

Presentation Materials for the Interim Financial Results Briefing for the Year Ending March 2027

Presentation Materials Posted: October 28, 2026

Financial Results Briefing: October 29, 2026



TOKYO ELECTRON DEVICE LIMITED

- Interim Financial Results for the Year Ending March 2027
- Financial Forecast for the Year Ending March 2027

Presenter: Takayoshi Miyamoto, President and Representative Director

Interim Financial Results for the Year Ending March 2027

Summary of Financial Results: Comparison with Prior Year

Increase in sales and income

Net sales:	30.9% Increase
Ordinary income:	100.5% Increase
Net income (*1) :	93.7% Increase

Achievement rate to previous forecast (*2)

Net sales:	104.1%
Ordinary income:	115.1%
Net income (*1) :	114.9%

(Millions of yen)

	H1 FY2026	H1 FY2027	Change	FY2027 (Previous Forecast)	
				H1	Full-Year
Net sales	96,244	125,958	29,713	121,000	240,000
Cost of sales	82,398	107,089	24,690		
Gross profit	13,845	18,868	5,023		
Selling, general & administrative expenses	10,283	11,247	964		
Operating income	3,561	7,621	4,059		
Non-operating income	286	170	(115)		
Non-operating expenses	180	437	256		
Ordinary income	3,667	7,354	3,687	6,390	13,600
<i>profit margin</i>	3.8%	5.8%		5.3%	5.7%
Net income(*1)	2,580	4,998	2,418	4,350	9,400
<i>profit margin</i>	2.7%	4.0%		3.6%	3.9%

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

*2 Announced on July 29, 2026

Sales and Income by Segment

- CN Business: Sales and income increased, driven by solid customer IT investment.
- EC Business: Sales and income increased, driven by increased semiconductor demand, price increases, and the weaker yen.

(Millions of yen)

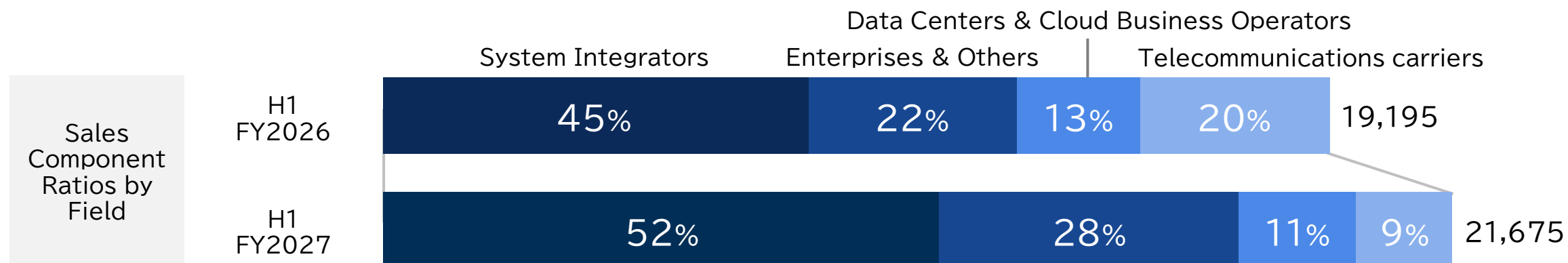
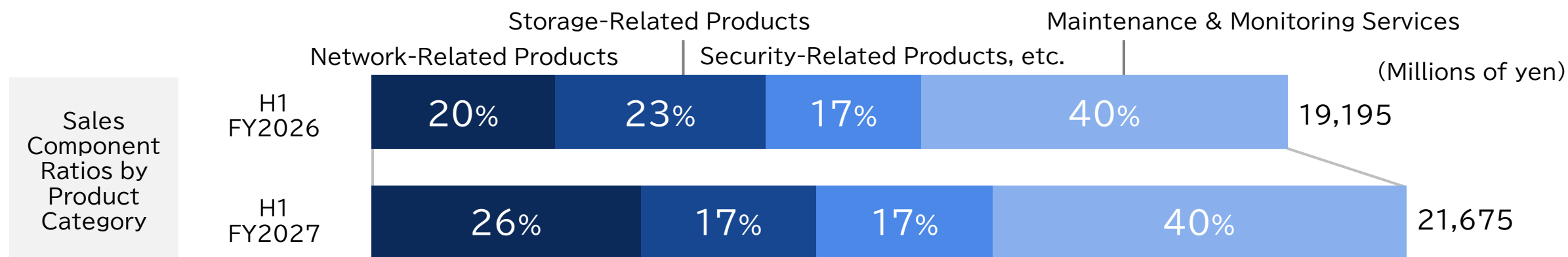
	H1 FY2026		H1 FY2027			
	Net Sales	Segment Income <i>profit margin</i>	Net Sales	Change	Segment Income <i>profit margin</i>	Change
CN Business Computer Networks	19,195	2,608 13.6%	21,675	2,480	2,891 13.3%	282
EC Business Electronic Components	77,048	1,058 1.4%	104,282	27,233	4,462 4.3%	3,404
Total	96,244	3,667 3.8%	125,958	29,713	7,354 5.8%	3,687

* Segment income is ordinary income

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

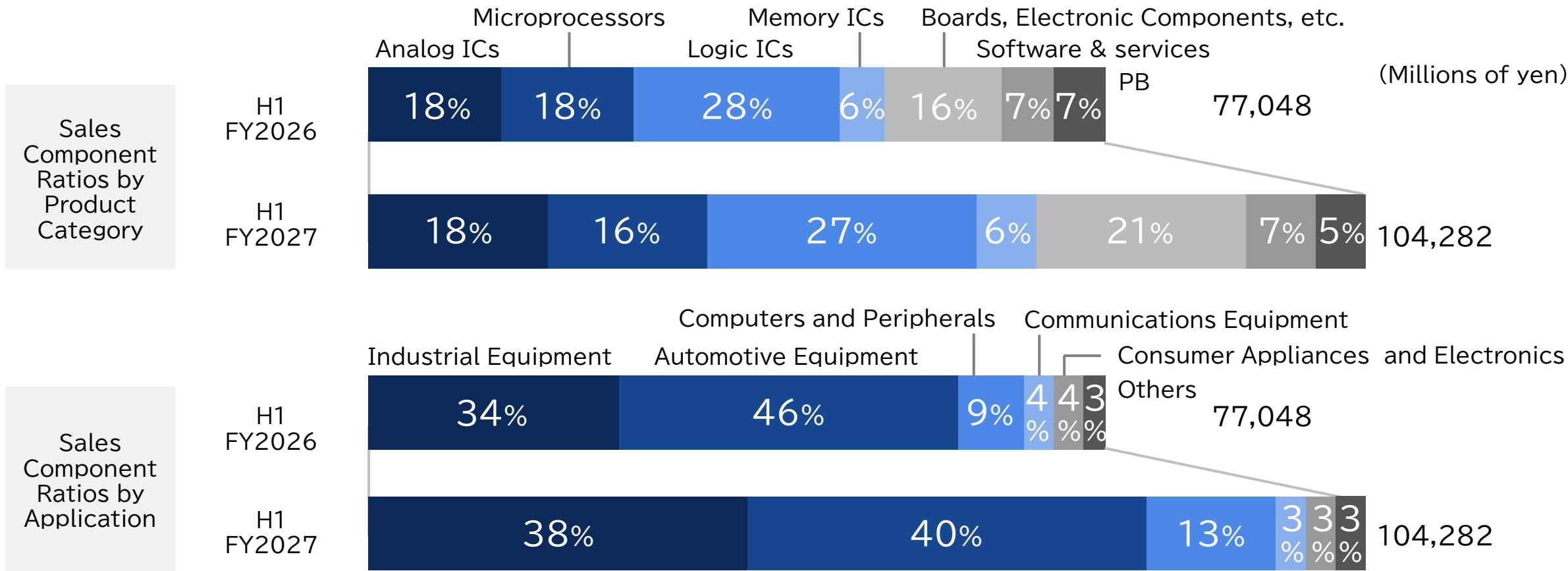
Segment Information: CN Business

- Network-Related Products: Sales to system integrators and enterprises were strong.
- Storage-Related Products: Sales to telecommunications carriers decreased.
- Security-Related Products, etc.: Sales to system integrators and enterprises were steady.
- Maintenance & Monitoring Services: Sales remained strong.



Segment Information: EC Business

- Industrial equipment: Sales increased mainly in boards and electronic components for semiconductor manufacturing-related applications, as well as in analog ICs and logic ICs.
- Automotive equipment: Sales of logic ICs and analog ICs increased due to rising demand.
- Computers and peripherals: Sales of boards, electronic components, etc. increased due to rising storage device prices.



PB Business: Net Sales

- Design and manufacturing service: Sales for industrial equipment increased particularly in semiconductor manufacturing-related applications.
- Wafer inspection system business: Sales decreased YoY, as many projects are scheduled for revenue recognition in H2.

	H1 FY2026	H1 FY2027	Change	Rate of Change
PB Business net sales	5,639	5,497	(142)	(2.5%)
Net sales ratio (※)	5.9%	4.4%		

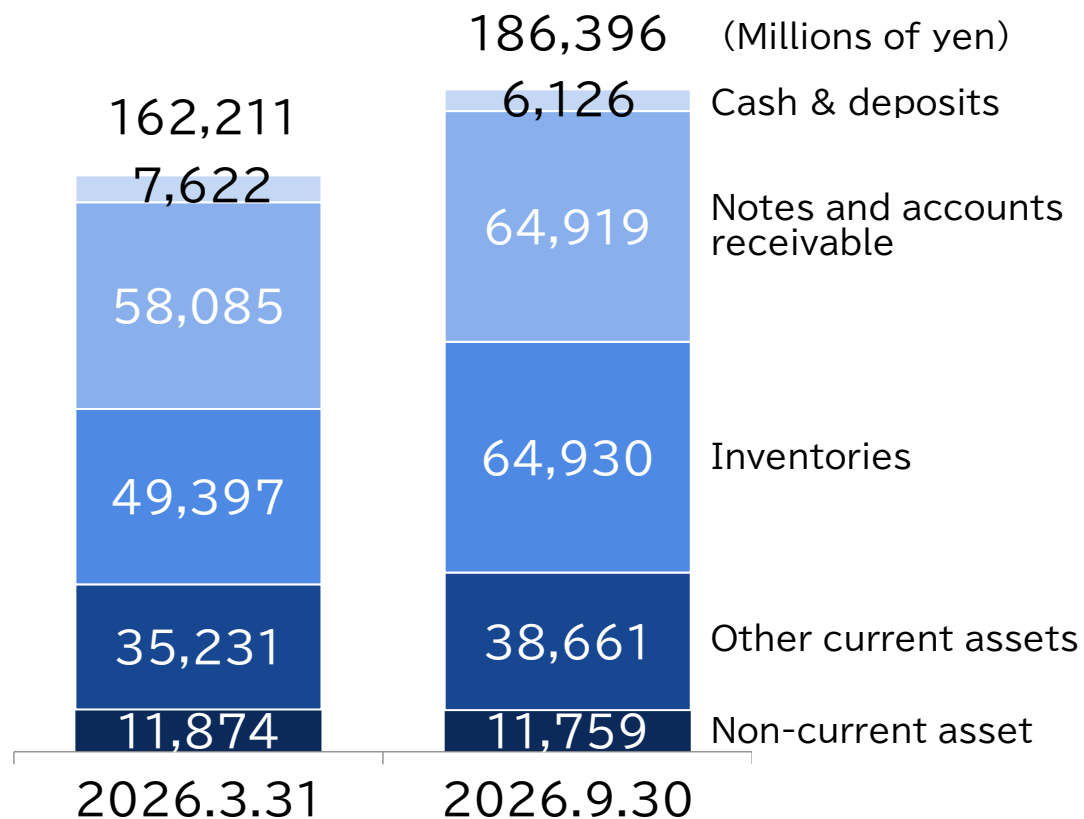
(Millions of yen)

* The net sales ratio is the ratio to total company sales.

Balance Sheet

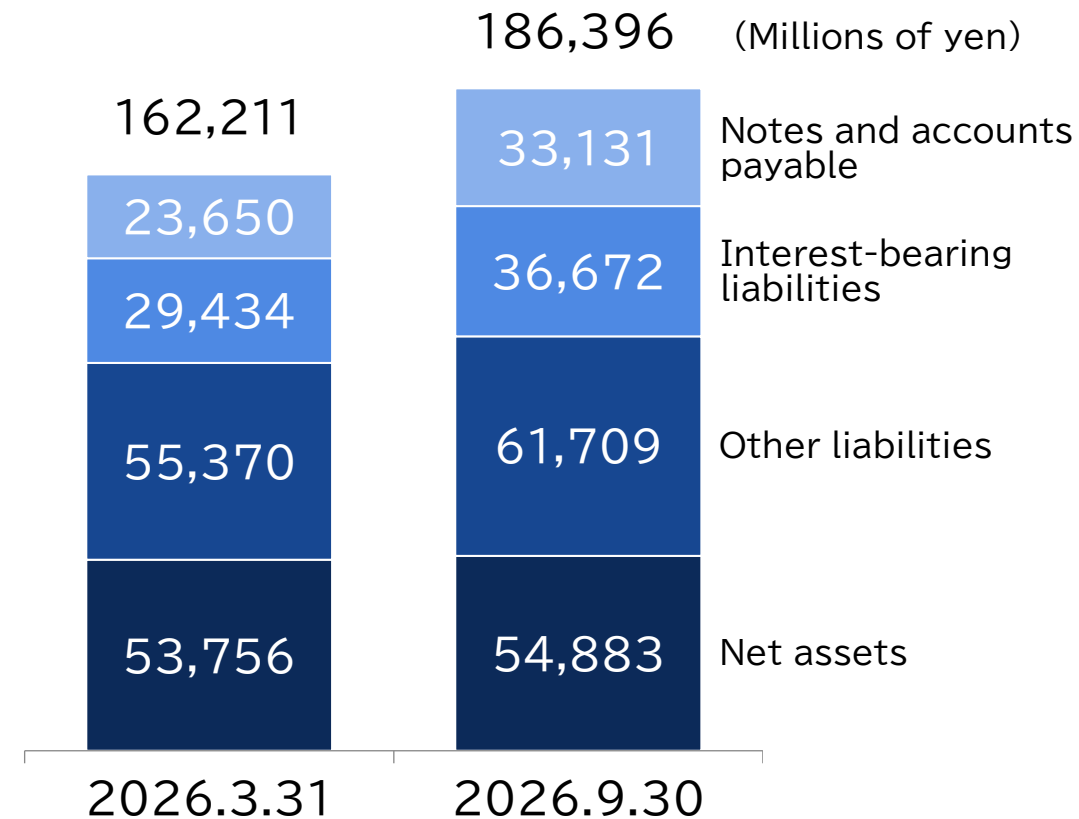
Assets

- Notes and accounts receivable increased due to higher sales.
- Inventories increased due to higher purchases in preparation for sales growth.



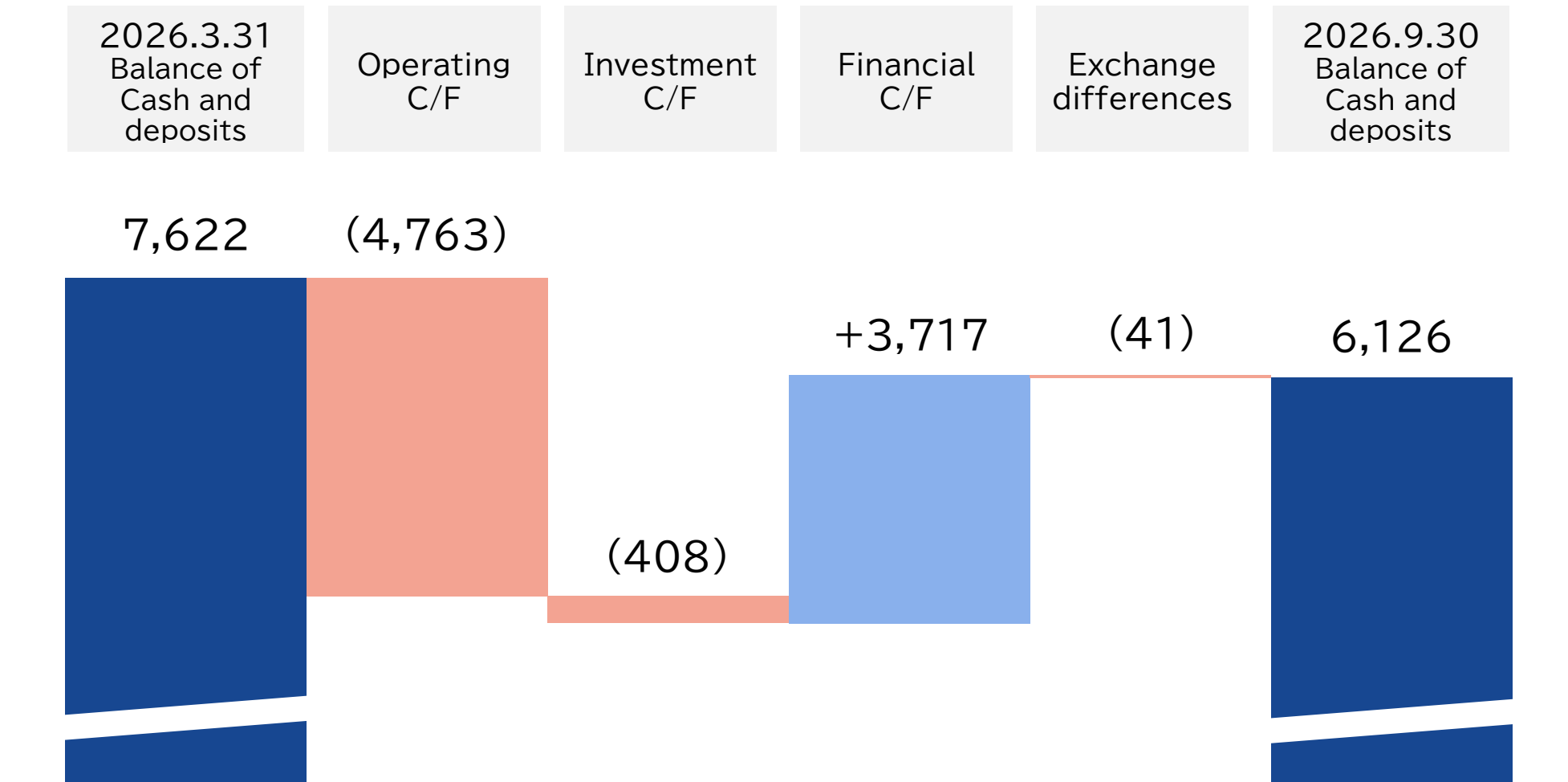
Liabilities & Net Assets

- Notes and accounts payable increased due to higher sales.
- Interest-bearing debt increased due to an increase in working capital.



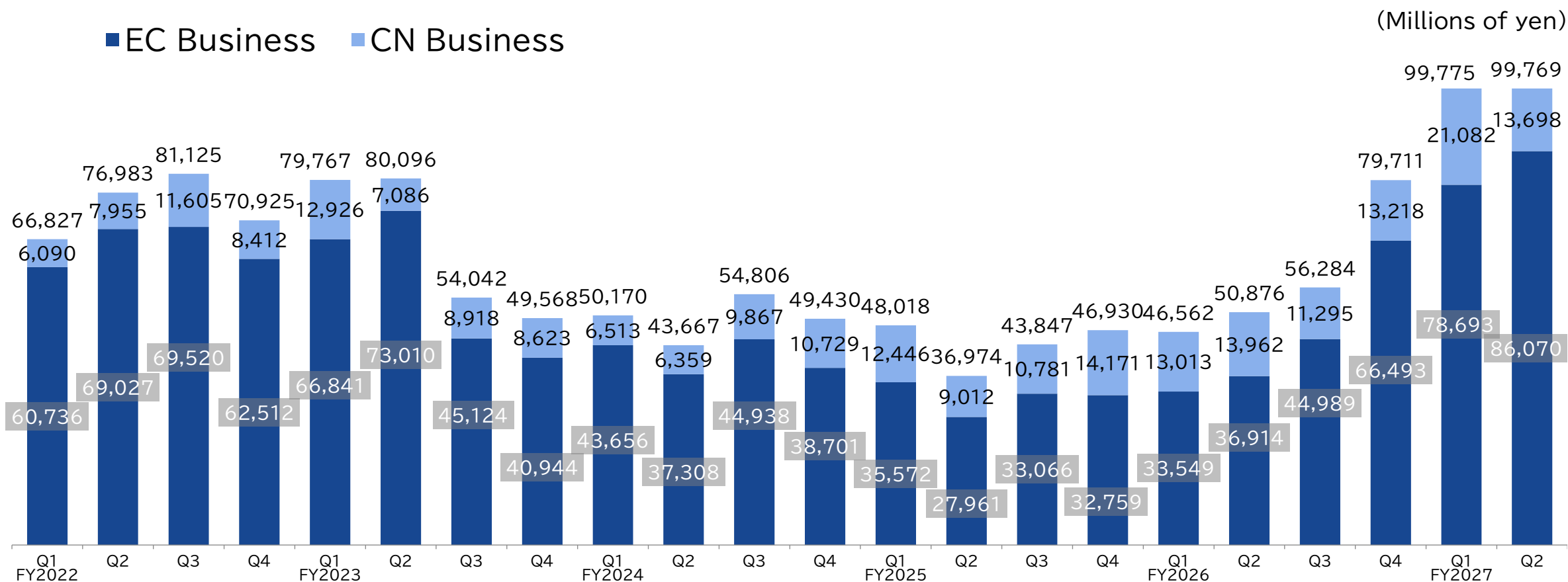
Statement of Cash Flows

(Millions of yen)



Changes in Orders Received

- CN Business: Orders remained steady despite a decrease in advance orders for large-scale projects received in Q1.
- EC Business: In addition to growing demand for semiconductors, orders with long lead times and rising prices for semiconductor products contributed to the increase in orders.



Financial Forecast for the Year Ending March 2027

Revision of FY2027 Full-year Financial Forecast

(Millions of yen)

	FY2026 Full year	FY2027 Full year			
		A Previous Forecast (Jul 29, 2026)	B Revised Forecast (Oct 28, 2026)	Change (B - A)	Rate of change
Net sales	203,748	240,000	270,000	30,000	12.5%
Ordinary income <i>profit margin</i>	9,750 4.8%	13,600 5.7%	16,000 5.9%	2,400	17.6%
Net income(*) <i>profit margin</i>	7,842 3.8%	9,400 3.9%	11,000 4.1%	1,600	17.0%

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

Forecast of Financial Results for FY2027 (Revised)

(Millions of yen)

	FY2026	FY2027			YoY Change	
	Full Year	H1 Actual	H2 Forecast	Full Year	Change	Rate of Change
Net sales	203,748	125,958	144,041	270,000	66,251	32.5%
CN Business	41,204	21,675	26,504	48,180	6,975	16.9%
EC Business (Consolidated)	162,543	104,282	117,537	221,820	59,276	36.5%
EC Business	150,759	98,785	108,834	207,620	56,860	37.7%
PB Business	11,783	5,497	8,702	14,200	2,416	20.5%
Ordinary income <i>profit margin</i>	9,750 4.8%	7,354 5.8%	8,645 6.0%	16,000 5.9%	6,249	64.1%
Net income(※) <i>profit margin</i>	7,842 3.8%	4,998 4.0%	6,001 4.2%	11,000 4.1%	3,157	40.3%

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

Assumptions of Business Plan (Business Environment)

CN

Computer Networks
Business

- The IT market continues to perform strongly
- IT product prices and lead times remain elevated

EC

Electronic Components
Business

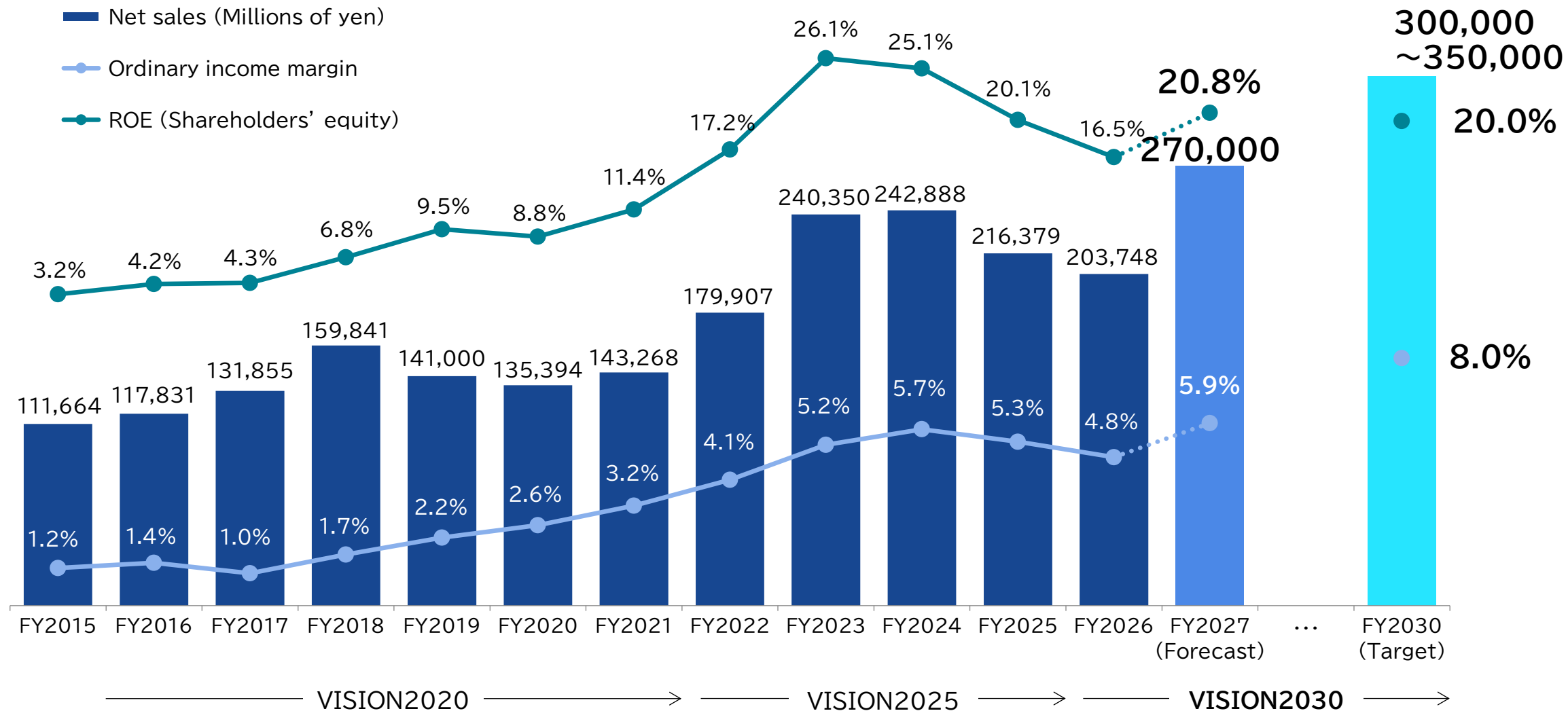
PB

Private Brand Business

- Demand remains strong, particularly for semiconductor manufacturing-related applications
- Semiconductor product prices and lead times remain elevated

※ Assumed exchange rate: 160 yen

Medium-Term Management Plan: Results and Plan



VISION2030 Initiatives to accelerate profit growth (CN)

- Expand the product portfolio in security growth areas

Expand into AI agent security and GRC(*1) amid growing adoption of AI, cloud services, and SaaS



Oct. 7
Launched
(*2)

AI Agent Security Platform

**Enables secure adoption and operation
of AI agents**

- Analyze intent, behavior, access permissions, and actions
- Control risky actions in real time
- Provide end-to-end support from detection to response



Sep. 11
Launched
(*3)

Agentic Trust Platform Focused on Compliance

**Enhances trust in B2B transactions
and expands business opportunities**

- Automate evidence collection and control monitoring for ISMS and SOC 2 compliance
- Visualize security information and demonstrate trustworthiness
- Streamline third-party risk management

**Expand into AI security and GRC to develop new demand
and drive growth in the security business**

※1 GRC: Governance, Risk, and Compliance

※2 Announced Oct. 7, 2026: Signed a distribution agreement in Japan for “Zenity,” an AI agent security platform

※3 Announced Sep. 11, 2026: Signed a distribution agreement in Japan for “Vanta,” an AI-powered GRC automation platform.

VISION2030 Initiatives to accelerate profit growth (EC)

- Supporting AI adoption in industrial equipment with chip-to-cloud expertise and proprietary solutions

Growth Areas

AI-based detection, recognition, decision-making, and real-time control

Semiconductor Manufacturing Equipment

Processing Equipment

Material Handling Equipment

Analytical Instruments

etc.

Our Strengths



Intel® Core™ Ultra
Series 3 Processors
for Next-Generation AI PCs



Windows/Azure
Hybrid Intelligence Platform



FalconVault

Oct. 20
Launched

FalconVault(※1)
Our proprietary solution
for protecting customers' AI model IP

Early-Stage Involvement



Expanding adoption
in industrial equipment



Development and
implementation support(※2)
(Training, evaluation,
and ongoing support)



Executive forums for
manufacturing customers

Leveraging our industrial equipment customer base to expand revenue opportunities through product adoption and support

※1: Announced Oct. 20, 2026: Launched “FalconVault,” an edge AI model protection solution.

※2: Announced Jun. 9, 2026: Supporting edge AI utilization for the implementation of generative AI in manufacturing products.

Shareholder Return: Dividend

Dividends per share

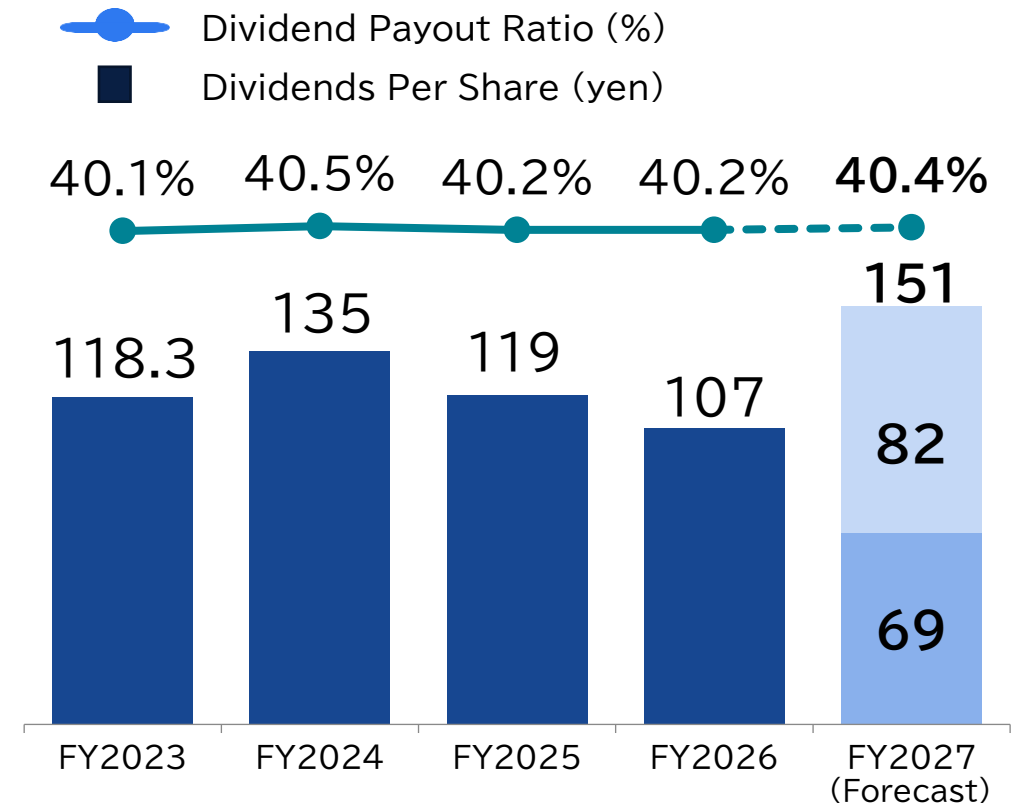
(yen)

	FY2026	FY2027 (Forecast)	
		Previous (Jul 29, 2026)	Revised (Oct 28, 2026)
Interim	35	60	69
Year-End	72	69	82
Full-year	107	129	151

Dividend policy

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

Dividends / Dividend Payout Ratio



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

For Institutional Investors and Analysts: How to Request IR Meetings or Interviews

We welcome requests for one-on-one meetings and interviews following the announcement of our financial results. We provide ongoing opportunities for constructive dialogue regarding our financial performance, business environment, VISION2030 Mid-Term Management Plan, capital policy, shareholder returns, and growth strategies for each business segment. To request an IR meeting or interview, please contact us through the inquiry form on our website or via email. A member of our executive management or IR team will respond to your request.

Eligible Participants:

Institutional Investors (Domestic and International)
and Securities Analysts

Information Required for your Request:

- Company Name
- Name
- Discussion Topics
- Preferred Language

Request an IR Meeting or Interview



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

Email: ir-info@teldevice.co.jp

Note: This page is intended for institutional investors and securities analysts.

For inquiries from individual investors, please use the inquiry form on our corporate website.



TOKYO ELECTRON DEVICE LIMITED



Cautionary Notes Regarding this Document

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

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

The company names, product names, service names, and logos used in this document are the trademarks or registered trademarks of their respective holders.

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

Supplementary Materials

List of Supplementary Materials

- VISION2030
 - MISSION P23
 - VISION P24
 - Companywide Policy P25
 - Management Policy by Business P26
 - Financial Model P27
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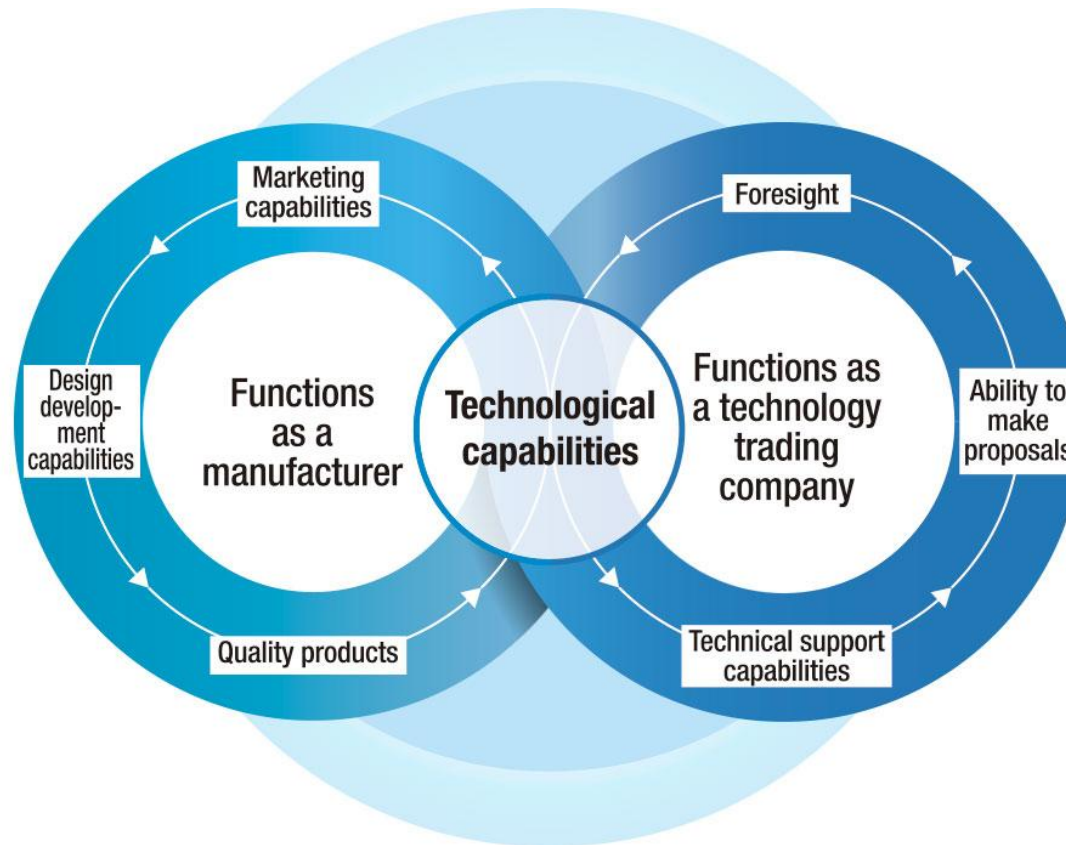
VISION2030 MISSION

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



VISION2030 VISION

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



VISION2030: Companywide Policy

1

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

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



2

Take actions that contribute to sustainable profit growth

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



Management Policy by Business

CN Business

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

EC Business

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

PB Business

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

VISION 2030 Financial Model (Target Management Indicators)

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

Fiscal 2030

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

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

Capital Policy

Further improvement of enterprise value through sustainable profit growth

Growth Investment

Investment for sustainable growth

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

Shareholder Return

Long-term high returns due to profit growth

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

Financial Soundness

Strengthen financial structure and appropriate financial leverage

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

Financial Highlight (1/2)

(Millions of yen)

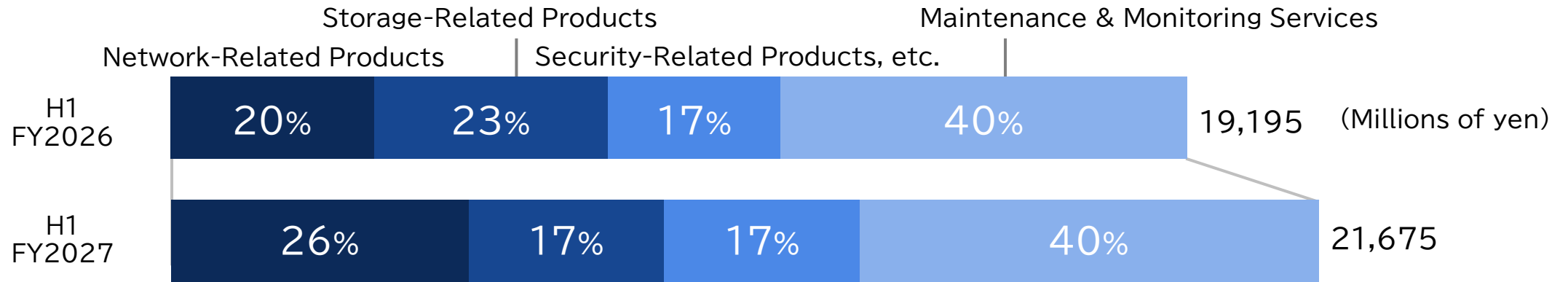
	FY2025				FY2026				FY2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	56,607	55,105	50,383	54,283	45,136	51,107	50,472	57,031	60,322	65,635		
CN Business	8,741	8,946	8,460	11,179	8,741	10,453	10,215	11,793	9,967	11,707		
EC Business	47,865	46,158	41,923	43,103	36,394	40,653	40,256	45,238	50,354	53,927		
Cost of sales	47,411	47,876	42,131	45,226	38,681	43,716	42,391	47,416	51,015	56,073		
Gross profit	9,195	7,228	8,252	9,056	6,454	7,391	8,081	9,614	9,306	9,562		
Profit margin	16.2%	13.1%	16.4%	16.7%	14.3%	14.5%	16.0%	16.9%	15.4%	14.6%		
Selling, general and administrative expenses	4,942	5,188	5,686	5,456	4,999	5,284	5,336	5,668	5,240	6,007		
Operating income	4,252	2,040	2,565	3,599	1,455	2,106	2,744	3,946	4,066	3,554		
	7.5%	3.7%	5.1%	6.6%	3.2%	4.1%	5.4%	6.9%	6.7%	5.4%		
Non-operating income	72	130	54	214	356	-70	-34	56	43	127		
Non-operating expenses	711	-363	831	333	95	85	348	280	200	236		
Ordinary income	3,614	2,533	1,787	3,480	1,715	1,951	2,361	3,722	3,908	3,445		
Profit margin	6.4%	4.6%	3.5%	6.4%	3.8%	3.8%	4.7%	6.5%	6.5%	5.2%		
CN Business	1,153	1,015	1,017	2,079	1,488	1,120	1,567	2,366	1,534	1,356		
EC Business	2,460	1,517	770	1,400	227	831	793	1,355	2,374	2,088		
Extraordinary income	0	—	—	0	0	0	1,066	71	—	—		
Extraordinary losses	0	1	0	4	0	1	1	3	0	1		
Net income before income taxes	3,614	2,531	1,786	3,475	1,715	1,949	3,426	3,791	3,908	3,444		
Profit margin	6.4%	4.6%	3.5%	6.4%	3.8%	3.8%	6.8%	6.6%	6.5%	5.2%		
Net income	2,506	1,811	1,278	3,306	1,240	1,368	2,450	2,824	2,667	2,347		
Profit margin	4.4%	3.3%	2.5%	6.1%	2.7%	2.7%	4.9%	5.0%	4.4%	3.6%		
Net income attributable to owners of parent	2,494	1,810	1,269	3,300	1,217	1,362	2,450	2,812	2,651	2,347		
Profit margin	4.4%	3.3%	2.5%	6.1%	2.7%	2.7%	4.9%	4.9%	4.4%	3.6%		

Financial Highlight (2/2)

(Millions of yen)

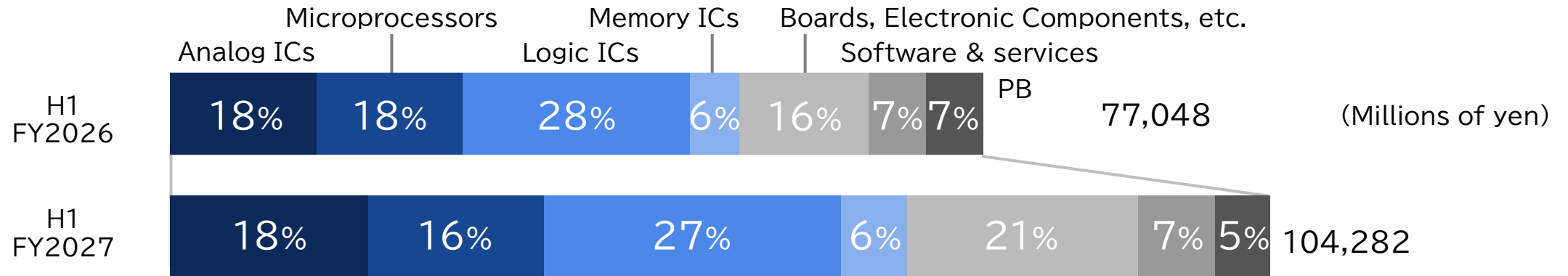
		FY2026													
		Q1		Q2		H1		Q3		Q4		H2		Full Year	
			Change		Change		Change		Change		Change		Change		Change
Net sales		45,136	-20.3%	51,107	-7.3%	96,244	-13.8%	50,472	0.2%	57,031	5.1%	107,504	2.7%	203,748	-5.8%
	CN Business	8,741	0.0%	10,453	16.9%	19,195	8.5%	10,215	20.7%	11,793	5.5%	22,009	12.1%	41,204	10.4%
	EC Business	36,394	-24.0%	40,653	-11.9%	77,048	-18.1%	40,256	-4.0%	45,238	5.0%	85,494	0.6%	162,543	-9.2%
Cost of sales		38,681	-18.4%	43,716	-8.7%	82,398	-13.5%	42,391	0.6%	47,416	4.8%	89,808	2.8%	172,206	-5.7%
Gross profit		6,454	-29.8%	7,391	2.2%	13,845	-15.7%	8,081	-2.1%	9,614	6.2%	17,696	2.2%	31,541	-6.5%
Selling, general and administrative expenses		4,999	1.1%	5,284	1.8%	10,283	1.5%	5,336	-6.2%	5,668	3.9%	11,004	-1.2%	21,288	0.1%
Operating income		1,455	-65.8%	2,106	3.3%	3,561	-43.4%	2,744	7.0%	3,946	9.6%	6,691	8.5%	10,253	-17.7%
Ordinary income		1,715	-52.5%	1,951	-23.0%	3,667	-40.3%	2,361	32.1%	3,722	7.0%	6,083	15.5%	9,750	-14.6%
	CN Business	1,488	29.0%	1,120	10.3%	2,608	20.3%	1,567	54.1%	2,366	13.8%	3,933	27.0%	6,542	24.2%
	EC Business	227	-90.8%	831	-45.2%	1,058	-73.4%	793	3.0%	1,355	-3.2%	2,149	-1.0%	3,208	-47.8%
Net income before income taxes		1,715	-52.5%	1,949	-23.0%	3,665	-40.4%	3,426	91.8%	3,791	9.1%	7,217	37.1%	10,883	-4.6%
Net income		1,240	-50.5%	1,368	-24.5%	2,608	-39.6%	2,450	91.7%	2,824	-14.6%	5,275	15.1%	7,884	-11.5%
Net income attributable to owners of parent		1,217	-51.2%	1,362	-24.8%	2,580	-40.1%	2,450	93.1%	2,812	-14.8%	5,262	15.2%	7,842	-11.6%
		FY2027													
		Q1		Q2		H1		Q3		Q4		H2		Full Year	
			Change		Change		Change		Change		Change		Change		Change
Net sales		60,322	33.6%	65,635	28.4%	125,958	30.9%								
	CN Business	9,967	14.0%	11,707	12.0%	21,675	12.9%								
	EC Business	50,354	38.4%	53,927	32.6%	104,282	35.3%								
Cost of sales		51,015	31.9%	56,073	28.3%	107,089	30.0%								
Gross profit		9,306	44.2%	9,562	29.4%	18,868	36.3%								
Selling, general and administrative expenses		5,240	4.8%	6,007	13.7%	11,247	9.4%								
Operating income		4,066	179.5%	3,554	68.7%	7,621	114.0%								
Ordinary income		3,908	127.8%	3,445	76.6%	7,354	100.5%								
	CN Business	1,534	3.1%	1,356	21.1%	2,891	10.8%								
	EC Business	2,374	943.5%	2,088	151.3%	4,462	321.5%								
Net income before income taxes		3,908	127.8%	3,444	76.6%	7,353	100.6%								
Net income		2,667	115.1%	2,347	71.5%	5,014	92.2%								
Net income attributable to owners of parent		2,651	117.7%	2,347	72.3%	4,998	93.7%								

CN Business: Sales Component Ratios by Product Category



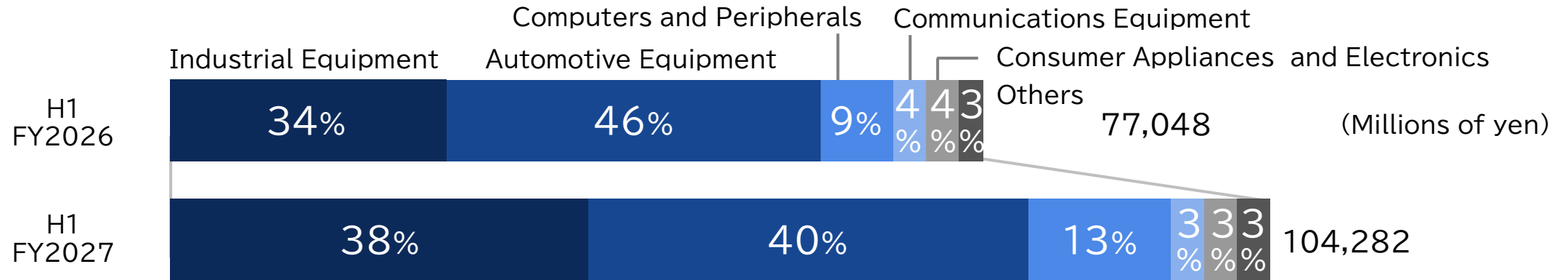
Product	Rate of Change	Main Causes	Main Suppliers
Network-related products	49.3%	Sales to system integrators and enterprise customers increased.	F5 Arista Networks Extreme Networks
Storage-related products	(19.4%)	Sales decreased due to the absence of a large-scale telecom project seen in the previous fiscal year.	Everpure
Security-related products, etc.	16.3%	Sales to system integrators and enterprise customers increased.	Netskope SentinelOne
Maintenance & monitoring services	12.0%	Sales of maintenance services remained strong across telecom, data center/cloud, and system integrator customers.	TED

EC Business: Sales Component Ratios by Product Category



Product	Rate of Change	Main Causes	Main Suppliers
Analog ICs	38.1%	Sales to automotive and industrial equipment customers increased due to higher customer demand, inventory buildup, and rising semiconductor prices.	TI / ams-OSRAM / NXP
Microprocessors	16.5%	Sales of PC peripherals increased due to the procurement and sales of certain high-demand products.	Infineon / Intel / NXP / TI
Logic ICs	31.5%	Sales to automotive and industrial equipment customers increased, driven by higher demand, inventory buildup, and rising semiconductor prices.	Infineon / NXP / TI / Lattice / ams-OSRAM
Memory ICs	34.7%	Sales to automotive equipment customers increased.	Infineon / Everspin Technologies
Boards, electronic components, etc.	80.0%	Board product sales for semiconductor manufacturing applications increased. Sales of storage products for PCs increased significantly due to higher prices.	NXP / Sandisk /ams-OSRAM / Hagiwara Solutions
Software & services	33.7%	Sales of cloud services and embedded operating systems increased.	Microsoft / DELL / Trellix
PB	(2.5%)	In design and manufacturing services, industrial equipment sales increased, mainly for semiconductor manufacturing, while wafer inspection system sales decreased.	TED / TED Nagasaki

EC Business: Sales Component Ratios by Application



Application	Rate of Change	Main Uses	Sales Trends
Industrial equipment	52.9%	Medical and analyzing equipment, Semiconductor production equipment, FA equipment, Industrial robots, Fabricating equipment, Measuring equipment, Control systems, Inverters, Data Center Energy Storage System, Electrical component mounting equipment.	Sales of board products for semiconductor manufacturing applications, as well as analog and logic ICs, increased.
Automotive equipment	18.7%	Automotive instrumentation, Car navigation systems, Automobile instruments, Advanced Driving Assistance systems, Display Audio, Lithium ion batteries, Automobile electronic control units (ECUs), Automobile inverters.	Analog and logic IC sales increased, driven by higher demand and rising prices.
Computers and peripherals	94.6%	Multifunctional printers, POS systems, Storage, Server, Projectors, PCs and peripheral devices.	Sales to PC and PC peripheral customers increased due to rising storage product prices and the procurement and sales of certain high-demand processor products.
Communications Devices	(7.3%)	Mobile Network, Network Module, Optical transmission equipment, Satellite communications equipment, Wireless IP network equipment.	Processor and electronic component sales for telecommunications infrastructure decreased.
Consumer Devices	(18.7%)	Electronic musical instruments, Home gaming consoles, Air conditioners, Digital cameras, Residential fuel cells.	Analog IC and processor sales for electronic musical instruments decreased.

Product Categories

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

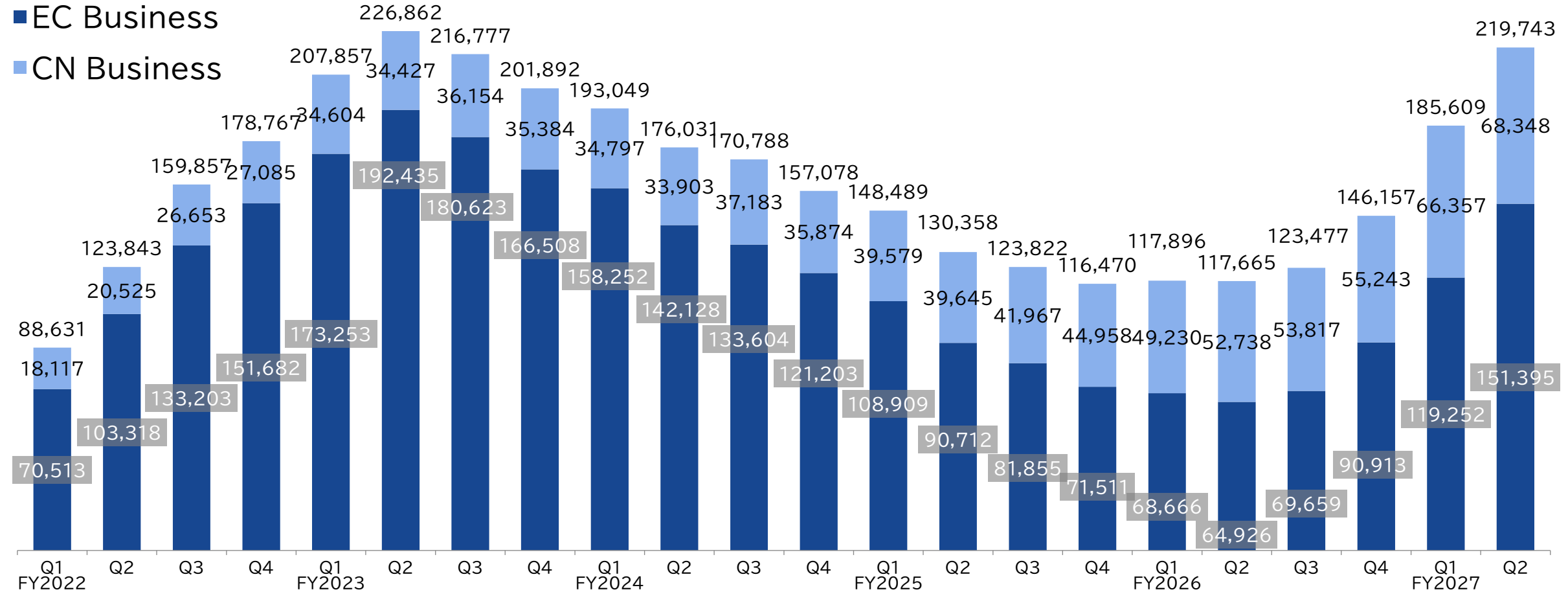
Consolidated Overseas Subsidiaries: Net Sales

	H1 FY2026	H1 FY2027	Change	Rate of Change
Consolidated overseas subsidiaries net sales (Millions of yen)	20,455	24,012	3,557	17.4%
Consolidated overseas subsidiaries net sales ratio	26.5%	23.0%		
Consolidated overseas subsidiaries net sales (Millions of U.S. dollars)	140	150	10	7.5%
Exchange rate (yen)	146.02	159.49		

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

Change in Balance of Orders Received

(Millions of yen)



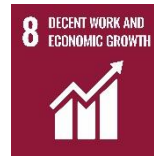
Sustainability Initiatives

Fundamental Policy

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

Material issues

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



Human Capital / Diversity

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

Climate Change

- Aim for carbon neutrality in FY2050 and set target for FY2030 (50% reduction compared to FY2021)