

June 15, 2026  
KAPPA-CREATE CO., LTD.

**Summary of The Evaluation Results on the Effectiveness of  
the Board of Directors**

In order to further enhance our corporate governance and the effectiveness of the Board of Directors, an evaluation of the Board' s effectiveness has been conducted. A summary of the results is as follows.

1. Method of Evaluation

The effectiveness of the Board of Directors for the fiscal year ended March 31, 2026 was analyzed and evaluated.

Specifically, a questionnaire survey was conducted in a structured format, focusing on key areas including the size, composition and diversity of the Board, the operation of the Board of Directors and the Nomination and Remuneration Advisory Committee, as well as the provision of information to outside directors, and others.

2. Summary of The Evaluation Results on the Effectiveness of the Board of Directors

Based on the aggregated results of the questionnaire, an analysis and evaluation were conducted, and it was concluded that the effectiveness of the Board of Directors is generally secured. The key findings are as follows:

With respect to the size and composition of the Board, it was evaluated as appropriate, with the Board possessing the necessary skills and experience to fulfill its roles and responsibilities.

On the other hand, in terms of leadership effectiveness, certain challenges were identified, particularly regarding the clarity of corporate strategy direction and the implementation of the code of conducts. There was a shared recognition of the need to strengthen management decision-making from a medium- to long-term perspective, avoiding excessive focus on short-term results, including initiatives related to sustainability, as well as to further expand corporate culture and values.

Regarding the effectiveness of engagement with shareholders and other stakeholders, it was recognized that further enhancement is required in the

development of systems for dialogue, enhancement in the quality of engagement and feedback, and strengthening the process of reporting shareholders' views to the Board. In addition, it was noted that further enhancement of disclosure, including non-financial information, is necessary to deepen stakeholders' understanding of the Company's medium- to long-term growth potential.

With respect to the operation of the Board, outside directors are in a position to provide appropriate opinions and advice, and sufficient time is generally secured for deliberations, indicating that an environment for constructive discussions and exchange of views is largely in place. Meanwhile, it was recognized that there is room for enhancement in further deepening discussions, including optimizing the timing of distribution of Board materials and enhancing their content.

As for the supporting framework of the Board, internal control systems, risk management, and audit functions were recognized as functioning appropriately. In addition, communication and information sharing between outside directors and executive functions were evaluated as being in place to a certain extent.

### 3. Future Actions

Based on the results of this evaluation, the Board of Directors will further enhance its effectiveness by addressing the issues identified through the evaluation process and will continue to make efforts for ongoing enhancement.

End

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.