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MEMBERSHIP

June 26, 2025

To whom it may concern

Company name: UORIKI CO.,LTD.
Name of representative: Takahide Kurokawa,
Representative Director and President
(Securities code: 7596; TSE Prime Market)
Inquiries: Torao Yamada,
Managing Director, General Manager of
Corporate Planning Department
(TEL. +81-42-525-5600)

Summary of Evaluation Results on Effectiveness of the Board of Directors

Uoriki Co., Ltd. (the "Company") has conducted an evaluation of the effectiveness of its Board of Directors, and announces its summary.

1. Evaluation method

Method of implementation	Conducted a questionnaire to those subject to evaluation.
Persons subject to evaluation	Directors and Auditors as of March 2025 (9)
Items covered by the questionnaire	Questions were asked regarding the composition, etc., of the Board of Directors, contents and details of deliberations at meetings of the Board of Directors, performance evaluation of each director, and remuneration of directors.
Evaluation method	Questionnaire responses were aggregated and analyzed in advance, and deliberated by the Board of Directors.

2. Summary of Evaluation Results

While the Company's Board of Directors has operated mainly through remote meetings since fiscal year 2020, deliberations are generally being conducted appropriately under the generally well-structured Board of Directors (consisting of 6 directors, including 3 Outside Directors. Outside Directors are a certified public accountant with specialized knowledge, a lawyer, and a person with experience in corporate management. One female. All information is as of March 2025.). Accordingly, it is confirmed that the effectiveness of the Board of Directors is ensured. However, the number of directors was reduced by 4 in June 2023, so an opinion was expressed that while the current situation is acceptable, the number of Executive Directors who are familiar with each business item should be increased, given the workload per director, and to prepare for the next generation. There was also an opinion to increase both the numbers of outside directors with the necessary skills, and of female directors, in anticipation of future business expansion, including overseas.

On the other hand, a variety of opinions were presented regarding the way directors' performance is

evaluated, as well as opinions calling for the enhancement of discussion themes that are not limited to the issues and projects at hand.

3. Response based on evaluation results

As approved at today's meeting of the Board of Directors, the Executive Officer, Chief of Sales & Marketing Headquarters (and General Manager of Sales Management Department) and the Executive Officer, Chief of Procurement Planning Headquarters, respectively, were appointed as Directors. The Company will further consider the ideal form of the Board of Directors, including Outside Officers (such as composition and number of directors). At the same time, we will consider female directors in light of the increasing social demand for them.

On the other hand, we will promote discussions on themes including medium- and long-term risks and management issues related to the Company's business, compliance and internal controls, new businesses including overseas, and capital policies. In particular, we will settle the problem described in the “Notice Concerning the Policy for Convening an Adjourned Meeting of the 41st Ordinary General Meeting of Shareholders” disclosed on June 24, 2025. In addition, we will continue to discuss how to evaluate directors’ performance, including discussion by the Nomination and Compensation Committee.