

The 63rd Annual General Meeting of Shareholders



June 23, 2026

FY2026 Financial Report

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

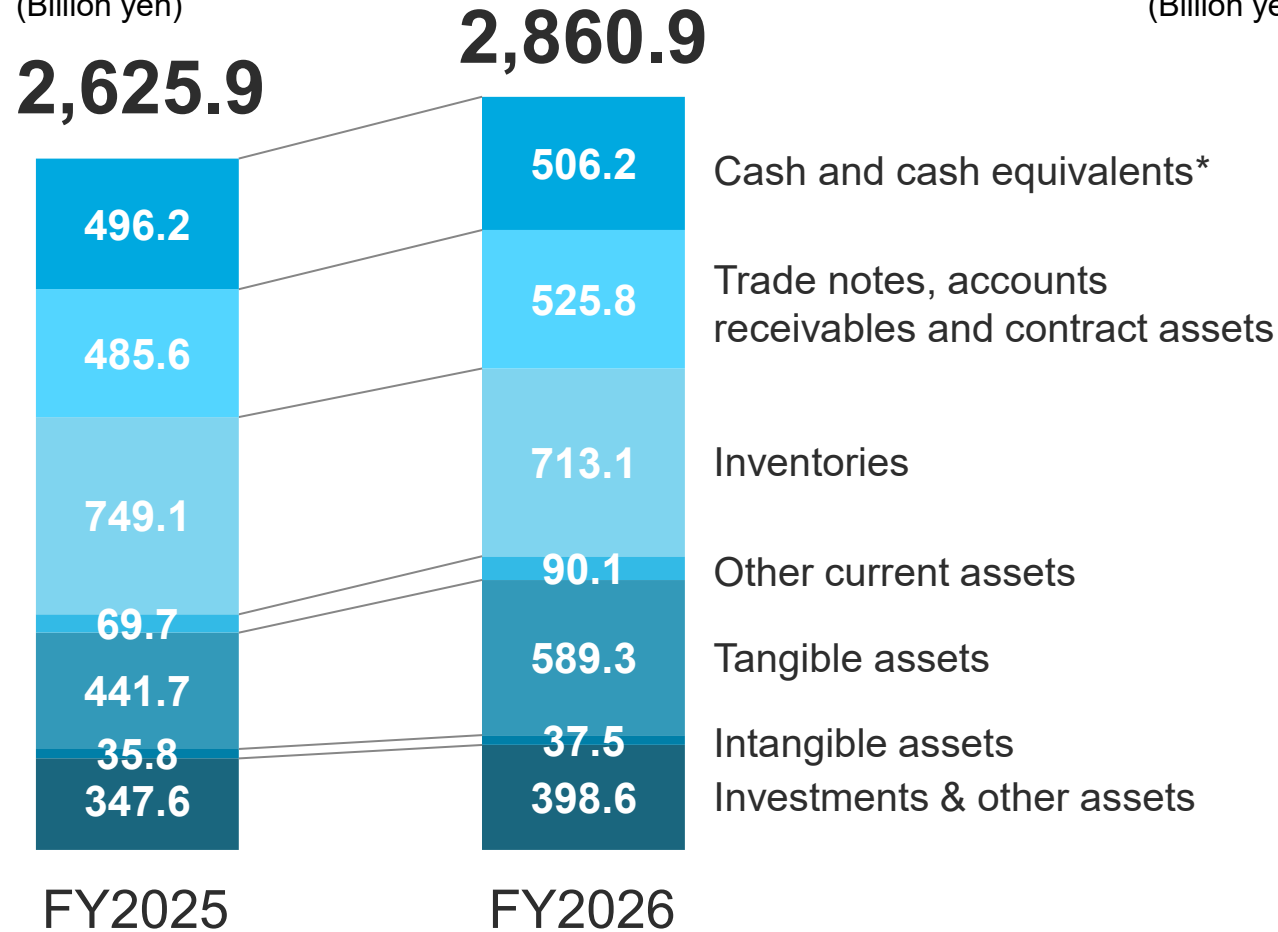
Consolidated Statement of Income

(Billion yen)

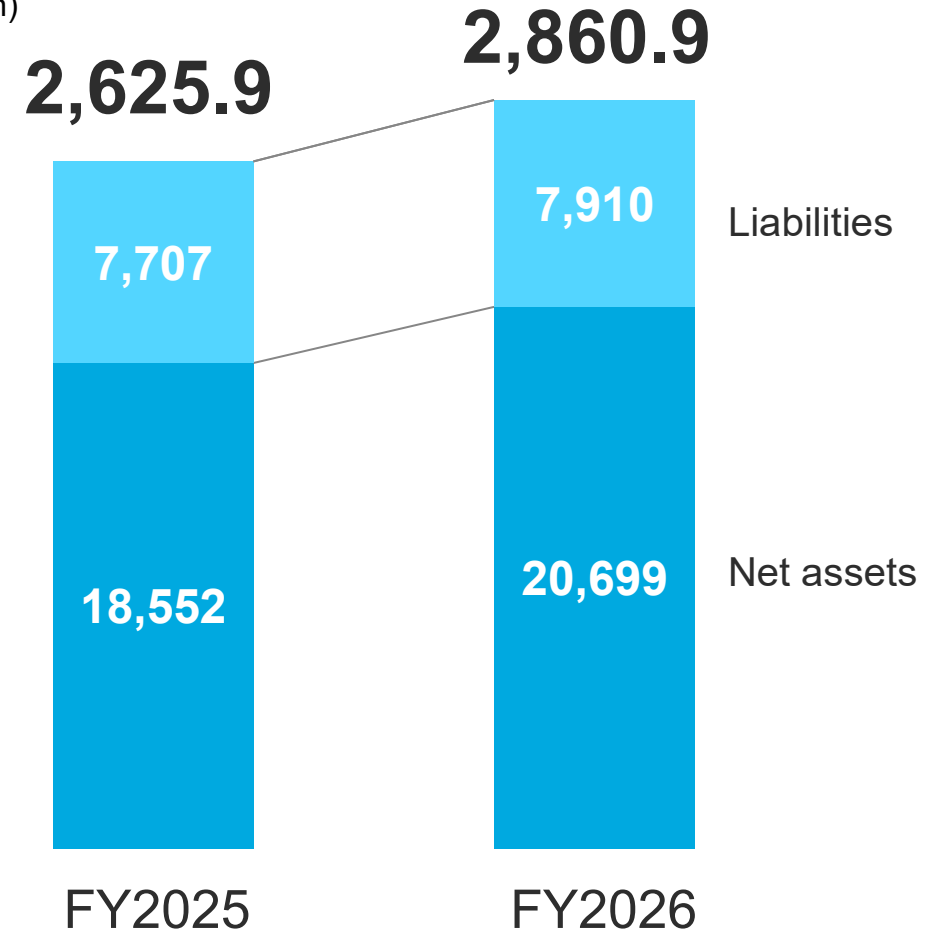
	FY2025 (%)		FY2026 (%)		Variance
Net sales	2,431.5	100.0	2,443.5	100.0	+0.5%
Gross profit	1,146.2	47.1	1,107.8	45.3	△3.4%
Operating income	697.3	28.7	624.9	25.6	△10.4%
Ordinary income	707.7	29.1	630.3	25.8	△10.9%
Income before income taxes	706.1	29.0	748.1	30.6	+6.0%
Net income attributable to owners of parent	544.1	22.4	574.4	23.5	+5.6%
EPS (yen)	1,182		1,254		+6.1%
ROE	30.3%		29.6%		△0.7pts

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)

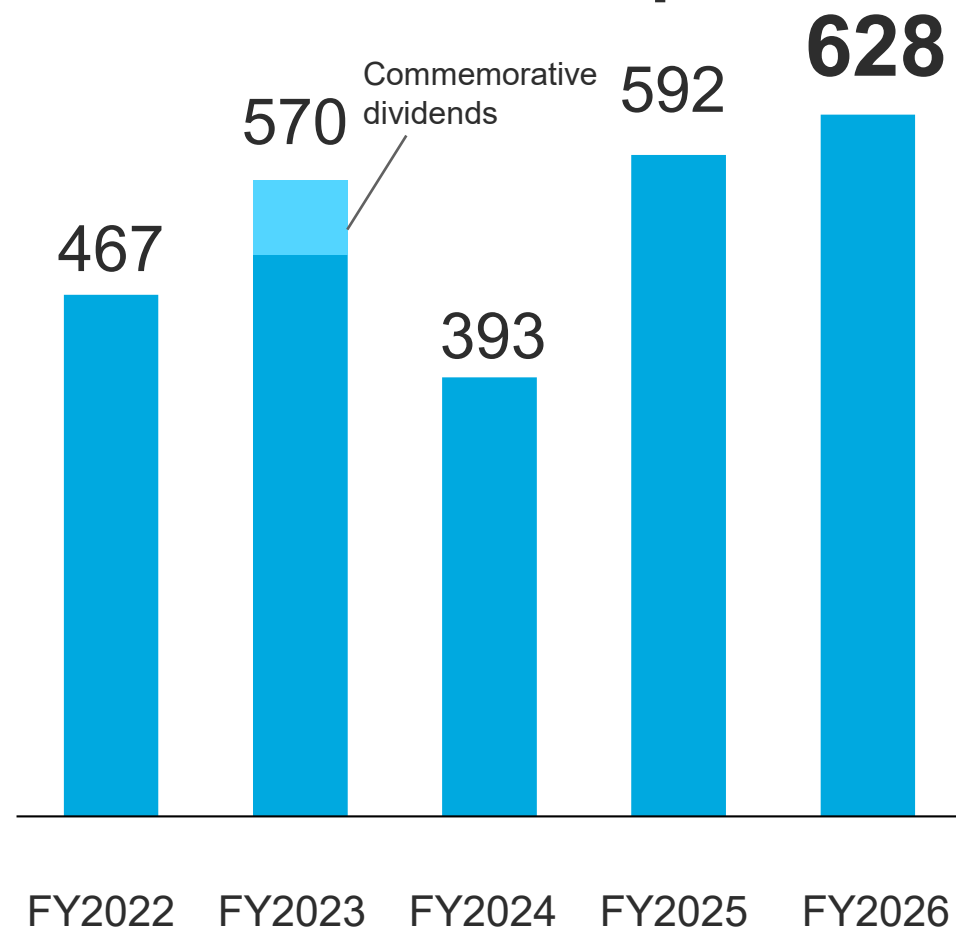
	FY2025		FY2026		Variance
		(%)		(%)	
Net sales	2,204.0	100.0	2,211.5	100.0	+7.4
Gross profit	665.0	30.2	634.0	28.7	△31.0
Operating income	506.2	23.0	453.8	20.5	△52.3
Ordinary income	550.2	25.0	503.0	22.7	△47.1
Income before income taxes	549.4	24.9	617.2	27.9	+67.8
Net income	424.8	19.3	477.0	21.6	+52.2

■ Balance Sheet

	FY2025		FY2026		Variance
		(%)		(%)	
Total assets	1,875.5	100.0	2,023.7	100.0	+148.2
Total liabilities	687.2	36.6	749.1	37.0	+61.8
Total net assets	1,188.2	63.4	1,274.6	63.0	+86.3
Total liabilities & net assets	1,875.5	100.0	2,023.7	100.0	+148.2

FY2026 Dividend

【Annual dividend per share】

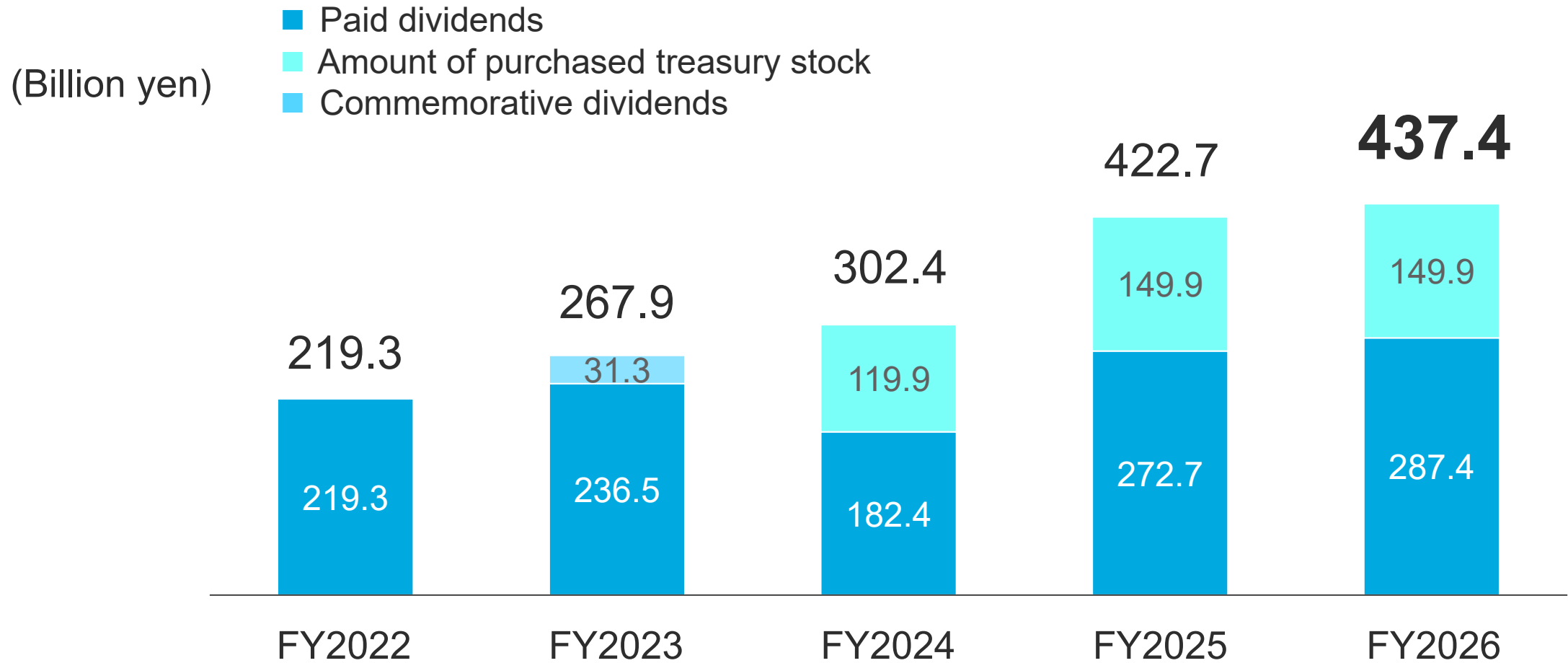


Interim	Year-end	Annual dividend
264 yen	364 yen	628 yen

Total dividend	Payout ratio
287.4 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.

FY2026 Total Return Amount



FY2027 H1 Financial Estimates

(FY2027 H1: April 1, 2026 – September 30, 2026)

Business Environment (WFE Market Outlook of this year)

- **Market size expected to grow by more than 20% YoY**
 - Continued strong investment in AI servers
 - For spending in the high-end devices we focus our efforts on, as we are currently receiving a large amount of inquiries, we expect 30% or more YoY growth.
 - Geopolitical developments remain closely monitored

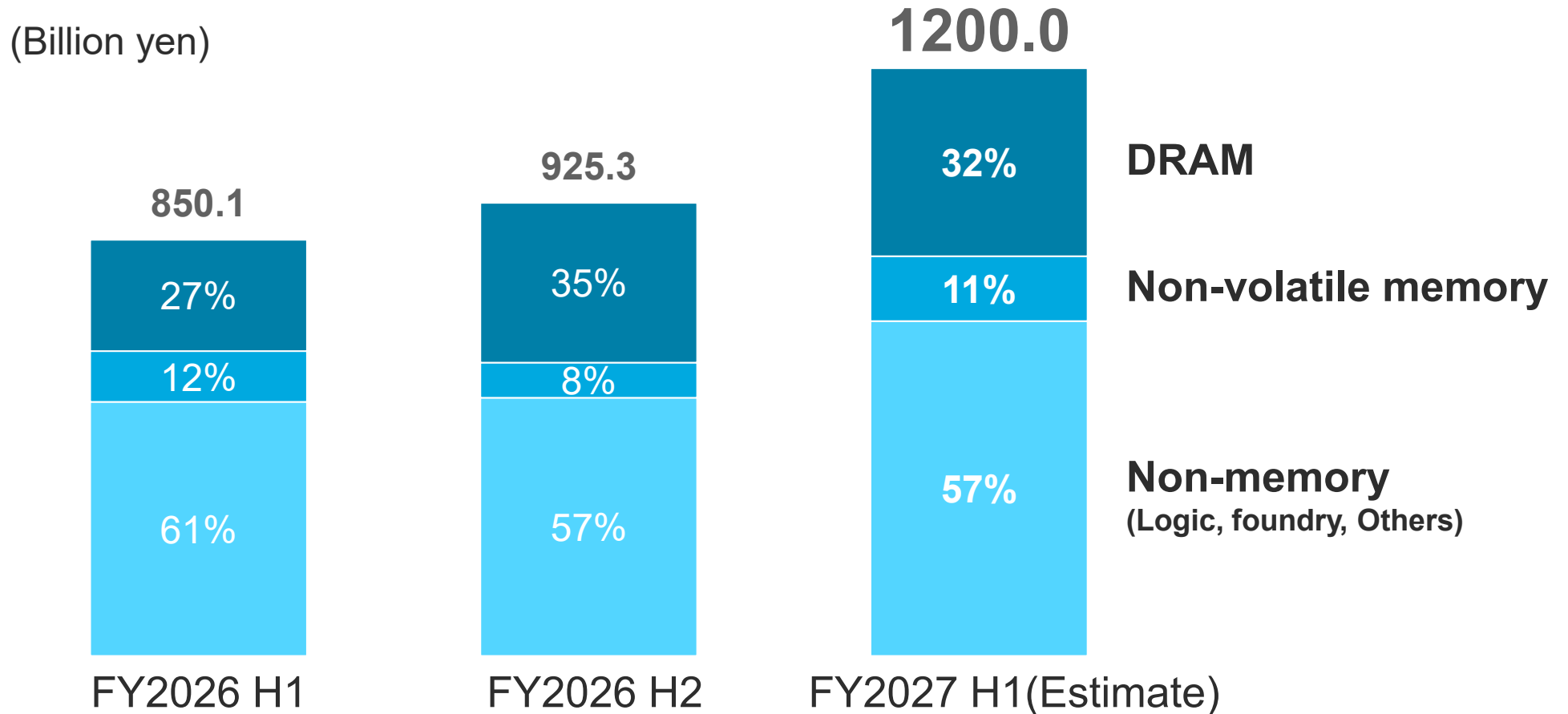
Consolidated Statement of Income

(Billion yen)

	FY2026 (Actual)		FY2027 (Estimate)
	H1	H2	H1
Net sales	1,179.6	1,263.8	1,570.0
Gross profit	538.8 45.7%	569.0 45.0%	715.0 45.5%
Operating income	303.1 25.7%	321.7 25.5%	431.0 27.5%
Ordinary income	306.8	323.4	437.0
Income before income taxes	312.9	435.1	437.0
Net income attributable to owners of parent	241.6	332.8	328.0

Record highs expected in half-year sales, gross profit, and operating profit

FY2027 H1 New Equipment Sales Forecast






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

New equipment sales expected to grow by more than 40% YoY

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

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

Progress toward Achieving Financial Targets

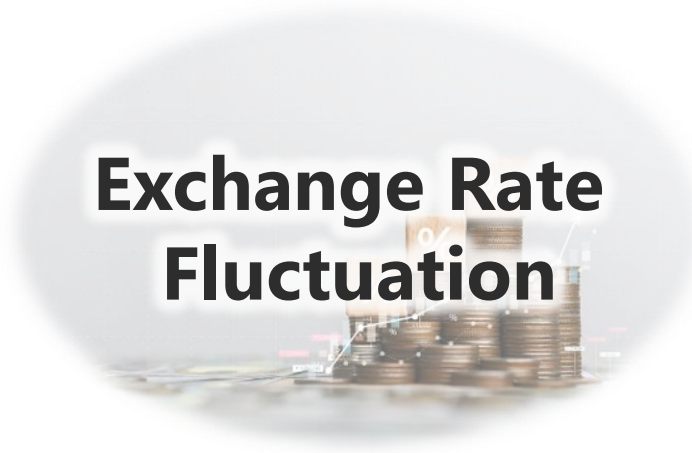
Financial Targets (by FY2027)	
Net sales	≥ 3 trillion yen 
OP margin	$\geq 35\%$ 
ROE	$\geq 30\%$ 

Achieving the operating profit margin target is a challenge.

With steady progress so far,

we are aiming for an operating profit of 1 trillion yen.

Changing Business Environment



Medium-Term Management Plan: Initiatives Toward Achieving Goals

Seek and pursue earning power
Take appropriate actions with new trends

1. Strong “Next Generation Products”

2. Equipment upgrades

3. Advanced Field Solutions

4. “One-touch” Startups

5. Appropriate Price Revision

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

1. Outlook for the Semiconductor Industry and Our Strengths
2. Aiming for Further Corporate Value Enhancement
3. Returns to Shareholders

1. Outlook for the Semiconductor Industry and Our Strengths

History of Tokyo Electron



Consolidated Net Sales(100 million yen)

30,000

20,000

10,000

0

65 70 75 80 85 90 95 00 05 10 15 20 25 27
(FY)

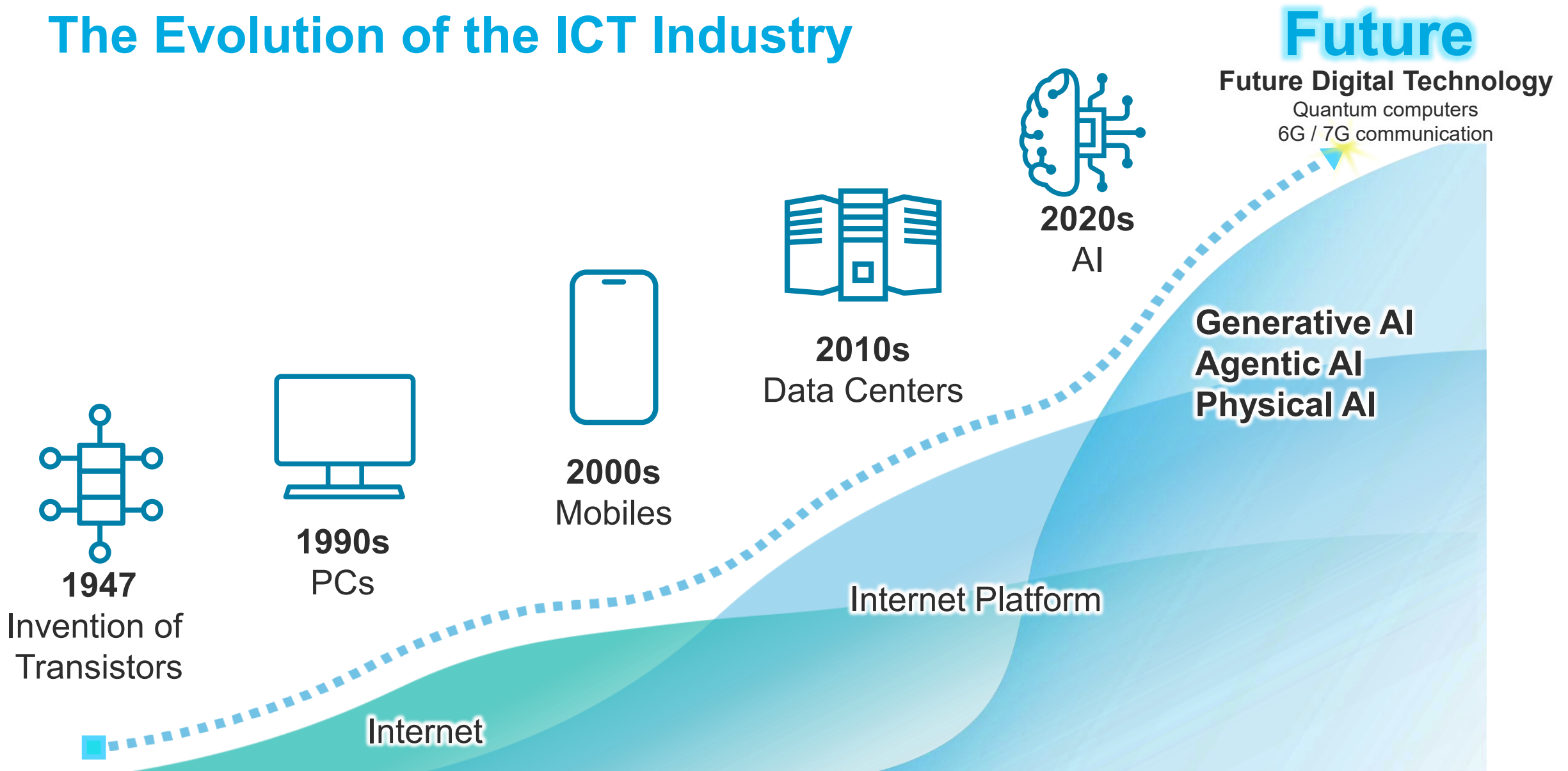
After the Merger Cancellation
(FY'15-FY'26)

Net Sales Operating profit

Approx. **4** times Approx. **7** times



The Evolution of the ICT Industry



Data Centers Are Increasing Environmental Impact

Power Demand

+130%

415 TWh → 945 TWh

CO₂ Emissions

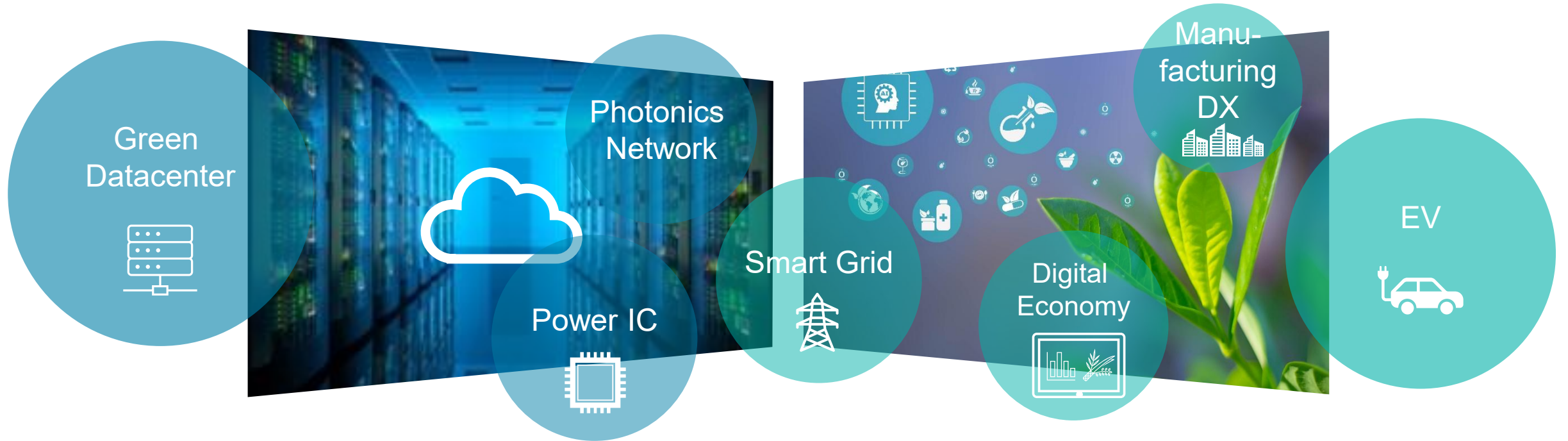
+80%

180 Mt → 320 Mt

(2024 – 2030)

Source: IEA, <https://www.iea.org/reports/energy-and-ai>, "Energy and AI" (2025)

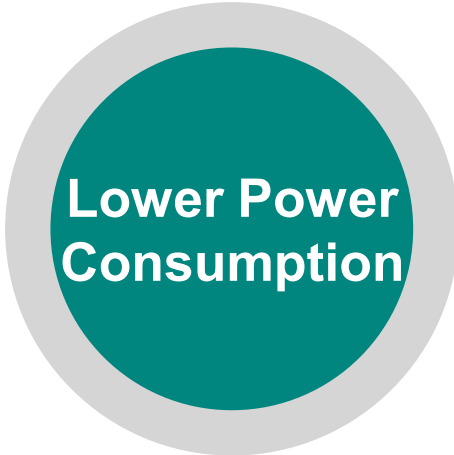
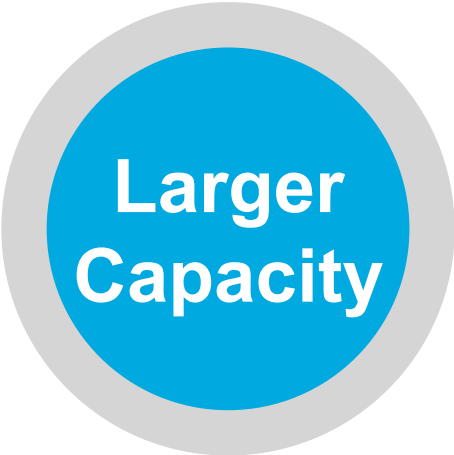
Digital X Green



“Green of Digital” & “Green by Digital”

Directions for Evolution in Semiconductors and Semiconductor Manufacturing

Digital X Green



Further improving core competence

Taking Advantage of TEL's Strengths

Deposition



**Coater /
Developer**



Etching

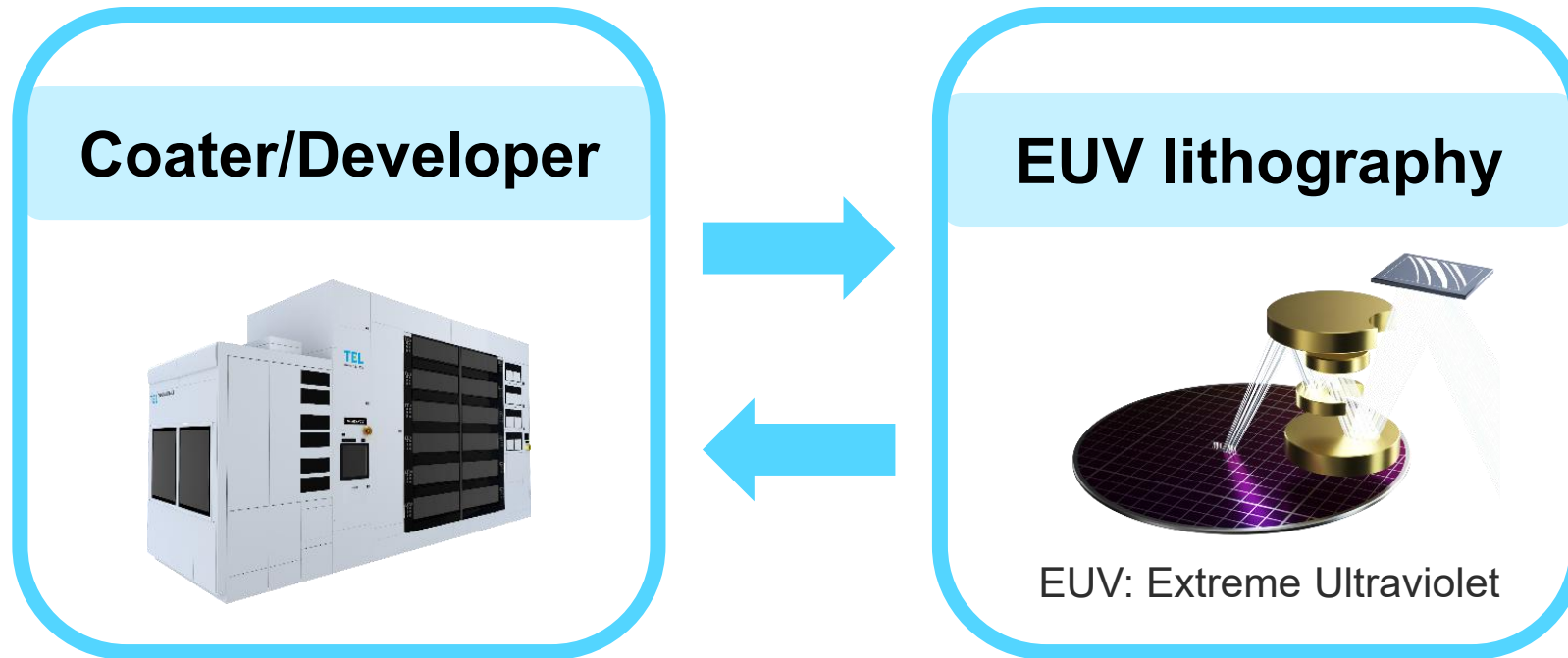


Cleaning



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

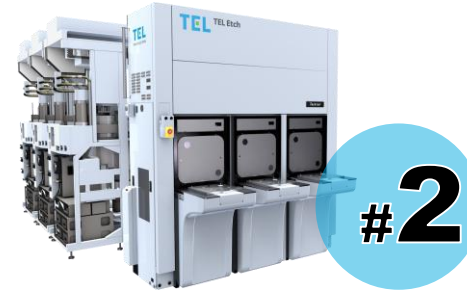
Coater / Developer



Cleaning



Plasma Etch



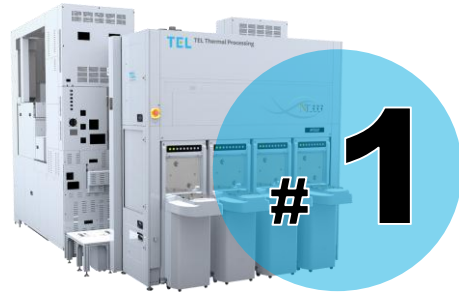
Gas Chemical Etch



Diffusion Furnace



Batch Deposition



Metal Deposition



Prober

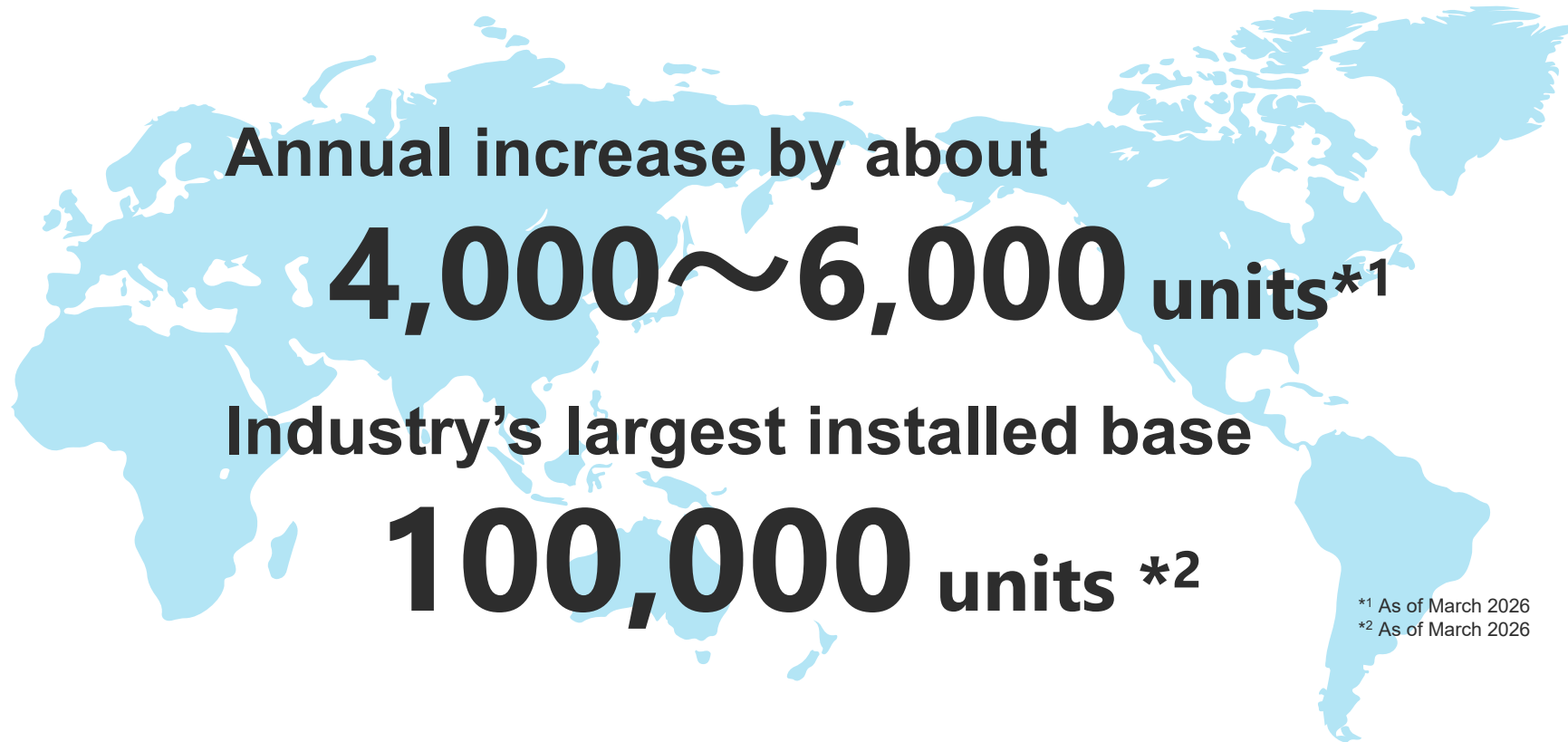


Bonding



A comprehensive product lineup that ranks among the top in the world in terms of market share

Taking Advantage of TEL's Strengths



The highest number of installations in the industry

Taking Advantage of TEL's Strengths

Ranking of Registered Patents

TEL



Approx. 27,000

Company A



Approx. 24,000

Company B



Approx. 9,000

Company C



Approx. 9,000

Company D



Approx. 9,000

(As of the end of March 2026 / Created based on LexisNexis® PatentSight+)



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 2026

Awarded for 5 Consecutive Years

Assess the number, influence, and investment in patents over the five-year period 2020-2024



LexisNexis

Innovation Momentum 2026: The Global Top 100

Awarded for 4 Consecutive Years

Assess Market coverage and Technology relevance over the past two years




Unprecedented Capacity Expansion Continues



107 new fabs
coming online
through 2028

Source: SEMI World Fab Forecast Q325(Sep. 2025)



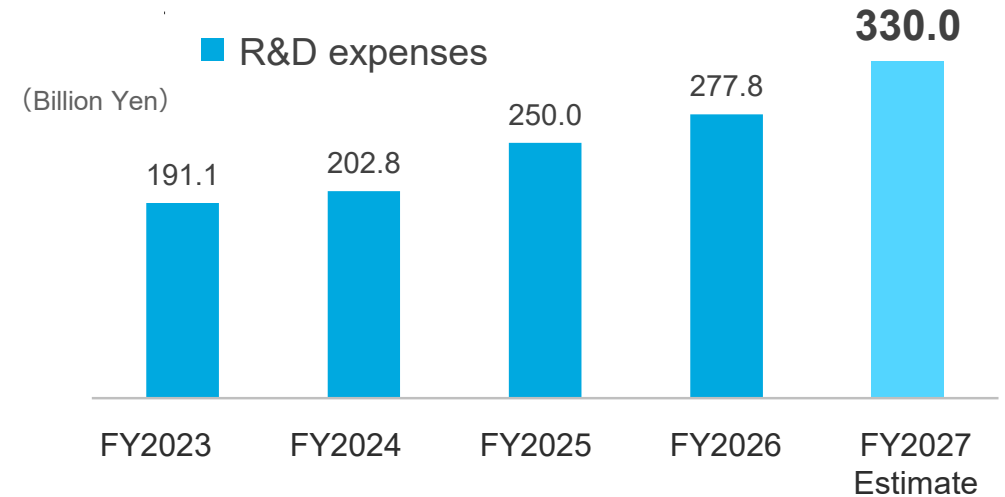
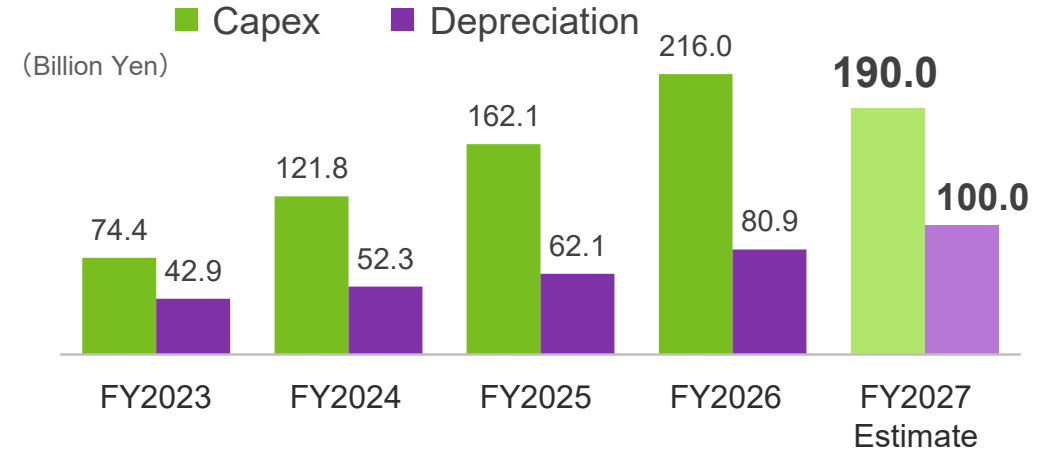
Manufacturing DX with AI & Robotics

Epsira

Capital Expenditures



FY2027 R&D Expenses and Capex Plan



Continue strengthening competitiveness with a focus on R&D investment
Leveraging this solid infrastructure to steadily capture future gains

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

Further improving strengths

2. 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

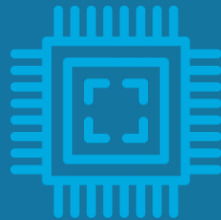
Scope 1&2 : CO₂ Emissions from energy use such as electricity in business activities

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

Further Increasing Corporate Value



&



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

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

3. Returns to Shareholders

TEL Market Cap Trends April 28, 2015 ~ June 18, 2026

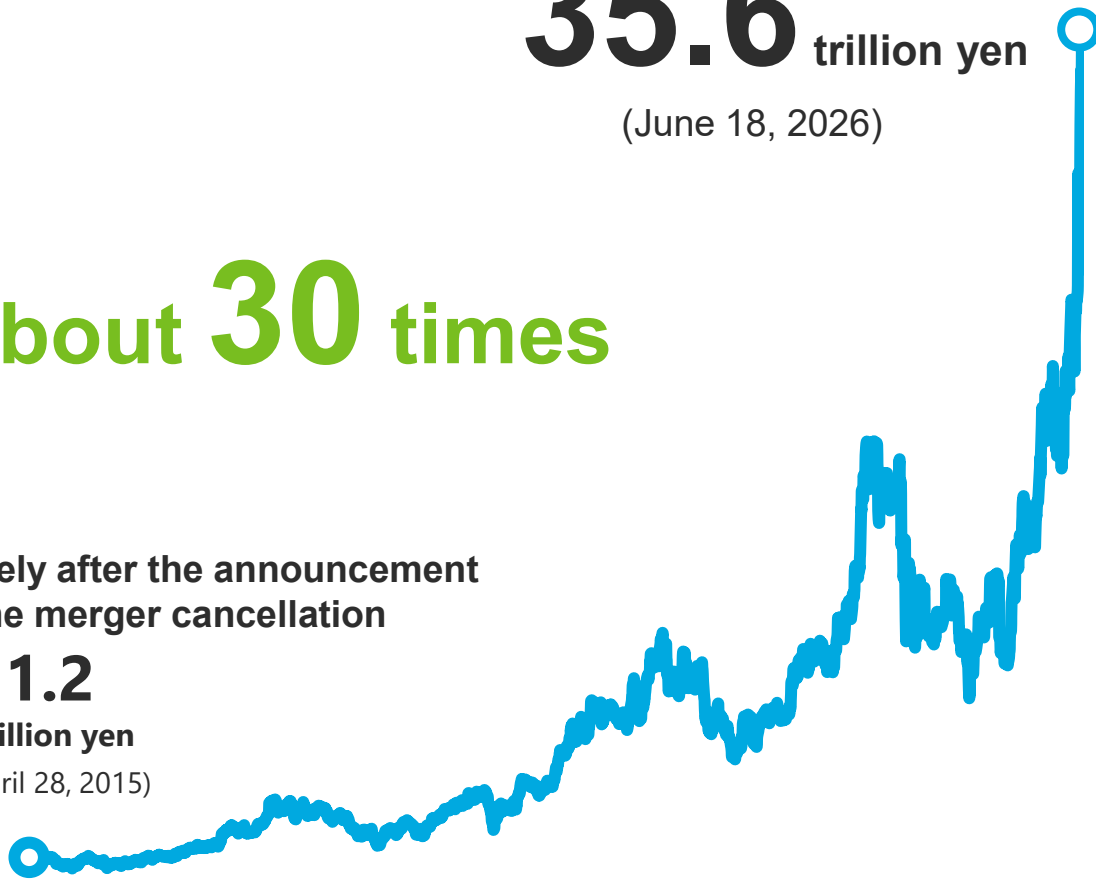
35.6 trillion yen
(June 18, 2026)

About **30** times

Immediately after the announcement
of the merger cancellation

1.2
trillion yen
(April 28, 2015)

'16 '17 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27
(FY)



Market Cap Ranking of Japanese Companies

1	Kioxia	52.9 trillion yen
2	Toyota	44.1 trillion yen
3	SoftBank Group	41.0 trillion yen
4	Mitsubishi UFJ	40.0 trillion yen
5	Tokyo Electron	35.6 trillion yen
6	FAST RETAILING	26.7 trillion yen
7	Sumitomo Mitsui FG	25.7 trillion yen
8	Murata Manufacturing	23.0 trillion yen
9	Advantest	22.1 trillion yen
10	Hitachi	21.7 trillion yen

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

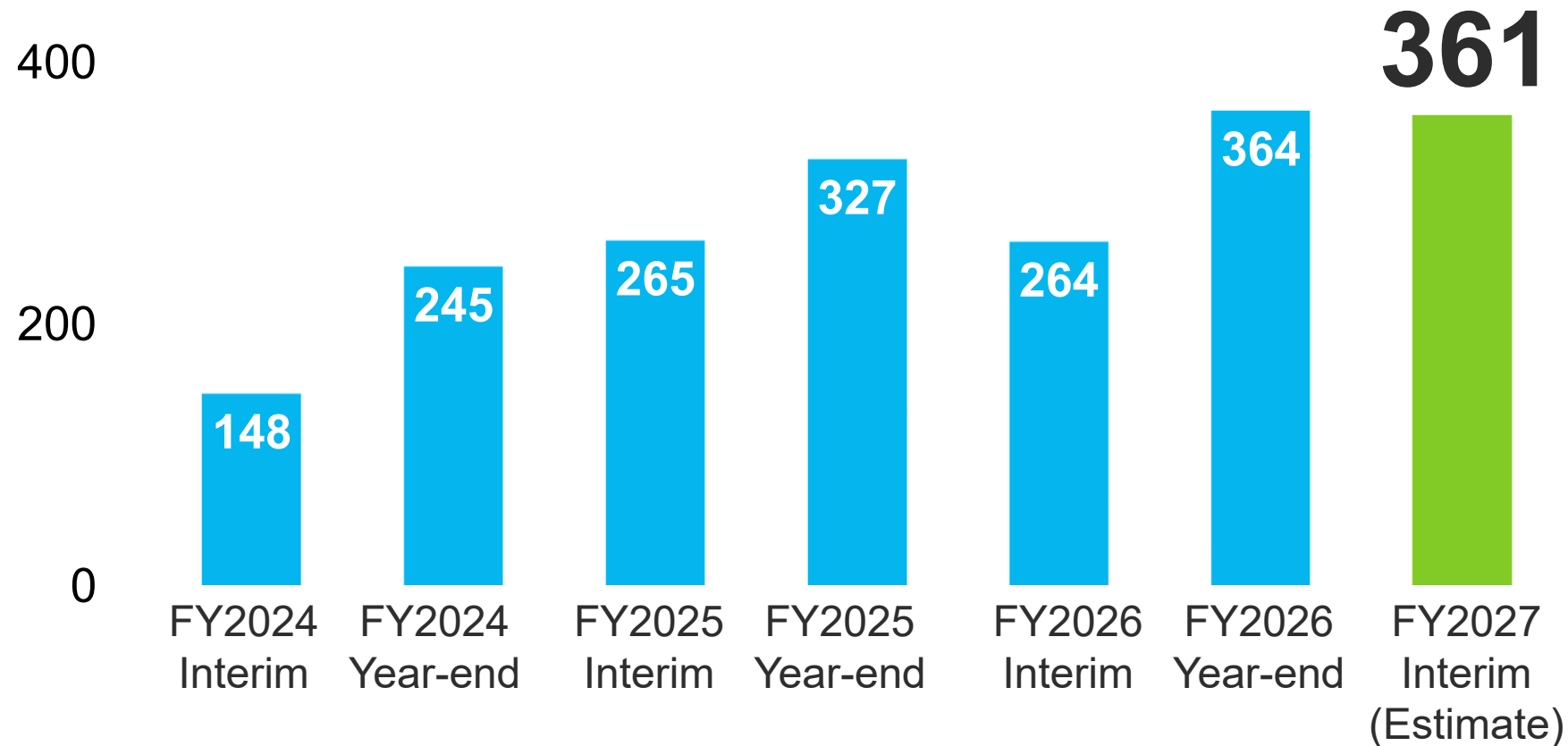
Dividend payout ratio: 50%

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.

FY2027 Dividend Forecast

【 Annual dividend per share (yen)】



Planning 361 yen as the interim dividend per share

Share Buyback

Share Buyback Limit

Acquisition period: June 2026 ~ March 2027

150.0 Billion yen
(Upper limit)

Four consecutive periods
of Share Buybacks starting FY2024

Stock Split

On October 1, 2026

Splitting 1 share

into 5 shares

Creating a More Investment-Friendly Environment

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



Semiconductors = Future

The background features a dark blue gradient with several light blue arrows pointing upwards and to the right, suggesting growth. A bar chart with vertical bars of varying heights is also visible, along with a network of light blue lines and dots.

Further Growth Phase



Corporate growth is about **People**

A background image of a microchip or circuit board, rendered in shades of purple and blue, with a semi-transparent white banner across the center.

**Create technologies that
the world has never seen**



**Continue to take on
challenges and evolve**



Aim to Be Global No.1

TEL

TOKYO ELECTRON