

Translation

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To whom it may concern

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**Summary of the Results of the Evaluation of the Effectiveness of Kohoku Kogyo's Board of Directors**

Kohoku Kogyo Co., Ltd. conducted analysis and evaluation of the effectiveness of the Board of Directors for the purpose of enhancing the board's effectiveness and improving corporate value, and confirmed the results of the effectiveness evaluation at the Board meeting held on March 27, 2026. We hereby announce a summary of the evaluation results.

1. Background of the Implementation and Publication of the Effectiveness Evaluation

We have established the "Basic Policy on Corporate Governance" with the aim of realizing effective corporate governance. Pursuant to Article 19 (Evaluation of the Effectiveness of the Board of Directors) of the said Basic Policy, we conduct regular analyses and evaluations to ensure the effectiveness of the Board of Directors and appropriately disclose summaries of the results.

2. Method of analysis and evaluation

Subjects (Targets)	Six directors who are not Audit and Supervisory Committee members (of whom three are outside directors) Three directors who are Audit and Supervisory Committee members (of whom three are outside directors)
Applicable period	January 2025–December 2025
Evaluation method	A questionnaire was administered to the subjects

Overview of questions	Size and composition of the Board of Directors / operation / roles and functions / support system Coordination with the Audit and Supervisory Committee and its members Comprehensive Evaluation
Analysis and Evaluation	Based on the survey results compiled by the secretariat, the board of directors conducts an analysis and evaluation of the board's effectiveness and discusses future issues.

### 3. Overview of Analysis and Evaluation Results

Based on the survey analysis and the board's deliberations on it, our board of directors analyzed and evaluated that the board appropriately fulfills its expected roles and that the board's effectiveness is sufficiently ensured, with respect to the following points.

- (1) The board of directors is of an appropriate size and composition given the nature and scale of the business.
- (2) The frequency of board meetings is appropriate, and an environment is secured in which directors can speak freely.
- (3) At board meetings, sufficient discussion is held regarding management strategy and business plans.
- (4) When directors deem it necessary, opportunities to request additional information are appropriately ensured.

On the other hand, it was confirmed that the following points are issues that should be improved.

- (1) Timing for providing board meeting materials
- (2) Allocation of time for reporting and discussion at board meetings
- (3) Enhancement of training systems for directors
- (4) Strengthening the framework for directors to obtain advice from external experts

### 4. Future responses

The results of this analysis and evaluation will be addressed as management issues for future board of directors operations, and medium- to long-term issues will continue to be discussed by the board. In addition, our board of directors will continue to conduct effectiveness evaluations of the board on an ongoing basis to further enhance its functions.

(End)