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Notice Concerning Overview of Results of Evaluation as to Effectiveness of the Board of Directors

Komatsu Wall Industry Co., Ltd. (the "Company") conducted the evaluation as to the effectiveness of the Board of Directors in the fiscal year 2025, with the aim of enhancing the effectiveness of the Board of Directors and further improving its function. Accordingly, the Company hereby announces the overview of the results as follows.

1. Method of analysis and evaluation

In the fiscal year 2025, the Board regularly monitored progress on the status of implementation of initiatives for issues identified by the evaluation as to the effectiveness in the fiscal year 2024. At a meeting of the Board of Directors held in February 2026, the Board examined the status of implementation of initiatives in the fiscal 2025, as well as deliberated on the matters related to the evaluation of the effectiveness in the fiscal year 2025 such as its method and contents of questions. As a result of the above, the Board decided to add some questions and to use a web-based questionnaire as it did last year.

The survey in the fiscal year 2025 was conducted targeting eight Directors (including four Outside Directors) on an anonymous basis with a web-based questionnaire and it received the responses from all Directors. The secretariat office compiled and analyzed the answers to the questionnaire and reported the result of its compilation and analysis to the Board of Directors held in April 2026. The direction of future initiatives was discussed at a meeting of the Board of Directors held in May 2026, and based on discussions and other considerations so far, the plan for future initiatives was determined at a meeting of the Board of Directors held in June 2026.

[Evaluation items]

The questionnaire includes, in addition to the evaluation of each item, sections of free comments for reasons of the evaluation, matters where improvements need to be considered, and other matters, to take up their concrete opinions.

- (1) Structure of the Board of Directors
- (2) Operation of the Board of Directors

- (3) Agendas of the Board of Directors
- (4) System to support the Board of Directors
- (5) Matters related to the Corporate Governance Code
- (6) Other matters

2. Initiatives in the fiscal year 2025 based on the results of the evaluation as to the effectiveness in the fiscal year 2024

The following is the status of the implementation of initiatives in the fiscal year 2025 based on the results of the evaluation as to the effectiveness of the Board of Directors in the fiscal year 2024.

Main issues identified in the fiscal year 2024	Initiatives in the fiscal year 2025
Provision of opportunities for Outside Directors to understand the details of businesses	Directors visited branch offices and showrooms and held discussions and interactive sessions with sales block managers, which deepened their understanding of sales strategies utilizing showrooms.
Revision of the standard for items to be submitted to meetings of the Board of Directors	The Company reviewed the standard for items to be submitted to meetings of the Board of Directors to enable management to make appropriate decisions on matters below a certain scale, thereby accelerating the decision-making process. At the same time, the Board of Directors established a framework that allows it to discuss medium- to long-term growth strategies and oversee management operations.
Continuous discussions by the Board of Directors regarding medium- to long-term growth strategies	The Board of Directors received a regular report from the strategic planning team, supervised the progress, and engaged in discussions regarding the strategies.
Sharing of matters related to compliance and misconducts with the Board of Directors at an early stage	Reports submitted to the internal reporting hotline were appropriately reviewed by the Compliance and Risk Management Committee, and the details were reported to the Board of Directors at least once every quarter.
Substantial discussions regarding nomination and compensation	The Nomination and Compensation Committee spent one year deliberating on revisions to the compensation plan for officers and provided progress reports to the Board of Directors as appropriate. As a result, the Company implemented revisions to the compensation plan for officers (cash- and stock-based) and the amount of compensation for Directors who are Audit and Supervisory Committee Members. In addition, the Board established criteria and policies regarding nominations following deliberations by the Committee and resolutions by the Board of Directors.

3. Overview of the evaluation as to the effectiveness in the fiscal 2025

It was evaluated that, in light of its duties and responsibilities, the Board of Directors of the Company was generally functioning appropriately and its effectiveness was generally ensured.

4. Initiatives to enhance the effectiveness of the Board of Directors

The Company set future initiatives as follows to further enhance the effectiveness of the Board of Directors, comprehensively considering the quantitative evaluation results and the qualitative comments.

Main issues identified in the fiscal year 2025	Initiatives in the fiscal year 2026
Provision of opportunities for Outside Directors to understand the details of businesses	While initiatives in previous fiscal years have received a certain degree of positive feedback for deepening understanding of the Company's businesses, the Company will systematically create opportunities for interaction with each department to deepen understanding of these businesses and actual on-site conditions, thereby establishing an environment that enables appropriate management oversight.
Substantial discussions regarding sustainability	The Company will enhance the contents and frequency of reports to the Board of Directors regarding the Sustainability Committee's deliberations and progress on materiality, thereby further enriching discussions on sustainability.

The Company will work on realizing even more substantial discussions at meetings of the Board of Directors, further strive to ensure the effectiveness of the Board of Directors, and aim for enhancing corporate governance and sustainably increasing corporate value.