

Please note that the following is an English translation of the original Japanese version of the Notice of the 51st Annual General Meeting of Shareholders, Guidance on Exercising Voting Rights and Reference Documents for the General Meeting of Shareholders, prepared only for the convenience of shareholders residing outside Japan. In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.

Matters to Be Provided Electronically for the 51st Annual General Meeting of Shareholders

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(From January 1, 2025 to December 31, 2025)

DENTSU SOKEN INC.

The above matters are not provided in the documents to be issued to shareholders who have made a request for delivery of such documents (stating the matters to be provided electronically), pursuant to the provisions of laws and regulations and the Company's Articles of Incorporation.

Business Report

2. (6) Systems to Secure the Properness of Business Activities and the Status of Implementation of the Systems

1. Systems to secure the properness of business activities

The Company has established the following basic policy regarding the “systems necessary to ensure that the execution of the duties by the directors complies with the laws and regulations and the articles of incorporation, and other systems prescribed by Ministry of Justice Order as systems necessary to ensure the properness of operations of a Stock Company and operations of group of enterprises consisting of the Stock Company and its Subsidiary Companies.”

1) System to operate and improve the internal control system

The operation and improvement of the internal control system of the Company and its subsidiaries (the “Group”) shall be directed by the Management Council.

2) Compliance system for Directors and employees

The Company shall designate the Dentsu Group Code of Conduct, together with Our Declaration of Conduct, which sets forth the Group’s standards of conduct, as the common code of conduct that must be observed to ensure that the execution of business operations by the Group’s Directors and employees complies with laws and regulations and the Articles of Incorporation and that business operations are executed properly.

Directors of the Company shall execute business operations appropriately in accordance with the regulations concerning the Board of Directors, the regulations concerning the Management Council, and the regulations concerning Directors. Any violation of laws and regulations or the Articles of Incorporation, or any other significant compliance-related incident discovered within the Group, shall be reported without delay to the Board of Directors or the Management Council and promptly reported to the Audit & Supervisory Committee.

To institute a compliance system for the Group’s employees, the relevant departments and committees shall establish internal regulations, while the Internal Audit Department, which reports directly to the Representative Director, shall conduct internal audit. In addition, the Compliance Committee shall be established to oversee the Group’s code of conduct and related matters.

The Group shall participate in the Dentsu Group’s internal reporting system while also maintaining, enhancing, and appropriately operating its own internal reporting system. When employees of the Group submit reports or seek consultation through these systems, the matter shall be promptly communicated to the Audit & Supervisory Committee as necessary.

If the Audit & Supervisory Committee issues opinions or requests improvements regarding the Group’s compliance system, the Directors shall respond without delay and take steps to make the necessary improvements.

The Group shall have no relationship with antisocial forces or organizations. Should unreasonable demands be made, the Group shall cooperate with the police and other relevant authorities and shall respond firmly and resolutely, without yielding to such demands.

3) System to enhance the efficiency of Directors' execution of business operations

The Company shall, in principle, hold Board of Directors meetings once a month and Management Council meetings once a week, to determine significant management matters and supervise the execution of business operations.

By delegation of authority from the Management Council, the Company shall also establish various committees and other related bodies, headed in principle by Directors, to deliberate on, determine, and take other necessary measures regarding matters related to the execution of business operations within the scope of the delegated authority.

Matters decided by the Board of Directors, the Management Council, various committees, and other related bodies shall be immediately communicated by the respective Directors to the relevant department heads as instructions. These decisions shall be swiftly disseminated through the organizational hierarchy, as well as through the internal electronic bulletin board system and other related platforms, as necessary.

4) System to store and manage information regarding Directors' execution of business operations

The Company shall appropriately store and manage information related to the execution of business operations by Directors in accordance with laws and regulations, as well as the regulations concerning the Board of Directors, the regulations concerning document management, the regulations concerning information management, and other internal regulations.

5) System to manage risks

The Company shall establish the regulations concerning risk management and develop response plans for material risks associated with its business activities to prevent such risks from occurring and minimize their impact should they arise. The Company shall also actively support the operation and improvement of risk management systems at its subsidiaries.

Specific risk management initiatives shall be undertaken primarily by the Sustainability Promotion Conference, chaired by the President, and the departments that manage individual risks.

The Sustainability Promotion Conference shall periodically review the identification and assessment of the Company's material risks to ensure the effectiveness of risk management activities, while overseeing the implementation status of risk response plans by the departments that manage individual risks. It shall also receive reports on material risks from subsidiaries and oversee the implementation status of their risk response plans.

The departments managing individual risks shall develop and implement a response plan for the relevant risks under the direction of the Sustainability Promotion Conference.

6) Organization assisting the Audit & Supervisory Committee in its duties, its independence, and the effectiveness of its instructions

The Company shall establish the Audit & Supervisory Committee Secretariat as an organization of employees who assist the Audit & Supervisory Committee in its

duties and shall assign personnel to this office. The Audit & Supervisory Committee shall ensure the independence of the Audit & Supervisory Committee Secretariat from Directors by retaining both the authority to direct and instruct the employees who assist the office in its duties and the authority to approve transfers, performance evaluations, disciplinary actions, and other related matters concerning such employees.

- 7) System to report to the Audit & Supervisory Committee and ensure the effectiveness of audit

Directors and employees of the Group shall promptly report to the Audit & Supervisory Committee in accordance with laws and regulations and internal regulations when they discover or receive reports of incidents that could significantly impact the Company's reputation, financial performance, and other related matters, any instances of non-compliance with laws and regulations, the Articles of Incorporation, and internal regulations or other rules, and any improper acts or similar conduct. No person who makes a report to the Audit & Supervisory Committee shall be subjected to any disadvantageous treatment for having made a report.

Audit & Supervisory Committee Members shall attend Board of Directors meetings and actively participate in other key meetings and committees they consider necessary to grasp the decision-making process and the execution of duties by the Directors. They shall also hold regular meetings with the President and Representative Director to exchange views on significant audit issues and other related matters. Additionally, they shall meet regularly with audit & supervisory board members and other personnel of Group companies to collaborate as needed in conducting audits for the Group.

Audit & Supervisory Committee Members may request reports from Directors and employees as necessary and inspect relevant materials. If necessary, they may also consult specialists, such as accounting auditor or attorneys at law, in conducting audit, and the Company shall bear any expenses necessary for the execution of their duties, including fees for such specialists.

- 8) Internal control system for the corporate group, including the parent and its subsidiaries

As a subsidiary belonging to the Dentsu Group of companies, the Company shall comply with the Dentsu Group Code of Conduct and contribute to the enhancement of the corporate value of the Dentsu Group.

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

The Company shall establish fundamental rules for managing subsidiaries under the regulations concerning the management of domestic subsidiaries and the regulations concerning the management of overseas subsidiaries and overseas associates and ensure their appropriate implementation. Furthermore, the Company shall actively support the operation and improvement of internal control systems at subsidiaries through the activities of the Management Council, the departments within the Company that oversee this matter, committees, and other related bodies, and promote these efforts in cooperation with the subsidiaries.

Subsidiaries shall hold meetings of the board of directors and meetings of executives at appropriate intervals in accordance with their size and business characteristics to determine significant management matters and oversee the execution of business operations. Matters decided at meetings of the board of directors and similar forums shall be swiftly disseminated through the organizational hierarchy, as well as through the internal electronic bulletin board system and other related platforms, as necessary.

9) System to ensure the appropriateness of financial reporting

Under the direction of the Management Council, the Company shall maintain a mechanism to ensure the appropriateness of financial reporting in accordance with the size and business characteristics of each Group company. The Internal Audit Department shall conduct periodic independent evaluations to determine whether internal controls related to financial reporting are appropriately maintained and operated. The Company shall also be subject to audit by external auditors.

Note: Details of the “systems to secure the properness of business activities” discussed above were current as of the end of the fiscal year under review.

For the latest information, please refer to the Company website below:

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

2. Overview of the status of implementation of systems to secure the properness of business activities

The Company strives to develop, improve, and appropriately operate its internal control system. An overview of the implementation status for the fiscal year under view (from January 1, 2025 to December 31, 2025) is as follows.

1) Director’s execution of business operations

The Company held 12 Board of Directors meetings and 49 Management Council meetings to determine matters stipulated by laws and regulations, the Articles of Incorporation, and other rules, as well as significant management matters. It also supervised the execution of business operations from the standpoint of compliance with laws and regulations and the Articles of Incorporation, as well as the properness of operations. Furthermore, by delegation of authority from the Management Council, the Company established various committees and other related bodies to deliberate on and determine matters related to the execution of business operations.

2) Execution of duties by Audit & Supervisory Committee Members

Audit & Supervisory Committee Members, including Outside Audit & Supervisory Committee Members, conduct audit based on the audit plan established by the Audit & Supervisory Committee. They also attend key gatherings, such as Board of Directors meetings, as well as meetings of various committees and other forums, to grasp the decision-making process of Directors and the execution of business operations. The Audit & Supervisory Committee held 12 meetings. It also held 13 meetings with the President and Representative Director to exchange views on significant audit issues and other related matters. In addition, the committee meets with audit & supervisory board members and other personnel of Group companies to collaborate in conducting audits for the Group.

3) Compliance system

The Company has established the Compliance Committee under the Sustainability Promotion Conference to oversee the Group's code of conduct and other related matters and strengthen the compliance system for the entire Group. The Group also participates in the Compliance Line, the Dentsu Group's internal reporting system, and operates its own internal reporting system, the Ethics Hotline. When reports are received through these systems, they are promptly communicated to the full-time Audit & Supervisory Committee Members.

In addition, the Group conducts rigorous credit reviews of its business partners to ensure that it has no relationship with antisocial forces, and its transaction contracts and related documents include provisions regarding the exclusion of antisocial forces.

4) System to manage risks

The Company ensures the effectiveness of its risk management activities by having the Sustainability Promotion Conference identify and assess material risks and having departments managing such risks create and implement risk response plans. Regarding material risks for subsidiaries, the Sustainability Promotion Conference oversees the status of risks and the implementation of response plans, among other measures, actively supporting the operation and improvement of their risk management systems.

5) System to ensure the appropriateness of financial reporting

Under the direction of the Management Council, the Company maintains and operates an internal control system for ensuring the appropriateness of financial reporting in accordance with the size and business characteristics of each Group company. The Internal Audit Department conducts periodic independent evaluations based on its internal audit plan to determine whether internal controls related to financial reporting are appropriately maintained and operated. The results are subject to audit by external auditors.

<Reference> Basic approach regarding corporate governance

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

Based on this basic approach, the Company has established our basic policy on corporate governance as the "DENTSU SOKEN Corporate Governance Policy." The Board of Directors works to enhance corporate governance by reviewing policies as related laws and regulations are revised, and the social and economic business environment changes.

This policy is posted on the Company website below:

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

Consolidated Statement of Changes in Equity

(From January 1, 2025, to December 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	8,180	15,270	66,858	(389)	89,920
Changes during period					
Dividends of surplus			(7,298)		(7,298)
Profit attributable to owners of parent			16,365		16,365
Purchase of treasury shares				(576)	(576)
Disposal of treasury shares		0		271	272
Net changes in items other than shareholders' equity					
Total changes during period	—	0	9,066	(304)	8,763
Balance at end of period	8,180	15,270	75,925	(693)	98,683

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	222	1,051	1,274	91,194
Changes during period				
Dividends of surplus				(7,298)
Profit attributable to owners of parent				16,365
Purchase of treasury shares				(576)
Disposal of treasury shares				272
Net changes in items other than shareholders' equity	104	96	201	201
Total changes during period	104	96	201	8,964
Balance at end of period	327	1,148	1,475	100,159

Notes to Consolidated Financial Statements

Notes on important matters forming the basis of preparation of consolidated financial statements

1. Scope of consolidation

(1) Consolidated companies

1) Number of consolidated subsidiaries: 14

2) Names of consolidated subsidiaries

The names of consolidated subsidiaries are as stated in “1. Current status of the corporate group, (6) Significant parent and subsidiaries, (iv) Significant subsidiaries” of the Business Report.

(2) Non-consolidated subsidiaries

Mitsue Cloud Working Inc. and three other companies

Non-consolidated subsidiaries are excluded from the scope of consolidation, because they are all small in scale, and any total amount in terms of their total assets, net sales and profit or loss (amount corresponding to the Company's ownership interest) as well as retained earnings (amount corresponding to the Company's ownership interest) and others does not significantly affect the consolidated financial statements.

2. Application of the equity method

(1) Entities accounted for using equity method

1) Number of entities accounted for using equity method: 4

2) Names of entities accounted for using equity method

The names of entities accounted for using equity method are as stated in “1. Current status of the corporate group, (6) Significant parent and subsidiaries, (v) Significant associates” of the Business Report.

(2) Entities not accounted for using equity method

Mitsue Cloud Working Inc. and three other companies

Non-consolidated subsidiaries not accounted for using equity method are excluded from the scope of the application of the equity method because such exclusion has an immaterial effect on the consolidated financial statements in terms of profit or loss (amount corresponding to the Company's ownership interest), retained earnings (amount corresponding to the Company's ownership interest) and others, and are not material as a whole.

(3) Fiscal year of entities accounted for using equity method

The fiscal year-end for entities accounted for using equity method Koozyt, Inc., FINOLAB Inc., and ACSiON, Ltd. is March 31, which differs from the consolidated balance sheet date. However, in preparing the consolidated financial statements, the Company has used as a basis non-consolidated financial statements prepared based on provisional settlement of accounts consistent with the final settlement of accounts as of consolidated balance sheet date.

3. Fiscal year, etc. of consolidated subsidiaries

None of the consolidated subsidiaries have a balance sheet date that differs from the consolidated balance sheet date.

4. Accounting policies

(1) Standards and methods for valuation of assets

1) Standards and methods for valuation of securities

Available-for-sale securities

Securities other than shares, etc. without market value

Stated at fair value based on the market value at the year end, etc.

(valuation differences are directly recorded in net assets, and the cost of sales is computed based on the moving-average method).

Shares, etc. without market value

Stated at cost using the moving average method.

2) Standards and methods for valuation of inventory

Merchandise and finished goods

Merchandise

Stated at cost using the moving average method

(the balance sheet values are measured with the method of devaluing book value based on declining profitability).

Finished goods

Stated at cost using the identified cost method

(the balance sheet values are measured with the method of devaluing book value based on declining profitability).

Raw materials and supplies

Stated at cost determined by the last purchase price.

(2) Depreciation or amortization method for non-current assets

1) Property, plant and equipment (excluding leased assets)

Depreciated using the declining-balance method (however, the straight-line method is used for buildings (excluding facilities) acquired on or after April 1, 1998, and for facilities attached to buildings and for structures acquired on or after April 1, 2016 by the Company and its domestic consolidated subsidiaries).

Major useful lives are as follows.

Buildings 8 to 38 years

Vehicles 4 to 6 years

Tools, furniture and fixtures 5 to 15 years

2) Intangible assets (excluding leased assets)

Software for commercial distribution

Amortized using the straight-line method based on the expected sales revenue (quantity) or expected validity period (within 3 years).

Software for internal use

Amortized using the straight-line method based on the useful life in the Company (within 5 years).

Customer-related intangible assets

Amortized using the straight-line method based on the period in which they are effective (10 years).

3) Leased assets

Amortized using the straight-line method based on the assumption that the useful lives are equivalent to the lease terms and the residual value is zero.

(3) Standards for recording provisions and allowances

1) Allowance for doubtful accounts

To prepare for bad debt expenses such as accounts receivable and loans receivable, an estimated uncollectable amount is provided at the amount estimated by either using the historical rate of credit loss for general receivables, or based on individual consideration of collectability for specific receivables such as highly doubtful receivables.

2) Provision for loss on orders received

For orders received from customers, where losses are expected to occur in the next fiscal year onwards due to performing the relevant order contracts, and where the amount of such losses can be reasonably estimated, the estimated amount of losses for the next fiscal year onwards is provided to prepare for potential losses.

3) Provision for share awards

To prepare for the payment of the Company's shares based on the stock compensation rules, a provision for share awards is recorded based on the estimated amount of stock benefit obligations at the end of the fiscal year under review.

(4) Accounting methods for retirement benefits

For certain consolidated subsidiaries, the following methods are applied.

1) Method of attributing expected retirement benefits to periods

In the calculation of retirement benefit obligations, expected retirement benefits are attributed to the period up to the end of the fiscal year under review on a benefit formula basis.

2) Method of amortizing actuarial gains and losses and past service cost

Actuarial gains and losses and past service cost are amortized at the time of occurrence.

(5) Method and period for amortization of goodwill

Goodwill is amortized evenly over a reasonable period not exceeding 20 years, determined for each individual case based on the period required for the investment effect to materialize.

(6) Basis for recognizing revenue and expenses

The main performance obligations under contracts with customers in the Company's key business are as follows:

(Consulting services)

Providing consulting services for business process reform and IT utilization.

(Custom system development)

Building systems based on individual customer requirements, and providing maintenance services for the built systems.

(In-house software)

Selling software independently planned and developed by the Group. Providing implementation support services, additional feature development services, and maintenance services for such software.

(Third-party software)

Selling software developed by domestic and international software vendors. Providing technical services such as requirements definition, implementation support, additional feature development, and user training, as well as maintenance services for such software.

(Outsourcing, operation and maintenance services)

Providing outsourcing services to undertake customers' business operations. Providing operation, maintenance, support, and information services for customer systems.

(IT equipment sales and others)

Selling hardware required in conjunction with the IT services provided by the Group, as well as software such as database software and middleware.

The normal time at which such performance obligations are satisfied (the normal time for recognizing revenues) is as follows.

Furthermore, for goods or services whose control is transferred over a period of time, the progress toward satisfying the performance obligation is estimated using either the output method or the input method.

In cases where the output method is used, revenue is recognized primarily based on the progress calculated according to the ratio of goods or services transferred to date to the remaining goods or services promised in the contract. In cases where the input method is used, revenue is recognized based on the progress calculated according to the ratio of actual costs incurred up to the end of the period to the estimated total costs.

(System development and in-house products and services)

System development and in-house products and services include consulting services, custom system development, in-house software, and outsourcing, operation and maintenance services.

Revenue from consulting services and custom system development is recognized primarily using the input method, while revenue from outsourcing, operation and maintenance services is recognized primarily using the output method.

In-house software includes performance obligations such as delivery and subscription-based provision of products, additional development, and provision of maintenance services, depending on the contract.

For product delivery, the Group has determined that control of the relevant product is transferred and the performance obligation is satisfied at the time of delivery to the customer, and revenue is recognized at the time of delivery.

For provision of subscription-based provision of products and maintenance services, revenue is recognized primarily using the output method. For additional development, revenue is recognized primarily using the input method.

(External products and equipment sales)

External products and equipment sales include third-party software and IT equipment sales and others. These include performance obligations such as delivery and subscription-based provision of products, additional development, and provision of maintenance services.

For product delivery, the Group has determined that control of the relevant product is transferred and the performance obligation is satisfied at the time of delivery to the customer, and revenue is recognized at the time of delivery.

For subscription-based provision of products and maintenance services, revenue is recognized primarily using the output method. For additional development, revenue is recognized primarily using the input method.

Note on changes in accounting policies

Application of the “Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules”

The Company has applied the “Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules” (Practical Solution No. 46, March 22, 2024) from the beginning of the fiscal year under review.

This change in accounting policies has no impact on the consolidated financial statements.

Notes on accounting estimates

1. Revenue recognition for custom software development, etc. where performance obligations are satisfied over a period of time

- (1) Amount recorded in the consolidated financial statements for the fiscal year under review 75,353 million yen

- (2) Information on details of significant accounting estimates pertaining to identified items

For revenue related to custom software development, etc., when the progress toward satisfying a performance obligation can be reasonably estimated, the Group records revenue by applying a method of recognizing revenue over a period of time based on that progress as the performance obligation is satisfied. The progress as of the end of the period is calculated based on the ratio of actual costs incurred up to the end of the period to the estimated total project costs.

Total cost estimates are reviewed in a timely and appropriate manner as the project progresses. However, they may fluctuate due to the high degree of individuality per contract, the increasing sophistication and complexity of customer requests, changes to system requirements during the development phase, changes to delivery dates, and others reasons, which could result in changes to the project's progress. Furthermore, these estimates are subject to uncertainty and may have a material impact on consolidated financial statements for the next fiscal year onwards.

2. Provision for loss on orders received

- (1) Amount recorded in the consolidated financial statements for the fiscal year under review 6 million yen

- (2) Information on details of significant accounting estimates pertaining to identified items

For orders received from customers, where losses are expected to occur in the next fiscal year onwards due to the estimated total cost exceeding the contract amount as a result of performing the relevant order contracts, and where the amount of such losses can be reasonably estimated, the estimated amount of losses for the next fiscal year onwards is recorded as a provision for loss on orders received to prepare for potential losses.

Total cost estimates may fluctuate due to the high degree of individuality per contract and unforeseeable increases in work hours at the time of initial estimation, stemming from the increasing sophistication and complexity of customer requests, changes to system requirements during the development phase, changes to delivery dates, and others reasons. Furthermore, these estimates are subject to uncertainty and

may have a material impact on consolidated financial statements for the next fiscal year onwards.

3. Valuation of non-current assets including goodwill and customer-related intangible assets

- (1) Amount recorded in the consolidated financial statements for the fiscal year under review

Goodwill	4,896 million yen
Customer-related intangible assets	2,770 million yen
Other non-current assets	84 million yen

- (2) Information on details of significant accounting estimates pertaining to identified items

Goodwill and customer-related intangible assets recorded as a result of business combinations are amortized evenly over the period required for their effect to materialize. However, in cases where there are indications of impairment in an asset group that includes goodwill, the total undiscounted future cash flows generated from the asset group must be compared with its carrying amount to assess whether an impairment loss should be recognized. If the results of the assessment indicate that an impairment loss should be recognized, the carrying amount is reduced to the recoverable value and the reduction in the carrying amount is recorded as an impairment loss.

During the fiscal year under review, profit or loss arising from the operating activities of Mitsue-Links Co., Ltd. has been consistently negative and there were signs of impairment. Accordingly, the Company determined whether there was a need to recognize an impairment loss. However, as a result of the recoverability test, the total amount of undiscounted future cash flows exceeds the book value. Therefore, an impairment loss has not been recognized.

The estimation of undiscounted future cash flows is based on business plans, and the major assumptions of these plans are the growth in net sales and the increase in personnel and outsourcing expenses. These assumptions carry a high degree of uncertainty, and if changes in the future business environment result in the recoverable amount falling below the book value, impairment treatment becomes necessary.

Notes to consolidated balance sheets

Accumulated depreciation of property, plant and equipment 7,902 million yen

Notes to consolidated statement of changes in equity

1. Total number of issued shares

Class of shares	Beginning of the fiscal year	Increase during the fiscal year	Decrease during the fiscal year	Number of shares at the end of the fiscal year
Common stock	65,182 thousand shares	— thousand shares	— thousand shares	65,182 thousand shares

2. Number of treasury shares

Class of shares	Beginning of the fiscal year	Increase during the fiscal year	Decrease during the fiscal year	Number of shares at the end of the fiscal year
Common stock	107 thousand shares	83 thousand shares	68 thousand shares	123 thousand shares

- Notes: 1. The treasury shares at the end of the fiscal year include 105 thousand shares of the Company held by the Executive Compensation BIP Trust.
2. The Company performed a three-for-one share split on its common stock with the effective date of January 1, 2026. The above figures shown are the number of shares prior to the share split.

3. Dividends of surplus

(1) Dividends paid

Resolution	Class of shares	Total amount of dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Annual General Meeting of Shareholders held on March 24, 2025	Common stock	3,518	54.00	December 31, 2024	March 25, 2025
Board of Directors meeting on July 30, 2025	Common stock	3,779	58.00	June 30, 2025	September 1, 2025
Total		7,298			

Notes: 1. The total amount of dividends resolved at the Annual General Meeting of Shareholders held on March 24, 2025, includes 4 million yen in dividends for shares of the Company held by the Executive Compensation BIP Trust.

2. The total amount of dividends resolved at the Board of Directors meeting held on July 30, 2025, includes 6 million yen in dividends for shares of the Company held by the Executive Compensation BIP Trust.

(2) Dividends with an effective date falling in the following fiscal year, among distributions with record dates belonging to the fiscal year under review

The Company submitted the following proposal concerning matters related to dividends on common stock for the 51st Annual General Meeting of Shareholders to be held on March 23, 2026.

Total amount of dividends	4,040 million yen
Dividends per share	62.00 yen
Record date	December 31, 2025
Effective date	March 24, 2026

The Company intends to use retained earnings as the source of dividends.

Notes: 1. The total amount of dividends includes 6 million yen in dividends for shares of the Company held by the Executive Compensation BIP Trust.

2. The Company performed a three-for-one share split on its common stock with the effective date of January 1, 2026. The dividends with a record date of December 31, 2025, are based on the number of shares prior to the share split.

Notes on revenue recognition

1. Breakdown of revenue from contracts with customers

The Group's net sales are exclusively recognized as revenue from contracts with customers.

(Millions of yen)

	Reportable segment				
	Financial Solutions	Business Solutions	Manufacturing Solutions	Communication IT	Total
System development and in-house products and services	25,100	23,417	20,850	31,685	101,053
External products and equipment sales	9,731	4,595	40,189	9,295	63,811
Total	34,832	28,013	61,039	40,980	164,865

Note: System development and in-house products and services include consulting services, custom system development, in-house software, and outsourcing, operation and maintenance services.

External products and equipment sales include third-party software and sales of IT equipment sales and others.

2. Information that provides a basis for understanding revenue from contracts with customers

As stated in “Notes on important matters forming the basis of preparation of consolidated financial statements, 4. Accounting policies, (6) Basis for recognizing revenue and expenses.”

3. Information to understand the amount of revenue for the fiscal year under review and subsequent fiscal years

(1) Balance of contract assets and contract liabilities

Contract assets are mainly the portion of consideration to be received in exchange for goods or services transferred to customers that has not yet been billed, in projects such as custom system development where revenue is recognized based on the progress of performance obligations.

Contract assets are transferred to receivables from contracts with customers (accounts receivable - trade) at the time when the rights held by the Company and its consolidated subsidiaries to receive consideration become unconditional.

Contract liabilities mainly represent consideration received from customers before transferring goods or services to them. Contract liabilities are transferred to revenue as the performance obligations are satisfied.

Receivables from contracts with customers, contract assets, and contract liabilities are as follows.

(Millions of yen)

	Fiscal year under review	
	Balance at beginning of period	Balance at end of period
Receivables from contracts with customers	19,028	21,229
Accounts receivable - trade	19,014	21,209
Notes receivable - trade	13	19
Contract assets	14,532	16,562
Contract liabilities	18,939	19,939

Revenue recognized in the fiscal year under review that was included in the contract liability balance at the beginning of the fiscal year was 16,103 million yen.

(2) Transaction prices allocated to remaining performance obligations

The total transaction prices allocated to remaining performance obligations and the period over which revenue is expected to be recognized at the end of the fiscal year under review are as follows.

(Millions of yen)

	Fiscal year under review
Within 1 year	57,669
Over 1 year	18,670
Total	76,339

Notes on financial instruments

1. Status of financial instruments

The Group's fund management method is limited to short-term deposits and others.

Customer credit risks associated with notes and accounts receivable - trade are mitigated in accordance with the credit control rules. Investment securities are mainly stocks. For listed shares, the Company monitors market values on a quarterly basis.

2. Fair value, etc. of financial instruments

The amount recorded on the consolidated balance sheets and fair value of financial instruments and the differences between these values as of December 31, 2025 (the consolidated balance sheet date for the fiscal year under review) are as follows.

(Millions of yen)

	Amount recorded on the consolidated balance sheets	Fair value	Difference
(1) Investment securities	526	526	—
(2) Leasehold and guarantee deposits	3,799	2,382	(1,416)
Total assets	4,325	2,908	(1,416)
Lease obligations (*2)	2,220	2,213	(6)
Total liabilities	2,220	2,213	(6)

(*1) "Cash and deposits," "Notes and accounts receivable - trade, and contract assets," "Deposits paid," "Notes and accounts payable - trade," and "Income taxes payable" have been omitted, as these are cash-based and settled in a short period of time, and the carrying amounts therefore approximates fair value.

(*2) Lease obligations represent the total amount of lease liabilities (current liabilities) and lease liabilities (non-current liabilities).

(*3) Investments in partnerships, etc. where the equity interest is recorded on a net basis in the consolidated balance sheets are not subject to fair value disclosure pursuant to paragraph 24-16 of the Implementation Guidance on Accounting Standard for Fair Value Measurement. The amount recorded on the consolidated balance sheets of these financial instruments is 1,132 million yen.

(*4) Shares, etc. without market value are not included in "(1) Investment securities." The amount recorded on the consolidated balance sheets of these financial instruments is as follows.

(Millions of yen)

Category	Amount recorded on the consolidated balance sheets
Shares of associates	1,878
Unlisted shares	112

3. Breakdown of the fair value of financial instruments by appropriate classification, etc.

The fair value of financial instruments is classified into the following three levels based on the observability and significance of the inputs used to measure fair value.

Level 1 fair value: Fair values measured using observable inputs that are market prices formed in active markets for the assets or liabilities for which fair value is to be measured

Level 2 fair value: Fair values measured using observable inputs other than those used to calculate Level 1 fair value

Level 3 fair value: Fair values measured using unobservable inputs

When multiple inputs that have a significant impact on the measurement of fair value are used, the fair value is categorized to the level with the lowest priority in the measurement of fair value among the levels to which each input belongs.

1) Financial assets and financial liabilities recorded on the consolidated balance sheets at fair value

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Shares	526	—	—	526
Total assets	526	—	—	526

2) Financial assets and financial liabilities not recorded on the consolidated balance sheets at fair value

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Leasehold and guarantee deposits	—	2,382	—	2,382
Total assets	—	2,382	—	2,382
Lease obligations	—	2,213	—	2,213
Total liabilities	—	2,213	—	2,213

Note: Explanation of the valuation techniques and inputs

Investment securities

Listed shares are valued using market prices. Because listed shares are traded in active markets, their fair value is classified as Level 1.

Leasehold and guarantee deposits

The fair value of leasehold and guarantee deposits is calculated using the discounted present value method based on future cash flows, the period to maturity, and an interest rate of high-quality long-term bonds reflecting credit risks, and their fair value is classified as Level 2.

Lease obligations

The fair value of lease obligations is calculated by discounting the total amount of principal and interests using expected interest rates if the similar new lease transactions took place at present, and their fair value is classified as Level 2.

Notes on asset retirement obligations

Asset retirement obligations recorded in the consolidated balance sheets

1. Overview of asset retirement obligations

These asset retirement obligations are primarily associated with contractual commitments to return the head office and other offices to original condition upon lease termination.

2. Method of calculating the asset retirement obligations

The asset retirement obligations were calculated using the discount rate of 1.897% over the period of use estimated to be 15 years from the commencement of lease agreement.

3. Changes in the total amount of the asset retirement obligations

(Millions of yen)

Balance at beginning of period	954
Adjustment for passage of time	3
Increase due to changes in estimates	10
Decrease due to settlement of asset retirement obligations	(20)
Foreign exchange translation adjustments	0
Balance at end of period	947

Notes on per share information

Book value per share 513.17 yen

Earnings per share 83.83 yen

- Notes:
1. The Company has introduced the Executive Compensation BIP Trust. The Company's shares owned by the Executive Compensation BIP Trust are included in treasury shares, which are deducted from the total number of issued shares. (315 thousand shares in the fiscal year under review)
 2. The Company conducted a three-for-one share split of its common stock on January 1, 2026. "Book value per share" and "Earnings per share" have been calculated as if the share split had occurred at the beginning of the fiscal year under review.

Noted on significant subsequent events

Absorption-type merger between consolidated subsidiaries

At the Board of Directors meeting held on March 24, 2025, the Company has resolved to conduct an absorption-type merger between its consolidated subsidiaries, DENTSU SOKEN SECURE SOLUTIONS INC., as the surviving company, and DENTSU SOKEN IT INC., as the dissolving company, as described below.

1. Overview of the transaction

(1) Name of companies involved in the business combination

1) Acquiring company

Name: DENTSU SOKEN SECURE SOLUTIONS INC.

Business description: Information services

2) Acquired company

Name: DENTSU SOKEN IT INC.

Business description: Information services

(2) Date of the business combination

January 1, 2026

(3) Legal form of the business combination

Absorption-type merger with DENTSU SOKEN SECURE SOLUTIONS INC. as the surviving company and DENTSU SOKEN IT INC. as the dissolving company

(4) Name of the company after combination

DENTSU SOKEN TECHNOLOGY INC.

(5) Other matters concerning the overview of the transaction

This absorption-type merger aims to concentrate the management resources of the two companies and strengthen human capital and business functions as a unified entity to enhance group synergies and profitability.

2. Overview of the accounting treatment to be implemented

The Company plans to treat the merger as a transaction, etc. under common control in accordance with the Accounting Standard for Business Combinations (Accounting Standards Board of Japan (ASBJ) Statement No. 21, January 16, 2019) and the Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures (ASBJ Guidance No. 10, January 16, 2019).

Share split

The Company performed a three-for-one share split on its common stock with the effective date of January 1, 2026, based on a resolution passed at the Board of Directors meeting held on December 3, 2025.

1. Purpose of the share split

This share split aims to enhance the liquidity of the Company's shares and broaden the investor base by reducing the amount per investment unit of the Company's shares.

2. Overview of the share split

(1) Method of the split

As of the record date of December 31, 2025 (which is effectively December 30, 2025, as the shareholder registry administrator is closed on the record date), the Company performs a three-for-one share split on common stock held by shareholders listed or recorded in the final shareholder registry on that date.

(2) Number of shares increased by the split

Total number of issued shares before share split	65,182,480 shares
Number of shares increased by the share split	130,364,960 shares
Total number of issued shares after share split	195,547,440 shares
Total number of authorized shares after share split	588,000,000 shares

(3) Schedule for the share split

Announcement date of the record date December 11, 2025

Record date December 31, 2025

Effective date January 1, 2026

(4) Impact on per share information

The impact on per share information is stated in the relevant section.

Note: Amounts are rounded down to the nearest million yen.

Non-consolidated Statement of Changes in Equity

(From January 1, 2025, to December 31, 2025)

(Millions of yen)

	Shareholders' equity									
	Share capital	Capital surplus			Retained earnings				Treasury shares	Total share-holders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
						General reserve	Retained earnings brought forward			
Balance at beginning of period	8,180	15,285	0	15,286	160	6,200	53,010	59,371	(389)	82,448
Changes during period										
Dividends of surplus							(7,298)	(7,298)		(7,298)
Profit							15,665	15,665		15,665
Purchase of treasury shares									(576)	(576)
Disposal of treasury shares			0	0					271	272
Net changes in items other than shareholders' equity										
Total changes during period	—	—	0	0	—	—	8,367	8,367	(304)	8,063
Balance at end of period	8,180	15,285	0	15,286	160	6,200	61,377	67,738	(693)	90,512

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	222	222	82,671
Changes during period			
Dividends of surplus			(7,298)
Profit			15,665
Purchase of treasury shares			(576)
Disposal of treasury shares			272
Net changes in items other than shareholders' equity	104	104	104
Total changes during period	104	104	8,168
Balance at end of period	327	327	90,840

Notes to Non-consolidated Financial Statements

1. Notes on important accounting policies

(1) Standards and methods for valuation of assets

1) Standards and methods for valuation of securities

Shares of subsidiaries and associates

Stated at cost using the moving average method.

Available-for-sale securities

Securities other than shares, etc. without market value

Stated at fair value based on the market value at the year end, etc.

(valuation differences are directly recorded in net assets, and the cost of sales is computed based on the moving-average method).

Shares, etc. without market value

Stated at cost using the moving average method.

2) Standards and methods for valuation of inventory

Merchandise and finished goods

Merchandise

Stated at cost using the moving average method

(the balance sheet values are measured with the method of devaluing book value based on declining profitability).

Finished goods

Stated at cost using the identified cost method

(the balance sheet values are measured with the method of devaluing book value based on declining profitability).

Raw materials and supplies

Stated at cost determined by the last purchase price.

(2) Depreciation or amortization method for non-current assets

1) Property, plant and equipment (excluding leased assets)

Depreciated using the declining-balance method (however, the straight-line method is used for buildings (excluding facilities) acquired on or after April 1, 1998, and for facilities attached to buildings and for structures acquired on or after April 1, 2016).

Major useful lives are as follows.

Buildings	8 to 18 years
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Tools, furniture and fixtures	5 to 15 years
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2) Intangible assets (excluding leased assets)

Software for commercial distribution

Amortized using the straight-line method based on the expected sales revenue (quantity) or expected validity period (within 3 years).

Software for internal use

Amortized using the straight-line method based on the useful life in the Company (within 5 years).

3) Leased assets

Amortized using the straight-line method based on the assumption that the useful lives are equivalent to the lease terms and the residual value is zero.

(3) Standards for recording provisions and allowances

1) Allowance for doubtful accounts

To prepare for bad debt expenses such as accounts receivable and loans receivable, an estimated uncollectable amount is provided at the amount estimated by either using the historical rate of credit loss for general receivables, or based on individual consideration of collectability for specific receivables such as highly doubtful receivables.

2) Provision for loss on orders received

For orders received from customers, where losses are expected to occur in the next fiscal year onwards due to performing the relevant order contracts, and where the amount of such losses can be reasonably estimated, the estimated amount of losses for the next fiscal year onwards is provided to prepare for potential losses.

3) Provision for share awards

To prepare for the payment of the Company's shares based on the stock compensation rules, a provision for share awards is recorded based on the estimated amount of stock benefit obligations at the end of the fiscal year under review.

(4) Basis for recognizing revenue and expenses

The main performance obligations under contracts with customers in the Company's key business are as follows:

(Consulting services)

Providing consulting services for business process reform and IT utilization.

(Custom system development)

Building systems based on individual customer requirements, and providing maintenance services for the built systems.

(In-house software)

Selling software independently planned and developed by the Group. Providing implementation support services, additional feature development services, and maintenance services for such software.

(Third-party software)

Selling software developed by domestic and international software vendors. Providing technical services such as requirements definition, implementation support, additional feature development, and user training, as well as maintenance services for such software.

(Outsourcing, operation and maintenance services)

Providing outsourcing services to undertake customers' business operations. Providing operation, maintenance, support, and information services for customer systems.

(IT equipment sales and others)

Selling hardware required in conjunction with the IT services provided by the Group, as well as software such as database software and middleware.

The normal time at which such performance obligations are satisfied (the normal time for recognizing revenues) is as follows.

Furthermore, for goods or services whose control is transferred over a period of time, the progress toward satisfying the performance obligation is estimated using either the output method or the input method.

In cases where the output method is used, revenue is recognized primarily based on the progress calculated according to the ratio of goods or services transferred to date to the remaining goods or services promised in the contract. In cases where the input method is used, revenue is recognized based on the progress calculated according to the ratio of actual costs incurred up to the end of the period to the estimated total costs.

(System development and in-house products and services)

System development and in-house products and services include consulting services, custom system development, in-house software, and outsourcing, operation and maintenance services.

Revenue from consulting services and custom system development is recognized primarily using the input method, while revenue from outsourcing, operation and maintenance services is recognized primarily using the output method.

In-house software includes performance obligations such as delivery and subscription-based provision of products, additional development, and provision of maintenance services, depending on the contract.

For product delivery, the Group has determined that control of the relevant product is transferred and the performance obligation is satisfied at the time of delivery to the customer, and revenue is recognized at the time of delivery.

For subscription-based provision of products and maintenance services, revenue is recognized primarily using the output method. For additional development, revenue is recognized primarily using the input method.

(External products and equipment sales)

External products and equipment sales include third-party software and IT equipment sales and others. These include performance obligations such as delivery and subscription-based provision of products, additional development, and provision of maintenance services.

For product delivery, the Group has determined that control of the relevant product is transferred and the performance obligation is satisfied at the time of delivery to the customer, and revenue is recognized at the time of delivery.

For subscription-based provision of products and maintenance services, revenue is recognized primarily using the output method. For additional development, revenue is recognized primarily using the input method.

2. Notes on changes in accounting policies

Application of “Accounting Treatment and Disclosure for Corporate Taxes Related to the Global Minimum Tax Regime”

The Company has applied the “Accounting Treatment and Disclosure for Corporate Taxes Related to the Global Minimum Tax Regime” (Accounting Practice Report No. 46, issued on March 22, 2024) from the beginning of the fiscal year under review.

This change in accounting policies has no impact on the financial statements.

- (1) Revenue recognition for custom software development, etc. where performance obligations are satisfied over a period of time

2) Information on details of significant accounting estimates pertaining to identified items

(2) Provision for loss on orders received

2) Information on details of significant accounting estimates pertaining to identified items

(3) Valuation of shares of subsidiaries and associates

Loss on valuation of shares of subsidiaries and associates	489 million yen
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For shares of subsidiaries and associates without market value, in the event that the actual value has declined significantly due to the deteriorating financial condition of the issuing company, the Company recognizes a substantial reduction as a loss for the current period (impairment losses), unless there is sufficient evidence to support the recoverability.

In subsequent fiscal years, if it is determined that excess profitability has decreased due to reasons such as the performance of a subsidiary or associate significantly falling short of the business plan formulated at the time of investment, and impairment losses must be recognized, this could have a material impact on the non-consolidated financial statements.

(1) Accumulated depreciation of property, plant and equipment	4,470 million yen
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- (2) Monetary claims and obligations with affiliates such as parent, subsidiaries and associates (excluding those that are presented separately)

1) Short-term monetary claims 62,275 million yen

2) Short-term monetary obligations 7,145 million yen

3) Long-term monetary obligations 320 million yen

5. Notes to non-consolidated statements of income

Transactions with affiliates such as parent, subsidiaries and associates

Net sales 709 million yen

Purchase amount 19,140 million yen

Transactions from non-operating transactions 2,689 million yen

6. Notes to non-consolidated statement of changes in equity

Number of treasury shares

Class of shares	Beginning of the fiscal year	Increase during the fiscal year	Decrease during the fiscal year	Number of shares at the end of the fiscal year
Common stock	107 thousand shares	83 thousand shares	68 thousand shares	123 thousand shares

Notes: 1. The treasury shares at the end of the fiscal year include 105 thousand shares of the Company held by the Executive Compensation BIP Trust.

2. Although the Company conducted a three-for-one share split of its common stock on January 1, 2026, the above shows the number of shares before the share split.

7. Notes on tax effect accounting

- (1) Major components of deferred tax assets and liabilities

(Millions of yen)

Deferred tax assets

Accrued enterprise tax 262

Accrued expenses 1,496

Investment securities 634

Membership 38

Depreciation 498

Shares of subsidiaries and associates 923

Asset retirement obligations 239

Provision for loss on orders received 1

Allowance for doubtful accounts 315

Other (179)

Subtotal of deferred tax assets 4,231

Valuation allowance (1,914)

Total of deferred tax assets 2,316

Deferred tax liabilities

Buildings (12)

Valuation difference on available-for-sale securities (150)

Total of deferred tax liabilities (163)

Net deferred tax assets 2,153

- (2) Amendments to the amounts of deferred tax assets and deferred tax liabilities due to changes in tax rate of current taxes

Due to the enactment of the “Act for Partial Revision of the Income Tax Act, etc.” (Act No. 13 of 2025) in the Japanese Diet on March 31, 2025, the “Special Corporate Tax for Defense” will be imposed from the fiscal years beginning on or after April 1, 2026.

Accordingly, deferred tax assets and deferred tax liabilities related to temporary differences expected to be reversed in the fiscal years beginning on or after April 1, 2026 are calculated by changing the effective statutory tax rate from 30.6% to 31.5%.

The impact of the change in tax rate is immaterial.

8. Notes on transactions with related parties

- (1) Parent company and major corporate shareholders, etc.

Parent company

Name of the company	Address	Share capital (Millions of yen)	Description of business	Percentage of voting rights, etc. held by the parent company (%)	Relationship	
					Interlocking officers	Business relationship
Dentsu Group Inc.	Minato-ku, Tokyo	74,609	Pure holding company	Direct 61.8 Indirect 0.0	—	Direct parent company

Detail of transactions	Transaction amount (Millions of yen)		Account items	Balance at end of period (Millions of yen)
Deposit of funds (Note)	Deposit of funds	77,125	Deposits paid	61,863
	Recovery of funds	71,223		
	Receipt of Interest	445	Other	—

Note: Terms of transactions and policy for determining terms, etc.

Interest rates for deposit of funds are determined in accordance with general terms of transactions by taking into account market rates.

- (2) Subsidiaries, associates, etc.

Subsidiaries

Name of the company	Address	Share capital (Millions of yen)	Description of business	Percentage of voting rights, etc. held (%)	Relationship	
					Interlocking officers	Business relationship
DENTSU SOKEN SECURE SOLUTIONS INC. (currently DENTSU SOKEN TECHNOLOGY INC.)	Minato-ku, Tokyo	300	Outsourcing, maintenance and operation services	Direct 100.0	—	Consignment of system maintenance and operation services, etc. for the Company's customers

Detail of transactions	Transaction amount (Millions of yen)		Account items	Balance at end of period (Millions of yen)
Bailment of funds (Note)	Bailment of funds	6,274	Deposits received	1,212
	Repayment of funds	6,382		
	Payment of interest	11	—	—
Dividend income	770		—	—

Name of the company	Address	Share capital (Millions of yen)	Description of business	Percentage of voting rights, etc. held (%)	Relationship	
					Interlocking officers	Business relationship
DENTSU SOKEN IT INC. (currently DENTSU SOKEN TECHNOLOGY INC.)	Minato-ku, Tokyo	326	System development, etc.	Direct 100.0	—	Consignment of system development, etc. for the Company's customers

Detail of transactions	Transaction amount (Millions of yen)		Account items	Balance at end of period (Millions of yen)
Bailment of funds (Note)	Bailment of funds	3,766	Deposits received	1,499
	Repayment of funds	3,572		
	Payment of interest	8	—	—
Dividend income	510		—	—

Note: Terms of transactions and policy for determining terms, etc.

Interest rates for bailment of funds are determined in accordance with general terms of transactions by taking into account market rates.

(3) Fellow subsidiaries, etc.

Fellow subsidiaries

Name of the company	Address	Share capital (Millions of yen)	Description of business	Percentage of voting rights, etc. held by the fellow subsidiary (%)	Relationship	
					Interlocking officers	Business relationship
DENTSU INC.	Minato-ku, Tokyo	10,000	Advertising	Direct — Indirect —	1 person	The Company's sales destination

Detail of transactions	Transaction amount (Millions of yen)		Account items	Balance at end of period (Millions of yen)
Provision of system development, etc. (Note)	13,116		Accounts receivable - trade and contract assets	3,854
			Contract liabilities	1,119

Note: Terms of transactions and policy for determining terms, etc.

For the provision of system development, etc., the Company negotiates based on market value, total costs, and other factors, and determines terms in accordance with general terms of transactions for major customers.

9. Notes on revenue recognition

Information that provides a basis for understanding revenue

As stated in “1. Notes on important accounting policies, (4) Basis for recognizing revenue and expenses.”

10. Notes on asset retirement obligations

Asset retirement obligations recorded in the non-consolidated balance sheets

(1) Overview of asset retirement obligations

These asset retirement obligations are primarily associated with contractual commitments to return the head office and other offices to original condition upon lease termination.

(2) Method of calculating the asset retirement obligations

The asset retirement obligations were calculated using the discount rate of 1.897% over the period of use estimated to be 15 years from the commencement of lease agreement.

(3) Changes in the total amount of the asset retirement obligations

	(Millions of yen)
Balance at beginning of period	780
Adjustment for passage of time	2
Balance at end of period	<u>782</u>

11. Notes on per share information

Book value per share 465.42 yen

Earnings per share 80.25 yen

- Notes: 1. The Company has introduced the Executive Compensation BIP Trust. The Company's shares owned by the Executive Compensation BIP Trust are included in treasury shares, which are deducted from the total number of issued shares. (315 thousand shares in the fiscal year under review)
2. The Company conducted a three-for-one share split of its common stock on January 1, 2026. “Book value per share” and “Earnings per share” have been calculated as if the share split had occurred at the beginning of the fiscal year under review.

12. Notes on significant subsequent events

This note has been omitted as the same details are stated in “Notes on significant subsequent events” in Notes to Consolidated Financial Statements.

Note: Amounts are rounded down to the nearest million yen.