

Corporate Profile

Company Name	TOKYO ELECTRON DEVICE LIMITED
Established	March 3, 1986
Capital	¥2,495 million
Employees	1,408 (consolidated, as of March 31, 2026)
World Headquarters	Shibuya Sakura Stage SHIBUYA TOWER, 1-1 Sakuragaoka-cho, Shibuya-ku, Tokyo 150-6234, Japan
Group Companies	TOKYO ELECTRON DEVICE NAGASAKI LIMITED TOKYO ELECTRON DEVICE ASIA PACIFIC LTD. / TOKYO ELECTRON DEVICE (SHANGHAI) LTD. TOKYO ELECTRON DEVICE SINGAPORE PTE. LTD. / TOKYO ELECTRON DEVICE (THAILAND) LIMITED TOKYO ELECTRON DEVICE AMERICA, INC.
Affiliated Companies	SUNTECH JAPAN CO., LTD.
Non-consolidated Subsidiaries	Smics Co., Ltd.
Domestic Locations	Sendai, Iwaki, Mito, Omiya, Shinjuku, Yokohama, Matsumoto, Hamamatsu, Okazaki, Nagoya, Osaka, Fukuoka, Imari
Overseas Locations	Hong Kong, Shanghai, Dalian, Shenzhen, Singapore, Bangkok, Silicon Valley, Detroit, Texas

Board Members

Corporate Directors

Chairman & Representative Director, CEO
Atsushi Tokushige
President & Representative Director
Takayoshi Miyamoto
Corporate Director
Masami Hasegawa
Corporate Director
Tetsuo Tsuneishi

Outside Director (Independent Director)
Hiromi Onitsuka-Baur
Outside Director (Independent Director)
Kei Nishida
Outside Director (Independent Director)
Seiji Osaka
Outside Director (Independent Director)
Makiko Hamabe

For more information, please visit the Corporate Information page on our website.

► Leadership <https://www.teldevice.co.jp/eng/company/directors.html>

Audit & Supervisory Board Members

Audit & Supervisory Board Member (full-time)
Nobuo Kawai
Outside Audit & Supervisory Board Member (full-time)
Kazuya Ishiguro
Outside Audit & Supervisory Board Member (part-time)
Norika Yuasa
Outside Audit & Supervisory Board Member (part-time)
Kiyoyuki Kuwabara

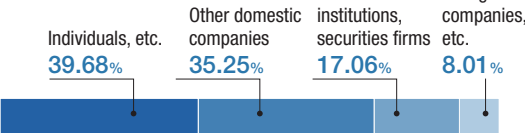
Corporate Officers

Atsushi Tokushige
Takayoshi Miyamoto
Masami Hasegawa
Kazuki Shinoda
Toshikazu Mishina
Jun Ninomiya
Mitsutaka Kamimoto
Takayoshi Narita

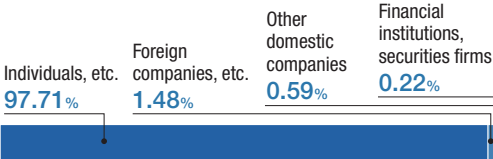
Stock Information (As of March 31, 2026)

Securities code: 2760
Listed on: Tokyo Stock Exchange Prime Market
Number of authorized shares: 76,800,000
Number of issued shares: 31,336,500
Number of shareholders: 24,293
Trading unit (Shares): 100

Distribution of Shares



Distribution of Shareholders

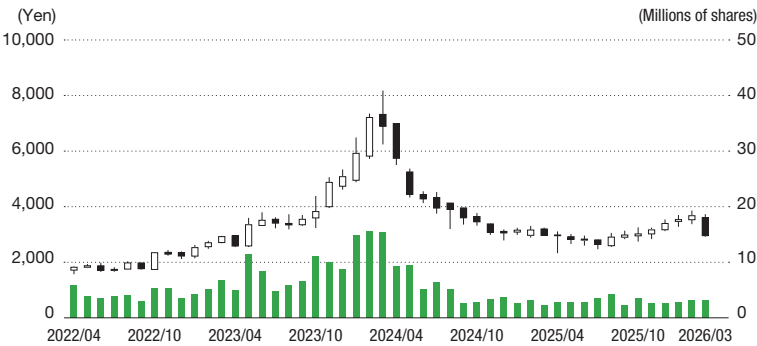


* "Individuals, etc." includes 1,572 treasury shares.

Major Shareholders

	Number of shares held	Shareholding ratio (%)
Tokyo Electron Ltd.	10,598,100	33.82
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,444,600	7.80
Tokyo Electron Device Employee Shareholder Association	1,786,833	5.70
The Nomura Trust and Banking Co., Ltd. (Tokyo Electron Device Employee Shareholder Trust Account)	664,500	2.12
The Master Trust Bank of Japan, Ltd. (BIP Trust Account 76625)	472,312	1.51

Stock Price (Left Scale) / Trading Volume (Right Scale)



* 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)

Note on forward-looking statements

This Investors Guide was prepared on July 1, 2026. 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.

Investors Guide 2026

To Our Shareholders and Investors

TOKYO ELECTRON DEVICE LIMITED | Securities code: 2760

The Investors Guide

Each year, Tokyo Electron Device (hereinafter, TED) publishes an Investors Guide, which is a compact compilation of information that stakeholders such as shareholders and investors need to better understand our business.

This year's Guide looks back at FY2026, and it provides an outlook for FY2027, as well as giving an overview of the medium-term management plan VISION 2030, our policies, our growth strategies in each business segment, our sustainability initiatives, and the status of corporate governance.

(Note) In the event of a discrepancy between the information in this publication and the Japanese original, the Japanese original shall take precedence.

Our IR Communications

In order to increase our corporate value, we need to engage in constructive dialogue with our shareholders and investors, and we and our shareholders and investors need to better understand what each other are thinking. We seek to enhance dialogue by participating in financial results briefings for analysts and institutional investors and briefings for individual investors. In FY2026, we held 97 one-on-one meetings with analysts and institutional investors, conducted two briefings for individual investors, and participated in one IR event for individual investors.

Our IR Site

We plan to revamp our website in 2026. We will continue to update information so that you can better familiarize yourself with the Company through the latest information and various materials. Please visit our website.

<https://www.teldevice.co.jp/eng/ir/>



* Designs are subject to change.

Message

Under our new management structure, we will work to further increase corporate value.

We would like to express our sincere appreciation for your continued support.

With our new management structure in place as of April 1, 2026, we have entered the second year of our medium-term management plan, VISION 2030. Under this plan, we are further strengthening our business foundation by combining the capabilities of a manufacturer and a technology trading company. As a company that contributes to the development of future society together with its customers, we are working to achieve sustainable growth and increase medium- to long-term corporate value. Through leading-edge technologies centered on semiconductors and IT, we will continue to address social issues while providing solutions that deliver value beyond expectations. By addressing latent social issues and customer challenges, we will seek to achieve sustainable profit growth.

Even in a rapidly changing business environment, we will continue to strengthen our core technological capabilities and proposal capabilities and leverage our flexibility and responsiveness to drive growth. We look forward to your continued support.



Atsushi Tokushige
Chairman & Representative Director, CEO

Career Summary	
April 1986	Joined Tokyo Electron Limited
April 2005	Vice President of the Company
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
June 2024	CEO of the Company (to present)
April 2026	Chairman & Representative Director of the Company (to present)

Takayoshi Miyamoto
President & Representative Director

Career Summary	
April 1993	Joined Tokyo Electron Limited
April 2015	Director, Corporate Account Sales Department of the Company
October 2016	Senior Director, CN Sales Division of the Company
June 2020	Vice President of the Company
July 2020	Deputy General Manager, CN BU of the Company
June 2023	Senior Vice President of the Company General Manager, CN BU of the Company
June 2024	Corporate Officer of the Company (to present)
April 2025	Executive Vice President of the Company
June 2025	Chairperson of the Risk Management Committee
April 2026	Senior Executive Vice President of the Company
	Corporate Director of the Company
	President & Representative Director of the Company (to present)

TED at a Glance

Tokyo Electron Device's Business Model

The Company is a technology trading company in the semiconductor and IT fields, with a vision of addressing latent social issues by leveraging the capabilities of a manufacturer and a technology trading company. Drawing on the unique perspective we have developed as a technology trading company, we address the social issues that continue to emerge while building global partnerships with a wide range of suppliers offering leading-edge semiconductor and IT products and solutions. Based on this strong supply network, we accurately identify customer issues through technical proposals and operational support, provide optimal solutions by combining a wide range of products and services, and, when necessary, undertake design and development ourselves. Through this business model, we work with customers to help solve social issues.



Our History

1965	Tokyo Electron Ltd. begins selling electronic components made by companies such as Fairchild	2003	Listed on the Second Section of the Tokyo Stock Exchange	2014	Sale of shares by Tokyo Electron	2022	Moved to the Prime Market of the Tokyo Stock Exchange
1990	Tokyo Electron Device Ltd. begins selling electronic components (now the EC Business)	2004	Private brand products and design services branded as “inrevium” (now the PB Business)	2017	AVAL NAGASAKI CORPORATION (now TOKYO ELECTRON DEVICE NAGASAKI LTD. “TED Nagasaki”) becomes a consolidated subsidiary	2023	Acquired the wafer inspection business of Nippon Electro-Sensory Devices Corp.
1998	Tokyo Electron’s entire Electronic Components Business is transferred to Tokyo Electron Device Ltd.	2006	Tokyo Electron Device Ltd. takes over Tokyo Electron’s Computer Network Business (now the CN business)	2018	FAST CORPORATION becomes a consolidated subsidiary	2025	Conducted absorption-type merger of FAST CORPORATION
		2010	Listed on the First Section of the Tokyo Stock Exchange				

Message from the President

Enhancing corporate value
by addressing challenges through
our unique value proposition

Takayoshi Miyamoto
President & Representative Director



On Assuming the Position of President

As technologies such as semiconductors and IT become increasingly essential to society and industry, challenges in development, procurement, and operations are becoming increasingly sophisticated and complex. In this environment, we believe that one of the Company's most important roles is to provide greater value by helping customers address the fundamental issues they face. By combining our global supply network, engineering capabilities, and IT solution capabilities, the Company has provided unique value through both its manufacturer functions and technology trading company functions. Working closely with our customers' businesses and development sites, gaining a deep understanding of their challenges, thinking together, and creating solutions together—this approach is the foundation of the Company and our greatest strength.

During the transition to the new management structure, we will make no major changes to our strategic direction. Instead, under the direction set forth in the medium-term management plan VISION 2030, we will steadily enhance each of our businesses. In addition, to improve profitability, an important theme of VISION 2030, the CN Business will seek to expand its business by broadening its customer base while maintaining its current level of profitability. In the EC Business, we will gradually improve profitability through ongoing reviews of our portfolio and service offerings. In the PB Business, we aim to deliver value to a broader range of customers by expanding the scope of our in-house products. Furthermore, by creating synergies among these three businesses and integrating them more closely, we will enhance the profitability of the Group as a whole.

Growth Strategy

The growth strategy under VISION 2030 is based on providing high value-added products and services to growth markets while steadily making investments to achieve sustainable growth. With the advancement of AI and digital transformation (DX), demand is expected to continue growing not only in IT-related fields such as infrastructure, AI, cloud computing, and security, but also in semiconductor-related fields, including semiconductor manufacturing equipment, factory automation, medical equipment, and automotive equipment. In these growth markets, the Company will expand its services, accelerate the

transition to recurring-revenue businesses, and develop solution-based businesses. At the same time, we will continue to acquire new customer commercial rights and expand the scope of our in-house products, thereby providing even greater added value. In addition, as the foundation supporting these initiatives, we will expand our business domains through the acquisition of technical expertise, improve productivity through business process automation and digital transformation (DX), and place a strong emphasis on developing the people who will drive our medium- to long-term growth.



Review of FY2026

In FY2026, the CN Business recorded robust sales of storage-related products and maintenance and monitoring services. As countermeasures against AI-enabled attacks and supply chain attacks came to be recognized as important management issues, demand for security measures increased, driving solid sales of security-related products. As a result, the CN Business achieved higher sales and profits compared with the previous fiscal year. In the EC Business, sales of semiconductor products for automotive applications remained firm due to the acquisition of customer commercial rights. However, sales of semiconductor products for industrial equipment declined as

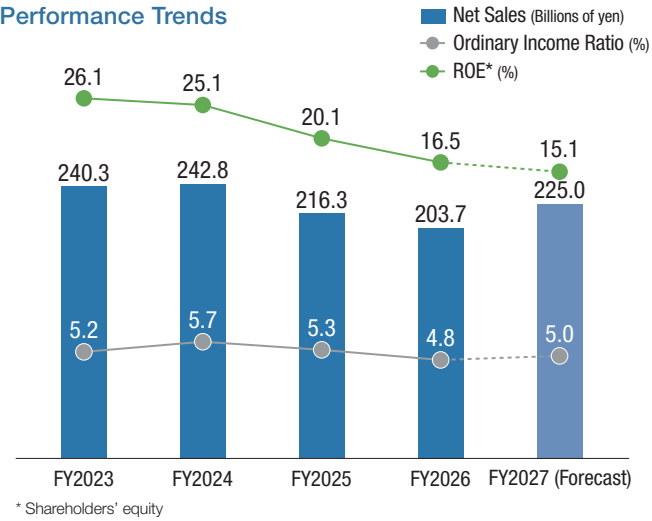
customers continued inventory adjustments. In addition, sales of private brand products were sluggish due to the prolonged adjustment in the wafer market, resulting in lower sales and profits compared with the previous fiscal year.

As a result, for FY2026, the Group posted net sales of ¥203.748 billion (down 5.8% year on year), operating income of ¥10.253 billion (down 17.7% year on year), ordinary income of ¥9.750 billion (down 14.6% year on year), and net income attributable to owners of parent of ¥7.842 billion (down 11.6% year on year).

Forecast for FY2027

Regarding the business environment surrounding the Company, the IT market for the CN Business is expected to remain steady, although IT investment by major customers shows signs of slowing down. In the EC and PB Businesses, inventory levels across the supply chain move toward optimal levels, while the industrial equipment and automotive equipment markets are entering a recovery phase. Overall, against the backdrop of growing demand for AI servers, supply and demand for memory products (DRAM and NAND) are expected to remain tight, and lead times are expected to remain extended not only for electronic devices but also for servers, networking products, and storage products.

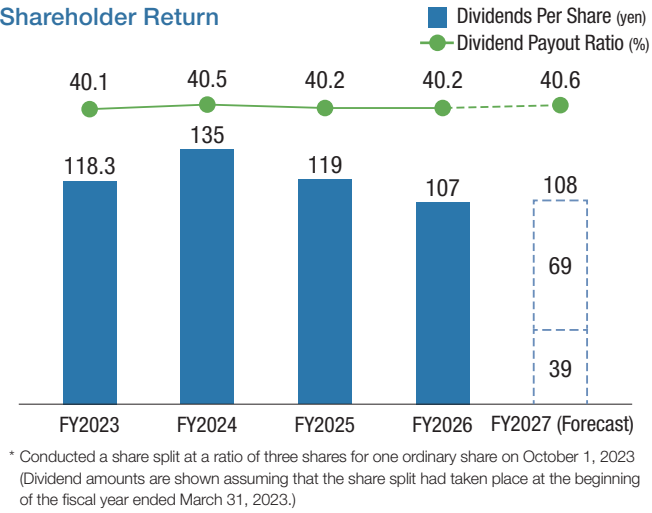
Based on these assumptions, for FY2027, we plan to achieve net sales of ¥225 billion (up 10.4% year on year), ordinary income of ¥11.3 billion (up 15.9% year on year), and net income attributable to owners of parent of ¥7.85 billion (up 0.1% year on year).



Capital Policy

In order to further increase corporate value through sustainable growth in profits, there are three important elements of our capital policy: investment in growth, shareholder returns, and financial soundness.

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 corporate value - Shareholder returns according to financial results (target dividend payout ratio: around 40%)
Financial Soundness	Strengthen financial structure and appropriate financial leverage - Equity ratio: 40% or more - ROE: 20% or more - Maintain appropriate inventory levels



Message to Stakeholders

Through our business activities supporting the growth of markets centered on semiconductors and IT, the Company aims to contribute to the development of society while enhancing corporate value. As the foundation for these efforts, we place a high priority on investment in human capital, focusing on developing diverse talent and creating an environment in which employees can fully demonstrate their capabilities, while improving productivity through the promotion of digital transformation (DX).

With respect to corporate governance, we are working to enhance the objectivity and transparency of management

through the Nomination Committee and the Compensation Committee, under the supervision of the Board of Directors, and these functions also operated effectively during the recent transition to the new management structure. We will continue to strengthen the framework that supports sustainable growth.

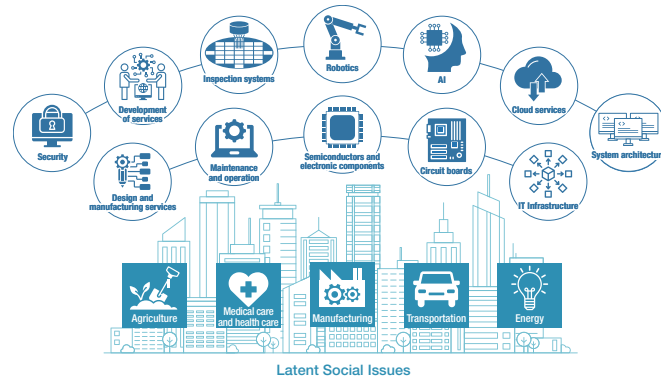
Together with our customers, we will continue to take on new challenges as a technology partner that helps shape the society of the future, while striving to further enhance corporate value. We look forward to the continued support of all our stakeholders in the years to come.

VISION 2030, Medium-Term Management Plan (FY2026–FY2030)

MISSION

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

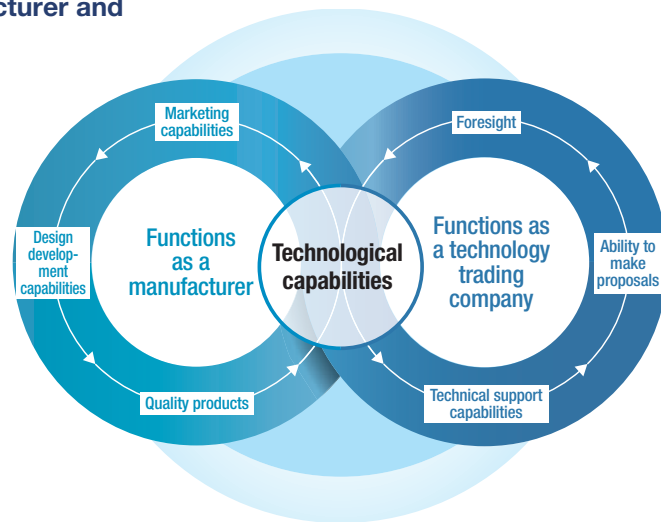
The Group will continue to address continuously emerging social issues from the perspective we have developed as a technology trading company. By providing solutions with value that exceeds the expectations of society (our customers), we will encourage the adoption of cutting-edge technologies and help to create a “super-smart society.”



VISION

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

Numerous issues that involve every market, as exemplified by advances in AI, are expected to arise by 2030. We will need to fully utilize both our “functions as a manufacturer” and our “functions as a technology trading company” more than ever before. In our medium-term management plan, VISION 2030, we have updated our Vision to be “a company that solves latent social issues with the capabilities of a manufacturer and technology trading company” in order to reaffirm to our stakeholders that the Group will pursue solutions to the aforementioned issues based on both our “functions as a manufacturer” and our “functions as a technology trading company.” Our firm commitment to sustainably increasing profitability by enhancing our functions as a manufacturer has not changed.



Companywide Policy

Aim to solve latent social issues (customer issues) with the capabilities 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

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 recurring-revenue service business
- Invest to increase medium- to long-term profit (research and development, human resources recruitment, employee training, etc.)

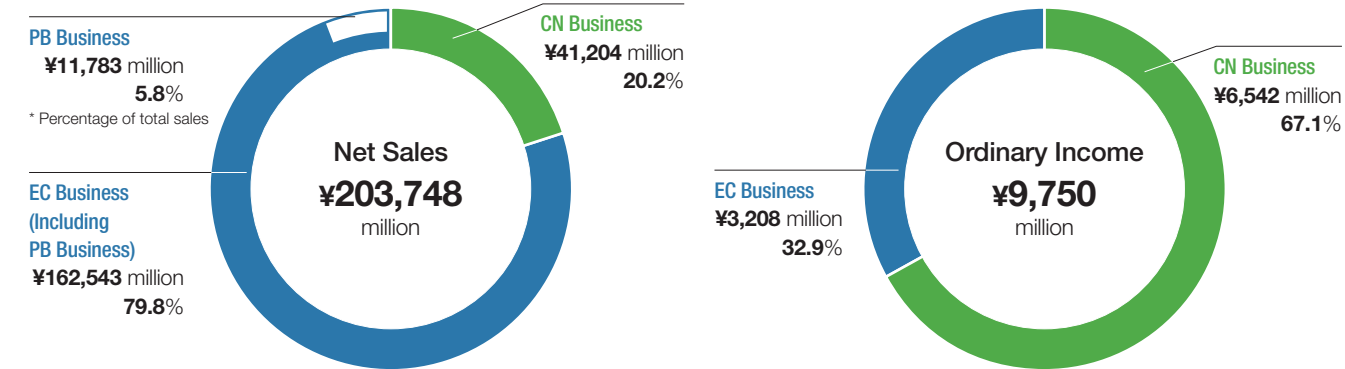
Financial Model Target Management Indicators (for FY2030)

Pursuing sustainable profit growth with profit and revenue growth (profit growth outpacing revenue growth)

Net sales	Ordinary income ratio	Return on equity* (ROE)
¥300-350 billion	≥8%	≥20%
		* Shareholders' equity

Business Strategies

Summary of Business Results for FY2026



Business Overview

VISION 2030
Targets by Business

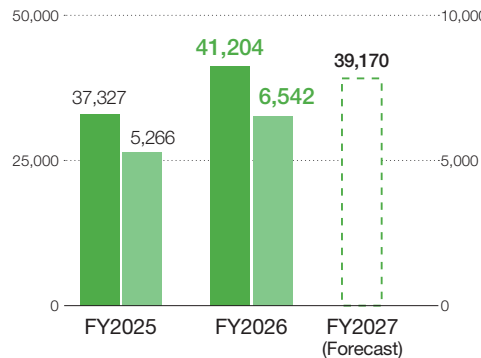
CN Computer Networks Business P. 9	Enhanced recurring-revenue services Our Features • Foreign IT products and security products in highly specialized and promising areas • Product maintenance and security monitoring services • Focus on AI products and technical services Management Policy • Understand customer needs and offer solutions and services that support customer's DX • Support customer's use of digital technology and increase customer satisfaction	Percentage of total sales 15% Ordinary income ratio 12%
EC Electronic Components Business P. 11	Facilitating further advances as a technology trading company Our Features • A lineup of products from about 40 companies, most of which are leading foreign manufacturers • Technical support from professional engineers • Development of systems that utilize semiconductors • Provision of cloud services Management Policy • Focus on growth markets such as industrial equipment, automotive related equipment, cloud services, and the OT security*1 field • Leverage specialized semiconductor knowledge and develop a solutions-based business	Percentage of total sales 75% Ordinary income ratio 7%
PB Private Brand Business P. 13	Enhanced functions as a manufacturer Our Features • Technological coordination between TED and TED Nagasaki • One-stop services for circuit board design, development, and mass production according to customer specifications • Development of systems that utilize image processing technology • Private brand products featuring proprietary technologies Management Policy • Provide products centered on wafer inspection systems globally with measurement and inspection technology at the core • Strengthen circuit board OEM*2 services by leveraging semiconductor-related technology and high-quality development and manufacturing infrastructure	Percentage of total sales 10% Ordinary income ratio 10%

*1. Security for operational technology used in factories and industrial facilities

*2. Original equipment manufacturing: The manufacture of products sold under another company's brand

Net Sales and Segment Income (Millions of yen)

■ Net Sales (Left Scale) ■ Ordinary Income (Right Scale)



Summary of Business Results for FY2026

Market conditions

- Corporate IT investment remains steady, driven by the growing adoption of AI and cloud computing.

Our business

- Strong sales of storage-related products and maintenance and monitoring services
- Demand for security measures increased as countermeasures against AI-enabled attacks and supply chain attacks came to be recognized as important management issues.

Sales by Product Category

		Category	Main suppliers	Function
32%	25%	Network-related products	- Arista Networks - Extreme Networks - F5	Network switches Internet traffic load balancing
13%	17%	Storage-related products	Everpure	High-speed connection and storage of bulk data
16%	17%	Security-related products, etc.	- Netskope - SentinelOne	Protection of computer systems, networks and data from attacks, damage and unauthorized access
39%	41%	Maintenance and monitoring services	TED	Device maintenance services Security monitoring services

FY2025 FY2026

Sales by Field

		Category	Main customers
41%	42%	System integrators	IT service companies in Japan
27%	27%	Enterprises and others	- General companies - Government agencies - Research facilities and educational institutions
10%	17%	Telecommunications carriers	Domestic telecommunications carriers
22%	14%	Data centers and cloud business operators	- Data centers - Internet-related service companies

FY2025 FY2026

* Main suppliers and customers, listed here in alphabetical order, are referred to by commonly used abbreviations or their group names, rather than their full official corporate names.

Message from the CN BU / BUGM

Toshihiko Shibahara Vice President, Computer Networks Business



We aim to stabilize our earnings structure and achieve sustainable growth by shifting toward sales of subscription-based security products and services and expanding our AI-related solutions.

In FY2026, customer IT investment remained steady overall, driven by the growing adoption of AI and cloud computing, leading to increases in both sales and profits. Close collaboration between our sales and engineering teams enabled us to successfully complete large-scale network and storage projects, primarily through the strong technical capabilities of our engineers. In addition, strong sales of security products and maintenance and monitoring services contributed to earnings. In the security field, demand expanded not only for cloud security and next-generation endpoint products provided by Netskope, Wiz, and SentinelOne, but also for secure backup solutions in response to the rise in ransomware attacks.

In addition, we strengthened our customer success capabilities aimed at maximizing customer value while promoting operational efficiency through the use of AI. These efforts improved the quality and responsiveness of customer support in our engineering organization, enhanced customer engagement in our sales activities, and advanced business process automation. These initiatives also contributed to improved profitability.

For FY2027, although customer IT investment is expected to remain steady, we forecast lower sales due to prolonged

hardware lead times and a temporary slowdown in investment by major customers. Extended lead times caused by supply-demand imbalances in semiconductors are expected to continue for networking equipment, storage systems, servers, and other products. To address this situation, we will strengthen our efforts to secure product delivery while placing greater emphasis on businesses that are less dependent on hardware sales, including subscription-centric security products, maintenance and monitoring services, and technical services, thereby stabilizing our earnings structure and improving profitability. In addition, we will further strengthen our ability to provide optimal security solutions, equipment implementation proposals, and support tailored to each customer's needs. We will also reinforce our customer success capabilities to help customers maintain optimal IT operating environments after implementation.

Furthermore, while the adoption of generative AI is progressing as part of customers' IT investments, we expect increasing use of AI agents and edge AI to support business process automation and more advanced decision-making. In response, we will strengthen the development, delivery, and promotion of solutions and services that address challenges related to AI environment visibility, management, and security.

Contributing to a Sustainable Society (Materiality 1) | Latest Solution Case Study

▶ P. 15

Providing Digital Infrastructure and Security to Support AI Utilization

As AI use becomes more advanced, issues such as information fragmentation, AI reliability management, and increasingly sophisticated cyber threats are becoming more apparent. To address these challenges, the Company provides integrated solutions covering everything from data utilization platforms to operations and security.

Through our partnership with Glean, we provide a knowledge platform that integrates information dispersed across corporate emails, documents, and other sources, enabling rapid access to the knowledge users need through AI. In addition, through the observability platform provided by Arize AI, we offer an environment that visualizes AI outputs and behavior, enabling improved accuracy as well as the detection and resolution of issues. Furthermore, with identity security solutions provided by Semperis, we help strengthen protection against attacks targeting Active Directory, a core enterprise system. We also support the establishment of mechanisms to continuously identify vulnerabilities and risks across the entire IT environment and implement appropriate countermeasures.

By providing these solutions in an integrated manner,

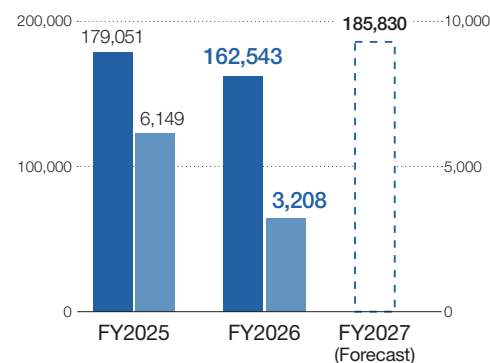
the Company both promotes the use of AI and advances the digital infrastructure required for its safe and sustainable operation, thereby contributing to the development of a digital society and the realization of a sustainable society.

For more information, please visit the press release page on our website. [Japanese only]

→ Tokyo Electron Device Signs Distribution Agreement with U.S.-based Glean and Launches Sales of an Integrated Enterprise AI Knowledge Platform in Japan—Enabling Fast and Secure Adoption and Utilization of Generative AI in Enterprises
https://www.teldevice.co.jp/pro_info/2025/press_250918.php

→ Tokyo Electron Device Becomes the First Partner in Japan to Offer the AI Observability Platform from U.S.-based Arize AI—Enhancing the Safety of Generative AI and Improving Operational Efficiency
https://www.teldevice.co.jp/pro_info/2025/press_250827.php

→ Tokyo Electron Device Becomes the First Partner in Japan to Offer Semperis' ITDR Solution for Detecting, Preventing, and Recovering from Threats Targeting Active Directory (AD)
https://www.teldevice.co.jp/pro_info/2025/press_250925.php

Net Sales and Segment Income (Millions of yen)
■ Net Sales (Left Scale) ■ Ordinary Income (Right Scale)

Sales by Product Category

	Category	Main suppliers	Function
21%	Analog ICs	• ams OSRAM • NXP Semiconductors • Texas Instruments	ICs that perform amplification, oscillation, or other processing of analog signals
22%	Microprocessors	• Infineon Technologies • Intel • NXP Semiconductors • Texas Instruments	ICs with arithmetic and control functions that serve as the brains of electronic devices
23%	Logic ICs	• ams OSRAM • Infineon Technologies • Lattice Semiconductor • NXP Semiconductors • Texas Instruments	ICs that process digital signals / Special-purpose ICs made for particular applications / Custom ICs, etc.
6%	Memory ICs	• Everspin • Infineon Technologies	Memory ICs
14%	Boards and electronic components, etc.	• ams OSRAM • Hagiwara Solutions • Intel • NXP Semiconductors • Ricoh PFU Computing • Sandisk	Products comprising printed circuit boards populated with ICs, power supplies, connectors, and other components
6%	Software and services	• Dell Technologies • Microsoft • Trellix • TXOne Networks	Software embedded in industrial equipment for enterprises / Cloud services
8%	PB	• TED • TED Nagasaki	Design, development, and mass production of circuit boards according to customer specifications / Devices for the manufacturing industry

FY2025 FY2026

Sales by Application

	Category	Main applications	Main customers
39%	Industrial equipment	Medical equipment / Analyzing equipment / Semiconductor production equipment / FA equipment / Industrial robots / Fabricating equipment / Measuring equipment / Control systems / Energy storage systems for data centers / Electrical component mounting equipment / Inverters	Canon / Hitachi / Mitsubishi Electric / Panasonic / Tokyo Electron / YASKAWA Electric / Yokogawa Electric
39%	Automotive equipment	Automobile instruments / Car navigation systems / Advanced Driving Assistant systems / Display audio / Automobile electronic control units (ECUs) / Lithium ion batteries / Automobile inverters	ALPS ALPINE / Astemo / JVC KENWOOD / Mitsubishi Electric / Nidec / NIPPON SEIKI / Panasonic
11%	Computers and peripherals	Multifunctional printers / POS systems / Storage / Servers / Projectors / PCs and peripheral devices	Canon / FUJIFILM / Hitachi / Sharp / TOSHIBA
5%	Communications equipment	Mobile networks / Network modules / Optical transmission equipment / Satellite communications equipment / Wireless IP network equipment	FUJITSU / JVC KENWOOD / Nisshinbo / Oki Electric Industry
4%	Consumer appliances and electronics	Electronic musical instruments / Home gaming consoles / Air conditioners / Digital cameras / Residential fuel cells	Mitsubishi Electric / Panasonic / Yamaha

FY2025 FY2026

* Main suppliers and customers, listed here in alphabetical order, are referred to by commonly used abbreviations or their group names, rather than their full official corporate names.

Message from the EC BU / BUGM

Masami Hasegawa

Corporate Officer, Senior Executive Vice President, Director,
Electronic Components Business

By shifting from supplying components to providing high-value-added system products, we aim to establish an earnings structure that is less susceptible to changes in the external environment.

In FY2026, we recorded lower sales and profits due to prolonged inventory adjustments throughout the supply chain. Although the recovery came somewhat later than initially anticipated, our performance remained within our initial forecast. Under these circumstances, orders began to recover from the third quarter and increased significantly in the fourth quarter. This was attributable not only to progress in inventory normalization driven by a recovery in actual demand, but also to an increase in advance orders resulting from extended semiconductor lead times amid growing AI-related demand. Demand was driven primarily by investment related to semiconductor manufacturing, leading to increased orders for semiconductor manufacturing equipment, factory automation (FA) equipment for production lines, chip mounters, and related applications.

For FY2027, we expect sales to increase for the first time in three years, reflecting the continued recovery in orders seen in the second half of the previous fiscal year. Inventory levels across the supply chain are expected to continue normalizing, and markets—particularly for industrial equipment and automotive equipment—are expected to move further into a recovery phase, with conditions improving compared

with the past few years. However, in addition to supply constraints resulting from prolonged semiconductor lead times, uncertainties remain regarding the future, including the possibility that investment driven by geopolitical risk responses, such as investment in AI data centers and semiconductor manufacturing facilities, could run its course. We also recognize that the recent increase in advance orders is susceptible to changes in market conditions.

In this business environment, which is highly susceptible to changes in external conditions, strengthening our earnings structure is a key priority. To improve profitability, we will strengthen the provision of in-house system products, including circuit boards and units. By doing so, we will move beyond simply supplying components to providing high-value-added system products tailored to customers' functional requirements, while also strengthening relationships with suppliers and supporting stable business operations. In particular, we will expand the supply of system products in our core areas of expertise, including industrial equipment such as semiconductor manufacturing and inspection equipment, as well as automotive equipment, while further strengthening our organizational capabilities.

Contributing to a Sustainable Society (Materiality 1) | Latest Solution Case Study ▶ P. 15

Contributing to Sustainable Agriculture Through Data and Technology

In the agricultural sector, ensuring stable crop yields and product quality has become a critical challenge due to the impacts of climate change, the aging of producers, and labor shortages. The agricultural AI/IoT solution “e-kakashi,” in which the Company is involved, is a service developed and provided by Green Inc. The Company supports the service infrastructure by providing portable IoT gateways and technical support. These gateways reliably collect and transmit environmental data, such as temperature, humidity, and solar radiation, from sensors installed in fields. Cloud-based analysis of these data enables data-driven decision-making for cultivation management that has traditionally relied on experience and intuition.

Furthermore, the use of accumulated data enables the identification of optimal cultivation conditions and improves operational efficiency, helping to achieve both labor savings and high-quality production. In March 2026, the solution was introduced in Minamitane Town, Kagoshima Prefecture, where it has contributed to addressing challenges facing local agriculture, including improving crop yields and quality and mitigating labor shortages. Through these agricultural AI/IoT solutions, the Company will continue to contribute to the realization of sustainable agriculture.



Field where e-kakashi has been deployed



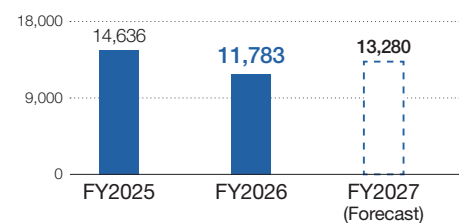
Portable IoT Gateway

For more information, please visit the press release page on our website. [Japanese only]

→ Supporting IoT Agriculture in Minamitane Town, Kagoshima Prefecture—Deployment of the “e-kakashi” Agricultural AI/IoT Solution Doubles Crop Yields
https://www.teldevice.co.jp/pro_info/2025/press_260303.php

Net Sales (Millions of yen)

■ Net Sales



Summary of Business Results for FY2026

Our business

- Sales for industrial equipment applications remained sluggish, and sales of design and manufacturing services declined.
- Sales of wafer inspection systems declined due to the prolonged adjustment in the wafer market.
- TED Nagasaki recorded higher sales to major customers, while overall sales were flat year on year.

Private Brand Products

TED

We provide manufacturing systems that help address challenges at production sites by enabling automation, labor savings, and improved quality. Under our private brand, we develop semiconductor wafer inspection systems, equipment monitoring systems, image processing systems, and other products in-house, supporting higher productivity at manufacturing sites and the digital transformation (DX) of factories.



Silicon wafer inspection systems



Equipment monitoring systems



Compound semiconductor wafer inspection systems



Image processing systems

TED Nagasaki

We provide monitoring solutions that support remote monitoring of IT infrastructure, security measures, and improved operational efficiency for data centers, as well as intelligent power supplies required for next-generation energy systems.



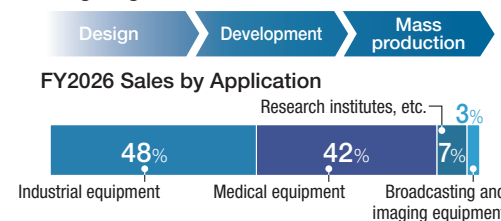
Rack monitoring system



Distributed energy systems

Design and Manufacturing Services

We provide integrated services covering the entire process, from planning specifications for circuit boards and systems tailored to customer needs through design, development, and manufacturing. Manufacturing is primarily carried out by TED Nagasaki, which operates high-quality PCB assembly lines capable of supporting high-mix, low-volume production. Through collaboration with the EC Business, we are advancing the development of high-value-added system-level products utilizing leading-edge semiconductors.



Close-up

Initiatives to Strengthen the Measurement and Inspection Systems Business

As AI continues to advance, semiconductor manufacturing processes are evolving toward greater miniaturization, higher integration, and the adoption of new materials. As a result, requirements for yield management, inspection accuracy, and inspection speed are becoming increasingly stringent.

At the core of our business is in-line inspection for mass production processes. Performing 100% inspection on mass production lines requires both highly accurate detection and high-speed processing, and we have been developing technologies to achieve both. By integrating our proprietary optical and image processing technologies, we can detect minute defects with high accuracy and speed, while also contributing to the automation of processes that have traditionally relied on visual inspection.

Based on these core technologies, we currently offer inspection systems for silicon wafers and compound semiconductor wafers, while continuing development to support new inspection targets and inspection items.

Going forward, in addition to inspection technologies, we will advance the development of measurement technologies to support more sophisticated quality control. We also plan to expand our business beyond wafer manufacturing processes into device and package manufacturing processes.

Message from the PB BU / BUGM

Mitsutaka Kamimoto

Corporate Officer, Senior Vice President,
Private Brand Business

As advances in AI drive greater sophistication in semiconductor manufacturing processes, we will strengthen R&D for measurement and inspection systems to firmly capture emerging demand and drive the next stage of growth.

In FY2026, we recorded lower sales and profits due to prolonged customer inventory adjustments and restrained capital investment by wafer manufacturers. In our design and manufacturing services, demand recovered more slowly than initially expected because customers required more time to reduce inventory levels. Nevertheless, our performance remained within the range of our initial forecast. Under these circumstances, orders began to recover from the fourth quarter onward, with demand expanding particularly for semiconductor manufacturing equipment-related applications. As part of our initiatives, we strengthened our R&D organization for wafer inspection systems by integrating the personnel and technologies of FAST CORPORATION, which was absorbed into the Company in January 2025. In addition, for our design and manufacturing services, we utilized model-based development to establish a more efficient and advanced development process that draws upon our design capabilities, thereby enhancing the added value of our services.

For FY2027, we expect higher sales as customers make progress in optimizing their inventory levels amid rising

demand, particularly for semiconductor manufacturing equipment-related applications. At the same time, we will continue to closely monitor semiconductor supply conditions. We will also pay close attention to investment trends associated with future changes in wafer demand.

As advances in AI drive greater miniaturization and integration in semiconductor manufacturing processes, industry-wide requirements for inspection accuracy, material characterization, and yield management are becoming increasingly stringent. As the transition to new manufacturing technologies progresses, demand for related measurement and inspection solutions is expected to arise at the same time, making timely product development increasingly important. Responding to this emerging demand will be critical to our future growth. Accordingly, we are further strengthening our R&D activities by developing not only inspection systems but also measurement systems. In our design and manufacturing services, we will continue to optimize manufacturing processes and consistently improve productivity and quality across the entire process from development to mass production.

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Development of a Data Processing Platform Supporting Cutting-Edge Research

In collaboration with RIKEN, the Company has developed a data processing board for CITIUS, a next-generation X-ray imaging detector used at the large-scale synchrotron radiation facility SPring-8. Through this development, we are supporting cutting-edge scientific research. SPring-8 is a research facility that uses powerful X-rays generated by a large-scale particle accelerator to observe the internal structure of materials and the behavior of atoms and molecules at the nanometer scale. Its research contributes directly to improving quality of life through advances in new materials development, pharmaceutical research, and innovations in the environmental and energy fields.

At the same time, as detectors become faster and more precise, the volume of data generated by experiments has increased rapidly, creating challenges in storing and analyzing these data using conventional methods. To address these challenges, the Company leveraged its extensive expertise in FPGA design and high-speed data processing to develop a data processing platform capable of preprocessing and compressing acquired data in real time. This enables not only efficient use of massive volumes of data but also near real-time analysis, allowing researchers to optimize measurement conditions while reviewing results during experiments.

The Company's technology serves as an important

foundation that accelerates researchers' cycles of trial and error, improves research and development efficiency, and supports the creation of new scientific insights. Through these initiatives, the Company will continue to advance the utilization of data in cutting-edge scientific fields and contribute to technological innovation that helps solve social issues and realize a sustainable future.



For more information, please visit the press release page on our website. [Japanese only]

→ Tokyo Electron Device Develops an FPGA Data Processing Board for the Next-generation X-ray Imaging Detector "CITIUS" at RIKEN SPring-8—Compressing Experimental Data to Approximately 1/8,600 of Its Original Size and Enabling an FPGA Data Processing Platform That Allows Results to Be Confirmed During Measurement
https://www.teldevice.co.jp/pro_info/2026/press_260408.php

Strengthening the Management Foundation

Three Material Issues

1. Contributing to a sustainable society by drawing on the resources the Company has amassed [▶P. 10](#) [▶P. 12](#) [▶P. 14](#)

2. Creating working conditions and a personnel system based on respect for fundamental human rights

The Group's basic policy is to develop globally minded talent who can respond to customer needs, based on the belief that employee growth leads to individual motivation and a sense of accomplishment. We respect employees' voluntary learning and foster an environment in which everyone can maximize their capabilities by further developing their strengths and expertise. In terms of human resource development, in addition to systematic training programs organized by employee level and training purpose, we promote the development of next-generation leaders through TED University. In recruitment, we hire a certain number of new graduates each year and also recruit mid-career professionals to replenish our workforce and support business expansion, thereby strengthening our human resources. We also respect diversity and have established flexible programs, including childcare and family caregiving support and telework, to create an environment in which everyone can continue working with peace of mind. Furthermore, through compliance education, mental health support, and initiatives to reduce working hours, we are strengthening our human capital to support sustainable growth.

Results and Targets for Human Capital and Diversity (Tokyo Electron Device Limited)

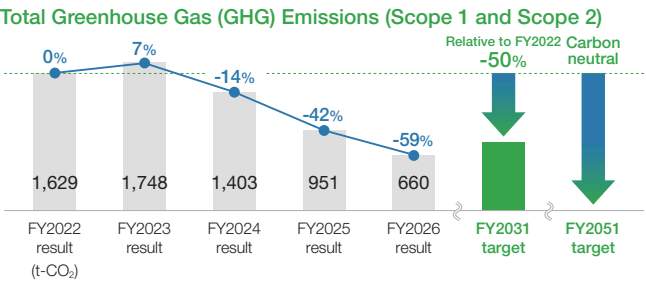
Metric	FY2025 result	FY2026 result	FY2030 target
Rate of management positions held by women	12.0%	12.7%	15.0%
Attrition rate	1.9%	2.5%	3.0% or lower
Refreshment leave usage*1	87.6%	90.1%	80.0% or higher
Paid time off usage	66.7%	64.3%	70.0% or higher
Rate of employees undergoing annual health checkups	100.0%	100.0%	100.0%
Rate of employees undergoing stress checks	95.2%	94.2%	100.0%
Employee satisfaction with human resource development*2	67.4%	66.8%	75.0% or higher

*1. Refreshment leave is a system of special leave that enables employees to take longer, consecutive periods of leave, according to their years of service with the Company.

*2. The figures are based on the results of our own survey of regular and contract employees, and are calculated based on the percentage of affirmative responses to questions related to human resource development.

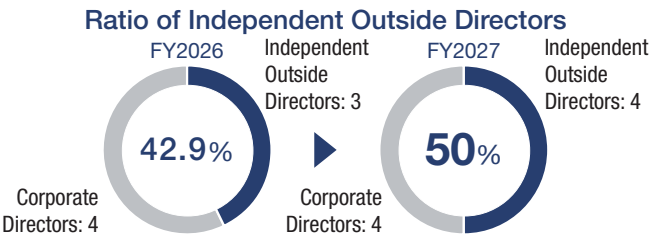
3. Reducing our environmental impact to maintain a sustainable relationship between society and the Company

The Group recognizes climate change as a key management issue and manages greenhouse gas emissions as a key performance indicator. To achieve carbon neutrality by FY2051, we have set a target of reducing Scope 1 and Scope 2 greenhouse gas emissions from our domestic consolidated Group by 50% from the FY2022 level by FY2031. As a result of transitioning to effectively renewable energy at our business sites, we achieved our FY2031 target ahead of schedule in FY2026. We will continue to monitor our emissions on an ongoing basis while pursuing further reductions.



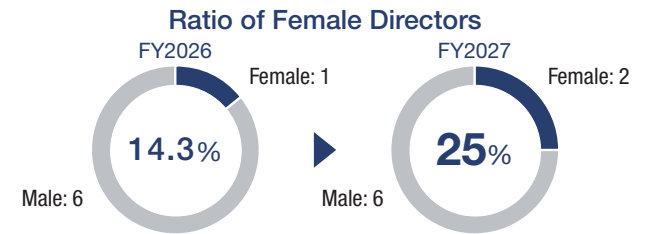
Strengthening Corporate Governance

In addition to its Audit & Supervisory Board structure, the Company has established the Nomination Committee and the Compensation Committee to enhance the objectivity and transparency of management. The Nomination Committee deliberates on and recommends candidates for CEO, directors, and other key positions, while the Compensation Committee deliberates on the executive compensation system. In both committees, independent outside directors constitute the majority of members. As shown on the right, the committees continuously deliberate on a wide range of agenda items. The results of their deliberations are submitted to the Board of Directors and are appropriately reflected in the Board's decision-making and oversight of important matters. We will continue to ensure the transparency and soundness of management while working to further strengthen corporate governance.



Major Agenda Items in FY2026

- Deliberation on the executive compensation system based on VISION 2030 (Board of Directors)
- Deliberation on the future organizational governance structure (Board of Directors)
- Review of candidates for directors, CEO, and independent officers (Nomination Committee)
- Discussion on the succession planning program (Nomination Committee)
- Discussion on the compensation framework for Corporate Officers (Compensation Committee)
- Review of monthly fixed compensation (Compensation Committee)



Messages from Outside Directors

We will supervise and support management so that it can boldly take on challenges toward medium- to long-term growth.

Hiromi Onitsuka-Baur
Independent Outside Director
Chairperson of the Compensation Committee
Member of the Nomination Committee



The compensation of the Company's Directors emphasizes close linkage with the enhancement of corporate value over the medium to long term, as well as on maintaining competitive compensation levels that enable the Company to secure outstanding management talent. The Compensation Committee strives to ensure the appropriateness of compensation in a transparent and fair manner. For FY2026, we decided to revise the compensation system for Corporate Officers in order to further strengthen their commitment to enhancing corporate value. At the Nomination Committee, we held repeated discussions regarding the next CEO and the diversity of Director skills, which led to the appointment of a new President and an increase in the number of Outside Directors. We believe these initiatives will enhance the sustainability and effectiveness of the Board of Directors and further strengthen corporate governance. In recent years, the business environment surrounding management has become increasingly uncertain, and the situation remains highly unpredictable. Representing the interests of all stakeholders, I will supervise management and support its growth so that it can boldly take on challenges toward medium- to long-term growth without being excessively risk-averse.

We will work toward realizing VISION 2030 by building on our strengths at the operational level in optimizing the supply chain.

Seiji Osaka
Independent Outside Director
Member of the Nomination Committee
Member of the Compensation Committee



As AI, computing, and communications technologies continue to evolve rapidly, the Company plays an important role in optimizing the supply chain for semiconductors and related technologies, thereby helping Japanese industry maintain and strengthen its international competitiveness. In my previous position, I was involved in a globally operated electronic components business, where the most significant management challenge was fostering the organizational capability to respond promptly to changes in semiconductor demand and technological trends. This organizational capability is the fundamental source of the Company's corporate value. The objective of VISION 2030 is to further enhance corporate value by building on the strong operational capabilities that effectively connect suppliers with users. We will work together as one, on both the supervisory and execution sides, to advance key initiatives, including establishing an optimal management and execution framework, fostering core competencies and promoting growth strategies, and strengthening governance and risk management.

* Information on each committee is as of June 16, 2026.

We will contribute to enhancing corporate value by strengthening the governance framework and deepening dialogue.

Kei Nishida
Independent Outside Director
Chairperson of the Nomination Committee
Member of the Compensation Committee



Following the appointment of Mr. Miyamoto as the new President in April 2026, shareholders approved a new Board of Directors structure at the General Meeting of Shareholders, increasing the number of Outside Directors from three to four. This new structure is the result of several years of efforts by the Nomination Committee, including evaluating the succession development framework, exchanging views with the CEO, considering the appropriate composition of the Board of Directors, and conducting extensive discussions on the selection of candidates for Outside Directors. Under the new structure, we will place even greater emphasis not only on dialogue with Executive Directors and Corporate Officers, but also on discussions among Outside Directors regarding management issues.

Going forward, I will continue to leverage the experience I have gained in manufacturing management and business integration to support the Company's sustainable growth and, as a member of the Board of Directors in its monitoring role overseeing the execution of VISION 2030, contribute to enhancing the Company's corporate value.

We will connect constructive dialogue with the capital markets to the enhancement of corporate value.

Makiko Hamabe
Independent Outside Director

Newly appointed



After learning the fundamentals of finance at foreign financial institutions and other organizations, I was involved in dialogue with the capital markets for many years as the person responsible for IR at an operating company, and I came to realize that constructive dialogue with the capital markets contributes significantly to the growth and transformation of listed companies. Leveraging that knowledge, in recent years I have worked to enhance corporate value as an Outside Director and Outside Audit & Supervisory Board Member. The Company has strong competitiveness in the fields of semiconductors and IT solutions and is steadily promoting growth strategies toward the realization of VISION 2030. The capital markets evaluate not only past performance, but also future growth potential, cash flow generation capabilities, and the feasibility of achieving them. I will deepen discussions from perspectives such as whether strategies and investments are leading to future growth potential and transformation, and whether constructive dialogue with the capital markets is being utilized to enhance corporate value, thereby contributing to the Company's sustainable growth and enhancement of corporate value.

Consolidated Performance Highlights

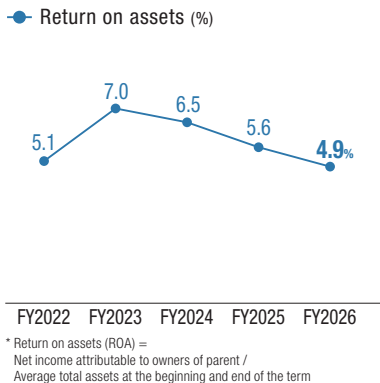
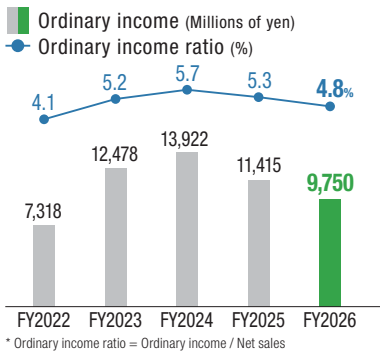
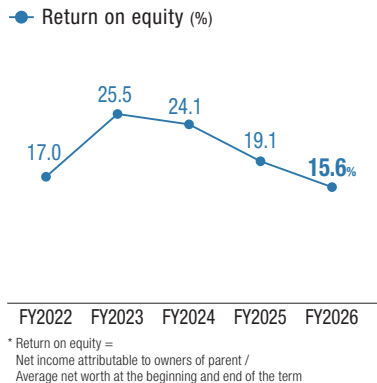
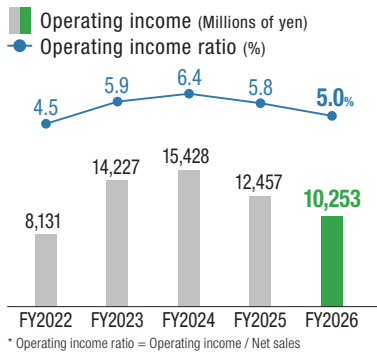
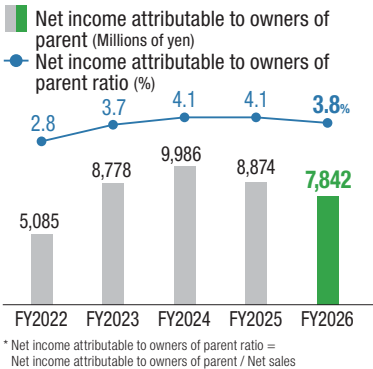
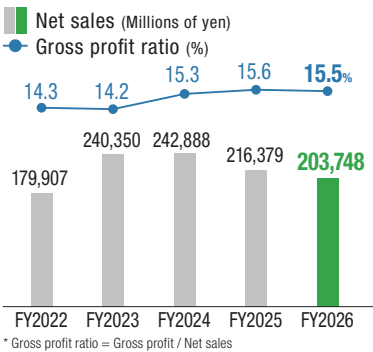
Financial Highlights (Millions of yen)

Income	FY2022	FY2023	FY2024	FY2025	FY2026
Net sales	179,907	240,350	242,888	216,379	203,748
Gross profit	25,638	34,243	37,168	33,732	31,541
Gross profit ratio	14.3%	14.2%	15.3%	15.6%	15.5%
Selling, general and administrative expenses	17,506	20,016	21,739	21,274	21,288
Operating income	8,131	14,227	15,428	12,457	10,253
Operating income ratio	4.5%	5.9%	6.4%	5.8%	5.0%
Ordinary income	7,318	12,478	13,922	11,415	9,750
Ordinary income ratio	4.1%	5.2%	5.7%	5.3%	4.8%
Net income before income taxes	7,910	12,469	13,887	11,408	10,883
Net income attributable to owners of parent	5,085	8,778	9,986	8,874	7,842

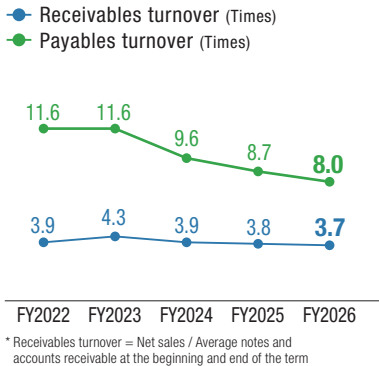
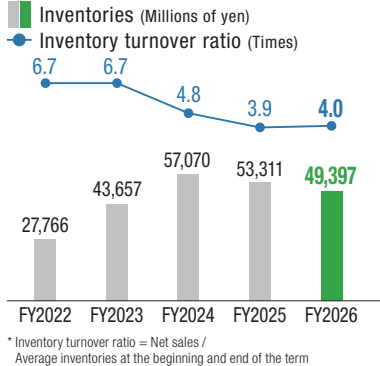
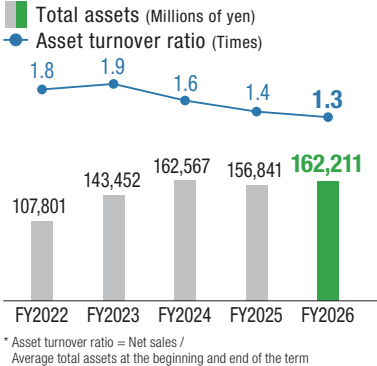
Financial Position	FY2022	FY2023	FY2024	FY2025	FY2026
Current assets	98,895	134,309	151,336	144,186	150,337
Non-current assets	8,906	9,143	11,231	12,655	11,874
Total assets	107,801	143,452	162,567	156,841	162,211
Current liabilities	56,622	70,595	89,035	74,605	85,000
Non-current liabilities	19,160	33,859	27,341	33,232	23,454
Total liabilities	75,783	104,455	116,377	107,837	108,455
Net assets	32,018	38,997	46,190	49,004	53,756
Total liabilities and net assets	107,801	143,452	162,567	156,841	162,211

Cash Flows	FY2022	FY2023	FY2024	FY2025	FY2026
Cash flows from operating activities	△891	△12,185	301	18,915	15,684
Cash flows from investing activities	△155	△199	△2,695	△2,068	1,200
Cash flows from financing activities	606	13,746	2,529	△15,251	△17,848
Cash and cash equivalents at end of period	5,028	6,442	6,757	8,384	7,622

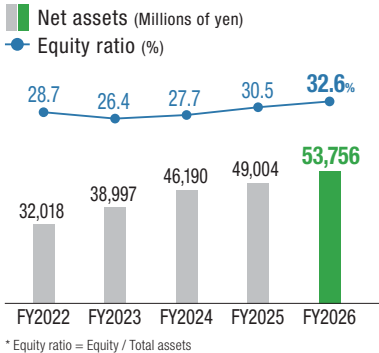
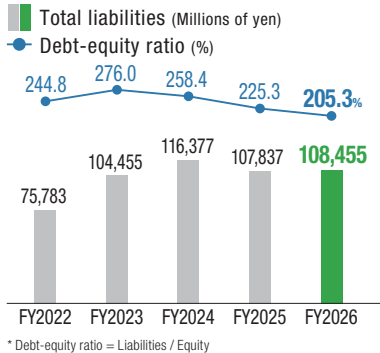
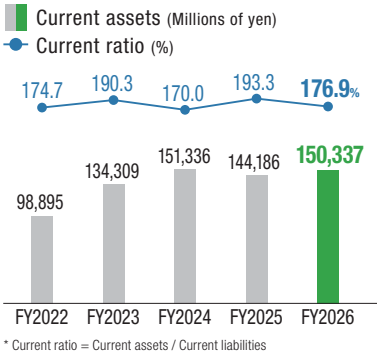
Profitability



Efficiency



Soundness



Per Share Data and Others

