



Evaluation of the Effectiveness of the Board of Directors

The Board of Directors has been analyzing and evaluating the effectiveness of the Board of Directors with the aim of verifying whether or not the Board has effectively fulfilled its roles and responsibilities, identified issues, and made improvements in order to ensure the effective functioning of the corporate governance of the Company since the fiscal year that ended in September 2016 and by disclosing the results of this process of analyses and evaluations since the fiscal year that ended in September 2023. An outline of the evaluation results for the fiscal year ended in September 2025 is hereby reported below:

1. How we evaluated and analyzed the effectiveness of the Board of Directors

- 1) Date performed: September 2025
- 2) Respondents: All directors (eleven (11), including outside directors)
- 3) Guidelines for performance: Self-evaluation by way of a questionnaire whose administration was overseen by a third-party organization
 - (i) Administer a self-evaluation questionnaire on an anonymous basis
 - (ii) Tabulate the questionnaire responses and analyze the results
 - (iii) Have the report verified and discussed by the Board of Directors
- 4) Questions (thirty-one (31) in total)
 - Chapter 1: *Composition* of the Board of Directors
 - Chapter 2: *Operations* of the Board of Directors
 - Chapter 3: *Agenda* of meetings of the Board of Directors
 - Chapter 4: Structure underpinning the Board of Directors
 - Chapter 5: Summary

Each person self-evaluates performance for each question on a three-point or four-point scale and is given free space to compose personal thoughts on what needs to be undertaken to further improve effectiveness.

2. Evaluation results

It has been determined that the Board of Directors of the Company is generally fulfilling its roles and responsibilities in an appropriate manner.

The overall score for the evaluation results is as shown to the right hereof.

