

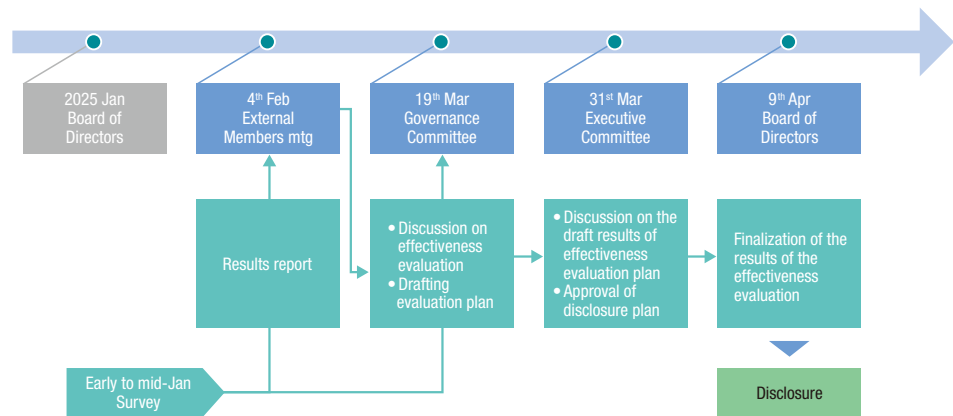
Evaluation of the Effectiveness of the Board of Directors

The Board of Directors analyzes and evaluates its effectiveness each fiscal year based on self-evaluations by individual directors and Audit & Supervisory Board Members, as well as other data, and discloses summaries of the results. As shown in the attached materials, disclosure of the results for FY March 2025 will also be accompanied by disclosure about the composition of the Board of Directors and the activities of the Board of Directors.

The method used to evaluate the effectiveness of the Board of Directors in FY March 2025 is outlined below, together with a summary of the results.

1. Evaluation Method (Self-Evaluation)

In FY March 2025, we evaluated the effectiveness of the Board of Directors through a self-evaluation process. A survey ("the FY 3/2025 Survey") of all 12 directors and 5 Audit & Supervisory Board Members was carried out. Topics covered the composition and operation of the Board of Directors, as well as the content of deliberations.



(*The External Members Meeting was attended by all External Directors and all External Audit & Supervisory Board Members.)

2. Items in the Survey

Questions in the FY 3/2025 Survey were divided into the following major categories. For each question, participants were asked to provide a score using a five-point scale. Space was also provided for free comments on each item. In addition, to allow progress toward the improvement of the effectiveness of the Board of Directors to be monitored, participants were asked to indicate the level of improvement compared with the previous fiscal year on a three-point scale.

- I. Composition of the Board of Directors
- II. Operations of the Board of Directors
- III. Deliberations by the Board of Directors
- IV. Roles and responsibilities of the Board of Directors
- V. Advisory committees
- VI. Performance of duties by individual directors and Audit & Supervisory Board Members
- VII. Support for directors and Audit & Supervisory Board Members
- VIII. General

3. Effectiveness Improvement Initiatives in FY March 2025

The Board of Directors and its Secretariat worked to address the following issues in FY March 2025.

(1) Initiatives that contribute both to the enhancement of the quality of deliberations at Board meetings, and the improvement of meeting management efficiency

In the previous fiscal year's effectiveness evaluation, following the change to the governance structure after the General Meeting of Shareholders in June 2024, there were views expressed, including a call for even greater efforts to create opportunities for effective discussions with participation by all members and a comment that initiatives are needed to enhance the quality of deliberations in Board meetings. Based on these opinions, in FY March 2025, steps were taken to improve the quality of deliberations in Board meetings and improve the effectiveness of operation of the Board of Directors, including (1) the provision of pre-meeting briefings and the distribution of materials in a thorough and timely manner, (2) the enhancement of explanations about the positioning of individual projects in company-wide portfolio strategies, and (3) the efficient allocation of time for deliberations in Board meetings through the use of written resolutions and reports.

The following views were expressed in the FY 3/2025 Survey and at the Governance Committee meeting.

- Changes in the composition of the Board of Directors (through a reduction in the number of members and the adjustment of the ratios of Internal and External Directors) and the diversity of the Board have resulted in an improvement in the quality of deliberations by the Board of Directors.
- The provision of pre-meeting briefings and the creative compilation of materials have resulted in increased opportunities to hear explanations, not only about agenda items, but also about the overall situation, including the positioning of items in overall strategies and the impact on resource allocations.
- Owing to the use of written resolutions, the Board of Directors has been able to select projects and items for discussion in a prioritized manner.

Moreover, in response to the results of the FY 3/2025 Survey, new initiatives have been launched promptly, including consideration of earlier distribution of materials for the Board meetings than before, and an expanded scope of, and improved efficiency of, information sharing by the company management.

(2) Further enhancement and efficient management of various forums designed to deepen deliberations at Board meetings, including pre-meeting briefings and free discussion sessions, as well as more opportunities for exchanges of views among Directors and Audit & Supervisory Board Members

Comments in the previous fiscal year's effectiveness evaluation survey included a call for further initiatives to deepen and enliven discussions in Board meetings, and a suggestion that there should be opportunities for Board members to share their knowledge. Initiatives in FY March 2025 in response to these opinions included (1) the creation of more flexible attendance options for Board meetings, (2) the provision of thorough and timely pre-meeting briefings for External Members, especially in relation to large-scale and important projects, (3) the establishment of a forum for exchanges of views between External Directors and Audit & Supervisory Board Members, and (4) the creation of opportunities for exchanges of views between External Directors and External Audit & Supervisory Board Members.

Views expressed in the FY 3/2025 Survey included the following:

- Pre-meeting briefings before Board meetings and the creative compilation of distributed materials have been facilitating thorough and energetic discussions in Board meetings.
- There are now more opportunities to learn about and discuss issues facing Mitsui & Co., including free discussion sessions and informal meetings between Audit & Supervisory Board Members and External Directors.

4. Outline of the Results of the Effectiveness Evaluation for FY March 2025

The evaluation of the effectiveness of the Board of Directors in FY March 2025 was confirmed on the basis of the FY 3/2025 Survey, discussions at an External Members Meeting, and deliberations by the Governance Committee, Executive Committee, and Board of Directors.

- The Board has become an appropriate forum for discussions about both governance and growth strategies. The Chairman has efficiently managed discussions within the limited time available.
- Reporting and discussion of management issues from comprehensive and company-wide perspectives have been also contributing to deliberations about individual projects.
- In addition to vigorous discussion led by External Directors, active and constructive input from Audit & Supervisory Board Members, and the participation of external Audit & Supervisory Board Members in advisory committee meetings have been helping to ensure the effectiveness of the Board of Directors.

- Based on past experience, Mitsui & Co. has adopted the company with Audit & Supervisory Board model, under which a highly independent Audit & Supervisory Board and its members provide extremely effective checks and balances for Directors and the Board of Directors. This structure, combined with an increase in the percentage of external directors to ensure the transparency of discussions by the Board of Directors, is functioning very effectively at present, and there seems to be no reason to make hasty changes to the institutional design. The best path forward is to enhance effectiveness within the framework of the company with Audit & Supervisory Board structure, while continuing to discuss the structure.
- The composition of the Board of Directors (through a reduction in the number of members and the adjustment of the ratios of Internal and External Directors) and the diversity of the Board have resulted in high-quality deliberations and a high level of effectiveness. There should be continuing discussions about whether further improvements can be made, based on input from institutional investors and others.

Based on the preceding summary, the Board of Directors determined that an appropriate level of effectiveness was achieved in FY March 2025. However, we will take further actions on the following initiatives in order to achieve greater improvements in effectiveness.

5. Initiatives toward Further Improvements in Effectiveness

Initiative for FY March 2026

Further deepening of Board discussions and improvement of administrative efficiency

The following views were put forward in the FY 3/2025 Survey and during discussions at the External Members Meeting, Governance Committee meeting, and other forums, concerning initiatives to achieve further improvements in effectiveness:

- Earlier distribution of materials to make full use of the insights of External Directors.
- An increase in opportunities to share views about growth strategies, as well as about monitoring from a defensive viewpoint, such as compliance, occupational safety and health, and risk management.

Based on these views, we will consider the following initiatives with the aim of enhancing and deepening Board deliberations while also improving the efficiency of meeting administration:

- (1) Encouraging more interactive discussions among Internal Directors and External Members.
- (2) Fostering broader and more sophisticated discussion in Board meetings.

Medium-term to long-term initiative

Continuing consideration of the governance structure, including the institutional design, based on annual evaluations of the effectiveness of the Board of Directors and the results of dialogue with stakeholders.

We will not assume that the current governance structure is the ultimate one for us. Instead, we will continue to discuss Mitsui & Co.'s governance structure based on annual evaluations of the effectiveness of the Board of Directors, and social expectations, including stakeholders' opinions.

The Board of Directors will continue its efforts to achieve sustainable improvements in Mitsui & Co.'s corporate value by implementing measures to enhance its effectiveness, including taking into consideration the aspects outlined above, and by providing effective supervision of management.

Board and Other Meetings Held in FY March 2025

| Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| BD | BD | BD | BD | BD | BD | BD | BD | BD | BD | BD | BD |
| | BD | BD | R | | Ex | N | G | Ex | N | R | N |
| | G | R | | | | FD | R | | N | Ex | G |
| | Ex | Ex | | | | T | | | Ex | Ex | Ex |
| | | | | | | | | | Ex | | |
| | | | | | | | | | Ex | | |

| | | | | | | | |
|----|--------------------------|----|----------------------|---|----------------------|---|------------------------|
| BD | Board | G | Governance Committee | N | Nomination Committee | R | Remuneration Committee |
| Ex | External Members Meeting | FD | Free Discussion | T | Training Session | | |

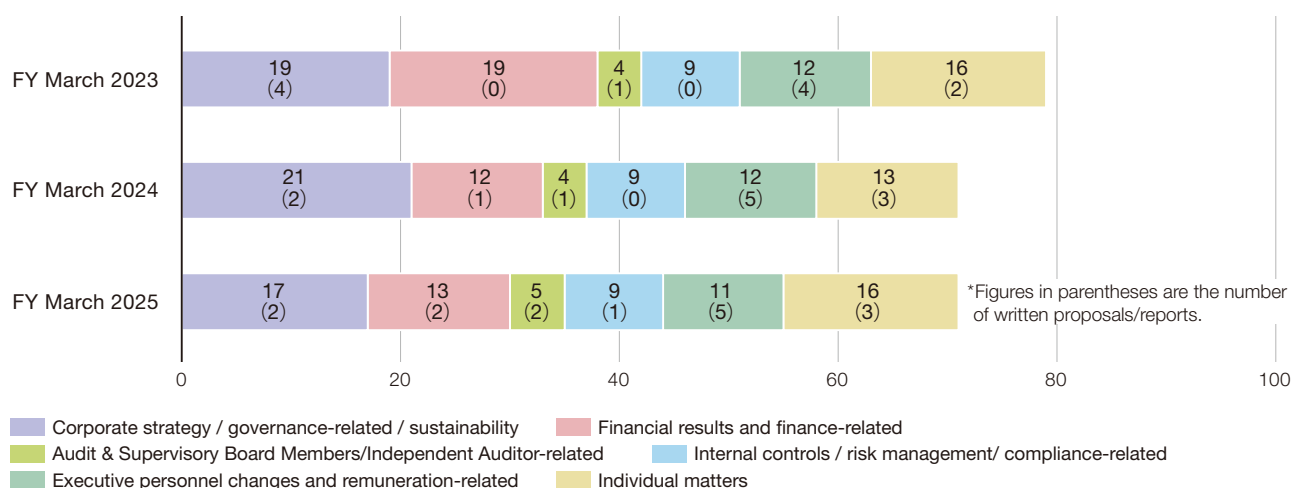
Directors and Audit & Supervisory Board Members

| | Name | Position at the Company | Term of Office Stipulated | Board | Governance Committee*1 | Nomination Committee*1 | Remuneration Committee*1 | External Members Meeting | Female | Foreigner |
|-----------------------------------|----------------------|--|---------------------------|--|--------------------------------------|--------------------------------------|--------------------------------------|-----------------------------|-----------------------------|-----------------------|
| | | | | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | | |
| Directors | Tatsuo Yasuanga | Representative Director, Chair of the Board of Directors | 1 year | <input checked="" type="radio"/> 14/14 | <input checked="" type="radio"/> 3/3 | | | | | |
| | Kenichi Hori | Representative Director, President and Chief Executive Officer | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | <input type="radio"/> 4/4 | | | | |
| | Yoshiaki Takemasu | Representative Director, Executive Vice President | | <input type="radio"/> 14/14 | | | | | | |
| | Tetsuya Shigeta | Representative Director, Senior Executive Managing Officer | | <input type="radio"/> 14/14 | | | <input type="radio"/> 4/4 | | | |
| | Makoto Sato | Representative Director, Senior Executive Managing Officer | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | | | | | |
| | Toru Matsui | Representative Director, Senior Executive Managing Officer | | <input type="radio"/> 14/14 | | | | | | |
| | Samuel Walsh | Director (External)*2 | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | | | <input type="radio"/> 9/10 | | <input type="radio"/> |
| | Takeshi Uchiyamada | Director (External)*2 | | <input type="radio"/> 14/14 | | <input checked="" type="radio"/> 4/4 | | <input type="radio"/> 9/10 | | |
| | Masako Egawa | Director (External)*2 | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | | <input checked="" type="radio"/> 4/4 | <input type="radio"/> 10/10 | <input type="radio"/> | |
| | Fujiyo Ishiguro | Director (External)*2 | | <input type="radio"/> 14/14 | | <input type="radio"/> 4/4 | | <input type="radio"/> 10/10 | <input type="radio"/> | |
| | Sarah L. Casanova | Director (External)*2 | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | | | <input type="radio"/> 10/10 | <input type="radio"/> | <input type="radio"/> |
| | Jessica Tan Soon Neo | Director (External)*2 | | <input type="radio"/> 14/14 | | | | <input type="radio"/> 4/4 | <input type="radio"/> 10/10 | <input type="radio"/> |
| Audit & Supervisory Board Members | Kimiro Shiotani | Full-time Audit & Supervisory Board Member | 4 years | <input type="radio"/> 13/14 | | | | | | |
| | Hirotsu Fujiwara | Full-time Audit & Supervisory Board Member | | <input type="radio"/> 14/14 | | | | | | |
| | Kimitaka Mori | Audit & Supervisory Board Member (External)*2 | | <input type="radio"/> 13/14 | | | <input type="radio"/> 4/4 | <input type="radio"/> 4/10 | | |
| | Yuko Tamai | Audit & Supervisory Board Member (External)*2 | | <input type="radio"/> 14/14 | <input type="radio"/> 3/3 | | | <input type="radio"/> 9/10 | <input type="radio"/> | |
| | Makoto Hayashi | Audit & Supervisory Board Member (External)*2 | | <input type="radio"/> 14/14 | | | <input type="radio"/> 4/4 | <input type="radio"/> 8/10 | | |

*1. : Committee chair for the respective advisory committees

*2. Independent Director/Audit & Supervisory Board Member

Number of proposals / reports to the Board of Directors



Sustainability, internal control or risk management-related reports to the Board FY March 2025

| Board of Directors Agenda | Date | Type of Risk | Reference: Risk management framework and rules |
|---|--|--|---|
| Internal Control System Review | 2024/4/9 | <ul style="list-style-type: none"> Internal control overall | <ul style="list-style-type: none"> Authority delegation system, ringi system, oversight and support by corporate staff divisions Prior setting of position limits, monitoring by specialist units Internal Control/Portfolio Management Committee |
| Sustainability related | 2024/9/13 (Written Resolution) 2024/11/1 2025/3/19 | <ul style="list-style-type: none"> Overall activities related to sustainability Approval of the Statement under the UK Modern Slavery Act | <ul style="list-style-type: none"> Sustainability Committee |
| Mitsui & Co. Group Compliance System | 2024/12/18 2025/3/19 | <ul style="list-style-type: none"> Compliance risks | <ul style="list-style-type: none"> Compliance Committee Establishment of and compliance with Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd. Development of internal whistle-blowing system Implementation of training and other awareness-raising activities. |
| Internal control evaluation report given under the Financial Instruments and Exchange Law | 2024/6/19 | <ul style="list-style-type: none"> Internal controls relating to financial reporting | <ul style="list-style-type: none"> J-SOX Committee Self-assessment of effectiveness of internal control systems by units under assessment, and testing by independent units |
| Internal Auditing Div. Activity Report | 2024/9/4 | <ul style="list-style-type: none"> Result of internal auditing | <ul style="list-style-type: none"> Internal audit framework centered on Internal Auditing Div. |
| Mitsui & Co.'s risk exposure and controls | 2025/2/4 | <ul style="list-style-type: none"> Credit risk (commercial claims, external loans/guarantees, term deposits) Market risk (commodity/forex long and short positions, inventories) Business risk (business assets, loans/guarantees to related parties, external investments) Country risk | <ul style="list-style-type: none"> Examination of credit lines and ringi applications and monitoring Ringi examination of commodity/forex long and short positions, onsite inspection of inventories, etc. Examination through ringi processes, realization of returns from investment projects and their optimization Collection and analysis of country risk information, position monitoring by country, designation of countries for suspension of transactions, designation of special countries, formulation of country-specific policies |
| Cyber Security | 2025/2/4 | <ul style="list-style-type: none"> Cyber Security | <ul style="list-style-type: none"> Technical support, human support (including security awareness activities), support to affiliated companies |

Advisory Committees Activities (FY March 2025)

| | (1) Governance Committee | (2) Nomination Committee | (3) Remuneration Committee |
|---|--|---|---|
| Committee chair | Chairman of the Board of Directors | External Member | External Member |
| Composition (including committee chair) | Chairman of the Board of Directors President and Chief Executive Officer 1 Internal Director Chief Strategy Officer (CSO) 3 External Directors 1 External Audit & Supervisory Board Member | President and Chief Executive Officer 2 External Directors 1 External Audit & Supervisory Board Member | 1 Internal Director serving as the Chief Financial Officer (CFO) 2 External Directors 1 External Audit & Supervisory Board Member |
| Expected Role | The Committee will work to enhance management transparency and fairness and achieve sustained improvement in Company's corporate governance by continually monitoring corporate governance and considering governance enhancement measures. | To enhance the transparency and objectivity of processes relating to the nomination of directors and executive officers (referred to collectively as "Officers", including the CEO, the same to apply below) through the involvement of External Members, and to ensure the fairness of Officer nominations. | To enhance the transparency and objectivity of decision-making processes relating to remuneration for Officers through the involvement of External Members, and to ensure the fairness of remuneration for Officers through ongoing monitoring. |
| Function | To consider basic policies and measures concerning the governance of the Company, to consider the composition, size, and agenda of the Board of Directors, with the aim of achieving further improvement in corporate governance, and to consider the role of the Board of Director's advisory committees, including recommendations on deliberations and discussions in meetings of the Nomination and Remuneration Committees. | To study the selection and dismissal standards and processes for nominating Officers, establish succession planning for President and Chief Executive Officer and other top executives, and evaluate Director nomination proposals and to deliberate on the dismissal of Officers. | To study the system and decision-making process relating to remuneration and bonuses for Officers, and to evaluate proposals of remuneration and bonuses for Directors and proposals for evaluation and bonuses for Managing Officers. |
| Term | The term of this Committee Members shall be from the date of the Ordinary General Meeting of Shareholders on the year when such Committee Member is appointed as a Committee Member to the end of next year's Ordinary General Meeting of Shareholders | The term of this Committee Members shall be from the date of the Ordinary General Meeting of Shareholders on the year when such Committee Member is appointed as a Committee Member to the end of next year's Ordinary General Meeting of Shareholders. | The term of this Committee Members shall be from the date of the Ordinary General Meeting of Shareholders on the year when such Committee Member is appointed as a Committee Member to the end of next year's Ordinary General Meeting of Shareholders. |
| Meetings in the FY March 2025 | 3 | 4 | 4 |
| Results in the FY March 2025 | The Governance Committee discussed (i) corporate governance including institutional design (ii) exercise of voting rights for listed shares and (iii) evaluation of effectiveness of the Board of Directors, etc. | The Nomination Committee worked to provide more opportunities for External Members to learn about candidates for Directors and Managing Officers and enhance the information and materials provided. The Committee discussed the selection of Director/Managing Officer candidates and appointment plan of Directors/Managing Officers. | The Remuneration Committee discussed re-evaluation of the remuneration system and level towards the contribution of medium-to long-term corporate value under global competitive environment, etc. |

Free Discussion among all members of BOD and ASB

Regarding the free discussion which was first held in the fiscal year ended March 31, 2019, it had marked very positive in the evaluation of effectiveness in the fiscal year ended March 31, 2024, we organized the free discussion continuously during the fiscal year ended March 31, 2025.

| FY March 2024 The opinions for the evaluation of the effectiveness | ▶ | Date, etc. | Agenda |
|---|---|--|--|
| | | ■ October 2, 2024 Free discussion attended by all members of the Board of Directors and the Audit & Supervisory Board | 1 "Portfolio Strategy for Energy Transition & Net Zero Emissions" 2 "Areas and issues that may have significant impacts on our business and business model from a long-term perspective" ① Geopolitical Risks ② Maximization of Human Capital Value |

Agenda of External Members Meeting in FY March 2025

| | | | |
|---|--|----|--|
| 1 | Global Matrix System | 6 | Feedback on Dialogue with Capital Market (Expectations and Requests) |
| 2 | Guidance on responding to questions for external Directors and A&SB Members | 7 | Materiality Review Progress Update |
| 3 | Ordinary General Meeting of Shareholders/ Result Review for FY March 2024 and issues for FY March 2025 | 8 | Report on the Results of Mitsui Engagement Survey 2024 |
| 4 | Explanation on Business Units (Corporate Development Business Unit / IT & Communication Business Unit) | 9 | Discussion on Evaluation of Effectiveness of the Board of Directors |
| 5 | Business Environment Report 2025 | 10 | Exchange of Opinions and Information With Independent Auditor |

Major Activities of External Directors and External Audit & Supervisory Board Members

Major activities of External Directors during the year ended March 31, 2025 are as follows.

| | |
|---|---|
| <p>Samuel Walsh (Director since June 2017)</p> | <p>Mr. Walsh participated in all 14 Board of Directors meetings held during the year ended March 31, 2025. He makes proposals and suggestions from a broad-minded standpoint based on his global perspective, excellent management skills, and abundant business management experience cultivated through his long years working in upper management within the automobile industry and as chief executive officer of an international natural resources company, making significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the year ended March 31, 2025, he served as a member of the Governance Committee (attending all three such meetings), and actively provided his constructive opinions with the aim of creating a more highly effective governance system.</p> |
| <p>Takeshi Uchiyamada (Director since June 2019)</p> | <p>Mr. Uchiyamada participated in all 14 Board of Directors meetings held during the fiscal year ended March 31, 2025. He has long been involved in research and development on environmental and safety technologies at Toyota Motor Corporation that could realize a mobility society responding to the needs of the times, as well as in the development of products demanded by consumers, and has exercised his excellent managerial skills as an executive officer of Toyota Motor Corporation. At the Board of Directors meetings, he makes proposals and suggestions from a broad-minded standpoint based on his management experience at a global company and his in-depth knowledge of society in general and makes significant contributions to active discussions at the Board of Directors meetings, and to improving the effectiveness of said meetings. In the fiscal year ended March 31, 2025, as the chair of the Nomination Committee (attending all four such meetings), he exercised his strong leadership in enhancing the transparency and effectiveness of the procedures for the appointment of executives, including the CEO.</p> |
| <p>Masako Egawa (Director since June 2020)</p> | <p>Ms. Egawa participated in all 14 Board of Directors meetings held during the fiscal year ended March 31, 2025. She has made significant contributions to active discussions at the Board of Directors meetings, and to improving effectiveness of such meetings, based on her deep insight in finance and corporate management gained through her experience of management as a director of the University of Tokyo and the chancellor of School Juridical Person Seikei Gakuen, her many years of experience working at global financial institutions, and her research on management of Japanese companies and corporate governance. In the fiscal year ended March 31, 2025, she served as a member of the Governance Committee (attending all three such meetings) and actively expresses her constructive views with the aim of creating a more highly effective governance system. In addition, as the chair of the Remuneration Committee after the Ordinary General Meeting of Shareholders in 2024 (attending all four such meetings), she exercised her strong leadership in the discussions related to the executive remuneration.</p> |
| <p>Fujiyo Ishiguro (Director since June 2023)</p> | <p>Ms. Ishiguro participated in all 14 Board of Directors meetings held during the fiscal year ended March 31, 2025. She has made significant contributions to active discussions at the Board of Directors meetings, and to improving effectiveness of such meetings, based on her developed profound insights about business management through her experience as an external director of listed companies, in addition to her advanced knowledge of business management and the IT/DX sector gained through her many years of experience as an IT entrepreneur. In the fiscal year ended March 31, 2025, she served as a member of the Nomination Committee (attending all four such meetings) and contributed to the discussions from diverse perspectives with the aim of enhancing the transparency and effectiveness of the procedures for the appointment of executives, including the CEO.</p> |
| <p>Sarah L. Casanova (Director since June 2023)</p> | <p>Ms. Casanova participated in all 14 Board of Directors meetings held during the year ended March 31, 2025. She amassed extensive knowledge of the international consumer business through her experience working for McDonald's in North America, the CIS, and Southeast Asia. She served as Chief Executive Officer of McDonald's Company (Japan) from 2013 to 2019 and demonstrated her excellent management acumen by pursuing growth strategies that have yielded a dramatic improvement in the company's performance. At the Board of Directors meetings, she makes proposals and suggestions from diverse perspectives, based on her profound knowledge of consumer businesses and her management experience in a global business corporation and makes significant contributions to active discussions at the Board of Directors meetings, and to improving the effectiveness of said meetings. In the year ended March 31, 2025, she served as a member of the Governance Committee (attending all three such meetings), and actively provided her constructive opinions with the aim of creating a more highly effective governance system.</p> |
| <p>Jessica Tan Soon Neo (Director since June 2023)</p> | <p>Ms. Tan participated in all 14 Board of Directors meetings during the year ended March 31, 2025. She has made significant contributions to active discussions at the Board of Directors meetings, and to improving effectiveness of such meetings, based on her amassed knowledge of the IT/DX sector gained through her experience working for IBM and Microsoft and profound knowledge of business management through her role as an external director of listed companies in Singapore. In the year ended March 31, 2025, she served as a member of the Remuneration Committee (attending all four such meetings) and contributed to deepen the discussions related to the executive remuneration.</p> |

Major activities of External Audit & Supervisory Board Members during the year ended March 31, 2025 are as follows.

| | |
|---|--|
| <p>Kimitaka Mori (Audit & Supervisory Board Member since June 2017)</p> | <p>Mr. Mori participated in 13 of 14 Board of Directors meetings and 19 of 21 Audit & Supervisory Board meetings held during the fiscal year ended March 31, 2025. He offered advice and expressed opinions based on his knowledge and experience gained as a certified public accountant. In the fiscal year ended March 31, 2025, as a member of the Remuneration Committee (attending all four such meetings), and as the chair until the Ordinary General Meeting of Shareholders in 2024), he contributed to deepen discussions related to the executive remuneration.</p> |
| <p>Yuko Tamai (Audit & Supervisory Board Member since June 2022)</p> | <p>Ms. Tamai participated in all 14 Board of Directors meetings and all 21 Audit & Supervisory Board meetings held during the fiscal year ended March 31, 2025. She offered advice and expressed opinions based on her knowledge and experience gained as an attorney at law. In the fiscal year ended March 31, 2025, as a member of the Governance Committee (attending all three such meetings), she actively provided opinions that contribute to developing more effective and objective governance.</p> |
| <p>Makoto Hayashi (Audit & Supervisory Board Member since June 2023)</p> | <p>Mr. Hayashi participated in all 14 Board of Directors meetings and 20 of 21 Audit & Supervisory Board meetings held during the fiscal year ended March 31, 2025. He offered advice and expressed opinions based on his advanced insight into governance and risk management cultivated through his many years of experience as a public prosecutor. In the fiscal year ended March 31, 2025, as a member of the Nomination Committee (attending all four such meetings), he contributed to the discussions with the aim of enhancing the transparency and effectiveness of the procedures for the appointment of executives, including the CEO.</p> |