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## Summary of the Effectiveness Evaluation of the Board of Directors

NJS Co., Ltd. (the “Company”) conducted an evaluation of the effectiveness of its Board of Directors for the fiscal year from January 2025 through December 2025, with the objective of enhancing the overall effectiveness of the Board and improving its functions. The Company conducts an effectiveness evaluation of the Board of Directors every fiscal year.

The summary of the evaluation results is as follows.

### 1. Evaluation Method

In late January 2026, the Company distributed questionnaires on the evaluation of the effectiveness of the Board of Directors to all Directors and Audit & Supervisory Board Members, including Outside Directors, and obtained their responses.

As in the previous year, the evaluation covered the following four areas:

- 1) composition and size of the Board of Directors;
- 2) operation of the Board of Directors;
- 3) agenda items of the Board of Directors; and
- 4) roles and functions of the Board of Directors.

The evaluation method was also the same as in the prior year, consisting of a self-assessment approach in which questionnaires were distributed to each board members and the responses were analyzed and evaluated.

### 2. Summary of Evaluation Results

Most evaluation items received an average score of 4.0 or higher on a five-point scale, indicating that the Board of Directors is generally functioning appropriately.

At the same time, the evaluation reaffirmed the need to further enhance deliberations regarding succession planning and management risks.

Based on the results of this analysis and evaluation, the Company’s Board of Directors will work to address the identified issues in order to further improve the effectiveness of the Board and strive for the enhancement of corporate value.