

April 30, 2025

To: All Concerned Stakeholders

Company : ID Holdings Corporation
Representative : Masaki Funakoshi, President,
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Summary of the results of the evaluation of the effectiveness of our Board of Directors

Our Board of Directors conducts an analysis and evaluation of the effectiveness of the Board of Directors as a whole once a year in order to improve its effectiveness. The summary of the results is disclosed below.

1. Analysis and evaluation process

In fiscal 2024, we conducted a third-party evaluation, including individual interviews of all members of the Board of Directors by an independent external organization, with the aim of further enhancing the evaluation and improving its objectivity.

The analysis and evaluation process is as follows.

- STEP 1** Interview the chairperson regarding management direction and issues, and prepare a questionnaire.
- STEP 2** Conduct an anonymous questionnaire survey of all members of the Board of Directors.
- STEP 3** Conduct individual interviews with all members of the Board of Directors based on the questionnaire responses.
- STEP 4** Evaluate effectiveness based on the questionnaire and interview results.
- STEP 5** Hold a discussion with all members of the Board of Directors and confirm priority items.

2. Questionnaire items

- (1) Role and functions of the Board of Directors
- (2) Size and composition of the Board of Directors
- (3) Operation of the Board of Directors
- (4) Composition and role of the Nomination and Remuneration Committee
- (5) Operation of the Nomination and Remuneration Committee
- (6) Support system for outside directors and outside auditors
- (7) Relations with investors and shareholders
- (8) Overall effectiveness of the Company's governance system and Board of Directors
- (9) Self-evaluation

3. Evaluation results

The Board of Directors is aware that its important roles include monitoring execution, presenting strategic directions, assessing and monitoring risks, and providing advice on execution from an objective standpoint. It has confirmed that active discussions are being held with an appropriate composition of members and under appropriate management. In addition, the addition of outside directors who are investors to the Board of Directors has been evaluated as contributing to the incorporation of the investor perspective into the Board of Directors and to the stimulation of discussions.

(1) Initiatives for fiscal year 2024 in the previous year's evaluation

The initiatives for fiscal 2024 in the previous year's evaluation are as follows.

Policy on Initiatives	Main Initiatives
Increase opportunities for presidents and executive officers of each operating company to systematically share information on important management issues.	Once every quarter, the presidents of each operating company report to the members of the Board of Directors through the Executive Committee on the progress of business performance and issues and measures for achieving business results.
We will continue to regularly discuss human capital, taking into account the external environment and market trends.	The status of human capital is reported and discussed at regular meetings of the Board of Directors. In addition, discussions on human resource strategies are held at Executive Committee meetings and executive retreats, in line with medium- to long-term business strategies formulated in the new medium-term management plan.
The Nomination and Remuneration Committee shall provide appropriate information and hold sufficient discussions.	Through an executive retreat, we held discussions on succession plans, starting with the CEO. We shared our understanding of the issues and directions that need to be addressed going forward.

(2) Initiatives to enhance discussions at meetings of the Board of Directors

Outside Directors and Outside Auditors participate in various committees and events other than meetings of the Board of Directors to gather sufficient information and promote understanding of the business. Increased opportunities for exchanging opinions promote open and lively discussion.

The committees and events in which Outside Directors and Outside Auditors participated outside of meetings of the Board of Directors are as follows.

Committees and Events	Date of event	Contents
Supervisor meeting	April 19, October 18	Reports by promotion managers on progress toward the medium-term management plan and business strategies, etc.
Nomination and Remuneration Committee	April 15, May 23, June 14 July 31, December 16, January 31 February 18, March 25	Remuneration of directors, personnel appointments for group company corporate officers, officer structure, personnel appointments for directors, year-end bonuses, stock-based remuneration, etc.
Executive Committee	July 31, October 31, November 18 December 16, January 31, March 12 March 17, March 25	Discussions on capital policies such as investments and capital and business alliances, formulation of a new medium-term management plan, and reports on business performance from each operating company
Group Risk Management Committee	May 23, October 31	Annual plan, comprehensive evaluation report, review of risk assessment
Executive Retreat	November 10-12	Discussions on the formulation of the new mid-term business plan and succession planning
External Directors' Meeting	July 31, September 20	Exchange of opinions on management issues
ID Salon	November 22, March 24	Employee lectures and social events to foster employee interaction
i-Partner meeting	April 12, October 29	Reports from business company presidents on initiatives and key projects, etc.

4. Future Initiatives

Based on the results of this evaluation, we have confirmed the need to further strengthen the following areas.

- Regularly hold sufficient discussions on the monitoring of the progress of the medium-term management plan and, based on that, on business strategies and human capital initiatives.
- Further enhance opportunities for external directors to exchange opinions and propose topics to be discussed at Board of Directors meetings in order to stimulate further discussion at Board meetings.
- The Nomination and Remuneration Committee will formulate annual plans and hold discussions after disclosing appropriate information. In addition, the status of succession planning initiatives will be discussed on an ongoing basis.

We will continue to discuss the above and other important management issues on an ongoing basis in order to further improve effectiveness.

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