

May 11, 2023  
Takara Holdings, Inc.

## Summary of the Fiscal 2023 Evaluation Results of the Effectiveness of the Board of Directors

Takara Holdings evaluates the effectiveness of the Board of Directors, primarily its operational aspects annually. A summary of the results of the evaluation in fiscal 2023 is as follows.

### 1. Method of Evaluation

In fiscal 2023, Takara Holdings continued working to improve the operational aspects of the Board of Directors. Based on this, we conducted a questionnaire of all the directors and Audit & Supervisory Board members with a five-stage evaluation and free comments on the following areas. The aggregated results of the questionnaire were discussed at the Board of Directors meeting held today.

- (1) Agenda items
- (2) Notices of convocation
- (3) Materials
- (4) Explanations, deliberations, and decision-making, etc.
- (5) Minutes
- (6) Annual schedule

### 2. Summary of Evaluation Results

It was judged that the operation of the Board of Directors overall is largely appropriate and that its effectiveness is secured. On the other hand, we recognize that there are ongoing challenges in providing information to independent outside officers in advance and further deepening discussions at the Board of Directors. Going forward, the Company will continue striving to enhance the effectiveness of the Board of Directors by implementing measures to improve the issues that have been acknowledged, evaluating the results and translating the evaluation into further improvements.