# The 52nd Annual General Meeting of Shareholders



**Tokyo Electron Limited June 19, 2015** 

## **FY2015 Financial Report**

(FY2015: April 1, 2014 – March 31, 2015)

#### Consolidated Statement of Income

(Billion Yen)

		FY2014	(%)	FY2015	(%)	Variance
Net sales		612.1	100.0	613.1	100.0	+0.9
Sales	SPE	478.8	78.2	576.2	94.0	+97.4
es by	FPD	28.3	4.6	32.7	5.3	+4.3
division	PVE	3.8	0.6	3.6	0.6	▲0.1
sion	EC/CN	100.7	16.5			

SPE: Semiconductor Production Equipment

FPD: Flat Panel Display Production Equipment

PVE: Photovoltaic Panel Production Equipment

EC/CN: Electric Components & Computer Networks

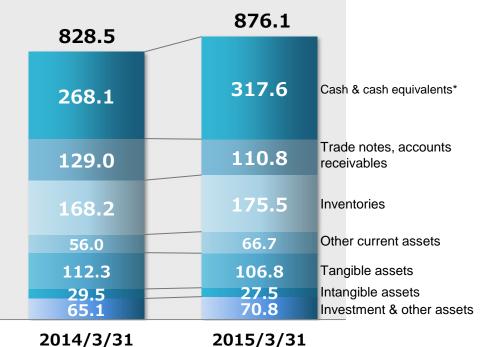
#### **Consolidated Statement of Income**

(Billion Yen)

	FY2014	(%)	FY2015	(%)	Variance
Net sales	612.1	100.0	613.1	100.0	+0.9
Gross profit	201.8	33.0	242.7	39.6	+40.8
Operating income	32.2	5.3	88.1	14.4	+55.9
Ordinary income	35.4	5.8	92.9	15.2	+57.4
Unusual or infrequent profit	0.5		1.8		+1.3
Unusual or infrequent loss	47.7		8.0		▲39.7
Income before income tax	<b>▲11.7</b>	▲1.9	86.8	14.2	+98.5
Net income	<b>▲</b> 19.4	▲3.2	71.8	11.7	+91.2

#### **Consolidated Balance Sheet**

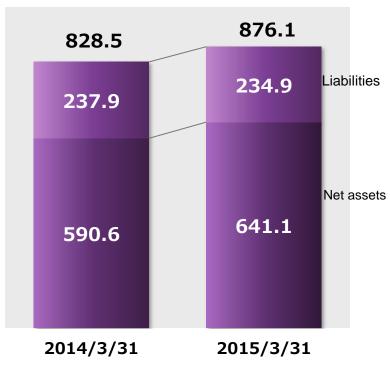




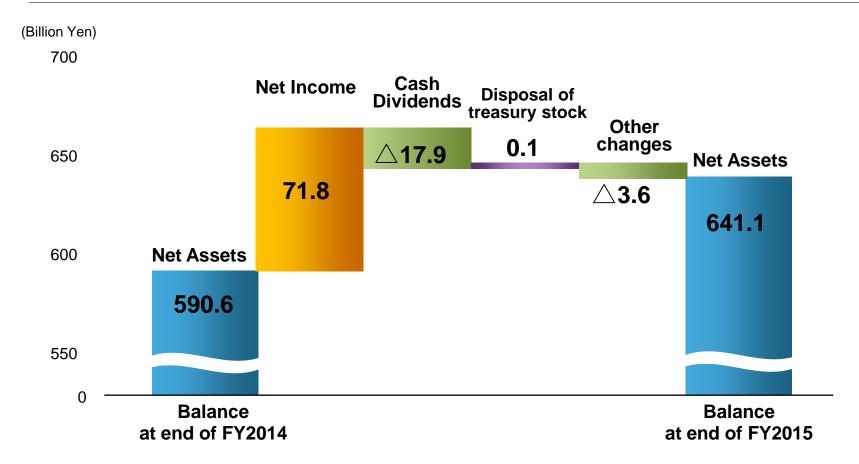
#### \*Cash and cash equivalents: Cash and deposits + Short-term investments, etc. (Securities in B/S).

#### Liabilities & Net Assets

(Billion Yen)



#### **Consolidated Statements of Changes in Net Assets**



#### **Non-consolidated Financial Statement**

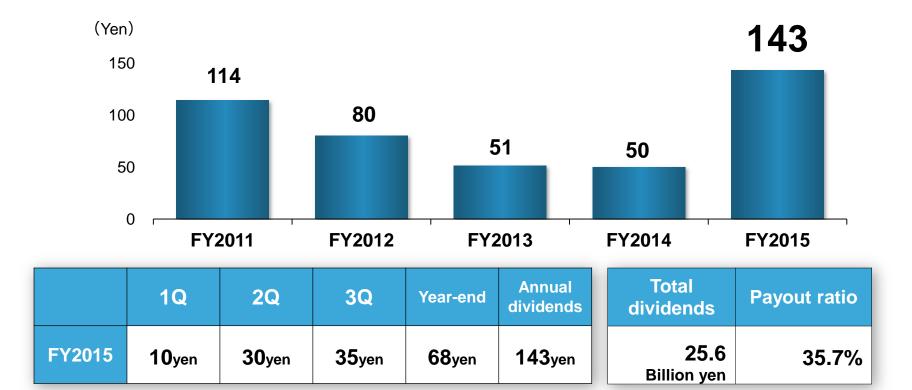
(Billion Yen)

Statement of Income	FY2014	(%)	FY2015	(%)	Variance
Net sales	462.2	100.0	555.0	100.0	+92.8
Operating income	16.2	3.5	47.0	8.5	+30.8
Ordinary income	27.8	6.0	86.5	15.6	+58.6
Income before income taxes	▲26.0	<b>▲</b> 5.6	61.9	11.2	+87.9
Net income	▲26.4	<b>▲</b> 5.7	63.2	11.4	+89.6

Balance Sheet	FY2014	(%)	FY2015	(%)	Variance
Total assets	608.2	100.0	671.7	100.0	+63.5
Total liabilities	251.5	41.4	266.2	39.6	+14.7
Total net assets	356.7	58.6	405.4	60.4	+48.7
Total liabilities & net assets	608.2	100.0	671.7	100.0	+63.5

#### **FY2015 Dividends**

#### Annual dividend per share



#### **FY 2016 Financial Estimates**

(FY2016: April 1, 2015 – March 31, 2016)

#### **Business Environment**



CY2015 WFE capex is expected to rise around 5% YoY. Especially, the growth of capex for memory is anticipated.

# ► FPD Capex

CY2015 demand for LCD panel manufacturing equipment forecast to increase 20% YoY due to increase in capex for large panels and the start of investment in small/medium panels for mobile devices.

#### **FY2016 Consolidated Financial Estimates**

(Billion Yen)

		1 <sup>st</sup> Half	2 <sup>nd</sup> Half	Full year	YoY changes
Net Sales		320.0	355.0	675.0	+10.1%
ရ တ	SPE	300.0	325.0	625.0	+8.5%
Sales by division	FPD	17.5	29.5	47.0	+43.7%
by on	PVE	2.5	0.5	3.0	<b>▲</b> 17.1%
Operating Income		<b>47.0</b> 14.7%	<b>65.0</b> 18.3%	112.0 16.6%	+27.1% +2.2pts
Ordinary Income		47.0	65.0	112.0	+20.5%
Income before income taxes		46.0	65.0	111.0	+27.8%
Net income		33.0	46.0	79.0	+9.9%

SPE: Semiconductor Production Equipment

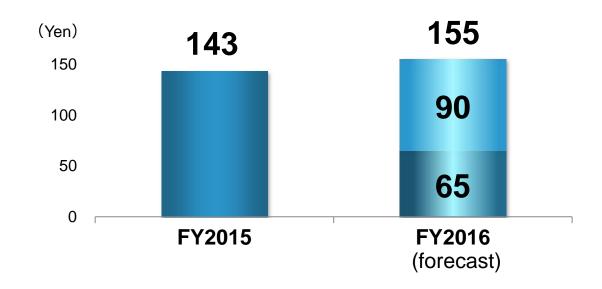
FPD: Flat Panel Display Production Equipment

PVE: Photovoltaic Panel Production Equipment

#### **FY2016 Dividend Forecast**

Annual dividend per share (forecast)

Interim	Year-end	Annual total
65yen	90yen	155yen





# **Pursuing Global Excellence**

# Regarding the business combination plans with Applied Materials

#### Context:

Sep. 24, 2013 Merger plans announced

Jun. 20, 2014 Approval obtained at the Tokyo Electron Annual Shareholders Meeting

Jun. 23, 2014 Approval obtained at the Applied Materials Extraordinary Shareholders Meeting

Apr. 27, 2015 Termination of the business combination agreement at the Board of Directors by the two companies

# Our planned business combination terminated

due to the gap unfilled between the view of the U.S. Department of Justice and our view

# Although our business integration didn't come into reality...

Even during the preparation phase for the merger:

# Management structure improved and Profit margin increased

Through the efforts towards the merger:

## The strengths of Tokyo Electron reaffirmed

- Enormous trust from customers
- Products and technological competitiveness
- Excellent teamwork

Through the efforts towards the merger:

Inspiring findings earned on

"What makes a true global company" and "Drastic approach to profits"

# A fresh start as the new Tokyo Electron

#### Contents:

- 1. Vision
- 2. Business growth
- 3. Increasing profitability
- 4. Shareholder return

### 1. Vision

#### Vision

A true global company generating high addedvalue and profits through innovative technology and groundbreaking ideas with diverse integrated technologies

#### **Major efforts**

- Drastic differentiation of the key business
- Shifting to anticipating customer needs
- Securing a footing for growth and technological innovations
- Ensuring operation efficiency
- Global talent optimization

#### **New organization**

Key features of our organization reform:

- New COO appointed
- Capable talent newly assigned
- Strengthening local responsiveness to customers

Shifting to a business that "identifies latent customer needs" delivering more than expected

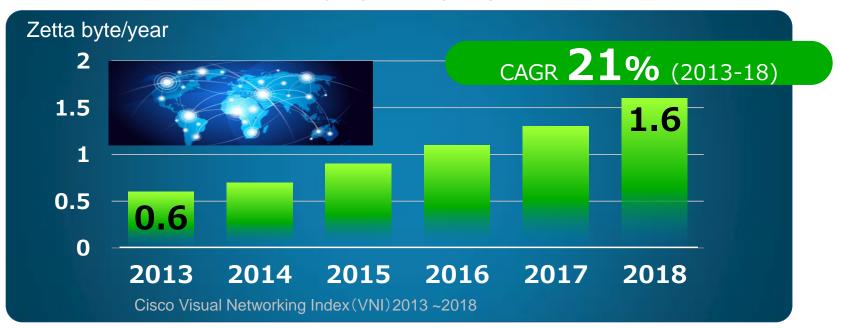
# 2. Business growth

	2014	2020
World population	7.2 billion	7.7 billion
Number of connected things	14.5 billion	50 billion
Things connected to the internet	PCs, smartphones, tablets	Wearables, PAN/BAN, automobiles, transportation systems, industrial machinery, etc.

Forecast by CISCO

#### Anything will be connected to internet in the near-future of IoT

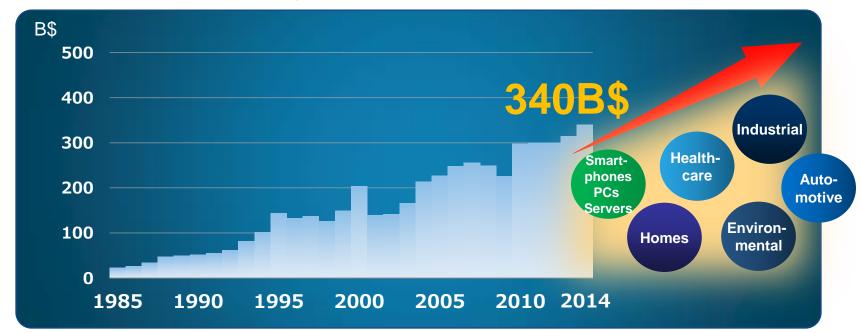
#### World IP traffic



#### Data on the internet will continue to increase explosively

Zettabyte: Unit indicating the magnitude of computer storage devices and digital data. 10^21 bytes

#### World Semiconductor Market



#### Increased application by paradigm shift to IoT will expand semiconductor market

Source: Gartner "Forecast: Semiconductor Manufacturing Equipment, Worldwide, 1Q15 Update April 2015

#### **CY2014 World Electronics-related industry**



#### SPE market assuming a critical role in the value chain

Source: Gartner "Forecast: Semiconductor Manufacturing Equipment, Worldwide, 1015 Update April 2015

#### **Our SPE competitiveness**

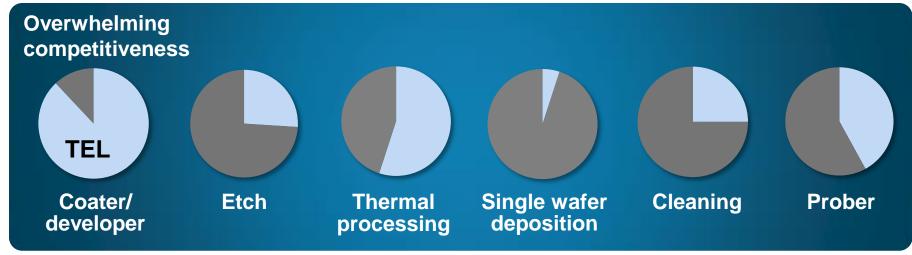
WFE market share:

Source: Gartner

Significant turnaround in market share in CY2014

#### **Our SPE competitiveness**

**TEL Product market share (CY2014)** 



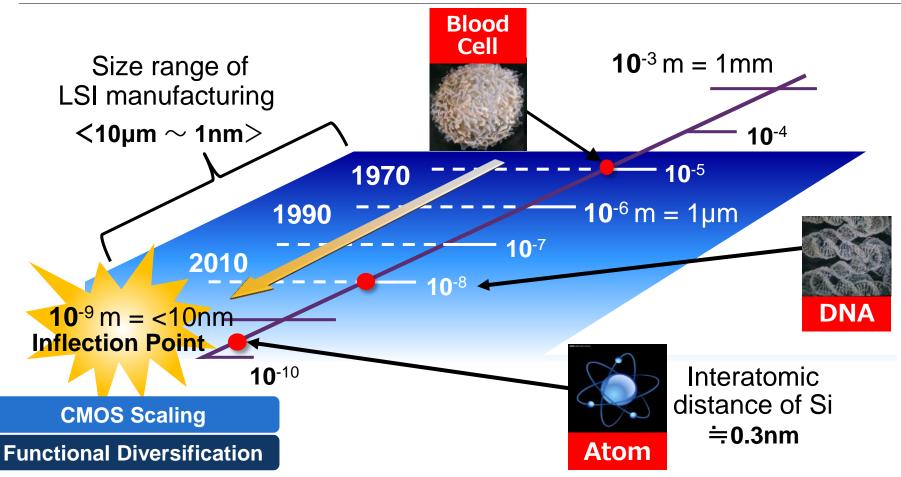
Source: Gartner

Year-on-year growth overall, particularly with rapid share expansion of the cleaning system

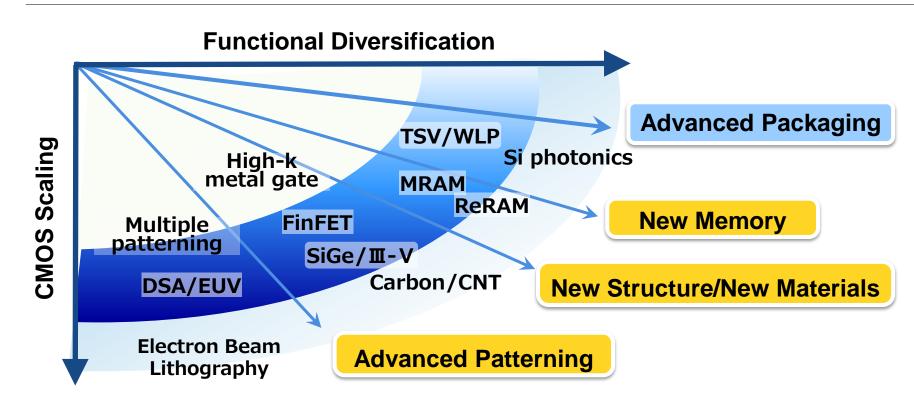
#### Semiconductor industry at an inflection point

Semiconductor technology today is facing the most critical inflection ever

#### Semiconductor industry at an inflection point



#### Direction of technological innovations



Evolution of semiconductors involves new, extensive technologies

#### **SPE** strategic products

Compatible with the advanced patterning, new structure (2D to 3D) and new materials



#### **SPE** strategic products

#### **Product line-up for STT-MRAM**



#### Ready for mass production of the new memory

STT-MRAM: Spin Transfer Torque-Magnetoresistive Random Access Memory

#### FPD new generation technology

New display requires:

- ▶ Ultra-high resolution
- ▶ Ultra-low power consumption
- ► Flexibility (curved, foldable, rollable)



**Next-generation OLED displays in the spotlight** 

#### **FPD** strategic products



Developed in collaboration with Seiko Epson

#### Launched new equipment for manufacturing large OLED displays

#### **Growth in two large markets**

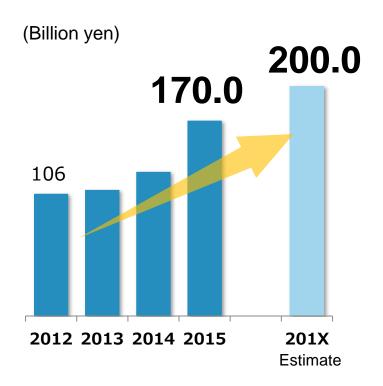


#### **Post-sales**

Service contracts, parts sales, relocation, modifications, performance improvement, used equipment

New system market and post-sales market

#### **Post-sales**



- Huge business opportunities with 54,000 tools shipped from TEL (world's number one)
- JPY170 bil. achieved inFY2015, ahead of time
- Future target of JPY200 bil.

Sales from post-sales activities included in the sales of SPE and FPD.

3. Increasing profitability

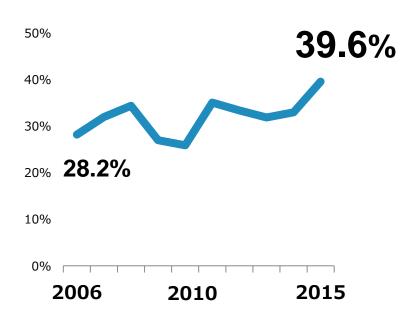
#### Factors for the increased margin

- Consolidation of the domestic business locations
- Withdrawal from the unprofitable PVE business
- Deconsolidation of Tokyo Electron Device Ltd.

⇒ Management structure improved

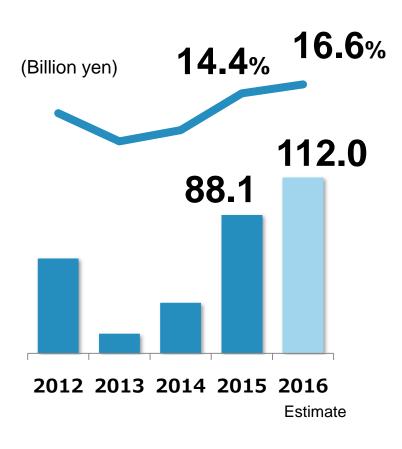
#### Recent gross margin

#### Trend over the past 10 years



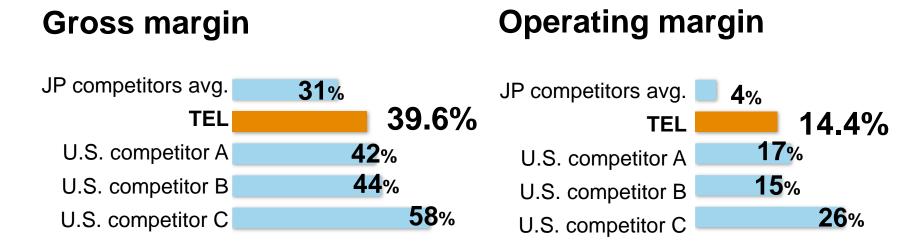
- Record-high gross margin in FY2015
- Reaching/ exceeding 40% soon

#### Recent operating income & operating margin



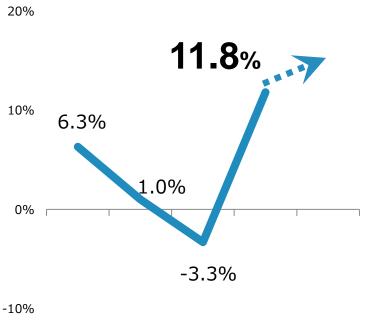
- Significant operating margin improvement
- FY2016 operating income expected to be over JPY110 bil.

#### Profit margin benchmarking (most recent FY)



#### Aiming to achieve global-level results

#### Recent ROE



- Sharp recovery in ROE
- Further improvement expected in FY2016

2012 2013 2014 2015 2016

**Estimate** 

#### Financial model

#### Aiming at global-level results

WFE market size:	US\$30B	US\$37B
Operating margin:	20%	~ 25%
ROE:	15%	~ 20%

Details to be confirmed in the process of mid-term management plan preparation, followed by necessary disclosure

#### For further increased profitability

Development/design

#### Marketing **Identify latent** customer needs

Proactively identify and provide ideas that exceed customer expectations

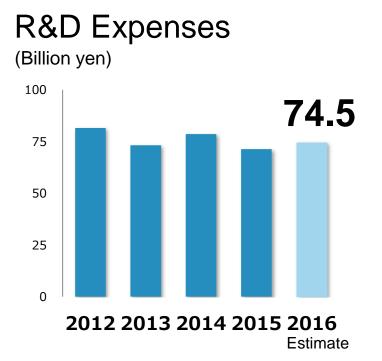
#### Create value

Feature value and quality that customers demand in the development/design phase

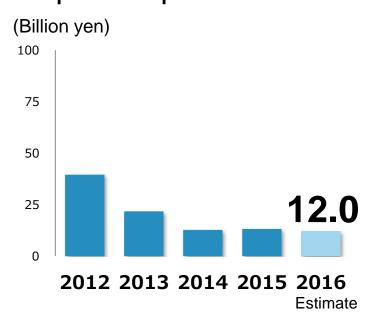


Achieve value with optimized cost/efficiency

#### R&D expenses / Capital expenditures



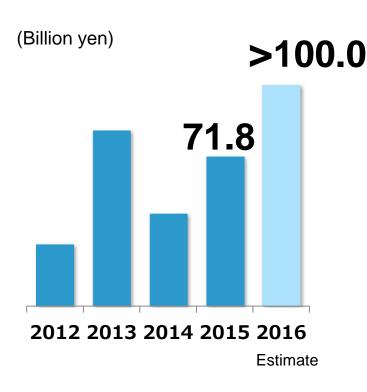
#### Capital Expenditures



High-level R&D investment maintained

#### 4. Shareholder return

#### Operating cash flow



- Cash-generating capability remarkably improved
- FY2016 operating cash flow expected to exceed JPY100 bil.

#### Basic policy on use of cash

## Growth investment



## Shareholder return

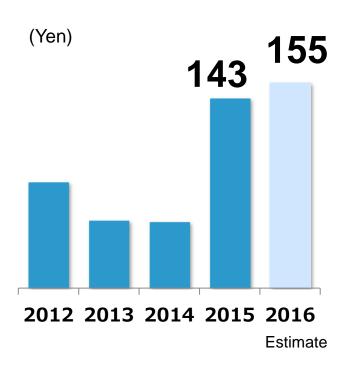
Development of innovative solutions

Dividends & share buybacks

For continuous growth investment and further enhanced shareholder return

#### Shareholder return

#### Dividend per share



- Record-high achieved in FY2015; Further increase expected in FY2016
- Target dividend payout ratio of 35%

#### Shareholder return

# Share buybacks worth up to JPY120 bil. planned

- Period: May 14, 2015 May 13, 2016
- Total shares to acquire: Not exceeding 15.4 mil. shares



#### Proposals to be resolved

- 1. Partial Amendments to the Articles of Incorporation concerning the liability-limiting contracts
- 2. Election of Thirteen Corporate Directors
- 3. Election of One Audit & Supervisory Board Member
- 4. Payment of Bonuses to Corporate Directors for the 52nd Fiscal Year
- 5. Issuance of Share Subscription Rights as Stock-Based Compensation to Corporate Directors
- 6. Issuance of Share Subscription Rights as Stock-Based Compensation to Executives of the Company and its Subsidiaries

# Proposal 1 Partial Amendments to the Articles of Incorporation concerning the liability-limiting contracts

#### 1. Partial Amendments to the Articles of Incorporation concerning the liability-limiting contracts

(Proposed amendments are underlined.)

#### **Current Articles of Incorporation**

#### CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS

#### **Article 24 Liability-Limiting Contracts with Outside Directors**

In accordance with the provisions of Article 427, Paragraph 1, of the Companies Act, the Company may, within the limits stipulated by laws and regulations, conclude contracts with outside directors exempting those outside directors, in the absence of intentional conduct or gross negligence, from the liability provided for in Article 423, Paragraph 1, of the Companies Act.

#### CHAPTER V AUDIT & SUPERVISORY BOARD MEMBERS AND AUDIT & SUPERVISORY BOARD

#### Article 32 Liability-Limiting Contracts with Outside Audit & **Supervisory Board Members**

In accordance with the provisions of Article 427, Paragraph 1, of the Companies Act, the Company may, within the limits stipulated by laws and regulations, conclude contracts with outside Audit & Supervisory Board Members exempting those outside Audit & Supervisory Board Members, in the absence of intentional conduct or gross negligence, from the liability provided for in Article 423, Paragraph 1, of the Companies Act.

#### **Proposed Amendments** CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS

#### **Article 24 Liability-Limiting Contracts with Directors**

In accordance with the provisions of Article 427, Paragraph 1, of the Companies Act, the Company may, within the limits stipulated by laws and regulations, conclude contracts with directors (excluding Executive Directors, etc.) exempting those directors, in the absence of intentional conduct or gross negligence, from the liability provided for in Article 423. Paragraph 1, of the Companies Act.

#### CHAPTER V AUDIT & SUPERVISORY BOARD MEMBERS AND AUDIT & SUPERVISORY BOARD

#### Article 32 Liability-Limiting Contracts with Audit & **Supervisory Board Members**

In accordance with the provisions of Article 427, Paragraph 1, of the Companies Act, the Company may, within the limits stipulated by laws and regulations, conclude contracts with Audit & Supervisory Board Members exempting those Audit & Supervisory Board Members, in the absence of intentional conduct or gross negligence, from the liability provided for in Article 423, Paragraph 1, of the Companies Act.

# **Proposal 2 Election of Thirteen Corporate Directors**

#### **Election of Thirteen Corporate Directors**

#### <Candidates for Corporate Directors>

1.	Tetsuro	Higashi	8.	Masami	Akimoto
2.	Tetsuo	Tsuneishi	9.	Sadao	Sasaki
3.	Hirofumi	Kitayama	10.	Toshiki	Kawai
4.	Hikaru	Ito	11.	Tatsuya	Nagakubo
5.	Kenji	Washino	12.	Hiroshi	Inoue
6.	Tetsuro	Hori	13.	Masahiro	Sakane
<b>7.</b>	Gishi	Chung			

Note: Hiroshi Inoue and Masahiro Sakane are the candidates for outside director in accordance with Article 2 item (15) of the Companies Act of Japan.

#### Proposal 3 **Election of One Audit & Supervisory Board Member**

3. Election of One Audit & Supervisory Board Member

< Candidate for Audit & Supervisory Board Member>

Yoshiteru Harada

# Proposal 4 Payment of Bonuses to Corporate Directors for the 52nd Fiscal Year

(The 52nd Fiscal Year: April 1, 2014 – March 31, 2015)

Payment of Bonuses to Corporate Directors for the 52nd Fiscal Year

	Payment of Bonuses to Corporate Directors for the 52nd Fiscal Year
Eligible persons	Corporate Directors of Tokyo Electron Limited at the end of the 52nd Fiscal year Note: 9 persons (including 2 outside directors)
Aggregate amount	394.5 million yen (including 14 million yen for outside directors)

#### Proposal 5 **Issuance of Share Subscription Rights** as Stock-Based Compensation to **Corporate Directors**

Issuance of Share Subscription Rights as Stock-Based **Compensation to Corporate Directors** 

	Stock-Based Compensation to Corporate Directors (Share Subscription Rights)
Eligible persons	Corporate Directors of Tokyo Electron Limited to be elected at this shareholders meeting Note: 11 persons (excluding outside directors)
Aggregate amount	Up to 420.8 million yen

#### Issuance of Share Subscription Rights as Stock-Based **Compensation to Corporate Directors**

Description of Share Subscription Rights		
Aggregate number	Up to 754 rights (Up to 75,400 shares of the common stock)	
Issuance price	Gratis	
Paid-in amount for exercise	1 yen per share	
Exercise period	To be resolved at the Board of Directors meeting from the date three years after the allotment date until the date 20 years after the allotment date	
Conditions for exercise	<ol> <li>The minimum number of subscription rights exercisable shall be one.</li> <li>Other conditions pertaining to the exercise of subscription rights include matters regarding advertising subscription rights based on a resolution of a meeting of the Board of Directors, and the agreement for granting share subscription rights concluded thereof.</li> </ol>	

# Proposal 6 Issuance of Share Subscription Rights as Stock-Based Compensation to Executives of the Company and its Subsidiaries

### 6. Issuance of Share Subscription Rights as Stock-Based Compensation to Executives of the Company and its Subsidiaries

Description of Share Subscription Rights		
Eligible persons	Executive officers of Tokyo Electron Limited and corporate directors and executive officers, etc. of TEL subsidiaries	
Aggregate number	Up to 935 rights (Up to 93,500 shares of the common stock)	
Issuance price	Gratis	
Paid-in amount for exercise	1 yen per share	
Exercise period	To be resolved at the Board of Directors meeting from the date three years after the allotment date until the date 20 years after the allotment date	
Conditions for exercise	<ol> <li>The minimum number of subscription rights exercisable shall be one.</li> <li>Other conditions pertaining to the exercise of subscription rights include matters regarding advertising subscription rights based on a resolution of a meeting of the Board of Directors, and the agreement for granting share subscription rights concluded thereof.</li> </ol>	

