessary.

The Internal Audit Office reports audit results to the Representative Director and President, and also reports the audit plan for the current fiscal year once a year to the Board of Directors. The Internal Audit Office also exchanges information with the Audit and Supervisory Committee and the Accounting Auditor, when necessary, in order to promote the smooth execution of the Audit and Supervisory Committee audits and Accounting Auditor audits and improve their effectiveness and efficiency. The composition of internal audits is as follows:

- Composition of internal audits: 8 members from the Internal Audit Office

(3) Status of Accounting Audit

A. Name of audit corporation

Ernst & Young ShinNihon LLC.

B. Audit period

From the fiscal year ending March 31, 2021

C. CPA who performed the audit

Masaki Mitsuji

Saori Nakata

D. Composition of assistants for auditing services

5 CPA, 16 persons with accountancy qualifications, and 18 others

E. Selection Policy and Reasons for Selection of Accounting Auditor

The Audit and Supervisory Committee decides on the reappointment or non-reappointment of the Accounting Auditor after considering the Accounting Auditor's qualifications, audit system, audit level, and other factors.

With regard to the dismissal or non-reappointment of the Accounting Auditor, if the Audit and Supervisory Committee finds that the Accounting Auditor falls under any of the items of Article 340, Paragraph 1 of the Companies Act, the Audit and Supervisory Committee, with the consent of all Audit and Supervisory Committee Members, will dismiss the Accounting Auditor.

In this case, the Audit and Supervisory Committee Member selected by the Audit and Supervisory Committee will report the dismissal of the Accounting Auditor and the reason for the dismissal at the first General Meeting of Shareholders convened after the dismissal.

In addition to the above cases, if the Audit and Supervisory Committee determines that such dismissal or non-reappointment of the Accounting Auditor is necessary, taking into consideration the independence of the Accounting Auditor, the status of execution of duties, etc., the Audit and Supervisory Committee shall, by its resolution, determine the content of the proposal for dismissal or non-reappointment of the Accounting Auditor, and the Board of Directors shall submit such proposal to the General Shareholders Meeting in accordance with such determination.

F. Evaluation of audit firms by the Audit and Supervisory Committee

The Audit and Supervisory Committee of the Company, in evaluating the independent auditor, reviewed the report on the quality of audits, the audit and interim review plans, and the report prepared in accordance with Article 131 of the Regulations on Corporate Accounting. In addition, the Committee conducted a comprehensive review based on reports received from the independent auditor and through exchanges of opinions.

As a result, the Committee has determined that the independent auditor's independence, audit framework, conduct of the audit, and coordination with the Audit and Supervisory Committee are all appropriate, and has concluded that the independent auditor is properly performing its duties.

<Outline of Limited Liability Agreement>

Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company enters into agreements with Directors (excluding Directors who are also Executive Officers) and Corporate Auditors to limit their liability stipulated in Article 423, Paragraph 1 of the Companies Act. Under the agreement, their liability is limited to one (1) million yen or the amount stipulated in Article 425, Paragraph 1 of the Companies Act, whichever is greater.

3. Reasons for Adoption of Current Corporate Governance System

It has adopted the system of a company with Audit and Supervisory Committee in order to facilitate quick decision-making, strengthen discussion at Board of Directors meetings, as well as to enhance supervisory functions of the Board of Directors and further improve corporate governance by including Audit and Supervisory Committee Members responsible for audits, etc. of business execution by Directors in the Board of Directors.

The Company currently appoints 10 directors. Of these, six are outside directors, accounting for the majority. Moreover, two of directors are women.

Drawing on the knowledge and experience they have acquired in their respective fields, the outside directors play key roles, particularly in relation to strengthening management functions and the Board's supervisory function over business execution.

And the Outside directors who are the members of the Nomination and Compensation Committee are appropriately involved in determining compensation for officers, etc., and in nominating candidates for directors by, for example, providing reports to the Board of Directors.

The Audit and Supervisory Committee has four members, including one female member, three of whom are outside directors.

Outside directors each play an important role in establishing an objective and fair audit system. The Company seeks to strengthen management accountability and improve management transparency by appointing outside directors.

The Company believes that it has an appropriate system in place for securing the trust of shareholders, investors, and other stakeholders.

In accordance with its audit policies and plans, the Audit and Supervisory Committee is engaged in the periodic exchange of opinions with representative directors, while its members attend important meetings, including those held by the Board of Directors and other various committees, even as they act in collaboration with accounting auditors and the Internal Audit Office and inspect the status of business operations and financial assets.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Notification of General Meeting of Shareholder	In principle, the Company dispatches the notification three business days before the statutory date.
Scheduling of the General Shareholders Meeting During Non-Peak Days	The Company avoids peak days to enable many shareholders to attend.
Electronic Exercise of Voting Rights	The Company adopted a voting system that enables shareholders to exercise their votes by electromagnetic means from the 2003 General Meeting of Shareholders.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	It is possible to exercise voting rights using a voting platform designed for institutional investors and operated by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Shareholders Meeting in English	The Company publishes the Convocation Notice in English on the Corporate Website. (Shareholders' Meeting Reference Documents: https://www.dts.co.jp/ir/stock/meeting/) (English translation document is posted on the Japanese website.)
Other	The Company publishes the Convocation Notice on the Corporate Website. (Shareholders' Meeting Reference Documents: https://www.dts.co.jp/ir/stock/meeting/) (English translation document is posted on the Japanese website.)

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	IR Policy URL: https://www.dts.co.jp/ir/library/policy/	
Regular Investor Briefings held for Analysts and Institutional Investors	Financial results briefings for analysts and institutional investors are held every quarter, and the representative explains full year results and the first-half results.	Held
Online Disclosure of IR Information	IR Information: https://www.dts.co.jp/en/ir/	
Establishment of Department and/or Placement of a Manager in Charge of IR	IR Department: Sustainability Promotion Department Dedicated IR Personnel: Yes Contact: +81-3-3948-5488 (Main)	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The matter is set out in the Company's Code of Conduct: (Code of Conduct: https://www.dts.co.jp/sustainability/governance/compliance/)
Implementation of Environmental Preservation Activities and CSR Activities, etc.	The DTS Group has set forth "strengthening ESG initiatives" as one of its key challenges under the Vision2030, and will work toward realizing a sustainable society and achieving sustainable growth as a company through the promotion of efforts for the environment and the initiatives for enhancing employee engagement and diversity and strengthening governance and disclosures. For details, please refer to our Corporate Website. (Medium-Term Management Plan: https://www.dts.co.jp/ir/management/middle/) (Integrated Report: https://www.dts.co.jp/en/ir/library/report/) (Annual Securities Report: https://www.dts.co.jp/en/ir/library/securities_report/)
Formulation of Policies, etc. on Provision of Information to Stakeholders	The matter is set out in the Company's Code of Conduct: (Code of Conduct: https://www.dts.co.jp/sustainability/governance/compliance/)

IV. Matters Concerning the Internal Control System

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

The Company has formulated the following basic policy regarding the “development of systems necessary to ensure that the execution of the duties by the Directors complies with the laws and regulations and the articles of incorporation, and other systems necessary to ensure the properness of operations of a company and of operations of a group of entities consisting of the relevant company and its de facto subsidiary companies” and “matters necessary for the execution of duties of the Audit and Supervisory Committee” in accordance with Article 399-13, Paragraph 1, Item 1, (b) and (c) of the Companies Act and Article 110-4, Paragraph 1 and 2 of the Ordinance of Enforcement of the same Act:

Basic Views on Building the Company’s Internal Control System

When establishing internal control systems, the Company shall seek to formulate and appropriately operate frameworks relating to the building of an internal control system based on the concept explained below, and strive to continuously improve those frameworks in response to changes in the environment to ensure that its internal control systems comply with laws and regulations and the Company’s Articles of Incorporation, and ensure the appropriateness of business operations and the reliability of financial reporting.

- (1) The Board of Directors shall decide on policies and plans for the development of internal control systems and receive regular progress reports.
- (2) The Company shall seek to maintain and further improve the supervisory function of Directors in the execution of their duties by continuously appointing Outside Directors.
- (3) The Representative Director and President shall establish, operate, and improve the internal control system as the chief executive officer for business execution.
- (4) The Company shall establish an Internal Control Promotion Department to build, operate, and improve internal control systems.
- (5) The Company shall establish the Internal Audit Office as a department that conducts internal audits from a standpoint that is independent from business activities. The Internal Audit Office shall monitor the effective building of frameworks to help establish an internal control system and to point out any necessary improvements.
- (6) The Company shall implement appropriate initiatives designed to ensure the reliability of internal controls related to financial reporting based on the Financial Instruments and Exchange Act.

Individual Frameworks Relating to the Internal Control System

1. A framework for ensuring that the execution of duties by Directors and employees of the Company complies with laws and regulations and the Articles of Incorporation
 - (1) The Company shall create a department to plan and manage compliance, and shall establish a compliance system.
 - (2) The Company shall determine the DTS Compliance Guide and continue to instruct officers and employees through training, among other ways, to view compliance from their respective standpoints as their own immediate issue and to conduct business operations accordingly.
 - (3) Based on the DTS Group Code of Conduct, the Company shall firmly eliminate ties to antisocial forces that pose a threat to the order and safety of civil society.
 - (4) The Company shall establish a helpline as a way for its employees and other related persons to consult and report any activities that they suspect may be in violation of laws and regulations.
 - (5) The Internal Audit Office shall create annual audit plans and conduct internal audits from a standpoint that is independent from Company business activities.
 - (6) The Company shall establish the necessary rules and systems to ensure reliable financial reporting.
2. A framework for storing and managing information pertaining to the execution of duties by Directors of the Company
 - (1) The Company shall stipulate in the Rules on the Management of Information Assets how documents related to the execution of duties by Directors (this includes electromagnetic records, the same shall apply hereinafter) and other important information should be handled, and establishes a system based on those rules to store those documents in an easily searchable format and enable them to be viewed when required by relevant parties.
 - (2) The Company shall establish an internal information system for the storage, management, and effective use of necessary information for the execution of duties by its officers and employees.
 - (3) With regard to information management, the Company shall establish a department to plan and manage information security and a system for information security. In addition, the Company shall establish basic policies and guidelines for protecting personal information.
3. Regulations and other frameworks for managing the risk of incurring losses at the Company
 - (1) The Board of Directors shall determine the Rules Regarding the Risk Management and the Rules Regarding Crisis Management and ensure that the Representative Director and President and other Directors in charge of business execution execute business in accordance with those rules.
 - (2) The Company shall establish the Sustainability Committee that is chaired by the person responsible for overseeing sustainability efforts, who is appointed by the Representative Director and President following consultation of the Management Council. The Committee shall work to identify risks and opportunities for sustainability issues, and make a plan and assessment of the efforts.

- (3) The Company shall establish the Risk Management Committee that is chaired by the person responsible for risk management, who is appointed by the Representative Director and President after consulting with the Management Council. The Committee shall manage the company-wide risk management system and operational risks. The Company shall also conduct consistently monitor the occurrence of risks.
 - (4) The Company shall establish emergency responses to deal with large-scale disasters, etc., and puts in place rules and systems to ensure business continuity.
 - (5) The Company shall establish the Project Promotion Committee that is chaired by the person responsible for project development, who is appointed by the Representative Director and President after consulting with the Management Council. The Committee shall seek to eliminate or reduce any factors that impede efficiency and increase the likelihood of achieving targets by deliberating on the advantages and disadvantages of accepting orders and determining service launch for projects that meet the prescribed criteria.
 - (6) The Company shall establish the Information Security Committee that is chaired by the Representative Director and President. The Committee shall review countermeasure policies mainly for cybersecurity and report response status and engage in reviewing and reporting of information security in general, including protecting personal information and disaster countermeasures.
4. A framework for ensuring that the execution of duties by Directors of the Company is carried out efficiently
 - (1) The Board of Directors shall determine the Rules Regarding the Authority to Execute Duties and ensure that the Representative Director and President and other Directors in charge of business execution execute business in accordance with those rules.
 - (2) Regarding the pursuit of business throughout the Company, specific measures that need to be implemented and efficient business operations shall be conducted according to business execution authority and decision-making rules under internal regulations.
 - (3) The Company shall set company-wide targets for both our executives and employees which it seeks to instill, and the Company shall also formulate medium-term management plans that cover a period of three business years and focus on those targets. Based on this medium-term management plan, the Company shall then set business targets and budgets in the form of short-term plans for individual business divisions for each year.
 - (4) The Company shall establish the Management Council as an organization designed to debate business execution policies, plans, and other important matters. The Company shall also provide monthly business corporate performance reports to the Management Council to help manage actual performance against the performance targets.
 5. A framework for ensuring the appropriateness of operations in the Group, which comprises the Company and its subsidiary companies
 - (1) The Company shall establish the Subsidiary Companies' Management Department in order to ensure the appropriateness of business operations across the corporate group. The department shall offer guidance and advice to ensure that subsidiary companies develop appropriate internal control systems.
 - (2) Persons assigned as part-time officers of subsidiary companies shall provide guidance and advice in cooperation with the Subsidiary Companies' Management Department to ensure that subsidiary companies comply with laws and regulations and conduct appropriate business operations.
 - (3) The Company shall hold group-wide meetings to facilitate information sharing across the Group and to ensure the appropriateness of business operations.
 6. A framework for reporting matters pertaining to the execution of duties performed by Directors, etc. of subsidiary companies to the Company
 - (1) The Company shall determine the Rules Relating to the Management of Affiliated Companies with regards to subsidiary companies, which require those subsidiary companies to seek the Company's approval or to submit a report regarding specific matters prior to resolution by the Board of Directors. Any matters that fall under the prescribed standards will be placed on the agenda for discussion by the Board of Directors.
 7. Regulations and other systems for managing the risk of incurring losses at subsidiary companies
 - (1) The Company's Risk Management Committee shall seek to gain a clear grasp of issues and planned responses by subsidiary companies, and shall receive periodic progress reports on those plans. The Committee shall also consistently monitor subsidiary companies for risks.
 - (2) Regarding projects at subsidiary companies that fall under the prescribed standards, the Company shall seek to eliminate or reduce any factors that impede efficiency and increase the likelihood of achieving targets by deliberating on the advantages and disadvantages of accepting orders and determining service launch in Project Promotion Committee meetings.
 8. A framework for ensuring that the execution of duties performed by Directors of subsidiary companies is carried out efficiently
 - (1) The pursuit of business operations at subsidiary companies shall be in accordance with the rules on business execution authority and decision-making that are based on each companies' internal regulations. However, some specific matters shall be executed in accordance with the Company's Rules Relating to the Management of Affiliated Companies.
 - (2) The Company shall set targets which it seeks to instill across all employees of the Company and its subsidiary companies. The subsidiary companies shall formulate a medium-term management plan that covers a period of three business years and focuses on these targets. Based on the medium-term management plan, the subsidiary companies shall also set operational targets and budgets in the form of short-term plan, and shall submit regular progress reports to the Company.

9. A framework for ensuring that the execution of duties by Directors, etc. and employees of subsidiary companies complies with laws and regulations and the Articles of Incorporation
 - (1) The Company shall disseminate a DTS Compliance Guide across its subsidiary companies. The Company shall also give guidance and advice to its subsidiary companies.
 - (2) The Company shall establish a Group Helpline as a way for employees of subsidiary companies to consult and report any activities that they suspect may be in violation of laws and regulations.
10. Matters concerning employees who are required to assist with the duties of the Company's Audit and Supervisory Committee
 - (1) The Audit and Supervisory Committee may give instructions or directions to employees who assist with their duties with regards to items required for the execution of audits.
11. Matters concerning the independence of the employees referred to in item 10 above from the Directors who are not Audit and Supervisory Committee Members
 - (1) The Directors shall respect the opinions of the Audit and Supervisory Committee regarding personnel changes or performance evaluations, etc. of employees who are required to assist with the duties of the Audit and Supervisory Committee.
12. Matters relating to ensuring the effectiveness of the Audit and Supervisory Committee's instructions to employees assisting the Audit and Supervisory Committee
 - (1) Employees who have been given an instruction or direction by the Audit and Supervisory Committee when conducting audits cannot receive any instructions or directions from Directors who are not Audit and Supervisory Committee Members while they are executing those Audit and Supervisory Committee's duties.
13. A framework for Directors who are not Audit and Supervisory Committee Members and employees to report to the Audit and Supervisory Committee, and other frameworks relating to reporting to the Audit and Supervisory Committee
 - (1) Audit and Supervisory Committee Members appointed by the Audit and Supervisory Committee (hereinafter referred to as "Appointed Audit and Supervisory Committee Members") may attend important meetings, such as Board of Directors', Management Council, and Risk Management Committee meetings in order to fully grasp important decision-making processes and the status of business execution.
 - (2) Appointed Audit and Supervisory Committee Members may view important documents circulated for approval as well as other documentation and may request explanations from Directors who are not Audit and Supervisory Committee Members and employees when necessary.
 - (3) Directors who are not Audit and Supervisory Committee Members shall report the following matters to the Audit and Supervisory Committee as soon as they are discovered:
 - ① Matters that cause, or could cause, significant damage to the Company or a significant deterioration in trust in the Company
 - ② Matters that represent, or could represent, serious violations of laws, regulations, Articles of Incorporation, or internal regulations
 - ③ Important compliance-related matters
 - ④ Other matters that pertain to ① to ③ above
 - (4) Employees may report directly to the Audit and Supervisory Committee when they discover any serious facts relating to ① to ④ in the preceding paragraph.
14. A framework for ensuring that Directors or employees, etc. of subsidiary companies, or any people who receive reports from those Directors, employees, etc., convey those reports to the Company's Audit and Supervisory Committee
 - (1) Appointed Audit and Supervisory Committee Members of the Company may attend business planning hearings, etc. with subsidiary companies.
 - (2) Appointed Audit and Supervisory Committee Members of the Company may view subsidiary companies' documents and request explanations from Directors, etc. of subsidiary companies if necessary.
 - (3) Directors or employees, etc. of subsidiary companies who have discovered any of the following matters or any persons who have received reports from those Directors or employees may report the matter directly to the Company's Audit and Supervisory Committee:
 - ① Matters that cause, or could cause, significant damage to the Company or a significant deterioration in trust in the Company.
 - ② Matters that represent, or could represent, serious violations of laws, regulations, Articles of Incorporation, or internal regulations
 - ③ Important compliance-related matters
 - ④ Other matters that pertain to ① to ③ above
15. A framework for ensuring that a person who conveyed a report to the Audit and Supervisory Committee is not treated disadvantageously for having conveyed the report
 - (1) The Company shall establish the Rules Relating to the Operation of the Whistleblowing System, which clearly stipulate the obligation to protect and confidentiality of whistleblowers. The Company shall also create the necessary environment to ensure all employees can access and read these rules.

16. Procedures for prepayment or reimbursement of expenses arising from the execution of duties by Audit and Supervisory Committee Members (limited to those related to the execution of duties of the Audit and Supervisory Committee) and other items regarding policies pertaining to the processing of expenses or obligations arising from the execution of said duties
 - (1) Any expenses expected to be incurred in the audit plan determined by the Audit and Supervisory Committee are budgeted for in advance. Any expenses required to respond to a sudden event may either be paid in advance or reimbursed.
17. Other frameworks for ensuring that audits by the Audit and Supervisory Committee are conducted effectively
 - (1) The Audit and Supervisory Committee may hold meetings to exchange opinions with the Representative Directors or the Accounting Auditor whenever necessary.
 - (2) The Audit and Supervisory Committee may communicate and exchange information with the Directors and Corporate Auditors of subsidiary companies in order to perform their duties appropriately.
 - (3) The Audit and Supervisory Committee may receive advice on auditing operations from external experts, such as lawyers and certified public accountants, when necessary and at their own discretion.

Overview of Operational Progress of Framework for Ensuring Appropriate Business Operations

The following is an overview of the status of operation of framework for ensuring appropriate business operations during the current fiscal year.

- (1) Framework on Compliance with Laws and Regulations and the Articles of Incorporation

The Company and its Group companies conduct compliance education and training for executives, employees, and partner company employees and take measures to raise compliance awareness. In addition, the Company has set up a common whistleblowing hotline for the Group and ensures that the hotline is operated appropriately.

Regarding the management of information deemed necessary for the execution of duties by officers and employees, the Company has established frameworks for information security and protecting personal information and has managed those systems appropriately in accordance with our Rules on the Management of Information Assets.
- (2) Risk Management Framework

The Company has established a Risk Management Committee to appropriately manage various internal and external risks related to its business and to formulate a company-wide risk management policy, with the aim of maintaining and increasing corporate value.

The committee deliberates on the company-wide risk management system and risk management to be handled by the entire company, and approves risk management reports from each division and department.

The committee also receives reports on the status of the Group Company's risk management response and provides guidance to Group companies on countermeasures as necessary.

Under the Risk Management Committee, a department that oversees risk and a department with jurisdiction over risk have been established to monitor the system and operation of internal control over risk and provide necessary support, advice, and supervision for each category of risk, which is divided according to the nature of risk.
- (3) The Execution of Duties by Directors

In fiscal 2025, the Company held 15 meetings of the Board of Directors to determine matters stipulated by laws and regulations, etc. as well as important management-related issues, and to supervise business execution from the perspective of compliance with laws and regulations, the Company's Articles of Incorporation, and the appropriateness of business operations. We have determined the Rules Relating to the Management of Affiliated Companies and respond appropriately to all matters relating to Group companies. The Company has introduced an executive officer system to separate the supervisory functions of the Board of Directors' decision-making and business execution from the business execution functions, and to secure a management framework that facilitates prompt and appropriate business execution. The Company also held 27 meetings of the Management Council to discuss business execution policies and plans and other important matters when the Representative Director and President execute duties based on the management policy determined by the Board of Directors.
- (4) The Execution of Duties by Audit and Supervisory Committee

Audit and Supervisory Committee Members, including Outside Directors, conduct audits based on audit plans determined in the Audit and Supervisory Committee and attend important meetings such as the Board of Directors and various committee meetings to obtain a clear grasp of the Directors' decision-making processes and the status of business execution. In fiscal 2025, the Audit and Supervisory Committee convened 11 times.

The Audit and Supervisory Committee held meetings twice with the Representative Director and President to exchange views on important audit-related issues. Audit and Supervisory Committee Members also exchange opinions with Auditors and other members of Group companies regularly and conduct audits of Group companies in cooperation with local auditing staff.

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

1. Basic Views on Eliminating Anti-Social Forces

The DTS Group Code of Conduct has established the following basic approach to eliminating antisocial forces:

- (1) The Company is determined to firmly eliminate ties with antisocial forces and organizations (*Sokaiya*, organized crime groups, etc.) that pose a threat to the order and safety of civil society as part of the Company's ethical corporate duty.
- (2) Driven by a basic premise to never give them money, never use them, never fear them, the Company strives to always maintain a crisis-management awareness and never gives antisocial forces and organizations the opportunity to take advantage.
- (3) If any problems with antisocial forces or organizations did arise, the Company refers to its predetermined prompt communication framework to ensure a systematic response in cooperation with the police, lawyers, and any other relevant persons.

2. How We are Striving to Eliminate Antisocial Forces

The Company has established the following system in order to eliminate antisocial forces:

- (1) Progress on Establishing a Response Management Department and Person in Charge of Preventing Unreasonable Demands
Our General Administration Department serves as our response management department for the elimination of antisocial forces and our General Manager of General Administration Department is designated as the person in charge of preventing unreasonable demands.
- (2) Cooperation with External Specialist Organizations
The Company is working with specialist organizations such as the Metropolitan Police Department, the Metropolitan area violation prevention association, and the Tokyo Bar Association.
- (3) The Collection and Management of Information on Antisocial Forces
The Company collects and stores information by closely exchanging information with external specialist organizations.
- (4) Progress on Preparing a Response Manual
The DTS Compliance Guide clearly lays out the Company's basic stance and specific responses to the elimination of antisocial forces, and provides guidance and education on the subject.
- (5) Training Activities
The Company actively participates in workshops hosted by specialist organizations.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures

Not Adopted

Supplementary Explanation for Applicable Items

2. Other Matters Concerning the Corporate Governance System

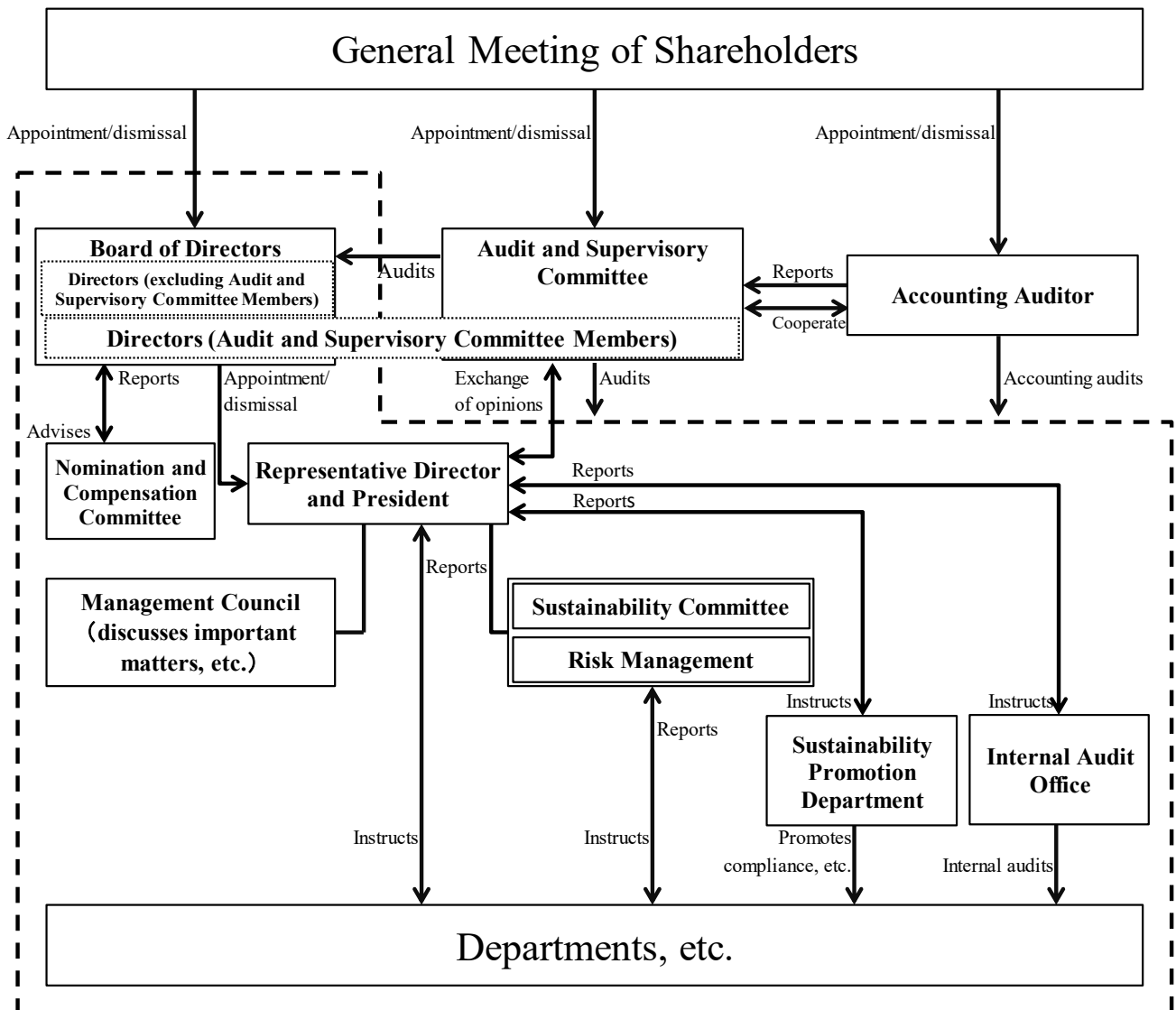
The Company strives to disclose information appropriately and fairly and to qualitatively improve its information disclosure by committing to greater transparency and fuller disclosure materials with regards to corporate information that is required to be disclosed in a timely manner under the Financial Instruments and Exchange Act and the Securities Listing Regulations stipulated by the Tokyo Stock Exchange, Inc. as well as any other company information that could have a significant impact on investment decisions.

The Company has established a system in which the Director in charge of Corporate Division is appointed as the officer in charge of information handling, any important company information is promptly and fully reported to the officer in charge of information handling, and that information is appropriately managed right up to the point of disclosure. The officer in charge of information handling confirms the content of any reported important information, examines the need and potential method for disclosing that information, and promptly reports his/her findings to the Company's Representative Director and President.

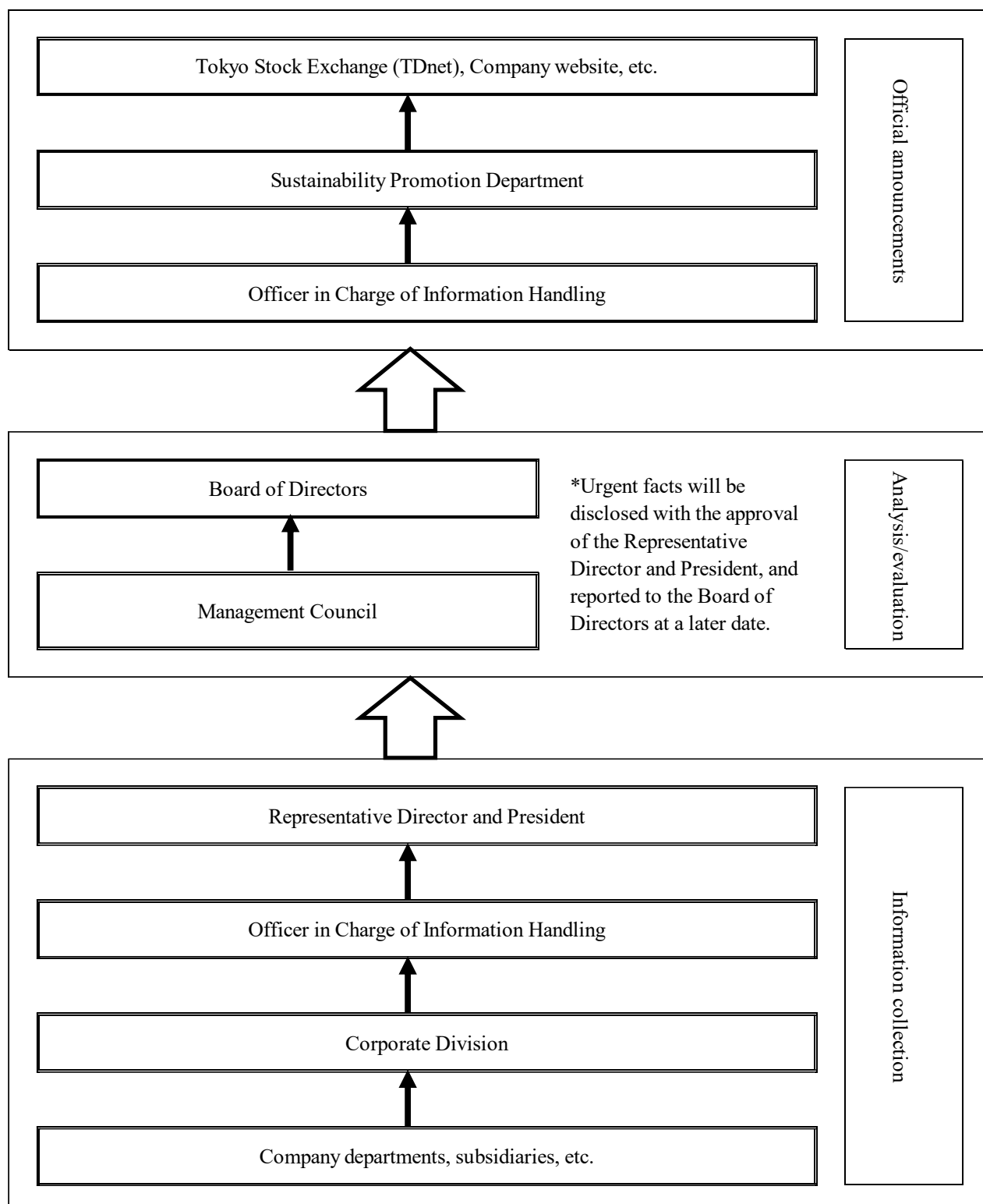
Important information that needs to be disclosed timely will be promptly disclosed following deliberation in the Management Council, which is made up primarily of Executive Officers, and approval by the Board of Directors. When required, the Board of Directors can meet in a timely manner to approve a disclosure. However, if some information or facts emerge that require a more urgent response, the Representative Director and President will approve disclosure and the matter will be reported to the Board of Directors at a later date.

Regarding timely information disclosure, the Sustainability Promotion Department, under the direction of the officer in charge of information handling, discloses the information on the Tokyo Stock Exchange's TDnet, and publishes it on the Corporate Website.

Corporate Governance Framework (schematic diagram)



Overview of Timely Disclosure Framework (schematic diagram)



Explanation for the Individual Selection and Nomination of Directors

Name	Position	Reason for Selection	Concurrent Positions at other Listed Companies
Tomoaki Kitamura	Representative Director and President	Mr. Tomoaki Kitamura has a wealth of experience in technology and R&D and corporate management at a major information and telecommunications company and its group companies. He has been responsible for managing the Group as Representative Director and President since FY2021. The Company expects that he will leverage his abundant experience and achievements to continue promoting the business of the Group and play a role in supervising its business execution for promoting ESG management and creating new corporate value.	
Isao Asami	Director and Senior Managing Executive Officer	In addition to organizational management in the built-in software and telecommunications sector, Mr. Isao Asami has a wealth of experience and achievements in administrative departments, and has been responsible for the management of the Company. The Company expects that he will leverage his experience and achievements to continue promoting the business of the Group and playing a role in supervising its business execution.	
Kazumasa Taninaka	Director and Managing Executive Officer	In addition to technology consulting services at a major information and communications company, Mr. Kazumasa Taninaka has a wealth of expertise and achievements in administrative departments, and has been responsible for the management of the Company. The Company expects that he will leverage his experience and achievements to continue promoting the business of the Group and playing a role in supervising its business execution. Therefore, the Company reappoints him as a candidate for Director.	Chairman of the Board of Directors, Partners Information Technology, Inc.
Shinichi Yamada	Outside Director Independent Officer	Mr. Shinichi Yamada has abundant experience and a high level of insight regarding the industry trends and corporate management in the IT industry. The Company expects that he will utilize this experience and insight in its management decisions and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed him as an Outside Director.	
Yumiko Masuda	Outside Director Independent Officer	Ms. Yumiko Masuda has management experience at multiple major foreign IT companies, and has expertise in consumer- and customer-oriented management and customer relations, and abundant experience and a high level of insight regarding diversity & inclusion. The Company expects that she will utilize this experience and insight in its management decisions and that she will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed her as an Outside Director.	Representative Director, Consumer Voice Research Institute, Limited. Outside Director, NITTAN Corporation Outside Director, K&O Energy Group Inc.
Shigeo Kizaki	Outside Director Independent Officer	Mr. Shigeo Kizaki has abundant experience and a high level of insight in consulting business and corporate management. The Company expects that he will utilize this experience and insight in its management decisions and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appoints him as a candidate for Outside Director.	Representative Director, Kizaki Enterprise, Ltd. External Director, Billing System Corporation
Yutaka Nakamura	Director Audit and Supervisory Committee Member	Mr. Yutaka Nakamura has extensive experience in the financial sector, as well as experience and track record in the sales, corporate planning and business development departments. In order to utilize his experience in the Company's business execution in the audit structure of the Company, the Company appoints him as a candidate for Director who is an Audit and Supervisory Committee Member.	
Taeko Ishii	Outside Director Independent Officer Audit and Supervisory Committee Member	Ms. Taeko Ishii is a licensed attorney, and has abundant experience and expertise regarding legal and labor affairs. The Company expects that she will utilize this experience and expertise in the audit structure of the Company, and that she will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appoints her as an Outside Director who is an Audit and Supervisory Committee Member.	Deputy Director, Ota Ishii Law Office Outside Corporate Auditor, Furusato Service Co., Ltd. Outside Director, Sumitomo Metal Mining Co., Ltd. Outside Statutory Auditor, Dai Nippon Printing Co., Ltd.
Nobuyasu Iimuro	Outside Director Independent Officer Audit and Supervisory Committee Member	Mr. Nobuyasu Iimuro is certified as a certified public accountant, and has abundant experience and expertise regarding finance and accounting. The Company expects that he will utilize this experience and expertise in the audit structure of the Company, and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appointed him as an Outside Director who is an Audit and Supervisory Committee Member. Although he has never been involved in corporate management in any way other than as an outside officer in the past, for the above reasons, the Company believes that he is capable of appropriately performing his duties as an Outside Director who is an Audit and Supervisory Committee Member.	President, Nobuyasu Iimuro Certified Public Accountant Office Auditor, Meiji Pharmaceutical University
Hiroshi Ohno	Outside Director Independent Officer Audit and Supervisory Committee Member	Mr. Hiroshi Ohno has abundant experience and a high level of insight as a manager in the trust banking and construction industry. The Company expects that he will utilize this experience and insight in the audit structure of the Company, and that he will contribute to strengthening the supervisory functions of business execution and provide advice from a broader perspective. Therefore, the Company appoints him as an Outside Director who is an Audit and Supervisory Committee Member.	

Skills Matrix

Toward achieving the Company's Long-Term Outlook (Vision 2030) and the Medium-Term Management Plan (2025-2027), we identified skills that Directors are expected to demonstrate in light of the five key issues. These skills and the skills matrix are as follows:

■ Key issues

Increase in the value of proposals; Combination of SI and digital technology; Pursuit of new fields and the global market; Enhancement of ESG initiatives; and Reform of its management base

■ Our stance on skills

Skills	Our stance on skills
Corporate management	To <u>enhance ESG initiatives</u> with an aim to become a company that practices sustainable management and grows together with a society, management experience and skills gained at listed companies are expected.
Internationality	To <u>pursuit of new fields and the global market</u> with an aim to capture new opportunities for business growth and revenue source, insight gained through experiencing overseas businesses and skills for future business development are expected.
Sales / Marketing	To <u>increase the value of proposals</u> through a broad range of proposal capabilities and solutions based on leading technologies, business experience and skills in sales and marketing fields are expected.
Development / R&D	To add on digital solution services to the SI business at which we excel with an aim to realize the <u>combination of SI and digital technology</u> , business experience and skills in development / R&D fields are expected.
Finance / Capital strategy	Besides accurate financial reporting, to strengthen the operations and <u>reform our management base</u> through continuous investments by taking the advantage of our solid financial base, business experience and skills in finance / capital strategy fields are expected.
Human resource development / D&I	To realize diversity and inclusion where employees share the joy of work and respect diversity with an aim to <u>enhance ESG initiatives</u> , business experience and skills in human resource development / D&I fields are expected.
Internal control / Risk management	To strengthen governance and to establish and practice risk management systems, as well as to <u>enhance ESG initiatives</u> , business experience and skills in internal control / risk management fields are expected.

■ Skills Matrix

Name \ Skills							
	Corporate management	Internationality	Sales / Marketing	Development / R&D	Finance / Capital strategy	Human resource development / D&I	Internal control / Risk management
Tomoaki Kitamura	●		●	●		●	
Isao Asami			●	●		●	●
Kazumasa Taninaka		●		●	●		●
Shinichi Yamada	●	●		●			
Yumiko Masuda		●	●			●	
Shigeo Kizaki	●	●	●		●		
Yutaka Nakamura			●		●		●
Taeko Ishii						●	●
Nobuyasu Jimuro		●			●		●
Hiroshi Ohno	●		●		●		

Note: A maximum of four items that are particularly expected to be performed are indicated as ● for each person. Not all expertise and experience are presented in the table.