

Shares of the Company and Major Shareholders

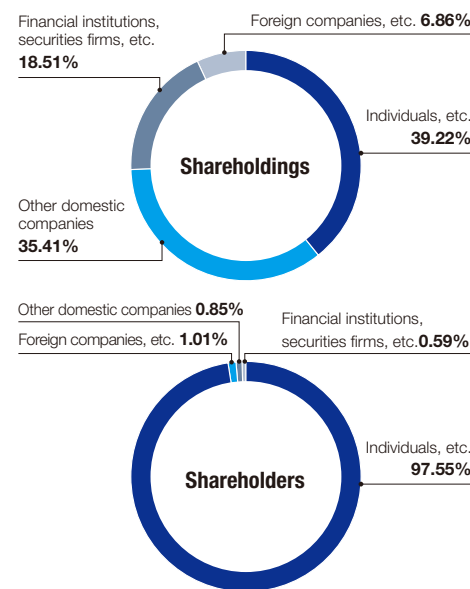
Shares of the Company

Securities code	2760
Listed on	Tokyo Stock Exchange Prime Market
Number of authorized shares	25,600,000
Number of issued shares	10,445,500
Number of shareholders	7,757
Trading unit (Shares)	100

Major Shareholders

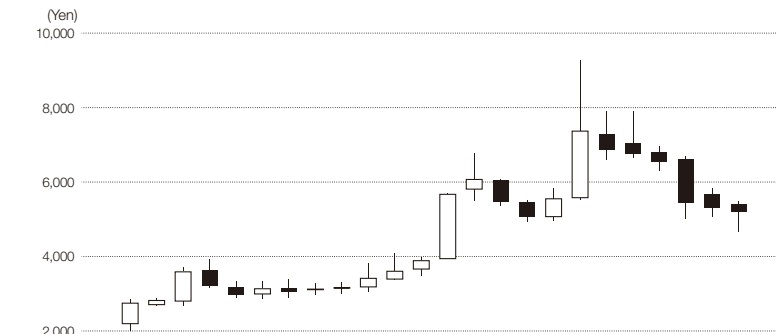
Shareholder	Number of shares held	Shareholding ratio (%)
Tokyo Electron Limited	3,532,700	33.82
The Master Trust Bank of Japan, Ltd. (Trust Account)	829,000	7.94
Tokyo Electron Device Employee Shareholder Association	484,530	4.64
Custody Bank of Japan, Ltd. (Trust Account)	212,300	2.03
The Nomura Trust and Banking Co., Ltd. (Tokyo Electron Device Employee Shareholder Trust Account)	175,100	1.68

Distribution of Shares, Stock Price and Trading Volume

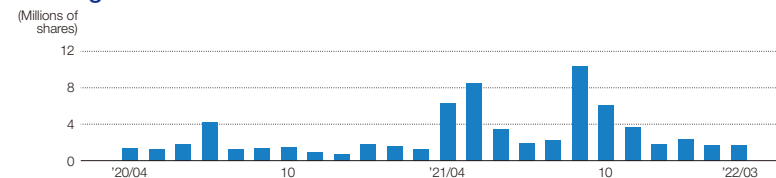


* "Individuals, etc." includes 337 treasury shares.

Stock Price



Trading Volume



Individual Investor IR Activities

In fiscal 2022, we held four online Company briefings for individual investors. In addition, our IR site ranked AAA in the Nikko Investor Relations Co., Ltd. All Japanese Listed Companies' Website Ranking 2021 and received a Bronze ranking in BroadBand Security, Inc.'s Gomez IR Site Ranking 2021. We will continue to enhance the content of our IR site as a channel for providing information to investors.



IR Section of the Tokyo Electron Device Website

<https://www.teldevice.co.jp/eng/ir/>
Scan this QR code with your smartphone to access the IR section of Tokyo Electron Device's website. (QR Code is a trademark of DENSO WAVE Incorporated.)



Tokyo Electron Device IR

Search

Note on forward-looking statements

This Investors Guide was prepared on July 1, 2022. Forward looking statements, including business strategies and business forecasts, were made by the Company's management, based on information available at that time, and may be revised due to changes in the business environment. Therefore, please be advised that the Company cannot guarantee the accuracy or the reliability of the statements. For the latest information, please refer to our information releases or our website. Note also that product and service names remain the trademarks of their respective owners.

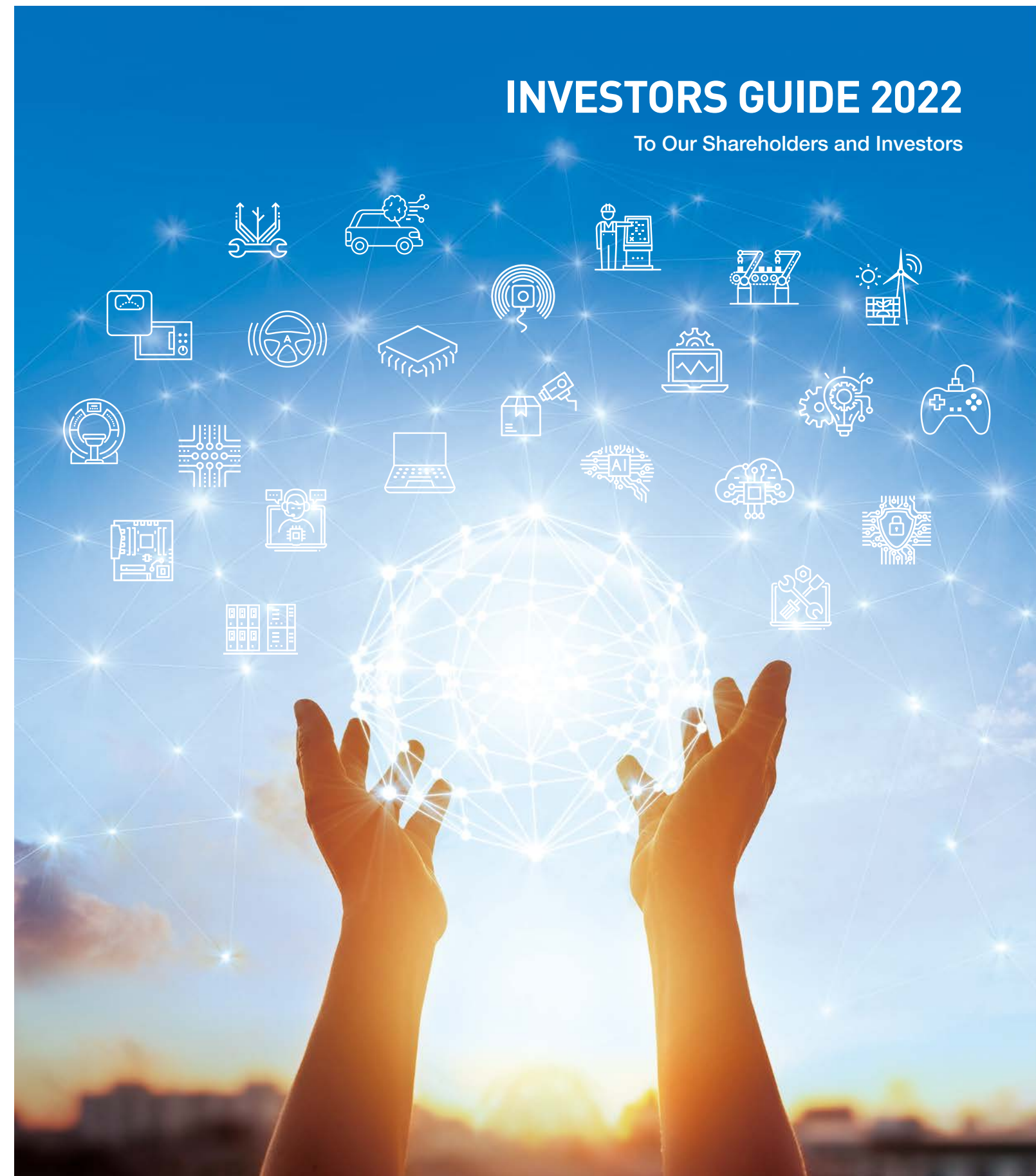
TOKYO ELECTRON DEVICE LIMITED



IR Department
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INVESTORS GUIDE 2022

To Our Shareholders and Investors

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Features

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Features

-

Features

- Technological coordination between TED, Fast and TED Nagasaki
- One-stop service for circuit board design, development and mass production according to customer specifications
- Development of systems that utilize image processing technology
- Private brand products leveraging proprietary technologies

The diagram illustrates the business structure transition from Tokyo Electron Limited to TOKYO ELECTRON DEVICE LIMITED ("TED").

Tokyo Electron Limited (Left Column):

- Electronic Components Business (Blue box)
- Computer Network Business (Dark Blue box)
- Semiconductor Production Equipment Business (White box)
- FPD Production Equipment Business (White box)

TOKYO ELECTRON DEVICE LIMITED ("TED") (Right Column):

- Electronic Components Business (Blue box, containing Private Brand Business)
- Computer Network Business (Dark Blue box)

Transitions (Arrows):

- A blue arrow points from the **Electronic Components Business** of Tokyo Electron Limited to the **Electronic Components Business** of TED.
- A dark blue arrow points from the **Computer Network Business** of Tokyo Electron Limited to the **Computer Network Business** of TED.

Vertical Lines:

- Vertical lines connect the bottom of the **Electronic Components Business** box in Tokyo Electron Limited to the bottom of the **Electronic Components Business** box in TED.
- Vertical lines connect the bottom of the **Computer Network Business** box in Tokyo Electron Limited to the bottom of the **Computer Network Business** box in TED.

Tokyo Electron Ltd. begins selling electronic components made by such companies as Fairchild

Tokyo Electron's entire
Electronic Components
Business transferred to TED

Listed on the Second
Section of the Tokyo
Stock Exchange

Private brand products
and design outsourcing
services branded as
“inrevium”

Overseas business operations begin with subsidiary established in Hong Kong

Sales of Computer Networks solutions start by taking over Tokyo Electron's Computer Network Business

Listed on the First Section of
the Tokyo Stock Exchange

Sale of shares by Tokyo Electron

AVAL NAGASAKI CORPORATION
(now TOKYO ELECTRON DEVICE
NAGASAKI LTD.) becomes
consolidated subsidiary

FAST CORPORATION
("Fast") becomes
consolidated subsidiary

Moved to the Tokyo
Stock Exchange
Prime Market

FY2022 Net sales*

¥179,907
million

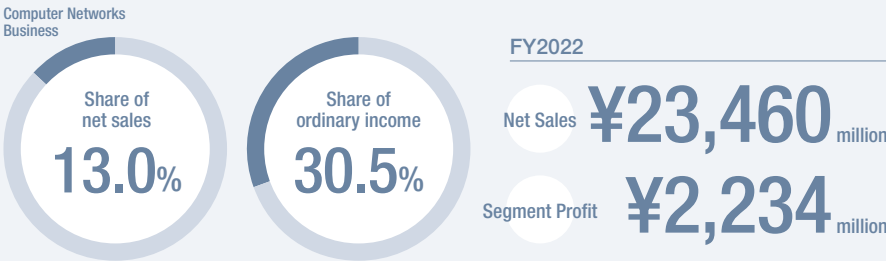
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Computer Networks Business **CN**

* Net sales, profit and indicators in this Investors Guide are all presented on a consolidated basis.

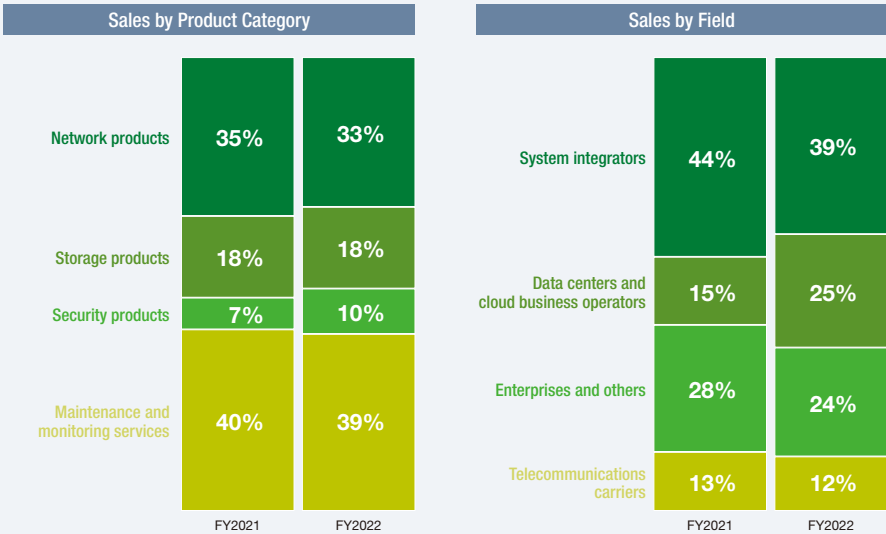
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Computer Networks Business



Business Overview

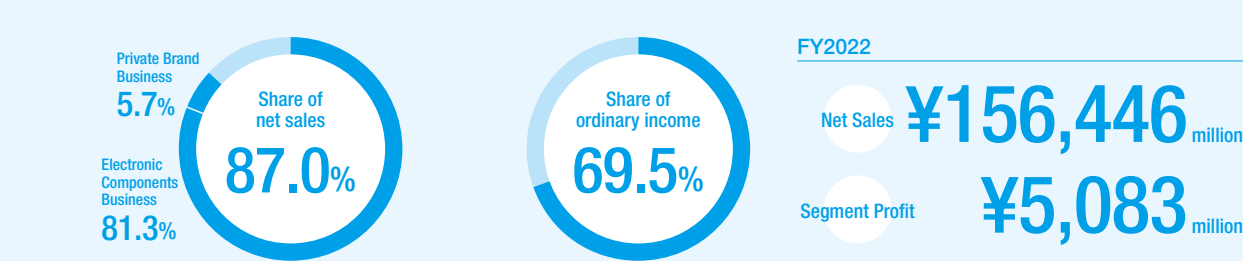
Corporate IT investment was firm, including that for shifting to the cloud, security measures and server virtualization. However, delays in product delivery due to semiconductor shortages and the application of the ASBJ's Accounting Standard for Revenue Recognition negatively impacted sales. As a result, segment net sales to external customers in fiscal 2022 came to ¥23,460 million, down 2.0% year on year. Reflecting increased personnel costs due to hiring of IT engineers, segment profit (ordinary income) came to ¥2,234 million, down 21.2%.



Category	Main suppliers	Function	Category	Main customers
Network products	F5 Networks Arista Networks Extreme Networks	Internet connection load balancing and switching hubs	System integrators	IT service companies in Japan
Storage products	Pure Storage Dell Technologies	High-speed connection and storage of bulk data	Data centers and cloud business operators	Data centers, internet-related service companies
Security products	Netskope Nutanix	Protection of computer systems, networks and data from attacks, damage and unauthorized access	Enterprises and others	General companies, government agencies, research facilities and educational institutions
Maintenance and monitoring services	TED	Device maintenance services and security monitoring services	Telecommunications carriers	Domestic telecommunications carriers

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Electronic Components Business

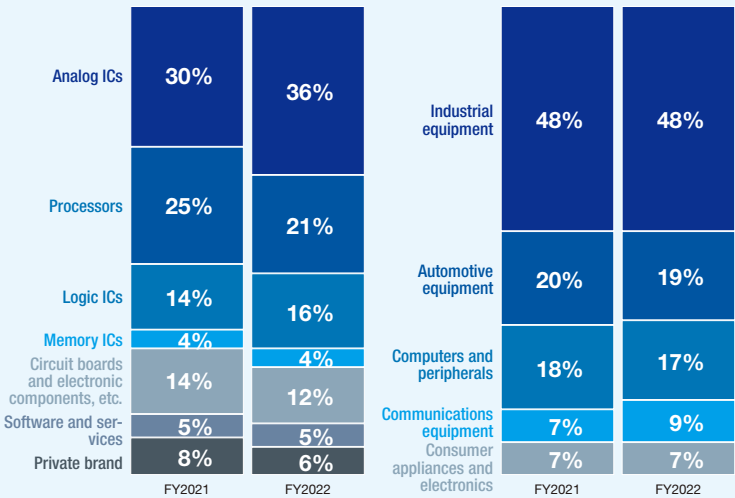


Business Overview

Sales by Product Category

Sales Component Ratio by Application

Growing data transmission volumes drove global expansion in demand for semiconductor products, leading to continued supply shortages. Under these circumstances, demand for the Group's semiconductor products across a wide range of fields, including those for industrial equipment and automobiles, was strong, and sales were further boosted by the expansion of customer commercial rights. As a result, segment net sales to external customers in fiscal 2022 came to ¥156,446 million, up 31.1% year on year, and segment profit (ordinary income) came to ¥5,083 million, up 183.9%.



Category	Main suppliers	Function	Category	Main applications	Main customers
Analog ICs	Texas Instruments	ICs that perform amplification, oscillation or other processing of analog signals	Industrial equipment	Medical equipment / Broadcasting equipment / Surveillance cameras / FA equipment / Measuring equipment / Industrial robots / Machine tools / Semiconductor production equipment / Inverters	OMRON Tokyo Electron Hitachi FANUC Mitsubishi Electric
Micro processors	NXP Semiconductors Intel Texas Instruments	ICs with arithmetic and control functions that serve as the brains of electronic devices	Automotive equipment	Car navigation systems / Car audio equipment / Auto body-related products	ALPS ALPINE NIPPON SEIKI Hitachi Mitsubishi Electric
Logic ICs	Texas Instruments NXP Semiconductors Excelitas Pixelworks Lattice Semiconductor	ICs that process digital signals / Special-purpose ICs made for particular applications / Custom ICs	Computers and peripherals	Multifunctional printers / Projectors / Office equipment / Storage / PCs and peripheral devices / POS terminals	Epson Sharp TOSHIBA Hitachi
Memory ICs	Infineon Technologies	Memory ICs	Communications equipment	Routers / Transmission equipment / Base stations	NEC FUJITSU
Circuit boards and electronic components, etc.	NXP Semiconductors Western Digital Hagiwara Solutions ams AG / Advantec	Products (circuit boards) equipped with ICs, power supplies, connectors and other components on printed-wiring assemblies	Consumer appliances and electronics	Digital cameras / Digital video cameras / TVs / DVD / AV equipment / Home gaming consoles / Remote controls / Major home appliance	Nintendo Yamaha
Software and services	Microsoft McAfee	Software embedded in industrial equipment for enterprises / Provision of subscription services			
Private brand	TED TED Nagasaki Fast	Design, development and mass production of circuit boards according to customer specifications / Devices for manufacturing industries			

PB

Private Brand Business



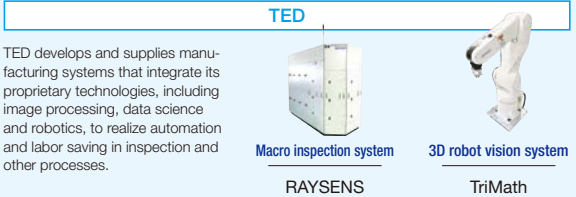
Business Overview

The Private Brand Business comprises contracted design and manufacturing services, private brand products and the consolidated subsidiaries FAST CORPORATION ("Fast") and TOKYO ELECTRON DEVICE NAGASAKI LTD. ("TED Nagasaki").
Although orders received at Fast recovered, parts and materials shortages led to delays in the delivery of some products. Contracted design and manufacturing services were also impacted by parts and materials shortages, but sales of products for medical and broadcasting equipment recovered. At TED Nagasaki, both sales in the business of circuit board manufacturing for semiconductor production equipment and sales of smart power supply systems were strong. As a result, fiscal 2022 net sales rose to ¥10,217 million.

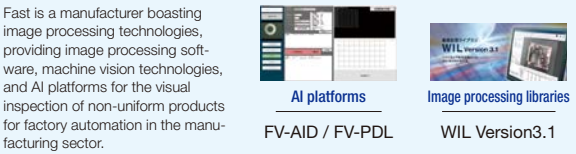
Design and Manufacturing Services



Private Brand Products



Fast



TED Nagasaki



President & Representative Director

A. Tohura

Career Summary

April 1986	Joined Tokyo Electron Limited
April 2005	Vice President of TED
June 2007	Corporate Director of the Company
June 2011	Managing Director, TOKYO ELECTRON DEVICE HONG KONG LTD. (now TOKYO ELECTRON DEVICE ASIA PACIFIC LTD.)
September 2013	CEO, inrevium AMERICA, INC. (now TOKYO ELECTRON DEVICE AMERICA, INC.)
January 2015	President & Representative Director of the Company (present)

Working Toward VISION 2025

Our results for fiscal 2022, the year ended March 31, 2022, marked a strong start to the medium-term management plan, VISION 2025.

In fiscal 2023, the second year of the plan, we plan for continued growth and will focus on developing promising businesses in order to accelerate profit growth, a key task for the achievement of VISION 2025.

We look forward to your continued support as we move forward.

Overview and
Progress of
VISION 2025

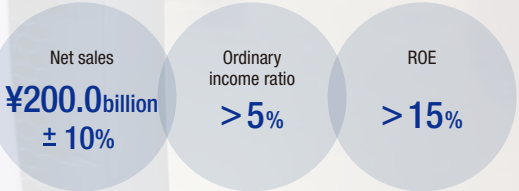
VISION 2025

The VISION 2025 medium-term management plan lays out the business environment forecast that Society 5.0 will arrive amid slow economic growth, as well as our mission, “Driving Digital Transformation—Providing products and services that can achieve digital transformation, thus contributing to the sustainable development of a highly efficient smart society.”

To achieve this mission, we have also designated “To become a manufacturer with technology trading company functions” as our vision. We have further defined the evolving technology trading company functions we aspire to and the kind of manufacturer we want to be. By achieving these, we aim to grow into a manufacturer with the competitiveness to thrive in Society 5.0.

Under our financial model for fiscal 2025, we are targeting net sales of ¥200.0 billion ±10%, an ordinary income ratio of more than 5% and ROE of more than 15%. We continue to aim for sustainable growth through higher revenue and profit, with the rate of profit growth exceeding the rate of revenue growth.

Fiscal 2025



	Percentage of total sales	Ordinary income ratio
Computer Networks Business	20%	> 13%
Electronic Components Business	70%	> 2%
Private Brand Business	10%	> 10%

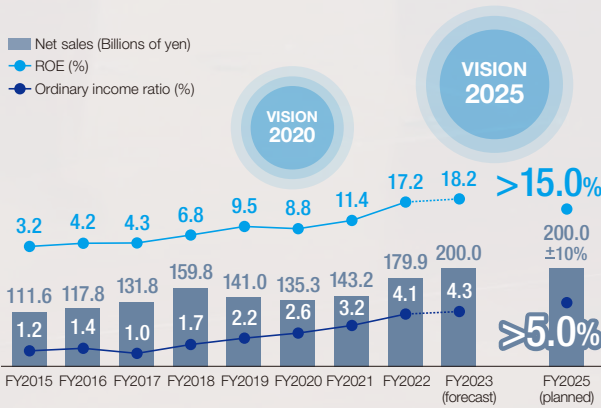
Progress of VISION 2025

In fiscal 2022, we achieved revenue and profit growth thanks to robust demand for semiconductors across a wide range of fields, as well as strong sales of products based on newly acquired customer commercial rights.

Consolidated net sales increased 25.6% year on year to ¥179.9 billion. Ordinary income increased 58.2% year on year to ¥7.3 billion, reflecting the strong net sales, and net income attributable to owners of parent increased 61.8% to ¥5.0 billion. The ordinary income ratio and ROE, which are used as indicators under VISION 2025, came to 4.1% and 17.2%, respectively.

It should be noted, also, that we recorded gains from Tokyo Electron Device Nagasaki’s exchange of land and buildings as well as impairment on goodwill and intangible assets related to FAST Corporation.

We will continue working toward greater profitability going forward.



Advancing Promising Businesses toward Profit Growth



Accelerating profit growth is a key task for achieving VISION 2025. To do so, we will develop promising businesses in both services and manufacturing.

In service businesses, we will focus on high-growth fields, such as security, AI and cloud technologies, to expand recurring-revenue businesses. In manufacturing businesses, we will increase profitability through medical and sample testing equipment ODM (an area in which we have completed preparations for full-scale operations), as well as by rolling out manufacturing systems overseas, enhancing the performance of robot vision systems, and promoting contracted design and manufacturing services for circuit boards made with cutting-edge semiconductors.

Reinforcing Service Businesses

- Security products and services
- AI-related services (AI evaluation and verification)
- Cloud services

The advance of digital transformation (DX) is driving increased interest in IT security. By leveraging its marketing capabilities, Tokyo Electron Device stays ahead of the curve in offering security products that match customer needs. In addition to selling such products, we provide security support service 24 hours a day, 365 days a year via the TED Security Operation Center (TED-SOC). We have been focusing on AI for some time, and in 2021 we opened the TED AI Lab, offering super high-speed AI platforms developed by Cerebras Systems and NVIDIA. Building on this, in March 2022, we launched an AI system development support service.



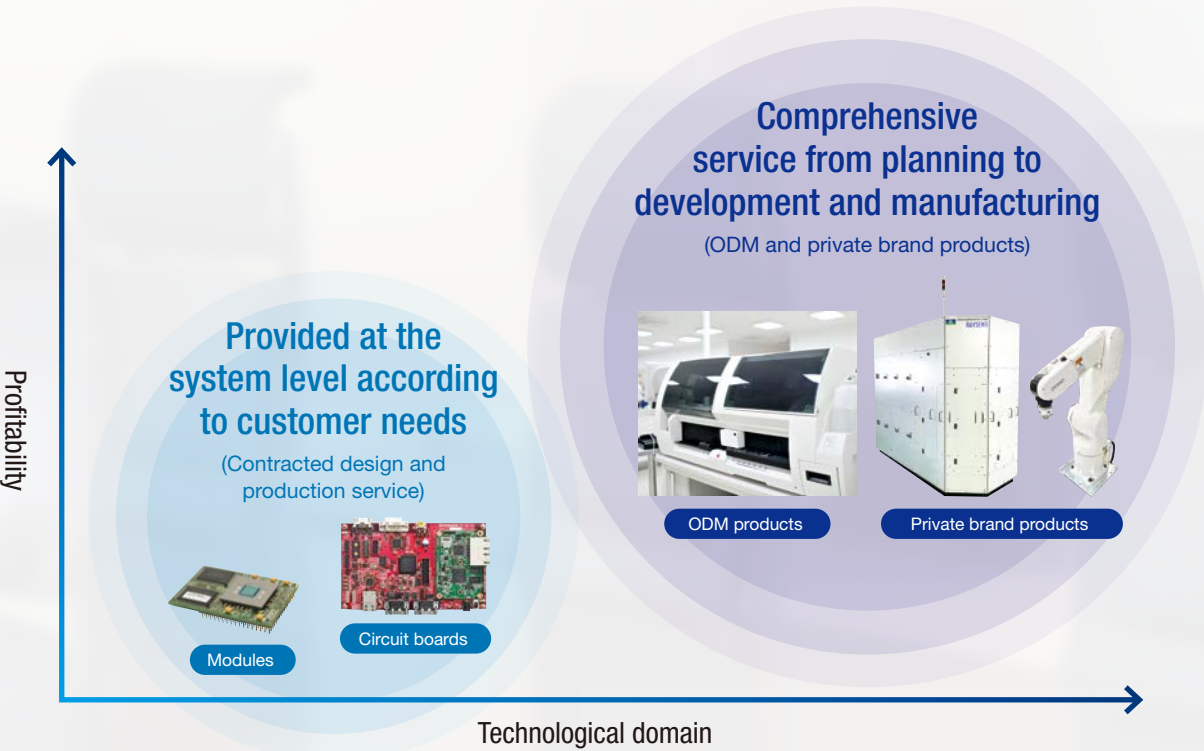
Furthermore, in the steadily expanding cloud market, we are providing cloud services, including Microsoft Azure, a recurring revenue business.

Reinforcing Manufacturer Functions

- ODM (medical and sample testing equipment)
- Overseas sales of manufacturing systems
- Enhancing robot vision performance
- Contracted design and manufacturing services

Until now, we have sold individual semiconductor products and offered one-stop contracted design and manufacturing services for such products as embedded modules and circuit boards that customers previously designed and manufactured themselves. In addition, aiming to further increase profitability, we have recently expanded our business domains as a manufacturer in such areas as private brand products and ODM, which allow us to move into broader technological domains and offer technologies on a

“black box” basis. Within private brand products, the development of the RAYSENS macro inspection system, which can inspect compound semiconductor wafers, and the robot vision system TriMath have been ambitious steps toward the business portfolio transition to a manufacturer with technology trading company functions, our vision under VISION 2025.



To accelerate profit growth, in fiscal 2023 we will particularly focus on business in the areas of ODM and overseas sales of manufacturing systems. In the ODM business, we completed preparations to enter the medical equipment field in January 2022 with the acquisition of a class 2 medical equipment manufacture and sale license and registration as a medical equipment manufacturer. We have thus established an ODM framework for the one-stop provision of complete medical and sample testing equipment, spanning from planning to development and manufacturing. Currently, we are advancing the development of our first ODM product,

a sample testing machine. Going forward, we will create products that combine our image processing, mechatronics and other technologies. Looking ahead, we also plan to market our manufacturing system products overseas, to complement existing sales in Japan. Targeting Asia, especially China and Taiwan, we will advance sales of inspection systems for LCD panels, vision robot systems and macro inspection systems. To achieve the targets of VISION 2025 and further increase future profitability, we will continue efforts to develop promising businesses.

In our plans for fiscal 2023, we assume that the yen will be weaker than in fiscal 2022. A considerable portion of our procurement and sales are conducted in USD, and we expect the weaker yen to have a positive effect on our financial results. Supply of semiconductor products is expected to remain tight in the first half of the year, but we expect the effects of additional production lines being set up by manufacturers to begin to appear in the second half of the year. Because the course that the Russia-Ukraine issue will take and its impacts are extremely difficult to predict in quantitative terms, we have not factored them into our plan for

the year. In addition, while the social impacts of the COVID-19 pandemic will continue to be felt for some time, we expect the impact on economic activity and our operating performance to be minimal.

Based on these assumptions about external factors, in fiscal 2023, we plan for net sales to increase 11.2% year on year to ¥200.0 billion, with ordinary income increasing 16.2% to ¥8.5 billion and net income attributable to owners of parent increasing 16.0% to ¥5.9 billion.

Fiscal 2023 Results Forecast

(Millions of yen)

	Fiscal 2022	Fiscal 2023 (Forecast)			Year-on-year change	
	Full year	First half	Second half	Full year	Amount	%
Net sales	179,907	94,500	105,500	200,000	20,092	11.2%
Ordinary income (ordinary income ratio)	7,318 (4.1%)	3,650 (3.9%)	4,850 (4.6%)	8,500 (4.3%)	1,181	16.2% (+0.2 point)
Net income (net income ratio)	5,085 (2.8%)	2,540 (2.7%)	3,360 (3.2%)	5,900 (3.0%)	814	16.0% (+0.1 point)

* Net income refers to net income attributable to owners of parent.

CN

Computer Networks Business

The IT market is expected to be strong, reflecting the advance of DX and shift to cloud technologies. We will promote sales of network and storage products, as well as security products and services. We will also continue to focus efforts on maintenance and monitoring services, which offer recurring revenue.

Net sales

23,933	23,460	25,650
13,507	13,457	14,300
10,426	10,002	11,350
FY2021	FY2022	FY2023 (forecast)

Second half

First half

EC

Electronic Components Business

Supply of semiconductors is expected to remain tight overall, despite moderate improvement for certain products. We will continue to focus on the stable procurement of semiconductor products and promote sales mainly of products for industrial and automotive equipment. In addition, we will provide contracted design and manufacturing services for circuit boards using cutting-edge semiconductors and promote sales of cloud services.

Net sales

119,334	156,446	174,350
67,858	83,669	91,200
51,475	72,777	83,150
FY2021	FY2022	FY2023 (forecast)

Second half

First half

PB

Private Brand Business

Customers in the medical equipment field are showing signs of recovery from the impact of the COVID-19 pandemic, and the semiconductor production equipment market remains strong. We will work to capture demand mainly in these two markets. At the same time, we will focus on developing technologies that will help reinforce our competitiveness and on expanding our sales channels, including those overseas.

Net sales

9,205	10,217	11,500
5,300	5,956	6,400
3,904	4,261	5,100
FY2021	FY2022	FY2023 (forecast)

Second half

First half

Sustainability

In its VISION 2025 medium-term management plan, the Tokyo Electron Device Group has defined “Driving digital transformation” as its mission for the future, aiming to contribute to the arrival of Society 5.0 and its continuing development as a highly efficient, smart society achieved by leveraging data and digital technologies.

Fundamental Policy on Sustainability-Related Initiatives

Based on the understanding that increasing corporate value and the continuity of business are intertwined with the sustainable growth of society, Tokyo Electron Device will contribute to the sustainable development of a more prosperous society by providing a variety of solutions through its business activities. In addition, we will refer to various ESG frameworks and the Sustainable Development Goals (SDGs) as we strive to achieve the sustainable development of the Group and increase corporate value by seeking solutions to issues based on an awareness of the following 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.

3 GOOD HEALTH AND WELL-BEING

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

2

With respect for fundamental human rights at the core, create work environments and personnel systems that facilitate work and provide meaningful work while pursuing the sustainable development of the Company.

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

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.

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Consolidated Performance Highlights

Financial Highlights (Fiscal years ended March 31)

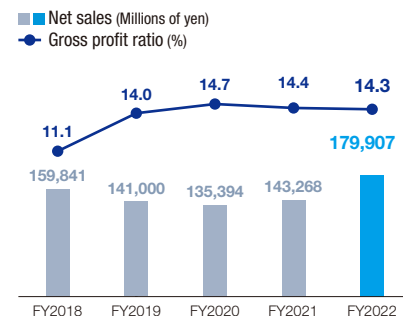
(Millions of yen)

Income	2018	2019	2020	2021	2022
Net sales	¥159,841	¥141,000	¥135,394	¥143,268	¥179,907
Gross profit	17,680	19,705	19,902	20,601	25,638
Gross profit ratio	11.1%	14.0%	14.7%	14.4%	14.3%
Selling, general and administrative expenses	14,924	16,179	16,091	15,981	17,506
Operating income	2,755	3,525	3,810	4,620	8,131
Operating income ratio	1.7%	2.5%	2.8%	3.2%	4.5%
Ordinary income	2,637	3,077	3,573	4,625	7,318
Ordinary income ratio	1.7%	2.2%	2.6%	3.2%	4.1%
Net income before income taxes	2,485	3,257	3,227	4,589	7,910
Net income attributable to owners of parent	1,598	2,341	2,288	3,143	5,085

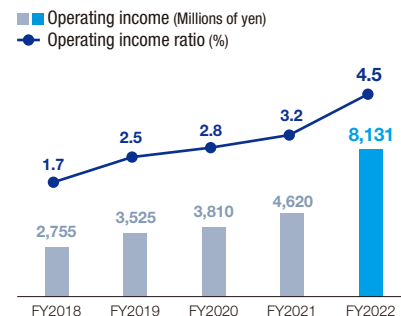
Financial Position	2018	2019	2020	2021	2022
Current assets	¥ 80,427	¥ 70,420	¥ 68,668	¥ 82,721	¥ 98,895
Non-current assets	6,051	7,932	7,870	8,149	8,906
Total assets	86,478	78,352	76,539	90,870	107,801
Current liabilities	44,117	32,000	31,054	39,997	56,622
Non-current liabilities	17,959	19,942	18,344	21,220	19,160
Total liabilities	62,077	51,942	49,398	61,217	75,783
Net assets	24,401	26,410	27,141	29,652	32,018
Total liabilities and net assets	86,478	78,352	76,539	90,870	107,801

Cash Flows	2018	2019	2020	2021	2022
Cash flows from operating activities	¥(7,993)	¥ 12,335	¥ 8,651	¥(3,463)	¥(891)
Cash flows from investing activities	(896)	(1,708)	(549)	(469)	(155)
Cash flows from financing activities	9,869	(10,504)	(7,479)	5,079	606
Cash and cash equivalents at end of period	3,406	3,534	4,218	5,391	5,028

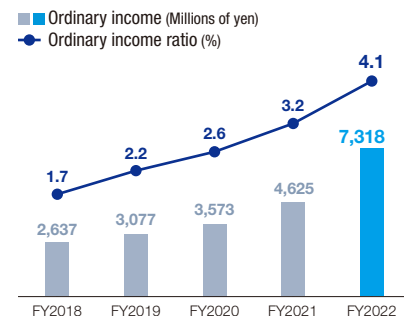
Profitability



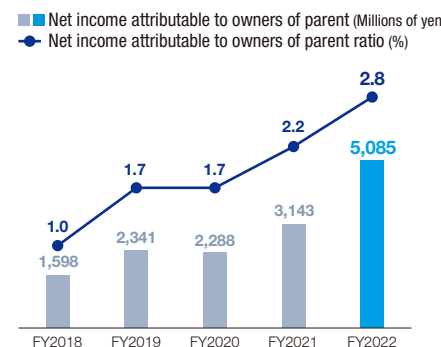
* Gross margin = Gross profit / Net sales



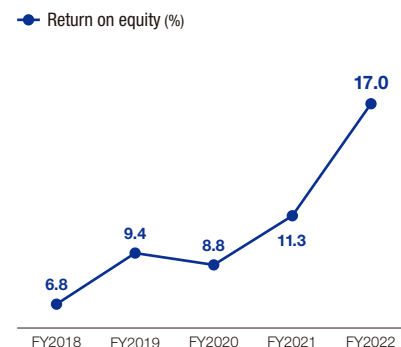
* Operating margin = Operating income / Net sales



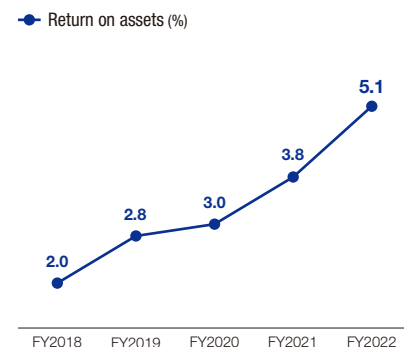
* Ordinary income ratio = Ordinary income / Net sales



* Net income attributable to owners of parent margin = Net income attributable to owners of parent / Net sales

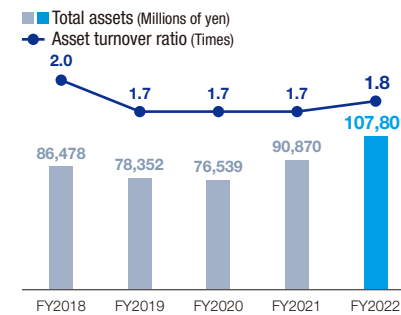


* Return on equity (ROE) = Net income attributable to owners of parent / Average net worth at the beginning and end of the term

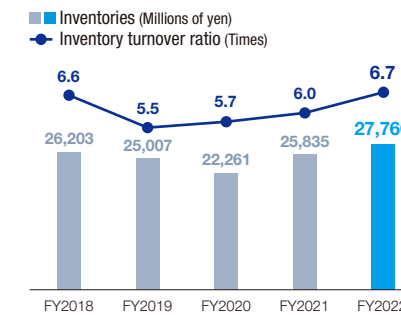


* Return on assets (ROA) = Net income attributable to owners of parent / Average total assets at the beginning and end of the term

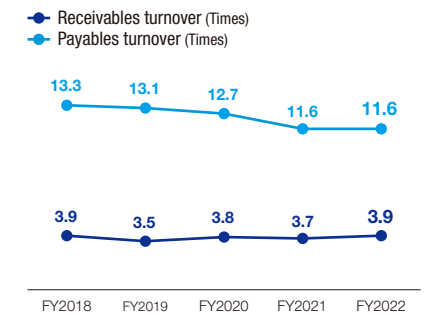
Efficiency



* Asset turnover ratio = Net sales / Average total assets at the beginning and end of the term

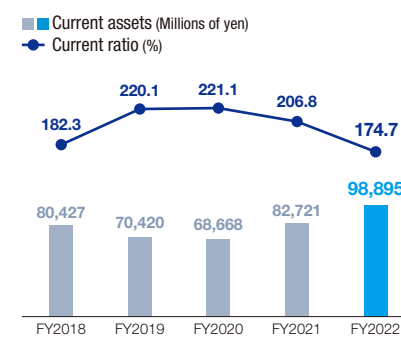


* Inventory turnover ratio = Net sales / Average inventories at the beginning and end of the term

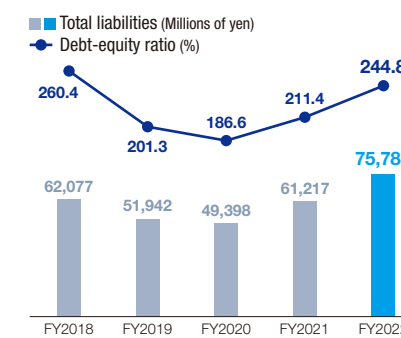


* Receivables turnover = Net sales / Average notes and accounts receivable at the beginning and end of the term
* Payables turnover = Cost of sales / Average accounts payable at the beginning and end of the term

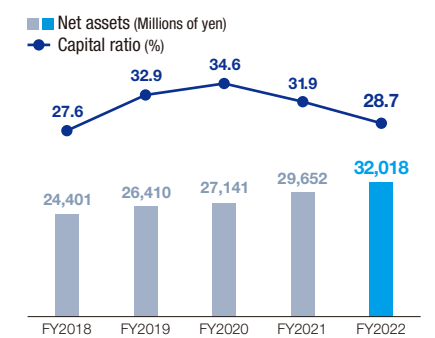
Soundness



* Current ratio = Current assets / Current liabilities

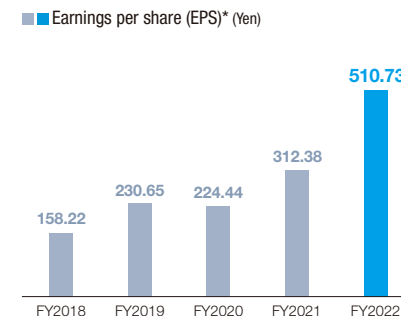


* Debt-equity ratio = Liabilities / Equity

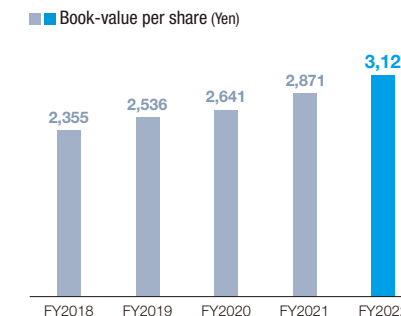


* Capital ratio = Net assets / Total assets

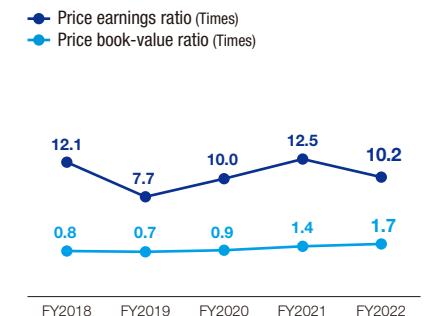
Per Share Data and Others



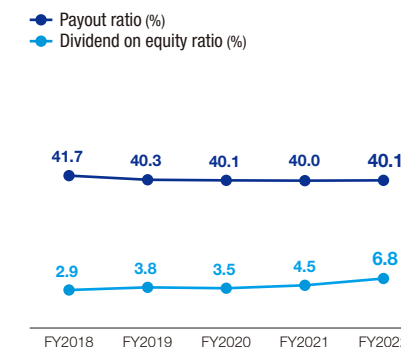
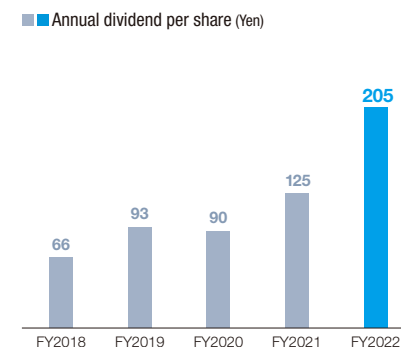
* Earnings per share (EPS) = Net income attributable to owners of parent / Average number of shares issued in the term



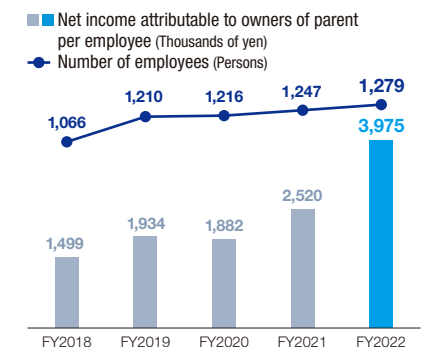
* Book-value per share = Net assets at the end of the term / Number of shares issued at the end of the term



* Price earnings ratio (PER) = Share price at the end of the term / Net income per share
* Price book-value ratio (PBR) = Share price at the end of the term / Net assets per share



* Payout ratio = Paid interim dividend and year-end dividend / Net income
* Dividend on equity ratio = Total dividend / Average of net assets at the beginning and end of the term



* Net income attributable to owners of parent per employee = Net income attributable to owners of parent / Number of employees at the end of the term

Tokyo Electron Device regards increasing enterprise value over the medium and long terms as well as enhancing profitability and capital efficiency as its topmost priorities and responsibilities to its shareholders and all other stakeholders. To this end, the Company maintains a system of internal controls and strives to secure management transparency and soundness, and to reinforce corporate governance on an ongoing basis.

Skills Matrix of Corporate Directors and Audit & Supervisory Board Members

Based on the VISION 2025 medium-term management plan, we seek to achieve sustainable growth and enhance our corporate value over the medium to long term while pursuing management that prioritizes robust governance. In light of the circumstances and challenges that Tokyo Electron Device will face in implementing VISION 2025, the Board of Directors has defined the categories, as shown below, of experience and specialist expertise that it presently considers vital to ensure a balanced overall composition of Corporate Directors and Audit & Supervisory Board Members.

		Experience and expertise in:						
		Corporate management	Production / development	IT / DX	Global experience	Sales / marketing	Finance / accounting	Legal affairs / risk management
Corporate Directors	Atsushi Tokushige	●	●	●	●	●		
	Masami Hasegawa	●		●	●	●		
	Yukio Saeki	●			●		●	●
	Akihiro Kamikogawa	●	●	●		●		
	Kazuki Shinoda	●	●	●	●	●		●
	Tetsuo Tsuneishi	●		●	●	●	●	
	Koichi Kawana Outside Independent	●			●	●		●
	Hiromi Onitsuka-Baur Outside Independent		●	●	●	●		
	Kei Nishida Outside Independent	●	●			●		
Audit & Supervisory Board Members	Nobuo Kawai						●	●
	Katsuyuki Matsui Outside Independent		●		●		●	●
	Norika Yuasa Outside Independent				●			●
	Kiyoyuki Kuwabara Outside Independent			●			●	

Outside Corporate Directors, Audit & Supervisory Board Members and Other Committee Members

The Board of Directors comprises nine corporate directors (including three outside directors) and four Audit & Supervisory Board members (including three outside members). The Company believes that the size of the Board provides a diverse overall balance of knowledge, experience and skills while ensuring adequate discussion and supervision of business execution.

Tokyo Electron Device has voluntarily established a Nominating Committee and Remuneration Committee. To ensure the independence and objectivity of these committees, representative directors may not serve on them, and a majority of their members are outside directors.

These committees make proposals to the Board of Directors based on discussions in which they consider such perspectives as skills and diversity, including gender. The Nominating Committee proposes candidates for president and corporate director, and the Remuneration Committee proposes remuneration systems for corporate directors and vice presidents, as well as the specific remuneration package for the president.



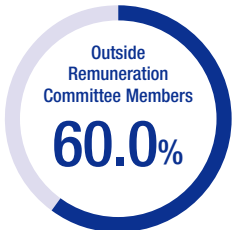
Total Corporate Directors: 9
■ Outside directors: 3



Total Audit & Supervisory Board members: 4
■ Outside Audit & Supervisory Board members: 3



■ Yukio Saeki, Tetsuo Tsuneishi
■ Koichi Kawana, Hiromi Onitsuka-Baur, Kei Nishida



■ Akihiro Kamikogawa, Kazuki Shinoda
■ Koichi Kawana, Hiromi Onitsuka-Baur, Kei Nishida

Corporate Directors



Atsushi Tokushige
President & Representative Director



Masami Hasegawa
Representative Director
Senior Executive Vice President
General Manager,
Global Sales & Operations
General Manager, EC BU



Yukio Saeki
Corporate Director
Senior Executive Vice President
General Manager,
Corporate Administration Division
In Charge of Internal Control
Chairman of the Compliance Committee



Akihiro Kamikogawa
Corporate Director
Executive Vice President
General Manager, CN BU



Kazuki Shinoda
Corporate Director
Senior Vice President
Corporate Engineering
General Manager, PB BU
Chairman of the Risk Management
Committee
Chairman of the Sustainability Committee



Tetsuo Tsuneishi
Corporate Director



Koichi Kawana
Outside Director
(Independent Director)
Outside Director,
BANDAI NAMCO Holdings Inc.
Outside Director (Audit and Supervisory
Committee Members),
COMSYS Holdings Corporation
Outside Director, RENOVA Inc.
President and Representative Director,
Lublyst Inc.



Hiromi Onitsuka-Baur
Outside Director
(Independent Director)
Auditor, Yahoo Japan Corporation
External Director,
JVCKENWOOD Corporation



Kei Nishida
Outside Director
(Independent Director)

Audit & Supervisory Board Members



Nobuo Kawai
Audit & Supervisory
Board Member (full-time)



Katsuyuki Matsui
Outside Audit & Supervisory
Board Member (full-time)



Norika Yuasa
Outside Audit & Supervisory
Board Member (part-time)
Partner, Attorney at Law,
Miura & Partners
Director (External),
KOSE Corporation
Outside Director of SAINT-CARE
HOLDING CORPORATION



Kiyoyuki Kuwabara
Outside Audit & Supervisory
Board Member (part-time)
Director, Kiyoyuki Kuwabara
Accounting Office
Full-time Audit & Supervisory Board
Member, Hiramatsu Inc.

Vice Presidents

Atsushi Tokushige
Masami Hasegawa
Yukio Saeki
Akihiro Kamikogawa
Toshikazu Mishina
Kazuki Shinoda
Yasuo Hatsumi
Yoshinao Jozen
Tatsushi Yasumura
Kenji Dohi
Tadashi Koyama
Takeshi Yuasa
Takayoshi Miyamoto
Jun Ninomiya
Tomoaki Ando

Corporate Profile

Company Name:	TOKYO ELECTRON DEVICE LIMITED
Established:	March 3, 1986
Capital:	¥2,495 million
Employees:	1,279 (consolidated, as of March 31, 2022)
World Headquarters:	Yokohama East Square, 1-4 Kinko-cho, Kanagawa-ku, Yokohama City, Kanagawa 221-0056, Japan
Group Companies:	FAST CORPORATION / TOKYO ELECTRON DEVICE NAGASAKI LTD. TOKYO ELECTRON DEVICE ASIA PACIFIC LIMITED / TOKYO ELECTRON DEVICE (SHANGHAI) LIMITED TOKYO ELECTRON DEVICE SINGAPORE PTE. LTD. / TOKYO ELECTRON DEVICE (THAILAND) LTD. TOKYO ELECTRON DEVICE AMERICA, INC.
Affiliated Companies:	Fidus Systems Inc.
Domestic Locations:	Sendai, Iwaki, Mito, Tsukuba, Omiya, Tachikawa, Shinjuku, Yokohama, Matsumoto, Mishima, Hamamatsu, Nagoya, Kyoto, Osaka, Fukuoka
Overseas Locations:	Hong Kong, Shenzhen, Shanghai, Dalian, Singapore, Bangkok, Silicon Valley, Detroit