

Other Review Initiatives Concerning Board Effectiveness

In addition to the third-party evaluation, Chairman of the Board and President interviews were conducted by Independent Director, Mari Sagiya, and Independent Audit & Supervisory Board Member, Mari Kogiso, based on the results of the third-party evaluation. Moreover, the Business Group CEO and Head of Business Group were also surveyed to secure opinions from outside of the Board of Directors and Audit & Supervisory Board Members and to ensure multi-faceted analysis.

Results of Interview with Chairman of the Board and President conducted by Independent Director and Independent Audit & Supervisory Board Member



Mari Sagiya
Independent
Director



Mari Kogiso
Independent
Audit & Supervisory
Board Member

- ✓ Using the results of the third-party evaluation as a basis, interviews were conducted and opinions were exchanged with Chairman of the Board and President regarding the effectiveness of MC's Board of Directors, expectations for Independent Directors, and the process for formulating the next Midterm Corporate Strategy.
- ✓ Through extensive information sharing and open discussions, it was confirmed through the interviews that the Board of Directors' monitoring is operated effectively, and the Board of Directors determined to maintain and improve it going forward.

Policy for Future Initiatives Based on the FY2023 Evaluation — Toward Further Deepening Deliberations

Based on the results of the Third-Party Evaluation and other reviews, the Governance, Nomination and Compensation Committee and the Board of Directors deliberated and confirmed that in the fiscal year ending March 31, 2025, they will further evolve the discussion on the major deliberation of MC and exchange opinions and other issues to formulate the next Midterm Corporate Strategy. The policy for future initiatives based on the evaluation is as follows.

| | FY2023 Consideration and Policy | Major Initiatives in FY2023 | The Third-Party Evaluation Results | FY2024 Policy |
|--------------|---|--|---|--|
| Agenda items | <p>Midterm Corporate Strategy 2024</p> <ul style="list-style-type: none"> • Continue to report to the Board of Directors and monitor the progress of major items in Midterm Corporate Strategy 2024, while keeping abreast of changes in the assumptions made at the time of its formulation. • Proactively provide opportunities to exchange opinions on the major directions of the Company. • Further deepen the content of information provision and reporting to contribute to the above exchange of opinions. | <ul style="list-style-type: none"> • Continue to monitor the progress of Midterm Corporate Strategy 2024, focusing on the major items, while keeping abreast of changes in the external environment. • Reporting the content of discussions at meetings of the Executive Committee to the Board of Directors was expanded. | <ul style="list-style-type: none"> • The monitoring of the Midterm Corporate Strategy 2024 has been properly implemented with sufficient information provided by the executives. • More time has been spent on exchanging opinions on corporate strategy and other major directions of the Company, rather than on individual issues, and the quality of these discussions has improved. • In general, the gap between the perception of the level of importance and the level of fulfillment of the discussion on individual items for deliberation was small. On this basis, growth strategies, value-added cyclical growth models, and human resource strategies were identified as items with room for continued deepening of deliberations. | <p>Further enhance deliberations on corporate strategy</p> <ul style="list-style-type: none"> • As was the case when Midterm Corporate Strategy 2024 was formulated, <u>exchange of opinions, etc. will be conducted for the formulation of the next Midterm Corporate Strategy</u> to deepen <u>mutual understanding</u> between the Board Members who are in oversight roles and the executives. <p>Reliable and smooth operation of the new corporate governance structure</p> <ul style="list-style-type: none"> • To properly manage the new structure after the transition into a Company with an Audit & Supervisory Committee and to further develop the function and effectiveness of the Board of Directors as a monitoring board. |