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Securities Code: 5036
Date of sending by postal mail: December 4, 2026
Start date of measures for electronic provision: November 25, 2026

To our shareholders:

Yukihiro Makita
President & CEO
Japan Business Systems, Inc.
Toranomon Hills Station Tower
2-6-1, Toranomon, Minato-ku, Tokyo, Japan

Notice of the 36th Annual General Meeting of Shareholders

We are pleased to notify you of the 36th Annual General Meeting of Shareholders of Japan Business Systems, Inc. (the "Company"), which will be held as follows.
In convening this General Meeting of Shareholders, the Company takes measures for electronic provision for the information contained in such documents as Reference Documents for the General Meeting of Shareholders (matters for which measures for providing information in electronic format are to be taken), and posts this information on each of the following websites. Please access either of the websites to view the information.

The Company's website:
https://www.jbs.co.jp/en/corp/ir/news

TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

(Please access the TSE website by using the Internet address shown above, enter "Japan Business Systems" in "Issue name (company name)" or the Company's securities code "5036" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," find and click "[Notice of General Shareholders Meeting /Informational Materials for a General Meeting of Shareholders].")

If you do not attend the meeting in person, you may exercise your voting rights no later than 5:30 p.m. on Monday, December 21, 2026 (JST) in writing (postal mail) or via the Internet or other similar means as described in the "Guide to the Exercise of Voting Rights" in this notice after reviewing the Reference Documents for the General Meeting of Shareholders.
Proceedings of the General Meeting of Shareholders will be webcast live so that you may view them.

1. **Date and Time:** Tuesday, December 22, 2026 at 10:00 a.m. (JST) (Reception will commence at 9:30 a.m.)
2. **Venue:** Hall B, Toranomon Hills Forum 4th Floor, Toranomon Hills Mori Tower
   1-23-3, Toranomon, Minato-ku, Tokyo, Japan
3. **Agenda:**

Matters to be reported

Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements for the 36th fiscal year (from October 1, 2025 to September 30, 2026), and audit results of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee

Matters to be resolved

Proposal No. 1: Appropriation of Surplus
Proposal No. 2: Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)
Proposal No. 3: Election of One Substitute Director Who Is an Audit & Supervisory Committee Member

Proposal No. 4: Granting of Non-monetary Compensation for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

4. Matters Determined for This Notice (Guide to the Exercise of Voting Rights)

(1) If no indication of approval or disapproval is made for a proposal on the returned voting rights exercise form when you opted to exercise your voting rights in writing (postal mail), this will be treated as an indication of approval for that proposal.

(2) In case of exercise of voting rights more than once via the Internet or other similar means, the last vote will be accepted as being effective.

(3) In case of exercise of voting rights twice in writing (postal mail) and via the Internet or other similar means, the exercise of the voting rights via the Internet will be treated as effective regardless of their dates of receipt.

(4) If you exercise your voting rights by proxy, one proxy chosen from other shareholders holding voting rights may attend the meeting. Please note, however, that the proxy will be required to submit written proof of their authority to act on your behalf.

If you attend the meeting in person, please submit your voting rights exercise form to the reception desk upon arrival.

For this General Meeting of Shareholders, all shareholders, regardless of whether they have requested paper-based documents, will receive paper documents containing the matters for which measures for providing information in electronic format are to be taken.

Of the matters for which measures for providing information in electronic format are to be taken, the following information is not included in the paper documents pursuant to laws and regulations as well as provisions of the Company's Articles of Incorporation. The Audit & Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the following items.

- Business Report: "Summary of Major Businesses," "Principal Offices," "Employees," "Major Lenders" under the Current State of the JBS Group; Status of Shares of the Company; Status of Share Acquisition Rights; "Outline of Limited Liability Agreements" and "Outline of Directors and Officers Liability Insurance Policies" under Officers of the Company; Accounting Auditor; and System to Ensure the Properness of Operations and Status of Its Implementation
- Consolidated Financial Statements: "Consolidated Statements of changes in net assets" and "Notes to Consolidated Financial Statements"
- Non-consolidated Financial Statements: "Non-consolidated Statements of changes in net assets" and "Notes to Non-consolidated Financial Statements"

If revisions to the matters for which measures for providing information in electronic format are to be taken arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on relevant websites on the Internet.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

The Company's basic policy is to effectively utilize the capital entrusted by the shareholders to generate profits through its business activities, and to ensure continuous and stable profit distribution, taking into consideration its financial condition, profit levels, and other factors in a comprehensive manner, while also giving thought to enhancing internal reserves necessary for stabilizing and further expanding its business foundation.

With respect to the year-end dividend for the 36th fiscal year, based on the above dividend policy and the performance of the fiscal year under review, we would like to set it at 28 yen per share.

1. Type of dividend property

   To be paid in cash.

2. Allotment of dividend property and their aggregate amount

   28 yen per share of common stock of the Company
   Total dividends: 1,334,559,380 yen

3. Effective date of dividends of surplus

   December 23, 2026

Proposal No. 2: Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all six Directors (excluding Directors who are Audit & Supervisory Committee Members; the same applies hereinafter in this proposal) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of six Directors.

The Audit & Supervisory Committee of the Company has reviewed and examined the deliberations of the Nomination Committee and the Compensation Committee as well as the nomination procedures for director candidates. As a result, the committee has determined that each candidate in this proposal is suitable to serve as a Director of the Company.

The candidates are as follows:

Candidate No.	Name	Age		Current position and responsibility in the Company	Tenure
1	Yukihiro Makita	69	Reelection	President & CEO In charge of Internal Audit Office	36 years and 2 months
2	Takashi Uesaka	56	Reelection	Senior Managing Executive Officer and Director Supervising Business Group, In charge of Marketing Division	1 year
3	Kohei Katsuta	59	Reelection	Managing Executive Officer and Director, CFO Supervising Corporate Group, In charge of Human Resources Strategy Division and General Affairs Division	3 years
4	Naoki Shimada	58	Reelection Outside Independent	Outside Director	6 years
5	Yoshimi Shu	57	Reelection Outside Independent	Outside Director	2 years
6	Yoshihiko Ito	61	New election Outside	–	–

Reelection	Candidate for Director to be reelected	New election	Candidate for Director to be newly elected	Outside	Candidate for Outside Director	Independent	Independent officer

Candi-date No.	Name (Date of birth)	Career summary and position in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Yukihiro Makita (March 14, 1957) Reelection Tenure: 36 years and 2 months Attendance at Board of Directors meetings 14/14	Apr. 1979 Joined IBM Japan, Ltd. Oct. 1990 Founded the Company and assumed office as President & CEO (current position) Position in the Company CEO, In charge of Internal Audit Office **Reasons for nomination as candidate for Director** He has served as President & CEO of the Company for many years. He has been nominated as a candidate for Director because he is expected to continue leading the Company's management and contribute to advancing its growth strategy by leveraging his extensive experience as a corporate executive and his broad knowledge of the Company's business.	1,020,000 shares
2	Takashi Uesaka (May 17, 1970) Reelection Tenure: 1 year Attendance at Board of Directors meetings 11/11	Apr. 1994 Joined IBM Japan, Ltd. Jan. 2015 Director, General Manager of GBS Application Development and Maintenance Promotion Department Jan. 2017 Executive Officer, General Manager of GBS Financial Services Department June 2018 Executive Officer, supervised GBS Services Business, in charge of quality assurance Feb. 2020 Executive Officer, General Manager of GTS Infrastructure Services Department Sept. 2021 Founded Kyndryl Japan KK and assumed office as President and Representative Director Apr. 2024 Executive Advisor July 2025 Joined the Company and assumed office as Senior Managing Executive Officer Dec. 2025 Senior Managing Executive Officer and Director (current position) Position in the Company Supervising the Business Group, In charge of Marketing Division **Reasons for nomination as candidate for Director** Having held key positions in areas of Global Business Services and Global Technology Services at IBM Japan, Ltd., and served as President and Representative Director at Kyndryl Japan KK, Mr. Takashi Uesaka possesses extensive experience in the Company's business domain and currently serves as Senior Managing Executive Officer and Director of the Company. He is expected to continue contributing to advancing the Company's growth strategy by leveraging his experience, achievements, and expertise; accordingly, he has been nominated as a candidate for Director.	100 shares

Candi-date No.	Name (Date of birth)	Career summary and position in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Kohei Katsuta (January 9, 1967) Reelection Tenure: 3 years Attendance at Board of Directors meetings 14/14	Apr. 1991 Joined Osaka Regional Taxation Bureau Oct. 1995 Joined Aoyama Audit Corporation (PriceWaterhouse) May 2006 Joined Ernst & Young Transaction Advisory Services Co., Ltd. (currently EY Strategy and Consulting Co., Ltd.) Aug. 2010 Joined PricewaterhouseCoopers Co., Ltd. (currently PwC Consulting LLC) July 2016 Joined PwC Aarata LLC (currently PwC Japan LLC) Oct. 2019 Joined the Company and assumed office as Executive Officer Oct. 2023 Executive Officer and CFO Dec. 2023 Managing Executive Officer and Director, CFO (current position) Position in the Company CFO, Supervising the Corporate Group, In charge of Human Resources Strategy Division and General Affairs Division **Reasons for nomination as candidate for Director** Based on his high-level expertise as a certified public accountant and his extensive experience and knowledge gained over many years at audit firms and consulting companies, Mr. Kohei Katsuta currently serves as Managing Executive Officer and Director of the Company. He is expected to continue contributing to advancing the Company's growth strategy by leveraging his experience, achievements, and expertise; accordingly, he has been nominated as a candidate for Director.	72,260 shares
4	Naoki Shimada (November 23, 1968) Reelection Outside Independent Tenure: 6 years Attendance at Board of Directors meetings 14/14	Apr. 1993 Joined Apple Computer Japan, Inc. (currently Apple Japan LLC) Oct. 1998 Joined Boston Consulting Group, Inc. (currently Boston Consulting Group LLC) July 2000 Managing Director, ICG Japan KK Sept. 2001 Founded P&E Directions, Inc. and assumed office as Chief Executive Officer (current position) Dec. 2010 Outside Director, SCS Global Holdings Pte. Ltd. (currently SCS-Invictus Holdings Pte. Ltd.) (current position) Dec. 2020 Outside Director, the Company (current position) Apr. 2021 Outside Director, AI Dynamics Inc. (current position) June 2021 Outside Director, RENOVA, Inc. (current position) June 2022 Outside Director, NOK CORPORATION June 2024 Outside Director (Audit & Supervisory Committee Member) Oct. 2026 Outside Director (Audit & Supervisory Committee Member), NOK Group Corporation (current position) **Reasons for nomination as candidate for outside Director and outline of expected roles** Based on his extensive experience and expertise as a corporate executive and consultant, Mr. Naoki Shimada provides oversight and advice regarding the Company's business operations as an outside Director. He is expected to continue contributing to strengthening the Company's management systems; accordingly, he has been nominated as a candidate for outside Director. If elected, the Company plans to have him, from an independent standpoint, participate in the selection of candidates for Directors and other officers and in the determination of matters such as their compensation as a member of the Nominating Committee and the Compensation Committee.	50,000 shares

Candi-date No.	Name (Date of birth)	Career summary and position in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Yoshimi Shu (March 7, 1969) Reelection Outside Independent Tenure: 2 years Attendance at Board of Directors meetings 14/14	Aug. 2000 Joined JPMorgan Securities Japan Co., Ltd. June 2006 Supervised Tokyo Control Room, Compliance Department May 2012 Managing Director Oct. 2012 Head of Japan Controls & Oversight Department Feb. 2014 Joined Core Value Management Co., Ltd. Nov. 2016 Deputy President & Representative Director June 2019 Outside Director, Mebuki Financial Group, Inc. (current position) Mar. 2022 President & Representative Director, Core Value Management, Co., Ltd. (current position) Dec. 2024 Outside Director, the Company (current position) June 2025 Outside Director, MITSUBISHI PAPER MILLS LIMITED (current position) **Reasons for nomination as candidate for outside Director and outline of expected roles** Having made numerous achievements at global financial institutions, Ms. Yoshimi Shu currently serves as Representative Director of a management consulting firm. She is expected to continue contributing to strengthening the Company's management systems by leveraging her extensive expertise in areas such as corporate management and investor relations; accordingly, she has been nominated as a candidate for outside Director. If elected, the Company plans to have her, from an independent standpoint, participate in the selection of candidates for Directors and other officers and in the determination of matters such as their compensation as a member of the Nominating Committee and the Compensation Committee.	- shares
6	Yoshihiko Ito (July 9, 1965) New election Outside Tenure: - years Attendance at Board of Directors meetings -	Apr. 1992 Joined Mitsubishi Research Institute, Inc. Dec. 2018 Executive Officer Dec. 2022 Managing Executive Officer Dec. 2023 Managing Director Oct. 2024 Senior Managing Director Dec. 2025 Director, Senior Managing Executive Officer (current position) **Reasons for nomination as candidate for outside Director and outline of expected roles** Mr. Yoshihiko Ito serves as Director, Senior Managing Executive Officer of Mitsubishi Research Institute, Inc., and based on his extensive experience and expertise as a corporate executive, he is expected to contribute to strengthening the Company's management systems in the future; accordingly, he has been newly nominated as a candidate for outside Director. If elected, the Company plans to have him, from an objective and impartial standpoint, participate in the selection of candidates for Directors and other officers and in the determination of matters such as their compensation as a member of the Nominating Committee and the Compensation Committee.	- shares

Notes:
1. Mr. Naoki Shimada, Ms. Yoshimi Shu, and Mr. Yoshihiko Ito are candidates for outside Directors.
2. Mr. Naoki Shimada and Ms. Yoshimi Shu currently serve as outside Directors of the Company. At the conclusion of this Annual General Meeting of Shareholders, Mr. Shimada and Ms. Shu will have served as outside Directors of the Company for six years and two years, respectively.
3. In accordance with Article 427, paragraph (1) of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into agreements with Mr. Naoki Shimada and Ms. Yoshimi Shu to limit their liabilities provided for in Article 423, paragraph (1) of the Companies Act to the amount stipulated by laws and regulations. If both candidates are reelected, the Company intends to continue the aforementioned agreements. If Mr. Yoshihiko Ito is elected, the Company intends to conclude the same limited liability agreement with him.
4. The Company has entered into a directors and officers liability insurance policy with an insurance company as provided for in Article 430-3, paragraph (1) of the Companies Act. The policy covers damages including indemnification and litigation expenses in relation to the execution of duties by the Directors and other insured (provided that damages resulting from willful misconduct or gross negligence shall be excluded). If each candidate is elected and assumes office of Director, they will be included as insured in said insurance policy. The Company also plans to renew said insurance policy with the same terms upon the next renewal.

5. If Mr. Naoki Shimada and Ms. Yoshimi Shu are reelected, the Company plans to continue designating them as independent officers based on “the criteria for judging the independence of independent officers” prescribed by the Tokyo Stock Exchange.
6. Mr. Naoki Shimada is the Chief Executive Officer of P&E Directions, Inc., which has transactions with the Company. However, the transaction amount for the year ended September 30, 2026 was less than 2% of either party’s net sales. Therefore, P&E Directions, Inc. is not considered a major business partner. Furthermore, he served as Outside Director of NOK CORPORATION from June 2022, and as Outside Director (Audit & Supervisory Committee Member) of the same company from June 2024. In October 2026, he assumed the position of Outside Director (Audit & Supervisory Committee Member) of NOK Group Corporation, the parent company of NOK CORPORATION. The Company has transactions with NOK CORPORATION. However, the transaction amount for the year ended September 30, 2026 was less than 2% of either party’s net sales. Therefore, NOK CORPORATION is not considered a major business partner.
7. Ms. Yoshimi Shu was employed by The Tokai Bank, Limited, a predecessor of MUFG Bank, Ltd., which is a major business partner accounting for over 2% of the Company’s net sales (for the year ended September 30, 2026). However, she resigned from that bank in March 1996.
8. Mr. Yoshihiko Ito currently serves as Director, Senior Managing Executive Officer of Mitsubishi Research Institute, Inc., which is a major shareholder of the Company. The Company conducts transactions with the company and its group companies, including sales of IT-related products and provision of SE and IT services. However, the transaction amount for the year ended September 30, 2026 was less than 2% of the net sales of the Company and each of the respective companies. Therefore, none of them is considered a major business partner. Although he is deemed to be an independent officer under the criteria stipulated by the Tokyo Stock Exchange, he is not designated as such after comprehensively considering the above-mentioned relationship with Mitsubishi Research Institute, Inc., which is an “other affiliated company” of the Company.
9. The number of the Company’s shares owned does not include the number of shares held in the Directors’ stock ownership plan. The total number of shares held in the Directors’ stock ownership plan is 26,400 shares as of September 30, 2026, including the shares held by members other than the candidates.
10. There is no special interest between any of the candidates and the Company.

[Reference] Skills Matrix of Directors at the Conclusion of the Annual General Meeting of Shareholders

If Proposal No. 2 is approved and adopted at this Annual General Meeting of Shareholders as originally proposed, the key expertise of each Director is as follows.

Skills	Reason for selection	Expertise and knowledge that each Director is expected to possess in particular								
		Yukihiro Makita	Takashi Uesaka	Kohei Katsuta	Naoki Shimada	Yoshimi Shu	Yoshihiko Ito	Shinji Kodama	Shinya Deguchi	Mika Yanagisawa
Corporate management	As knowledge and experience cultivated through extensive corporate management and diverse perspectives are essential for effective decision-making and oversight	●	●		●		●			
IT & technologies	As IT and technology literacy is essential in the core business areas	●	●				●	●		
Sales & marketing	As competitive sales and marketing capabilities are essential for the steady growth of core businesses	●	●		●		●			
Legal affairs & risk management	As compliance and sound risk management are essential in preventing damage to corporate value			●		●		●	●	●
Finance & accounting	As financial strategy is crucial in maintaining financial and accounting soundness required of listed companies, and creating corporate value			●		●		●	●	
Development of organization & human resources	As the source of competitiveness lies in human resources and maximizing human capital is a material management challenge			●	●	●				●

Proposal No. 3: Election of One Substitute Director Who Is an Audit & Supervisory Committee Member

The Company proposes the election of one substitute Director who is an Audit & Supervisory Committee Member in preparation for an event in which the number of Directors who are Audit & Supervisory Committee Members falls short of the number provided for by law.

In addition, the consent of the Audit & Supervisory Committee has been obtained for this proposal.

The candidate for substitute Director who is an Audit & Supervisory Committee Member is as follows.

Name (Date of birth)	**Reasons for nomination as candidate for substitute outside Director who is an Audit & Supervisory Committee Member and outline of expected roles**	Number of the Company's shares owned
Naoki Shimada (November 23, 1968) Outside Independent	Based on his extensive experience and expertise as a corporate executive and consultant, Mr. Naoki Shimada provides oversight and advice regarding the Company's business operations as an outside Director. The Company has determined that he is qualified in strengthening the effectiveness of management oversight and audit functions of the Company, and has nominated him as a candidate for substitute outside Director who is an Audit & Supervisory Committee Member.	50,000 shares

Notes:
1. Mr. Shimada is a candidate for substitute outside Director who is an Audit & Supervisory Committee Member. If Proposal No. 2 "Election of Six Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)" is approved and adopted as originally proposed, he will assume office as a Director (excluding Director who is an Audit & Supervisory Committee Member). However, in the event that the number of Directors who are Audit & Supervisory Committee Members falls short of the number provided for by law, he will resign from that position and assume office as a Director who is an Audit & Supervisory Committee Member.
2. The election of Mr. Shimada as a substitute Director who is an Audit & Supervisory Committee Member can be nullified only before he assumes office, by resolution of the Board of Directors with the consent of the Audit & Supervisory Committee.
3. Please also refer to the description under Proposal No. 2 for Mr. Shimada's career summary, etc. In addition, registration as independent officer, limited liability agreement, and directors and officers liability insurance policy will remain the same after he assumes office as a Director who is an Audit & Supervisory Committee Member.

Proposal No. 4: Granting of Non-monetary Compensation for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The amount of compensation for Directors of the Company (excluding Directors who are Audit & Supervisory Committee Members) was approved at the 35th Annual General Meeting of Shareholders held on December 18, 2025. The monetary compensation shall not exceed 500 million yen per year (of which, the amount for outside Directors shall not exceed 50 million yen per year), and the share-based compensation for Directors (excluding Audit & Supervisory Committee Members, outside Directors, and non-residents) shall be capped at 900 million yen and 865,000 shares over five fiscal years.

In addition to the above, this proposal introduces a company housing system as non-monetary compensation for executive Directors (hereinafter referred to as "Eligible Directors") among Directors (excluding Directors who are Audit & Supervisory Committee Members). Under this system, the Company will provide Eligible Directors with housing (leased company housing) or company-owned housing (company-owned company housing) through lease agreements where the Company acts as the lessee or lessee's agent, for use as residences for the Directors and those recognized as sharing the same household. The housing provided to Eligible Directors shall not be classified as so-called luxury company housing. However, Eligible Directors shall pay a monthly fee equivalent to 50% of the monthly rent under the lease agreement concluded by the Company, or an amount stipulated in internal regulations as the equivalent rent for the use of company housing. In the case of leased company housing, the difference between the rent borne by the Company under the lease agreements and the fees for the use of company housing paid to the Company shall not exceed 30 million yen in total for all Eligible Directors in one fiscal year.

The Company believes that the content of this proposal is appropriate, as it contributes to attracting diverse managerial talent without being constrained by geographical limitations due to housing, in order to further develop the Company's business in the future, and it is also in line with the Company's policy on the determination of details of compensation for individual Directors.

Additionally, the Audit & Supervisory Committee of the Company has reviewed and examined the deliberations of the Nomination Committee and the Compensation Committee, as well as the details of the compensation system related to this proposal. As a result, the committee has determined that the content of this proposal is appropriate.

The amount of compensation for Directors will not include the portion of employee salaries of Directors who concurrently serve as employees.

The current number of Directors (excluding Directors who are Audit & Supervisory Committee Members) is six (of which, three are outside Directors). If Proposal No. 2 is approved and adopted as originally proposed, the number of Directors (executive Directors) who are eligible under this proposal will be three.