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February 6, 2026

To Whom It May Concern

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Summary of the Evaluation Results on the Effectiveness of the Board of Directors and Efforts Made to Enhance Effectiveness

Our company has conducted an evaluation and analysis of the effectiveness of the Board of Directors for the fiscal year ending December 2025. We hereby inform you of the summary of the results as follows.

1. Evaluation Method

(1) Implementation Schedule

December 2025: Finalized the implementation overview of the effectiveness evaluation and the questionnaire content for the self-assessment at the Board of Directors.

A survey was conducted with the target participants.

January 2026: Discussed issues and countermeasures in the Board of Directors based on survey results and free comments at the Board of Directors.

February 2026: Based on the discussion results, finalize the effectiveness evaluation of the Board of Directors.

(2) Respondents: 9 Directors, 4 Auditors

(3) Questions

- Roles and Responsibilities of the Board of Directors
- Review of agenda items for the Board of Directors

- Number of Board of Directors meetings held and duration of deliberations
- Materials submitted to the Board of Directors
- Organizational design and composition of bodies such as the Board of Directors
- Composed of a total of 12 questions, including meeting management by the Board of Directors chairperson.

2. Summary of Evaluation Results

Based on the past evaluation results of the effectiveness of the Board of Directors, for the fiscal year ending December 2025, we improved the operation of the preliminary briefing sessions that were held the day before the Board of Directors, and by reviewing the schedules of the Board of Directors and the Operations Committee, we advanced operational improvements to enable prompt deliberation of the issues pointed out by the Board of Directors at the Operations Committee. Furthermore, based on proposals from outside directors and outside members of the Audit & Supervisory Board, a free discussion was held at the Board of Directors on themes such as strengthening the compliance system. From these initiatives, the questionnaire results for each question were generally positive, and it was evaluated that their effectiveness was demonstrated. Additionally, as a strength, it was confirmed that necessary education and training for directors and auditors are being appropriately conducted.

On the other hand, issues regarding the nature of proposals submitted to the Board of Directors, the proactive use of written resolutions, and the early provision of materials continue to be raised. We have compiled an evaluation result indicating that further improvements are necessary to ensure the effectiveness of our company's Board of Directors. Additionally, since there was a high level of awareness of issues related to relationships with shareholders and investors, as well as compliance and risk management, these themes will be appropriately deliberated at the Board of Directors meetings for the fiscal year ending December 2026.

3. Future Measures

Based on the above evaluation results and the discussions held at the Board of Directors in response, we will work on the following improvements to further enhance the effectiveness of the Board of Directors.

Fiscal Year Ending December 2025

Challenges/Strengths	Improvements Scheduled for the Fiscal Year Ending December 2026
Improvement of Board of Directors operations to conduct discussions on medium- to long-term management strategies and corporate value enhancement within limited time	<p>(1) Based on the effects after the revision of the Authority Regulations, and considering the provisions of the Companies Act, we will further review whether there are any matters that can be delegated from the Board of Directors to the Operations Committee or others.</p> <p>(2) Among the agenda items reported at the Board of</p>

	<p>Directors, we will proceed to check if there are any that can be reported in writing, while also considering the proactive use of written resolutions.</p> <p>(3) Efforts to provide materials early will continue. Throughout the month, the Board of Directors Secretariat will proceed with organizing and reviewing the agenda items, and strengthen schedule management for the material preparers.</p> <p>(4) Due to feedback that the monthly reports submitted to the Board of Directors are lengthy and difficult to understand, we will accelerate the development of the management dashboard currently underway.</p>
Increased opportunities for discussion on issues with high awareness of challenges and medium- to long-term challenges	<p>(1) Based on the survey results and discussions at the Board of Directors for the fiscal year ending December 2025, there was a heightened awareness of issues related to relationships with shareholders and investors, as well as compliance and risk management. Therefore, initiatives and their progress in these areas will be appropriately reviewed at the Board of Directors for the fiscal year ending December 2026.</p> <p>(2) Set up opportunities to discuss medium- to long-term issues and other topics besides this.</p>
Providing opportunities for education and training to directors and auditors	<p>(1) Implementation of educational training utilizing online seminars and similar methods.</p>

4. Summary of Past Evaluation Results of the Board of Directors and Initiatives to Improve Effectiveness

The summary of the evaluation results of the effectiveness of the Board of Directors for the fiscal years ending December 2023 and December 2024, as well as the subsequent measures, are as follows.

(1) Fiscal Year Ending December 2023

Challenges/Strengths	Improvements Implemented in the Fiscal Year Ending December 2024
Creating an environment for more meaningful discussions within a limited time frame	<p>(1) Based on the proposals from the outside directors and outside Audit & Supervisory Board members, who are composed of independent officers, these were reflected in the discussions of the Board of Directors.</p> <p>(2) Multiple discussions on management strategy and medium-term management plans were conducted at the Board</p>

	<p>of Directors. Free discussions regarding growth strategies such as DX, technology, and product development systems were also held several times.</p> <p>(3) Although efforts were made to improve the quantity and quality of information, such as clarifying the proposal content and ensuring the comprehensiveness of necessary information through the standardization of the proposal format, challenges related to the proposal format will continue to be addressed in the fiscal year ending December 2025.</p> <p>(4) Regarding the provision of materials, efforts are being made to provide them promptly, and these efforts will continue in the fiscal year ending December 2025 to ensure the swift provision of materials.</p>
Increase in opportunities for free discussion contributing to the enhancement of corporate value	<p>(1) Incorporate multiple discussions on management strategy and the medium-term management plan into the annual schedule and conduct them at the Board of Directors.</p> <p>(2) The Chinese sales subsidiary held a Board of Directors meeting to grasp the local situation on-site and also conducted an exchange of opinions with local employees.</p> <p>(3) Discussions were held with institutional investors and members of the Board of Directors, including outside directors and auditors.</p> <p>(4) A discussion was held regarding the review of management policies and management philosophy.</p>
Providing opportunities for education and training to directors and auditors	<p>(1) Implementation of training and education utilizing face-to-face methods and online seminars.</p>

(2) Fiscal Year Ending December 2024

Challenges/Strengths	Improvements Implemented in the Fiscal Year Ending December 2025
Creating an environment for more meaningful discussions within a limited time frame	<p>(1) We promoted the use of a unified format for agenda items regarding resolutions, working to clarify the content of proposals and improve both the quantity and quality of information, including the comprehensiveness of necessary details.</p> <p>(2) External directors and external auditors had attended the preliminary briefing session held the day before the Board of Directors meeting, but from the fiscal year ending December 2025, full-time auditors will also attend. As a result, the explanation of agenda items will</p>

	<p>be conducted the day before, and questions raised during the preliminary briefing session will be reflected in the discussions at the Board of Directors meeting on the day, thereby improving the efficiency of discussions at the Board of Directors.</p> <p>(3) The Operations Committee was rescheduled to immediately follow the Board of Directors meeting, improving the process to quickly reflect the issues pointed out by the Board of Directors in management.</p> <p>(4) Regarding the early provision of materials, although efforts are being made by the Board of Directors Secretariat, the issue of early provision of materials continues to be addressed.</p>
<p>Increase in opportunities for free discussion contributing to the enhancement of corporate value</p>	<p>(1) Based on proposals from outside directors and outside Audit & Supervisory Board members, a free discussion was held at the Board of Directors on the theme of strengthening the compliance system and other related topics.</p> <p>(2) An opportunity for discussion was arranged with experts who have experience working at institutional investors, targeting outside directors, full-time auditors, and outside auditors.</p> <p>(3) A Board of Directors meeting was held at the Eastern Japan Sales and Solution Hub (Yokohama City) and the Western Japan Sales and Solution Hub (Osaka City), where customer co-creation bases (Technical Centers) are located, to gain firsthand understanding of the local situation and to exchange opinions with local employees.</p>
<p>Providing opportunities for education and training to directors and auditors</p>	<p>(1) Continued to conduct educational training utilizing online seminars and other methods.</p> <p>(2) Orientation sessions by each department head were conducted throughout the year for newly appointed outside directors and outside auditors.</p>

Based on the results of the effectiveness evaluation of the Board of Directors and various proposals from each director and each auditor, our company will continue to work on improving the effectiveness of the Board of Directors.

That is all.