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## **Summary of Results of Analysis and Evaluation of the Effectiveness of the Company's Board of Directors for FY2024**

TOREX SEMICONDUCTOR LTD. (the "Company") hereby announces that it has analyzed and evaluated the effectiveness of its Board of Directors for FY2024, with the aim of enhancing the effectiveness of the Board of Directors and improving its corporate value. Results of the analysis and evaluation are summarized as follows.

### **I. Method of Analysis and Evaluation**

In April 2025, the Company conducted a self-assessment survey of all 11 directors (including outside directors and Audit and Supervisory Committee members) by using questionnaire prepared by the secretariat to the Board of Directors. Based on the discussion at the Board of Directors meeting held in May 2025, the Company analyzed and assessed the effectiveness of its Board of Directors.

### **II. Evaluation Items**

1. Structure and membership of the Board of Directors
2. State of operation of the Board of Directors
3. Deliberation by the Board of Directors
4. Roles and duties of the Board of Directors
5. Training of directors
6. Constructive dialogues with stakeholders
7. Nomination and compensation of directors (management)
8. Summary

### **III. Summary of Analysis and Evaluation Results**

The results of the self-assessment by each director indicated that the Company's Board of Directors is operating appropriately, with an appropriate balance between the perspective of business execution and that of supervision, and is functioning effectively as a whole.

On the other hand, while constructive discussions and exchanges of opinions are ongoing at the Board of Directors meetings, it was found that there is room for further improvement in the analysis of factors for management issues and highly effective measures to address them, as well as in the supervisory function for succession planning.

Based on discussion of these evaluation results, the Company concluded that the Board of Directors was "generally effective" in FY2024.

#### IV. Efforts to Address Issues Identified in the Previous Evaluation

The following actions were taken to address issues identified in the FY2023 evaluation.

- With regard to further enhancement of risk management and monitoring functions, the Company worked to enhance the timely and appropriate provision of important management information and information about business execution status to the Board of Directors to ensure early identification of risks and appropriate responses to them.
- Regarding activation of discussion about management issues and measures to address them, the Company regularly offers an opportunity for exchange of frank opinions between directors for the purpose of deepening understanding and discussion of management issues. The Company also established a mechanism for sharing issues and collecting opinions on future visions through dialogues with a wide range of people, including young and mid-career employees, and reflecting such opinions in management strategies and other measures.
- With regard to the deepening of initiatives and discussions on sustainability, the Company advanced initiatives such as formulating a basic policy and identifying issues of materiality.

#### V. Issues to Address

Based on the results of this evaluation, the Company confirmed that the following are important as tasks to do for improving the effectiveness of the Board of Directors further.

- Deepening discussions and formulating effective medium- and long-term management strategies to enhance the Company's corporate value
- Deepening management's discussion of the succession plan

#### VI. Future Measures

The Company's Board of Directors will have discussions about these issues to improve its effectiveness and continue aiming to enhance corporate value over the medium to long term.