

February 16, 2026

## FY2025 Evaluation of the Effectiveness of the Board of Directors

EBARA CORPORATION

Board of Directors

To ensure corporate governance effectively, the Board of Directors (“the Board”) performs analysis and evaluation of its own effectiveness every year for the purpose of verifying the contributions of the Board, identifying issues and making improvements.

Analysis and evaluation of the effectiveness of the Board in FY2025 were carried out and an overview of the results is disclosed below.

### **1. Process of Evaluation of Effectiveness**

With the cooperation of external independent expert, the Board prepared a questionnaire for each Director, and the Independent Director who serves as Chairman of the Board of Directors conducted individual interviews with all of the Directors to directly confirm the thoughts of each Director based on the results of questionnaire responses. The Board also performed self-evaluation and peer evaluation (peer review) of individual Directors. In addition, questionnaires and individual interviews with some Executive Officers were included in the scope this fiscal year to appropriately incorporate perspectives from the executive management, aiming for a more multifaceted and objective evaluation.

The Board analyzed the answers to the above questionnaire and results obtained from the individual interviews, discussed the effectiveness of the Board in the Board Meetings held in December 2025 and January 2026 based on these, and confirmed the evaluation results and future action to be taken. All Directors other than the Chairman conducted evaluation of the Chairman.

### **2. Overview of the Results of Analysis and Evaluation**

It was confirmed that Directors’ evaluations of the current state of the Board and three committees were high, the Board, the Chairman of the Board, Independent Directors and Inside Directors each fill their respective roles and responsibilities, the relationship between Board oversight and executive management is appropriate, the Board and its three committees are carrying sufficient discussions under appropriate agenda setting and are operating smoothly, and efforts to address the matters brought up as issues in the previous fiscal year’s evaluation have progressed.

The self-evaluation and peer evaluation of individual Directors were performed based on the roles, qualifications and competencies of Directors specified in the “EBARA Corporate Governance Basic Policy”, and in the evaluations, it was confirmed that each Director appropriately fulfills their roles and responsibilities and contributes to discussion in the Board. An overview of the results of the peer-evaluations was shared with the Nomination Committee, and the Committee also referred to the results

of the evaluations when selecting Director candidates.

Based on the above, the Board evaluation concluded that the oversight functions of the Board are performing, and that effectiveness has been adequately provided.

Meanwhile, it was confirmed that issues that need to be addressed remain as stated in the following section.

### **3. Future Action**

The Board will continue with existing reforms, and also engage in discussion of the following matters to enhance its effectiveness.

- **Enhancing Strategic Discussions on Medium- to Long-Term Growth**  
The Board will identify priority themes (business portfolio, growth investments, human capital investments, human resource strategy, group management structure, etc.) based on management issues from a medium- to long-term perspective, and intensify discussions aimed at driving corporate value.
- **Deepening Discussions on Sustainability**  
The Board will clarify the linkage between sustainability initiatives and corporate value/profitability within our company, and deepen discussions from that perspective.
- **Discussing and Monitoring the further strengthening of governance system**  
The Board will continuously monitor and promote initiatives and structural enhancements aimed at improving the effectiveness of internal controls and internal audit functions.

End

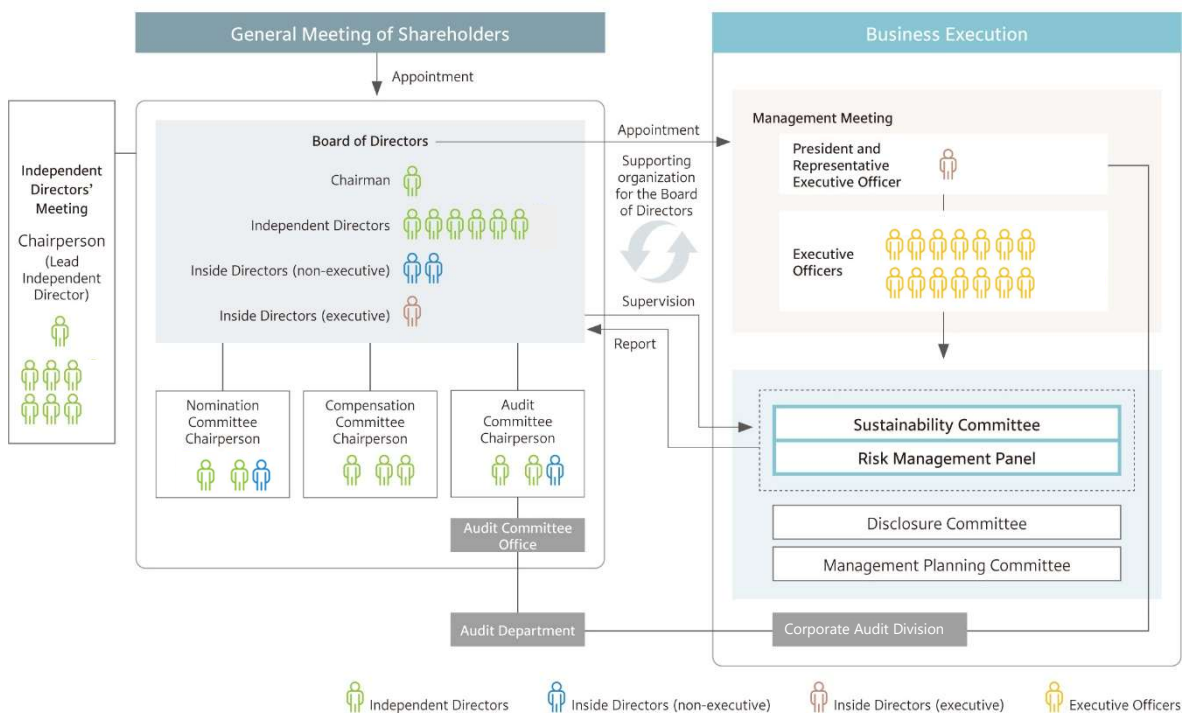
## Appendix

Reference 1 “EBARA CORPORATION Corporate Governance Systems  
(as of January 1, 2026)”

Reference 2 “Major Items in the Questionnaire”

Reference 3 “Main Points Leading to Reform through Board Evaluation”

### (Reference 1) “EBARA CORPORATION Corporate Governance Systems (as of January 1, 2026)”



### (Reference 2) “Major Items in the Questionnaire”

1. Roles and functions of the Board
2. Size and composition of the Board
3. Status of operation of the Board
4. Composition and roles of the Nomination Committee
5. State of operation of the Nomination Committee (evaluation made by members of the Nomination Committee)
6. Composition and roles of the Compensation Committee
7. State of operation of the Compensation Committee (evaluation made by members of the Compensation Committee)
8. Composition and roles of the Audit Committee
9. State of operation of the Audit Committee (evaluation made by members of the Audit Committee)
10. Relationships with investors and shareholders
11. Self-evaluation

\*The questionnaire for Executive Officers was limited to “1. Roles and functions of the Board” and sub-items were created in light of the degree of the Executive Officers’ involvement.

### (Reference 3) “Main Points Leading to Reform through Board Evaluation”

The board evaluation conducted until now has led to a diverse range of cases of the Board gaining a deeper understanding and leading to reform. An excerpt of the major points included among these is shown below. In particular, since 2022, the Company has adopted the slogan “Governance to Value” and is strongly aware of the need to evolve the effectiveness of its board of directors and contribute to corporate value.

Item	Details
<b>1) Agenda and discussion in the Board:</b>	
<b>(i) Strengthening of discussion of medium- to long-term issues</b>	<ul style="list-style-type: none"><li>• Based on the awareness that weight on discussion of medium- to long-term issues should be further increased, the Board has included the long-term management vision and the medium-term management plan for realizing this into a year-round agenda item, and now spends time discussing the strategies, organizational structures and personnel strategies of each business based on these by incorporating them into agenda items from the outset.</li><li>• In the 2023 board evaluation, it was recognized that the agenda should be narrowed down to items that should be monitored, and that two-way discussions should be enhanced, and the criteria (threshold) for reports to the Board of Directors were reviewed, and the reporting method for regular reports was simplified. As a result, it was recognized that more time could be spent on discussions of medium- to long-term issues.</li></ul>
<b>(ii) Deepening of discussion on sustainability</b>	<ul style="list-style-type: none"><li>• In the 2021 board evaluation, it was found that the Board also needs to discuss ESG and sustainability agendas on a regular basis, and starting in 2022, the Board began to set regular agendas twice a year and the view that the discussion on sustainability has been enhanced was shared.</li><li>• In the 2023 evaluation, in line with the recognition that discussions on safety, quality and compliance (including internal reporting) should be enhanced, they were incorporated into the annual agenda and regularly discussed by the Board from the following year.</li><li>• Since 2022, the Company has been strongly aware of the need to evolve the effectiveness of the Board and contribute to corporate value under its unique slogan of “Governance to Value.” In the 2023 board evaluation, the Company deepened its recognition of the importance of practicing Governance to Value with a stronger focus on sustainability management as a</li></ul>

	<p>direction for further evolution in the future, and in 2024, this approach to the Board was explicitly stated in the Basic Policy on Corporate Governance (EBARA Corporate Governance Basic Policy). As a result, it was recognized that the role and stance of the Board regarding sustainability had been clearly communicated both internally and externally.</p>
<p><b>(iii) Improvement of quality and deepening of discussion</b></p>	<ul style="list-style-type: none"> <li>Meetings of Independent Directors were held a few days before board meetings, and upon receiving explanation of the major points on issues presented to the Board by the executive officers in charge, Independent Directors have a deeper understanding and freely discussed these issues. Based on the discussion here, the Board shared the awareness that the quality of discussion in the Board would increase by each of the Independent Directors speaking based on their own perspective and responsibility with an awareness of the issues. The significance of meetings of Independent Directors was also confirmed in the board evaluation.</li> </ul>
<p><b>2) Composition and size of the Board</b></p>	
<p><b>(i) Composition and number of Independent Directors</b></p>	<ul style="list-style-type: none"> <li>With regard to the composition and number of Independent Directors, diversity of background and experience is important, and the importance of the free exchange of diverse opinions was confirmed considering unpredictable social environment of the future. The validity of the system in which Independent Directors account for seven of the ten current Directors was also confirmed in the board evaluation.</li> </ul>
<p><b>(ii) Internal Directors concurrently involved in the execution of business</b></p>	<ul style="list-style-type: none"> <li>The awareness that the current system in which the number of Directors concurrently involved in the execution of business has been reduced to have one Representative Executive Officer promotes the separation of oversight and management execution and has further clarified the responsibility of management team and the role of the Board was shared.</li> </ul>
<p><b>(iii) Appointment of Chairman of the Board</b></p>	<ul style="list-style-type: none"> <li>A system in which an Independent Director serves as the Chairman of the Board has been adopted since 2019 to ensure greater fairness and transparency, and enable the realization of agenda setting from the perspective of shareholders. For this reason, a decision was made to include evaluation of the Chairman in the board evaluation process to check the effectiveness of the system and verify this in the Board every year.</li> </ul>

<b>3) Evaluation of effectiveness of committees</b>	
<p><b>(i) Evaluation of effectiveness of committees</b></p>	<ul style="list-style-type: none"> <li>• The respective functions and roles to be fulfilled by the Nomination, Compensation and Audit Committees were shared through the evaluation of effectiveness, and self-evaluation of whether they have adequate independence and skill to achieve their objectives progressed.</li> <li>• In the 2022 board evaluation, it was recognized that it is necessary to clarify the approach to the scope of information sharing, etc. from the committees to the Board, and in 2023, the Board of Directors organized the approach and specified it in the Board of Directors' Rules, and there was a shared understanding that this would ensure transparency in the committees' future activities.</li> </ul>
<p><b>(ii) Operation of the Nomination Committee</b></p>	<ul style="list-style-type: none"> <li>• In the 2022 evaluation, the Nomination Committee sharing information regarding the president succession process with the Board of Directors was identified as an issue, and in 2023, a shared understanding emerged that information sharing concerning the president succession plan had improved through the reporting to the Board.</li> <li>• In the 2024 evaluation, it was recognized that greater transparency of Director candidate selection criteria and processes was required. Through deliberations in the Nomination Committee the following year, 2025, and subsequent reporting to the Board, the approach and policy regarding Director succession, along with future initiatives, were organized, and it was recognized that appropriate operation was being carried out based on this.</li> </ul>
<p><b>(iii) Composition and Size of the Audit Committee and support system</b></p>	<ul style="list-style-type: none"> <li>• The Audit Committee has undergone a gradual decrease in the total number of members and the number of Internal Directors, resulting in a structure with four members including one Internal Director from 2020, and a structure with a total of three members including one Internal Director chaired by an Independent Director was adopted from 2021 to ensure further independence and realize audit oversight based on external viewpoints. With the transition to this system, the Audit Committee recognized that it is necessary to strengthen the system for supporting Audit Committee in the evaluation of effectiveness, and the systems and allocation of personnel for this were expanded. For this reason, this will continue to be evaluated in the evaluation of effectiveness to review its</li> </ul>

	<p>effectiveness.</p> <ul style="list-style-type: none"> <li>In the 2023 board evaluation, it was recognized that it was necessary to confirm the current activities and roles of the Audit Committee, and to consider and verify the system that should be in place and the activities that should be pursued in the future. Through consideration in the Audit Committee and discussions by the Board in the following year of 2024, the roles, system, and activities of the Audit Committee were organized, and it was recognized that appropriate management was being carried out based on this.</li> </ul>
<p><b>4) Effectiveness of Directors</b></p>	
<p><b>(i) Clarification of roles, qualifications and competencies</b></p>	<ul style="list-style-type: none"> <li>In the 2020 board evaluation, it was found that the clarification of roles, qualification and competencies of each Director and the confirmation based on the clarification through self-evaluation and peer evaluation contribute to the improvement of the capabilities of the Board as a whole and individual Directors. In order to realize this, the roles, qualifications and competencies required of Directors by attributes (Independent Director, etc.) and positions (Chairman of the Board, Committee Chairman, etc.) were explicitly stated in the Basic Policy on Corporate Governance (EBARA Corporate Governance Basic Policy) after sufficient discussion in the Board. In the 2021 board evaluation, it was shared that the recognition that the EBARA Corporate Governance Basic Policy is an important policy for future activities of the Board, Committees and individual Directors.</li> </ul>