

Presentation Materials for the Financial Results Briefing for the Year Ending March 2026

TOKYO ELECTRON DEVICE



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To be held on 28 April 2026

Agenda

Financial Results for the Fiscal Year Ended March 2026

Forecast of Financial Results for the Fiscal Year Ending March 2027

Presenter:

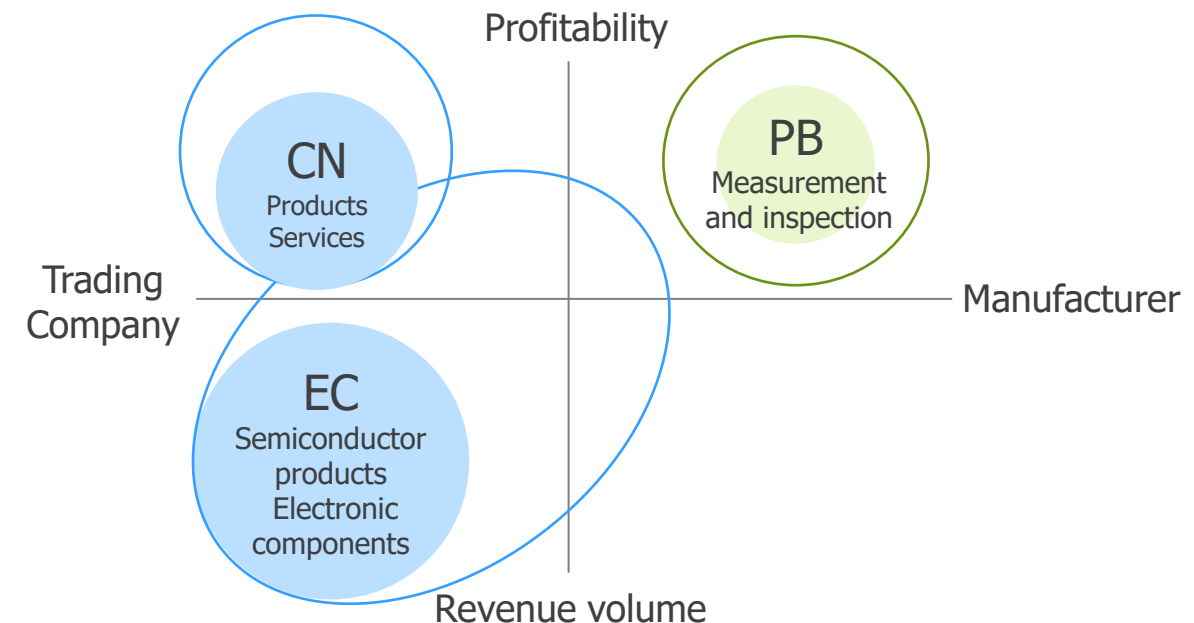
President and Representative Director, Takayoshi Miyamoto

New Management Structure

With our expertise in cutting-edge technologies in the semiconductor and IT sectors at our core, we will continue to serve as a “Technology Partner” that shapes the future of society alongside our customers.

We will continue to implement our Medium-Term Management Plan, “VISION 2030,” and drive the refinement of each business segment

We will optimize our products, services, and initiatives to enhance profitability





Financial Results for the Fiscal Year Ended March 2026

Summary of Financial Results: Comparison with Prior Year

Decrease in sales and income

Net sales: 5.8% decrease
 Ordinary income: 14.6% decrease
 Net income (※) : 11.6% decrease

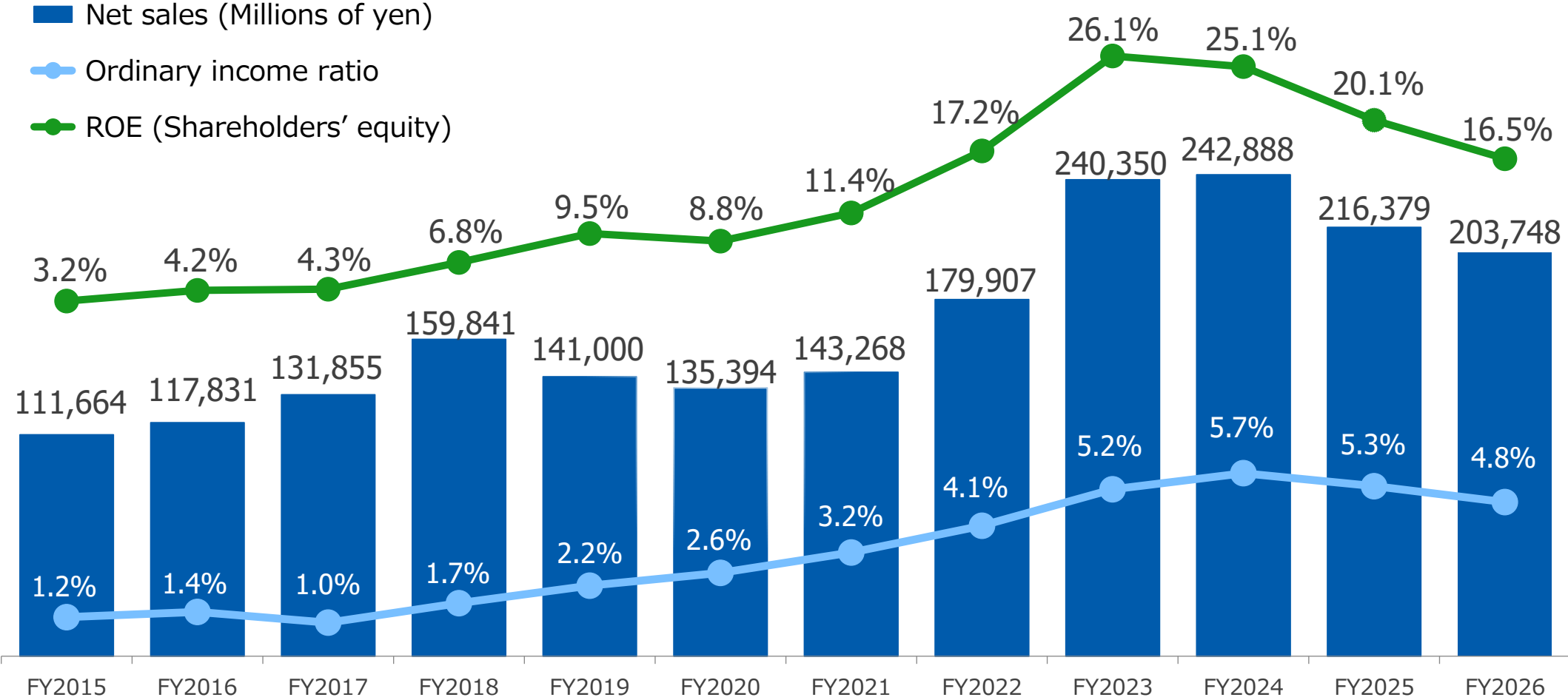
Full-year forecast: Rate of achievement

Net sales: 101.9%
 Ordinary income: 107.2%
 Net income (※) : 108.9%

(Millions of yen)

	FY2025	FY2026	Change	FY2026	
				Full year forecast	Achievement rate
Net sales	216,379	203,748	(12,630)	200,000	101.9%
Cost of sales	182,646	172,206	(10,439)		
Gross profit	33,732	31,541	(2,190)		
Selling, general & administrative expenses	21,274	21,288	13		
Operating income	12,457	10,253	(2,204)		
Non-operating income	471	307	(163)		
Non-operating expenses	1,513	810	(703)		
Ordinary income	11,415	9,750	(1,664)	9,100	107.2%
<i>income ratio</i>	<i>5.3%</i>	<i>4.8%</i>		<i>4.6%</i>	
Net income(*)	8,874	7,842	(1,031)	7,200	108.9%
<i>income ratio</i>	<i>4.1%</i>	<i>3.8%</i>		<i>3.6%</i>	

Financial Performance Trends



Sales and Income by Segment

- CN Business: Sales and income increased thanks to robust IT investment by customers.
- EC Business: Sales and income decreased due to factors such as prolonged inventory adjustments within the supply chain.

(Millions of yen)

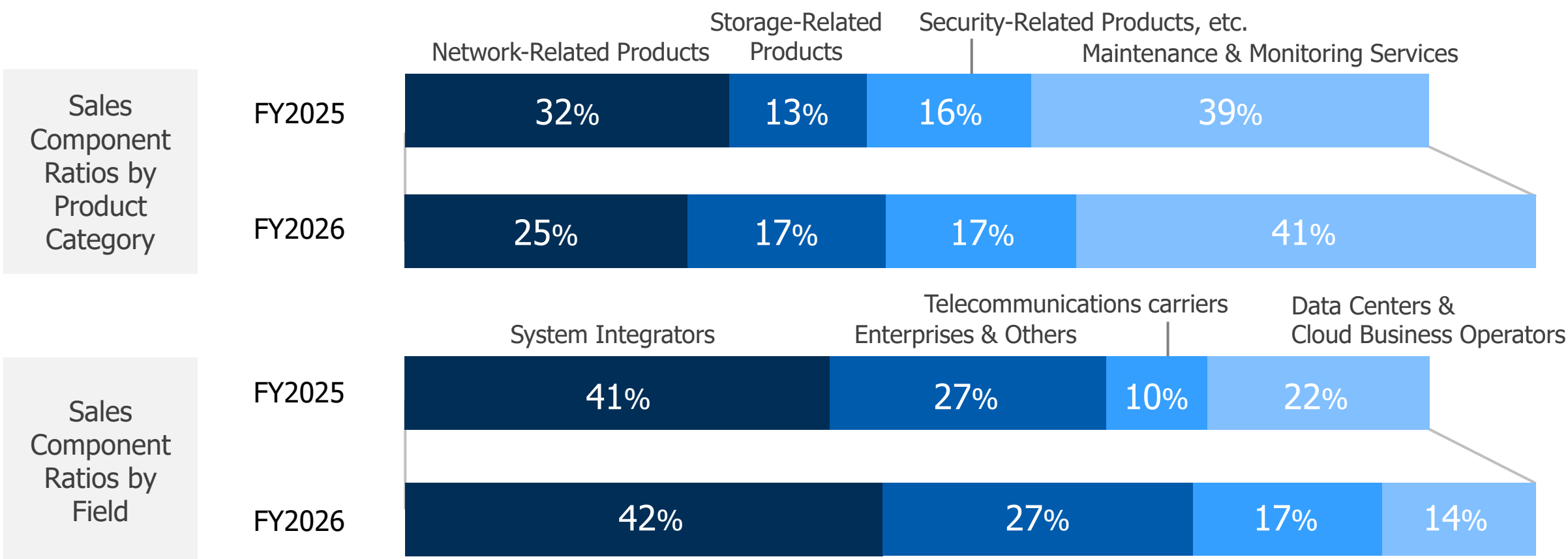
	FY2025		FY2026			
	Net Sales	Segment Income <i>income ratio</i>	Net Sales	Change	Segment Income <i>income ratio</i>	Change
CN Business Computer Networks	37,327	5,266 14.1%	41,204	3,877	6,542 15.9%	1,276
EC Business Electronic Components	179,051	6,149 3.4%	162,543	(16,508)	3,208 2.0%	(2,941)
Total	216,379	11,415 5.3%	203,748	(12,630)	9,750 4.8%	(1,664)

*Segment income is ordinary income

*In the segment categories, the PB Business is included in the EC Business

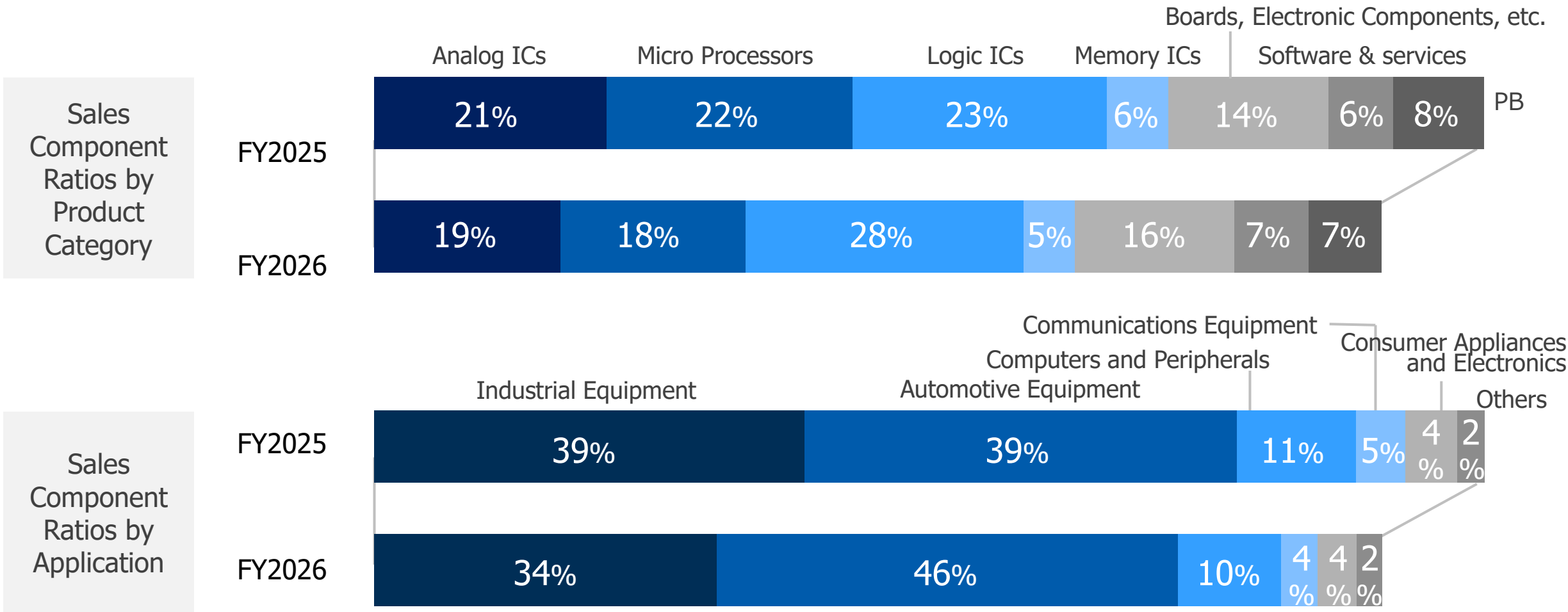
Segment Information: CN Business

- Network-Related Products: Sales from data center and cloud business operators decreased.
- Storage-Related Products: Sales increased, primarily from telecommunications carriers.
- Security-Related Products, etc.: Sales remained strong.
- Maintenance & Monitoring Services: Sales remained strong.



Segment Information: EC Business

- Industrial equipment: Sales of processors and analog ICs decreased.
- Automotive equipment: Although sales of analog ICs and processors decreased, sales of logic ICs increased due to the expansion of our customer commercial rights.



PB Business: Net Sales

- TED: Sales of industrial equipment remained sluggish, leading to a decline in revenue from design and manufacturing services as well as wafer inspection system business.
- TED Nagasaki: Although sales to major customers increased, overall sales remained at the same level as the previous year.

(Millions of yen)

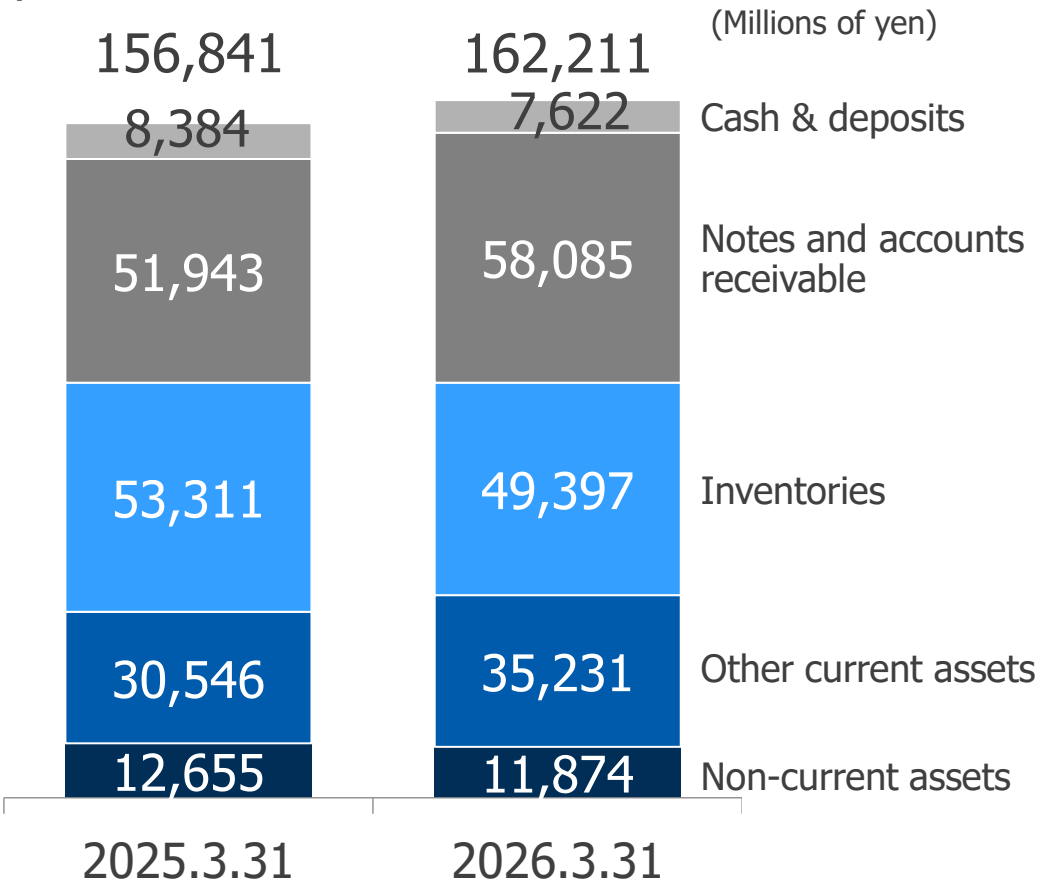
	FY2025	FY2026	Change	Rate of Change
PB Business net sales	14,636	11,783	(2,852)	(19.5%)
Net sales ratio	8.2%	7.2%		

*The net sales ratio is the ratio to EC Business net sales.

Balance Sheet

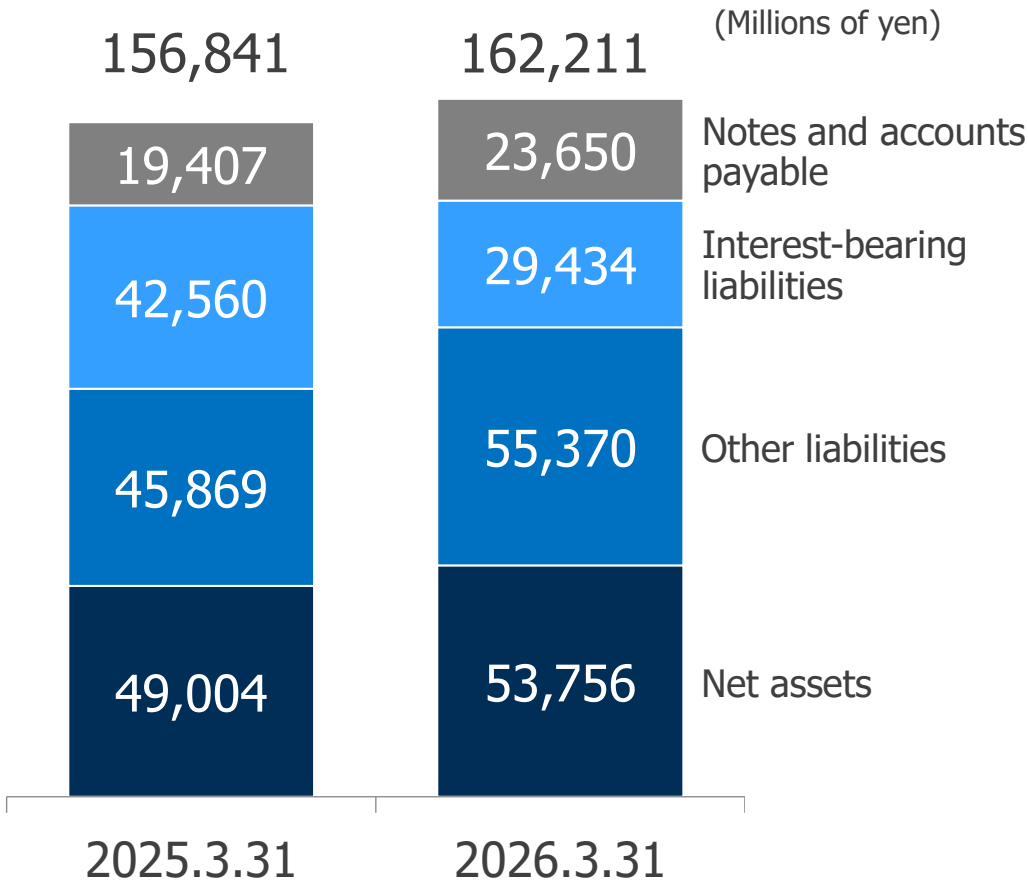
Assets

- Note and accounts receivable increased due to higher sales at the end of the fiscal year.

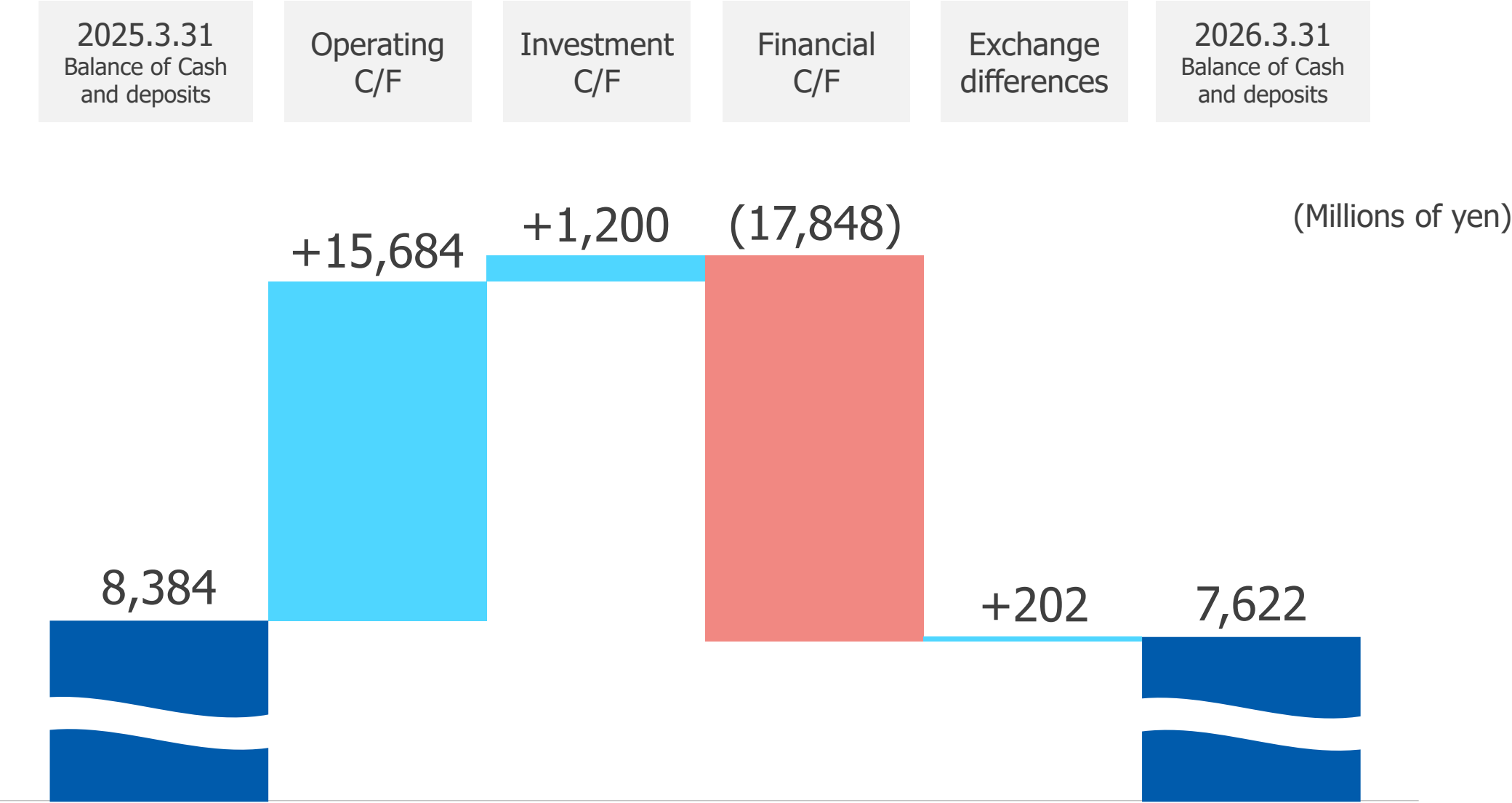


Liabilities & Net Assets

- Interest-bearing debt decreased due to a reduction in working capital.

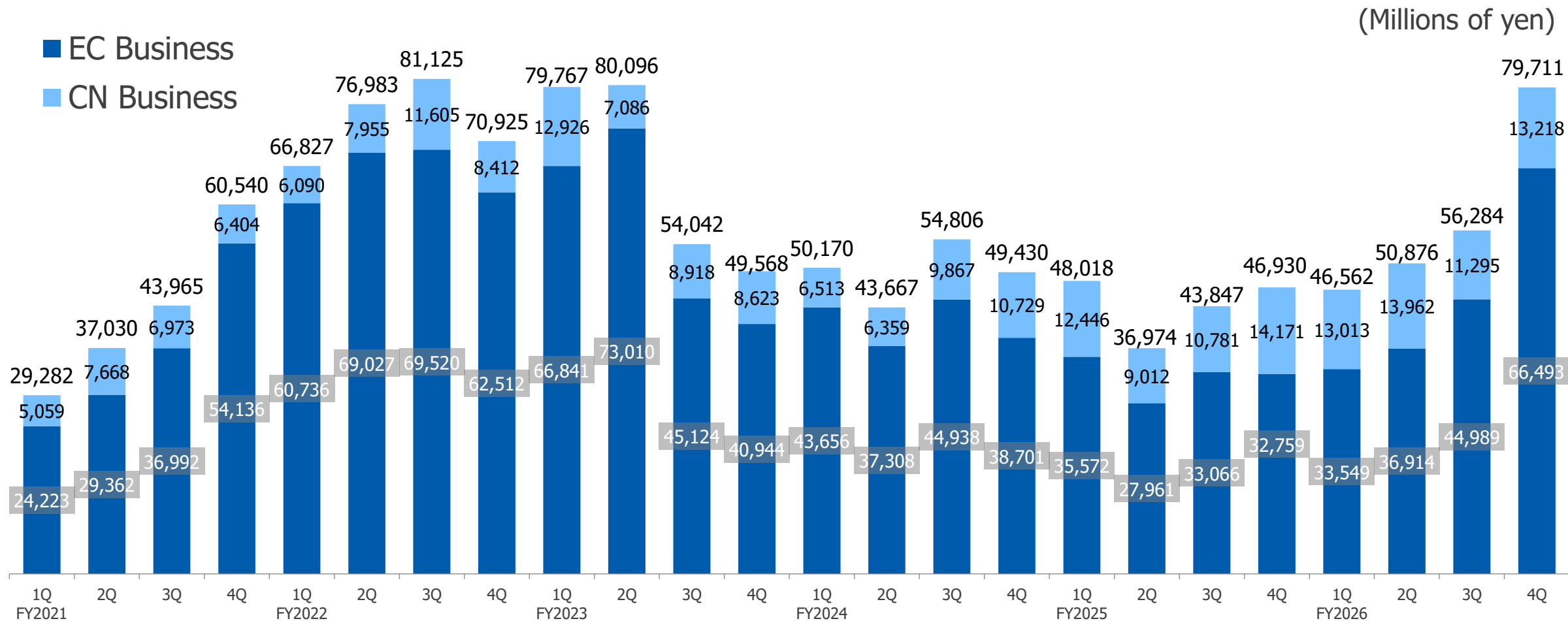


Statement of Cash Flows



Changes in Orders Received

- CN Business: Customer IT spending remains robust.
- EC Business: In addition to optimizing inventory levels in the supply chain and a recovery in demand, orders with long lead times also contributed.





Forecast of Financial Results for the Fiscal Year Ending March 2027

Forecast of Financial Results for FY2027

(Millions of yen)

	FY2026	FY2027 (Forecast)			YoY Change	
	Full Year	1 st Half	2 nd Half	Full Year	Change	Rate of Change
Net sales	203,748	106,000	119,000	225,000	21,251	10.4%
CN Business	41,204	19,140	20,030	39,170	(2,034)	(4.9%)
EC Business (Consolidated)	162,543	86,860	98,970	185,830	23,286	14.3%
EC Business	150,759	81,420	91,130	172,550	21,790	14.5%
PB Business	11,783	5,440	7,840	13,280	1,496	12.7%
Ordinary income <i>income ratio</i>	9,750 4.8%	4,090 3.9%	7,210 6.1%	11,300 5.0%	1,549	15.9%
Net income <i>income ratio</i>	7,842 3.8%	2,800 2.6%	5,050 4.2%	7,850 3.5%	7	0.1%

*Net income is net income attributable to owners of the parent

Assumptions of Business Plan (Business Environment)

CN

Computer Networks Business

- The IT market continues to perform strongly
- Lead times are getting longer
- A lull is emerging in IT spending among major customers

EC

Electronic Components Business

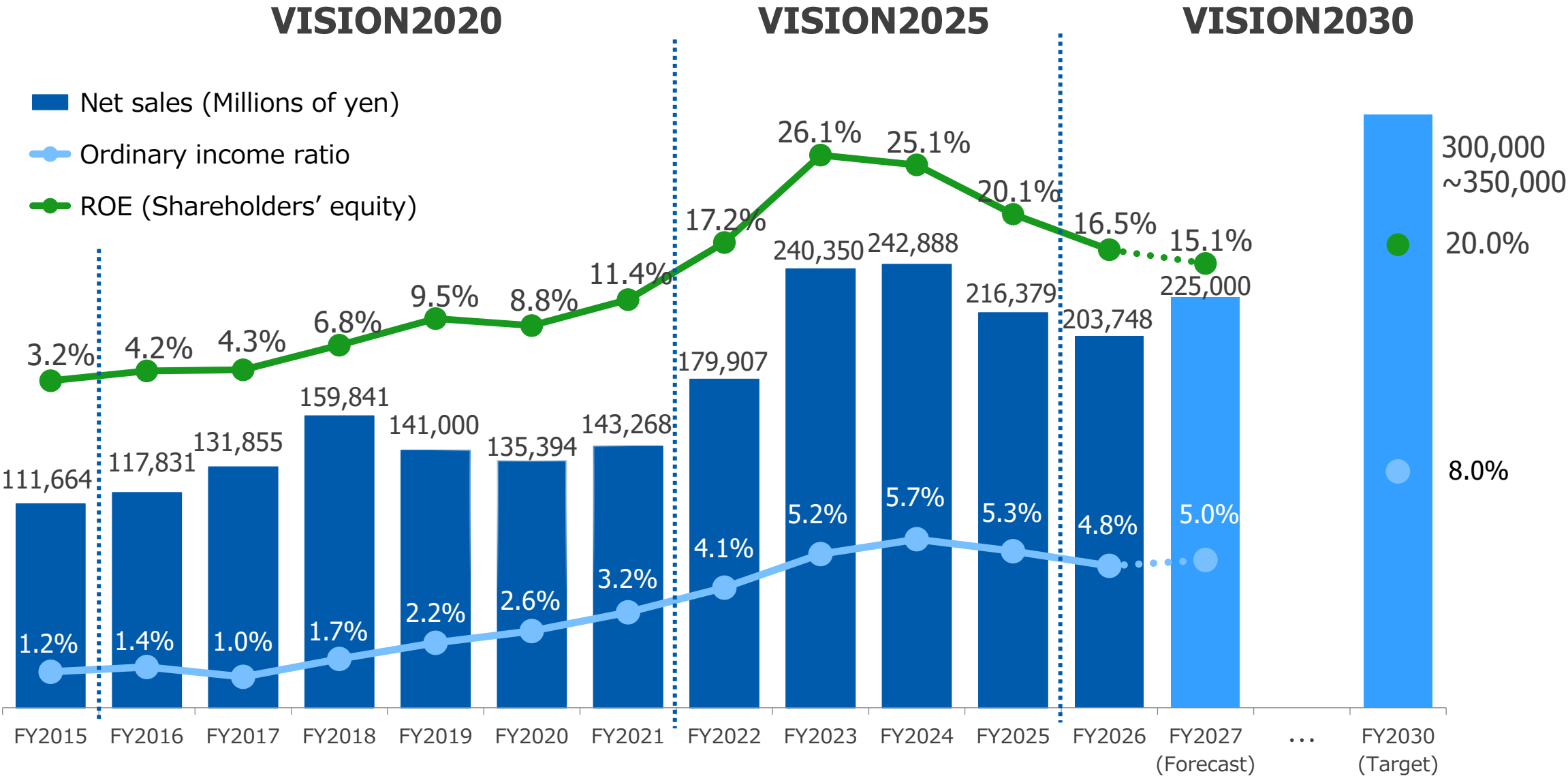
PB

Private Brand Business

- Inventory levels across the supply chain are moving toward optimal levels
- Lead times are getting longer
- The market for industrial and automotive equipment is entering a recovery phase

※ Assumed exchange rate: 156 yen

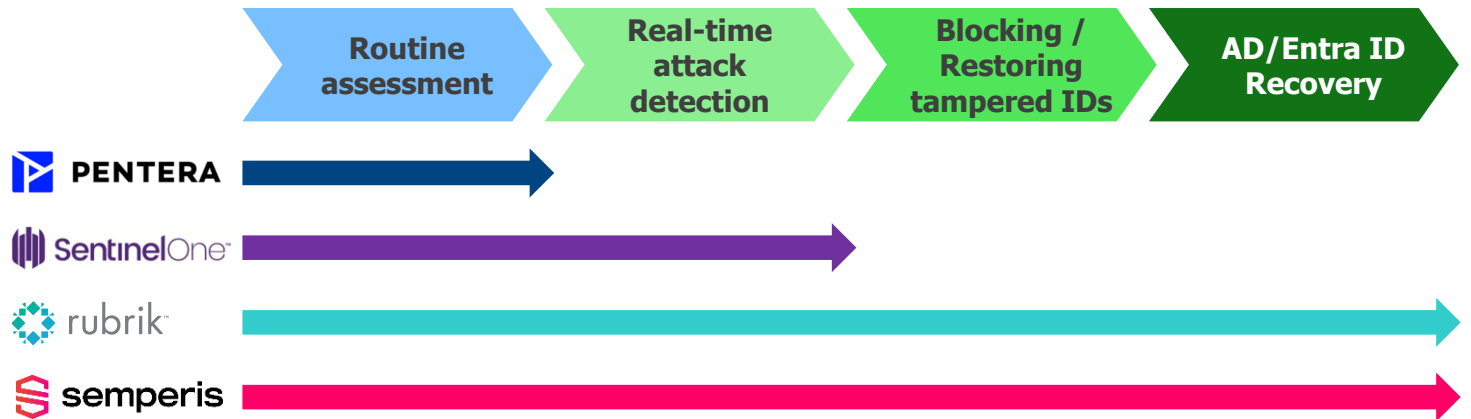
Medium-Term Management Plan: Results and Plan



VISION2030 Initiatives to accelerate profit growth (CN)

**Security attacks designed to disrupt operations are on the rise in Japan too.
The social impact is also significant.**

- An increase in intrusion-based cyberattacks originating from the misuse of legitimate accounts.
- With traditional anti-malware and endpoint monitoring, it is difficult to detect anomalies.

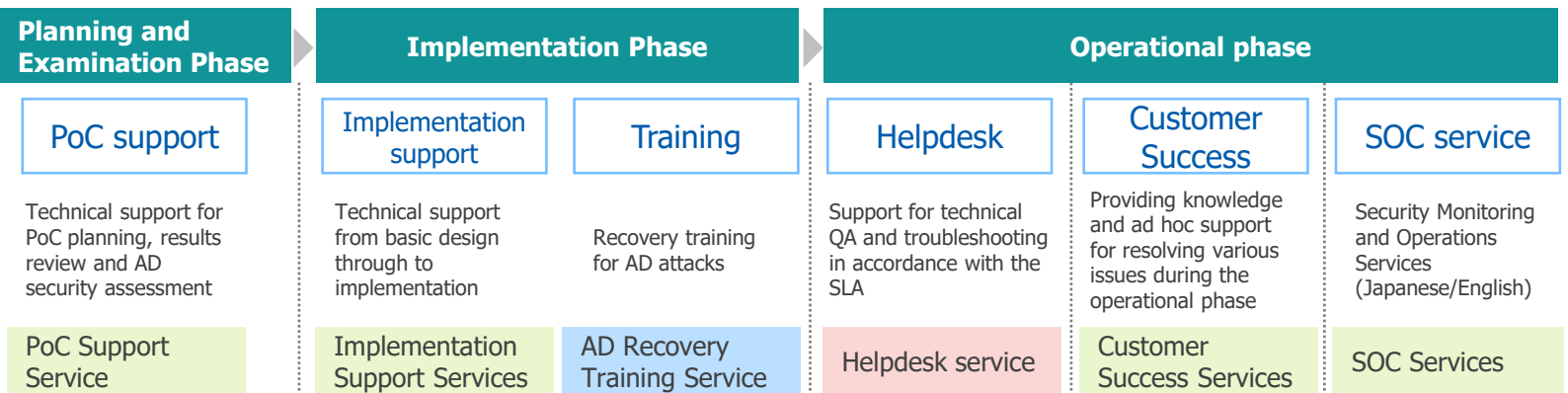


CN - Business model

Product sales
(IT infrastructure, Security, Cloud, AI)

Implementation, Maintenance, Operation, and Monitoring Services

Providing practical system configurations to safeguard the entire authentication infrastructure, tailored to the customer's environment and challenges



Developed a real-time compression technology for large-volume data generated in synchrotron radiation experiments.

RIKEN, Japan's National Research and Development Agency.
SPring-8, a large-scale synchrotron radiation facility.
Designed for the next-generation X-ray imaging detector "CITIUS."

Jointly developed an FPGA-based data processing board.
• Proximity Board
• Data Framing Board

Private Brand (PB) Business Model

Inspection and
Measurement Automation
Products

Design and Manufacturing
Service

By advancing sophisticated data-processing technologies for synchrotron radiation measurements, we support research and development across a wide range of scientific fields.



Configuration of the data-processing platform announced by RIKEN, based on Figure 1, "Conceptual diagram of the detector data-processing platform," from the April 3 press release titled "Development of a real-time compression technology for large-volume data from synchrotron radiation experiments. Photo courtesy of RIKEN.

Shareholder Return: Dividend

Dividends per share

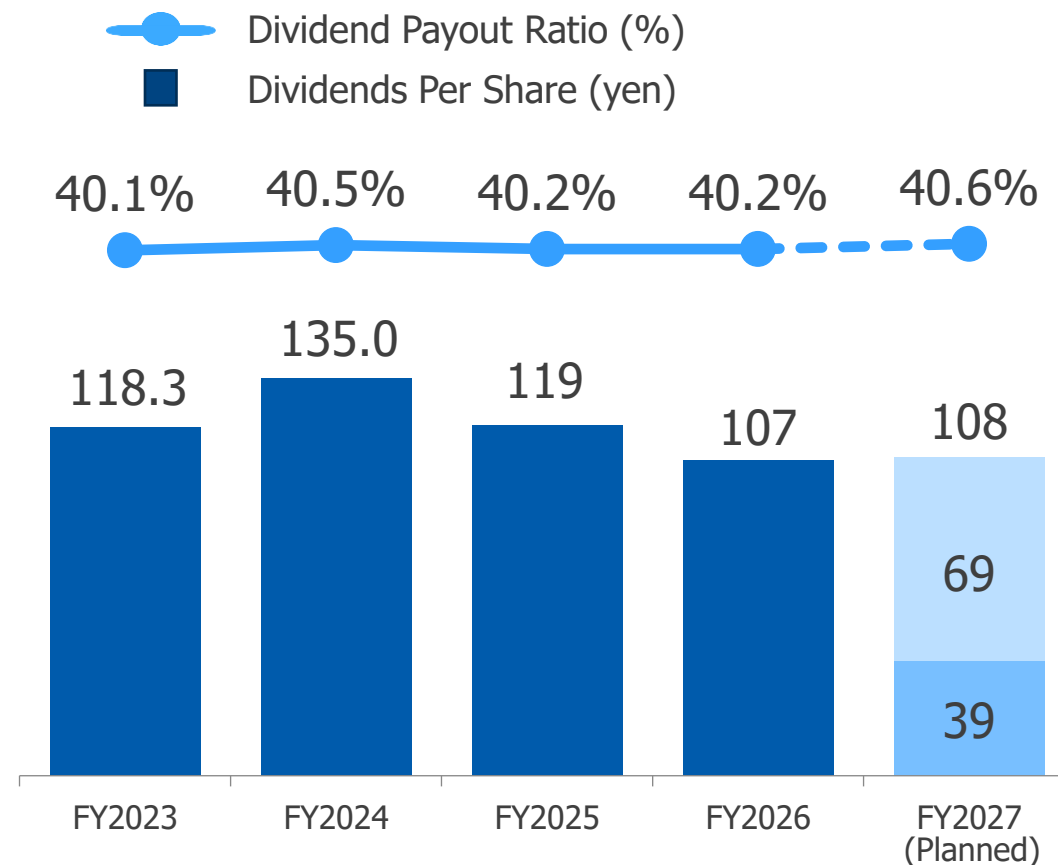
(yen)

	FY2026	FY2027
Interim	35	39
Year-End	72	69
Full-year	107	108

Dividend policy

- Long-term high returns through profit growth
- Performance-based shareholder returns
Dividend payout ratio: approximate 40%

Dividends / Dividend Payout Ratio



*Conducted a share split at a ratio of three shares for one ordinary share on October 1, 2023 (Dividend amounts prior to September 2023 are shown assuming that the share split had taken place)



TOKYO ELECTRON DEVICE



Cautionary Notes Regarding this Document

The forward-looking projections in this document were developed based on information available at this time. Please note that the Company's actual future results may differ from those indicated in this document due to various factors that have direct and indirect impacts on the Company's results.

If any material changes are made, the Company will announce them at that time.

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Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

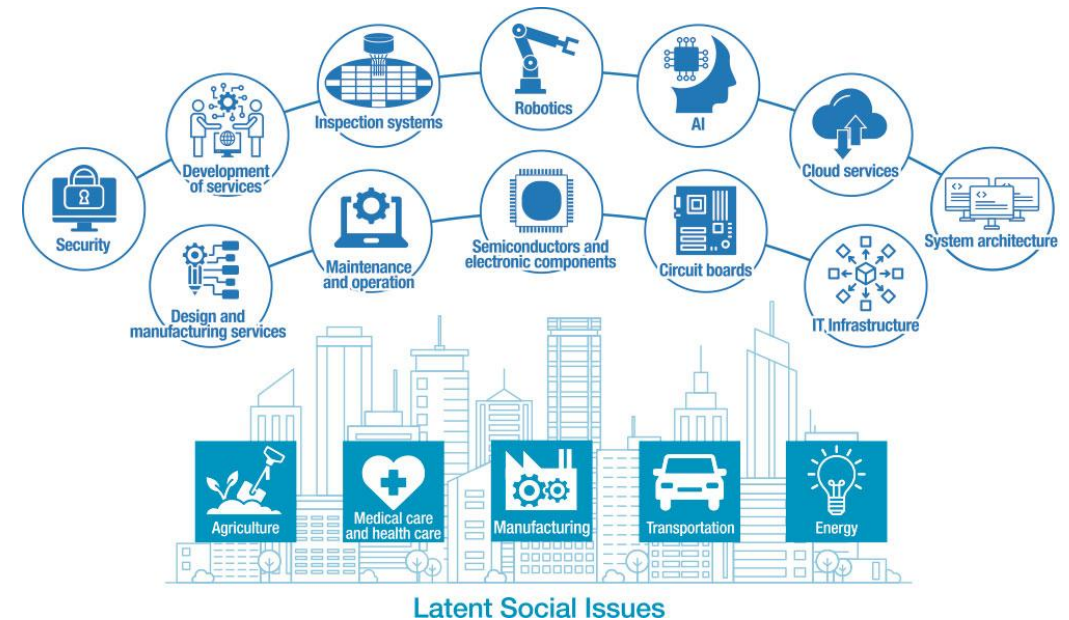


Supplementary Materials

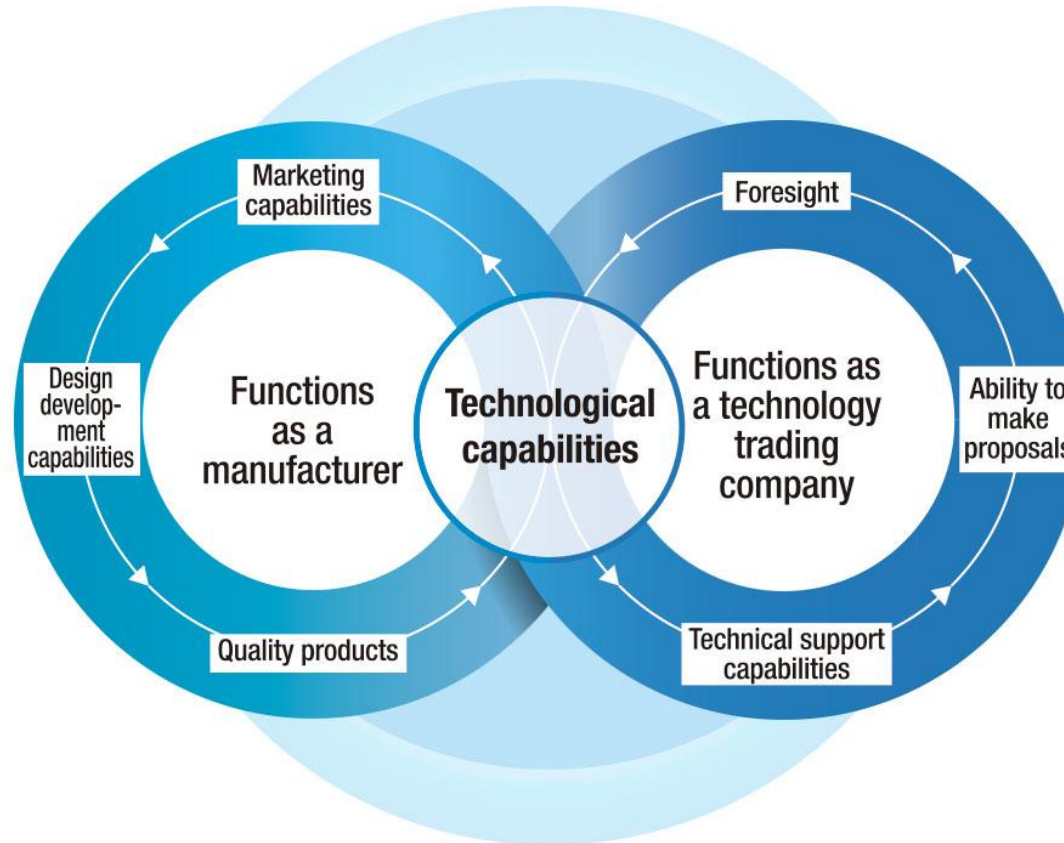
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To address social issues through leading-edge technology, primarily semiconductors and IT, and to contribute to the sustainable development of society by offering solutions to those issues that have value beyond expectations



**A company that solves latent social issues
with the capabilities of a manufacturer and
a technology trading company**



VISION2030: Companywide Policy

1

Aim to solve latent social issues (customer issues) with the capability of being a manufacturer and technology trading company

- All business units will work on in-house products (services) development and create Group synergies to propose solutions to problems with value that exceeds expectations
- The Technology Trading Company Department will acquire new distributor agreements and customer commercial rights to strengthen marketing to address potential issues
- Actively utilize M&A to quickly establish a business foundation that enables problem-solving



2

Take actions that contribute to sustainable profit growth

- Actively invest in in-house products (services) development that can differentiate the Company's products
- Transition from a flow-type to a stock-type service business
- Invest to increase medium- to long-term profit (research and development, human resources recruitment, employee training, etc.)



Management Policy by Business

CN Business

- Understand customer needs and offer solutions and services that support customer's DX
- Support customer's use of digital technology and increase customer satisfaction

EC Business

- Focus on growth markets such as industrial equipment, automotive-related equipment, cloud services, and the OT security field
- Leverage specialized semiconductor knowledge and develop a solutions-based business

PB Business

- Provide products centered on wafer inspection systems globally with measurement and inspection technology at the core
- Strengthen medical ODM and board OEM services by leveraging semiconductor-related technology and high-quality development and manufacturing infrastructure

VISION 2030 Financial Model (Target Management Indicators)

Pursuing Sustainable Profit Growth with Profit and Revenue Growth
(Profit Growth Outpacing Revenue Growth)

Fiscal 2030

- Net sales ¥300.0 ~ ¥350.0 billion
- Ordinary income ratio $\geq 8\%$
- ROE $\geq 20\%$

	Percentage of total sales	Ordinary income ratio
CN Business	15 %	12 %
EC Business	75 %	7 %
PB Business	10 %	10 %

Capital Policy

Further improvement of enterprise value through sustainable profit growth

Growth Investment

Investment for sustainable growth

- Aggressive investment for technology development and business expansion (including M&A)
- Investment in internal and external DX to strengthen competitiveness
- Actively invest in human resource development

Shareholder Return

Long-term high returns due to profit growth

- Achieve sustainable profit growth and improve enterprise value
- Shareholder returns according to financial results (dividend payout ratio: 40% target)

Financial Soundness

Strengthen financial structure and appropriate financial leverage

- Equity ratio: 40% or more
- ROE: 20% or more
- Maintain appropriate inventory levels

Financial Highlight (1/2)

(Millions of yen)

	FY2024				FY2025				FY2026			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	59,012	60,685	60,049	63,140	56,607	55,105	50,383	54,283	45,136	51,107	50,472	57,031
CN Business	7,099	7,253	6,587	12,037	8,741	8,946	8,460	11,179	8,741	10,453	10,215	11,793
EC Business	51,912	53,431	53,462	51,102	47,865	46,158	41,923	43,103	36,394	40,653	40,256	45,238
Cost of sales	50,091	51,594	51,049	52,984	47,411	47,876	42,131	45,226	38,681	43,716	42,391	47,416
Gross profit	8,921	9,090	8,999	10,156	9,195	7,228	8,252	9,056	6,454	7,391	8,081	9,614
Profit rate	15.1%	15.0%	15.0%	16.1%	16.2%	13.1%	16.4%	16.7%	14.3%	14.5%	16.0%	16.9%
Selling, general and administrative expenses	5,292	5,565	5,292	5,588	4,942	5,188	5,686	5,456	4,999	5,284	5,336	5,668
Operating income	3,628	3,524	3,707	4,568	4,252	2,040	2,565	3,599	1,455	2,106	2,744	3,946
	6.1%	5.8%	6.2%	7.2%	7.5%	3.7%	5.1%	6.6%	3.2%	4.1%	5.4%	6.9%
Non-operating income	69	116	164	64	72	130	54	214	356	-70	-34	56
Non-operating expenses	554	530	408	427	711	-363	831	333	95	85	348	280
Ordinary income	3,143	3,110	3,463	4,204	3,614	2,533	1,787	3,480	1,715	1,951	2,361	3,722
Profit rate	5.3%	5.1%	5.8%	6.7%	6.4%	4.6%	3.5%	6.4%	3.8%	3.8%	4.7%	6.5%
CN Business	579	683	712	1,487	1,153	1,015	1,017	2,079	1,488	1,120	1,567	2,366
EC Business	2,563	2,426	2,750	2,717	2,460	1,517	770	1,400	227	831	793	1,355
Extraordinary income	4	—	—	—	0	—	—	0	0	0	1,066	71
Extraordinary losses	0	1	32	4	0	1	0	4	0	1	1	3
Net income before income taxes	3,147	3,109	3,430	4,200	3,614	2,531	1,786	3,475	1,715	1,949	3,426	3,791
Profit rate	5.3%	5.1%	5.7%	6.7%	6.4%	4.6%	3.5%	6.4%	3.8%	3.8%	6.8%	6.6%
Net income	2,210	2,390	2,544	2,935	2,506	1,811	1,278	3,306	1,240	1,368	2,450	2,824
Profit rate	3.7%	3.9%	4.2%	4.6%	4.4%	3.3%	2.5%	6.1%	2.7%	2.7%	4.9%	5.0%
Net income attributable to owners of parent	2,186	2,364	2,519	2,915	2,494	1,810	1,269	3,300	1,217	1,362	2,450	2,812
Profit rate	3.7%	3.9%	4.2%	4.6%	4.4%	3.3%	2.5%	6.1%	2.7%	2.7%	4.9%	4.9%

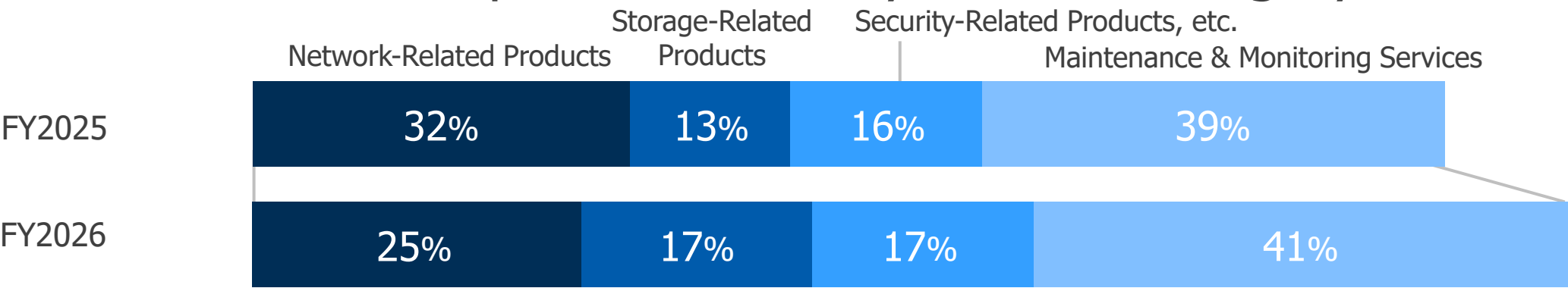
Financial Highlight (2/2)

(Millions of yen)

	FY2025													
	1Q		2Q		1 st Half		3Q		4Q		2 nd Half		Full Year	
		Change		Change		Change		Change		Change		Change		Change
Net sales	56,607	-4.1%	55,105	-9.2%	111,712	-6.7%	50,383	-16.1%	54,283	-14.0%	104,666	-15.0%	216,379	-10.9%
CN Business	8,741	23.1%	8,946	23.3%	17,687	23.2%	8,460	28.4%	11,179	-7.1%	19,640	5.4%	37,327	13.2%
EC Business	47,865	-7.8%	46,158	-13.6%	94,024	-10.7%	41,923	-21.6%	43,103	-15.7%	85,026	-18.7%	179,051	-14.7%
Cost of sales	47,411	-5.3%	47,876	-7.2%	95,288	-6.3%	42,131	-17.5%	45,226	-14.6%	87,358	-16.0%	182,646	-11.2%
Gross profit	9,195	3.1%	7,228	-20.5%	16,423	-8.8%	8,252	-8.3%	9,056	-10.8%	17,308	-9.6%	33,732	-9.2%
Selling, general and administrative expenses	4,942	-6.6%	5,188	-6.8%	10,131	-6.7%	5,686	7.4%	5,456	-2.4%	11,143	2.4%	21,274	-2.1%
Operating income	4,252	17.2%	2,040	-42.1%	6,292	-12.0%	2,565	-30.8%	3,599	-21.2%	6,164	-25.5%	12,457	-19.3%
Ordinary income	3,614	15.0%	2,533	-18.5%	6,147	-1.7%	1,787	-48.4%	3,480	-17.2%	5,267	-31.3%	11,415	-18.0%
CN Business	1,153	99.0%	1,015	48.5%	2,168	71.7%	1,017	42.7%	2,079	39.8%	3,097	40.8%	5,266	52.0%
EC Business	2,460	-4.0%	1,517	-37.5%	3,978	-20.3%	770	-72.0%	1,400	-48.5%	2,170	-60.3%	6,149	-41.2%
Net income before income taxes	3,614	14.8%	2,531	-18.6%	6,146	-1.8%	1,786	-47.9%	3,475	-17.2%	5,262	-31.0%	11,408	-17.9%
Net income	2,506	13.4%	1,811	-24.2%	4,318	-6.1%	1,278	-49.8%	3,306	12.6%	4,585	-16.3%	8,904	-11.7%
Net income attributable to owners of parent	2,494	14.1%	1,810	-23.4%	4,305	-5.4%	1,269	-49.6%	3,300	13.2%	4,569	-15.9%	8,874	-11.1%

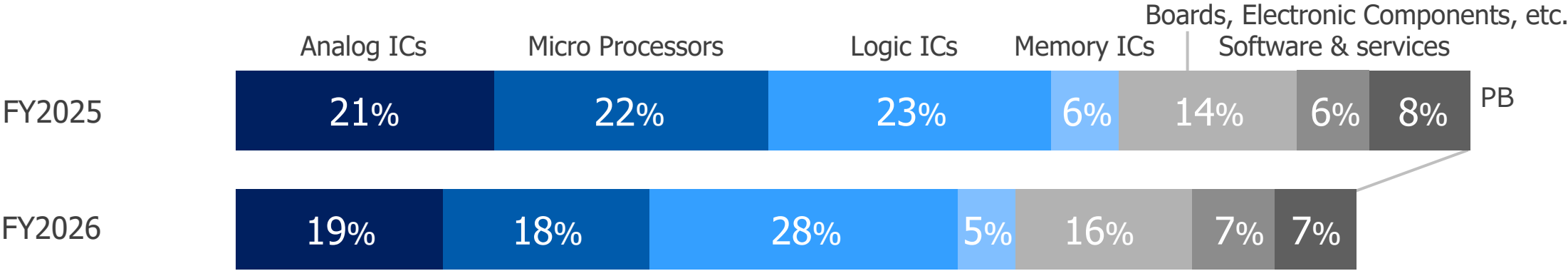
	FY2026													
	1Q		2Q		1 st Half		3Q		4Q		2 nd Half		Full Year	
		Change		Change		Change		Change		Change		Change		Change
Net sales	45,136	-20.3%	51,107	-7.3%	96,244	-13.8%	50,472	0.2%	57,031	5.1%	107,504	2.7%	203,748	-5.8%
CN Business	8,741	0.0%	10,453	16.9%	19,195	8.5%	10,215	20.7%	11,793	5.5%	22,009	12.1%	41,204	10.4%
EC Business	36,394	-24.0%	40,653	-11.9%	77,048	-18.1%	40,256	-4.0%	45,238	5.0%	85,494	0.6%	162,543	-9.2%
Cost of sales	38,681	-18.4%	43,716	-8.7%	82,398	-13.5%	42,391	0.6%	47,416	4.8%	89,808	2.8%	172,206	-5.7%
Gross profit	6,454	-29.8%	7,391	2.2%	13,845	-15.7%	8,081	-2.1%	9,614	6.2%	17,696	2.2%	31,541	-6.5%
Selling, general and administrative expenses	4,999	1.1%	5,284	1.8%	10,283	1.5%	5,336	-6.2%	5,668	3.9%	11,004	-1.2%	21,288	0.1%
Operating income	1,455	-65.8%	2,106	3.3%	3,561	-43.4%	2,744	7.0%	3,946	9.6%	6,691	8.5%	10,253	-17.7%
Ordinary income	1,715	-52.5%	1,951	-23.0%	3,667	-40.3%	2,361	32.1%	3,722	7.0%	6,083	15.5%	9,750	-14.6%
CN Business	1,488	29.0%	1,120	10.3%	2,608	20.3%	1,567	54.1%	2,366	13.8%	3,933	27.0%	6,542	24.2%
EC Business	227	-90.8%	831	-45.2%	1,058	-73.4%	793	3.0%	1,355	-3.2%	2,149	-1.0%	3,208	-47.8%
Net income before income taxes	1,715	-52.5%	1,949	-23.0%	3,665	-40.4%	3,426	91.8%	3,791	9.1%	7,217	37.1%	10,883	-4.6%
Net income	1,240	-50.5%	1,368	-24.5%	2,608	-39.6%	2,450	91.7%	2,824	-14.6%	5,275	15.1%	7,884	-11.5%
Net income attributable to owners of parent	1,217	-51.2%	1,362	-24.8%	2,580	-40.1%	2,450	93.1%	2,812	-14.8%	5,262	15.2%	7,842	-11.6%

CN Business: Sales Component Ratios by Product Category



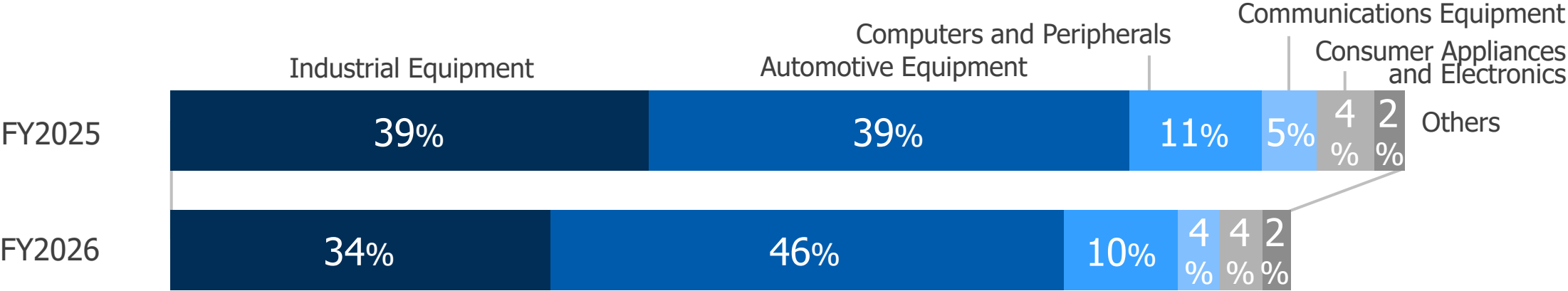
Product	Rate of Change	Main Causes	Main Suppliers
Network-related products	(13.0%)	Sales from data center and cloud business operators decreased year-on-year.	Arista Networks F5 Extreme Networks
Storage-related products	44.4%	There was a major project for telecommunications operators, and business was going well.	Everpure
Security-related products, etc.	15.5%	Sales to the enterprise sector and to system integrators remained strong.	Netskope SentinelOne Nutanix
Maintenance & monitoring services	15.6%	Sales of storage-related products for telecommunications carriers were strong. Sales by maintenance of network-related products for data centers & cloud business operators and system integrators performed well.	TED

EC Business: Sales Component Ratios by Product Category



Product	Rate of Change	Main Causes	Main Suppliers
Analog ICs	(19.9%)	Due to factors such as customers' inventory adjustments and a decline in demand, sales of automotive and industrial equipment decreased.	TI / NXP / ams-OSRAM
Micro processors	(24.6%)	Due to factors such as customers' inventory adjustments and a decline in demand, sales of automotive and industrial equipment decreased.	Infineon / NXP / Intel / TI
Logic ICs	9.1%	Despite the impact of factors such as customers' inventory adjustments and falling demand, sales of automotive equipment increased due to the expansion of our commercial rights.	Infineon / NXP / TI / Lattice / ams-OSRAM
Memory ICs	(15.8%)	Demand for automotive equipment has declined.	Infineon / Everspin Technologies
Boards, electronic components, etc.	(0.2%)	Although sales of automotive equipment increased due to commercial rights expansion, sales of computer peripherals decreased.	NXP / ams-OSRAM / Sandisk / Intel
Software & services	14.0%	Sales of cloud service security products increased. Sales of industrial equipment security products also increased.	Microsoft / DELL / Trellix
PB	(19.5%)	Sales of wafer inspection systems and design and manufacturing services decreased.	TED / TED Nagasaki

EC Business: Sales Component Ratios by Application



Application	Rate of Change	Main Uses	Sales Trends
Industrial equipment	(20.5%)	Medical and analyzing equipment, Semiconductor production equipment, FA equipment, Industrial robots, Fabricating equipment, Measuring equipment, Control systems, Electrical component mounting equipment, Inverters.	Due to factors such as customers' inventory adjustments, sales of processors and analogue ICs for FA, robotics and other applications decreased.
Automotive equipment	6.7%	Car navigation systems, Automobile instruments, Advanced Driving Assistant systems, Displays, Automobile electronic control units (ECUs), Lithium ion batteries, Automobile inverters.	Sales of analogue ICs and processors decreased due to factors such as customers' inventory adjustments. Sales of logic ICs and electronic components increased as a result of commercial rights expansion.
Computers and peripherals	(13.7%)	Multifunctional printers, POS systems, Storage, Server, Projectors, PCs and peripheral devices.	Sales of processors for PC POS systems decreased. Sales of logic ICs for PCs and printers decreased.
Communications Devices	(25.4%)	5G base stations, Optical transmission equipment, Satellite communications equipment, Wireless IP network equipment.	Sales of processors and logic ICs for telecommunications base stations and infrastructure decreased.
Consumer Devices	(24.4%)	Electronic musical instruments, Home gaming consoles, Digital cameras, Air conditioners, TVs and HDD recorders, Residential fuel cells.	Sales of logic ICs and analogue ICs for electronic musical instruments and household appliances decreased.

Product Categories

	Category	Main Products	Functions
CN Business	Network-related products	Network load distribution devices Ethernet switches	Distribute Internet connection loads Switching hubs
	Storage-related products	Flash storage	Connect to and store large volumes of data at high speed
	Security-related products	End points, networks, cloud	Protect computer systems, networks, data, etc. from attacks, damage, and unauthorized access
	Maintenance & monitoring services	Device maintenance services and security monitoring services	
EC Business	Analog ICs	Analog ICs	ICs used in common in various applications
	Micro processors	CPUs, DSPs	Brains of electronic devices, calculation and control functions
	Logic ICs	Image processing ICs Communications and network applications ICs ASIC, PLD	ICs with packaged logic circuits, special-purpose ICs made for particular applications, special ICs made according to customer specifications
	Memory ICs	SRAM, FRAM, MRAM Flash memory	Memory ICs, readable/writable memory products, read-only products
	Boards, electronic components, etc.	Boards, power supplies, optical components	ICs on printed circuit boards, power supplies, products with mounted connectors and other components (boards)
	Software & services	Software, cloud services	Software embedded in industrial equipment for enterprises Provision of subscription services
	PB	Design and mass production contract services, private brand products	Design, development and mass production of boards according to customer specifications Devices for manufacturing industries

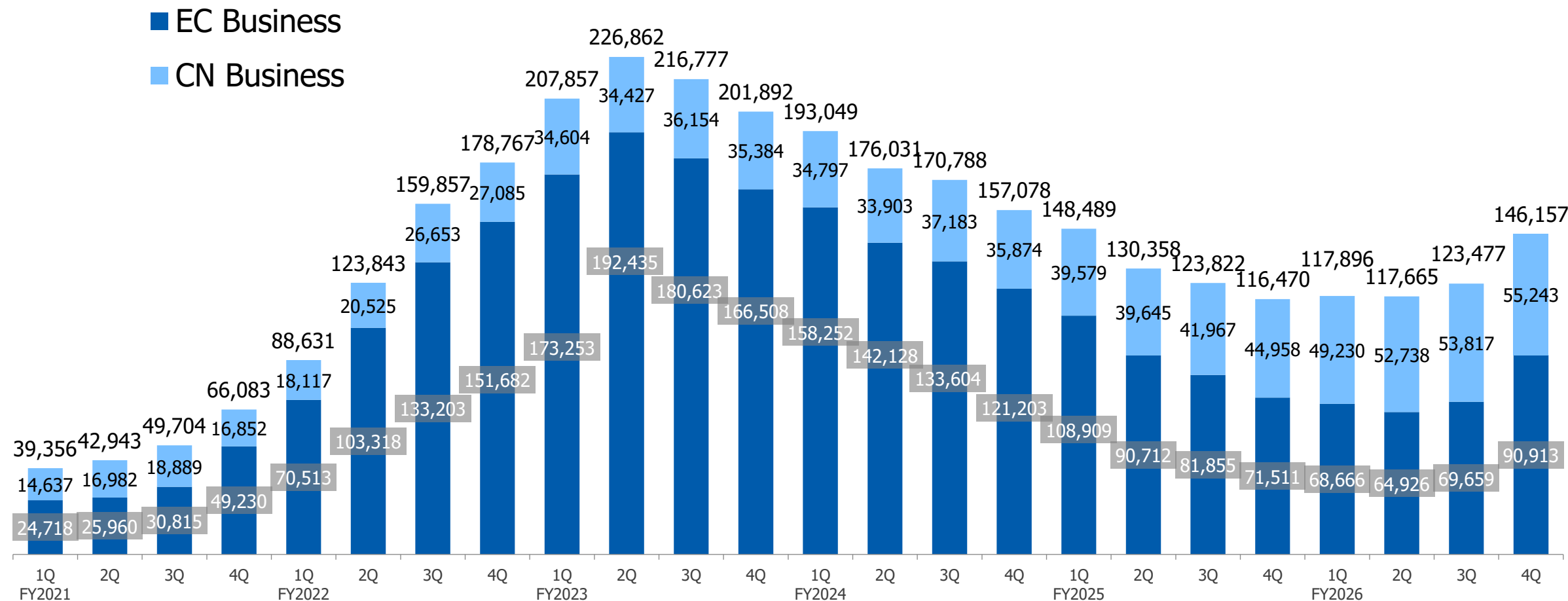
Consolidated Overseas Subsidiaries: Net Sales

	FY2025	FY2026	Change	Rate of Change
Consolidated overseas subsidiaries net sales (Millions of yen)	51,834	42,246	(9,587)	(18.5%)
Consolidated overseas subsidiaries net sales ratio	28.9%	26.0%		
Consolidated overseas subsidiaries net sales (Millions of yen)	339	280	(59)	(17.4%)
Exchange rate (yen)	152.62	150.67		

* The net sales ratio is the ratio to EC Business net sales.

Change in Balance of Orders Received

(Millions of yen)



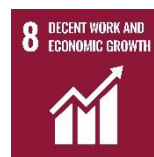
Sustainability Initiatives

Fundamental Policy

- Contribute to the sustainable development of a more prosperous society by providing a variety of solutions through our business activities.
- Aim for the sustainable development of the Group and the enhancement of corporate value by engaging in solutions to material issues

Material issues

1. Leverage the resources that the Company has accumulated with a focus on electronics and IT to contribute to the realization of a sustainable society
2. With respect for fundamental human rights at the core, create work environments and personnel systems that facilitate work and provide meaningful work and pursue the sustainable development of the Company
3. Mitigate environmental burdens (environmental risks) that occur as a result of business activities and strive to maintain a sustainable relationship between society and the Company



Human Capital / Diversity

- Develop human resources who can pursue customer satisfaction from a global perspective
- Create an environment that supports employees' desire to improve and develops their individual abilities
- Focus on developing next generation leaders

Climate Change

- Aim for carbon neutrality in FY2050 and set target for FY2030 (50% reduction compared to FY2021)
- From October 2023, the Engineering Center (Tsuzuki, Yokohama) will switch to electricity derived from virtually renewable energy.