



March 25, 2026

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| Company | Vision Inc. |
| Representative | Kenichi Sano, Chairman and CEO Tokyo Stock Exchange Prime Market Stock Code: 9416 |
| Contact | Shinichi Nakamoto, Director and CFO (Tel. +81 3 (5287) 3110) |

Summary of the assessment of the effectiveness of the Company's Board of Directors

In accordance with the Corporate Governance Code, the Company assessed the effectiveness of the Board of Directors with the aim of enhancing the effectiveness of the Board of Directors and improving the corporate value. We hereby provide an outline of our findings.

1. Method of Assessment

The Company conducted a survey of all Directors and Audit and Supervisory Board Members regarding the major items of “2. Items of Assessment” below. Responses were assessed on a 5-point scale, and “Reasons and Points to be Improved” section was included to obtain constructive opinions. The results of responses from all members were compiled and evaluated.

2. Items of Assessment

- (1) Composition of the Board of Directors (7 questions)
- (2) Operation of the Board of Directors (10 questions)
- (3) The Board of Directors Agenda (12 questions)
- (4) Nomination and Compensation Committee
 - * Only committee members answered. (8 questions)
- (5) Issues Related to Sustainability (3 question)
- (6) Structure to Support the Board of Directors (2 questions)
- (7) Relationship with Shareholders (5 questions)

3. Summary of Assessment Results

(1) Composition of the Board of Directors

The Company's Board of Directors is composed of 11 Directors and Audit and Supervisory Board Members with diverse backgrounds, such as expertise and experience. It was evaluated as appropriate. On the other hand, some opinions were expressed regarding the need for personnel with expertise in AI and systems.

(2) Operation of the Board of Directors

“The annual schedule of the Board of Directors' meetings” and “frequency of meetings” were generally appropriate. There is an atmosphere in which Outside Directors and Audit and Supervisory Board Members can freely speak to each other. The overall result of the evaluation was appropriate.

On the other hand, some opinions were expressed calling for appropriate time allocation for each agenda item, such as prioritizing discussions on matters that may require more time for deliberation.

(3) The Board of Directors Agenda

The evaluation results indicated that the Board of Directors appropriately deliberated on important matters, such as “corporate strategy,” “risk management,” “appointment and dismissal of senior

management,” and “Directors remuneration,” as well as the appropriateness of “selection of agenda items” and “deliberation time.”

(4) Nomination and Compensation Committee

Regarding the Nomination and Compensation Committee, it was evaluated that the “composition of members,” “frequency of meetings,” and “content of deliberations” were appropriate, and that fairness and transparency were ensured in the “selection and dismissal process,” “selection criteria (skill matrix, etc.),” and “process for determining executive remuneration.”

(5) Issues Related to Sustainability

From the perspective of enhancing corporate value over the medium to long term, it was concluded that discussions are being held regarding the Company’s sustainability initiatives, including ESG and SDGs, as well as related risks.

On the other hand, while a certain level of discussion has taken place, some opinions were expressed regarding the necessity to confirm the extent to which these measures have been embedded within the organization.

(6) Structure to Support the Board of Directors

The evaluation results were positive regarding the opportunities provided to obtain advice from outside experts and to acquire the necessary knowledge about the Company’s business, finances, and organization.

(7) Relationship with Shareholders

The evaluation results indicated that the Company has appropriately conducted information disclosure with consideration for foreign investors, the expansion of English-language information, and dialogue regarding its shareholder return policy.

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| Overall Assessments | 4.7 |
| (1) Composition of the Board of Directors | 4.8 |
| (2) Operation of the Board of Directors | 4.7 |
| (3) The Board of Directors Agenda | 4.7 |
| (4) Nomination and Compensation Committee | 4.9 |
| (5) Issues Related to Sustainability | 4.2 |
| (6) Structure to Support the Board of Directors | 4.4 |
| (7) Relationship with Shareholders | 4.8 |

Based on the above assessment, the Company confirmed that the Board of Directors was functioning properly in general and that the effectiveness of the Board of Directors was ensured.

4. Future Initiatives

Based on the findings of this assessment, the Company’s Board of Directors will engage in thorough discussions to resolve issues, thereby enhancing the effectiveness of the Board of Directors and further improving the corporate value.