

April 30, 2026

To: All Concerned Stakeholders

Company : ID Holdings Corporation
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Summary of the results of the evaluation of the effectiveness of our Board of Directors

Our Board of Directors conducts an annual analysis and evaluation of its overall effectiveness. The summary of the results is disclosed below.

1. Analysis and Evaluation Process

In FY2025, continuing from the previous fiscal year, we conducted a third-party evaluation with the aim of enhancing the evaluation's substance and objectivity. This included individual interviews with all Board members conducted by an independent external organization.

The analysis and evaluation process is as follows.

STEP 1

Interview the chairperson regarding management direction and issues, and prepare a questionnaire.

STEP 2

Conduct an anonymous questionnaire survey of all members of the Board of Directors.

STEP 3

Conduct individual interviews with all members of the Board of Directors based on the questionnaire responses

STEP 4

Evaluate effectiveness based on the questionnaire and interview results.

STEP 5

Hold a discussion with all members of the Board of Directors and confirm priority items.

2. Questionnaire Items

- (1) Role and functions of the Board of Directors
- (2) Size and composition of the Board of Directors
- (3) Operation of the Board of Directors
- (4) Composition and role of the Nomination and Remuneration Committee
- (5) Operation of the Nomination and Remuneration Committee
- (6) Support system for outside directors and outside auditors
- (7) Relations with investors and shareholders
- (8) Overall effectiveness of our Company's governance system and Board of Directors
- (9) Self-evaluation

3. Evaluation Results

Our Company's Board of Directors recognizes and shares a common understanding that its key roles include supervising business operations, making decisions, developing succession plans, enhancing group governance and its functions, and balancing stakeholder interests. It was evaluated that active discussions are taking place under an appropriate composition and operation of the Board. Furthermore, our Company confirmed that the effectiveness of the Board of Directors has improved through continued efforts to implement the priority initiatives identified in the FY2024 Board evaluation and to enrich discussions.

(1) Initiatives for Key Measures for FY2025 Identified in the FY2024 Board Evaluation

The status of these initiatives is as follows.

Key Measures	Initiatives
Conduct regular and thorough discussions regarding the monitoring of progress on the Mid-Term Management Plan, as well as business strategies and initiatives related to human capital based on that progress.	In addition to regular discussions at board meetings, we conduct executive retreats to focus on the progress of our mid-term management plan and ensure appropriate monitoring.
Our Company will further expand exchange sessions with outside directors and encourage them to propose topics for discussion at board meetings to further stimulate debate.	Following the board meeting, we held an informal discussion session exclusively for outside directors. Without a set agenda, we encouraged the free exchange of opinions and the sharing of perspectives. We shared the opinions and points for consideration raised during the session with management, and where appropriate, we included them as agenda items for the board meeting—all part of our efforts to enhance the quality of our discussions.
The Nomination and Remuneration Committee will formulate an annual plan and conduct discussions based on appropriate information disclosure. Additionally, the committee will continuously discuss the status of succession planning initiatives.	At the executive retreat, we focused our discussions on how to proceed with the succession plan, including the CEO, and we report on progress regularly through the Nominating and Compensation Committee.

(2) Initiatives to Enhance Board Discussions

In addition to the initiatives outlined above, we have focused on ensuring that sufficient time is allocated for discussions on critical management issues by posting explanatory videos on agenda items prior to Board meetings, thereby reducing the time spent on explanations during the meetings. Furthermore, we have implemented improvements, such as providing interpreters, to create an environment where foreign outside directors feel comfortable speaking up. Furthermore, outside directors have promoted their understanding of our business by gathering information through activities such as visiting business sites and attending internal and external events and meetings, thereby fostering lively discussions at Board meetings and enhancing the Board’s oversight functions. The committees and events attended by outside directors during the current fiscal year, other than Board meetings, are as follows.

Committees and Events	FY2025 Dates	Contents
Supervisor meeting	April 18, October 17	Reports by promotion officers on the progress of the medium-term management plan, business strategies, etc.
Nomination and Remuneration Committee	April 15, April 28, April 30, June 16, July 31, December 15, January 30, February 20, March 16	Director compensation, appointments of executive officers at group companies, executive structure, director appointments, year-end bonuses, stock-based compensation, etc.
Executive Committee	April 15, April 28, May 22, June 16, July 31, September 17, October 31, December 15, January 30, February 20	Discussions regarding capital policy (including investments and capital/business alliances) and the medium-term management plan
Group Risk Management Committee	May 22, November 18	Reports on annual plans and comprehensive evaluations; review of risk assessments
Site visits	April 21–22 March 11–12	Visit to business sites to confirm on-site conditions
Executive Retreat	September 25–26	Held discussions on the progress of the mid-term management plan and succession planning
External Director’s Meeting	Following the Board of Directors meeting	Exchanged views on management issues, etc. (13 sessions in total)
ID Salon	February 3	Fostered employee interaction through lectures and social gatherings for employees
i-Partner Meeting	April 14, October 28	Reports from operating company presidents on initiatives and priority projects, etc.

4. Future Initiatives

Based on the results of this evaluation, we have confirmed the need to further focus on the following areas.

-We will deepen discussions on medium- to long-term strategies, such as growth strategies and business portfolios, as well as key management issues including human resources, internal controls, and risk management.

-Increase opportunities for management to provide information and ensure proper oversight of implementation

status to further enhance the Board of Directors' monitoring function.

-Within the Nomination and Compensation Committee, share a common understanding of how to enhance the committee's role and functions, and proceed with discussions based on appropriate information disclosure.

Additionally, regarding succession planning, clarify the selection process and engage in ongoing discussions.

-We will continue to enhance opportunities for discussion by utilizing venues other than the Board of Directors, thereby deepening communication among Board members.

Our Company will continue these and other initiatives to further enhance the effectiveness of the Board of Directors through deeper discussions.

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