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For Immediate Release

Company name	CERES INC.
Representative	Satoshi Takagi, President and Representative Director (Code: 3696 TSE Prime Market)
Contact	Yasuhiro Kobayashi, Managing Director & General Manager of Administration Division
Telephone	+81-3-6455-3756

Evaluation of the Effectiveness of the Board of Directors

CERES INC. (the Company) has conducted an evaluation of the effectiveness of the Board of Directors in order to build a more complete corporate governance system in accordance with the "Corporate Governance Code" established by the Tokyo Stock Exchange. The results of the evaluation are summarized below.

1.Evaluation Method

An effectiveness evaluation questionnaire was distributed to all eight directors of the company, who provided a four-point rating for each item and offered free-form comments. Based on the results of the questionnaire, the Board of Directors discussed key issues and future initiatives.

2. Evaluation Items

The main items of the questionnaire are as follows.

(1) Composition of the Board of Directors
(2) Operation of the Board of Directors
(3) Board meeting agenda
(4) Structure supporting the Board of Directors

3. Evaluation of Efforts to Address Issues Identified in the Previous Year

(1) Expansion of discussions on group management systems and operations, including subsidiaries
The unification of group-wide policies and strengthening of the information sharing system regarding management conditions and activities have led to more accurate management decisions.

(2) Comprehensive and multifaceted discussions on sustainability
The Sustainability Committee has proposed the introduction of a monitoring system for environmental and social issues to the Board of Directors by the end of FY2025.

4. Summary of This Year's Evaluation Results and Recognized Issues

The evaluation results indicate that the Company's Board of Directors is functioning effectively with respect to the aforementioned evaluation items. The Company has confirmed that the effectiveness of the Board of Directors has been ensured.

Based on the evaluation of the efforts to address the issues identified in the previous year and the expansion of the Company's scale, the Board of Directors has identified the following issues that should be addressed on an ongoing basis in the future.

(1) Promote diversity among the Board of Directors
(2) Further enhance discussions on management strategy

5. Further Actions to be Taken

In light of the findings of this evaluation, the Board of Directors will consider measures to address the following issues in order to further enhance the effectiveness of the Board of Directors. The objective is to enhance the Board of Directors' performance by implementing the requisite measures.

(1) Identify the necessary skills and ensure diversity for the Board of Directors, given the management strategy.
(2) Provide further information on medium-to long-term management issues, business plans, strategic issues, etc. to enhance discussions at the Board of Directors meetings.

The Company's Board of Directors will continue to implement and improve initiatives necessary to further enhance the effectiveness of the Board of Directors, in addition to efforts based on the results of this evaluation.

Furthermore, the Company will continue to evaluate the effectiveness of the Board of Directors and will also consider improvements in evaluation methods and other areas.

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