November 19, 2024

To whom it may concern:

Company name:	Shinnihonseiyaku Co., Ltd.
Representative name:	Takahiro Goto, President & Representative Director of the Board and Chief Executive Officer (Securities Code: 4931, TSE Prime)
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Notice Concerning Summary of Results of the Evaluation of the Effectiveness of the Board of Directors

Based on the "Corporate Governance Code" established by the Tokyo Stock Exchange, the Board of Directors of Shinnihonseiyaku Co., Ltd. (the Company) analyzed and evaluated the effectiveness of the Board of Directors with the aim of improving the functions of the Board of Directors. The following is the method and a summary of the results of the evaluation of the effectiveness of the Board of Directors for the fiscal year ended September 2024.

1. Methods of analysis and evaluation

   The Board of Directors of the Company conducted analysis and evaluation in accordance with the following steps (1) to (3). In this analysis and evaluation, the Board of Directors adopted a self-evaluation method in order to collect candid opinions from the evaluation subjects and to conduct prompt and flexible analysis and evaluation by persons who were familiar with the actual conditions of the Company. All Directors of the Board and Audit & Supervisory Committee Members became involved. In the process, Outside Directors too actively took part in discussions.

   (1) A questionnaire for the evaluation of effectiveness was conducted with all Directors of the Board (eight) in September 2024.
   (2) A summary of the results of the questionnaire for the evaluation of effectiveness was reported at a meeting held in October 2024 in which Directors of the Board attended. An overview of the results and future issues were discussed.
   (3) The evaluation of the effectiveness of the Board of Directors for the fiscal year ended September 2024 was confirmed at the Board of Directors meeting held in November 2024.

2. Questions in the questionnaire for the evaluation of effectiveness

   The main questions in the questionnaire for the evaluation of effectiveness for the fiscal year ended September 2024 were as follows. Each question was evaluated on a 3-point or 4-point scale, and free space was provided to describe the reasons for the evaluation and opinions, such as points to be improved, concerning the questions. The questionnaire conducted was anonymous.

   (1) Questions on the composition of the Board of Directors (7 questions)
      - Appropriateness of the number of members of the Board of Directors and fullness of diversity
      - Appropriateness of the status of execution of duties by Directors of the Board
      - Adequacy of knowledge and capabilities, the status of concurrent positions, appropriateness of the term of office, etc., of Outside Directors

(2) Questions on the operation of the Board of Directors (9 questions)
- Appropriateness of the schedule and frequency of Board of Directors meetings
- Appropriateness of the content and volume of materials about agenda for Board of Directors meetings, and sufficiency of the time spent on prior consideration and deliberation of agenda items
- Appropriateness of the proceedings of Board of Directors meetings, and the status of opinions expressed, the atmosphere, etc., at meetings

(3) Questions on the agenda for Board of Directors meetings (12 questions)
- Appropriateness of agenda for Board of Directors meetings, the timeliness of proposals, and appropriateness of deliberated content
- Appropriateness, sufficiency, etc., of discussions on successor development plans, the compensation, appointment and dismissal of officers, mid-term management plans, etc.

(4) Questions on the system that supports the Board of Directors (8 questions)
- Sufficiency of providing information to Outside Directors and Audit & Supervisory Committee Members
- Sufficiency of cooperation between Directors of the Board and Audit & Supervisory Committee Members
- Appropriateness of members, operation, reports, etc., of the Nomination and Compensation Committee

3. Summary of the results of analysis and evaluation

In the results of the questionnaire for the evaluation of effectiveness for the fiscal year ended September 2024, the conclusion was generally “Sufficient” or “Appropriate.” On the other hand, there were opinions and recommendations for future more precise implementation of the Board of Directors meetings in all the items of (1) the composition of the Board of Directors, (2) the operation of the Board of Directors, (3) the agenda for the Board of Directors meetings and (4) the system that supports the Board of Directors.

Based on these results, the Company will continuously make efforts for improving the effectiveness of the Board of Directors through further improvements such as reviewing the content of agenda items to clarify issues and time allocations, in order to further strengthen the functions of the Board of Directors. In particular, we will focus on setting agendas and enhancing discussions to ensure that the Board of Directors fulfills its roles and responsibilities appropriately.

Regarding the questions on (1) the composition of the Board of Directors, there were opinions saying that it is necessary to strengthen the system of the Board of Directors in various ways based on the social situation for the future business development. Based on these opinions, the Board of Directors will make further enhancements by recruiting external human resources, in addition to developing professional human resources and Corporate Officers through the promotion of the successor development plan.

Taking the above results into comprehensive consideration, the Board of Directors believes that the effectiveness of the Board of Directors for the fiscal year ended September 2024 has been appropriately secured. The Board of Directors of the Company will fulfill its roles and responsibilities and further improve its effectiveness, including working on the issues above-mentioned. By doing so, the Board of Directors aims to further enhance corporate governance and thereby raise corporate value continuously.