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Annual Securities Report

For the 16th Fiscal Year
(from April 1, 2025 to March 31, 2026)

MIRAIT ONE Corporation

Annual Securities Report

1. This document is an English equivalent of the Annual Securities Report as set forth in Article 24, Paragraph 1 of the Financial Instruments and Exchange Act of Japan, and prepared for printing by adding a table of contents and pagination to the data filed via the Electronic Disclosure for Investors' NETwork (EDINET) pursuant to Article 27-30-2 of the same Act.
2. Attached at the end of this document are the Audit Reports attached to the Annual Securities Report filed as described above, and the Internal Control Report filed along with the aforementioned Annual Securities Report.

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[Document Filed]	Annual Securities Report
[Applicable Law]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act of Japan
[Filed with]	Director-General, Kanto Local Finance Bureau
[Filing Date]	June 22, 2026
[Fiscal Year]	The 16th Fiscal Year (from April 1, 2025 to March 31, 2026)
[Company Name]	MIRAIT ONE Corporation
[Company Name in English]	MIRAIT ONE Corporation
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[Address of Head Office]	2-2-3 Toranomon, Minato-ku, Tokyo
[Phone No.]	+81-3-6807-3111
[Contact Person]	Takaaki Mitsuya, Director and CFO
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[Contact Person]	Takaaki Mitsuya, Director and CFO
[Place Where Available for Public Inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabutocho, Chuo-ku, Tokyo)

Part 1. Information on the Company

I. Overview of the Company

1. Key Financial Data

(1) Consolidated financial data

Fiscal year		12th	13th	14th	15th	16th
Year ended		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026
Net sales	(million yen)	470,385	483,987	518,384	578,599	602,377
Ordinary profit	(million yen)	34,152	22,384	18,690	27,470	36,517
Profit attributable to owners of parent	(million yen)	25,163	14,781	12,535	17,179	23,282
Comprehensive income	(million yen)	25,469	16,517	18,515	21,475	28,771
Net assets	(million yen)	249,237	254,305	260,088	269,877	288,447
Total assets	(million yen)	435,785	436,752	519,960	537,739	573,393
Net assets per share	(yen)	2,446.54	2,573.50	2,735.90	2,914.94	3,151.61
Net income per share	(yen)	250.84	151.20	133.34	189.40	261.74
Diluted net income per share	(yen)	–	–	–	–	–
Equity ratio	(%)	55.6	56.5	48.5	48.6	48.7
Return on equity	(%)	10.7	6.0	5.0	6.7	8.6
Price-earnings ratio	(times)	7.67	10.70	14.03	11.37	13.60
Net cash provided by (used in) operating activities	(million yen)	12,972	5,315	33,625	18,049	24,081
Net cash provided by (used in) investing activities	(million yen)	(46,204)	(12,314)	(55,545)	(9,370)	(11,202)
Net cash provided by (used in) financing activities	(million yen)	38,395	(12,571)	38,816	(6,412)	(6,731)
Cash and cash equivalents at end of period	(million yen)	48,901	30,399	48,017	51,350	57,084
Number of employees [Separately, average number of temporary employees]	(persons)	14,006 [2,291]	14,350 [2,384]	16,985 [2,725]	17,115 [3,024]	17,709 [3,287]

Notes: 1. The amount of diluted net income per share is not stated because there are no dilutive shares outstanding.

2. The Company has introduced the “Board Benefit Trust”, a performance-linked stock-based remuneration system, since the 7th fiscal year for directors and executive officers of the Company and its subsidiaries (excluding outside Directors and non-executive Directors; hereinafter collectively referred to as the “Group’s Officers.”) The Company’s shares held by the Board Benefit Trust are recorded as treasury shares in the consolidated financial statements. In calculating net assets per share, the number of shares held by the Board Benefit Trust is deducted from the total number of shares issued at the end of the fiscal year. Additionally, the number of shares held by the Board Benefit Trust is deducted from the average number of shares of common stock outstanding during the period used in calculating net income per share and diluted net income per share.

3. The Company has finalized the provisional accounting treatment for business combinations in the 13th fiscal year. The figures, etc., for the 12th fiscal year reflect the finalized data of the provisional accounting treatment.

(2) Financial data, etc., of reporting company (non-consolidated)

Fiscal year		12th	13th	14th	15th	16th
Year ended		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026
Net sales	(million yen)	16,652	182,449	223,378	229,338	231,602
Ordinary profit	(million yen)	14,425	12,975	3,898	11,801	14,400
Profit	(million yen)	14,402	67,978	4,580	9,832	12,388
Share capital	(million yen)	7,000	7,000	7,000	7,000	7,000
Total number of issued shares	(shares)	108,325,329	103,325,329	94,325,329	91,325,329	91,325,329
Net assets	(million yen)	116,565	175,891	167,877	165,954	170,307
Total assets	(million yen)	237,063	332,278	394,017	397,204	405,564
Net assets per share	(yen)	1,177.85	1,833.97	1,822.75	1,849.89	1,920.78
Dividend paid per share [Of which, interim dividend per share]	(yen)	55 [25]	60 [30]	65 [30]	75 [35]	85 [40]
Net income per share	(yen)	143.57	695.34	48.72	108.40	139.27
Diluted net income per share	(yen)	–	–	–	–	–
Equity ratio	(%)	49.2	52.9	42.6	41.8	42.0
Return on equity	(%)	12.6	46.5	2.7	5.9	7.4
Price-earnings ratio	(times)	13.39	2.33	38.41	19.87	25.55
Payout ratio	(%)	38.3	8.6	133.4	69.2	61.0
Number of employees [Separately, average number of temporary employees]	(persons)	110 [–]	3,635 [125]	3,622 [114]	3,619 [121]	3,589 [130]
Total shareholder return [Benchmark: TOPIX Total Return Index]	(%)	109.7 [102.0]	96.6 [107.9]	114.4 [152.5]	133.2 [150.2]	214.0 [202.2]
Highest share price	(yen)	2,403.0	2,009.0	2,058.0	2,444.5	4,173.0
Lowest share price	(yen)	1,719.0	1,399.0	1,628.0	1,693.0	1,860.0

Notes:
1. The amount of diluted net income per share is not stated because there are no dilutive shares outstanding.
2. The Company has introduced the “Board Benefit Trust,” a performance-linked stock-based remuneration system, since the 7th fiscal year for the Group’s Officers. The Company’s shares held by the Board Benefit Trust are recorded as treasury shares in the financial statements. In calculating net assets per share, the number of shares held by the Board Benefit Trust is deducted from the total number of shares issued at the end of the fiscal year. Additionally, the number of shares held by the Board Benefit Trust is deducted from the average number of shares of common stock outstanding during the period used in calculating net income per share and diluted net income per share.
3. The highest and lowest share prices are quoted prices on the First Section of the Tokyo Stock Exchange before April 3, 2022, and on the Prime Market of the Tokyo Stock Exchange after April 4, 2022.
4. The Company conducted an absorption-type merger effective July 1, 2022, with the Company as the surviving company and its wholly owned subsidiaries, MIRAIT Corporation and MIRAIT Technologies Corporation, as the defunct companies, and transitioned from a pure holding company to an operating holding company. Consequently, the financial data, etc., for the 13th fiscal year are substantially different from those for the 12th fiscal year and earlier.
5. The year-end dividend of 45 yen per share out of the annual dividend of 85 yen per share for the fiscal year ended March 31, 2026, is a proposal to be resolved at the Ordinary General Meeting of Shareholders to be held on June 24, 2026.

2. History

MIRAIT ONE Corporation (the "Company") was established in October 2010 as a joint holding company through a share transfer among Daimei Telecom Engineering Corporation ("Daimei"), Commuture Corporation ("Commuture"), and TODENTSU Corporation ("TODENTSU"), which were engaged in telecommunications facility work and other businesses.

In July 2022, the Company transitioned from a joint holding company to an operating holding company through a merger with its consolidated subsidiaries, MIRAIT Corporation and MIRAIT Technologies Corporation.

The history of the corporate group is as follows.

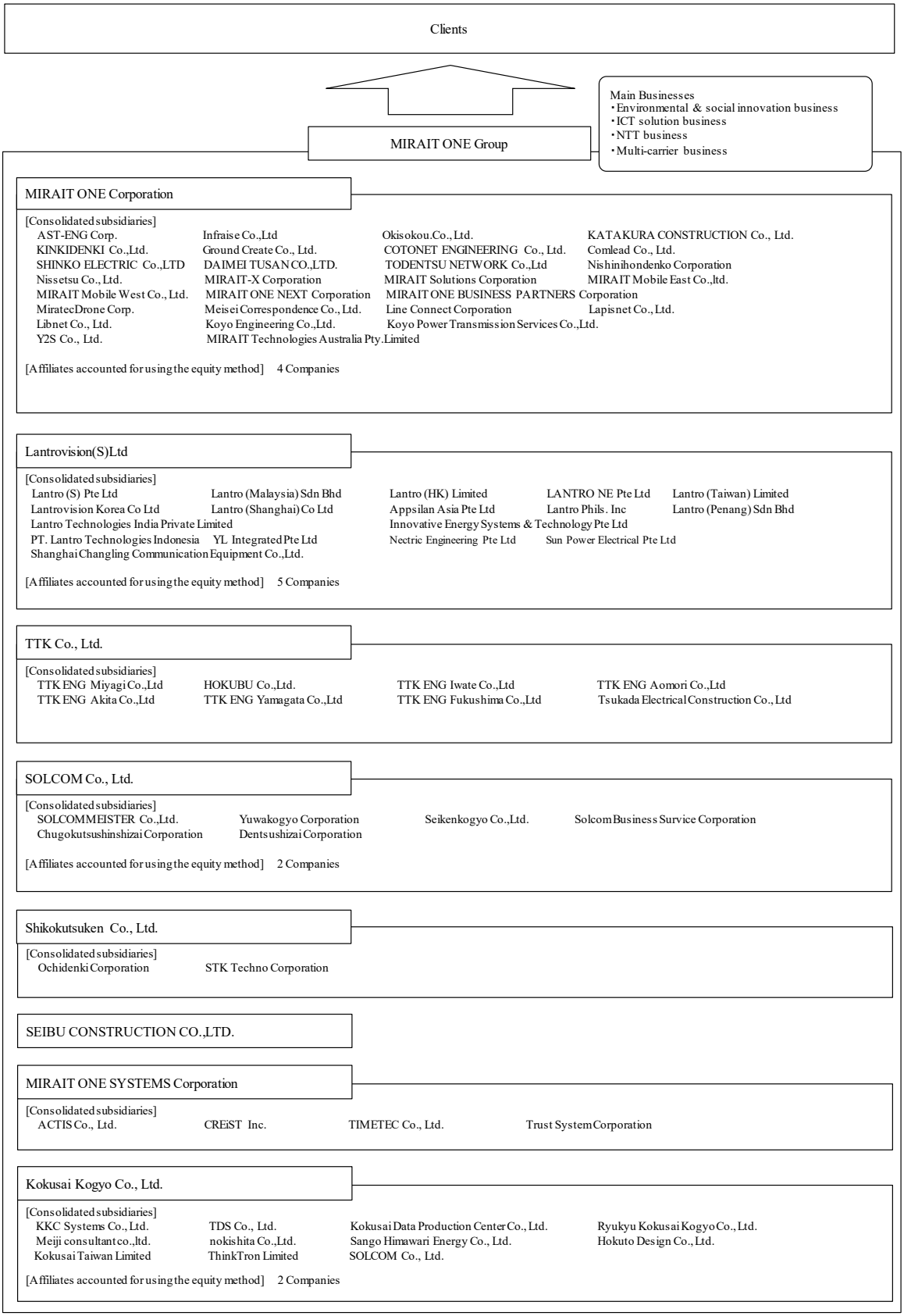
Month and year	Event
November 2009	Daimei, Commuture, and TODENTSU (hereinafter collectively the "Three Companies") executed a memorandum of understanding on business integration through the establishment of a joint holding company (share transfer).
May 2010	The Three Companies agreed to jointly establish a holding company through a share transfer, subject to approval at their respective ordinary general meetings of shareholders and other conditions. A share transfer plan was prepared, and a business integration agreement was executed.
June 2010	At the Three Companies' respective ordinary general meetings of shareholders, it was approved and resolved that the Three Companies would jointly establish the Company by means of a share transfer and that the Three Companies would become wholly owned subsidiaries of the Company.
October 2010	The Three Companies established the Company by means of a share transfer. The Company's common shares were listed on the First Section of Tokyo Stock Exchange, Inc. and Osaka Securities Exchange, Inc.
January 2012	TODENTSU acquired shares of Nissetsu Co., Ltd. and made it a consolidated subsidiary.
October 2012	Daimei merged with TODENTSU and changed its trade name to MIRAIT Corporation. Commuture changed its trade name to MIRAIT Technologies Corporation.
October 2013	Daimei Next Co., Ltd., Todentsu Technos Corp., and Renat Tokyo Corp. were merged, which subsequently changed its trade name to M's Frontier Corporation. Renat Kansai Co., Ltd., Daimei Engineering Corp., and Todentsu Engineering West Japan Corp. were merged, which subsequently changed its trade name to AST-ENG Corp.
July 2014	MIRAIT Technologies Corporation acquired shares of CCTS Telecommunications Construction Pty. Limited (currently MIRAIT Technologies Australia Pty. Limited) in Australia and made it a consolidated subsidiary.
October 2015	IP TECHNO SERVICE CORP. changed its trade name to MIRAIT-X Corporation due to the contribution of capital by ORIX Corporation.
June 2016	Mirait Singapore Pte. Ltd. acquired shares of Lantrovision (S) Ltd, a Singapore-based company, and made it a consolidated subsidiary.
December 2016	The Company issued yen-denominated convertible bond-type bonds with share acquisition rights subject to call, due in 2021 (totaling 16.5 billion yen).
June 2017	Lantrovision (S) Ltd merged by absorption with Mirait Singapore Pte. Ltd.
October 2018	The Company conducted business integration with TTK Co., Ltd. through a share exchange and acquired TTK Co., Ltd. and its eight consolidated subsidiaries as consolidated subsidiaries.
January 2019	The Company conducted business integration with SOLCOM Co., Ltd. through a share exchange and acquired SOLCOM Co., Ltd. and its seven consolidated subsidiaries as consolidated subsidiaries.
	The Company conducted business integration with Shikokutsuken Co., Ltd. through a share exchange and acquired Shikokutsuken Co., Ltd. and its consolidated subsidiary as consolidated subsidiaries.
December 2019	The Company redeemed in advance all the yen-denominated convertible bond-type bonds with share acquisition rights subject to call, due in 2021, issued in December 2016.
March 2020	Lantrovision (S) Ltd acquired shares of YL Integrated Pte Ltd and made it a consolidated subsidiary.
June 2020	Lantrovision (S) Ltd acquired shares of Shanghai Changling Communication Equipment Co., Ltd. and made it a consolidated subsidiary.
March 2022	The Company acquired shares of SEIBU CONSTRUCTION Co., LTD. and made it a consolidated subsidiary.
April 2022	The Company moved from the First Section to the Prime Market due to the revision of the market division of the Tokyo Stock Exchange.

Month and year	Event
July 2022	The Company established MIRAIT ONE SYSTEMS Corporation. The Company merged with MIRAIT Corporation and MIRAIT Technologies Corporation, and changed its trade name to MIRAIT ONE Corporation.
December 2023	The Company acquired shares of Kokusai Kogyo Co., Ltd., and acquired Kokusai Kogyo and its ten consolidated subsidiaries as consolidated subsidiaries.
July 2024	The Company acquired shares of Koyo Holdings Co., Ltd., and acquired Koyo Holdings and its three consolidated subsidiaries as consolidated subsidiaries.
January 2025	Tohoken System Engineering Corp., M's Frontier Corporation, TODENTSU Access Corporation, Ligare Co., Ltd., and Agility RISE Co., Ltd. were merged, which subsequently changed its trade name to MIRAIT ONE NEXT Corporation.
October 2025	The Company acquired shares of Y2S Co., Ltd. and made it a consolidated subsidiary.

3. Description of Business

The MIRAIT ONE Group (the "Group") comprises the Company as the operating holding company, and 83 consolidated subsidiaries including MIRAIT ONE Corporation, Lantrovision (S) Ltd, TTK Co., Ltd., SOLCOM Co., Ltd., Shikokutsuken Co., Ltd., SEIBU CONSTRUCTION Co., LTD., MIRAIT ONE SYSTEMS Corporation, and Kokusai Kogyo Co., Ltd., and is mainly engaged in environmental and social innovation business, ICT solutions business, NTT business, and multi-carrier business. The Group's operational structure is as follows.

(As of March 31, 2026)



Note: SOLCOM Co., Ltd., a subsidiary of Kokusai Kogyo Co., Ltd., changed its name to KKC SOLCOM Co., Ltd. on April 1, 2026.

Changes in subsidiaries and affiliated companies are as follows:

- Koyo Holdings Co., Ltd. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which Koyo Engineering Co., Ltd. was the surviving company.
- Fucom Corp. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which HOPE NET Co., Ltd. (whose name was changed to MIRAIT ONE BUSINESS PARTNERS Corporation on October 1, 2025) was the surviving company.
- As the Company acquired shares of Y2S Co., Ltd., it was included in the scope of consolidation.
- As Kokusai Kogyo Co., Ltd., a consolidated subsidiary of the Company, acquired all of the outstanding shares of SOLCOM Holdings Co., Ltd., the entity and its subsidiary SOLCOM Co., Ltd. (whose name was changed to KKC SOLCOM Co., Ltd. on April 1, 2026) were included in the scope of consolidation. SOLCOM Holdings Co., Ltd. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which SOLCOM Co., Ltd. was the surviving company.

4. Subsidiaries and Other Affiliated Entities

(As of March 31, 2026)

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
(Consolidated subsidiaries) AST-ENG Corp.	Matsubara City, Osaka Pref.	70	Information and telecommunications engineering business	100.0	–	–
Infraise Co., Ltd.	Koto-ku, Tokyo	99	Water supply and drainage business and civil engineering business, etc.	100.0	–	–
Okisokou Co., Ltd. (Note) 3	Naha City, Okinawa Pref.	30	Information and telecommunications engineering business	45.1	–	Yes
KATAKURA CONSTRUCTION Co., Ltd.	Setagaya-ku, Tokyo	50	Information and telecommunications engineering business	99.3	–	Yes
Kinki Denki Corp.	Izumi City, Osaka Pref.	44	Information and telecommunications engineering business	54.7	–	–
Ground Create Co., Ltd.	Nishi-ku, Osaka City	30	Information and telecommunications engineering business	100.0	–	–
Koyo Engineering Co., Ltd. (Note) 2	Utsunomiya City, Tochigi Pref.	90	Information and telecommunications engineering business	100.0 [100.0]	–	–
Koyo Power Transmission Services Co.,Ltd. (Note) 2	Utsunomiya City, Tochigi Pref.	3	Information and telecommunications engineering business	100.0 [100.0]	–	–
COTONET ENGINEERING Co., Ltd.	Shimogyo-ku, Kyoto City	50	Information and telecommunications engineering business	100.0	–	–
Comlead Co., Ltd.	Naniwa-ku, Osaka City	60	Information and telecommunications engineering business	100.0	–	–
SINKO ELECTRIC CORP.	Amagasaki City, Hyogo Pref.	42	Information and telecommunications engineering business	88.9	–	–
DAIMEI TUSAN CORP.	Minato-ku, Tokyo	100	Sale of materials and other items related to telecommunications facilities, and sale and lease of construction equipment	100.0	–	–
TODENTSU NETWORK Co., Ltd	Koto-ku, Tokyo	55	Information and telecommunications engineering business	100.0	–	–
Nishinihondenko Corporation	Minami-ku, Kumamoto City	20	Information and telecommunications engineering business	99.1	–	–

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
Nissetsu Co., Ltd.	Minato-ku, Tokyo	100	Air conditioning, sanitary, and electrical facility work business	100.0	–	–
MIRAIT-X Corporation	Koto-ku, Tokyo	20	Installation and sale of solar power and storage battery systems	66.5	–	Yes
MIRAIT Solutions Corporation	Shinjuku-ku, Tokyo	50	Information and telecommunications engineering business	100.0	–	–
MIRAIT Mobile East Co., Ltd.	Koto-ku, Tokyo	35	Information and telecommunications engineering business	100.0	–	–
MIRAIT Mobile West Co., Ltd.	Naniwa-ku, Osaka City	60	Information and telecommunications engineering business	100.0	–	–
MIRAIT ONE NEXT Corporation	Koto-ku, Tokyo	100	Information and telecommunications engineering business	100.0	–	–
MIRAIT ONE BUSINESS PARTNERS Corporation	Chiyoda-ku, Tokyo	55	Staffing services	100.0	–	–
MiratecDrone Corp.	Shinagawa-ku, Tokyo	100	Drone services business	100.0	–	Yes
Meisei Correspondence Co., Ltd. (Note) 3	Chofu City, Tokyo	33	Information and telecommunications engineering business	40.0	–	–
Line Connect Corporation (Note) 2	Nagareyama City, Chiba Pref.	10	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lapisnet Co., Ltd.	Higashinada-ku, Kobe City	50	Information and telecommunications engineering business	100.0	–	–
Libnet Co., Ltd.	Ise City, Mie Pref.	100	Contracted library operations, consulting, and system development	100.0	–	–
Y2S Co., Ltd.	Minato-ku, Tokyo	30	Information services business, etc.	80.0	–	–
MIRAIT Technologies Australia Pty. Limited	New South Wales, Australia	0.1 mil. AUD	Information and telecommunications engineering business	58.6	–	Yes

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
Lantrovision (S) Ltd (Note) 1	Singapore	59 mil. SGD	Design, construction, maintenance, consulting of LAN wiring, etc. and sale of equipment	100.0	1	–
Lantro (Malaysia) Sdn Bhd (Note) 2	Kuala Lumpur, Malaysia	1 mil. MYR	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lantro (Penang) Sdn Bhd (Note) 2	Penang, Malaysia	0.25 mil. MYR	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lantro (HK) Limited (Note) 2	Kowloon, Hong Kong	5 mil. HKD	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lantrovision Korea Co. Ltd (Note) 2	Seoul Special City, Republic of Korea	196 mil. KRW	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lantro (Shanghai) Co. Ltd (Note) 2	Shanghai, China	10 mil. RMB	Information and telecommunications engineering business	70.0 [70.0]	–	–
Lantro (Taiwan) Ltd (Note) 2	Taipei, Republic of China	20 mil. TWD	Information and telecommunications engineering business	85.0 [85.0]	–	–
Lantro Technologies India Private Limited (Note) 2	Bangalore, India	30 mil. INR	Information and telecommunications engineering business	100.0 [100.0]	–	–
LANTRO NE PTE LTD (Note) 2	Singapore	0.2 mil. SGD	Information and telecommunications engineering business	100.0 [100.0]	–	–
Appsilan Asia Pte Ltd (Note) 2	Singapore	0.15 mil. SGD	Management services for data centers	100.0 [100.0]	–	–
Lantro (S) Pte Ltd (Note) 2	Singapore	2.5 mil. SGD	Information and telecommunications engineering business	100.0 [100.0]	–	–
Lantro Phils. Inc. (Note) 2	Pasig, the Philippines	17 mil. PHP	Information services business, etc.	100.0 [100.0]	–	–
Innovative Energy Systems & Technology Pte. Ltd. (Note) 2	Singapore	0.15 mil. SGD	Information services business, etc.	60.0 [60.0]	–	–
PT. Lantro Technologies Indonesia (Note) 2	Jakarta, Indonesia	14,478 mil. INR	Information and telecommunications engineering business	60.0 [60.0]	–	–
YL Integrated Pte Ltd (Note) 2	Singapore	1 mil. SGD	Design, construction, and management of general electrical work and electrical facility work	85.0 [85.0]	–	–
Nectric Engineering Pte Ltd (Notes) 2, 3	Singapore	0.25 mil. SGD	Design, construction, and management of general electrical work and electrical facility work	48.2 [48.2]	–	–

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
Sun Power Electrical Pte Ltd (Notes) 2, 3	Singapore	0.25 mil. SGD	Design, construction, and management of general electrical work and electrical facility work	47.2 [47.2]	–	–
Shanghai Changling Communication Equipment Co., Ltd. (Note) 2	Shanghai, China	60 mil. RMB	Construction of telecommunications towers and sharing services	50.1 [50.1]	–	–
TTK Co., Ltd. (Note) 1	Wakabayashi-ku, Sendai City	2,847	Information and telecommunications engineering business	100.0	–	–
TTK ENG Miyagi Co., Ltd. (Note) 2	Wakabayashi-ku, Sendai City	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
HOKUBU Co., Ltd. (Note) 2	Wakabayashi-ku, Sendai City	20	Information and telecommunications engineering business	100.0 [100.0]	–	–
TTK ENG Iwate Co., Ltd. (Note) 2	Yahaba Town, Iwate Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
TTK ENG Aomori Co., Ltd. (Note) 2	Aomori City, Aomori Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
TTK ENG Akita Co., Ltd. (Note) 2	Akita City, Akita Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
TTK ENG Yamagata Co., Ltd. (Note) 2	Yamagata City, Yamagata Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
TTK ENG Fukushima Co., Ltd. (Note) 2	Fukushima City, Fukushima Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
Tsukada Electrical Construction Co., Ltd. (Note) 2	Aoba-ku, Sendai City	50	Information and telecommunications engineering business	100.0 [100.0]	–	Yes
SOLCOM Co., Ltd. (Note) 1	Naka-ku, Hiroshima City	2,324	Information and telecommunications engineering business	100.0	–	–
SOLCOMMEISTER Co., Ltd. (Note) 2	Aki District, Hiroshima Pref.	100	Information and telecommunications engineering business	100.0 [100.0]	–	–
Yuwakogyo Corporation (Note) 2	Nishi-ku, Hiroshima City	70	Information and telecommunications engineering business	100.0 [100.0]	–	–
Seikenkogyo Co., Ltd. (Note) 2	Ube City, Yamaguchi Pref.	50	Information and telecommunications engineering business	100.0 [100.0]	–	–

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
Solcom Business Service Corporation (Note) 2	Minami-ku, Hiroshima City	30	Sale, maintenance, and lease of information processing equipment	100.0 [100.0]	–	–
Chugokutsushinshizai Corporation (Note) 2	Higashihiroshima City, Hiroshima Pref.	70	Procurement and sale of materials for information and telecommunications construction	100.0 [100.0]	–	–
Dentsushizai Corporation (Note) 2	Aki District, Hiroshima Pref.	50	Vehicle delivery of telecommunications cargo	63.1 [63.1]	–	Yes
Shikokutsuken Co., Ltd.	Imabari City, Ehime Pref.	450	Information and telecommunications engineering business	100.0	–	Yes
Ochidenki Corporation (Note) 2	Imabari City, Ehime Pref.	50	Information and telecommunications engineering business	100.0 [100.0]	–	–
STK Techno Corporation (Note) 2	Imabari City, Ehime Pref.	30	Information and telecommunications engineering business	100.0 [100.0]	–	–
SEIBU CONSTRUCTION Co., LTD. (Notes) 1, 4	Tokorozawa City, Saitama Pref.	11,000	General construction business for civil engineering, building construction, and other construction work	95.0	–	–
MIRAIT ONE SYSTEMS Corporation	Minato-ku, Tokyo	100	Information services business, etc.	100.0	–	–
ACTIS Co., Ltd. (Note) 2	Chiyoda-ku, Tokyo	100	Information services business, etc.	85.1 [85.1]	–	–
CREiST Inc. (Note) 2	Shinagawa-ku, Tokyo	35	Information services business, etc.	71.4 [71.4]	–	–
TIMETEC Co., Ltd. (Note) 2	Suita City, Osaka Pref.	50	Contracted software development, system development and operations	100.0 [100.0]	–	–
Trust System Corporation (Note) 2	Chiyoda-ku, Tokyo	100	General operations related to information system development	100.0 [100.0]	–	–
Kokusai Kogyo Co., Ltd. (Note) 1	Shinjuku-ku, Tokyo	6,794	Consulting business for spatial information	100.0	–	Yes
KKC Systems Co., Ltd. (Note) 2	Fuchu City, Tokyo	35	Consulting business for spatial information	100.0 [100.0]	–	Yes
TDS Co., Ltd. (Note) 2	Fuchu City, Tokyo	100	Consulting business for spatial information	100.0 [100.0]	–	–

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
Kokusai Data Production Center Co., Ltd. (Note) 2	Fuchu City, Tokyo	50	Consulting business for spatial information	100.0 [100.0]	–	Yes
Ryukyu Kokusai Kogyo Co., Ltd. (Note) 2	Naha City, Okinawa Pref.	40	Consulting business for spatial information	100.0 [100.0]	–	Yes
Meiji Consultant co., ltd. (Note) 2	Chuo-ku, Sapporo City	10	Consulting business for spatial information	100.0 [100.0]	–	Yes
Hokuto Design Co., Ltd. (Note) 2	Abashiri City, Hokkaido Pref.	30	Consulting business for spatial information	100.0 [100.0]	–	–
nokishita Co., Ltd. (Note) 2	Miyagino-ku, Sendai City	30	Operations of a co-existence complex	100.0 [100.0]	–	–
Sango Himawari Energy Co., Ltd. (Note) 2	Sango Town, Ikoma District, Nara Pref.	30	Regional new power producer and supplier business	100.0 [100.0]	–	–
SOLCOM Co., Ltd. (whose name was changed to KKC SOLCOM Co., Ltd. on April 1, 2026) (Note) 2	Minato-ku, Tokyo	40	System development and infrastructure construction business	100.0 [100.0]	–	–
Kokusai Taiwan Limited (Note) 2	Taipei City, Taiwan	43 mil. TWD	Consulting business for spatial information	100.0 [100.0]	–	–
ThinkTron Limited (Note) 2	Taipei City, Taiwan	30 mil. TWD	Consulting business for spatial information	86.7 [86.7]	–	–

Company name	Address	Share capital (million yen)	Main line of business	Ratio of voting rights holding [held] (%)	Description of relationship	
					Concurrent appointments of Officers (persons)	Financial assistance
(Affiliates accounted for using the equity method) Sumiden Communication Engineering Co., Ltd.	Totsuka-ku, Yokohama City	150	Information and telecommunications engineering business	49.0	–	–
Nihon Sangyo Co., Ltd.	Iruma District, Saitama Pref.	72	Management of golf courses	50.0	–	Yes
MIRAIT PHILIPPINES INC.	Quezon, the Philippines	126 mil. PHP	Information and telecommunications engineering business	100.0	–	Yes
Altro Solutions Pte Ltd (Note) 2	Singapore	0.2 mil. SGD	Information and telecommunications engineering business	50.0 [50.0]	–	–
Lantrovision Inc. (Note) 2	Pasig, the Philippines	5 mil. PHP	Information and telecommunications engineering business	40.0 [40.0]	–	–
Lantro (Thailand) Co. Ltd (Note) 2	Bangkok, Thailand	38 mil. THB	Information and telecommunications engineering business	49.0 [49.0]	–	–
Lantro (Vietnam) Co. Ltd (Note) 2	Ho Chi Minh, Vietnam	2,393 mil. VND	Information and telecommunications engineering business	41.7 [41.7]	–	–
Lantro (Cambodia) Co. Ltd (Note) 2	Phnom Penh, Cambodia	0.05 mil. USD	Information and telecommunications engineering business	49.0 [49.0]	–	–
NEO SEC Inc. (Note) 2	Shimonoseki City, Yamaguchi Pref.	10	Information and telecommunications engineering business	20.0 [20.0]	–	–
Hi-Elecom Co., Ltd. (Note) 2	Nishi-ku, Hiroshima City	90	Information services business, etc.	27.8 [27.8]	–	–
LBS Digital Infrastructure Corp.	Taguig, the Philippines	12 mil. PHP	Construction and leasing of telecommunications towers for mobile phones	25.0	–	–
Mid Map Tokyo Corporation (Note) 2	Meguro-ku, Tokyo	15	Sale and management of map (1:2,500 scale) database of Tokyo	40.0 [40.0]	–	–
RTi-cast Inc. (Note) 2	Aoba-ku, Sendai City	48	Real-time tsunami damage forecast system	44.1 [44.1]	–	–

Notes: 1. Qualifies as a specified subsidiaries.
2. The figures in the square brackets in “Ratio of voting rights holding [held]” indicate the indirect ownership ratio included in the total.
3. Although the ratio of voting rights the Company holds is 50% or less, it is classified as a subsidiary because it substantially controls the entity.
4. The following company accounts for more than 10% of consolidated net sales (excluding intra-group sales). Results of operations for the company are as follows:

(Millions of yen)

Company name	Net sales	Ordinary profit	Profit	Net assets	Total assets
SEIBU CONSTRUCTION Co., LTD.	62,382	3,147	2,435	43,719	66,357

II. Overview of Business

1. Management Policy, Business Environment, and Issues to Be Addressed

Forward-looking statements contained herein are based on the Company's judgment as at the end of the fiscal year ended March 31, 2026.

(1) Basic management policy

The Group defines "Purpose (meaning of existence)" and "Mission (public mission)" as follows.

Purpose

Co-creating an exciting future through challenges and technology.

Mission

- Meeting customer expectations and contributing to the realization of a prosperous society.
- Constantly refining our technology and business model to add more value.
- Building and maintaining future social infrastructure with our partners.
- Creating an attractive corporate culture with a diverse and dynamic workforce.
- Continuing to be a trusted company through improved sustainability and strict compliance.

Based on our Purpose and Mission, while thoroughly nurturing existing businesses and services, we will further accelerate business expansion by identifying up and coming growth areas, the MIRAI (future) Domain (hereinafter, MIRAI Domain), and mobilizing group resources to expand urban and regional development, corporate DX and GX, green energy business, software business, and global business. By working to help customers and society solve problems and revitalize local communities, we aim to increase corporate value and achieve sustainable growth.

(2) Business environment and medium- to long-term management strategies

The business environment surrounding the MIRAIT ONE Group is undergoing significant changes. While our core business, the telecommunications infrastructure domain, has been performing solidly, investments from our main customers, telecommunications carriers, are shifting focus from constructing telecommunications infrastructure to enhancing telecommunications quality and exploring new service areas, and is expected to decline in the medium- to long- term.

On the other hand, the enterprise/environmental social infrastructure domain is expected to see further growth opportunities due to the rapidly increasing demand for cloud services and data centers (DC) driven by the rapid spread of digital transformation (DX) and artificial intelligence (AI) and other digital-infrastructure trends, as well as measures to address the aging of infrastructure, such as roads, bridges, and water and sewer pipes, efforts to achieve a carbon-neutral society, responses to natural disasters caused by climate change.

Against this backdrop, the Group aims to evolve into a corporate group contributing to solving of various social problems in wide social infrastructure areas. In order to remain a reliable corporate group that keeps "creating and supporting" future social infrastructure, the Group has formed "MIRAIT ONE Group Vision 2030" and the Fifth Medium-term Management Plan, which covers the five years ending in FY2026 as a business vision toward 2030.

Management Strategy in the MIRAIT ONE Group Vision 2030

The MIRAIT ONE Group Vision 2030 is centered on five changes as a new growth strategy based on the key word that we will change and the future will change.

◇ Change 1: People-centric management

- MIRAI College: "Driving force of business structure reform" providing learning and connection
- "Health and Productivity Management" creating a friendly working environment and protecting the physical and mental health of employees
- MIRAIT ONE work style reforms supporting work-life balance

◇ Change 2: Acceleration of business growth

- Strategically addressing business growth through human resources growth and organically combining and mobilizing the Group's resources in the growth area of "MIRAI Domain" (promotion of business structure reform to a full-value model)
  - ◆Urban and regional development business, and acceleration of corporate DX and promotion of green operations (GX)
  - ◆Expansion of Green Energy business contributing to decarbonization
  - ◆Strengthening of SI business contributing to customers' DX

◆Strengthening of data center-related business in Japan and overseas, and global business promoting infrastructure sharing

- Strengthening of customer base of existing business (responding to expansion of customers and growth of customers)

◇Change 3: Top-class profitability

- Strengthening of management foundation through concentration and improvement of efficiency by integrating the Three Companies
- Fundamental revision and streamlining of business operations through the use of data insight and generative AI, etc.
- Review of existing operations and costs through promotion of group coordination

◇Change 4: Management based on data insights

- Establishment of knowledge-based data environment and optimization of sales approach (aggressive DX)
- Value chain reform, smart construction, utilization of BPO/RPA/robotics (defensive DX)
- Development of experts and core personnel, improvement of companywide literacy (development of DX personnel)

◇Change 5: Strong foundation for ESG management

- Initiatives aimed at the achievement of greenhouse gas reduction targets (science-based targets)
- Creation of social value through the MIRAIT ONE Partner Association
- Enhancement of the audit system and strengthening of audit functions through third lines of defense
- Strengthening of corporate governance through a new Group management system

(3) Objective indicators for measuring the attainment status of management goals

The Group has adopted, as objective indicators used to determine the attainment status of management goals called Key Performance Indicators (hereinafter referred to as KPIs) of the Fifth Medium-term Management Plan, Sales, Ratio of MIRAI Domain (*1), OPM (Operating Profit Margin), EBITDA Margin (*2), ROE (Return on Equity), and EPS (Earnings per Share), and specified, as goals in FY2026, Sales of at least 720 billion yen, Ratio of MIRAI Domain of at least 45%, OPM of at least 6.5%, EBITDA Margin of at least 8.5%, ROE of at least 10%, and EPS-CAGR of at least 10%.

Our non-financial targets are as described in “II. Overview of Business, 2. Sustainability Approach and Initiatives.”

(*1) Ratio of sales of MIRAI Domain (areas aiming at business growth) in Total Sales

(*2) EBITDA: Total of Operating profit + Depreciation and amortization + Amortization of goodwill

The reason these KPIs have been adopted is because of the recognition that they are important indicators for all stakeholders including shareholders to understand the Group’s management policies and management strategies, in addition to enabling the evaluation of their progress and feasibility.

Consolidated operating profit, EBITDA and ROE, as well as a non-financial target of GHG emissions, have also been adopted as indicators for the calculation of points granted in the Board Benefit Trust performance-linked stock compensation scheme it has implemented to raise awareness of the contributions to performance of Group companies and enhancement of corporate value.

Note: These figures for these KPIs are based on reasonable judgments according to circumstances, etc., that can be forecast as of the filing date of this report (June 22, 2026), and do not constitute a guarantee of their achievement.

(4) Priority business and financial issues to be addressed

As described in “(2) Business environment and medium- to long-term management strategies,” the Group needs to promote business operations responsive to changes in the business environment.

In FY2026, as the final year of the fifth Medium-term Plan, we will make utmost efforts for the attainment of the targets of the Medium-term Management Plan by, including, developing a flexible and strong construction system in response to increased demand such as for the expansion of base stations for mobile, in addition to developing a one-stop system to cover the entire process from sales to maintenance and operation in the data center-related business to speedily respond to expansion in investments in data centers. Furthermore, we will make company-wide efforts to foster organization culture that places a top priority on “safety first” and “compliance.”

We will also promote ‘consolidated management of “multiplying”’ based on the following three axes to build a foundation toward 2030.

- Customer-front: Promotion of cross-selling through enhancement of front-office function led by CMO
- Technology-front: Creation of new businesses through established use/utilization of AI and the “Innovation Center”
- Institutional-front: Human resources system reform aimed at securing expert personnel and the development of management accounting to promote group-wide coordination

In addition, in order to respond to rapid changes in the business environment (technological revolution of AI, etc. and changes in customers’ demand), we will conduct an absorption-type merger of our group subsidiary MIRAIT ONE SYSTEMS Corporation, as well as striving to maximize business synergies gained from the trinity formed with Kokusai Kogyo, SEIBU CONSTRUCTION and others, aiming to create added value and improve productivity for the entire group for growth over the medium term.

2. Sustainability Approach and Initiatives

The Group's approach to sustainability and its initiatives are as follows.

Forward-looking statements contained herein are based on the Group's judgment as at the end of the fiscal year ended March 31, 2026.

(1) Governance and risk management of sustainability in general

Aiming to balance the resolution of social issues with business growth and further promote corporate sustainable growth (sustainability), in July 2025 we changed our corporate body for these functions from the ESG Management Promotion Committee to the Sustainability Committee.

Co-chaired by the Chairman and President, the Committee is responsible for matters relating to sustainability as a whole, including identifying material issues, organizing directions and promoting specific initiatives on cross-Group challenges related to environment or society, as well as responding to various initiatives. Reports on the identification of material issues and responses to various environmental initiatives, etc. are provided to the Group Executive Committee and the Board of Directors.

Sustainability promotion structure



(2) Identification of materiality

To realize sustainable growth and enhancement of corporate value over the medium- to long-term, it is necessary to seize abundant business opportunities such as the global move toward a decarbonized society, while implementing countermeasures with an eye to various risks related to human resources and climate change. In our approach to addressing materiality formulated based on the recognition of these opportunities and risks, we have clarified the social problems that the MIRAIT ONE Group should focus on and have identified the opportunities and risks associated with each materiality. We are pursuing them as key initiatives of the Medium-term Management Plan.

In identifying materiality, the ESG Management Promotion Committee held discussions based on customer and employee surveys, stakeholder opinions, key social issues extracted from international guidelines on social responsibility, and expectations placed on the Group in FY2021. Materiality was then deliberated by the Executive Committee and the Board of Directors before being finalized.

Important societal issues to be addressed(Materiality)



<Materiality identification process>

■ STEP 1: Extraction and categorization of social issues

Comprehensively extract issues to be considered based on the GRI Standards, ISO 26000, and other major international guidelines on social responsibility of organizations, as well as the SDGs and evaluation items of ESG evaluation organizations.

■ STEP2: Prioritization

Evaluate and prioritize the extracted issues in terms of whether the Group should contribute to solving the issues and whether it will lead to value creation from the perspective of the stakeholders' expectations and the MIRAIT ONE Group's Purpose and Mission.

The ESG Management Promotion Committee discusses and selects material issues to be addressed by the Group.

■ STEP3: Validation and identification

Confirm the appropriateness of the material issues selected in terms of their alignment with the Group's management issues.

The ESG Management Promotion Committee discusses risks to current business and opportunities for the future, and identifies the material issues (materiality) through deliberations at meetings of the Executive Committee and the Board of Directors. The Committee determines initiatives and targets for the identified materiality in consultation with the relevant departments.

■ STEP4: Review

Perform activity evaluation for materiality based on the targets and achievements, and disclose the results in the Integrated Report.

Review them based on surveys of internal and external stakeholders, opinions from external experts, SDGs and other international goals and guidelines, and evaluations by ESG evaluation organizations. Use the results to revise materiality items and goals and improve the content of disclosure as well as incorporate them in the business operations.



(3) Material sustainability items

The material sustainability items in the Group, which were identified through governance and risk management as described above, are 1) initiatives on climate change and 2) initiatives related to human capital.

Information on 2) initiatives related to human resources is provided in "IV. Information about Reporting Company, 5. Employees, (1) Basic policy, etc. on human resource strategy."

1) Initiatives on climate change

■ Governance

Following the establishment of the ESG Management Promotion Committee in September 2021, we resolved on the materiality "Creating and protecting an environmentally friendly society" after deliberation by the Executive Committee and Board of Directors. Furthermore, to fully commit to contributing to the realization of a decarbonized society, we set the "Greenhouse Gas Emissions Reduction Target (FY2030)" as one of the KPIs in the Medium-term Management Plan and established a system to monitor progress.

The 2030 greenhouse gas emissions reduction target was certified as SBT (Science Based Targets) in February 2023.

The ESG Management Promotion Committee was restructured in July 2025 into the Sustainability Committee, and monitors progress in the initiatives.

In FY2025, we held one meeting of the ESG Management Promotion Committee in April and three meetings of the Sustainability Committee in July and thereafter to discuss the specific GHG emissions reduction status and reduction measures for the entire group, respond to evaluations from various ESG rating agencies, analyze the results, formulate strategies, and promote various measures.

■ Risk management

We have established a basic policy and promotion system for risk management as a corporate group in the form of "Risk Management Regulations," as we take appropriate steps to deal with various risks based on our risk management plan.

The Sustainability Committee also takes the initiative on climate-related risks and opportunities, monitoring changes in the external and internal environment associated with climate change and identifying climate risks and opportunities that affect our business. The identified risks and opportunities are evaluated and analyzed to determine their impact on the Group with a focus on risks and opportunities that have a high degree of impact. Following deliberations by the Group Executive Committee and the Board of Directors, these are incorporated as company-wide risks and opportunities.

■ Strategy

The MIRAIT ONE Group has analyzed the potential climate-related risks and opportunities in the future by referring to the scenarios based on the average temperature rise of less than 2°C (e.g. 1.5°C) and 4°C. Consequently, it was assessed that the transition to a decarbonized society (policy/regulation/market/reputation) would be subjected to the impacts that manifest as a result of anticipated future events and physical (acute/chronic) impacts from climate change.

We reviewed our medium-term management strategy with respect to these risks and reaffirmed the "realization of a decarbonized society through business activities" as a material issue. In terms of our business engagement, we have also identified the growing demand for smart infrastructure/energy solutions as a prospective opportunity.

Future where the target of less than 2°C (such as 1.5°C) is achieved: A scenario for the rapid materialization of a decarbonizing society

Envisioned scenario	Identified risks			Opportunity examination			Initiatives
		Type	Description		Type	Description	Description
Tighter carbon emission regulations	Medium- and long-term	Policy/ regulation	• Increase in material and fuel procurement costs due to carbon taxation • Increased business burden due to insufficient compliance with regulations such as carbon pricing • Risk of cost increase due to the purchase of credits for emissions in case of failure to achieve reduction targets	Medium- and long-term	Product/ service/ energy	• Increase in demand for renewable energy and energy-saving projects (solar power generation, EV charging, LED lighting, etc.)	• Promotion of power-saving through DX and work style reforms • Improvement in fuel efficiency through the use of fuel additives for vehicles, and promotion of EV adoption • Promotion of renewable energy utilization in electricity
	Short-, medium- and long-term	Policy/ regulation	• Increase in electricity costs due to a shift to renewable energy sources	Short-, medium- and long-term	Product/ service/ energy	• Increase in demand for shift to energy-saving equipment • Promotion of the efficient electricity use with the use of IoT	
Increasing awareness toward decarbonization	Short-term	Market/reputation	• When environmental measures turn out to be inadequate • Decrease in orders for new construction projects • Termination of existing maintenance contracts • Loss of customers due to higher reputation risks	Short-, medium- and long-term	Market	• Increase in demand for renovation work • Increase in demand for ZEB and smart city-related projects	• Identifying and promoting the procurement of low-carbon products • Proper disclosure of information to stakeholders

Future where average temperatures rise by 4°C: A scenario characterized by the manifestation of physical impact

Envisioned scenario	Identified risks			Opportunity examination			Initiatives
		Type	Description		Type	Description	Description
Increase in the frequency and severity of natural disasters	Short-, medium- and long-term	Acute	• Damage to telecommunication equipment and base stations caused by heavy rains and typhoons and increase in restoration costs	Short-, medium- and long-term	Market/resilience	• Increase in demand for pole-free electricity to deal with abnormal weather conditions	• Increase in demand for facility enhancements such as battery storage systems and emergency power supply • Development of multi-skilled human resources • Enhancement of collaboration with MIRAIT ONE Partners
	Short-, medium- and long-term	Acute	• Discontinuation of products and services due to disruption of the value chain	Medium- and long-term	Market	• Growing demand for disaster prevention and mitigation work for telecommunication equipment and base stations due to the increase in the frequency and severity of natural disasters	• Water supply solution business
Rise in average temperatures	Long-term	Chronic	• Increase in air conditioning costs incurred by data centers, etc.	Long-term	Market	• Replacement of air conditioning equipment with high-efficiency equipment • Improvement of the operation of HVAC equipment	• Strengthening of air conditioning business
	Medium- and long-term	Chronic	• Increase in heat stroke and other health issues among construction workers of telecommunications facilities	Medium- and long-term	Resilience	• Further promotion of DX and remote working style	• Streamlining construction through DX and strengthening worker health management

The “greenhouse gas reduction target” was adopted as a consolidated ESG indicator for performance-linked remuneration in FY2022 in order to raise awareness of the management on ESG initiatives.

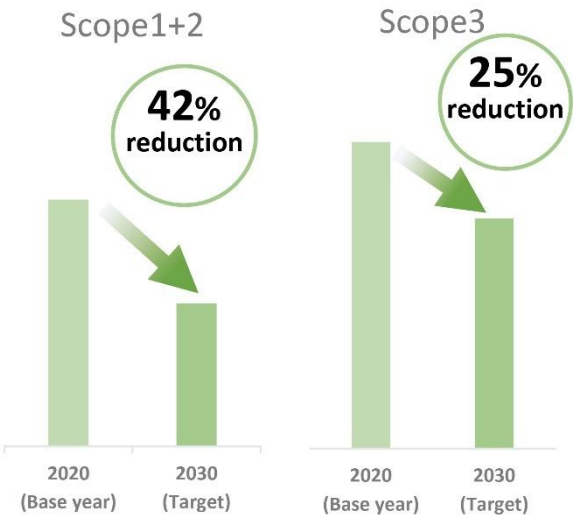
■ Targets

In FY2021, the MIRAIT One Group (excluding Kokusai Kogyo) set a target for reducing greenhouse gas emissions toward FY2030. In February 2023, the target was certified by SBTi (Science Based Targets initiative) as a scientifically based target. By setting non-financial targets in the Medium-term Management Plan, we are steadily incorporating growth opportunities for our business in decarbonization.

Kokusai Kogyo set its reduction targets in September 2021, before joining the Group, which were certified as SBT, and in March 2025, it set a new net-zero Long-Term target and obtained SBT certification. At the same time, the Near-Term target was reviewed and revised to a more aggressive target, and SBT accreditation was obtained.

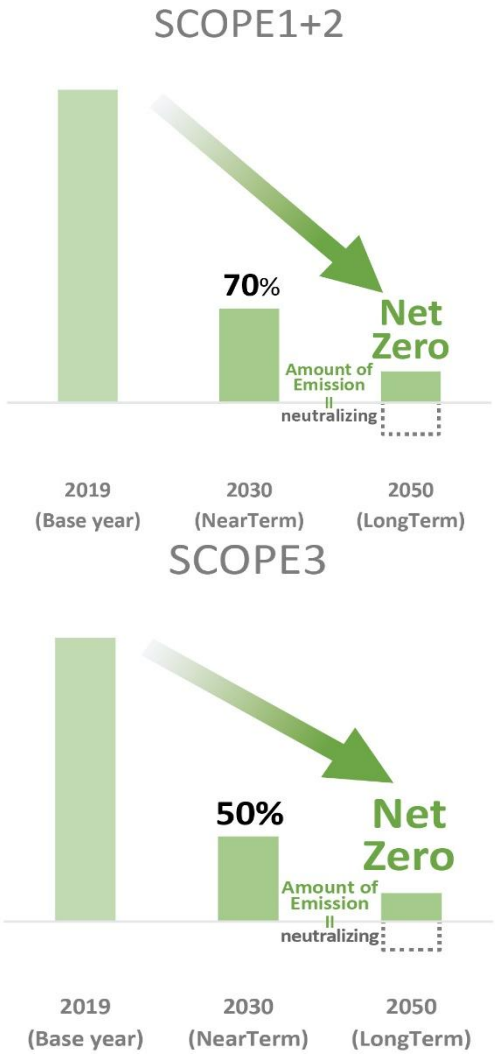
The MIRAIT ONE Group (excl. Kokusai Kogyo)

Target		SBT
Scope 1+2	Reduce the Group's greenhouse gas emissions by 42% from the FY2020 (base year) level by FY2030.	Certified in February 2023
Scope 3	Reduce the Group's greenhouse gas emissions by 25% from the FY2020 (base year) level by FY2030.	Certified in February 2023



Kokusai Kogyo

Target		SBT
Reach net-zero greenhouse gas emissions across the value chain by FY2050		Certified in March 2025
Near-Term Target		SBT
Scope 1+2	Reduce absolute Scope 1 and 2 GHG emissions by 70% from the base year (FY2019) level by FY2030.	Recertified in March 2025
Scope 3	Reduce absolute Scope 3 GHG emissions by 50% from the base year (FY2019) level by FY2030 from the following categories: C3. Fuel- and energy-related activities, C6. Business travel, C7. Employee commuting, and C11. Use of sold products. Supplier engagement target: Commit that 65% of its suppliers set science-based targets by FY2026 for emissions from the following categories: C1. Purchased goods and services, and C2. Capital goods.	Recertified in March 2025
Long-Term Target		SBT
Scope 1+2	Reduce absolute Scope 1 and 2 GHG emissions by 90% from the base year (FY2019) level by FY2050.	Certified in March 2025
Scope 3	Reduce absolute Scope 3 GHG emissions by 90% from the base year (FY2019) level by FY2050.	Certified in March 2025



■ Results of greenhouse gas emissions

The MIRAIT One Group considers addressing climate change as a material issue and has been working to reduce greenhouse gas emissions. Actual greenhouse gas emissions by Scope (Scope 1, Scope 2, and Scope 3) and detailed data such as changes from past years are disclosed on the Company's website (https://www.mirait-one.com/english/esg/environment/) under "Information disclosure based on TCFD proposal."

Scope 1 and Scope 2: Actual results for FY2020 to FY2025

Scope 3: Actual results for FY2020 to FY2024 (results for FY2025 will be posted in September)

<Work style reform and health management action>

■ Health and Productivity Management led by the top management

Our group is focusing on promoting health-oriented management, which is one of our material issues, and has placed it as critical element of Change 1 "People-Centered Management" in the Medium-term Management Plan. In order to further enhance the effectiveness of such efforts, we updated the MIRAIT ONE Group's Health and Productivity Management Declaration in October 2025 and will promote our health-oriented management under the leadership of our President.



■ Support of health management

The Group conducts regular health check-ups for all employees, as well as comprehensive medical examinations for those who have reached a certain age, and provides specified health guidance to support employees' health management. Our health support programs also include recreation facilities in several locations in Japan that employees can use to refresh themselves, as well as walking and other events co-organized constantly with the Health Insurance Association.

■ Subsidies for comprehensive health check-ups (Ningen Dock)

In addition to subsidies from the Health Insurance Association, employees also receive subsidies from the company, which are useful for improving their health management.

■ Regular distribution of "Health News" and "Mimamori Mail"

Health News is published approximately every month to provide information on health-related topics, etc. Health information relevant to the occasions is shared and utilized within the Group. Mimamori Mail is health information for employees on-site provided through their smartphones, designed to be easily understood at a glance.

■ Mental health

The stress check program, mandated by the Ministry of Health, Labour and Welfare, aims at primary prevention of mental health issues by helping employees become aware of their own stress and improving their workplace environment. Even before the program became mandatory, the Group introduced a mental health follow-up system (consultation service, etc.). Based on group analysis following the stress check, mental health training is conducted for each department to improve the worksite environment, thereby preventing mental health issues before they occur.

■ Support for returning to work for employees on sick leave due to mental health issues

We provide full support to employees on sick leave or medical leave due to mental health issues, including support from our mental health promotion staff, from the start of the leave to follow-up after the employee returns to work. When the employee expresses their intention to return to work, a reinstatement decision will be made by the Return to Work Review Committee, based on the diagnosis provided by the attending physician in cooperation with the industrial physician and the Company. Shorter hours, limited overtime, and other employment considerations are accorded to the employee after returning to work.

■ Development of a comfortable working environment

The MIRAIT ONE Group has in place a compensation system that outperforms labor-related laws and regulations, beyond compliance with the Labor Standards Law and other labor-related laws and regulations, to enhance employees' job satisfaction even further. In addition, in respect of the idea of equal pay for equal work, we ensure that non-regular employees are treated fairly and equitably with regular employees. For instance, non-regular employees are compensated at the same extra rate as regular employees for special work and overtime allowances, etc., and granted special leave and offered opportunities for promotion to regular employees.

■ Promotion of MIRAIT ONE's smart work-lifestyle reform

The Group has established the MIRAIT ONE Smart Work/Life Declaration to ensure sustainable growth while responding to the changes in the labor market and business environment that have occurred in recent years. Based on the declaration, we have been promoting work/lifestyle reforms consistently and comprehensively, encompassing 1) promotion of work styles not restricted by time and place to accommodate diverse lifestyles, 2) development of systems for reskilling, 3) acquisition of external talent and securing of diverse human resources, and 4) promotion of health and productivity management.

■ We are certified as a 2026 Certified KIH Outstanding Organization (large-scale enterprise category)

In March 2026, the Company was certified as a "2026 Certified KENKO Investment for Health (KIH) Outstanding Organization (large-scale enterprise category)."

The Certified Outstanding Organization of KENKO Investment for Health recognition program is a part of the measures taken by the Ministry of Economy, Trade and Industry to develop an environment in which certified corporations are able to gain enhanced recognition. The program allows corporations that strategically carry out efforts with regard to their employees' health from a management perspective to receive social recognition, and awards those that practice particularly outstanding health and productivity management.

<Respect for human rights and diversity and inclusion>

■ Respect for human rights

The MIRAIT ONE Group has launched group-wide efforts to earn the utmost satisfaction and trust of its customers based on its primary mission of creating a better environment where people and society can coexist in harmony. The Group believes that its sustainable growth and corporate value enhancement in the future can only be achieved by understanding the human rights of all stakeholders involved in the corporate activities and by fulfilling its Group-wide responsibility to respect human rights.

■ MIRAIT ONE Group revised a Basic Policy on Human Rights

Based on the concept described above, the Group has emphasized "Respect for Human Rights and Promotion of Diversity and Inclusion" as one of its material themes. The Group has revised the "MIRAIT ONE Group Basic Policy on Human Rights" enacted in July 2022 and newly established "Priority Human Rights Issues" to be addressed in light of human rights due diligence to send out a strong message of its commitment to respect for human rights and clearly identify its awareness within the Group, as well as to further strengthen its efforts to respect human rights in its business activities. Based on this policy, all employees of the Group will act with awareness of respect for human rights as the foundation of all its business activities, as we aim to build a company that is widely trusted by all members of society and contributes to the realization of a sustainable society.

■ Promotion system

To ensure that all officers and employees fully understand human rights issues involving all corporate activities, the "Compliance, Risk Management, and Human Rights Committee" has been established as a corporate function. The Committee reports on risk situations related to human rights and discusses issues and measures to address them, working to strengthen human rights management.

■ Examples of actions taken

The Group takes protection of workers' rights seriously by never using child labor or forced labor, and pays wages above the minimum wage level mandated by law.

In addition, we have conducted stratified training and compliance promotion activities to raise awareness of human rights.

Three types of hotlines, the "Compliance Meyasubako (suggestion box)," "Nandemo Sodanshitsu (consultation room for anything)," and "External Reporting Line," are on standby for resolving an issue while giving due consideration to whistleblower protection.

■ Labor-management relations

The Group strives to build stable labor-management relations by establishing opportunities for regular labor-management consultations in order to develop the company and maintain and improve the working conditions of its employees based on mutual trust between labor and management. In order for proactive business operations and the sound development of the company, we regularly hold liaison meetings as well as meetings of the Working Hours Optimization Committee for labor and management to exchange opinions on business plans and other important issues.

■ To continue to be an "attractive company group" with diverse employees working actively

The MIRAIT ONE Group respects individual personality and seeks to build workplaces where its employees perform to their full potential, regardless of age, gender, educational background, nationality, disability, sexual orientation, gender identity, etc.

We have established the DEI Office, a specialized organization to promote DEI, to leverage diverse perspectives and values in corporate management. Our focus is on building a workplace environment to maximize the characteristics and potential of each individual employee and developing management-level personnel.

Diversity & Inclusion, one of our material issues, is positioned as a key initiative. Our Mission, which defines our approach for individual stakeholders, declares our commitment to "continue to be an attractive corporate group where diverse employees work with passion and vitality."

In addition, as part of Change 1: "People-centric management" in our Medium-term Management Plan, we are dedicated to developing a pool of diverse human resources including non-Japanese engineers.

To further advance these initiatives, we have established a "DEI Declaration."

■ Empowering female employees

We devise action plans for the purpose of enabling female employees to reach their full potential and pursue their careers in a wide range of arenas. Specific numerical targets are set for the ratio of women in new graduate hires and the number of women in managerial positions, and we are working to achieve these targets. It is difficult to present these figures on a consolidated group basis because not all companies in the consolidated group have set numerical targets.

For this reason, the targets and actual figures below are for the Company on a non-consolidated basis.

■ Targets and actual figures (empowering female employees)

Indicator	Target	Actual figure
Number of women in managerial positions	Increase by 20% by March 2026 (from the July 2022 level)	68 persons (+21.4%) (as of March 31, 2026)
Ratio of women in new graduate hires	25% by March 2026	27.5% (new hires of April 2026)
Rate of annual leave taken	70% by March 2026	72.6% (as of March 31, 2026)

* The actual figure for the ratio of women in managerial positions is disclosed in "IV. Information about Reporting Company, 5. Employees, (4) Ratio of women in managerial positions, rate of parental leave taken by male employees, and gender wage gap."

■ Supporting employees to balance childcare and nursing care responsibilities with professional career

We actively promote work-life balance by developing a working environment that enables employees to balance childcare and nursing care responsibilities with their professional careers. Specifically, we have instituted programs that employees can use during important life events such as childbirth, childcare, and nursing care beyond the standards stipulated by law, so that employees can continue working with a sense of security for a long time. They include the parental leave, which is available until the child reaches three years of age, and a shorter working hour arrangement that can be used until the child completes the third year of elementary school.

As of the end of FY2025, the rate of childcare leave taken among female employees of the Company is 88.9% with the rate of parental leave taken including that taken by male employees at 97.6%. We promote efforts to maintain the rate of leave taken and raise it even further. Also, we implement support measures to ensure employees on childcare leave can return to work smoothly and play an active role in the company. The measures include providing information on developments in the company during their absence and conducting interviews prior to their return.

■ Support for elderly employees

In response to the declining birthrate and aging population in Japan, we have created an environment where willing senior workers can continue to play active roles. This was done by establishing a reemployment system after retirement to support the active participation of senior human resources who hold qualifications in advanced technologies required for the telecommunications construction industry. Furthermore, we redeveloped employment terms for reemployment after retirement in FY2025 to make it easier for senior human resources to use this system and increase motivation to play active roles.

We also hold life plan seminars for employees who have reached a certain age and support them with work designing and financial planning after employment extension.

Status of reemployment after retirement (as of March 31, 2026)

Number of employees subject to mandatory retirement	172 persons
Number of rehired employees	151 persons
Reemployment rate	87.8%

* Average of seven companies: MIRAIT ONE Corporation, TTK Co., Ltd., SOLCOM Co., Ltd., Shikokutsuken Co., Ltd.,SEIBU CONSTRUCTION Co., LTD., MIRAIT ONE SYSTEMS Corporation, and Kokusai Kogyo Co., Ltd.

3. Business Risks

Of the matters related to Overview of Business and Financial Information stated in this Annual Securities Report, the items listed below may have a material impact on decisions by investors.
The likelihood and timing that such risks may materialize and the degree of impact they may have on the operating results of the Group are not stated as it is difficult to reasonably foresee them.
Forward-looking statements contained herein are based on the Company's judgment as at the end of the fiscal year ended March 31, 2026.

1) Risks associated with excessive dependence on particular clients

The main clients of the Group are telecommunications carriers such as the NTT Group. Owing to the fact that they account for a large portion of net sales, their capital expenditures, technological breakthroughs, and other factors could affect the Group's business results.
Thus, the Group is expediting the transition of its business structure from the telecommunications carrier business to the solutions business and shifting to the MIRAI Domain, which is positioned as a new growth area, as well as creating new business opportunities beyond its traditional business domains and technologies.

2) Risks associated with initiatives in new domains

Unexpected and significant risks arising from challenges in new domains may affect the Group's business results.
Thus, the Group has established the Business Risk Management Office to ensure optimal risk management by thoroughly screening risks related to individual projects, smoothly facilitating risk management, and sharing case studies and know-how for managing risks.

3) Risks associated with safety and quality issues

In the event of serious accidents, quality issues, or other contingencies, there may be severe consequences that may result in the loss of clients' confidence and restrictions on the Group's operating activities, affecting its business results.
The Group is therefore wholly committed to ensuring safety and quality controls needed to deliver quality engineering and services that deserve customers' trust and appreciation, by leveraging the integrated safety and quality management system.

4) Risks associated with the management of critical information

The Group may access critical information, such as technical data and personal information provided by clients and business partners. In the event of unforeseen information leakage or malicious use of such information, the Group may suffer liability for damages and others with potential impact on its financial results. Such an event may also result in the loss of clients' and business partners' confidence, affecting the Group's business results.
The Group is therefore wholly committed to the prevention of leakage of classified information through the use of ISMS (information security management system).

5) Risks associated with uncertainties regarding clients' credit quality

If uncertainties arise regarding the credit quality of a client or a business partner, the Group may not be able to receive payments for construction work or may be forced to delay projects, which could affect the Group's business results.
The Group therefore adopts measures to avoid credit risks, such as the use of external credit agencies for client credit risk management, and contract document reviews by the legal section.

6) Risks associated with material procurement and price hikes

In the event of difficulty in the material supply or delays in delivery due to natural disasters, war, terrorism, or epidemics of novel infectious diseases, or in the event of rising construction costs due to soaring prices of raw materials, equipment and materials, and energy, or fluctuations in currency exchange rates, construction projects may be suspended or delayed. Furthermore, the Group's business performance may be affected if clients hold back on investments or postpone investment decisions.
The Group therefore meticulously manages the process to minimize the extension of the construction period by, for example, prioritizing the processes that are not experiencing shortages of supplies. In addition, measures are taken to mitigate the risk of rising construction costs by incorporating into contract clauses the terms and conditions for raw material price increases, and by passing the higher costs on to construction prices.

7) Risks associated with assets held by the Group

The Group holds assets, including securities, that are necessary for its business operations. Significant fluctuations in market prices thereof could affect the Group's business results.

The Group therefore adopts measures to avoid risks associated with fluctuations in the value of such assets, such as by assessing its securities holdings both quantitatively and qualitatively and gradually reducing those that have less significance for the Group's business.

8) Risks associated with natural disasters, etc.

The occurrence of contingencies such as severe natural disasters and the spread of epidemic diseases could cause direct damage to the Group's employees, subcontractors, and facilities, or cause outage of lifeline utility and fuel shortage. In such an event, construction may be halted and the contracted construction period may be delayed, which may affect the Group's business results.

The Group has adopted countermeasures against events such as natural disasters including earthquakes and the spread of epidemic diseases, including the formulation of a business continuity plan (BCP), establishment of a system to confirm the safety of employees, conducting of evacuation drills, and adopting of new workstyles.

9) Risks associated with overseas businesses

The Group operates businesses in countries outside of Japan, primarily in Asia and Oceania. Significant changes in the political and economic climate, currency exchange rate, and the legal and regulatory framework, or the spread of epidemic diseases, or rapid rises in material prices and labor costs in these countries may affect the Group's business results.

The Group is striving to prevent and mitigate such risks by gathering information within the Group and by appropriately diversifying the countries in which the Group operates.

10) Risks associated with climate change

As problems caused by global climate change are becoming more apparent, companies are required to give consideration to the environment, mainly by reducing greenhouse gas emissions and industrial waste. Such consideration is often required of not only individual companies but also all companies in the supply chain. If the Group companies and partner companies fail to take appropriate measures, our business with suppliers may be restricted, and the Group's business performance may be affected.

To respond to this, the Group clarified its commitment to "Building and maintaining an environmentally-friendly society" as its material issue. The Group also endorsed the Task Force on Climate-related Financial Disclosures (TCFD) recommendations to analyze risks and opportunities in the Group's business in line with its framework. Furthermore, we are working to identify greenhouse gas emissions through our business activities and are committed to initiatives and other measures to reduce them and to further reduce industrial waste.

11) Risks associated with M&A

The Group strives to expand its business domains and transform business models through M&A, with which synergy effects are expected, with the aim of increasing the corporate value of the Group. However, if outcomes such as the profit growth and synergy effects expected from an M&A target company are not realized, the Group's business performance may be affected.

To avoid this, before conducting an M&A, the Group carefully examines whether the M&A is in line with the Group's growth strategy. We also consider the outlook for future market trends, business plans, and synergies with the Group. In the post-merger acquisition integration process, the Group identifies the items to be implemented and the timeframe for their achievement, strengthens monitoring, and works to maximize synergy effects.

12) Risks associated with legal compliance

The Group is authorized and licensed under laws and regulations, including the Construction Business Act, Telecommunications Business Act, and Radio Act, and conducts its business activities in accordance with relevant laws and regulations in business operations. In the event of a violation of any of these laws, the Group's business performance and credibility may be affected.

The Group therefore closely monitors legal revisions and other developments in the relevant internal departments and promptly shares such information within the Group, reviewing internal regulations as necessary. In addition, efforts are continuously made to ensure compliance with laws and regulations by conducting awareness-raising activities for employees of the Group and partner companies, and by establishing an effective internal audit and consultation system.

4. Management's Analysis of Financial Position, Operating Results and Cash Flows

The overview of the Group's financial position, operating results, and cash flows (hereinafter "operating results, etc.") for the fiscal year ended March 31, 2026, and views and issues analyzed/discussed with regard to the status of operating results, etc., from the management's perspective, are as follows.

Forward-looking statements contained herein are based on the Company's judgment as at the end of the fiscal year ended March 31, 2026.

(1) Operating results

During the fiscal year ended March 31, 2026, the Japanese economy continued on the path of moderate recovery, with an improving trend in the employment and income environment. On the other hand, the economic outlook remains uncertain, subject to factors such as rising geopolitical risk, developments in U.S. trade policy, and persistent price hikes.

In the business environment surrounding the MIRAIT ONE Group ("the Group"), demand for cloud services and data centers continues to expand due to the spread of digital transformation (DX) and generative AI. There has also been progress in disaster prevention, disaster mitigation, and national land resilience in the face of increasingly severe natural disasters in recent years. Furthermore, there has been progress in the government's regional infrastructure redevelopment strategy management initiative that treats various types of infrastructure spanning multiple municipalities, such as roads, water and sewage systems, as a group. Moreover, there is an expectation that the following will be attained: the use of renewable energy and hydrogen toward achieving carbon neutrality in 2050.

Against this backdrop, the Group is thoroughly nurturing existing businesses and services based on its Purpose and Mission. We will further accelerate business expansion by identifying up and coming growth areas, the "MIRAI Domain," and mobilizing group resources to expand urban and regional development/corporate DX and GX, green energy business, software business, and global business. To continue being a reliable corporate group that "builds and protects" the social infrastructure of the future, the Group is promoting the "MIRAIT ONE Group Vision 2030" as our business vision toward 2030 and our fifth five-year Medium-term Management Plan, the final year of which is FY2026.

In FY2025, as a year to establish a foundation for the Group's growth toward achieving the Medium-term Management Plan, we promoted a human resource development strategy that underpins business growth and worked on continuing enhancement of our management foundation, led by risk management, and in this way, further expanded the data center-related business and seize upon business synergies gained from the trinity formed with SEIBU CONSTRUCTION Co., LTD. and Kokusai Kogyo Co., Ltd. Furthermore, in order to achieve further growth "Beyond a Telecommunications Construction Company," we accelerated the shift from consolidated management of "adding" aimed at business expansion through M&As, etc. to date, to consolidated management of "multiplying" for generating synergistic effects among businesses of our Group companies. We expanded customer value and developed new customers by shifting to a customer-oriented approach, and strove to expand the container-type data center business, which is growing rapidly. In addition, we worked to make further improvements to our on-site capabilities and our productivity through efforts such as the promotion of data insight management, including fundamental reforms to our business activities through the use of AI.

In the environmental and social innovation business, orders received decreased, with a decline in orders for construction and renovation work, despite an increase in orders for renewable energy-related work, civil engineering and water-related work. Net sales were lower due to a reactionary decline after large-scale projects in the previous fiscal year, despite an increase in sales for electrical and lighting work.

In the ICT Solutions business, both orders received and net sales increased due to strong increases in the software business and stock business, in addition to an expansion in orders and sales for the global business and sales of goods, primarily in relation to NEXT GIGA. We endeavored to expand our O&M (Operations & Management) business by making Y2S Co., Ltd. a subsidiary of the Company.

In the NTT business, in addition to a strong performance in orders received and net sales for access and mobile construction work, we strove to improve productivity through MIRAIT ONE NEXT Corporation, launched in January 2025 as a result of the merger of five access-related group companies, expand into new business areas, and strengthen governance.

In the Multi-carrier business, although sales fell on account of the restraint in capital investment and other factors, we worked to consolidate operations and optimize the division of operations in concerted efforts to boost profit margins.

Consolidated financial results for the fiscal year ended March 31, 2026 amounted to the following:

- Orders received of 658,718 million yen (+4.7% year-on-year)
- Net sales of 602,377 million yen (+4.1% year-on-year)
- Operating profit of 34,267 million yen (+22.4% year-on-year)
- Ordinary profit of 36,517 million yen (+32.9% year-on-year)
- Profit attributable to owners of parent of 23,282 million yen (+35.5% year-on-year)

In addition, operating profit ratio came in at 5.7%, EBITDA margin at 8.0%, and ROE at 8.6%.

Business results by reportable segment are as mentioned below.

[Business Results of MIRAIT ONE]
MIRAIT ONE strove to improve profitability, mainly through firm sales in its NTT business and the streamlining of the Group's business management structure, despite capital investment constraints in the Multi-carrier business. Moreover, in addition to making concerted efforts to expand growth areas such as the data center-related business and green energy business, it continued to engage in strengthening risk management to prevent the occurrence of unprofitable projects. Consequently, orders received increased by 10.3% year-on-year to 341,213 million yen, net sales increased by 0.9% year-on-year to 307,745 million yen, and operating profit rose by 18.9% year-on-year to 18,140 million yen.

[Business Results of Lantrovision]
Lantrovision (S) Ltd Group ("Lantrovision") captured data center demand from cloud business operators and others in Asia, including Singapore, India, Hong Kong, Malaysia, and Indonesia, despite the impact of rising costs due to worldwide inflation and worker shortages, as well as increasingly intense market competition. And the electrical construction business performed strongly in Singapore. Consequently, orders received increased by 9.7% year-on-year to 47,630 million yen, net sales increased by 29.1% year-on-year to 44,317 million yen, and operating profit rose by 91.0% year-on-year to 2,697 million yen.

[Business Results of TTK]
TTK Co., Ltd. ("TTK") engaged in proactive proposals for maintenance work, as well as productivity improvements. In addition to an increase in access construction and mobile construction work in the NTT business and an expansion in the business area, and despite a decline in orders received and net sales in the environmental and social innovation business, primarily for solar power generation work, this resulted in a year-on-year increase of 28.3% in orders received to 50,830 million yen, a year-on-year increase of 19.6% in net sales to 45,362 million yen, and a year-on-year increase of 39.1% in operating profit to 3,362 million yen.

[Business Results of SOLCOM]
SOLCOM Co., Ltd. ("SOLCOM") was impacted by a decrease in orders for solar power construction in the environmental and social innovation business, as well as a decrease in orders and a deterioration in the cost of sales for road information infrastructure works in the ICT Solutions business. However, the completion of carryover projects, along with efforts to expand and improve productivity in the strongly performing NTT business, resulted in orders received of 39,911 million yen, down 1.8% year-on-year, net sales of 37,245 million yen, up 11.5% year-on-year, and operating profit of 1,426 million yen, up 1.4% year-on-year.

[Business Results of Shikokutsuken]
Shikokutsuken Co., Ltd. ("Shikokutsuken") suffered work extensions in the NTT business and failed to capture orders for large public-sector projects in the environmental and social innovation business, but achieved a substantial expansion in net sales and orders received in the ICT Solutions business, centered on NEXT GIGA School projects. As a result, orders received increased by 32.8% year-on-year, to 36,599 million yen, net sales rose 50.7% year-on-year, to 37,816 million yen, and operating profit increased by 32.7% year-on-year to 4,033 million yen.

[Business Results of SEIBU CONSTRUCTION]

SEIBU CONSTRUCTION Co., LTD. (“SEIBU CONSTRUCTION”) saw an increase in private-sector orders, mainly in civil engineering and renovation, amid a solid order environment. However, orders received for building construction declined, as it sought orders based on the appropriate number of construction personnel. Although net sales decreased after large-scale projects in the previous term, profitability improved due to improvements in construction profitability and other factors. As a result, orders received were down by 23.8% year-on-year, to 75,382 million yen, net sales decreased by 13.9% year-on-year, to 61,612 million yen, and operating profit increased by 17.4% year-on-year to 1,554 million yen.

[Business Results of MIRAIT ONE SYSTEMS]

MIRAIT ONE SYSTEMS Corporation (“MIRAIT ONE SYSTEMS”) experienced a decline in net sales and operating profit due to a reactionary decline after the completion of large-scale projects in the previous fiscal year. Orders received decreased slightly due to delays in projects. On the other hand, efforts to reduce costs through productivity improvement and to strengthen risk management improved the operating profit ratio, resulting in orders received of 30,268 million yen, down 0.4% year-on-year, net sales of 29,775 million yen, down 0.7% year-on-year, and operating profit of 2,022 million yen, down 0.5% year-on-year.

[Business Results of Kokusai Kogyo]

Kokusai Kogyo Co., Ltd. (“Kokusai Kogyo”) focused on the fields of decarbonization and national land resilience based on spatial information technology, and infrastructure maintenance and management DX, and actively engaged in advanced technologies. It received orders for projects where Group synergies are highly effective, such as the comprehensive private-sector management of infrastructure and the decarbonization of public facilities. Consequently, orders received amounted to 49,387 million yen, up 3.0% year-on-year, net sales were 49,644 million yen, up 0.2% year-on-year, and operating profit was 1,844 million yen, up 19.6% year-on-year.

Results of production, orders received, and sales are as follows.

The results of production are omitted because the Group is mainly involved in the information and telecommunications engineering business, and it is difficult to identify actual amounts of production for the business.

“Actual amounts of orders received” and “Actual amounts of sales” show the consolidated performance of the Company for each segment.

a. Actual amounts of orders received

The following table shows actual amounts of orders received by segment for the fiscal year ended March 31, 2026.

Segment name	Orders received (million yen)	Year on year (%)
MIRAIT ONE	334,750	8.8
Lantrovision	47,630	9.7
TTK	50,282	27.6
SOLCOM	39,911	(1.8)
Shikokutsuken	36,552	32.8
SEIBU CONSTRUCTION	73,726	(24.1)
MIRAIT ONE SYSTEMS	26,509	4.3
Kokusai Kogyo	49,355	2.9
Total	658,718	4.7

Note: Inter-segment transactions are eliminated by offset.

b. Actual amounts of sales

The following table shows actual amounts of sales by segment for the fiscal year ended March 31, 2026.

Segment name	Net sales (million yen)	Year on year (%)
MIRAIT ONE	304,819	0.9
Lantrovision	44,317	29.1
TTK	44,291	17.6
SOLCOM	37,128	11.4
Shikokutsuken	37,765	50.6
SEIBU CONSTRUCTION	58,148	(18.3)
MIRAIT ONE SYSTEMS	26,290	3.8
Kokusai Kogyo	49,616	0.2
Total	602,377	4.1

Notes: 1. Inter-segment transactions are eliminated by offset.

2. The following table shows sales to customers that accounted for ten hundredths (10/100) or more of total sales and the percentage of such sales to total sales.

Customer	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Net sales (million yen)	Percentage (%)	Net sales (million yen)	Percentage (%)
NTT EAST, Inc. (former Nippon Telegraph and Telephone East Corporation)	86,964	15.0	91,494	15.2
NTT WEST, Inc. (former Nippon Telegraph and Telephone West Corporation)	60,149	10.4	61,591	10.2

(2) Financial position

Total assets at the end of the fiscal year ended March 31, 2026 amounted to 573,393 million yen, an increase of 35,654 million yen from the end of the previous fiscal year. This consisted of an increase in current assets of 25,879 million yen and an increase in non-current assets of 9,774 million yen. This was mainly due to an increase in notes receivable, accounts receivable from completed construction contracts and other, etc. in line with an increase in completed construction in current assets, and an increase in buildings and structures and investment securities in non-current assets.

Total liabilities increased by 17,083 million yen to 284,946 million yen. This consisted of an increase in current liabilities of 15,293 million yen and an increase in non-current liabilities of 1,790 million yen. This was mainly due to increases in short-term borrowings and advances received on construction contracts in progress in current liabilities, and an increase in lease liabilities in non-current liabilities.

Net assets increased by 18,570 million yen to 288,447 million yen. Although the Company paid dividends and repurchased its treasury shares, retained earnings increased by 16,108 million yen due to profit attributable to owners of parent of 23,282 million yen recorded during the fiscal year under review.

As a result of the above, the equity ratio at the end of the fiscal year ended March 31, 2026 was 48.7% (compared to 48.6% at the end of the previous fiscal year), and net assets per share was 3,151.61 yen.

(3) Cash flows

In the fiscal year ended March 31, 2026, cash and cash equivalents (hereinafter referred to as “funds”) increased by 5,734 million yen from the previous fiscal year to 57,084 million yen.

Net cash inflow from operating activities was 24,081 million yen (inflow of 18,049 million yen in the previous fiscal year). This was mainly attributable to income before income taxes of 36,702 million yen, which more than offset from income taxes paid of an amount of 12,129 million yen.

Net cash outflow from investment activities was 11,202 million yen (outflow of 9,370 million yen in the previous fiscal year). This was mainly attributable to the decrease in funds of 8,604 million yen due to purchases of property, plant and equipment, and in funds of 2,458 million yen due to purchases of intangible assets.

Net cash outflow from financing activities was 6,731 million yen (outflow of 6,412 million yen in the previous year). This was mainly attributable to the outflow for share repurchases of 3,002 million yen and dividend payments of 7,178 million yen, which more than offset an increase in funds due to a net increase of 7,000 million yen in short-term borrowings.

(4) Capital resources and liquidity of funds

1) Financial policy

The Group’s basic financial policy is to maintain both a stable financial base and capital efficiency. The Group will strive to enhance corporate value by creating new business opportunities and accelerating the transformation of its business structure. To this end, the Group will strategically allocate management resources with an awareness of the cost of capital while maintaining a sound financial position. We will make a comprehensive decision on shareholder returns, considering our capital policy, business performance, financial conditions, and other factors, with a target range for total return ratio of 50% to 70%.

2) Capital requirements

Capital requirements of the Group include ordinary working capital—such as materials, subcontracting, and labor costs for construction, and expenditures related to investment activities—such as capital investment funds for the acquisition of business assets and investment and loan funds for M&A for future growth.

With a target range for total return ratio of 50% to 70%, the Group will also allocate its cash flow to shareholder returns, mainly by purchasing treasury shares to pursue stable and continuous dividend growth and implement its flexible capital policy.

3) Method and status of financing

The Group basically finances its operations with internal funds and uses a cash management system (CMS) to effectively use the Group's funds. In case the Group needs capital temporarily, it procures short-term funds from financial institutions. For funding large-scale M&As and capital investments, the Group procures funds through the most appropriate means, such as bond issuance and syndicated loans, taking into account the maintenance of financial discipline and the market environment. To prepare for capital requirements for emergencies and growth investments such as M&A, the Group ensures it holds appropriate amounts of cash and deposits on hand. In addition, the Group works to build a fundraising structure, such as by maintaining and strengthening relationships with financial institutions to establish commitment lines for short-term borrowings and obtaining external credit ratings.

(5) Significant accounting estimates and underlying assumptions

The Group's consolidated financial statements are prepared based on accounting principles generally accepted in Japan. In preparing these consolidated financial statements, estimates and decisions affecting assets and profit and loss were made by taking into account various factors that were considered to be reasonable based on past results and information available at that time.

Significant accounting estimates and assumptions used in the preparation of the consolidated financial statements are disclosed in "V. Financial Information 1. Consolidated Financial Statements, etc. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Significant accounting estimates."

5. Material Contracts

(1) Syndicated loan agreement with six banks, with Mizuho Bank, Ltd. acting as arranger and agent and Sumitomo Mitsui Banking Corporation acting as joint arranger

1) Date of agreement	March 24, 2023
2) Attributes of counterparties	City banks and trust banks
3) Outstanding balance of debt under the agreement at fiscal year-end	10,000 million yen
4) Repayment due date	March 28, 2028
5) Collateral	Not applicable
6) Special covenants	The Company is required to maintain, on the last day of each fiscal year from the fiscal year ended March 31, 2023 onward, the amount of total net assets on the consolidated balance sheet at or above the higher of: a. 75% of the amount of total net assets on the consolidated balance sheet as of March 31, 2022; or b. 75% of the amount of total net assets on the consolidated balance sheet as of the immediately preceding fiscal year-end. For any two consecutive fiscal years starting from the fiscal year ended March 31, 2023, onward, the Company must not record an operating loss on the consolidated statement of income for both fiscal years.

(2) Syndicated loan agreement with 17 banks, with Mizuho Bank, Ltd. acting as arranger and agent and Sumitomo Mitsui Banking Corporation acting as joint arranger

1) Date of agreement	March 24, 2023
2) Attributes of counterparties	City banks and regional banks
3) Outstanding balance of debt under the agreement at fiscal year-end	20,000 million yen
4) Repayment due date	March 28, 2028
5) Collateral	Not applicable
6) Special covenants	The Company is required to maintain, on the last day of each fiscal year from the fiscal year ended March 31, 2023 onward, the amount of total net assets on the consolidated balance sheet at or above the higher of: a. 75% of the amount of total net assets on the consolidated balance sheet as of March 31, 2022; or b. 75% of the amount of total net assets on the consolidated balance sheet as of the immediately preceding fiscal year-end. For any two consecutive fiscal years starting from the fiscal year ended March 31, 2023, onward, the Company must not record an operating loss on the consolidated statement of income for both fiscal years.

(3) Syndicated loan agreement with 17 banks, with Sumitomo Mitsui Banking Corporation acting as arranger and agent

1) Date of agreement	October 25, 2024
2) Attributes of counterparties	City banks and regional banks
3) Outstanding balance of debt under the agreement at fiscal year-end	10,000 million yen
4) Repayment due date	October 30, 2029
5) Collateral	Not applicable
6) Special covenants	The Company is required to maintain, on the last day of the fiscal year ended March 31, 2025, and on the last day of each fiscal year thereafter, the amount of total net assets stated on the consolidated balance sheet at or above the higher of: a. an amount equivalent to 75% of the amount of total net assets stated on the consolidated balance sheet as of March 31, 2024; or b. an amount equivalent to 75% of the amount of total net assets stated on the consolidated balance sheet as of the last day of the immediately preceding fiscal year. The Company must not record an operating loss on the consolidated statement of income for any two consecutive fiscal years starting from the fiscal year ended March 31, 2025, and each fiscal year thereafter.

6. Research and Development Activities

Research and development (R&D) activities of the Group were mainly conducted by the business companies for the fiscal year ended March 31, 2026. R&D expenses of the Group for the fiscal year ended March 31, 2026 totaled 393 million yen. Major R&D activities for each segment are as follows.

MIRAIT ONE

The Frontier Business Division, NTT Business Division's DX Promotion Department and others support the R&D activities of MIRAIT ONE. The Frontier Business Division conducts (1) technological development for new business opportunities, (2) activities related to the introduction of new technologies, and (3) management of intellectual property across the company in cooperation with other business divisions and branches. The NTT Business Division's DX Promotion Department primarily focuses on (4) developing infrastructure technologies that contribute to the efficiency of construction and improvement of safety and quality in the network engineering business in cooperation with technical centers in the NTT Business Division. R&D expenses amounted to 177 million yen.

(1) New business development

- We have been promoting social implementation of optical fiber sensing technology to monitor distortion in social infrastructure structures such as bridges, based on the communication optical cable implementation technology we have cultivated over many years. This technology aims to streamline quality control during the construction and maintenance and management work after the start of operation of such structures and, by realizing advanced infrastructure operations, contributes to supporting efficient and sustainable operations in social infrastructure. We received orders for a total of 12 construction projects through strategic business alliance with leading construction companies during the current fiscal year. Building on those projects, we will plan to further enhance related technologies and accelerate strengthening of our revenue base through the expansion of our business scope.

(2) Activities related to the introduction of new technologies

- We have been focusing on developing a proprietary construction technology for early social implementation of perovskite solar cells, which are expected as next-generation solar cells. The technology will enable perovskite solar cells to be added and operated efficiently at existing solar power generation facilities, and we have obtained a patent related to this technology. This will enable you to improve power generation efficiency by making the maximum use of existing power generation facilities. We will offer new solutions aimed for wider spread of renewable energy. Going forward, we will seek further increase in value of existing power generation facilities through the verification of this new construction method, and work to establish business foundation to realize a society with sustainable energy.

(3) Management of intellectual property

- Four patents were filed, and one patent was registered. Two trademarks were filed, and one trademark was registered.

(4) Network engineering business

R&D activities related to communication lines

- Two VE suggestions (VE stands for Value Engineering; The VE suggestion system seeks to improve productivity through the improvement of efficiency of work, the reduction of cost, and others) among solution proposals through telecommunications carriers were judged to be acceptable by customers. Technical documents were prepared and issued based on these suggestions, which have been made available to and shared with telecommunications construction companies nationwide as standard operational guidelines.
  1. Improvement of insulation method for connection closure rods in segments with electromagnetic induction insulation measures in place
  2. Review of how to house core wire for 8-fiber ribbon drop into E4-fiber termination module "FA"
- Two VE suggestions among solution proposals through telecommunications carriers were judged to be discretionally acceptable (to be applied at on-site discretion). Based on these suggestions, the telecommunications construction companies nationwide were notified that they may adopt the method at their own discretion.
  1. Development of lightweight flash gas compressors
  2. Devising of a guy wire angle pre-check tool

Lantrovision

Not applicable.

TTK

Not applicable.

SOLCOM

Not applicable.

Shikokutsuken

Not applicable.

SEIBU CONSTRUCTION

Not applicable.

MIRAIT ONE SYSTEMS

Not applicable.

Kokusai Kogyo

In the consulting business for spatial information, the Advanced Technology Development Department of the Business Management division plays a central role in basic research, development of applied technologies, development of new products, functional enhancement of existing products, and others in cooperation with other departments within the Business Management division. R&D expenses for the fiscal year ended March 31, 2026 totaled 216 million yen.

(1) Basic research

The Group promotes the following basic research, led by Advanced Technology Development Department, with the aim to acquire advanced technologies which will give rise to medium- to long-term competitive edge.

- We have launched basic research for the utilization and use of quantum computers to respond to a future increase in computation needs. They are intended for prompt implementation in the Company's existing businesses as its practical application progresses, and to develop core technologies including advanced algorithms, etc. in-house and accumulate internally.
- We have been working on advanced use of 3D spatial information such as 3D models of cities and 3D area maps. We develop a more intuitive, high-precision data utilization environment to our business departments by using a game engine with superior 3D rendering function in a business viewer, beyond the framework of conventional GIS (geographic information system) and CAD.
- In order to accelerate the implementation of advanced technologies, we conduct validation of automation of and increased efficiency in system development by generative AI, in particular, agent AI which executes tasks autonomously. While balancing reduced time period for development process and cost reduction, we have been working to establish a governance system and operation method for safe and prompt company-wide rollout in parallel.

(2) Research on development of applied technologies and new products

In the fiscal year ended March 31, 2026, we conducted technological developments aimed at solving on-site issues and improving service added-value, in close cooperation with other business departments.

- We developed a tool for removing noise efficiently in 3D point cloud data surveying, and established a technology that leverages AI image diagnosis to detect leakage and diagnosis deterioration of sewer pipes. This has resulted in reduced time required for data analysis, which used to be handled manually, and homogenization in judgment precision.
- We promoted research for a technology to automate road monitoring and for increased efficiency in its data acquisition process. Combining a sensor device and an analytical algorithm has contributed to developing a low-cost and high-frequency infrastructure management system.
- We conducted the development of high-precision GNSS sensors that capture signs for slope collapse, etc. and the implementation of a technology that uses images from fixed cameras to detect anomalies. By enabling real-time detection and notification of hazards, we provide a solution that directly leads to improved safety of a community.

(3) Others

- Mainly aiming to improve technologies and facilitate interaction in the spatial information consulting business in general, the Advanced Technology Development Department plays a central role in 1) holding technical symposiums, 2) dispatching employees to relevant national research institutions, and 3) hosting study groups led by academics and other experts in specialized fields on an ongoing basis.

III. Information about Facilities

1. Overview of Capital Expenditures, etc.

During the fiscal year ended March 31, 2026, the Company made capital expenditures of 13,551 million yen in total. The major components of the capital expenditures were the acquisition cost of structures attached to buildings, fixtures and equipment associated with the relocation of the head office, and construction work management system development expenses, which were incurred by the Company, and the reconstruction cost of Furukawa sales office of Miyagi Branch Office, incurred by TTK Co., Ltd.

2. Major Facilities

(1) Reporting company

• MIRAIT ONE Corporation

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office (Minato-ku, Tokyo)	MIRAIT ONE	Head office	1,488	–	–	–	17	313	1,819	450
Kanto region branch offices / construction offices (Koto-ku, Tokyo and 10 other locations)		Branch office/ construction base	7,023	48	72,489	10,870	60	114	18,116	802
Kansai region branch offices/construction offices (Osaka City, Osaka Pref. and 6 other locations)		Branch office/ construction base	17,898	47	32,219	5,076	8	110	23,140	791
Tohoku region construction offices (Koriyama City, Fukushima Pref.)		Construction base	67	–	8,732	469	2	0	539	10
Training Center (Ichikawa City, Chiba Pref.)		Training center	347	9	3,497	251	1	8	618	18
Company dormitories (Adachi-ku, Tokyo and 1 other location)		Company dormitory	1,297	3	2,786	258	–	1	1,561	–

(2) Consolidated subsidiaries

• TTK Co., Ltd.

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office (Wakabayashi-ku, Sendai City)	TTK	Head office	988	86	24,358	1,407	3	143	2,629	526
Miyagi Branch Office (Wakabayashi-ku, Sendai City)		Branch office/ construction base	1,422	0	20,265	232	394	39	2,088	58
Iwate Branch Office (Yahaba Town, Iwate Pref.)		Branch office/ construction base	100	0	31,925	296	170	6	573	31
Aomori Branch Office (Aomori City, Aomori Pref.)		Branch office/ construction base	265	0	21,946	73	93	5	438	29
Akita Branch Office (Akita City, Akita Pref.)		Branch office/ construction base	422	0	11,396	155	0	0	578	19
Yamagata Branch Office (Yamagata City, Yamagata Pref.)		Branch office/ construction base	18	0	6,188	80	151	5	256	24
Fukushima Branch Office (Fukushima City, Fukushima Pref.)		Branch office/ construction base	458	16	13,660	108	132	10	727	23

• SOLCOM Co., Ltd.

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office/Business Headquarters (Naka-ku, Hiroshima City and 1 other location)	SOLCOM	Head office	2,488	1	9,389	417	120	85	3,113	197
Hiroshima Branch Office (Naka-ku, Hiroshima City and 1 other location)		Branch office	476	1	55,454	2,417	30	12	2,938	344
Okayama Branch Office (Kita-ku, Okayama City and 1 other location)		Branch office	495	0	26,456	905	27	17	1,444	87
Yamaguchi Branch Office (Yamaguchi City, Yamaguchi Pref.)		Branch office	358	15	58,486	505	128	4	1,011	61
Shimane Branch Office (Matsue City, Shimane Pref.)		Branch office	385	1	18,725	159	25	4	577	63
Tokyo Branch Office (Ota-ku, Tokyo)		Branch office	4	–	292	410	–	0	414	14

• Shikokutsuken Co., Ltd.

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office (Imabari City, Ehime Pref.)	Shikokutsuken	Head office	1,006	26	22,002	612	–	22	1,668	257
Matsuyama Branch Office (Matsuyama City, Ehime Pref.)		Branch office	80	59	8,657	500	–	4	644	77
Takamatsu Branch Office (Takamatsu City, Kagawa Pref.)		Branch office	5	–	4,512	199	–	0	205	21
Kochi Branch Office (Kochi City, Kochi Pref.)		Branch office	45	65	5,172	301	–	7	419	80
Tokushima Branch Office (Tokushima City, Tokushima Pref.)		Branch office	59	–	2,302	24	–	0	83	14
Niihama Sales Office (Niihama City, Ehime Pref.)		Sales office	36	24	643	111	–	0	173	34
Saijo Sales Office (Saijo City, Ehime Pref.)		Sales office	46	50	3,075	234	–	0	332	38
Uwajima Sales Office (Uwajima City, Ehime Pref.)		Sales office	8	14	3,301	75	–	0	98	27

• SEIBU CONSTRUCTION Co., LTD.

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Kume Dormitory (Tokorozawa City, Saitama Pref.)	SEIBU CONSTRUCTION	Company dormitory, etc.	0	–	1,672	137	–	0	137	–
Shonan Office (Kamakura City, Kanagawa Pref.)		Office	1	–	1,105	211	–	0	212	4
Tokorozawa Head Office (Tokorozawa City, Saitama Pref.)		Office	10	0	–	–	7	131	149	300

• MIRAIT ONE SYSTEMS Corporation

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office (Minato-ku, Tokyo)	MIRAIT ONE SYSTEMS	Head office	49	–	–	–	–	22	72	142

• Kokusai Kogyo Co., Ltd.

(As of March 31, 2026)

Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
					Area (m^2)	Amount				
Head Office (Shinjuku-ku, Tokyo)	Kokusai Kogyo	Head office	77	10	–	–	18	11	117	309
Tokyo Office (Fuchu City, Tokyo)		Tokyo office	15	1	–	–	429	23	469	787
Kansai Office (Yodogawa-ku, Osaka City)		Kansai office	165	0	–	–	26	36	228	354
Kyushu Office (Hakata-ku, Fukuoka City)		Kyushu office	8	0	–	–	24	7	41	162
Chubu Office (Nishi-ku, Nagoya City)		Chubu office	7	–	–	–	22	1	30	91
Tohoku Office (Wakabayashi-ku, Sendai City)		Tohoku office	5	–	–	–	11	1	19	123
Sendai TAGONISHI (Miyagino-ku, Sendai City)		Symbiotic complex	223	0	5,523	468	–	0	691	1
22 solar power generation facilities (Iwanuma City, Miyagi Pref., etc.)		20 solar power generation facilities	82	2,860	–	–	–	5	2,948	–
Other offices (Shinjuku-ku, Tokyo, etc.)		Sales and other offices	149	11	–	–	130	14	306	292

• Other domestic subsidiaries

(As of March 31, 2026)

Company name	Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
				Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
						Area (m^2)	Amount				
MIRAIT ONE NEXT Corporation	Sano City, Tochigi Pref.	MIRAIT ONE	Sales office	85	99	10,492	536	–	2	723	11
Dentsushizai Corporation	Aki District, Hiroshima Pref.	SOLCOM	Head office	40	738	10,749	431	–	5	1,215	17

• Foreign subsidiaries

(As of December 31, 2025)

Company name	Office (location)	Segment name	Description of facilities	Carrying amount (million yen)							Number of employees (persons)
				Buildings and structures	Machinery, equipment and vehicles	Land		Leased assets	Other	Total	
						Area (m^2)	Amount				
Shanghai Changling Communication Equipment Co., Ltd.	Shanghai, China	Lantrovision	Telecommunications tower	3,071	3	–	–	–	9	3,085	28

Notes: 1. The above amounts do not include consumption and other taxes and construction in progress.
2. "Other" in the carrying amount shows the total amount of tools, furniture and fixtures.
3. Certain land and buildings are leased from entities other than consolidated subsidiaries, and the annual rents amounted to 6,135 million yen.
4. The balance sheet date of Shanghai Changling Communication Equipment Co., Ltd. was December 31, 2025. As the company's financial statements as of that date were used to prepare the consolidated financial statements, the figures presented in the table above were as of December 31, 2025.

3. Planned Additions, Retirements and Other Changes of Facilities

(1) Additions of major facilities, etc.

Company name	Office (location)	Segment name	Description of facilities	Planned investment		Financing method	Start date	Expected completion date	Increased capacity after completion
				Total (million yen)	Paid (million yen)				
TTK Co., Ltd.	Head Office building (Wakabayashi-ku, Sendai City)	TTK	Buildings, structures	6,232	8	Own funds, borrowings	October 2027	September 2029	–

(2) Retirements of major facilities, etc.

There were no planned retirements of major facilities, except for the retirements of facilities for regular upgrading.

IV. Information about Reporting Company

1. Company's Shares, etc.

(1) Total number of shares

1) Authorized shares

Type	Total number of shares authorized to be issued (shares)
Common stock	330,000,000
Total	330,000,000

2) Issued shares

Type	Number of issued shares as of fiscal year end (March 31, 2026) (shares)	Number of issued shares as of filing date (June 22, 2026) (shares)	Name of financial instruments exchange on which securities are listed or authorized financial instruments business association to which securities are registered	Description
Common stock	91,325,329	91,325,329	Prime Market of the Tokyo Stock Exchange	The number of shares constituting one unit is 100 shares.
Total	91,325,329	91,325,329	–	–

(2) Share acquisition rights

1) Stock option plans

Not applicable.

2) Rights plans

Not applicable.

3) Share acquisition rights for other uses

Not applicable.

(3) Exercises of moving strike convertible bonds, etc.

Not applicable.

(4) Changes in number of issued shares, share capital and legal capital surplus

Date	Increase (decrease) in total number of issued shares (shares)	Balance of total number of issued shares (shares)	Increase (decrease) in share capital (million yen)	Balance of share capital (million yen)	Increase (decrease) in legal capital surplus (million yen)	Balance of legal capital surplus (million yen)
February 28, 2023 (Note)	(5,000,000)	103,325,329	–	7,000	–	2,000
February 29, 2024 (Note)	(9,000,000)	94,325,329	–	7,000	–	2,000
February 28, 2025 (Note)	(3,000,000)	91,325,329	–	7,000	–	2,000

Note: The decrease was attributable to the cancellation of treasury shares.

(5) Shareholding by shareholder category

(As of March 31, 2026)

Category	Shareholding status (Number of shares constituting one unit: 100 shares)								Shares less than one unit (shares)
	National and local governments	Financial institutions	Financial service providers	Other corporations	Foreign investors, etc.		Individuals and others	Total	
					Non-individuals	Individuals			
Number of shareholders (persons)	–	54	36	346	233	50	32,473	33,192	–
Number of shares held (units)	–	294,777	17,859	96,082	250,481	75	250,966	910,240	301,329
Percentage of shareholdings (%)	–	32.38	1.96	10.56	27.52	0.01	27.57	100.00	–

Notes: 1. Out of 2,215,874 treasury shares, 22,158 units are included in Individuals and others, and 74 shares are included in Shares less than one unit.
2. 443,700 shares (4,437 units) held by Custody Bank of Japan, Ltd. (trust account E) as trust property of the Board Benefit Trust are included in Financial institutions.
3. 47 units and 35 shares held in the name of Japan Securities Depository Center are included in Other corporations and Shares less than one unit, respectively.

(6) Major shareholders

(As of March 31, 2026)

Name	Address	Number of shares held (thousand shares)	Shareholding ratio (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (trust account)	1-8-1 Akasaka, Minato-ku	12,475	14.00
Custody Bank of Japan, Ltd. (trust account)	1-8-12, Harumi, Chuo-ku	5,724	6.42
Sumitomo Electric Industries, Ltd.	4-5-33, Kitahama, Chuo-ku, Osaka City	3,668	4.12
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd.)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (2-15-1, Konan, Minato-ku)	2,373	2.66
MIRAIT ONE Employees' Stockholding Association	5-6-36, Toyosu, Koto-ku	2,213	2.48
Sumitomo Densetsu Co., Ltd.	2-1-4, Awaza, Nishi-ku, Osaka City	1,991	2.23
GOVERNMENT OF NORWAY (Standing proxy: Citibank, N.A.)	BANKPLASSEN 2, 0107 OSLO 1 OSLO 0107 NO (6-27-30, Shinjuku, Shinjuku-ku)	1,504	1.69
Mizuho Bank, Ltd. (Standing proxy: Custody Bank of Japan, Ltd.)	1-5-5, Otemachi, Chiyoda-ku (1-8-12, Harumi, Chuo-ku)	1,300	1.46
JP MORGAN CHASE BANK 385781 (Standing proxy: Mizuho Bank, Ltd.)	25 BANK STREET, CANARY WHARF, LONDON, E14 5JP, UNITED KINGDOM (2-15-1, Konan, Minato-ku)	1,177	1.32
STATE STREET BANK AND TRUST COMPANY 505223 (Standing proxy: Mizuho Bank, Ltd.)	P.O. BOX 351 BOSTON MASSACHUSETTS 02101 U.S.A. (2-15-1, Konan, Minato-ku)	1,170	1.31
Total	–	33,598	37.71

Notes: 1. The number of shares held through trusts are as follows:
The Master Trust Bank of Japan, Ltd. (Trust Account): 12,475 thousand shares
Custody Bank of Japan, Ltd. (Trust Account): 5,724 thousand shares
2. The percentage of shareholdings to the total issued shares was calculated after deducting 2,215 thousand treasury shares.
3. Although a large shareholding report (change report) made available for public inspection on May 12, 2026 states that Mizuho Bank, Ltd. and its joint holders hold the following shares as of April 30, 2026, the Company cannot confirm the number of shares beneficially held as of March 31, 2026, and therefore they are not included in "Major shareholders" above. Details of the large shareholding report (change report) are as follows

Name	Address	Number of share certificates held (thousand shares)	Percentage of shareholding (%)
Mizuho Bank, Ltd.	1-5-5, Otemachi, Chiyoda-ku	1,300	1.42
Mizuho Securities Co., Ltd.	1-5-1, Otemachi, Chiyoda-ku	216	0.24
Mizuho Trust & Banking Co., Ltd.	1-3-3, Marunouchi, Chiyoda-ku	981	1.07
Asset Management One Co., Ltd.	1-8-2, Marunouchi, Chiyoda-ku	6,036	6.61
Asset Management One International Ltd.	30 Old Bailey, London, EC4M 7AU, UK	107	0.12

(7) Voting rights

1) Issued shares

(As of March 31, 2026)

Category	Number of shares (shares)	Number of voting rights (units)	Description
Shares with no voting rights	–	–	–
Shares with restricted voting rights (treasury shares, etc.)	–	–	–
Shares with restricted voting rights (other)	–	–	–
Shares with full voting rights (treasury shares, etc.)	(Treasury shares) Common stock 2,215,800	–	–
Shares with full voting rights (other)	Common stock 88,808,200	888,082	–
Share less than one unit	Common stock 301,329	–	–
Total number of issued shares	91,325,329	–	–
Voting rights held by all shareholders	–	888,082	–

Notes: 1. The number of shares of common stock in Shares with full voting rights (other) includes 4,700 shares (47 units of voting rights) held in the name of Japan Securities Depository Center and 443,700 shares (4,437 units of voting rights) held by Custody Bank of Japan, Ltd. (Trust Account E) as trust property of the Board Benefit Trust system. The 4,437 units of voting rights are not to be exercised.
2. The number of shares of common stock in Share less than one unit includes 74 treasury shares held by the Company and 35 shares held in the name of Japan Securities Depository Center.

2) Treasury shares, etc.

(As of March 31, 2026)

Name of shareholder	Address of shareholder	Number of shares held in own name (shares)	Number of shares held in others' names (shares)	Total number of shares held (shares)	Shareholding ratio (%)
(Treasury shares) MIRAIT ONE Corporation	5-6-36, Toyosu, Koto-ku	2,215,800	–	2,215,800	2.43
Total	–	2,215,800	–	2,215,800	2.43

Notes: 1. In addition to the above, 1,540 shares (15 units of voting rights) are recorded in the name of MIRAIT Technologies Corporation in the shareholder register but are not substantially held by the company. Out of these shares, 1,500 shares and 40 shares are included in Shares with full voting rights (other) and Share less than one unit, respectively, in "1) Issued shares" above.

2. 443,700 shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account E) set up for introducing the Board Benefit Trust system are not included in the above number of treasury shares.

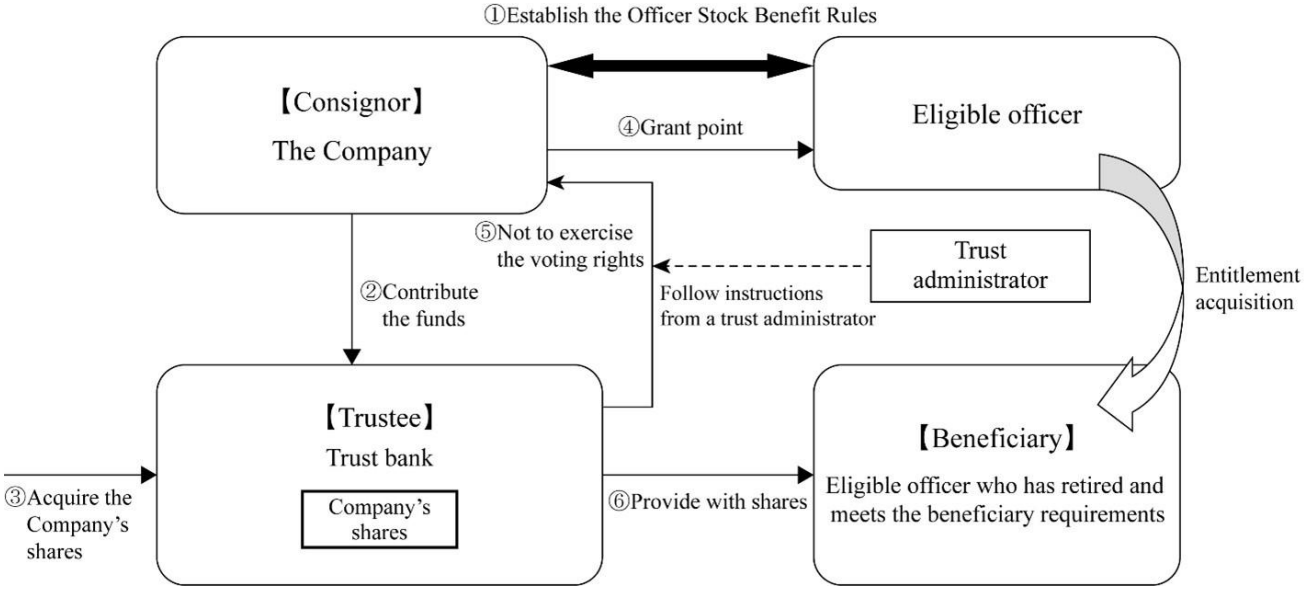
(8) Share ownership plan for Directors, other officers and employees

Based on the resolution at the 6th Ordinary General Meeting of Shareholders held on June 28, 2016, the Company introduced a performance-linked stock-based remuneration system of a "Board Benefit Trust" (hereinafter referred to as the "System") from September 30, 2016. The introduction was for the purpose of clarifying the connection between remuneration of officers and the Company's performance and share price to raise awareness of contributions to the improvement of medium- to long-term performance and corporate value. This is the System to grant the Company's shares to the Company's Directors who are not Audit and Supervisory Committee members or Executive Officers as well as Directors and Executive Officers of the Company's subsidiaries (excluding Outside Directors and Non-executive Directors; hereinafter referred to as "Group Officers"): TTK Co., Ltd., SOLCOM Co., Ltd., Shikokutsuken Co., Ltd., SEIBU CONSTRUCTION Co., LTD., MIRAIT ONE SYSTEMS Corporation, and Kokusai Kogyo Co., Ltd., who have met certain requirements.

1. Overview of the System

The System is a performance-linked stock-based remuneration system in which shares of the Company are acquired using funds contributed by the Company, and provided to Group Officers in principle through a trust in accordance with the Officer Stock Benefit Rules stipulated by the Boards of Directors of the Company and the Group companies: TKK Co., Ltd., SOLCOM Co., Ltd., Shikokutsuken Co., Ltd., SEIBU CONSTRUCTION Co., LTD., MIRAIT ONE SYSTEMS Corporation, and Kokusai Kogyo Co., Ltd. In principle, the timing of receipt of the shares by Group Officers shall be when retiring from the position of officer of the "Group."

Mechanism of the System



1) The Group Officers' remuneration paid under the System was resolved at the general meeting of shareholders. Subsequently, the Company established the Officer Stock Benefit Rules within the scope of the framework approved at the general meeting of shareholders.
2) The Company will contribute the funds within the range approved at the general meeting of shareholders specified in 1).
3) The trust will acquire the Company's shares through the stock market or by receiving disposal of the Company's treasury stock using the funds entrusted under 2).
4) The Company will grant points to eligible officers based on the Officer Stock Benefit Rules.
5) The trust shall follow instructions from a trust administrator independent from the Company not to exercise the voting rights of the Company's shares in the trust account.
6) The trust will provide an eligible officer who has retired and meets the beneficiary requirements stipulated in the Officer Stock Benefit Rules with the number of shares corresponding to the number of points granted to the beneficiary.

2. Total number of shares to be contributed to the Board Benefit Trust

Future contributions have not yet been decided.

3. Persons eligible to receive beneficiary rights and other rights under the Board Benefit Trust

Group Officers who have retired and meet the beneficiary requirements stipulated in the Officer Stock Benefit Rules

2. Acquisition and Disposal of Treasury Shares

Class of shares, etc.: Acquisition of common stock under Article 155, Items 3 and 7 of the Companies Act

(1) Acquisition by resolution of General Meeting of Shareholders

Not applicable.

(2) Acquisition by resolution of Board of Directors meeting

Acquisition under Article 156 of the Companies Act, as applied mutatis mutandis pursuant to Article 165, Paragraph 3 of the Act

Category	Number of shares (shares)	Total amount (yen)
Status of resolution at the Board of Directors meeting (held on May 13, 2025) (Purchase period: May 14, 2025, through September 30, 2025)	2,000,000	3,000,000,000
Treasury shares acquired before the fiscal year ended March 31, 2026	–	–
Treasury shares acquired during the fiscal year ended March 31, 2026	1,139,900	2,999,879,900
Total number and amount of remaining shares resolved	860,100	120,100
Unexercised percentage as of March 31, 2026 (%)	43.01	0.00
Treasury shares acquired during the period from April 1, 2026, to June 22, 2026	–	–
Unexercised percentage as of the filing date (%)	43.01	0.00

Category	Number of shares (shares)	Total amount (yen)
Status of resolution at the Board of Directors meeting (held on May 12, 2026) (Purchase period: May 13, 2026, through March 31, 2027)	2,000,000	6,000,000,000
Treasury shares acquired before the fiscal year ended March 31, 2026	–	–
Treasury shares acquired during the fiscal year ended March 31, 2026	–	–
Total number and amount of remaining shares resolved	–	–
Unexercised percentage as of March 31, 2026 (%)	–	–
Treasury shares acquired during the period from April 1, 2026, to June 22, 2026	362,300	1,425,586,000
Unexercised percentage as of the filing date (%)	81.89	76.24

Note: The number of treasury shares acquired during the period from April 1, 2026, to June 22, 2026, does not include shares acquired during the period from June 1, 2026, to June 22, 2026.

(3) Acquisition not based on resolution of General Meeting of Shareholders or Board of Directors meeting

Category	Number of shares (shares)	Total amount (yen)
Treasury shares acquired during the fiscal year ended March 31, 2026	971	2,826,396
Treasury shares acquired during the period from April 1, 2026, to June 22, 2026	47	178,459

Notes:
1. Treasury shares acquired during the fiscal year ended March 31, 2026, represent 971 shares (total amount of 2,826,396 yen) acquired in response to the demand for purchase of shares less than one unit as stipulated under Article 155, Item 7 of the Companies Act.
2. Treasury shares acquired during the period from April 1, 2026, to June 22, 2026, represent shares acquired in response to the demand for purchase of shares less than one unit as stipulated under Article 155, Item 7 of the Companies Act.
3. The number of treasury shares acquired during the period from April 1, 2026, to June 22, 2026, does not include shares less than one unit purchased during the period from June 1, 2026, to June 22, 2026.

(4) Disposal of acquired treasury shares and number of treasury shares held

Category	Current fiscal year		From April 1 until the filing date of this Annual Securities Report	
	Number of shares (shares)	Total amount of disposal (yen)	Number of shares (shares)	Total amount of disposal (yen)
Acquired treasury shares for which subscribers were solicited	–	–	–	–
Acquired treasury shares that were disposed of	–	–	–	–
Acquired treasury shares that were transferred for merger, share exchange, share issuance and company split	–	–	–	–
Other (sale of shares to meet demands to buy additional share of less than one unit)	50	169,120	–	–
Number of Treasury shares held	2,215,874	–	2,578,221	–

Notes: 1. The number of treasury shares held during the period from April 1, 2026, to June 22, 2026, does not include shares less than one unit purchased or sold to meet demands to buy additional shares of less than one unit during the period from June 1, 2026, to June 22, 2026.

2. Shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account E) set up for introducing the Board Benefit Trust system are not included in the above number of treasury shares held.

3. Dividend Policy

The Company has enhanced its existing policy on shareholder returns with the growth strategy from a balance sheet perspective announced in November 2023. Our target total shareholder return range is 50% to 70% through stable dividend growth and flexible share repurchases.

We will proactively cancel treasury stock that has no purpose of use.

Dividends from retained earnings are basically paid twice a year, in the form of an interim dividend and a year-end dividend. The Board of Directors is the decision-making body for interim dividends, and the General Meeting of Shareholders is that for year-end dividends. Payment of interim dividends as stipulated under Article 454, Paragraph 5 of the Companies Act has been specified by the Articles of Incorporation of the Company.

Based on the above, the Company plans to pay a year-end dividend of 45 yen per share for the current fiscal year. Accordingly, the Company plans to pay an annual dividend of 85 yen per share (an interim dividend of 40 yen and a year-end dividend of 45 yen per share) for the 16th fiscal year.

The Company also repurchased shares (a total of 1.13 million shares, worth 2,999 million yen) to enhance shareholder returns and based on its capital policy to respond flexibly to changes in the business environment.

As for shareholder returns for the fiscal year ending March 31, 2027, the Company plans to pay an annual dividend of 95 yen per share (an interim dividend of 45 yen and a year-end dividend of 50 yen per share), which is an increase of 10 yen per share from the previous year. In addition, on May 12, 2026, the Company resolved to repurchase its treasury shares of up to 2 million shares, worth 6,000 million yen.

Note: Dividends of surplus whose record date falls within the current fiscal year are as follows:

Resolution date	Total amount of dividends (million yen)	Dividend paid per share (yen)
Board of Directors meeting held on November 13, 2025	3,564	40.00
Ordinary General Meeting of Shareholders to be held on June 24, 2026	4,009	45.00

4. Corporate Governance

(1) Overview of corporate governance

1) Basic views on corporate governance

The Company recognizes the importance of management as a company with social responsibilities, implements organizational structures and mechanisms for ensuring transparency and fairness in decision making, and positions the creation of relationships of trust with all stakeholders including shareholders to be one of the most important issues in management.

The Company recognizes that the realization of effective corporate governance is essential for the creation of relationships of trust with stakeholders. To this end, the Company will increase the effectiveness of corporate governance by:

- Ensuring the rights and equality of shareholders;
- Appropriately collaborating with stakeholders other than shareholders;
- Ensuring appropriate disclosure and transparency;
- Performance of responsibilities of the Board of Directors, etc.; and
- Dialogue with shareholders.

2) Corporate governance system and reasons for selecting the system

1. Corporate governance system

The Company is one with an Audit and Supervisory Committee and has the Board of Directors, Audit and Supervisory Committee, and an accounting auditor.

As for Directors, the Company has appointed independent Outside Directors.

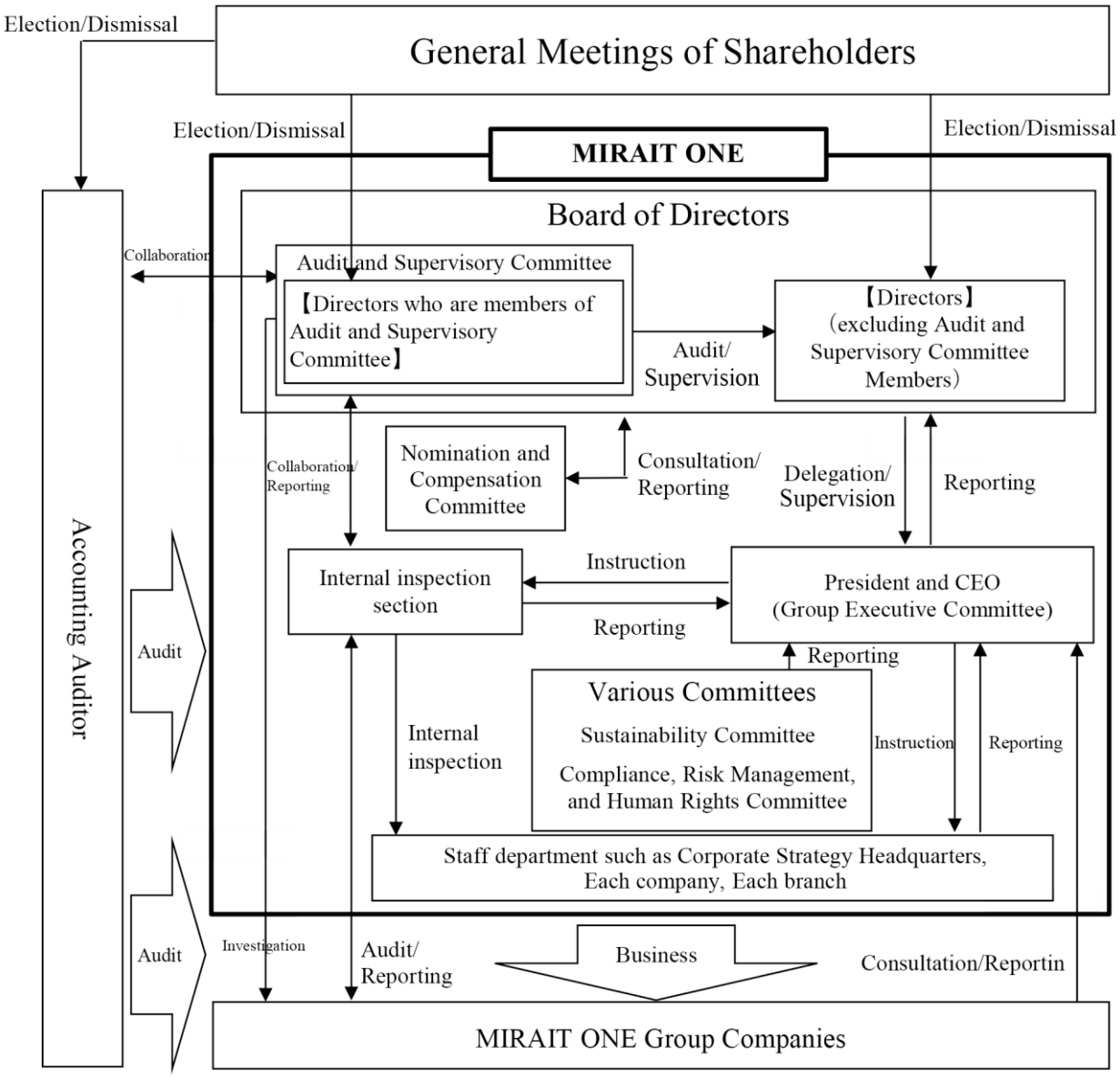
As of the filing date of this report (June 22, 2026), there are 13 Directors, five of whom are Outside Directors.

In addition, a system has been established in which the Audit and Supervisory Committee, the Internal Audit Department and the accounting auditor conduct independent audits, and they cooperate with one another.

The Company has submitted the following proposals (proposals to be resolved) for the Ordinary General Meeting of

Shareholders to be held on June 24, 2026: “Election of Ten Directors (excluding Directors who are Audit and Supervisory Committee members) of MIRAIT ONE Corporation” and “Election of Three Directors who are Audit and Supervisory Committee members of MIRAIT ONE Corporation.” If these proposals are approved and passed, there will be 13 Directors, five of whom are Outside Directors.

Diagram of corporate bodies, internal control, etc., is as follows:



a. The overview of established corporate bodies as of June 22, 2026 (the filing date of this Annual Securities Report), is as follows:

Name	Objective and authority	Representative	Members	
Board of Directors	A body that resolves legal matters related to the management of the Company, determines fundamental management policy and important matters concerning the execution of business, in addition to overseeing the execution of duties by Directors	Director predetermined by the Board of Directors (Note) 1	Directors who are not Audit and Supervisory Committee members (Note) 2	Toshiki Nakayama, Hidemune Sugahara, Yasushi Totake, Yoichiro Takaya, Hiroshi Wakimoto, Takaaki Mitsuya, Hiromasa Takaoka, Mayumi Yamamoto, Shinichi Kawaratani, Yuko Tsukasaki
			Directors who are Audit and Supervisory Committee members (Note) 3	Shinji Seo, Osamu Hayakawa, Midori Mizutani
Nomination and Compensation Committee	A body established as a voluntary advisory committee under the Board of Directors to heighten objectivity in matters related to the nomination and compensation of Directors	Mayumi Yamamoto, Outside Director	Directors	Shinichi Kawaratani, Yuko Tsukasaki, Toshiki Nakayama, Hidemune Sugahara
Audit and Supervisory Committee	A body to report on audits of Directors' execution of duties, etc., and make resolutions on important matters related to audits	Shinji Seo, Director, Audit and Supervisory Committee member (Full-time)	Audit and Supervisory Committee Members	Osamu Hayakawa, Midori Mizutani
Group Executive Committee	A body that receives reports and deliberates on vital policies about important matters related to management policies	Hidemune Sugahara, President	Members	Chairman, COOs of Business Companies, Strategy Headquarters Managers of Business Companies, President of Major Group Companies, Strategy Headquarters Manager of Major Group Companies, General Manager of Frontier Business Division, General Manager of Global Business Division, 1st Department Manager of Staff Department, Directors who are Audit and Supervisory Committee members (Full-time)
Sustainability Committee	A body that is responsible for matters relating to sustainability as a whole, including identifying material issues, organizing directions and promoting specific initiatives on cross-Group challenges related to environment or society, with the aim to balance the resolution of social issues and business growth	Toshiki Nakayama, Chairman Hidemune Sugahara, President	Members	COOs of Business Companies, Strategy Headquarters Managers of Business Companies, President of Major Group Companies, Strategy Headquarters Manager of Major Group Companies, General Manager of Frontier Business Division, General Manager of Global Business Division, 1st Department Manager of Staff Department, Directors who are Audit and Supervisory Committee members (Full-time)

Name	Objective and authority	Representative	Members	
Compliance, Risk Management, and Human Rights Committee	A body to specify necessary matters related to risk and compliance of the Group, as well as sharing information on and discussing the status of risks' arising, compliance-related incidents, and countermeasures, etc. with the aim of preventing risks from materializing and promoting compliance for the entire Group. It formulates a policy on human rights, reports on risk situations related to human rights, discusses issues to be addressed and measures, and works to strengthen human rights management. It holds an ad-hoc meeting as needed upon the occurrence of an incident to be rectified	Hiroshi Wakimoto, Director, General Manager of General Affairs and Human Resources Division	Members	Chairman, President, COOs of Business Companies, President of Major Group Companies, 1st Department Manager of Staff Department, managers of relevant organizations, Directors who are Audit and Supervisory Committee members (Full-time)

Notes: 1. Toshiki Nakayama, Chairman was elected as Chairperson of the Board at a meeting of the Board of Directors held following the 15th Ordinary General Meeting of Shareholders held on June 25, 2025, and he has assumed office.
2. Directors who are not Audit and Supervisory Committee members, Mayumi Yamamoto, Shinichi Kawaratani, and Yuko Tsukasaki, are Outside Directors.
3. Directors who are Audit and Supervisory Committee members, Osamu Hayakawa and Midori Mizutani, are Outside Directors.

b. The Company has submitted the following proposals (proposals to be resolved) for the Ordinary General Meeting of Shareholders to be held on June 24, 2026: "Election of Ten Directors (excluding Directors who are Audit and Supervisory Committee Members) of MIRAIT ONE Corporation" and "Election of Three Directors who are Audit and Supervisory Committee Members of MIRAIT ONE Corporation." If these proposals are approved and passed, there will be 13 Directors, five of whom are Outside Directors. The overview of established corporate bodies is expected to be as follows:

Name	Objective and authority	Representative	Members	
Board of Directors	A body that resolves legal matters related to the management of the Company, determines fundamental management policy and important matters concerning the execution of business, in addition to overseeing the execution of duties by Directors	Director predetermined by the Board of Directors	Directors who are not Audit and Supervisory Committee members (Note) 1	Toshiki Nakayama, Hidemune Sugahara, Yasushi Totake, Yoichiro Takaya, Hiromasa Takaoka, Hiroshi Wakimoto, Takaaki Mitsuya, Mayumi Yamamoto, Shinichi Kawaratani, Yuko Tsukasaki
			Directors who are Audit and Supervisory Committee members (Note) 2	Shinji Seo, Midori Mizutani, Katsuyuki Mizuma
Nomination and Compensation Committee	A body established as a voluntary advisory committee under the Board of Directors to heighten objectivity in matters related to the nomination and compensation of Directors	Mayumi Yamamoto, Outside Director	Directors	Shinichi Kawaratani, Yuko Tsukasaki, Toshiki Nakayama, Hidemune Sugahara
Audit and Supervisory Committee	A body to report on audits of Directors' execution of duties, etc., and make resolutions on important matters related to audits	Shinji Seo, Director, Audit and Supervisory Committee member (Full-time)	Audit and Supervisory Committee Members	Midori Mizutani, Katsuyuki Mizuma
Group Executive Committee	A body that receives reports and deliberates on vital policies about important matters related to management policies	Hidemune Sugahara, President	Members	Chairman, COOs of Business Companies, Strategy Headquarters Managers of Business Companies, President of Major Group Companies, Strategy Headquarters Manager of Major Group Companies, General Manager of Frontier Business Division, General Manager of Global Business Division, 1st Department Manager of Staff Department, Directors who are Audit and Supervisory Committee members (Full-time)
Sustainability Committee	A body that is responsible for matters relating to sustainability as a whole, including identifying material issues, organizing directions and promoting specific initiatives on cross-Group challenges related to environment or society, with the aim to balance the resolution of social issues and business growth	Toshiki Nakayama, Chairman Hidemune Sugahara, President	Members	COOs of Business Companies, Strategy Headquarters Managers of Business Companies, President of Major Group Companies, Strategy Headquarters Manager of Major Group Companies, General Manager of Frontier Business Division, General Manager of Global Business Division, 1st Department Manager of Staff Department, Directors who are Audit and Supervisory Committee members (Full-time)

Name	Objective and authority	Representative	Members	
Compliance, Risk Management, and Human Rights Committee	A body to specify necessary matters related to risk and compliance of the Group, as well as sharing information on and discussing the status of risks' arising, compliance-related incidents, and countermeasures, etc. with the aim of preventing risks from materializing and promoting compliance for the entire Group. It formulates a policy on human rights, reports on risk situations related to human rights, discusses issues to be addressed and measures, and works to strengthen human rights management. It holds an ad-hoc meeting as needed upon the occurrence of an incident to be rectified	Hiroshi Wakimoto, Director, General Manager of General Affairs and Human Resources Division	Members	Chairman, President, COOs of Business Companies, President of Major Group Companies, 1st Department Manager of Staff Department, managers of relevant organizations, Directors who are Audit and Supervisory Committee members (Full-time), etc.

Notes: 1. Directors who are not Audit and Supervisory Committee members, Mayumi Yamamoto, Shinichi Kawaratani, and Yuko Tsukasaki, are Outside Directors.
2. Directors who are Audit and Supervisory Committee members, Midori Mizutani and Katsuyuki Mizuma, are Outside Directors.

2. Reasons for adoption of the system

For the reasons stated below, by resolution of the 12th Ordinary General Meeting of Shareholders held on June 14, 2022, the Company transitioned from a company with a Board of Corporate Auditors to a company with an Audit and Supervisory Committee on July 1, 2022, aiming to further enhance corporate value by improving management soundness and transparency as well as prompting decision making.

(1) The "Audit and Supervisory Committee" composed of "Directors who are Audit and Supervisory Committee members" having voting rights of the Board of Directors, is in charge of the audit of business execution by Directors, strives to enhance the governance system and internal audit system that are based on the philosophy of three lines of defense, and strengthen the cooperation between the Audit and Supervisory Committee and the Internal Audit Department thus enhancing the corporate governance.

(2) The "Directors who are Audit and Supervisory Committee members" are members, as Directors, having voting rights of the Board of Directors. This thus improves the management supervisory function across the management.

(3) The "Directors who are Audit and Supervisory Committee members" are granted the right to express opinions concerning selection/dismissal and remuneration of Directors in the General Meeting of Shareholders, in accordance with Article 342-2, Paragraph 4 and Article 361, Paragraph 6 of the Companies Act. This means that the supervisory function is more enhanced, also in terms of the Companies Act, compared with a company with a Board of Corporate Auditors.

(4) As per Article 399-13, Paragraph 6 of the Companies Act, the Articles of Incorporation may specify that it is possible to delegate the determination of important business execution to a Director based on a resolution of the Board of Directors. Keeping firmly in mind the status of business operation and governance functioning of the new consolidated company after the merger of the three companies, flexible operation will be made available in accordance with a resolution of the Board of Directors.

3) Other matters concerning corporate governance

1. System to ensure that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of the business of the Company and the business of the corporate group consisting of the Company and its subsidiaries.

   Details of the resolution of the Board of Directors as a system to ensure the appropriateness of business by the Company are as follows, and the Company is continuously making efforts to improve and enhance the system.

(1) System to ensure that the execution of duties by Directors and employees of a corporate group consisting of the Company and its subsidiaries (hereinafter referred to as the "corporate group") complies with laws and regulations and the Articles of Incorporation.

(A) The Company has established action guidelines as a code of conduct that regulates the officers and employees of the entire corporate group, disseminates the action guidelines to all officers and employees of the corporate group, and regulates their conduct.

Regarding the Directors, the "Rules on the Board of Directors" ensure the proper management of the Board of Directors, smooth communication, and monitoring of mutual business execution. Concerning important matters, it is intended to prevent a possible violation of laws and regulations and the Articles of Incorporation, and enhance supervision of management functions by receiving opinions or advice from external experts (such as lawyers).

When a Director has found a fact of conduct by another Director that is suspected to constitute a violation of laws and regulations and the Articles of Incorporation, he/she shall promptly report it to the Board of Directors and the Audit and Supervisory Committee to prevent or correct a possible violation.

(B) In the MIRAIT ONE Group: Charter on Safety and Compliance, etc., the Company stipulates that it shall strive to eliminate any relationship with antisocial forces by decidedly confronting antisocial forces and behaving with a resolute attitude.

(C) The Compliance, Risk Management, and Human Rights Committee, chaired by the officer of the Company responsible for compliance, is established. Each company of the corporate group arranges promotion staff in an effort to instill, maintain, and establish compliance awareness.

(D) For the purpose of ensuring the reliability of financial reports, the Company shall build an appropriate internal control system by observing the Financial Instruments and Exchange Act and related laws and regulations to maintain, evaluate, and correct the financial reports.

(E) Each company in the corporate group shall establish a helpline (declaration/consultation contact) and make efforts to maintain and operate appropriate information transmission, in order to foster a more open corporate culture.

(F) With an intent to enhance the monitoring of effectiveness evaluation related to the establishment and operation status of the legal compliance system, the Internal Audit Department shall be expanded, and appropriate audit work shall be in practice. The evaluation results shall be reported to the Board of Directors and the Audit and Supervisory Committee.

(2) System to store and manage information related to the execution of duties by Directors

(A) Storage and management of information related to the execution of duties of Directors shall primarily contribute to proper and efficient business operations, and the following measures shall be taken.

(a) Establishing the "Document Handling Rules," and the like, which stipulate necessary matters regarding storage and management of documents (including electromagnetic records; hereinafter referred to as "documents") and other information.

(b) The storage (retention) period of documents shall be specified for each type of document in the "Document Handling Rules" unless otherwise specified by laws and regulations.

(B) When a Director has requested browsing of a document or the like, the document or the like shall be submitted without delay.

(3) Rules and other systems related to the management of a risk of loss

(A) Basic risk management items shall be specified, and the "Risk Management Rules" shall be established for proper and efficient business operations.

(B) The Compliance, Risk Management, and Human Rights Committee, chaired by the officer of the Company responsible for compliance, is established to ensure the effectiveness of the risk management system.

(C) The Audit Department conducts monitoring of validity evaluation of the maintenance and operation of the risk management system and the like. The evaluation results shall be reported to the Board of Directors and the Audit and Supervisory Committee.

(4) System to ensure efficient execution of duties of Directors

(A) The Board of Directors meeting is held regularly once a month in principle. On top of the matters stipulated by laws and regulations or the Articles of Incorporation, deliberation of important matters related to management shall be determined and reported in accordance with relevant laws and regulations, the principles of management decisions, and the duty of care of a good manager.

(B) For commissioning of business to Directors, thorough organizational management by appropriate responsibility sharing, and efficient business operations are pursued based on internal rules such as the "Organization/Business Allocation Rules" that define the organizational structure and scope of business and the "Responsibility Rules" that define responsibilities and authorities.

(C) The duties of Outside Directors who are independent, and the like, are arranged to be executed efficiently at the Board of Directors, and the monitoring function for the execution of duties by other Directors is enhanced.

(5) System to ensure the appropriateness of business in the corporate group

The Company carries out transactions between companies of the corporate group in accordance with laws and regulations, and further takes the following measures in order for the corporate group to properly operate the business and contribute to its growth and development:

(a) Establishing a system to report, to the Company, matters related to the execution of duties by Directors of subsidiaries or the like.

(b) Establishing a system to manage the risk of loss of a subsidiary and a system to contact the Company in the event of a risk.

(c) Establishing a system to ensure efficient execution of duties by Directors of subsidiaries or the like.

(d) Establishing a system to ensure that the execution of duties by Directors or the like and employees of subsidiaries complies with laws and regulations and the Articles of Incorporation.

(6) Matters related to employees who are responsible for assisting with the duties of the Audit and Supervisory Committee

As an organization to assist the duties of the Audit and Supervisory Committee, the Audit and Supervisory Committee Office with dedicated staff is established, and employees are assigned.

(7) Matters related to the independence of employees stipulated in the preceding item from the Directors (excluding Directors who are Audit and Supervisory Committee members)

Personnel appraisal and transfer, etc., of the employees stipulated in the preceding item are conducted by asking for the opinion of the Audit and Supervisory Committee in advance and based on the consent of the Committee.

(8) Matters related to securement of effectiveness of instructions to the employees stipulated in the preceding item (6)

The employees who belong to the Audit and Supervisory Committee Office shall be under the command and instructions of the Audit and Supervisory Committee.

(9) System for the Directors and employees of the Company to report to the Audit and Supervisory Committee

(A) The Directors and employees of the Company shall promptly report to the Audit and Supervisory Committee each time they have grasped a fact regarding important matters that may influence the business or business performance of the corporate group and matters stipulated by laws and regulations.

(B) Regardless of (A) above, the Audit and Supervisory Committee may request reports from Directors or the like at any time as appropriate.

(10) System with which a Director, a Corporate Auditor or an employee of a subsidiary, or those who have received a report from any of these persons reports to the Audit and Supervisory Committee of the Company

(A) A Director, a corporate auditor or an employee of a subsidiary or those who have received a report from any of these persons shall promptly report to the Audit and Supervisory Committee of the Company each time they have grasped the fact regarding important matters that may influence the business or business performance of each company and matters stipulated by laws and regulations.

(B) Regardless of (A) above, the Audit and Supervisory Committee of the Company may request a report from the Directors of a subsidiary at any time as appropriate.

(11) System to ensure that the person who has submitted a report described in item (9) or (10) is not treated unfairly because of the report

Ensure that the person who has submitted a report described in item (9) or (10) is not treated unfairly because of the report.

(12) Procedures for prepayment or redemption of expenses incurred in the execution of duties by an Audit and Supervisory Committee member and other matters related to policies regarding the processing of expenses or debts incurred in the execution of such duties

The Company will properly process payments for expenses and debts incurred in the execution of duties by an Audit and Supervisory Committee member.

(13) Other systems to ensure that an audit by the Audit and Supervisory Committee is conducted effectively

(A) The Audit and Supervisory Committee members selected by the Audit and Supervisory Committee browse major approval documents and other important documents related to business execution, and as appropriate, a Director or the like responds promptly when requested to give explanations.

(B) The Audit and Supervisory Committee members selected by the Audit and Supervisory Committee attend major conferences except for the Board of Directors meeting in order to grasp important decision-making processes and business execution status of the Company.

(C) The Audit and Supervisory Committee members selected by the Audit and Supervisory Committee exchange opinions and information with Representative Directors, the Accounting Auditor, and the Internal Audit Department on a regular or on-demand basis to communicate with each other.

2. Operational status of the system to ensure the business appropriateness

The Company operates in accordance with the aforementioned systems, and its main approaches are as follows:

(1) Status of efforts to ensure that the execution of duties complies with laws and regulations and the Articles of Incorporation

The Group established the “MIRAIT ONE Group: Charter on Safety and Compliance,” and is working to raise compliance awareness through compliance training and various activities conducted by compliance promotion staff. The “Compliance, Risk Management, and Human Rights Committee” deliberates on individual issues in the corporate group and manages the progress of compliance promotion activities. The Compliance, Risk Management, and Human Rights Committee was held twice in FY2025.

In addition, the Internal Audit Department carries out monitoring to confirm the effectiveness of compliance promotion activities.

(2) Status of efforts related to management of risk of loss

The Company has established, by way of the "Risk Management Rules," the basic policy and promotion system regarding risk management as a corporate group, and based on the risk management plan, responds appropriately to various risks.

The "Compliance, Risk Management, and Human Rights Committee" deliberates on the status of risk management and individual issues in the corporate group. The Compliance, Risk Management, and Human Rights Committee was held twice in FY2025.

Additionally, the effectiveness of risk management is confirmed by carrying out monitoring by the Internal Audit Department.

(3) Status of efforts to ensure efficient execution of duties of Directors

The Board of Directors is held once a month and as required based on the "Rules on the Board of Directors." The Board of Directors was held 20 times in FY2025.

The Board of Directors deliberates on all matters to be submitted to the same based on the internal rules, actively exchanges opinions on each concern, and reports on the status of execution of duties of Directors on a quarterly basis. Further, the Company also conducts an effectiveness evaluation of the Board of Directors to improve its functions.

In addition, based on the Corporate Governance Code, the Company has established a voluntary advisory committee, the Nomination and Compensation Committee, under the Board of Directors, in order to improve the objectivity regarding nomination and remuneration. In FY2025, the Committee convened nine times.

Independent Outside Directors hold regular meetings with the Representative Directors to enhance the monitoring function for the execution of duties of Directors.

(4) Status of efforts to ensure the appropriateness of operations in the corporate group

According to the "Subsidiary Management Rules" and the like, the Company strives to establish a system to ensure the appropriateness of the business of the corporate group, and receives reports on its operational status. The Company conducts monitoring by the Internal Audit Department.

The Company manages important projects that have a significant impact on the entire corporate group upon receipt of reports from a subsidiary and subsequent discussions. At the same time, necessary measures are taken as a corporate group.

In order to detect compliance-related problems at an early stage and take appropriate action in a timely manner, an internal reporting system has been established and operated, and reports are made to the "Compliance, Risk Management, and Human Rights Committee."

(5) Status of internal audit efforts

The Audit Department (Internal Audit Department) conducts internal audits of all organizations and subsidiaries of the corporate group and monitors the appropriateness of their operations in accordance with the internal audit plan approved by the Board of Directors. The results are reported to the Board of Directors and other relevant bodies.

The Group established the Audit Department as an organization independent from the first and second lines, which dual-reports to the Board of Directors and the Audit and Supervisory Committee and conducts internal audit operations based on the concept of third line defense.

(6) Status of efforts to ensure effective audits by the Audit and Supervisory Committee

In addition to inspecting important approval documents, etc., the Audit and Supervisory Committee members attend the Group Executive Committee and other important meetings to understand the important decision-making process and the status of business execution at the Company. In addition, the Audit and Supervisory Committee members communicate with Representative Directors and accounting auditors through exchanges of opinions, thereby ensuring that the audits of the Audit and Supervisory Committee members are conducted effectively.

The Audit and Supervisory Committee Office, which has full-time staff, has been established as an organization to assist the duties of the Audit and Supervisory Committee, and three employees have been assigned to this office.

3. Outline of the details of the liability limitation contract

Based on Article 427, Paragraph 1 of the Companies Act, the Company has entered into a contract that limits liability for damage between the Company and a Director of the Company (excluding one who is an executive Director, etc.).

The maximum amount of liability for damage that is based on the contract is the minimum liability limit stipulated in Article 425, Paragraph 1 of the Companies Act.

The limitation of liability is permitted only when the Director is in good faith and without gross negligence in performing the duties that have caused the liability.

4. Number of Directors

The Company stipulates in the Articles of Incorporation that the number of Directors of the Company (including one who is an Audit and Supervisory Committee member) shall be 15 or less, and that the number of Directors of the Company who are Audit and Supervisory Committee members shall be 5 or less.

5. Requirements for resolution to appoint Directors

The Company stipulates in the Articles of Incorporation that the appointment of Directors shall be made by the resolution of the General Meeting of Shareholders, differentiating between Directors who are Audit and Supervisory Committee members and other Directors, that it shall be made with attendance of shareholders accounting for at least one-third of the voting rights of shareholders entitled to exercise voting rights and shall require a majority of such votes cast in favor, and that the resolution shall never be via cumulative voting.

6. Matters to be resolved at the general meeting of shareholders that can be resolved by the Board of Directors meeting

The Company stipulates in the Articles of Incorporation that the following matters can be resolved by the Board of Directors among the matters to be resolved at the general meeting of shareholders:

- Based on the provisions of Article 165, Paragraph 2 of the Companies Act, regarding the acquisition of treasury stock, it is possible to acquire treasury stock through market transactions, etc., by a resolution of the Board of Directors meeting. This aims to enable agile capital policy implementation in response to changing economic conditions.
- For the purpose of increasing opportunities for profit distribution to shareholders, an interim dividend can be paid every year with September 30 as the record date by a resolution of the Board of Directors pursuant to the provisions of Article 454, Paragraph 5 of the Companies Act.
- In accordance with the provisions of Article 426, Paragraph 1 of the Companies Act, the Company may, by a resolution of the Board of Directors, exempt compensation responsibilities of Directors (including those who were Directors) for damages due to neglect of duties to the extent of laws and regulations.
- The Company may determine matters specified in the items of Article 459, Paragraph 1 of the Companies Act such as flexible payment of dividends of surplus by resolution of the Board of Directors.
- In accordance with the Act for Partially Amending the Industrial Competitiveness Enhancement Act and Other Related Acts (Law No. 70 of 2021), the Board of Directors may hold the general meeting of shareholders at a location not specified if the Board of Directors determines that it is not appropriate to hold the meeting at a specified location in light of the interests of shareholders due to the spread of infectious diseases or the occurrence of a natural disaster.

7. Special resolution requirements of the general meetings of shareholders

Regarding the special resolution requirements of the general meeting of shareholders stipulated in Article 309, Paragraph 2 of the Companies Act, the Company stipulates in the Articles of Incorporation that a special resolution of the general meeting of shareholders shall be made with attendance of shareholders accounting for at least one-third of the voting rights of the shareholders entitled to exercise voting rights, and with at least two-thirds of such votes cast in favor. This is intended to provide smooth operation of the general meeting of shareholders by relaxing the quorum of special resolutions at the general meeting of shareholders.

8. Transactions between related parties

The Company requires that competing transactions and transactions in conflict of interest by Directors are deliberated and resolved by the Board of Directors, and reports on the status of transactions are periodically made to the Board of Directors.

The Board members are required to submit a “Confirmation of Related Parties” to ascertain whether there are any transactions with related parties such as the Board members themselves, their close relatives, organizations they represent, and organizations in which they hold a majority of voting rights.

Pursuant to the internal rules, approvers confirm whether transactions with major shareholders are appropriate so as to ensure the common interests of the Company and shareholders are not harmed, and report transactions of particular importance to the Board of Directors.

4) Activities of the Board of Directors

The Board of Directors meeting is held once a month and as required based on the "Rules on the Board of Directors." The Board of Directors deliberates on all matters to be submitted to the same based on the internal rules, actively exchanges opinions on each concern, and reports on the status of execution of duties of Directors on a quarterly basis. Further, the Company also conducts an ongoing effectiveness evaluation of the Board of Directors to improve its functions.

Status of major activities in the fiscal year ended March 31, 2026 is as follows:

(1) Composition of Officers of the Board of Directors

Position	Name	Attendance at meetings
Chairman (Note) 1	Toshiki Nakayama	100% (20/20)
President (Note) 1	Hidemune Sugahara	100% (20/20)
Representative Director	Yasushi Totake	100% (20/20)
Director	Yoichiro Takaya	100% (20/20)
Director	Hiroshi Wakimoto	100% (20/20)
Director	Takaaki Mitsuya	100% (20/20)
Director	Hiromasa Takaoka	100% (15/15) (Note) 2
Director	Mayumi Yamamoto	100% (20/20)
Director	Shinichi Kawaratani	100% (20/20)
Director	Yuko Tsukasaki	100% (20/20)
Director	Tatsumi Miyazaki	100% (5/5) (Note) 3
Director (Audit and Supervisory Committee Member)	Shinji Seo	100% (20/20)
Director (Audit and Supervisory Committee Member)	Osamu Hayakawa	100% (20/20)
Director (Audit and Supervisory Committee Member)	Midori Mizutani	100% (15/15) (Note) 4
Director (Audit and Supervisory Committee Member)	Chiaki Katsumaru (Chiaki Ishikawa)	100% (5/5) (Note) 5

Notes:
1. Toshiki Nakayama and Hidemune Sugahara were elected as Chairman and President, respectively, at a meeting of the Board of Directors held following the 15th Ordinary General Meeting of Shareholders held on June 25, 2025, and each of them has assumed office.
2. Director Hiromasa Takaoka was newly appointed as Director at the 15th Ordinary General Meeting of Shareholders held on June 25, 2025. The above describes the status of attendance at meetings of the Board of Directors held after his appointment as Director.
3. The term of office for Director Tatsumi Miyazaki expired upon the conclusion of the 15th Ordinary General Meeting of Shareholders held on June 25, 2025. The above describes the status of attendance at meetings of the Board of Directors held during his term of office.
4. Director who is an Audit and Supervisory Committee member, Midori Mizutani, was newly appointed as Director at the 15th Ordinary General Meeting of Shareholders held on June 25, 2025. The above describes the status of attendance at meetings of the Board of Directors held after her appointment as a Director.
5. The term of office for Director who is an Audit and Supervisory Committee member, Chiaki Katsumaru (Chiaki Ishikawa), expired upon the conclusion of the 15th Ordinary General Meeting of Shareholders held on June 25, 2025. The above describes the status of attendance at meetings of the Board of Directors held during her term of office.

(2) Status of implementation and details of major deliberations for the fiscal year ended March 31, 2026

The Board of Directors convened 20 times during the fiscal year ended March 31, 2026. Matters discussed include important matters such as sales strategies, matters regarding business growth strategies and medium- to long-term strategies of the Company and the Group, matters regarding the reconstruction and effective management policy of the risk management system of the entire Group such as internal controls and internal audits, sustainability-related matters, strategic shareholdings, status of IR activities, and shareholder returns (repurchase of treasury shares and dividends).

5) Activities of the Nomination and Compensation Committee

The Company has established a voluntary advisory committee, the Nomination and Compensation Committee, under the Board of Directors, aiming to improve the independent and objective perspective, as well as transparency, in order to improve the objectivity regarding nomination and remuneration of Directors.

As of the date of submission of this report (June 22, 2026), the Nomination and Compensation Committee consists of five members of three independent Outside Directors, the Chairman, and the President. The majority of the Committee members are independent Outside Directors. Furthermore, the chairperson has been elected from independent Outside Directors through mutual election, so the Committee is fully independent.

The Committee receives inquiries as to matters related to proposals of the general meeting of shareholders for the appointment and dismissal of Directors, matters related to the executive compensation system, and the like. The Committee deliberates on the appropriateness of the content and submits a report for discussions of the proposal by the Board of Directors, which resolves the above matters based on the report.

Status of activities, etc., in the fiscal year ended March 31, 2026, is as follows:

(1) Composition of the Nomination and Compensation Committee

Position		Name	Attendance at meetings
Chairperson	Outside Director	Mayumi Yamamoto	100% (9/9)
Member	Outside Director	Shinichi Kawaratani	100% (9/9)
Member	Outside Director	Yuko Tsukasaki	100% (9/9)
Member	Chairman	Toshiki Nakayama	100% (9/9)
Member	President	Hidemune Sugahara	100% (6/6) (Note) 1

Notes: 1. President Hidemune Sugahara was appointed as a member at the meeting of the Board of Directors held on June 25, 2025. The above describes the status of attendance at meetings of the Nomination and Compensation Committee held after June 25, 2025.

(2) Status of implementation in the fiscal year ended March 31, 2026

In the fiscal year ended March 31, 2026, the Nomination and Compensation Committee meeting was held nine times. With their extensive expertise and experience, the Committee members offered opinions and advice from the viewpoint of improving the medium-to-long-term corporate value, thereby strengthening and fulfilling their supervisory role.

(3) Details of major deliberations

In the fiscal year ended March 31, 2026, the Committee focused on discussing matters related to the design of performance-linked remuneration in order to achieve further improvement of corporate value. In addition, during the nomination process for new Director candidates, the Committee thoroughly examined candidates' careers and skills through interviews, etc. in light of the election criteria and the skill matrix, and goes through an enhanced review process to deliberate appropriateness thereof from the perspective of whether a relevant candidate will contribute to medium- and long-term improvement of corporate value of the Company, to submit a report to the Board of Directors.

(2) Directors and other officers

1) List of Directors and other officers

a. The Company's Directors and other officers as of June 22, 2026 (the filing date of this Annual Securities Report) are as follows.

Male: 10, Female: 3 (Ratio of female officers: 23%)

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Representative Director, Chairman and Co-CEO	Toshiki Nakayama	January 29, 1958	Jun. 2012 Jul. 2013 Jun. 2014 Jun. 2015 Jun. 2016 Jun. 2018 Jun. 2020 Jun. 2021 Jul. 2022 Jun. 2025	Senior Vice President, General Manager of Frontier Services Department, NTT DOCOMO, INC. Senior Vice President, General Manager of Smart-life Solutions Department, NTT DOCOMO, INC. Executive Vice President, Executive General Manager of Smart-life Business Division, General Manager of Smart-life Solutions Department, NTT DOCOMO, INC. Executive Vice President, Executive General Manager of Smart-life Business Division, NTT DOCOMO, INC. Senior Executive Vice President, NTT DOCOMO, INC. President and Chief Executive Officer, MIRAIT Corporation (presently the Company) Senior Executive Vice President of the Company President, MIRAIT Holdings Corporation (presently the Company) President, General Manager of The Group Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Representative Director, President and CEO, MIRAIT ONE Corporation Representative Director, Chairman and Co-CEO, MIRAIT ONE Corporation (to present)	(Note) 2	250
Representative Director, President, Co-CEO and COO	Hidemune Sugahara	July 2, 1962	Aug. 2006 Jul. 2010 Aug. 2011 Jun. 2016 Jun. 2018 Jun. 2019 Jun. 2020 Jun. 2021 Jun. 2024 Jun. 2025	Executive Manager of the Planning Department, NTT Resonant Incorporated Head of IP Service, Net Business Division, NTT Communications Corporation Head of Applications and Content, NTT Communications Corporation Senior Vice President, Head of Second Sales Division, NTT Communications Corporation President & CEO, NTT Com Solutions Corporation Executive Vice President, Representative Member of the Board, NTT Communications Corporation Senior Executive Vice President, Representative Member of the Board, NTT Communications Corporation Representative Member of the Board, Senior Executive Vice President, NTT Communications Corporation Representative Director, Executive Vice President, COO of Carrier Business East Company, MIRAIT ONE Corporation Representative Director, President, Co-CEO and COO, MIRAIT ONE Corporation (to present)	(Note) 2	95

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Representative Director, Senior Managing Executive Officer	Yasushi Totake	June 29, 1961	Jun. 2017	Senior Vice President and General Manager of the Network Department, Plant Headquarters, Nippon Telegraph and Telephone West Corporation	(Note) 2	148
			Jun. 2018	Executive Vice President and General Manager of the Network Department, Plant Headquarters, Nippon Telegraph and Telephone West Corporation		
			Jun. 2019	Director, MIRAIT Corporation (presently the Company)		
				Director, MIRAIT Technologies Corporation (presently the Company)		
				Director, Managing Executive Officer, General Manager of Emerging Business Office, MIRAIT Holdings Corporation (presently the Company)		
			Jun. 2020	President, MIRAIT Technologies Corporation (presently the Company)		
				Director, MIRAIT Holdings Corporation (presently the Company)		
			Jun. 2021	Director, Assistant Manager of The Group Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company)		
			Apr. 2022	Director, Assistant Manager of The Group Formation Preparation Office, Manager of Carrier West Company Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company)		
			Jul. 2022	Representative Director, Senior Managing Executive Officer, General Manager, Chief of Business Structure Reform Promotion Office, COO of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2023	Representative Director, Senior Managing Executive Officer, General Manager of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2024	Representative Director, Senior Managing Executive Officer, COO of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2025	Representative Director, Senior Managing Executive Officer, President of Carrier Business West Company, MIRAIT ONE Corporation (to present)		

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Director, Senior Managing Executive Officer	Yoichiro Takaya	November 11, 1964	Jun. 2012 Jun. 2015 Jun. 2017 Jun. 2019 Jun. 2020 Apr. 2022 Jul. 2022 Jun. 2024 Jun. 2025 Dec. 2025	Vice President, Strategic Business Development Division, Nippon Telegraph and Telephone Corporation General Manager of Fifth Sales Division, NTT Communications Corporation Senior Vice President and General Manager of Fifth Sales Division, NTT Communications Corporation Senior Vice President and General Manager of Third Sales Division, NTT Communications Corporation Director, Managing Executive Officer, General Manager of Solution Business Unit and General Manager of Tohoku Reconstruction Support Office, MIRAIT Corporation (presently the Company) Executive Vice President, Manager of Solution Company Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Director, Managing Executive Officer, Co-Head and Co-COO of Solutions Business Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, COO of Solutions Business Company, MIRAIT ONE Corporation (to present) Director, Senior Managing Executive Officer, President of Solutions Business Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, President of Solutions Business Company, CMO, MIRAIT ONE Corporation (to present)	(Note) 2	67
Director, Managing Executive Officer	Hiroshi Wakimoto	March 18, 1964	Jun. 2012 Jul. 2015 Feb. 2016 Jul. 2016 Jun. 2020 Jun. 2021 Apr. 2022 Jul. 2022 Jun. 2023	General Manager of Planning and Coordination Office, NTT DOCOMO, INC. Director, mmbi, Inc. (presently NTT DOCOMO, INC.) President, mmbi, Inc. General Manager of Platform Business Promotion Department, NTT DOCOMO, INC. Executive Officer, General Manager of Corporate Planning Department and Strategy Department, MIRAIT Corporation (presently the Company) Executive Officer, General Manager of West Japan Branch, MIRAIT Corporation (presently the Company) Managing Executive Officer, General Manager of Kansai Branch, MIRAIT Corporation (presently the Company) Executive Vice President, Manager of Staff Organization Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Director, Managing Executive Officer, General Manager of General Affairs and Human Resources, MIRAIT ONE Corporation Director, Managing Executive Officer, General Manager of General Affairs and Human Resources, CHRO, MIRAIT ONE Corporation (to present)	(Note) 2	93

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Director, Managing Executive Officer	Takaaki Mitsuya	November 15, 1964	Jul. 2012 Jul. 2015 Jul. 2017 Jun. 2019 Jul. 2022 May 2023 Jun. 2023	General Manager of Accounting & Finance Department, Nippon Telegraph and Telephone West Corporation General Manager of Shikoku Regional Headquarters and General Manager of Ehime Branch, Nippon Telegraph and Telephone West Corporation Executive Managing Director, Accounting Manager of Corporate Planning Department, MIRAIT Corporation (presently the Company) Managing Executive Officer, Accounting Manager of Corporate Planning Department, MIRAIT Corporation (presently the Company) Managing Executive Officer, General Manager responsible for Accounting & Finance Department, MIRAIT Holdings Corporation (presently the Company) Director, Shikokutsuken Corporation Managing Executive Officer, Vice General Manager of Finance and Accounting Division, MIRAIT ONE Corporation Director, Lantrovision (S) Ltd (to present) Director, Managing Executive Officer, CFO, MIRAIT ONE Corporation (to present)	(Note) 2	80
Director, Managing Executive Officer	Hiromasa Takaoka	August 18, 1965	Jun. 2015 Jun. 2017 Apr. 2020 Jul. 2022 Jun. 2023 Jun. 2024 Jun. 2025	Director, NTT DATA Corporation (presently NTT DATA JAPAN Corporation) Senior Vice President, Head of Customer Services, NTT Communications Corporation Member of the Board, Head of Managed & Security Services, Platform Service Division, NTT Communications Corporation Executive Vice President, General Manager of Healthcare Service Department, General Manager of Global Strategy Office, NTT DOCOMO, INC. Executive Vice President, Senior General Manager of Smart Life Business Company, Senior General Manager of Healthcare Service Department and Lifestyle Innovation Department, NTT DOCOMO, INC. Managing Executive Officer, General Manager of Safety and Quality Control Division, MIRAIT ONE Corporation Director, Managing Executive Officer, President of Carrier Business East Company, MIRAIT ONE Corporation (to present)	(Note) 2	17

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Outside Director	Mayumi Yamamoto	February 11, 1956	Apr. 1984 Dec. 2010 Jan. 2019 Jun. 2019 Jun. 2020 Apr. 2021 Jun. 2021 Jun. 2024 Feb. 2025	Registered as attorney at law Public Interest Member of the Central Labour Relations Commission Member of the Financial System Council, Financial Services Agency (to present) External Audit & Supervisory Board Member, Morinaga Milk Industry Co., Ltd. (to present) Director, MIRAIT Holdings Corporation (presently the Company) Member of the Labor Policy Council, Ministry of Health, Labour and Welfare (to present) Outside Director, JCU Corporation (to present) Outside Director, Chair of the Nomination and Compensation Committee, MIRAIT ONE Corporation (to present) Established Arc Law Firm (to present)	(Note) 2	11
Outside Director	Shinichi Kawaratani	June 26, 1955	Nov. 1988 Oct. 1997 Nov. 1999 Apr. 2007 Apr. 2011 Jan. 2014 Jun. 2021 Apr. 2025	President, Atlux Corporation (currently Fuyo Outsourcing & Consulting Inc.) General Manager of Information and Communications Division, New York Office, Nissho Iwai American Corporation (presently Sojitz Corporation of America) CEO, Entrepia Ventures, Inc. Assistant General Manager of Industrial Information Group, Sojitz Corporation Representative Director and President, Nissho Electronics Corporation Representative Director, VistaNet, Inc. Director, MIRAIT Holdings Corporation (presently the Company) (to present) Director and Chairman, VistaNet, Inc.	(Note) 2	45
Outside Director	Yuko Tsukasaki	April 17, 1961	Aug. 2007 Aug. 2009 Jul. 2010 Jul. 2011 Apr. 2012 Apr. 2015 Apr. 2016 Sept. 2018 Apr. 2020 Jul. 2022 Apr. 2024	Director, Gender Equality Promotion Division, Gender Equality Bureau, Cabinet Office Counselor for Policy Evaluation, Ministry of Health, Labour and Welfare Manager of Family Balance Department, Equal Employment, Children and Families Bureau, Ministry of Health, Labour and Welfare Counselor, National Public Service Ethics Board, National Personnel Authority Director, Life Planning Division, Remuneration Bureau, National Personnel Authority Director, General Affairs Division, Secretariat of the National Personnel Authority Professor, Chiiki Koso Kenkyujo, Taisho University (to present) Professor, Department of Regional Development, Taisho University Professor, Department of Public Policy, Faculty of Social Coexistence, Taisho University Director, MIRAIT ONE Corporation (to present) Professor, Department of Public Policy, Faculty of Regional Development, Taisho University (to present)	(Note) 2	22

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Director (Audit and Supervisory Committee Member)	Shinji Seo	October 14, 1961	Apr. 1980	Joined Daimei Denwa Kogyo Corporation (presently the Company)	(Note) 3	170
			Jun. 2010	General Manager of Construction Coordination Department, Procurement Division, Daimei Corporation (presently the Company)		
			Jul. 2014	General Manager of Engineering Oversight Department, Solution Business Unit and Engineering and Service Unit, MIRAIT Corporation (presently the Company)		
			Jun. 2017	Executive Officer, Assistant General Manager of Solution Business Unit and Engineering and Service Unit, General Manager of Engineering Oversight Department, MIRAIT Corporation (presently the Company)		
			Jun. 2019	Director, Managing Executive Officer, Assistant General Manager of Second Solution Business Unit, General Manager of Engineering Oversight Department, MIRAIT Corporation (presently the Company)		
			Jul. 2019	Director, Managing Executive Officer, General Manager of Safety and Quality Management Division, General Manager of General Coordination Department, MIRAIT Corporation (presently the Company)		
			Jul. 2022	Managing Executive Officer, General Manager of Safety and Quality Control Division, MIRAIT ONE Corporation		
			Apr. 2024	Managing Executive Officer, General Manager of Safety and Quality Control Division, General Manager of Business Risk Management Office, MIRAIT ONE Corporation		
			Jun. 2024	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)		
Outside Director, Audit and Supervisory Committee Member	Osamu Hayakawa	December 24, 1963	Apr. 1987	Employed by National Police Agency	(Note) 3	–
			Jan. 1999	Chief of Meguro Police Station, Metropolitan Police Department		
			Aug. 2000	Director of Police Administration of Saga Prefectural Police		
			Apr. 2005	Director of Transportation General Affairs Division, Transportation Department of Metropolitan Police Department		
			Apr. 2008	Counselor of Cabinet Intelligence and Research Office, Cabinet Secretariat		
			Aug. 2011	Chief of Aomori Prefectural Police Headquarters		
			Nov. 2011	Director of Community Education of National Police Academy		
			Aug. 2012	Counselor, Secretariat of Government Revitalization Unit, Cabinet Office		
			Aug. 2014	Director of Traffic Planning Division, Traffic Bureau of Metropolitan Police Department		
			Aug. 2016	Deputy Director-General, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism		
			Jul. 2018	Chief of Chiba Prefectural Police Headquarters		
			Aug. 2020	Chief of Kanto Regional Police Bureau		
			Feb. 2021	Resignation from National Police Agency		
			May 2021	Advisor of Lawson, Inc.		
			Jun. 2023	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)		
			Jun. 2025	Executive Director, Public Interest Corporation JAPAN TRAFFIC MANAGEMENT TECHNOLOGY ASSOCIATION (to present)		

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Outside Director, Audit and Supervisory Committee Member	Midori Mizutani	July 30, 1980	Aug. 2012	Registered as Certified Public Accountant	(Note) 3	3
			Sept. 2012	Registered as Tax Accountant		
			Jun. 2013	Established Mizutani Midori Accounting Office		
			Feb. 2015	Established Smart Plus Consulting Co., Ltd., Representative Director (to present)		
			Jun. 2015	Outside Audit and Supervisory Board Member, Human Metabolome Technologies, Inc.		
			Jun. 2017	Outside Director and Audit and Supervisory Committee Member, Human Metabolome Technologies, Inc.		
			Jun. 2019	Outside Corporate Auditor, GENETEC CORPORATION		
			Jul. 2019	Established Ginza Sphere Tax Accountant Corporation, Representative Partner (to present)		
			Sept. 2020	Registered as Administrative Scrivener		
			Apr. 2021	Outside Director, Confidence Inc. (presently Interworks Confidence Inc.) (to present)		
			Jun. 2021	Outside Director and Audit Committee Member, GENETEC CORPORATION (to present)		
			Jun. 2024	Outside Audit & Supervisory Board Member, Japan Elevator Service Holdings Co., Ltd. (to present)		
			Jun. 2025	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)		
Total						1,006

Notes: 1. Directors Mayumi Yamamoto, Shinichi Kawaratani, Yuko Tsukasaki, Osamu Hayakawa, and Midori Mizutani are Outside Directors.

2. The term of office of Directors is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026.

3. The term of office of Directors who are Audit and Supervisory Committee members is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2024 (the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025 for Midori Mizutani) to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026.

4. The Company adopts an executive officer system for the purpose of speeding up decision-making and business execution.

5. The Company has elected Director who is an Audit and Supervisory Committee member Shinji Seo as full-time Audit and Supervisory Committee member in order to enhance the effectiveness of the monitoring and supervisory functions by regularly conducting the following: the attendance at the important meetings such as the Group Executive Committee, hearings on the status of business execution from business execution divisions, close cooperation with the Audit Department which is the Internal Audit Department, onsite audits to business offices within the Company and its subsidiaries, and inspection of important approval documents, etc.

6. The Company has elected one substitute Director who is an Audit and Supervisory Committee member as prescribed in Article 329, Paragraph 3 of the Companies Act in preparation for the possibility of the number of Directors who are Audit and Supervisory Committee members falling below the number prescribed in laws and regulations. The career summary of the substitute Director who is an Audit and Supervisory Committee member is as follows:

Name	Date of birth	Career summary		Number of shares held (hundred shares)
Hideyuki Konno	August 2, 1954	Jul. 2012	Deputy Director of Bureau of Environment	–
		Sept. 2013	Senior Managing Director, Tokyotoshokuin Credit Cooperative	
		Aug. 2016	President, TOKYO AID CENTER Co., Ltd.	
		Jun. 2018	Corporate Auditor, MIRAIT Corporation (presently the Company)	

Note: The term of office of Directors elected as substitutes for Directors who are Audit and Supervisory Committee members who retire before the expiration of their term of office is until the expiration of the term of office of the retired Directors who are Audit and Supervisory Committee members.

b. The Company has submitted the following proposals (proposals to be resolved) for the Ordinary General Meeting of Shareholders to be held on June 24, 2026: "Election of Ten Directors (excluding Directors who are Audit and Supervisory Committee Members) of MIRAIT ONE Corporation" and "Election of Three Directors who are Audit and Supervisory Committee Members of MIRAIT ONE Corporation." If these proposals are approved and passed, the Company's Directors and other officers are expected to be as follows. Their positions and career summaries reflect the details of a matter (positions and career summaries) to be resolved by the Board of Directors meeting to be held immediately after the Ordinary General Meeting of Shareholders.

Male: 10, Female: 3 (Ratio of female officers: 23%)

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Representative Director, Chairman	Toshiki Nakayama	January 29, 1958	Jun. 2012 Jul. 2013 Jun. 2014 Jun. 2015 Jun. 2016 Jun. 2018 Jun. 2020 Jun. 2021 Jul. 2022 Jun. 2025 Jun. 2026	Senior Vice President, General Manager of Frontier Services Department, NTT DOCOMO, INC. Senior Vice President, General Manager of Smart-life Solutions Department, NTT DOCOMO, INC. Executive Vice President, Executive General Manager of Smart-life Business Division, General Manager of Smart-life Solutions Department, NTT DOCOMO, INC. Executive Vice President, Executive General Manager of Smart-life Business Division, NTT DOCOMO, INC. Senior Executive Vice President, NTT DOCOMO, INC. President and Chief Executive Officer, MIRAIT Corporation (presently the Company) Senior Executive Vice President of the Company President, MIRAIT Holdings Corporation (presently the Company) President, General Manager of The Group Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Representative Director, President and CEO, MIRAIT ONE Corporation Representative Director, Chairman and Co-CEO, MIRAIT ONE Corporation Representative Director, Chairman, MIRAIT ONE Corporation (to present)	(Note) 2	250
Representative Director, President and CEO	Hidemune Sugahara	July 2, 1962	Aug. 2006 Jul. 2010 Aug. 2011 Jun. 2016 Jun. 2018 Jun. 2019 Jun. 2020 Jun. 2021 Jun. 2024 Jun. 2025 Jun. 2026	Executive Manager of the Planning Department, NTT Resonant Incorporated Head of IP Service, Net Business Division, NTT Communications Corporation Head of Applications and Content, NTT Communications Corporation Senior Vice President, Head of Second Sales Division, NTT Communications Corporation President & CEO, NTT Com Solutions Corporation Executive Vice President, Representative Member of the Board, NTT Communications Corporation Senior Executive Vice President, Representative Member of the Board, NTT Communications Corporation Representative Member of the Board, Senior Executive Vice President, NTT Communications Corporation Representative Director, Executive Vice President, COO of Carrier Business East Company, MIRAIT ONE Corporation Representative Director, President, Co-CEO and COO, MIRAIT ONE Corporation Representative Director, President and CEO, MIRAIT ONE Corporation (to present)	(Note) 2	95

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Representative Director, Senior Managing Executive Officer	Yasushi Totake	June 29, 1961	Jun. 2017	Senior Vice President and General Manager of the Network Department, Plant Headquarters, Nippon Telegraph and Telephone West Corporation	(Note) 2	148
			Jun. 2018	Executive Vice President and General Manager of the Network Department, Plant Headquarters, Nippon Telegraph and Telephone West Corporation		
			Jun. 2019	Director, MIRAIT Corporation (presently the Company)		
				Director, MIRAIT Technologies Corporation (presently the Company)		
				Director, Managing Executive Officer, General Manager of Emerging Business Office, MIRAIT Holdings Corporation (presently the Company)		
			Jun. 2020	President, MIRAIT Technologies Corporation (presently the Company)		
				Director, MIRAIT Holdings Corporation (presently the Company)		
			Jun. 2021	Director, Assistant Manager of The Group Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company)		
			Apr. 2022	Director, Assistant Manager of The Group Formation Preparation Office, Manager of Carrier West Company Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company)		
			Jul. 2022	Representative Director, Senior Managing Executive Officer, General Manager, and Chief of Business Structure Reform Promotion Office and Head of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2023	Representative Director, Senior Managing Executive Officer, General Manager of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2024	Representative Director, Senior Managing Executive Officer, COO of Carrier Business West Company, MIRAIT ONE Corporation		
			Jun. 2025	Representative Director, Senior Managing Executive Officer, President of Carrier Business West Company, MIRAIT ONE Corporation (to present)		

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Director, Senior Managing Executive Officer	Yoichiro Takaya	November 11, 1964	Jun. 2012 Jun. 2015 Jun. 2017 Jun. 2019 Jun. 2020 Apr. 2022 Jul. 2022 Jun. 2024 Jun. 2025 Dec. 2025	Vice President, Strategic Business Development Division, Nippon Telegraph and Telephone Corporation General Manager of Fifth Sales Division, NTT Communications Corporation Senior Vice President and General Manager of Fifth Sales Division, NTT Communications Corporation Senior Vice President and General Manager of Third Sales Division, NTT Communications Corporation Director, Managing Executive Officer, General Manager of Solution Business Unit and General Manager of Tohoku Reconstruction Support Office, MIRAIT Corporation (presently the Company) Executive Vice President, Manager of Solution Company Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Director, Managing Executive Officer, Co-Head of Solutions Business Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, COO of Solutions Business Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, President of Solutions Business Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, President of Solutions Business Company, CMO, MIRAIT ONE Corporation (to present)	(Note) 2	67
Director, Senior Managing Executive Officer	Hiromasa Takaoka	August 18, 1965	Jun. 2015 Jun. 2017 Apr. 2020 Jul. 2022 Jun. 2023 Jun. 2024 Jun. 2025 Jun. 2026	Director, NTT DATA Corporation (presently NTT DATA JAPAN Corporation) Senior Vice President, Head of Customer Services, NTT Communications Corporation Member of the Board, Head of Managed & Security Services, Platform Service Division, NTT Communications Corporation Executive Vice President, General Manager of Healthcare Service Department, General Manager of Global Strategy Office, NTT DOCOMO, INC. Executive Vice President, Senior General Manager of Smart Life Business Company, Senior General Manager of Healthcare Service Department and Lifestyle Innovation Department, NTT DOCOMO, INC. Managing Executive Officer, General Manager of Safety and Quality Control Division, MIRAIT ONE Corporation Director, Managing Executive Officer, President of Carrier Business East Company, MIRAIT ONE Corporation Director, Senior Managing Executive Officer, President of Carrier Business East Company, MIRAIT ONE Corporation (to present)	(Note) 2	17

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Director, Managing Executive Officer	Hiroshi Wakimoto	March 18, 1964	Jun. 2012 Jul. 2015 Feb. 2016 Jul. 2016 Jun. 2020 Jun. 2021 Apr. 2022 Jul. 2022 Jun. 2023	General Manager of Planning and Coordination Office, NTT DOCOMO, INC. Director, mmbi, Inc. (presently NTT DOCOMO, INC.) President, mmbi, Inc. General Manager of Platform Business Promotion Department, NTT DOCOMO, INC. Executive Officer, General Manager of Corporate Planning Department and Strategy Department, MIRAIT Corporation (presently the Company) Executive Officer, General Manager of West Japan Branch, MIRAIT Corporation (presently the Company) Managing Executive Officer, General Manager of Kansai Branch, MIRAIT Corporation (presently the Company) Executive Vice President, Manager of Staff Organization Establishment Preparation Group, The Organization Formation Preparation Office, MIRAIT Holdings Corporation (presently the Company) Director, Managing Executive Officer, General Manager of General Affairs and Human Resources, MIRAIT ONE Corporation Director, Managing Executive Officer, General Manager of General Affairs and Human Resources, CHRO, MIRAIT ONE Corporation (to present)	(Note) 2	93
Director, Managing Executive Officer	Takaaki Mitsuya	November 15, 1964	Jul. 2012 Jul. 2015 Jul. 2017 Jun. 2019 Jul. 2022 May 2023 Jun. 2023	General Manager of Accounting & Finance Department, Nippon Telegraph and Telephone West Corporation General Manager of Shikoku Regional Headquarters and General Manager of Ehime Branch, Nippon Telegraph and Telephone West Corporation Executive Managing Director, Accounting Manager of Corporate Planning Department, MIRAIT Corporation (presently the Company) Managing Executive Officer, Accounting Manager of Corporate Planning Department, MIRAIT Corporation (presently the Company) Managing Executive Officer, General Manager responsible for Accounting & Finance Department, MIRAIT Holdings Corporation (presently the Company) Director, Shikokutsuken Corporation Managing Executive Officer, Vice General Manager of Finance and Accounting Division, MIRAIT ONE Corporation Director, Lantrovision (S) Ltd (to present) Director, Managing Executive Officer, CFO, MIRAIT ONE Corporation (to present)	(Note) 2	80
Outside Director	Mayumi Yamamoto	February 11, 1956	Apr. 1984 Dec. 2010 Jan. 2019 Jun. 2019 Jun. 2020 Apr. 2021 Jun. 2021 Jun. 2024 Feb. 2025	Registered as attorney at law Public Interest Member of the Central Labour Relations Commission Member of the Financial System Council, Financial Services Agency (to present) External Audit & Supervisory Board Member, Morinaga Milk Industry Co., Ltd. (to present) Director, MIRAIT Holdings Corporation (presently the Company) Member of the Labor Policy Council, Ministry of Health, Labour and Welfare (to present) Outside Director, JCU Corporation (to present) Outside Director, Chair of the Nomination and Compensation Committee, MIRAIT ONE Corporation (to present) Established Arc Law Firm (to present)	(Note) 2	11

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Outside Director	Shinichi Kawaratani	June 26, 1955	Nov. 1988 Oct. 1997 Nov. 1999 Apr. 2007 Apr. 2011 Jan. 2014 Jun. 2021 Apr. 2025	President, Atlux Corporation (currently Fuyo Outsourcing & Consulting Inc.) General Manager of Information and Communications Division, New York Office, Nissho Iwai American Corporation (presently Sojitz Corporation of America) CEO, Entrepia Ventures, Inc. Assistant General Manager of Industrial Information Group, Sojitz Corporation Representative Director and President, Nissho Electronics Corporation Representative Director, VistaNet, Inc. Director, MIRAIT Holdings Corporation (presently the Company) (to present) Director and Chairman, VistaNet, Inc.	(Note) 2	45
Outside Director	Yuko Tsukasaki	April 17, 1961	Aug. 2007 Aug. 2009 Jul. 2010 Jul. 2011 Apr. 2012 Apr. 2015 Apr. 2016 Sept. 2018 Apr. 2020 Jul. 2022 Apr. 2024	Director, Gender Equality Promotion Division, Gender Equality Bureau, Cabinet Office Counselor for Policy Evaluation, Ministry of Health, Labour and Welfare Manager of Family Balance Department, Equal Employment, Children and Families Bureau, Ministry of Health, Labour and Welfare Counselor, National Public Service Ethics Board, National Personnel Authority Director, Life Planning Division, Remuneration Bureau, National Personnel Authority Director, General Affairs Division, Secretariat of the National Personnel Authority Professor, Chiiki Koso Kenkyujo, Taisho University (to present) Professor, Department of Regional Development, Taisho University Professor, Department of Public Policy, Faculty of Social Coexistence, Taisho University Director, MIRAIT ONE Corporation (to present) Professor, Department of Public Policy, Faculty of Regional Development, Taisho University (to present)	(Note) 2	22
Director (Audit and Supervisory Committee Member)	Shinji Seo	October 14, 1961	Apr. 1980 Jun. 2010 Jul. 2014 Jun. 2017 Jun. 2019 Jul. 2019 Jul. 2022 Apr. 2024 Jun. 2024	Joined Daimei Denwa Kogyo Corporation (presently the Company) General Manager of Construction Coordination Department, Procurement Division, Daimei Corporation (presently the Company) General Manager of Engineering Oversight Department, Solution Business Unit and Engineering and Service Unit, MIRAIT Corporation (presently the Company) Executive Officer, Assistant General Manager of Solution Business Unit and Engineering and Service Unit, General Manager of Engineering Oversight Department, MIRAIT Corporation (presently the Company) Director, Managing Executive Officer, Assistant General Manager of Second Solution Business Unit, General Manager of Engineering Oversight Department, MIRAIT Corporation (presently the Company) Director, Managing Executive Officer, General Manager of Safety and Quality Management Division, General Manager of General Coordination Department, MIRAIT Corporation (presently the Company) Managing Executive Officer, General Manager of Safety and Quality Control Division, MIRAIT ONE Corporation Managing Executive Officer, General Manager of Safety and Quality Control Division, General Manager of Business Risk Management Office, MIRAIT ONE Corporation Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)	(Note) 3	170

Position	Name	Date of birth	Career summary		Term of office	Number of shares held (hundred shares)
Outside Director, Audit and Supervisory Committee Member	Midori Mizutani	July 30, 1980	Aug. 2012	Registered as Certified Public Accountant	(Note) 3	3
			Sept. 2012	Registered as Tax Accountant		
			Jun. 2013	Established Mizutani Midori Accounting Office		
			Feb. 2015	Established Smart Plus Consulting Co., Ltd., Representative Director (to present)		
			Jun. 2015	Outside Audit and Supervisory Board Member, Human Metabolome Technologies, Inc.		
			Jun. 2017	Outside Director and Audit and Supervisory Committee Member, Human Metabolome Technologies, Inc.		
			Jun. 2019	Outside Corporate Auditor, GENETEC CORPORATION		
			Jul. 2019	Established Ginza Sphere Tax Accountant Corporation, Representative Partner (to present)		
			Sept. 2020	Registered as Administrative Scrivener		
			Apr. 2021	Outside Director, Confidence Inc. (presently Interworks Confidence Inc.) (to present)		
			Jun. 2021	Outside Director and Audit Committee Member, GENETEC CORPORATION (to present)		
			Jun. 2024	Outside Audit & Supervisory Board Member, Japan Elevator Service Holdings Co., Ltd. (to present)		
			Jun. 2025	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)		
Outside Director, Audit and Supervisory Committee Member	Katsuyuki Mizuma	April 3, 1960	Apr. 1984	Joined The Industrial Bank of Japan, Ltd. (presently Mizuho Bank, Ltd.)	(Note) 3	–
			Apr. 2012	Executive Officer, General Manager of Asia & Oceania Operations, Mizuho Corporate Bank, Ltd. (presently Mizuho Bank, Ltd.)		
			Apr. 2014	Managing Executive Officer, Head of Asia & Oceania excl. East Asia, Mizuho Bank, Ltd.		
			Apr. 2016	Managing Executive Officer, Senior General Manager of Subaru Overseas Sales & Marketing Division 2, Fuji Heavy Industries Ltd. (presently Subaru Corporation)		
			Apr. 2017	Managing Executive Officer, Chief General Manager of Overseas Sales & Marketing Division 2, Subaru Corporation		
			Apr. 2018	Senior Managing Executive Officer, Chief General Manager of Overseas Sales & Marketing Division 1, Chief General Manager of Overseas Sales & Marketing Division 2, Subaru Corporation		
			Apr. 2020	Senior Managing Executive Officer, Chief General Manager of Overseas Sales & Marketing Division 2, Subaru Corporation		
			Apr. 2021	Senior Managing Executive Officer, CFO (Chief Financial Officer) and CRMO (Chief Risk Management Officer), Subaru Corporation		
			Jun. 2021	Director, Senior Managing Executive Officer, CFO and CRMO, Subaru Corporation		
			Apr. 2025	Director, Senior Managing Executive Officer, Subaru Corporation		
			Jun. 2025	Advisor, Subaru Corporation		
			Jun. 2026	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation (to present)		
Total						1,006

Notes: 1. Directors Mayumi Yamamoto, Shinichi Kawaratani, Yuko Tsukasaki, Midori Mizutani, and Katsuyuki Mizuma are Outside Directors.

2. The term of office of Directors is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2027.

3. The term of office of Directors who are Audit and Supervisory Committee members is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2028.

4. The Company adopts an executive officer system for the purpose of speeding up decision-making and business execution.

5. The Company has elected Director who is an Audit and Supervisory Committee member Shinji Seo as full-time Audit and Supervisory Committee member in order to enhance the effectiveness of the monitoring and supervisory functions

by regularly conducting the following: the attendance at the important meetings such as the Group Executive Committee, hearings on the status of business execution from business execution divisions, close cooperation with the Audit Department which is the Internal Audit Department, onsite audits to business offices within the Company and its subsidiaries, and inspection of important approval documents, etc.

6. The Company has elected one substitute Director who is an Audit and Supervisory Committee member as prescribed in Article 329, Paragraph 3 of the Companies Act in preparation for the possibility of the number of Directors who are Audit and Supervisory Committee members falling below the number prescribed in laws and regulations. The career summary of the substitute Director who is an Audit and Supervisory Committee member is as follows:

Name	Date of birth	Career summary		Number of shares held (hundred shares)
Osamu Hayakawa	December 24, 1963	Apr. 1987	Employed by National Police Agency	–
		Jan. 1999	Chief of Meguro Police Station, Metropolitan Police Department	
		Aug. 2000	Director of Police Administration of Saga Prefectural Police	
		Apr. 2005	Director of Transportation General Affairs Division, Transportation Department of Metropolitan Police Department	
		Apr. 2008	Counselor of Cabinet Intelligence and Research Office, Cabinet Secretariat	
		Aug. 2011	Chief of Aomori Prefectural Police Headquarters	
		Nov. 2011	Director of Community Education of National Police Academy	
		Aug. 2012	Counselor, Secretariat of Government Revitalization Unit, Cabinet Office	
		Aug. 2014	Director of Traffic Planning Division, Traffic Bureau of Metropolitan Police Department	
		Aug. 2016	Deputy Director-General, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism	
		Jul. 2018	Chief of Chiba Prefectural Police Headquarters	
		Aug. 2020	Chief of Kanto Regional Police Bureau	
		Feb. 2021	Resignation from National Police Agency	
		May 2021	Advisor of Lawson, Inc.	
		Jun. 2023	Director, Audit and Supervisory Committee Member, MIRAIT ONE Corporation	
		Jun. 2025	Executive Director, Public Interest Corporation JAPAN TRAFFIC MANAGEMENT TECHNOLOGY ASSOCIATION (to present)	

Note: The term of office of Directors elected as substitutes for Directors who are Audit and Supervisory Committee members who retire before the expiration of their term of office is until the expiration of the term of office of the retired Directors who are Audit and Supervisory Committee members.

2) Outside Directors

Outside Directors are nominated based on their ability to fulfill their roles and responsibilities from an expert and objective perspective, such as having abundant experience and knowledge in their respective fields, and providing advice and management supervision from the perspective of medium- to long-term enhancement of corporate value. Moreover, Outside Directors who are Audit and Supervisory Committee members are nominated based on their ability to increase transparency of the Board of Directors and enhance corporate value by appropriately monitoring the state of compliance with laws, regulations and the Articles of Incorporation regarding management decisions and execution of duties by Directors from an independent and objective standpoint with abundant experience and knowledge in their respective fields.

The Company has stipulated the following standard for determining independence of Outside Directors in the Company, and an Outside Director (including candidates therefor; the same applies below) is deemed to lack adequate independence if any of the following items apply.

Standard for Determining Independence

1. A person originally from the Company or a consolidated subsidiary of the Company (hereinafter referred to as “the Group”) (Note 1)
2. A major shareholder of the Company (Note 2)
3. A person who executes the business of a company, etc., that falls under any of the following items.

(1) A major business partner of the Group (Note 3)

(2) A major lender to the Group (Note 4)

(3) A company, etc., in which the Group holds 10% or more of shares on a voting right basis

4. A Certified Public Accountant who belongs to the auditing firm serving as the Group’s Accounting Auditor.

5. A consultant, accountant, tax accountant, attorney, judicial scrivener, patent attorney or other expert receiving a substantial amount (Note 5) of money or other property from the Group
6. A person who has received substantial donations from the Group (Note 6)
7. An executive of a company in a relationship mutually providing Outside Officers (Note 7)
8. A person whose close relative (Note 8) falls under any of items 1 through 7 above (limited to key personnel (Note 9) with the exception of items 4 and 5)
9. A person to whom any of items 2 through 8 have applied in the past three years
10. Notwithstanding the provisions of the preceding items, a person who is deemed to have another conflict of interest with the Company

Notes: 1. A currently serving executive director, executive officer or other similar employee (hereinafter referred to as "executive") or an executive who has served in the Group at any time in the past.
2. A major shareholder is a shareholder who, as of the end of the Company's fiscal year, holds 10% or more of shares on a voting right basis in his/her own name or the name of another person.
If the major shareholder is an organization such as a corporation or a partnership, this refers to an executive of such organization.
3. A major business partner is a purchaser or supplier of the Group whose annual transactions with the Group exceed 3% of the Company's consolidated sales or the supplier's consolidated sales.
4. A major lender is a financial institution from whom the Group borrows, and the balance of the borrowing exceeds 2% of the consolidated total assets of the Company or the consolidated total assets of the financial institution as of the end of the Company's fiscal year.
5. A substantial amount is defined as follows according to the relationship with the provision of services by the expert.
(1) If the expert provides services to the Group as an individual, the consideration received from the Group is a substantial amount if it exceeds 10 million yen per year.
(2) If the organization such as a corporation or a partnership to which the expert belongs provides services to the Group, the total amount of consideration received from the Group is a substantial amount if it exceeds 2% of the organization's annual sales or total revenue. However, even if 2% is not exceeded, the amount is deemed to be a substantial amount if the amount received by the organization as consideration for services provided with the direct involvement of the expert exceeds 10 million yen per year.
6. A person who has received donations from the Group exceeding 10 million yen per year. If the party receiving the donations is an organization such as a corporation or a partnership, this refers to a person who is directly involved in the research, education or other activities related to the donations among those who belong to the organization.
7. A relationship in which an executive of the Group is an Outside Officer of another company, and an executive of the other company is an Outside Director of the Company.
8. A close relative is a spouse or a relative within two degrees of relationship.
9. Key personnel are Directors and executive officers.

Reason for election as Outside Officers and their activities

a. The Company's Outside Officers as of June 22, 2026 (the filing date of this Annual Securities Report) are as follows.

1. Outside Director Mayumi Yamamoto

She has, in addition to advanced expertise concerning legal affairs as an attorney at law, abundant experience and knowledge gained while serving as a member of government councils. Since her appointment as Outside Director of the Company in June 2020, she has leveraged this knowledge to provide the Company with highly effective oversight and advice with regard to matters of the Company's corporate management from an objective and specialized perspective while also greatly contributing to efforts to bolster the Group's governance as chair of the Nomination and Compensation Committee. She has been nominated as a candidate for re-election as Outside Director who is not an Audit and Supervisory Committee Member because she is a suitable choice for playing the supervisory role for the management of the Company.

She has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

She attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on her experience and insight as an attorney at law.

2. Outside Director Shinichi Kawaratani

He has abundant management experience with regard to business investments, the development of new businesses, and developing global businesses in the area of information and communications which he has gained through, among other work, his experience working as a representative director and president of a company providing IT solutions and as a CEO of a venture capital firm. Since his appointment as Outside Director at MIRAIT Holdings Corporation in June 2021, he has leveraged his extensive knowledge to offer objective oversight and advice on the management of the Group as part of efforts to help deliver a sustained enhancement of the corporate value of the Company. He has been nominated as a candidate for re-election as Outside Director who is not an Audit and Supervisory Committee Member because he is a suitable choice for ensuring transparency and strengthening supervisory functions of the Company.
He has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because he satisfies the independence standard specified by the exchange and the Company's standard for determining independence.
He attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on his experience and insight as an officer of the other companies.

3. Outside Director Yuko Tsukasaki

She has advanced expertise and extensive experience on topics such as public policy, regional development, and the promotion of diversity which she has gained through her activities in key positions in central government agencies and as a university professor. Since her appointment as an Outside Director of the Company in July 2022, she has leveraged this extensive knowledge to provide objective oversight and advice with regard to the management of the Group. She has been re-nominated as a candidate for Outside Director who is not an Audit and Supervisory Committee Member because the Company has determined that she can contribute to the sustained enhancement of the corporate value of the Company.
She has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.
She attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external perspective, based on her experience and insight as an expert in public policy.

4. Outside Director (Audit and Supervisory Committee member) Osamu Hayakawa

He has excellent knowledge, expertise, and abundant experience concerning police administration, etc. The Company believes that he can provide appropriate supervision and advice in order to further strengthen the corporate governance, in particular compliance and risk management, as an Outside Director and Audit and Supervisory Committee member of the Company. He is a suitable choice for ensuring the transparency and fairness of business execution of the Company and increasing its effectiveness, and because he can be expected to fulfill this role, he has been appointed as an Outside Director who is an Audit and Supervisory Committee member.
He has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because he satisfies the independence standard specified by the exchange and the Company's standard for determining independence.
He attended all 20 meetings of the Board of Directors held during the current fiscal year and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on his experience and knowledge concerning police administration, etc.
He also attended all 12 meetings of the Audit and Supervisory Committee, reported on audits that he conducted according to the allocation of duties, asked appropriate questions about audits conducted by other Audit and Supervisory Committee members, and provided comments from an external position as necessary.

5. Outside Director (Audit and Supervisory Committee member) Midori Mizutani

She has extensive expertise as a certified public accountant and tax accountant coupled with abundant experience from serving as an outside officer at other companies. Since being appointed as a Director and Audit and Supervisory Committee member of the Company in June 2025, she has demonstrated a rigorous approach to her auditing duties in order to ensure the legality and adequacy of the Company's management from her perspective as someone with expertise in matters of finance, accounting, and tax affairs. She has been re-elected as Director who is an Audit and Supervisory Committee member as the Company has determined that she is an appropriate appointment to help ensure the Company's auditing and supervisory systems function at a high degree of effectiveness.

She has been designated as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

She attended all 15 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on her experience and insight as a certified public accountant.

She also attended all 9 meetings of the Audit and Supervisory Committee, reported on audits that she conducted according to the allocation of duties, asked appropriate questions about audits conducted by other Audit and Supervisory Committee members, and provided comments from an external position as necessary.

b. The Company has submitted the following proposals (proposals to be resolved) for the Ordinary General Meeting of Shareholders to be held on June 24, 2026: "Election of Ten Directors (excluding Directors who are Audit and Supervisory Committee Members) of MIRAIT ONE Corporation" and "Election of Three Directors who are Audit and Supervisory Committee Members of MIRAIT ONE Corporation." If these proposals are approved and passed, the Company's Outside Officers are expected to be as follows.

1. Outside Director Mayumi Yamamoto

She has, in addition to advanced expertise concerning legal affairs as an attorney at law, abundant experience and knowledge gained while serving as a member of government councils. Since her appointment as Outside Director of the Company in June 2020, she has leveraged this knowledge to provide the Company with highly effective oversight and advice with regard to matters of the Company's corporate management from an objective and specialized perspective while also greatly contributing to efforts to bolster the Group's governance as chair of the Nomination and Compensation Committee. She has been nominated as a candidate for re-election as Outside Director who is not an Audit and Supervisory Committee Member because she is a suitable choice for playing the supervisory role for the management of the Company.

She has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

She attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on her experience and insight as an attorney at law.

2. Outside Director Shinichi Kawaratani

He has abundant management experience with regard to business investments, the development of new businesses, and developing global businesses in the area of information and communications which he has gained through, among other work, his experience working as a representative director and president of a company providing IT solutions and as a CEO of a venture capital firm. Since his appointment as Outside Director at MIRAIT Holdings Corporation in June 2021, he has leveraged his extensive knowledge to offer objective oversight and advice on the management of the Group as part of efforts to help deliver a sustained enhancement of the corporate value of the Company. He has been nominated as a candidate for re-election as Outside Director who is not an Audit and Supervisory Committee Member because he is a suitable choice for ensuring transparency and strengthening supervisory functions of the Company.

He has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because he satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

He attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on his experience and insight as an officer of the other companies.

3. Outside Director Yuko Tsukasaki

She has advanced expertise and extensive experience on topics such as public policy, regional development, and the promotion of diversity which she has gained through her activities in key positions in central government agencies and as a university professor. Since her appointment as an Outside Director of the Company in July 2022, she has leveraged this extensive knowledge to provide objective oversight and advice with regard to the management of the Group. She has been re-nominated as a candidate for Outside Director who is not an Audit and Supervisory Committee Member because the Company has determined that she can contribute to the sustained enhancement of the corporate value of the Company.

She has been designated and registered as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

She attended all 20 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external perspective, based on her experience and insight as an expert in public policy.

4. Outside Director (Audit and Supervisory Committee member) Midori Mizutani

She has extensive expertise as a certified public accountant and tax accountant coupled with abundant experience from serving as an outside officer at other companies. Since being appointed as a Director and Audit and Supervisory Committee member of the Company in June 2025, she has demonstrated a rigorous approach to her auditing duties in order to ensure the legality and adequacy of the Company's management from her perspective as someone with expertise in matters of finance, accounting, and tax affairs. She has been re-elected as Director who is an Audit and Supervisory Committee member as the Company has determined that she is an appropriate appointment to help ensure the Company's auditing and supervisory systems function at a high degree of effectiveness.

She has been designated as an independent officer with Tokyo Stock Exchange, Inc. because she satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

She attended all 15 meetings of the Board of Directors held during the current fiscal year, and asked appropriate questions and, as necessary, expressed opinions on management in general from an external position based on her experience and insight as a certified public accountant.

She also attended all 9 meetings of the Audit and Supervisory Committee, reported on audits that she conducted according to the allocation of duties, asked appropriate questions about audits conducted by other Audit and Supervisory Committee members, and provided comments from an external position as necessary.

5. Outside Director (Audit and Supervisory Committee member) Katsuyuki Mizuma

He, in addition to his history of holding key positions in financial institutions over many years, also has a proven track record as a Senior Managing Executive Officer, CFO and CRMO at Subaru Corporation. He possesses a wealth of experience and a high degree of specialist knowledge on matters of corporate management, finance, risk management, and global business. He has been nominated as a candidate for Director who is an Audit and Supervisory Committee member as the Company has determined that he can leverage this knowledge to help ensure that the Company's management are subject to appropriate supervision and auditing functions from an independent and objective viewpoint.

He has been designated as an independent officer with Tokyo Stock Exchange, Inc. because he satisfies the independence standard specified by the exchange and the Company's standard for determining independence.

3) Mutual cooperation between Outside Directors and Outside Audit and Supervisory Committee members, in supervision or audits and internal audits, audits by Audit and Supervisory Committee members, and accounting audits, and relationship with the internal control department

Outside Directors receive reports from the Audit and Supervisory Committee and the Internal Audit Department (the internal control department) on their respective audit plans, audit status, and audit results at the Board of Directors' meetings, and express appropriate opinions.

Outside Audit and Supervisory Committee members seek to improve the efficiency and effectiveness of audits by mutually cooperating and exchanging opinions with the accounting auditor and the Internal Audit Department (internal control department), as stated in "(3) Audit status, B. Activities of the Audit and Supervisory Committee, C. Activities of the Audit and Supervisory Committee members, and D. Dual reporting line with the Internal Audit Department."

(3) Audit status

1) Status of audits by the Audit and Supervisory Committee

A. Organization and personnel

In accordance with the resolution of the 12th Ordinary General Meeting of Shareholders held on June 14, 2022, the Company transitioned from a company with a Board of Corporate Auditors to a company with an Audit and Supervisory Committee on July 1, 2022.

As of the date of submission of this report (June 22, 2026), the Audit and Supervisory Committee consists of three members, including two independent Outside Director- Audit and Supervisory Committee members, and one full-time Audit and Supervisory Committee member is selected to enhance the effectiveness of the monitoring and supervisory functions. Director and Audit and Supervisory Committee member Midori Mizutani is qualified as a certified public accountant and tax accountant, and has considerable knowledge on finance and accounting.

The Audit and Supervisory Committee Office has been established to assist the Audit and Supervisory Committee in its duties. The Company ensures the effectiveness of the Audit and Supervisory Committee's instructions by placing three full-time staff under the direction and orders of the said committee. For personal appraisals, transfers, and other actions, the Company enhances independence from operational departments by seeking the opinions of full-time Audit and Supervisory Committee members and obtaining their consent in advance.

For the six major domestic group companies, dedicated corporate auditors and Internal Audit Departments are assigned to conduct audits. For other domestic subsidiaries, 12 members of the Audit and Supervisory Committee Office of the Company are in charge of one to three companies each as corporate auditors. And corporate auditors concurrently serving in the other operational divisions of the Company such as Finance and Accounting Division or assigned exclusively to each company are assigned. In addition, the internal audit function is concentrated in the Audit Department, the Internal Audit Department of the Company, to strengthen group governance by having the Audit Department conduct internal audits of subsidiaries, excluding major group companies, while accumulating audit knowledge.

The Company has submitted the proposal (proposal to be resolved) of "Election of Three Directors who are Audit and Supervisory Committee Members of MIRAIT ONE Corporation" for the Ordinary General Meeting of Shareholders to be held on June 24, 2026. If this proposal is approved and passed, the Audit and Supervisory Committee will continue to consist of three members, including two independent Outside Directors (Audit and Supervisory Committee members).

B. Activities of the Audit and Supervisory Committee

In principle, the Audit and Supervisory Committee meets monthly and whenever necessary. During the current fiscal year, the Committee met 12 times, with an average meeting duration of 1 hour and 22 minutes when ad-hoc meetings are excluded. The attendance of individual Directors who are Audit and Supervisory Committee members is as follows:

Status of attendance at meetings of the Audit and Supervisory Committee

Position	Name	Attendance at meetings
Director, Audit and Supervisory Committee member (Full-time)	Shinji Seo	100% (12/12)
Director, Audit and Supervisory Committee member (Part-time / independent outside)	Chiaki Katsumaru (Chiaki Ishikawa)	100% (3/3) (Note) 1
Director, Audit and Supervisory Committee member (Part-time / independent outside)	Osamu Hayakawa	100% (12/12)
Director, Audit and Supervisory Committee member (Part-time / independent outside)	Midori Mizutani	100% (9/9) (Note) 2

Notes: 1. The attendance status of Chiaki Katsumaru (Chiaki Ishikawa) covers the period until her retirement on June 25, 2025.

2. Midori Mizutani's attendance status covers the period after she took office on June 25, 2025.

Specifically, the following resolutions, discussions, and reports were made.

Matters to be resolved (13 items):	Audit policy and plan of the Audit and Supervisory Committee, division of duties, audit report, appointment of Directors who are Audit and Supervisory Committee members, opinion of the Audit and Supervisory Committee on the appointment of Directors who are not Audit and Supervisory Committee members, opinion of the Audit and Supervisory Committee on the revision of the performance-linked coefficient for the Board Benefit Trust remuneration, reappointment of the accounting auditor, agreement on audit fees of the accounting auditor, etc.
Matters to be discussed (1 item):	Remuneration for Directors who are Audit and Supervisory Committee members
Matters to be reported (75 items):	Audit status by the Audit and Supervisory Committee members, exchange of opinions with Representative Directors, hearings with Directors, etc., audit plan and results by the accounting auditor, audit plan and results of internal audit, audit results of disclosure documents, inspection of authorized documents, reports from staff divisions, etc.

C. Activities of the Audit and Supervisory Committee members

The Audit and Supervisory Committee examined risks and issues in five areas of (1) Directors, (2) business execution, (3) subsidiaries, (4) internal audits, and (5) accounting audits, and a summary of audit activities for each of these areas is shown in the table below. The Committee made suggestions and proposals to Directors and executive departments on matters recognized through these audit activities.

These audit activities are mainly carried out by the full-time Audit and Supervisory Committee members, and the details of these activities are reported and shared at the Audit and Supervisory Committee meetings. Outside Audit and Supervisory Committee members provide necessary opinions from the standpoint of independent officers at the Audit and Supervisory Committee meetings based on their respective expertise and knowledge.

Summary of audit activities

Subject	Occasions	Frequency and main activities	Full-time	Outside	Audit and Supervisory Committee
(1) Directors	Board of Directors	- Attendance at Board of Directors meetings (monthly) - Reporting on audit policy and audit plan - Reporting on audit status (quarterly)	●	●	– Resolution Reporting
		- Preliminary explanation hearing on proposals to be submitted to the Board of Directors meeting	–	●	–
	Individual interviews	- Exchange of views with Representative Directors (semiannually in principle)	●	●	Reporting
		- Hearings with Directors (biannually)	●	● (some joined)	Reporting

Subject	Occasions	Frequency and main activities	Full-time	Outside	Audit and Supervisory Committee
(2) Business execution	Meetings and committees	- Group Executive Committee (weekly) - ESG Management Promotion Committee, Risk Management Executive Committee, Compliance Executive Committee, Human Rights/D&I Committee (held as needed) - Business Companies' Executive Meeting, etc. (weekly)	●		– Reporting *as needed – –
	Individual interviews	- Information exchange with Directors and Executive Officers, etc. (biannually) *Held concurrently with the hearings listed in (1) above. - Information exchange with General Managers of branch offices (as needed)	●	● (some joined)	Reporting Reporting
	Important documents inspection	- Authorized documents, business reports, or other documents that may have a material effect on the Company's assets	●		Reporting
(3) Subsidiaries	Cooperation with the Group's auditors	- Group's auditors' liaison meeting (biannually) - Information sharing with auditors of subsidiaries	●		– –
	Individual interviews	- Hearings with presidents of major group companies (annually) - Hearings with presidents of other group companies (as needed)	●	● (some joined)	Reporting Reporting
(4) Internal audits	Regular meetings with the Internal Audit Department	- Audit plan (annually) - Status of implementation of audits (weekly) - Auditing results (quarterly)	●		Reporting Reporting Reporting
(5) Accounting audits	Regular meetings with the Finance and Accounting Division	- Financial results reporting (quarterly) - Accounting auditor evaluation and audit fees (as appropriate)	● ●	●	Reporting Resolution
	Cooperation with the accounting auditor	- Briefing by the accounting auditor on auditing plan - Reporting on interim review, annual audit status, and audit results - Briefing on other disclosure matters (KAMs, internal control results, annual securities report, etc.) - Briefing on quality control system - Preliminary briefing on the provision of non-assurance services	●	●	Reporting Reporting Reporting Reporting Reporting

The Audit and Supervisory Committee discussed Key Audit Matters (KAMs) with the accounting auditor, received reports on the status of audits by the accounting auditor, and requested explanations as necessary.

D. Dual reporting line with the Internal Audit Department

The Audit and Supervisory Committee has established a dual reporting line with the Internal Audit Department, as described below, and works in organic collaboration with the Internal Audit Department, sharing the status of implementation of audits in line with actual practices conducted by the Internal Audit Department, such as issues in the workflow, including construction implementation, and issues in the application of regulations detected in audits conducted by the Internal Audit Department. Based on the above, the Audit and Supervisory Committee conducts audits that focus on management's recognition of medium- and long-term issues, business prospects, risk recognition, and compliance issues, among other matters, through the aforementioned exchange of opinions with Representative Directors, hearings with Directors, and other means.

2) Internal audit status

A. Organization, personnel, and outline of activities

The Company established the Audit Department as a third-line organization, independent of the first-line (current business divisions, such as business companies and branches) and second-line (administrative divisions such as staff organizations) of the three lines of defense, to conduct internal audits. As of March 31, 2026, the Audit Department had 21 employees.

In accordance with the Internal Audit Regulations and the audit plan approved by the Board of Directors, the Audit Department conducts internal audits of each organization of MIRAIT ONE and its subsidiaries (excluding major group companies) from an independent and objective standpoint. Specifically, the Audit Department evaluates compliance with laws, regulations, internal rules, and other relevant standards related to construction-related business processes and the execution of various operations, as well as the effectiveness of control procedures, and makes recommendations for improvement.

In addition, the Internal Audit Departments of major group companies conduct internal audits of each major group company and its subsidiaries, and the group's Internal Audit Departments share information and collaborate on audit policies and implementation status to strengthen group governance.

The Audit Department also conducts the evaluation of internal control over financial reporting (J-SOX) based on the Financial Instruments and Exchange Act.

B. Dual reporting line to the Board of Directors and Audit and Supervisory Committee

The Audit Department conducts internal audits after receiving the Board of Directors' resolution on the internal audit plan. After the internal audit is conducted, the department submits a report on the results of the operational audit to the organization conducting the audit, and reports the results to the Board of Directors on a quarterly basis.

In addition to the formulation of the audit plan and the reporting of the results of operational audits, the Audit Department has established a dual reporting line to the Board of Directors and the Audit and Supervisory Committee for J-SOX evaluations, as described below, and reports to the full-time Audit and Supervisory Committee members in a timely manner and performs its duties with their advice and coordination.

i) Internal audit plan formulation phase

The internal audit plan of the Audit Department, which is a matter to be resolved by the Board of Directors, shall be reviewed with the full-time Audit and Supervisory Committee members in advance, and necessary advice shall be received before the plan is submitted to the Board of Directors.

ii) J-SOX assessment scope selection phase

The selection of the scope of assessment for J-SOX, which is a matter to be resolved by the Board of Directors, shall be discussed with a full-time Audit and Supervisory Committee member, and necessary advice shall be received before the plan is submitted to the Board of Directors.

iii) Internal audit result reporting phase

The reporting of internal audit results is a matter to be reported to the Board of Directors on a quarterly basis. Before reporting the results, the report shall be reviewed with the full-time Audit and Supervisory Committee members, and necessary advice shall be received.

iv) Individual internal audit result reporting phase

Before submitting reports on audit results to the President and CEO and the heads of the organizations audited, the results of each organization's internal audits conducted in accordance with the internal audit plan shall be reported to the full-time Audit and Supervisory Committee members, to receive advice and instructions on identified issues and about the organizations with which the reports are shared, and report to the executive side and make recommendations for improvement, etc.

3) Accounting audit status

A. Name of audit corporation

KPMG AZSA LLC

B. Continuous audit period

12 years

C. Certified public accountants who executed the independent audit

Designated limited liability partner, business execution partner, certified public accountant, Ryoichi Isashi

Designated limited liability partner, business execution partner, certified public accountant, Fumitaka Otani

D. Composition of assistants involved in accounting audit work

Certified public accountants	23 persons
Accountant exam passers, etc.	10 persons
Other	53 persons

E. Policy and reason for selecting an audit corporation

At the Company, the Audit and Supervisory Committee examined the appropriateness, independence, quality control system and other factors, as well as comprehensively taking into account the audit achievements and the degree of understanding of the business, to select the accounting auditor.

The Audit and Supervisory Committee will dismiss the accounting auditor by unanimous consent of all Audit and Supervisory Committee members if it determines that the accounting auditor falls under any of the dismissal events stipulated in the items of Article 340, Paragraph 1 of the Companies Act.

In addition to the above cases, the Committee may decide the content of a proposal to the general meeting of shareholders for the dismissal or non-reappointment of the accounting auditor if it determines that the auditor is not appropriate as such based on a comprehensive consideration of the auditor's quality of audit, independence, and expertise.

In the event of the accounting auditor's dismissal, an Audit and Supervisory Committee member selected by the Committee will report the dismissal and its reasons at the first general meeting of shareholders convened after the dismissal.

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

The Audit and Supervisory Committee has collected information on the appropriateness and independence of the accounting auditor, as well as the audit system, audit implementation status, audit quality, etc., and based on examination using the evaluation criteria established by the Audit and Supervisory Committee, has acknowledged the method and results of the audit by the accounting auditor as appropriate and has determined that reappointment is appropriate.

4) Details of audit fees, etc.

A. Audit fees paid to auditing certified public accountants, etc.

(Millions of yen)

Category	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Fees for audit certification services	Fees for non-audit services	Fees for audit certification services	Fees for non-audit services
Reporting company	121	3	124	–
Consolidated subsidiaries	116	–	122	–
Total	237	3	247	–

Fiscal year ended March 31, 2025:

Non-audit services provided to the Company include the preparation of comfort letters.

Fiscal year ended March 31, 2026:

Not applicable.

B. Audit fees paid to the same network (the KPMG Group) to which auditing certified public accountants, etc., belong (excluding fees specified in A above)

(Millions of yen)

Category	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Fees for audit certification services	Fees for non-audit services	Fees for audit certification services	Fees for non-audit services
Reporting company	–	–	–	–
Consolidated subsidiaries	12	0	12	–
Total	12	0	12	–

Fiscal year ended March 31, 2025:

Non-audit services provided to the consolidated subsidiaries include supporting services for updating transfer pricing documentation.

Fiscal year ended March 31, 2026:

Not applicable.

C. Details of fees for other significant audit certification services

Not applicable.

D. Policy for determining audit fees

The Company determines audit fees for the auditing certified public accountants, taking into account the number of audit days and the details of audit services, among others. The Company determines audit fees with the consent of the Audit and Supervisory Committee as prescribed in Article 399 of the Companies Act.

E. Reasons for the Audit and Supervisory Committee's consent to fees for the accounting auditor

The Audit and Supervisory Committee determined the suitability of the audit schedule and the allocation of personnel specified in the accounting audit plan for the current fiscal year, as explained by the accounting auditor to the Audit and Supervisory Committee, and the suitability of the status of audit execution by the accounting auditor. The Audit and Supervisory Committee also examined and evaluated the accounting auditor's audit achievements for the previous fiscal year and verified the validity of the estimates used to calculate fees for the accounting auditor. As a result, the Audit and Supervisory Committee consented to the amount of fees for the accounting auditor.

(4) Remuneration of Directors and other officers

1) Basic policy

The total amount (limit) of Directors' remuneration (excluding Directors who are Audit and Supervisory Committee members. The same shall apply hereinafter.) is specified at the general meeting of shareholders after being approved by the Board of Directors, and the remuneration of individual Directors is determined using a remuneration system based on the roles and responsibilities of each position.

Furthermore, the policy on determination of the content of remuneration of individual Directors is deliberated upon by the "Nomination and Compensation Committee" (chaired by an independent Outside Director), a majority of which comprises independent Outside Directors as an advisory body to the Board of Directors to improve objectivity and transparency, and the results are reported to the Board of Directors, which determines the policy based on the report.

Outside Directors who provide supervisory functions are only paid a monthly base remuneration for their duties.

2) Policy on determination of the amount of individual remuneration for base remuneration (monetary remuneration) (including the policy on determination of the timing or conditions of granting remuneration, etc.)

The total amount (limit) of individual Directors' remuneration is specified at the general meeting of shareholders after being approved by the Board of Directors. The base remuneration of individual Directors (excluding Outside Directors) is fixed monthly remuneration, of which the amount is obtained by dividing the annual salary based on the roles and responsibilities of each position by 15.

The standard bonus is equal to three months of fixed monthly remuneration (the amount remaining after deducting 30% to be allocated to the Board Benefit Trust performance-linked stock-based remuneration system (hereinafter referred to as "Board Benefit Trust") as described in section 3). The number of months of payment may vary based on a comprehensive consideration of the Company's performance in the previous fiscal year and the outlook for performance in the current fiscal year, the payment of employee special allowances, and individual performance evaluation of each Director. The standard bonus is determined by the President and paid once a year in the summer, subject to reporting to the Nomination and Compensation Committee.

The percentages of fixed remuneration and variable remuneration are generally around 80% (12/15) for the former and 20% (3/15) for the latter.

3) Policy on determination of the content of performance-linked remuneration and non-monetary remuneration, and the method of calculation of the amount or number thereof (including the policy on determination of the timing or conditions of granting remuneration, etc.)

With regard to performance-linked remuneration and non-monetary remuneration, the Board Benefit Trust has been introduced in order to clarify the connection between the remuneration of officers and the Company's performance and share price, and to raise awareness of contributions to the improvement of medium- to long-term performance and corporate value. Up to150 million yen for the Company's Directors is contributed to the trust as funds for the trust to acquire the shares required for each period of three fiscal years in advance, and the maximum number of shares granted per fiscal year is equivalent to 33,000 shares (resolution of the 12th Ordinary General Meeting of Shareholders held on June 14, 2022).

4) Policy on determination of the percentages of the amount of monetary remuneration and the amount of performance-linked remuneration, etc., or the amount of non-monetary remuneration in relation to the amount of remuneration of individual Directors

Of the annual salary specified according to the roles and responsibilities of each position of Directors (excluding Outside Directors), the percentages of the amount of monetary remuneration and the amount of performance-linked remuneration, etc., are around 80% fixed remuneration and 20% variable remuneration, and 30% of the variable remuneration is allocated to the Board Benefit Trust, which is a form of non-monetary remuneration.

In consideration of insider trading regulations, etc., Directors (excluding Outside Directors) are required to contribute 10% or more of their monthly remuneration to the officers' shareholding association in order to increase awareness as management and awareness of the common goal of enhancing shareholder value. Therefore, these percentages are effectively 72% fixed remuneration, 28% variable remuneration, and 14% non-monetary remuneration (stock-based remuneration).

5) Matters related to the determination of the content of remuneration of individual Directors

The determination of remuneration of individual Directors is left to the discretion of the President, based on the assumption of the preparation of proposals for individual remuneration and making a report to the Nomination and Compensation Committee, within the total amount resolved by the general meeting of shareholders based on a resolution of the Board of Directors.

The President entrusted with the decision prepares proposals for individual remuneration based on the policy for determining the content of remuneration for individual Directors, as resolved by the Board of Directors, and submits a report to the Nomination and Compensation Committee for decision.

6) Matters related to performance-linked remuneration and non-monetary remuneration

The Board Benefit Trust has been introduced in order to clarify the connection between the remuneration of Directors (excluding Outside Directors) and the Company's performance and share price, and to raise awareness of contributions to the improvement of medium- to long-term performance and corporate value.

The Company's consolidated operating profit, EBITDA, ROE, and ESG indicator achievement have been chosen as indicators for performance-linked remuneration that can easily be used to raise awareness of the contributions to performance of Group companies and the enhancement of corporate value. And, in accordance with the "Officer Stock Benefit Rules," the number of points granted is calculated by multiplying the base points set to allocate 30% of three months of monthly remuneration by the performance-linked coefficient based on the Company's consolidated operating profit, EBITDA, ROE, and ESG indicator achievement and one share is granted for each point at the time of retirement.

The consolidated operating profit target in the initial business plan for the current fiscal year was 34.0 billion yen. The actual result was 34.3 billion yen with EBITDA of 48.5 billion yen and ROE of 8.6%.

For more details of the scheme, please refer to "IV. Information about Reporting Company, 1. (8) Share ownership plan for Directors, other officers, and employees."

7) Matters related to resolutions at the general meeting of shareholders for remuneration of Directors

The total amounts of monetary remuneration of Directors who are not Audit and Supervisory Committee members and Directors who are Audit and Supervisory Committee members were resolved to be 400 million yen or less per year (including 50 million yen or less per year for Outside Directors) and 100 million yen or less per year, respectively, at the 12th Ordinary General Meeting of Shareholders held on June 14, 2022. The numbers of Directors who are not Audit and Supervisory Committee members and Directors who are Audit and Supervisory Committee members on the day this resolution came into effect were 14 (four of whom were Outside Directors) and five (three of whom were Outside Directors), respectively. Apart from the total amount of monetary remuneration of Directors above, the maximum amount of performance-linked stock compensation for three fiscal years was resolved to be 150 million yen for the Company's Directors who are not Audit and Supervisory Committee members (excluding Outside Directors) and the maximum number of shares to be granted per fiscal year was resolved to be equivalent to 33,000 shares at the 12th Ordinary General Meeting of Shareholders held on June 14, 2022. The number of Directors who are not Audit and Supervisory Committee members at the time this resolution came into effect was 10 (excluding Outside Directors).

8) Policy on determination of the content of remuneration of individual Directors

(A) Method of determining the policy on determination of the content of remuneration of individual Directors

The Nomination and Compensation Committee was consulted about the policy on determination of the content of remuneration of individual Directors (hereinafter referred to as the "Policy") and gave the opinion that the Policy is appropriate. The Board of Directors then resolved the Policy at its meeting held on November 1, 2022.

(B) The details of the Policy

The details of the Policy are as stated in "IV. Information about Reporting Company, 4. (4) Remuneration of Directors and other officers 1) to 5)."

(C) Reasons for the Board of Directors' decision that the content of remuneration of individual Directors for the current fiscal year is in line with the Policy

In determining remuneration of individual Directors, the proposals for remuneration of individual Directors prepared based on the Policy resolved by the Board of Directors were reported to and consented to by the Nomination and Compensation Committee, a majority of which comprises independent Outside Directors as an advisory body to the Board of Directors. The Board of Directors thus determined that the content of remuneration is in line with the Policy.

9) Matters related to delegation of determination of remuneration of individual Directors

The Board of Directors resolved at its meeting held on June 25, 2024 that the President Toshiki Nakayama is entrusted to decide on the amount of base remuneration and the amount of bonus based on performance of each fiscal year for individual Directors for the current fiscal year, within the total amount resolved at the general meeting of shareholders, on the premise of reporting to be made to the Nomination and Compensation Committee. The reason for leaving the President to make the decision is that he is the most suitable choice for evaluating the execution of operations by individual Directors while taking a comprehensive view of the Company's entire business.

10) Total amount of remuneration by position, total amount for each class of remuneration, and number of recipients

Position	Total amount of remuneration (million yen)	Total amount for each class of remuneration (million yen)		Number of recipients (persons)
		Fixed remuneration	Performance-linked remuneration	
Directors (excluding Audit and Supervisory Committee members and Outside Directors)	276	213	63	8
Audit and Supervisory Committee members (excluding Outside Directors)	30	30	–	1
Outside Officers	58	58	–	6

11) Total amount of consolidated remuneration per officer

This information is not provided because there are no persons whose total amount of consolidated remuneration is 100 million yen or more.

(5) Shareholdings

1) Standard of and approach to classification of shares for investment

If the purpose of investment is:

A. maintaining or strengthening business relationships with the Company in which shares are held;

B. maintaining or strengthening cooperative relationships for the promotion of alliance operations; or

C. coordination for efficient construction work, etc.,

the Group classifies such investments as strategic shareholdings. Investments made for other purposes are classified as pure investments.

2) Investment shares held for purposes other than pure investment

a. Policy on holding shares, method of examining the rationality of shareholdings, and details of examination on whether the holding of specific shares is appropriate by the Board of Directors, etc.

A. Policy on holding shares

The Group holds shares when it is thought that holding the shares of a business partner will lead to the improvement of the Group's corporate value or the interests of shareholders. The Company checks the objectives of shareholding and the status of trading, and gradually reduces shares for which the meaning of shareholding is found to have diminished through quantitative and qualitative verification, such as by sale.

B. Method of examining the rationality of shareholdings

The Group performs quantitative and qualitative examination of the medium- to long-term economic rationality and future outlook of investment shares for purposes other than pure investment, based on factors such as the risks and returns.

C. Details of examination on whether the holding of specific shares is appropriate by the Board of Directors, etc.

The investment shares for purposes other than pure investment held by the Group are subject to investigation of the purpose of holding the shares and the status of trading. Once every year, the Board of Directors performs a quantitative and qualitative examination of each stock regarding whether the risks and returns are commensurate with the capital cost, the purpose of holding the shares, future business trends, etc., to determine whether holding the shares is appropriate.

Shares that are considered to have "little meaning to be held" as a result of a review are sold as needed, while considering factors such as the share price. Furthermore, the investment shares for purposes other than pure investment of the Group as a whole, and the status for their reduction are managed through annual reviews. In the current fiscal year, five stocks were sold in accordance with the above policy.

When exercising voting rights for shares it holds, the Company checks each proposal and makes comprehensive decisions based on whether they contribute to the enhancement of the Group's medium- to long-term corporate value.

b. Number of stocks and carrying amounts on balance sheets

	Number of stocks	Total carrying amount on balance sheets (million yen)
Unlisted shares	30	892
Shares other than unlisted shares	25	6,969

Stocks whose number of shares increased during the current fiscal year

Not applicable.

Stocks whose number of shares decreased during the current fiscal year

	Number of stocks	Total sale amount relating to the decrease in the number of shares (million yen)
Unlisted shares	1	23
Shares other than unlisted shares	2	335

Note: Stock whose number of shares increased or decreased does not include changes due to the consolidation of shares, share split, share transfer, share swap, merger, etc.

c. Number and carrying amount on balance sheets of specified investment shares and deemed holdings of investment shares by stock

Specified investment shares

Stock	Current fiscal year	Previous fiscal year	Purpose of holding, overview of business alliance, quantitative effects of holding, and reasons for the increase in the number of shares	Whether the investee holds the Company's shares
	Number of shares (shares)	Number of shares (shares)		
	Carrying amount on balance sheets (millions of yen)	Carrying amount on balance sheets (millions of yen)		
Fujikura Ltd.	51,000	51,000	The Company holds the entity's shares because the investee is one of the important customers engaged in procurement transactions with the Company, aiming to strengthen the relationship with the entity.	No
	1,251	275		
Nippon Densetsu Kogyo Co., Ltd.	225,000	225,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	Yes
	1,072	472		
Mizuho Financial Group, Inc.	149,351	149,351	The Company holds the entity's shares because the investee is one of our main banks, and it can contribute to the facilitation of financial transactions, etc., by strengthening the relationship with the entity.	No
	909	605		
NTT, Inc.	4,560,000	4,560,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the communication infrastructure domain in the medium term, etc.	No
	716	659		
Sumitomo Electric Industries, Ltd.	84,000	84,000	The Company holds the entity's shares because the investee is one of the important customers engaged in procurement transactions with the Company, aiming to strengthen the relationship with the entity.	Yes
	703	207		
Mitsubishi UFJ Financial Group, Inc.	173,197	173,197	The Company holds the entity's shares because the investee is one of our main banks, and it can contribute to the facilitation of financial transactions, etc., by strengthening the relationship with the entity.	No
	450	348		
KDDI Corporation	149,200	74,600	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the communication infrastructure domain in the medium term, etc. The number of shares increased due to a 2-for-1 stock split of common stock on April 1, 2025.	No
	406	352		
Hibiya Engineering, Ltd.	61,000	61,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	Yes
	329	190		
Mitsubishi Electric Corporation	50,000	50,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the communication infrastructure domain in the medium term, etc.	No
	249	136		

Stock	Current fiscal year Number of shares (shares) Carrying amount on balance sheets (millions of yen)	Previous fiscal year Number of shares (shares) Carrying amount on balance sheets (millions of yen)	Purpose of holding, overview of business alliance, quantitative effects of holding, and reasons for the increase in the number of shares	Whether the investee holds the Company's shares
The Keiyo Bank, Ltd.	100,000 200	100,000 89	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	No
Techfirm Holdings Inc.	200,000 124	200,000 131	The Company holds the entity's shares because the investee is one of the business partners with whom it has a business alliance for ICT solutions business, etc., aiming to strengthen the relationship with the entity.	No
Fuji Kyuko Co., Ltd.	50,000 121	50,000 112	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	Yes
Pilot Corporation	23,000 107	23,000 95	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	No
Inaba Denki Sangyo Co., Ltd.	31,460 81	15,730 59	The Company holds the entity's shares because the investee is one of the important customers engaged in procurement transactions with the Company, aiming to strengthen the relationship with the entity. The number of shares increased due to a 2-for-1 stock split of common stock on December 1, 2025.	No
Sakura Rubber Co., Ltd.	24,000 73	24,000 45	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	Yes
Sumitomo Mitsui Trust Group, Inc.	6,066 29	6,066 22	The Company holds the entity's shares because the investee is one of our main banks, and it can contribute to the facilitation of financial transactions, etc., by strengthening the relationship with the entity.	No
Okinawa Cellular Telephone Company	8,000 27	4,000 17	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the communication infrastructure domain in the medium term, etc. The number of shares increased due to a 2-for-1 stock split of common stock on October 1, 2025.	No
Kobe Electric Railway Co., Ltd.	10,000 24	10,000 23	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	No

Stock	Current fiscal year	Previous fiscal year	Purpose of holding, overview of business alliance, quantitative effects of holding, and reasons for the increase in the number of shares	Whether the investee holds the Company's shares
	Number of shares (shares)	Number of shares (shares)		
	Carrying amount on balance sheets (millions of yen)	Carrying amount on balance sheets (millions of yen)		
Comsys Holdings Corporation	4,800	4,800	The Company holds the entity's shares for the purpose of coordination for efficient construction work, etc., in the communication infrastructure domain.	No
	23	15		
SoftBank Group Corp.	6,216	1,554	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the communication infrastructure domain in the medium term, etc. The number of shares increased due to a 4-for-1 stock split of common stock on January 1, 2026.	No
	22	11		
Exeo Group, Inc.	8,136	8,136	The Company holds the entity's shares for the purpose of coordination for efficient construction work, etc., in the communication infrastructure domain. The number of shares increased due to a 2-for-1 stock split of common stock on April 1, 2024.	No
	21	13		
Odakyu Electric Railway Co., Ltd.	7,000	7,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	No
	11	10		
Aoba-BBT Corporation (Aoba-BBT, Inc.)	20,000	20,000	The Company holds the entity's shares because the investee is one of the important customers, aiming to strengthen the medium-term relationship with the entity in the enterprise/environmental social infrastructure domain.	No
	6	6		
Aeon Co., Ltd.	1,836	612	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc. The number of shares increased due to a 3-for-1 stock split of common stock on September 1, 2025.	No
	3	2		
Nissan Tokyo Sales Holdings Co., Ltd.	1,000	1,000	The Company holds the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc.	No
	0	0		
Sumitomo Densetsu Co., Ltd.	–	32,300	The Company held the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc. However, all of the shares held have been sold in the tender offer.	Yes
	–	156		

Stock	Current fiscal year	Previous fiscal year	Purpose of holding, overview of business alliance, quantitative effects of holding, and reasons for the increase in the number of shares	Whether the investee holds the Company's shares
	Number of shares (shares)	Number of shares (shares)		
	Carrying amount on balance sheets (millions of yen)	Carrying amount on balance sheets (millions of yen)		
NTT Data Corporation	–	5,000	The Company held the entity's shares because the investee is one of the important customers contracting with the Company for construction works, and it can contribute to securing the construction orders received in the enterprise/environmental social infrastructure domain in the medium term, etc. However, all of the shares held have been sold in the tender offer.	No
	–	13		

Notes: 1. These companies are stated as the number of stocks of specified investment shares is 60 or less, although the carrying amount on balance sheets is 1% or less of the amount of share capital of the reporting company.

2. Quantitative effects of holding are examined as stated in "2), B. Method of examining the rationality of shareholdings," but information about such effects is not provided from the perspective of confidentiality, etc., with each of the business partners.

Deemed holdings of shares
Not applicable.

3) Investment shares held for pure investment
Not applicable.

5. Employees

(1) Basic policy, etc. on human resource strategy

Policy concerning human resource strategy

Purpose of formulating a human resource strategy

- Based on the management strategy of achieving net sales plan of 660.0 billion yen (of which, MIRAI Domain accounts for 45%) by FY2026 and aspiring to be a future implementation company contributing to the society through a full value model by going "Beyond Telecommunications Construction," we formulated a human resource strategy with the aim to 1) form human resources capable of transforming the future, and 2) promote smart work-lifestyle reform.

Aligning management strategy and human resource strategy

- Under the management vision to be a future implementation company contributing to the society through a full value model by going "Beyond Telecommunications Construction," we formulated the "Human Resources Version: MIRAIT ONE's Value Creation Model" in FY2024 as a human resource strategy linked to "transformation of business structure to MIRAI Domain business and the enterprise/environmental social infrastructure domain, a major element of our management strategy.
- OUTCOME of this value creation model is defined as: 1) Mission of net sales plan of 660.0 billion yen by FY2026, and 2) "Beyond Telecommunications Construction" to be a future implementation company contributing to the society through a full value model. As representative KPIs, we set 1) creation of over 1,000 persons as human resources group in growth areas by FY2026 to form human resources capable of transforming the future, with MIRAI Domain ratio of 45%, and 2) engagement enhancement, aiming for smart work/lifestyle reform.
- In order to realize these two representative KPIs, INPUT (major investment themes to enhance human capital) are broadly categorized into four (creating human resources for growth areas, recruiting and developing competitive human resources, promoting diverse human resources and creating a diverse and flexible work environment, and promoting Health and Productivity Management), with KPIs linked to them (comparable KPIs and KPIs unique to the Company).

Current status of mobilization of human resources on a macro basis

- Mobilization of human resources is an essential initiative to achieve the medium-term business plan. We have been planning and executing mobilization of human resources to growth areas through discussions at the Human Resources Enhancement Promotion Committee and others. At the same time, we make opportunities available for our employees' taking on a challenge to develop an initiative that accelerates further creation of new businesses in MIRAI Domain. A cumulative total of 900 persons has been mobilized as of the end of FY2025.

Implementation of development interviews

- In executing mobilization of human resources, the Company has constructed a new mechanism for autonomous carrier development for employees, which is being promoted from both perspectives of the management and employees.
- Our goal is to 'co-create an "exciting future" through challenges and technology,' which will revolve around Change 1: People-centric management in which both employees and the Company grow together. As part of efforts to embody Change 1: People-centric management, we strive to provide value and an environment with employees' motivation and feelings in mind in order to draw their potential to the fullest extent.
- There are two measures to this end. The first measure is to match micro CDP (career development program) for each employee with macro CDP based on the Company's management/business strategy so that it will lead to mobilization of human resources for the growth strategy under Vision 2030 and the Fifth Medium-term Management Plan. The second measure is to create an environment to enable such micro CDP. We develop a learning mechanism for reskilling to take on new challenges with curriculum aligned for that, aiming to expand workstyles that facilitate our employees' taking on challenges.
- We also promote the development of an environment and systems to support employees' taking on challenges. As basic information for micro CDP, about 1,200 items of technical skills are systemized consistently across the Company for annual company-wide skill assessment. In addition to technical skills, soft skills (12 items) have also been systemized, starting from FY2026, to be included in annual company-wide skill assessment.

- In micro CDP, an employee considers an aspiration for his/her own career in 10 years' time and makes it verbalized on his/her own to prepare a short-term self-growth plan. We use semi-annual development interviews with supervisors to match such micro CDP with macro CDP (business strategy) through dialogues. We conducted development interviews for 2,359 persons in FY2025.
- Further, we will provide career design training for all employees in non-managerial positions, and career design and 1on1 know-how training for all employees in managerial positions, by the end of FY2026. 258 employees in non-managerial positions and 649 employees in managerial positions participated in training during FY2025. In addition, we started offering career consultation by career consultants as an opportunity for an employee to obtain a second opinion.

Policy on developing internal environment

- In order to realize Change 1: People-centric management, we have developed an environment that implements programs covering "self-directed learning" to "strategic learning" by leveraging the "MIRAI College," together with new HR systems such as a job-based system and an in-house side-job system, strategic secondment to other companies, and a global trainee system.
- Our in-house university, MIRAI College, which opened in July 2022, consists of real campuses (Chiba, Saitama, and Hyogo) and digital campuses.
- At digital campuses, 606 courses in the three fields of Technical Faculty (technical skills), Management Faculty (management skills), and Social Faculty (social skills) (as of the end of FY2025 (March 31, 2026) are offered and made available to 21,308 persons, including employees from the Group and partner companies. The college offers learning management and support to ensure that each individual acquires the skills. Recorded videos of past seminars and study sessions are also made available so that employees who were unable to attend in person can benefit from the content.
- With respect to real campuses, physical environment equipped with facilities and equipment was developed in FY2025 under the concept of "allowing you to look, touch, and experience (experience a failure)," aiming for talent development in three growth areas of electrical work/electrical installation, data centers, and ICT cloud.

Human Resources training system

- The Human Resources training system of the Group comprises the sectorial model system, designed to enhance specialized professional capabilities for business operations, and the stratified training system, aimed at promoting mastery of universal know-how required at each professional level. Together, the system supports the growth of each employee and systematically reinforces human capital that backs up future business growth.
- From introductory training for new employees to training for senior managers, our program is designed to enable each employee to acquire the skills and knowledge required to fulfill the roles expected at the respective level, as well as the skills and knowledge they need to learn in each career stage. We offer extensive education and training programs for new employees, designed to enable them to succeed in their careers regardless of whether they have a scientific or liberal arts background. Our interview program encourages employees to take on the challenge of obtaining various certifications. In addition, we have established a reward system based on the degree of difficulty to promote the shift of human resources to growth areas.

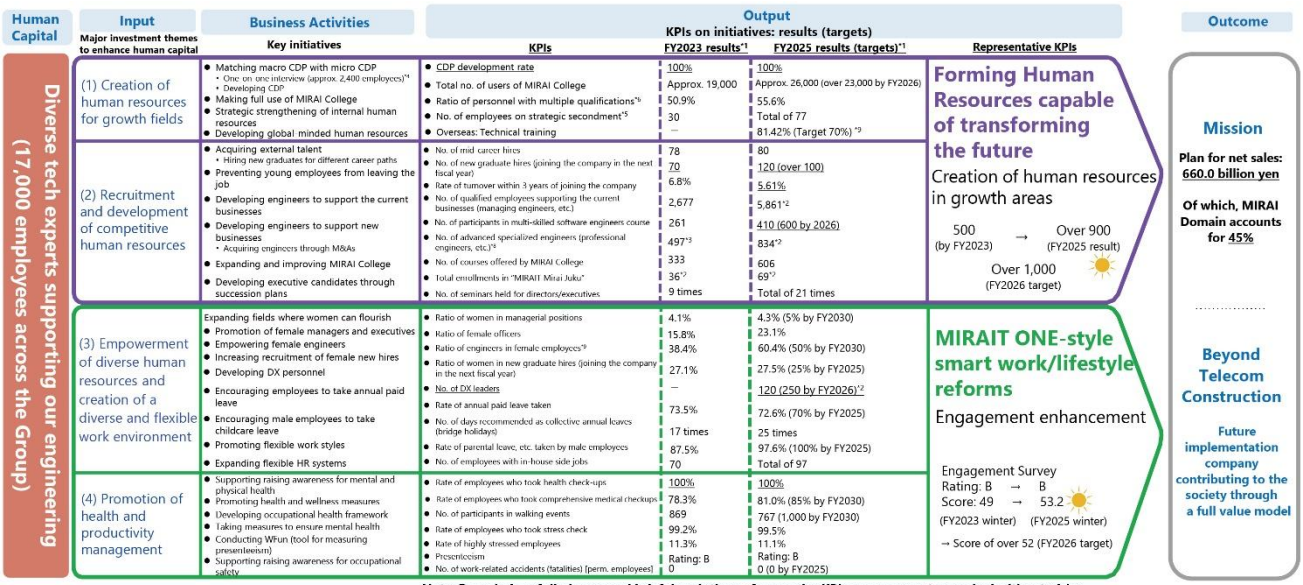
Future initiatives

- We plan to formulate a new human resource strategy and human resource portfolio that are linked to the contents of the next Medium-term Management Plan to be developed in the future.

Human Resources Version: MIRAIT ONE-Style Value Creation Model

Building and maintaining a culture where people respect the diversity of human resources and learn from each other

Under the MIRAIT ONE Group Vision 2030, the Group is working on business transformation for the purpose "we will change, and the future will change." Recognizing that human capital is the essential asset and the core driver of the transformation, we have set people-centric management as our top priority. With this in mind, we formulate and promote various measures to attract and develop human resources and to improve the environment that will help us achieve our vision, thereby pursuing initiatives to ensure the Group's sustained growth.



Note: Boundaries of disclosure and brief descriptions of our major KPIs are as per notes marked with asterisks.

(*1) Disclosure range: MIRAIT ONE Corporation (non-consolidated), except for items marked *2, *3, and *4

Note 1: For KPIs without a target in parentheses, the disclosure of target setting will be considered in the future.

Note 2: For consolidated subsidiaries outside the disclosure range, management of related KPIs and disclosure of target setting will be considered in the future; accordingly, KPIs on a consolidated basis are not presented.

(*2) Disclosure range: MIRAIT ONE Group

Note 1: For KPIs without a target in parentheses, the disclosure of target setting will be considered in the future.

(*3) Disclosure range: MIRAIT ONE Corporation (non-consolidated) and Kokusai Kogyo Co., Ltd. (non-consolidated)

Note 1: For KPIs without a target in parentheses, the disclosure of target setting will be considered in the future.

Note 2: For consolidated subsidiaries outside the disclosure range, management of related KPIs and disclosure of target setting will be considered in the future; accordingly, KPIs on a consolidated basis are not presented.

(*4) Description of KPI: Number of personnel development interviews conducted for micro CDP (each employee)

(*5) Description of KPI: Number of employees who have worked or experienced growth areas outside of the Company on secondment or other contractual basis

(*6) Description of KPI: Number of employees with certifications in two or more fields

(*7) Description of KPI: Professional Engineer, First-Class Certified Architect, First-Class Chief Electricity Engineer, etc.

(*8) Description of KPI: Percentage of engineers in all female employees

(*9) Description of KPI: Percentage of completion of internal technical training at Lantrovision of at least 70%/year

Key initiative ＝ Human resources development at subsidiaries globally, KPI ＝ Training KPI for subsidiary LTV

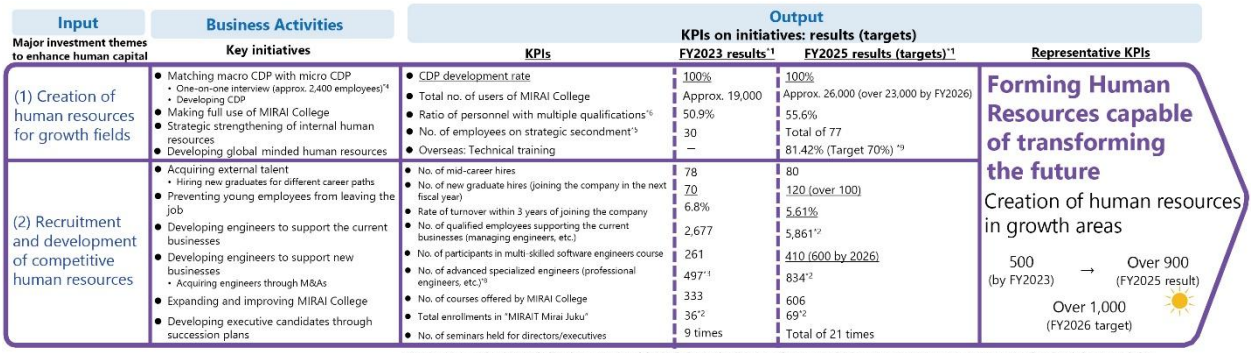
In particular, business structure reform is essential to strengthen and expand the MIRAI Domain (urban and regional development, corporate DX and GX business, green power business, software business, and global business) and the full-value model, which are positioned as future growth areas in Change 2 “Acceleration of business growth.” We have been building on the strategic strengthening of internal human resources and active recruitment of external human resources to create human resources capable of carrying out such reforms.

For the strategic strengthening of internal human resources, we have been encouraging individual employee to gain multiple skills, involving fixed-line telecommunications, mobile, cloud, electricity, renewable energy, plan suggestion and project management, and

strengthening diverse skills including data insight utilization skills and DX skills.

For the active recruitment of external human resources, we have introduced new HR systems such as a job-based system and acquired human resources through M&A and other means to expand mid-career hiring to strengthen growth areas such as the MIRAI Domain and the full-value model.

Excerpt 1) Human Resources Version: MIRAIT ONE-Style Value Creation Model (From input to output)



Input: Major investment themes to enhance human capital	Business Activities: Key initiatives	Output: KPIs	FY2023 results*1	FY2025 results (targets)*1
(1) Creation of human resources for growth fields	● Matching macro CDP with micro CDP • One-on-one interview (approx. 2,400 employees)*4 • Developing CDP ● Making full use of MIRAI College ● Strategic strengthening of internal human resources ● Developing global minded human resources	● CDP development rate	100%	100%
		● Total no. of users of MIRAI College	Approx. 19,000	Approx. 26,000 (over 23,000 by FY2026)
		● Ratio of personnel with multiple qualifications*6	50.9%	55.6%
		● No. of employees on strategic secondment*5	30	Total of 77
		● Overseas: Technical training	–	81.42% (Target 70%) *9
(2) Recruitment and development of competitive human resources	● Acquiring external talent • Hiring new graduates for different career paths ● Preventing young employees from leaving the job ● Developing engineers to support the current businesses ● Developing engineers to support new businesses • Acquiring engineers through M&As ● Expanding and improving MIRAI College ● Developing executive candidates through succession plans	● No. of mid-career hires	78	80
		● No. of new graduate hires (joining the company in the next fiscal year)	70	120 (over 100)
		● Rate of turnover within 3 years of joining the company	6.8%	5.61%
		● No. of qualified employees supporting the current businesses (managing engineers, etc.)	2,677	5,861*2
		● No. of participants in multi-skilled software engineers course	261	410 (600 by 2026)
		● No. of advanced specialized engineers (professional engineers, etc.)*3	497*1	834*2
		● No. of courses offered by MIRAI College	333	606
		● Total enrollments in "MIRAIT Mirai Juku"	36*2	69*2
		● No. of seminars held for directors/executives	9 times	Total of 21 times

Representative KPIs

Forming Human Resources capable of transforming the future

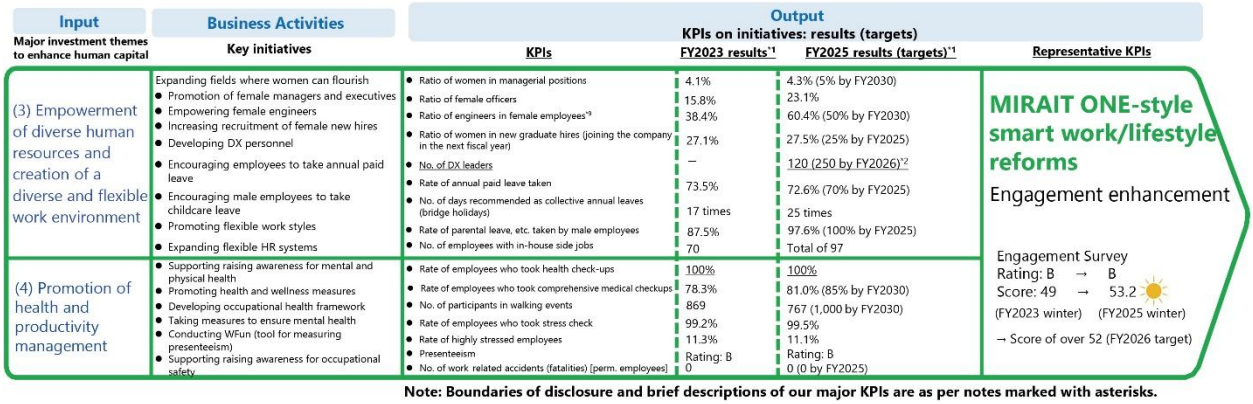
Creation of human resources in growth areas

500 (by FY2023) → Over 900 (FY2025 result)

Over 1,000 (FY2026 target)

Note: Boundaries of disclosure and brief descriptions of our major KPIs are as per notes marked with asterisks.

Excerpt 2) Human Resources Version: MIRAIT ONE-Style Value Creation Model (From input to output)



Input: Major investment themes to enhance human capital	Business Activities: Key initiatives	Output: KPIs	FY2023 results*1	FY2025 results (targets)*1
(3) Empowerment of diverse human resources and creation of a diverse and flexible work environment	Expanding fields where women can flourish ● Promotion of female managers and executives ● Empowering female engineers ● Increasing recruitment of female new hires ● Developing DX personnel ● Encouraging employees to take annual paid leave ● Encouraging male employees to take childcare leave ● Promoting flexible work styles ● Expanding flexible HR systems	● Ratio of women in managerial positions	4.1%	4.3% (5% by FY2030)
		● Ratio of female officers	15.8%	23.1%
		● Ratio of engineers in female employees*9	38.4%	60.4% (50% by FY2030)
		● Ratio of women in new graduate hires (joining the company in the next fiscal year)	27.1%	27.5% (25% by FY2025)
		● No. of DX leaders	–	120 (250 by FY2026)*2
		● Rate of annual paid leave taken	73.5%	72.6% (70% by FY2025)
		● No. of days recommended as collective annual leaves (bridge holidays)	17 times	25 times
		● Rate of parental leave, etc. taken by male employees	87.5%	97.6% (100% by FY2025)
		● No. of employees with in-house side jobs	70	Total of 97
(4) Promotion of health and productivity management	● Supporting raising awareness for mental and physical health ● Promoting health and wellness measures ● Developing occupational health framework ● Taking measures to ensure mental health ● Conducting WFun (tool for measuring presenteeism) ● Supporting raising awareness for occupational safety	● Rate of employees who took health check-ups	100%	100%
		● Rate of employees who took comprehensive medical checkups	78.3%	81.0% (85% by FY2030)
		● No. of participants in walking events	869	767 (1,000 by FY2030)
		● Rate of employees who took stress check	99.2%	99.5%
		● Rate of highly stressed employees	11.3%	11.1%
		● Presenteeism	Rating: B	Rating: B
		● No. of work related accidents (fatalities) [perm. employees]	0	0 (0 by FY2025)

Representative KPIs

MIRAIT ONE-style smart work/lifestyle reforms

Engagement enhancement

Engagement Survey
Rating: B → B
Score: 49 → 53.2
(FY2023 winter) (FY2025 winter)

→ Score of over 52 (FY2026 target)

Note: Boundaries of disclosure and brief descriptions of our major KPIs are as per notes marked with asterisks.

Policy concerning the determination of remuneration for employees

Under the philosophy of people-centric management, we raised monthly salaries in order to secure and retain superior human resources, support child-rearing generations and families with nursing-care needs, and improve engagement. We also implemented a hike in starting salary for new graduate hires under a policy of doing so to strengthen competitiveness in recruitment.

- Wage increase equivalent to 18,200 yen per person (equivalent to 5.7%) (including regular salary increase) since April 1, 2026
- Starting salary for new graduate hires for FY2026 increased to 275,000 yen

Furthermore, we have been reviewing our compensation system to make it appropriate for expert professionals in respective business areas with increased focus on expertise than before, in order to encourage autonomous career development and growth, as it becomes necessary to secure and develop human resources with excellent expertise in our efforts on new businesses including the expansion of growth domains.

(2) Employees

(1) Information about consolidated companies

(As of March 31, 2026)

Segment name	Number of employees (persons)
MIRAIT ONE	8,007 [1,359]
Lantrovision	1,555 [470]
TTK	1,300 [552]
SOLCOM	1,393 [360]
Shikokutsuken	703 [168]
SEIBU CONSTRUCTION	684 [29]
MIRAIT ONE SYSTEMS	1,367 [33]
Kokusai Kogyo	2,700 [316]
Total	17,709 [3,287]

Notes: 1. The number of employees represents the number of regular employees (including individuals seconded from outside the Group to the Group, and excluding individuals seconded from the Group to outside the Group).

2. The number of temporary employees (including contract employees and part-time employees) is shown separately in [ ] as the average number of employees during the current fiscal year.

(2) Information about reporting company (non-consolidated)

(As of March 31, 2026)

Number of employees (persons)	Average age	Average length of service (years)	Average annual salary (yen)	Year-on-year change in average annual salary (%)
3,589	44.9	17.8	7,726,016	6.5

Note: Average annual salary includes bonuses and extra wages.

(3) Labor union

The labor unions of the Group include the Council of MIRAIT ONE & Allied Labor Union (3,782 members), the Tohoku Information Infrastructure Union-TTK Group Companies Branch (1,131 members), the Council of SOLCOM & Allied Labor Union (678 members), the Shikokutsuken Labor Union (78 members), and the Kokusai Kogyo Labor Union (245 members). Labor-management relations are favorable, and there are no special matters to be noted.

(4) Ratio of women in managerial positions, rate of parental leave taken by male employees, and gender wage gap

1) Reporting company

Fiscal year ended March 31, 2026						
Name	Ratio of women in managerial positions (%) (Notes 1, 2)	Rate of parental leave taken by male employees (%) (Note 2)		Gender wage gap (%) (Notes 1, 2, 4, 5)		
		Rate of parental leave taken (%) (Note 1)	Rate of leave taken for childcare, child-nursing and other reasons (%) (Note 3)	All employees	Regular employees	Part-time and fixed-term employees
MIRAIT ONE Corporation	4.3	68.7	97.6	73.4	73.1	58.1

Notes: 1. Figures are calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. The ratio of women in managerial positions is the percentage as of March 31, 2026, and the rate of parental leave taken by male employees and the gender wage gap are the percentages for the fiscal year ended March 31, 2026. The data includes individuals seconded from the Company to other companies, and excludes those seconded from other companies to the Company.

3. Figures represent the rate of leave taken for childcare, child-nursing and other reasons stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991), based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991).

4. Wages are calculated inclusive of base salary, overtime compensation, bonuses, etc., and exclusive of retirement allowance, commuting allowance, etc.
Part-time and fixed-term employees include fixed-term contract employees, temporary employees, and part-timers.
Wages for part-timers are calculated based on actual wages paid, not converted to full-time equivalents.

5. The main factors contributing to the gender wage gap are as follows.
For regular employees, the gap is due to a higher ratio of younger age groups among all female employees owing to the recent efforts to recruit more female new graduates to promote female advancement, as well as a low ratio of women in managerial positions.
Note that the wage gap between male and female employees in their 20s at the Company is 94.3%. (Average age: Male: 45.7; Female: 38.1)
For part-time and fixed-term employees, the gap is due to hiring of female fixed-term employees as regular employee and the higher number of men among the highly-paid skilled individuals, etc.
The Company has been implementing initiatives aimed at developing an environment in which everyone can demonstrate his/her capabilities to the maximum and increasing the ratio of female managers, such as “Unconscious Bias Training” targeting all employees, in light of the gender wage gap.

2) Major consolidated subsidiaries

Fiscal year ended March 31, 2026						
Name	Ratio of women in managerial positions (%) (Notes 1, 2)	Rate of parental leave taken by male employees (%) (Note 2)		Gender wage gap (%) (Notes 1, 2, 4, 5)		
		Rate of parental leave taken (%) (Note 1)	Rate of leave taken for childcare, child-nursing and other reasons (%) (Note 3)	All employees	Regular employees	Part-time and fixed-term employees
TTK Co., Ltd.	5.5	100	100	58.9	59.1	80.3
SOLCOM Co., Ltd.	2.9	90.9	100	65.8	65.5	74.3
Shikokutsuken Co., Ltd.	1.3	100	115.4	55.5	64.0	60.6
SEIBU CONSTRUCTION Co., LTD.	2.4	70.0	100	76.6	73.8	63.7
MIRAIT ONE SYSTEMS Corporation	9.0	100	100	80.3	83.1	57.2
Kokusai Kogyo Co., Ltd.	10.9	80.8	84.6	73.5	79.7	63.7

Notes: 1. Figures are calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. The ratio of women in managerial positions is the percentage as of March 31, 2026, and the rate of parental leave taken by male employees and the gender wage gap are the percentages for the fiscal year ended March 31, 2026. The data includes individuals seconded from the Company to other companies, and excludes those seconded from other companies to the Company.

3. Figures represent the rate of leave taken for childcare, child-nursing and other reasons stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991), based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991).

4. Wages are calculated inclusive of base salary, overtime compensation, bonuses, etc., and exclusive of retirement allowance, commuting allowance, etc.
Part-time and fixed-term employees include fixed-term contract employees, temporary employees, and part-timers.
Wages for part-timers are calculated based on actual wages paid, not converted to full-time equivalents.

5. Characteristic factors in gender wage gaps at major consolidated subsidiaries are as follows.
TTK: The figure for regular employees reflects a higher ratio of younger age groups among all female employees owing to the recent efforts to recruit more female new graduates, and female contract employees converted to indefinite-term contracts among all female employees accounting for approximately 41%, nearly a half. Note that the wage gap between male and female employees in their 20s is 95.1%.

SOLCOM:	The gap in regular employees is attributable to a low ratio of women in managerial positions
Shikokutsuken:	A large gap in all employees is due to the high ratio of part-time and fixed-term employees among all female employees. The gap in regular employees is attributable to a high ratio of general office workers among all female employees.
SEIBU CONSTRUCTION:	The gap is affected by differences in hiring backgrounds since women used to be hired in non-career track positions while both men and women are hired in career track positions today.
MIRAIT ONE SYSTEMS:	The main factor contributing to the gap is about 20% of part-timers with short working hours among female part-time and fixed-term employees.
Kokusai Kogyo:	The gap in regular employees is attributable to differences by gender in “average age” and “length of service.”

Each company has set specific numerical targets for the promotion of women’s advancement and is implementing initiatives to achieve these targets.

6. Figures for consolidated subsidiaries other than the major consolidated subsidiaries are presented in “VII. Reference Information on Reporting Company, 2. Other Reference Information, (2) Ratio of women in managerial positions, rate of parental leave taken by male employees, and gender wage gap.”

V. Financial Information

1. Basis for Preparation of Consolidated Financial Statements and Financial Statements

(1) The consolidated financial statements of MIRAIT ONE Corporation (the "Company") are prepared in accordance with the Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements (Ordinance of the Ministry of Finance No. 28 of 1976; hereinafter the "Ordinance on Consolidated Financial Statements"), and are presented in accordance with the Ordinance for Enforcement of the Construction Business Act (Ordinance of the Ministry of Construction No. 14 of 1949).

(2) Based on the provision of Article 2 of the Ordinance on the Terminology, Forms, and Preparation Methods of Financial Statements, etc. (Ordinance of the Ministry of Finance No. 59 of 1963), the financial statements of the Company are prepared in accordance with the said Ordinance and the Ordinance for Enforcement of the Construction Business Act (Ordinance of the Ministry of Construction No. 14 of 1949).

2. Audit Certificate

The Company's consolidated financial statements and financial statements for the fiscal year from April 1, 2025, to March 31, 2026, were audited by KPMG AZSA LLC, in accordance with the provisions of Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act.

3. Special Measures to Ensure the Appropriateness of Consolidated Financial Statements, etc.

As special measures to ensure the appropriateness of consolidated financial statements, etc., the Company has established a system that allows the Company to understand accounting standards properly and adapt to changes in accounting standards appropriately. Specifically, the Company has joined the Financial Accounting Standards Foundation, participates in seminars, and subscribes to accounting journals to provide education to ensure compliance with accounting standards, laws and regulations.

1. Consolidated Financial Statements, etc.

(1) Consolidated Financial Statements

1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	*4 53,475	*4 59,845
Notes receivable, accounts receivable from completed construction contracts and other	*2 222,859	*2 234,644
Investments in leases	6,383	8,150
Costs on construction contracts in progress	*1, *5 29,174	*1, *5 30,841
Prepaid expenses	1,784	1,687
Accounts receivable - other	3,485	4,529
Other	*4 4,279	7,726
Allowance for doubtful accounts	(247)	(350)
Total current assets	321,194	347,074
Non-current assets		
Property, plant and equipment		
Buildings and structures	*4 74,432	*4 81,105
Machinery, vehicles, tools, furniture and fixtures	*4 26,237	*4 28,210
Land	*7 36,762	*7 37,112
Leased assets	14,211	14,460
Construction in progress	2,519	2,589
Accumulated depreciation	(53,054)	(59,097)
Total property, plant and equipment	101,109	104,381
Intangible assets		
Customer related assets	32,105	30,235
Goodwill	37,585	35,932
Software	5,631	5,442
Software in progress	1,042	2,402
Other	217	253
Total intangible assets	76,582	74,266
Investments and other assets		
Investment securities	*4, *6 19,397	*4, *6 25,459
Retirement benefit asset	12,159	14,678
Deferred tax assets	270	1,079
Leasehold and guarantee deposits	3,272	3,431
Other	*4 4,125	3,541
Allowance for doubtful accounts	(372)	(519)
Total investments and other assets	38,852	47,671
Total non-current assets	216,544	226,319
Total assets	537,739	573,393

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes payable, accounts payable for construction contracts and other	66,481	65,497
Short-term borrowings	*4 42,596	*4 49,519
Lease liabilities	4,463	4,500
Accounts payable - other	5,639	7,182
Income taxes payable	6,675	9,227
Advances received on construction contracts in progress	*3 6,713	*3 10,759
Provision for loss on construction contracts	*5 1,636	*5 1,468
Provision for loss on orders received	118	164
Provision for bonuses	10,962	12,259
Provision for bonuses for directors (and other officers)	121	141
Provision for warranties for completed construction	161	125
Provision for loss on closing subsidiaries and affiliates	681	444
Other	*3 14,731	*3 14,985
Total current liabilities	160,983	176,276
Non-current liabilities		
Bonds payable	30,000	30,000
Long-term borrowings	*4 40,495	*4 40,057
Lease liabilities	9,937	10,777
Deferred tax liabilities	5,706	6,879
Deferred tax liabilities for land revaluation	*7 28	*7 28
Provision for retirement benefits for directors (and other officers)	53	44
Provision for share-based payments	529	543
Retirement benefit liability	17,594	17,668
Asset retirement obligations	1,681	1,775
Other	852	893
Total non-current liabilities	106,879	108,669
Total liabilities	267,862	284,946
Net assets		
Shareholders' equity		
Share capital	7,000	7,000
Capital surplus	40,155	40,159
Retained earnings	201,526	217,634
Treasury shares	(2,934)	(5,790)
Total shareholders' equity	245,748	259,003
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,604	7,245
Revaluation reserve for land	*7 (85)	*7 (85)
Foreign currency translation adjustment	6,927	6,547
Remeasurements of defined benefit plans	5,305	6,729
Total accumulated other comprehensive income	15,753	20,436
Non-controlling interests	8,375	9,007
Total net assets	269,877	288,447
Total liabilities and net assets	537,739	573,393

2) Consolidated Statements of Income and Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	*1 578,599	*1 602,377
Cost of sales	*2, *4 493,748	*2, *4 509,369
Gross profit	84,851	93,008
Selling, general and administrative expenses	*3, *4 56,866	*3, *4 58,740
Operating profit	27,985	34,267
Non-operating income		
Interest income	320	322
Dividend income	412	481
Share of profit of entities accounted for using the equity method	–	175
Foreign exchange gains	–	1,504
Rental income from real estate	187	203
Surrender value of insurance policies	153	208
Other	535	486
Total non-operating income	1,610	3,382
Non-operating expenses		
Interest expenses	662	974
Share of loss of entities accounted for using the equity method	621	–
Foreign exchange losses	446	–
Commission expenses	33	5
Other	361	151
Total non-operating expenses	2,124	1,132
Ordinary profit	27,470	36,517
Extraordinary income		
Gain on sale of non-current assets	*5 1,157	*5 220
Gain on sale of investment securities	892	344
Subsidy income	–	88
Other	65	45
Total extraordinary income	2,115	699
Extraordinary losses		
Loss on sale of non-current assets	*6 222	*6 6
Loss on retirement of non-current assets	*7 144	*7 101
Impairment losses	161	139
Loss on valuation of investment securities	88	28
Loss on liquidation of subsidiaries and affiliates	*8 811	*8 38
Loss on litigation	57	161
Other	137	38
Total extraordinary losses	1,624	513
Profit before income taxes	27,961	36,702

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Income taxes - current	10,707	14,470
Income taxes - deferred	(622)	(1,797)
Total income taxes	10,085	12,672
Profit	17,876	24,029
Profit attributable to		
Profit attributable to non-controlling interests	696	747
Profit attributable to owners of parent	17,179	23,282
Other comprehensive income		
Valuation difference on available-for-sale securities	(60)	3,680
Foreign currency translation adjustment	2,404	(224)
Remeasurements of defined benefit plans, net of tax	989	1,441
Share of other comprehensive income of entities accounted for using the equity method	265	(156)
Total other comprehensive income	*9 3,598	*9 4,741
Comprehensive income	21,475	28,771
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	20,786	27,965
Comprehensive income attributable to non-controlling interests	688	805

3) Consolidated Statements of Changes in Net Assets

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,000	45,775	190,849	(3,793)	239,832
Changes during period					
Dividends of surplus			(6,433)		(6,433)
Profit attributable to owners of parent			17,179		17,179
Purchase of treasury shares				(4,987)	(4,987)
Disposal of treasury shares		0		50	50
Cancellation of treasury shares		(5,795)		5,795	–
Change in scope of consolidation			(68)		(68)
Change in ownership interest of parent due to transactions with non-controlling interests		175			175
Net changes in items other than shareholders' equity					
Total changes during period	–	(5,619)	10,677	858	5,916
Balance at end of period	7,000	40,155	201,526	(2,934)	245,748

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,674	(85)	4,256	4,301	12,146	8,109	260,088
Changes during period							
Dividends of surplus							(6,433)
Profit attributable to owners of parent							17,179
Purchase of treasury shares							(4,987)
Disposal of treasury shares							50
Cancellation of treasury shares							–
Change in scope of consolidation							(68)
Change in ownership interest of parent due to transactions with non-controlling interests							175
Net changes in items other than shareholders' equity	(69)	–	2,671	1,004	3,606	266	3,872
Total changes during period	(69)	–	2,671	1,004	3,606	266	9,788
Balance at end of period	3,604	(85)	6,927	5,305	15,753	8,375	269,877

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,000	40,155	201,526	(2,934)	245,748
Changes during period					
Dividends of surplus			(7,174)		(7,174)
Profit attributable to owners of parent			23,282		23,282
Purchase of treasury shares				(3,002)	(3,002)
Disposal of treasury shares		0		146	147
Cancellation of treasury shares					–
Change in scope of consolidation					–
Change in ownership interest of parent due to transactions with non-controlling interests		3			3
Net changes in items other than shareholders' equity					
Total changes during period	–	3	16,108	(2,855)	13,255
Balance at end of period	7,000	40,159	217,634	(5,790)	259,003

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,604	(85)	6,927	5,305	15,753	8,375	269,877
Changes during period							
Dividends of surplus							(7,174)
Profit attributable to owners of parent							23,282
Purchase of treasury shares							(3,002)
Disposal of treasury shares							147
Cancellation of treasury shares							–
Change in scope of consolidation							–
Change in ownership interest of parent due to transactions with non-controlling interests							3
Net changes in items other than shareholders' equity	3,640	–	(380)	1,423	4,682	632	5,315
Total changes during period	3,640	–	(380)	1,423	4,682	632	18,570
Balance at end of period	7,245	(85)	6,547	6,729	20,436	9,007	288,447

4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	27,961	36,702
Depreciation	11,264	11,874
Amortization of goodwill	2,488	2,311
Share of loss (profit) of entities accounted for using the equity method	621	(175)
Increase (decrease) in allowance for doubtful accounts	25	249
Increase (decrease) in provision for bonuses	41	1,297
Increase (decrease) in provision for loss on construction contracts	79	(167)
Increase (decrease) in other provisions	276	(201)
Remeasurements of defined benefit plans	1,004	1,423
Increase (decrease) in net defined benefit asset and liability	(2,010)	(2,445)
Interest and dividend income	(733)	(803)
Interest expenses	662	974
Foreign exchange losses (gains)	442	(608)
Loss (gain) on sale of investment securities	(892)	(344)
Loss (gain) on sale and retirement of non-current assets	(790)	(113)
Loss on litigation	57	161
Decrease (increase) in trade receivables	(15,614)	(10,487)
Decrease (increase) in costs on construction contracts in progress	2,104	(1,622)
Increase (decrease) in trade payables	1,614	(1,421)
Increase (decrease) in advances received on construction contracts in progress	(5,322)	3,875
Increase (decrease) in accrued consumption taxes	2,336	(1,696)
Decrease (increase) in consumption taxes refund receivable	1,541	(1,531)
Increase/decrease in other assets/liabilities	(1,021)	(944)
Other, net	(98)	92
Subtotal	26,040	36,399
Interest and dividends received	762	859
Interest paid	(664)	(947)
Payments for loss on litigation	–	(101)
Income taxes paid	(8,088)	(12,129)
Net cash provided by (used in) operating activities	18,049	24,081
Cash flows from investing activities		
Payments into time deposits	(1,385)	(1,654)
Proceeds from withdrawal of time deposits	1,137	1,514
Purchase of property, plant and equipment	(5,694)	(8,604)
Proceeds from sale of property, plant and equipment	3,070	482
Purchase of intangible assets	(2,070)	(2,458)
Purchase of investment securities	(170)	(726)
Proceeds from sale of investment securities	1,249	390
Purchase of shares of subsidiaries resulting in change in scope of consolidation	*2 (5,094)	*2 (527)
Net decrease (increase) in short-term loans receivable	297	415
Proceeds from cancellation of insurance funds	233	337
Other, net	(942)	(369)
Net cash provided by (used in) investing activities	(9,370)	(11,202)

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(32,540)	7,000
Proceeds from long-term borrowings	10,000	–
Repayments of long-term borrowings	(644)	(518)
Proceeds from issuance of bonds	30,000	–
Purchase of treasury shares	(4,987)	(3,002)
Decrease (increase) in deposits for purchase of treasury shares	985	1
Dividends paid	(6,422)	(7,178)
Dividends paid to non-controlling interests	(100)	(129)
Repayments of finance lease liabilities	(2,280)	(2,897)
Other, net	(423)	(6)
Net cash provided by (used in) financing activities	(6,412)	(6,731)
Effect of exchange rate change on cash and cash equivalents	1,066	(412)
Net increase (decrease) in cash and cash equivalents	3,333	5,734
Cash and cash equivalents at beginning of period	48,017	51,350
Cash and cash equivalents at end of period	*1 51,350	*1 57,084

Notes to Consolidated Financial Statements

Significant accounting policies for preparation of consolidated financial statements

1. Disclosure of scope of consolidation

A. Number of consolidated subsidiaries: 83

Names of major consolidated subsidiaries

The information is stated in "I. Overview of the Company, 4. Subsidiaries and Other Affiliated Entities."

The scope of consolidation changed during the current fiscal year as follows.

- Koyo Holdings Co., Ltd. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which Koyo Engineering Co., Ltd. was the surviving company.
- Fucom Corp. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which HOPE NET Co., Ltd. (whose name was changed to MIRAIT ONE BUSINESS PARTNERS Corporation on October 1, 2025) was the surviving company.
- As the Company acquired shares of Y2S Co., Ltd., it was included in the scope of consolidation.
- As Kokusai Kogyo Co., Ltd., a consolidated subsidiary of the Company, acquired all of the outstanding shares of SOLCOM Holdings Co., Ltd., the entity and its subsidiary SOLCOM Co., Ltd. (whose name was changed to KKC SOLCOM Co., Ltd. on April 1, 2026) were included in the scope of consolidation. SOLCOM Holdings Co., Ltd. was removed from the scope of consolidation since it was dissolved due to an absorption-type merger in which SOLCOM Co., Ltd. was the surviving company.

B. Number of non-consolidated subsidiaries: 6

Names of major non-consolidated subsidiaries

MIRAIT PHILIPPINES INC.

Reason for exclusion from the scope of consolidation

The companies are excluded from the scope of consolidation because they are small in scale, and have no material impact on the consolidated financial statements in terms of the aggregate amounts of total assets, net sales, profit (loss) (amount proportionate to the Company's equity interests), and retained earnings (amount proportionate to the Company's equity interests).

2. Disclosure about application of the equity method

A. Number of non-consolidated subsidiaries accounted for using the equity method: 2

Names of major companies, etc.

MIRAIT PHILIPPINES INC.

B. Number of affiliates accounted for using the equity method: 11

Names of major companies, etc.

LBS Digital Infrastructure Corp.

C. Names of non-consolidated subsidiaries and affiliates not accounted for using the equity method

Names of major companies, etc.

(Non-consolidated subsidiary) DAIMEI SLK (PRIVATE) LIMITED

(Affiliate) Shizai Linkcom Co., Ltd.

Reason for non-application of the equity method

The non-consolidated subsidiaries and affiliates not accounted for using the equity method are excluded from the scope of the equity method because such exclusion has a minor impact on the consolidated financial statements in terms of the aggregate amounts of profit (loss) (amount proportionate to the Company's equity interests) and retained earnings (amount proportionate to the Company's equity interests), and is not material as a whole.

3. Disclosure about fiscal years, etc. of consolidated subsidiaries

Some consolidated subsidiaries, including MIRAIT Technologies Australia Pty. Limited and Lantrovision (S) Ltd, have a balance sheet date of December 31. As the difference with the consolidated balance sheet date does not exceed three months, the financial statements of these subsidiaries with such fiscal year end are used. However, adjustments necessary in consolidation are made for material transactions that have occurred between the balance sheet date of these subsidiaries and the consolidated balance sheet date.

The balance sheet date of other consolidated subsidiaries is the same as the consolidated balance sheet date.

4. Disclosure of accounting policies

(1) Accounting policy for measuring significant assets

A. Securities

Available-for-sale securities

a. Securities other than shares, etc. that do not have a market price

Stated at fair value using the mark-to-market method (with any unrealized gain or loss recognized directly in net assets and the cost of securities sold determined using the moving-average method).

b. Shares, etc., that do not have a market price

Stated at cost using the moving-average method.

B. Inventories

a. Costs on construction contracts in progress

Stated at cost using the specific identification method.

b. Merchandise

Stated at cost using the moving average method (a method in which the carrying amount is written down based on any decline in profitability).

c. Raw materials and supplies

Stated primarily at cost using the moving average method (a method in which the carrying amount is written down based on any decline in profitability).

C. Derivatives

Stated at fair value using the mark-to-market method.

(2) Accounting policy for depreciation/amortization of significant depreciable assets

A. Property, plant and equipment (excluding leased assets)

Depreciated primarily by using the declining-balance method. However, buildings (except for facilities attached to buildings) acquired by the Company on or after April 1, 1998, facilities attached to buildings and structures acquired on or after April 1, 2016, and assets for the data center business and solar power generation facilities are depreciated on a straight-line basis. Minor depreciable assets with an acquisition cost of 100,000 yen or more but less than 200,000 yen are depreciated on a straight-line basis over three years.

The principal useful lives are as follows:

Building: 5 to 65 years

Others: 2 to 50 years

Assets acquired on or before March 31, 2007, are depreciated on a straight-line basis over five years from the fiscal year following the year in which depreciation reached the depreciable limit, and such depreciation is recorded in “Depreciation.”

B. Intangible assets (excluding leased assets and goodwill)

Amortized on a straight-line basis.

Software for internal use is amortized on a straight-line basis over the estimated useful lives of 5 to 7 years.

Customer-related assets are amortized on a straight-line basis over a period during which they are expected to generate benefit (10 to 20 years).

C. Leased assets (leased assets in finance lease transactions that do not transfer ownership)

Depreciated on a straight-line basis using the lease term as the useful life and with zero residual value.

Overseas consolidated subsidiaries prepare financial statements in accordance with International Financial Reporting Standards (IFRS), and have applied IFRS 16 “Leases” (hereinafter referred to as “IFRS 16”). Under IFRS 16, as a general rule, lessees recognize all leases as assets and liabilities on the balance sheet, and the capitalized right-of-use assets are depreciated on a straight-line basis.

(3) Accounting policy for significant provisions and allowance

A. Allowance for doubtful accounts

To provide for potential credit losses on receivables, allowance for doubtful accounts is recorded at an amount of estimated uncollectible receivables, calculated based on the historical rate of credit loss for general receivables and determined individually for other receivables, such as doubtful receivables and distressed receivables, considering the collectability of each receivable.

B. Provision for loss on construction contracts

To provide for future losses on construction contracts, a provision for loss on construction contracts is recorded in the amount of estimated losses for uncompleted construction contracts at the end of the current fiscal year that are likely to incur losses and for which the amount of losses can be reasonably estimated.

C. Provision for loss on orders received

To provide for future losses on projects based on orders received, a provision for loss on orders received is recorded in the amount of estimated losses for uncompleted projects at the end of the current fiscal year that are likely to incur losses and for which the amount of losses can be reasonably estimated.

D. Provision for bonuses

To provide for the payment of bonuses to employees, a provision for bonuses is recorded based on the estimated amount to be paid for the current fiscal year.

E. Provision for bonuses for Directors (and other officers)

At certain consolidated subsidiaries, to provide for the payment of bonuses to officers, a provision for bonuses for Directors (and other officers) is recorded based on the estimated amount to be paid for the current fiscal year.

F. Provision for warranties for completed construction

To provide for the costs resulting from contract non-conformance in completed construction, a provision for warranties for completed construction is recorded at an amount calculated based on the historical rate of warranty claims over a certain period of time in the past and on individually estimated repair costs for specific constructions.

G. Provision for loss on liquidation of subsidiaries and affiliates

To provide for losses on liquidation of subsidiaries and affiliates, a provision for loss on liquidation of subsidiaries and affiliates is recorded in the amount of estimated losses at the end of the current fiscal year.

H. Provision for retirement benefits for Directors (and other officers)

At certain consolidated subsidiaries, to provide for the payment of retirement benefits to officers, a provision for retirement benefits for Directors (and other officers) is recorded based on the estimated retirement benefits payable at the end of the current fiscal year in accordance with their internal rules.

I. Provision for share-based payments

To provide for the delivery of the Company’s shares by the Board Benefit Trust to the Directors and Executive Officers of the Company and certain consolidated subsidiaries, a provision is recorded at an estimated amount of share-based compensation based on the number of points allocated to officers in accordance with the Officer Stock Benefit Rules.

(4) Accounting policy for retirement benefits

To provide for the payment of retirement benefits to employees, the amount of retirement benefit obligations minus plan assets is recorded as retirement benefit liability or retirement benefit asset, based on the estimated amounts at the end of the current fiscal year.

A. Method of attributing estimated retirement benefits to accounting periods

In calculating retirement benefit obligations, the benefit formula basis is used to attribute the estimated amount of retirement benefits to periods up to the current fiscal year.

B. Method of accounting for actuarial gains and losses and past service cost

Actuarial gains and losses are amortized on a straight-line basis over a certain number of years (5 to 14 years) within the average remaining service period of employees at the time they arise, starting in the fiscal year following the fiscal year in which they arise.

Past service cost is amortized on a straight-line basis over a certain number of years (10 to 14 years) within the average remaining service period of employees at the time it arises.

C. Application of the simplified method for small businesses

In calculating their retirement benefit liability and retirement benefit expenses, some consolidated subsidiaries apply a simplified method in which the necessary retirement benefit provisions for voluntary resignations at the end of the fiscal year are recognized as retirement benefit obligations.

(5) Accounting policy for recognition of significant revenues and expenses

The details of the main performance obligations in the major businesses related to revenue from contracts with the Group's customers and the timing at which the Group typically satisfies these performance obligations (when it typically recognizes revenue) are as follows:

A. Contracted work

Contracted work mainly includes telecommunications work (communication infrastructure business), construction work and spatial information consulting business (environmental and social innovation business), and telecommunications equipment installation work and software development (ICT solutions business), for which we conclude a contract.

Performance obligations for these contracts are deemed to be satisfied over time, and revenue is recognized based on the progress toward satisfaction of the performance obligation.

The progress of the work is measured for each contract based on the proportion of costs incurred to fulfill performance obligations by the end of the period to the total expected costs. In some circumstances, the Company may not be able to reasonably measure the progress of a performance obligation, but expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Company recognizes revenue only to the extent of the costs recovered until such time that it can reasonably measure the progress of the performance obligation.

For construction contracts and custom software development contracts with a very short period of time between the transaction commencement date and the time when the performance obligation is expected to be fully satisfied, an alternative treatment is applied. Revenue of such contracts is not recognized over a certain period of time but is recognized when the performance obligation is fully satisfied.

Consideration for transactions in contracted work is generally received within approximately two months after the customer's acceptance. Such transactions do not contain a significant financing component. If the consideration of the contract with the customer includes a variable consideration, it is included in the transaction price only to the extent that it is highly unlikely to cause a significant reduction in the accumulated amount of revenues recognized when the uncertainty related to variable consideration is subsequently resolved.

B. Sale of goods

The sale of goods mainly includes the sale of information and telecommunications equipment (ICT solutions business). Revenue is recognized when the goods are delivered to the customer, whereby the Company transfers control over the goods to the customer and satisfies the performance obligations.

For certain sales of information and telecommunications equipment and office supplies, the entire process of manufacturing, shipping and delivery is performed by other parties, and the Company does not have any inventory risk or discretion in establishing prices. Since the Company's performance obligation is to arrange for the goods to be provided by other parties, the Company considers that it is acting as an agent in these transactions and recognizes revenue on a net basis after deducting the amount that is paid to the suppliers of such goods from the amount received from customers.

Consideration for transactions involving the sale of goods is generally received within approximately three months after the delivery of the goods. Such transactions do not contain a significant financing component or a significant amount of variable consideration.

C. Contracted services

Contracted services mainly include maintenance and inspection of telecommunications facilities (communication infrastructure business). Revenue is recognized at a point in time, i.e., upon completion of service provision, whereby the Company transfers control over services to customers and satisfies its performance obligations.

Consideration for transactions involving contracted services is generally received within approximately two months after the completion of the services. Such transactions do not contain a significant financing component or a significant amount of variable consideration.

(6) Accounting policy for goodwill

Goodwill is amortized on a straight-line basis over 5 to 20 years.

(7) Scope of cash and cash equivalents in consolidated statement of cash flows

Cash and cash equivalents in the consolidated statement of cash flows consist of cash on hand, demand deposits, and short-term investments with a maturity of three months or less from the date of acquisition, which are readily convertible into cash and exposed to only an insignificant risk of fluctuation in value.

(8) Other significant accounting policies for preparation of consolidated financial statements

Adoption of the Group Tax Sharing System

The Company and some of its Japanese consolidated subsidiaries have adopted the Group Tax Sharing System.

Significant accounting estimates

1. Net sales recognized over time

(1) Amounts recorded in the consolidated financial statements for the current fiscal year

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	228,423	234,181

(2) Other information that helps users of the consolidated financial statements better understand the details of the accounting estimates

1) Calculation method for the amount recorded in the consolidated financial statements for the current fiscal year

Revenue is recognized based on the progress toward satisfaction of a performance obligation.

The progress of the contracted work is measured for each contract based on the proportion of costs incurred to fulfill performance obligations by the end of the period to the total expected costs. Net sales are calculated by multiplying the total revenue by such degree of progress.

2) Major assumptions used in the calculation of the amount recorded in the consolidated financial statements for the current fiscal year

• Total costs

Total costs are estimated based on the budget for each contracted work. A budget is developed by accumulating information about unit prices and quantities of materials and subcontracting services according to construction methods, specifications, and work processes. After the project begins, we revise the estimate of total costs in a timely and appropriate manner by continuously comparing the preliminary estimated costs based on the budget with actual results.

• Total revenue

The contracted amount is used as the total revenue. However, if the contract is revised due to new agreements made between the Company and the customer during the ongoing contracted work and the revised amount is yet to be determined, the Company takes into consideration the business environment, the status of the work, and discussions with the customer, among others, and makes reasonable estimates only to the extent that it is highly unlikely to cause a significant reduction in the accumulated amount of revenues recognized when the uncertainty related to variable consideration is subsequently resolved.

3) Impact on the consolidated financial statements for the following fiscal year

Estimates of total costs and revenues may vary due to various factors, including changes in specifications, fluctuations in material prices, interruptions of contracted work due to natural disasters or outbreaks of pandemics, material shortages, supply chain disruptions, and events that were not apparent at the time of budget formulation. These factors may have a significant impact on net sales that are recognized over a certain period in the consolidated financial statements for the following fiscal year.

2. Provision for loss on construction contracts

(1) Amounts recorded in the consolidated financial statements for the current fiscal year

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Provision for loss on construction contracts	1,636	1,468

(2) Other information that helps users of the consolidated financial statements better understand the details of the accounting estimates

1) Calculation method for the amount recorded in the consolidated financial statements for the current fiscal year

For construction contracts at the end of the current fiscal year that are likely to incur losses and for which the amount of losses can be reasonably estimated, the Company estimates the total construction costs and total construction revenues and records the estimated future losses.

2) Major assumptions used in the calculation of the amount recorded in the consolidated financial statements for the current fiscal year

• Total construction costs

Total construction costs are estimated based on the budget for each construction contract. A budget is developed by accumulating information about unit prices and quantities of materials and subcontracting services according to construction methods, specifications, and work processes. Even after construction begins, the Company revises the estimate of total construction costs in a timely and appropriate manner by continuously comparing the preliminary estimate based on the budget with actual results.

• Total construction revenue

The contracted amount is used as the total revenue. However, if the contract is revised due to new agreements made between the Company and the customer during the ongoing contracted work and the revised amount is yet to be determined, the Company takes into consideration the business environment, the status of the work, and discussions with the customer, among others, and makes reasonable estimates only to the extent that it is highly unlikely to cause a significant reduction in the accumulated amount of revenues recognized when the uncertainty related to variable consideration is subsequently resolved.

3) Impact on the consolidated financial statements for the following fiscal year

Estimates of total construction costs and revenues may vary due to various factors, including changes in construction specifications, fluctuations in material prices, construction interruptions due to natural disasters or outbreaks of pandemics, material shortages, supply chain disruptions, and events that were not apparent at the time of budget formulation. These factors may have a significant impact on the amount of provision for loss on construction contracts in the consolidated financial statements for the following fiscal year.

Accounting standards, etc. yet to be adopted

Accounting standard for leases and its implementation guidance

• Accounting Standard for Leases (ASBJ Statement No. 34, September 13, 2024)

• Implementation Guidance on Accounting Standard for Leases (ASBJ Guidance No. 33, September 13, 2024)

(1) Outline

Similar to international accounting standards, the standard sets forth the treatment of recognizing assets and liabilities for all leases held by lessees.

(2) Scheduled date of adoption

Scheduled to be adopted from the beginning of the fiscal year ending March 31, 2028.

(3) Impact of the adoption of the accounting standard, etc.

The Group is currently evaluating the impact of the adoption of the Accounting Standard for Leases and its implementation guidance on the consolidated financial statements for the current fiscal year.

Practical Guidelines on the Accounting for Financial Instruments

• Practical Guidelines on the Accounting for Financial Instruments (Transferred Guidance No. 9, March 11, 2025)

(1) Outline

The guidelines set forth revised accounting treatment for equity interests in venture capital funds held by listed companies and other companies so that shares that do not have a market price and are incorporated in venture capital funds, etc. are measured at fair value, thereby providing useful information to investors.

(2) Scheduled date of adoption

Scheduled to be adopted from the beginning of the fiscal year ending March 31, 2027.

(3) Impact of the adoption of the accounting standard, etc.

The Group is currently evaluating the impact of the adoption of the Practical Guidelines on the Accounting for Financial Instruments (Transferred Guidance No. 9, March 11, 2025) on the consolidated financial statements for the current fiscal year.

Additional information

Board Benefit Trust for Directors and Executive Officers of the Company and certain subsidiaries

The Company has introduced the "Board Benefit Trust," a performance-linked stock-based remuneration system for Directors and Executive Officers of the Company and its subsidiaries (excluding outside directors and non-executive directors; hereinafter collectively referred to as the "Group Officers").

1. Overview of transaction

The Company's shares are acquired through the trust using funds contributed by the Company, and are, in principle, provided to the Group Officers in accordance with the Officer Stock Benefit Rules stipulated by the Boards of Directors of each Group company.

In principle, the Group Officers receive the Company's shares when they retire from their positions as Group Officers.

2. The Company's shares remaining in the trust

The Company's shares remaining in the trust are recorded as treasury shares under net assets at the carrying amount in the trust (excluding the amount of incidental expenses). The carrying amount and the number of such treasury shares as of April 1, 2025 and March 31, 2026, were 826 million yen and 539,000 shares and 679 million yen and 443,000 shares, respectively.

Consolidated balance sheets

*1 Details of costs on construction contracts in progress, etc.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Costs on construction contracts in progress	24,262	25,191
Merchandise	791	1,228
Raw materials and supplies	4,120	4,422

*2 Receivables and contract assets from contracts with customers included in notes receivable, accounts receivable from completed construction contracts and other are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Notes receivable - trade	1,125	977
Accounts receivable - trade	18,801	26,449
Accounts receivable from completed construction contracts	113,845	121,820
Contract assets	89,087	85,396

*3 Contract liabilities included in advances received on construction contracts in progress and other under current liabilities are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Advances received on construction contracts in progress	6,713	10,759
Other (current liabilities)	2,218	2,183

*4 Assets pledged as collateral and secured liabilities

Assets pledged as collateral and secured liabilities are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Cash and deposits (Note 1)	76	451
Other (current assets) (Note 2)	99	–
Buildings and structures	0	0
Machinery, vehicles, tools, furniture and fixtures	165	157
Other (investments and other assets) (Note 2)	661	–
Investment securities (Note 1) (Note 3)	4,324	4,321
Total	5,327	4,930

Note 1: Cash and deposits are pledged as collateral to guarantee the performance of business obligations. Investment securities include those pledged as collateral for the same purpose, with carrying amounts of 3 million yen and nil as of March 31, 2025 and March 31, 2026, respectively.

Note 2: These are lease receivables.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Short-term borrowings (Note 3)	83	19
Long-term borrowings (Note 3)	437	57
Total	520	77

Note 3: Shares in equity-method affiliates are pledged as collateral for borrowings by the affiliates from financial institutions. The outstanding balances of these borrowings were nil and 4,122 million yen as of March 31, 2025 and March 31, 2026, respectively. These amounts are not included in the short-term borrowings or long-term borrowings presented above.

*5 Presentation of costs on construction contracts in progress and provision for loss on construction contracts

Costs on construction contracts in progress and the provision for loss on construction contracts related to construction contracts with anticipated losses are separately presented, without being offset. Of the costs on construction contracts in progress related to construction contracts with anticipated losses, the amounts corresponding to the provision for loss on construction contracts are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Costs on construction contracts in progress	208	63

*6 Items related to non-consolidated subsidiaries and affiliates are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Investment securities (equity securities)	7,927	7,911

*7 Land revaluation

In accordance with the Act on Revaluation of Land (Act No. 34 promulgated on March 31, 1998), certain consolidated subsidiaries revalued their land for business use. The amount net of deferred tax liabilities for land revaluation is recognized as a revaluation reserve for land under net assets after making adjustments required for consolidated financial statements.

(1) Revaluation method

The revaluation was performed by applying reasonable adjustments to the value calculated using the method set and published by the Commissioner of the National Tax Agency. The method is intended for calculating land value that forms the basis for calculating the taxable value for land value tax prescribed in Article 16 of the Land Value Tax Act (Act No. 69 of 1991), as stipulated in Article 2, item 4 of the Order for Enforcement of the Act on Revaluation of Land (Cabinet Order No. 119 promulgated on March 31, 1998).

(2) Date of revaluation:

March 31, 2002

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Difference between the fair value of the revalued land at the end of the fiscal year and the carrying amount after the revaluation:	783	781

8. Contingent liabilities

Guarantee obligations

The Company guarantees housing loans of employees as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Employees	42	29

Consolidated statements of income and comprehensive income

*1 Revenue from contracts with customers

The Company does not disaggregate revenues from contracts with customers and other sources of revenue for net sales. Please see "Notes to Consolidated Financial Statements, Revenue recognition, 1. Disaggregation of revenue from contracts with customers" for details.

*2 Provision for loss on construction contracts included in cost of sales is as follows.

(Millions of yen)

Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
949	675

*3 Major items and amounts of selling, general and administrative expenses are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Employees' salaries and allowances	23,507	25,382
Depreciation	3,792	4,258
Retirement benefit expenses	799	723

*4 Research and development expenses included in general and administrative expenses and cost of sales are as follows.

(Millions of yen)

Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
371	393

*5 Details of gain on sale of non-current assets are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Land	1,134	189
Buildings and structures	7	2
Machinery, vehicles, tools, furniture and fixtures	19	28
Other	(2)	–
Total	1,157	220

*6 Details of loss on sale of non-current assets are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Land	22	–
Buildings and structures	196	0
Machinery, vehicles, tools, furniture and fixtures	3	6
Total	222	6

*7 Details of loss on retirement of non-current assets are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Buildings and structures	88	52
Machinery, vehicles, tools, furniture and fixtures	12	21
Other	43	26
Total	144	101

*8 Details of loss on liquidation of subsidiaries and affiliates are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Provision for loss on liquidation of subsidiaries and affiliates	811	38

*9 Details of reclassification adjustments, income taxes and tax effects relating to other comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Valuation difference on available-for-sale securities		
Amounts arising during period	725	5,838
Reclassification adjustments	(855)	(324)
Before income taxes and tax effect adjustments	(130)	5,513
Income taxes and tax effects	69	(1,833)
Valuation difference on available-for-sale securities	(60)	3,680
Foreign currency translation adjustment		
Amounts arising during period	2,404	(224)
Remeasurements of defined benefit plans, net of tax		
Amounts arising during period	2,231	2,910
Reclassification adjustments	(730)	(820)
Before income taxes and tax effect adjustments	1,501	2,089
Income taxes and tax effects	(511)	(648)
Remeasurements of defined benefit plans, net of tax	989	1,441
Share of other comprehensive income of entities accounted for using the equity method		
Amounts arising during period	265	(156)
Total other comprehensive income	3,598	4,741

Consolidated statements of changes in net assets

Fiscal year ended March 31, 2025

1. Class and total number of shares issued and class and number of treasury shares

(Thousands of shares)

	Number of shares at beginning of period	Increase during the period	Decrease during the period	Number of shares at end of period
Shares issued				
Common stock	94,325	–	3,000	91,325
Total	94,325	–	3,000	91,325
Treasury shares				
Common stock	2,224	2,423	3,032	1,614
Total	2,224	2,423	3,032	1,614

Notes: 1. The decrease of 3,000 thousand shares in the number of shares issued is due to the cancellation of treasury shares.

2. The number of treasury shares includes the Company's shares (539 thousand shares as of March 31, 2025) held by Custody Bank of Japan, Ltd. (Trust Account E) under the Board Benefit Trust system.

3. The increase of 2,423 thousand shares in the number of treasury shares is due to the following:

Repurchase of treasury shares through market purchases: 2,422 thousand shares

Increase due to purchase of shares of less than one unit in response to purchase requests: 0 thousand shares

4. The decrease of 3,032 thousand shares in the number of treasury shares is due to the following:

Decrease due to the cancellation of treasury shares: 3,000 thousand shares

Decrease due to payment of stock benefits to retired officers: 32 thousand shares

Decrease due to sale of shares of less than one unit in response to additional purchase requests: 0 thousand shares

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total amount of dividends (million yen)	Dividend paid per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 25, 2024	Common stock	3,243	35.00	March 31, 2024	June 26, 2024
Board of Directors' meeting held on November 13, 2024	Common stock	3,190	35.00	September 30, 2024	November 29, 2024

Notes: 1. The total amount of dividends paid based on the resolution at the Ordinary General Meeting of Shareholders held on June 25, 2024, includes dividends of 20 million yen paid on the Company's shares held by trusts.

2. The total amount of dividends paid based on the resolution at the Board of Directors' meeting held on November 13, 2024, includes dividends of 18 million yen paid on the Company's shares held by trusts.

(2) Dividends with a record date in the current fiscal year, but an effective date in the following fiscal year

Resolution	Class of shares	Source of dividends	Total amount of dividends (million yen)	Dividend paid per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 25, 2025	Common stock	Retained earnings	3,610	40.00	March 31, 2025	June 26, 2025

Note: The total amount of dividends paid based on the resolution at the Ordinary General Meeting of Shareholders held on June 25, 2025, includes dividends of 21 million yen paid on the Company's shares held by trusts.

Fiscal year ended March 31, 2026

1. Class and total number of shares issued and class and number of treasury shares

(Thousands of shares)

	Number of shares at beginning of period	Increase during the period	Decrease during the period	Number of shares at end of period
Shares issued				
Common stock	91,325	–	–	91,325
Total	91,325	–	–	91,325
Treasury shares				
Common stock	1,614	1,140	95	2,659
Total	1,614	1,140	95	2,659

Notes: 1. The number of treasury shares includes the Company's shares (443 thousand shares as of March 31, 2026) held by Custody Bank of Japan, Ltd. (Trust Account E) under the Board Benefit Trust system.

2. The increase of 1,140 thousand shares in the number of treasury shares is due to the following:

Repurchase of treasury shares through market purchases: 1,139 thousand shares

Increase due to purchase of shares of less than one unit in response to purchase requests: 0 thousand shares

3. The decrease of 95 thousand shares in the number of treasury shares is due to the following:

Decrease due to payment of stock benefits to retired officers: 95 thousand shares

Decrease due to sale of shares of less than one unit in response to additional purchase requests : 0 thousand shares

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total amount of dividends (million yen)	Dividend paid per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 25, 2025	Common stock	3,610	40.00	March 31, 2025	June 26, 2025
Board of Directors' meeting held on November 13, 2025	Common stock	3,564	40.00	September 30, 2025	November 28, 2025

Notes: 1. The total amount of dividends paid based on the resolution at the Ordinary General Meeting of Shareholders held on June 25, 2025, includes dividends of 21 million yen paid on the Company's shares held by trusts.

2. The total amount of dividends paid based on the resolution at the Board of Directors' meeting held on November 13, 2025, includes dividends of 17 million yen paid on the Company's shares held by trusts.

(2) Dividends with a record date in the current fiscal year, but an effective date in the following fiscal year

The Company plans to submit the following proposal at the Ordinary General Meeting of Shareholders scheduled for June 24, 2026.

Resolution	Class of shares	Source of dividends	Total amount of dividends (million yen)	Dividend paid per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders scheduled for June 24, 2026	Common stock	Retained earnings	4,009	45.00	March 31, 2026	June 25, 2026

Note: The total amount of dividends to be paid based on the resolution at the Ordinary General Meeting of Shareholders scheduled for June 24, 2026, includes dividends of 19 million yen to be paid on the Company's shares held by trusts.

Consolidated statements of changes in net assets

Consolidated statements of cash flows

*1 Reconciliation of ending balance of cash and cash equivalents with account balances reported in the consolidated balance sheets

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash and deposits	53,475	59,845
Time deposits, etc. with maturity over three months	(2,124)	(2,761)
Cash and cash equivalents	51,350	57,084

*2 Principal assets and liabilities of companies that became consolidated subsidiaries due to share acquisitions

Fiscal year ended March 31, 2025

The following are the principal assets and liabilities of Koyo Holdings Co., Ltd. at the time it was newly included in the scope of consolidation due to the acquisition of its shares, as well as the reconciliation between the acquisition cost and the payment for the acquisition (net).

	(Millions of yen)
Current assets	5,912
Non-current assets	503
Goodwill	1,006
Customer related assets	3,907
Current liabilities	(1,007)
Non-current liabilities	(414)
Deferred tax liabilities	(1,338)
Non-controlling interests	(2,268)
Acquisition cost of shares	6,300
Cash and cash equivalents	(3,807)
Net: Payment for acquisition	2,492

The Company acquired all the shares of Koyo Holdings Co., Ltd. on December 16, 2024, and the acquisition cost of shares and goodwill increased by 2,650 million yen and 324 million yen, respectively.

Fiscal year ended March 31, 2026

This information is omitted due to its immateriality.

3. Significant non-monetary transactions

The amounts of assets and liabilities related to finance lease transactions are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Amounts of assets and liabilities related to finance lease transactions that were newly recorded	2,555	1,600

Leases

1. Finance lease transactions

As lessee

Finance lease transactions that do not transfer ownership

(1) Description of leased assets

1) Property, plant and equipment

Mainly machinery, vehicles, tools, furniture and fixtures

2) Intangible assets

Software

(2) Accounting policy for depreciation of leased assets

Depreciated on a straight-line basis using the lease term as the useful life and with zero residual value.

Overseas consolidated subsidiaries prepare financial statements in accordance with International Financial Reporting Standards (IFRS), and have applied IFRS 16 “Leases” (hereinafter referred to as “IFRS 16”). In accordance with IFRS 16, as a general rule, all leases are recognized as assets and liabilities on the balance sheets, and the capitalized right-of-use assets are depreciated on a straight-line basis.

2. Operating lease transactions

As lessee

Future lease payments under non-cancellable operating lease transactions:

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Due within 1 year	1,127	1,144
Due after 1 year	3,956	2,281
Total	5,084	3,425

3. Lease receivables, investments in leases and lease liabilities under sublease transactions recorded in the consolidated balance sheets before deducting interest equivalents

(1) Lease receivables and investments in leases

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Current assets	6,768	8,410

(2) Lease liabilities

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Current liabilities	2,164	2,170
Non-current liabilities	4,652	5,975

Financial instruments

1. Status of financial instruments

(1) Policies on financial instruments

The Group's policy is to invest surplus funds in highly safe, short-term financial assets and not to engage in speculative transactions.

(2) Nature and risks of financial instruments and our risk management structure

Notes receivable, accounts receivable from completed construction contracts and other are exposed to customers' credit risk. With regard to this risk, the Group properly assesses the creditworthiness of the counterparty based on credit research materials and other information in accordance with its internal rules before making a decision on entering into the transaction.

Investment securities are exposed to the risk of market price fluctuations. They are mainly stocks of companies with which the Company has business relationships and are managed by periodically monitoring their market values.

Short-term borrowings, as part of interest-bearing debt, are used as working capital, while long-term borrowings and bonds payable are primarily used as funds for business acquisition and capital investments. Long-term borrowings under syndicated loan agreements contain financial covenants. If such covenants are breached and a demand for acceleration of repayment is made, it could adversely affect the Company's and the Group's future growth, business performance, and financial condition due to a deterioration in cash flow. Floating interest rate borrowings are exposed to the risk of interest rate fluctuations. Market interest rate trends are reported to the Board of Directors periodically and the risk is properly managed.

Furthermore, the Group's policy permits derivative transactions solely for the purpose of mitigating risks associated with actual demand transactions, and prohibits any form of speculative transactions.

2. Fair value of financial instruments

The consolidated balance sheet amounts, fair value of financial instruments and their differences are as follows. Shares, etc. that do not have a market price are not included in the table below.

As of March 31, 2025

(Millions of yen)

Account	Consolidated balance sheet amount	Fair value	Difference
(1) Notes receivable, accounts receivable from completed construction contracts and other	133,772	133,769	(2)
(2) Investment securities (*2)			
Available-for-sale securities	10,005	10,005	–
Total assets	143,777	143,775	(2)
(1) Bonds payable	30,000	29,191	(808)
(2) Long-term borrowings (including current portion)	40,591	40,580	(11)
Total liabilities	70,591	69,771	(819)
Derivative transactions (*3)	(6)	(6)	–

(*1) Because "Cash and deposits" comprise cash and "Notes payable, accounts payable for construction contracts and other" and "Short-term borrowings" are short-term instruments whose carrying amount approximates their fair value, they are omitted.

(*2) Shares, etc., that do not have a market price:

(Millions of yen)

Category	As of March 31, 2025
Unlisted shares	9,391

Unlisted shares are not included in "(2) Investment securities."

(*3) Net receivables and payables arising from derivative transactions are presented on a net basis. The amount of transactions that result in net payables in aggregate is presented in parentheses. Derivative transactions are included in "Other" under current assets in the consolidated balance sheets.

As of March 31, 2026

(Millions of yen)

Account	Consolidated balance sheet amount	Fair value	Difference
(1) Notes receivable, accounts receivable from completed construction contracts and other	149,247	149,242	(4)
(2) Investment securities (*2)			
Available-for-sale securities	15,385	15,385	–
Total assets	164,632	164,628	(4)
(1) Bonds payable	30,000	28,768	(1,231)
(2) Long-term borrowings (including current portion)	40,077	40,077	–
Total liabilities	70,077	68,845	(1,231)
Derivative transactions (*3)	(32)	(32)	–

(*1) Because “Cash and deposits” comprise cash and “Notes payable, accounts payable for construction contracts and other” and “Short-term borrowings” are short-term instruments whose carrying amount approximates their fair value, they are omitted.

(*2) Shares, etc., that do not have a market price:

(Millions of yen)

Category	As of March 31, 2026
Unlisted shares	10,073

Unlisted shares are not included in “(2) Investment securities.”

(*3) Net receivables and payables arising from derivative transactions are presented on a net basis. The amount of transactions that result in net payables in aggregate is presented in parentheses. Derivative transactions are included in “Other” under current liabilities in the consolidated balance sheets.

Note 1. Redemption schedule of monetary receivables after the consolidated balance sheet date.

As of March 31, 2025

(Millions of yen)

	Due within 1 year	Due after 1 year through 5 years	Due after 5 years through 10 years	Due after 10 years
Cash and deposits	53,475	–	–	–
Notes receivable, accounts receivable from completed construction contracts and other	133,703	68	–	–
Total	187,178	68	–	–

As of March 31, 2026

(Millions of yen)

	Due within 1 year	Due after 1 year through 5 years	Due after 5 years through 10 years	Due after 10 years
Cash and deposits	59,845	–	–	–
Notes receivable, accounts receivable from completed construction contracts and other	149,164	83	–	–
Total	209,009	83	–	–

Note 2. Repayment schedule of borrowings and bonds payable after the consolidated balance sheet date.

As of March 31, 2025

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	Due after 5 years
Short-term borrowings	42,500	–	–	–	–	–
Bonds payable	–	–	–	–	25,000	5,000
Long-term borrowings	96	96	30,096	90	10,089	123
Total	42,596	96	30,096	90	35,089	5,123

As of March 31, 2026

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	Due after 5 years
Short-term borrowings	49,500	–	–	–	–	–
Bonds payable	–	–	–	25,000	–	5,000
Long-term borrowings	19	30,019	19	10,019	–	–
Total	49,519	30,019	19	35,019	–	5,000

3. Fair value information by level within the fair value hierarchy

The fair value of financial instruments is classified into the following three levels according to the observability and significance of inputs used to measure fair value.

Level 1 fair value: Fair value measured using observable inputs that are quoted prices of identical assets or liabilities in active markets.

Level 2 fair value: Fair value measured using observable inputs other than Level 1 inputs.

Level 3 fair value: Fair value measured using unobservable inputs.

If multiple inputs that are significant to the fair value measurement are used, the fair value is classified within the lowest priority level among the levels to which those inputs belong.

(1) Financial instruments measured at fair value

As of March 31, 2025

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Equity securities	10,005	–	–	10,005
Derivatives	–	(6)	–	(6)
Total assets	10,005	(6)	–	9,999

As of March 31, 2026

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Equity securities	15,385	–	–	15,385
Derivatives	–	(32)	–	(32)
Total assets	15,385	(32)	–	15,352

(2) Financial instruments other than those measured at fair value

As of March 31, 2025

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Notes receivable, accounts receivable from completed construction contracts and other	–	133,769	–	133,769
Total assets	–	133,769	–	133,769
Bonds payable	–	29,191	–	29,191
Long-term borrowings	–	40,580	–	40,580
Total liabilities	–	69,771	–	69,771

As of March 31, 2026

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Notes receivable, accounts receivable from completed construction contracts and other	–	149,242	–	149,242
Total assets	–	149,242	–	149,242
Bonds payable	–	28,768	–	28,768
Long-term borrowings	–	40,077	–	40,077
Total liabilities	–	68,845	–	68,845

Note: Description of valuation techniques and inputs used in the fair value measurement

Notes receivable, accounts receivable from completed construction contracts and other

The fair value of the above receivables is categorized by a specified period and measured using the present value of the future cash flows discounted at the risk-free rate. It is classified as Level 2.

Investment securities

Equity securities are valued using exchange-quoted market prices. As listed shares are traded in active markets, their fair value is classified as Level 1.

Derivatives

The fair value of interest rate currency swaps is measured using observable inputs such as interest rates and exchange rates. It is classified as Level 2.

Bonds payable

The fair value of the bonds issued by the Company is measured using the reference statistical prices for over-the-counter bond trading published by the Japan Securities Dealers Association. It is classified as Level 2.

Long-term borrowings

For long-term borrowings with variable interest rates, fair value is deemed to approximate the carrying amount since such rates reflect the market interest rate in the short term and the Group’s creditworthiness has not significantly changed since the borrowings were executed. Accordingly, the carrying amount is used as fair value. For long-term borrowings with fixed interest rates, fair value is measured by discounting the total amount of principal and interest using the interest rate assumed for new borrowings of a similar nature. Accordingly, the fair value is classified as Level 2.

Securities

1. Available-for-sale securities

As of March 31, 2025

(Millions of yen)

Category	Consolidated balance sheet amount	Cost	Difference
Securities whose consolidated balance sheet amount exceeds the cost			
Equity securities	9,703	4,446	5,256
Subtotal	9,703	4,446	5,256
Securities whose consolidated balance sheet amount does not exceed the cost			
Equity securities	302	379	(76)
Subtotal	302	379	(76)
Total	10,005	4,826	5,179

Note: Unlisted shares (consolidated balance sheet amount: 1,464 million yen) are not included in the above table of "Available-for-sale securities" because they have no market prices.

As of March 31, 2026

(Millions of yen)

Category	Consolidated balance sheet amount	Cost	Difference
Securities whose consolidated balance sheet amount exceeds the cost			
Equity securities	15,292	4,564	10,728
Subtotal	15,292	4,564	10,728
Securities whose consolidated balance sheet amount does not exceed the cost			
Equity securities	93	127	(34)
Subtotal	93	127	(34)
Total	15,385	4,691	10,693

Note: Unlisted shares (consolidated balance sheet amount: 2,162 million yen) are not included in the above table of "Available-for-sale securities" because they have no market prices.

2. Available-for-sale securities sold during the fiscal year

Fiscal year ended March 31, 2025

(Millions of yen)

Category	Proceeds from sale	Total gain on sale	Total loss on sale
Equity securities	1,249	892	–
Total	1,249	892	–

Fiscal year ended March 31, 2026

(Millions of yen)

Category	Proceeds from sale	Total gain on sale	Total loss on sale
Equity securities	390	344	–
Total	390	344	–

Retirement benefits

1. Overview of retirement benefit plans adopted

The Group has adopted retirement benefit plans consisting of defined benefit plans and defined contribution plans. The defined benefit plans mainly include a multi-employer employees' pension fund, a cash balance plan, and a lump-sum payment plan.
In addition, certain consolidated subsidiaries have participated in a retirement allowance mutual aid plan as a defined contribution plan.
Certain consolidated subsidiaries have joined Corporate Pension Plans that are multi-employer pension plans. The plans where it is not possible to reasonably calculate the amount of pension assets corresponding to their contribution are accounted for in the same manner as defined contribution plans.

2. Defined benefit plans

(1) Reconciliation of opening and ending balances of retirement benefit obligations

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Retirement benefit obligations at beginning of period	41,978	38,792
Service cost	2,879	2,667
Interest cost	279	598
Actuarial gains and losses incurred	(3,276)	(1,183)
Retirement benefits paid	(2,264)	(2,166)
Past service cost incurred during the period	(320)	–
Effects of plan amendments	(402)	–
Transfer amount due to the change from the simplified method to the principle method	(162)	–
Increase due to increase in consolidated subsidiaries	79	–
Retirement benefit obligations at end of period	38,792	38,709

Note: The table above includes the plans under the simplified method.

(2) Reconciliation of opening and ending balances of plan assets

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Plan assets at beginning of period	34,533	33,357
Expected return on plan assets	819	810
Actuarial gains and losses incurred	(1,384)	1,727
Contributions from employer	851	790
Retirement benefits paid	(1,052)	(965)
Effects of plan amendments	(411)	–
Plan assets at end of period	33,357	35,719

Note: The table above includes the plans under the simplified method.

(3) Reconciliation of ending balances of retirement benefit obligations and plan assets, and net defined benefit liability and net defined benefit asset recorded in the consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Funded retirement benefit obligations	19,708	19,729
Plan assets	(33,357)	(35,719)
	(13,648)	(15,989)
Unfunded retirement benefit obligations	19,084	18,979
Net amount of liability and asset recorded in consolidated balance sheet	5,435	2,990
Retirement benefit liability	17,594	17,668
Retirement benefit asset	(12,159)	(14,678)
Net amount of liability and asset recorded in consolidated balance sheet	5,435	2,990

Note: The table above includes the plans under the simplified method.

(4) Components of retirement benefit expenses

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Service cost	2,879	2,667
Interest cost	279	598
Expected return on plan assets	(819)	(810)
Amortization of actuarial gains and losses	(692)	(757)
Amortization of past service cost	(38)	(62)
Transfer amount due to the change from the simplified method to the principle method	(162)	–
Other	49	1
Retirement benefit expenses for defined benefit plans	1,495	1,636

Note: The table above includes the plans under the simplified method.

(5) Remeasurements of defined benefit plans

Components of items recorded in remeasurements of defined benefit plans (before income taxes and tax effect) are as follows:

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Past service cost	(301)	62
Actuarial gains and losses incurred	(1,199)	(2,152)
Total	(1,501)	(2,089)

(6) Accumulated remeasurements of defined benefit plans

Components of items recorded in accumulated remeasurements of defined benefit plans (before income taxes and tax effect) are as follows:

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Unrecognized past service cost	(438)	(375)
Unrecognized actuarial gains and losses	(7,319)	(9,472)
Total	(7,757)	(9,847)

(7) Plan assets

1) Major components of plan assets

Plan assets by major category as a percentage of total plan assets are as follows:

(%)

	As of March 31, 2025	As of March 31, 2026
Debt securities	18	26
Equity securities	30	31
Cash and deposits	19	3
Other	33	40
Total	100	100

Note: Retirement benefit trusts set up for lump-sum payment plans and corporate pension plans accounted for 14% and 13% of total plan assets as of March 31, 2025, and 2026, respectively.

2) Method of determining the long-term expected rate of return on plan assets

In determining the long-term expected rate of return on plan assets, the Company considers the current and projected asset allocations as well as the current and future expected long-term rates of return on various assets that constitute the plan assets.

(8) Actuarial assumptions

Major actuarial assumptions

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Discount rate	Mainly 2.2%	Mainly 2.2%
Long-term expected rate of return on plan assets	Mainly 2.5%	Mainly 2.5%
Expected rate of salary increase	Mainly 6.1%	Mainly 6.1%

3. Defined contribution plans

The amounts of required contributions to the defined contribution plans of the Group (including multi-employer pension plans, which are accounted for in the same manner as defined contribution plans) for the fiscal years ended March 31, 2025, and 2026, were 1,474 million yen and 1,652 million yen, respectively.

Information related to the multi-employer pension plans under which the amount of required contributions is accounted for as retirement benefit expenses is as follows.

(1) Funding status of the entire plan

Osaka Electric Equipment Industry Corporate Pension Fund

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Amount of plan assets	8,909	8,841
Total amount of actuarial obligations for pension financing calculation purposes and minimum actuarial reserve	7,749	7,687
Net amount	1,159	1,153

Surveying & Design Enterprises Multi Employers Pension Fund

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Amount of plan assets	66,466	65,210
Total amount of actuarial obligations for pension financing calculation purposes and minimum actuarial reserve	47,152	46,952
Net amount	19,314	18,258

Japan Information Services Industry Enterprise Pension Fund (JJK)

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Amount of plan assets	–	276,260
Total amount of actuarial obligations for pension financing calculation purposes and minimum actuarial reserve	–	224,206
Net amount	–	52,054

(2) Percentage of contributions of the Group to total contributions under the entire plan

(%)

	As of March 31, 2025	As of March 31, 2026
Osaka Electric Equipment Industry Corporate Pension Fund	14.5	14.2
Surveying & Design Enterprises Multi Employers Pension Fund	5.8	5.8
Japan Information Services Industry Enterprise Pension Fund (JJK)	–	0.1

Tax effect accounting

1. Significant components of deferred tax assets and deferred tax liabilities

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Deferred tax assets		
Retirement benefit liability	6,772	6,582
Provision for bonuses	3,743	4,110
Accrued enterprise taxes	512	732
Loss on valuation of investment securities	375	378
Provision for loss on construction contracts	534	551
Accrued social insurance premiums	554	587
Asset retirement obligations	549	737
Impairment losses	252	307
Golf membership	177	162
Tax loss carryforwards	172	193
Other	2,976	3,480
Subtotal of deferred tax assets	16,621	17,823
Less valuation allowance	(2,692)	(2,754)
Total deferred tax assets	13,929	15,068
Deferred tax liabilities		
Valuation difference on available-for-sale securities	(2,069)	(3,769)
Gain on contribution of securities to or cancellation of retirement benefit trust	(49)	(49)
Valuation difference on business combination	(2,018)	(2,019)
Valuation difference on non-current assets	(10,417)	(9,113)
Retirement benefit asset	(2,843)	(3,594)
Reserve for tax purpose reduction entry of replacement assets	(626)	(562)
Reserve for tax purpose reduction entry of non-current assets	(579)	(586)
Other	(762)	(1,174)
Total deferred tax liabilities	(19,365)	(20,869)
Deferred tax assets (liabilities), net	(5,435)	(5,800)

In addition to the above, deferred tax liabilities for land revaluation are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Non-current liabilities - Deferred tax liabilities for land revaluation	(28)	(28)

2. Reconciliation of significant difference between the statutory effective tax rate and the actual effective tax rate after applying tax effect accounting

(%)

	As of March 31, 2025	As of March 31, 2026
Statutory effective tax rate	30.6	30.6
Adjustments:		
Expenses not deductible for income tax purposes (e.g. entertainment expenses)	0.7	0.9
Income not taxable for income tax purposes (e.g. dividend income)	(0.1)	(0.1)
Inhabitant tax on per capita basis	1.2	1.0
Change in valuation allowance	0.7	2.1
Amortization of goodwill	2.5	1.9
Other	0.5	(1.8)
Actual effective tax rate after applying tax effect accounting	36.1	34.5

3. Accounting treatment of national and local income taxes or tax effect accounting related thereto

The Company and some of its consolidated subsidiaries have adopted the Group Tax Sharing System. The accounting treatment and disclosure of national and local income taxes or tax effect accounting related thereto are in accordance with the Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System (Practical Solution No. 42, August 12, 2021).

Business combination

This information is omitted due to its immateriality.

Asset retirement obligations

This information is omitted due to its immateriality.

The Company has an obligation to restore the Osaka No. 1 Datacenter to its original condition at the time of vacating it based on a real estate lease agreement. However, as the period of use of the rental property pertaining to the obligation is uncertain and there are currently no plans to vacate the premises, asset retirement obligations cannot be reasonably estimated. Therefore, asset retirement obligations corresponding to the asset have not been recorded.

Revenue recognition

1. Disaggregation of revenue from contracts with customers

Fiscal year ended March 31, 2025

(1) By market

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
Environmental & social innovation business	71,961	–	2,422	3,008	5,652	71,203	–	49,522	203,771
ICT solutions business	66,170	34,317	4,571	4,749	8,140	–	25,325	–	143,274
Communication infrastructure business	164,020	–	30,664	25,582	11,286	–	–	–	231,554
Net sales to external customers	302,152	34,317	37,657	33,340	25,079	71,203	25,325	49,522	578,599

(2) By timing of revenue recognition

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
Goods or services transferred at a point in time	230,779	5,828	30,742	29,852	19,429	6,693	24,833	2,015	350,175
Goods or services transferred over time	71,372	28,489	6,915	3,487	5,650	64,509	491	47,506	228,423
Net sales to external customers	302,152	34,317	37,657	33,340	25,079	71,203	25,325	49,522	578,599

Note: Revenue from the leasing business that is subject to the Accounting Standard for Lease Transactions (ASBJ Statement No. 13) is included in the above table without being disaggregated due to its immateriality.

For construction contracts and custom software development contracts with a very short period of time between the transaction commencement date and the time when the performance obligation is expected to be fully satisfied, an alternative treatment is applied. Revenue of such contracts is included in the amount of goods or services transferred at a point in time.

Fiscal year ended March 31, 2026

(1) By market

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
Environmental & social innovation business	70,784	–	3,276	4,834	6,643	58,148	–	49,616	193,304
ICT solutions business	71,850	44,317	5,208	5,998	20,159	–	26,290	–	173,826
Communication infrastructure business	162,183	–	35,806	26,294	10,962	–	–	–	235,247
Net sales to external customers	304,819	44,317	44,291	37,128	37,765	58,148	26,290	49,616	602,377

(2) By timing of revenue recognition

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
Goods or services transferred at a point in time	232,013	6,644	35,368	31,116	31,241	3,645	25,843	2,321	368,195
Goods or services transferred over time	72,805	37,672	8,923	6,011	6,523	54,502	447	47,295	234,181
Net sales to external customers	304,819	44,317	44,291	37,128	37,765	58,148	26,290	49,616	602,377

Note: Revenue from the leasing business that is subject to the Accounting Standard for Lease Transactions (ASBJ Statement No. 13) is included in the above table without being disaggregated due to its immateriality.

For construction contracts and custom software development contracts with a very short period of time between the transaction commencement date and the time when the performance obligation is expected to be fully satisfied, an alternative treatment is applied. Revenue of such contracts is included in the amount of goods or services transferred at a point in time.

2. Information on the relationship between satisfaction of performance obligations based on contracts with customers and cash flows generated from such contracts, as well as the timing and amounts of revenue expected to be recognized during and after the next fiscal year from contracts with customers in effect at the end of the current fiscal year.

Fiscal year ended March 31, 2025

(1) Contract asset and contract liability balances

(Millions of yen)

	Fiscal year ended March 31, 2025
Receivables from contracts with customers (beginning balance)	133,514
Receivables from contracts with customers (ending balance)	133,772
Contract assets (beginning balance)	71,697
Contract assets (ending balance)	89,087
Contract liabilities (beginning balance)	14,072
Contract liabilities (ending balance)	8,931

1. Contract assets represent the Group's right to consideration in exchange for the satisfied portion of performance obligations of contracted work, which is measured based on the progress of such obligations at the end of the reporting period, excluding receivables from contracts with customers. Once the Group's right to consideration becomes unconditional, where only the passage of time is required before payment of that consideration becomes due, it is reclassified to receivables from contracts with customers.
   Contract liabilities are recognized primarily for the portion of contracted work for which consideration has been received from the customer but the performance obligation has not been satisfied. Contract liabilities increase when the Group receives consideration from the customer before transferring the goods or services to the customer and decrease when performance obligations are satisfied. Contract assets are included in "Notes receivable, accounts receivable from completed construction contracts and other" and contract liabilities that are based on construction contracts are included in "Advances received on construction contracts in progress" while advances received relating to sale of merchandise, etc. and contracted work other than construction contracts are included in "Other" under current liabilities.
2. The amount of revenue recognized for the fiscal year ended March 31, 2025, from performance obligations that were satisfied (or partially satisfied) in the previous periods is immaterial.
3. The amount of revenue recognized for the fiscal year ended March 31, 2025, that was included in contract liabilities at the beginning of the period was 10,895 million yen.

(2) Transaction price allocated to remaining performance obligations

The total transaction price allocated to the remaining performance obligations was 302,178 million yen at the end of the fiscal year ended March 31, 2025, which was mainly due to transactions related to contracted work. The Group expects to recognize the amount as revenue over approximately one year, in accordance with the performance of the contracts.

Fiscal year ended March 31, 2026

(1) Contract asset and contract liability balances

(Millions of yen)

	Fiscal year ended March 31, 2026
Receivables from contracts with customers (beginning balance)	133,772
Receivables from contracts with customers (ending balance)	149,247
Contract assets (beginning balance)	89,087
Contract assets (ending balance)	85,396
Contract liabilities (beginning balance)	8,931
Contract liabilities (ending balance)	12,942

1. Contract assets represent the Group's right to consideration in exchange for the satisfied portion of performance obligations of contracted work, which is measured based on the progress of such obligations at the end of the reporting period, excluding receivables from contracts with customers. Once the Group's right to consideration becomes unconditional, where only the passage of time is required before payment of that consideration becomes due, it is reclassified to receivables from contracts with customers.
   Contract liabilities are recognized primarily for the portion of contracted work for which consideration has been received from the customer but the performance obligation has not been satisfied. Contract liabilities increase when the Group receives consideration from the customer before transferring the goods or services to the customer and decrease when performance obligations are satisfied. Contract assets are included in "Notes receivable, accounts receivable from completed construction contracts and other" and contract liabilities that are based on construction contracts are included in "Advances received on construction contracts in progress" while advances received relating to sale of merchandise, etc. and contracted work other than construction contracts are included in "Other" under current liabilities.
2. The amount of revenue recognized for the fiscal year ended March 31, 2026, from performance obligations that were satisfied (or partially satisfied) in the previous periods is immaterial.
3. The amount of revenue recognized for the fiscal year ended March 31, 2026, that was included in contract liabilities at the beginning of the period was 6,785 million yen.

(2) Transaction price allocated to remaining performance obligations

The total transaction price allocated to the remaining performance obligations was 360,536 million yen at the end of the fiscal year ended March 31, 2026, which was mainly due to transactions related to contracted work. The Group expects to recognize the amount as revenue over approximately one year, in accordance with the performance of the contracts.

Segment information

Segment information

1. Description of reportable segments

(1) Method of determining reportable segments

The reportable segments of the Company are individual units for which separate financial information is available and that are subject to a periodic review by the Board of Directors for the purposes of determining the allocation of management resources and evaluating performance.

In the MIRAIT ONE Group, the business groups, which are centered on the business companies, form comprehensive strategies and engage in activities for their respective businesses.

Hence, the eight reportable segments of the Company are “MIRAIT ONE,” “Lantrovision,” “TTK,” “SOLCOM,” “Shikokutsuken,” “SEIBU CONSTRUCTION,” “MIRAIT ONE SYSTEMS,” and “Kokusai Kogyo.”

(2) Types of products and services attributable to each reportable segment

“MIRAIT ONE,” “TTK,” “SOLCOM,” and “Shikokutsuken” engage in environmental and social innovation business, ICT solutions business, and communication infrastructure business. “Lantrovision” and “MIRAIT ONE SYSTEMS” engage in the ICT solutions business. “SEIBU CONSTRUCTION” and “Kokusai Kogyo” engage in environmental and social innovation business.

2. Method of calculating net sales, income, assets and other items for each reportable segment

Accounting methods applied to the reportable business segments are generally in line with those applied to the consolidated financial statements.

Segment income reflects the operating profit for each reportable segment.

Internal revenue and transfers between segments are based on actual market prices.

3. Net sales, income, assets and other items by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segment							
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo
Net sales								
Net sales to external customers	302,152	34,317	37,657	33,340	25,079	71,203	25,325	49,522
Inter-segment sales or transfers	2,961	–	276	57	17	380	4,664	6
Total	305,113	34,317	37,934	33,397	25,097	71,584	29,989	49,529
Segment income	15,260	1,411	2,416	1,407	3,039	1,323	2,033	1,541
Segment assets	278,055	36,443	36,056	42,722	25,414	88,607	12,069	79,164
Other items								
Depreciation and amortization	6,035	897	650	653	191	717	158	1,961
Increase in property, plant and equipment and intangible assets	4,390	1,124	1,409	2,064	146	151	192	821

	Total	Adjustments (Note 1)	Amount in the consolidated financial statements (Note 2)
Net sales			
Net sales to external customers	578,599	–	578,599
Inter-segment sales or transfers	8,363	(8,363)	–
Total	586,963	(8,363)	578,599
Segment income	28,434	(448)	27,985
Segment assets	598,532	(60,793)	537,739
Other items			
Depreciation and amortization	11,264	–	11,264
Increase in property, plant and equipment and intangible assets	10,301	–	10,301

Notes: 1. The amounts adjusted are as follows:

(1) Adjustments for segment income in the amount of (448) million yen include adjustments for retirement benefits in the amount of (460) million yen.

(2) Adjustments for segment assets in the amount of (60,793) million yen include the netting of receivables and payables in the amount of (49,857) million yen.

2. Segment income is reconciled to the operating profit reported in the consolidated statements of income and comprehensive income.

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segment							
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo
Net sales								
Net sales to external customers	304,819	44,317	44,291	37,128	37,765	58,148	26,290	49,616
Inter-segment sales or transfers	2,925	–	1,070	117	50	3,464	3,485	28
Total	307,745	44,317	45,362	37,245	37,816	61,612	29,775	49,644
Segment income	18,140	2,697	3,362	1,426	4,033	1,554	2,022	1,844
Segment assets	288,376	44,833	39,502	44,310	29,807	88,495	12,557	77,381
Other items								
Depreciation and amortization	6,389	1,006	678	758	261	727	139	1,913
Increase in property, plant and equipment and intangible assets	5,653	1,717	2,776	1,825	398	139	63	976

	Total	Adjustments (Note 1)	Amount in the consolidated financial statements (Note 2)
Net sales			
Net sales to external customers	602,377	–	602,377
Inter-segment sales or transfers	11,141	(11,141)	–
Total	613,519	(11,141)	602,377
Segment income	35,081	(813)	34,267
Segment assets	625,265	(51,871)	573,393
Other items			
Depreciation and amortization	11,874	–	11,874
Increase in property, plant and equipment and intangible assets	13,551	–	13,551

Notes: 1. The amounts adjusted are as follows:

(1) Adjustments for segment income in the amount of (813) million yen include adjustments for retirement benefits in the amount of (500) million yen.

(2) Adjustments for segment assets in the amount of (51,871) million yen include the netting of receivables and payables in the amount of (40,501) million yen.

2. Segment income is reconciled to the operating profit reported in the consolidated statements of income and comprehensive income.

Related information

Fiscal year ended March 31, 2025

1. Information about products and services

(Millions of yen)

	Environmental and social innovation business	ICT solutions business	Communication infrastructure business	Total
Net sales to external customers	203,771	143,274	231,554	578,599

2. Information about geographic areas

(1) Net sales

Information on net sales for individual regions is omitted, as the net sales to external customers in Japan account for more than 90% of net sales reported in the consolidated statements of income and comprehensive income.

(2) Property, plant and equipment

Information on property, plant and equipment for individual regions is omitted given that domestic assets represent more than 90% of property, plant and equipment reported in the consolidated balance sheet.

3. Information about major customers

(Millions of yen)

Name of customer	Net sales	Associated business segments
NTT EAST, Inc. (former Nippon Telegraph and Telephone East Corporation)	86,964	MIRAIT ONE TTK MIRAIT ONE SYSTEMS Kokusai Kogyo
NTT WEST, Inc. (former Nippon Telegraph and Telephone West Corporation)	60,149	MIRAIT ONE SOLCOM Shikokutsuken MIRAIT ONE SYSTEMS Kokusai Kogyo
NTT DOCOMO, INC.	33,517	MIRAIT ONE TTK SOLCOM Shikokutsuken MIRAIT ONE SYSTEMS Kokusai Kogyo

Fiscal year ended March 31, 2026

1. Information about products and services

(Millions of yen)

	Environmental and social innovation business	ICT solutions business	Communication infrastructure business	Total
Net sales to external customers	193,304	173,826	235,247	602,377

2. Information about geographic areas

(1) Net sales

Information on net sales for individual regions is omitted, as the net sales to external customers in Japan account for more than 90% of net sales reported in the consolidated statements of income and comprehensive income.

(2) Property, plant and equipment

Information on property, plant and equipment for individual regions is omitted given that domestic assets represent more than 90% of property, plant and equipment reported in the consolidated balance sheet.

3. Information about major customers

(Millions of yen)

Name of customer	Net sales	Associated business segments
NTT EAST, Inc. (former Nippon Telegraph and Telephone East Corporation)	91,494	MIRAIT ONE TTK MIRAIT ONE SYSTEMS Kokusai Kogyo
NTT WEST, Inc. (former Nippon Telegraph and Telephone West Corporation)	61,591	MIRAIT ONE SOLCOM Shikokutsuken MIRAIT ONE SYSTEMS Kokusai Kogyo
NTT DOCOMO, INC.	36,147	MIRAIT ONE TTK SOLCOM Shikokutsuken MIRAIT ONE SYSTEMS Kokusai Kogyo

Information about impairment losses on non-current assets by reportable segment

Fiscal year ended March 31, 2025

This information is omitted due to its immateriality.

Fiscal year ended March 31, 2026

This information is omitted due to its immateriality.

Information about amortization and unamortized balance of goodwill by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
(Goodwill) Amortization	165	451	11	–	–	888	–	971	2,488
Balance at end of period	2,225	2,042	2	–	–	15,105	–	18,208	37,585

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segment								
	MIRAIT ONE	Lantrovision	TTK	SOLCOM	Shikokutsuken	SEIBU CONSTRUCTION	MIRAIT ONE SYSTEMS	Kokusai Kogyo	Total
(Goodwill) Amortization	171	275	2	–	–	888	–	973	2,311
Balance at end of period	2,550	1,842	–	–	–	14,216	–	17,322	35,932

Related parties

Fiscal year ended March 31, 2025

1. Related party transactions

(1) Transactions between the company submitting the consolidated financial statements and related parties

Not applicable.

(2) Transactions between consolidated subsidiaries of the company submitting the consolidated financial statements and related parties

Category	Name of company or individual	Location	Share capital or investments in capital (million yen)	Line of business or occupation	Ratio of voting rights holding [held] (%)	Relationship with related party	Description of transaction	Transaction amount (million yen)	Account	Balance at end of period (million yen)
Officer of a subsidiary	CHAN THYE YUAN	–	–	Representative Director of the subsidiary	[Held] Directly 0.0	Purchase of real estate	Purchase of real estate	61	–	–

Note: The purchase price of the real estate was determined with reference to an appraisal value provided by a real estate appraiser.

2. Notes concerning the parent company or significant affiliates

Not applicable.

Fiscal year ended March 31, 2026

1. Related party transactions

(1) Transactions between the company submitting the consolidated financial statements and related parties

Not applicable.

(2) Transactions between consolidated subsidiaries of the company submitting the consolidated financial statements and related parties

Not applicable.

2. Notes concerning the parent company or significant affiliates

Not applicable.

Per share information

(Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	2,914.94	3,151.61
Net income per share	189.40	261.74

Note: The basis for calculating net income per share is as follows:

(Millions of yen/thousand shares)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net income per share		
Net income attributable to owners of parent (million yen)	17,179	23,282
Net income not attributable to common shareholders (million yen)	–	–
Net income attributable to owners of parent attributable to common stock (million yen)	17,179	23,282
Average number of outstanding shares of common stock during the fiscal year (thousand shares)	90,702	88,952

Notes: 1. The amount of diluted net income per share is not stated because there are no dilutive shares outstanding.

2. In calculating net income per share, own shares held in trust accounted for as treasury shares in shareholders' equity are included in the treasury shares, which are deducted for calculating the average number of outstanding shares of common stock during the fiscal year. The average number of those treasury shares deducted for calculating net income per share was 475,870 for the fiscal year ended March 31, 2026, and 550,539 for the fiscal year ended March 31, 2025.

Significant subsequent events

Transaction under common control

The Company has concluded a merger agreement based on a resolution passed in the meeting of the Board of Directors held on May 12, 2026, concerning an absorption-type merger ("the Merger") with the Company as the surviving company and the Company's wholly owned subsidiary MIRAIT ONE SYSTEMS Corporation as the non-surviving company.

1. Overview of the transaction

(1) Combining entity

Name: MIRAIT ONE SYSTEMS Corporation

Business: System integration, software development, IT infrastructure construction, implementation, operation and maintenance, new technology utilization solution development, consulting

(2) Date of business combination

October 1, 2026

(3) Legal form of business combination

Absorption-type merger with the Company as the surviving company and MIRAIT ONE SYSTEMS Corporation as the non-surviving company

(4) Name of combined entity

MIRAIT ONE Corporation

(5) Supplementary information

The merger aims to integrate MIRAIT ONE SYSTEMS' software business into the Company, thereby accelerating the adoption of digital technologies and processes within the Company's existing businesses. By increasing the level of sophistication of our on-site processes and making fundamental improvements in productivity, the Company will seek to achieve higher quality business operations, while also seeking to further expand the business of the Group as a whole by developing high-value-added services enabled by the integration of hardware and software.

2. Accounting treatment

The Company plans to treat this transaction as a transaction under common control, based on the "Accounting Standard for Business Combinations" and the "Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures."

Repurchase of treasury shares

On May 12, 2026, the Board of Directors of the Company resolved to repurchase its treasury shares pursuant to Article 156 of the Companies Act of Japan, applied pursuant to Paragraph 3, Article 165 of the same act.

1. Reasons for share repurchase

To enhance shareholder return and to facilitate flexible implementation of capital policy in response to changes in the business environment.

2. Type of shares to be repurchased

Common stock

3. Total number of shares to be repurchased

Up to 2,000,000 shares

(2.2% of outstanding shares excluding treasury stock)

4. Total repurchase amount

Up to 6.0 billion yen

5. Repurchase period

May 13, 2026 to October 31, 2026

6. Repurchase method

Market purchases on the Tokyo Stock Exchange

5) Consolidated supplementary schedules

Detailed schedule of corporate bonds

Issuing company	Name of bond	Issue date	Balance at beginning of period (million yen)	Balance at end of period (million yen)	Interest rate (%)	Security	Redemption date
The Company	MIRAIT ONE Corporation, 1st Unsecured Bond (subject to a limited pari passu clause among bonds)	September 12, 2024	25,000	25,000	0.9	Unsecured bonds	September 12, 2029
The Company	MIRAIT ONE Corporation, 2nd Unsecured Bond (subject to a limited pari passu clause among bonds)	September 12, 2024	5,000	5,000	1.2	Unsecured bonds	September 12, 2031
Total	–	–	30,000	30,000	–	–	–

Note 1: The redemption schedule within five years after the consolidated balance sheet date is as follows:

(Millions of yen)

Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years
–	–	–	25,000	–

Detailed schedule of borrowings

Category	Balance at beginning of period (million yen)	Balance at end of period (million yen)	Average interest rate (%)	Payment due
Short-term borrowings	42,500	49,500	1.1	–
Current portion of long-term borrowings	96	19	0.9	–
Current portion of lease liabilities	4,463	4,500	–	–
Long-term borrowings (excluding current portion)	40,495	40,057	1.4	2027 to 2030
Lease liabilities (excluding current portion)	9,937	10,777	–	2027 to 2032
Total	97,492	104,855	–	–

Notes: 1. Average interest rates represent the weighted-average rates applicable to the balances of borrowings at the end of the fiscal year ended March 31, 2026.

2. The average interest rates of lease liabilities are not stated because lease liabilities are reported in the consolidated balance sheets at the amount before deducting interest equivalents included in the total lease payments.

3. The repayment schedule for long-term borrowings and lease liabilities (excluding current portion) within five years after the consolidated balance sheet date is as follows:

(Millions of yen)

Category	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years
Long-term borrowings	30,019	19	10,019	–
Lease liabilities	3,869	3,091	2,073	1,216

Detailed schedule of asset retirement obligations

This information is omitted as the balances of asset retirement obligations at the beginning and end of the fiscal year ended March 31, 2026, were 1% or less of the total balances of liabilities and net assets at the beginning and end of the fiscal year ended March 31, 2026.

(2) Other information

Semi-annual results for the fiscal year ended March 31, 2026, etc.

		Six months ended September 30, 2025	Fiscal year ended March 31, 2026
Net sales	(million yen)	258,836	602,377
Profit before income taxes	(million yen)	8,413	36,702
Profit attributable to owners of parent	(million yen)	4,625	23,282
Net income per share	(yen)	51.83	261.74

2. Financial Statements, etc.

(1) Financial Statements

1) Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	13,854	13,598
Notes receivable - trade	249	247
Accounts receivable from completed construction contracts	*3 79,766	*3 82,556
Costs on construction contracts in progress	11,540	11,093
Short-term loans receivable	*3 18,648	*3 19,674
Accounts receivable - other	7,154	6,456
Other	1,596	4,206
Allowance for doubtful accounts	(1,741)	(3,713)
Total current assets	131,069	134,121
Non-current assets		
Property, plant and equipment		
Buildings and structures	53,960	55,904
Machinery, vehicles, tools, furniture and fixtures	9,321	9,321
Land	21,726	21,691
Leased assets	1,311	1,420
Construction in progress	79	495
Accumulated depreciation	(29,289)	(32,107)
Total property, plant and equipment	57,109	56,727
Intangible assets		
Software	4,831	4,740
Software in progress	730	1,531
Other	965	888
Total intangible assets	6,527	7,160
Investments and other assets		
Investment securities	5,112	8,663
Shares of subsidiaries and affiliates	*1 192,048	*1 193,418
Distressed receivables	1,372	1,397
Long-term prepaid expenses	690	499
Prepaid pension costs	1,221	1,917
Deferred tax assets	1,847	1,464
Leasehold and guarantee deposits	1,349	1,343
Other	328	347
Allowance for doubtful accounts	(1,472)	(1,498)
Total investments and other assets	202,497	207,554
Total non-current assets	266,134	271,442
Total assets	397,204	405,564

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable for construction contracts	*3 34,896	*3 32,662
Short-term borrowings	42,500	49,500
Lease liabilities	262	286
Accounts payable - other	1,615	2,027
Accrued expenses	1,545	1,786
Income taxes payable	1,593	1,759
Accrued consumption taxes	1,171	1,190
Advances received on construction contracts in progress	1,881	2,968
Deposits received	*3 62,961	*3 59,140
Provision for loss on construction contracts	1,307	1,282
Provision for bonuses	3,556	4,024
Provision for warranties for completed construction	17	13
Other	250	791
Total current liabilities	153,559	157,433
Non-current liabilities		
Bonds payable	30,000	30,000
Long-term borrowings	40,000	40,000
Provision for share-based payments	391	383
Provision for retirement benefits	5,731	5,941
Other	1,566	1,498
Total non-current liabilities	77,689	77,822
Total liabilities	231,249	235,256
Net assets		
Shareholders' equity		
Share capital	7,000	7,000
Capital surplus		
Legal capital surplus	2,000	2,000
Other capital surplus	67,271	67,271
Total capital surplus	69,271	69,271
Retained earnings		
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	20	27
Retained earnings brought forward	90,730	95,937
Total retained earnings	90,751	95,964
Treasury shares	(2,934)	(5,790)
Total shareholders' equity	164,087	166,446
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	1,866	3,861
Total valuation and translation adjustments	1,866	3,861
Total net assets	165,954	170,307
Total liabilities and net assets	397,204	405,564

2) Statements of Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales		
Net sales of completed construction contracts	*1 229,338	*1 231,602
Total net sales	229,338	231,602
Cost of sales		
Cost of sales of completed construction contracts	*1 204,524	*1 205,459
Gross profit	24,814	26,143
Selling, general and administrative expenses	*2 19,775	*2 20,813
Operating profit	5,038	5,330
Non-operating income		
Interest income	*1 381	*1 441
Dividend income	*1 8,315	*1 9,905
Foreign exchange gains	–	1,630
Other	217	161
Total non-operating income	8,914	12,138
Non-operating expenses		
Interest expenses	634	1,075
Foreign exchange losses	495	–
Provision of allowance for doubtful accounts	773	1,972
Commission expenses	33	5
Other	212	15
Total non-operating expenses	2,150	3,069
Ordinary profit	11,801	14,400
Extraordinary income		
Gain on sale of non-current assets	*3 147	*3 3
Gain on sale of investment securities	851	334
Other	46	–
Total extraordinary income	1,045	338
Extraordinary losses		
Loss on retirement of non-current assets	18	27
Loss on valuation of investment securities	88	28
Loss on liquidation of subsidiaries and affiliates	*4 1,483	*4 23
Loss on division of plan assets	308	–
Loss on litigation	57	36
Other	0	9
Total extraordinary losses	1,958	125
Profit before income taxes	10,889	14,612
Income taxes - current	1,496	2,752
Income taxes - deferred	(439)	(528)
Total income taxes	1,056	2,224
Profit	9,832	12,388

Detailed schedule of cost of sales

		Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
Category	Notes	Amount (million yen)	Constituent ratio (%)	Amount (million yen)	Constituent ratio (%)
Materials cost		22,626	11.1	22,149	10.8
Labor cost		1,079	0.5	822	0.4
Outsourcing cost		129,509	63.3	127,672	62.1
Expenses		51,308	25.1	54,815	26.7
[Personnel expenses included above]		[12,253]	[6.0]	[11,996]	[5.8]
Total		204,524	100.0	205,459	100.0

Note: Costs are calculated using the job order costing method.

3) Statements of Changes in Net Assets

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity									Valuation and translation adjustments		Total net assets
	Share capital	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		Total retained earnings					
					Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward						
Balance at beginning of period	7,000	2,000	73,066	75,066	–	87,352	87,352	(3,793)	165,625	2,251	2,251	167,877
Changes during period												
Dividends of surplus						(6,433)	(6,433)		(6,433)			(6,433)
Profit						9,832	9,832		9,832			9,832
Provision of reserve for tax purpose reduction entry of non-current assets					27	(27)	–		–			–
Reversal of reserve for tax purpose reduction entry of non-current assets					(6)	6	–		–			–
Purchase of treasury shares								(4,987)	(4,987)			(4,987)
Disposal of treasury shares			0	0				50	50			50
Cancellation of treasury shares			(5,795)	(5,795)				5,795	–			–
Net changes in items other than shareholders' equity										(384)	(384)	(384)
Total changes during period	–	–	(5,795)	(5,795)	20	3,378	3,398	858	(1,537)	(384)	(384)	(1,922)
Balance at end of period	7,000	2,000	67,271	69,271	20	90,730	90,751	(2,934)	164,087	1,866	1,866	165,954

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity									Valuation and translation adjustments		Total net assets
	Share capital	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		Total retained earnings					
					Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward						
Balance at beginning of period	7,000	2,000	67,271	69,271	20	90,730	90,751	(2,934)	164,087	1,866	1,866	165,954
Changes during period												
Dividends of surplus						(7,174)	(7,174)		(7,174)			(7,174)
Profit						12,388	12,388		12,388			12,388
Provision of reserve for tax purpose reduction entry of non-current assets					17	(17)	–		–			–
Reversal of reserve for tax purpose reduction entry of non-current assets					(10)	10	–		–			–
Purchase of treasury shares								(3,002)	(3,002)			(3,002)
Disposal of treasury shares			0	0				146	147			147
Cancellation of treasury shares									–			–
Net changes in items other than shareholders' equity										1,994	1,994	1,994
Total changes during period	–	–	0	0	7	5,206	5,213	(2,855)	2,358	1,994	1,994	4,353
Balance at end of period	7,000	2,000	67,271	69,271	27	95,937	95,964	(5,790)	166,446	3,861	3,861	170,307

Notes to Financial Statements

Significant accounting policies

1. Accounting policy for measuring assets

(1) Accounting policy for measuring securities

1) Shares of subsidiaries and affiliates: stated at cost using the moving-average method.

2) Available-for-sale securities

Securities other than shares, etc. that do not have a market price: stated at fair value using the mark-to-market method (with any unrealized gain or loss recognized directly in net assets and the cost of securities sold determined using the moving-average method).

Shares, etc., that do not have a market price: stated at cost using the moving-average method

(2) Accounting policy for measuring inventories

Costs on construction contracts in progress: stated at cost using the specific identification method

Merchandise: stated at cost using the moving-average method

(a method in which the carrying amount is written down based on any decline in profitability)

Raw materials and supplies: stated at cost using the moving-average method

(a method in which the carrying amount is written down based on any decline in profitability)

2. Accounting policy for depreciation of non-current assets

(1) Property, plant and equipment (excluding leased assets)

Depreciated primarily by using the declining-balance method.

However, buildings (except for facilities attached to buildings) acquired by the Company on or after April 1, 1998, facilities attached to buildings and structures acquired on or after April 1, 2016, and assets for the data center business and solar power generation facilities are depreciated on a straight-line basis. Minor depreciable assets with an acquisition cost of 100,000 yen or more but less than 200,000 yen are depreciated on a straight-line basis over three years.

The principal useful lives are as follows:

Building: 5 to 65 years

Others: 2 to 50 years

Assets acquired on or before March 31, 2007 are depreciated on a straight-line basis over five years from the fiscal year following the year in which depreciation reached the depreciable limit, and such depreciation is recorded in “Depreciation.”

(2) Intangible assets (excluding leased assets)

Amortized on a straight-line basis.

Software for internal use is amortized on a straight-line basis over the estimated useful lives of 5 to 7 years.

(3) Leased assets

Leased assets pertaining to finance lease transactions that do not transfer ownership are depreciated on a straight-line basis using the lease term as the useful life and with zero residual value.

3. Accounting policy for significant provisions and allowance

(1) Allowance for doubtful accounts

To provide for potential credit losses on receivables, allowance for doubtful accounts is recorded at an amount of estimated uncollectible receivables calculated based on the historical rate of credit loss for general receivables and determined individually for other receivables, such as doubtful receivables and distressed receivables, by considering each of their collectability.

(2) Provision for loss on construction contracts

To provide for future losses on construction contracts, a provision is recorded in the amount of estimated losses for uncompleted construction contracts at the end of the current fiscal year that are likely to incur losses and for which the amount of losses can be reasonably estimated.

(3) Provision for bonuses

To provide for the payment of bonuses to employees, a provision for bonuses is recorded based on the estimated amount to be paid for the current fiscal year.

(4) Provision for warranties for completed construction

To provide for the costs resulting from contract non-conformance in completed construction, a provision for warranties for completed construction is recorded at an amount calculated based on the historical rate of warranty claims over a certain period of time in the past on individually estimated repair costs for specific constructions.

(5) Provision for share-based payments

To provide for the delivery of shares through the Board Benefit Trust, a provision is recorded at an estimated amount of stock-based remuneration to be paid corresponding to the number of points assigned to officers based on the Officer Stock Benefit Rules.

(6) Provision for retirement benefits

To provide for the payment of retirement benefits to employees, a provision is recorded at an amount deemed to have been incurred as of the end of the current fiscal year based on the estimated amount of retirement benefit obligations and plan assets at the end of the current fiscal year.

1) Method of attributing estimated retirement benefits to accounting periods

In calculating retirement benefit obligations, the benefit formula basis is used to attribute the estimated amount of retirement benefits to periods up to the end of the current fiscal year.

2) Method of accounting for actuarial gains and losses and past service cost

Actuarial gains and losses are amortized on a straight-line basis over a certain number of years (14 years) within the average remaining service period of employees at the time they arise, starting in the fiscal year following the respective fiscal year in which they arise.

Past service cost is amortized on a straight-line basis over a certain number of years (14 years) within the average remaining service period of employees at the time of recognition.

4. Accounting policy for recognition of significant revenues and expenses

The details of the main performance obligations in the major businesses related to revenue from contracts with the Company's customers and the timing at which the Company typically satisfies these performance obligations (when it typically recognizes revenue) are as follows:

1) Contracted construction

Contracted construction includes telecommunications work (communication infrastructure business), etc., for which construction contracts are concluded.

Performance obligations for these contracts are deemed to be satisfied over time, and revenue is recognized based on the progress toward satisfaction of the performance obligation.

The progress of the work is measured for each contract based on the proportion of costs incurred to fulfill performance obligations by the end of the period to the total expected costs. In some circumstances, the Company may not be able to reasonably measure the progress of a performance obligation, but expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Company recognizes revenue only to the extent of the costs recovered until such time that it can reasonably measure the progress of the performance obligation.

For construction contracts with a very short period of time between the transaction commencement date and the time when the performance obligation is expected to be fully satisfied, an alternative treatment is applied. The revenue of such contracts is not recognized over a certain period of time, but is recognized when the performance obligation is fully satisfied.

Consideration for transactions in contracted construction is generally received within approximately two months after the customer's acceptance. Such transactions do not contain a significant financing component. If the consideration of the contract with the customer includes variable consideration, it is included in the transaction price only to the extent that it is extremely unlikely to cause a significant reduction in the accumulated amount of revenues recognized when the uncertainty related to variable consideration is subsequently resolved.

2) Sale of goods

The sale of goods mainly includes the sale of information and telecommunications equipment (ICT solutions business). Revenue is recognized when the goods are delivered to the customer, whereby the Company transfers control over the goods to the customer and satisfies the performance obligations.

There are some information and telecommunications equipment and office supplies in which the entire process of manufacturing, shipping and delivery is performed by other parties, and the Company does not have any inventory risk or discretion in establishing prices. Since performance obligations of the Company for such goods are to arrange for the goods to be provided by such other parties and, therefore, the Company considers that it is acting as an agent in the transactions, and recognizes revenue at the net amount after deducting the amount that is paid to the supplier of such goods from the amount received from customers.

Consideration for transactions involving the sale of goods is generally received within approximately two months after the delivery of the goods. Such transactions do not contain a significant financing component or a significant amount of variable consideration.

3) Contracted services

Contracted services mainly include maintenance and inspection of telecommunications facilities (communication infrastructure business). Revenue is recognized at a point in time, i.e., upon completion of service provision, whereby the Company transfers control over services to customers and satisfies its performance obligations.

Consideration for transactions involving contracted services is generally received within approximately two months after the completion of the services. Such transactions do not contain a significant financing component or a significant amount of variable consideration.

Significant accounting estimates

1. Net sales of completed construction contracts recognized over time

(1) Amounts recorded in the financial statements for the current fiscal year

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales of completed construction contracts	52,602	48,188

(2) Other information that helps users of the financial statements better understand the details of the accounting estimates

This information is omitted as the content is identical to that in "V. Financial Information, 1. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Significant accounting estimates, 1. Net sales recognized over time."

2. Provision for loss on construction contracts

(1) Amounts recorded in the financial statements for the current fiscal year

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Provision for loss on construction contracts	1,307	1,282

(2) Other information that helps users of the financial statements better understand the details of the accounting estimates

This information is omitted as the content is identical to that in "V. Financial Information, 1. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Significant accounting estimates, 2. Provision for loss on construction contracts."

Additional information

Board Benefit Trust for Directors and Executive Officers

This information is omitted as the content is identical to that in "V. Financial Information, 1. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Additional information."

Balance sheets

*1 Assets pledged as collateral and secured liabilities

Assets pledged as collateral and secured liabilities are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Shares of subsidiaries and affiliates	4,321	4,321

Note: Shares in equity-method affiliates are pledged as collateral for borrowings by the affiliates from financial institutions. The outstanding balances of these borrowings were nil and 4,122 million yen as of March 31, 2025, and March 31, 2026, respectively.

2. Contingent liabilities

Debt guarantee

The Company provides debt guarantees as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Employees (housing loans)	42	29
Lantrovision (S) Ltd (derivative transactions (Note))	1,481	2,536

Note: This transaction is intended to hedge foreign exchange risk and interest rate fluctuation risk associated with collecting principal and receiving interest on loans receivable from the consolidated subsidiary. The amount represents the notional principal amount.

*3 Assets and liabilities relating to subsidiaries and affiliates

Items included in each account other than those presented separately are as follows.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Accounts receivable from completed construction contracts	1,499	395
Short-term loans receivable	17,555	19,493
Accounts payable for construction contracts	17,808	17,540
Deposits received	62,702	58,920

Statements of income

*1 Items relating to subsidiaries and affiliates included in each account are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales of completed construction contracts	2,249	1,121
Cost of sales of completed construction contracts	103,522	107,419
Interest income	372	418
Dividend income	8,086	9,662

*2 Major items of selling, general and administrative expenses, their amount and approximate percentage are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Salaries and benefits	8,628	9,560
Officer remuneration	339	345
Legal welfare expenses	1,407	1,531
Outsourcing expenses	1,141	1,539
Rents	373	511
Retirement benefit expenses	187	198
Advertising and promotion expenses	495	497
Depreciation	1,072	1,431
Repair and maintenance expenses	2,510	1,127
Approximate percentage		
Selling expenses	38%	39%
General and administrative expenses	62%	61%

*3 Details of gain on sale of property, plant and equipment are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Buildings and structures	7	1
Machinery, vehicles, tools, furniture and fixtures	1	1
Land	141	0
Other	(2)	–
Total	147	3

*4 Details of loss on liquidation of subsidiaries and affiliates are as follows.

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Loss on valuation of shares	51	–
Provision of allowance for doubtful accounts	1,432	23

Securities

As of March 31, 2025

The fair value of shares of subsidiaries and affiliates is not shown because they are shares, etc., that do not have market prices.

The carrying amounts of shares, etc., of subsidiaries and affiliates that do not have market prices in the balance sheets are as follows.

(Millions of yen)

Category	March 31, 2025
Shares of subsidiaries	187,088
Shares of affiliates	4,959
Total	192,048

As of March 31, 2026

The fair value of shares of subsidiaries and affiliates is not shown because they are shares, etc., that do not have market prices.

The carrying amounts of shares, etc., of subsidiaries and affiliates that do not have market prices in the balance sheets are as follows.

(Millions of yen)

Category	March 31, 2026
Shares of subsidiaries	188,409
Shares of affiliates	5,008
Total	193,418

Tax effect accounting

1. Significant components of deferred tax assets and deferred tax liabilities

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Deferred tax assets		
Provision for retirement benefits	1,803	1,872
Provision for bonuses	1,089	1,268
Allowance for doubtful accounts	1,012	1,642
Loss on valuation of shares of subsidiaries	557	557
Provision for loss on construction contracts	400	404
Other	1,512	2,174
Subtotal of deferred tax assets	6,375	7,920
Less valuation allowance	(1,774)	(2,512)
Total deferred tax assets	4,600	5,408
Deferred tax liabilities		
Valuation difference on available-for-sale securities	(787)	(1,698)
Valuation difference on non-current assets	(463)	(464)
Prepaid pension costs	(379)	(604)
Reserve for tax purpose reduction entry of non-current assets	(371)	(371)
Reserve for tax purpose reduction entry of replacement assets	(282)	(282)
Other	(468)	(522)
Total deferred tax liabilities	(2,753)	(3,943)
Deferred tax assets (liabilities), net	1,847	1,464

2. Reconciliation between statutory effective tax rate and the actual effective tax rate after applying tax effect accounting

(%)

	As of March 31, 2025	As of March 31, 2026
Statutory effective tax rate	30.6	30.6
Adjustments:		
Expenses not deductible for income tax purposes (e.g. entertainment expenses)	0.4	0.9
Income not taxable for income tax purposes (e.g. dividend income)	(22.9)	(20.4)
Inhabitant tax on per capita basis	0.9	0.7
Change in valuation allowance	1.0	5.1
Other	(0.4)	(1.6)
Actual effective tax rate after applying tax effect accounting	9.7	15.2

3. Accounting treatment of national and local income taxes or tax effect accounting related thereto

The Company has adopted the Group Tax Sharing System. The accounting treatment and disclosure of national and local income taxes or tax effect accounting related thereto are in accordance with the Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System (Practical Solution No. 42, August 12, 2021).

Business combination

This information is omitted due to its immateriality.

Revenue recognition

Information to provide a basis for understanding revenue from contracts with customers is omitted as the content is identical to that in "Financial Statements, etc., Notes to Financial Statements, Significant accounting policies, 4. Accounting policy for recognition of significant revenues and expenses."

Significant subsequent events

Transaction under common control

This information is omitted as the content is identical to that in "V. Financial Information, 1. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Significant subsequent events."

Repurchase of treasury shares

This information is omitted as the content is identical to that in "V. Financial Information, 1. (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, Significant subsequent events."

4) Supplementary schedules

Detailed schedule of securities

Equity securities

Stock name			Number of shares (shares)	Carrying amount on balance sheets (millions of yen)
Investment securities	Available-for-sale securities	Fujikura Ltd.	51,000	1,251
		Nippon Densetsu Kogyo Co., Ltd.	225,000	1,072
		Mizuho Financial Group, Inc.	149,351	909
		NTT, Inc.	4,560,000	716
		Sumitomo Electric Industries, Ltd.	84,000	703
		Mitsubishi UFJ Financial Group, Inc.	173,197	450
		Morgenrot Inc.	2,184	424
		KDDI Corporation	149,200	406
		Hibiya Engineering, Ltd.	61,000	329
		Mitsubishi Electric Corporation	50,000	249
		The Keiyo Bank, Ltd.	100,000	200
		Nihon Dengyo Kosaku Co., Ltd.	375,732	187
		Techfirm Holdings Inc.	200,000	124
		Fuji Kyuko Co., Ltd.	50,000	121
		Pilot Corporation	23,000	107
		Inaba Denki Sangyo Co., Ltd.	31,460	81
		Sakura Rubber Co., Ltd.	24,000	73
		38 other stocks	691,574	452
Total			7,000,698	7,862

Other

Class and stock name			Units, etc.	Carrying amount on balance sheets (millions of yen)
Investment securities	Available-for-sale securities	Contribution to investment limited partnership or similar association		
		Translink Capital Call	–	405
		B Dash Fund	60 units	231
		IT-Farm Fund	–	163
Total			60 units	800

Detailed schedule of property, plant and equipment, etc.

(Millions of yen)

Type of assets	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period	Accumulated depreciation or amortization at end of period	Depreciation/ Amortization	Net balance at end of period
Property, plant and equipment							
Buildings and structures	53,960	2,043	99	55,904	25,187	2,583	30,716
Machinery, vehicles, tools, furniture and fixtures	9,321	572	572	9,321	5,996	742	3,324
Land	21,726	-	34	21,691	-	-	21,691
Leased assets	1,311	204	94	1,420	922	224	498
Construction in progress	79	444	29	495	-	-	495
Total property, plant and equipment	86,399	3,264	830	88,834	32,107	3,549	56,727
Intangible assets							
Software	6,390	976	67	7,300	2,559	1,021	4,740
Software in progress	730	1,002	202	1,531	-	-	1,531
Other	1,376	-	-	1,376	487	76	888
Total intangible assets	8,497	1,979	269	10,208	3,047	1,098	7,160
Long-term prepaid expenses	690	59	249	499	–	–	499

Notes: 1. The balances at the beginning and end of the period are stated at cost.
2. Buildings and Machinery, vehicles, tools, furniture and fixtures increased by 1,277 million yen and 287 million yen, respectively, as a result of the relocation of the head office.
3. Software increased by 480 million yen due to acceptance and inspection of the construction management system.
4. Software in progress increased by 866 million yen due to upgrading of the construction management system.
5. Long-term prepaid expenses relate to the attribution of expenses to accounting periods and differ in nature from depreciable assets. Accordingly, they are not included in “Accumulated depreciation or amortization at end of period” and “Depreciation/Amortization.”

Detailed schedule of provisions

(Millions of yen)

Account	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period
Allowance for doubtful accounts	3,214	1,998	-	5,212
Provision for loss on construction contracts	1,307	614	639	1,282
Provision for bonuses	3,556	4,024	3,556	4,024
Provision for warranties for completed construction	17	13	17	13
Provision for share-based payments	391	140	148	383
Provision for retirement benefits	5,731	323	114	5,941

(2) Components of major assets and liabilities

This information is omitted because the MIRAIT Group has prepared the consolidated financial statements.

(3) Other information

Not applicable.

VI. Outline of Share-related Administration of Reporting Company

<table>
<tr><td>Fiscal Year</td><td>From April 1 to March 31 of the following year</td></tr>
<tr><td>Ordinary General Meeting of Shareholders</td><td>June</td></tr>
<tr><td>Record date</td><td>March 31</td></tr>
<tr><td>Record date for dividend of surplus</td><td>March 31 and September 30</td></tr>
<tr><td>Number of shares constituting one unit</td><td>100 shares</td></tr>
<tr><td>Purchase or additional purchase of shares of less than one unit

Handling office

Shareholder register administrator

Forwarding office

Purchase or additional purchase fee</td><td>

(Special account)
- Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-4-5, Marunouchi, Chiyoda-ku, Tokyo
(Special account)
- Mitsubishi UFJ Trust and Banking Corporation 1-4-5, Marunouchi, Chiyoda-ku, Tokyo
–

Separately specified amount equivalent to share trading brokerage fees</td></tr>
<tr><td>Method of public notice</td><td>The Company gives public notices in a digital format. However, if a digital format is not possible due to accidents or other unavoidable circumstances, public notices will be published in The Nihon Keizai Shimbun.
Digital public notices are posted on the Company’s website at https://www.mirait- one.com/.</td></tr>
<tr><td>Special benefits for shareholders</td><td>The Company offers shareholder benefits to all shareholders holding at least 100 shares of the Company’s shares and are recorded under an identical shareholder number on the shareholder registry for 1 year or more as at the end of each fiscal year (March 31), based on the following criteria.
<table>
<tr><th>Number of shares held</th><th>Duration of shareholding</th><th>Benefits</th></tr>
<tr><td>100 shares or more</td><td>1 year or more*</td><td>An electronic money or QUO Card worth 1,000 yen or 1 kg of MIRAIT ONE rice (by lottery, limited to 600 shareholders who opted for web-based application) or a donation of comparable value to a social contribution organization</td></tr>
<tr><td>500 shares or more</td><td>1 year or more*</td><td>An electronic money or QUO Card worth 2,000 yen or 1 kg of MIRAIT ONE rice (separately from the above) (by lottery, limited to 100 shareholders who opted for web-based application) or a donation of comparable value to a social contribution organization</td></tr>
<tr><td rowspan="2">1,000 shares or more</td><td>1 year to less than 3 years*</td><td>An electronic money or QUO Card worth 3,000 yen or 1 kg of MIRAIT ONE rice (separately from the above) (by lottery, limited to 50 shareholders who opted for web-based application) or a donation of comparable value to a social contribution organization</td></tr>
<tr><td>3 years or more**</td><td>An electronic money or QUO Card worth 4,000 yen or 5 kg of MIRAIT ONE rice (by lottery, limited to 210 shareholders who opted for web-based application) or a donation of comparable value to a social contribution organization</td></tr>
</table>
Notes: 1. Duration of shareholding shall be determined as of March 31 of each year.
* Holding for 1 year or more refers to a recording of at least three consecutive times as holding at least 100 shares of the Company’s shares under an identical shareholder number on the shareholder registry as of September 30 and March 31 of each year.
** Holding for 3 years or more refers to a recording of at least seven consecutive times as holding at least 100 shares of the Company’s shares under an identical shareholder number on the shareholder registry as of September 30 and March 31 of each year.
2. If the shareholder number changes due to inheritance or removal from the shareholder registry, the duration of shareholding will be determined on the basis of the shareholder number after the change.
3. Electronic money includes the following nine types: PayPay Money Lite, d POINT, Ponta Point Code, Amazon Gift Card, WAON POINT e GIFT, nanaco Gift, Apple Gift Card, V point, and au PAY Gift Card.
4. Shareholder benefit information and application form will be enclosed with the notice of an ordinary general meeting of shareholders to be sent to shareholders.</td></tr>
</table>

Note: A shareholder of the Company may not exercise any rights other than those listed below with respect to shares of less than one unit held by such shareholder:

- Rights which cannot be restricted even by the Articles of Incorporation under laws and regulations
- Rights to receive allocation of shares for subscription and allocation of share acquisition rights for subscription in proportion to the number of shares held by the shareholder
- Rights to request the Company to sell the number of shares that will, together with the number of shares of less than one unit held by the shareholder, constitute one unit of shares

VII. Reference Information of Reporting Company

1. Information on Parent Company, etc. of Reporting Company

The Company does not have a parent company, etc., as prescribed in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2. Other Reference Information

(1) Documents filed by the Company from the beginning of this fiscal year until the filing date of this Annual Securities Report

From the beginning of this fiscal year until the filing date of this Annual Securities Report, the Company filed the following documents:

1) Annual Securities Report, documents attached thereto and Confirmation Letter

Filed for the 15th fiscal year (from April 1, 2024 to March 31, 2025) with the Director-General of the Kanto Local Finance Bureau on June 23, 2025

2) Internal Control Report and documents attached thereto

Filed for the 15th fiscal year (from April 1, 2024 to March 31, 2025) with the Director-General of the Kanto Local Finance Bureau on June 23, 2025

3) Semi-annual Securities Reports and Confirmation Letters

Filed for the first half of the 16th fiscal year (from April 1, 2025, to September 30, 2025) with the Director-General of the Kanto Local Finance Bureau on November 13, 2025.

4) Extraordinary Reports

Filed the Extraordinary Report pursuant to the provisions of Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Order on Disclosure of Corporate Affairs (results of exercise of voting rights at a general meeting of shareholders) with the Director-General of the Kanto Local Finance Bureau on June 26, 2025.

Filed the Extraordinary Report pursuant to the provisions of Article 19, Paragraph 2, Item 7-3 of the Cabinet Office Order on Disclosure of Corporate Affairs (absorption-type merger) with the Director-General of the Kanto Local Finance Bureau on May 12, 2026.

5) Share Buyback Reports

Filed with the Director-General of Kanto Local Finance Bureau on July 3, 2025; August 5, 2025; September 3, 2025; October 3, 2025; and June 3, 2026.

6) Shelf Registration Statement (Corporate Bonds) and documents attached thereto

Filed with the Director-General of Kanto Local Finance Bureau on April 10, 2026.

7) Amendment to Shelf Registration Statement (Corporate Bonds)

Filed with the Director-General of Kanto Local Finance Bureau on May 12, 2026.

(2) Ratio of women in managerial positions, rate of parental leave taken by male employees, and gender wage gap

Ratio of women in managerial positions, rate of parental leave taken by male employees, and gender wage gap in consolidated subsidiaries excluding major consolidated subsidiaries are as follows:

Fiscal year ended March 31, 2026					
Name	Ratio of women in managerial positions (%) (Notes 1, 2)	Rate of parental leave taken by male employees (%) (Notes 1, 2)	Gender wage gap (%) (Notes 1, 2, 3)		
			All employees	Regular employees	Part-time and fixed-term employees
AST-ENG Corp.	2.6	33.3	67.1	83.1	68.6
Kinki Denki Corp.	0	0	46.4	48.4	50.1
Koyo Engineering Co., Ltd.	0	75.0	59.0	58.4	16.4
COTONET ENGINEERING Co., Ltd.	8.6	50.0	74.8	79.5	90.4
Comlead Co., Ltd.	18.2	-	89.7	88.7	116.7
SINKO ELECTRIC CORP.	7.4	100	86.3	85.3	62.1
Nissetsu Co., Ltd.	3.5	0	66.7	72.6	40.6
MIRAIT Mobile East Co., Ltd.	0.9	66.7	71.5	74.5	60.4
MIRAIT Mobile West Co., Ltd.	2.6	66.7	67.4	79.1	98.2
MIRAIT ONE NEXT Corporation	4.7	100	69.9	68.8	84.8
MIRAIT ONE BUSINESS PARTNERS Corporation	15.7	50.0	84.5	75.2	90.7
Meisei Correspondence Co., Ltd.	0	0	75.6	75.7	83.0
Lapisnet Co., Ltd.	2.7	-	93.4	108.6	76.5
Libnet Co., Ltd.	42.9	-	57.8	65.7	72.6
TTK ENG Fukushima Co., Ltd.	8.3	50.0	71.2	64.7	84.2
TTK ENG Miyagi Co., Ltd.	0	100	99.2	101.1	117.6
TTK ENG Yamagata Co., Ltd.	0	100	70.2	90.6	90.2
HOKUBU Co., Ltd.	11.8	100	94.1	84.4	92.9
SOLCOMMEISTER Co., Ltd.	0	100	82.0	76.9	86.2
STK Techno Corporation	0	66.7	57.6	53.5	70.1
ACTIS Co., Ltd.	5.7	100	81.9	82.9	64.1
CREiST Inc.	5.0	-	75.8	74.9	-
Trust System Corporation	2.6	40.0	86.1	87.4	51.3
Kokusai Data Production Center Co., Ltd.	8.0	-	59.5	82.1	73.5

Fiscal year ended March 31, 2026					
Name	Ratio of women in managerial positions (%) (Notes 1, 2)	Rate of parental leave taken by male employees (%) (Notes 1, 2)	Gender wage gap (%) (Notes 1, 2, 3)		
			All employees	Regular employees	Part-time and fixed-term employees
SOLCOM Co., Ltd. (whose name was changed to KKC SOLCOM Co., Ltd. on April 1, 2026)	0	33.3	79.0	82.0	67.1
Meiji Consultant co., ltd.	6.8	0	80.3	78.5	58.3

Notes: 1. Figures are calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. The ratio of women in managerial positions is as of March 31, 2026, and the rate of parental leave taken by male employees and the gender wage gap are the actual results for the fiscal year ended March 31, 2026. The data includes individuals seconded from the subject company to other companies, and excludes those seconded from other companies to the subject company.

3. Wages are calculated inclusive of base salary, overtime compensation, bonuses, etc., and exclusive of retirement allowance, commuting allowance, etc.
Part-time and fixed-term employees include fixed-term contract employees, temporary employees, and part-timers.
Wages for part-timers are calculated based on actual wages paid, not converted to full-time equivalents.

Part 2. Information on Guarantor of Reporting Company

Not applicable.

Independent Auditor's Report on the Financial Statements and Internal Control Over Financial Reporting

June 19, 2026

To the Board of Directors of MIRAIT ONE Corporation

KPMG AZSA LLC

Tokyo Office, Japan

Designated Limited Liability Partner, Engagement Partner	Certified public accountants Ryoichi Isashi
Designated Limited Liability Partner, Engagement Partner	Certified public accountants Fumitaka Otani

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of MIRAIT ONE Corporation (the "Company") and its consolidated subsidiaries (collectively referred to as the "Group") provided in the "Financial Information" section of the Company's Annual Securities Report, which comprise the consolidated balance sheets as at March 31, 2026, the consolidated statements of income and comprehensive income, changes in net assets and cash flows for the year then ended, and notes, comprising significant accounting policies, other explanatory information and supplementary schedules, in accordance with Article 193-2 (1) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2026, and its consolidated financial performance and cash flows for the year then ended, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the "*Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*" section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current fiscal year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Reasonableness of estimated total costs of contracted work with revenue recognized over time	
The key audit matter	How the matter was addressed in our audit
As described in "Significant accounting estimates, 1. Net sales recognized over time" in the Notes to Consolidated Financial Statements, net sales recognized over time in the fiscal year ended March 31, 2026 amounted to 234,181 million yen, which accounted for 38.9% of total consolidated net sales. As described in "Significant accounting policies for preparation of consolidated financial statements, 4. Disclosure of accounting policies, (5) Accounting policy for recognition of significant revenues and expenses" in the Notes to Consolidated Financial Statements, except for construction contracts and custom software development contracts with a very short period of time between the transaction commencement date and the time when the performance obligation is expected to be fully satisfied, the Group determines that contracted work for which progress toward complete satisfaction of performance obligations can be reasonably estimated constitutes performance obligations satisfied over time and recognizes revenue based on such progress. The progress of the work is measured for each contract based on the proportion of costs incurred to satisfy performance obligations by the end of the period to total costs. A reasonable estimate of contracted work progress requires a reasonable estimate of total costs. However, as the basic specifications and work details are determined according to the customer's instructions, contracted work is highly project-specific and the type and amount of costs expected to be incurred vary depending on the individual contracted work. Moreover, timely and appropriate revisions to total costs are complex due to factors such as changes in specifications of ongoing contracted work, fluctuations in material and subcontracting costs and labor unit costs, and extensions resulting from delays. Accordingly, in preparing and revising the project budget, which is used as the basis for estimating the total costs, it is difficult to exercise judgment based on uniform criteria, and professional judgment is required for each individual contracted work. As a result, the estimate of total costs involves a high level of uncertainty. We, therefore, determined that our assessment of the reasonableness of estimated total costs of contracted work with revenue recognized over time was of most significance in our audit of the consolidated financial statements for the current fiscal year, and accordingly, a key audit matter.	In order to assess the reasonableness of estimated total costs of contracted work with revenue recognized over time, we performed the following procedures: (1) Internal control testing We tested the design and operating effectiveness of certain of the Company's internal controls relevant to the process of managing a project budget. In this assessment, we focused our testing on the following controls: ● Controls to approve the project budget based on the Rules of Responsibility and Authority ● Controls to confirm that changes in circumstances after the start of work are timely and appropriately reflected in the project budget (2) Assessment of the reasonableness of the estimated total costs In order to assess the reasonableness of the estimated total costs and the timeliness and appropriateness of revisions to the project budget, we: ● assessed the accuracy of the revised project budget by analyzing the reasons for the differences in the estimated total costs for contracted work that had undergone significant changes from the initial budget; ● inspected the minutes of various meetings and inquired of responsible divisions and departments to confirm that no events requiring reflection in the estimated total costs had occurred; ● conducted a trend analysis of profit and loss for each period, inquired of project managers about the causes of significant fluctuations in profit and loss for contracted work, and compared the estimated costs with supporting documents from vendors, including estimates of material and subcontracting costs, that served as the basis for the estimated costs; and ● identified contracted work that deviated from the standard range established using a data analysis method based on the period progress rates and the cost progress rates of past contracted work, and assessed whether the project budgets were updated timely and appropriately by inquiring of project managers about any changes in circumstances that required revisions to the project budget and verifying the consistency with the latest process chart.

Other Information

The other information comprises the information included in the Annual Securities Report, but does not include the consolidated financial statements, financial statements, and our auditor's reports thereon. Management is responsible for preparing and presenting the other information. The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of their duties with regard to the design, implementation, and maintenance of the Group's reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit and Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of their duties, including the design, implementation, and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. The audit procedures to be selected and applied depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the financial information of the Group to provide a basis for our opinion thereon. We are responsible for the direction, supervision, and review of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the provisions of the Code of Professional Ethics in Japan regarding independence, and communicate with the Committee all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, details of measures for eliminating obstruction factors or details of safeguards in place for reducing obstruction factors to an acceptable range.

From the matters communicated with the Audit and Supervisory Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current fiscal year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Audit of the Internal Control Report

Opinion

We have also audited the accompanying internal control report of the Company as of March 31, 2026, in accordance with Article 193-2(2) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying internal control report, which states that the Company's internal control over financial reporting was effective as at March 31, 2026, presents fairly, in all material respects, the results of the assessments of internal control over financial reporting in accordance with assessment standards for internal control over financial reporting generally accepted in Japan.

Basis for Opinion

We conducted our audit of the internal control report in accordance with auditing standards for internal control over financial reporting generally accepted in Japan. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Internal Control Report" section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Audit and Supervisory Committee for the Internal Control Report

Management is responsible for the design and operation of internal control over financial reporting, and the preparation and fair presentation of the internal control report in accordance with the assessment standards for internal control over financial reporting generally accepted in Japan.

The Audit and Supervisory Committee is responsible for overseeing and examining the design and operation of internal control over financial reporting.

Internal control over financial reporting may not completely prevent or detect financial statement misstatements.

Auditor's Responsibilities for the Audit of the Internal Control Report

Our objectives are to obtain reasonable assurance about whether the internal control report is free from material misstatement based on our audit of the internal control report and to issue an auditor's report that includes our opinion from an independent point of view.

As part of our audit in accordance with auditing standards for internal control over financial reporting generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Perform procedures to obtain audit evidence about the results of the assessments of internal control over financial reporting in the internal control report. The procedures for the audit of the internal control report are selected and performed, depending on the auditor's judgment, based on the significance of the effect on the reliability of financial reporting.
- Evaluate the overall presentation of the internal control report, including the appropriateness of the scope, procedures, and results of the assessments that management presents.
- Plan and perform the audit of the internal control in order to obtain sufficient and appropriate audit evidence about the results of the assessments of internal control over financial reporting in the internal control report. We are responsible for the direction, supervision, and review of the audit of the internal control report. We remain solely responsible for our audit opinion.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of our audit of the internal control report, the results thereof, material weaknesses in internal control identified during our audit, those that were remediated, and other matters required by auditing standards for internal control.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the provisions of the Code of Professional Ethics in Japan regarding independence, and communicate with the Committee all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, details of measures for eliminating obstruction factors or details of safeguards in place for reducing obstruction factors to an acceptable range.

Information Regarding Fees

Fees for audit certification services and fees for non-audit services of the Company and its subsidiaries paid to person(s) who belong to KPMG AZSA LLC or the same network of KPMG AZSA LLC are stated in "IV. Information about Reporting Company, 4. Corporate Governance, (3) Audits."

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its engagement partners do not have any interest in the Group, which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes: 1. The original copy of the above Independent Auditor's Report is in the custody of the Company, the filing company of this Annual Securities Report.

2. The XBRL data is not included in the scope of the audit.

Independent Auditor ’s Report

June 19, 2026

To the Board of Directors of MIRAIT ONE Corporation

KPMG AZSA LLC

Tokyo Office, Japan

Designated Limited Liability Partner, Engagement Partner	Certified public accountants Ryoichi Isashi
Designated Limited Liability Partner, Engagement Partner	Certified public accountants Fumitaka Otani

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of MIRAIT ONE Corporation (the “Company”) for the 16th fiscal year from April 1, 2025 to March 31, 2026 provided in the “Financial Information” section in the Company’s Annual Securities Report, which comprise the balance sheet, the statement of income, the statement of changes in net assets, and notes, comprising significant accounting policies, other explanatory information and supplementary schedules, in accordance with Article 193-2 (1) of the Financial Instruments and Exchange Act of Japan.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2026, and its financial performance for the year then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the “Auditor’s Responsibilities for the Audit of the Financial Statements” section of our report. We are independent of the Company in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current fiscal year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Reasonableness of estimated total costs for construction contracts with revenue recognized over time
As described in “Significant accounting estimates, 1. Net sales of completed construction contracts recognized over time” in the Notes to Financial Statements, net sales of completed construction contracts recognized over time in the fiscal year ended March 31, 2026, amounted to 48,188 million yen, which accounted for 20.8% of total net sales. We determined that our assessment of the reasonableness of estimated total costs for construction contracts with revenue recognized over time was of most significance in our audit of the financial statements for the current fiscal year, and accordingly, a key audit matter. However, we omit the descriptions of the key audit matter and how the matter was addressed in our audit to be provided in our auditor’s report on the financial statements as they are substantially the same as those described for the key audit matter, “Reasonableness of estimated total costs of contracted work with revenue recognized over time” in our auditor’s report on the consolidated financial statements.

Other Information

The other information comprises the information included in the Annual Securities Report, but does not include the consolidated financial statements, financial statements, and our auditor's reports thereon. Management is responsible for preparing and presenting the other information. The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of their duties with regard to the design, implementation, and maintenance of the Company's reporting process for the other information.

Our opinion on the financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit and Supervisory Committee for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in Japan, and for designing, implementing, and maintaining such internal control as management determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of their duties, including the design, implementation, and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. The audit procedures to be selected and applied depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements are in accordance with accounting principles generally accepted in Japan, the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the provisions of the Code of Professional Ethics in Japan regarding independence, and communicate with the Committee all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, details of measures for eliminating obstruction factors or details of safeguards in place for reducing obstruction factors to an acceptable range.

From the matters communicated with the Audit and Supervisory Committee, we determine those matters that were of most significance in the audit of the financial statements of the current fiscal year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Information Regarding Fees

Information regarding fees is stated in the audit report for the consolidated financial statements.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its engagement partners do not have any interest in the Company, which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes: 1. The original copy of the above Independent Auditor's Report is in the custody of the Company, the filing company of this Annual Securities Report.

2. The XBRL data is not included in the scope of the audit.

[Cover]

[Document Filed]	Internal Control Report
[Applicable Law]	Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act of Japan
[Filed with]	Director-General, Kanto Local Finance Bureau
[Filing Date]	June 22, 2026
[Company Name]	MIRAIT ONE Corporation
[Company Name in English]	MIRAIT ONE Corporation
[Title and Name of Representative]	Hidemune Sugahara, President and CEO
[Title and Name of CFO]	Takaaki Mitsuya, Director and CFO
[Address of Head Office]	2-2-3 Toranomon, Minato-ku, Tokyo
[Place Where Available for Public Inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabutocho, Chuo-ku, Tokyo)

1. Matters Related to the Basic Framework of Internal Control over Financial Reporting

Hidemune Sugahara, President and Takaaki Mitsuya, CFO, are responsible for the design, implementation and maintenance of the Company's internal control over financial reporting, and design, implement and maintain internal control over financial reporting in accordance with the basic framework of internal control stated in "On the Revision of the Standards and Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting (Council Opinions)" published by the Business Accounting Council.

Internal control aims at achieving its objectives to a reasonable extent with the organized and integrated function of individual components as a whole. Therefore, internal control over financial reporting may not fully prevent or detect misstatements in financial reporting.

2. Matters Related to the Scope of Assessment, Base Date, and Assessment Procedures

Management assessed internal control over financial reporting at the end of the fiscal year ended March 31, 2026, as the base date in accordance with the generally accepted assessment standards for internal control over financial reporting.

In assessing such internal control, management first assessed internal control significantly affecting overall consolidated financial reporting (company-level controls), and based on the results of such assessment, management selected business processes to be assessed. In assessing the business processes, management first analyzed the selected business processes, identified key controls significantly affecting the reliability of financial reporting, and assessed the design, implementation and maintenance of the key controls, thereby assessing the effectiveness of internal control.

Management determined the scope of assessment of internal control over financial reporting to the extent necessary from the viewpoint of the significance of effects on the reliability of financial reporting for the Company, its consolidated subsidiaries and entities accounted for using the equity method.

Management determined the significance of effects on the reliability of financial reporting in consideration of quantitative and qualitative effects as well as the likelihood of their occurrence. Based on the results of the assessments of the company-level controls covering the Company and its 28 consolidated subsidiaries, management reasonably determined the scope of assessment of internal control over business processes.

Management deemed that the consolidated subsidiaries and entities accounted for using the equity method, other than the Company and its 28 consolidated subsidiaries, do not have a significant impact on financial reporting and therefore excluded them from the scope of assessment of the company-level controls.

In determining the scope of assessment of internal control over business processes, management considered that the profit margins across the Group's multiple businesses showed no large discrepancies, and deemed net sales to be an appropriate criterion for assessing the significance of business locations. Accordingly, management used net sales as the criterion for selecting significant business locations. Specifically, management selected 12 business divisions of the Company and its seven major consolidated subsidiaries as significant business locations, whose net sales for the fiscal year ended March 31, 2025, accounted for appropriately two-thirds of consolidated net sales for the fiscal year ended March 31, 2025, when being added up in descending order of amount (after the elimination of transactions between consolidated companies). For the selected business locations, management included business processes in the scope of assessment, which are important for assessing the operating results, financial position and other financial performance of the main businesses and impact the accounts that are closely associated with the Company's business objectives, that is, net sales, notes receivable, accounts receivable from completed construction contracts and other, and costs on construction contracts in progress. For the selected business locations and any other business locations, management individually added business processes relating to significant accounts that have a high likelihood of material misstatements and involve estimates and forecasts, as these processes have a significant impact on financial reporting in the scope of assessment. Specifically, management added business processes relating to provision for loss on construction contracts, tax effect accounting, provision for retirement benefits, and goodwill valuation in the scope of assessment.

3. Matters Related to the Results of Assessments

As a result of the assessments above, management concluded that as of March 31, 2026, the Company's internal control over financial reporting is effective.

4. Supplementary Matters

Not applicable.

5. Special Notes

Not applicable.