

July 1, 2025

Summary of Board of Director Effectiveness Evaluation

To enhance the effectiveness of its Board of Directors and further strengthen its functioning, the Company has been evaluating the overall effectiveness of the Board since fiscal 2016. The following summarizes the results of the fiscal 2024 evaluation.

1. Evaluation method

A questionnaire on the effectiveness of the Board of Directors was distributed to all Directors (including Audit and Supervisory Committee Members), and each of them responded anonymously. Based on the responses, the Board then analyzed and evaluated its effectiveness.

Subjects:	All 10 Directors
Respondents:	All 10 Directors (including 4 External Directors)
Evaluation term:	April – May, 2025
Questionnaire items:	Main questionnaire items are as follows. (1) Composition of the Board of Directors (2) Operation of the Board of Directors (3) Agenda of the Board of Directors (4) System for supporting the Board of Directors (5) Response to shareholders and stakeholders
Other:	We reviewed the implementation status of the measures to address the issues based on the opinions of each Officer in the effectiveness evaluation conducted last year. In June 2018, the Company changed its organization structure to a company with audit and supervisory committee. Accordingly, the effectiveness of the Audit and Supervisory Committee was also evaluated.

2. Results of the analysis and evaluation of the effectiveness of the Board of Directors

For the fiscal year 2024, we evaluated the effectiveness from the perspective of whether our Board of Directors is well organized as a company listed on the Tokyo Stock Exchange Prime Market. As a result, the evaluation for the majority of items exceeded the level of the previous fiscal year. Regarding the response to last year's improvement area, "Agenda of the Board of Directors," significant improvement in evaluation was not achieved. However, evaluations for other items surpassed those of the previous year. Based on the analysis of these self-evaluation results and subsequent discussions, we have concluded that the effectiveness of our Board of Directors is functioning properly.

3. Future actions based on the evaluation results concerning the effectiveness of the Board of Directors

In our board meeting, opinions regarding the identification of challenges and future initiatives for improving effectiveness were expressed, and based on the opinion regarding the area of improvements received from the members of the Board of Directors, we have developed the following improvement plans to work on and further enhance the effectiveness of the Board of Directors of the Company, as well as to build a more extensive corporate governance system.

Item which we set as a challenge	Fiscal 2024 Initiatives	Results for Fiscal 2024	Fiscal 2025 Initiatives
Operation of the Board of Directors	-	-	<ul style="list-style-type: none"> Review of approval authorities and delegation of authority in line with the company's growth.
Agenda of the board of directors	<ul style="list-style-type: none"> Important proposals, such as new business strategies, will be designated as "priority themes," and more time will be allocated to ensure thorough discussions than ever before. 	<ul style="list-style-type: none"> A platform for discussing "priority themes" has been established, but it is not being utilized as expected. 	<ul style="list-style-type: none"> Initial setting of "priority themes" at the beginning of the term and effective deliberation.
System for supporting the Board of Directors	-	-	<ul style="list-style-type: none"> Holding a training session for executives