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June 18, 2025

To whom it may concern:

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Notice Concerning a Summary of the Evaluation Results Regarding the Effectiveness of the Board of Directors

The Company hereby announces a summary of the results of the Evaluation of the Board of Directors' Effectiveness for fiscal 2024 as follows, which it conducted with the aim of achieving sustainable growth and enhancing its medium- to long-term corporate value.

1. Evaluation Method

A survey, collection, tabulation, and analysis were conducted via a web-based questionnaire administered by an external organization for all Directors and Audit & Supervisory Board Members, including Outside Directors, after explaining the purpose of the Evaluation of the Board of Directors' Effectiveness, in order to ensure anonymity and transparency. The questionnaire was conducted using a method of scoring and free-form comments concerning the following items.

[Key questionnaire items]

- ◆ Questions concerning the composition of the Board of Directors
- ◆ Questions concerning the operation of the Board of Directors
- ◆ Questions concerning discussions at the Board of Directors
- ◆ Questions concerning the monitoring function of the Board of Directors
- ◆ Questions concerning the performance of Inside and Outside Directors
- ◆ Questions concerning the support system for Directors and Audit & Supervisory Board Members
- ◆ Questions concerning the training required for Directors and Audit & Supervisory Board Members
- ◆ Questions concerning dialogue with shareholders
- ◆ Questions concerning the operation of committees

2. Summary of Evaluation Results

The result of this fiscal year's Evaluation of the Board of Directors' Effectiveness confirmed that the questionnaire items covered were generally appropriate and the effectiveness of the Board is being properly ensured.

In addition, it was confirmed that certain improvements were made regarding initiatives toward realizing strategy using digital technologies and the monitoring function for major subsidiaries, which were identified as issues in the previous fiscal year's evaluation.

On the other hand, to further enhance the effectiveness of the Board of Directors, a common understanding was reached that, in addition to strengthening the monitoring system to support the steady execution of the new Medium-term Management Plan commencing in fiscal 2025, efforts should continue to be made to enhance the supervision of the state of governance at Group companies.

3. Future Initiatives toward Enhancing Effectiveness

Based on the results of this evaluation and the issues to be addressed, the Company's Board of Directors will further enrich discussions at the Board and strive to further enhance corporate value through the continuous improvement of its effectiveness.