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To whom it may concern

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Overview of the Evaluation Results of the Effectiveness of the Board of Directors

Daiseki Co., Ltd. (the “Company”) believes in the importance of working to further enhance the functions and the effectiveness of the Board of Directors based on the Corporate Governance Code. The Company announces that, as a part of these efforts, it has conducted an analysis and evaluation of the effectiveness of the Board of Directors and provides an overview of the results, as described below.

1. Evaluation method

To evaluate the effectiveness of the Board of Directors, a questionnaire containing questions on the operational status of the Board of Directors (composition, operational framework, details of discussions, open comments) was distributed to all Directors. The aggregated results were analyzed and evaluated at the meetings of the Board of Directors, and the resulting issues were shared.

[Items evaluated]

- 1) Composition and operation of the Board of Directors
- 2) Management strategy and business strategy
- 3) Discussions at the Board of Directors
- 4) Operation of the Board of Directors
- 5) Dialogue with External Directors
- 6) Effectiveness of the governance system and the Board of Directors
- 7) Other topics for discussion by the Board of Directors

2. Overview of evaluation results

The questionnaire results indicated that the evaluation of each item was generally positive, that proceedings were being managed appropriately and deliberations were being conducted upon vigorous discussions, and that the effectiveness of the Board of Directors was confirmed

to be generally secured.

On the other hand, the following three issues were acknowledged, and the need for ongoing improvements was pointed out.

- 1) Consider receiving explanations of the key points of the following fiscal year's budget from its formulation to its finalization, and creating opportunities to sufficiently discuss the contents of the budget.
- 2) Although explanations of important investment projects in the works are being given and the feasibility of approval of such projects is being sufficiently discussed at the Board of Directors, consider creating opportunities to receive explanations on their progress, as understanding their progress is equally important.
- 3) Consider increasing the diversity of the Board of Directors by reinforcing in-house training of future female director candidates, as one of the goals included in the Intensive Policy for Gender Equality and the Empowerment of Women is to increase the ratio of female directors in companies listed on the Prime Market to at least 30% by 2030.

3. Issues to be addressed to enhance effectiveness

Based on the results of this year's evaluation of effectiveness, we will promote deliberations and measures toward improving the issues identified and the opinions voiced, and work on ongoing initiatives to further enhance the effectiveness of the Board of Directors.