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### Summary of Results of Evaluation of Effectiveness of Board of Directors

With the aim of enhancing the effectiveness of its Board of Directors and increasing its corporate value, and in accordance with its Basic Policy on Corporate Governance, Oriental Shiraishi Corporation (the “Company”) conducted an analysis and evaluation of the effectiveness of its Board of Directors in fiscal 2025. A summary of the results is provided below.

#### Overview of evaluation of the effectiveness of the Board of Directors

Scope	All Directors who are members of the Board of Directors (including Audit and Supervisory Committee Members)
Methods of evaluation and analysis, and timing	<p><u>February 2026</u></p> <ul style="list-style-type: none"> <li>• Conducted an anonymous survey by an external organization</li> <li>• Tabulated and analyzed survey responses by an external organization</li> </ul> <p><u>April 2026</u></p> <ul style="list-style-type: none"> <li>• The Board of Directors analyzed and deliberated the results, and confirmed status of measures to maintain effectiveness</li> </ul>
Content of questions	<ol style="list-style-type: none"> <li>I. Composition of the Board of Directors</li> <li>II. Operation of the Board of Directors</li> <li>III. Management strategy and planning</li> <li>IV. Internal controls and risk management</li> <li>V. Nominations and compensation</li> <li>VI. Performance of Outside Directors (including Audit and Supervisory Committee Members)</li> <li>VII. Support system for Directors (including Audit and Supervisory Committee Members)</li> <li>VIII. Training</li> <li>IX. Dialogue with shareholders (investors)</li> <li>X. Individual Director efforts</li> <li>XI. Overall assessment</li> </ol>

A survey was given to all Directors (including Audit and Supervisory Committee Members) consisting of 5-point scale questions as well as open-ended questions, with 40 questions in total. The questions were formulated with input from an external organization and took into account revisions to the Corporate Governance Code, the results of the previous evaluation, etc. In the fiscal 2025 survey, questions regarding “Board of Directors discussions” and

“Board of Directors monitoring functions,” which received high ratings in the previous fiscal year, were replaced with questions regarding “Management strategy and planning,” “Internal controls and risk management,” and “Nominations and compensation.”

#### 1. Initiatives to enhance the effectiveness in fiscal 2025

In response to the issues identified in the previous effectiveness evaluation, the Company implemented the following initiatives.

- (1) To enhance deliberations concerning management strategy at Board of Directors meetings, the Company continued to provide information to Outside Directors in the form of pre-meeting briefings. To organize the information necessary for deliberations, which includes timely provision of and sorting of materials, the Company increased the number of secretariat staff, strengthening the support system for the Board of Directors.
- (2) In addition to site and factory tours for Outside Directors, the Company provided opportunities for dialogue with employees by holding roundtable discussions and social gatherings, enabling Outside Directors to deepen their understanding of Company operations.
- (3) To ensure the Board of Directors implements management emphasizing engagement with stakeholders, the Company provided the Board of Directors with feedback such as opinions from investors at IR and SR meetings. With the aim of enhancing appropriate supervisory functions, the Company also had Outside Directors attend its twice-yearly financial results briefings to hear directly from investors.

#### 2. Summary of results of fiscal 2025 evaluation

Based on the survey responses, the Company’s Board of Directors determined that the effectiveness of the Board of Directors is being maintained as a whole in terms of composition, operation, deliberations, etc. This is evidenced by survey feedback positively evaluating improvements resulting from the initiatives described above, as well as by the fact that strategic discussions taking market valuation into account are being held on such topics as profitability, capital efficiency, investment in human capital, and business portfolio.

At the same time, the Board of Directors identified the following matters which still necessitate further improvements.

- (1) With regard to the operation of the Board of Directors, in order to enhance the deliberations of management strategy, ongoing efforts and advancements are needed to provide materials earlier, ensure the comprehensiveness of information, and simplify and clarify key issues based on the deliberation process.
- (2) There is a need to strengthen deliberations on growth strategies aligned with the medium-term management plan, as well as non-financial strategies (such as succession planning, human capital, sustainable management including environmental measures, and capital cost management in terms of business portfolio).
- (3) With regard to the support system and training for the Board of Directors, while the support system is improving, there is a need for ongoing enhancement and updating of the information provided (including trends specific to the construction industry, the latest technologies, sustainability management, and M&A).

#### 3. Future initiatives

Based on the results of this evaluation, the Company’s Board of Directors will focus on the following measures to further enhance its effectiveness.

- (1) To enhance deliberations at the Board of Directors, the Company will review the annual agenda schedule, optimize meeting materials (such as by providing summary materials utilizing generative AI, etc.), review the schedule for submitting agenda items to provide materials earlier, and hold pre-meeting briefings as well as immediate pre-meeting briefings, thereby ensuring sufficient time for discussions and facilitating smooth proceedings at Board of Directors meetings.
- (2) The Company will leverage regular reporting opportunities to the Board of Directors, such as those of the Sustainability Committee and the Business Portfolio Meetings, with the aim of expanding the scope for the Board of Directors to regularly deliberate such matters as those related to key issues (materiality) and capital cost management. In addition, with regard to the monitoring of subsidiaries that have recently

joined the Group through M&A, the Company will share the information necessary to strengthen governance at an early stage and foster synergies.

- (3) The Company will continue to hold site and factory tours and enhance opportunities for dialogue with employees, in order to enable Outside Directors to deepen their understanding of the Company's operations. With regard to non-financial strategic information, the Company will provide opportunities for information gathering and learning, such as executive training based on the new medium-term management plan and taking social conditions into account, to enhance the skills of the entire Board of Directors.