



Investors' Guide

February 13, 2026

Tokyo Electron Limited



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Updates

- Business Environment and Financial Estimates/ Data Section
 - Reflect FY2026 Q3 financial results announcement figures and documents
- Electronics-related industries/ Semiconductor / WFE market pages
 - Reflects the latest data from external data vendors (= sources)
 - Update Outlook for the Semiconductor Market
- Worldwide Operations/ R&D Map
 - Reflect data as of February. 1, 2026
- Installed base
 - Reflect data as of the end of December 2025
- Technology roadmaps
 - Update “Year of HVM” timeline for each application
(DRAM and NAND pages changed. No changes to Logic roadmap)

1. TEL Overview

Company Profile

Established

November 11, 1963

Major Products and Services

Semiconductor Production Equipment

Capital

54.9 Billion Yen

Sales/Profit

Net sales 2,431.5 Billion Yen / Operating income 697.3 Billion Yen / Operating margin 28.7%
(Fiscal 2025)

Number of Employees

2,347 (non-consolidated) 20,273 (consolidated)

Global Network

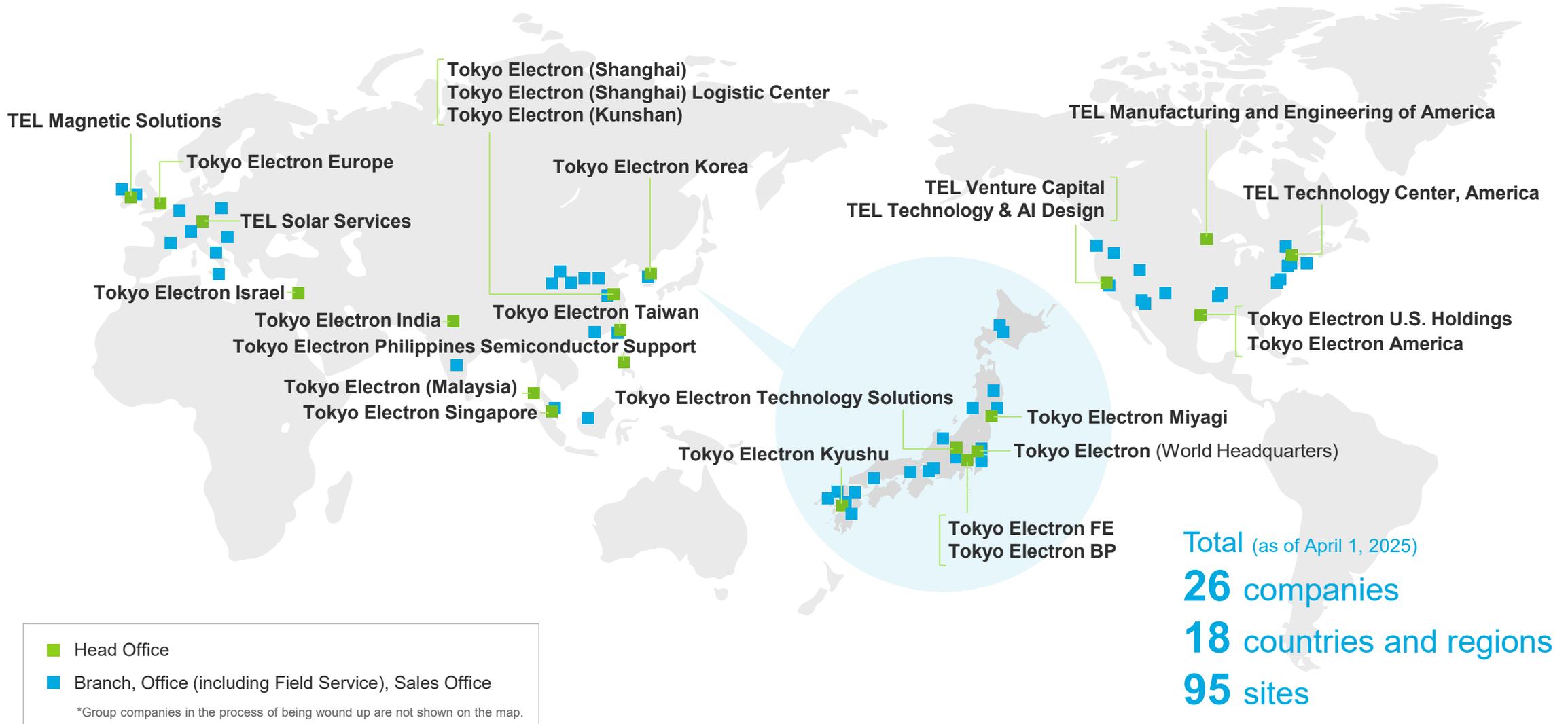
Japan: 6 companies / 30 sites
Overseas: 20 companies / 17 countries and regions / 65 sites
Total: 26 companies / 18 countries and regions / 95 sites (consolidated)

(as of April 1, 2025)

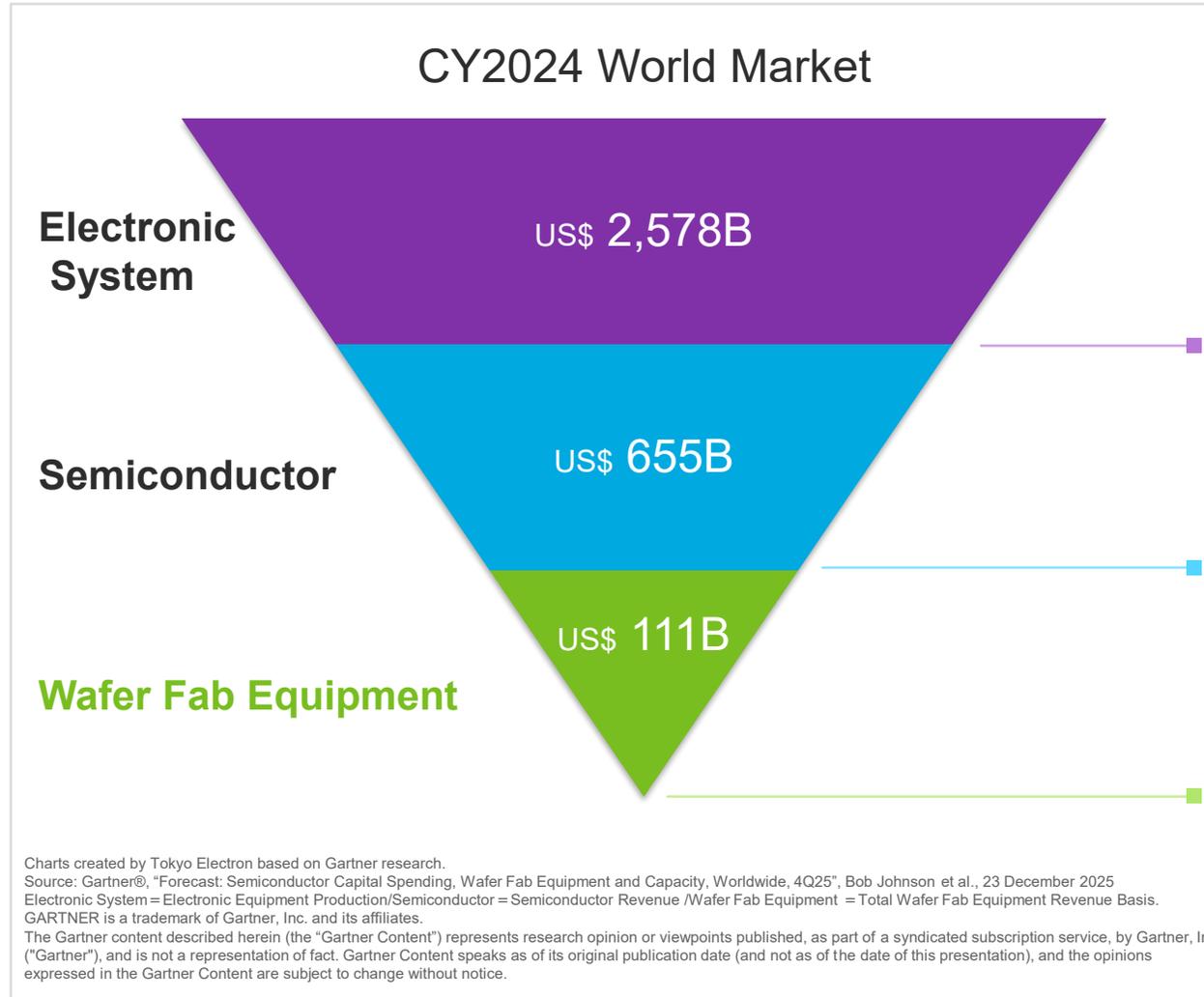


Worldwide Operations

(As of Feb. 1, 2026)



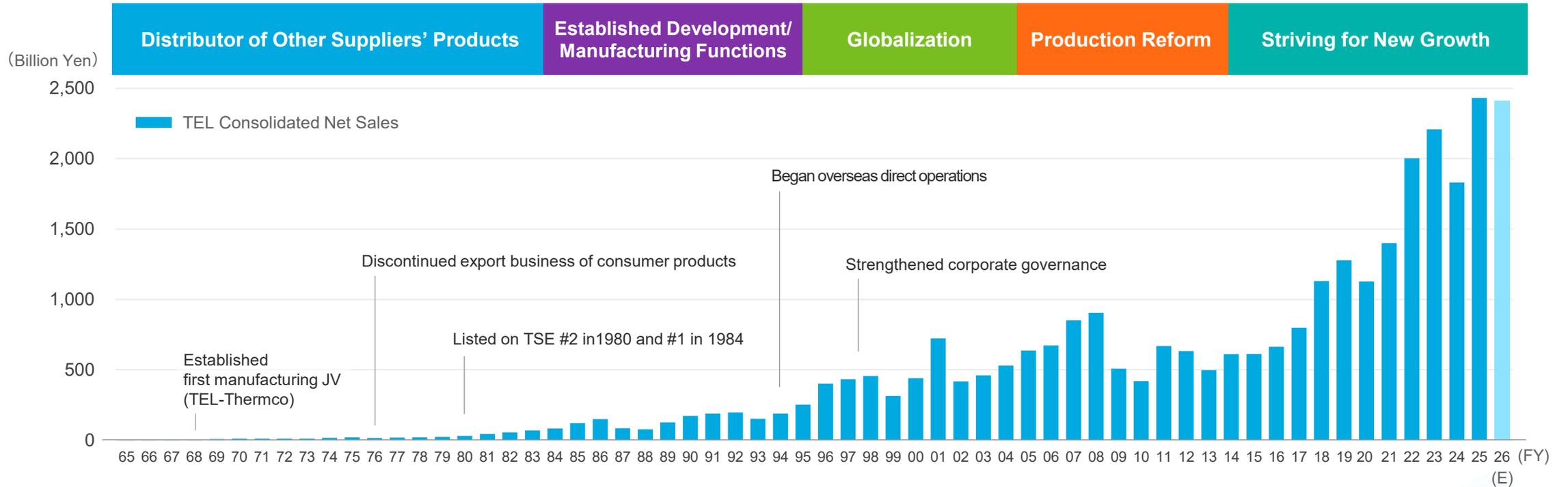
The Market TEL Participates in



The market TEL participates in



TEL's Growth



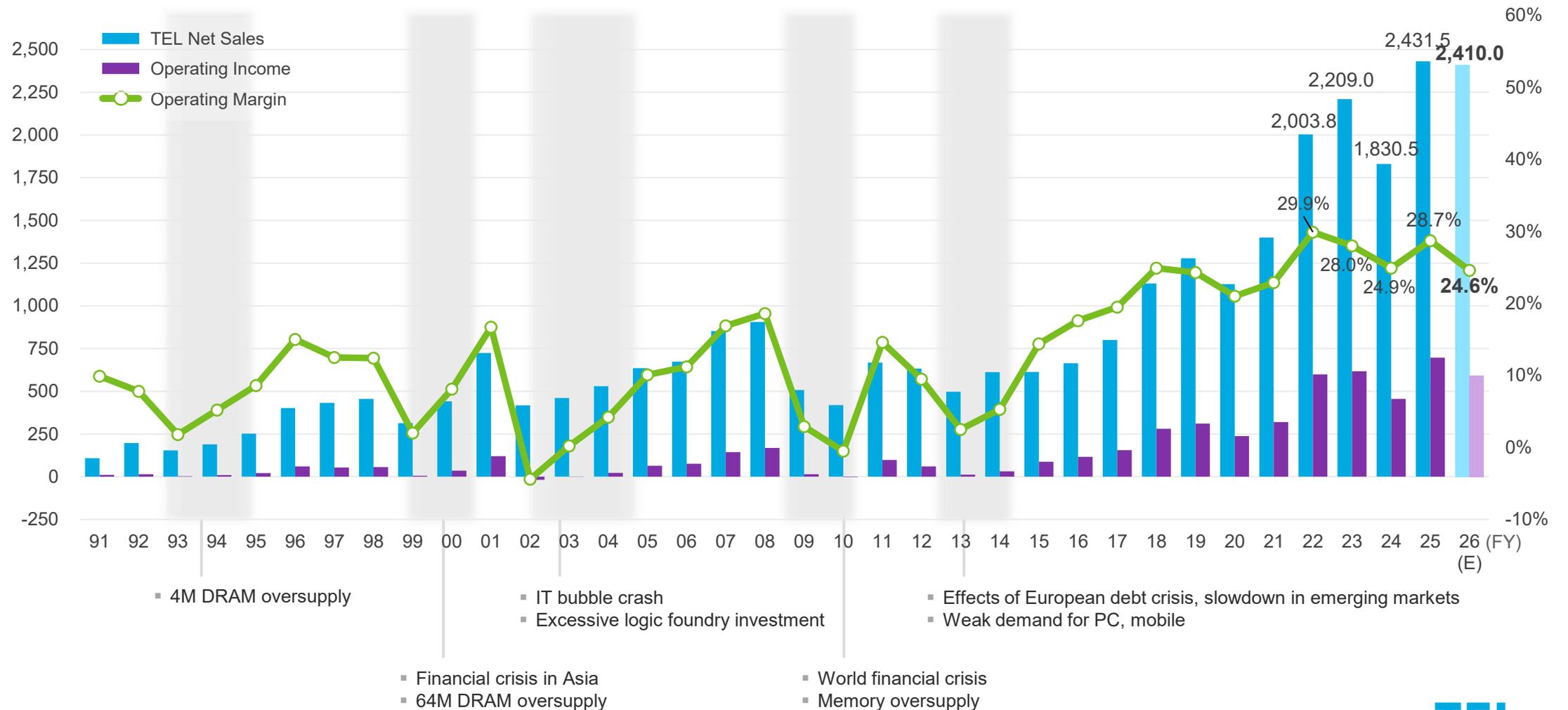
Expansion of Semiconductor Applications*



*The diagram is an image of the expanding use of semiconductors and does not indicate the actual number of semiconductors used.

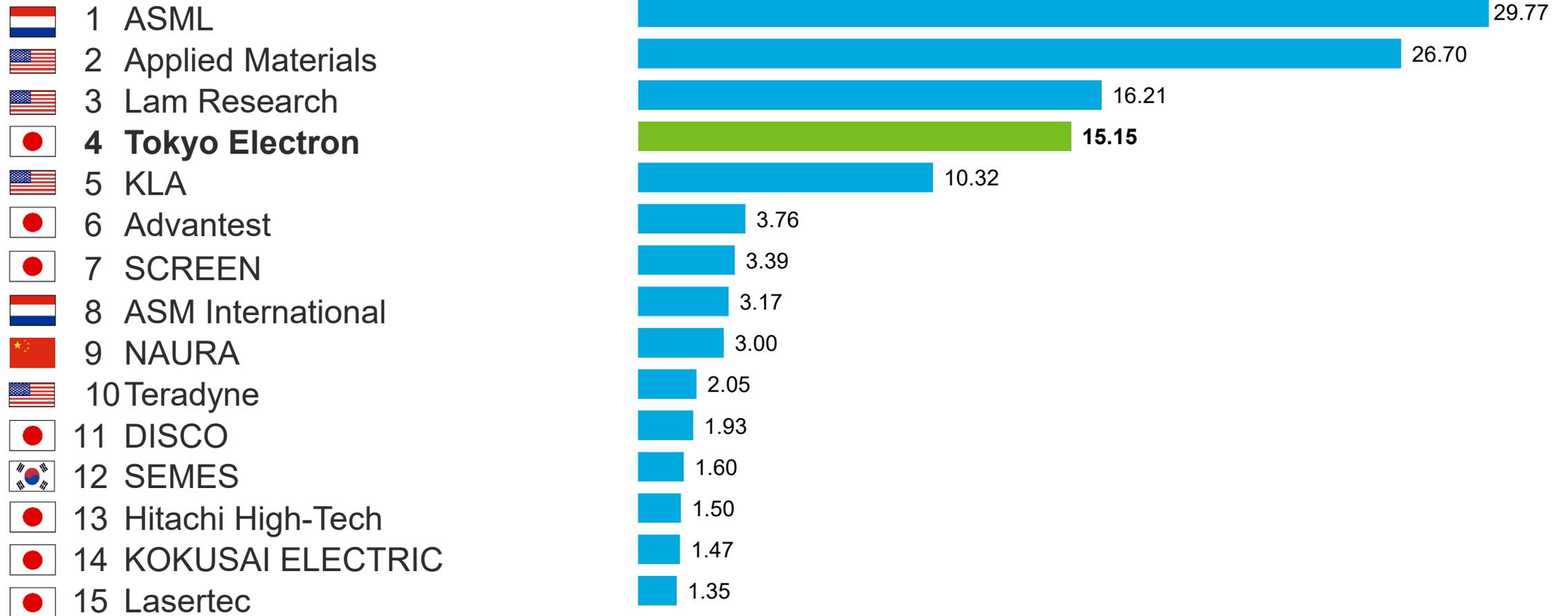
Financial Performance: Sales and Operating Margin

(Billion Yen)



CY2024 SPE Makers Top 15

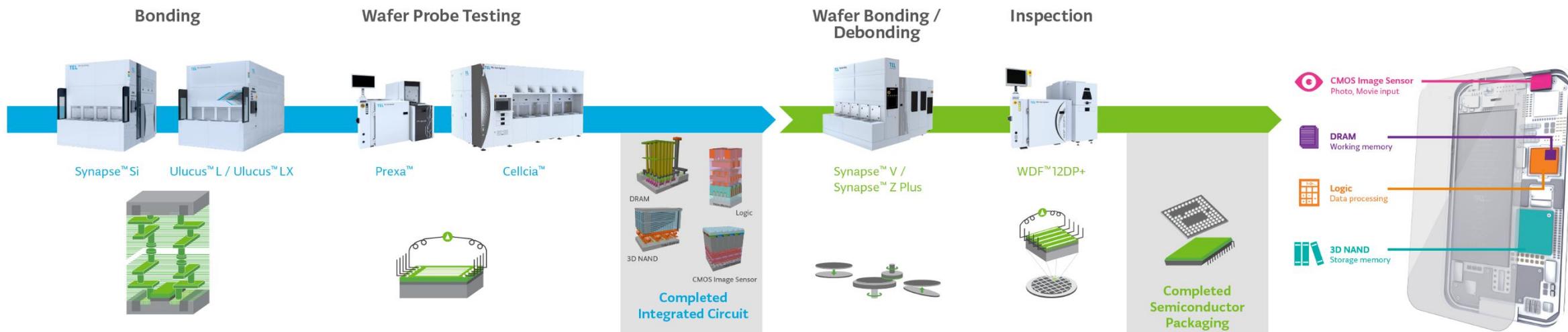
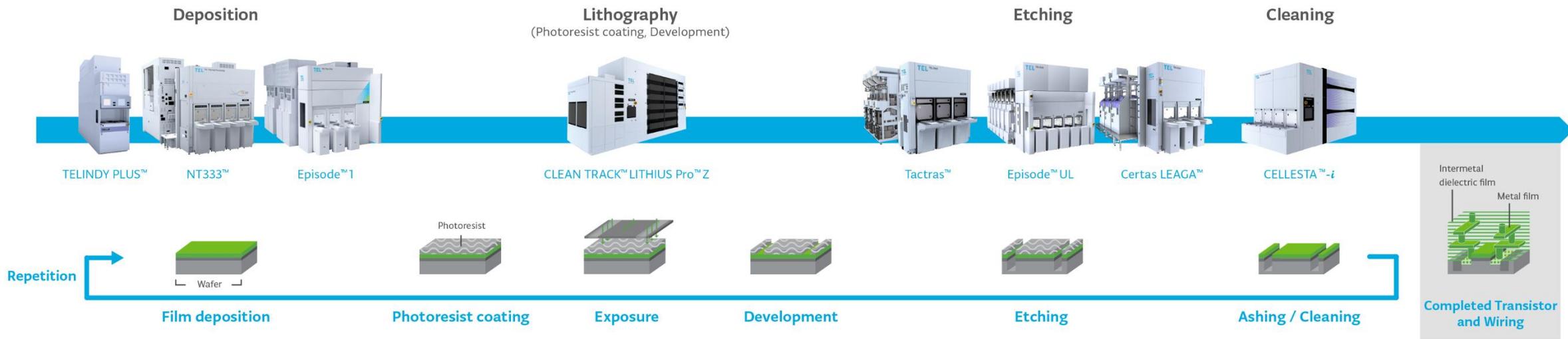
CY2024 Sales (Billions of US\$)



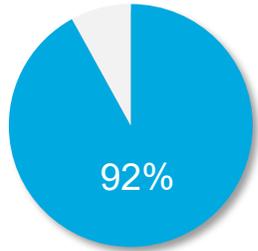
Source : TechInsights Inc., May 2025

Semiconductor Manufacturing Process

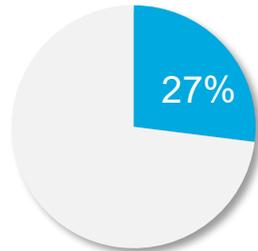
- Wafer Process (Front-end)
- Assembly and Test Process (Back-end)



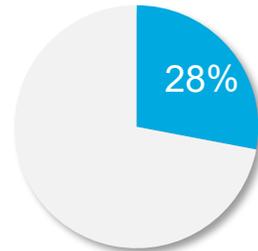
World Market Share of Major Products (CY2024)



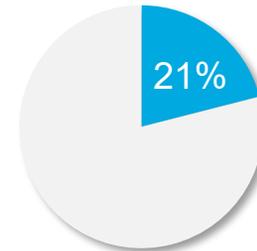
Coater/Developer



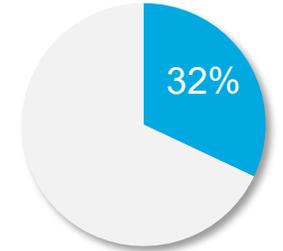
Dry Etch System



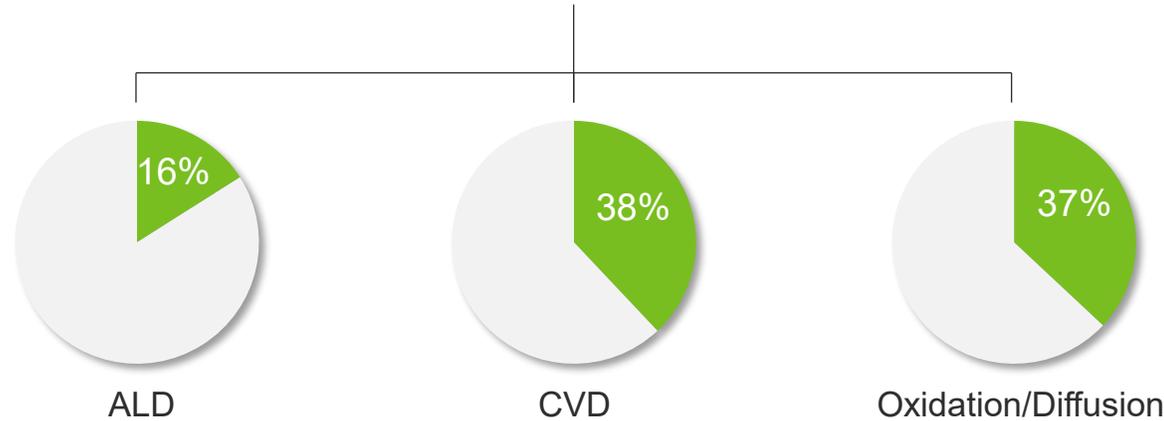
Deposition System



Cleaning System



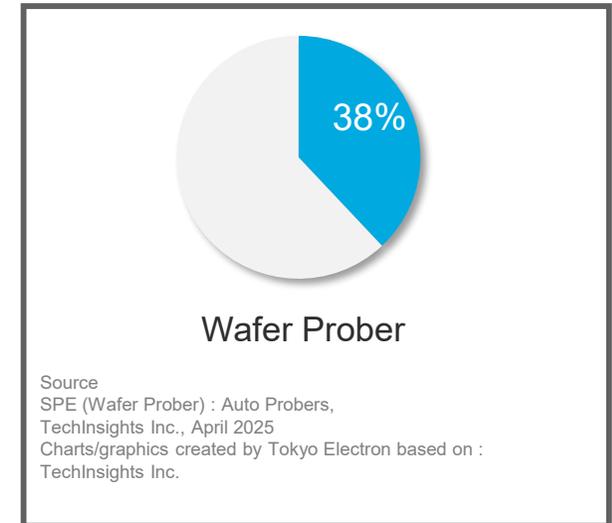
Wafer Bonder



ALD

CVD

Oxidation/Diffusion



Wafer Prober

Source
 SPE (excluding Wafer Prober) : Gartner®, Market Share: Semiconductor Wafer Fab Equipment, Worldwide, 2024, Bob Johnson and Menglin Cao, 21 April 2025, Revenue from Shipments basis. Chart created by TEL based on Gartner research. Gartner research. Calculations performed by TEL.
 Coater/Developer: Photoresist Processing (Track), Dry Etch System: Dry Etch, Deposition System: Tube CVD + Atomic Layer Deposition Tools + Oxidation/Diffusion Furnaces + Nontube LPCVD, ALD: Atomic Layer Deposition Tools, CVD: Tube CVD + Nontube LPCVD, Oxidation/Diffusion: Oxidation/diffusion Furnaces, Cleaning System: Single Wafer Processors + Wet Stations + Batch Spray Processors + Scrubbers + Other Clean Equipment, Wafer Bonder: Wafer Bonder.
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Source
 SPE (Wafer Prober) : Auto Probers, TechInsights Inc., April 2025
 Charts/graphics created by Tokyo Electron based on : TechInsights Inc.

TEL's Strengths

Have advanced products for the 4 key process



No.1/No.2
Products with the world's No. 1 or No.2 market share

Major Products & Market Position*



*TEL estimate

100%

Market share of coater/developer for EUVL



*TEL estimate

No.1

Worldwide installed base

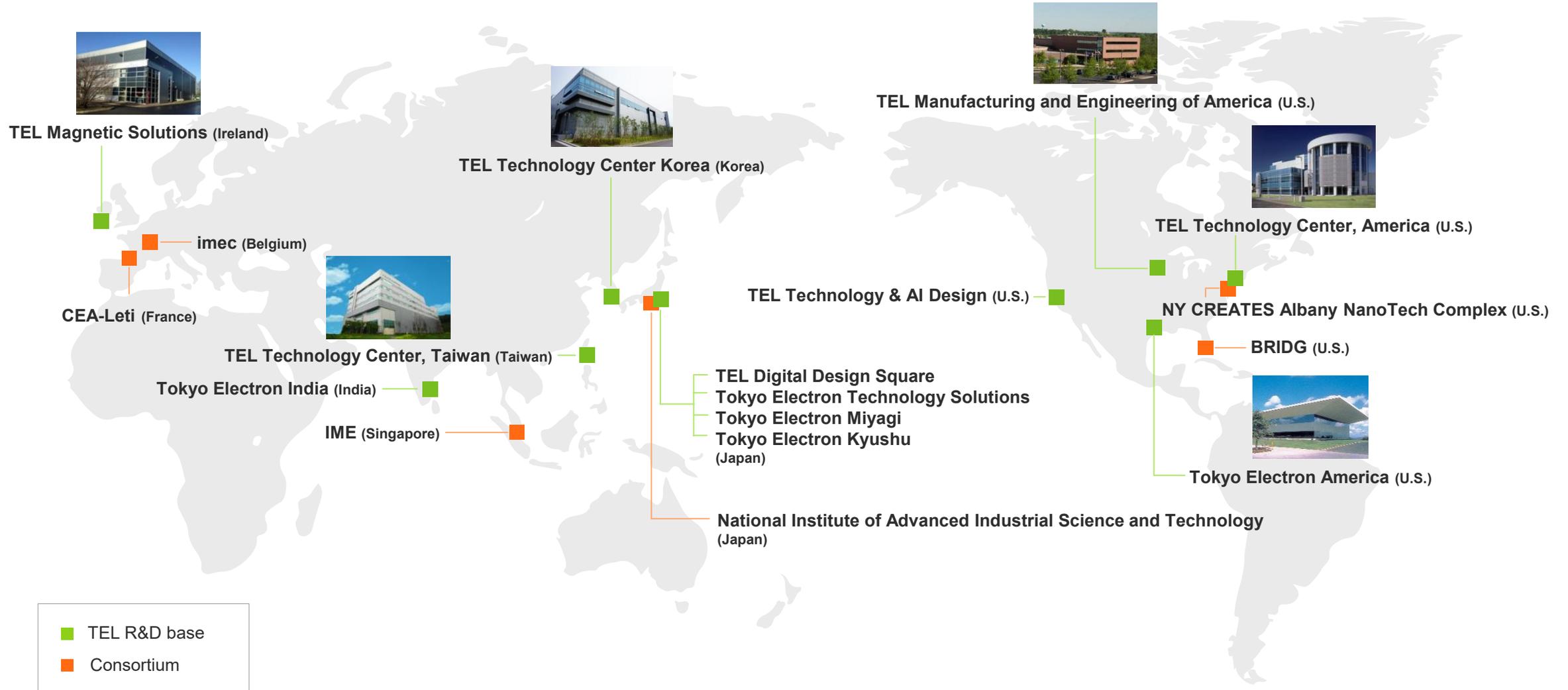
Annual increase by about
4,000~6,000 units*1
Industry's largest installed base
99,000 units*2



*1 As of March 2025
*2 As of December 2025

R&D Map

(As of Feb. 1, 2026)



Strengthen R&D Capabilities

Yamanashi R&D building

Deposition system, gas chemical etch system,
corporate R&D
(Completed in July 2023)



Miyagi R&D building

Etch system
(Completed in April 2025)



Kumamoto R&D building

Coater/Developers, surface preparation system, Bonder
(Completed in October 2025)



Miyagi Technology Innovation Center

Etch system
(Completed in September 2021)



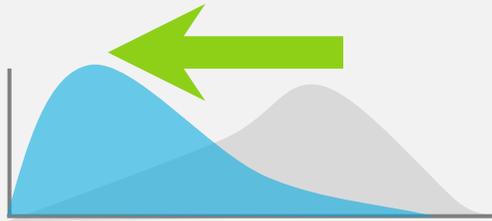
TEL Digital Design Square

DX, Software
(Began operation in November 2020)



Continually Pursuing the Best Products and Best Service

Front-loading



Advanced field solutions

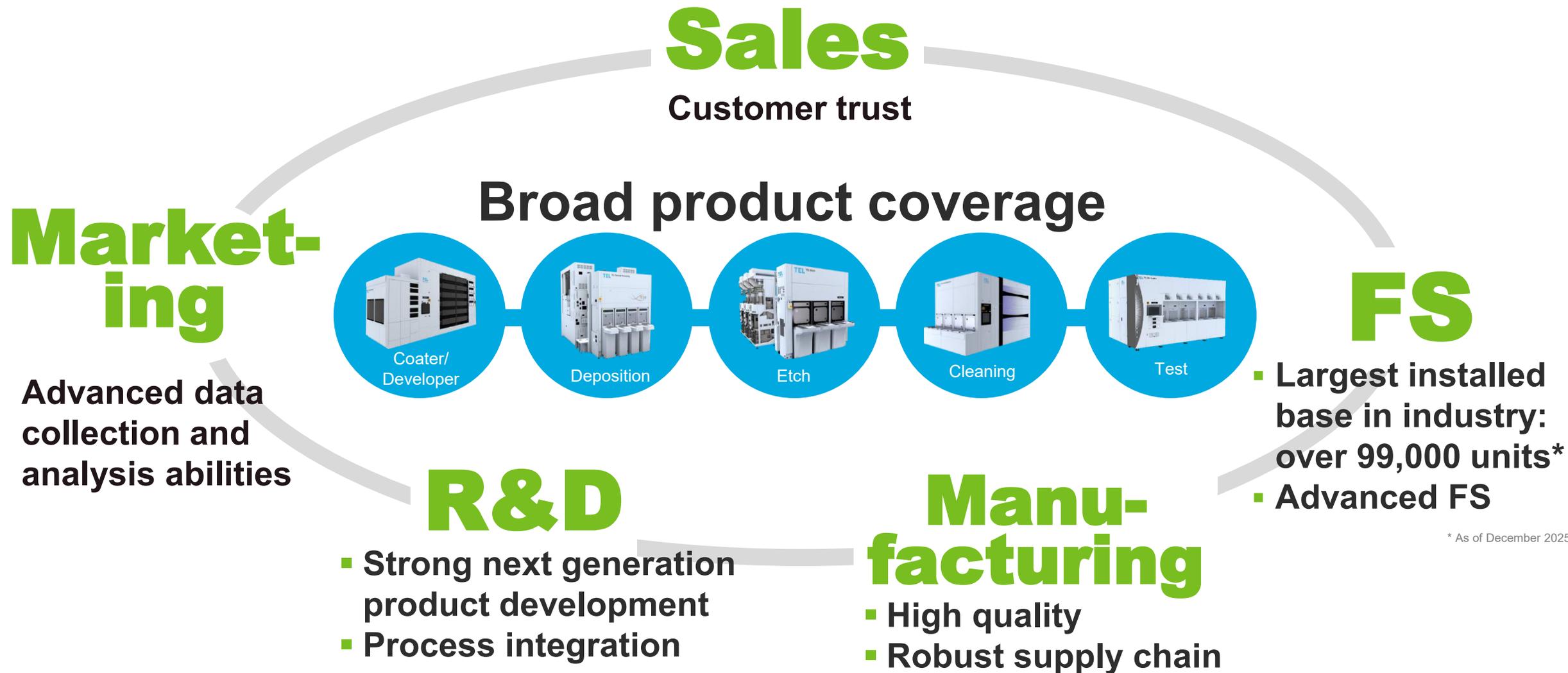


- Share roadmap for next several generations with customers
- Promote early engagement
- Realize maximum yield of customer devices and equipment availability from early stage of customers' mass production and reduce burden on the environment
- Further increase investment in human resources/R&D by raising operational efficiency and driving higher per-employee productivity

- Business development leveraging industry's largest installed base of 99,000 units*
- TELeMetrics™ remote maintenance
- Predictive maintenance with machine learning

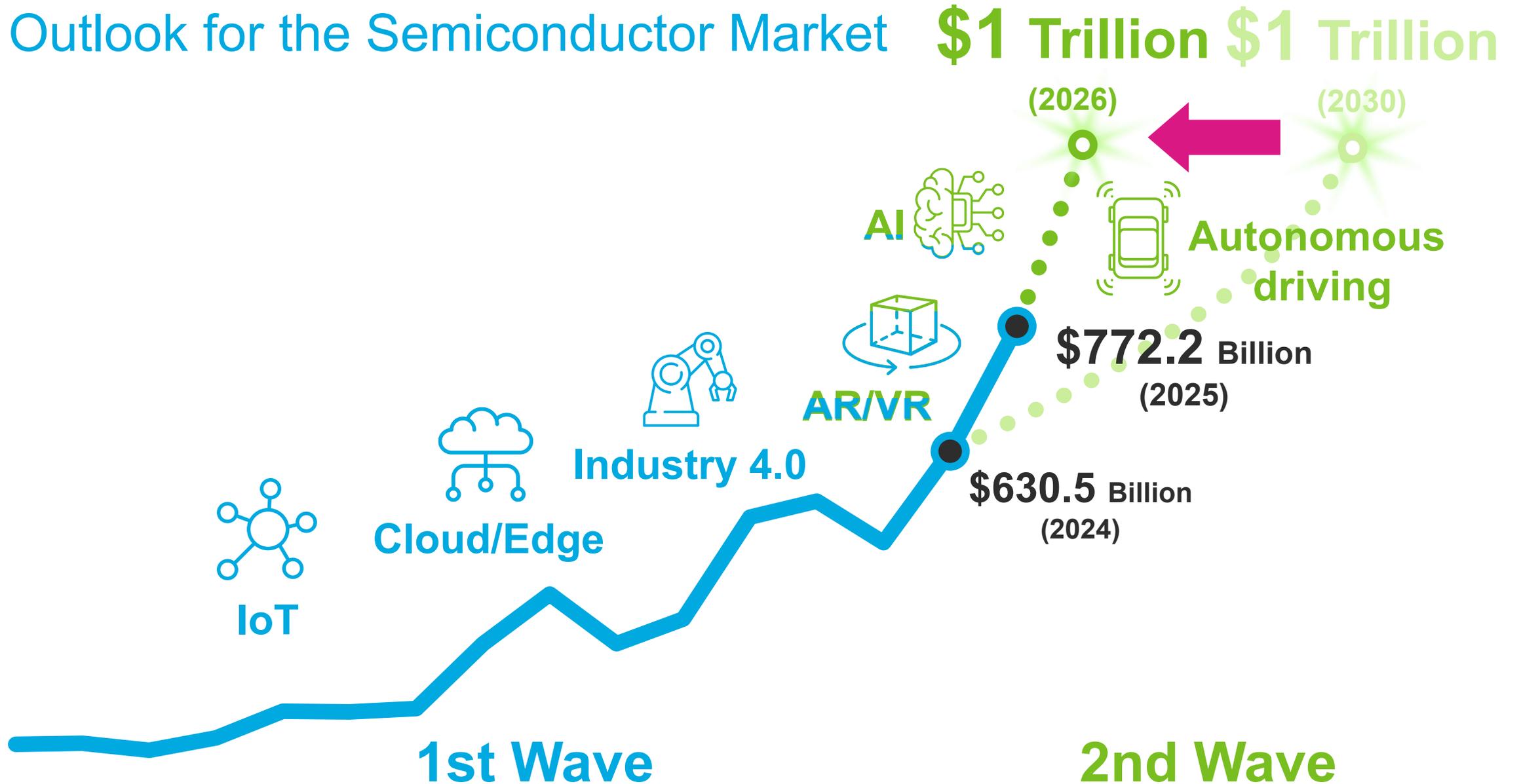
* As of December 2025

Maximize Utilization of TEL's Comprehensive Strengths

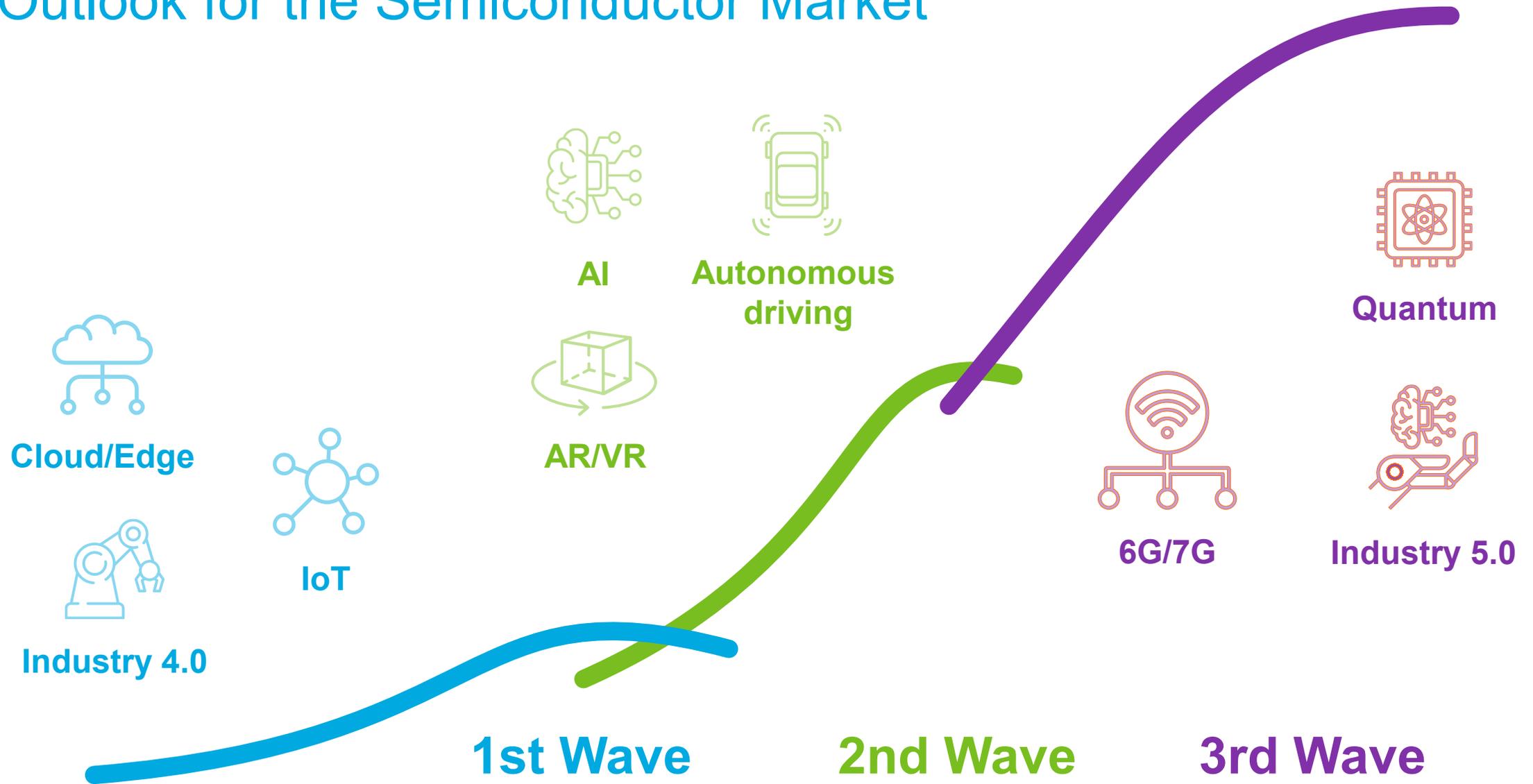


2. Semiconductor and SPE Market Outlook

Outlook for the Semiconductor Market

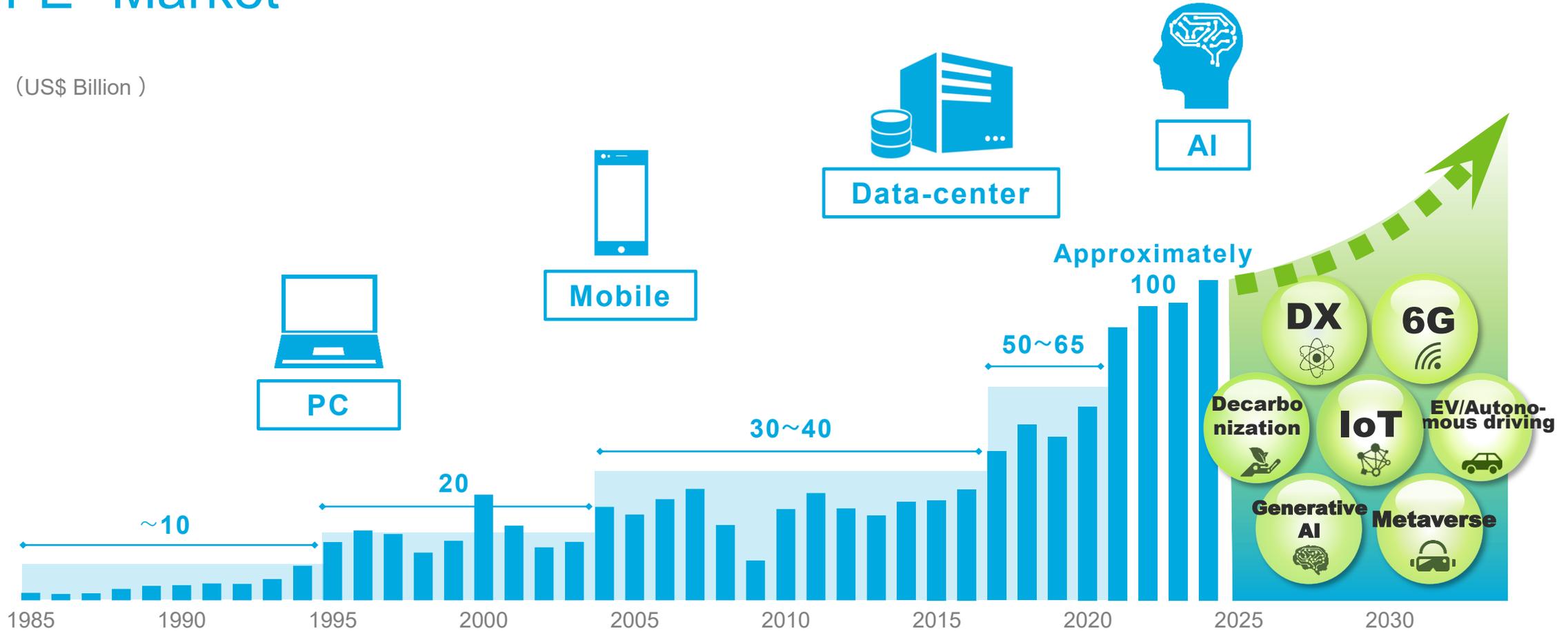


Outlook for the Semiconductor Market



WFE* Market

(US\$ Billion)

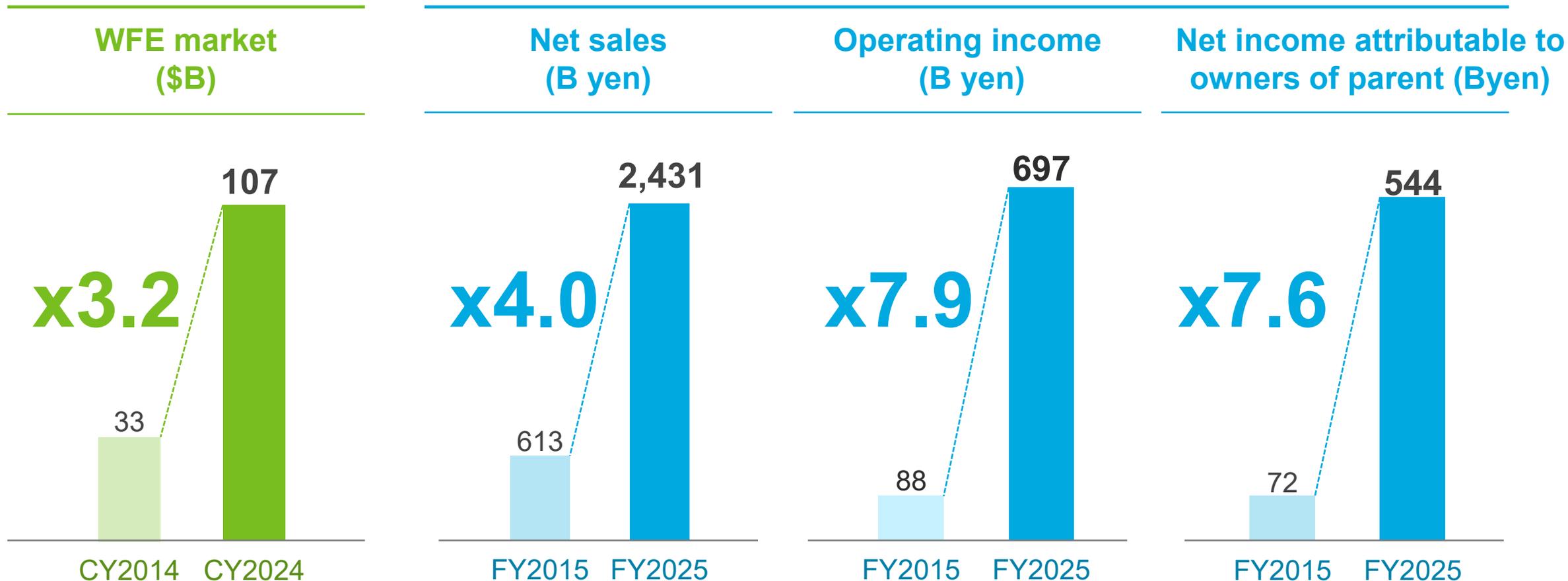


* WFE (Wafer Fab Equipment): The semiconductor production process is divided into front-end production, in which circuits are formed on wafers and inspected, and back-end production, in which wafers are cut into chips, assembled and inspected again. WFE refers to the production equipment used in front-end production and in wafer-level packaging production.

Source : TechInsights Inc. (1985~2024)

WFE Market will grow further with progress of digitalization and evolution of semiconductors

Market and Performance Growth (FY2015 to FY2025)

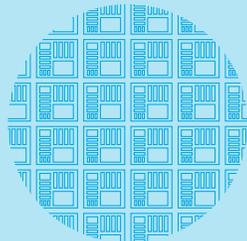
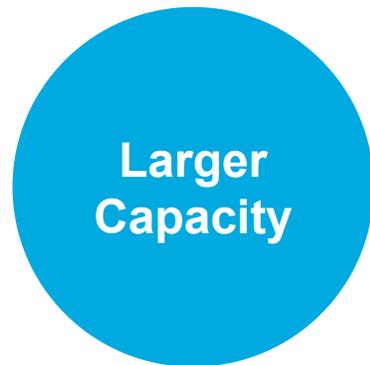


Significantly outperformed market growth

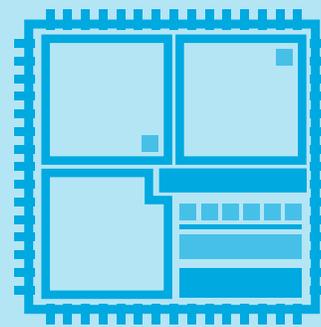
Source : TechInsights Inc.

Green Future Through Semiconductor Evolution

Digital & Green

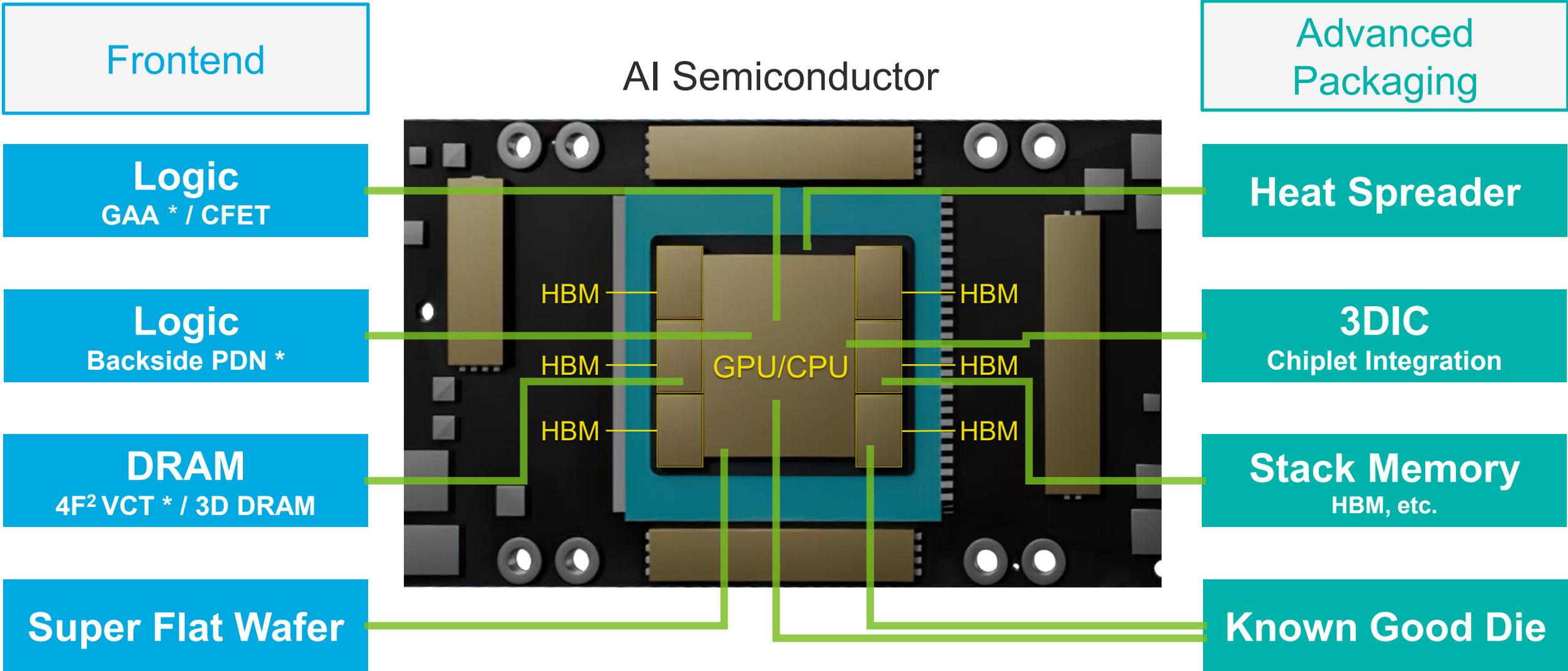


Physical Scaling



Heterogeneous Integration

Physical Scaling x Heterogeneous Integration



* GAA : Gate All Around
* Backside PDN : Backside Power Delivery Network
* VCT : Vertical Channel Transistor

Expanding Opportunities: Wide Product Portfolio

Frontend

Advanced Packaging

Deposition

Lithography

Etch

Cleaning

Testing

Bonding /
Debonding



Batch
Deposition



Semi-batch
Deposition



Single
Deposition



Coater/
Developer



Plasma
Etch



Gas
Chemical
Etch



Cleaning



Prober



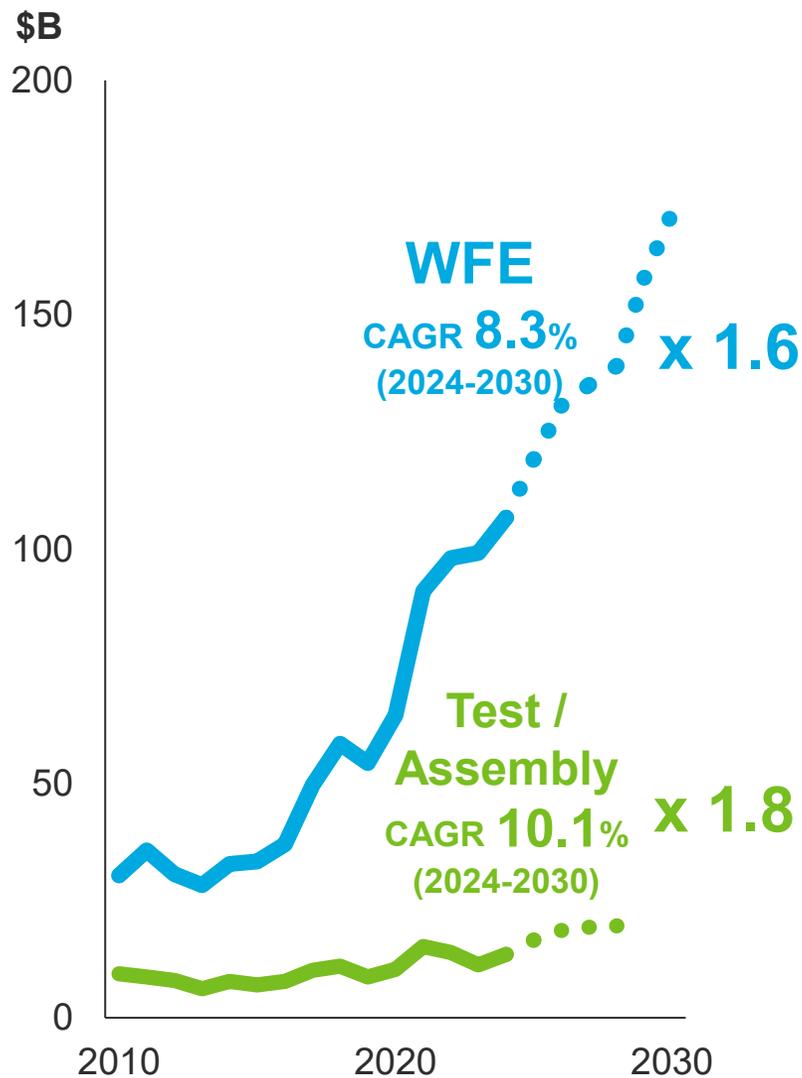
Wafer
Bonder/
Debonder



Wafer Edge
Trimming/
XLO*

*XLO: Extreme Laser Lift Off

Strategic Technologies for Future Growth



Source : TechInsights (December 2025)

Frontend		
<p>Logic : GAA, BSPDN</p> <ul style="list-style-type: none"> EUV Coater/Developer Gas Chemical Etch Conductor Etch PVD Metal Overburden CFET/Inner Spacer Plasma CVD for filling film Double-sided scrubber Backside/bevel cleaning Pattern Shaping Wafer Bonder Laser Tool 	<p>DRAM: 2D & 3D DRAM</p> <ul style="list-style-type: none"> EUV Coater/Developer Capacitor Mold Etch Batch High-k Capacitor deposition PVD Metal Hardmask Supercritical Cleaning Backside/bevel Cleaning Wafer Bonder Laser Tool 	<p>NAND: Beyond 4xx</p> <ul style="list-style-type: none"> Slit Etch Channel Hole Etch (Plug) Batch Mo deposition Batch Cleaning WL Separation Wafer Bonder Laser Tool
Advanced Packaging		
<p>Logic Packaging</p> <ul style="list-style-type: none"> Interposer, Polyimide & PR Coater/Developer TDV Etch Batch High-k Capacitor depo Wafer Bonder Laser Tool 	<p>HBM Packaging</p> <ul style="list-style-type: none"> Polyimide & PR Coater/Developer Metal Etch for HBM Aerosol Cleaning Temporary Bonder/Debonder 	<p>Advanced Logic / Memory Test</p> <ul style="list-style-type: none"> Prober

Growing Opportunities: Scaling x Heterogeneous Integration

Etch

>500 B yen

- DRAM Etchers for Interconnect:
Growth driven by increased investment in HBM with more interconnect layers
Cumulative sales over 500 billion yen expected by 2030

**Bonder
Laser**

>500 B yen

- 3D Integration Equipment including Bonders:
Rapid expansion across all applications
Cumulative sales over 500 billion yen expected by 2030

Prober

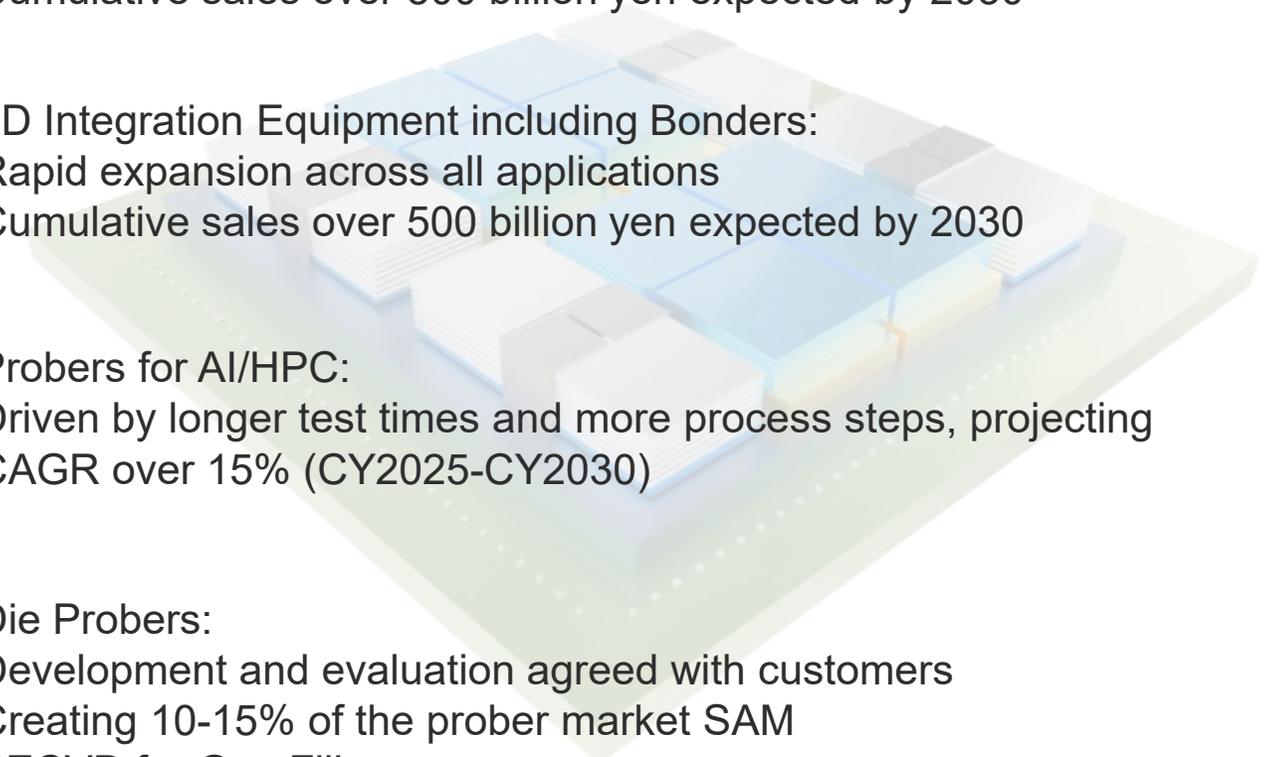
**CAGR
>15%**

- Probers for AI/HPC:
Driven by longer test times and more process steps, projecting CAGR over 15% (CY2025-CY2030)

**Die Prober
PECVD**

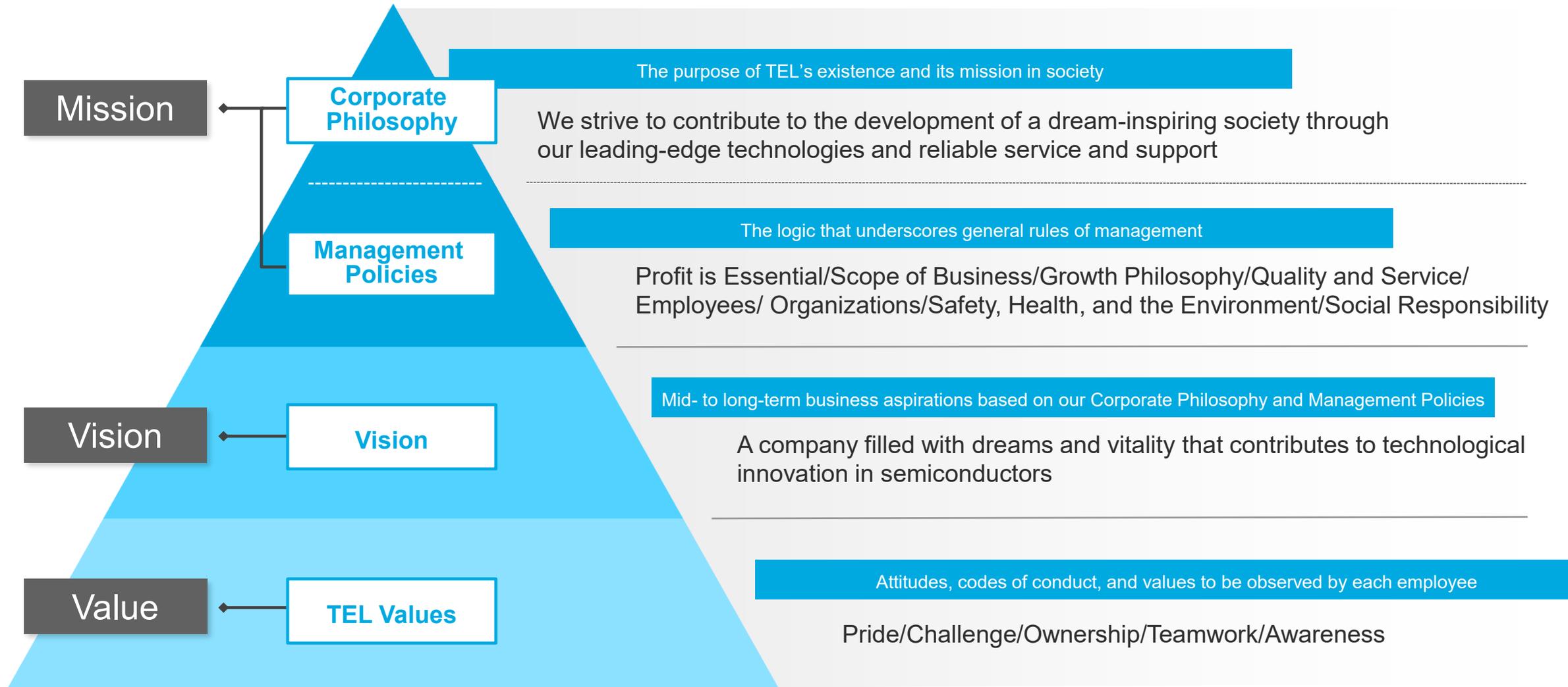
**SAM
+10%**

- Die Probers:
Development and evaluation agreed with customers
Creating 10-15% of the prober market SAM
- PECVD for Gap Fill:
SAM estimated to be approx. 10% of PECVD market
Evaluations progressing with multiple customers



3. Corporate Principles and New Medium-term Management Plan

Corporate Principles System



Vision

A company filled with dreams and vitality that contributes to technological innovation in semiconductors

Tokyo Electron pursues technological innovation in semiconductors that supports the sustainable development of the world.

We aim for medium- to long-term profit expansion and continuous corporate value enhancement by utilizing our expertise to continuously create high value-added leading-edge equipment and technical services.

Our corporate growth is enabled by people, and our employees both create and fulfill company values. We work to realize this vision through engagement with our stakeholders.

Technology Enabling Life

“Technology Enabling Life” is our corporate message that expresses the Corporate Principles which consist of our Corporate Philosophy, Management Policies, Vision and TEL Values.

CSV

(Creating Shared Value)

The concept is to create social and economic value by leveraging corporate expertise to solve social issues, hereby enhancing corporate value and achieving sustainable growth.



TSV

TEL's Shared Value



- Pursue technological innovation in semiconductors that supports the sustainable development of the world
- Continuously create high value-added leading-edge equipment and technical services
- Medium- to long-term profit expansion and continuous corporate value enhancement
- Engagement with our stakeholders

Realization of Vision = Creating Shared Value in TEL

Our Approaches to Social Issues

Sustainable development of the world / Diversification of values and happiness

Solutions

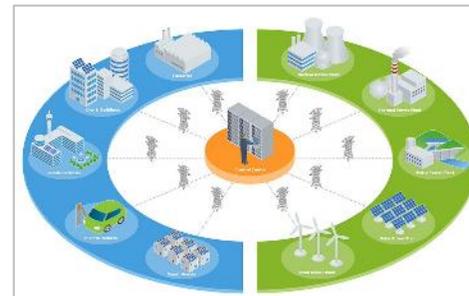
Online/Metaverse



AI diagnosis/Prevention/Robots



Smartification



EV/Autonomous driving/MaaS



Technologies

Higher speed communication (5G/6G)

Cloud/Edge Computing

AI

IoT

AR/VR/MR

Semiconductors

Logic

Memory

Power

Analog

Sensor

Display

TEL

**Pursue technological innovation in semiconductors :
Larger capacity/Higher speed/Higher reliability/Lower power consumption**

Higher definition/Flexible /Lower power consumption

Vision & Medium-term Management Plan

FY2023

FY2027

FY2031 (CY2030)

■ Goals for 2030

- Supporting sustainable development in the world
 - ① Driving the semiconductor market through technological innovation
 - ② Contributing to a sustainable global environment
- Medium- to long-term profit expansion and continuous corporate value enhancement
- Engaging with our stakeholders

■ Medium-term Management Plan (FY2023-2027)

- Achievement of Financial Model
(Five-year goal toward 2030)

Realization of Vision

A company filled with dreams and vitality that contributes to technological innovation in semiconductors

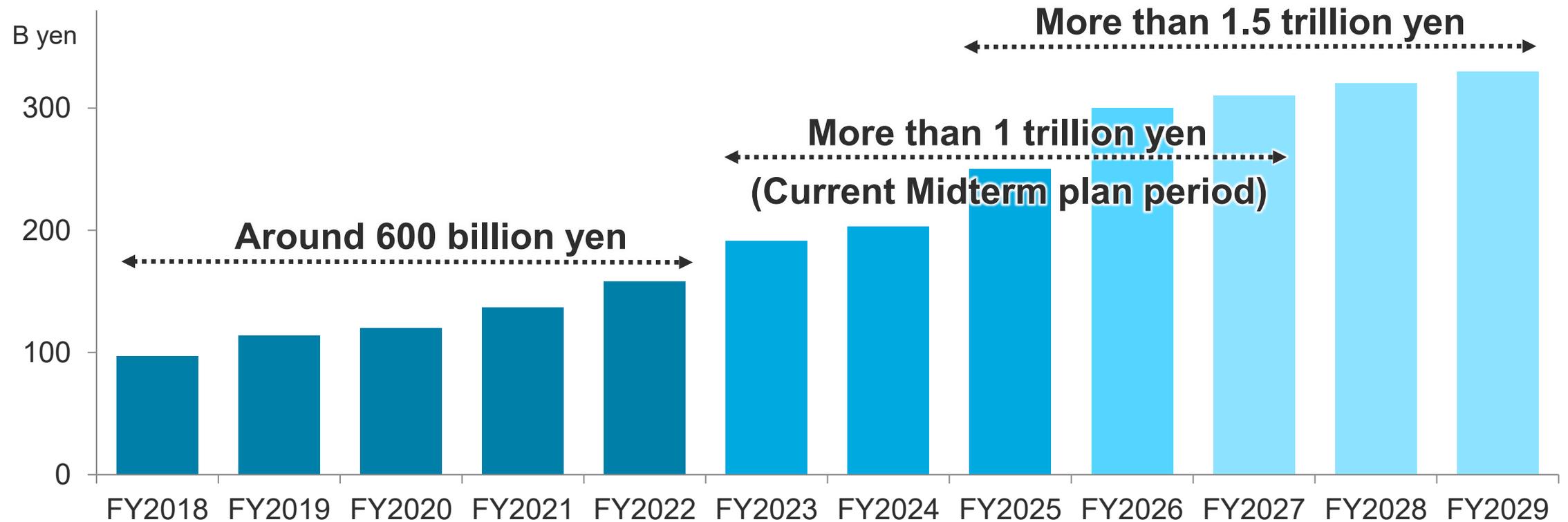


Aiming to achieve the Medium-term Management Plan
by FY2027 with a view to realizing Vision in 2030

The New Medium-term Management Plan : Financial Targets

Financial Targets (FY2023 - FY2027)	
Net sales	≥ 3 trillion yen
OP margin	≥ 35%
ROE	≥ 30%

Aggressive Investment in R&D

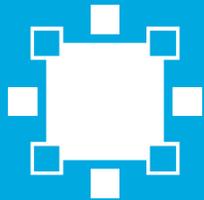


Driving the creation of high-value next-generation products through further growth investments

Investment for Growth Visioning beyond the Midterm Plan (FY2025 to FY2029)

R&D Investment

1.5
trillion yen



Capex

700
billion yen



Recruitment

10,000
people
2,000 people/year



4. Business Environment and Financial Estimates

Market Environment (WFE Market Outlook as of February, 2026)

- **CY2026: Expect 15%+ growth**
 - Rapid expansion of chip demand for AI servers is driving significant increase in leading-edge logic and DRAM investment
 - Variables: Customer fab cleanroom space, lead times (parts/component supply, labor), exchange rates, etc.
- **Over the mid- to long-term, investment in leading-edge semiconductors is expected to continue expanding, driven by strong demand for AI applications**
 - DRAM: Investments in both general-purpose DRAM and HBM are surging, with strong demand to bring investment timelines forward
 - NAND: Rapid increase in demand for SSDs. Utilization rate rising, leading to momentum for new investments
 - Logic/foundry: Investment in leading-edge nodes accelerates, with progress in advanced packaging
 - Mature nodes: WFE spending is expected to remain at similar levels

Demand for high-value-added equipment expected to grow

Expanding Business Opportunities in Leading-edge Technologies

* POR (Process of Record): Certification of the adoption of equipment in customers' semiconductor production processes

Etch	<ul style="list-style-type: none"> • DRAM: HBM interconnect (POR) / Capacitor (POR in all major customers) • NAND: Slit (POR) / Channel hole (POR) • Logic: Advanced packaging (POR)
Coater/Developer	<ul style="list-style-type: none"> • Progress in Ultimate Wet Development technologies for metal oxide resist • Newly released CLEAN TRACK™ LITHIUS Pro DICE™
Deposition	<ul style="list-style-type: none"> • Logic: Capacitor high-k material deposition for advanced packaging (POR), evaluation started for gap-filling process with single-wafer plasma CVD • NAND: Novel low-resistance metal for word line (POR)
Cleaning	<ul style="list-style-type: none"> • DRAM: Evaluation started with multiple customers for next generation super critical technology • Logic/memory: Evaluation ongoing with multiple customers for resist stripping (one POR) • Logic/memory: Evaluation started for hybrid batch & single-wafer system
Prober	<ul style="list-style-type: none"> • Logic: Dominating the advanced logic market for AI/HPC; prober sales to exceed 100B yen in FY2027 • Die prober: Evaluation started with multiple customers. Release scheduled in April 2026
Bonder/ Laser-related	<ul style="list-style-type: none"> • Temporary bonder/debonder: HBM wafer thinning • Permanent bonder: NAND cell + peripheral circuit, logic backside PDN, advanced packaging • Laser liftoff/trimming: Process evaluation progressing with multiple customers • Bonder/laser related tools: Expect over 500B yen in accumulative sales in 5 years
Display	<ul style="list-style-type: none"> • With over 80% share in etch, deployed of high value-added equipment for IT OLED

With the expansion of leading-edge applications in the equipment business, AI-related demand is also driving growth in Field Solutions opportunities

Business Progress

- New tools released to enhance productivity and environmental performance
 - CLEAN TRACK™ LITHIUS Pro DICE™:
 - Latest coater/developer equipped with world-class productivity and innovative defect control technology
 - EVAROS™:
 - CVD/ALD tool capable of high-precision, high-quality deposition control with a maximum processing capacity of 200 wafers
- Wins recognition as a Clarivate Top 100 Global Innovator 2026
 - Received this prestigious award for the 6th time in recognition of consistently delivering high-impact innovations
 - Industry's largest number of active issued patents: 26,029 (as of end of December 2025)

Will keep investing in R&D actively to continuously
to create innovative, high-value-added proprietary technologies

Financial Estimates for FY2026

(Billion Yen)

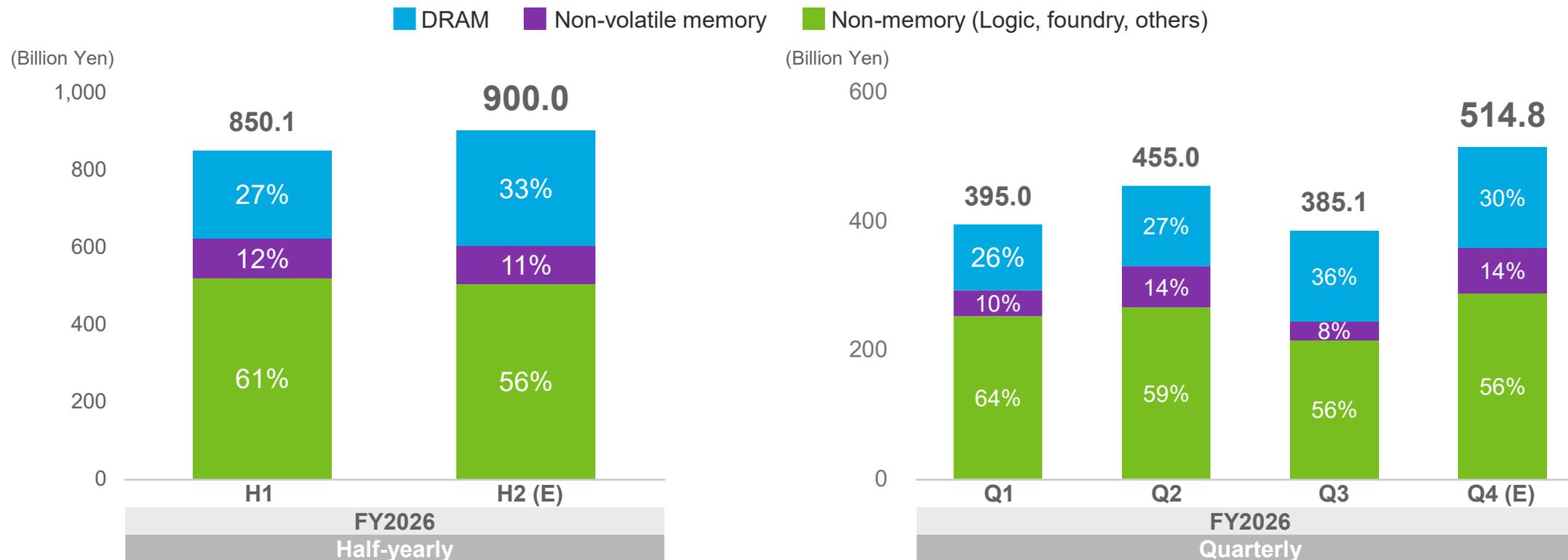
	FY2025 (Actual)	FY2026					Reference: FY2026 Estimate as of October 31	
		H1 (Actual)	H2 (Updated)	Full Year (Updated)	vs FY2025	Adjustments*	H2	Full Year
Net sales	2,431.5	1,179.6	1,230.3	2,410.0	-0.9%	30.0	1,200.3	2,380.0
Gross profit	1,146.2	538.8	553.1	1,092.0	-4.7%	13.0	540.1	1,079.0
Gross profit margin	47.1%	45.7%	45.0%	45.3%	-1.8pts	-	45.0%	45.3%
SG&A expenses	448.9	235.7	263.2	499.0	+11.1%	6.0	257.2	493.0
R&D	250.0	134.8	155.1	290.0	+16.0%	-	155.1	290.0
Other than R&D	198.9	100.9	108.1	209.0	+5.1%	6.0	102.1	203.0
Operating income	697.3	303.1	289.8	593.0	-15.0%	7.0	282.8	586.0
Operating margin	28.7%	25.7%	23.6%	24.6%	-4.1pts	-	23.6%	24.6%
Income before income taxes	706.1	312.9	401.0	714.0	+1.1%	79.0	322.0	635.0
Net income attributable to owners of parent	544.1	241.6	308.3	550.0	+1.1%	62.0	246.3	488.0
Net income per share (Yen)	1,182.40	527.31	-	1,200.05	+17.65	135.28	-	1,064.77

* Changes from the figures announced on October 31, 2025

**Full-year outlook revised upward based strong business environment.
Reflected extraordinary income from additional sales of strategic shareholdings**

FY2026 SPE New Equipment Sales Forecast

Sales by Application



* Percentages on the graph show the composition ratio of new equipment sales. Field solutions sales are not included.

Updated SPE new equipment sales forecast for H2 FY2026 to 900.0 billion yen.
Q4 sales are expected to grow +30% QoQ

FY2026 R&D Expenses and Capex Plan

Miyagi Development Building No. 3
Etch system

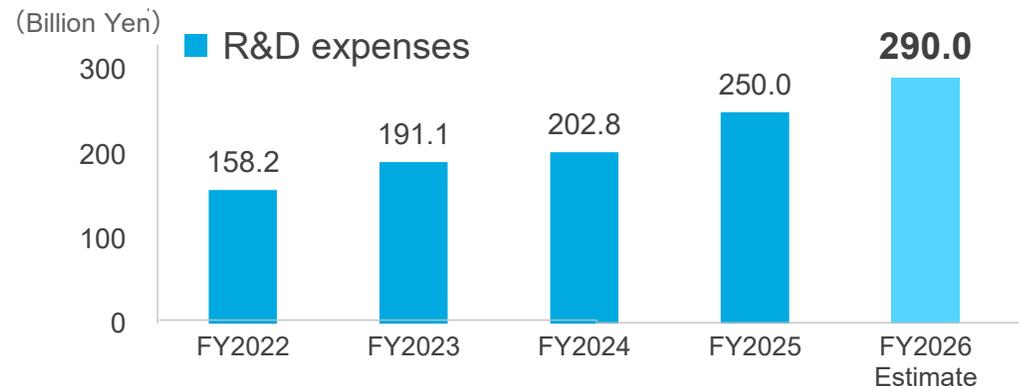


Kurokawa-gun, Miyagi Prefecture
Completed in April 2025

Kumamoto Process Development Building
Coater/developer, cleaning system



Koshi-city, Kumamoto Prefecture
Completed in October 2025



Tohoku Production and Logistics Center
Deposition system

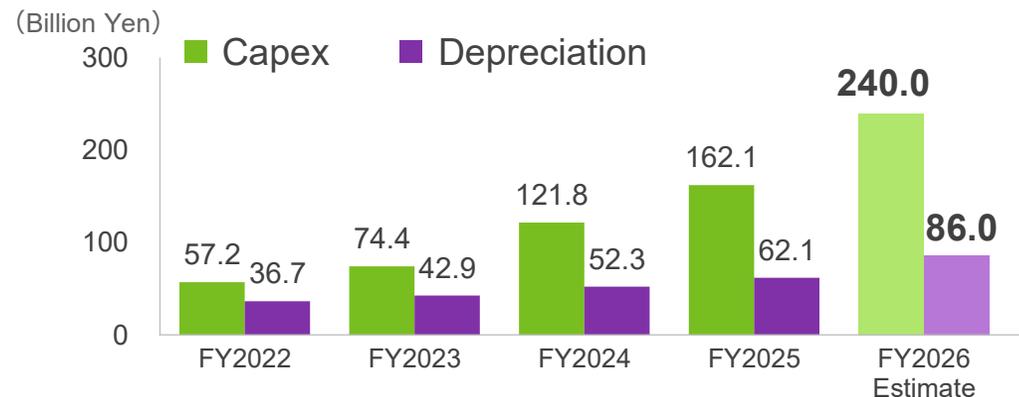


Oshu-city, Iwate Prefecture
Completed in November 2025

Miyagi Innovative Production Center
Etch system

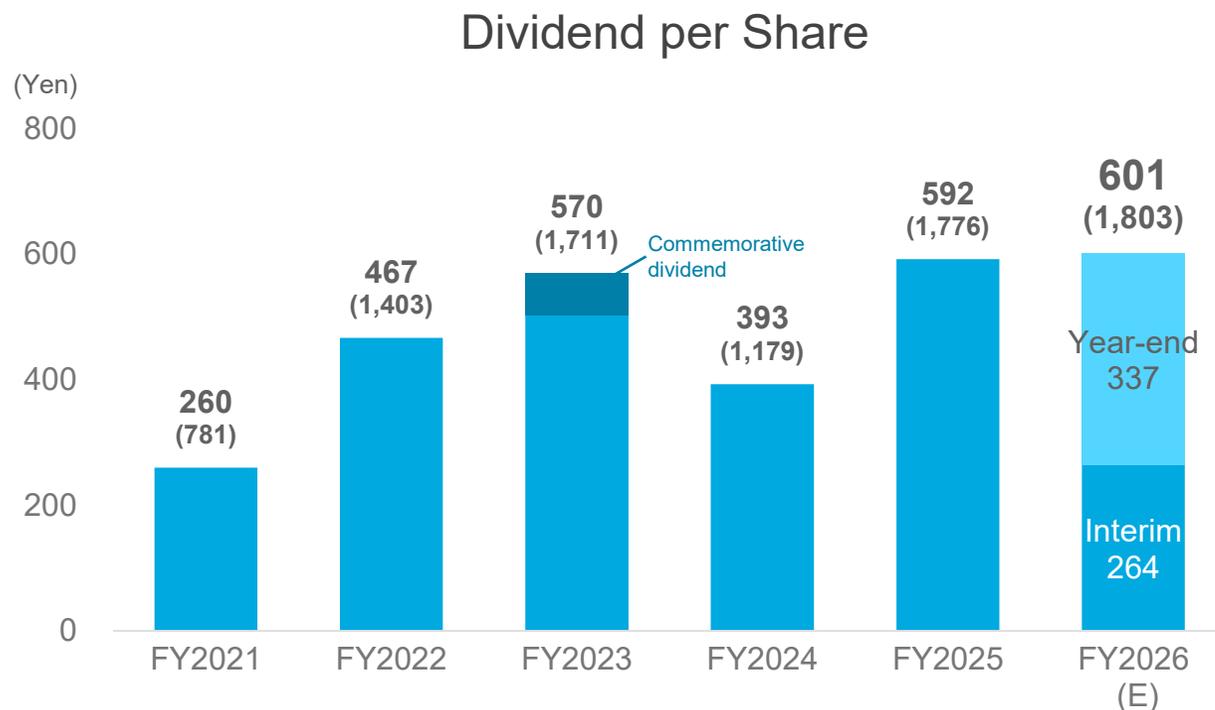


Kurokawa-gun, Miyagi Prefecture
Completion scheduled for summer 2027



Established capabilities to support technology innovation and rapid expansion of demand. Leveraging this solid foundation, we will reap the future gains to maximize our corporate value.

FY2026 Dividend Forecast



TEL shareholder return policy

Dividend payout ratio: 50%

Annual DPS of not less than 50 yen*

We will review our dividend policy if the company does not generate net income for two consecutive fiscal years

We will flexibly consider share buybacks

*Due to the stock split on April 1, 2023, the amount has been changed from 150 yen to 50 yen.

- Dividends per share from FY2021 to FY2023 are calculated on the assumption that the stock split was conducted at the beginning of FY2021.
- FY2023 includes the 60th anniversary commemorative dividends.
- Amounts before the stock split are shown in parentheses.

Full-year dividend estimates are revised upward to be record-high 601 yen per share

Acquisition of Treasury Stock

Plan to implement share repurchase of up to 150B yen

- Type of shares to be acquired: Shares of common stock
- Total number of shares to be acquired: Up to 7.5 million shares
(Equivalent to 1.6% of outstanding shares excluding treasury stock)
- Total cost of acquisition: Up to 150 billion yen
- Period of acquisition: From February 9, 2026 to March 31, 2026

TEL will continue to manage our balance sheet appropriately, considering our ability to generate cash, necessary cash on hand and growth investment capital

Total Return Amount

(Billion yen)

500

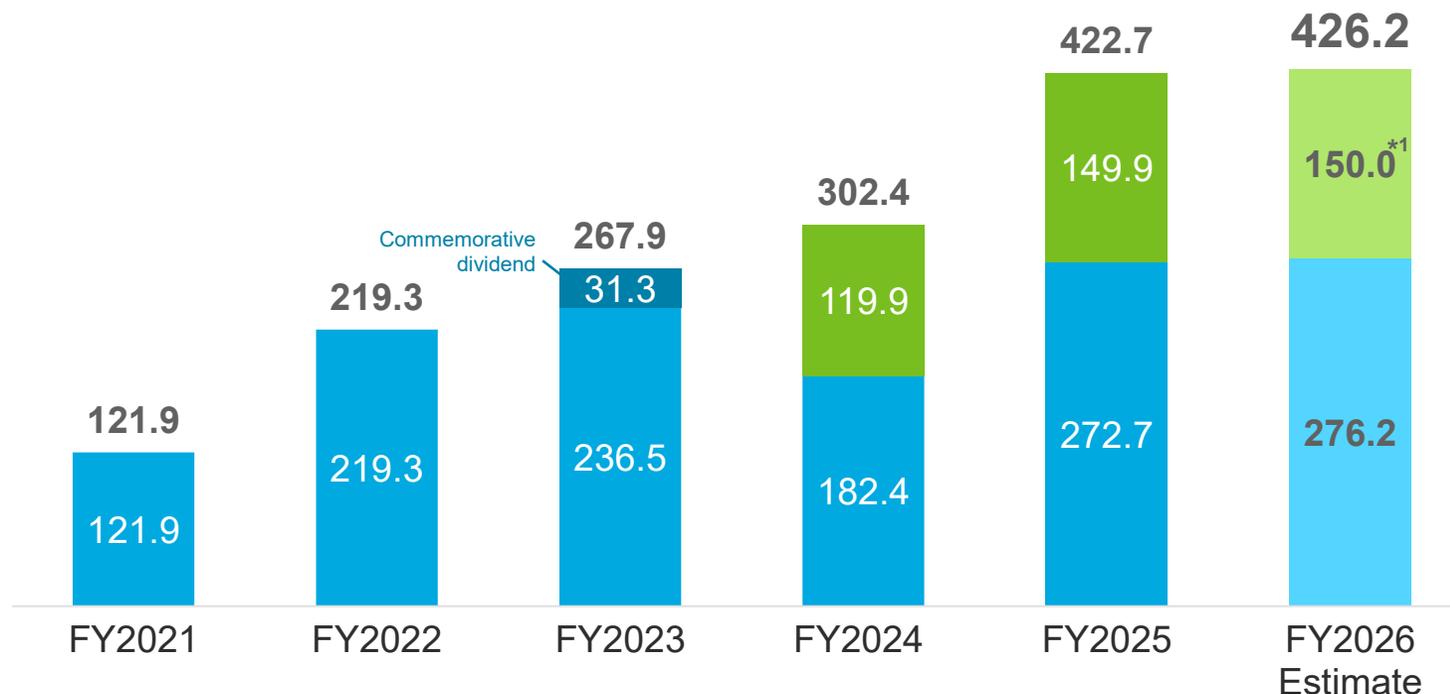
400

300

200

100

0



- Share Repurchase (Planned)
- Share Repurchase (Completed)
- Dividend

*1 https://www.tel.com/news/ir/2026/i85lab00000000nn-att/02062026_002_e.pdf

Combined with share buyback, total return amount is expected to be record high

5. Sustainability

Sustainability Initiatives

The 14 material issues (key issues) that require prioritized attention and actions are identified to implement sustainability initiatives through our business operation and contribute to the resolution of industrial and social issues.



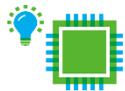
Respect for Human Rights



Climate Change and Net Zero



Product Energy Efficiency



Best Products with Innovative Technology



Best Technical Service with High Added Value



Customer Satisfaction and Trust



Supplier Relationship



Employee Engagement



Safety First Operation



Quality Management



Compliance



Ethical Behavior



Information Security



Enterprise Risk Management



Risk Management System and Implementation

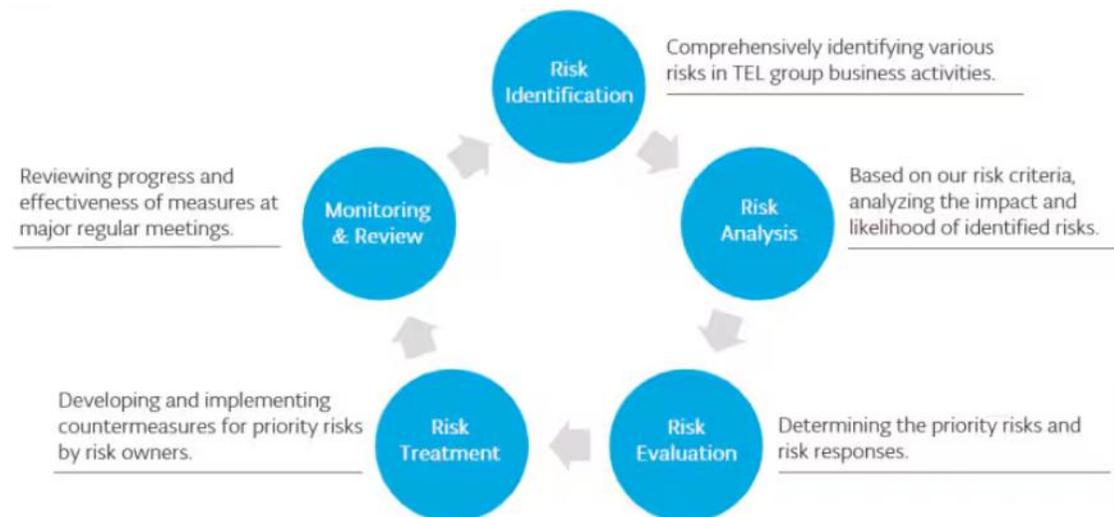
System

- Established the Corporate Project & Risk Management Office (CPRO) in the Corporate Strategy Division at the head office to promote more effective risk management in the Group as a whole, while actively working toward advancing enterprise risk management*¹
- The Group's risk management activities are regularly reported to the Board of Directors, which oversees various initiatives implemented by each risk owner
- To raise awareness of risk management and provide basic knowledge, we regularly conduct web-based training on risk management for our Group employees and training programs for managers.

Implementation of the PDCA cycle

To address major risks*² in our business activities, we have implemented the following PDCA cycle throughout the entire Group.

By reviewing and revising the major risks, we push risk management initiatives forward for each identified risk even further.



*¹ Enterprise risk management: Group-wide systems and processes related to risk management activities

*² Major risks: For details on identifying risk items and each risk item, please refer to the "Risk Management" section of our website <https://www.tel.com/sustainability/management-foundation/risk-management/index.html>

Environmental Approaches



Scope 1, 2 & 3 Achieve Net Zero by Fiscal 2041

Scope 1, 2 : CO2 emissions from energy use such as electricity in business activities

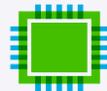
Scope 3 : CO2 emissions from the use and disposal of sold equipment, material purchases and logistics, etc.

E-COMPASS

Environmental Co-Creation by Material, Process and Subcomponent Solutions

Semiconductors

Pursuing higher device performance and lower power consumption



Products

Achieving both high process performance and environmental performance of the equipment



Business activities

Reduction of CO₂ emissions in all business activities

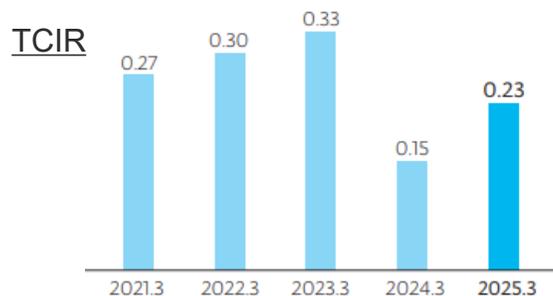


Promoting technological innovation of semiconductors and reducing environmental impact throughout the supply chain

Safety & Quality

Safety

Under the “Safety First” slogan, everyone at Tokyo Electron, from top management to field representative, is actively and continuously improving safety and promoting health, giving safety and health the highest priority when carrying out different types of operations such as development, manufacturing, transportation, installation and maintenance.



Safety Goals
(by FY2027)
TCIR ≤ 0.1

TCIR: Total Case Incident Rate (Number of workplace injuries per 200,000 work hours)

Incident Prevention Initiatives

- Experiential training and VR (Virtual Reality)
- Comprehensive safety inspections
- Feedback on safety specifications
- Safety activities for suppliers



In fiscal 2025, through enhancement of safety training and continuous efforts toward safe design of equipment, we achieved a TCIR of 0.23, an industry-leading position in the semiconductor production equipment industry.

Quality

The Tokyo Electron Group seeks to provide the highest-quality products and services. This pursuit of quality begins at development and continues through all manufacturing, installation, maintenance, sales and support processes. Our employees must work to deliver quality products, quality services and innovative solutions that enable customer success.

Quality Policy

1 Quality Focus

2 Quality Design and Assurance

3 Quality and Trust

4 Continual Improvement

5 Stakeholder Communication

TEL Values as codes of conduct



Engagement



Career



Corporate growth is enabled by **people**, and our employees both create and fulfill company values

Retention



Work-life balance



Diversity, Equity and Inclusion



3Gs

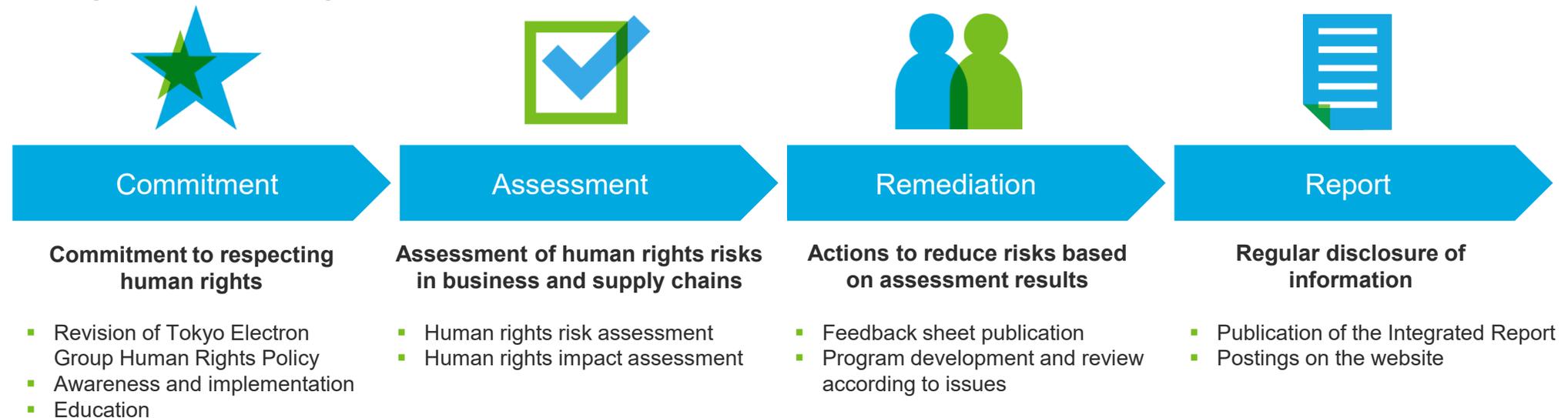
Global • Generation • Gender

Human Rights Initiatives

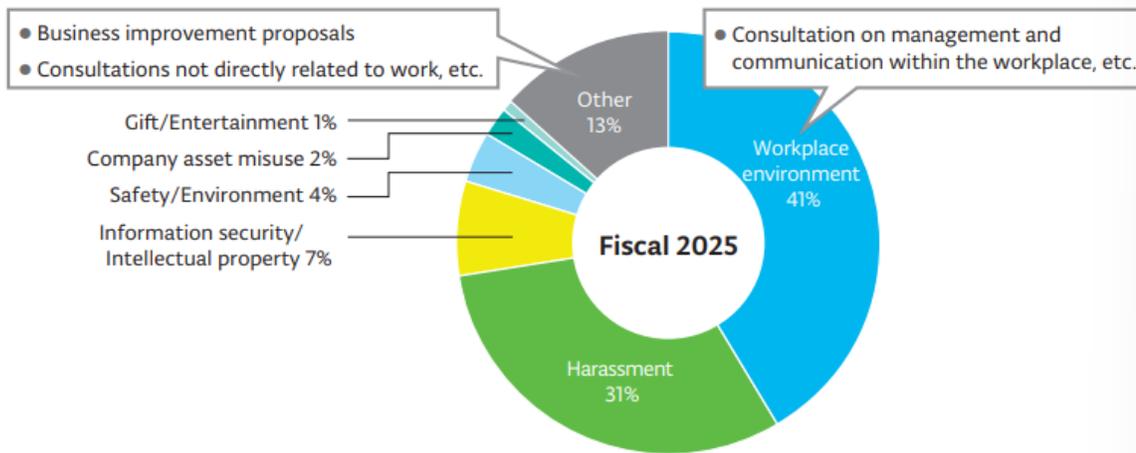
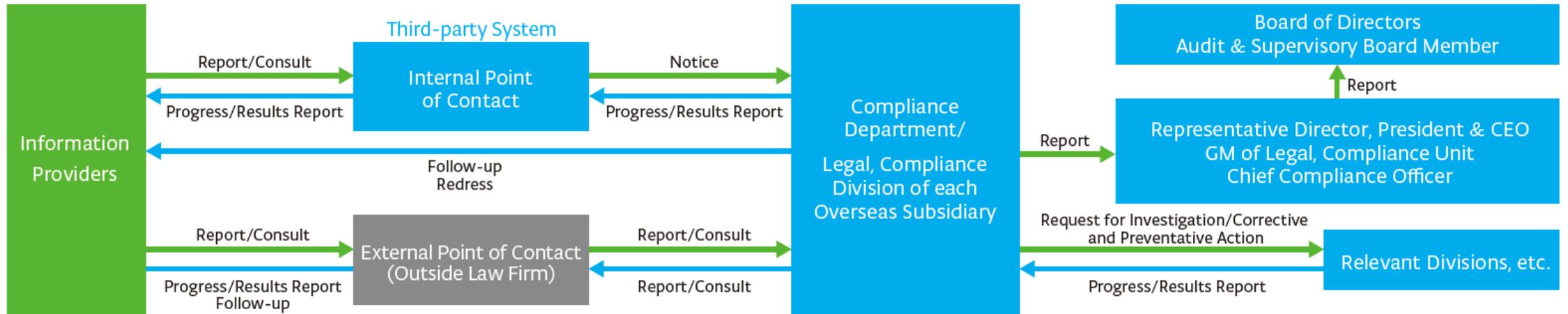
The five focus areas in human rights (Tokyo Electron Group Human Rights Policy)



Human Rights Due Diligence



Internal Reporting System

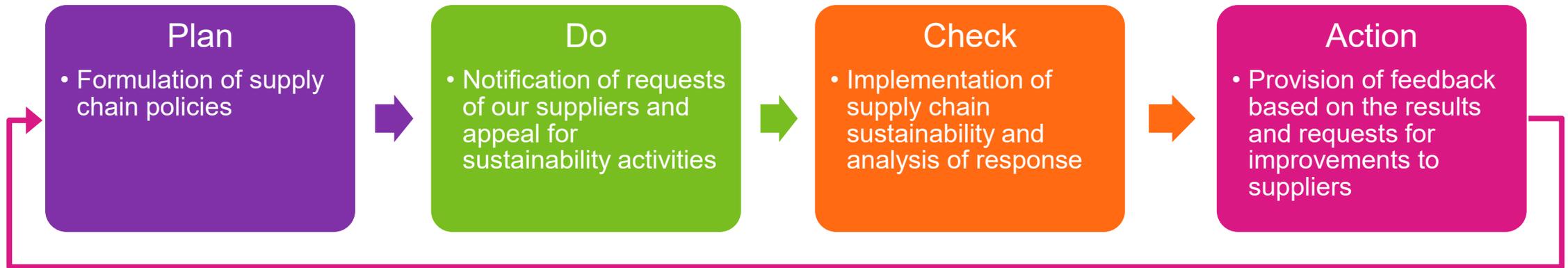


* Percentages may not add up to 100 because they have been rounded.

Respect for human rights with a strong sense of integrity

Supply Chain Management

Supply chain sustainability process

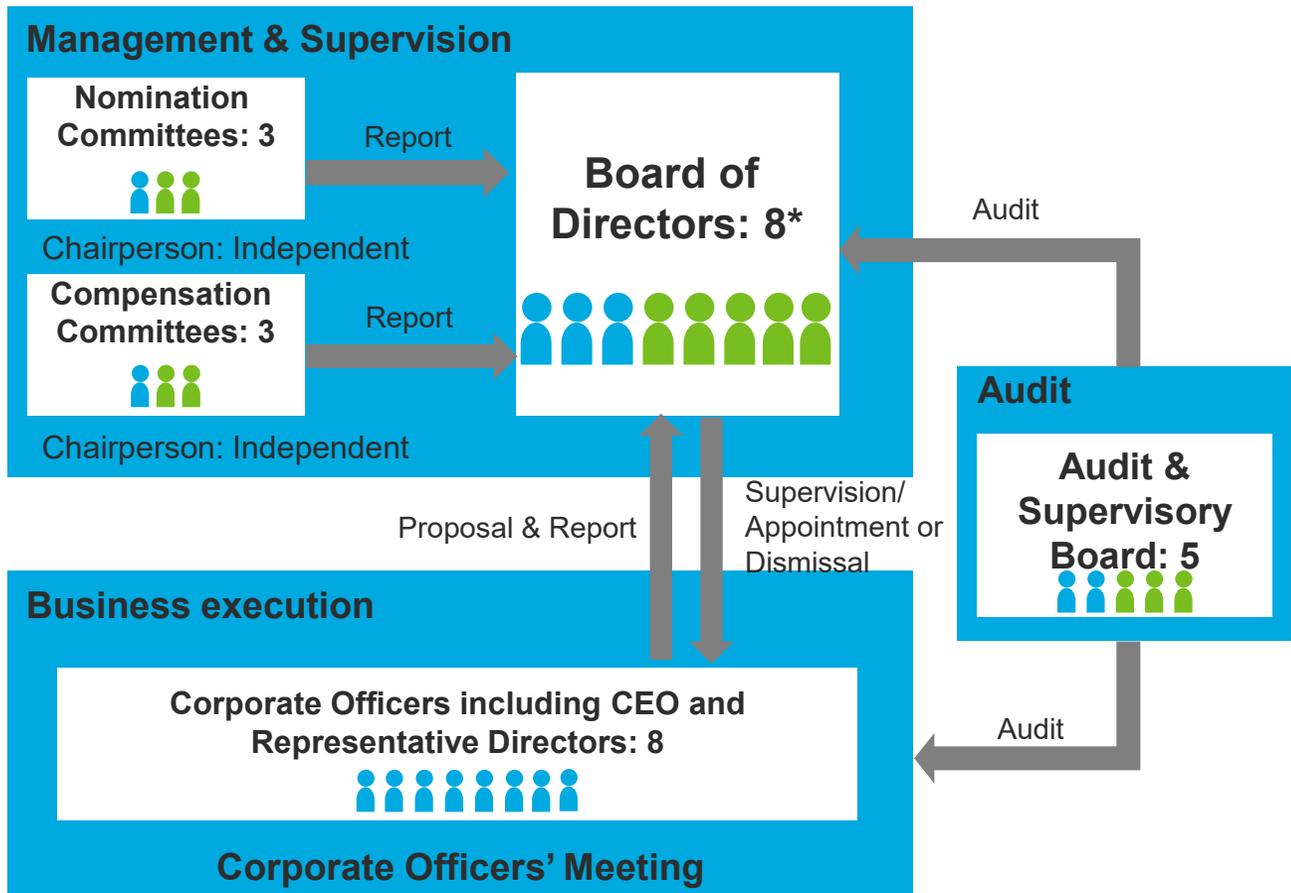


- Annual Sustainability Assessment
 - Assessment base on RBA code of conduct
 - Corrective Action Plans
- RBA Audit
 - At primary manufacturing sites
 - Continuous improvement in respective operations

Pursuit of sustainability conscious operations throughout the supply chain

Corporate Governance Framework (Audit & Supervisory Board System)

<Framework (Excerpt)>



Internal Independent

* 3 x Inside, including 1 x Non-executive



Evaluation of the Effectiveness of the Board of Directors



Internal and external experts analyze and evaluate the effectiveness of the Board of Directors

Global Initiatives

Sustainable Development Goals (SDGs)

Clarify initiatives through business by materiality and deploy company-wide



Tokyo Electron supports the SDGs

Participation in International Initiatives

Signed the UN Global Compact, joined the Responsible Business Alliance (RBA), endorsed the Task Force on Climate-related Financial Disclosures (TCFD)



External Evaluation on our ESG Initiatives

Highly rated by evaluation organizations around the world

Dow Jones Best-in-Class Asia Pacific Index



FTSE4Good

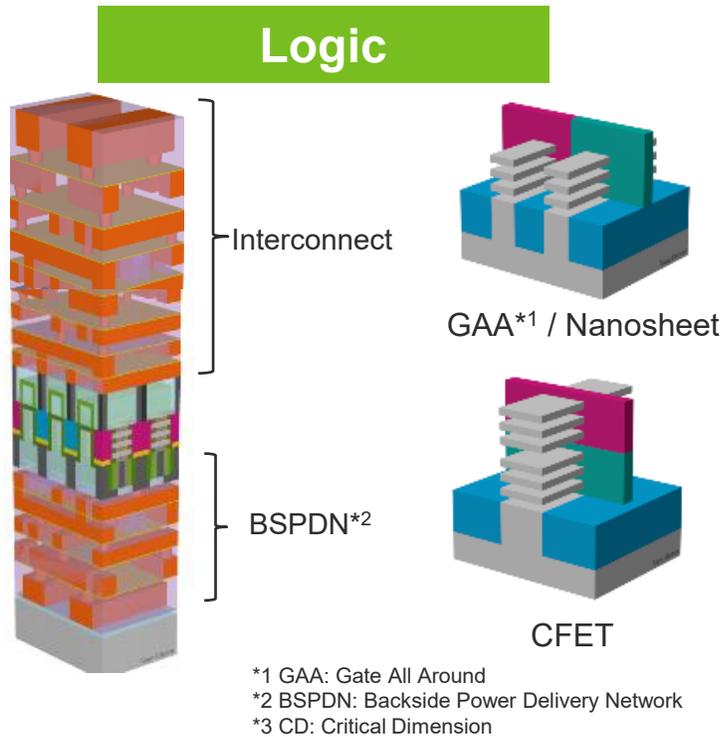


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6. Diversifying Semiconductor Technology

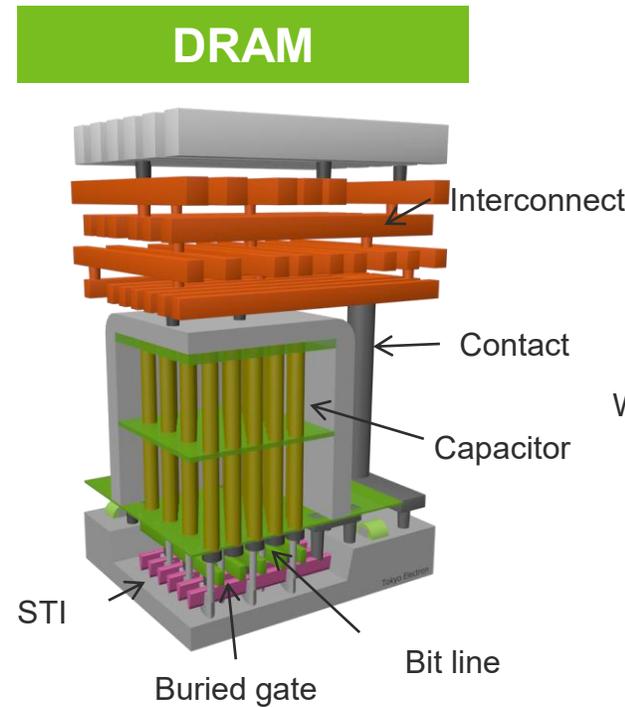
~ Technology Roadmap~

Semiconductor Devices: Direction of Development



Through miniaturization with structural changes

- Lowered cost per transistor
- Lower power consumption
- Higher speed

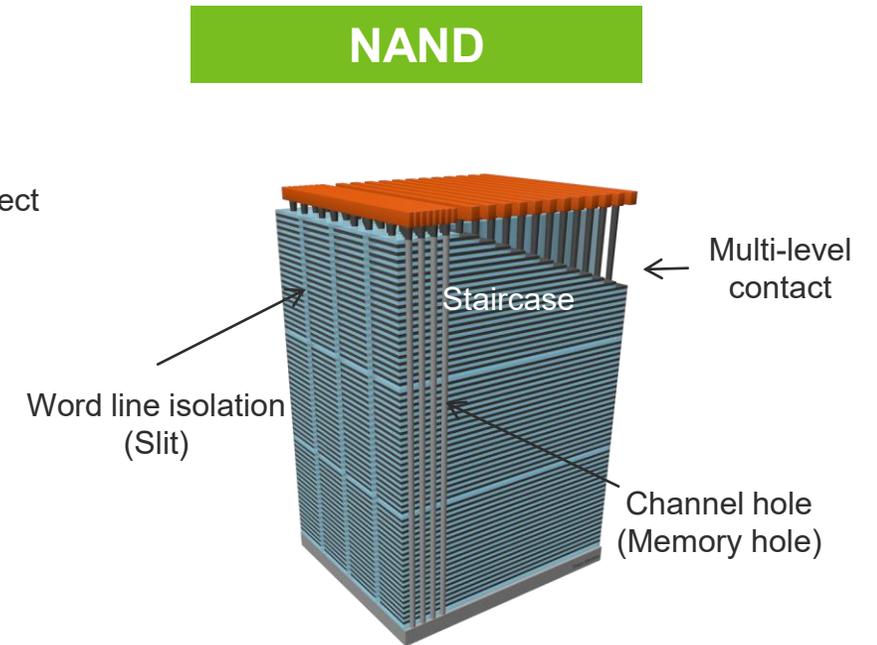


Through miniaturization

- Lower cost per bit
- Lower power consumption
- Higher speed

Through new structures

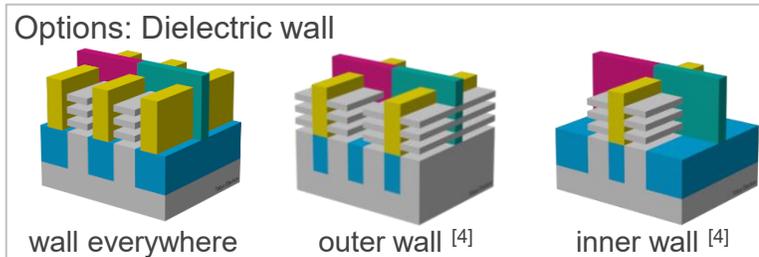
- Lower cost per bit



Through high stacking

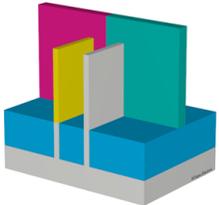
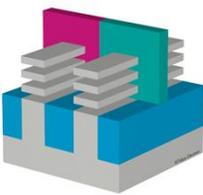
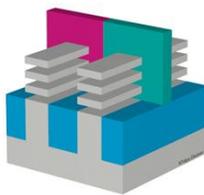
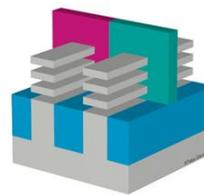
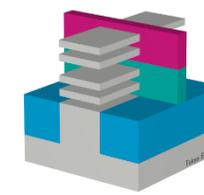
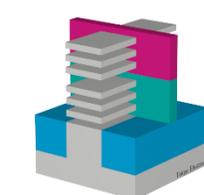
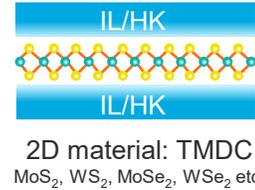
- Lower cost per bit

Logic Technology Roadmap (Generic)



[1] Chih-Hao Chang (TSMC) et al., IEDM 2022
 [2] Shien-Yang Wu (TSMC) et al., IEDM 2022
 [3] Sandy Liao (TSMC) et al., IEDM 2024
 [4] Mertens and Horiguchi (imec), EDTM 2024

Source: TEL estimates

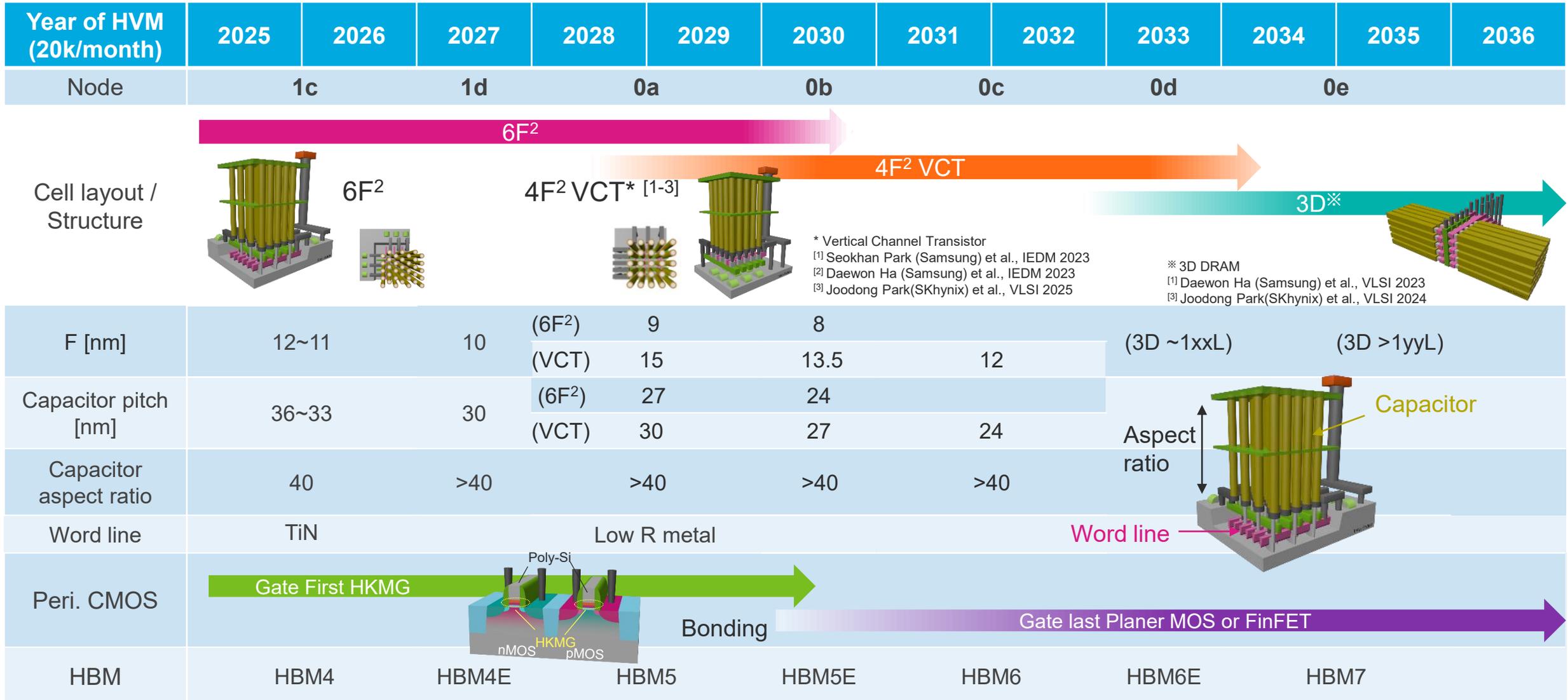
Year of HVM (20k/month)	2022~24	2025~2026	2027~28	2030~31	2033~34	2036~37	2039 and beyond	
Node	3nm	2nm/18A/16A	14A	10A	7A	5A	3A	2A
Transistor	2~1 Fin 	GAA NS 	GAA NS scaling 	GAA NS extension 	CFET 	2 nd Gen. CFET 	3 rd Gen. CFET 	2D material stack 
Poly Pitch [nm]	48~45 [1]		45~42		48 [3] ~42	45~39		36
Min. Metal Pitch [nm]	23 [2]		20	18	17	16	14	12
Interconnect booster	Cu Barrier/Seed CIP Backside PDN (HPC)			Cu CIP or Ru subtractive	Ru subtractive AR>3, Airgap	New alloy AR>5, Airgap, BEOL Transistor (OS*5, 2D material)		
EUV Patterning Technology	EUV MP*1, SE*2			EUV MP, SE High-NA SE		High-NA MP, SE EUV MP, SE		
Resist	CAR*3			CAR (+MOR*4)	CAR+MOR			

*1 MP: Multi-Patterning, *2 SE: Single-Exposure, *3 CAR: Chemically Amplified Resist, *4 MOR: Metal Oxide Resist, *5 OS: Oxide Semiconductor

Logic scaling will continue by changing transistor structure and material evolution

DRAM Technology Roadmap (Generic)

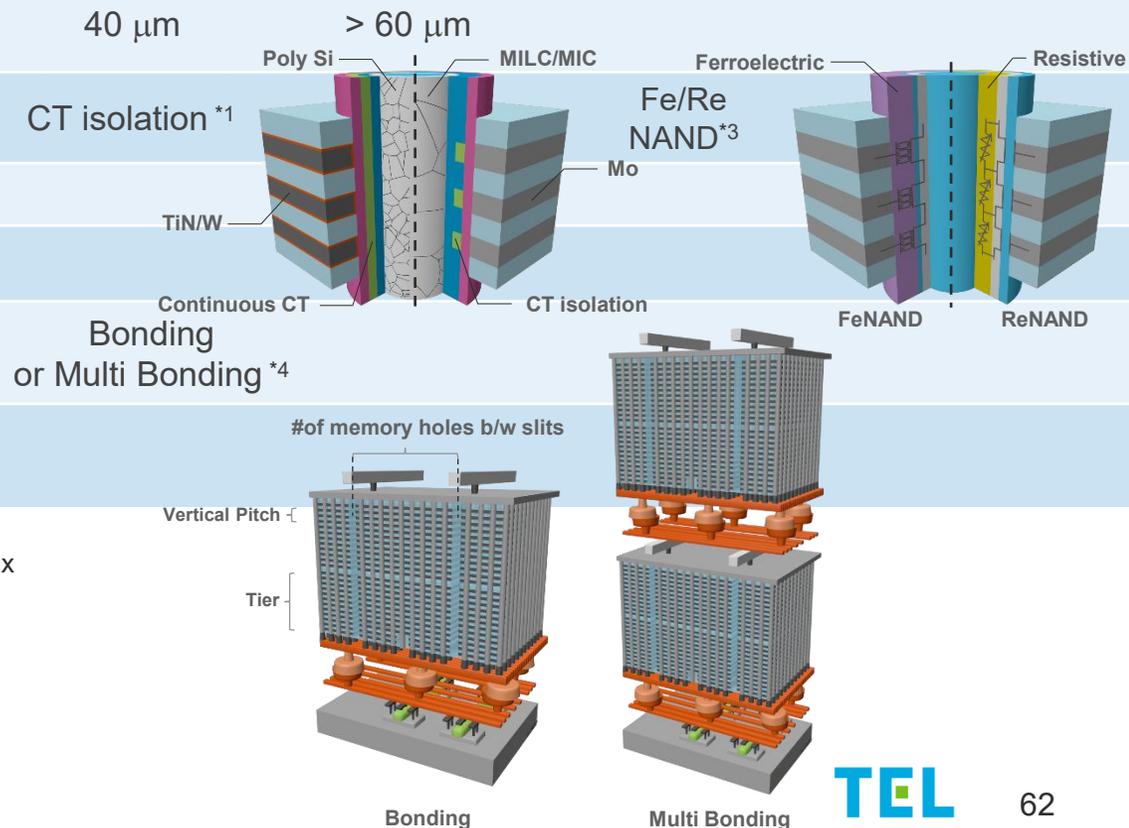
Source: TEL estimates



NAND Technology Roadmap (Generic)

Source: TEL estimates

Year of HVM (20k/month)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Stack (~1.3x/1.5years)	3xxL	4xxL	5xxL	6xxL	8xxL	*1xxxL	*1yyyL	*1zzzL				
Tier	2 or 3	3	3 or 4	3 or 4	4 - 6							
Min vertical pitch	40 nm	39 nm	38 nm	37 nm	36 nm					~ 30 nm		
Max memory height	14 μm	19 μm	25 μm		40 μm							
Charge trap (CT)	Continuous CT											
Channel	Poly Si grain CIP				MILC ^{*2} /MIC ^{*3}							
WL metal	W or Mo				Mo							
Layout/Structure	Under array or Bonding	Bonding										
Peri. CMOS	Poly Si Gate				HKMG							



* Trend Extrapolation

¹ 2021 IRPS Memory's journey towards the future information and communications technology (ICT) world - SK hynix

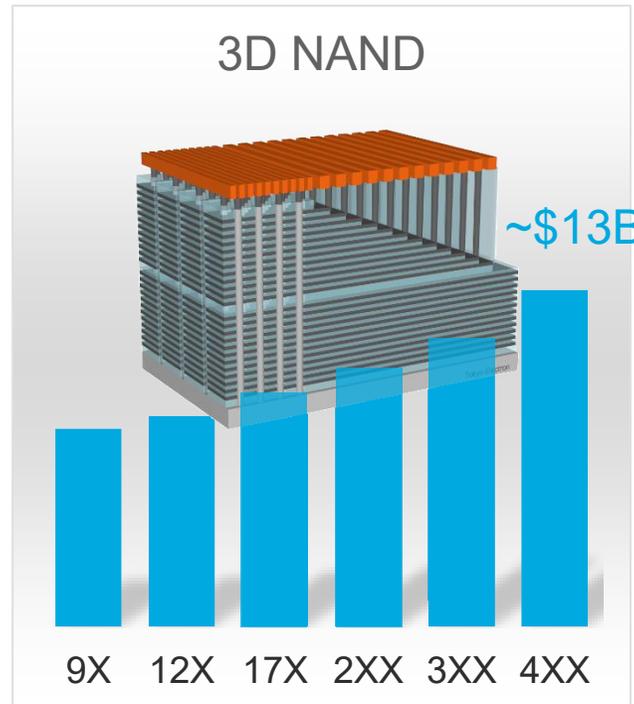
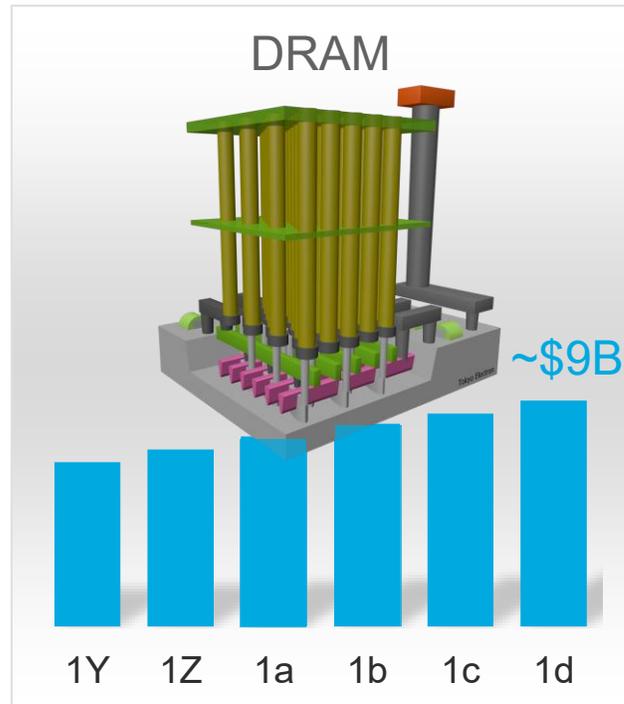
² Metal induced lateral crystallization

³ Metal induced crystallization

⁴ 2023 IEDM Fundamental Issues in VNAND Integration Toward More Than 1K Layers - Samsung

Raising Added-value in SPE

WFE investment (100k WSPM*, Greenfield/TEL estimates)

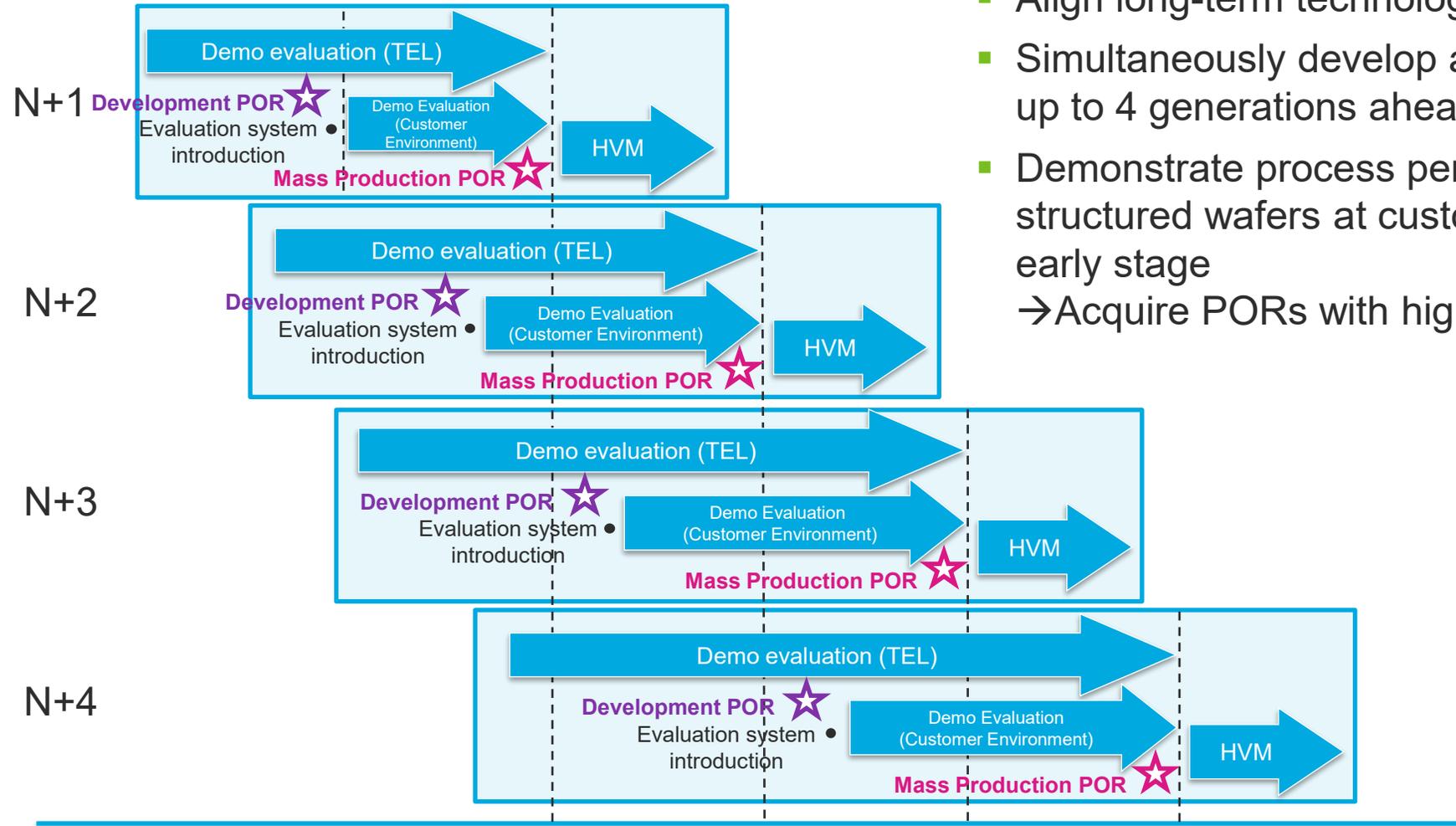


Expanding business opportunities for SPE manufacturers on arrival of new applications and rising level of technological difficulty

7. SPE New Equipment Initiatives

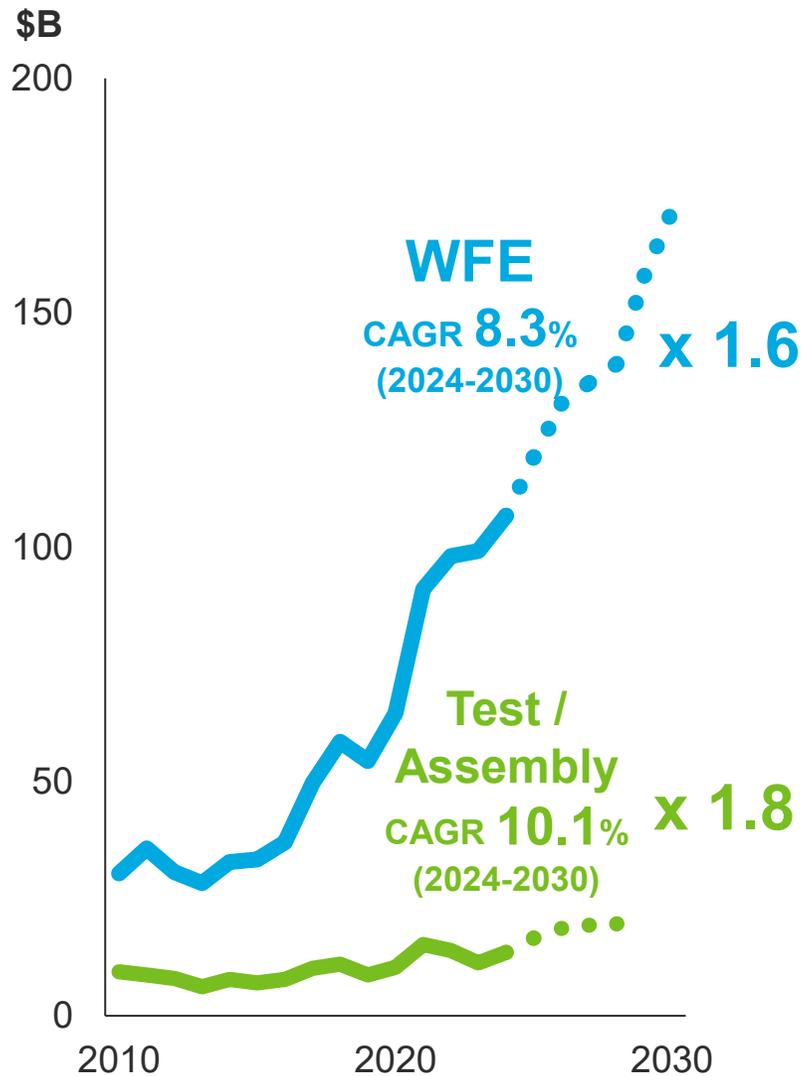
Development Efforts

Simultaneous 4-Generation Developments



- Align long-term technology roadmap with customers
- Simultaneously develop and evaluate technologies up to 4 generations ahead
- Demonstrate process performance on customer structured wafers at customer's environments at early stage
→ Acquire PORs with high value-added products

Our Growth Opportunities in the Frontend Market



- CAGR driven by AI-related devices to continue to drive high growth of WFE's CAGR
- Leveraging TEL's strengths to address high-growth market areas:
 - Leading-edge logic: The etch market is expected to grow by 2.7 times, the deposition market by 2.5 times*
 - DRAM: The etch market is expected to grow by 2.3 times, exceeding the CAGR of WFE*
- By introducing new products focused on the key technological inflection points, we aim to further expand our areas of entry

* TEL Estimates

Source : TechInsights (December 2025)

Growth opportunities at Technological Inflection Points in Frontend Process

- Logic: GAA^{*1}, BSPDN^{*2}, CFET
 - Adaption of High-NA lithography, combined with multi-patterning and MOR technologies, presents opportunities for new technology Acrevia™
 - Adoption of multi-patterning to increase demand for deposition, etch, and cleaning processes.
 - GAA and CFET transistors to drive an increase in gas chemical etch processes
 - New materials like ruthenium and structural innovations such as air gaps to generate fresh opportunities
- DRAM: HBM, VCT^{*3}, 3D DRAM
 - Adoption of multi-patterning driving increased demands in deposition and etch
 - Capacitor formation remains essential, driving ongoing demand for advanced etch and deposition
 - 3D DRAM leading to increased processes in deposition, etch and gas chemical etch
- NAND: Beyond 4xx
 - Increased layer counts leading to higher investments in deposition and etching processes
 - High aspect ratio etch to become increasingly important
 - New materials such as molybdenum, and low-resistance channel silicon to be utilized

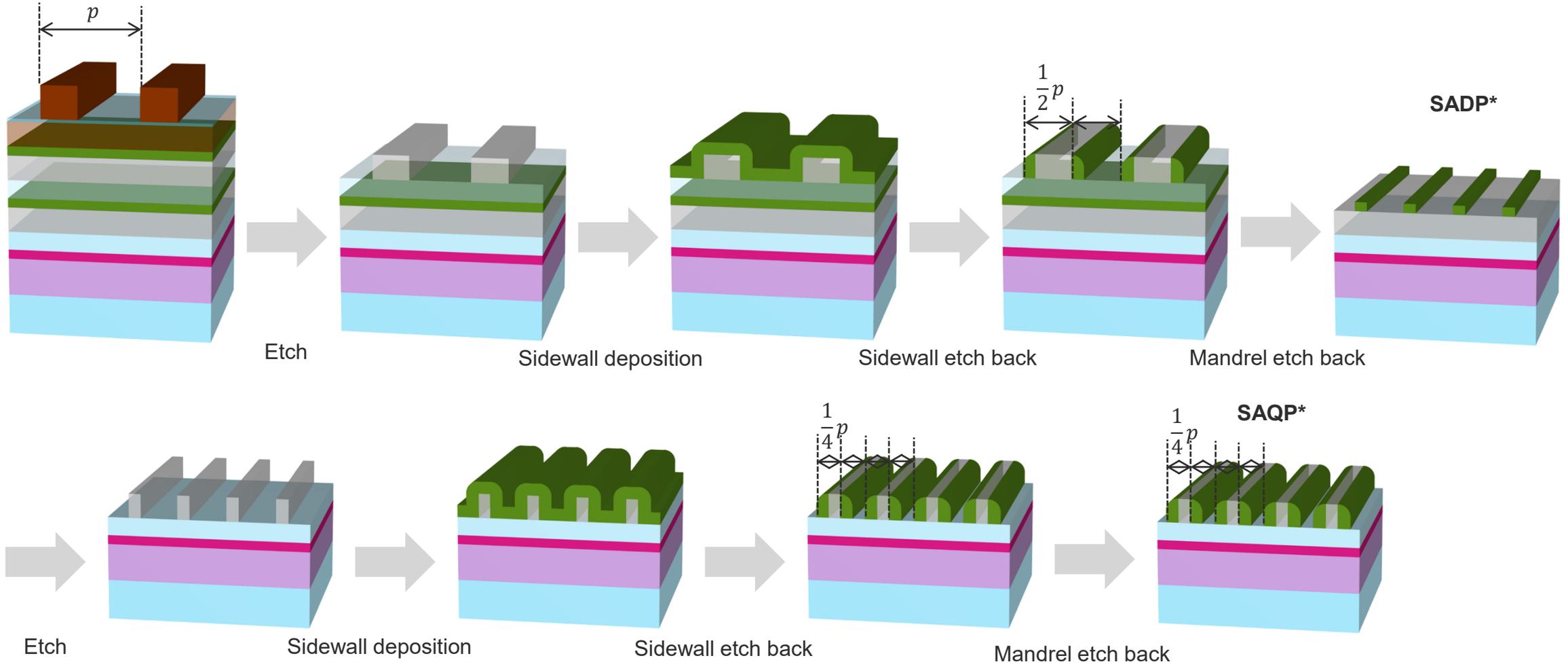
*1 GAA: Gate All Around

*2 Backside PDN: Backside Power Delivery Network

*3 VCT: Vertical Channel Transistor

7-1. Frontend, Patterning Technologies

Self-aligned Multiple Patterning to Supplement Lithography

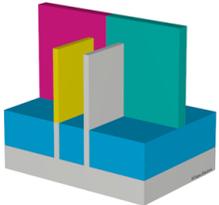
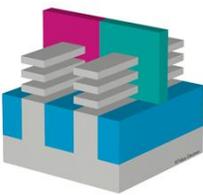
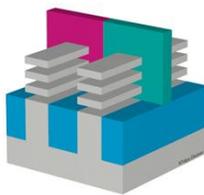
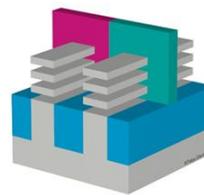
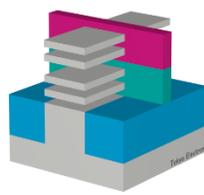
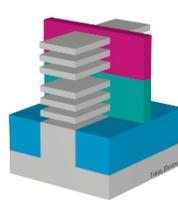
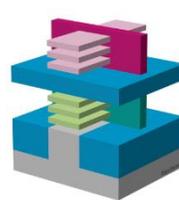
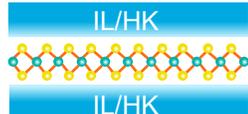


SADP: Self-aligned double patterning
 SAQP: Self-aligned quadruple patterning

EUV Lithography Technology Roadmap in Logic

[1] Chih-Hao Chang (TSMC) et al., IEDM 2022
 [2] Shien-Yang Wu (TSMC) et al., IEDM 2022
 [3] Sandy Liao (TSMC) et al., IEDM 2024
 [4] Mertens and Horiguchi (imec), EDTM 2024

Source: TEL estimates

Year of HVM (20k/month)	2022~24	2025~2026	2027~28	2030~31	2033~34	2036~37	2039 and beyond	
Node	3nm	2nm/18A/16A	14A	10A	7A	5A	3A	2A
Transistor	2~1 Fin 	GAA NS 	GAA NS scaling 	GAA NS extension 	CFET 	2nd Gen. CFET 	3rd Gen. CFET 	2D material stack  IL/HK IL/HK 2D material: TMDC MoS ₂ , WS ₂ , MoSe ₂ , WSe ₂ , etc.
Poly Pitch [nm]	48~45 [1]		45~42		48 [3] ~42	45~39		36
Min. Metal Pitch [nm]	23 [2]		20	18	17	16	14	12
EUV Patterning Technology	EUV MP*1, SE*2			EUV MP, SE High-NA SE		High-NA MP, SE EUV MP, SE		
Resist	CAR*3			CAR (+MOR*4)		CAR+MOR		

*1 MP: Multi-Patterning, *2 SE: Single-Exposure, *3 CAR: Chemically Amplified Resist, *4 MOR: Metal Oxide Resist

Enhancing versatility of coater/developer to respond to future EUV lithography technologies including MOR and high-NA EUV

Coater/Developer: CLEAN TRACK™ LITHIUS Pro™ Z for EUV

LITHIUS Pro™ Z released in 2012
(> 3000 systems shipped)

New features to support EUV CAR*1/MOR*2
to be released as on an ongoing basis

High Reliability
High share in EUV market

High Productivity
Maximizes output of EUV lithography tools,
and reduces chemical consumption

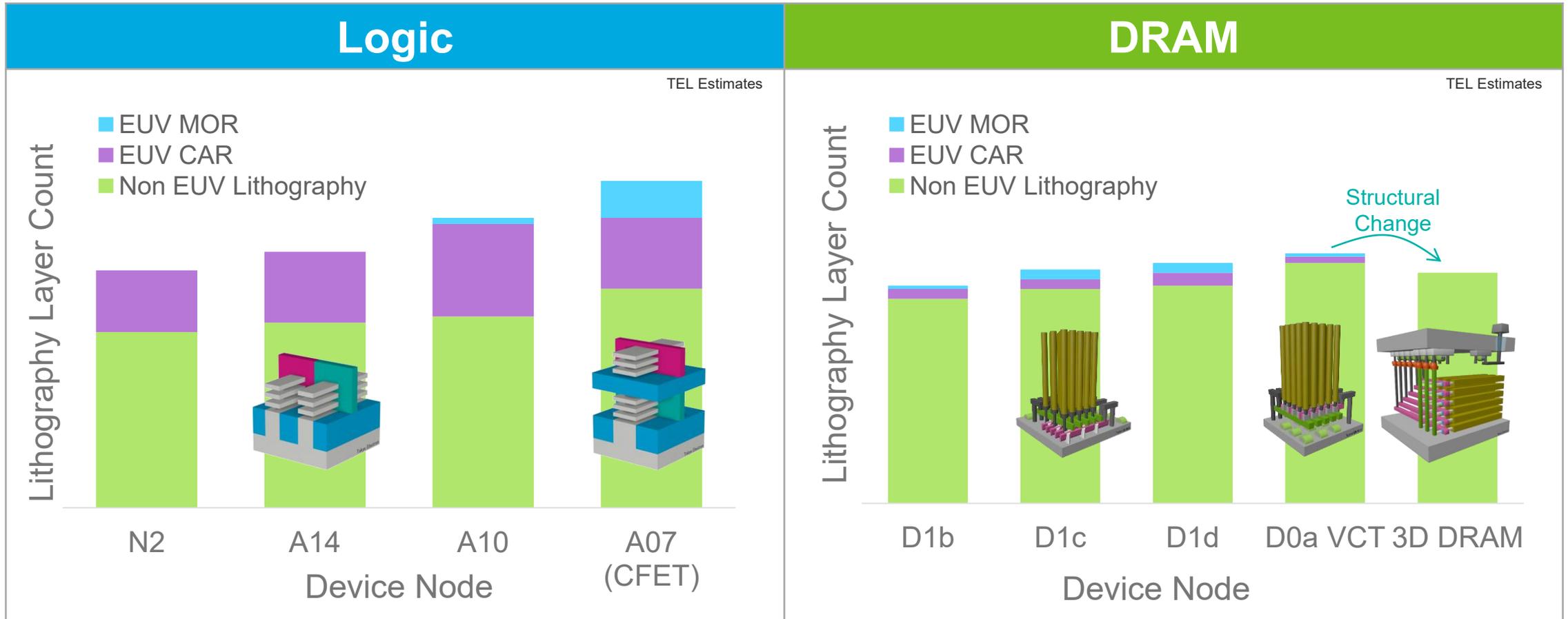
High Versatility
Supports CAR, MOR and underlayers



*1 CAR: Chemically Amplified Resist
*2 MOR: Metal Oxide Resist

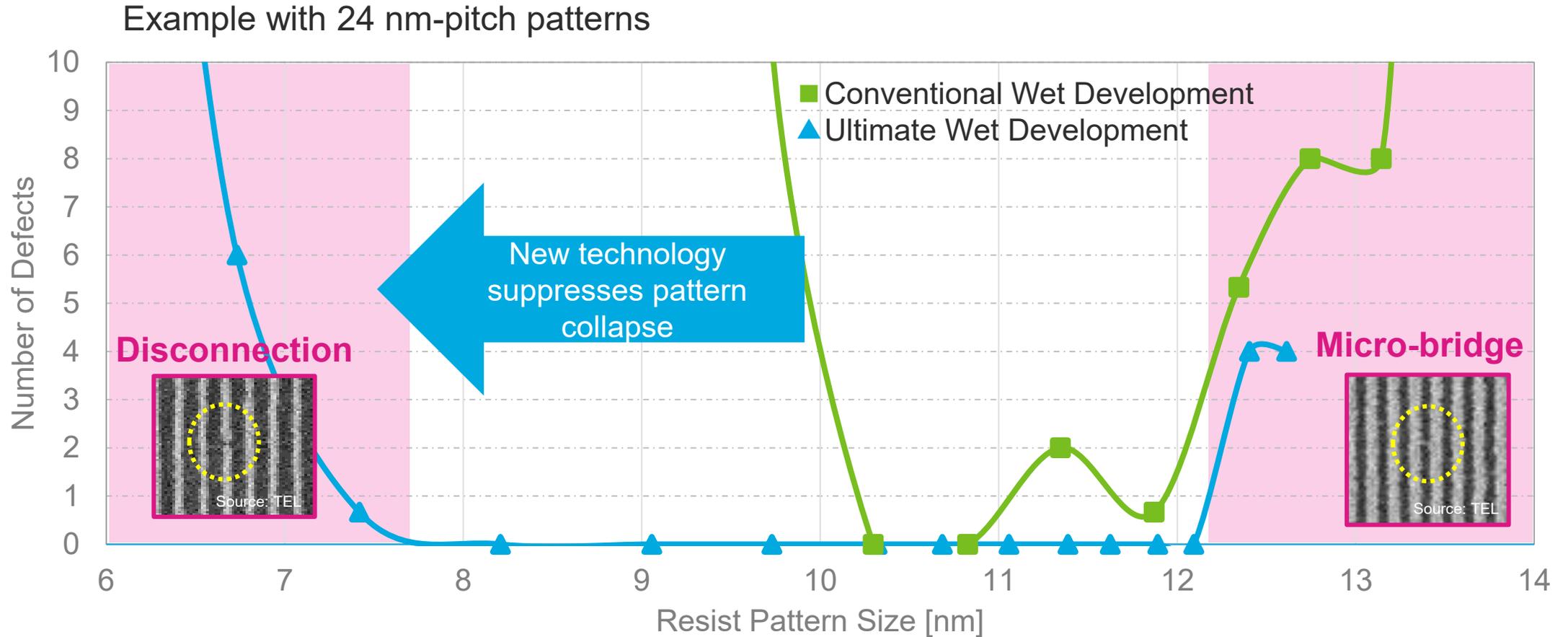
LITHIUS Pro™ Z platform with its proven mass production for various litho tools, ensures high reliability and productivity for EUV litho, along with high versatility for next-generation EUV

Outlook on Lithography Layer Count



MOR expected for Logic 10A/ DRAM D1b, development ongoing for MOR

Example of MOR Process: The Ultimate Wet Development



The Ultimate Development technology enables the suppression of pattern collapse

Example of MOR Solution: The Ultimate Wet Development

*1 Based on internal information and development targets

*2 Based on results of developing 24 nm-pitch lines

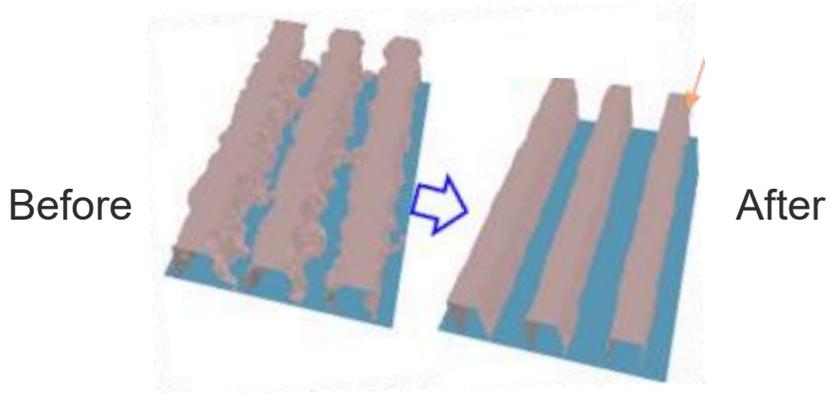
	Ultimate Wet Development Technology	Conventional Wet Technology	Alternative Technology
Base Technology	Coater/Developer	Coater/Developer	Etch
Process Ambient	Atmospheric	Atmospheric	Vacuum
Reaction	Chemicals	Chemicals	Corrosive Gas
Throughput* ¹	4x	4x	1x
Chemical Consumption* ¹	50% (vs. conventional)	100 %	N/A (uses gas) exhaust processed in combustion abatement post process
Anti-Pattern Collapse* ¹ Performance	< 8 nm* ²	> 10 nm* ²	< 8 nm* ¹
Footprint* ¹	In-Line	In-line	Additional Footprint

Evaluation of Ultimate Wet Development ongoing with key customers, with emphasis on productivity (throughput, footprint, maintainability, utilize existing facilities)

Acrevia™

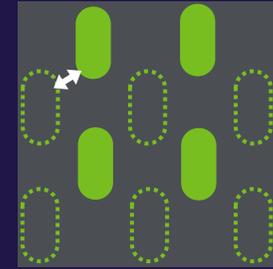
TEL's Original Gas Cluster Beam (GCB) System

- Beam Angle is freely Adjustable
- LSP (Location Specific Processing) Wafer Scan
→ Enable 3 Dimetional Etching
- ✓ Drastically Improve EUV productivity by EUV step reduction with fine patterning
- ✓ Realize yield by removing defect between pattern and improving LER/LWR*



* LER/LWR: Line Edge Roughness / Line Width Roughness

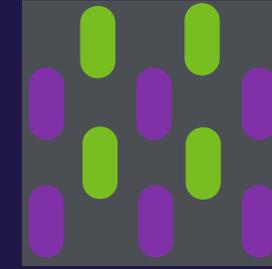
Too Narrow



1st EUV



Etch



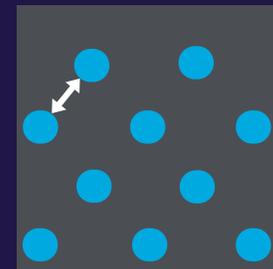
2nd EUV



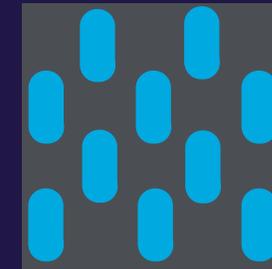
Etch



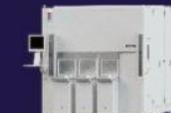
Wide



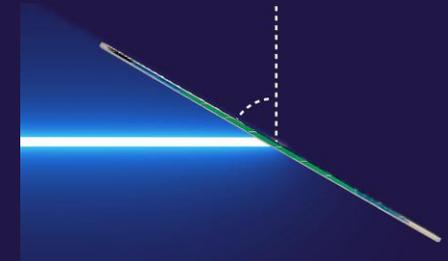
1st EUV



Acrevia™



Etch

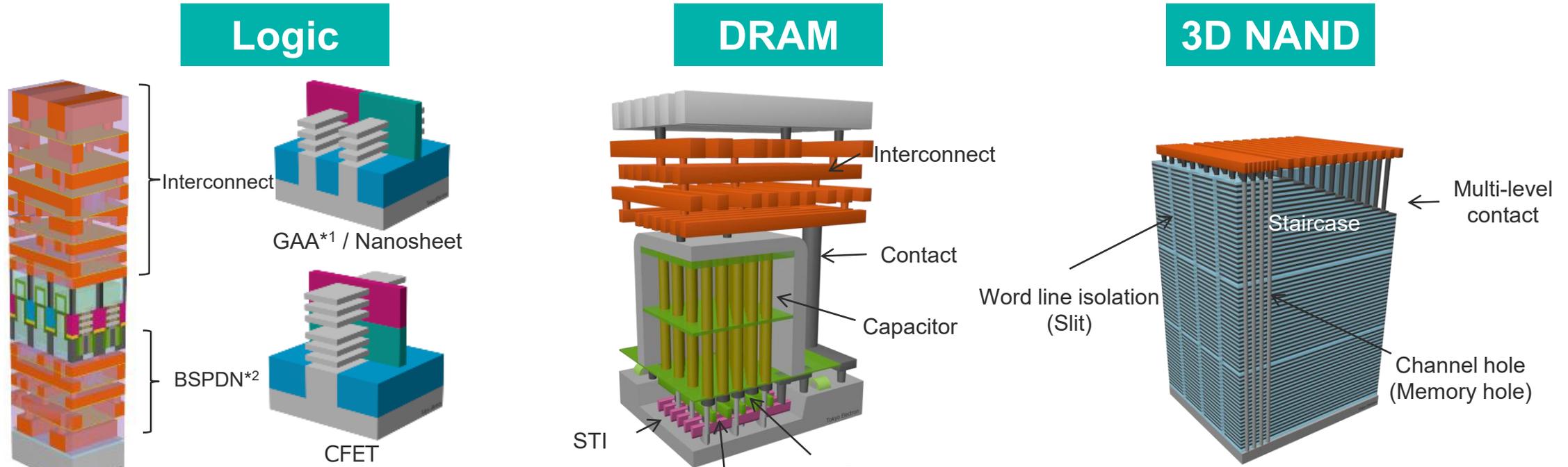


Productivity
2x

7-2. Frontend, Unit Process

7-2-1. Etch System

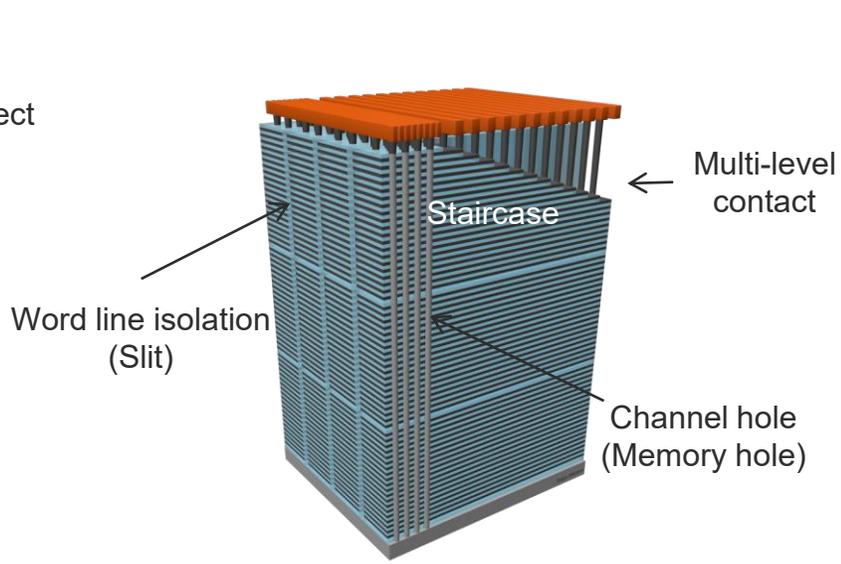
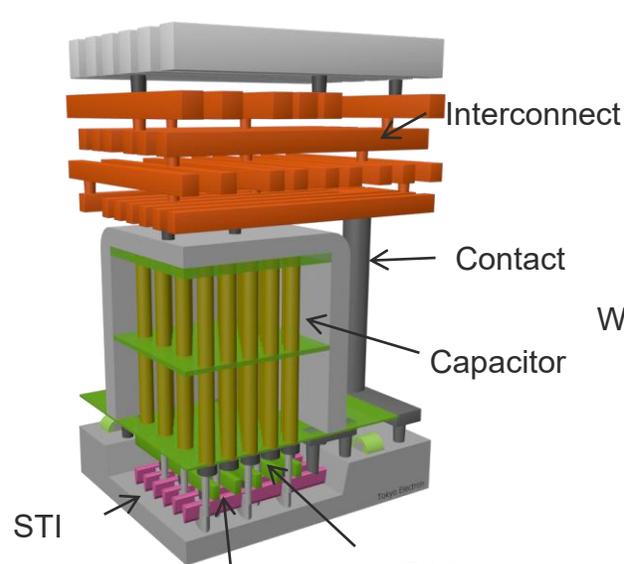
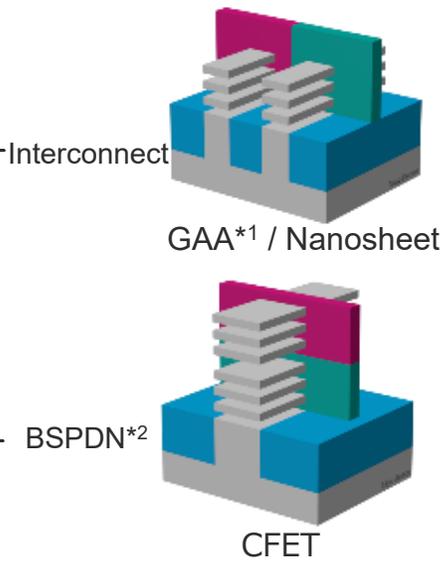
Requirements and Various Etch Technologies



Logic

DRAM

3D NAND



*1 GAA: Gate All Around
 *2 BSPDN: Backside Power Delivery Network
 *3 CD: Critical Dimension

Device trend

Scaling/new structure

Scaling/new structure

Stacking

Technology Required

High selectivity through precise ion control
 Low-damage process
 Profile control (vertical, etc.)

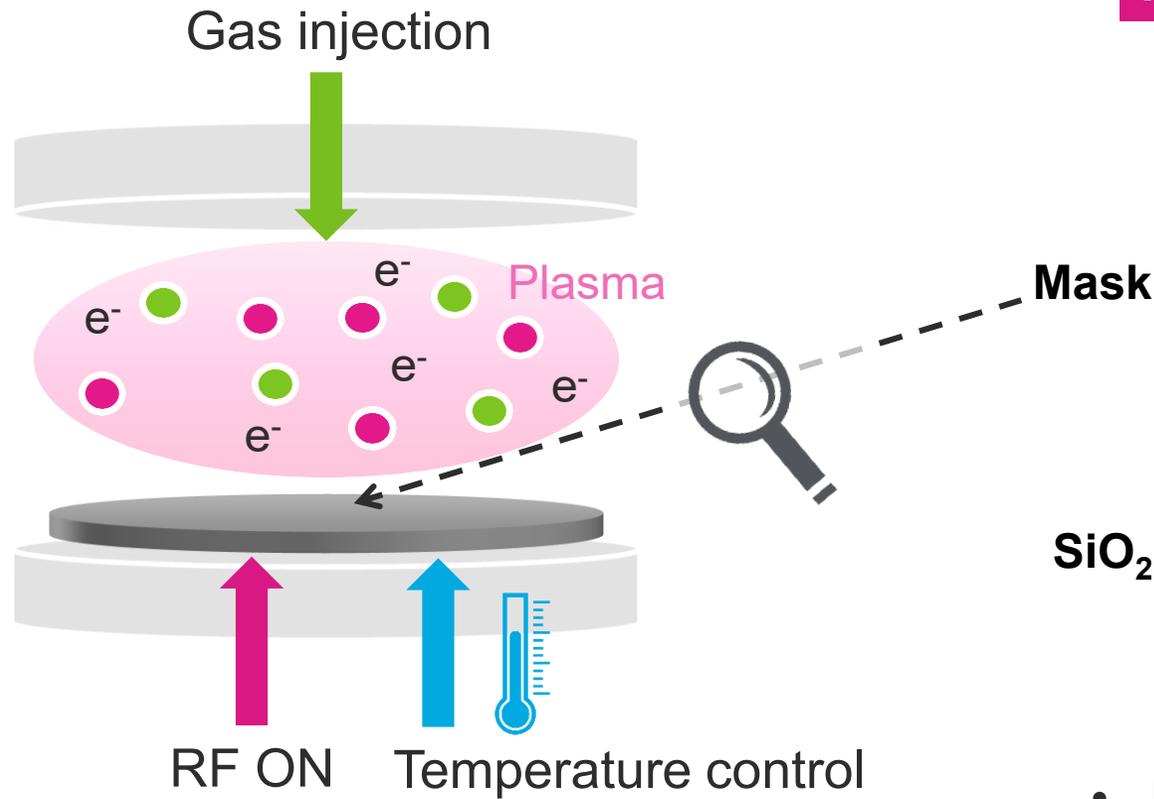
Small CD^{*3}, high aspect ratio capacitor etch
 Scaled mask etch (EUV, multi patterning)
 HBM (increase in interconnect, etc.)

Fast and vertical high aspect ratio etch
 Depth monitoring and process control
 Within wafer uniformity control

Etch technology with precise controllability is required for further evolution of devices

Overview of Etching and Key Parameters

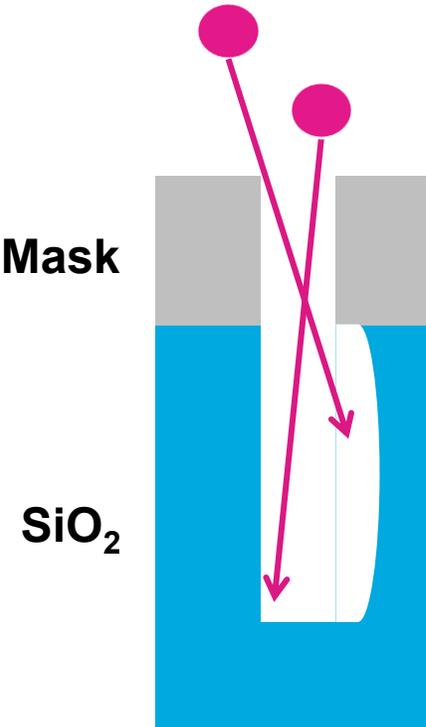
e^- electron ● ion ● radical



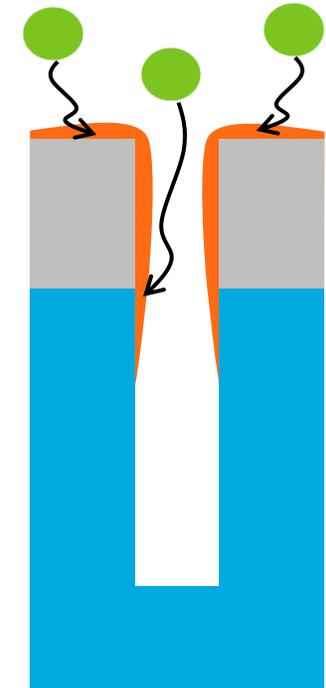
Key Parameters for Etch Controllability

Ion transportation

Radical transportation



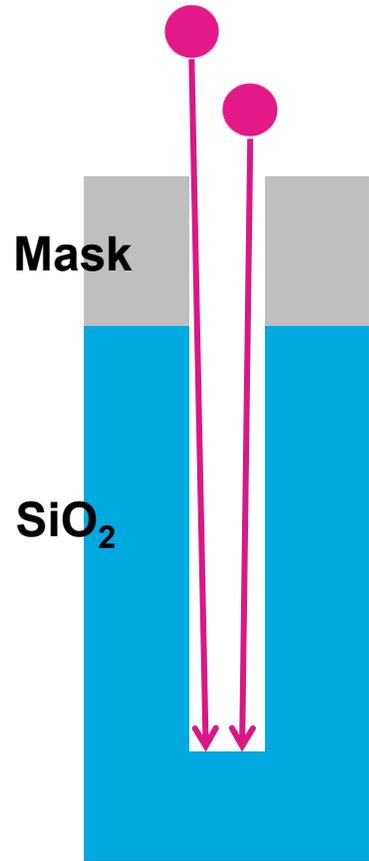
- Ion energy
- Ion incident angle



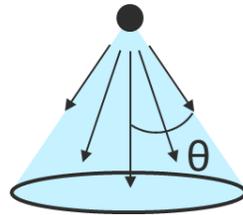
- Gas species
- Wafer temperature

Our Unique Technology 1: HERB™

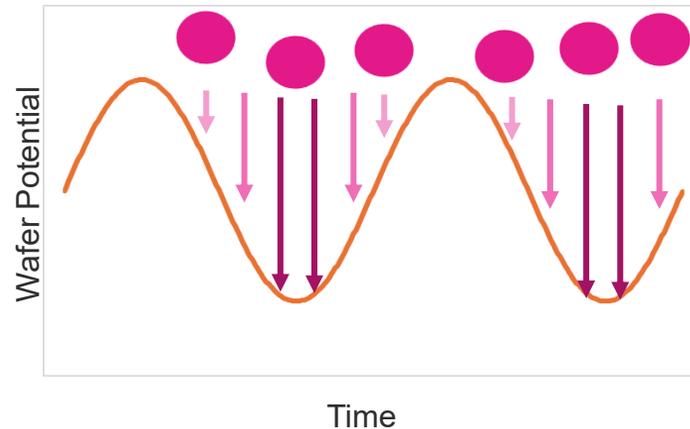
Ion transportation



Conventional Technology (Sine wave)

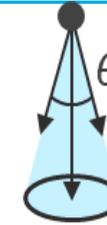


The force attracting ions varies
→ incident angle varies

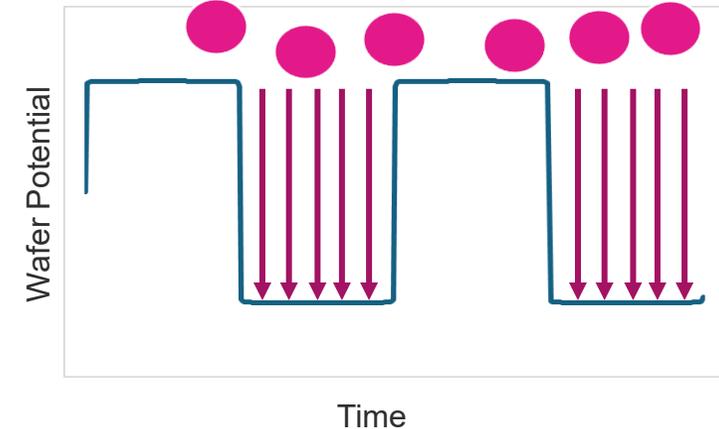


(HERB™: High Efficiency Rectangular Bias™)

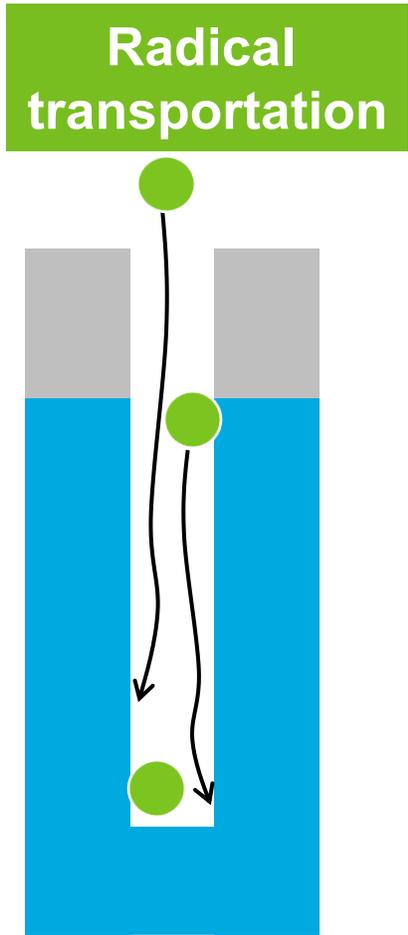
Novel Technology (HERB™)



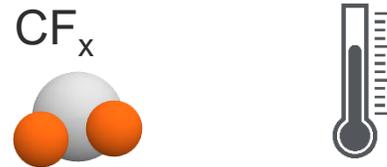
Force attracting ions are strong and consistent
→ incidence angle becomes perpendicular



Our Unique Technology 2: PHastIE™

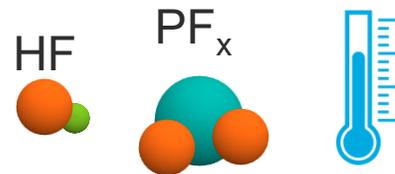


Conventional Technology (CF_x + room temp.)



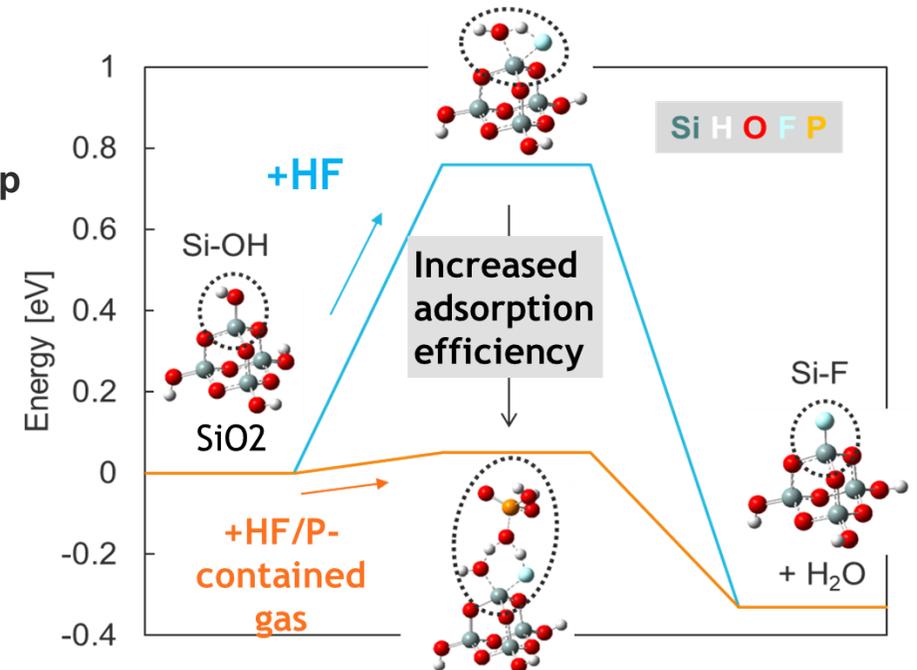
CF_x tends to polymerize/adsorb easily
Hinders transportation when accumulated at top

Novel Technology (PHastIE™)



Resolved the issue with novel gas
Achieved high etch rate in combination with low temp.

(PHastIE™: Phosphorus + Hydrogen based “Fast” Ion Etch™)



Novel Cryogenic HARC Etch



Beyond



10 μ m

2.5x

Faster

Process

Cryogenic temp.

More Linear,
Deeper & Faster

Plasma Control

Deep-learning Optimization

Environment

Power Consumption

Less Power

-43%

CO₂e

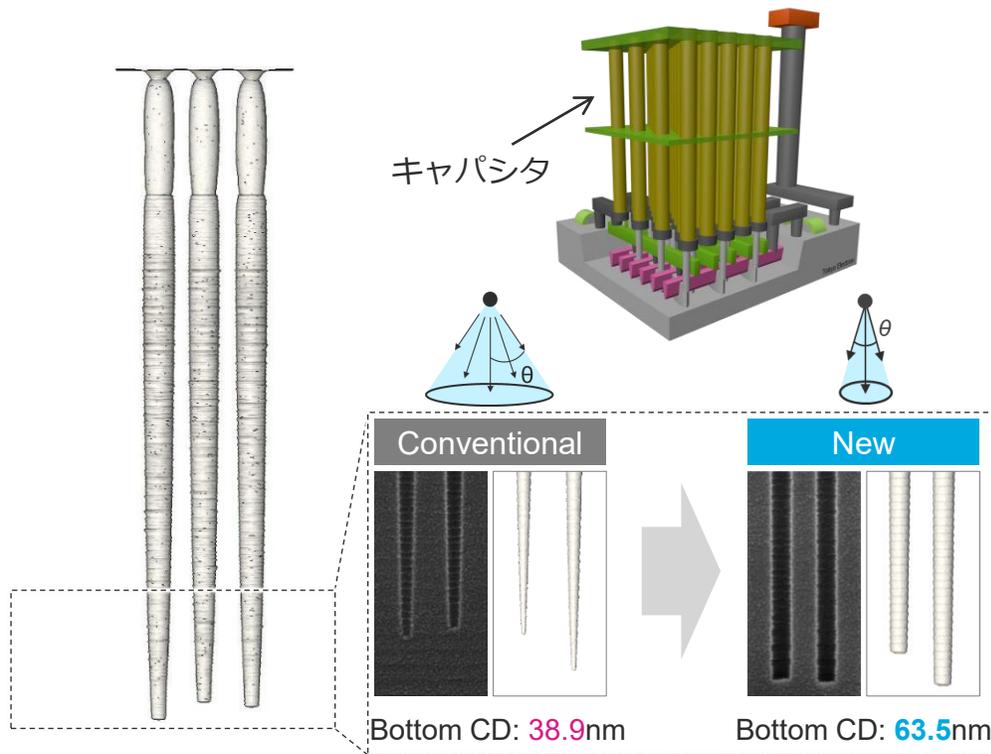
Less Carbon Footprint

-83%

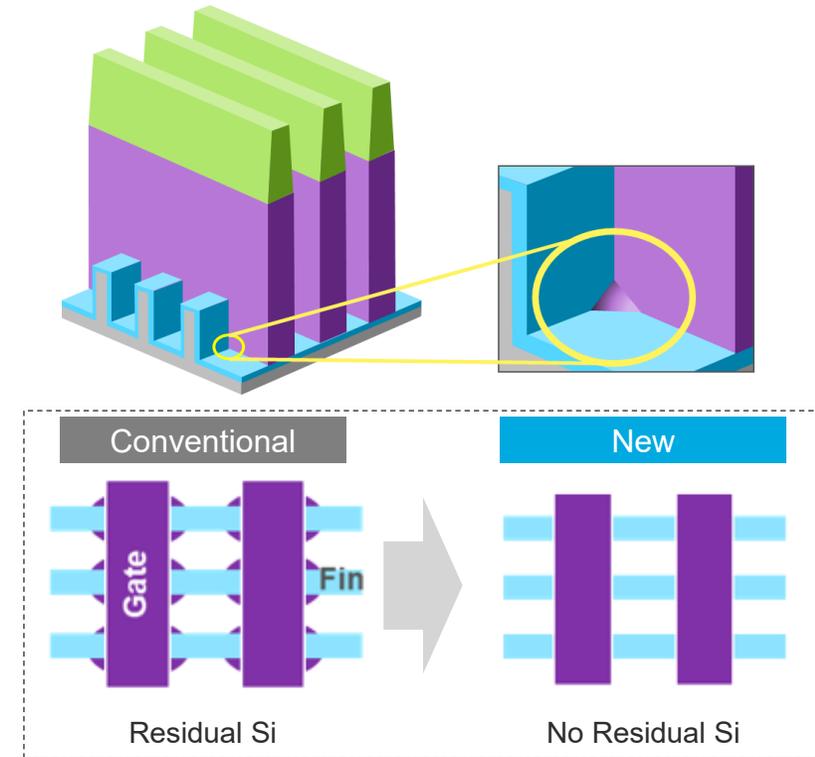
Presented world's first new cryogenic process in 2023 (@VLSI 2023),
achieving both high process and environmental performance

Future of New Etch Technologies

DRAM: Capacitor SiO₂ Etch

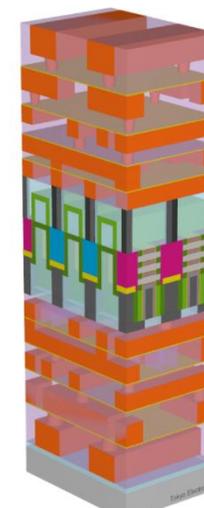
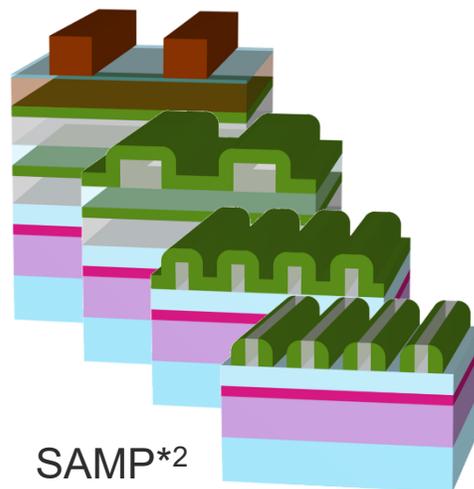
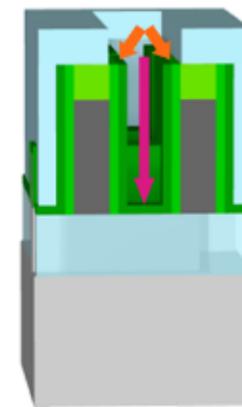
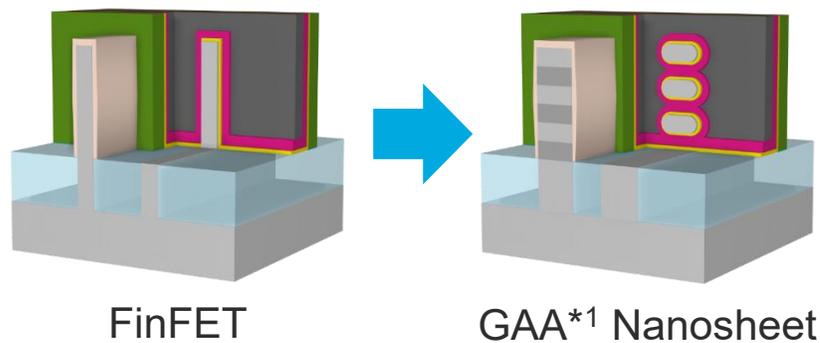
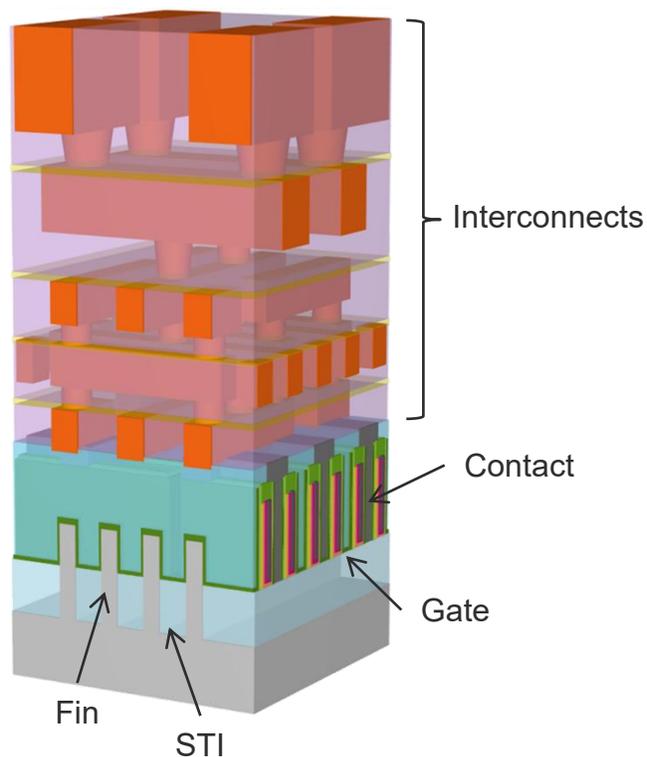


Logic: Gate Silicon Etch



New technologies created through the development of ideal etching process development, will be applied to a variety of critical processes

Business Opportunities in Logic



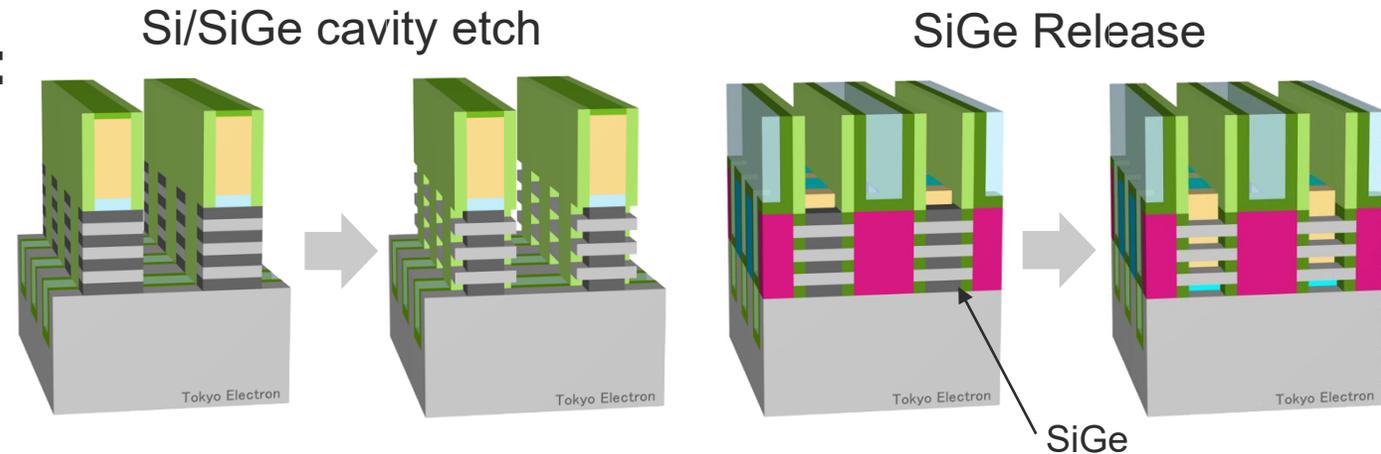
- *1 GAA: Gate all around
- *2 SAMP: Self-aligned multiple patterning
- *3 PDN: Power delivery network

Respond to changes in device manufacturing and EUV lithography for further scaling

Initiative for GAA Nano Sheet Structures

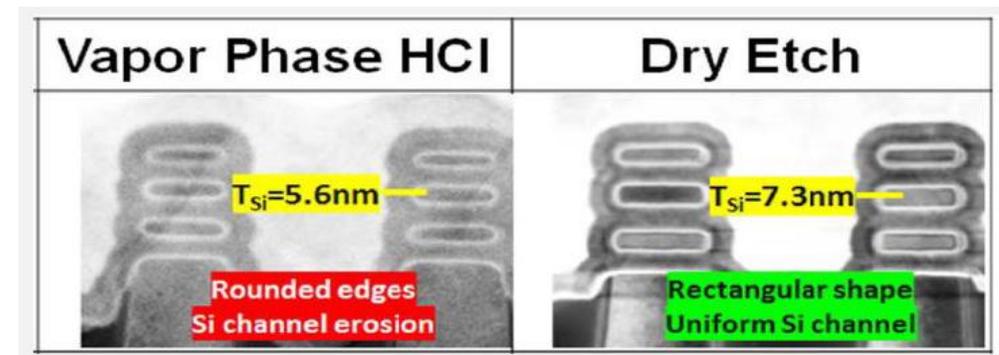
Nano Sheet process challenges:

- Uniformity in rectangle shape
- Mitigation of roughness/residue on patterned surface



TEL's initiative: Gas chemical etch

- High etch selectivity
- High uniformity
- Residue removal/decreased roughness



Source: N. Loubet, et al., IBM, TEL Technology Center, America (IEDM2019)

Leveraging the advantages of gas chemical etch to contribute to leading-edge processes

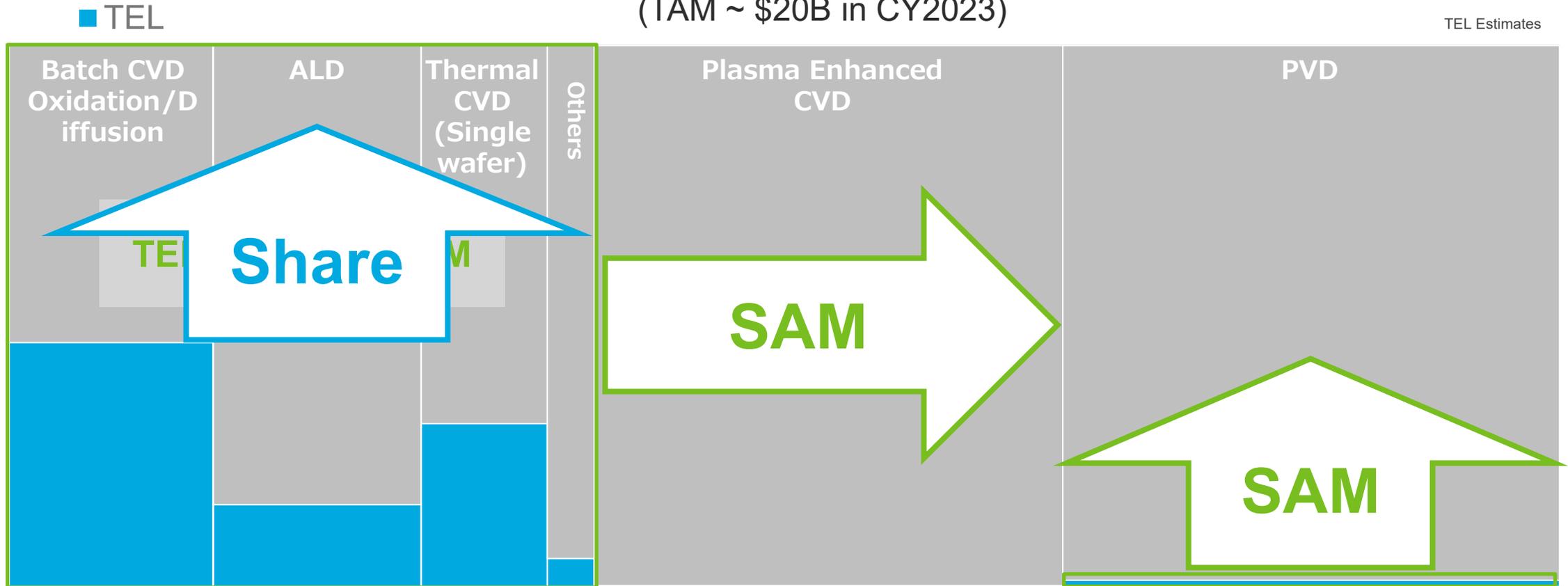
7-2-2. Deposition System

Business Strategy in the Thin Film Deposition Market

Expanding Market Share and SAM*

TEL's Market Share and SAM in Thin Film Deposition

(TAM ~ \$20B in CY2023)



* SAM: Served Available Market

Strategies in the Film Formation Business 1: Expand SAM with Single Wafer CVD

Triase⁺™



Single Reactor
Existing Platform

Episode™ 1



Single Reactor
Equipped with up to eight process modules

Episode™ 2 DMR*



***Duo Matched Reactor**
Achieved high productivity
by processing 2 wfs/PM

Episode™ 2 QMR**



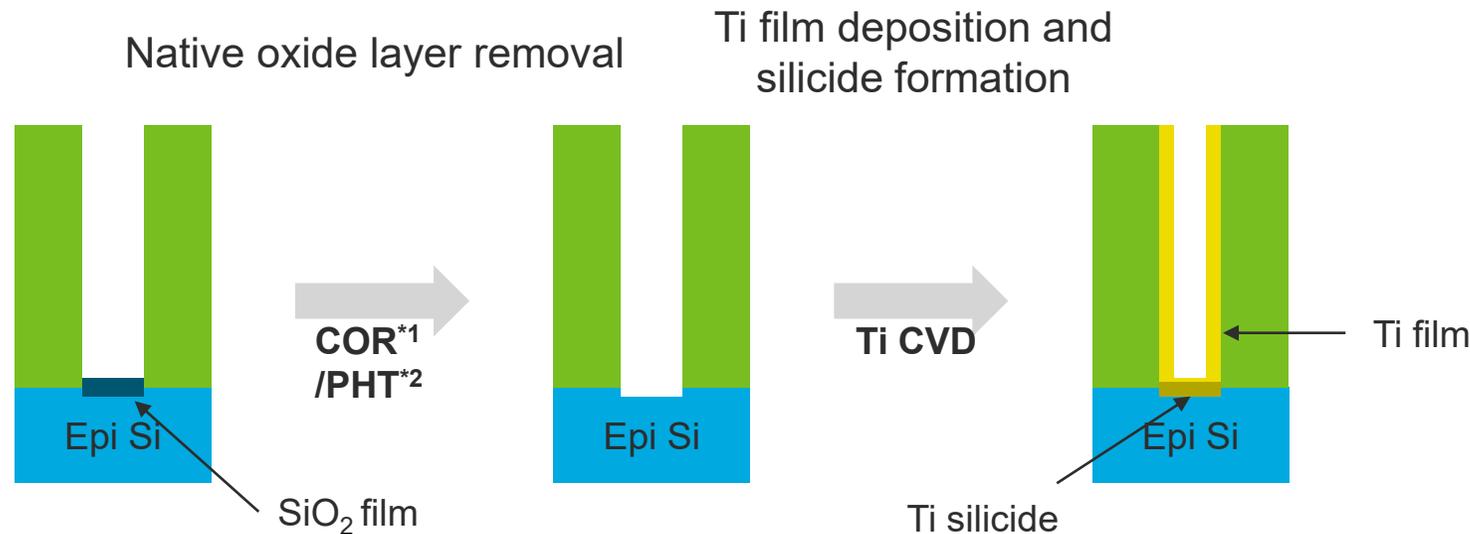
****Quad Matched Reactor**
Equipped with a newly developed
high-density plasma source

Released in July 2024

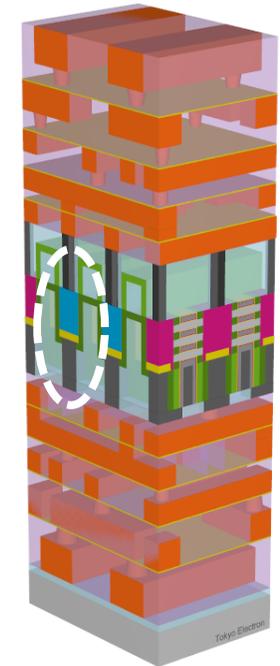
**Scheduled for release
in 2026**

Episode™ 1: Contact Formation Process

- Example of process flow



*1 COR: Chemical Oxide Removal
*2 PHT: Post Heat Treatment

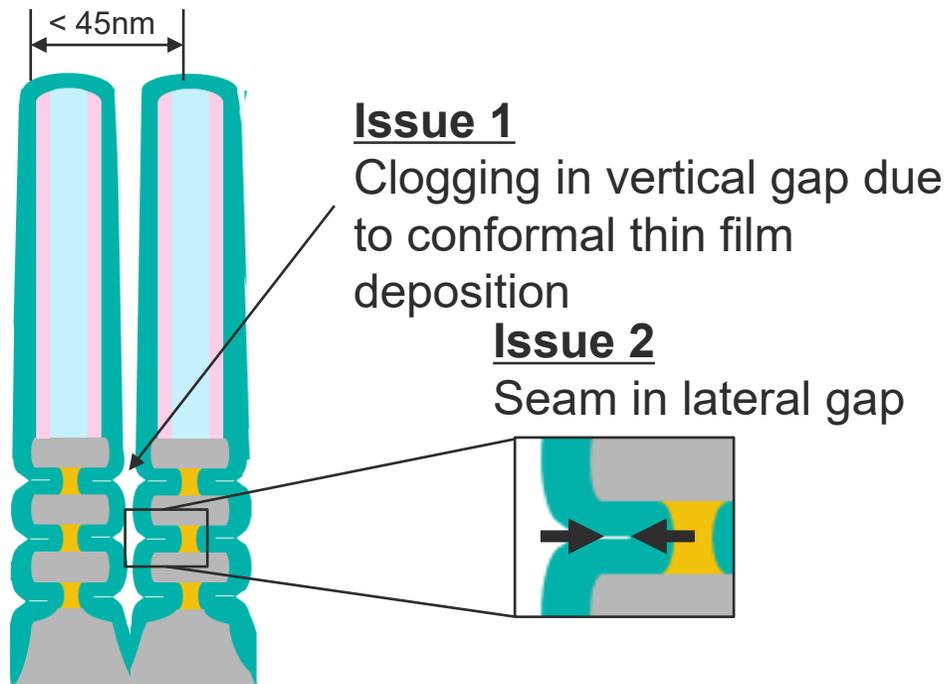


Multiple types of process modules are equipped on a high-vacuum transfer module, and low-resistance contacts are achieved by sequentially processing native oxide layer removal and metal film formation

Episode™ 1: Inner Spacer Formation - Lateral Gapfill

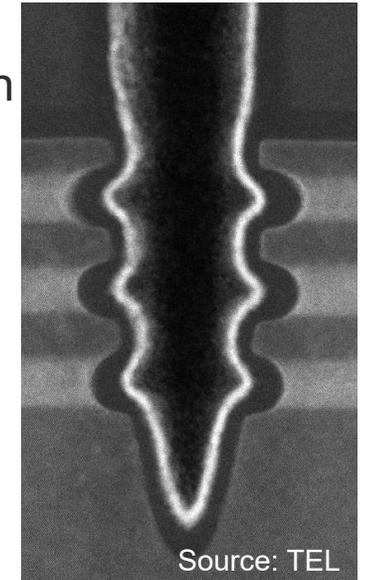
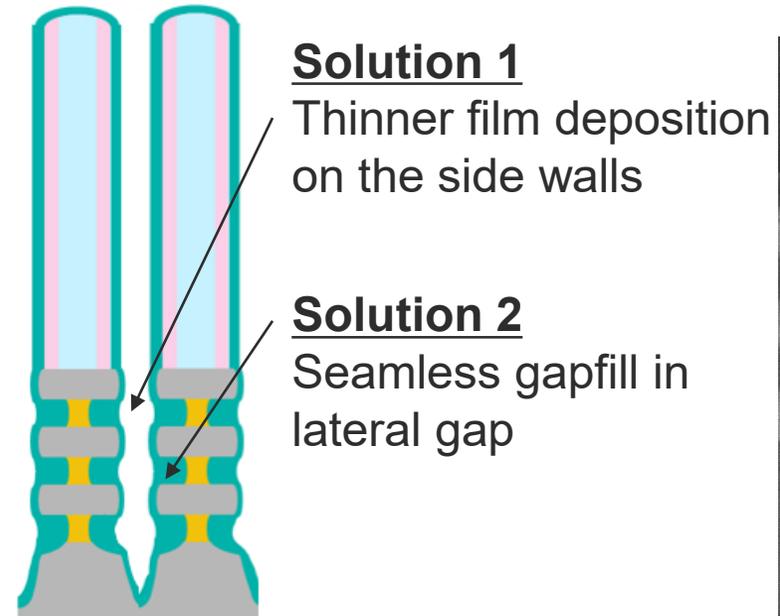
- Issues :

Leak due to dielectric breakdown due to etching



- Solutions :

Improve lateral gapfill performance

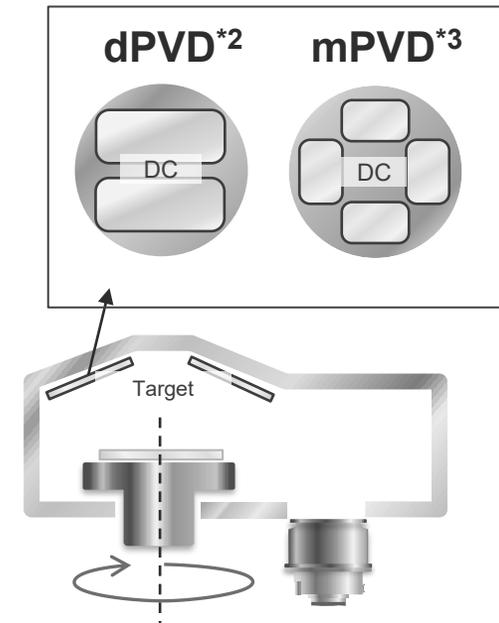


Realized seamless lateral gapfill using a unique thin film deposition technique and laterally uniform film modification using a newly developed high-density plasma

Strategies in the Film Formation Business 2: SAM Expansion with PVD

LEXIA™ -EX Released in December 2024

- Oblique angle sputter with wafer rotation system
 - Excellent thickness uniformity (1σ 0.5%)
- Unique multi-cathode*¹ configuration
 - High deposition rate
 - Capability of tuning film composition ratio with multiple materials
- High throughput (~100WPH)
- Significant footprint reduction vs conventional model



*1 Cathode: An electrode for material deposition
*2 dPVD: Dual cathode PVD
*3 mPVD: Multiple cathode PVD

Strategies in the Film Formation: Growth in Batch Thermal Process/Deposition

- Major applications
 - Silicon process in general (dummy gate, channel Si, etc.)
 - Batch ALD high-k (capacitor dielectric)
 - Plasma/Thermal ALD-SiN/SiO₂
 - Batch molybdenum (word line)
- Development plans
 - Increase load port size (8 lots, 200 wafers/batch)
 - Improve exhaust conductance to mitigate pattern loading effect
 - Enhance energy efficiency (elevate heater performance)
 - Enhance labor reduction (one-touch start-up, self-maintenance, DX)

TELINDY™ PE-II



7-2-3. Cleaning System

Single Wafer Cleaning Strategy

■ Single wafer cleaning

– Bevel wet etch

- Expect annual market growth rate of around 10%
- Contribute to improving customers' yields.

Maintain a high market share by differentiating through performance in precisely removing film from the outer part of the wafer

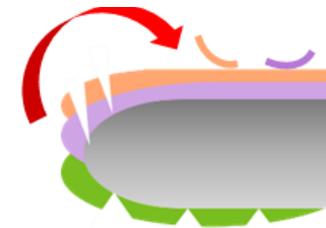
– Prevent pattern collapse

Expand market share by TEL original technology to reduce collapse of high aspect ratio pattern

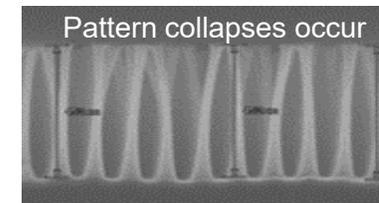
– Metal etch

Launched new dedicated SPM chambers for controlling selectivity for metal in order to solve reduced yield issues caused by dry etch damage and residue

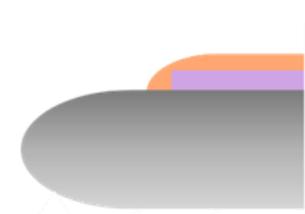
Without bevel wet etch



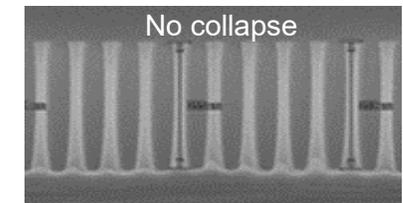
Conventional drying technology



With bevel wet etch



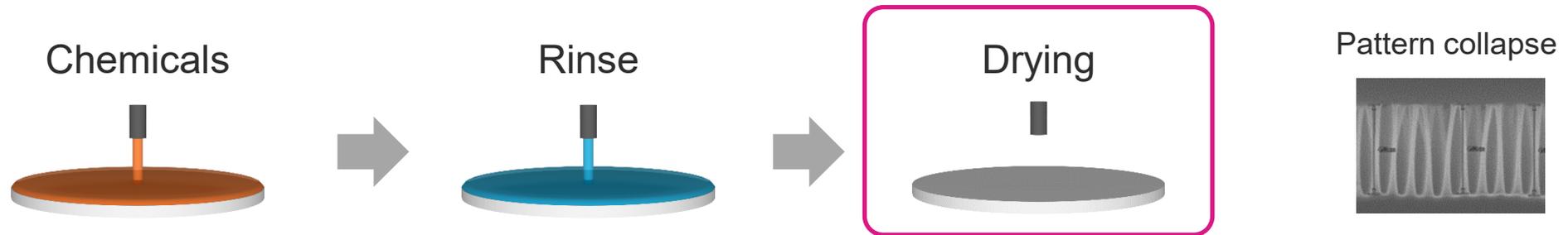
New drying technology



Metal etch process

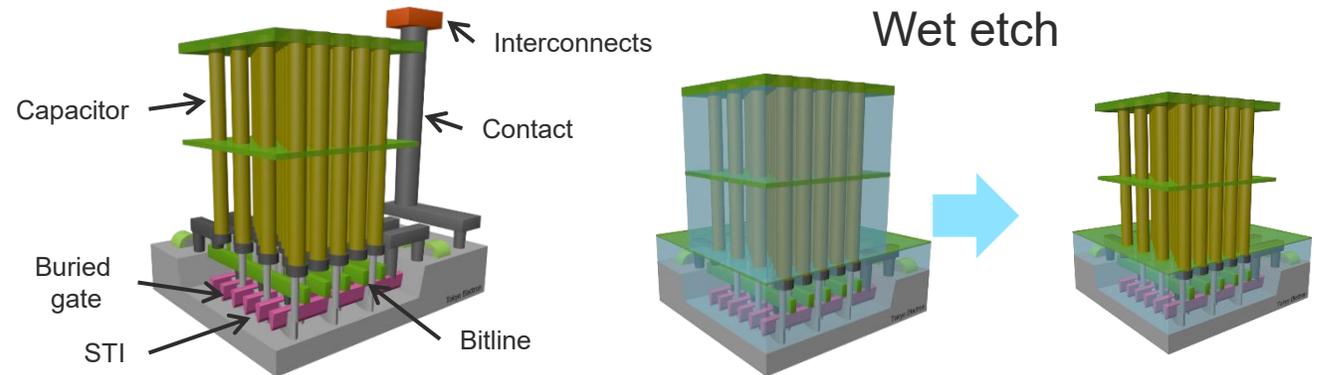


Technology Challenges in Cleaning for State-of-the-Art Devices



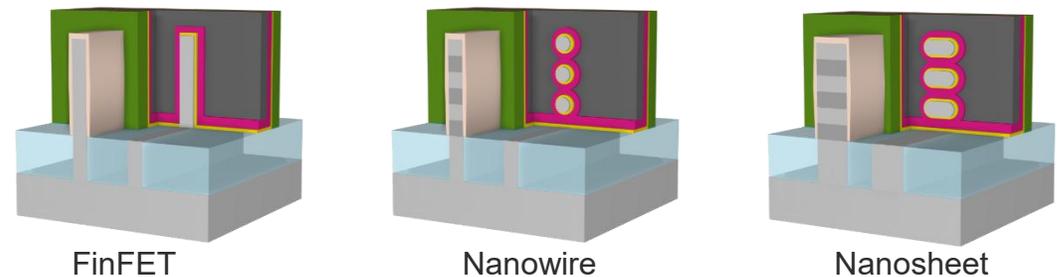
■ DRAM

- Post-STI etch cleaning
- Mold wet etch after capacitor electrode formation



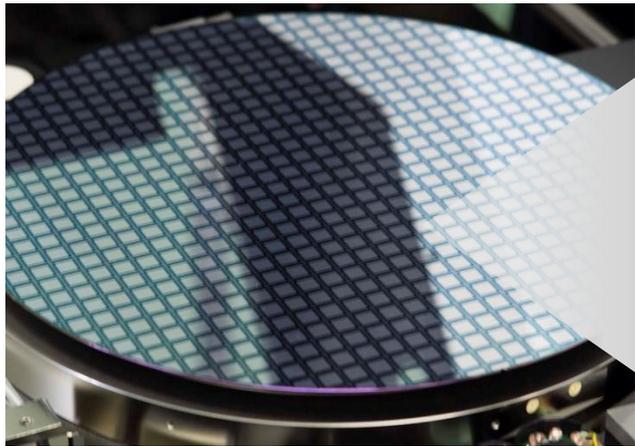
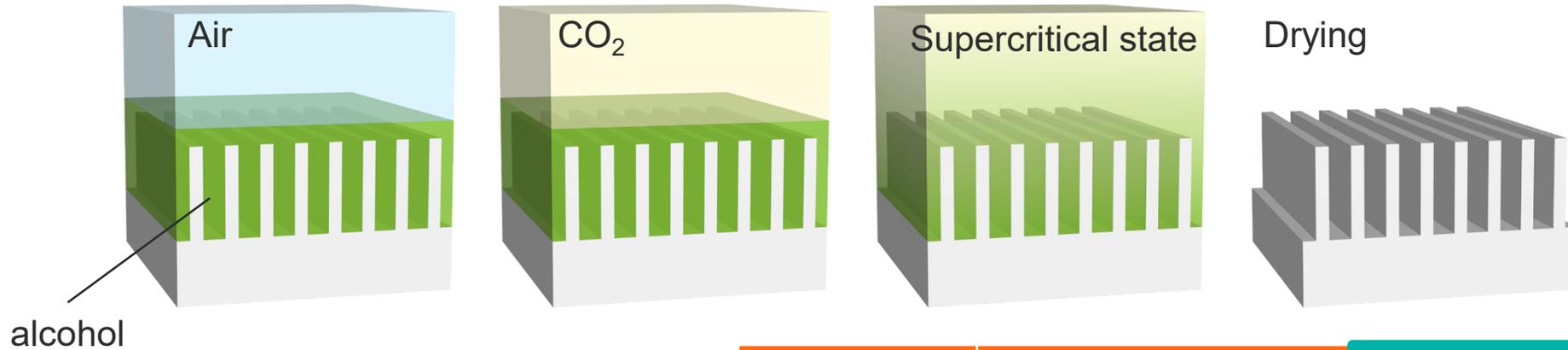
■ Logic

- Post-fin etch cleaning
- Post-nanowire/nanosheet formation cleaning



Drying technology more difficult due to further scaling and higher aspect ratios in device manufacturing

Supercritical Drying Technology



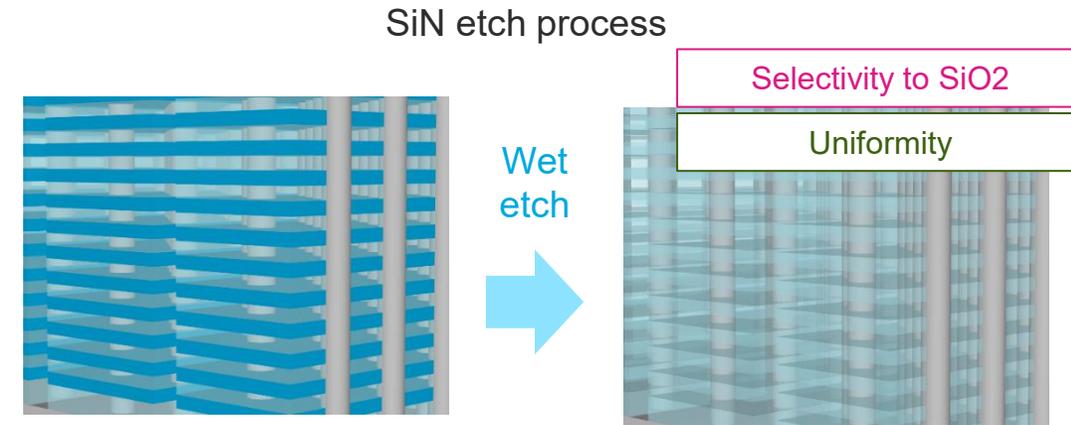
	Traditional drying	TEL's supercritical drying
Top View		
Side View		

Supercritical drying technology prevents pattern collapse

Batch and Scrubber Cleaning Strategy

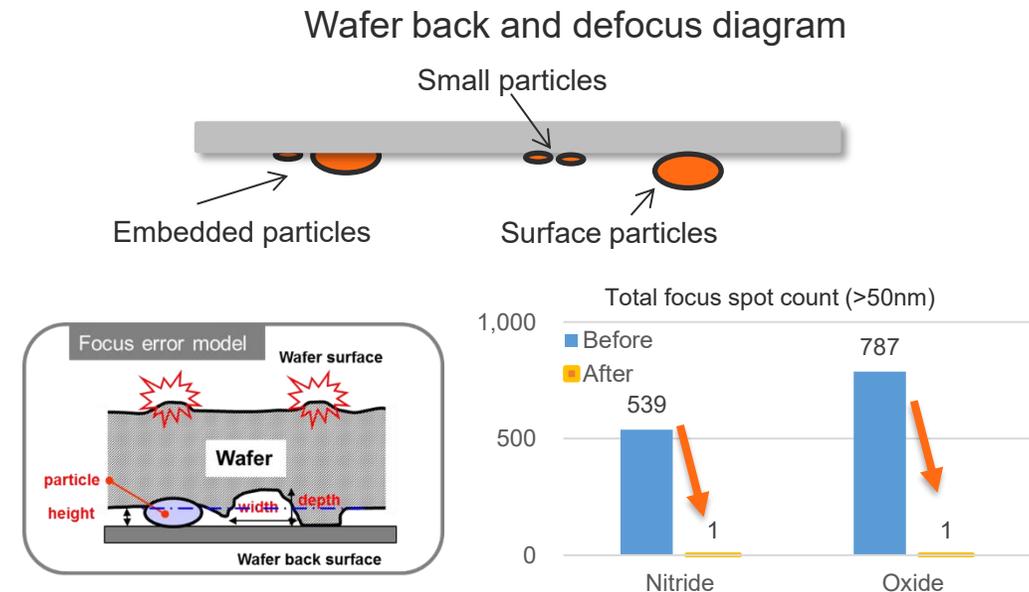
- Batch cleaning

- SiN etch and W etch processes for 3D NAND
Focus on processes that require long durations and advanced process technology. Differentiate by realizing high uniformity, high selectivity and high productivity in wet etch



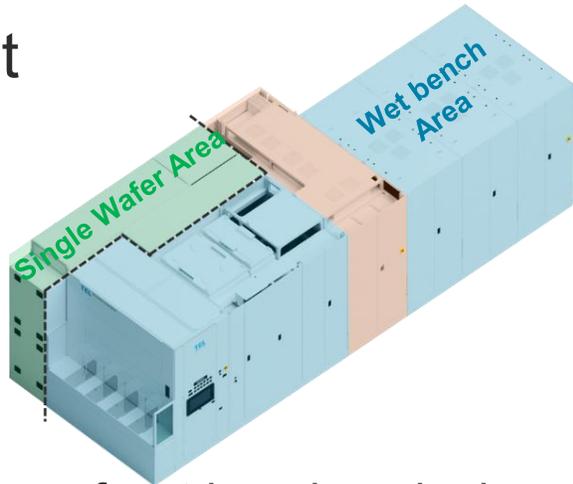
- Scrubber cleaning

- Pre-lithography process
Provide high-value solutions such as reducing particles brought in by wafers, contributing to the improvement of exposure tool availability which have grown increasingly important due to the introduction of EUV



ZEXSTA™

■ Concept



A combination of wet bench + single-wafer process

Method	Features
Wet Bench	High-temp/ long-duration process, wet etch
Single Wafer	Advanced drying technology, particle control

■ Target Application

– Advanced wet etch + advanced dry tech



- Highly selective wet etch process will be required for also 3D DRAM in addition to 3D NAND

– High throughput + surface cleanliness



- High surface cleanliness is required for logic and DRAM

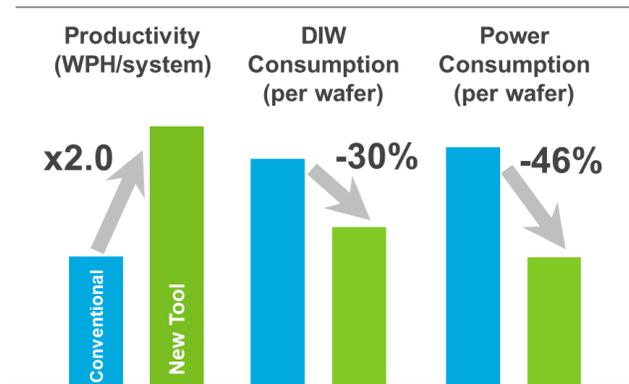
TEL will contribute to customer technology development by continuing to create new value, overcoming the constraints of traditional equipment classifications

Development of Cleaning Systems

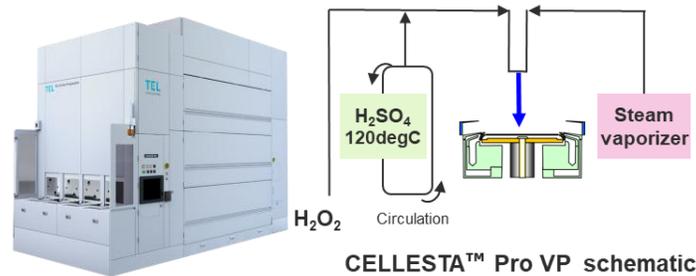
High Productivity Wet Bench (EXPEDIUS™-R)



Industry's first large-batch process (increased wafer counts)

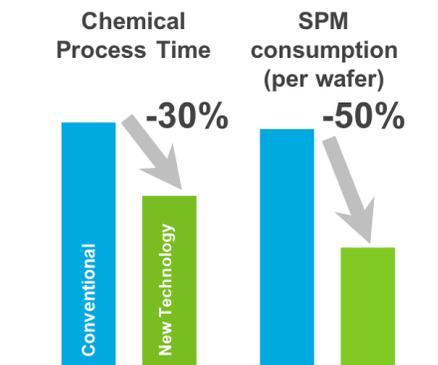


SPM*1 Vapor Technology (CELLESTA™ Pro VP)

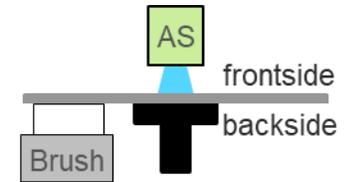


Enabled higher temperature process due to a more effective reaction by adding water vapor to chemicals

*1 SPM: Sulfuric Acid and Hydrogen Peroxide Mixture

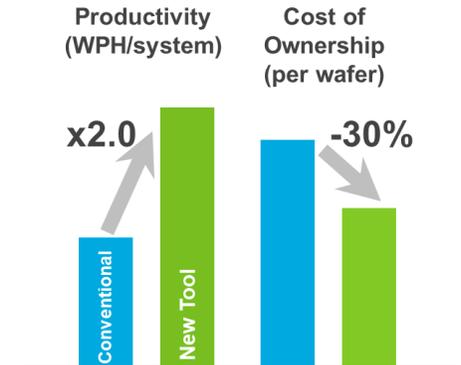


Simultaneous Scrubber (CELLESTA™ MS2)



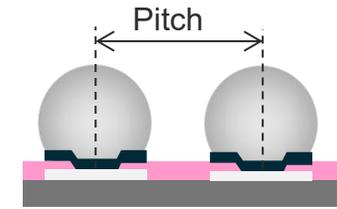
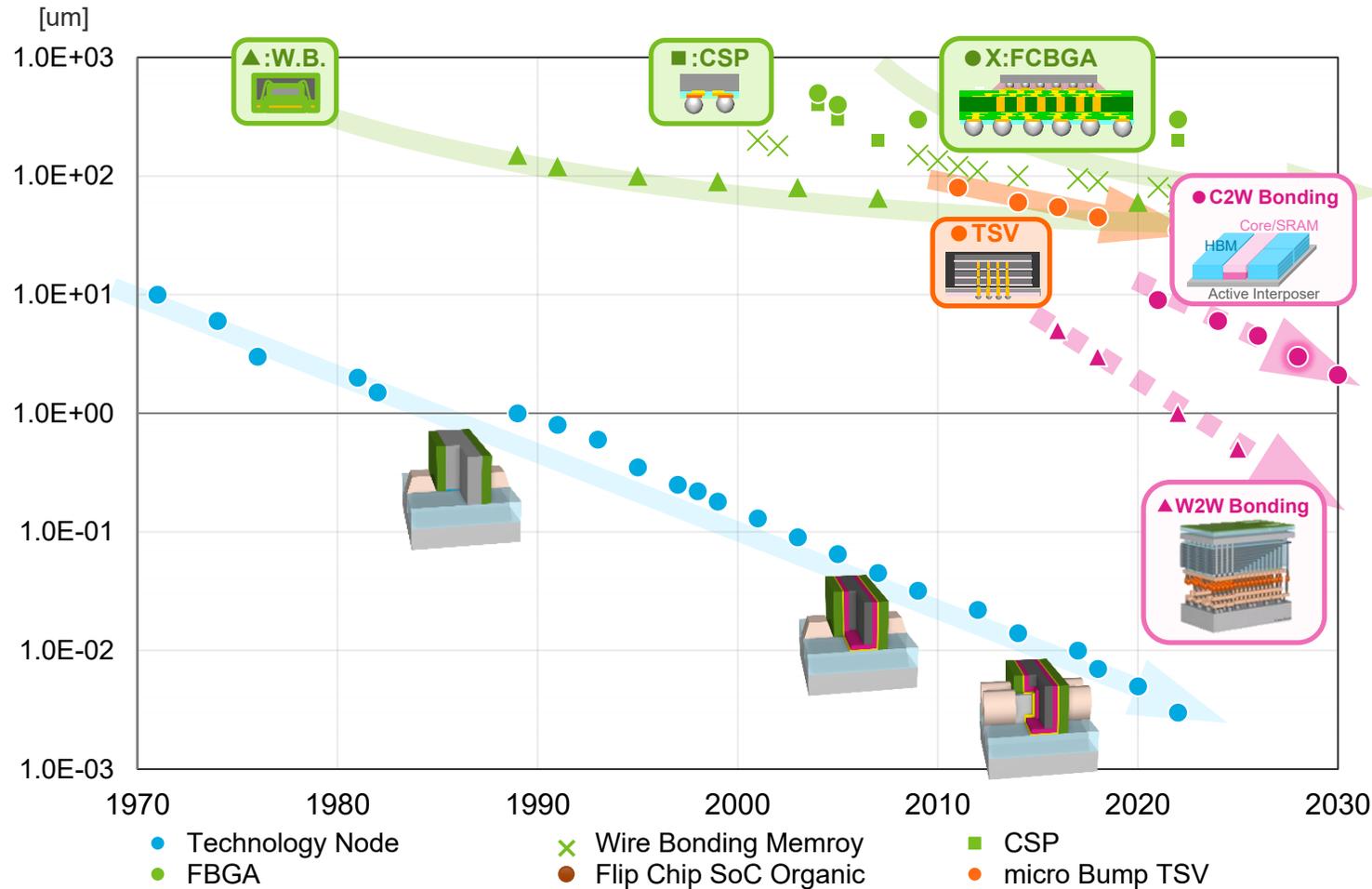
A tool enabling AS*2 process on wafer frontside and physical brushing process on wafer backside simultaneously in a single chamber

*2 AS: Atomized Spray

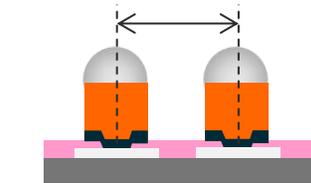


7-3. Backend Business Strategy

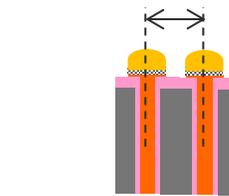
Semiconductor Technology Node and Bump Pitch



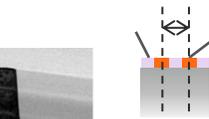
● Solder Bump



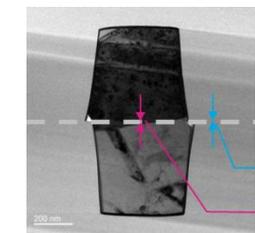
× Cu Pillar Bump



● TSV Micro Bump



● ▲ Cu Hybrid Bonding

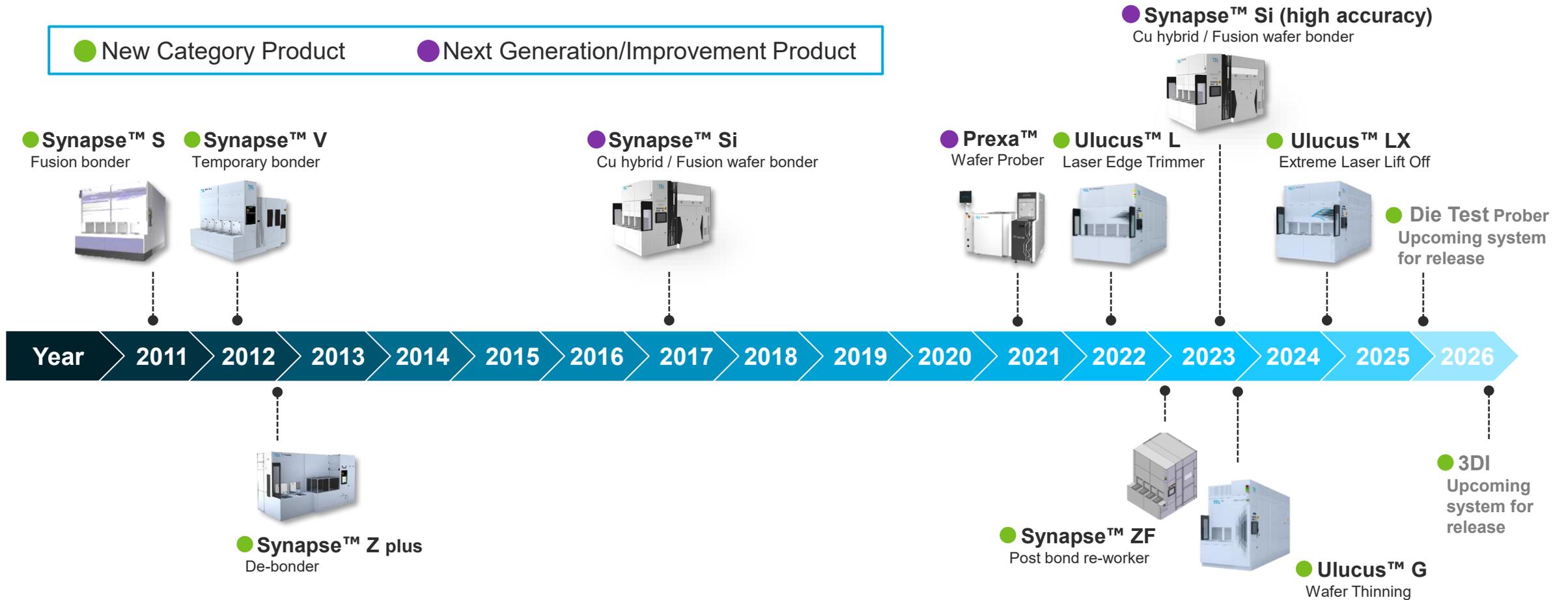


Source: TEL

Wafer Bonding

Introduction of wafer bonding technology accelerates further reduction of pitch

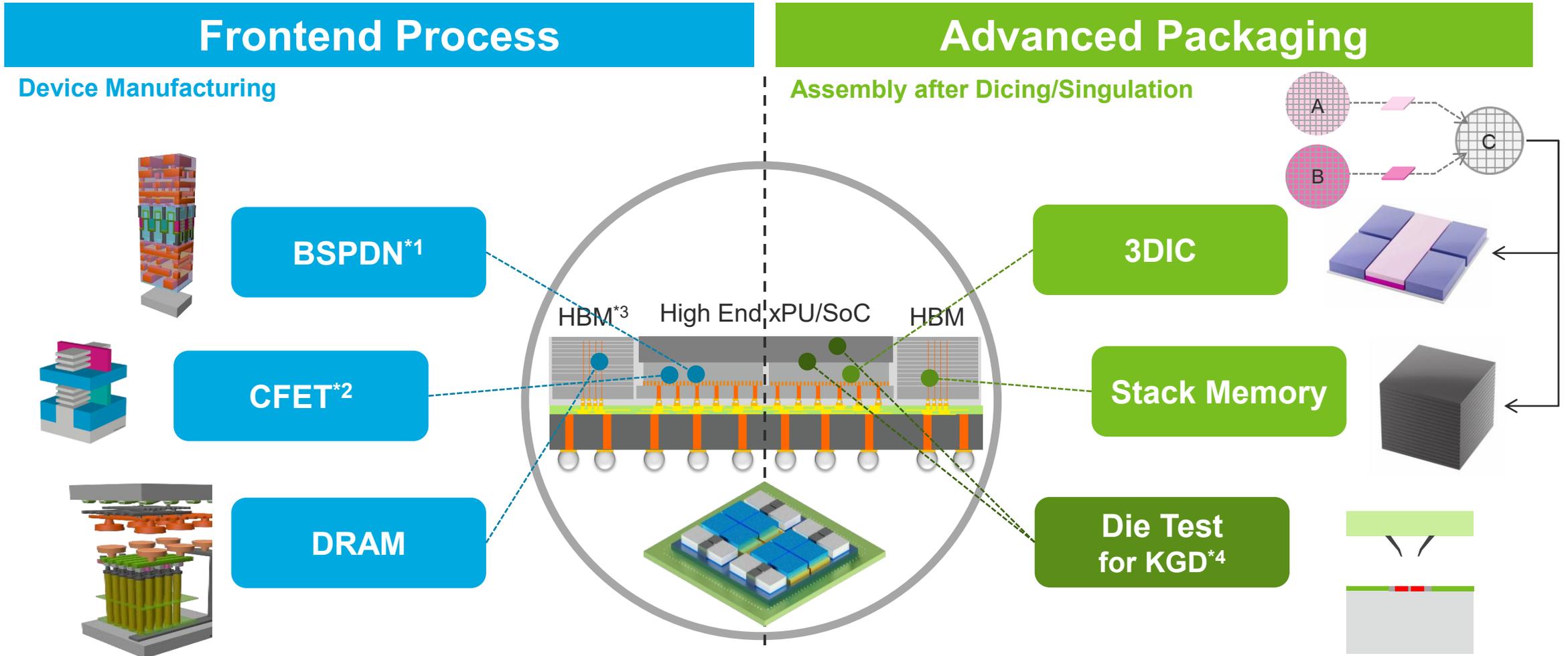
History of Product Launches in Assembly and Test* Systems



Accelerating product development to prepare for the era of 3D integration

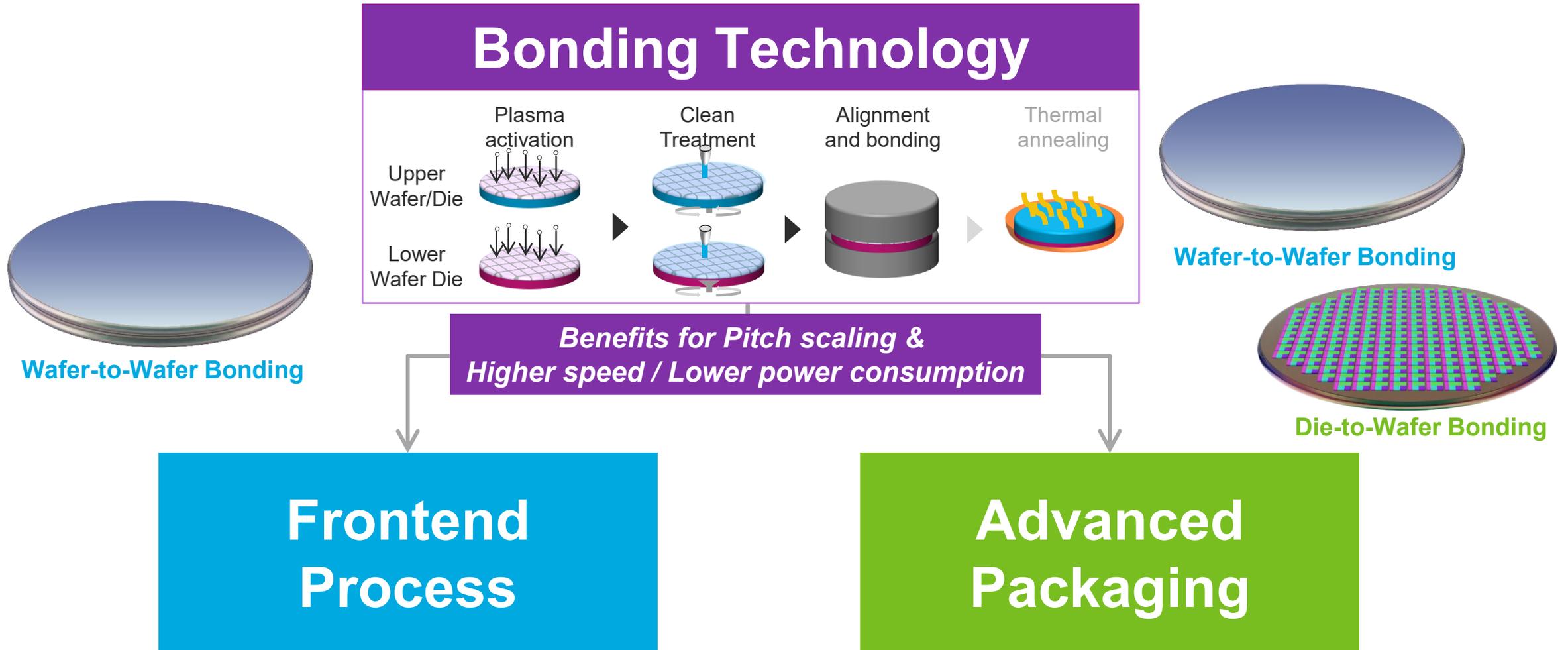
*Test : Prober for Advanced Packaging Test

3DI / Test Business Expands Opportunities for HPC/AI Device

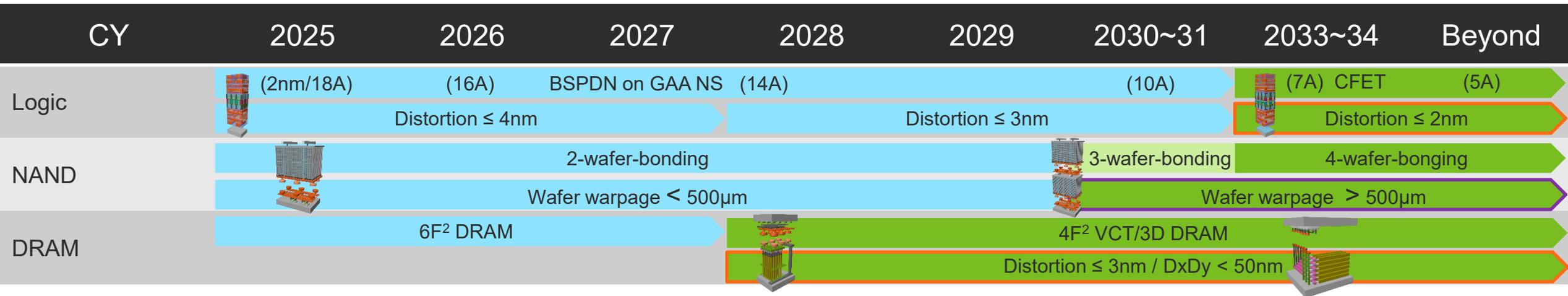


*1 BSPDN: Back Side Power Delivery Network
 *2 CFET: Complementary Field Effect Transistor
 *3 HBM: High Bandwidth Memory
 *4 KGD: Known Good Die

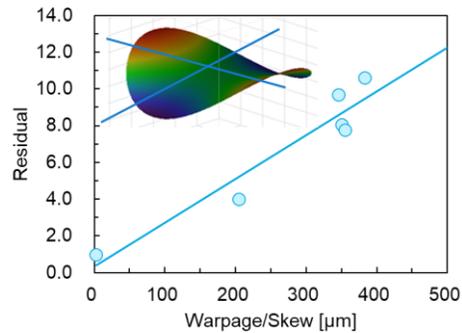
TEL's Opportunities for Bonding Technology



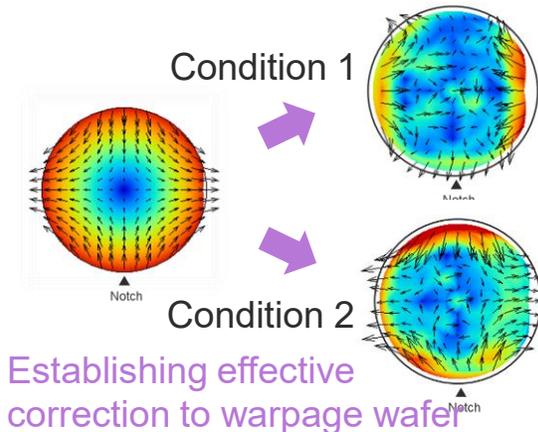
Wafer Bonder Technology Roadmap and Challenges



Wafer Warpage Challenges and Actions

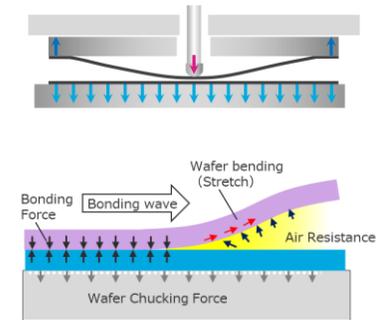
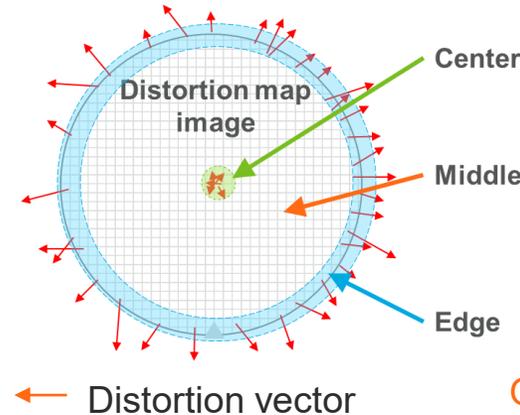


Relation between wafer warpage and residual (distortion)



Establishing effective correction to warpage wafer

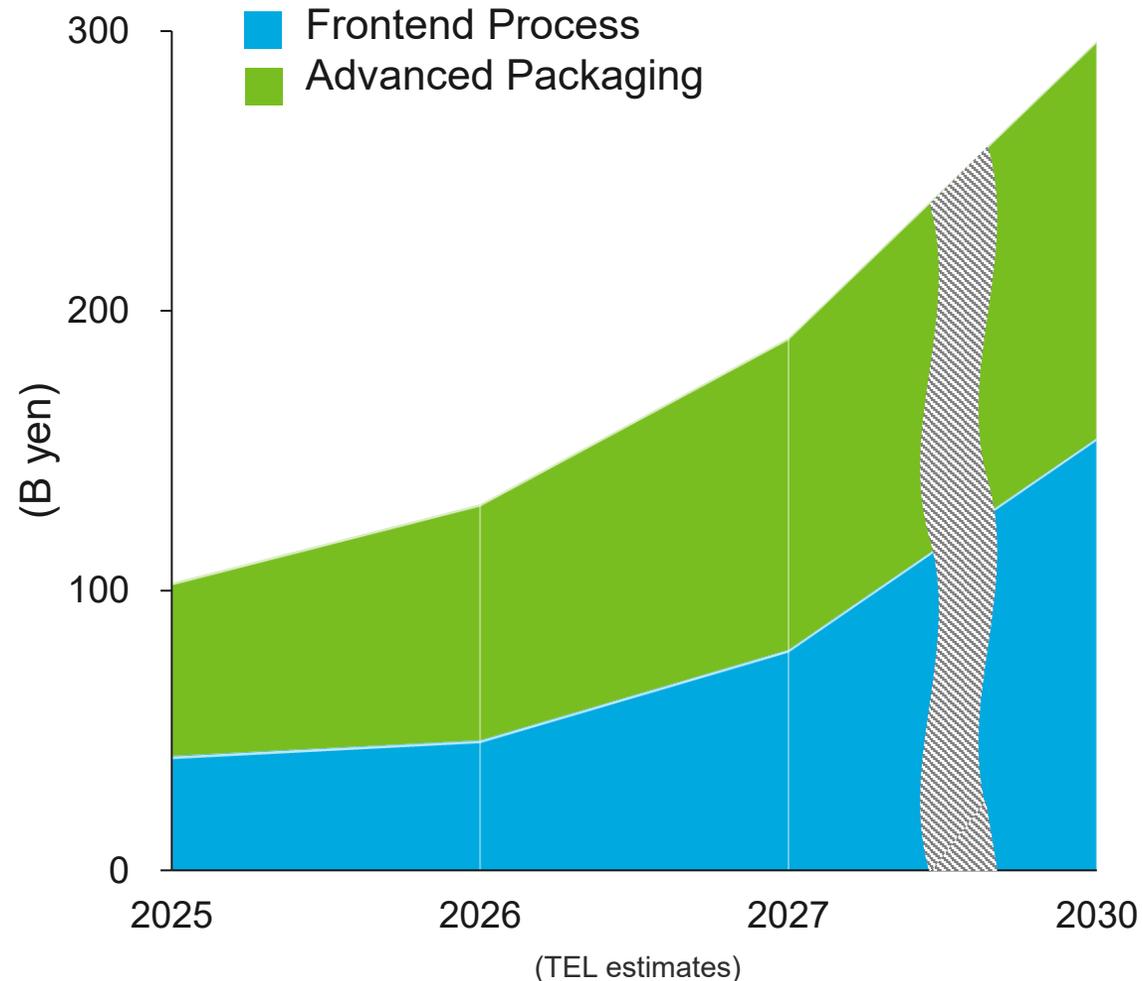
Distortion Challenges and Actions



Optimizing hardware and process

TEL is developing various technologies in advance to prepare for next-generation devices

Bonding Process Equipment TAM*

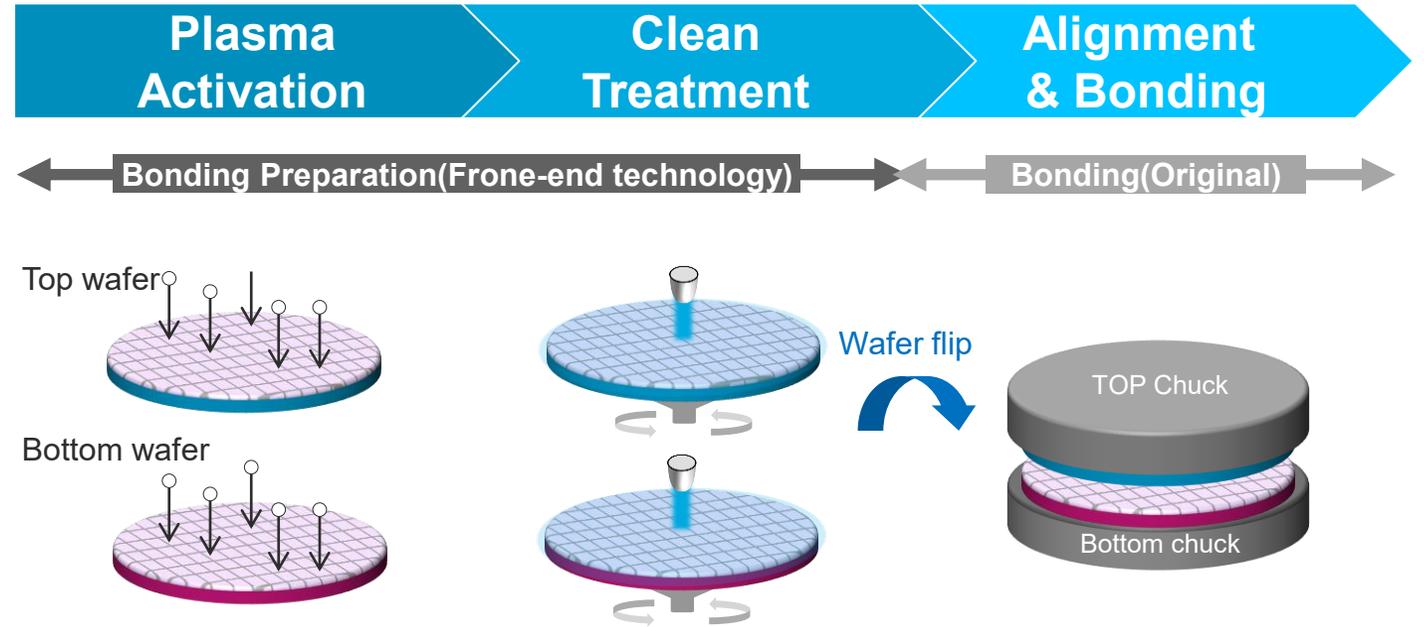
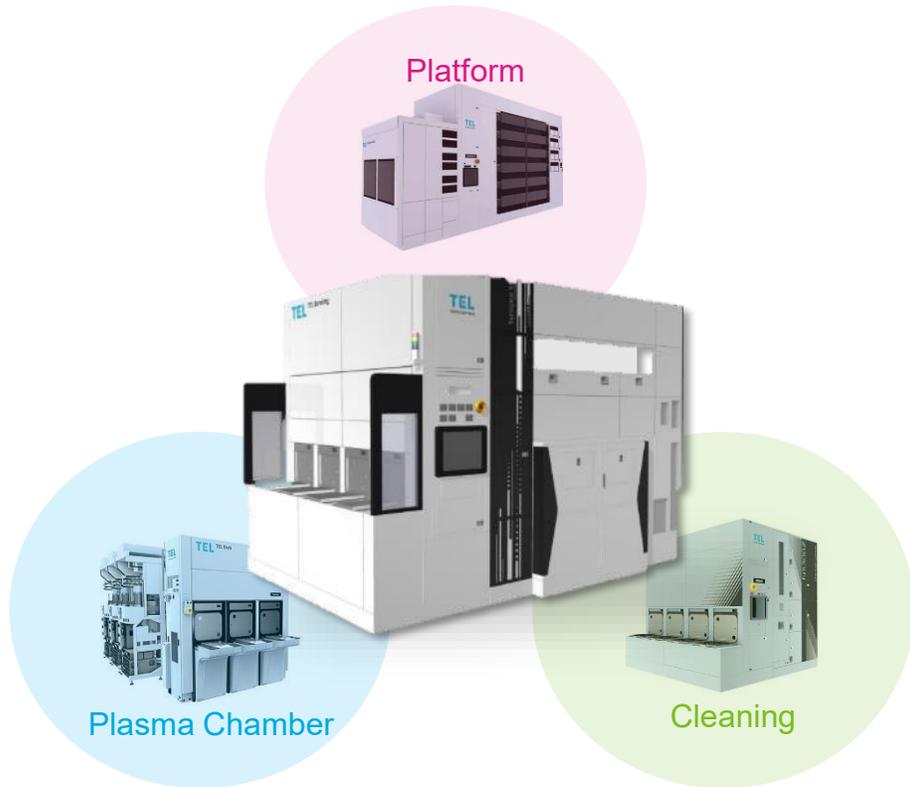


Anticipating a TAM CAGR of 24% from CY2025 to CY2030

- Projected to achieve 300 billion yen by CY2030
- Encompassing both frontend processes and advanced packaging equipment
- Addressing bonding/debonding, slicing, and thinning process equipment utilizing various technologies

* TAM : Total Available Market

Wafer-to-Wafer Permanent Bonder Synapse™ Si



- TEL's existing broad technology and business contributing effective product development/CIPs
- Making good progress with major memory, logic customers towards high volume manufacturing
- Leading W2W Fusion/Cu hybrid bonding technology for next generation device manufacturing

Broad Applications and Expansion of Bonding Technology

Application	Frontend Process						
	CIS*1	NAND		DRAM		Logic	
Stacking Device	BSI*2 Pixel + (Peripheral) + Logic	Cell + Peripheral	3D NAND ⋮ + Cell + Cell + Peripheral	VCT*5 DRAM (Si Substrate) + Peripheral + Cell + (Si Substrate)	3D DRAM (Si Substrate) + Peripheral + Cell + (Si Substrate)	BSPDN Logic + Si Substrate	BSPDN & CFET Logic + Logic + Si Substrate
Bonding	Wafer to Wafer (CHB*3/Fusion)	Wafer to Wafer (CHB)		Wafer to Wafer (CHB/Fusion)	Wafer to Wafer (CHB/Fusion)	Wafer to Wafer (HB*6/Fusion)	
Structure							
Status	HVM*4	R&D~HVM	R&D	R&D	R&D	R&D~HVM	R&D

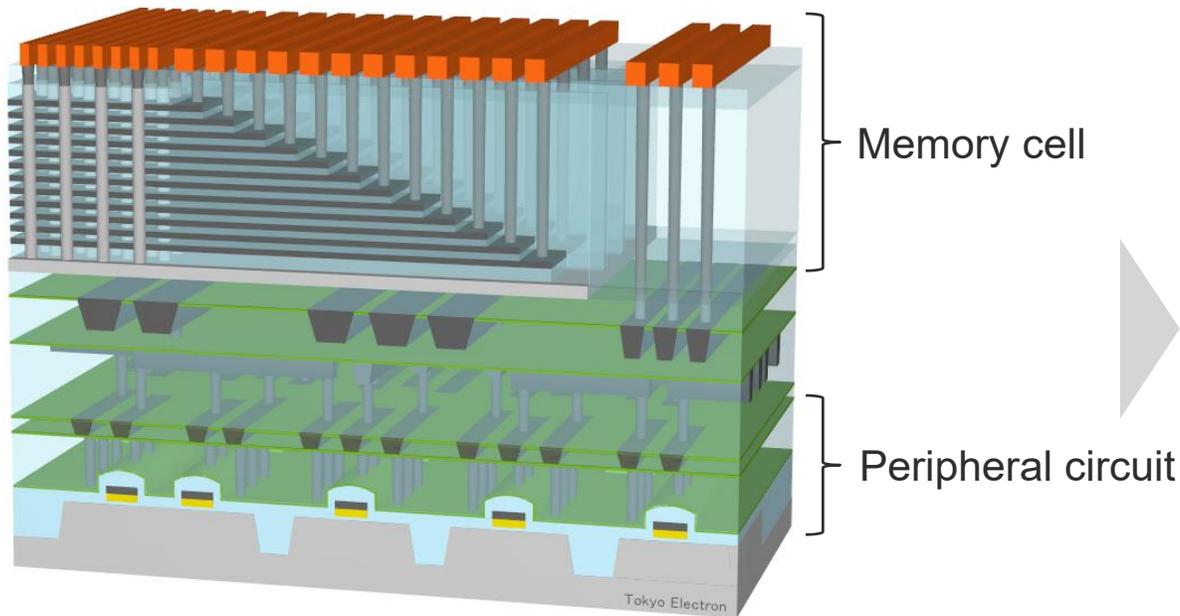
The design of future devices is transitioning from single bonding to multi-bonding structures

*1 CIS: CMOS Image Sensor
*2 BSI: Backside Illumination
*3 CHB: Cu Hybrid Bonding

*4 HVM: High Volume Manufacturing
*5 VCT: Vertical Channel Transistor
*6 HB: Hybrid Bonding

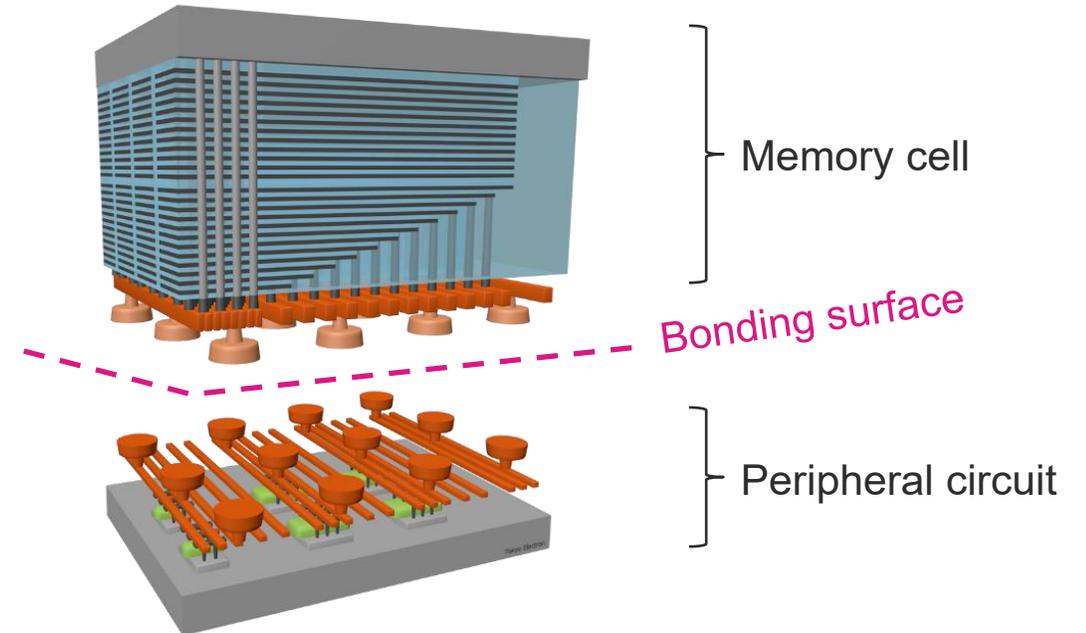
Wafer Bonding Application for 3D NAND

Current structure



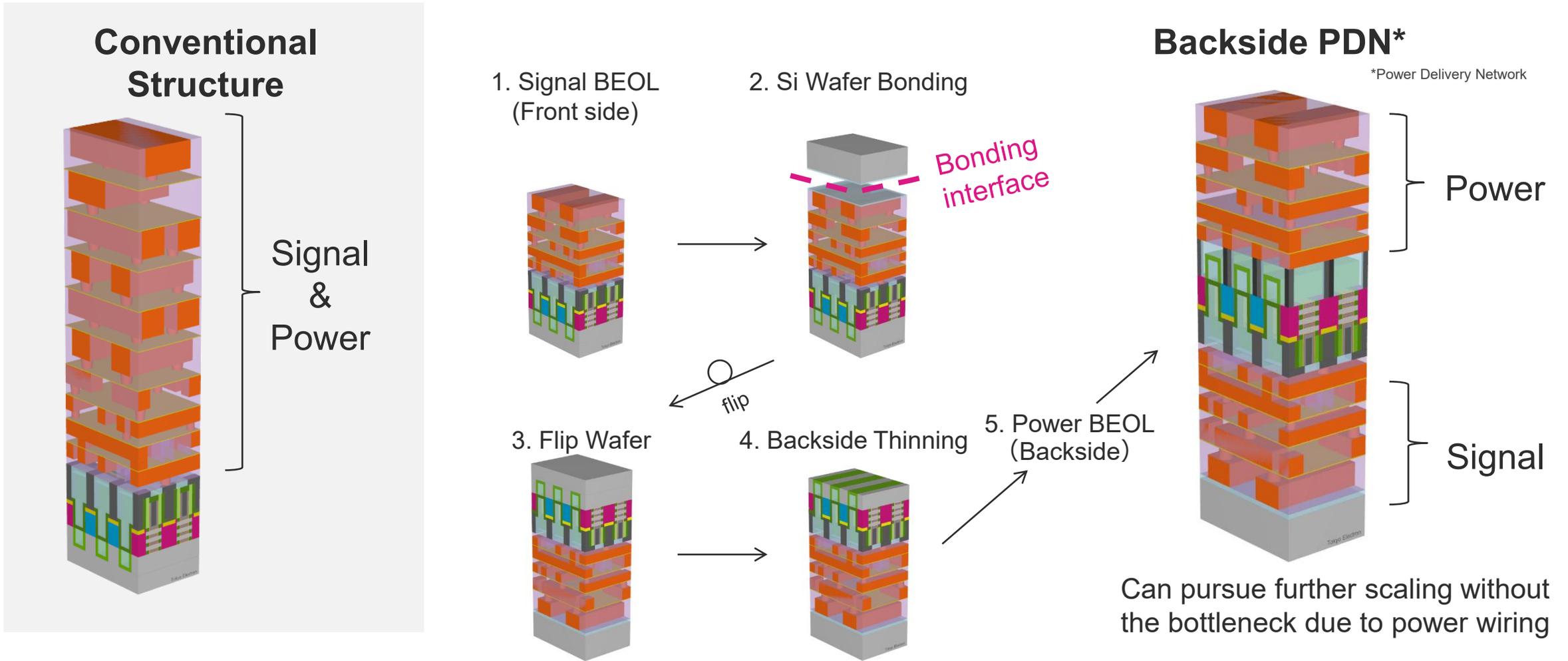
- ✓ Peripheral circuit performance deteriorates due to exposure to high temperature during memory cell manufacturing
- ✓ Long interconnects wiring

New structure



- ✓ Peripheral circuit is manufactured on the separate wafer and bond to the memory cell wafer
 - higher peripheral circuit performance
 - shorter TAT* process
- ✓ Shorter interconnects wiring

Wafer Bonding Application for Logic Backside PDN



Broad Applications and Expansion of Bonding Technology

Application	Advanced Package		
	Stack Memory / HBM	3DIC	
Stacking Device			
Bonding	Wafer to Wafer / Die to Wafer (CHB/Fusion)	Wafer to Wafer / Die to Wafer (CHB)	
Structure	<p>Micro Bump → Cu hybrid</p> <p>More stacks</p> <ul style="list-style-type: none"> • Thinner die / more stacks • High density connection • Better thermal conductance 	<p>Monolithic SoC → 3D Stack IC</p> <ul style="list-style-type: none"> • Small formfactor (3D stack vs. 2D) • Higher speed (shorter wiring, no bump) • Lower power (shorter wiring, no bump) • Lower cost (higher yields, easy to mix processes) • Shorter time to market (matured IP block reuse) 	<ul style="list-style-type: none"> • Better thermal conductance
Status	R&D	R&D ~ HVM	

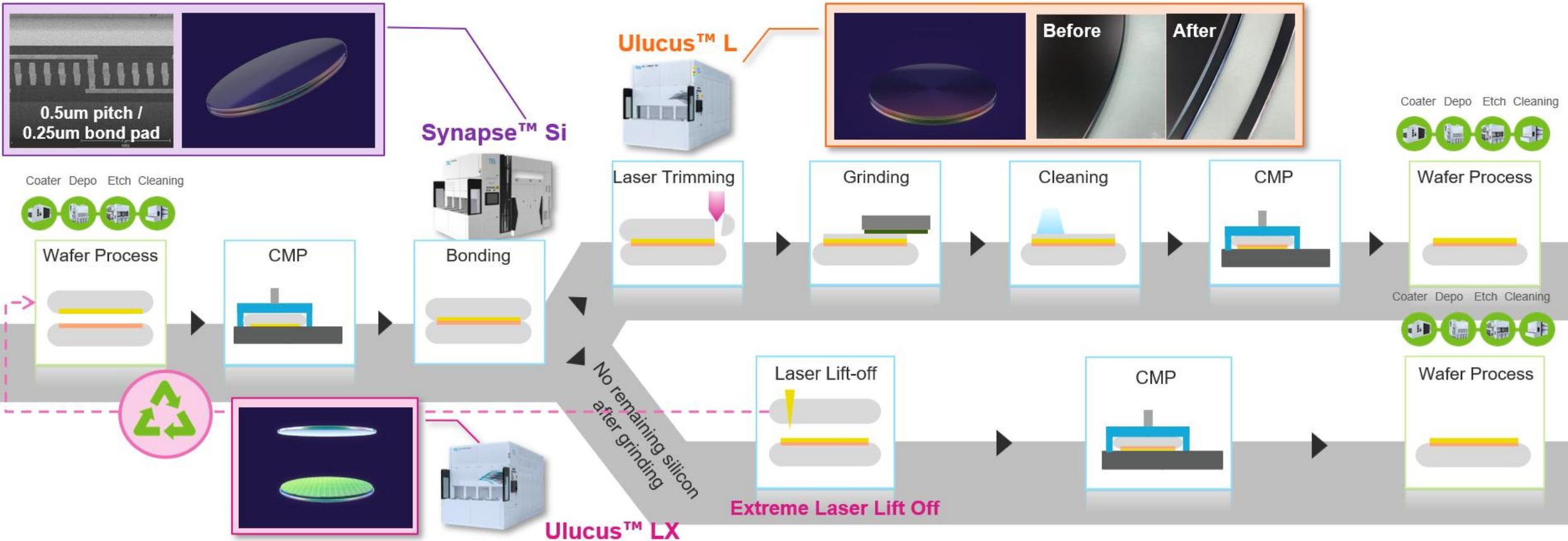
The opportunity for CHB/fusion bonding is growing to encompass advanced packaging

Frontend Wafer Bonding Process and TEL Products

Pre-bond

Example of Wafer Bonding Process

Post-bond



Integrating various TEL equipment enables next generation wafer bonding processes that deliver high performance and process efficiency

Laser Trimming System: Ulucus™ L

- Concept

- Edge trimming on bonded wafer
- Latest platform utilizing super clean technology from the front-end process, with the integration of laser control technology

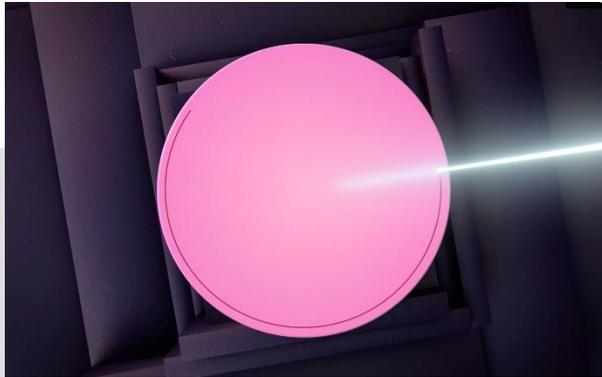


Laser technology realizes high accuracy and quality trimming processes, and environment-friendly capability through the reduction of DIW usage

Laser Trimming System

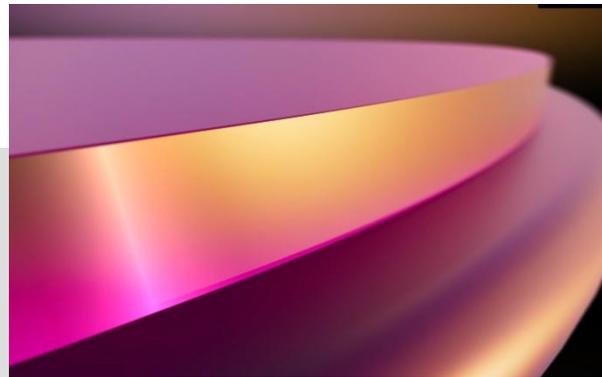
Revolutionize wafer bonding process with laser technology

Enhance yield and significantly reduce the use of DIW in the edge trimming process



Higher Accuracy

Enabling narrower trimming width



Smooth Sidewall

Less damage, Better yield



Higher Throughput

High productivity, Reliability



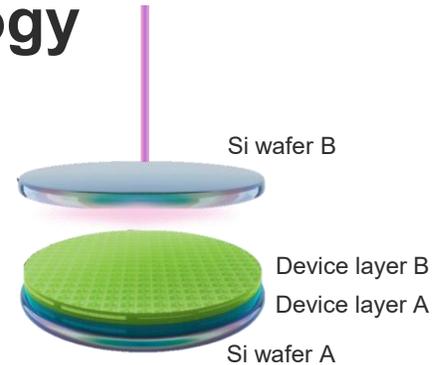
Save Water

Reducing DIW to 70% or more

Introducing Ulucus™ LX for Post-Wafer Bonding Process

- **Extreme laser lift-off (XLO) technology**

- Advanced thinning and critical technology for post-wafer bonding process
- Unique laser technology enables separation of the Si-substrate from the device layer



- **Advantages for process and environment**

- Enhanced efficiency in silicon active areas
 - Fewer process steps required
 - Reduced need for DI water usage and CO₂ emission
 - Opportunity for wafer reuse
- **Equipment released in December 2024**

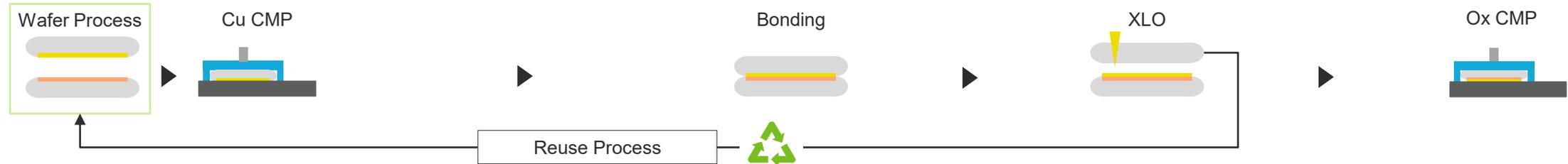


Ulucus™ LX Advantages

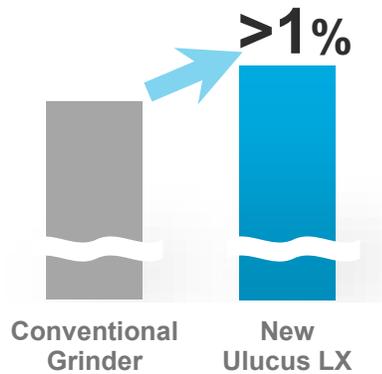
Permanent Bonding Process with Grinding & Blade Edge Trimming (Conventional)



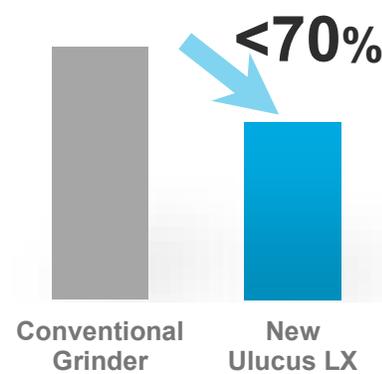
Permanent Bonding Process with XLO (Extreme Laser Lift Off)



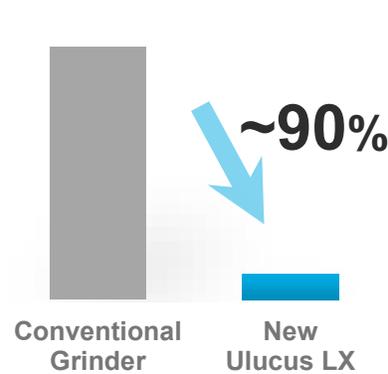
Active Silicon Area



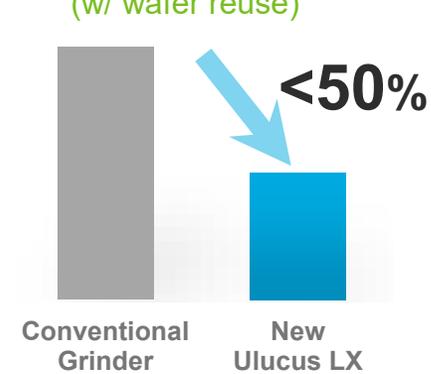
of Process Steps



DIW* Usage



CO₂ Emission
(w/ wafer reuse)



No Silicon Sludge
→ Advantage Over Grinder



Source: TEL

8. MAGIC Market and Field Solutions Business Initiatives

MAGIC market

- Expected market growth of 2x
(approximately \$25B in 2023, projected \$50B in 2030)
- Developing and supplying equipment for MAGIC
- Demo line ready for 200mm MAGIC
 - Yamanashi, Kumamoto, Miyagi
 - Massachusetts, Minnesota, Florida



Equipment for Mature Generations

- Reengineered equipment for 200mm wafer
 - Thermal deposition systems, coater/developer, etch systems, etc.
 - Sales expansions not only for replacement demand of existing customers, for emerging customers and for emerging applications
- Equipment for power devices
 - Equipment for SiC wafer, 300mm etch system
 - Respond to the demand for power devices, such as for representative automotive, expanding usage across various fields.



SiC epitaxial CVD system

By integrating our technological assets with new technologies,
improve productivity and reduce impact on the environment

Providing Diverse Systems and Solutions for Diverse Needs

Evolution of Leading-edge Devices

Heterogenous Integration

Layering

Miniaturization

Diversification of devices



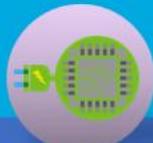
PLP



μOLED



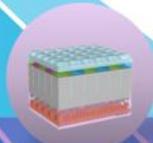
Smart Glass



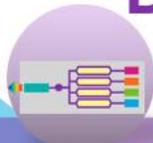
Power



RF Filter



CIS



Si Photonics

Diversification of substrates/materials

Square substrates, glass, SiC, GaN, LT/LN, 150/200/300mm

Bonder

Test

Cleaning

Etch

Litho

Dep

GCB

TEL's coverage

Support > 99,000 units

Maximize Customer's Productivity

Field Solutions

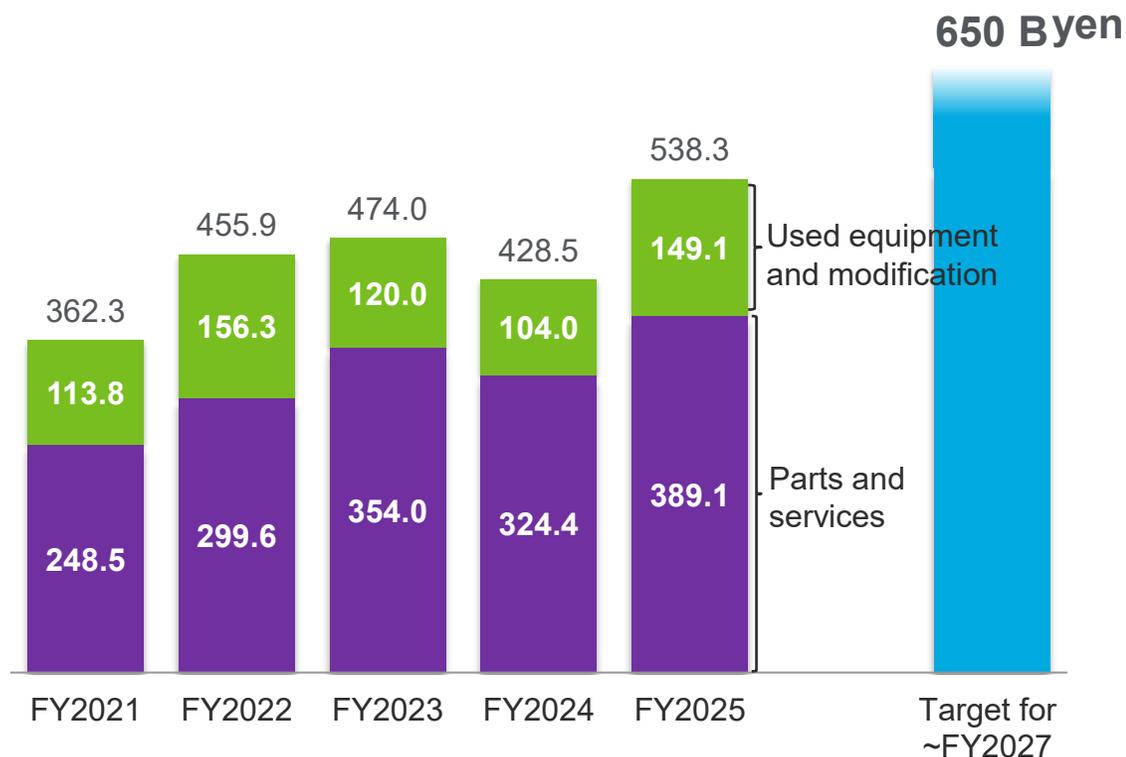
Basic Strategy for Field Solutions (FS)

- Deploying solution business based on installed base
- Development and promotion of advanced Field Solutions
 - Providing leading-edge and sustainable support that utilizes the latest technology, such as DX
 - Development of remote maintenance support and training tools
- Enhancing the front-lines engineers and capabilities
 - Continuous skill improvement for field engineers

Support customers to maximize their business operations
through services with high added value

Field Solutions (FS) Sales Results and Business Contents

FS Sales

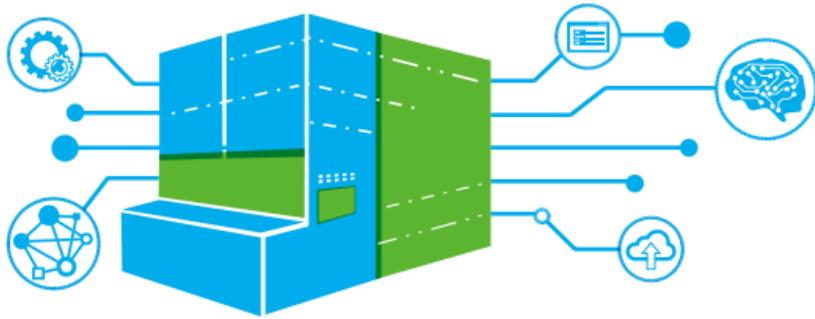


- **Parts and repair**
 - Predictive maintenance for parts deterioration
 - Appropriate parts inventory management and prompt delivery
- **Services**
 - Providing “comprehensive contract type” services that encompass everything from equipment delivery to after-care maintenance
 - Proposing solutions that address customer demands and maximizing equipment utilization rates
- **Modification**
 - Productivity improvement
 - Yield improvement

SAM^{*1} is expanding with 99,000^{*2} installed base currently and increasing by approx. 4,000 to 6,000 units each year

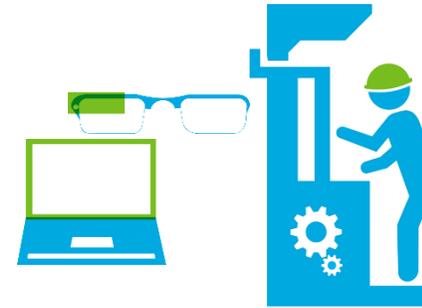
Advanced Field Solutions

TELeMetrics™



- Monitoring data on individual equipment
- Knowledge management and accumulation of problem case studies

Remote Support

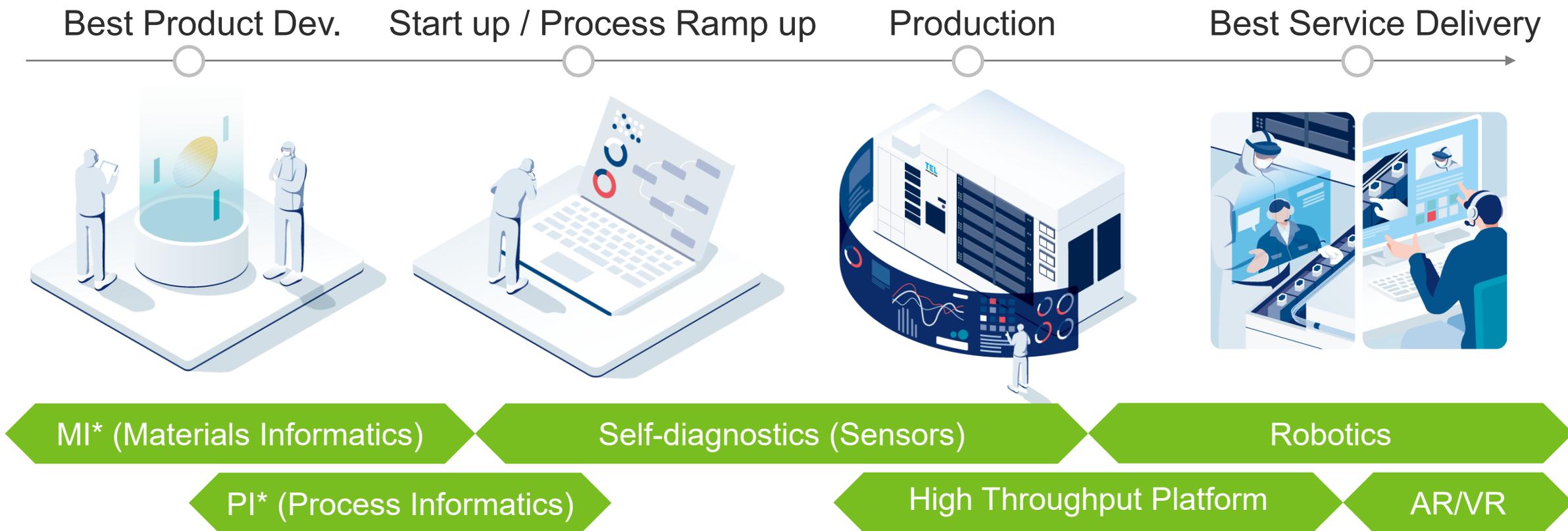


- Minimization of downtime through predictive maintenance of equipment
- Remote support that enables prompt response even under travel restrictions

Proposing solutions with high added value centered around “TELeMetrics™” that utilize DX

9. Digital Transformation (DX) Initiatives

Leveraging DX in each step of Product Lifecycle



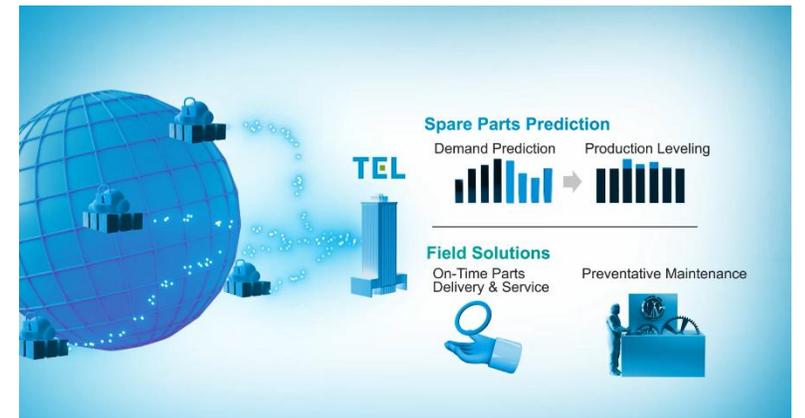
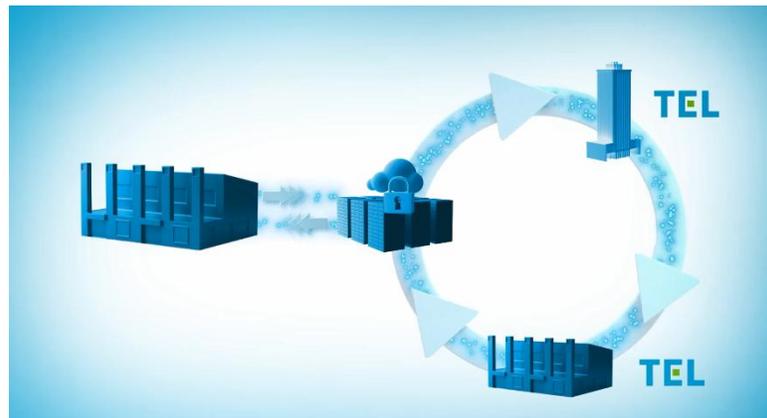
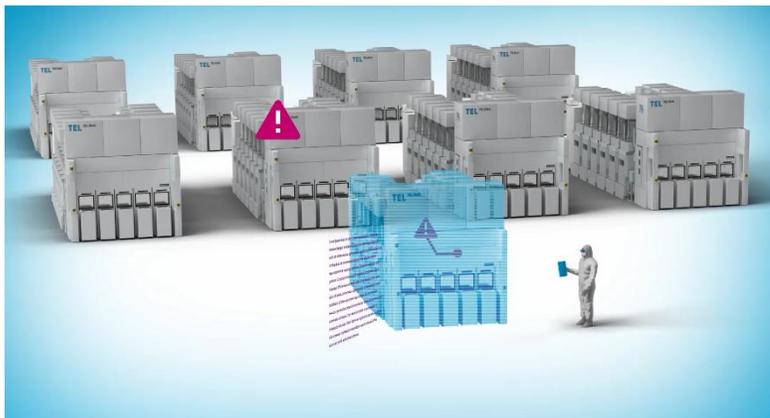
Developing digital enablers for use throughout Product Lifecycle (PLC)
to leverage productivity and profitability

Leveraging DX in Business Operations



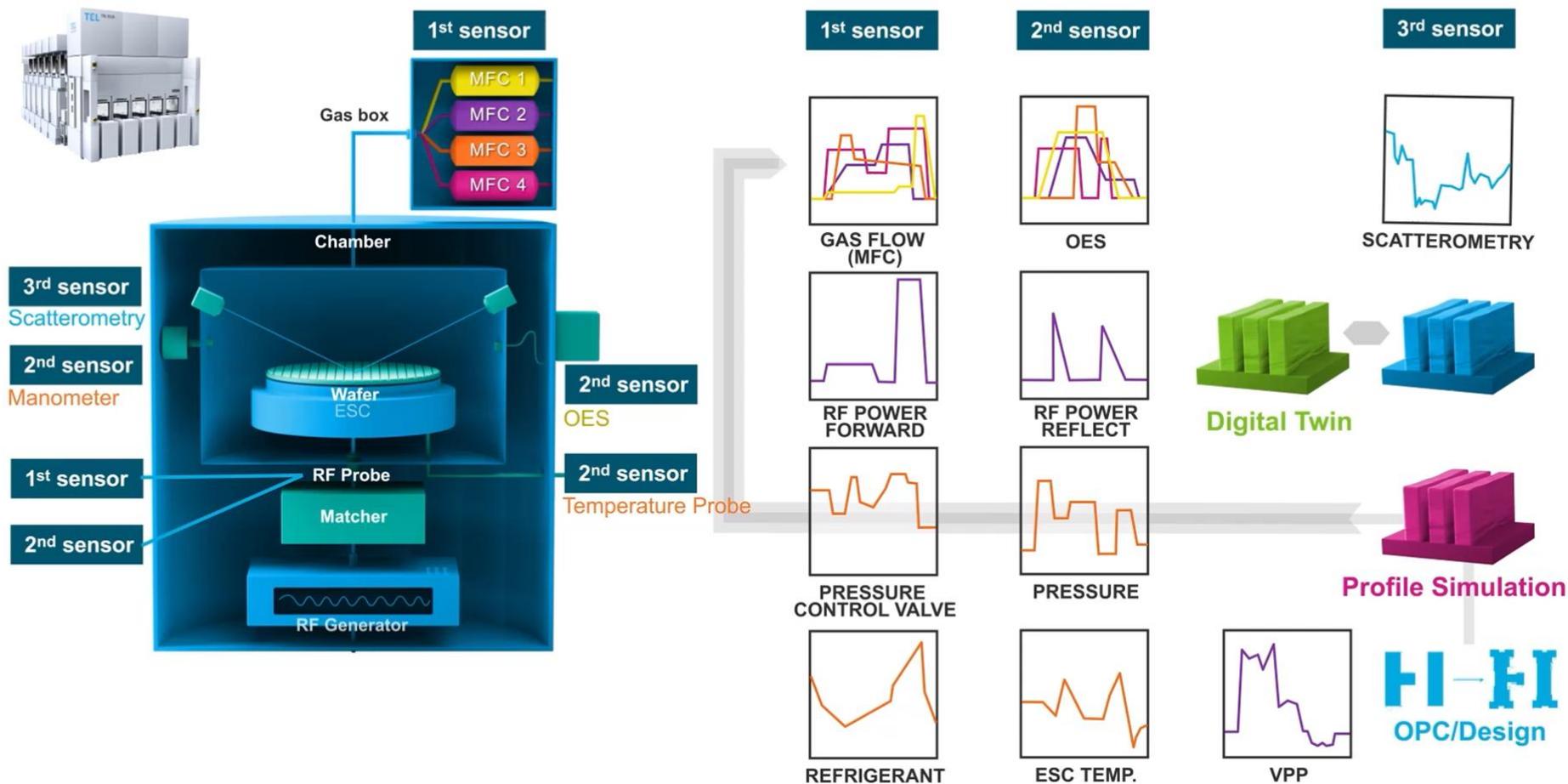
- Business Process Design Strategy Division
 - Promote DX through the reciprocity between data-driven management and business process re-engineering.
 - Create environments that utilize digital technologies such as generative AI.
 - Cultivate a DX culture through change management and promote sustainable growth.

Example Activity 1: Digital Technologies to Increase Customer Value in Etch Equipment



Aiming to maximize customer value using all digital technologies

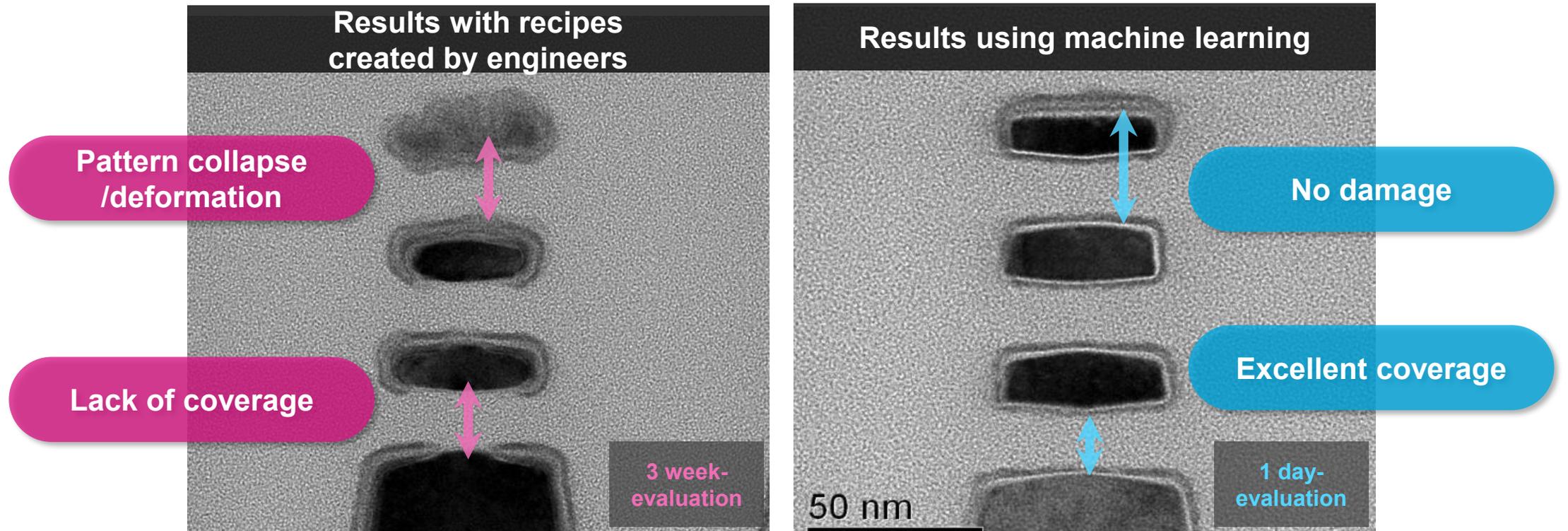
Example Activity 2: Digital Technologies to Increase Customer Value in Etch Equipment



Aiming to maximize customer value using all digital technologies

Example Activity 3: Increasing Productivity of R&D

Process Informatics

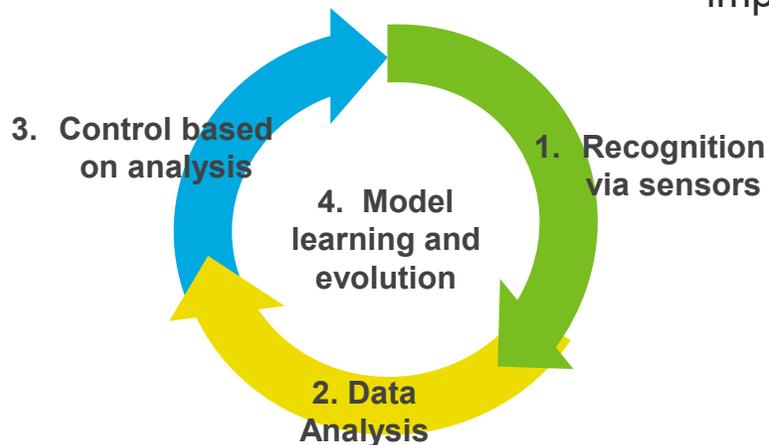
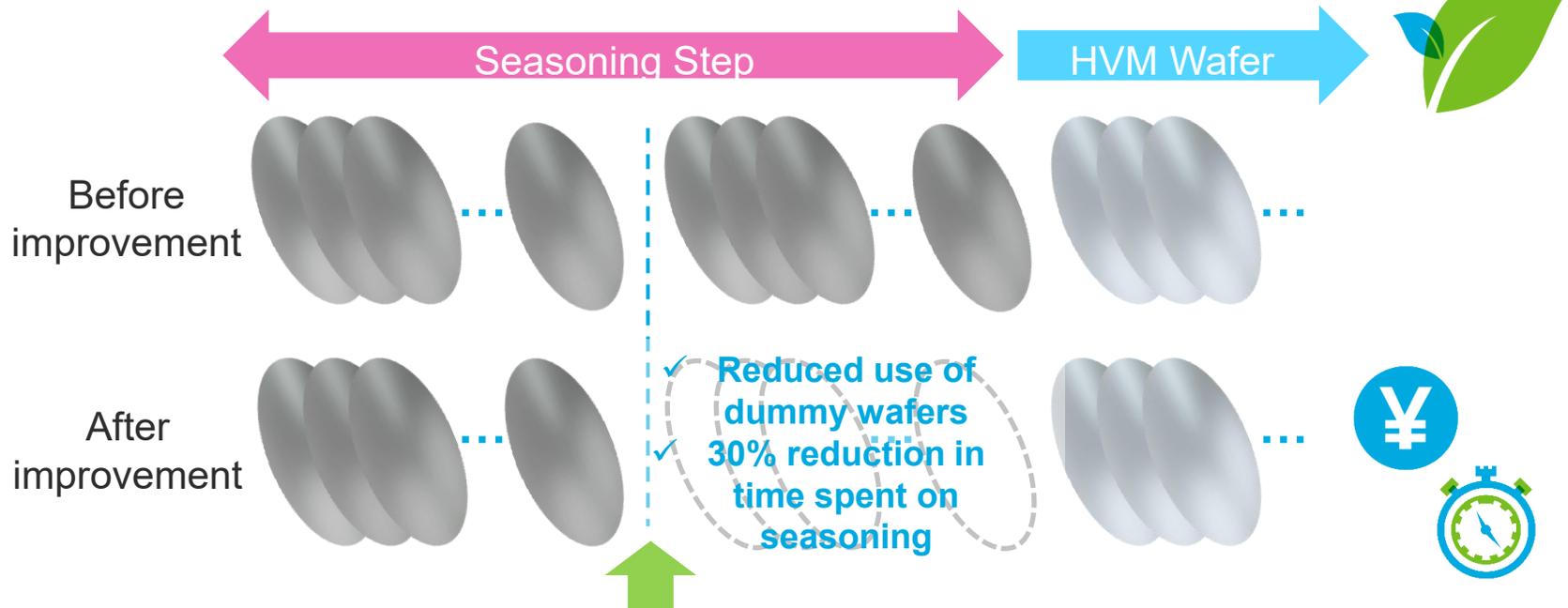


Source: Tokyo Electron Technology Solutions Limited / Tokyo Electron Limited

Achieved good step coverage with no pattern deformation in the ALD process by machine learning

Example Activity 4: Increasing Productivity of Equipment

Improving Utilization of Etch Equipment



Seasoning at the right time with endpoint detection

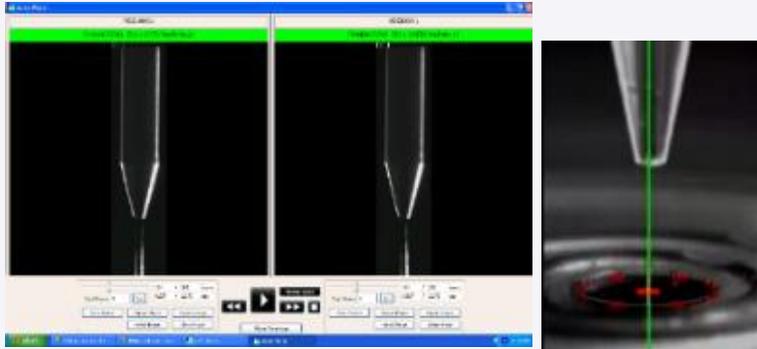
*ISSM 2020, from "Seasoning Optimization by using Optical Emission Spectroscopy," published by the Company

Feedback from the sensor provided an appropriate understanding of chamber conditions and improved utilization of equipment

Example Activity 5: Increasing Operation Cost of Equipment

Reducing Chemicals of Coater/Developer

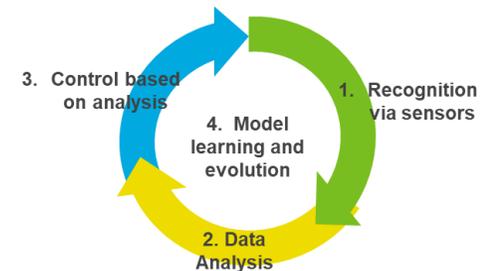
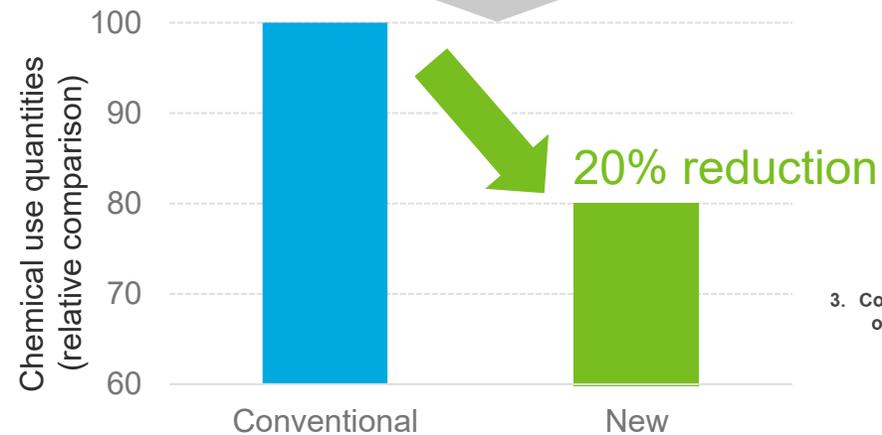
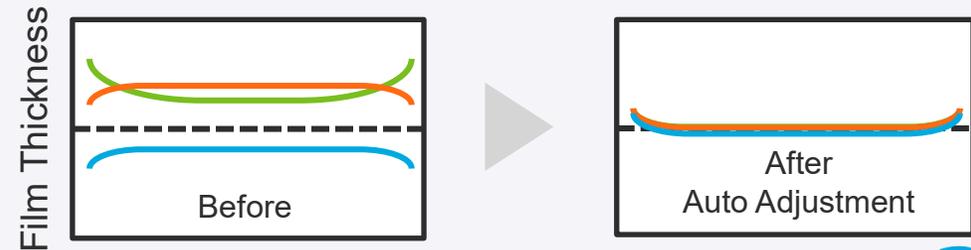
Monitoring of chemical discharge status using image processing technology



Monitoring of chemical coverage of interior of surfaces using image processing technology

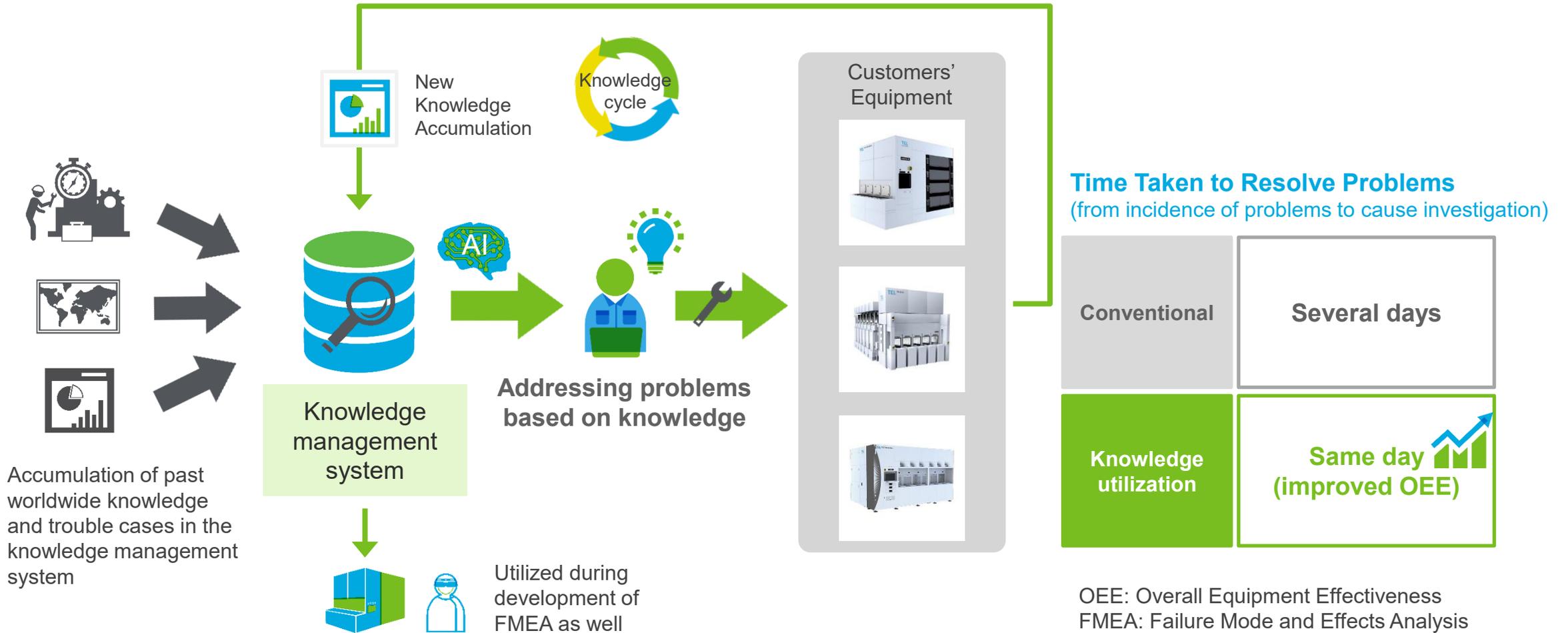
Dispense Volume	X ml	Y ml	Z ml	A ml
Judgement	Passed	Passed	Failed	Failed
Wafer image				

Automatic film thickness adjustment function



Contributed to customer operation costs and the environment by using machine learning

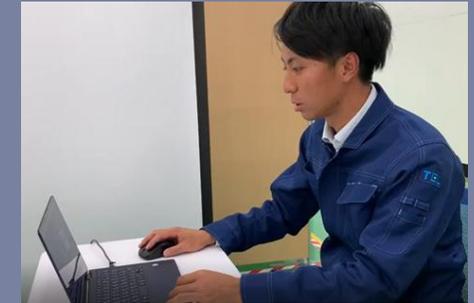
Example Activity 6: Improving Overall Equipment Effectiveness



Using the Knowledge Management System to reduce the time taken to resolve problems and improve equipment operation rates

Example Activity 7: Leveraging DX in Field Solutions

Maximize work efficiency for startup and maintenance in the Clean Room by using smart glasses and remote expert support. Use of AR/VR and DX including digital twin technology.



Use of robots for parts replacement without human assistance is expected to minimize downtime and improve the quality of engineering work.

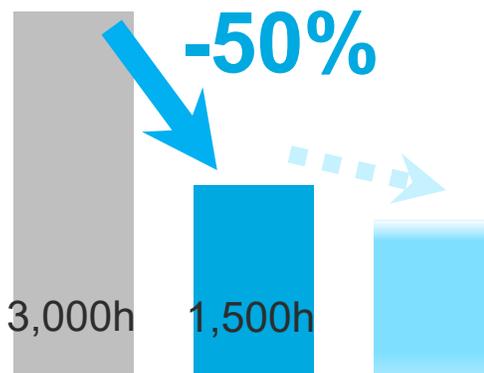
10. Procurement and Manufacturing Strategy

Continuous Production Innovation in Pursuit of Safety, High Quality and High Reliability

- Build a production system able to quickly respond to market changes
- Shorten time from new product development to mass production
- Shorten production lead times: Achieve 100% module shipment
- Utilize DX and automation in manufacturing, and expand automated warehouse
- **Significantly reduce equipment start-up time (One-touch start-up)**
 - Reduce start-up time up to 75% (primary target), One-touch (final target)



Shorten start-up time



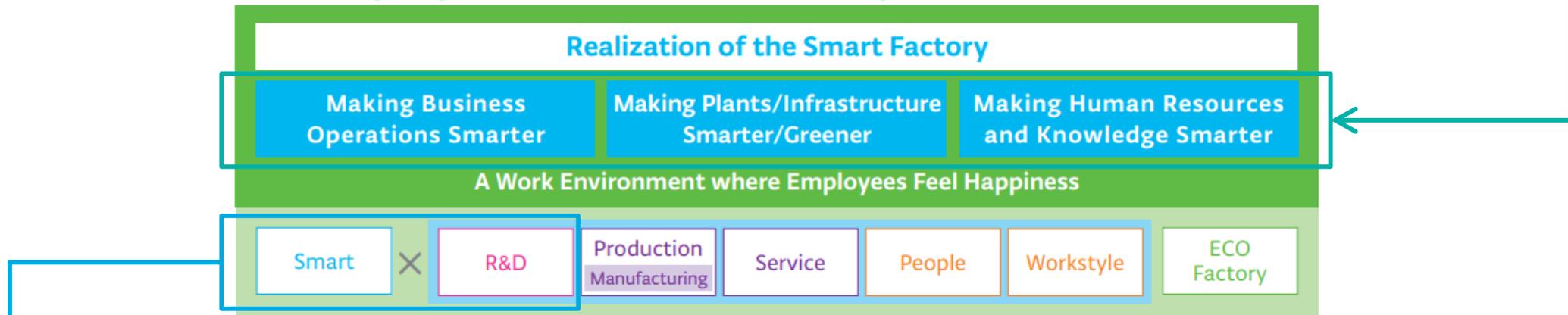
Conventional → after production innovation

Expected outcome from shorten start-up time

- Enhance productivity and start-up quality
- Reduce accident risks
- Optimize resources and the work-life balance

An Initiative to Promote Shift Left: Smart Factory Concepts

Three elements that are increasingly crucial when providing high value-added technologies and products to customers



Various measures in place for the realization of Smart R&D

Example ①

Analyzing and utilizing internal data collected through DX creates an environment where inexperienced engineers can learn from the knowledge and experience of expert engineers at any time

➡ Shorten the development period by providing timely feedback on the development of new products

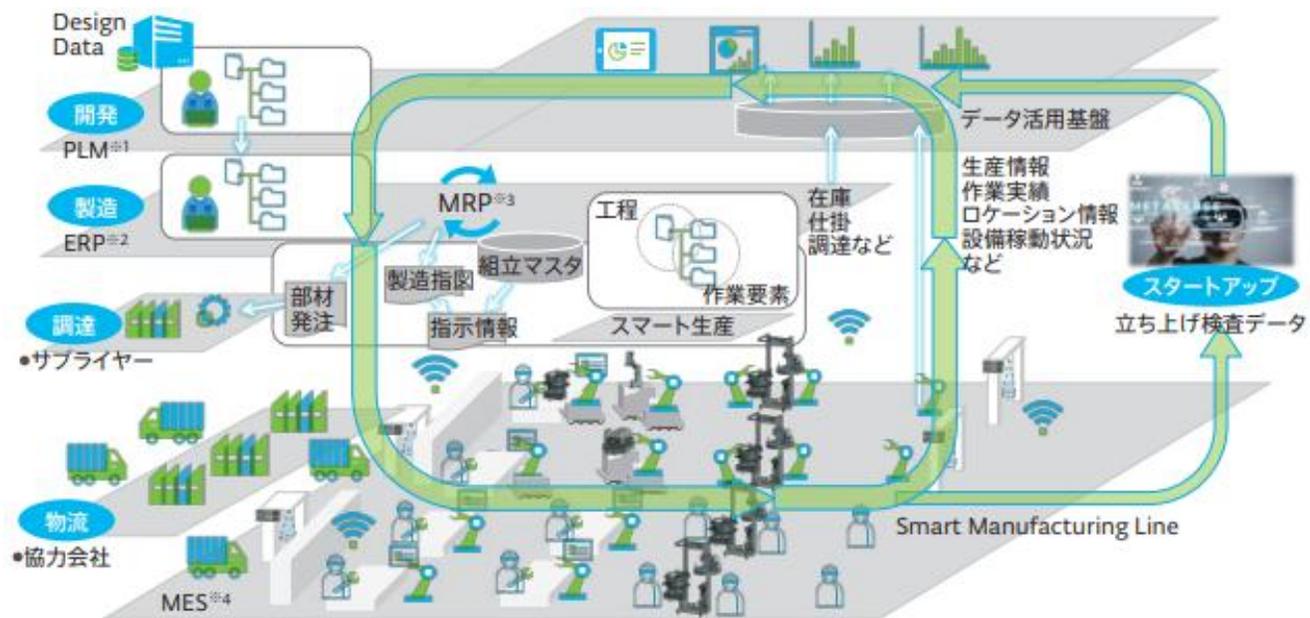
Example ②

Automating operations that engineers had repeatedly performed using digital technology

➡ Enabling employees to focus on work with high added value

Innovative Production Capabilities by DX : Smart Manufacturing

Striving to build superior production capabilities that enable optimal decision-making and immediate action through the cooperation and digitization of all production-related data in real time



- Improve core system
 - Production leveling
 - Increase MPR processing capability for procurement
 - Introduce PLM-DX and BOM※5 concept
 - Enhance production capability
 - Minimize manufacturing lead time
- Increase design efficiency
 - Reduce new product development period by half

※1 PLM: Product Lifecycle Management
 ※2 ERP: Enterprise Resource Planning
 ※3 MRP: Material Resource Planning

※4 MES: Manufacturing Execution System
 ※5 BOM: Bill of Material

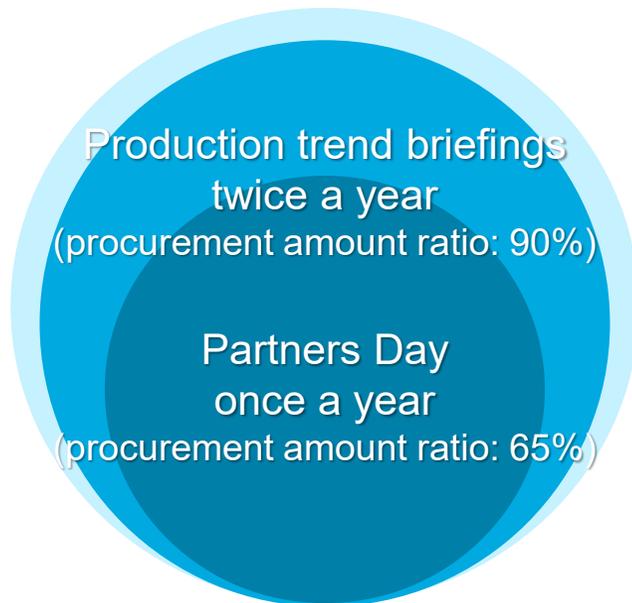
Smart R&D Concept

Leveraging Smart Manufacturing concept to realize efficient and stable cutting-edge manufacturing lines that produces high-quality products

Build a Sustainable Supply Chain



- Fair and transparent relationships and reliable trust relationship with our business partners
 - Implement CSR/BCP assessments based on industry codes of conduct
 - Share knowledge in such areas as safety, quality, the environment and compliance



E-COMPASS

Applaud environmental impact reduction activities, adding environmentally related items to assessment studies

- ✓ Reduce CO₂ emissions and the amount of energy usage
- ✓ Introduce renewable energy
- ✓ Promote resource conservation
- ✓ Promote waste reduction and recycling
- ✓ Promote activities for reducing the environmental impact of logistics



Procurement BCP and Proactive Procurement Activities

Mid- and long-term forecast
Promote “Shift Left” procurement strategy
Build BCP system resilient to procurement difficulty

Oversee whole supply chain from upstream to downstream
Visualize and grasp risks

Supply chain responsive to any kind of risks
(Raw materials, parts, processing and assembly)
Strong and reliable supply chain

**Safety stock
Inventory liquidity**

**Visualize
supply chain**

**Risk management on
business partners
Strengthen partnership**

Measures for procurement BCP

Early procurement of parts

- Early procurement for long term
- Ensure inventory exchange flexibility among factories
- Inventory reductions in total

Secure semiconductor devices

- Secure semiconductor devices for our equipment
- Visualize and streamline distribution channel
- Collaborate with semiconductor makers
= TEL can be a customer of our customers

Parts and Suppliers

- Identify and analyze risk parts
- Multi sourcing of producing countries
- Standardization, centralization and decentralization of parts
- Measures to secure capacity for us

New Production Building Construction at Tokyo Electron Miyagi

- Total floor area: Approx. 88,600m² (planned; excluding the ancillary facility area)
- Structure: Steel frame structure with a base isolation system
- Number of floors: 5 above ground
- Construction cost: Approx. 104B yen
- Purpose: Manufacture of etch systems

**Miyagi innovative Production Center
(Completion scheduled for summer 2027)**



Realize the Smart Production concept
by automating logistics functions and mechanizing manufacturing processes
to provide high production capacity/quality/efficiency production lines

Smart Manufacturing to Achieve High Quality and Productivity

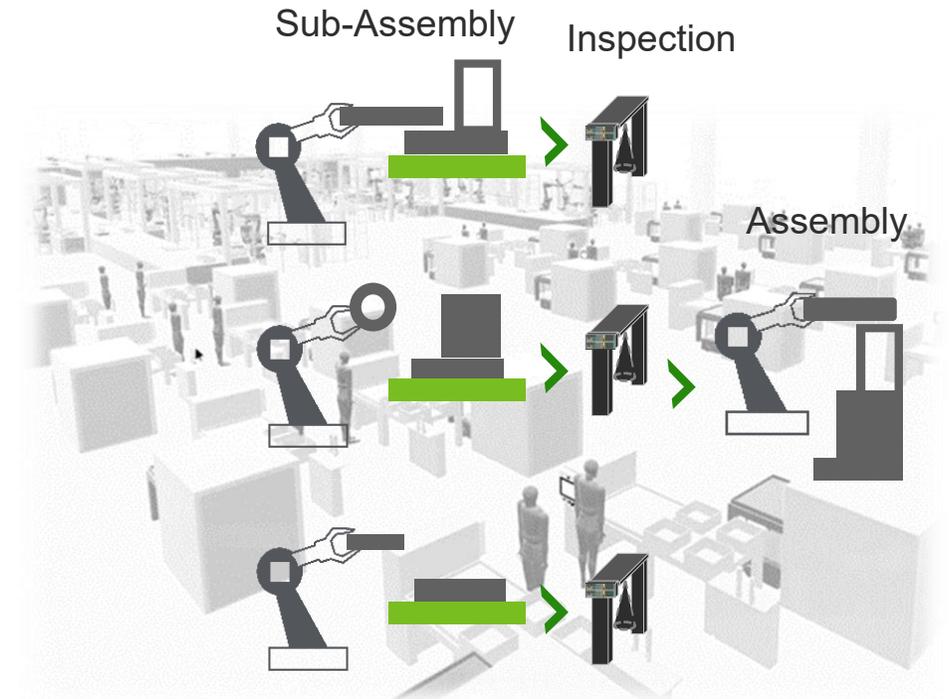
Development & Design



Feed Forward

Feedback

Smart Manufacturing



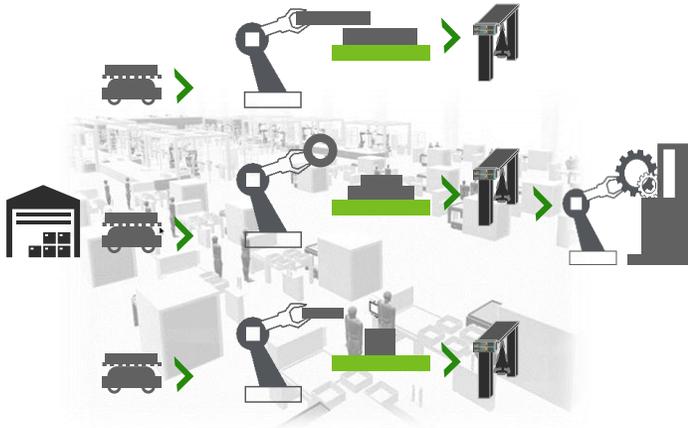
By centralizing development and production in TEL Miyagi, we ensure continuous concurrent engineering and advanced manufacturing capabilities

Vision for Smart Production

- Achieve sustainable manufacturing for the future

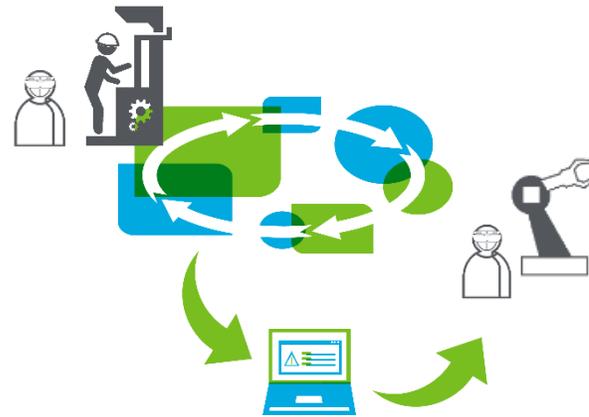
Overwhelming Efficiency

through automation and standardization



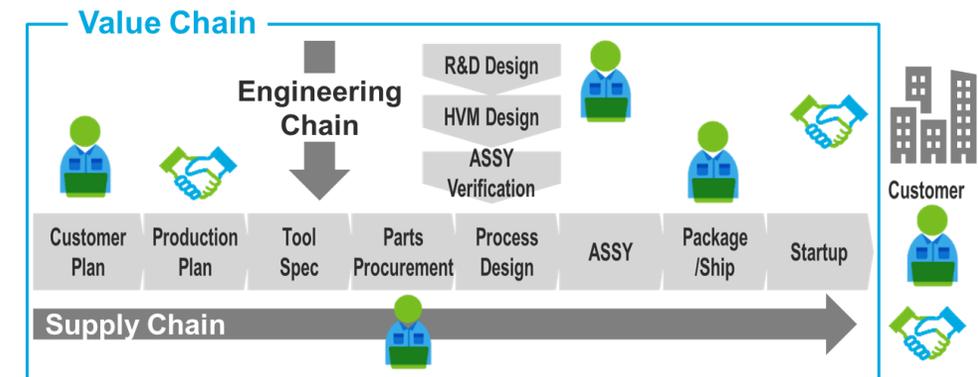
Enhancing Adaptability

to internal and external environmental changes

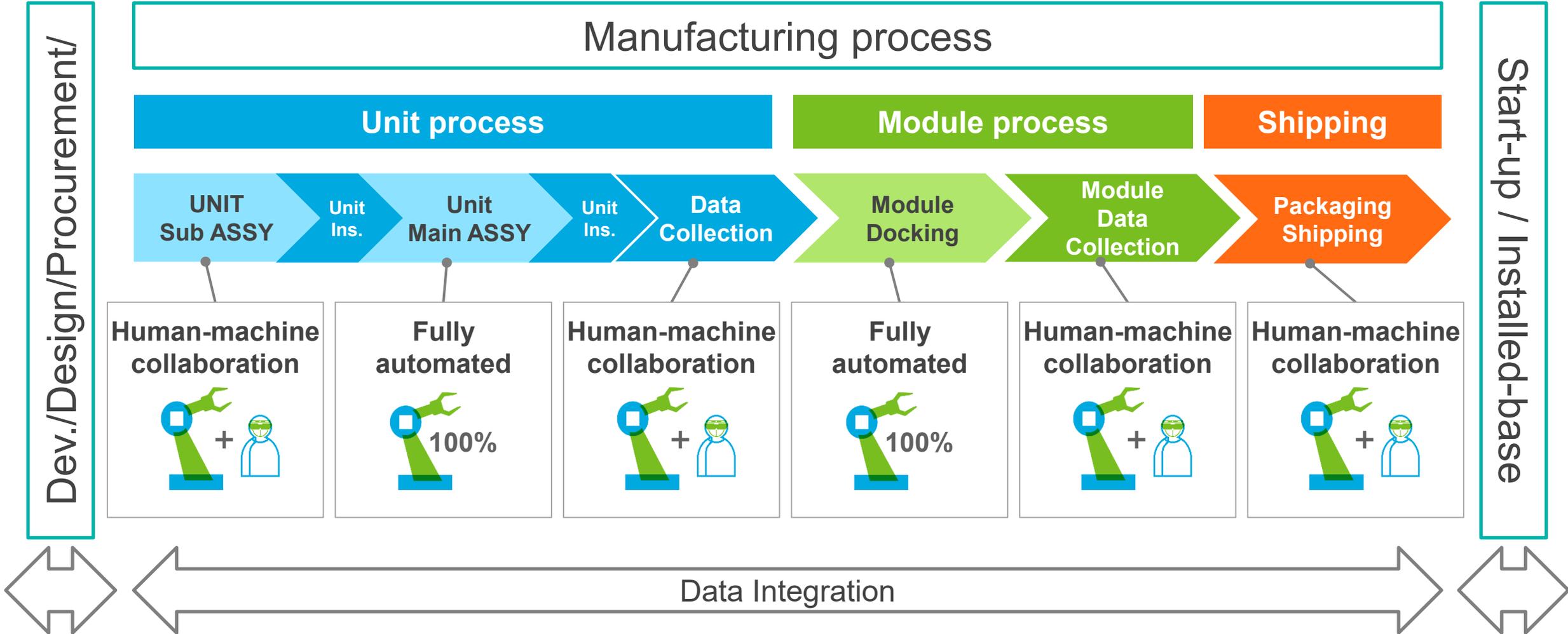


Product & Service Quality Improvement

through enhanced value chain



Concept of Smart Production



Appendix : Data Section

Financial Summary

(Billion yen)

	FY2024	FY2025	FY2025 vs FY2024	(Reference) FY2025 estimates announced on February 6, 2025
Net sales	1,830.5	2,431.5	+32.8%	2,400.0
Gross profit	830.2	1,146.2	+38.1%	1,129.0
Gross profit margin	45.4%	47.1%	+1.7pts	47.0%
SG&A expenses	374.0	448.9	+20.0%	449.0
Operating income	456.2	697.3	+52.8%	680.0
Operating margin	24.9%	28.7%	+3.8pts	28.3%
Income before income taxes	473.4	706.1	+49.1%	691.0
Net income attributable to owners of parent	363.9	544.1	+49.5%	526.0
EPS (Yen)	783.75	1,182.40	+50.9%	1,142.47
R&D expenses	202.8	250.0	+23.2%	254.0
Capital expenditures	121.8	162.1	+33.1%	170.0
Depreciation and amortization	52.3	62.1	+18.7%	63.0

1. In principle, export sales of Tokyo Electron's products is denominated in yen. Although some sales and expenses are denominated in foreign currencies, the impact of foreign exchange rate fluctuations on profits is negligible, unless extreme fluctuations occur.

2. Profit ratios are calculated using full amounts, before rounding.

Financial Trend (FY2021~FY2025)

(Billion yen)

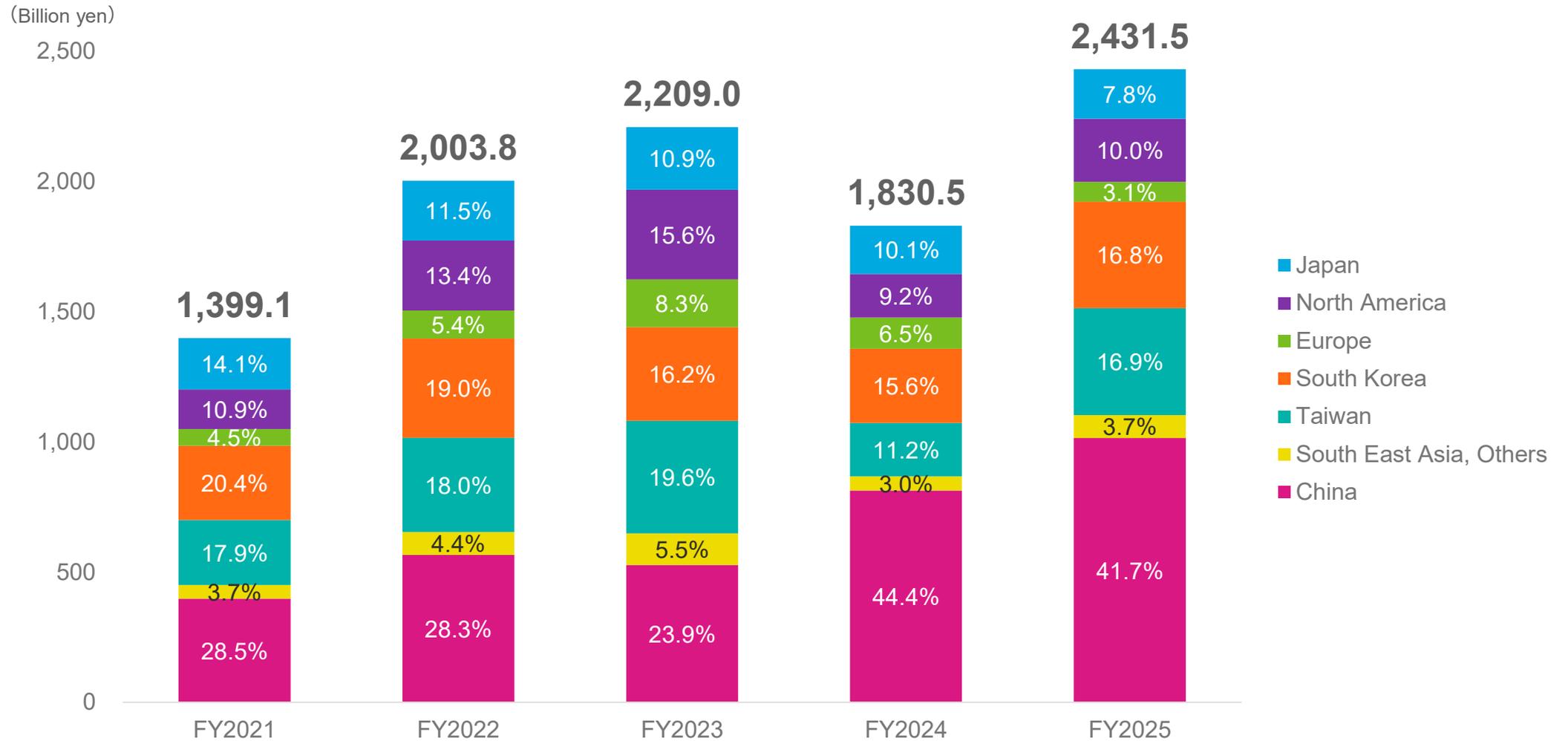


	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	1,399.1	2,003.8	2,209.0	1,830.5	2,431.5
Gross profit	564.9	911.8	984.4	830.2	1,146.2
Operating profit	320.6	599.2	617.7	456.2	697.3
Net income attributable to owners of parent	242.9	437.0	471.5	363.9	544.1
Gross profit margin	40.4%	45.5%	44.6%	45.4%	47.1%
Operating margin	22.9%	29.9%	28.0%	24.9%	28.7%
ROE	26.5%	37.2%	32.3%	21.8%	30.3%

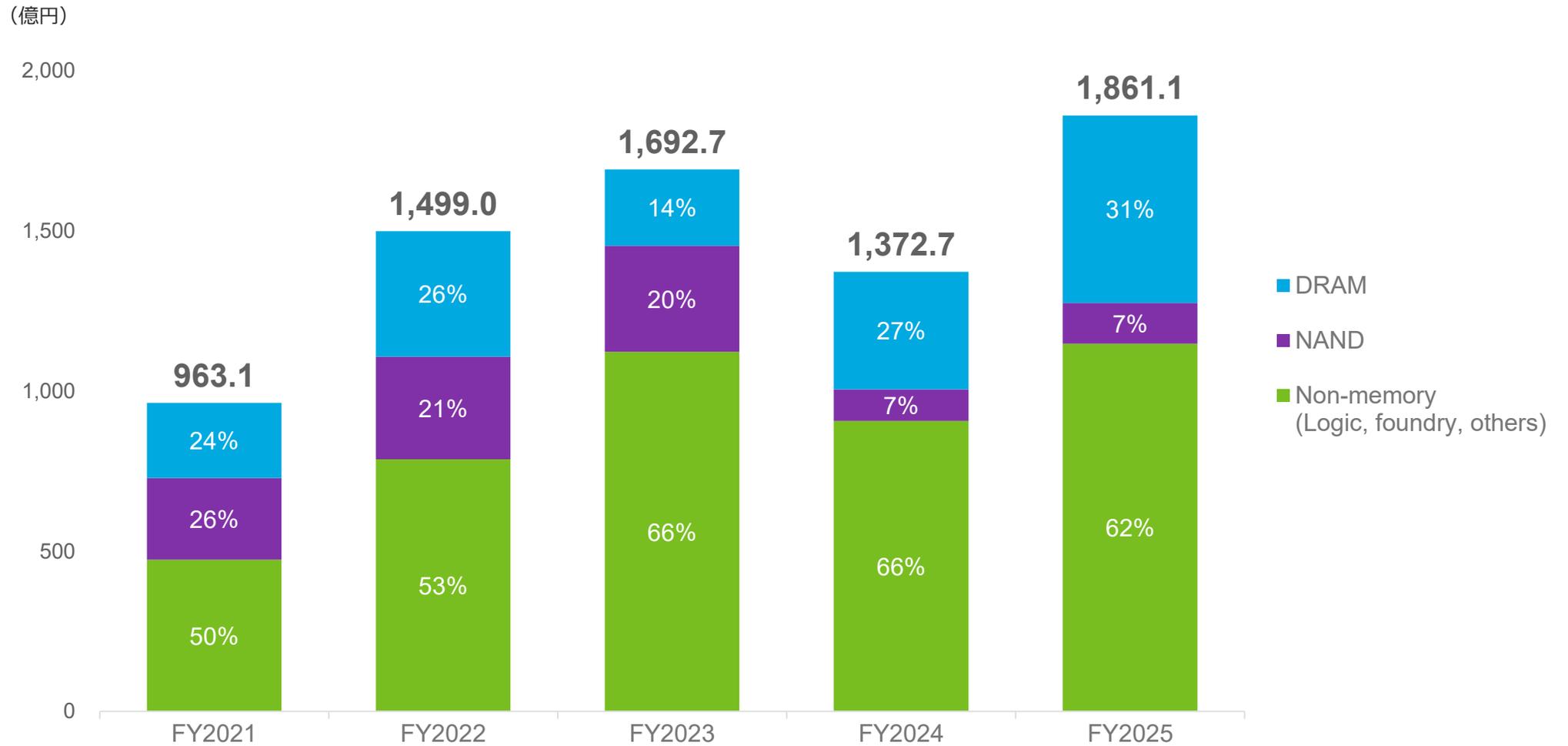
From the beginning of FY2022, the Company applies "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29).

Net sales, gross profit, operating profit and net income reached record high

Sales by Region



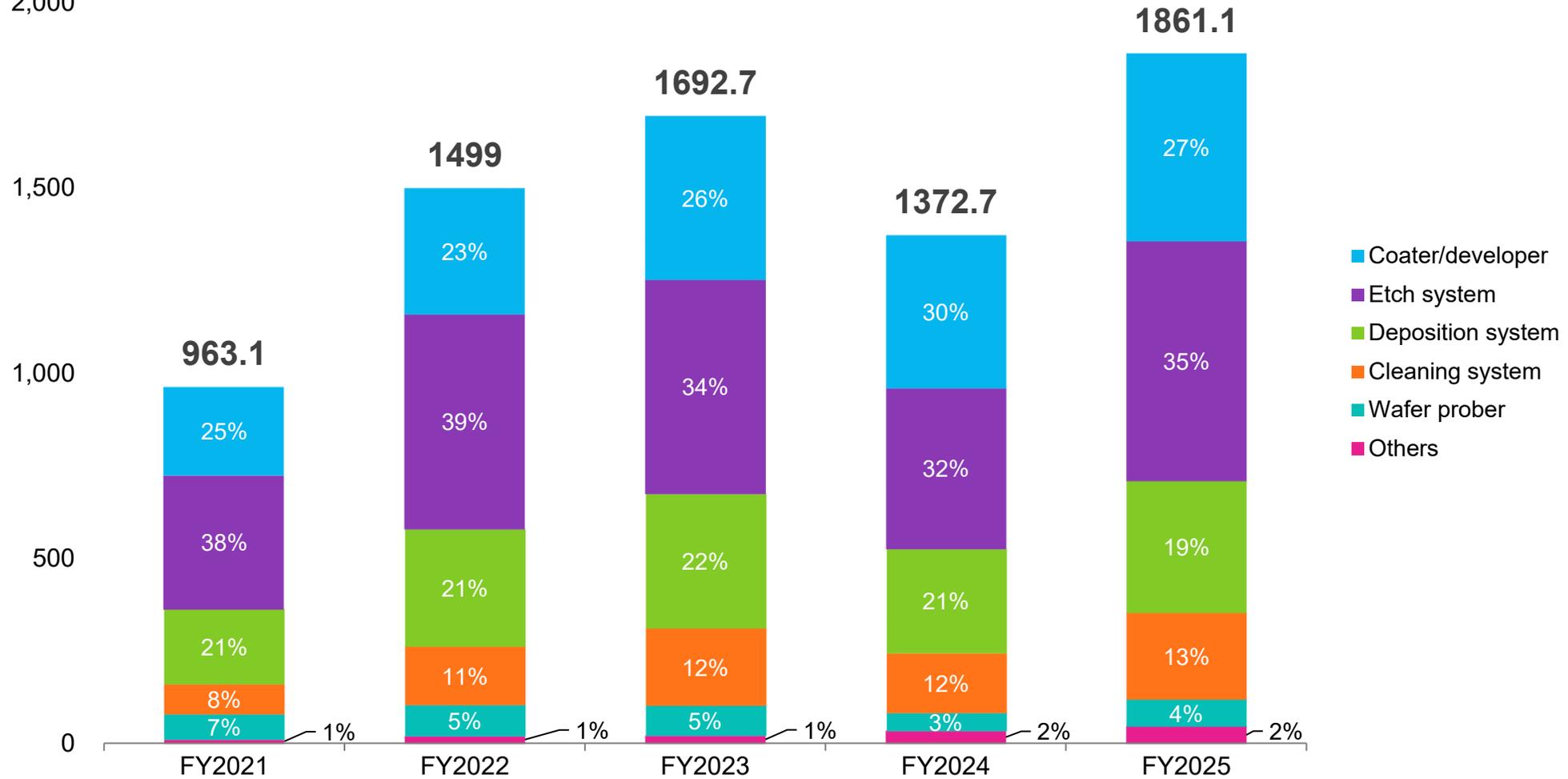
SPE New Equipment Sales by Application



1. SPE: Semiconductor Production Equipment
 2. Percentages on the graph show the composition ratio of new equipment sales. Field Solutions sales are not included.

SPE New Equipment Sales by Product

(Billion yen)
2,000



Percentages on the graph show the composition ratio of new equipment sales. Field Solutions sales are not included.

Field Solutions Sales

(Billion yen)

600

500

400

300

200

100

0

FY2021

FY2022

FY2023

FY2024

FY2025

362.3

113.8

248.5

455.9

156.3

299.6

474.0

120.0

354.0

428.5

104.0

324.4

538.3

149.1

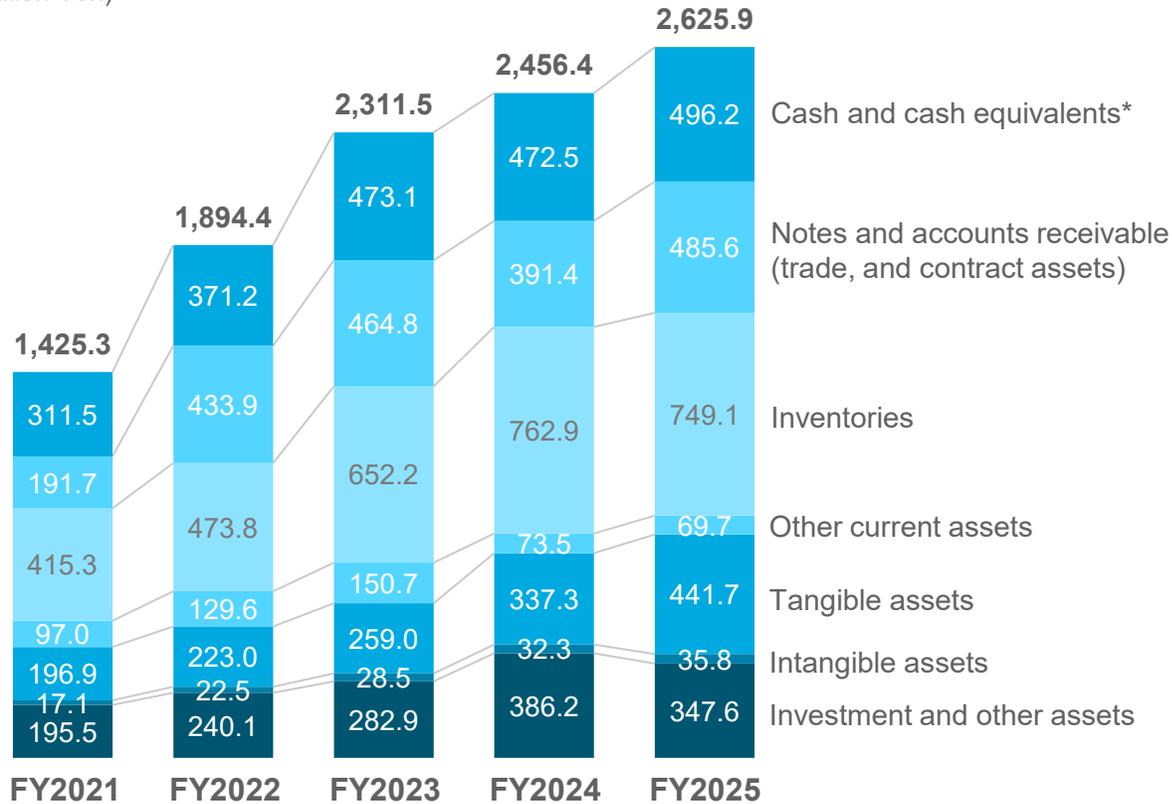
389.1

- Used equipment and modification
- Parts and services

Balance Sheet

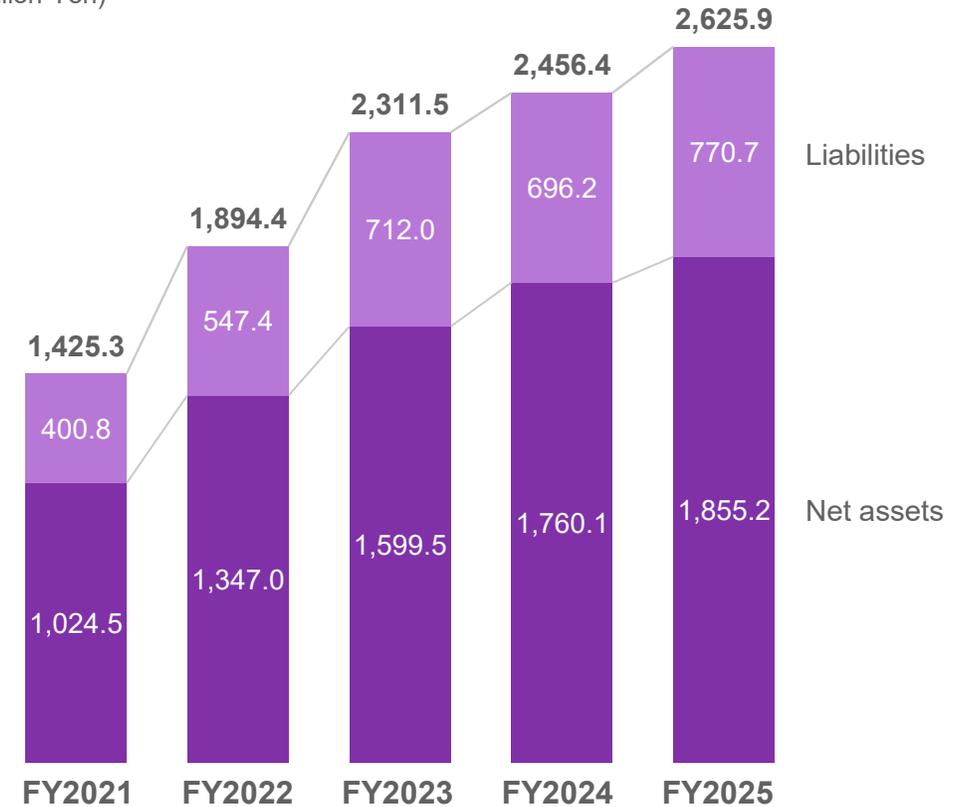
Assets

(Billion Yen)



Liabilities and Net Assets

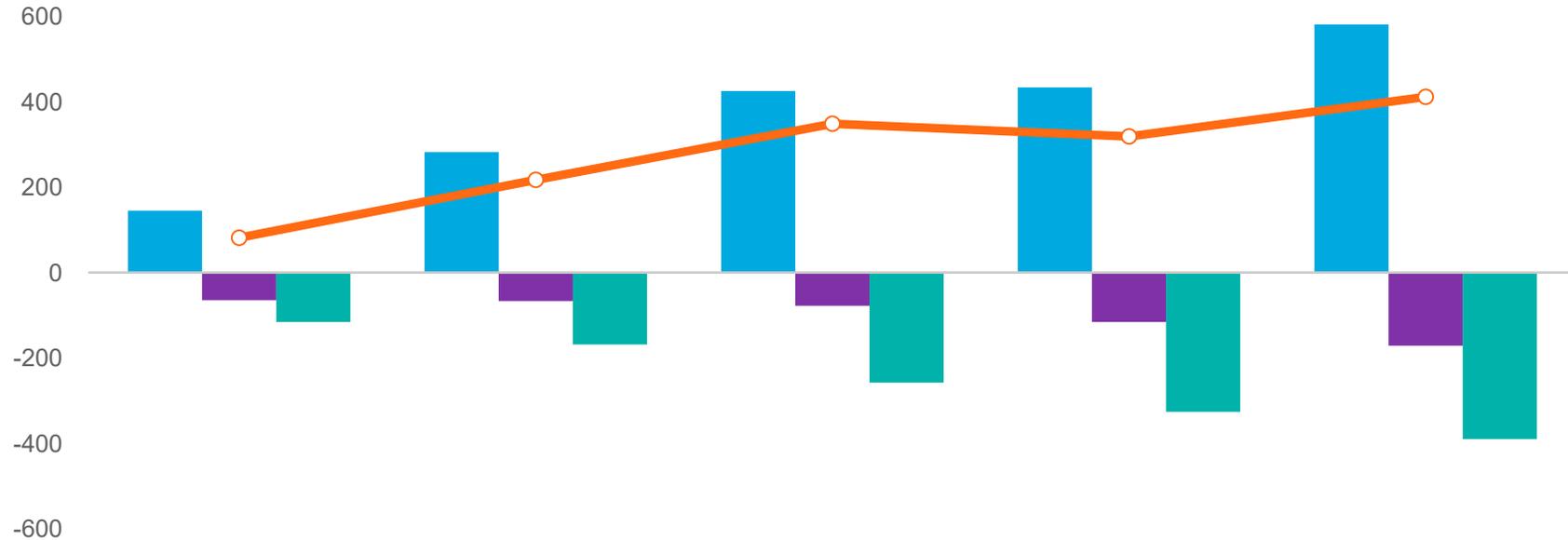
(Billion Yen)



*Cash and cash equivalents: "Cash and deposits" + "Short-term investments", etc. ("Securities" in Balance Sheet).

Cash Flow

(Billion Yen)



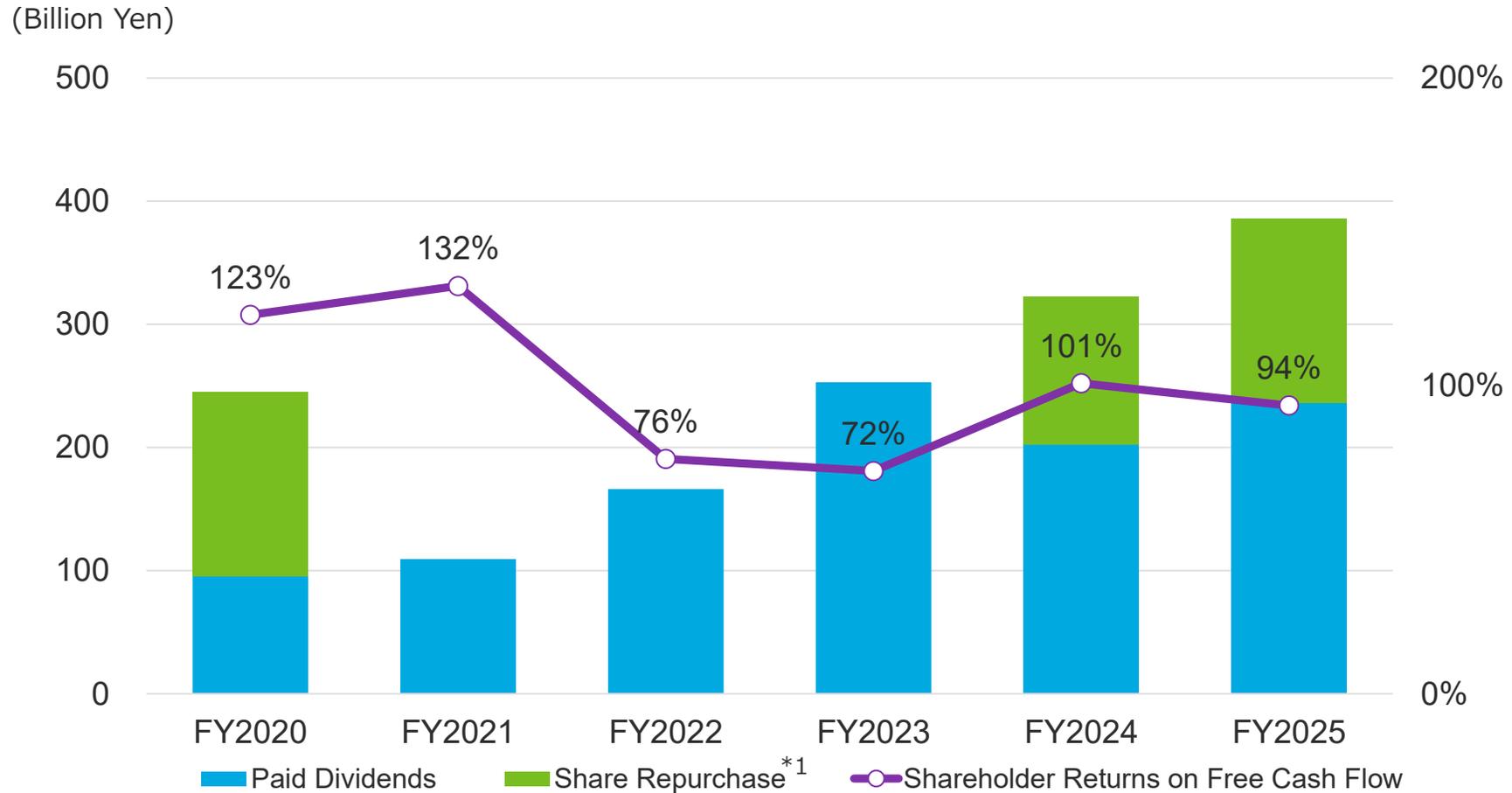
	FY2021	FY2022	FY2023	FY2024	FY2025
■ Cash flow from operating activities	1,458	2,833	4,262	4,347	5,821
■ Cash flow from investing activities*1	-632	-656	-767	-1,150	-1,697
■ Cash flow from financing activities	-1,145	-1,672	-2,565	-3,250	-3,888
○ Free cash flow*2	826	2,177	3,494	3,196	4,124
Cash on hand*3	3,115	3,712	4,731	4,725	4,962

*1 Cash flow from investing activities excludes changes in time deposits and short-term investments.

*2 Free cash flow = "Cash flow from operating activities" + "Cash flow from investing activities" (excluding changes in "Time deposits" and "Short-term investments").

*3 Cash on hand includes "Cash and cash equivalents" + "Time deposits and short-term investments" with original maturities of more than three months.

Shareholder Returns Trend



*1 Paid dividends are shown based on their payment date.

Aim for continuous high level of cash generation and shareholder returns

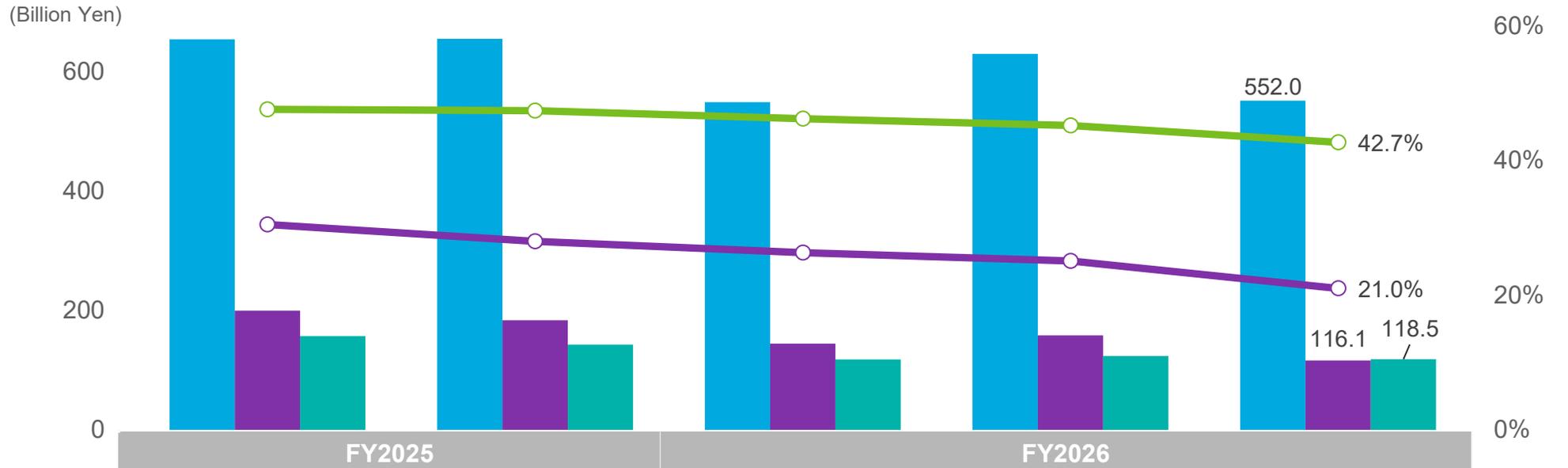
Financial Summary (Quarterly)

(Billion yen)

	FY2025		FY2026			vs. Q2 FY2026	vs. Q3 FY2025
	Q3	Q4	Q1	Q2	Q3		
Net sales	654.5	655.4	549.5	630.0	552.0	-12.4%	-15.7%
Gross profit	311.7	310.5	253.9	284.8	235.8	-17.2%	-24.4%
Gross profit margin	47.6%	47.4%	46.2%	45.2%	42.7%	-2.5pts	-4.9pts
SG&A expenses	112.1	126.7	109.2	126.4	119.6	-5.3%	+6.7%
Operating income	199.6	183.7	144.6	158.4	116.1	-26.7%	-41.8%
Operating margin	30.5%	28.0%	26.3%	25.1%	21.0%	-4.1pts	-9.5pts
Income before income taxes	200.1	185.1	151.9	161.0	153.3	-4.8%	-23.4%
Net income attributable to owners of parent	157.2	142.9	117.8	123.8	118.5	-4.3%	-24.6%
R&D expenses	61.8	72.7	62.1	72.6	66.2	-8.9%	+7.2%
Capital expenditures	50.2	34.6	52.8	91.2	30.3	-66.7%	-39.6%
Depreciation and amortization	16.0	18.3	17.1	19.1	21.1	+10.6%	+31.7%

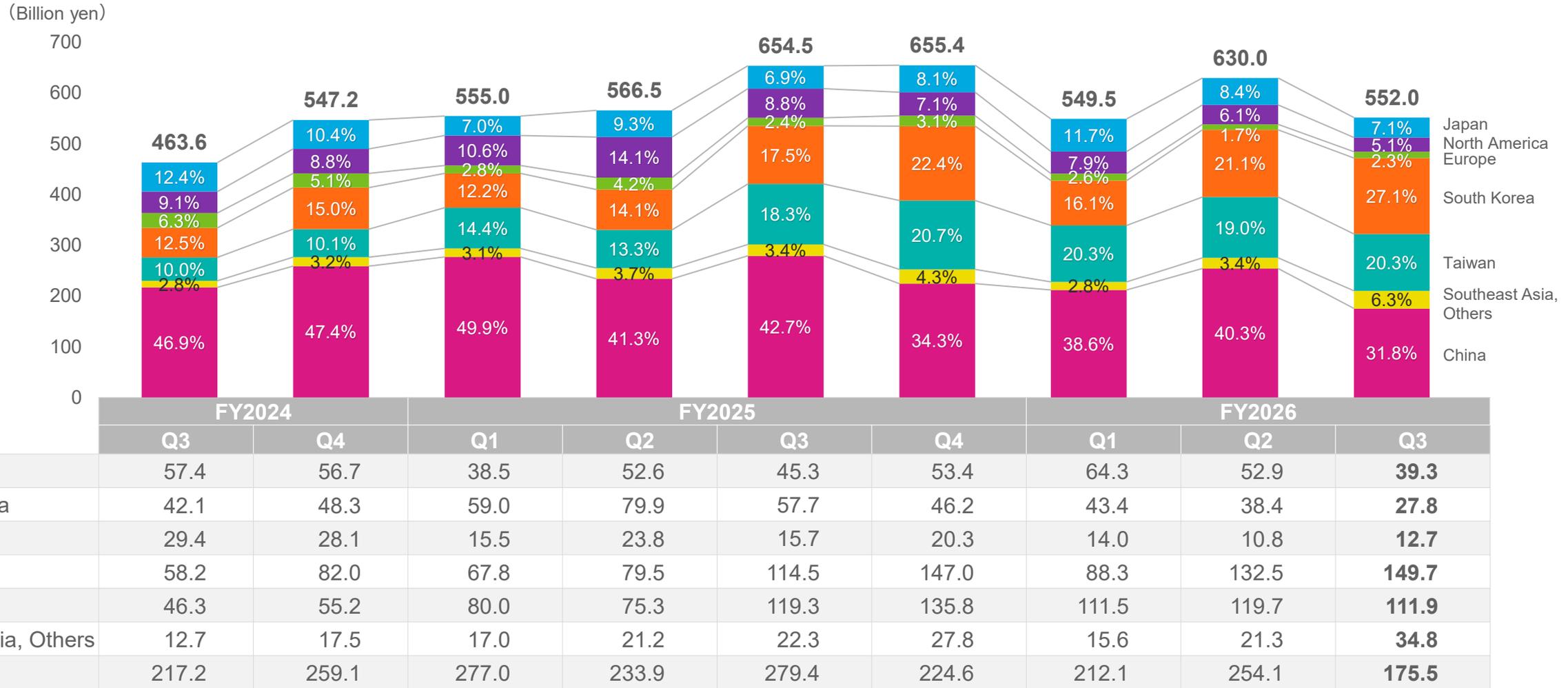
1. In principle, export sales of Tokyo Electron's products is denominated in yen. Although some sales and expenses are denominated in foreign currencies, the impact of foreign exchange rate fluctuations on profits is negligible, unless extreme fluctuations occur.
2. Profit ratios are calculated using full amounts, before rounding.
3. FY20xx refers to the financial year ending in March 20xx.

Financial Performance (Quarterly)



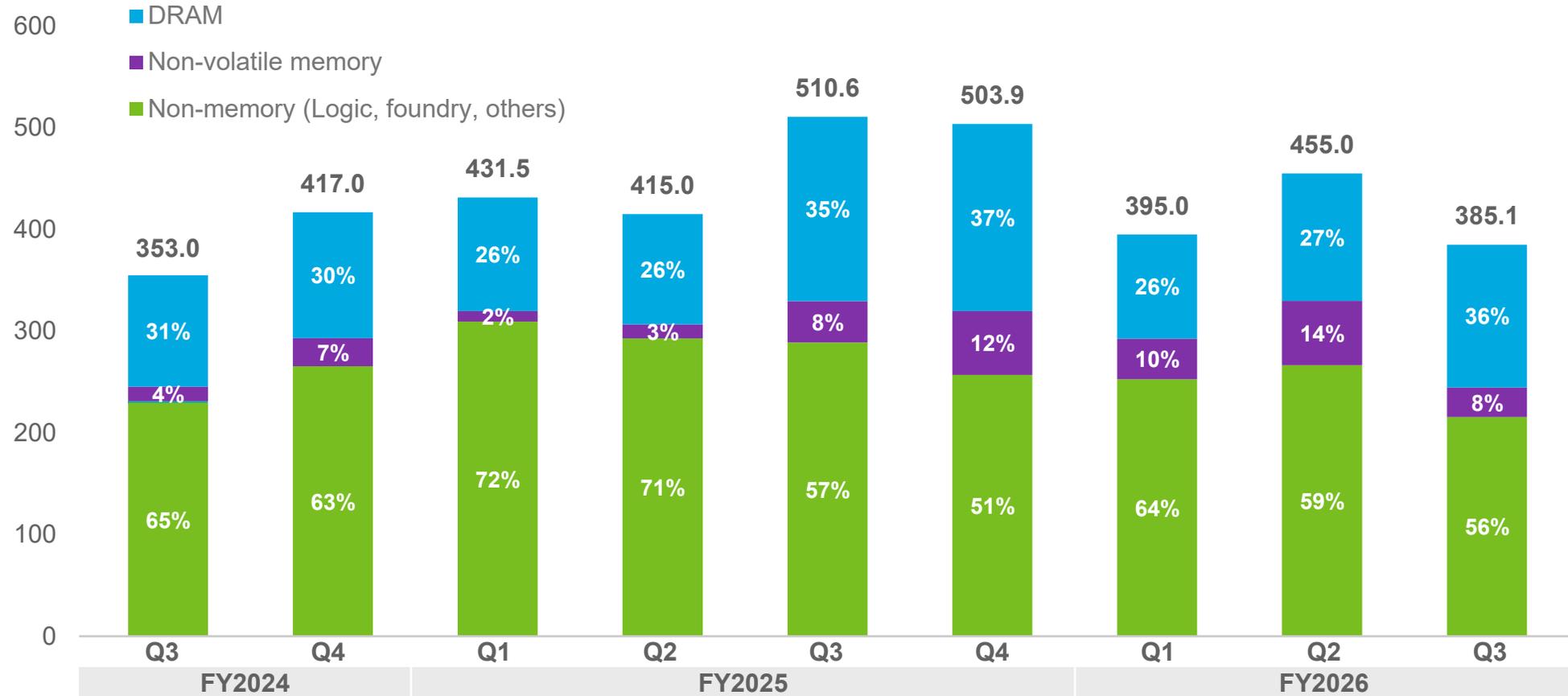
	FY2025		FY2026		
	Q3	Q4	Q1	Q2	Q3
■ Net sales	654.5	655.4	549.5	630.0	552.0
■ Operating income	199.6	183.7	144.6	158.4	116.1
■ Net income attributable to owners of parent	157.2	142.9	117.8	123.8	118.5
○ Gross profit margin	47.6%	47.4%	46.2%	45.2%	42.7%
○ Operating margin	30.5%	28.0%	26.3%	25.1%	21.0%

Composition of Net Sales by Region (Quarterly)



SPE New Equipment Sales by Application (Quarterly)

(Billion yen)



1. SPE: Semiconductor Production Equipment
2. Percentages on the graph show the composition ratio of new equipment sales. Field Solutions sales are not included.

Field Solutions Sales (Quarterly)

(Billion yen)

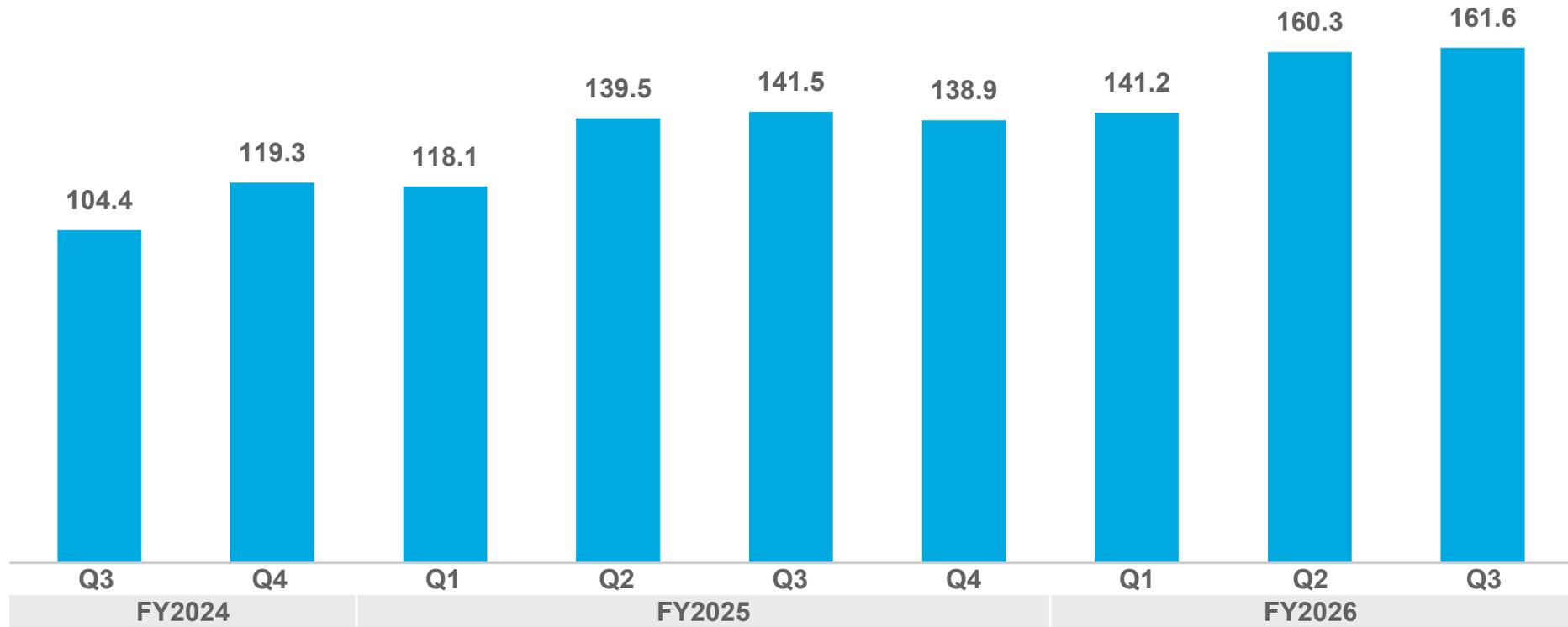
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150

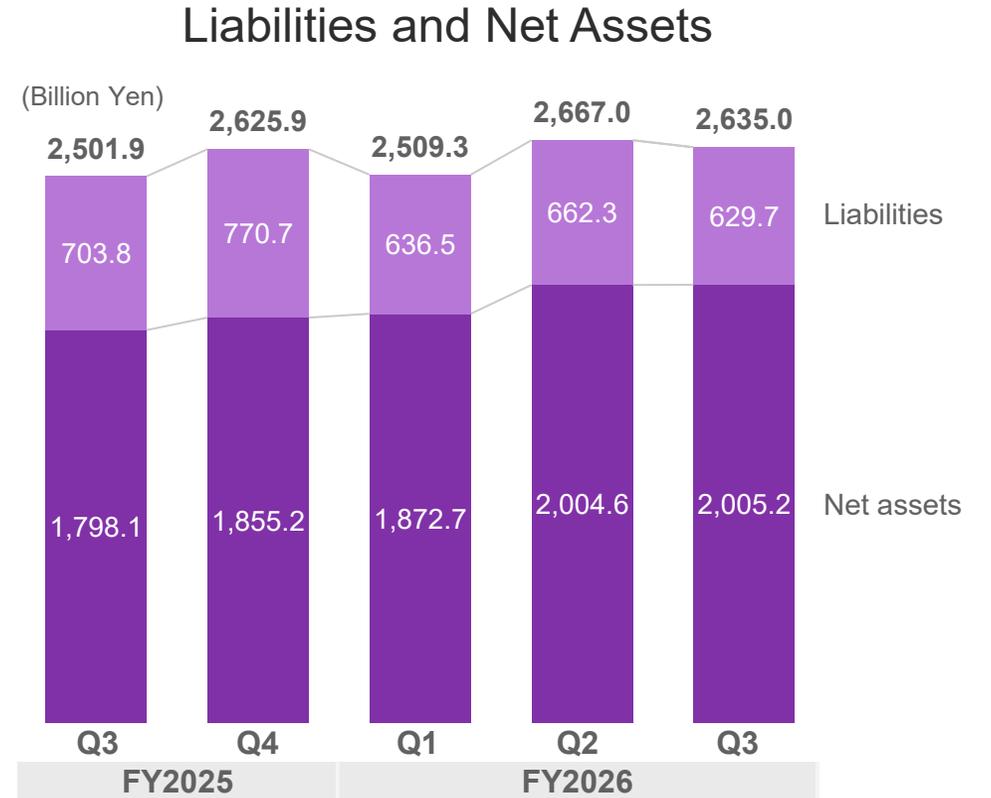
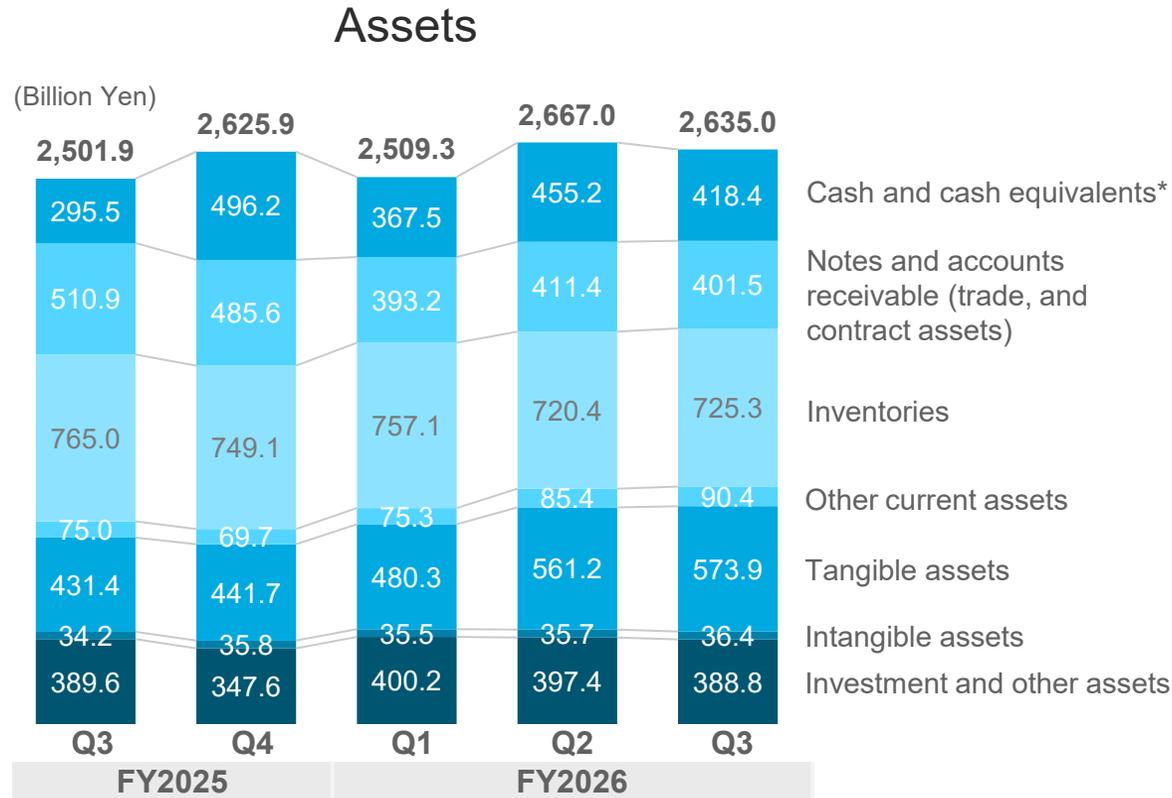
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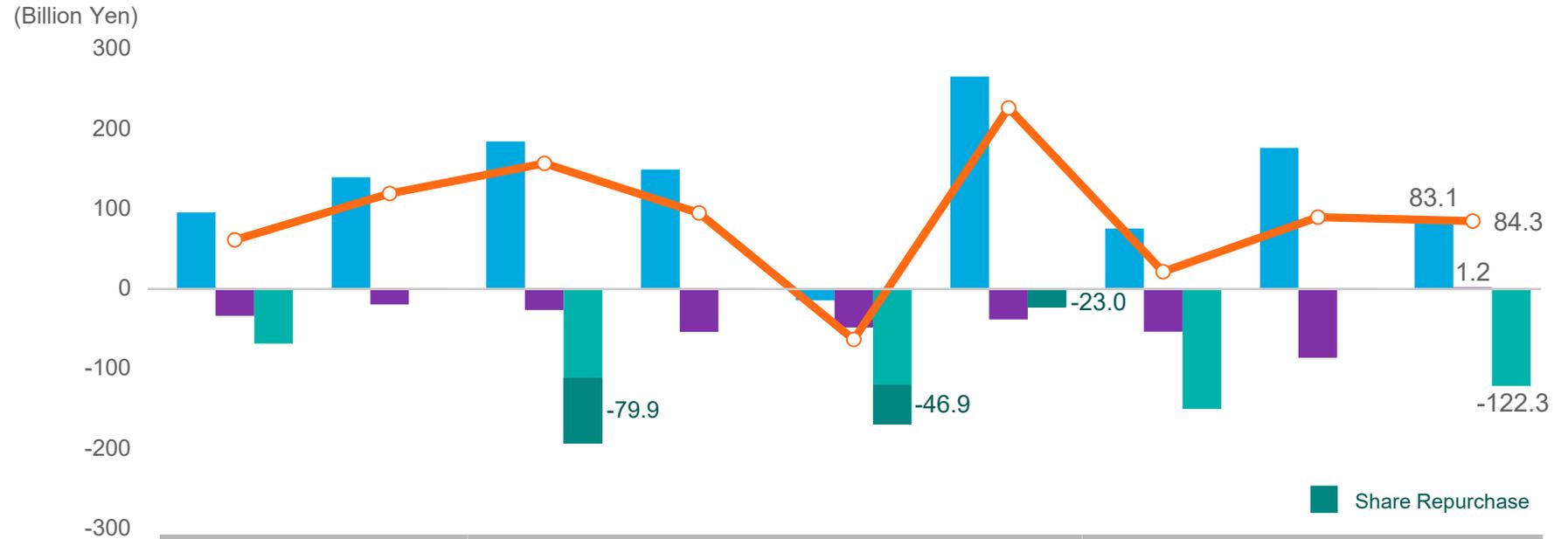


Balance Sheet (Quarterly)



*Cash and cash equivalents: “Cash and deposits” + “Short-term investments”, etc. (“Securities” in Balance Sheet).

Cash Flow (Quarterly)



	FY2024		FY2025				FY2026		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Cash flow from operating activities	95.0	139.0	183.7	148.6	-15.0	264.8	74.9	175.8	83.1
Cash flow from investing activities*1	-34.4	-20.3	-27.3	-54.4	-49.0	-38.9	-54.1	-86.7	1.2
Cash flow from financing activities	-69.3	-0.6	-194.4	-0.6	-170.1	-23.5	-151.1	-1.0	-122.3
Free cash flow*2	60.6	118.7	156.4	94.1	-64.1	225.8	20.7	89.1	84.3
Cash on hand*3	352.4	472.5	438.5	525.5	295.5	496.2	367.5	455.2	418.4

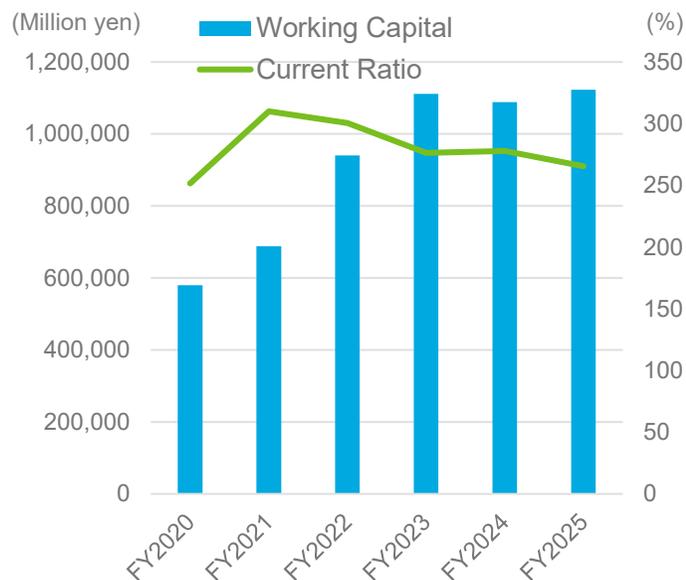
*1 Cash flow from investing activities excludes changes in time deposits and short-term investments.

*2 Free cash flow = "Cash flow from operating activities" + "Cash flow from investing activities" (excluding changes in "Time deposits" and "Short-term investments").

*3 Cash on hand includes "Cash and cash equivalents" + "Time deposits and short-term investments" with original maturities of more than three months.

Asset Related Indices

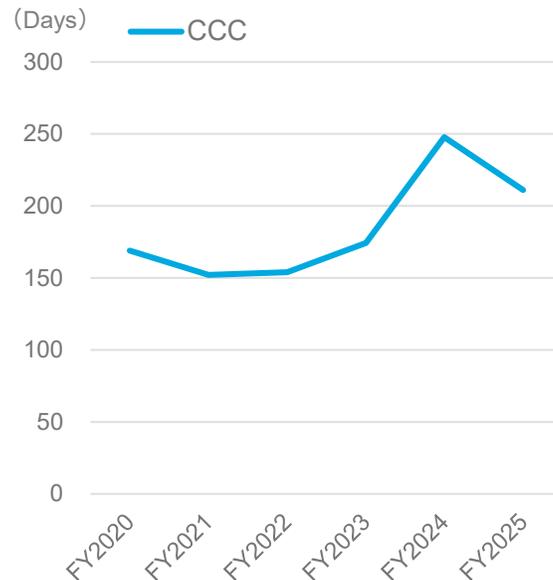
Working Capital and Current Ratio



	Working Capital (Million yen)	Current Ratio (%)
FY2020	579,905	251.6
FY2021	688,035	310.0
FY2022	940,124	300.6
FY2023	1,111,065	276.4
FY2024	1,088,552	277.9
FY2025	1,122,830	265.6

Working capital = Current assets - Current liabilities
 Current ratio = Current assets / Current liabilities × 100

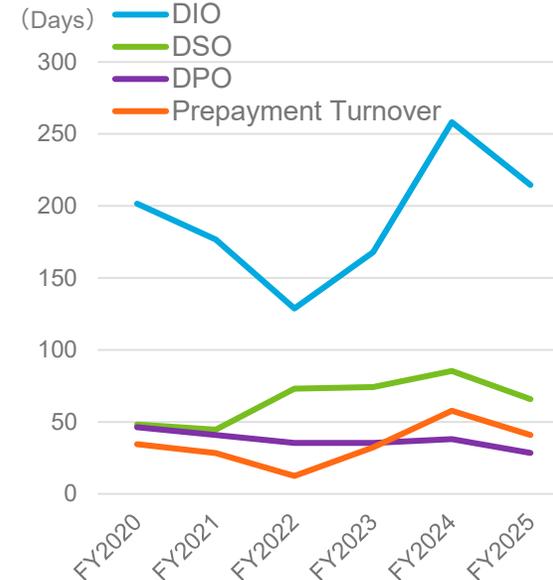
Cash Conversion Cycle (CCC)



	CCC (Days)
FY2020	169
FY2021	152
FY2022	154
FY2023	174
FY2024	248
FY2025	211

Cash conversion cycle
 = DIO + DSO - Advances turnover - DPO

Inventory (DIO) / Receivable (DSO) / Payable (DPO) / Advances Turnover



	DIO (Days)	DSO (Days)	DPO (Days)	Advances (Days)
FY2020	202	48	46	34
FY2021	177	45	41	28
FY2022	129	73	35	12
FY2023	168	74	35	32
FY2024	258	85	38	58
FY2025	215	66	28	41

DIO = Average inventories / Cost of goods sold *365
 DSO = Average accounts receivable* / Revenue *365
 *Accounts receivable includes contract assets
 DPO = Accounts payable / Cost of goods sold *365
 Advances turnover = Average advances received / Revenue *365

Consolidated 10-year Financial Summary

(Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	663,949	799,719	1,130,728	1,278,240	1,127,286	1,399,102	2,003,805	2,209,025	1,830,527	2,431,568
Gross profit	267,209	322,291	475,032	526,183	451,941	564,945	911,822	984,408	830,269	1,146,287
Gross profit margin	40.2%	40.3%	42.0%	41.2%	40.1%	40.4%	45.5%	44.6%	45.4%	47.1%
SG&A expenses	150,420	166,594	193,860	215,612	214,649	244,259	312,551	366,684	374,006	448,967
Operating income	116,789	155,697	281,172	310,571	237,292	320,685	599,271	617,723	456,263	697,319
Operating margin	17.6%	19.5%	24.9%	24.3%	21.0%	22.9%	29.9%	28.0%	24.9%	28.7%
Ordinary income	119,399	157,549	280,737	321,662	244,979	322,103	601,724	625,185	463,185	707,727
Income before income taxes	106,467	149,116	275,242	321,508	244,626	317,038	596,698	624,856	473,439	706,114
Net income attributable to owners of parent	77,892	115,208	204,371	248,228	185,206	242,941	437,076	471,584	363,963	544,133
R&D expenses	76,287	83,800	97,103	113,980	120,268	136,648	158,256	191,196	202,873	250,017
Capital expenditures	13,341	20,697	45,603	49,754	54,666	53,868	57,288	74,432	121,841	162,171
Depreciation and amortization	19,257	17,872	20,619	24,323	29,107	33,843	36,727	42,927	52,339	62,148
Interest-bearing debt	-	-	-	-	-	-	-	-	-	-
Equity	562,369	643,094	767,146	880,748	819,301	1,012,977	1,335,152	1,587,595	1,746,835	1,839,929
Total assets	793,367	957,447	1,202,796	1,257,627	1,278,495	1,425,364	1,894,457	2,311,594	2,456,462	2,625,981
Debt-to-equity ratio	-	-	-	-	-	-	-	-	-	-
Equity ratio	70.9%	67.2%	63.8%	70.0%	64.1%	71.1%	70.5%	68.7%	71.1%	70.1%
ROE	13.0%	19.1%	29.0%	30.1%	21.8%	26.5%	37.2%	32.3%	21.8%	30.3%
Cash flow from operating activities	69,398	136,948	186,582	189,572	253,117	145,888	283,387	426,270	434,720	582,174
Cash flow from investing activities	-150,013	-28,893	-11,833	-84,033	15,951	-18,274	-55,632	-41,756	-125,148	-169,609
Cash flow from financing activities	-138,600	-39,380	-82,549	-129,761	-250,374	-114,525	-167,256	-256,534	-325,012	-388,836
Net income per share (Yen)	153.70	234.09	415.16	504.53	390.19	520.73	935.95	1,007.82	783.75	1,182.40
Cash dividends per share (Yen)	79.00	117.00	208.00	253.00	196.00	260.00	468.00	570.00	393.00	592.00
Number of employees	10,629	11,241	11,946	12,742	13,837	14,479	15,634	17,204	17,702	19,573

1. From FY2019, the Company adopts "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, revision on February 16, 2018). "Total assets" and "equity ratio" for FY2018 have been restated in the table in accordance with the revised accounting standard.

2. From the beginning of FY2022, the Company applies "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29).

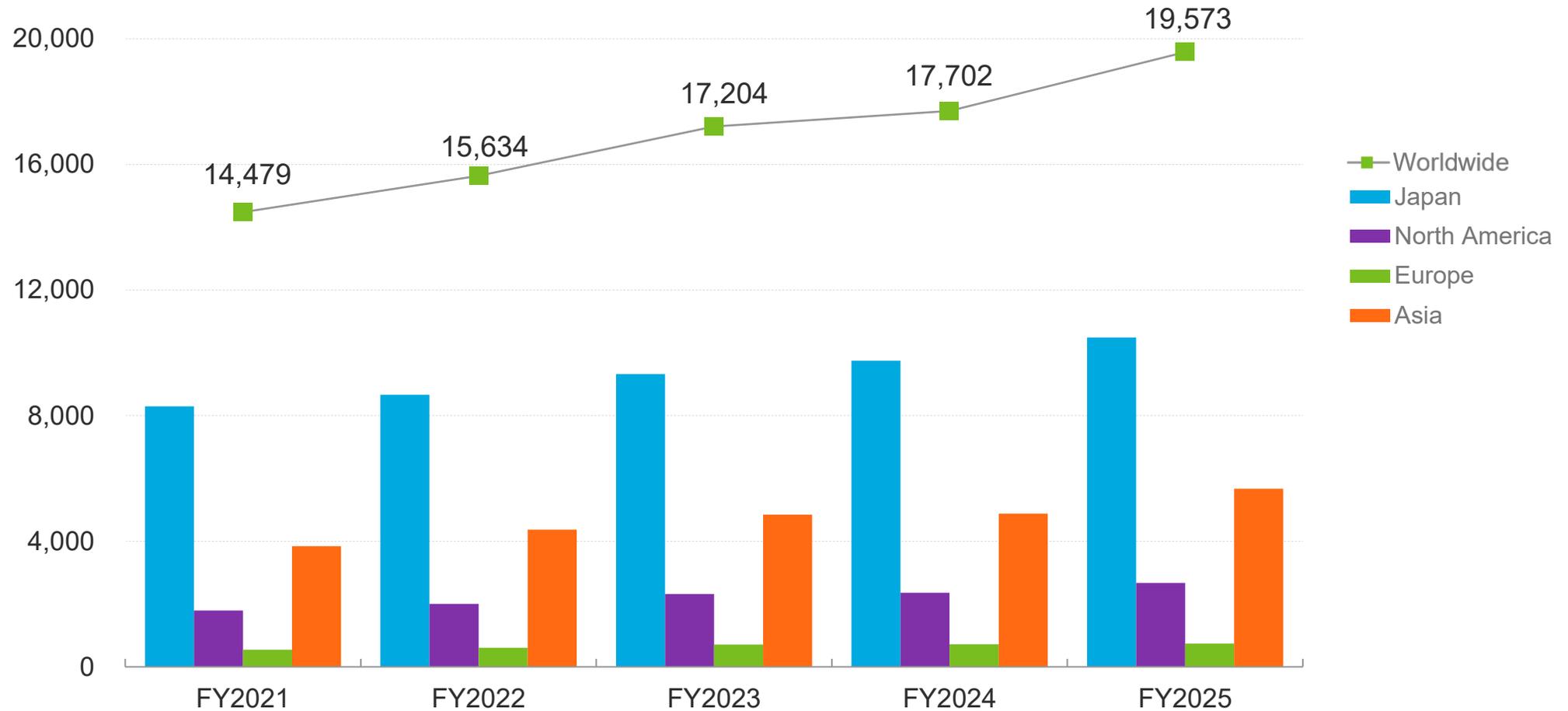
3. The Company implemented a 3-for-1 common stock split on April 1, 2023. Net income per share and dividend per share (yen) are the figures after the stock split.

4. Some of the data featured in this Investors' Guide is available for download in Excel format from the "Data Book" section on our website.

<https://www.tel.com/ir/library/fb/>

Worldwide Employees

(Number of Employees
as of the end of FY)



- Disclaimer regarding forward-looking statements
Forward-looking statements with respect to TEL's business plan, prospects and other such information are based on information available at the time of publication. Actual performance and results may differ significantly from the business plan described here due to changes in various external and internal factors, including political and economic situation, semiconductor market conditions, intensification of sales competition, safety and product quality management, intellectual property-related matters and impacts from infectious diseases.
- Processing of numbers
For the amount listed, because fractions are rounded down, there may be the cases where the total for certain account titles does not correspond to the sum of the respective figures for account titles. Percentages are calculated using full amounts, before rounding.
- Foreign exchange risk
In principle, export sales of Tokyo Electron's products is denominated in yen. Although some sales and expenses are denominated in foreign currencies, the impact of foreign exchange rate fluctuations on profits is negligible, unless extreme fluctuations occur.
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