

## Summary of Results of Evaluation of the Board of Directors' Effectiveness

SCREEN Holdings Co., Ltd.

The Board of Directors of SCREEN Holdings Co., Ltd. (hereinafter referred to as "the Company") regularly conducts a self-analysis and evaluation of its effectiveness and publishes a summary of the results. Its goal is to determine how the Board contributes to the effective implementation of corporate governance and to identify issues and make improvements. The Company hereby discloses a summary of the results of the analysis and evaluation of the Board's effectiveness for the fiscal year ended March 31, 2024. The analysis and evaluation were conducted with the advice of a third-party organization, and the results are compared with the third-party evaluations of other companies.

The Board intends to develop and implement remedies based on the analysis and evaluation results described below to enhance the functioning of the Board and thereby help the Company achieve sustainable growth and increase its corporate value over the medium and long term.

### 1. Method of Evaluation and Analysis

- (1) Date conducted: February 20 to March 4, 2024
- (2) Respondents: All directors and corporate auditors (12 people in total, including outside directors and corporate auditors)
- (3) Procedure: Self-evaluation through response to a questionnaire conducted by a third-party organization
  - 1) The third-party organization conducted an anonymous self-evaluation questionnaire.
  - 2) The third-party organization summarized questionnaire responses to analyze the overall results.
  - 3) The Board examined and discussed a report received from the third-party organization.
- (4) Outline of the questionnaire (40 questions)
  - 1) Structure of the Board
  - 2) Operation of the Board
  - 3) Deliberation by the Board
  - 4) Monitoring function of the Board

- 5) Performance of inside directors
- 6) Performance of outside directors
- 7) Support systems for directors and corporate auditors
- 8) Training
- 9) Nomination and Compensation Advisory Committee
- 10) Communication with shareholders (investors)
- 11) The individual respondent's efforts
- 12) Summary

The respondents answered each question by performing a self-evaluation on a scale of 1 to 5 as well as by freely describing their views on issues such as what is needed to further enhance the effectiveness of the Board. They directly reported their self-evaluations of the Board to the third-party organization.

## 2. Evaluation Results

The results show that the Board of Directors is generally fulfilling its roles and functions appropriately. Evaluations particularly improved compared with the previous fiscal year in the area of the discussion of group-wide latent risks and relevant countermeasures in management strategies and management plans, as well as with regard to the coordination of directors and corporate auditors with the Internal Audit Department.

However, it was found that there remains room for improvement in the areas of deciding and regularly reviewing group-wide future business portfolio policy; appropriate discussions of approaches to securing diversity in core human resources along with related targets and policies for human resource development and improving internal conditions; and providing opportunities for training necessary for directors and corporate auditors.

## 3. Next Steps

The Board of Directors will secure a wider range of opportunities to discuss the three issues identified by the effectiveness evaluation, including Board of Directors meetings and off-site meetings. Furthermore, based on the evaluation results, the Board and relevant internal sections will advance improvements with the goal of further enhancing the Board's effectiveness.

**Note:**

**Issue recognized in the evaluation of the fiscal year ended March 31, 2023, and subsequent actions**

Collaboration of directors and corporate auditors with relevant departments, including the Internal Audit Department, was identified as a point for improvement during the evaluation conducted during the fiscal year ended March 31, 2023.

Regular reporting of the results of internal audits to the Board of Directors and Board of Corporate Auditors was continued, with two reports made to each body during the fiscal year. Furthermore, in the fiscal year ended March 31, 2024, the directors and corporate auditors continued to hold discussion meetings to enhance information sharing, as did the outside directors and outside corporate auditors.