

## Summary of Effectiveness Evaluation of the Board of Directors

The effectiveness of the Board of Directors is evaluated every year in order to confirm actions on issues identified in the previous fiscal year and identify issues to be tackled in the next fiscal year. The process emphasizes the maintenance of a PDCA cycle for the improvement of the effectiveness of the Board of Directors. Based on the results of the effectiveness survey for the fiscal year ended March 2024, the Board of Directors and its Secretariat took actions on the following matters in the fiscal year ended March 2025.

Issues identified for FY 3/2025	Actions	Evaluation in the FY 3/2025 Survey
(1) Initiatives that contribute both to the enhancement of the quality of deliberations at Board meetings, and the improvement of meeting management efficiency	<ul style="list-style-type: none"> <li>• Provision of pre-briefings and distribution of materials thoroughly and in a timely manner</li> <li>• Enhanced explanations about the positioning of individual projects in company-wide portfolio strategies</li> <li>• Efficient allocation of time in Board meetings through the use of written resolutions and reports</li> </ul>	The use of pre-meeting briefings and creative compilation of materials were seen as enabling Directors to view situations comprehensively, and to engage in discussions in a prioritized manner. All officers, including External Members, had a positive view of changes in the composition of the Board, which were seen as enhancing diversity and improving the quality of deliberations by the Board of Directors.
(2) Further enhancement and efficient management of forums designed to deepen deliberations by the Board of Directors, including pre-meeting briefings and free discussion sessions, as well as the creation of more opportunities for exchanges of views among directors and Audit & Supervisory Board Members	<ul style="list-style-type: none"> <li>• Provision of more flexible attendance methods for Board meetings</li> <li>• Provision of thorough and timely pre-meeting briefings for External Directors, especially on large-scale or important projects</li> <li>• Arrangement of discussion meetings for directors and Audit &amp; Supervisory Board Members</li> </ul>	Survey participants commented that the creative use of pre-meeting briefings, distributed materials, etc., was facilitating thorough and lively discussion in Board meetings, and highly evaluated the fact that External Directors and Audit & Supervisory Board Members had more opportunities to learn about and discuss issues affecting Mitsui & Co.

## Effectiveness Evaluation for FY March 2025

After discussions of the survey results at an External Members Meeting in February 2025 and a Governance Committee and Executive Committee meetings in March 2025, the effectiveness evaluation was resolved by the Board of Directors in April 2025.

