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Japan Lifeline Announces Board Effectiveness Evaluation Results for FYE2025

TOKYO, JAPAN – June 26, 2025 – Japan Lifeline Co., Ltd. (“the Company”) has conducted annual analyses and evaluation of Board effectiveness since fiscal year ended 2018 to enhance Board functionality. The Company announces the summary of results from the fiscal year ended 2025 Board effectiveness evaluation.

1. Evaluation Methodology

The Board of Directors conducted a comprehensive questionnaire survey targeting all Directors to analyze and evaluate Board effectiveness. To ensure objectivity in the evaluation process, the Company engaged external specialists to provide guidance on questionnaire design, data collection, and statistical analysis, while considering both internal and external factors in developing evaluation criteria.

- (1) Target participants: All 16 directors
- (2) Evaluation method: Self-assessment questionnaire implementation and Board deliberation based on analytical results

Self-Assessment Questionnaire Structure (28 questions across five categories):

1. Board composition and operations
2. Corporate strategy and business strategy
3. Corporate ethics and risk management
4. Performance evaluation and executive assessment/compensation
5. Stakeholder engagement

2. Evaluation Results Summary

Based on the self-assessment questionnaire results and subsequent Board deliberations, the analysis confirms that the Board effectively fulfills its roles and functions across all evaluation categories, maintaining appropriate effectiveness levels.

Key Performance Improvements: The evaluation demonstrates significant enhancement in sustainability information disclosure frameworks. This improvement stems from leveraging expert advisory services in disclosure practices, resulting in elevated ratings from external evaluation agencies. Additionally, the assessment reveals strong performance in establishing frameworks that promote constructive shareholder dialogue, with institutional investor feedback consistently shared with the Board and integrated into various management decisions.

Areas for Continued Focus: The evaluation identifies ongoing challenges in enhancing director training programs.

Furthermore, the Board recognizes that advancing digital transformation (DX) initiatives to drive sustainable corporate value enhancement represents a critical strategic priority moving forward.

The Company remains committed to conducting regular Board effectiveness analysis and evaluation, implementing continuous improvement initiatives to strengthen the foundation supporting medium- to long-term growth objectives.