

## Effectiveness of the Board of Directors

JAC Recruitment Co., Ltd

We will evaluate the effectiveness of the Board of Directors and each Director after the end of the fiscal year (immediately after the end of the previous fiscal year) to ensure that their responsibilities regarding corporate governance etc. are being fulfilled continuously and effectively. The evaluation results are reported to the Board of Directors, and after discussion, utilized as a point of view for the corporate management of the new fiscal year.

### 1. Evaluation of the Effectiveness of the Board of Directors for FY2024 (hereinafter referred to as the "Survey")

For FY2024, we conducted the Survey along the following outline immediately after the end of FY2024 and reported the results to the Board of Directors meeting held on 12 February 2025.

#### (1) Survey Outline

In the second half of the fiscal year to which we are subject, we will finalize the Survey plan at the Board of Directors based on the opinions of the Independent Directors Committee which will be submitted at the same time. In FY2024, their effectiveness was evaluated on a 4-point scale, with 37 questions for the major items listed below, targeting all directors.

Major items:

- A) Composition, Roles and Responsibilities of the Board of Directors, and Dialogue with Investors
- B) Dialogue with stakeholders other than investors
- C) Dialogue on Sustainability
- D) Supervisory function of the Board of Directors
- E) Directors' own performance of duties
- F) Chairman of the Board of Directors and items related to the management of the Board of Directors
- G) Items related to the Independent Directors Committee and Audit & Supervisory Committee

#### (2) Results

The opinion of the Independent Directors Committee Meeting was presented stating that the evaluation for FY2024 was "at a good level of effectiveness." As a whole, it remained at the same level as that for FY2023, it indicated expectations for further improvement in the composition of the Board of Directors toward "diversity in terms of gender, internationality, and work history."

### 2. Improvement from FY2024 to FY2025

At the meeting of the Board of Directors held on 12 February 2025, Ms. Akiko Toyoda was presented as a candidate for the position of Director. Based on this presentation, we held the 38th Ordinary General Meeting of Shareholders held on 27 March 2025, and received its approval. As a result, the composition of the Board of Directors has been improved, and we will make improvements in other items to further enhance the effectiveness of the Board of Directors.