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June 29, 2026

To Whom It May Concern,

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Summary of Evaluation Results on Effectiveness of the Board of Directors

UORIKI CO., LTD. (the "Company") hereby announces the summary of an evaluation of the effectiveness of its Board of Directors that the Company has conducted.

1. Method of evaluation

Method of implementation	Conducted a questionnaire survey of the targets
Subjects	Directors and Auditors as of March 2026 (11 people)
Items covered by the questionnaire	Questions were asked regarding the composition of the Board of Directors, contents and details of deliberations at the Board of Directors, performance evaluation of each Director, remuneration of Directors, and other matters.
Method of evaluation	Questionnaire responses were tabulated and analyzed, and deliberated by the Board of Directors.

2. Summary of evaluation results

Since fiscal 2020, the Company's Board of Directors has been operated mainly through remote meetings, and deliberations have been conducted generally appropriately with a generally appropriate structure (Eight Directors including three Outside Directors. Outside Directors are a certified public accountant and a lawyer with specialized knowledge, and a person with experience in corporate management. One female Director. Both figures are as of March 2026.). Accordingly, the Company confirmed that the effectiveness of the Board of Directors has been secured. However, there were many opinions calling for the appointment of a Director in charge of the Administration Headquarters. In addition, opinions were expressed that the functions of the Board of Directors should be strengthened in light of various viewpoints including IT, overseas expansion, consumers, foreigners, and young people, as well as focused operations such as store development and product development. There was also a call for an increase in the number of Outside Directors and female Directors.

On the other hand, there were opinions that called for the enhancement of discussion topics that are not limited to the issues and projects at hand, a review of the method of evaluating the performance of Directors, the strengthening of internal controls systems, and the importance of new businesses.

3. Response based on evaluation results

Upon approval at today's General Meeting of Shareholders, the CFO and Chief of Administration Headquarters (Executive Officer), and a business expert from overseas were appointed as Directors (the latter being an Outside Director). The Company will further consider the ideal form (composition, number, etc. of Directors) of the Board of Directors including Outside Officers. At the same time, we will consider the appointment of female Directors in light of the increasing social demand for them.

In addition, we will promote discussions on topics such as internal control and compliance of the entire Group including subsidiaries, new businesses including ones overseas, and capital policies. The Company will continue to discuss how to evaluate the performance of Directors, including consideration by the Nomination and Compensation Committee.