

# Mid-term Business Plan (FY2026/3-FY2028/3)

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2025/05/09

**TOKYO SEIMITSU CO., LTD.**

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# Agenda

- **Review of Previous Mid-term Business Plan (MTP)**
- **Tokyo Seimitsu's Purpose and Long-term Vision**
- **Positioning, Policy, and Quantitative Target of MTP FY2026/3-FY2028/3**
- **Business Opportunity per Segment in MTP FY2026/3-FY2028/3**
- **Sustainability Management for MTP FY2026/3-FY2028/3**

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# Review of Previous MTP – Quantitative Targets

Sales, OP (and OP Margin) were below MTP targets owing to slower-than-expected consumer demand.

3-years average ROE reached targets of 15%.

Recorded historical sales and net profit in FY2025/3, OP in FY2023/3.

	FY2022/3 Results <sup>(*)</sup>	FY2023/3- FY2025/3 MTP Target	FY2023/3 Results	FY2024/3 Results	FY2025/3 Results
Sales	<b>¥130.7B</b> SPE ¥101.1B Metr. ¥29.6B	<b>¥170.0B</b> SPE ¥132.0B Metr. ¥38.0B	<b>¥146.8B</b> SPE ¥112.4B Metr. 34.4B	<b>¥134.6B</b> SPE ¥100.1B Metr. ¥34.6B	<b>¥150.5B</b> SPE ¥113.5B Metr. ¥37.1B
Operating Profit (OP)	<b>¥28.5B</b> SPE ¥24.7B Metr. ¥3.6B	<b>¥37.5B</b>	<b>¥34.5B</b> SPE ¥29.9B Metr. ¥4.6B	<b>¥25.3B</b> SPE ¥19.9B Metr. ¥5.4B	<b>¥29.7B</b> SPE ¥24.3B Metr. ¥5.4B
OP Margin	<b>22%</b> SPE 24% Metr. 12%	<b>22%</b>	<b>23%</b> SPE 27% Metr. 13%	<b>19%</b> SPE 20% Metr. 16%	<b>20%</b> SPE 21% Metr. 15%
ROE	<b>17%</b>	<b>15% or more</b>	<b>3-years average 15%<sup>(*)</sup></b>		

Reviews
<ul style="list-style-type: none"> <li><b><u>SPE Sales</u></b> : Sales were below than MTP targets mainly owing to sluggish growth in consumer demand, but HPC-related including Gen. AI (logic, HBM, etc.) and demand in China., supported recording the previous peak.</li> <li><b><u>Metrology Sales</u></b> : Despite wane trend in both the manufacturing market and demand for NEVs, sales increased due to diversification of sales into growth industries and product price revisions, reaching an all-time peak.</li> <li><b><u>OP</u></b> : Sales increase supported reaching historical peak in FY2023/3 (OP margin met MTP targets) but there was headwind from higher component procurement costs and expenditures.</li> <li><b><u>ROE</u></b> : 3-years average ROE was above MTP target.</li> </ul>

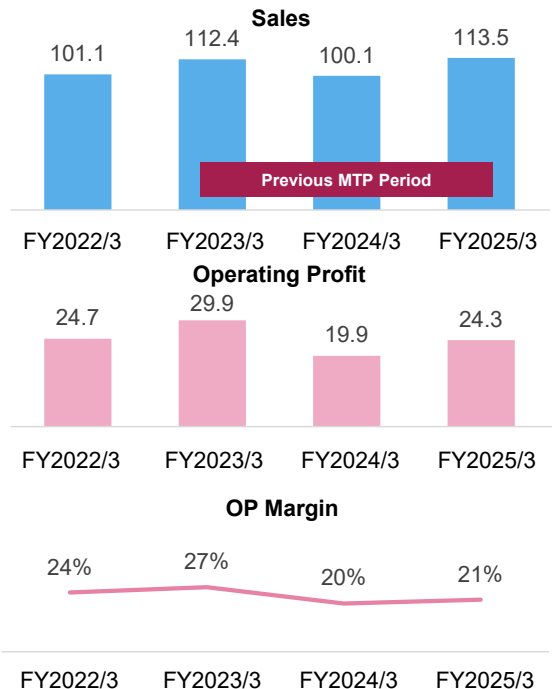
(\*)1 Effective from FY2023/3, income and expenses of foreign subsidiaries are converted to Japanese Yen using the average rate during the period, instead of the previous end-of-period rate.

Accordingly, the figures for FY2022/3 shown in this page are retroactively applied to the average rate for the period.

(\*)2 3-years average ROE = Net profit attributable of the parent (average for FY2023/3-FY2025/3) ÷ Shareholder's Equity (average for FY2022/3-FY2025/3)

# Review of Previous MTP – SPE Segment

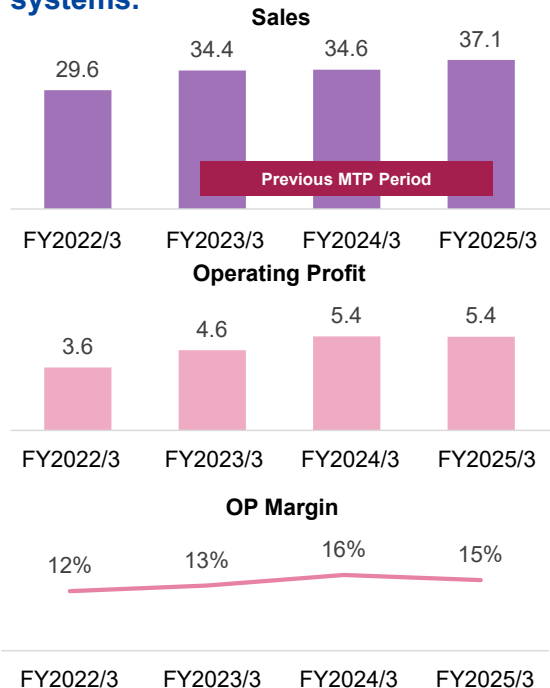
Revenue peaked in FY2025/3, and profit peaked in FY2023/3. The increased semis' functionality and complexity created certain opportunities, but limited ones from unit growth and SiC.



Premises	Our Opportunities	Reviews
<ul style="list-style-type: none"> <li>● Increase in device functionality and complexity</li> <li>● Increase in more reliable devices</li> </ul>	<ul style="list-style-type: none"> <li>● Increase test importance</li> <li>● Testing-time expansion</li> <li>● Testing conditions widening</li> </ul>	<ul style="list-style-type: none"> <li>● Test importance increased</li> <li>● Testing-time extended (Miniaturization, Bit Growth, and number of tests)</li> <li>● High precision temperature control became the focusing technology</li> </ul>
<ul style="list-style-type: none"> <li>● Stable Semis unit growth (mass production and consumption)</li> </ul>	<ul style="list-style-type: none"> <li>● Evolution of 3D Packages</li> <li>● Increase in Assembly SPE demand</li> </ul>	<ul style="list-style-type: none"> <li>● Demand for packaging centered on AI has increased, benefiting assembly equipment.</li> <li>● Testing demand also increased</li> <li>● Stagnation in consumer applications; Weaker than expected market performance</li> </ul>
<ul style="list-style-type: none"> <li>● Evolution of SiC/GaN Power devices for Carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>● Market Expansion</li> <li>● New assembly processing</li> <li>● Reliability-first testing</li> </ul>	<ul style="list-style-type: none"> <li>● Secured certain demand, it slowed down after FY2024/3</li> </ul>
<ul style="list-style-type: none"> <li>● Increasing demand for device testing and processing accuracy</li> </ul>	<ul style="list-style-type: none"> <li>● Synergy with our Metrology Products</li> </ul>	<ul style="list-style-type: none"> <li>● Unveiled “Prober w/Optical Microscope”, and “Dicer w/Optical Microscope” products to market</li> </ul>

# Review of Previous MTP – Metrology Segment

With limited new investment in the manufacturing market and a slowdown in the transition to NEVs, sales increased for three consecutive years through expansion of target markets and development of charge/discharge testing systems.



Premises	Our Opportunities	Reviews
<ul style="list-style-type: none"> <li>● Expansion of NEV and renewable energy market toward carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>● Change in materials or components toward NEVs</li> <li>● Increase in demand for high precision measurement</li> <li>● Battery testing for NEVs</li> </ul>	<ul style="list-style-type: none"> <li>● Slower NEV transition than expected</li> <li>● Business opportunity for battery testing increased</li> </ul>
<ul style="list-style-type: none"> <li>● Manufacturing automation trend</li> </ul>	<ul style="list-style-type: none"> <li>● Combination of robot + measuring instruments</li> <li>● High precision parts measuring to all parts</li> </ul>	<ul style="list-style-type: none"> <li>● Certain business opportunities obtained</li> <li>● Expect a growth in the market</li> </ul>
<ul style="list-style-type: none"> <li>● Expansion of non-automotive market (Semis, Aerospace, Medical, Robots)</li> </ul>	<ul style="list-style-type: none"> <li>● Semis (non-contact)</li> <li>● Core parts for Aerospace machines (High precision)</li> <li>● Collaborative Robots</li> </ul>	<ul style="list-style-type: none"> <li>● Obtained business opportunities in various fields</li> <li>● It was also supported by government subsidy policies</li> </ul>

# Review of Previous MTP – Company-wide actions

Results were largely in line with plans, establishing a platform for the MTP for FY2026/3 – FY2028/3.

Item	Initiatives	Reviews
R&D	<ul style="list-style-type: none"> <li>Reinforce development of leading-edge technologies and customer needs</li> </ul>	<ul style="list-style-type: none"> <li>Total R&amp;D costs during the period : ¥27.9B</li> <li>Developed and deployed core products for next MTP               <ul style="list-style-type: none"> <li>➢ Prober w/ High precision temperature control</li> <li>➢ High-end Grinding machines</li> <li>➢ Charge/discharge battery testing systems</li> </ul> </li> </ul>
Expand MFG capacity	<ul style="list-style-type: none"> <li>Launch the <i>Hanno</i> Plant (<i>Saitama</i>, Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Total Capex during the period : ¥31.6B</li> <li>Secured SPE capacity of ¥140.0B+α per year               <ul style="list-style-type: none"> <li>➢ Launched Hanno Plant</li> <li>➢ Renovated existing Hachioji Plant</li> </ul> </li> <li>Commenced construction of Nagoya plant (ready in July, 2025)</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Decrease CO<sub>2</sub> emissions by 50% at CY2030 from FY2019/3 ; Investment also to be considered</li> </ul>	<ul style="list-style-type: none"> <li>Adopted CO<sub>2</sub>-free electricity at major plants</li> <li>Reduction of CO<sub>2</sub> emissions at existing plants<sup>(*)</sup> by approximately 40% compared to FY2019/3</li> </ul>
KPIs for investment	<ul style="list-style-type: none"> <li>Consider adopting ROIC for assessment to investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Applied ROIC assessment per segment from FY2023/3</li> </ul>
Application enhancement	<ul style="list-style-type: none"> <li>Strengthen demonstration capacity world-wide</li> </ul>	<ul style="list-style-type: none"> <li>New facilities or expanded line-up of demo-equipment at 5 sites</li> </ul>
Non-financial initiatives (ESG initiatives)	<ul style="list-style-type: none"> <li>Strengthen ESG initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening human rights activities and supply chain CSR activities</li> <li>Strengthening initiatives for human assets</li> <li>ESG score improved (MSCI: BB → A, FTSE 3.1 → 3.57) <sup>(*)</sup></li> </ul>

(\*) Scope: Plants holding by a parent company (Tokyo Seimitsu), excluding *Hanno* plant (launched in FY2024/3) and *Furudono* plant (transferred in FY2025/3)

(\*) Changes from June 2022 to June 2024

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# Tokyo Seimitsu's Purpose

We aim to realize a “future full of dreams” through the fusion of technology, wisdom, and information from all over the world by deeply focusing on the technology inherited since the Company's founding and inheriting the “soil to cultivate technology and achieve innovation”

## Purpose

## Gaging the future with Metrology, Creating the future with Semiconductors

Starting as a precision measuring instrument business, the Tokyo Seimitsu Group has been providing precision measuring instruments equipped with advanced measurement technology to industries since its inception. We have also been utilizing our measurement technology to respond to advanced miniaturization, three-dimensional design, and higher efficiency in the semiconductor manufacturing equipment business.

Being “the only semiconductor manufacturing equipment manufacturer with a metrology business” makes us unique and serves as the source of our strength.

### Vision

The Tokyo Seimitsu Group is always committed to building a “future full of dreams.”

### Mission

- Growing together with partners and customers by collaborating technology, knowledge, and information to create the world's No. 1 products
- WIN-WIN relationships create the world's No. 1 products

### Value

We strive to create WIN-WIN relationships with all stakeholders, including customers, shareholders, suppliers, employees, local communities, and the international community, and to play an active role in realizing a sustainable society and enhancing corporate value.

Corporate  
culture

Providing the soil to  
cultivate technology and  
achieve innovation

Core  
technologies

Precision  
measurement  
capabilities

# Tokyo Seimitsu Group Long-term Vision 2050

Tokyo Seimitsu Group Long-term Vision 2050

**Pioneer a Future that We Have Yet to Experience Using  
Advanced Technology and Our High Level of Creativity**



**Develop state-of-the-art manufacturing  
equipment that realizes innovative  
semiconductor manufacturing processes**

**Employ high-precision processing technologies for  
next-generation device manufacturing**

**Pursue advanced measurement technologies  
supporting cutting-edge device manufacturing**

**Offer total solutions covering all phases  
of semiconductor manufacturing**

**Vision for each business**

**Committed to achievement/  
improvement over the next  
10 years**

**MTP (FY2026/3-FY2028/3)  
Establishing a foothold and building  
infrastructure for sustainable growth**



**Provide precision measuring instruments and  
related services that are essential for  
"innovation in manufacturing"**

**Strengthen rechargeable battery-related businesses**

**Support cyber-physical engineering**

**Expand metrology and inspection services  
(shift from sales of products to sales of services)**

**Strengthen research and development aimed at new business creation**

**Create products utilizing synergies from the fusion of  
our "semiconductor and metrology" business strengths**

**Create original technologies that support  
advanced materials and chemistry**

**Explore new fields through  
industry-academia collaborations**

**Environmentally friendly  
products and materials**

**Strengthen the management foundation**

**Implement business reforms  
utilizing digital technologies**

**Build an organizational structure that will create a  
grand design for new products and business creation**

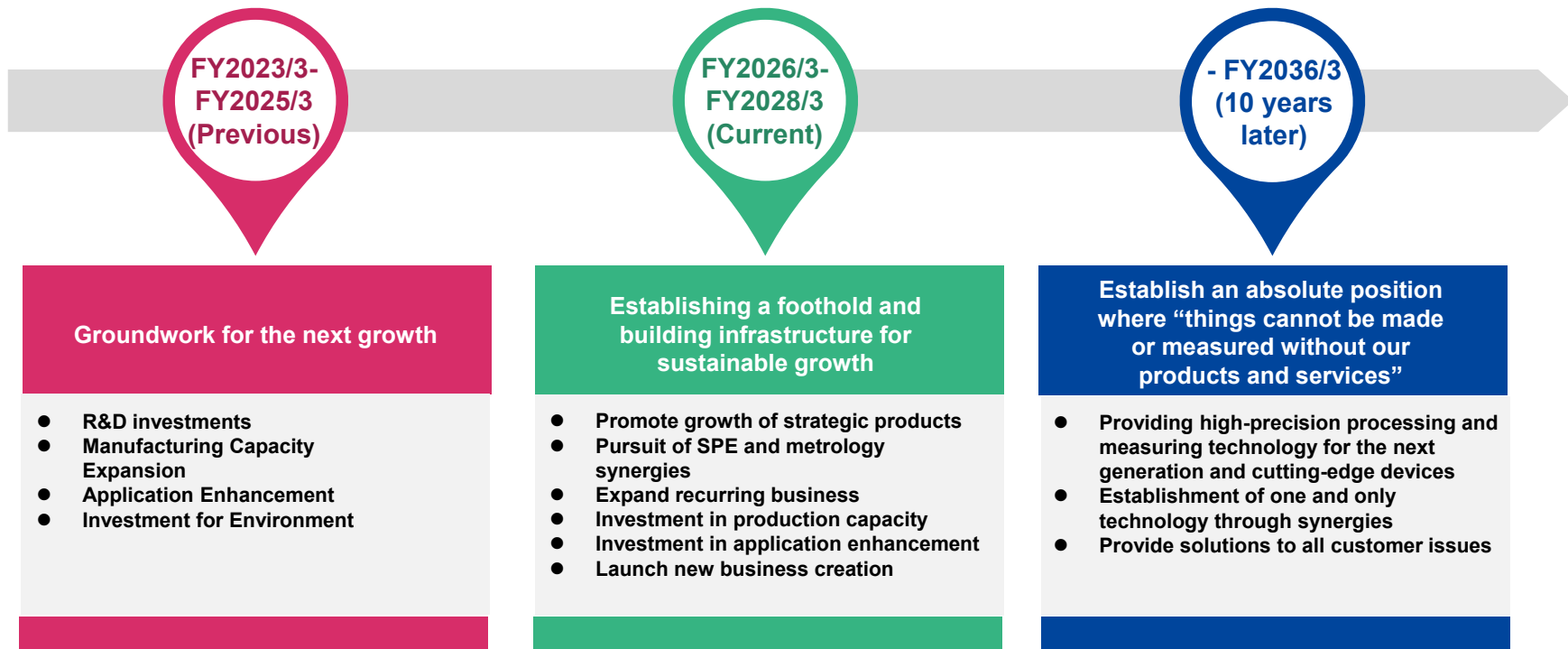
**Foster a corporate culture  
that supports innovation**

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# Positioning of the MTP (FY2026/3-FY2028/3)

The MTP (FY2026/3-FY2028/3) aims to achieve both “preparation for long-term growth” and “growth during the period.”



# Policy of the MTP (FY2026/3-FY2028/3)

Strengthening both the business and the business infrastructure itself.

## Promoting growth of strategic products

- SPE :
  - Value-added Prober
  - High-end Grinding Machine
  - High-quality Dicer
- Metrology :
  - Battery testing systems
  - X-ray inspection system

## Pursuing technological synergies in metrology and SPE

- New SPEs with build-in of Metrology instruments
- Measuring application to Semis areas

## Strengthening recurring businesses

- SPE :
  - Strengthen service/supports
  - Expand consumable business
  - New business using existing equipment
- Metrology :
  - In-house testing services
  - Periodic calibration services

## Strengthening the business infrastructure to support these activities

Enhance Elemental technology development

Cross-segmental business strategy organisation

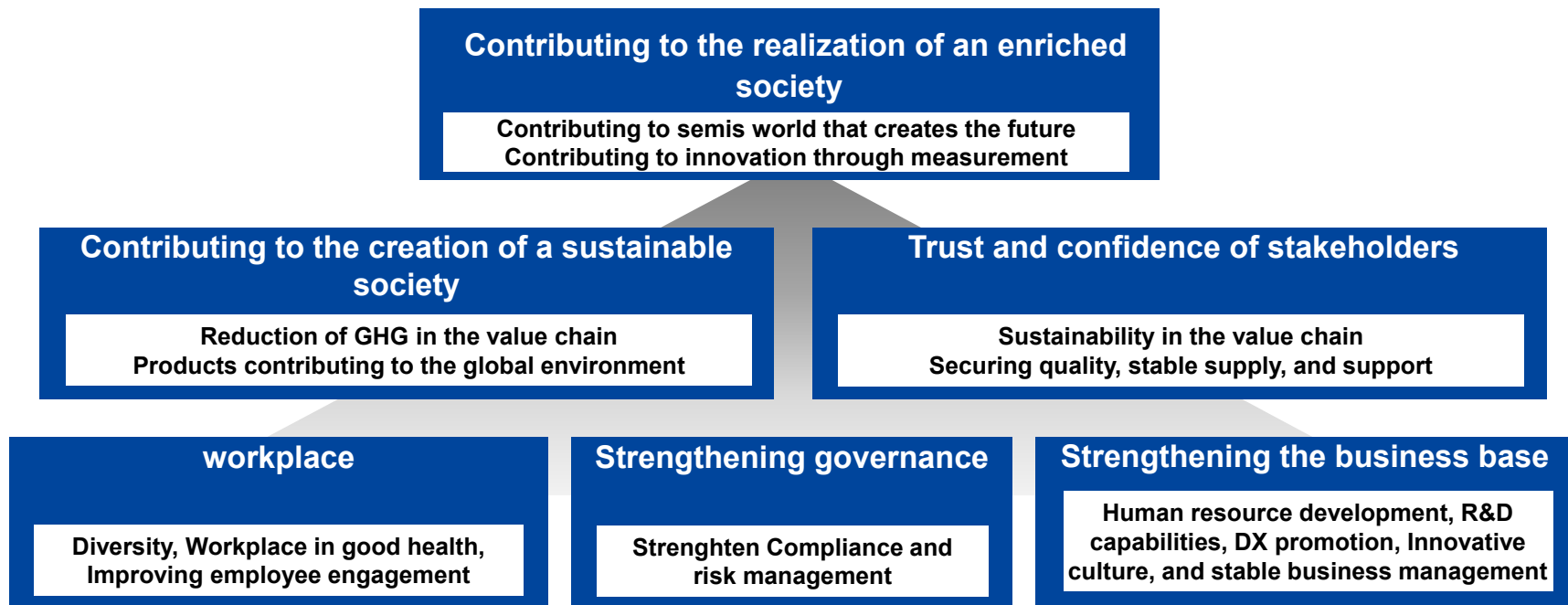
Environment that encourages new challenges

Improving productivity using IT

Evolution of sustainability management

# Tokyo Seimitsu's Materiality

Identified materialities to be addressed to realize the long-term vision and develop them into strategies for the MTP.



# MTP (FY2026/3-FY2028/3) Quantitative Targets

Approx 20% increase in sales, 50% increase in Operating profits compared to FY2025/3 results have been set.

	FY2025/3 Results	Single FY during MTP period (FY2026/3-FY2028/3)
Sales	<b>¥150.5B</b> SPE ¥113.5B Metr. ¥37.1B	<b>¥185.0B</b> SPE ¥140.0B Metr. ¥45.0B
Operating Profit	<b>¥29.7B</b> SPE ¥24.3B Metr. ¥5.4B	<b>¥45.0B</b>
OP Margin	<b>20%</b> SPE 21% Metr. 15%	<b>24%</b>
ROE	<b>15%</b>	<b>15%</b>

Premises
<ul style="list-style-type: none"> <li>● Set as single-year targets (considering market volatility)</li> <li>● SPE: Outperform the target market's CAGR assumption of +5%</li> <li>● Metrology: Sustained recovery in market conditions for non-automotive (semis, aerospace, etc.)</li> <li>● OP : Sales growth (including value-added products) Progress in gross cost reduction, promotion of recurring business</li> <li>● ROE : Increase in net profit</li> <li>● Risk Factors : <ul style="list-style-type: none"> <li>● Uncertainty in consumer application demand</li> <li>● Geopolitical risks (China's equipment demand, competition, etc.)</li> <li>● Slowdown in machine tool orders</li> </ul> </li> </ul>

# Cash allocation

Balancing R&D, capital investment and shareholder returns.

## R&D

**Expect ¥35.0B-¥40.0B over 3 years through strengthening R&D**

Including development of strategic products, elemental technologies, synergy technology between Metrology and SPE, and Joint development with third parties.

## Capex

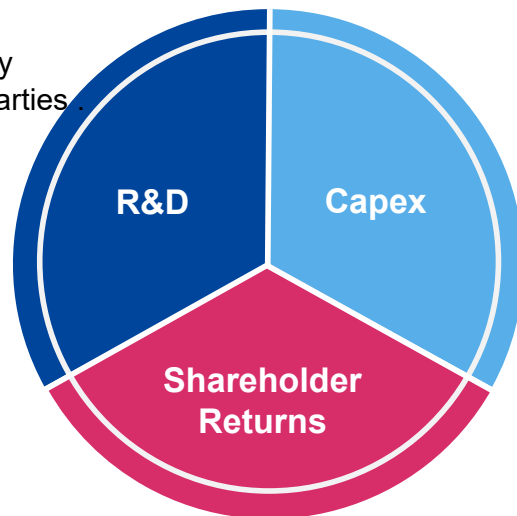
**Except ¥30.0B-40.0B<sup>(\*)</sup> over 3 years with an eye of future**

- For growth : *Nagoya* plant, *Hachioji* new plant (acquire land within FY2026/3), South Korea demo center, and battery testing services
- For business base: IT, operational efficiency, and for ESG

## Shareholder returns

**Target dividend payout ratio : 40%**

**Regard share buyback as a flexible profit return policy that complements the payment of dividends**



(\*) Subject to change due to construction progress



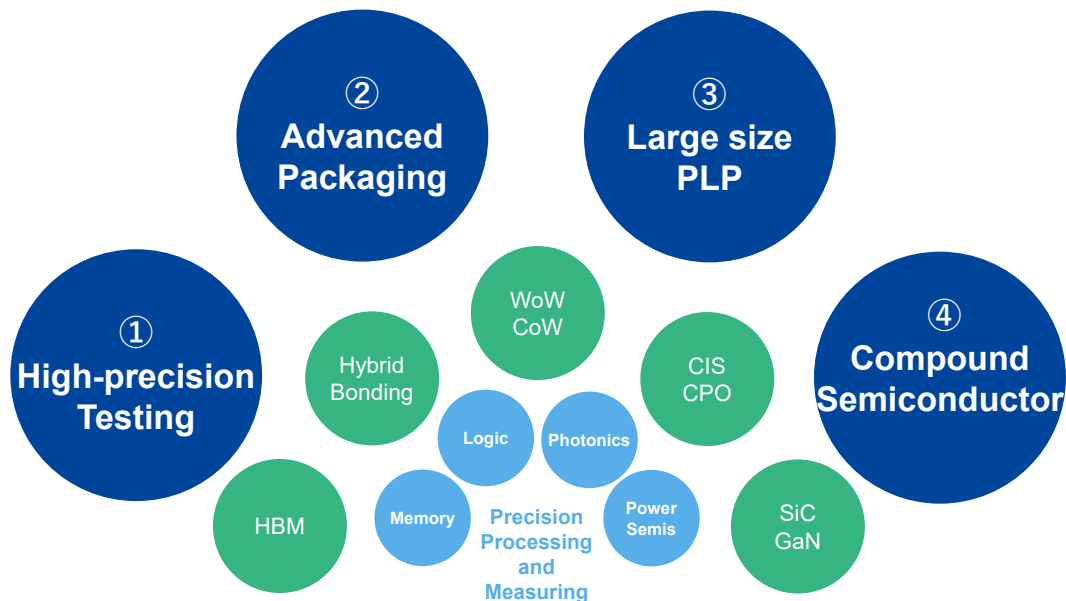
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# Business opportunity per segment - SPE

Technological advances in testing and processing are remarkable.

We continue to provide products that meet the latest requirements and offer high added value.



## ① High-precision testing

- High-precision temperature control during testing

## ② Advanced Packaging

- High-end dicing
- Increase in processes and requirements toward grinding
- Increase in testing demands through increase in chips
- High-end edge-trimming

## ③ Large size PLP

- Grinding and dicing for large substrates
- PLP direct probing

## ④ Compound semiconductor

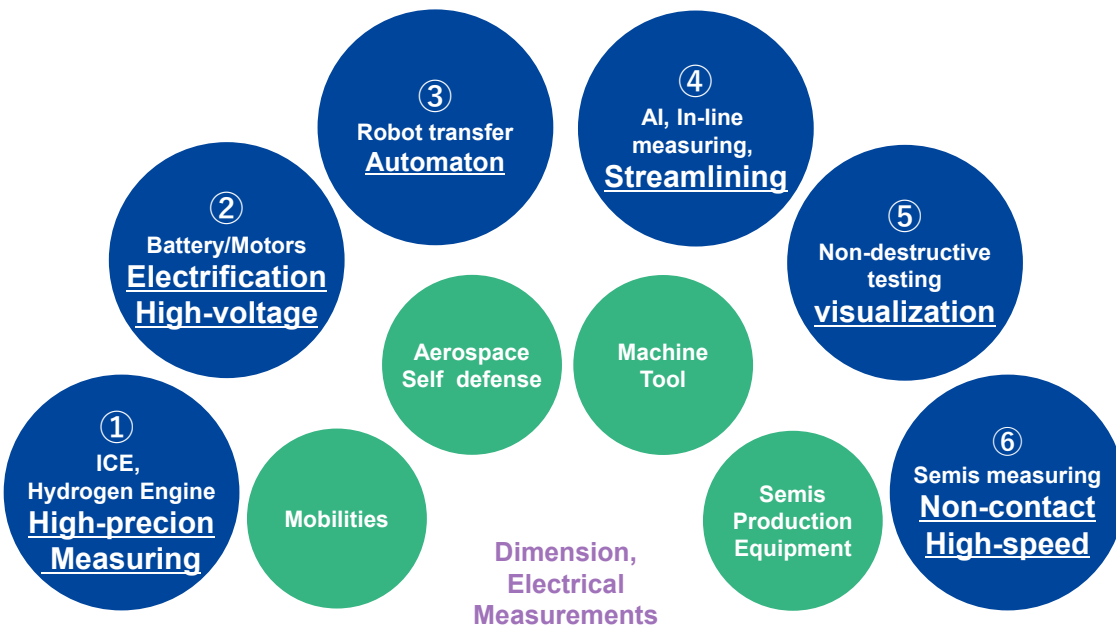
- Non-silicon substrate grinding

CPO: Co-packaged Optics, WoW : Wafer on Wafer, CoW : Chip on Wafer, HBM: High Bandwidth Memory

# Business opportunity per segment - Metrology

Measurement needs are expanding more than ever before,

The Company will expand its solutions among our equipment meet various measurement needs.



## ① High-precision measuring for existing technologies

- The necessity of high-end CMMs

## ② Electrification of Batteries/Motors

- Replacement of equipment due to transition from low to high current
- In-house battery testing service

## ③ Automation

- Automated transfer from/to machine tools and measuring equipment

## ④ Streamlining

- Change in measuring requirement due to “on-site testing”
- 24 hours machine tool monitoring

## ⑤ Visualization

- Non-destructive testing using X-ray CT要

## ⑥ Non-contact, High-speed measuring

- Non-contact surface texture measuring
- Testing of Semis and SPE components
- Built-in to SPE

(Note) CMM: Coordinate Measuring Machine、CT: Computed Tomography

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# Infrastructure to support business

Deepening efforts toward “things that are considered important as factors supporting business development.”

## Enhance Elemental technology development

- Promote innovation through technological exchange between business divisions
- Enhance elemental technology development capabilities through deeper industry-government-academia collaboration
- Pioneer next-generation technologies

## Cross-segmental business strategy organisation

- Promotion of adopting measuring instruments on SPE
- Pursuit of “unique added value” and “differentiation” through technology integration
- Promotion of new business planning through a company-wide organization

## Environment that encourages new challenges

- Clarification of technical skill sets and increased motivation to learn new technologies
- Implementation of education that fosters innovative ideas
- Creation of opportunities for young employees to take on challenges

## Improving productivity using IT

- Promotion of business sophistication and efficiency through IT utilization
- Improvement of productivity through production system sophistication
- Promotion of information sharing through global IT infrastructure standardization

# Deepening sustainability management

Practicing ESG management that is integral to business development.

## E

Promotion of corporate activities aimed at carbon neutrality

- Reducing environmental impact through the provision of our products and services
- Reducing GHG emissions in our business activities
- Promoting sustainable procurement activities

## S

Strengthening our corporate stance of utilizing human assets and enhancing social trust

- Create a workplace environment where employees can maintain physical and mental health and maximize their abilities
- Improve employee engagement to increase motivation and strengthen organizational unity
- Improve customer satisfaction by providing high-quality products and services

## G

Strengthening governance as the foundation for fair corporate activities

- Fostering high corporate ethics and compliance throughout the Group
- Promoting timely and appropriate information disclosure
- Strengthening risk management

## 質疑応答 / Q&A

## (Appendix) Tokyo Seimitsu Materiality

Theme (Total 6)	Materiality (Total 23)
Contributing to the realization of an enriched society	Creation and provision of products that resolve social issues
	Contributing to semiconductor manufacturing that creates the future and enriches society
	Contributing to innovation in manufacturing through precision measurement
Promotion of business activities that contribute to the creation of a sustainable society	Reduction of greenhouse gas emissions in the value chain
	Creation and provision of products contributing to the global environment
	Optimisation of environmental conservation and resource management
	Realising a circular economy
	Advanced environmental management system
Maintaining and strengthening a corporate attitude that responds to the trust and confidence of stakeholders	Promoting Sustainability in the Value Chain
	Securing product quality and stable supply, and enhancing customer support
	Promotion of stakeholder engagement
Creating a workplace where diverse people can work positively and energetically	Promoting Diversity, Equity, and Inclusion (DE&I)
	Creating a workplace where people can work in good health, both physically and mentally
	Improving employee engagement
Strengthening governance as the basis for fair corporate activities	Strengthening corporate governance
	Strengthening the compliance
	Promotion of risk management
Strengthening the business base	Promotion of human resource development
	Strengthening R&D capabilities
	Management and utilization of intellectual property
	Promotion of digital transformations(DX)
	Creating a corporate culture that supports innovation
	Realization of sustainable and stable business management