

To All

Summary of the Results of the Evaluation of the Effectiveness of the Board of Directors

1. Method of Evaluation

- (1) Roles and functions of the Board of Directors
- (2) Size and composition of the Board of Directors
- (3) Operation of the Board of Directors
- (4) Cooperation with auditing organs
- (5) Relationship with Outside Directors
- (6) Relationship with shareholders and investors

2. Results of Evaluation for the Fiscal Year Ended December 31, 2025 (Summary)

The results of the questionnaire and interviews were analyzed and evaluated at the Board of Directors meeting held on February 13, 2026. The following issues were identified for the Board of Directors: (i) there is room for further improvement in the follow-up of discussed and resolved matters; (ii) the ideal method for progress reporting on important themes such as new businesses and investment projects; and (iii) the securing of opportunities for more fulfilling discussions by devising agenda settings and time allocation for each agenda item.

3. Future Actions

Based on the above evaluation and analysis results regarding the effectiveness of the Board of Directors, the Company will continue to identify issues to be addressed and consider and implement countermeasures in order to further enhance the effectiveness of the Board of Directors. In addition, we will strive to improve the functions of the Board of Directors, enhance its supervisory functions, and further strengthen corporate governance.

End