

Annual Report 2025

Year ended March 31, 2025



Corporate Philosophy

Purpose

Innovation for a Sustainable World

Sharing the Future	Building a better future for society with commitment and integrity
Personal Development	Realizing everyone's full potential through trust and teamwork
The Pursuit of Technological Excellence	Exploring technologies while integrating with innovative collaboration

Founder's Motto

Shi Ko Ten Kai Broadening everyone's thoughts and horizons for innovation

CSR Charter and Code of Conduct

Principles of action and standards for all group employees



CSR Charter and Code of Conduct



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Innovation for a Sustainable World

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- The following abbreviations are sometimes used for business segments or company names in this report:
HD = SCREEN Holdings Co., Ltd.
SPE = Semiconductor production equipment business or SCREEN Semiconductor Solutions Co., Ltd.
GA = Graphic arts equipment business or SCREEN Graphic Solutions Co., Ltd.
FT = Display production equipment and coater business or SCREEN Finetech Solutions Co., Ltd.
PE = PCB-related equipment business or SCREEN PE Solutions Co., Ltd.
AS = Advanced ICT solution business or SCREEN Advanced System Solutions Co., Ltd.
The names or abbreviations of the business segments are those used as of March 31, 2025.
- The terms “holding company,” “business operating company,” and “functional support company” refer to the following seven companies.
Holding company: SCREEN Holdings Co., Ltd.
Business operating companies: SCREEN Semiconductor Solutions Co., Ltd.
SCREEN Graphic Solutions Co., Ltd.
SCREEN Finetech Solutions Co., Ltd.
SCREEN PE Solutions Co., Ltd.
SCREEN Advanced System Solutions Co., Ltd.
Functional support companies: SCREEN IP Solutions Co., Ltd.

About this report

Editorial policy

The SCREEN Group prepares the Annual Report (Integrated Report) to serve as a tool for deepening communication with all stakeholders, including shareholders and investors.

- Main theme: Our purpose, “Innovation for a Sustainable World.”
- Key content: The SCREEN Group is working toward the next stage of growth, aiming for net sales of ¥1 trillion or more in the fiscal year ending March 31, 2033. This report focuses on the key aspects of the thinking and motivations underlying the Group’s growth strategies and initiatives for enhancing long-term corporate value in order to achieve this target.
- Supplemental information: Detailed information and related data not covered in this report is published in the Fact Book and other disclosure materials. Please refer to the “Website” section at the bottom of the page and use the link provided for each page.
- Key references used: “International Integrated Reporting Framework,” IFRS Foundation; “Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation,” the Japan Ministry of Economy, Trade and Industry (METI).

Disclaimer

- The plans, strategies, and statements related to the outlook for future results in this document are in accordance with assumptions and beliefs determined by management based on currently available information. However, it should be noted that there is a possibility that actual results could differ significantly due to such factors as social and economic conditions.
- All amounts shown in billions and millions of yen are truncated. (Amounts shown in millions of yen for the fiscal year ended March 31, 2022 and the preceding fiscal years are rounded to the nearest million.)

Management involvement in creating this report

The publication of this report has been reported to the Board of Directors.

Publication

September 2025 (previous version published in September 2024, issued once a year)

Reporting period

Fiscal year ended March 2025
(April 1, 2024 to March 31, 2025)

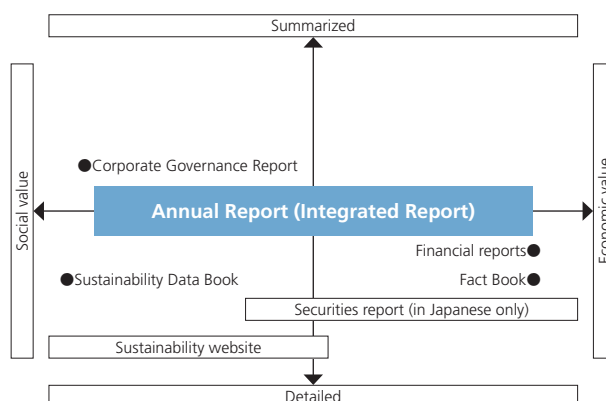
Notes: 1. Some of the information in this report relates to the fiscal year ended March 2024 and earlier as well as the fiscal year ending March 2026.
2. Fiscal years shown herein are the accounting years ended March 31 of the year shown.
For example, “fiscal year ended March 31, 2025,” “FY2025/03,” or “FY25/03” means the period from April 1, 2024 to March 31, 2025.

Scope of coverage

This report covers SCREEN Holdings Co., Ltd. (holding company) and its consolidated companies (as of March 31, 2025).

Note: Notes are provided when the scope of data presented differs from the above.

SCREEN’s disclosure publications



Website



<https://www.screen.co.jp/en>

SCREEN Holdings official website

[Management Grand Design](#) / [Medium-term Management Plan](#)

Investors

[Financial results](#) / [IR news](#) / [IR calendar](#)

Sustainability

[GRI Content Index](#) / [ISO certification status](#)
[Corporate Governance Report](#)

Annual Report (Integrated Report)

Long-term value creation story



Fact Book

Detailed financial information



Financial Section

Business performance and quantitative data



Sustainability Data Book

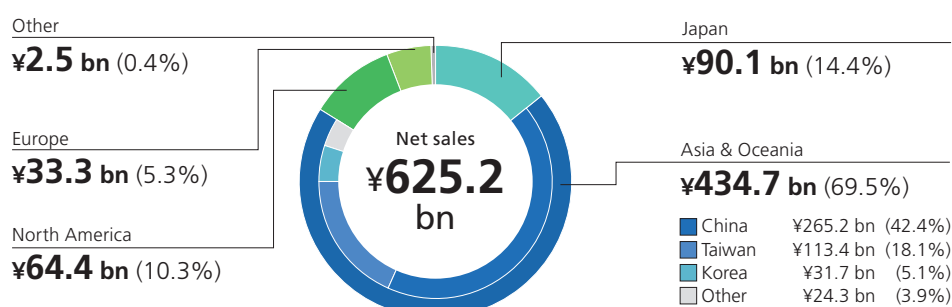
Detailed non-financial information



At a glance (as of March 31, 2025)



Consolidated net sales by destination (fiscal year ended March 31, 2025)



Consolidated net sales by segment (fiscal year ended March 31, 2025)

SPE Semiconductor production equipment

¥519.5 bn (83.1%)

Manufacture and sale of cleaning equipment, including equipment that uses wet processes to remove contaminants from wafer surfaces

Main products: Single wafer cleaning equipment, batch-type cleaning equipment, spin scrubbers, coater/developers, annealing equipment, inspection and measurement equipment, direct imaging systems

GA Graphic arts equipment

¥53.0 bn (8.5%)

Manufacture and sale of equipment for printing on media used in daily life

Main products: POD equipment, CTP equipment, workflow systems, fonts

FT Display production equipment and coater

¥35.8 bn (5.7%)

Manufacture and sale of equipment for rapid and uniform coating

Main products: Coater/developers, wet etching equipment, coating equipment

PE PCB-related equipment

¥14.1 bn (2.3%)

Manufacture and sale of equipment for direct circuit imaging and inspection

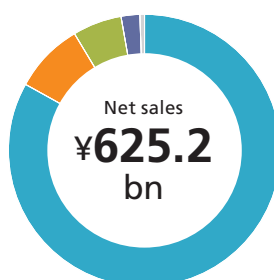
Main products: Direct imaging equipment, inspection equipment

Other / New businesses

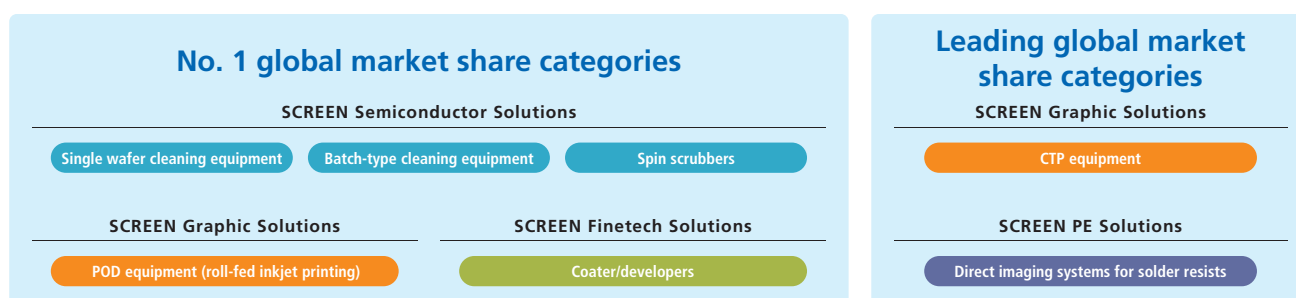
¥2.7 bn (0.4%)

Rapidly building on core group technologies to establish businesses in new areas

Semiconductor advanced packaging-related equipment, energy (hydrogen), life sciences (cell-related products, drug tablet-related products, and medical devices)



2024 market share*



* Market shares are based on equipment category totals, including data from SCREEN.
Note: Calendar year basis.

To our valued stakeholders

Toshio Hiroe

Representative Director
Chairman of the Board

Masato Goto

Representative Director
President
and Chief Executive Officer (CEO)



Message from the Chairman of the Board

Taking our corporate value to new heights

To begin, I would like to express my sincere gratitude to all our stakeholders for their continued support.

In the fiscal year ended March 31, 2025, the SCREEN Group achieved record highs in net sales, operating income, operating margin, and net income. We also surpassed our return on invested capital target with ROIC of 24.7%.* I am confident that the reforms we have put into place positioned us to achieve these results. We also maintained strong shareholder returns with dividends of ¥308 per share, our highest annual dividends to date. Moreover, taking into account market trends and the progress of our investment in growth, we completed approximately ¥30 billion in share buybacks on April 7, 2025. I believe the year marked a solid start to our medium-term management plan, Value Up Further 2026.

During my six years as CEO, we faced many challenges, including the impacts of the COVID-19 pandemic and U.S.-China trade friction. Despite these headwinds, the continuing support of our stakeholders made the growth we achieved possible, and for this I am deeply grateful.

Recent years have brought not only increasing geopolitical risks and heightened environmental awareness, but also the proliferation of generative AI and advancement of digital transformation, and the SCREEN Group finds itself in a business environment characterized by constant and rapid change. To continually provide the solutions our clients are looking for, it is vital that we ourselves continue to pursue new challenges, and that we continue to grow.

We have introduced ROIC as a performance indicator and frameworks including portfolio management, enabling operations that prioritize both profitability and efficiency. As a result, our financial position has improved, and the Japan Credit Rating Agency recently raised our credit rating to A+ (outlook: stable). We are currently in the process of reinvesting in new growth by establishing an R&D site outside Japan while expanding our technology development and production sites in Japan.

To effectively implement these investments so that they lead to new growth, this fiscal year we will review the Management Grand Design, which defines our



long-term vision, and formulate a new medium-term management plan the following fiscal year based on our conclusions. We will also enter the action planning and implementation phase for the ¥80 billion allocated for strategic investment in Value Up Further 2026.

We thought it essential that the new management team discuss and formulate future growth strategies themselves under the leadership of our new president, Masato Goto, and this prompted our decision to pass the baton to the new team this year. In my new role as representative director and chairman of the Board, I will support President Goto while working to further enhance our corporate value.

To this end, I will also pursue reforms to strengthen corporate governance and raise the effectiveness of the Board of Directors. By providing effective oversight over important matters in our portfolio management, corporate strategies including HR strategy, and business execution, the Board will strive to operate in a way that continually enhances the corporate value of the SCREEN Group.

Under the new leadership team that took office in June, we will dedicate ourselves to achieving the goals of Value Up Further 2026 as we work to take our corporate value to even greater heights. As always, we remain deeply grateful for your continued support.

* For details, see "Medium-term Management Plan" (p. 21).

Message from the CEO

SCREEN



Masato Goto

Representative Director
President and Chief Executive Officer (CEO)

Solid value in an era of change

I am pleased and proud to represent the SCREEN Group as its new president and CEO. I joined SCREEN Holdings, then known as Dainippon Screen Mfg. Co., Ltd., in 1990. Since then, I have worked in the semiconductor production equipment (SPE) business, primarily in the manufacturing, field support, and engineering divisions. I was appointed SPE president in 2019, then moved to SCREEN Holdings in 2024 to help oversee the management of the SCREEN Group as head of corporate strategy.

SPE now accounts for more than 80% of total group sales, but I can still vividly recall how, when I joined the Company, it was just a small division. Its growth into the Group's mainstay business is largely due to the unwavering commitment of the employees who dedicate themselves to providing the fastest—and best—solutions to the issues faced by our clients.

That is why, as CEO, I will work to ensure that all employees are highly motivated and can feel a tangible sense of growth. As part of our growth strategy, we have redefined the SCREEN Group's core technologies. SCREEN has prided itself on being a technology-oriented company ever since its founding. Reminding ourselves of this identity, when our employees are called upon to articulate our core technologies and strengths, we would like them to be able to respond with confidence and clarity.

Going forward, as CEO, I will work to foster an environment where employees can realize their full potential as solution creators while steering SCREEN in a direction that enhances corporate value.

In times like this, it is imperative that we communicate with our colleagues to build strong relationships and expand our networks both within and outside our organization to promote effectiveness and efficiency.

I believe people are the source of all value creation. This is a lesson I have learned first-hand. Working alongside diverse colleagues has shown me, time and again, the limits of what I can accomplish on my own. This principle will guide me as I leverage our experience, relationships with clients, strengths in business management, including technological development, and connections with semiconductor R&D institutes and industry groups to take our corporate value to even greater heights.

Shifts in government administrations around the world, trade friction, and regional conflicts have heightened geopolitical risks and made the future harder to predict. As such, the SCREEN Group will conduct business in adherence with laws and regulations while staying well informed and prepared, promptly taking steps to mitigate risks and implement any other necessary measures. We also recognize that we must enhance the Company's sustainability in order to maintain growth over the long term. In recent years, we have seen a growing trend toward mandatory disclosure of sustainability information. As we continue to fulfill our responsibility as a corporate citizen by actively participating in international initiatives and other programs, we will also scale up sustainability management connected to our business activities, allowing us to contribute to society through the creation of both economic and social value.

Enhancing human capital can take us to greater heights as a manufacturer

The business environment surrounding the SCREEN Group is changing at an unprecedented rate. The real-world implementation of digital and green transformation and the dramatic increase in semiconductor demand precipitated by the advent of generative AI are expected to further intensify this trend and expand business opportunities for the SCREEN Group.

Translating our corporate purpose into action

The advance of AI is raising questions about the very value of human existence. I believe that our business activities will help to build a world that truly values humans. Declining birthrates and aging populations are leading to a decline in the workforce in Japan and many other countries, so it is important to actively utilize AI in areas where it can help improve efficiency. But nothing can replace real communication that connects people. That is why human–technology synergy is increasingly important.

The SCREEN Group is engaged in multiple, diverse businesses, including our mainstay SPE business and original printing-related business, but a common thread connecting all of them is the capability to contribute to the development of communication tools through technology. This, I firmly believe, is where our corporate purpose lies. By providing solutions from multiple angles through our business activities, and connecting humans and technology, we aim to become indispensable to society.

To realize the corporate purpose of the SCREEN Group while achieving sustainable growth, it is essential that we efficiently utilize our limited resources and address a variety of challenges. Our most important management issues lie in our business portfolio. As such, during the period of the current medium-term management plan, we will thoroughly review the exit criteria applied to existing and new businesses.

On the other hand, it is crucial to take timely and appropriate action to enhance our presence in the

advanced package sector and elsewhere while keeping pace with rapid industry growth driven by technological innovation.

This is also the year we will begin revising our Management Grand Design. We have the financial means to take major steps toward the future. We will redefine our long-term goals with a forward-looking mindset in terms of restructuring our business portfolio and expanding new businesses, considering a variety of options to achieve these goals, including M&A in strategic fields of interest.

Meanwhile, continuously maintaining and enhancing a sound and robust business foundation is essential. In the previous fiscal year, our accounting auditor informed us of inappropriate timing of revenue recognition in the SPE business, which led to a delay in the submission of our interim securities report.

To prevent the recurrence of any such incident that could erode the trust of our stakeholders, we will advance data-driven management and preventive measures through the detection and flagging of irregular actions using our core IT system and the optimal allocation of DX resources.

As the competition for talent intensifies, we must also accurately identify human resource needs within the Group and strengthen our recruitment strategies. We will work to build a system where SCREEN Holdings and the business operating companies coordinate efforts to address the challenges we face and thereby enhance our business foundation.

To our valued shareholders and investors

In the SCREEN Group's long history, there have been periods of negative earnings. However, we have remained profitable for the past 11 years, and in the fiscal year ended March 31, 2025, we achieved record-high performance for the fourth consecutive year. I am proud that SCREEN now consistently generates profits and is capable of pursuing self-funded M&A. However, our reputation in the stock market is still weak in comparison with our competitors in the SPE business. We believe that this reflects a failure on our part to fully dispel concerns about our performance in market downcycles, along with the large perception gap that exists between



the capital market and SCREEN with regard to our involvement in multiple businesses. In addition, I see room for improvement in our profit margins and operational efficiency. First, by performing at a level equivalent to our competitors over the long term, we can demonstrate to the market that our SPE business is capable of sustained growth even when market conditions are unfavorable. Furthermore, we must earn the trust and support of shareholders and investors by ensuring that they have a clear understanding of our business portfolio and the future direction and prospects of the SCREEN Group. Finally, we will need to enhance our brand presence and improve corporate visibility.

I am naturally inclined to be positive, so I see these challenges as opportunities for future growth. SCREEN is now poised for significant growth over the long term, so this is the ideal time for us to embrace challenges with our employees and aim for greater heights as a united group.

Until now, my position has offered me only limited opportunities for direct communication with our shareholders and investors. Now, in my new position, I look forward to engaging in dialogue that will foster



greater mutual understanding. We appreciate your continued support and encouragement as we strive to more fully realize our corporate purpose and future vision through our business activities.

SCREEN's first Birdman Rally



Interested members of SCREEN came together to enter the Japan International Birdman Rally with a common passion: "to make a shared dream come true through handcrafting." I served as the team's general director.

Although it was our first time entering the rally, we passed the screening and got to participate in the actual competition.

President Goto's online radio talk show "FM510"



Through this program, I speak directly to our group employees, sharing messages and stories in my own voice.

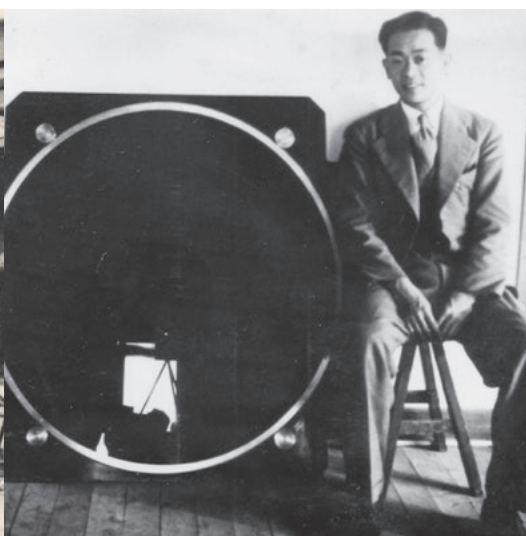
Our heritage



1868

Founded in Kyoto amid the dramatic changes of the Meiji Restoration

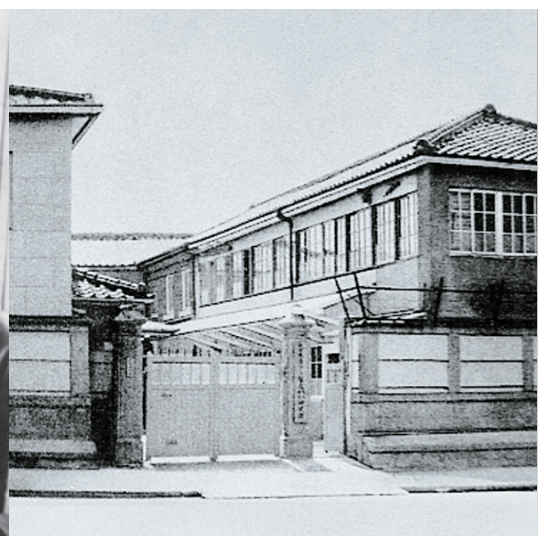
- SCREEN's predecessor Ishida Kyokuzan Printing Works founded at the dawn of Japan's industrial era (transitioned to a stock company, Ishida Kyokuzan Printing Co., Ltd., in 1934)



1934

First to domestically manufacture glass screens, our namesake

- Produced the first Japan-made glass screens for photoengraving, driven by a belief in the business's national significance



1943

Dainippon Screen Mfg. Co., Ltd. (now SCREEN Holdings) established

- Amid the difficulties caused by World War II, the R&D division of Ishida Kyokuzan Printing Co., Ltd. split off to start a new chapter as Dainippon Screen Mfg. Co., Ltd.

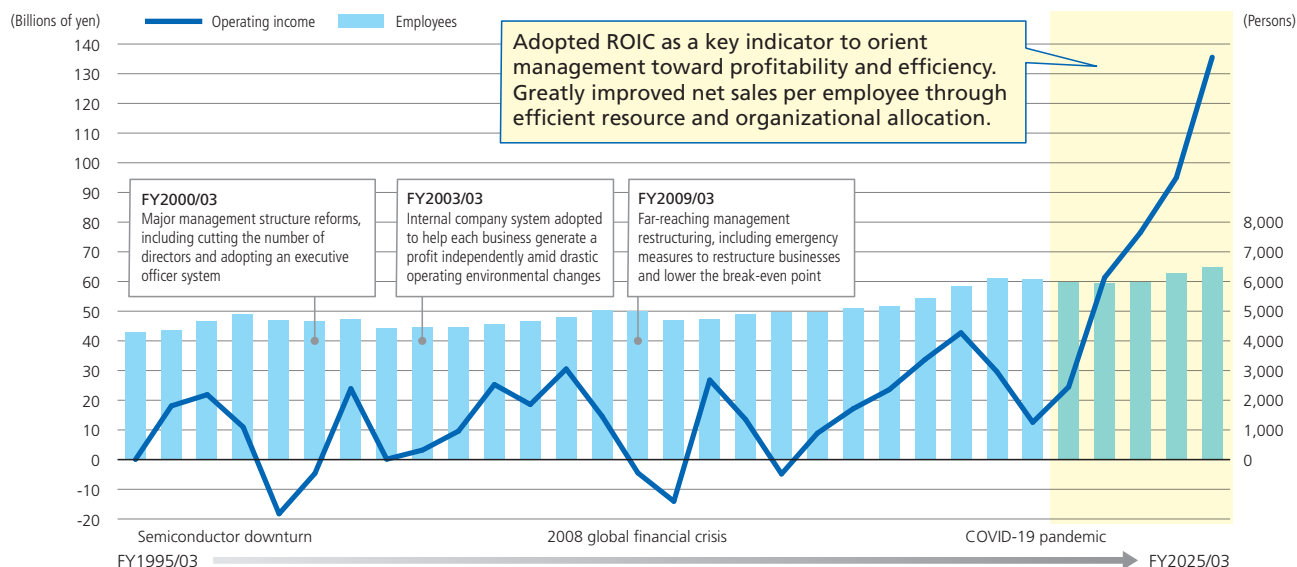
Surface control and processing

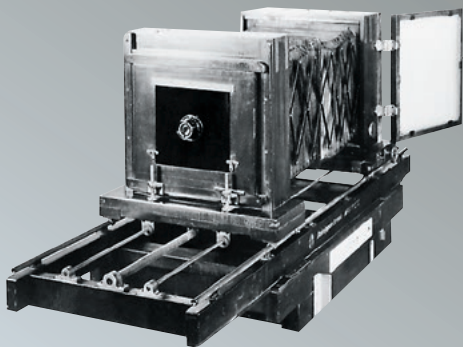
Surface control and processing technology grew out of the etching technologies crucial to glass screen manufacturing

Building a resilient corporate foundation to support business growth

To remain competitive in industries highly sensitive to fluctuations in markets and client investment, the SCREEN Group has continuously enhanced its flexibility and resilience. Through strategic outsourcing and production process revisions, the Group has strengthened its financial base to better adapt to changing conditions.

Operating income and employees (consolidated)





1946

The glass screen business was successful and stable, but never complacent, SCREEN pushed further

- Overcame postwar turmoil and parts shortages to develop SCREEN's first wooden process camera, aiming to become an equipment manufacturer

- Production of shadow masks for color TVs began (1963)

1964

Applying the "Shi Ko Ten Kai" spirit to realize the long-held dream of global expansion

- Auto Graver electronic engraving machine developed

- Mass production of aperture grills for Trinitron televisions began (1968)

Released various equipment types while accelerating system integration

Imaging and patterning

Cultivated imaging and patterning technology through the development of a variety of graphic arts equipment to meet the needs of rapid digitization

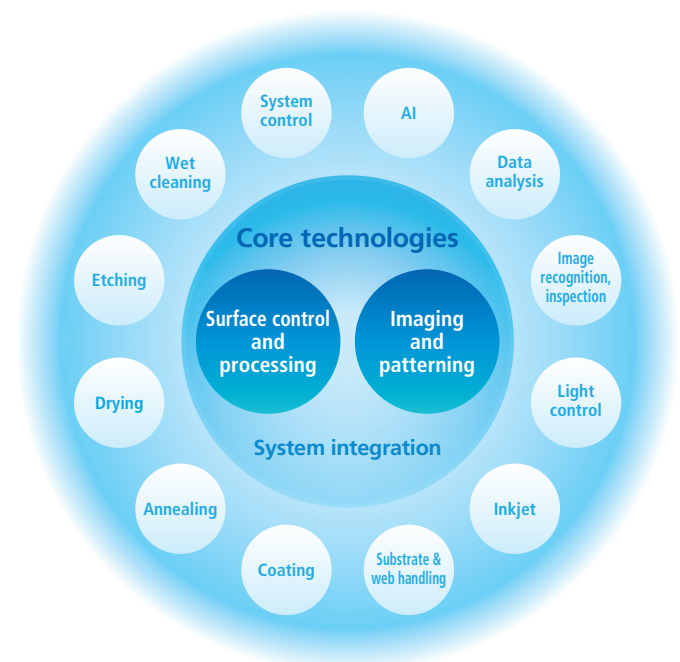
SCREEN's core technologies redefined in 2025

SCREEN's predecessor, Ishida Kyokuzan Printing Works, succeeded at domestically producing glass screens for photographic reproduction in 1934. The state-of-the-art etching technology that made this possible subsequently gave rise to a range of **surface control and processing** technologies, which comprise one of our core technology fields.

Glass screens soon became the Company's cash cow, but, not complacent, we kept moving forward. With the aim of becoming an all-around manufacturer of prepress machines, we released a series of graphic arts equipment. This became the base of **system integration**, which underlies our thinking to this day.

Moreover, through the development of an electronic engraver for halftone printing, which became our first machine to be used for electronic circuit formation, we built up know-how related to automatic color tone fine-tuning. This became the origin of our second core technology field, **imaging and patterning**, which grew exponentially with digitization in the later decades.

In this way, we have built on our track record of innovation that started with glass screens, based on the founder's motto, "Shi Ko Ten Kai" (broadening everyone's thoughts and horizons for innovation). We continue to research numerous elemental technologies across our two core technology fields. And, leveraging our system integration capabilities cultivated over the years, we are developing a range of solutions in existing and new business fields.



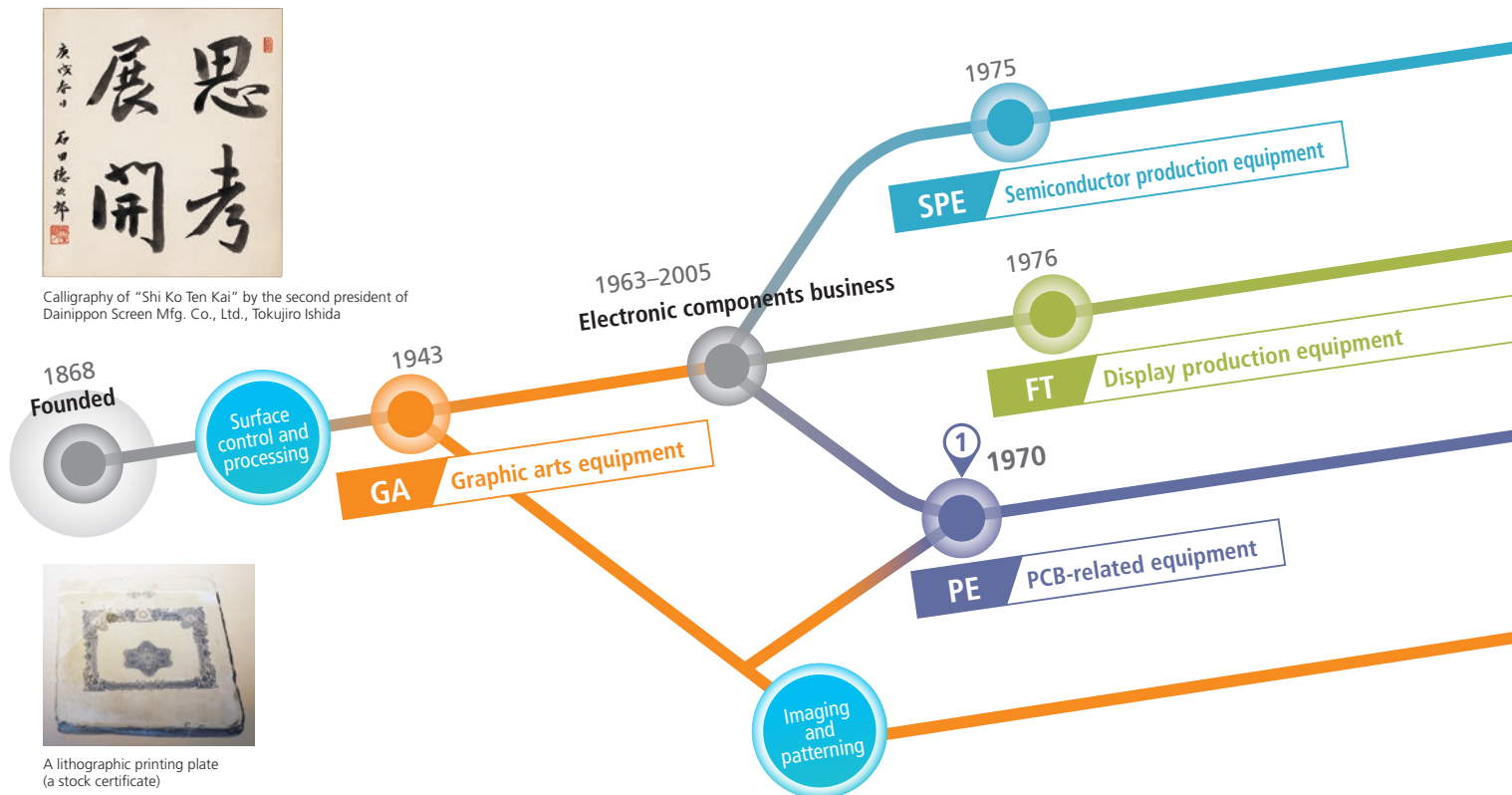
The SCREEN Group's evolution

To continuously deliver value to society and industry, the SCREEN Group has long pursued new endeavors in fields connected to its existing businesses.

This basic stance, summed up in the “Shi Ko Ten Kai” spirit, is firmly embedded in every aspect of SCREEN’s management and businesses.



Calligraphy of “Shi Ko Ten Kai” by the second president of Dainippon Screen Mfg. Co., Ltd., Tokujiro Ishida



A lithographic printing plate (a stock certificate)

1 Applying core technologies to meet emerging needs for printed circuit boards

In the latter half of the 1960s, the evolution of semiconductors led to rapidly increasing demand and, in turn, growing needs for high-precision, high-productivity automatic drafters to create mask patterns for printed circuit boards. Seeking to address these needs, SCREEN applied its technologies developed in the GA business to enter the printed circuit board industry.

Leveraging established technologies and expertise, we are boldly moving into new business that shape both today and tomorrow



SCREEN broke into the printed circuit board industry with the AD-401 ultra-precision automatic drafter

2 Betting the survival of the GA business to seize shifting currents in the changing printing industry

As the emergence of DTP¹ sent shock waves through the industry, SCREEN's founding business in photoengraving faced a crisis. To regain lost ground, SCREEN put all its efforts into developing and releasing products for digitization in such categories as thermal CTP² and workflow systems.

Building on a CTP lineup boasting the top global market share to pioneer the field of digital printing



TaigaSPACE, Japan's first integrated text-image processing system



Genasett 3100, the world's fastest film recorder



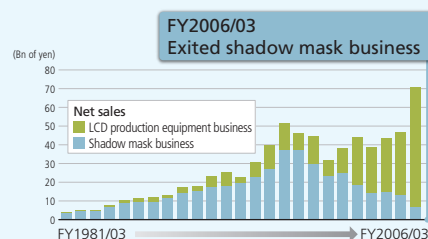
The PlateRite 8000 broke through numerous technological hurdles

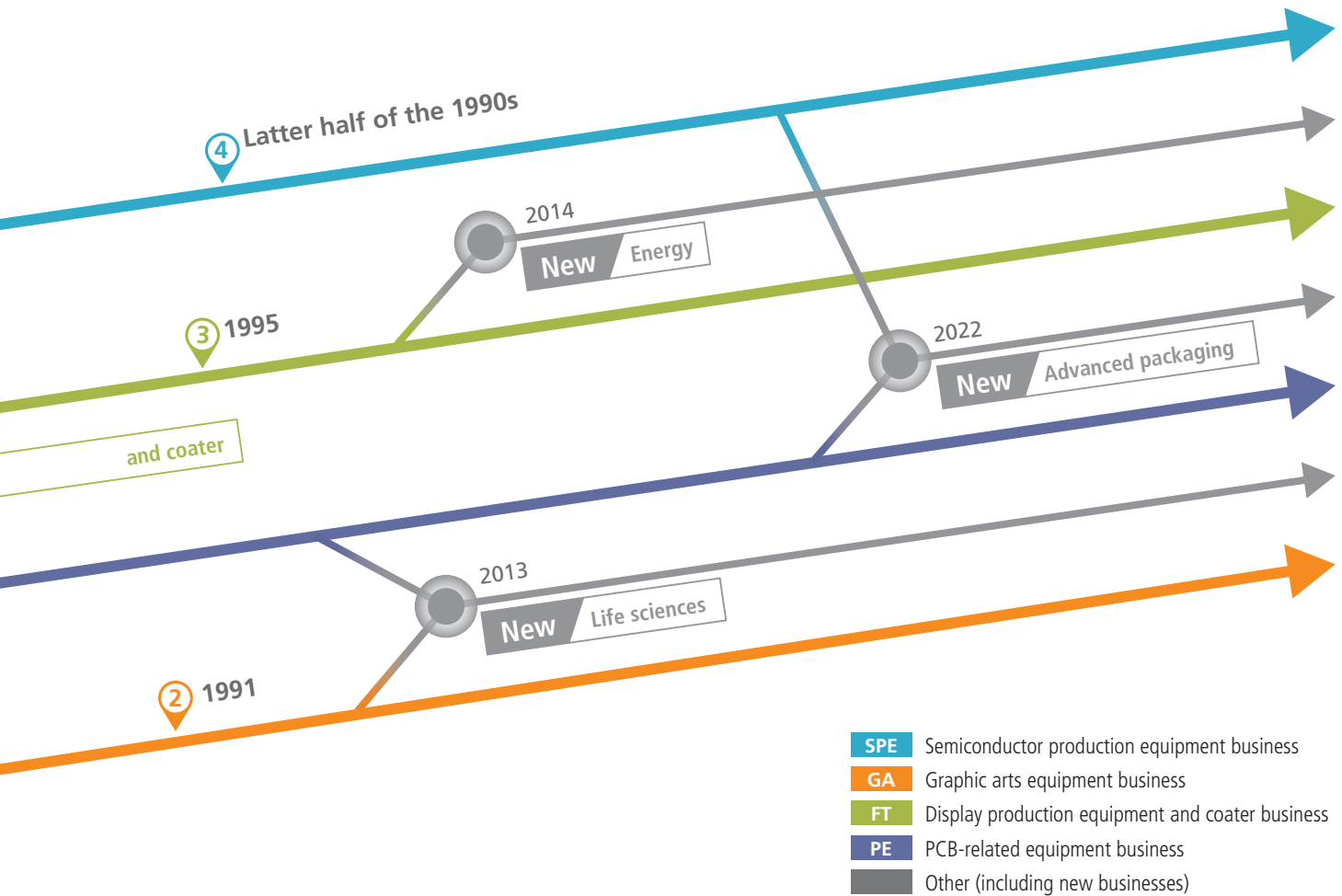
1. DTP: Desktop publishing. A technology that gained widespread use in the early 1990s.
2. CTP: Computer to plate

3 Successful business transition within the display field

With the emergence of LCD and other thin-panel displays, demand for CRT displays fell rapidly. The shadow mask business—a major earner since the 1960s—slipped into obsolescence, but, based on technologies and expertise built up over the decades, SCREEN successfully expanded its business in the display panel field, first entered in the mid-1970s.

Leading the industry in increasing both display size and resolution





4 Shifting to single wafer cleaning equipment, anticipating further miniaturization

Front-end processes require superior process performance. Anticipating that single wafer cleaning needs would grow alongside further chip miniaturization, SCREEN took its first steps in developing next-generation cleaning equipment.

Released the SU series single wafer cleaning equipment, earning the top global market share and contributing to the development and production of leading-edge semiconductors



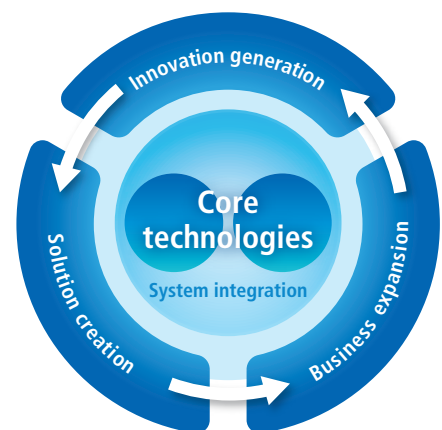
The AQUASPIN MP-3000 changed the flow of cleaning equipment for 300 mm wafers

The SU-3000 single wafer cleaning system enables the flexible combination of processing units

Strengths

Building on long-standing relationships of trust with our clients, we continue to deliver competitive products and services through:

- The combined strength of our brand—centered on technological expertise including intellectual property—and the people who bring it to life
- The creation of solutions to social challenges through collaboration with external resources



Innovation generation

Fostering open collaboration with industry, government, and academic partners, including leading-edge clients and consortiums, while driving innovation through united efforts across engineering, production, sales, and management

Solution creation

Developing ideas generated through market-driven innovation into solutions that have the potential to solve social issues and resonate with clients

Business expansion

Cultivating solutions into full-fledged businesses through focused development of technology, products, and services

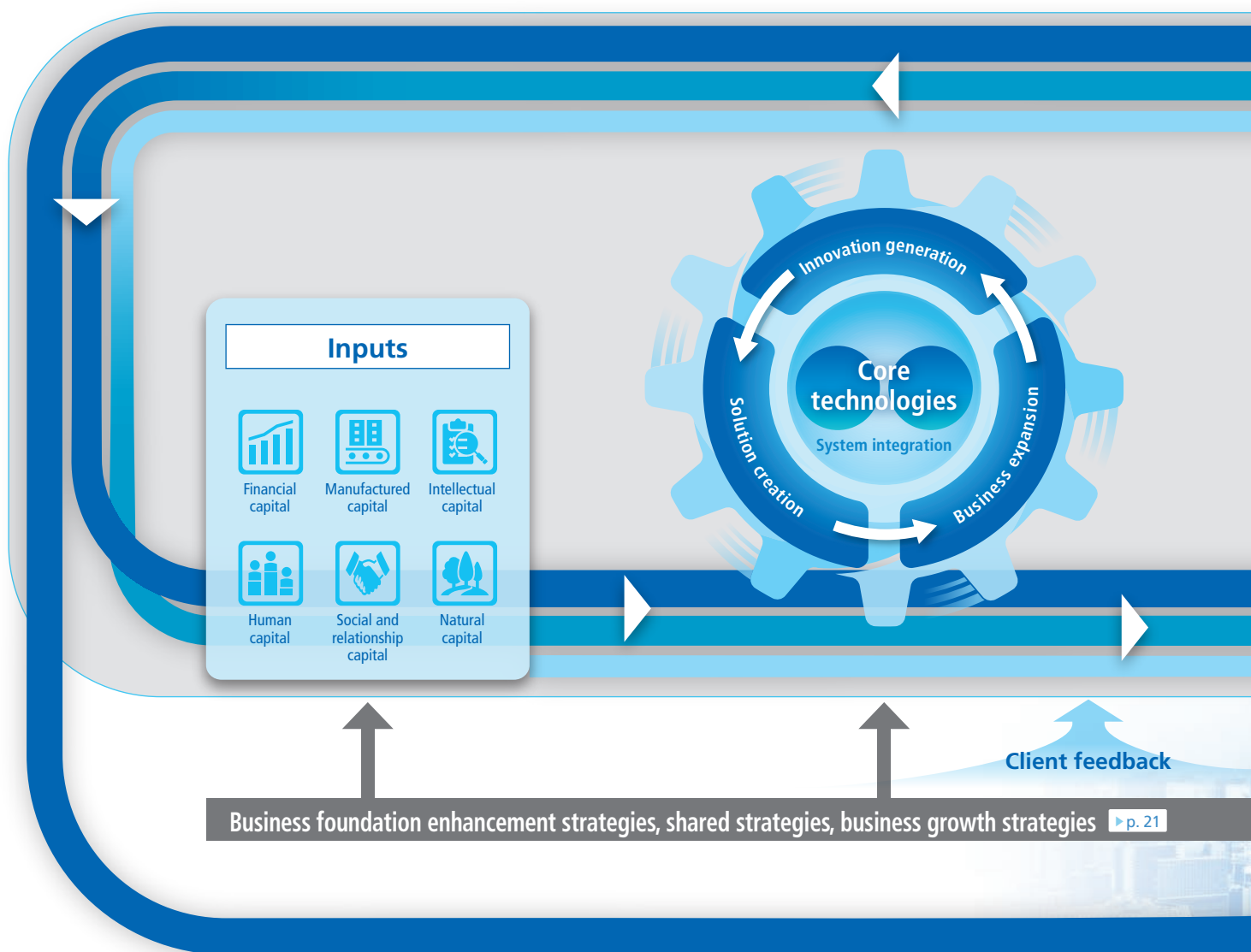
Value creation process

Corporate
purpose

Innovation for a Sustainable World

Founder's
motto

Shi Ko Ten Kai



Inputs (FY2025/03)

Financial capital

Equity ¥420.6 bn
 Interest-bearing debt ¥4.5 bn
 Net cash ¥195.8 bn

Manufactured capital

CAPEX ¥29.7 bn
 Production sites 11

Intellectual capital

R&D expenses ¥31.7 bn
 Patents held¹ 8,699

1. HD, business operating companies, and functional support companies

Human capital

Employees (consolidated) 6,415
 (Japan: 4,062, Outside Japan: 2,353)
 Expenses for education and training² ¥460 mn

2. Total expenditures by SCREEN Holdings, business operating companies, functional support companies, and consolidated group companies in Japan on internal training and external seminars and lectures

Social and relationship capital

Suppliers (by transaction value) 240
 External collaboration partners³ 7
 Coverage analysts 15

3. Main publicly announced relationships

Natural capital

Energy consumed 166,830 MWh
 Water withdrawal 2,388 thousand m³

Note: Unless otherwise stated, the figures provided are based on indicator data available for disclosure within the scope of consolidation.

SCREEN
Value

Business activities

Pursuit of CSV
Solution creation

SPE ▶ p. 33 Semiconductor production equipment	PE ▶ p. 41 PCB-related equipment
GA ▶ p. 37 Graphic arts equipment	New businesses ▶ p. 43
FT ▶ p. 39 Display production equipment and coater	

Client feedback

Outputs

Medium-term Management Plan
Value Up Further 2026

Financial targets

- 3-yr total net sales: ¥1.8 tn or more
 - 3-yr operating margin: 19% or above
 - ROIC: 15% or above
 - Shareholder returns:
Dividend payout ratio of 30% or above
- (We completed approx. ¥30 billion in share buybacks in April 2025 and will continue to implement buybacks flexibly, depending on the progress of our growth investments)

Note: The above figures are predicated on organic growth.

Non-financial targets

▶ p. 23

Our 10-year vision

Be a solution creator

Becoming what the world needs,
together with our partners

Note: The Management Grand Design was launched in the fiscal year ended March 31, 2024; the 10-year vision refers to the 10 years ending March 31, 2033.

Economic value

Net sales

¥1 tn or more

Operating margin

20% or above

Social value

▶ p. 19

Solution creator

A solution creator is a person or entity with a strong sense of curiosity and flexible thinking that targets issues affecting society. They provide clients worldwide with new value through business activities—creating shared value (CSV)—in the form of technologies, products, and services that contribute to sustainable growth.

SCREEN Value

Our corporate value combines social value generated by accommodating social needs through our business activities and economic value gained through recognition from our clients (society). SCREEN Value can be further increased by creating shared value, the simultaneous enhancement of social and economic value.

Outputs (FY2025/03)

Financial capital

Operating margin	21.7%
Operating cash flows	¥71.2 bn
ROE	25.1%
ROIC	24.7%
Credit rating	A+ (outlook: stable)

Long-term issuer rating by the Japan Credit Rating Agency, Ltd. (JCR)

Manufactured capital

Net sales of equipment	¥499.2 bn
------------------------	-----------

Intellectual capital

New products released	4
External publications	182
Patent/utility model rights obtained	1,019

Human capital

Net sales per employee	¥97.46 mn
Operating income per employee	¥21.15 mn
Management positions held by women ⁴	4.5%
Female employees ⁴	11.2%

4. HD, business operating companies, and functional support companies

Social and relationship capital

No. 1 global market share	5 product segments
Supplier Code of Conduct compliance survey	240+ suppliers
ISO 22301 (BCMS) certification	4 companies
Successful collaboration results (publicly announced)	3
Total income taxes paid	¥39.5 bn
Total shareholders	51,305

Natural capital

GHG emissions (Scope 1 ⁵ +2 ⁶)	22.0K metric tons CO ₂ e
GHG emissions (Scope 3 ⁷ category 11)	2,701K metric tons CO ₂ e
Water discharge	2,333 thousand m ³
Waste and valuable materials generated	3,238 metric tons
Certified Super Green Products	7

5. Direct GHG emissions from the business itself

6. Indirect GHG emissions from the use of power, heat, or steam supplied by other companies

7. Indirect GHG emissions other than those in Scope 1 and Scope 2 (emissions from other companies associated with the business's activities)

Message from the CFO

Building a strong financial foundation and accelerating growth investment

Yoichi Kondo

Member of the Board
Executive Vice President
Chief Financial Officer (CFO)



Review of FY2025/03

In the fiscal year ended March 31, 2025, SCREEN achieved record high sales and profit for a fourth consecutive year. The semiconductor production equipment (SPE) business drove performance, buoyed by the expanding use of generative AI and advances in digital transformation (DX). The display production equipment and coater business (FT) also contributed to the year-on-year improvement.

SCREEN's progress in the first year of Value Up Further 2026, our medium-term management plan, is shown in the table below.

Looking at sales, growth in the SPE business outpaced that of the wafer fab equipment market, with our mainstay single wafer cleaning equipment making significant market share gains. As a result, we made solid progress toward our three-year cumulative net sales

target. The operating margin came to 21.7%, and ROIC to 24.7%, both exceeding our cumulative three-year targets. These indicators are forecast to be slightly lower in the plan's second year, as we plan to accelerate investment in growth, mainly in research and development, in order to expand our market share. Nevertheless, the plan is off to a good start in terms of profitability.

On the financial side, we maintained our net cash balance by securing free cash flow, even as we advanced measures to strengthen our recession resistance, such as shortening payment terms. In addition, we built up our equity with profit generated, and in March 2025, the Japan Credit Rating Agency upgraded our long-term issuer rating from A (outlook: stable) to A+ (outlook: stable).

While the fiscal year ended March 31, 2025 marked a strong start to Value Up Further 2026 in terms of our business performance and finances, during the year, inappropriate accounting treatment of revenue recognition was discovered at a SCREEN subsidiary, resulting in the delayed submission of our interim securities report. Please allow me to apologize once again for the concern and confusion this caused our stakeholders. We deeply regret that we allowed inadequacies in internal control to emerge amid our rapid expansion in business scale and personnel. We are currently taking corrective actions based on the recurrence prevention measures announced at the end of February 2025, and the accounting auditor's audit of the year-end results has been completed without incident.

Within the SPE business, we implemented measures to clarify related rules and educate employees in the fiscal year ended March 31, 2025. This year, top management is taking the lead in expanding these initiatives group-wide to ensure thorough and correct awareness of the rules and compliance.

Progress toward the Value Up Further 2026 financial targets

Value Up Further 2026 (FY2025/03–FY2027/03) Three-year cumulative targets		1st year results (FY2025/03)	2nd year forecasts (FY2026/03)
Cumulative net sales	¥1.8 tn or more	¥625.2 bn	¥621.0 bn
3-yr operating margin	19% or above	21.7%	18.8%
ROIC	15% or above	24.7%	19.6%
Shareholder returns	Consolidated dividend payout ratio: 30% or above ¹	* Consolidated dividend payout ratio: 30.1% * Implemented share buybacks	* Consolidated dividend payout ratio: 30% or above ¹

Note: The above figures are predicated on organic growth.

1. Flexible share buybacks will be implemented depending on the degree of progress in investment in growth.

Cash allocation plan and shareholder returns

We expect approximately ¥360 billion in investment capital to be available over the period of Value Up Further 2026. Aiming for further growth, we plan to allocate approximately ¥110 billion of this to research and development, ¥100 billion to capital expenditures, ¥80 billion to strategic investments, including M&A, and ¥70 billion to dividends and other forms of shareholder returns.

Our policy under Value Up Further 2026 is to maintain a consolidated dividend payout ratio of 30% or above with flexible share buybacks depending on progress in growth investment. Based on this policy, for the fiscal year ended March 31, 2025, we paid record-high dividends of ¥308 per share and implemented share buybacks totaling approximately ¥30 billion. We decided to execute these returns based on considerations of our share price and financial position, particularly as the overall scale of investment in growth during the medium-term management plan had come into focus, including the construction of the S³-6 factory at the Hikone Site completed in February 2025, as well as the plan to acquire industrial land in Yasu, Shiga Prefecture, and establish an R&D site outside Japan. Under Value Up Further 2026, as we focus on investment in growth, we plan to stick with our current policy on shareholder returns, but we will flexibly consider share buybacks in light of progress in growth investment, our share price, and our financial standing.

The industrial land in Yasu and the R&D site, in particular, are important investments in future organic growth. At the same time, given the rapid pace of innovation in the electronics industry, acquiring the technologies of other companies will also be important, so we will continue to explore opportunities for strategic investment, including M&A.

To enhance corporate value, improving the cost of sales ratio along with product competitiveness will be crucial. As such, we will continue to invest in R&D and make aggressive investments in IT. We are currently in the process of updating the SPE business's ERP system. By utilizing the various databases this will provide in management accounting, along with DX and AI, we aim to improve operational efficiency.

Cross-shareholdings

As of March 31, 2025, the SCREEN Group holds approximately ¥45.3 billion in investment securities. Every year, the Board of Directors examines the significance of each of these shareholdings and decides how to handle them with an eye to reducing our total holdings.

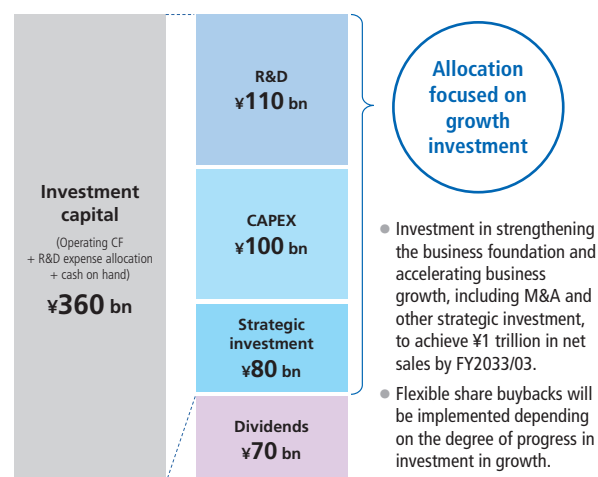
Specifically, we comprehensively review the significance of holdings from both quantitative and qualitative perspectives. If our dividend income and returns from transactional synergies for a given stock

are found to be less than our WACC,² that stock is then more closely considered as a candidate for reduction. In the fiscal year ended March 31, 2025, we discussed our cross-shareholdings with investees and reduced holdings in four companies. Since the enactment of Japan's Corporate Governance Code in 2015, we have divested shares of 41 investees, totaling ¥9.2 billion. In addition, in our discussions with investees, our policy is to not oppose their divestment from SCREEN if they indicate their intention to do so. Going forward, we will continue efforts to reduce cross-shareholdings.

2. WACC: Weighted average cost of capital

Cash allocation under Value Up Further 2026

FY2025/03–FY2027/03
3-year cumulative targets



Pushing forward with our stakeholders

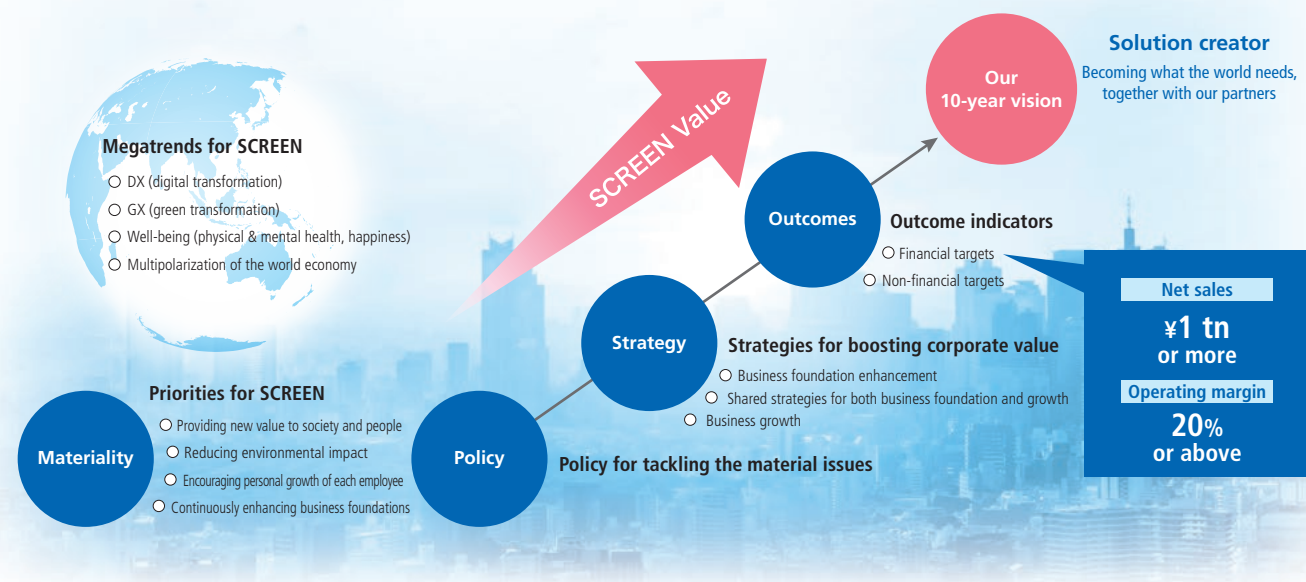
As I mentioned, our medium-term management plan, Value Up Further 2026, got off to a strong start in its first year. Going forward, SCREEN's business environment is expected to remain unclear, affected by geopolitical risks, trade frictions, risks of natural disasters, and changes in industrial structures as IT evolves. Amid these conditions, we will likely encounter challenges and opportunities that have no precedent in our past experience. It will therefore be crucial to avoid getting wrapped up in preconceptions or conventional wisdom, but approach management decisions with a clear head while maintaining an appropriate financial cushion against risk. Under the leadership of Masato Goto, our new president and CEO, we will continue working to enhance our risk responsiveness and strengthen our financial position so that we can respond swiftly to changes in social and business conditions. We ask for your continued support in these endeavors.

Management Grand Design: 10-year vision for enhancing corporate value

Note: The Management Grand Design was launched in the fiscal year ended March 31, 2024; the 10-year vision refers to the 10 years ending March 31, 2033.

Under the Management Grand Design, we aim to address issues facing society through our business, leading to the creation of new value (CSV)—comprising both social and economic value—and thereby further enhance our corporate value. The cash generated through this process is reinvested in business growth and business foundation enhancement to drive further innovation and provide solutions to clients.

Outline of the Management Grand Design



Process for identifying material issues

We began the process of revising the Management Grand Design by assessing current megatrends and the underlying major socioeconomic currents and identified global issues that may impact our operations. From these, we shortlisted possible material issues. We then evaluated the candidates and determined their order of priority, taking into account international initiatives, such as the UN Global Compact and RBA,* as well as communication with our stakeholders. In addition, we evaluated them in terms of both their importance to society and to the Group to

determine their overall materiality. Through this process, we identified the key material issues that SCREEN's management must address to realize the 10-year vision. These issues have been used as a basis to develop the specific strategies, targets, and measures of the medium-term management plan, and we will continue to revise them as necessary in response to changes in the business environment.

* RBA: Responsible Business Alliance. An alliance encompassing the electronic device, IT, toy, and automotive industries that has established a code of conduct related to labor, safety and health, environment, ethics, and management systems.
Note: For details, see "Medium-term Management Plan" (p. 21).





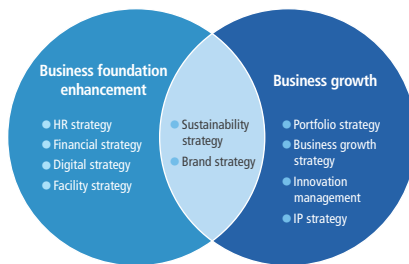


Major socioeconomic trends	Megatrends for SCREEN	Opportunities, risks, and our response
Demographic/economic trends → Growth of emerging countries, aging populations Social trends → SDGs, DX, Generation Z's values Post SDGs → Changes in megatrends due to new social and economic demands Energy transformation → Toward carbon neutrality (policies, transition, competition, investments) Intensified economic security concerns and resource wars → Increased geopolitical risks, deglobalization Technology → Next-generation communication technologies (5G/6G) and computing, etc.	1 DX (digital transformation) Opportunities 2 GX (green transformation) Opportunities 3 Well-being (physical & mental health, happiness) Opportunities 4 Multipolarization of the world economy Opportunities/Risks	<p>The transformation of industrial structures through digitalization will provide business opportunities. The impact will be particularly large in the area of electronics, which supports DX, and SCREEN views this as a driver of growth. → The digitalization of management and manufacturing will transform the way we work.</p> <p>The need to reduce environmental impact to realize a sustainable society will be an increasingly important area of corporate social responsibility. This will create business opportunities in energy and eco-friendly products. → SCREEN will continue to promote environmentally friendly manufacturing.</p> <p>Mental and physical well-being will increase in importance. SCREEN believes that enhancing employees' quality of life is an important source of the value of corporations in society. → SCREEN will continuously promote the health and wellness of its employees.</p> <p>Further trade barriers are forecast for the world economy. SCREEN views this as both a risk and opportunity in light of its global businesses. → SCREEN will pay close attention to these trends and develop business in line with relevant regulations.</p>

Material issues and outcome targets

To realize our 10-year vision, we have identified four material issues that SCREEN's management needs to address. In addition, we have set outcome targets (financial and non-financial targets for the fiscal year

ending March 2033) to measure the value the Company aims to demonstrate to society as we come closer to the 10-year vision.

Strategies for realizing our 10-year vision				
Material issues	 New value Providing new value to society and people Establishing businesses focused on social needs, thereby adding value to our technologies, products, and services to contribute to the development of a sustainable society.	 Environment Reducing environmental impact Reducing greenhouse gas emissions, waste disposal, and use of exhaustible resources through business activities, thereby addressing socio-environmental issues such as climate change and biodiversity.	 Human resources Encouraging personal growth of each employee Motivating each employee to take on new challenges and supporting their personal growth through efforts to ingrain our corporate philosophy and develop solution creators.	 Business foundations Continuously enhancing business foundations Enhancing our business foundations to support efforts to increase our long-term corporate value through the implementation of growth strategies in line with our purpose.
	Net sales ¥1 tn or more Operating margin 20% or above			
Outcome targets	<ul style="list-style-type: none"> • Proportion of net sales from new products or products equipped with new technology • New business operating companies rooted in social needs • Objective indicators for evaluating intellectual property • Number of patents held 	<ul style="list-style-type: none"> • Proportion of net sales from Super Green Products¹ • GHG emissions (Scope 1+2) • Waste disposal • Energy usage 	<ul style="list-style-type: none"> • Number of occupational accidents resulting in 4 or more lost work days • Presenteeism² • Employee engagement rate 	<ul style="list-style-type: none"> • Talent portfolio fulfillment rate • Robust cybersecurity • Transparency of management • Optimal capital structure
Policy and strategies	<p>The entire SCREEN Group will work as one to implement its strategies for business foundation enhancement and business growth, as well as shared strategies that cover both. By providing solutions that address social needs through business, we will create outcomes that enhance our corporate value.</p> <div data-bbox="624 1263 1034 1525">  <p>Business foundation enhancement</p> <ul style="list-style-type: none"> • HR strategy • Financial strategy • Digital strategy • Facility strategy <p>Business growth</p> <ul style="list-style-type: none"> • Portfolio strategy • Business growth strategy • Innovation management • IP strategy <p>Shared strategies</p> <ul style="list-style-type: none"> • Sustainability strategy • Brand strategy </div>			

1. For details about Super Green Products, see "Sustainability strategy" (p. 49).

2. Self-assessed work performance over the past four weeks, based on the assumption that 100% represents performance when unaffected by illness or injury

Supporting the achievement of the Sustainable Development Goals

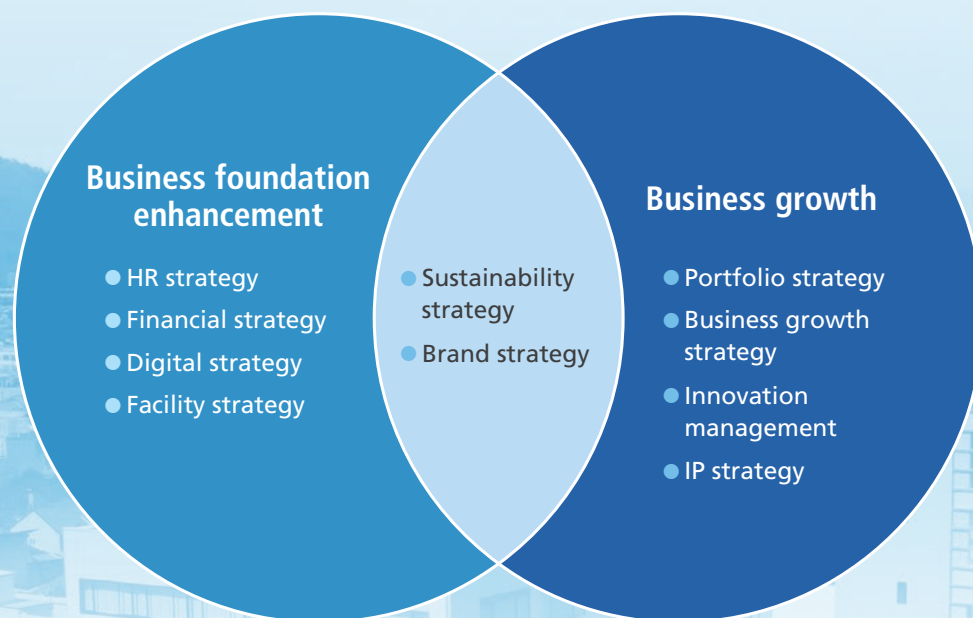
As part of efforts to achieve the 10-year vision included in the Management Grand Design, the SCREEN Group has designated 15 of the SDGs established by the United Nations as key targets to work toward through its business. Furthermore, under Sustainable Value 2026, our medium-term plan for enhancing social value, we have designated specific aims for addressing environmental (E), social (S), and governance (G) issues and are implementing initiatives accordingly. In addition, the Group engages in ongoing efforts aligned with the UN Global Compact and international initiatives related to climate change, such as the Task Force on Climate-related Financial Disclosures (TCFD) and the Science Based Targets initiative (SBTi).



Medium-term Management Plan: Value Up Further 2026

Concept

Further enhance our presence through the growth of each individual and by enhancing competitiveness as a solution creator



Basic concept and main initiatives

The three years covered by Value Up Further 2026 are an investment phase, building momentum for new growth while maintaining the financial foundation established under the previous plan as we work toward the 10-year vision target of ¥1 trillion in net sales

Key issues

1 Increasing market share by enhancing added value

SPE [▶p. 33](#) / GA [▶p. 37](#) / FT [▶p. 39](#) / PE [▶p. 41](#)

2 Launching new technologies and products and strengthening sales capabilities

SPE [▶p. 33](#) / GA [▶p. 37](#) / FT [▶p. 39](#) / PE [▶p. 41](#)

3 Creating new businesses that generate ¥10.0 billion in net sales

Portfolio management [▶p. 31](#) / New businesses [▶p. 43](#)

4 Enhancing operational efficiency

Value chain [▶p. 30](#) / SPE [▶p. 33](#) / GA [▶p. 37](#) / FT [▶p. 39](#) / PE [▶p. 41](#) / New businesses [▶p. 43](#)

5 Enhancing business foundations to support long-term growth

Message from the CFO [▶p. 17](#) / Sustainability strategy [▶p. 47](#) / HR strategy [▶p. 53](#) /

Corporate governance [▶p. 63](#)

Progress toward the plan's financial targets

(As of July 25, 2025)

	Value Up Further 2026 (FY2025/03–FY2027/03) Three-year cumulative targets		1st year results (FY2025/03)	2nd year forecasts (FY2026/03)
Consolidated	Cumulative net sales	¥1.8 tn or more	¥625.2 bn	¥612.0 bn
	3-year operating margin	19% or above	21.7%	18.8%
	ROIC	15% or above	24.7%	19.6%
	Shareholder returns	Consolidated dividend payout ratio: 30% or above (Flexible share buybacks will be implemented depending on the progress of growth investment)	• Consolidated dividend payout ratio: 30.1% • Implemented share buybacks	• Consolidated dividend payout ratio: 30% or above (Flexible share buybacks will be implemented depending on the progress of growth investment)
SPE	Cumulative net sales	¥1.5 tn or more	¥519.5 bn	¥502.0 bn
	3-year operating margin	23%–25%	26.4%	24.1%
GA	Cumulative net sales	¥150 bn or more	¥53.0 bn	¥53.0 bn
	3-year operating margin	6%–9%	8.1%	4.7%
FT	Cumulative net sales	¥100 bn or more	¥35.8 bn	¥45.5 bn
	3-year operating margin	3%–5%	8.5%	11.0%
PE	Cumulative net sales	¥50 bn or more	¥14.1 bn	¥15.0 bn
	3-year operating margin	12%–15%	7.5%	6.7%

Note: The above figures are predicated on organic growth.

Main initiatives and their progress (FY2025/03)

Facility strategy

To support business growth under our next medium-term management plan starting in the fiscal year ending March 31, 2028, we are implementing facility planning from the perspectives of proactiveness, agility, and efficiency. In February 2025, we began operations at the new S³-6 factory at the Hikone Site, securing additional space for hydrogen-related business component manufacturing and aiming to generate innovation in the semiconductor production equipment business. Also in the fiscal year ended March 31, 2025, with an eye toward future business expansion, we decided to acquire land in Yasu, Shiga Prefecture.

Going forward, we will continue to invest in business growth, including enhancing R&D functions to promote innovation and expanding production facilities, seeking to build mutually beneficial relationships with local communities and other stakeholders, foster synergies between sites, and minimize environmental impact. By doing so, we aim to achieve the Management Grand Design targets for the fiscal year ending March 31, 2033.

SCREEN Completes the Construction of New Building S³-6 at the Hikone Site

SCREEN to Acquire Land in Yasu, Shiga, for Future Business Growth




The S³-6 factory

Digital strategy

In the areas of DX, AI, and information security, we are strategically developing DX promotion talent, utilizing generative AI, and reinforcing security based on the NIST CSF.

Material issues and the non-financial targets of Value Up Further 2026

Based on the non-financial outcome targets of the Management Grand Design, our long-term vision, we have designated final-year outputs that we aim for under our medium-term management plan. While continuously monitoring and assessing progress toward our various targets, we are working to address our material issues. For details about our specific strategies and targets, please refer to the relevant pages of this report or our website.

Management Grand Design		Main final-year targets, outputs (strategy KPIs), and key issues
Material issues	Outcome targets (non-financial)	
 <p>New value Providing new value to society and people</p>	<p>Proportion of net sales from new products or products equipped with new technology</p> <p>New business operating companies rooted in social needs</p> <p>Objective indicators for evaluating intellectual property</p> <p>Number of patents held</p>	<p>Reinforced product portfolio management at business operating companies</p> <ul style="list-style-type: none"> Creation of new businesses that generate ¥10 billion in net sales Profitability in the advanced packaging business Profitability in hydrogen-related business <p>Reinforce green invention Create green inventions that contribute to environmental impact reduction</p>
 <p>Environment Reducing environmental impact</p>	<p>Proportion of net sales from Super Green Products</p> <p>GHG emissions (Scope 1+2)</p> <p>Waste disposal</p> <p>Energy usage</p>	<p>Provide products with excellent energy-saving performance Sales from Super Green Products: 3%</p> <p>Reduce GHG emissions from business activities (Scope 1+2) 70% reduction compared with FY2019/03 (absolute volume) 15,170 metric tons CO₂e</p> <p>Reduce GHG emissions from the use of sold products (Scope 3 category 11) 48% reduction compared with FY2019/03 (per unit of gross profit) 13.5 metric tons CO₂e/million yen</p> <p>Reduce the weight of waste generated 8% reduction compared with FY2019/03 (per unit of net sales) 4.36 kg/million yen</p> <p>Reduce energy usage in business activities 8% reduction compared with FY2019/03 (per unit of net sales) 367 kWh/million yen</p> <p>Realize societies in harmony with nature Reinforce biodiversity-related initiatives</p> <p>Promote effective water use Water withdrawal: 8% reduction compared with FY2019/03 (per unit of net sales) 5.31 m³/million yen</p> <p>Comply with product regulations Virgin PFAS usage: 15% reduction compared with FY2024/03</p>
 <p>Human resources Encouraging personal growth of each employee</p>	<p>Number of occupational accidents resulting in 4 or more lost work days</p> <p>Presenteeism</p> <p>Employee engagement rate</p>	<p>Prevent occupational accidents Occupational accidents: 33% reduction compared with FY2024/03 (26 or fewer¹) 1. Revised the scope to occupational accidents where company negligence is recognized as a cause</p> <p>Promote employee wellness Presenteeism: 81%</p> <p>Promoting the employment of people with disabilities Employees with disabilities: 2.7% or above</p> <p>Increase the number of female employees and the rate of female employees in management positions <ul style="list-style-type: none"> Women among new graduate hires: 20% or above Management positions held by women: 5% or above </p> <p> <ul style="list-style-type: none"> Raise the employee engagement survey positive response rate: 70% or above² Global implementation of the engagement survey 2. Consolidated-basis final-year target </p>

Note: The items marked with are key issues under Sustainable Value 2026.

Medium-term Management Plan

Main initiatives	FY2025/03 results and future outlook	Related pages and webpages
<ul style="list-style-type: none"> • Increase market share by enhancing added value • Launch new technologies and products and strengthening sales capabilities • Support for existing businesses 	<ul style="list-style-type: none"> • Released 4 new products • Market share in SPE and other businesses was solid • Established the Strategic Investment Department to enhance considerations of M&A and other strategic investment • Decided to establish an R&D site outside Japan 	<p> ▶ p. 33 ▶ p. 37 ▶ p. 39 ▶ p. 41 </p> <p>Our businesses</p> <p> ▶ p. 31 </p> <p>Portfolio management</p>
Creation and acquisition of new businesses	<ul style="list-style-type: none"> • Brought 2 companies with relevant technologies into the Group • Established a hydrogen-related device manufacturing site at the new S³-6 factory • Decided to acquire land in Yasu, Shiga Prefecture, for the expansion of new businesses 	
<ul style="list-style-type: none"> • IP portfolio management • Global IP strategy • AI-related/green invention enhancement • Promote the creation and rights acquisition of green inventions through business activities 	<ul style="list-style-type: none"> • The number of patents held (including AI-related and green inventions and global patent holdings) exceeded the target • Improved patent quality as evaluated by objective IP indicators 	<p> ▶ p. 45 </p> <p>IP strategy</p>
Promote the adaptation of mainstay products into Super Green Products	<ul style="list-style-type: none"> • Sales from Super Green Products: 0.6% • Advanced the development and sales expansion of Super Green Products 	
<ul style="list-style-type: none"> • Advance the use of renewable energy at facilities • Consider solar power generation and power storage equipment, etc. 	<ul style="list-style-type: none"> • 56.6% reduction compared with FY2019/03 (absolute volume) 21,961 metric tons CO₂e • Expanded sites using renewable energy 	
Develop businesses with high added environmental value	<ul style="list-style-type: none"> • 55.7% reduction compared with FY2019/03 (per unit of gross profit) 11.5 metric tons CO₂e/million yen • Promoted sales of environmentally friendly, high added value products 	
<ul style="list-style-type: none"> • Expand efforts to turn waste materials into valuable materials company-wide • Continue to reduce waste generated 	<ul style="list-style-type: none"> • 47.6% reduction compared with FY2019/03 (per unit of net sales) 2.48 kg/million yen • Reduced weight of waste generated through conversion of plastic and other waste to valuable materials 	
Continue advancing the adoption of energy-saving facilities	<ul style="list-style-type: none"> • 33.5% reduction compared with FY2019/03 (per unit of net sales) 265 kWh/million yen • Raised energy efficiency through operational improvements 	
<ul style="list-style-type: none"> • Implement employee education and external communications • Cooperate with local communities 	<ul style="list-style-type: none"> • Bioassay testing at the Hikome Site found the water quality good in terms of toxicity to aquatic organisms • Continued collaboration with communities, including SCREEN Forest conservation activities 	<p>Sustainable Value 2026</p> <p> ▶ p. 47 </p> <p>Sustainability strategy</p>
Reinforce water resource management in product development and manufacturing	<ul style="list-style-type: none"> • 33.9% reduction compared with FY2019/03 (per unit of net sales) 3.81 m³/million yen • Identified areas for improvement through the visualization of water use at business sites 	
<ul style="list-style-type: none"> • Make effective use of recycled materials • Reinforce coordination in the supply chain 	<ul style="list-style-type: none"> • Optimized designs to used recycled materials • Continued efforts to survey and understand the PFAS content of products 	
Promote data-driven measures and safety education for employees to change mindsets	<ul style="list-style-type: none"> • Occupational accidents: 17.5% reduction compared with FY2024/03 • Implemented inter-site cross-check safety patrols • Implemented regular safety education and drills for employees 	
<ul style="list-style-type: none"> • Strive toward stress-free workplaces • Coordinate with work style reform and other personnel measures 	<ul style="list-style-type: none"> • Presenteeism: 80.4% • Implemented wellness promotion and mental healthcare measures • Verified the effects of initiatives to improve future measures 	
Expand Parte (in-house organization for the employment of people with disabilities)	<ul style="list-style-type: none"> • Employees with disabilities: 2.9% (as of June 1, 2025) • Expanded Parte and held seminars on improving work environments and communication for working with people with disabilities 	<p> ▶ p. 53 </p> <p>HR strategy</p>
<ul style="list-style-type: none"> • Offer discussion sessions for female students in STEM fields and expand internship opportunities • Improve work environments to be accommodating of women in management positions and support their promotion 	<ul style="list-style-type: none"> • Women among new graduate hires: 19.9% (April 2025 hires) • Took a multifaceted approach with seminars by female employees as well as videos and brochures about the careers of role model employees • Management positions held by women: 4.5% • Launched cross-company mentoring to support women's careers and close the gender gap 	
Align HR strategy with issues identified through surveys and take steps accordingly; confirm their effects with subsequent surveys in a PDCA cycle to raise scores	<ul style="list-style-type: none"> • Expanded the survey to all consolidated group companies in Japan; used survey results to identify issues in management and organizational operations; reflected these in action plans • Seven key group companies: 66% (up 1 percentage point year on year) • Group companies in Japan (consolidated): 65% 	

Management Grand Design		
Material issues	Outcome targets (non-financial)	Main final-year targets, outputs (strategy KPIs), and key issues
 <p>Business foundations Continuously enhancing business foundations</p>	<p>Talent portfolio fulfillment rate Robust cybersecurity Transparency of management Optimal capital structure</p>	<ul style="list-style-type: none"> • Talent portfolio Quantity: 90% fulfillment rate³ Quality: 60% or above of employees at organizational SC level 2⁴ or higher • Build a global talent portfolio <p>3. Comparison of actual headcount to required staffing by job type as a percentage 4. Capable of solving issues by working with clients and leading clients forward</p>
		<p>Maintain and strengthen IT security NIST SP 800-171 Level 2 (Advanced)-compliant</p>
		<p>Prevent IT incidents Catastrophic information incidents and accidents: 0</p>
		<p>Reinforce BCP globally Promote BCP at subsidiaries of business operating companies</p>
		<p>Reinforce BCP in the supply chain Promote dialogue with suppliers based on risk analysis</p>
		<p>Promote social responsibility in the supply chain Expand conflict mineral survey coverage: 120 companies</p>
		<p>Enhance disclosure Respond to demands for and enhance ESG-related disclosure</p>
		<p>Establish a presence as a global brand</p>
		<ul style="list-style-type: none"> • Make preparations for production sites, R&D, and work environments to support the next medium-term management plan • Proactive, forward-looking upfront investment
		<p>Improve the equity ratio while maintaining ROIC</p>

Note: The items marked with  are key issues under Sustainable Value 2026.

Medium-term Management Plan

Main initiatives	FY2025/03 results and future outlook	Related pages and webpages
Implement a cycle of acquisition, development, and retention linked with corporate and business strategies	<ul style="list-style-type: none"> Hired new graduates by job type to enhance the talent portfolio Held SC workshops, internal dialogues, and helped employees apply SC principles to their own work, aiming to reach 60% or above of employees at organizational SC level 2 or higher 	<p>▶ p. 53 HR strategy</p>
<ul style="list-style-type: none"> Improve information security policies Expand dedicated security organization Implement both rules- and technology-based measures Implement group and supplier evaluations 	<ul style="list-style-type: none"> Made a periodic review of information security-related rules Monitored and dealt with information security through a dedicated security organization Rolled out cybersecurity solutions 	<p>▶ p. 22 Medium-term Management Plan</p> <p>Strengthening Information Security Control ▶</p> <p>Annual Report 2024 (p. 41) ▶</p>
<ul style="list-style-type: none"> Develop and apply rules and guidelines according to the danger level of group risks Expand training to enhance the capabilities of the Computer Incident Response Team (CIRT) Increase personnel with relevant certifications 	<ul style="list-style-type: none"> Catastrophic information incidents and accidents: 0 Implemented cyber incident drills Implemented information security education 	<p>Sustainable Value 2026</p> <p>▶ p. 47 Sustainability strategy</p>
Visit group companies, implement on-site surveys, and hold workshops	<ul style="list-style-type: none"> Implemented on-site surveys and disaster drills at subsidiaries outside Japan as planned Continued efforts to enhance and reinforce the Group's overall ability to maintain business continuity 	<p>▶ p. 61 Risk management</p>
Implement measures in cooperation with business operating companies	<ul style="list-style-type: none"> Surveyed the status of BCPs through discussions with suppliers, identified issues, and formulated responses, fulfilling the annual plan Coordinated with business operating companies to promote measure reinforcement 	<p>▶ p. 59 Promoting social responsibility in the supply chain</p>
Build momentum through supply chain communication	<ul style="list-style-type: none"> Conflict mineral survey coverage: 81 companies Reinforced seminars and online information to promote understanding among suppliers 	
Identify critical issues and respond to requests	<ul style="list-style-type: none"> Formulated and updated decarbonization transition plans and disclosed them in TCFD disclosure Continued efforts to promptly respond to disclosure requirements in and outside Japan, such as those of the SSBJ 	
<ul style="list-style-type: none"> Understand where we stand Implement measures to bolster employee engagement Implement measures to increase brand recognition 	<ul style="list-style-type: none"> Conducted internal and external surveys and interviews about our brand image Continued the SCREEN Value Awards internal award program Fostered unity with a TV commercial and sports sponsorship 	<p>TV commercial webpage (in Japanese only) ▶</p> <p>Social Contribution Activities ▶</p>
<ul style="list-style-type: none"> Plan and execute proactive, agile, and efficient strategy Optimally allocate facility resources 	<ul style="list-style-type: none"> Began operations at the Hikone Site's new S³-6 factory to generate innovation in the semiconductor production equipment business and expand product manufacturing space in the hydrogen-related business Decided to acquire land in Yasu, Shiga Prefecture, in preparation for future growth 	<p>▶ p. 22 Medium-term Management Plan</p> <p>Annual Report 2024 (p. 41) ▶</p>
<ul style="list-style-type: none"> Reduce notes and accounts payable (shorten payment terms) Shorten inventory turnover period Appropriately control capital levels 	<ul style="list-style-type: none"> ROIC: 24.7% Equity ratio: 62.7% Implemented ¥30 billion in share buybacks 	<p>▶ p. 17 Message from the CFO</p>

Sustainable Value 2026

As part of our medium-term management plan, Value Up Further 2026, we have formulated a sustainability medium-term plan, Sustainable Value 2026, to enhance social value. Under the categories of environment (E), social (S), and governance (G), we have set specific targets. To achieve these targets, we will implement initiatives throughout the global supply chain aimed at further enhancing our corporate value.



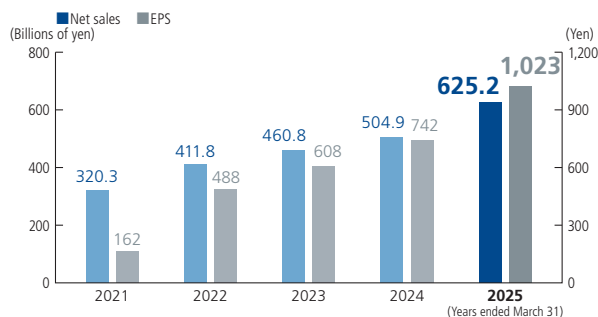
Sustainable Value 2026

Performance highlights

Financial

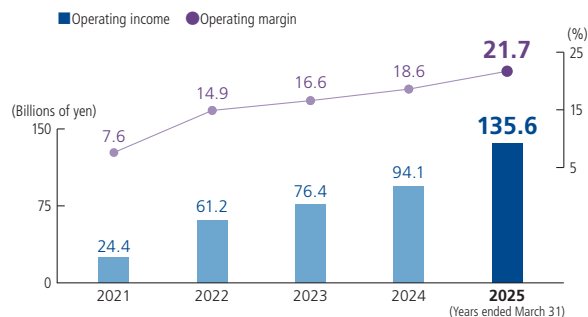
Net sales / EPS

Both marked record highs for the fourth consecutive year, driven by the SPE business



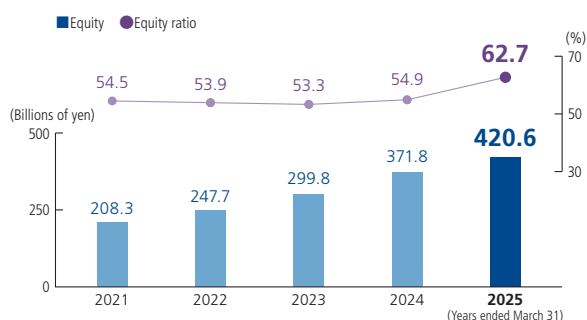
Operating income / Operating margin

Both marked record highs for the fourth consecutive year, reflecting increased sales mainly in the SPE business



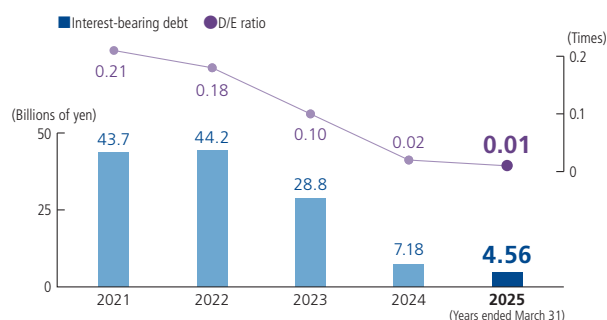
Equity / Equity ratio

The equity ratio surpassed 60%



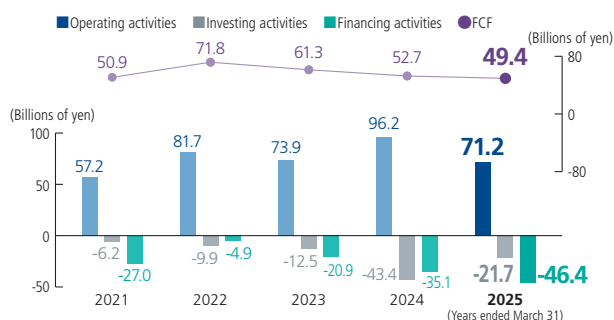
Interest-bearing debt / D/E ratio

Due largely to an decrease in interest-bearing debt, the D/E ratio improved



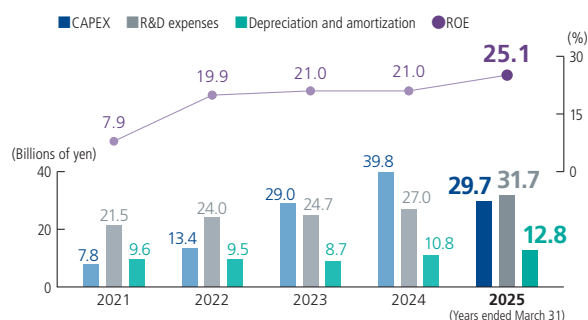
Cash flows

Stably generated cash through steady accumulation of profit and control of working capital



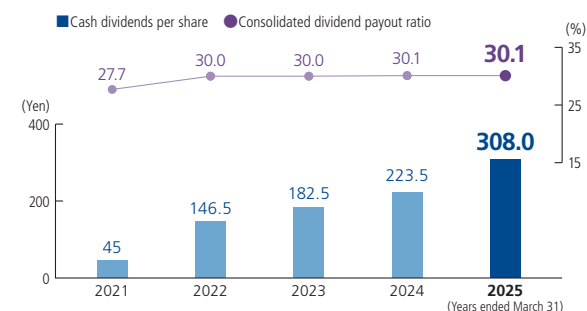
ROE / CAPEX / R&D expenses / Depreciation and amortization

Continued aggressive CAPEX and R&D; ROE reached a record high



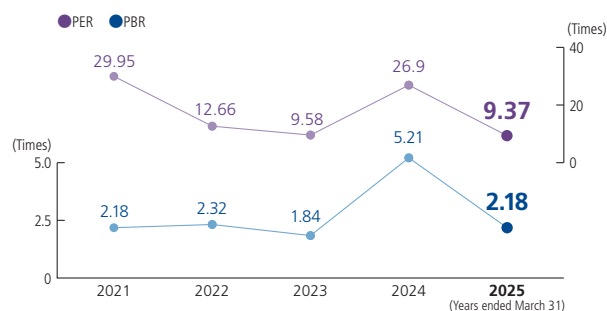
Cash dividends per share / Consolidated dividend payout ratio

Paid record-high annual dividends of ¥308 per share



PER¹ / PBR²

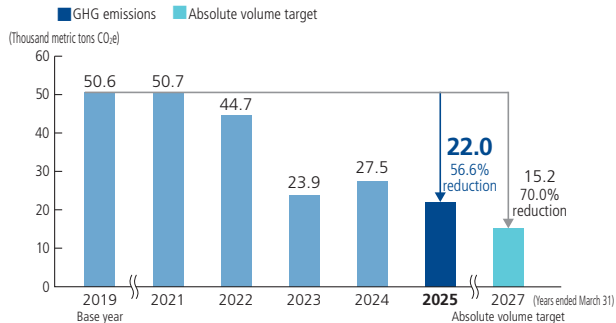
Both declined due to geopolitical and market factors; we seek to meet market expectations by steadily increasing corporate value



Non-financial

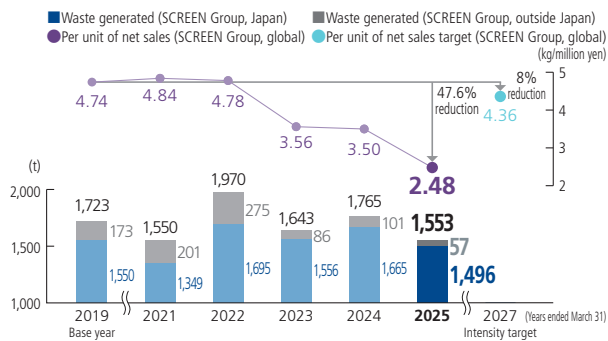
GHG emissions from business activities (Scope 1+2)

Reduced mainly by expanding use of renewable energy



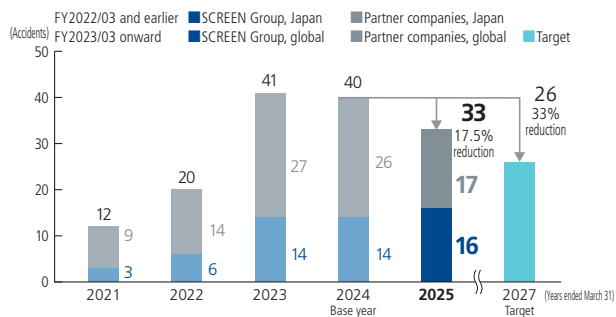
Waste generated

Decreased due to efforts to turn waste into valuable materials



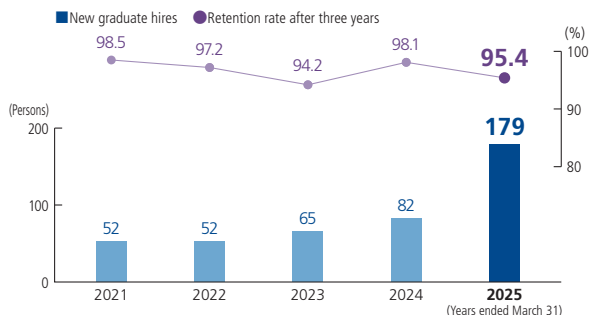
Occupational accidents

Accidents caused by physical strain or abrupt movements reduced



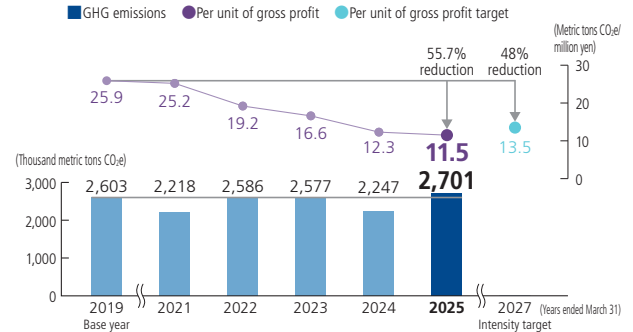
Number of new graduate hires and their retention rate (HD, business operating companies, and functional support companies)

The retention rate after three years remained high



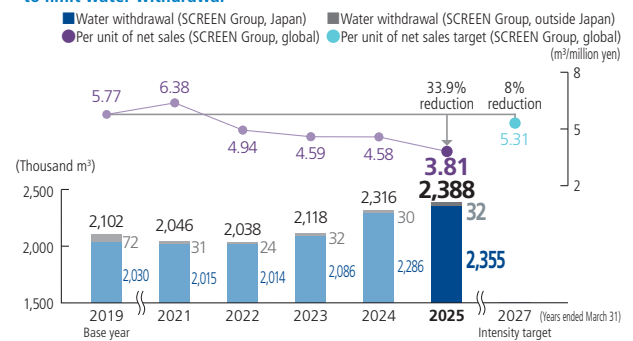
GHG emissions from the use of sold products (Scope 3 category 11)

Facilitated the development and sales of products that comply with SCREEN's environmental performance standards



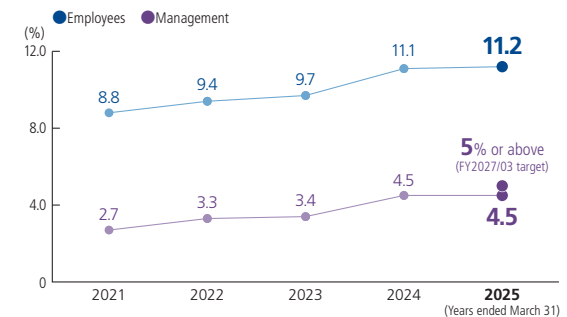
Water withdrawal

Implemented strategic water resource management to limit water withdrawal



Ratios of women in employee and management posts (HD, business operating companies, and functional support companies)

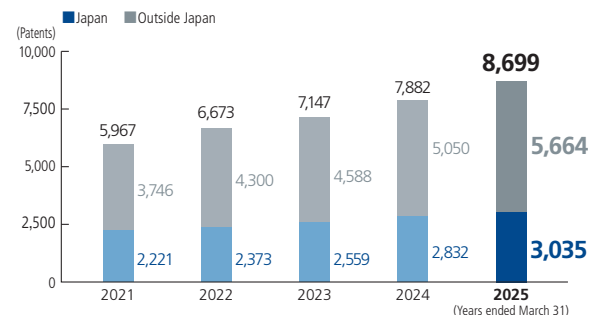
Both ratios have been steadily rising



Patents held

(HD, business operating companies, and functional support companies)

The number of patents held has been growing steadily



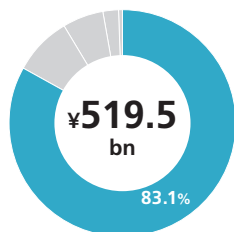
Business overview: Summary (fiscal year ended March 31, 2025)

SPE Semiconductor production equipment business

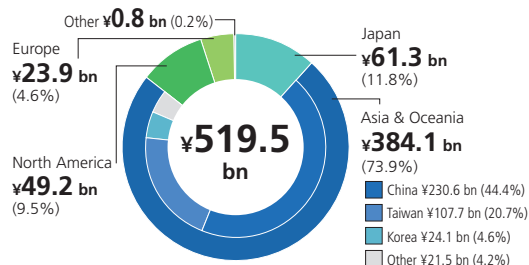
SCREEN Semiconductor Solutions Co., Ltd.

► p. 33–36

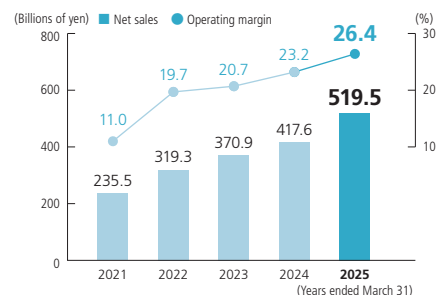
Segment net sales



Net sales by region



Performance summary

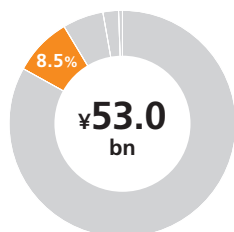


GA Graphic arts equipment business

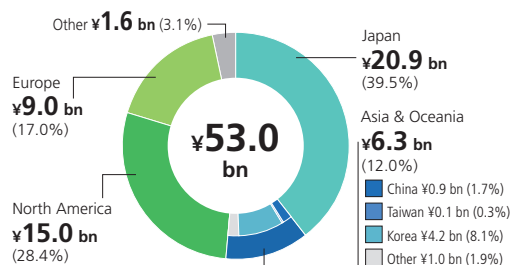
SCREEN Graphic Solutions Co., Ltd.

► p. 37–38

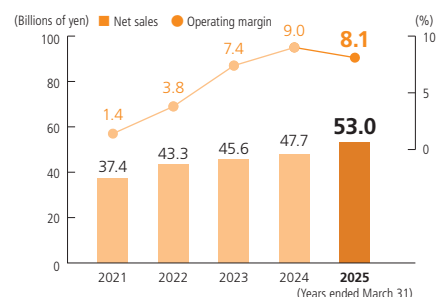
Segment net sales



Net sales by region



Performance summary

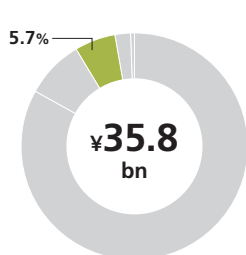


FT Display production equipment and coater business

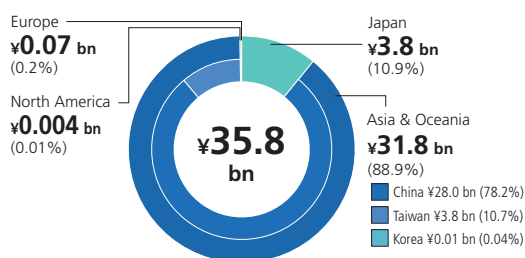
SCREEN Finetech Solutions Co., Ltd.

► p. 39–40

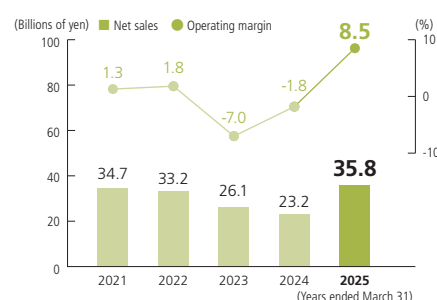
Segment net sales



Net sales by region



Performance summary

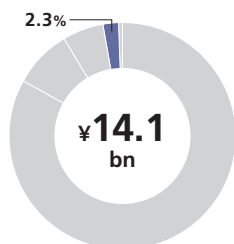


PE PCB-related equipment business

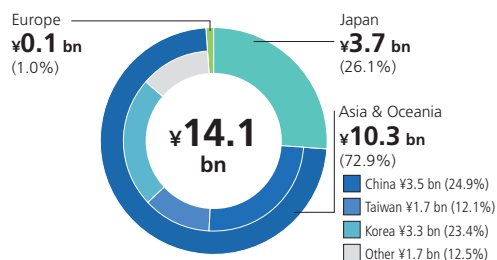
SCREEN PE Solutions Co., Ltd.

► p. 41–42

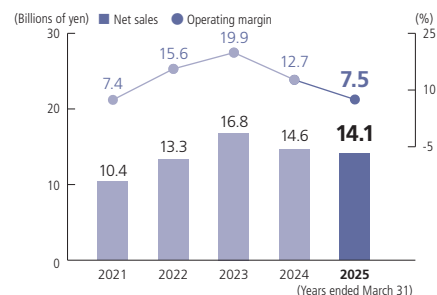
Segment net sales



Net sales by region



Performance summary



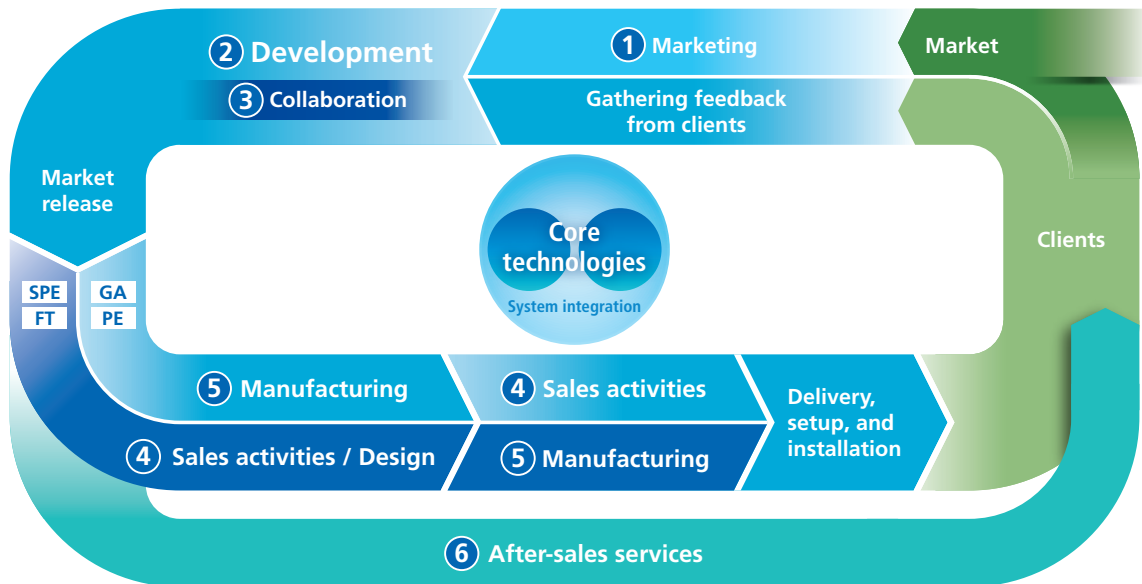
New businesses (Innovation management)

► p. 43–44

Value chain

Creating value by providing solutions to meet market needs and client requests based on our core technologies

We realize a cycle of generating new solutions by providing satisfying solutions to clients, generating profit, and reinvesting it.



1 Marketing

- Gather and analyze market information in multifaceted ways
- Evaluate client needs, examine industry and technology trends, and project development directions and themes
- Based on our own analysis and forecast of long-term market trends, propose and implement plans for R&D resource allocation and business expansion in emerging fields

2 Development: End-to-end product creation, solution creation abilities

- Develop products that embody our deep knowledge and design know-how acquired in each business area
- Examine each R&D project in terms of the fulfillment of client needs, profitability, competitive advantage, and reduced environmental impact at each phase until completion
- Achieve excellence in quality, cost, and delivery based on our manufacturing insight
- Pursue elemental development based on core technologies from a long-term perspective with the support of the SCREEN Holdings R&D department

3 Collaboration: Development acceleration

- HD: Collaboration with the New Energy and Industrial Technology Development Organization (NEDO) on fuel cell MEAs, Tokyo Gas on CCMs for water electrolysis, and ENEOS on CCMs for Direct MCH®
- SPE: Joint projects with external research institutions (imec, IBM, Leti), Applied Materials META Center, NEDO, Mie University, Hiroshima University, Shiga University, and suppliers, etc.
- GA: Collaboration and joint projects with analog press and postpress system manufacturers (Nilpeter and Horizon, etc.) and clients (Chiyoda Gravure, etc.)

4 Sales activities

- Speedily propose solutions that cater to specific needs based on highly client-oriented sales activities
- Facilitate efficient manufacturing through early determination of equipment specifications (SPE, FT, PE)

5 Manufacturing

- Stabilize procurement by planning production in line with client forecasts and sharing demand information with suppliers
- Ensure high quality through quality management systems based on the ISO 9001 standard
- Promote cost reduction activities through standardization of specifications (SPE, FT)
- Promote efficient manufacturing by standardizing parts and units (GA, PE)
- Achieve high quality by shifting to preventive/predictive activities based on our total quality management system (SPE)
- Enhance production capacity through the efficient operation of the Hikone Site. Like S³-3 and S³-4, the S³-5 factory features advanced automation
- Accelerate cost reduction through value analysis and value engineering in cooperation with suppliers (GA)

6 After-sales services

- Promote localized operations to build a resilient support structure that can withstand disruptions including pandemics
- Enhance profit-driving after-sales businesses (maintenance parts, modification, used equipment sales, consumables, etc.)
- Provide preliminary alerts and remote support leveraging IoT (GA)

Portfolio management

Basic operation

In business portfolio management, under the oversight of SCREEN Holdings, operating cash inflows are used to fund strategic investment balanced between existing and new businesses. Specifically, we generate funds for investment through the growth of existing businesses and the continuous updating of the product portfolio. In line with the Management Grand Design, of this, 70% is then reinvested to support the further growth of existing businesses and the creation of new businesses as part of innovation management. In this way, we aim to achieve sustainable growth. To create an optimal business portfolio, the Board of Directors analyzes issues and regularly checks the progress of required actions.

Our innovation management, meanwhile, integrates internal management that builds on proprietary elemental technologies with outward-looking management that generates synergies by bringing in external businesses through M&A. By doing so, we sustainably and effectively create new businesses, including new product lines in existing business areas.

Business portfolio management

The SCREEN Group practices portfolio management with the aim of achieving sustainable growth and maximizing corporate value. We map out the position of the Group's business segments along two axes: growth potential (net sales growth rate) and ROIC.

Using this visual aid, we regularly check the difference between the current and ideal position of each business as we work toward an optimal business portfolio.

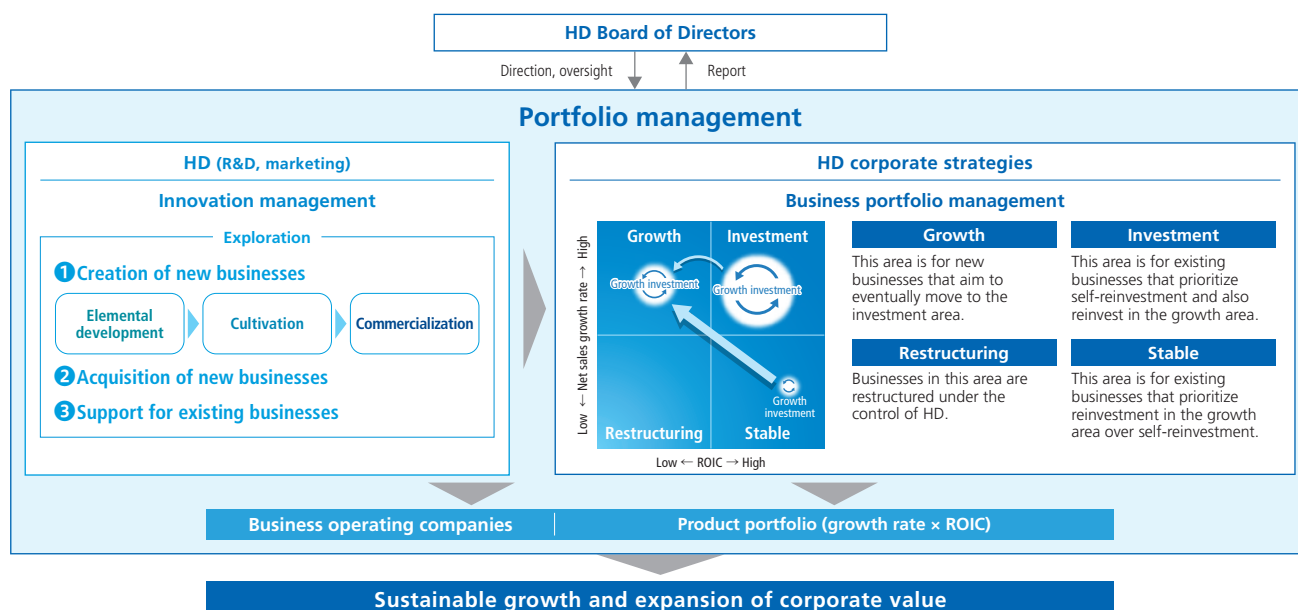
Portfolio mapping by business segment

We apply common criteria to determine the scale and position of the SCREEN Group business operating companies, categorizing them into one of four areas: growth, investment, stable, or restructuring.

Optimal business portfolio

The SCREEN Group's optimal portfolio comprises a combination of business segments positioned in the growth, investment, and stable areas (see definitions in the chart at bottom-left).

Basic operational flow of portfolio management



Frequently asked questions

Q For business portfolio classification, do you apply a single ROIC hurdle rate to all business segments?

A We apply different hurdle rates to different business segments (segment-specific ROIC is not disclosed).

Q Do you classify businesses based on net sales growth rate and ROIC alone?

A We basically use the indicators of net sales growth rate and ROIC for this purpose. Other factors, such as the timeline, market outlook, and product market share, are also considered for comprehensive assessment.

Q What are the exit criteria for businesses in the restructuring area?

A There are no simple numerical criteria. When a business is categorized into the restructuring area, we consider rehabilitating it in line with the corporate rehabilitation system. However, the decision is made based on comprehensive considerations including not only performance but also the expected timeline, market outlook, and product market share.

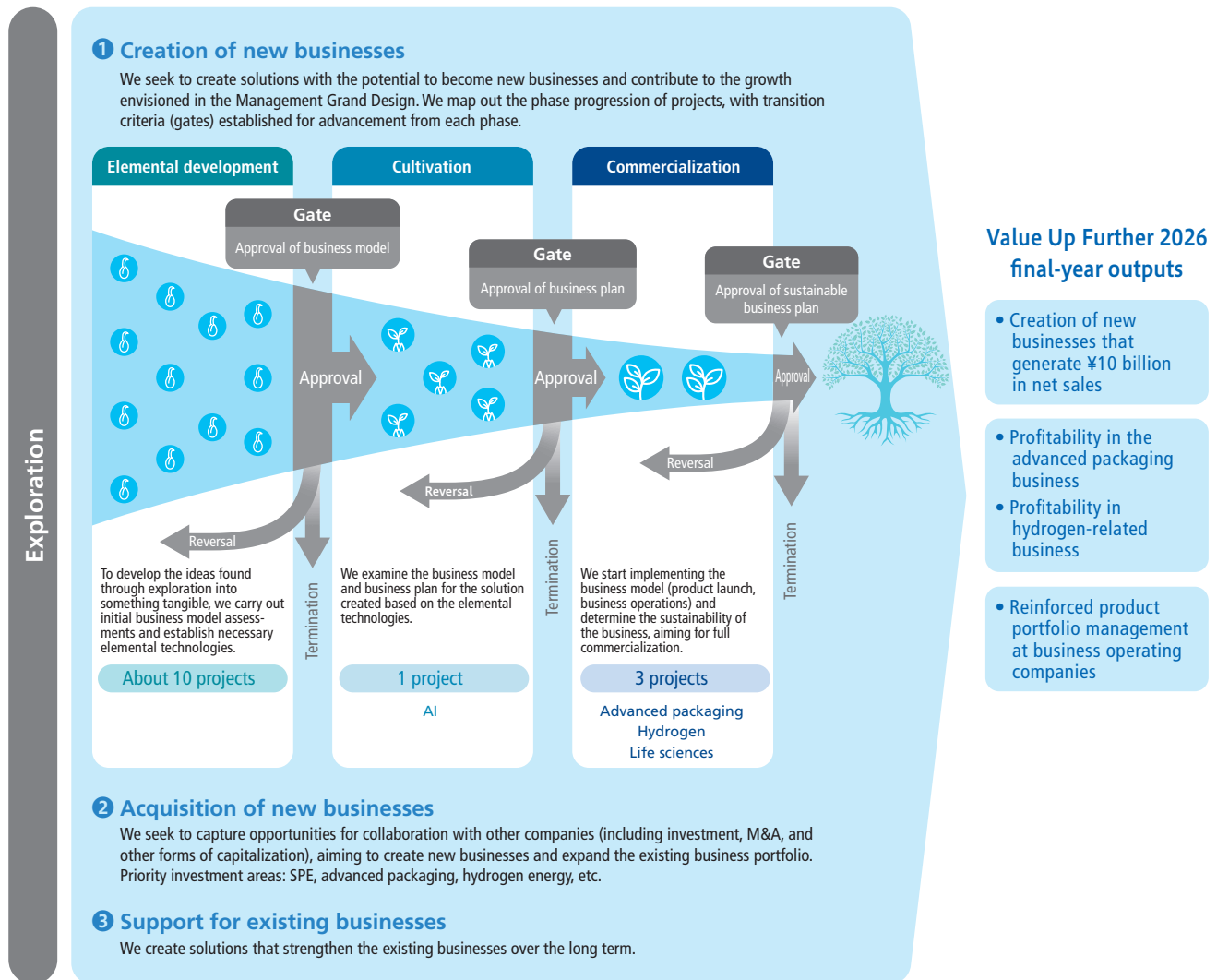
Q In innovation management, are there any criteria for taking a project back to a previous phase or terminating a project?

A The decision to move a project to the cultivation phase or commercialization phase or the decision to reverse or terminate a project is subject to approval by the Board of Directors after a review of the business model and plan.

Innovation management

We explore ideas mainly in four focus areas (digital transformation, green transformation, mobility, and humanics) based on megatrends we have identified. In doing so, we apply the perspectives of macro-trends (social issues/needs, technological innovation, and changes in industrial structures), micro-trends (market trends and

industry technology trends), client feedback, the needs of our business operating companies, and the application of our proprietary technologies. The ideas explored through this process are then utilized in the creation of new businesses, acquisition of new businesses, and support for existing businesses.



Main results of initiatives in the fiscal year ended March 31, 2025

1. Creation of new businesses

- Constructed a base for manufacturing hydrogen-related devices at S³-6, a new building at the Hikone Site
- In the hydrogen-related business, we were selected for subsidy funding for our project to mass produce CCMs* for water electrolysis in a program organized by the Japan Ministry of Economy, Trade and Industry to promote the creation of green transformation (GX) supply chains

* CCM: Catalyst-coated membrane. An electrolyte membrane with a catalyst coating.

- Decided to acquire land in Yasu, Shiga Prefecture, in preparation for future business growth

2. Acquisition of new businesses

- Added Kyo Diagnostics K.K., a firm developing cancer cell cultivation technologies and other next-generation cancer diagnostic support systems and services, to the Group as a subsidiary
- Added CGS ORIS GmbH, which develops and sells color technology products, to the Group

Message from the business
operating company president

Akihiko Okamoto

President, SPE



The SPE Group has positioned the three-year period of the current medium-term management plan, which began in the previous fiscal year, as a time for building a solid foundation, and we are implementing a variety of initiatives accordingly. In the fiscal year ended March 31, 2025, despite continuing uncertainty due to such factors as the impact of U.S. trade policy, we achieved both increased revenue and profits, supported by investment in advanced logic and memory devices. Cumulative shipments of semiconductor production equipment also

surpassed 15,000 units during the period. We owe these achievements to the support of our stakeholders, including our customers and partner companies, and to the tireless efforts of our employees to resolve the fundamental challenges of our business and the industry. They all have my deepest gratitude.

In addition, we have revised the SPE group's mission to "A Better Tomorrow with Our Partners" and our vision to "Go Beyond!" These changes reflect our ongoing commitment to working with our partners to provide customers with products and services that exceed their expectations and to contribute to the development of society. In the fiscal year ending March 31, 2026, while the market is expected to settle temporarily, we intend to strengthen our product development based on current technological trends, deliver new value to our customers in a timely manner, and continuously improve our profitability as we pursue the goals set out in Value Up Further 2026.

External environment and trends

Market outlook

With the increasing use of generative AI and accelerating speed of communication networks, application needs are expected to grow consistently, with this market expanding at a CAGR of 6% to 7% from CY2023 to CY2033. In step with this expansion, the semiconductor market is expected to continue investing in energy-efficient, high-speed semiconductor development, such as improved miniaturization and chiplet technologies, to support the advancement of DX. The market is forecast to grow to approximately US\$1 trillion by 2033. The market for wafer fab equipment (WFE) was approximately \$110 billion in CY2024 and is expected to remain around this level in CY2025. Investment continues not only in cutting-edge nodes but also in mature nodes, with further growth expected in CY2026. Although there is some uncertainty due to factors such as U.S. trade policy and trade friction, demand for GPUs and memory devices for generative AI is expected to drive steady growth.

Device evolution and technology trends

As AI becomes more widely used, semiconductor devices will undergo further technological innovation in terms of miniaturization and high-density stacking (3D integration), increasing the importance of cleaning* technologies in device manufacturing. Cleaning is a crucial factor that determines device performance, and as miniaturization advances in the multi-step transistor formation process as well as the interconnect formation process, both the number and importance of cleaning processes are expected to increase.

Other new requirements beyond miniaturization are also emerging, including the need for back surface cleaning due to EUV processing and increasing structural

complexity, as well as etching of narrow spaces and cleaning of bonding surfaces as chiplet integration progresses. Similarly, in addition to needs for advanced cleaning performance that can improve yields and resolve technical issues, requirements for higher added value from both a cost and environmental perspective are growing increasingly complex. In the 50 years since our full-scale entry into the market in 1975, we have developed a wealth of advanced cleaning technologies and expertise, built enduring relationships of trust with our customers, and promoted collaboration on a global scale. Leveraging these strengths, we will continue to develop new solutions and provide products with outstanding added value.

* Removing extremely small particles and residues from the front and back wafer surfaces. For example, removing a 10 nm particle from the surface of a 300 mm wafer, which is proportionate to removing a speck of pollen from a baseball field.

Highlight

SPE receives dual honors in the 2024 TSMC Excellent Performance Awards

SPE received recognition for proposing equipment modifications that reduced environmental burden and for localizing parts repair and training operations in Taiwan. We also earned high praise for helping shorten equipment lead times and expand production capacity as well as providing robust technical support, which enabled TSMC to quickly begin operation of a cutting-edge production line.

SPE receives Micron Supplier Award 2024

SPE was recognized for its engagement with sustainability. We actively participated in Micron's Scope 3 GHG (greenhouse gas) emission reduction program. Specifically, we reduced our GHG emissions from business activities included in Micron's Scope 3 by 45% since 2019 and achieved near-perfect scores in RBA audits for two manufacturing sites.



SWOT analysis (cleaning equipment)

S Strengths	<ul style="list-style-type: none"> Various advantages accruing from holding the top market share in the cleaning segment for many years Accumulated design, manufacturing, and process expertise Long-term business relationships with the world's leading semiconductor manufacturers Strong presence in cleaning within transistor formation processes through participation in consortiums
W Weaknesses	<ul style="list-style-type: none"> Unbalanced customer base in terms of application mix Product mix skewed toward cleaning
O Opportunities	<ul style="list-style-type: none"> Growth in the semiconductor market resulting from progress in 5G, AI, IoT, and DX/GX National/regional policies to support and strengthen semiconductor manufacturing Improvements in information quality, volume, and speed through participation in consortiums and joint development New cleaning needs arising from advanced packaging and chiplets, etc.
T Threats	<ul style="list-style-type: none"> Cyclical business environment Supply chain disruption due to rising geopolitical risk Loss of market share due to competitors' improvement in technological capabilities and pricing strategies Replacement of wet cleaning and etching processes with dry processes

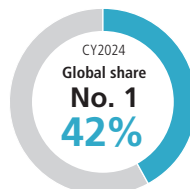
Product groups and market shares

In this business, we have captured the top global market share in all of our three fields of cleaning equipment. Our single wafer cleaning equipment market share increased significantly in CY2024 from the previous year.

Single wafer cleaning equipment*



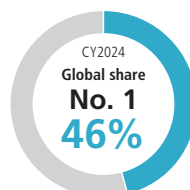
SU series



Batch-type cleaning equipment*



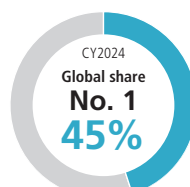
FC series



Spin scrubbers*



SS series



* Chart created by SCREEN based on Gartner Research. Source: Gartner®, "Market Share: Semiconductor Wafer Fab Equipment, Worldwide, 2024." Bob Johnson et al., 21 April 2025 (vendor revenue from shipments basis, listed as SCREEN Semiconductor Solutions in this research).
Single wafer cleaning equipment = Single Wafer Processors; Batch-type cleaning equipment = Wet Stations;
Spin scrubbers = Scrubbers

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Strategies and future plan

Improve the market share of cleaning equipment

Cleaning accounts for about 30% of all semiconductor production processes, of which there are several hundred. As miniaturization and the use of advanced packaging and chiplets progress in the advanced device field, cleaning systems are expected to play an increasingly important role among manufacturing equipment. Against this backdrop, we are aiming to increase our market share in both the transistor and the interconnect formation processes, from cutting-edge to mature nodes. Our collaborations with customers, research institutions, and business partners are helping us introduce new models and develop cutting-edge technologies and thereby continuously strengthen the competitiveness of our cleaning equipment. Meanwhile, we are working to establish PoR status* by providing our customers with timely solutions that meet their needs. In addition, in the semiconductor production equipment business, we plan to establish an R&D facility outside Japan to strengthen our elemental technology and product development capabilities and to develop high-value added systems.

To achieve the targets of Value Up Further 2026, we are working to recruit talent and increase the number of employees stationed overseas. We anticipate that establishing sales promotion activities close to our customers will increase net sales both by facilitating new equipment sales and enhancing our post-sales services (modifications and after-sales services).

* PoR: Process of record. A standardized production process that specifies the use of particular equipment, which forms the basis of mass production

Expand production capacity

S³-5 was completed in January 2024 and has begun full-scale operation, increasing our production capacity by 20% compared with the fiscal year ended March 31, 2024. Going forward, we aim to build a production capacity capable of supporting annual sales of approximately ¥600 billion within the three years of Value Up Further 2026. This will be achieved by further improving our production technologies, expanding automation to shorten processes, determining specifications earlier, and standardizing designs.

Enhance the business foundation

We are now working to streamline operations through DX and build up our business foundation. In particular, we are focusing on improving cross-departmental efficiencies by, for example, shortening production lead times, including those for delivery and installation at customer sites, and building core systems to support expanded production capacity. In addition, we are working to secure and develop the highly skilled personnel needed to support these aspects of our business foundation.

Special feature Gaining a competitive edge with higher added value

Reinforcing alliances with diverse partners with differing objectives and time frames

Takumi Mikawa

Executive Officer
In Charge of IP Strategy and
Technology Roadmap, SPE



The recent remarkable advances in generative AI are driving trends toward device scaling, 3D stacking, and system integration. With development lead times shortening, time to market has a greater impact than ever, and the industry is even more focused on accelerating development. Requirements for semiconductor production equipment are no longer limited to process performance, cost effectiveness, and excellent productivity. They now extend to excellent sustainability with less impact on the environment. In addition to addressing these near-term challenges, we have to meet the needs of our customers in light of longer-term trends. This highlights the importance of making meaningful proposals to customers that extend to future technologies.

In line with our alliance strategy, SPE has built a collaborative technology development ecosystem with partners in a variety of areas of the value chain. Traditionally, device and equipment manufacturers have played leading roles in the evolution of process scaling. However, today, to pursue the ultimate goal of enhancing system performance, the key drivers lie across a broader range of sectors, ranging from materials suppliers to systems vendors. This means that collaborating only with

our customers—device manufacturers—is no longer enough. Depending on the objective and time frame, other types of partners will also be vital.

Some of our long-term joint R&D projects fit this model. Examples include R&D with academic institutions on basic development and AI applications for cleaning simulations and on digital twin technology. With imec,³ an international research and innovation center, we are developing processes and equipment that support new device materials and environmental impact reduction technologies. Other joint development projects are approaching commercialization, such as the development of cleaning processes with enhanced controls for cutting-edge devices with IBM; the development of wet-process solutions applicable to complex device structures with chemical manufacturers and others; and the development of cleaning-linked total solution processes with AMAT and other equipment manufacturers.

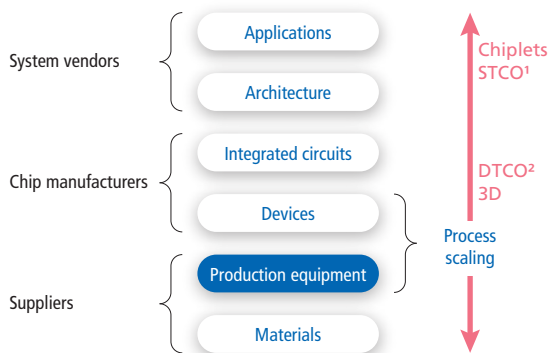
To support these alliances, in addition to the existing R&D facilities at the Hikone Site, the SCREEN Group is preparing to establish a new R&D center overseas. The reason for this decision is not just our many customers outside Japan, but also the need to work closely with overseas partners.

We have been active in joining consortiums and open alliances, such as SEMI, SEAJ, and IRDS.⁴ By collaborating with industry associations, research institutions, and academia, we will lead the industry and, as a trailblazer in semiconductor manufacturing processes, especially cleaning, offer innovative solutions to continue to create value for customers.

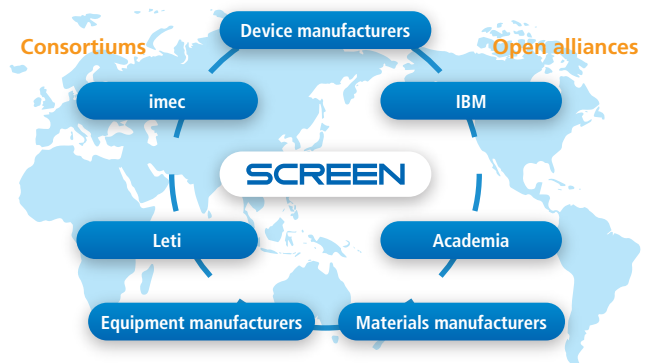
3. imec: With its main campus located in Leuven, Belgium, this international research institute leads the world in the nanoelectronics and digital technology area. The organization leverages its scientific knowledge with the innovative power of its global partnerships in semiconductor technology, nanotechnology, biotechnology, energy, etc.
4. IRDS: International Roadmap for Devices and Systems

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New Joint Research and Development Agreement with imec



1. STCO: System technology co-optimization
2. DTCO: Design technology co-optimization



Working toward supply chain-wide decarbonization

Despite governmental policies and technological development around the world to address global warming, there remains a wide gap between the world's current trajectory and the goal of achieving net-zero greenhouse gas (GHG) emissions by 2050. It is therefore essential that the semiconductor industry, which delivers indispensable devices to numerous industries, contribute to decarbonization throughout its extensive supply chains. However, if current trends continue, GHG emissions from the semiconductor industry are predicted to increase further due to the expansion of production processes necessary for increasingly miniaturized and complex devices, along with the rapid growth of the market driven by generative AI. Given that a majority of our GHG emissions are in Scope 3, we need to implement GHG emission reduction measures in cooperation with materials suppliers and parts manufacturers upstream in the supply chain as well as device manufacturers downstream.

Reducing environmental impact during product use

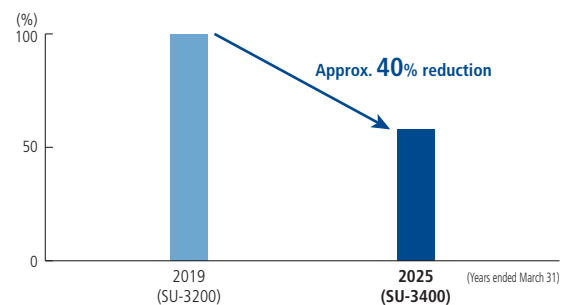
The largest part—more than 90%—of GHG emissions in the lifecycle of semiconductor production equipment is generated during use by customers (Scope 3 category 11). Recognizing the need to reduce these GHG emissions, we comprehensively measure energy consumption during the use of our products, including that associated with utilities, in accordance with SEMI S23 and other standards. The results are reflected in our development roadmap, which guides our efforts to reduce the energy consumption of our products.

The SU-3400 single wafer cleaning system, launched in December 2022, is equipped with improved cleaning nozzles and an efficient chemical circulation system. Compared with conventional models, the product uses, on a per-wafer basis, approximately 25% less chemical solution for cleaning and 30% less deionized water for rinsing. The adoption of fully automated airflow control also reduces exhaust by approximately 40%. These and other improvements have reduced the environmental impact (GHG emissions) during the use of the equipment approximately 40%. This is just one example of our commitment to offering products that meet customer needs while balancing cost and environmental performance.

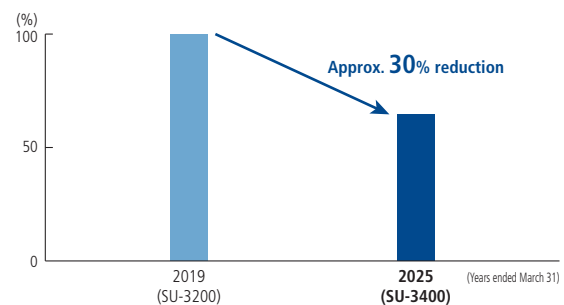
Reducing water use and promoting recycling

IRDS emphasizes that the strongly interdependent relationship of demands for water and energy is a critical consideration in working toward decarbonization. In light of the importance of water, SCREEN has introduced and is expanding the use of FTD solutions' Water Management Application (WMA). At the Hikone Site, the entire flow of

GHG emissions per wafer



Deionized water used per wafer



water in cleanroom areas, including that in the cleaning equipment and coater/developers used for development and production, is quantified through the application. This improved data on the usage of deionized water and chemicals, as well as the amounts of wastewater and effluent, helps with reduction efforts. By working to enhance the sustainability of semiconductor production equipment at the factory level, we hope to build a base data set that we can offer our customers for use in optimizing water management at their own factories.

Super Green Product certification system

As part of efforts to accelerate the reduction of GHG emissions, we have introduced a program to certify products with exceptional energy-saving performance as Super Green Products. The goal of this system is to expand sales of highly ecological products. By monitoring the percentage of total sales attributable to Super Green Products as a KPI, we are speeding up the development of innovative green technologies.



Provision of eco-friendly products and services

Graphic arts equipment business (SCREEN Graphic Solutions Co., Ltd.)

Message from the business
operating company president

Yukiyoshi Tanaka

President, GA



Printing is and will continue to be an indispensable technology in many aspects of our daily lives, from books and catalogs to packaging, textiles, and interior design. As the founding business of the SCREEN Group, GA has been a part of the development of the printing and prepress industry for more than 80 years. We aim to continue leading the transformation of the industry as we create a future in print and make the world more colorful.

GA has recently developed the Truepress JET 560HDX, a high-speed inkjet press for commercial and book

printing. It represents our commitment to developing systems that preserve the conventional beauty of printing while also providing new value enabled by digital technologies, such as reduced environmental impact and personalized printing. GA is also a leading manufacturer of CTP, equipment for offset press plate making, with more than 30,000 systems sold worldwide. As such, we will support our customers' continuing growth by providing solutions that enable the current transition from analog to digital printing alongside the combined use of both formats.

The fiscal year ending March 31, 2026 will be important for the success of our next medium-term management plan. Along with the above initiatives, we intend to expand sales of our digital printing systems to the label and flexible packaging markets and, together with our partners, fully dedicate ourselves to supporting customer success and the advancement of the printing industry.

External environment and trends

Market outlook

The printing industry is being reshaped by digital transformation (DX), with high-volume paper printing decreasing and digital printing increasing over the long term. Investment in digital printing equipment is expected to grow steadily going forward, with rising demand driven by greater efficiency and value-added creation. Digital printing (POD¹) is also expected to grow in the industrial printing field, including for label and package needs. Meanwhile, our recurring business,² based primarily on ink products, is growing steadily as sales of digital equipment increase. Recurring business now accounts for approximately 50% of our total sales and is expected to provide additional growth on top of that of equipment sales.

Printing industry trends and business environment

We work with customers to address their challenges and create a strong future for the printing industry. This includes undertaking initiatives ranging from reducing environmental impact with digital technologies to promoting automation in order to alleviate personnel shortages, and even offering personalized printing to increase the value of printed materials themselves. In this way, we seek to contribute to society by protecting and further developing print culture. In addition, we are developing POD systems for flexible packaging and commercial printing to expand our portfolio to new markets and applications. By adding color to everyday life through printing, we hope to provide comfort, enjoyment, and enrichment.

In recent years, we have also been building an interactive support system using IoT technologies to reinforce recurring businesses by providing remote support

to minimize the downtime of sold units at customer sites. We believe this will lead to the creation of a more stable management foundation.

1. POD: Print on demand. Printing of the number of copies needed when they are needed using a digital printing press.
2. Ongoing sales of ink and services following sales of equipment. Recurring business accounted for approximately 52% of total GA sales in the fiscal year ended March 31, 2025.

Highlight

Inkjet Innovation Center Kyoto opens at Kumiya Site



In October 2024, we opened the Inkjet Innovation Center (IIC) Kyoto at our Kumiya Site. IIC Kyoto hosts a full range of our Truepress JET, Truepress LABEL, and Truepress PAC digital inkjet systems and, along with its showroom functions, provides product demonstrations, sample and output verification, instruction in optimal system usage, and targeted training to help operators improve their skills. All of these services are designed to help customers expand their business in meaningful ways. With the establishment of IIC Kyoto, we now have a global network of four bases with similar functions, including White Canvas MON-NAKA in Tokyo, IIC Europe in Aalsmeer, and IIC USA in Chicago. We will use this network to provide customers with successful case studies, business models, and trends related to digital printing worldwide. By highlighting innovative digital inkjet technologies, we hope to offer our customers solutions to the various issues they face.



SWOT analysis

S Strengths	<ul style="list-style-type: none"> Relationships of trust with customers and suppliers cultivated since our founding, as well as global sales and support capabilities POD systems that realize both high productivity and high quality, enabled by our integrated workflow and inkjet printing technology Business strategies shifted to focus on recurring businesses that generate stable profit
W Weaknesses	<ul style="list-style-type: none"> Low profitability in the equipment business Lack of brand recognition in the packaging industry due to our relatively recent entry
O Opportunities	<ul style="list-style-type: none"> Shift toward digital printing in the commercial printing field as well as the label and packaging printing field Support for eco-friendly equipment by various governments
T Threats	<ul style="list-style-type: none"> Shrinking scale of the paper printing market due to digitalization Supply chain disruption due to geopolitical risk or other factors Competitors' technological progress and low pricing strategies

Product groups and market shares

POD equipment for digital printing



Truepress JET 560HDX

* Calculated based on the number of roll-fed inkjet presses manufactured and shipped. SCREEN survey data for CY2024.

CTP equipment for offset printing



PlateRite HD 8900NII

Inkjet printing for flexible packaging



Truepress PAC 830F

Strategies and future plan

Expand sales of POD systems

As the shift toward digital printing continues, we are deepening engagement with key customers—existing and potential—that are driving transformation in the printing industry, aiming to expand POD equipment sales. To that end, we will proactively capture customer needs and respond to market demands by developing and releasing new products in a timely manner. More specifically, we seek to gain market share in the paper-based commercial printing market, including transaction printing, direct mail printing, and other general commercial printing, while accelerating the digitalization of book printing and high-quality commercial printing.

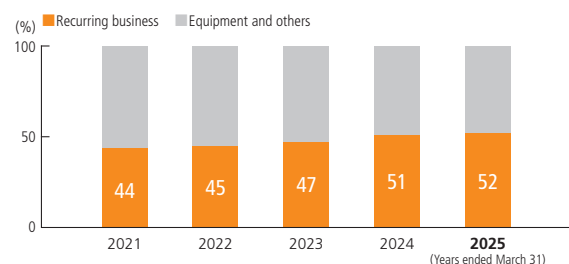
Expand recurring business

Ink sales and other parts of our recurring business are expanding steadily as we increase cumulative sales of POD equipment and strengthen our network supporting the stable operation of customer systems. Releases of proprietary products such as our SC+ inks¹ and water-based inks² for flexible packaging have allowed us to meet a diverse range of needs in the printing industry.

We are also strengthening our font business by offering Hiragino font licenses to partners who provide subscription-based font services. As always, we are committed to developing total solutions best suited to our customers and establishing a business model that ensures stable earnings.

1. SC+ ink: Inks that can be directly applied to the coated papers used in offset printing without pretreatment or primer, preserving the paper's surface texture
2. Water-based ink: Ink that offers rich colors with high safety in line with food safety regulations

Recurring business sales (percentage of total GA sales)



Establish the package printing business

In the package printing field, along with the Truepress LABEL 350UV series of UV inkjet label presses, we have developed and released the Truepress PAC 830F and Truepress PAC 520P water-based inkjet presses for flexible packaging. Going forward, we are planning a variety of marketing activities to further develop our customer base and expand sales.

Display production equipment and coater business (SCREEN Finetech Solutions Co., Ltd.)

Message from the business
operating company president

Atsushi Sonoda

President, FT



In the first year of Value Up Further 2026, FT's performance was strong and, aided by the gradual recovery of the display market, we were able to return to profitability. We placed even greater importance on dialogue with our customers while undertaking various development and productivity improvement activities to maintain and improve the competitiveness of FT's products. At the same time, we collaborated with key partners to ensure the systematic maintenance of our supply capacity, enabling us to meet scheduled delivery dates. These initiatives allowed us to successfully deliver the products and startup services we promised our customers.

In the current fiscal year, we aim to surpass last year's results and plan to further improve design and production

capabilities for our mainstay display production equipment. We are likewise committed to expanding our startup service capacity. With this in mind, all FT employees will work together, with the support of our partners, to ensure that we make a meaningful contribution to our customers' operations by providing them with outstanding products.

This year is also a crucial period for development activities in areas outside of display production equipment. We are currently working to expand our product lineup tailored to particular market needs. We have begun this initiative in response to the growing demand for coater/dryer systems for panel substrates that are compatible with advanced semiconductor packaging technologies, as well as the broadening of potential applications. Going forward, we will continue to build systems that enable us to develop, manufacture, and provide startup services for products and functions fine-tuned to the timing of our customers' investment schedules. As we do this, we will remain focused on the feedback cycle, which is essential for improving the performance of products as they are introduced.

External environment and trends

Market outlook

In the display market, strong replacement demand for televisions has stimulated capital investment by manufacturers, with spending increasing for both OLED and LCD panels. OLED displays are increasingly being adopted for IT panels and in-vehicle devices, and we expect to see large-scale growth in investment and factory construction going forward. Accordingly, we believe the overall market for display production equipment will see investment continue beyond 2025, increasing for the foreseeable future.

Display industry trends and business environment

Display devices are used in a wide variety of digital devices, such as TVs and smartphones. FT provides various products and services for the manufacture of display devices. We develop and manufacture resist coating systems capable of uniformly and rapidly layering ultra-thin films; pre- and post-processing systems for cleaning, baking, and development; and mass production lines integrating such systems. In particular, we boast the top share of the global market for coater/developers used in large TFT arrays for LCDs and OLED displays.

Going forward, we expect the number of photolithography processes to increase, the market for flexible displays to expand, and the use of OLED panels to become more widespread. For our part, we intend to pursue the development of products to meet the need for larger glass substrates for manufacturing IT panels as they

shift to OLED displays, as well as the development of new types of OLED panels and methods for mass producing them.

Highlight

Review of maintenance service system and improvement of profitability

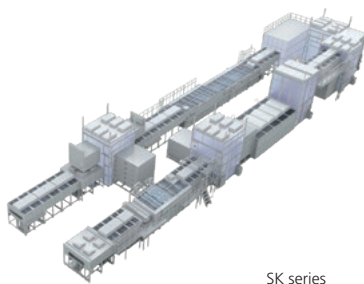
Improving profitability in FT's maintenance services was an issue in the fiscal year ended March 31, 2025. We undertook various measures to localize these services and establish clear warranty periods. These measures included evaluating and confirming the technical capabilities of local service companies and efficiently allocating their personnel resources so that they can take the lead in providing services. Through this initiative, we established a system that can respond more flexibly to customer requirements. Additionally, thanks to the strong relationships of trust we have with our customers, we were able to clarify various conditions for maintenance contracts, including warranty periods, improving cost forecasting and manageability. These steps enabled us to significantly reduce maintenance service costs compared with the fiscal year ended March 31, 2024 and contributed to our return to profitability. We will continue working to enhance the services we offer our customers and improve profitability.

SWOT analysis (display production equipment)

S Strengths	<ul style="list-style-type: none"> • Strong relationships of trust with customers and suppliers cultivated over many years • Extensive location network and ability to provide swift support thanks to the proximity of our factories to customer sites • Competitive business advantages enabled by top market share of coater/developers and our full product lineup
W Weaknesses	<ul style="list-style-type: none"> • Single-product portfolio (coater/developers) • Unbalanced market share by region
O Opportunities	<ul style="list-style-type: none"> • Shift from LCDs to OLED and flexible displays as well as diversifying applications in step with technological innovation • Support from local governments for new display industries
T Threats	<ul style="list-style-type: none"> • Business slowdown due to falling panel prices • Diversifying development needs due to the rise of various next-generation technologies • Decrease in the number of customers and unbalanced geographical mix due to corporate consolidation and elimination as the industry matures • Technological progress by competitors

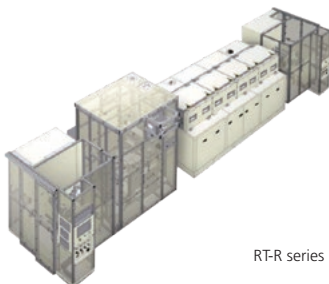
Product groups

Coater/developer



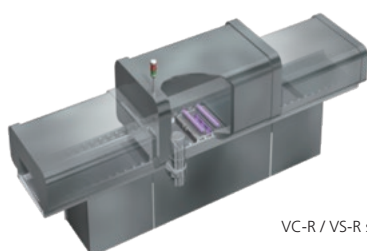
SK series

Roll-to-roll coater/dryer



RTR series

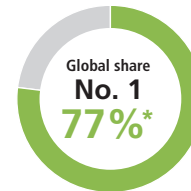
LIA™ plasma CVD equipment / sputter equipment



VC-R / VS-R series

Market share

Coater/developers for displays



* Calculated based on the number of products ordered. SCREEN survey data for CY2024.

Strategies and future plan

Improve the profitability of the display business

In the fiscal year ended March 31, 2025, we returned to profitability for the first time in three years. Aided by a recovery in market conditions, the long-term reforms we have implemented to improve profitability gradually took effect, leading to these favorable results. Going forward, we will continue to enhance our production system to take advantage of the opportunities presented by rising display demand and satisfy our customers' delivery and customization requirements. We will also develop various new products and solutions with the goal of further expanding our market share for display production equipment.

Enhance our proprietary coating technique and expand the scope of its application

In this area, we have developed innovative new systems by combining our roll-to-roll technologies for substrate transfer with the coating and drying technologies we have developed for display production equipment. These systems use coating processes to produce the electrodes that are crucial to various types of rechargeable batteries, achieving highly uniform, high-speed production. We plan to further strengthen our roll-to-roll product business and open up new application fields by undertaking advanced R&D related to next-generation batteries and providing ground-breaking solutions to the rechargeable battery industry.

Expand the scope of internal OEM business

FT plays an important part in SCREEN's growth strategy through the development and OEM (original equipment manufacturer) contract manufacturing of advanced packaging and energy-related products (such as hydrogen-related products), which are new growth fields for the SCREEN Group. In preparation for the full-scale commercialization of these products, we are currently building a production framework that will allow us to expand our OEM business.

PCB-related equipment business (SCREEN PE Solutions Co., Ltd.)

Message from the business
operating company president

Hiroshi Uehara

President, PE



SCREEN PE Solutions has grown in tandem with our customers and the industry thanks to the continued support of our stakeholders. With recent advancements in AI and the expansion of data centers to accommodate increasing data traffic, the pace of technological progress

required for printed circuit boards (PCBs) has reached an entirely new level. Likewise, the importance of package boards continues to rise with the evolution of semiconductor chiplet technologies. In response to these changes, we remain fully committed to supporting our customers in overcoming the diverse challenges they face.

Due to the challenging external environment, the first year of our medium-term management plan began with some difficulties, particularly in achieving our sales targets. Nevertheless, we remain optimistic about steady growth in our core areas of expertise. We are also actively enhancing our product portfolio to better support our customers' business development. I firmly believe this is a time of significant opportunity for PE.

External environment and trends

Market outlook

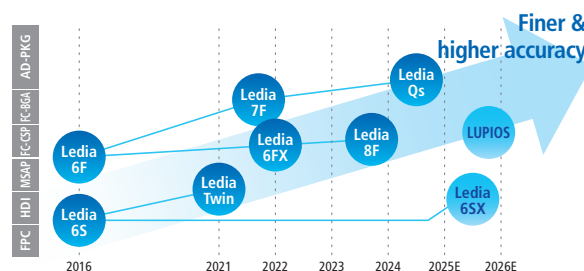
In the fiscal year ended March 31, 2025, the semiconductor memory segment continued to feel the effects of the postponement of capital investment plans as manufacturers adjusted their production levels. This also led to stagnation in capital investment for PCB-related equipment. However, a full-scale recovery in investment, driven by increased demand for memory and package products, is expected to begin in the second half of the fiscal year ending March 31, 2026. Looking ahead, the electronic components industry is projected to benefit from key trends such as increasing data communication capacity and speed, the growing adoption of AI, and the shift toward electric vehicles. These factors are expected to drive strong demand for PCBs, suggesting the market is likely to remain robust over the long term.

PCB industry trends and business environment

With the rapid, widespread adoption of 5G, AI, IoT, digital transformation (DX), and green transformation (GX), PCBs are being used in a wide range of products, from mobile devices to automobiles. As semiconductor manufacturing processes grow increasingly sophisticated, the importance and market growth potential of PCBs are becoming more evident. PE leverages its core technologies to provide exposure systems for PCB direct imaging; inspection systems for use in circuit defect detection and final product visual inspection; and related services. Going forward, as PCBs become increasingly integrated and miniaturized, we will continue to provide solutions and production equipment for leading-edge mass production plants.

We also plan to steadily advance deliveries and customer evaluations of our Ledia 8F and Ledia Qs direct imaging systems, developed for high-precision devices such as package and module boards. These efforts will position us to expand sales when investment rebounds. In addition, performance in our after-sales service business is expected to remain firm.

Direct imaging system product roadmap



Highlight

Ledia Qs direct imaging system for package boards

In June 2024, PE launched the Ledia Qs, a newly developed high-definition direct imaging system designed for package boards. The new system is built around SCREEN's proprietary exposure head, which offers the highest resolution of any broad-wavelength exposure system in the industry, and delivers both high patterning quality and stable image positioning accuracy. Several major package manufacturers are currently evaluating the system with a view to formally adopting it.

PE is looking ahead to a recovery in investment and expansion of orders in the high-end substrate field, particularly for package boards mounted with semiconductor devices. Going forward, we will continue to contribute to the development of the electronic device industry by meeting a variety of core needs.



Ledia Qs

SWOT analysis (PCB-related equipment)

S Strengths	<ul style="list-style-type: none"> Relationships of trust with customers and suppliers Top-class market share for solder resist applications due to the high reliability of our products Sales strategy based on both equipment sales and after-sales service from customer perspectives
W Weaknesses	<ul style="list-style-type: none"> A business model that is easily affected by the semiconductor cycle Relatively low market share due to a small volume of sales for circuit patterning applications
O Opportunities	<ul style="list-style-type: none"> Increasing needs for direct imaging systems that enable both high-precision patterning and outstanding productivity Growth in the package board market
T Threats	<ul style="list-style-type: none"> Increasing presence of competitors in Asia

Product groups

Direct imaging system



Ledia Qs

Automatic optical inspection system



MIYABI 7

Automatic final visual inspection system



FP-9200

Strategies and future plan

Enhance the presence of our direct imaging systems in the industry

We are committed to securing stable revenue from existing businesses while strengthening the presence of our direct imaging systems in the industry. Our goal is to expand our market share in direct imaging for solder resists and to launch new direct imaging solutions for dry-film resists for circuit patterning.

Expand the use of direct imaging for different applications

We will leverage our direct imaging technologies to drive the expansion of our product offerings into other areas of the electronic component sector. At the same time, we will actively explore a wide range of opportunities to diversify our product portfolio and applications with a focus on cultivating emerging markets and developing innovative products. To support these efforts, we intend to implement targeted marketing initiatives aimed at expanding our customer base.

Highlight

Launch of LUPIOS direct imaging system for patterning

PE has developed LUPIOS, a new direct imaging system for mid-range package boards. The system will be released in October 2025. LUPIOS inherits the core technologies of the Ledia series, which holds the top market share in solder resist direct imaging, while achieving high positional accuracy through proprietary calibration functions and high productivity via a newly developed exposure head.

In combination with the previously released Ledia 8F (2023) and Ledia Qs (2024) for high-end package boards, the launch of LUPIOS enables us to offer a comprehensive solution for package board applications. This will contribute to improved operational efficiency in production.

Software and hardware development based on AI is currently accelerating for data center servers and electronics-related applications. As a result, demand is increasing for high-end as well as mid-range package boards, and expectations are rising for stable quality and improved production efficiency. PE is committed to leading further development in the electronic device industry by responding to diverse needs in the ever-growing package board market.



LUPIOS

New New businesses (Innovation management [▶ p. 32](#))

Advanced packaging Commercialization

Semiconductors continue to evolve for a wide range of applications, such as AI. Packaging technologies, used to protect and integrate semiconductors into electronic devices, are likewise undergoing major changes in their applications to improve system performance, reduce manufacturing costs, improve scalability, and realize higher integration density. To meet these needs, SCREEN is working to deliver the new technologies and equipment required to produce 2.xD and 3.5D packages, including chiplets.¹

Main initiatives under Value Up Further 2026

- Increase the market presence of existing products (direct imaging, coaters)
 - Launch new products (Cu-Cu low-temperature hybrid bonding, etc.)
 - Become profitable in the final year
1. Conventionally, manufacturers have followed a system-on-chip (SoC) approach, in which the CPU, GPU, memory, and other functions are packed onto a single chip. However, producing individual chiplets with separate functions and then connecting them inside a package enables production cost reduction while enhancing performance.



Semiconductor package-related equipment



Semiconductors for Beginners (in Japanese only)

Main initiatives

LeVina direct imaging system (Released April 2022)

The LeVina combines patterning heads equipped with the proprietary GLV™ optical engine for high-precision pattern formation compatible with advanced packages, such as FCCSP, FCBGA, and FOPLP. With laser control technologies based on optical systems employing proprietary technologies, we have realized industry-leading resolution of 2 μm in a direct imaging and exposure system for mass production.



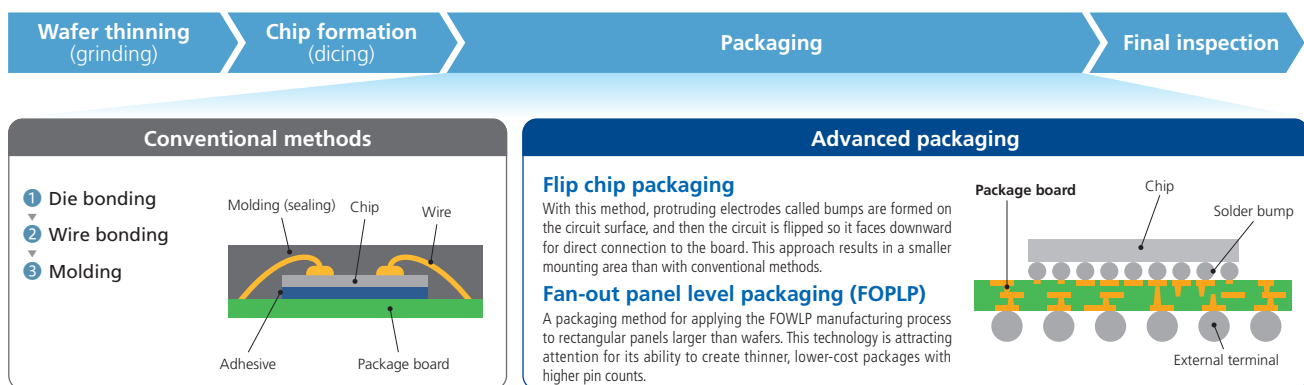
Lemotia PLP coater/dryer system (Released April 2024)

The Lemotia is a coater/dryer system for advanced semiconductor packages designed for FOPLP,² glass core, and related substrates. It incorporates technologies and expertise refined in the SK series of coater/developers, which boasts the top market share worldwide in the display segment.



2. For details about FOPLP, see the description in the advanced packaging box in the diagram below.

Semiconductor manufacturing back-end processes



Life sciences Commercialization

Recent years have seen remarkable progress in biosciences, pharmaceuticals, and medicine alongside advances in research devices and academic areas. The application of this progress to precision medicine, drug discovery research, and regenerative medicine has great potential to help people live fuller lives. SCREEN works to provide a variety of solutions that contribute to improving quality of life, such as promoting the real world implementation of precision medicine using cell inspection systems, helping prevent medical errors with inkjet printing system for tablets, and bringing medical devices that offer highly effective therapeutic effects to practical use.

Main initiatives

- 1 Biosciences
- 2 Pharmaceuticals
- 3 Medical devices

Main initiatives under Value Up Further 2026

- Expand the sales channels of existing products
 - ➔ Step up sales of the cell inspection systems
 - ➔ Step up sales of tablet inkjet printing equipment
- Establish a business model for personalized cancer treatment (1, 3)
- Promote collaboration with Adriakaim (3)

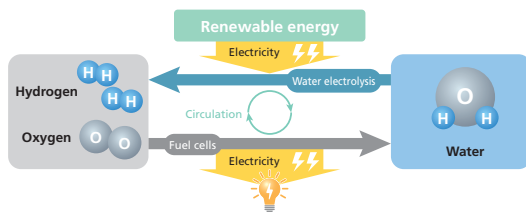


Life Sciences

Hydrogen-related business Commercialization

People have long adapted energy sources to social needs, taking advantage of technological evolution. The scope of energy use and production is changing dramatically, with the use of fuel cells and photovoltaic power generation spreading at an accelerating pace. In the not-so-distant future, the use of hydrogen energy is expected to become commonplace. Leveraging our expertise in directly coating and drying electrode catalysts on electrolyte membranes, we are actively developing technologies related to hydrogen energy utilization.

Hydrogen energy cycle



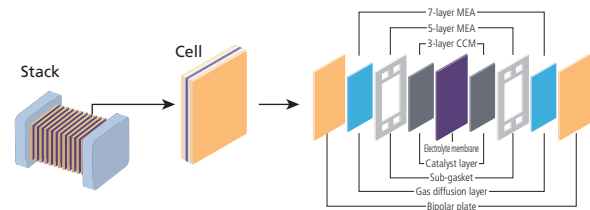
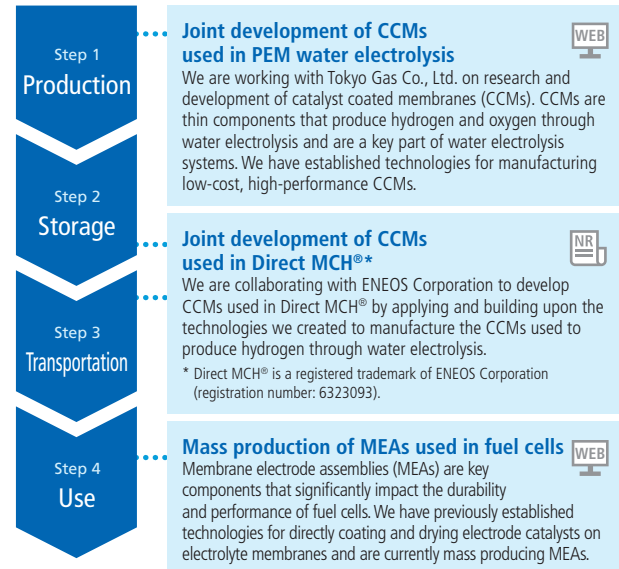
Main initiatives under Value Up Further 2026

- Establish an OEM manufacturing framework for hydrogen MEAs
- Become profitable in the final year



Hydrogen

Main initiatives



AI Cultivation

AS new business

As innovative advances in information technologies bring more attention to big data analysis, IoT, and AI, various industries, including manufacturing, have been pursuing new initiatives that integrate production systems with the internet. This is driving needs for IT solutions backed by more highly specialized software technologies. Against the backdrop of this increased demand, the semiconductor production equipment field, in particular, faces an urgent need to further streamline, optimize, and upgrade the entire manufacturing process. As such, the application of AI technologies to all areas from design and development to production has emerged as one of the key factors for securing international competitiveness. By combining our accumulated technologies with AI, we will develop and provide advanced solutions across a wide range of fields, including our existing businesses—most notably semiconductor production equipment—and new businesses.



SCREEN Advanced System Solutions Co., Ltd.

Other highlights

Launch of SCRAIS brand cutting-edge AI-driven inspection and measurement solutions (January 2024)

Collaboration with Rist Inc. to develop next-generation inspection systems for semiconductor wafers and printed circuit boards (March 2025)

(in Japanese only)

Highlight

Launch of SARIA® multi-purpose AI imaging software

We have developed and released SARIA, AI software that enables the creation, evaluation, and analysis of image processing models in a single workflow. Our concept for SARIA is providing outstanding scalability that appeals to everyone from beginners to enthusiasts. This multi-purpose software offers a wide range of features, from functions that allow beginners to develop AI image processing models without coding to functions used by experienced AI developers in practical applications.

(August 2024 , in Japanese only)

Acquired shares in quantum annealing startup Sigma-i

We acquired shares in Sigma-i, a startup that has a proprietary core technology in quantum annealing. SCREEN will work with SPARX to support the efforts of Sigma-i for the rapid commercialization of quantum annealing technology.

(December 2023)

Investment in AI and artificial intelligence development startup Laboro.AI

SCREEN has invested in Laboro.AI, a startup primarily engaged in developing and providing custom AI solutions using machine learning. We are working with Laboro.AI on projects to develop and use AI across the Group.

(July 2021 and September 2022 , in Japanese only)

IP strategy

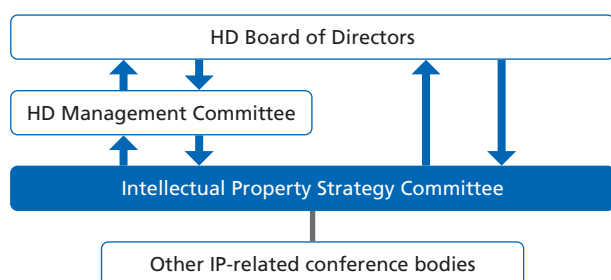
Basic policy

The SCREEN Group is working to strengthen the long-term effectiveness of intellectual property (IP) while also establishing an IP portfolio integrated with corporate, business, and R&D strategies. Success with this will ultimately enhance our corporate value.

IP governance system

SCREEN maintains the Intellectual Property Strategy Committee. The committee is chaired by the CEO and includes SCREEN Holdings executive officers in charge of R&D, corporate strategy, marketing, human resources, and IP, as well as the officer responsible for IP strategy at each business operating company and the president of SCREEN IP Solutions. In addition to sharing information related to IP strategy activities across the SCREEN Group, members discuss group-wide measures to support the Group's competitive advantage and take other steps to maintain and strengthen IP and other intangible assets.

Details of the committee's discussions are also reported to the Management Committee and the Board of Directors. The Board provides oversight regarding the matters reported, thus forming an effective IP governance system.



IP strategy in Value Up Further 2026

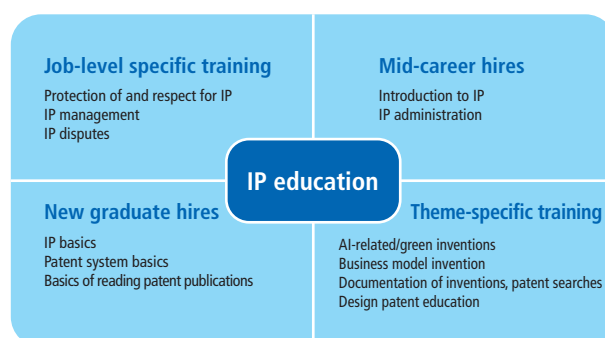
IP strategy is one of the business growth strategies of our Value Up Further 2026 medium-term management plan. We are applying it to promote the creation, utilization, and

protection of intellectual assets. This strategy is organized along three strategic pillars: 1. IP portfolio management, 2. global IP strategy, and 3. AI-related and green invention enhancement.

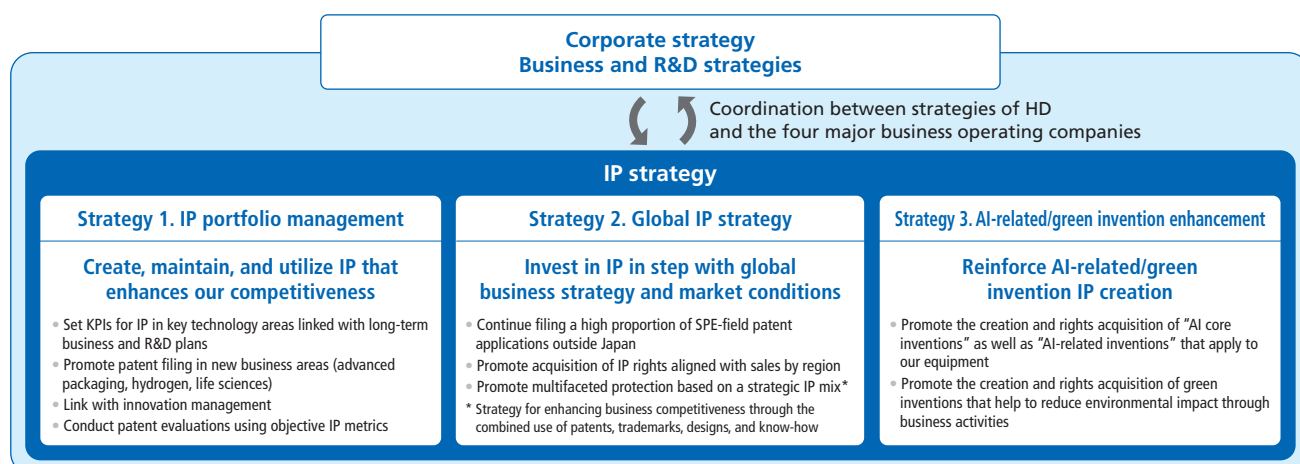
Under 1., IP portfolio management, we proactively seek to acquire IP rights in key technology areas linked with long-term business and R&D plans. Under 2., global IP strategy, we are working to align IP rights acquisition with sales by region while promoting multifaceted protection based on a strategic IP mix. Under 3., AI-related and green invention enhancement, group-wide efforts are steadily advancing the acquisition of IP rights to AI-related and green inventions that will contribute to our businesses.

Internal IP education and awards

We have established an IP education system designed to instill the abilities required of employees at specific levels. The system covers everything from IP basics to dispute handling, with a particular focus on protecting and respecting IP. As part of this, we are increasing opportunities for practical training using case studies aligned with our actual businesses and organizations in an effort to increase corporate value. We have also established multiple internal award systems to help increase employees' motivation with regard to IP activities.



IP strategy promotion under Value Up Further 2026



Note: For details about our patents held, see "Performance highlights" (p. 28).

Dialogue

Taking our IP further

Masato Goto

Representative Director
President
and Chief Executive Officer (CEO)

**Itaru Hatanaka**

Executive Officer
In Charge of Legal and IP



Formation of the Intellectual Property Strategy Committee

Hatanaka: It is crucial to integrate IP strategy with corporate, business, and R&D strategies. However, we did not previously have a venue for group-wide discussions of IP strategy.

Goto: Around the time the Intellectual Property Strategy Committee was established, I was president of the semiconductor production equipment business. Because there was no discussion at the group-wide level, the strategies of each business were unaligned, and it was hard to tell what the other businesses were doing.

Hatanaka: Before we created the committee, IP-related information was often separately held and utilized by the individual businesses and IP department, and group-wide information sharing was inadequate. For the sake of the SCREEN Group's future growth, we felt that we needed to create a body for the strategic discussion of IP at the group-wide level. To fill this need, and also to respond to the June 2021 revision to Japan's Corporate Governance Code, we decided to establish the committee.

Changes since the committee's creation and its future

Goto: I think that we are making progress in shifting from just business-specific local optimization to overall optimization. For example, while the Group's main

businesses are in equipment sales, we have also begun businesses in parts sales, such as the hydrogen-related business. Whether a business sells equipment or parts impacts its strategy for protecting its technologies. Through the committee's discussions, we determine IP policy, strategy, systems, and guidelines. As a link across businesses, the committee can ensure that these are applied in future new businesses to protect their technologies at the same level. In this way, I think we are establishing a solid foundation that will be effective across the Group even in the face of business model changes. That said, we still have a lot to do.

Hatanaka: The committee also includes the SCREEN Holdings executive officers in charge of corporate strategy, marketing, and human resources. This helps reinforce coordination in terms of exploring topics, improving R&D environments, recruiting and developing talent, and investing resources while enabling the formulation and fine-tuning of IP strategy that is aligned with corporate, business, and R&D strategies and helps improve corporate value.

Goto: Above all, strategy must be broken down to a concrete, applicable level and communicated to employees on the ground. We will continue to promote active discussion at committee meetings in order to further bolster the effectiveness of IP strategy.

Strategy 1



(in Japanese only)

Received a 2025 award from the Ministry of Education, Culture, Sports, Science and Technology in the field of science and technology



Strategy 1



(in Japanese only)

Received a 2024 award from the president of the Japan Patent Attorneys Association



Strategy 1

Strategy 2



Selected as a Clarivate Top 100 Global Innovator for the fourth consecutive year



Strategy 3

See "Semiconductor production equipment business" (p. 33) for a highlight column related to Strategy 3.

Sustainability strategy

The SCREEN Group promotes sustainable management, an approach to achieving sustainable growth by enhancing corporate value through the creation of shared value (CSV). CSV is the generation of both social value and economic value by accommodating social needs through business activities.

Basic policy

The SCREEN Group has established individual policies for the main areas of its sustainability-related initiatives based on the CSR Charter and Code of Conduct, which was in turn created based on the corporate philosophy.

Specifically, these are the Environmental Policy, Human Rights Policy, Occupational Safety and Health Policy, Human Resource Management Policy, Procurement Policy, Disclosure Policy, Social Contribution Policy, Compliance Policy, and Risk Management Policy. These nine policies lay out clear and specific guidelines for initiatives in their respective areas.

To ensure their practical applicability, the CSR Charter and Code of Conduct and the individual policies were formulated in alignment with such international frameworks as the UN Global Compact (comprising 10 principles in the four areas of human rights, labor, the environment, and anti-corruption), OECD Guidelines for Multinational Enterprises, ILO International Labour Standards, and RBA Code of Conduct.

In addition to respecting these frameworks, we proactively advance sustainable social development through support for a variety of international initiatives.

Promotional framework

To effectively implement sustainable management, we have established two group-level committees: the Group Risk Management Committee and the Sustainability Committee.

The Sustainability Committee was formed by merging our existing CSR Committee and Group EHS Committee in order to deliberate and advance the full range of sustainability-related issues and initiatives in a centralized and strategic manner. This reorganization has strengthened the committee's function as the Group's central decision-making body for sustainable management and helped to unify and align initiatives across the Group.

The persons responsible at the group companies involved in these efforts take part in the committee, sharing information and promoting intra-group collaboration. In addition, under the committee, seven specialized subcommittees engage in strategic and practical discussions. Two of these, the human rights and ethics subcommittee and information security subcommittee, have been newly established for discussions focused on their respective specialties in light of growing social demands in these areas.

The subcommittees develop and drive implementation of practical measures based on the CSR Charter and Code of Conduct and related policies, ensuring consistency with the aforementioned international frameworks. They engage in active and intensive discussion, the results of which are shared with the Sustainability Committee and then reflected in management-level decision making.

Note: For details about the group committees, see "Corporate governance" (p. 68).

SCREEN Group CSR Charter



1. Provision of Products and Services Beneficial to Society
2. Respect for Human Rights and Friendly Work Environment
3. Establishment of Friendly Environment for People and Our Planet
4. Sound and Effective Corporate Governance
5. Compliance with Laws and Regulations, and Standards of Ethics
6. Appropriate Management and Utilization of Information and Intellectual Property
7. Appropriate Disclosure of Company Information
8. Corporate Social Responsibility as Good Corporate Citizen
9. Exclusion of Anti-Social Forces

Main principles, charters, and rules the SCREEN Group respects in its operations

- UN Global Compact
- Sustainable Development Goals (SDGs)
- Universal Declaration of Human Rights
- UN Convention Against Corruption
- UN Guiding Principles on Business and Human Rights
- Responsible Business Alliance (RBA)
- ILO International Labour Standards
- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas
- ISO 26000

Strategy implementation

To realize the 10-year vision laid out in the Management Grand Design, we have identified four material issues that SCREEN's management needs to address. We seek to address these issues through sustainable management.

- New value** Providing new value to society and people
- Environment** Reducing environmental impact
- Human resources** Encouraging personal growth of each employee
- Business foundations** Continuously enhancing business foundations

Our sustainability strategy forms the core of our sustainable management. We have positioned it as a shared strategy applicable to both business growth and business foundation enhancement under Value Up Further 2026, our medium-term management plan for achieving the goals of the Management Grand Design. Based on this strategy, we are implementing global initiatives throughout the value chain.

More specifically, we have formulated Sustainable Value 2026, our medium-term plan for enhancing social value under Value Up Further 2026. In line with this plan, we are implementing a variety of initiatives organized into the three categories of environment, social, and governance (ESG).

Under environment, we have established the Environmental Policy based on the principle of "establishment of friendly environment for people and our planet." Aiming to protect the natural environment for future generations, we work to contribute to decarbonization, the creation of a sound material cycle, and the sustainable development of a society in harmony with nature.

Under social, we have established the Human Rights Policy and Occupational Safety and Health Policy in alignment with international human rights standards, including the UN Global Compact and Universal Declaration of Human Rights. The entire Group works

together on related initiatives spanning a broad range of issues, including respect for human rights, health and productivity management, human capital management, social responsibility in the supply chain, and social contribution.

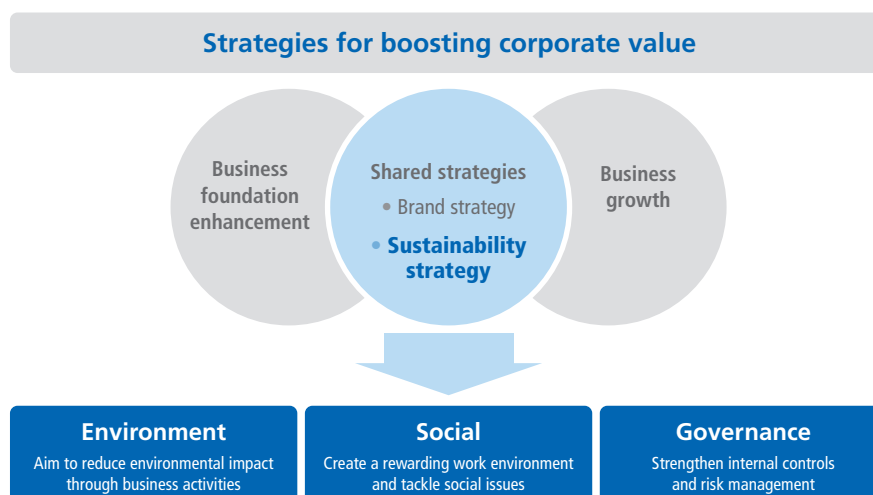
In terms of governance, we recognize that maintaining robust corporate governance, enhancing and strengthening risk management that reflects environmental changes, and fostering compliance awareness among employees are all essential for the Group to grow sustainably and fulfill its social responsibility. As such, we strive to maintain and enhance corporate governance.

While the SCREEN Group's ESG initiatives are broad-ranging, and we strive to comprehensively address each of these areas, we have designated 19 priority ESG issues in order to more effectively advance initiatives.

These priority issues were selected mainly to align with the outcome targets of the Management Grand Design, the targets of Sustainable Value 2023 (the previous medium-term plan) that we fell short of, and the topics we want to (or need to, based on broader social factors) prioritize under Sustainable Value 2026. We plan to flexibly revise them going forward, on an ongoing basis, in light of changes in social and other sustainability-related conditions.

In the fiscal year ended March 31, 2025, the first year of Sustainable Value 2026, we met our targets for 17 of the plan's 19 key issues. The Sustainability Committee and related organizations will continue to advance a PDCA cycle as the Group works in unison toward ongoing improvement.

Note: For details, see "Management Grand Design" (p. 19) and "Medium-term Management Plan" (p. 21).



Environment

The SCREEN Group has established the Environmental Policy as a supplement to the CSR Charter and Code of Conduct. Based on this policy, we work to reduce environmental impact through our business activities.

Having obtained certifications under ISO 14001 for the environment and ISO 50001 for energy, we comprehensively manage risks and opportunities. At the same time, through the Sustainability Committee and its subcommittees, we share information about environmental issues and work toward ongoing improvement. In addition, the Group Risk Management Committee manages environmental risks for the Group as a whole.

Climate change: Carbon Neutral Declaration

The SCREEN Group strives to mitigate business risks due to global warming while creating new opportunities. To this end, we are reducing greenhouse gas (GHG) emissions by saving energy through effective energy management and expanding the use of electricity derived from renewable energy. In the fiscal year ended March 31, 2025, we achieved 100% renewable electricity usage at group business sites in Japan.*

We have also formulated a plan for reducing our GHG emissions at a pace exceeding that needed to reach our target approved by the Science Based Targets initiative (SBTi) as consistent with the level required to keep the global temperature rise to 1.5°C. We achieved our reduction targets for the first fiscal year of the three-year management plan for both emissions from business activities (Scope 1+2) and emissions from the use of sold products (Scope 3 category 11).

* At the Group's eight major business sites

 Climate Change Initiatives

Enhancing disclosure in line with the TCFD framework

With an eye toward carbon neutrality by 2050, SCREEN maintains an ongoing project involving outside experts to advance disclosure in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The project identifies and evaluates material

risks and opportunities and conducts scenario analyses. We then publish the results in line with the TCFD recommendations. In the fiscal year ended March 31, 2025, we updated our disclosure for all four of the Group's main businesses, having completed the above-mentioned process in the previous fiscal year.

 Initiatives for TCFD Recommendations

Conserving biodiversity

Biodiversity is closely linked to environmental and social issues. We take a comprehensive, multi-factor approach to issues in this area, including climate change, water resource management, and waste reduction.

In terms of water resource management, to reduce impacts on aquatic environments and their ecosystems, we are systematically advancing the management of water resources in our business activities in cooperation with local municipalities and research institutions. As for waste reduction, in the fiscal year ended March 31, 2025, we achieved a 47.6% reduction in weight per unit of net sales compared with the fiscal year ended March 31, 2019. Initiatives to this end included turning waste such as waste plastic and wooden pallets into valuable materials. We also thoroughly assess regulatory compliance as part of our effective management of chemical substances.

 Promoting Effective Use of Resources

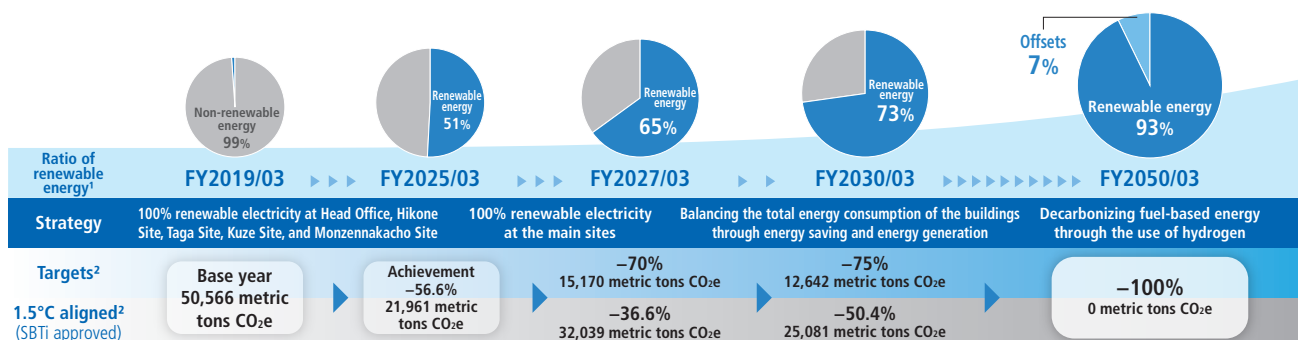
 Preventing Pollution

Environmental value of SCREEN technologies

Our environmental efforts extend across the entire product lifecycle, from the development and provision of eco-friendly products and services to proactive green procurement. In particular, to further reduce GHG emissions and other impacts from the use of our products by clients, we certify products that meet our internal environmental performance standards as Green Products or Super Green Products. We have tied these certifications to outcome targets in the Management Grand Design and promote their development and sale.

 Provision of eco-friendly products and services

Decarbonization targets (Scope 1+2)



1. Ratio of renewable energy use to total energy use (kWh equivalent). Ratio of renewable energy includes electricity derived from renewable energy sources as well as conversion to hydrogen and other green fuels.
2. Percentage reduction compared with the base year

Social

SCREEN has formulated its Human Rights Policy based on the principle of “respect for human rights and friendly work environment” set forth in the CSR Charter and Code of Conduct and in line with such international standards for human rights as the Universal Declaration of Human Rights and UN Global Compact. We implement related initiatives throughout the supply chain based on the understanding that respect for human rights is indispensable to the viability of all business activities.

Health and productivity management

The CEO assumes the ultimate responsibility for the Group's health and productivity management. By promoting physical and mental wellness at both the individual and workplace levels, we strive to enhance overall performance. The Group has outlined its priority initiatives in this area in its nine wellness promotion tenets. Under this banner, we implement wellness promotion initiatives that support individuals while respecting their autonomy. These initiatives have earned significant external recognition.



SCREEN has designated the nine areas of exercise, diet, sleep, alcohol consumption, smoking, stress, medical exams, expert advice, and workplace improvement as key tenets of wellness promotion in Japan. These nine tenets are at the core of our wide-ranging health promotion measures.



Human capital management with a focus on well-being

SCREEN believes that people and technologies are the essential elements that enable the fulfillment of its corporate purpose and that, of these, people are the keepers of technology. We therefore proactively invest in talent and work to implement effective human capital management rooted in health and productivity management. In addition, the Management Grand Design identifies well-being as an important megatrend for the Group, and we believe that enabling employees to work with enthusiasm and vigor is crucial for them to excel as solution creators and thereby enhance corporate value. Based on this belief, we are focusing efforts on human capital management, including boosting employee engagement, as part of organization building to support sustainable growth.

Note: For details, see “HR strategy” (p. 53).

Occupational safety

In parallel with health, we are also working to promote safety as a key management priority. To ensure the occupational safety of group employees as well as partner

company employees working on group premises, we strive to continually improve work environments and prevent occupational accidents. Specifically, with a focus on nipping potential risks in the bud, we implement such key measures as group-wide worksite patrols. When an occupational accident occurs, we work to swiftly identify its causes, formulate countermeasures, and then verify their results in a thoroughgoing PDCA cycle.

Note: For details, see “Promoting social responsibility in the supply chain” (P. 59).



Safety and health initiatives



Social Contribution Activities

Governance

For a company to grow sustainably and fulfill its social responsibility, robust corporate governance, risk management that accounts for diverse environmental changes, and the fostering of compliance awareness among employees are all crucial. Based on this awareness, we strive to maintain and enhance our corporate governance.

In line with the SCREEN Group's corporate purpose, we have established and maintain the Code of Management, which regulates the internal control policies and systems of group companies, along with related rules and regulations. By doing so, we aim to reinforce governance with due consideration of stakeholder interests and thereby ensure management transparency, operational appropriateness and legality, and swift decision making and business execution.

Note: For details, see “Corporate governance” (p. 63).

Reinforcing risk management

In light of the various changes in the SCREEN Group's operating environment, we have designated the reinforcement of risk management as a key management issue. Specifically, based on the Group's Risk Management Operation Policy, we have established the Group Risk Management Committee to effectively handle risk by comprehensively identifying business risks, studying appropriate risk management measures, including mitigations, and understanding the state of risk management through a control and monitoring framework.

Note: For details, see “Risk management” (p. 61).

Developing compliance awareness

The SCREEN Group has established the CSR Charter and Code of Conduct as principles and standards of conduct for everyone in the Group based on the corporate philosophy. In line with the charter and code, the Group complies with all applicable laws and regulations, as well as ethical standards, of all relevant countries and regions and conducts business activities in a fair and transparent manner. In addition, we work to develop compliance awareness through ongoing education for the officers and employees of group companies worldwide.

Note: For details, see “Compliance” (p. 60).

Stepping up sustainable management

Tetsuya Ito

Executive Officer
Head of Sustainability Strategy



The flexibility to turn change into growth

In the area of sustainability, we are seeing—and will likely continue to see—wide-ranging changes of unpredictable scale and speed.

Looking at climate and energy policy, for example, the “Trump 2.0” administration has announced reversals of decarbonization policy, sparking concerns about negative impacts on environmental measures globally. At the same time, environmental considerations have expanded rapidly from climate change to include biodiversity, and geopolitical risks are growing increasingly serious. To implement sustainability strategy in these circumstances, flexibility and speed in business management will be crucial in order to be more alert to change while accurately understanding and meeting new risks and opportunities.

In the current fiscal year, the SCREEN Group has launched the Sustainability Planning Department and increased the frequency of the Sustainability Committee’s meetings, enabling more agile discussion and decision making related to incorporating ESG-related factors into strategy. In terms of changes, the inclusion of sustainability information as part of statutory disclosure in annual securities reports in Japan is currently being considered under the guidance of the SSBJ.* Rather than taking a passive stance to such change, such as responding to legal amendments as they are enacted, we see change as a valuable opportunity to further evolve our efforts. And rather than merely conforming to regulatory requirements, we will therefore develop and implement measures crafted specifically for SCREEN.

* SSBJ: Sustainability Standards Board of Japan

Our sustainability lies in our purpose

“Innovation for a Sustainable World” is the SCREEN Group’s corporate purpose. This means combining the strengths of our people and our technologies to provide unique solutions to diverse issues facing society through our business and thus helping to build a sustainable world. Initiatives aimed at fulfilling our purpose also contribute to the Group’s sustainable growth and development. In this

sense, I believe that the pursuit of the corporate purpose is the true essence of the SCREEN Group’s sustainability.

Our sustainability-related initiatives are both very wide-ranging and interconnected, so further reinforcement of collaboration across departments will be crucial. For example, under Sustainable Value 2026, we are implementing initiatives within an ESG framing, and one of the social initiatives is health and productivity management. We are implementing measures to promote physical and mental wellness at both the individual and workplace levels. As the head of sustainability strategy, going forward, I will act with even greater awareness of the links between these efforts and the HR Strategy Division and other departments so that the entire Group can work together on initiatives to improve employee engagement. By doing so, we will create the conditions for all employees to thrive as solution creators and work toward our purpose while supporting the continued growth of the SCREEN Group.

Encouraging all employees to take ownership

For our sustainability initiatives to bolster corporate value, above all, it is vital that all employees take ownership of sustainability.

To recognize employee initiatives that contribute to enhancing social value, until now, the SCREEN Group has used the Sustainable Value Award system. However, only certain organizations within the group have submitted entries for consideration.

To fill the remaining gap, beginning in the current fiscal year, we have launched the group-wide Sustainable Action Challenge initiative. The goal is for employees to think of solutions to social issues or innovations and ideas for enhancing the SCREEN Group’s social value and put them into action, so that every employee can grow into a solution creator. Going forward, we want all employees to steadily move forward with a strong awareness of their role in promoting sustainability and a sense of ownership of efforts to increase corporate value.

FY2025/03 highlights

Reached annual GHG emissions reduction targets

We achieved our targets for the first year of Value Up Further 2026 in line with our SBTi-approved GHG emission reduction plan (Scope 1+2, Scope 3). We will continue working toward carbon neutrality by 2050.



Climate Change Initiatives



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Achieved 100% renewable electricity at major sites in Japan

Working toward carbon neutrality in its business activities, SCREEN achieved 100% renewable electricity usage at its eight main business sites in Japan.



Climate Change Initiatives



Included in the KENKO Investment for Health Stock Selection and selected as a Health and Productivity Management Outstanding Organization

SCREEN was included for a second consecutive year in the KENKO Investment for Health Stock Selection, which recognizes companies listed on the Tokyo Stock Exchange that are implementing outstanding health and productivity management. In addition, for a third consecutive year, SCREEN was selected as a Health and Productivity Management Outstanding Organization (called "WHITE 500" by METI) in recognition of its excellent efforts in this area.



Wellness initiatives



Broad-ranging social contribution

SCREEN worked with the NPO TENSAI Art KYOTO to support the creative activities of people with disabilities and implemented "SCREEN Forest" conservation activities as part of the Kyoto Model Forest initiative. These are just a few of SCREEN's wide-ranging social contribution activities.



Social Contribution Activities



Exhibition tour in the head office lobby



SCREEN Forest activities

Achieved Platinum Status in RBA VAP audit (Hikone Site)

SPE underwent a Validated Assessment Program (VAP) audit of labor, health and safety, environment, ethics, and management systems for the Hikone Site, which also covered the nearby Taga Site, and it was found that all of these areas were being appropriately managed. As a result, the site was awarded Platinum Status under the RBA VAP.



Supply chain management



Large-scale fire drill

In light of natural disasters and accidents occurring around the world, to enhance the effectiveness of BCPs when disaster strikes, a large-scale evacuation drill was held at the Hikone Site, including cleanrooms, based on a factory fire scenario.

Note: For details, see "Risk management" (p. 61).



Large-scale drill at the Hikone Site

HR strategy

Developing solution creators, fostering professional fulfillment

Yasuhito Shiraishi

Senior Executive Officer
Head of HR Strategy



The SCREEN Group is committed to creating new value in its wide-ranging operating segments, such as the semiconductor production equipment business, while maintaining its competitive advantage and robust market presence in a fast-changing business environment. The Group's business growth is supported by human resource (HR) strategy, which is the centerpiece of SCREEN's corporate management. Reflecting this, "encouraging personal growth of each employee" is designated as one of the Group's material issues.

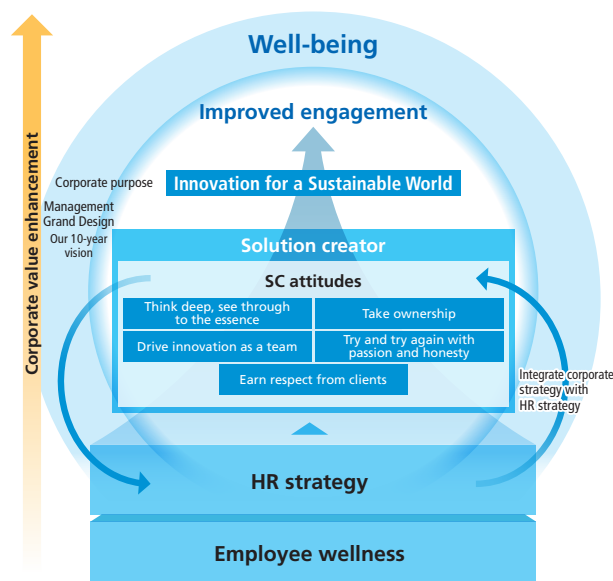
In implementing our HR strategy in coordination with corporate strategy, we strive to ingrain the corporate purpose and develop talent who can act as solution creators, as laid out in our 10-year vision. In the fiscal year ended March 31, 2025, we closely linked HR measures with the attitudes required of a solution creator* (the "SC attitudes") and incorporated these principles into the talent recruitment, development, performance evaluation, and promotion processes to drive further growth. Our employee engagement survey has found that 90% of respondents understand and resonate with the corporate purpose. The next step, therefore, is for each employee to put it into practice and produce results.

In line with the talent portfolio framework, we are securing and developing highly skilled professionals and working to strengthen our global competitiveness while respecting diverse values. To create a sustainable work environment, we are building a positive spiral of recruitment, development, and retention while measuring employee mindsets through the employee engagement survey and fostering dialogue with senior management. In the fiscal year ended March 31, 2025, our focus on facilitating communication and collaboration and presenting career paths for employees resulted in a higher rate of positive responses to the engagement survey. We will continue steady efforts to achieve the medium-term management plan target: positive response rate of 70% or above in the final year.

To enable our solution creators to demonstrate their full potential, we are committed to promoting employee well-being, which we believe will enhance personal and organizational performance and thereby positively impact productivity and profitability.

As the head of SCREEN's HR strategy, I am determined to support sustainability management with a focus on securing psychological safety, giving support for employees balancing work and parenting, and promoting flexible work styles. Based on employees' physical and mental well-being, we seek to create a corporate culture founded on professional fulfillment.

* SC attitudes: See the table on p. 56.



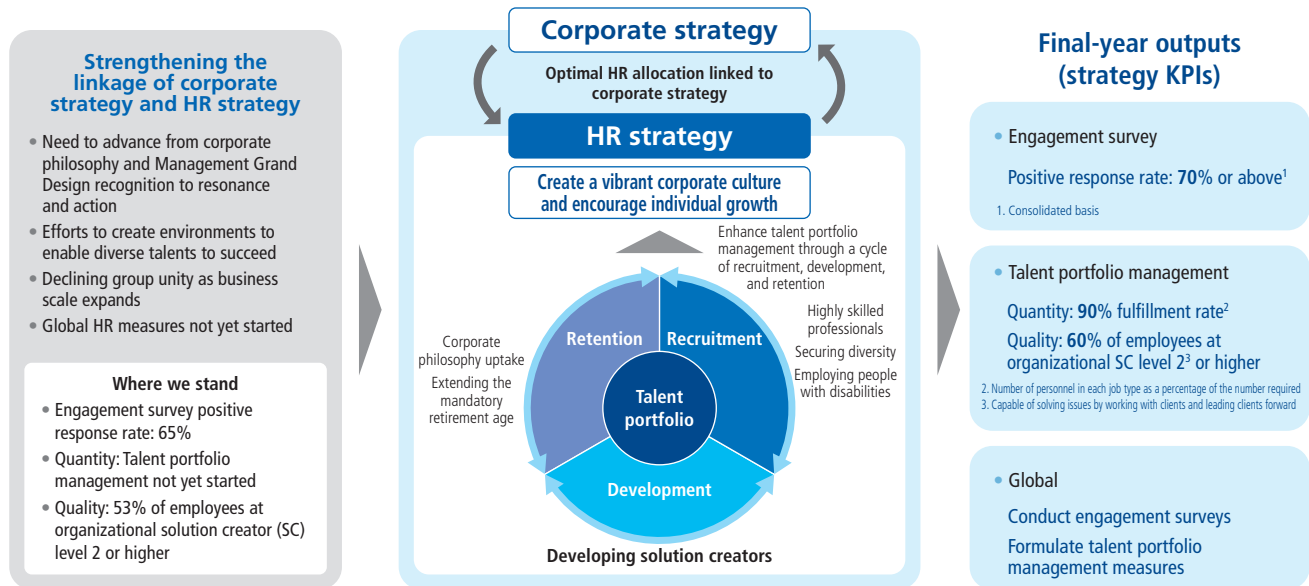
HR strategy under Value Up Further 2026

Our HR strategy is geared toward encouraging the personal growth of each employee, one of the material issues designated in the Management Grand Design. Under our medium-term management plan, Value Up Further 2026, we are pushing forward with our HR strategy in coordination with corporate strategy.

Developing solution creators is the key to this endeavor. Centering efforts around the talent portfolio framework, we are enhancing our HR foundation for sustainable corporate growth by both encouraging personal growth and creating a vibrant corporate culture through a cycle of recruitment, development, and retention.

Value Up Further 2026: Steps for promoting our HR strategy

Create a vibrant corporate culture and encourage individual growth through a cycle of recruitment, development, and retention based on corporate strategy



Value Up Further 2026: HR key performance metrics and actions

Create a vibrant corporate culture and encourage individual growth

Outputs							
Engagement survey positive response rate: 70% or above				Talent portfolio: 90% fulfillment rate			
Cycle of three key actions	1. Recruitment		2. Development			3. Retention	
	Highly skilled professionals Securing diversity		Developing solution creators			Nurturing a growth mindset	
	Finding talent	Diversity	Ingrain the SC attitudes	Developing next-generation business leaders	Developing specialized professionals	Generate innovation through cross-organizational collaboration	Create environments to enable diverse talent to succeed
Measures	<ul style="list-style-type: none"> Reinforce internship and site tour programs Hire more PhDs Hire by job type 	<ul style="list-style-type: none"> Organize roundtable talks with and videos about role model employees Offer a mentoring program for female manager candidates Hold seminars and hiring events for international students Expand Parte (in-house organization for the employment of people with disabilities) 	<ul style="list-style-type: none"> Integrate the SC attitudes into HR systems (e.g., recruitment, training, performance evaluation, and promotion) Organize workshops for managers Hold lectures to share experience of senior management to foster understanding 	<ul style="list-style-type: none"> Implement the business leader / junior business leader training courses Start talent reviews Send employees to MBA and MOT programs in Japan and abroad Implement the SCREEN Business Leadership Academy course 	<ul style="list-style-type: none"> Appoint qualified employees to specialist job types Develop engineers in line with the plan made by the Engineer Development Committee Rotate engineers 	<ul style="list-style-type: none"> Hold town hall meetings at group companies in and outside Japan Hold events to promote cross-organizational interaction 	<ul style="list-style-type: none"> Extend the mandatory retirement age and review family allowances to support employees of varied ages Implement career training for senior and junior employees Set up a career consultation office Enhance leave systems Support career autonomy through open recruitment and allowing employees to set their own career goals
Monitoring indicators	<ul style="list-style-type: none"> Women among new graduate hires: 20% or above Management positions held by women: 5% or above Employees with disabilities: 2.7% or above 		<ul style="list-style-type: none"> Total and per person investment in education and training Promotion rate of next-generation business leader training course participants (excluding junior business leader training) Ratio of highly skilled professionals 			<ul style="list-style-type: none"> Understanding of and resonance with the corporate philosophy: 90% (current level) or above Current or higher rate of male employee childcare leave usage Current or higher rate of paid leave usage 	

Talent portfolio management

In the face of a shrinking working-age population in Japan and many other countries and intensifying talent shortages, especially in the semiconductor industry, innovation by diverse human resources is essential to long-term growth and corporate value enhancement. To address these challenges, our recruitment activities emphasize hiring by job type in line with business strategy, based on the talent portfolio framework established in the fiscal year ended March 31, 2024. We will continue working to strengthen the HR foundation through the repeated implementation, review, and improvement of our HR strategy.

Recruitment

Hiring the talent fundamental to growth strategy while enhancing expertise and diversity

Recruiting people who can drive the growth strategy forward is a top corporate priority. With competition to hire excellent talent intensifying, especially in engineering fields, we are committed to recruiting people with the makings of solution creators and fill out our talent portfolio.

To attract highly skilled professionals,* we provide internship programs and site tours for engineering students to help them better understand our businesses and how they address social issues as well as the relevant job types. In the fiscal year ended March 31, 2025, our

focus was on hiring students completing PhD programs in engineering. We expanded contact with such individuals by holding exclusive recruitment seminars and providing information. As a result, a record-high 12 individuals with PhDs in engineering joined the Group in April 2025.

Empowering women is one of our strategies to ensure diversity in the workplace in order to drive innovation. The SCREEN Group aims to raise the portion of management positions held by women to 6% or above and the percentage of women among all employees to 15% or above by the fiscal year ending March 31, 2031. To this end, we have set the target of increasing the percentage of women among yearly new graduate hires to 20% or above. In the fiscal year ended March 31, 2025, we took multi-faceted approaches to help students envision their future careers, including roundtable talks with female employees, videos presenting the career paths of role model employees, and recruitment brochures. As a result, women accounted for 19.9% of the new graduates that joined the Group in April 2025, coming very close to the 20% target.

By incorporating the SC attitudes into the hiring criteria, we will maintain emphasis on recruiting diverse talent who resonate with the corporate purpose and can put it into practice.

* "Highly skilled professionals" refers to those who can contribute to the Group based on exceptional expertise in specific fields.



SCREEN CAREER & LIFE BOOK for women (in Japanese only)

SCREEN's strength lies in value creation from different perspectives: My perspective as a mid-career hire

Kazuhide Saito

Managing Director
Cleaning Equipment Engineering Operations, SPE

In my previous job with a device manufacturer, SCREEN made a strong impression on me as the supplier most responsive to client requests. After joining SCREEN, I was assigned to R&D for the leading foundry in Taiwan and worked with the client to overcome challenges with new equipment before production. Once I was promoted to a management position, I managed Japanese staff working at the local office and supervised local engineering operations. Through these experiences, I have realized that an overwhelming strength of SCREEN lies in exactly the impression I had before I joined the organization.

To move further forward, I believe the Group should

take advantage of this strength, with each SCREEN employee acting as a solution creator by making proactive proposals that help clients overcome the challenges they face. To do this, insights gained from different perspectives matter. In this regard, SCREEN is full of opportunities for mid-career hires to demonstrate their abilities.

In my current position, while always searching for ways to better serve clients, I am eager to work toward creating a fulfilling work environment that constantly motivates staff.



Development

Rebuilding the training system

In the fiscal year ended March 31, 2025, we revised the SCREEN BUSINESS SCHOOL training program with a view to continuously developing solution creators and enhancing job level-specific skills. The new program systematically offers training courses suited to development needs at each job level. For example, we introduced a critical thinking curriculum to improve managers' strategic planning and HR management abilities as well as non-management employees' problem-setting and logical thinking skills. Training on coaching and facilitation skills, which is in high demand among employees, also continues on a voluntary basis as part of measures to facilitate employees' self-motivated learning.

Investment in education and training

		FY2023/03	FY2024/03	FY2025/03
Total investment in education and training ¹		¥250 mn	¥400 mn	¥460 mn
Per person investment in education and training	7 key companies ²	¥115,000	¥149,000	¥123,000
	In Japan ³	—	¥105,000	¥93,000
	Consolidated ⁴	—	—	¥72,000

1. Total expenses for course and other fees and education and training costs

2. HD, business operating companies, and functional support companies

3. Includes companies in 2. and consolidated group companies in Japan. Data collected since the fiscal year ended March 31, 2024.

4. All consolidated companies, including group companies outside Japan. Data collected since the fiscal year ended March 31, 2025.



SCREEN BUSINESS SCHOOL



Management-by-objectives (MBO) and 360-degree evaluation

Building understanding of the SC attitudes through dialogue with senior management

SCREEN Leaders Talk is a series of lectures given by senior management. The project was launched in the fiscal year ended March 31, 2025 to create opportunities for

employees to deepen their understanding of the corporate purpose and the SC attitudes (defined in the fiscal year ended March 31, 2024) in the context of their work. Senior management members talk, based on their own experience, about strategies and plans in their respective business areas and how these relate to the SC attitudes, inspiring employees to broaden their perspectives and improve their decision-making skills. The talks continue in the fiscal year ending March 31, 2026 as a valuable learning opportunity that directly brings management insight to regular employees.

Five attitudes required of a solution creator

Think deep, see through to the essence

Take ownership

Drive innovation as a team

Try and try again with passion and honesty

Earn respect from clients

Workshops for managers

In the fiscal year ended March 31, 2025, workshops were held for managers in the Group's seven key companies to promote their understanding and application of the SC attitudes. The goal was to help every employee to act as a solution creator and produce positive results. Participants looked back on their past actions as a solution creator and discussed concrete steps to take while sharing strengths and challenges experienced in their teams. Organizations throughout the Group are working to promote dialogue and change behaviors in accordance with the SC attitudes.

Charting our future and inspiring action: Developing solution creators in our own teams

Ryoko Abe

Managing Director, Head of Finance & Accounting Department
Financial Strategy Division, SCREEN Holdings



We held a solution creator workshop for finance and accounting units in November 2024. It included group discussions on the 10-year vision as it applies to our current workplaces or teams, and each one of us thought about first steps to take to bring ourselves closer to the vision. Through group work, we reaffirmed our shared vision to be a dependable presence for the business

operating companies and other departments, helping foster a sense of unity within my department. As the head of finance and accounting, I will continue working to develop talent, honing our expertise to deliver solutions beyond expectations and work in closer coordination with business operations, always keeping their needs in mind.

Retention

Strengthening unity through dialogue and connection building

In April 2023, we redefined our corporate philosophy and revised the Management Grand Design, which lays out our 10-year vision and basic policy for enhancing corporate value. To disseminate the philosophy and policy across the Group, we extended town hall meetings, where the CEO and other senior management members talk directly with employees, to group companies in and outside Japan. As of March 31, 2025, we have held 57 town hall meetings with about 4,400 participants. These meetings serve as a place for dialogue where employees can hear directly from senior management, helping to align mindsets and efforts across the Group and fostering solidarity.

Another initiative is Connecting the Dots, a new exchange program designed to create connections across organizational and business boundaries. In the fiscal year ended March 31, 2025, approximately 160 employees participated and learned from one another about wide-ranging topics, such as organizational development, innovation management, and balancing work and caregiving. These activities deepened mutual understanding across companies and job levels and strengthened group solidarity.



Town hall meeting at SCREEN SPE Germany

Enabling diverse talent to succeed

Raising the retirement age to create more opportunities: Transferring experience to future generations

SCREEN values the hard-earned skills of employees, including their knowledge and experience, as valuable assets supporting both sustainable corporate growth and personal growth. If we are to further grow our business and enhance our corporate value amid demographic graying and low birth rates, we must provide opportunities to make maximum use of the knowledge and skills our people have accumulated. Based on this understanding, the Group raised the mandatory retirement age from 60 to 65 at its seven key companies in April 2025. Going beyond simply extending the length of employment, we are offering wider options of pay and work styles by defining six levels of roles to meet employees' diverse career needs.

Prior to this change, the reemployment system was reviewed in the fiscal year ended March 31, 2022,

revealing issues concerning pay levels and employment patterns after reemployment that sometimes were discouraging for employees or caused managerial difficulties. Our internal surveys have indicated that employees are more likely to be motivated and productive when they feel that their work is recognized and makes a difference. Such insights have been reflected in our systems. We are focused on building an environment where employees of all ages can autonomously develop their careers and make valuable contributions in their respective roles while passing their knowledge and skills to future generations.

Accommodating diverse work styles and reviewing family allowances to support the next generation

By improving systems to support flexible work styles, the Group seeks to ensure that its employees can continue to work comfortably through changing life stages, such as pregnancy, childbirth, childcare, caring for ill or elderly family members, or undergoing treatment for illness. We offer a variety of leave systems tailored to diverse needs. These include a work-at-home system, "refresh" leave consisting of five consecutive paid days off, and parenting support leave, offered to encourage employees to participate in their children's school events. Our employee engagement survey indicates high levels of satisfaction in the area of employee-friendly work environments.

Our family allowance system has also been revised in light of societal changes in family responsibilities and the way married couples work, shifting focus from the spouse allowance to greater support for employees with childcare or nursing care expenses. The next generation support allowance and the special support allowance have been added to ease the financial burden on employees with dependent children under 20 and employees who have family members with severe disabilities or that require nursing care. Going forward, the Group will continue to strive to enhance its organizational sustainability by offering a workplace where every employee can fully demonstrate their abilities according to their life stage.

FY2025/03	
Male employee childcare leave usage rate	90.5%
Paid leave usage rate	82.6%

 Work-life balance, Sustainability Data

 Employee stock ownership program: Cultivating a management mindset

 Labor-management relations

Focus on talent retention and engagement to strengthen frontline operations and build client confidence

Kojiro Basugi

President, SCREEN SPE Taiwan Co., Ltd. (as of the time of interview)
(now President, SCREEN SPE Service Co., Ltd.)



SCREEN SPE Taiwan engages in sales activities and provides engineering services for clients in Taiwan. In the fiscal year ended March 31, 2022, a very busy period in the semiconductor industry, we faced a crisis when a quarter of our employees quit. For an engineering service company, losing skilled engineers is a serious blow.

We responded by stepping up efforts to enhance employee engagement. In addition to improving compensation, appointing younger employees to key posts, and implementing unique measures to raise job satisfaction, we organized an event to ingrain the corporate philosophy where then-Group CEO Hiroe spoke directly to our staff about the corporate purpose. These initiatives generated positive feedback from many employees, including that they “built a positive and cheerful mood in the workplace” and “improved communication and created an open atmosphere.” As a result, the turnover rate declined to 2% in the fiscal year ended March 31, 2024.

TSMC awarded us two major prizes at its Supply Chain

Management Forum in 2024. This accomplishment proves how higher employee engagement leads to a better understanding of client needs and the creation of high value-added engineering services.

Benefits	Measures
Stronger group solidarity	Organized an event to ingrain the corporate philosophy
Higher transparency	Held briefings on personnel and salary systems
Improved physical and mental health	Held wellness promotion events (Recognized by the Taiwanese government) • Received Company Certification for Sports Excellence from Taiwanese vice president Lai Ching-te (now president) in 2022 • Received the national award for excellence in promoting a healthy workplace (vitality category) in 2024
Fulfilling and motivating workplace	• Held events to boost employee motivation and job satisfaction • Established the SETW Award program • Opened a training center • Implemented CSR activities

Enhancing organizational strength using engagement surveys

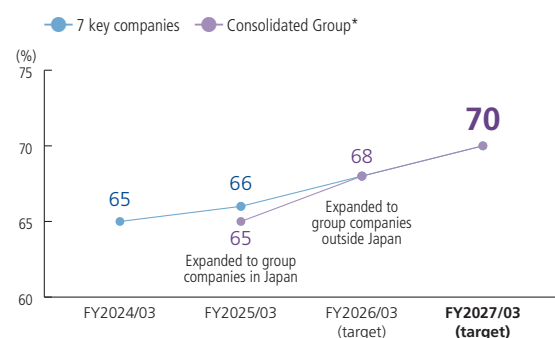
We conduct employee engagement surveys to hear from employees and identify issues in management and organizations. When issues are identified, we address them through corrective action. In the fiscal year ended March 31, 2025, the Group's seven key companies independently implemented corrective measures with emphasis on promoting communication and collaboration and clarifying career paths. As a result, the positive response rate was 66% for the seven key companies, up 1 percentage point from the previous fiscal year.

In addition to the above priority areas, the Group will address operational improvement in the fiscal year ending March 31, 2026. Specifically, organizations requiring improvements at the department or section level will identify the causes of the challenges they face and implement improvement measures. R&D departments will launch projects to increase operational efficiency. We will also extend the survey to cover group companies outside Japan as we aim to achieve the medium-term

management plan target of a positive response rate of 70% or above.

Going forward, we will work toward higher employee engagement across the globe by identifying issues in each organization and sharing best practices. We believe this will make our organizations more productive and further enhance our corporate value.

Engagement survey positive response rate



* Figures for the fiscal year ended March 31, 2025 include consolidated group companies in Japan. Figures for the fiscal year ending March 31, 2026 and beyond are targets for the entire consolidated Group.

Promoting social responsibility in the supply chain

The SCREEN Group's Procurement Policy is built on the principles of "compliance with laws and regulations, and standards of ethics" and "promotion of social responsibility in the supply chain" set forth in the CSR Charter and Code of Conduct. Based on this policy, we strive to fulfill our social and environmental responsibility and enhance corporate ethics throughout the supply chain. Open and fair trade, CSR procurement, green procurement, and partnership are the four pillars of our procurement activities. We engage in fair and efficient trading practices by making the supplier selection process more transparent and regularly training purchasing personnel to ensure compliance with subcontracting laws and other legal and regulatory requirements.



Supply chain management

Supplier Code of Conduct

The SCREEN Group has published the Supplier Code of Conduct, formulated with reference to the Group's CSR Charter and Code of Conduct, the Responsible Business Alliance (RBA) Code of Conduct, and other relevant standards. Recognizing that we and our suppliers are all part of the same supply chain, we ask for their understanding and cooperation in the areas of legal compliance, respect for human rights, environmental conservation, and product and service safety. In particular, a written agreement to comply with the Supplier Code of Conduct has been obtained from all critical suppliers¹ deeply involved in our business activities, including the top 240 suppliers by transaction value.

1. Leading suppliers in terms of the value of transactions with the Group and suppliers of components of mainstay equipment and components for which no alternatives are available, among others



Supplier Code of Conduct

CSR surveys

The Group regularly conducts CSR surveys of critical suppliers in accordance with the Supplier Code of Conduct. Suppliers identified to require improvement through these surveys are asked to take corrective measures. Over 90% of surveyed suppliers responded in the fiscal year ended March 31, 2025, and none were identified as presenting a critical risk. After the survey, we held a briefing on the evaluation results to share the findings and opportunities for improvement with the participants. We also offered, in cooperation with a specialized external institution, training to familiarize our suppliers with trends in sustainability initiatives.

Conflict mineral surveys

As part of efforts to ensure the responsible sourcing of minerals, the SCREEN Group uses the CMRT/EMRT² to survey suppliers and identify smelters of conflict minerals. In the fiscal year ended March 31, 2025, we asked some suppliers to consider changing the smelters they work

with, and corrective actions are underway. If any serious concern is discovered, we work with the relevant suppliers to promptly make improvements.

CMRT/EMRT survey results

	FY2024/03	FY2025/03	
	3TG ³	3TG	Cobalt
Response rate	100%	92%	100%
Total number of smelters	341	363	83
Number of smelters certified as "conformant" ⁴ (including those in the certification process)	223	238	47
Conformant smelter rate	65.4%	65.6%	56.6%

2. CMRT/EMRT: The Conflict Minerals Reporting Template and the Extended Minerals Reporting Template. Both reporting templates were developed by the Responsible Minerals Initiative (RMI). SCREEN uses the CMRT for 3TG surveys and the EMRT for cobalt surveys.

3. 3TG: Tin, tantalum, tungsten, and gold, which can all be conflict minerals

4. Conformant: Smelters that are certified through third-party audits as unaffected by conflict and free of human rights abuses and other issues are considered "conformant."

Green Procurement Standards

Under the SCREEN Group Green Procurement Standards, we ask suppliers to implement the following steps in their procurement activities aimed at reducing environmental impact.

- 1 Submission of agreements related to green procurement
- 2 Development of environmental management systems at suppliers
- 3 Provision of data, such as the names and amounts of chemicals used in delivered products
- 4 Submission of "Declaration of Non-Use of Prohibited Substances"



Green Procurement Standards

Sharing of sustainability information

At our supplier portal, we provide suppliers with information on sustainability in the form of email newsletters, online seminars, and videos. These media feature topics such as climate change-related actions in the supply chain, challenges related to businesses and human rights, and corporate initiatives to control chemical substances.

Declaration of Partnership Building

SCREEN Holdings has announced a Declaration of Partnership Building, a commitment to building new partnerships with supply chain companies and value-creating businesses by pursuing cooperation and mutual prosperity.



Compliance



Compliance system

The SCREEN Group has established the CSR Charter and Code of Conduct, which sets forth principles of conduct for all group officers and employees based on the corporate philosophy, and the Compliance Policy, which lays out principles of conduct related to compliance. Based on these, the SCREEN Group complies with all applicable laws and regulations, as well as ethical standards, of all relevant countries and regions and conducts business activities in a fair and transparent manner. Under the initiative of the officers in charge of compliance and of legal and intellectual property, we work to enhance and spread compliance awareness across the Group. The Legal & Intellectual Property Department and the Compliance Department play leading roles in promoting adherence to national and regional laws and regulations and international rules, as well as in providing compliance training. The Sustainability Committee, which meets three times a year, confirms and shares information on the state of compliance at each group company.

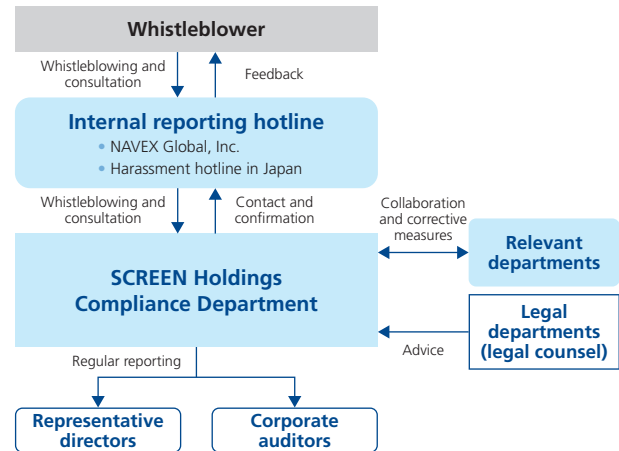
Compliance training

We offer group officers and employees compliance training courses, including compliance basics classes, job-level-specific classes, specialist classes, and classes dedicated to the CSR Charter and Code of Conduct, as well as training focused on specific compliance topics. A total of 68 classes were held in the fiscal year ended March 31, 2025. Following the discovery of improper revenue recognition practices in the same fiscal year, we have taken measures to disseminate and strengthen compliance awareness. Employees of the business operating company directly involved and related group companies received training based on the issue that occurred. Additionally, employees across the Group were reminded of the need to adhere to laws and regulations, internal regulations, and other rules, and encouraged to use the whistleblowing system whenever necessary. We will continue group-wide efforts to enhance compliance training informed by this matter.

Whistleblowing system

We have established the internal reporting hotline, a whistleblowing system that helps prevent improprieties and misconduct through the early detection of harassment and suspected violations of laws and regulations, international rules, corporate ethics, and internal regulations. An online reporting channel is available for all group officers, employees, and suppliers to report corruption, such as bribery, excessive entertainment, and collusion. In line with Japan's amended Whistleblower Protection Act, we also have in place rules to protect anonymity and privacy and ensure that no one receives disadvantageous treatment for whistleblowing. Periodic internal audits are conducted of compliance with laws, regulations, and corporate ethics. In the fiscal year ended March 31, 2025, the whistleblowing system received 38 inquiries and responded to all of them.

Internal whistleblowing system



Tax transparency

The CSR Charter and Code of Conduct calls for highly transparent business management and compliance with laws, regulations, and standards of ethics. In the area of tax accounting, we abide by all local tax laws, filing requirements, and tax obligations. We have established a transfer pricing policy in accordance with various rules, such as transfer pricing taxation in relevant countries and the OECD Transfer Pricing Guidelines. We follow this policy when setting and verifying transfer prices between group companies. We do not use tax planning or tax havens to evade taxation.

Security export control

The SCREEN Group is committed to security export control to prevent weapons and dual-use goods and technologies from falling into the hands of high-risk nations or terrorists. We gather the latest information on export-related laws and regulations in relevant countries and disseminate it throughout the Group. Internal export control rules are applied to determine whether goods and technologies to be exported are subject to regulations and to confirm end-users' identities and intended use of the goods and technologies. The Group's business operating companies, as authorized exporters under Japan's Authorized Economic Operator (AEO) program, conduct cargo management with periodic regulatory audits.

Compliance with anti-trust laws and anti-corruption

We prevent violations of anti-monopoly and anti-trust laws, as well as collusion, such as bribery and unauthorized use of company assets, by prohibiting such misconduct in the CSR Charter and Code of Conduct and taking other necessary measures under the risk management system, including internal training to raise awareness among officers and employees. In the fiscal year ended March 31, 2025, there were no instances of anti-competitive practices, bribery, or other illegal activities in the SCREEN Group.

Risk management

In accordance with the SCREEN Group Code of Risk Management and other relevant internal rules, the Group is engaged in initiatives aimed at identifying and mitigating business risk, and the holding company implements group-wide risk management through a dedicated structure.

Risk management structure

In order to mitigate risks with the potential to negatively impact the SCREEN Group's corporate value, we have established a group-wide risk management structure headed by the SCREEN Holdings president & CEO, with the president of each group company responsible for managing risk at their own company.

The Group Risk Management Committee is at the center of this structure, conducting risk management operations, establishing risk management policies, identifying risks inherent in the entire Group, and monitoring their status with the aim of preventing and minimizing damage to corporate value. The committee also identifies group key risks in response to changes in the business environment each fiscal year to determine the direction of risk management and prevent these risks from materializing.

Group key risks are selected for the current fiscal year from among the items on the Group Risk List through discussion by the Group Risk Management Committee and finalized by resolution of the SCREEN Holdings Board of Directors. Furthermore, taking an approach built around three lines of defense,* we have designated risk managers

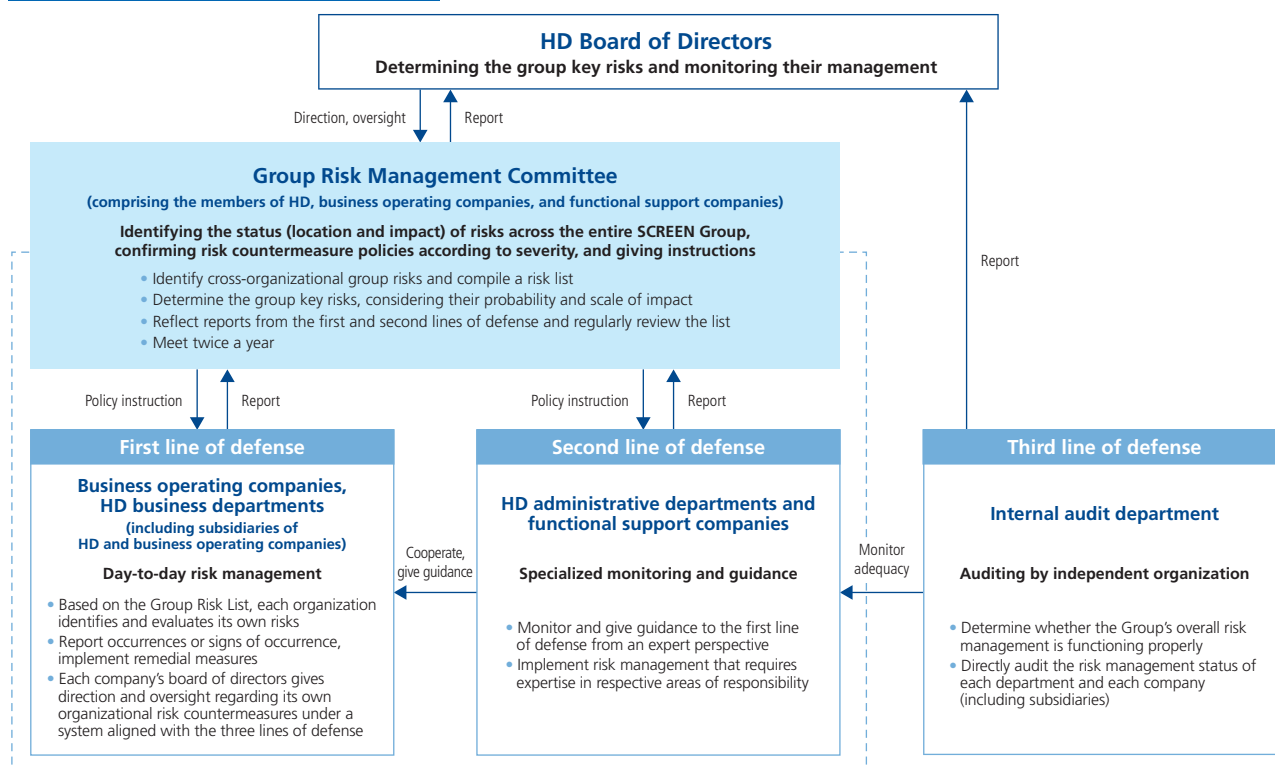
for individual risks and their specific roles as part of a governance structure for sharing risk-related information across all levels of operations, all the way up to senior management.

* The first line of defense is borne by the group business operating companies, etc., the second line of defense by the SCREEN Holdings' administrative departments and functional support companies, and the third line of defense by the internal audit department.

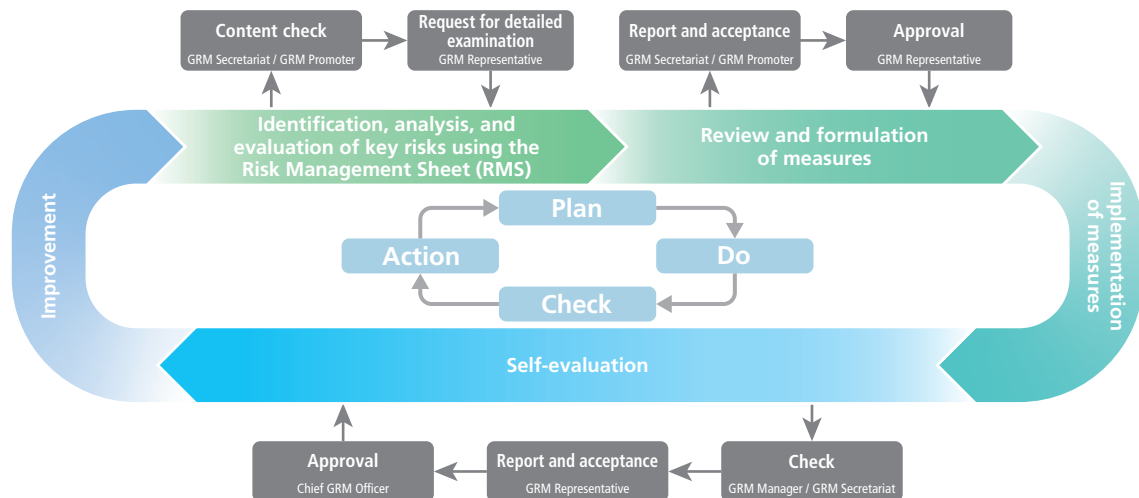
Enhancing risk management effectiveness

In the fiscal year ended March 31, 2025, as in the previous fiscal year, the four major business operating companies on the first line of defense and relevant members of the second line of defense held discussions, with the second line reviewing risk items, mainly group key risks, and supporting risk reduction activities. In order to apply consistent risk assessment standards throughout the Group, we established risk assessment criteria in the fiscal year ended March 31, 2024. Using these criteria, we are further enhancing risk management through such efforts as discussing the appropriateness of the first line of defense's risk assessment results, the adequacy of specific measures, and details of related support.

Risk management structure and roles



Group risk management (GRM) operational flow



Group key risks (FY2026/03)

No.	Risk category	Overview of group key risks	Mitigation measure examples
1	Internal control and compliance	<ul style="list-style-type: none"> Fraudulent or improper activities within the Group (e.g., inadequate internal control, insufficient or weakening of compliance awareness) 	<ul style="list-style-type: none"> Review workflows and strengthen check functions Fully implement thoroughgoing compliance education
2	Management planning, profitability	<ul style="list-style-type: none"> Sudden changes in clients' capital investment 	<ul style="list-style-type: none"> Keep updated on the progress of clients' capital investment plans Develop and implement profit improvement plans, as necessary, based on monthly profit/loss forecasts
3	Supply chain management (SCM)	<ul style="list-style-type: none"> Increased inventories arising from SCM or production (excess inventories of procured parts/materials, service parts, work in process, finished goods, etc.) 	<ul style="list-style-type: none"> Monitor inventories through the inventory management committee Shorten production lead time through manufacturing transformation and reduce slow-moving inventories
4	Technology and products	<ul style="list-style-type: none"> Decline in market share (delayed development of new technologies/products, weakened sales capabilities) 	<ul style="list-style-type: none"> Formulate a product development strategy that accurately reflects client needs Develop and release products in line with the technology roadmap
5	Safe working environments	<ul style="list-style-type: none"> Occupational accidents and injuries 	<ul style="list-style-type: none"> Strengthen efforts to eliminate potential causes of such incidents before they occur
6	Information systems and supplier management	<ul style="list-style-type: none"> Problems related to information security Cyberattacks on suppliers 	<ul style="list-style-type: none"> Constantly monitor device operations and server processing through endpoint detection and response (EDR) Encrypt client information by introducing sensitivity labels Conduct security management surveys of major suppliers
7	Development of next-generation talent	<ul style="list-style-type: none"> Decline in employee engagement 	<ul style="list-style-type: none"> Analyze engagement survey results and take necessary measures Deepen awareness of the corporate philosophy, purpose, and creation of shared value (CSV)
8	Development of next-generation leaders	<ul style="list-style-type: none"> Delays in successor development 	<ul style="list-style-type: none"> Strategically develop next-generation business leaders through talent reviews Implement next-generation business leader development through internal training programs
9	Tighter environmental regulations	<ul style="list-style-type: none"> Delays in action to reduce environmental impacts (GHG emissions from business activities/products) 	<ul style="list-style-type: none"> Implement the Super Green Product certification system to reduce Scope 3 emissions Strategically expand the proportion of sales from Super Green Products



Risk management

Business continuity plans

The Group strives to stay well prepared for emergencies, such as natural disasters and pandemics, with top priority placed on the safety of employees and their families. To ensure that we can continue to fulfill our responsibility to supply products and services even in the event of a catastrophic disaster, we have acquired certification under ISO 22301, an international standard for business continuity management systems, and have in place an effective system for implementing business continuity plans (BCPs) to quickly resume business operations.

Emergency system

Our safety confirmation system is designed to promptly check the safety of employees in an emergency, while our disaster information sharing system helps us grasp and share the extent of damage from a disaster quickly and accurately. We conduct regular, systematic disaster response training using these systems and comprehensive drills based on major disaster scenarios. All group companies in and outside Japan had formulated BCPs by March 31, 2024, and we held disaster drills involving overseas sites in the fiscal year ended March 31, 2025. In Japan, we also enhanced and reinforced the Group's overall emergency response capabilities by strengthening cooperation on BCPs with suppliers and conducting evacuation drills based on factory fire scenarios.

Stable procurement

We are also reinforcing BCPs in procurement, including introducing a system to check the impact on suppliers after a disaster, finding alternatives to critical parts, and diversifying procurement sources and logistics partners. To extend these activities throughout the value chain, we are enhancing the field service structure to support clients affected by disasters and conducting surveys on suppliers' BCP readiness.

By striving to improve corporate governance in pursuit of enhanced transparency, soundness, and efficiency in business management, the SCREEN Group aims to ensure that shareholders and all other stakeholders benefit in line with its corporate philosophy, which lays out the corporate purpose.

and systems of group companies; and other regulations that apply to all employees.



Corporate governance structure

Corporate governance structure

Shareholders' meeting

Appointment and dismissal
Report
Proposal and report

2 Board of Corporate Auditors
2 inside corporate auditors
2 outside corporate auditors (2 independent auditors)
Monitoring

1 Board of Directors
Chair: Chairman of the Board
4 inside director
4 outside directors (4 independent directors)

Appointment, dismissal, and oversight
Proposal and report

Representative directors
4 Management Committee

Improvement instructions
Proposal and report

3 Directors and executive officers
Executive divisions

Oversight

Board of Directors
Appointment, dismissal, and oversight
Proposal and report

President
Management Committee

Oversight

Subsidiaries of the business operating, functional support, and holding companies

Oversight
Proposal and report

Accounting auditor
Audit

Internal Audit Department
Cooperation

5 Nomination and Compensation Committee
1 inside director
4 outside directors (all independent)

6 Group committees
• Group Risk Management Committee
• Sustainability Committee
• Intellectual Property Strategy Committee
• Timely Disclosure Committee
• Pension Assets Management Committee

Request for advisory
Recommendation

Management Grand Design, CSR Charter and Code of Conduct
SCREEN Group Code of Management, regulations

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1 Board of Directors

Composition

The Board of Directors is currently composed of eight directors, including four outside directors.

The Board of Directors determines and approves basic policies and strategies for group management and important matters in business execution and exercises supervision over business execution, holding regular monthly meetings and additional meetings as necessary.

The Company's Rules of the Board of Directors include provisions aimed at maintaining an optimal number of directors in light of changes in the operating environment and the nature of duties to be assumed by individual directors. To this end, these provisions mandate that "the number of directors must not exceed 13, and at least one third of the Board's membership must be accounted for by outside directors." These provisions are intended to secure diversity in terms of directors' experience and their areas of specialty and help maintain a balanced perspective that allows the Board of Directors to operate with maximum efficiency and effectiveness while maintaining management oversight over the entire Group. By keeping at least one third outside directors, the Company seeks to enhance management oversight and maintain management objectivity.

The term of office of director is set at one year to clarify the responsibilities of directors and secure a management structure capable of quickly adapting to changes in the operating environment.

Note: The attendance record of the Board of Directors is presented under "Directors and corporate auditors" (p. 71).


Duties of directors, appointment of candidates for directors and corporate auditors, and dismissal of directors

The principal duty of the directors is to sustainably enhance the SCREEN Group's corporate value in recognition of their fiduciary obligation to shareholders.

Candidates for director and corporate auditor positions are selected in accordance with the internal criteria for appointing candidates for directors and corporate auditors and approved by the Board of Directors after seeking the advice of the Nomination and Compensation Advisory Committee, which consists of outside directors (who hold a majority) and the chairman of the Board of Directors.

Outside directors and outside corporate auditors are selected based on experience and expertise, with the aim of drawing on a variety of perspectives to ensure objectivity in management. The Company works to ensure the independence of the outside directors and outside corporate auditors, applying the Tokyo Stock Exchange's standards of independence as well as the Group's own criteria for independence of outside directors and outside corporate auditors. All four outside directors and all two outside corporate auditors are registered with the Tokyo Stock Exchange as independent.

The Board of Directors may propose to dismiss a director to whom one of the criteria for dismissing directors applies after seeking the advice of the Nomination and Compensation Advisory Committee. After a resolution by the Board, the dismissal is then finalized by resolution of the shareholders' meeting.

 Criteria for Appointing Candidates for Directors and Corporate Auditors, and for Dismissing Directors

 Criteria for Independence of Outside Directors and Outside Corporate Auditors

Training for directors and corporate auditors

The Company provides directors and corporate auditors newly appointed from within the Company with opportunities to undergo external training programs at its expense, thereby ensuring that these individuals fully understand the roles and responsibilities they are expected to fulfill in their new positions as well as relevant laws and regulations. Outside directors and outside corporate auditors are given opportunities to learn the basics about the SCREEN Group's businesses, financial condition, and organizational structure. They are also provided further opportunities to acquire knowledge necessary to fulfill their roles after taking office. Furthermore, the four major business operating companies provide business reports at the Board of Directors every quarter, keeping directors and corporate auditors informed of the latest technological, business, and industry trends.

The Company will continue to implement such training on an ongoing basis going forward.

Cross-shareholdings

Maintaining partnerships with a broad range of external corporations is essential to the Company's sustainable development. Accordingly, the Company may retain cross-shareholdings as long as they are deemed strategically necessary to its pursuit of long-term corporate value improvement. The Board of Directors engages in annual reviews to comprehensively assess the necessity of such shareholdings, based on the status of transactions with investees, the impact of shareholdings on the Company's financial position, the quantitative benefits of such shareholdings vis-à-vis capital cost, and whether the purposes of the shareholdings have been met. If these reviews reveal that certain shareholdings are no longer necessary, the Company negotiates with the investees to ensure that the shareholdings in question can be smoothly divested. As of the end of the most recent fiscal year, the Company had divested shares of 41 investees, totaling ¥9.2 billion, over the 10 years since the enactment of Japan's Corporate Governance Code.

In addition, the Company exercises voting rights associated with its shareholdings in a way that respects the management policies of its investees while making voting judgments from the perspective of enhancing its own corporate value over the long term. If an investee is found to be involved in major misconduct or has submitted a proposal that is deemed potentially detrimental to

shareholder value, the Company will take a particularly cautious approach when making its voting judgment, engaging in dialogue with the investee prior to voting as necessary. If the investees indicate their intention to divest shares or to take similar action, the Company will not prevent them from doing so by taking such actions as implying the possibility of reductions in transactions with them.

Board of Directors: Agenda items

Agenda items (topics of deliberation) at Board of Directors meetings were as follows.

Category	Items (FY2024/03)	Items (FY2025/03)
Business strategy	24	17
Financial results (including dividends), financial strategy	16	20
Sustainability, corporate governance, internal control, compliance, risk management	4	4
Human resources strategy	9	8
General affairs	7	4
Total	60	53

Note: Excludes items handled by written resolution

Board of Directors effectiveness evaluation results

FY2025/03: The results show that the Board of Directors is generally fulfilling its roles and functions appropriately.

Major areas of improvement (compared with FY2024/03)

- Specific deliberations of individual cross-shareholdings
- Explanations by internal directors of agenda items regarding the key management considerations, the points of potential disagreement, and sharing of related information at an appropriate time leading up to decision making by the Board
- Provision of opportunities for training necessary for directors and corporate auditors

Major areas for future improvement

- Deciding and regularly reviewing group-wide business portfolio policy
- Creation and oversight of a DX promotion framework
- Appropriate oversight of HR strategy
- Oversight of the establishment and operation of internal control systems
- Oversight of latent risks, relevant countermeasures, and crisis management systems

To address the five issues identified by the effectiveness evaluation, the Board of Directors will create opportunities, including its regular meetings and off-site meetings, for deeper discussion of the business portfolio, DX, human resource strategy, and other specific topics. In addition, the Board will further step up efforts to reinforce oversight with regard to internal control and risk management. Furthermore, based on the evaluation results, the Board and relevant internal divisions will advance improvements with the goal of further enhancing the Board's effectiveness.

Reference:

FY2024/03: The results show that the Board of Directors is generally fulfilling its roles and functions appropriately.

Major areas of improvement (compared with FY2023/03)

- Discussions of group-wide potential risks and risk mitigation options
- Coordination among directors, corporate auditors, and the Internal Audit Department

Major areas for future improvement

- Deciding and regularly reviewing group-wide future business portfolio policy
- Appropriate discussions of approaches to securing diversity in core human resources along with related targets and policies for human resource development and improving internal conditions
- Providing opportunities for training necessary for directors and corporate auditors

Issues identified in the FY2024/03 evaluation and subsequent actions

Deciding and regularly reviewing group-wide future business portfolio policy

- Reviewed the optimal business portfolio set out in Value Up Further 2026, our medium-term management plan, and reported the results to the Board

Appropriate discussions of approaches to securing diversity in core human resources along with related targets and policies for human resource development and improving internal conditions

- Regularly updated (twice a year) the Board on the personnel measures taken to promote work style reform and employee engagement

Providing opportunities for training necessary for directors and corporate auditors

- Continued to visit other business sites to hold board meetings and site tours (once a year)
- Created opportunities for exchanging information and discussion among directors and corporate auditors of the Company, business operating companies, and functional support companies



Evaluation of the effectiveness of the Board of Directors and future initiatives

The Board of Directors of SCREEN Holdings regularly conducts a self-analysis and evaluation of its effectiveness and publishes a summary of the results. Its goal is to ensure the effective functioning of corporate governance by determining how the Board contributes, identifying issues, and making improvements. The analysis and evaluation are conducted with the advice of a third-party organization, and the results are compared with the third-party evaluations of other companies.

Based on the analysis and evaluation results, the Board develops and implements measures to improve the Board's functionality with the aim of promoting sustainable growth and corporate value enhancement over the long term.

2 Board of Corporate Auditors

The Board of Corporate Auditors comprises four members, of whom two are outside corporate auditors who meet the Company's criteria for independence. The Board of Corporate Auditors holds one regular meeting per month and additional meetings as necessary. In line with the audit policies and plans formulated by the Board of Corporate Auditors, the corporate auditors are responsible for auditing the legality of the official acts of the directors and ensuring their propriety through ongoing auditing and oversight. In addition, to enhance the effectiveness of corporate auditors' audits, the Board of Corporate Auditors strives to improve coordination between the Internal Audit Department, group company corporate auditors, and the accounting auditor; regularly receives reports of the status and results of audits conducted by each; and holds discussions with them. The Company has set up the Corporate Auditors Department staffed with dedicated employees to support the corporate auditors' duties.

Specific issues discussed by the Board of Corporate Auditors are listed below.

- Audit policy, audit plans, and division of duties
- Audit report by the Board of Corporate Auditors
- Annual review of audit activities, including on-site audits and collaboration with the accounting auditor and relevant internal departments
- Progress in the development and implementation of the internal control system
- Progress of Sustainable Value 2026
- Preliminary deliberation on agenda items for Board of Directors meetings
- Evaluation of the accounting auditor and consent to the amount of their compensation
- Consent to non-assurance services provided by the accounting auditor
- Adequacy of measures to prevent recurrence of improper accounting practices that occurred at a subsidiary

Note: The attendance record of the Board of Corporate Auditors is presented under "Directors and corporate auditors" (p. 72).

3 Executive officer system

The Group has introduced an executive officer system to accelerate business execution and clarify responsibility. Executive officers are charged with effectively executing business in accordance with the basic policies and strategies determined by the Board of Directors.

4 Management Committee

The Management Committee is chaired by the CEO and comprises the full-time directors, presidents of business operating companies and functional support companies, and executive officers whom the chairman of the Committee appoints. The committee meets at least once a month to deliberate matters related to executive management and facilitate the decision making of the Board of Directors and representative directors.

5 Nomination and Compensation Advisory Committee

SCREEN has voluntarily chosen to establish the Nomination and Compensation Advisory Committee, which consists of outside directors (who hold a majority) and the chairman of the Board of Directors. The committee's purpose is to ensure a highly transparent and objective process for appointing and dismissing candidates for director, corporate auditor, executive officer, and other positions and for determining compensation and other related matters, thereby strengthening the Board of Directors' supervisory functions. Matters related to the appointment and dismissal of directors and executive officers of SCREEN Holdings and business operating and functional support companies, as well as directors' compensation, are discussed and reported by the committee in response to requests for consultation. In the fiscal year ended March 31, 2025, the committee met six times.

Management compensation

Compensation for directors is determined on the basis of individual roles and responsibilities as an incentive to live up to stakeholder expectations and enhance long-term corporate value. Please note that SCREEN Holdings abolished its retirement benefits for senior management and directors in 2005.

Compensation for directors and executive officers now consists of three elements, described below: (a) fixed basic remuneration, (b) short-term performance-linked cash bonuses, and (c) share compensation linked with short- to long-term performance and corporate value or shareholder value.

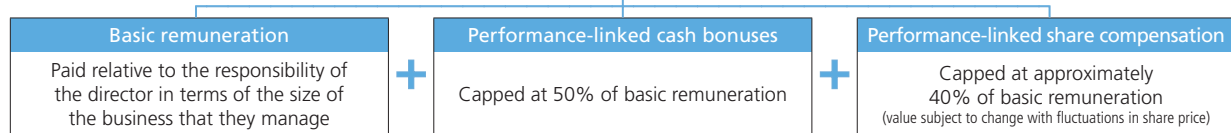
Outside directors receive only basic remuneration and performance-linked cash bonuses. Corporate auditors receive only basic remuneration, which is

determined by the Board of Corporate Auditors based on the total amount approved for corporate auditor compensation at the shareholders' meeting.

Responsibility for determining compensation for individual directors and related matters has been granted to the representative directors by the Board of Directors, with the understanding that such matters will be decided based on the recommendations of the Nomination and Compensation Advisory Committee and conform to the total amount authorized for director compensation by the shareholders' meeting. Compensation for individual executive officers is determined by the representative directors based on the recommendations of the Nomination and Compensation Advisory Committee.

Director compensation

Breakdown of compensation



Policy on determining the portion of total compensation paid to each director

- Basic remuneration is paid relative to the director's responsibility in terms of the size of the business they manage.
- Performance-linked cash bonuses are capped at 50% of basic remuneration.
- Performance-linked share compensation is capped at approximately 40% of basic remuneration. This is approximate because its value may change with fluctuations in share price.

Performance measurement

Standards for achievement of principal indicators used to calculate performance-linked cash bonuses and associated results during the fiscal year ended March 31, 2025

Performance indicator	Achievement benchmarks	Results
Operating margin	15.4% (minimum) to 17.9% (or above)	21.7%
ROIC	15.0% (minimum) to 17.9% (or above)	24.7%
Environment and safety indicators	GHG emissions in business activities: 54.7% reduction from FY2019/03	56.6% reduction

Note: The Company put in place standards of achievement to serve as indicators for determining the extent to which individual business targets were achieved during the fiscal year ended March 31, 2025.

- With an eye toward reinforcing the Group's business foundations, performance is measured using such indicators as the operating margin and ROIC, which are also used as indicators in the medium-term management plan, as well as environment and safety indicators to reflect social value enhancement.
- The amount of performance-linked cash bonuses is determined based on scoring of achievement for each indicator (refer to the "Performance measurement" table, above.)

Note: Details about management compensation are disclosed in the FY2025/03 Annual Securities Report (p. 67, in Japanese only).



FY2025/03 Annual Securities Report (in Japanese only)

Breakdown of compensation

Total amounts of compensation (by type and board member category) and number of eligible board members (FY2025/03)

Category	Total compensation (millions of yen)	Breakdown (millions of yen)			Eligible board members (persons)
		Basic remuneration	Performance-linked cash bonuses	Performance-linked share compensation	
Directors (excluding outside directors)	453	208	166	77	4
Corporate auditors (excluding outside corporate auditors)	52	52	—	—	3
Outside directors and outside corporate auditors	77	56	21	—	7

Note: The above includes one corporate auditor and one outside director who retired as of the conclusion of the 83rd Ordinary General Meeting of Shareholders on June 21, 2024.

6 Group committees

The SCREEN Group strives to enhance corporate governance for the Group as a whole under the Group committees framework. Each committee conducts monitoring and discussions according to its purpose and reports to the designated organizations, such as the Board of Directors, as appropriate.

Effective the fiscal year ending March 31, 2026, the

CSR Committee and the Group EHS Committee have been merged to form the Sustainability Committee. The Sustainability Committee advances overall sustainability strategy, including initiatives for the environment, health, and safety (EHS), with a view toward social value enhancement.

(As of July 1, 2025)

	Composition*	Purpose	Agenda and number of meetings (Fiscal year ended March 31, 2025)
Group Risk Management Committee	<ul style="list-style-type: none"> • Ultimate decision maker: CEO • Chair: Senior corporate strategy officer • Members: Chairman, CFO, directors, executive officers of relevant departments, and presidents of business operating and functional support companies 	Assess changes in the environment inside and outside the SCREEN Group and conduct risk management across the Group by comprehensively identifying risks throughout the entire Group and then designating key group risks, evaluating these risks, and formulating policies to address them according to their seriousness	<ul style="list-style-type: none"> • Designating key group risks • Monitoring the management of key group risks and investigation of necessary response measures 2 meetings (July, February)
New Sustainability Committee	<ul style="list-style-type: none"> • Decision maker: CEO • Chair: Senior sustainability strategy officer • Members: Chairman, CFO, directors, senior strategy officers, presidents and CSR officers of the business operating and functional support companies, and EHS administrators • Observers: Corporate auditors 	Report and deliberate on key sustainability topics and thereby drive corporate activities aimed at resolving sustainability issues to enhance the Group's social value	Formed in the fiscal year ending March 31, 2026 through the merger of the CSR Committee and the Group EHS Committee; 3 meetings Fiscal year ended March 31, 2025 (before merger) CSR Committee: 2 meetings <ul style="list-style-type: none"> • Looking back on Sustainable Value (SV) 2023; reporting and discussing progress and issues regarding SV 2026 • Proposals, discussions, and reports on sustainability issues • Sharing updates on CSR activities of individual companies Group EHS Committee: 3 meetings <ul style="list-style-type: none"> • Approving and revising group companies' BCPs and EHS targets and action plans, reviewing progress, identifying issues and noncompliance, and issuing improvement instructions • Deliberating proposals from subcommittees and working groups • Management reviews
Intellectual Property Strategy Committee	<ul style="list-style-type: none"> • Chair: CEO • Members: Senior strategy officers, three executive officers, IP officers of business operating companies, and the president of SCREEN IP Solutions 	Share information useful for group-wide IP strategy, discuss group-wide IP measures to increase corporate value and support the Group's competitive advantage, and work to create, maintain, and strengthen IP and other intangible assets	<ul style="list-style-type: none"> • Discussing the progress of IP measures in the medium-term management plan and actions moving forward • Sharing information and opinions on new semiconductor markets • Sharing information related to improving IP visibility and discussing the evaluation and utilization of such information • Discussing IP measures to enhance competitive advantage based on the development roadmap in each business, etc. 2 meetings (August, February)
Timely Disclosure Committee	<ul style="list-style-type: none"> • Chair: Senior financial strategy officer • Members: Executive officers and heads of related departments 	Ensure that the Company and the Group implement timely and appropriate disclosure of material corporate information according to the Financial Instruments and Exchange Act, other relevant laws and regulations, and the regulations of the financial instruments exchange	<ul style="list-style-type: none"> • Collection of important factual information • Data verification and analysis • Study of disclosure requirements • Study of disclosure methods and related matters 9 meetings
Pension Assets Management Committee	<ul style="list-style-type: none"> • Chair: Director in charge of the HR Strategy Division • Members: Senior human resources strategy officer, senior financial strategy officer, and heads of related departments 	Develop asset management policy and guidelines, review the policy asset mix, and deliberate such topics as the selection, evaluation, and dissolution of relationships with asset managing trustees	<ul style="list-style-type: none"> • Deliberating investment policies • Reporting on the status of investment • Reporting on the applicable interest rate of defined-benefit corporate pensions 2 meetings

* Members belong to HD unless stated otherwise.

Group governance structure within the holding company structure

SCREEN has adopted a holding company structure made up of separate business operating companies to enable agile and bold business execution. SCREEN Holdings determines the basic policies and strategies for group management as well as the optimal allocation of management resources. In addition, it provides management oversight of the business execution of each group company, ensuring the functional segregation of business execution and oversight.

The business operating companies have also adopted an executive officer system to ensure swift business execution by clarifying the responsibilities and authority of officers. In addition, each of these companies maintains a management committee to deliberate matters related to management and facilitate the decision making of the Board of Directors and representative directors of SCREEN Holdings.



Corporate Governance Structure

Enhancing the effectiveness of the Board

Toshio Hiroe

Chairman of the Board of Directors



Based on the resolutions of the 84th Ordinary General Meeting of Shareholders and Board of Directors, I have assumed the position of chairman of the Board of Directors.

In my time leading the SCREEN Group as CEO, I felt the need to make the Board of Directors more effective in order to enable sound business management in these rapidly changing times and sustainably increase corporate value.

Currently, the Board of Directors oversees business execution through its role in approving basic group management policy and important execution-related matters. To ensure that the Board fulfills this oversight responsibility, half of the Board is made up of outside directors. This serves to bring diverse perspectives into management and maintain objectivity.

At the same time, the Board secures management agility by delegating the appropriate authority to the SCREEN Holdings executive officers and business operating company management. In addition, before the Board of Directors makes decisions, the executives explain the relevant management considerations and share related information. Such efforts to run board meetings efficiently have been praised by third-party organizations. Still, to provide effective oversight of business execution through board proposals as our business scale and the speed required in decision making change, I believe we need to make further improvements so that we can spend the necessary time to discuss important matters to increase our corporate value further. To that end, I want to reexamine the way the Board handles agenda items up for resolution and reporting of material matters with a focus on importance to management.

In terms of how the Board is run, we will revise the ways we approach discussions, keeping in mind issues important for execution, in order to better align board discussions with business execution priorities. By doing so, we will be able to spend sufficient time delving into topics from diverse viewpoints, enabling both directors and executives to clearly understand management priorities and thereby increase effectiveness. In addition, we are working to enhance monitoring after decisions are made. Until now, progress on implementing resolutions made by the Board has been reported as instructed by the chairman. I believe that the content of discussions behind resolutions and the subsequent progress have not been made adequately transparent and readily accessible

by directors. Implementing initiatives to improve this transparency for both resolution items and reporting items will create a responsibility on the part of executives to take action that is aligned with the content of board discussions.

I see the role and responsibility of the Board of Directors as making decisions that reflect diverse perspectives to maintain transparency while supporting sound corporate growth and fulfilling the Company's duty of accountability to all stakeholders. I feel that one of my important duties as chairman is to help build relationships of trust so that directors and other members of management can have frank and open discussions in a fair manner.

After taking office as chairman, I shared my view of the issues we need to address to advance the sustainable enhancement of the SCREEN Group's corporate value with the other directors and made sure we were all on the same page. Also, in the selection of our new CEO, the Board drafted a list of candidates based on our succession planning, which the Nomination and Compensation Advisory Committee then considered to offer advice. Ensuring transparency and objectivity in the CEO selection process is of interest not only to shareholders and investors, but also employees, and we will continue working to enhance discussions of such matters going forward.

Each of SCREEN's businesses requires different knowledge, experience, and speed. As such, to more meaningfully and effectively discuss such important topics as business policy, strategy, and risk management, candid opinions and suggestions based on a variety of viewpoints, skills, and experience are essential. To enable our outside directors to deeply understand the overall Group and actively engage in discussions, we are working to reinforce the operations of the Board of Directors, utilizing off-site meetings, and stepping up training on our businesses and technologies. By doing so, we aim to build a shared understanding of management issues and foster constructive discussion.

As chairman, based on a fundamental policy of separating execution and oversight, I will strive to lead highly effective Board of Directors operations and support corporate growth while building the foundations for long-term corporate value enhancement.

Outside director perspectives

Below, SCREEN's four outside directors offer their views about enhancing the effectiveness of the Board of Directors in light of the results of the most recent effectiveness evaluation.



Hidemi Takasu

Outside Director
Outside Director, Samco Inc.

In recent years, semiconductors have seen faster technological innovation than ever before, and their importance to the development of numerous industries continues to grow. My background is in the rapidly evolving fields of semiconductors and medical devices, specifically in device and process R&D and technology management, especially through open innovation. Leveraging this extensive experience, I strive to offer suggestions for raising corporate value from a variety of viewpoints and ensure management transparency based on an independent, objective perspective.

To lead the world in cutting-edge fields, it is crucial to generate synergy through cooperation with professionals in different fields, both internally and externally. I will continue to do my utmost to help SCREEN take on new challenges and grow into an even better company.



Hiroko Okudaira

Outside Director
Associate Professor, Doshisha Business School, Doshisha University

Every year, through trial and error, the Board of Directors works to raise its effectiveness. In a rapidly changing economic and geopolitical environment, further enhancing the Board's effectiveness is essential for SCREEN to continue to grow and move forward.

In monitoring the execution of matters decided at the Board of Directors, as an outside director, working with the corporate auditors and obtaining information about executive processes is essential. Human resource strategy, meanwhile, must maintain internal balance and feel reasonable to employees but should also contribute to corporate value enhancement from the perspective of external stakeholders. Under SCREEN's new leadership team, I will continue to push in these directions from my independent standpoint.



Seiji Narahara

Outside Director
Chair of the Board & Director, Toyobo Co., Ltd.

Sustainably enhancing corporate value requires both a good offense and a good defense—expanding revenue on the one hand while preventing unnecessary losses and negative impacts on the other. The executives excel at short-term offense, so we mostly leave that to them. However, when it comes to defense, such as planning the business portfolio 10 or 20 years from now, or avoiding unanticipated issues, I think that a more objective, big-picture perspective—the insight that outside directors offer—is quite useful.

Keeping this in mind, as outside director, I seek to contribute to the enhancement of SCREEN's corporate value based on a long-term perspective by examining management-related basic policy and important matters, as well as by monitoring business execution.



Fumikazu Sato






Outside Director
Professor, Institute of Mathematics for Industry, Kyushu University
Specially Appointed Professor, Center for Co-Creation Strategy, Tohoku University

In addition to its statutory role, the current Board of Directors fulfills such crucial functions and responsibilities as monitoring business execution and discussing the Company's future. I also feel that the Board functions as it should with regard to ensuring transparency and handling issues with speed and precision. Furthermore, on top of advance sharing of information with directors, the executive officers are leading such efforts as providing detailed lectures on important topics.

Amid dramatic social change and technological innovation, and in light of the need to consider such new perspectives as economic security, diverse viewpoints are essential to management decision making today. Leveraging the varied backgrounds of its members, I hope that we can take advantage of the insights we each offer to continue having frank and open discussions at the Board of Directors.

Directors and corporate auditors / Farewell message from the outgoing chairman

(as of July 1, 2025)

Directors						
						
		Toshio Hiroe	Masato Goto	Yoichi Kondo	Yoshihisa Ishikawa	Hidemi Takasu
Position in the Company and significant concurrent positions outside the SCREEN Group		Representative Director Chairman	Representative Director President Chief Executive Officer (CEO)	Executive Vice President Chief Financial Officer (CFO)	Director	Director (outside) Outside Director, Samco Inc.
		<div>Nomination and Compensation Advisory Committee Member</div>				<div>Nomination and Compensation Advisory Committee Member</div>
Skills and experience	Management	●	●	●		
	Global	●	●	●		●
	Sales and marketing	●				
	R&D, technology, production, and innovation	●	●			●
	Finance			●	●	
	Sustainability			●	●	
Shares held ¹		26,734	24,986	9,908	8,862	3,300
Attendance (FY2025/03)		Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: —	Board of Directors: —	Board of Directors: 100% (14/14 times)	Board of Directors: 100% (14/14 times)	Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (6/6 times)

Based on the corporate purpose redefined in the corporate philosophy, the Group has charted a 10-year vision as part of the Management Grand Design and is implementing the medium-term management plan as a step toward the goals of said vision. The Company's board members play the following important roles in achieving the targets set out in the Management Grand Design and the medium-term management plan and in continuously enhancing corporate value.

- (1) Deciding important management matters
- (2) Deciding corporate strategy and management plans
- (3) Supervising business execution and the mutual supervision of directors

The Group has designated the following skill categories as required for these roles.

Skills and experience	Definition*	Reasons for designation
Management	Experience in management as a representative in a company, etc. (including SCREEN group companies)	To sustainably enhance corporate value through strategy development, decision making, and organizational leadership from a comprehensive, long-term perspective
Global	Overseas management experience	To achieve sustainable growth through the pursuit of optimal solutions from a global perspective based on an understanding of international affairs and diverse values and cultures
Sales and marketing	Experience in sales and/or marketing	To accurately grasp market trends and client needs and to continuously enhance relationships of trust with clients through sales and marketing, including branding
R&D, technology, production, and innovation	Experience in R&D, technology, production, new business creation, and/or business transformation	To create and add value to technologies, services, and products through R&D and manufacturing based on in-depth understanding of technological trends and client needs
Finance	Experience in finance, accounting, and/or M&A	To sustainably enhance corporate value through the formulation and implementation of capital policies and execution of M&A using a high level of expertise in finance and accounting
Sustainability	Experience in environmental management, risk management, legal affairs, human resources, and/or IT	To strengthen the management foundation that supports sustainable growth through appropriate risk management and human resources strategies in addition to reducing environmental impact and ensuring legal compliance

* The nominee must have approximately three years of experience in an executive or equivalent role in their specialized field, including research in academia.

Outside directors



Corporate auditors

Outside corporate auditors

Hiroko Okudaira	Seiji Narahara	Fumikazu Sato	Hirofumi Ota	Masao Tomonaga	Tetsuo Kikkawa	Seiji Yokoyama
Director (outside) Associate Professor, Graduate School of Business, Doshisha University	Director (outside) Chair of the Board & Director, Toyobo Co., Ltd.	Director (outside) Professor, Institute of Mathematics for Industry, Kyushu University Specially Appointed Professor, Center for Co-Creation Strategy, Tohoku University	Senior Corporate Auditor (standing)	Corporate Auditor (standing)	Corporate Auditor (outside) President and Attorney-at- Law, Kyoto Mirai Law Firm Outside Corporate Auditor, Kosei Kensetsu Co., Ltd.	Corporate Auditor (outside) President and Certified Public Accountant, Yokoyama-Seiji Certified Accountant Office Outside Director, Audit and Supervisory Committee Member, O-WELL CORPORATION
Nomination and Compensation Advisory Committee Member	Nomination and Compensation Advisory Committee Member	Nomination and Compensation Advisory Committee Member				
●	●	●		●	●	●
●	●	●		●		●
	●	●	●			●
●		●		●	●	●
1,400	600	300	4,000	6,526	0	0
Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (6/6 times)	Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (6/6 times)	Board of Directors: 100% (10/10 times) ² Nomination and Compensation Advisory Committee: 100% (4/4 times) ⁴	Board of Corporate Auditors: 100% (17/17 times) Board of Directors: 100% (14/14 times)	Board of Corporate Auditors: 100% (11/11 times) ³ Board of Directors: 100% (10/10 times) ²	Board of Corporate Auditors: 100% (17/17 times) Board of Directors: 100% (14/14 times)	Board of Corporate Auditors: 100% (17/17 times) Board of Directors: 100% (14/14 times)

Note: The above table is not intended as an exhaustive list of the skills and experience of the directors and corporate auditors.

1. Shares held is as of June 19, 2025.

2. The attendance of Fumikazu Sato and Masao Tomonaga is calculated using the 10 times the Board of Directors met following their assumption of office on June 21, 2024.

3. Masao Tomonaga's attendance is calculated using the 11 times the Board of Corporate Auditors met following his assumption of office on June 21, 2024.

4. Fumikazu Sato's attendance is calculated using the four times the Nomination and Compensation Advisory Committee met following his assumption of office on June 21, 2024.

Farewell message from the outgoing chairman

Eiji Kakiuchi

Executive Advisor

Photo by Yu Kaida



As of the 84th Ordinary General Meeting of Shareholders held June 20, 2025, I have retired from the position of chairman of the Board and assumed the role of executive advisor. After being appointed director in 2011, I had the privilege of serving as representative director and president from April 2014, representative director and chairman of the Board from June 2019, then chairman of the Board from June 2023.

When I first became a director, the effects of the global financial crisis still weighed heavily on the Company. That was why, when I became president, I constantly emphasized three things, both internally and externally: completing earnings structure reforms, further reinforcing core businesses, and setting a new course toward growth. Early in my time as a director, I was also in charge of investor relations. Building on my management experience on the business side, I had the chance to engage in dialogue with

numerous institutional and non-institutional investors and a diverse range of shareholders. I still appreciate all the valuable advice and insight they shared with me.

As president, I led management reforms centered around Japan's Corporate Governance Code following its establishment by the Financial Services Agency and the Tokyo Stock Exchange in 2015. To change internal mindsets, we began committing to specific shareholder return targets and adopted a performance-linked share compensation system for officers. We appointed experienced corporate managers and women as outside directors as part of efforts to ensure a diverse skills matrix for the Board of Directors. At the same time, we bolstered pre-meeting briefings on board agenda items and explanations of business performance, and raised the skill level of the Board of Directors secretariat, striving to enhance the Board's effectiveness.

With the major advances of our semiconductor production equipment business, our market capitalization increased, as did the expectations of our shareholders. We therefore adopted an executive structure to meet these expectations while strengthening the oversight functions of the Board of Directors. I think it goes without saying that these enhancements continue to support SCREEN's growth.

Going forward, I ask our shareholders and other stakeholders for their continued understanding and support, and I wish to express my deepest gratitude for the kindness you have shown me over the years. Thank you.

Dialogue with shareholders and investors

Opportunities for dialogue through IR activities

We strive to give our shareholders and investors a greater understanding of the SCREEN Group by communicating about our management, business, and financial position in a clear, accurate, and timely manner through IR activities. Feedback from shareholders and investors is shared with management, including the Board of Directors, as appropriate to help enhance corporate value. After earnings announcements, the CEO, CFO, executive officer in charge of corporate communications, IR manager, and other members of management hold IR meetings and conferences. We also hold dialogues with the voting representatives of institutional investors on ESG-related themes.

In the interest of fair disclosure, we post videos of earnings presentations on our website and use a service that publishes transcripts in English and Japanese as part of ongoing efforts to broaden the range of our disclosure materials and enhance timeliness. Moreover, we send questionnaires to institutional investors and analysts once a year to analyze areas for improvement in the quality of our IR activities.

To enable more shareholders to take part in the ordinary general meeting of shareholders, we provide an online live stream of the meeting and the management

briefing held the same day.

Going forward, we will continue working to build good relations with our investors through IR activities, focusing on maintaining an appropriate share price and balanced shareholder portfolio.

Dialogue-based IR activities (FY2025/03)

- Earnings presentations by the CEO, CFO, etc.: 4
- Meetings with institutional investors and analysts: Approximately 390
- IR roadshows: 2 (Europe, United States)
- Overseas institutional investor conferences: 16
- Shareholder engagement aimed at voting representatives: 13
- Corporate briefings for non-institutional investors: 1
- Facility tours for institutional investors and analysts: 4
- Factory tours for non-institutional shareholders: 1
- IR day: 1

Highlight

Site tour for non-institutional shareholders with President Hiroe

On March 11, 2025, the Hikone Site hosted SCREEN's first site tour for non-institutional shareholders in six years. A total of 34 shareholders, selected at random from more than 600 applicants, took part.

The first half of the event featured a presentation on initiatives to improve productivity in the SPE business, followed by a tour of two factory buildings: S³-3, which produces mainstay products in the cleaning equipment lineup, and S³-5, completed in 2024, which sorts parts and assembles units. Watching through observation windows, the participants got to see the whole process from part sorting to equipment assembly being performed in a cleanroom environment. At S³-6, the new factory completed



Investor relations staff assisting a shareholder



Shareholders looking through an observation window to the factory floor

in February 2025, the shareholders learned about the hydrogen-related business and got to see actual equipment through observation windows and ask questions.

In the second half of the tour, president (now chairman) Toshio Hiroe gave a presentation on the Group's businesses and strategy going forward. He also took a wide range of questions from the shareholders, who seemed pleased to receive clear and detailed answers directly from the president.

We will continue working to expand opportunities for dialogue with shareholders and investors and help them better understand the SCREEN Group.

Basic information

Corporate profile (as of July 1, 2025)

Company name: SCREEN Holdings Co., Ltd.
 Established: October 11, 1943
 Representatives: Toshio Hiroe, Chairman of the Board
 Masato Goto, President and CEO

Capital: ¥54.0 bn
 Employees (consolidated): 6,415 (as of March 31, 2025)
 Main sites: Head Office / Rakusai (WHITE CANVAS RAKUSAI)
 Kumiya / Yasu / Hikone / Taga / Monzennakacho (WHITE CANVAS MON-NAKA)

Stock information (as of March 31, 2025)

Basic data

Authorized shares: 360,000,000
 Shares issued: 101,589,732
 Total shareholders: 51,305
 Shares held by non-Japanese institutions: 25,826,707 (25.42%)
 Stock listing: Tokyo Stock Exchange Prime Market
 Securities code: 7735

Major shareholders

	Number of shares (thousands) ¹⁾	Percentage of total shares issued (%) ²⁾
The Master Trust Bank of Japan, Ltd. (Trust Account)	18,924	19.74
Custody Bank of Japan, Ltd. (Trust Account)	8,687	9.06
Nippon Life Insurance Company	3,661	3.81
The Bank of Kyoto, Ltd.	2,692	2.80
JPMorgan Securities Japan Co., Ltd.	2,106	2.19
SCREEN's Business Partners Shareholders' Association Synchronize	1,848	1.92
Resona Bank, Limited	1,825	1.90
The Shiga Bank, Ltd.	1,696	1.76
STATE STREET BANK WEST CLIENT - TREATY 505234	1,653	1.72
MUFG Bank, Ltd.	1,569	1.63

Note: SCREEN Holdings holds 5,727,039 shares as treasury stock (5.63% of total shares issued) but is excluded from the list of major shareholders.

1. Numbers of shares are truncated at the unit shown.

2. Treasury stock has been excluded from the calculation of percentages of total shares issued. Percentages are truncated at the second decimal place.

Bank references

MUFG Bank, Ltd. / Resona Bank, Limited / The Bank of Kyoto, Ltd.
 The Shiga Bank, Ltd. / Development Bank of Japan Inc.

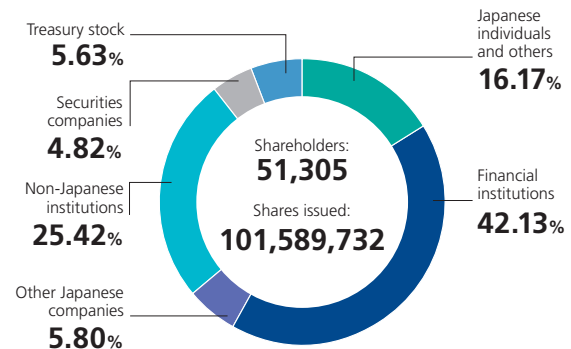
Underwriter

Nomura Securities Co., Ltd.

Sub-underwriters

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
 Daiwa Securities Co., Ltd.

Breakdown by type of shareholder



Note: Shareholding ratios are truncated at the second decimal place and therefore may not add up to exactly 100%.

External evaluations

Credit ratings

Rating organization: Japan Credit Rating Agency, Ltd. (JCR)
 Credit rating: A+ (outlook: stable)

Evaluations and indices

SCREEN Holdings Co., Ltd. is a constituent of the MSCI Nihonkabu ESG Select Leaders Index, * FTSE4Good Index Series, FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index, SOMPO Sustainability Index, S&P/JPX Carbon Efficient Index, Morningstar Japan ex-REIT Gender Diversity Tilt Index, iSTOXX MUTB Japan Platinum Career 150 Index, JPX-Nikkei Index 400, and JPX Prime 150 Index. In addition, SCREEN Holdings has been recognized by METI under the Certified Health & Productivity Management Outstanding Organizations Recognition Program since 2018, included in said program's "top-500 large enterprises" list since 2023, and included in METI's KENKO Investment for Health Stock Selection since 2024.

* The inclusion of SCREEN Holdings Co., Ltd. in any MSCI index, and the use of MSCI logos, trademarks, service marks, or index or index names herein, do not constitute a sponsorship, endorsement, or promotion of SCREEN Holdings Co., Ltd. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.



Eleven-year key financial and non-financial data

SCREEN Holdings Co., Ltd. and consolidated subsidiaries
Years ended March 31

	2025	2024	2023	2022	2021
For the year:					
Net sales	¥ 625,269	¥ 504,916	¥ 460,834	¥ 411,865	¥ 320,322
Cost of sales	389,971	322,399	305,785	277,497	232,310
Cost of sales to net sales (%)	62.4%	63.9%	66.4%	67.4%	72.5%
Operating income	135,683	94,164	76,452	61,273	24,493
Operating income to net sales (%)	21.7%	18.6%	16.6%	14.9%	7.6%
Profit attributable to owners of parent	99,467	70,579	57,491	45,482	15,165
Comprehensive income	91,412	83,988	56,408	43,499	36,438
Cash flows from operating activities	71,234	96,255	73,906	81,753	57,205
Cash flows from investing activities	(21,772)	(43,456)	(12,514)	(9,952)	(6,243)
Cash flows from financing activities	(46,466)	(35,142)	(20,961)	(4,951)	(27,071)
Depreciation and amortization	12,831	10,837	8,799	9,501	9,628
CAPEX	29,729	39,812	29,015	13,410	7,843
R&D expenses	31,705	27,025	24,760	24,036	21,506

Per share of capital stock:

Net income	¥ 1,023.54	¥ 742.10	¥ 608.17	¥ 488.28	¥ 162.61
Net income—diluted	1,022.31	725.54	592.63	463.09	154.09
Cash dividends	308.00	223.50	182.50	146.50	45.00
Net assets	4,398.46	3,831.10	3,162.72	2,659.16	2,237.59

At year end:

Total assets	¥ 671,287	¥ 676,808	¥ 562,816	¥ 459,305	¥ 382,632
Return on total assets (%)	14.8%	11.4%	11.2%	10.8%	4.2%
Current assets	480,046	493,661	428,267	338,367	252,887
Non-current assets	191,241	183,147	134,548	120,938	129,745
Current liabilities	239,723	286,007	237,137	175,620	120,868
Non-current	10,870	18,889	25,751	35,896	53,216
Net assets	420,694	371,911	299,926	247,788	208,549
Equity	420,640	371,866	299,888	247,716	208,380
Equity ratio (%)	62.7%	54.9%	53.3%	53.9%	54.5%
Return on equity (%)	25.1%	21.0%	21.0%	19.9%	7.9%
Capital stock	54,044	54,044	54,044	54,045	54,045
Retained earnings	348,996	274,869	229,596	185,804	144,670

Shares issued (thousands of shares)	101,589	101,589	101,589	101,590	101,590
Employees (persons)	6,415	6,264	5,987	5,943	5,982

Key environmental indicators:

GHG emissions from business activities (thousand metric tons of CO ₂ e)	22.0	27.5	23.9	44.7	50.7
Water withdrawal (thousands of m ³)	2,388	2,316	2,118	2,038	2,046
Waste and valuable materials generated (metric tons)	3,238	3,152	3,178	3,462	2,586

Notes: 1. U.S. dollar figures are translated, for convenience only, at the rate of JPY150 to USD1.00.

2. Net income per share is calculated based on the weighted average number of shares outstanding during each term, excluding the Company's treasury stock. Diluted net income per share is not shown for the years that net losses were recorded or no dilutive shares existed. Net assets per share is calculated based on the fiscal year-end total number of shares outstanding, excluding the Company's treasury stock.

3. Return on total assets and return on equity are calculated on the basis of average total assets and average equity, respectively, at the beginning and end of the fiscal year.

4. The Company implemented a one-for-five consolidation of its common stock on October 1, 2016, as well as a two-for-one split of its common stock on October 1, 2023. Net income per share, cash dividends per share, net assets per share, and number of shares issued are calculated based on the assumption that the consolidation and split of shares had been implemented at the beginning of the fiscal year ended March 31, 2015.

2020	2019	2018	2017	2016	2015	2025
					Millions of yen	Thousands of U.S. dollars
¥ 323,249	¥ 364,234	¥ 339,369	¥ 300,234	¥ 259,675	¥ 237,646	\$ 4,168,465
246,680	263,667	229,838	206,687	178,677	165,192	2,599,810
76.3%	72.4%	67.7%	68.8%	68.8%	69.5%	
12,562	29,645	42,725	33,732	23,557	17,168	904,557
3.9%	8.1%	12.6%	11.2%	9.1%	7.2%	
5,011	18,059	28,507	24,169	18,816	12,122	663,116
(907)	13,425	34,934	28,011	11,567	24,018	609,419
11,812	(37,534)	28,878	49,024	14,721	(1,492)	474,899
(11,294)	(19,020)	(11,230)	(5,860)	(2,558)	(6,318)	(145,151)
4,928	36,761	(11,512)	(27,479)	(2,846)	(3,823)	(309,775)
8,860	6,883	5,708	5,398	5,030	4,880	85,545
7,985	24,089	14,429	8,256	6,352	6,659	198,193
21,525	22,825	20,837	17,794	15,166	13,972	211,372
					Yen	U.S. dollars
¥ 53.69	¥ 193.55	¥ 304.31	¥ 255.98	¥ 198.38	¥ 127.68	\$ 6.82
50.74	185.33	—	—	—	—	6.81
15.00	48.50	55.00	43.50	30.00	17.50	2.05
1,863.55	1,919.45	1,830.98	1,520.40	1,266.71	1,167.83	29.32
					Millions of yen	Thousands of U.S. dollars
¥ 347,965	¥ 380,916	¥ 365,874	¥ 300,660	¥ 270,094	¥ 249,517	\$ 4,475,249
1.4%	4.8%	8.6%	8.5%	7.2%	5.0%	
238,543	263,265	254,756	215,159	188,522	160,367	3,200,307
109,422	117,651	104,708	85,501	81,572	89,150	1,274,942
136,879	160,852	175,509	135,576	120,857	92,750	1,598,153
36,943	40,930	19,784	22,168	28,948	45,253	72,468
174,143	179,134	170,880	142,916	120,289	111,513	2,804,627
173,942	179,116	170,839	142,805	119,650	110,865	2,804,272
50.0%	47.0%	46.7%	47.5%	44.3%	44.4%	
2.8%	10.3%	18.2%	18.4%	16.3%	12.3%	
54,045	54,045	54,045	54,045	54,045	54,045	360,299
130,908	130,274	117,359	92,937	71,602	54,448	2,326,644
101,590	101,590	101,590	101,590	101,590	101,590	
6,074	6,099	5,835	5,422	5,182	5,082	
54.8	50.6	54.8	53.4	52.5	52.6	
2,087	2,102	2,063	2,034	2,021	1,840	
2,304	2,765	2,696	2,064	1,848	2,048	

5. The Company has introduced a performance-linked share compensation system for directors and executive officers. The SCREEN Holdings shares remaining in trust are recorded as treasury stock under shareholders' equity and are deducted from the number of shares outstanding as of the fiscal year-end for the purpose of calculating net assets per share (229 thousand shares as of March 31, 2025 and 289 thousand shares as of March 31, 2024) and are deducted from the weighted average number of shares outstanding during the year for the purpose of calculating basic earnings per share and diluted earnings per share (246 thousand shares for the year ended March 31, 2025 and 298 thousand shares for the year ended March 31, 2024).

6. "Accounting Standard for Revenue Recognition" (Accounting Standards Board of Japan (ASBJ) Statement No. 29, March 31, 2020) and other standards were adopted from the fiscal year ended March 31, 2022. From that year forward, financial and other figures presented in the table reflect the adoption of these standards.

7. The figures in millions of yen, thousands of U.S. dollars, and thousands of shares are truncated at the unit shown from the fiscal year ended March 31, 2023. For the fiscal year ended March 31, 2022 and earlier, such figures are rounded to the nearest unit.

Innovation for a Sustainable World

SCREEN Holdings Co., Ltd.

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