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To whom it may concern

Company name: TAKASAGO INTERNATIONAL CORPORATION  
Name of representative: Satoshi Masumura  
President and Chief Executive Officer  
(Securities code: 4914; TSE Prime Market)  
Inquiries: Shigeki Kawabata  
Director; Senior Vice President  
(Telephone: +81-3-5744-0649)

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

With the aim of enhancing the effectiveness of the Board of Directors and further improving our corporate value, we have evaluated the effectiveness of the Board of Directors. We hereby announce a summary of the evaluation results.

#### 1. Evaluation method

We distributed an anonymous questionnaire to all of our Directors and Auditors, asking them to provide rating-scale evaluations and written comments on multiple aspects of the effectiveness of the Board of Directors. Responses were received from all members. Based on the aggregated responses, the Board of Directors conducted deliberations to evaluate its effectiveness.

The key items covered in the questionnaire are as follows:

- Composition of the Board of Directors
- Operation of the Board of Directors
- Roles and responsibilities of the Board of Directors
- Performance of individual Directors and Auditors
- Support structure for the Board of Directors
- Relationships with stakeholders

#### 2. Summary of the evaluation results

A high percentage of responses to many items in the questionnaire indicated that the Board of Directors is either “performing well” or “somewhat meeting expectations.” Considering the results and the comments provided, and following thorough discussions by the Board of Directors, we have concluded that the effectiveness of the Board of Directors has been ensured as a whole.

Additionally, we have been continuously working to address and improve the issues identified in the previous year. Meanwhile, as executives awareness has increased and stakeholder expectations have risen, the evaluation standards for these matters are becoming even more stringent.

In light of these circumstances, the Board of Directors has reaffirmed the importance of these matters and confirmed its commitment to further enhancing the level of initiatives related to the following items:

- Further strengthening of discussions on major directions, such as corporate strategy
- Further enhancement of discussions, with a focus on capital cost, in formulating capital policies, such as investments in facilities and equipment, research and development, and human capital, aimed at achieving sustainable growth and improving medium- to long-term corporate value

#### 3. Initiatives to improve effectiveness

Based on the results of this evaluation, the Board of Directors will continue to engage in thorough discussions and, by addressing the above-mentioned issues, further enhance the effectiveness of the Board while striving to achieve higher corporate value.

#### Note:

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