

Summary Results of the Evaluation on the Board of Directors

[Supplementary Principle 4.11.3]

Each year the board should analyze and evaluate its effectiveness as a whole, taking into consideration the relevant matters, including the self-evaluations of each director. A summary of the results should be disclosed.

The Company analyzes and evaluates the Board of Directors as a whole by means of questionnaire-based self-evaluations by each director as well as evaluations by the audit & supervisory board and the Board of Directors itself.

In 2024, as previously, the Company prepared a questionnaire with the cooperation of an outside organization. Answers were given directly to the said organization, maintaining anonymity. Based on a report on the summarized results from the outside organization, the composition of the Board of Directors, decision-making process, management of corporate performance, level of support provided to outside directors, and performance of duties by directors were verified. The evaluation showed that the effectiveness of the Board of Directors is satisfactory.

Meanwhile, the Company will strive to improve the effectiveness of the Board of Directors through the following initiatives in relation to the items presented as key issues to be addressed.

(Key issues and initiatives going forward)

(1) Composition of Board of Directors	
<p><u>• Issue</u></p> <p>In order to further enhance monitoring functions, the ideal state of the Board of Directors functions needs to be reviewed in accordance with changes in the environment on a continuous basis.</p>	<p><u>• Initiatives</u></p> <p>While being mindful of separating supervision and execution, we will examine appointment of personnel with greater diversity and the knowledge needed for the Company going forward.</p> <p>We will continue to examine the operation structure, including organizational design.</p>
(2) Enhancement of discussion on management strategies and non-financial information, etc.	
<p><u>• Issue</u></p> <p>Continued efforts need to be made to address setting of agenda items and securing of discussion time.</p>	<p><u>• Initiatives</u></p> <p>We will aim to enhance discussion on management strategies and non-financial information, etc., through sharing and reporting,</p>

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	etc., of the content of deliberations at management strategy meetings and the Sustainability Committee, etc.
(3) Internal control	
<p><u>• Issue</u></p> <p>From a perspective of defensive governance, there is a need to enhance discussions about risk management and compliance.</p>	<p><u>• Initiatives</u></p> <p>We will aim to enhance discussions about topics such as the status of internal controls, improvements regarding risk matters, and the status of monitoring, including Group companies, and to strengthen supervision further.</p>

The Company will strive to increase the effectiveness of the Board of Directors and to enhance its management system in order to obtain sustainable growth and better corporate value over the medium to long term.

(Board of Directors Evaluation)

1. Each year, the Board of Directors analyzes and evaluates its effectiveness as a whole, taking into consideration the relevant matters, including the self-evaluations of each Director. A summary of the results is disclosed.
2. CEO is responsible for conducting Board of Directors evaluations, which is performed by the head of Management Administration.
3. Each year, the Audit & Supervisory Board analyzes, evaluates and provides its opinion on the effectiveness of the overall Board of Directors with regard to its monitoring of functions and business execution function, including aspects related to business, governance and risk management. When performing this evaluation, the Audit & Supervisory Board conducts hearings of outside Directors and offers constructive opinions about the status of the Board of Directors.

(Corporate Governance Guidelines Article 18)