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Company name: Okamoto Industries, Inc.
Name of representative: Kunihiko Okamoto, Representative
Director and President
(Securities code: 5122; Prime
Market)
Inquiries: Yuji Tanaka, Managing Director
Member of the Board
(Telephone: +81-3-3817-4121)

Summary of the results of Evaluation Results on the effectiveness of Company's Board of Directors

Okamoto Industries, Inc. (hereafter: the Company) recognizes that flexible and agile decision-making, together with strengthened corporate governance, are essential for sustainable growth as a company. Based on this understanding, we are implementing a continuous process to enhance the overall functionality of the Board of Directors by identifying the current state of its operations, addressing any issues, and implementing appropriate measures such as improvement initiatives. As part of this effort, we conduct analysis and evaluation of the effectiveness of the Board of Directors.

We have completed the analysis and evaluation for fiscal year 2025 (the 130th term) and hereby provide a summary of the results as follows.

1. Method of Evaluation

(1) Survey

We conducted a survey covering the following items, which were decided based on discussions at the Board of Directors meeting after explaining the purpose of self-evaluation to all directors (including audit committee members).

- ① Size and composition of the Board of Directors
- ② Operation of the Board of Directors
- ③ Functions of the Board of Directors
- ④ Cooperation with audit institutions and outside directors
- ⑤ Relations with shareholders and investors, market trends
- ⑥ Other (free description)

We compiled the survey results and conducted an analysis and evaluation of the effectiveness of the Board of Directors at a Board meeting.

(2) Evaluation method

- ① The survey was conducted using a named response format. (However, anonymity was maintained during discussions.)
- ② The evaluation scale was set to a five-point scale.
- ③ The results were compiled separately for internal and external board members.
- ④ The analysis focused on items with the lowest evaluation scores, items with significant gaps between the evaluations of internal and external board members, and items showing significant changes from the previous year's survey results.
- ⑤ The evaluation and analysis results were disclosed to the board of directors, and discussions were conducted.

2. Evaluation results and future issues

(1) Evaluation Results

The Company's Board of Directors has determined that, overall, it has functioned appropriately and that the effectiveness of the Board as a whole has been ensured.

Among the items identified in last year's survey as requiring ongoing attention, the following areas have shown some improvement.

- Expanding opportunities and support for training programs necessary for directors.

In addition, internal evaluations regarding the frequency and substance of remarks made by each director at Board of Directors meetings, as well as the appropriateness of investigations, disciplinary actions, and recurrence prevention measures in response to incidents, showed significant improvement.

(2) Recognized issues

We have shared the following issues as areas that require continued attention in the future.

- Further enhancing discussions on management strategies and investment plans from a long-term perspective
- Expanding discussions regarding directors' "skill matrix" and the nomination of candidates
- Expanding discussions on compensation aimed at promoting appropriate risk-taking and proactive governance

(3) Future measures

The Company's Board of Directors will take into account the results of this evaluation and will continue to enhance discussions at the Board of Directors, strive to further ensure the effectiveness of the Board of Directors, and work toward the establishment of a more robust corporate governance framework and the further enhancement of corporate value.