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FUJIMI INCORPORATED

Representative: Keishi Seki, President & CEO

Listings: Tokyo and Nagoya Stock Exchanges  
(Stock code: 5384)

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**Outline of Self-Evaluation Results of FUJIMI INCORPORATED's Board of Directors Effectiveness**

The effectiveness of the Board of Directors is every year evaluated in order to create a more highly effectiveness of the Board of Directors and to achieve sustainable improvements in our corporate value.

FUJIMI INCORPORATED (the "Company") discussed and evaluated the effectiveness of the Company's Board of Directors by reviewing its activities in FY2025. An outline of the results of this evaluation is provided below.

**1. State of responses to issues recognized as requiring improvement during Evaluating the Effectiveness of the Board of Directors in FY2024**

- Optimizing the content and volume of materials for Board of Directors meetings

We promoted efforts to optimize the content and volume of materials for Board of Directors meetings so that directors and corporate auditors could fully discuss issues at Board of Directors meetings based on the deliberation materials.

**2. Method for Evaluating the Effectiveness of the Board of Directors in FY2025**

The survey to all directors and corporate auditors was carried out from the end of March to early April 2025, and responses were received from all. (Answers are anonymous)

[Items in the survey – four points scale]

- (1) Composition of the Board of Directors (2 Questions)
- (2) Operations of the Board of Directors (7 Questions)
- (3) Topic of discussion of the Board of Directors (5 Questions)
- (4) Structure Supporting the Board of Directors (5 Questions)
- (5) Free description

\*A format allowed free comments on all questions.

**3. Outline of the result of Effectiveness Evaluation for FY2025**

The evaluation of the effectiveness of the Board of Directors in FY2025 was confirmed on the basis of the survey of composition, operations, topic of discussion, and structure supporting the Board of Directors, and we determined an appropriate level of effectiveness was achieved. However, we recognized the need to make improvement regarding the following point, and will take measures.

- Optimizing the content and volume of materials for Board of Directors meetings

- End -