

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

March 2, 2026

Company name: Sanoh Industrial Co., Ltd.  
Representative: Genya Takeda, Director & President  
(Code No: 6584)  
Contact Person: Yasuo Matsumoto, Executive Officer,  
General Manager of General Affairs Headquarters  
(Tel: 03-6879-2622)

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

Our Company has conducted an analysis and evaluation of the effectiveness of its Board of Directors in accordance with the Corporate Governance Code, with the aim of increasing corporate value by improving the functioning of the Board of Directors. We are pleased to announce the summary of the results as follows.

### 1. Evaluation Method

We conducted a written, signed questionnaire survey of all Directors and Audit & Supervisory Board Members. Each item was rated on a five-point scale, and respondents also provided comments in free-response sections. Based on the aggregated results, the Board of Directors discussed the issues identified and future initiatives.

In addition, based on discussions held by the Personnel and Compensation Advisory Committee, we have implemented self-evaluations by Directors and Audit & Supervisory Board Members since 2025.

The major categories of the questionnaire were as follows:

- (1) Questions regarding the composition of the Board of Directors
- (2) Questions regarding the operation of the Board of Directors
- (3) Questions regarding the agenda items of the Board of Directors
- (4) Questions regarding the systems supporting the Board of Directors
- (5) Questions regarding the operation of the Personnel and Compensation Advisory Committee
- (6) Questions regarding dialogue with shareholders

### 2. Issues Identified in the Previous Evaluation and Measures Taken

Issues	Measures
(1) Enhancing discussions on the succession plan for the representative director	The Personnel and Compensation Advisory Committee continues to intensify discussions regarding the successor to the Representative Director. And also allowing outside directors who are not committee members to participate in these discussions. In addition, opportunities for these discussions are appropriately set within the Board of Directors.
(2) Enhancing discussions on internal controls	
(3) Enhancing discussions on risk management system.	We recognize that a comprehensive risk management system remains an issue, and we will continue to examine it, including staffing considerations.
(4) Enhancing dialogue with shareholders	IR activities are fed back to the Board of Directors. Discussions are also ongoing regarding the disclosure of initiatives related to "Management that is Conscious of Cost of Capital and Stock Price." Furthermore, a small meeting between outside directors and institutional investors is scheduled for March of this year.
(5) Policy on constructive dialogue with shareholders	

### 3. Overview of the Current Evaluation Results and Issues Identified

Based on the evaluation described in Section 1, we confirmed that our Board of Directors is functioning appropriately and that its effectiveness is ensured. The self-evaluations by Directors and Audit & Supervisory Board Members also produced favorable results.

At the same time, the following issues were identified as areas requiring further enhancement to improve the Board's effectiveness:

- (1) Enhancing discussions on the succession plan for the Representative Director
- (2) Enhancing discussions on executive compensation
- (3) Enhancing discussions on the medium-term management plan
- (4) Securing opportunities for Directors to obtain advice from external experts

#### **4. Future Initiatives**

Our Board of Directors will implement measures to enhance effectiveness based on the issues identified in this evaluation. We will continue to conduct evaluations of the effectiveness of the Board of Directors on an ongoing basis and strive for further improvement.