

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

The Company conducts an annual evaluation of the effectiveness of its Board of Directors to ensure that the Board is operating effectively and contributing to the enhancement of corporate value.

The methodology for the fiscal year 2024 evaluation and a summary of results are provided below.

### 1. Method of Analysis and Evaluation

Evaluation Period	April 2024 – March 2025	
Evaluators	11 Directors and 4 Auditors of the Company	
Evaluation Method	<p>February – March 2025      The Board secretariat prepared and distributed the “Self-evaluation Questionnaire on the Effectiveness of the Board of Directors” to all Directors and Auditors, and collected the responses.</p> <p style="text-align: center;">▼</p> <p>April – May 2025      The responses and comments obtained from the questionnaire were analyzed and evaluated, led by the Chairman of the Board of Directors.</p> <p style="text-align: center;">▼</p> <p>May 2025      The analysis and evaluation results, as well as the measures to address future issues (action plan going forward), were reported to the Board of Directors.</p> <p style="text-align: center;">▼</p> <p>The Board of Directors will be managed in accordance with the action plan going forward, and further measures for improvement will be discussed at Board meetings.</p>	
Evaluation Items	<p>A questionnaire was administered, comprising specific questions and free-comment sections for each of the following main items:</p> <ol style="list-style-type: none"> <li>1. Roles and Functions of the Board of Directors</li> <li>2. Size and Composition of the Board of Directors</li> <li>3. Operations of the Board of Directors</li> <li>4. Providing Information to and Collaboration with External Directors and Auditors</li> </ol>	

	<p>5. Relationship with Investors and Shareholders</p> <p>6. Improvement Status from the Previous Year</p> <p>7. Overall Evaluation</p> <p>* Responses to item 4, “Providing Information to and Collaboration with External Directors and Auditors,” were provided by External Directors and Auditors only.</p>
--	---

## 2. Actions Taken on Issues Identified in the Previous Fiscal Year

Identified Issue	Actions Taken
Ongoing discussions taking mid- to long-term goals into account	<ul style="list-style-type: none"> <li>● We held in-depth discussions on mid- to long-term issues to enhance deliberations, including the Mid-Term Business Plan (business portfolio, new business domains, resource allocation policy) and ESG (climate change response, promoting women's participation, risk management, review of the executive nomination and compensation system).</li> <li>● We increased opportunities for communication between executive management and External Directors and Auditors outside of Board of Directors meetings to enhance information sharing.</li> </ul>
Scope of matters for deliberation and deliberation time at Board meetings	<ul style="list-style-type: none"> <li>● To facilitate focused discussions on mid- to long-term management issues, we delegated authority to the executive management, thereby clarifying the respective authority of the Board of Directors and executive management.</li> <li>● We worked to improve the efficiency of the Board of Directors by streamlining proceedings and allocating sufficient time for deliberation on important agenda items.</li> <li>● We considered introducing a digital transformation (DX) tool for the Board of Directors and established a schedule for its implementation beginning in fiscal year 2025.</li> </ul>
Open and active discussions	<ul style="list-style-type: none"> <li>● To enhance corporate governance, we provided opportunities to acquire and improve the knowledge necessary to fulfill the expected roles and responsibilities of the Board of Directors (director training). In fiscal year 2024, we held seminars for executive directors on the topics of crisis management and sustainability management.</li> </ul>

Relationship with investors	<ul style="list-style-type: none"> <li>● We regularly reported on the status of meetings with institutional investors and others to the Board of Directors and shared information, including opinions and requests from investors.</li> </ul>
-----------------------------	---

### 3. Summary of Analysis and Evaluation Results

The analysis concluded that the Board of Directors is effectively fulfilling its functions and that its overall effectiveness is assured. The Company will continue to address the issues identified through the evaluation and work to enhance the effectiveness of the Board of Directors.

#### <Issues Identified in the FY2024 Evaluation and Future Actions>

Identified Issue	Future Actions
Ongoing discussions taking mid- to long-term goals into account	<ul style="list-style-type: none"> <li>● [Ongoing] Further enrich discussions on mid- to long-term business strategies (portfolio optimization, investment in new businesses, capital allocation, non-financial management indicators and others) and strengthen the monitoring of the Mid-Term Business Plan and Long-Term Vision.</li> <li>● Establish a new Risk Management Committee chaired by the President to create an environment that supports appropriate risk-taking, and enhance discussions at the Board of Directors regarding the risk management framework and the Group's material risks.</li> <li>● [Ongoing] Further enrich discussions regarding the Executive Nomination and Compensation System.</li> <li>● [Ongoing] Secure opportunities for communication between executive management and External Directors and Auditors outside of Board of Directors meetings (information sharing, exchanging opinions, and advice).</li> </ul>
Size and composition of the Board of Directors	<ul style="list-style-type: none"> <li>● [Ongoing] To enhance effectiveness, continuously review the number of members and the composition of the Board of Directors.</li> </ul>
Scope of matters for deliberation and deliberation time at Board meetings	<ul style="list-style-type: none"> <li>● [Ongoing] To improve the quality of discussions, review the criteria for matters submitted to the Board of Directors and further delegate authority to the executive management.</li> </ul>

Open and active discussions	<ul style="list-style-type: none"> <li>● [Ongoing] To enhance corporate governance, continue to provide opportunities to acquire and improve the knowledge necessary to fulfill the expected roles and responsibilities of the Board of Directors (director training).</li> </ul>
Relationship with investors	<ul style="list-style-type: none"> <li>● [Ongoing] Continue to strengthen dialogue with investors through earnings briefings and small meetings, and provide timely feedback on investor opinions and requests to the Board of Directors to enrich discussions.</li> </ul>