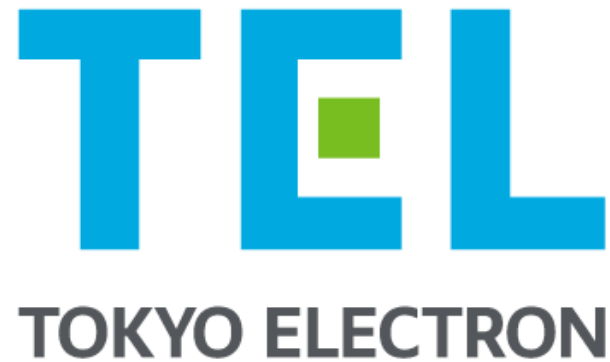


The 62nd Annual General Meeting of Shareholders



June 17, 2025

FY2025 Financial Report

(FY2025 : April 1, 2024 – March 31, 2025)

Consolidated Statement of Income

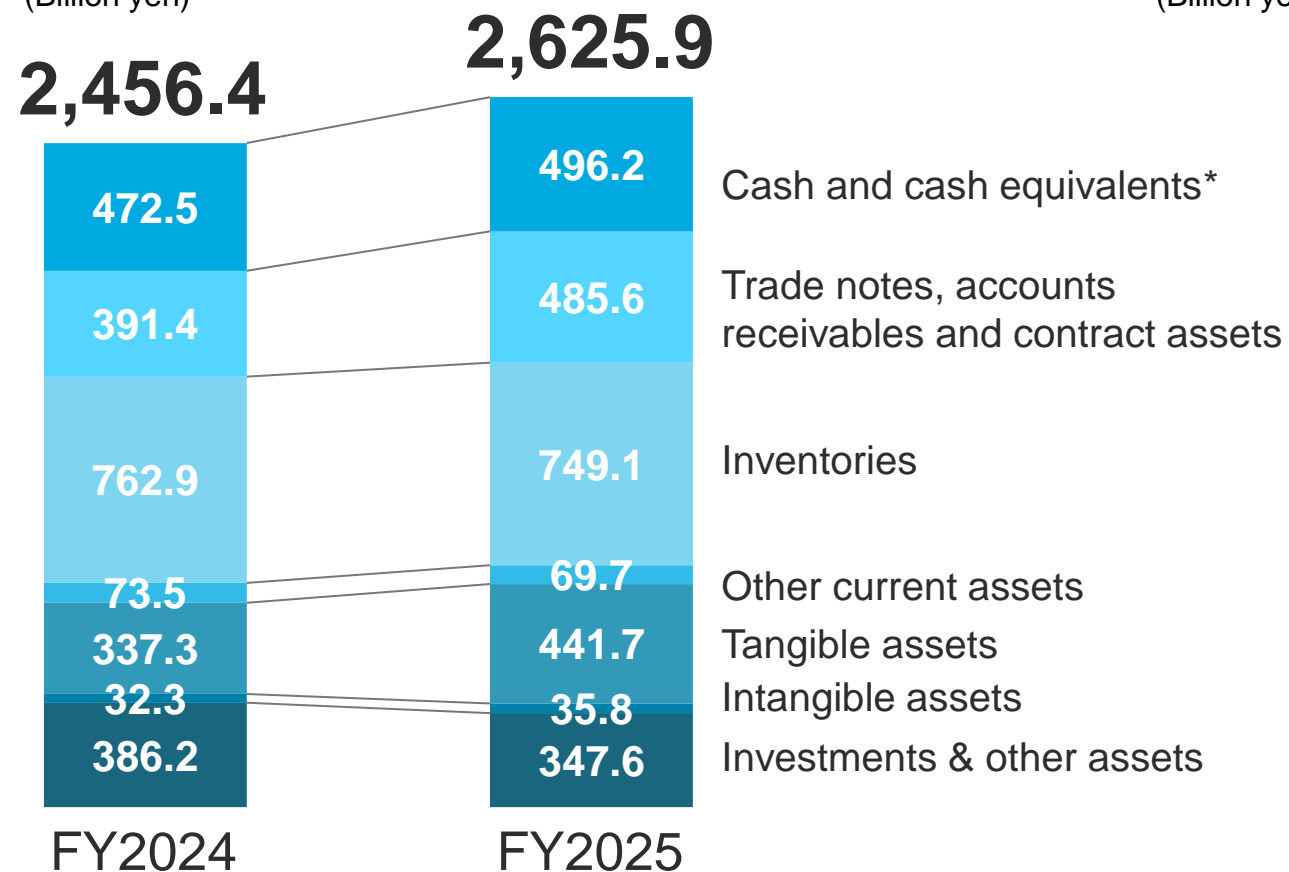
(Billion yen)

	FY2024 (%)		FY2025 (%)		Variance
Net sales	1,830.5	100.0	2,431.5	100.0	+33%
Gross profit	830.2	45.4	1,146.2	47.1	+38%
Operating income	456.2	24.9	697.3	28.7	+53%
Ordinary income	463.1	25.3	707.7	29.1	+53%
Income before income taxes	473.4	25.9	706.1	29.0	+49%
Net income attributable to owners of parent	363.9	19.9	544.1	22.4	+50%
EPS (yen)	784		1,182		+51%
ROE	21.8%		30.3%		+8.5pts

Consolidated Balance Sheet

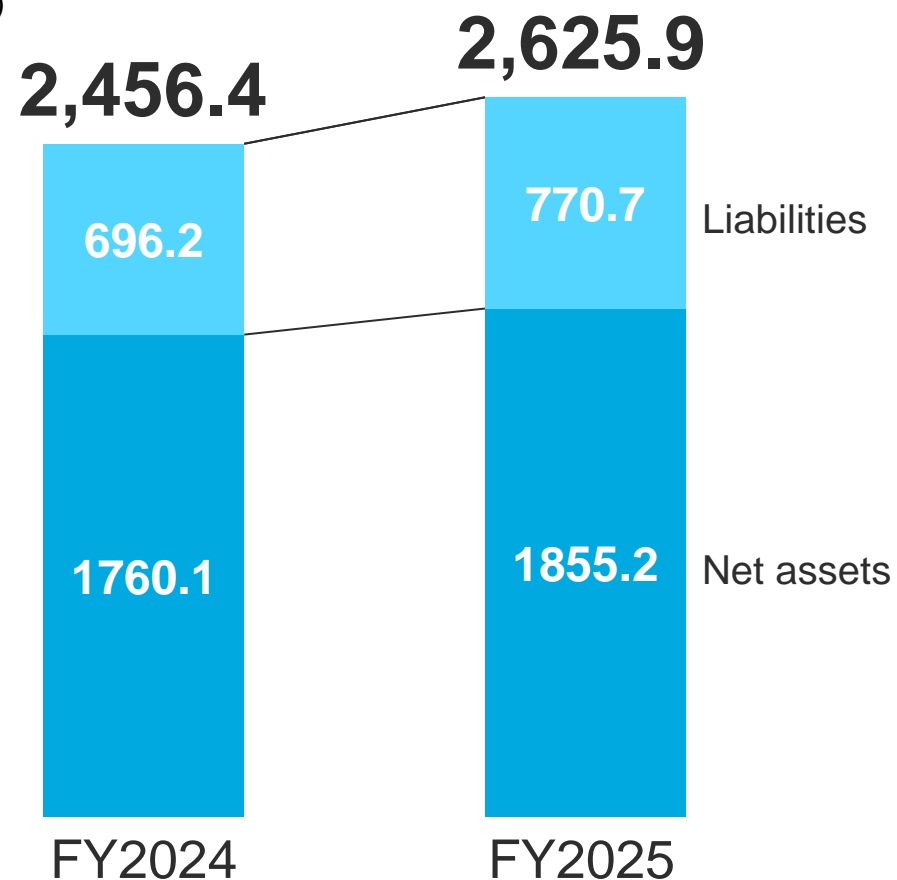
Assets

(Billion yen)



Liabilities & Net Assets

(Billion yen)



*Includes time deposits + short-term investments (indicated as securities on the balance sheet)

Non-consolidated Financial Statement

■ Statement of Income

(Billion yen)

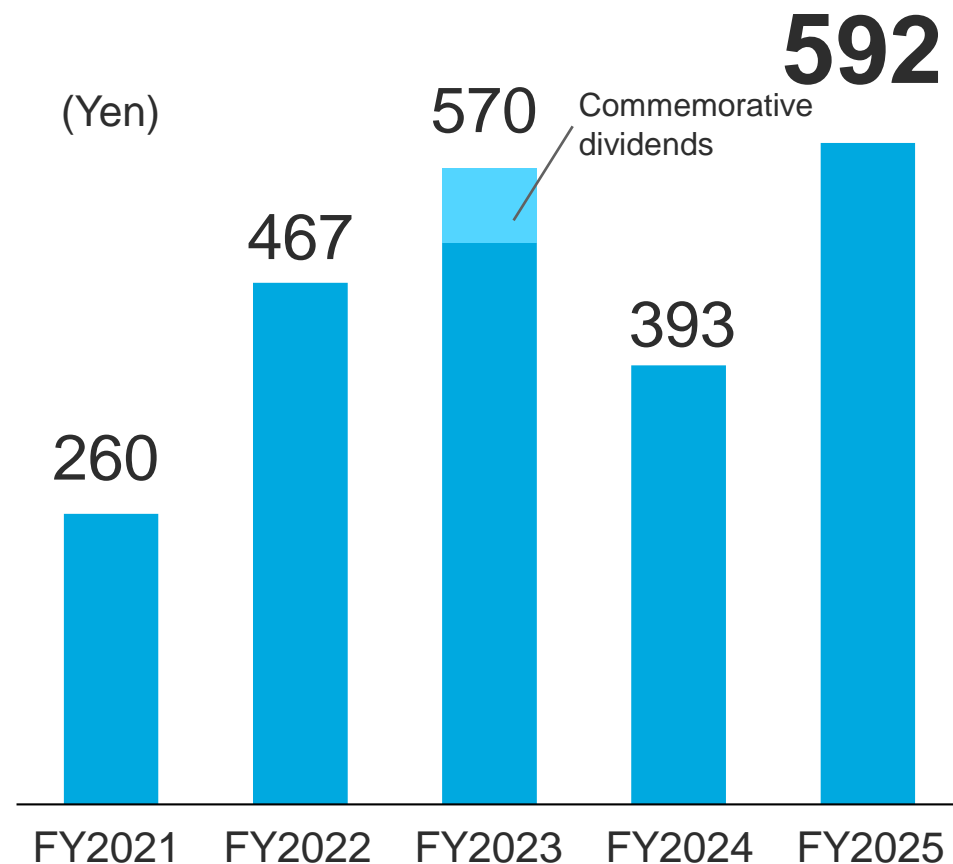
	FY2024 (%)		FY2025 (%)		Variance
Net sales	1,625.2	100.0	2,204.0	100.0	+578.8
Gross profit	537.3	33.1	665.0	30.2	+127.7
Operating income	401.7	24.7	506.2	23.0	+104.4
Ordinary income	441.3	27.2	550.2	25.0	+108.8
Income before income taxes	441.3	27.2	549.4	24.9	+108.1
Net income	340.1	20.9	424.8	19.3	+84.6

■ Balance Sheet

	FY2024 (%)		FY2025 (%)		Variance
Total assets	1,860.8	100.0	1,875.5	100.0	+14.6
Total liabilities	661.4	35.5	687.2	36.6	+25.8
Total net assets	1,199.3	64.5	1,188.2	63.4	△11.1
Total liabilities & net assets	1,860.8	100.0	1,875.5	100.0	+14.6

FY2025 Dividend

【Annual dividend per share】

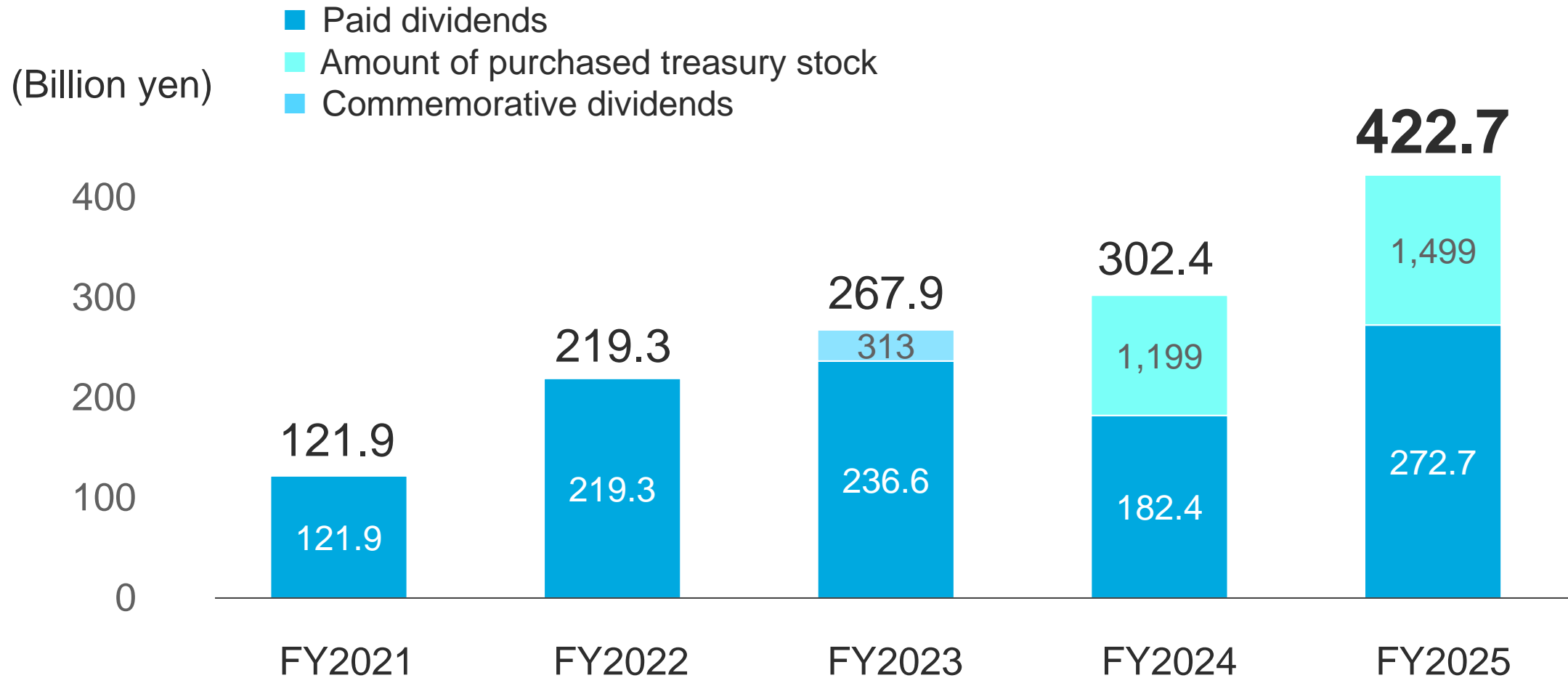


Interim	Year-end	Annual dividend
265 yen	327 yen	592 yen

Total dividend	Payout ratio
272.7 billion yen	50.1%

Note: The per share dividend amounts for FY2020 to FY2023 are stated based on the assumption of a stock split at the beginning of FY2020.

FY2025 Total Return Amount



FY2026 Financial Estimates

(FY2026 : April 1, 2025 – March 31, 2026)

Current Business Environment (This year's WFE Market Outlook)

- **Forecasting flat market size YoY**
 - Lull in both automotive and power semiconductor investment, and investment by emerging Chinese manufacturers
 - Expect continued and significant demand for AI servers
 - Driving investment in leading-edge logic (2nm) and HBM*
 - Geopolitical trends should be closely monitored

* High Bandwidth Memory

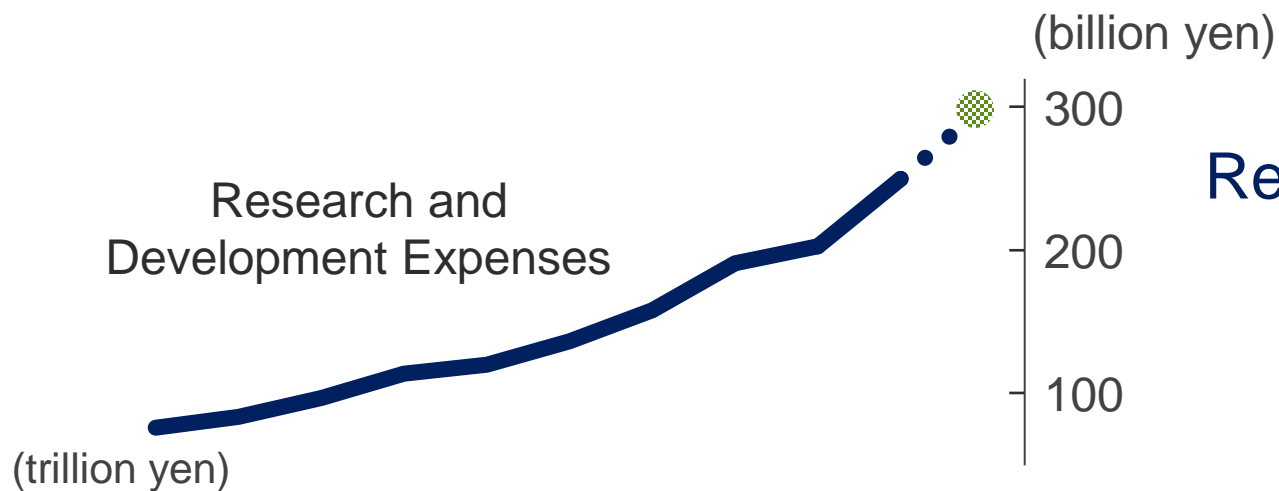
FY2025 Consolidated Financial Estimate

(Billion yen)

	1 st half	2 nd half	Full year
Net sales	1,150.0	1,450.0	2,600.0
Gross profit	527.0 45.8%	701.0 48.3%	1,228.0 47.2%
Operating income	288.0 25.0%	439.0 30.3%	727.0 28.0%
Ordinary income	293.0	443.0	736.0
Income before income taxes	293.0	443.0	736.0
Net income	224.0	342.0	566.0

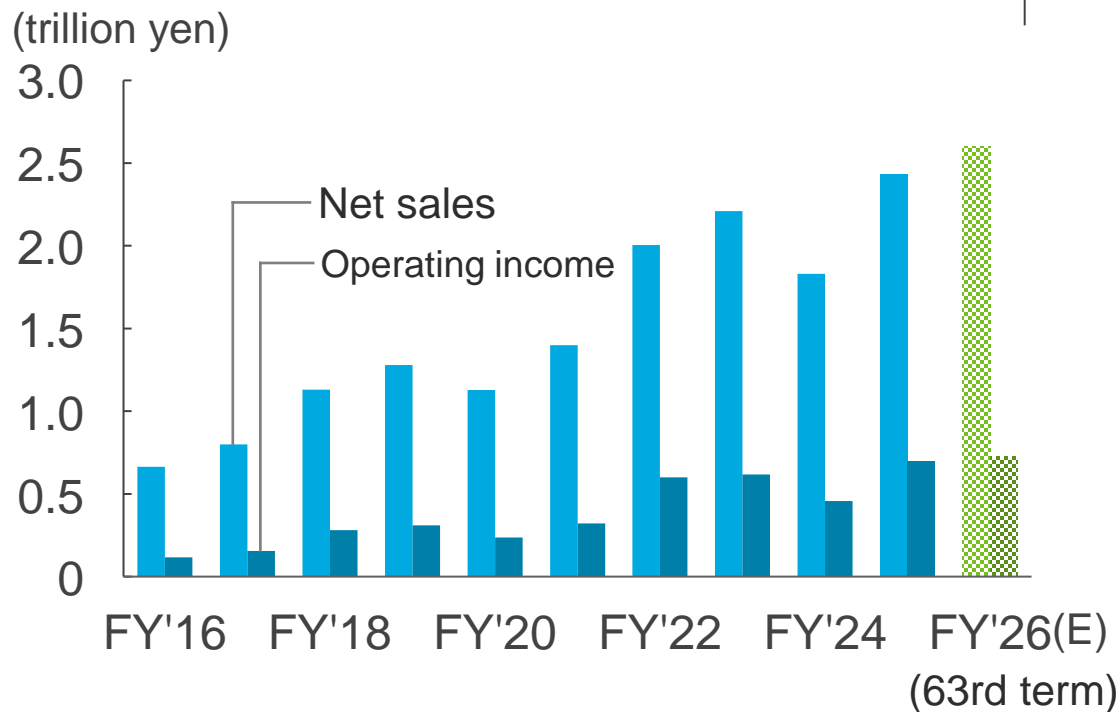
Expect record high profits for the second consecutive fiscal year

Continuous R&D investment



Research and Development Investment

300 billion yen
(63rd term)



**Maximizing the potential
for future growth**

Aiming for Medium- to Long-term Profit and Continuous Corporate Value Enhancement

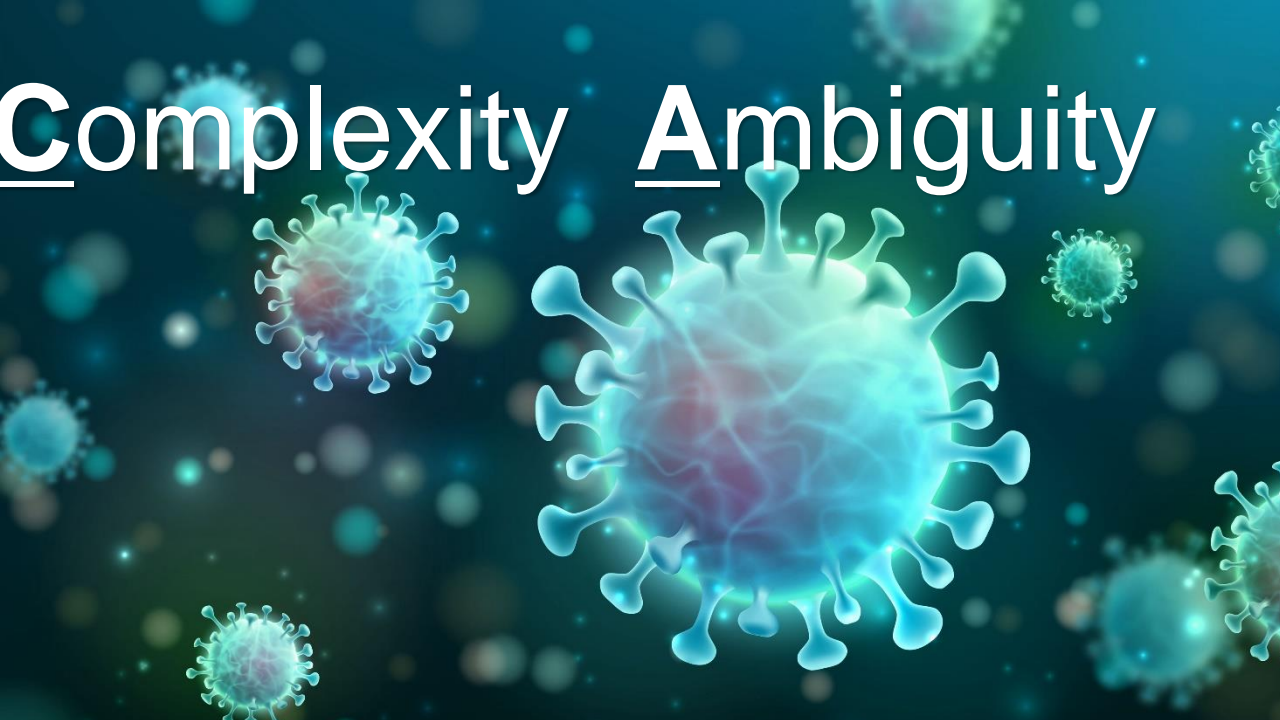
1. Business Environment
2. The Medium-term Management Plan
3. Aiming for Further Corporate Value Enhancement
4. Returns to Shareholders

1. Business Environment

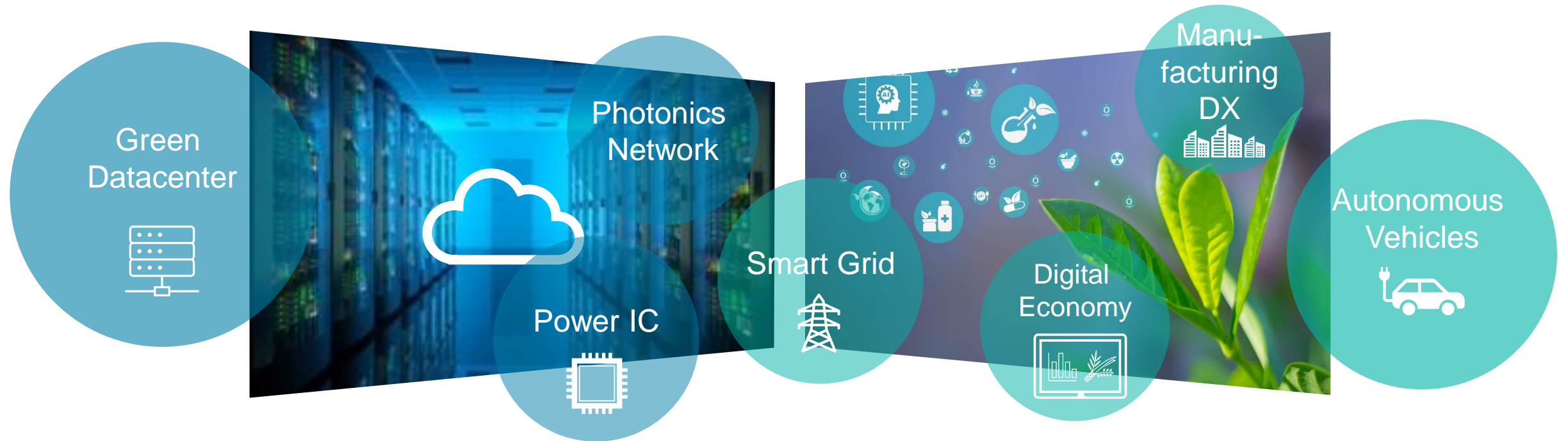


Era of VUCA

Volatility Uncertainty Complexity Ambiguity



Digital X Green



“**Green by Digital**” & “**Green of Digital**”

History of Tokyo Electron

Consolidated Net Sales
(100 million yen)

25,000

20,000

15,000

10,000

5,000

0

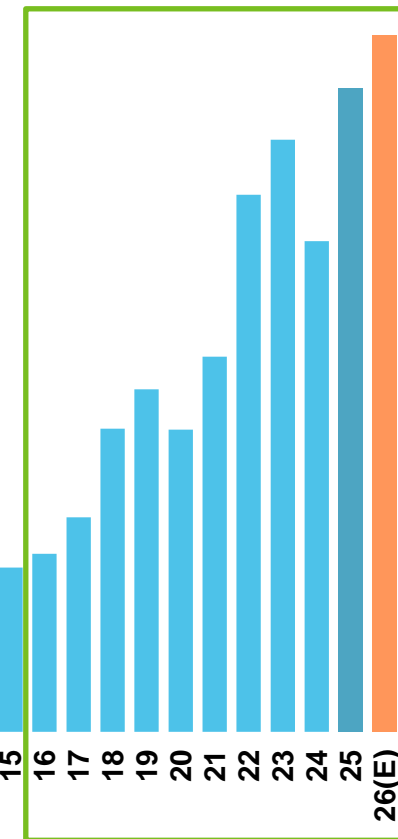
Fiscal year

65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26(E)

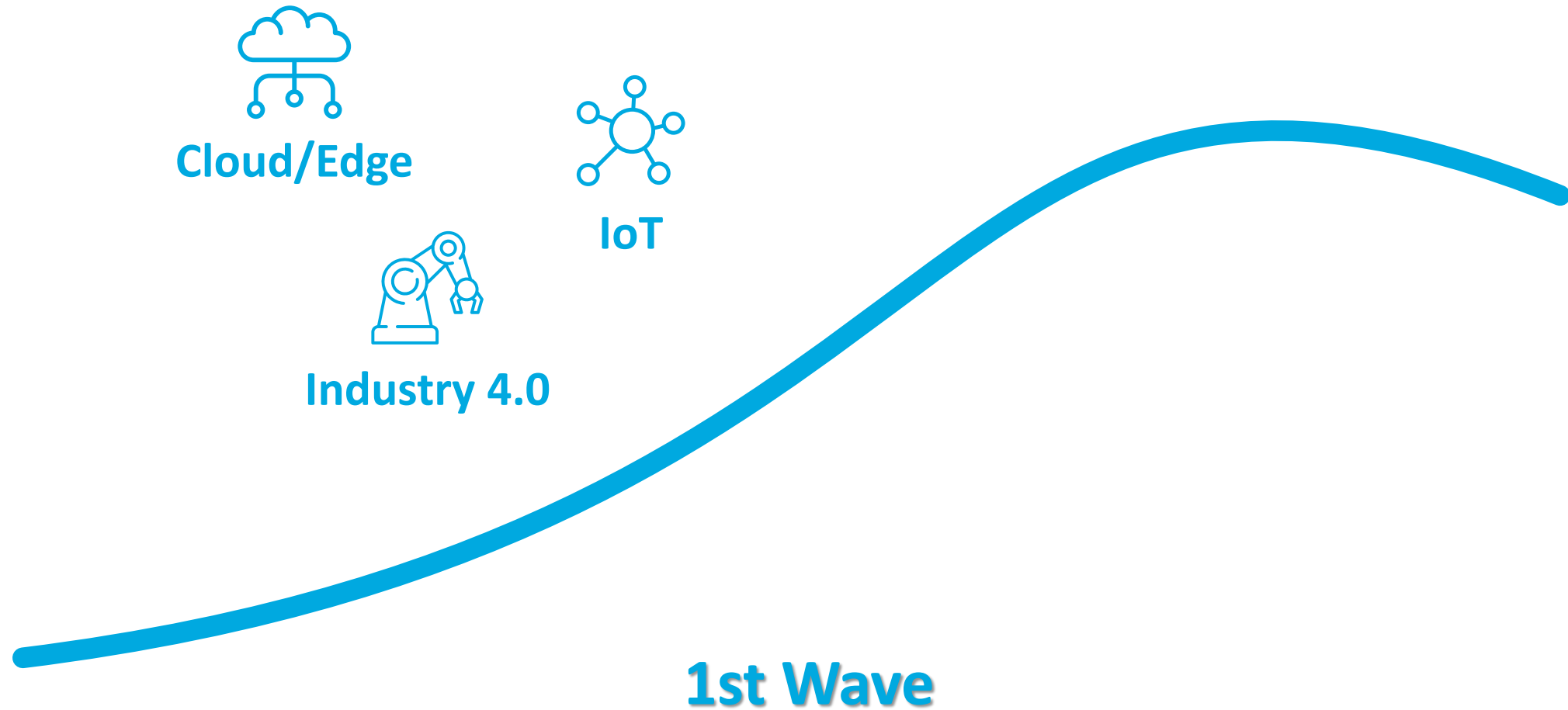
In the last 10 years
Net Sales
Operating Profit

Approx. 4 times

Approx. 8 times

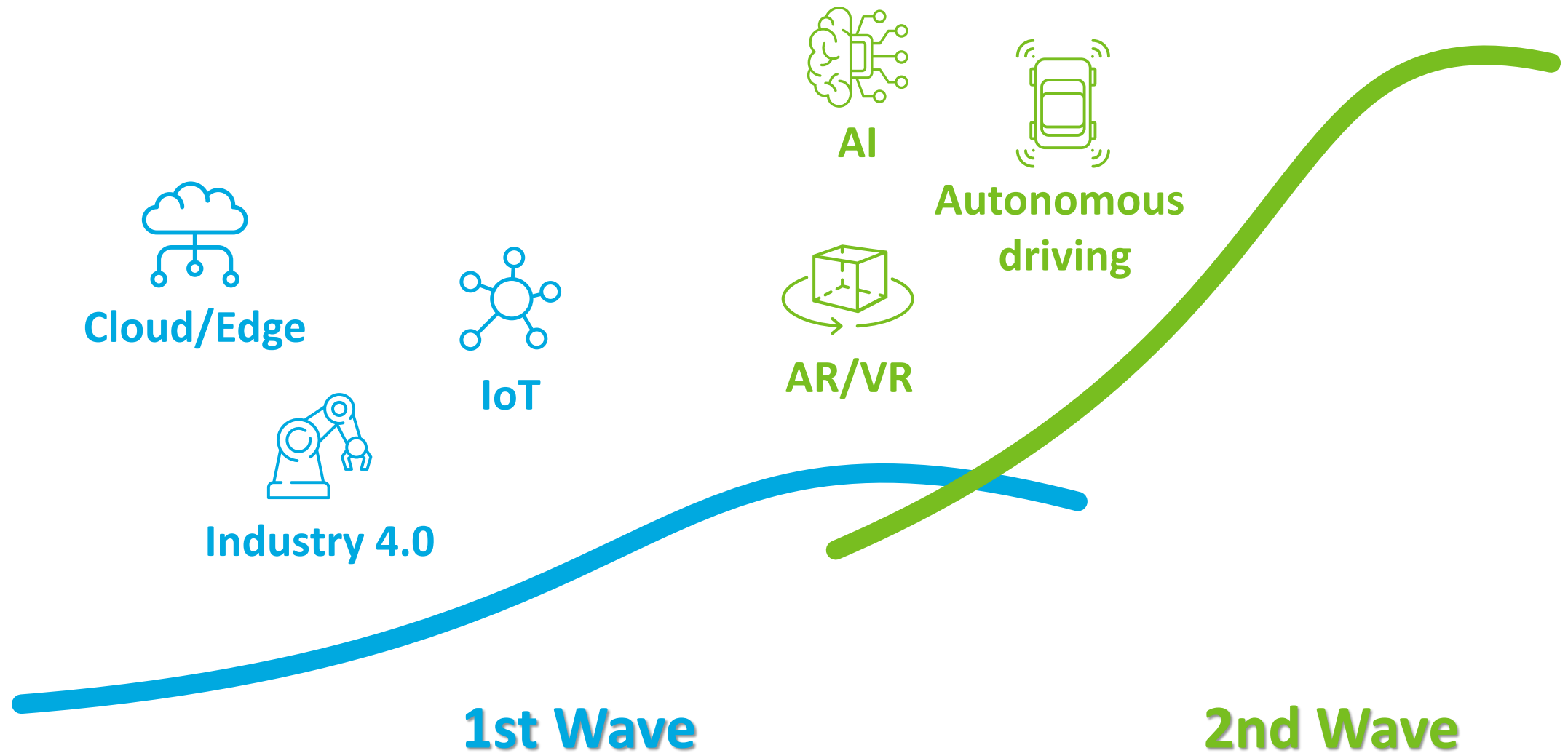


Semiconductor Business Outlook



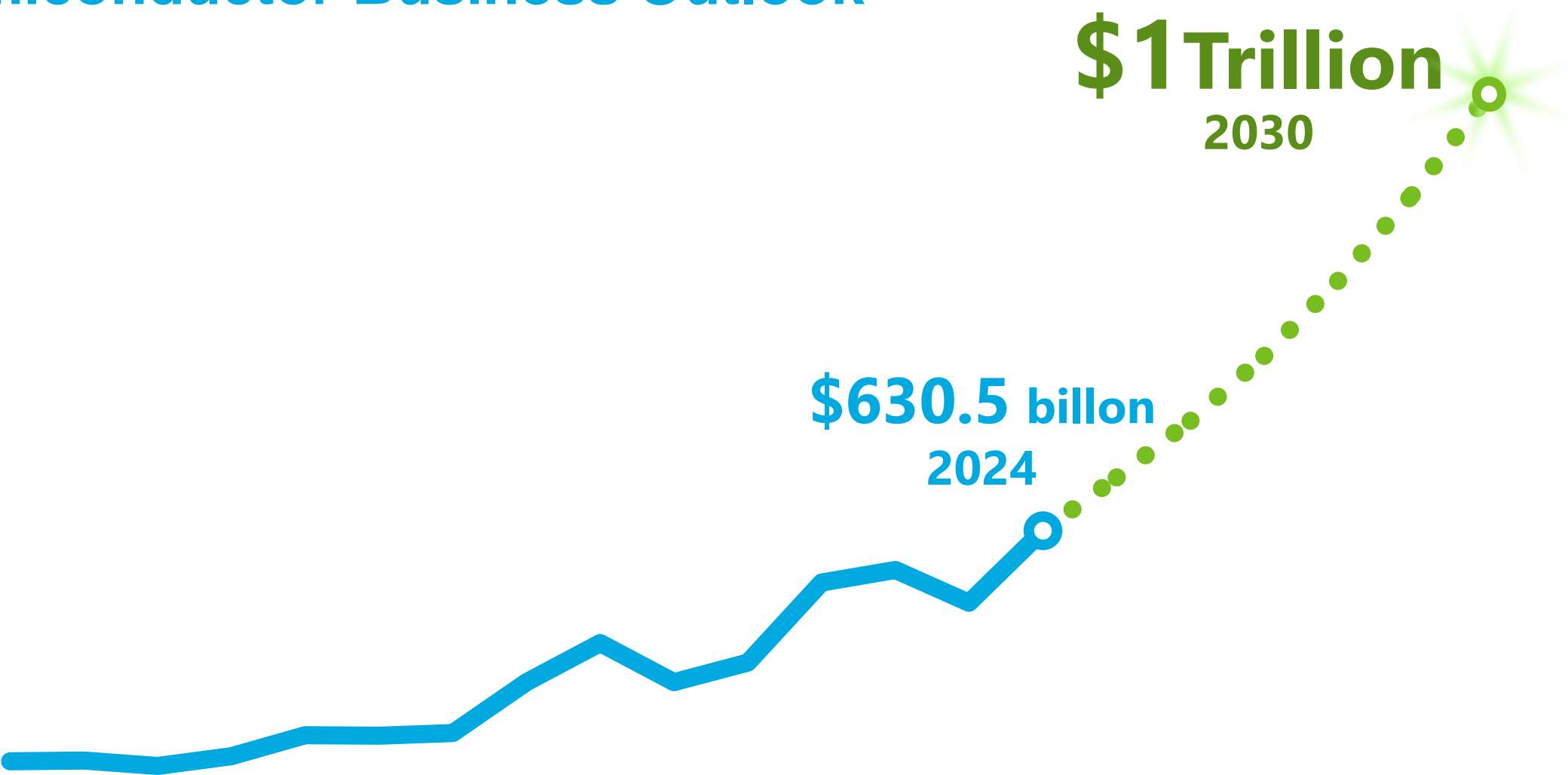
Source: SEMI 2024

Semiconductor Business Outlook



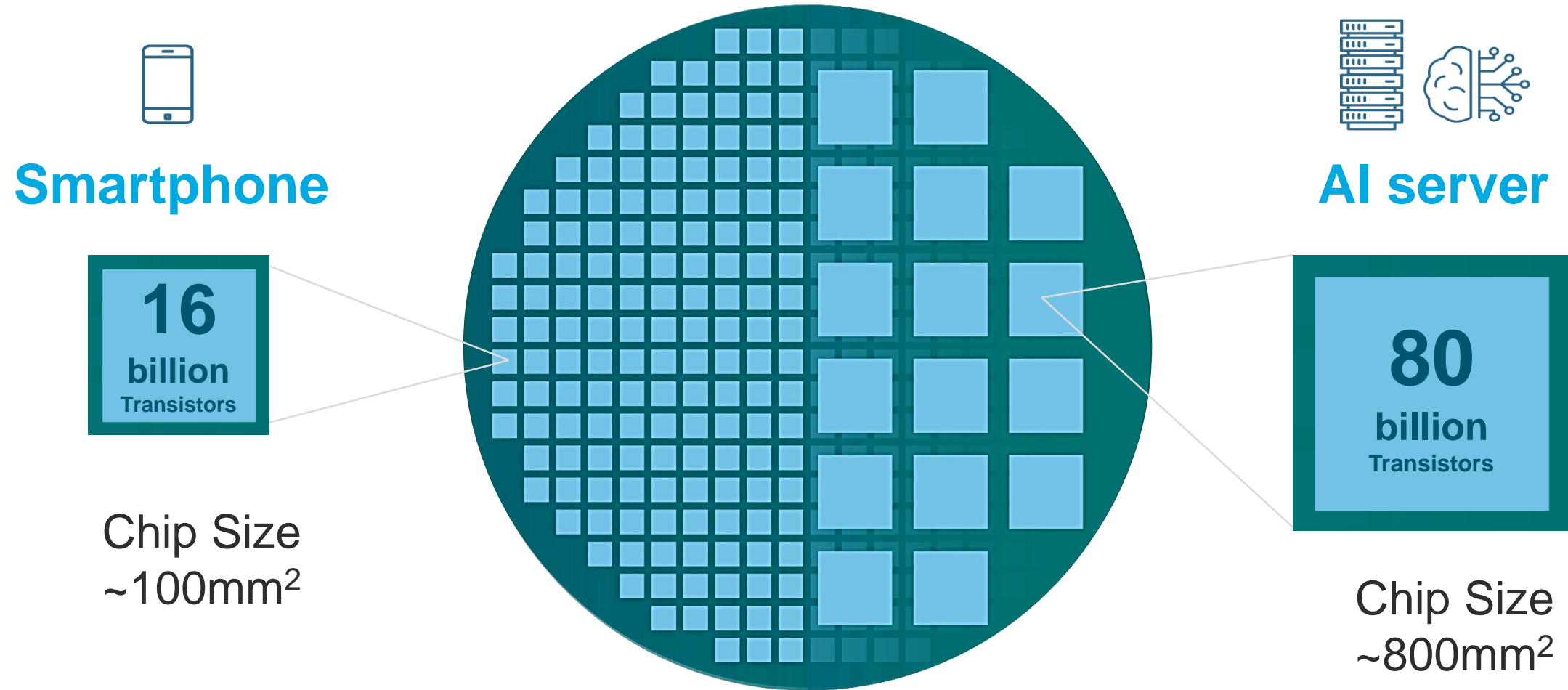
Source: SEMI 2024

Semiconductor Business Outlook



Source:2010-2024 (WSTS, May 2025)

Advanced Semiconductors Indispensable for AI Servers



Source: Omdia 4nm node

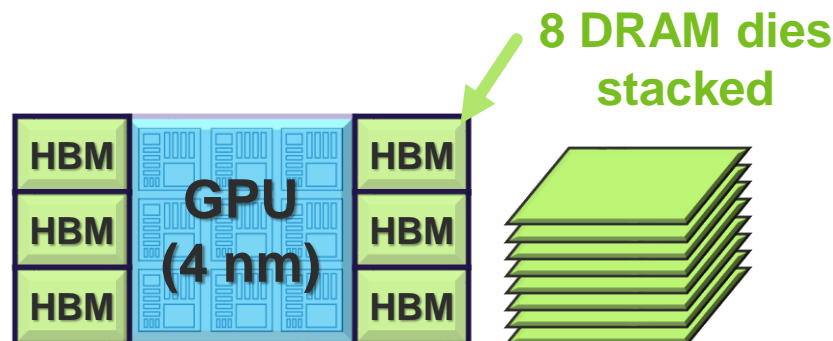
Advanced Semiconductors Indispensable for AI Servers

TEL estimate

4 nm Generation ~2024

80 billion transistors

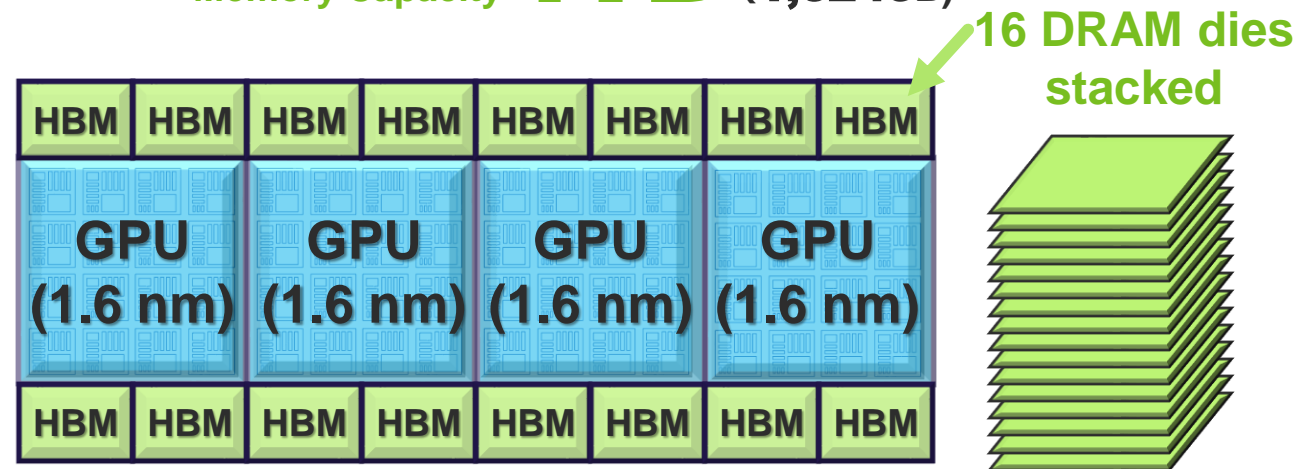
Memory Capacity **141** GB



1.6 nm Generation as of 2028

~640 billion transistors

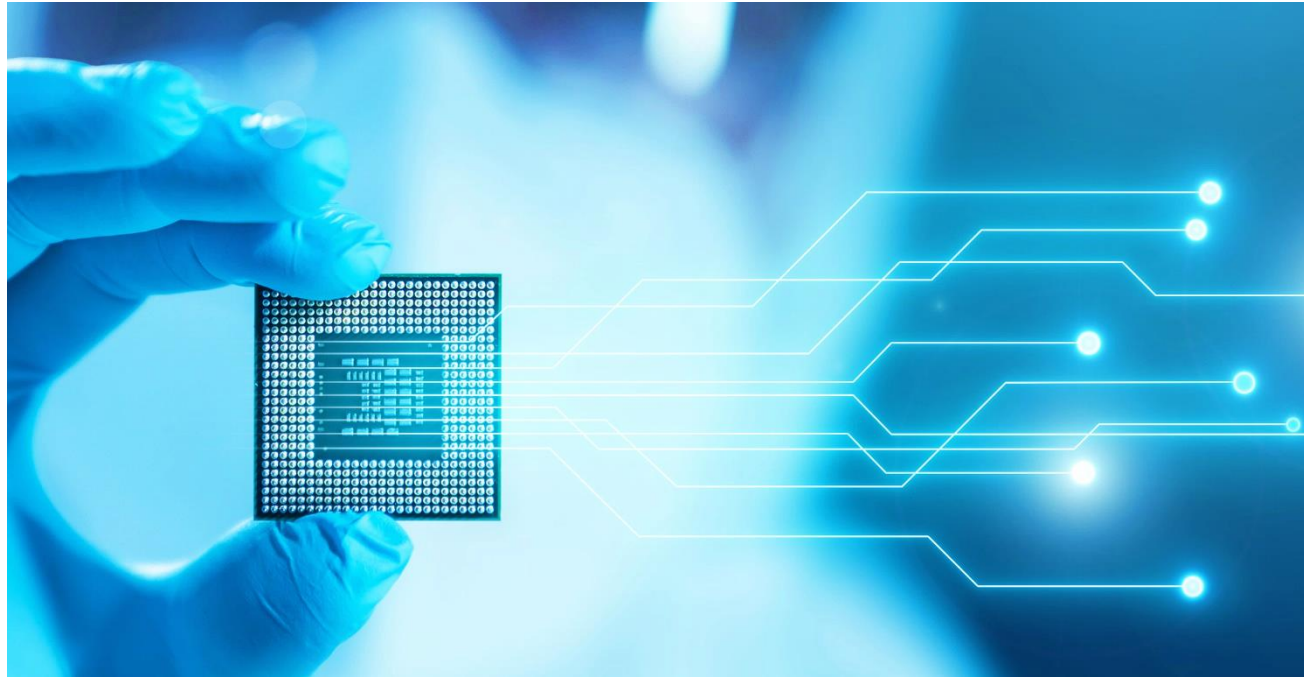
Memory Capacity **1TB** (1,024GB)



GPU : Graphic Processing Unit
HBM : High Bandwidth Memory

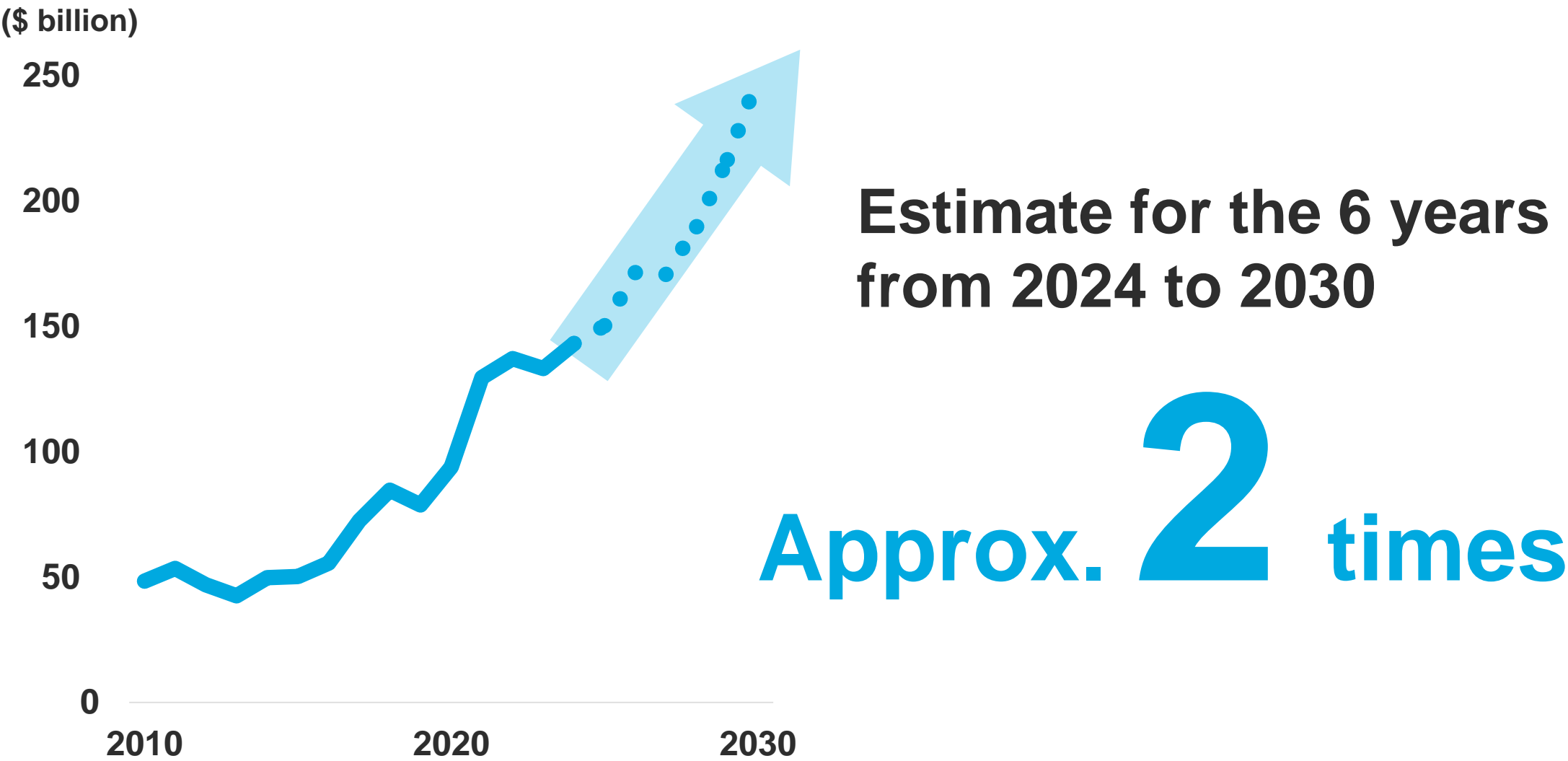
**Scaling and integration of transistors,
as well as increasing capacity of HBM, are progressing**

Technological Innovation of Semiconductors Never Stops



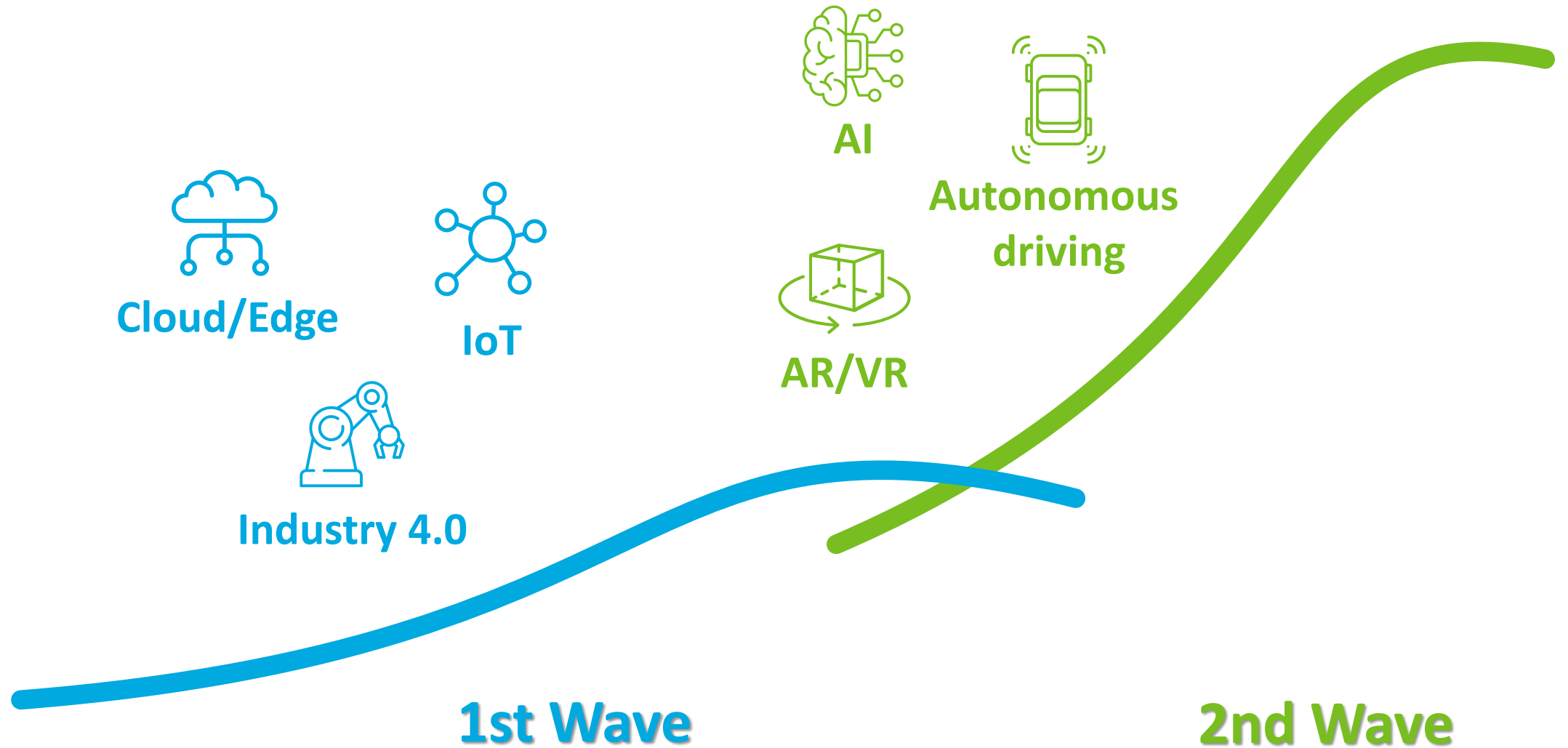
**Pursue higher speed, larger capacity,
superior reliability, and lower power consumption**

Outlook for the WFE Market



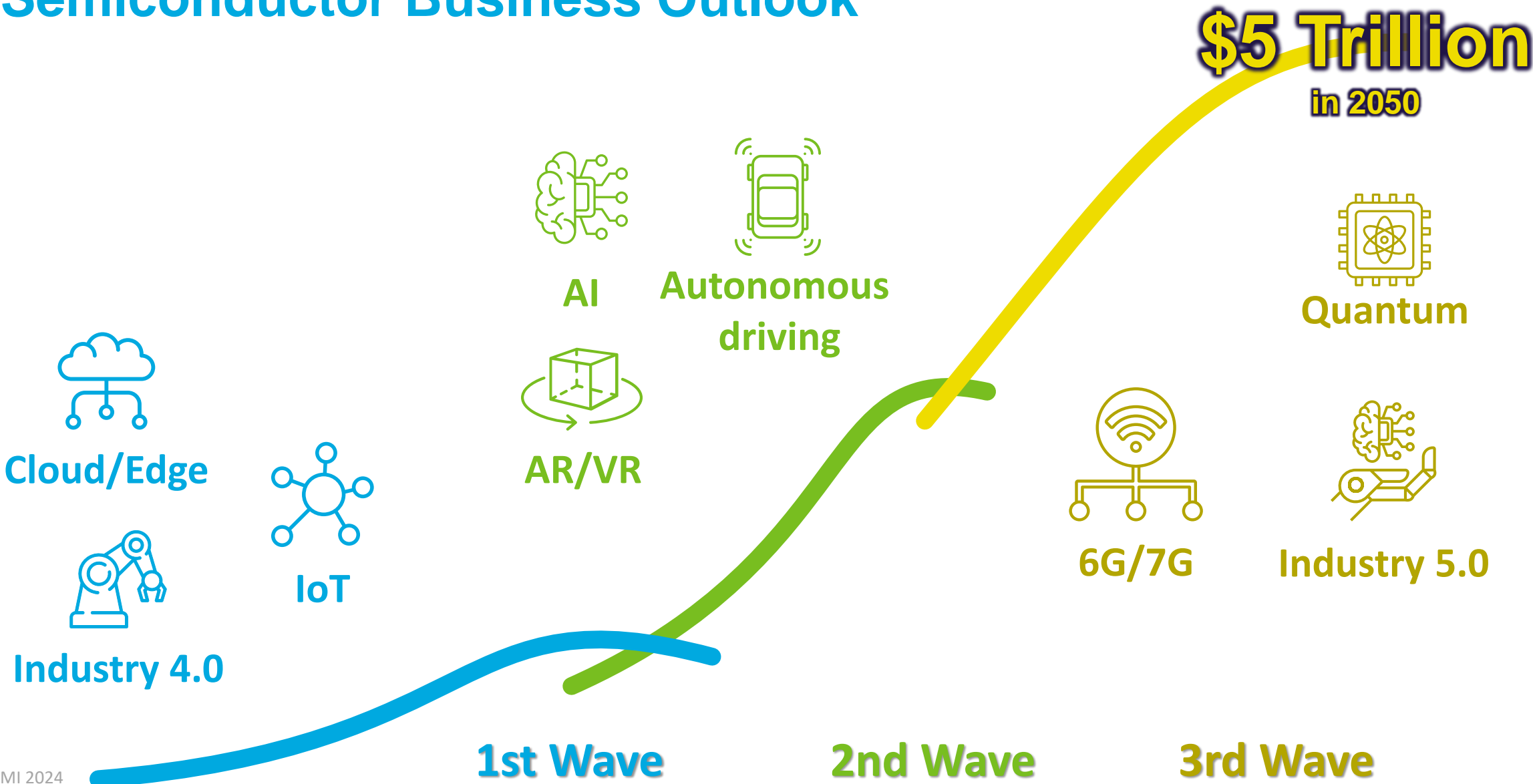
Source : TechInsights (April, 2025)

Semiconductor Business Outlook



Source: SEMI 2024

Semiconductor Business Outlook



Source: SEMI 2024

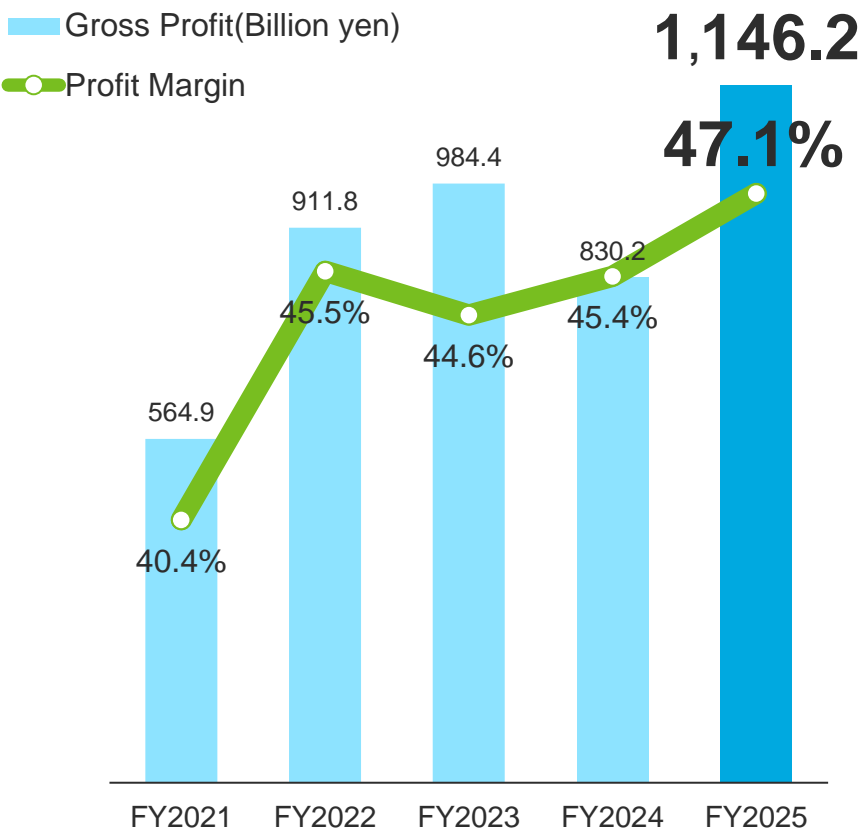
2. The Medium-term Management Plan

The Medium-term Management Plan: Financial Targets (Announced in June 2022)

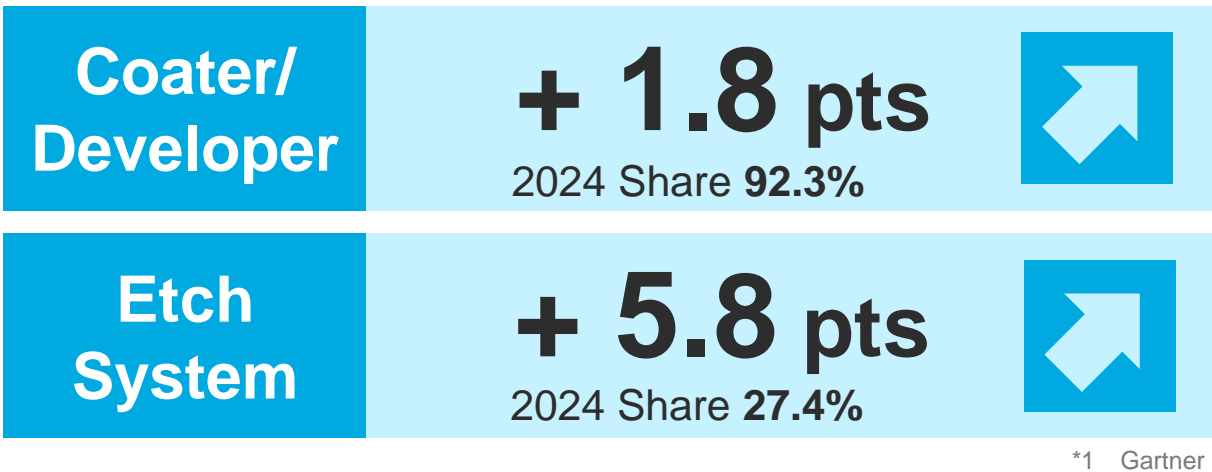
Financial Targets (by FY2027)	
Net sales	≥ 3 trillion yen
OP margin	$\geq 35\%$
ROE	$\geq 30\%$

Progress of Medium-Term Management Plan Initiatives

Gross Profit and Gross Margin



YoY Market Share Growth Highlights for 2024



FY2025 Sales Highlights



*1 Charts/graphics created by TEL based on Gartner research. Calculations performed by TEL. Source : Gartner®, "Market Share: Semiconductor Wafer Fab Equipment, Worldwide, 2024", Bob Johnson, Menglin Cao, 21 April 2025, Revenue from Shipments basis.
[Coater/Developer : Photoresist Processing (Track) /Etch System : Dry Etch / Wafer Bonder : Wafer Bonder] Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved. The Gartner content described herein (the "Gartner Content") represents research opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and is not a representation of fact. Gartner Content speaks as of its original publication date (and not as of the date of this presentation), and the opinions expressed in the Gartner Content are subject to change without notice.
*2 TEL estimated

Our competitiveness has continuously grown

Risks in the Business Environment





Semiconductors continue to be essential

Further improving core competence

Taking Advantage of TEL's Strengths

**Only
one**

Deposition



**Coater /
Developer**



Etching

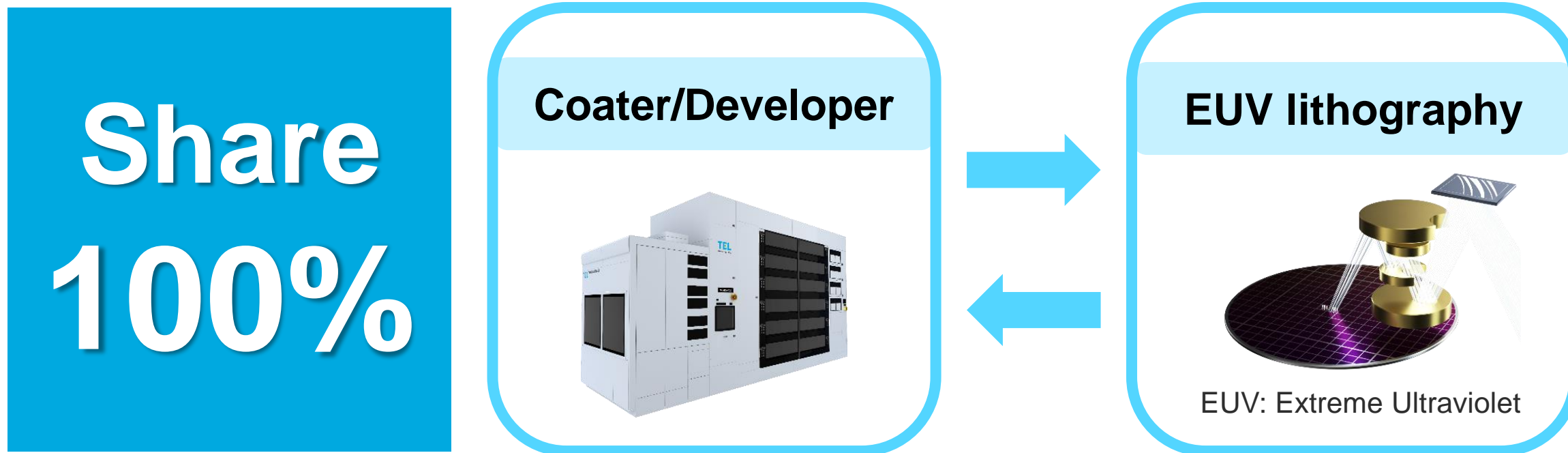


Cleaning



Have products in 4 sequential processes

Taking Advantage of TEL's Strengths



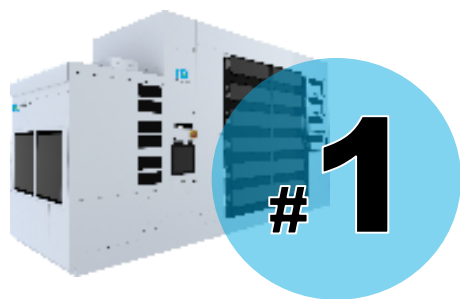
100% share of coater/developer for EUV lithography

*TEL estimate

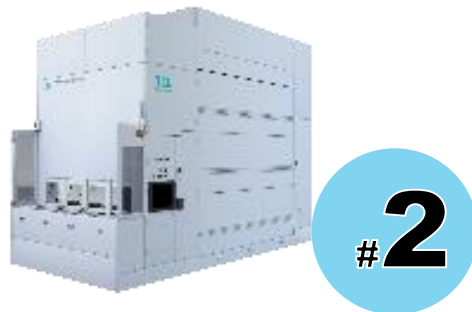
Taking Advantage of TEL's Strengths

TEL Estimate

Coater / Developer



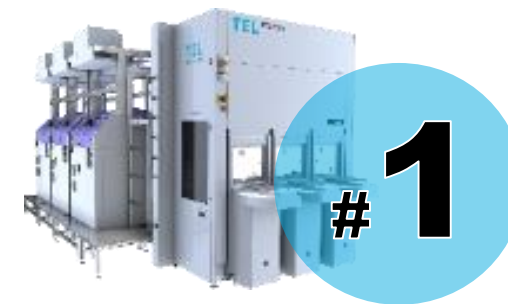
Cleaning



Plasma Etch



Gas Chemical Etch



Diffusion Furnace



Batch Deposition



Metal Deposition



Prober



Bonding



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

Taking Advantage of TEL's Strengths

No.1

Annual increase by about
4,000~6,000 units*1

Industry's largest installed base

96,000 units *2

*1 As of March 2024

*2 As of December 2024

The highest number of installations in the industry

Taking Advantage of TEL's Strengths

TEL

Approx. **25,000**

Company A

Approx. 22,000

Company B

Approx. 8,000

Company C

Approx. 8,000

Company D

Approx. 4,000

According to TEL survey (as of Mar. 2025)



The highest number of registered patents in the WFE industry

High Evaluation of TEL's Intellectual Property by External Agencies

Clarivate

Top 100 Global Innovators 2025

Awarded for 4 Consecutive Years

Assess the number, influence, and investment in patents over the five-year period 2019-2023



LexisNexis

Innovation Momentum 2025: The Global Top 100

Awarded for 4 Consecutive Years

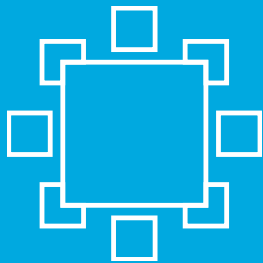
Assess Market coverage and Technology relevance over the past two years



Investment For Future Growth (FY2025 to FY2029)

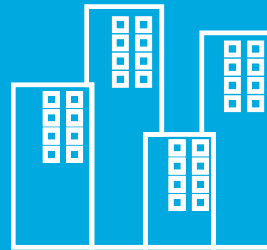
R&D Investment

1.5
trillion yen



Capex

700
billion yen



Recruitment

10,000
people
2,000 people/year



Planning proactive investments for further growth

Capital Expenditures



**Every leading-edge semiconductor in the
world passes through our equipment**

**Profit is an important measure of value in
our products and services**

Further improving strengths

3. Aiming for Further Corporate Value Enhancement

Vision

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



Innovation

Pursue technological innovation in semiconductors that supports the sustainable development of the world



Profitability

Continuously create high value-added leading-edge equipment and technical services



People

Our corporate growth is enabled by people, and our employees both create and fulfill company values

Stakeholder Engagement

CSV

Creating Shared Value

Creation of social and economic value

TSV

TEL's Shared Value

**Achieving digitalization and
global sustainability**

“Technological innovation in semiconductors is essential”

Net Zero

Achieved by 2040



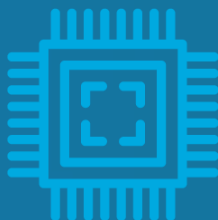
Scope 1&2 : CO₂ Emissions from energy use such as electricity in business activities

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

Production equipment



Achieving both high process & environmental performance

Business activity



Reduction of CO₂ and equivalent emissions in all business activities

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

Our Employees both Create and Fulfill Company Values

Number of New Graduates Entries
(Japan)

25,245 people
(For New Graduates in April 2025 : 543 hires)

In the last 6 years

Approx. **3** times

Employee Retention Rates

99.1% Japan

(97.6% Global)

Securing and retaining human resources for sustainable growth

Further Increasing Corporate Value



&



**Aiming for world-class
operating margin and
ROE \geq 30%**

- **Safety**
- **Quality**
- **Compliance**
- **Engagement**
- **Risk management
& Security**

4. Returns to Shareholders

Basic Approach for Shareholder Returns

Continuously create high value-added leading-edge equipment and technical services



Aiming for short-, medium- and long-term profits at the same time, and continuous and further corporate value enhancement



Appropriate returns to shareholders

Dividend Policy

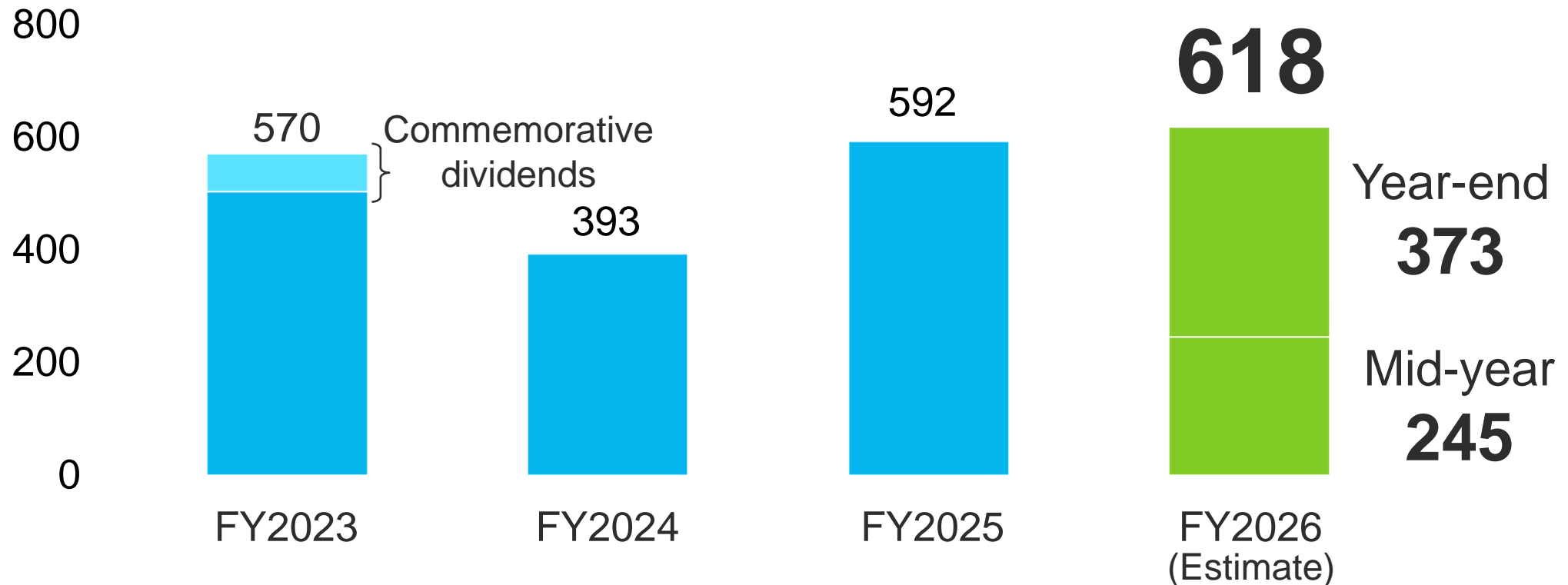
Dividend payout ratio: 50%

Annual DPS (dividend per share) of no less than 50 yen

Review dividend policy if the company does not generate net income for two consecutive fiscal years.

FY2026 Dividend Forecast

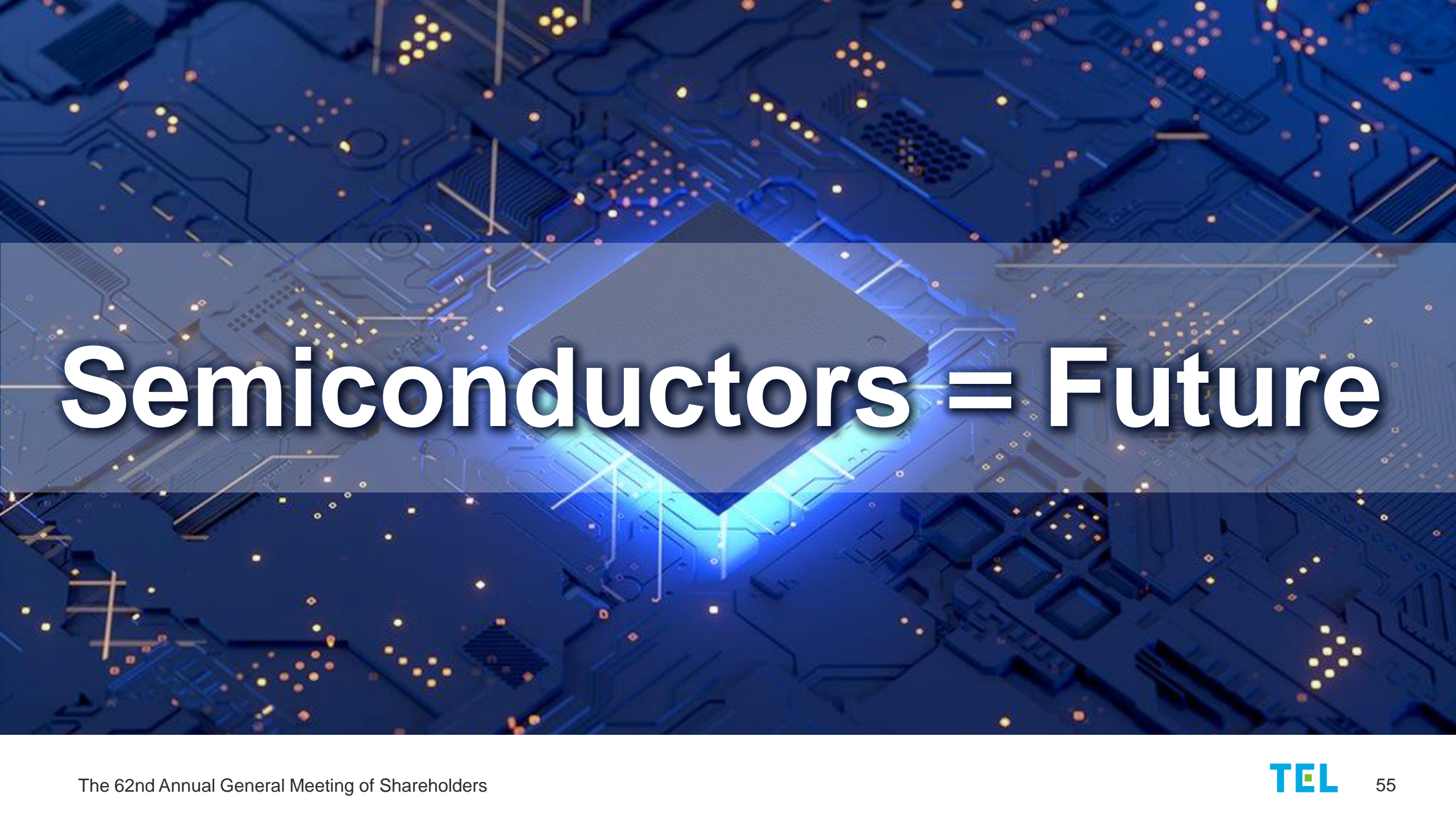
【 Annual dividend per share (yen)】



Planning 618 yen as dividend per share

Note: The per share dividend amounts for FY2023 are stated based on the assumption of a stock split at the beginning of FY2023.

**We will continue striving to
further increase shareholder value
and meet the expectations of
all stakeholders**



Semiconductors = Future

The background of the slide is a dark blue gradient. Overlaid on this are several light blue arrows of varying sizes, all pointing in an upward and rightward direction, symbolizing growth. In the lower right area, there is a faint, stylized bar chart with several vertical bars of increasing height. The title 'Further Growth Phase' is centered in a large, white, bold font with a subtle drop shadow.

Further Growth Phase



Corporate growth is about **People**

A close-up, angled view of a microchip or circuit board, showing intricate patterns of gold, silver, and blue. The image is slightly blurred, giving it a sense of depth and focus on the central text.

Create technologies that the world has never seen



Continue to take on challenges and evolve



Aim to Be Global No.1



TOKYO ELECTRON