

## Results of Effectiveness Assessment of the Board of Directors

Toyo Seikan Group Holdings, Ltd. (the “Company”) has conducted a regular assessment of the effectiveness of its Board of Directors (the “Board”) to enhance the effectiveness of the Board and increase its corporate value in accordance with its Corporate Governance Policy. The following is the summary of the assessment results.

### 1. Assessment method

All Directors and Audit and Supervisory Board Members answered a signed questionnaire. Based on the questionnaire results, all the members, including Audit and Supervisory Board Members, joined the discussion at the Board Meeting to analyze and evaluate the effectiveness of the Board.

### 2. Assessment results

The Board has determined that its effectiveness is secured considering 1) it maintains an appropriate system, in terms of size (the number of seats, etc.) and mix of members, to make important decisions on management issues and supervise business execution, and 2) Directors and Audit and Supervisory Board Members, including outside directors and auditors, have been participating in active discussions to reach conclusions on agenda items at the Board Meeting.

The Board has also recognized the following issues to address.

It needs to:

- continue to discuss the appropriate size, balance of skills, and diversity of the Board;
- further improve the quality of discussion on mid- to long-term management strategies and issues;
- accelerate the distribution of meeting materials and have prior briefings for a deeper understanding of agenda items prior to the meeting;
- clarify the points and arguments in meeting materials and explanations; and
- look for better ways, in addition to on-site inspections, to provide information for outside directors and auditors.

### 3. Future steps

Based on the assessment results, the Board will be engaged in further improvement of its effectiveness. The Company will continue to conduct the effectiveness assessment of the Board on an annual basis.