

Efforts to evaluate effectiveness

In order to improve the effectiveness of the Board of Directors, an evaluation of all directors except the CEO has been conducted using a questionnaire method every year since FY2016.

Since FY2022, a third-party organization has conducted the questionnaire survey and analyzed the responses. The results of their evaluation are reported to the Board of Directors, whose members share the issues identified and continuously strive to make improvements.

The FY2023 evaluation found that the board's effectiveness had improved over the previous year with respect to discussion of the business portfolio, director involvement in remuneration system design and the successor training plan, and dialogue with shareholders, among other areas. On the whole, the board was judged to function effectively, but several issues were identified. The following actions are being taken to address the key issues.

Outline of the effectiveness evaluation in FY2023

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| Target members | All directors except the CEO |
| Evaluation method | Anonymous questionnaire |
| Survey period | Response period: February to March 2023 |
| Questionnaire compilation | Compiled by an external organization |
| Response status | All targets answered |

