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

With the aim of improving the functions of the Board of Directors, the Company has conducted an analysis and evaluation of the effectiveness of the Board of Directors, and we hereby announce the summary of the results.

### 1.Outline of the Analysis and Evaluation Process of the Effectiveness of the Board of Directors

All directors (including directors serving as members of the Audit and Supervisory Committee) were asked to provide their opinions under the registered name method. The content of the responses was compiled by the internal secretariat and analyzed and evaluated by the Board of Directors.

#### <Details of opinion gathering (major items)>

- (1) Roles of Board of Directors
- (2) Relationship between the Board of Directors and senior management
- (3) Organizational design and composition of the Board of Directors
- (4) Qualities and knowledge of the Board of Directors
- (5) Deliberations by the Board of Directors
- (6) Response to Shareholders and Other Stakeholders at Board of Directors Meetings

### 2.Outline of results regarding the assessment

The Company's Board of Directors has collected opinions from all directors (including those who are members of the Audit and Supervisory Committee) on the above matters, and has analyzed and evaluated that the effectiveness of the Board of Directors is generally adequate under the current circumstances. Among them, “selection and development of successors as the Board of Directors,” “training opportunities and time to acquire knowledge and other skills to fulfill the roles and responsibilities of the Board of Directors,” and “identification and verification of risks in decision-making by the Board of Directors” were rated relatively low compared to the other items. The Company's Board of Directors recognizes these matters as an issue.

### 3.Future Responses

The Company's Board of Directors will further improve the effectiveness of the Board of Directors by establishing a system that allows the Board of Directors to identify and verify risks in greater depth through the Sustainability Committee's activities with regard to “selection and training of successors as a Board of Directors,” and by paying attention to risk items for deliberation when the internal secretariat reviews and when preparing materials for Board of Directors meetings with regard to the other issues. We will strive to further improve the effectiveness of the Board of Directors by establishing a system that enables the Board of Directors to identify and verify risks in greater depth.