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Summary of Results of Analysis and Evaluation of the Effectiveness of the Company's Board of Directors for FY2025

TOREX SEMICONDUCTOR LTD. (the "Company") hereby announces a summary of the results of the analysis and evaluation of the effectiveness of its Board of Directors for FY2025, which the Company conducts annually as part of its corporate governance initiatives, with the aim of enhancing the effectiveness of the Board of Directors and increasing corporate value over the medium to long term.

I. Method of Analysis and Evaluation

In April 2026, the Company conducted a self-evaluation survey of all 11 Directors, including Outside Directors and Directors who are Audit and Supervisory Committee Members, using a "Questionnaire for Self-Evaluation of the Board of Directors" prepared by the Board of Directors Secretariat. The questionnaire consisted of eight evaluation categories and 35 questions, with responses provided on a five-point scale and through free-form comments.

Subsequently, the Board of Directors Secretariat compiled and analyzed the responses, and, based on discussions at the Board of Directors meeting held in May 2026, the Company conducted an analysis and evaluation of the effectiveness of its Board of Directors.

II. Evaluation Categories

1. Composition of the Board of Directors
2. Operation of the Board of Directors
3. Deliberations by the Board of Directors
4. Roles and responsibilities of the Board of Directors
5. Training for Directors
6. Constructive dialogue with stakeholders
7. Nomination and compensation of Directors and management
8. Overall evaluation

III. Status of Initiatives Addressing Issues Identified in the Previous Evaluation

In the FY2024 evaluation, the Company identified the following issues to further enhance the effectiveness of the Board of Directors: deepening discussions aimed at improving the Company's corporate value; formulating an effective medium- to long-term management strategy; and deepening discussions on succession planning for the management team.

In response to these issues, during FY2025 the Company engaged in repeated discussions toward the formulation of a new Medium-Term Management Plan, set sustainability-related targets and reflected them in its management

strategy, and worked to establish a foundation for developing next-generation management personnel. In addition, by continuing discussions on these important themes at meetings of the Board of Directors and other forums, the Company sought to share its direction toward enhancing corporate value over the medium to long term and to deepen its recognition of related issues.

As a result, the Company confirmed that steady progress has been made in initiatives aimed at improving the issues identified in the previous evaluation.

IV. Summary of Analysis and Evaluation Results

As a result of the self-evaluation by each Director, the Company's Board of Directors was evaluated as generally appropriate in terms of its operation. The Company also confirmed that fair and transparent decision-making is being conducted under a Board structure that includes independent Directors, and that cooperation among the Audit and Supervisory Committee, the internal audit department, and the accounting auditor is functioning appropriately.

Furthermore, the Board of Directors repeatedly deliberated on important management issues related to the Company's medium- to long-term enhancement of corporate value, including the formulation of the Medium-Term Management Plan, responses to capital markets, and the development of the management foundation and human resources systems. Through these efforts, the Company evaluated that its Board of Directors was functioning effectively overall, as it is fulfilling a certain role not only in supervising business execution but also in considering the direction of future growth strategies and the management structure.

The Company also confirmed that, through initiatives addressing the issues identified in the previous evaluation, the improvement cycle for enhancing the effectiveness of the Board of Directors has continued.

On the other hand, from the perspective of further enhancing the effectiveness of the Board of Directors, the Company confirmed the need to further strengthen its supervisory function by continuously verifying the implementation status and results of business strategies and linking such verification to necessary revisions and management decisions. The Company also confirmed the need for continued improvement and consideration of succession planning aimed at establishing a sustainable management structure, as well as the ideal form of the executive compensation system that will contribute to the enhancement of corporate value over the medium to long term.

As a result of discussions based on these evaluation results, the Company concluded that the effectiveness of the Board of Directors in FY2025 was "generally effective."

V. Issues to Be Addressed

Based on the results of this evaluation, the Company confirmed its recognition that, in order to further enhance the effectiveness of the Board of Directors, it is important to connect the policies and systems formulated and developed in FY2025 to future implementation, verification, and improvement. In particular, from the perspective of enabling the Board of Directors to exercise its supervisory function more effectively and enhancing corporate value over the medium to long term, the Company identified the following matters as issues to be addressed going forward.

- With respect to the Medium-Term Management Plan and annual plans, the Company will further strengthen its monitoring function over the execution of management strategies by continuously confirming the implementation status of the plans formulated and sharing with the Board of Directors, in a timely manner, any deviations from the plans, related issues and countermeasures, and the necessity of revising the plans.
- With respect to sustainability-related initiatives, the Company will clarify specific measures, necessary investments, and allocation of management resources toward achieving the targets that have been set, and further deepen discussions at the Board of Directors on how these initiatives will lead to the enhancement of corporate value through risk management and the creation of growth opportunities.
- In order to establish a sustainable management structure, the Company will organize the candidate pool and development policies for the President and other members of management, and will continue to review such matters at the Nomination and Compensation Committee and the Board of Directors. In addition, with respect to the executive compensation system, the Company will continue to consider mechanisms such as performance-linked

compensation so that the system functions as a sound incentive contributing to the enhancement of corporate value over the medium to long term.

VI. Future Actions

The Company's Board of Directors will continue to discuss these issues, further enhance the effectiveness of the Board of Directors, and strive to increase corporate value over the medium to long term.