

Excerpts of Slides from the Business Report and Distributed at The Ordinary General Meeting of Shareholders



FY2021 Economic Conditions: Global Economy

SCREEN

COVID-19 has led to
a significant global downturn

- ▶ Economic measures and improving vaccination rates in many countries have created a **trend toward recovery**

Individual countries, regions
and industries are experiencing
uneven rates of improvement

US-China conflict is intensifying
over technology

Geopolitical risk is growing

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FY2021 Economic Conditions: Japan's Economy

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Consumer spending is sluggish
Capital investment remains soft

Second half of FY2021

**Business sentiment is
slowly recovering,**
led by the manufacturing industry

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Segment Summary: SPE

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Semiconductors

Net sales **¥235.5 bn** YoY 2.2% **Up**

OP **¥25.9 bn** YoY 61.1% **Up**

Highlights

- Sales decreased for logic devices
- Sales increased for foundries and memories
- Sales decreased for Taiwan and North America
- Sales increased for China and Japan

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Segment Summary: GA

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Graphic Arts



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Net sales **¥37.4 bn** YoY -17.9% **Down**

OP **¥0.5 bn** YoY -63.0% **Down**

Highlights

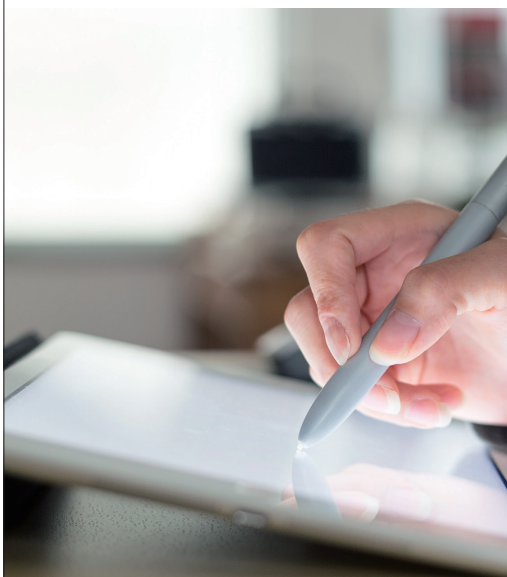
- Sales of equipment decreased due to the macroeconomic downturn caused by COVID-19

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Segment Summary: FT

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Displays



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Net sales **¥34.7 bn** YoY -1.3% **Down**

OP **¥0.4 bn** ¥2.5 bn loss in FY2020 **Up**

Highlights

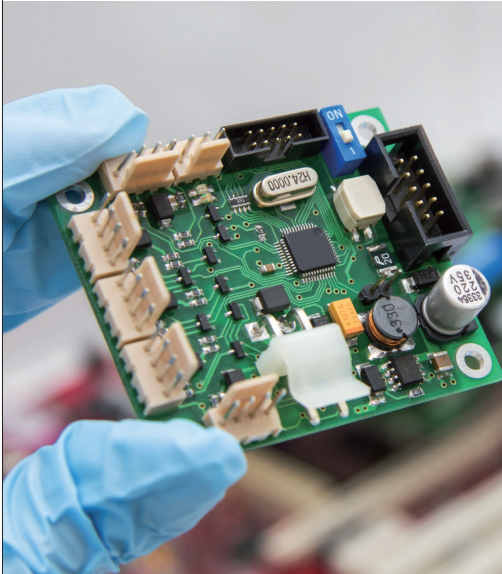
- Sales of production equipment for small- and medium-sized OLED panels increased
- Sales of production equipment for large-sized LCD panels decreased

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Segment Summary: PE

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Printed Circuit Boards



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Net sales	¥10.4 bn	YoY 3.7%	Up
OP	¥0.7 bn	¥0.2 bn loss in FY2020	Up

Highlights

- Sales of direct imaging equipment increased due to the expanded use of 5G and other applications

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Issues to Be Addressed

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Fiscal Year 2021 – 2024 “Value Up 2023” Medium-term Management Plan

Concept

Establishing a presence in the industry as a Solution Creator

Solution Creator

A Solution Creator refers to a company that enhances corporate value by contributing to the development of society and providing technologies, products and services that solve social issues and needs and, through this, contributes to the development of a sustainable society

Fiscal year 2021

The adoption of measures to improve capital efficiency in each of our business areas has led to **steady progress in strengthening our profit structure and financial base**

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Value Up 2023

Medium-term management plan

SCREEN Value

Sustainable Value + Economic Value
(Social Value)

Promote profit generation and shareholder returns
together with sustainable business development

Implement innovation management
to create new business and drive continuing growth

Also target open innovation and M&A

Value Up 2023 Results of Key Initiatives

1. Enhance corporate value by creating innovation and a sustainable growth cycle

Strengthened innovation management

Built a structure to support the creation of new business fields

Launched new projects, following on from those in the life science, inspection & measurement and energy fields

2. Generate cash flows equivalent to profits that are earned in pursuit of profitability and efficiency

Generated the cash required to fund investment in growth

Introduced the ROIC indicators for use in each of our businesses

Initiated various continuous improvement activities that promote efficiency along with profitability

3. ESG initiatives for a sustainable corporation

Contribute to the development of a sustainable society as an initiative to raise our sustainable value

Formulated “Sustainable Value 2023”, our medium-term CSR plan



Joined the international Science Based Targets (SBT) initiative and worked to reduce environmental impact through business



Revised our personnel system to create a more rewarding work environment
Actively worked to improve health management activities



Strengthened our risk management system
Worked to further enhance our business continuity plan (BCP)