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March 14, 2025

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	(Code 2590 on the Tokyo Stock Exchange Prime Market)
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Notice Regarding the Results of Evaluation of the Effectiveness of the Board of Directors

DyDo Group Holdings, Inc. (the Company) has formulated a five-year Medium-Term Management Plan 2026, starting in FY2022, as the "Growth Stage" towards achieving the "Group Mission 2030," which outlines our vision for 2030. In executing this plan, we have identified "strengthening corporate governance" as a key material issue affecting our organizational foundations from the perspective of medium- to long-term sustainability. Considering these movements, we conducted an evaluation and analysis of the effectiveness of the Board of Directors. Here, we would like to inform you of a summary of the results.

1. Analysis/Evaluation Method

In order to analyze and evaluate the effectiveness of the Board of Directors, all directors and auditors carried out a self-evaluation survey and individual interviews between December 2024 and February 2025. After that, at a meeting of the Board of Directors, the directors analyzed the results of the self-evaluation and shared their awareness of current issues. They also held constructive discussions to plan future efforts for improving the Board's effectiveness and to realize a higher level of effectiveness for the Board of Directors.

2. Evaluation Items

The self-evaluation form used the following headings to review the Board's discussions and issue handling over the past year:

(1) Agenda and operations of the Board of Directors
(2) Medium- to long-term operations of the Board of Directors in light of the Group Mission 2030
(3) Other issues (e.g., strengthening governance structures)

3. Overview of Analysis/Evaluation Results

Based on the analysis of the self-evaluation results of all our directors, the Board of Directors concluded that "overall, the Board of Directors is functioning appropriately, and its effectiveness is ensured."

Improvements in Board of Directors Operations during FY2024

In FY2024, we enhanced the Board of Directors' operations by distributing explanatory movies and summaries in advance for effective agenda explanations and holding a Board meeting at a subsidiary with an on-site inspection. These efforts improved the Board's operations. Additionally, the Board's medium- to long-term operations, aligned with Group Mission 2030, were evaluated as having ensured appropriate diversity among its members.

However, it was noted that discussions on the ideal future business portfolio, measures to achieve the Medium-Term Management Plan 2026, and corporate governance need enhancement. Additionally, there is a need for more thorough deliberations on financial strategies, including capital efficiency and investment strategies, indicating room for improvement.

In addition, it was shared that future challenges to strengthen the functions of the Board of Directors and further enhance its effectiveness are as follows:

(1) Active discussions on the Group's medium- to long-term direction and business portfolio
(2) In-depth discussions on measures to increase returns on invested capital, considering cost of capital
(3) Identifying important issues and conducting planned discussions
(4) Early provision of Board meeting materials

3. Future Initiatives

To maintain an appropriate number of directors for effective Board meetings, strengthen the Board's management functions, ensure diversity, and enhance transparency and soundness, we will propose the election of seven directors at the 50th Annual General Meeting of Shareholders on April 15, 2025. If approved, the majority of our Board will be independent outside directors (four out of seven).

To achieve the "Group Mission 2030," we will continuously improve corporate governance. This involves transparent, fair, swift, and decisive decision-making based on the perspectives of internal directors familiar with the business and the broad insights of outside directors. This will contribute to the company's sustainable growth and long-term value.

[Reference] Issues identified last year

Future issues to address in order to boost the effectiveness of the Board of Directors

（1） To further enhance the discussion of important agenda items
（2） Discuss the business portfolio and allocate management resources appropriately
（3） To promote further penetration of ROIC as a financial KPI and to promote management with an awareness of cost of capital and profitability
（4） Strengthening the Company's commitment to Material Issues, with a focus on Governance and Diversity, and providing appropriate oversight of these efforts

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