

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

Pasona Group Inc.

To further enhance the governance function of the Board of Directors, the Company performs an annual evaluation of its overall effectiveness. For an overview of the evaluation methods and results are as follows.

## 1. Evaluation Method

Every year, we conduct a survey of all directors to evaluate the effectiveness of the Board of Directors as a whole. For fiscal year 2025, we conducted a survey of directors in April 2026 covering the following items.

In light of the “Five Principles for Boards of Directors to Strengthen ‘Profit-Generating Capacity’” issued by the Ministry of Economy, Trade and Industry in April 2025, as well as the revised Corporate Governance Code in July 2026, we have revised some of the survey questions.

The results of the evaluation and analysis were reported to and deliberated upon by the Board of Directors. Based on these results, we discussed future measures to further enhance the effectiveness of the Board of Directors. (May 2026)

### Evaluation Items (Major Items)

1. Matters related to the execution of duties by directors themselves
2. Matters related to the effectiveness of the Board of Directors as a whole
3. Matters related to the composition of the Board of Directors
4. Matters related to the operation of the Board of Directors
5. Matters related to the deliberations of the Board of Directors
6. Matters related to the evaluation of various committees
7. Matters related to support for directors, etc.
8. Matters related to relationships with investors and shareholders
9. Matters identified as issues in the previous evaluation

## 2. Evaluation Results

Based on the results of the questionnaire, the Board of Directors reported and deliberated on the results, and concluded that the effectiveness of the Board of Directors is sufficiently ensured in terms of its composition, operation, deliberation, support system, operation of various committees, and relationships with investors and shareholders, as evidenced by the free and constructive discussions and exchanges of opinions among diverse members with a balance of knowledge, experience, and abilities. Furthermore, while generally appropriate measures have been taken to expand opportunities for reporting on management and business strategies—which were identified as issues last fiscal year—and to continuously improve the operation of the Board of Directors, the assessment

confirmed that further improvements are still needed regarding the expansion of reporting opportunities on the activities of each committee and the follow-up on the progress of digital transformation (DX). Additionally, it was confirmed that, with regard to management and business strategies, there is a need to expand discussions on the business portfolio and capital efficiency.

### **3. Future Challenges**

The results of the fiscal year 2025 survey identified the following as new challenges: expanding opportunities for management to report on business progress; exploring ways to ensure diversity on the Board of Directors; overseeing the implementation of employee training aimed at preventing information leaks; and expanding discussions regarding the business portfolio and capital efficiency. In addition, we assess that continued improvement is needed regarding follow-up on the progress of digital transformation (DX) initiatives and expanding opportunities to report on the activities of various committees.

Going forward, we will continue to review and implement necessary measures as appropriate to further enhance the overall effectiveness of the Board of Directors.

End