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Corporate Governance Report

CORPORATE GOVERNANCE

MODEC, INC.

Last Update: April 10, 2026

MODEC, Inc.

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<https://www.modec.com/>

The corporate governance of MODEC, Inc. (the “Company” or “MODEC”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

Basic views on corporate governance

The Company establishes its corporate governance system in accordance with the fundamental principles of strict compliance, a focus on shareholder returns and securing business transparency. In particular, with regard to securing transparency, the Company proactively strives to ensure prompt and accurate information disclosure.

Reasons for Non-compliance with the Principles of the Corporate Governance Code

The Company complies with all principles of the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code Updated

The Company has established the MODEC, Inc. Corporate Governance Guidelines (hereinafter, the “MODEC Guidelines”).

https://www.modec.com/sustainability/pdf/governanceguideline_en.pdf

Please refer to the following items for the Company’s policies regarding matters that the Corporate Governance Code states should be disclosed.

< Principle 1-4>

MODEC Guidelines [Article 7. Basic Policy for Cross-Shareholdings and Exercising Voting Rights Associated with Cross-Shareholdings]

The Company does not currently cross-hold any shares.

< Principle 1-7>

MODEC Guidelines [Article 5. Procedures Concerning Transactions that may Harm the Common Interests of Shareholders]

<Supplementary Principle 2-4-1>

Based on the concept that “human resources are a source of competitive strength,” we aim to realize a society where “the ocean and humanity co-exist in harmony,” as stated in our vision, by uniting the strength of all employees across the group. In our Mid-term Business Plan 2024-2026, we are committed to actively investing in human capital, which serves as the foundation for growth and transformation, alongside the decarbonization of FPSOs and the materialization of new business. This year, we are advancing the re-organization of our policies towards human capital management. Specific initiatives related to human capital include ensuring the necessary personnel to realize our business strategy and creating a foundation for group management and a diverse, comfortable working environment where employees can maximize their value.

We believe that new ideas generated from diverse perspectives lead to further strengthening our competitiveness. Based on this belief, we aim to attract a wide range of talented individuals regardless of gender, nationality, age, or other attributes, and foster a workplace culture where diverse talents can work with peace of mind.

1) Ratio of Women

At our Tokyo head office, we are strengthening the recruitment of women. Additionally, to create an environment where female employees can thrive in the medium to long term, we are working on “support the balance between childcare and work,” in accordance with relevant laws.

Target item	Target	FY2025 results
Ratio of female employees*	40% by the end of FY2030	34%
Ratio of female managers*	20% by the end of FY2030	15%

* Applies to MODEC, Inc. only

2) Foreign nationals

As a company operating globally, we train and promote employees at each location based on each individual employee’s abilities and achievements, regardless of their nationality.

(Reference) Ratio of foreign national employees: 95.2% (including at overseas bases (FY2025))

3) Mid-career hires

The Company trains and promotes employees based on each individual employee's abilities and achievements, regardless of whether they joined the Company as a new graduate or as a mid-career hire.

(Reference) Ratio of mid-career hires: 75.5%; Ratio of mid-career hires in managerial positions: 89.1% (Tokyo head office (2025))

<Principle 2-6>

The Company does not have a corporate pension fund system.

<Principle 3-1>

MODEC Guidelines [Article 2. Management Philosophy], [Article 3. Basic Policy for Establishment and Enhancement of Corporate Governance System], [Article 12. Roles and Responsibilities of the Board of Directors], [Article 13. Composition of the Board of Directors], [Article 14. Procedures for Nomination of Candidates and Election/Dismissal for Officers], and [Article 15. The Company's Approach to Executive Remuneration and Decision Procedures]

The election/dismissal of Directors and Directors who are Audit and Supervisory Committee Members is determined in accordance with the policies outlined in the MODEC Guidelines [Article 13. Composition of the Board of Directors] and [Article 14. Procedures for Nomination of Candidates and Election/Dismissal for Officers], based on each individual's work experience and knowledge. Individual career summaries are disclosed in the Annual Securities Report.

Please refer to the Company's website for the Mid-term Business Plan.

<https://www.modec.com/ir/strategy/midterm.html>

<Supplementary Principle 3-1-3>

Please refer to the Company's website for information on its approach to sustainability and its sustainability policy and initiatives. In FY2023, we established the Sustainability Committee to strengthen our sustainability initiatives.

<https://www.modec.com/sustainability/>

The Company endorses the TCFD Recommendations. Please refer to the Company's website for information on its climate change initiatives.

<https://www.modec.com/sustainability/tcf.html>

<Supplementary Principle 4-1-1>

MODEC Guidelines [Article 12. Roles and Responsibilities of the Board of Directors]

<Principle 4-9>

MODEC Guidelines [Article 13. Composition of the Board of Directors]

<Principle 4-10-1>

MODEC Guidelines [Article 13. Composition of the Board of Directors]

<Supplementary Principle 4-11-1>

MODEC Guidelines [Article 13. Composition of the Board of Directors]

Please refer to the Notice of Convocation of the 40th Annual General Meeting of Shareholders "(Reference) Skill Matrix" for information on the skills that are required of the Board of Directors and the balance of knowledge, experience, and abilities.

https://www.modec.com/ir/stock/pdf/2025_agm_notice_en.pdf

<Supplementary Principle 4-11-2>

MODEC Guidelines [Article 18. Limitation of Interlocking Directorates of Independent Officers]

<Supplementary Principle 4-11-3>

MODEC Guidelines [Article 16. Evaluation of the Board of Directors]

Please refer to the Company's website for a summary of the Board of Directors' effectiveness assessment.

Summary of the Board Effectiveness Assessment Results

https://www.modec.com/sustainability/pdf/Board_Effectiveness_Assessment_Results_20260325_en.pdf

<Supplementary Principle 4-14-2>

MODEC Guidelines [Article 24. Support System for Officers]

<Principle 5-1>

MODEC Guidelines [Article 25. Basic Policy] and [Article 26. System for Promoting Dialogue]

The Company's website includes content for investors and shareholders.

<https://www.modec.com/jp/ir/individuals/> (Japanese Only)

<Implementation status of dialogue with shareholders>

In accordance with our basic views on corporate governance, we implement the following systems and measures.

- Establish the Budget and Planning Department under the CFO, a unit responsible for IR.
- Actively hold individual interviews with domestic and overseas institutional investors, small meetings with the President or CFO (meetings where the President or CFO exchanges opinions with investors and analysts), and financial results briefings
- Prepare and publish a wide range of IR information in Japanese and English, including financial results, financial statements, and timely disclosure, as well as materials for financial results briefings and mid-term business plans, and strive to enhance fair and timely disclosure for institutional investors both domestic and international, analysts, and individual investors by posting IR information on the Company's website.
- Report opinions obtained through dialogue with shareholders and investors to the Board of Directors every six months

- Conduct surveys to identify genuine shareholders twice a year to ascertain shareholder composition
- Thoroughly comply with internal rules concerning the prevention of insider trading, including by giving due consideration to fair disclosure when engaging in IR activities

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update Updated	April 10, 2026

Explanation **Updated**

The Company has formulated the Mid-term Business Plan 2024-2026 and disclosed it in February 2024. In this plan, we outline the foundational projects and their prospects to strengthen our profitability, and we have set financial KPIs (such as Return on Equity (ROE) and Price-Book value Ratio (PBR)) as targets. Subsequently, on February 13, 2025, we revised the financial targets for the fiscal year ending December 2026.

Please refer to the Company's website for the Mid-term Business Plan 2024-2026, "Explore a Sustainable Future with Innovation."

<https://www.modec.com/ir/strategy/midterm.html>

2. Capital Structure

Foreign Shareholding Ratio **Updated** 20% or more and less than 30%

Status of Major Shareholders **Updated**

Name or Company Name	Number of Shares Owned	Percentage (%)
Mitsui O.S.K. Lines, Ltd.	10,251,800	15.00
MITSUI & Co., LTD.	10,162,300	14.86
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,151,000	11.92
Custody Bank of Japan, Ltd. (Trust Account)	4,495,006	6.57
MITSUI E&S Co., Ltd.	2,502,400	3.66
THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	1,406,617	2.05
J.P. MORGAN BANK LUXEMBOURG S.A. 384513	1,291,673	1.88
STATE STREET BANK AND TRUST COMPANY 505223	1,127,138	1.64
JPMorgan Securities Japan Co., Ltd.	803,948	1.17
BNYM AS AGT/CLTS 10 PERCENT	753,811	1.10

Name of Controlling Shareholder, if applicable (excluding Parent Companies) -

Name of Parent Company, if applicable N/A

Supplementary Explanation **Updated**

1. The status of Major Shareholders is as of December 31, 2025.
2. In addition to the above, Sumitomo Mitsui Trust Bank, Limited. holds 3.6 thousand shares (0.00%) as trust property under the "Stock Compensation Plan for Directors and Officers". These shares are included in treasury shares in the consolidated statement of financial position.
3. As disclosed in the Large Shareholder Report made available for public inspection on May 9, 2025, Asset Management One Co., Ltd. and its one co-owner are stated to own the following shares as of April 30, 2025. However, as the Company is unable to confirm the actual number of shares held as of December 31, 2025, such shares are not included in the above list of major shareholders. The details of the aforementioned Large Shareholder Report are as follows:

Name/Number of Share Certificates, etc./Holding Ratio of Share Certificates, etc. (%)

Asset Management One Co., Ltd./3,454,600/5.05
 Asset Management One International Ltd./190,100/0.28
Total 3,644,700/5.33%

4. As disclosed in the Large Shareholder Report (Amendment Report) made available for public inspection on August 7, 2025, Goldman Sachs Japan Co., Ltd. and its three co-owners are stated to own the following shares as of July 31, 2025. However, as the Company is unable to confirm the actual number of shares held as of December 31, 2025, such shares are not included in the above list of major shareholders. The details of the aforementioned Large Shareholder Report (Amendment Report) are as follows:

Name/Number of Share Certificates, etc./Holding Ratio of Share Certificates, etc. (%)
 Goldman Sachs Japan Co., Ltd./362,018/0.53
 Goldman Sachs Asset Management Co., Ltd./140,100/0.20
 Goldman Sachs Asset Management, L. P./1,922,600/2.81
 Goldman Sachs Asset Management International/682,000/1.00
Total 3,106,718/4.55%

5. As disclosed in the Large Shareholder Report (Amendment Report) made available for public inspection on January 6, 2026, J.P. Morgan Asset Management (Japan) Limited. and its five co-owners are stated to own the following shares as of December 31, 2025. However, as the Company is unable to confirm the actual number of shares held as of December 31, 2025, such shares are not included in the above list of major shareholders. The details of the aforementioned Large Shareholder Report (Amendment Report) are as follows:

Name/Number of Share Certificates, etc./Holding Ratio of Share Certificates, etc. (%)
 J.P. Morgan Asset Management (Japan) Limited./3,548,800/5.19
 J.P. Morgan Investment Management Inc./138,100/0.20
 JPMorgan Asset Management (Asia Pacific) Limited/261,700/0.38
 JP Morgan Securities Japan Co., Ltd./884,200/1.29
 J.P. Morgan Securities plc/440,211/0.64
 J.P. Morgan Securities LLC/131,488/0.19
Total 5,404,499/7.91%

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange (Prime)
Fiscal Year-End	December
Business Sector	Machinery
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	¥100 billion or more but less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 or more but fewer than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

N/A

5. Other Special Circumstances which may have a Material Impact on Corporate Governance

N/A

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Committee
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Directors

Number of Directors Stipulated in Articles of Incorporation	15
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President & CEO
Number of Directors	10
Election of External Directors	Elected
Number of External Directors	7
Number of Independent Directors	5

External Directors' Relationship with the Company (1) Updated

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Kazuki Shimizu	From another company					o		o				
Masayuki Sugiyama	From another company					o		o				
Masato Kobayashi	Lawyer											
Yuko Maeda	From another company											
Toshihiko Fujita	Tax Accountant											
Yuki Tanaka	Other											
Koichi Isobe	From another company								△			

*Categories for "Relationship with the Company".

(Use "o" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- Person who executes business for a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/company auditor
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
- Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- Other

Name	Membership of Audit and Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Kazuki Shimizu			<Status of concurrent positions> - Managing Officer, Mitsui & Co., Ltd.	Mr. Kazuki Shimizu has been re-appointed as an External Director in the expectation that he will provide advice on the overall management of the Company and monitor business execution from an external perspective based on his wide range of business experience at a major general trading company as well as practical knowledge related to the Company's business.
Masayuki Sugiyama			<Status of concurrent positions> - Senior Managing Executive Officer, Mitsui O.S.K. Lines, Ltd.	Mr. Masayuki Sugiyama has been re-appointed as an External Director in the expectation that he will provide advice on the overall management of the Company and monitor business execution from an external perspective based on his abundant knowledge, experience and managerial capability primarily in the offshore business field, cultivated through his service at a major shipping company, as well as his extensive work experience in the field of international business.
Masato Kobayashi		○	<Status of concurrent positions> - Partner, City-Yuwa Partners - External Audit & Supervisory Board Member, Japan Platform of Industrial Transformation, Inc. - Director, Misaki Engagement Master Fund - Director, Misaki Engagement Master Fund II Ltd.	Mr. Masato Kobayashi has been re-appointed as an External Director in the expectation that he will provide advice on the overall management of the Company and monitor business execution of the Company from an external perspective based on a wealth of experience and professional insight on overall legal affairs as an attorney. Mr. Masato Kobayashi satisfies the standards for Independent Directors established by the Tokyo Stock Exchange and the Regulations Regarding Criteria for the Independence of External Directors established by the Company.
Yuko Maeda		○	<Status of concurrent positions> - External Director, Asahi Kasei Corp. - Director, Cellbank Corp.	Ms. Yuko Maeda has been re-appointed as an External Director in the expectation that she will provide advice on the overall management of the Company and monitor business execution from an external perspective based on her extensive knowledge and wealth of experience in management through her career at major manufacturing companies and research institutions. Ms. Yuko Maeda satisfies the standards for Independent Directors established by the Tokyo Stock Exchange and the Regulations Regarding Criteria for the Independence of External Directors established by the Company.

Toshihiko Fujita	○	○	<p><Status of concurrent positions></p> <ul style="list-style-type: none"> - Executive Director, Hongo Tsuji Tax & Consulting - External Director, Ishida Co., Ltd. 	<p>Mr. Toshihiko Fujita has been re-appointed as an External Director who is an Audit and Supervisory Committee Member, as he is deemed to be capable of performing appropriate audits and contributing to the strengthening of the supervisory function of the Company's management, based on his wealth of experience at government and public offices, and his professional insight in taxation business.</p> <p>Mr. Toshihiko Fujita satisfies the standards for Independent Directors established by the Tokyo Stock Exchange and the Regulations Regarding Criteria for the Independence of External Directors established by the Company.</p>
Yuki Tanaka	○	○		<p>Ms. Yuki Tanaka has been appointed as an External Director who is an Audit and Supervisory Committee Member, as she is deemed capable of performing appropriate audits and contributing to the strengthening of the supervisory function of the Company's management, based on her extensive experience and broad expertise in maritime and international fields at government and public institutions.</p> <p>Ms. Tanaka satisfies the standards for Independent Directors established by the Tokyo Stock Exchange and the Regulations Regarding Criteria for the Independence of External Directors established by the Company.</p>
Koichi Isobe	○	○	<p>Mr. Koichi Isobe had been an Executive Officer of Japan Bank for International Cooperation (JBIC), with which the Company has business dealings; however, more than four years have elapsed since his resignation in June 2021, the Company currently has no borrowings from the Bank, and the Company conducts transactions with multiple financial institutions. Accordingly, we consider that he has sufficient independence.</p> <p><Status of concurrent positions></p> <ul style="list-style-type: none"> - Senior Advisor, Daiwa Securities Co. Ltd. 	<p>Mr. Koichi Isobe has been appointed as an External Director who is an Audit and Supervisory Committee Member, as he is deemed capable of performing appropriate audits and contributing to the strengthening of the supervisory function of the Company's management, based on his specialized knowledge and extensive experience in domestic and international finance accumulated through many years of banking and securities operations.</p> <p>Mr. Isobe satisfies the standards for Independent Directors established by the Tokyo Stock Exchange and the Regulations Regarding Criteria for the Independence of External Directors established by the Company.</p>

Audit and Supervisory Committee

Composition of Audit and Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Internal Directors	External Directors	Committee Chair
Audit and Supervisory Committee	4	1	1	3	Internal Director

Appointment of Directors and/or Staff to Support the Supervisory Committee **Updated** Appointed

Matters Concerning Independence of Said Directors and/or Staff from Executive Directors **Updated**

The Office of Audit and Supervisory Committee has been established as a department to assist the Audit and Supervisory Committee in its duties. Suitable employees have been assigned to this office to assist the Audit and Supervisory Committee and its members in their duties.

In addition, employees who assist the Audit and Supervisory Committee shall operate under the direction and supervision of the Audit and Supervisory Committee. Personnel changes and evaluations of these employees will be decided with the prior consent of the Audit and Supervisory Committee, ensuring their independence from the executive departments and the effectiveness of the Audit and Supervisory Committee's directives.

Cooperation among the Audit and Supervisory Committee, Accounting Auditor and Internal Auditing Department **Updated**

As detailed below, the Audit and Supervisory Committee, the Accounting Auditor, and the Internal Auditing Department, which are responsible for internal audits, have been working in close collaboration.

The Audit and Supervisory Committee receives an explanation of the audit plan from the Accounting Auditor at the beginning of the fiscal year and receives reports on the audit and review results during and at the end of the fiscal year. This allows the Committee to share an understanding of the significant risks faced by the Company's group. The Committee held six meetings throughout the year to exchange opinions. As a general rule, the Internal Auditing Department also attended these meetings.

In addition, the Internal Auditing Department holds monthly meetings with a full-time member of the Audit and Supervisory Committee. During these meetings, the Internal Auditing Department reports on the overall status of audit operations, including individual audits, and maintains close contact by exchanging opinions on the current status of the Company and its subsidiaries. The feedback obtained from the Audit and Supervisory Committee through these activities is used as reference when selecting priority items for individual audits, thereby improving the effectiveness and efficiency of the audits.

The Internal Auditing Department audits the entire corporate group, comprising the Company and its subsidiaries, and reports directly to the President & CEO, the Board of Directors, and the Audit and Supervisory Committee, creating a so-called "dual reporting lines."

Voluntary Established Committee(s)

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee Established

Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

	Committee's Name	All Members	Full-time Members	Internal Directors	External Directors	External Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Remuneration Committee	3	0	0	3	0	0	External Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Remuneration Committee	3	0	0	3	0	0	External Director

The Company has established the Nomination and Remuneration Committee, a non-mandatory body, under the Board of Directors with the aim of strengthening the functions of the Board of Directors with regard to the nomination and remuneration of Directors and Executive Officers. It is stipulated that the majority of the Committee's members be independent External Directors to ensure transparency and objectivity, and to engage in fair and appropriate deliberations.

This Committee held 11 meetings in the fiscal year ended December 31, 2025. It deliberated on and recommended the criteria for the appointment of Directors (skills matrix) and candidate proposals. Additionally, the Committee deliberated the composition of the Board of Directors, the succession plan for the President & CEO and the required qualifications.

Matters Concerning Independent Directors

Number of Independent Directors	5
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Other Matters Concerning Independent Directors

The Company designates all External Directors to Independent Directors who meet the qualifications as Independent Directors.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Other
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Supplementary Explanation for Applicable Items

Remuneration for Directors (excluding non-Executive Directors) consists of three components: "Base Remuneration", "Bonus" and "Stock Price-linked Remuneration."

- "Base Remuneration" is fixed remuneration.
- "Bonus" is short-term performance-linked remuneration intended to reward the Company's performance for a single fiscal year and to function as an incentive to achieve management targets.
- "Stock Price-linked Remuneration" is medium to long term performance-linked remuneration. It aims to continuously enhance the Company's corporate value over the medium to long term. Each fiscal year, stock points are granted based on the position and performance. At the time of retirement, the amount of remuneration is calculated by multiplying the accumulated stock points by the stock price at the time of retirement, and this amount is paid in cash.

Persons Eligible for Stock Options	
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Supplementary Explanation for Applicable Items

N/A

Director Remuneration

Status of Disclosure of Individual Director's Remuneration	Disclosed for a part of Directors
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Supplementary Explanation for Applicable Items **Updated**

The Company discloses the total amount of remuneration for Directors in its Annual Securities Report and Business Report. In addition, the Company provides individual disclosure of remuneration for a certain Director in its Annual Securities Report.

The disclosure includes six Directors (excluding Directors who are Audit and Supervisory Committee Members), including four External Directors, who retired upon the conclusion of the 39th Annual General Meeting of Shareholders. The Company discloses the total amount of remuneration for Directors in its Annual Securities Report and Business Report. The total amount of remuneration paid to Directors (excluding Directors who are Audit and Supervisory Committee Members) is JPY 406 million, and the total amount of remuneration paid to Directors who are Audit and Supervisory Committee Members is JPY 62 million. Of this amount, the total remuneration paid to 11 External Directors is JPY 63 million.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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(1) Policy on Determining Remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members)
At the Board of Directors meeting held on March 27, 2024, the Company resolved the policy for determining remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members).

Additionally, the Company has established a Nomination and Remuneration Committee, composed entirely of independent External Directors, to ensure transparency and objectivity in the policy for determining remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members). The Board of Directors, upon receiving recommendations from the Nomination and Remuneration Committee, confirms that the individual remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) for the current fiscal year aligns with the established policy and judges that it is consistent with the policy.

The content of the policy for determining remuneration is as follows.

(i) Basic Policy on Remuneration for Directors

The Company's remuneration system for Directors and other Officers is determined in accordance with the following basic policy with the aim of maximizing the value provided to shareholders and other stakeholders.

- The system shall be designed to function as an appropriate incentive based on the Company's business performance and individual performance. It aims to enhance the Company's corporate value over the medium to long term and to promote the realization of the Company's business plan.
- The system shall encourage Directors and Executive Offices to perform their duties in accordance with their responsibilities by reflecting the roles, responsibilities, and achievements of each Director and Executive Officer.
- The system shall ensure that the remuneration of executives is set at a competitive level to attract the best talent in the market, while complying with regulations, guidelines, and other relevant standards.
- The system shall determine remuneration based on appropriate governance and control, and reviews it in a timely manner in light of the business environment and other factors.

(ii) Structure of Remuneration

① Directors (excluding non-Executive Directors)

• Remuneration Structure

Remuneration for Directors (excluding non-Executive Directors) consists of "Base Remuneration," which is fixed remuneration, "Bonus," which are short-term performance-linked remuneration, and "Stock Price-linked Remuneration (Performance Cash)," which is medium to long term performance-linked remuneration.

• Basic Remuneration

Basic remuneration is a fixed amount calculated based on the director's position and is paid in cash.

• Bonus

Bonuses are provided as an incentive to achieve management goals. The bonus amount is determined by multiplying the position-based standard amount by a coefficient calculated from the consolidated net profit and cash flow for the fiscal year, and considering the dividend performance.

• Stock Price-linked Remuneration (Performance Cash)

Stock price-linked remuneration aims to continuously enhance the Company's corporate value over the medium to long term, increase incentives for future performance, and further align interests with shareholders. Under this system, stock points are granted each fiscal year based on position and performance. At the time of retirement, the amount of remuneration is calculated by multiplying the accumulated stock points by the stock price at the time of retirement, and this amount is paid in cash.

② External Directors (excluding Audit & Supervisory Committee Members)

• Remuneration Structure

From the perspective of expecting appropriate supervision of business execution, the remuneration structure consists solely of basic remuneration, without any performance-linked remuneration components.

• Basic Remuneration

Basic remuneration is a fixed amount paid in cash.

(iii) Process for Determining the Executive Remuneration, etc.

The Board of Directors deliberates and decides on the policy and regulations for determining executive remuneration based on recommendations from the Nomination and Remuneration Committee. Additionally, the specific remuneration amount for each Director and other Officers is determined in accordance with the established policy and regulations.

(2) Remuneration for Directors who are Audit and Supervisory Committee Members consists solely of basic remuneration and is determined through discussions among the Directors who are Audit and Supervisory Committee Members.

Support System for External Directors

The Corporate Governance Department serves as the secretariat for the Board of Directors and provides support as necessary.

Status of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.) after Retiring as Representative Director and President, etc. **Updated**

Name	Job title/ position	Responsibilities	Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.)	Date when former role as president/ CEO ended	Term
Takeshi Kanamori	Executive Corporate Advisor	---	Part time	March 27, 2024	1 year (until 31 March, 2027)

Number of Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.)
After Retiring as Representative Director and President, etc.

1

Other Related Matters

N/A

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) **Updated**

In order to appropriately respond to the significantly changing business environment at a faster pace than ever before, enhance the speed and quality of its management decisions, and further improve the corporate value of the Company group, the Company transitioned from a company with a Board of Company Auditors to a company with an Audit and Supervisory Committee following a resolution to amend the Articles of Incorporation at the 38th Annual General Meeting of Shareholders held on March 27, 2024, for the purposes described below.

- Proceed with the delegation of authority to the Executive Directors from the Board of Directors, and establish a system in which the Board of Directors focuses on deliberation of management policies and strategies
- Strengthen the supervisory function of the Board of Directors by including Audit and Supervisory Committee Members as the members of the Board of Directors, and facilitate the quick decision-making

(1) Board of Directors

The Board of Directors of the Company comprises six Directors (excluding Directors who are Audit and Supervisory Committee Members) (of whom four are External Directors) and four Directors who are Audit and Supervisory Committee Members (of whom three are External Directors) for a total of ten members. In principle, the Board of Directors holds regular meetings once a month and extraordinary meetings as necessary. The Board of Directors secures management fairness and transparency by exercising its supervisory function over the Company's overall management, including the exercise of duties by Officers. The Board of Directors also makes decisions for the Company by determining the execution of important business and other matters based on laws and regulations, the Articles of Incorporation, and the Company rules.

(2) Audit and Supervisory Committee

The Audit and Supervisory Committee comprises four Directors who are Audit and Supervisory Committee Members (three of whom are External Directors). In principle, the Audit and Supervisory Committee meets once a month, and whenever necessary. As an independent body entrusted by the shareholders, the Audit and Supervisory Committee audits and monitors the execution of duties by the Directors who are not Audit and Supervisory Committee Members. In addition, to ensure the effectiveness of these activities, a full-time Audit and Supervisory Committee Member attends the Management Board meetings and expresses their opinions as necessary. The Audit and Supervisory Committee also holds regular interviews with the President & CEO and Directors and conducts audits and investigations on the status of business execution for each internal division and subsidiaries.

(3) Nomination and Remuneration Committee

The Company has established a non-mandatory Nomination and Remuneration Committee under the Board of Directors with the aim of strengthening the functions of the Board of Directors with regard to the nomination and remuneration of Directors and Executive Officers. To ensure transparency and objectivity and to conduct fair and appropriate deliberations, it is stipulated that a majority of the Committee members shall be independent External Directors and that the Committee shall be convened

as necessary. Currently, the Nomination and Remuneration Committee consists of three independent External Directors, including the Chair, and is held approximately once a month. The President & CEO attends the meetings as an observer.

(4) Management Board

The Company has introduced an executive officer system to delegate functions related to business execution from the Board of Directors, and to improve management efficiency and facilitate business execution. In addition, we have established a Management Board as a management body for business execution based on the basic policy determined by the Board of Directors. The Management Board is composed of Executive Officers nominated by the President & CEO and approved by the Board of Directors. In principle, the Management Board holds regular meetings twice a month, and extraordinary meetings as necessary. The Management Board makes decisions on important matters related to the execution of business based on the management strategy determined by the Board of Directors, and seeks to share information through deliberations and reports.

(5) Liability Limitation Contracts

In order to appoint valuable personnel as Directors, the Company stipulates in the current Articles of Incorporation that it may enter into contracts with Directors (excluding who are serving as Executive Directors, etc.) to limit their liabilities for compensation of damages to the Company within a certain extent. The Company has entered into liability limitation contracts with Mr. Kazuki Shimizu, Mr. Masayuki Sugiyama, Mr. Masato Kobayashi, Ms. Yuko Maeda, Mr. Yoshihiro Takamura, Mr. Toshihiko Fujita, Ms. Yuki Tanaka and Mr. Koichi Isobe with the following content:

In the event that the Company incurs damages due to the failure of a non-Executive Director to perform his or her duties, the liability for damages shall be limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act, provided that the duties are performed in good faith and without gross negligence.

For further details on our corporate governance system, please refer to the Company's Corporate Governance Guidelines.

3. Reasons for Adoption of Current Corporate Governance System

The Company has adopted the current corporate governance system, which we have determined to be a system that enables appropriate monitoring and supervision, as described below:

- (1) We have adopted an external management monitoring system through the election of External Directors and External Directors who are Audit and Supervisory Committee Members.
- (2) We are working to strengthen the supervisory functions of the Board of Directors by introducing an executive officer system and separating management and business execution.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meeting of Shareholders and Facilitate Exercise of Voting Rights Updated

	Supplementary Explanation
Early Posting of Notice of Convocation of the General Meeting of Shareholders	The Company has started to provide the notice of the convocation of the Annual General Meeting of Shareholders electronically and to mail the paper copy earlier than required by law. The notice of convocation of the 40th Annual General Meeting of Shareholders was provided electronically on March 2, 2026, and a paper copy was mailed on March 10, 2026.
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	The date of the Annual General Meeting of Shareholders is set to avoid peak days as much as possible.
Electronic Exercise of Voting Rights	This has been available since the General Meeting of Shareholders in March 2016.
Participation in the Electronic Voting Platform and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company has used the electronic voting platform for institutional investors operated by ICJ, Inc. since the General Meeting of Shareholders in March 2018.
Provision of Notice (or Summary of Notice) of Convocation of the General Meeting of Shareholders in English	English versions of notices of convocation and reference documents are prepared and posted on the Company's website.
Other	Notices of convocation and their attachments are posted on the Company's website as matters for electronic provision, and are also posted on Tokyo Stock Exchange and electronic voting platforms by means of disclosure via TDnet. In addition, immediately after a General Meeting of Shareholders, the presentation materials used at each Meeting are promptly posted on the Company's website for a certain period of time.

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by the Representative himself
Formulation and Publication of Disclosure Policies	Details are provided in Article 11 of the Corporate Governance Guidelines posted on the Company's website. https://www.modec.com/sustainability/pdf/governanceguideline_en.pdf	
Regular Briefings held for Analysts and Institutional Investors	Briefings are held twice a year. In addition, the Company actively responds to individual interviews.	Held
Regular Briefings held for Overseas Investors	The Company participates in conferences sponsored by securities companies and holds overseas road shows. In addition, the Company actively responds to individual interviews.	Held
Online Disclosure of IR Information	Presentation materials used at analyst briefings are posted on the Company's website. In addition, the Company strives to enhance the content of information that contributes to the understanding of its business, including project introductions and explanations of technical terms.	
Establishment of Department and/or Placement of a Manager in Charge of IR	The Budget and Planning Department is in charge of IR, and the CFO, who oversees this department, is the Executive Officer in charge.	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules, etc. Stipulating Respect for the Position of Stakeholders	Details are provided in Article 9 of the Corporate Governance Guidelines posted on the Company's website. https://www.modec.com/sustainability/pdf/governanceguideline_en.pdf We have also established a policy regarding "Accountability to Stakeholders." https://www.modec.com/sustainability/approach/communication.html

<p>Implementation of Environmental Preservation Activities and CSR Activities, etc.</p>	<ul style="list-style-type: none"> ▪ We have identified six important sustainability issues as Materiality in 2023. By linking the Materiality to the MODEC Group business strategy, we will strengthen our management foundation from both organizational and human resource perspectives, create value that is unique to the MODEC Group, and contribute to the solution of the global social issues of sustainable energy supply and a climate change response. For more details, please refer to the Company’s website. https://www.modec.com/sustainability/approach/ ▪ In 2023, we established the “Sustainability Committee” as an advisory body to the Management Board, with the aim of planning and promoting activities related to sustainability issues as a unified group, while simultaneously managing and evaluating these activities. The Committee has selected “Climate Change”, “Human Rights” and “Human Capital/Diversity” as their three key focus areas. It has also established working groups for each area and has begun specific initiatives while creating roadmaps. Regarding our efforts to reduce GHG emissions, we are expanding the scope of GHG emissions disclosure and conducting third-party verification. ▪ The Company has established the Basic Environment Policy, and recognizes the critical importance of the harmony with irreplaceable global environment and humanity, as well as sustainable development. Our environmental philosophy is to contribute to “Realization of a Low Carbon society” while also considering health maintenance and environmental conservation. We are aiming to realize this through cooperation with various stakeholders in our all business activities. In addition, we have selected five of the 17 Sustainable Development Goals (SDGs) adopted by the United Nations to which we believe we can contribute most, and we are focusing on initiatives to achieve them. <ul style="list-style-type: none"> Goal 5: Gender Equality Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth Goal 13: Climate Action Goal 14: Life Below Water https://www.modec.com/sustainability/approach/sdgs.html
<p>Formulation of Policies, etc. on Provision of Information to Stakeholders</p>	<p>Securing business transparency is one of our fundamental principles with regard to corporate governance, and the Company proactively focuses on initiatives for information disclosure.</p>

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development Updated

The Company establishes and maintains internal control to achieve the objectives of internal control, including “ensuring the effectiveness and efficiency of business operations,” “ensuring the reliability of financial reporting,” and “complying with laws and regulations, the Articles of Incorporation, and social norms.”

In addition, the details approved by resolution of the Board of Directors of the Company regarding the maintenance of systems to ensure that the execution of duties by the Company’s Directors, Executive Officers, and employees, as well as the execution of duties by the Directors, etc. and employees of the Company’s subsidiaries comply with laws and regulations, and the Articles of Incorporation, and systems, etc. to ensure the appropriateness of other operations are as follows.

- (1) Systems to ensure that the execution of duties by the Company’s Directors, Executive Officers, and employees, and the execution of duties by Directors, etc. and employees of the Company’s subsidiaries comply with laws and regulations, and the Articles of Incorporation
 - 1) Formulate the Code of Business Conduct and Ethics as a common code of conduct for the MODEC Group, its Directors, Executive Officers, employees, and all other persons engaged in the MODEC Group’s business.
 - 2) To ensure thorough compliance, we have established the Group Compliance Committee as an organization directly under the Board of Directors, which includes Executive Officers, heads of major entities, and lawyers as members. The Group Compliance Committee, chaired by the Chief Compliance Officer, holds regular meetings to monitor the status of compliance with laws and regulations, and the Articles of Incorporation within the MODEC Group. Additionally, the committee conducts awareness-raising activities and holds training sessions for all officers and employees of the MODEC Group to promote compliance awareness and ensure adherence to compliance-related matters.
 - 3) Establish the Compliance & Ethics Reporting Standard for the early detection and correction of violations of laws and regulations and other compliance violations, and establish the MODEC Ethics Hotline operated by a whistleblowing service provider as a whistle-blowing system common to the MODEC Group to be operated appropriately and promoted through trainings, etc.
 - 4) Strive to ensure the reliability of financial statements and information that may have a material impact on financial statements.
 - 5) The Internal Auditing Department regularly conducts audits, including the status of compliance with laws, regulations, the Articles of Incorporation, etc., for major departments and overseas entities within the MODEC Group. The results of these audits are reported to the President & CEO, as well as the Audit and Supervisory Committee. Additionally, recommendations for improvement measures are made as necessary.
- (2) Systems to storage and manage the information related to the execution of duties by the Company’s Directors
 - 1) Information regarding the execution of duties by the Company’s Directors shall be stored and managed in accordance with regulations such as the Regulations for Document Management and the Regulations for the Management of Confidential Corporate Matters. The Audit and Supervisory Committee may view these documents as necessary.
 - 2) The department in charge of the documents shall be in accordance with the division of duties stipulated in the Regulations for the Division of Duties, and the storage method and period shall be in accordance with the provisions of the Regulations for Document Management.
- (3) Regulations and other systems concerning risk of loss of the MODEC Group
 - 1) Risks related to business execution by the MODEC Group are managed based on the Regulations for Risk Management, the Regulations for Enterprise Risk Management, and various business-related regulations that specify details of risks and management procedures. Persons responsible for the execution of each business are specified in the Regulations for the Division of Duties, the Administrative Authority Regulations, and the Affiliated Company Management Regulations.
 - 2) We ensure thorough understanding and management of risks across the MODEC Group by deliberating important matters and reporting the status of business execution and those results to the Management Board, which comprises Executive Officers.
 - 3) The Internal Auditing Department regularly conducts audits, including the status of risk management for major departments and overseas entities within the MODEC Group. The results of these audits are reported to the President & CEO, as well as the Audit and Supervisory Committee. Additionally, recommendations for improvement measures are made as necessary.
- (4) Systems to ensure that the execution of duties by the Company’s Directors and Directors, etc. of the Company’s subsidiaries is carried out efficiently
 - 1) The Company has adopted an executive officer system in order to ensure a system in which the execution of business is carried out promptly and appropriately. Authority related to the execution of business is delegated to Executive Officers appointed by the Board of Directors to strengthen the decision-making and supervisory functions of the Board of Directors and clarify responsibility for business execution. In addition, we clarify the department in charge of each business and the persons with decision-making authority based on the Regulations for the Division of Duties, the Administrative Authority Regulations, and the Affiliated Company Management Regulations to ensure the organized and efficient management of business execution by the MODEC Group.
 - 2) The Board of Directors holds regular meetings once a month and extraordinary meetings as necessary to approve resolutions on important matters related to the management policies and management strategy of the MODEC Group. In addition, important matters are deliberated and determined at meetings of the Management Board held twice a month in principle, which comprises Executive Officers nominated by the President & CEO and approved by the Board of Directors.
- (5) Systems for reporting matters related to the execution of duties by Directors, etc. of the Company’s subsidiaries to the Company

- 1) When a subsidiary makes a decision on an important matter, it holds discussions in advance with the relevant divisions of the Company in accordance with the Affiliated Company Management Regulations.
 - 2) The Company's supervisory divisions or divisions with jurisdiction request a subsidiary to submit documents as necessary to understand and consider details of the subsidiary's management.
- (6) Matters related to employees who assist with the duties of the Company's Audit and Supervisory Committee
- 1) If requested by the Company's Audit and Supervisory Committee, employees who assist with the Committee's duties (hereinafter, "Support Staff") shall be assigned following consultation with the Audit and Supervisory Committee regarding the necessary number of members and the qualifications required.
 - 2) The internal audit divisions may conduct audits of matters requested by the Audit and Supervisory Committee through consultation with the Audit and Supervisory Committee, and report the results to the Audit and Supervisory Committee.
- (7) Matters related to the independence of Support Staff from the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members)
Support Staff who receive instructions required for audit operations from the Audit and Supervisory Committee shall not be subject to commands or orders from Directors (excluding Directors who are Audit and Supervisory Committee Members) regarding those instructions.
- (8) Matters related to ensuring the effectiveness of the Audit and Supervisory Committee's instructions to Support Staff
Decisions regarding matters such as personnel changes, performance evaluations, and disciplinary actions with respect to Support Staff shall be made with prior approval of the Audit and Supervisory Committee.
- (9) Systems for the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members), Executive Officers, and employees to report to the Audit and Supervisory Committee, as well as systems for Directors, etc. and employees of the Company's subsidiaries or persons receiving reports from these parties to report to the Company's Audit and Supervisory Committee
- 1) The Company's Directors (excluding Directors who are Audit and Supervisory Committee Members), Executive Officers, and employees, as well as Directors, etc. and employees of the Company's subsidiaries shall report facts that may have a significant impact on the MODEC Group to the Audit and Supervisory Committee, in addition to statutory matters.
 - 2) The Audit and Supervisory Committee may request reports from the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members), Executive Officers, and employees, as well as Directors, etc. and employees of the Company's subsidiaries, as necessary.
- (10) Systems to ensure that persons reporting to the Company's Audit and Supervisory Committee are not subject to unfavorable treatment as a result of having made such a report
The Code of Business Conduct and Ethics prohibits retaliatory measures against persons making a report through the Audit and Supervisory Committee or the MODEC Ethics Hotline.
- (11) Matters related to procedures for advance payment or reimbursement of expenses arising from the execution of duties by the Company's Audit and Supervisory Committee, and other policies regarding the processing of expenses or liabilities arising from the execution of said duties
Expenses required for the execution of duties by the Audit and Supervisory Committee shall be secured in the annual budget.
- (12) Other systems to ensure effective audits by the Audit and Supervisory Committee
The Company's Audit and Supervisory Committee shall be given the opportunity to hear reports from the Company's Directors, Executive Officers, and employees, and shall hold regular meetings with the President & CEO and the accounting and auditing firm.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development Updated

- (1) Basic views on measures for eliminating anti-social forces
The Company has established a policy of resolutely eliminating any relationship with anti-social forces in the Code of Business Conduct and Ethics, and ensures that all officers and employees are fully aware that they adamantly refuse any request received from anti-social forces.
- (2) Status of development for eliminating anti-social forces
The Company's Human Resources and General affairs Department is the supervisory department, and works on the centralized collection and accumulation of information on anti-social forces and improvements to our internal systems. In addition, we have built close collaborative relationships with attorneys, the police, and external professional organizations by communicating on a regular basis.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of a Policy Regarding Responses to Takeover Proposals

Not Adopted

Supplementary Explanation for Applicable Items

The Company has not adopted any anti-takeover measures to be noted.

2. Other Matters Concerning the Corporate Governance System Updated

To ensure the timely and appropriate disclosure of material corporate information to shareholders, investors, and other stakeholders, the Company has established internal regulations and built a framework centered on the Information Management Manager.

