

*This document has been translated from the Japanese original for the convenience of non-Japanese shareholders.
In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.*

(Securities code: 4792)

Date of sending by postal mail: June 4, 2026

Start date of measures for electronic provision: May 29, 2026

To our shareholders:

Keisaku Masuda
President
YAMADA Consulting Group Co., Ltd.
Marunouchi Trust Tower North
1-8-1 Marunouchi, Chiyoda-ku, Tokyo

Notice of the 37th Annual General Meeting of Shareholders

You are hereby notified that the 37th Annual General Meeting of Shareholders (the “Meeting”) of YAMADA Consulting Group Co., Ltd. (the “Company”) will be held as follows.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on the Company’s website. Please access the following website to view the information.

The Company’s website:

<https://www.yamada-cg.co.jp/ir/stockinfo/meeting/> (in Japanese)

In addition to posting items subject to measures for electronic provision on the Company’s website, the Company also posts this information on the website of the Tokyo Stock Exchange (TSE). You can review it below.

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 “YAMADA Consulting Group” in “Issue name (company name)” or the Company’s securities code “4792” 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, you may exercise your voting rights via the internet or in writing (by mail), so please review the Reference Material for the General Meeting of Shareholders and exercise your voting rights by Monday, June 22, 2026 at 6:00 p.m. (JST).

[Voting via the internet]

Access the Company’s designated website for exercising voting rights (<https://evote.tr.mufg.jp/> (in Japanese)), and use the “voting rights exercise code” and “password” displayed on the Voting Rights Exercise Form sent with this notice of convocation. Follow the on-screen guidance to input your approval or disapproval of the proposals by the deadline for exercising voting rights.

When exercising your voting rights via the internet, please refer to the “Exercising Your Voting Rights via the Internet” below.

[Voting in writing (by mail)]

Please indicate your approval or disapproval of the proposals on the Voting Rights Exercise Form and return the form

to us so that it arrives by the deadline for exercising your voting rights.

Meeting Details

1 Date and time	Tuesday, June 23, 2026, at 1:30 p.m. (JST) (Reception will start at 1:00 p.m.)
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2 Venue	Marunouchi Trust Tower North, 9th Floor, Meeting Room 1-8-1 Marunouchi, Chiyoda-ku, Tokyo
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3 Purpose of the Meeting	
Matters to be reported:	<ol style="list-style-type: none">1. Reports on business report, consolidated financial statements and the results of audit of the consolidated financial statements by the Financial Auditor and the Audit and Supervisory Committee for the 37th fiscal year (from April 1, 2025 to March 31, 2026)2. Report on non-consolidated financial statements for the 37th fiscal year (from April 1, 2025 to March 31, 2026)
Matters to be resolved:	
	Proposal 1: Election of Five Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
	Proposal 2: Election of Two Directors Who Are Audit and Supervisory Committee Members

4 Exercising your voting rights	
	The voting rights at the general meeting of shareholders are important rights for decision-making granted to shareholders. Please review the Reference Material for the General Meeting of Shareholders and exercise your voting rights. You may exercise your voting rights by the following three methods.
	By attending at the Meeting
	When attending the Meeting in person, submit the Voting Rights Exercise Form to the receptionist.
	Date and time: Tuesday, June 23, 2026, at 1:30 p.m. (JST) (Reception will start at 1:00 p.m.)
	In writing (by mail)
	Indicate in the Voting Rights Exercise Form approval/disapproval for the respective proposals, and send the completed form to the Company.
	Deadline: Must arrive by Monday, June 22, 2026, at 6:00 p.m. (JST)
	Via the internet
	Access the website for exercising voting rights (https://evote.tr.mufg.jp/ (in Japanese)) and follow the instructions on the screen to enter approval/disapproval for the respective proposal.
	Deadline: Must complete entry by Monday, June 22, 2026, at 6:00 p.m. (JST)

When attending the Meeting in person, please submit your Voting Rights Exercise Form at the reception desk.

If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's website and the TSE website.

For this General Meeting of Shareholders, the Company will deliver paper-based documents including the items subject to measures for electronic provision to all shareholders whether they have requested delivery or not. Among the items subject to measures for electronic provision, the following are not included in the paper-based documents to be delivered, in accordance with laws and regulations and Article 15 of the Company's Articles of Incorporation.

- 1) “System to ensure the properness of operations” and “Overview of operational status of system to ensure the properness of operations” in the business report
- 2) “Consolidated statements of changes in equity” and “Notes to consolidated financial statements” in the consolidated financial statements
- 3) “Non-consolidated statements of changes in equity” and “Notes to non-consolidated financial statements” in the non-consolidated financial statements

Accordingly, the business report, consolidated financial statements and non-consolidated financial statements included in this document are part of the documents audited by the Financial Auditor in preparing the Financial Auditor’s Report and by the Audit and Supervisory Committee in preparing its Audit Report.

In addition, after this General Meeting of Shareholders, a social event for shareholders will be held in the same venue. We invite you to remain and take part.

Exercising Your Voting Rights via the Internet

Website for exercising voting rights <https://evote.tr.mufg.jp/> (in Japanese)

1. Access the website for exercising voting rights.
2. Follow the instructions on the screen to enter approval/disapproval for the respective proposal.

Reference Material for the General Meeting of Shareholders

Proposal 1: Election of Five Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all five currently serving Directors (excluding Directors who are Audit and Supervisory Committee members) will expire at the conclusion of the Meeting.

Therefore, the Company proposes the election of five Directors (excluding Directors who are Audit and Supervisory Committee members).

This proposal was approved at the Board of Directors meeting after the deliberation process of the Nomination and Remuneration Advisory Committee, an advisory committee to the Board of Directors chaired by an independent outside Director.

The Audit and Supervisory Committee did not make note of any significant issues regarding this proposal.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee members) are as follows:

No.	Name	Position and responsibility in the Company	
1	Yasuo Nishiguchi	Chairman	Reappointment
2	Keisaku Masuda	President and in charge of Business Management	Reappointment
3	Tsuyoshi Tsuji	Senior Managing Director and in charge of Business Management	Reappointment
4	Makiko Fuse	Director and in charge of Public Relations	Reappointment
5	Hideji Shuto	Director and General Manager of Administration Department	Reappointment

Reappointment: Candidate for Director expected to be reappointed

No.
1

Yasuo Nishiguchi
(October 9, 1943)

Number of the Company's shares owned: 73,100
Number of years of service: 10

Reappointment

[Career summary, and position and responsibility in the Company]

Apr. 1975 Joined Kyoto Ceramics Co., Ltd. (currently KYOCERA Corporation)
June 1992 Senior Managing Director of KYOCERA Corporation
June 1997 Vice President of KYOCERA Corporation
June 1999 Representative Director and President of KYOCERA Corporation
June 2005 Representative Director, Chairman and CEO of KYOCERA Corporation
July 2007 Representative Director and President of HANDY Co., Ltd. (current position)
June 2014 Outside Director of YUSHIN PRECISION EQUIPMENT CO., LTD. (currently Yushin Company)
(current position)
Mar. 2015 Chairman and CEO of Socionext Inc.
June 2016 Outside Director of the Company
Apr. 2018 Independent Director of Gyrfalcon Technology Inc.
Jan. 2019 Representative Director, Chairman and CEO of Gyrfalcon Technology Japan
Mar. 2019 Outside Director of FLOSFIA INC. (current position)
Apr. 2020 Outside Director of Microwave Chemical Co., Ltd.
Apr. 2020 Chairman of the Company (current position)

[Significant concurrent positions outside the Company]

Representative Director and President of HANDY Co., Ltd.

Outside Director of Yushin Company

Outside Director of FLOSFIA INC.

No.
2

Keisaku Masuda
(August 28, 1961)

Number of the Company's shares owned: 173,000

Number of years of service: 24

Reappointment

[Career summary, and position and responsibility in the Company]

Aug. 1989 Joined Keiji Soma Judicial Scrivener Office

Nov. 1991 Joined Junichiro Yamada Certified Public Accountant and Certified Public Tax Accountant Office
(currently Yamada & Partners Tax Co.)

July 2000 Representative Director and President of TFP Management Consulting Co., Ltd. (currently YAMADA
Consulting Group Co., Ltd.)

June 2002 Director of the Company

Jan. 2004 Representative Director and President of Tokyo FP Insurance Partners Co., Ltd. (currently YAMADA
Financial Service Co., Ltd.) (current position)

June 2007 Director and Vice President of the Company

Jan. 2008 Representative Director and President of Capital Solution Co., Ltd. (currently YAMADA Investment Co.,
Ltd.) (current position)

Apr. 2009 Representative Director and Vice President of the Company

Oct. 2016 President of the Company

Jan. 2020 Representative Director of Japan Management Advisory Company Co., Ltd.

Apr. 2025 President and in charge of Business Management of the Company (current position)

[Significant concurrent positions outside the Company]

Representative Director and President of YAMADA Financial Service Co., Ltd.

Representative Director and President of YAMADA Investment Co., Ltd.

No.
3

Tsuyoshi Tsuji
(October 25, 1972)

Number of the Company's shares owned: 40,000

Number of years of service: 6

Reappointment

[Career summary, and position and responsibility in the Company]

Sept. 1997	Joined Matsuyama Takashi Certified Public Tax Accountant Office
Oct. 2000	Joined TFP Management Consulting Co., Ltd. (currently YAMADA Consulting Group Co., Ltd.)
Apr. 2009	Director of TFP Management Consulting Co., Ltd.
May 2015	Managing Director of TFP Management Consulting Co., Ltd.
Apr. 2018	Senior Managing Executive Officer and General Manager of Management Consulting Department of the Company
Apr. 2019	Senior Managing Executive Officer and General Manager of Consulting Business Planning Department of the Company
June 2020	Senior Managing Director and General Manager of Consulting Business Planning Department of the Company
Oct. 2020	Senior Managing Director and General Manager of Business Management Department of the Company
Apr. 2025	Senior Managing Director and in charge of Business Management and Global Real Estate Business of the Company
Apr. 2026	Senior Managing Director and in charge of Business Management of the Company (current position)

[Significant concurrent positions outside the Company]

Not applicable.

No.
4

Makiko Fuse
(February 3, 1955)

Number of the Company's shares owned: 146,900

Number of years of service: 36

Reappointment

[Career summary, and position and responsibility in the Company]

Apr. 1977 Joined Mitsubishi Heavy Industries, Ltd.
May 1988 Joined Junichiro Yamada Certified Public Accountant and Certified Public Tax Accountant Office
(currently Yamada & Partners Tax Co.)
July 1989 Director of the Company
June 1999 Managing Director of the Company
Oct. 2002 Managing Director of Tokyo Financial Planners Co., Ltd. (currently YAMADA Consulting Group Co.,
Ltd.)
Apr. 2007 Managing Director of TFP Owner Management Research Institute (currently YAMADA Consulting
Group Co., Ltd.)
June 2007 Director of the Company
Mar. 2016 Outside Corporate Auditor of DSB Co., Ltd.
Mar. 2017 Outside Director of Nissay Asset Management Corporation
June 2020 Director and in charge of Corporate Planning of the Company
June 2021 Director and in charge of Corporate Planning and Public Relations of the Company
Apr. 2025 Director and in charge of Public Relations and Corporate Governance of the Company
Apr. 2026 Director and in charge of Public Relations of the Company (current position)

[Significant concurrent positions outside the Company]

Not applicable.

No.
5

Hideji Shuto
(November 5, 1958)

Number of the Company's shares owned: 12,400

Number of years of service: 6

Reappointment

[Career summary, and position and responsibility in the Company]

Apr. 1982	Joined Nomura Securities Co., Ltd.
June 2006	General Manager of Corporate Finance Department 8. of Nomura Securities Co., Ltd.
Apr. 2013	Director of Nomura Research & Advisory Co., Ltd.
Dec. 2015	Corporate Officer of Keio Innovation Initiative, Inc.
Apr. 2018	Joined the Company
Dec. 2019	Executive Officer and in charge of Administration Department of the Company
Apr. 2020	Executive Officer and General Manager of Administration Department of the Company
June 2020	Director and General Manager of Administration Department of the Company (current position)
Dec. 2024	Representative Director of Japan Management Advisory Company Co., Ltd. (current position)

[Significant concurrent positions outside the Company]

Representative Director of Japan Management Advisory Company Co., Ltd.

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. The Company has entered into a directors and officers liability insurance contract provided for under Article 430-3, paragraph (1) of the Companies Act with an insurance company, identifying all Directors as the insured, to cover any compensation for damages and litigation expenses that may be borne by the insured, by means of the insurance contract. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured in the policy. The Company plans to renew the aforementioned insurance contract with the same content at the time of next renewal.

Proposal 2: Election of Two Directors Who Are Audit and Supervisory Committee Members

The terms of office of Tatsuo Yamasaki and Nobuaki Iwashina, Directors who are Audit and Supervisory Committee members, will expire at the conclusion of the Meeting. Therefore, the Company proposes the election of two Directors who are Audit and Supervisory Committee members.

This proposal was approved at the Board of Directors meeting after the deliberation process of the Nomination and Remuneration Advisory Committee, an advisory committee to the Board of Directors chaired by an independent outside Director.

The consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidates for Directors who are Audit and Supervisory Committee members are as follows:

No. 1	Hitoshi Sumisawa (December 19, 1965)	Number of the Company's shares owned: – Number of years of service: –
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[New election]
[Outside]
[Independent]

[Career summary, and position and responsibility in the Company]

Apr. 1988	Joined the Ministry of Finance Japan (MOF)
July 2005	Personal Secretary to the Minister of Finance
Aug. 2010	Director for the Ministry of Land, Infrastructure, Transport and Tourism and the Ministry of Environment Budget of Budget Bureau of MOF
July 2011	Director of Indirect Tax Policy Division of Tax Bureau of MOF
June 2013	Director of Research Division of Tax Bureau of MOF
July 2014	Director of Income Tax and Property Tax Policy Division of Tax Bureau of MOF
June 2016	Director of Planning and Administration Division of Tax Bureau of MOF
July 2017	Councillor of Cabinet Secretariat (attached to Assistant Chief Cabinet Secretary)
July 2018	Deputy Director-General of Tax Bureau of MOF
July 2020	Director-General of Tax Bureau of MOF
July 2023	Commissioner of National Tax Agency
July 2024	Retired from MOF
Oct. 2024	Adviser of Nagashima Ohno & Tsunematsu (Law Firm) (current position)
Nov. 2024	Special Adviser of Hongo Tsuji Tax & Consulting (current position)
Nov. 2024	Adviser of Yamada & Partners Tax Co. (current position)
June 2025	President of The Center for Financial Industry Information Systems (current position)

[Significant concurrent positions outside the Company]

Not applicable.

No.
2

Akihiro Tsuchiya
(March 3, 1968)

Number of the Company's shares owned: –
Number of years of service: –

[New election]
[Outside]
[Independent]

[Career summary, and position and responsibility in the Company]

Apr. 1990	Joined the Ministry of Finance Japan (MOF)
July 2008	Director of Public Relations Office of Minister's Secretariat of MOF
July 2009	Director of Office of Vice Minister of Finance for International Affairs of MOF
July 2010	Director for Expenditure Review and Policy Evaluation of Budget Bureau of MOF
Jan. 2011	Personal Secretary to State Minister Yosano
Sept. 2011	Director for Expenditure Review and Policy Evaluation of Budget Bureau of MOF
July 2012	Director of Allowance Control and Mutual Assistance Insurance Division of Budget Bureau of MOF
June 2013	Director for Pensions and Labor Budget of Budget Bureau of MOF
July 2014	Director of International Organizations Division of International Bureau of MOF
July 2015	Director of Multilateral Development Banks Division of International Bureau of MOF
July 2017	Director of Planning and Administration Division of International Bureau of MOF
July 2019	Deputy Director-General of International Bureau of MOF (in charge of Foreign Exchange Law and Japan's FATF mutual evaluation)
July 2021	Senior Deputy Director-General of International Bureau of MOF (in charge of G7/G20 and Asia affairs)
July 2024	Director-General of International Bureau and Acting Director of Economic Security Policy Office of MOF
July 2025	Retired from MOF
Nov. 2025	Executive Adviser of Norinchukin Research Institute Co., Ltd. (current position)
Nov. 2025	Adviser of Nishimura & Asahi (Law Firm) (current position)

[Significant concurrent positions outside the Company]

Not applicable.

- Notes:
1. There is no special interest between Hitoshi Sumisawa and Akihiro Tsuchiya and the Company.
 2. Hitoshi Sumisawa and Akihiro Tsuchiya are candidates for outside Director.
 3. If the elections of Hitoshi Sumisawa and Akihiro Tsuchiya are respectively approved, the Company plans to enter into limited liability agreements with them pursuant to Article 427, paragraph (1) of the Companies Act, limiting the liability for damages under Article 423, paragraph (1) of the Companies Act. The maximum limited liability amount based on these agreements is the amount stipulated by laws and regulations.
 4. The Company has entered into a directors and officers liability insurance contract provided for under Article 430-3, paragraph (1) of the Companies Act with an insurance company, identifying all Directors as the insured, to cover any compensation for damages and litigation expenses that may be borne by the insured, by means of the insurance contract. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured in the policy.
The Company plans to renew the aforementioned insurance contract with the same content at the time of next renewal.
 5. Reasons for nominating Hitoshi Sumisawa for outside Director and the overview of the expected role from him are as follows. He possesses experience and wide-ranging insight gained through his career in key positions at the Ministry of Finance. He is expected to fulfill an appropriate role in ensuring the adequacy and appropriateness of the Board of Directors' decision-making by providing supervision and advice on the Company's business strategies, the Group's management structure, the Group's governance structures, etc., utilizing this insight. If he is elected, he will serve as a member of the Nomination and Remuneration Advisory Committee and will be involved in the selection of the Company's officer candidates and the determination of officer remuneration from an objective and neutral standpoint. While he has not been directly involved in company management in the past, for the reasons

stated above, we have determined that he will be able to appropriately fulfill his duties as an outside Director who is an Audit and Supervisory Committee member of the Company.

6. Reasons for nominating Akihiro Tsuchiya for outside Director and the overview of the expected role from him are as follows. He possesses experience and wide-ranging insight gained through his career in key positions at the Ministry of Finance. He is expected to fulfill an appropriate role in ensuring the adequacy and appropriateness of the Board of Directors' decision-making by providing supervision and advice on the Company's business strategies, the Company's overseas business development, the management structure of overseas subsidiaries, overseas governance structures, etc., utilizing this insight. If he is elected, he will serve as a member of the Nomination and Remuneration Advisory Committee and will be involved in the selection of the Company's officer candidates and the determination of officer remuneration from an objective and neutral standpoint. While he has not been directly involved in company management in the past, for the reasons stated above, we have determined that he will be able to appropriately fulfill his duties as an outside Director who is an Audit and Supervisory Committee member of the Company.
7. Hitoshi Sumisawa and Akihiro Tsuchiya have satisfied the independence criteria set forth by the Tokyo Stock Exchange (TSE). If their respective elections are approved, the Company plans to designate them as independent officers in accordance with the rules stipulated by the Tokyo Stock Exchange (TSE) and to notify the same to the TSE.