



(Translation)

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Name of the Representative:	Toshiki Kawai President & CEO (Representative Director) (Code No.8035; TSE Prime Market)
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Summary of Results of Evaluation of the Effectiveness of Tokyo Electron's Board of Directors

To further enhance the governance of Tokyo Electron Limited (“Company”) and the effectiveness of its Board of Directors, the Company discussed and evaluated the effectiveness of the Company’s Board of Directors by reviewing its activities for the fiscal year ended March 2026. A summary of the results of this evaluation is provided below.

1. Method of evaluation of effectiveness

(1) Subject of evaluation

Board of Directors overall (including details of activities of the Nomination Committee and the Compensation Committee)

(2) Evaluation method

We received the support of a third-party external expert organization with professional knowledge to implement and aggregate surveys, implement individual interviews, and analyze those results, and conducted a comprehensive self-evaluation with reference to the results of said analyses, and after deliberations at Board of Directors meetings.

The specific evaluation process was as follows.

① Preliminary discussions with external experts

Chairman of the Board of Directors and the Secretariat of the Board of Directors held individual discussions regarding awareness of problems, and present circumstances and issues, among other matters, with external experts.

② Surveys and individual interviews

Surveys consisting of questionnaires were conducted with respect to all (19) members of the Board of Directors, the Audit & Supervisory Board and Corporate Officers, and the external experts conducted individual interviews with all of the Board of Directors, the Audit & Supervisory Board members and Corporate Officers based on the results of these surveys. We received a report from the external experts on the surveys, individual interviews, and the results of the analyses thereof.

③ Results report

A report on analysis results from the external experts was heard at the meeting of the Board of Directors held on March 27, and discussions were held. Afterwards, the executive side and outside directors and outside Audit & Supervisory Board members held separate discussions.

④ Self-evaluation and determination of disclosure details

At the Board of Directors meeting held on April 30, members of the Board of Directors held a discussion and conducted a self-evaluation. Thereafter, at the Board of Directors meetings held on May 12 and May 29, the Board of Directors deliberated and resolved the disclosure details.

(3) Evaluation items

The main items of evaluation of effectiveness are as follows.

- Overall evaluation
- Composition of the Board of Directors
- Preparation in advance of Board of Directors meetings
- Board of Directors operations
- Deliberations by the Board of Directors
- Roles and operational status of the Nomination Committee and Compensation Committee
- Role of Audit & Supervisory Board Members
- Corporate Officer system

2. State of responses to issues during the effectiveness evaluation performed in the fiscal year ended March 2025

The state of responses to each of the items recognized as issues during the effectiveness evaluation in the fiscal year ended March 2025 are as listed below, and improvements are advancing based on specific measures.

Issues	State of responses
<p>(Role and function of the Board of Directors)</p> <ul style="list-style-type: none"> • The Company will ensure that the supervisory and executive sides align with each other on the Board of Directors' role and what it should aim for so as to match on the Company's growth and future. • Ongoing discussions on the Company's governance system, including its corporate organizational structure, will be deepened further. 	<ul style="list-style-type: none"> • We have worked continuously, through discussions on a variety of topics, to ensure that the supervisory and executive sides align with each other on the role of the Board of Directors and the Company's governance system. <ul style="list-style-type: none"> – Based on the results of interviews by the Chairman of the Board of Directors with Corporate Officers regarding the issues during the effectiveness evaluation in the fiscal year ended March 2025, discussions took place at a Corporate Officers Meeting, followed by a discussion among the members of the Board of Directors. – Through in-depth discussions at off-site meetings, including focused deliberations on the medium-term management plan, we shared between the supervisory and executive sides the key oversight issues that the Board of Directors considers important. – During open discussions held after the Board of Directors meetings, views were exchanged on various topics, including the matters discussed on the day, and understanding of issues related to the Board of Directors, such as the setting of agendas and points for discussion, was shared. – To consider the organizational structure best suited to the Company, individual meetings were held on several occasions to share perspectives from both the supervisory and executive sides and engage in in-depth discussions.
<p>(Operational systems)</p> <ul style="list-style-type: none"> • The Corporate Officer system will be reviewed, and how the operational system should be in the future will be considered. • Initiatives for executive succession planning will be accelerated. 	<ul style="list-style-type: none"> • Corporate Officers conducted a review of the Corporate Officer system and agreed on the need to further enhance strategy discussions at Corporate Officers meetings. • At meetings of the Division Officers, which are composed mainly of next-generation management personnel, the development of successors to executive personnel was promoted through discussions on the Company's management issues, with the CEO in attendance. • Through ongoing discussions with outside directors and outside Supervisory & Audit Board members, progress was made on succession planning, and the need to enhance the Nomination Committee was reaffirmed.

3. Analysis and evaluation of the effectiveness of the Board of Directors for the fiscal year ended March 2026

The Company's Board of Directors believes that the Board of Directors is very effectively ensuring that the key roles and obligations of the Board of Directors are being fulfilled, namely, "establishing management strategy and vision," "making major operational decisions based on strategic direction," and "engaging in constructive, open-minded debate" as prescribed in the TEL Corporate Governance Guidelines, and that the Board, including the Nomination Committee and the Compensation Committee are functioning effectively.

It was also confirmed through the external experts' analysis and evaluation that, while the Company's Board of Directors operates appropriately and continues to engage in active discussions based on the recognition that such discussions are important for enhancing corporate value over the medium- to long-term, there are issues remaining regarding the effectiveness of the Board of Directors, and it was pointed out that more concrete measures based on what the Company should aim for are necessary to address those issues.

Based on the results of the external experts' analysis and evaluation, discussion at the Board of Directors will continue on the functions and roles that it should play in light of the Company's desired vision for sustainable growth, and the necessity to further strengthen its management and execution functions has been recognized.

4. Future Initiatives Based on the Effectiveness Evaluation Results

In light of the results of this evaluation, the Company will engage in the initiatives below, and carry out periodic progress reviews to further increase efficacy in those areas.

- The Board of Directors' strategic agenda-setting and discussions will be further enhanced for increasing the Company's corporate value.
- To enhance the Nomination Committee, efforts will continue to improve matters such as how information is shared with the Board of Directors in selecting director candidates.
- Ongoing concrete discussions will be held on the Company's governance system that it should aim for in the future, including its corporate organizational structure.