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Japan Lifeline Announces Board Effectiveness Evaluation Results for FYE2026

TOKYO, JAPAN – June 26, 2026 – 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 a summary of the results of the Board effectiveness evaluation conducted for the fiscal year ended March 31, 2026.

1. Evaluation Methodology

The Company’s Board of Directors conducted a questionnaire survey targeting all Directors to analyze and evaluate the effectiveness of the Board. In developing the evaluation criteria, the Board carefully reviewed the assessment items in light of both internal and external environments. Furthermore, to ensure objectivity in the evaluation process, the Company engaged an external specialist organization to assist with questionnaire design, data collection, and statistical analysis.

- (1) Target participants: All 13 Directors
- (2) Response period: March 31, 2026, to April 14, 2026
- (3) Evaluation method: Implementation of a self-assessment questionnaire followed by Board deliberations based on the analytical results

Structure of the Self-Assessment Questionnaire (30 questions across six categories):

- 1. Composition and operation of the Board of Directors
- 2. Management strategy and business strategy
- 3. Corporate ethics and risk management
- 4. Evaluation of business performance and executive assessment/remuneration
- 5. Dialogue with shareholders and other stakeholders
- 6. Nomination and Remuneration Advisory Committee

2. Summary of the Analysis and Evaluation Results

Based on the results of the self-assessment questionnaire results and subsequent deliberations by the Board of Directors, the analysis confirmed that the Board appropriately fulfills its designated roles and functions across all evaluation categories, thereby successfully maintaining its overall effectiveness.

Initiatives Addressing Challenges from the Previous Year: Regarding "free, open, and vigorous discussions," which was identified as a challenge in the previous fiscal year, the Company continued to provide prior explanations of Board agenda items to Outside Directors. This successfully deepened their understanding of the Company's business activities and the surrounding management environment, which directly fostered more active debates at Board meetings.

Regarding "director training," the Company enhanced programs tailored for newly appointed directors, primarily focusing on Outside Directors. These programs included comprehensive briefings on the Company's business operations led by each business division, detailed explanations of industry-specific business practices, and on-site facility visits, including tours of its manufacturing factories.

Through these dedicated initiatives, the evaluation scores for the categories identified as challenges in the previous fiscal year showed meaningful improvement.

Areas for Continued Focus and New Priorities: On the other hand, the promotion of "Digital Transformation (DX)" aimed at sustainable enhancement of corporate value was continuously recognized as an ongoing challenge. In addition, the Company newly recognized "crisis response for IT infrastructure" and "the establishment and operation of a cybersecurity management framework" as critical priorities for the future.

The Company will continue to conduct regular analyses and evaluations of the Board of Directors. By implementing ongoing initiatives to further improve its effectiveness, it will strive to strengthen the foundation that supports our medium- to long-term growth.