

Securities Code 4668
November 4, 2025

To All Shareholders With Voting Rights

Kotaro Okamoto
President and Representative Director
MEIKO NETWORK JAPAN CO., LTD.
7-20-1 Nishi-Shinjuku, Shinjuku Ward, Tokyo, Japan

NOTICE OF THE 41ST ANNUAL MEETING OF SHAREHOLDERS

Dear Shareholders:

Please be informed that the 41st Annual Meeting of Shareholders of MEIKO NETWORK JAPAN CO., LTD. (hereinafter the “Company”) shall be held as described below.

When convening this general meeting of shareholders, the Company provides information contained in the reference documents for the general meeting of shareholders, etc. (matters to be provided electronically) electronically, and posts this information on the Company’s website. Please access the website by using the internet address shown below to review the information.

The Company’s website:

<https://www.meikonet.co.jp/ja/ir/stock/meeting.html> (in Japanese)

In addition to posting matters to be provided electronically on our website, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE).

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the internet address shown above, enter “MEIKO NETWORK JAPAN” in “Issue name (company name)” or the Company’s securities code “4668” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

If you are unable to attend the meeting in person, you may exercise your voting rights via the internet, etc. or in writing. Please review the Reference Documents for the Annual Meeting of Shareholders, and exercise your voting rights **by 6:00 p.m. on Thursday, November 20, 2025 (JST).**

- 1. Date and Time:** Friday, **November 21, 2025** at 10:00 a.m. (JST)
- 2. Place:** “**Century Room,**” **B1 floor, Hyatt Regency Tokyo**
2-7-2 Nishi-Shinjuku, Shinjuku Ward, Tokyo, Japan

3. Agenda of the Meeting:

Matters to be reported:

1. Business Report, Consolidated Financial Statements for the 41st term (from September 1, 2024 to August 31, 2025) and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the 41st term (from September 1, 2024 to August 31, 2025)

Proposal to be resolved:

Proposal: Election of Four (4) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

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- Shareholders attending the meeting are kindly requested to submit the Voting Right Exercise Form to the reception at the venue.
 - Note that, for this general meeting of shareholders, paper-based documents stating matters to be provided electronically will be delivered to all shareholders regardless of whether they have made a request for delivery of such documents. Among the matters to be provided electronically, in accordance with the provisions of laws and regulations and Article 15, Paragraph 2 of the Articles of Incorporation of the Company, Major Offices, etc., Accounting Auditor, System to Ensure the Properness of Operations, Overview of Operational Status of System to Ensure the Properness of Operations, Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements, Balance Sheet, Statement of Income, Statement of Changes in Equity, and Notes to Non-consolidated Financial Statements are not provided in the documents delivered to shareholders. The Audit and Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the matters mentioned above.
 - If there are any changes to the matters to be provided electronically, a notice of the changes and the details of the matters before and after the changes will be posted on the Company's aforementioned website and the TSE website.
 - If a voting right is exercised in duplicate by the same shareholder through writing and the internet, the Company shall treat the latter as valid. In addition, if an exercise of voting right through the internet was conducted for multiple times, and if there are conflicting votes to the same proposal, the last exercise of voting right through the internet shall be treated as valid.

How to Exercise Your Voting Rights, Etc.

Exercise of Voting Rights via the Internet

Please access the following website for exercising voting rights and exercise your voting rights.

<https://www.web54.net> (in Japanese)

Inquiries (Toll-free number)

Transfer Agency Web Support Service, Sumitomo Mitsui Trust Bank, Limited
Telephone number: 0120-652-031 (available from 9:00 a.m. to 9:00 p.m.)

Thursday, November 20, 2025 at 6:00 p.m. (JST)

Exercise of Voting Rights in Writing

Please indicate your approval or disapproval for the proposal, and send us your response.

- For the proposal, if there is no indication of an approval or disapproval, the vote shall be treated as an approval.

To be received by the Company by Thursday, November 20, 2025 at 6:00 p.m. (JST)

Exercise of Voting Rights by Attending Meeting in Person

Please submit the Voting Right Exercise Form to the reception at the venue.

- Please bring this Notice with you on the day.

Friday, November 21, 2025 at 10:00 a.m. (JST)

Exercising voting rights is easy with “smart exercising.”

You can exercise your voting rights simply by using your smartphone to read the QR code on the Voting Right Exercise Form.

*1 Depending on the type of device used, the internet connection, etc., there may be cases where this service is unavailable.

*2 After the first login, an ID and password will be required.

*3 “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

For Institutional Investors

For shareholders whose names are listed on the shareholder register such as management trust banks (including the standing proxy), institutional investors can use an electronic platform run by ICJ, Inc. for the exercise of voting rights, subject to prior application and registration.

Reference Documents for the Annual Meeting of Shareholders

Proposal and References

Proposal

Election of Four (4) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all four (4) Directors (excluding Directors who are Audit and Supervisory Committee members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this Annual Meeting of Shareholders. Accordingly, the election of four (4) Directors is proposed.

Concerning this proposal, the Audit and Supervisory Committee of the Company has confirmed that those candidates were nominated through appropriate procedures at the Nomination and Compensation Committee, which consists of Independent Outside Directors as major constituent members, and conducted review, and has judged that all of the candidates for Directors are appropriate.

The candidates are as follows:

No.	Name		Position in the Company	Number of years in office	Board of Directors meetings attendance
1	Kazuhiro Yamashita	Reappointment	Chairperson and Representative Director	18 years	100% (17/17 times)
2	Kotaro Okamoto	Reappointment	President and Representative Director	5 years	100% (17/17 times)
3	Katsuki Saito	Newly appointed	Senior Executive Officer	—	—
4	Kouyuki Sakamoto	Reappointment	Director	1 year	100% (14/14 times)*

* As Mr. Sakamoto assumed his position on November 15, 2024, his attendance above covers the Board of Directors meetings held on and after November 15, 2024.

Number of the Company's shares held

46,500 shares

Board of Directors meetings attendance

100% (17/17 times)

▶ **Brief personal record, position, responsibilities and important concurrent posts**

Mar. 2007: Joined the Company

Nov. 2007: Director

Nov. 2008: Managing Director

Sept. 2012: General Manager, Kobetsu School Business

In charge of Soccer School Business Division, in charge of Meiko Kids Business Division and in charge of Business Development Division

Jul. 2013: General Manager, Business Development Headquarters

Sept. 2014: General Manager, Meikogijuku Business Headquarters

In charge of FC Business Development Division

Nov. 2014: Senior Managing Director

Nov. 2015: Vice President and Director

Nov. 2018: President and Representative Director

Nov. 2024: Chairperson and Representative Director (present)

[Important concurrent posts]

Director of Meiko Culture and Education Ltd.

Councilor of MEIKO KYOIKU KENKYUJO (Public Interest Incorporated Foundation)

Chairman of MEIKO NETWORK VIETNAM COMPANY LIMITED

Part-time External Director of Incorporated School of Ueda Kouo Gakuen

▶ **Reasons for selection as a candidate for Director**

Mr. Kazuhito Yamashita has abundant knowledge and experience accumulated as a corporate manager. He has made efforts to create fans by deepening existing businesses. He has also been dedicated to establishing a core of new businesses that follow the Meikogijuku Business and creating businesses that solve social issues for the purpose of responding to changes in the business environment surrounding the Company.

Furthermore, in order to embody human capital management, he drives such type of management by actively communicating with employees, utilizing the individuality of each employee as diversity, identifying their abilities as assets, refining their abilities, and creating an environment where they can exercise their strengths. The Company expects that he will be able to continuously contribute to further enhancement of the Company's corporate value through strategic human resource development with a future-oriented perspective, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

8,280 shares

Board of Directors meetings attendance

100% (17/17 times)

► **Brief personal record, position, responsibilities and important concurrent posts**

Sept. 1995: Joined Nissho Motors Co. Ltd. (current Auto Communications Co., Ltd.)

Apr. 2002: Director of Nissho Motors Co. Ltd.

Apr. 2004: President and Representative Director of Nissho Motors Co. Ltd.

Feb. 2005: Joined Carlets Co., Ltd., President and Representative Director

Jun. 2008: Joined Krispy Kreme Doughnuts Japan, Inc., Executive Officer and COO

Mar. 2012: President and Representative Director of Krispy Kreme Doughnuts Japan, Inc.

Apr. 2017: Partner of GrowthPoint Equity LLP

Jul. 2020: Joined the Company, Counselor

Oct. 2020: Director of KOTOH & COMPANY CO., LTD

Nov. 2020: Senior Managing Director of the Company

Sept. 2021: General Manager, Kids Business Headquarters

Apr. 2022: Director of Simple Inc.

Sept. 2022: Director of MEIKO Carrier Partners Co., Ltd.

Oct. 2022: Director of Go Good Co., Ltd.

Apr. 2023: Vice President and Director of the Company

Nov. 2024: President and Representative Director (present)

► **Reasons for selection as a candidate for Director**

Mr. Kotaro Okamoto has a track record of managing three corporations as President and Representative Director prior to his appointment as Director of the Company. Since his appointment as a Director of the Company, he has overseen the Japanese Language School Business and Other Businesses such as Kids Business from the perspective of a professional manager who always anticipates change, and has properly managed and supervised the execution of business operations. He has also planned and implemented management strategies, M&A strategies, the creation of new businesses and businesses that solve social issues, as well as corporate value enhancement initiatives for the purpose of responding to changes in the business environment surrounding the Company.

He also has abundant knowledge of financial accounting, and is committed to using his expertise to expand the scope of new businesses. He has contributed greatly to strengthening the management foundation, and strongly driven sustainable growth and improvement of corporate value.

The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the reelection of the candidate as Director of the Company.

Number of the Company's shares held

3,000 shares

Board of Directors meetings attendance

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▶ **Brief personal record, position, responsibilities and important concurrent posts**

Apr. 1987: Joined FUJIYA HOTEL Co., Ltd.

Jun. 1998: Joined Tokyo Individualized Educational Institute, INC.

Aug. 2004: Director of Tokyo Individualized Educational Institute, INC.

May 2014: Representative Director and President of Tokyo Individualized Educational Institute, INC.

Jul. 2016: Chairperson of Education Industry Committee of Japan Hospitality Movement Association (NPO) (present)

Apr. 2018: Director of Japan Hospitality Movement Association (NPO) (present)

Apr. 2022: Member of The Board of Trustees of KEIZAI DOYUKAI (Japan Association of Corporate Executives) (present)

Aug. 2022: ISO/TC 312 (Excellence in service) Mirror Committee Member of Japan (present)

Sept. 2023: Director and Chair of Tokyo Individualized Educational Institute, INC.

May 2024: Retired as Director and Chair of Tokyo Individualized Educational Institute, INC.

May 2024: Representative Director and President of CLAPBOARD Co., Ltd. (present)

Jun. 2025: Joined the Company

Senior Executive Officer, General Manager, Meikogijuku Business Headquarters (present)

[Important concurrent posts]

Representative Director and President of CLAPBOARD Co., Ltd.

▶ **Reasons for selection as a candidate for Director**

Mr. Katsuki Saito has been engaged in the education business for many years, and has high knowledge based on his industry experience, as well as abundant management experience.

Additionally, since joining the company, in the Meikogijuku Business, he has made efforts to install hospitality as the culture for the Company as a whole based on his experience as Director of the Japan Hospitality Movement Association. As a result, he has proposed warm service tailored to customers' needs and greatly contributed to improving the Company's value of services and increasing customer satisfaction. The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the election of the candidate as Director of the Company.

Number of the Company's shares held

4,400 shares

Board of Directors meetings attendance

100% (14/14 times)

* As Mr. Sakamoto assumed his position on November 15, 2024, his attendance above covers the Board of Directors meetings held on and after November 15, 2024.

▶ **Brief personal record, position, responsibilities and important concurrent posts**

Mar. 1995: Joined the Company

Sept. 2015: General Manager, General Affairs Department

Apr. 2019: General Manager, Corporate Planning Department

Mar. 2020: Director of Waseda EDU Co., LTD.

Jun. 2021: Executive Officer, General Manager, Corporate Planning Department of the Company

Apr. 2022: Director of Simple Inc. (present)

Sept. 2022: Director of MEIKO Carrier Partners Co., Ltd. (present)

Oct. 2022: Director of International Human Resource Development Co., LTD.
Director of Go Good Co., Ltd.

Apr. 2023: Executive Manager, Sustainability Promotion Office of the Company

Aug. 2023: Senior Executive Officer, General Manager, Corporate Planning Department

Nov. 2024: Director, General Manager, Corporate Planning Department, and Executive Manager, Sustainability Promotion Office (present)

[Important concurrent posts]

Director of Simple Inc.

Director of MEIKO Carrier Partners Co., Ltd.

▶ **Reasons for selection as a candidate for Director**

Since joining the Company immediately after his graduation, Mr. Kouyuki Sakamoto worked at classrooms and served as General Manager of the General Affairs Department before assuming the current posts of Director and General Manager of the Corporate Planning Department and Executive Manager of the Sustainability Promotion Office. He plays a central role in pushing forward the Company's M&A, IR, and finance strategies, promoting the creation of new businesses, and fundamentally transforming its business.

He is also energetically pursuing the integration of sustainability management with the management strategies in order to respond to changes in the business environment surrounding the Company, aiming to achieve both the resolution of social issues and the enhancement of corporate value. The Company has determined that he will be able to contribute to further growth of the Company and the enhancement of corporate value, and therefore proposes the reelection of the candidate as Director of the Company.

- (Notes)
1. None of the candidates for Directors have special conflict of interest with the Company.
 2. The Company has entered into a directors and officers liability insurance contract with an insurance company, which covers Directors as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages and litigation expenses to be borne by the insureds in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or officer of the Company. The insurance premiums are fully borne by the Company. The candidates for Directors will be insured by the insurance contract upon the approval on their appointment. The Company plans to renew the insurance contract with the same terms and conditions during their terms of office.

<Reference>

The table below shows the potential structure of the officers if the Proposal is approved as originally proposed.

Basic Views on Officer Structure

MEIKO NETWORK JAPAN aims to shift from an education business company that helps children grow into independently-minded people to a corporate group that extracts the potential in everyone, from infants to elderly, with the aspiration of evolving into a comprehensive human resources support group that will realize a bright future aligning with each individual's life stage with the Purpose of creating memory of You can if You Think You Can as a starting point.

In order to maintain its status as a preferred choice in the society, the Company has identified fundamental requirements for its officer as an individual: who can perceive social issues, such as educational inequality, digital education, imbalances in educational/labor opportunities, a declining working-age population, and an aging society, as new business opportunities; who can strive to solve these issues actively with the Purpose of creating the memory of You can if You Think You Can as a starting point; and who has the capability to contribute to sound and sustainable growth and the enhancement of shareholders' and corporate value of the Company, which runs the education business and the human resources and training business.

■ Principal expertise and experience particularly required or expected out of Directors

	No.	Name	Purpose management / management strategy	Sustainability	Human capital management	Business and sales experience	DX / CX	Marketing / branding	Creation of new businesses / M&A	Compliance	Financial affairs
Directors	1	Kazuhito Yamashita	●	●	●	●		●	●	●	
	2	Kotaro Okamoto	●		●		●	●	●	●	●
	3	Katsuki Saito			●	●	●	●	●	●	
	4	Kouyuki Sakamoto		●	●				●	●	●
Audit and Supervisory Committee members		Hiroshi Jinza Outside	●			●			●	●	●
		Nanako Aono Outside				●				●	●
		Saiko Kumao Outside		●		●	●			●	
		Kanako Iwase Outside		●	●	●				●	

- * 1. The table above shows items that are required or expected of each Director/Audit and Supervisory Committee member. In addition, the Company will continue to discuss and flexibly change required or expected roles and diversity in accordance with factors such as changes in the business environment surrounding the Company and progress in the Company's business strategies.
2. Managing Director Mr. Yasutada Taniguchi will retire from his position as Director of the Company at the conclusion of the 41st Annual Meeting of Shareholders scheduled to be held on November 21, 2025, and focus on his position as Representative Director of Go Good Co., Ltd., a wholly-owned subsidiary of the Company, for its further growth. He will continue to promote DX and CX strategies for the entire Group.

■ Principal expertise and experience particularly required or expected out of Executive Officers

	Name	Business strategy	Sustainability	Human capital strategy	Industry experience / sales	DX / CX	Marketing / branding	Compliance / risk management	Financial affairs
Mahito Asamizu	Senior Executive Officer Deputy General Manager and President of Kanto and Koshinetsu Company in the Meikogijuku Business Headquarters	●		●	●	●	●	●	
Shuji Watanabe	Senior Executive Officer Director of Administration, General Manager of the Human Resources Department, and General Manager of the Meiko Group Administration Office		●	●				●	●
Yoshihiro Etou	Executive Officer President of Kinki, Chugoku and Shikoku Company in the Meikogijuku Business Headquarters	●			●		●	●	
Hiroaki Tateyama	Executive Officer General Manager of the Kids Business Division in the Kids Business Headquarters	●			●		●	●	
Tomoya Nakamura	Executive Officer General Manager of the RED Business Division in the RED Business Headquarters and General Manager of Development Department	●			●		●	●	
Hiroki Kadoyanagi	Executive Officer General Manager of DX Strategy Division and General Manager of IT Governance Department		●			●	●	●	

- * 1. The table above shows items that are required or expected of each Executive Officer. In addition, the Company will continue to discuss and flexibly change required or expected roles and diversity in accordance with factors such as changes in the business environment surrounding the Company and progress in the Company's business strategies.
2. As a replacement for Mr. Yasutada Taniguchi, who will retire at the conclusion of the 41st Annual Meeting of Shareholders scheduled to be held on November 21, 2025, Mr. Hiroki Kadoyanagi will assume the position of Executive Officer, General Manager of DX Strategy Division, and General Manager of IT Governance at the Company, and continue to promote DX and CX strategies for the Company.

Criteria for Nominating Independent Outside Directors

The Company has established criteria for nominating Independent Outside Directors to ensure the independence of candidates when nominating candidates for Outside Directors, and disclosed it on the Company's website (<https://www.meikonet.co.jp/ja/ir/management/governance.html> (in Japanese)).

Consolidated Financial Statements

Consolidated Balance Sheet (As of August 31, 2025)

(Unit: Million yen)

Item	Amount
Assets	
Current assets	12,210
Cash and deposits	9,127
Accounts receivable - trade	1,385
Securities	200
Merchandise	121
Work in process	15
Supplies	6
Other	1,400
Allowance for doubtful accounts	(45)
Non-current assets	6,939
Property, plant and equipment	1,022
Buildings and structures	855
Tools, furniture and fixtures	93
Land	48
Leased assets	24
Intangible assets	530
Goodwill	305
Software	205
Software in progress	15
Telephone subscription right	4
Investments and other assets	5,386
Investment securities	3,787
Deferred tax assets	248
Leasehold and guarantee deposits	1,174
Other	176
Total assets	19,150

Item	Amount
Liabilities	
Current liabilities	5,512
Accounts payable - trade	179
Accrued expenses	1,845
Income taxes payable	759
Accrued consumption taxes	345
Contract liabilities	1,397
Lease liabilities	5
Provision for bonuses	524
Other	454
Non-current liabilities	1,051
Retirement benefit liability	139
Provision for share awards for directors (and other officers)	39
Deferred tax liabilities	314
Lease liabilities	20
Asset retirement obligations	460
Other	75
Total liabilities	6,564
Net assets	
Shareholders' equity	11,060
Share capital	972
Capital surplus	909
Retained earnings	11,830
Treasury shares	(2,652)
Accumulated other comprehensive income	1,525
Valuation difference on available-for-sale securities	1,484
Foreign currency translation adjustment	40
Total net assets	12,585
Total liabilities and net assets	19,150

Consolidated Statement of Income (From September 1, 2024 to August 31, 2025)

(Unit: Million yen)

Item	Amount	
Net sales		24,827
Cost of sales		18,540
Gross profit		6,287
Selling, general and administrative expenses		4,595
Operating profit		1,691
Non-operating income		
Interest income	17	
Dividend income	68	
Share of profit of entities accounted for using equity method	46	
Gain on investments in investment partnerships	0	
Rental income	15	
Reversal of allowance for doubtful accounts	9	
Subsidy income	10	
Penalty income	3	
Other	21	192
Non-operating expenses		
Rental expenses	1	
Commission expenses	7	
Other	5	15
Ordinary profit		1,868
Extraordinary income		
Gain on sale of investment securities	782	
Other	24	806
Extraordinary losses		
Loss on retirement of non-current assets	10	
Impairment losses	65	
Loss on valuation of investments in capital	10	86
Profit before income taxes		2,588
Income taxes - current	1,000	
Income taxes - deferred	(139)	861
Profit		1,727
Profit attributable to owners of parent		1,727

Non-consolidated Financial Statements

Balance Sheet (As of August 31, 2025)

(Unit: Million yen)

Item	Amount
Assets	
Current assets	6,538
Cash and deposits	4,095
Accounts receivable - trade	1,151
Securities	200
Merchandise	119
Supplies	1
Short-term loans receivable	100
Other	904
Allowance for doubtful accounts	(34)
Non-current assets	10,010
Property, plant and equipment	481
Buildings	446
Tools, furniture and fixtures	32
Leased assets	2
Intangible assets	187
Software	167
Software in progress	16
Telephone subscription right	4
Investments and other assets	9,341
Investment securities	3,180
Shares of subsidiaries and associates	4,849
Investments in capital	0
Long-term loans receivable	485
Leasehold and guarantee deposits	676
Other	150
Total assets	16,549

Item	Amount
Liabilities	
Current liabilities	2,947
Accounts payable - trade	116
Accrued expenses	1,248
Income taxes payable	467
Accrued consumption taxes	170
Contract liabilities	112
Lease liabilities	1
Provision for bonuses	420
Other	411
Non-current liabilities	647
Provision for share awards for directors (and other officers)	20
Deferred tax liabilities	314
Lease liabilities	1
Asset retirement obligations	239
Other	71
Total liabilities	3,595
Net assets	
Shareholders' equity	11,468
Share capital	972
Capital surplus	915
Legal capital surplus	915
Retained earnings	12,233
Legal retained earnings	54
Other retained earnings	12,179
General reserve	9,147
Retained earnings brought forward	3,032
Treasury shares	(2,652)
Valuation and translation adjustments	1,484
Valuation difference on available-for-sale securities	1,484
Total net assets	12,953
Total liabilities and net assets	16,549

Statement of Income (From September 1, 2024 to August 31, 2025)

(Unit: Million yen)

Item	Amount	
Net sales		15,111
Cost of sales		11,433
Gross profit		3,678
Selling, general and administrative expenses		3,137
Operating profit		540
Non-operating income		
Interest income	9	
Interest on securities	8	
Dividend income	1,192	
Gain on investments in investment partnerships	0	
Rental income	50	
Reversal of allowance for doubtful accounts	9	
Subsidy income	2	
Penalty income	3	
Other	9	1,285
Non-operating expenses		
Commission expenses	15	
Rental expenses	50	
Other	1	67
Ordinary profit		1,759
Extraordinary income		
Gain on sale of investment securities	782	
Other	24	806
Extraordinary losses		
Loss on retirement of non-current assets	2	
Impairment losses	65	
Loss on valuation of investments in capital	10	77
Profit before income taxes		2,487
Income taxes - current	552	
Income taxes - deferred	(17)	535
Profit		1,952