

Disclaimer: This document is a translation of the Japanese original for reference purposes only.



December 18, 2025

To Whom It May Concern,

Company Name: Insource Co., Ltd.  
Representative: Takayuki Funahashi  
Representative Director, President and CEO  
(Code number: 6200, Prime Market of the Tokyo Stock Exchange)  
Contact: Aya Inoue  
Executive Officer, Group Corporate Management and Accounting Department  
TEL.+81-(0)3-5577-2283

### **Notice: The Evaluation of the Effectiveness of the Board of Directors**

Insource Co., Ltd. (the “Company”) hereby announces that with the aim of enhancing the effectiveness of the Board of Directors and improving corporate value, the Company conducted a questionnaire on the effectiveness of the Board of Directors and obtained responses from all Directors and Auditors, including Outside Executives. Based on the responses, the Company conducted an analysis and evaluation of the effectiveness of the Board of Directors and discussed the results.

#### 1. Method of the analysis and evaluation

Persons subject to evaluation	12 persons in total. Directors (including Outside Directors) and Auditors (including Outside Auditors)
Period	From the middle of November to the beginning of December 2025
Analysis method	Distribution questionnaires to target people and receiving responses via the HR support system/ LMS “Leaf”
Evaluation method	5-Point rating scale and comments
Evaluation point	(1) Ensuring the rights and equality of shareholders (2) Appropriate collaboration with stakeholders other than shareholders (3) Ensuring appropriate information disclosure and transparency (4) Responsibilities of the Board of Directors (5) Dialogue with shareholders (6) Management of the Board of Directors (7) Size (number of Directors) and members of the Board of Directors (8) System to support the Board of Directors (9) Communication among Executives (Directors and Auditors)

## 2. Results of the evaluation

The Board of Directors considered that the effectiveness of the Board of Directors is generally ensured for the following reasons.

### Highly evaluated points

- Ensuring the rights and equitable treatment of shareholders, and promoting appropriate cooperation with stakeholders other than shareholders
- Roles and responsibilities of the Board of Directors
- Development of systems and initiatives to promote dialogue with institutional investors and other shareholders
- Appropriate and transparent disclosure of information that has high added value for users, including not only financial statements but also non-financial information (such as monthly KPIs)

On the other hand, we identified the issues that we need to address in order to continuously improve the effectiveness of the Board of Directors, as follows.

### Issues to be addressed

- Thorough discussion of particularly important topics (management strategy, governance structure, risk, or other issues) at the Board of Directors.
- Responding to sustainability issues, including social and environmental issues

## 3. Improvements in issues of last fiscal year

Regarding the issues that should be addressed intensively based on the results of the evaluation of the effectiveness of the Board of Directors in the previous fiscal year (Evaluation period: from October 2023 to September 2024), we confirmed that improvements had been progressing, with the evaluation of "sufficiently" or "generally" being higher than the previous fiscal year. On the other hand, we confirmed that there are still issues to be addressed, so we will proceed with further initiatives.

Issues of last fiscal year	Improvements
<ul style="list-style-type: none"><li>● Implementation of thorough discussions at the Board of Directors</li></ul>	<ul style="list-style-type: none"><li>● "Strengthening of the governance system and its structure" and "risk management system" were evaluated as having been improved, but "management strategy" should be continuously addressed because of the desire to deepen the discussion.</li></ul>

## 4. Actions to be taken for future issues

The Company will focus on the following based on the results of this evaluation.

- Ensure that sufficient discussion is held at Board of Directors meetings

The Company will continue to make efforts to further enhance the deliberations and effectiveness of the Board of Directors and to further strengthen corporate governance.

END