

Corporate Officers

(as of June 26, 2026)

Directors

CEO who leads the maximization of corporate value

Hiroki Koreeda
Representative Director,
President



Born on February 24, 1964

He has served as a representative director for over 20 years. He has management expertise and demonstrates strong execution capabilities.

Founder who drives sustainable growth through his strong determination and management expertise

Nobuhiko Koreeda
Chairman of the Board



Born on September 11, 1937

He founded MJS as a director in 1977. Since then, he has consistently held a management position.

Executive in charge of compliance promotion who executes cultural reform

Masanori Suzuki
Vice Chairman of the Board



Born on October 9, 1954

After holding important positions, such as commissioner of the Small and Medium Enterprise Agency, he serves as a director for several companies.

► For views of Masanori Suzuki on compliance, see p. 48.

Head of the Sales Division who leads the sales strategy

Tetsushi Ishikawa
Director and Managing Executive Officer



Born on November 21, 1962

He has extensive experience in sales, having served as branch manager and district manager across the country.

CFO who supports the management foundation from a financial standpoint

Junichi Sato
Director and Managing Executive Officer



Born on April 20, 1962

Taking advantage of his experience and track record in the Business Administration Division, he currently oversees financial strategy.

► For views of Junichi Sato on financial strategy, see p. 32.

New CTO who leads product innovation

Takashi Yasukochi
Director and Managing Executive Officer



Born on September 8, 1978

After holding important positions such as development manager at various companies, he assumed the role of CTO in April 2026.

Transmitting valuable information on tax, accounting, and corporate management

Toshiharu Okubo
Director



Born on December 18, 1955

After holding important positions in the company's development and sales departments, he currently serves as the acting director of the MJS Tax and Accounting System Research Institute.

Skill Matrix

1 Corporate management / Business strategy	●	●	●		●	
2 Finance/ Accounting/ Taxation				●	●	●
3 Support for SMEs		●	●	●		●
4 Marketing / IT / Consulting sales	●	●		●	●	●
5 Creation of new businesses	●					
6 Legal affairs / Risk management / Compliance			●		●	

Reasons for Selecting Each Skill

- 1 Considered important for the Company's sustainable growth and development amid significant changes in the business environment.
- 2 Considered important for disclosing corporate and financial information accurately and promptly to all stakeholders.
- 3 Considered important for contributing to the development of regional and, ultimately, the Japanese economy by supporting management innovation and DX for SMEs in collaboration with accounting firms nationwide.
- 4 Considered important for providing new value that satisfies customers, supporting their growth and development, and aiming for continuous improvement in corporate value.
- 5 Considered important for promoting innovation and evolving business models in line with the times amid a rapidly accelerating digital shift.
- 6 Considered important for improving transparency in management decision-making, strengthening monitoring functions and on-site risk management, and reinforcing the foundation for sound corporate operations and growth.

Corporate Officers

Directors

Leading the oversight of corporate management with his advanced expertise in finance and management

Hirofumi Gomi
Outside Director



Born on May 13, 1949
Having served as commissioner of the Financial Services Agency and as chairman of financial institutions, he is knowledgeable in financial administration and management strategy.

Strengthening corporate management from strategic perspectives on economic policy and human resource development

Takao Kitabata
Outside Director



Born on January 10, 1950
Having served as a vice minister of Economy, Trade and Industry and as a university president, he excels at developing highly competent human resources.

Ensuring transparency in corporate management by leveraging his specialized expertise in law, accounting, and insurance

Takuma Ishiyama
Outside Director



Born on February 17, 1947
Having served as a lawyer and a university professor, he is also the president of a professional graduate school of accounting.

Strengthening the Board of Directors with her extensive accounting expertise and diverse perspectives

Aki Yamauchi
Outside Director



Born on November 5, 1974
She also serves as a university professor and has diverse perspectives, including those related to gender and generations.

▶ Message from Aki Yamauchi, see p. 46.

Audit and Supervisory Board Members

Leveraging his diverse practical experience to strengthen the audit function

Hiroshi Makino
Full-Time Audit and Supervisory Board Member



Born on July 1, 1959
Drawing on his experience in the sales department and as chief manager of the Internal Audit Department, he contributes to ensuring the legality and appropriateness of the company's management.

Rigorously ensuring the legality of corporate management by leveraging his experience as the Prosecutor-General and his legal expertise

Keiichi Tadaki
Outside Audit and Supervisory Board Member



Born on July 1, 1943
Having served as a vice minister of Justice and as the Prosecutor-General, he is currently practicing as a lawyer.

Improving audit quality by leveraging his outstanding expertise in taxation, finance, and banking

Hiroshi Nakahara
Outside Audit and Supervisory Board Member



Born on July 24, 1958
Having served as commissioner of the National Tax Agency and as a representative officer of a financial institution, he is knowledgeable in taxation, finance, and banking.

Skill Matrix

1 Corporate management / Business strategy	●		●	
2 Finance/ Accounting/ Taxation	●		●	●
3 Support for SMEs		●		●
4 Marketing / IT / Consulting sales				
5 Creation of new businesses		●		
6 Legal affairs / Risk management / Compliance	●	●	●	●

Reasons for Selecting Each Skill

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Corporate Governance

MJS considers the establishment of a management system and an internal control system to be one of its top management priorities. The company will promote the enhancement of corporate value by strengthening governance, including that of its subsidiaries.

1 Board of Directors

Number of meetings	17 (FY2025)
Chairperson	Hiroki Koreeda, Representative Director, President
Total members	11 (7 internal members, 4 outside members)

Main Agenda Items

- Key issues involving management plans and performance
- Growth strategy and investment (new development, M&A, etc.)
- Results of deliberations at the Remuneration Advisory Committee and the Nomination Advisory Committee
- Matters related to sustainability management, risk management, and compliance

2 Audit and Supervisory Board

Number of meetings	14 (FY2025)
Chairperson	Hiroshi Makino, Full-Time Audit and Supervisory Board Member
Total members	3 (1 internal member, 2 outside members)

Main Agenda Items

- Audit policy and plan
- Evaluation and coordination with accounting auditors
- Audit of directors' execution of duties and important meetings
- Status of the development and operation of internal control systems

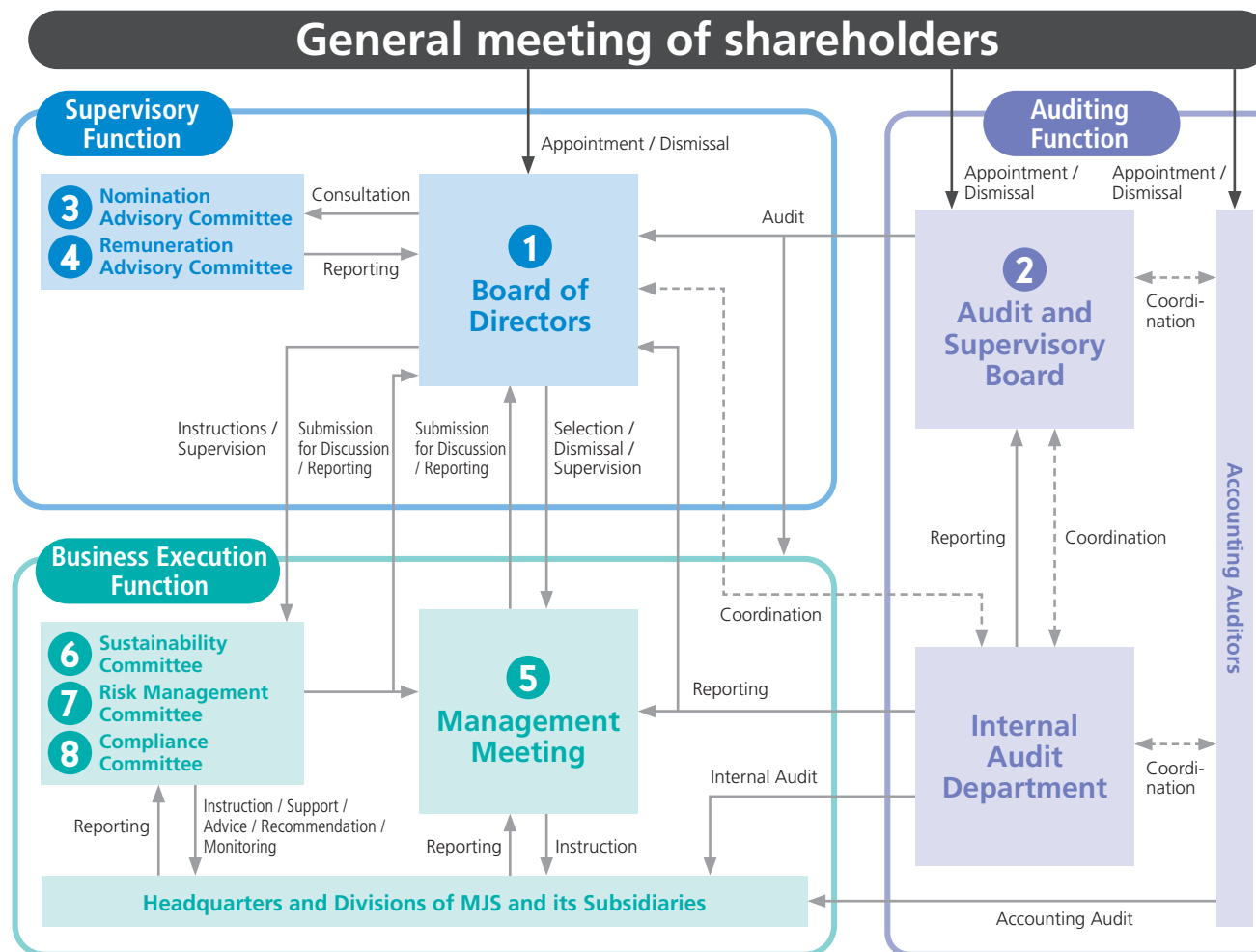
3 Nomination Advisory Committee

Number of meetings	1 (FY2025)
Chair	Hiroki Koreeda, Representative Director, President
Total members	7 (2 internal members, 5 outside members)

Main Agenda Items

- Policy on the appointment and removal of directors
- Appointment of directors for the next term
- Selection of representative directors and directors with specific titles
- Review of the skill matrix

Corporate Governance System Diagram (as of June 26, 2026)



4 Remuneration Advisory Committee

Number of meetings	1 (FY2025)
Chair	Hiroki Koreeda, Representative Director, President
Total members	7 (2 internal members, 5 outside members)

Main Agenda Items

- The policy for deciding the details of remuneration and other benefits for each individual director

5 Management Meeting

Number of meetings	25 (FY2025)
Chairperson	Hiroki Koreeda, Representative Director, President
Total members	8 (8 internal members, 0 outside members)

Main Agenda Items

- Development and progress management of the annual budget
- Preliminary discussion of important matters (M&A, investments, etc.)
- Management of the performance and business operations of each business unit and subsidiary
- Review of organizational, personnel, and regulatory matters

6 Sustainability Committee

► For details, see p. 11.

7 Risk Management Committee

► For details, see p. 47.

8 Compliance Committee

► For details, see p. 48.

Corporate Governance

History of Strengthening Corporate Governance

To enhance corporate value and secure the trust of stakeholders, MJS is committed to strengthening corporate governance by improving the effectiveness of the Board of Directors and establishing various committees. In light of changes in corporate management environment, we will continue to strive to further sophisticate the governance.

2024	Establishment of Risk Management Committee
2023	- Introduction of a restricted stock plan - Appointment of a female outside director - Establishment of Compliance Committee - Establishment of Sustainability Committee
2022	Disclosure of the skill matrix
2020	Establishment of Nomination Advisory Committee / Remuneration Advisory Committee
2017	Increased the number of independent outside directors to four
2016	- Increased the ratio of outside directors to one-third or more - Increased the number of independent outside directors to three - Began the evaluation of the effectiveness of the Board of Directors

Remuneration, etc. for Directors and Audit & Supervisory Board Members

The Board of Directors resolves the policy for determining the details of remuneration and other benefits for each individual director. Before this decision, the policy has been submitted to the Remuneration Advisory Committee for consultation, and a response has been received.

Furthermore, regarding individual remuneration for directors, the Board of Directors confirms that the determining method and the contents of the remuneration determined are consistent with the policy resolved by the Board of Directors and that the recommendations of the Remuneration Advisory Committee have been respected. After this confirmation is made, the Board of Directors determines that the remuneration aligns with the said policy.

Basic Policy

The company's basic policy is to determine remuneration at a level that is appropriate to the roles and responsibilities of each position, taking into consideration the remuneration levels of listed companies as a whole and other companies in the same industry in order to attract diverse and excellent human resources and to continue enhancing the company's corporate value. Remuneration consists of fixed remuneration, performance-linked remuneration and non-monetary remuneration. Outside directors only receive fixed remuneration.

Amount of Remuneration, etc. for Directors and Audit and Supervisory Board Members

Category of officers	Total remuneration	Breakdown of total remuneration by type			Number of eligible officers
		Fixed remuneration	Performance-linked remuneration	Non-monetary remuneration	
Directors (Outside Directors)	421 million yen (51 million yen)	297 million yen (51 million yen)	99 million yen (-)	23 million yen (-)	12 (4)
Audit & Supervisory Board Members (Outside Audit & Supervisory Board Members)	38 million yen (19 million yen)	38 million yen (19 million yen)	- (-)	- (-)	3 (2)
Total (Outside Directors and Outside Audit and Supervisory Board Members)	459 million yen (70 million yen)	335 million yen (70 million yen)	99 million yen (-)	23 million yen (-)	15 (6)

*The above amounts and numbers include one director who resigned on March 31, 2026, and one director who retired at the conclusion of the general meeting of shareholders held on June 26, 2026.

Evaluation of the Effectiveness of the Board of Directors

Points Confirmed as Ensuring Effectiveness

- The current number of directors and the ratio of internal to outside directors are generally appropriate. Decisions are made based on diverse expertise, and oversight functions are carried out appropriately.
- The frequency and duration of the meetings are appropriate. An environment has been in place in which participants can speak freely.
- The agenda items are generally appropriate. Discussions are held with due consideration for the perspectives of investors and stakeholders.

Points to Work On

- The challenge lies in expanding diversity beyond gender and age. In particular, we need the participation of individuals with corporate management experience in the IT industry.
- It is also necessary to distribute materials well in advance, manage time strictly, conduct meetings flexibly with a clear focus on priorities and promote digitization.
- In addition to enhancing analyses based on external perspectives and industry comparisons, it is necessary to have more in-depth discussions about the Medium-Term Management Plan and sustainability, and to strengthen the Group's governance.

Message from an Outside Director



Aki Yamauchi

Professor at Waseda University's Faculty of Commerce. Engaged in research and education in the field of accounting. Specializing in financial accounting and intangible asset accounting, she has earned high acclaim in academic circles. Her publications include *Accounting for Goodwill*. She provides management advice from a broad perspective and serves as an outside director (Audit and Supervisory Committee Member) at Keio Corporation and as an outside director at MJS.

Embracing a venture spirit to achieve further growth

Role as an Outside Director

As a university professor, I have accumulated extensive experience in research, teaching, and academic administration. As an educator, I have taught a diverse range of students at both the undergraduate and graduate levels. I have also been actively involved in academic administration at the School of Commerce, Waseda University. My primary area of specialization is financial accounting. Drawing on these experiences, I have sought, in my role as an outside director at MJS, to maintain a broad perspective that extends beyond my own area of professional expertise. In fulfilling my responsibilities, I strive to consider not only the specialized knowledge and perspectives I can contribute, but also the people who constitute the organization and the broader strategic and managerial context in which the company operates.

MJS Strengths

“Strong connections” and “venture spirit”

For many years, MJS has worked for SMEs through its robust network of accounting firms, and I believe these connections are the greatest strength of MJS. Additionally, I sense a venture spirit aimed at further growth when I attend meetings of the board of directors.

While a venture spirit is indispensable for a company's sustainable growth, the larger a company grows, the more difficult it is to maintain that spirit. I believe that another strength of MJS is having that spirit deeply rooted in the company. Board meetings have an atmosphere that

encourages open discussion. Constructive discussions take place with a focus on the overall balance of management and whether to accelerate or slow down the business.

Challenges facing MJS

“Group synergy” and “diversity”

On the other hand, it is true that MJS is facing many challenges. Today, societal trends are constantly and rapidly changing. While it goes without saying that organizations must also change, I feel that we have entered an era in which organizations are being severely questioned about how they will change.

MJS has launched a number of initiatives that reflect its unique characteristics, that is the venture spirit. However, these initiatives have not yet been fully instilled throughout the organization. Similar issues can be observed throughout the MJS Group. We need to effectively generate group synergy, while taking a big-picture view of the Group and organizations.

Furthermore, we have a long way to go to achieve diversity. I hope to see an environment expand where everyone, regardless of gender or age, can freely express their opinions and take on new challenges as the next generation of leaders. I hope all employees will aim to become the next generation of leaders without hesitation.

To our stakeholders

As an outside director, I am committed to supporting MJS as it grows and transitions into a new phase while continuing to value the social role that MJS has played by working with SMEs and accounting firms.

Risk Management

To strengthen its governance for ensuring sound growth, the MJS Group is addressing key risks, including information security and service disruptions, and working to sophisticate its risk management.

Risk Management Policy

Based on the MJS Group Risk Management Policy, we have established a risk management framework that emphasizes business continuity, effectiveness, and efficiency. For material risks such as information security risks, we are working to strengthen our ability to respond in emergencies alongside peacetime risk control. By establishing a three-lines-of-defense system, we aim to secure stakeholder trust and ensure the sustainable provision of high-quality services.

Risk Management Committee

Number of meetings **4** (in FY2025)

Chair **Hiroki Koreeda**
Representative
Director and
President

Total members **13**

Major discussion topic in FY2025

Key risks were identified. Under the oversight of the risk owners, management measures and evaluation criteria were developed, monitoring was conducted, and the management system was strengthened through effectiveness assessments.

Future initiatives

We will establish and deepen the PDCA cycle for risk management by collaborating with each department and Group company to manage key risks, improve management measures, and further enhance the effectiveness of the evaluation criteria.

Information Security

To protect important information assets held by all business sites and to establish and maintain robust information security, we have established the Information Security Basic Policy and Personal Information Protection Policy applicable to all employees working at MJS Group, and we manage and operate information assets under a consistent policy.

► For details on the Policy on Information Security and Personal Information Protection, see [here](#). ↗

Security of Products and Services

We regularly review and evaluate the information security conditions of the services we provide, including cloud services. To maintain a stable and secure service provision, we have established a 24 / 7 monitoring system that detects various threats, including increasingly advanced and sophisticated cyberattacks, and implement prompt countermeasures against these threats.

Information Security Management Framework

In accordance with ISO / IEC 27001, we continuously work to properly manage information assets and prevent their unauthorized use or leakage. We are also striving to enhance our security measures in response to the growing use of cloud services and improve the effectiveness of our company-wide management system. These initiatives are supported by the advancement of operational foundations through DX promotion and the development of an information infrastructure that supports diverse work styles.

Risk Management Framework (as of May 15, 2026)



Strategic risks are continuously addressed at the Management Meeting, where the Corporate Planning Department serves as the secretariat, and the outcomes are reflected in management decisions.

The responsible departments conduct daily risk management in line with risk response policy, while the administrative departments provide support and develop frameworks. These activities are regularly monitored by the Risk Management Committee, which, with the support of the Internal Control Department as needed, undertakes reviews and improvements.

Compliance

On a foundation of compliance with laws, regulations, and the company's internal rules, we aim to earn the trust of our stakeholders and enhance our corporate value in a sustainable way by improving the effectiveness of the compliance system and fostering an open and transparent corporate culture.

Compliance Policy

Guided by our corporate philosophy of developing and improving our social personality, we strictly adhere to laws, regulations, and the company's internal rules in accordance with the Five Major Management Policies and the MJS Group Code of Ethical Conduct. We are also committed to instilling a sense of compliance throughout the organization, preventing the occurrence and recurrence of misconduct, and fostering a corporate culture that encourages employees to act with autonomy and integrity.

Compliance Committee

Number of meetings **5** (in FY2025)

Chair **Masanori Suzuki**
Vice Chairman of the Board

Total members **13**
(10 internal members, 3 outside members)

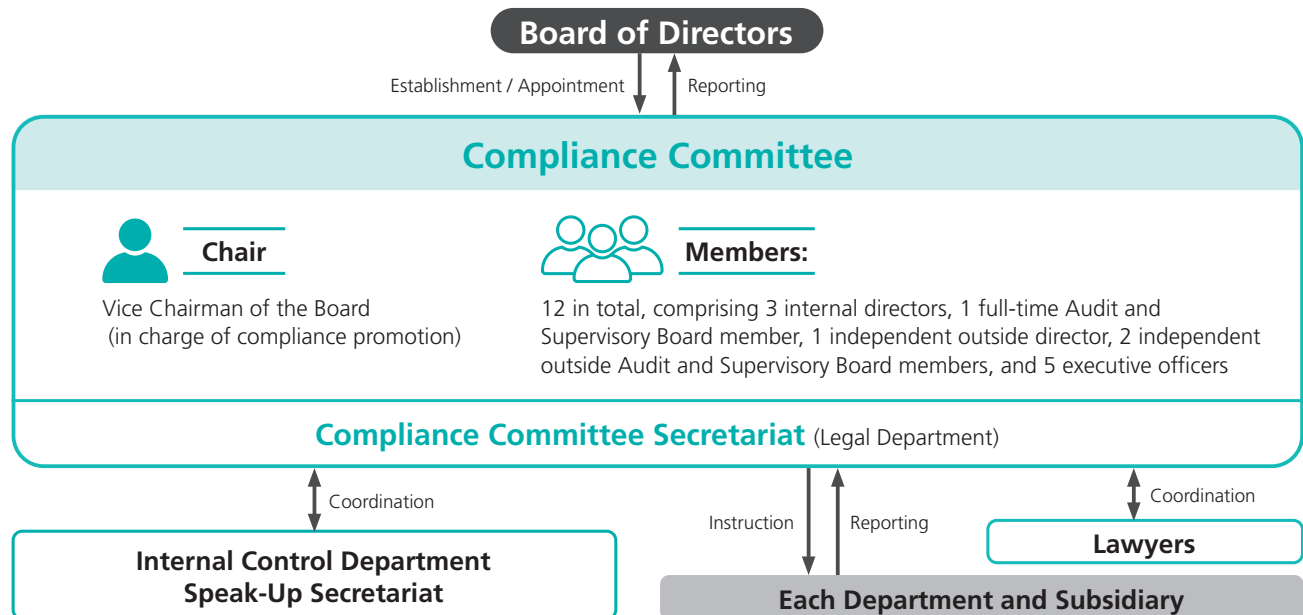
Priority agenda for FY2025

- Harassment prevention initiatives, such as surveys to assess the current state from multiple perspectives
- Survey on the current state of customer abuse and the development of a response manual
- Initiatives on working hour management

Future initiatives

As priority issues, we will grasp the actual working hours and correct them. At the same time, we will implement training programs on customer abuse and programs on harassment tailored to each job level in order to analyze the cause of this problem and solve it fundamentally.

Compliance Promotion Framework (as of June 26, 2026)



Message



Masanori Suzuki
Vice Chairman of the Board

We aspire to earn the unwavering trust of our stakeholders and ensure the company's growth in the medium to long term. To achieve this, we are taking every possible measure to ensure compliance. In 2023, we established a Compliance Committee, where executives and employees thoroughly discuss various issues from a shared perspective and focus on implementing measures deemed

acceptable. Our goal is not only to comply with laws, regulations, and the company's internal rules, but also to go beyond that. We aim to create an open workplace environment where we respect one another, foster a corporate culture and ethics based on compliance, and continuously enhance our corporate value. We are committed to doing our best to earn your trust.