



February 12, 2025

For immediate release

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Overview of the Results of an Evaluation of the Effectiveness of the Board of Directors and Past Improvement Initiatives

Hioki has carried out an evaluation and analysis of the effectiveness of its Board of Directors during the fiscal year ended December 31, 2024. An overview of the results follows.

1. Evaluation method

(1) Schedule

December 2024: The Board finalized the general parameters of the evaluation of its effectiveness along with a questionnaire for self-evaluation. The questionnaire was administered to respondents.

January 2025: The Board discussed issues and how to address them based on the questionnaire results and members' free responses.

February 2025: The Board finalized the evaluation of its effectiveness based on the results of the discussion.

(2) Respondents: 7 directors and 4 auditors

(3) Question subjects

The questionnaire consisted of a total of 12 questions addressing subjects such as the following:

- Roles and responsibilities of directors (and the Board)
- Review of topics discussed by the Board
- Number of Board meetings and time spent on deliberations

- Materials submitted to the Board
- Institutional design and structure of the Board and other bodies
- Procedural leadership by the chairman

2. Overview of evaluation results

Based on the results of past evaluations of the Board's effectiveness, the Board held multiple discussions on management strategy and the Medium-term Business Plan and multiple free discussions on growth strategies and other topics, including DX and technology and product development structures. The effects of these initiatives are evident in the evaluation. The body also identified the appropriate provision of education and training needed by directors and auditors as a strength.

At the same time, the evaluation found a number of issues that need to be addressed so that the Board can function even more effectively, including the manner in which potential resolutions are discussed by the Board and the provision of materials in a timely manner.

3. Future measures

Based on the above evaluation results and related discussions by the Board, the Board will further strengthen its effectiveness going forward by undertaking the following improvement initiatives.

Fiscal year ended December 31, 2024

Issue/strength	Planned improvements to be implemented during the fiscal year ending December 31, 2025
Putting in place an environment conducive to more meaningful discussions within the limited amount of time available	<ul style="list-style-type: none"> (1) Assess the effects of having reviewed the Rules of Administrative Authority and delegated authority as a result. (2) Improve the quantity and quality of information, for example by standardizing the format used for resolutions to better articulate proposed provisions and provide comprehensive information. (3) Continue to work to provide materials to members more quickly. Strengthen schedule management in the provision of materials by the Board's secretariat. (4) Review the schedules of important meetings such as the Board of Directors and Operations Committee and promptly reflect the results of discussions by the Board of Directors on the manner in which executive officers and business divisions execute their responsibilities.
Adding opportunities for free discussion in ways that help	<ul style="list-style-type: none"> (1) Schedule opportunities for members to discuss topics including medium- and long-term issues outside regular

improve corporate value	Board of Directors meetings. (2) Plan off-site meetings.
Providing opportunities for education and training to directors and auditors	(1) Offer education and training that make use of online seminars and other types of content.

4. Overview of the results of past Board of Directors evaluations and initiatives to improve effectiveness
Following is an overview of the results of evaluations of the effectiveness of the Board during the fiscal years ended December 31, 2022, and December 31, 2023, as well as subsequent steps taken to address issued found.

(1) Fiscal year ended December 31, 2022

Issue	Improvements implemented during the fiscal year ended December 31, 2023
Ensuring sufficient time to discuss the formulation of management principles and management strategy, which together provide the basis for improving corporate value over the medium and long term, and using the results to shape internal deliberations	<p>(1) In addition to scheduling multiple discussions of management strategy and the Medium-term Business Plan, the Board held several free discussions concerning growth strategies.</p> <p>(2) The Board held new discussions about its approach to complying with the Corporate Governance Code and resolved to better incorporate awareness of capital costs and share price into its management.</p> <p>(3) Based on the results of a meeting of outside officers (attended by four outside directors and two outside auditors), the Board held meetings with the president outside regularly scheduled Board of Directors meetings.</p>
Streamlining administration of the Board of Directors	<p>(1) The Board added several discussions about management strategy and the Medium-term Business Plan into its annual plan and held those discussions as planned.</p> <p>(2) The Board took steps to allow input concerning time-sensitive decisions in a timely manner by adding relevant topics to deliberations in advance and leveraged those changes to reduce the amount of time spent dealing with resolutions.</p> <p>(3) The company developed an environment allowing timely inquiries and information exchanges online.</p>
Enhancing management statistics	<p>(1) The company developed indicators for assessing the extent of sales subsidiaries' contributions to the Group and began monitoring them.</p>

Providing materials more quickly	<p>(1) The Board determined to provide deliberation materials via a cloud server at least two days prior to scheduled meetings.</p> <p>(2) The Board provided opportunities for outside directors to attend important meetings of bodies such as the Operations Committee as observers by informing them of sessions in advance.</p>
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(2) Fiscal year ended December 31, 2023

Issue/strength	Improvements implemented during the fiscal year ended December 31, 2024
Putting in place an environment conducive to more meaningful discussions within the limited amount of time available	<p>(1) Recommendations from meetings of outside directors and outside auditors, who serve as independent officers of the company, were applied to Board discussions.</p> <p>(2) The Board held multiple discussions about management strategy and the Medium-term Business Plan. The Board also held multiple free discussions on growth strategies and other topics, including DX and technology and product development structures.</p> <p>(3) The Board worked to improve the quantity and quality of information, for example by standardizing the format used for resolutions to better articulate proposed provisions and provide comprehensive information, and it will continue to address issues related to the agenda format during the fiscal year ending December 31, 2025.</p> <p>(4) With regard to the provision of materials, the Board will work to accelerate related processes during the fiscal year ending December 31, 2025.</p>
Adding opportunities for free discussion in ways that help improve corporate value	<p>(1) The Board added multiple discussions about management strategy and the Medium-term Business Plan to its annual schedule.</p> <p>(2) It held a Board meeting at its Chinese sales subsidiary to assess local conditions and exchange views with local employees.</p> <p>(3) The Board facilitated discussions between institutional investors and Board members, including outside directors and auditors.</p> <p>(4) The Board held discussions concerning the revision of Hioki's Management Guidelines and the Hioki Philosophy.</p>
Providing opportunities for	<p>(1) The Board offered education and training that make use</p>

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directors and auditors

of in-person instruction as well as online seminars and
other types of content.

Hioki will continue to work to improve the effectiveness of the Board of Directors based on the results of this evaluation and the various suggestions provided by directors and auditors.