

Annual Report 2026

Year ended March 31, 2026



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, 2026.

- 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) as a tool for furthering communication with all stakeholders, including shareholders and investors.

- Main theme: Our purpose, “Innovation for a Sustainable World.”
- Features: Building on a review of the fiscal year ended March 31, 2026, this report highlights management’s approach to realizing SCREEN’s long-term vision and efforts based on specific growth strategies.
- Supplementary information: Detailed information and related data not covered in this report are 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).

Publication

September 2026 (previous version published in September 2025, issued once a year)

Reporting period

Fiscal year ended March 2026
(April 1, 2025 to March 31, 2026)

Notes: 1. Some of the information in this report relates to the fiscal year ended March 2025 and earlier as well as the fiscal year ending March 2027.
2. Fiscal years shown herein are the accounting years ended March 31 of the year shown.
For example, “fiscal year ended March 31, 2026,” “FY2026/03,” or “FY26/03” means the period from April 1, 2025 to March 31, 2026.

Disclaimer

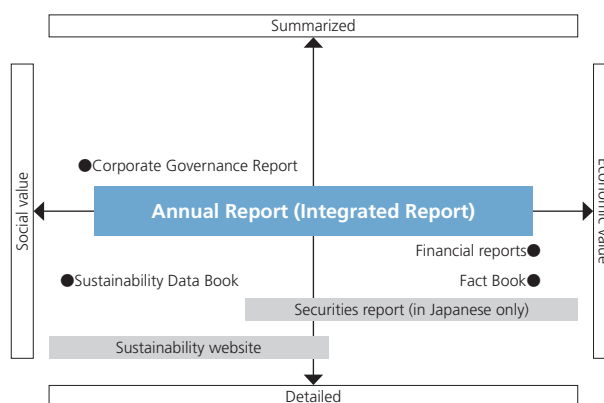
- The plans, strategies, and statements related to the outlook for future results in this document are in accordance with assumptions and beliefs determined by management based on currently available information. However, it should be noted that there is a possibility that actual results could differ 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.)

Scope of coverage

This report covers SCREEN Holdings Co., Ltd. (holding company) and its consolidated companies (as of March 31, 2026).

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

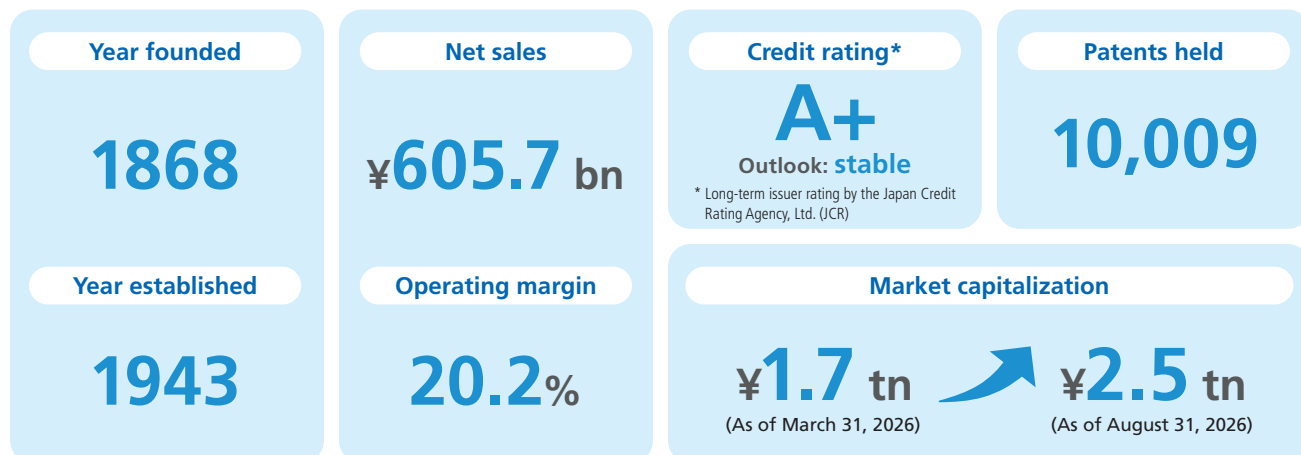
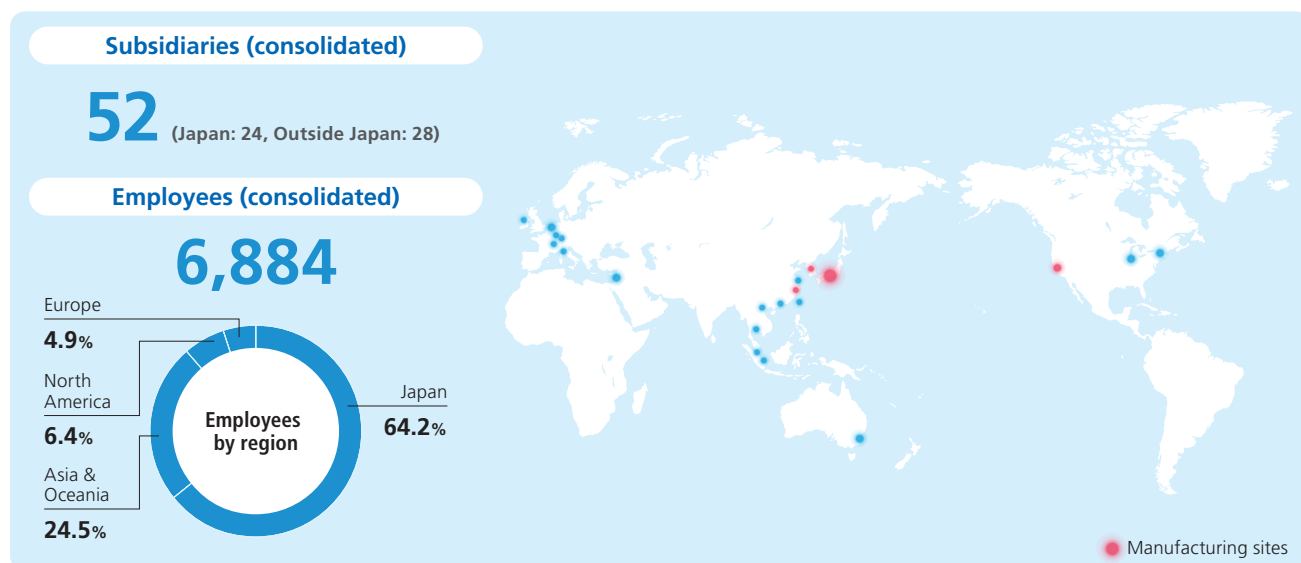


At a glance

Founded in the printing business, the SCREEN Group boasts over 150 years of history in Kyoto.

Over the decades, we have evolved the etching technologies developed in printing, expanding our businesses into the electronics field, including semiconductors and displays. Today, as an industry leader, the SCREEN Group contributes to society with cutting-edge technologies through a lineup of products boasting top global market shares, striving always toward sustainable growth and corporate value enhancement.

(As of March 31, 2026)

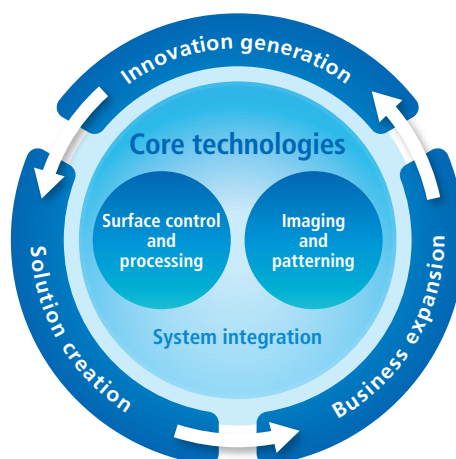


Core technologies

SCREEN's core technologies

Our core technologies are surface control and processing technologies for precisely controlling physical phenomena and chemical reactions on surfaces as well as imaging and patterning technologies for processing, generating, forming, and analyzing images and data. Building on these, we realize system integration by expertly combining a wide variety of elemental technologies to create new equipment and systems.

These technologies form the core of our efforts to develop businesses and solutions in the semiconductor, printing, display, and printed circuit board industries, as well as new fields and markets.



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

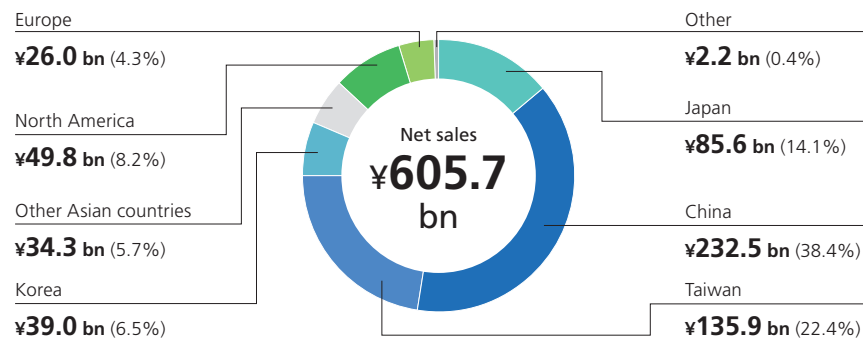
Solution creation

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

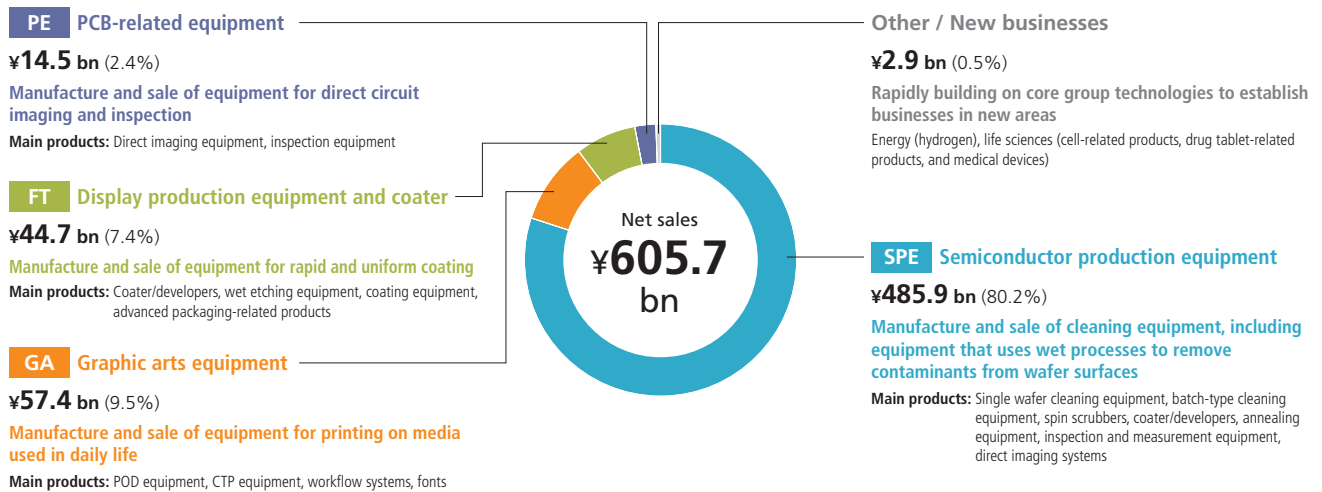
Business expansion

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

Consolidated net sales by destination (fiscal year ended March 31, 2026)



Consolidated net sales by segment (fiscal year ended March 31, 2026)



No. 1 global market share* (CY2025)

SCREEN Semiconductor Solutions

Single wafer cleaning equipment



Batch-type cleaning equipment



Spin scrubbers



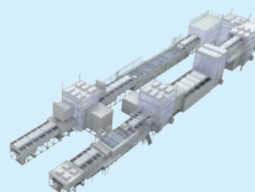
SCREEN Graphic Solutions

POD equipment (roll-fed inkjet printing)



SCREEN Finetech Solutions

Coater/developers



Leading global market share categories

SCREEN Graphic Solutions

CTP equipment



SCREEN PE Solutions

Direct imaging systems for solder resists



* Market shares are based on equipment category totals, including data from SCREEN.

Message from the CEO



Masato Goto

Representative Director
President and Chief Executive Officer (CEO)

Entering a new phase of growth

Within reach of our medium-term management plan targets

Q1. How would you summarize the results for the fiscal year ended March 31, 2026?

While we saw year-on-year declines in both net sales and profit, our performance improved in the second half, bolstered by the recovery of the semiconductor market. Orders in the fourth quarter neared a record high, a sign of the strong results we expect this fiscal year.

I was appointed representative director and CEO in June of the second year of our current medium-term management plan. Rather than letting short-term results dictate our direction, I am focused on raising our corporate value over the long term and regard this plan as a phase of investment in growth. Under the current plan, we will complete the goals set by my predecessor, former CEO Hiroe (now representative director and chairman of the Board), and during the period of the next plan, which will be a growth stage, we will push forward to further improve profitability.

Today, the external environment is changing rapidly amid a structural shift in semiconductor demand driven by accelerating technological innovation, generative AI, geopolitical risks, and macroeconomic uncertainty. Despite these challenges, we remain committed to forging ahead toward our long-term goal for the fiscal year ending March 31, 2033: annual net sales of ¥1 trillion or more while sustainably generating high levels of profit.

Q2. Having entered the final year of the medium-term management plan, how confident are you about achieving its targets?

Progress over the first two years has been steady, putting the numerical targets of our current medium-term management plan well within reach. For this fiscal year, we project year-on-year growth in both sales and profit, putting us on track to post record-high results. That said, given the ongoing uncertainties we face—most notably geopolitical risks stemming from the situation in the Middle East—maintaining strong risk resilience remains crucial.

For me, the real challenge ahead lies in mapping out our business growth with an eye on the next medium-term management plan and beyond in order to establish a new SCREEN and elevate our global presence across regions. The project to formulate our next medium-term management plan is already underway, including ongoing discussions regarding the realignment of our business portfolio.

In our new business areas, advanced packaging has grown into a significant business in its own right, with sales for the current fiscal year on pace to reach ¥10 billion. In a related development, last year we acquired an R&D business in wafer bonding from Nikon Corporation. We expect the advanced packaging business to grow rapidly over the next three to four years, and to support this growth, we are actively exploring opportunities including external collaborations and M&A. We have allocated ¥80 billion for strategic investment under our current medium-term management plan, and we intend to capitalize on optimal windows to invest proactively in opportunities that offer strong synergy potential.

Creating value in an uncertain environment

Q3. How do you see the FY2033/03 targets—specifically, net sales of ¥1 trillion or more and an operating margin of 20% or above by the fiscal year ending March 31, 2033?

Earlier in the current fiscal year, we made some adjustments to the megatrends underlying our Management Grand Design, and updates to our numerical targets will be made in conjunction with our next medium-term management plan. Our immediate focus is on developing that coming plan, mapping out our next growth story while factoring in adjustments to our business portfolio. Investors sometimes ask whether we intend to revise the targets of our current plan, but at this point, my time and energy are devoted to shaping the one ahead. We aim to present its framework and strategic direction next spring and unveil it in full at our financial results announcement in May. Building on the growth investments made under our current plan, we will strive for even higher levels of profitability.

Q4. In an increasingly uncertain business environment, what risks are you most conscious of?

Geopolitical risks—such as the trajectory of the situation in the Middle East—are top of mind, though this is certainly not specific to just our company. Aside from that, I believe we must never slow down our corporate decision making; failing to maintain that speed is a significant risk in itself. My many years in the semiconductor industry have shown me numerous instances where sudden shifts in the market left companies unable to adapt or find a path forward—and I have experienced some of those bitter moments firsthand. That is why making decisions quickly and taking action is crucial, even if it means starting small. If an initiative fails, we course-correct; and if it ultimately proves unviable, it is important that we know when to shut it down.

Realigning our business portfolio is currently a core management priority, and we aim to finalize the initial stage of this restructuring under our next medium-term management plan. Achieving true transformation often generates friction and a certain level of disruption along the way, but this is unavoidable if we are to reach the greater heights that lie ahead. Our first step in this process took place in April of this year, when we moved our advanced packaging (PLP-related) business from SCREEN Holdings' R&D division to SCREEN Finetech Solutions

(SCREEN FT).

Fortunately, we have finally accumulated the necessary cash reserves to fund our next phase of growth. In the past, we faced prolonged periods when generating cash was so difficult that investing in growth was hardly an option. Driving a virtuous cycle—where we raise our profit margins while reinvesting the capital we earn—and passing this cycle on to the next generation is one of my key management priorities. I feel a profound duty to build upon the foundation laid by my predecessors and carry the torch forward at this opportune moment. To ensure our success, enhancing our human resources strategy—specifically, acquiring and nurturing top-tier talent—will remain a priority focus area for the foreseeable future.

Q5. Against that backdrop, what initiatives do you consider your top priority?

One of our most critical initiatives in the current fiscal year is steadily expanding production capacity and establishing a framework to ramp up output. This will be crucial to meet the needs of the semiconductor production equipment (SPE) industry, which is experiencing rapid growth driven by demand for generative AI and servers. The semiconductor and manufacturing equipment markets are on track for significant growth from CY2026 to CY2027; the only question is the exact scale of that expansion. Even if the scheduled construction of semiconductor-related production sites around the world is slightly delayed, demand will remain strong—meaning that, as an equipment manufacturer, we will need to fulfill our supply responsibilities.

We are now in the process of modifying the functions and layout of our existing facilities to build a framework that can reliably meet this strong market demand. At the same time, we have purchased new land and begun site preparation in anticipation of further market growth. Under our next medium-term management plan, we will formulate a facility development roadmap, which will include appropriate plans for the construction of new office buildings and production plants.

This roadmap must be executed methodically, incorporating a long-term market perspective. It is not something we can decide today and implement tomorrow. With that in mind, we intend to proceed in a way that ensures our facilities are an asset, not a burden, for the Group in the future.

Related pages

Management Grand Design ▶ p. 19

Medium-term Management Plan ▶ p. 21

SCREEN Advanced Technology Center of America ▶ p. 27

Portfolio management ▶ p. 33

Advanced packaging ▶ p. 45

Turning to investment in growth, one focus is M&A using the strategic investment budget in our current medium-term management plan. Our Strategic Investment Department is currently working to transform our longlist into a shortlist, and if an investment opportunity emerges that promises strong synergy potential, we intend to act swiftly. However, M&A is not an end in itself, and we will not put the cart before the horse by making an acquisition simply because a budget has been allocated for this particular timeframe. Conversely, even if the timing slips into the period of our next medium-term management plan, we will invest proactively if a compelling opportunity arises.



ATCA ribbon-cutting ceremony

From left: Kevin Younis, Empire State Development COO and Executive Deputy Commissioner
 Hope Knight, Empire State Development President & CEO and Commissioner
 Ian J. Brown, PhD, SCREEN ATCA President
 Masato Goto, SCREEN Holdings President & CEO
 David Anderson, NY Creates President & CEO

The investment and technological foundations of our growth

Q6. What are your expectations for ATCA, SCREEN's first R&D hub outside Japan, established in December 2025?

Ever since my time as SCREEN SPE president, establishing an overseas R&D base has been a personal dream of mine. We needed two critical elements to further refine our cutting-edge technologies: shortened development lead times and state-of-the-art facilities for advanced node development. Given our high degree of specialization in wet cleaning, joint development with partners like NY Creates and IBM, who have expertise in a broader range of fields, seemed the ideal way forward.

Until now, we have conducted our cleaning equipment development at the Process Technology Center (PTC) located at our Hikone Site using evaluation wafers provided by our clients. With ATCA now operational, we can also obtain evaluation wafers for processes outside the cleaning segment—something we previously did not have access to in-house—which will allow us to address client issues and deliver solutions much more rapidly. Furthermore, Albany, New York, is a major hub for semiconductor engineers, and this should give us a distinct advantage in recruiting exceptional talent.

With ATCA, we are establishing a new development structure that coordinates efforts with our Rakusai Site, which mainly handles elemental development for SCREEN Holdings, and the Hikone Site SPE development division. By doing so, we aim to maximize the synergy of the Group as a whole.

Q7. What was the objective behind the corporate reorganization and personnel changes implemented in April 2026?

This reorganization was part of the business portfolio realignment outlined in our current medium-term management plan. Specifically, because our advanced packaging operation—a core focus area among our new business fields—was split across multiple internal segments and we were receiving a growing number of PLP-related inquiries, we consolidated operations by transferring this division from SCREEN Holdings to SCREEN FT.

SCREEN FT possesses world-class technologies and the top global share in coater/developers for display manufacturing. Since SCREEN FT was already handling the contract manufacturing of PLP coaters derived from these technologies, this reorganization was designed to pave the way for full-scale commercialization by uniting this manufacturing base with the sales force that had been incubating at SCREEN Holdings. This sudden transition may have caused some initial internal confusion, but minor friction is unavoidable if we are to survive in a market that is expanding so rapidly. Swift decision making is indispensable in the semiconductor ecosystem. Our clients operate at an intense pace, and as an equipment manufacturer, we have no future unless we move with the same speed.

An organization is a living entity, and we will continue to restructure ours to adapt to shifting business dynamics. I am particularly focused on aligning our organization with the next medium-term management plan, which we are currently formulating.

Q8. Which areas do you identify as the next drivers of growth?

We have designated three core themes for our new business initiatives: advanced packaging, hydrogen energy, and life sciences. Of these, advanced packaging is now approaching annual sales of ¥10 billion. To strengthen our product development capabilities in this area, we acquired wafer bonding technology from Nikon Corporation in the previous fiscal year. We expect to launch our hybrid bonding equipment following a dedicated development phase slated to continue through 2028. Turning to hydrogen energy, the global transition to a hydrogen economy appears to have receded further into the future,

but we will continue to invest knowing this business will take time to mature. In the life sciences sector, we completed a strategic review and selection process at the end of the previous fiscal year, and we will evaluate our future direction under this reorganized structure.

In addition, we are continuing with R&D projects that leverage AI technology, drawing on our collaboration with Laboro.AI, a startup we have invested in, while also developing in-house capabilities and building a track record of our own. In March, we also invested in the promising field of quantum communications, which we will continue to monitor closely as a semiconductor-related domain.

The management foundation and people supporting our sustainable growth

Q9. What kind of management foundation will you build to achieve sustainable growth?

My management philosophy is shaped by my belief that people are the source of all value creation, and my many years in the manufacturing sector have made me acutely aware of how important it is to nurture and invest in our employees. Needless to say, human resource development does not happen overnight. SCREEN now implements an employee engagement survey. We recently expanded its scope from the Group in Japan to include our overseas operations. However, this initiative has yet to translate into tangible employee growth. For example, while understanding of our corporate purpose—Innovation for a Sustainable World—has taken root, mid-level employees have told us that their future career paths remain unclear, and there are cases where expectations and realities

diverge. While these issues do not apply to every layer of our organization, helping employees envision their future is crucial for their development, so I see this as an area with significant room for improvement and growth going forward. Our engagement survey has increasingly become an established tool for driving improvement, and we plan to link its findings to concrete initiatives in order to cultivate an environment where employees feel empowered to take on challenges and foster a new corporate culture.

Under our current medium-term management plan, we have launched SCREEN's first-ever brand strategy. Raising corporate recognition also boosts employee motivation and has a positive effect on securing outstanding talent. With overseas sales accounting for more than 80% of total group revenue, we hope to expand this branding effort beyond Japan and strengthen our global presence. In that regard, I was encouraged that the ATCA ribbon-cutting ceremony was covered by local New York media.

We place great importance on sustainable corporate activities of this kind—initiatives that may not directly translate to economic value in the short term but help build it over the long term. Having carved out a history of more than 150 years since our founding, we will continue to strive for the enhancement of corporate value that encompasses social value, ensuring that SCREEN remains capable of sustainable growth over the next 10, 50, and even 100 years.



Related pages

Message from the CFO ▶ p. 17

Innovation management ▶ p. 34

Human resources ▶ p. 49

Environment ▶ p. 55

Balancing growth investment and shareholder returns

Q10. How do you view the balance between investment in growth and shareholder returns?

We recognize that our dividend payout ratio compares unfavorably with that of other companies in the SPE industry. That said, under our current medium-term management plan, which runs through March 2027, we intend to adhere to our policy of maintaining a dividend payout ratio of 30% or more, treating this as a minimum threshold while allocating cash more robustly toward growth investments. At the same time, we aim to further enhance profitability under our next medium-term management plan so that we can increase shareholder returns going forward.

Considering the market trends in our mainstay semiconductor-related business, as well as the management foundation established by our predecessors,

I believe the SCREEN Group is poised for a new stage of growth. As mentioned earlier, our more solid financial position now gives us a far wider range of options—including M&A—than we had in the past. I feel strongly that now is the time for transformation.

Through dialogue with investors both in Japan and overseas, we have become aware that some view us rather critically as a “conservative” company that may be vulnerable to declining profitability during market downturns. We are determined to defy these perceptions. We will continue to create opportunities for direct dialogue and use the feedback we receive from the market to inform our management. We look forward to your continued support and guidance.

Sustainable management: The vision behind SCREEN's sustainability strategy



Sustainability dialogue

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.

Ever since SCREEN was founded, our people have taken our technologies, refined them, and used them to build new connections and broaden our thoughts and horizons for innovation—what we call “Shi Ko Ten Kai”—to find real-world applications. In doing so, we have broadened the scope of our business operations. We believe that the quality of our business comes down to the quality of our people. This underpins our conviction that training people and carefully preparing for a variety of possible futures will keep SCREEN on the path to success and drive our growth going forward.

Today, corporate value is no longer just a matter of pursuing economic indicators. Companies are now valued by how much they contribute to society and change the world. By providing products and technologies that help reduce environmental impact, for example, we are pursuing initiatives that simultaneously enhance both social and economic value. At the same time, today's business environment is increasingly difficult to predict, and it is essential that we train people who can anticipate changes and



President Goto speaking with an outside expert at a sustainability dialogue

respond flexibly. These will be the people who carry our technology and corporate culture forward, rejuvenating our company and serving as the driving force behind our sustainable value creation.

In a business environment marked by high uncertainty, our approach is to proactively create value on the premise that change is a constant. This mindset lies at the very core of our sustainable management and will continue to guide us as we deliver new value to society, now and in the future.



Sustainable management promotion system



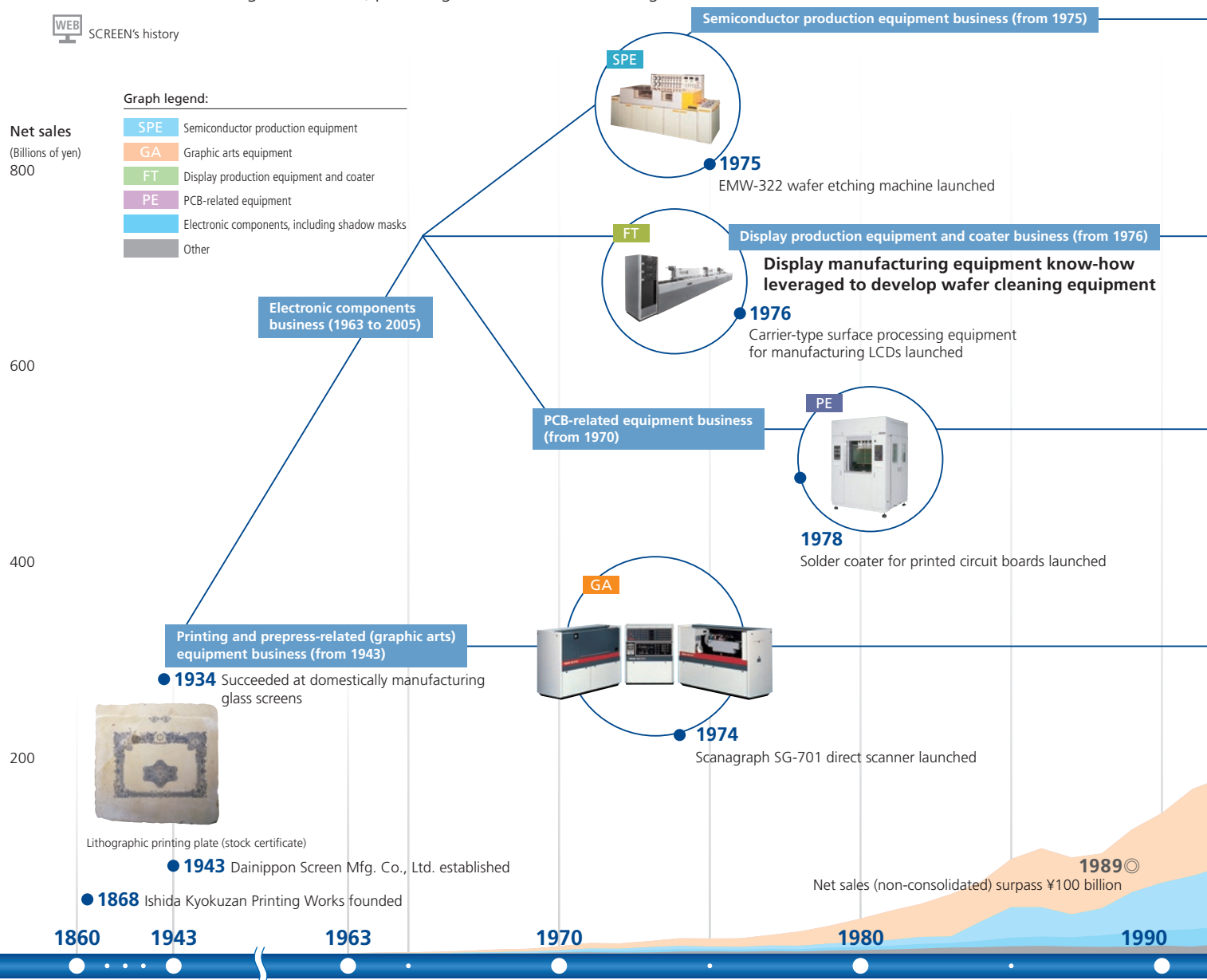
Sustainability policies

History of the SCREEN Group

From a start in manufacturing glass screens for photoengraving, based on our founder's motto, "Shi Ko Ten Kai" (broadening everyone's thoughts and horizons for innovation), SCREEN has grown over the decades by applying and developing its core technologies: surface control and processing technologies, imaging and patterning technologies, and system integration leveraging these.

Drawing on the Group's comprehensive strength based on the core technologies amassed over our 158-year history, we will continue creating shared value, providing solutions to issues facing the world.

WEB SCREEN's history



1930s–

Origin of our core technologies

We succeeded in producing glass screens¹ in Japan, helping advance the country's lagging printing prepress technologies. Subsequently, we developed a process camera and secured a position as a general manufacturer of graphic arts equipment.

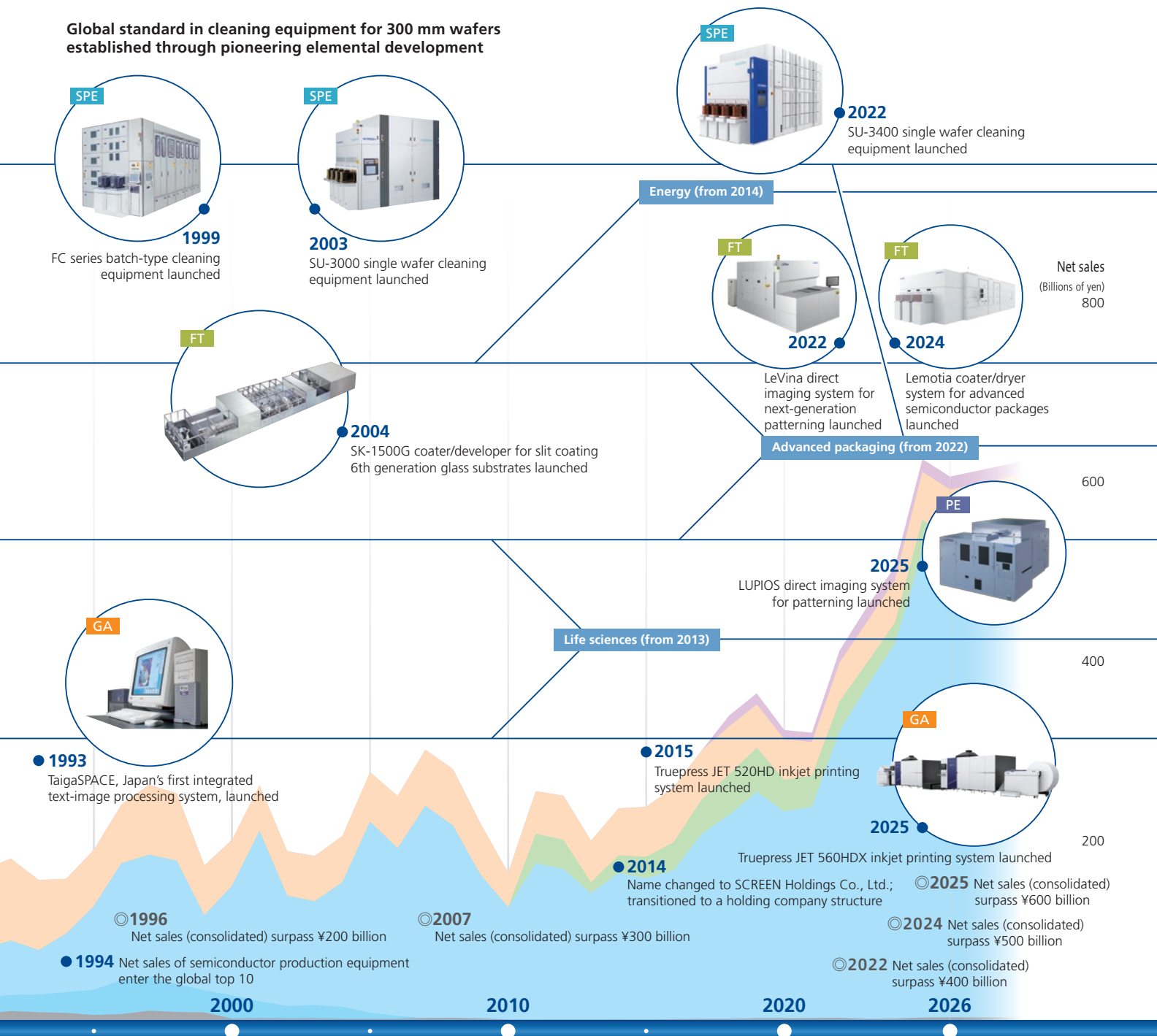
1950s–

Expansion from our founding business

We applied etching technologies used in glass screen manufacturing to produce metal meshes² in Japan. These technologies were applied to the production of aperture grills and shadow masks for use in CRT TVs, supporting the development of color TVs.

Note: Net sales are based on results since FY1963/03 and presented according to the business classifications used when recorded (SCREEN was listed in May 1962; consolidated net sales from FY1991/03). Net sales are presented on a fiscal year basis, while other items are presented on a calendar year basis.

Global standard in cleaning equipment for 300 mm wafers established through pioneering elemental development



1960s–

Technological innovation and improvement

We developed Japan's first color scanner in response to the digitalization of prepress operations and the rapid adoption of color and offset printers. In the 1970s, we released the bestselling Scanagraph SG-701, helping to increase the quality of color prepress operations and reduce the associated workload.

1970s–

Birth of the semiconductor production equipment business

As demand for semiconductors rose, we applied our etching technology, which became the basis of our core surface control and processing technologies,³ to develop the EMW-322 wafer etching machine. By automating the etching process of semiconductor manufacturing, we entered a new market.

1. Indispensable parts for reproducing color intensity gradation in printed materials

2. Parts used in TV cameras

3. For details, see "At a glance" (p. 5).

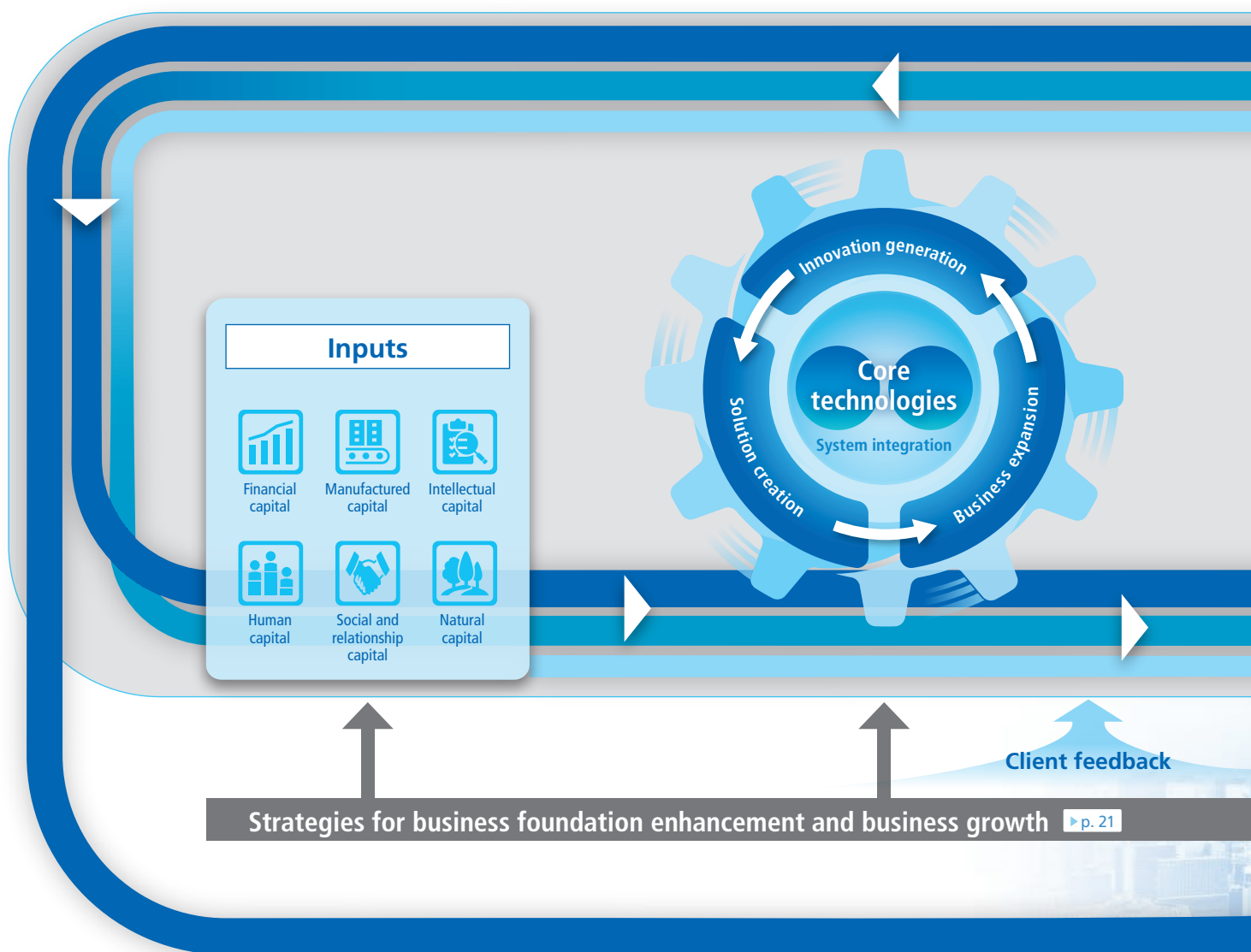
Value creation process

Corporate
purpose

Innovation for a Sustainable World

Founder's
motto

Shi Ko Ten Kai



Inputs (FY2026/03 / As of March 31, 2026)

Financial capital

Equity¥486.5 bn
Interest-bearing debt¥6.0 bn
Net cash¥221.2 bn

Manufactured capital

CAPEX¥27.7 bn
Production sites 11

Intellectual capital

R&D expenses¥37.7 bn
Patents held¹ 10,009

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

Human capital

Employees (consolidated) 6,884
(Japan: 4,418, Outside Japan: 2,466)
Expenses for education and training² ¥520 mn

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

Social and relationship capital

Major suppliers (by transaction value) 240
External collaboration partners³ 9
Coverage analysts 16

3. Main publicly announced relationships

Natural capital

Energy usage 170,677 MWh
Water withdrawal 2,494 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 creationSPE ▶ p. 35
Semiconductor
production equipmentPE ▶ p. 43
PCB-related equipmentGA ▶ p. 39
Graphic arts
equipmentNew
businesses ▶ p. 34
▶ p. 45FT ▶ p. 41
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 (FY2026/03 / As of March 31, 2026)

Financial capital

Operating margin 20.2%
Operating cash flows ¥92.7 bn
ROE 20.3%
ROIC 20.0%
Credit rating A+ (outlook: stable)
Long-term issuer rating by the Japan Credit Rating Agency, Ltd. (JCR)

Manufactured capital

Net sales of equipment ¥464.5 bn

Intellectual capital

New products released 4
External publications 210
Patent/utility model rights obtained 1,215

Human capital

Net sales per employee ¥87.99 mn
Operating income per employee ¥17.79 mn
Management positions held by women⁴ 5.1%
Female employees⁴ 11.4%

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) 2
Total income taxes paid ¥34.7 bn
Total shareholders 39,226

Natural capital

GHG emissions (Scope 1⁵, 2⁶) 15.1K metric tons CO₂e
GHG emissions (Scope 3⁷ category 11) 2,454K metric tons CO₂e
Water discharge 2,408 thousand m³
Waste and valuable materials generated 3,393 metric tons
Certified Super Green Products 10

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

Supporting investment in growth areas and corporate value enhancement with a solid financial foundation

Manabu Ishimura

Managing Executive Officer
Chief Financial Officer (CFO)
Head of Financial Strategy



Financial strategy rooted in a business perspective

I had the privilege of taking office as SCREEN's CFO earlier this year, bringing to this position my experience in the Group's business operating companies. After joining SCREEN in 1986, I worked in production management and business administration in the graphic arts equipment (GA) and semiconductor production equipment (SPE) businesses. In particular, during my 24 years in the management of the SPE business, I was involved in efforts to expand the business and increase profitability. As CFO, I seek to apply my first-hand knowledge of SCREEN's specific businesses to transition the Group to truly data-driven management. By this I mean fostering optimized, organic collaboration between business operating divisions and accounting and finance divisions to quickly make high-quality decisions powered by data. In this way, we will work to enhance long-term revenues as a valuable partner to our clients and advance financial strategy to support ongoing investment in growth areas.

Review of FY2026/03

The fiscal year ended March 31, 2026 saw year-on-year decreases in both sales and profit, due in part to front-loaded demand that pushed up sales in the previous fiscal year. However, reflecting profitability improvements in the SPE and display production equipment and coater (FT) businesses, the operating margin and ROIC were both over 20%, exceeding the medium-term (FY2025/03–FY2027/03) targets. We also steadily invested in future growth, including the establishment of the Advanced Technology Center of America (ATCA) in Albany, New York—our first R&D facility outside Japan—and the acquisition of a wafer bonding R&D business from Nikon.

We are now in the final year of our medium-term management plan. This year, we are working to not only meet our three-year targets but accelerate growth to achieve the even more ambitious targets of our annual plan. In addition, transforming the business portfolio is a key theme in formulating the next medium-term management plan. To enable this transformation, we

are working to obtain even greater clarity on numerical management indicators. By thus advancing truly data-driven management and enhancing ROIC management, we will realize sustainable growth.

Progress toward the three-year financial targets

(As of July 28, 2026)

Value Up Further 2026 (FY2025/03–FY2027/03) Three-year cumulative targets			1st year results (FY2025/03)	2nd year results (FY2026/03)	3rd year forecasts (FY2027/03)
Consolidated	Net sales	¥1.8 tn or more	¥625.2 bn	¥605.7 bn	¥743.0 bn
	Operating margin	19% or above	21.7%	20.2%	21.1%
	ROIC ¹	15% or above	24.7%	20.0%	Approx. 20.0%
	Shareholder returns	Consolidated dividend payout ratio: 30% or above ²	Consolidated dividend payout ratio: 30.1%	Consolidated dividend payout ratio: 30.1%	Consolidated dividend payout ratio: 30% or above ²
			Feb. 17, 2025–Apr. 7, 2025 share buybacks		

Note: The above figures are predicated on organic growth.

1. ROIC = Annual net income / Two-year average invested capital (Invested capital = Interest-bearing debt + Net assets)

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

Basic capital policy

Turning to our finances, over the past several years, we have strengthened our financial foundation to support business growth through such measures as shortening payment terms to reinforce our resilience to economic downturns. We steadily secured strong free cash flows, and cash and deposits, including securities, now surpass ¥200 billion. At the same time, our mainstay SPE business requires large sums of working capital, and we need to accelerate investment in growth, even amid an uncertain external environment. In addition, we must proactively advance strategic investment, including M&A. In this way, we need to enable ongoing future-oriented investment in growth while staying ready to deal with uncertainty. I see continuing to maintain and strengthen our stable financial

base, even during the coming growth phase, as a priority. In light of this, we target an equity ratio of approximately 70%, and this ratio has been maintained at an appropriate level, standing at 67.4% as of March 31, 2026.

In terms of shareholder returns, under the current medium-term management plan, we have prioritized investment in growth and maintained a basic policy of keeping the dividend payout ratio at 30% or above while flexibly implementing share buybacks depending on investment progress. Under the next medium-term management plan, we will continue working toward optimal shareholder returns while maintaining a balance with investment in growth.

Cross-shareholdings

As of March 31, 2026, the SCREEN Group holds approximately ¥52.2 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,³ that stock is then more closely considered as a candidate for reduction. In the fiscal year ended March 31, 2026, we continued discussions of our cross-shareholdings with investees and reduced holdings in seven companies. Since the enactment of Japan's Corporate Governance Code in 2015, we have divested shares of 46 investees, totaling ¥13.7 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.

3. WACC: Weighted average cost of capital

Management and initiatives to raise corporate value for uncertain times

Uncertainties arising from geopolitical risks and market fluctuations are greater than ever and cannot be avoided. In such conditions, formulating risk scenarios and setting up frameworks in advance to effectively implement countermeasures for said scenarios is vital. At the same time, in light of the risk of events that surpass our assumptions, it is crucial to stay ready to evaluate the situation around us and respond swiftly, accurately, and flexibly.

My motto is to prepare for the worst and work toward the best. I think action along these lines is exactly what we need.

While our ROIC has been getting better, it is still below that of our industry peers. And while the market's view of SCREEN has been favorable compared with the past, I think there is still room for improvement in light of our growth potential going forward.

As such, we will work to further enhance ROIC management by reinforcing our planning and analysis capabilities to enable effective data-driven decision making and by honing the precision of our growth strategies. At the same time, by optimizing the business portfolio to accelerate investment in growth and optimally allocating management resources, we will work to further bolster our standing in capital markets.

Yoichi Kondo

Director
Vice Chairman of the Board



Over the past 12 years, as CFO, I worked to lay the groundwork for SCREEN's long-term growth, focusing on financial soundness and sustainably increasing corporate value. I have always believed that financial strategy is a way of investing in our future. During this time, our CEOs, Mr. Kakiuchi, Mr. Hiroe, and most recently Mr. Goto, have supported me in this approach and led SCREEN's transformation, while group employees have made that transformation happen in their daily work. Indeed, I deeply feel that the transformation of SCREEN's finances is thanks to the determination and hard work of everyone across the

Group. SCREEN now has the solid financial standing and risk management framework to confidently move forward into a new chapter. I therefore felt the time was right to pass the torch to a new CFO. In his many years in the management of the SPE business, Mr. Ishimura has been a central figure and powerful partner in driving real, on-the-ground change. While I have stepped down from the role of head of finance, going forward, as director and vice chairman of the Board, I will work to enhance SCREEN's governance to foster a long-term perspective and ongoing growth alongside society.

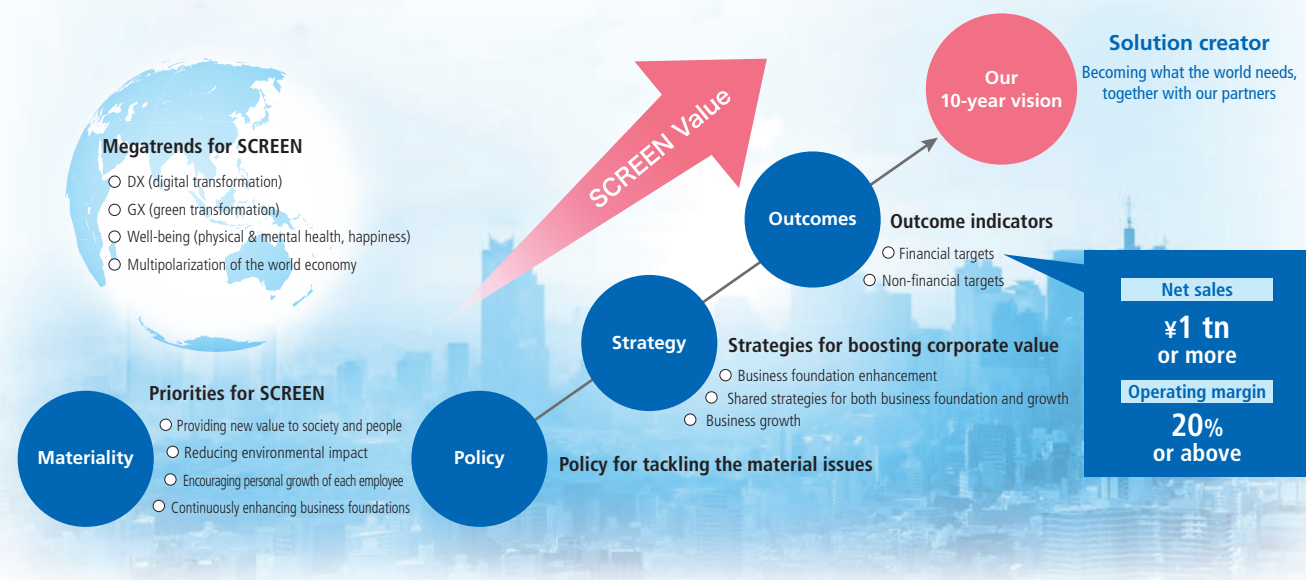
	FY2014/03	FY2026/03
Credit rating	BBB (Outlook: stable)	A+ (Outlook: stable)
Equity ratio	37.2%	67.4%
Net interest-bearing debt	¥7.1 bn	-¥221.2 bn
Market capitalization	¥121.1 bn	¥1,705.3 bn

Management Grand Design: 10-year vision

Note: The Management Grand Design was launched in April 2023 and partially revised in June 2026, covering 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

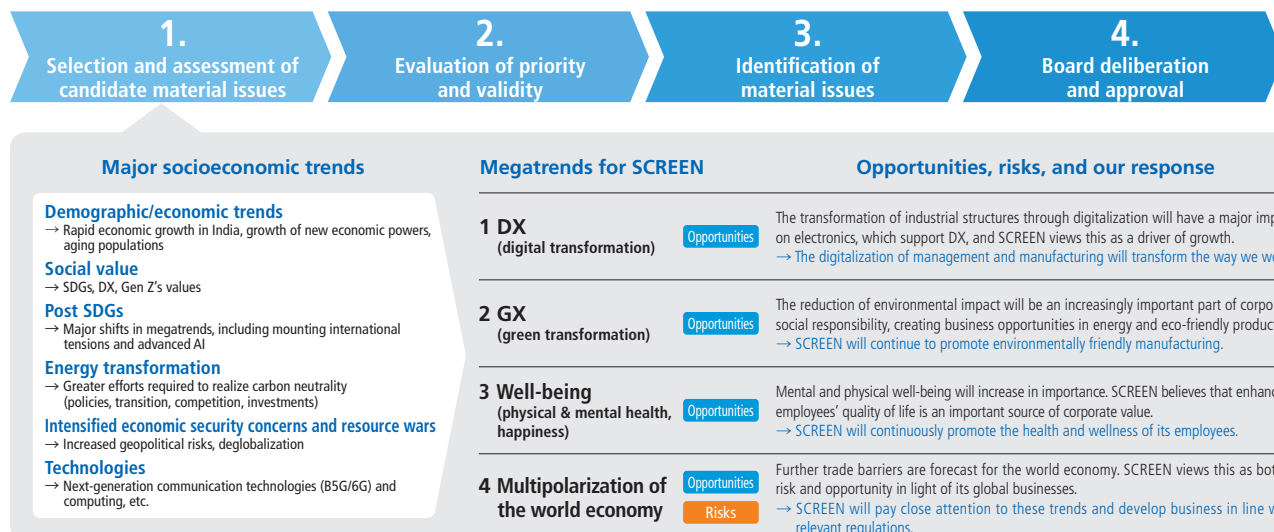


Process for identifying material issues

To identify material issues, we first assessed 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.

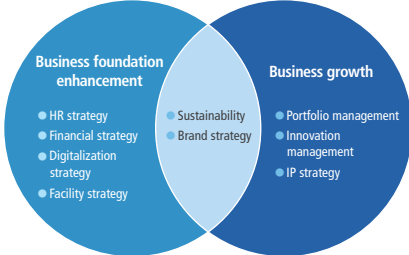
* RBA: Responsible Business Alliance. An alliance encompassing the electronic device, IT, toy, and automotive industries which has established a code of conduct related to labor, safety and health, environment, ethics, and management systems.
Note: For details, see "Medium-term Management Plan" (p. 21).



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 creation 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 socioenvironmental issues such as climate change and biodiversity.	 Human resources Encouraging personal growth of each employee Motivating each employee and supporting their personal growth by ingrain the corporate philosophy across the global Group and investing in human resources.	 Business foundations Continuously enhancing business foundations Implementing growth strategies while continuously enhancing our business foundations and governance to enhance our corporate value in line with the overarching vision.
	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 serious occupational accidents • Rate of employees newly taking mental health leave • 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 SCREEN Group will work as one to enhance its business foundation and achieve business growth while promoting sustainability and brand strategy. By providing solutions that address social needs through business, we create outcomes that enhance SCREEN Value.</p>  <div style="display: flex; justify-content: space-around;"> <div> Business foundation enhancement <ul style="list-style-type: none"> • HR strategy • Financial strategy • Digitalization strategy • Facility strategy </div> <div> Sustainability Brand strategy </div> <div> Business growth <ul style="list-style-type: none"> • Portfolio management • Innovation management • IP strategy </div> </div>			

1. For details, see "Environment" (p. 57).

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

Supporting the achievement of the SDGs

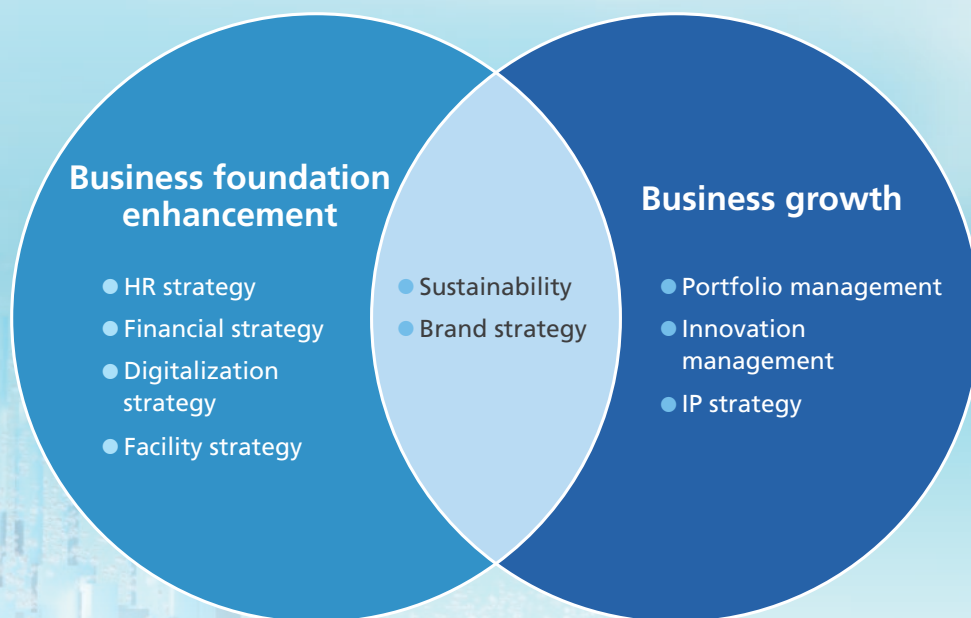
As part of efforts to achieve the 10-year vision included in the Management Grand Design, the SCREEN Group has designated 15 of the Sustainable Development Goals (SDGs) established by the United Nations as key targets to work toward through its business. Furthermore, under Sustainable Value 2026, our 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

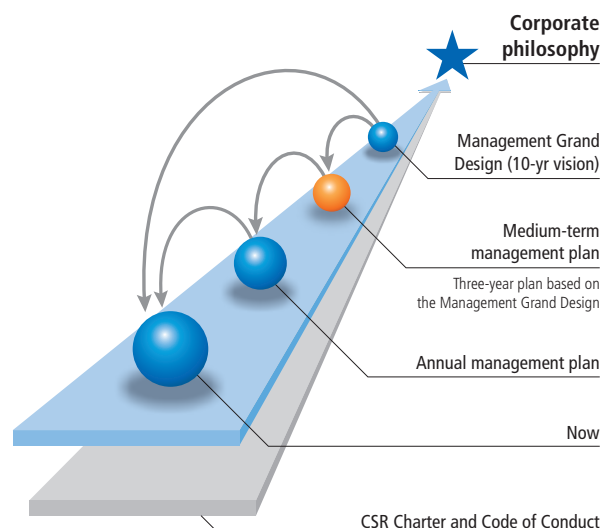
The three years covered by Value Up Further 2026 are an investment phase, building momentum for new growth while maintaining the financial foundation established under the previous plan as we work toward the 10-year vision* target of ¥1 trillion in net sales

* The 10-year vision refers to the 10 years ending March 31, 2033.

Key issues

- 1 Increasing market share by enhancing added value**
 ▶ p. 35 ▶ p. 39 ▶ p. 41 ▶ p. 43
- 2 Launching new technologies and products and strengthening sales capabilities**
 ▶ p. 35 ▶ p. 39 ▶ p. 41 ▶ p. 43 ▶ p. 45
- 3 Creating new businesses that generate ¥10.0 billion in net sales**
 ▶ p. 34 ▶ p. 45
- 4 Enhancing operational efficiency**
 ▶ p. 32 ▶ p. 35 ▶ p. 39 ▶ p. 41 ▶ p. 43 ▶ p. 45
- 5 Enhancing business foundations to support long-term growth**
 ▶ p. 17 ▶ p. 49 ▶ p. 55 ▶ p. 65

SCREEN's corporate philosophy, vision, and plans



Financial targets

(As of July 28, 2026)

	Value Up Further 2026 (FY2025/03–FY2027/03) Three-year cumulative targets		1st year results (FY2025/03)	2nd year results (FY2026/03)	3rd year forecasts (FY2027/03)	Three-year cumulative forecasts
Consolidated	Net sales	¥1.8 tn or more	¥625.2 bn	¥605.7 bn	¥743.0 bn	¥1,974.0 bn
	Operating margin	19% or above	21.7%	20.2%	21.1%	21.0%
	ROIC	15% or above	24.7%	20.0%	Approx. 20%	20% or above
	Shareholder returns	Consolidated dividend payout ratio: 30% or above (With flexible share buybacks depending on growth investment progress)	Consolidated dividend payout ratio: 30.1% Feb. 17, 2025–Apr. 7, 2025 share buybacks	Consolidated dividend payout ratio: 30.1%	Consolidated dividend payout ratio: 30% or above (With flexible share buybacks depending on growth investment progress)	Consolidated dividend payout ratio: 30% or above (With flexible share buybacks depending on growth investment progress)
SPE	Net sales	¥1.5 tn or more	¥519.5 bn	¥485.9 bn	¥620.0 bn	¥1,625.4 bn
	Operating margin	23%–25%	26.4%	25.2%	25.6%	25.8%
GA	Net sales	¥150 bn or more	¥53.0 bn	¥57.4 bn	¥60.0 bn	¥170.5 bn
	Operating margin	6%–9%	8.1%	6.3%	9.2%	7.9%
FT	Net sales	¥100 bn or more	¥35.8 bn	¥45.1 bn	¥43.0 bn	¥123.9 bn
	Operating margin	3%–5%	8.5%	14.9%	5.8%	9.9%
PE	Net sales	¥50 bn or more	¥14.1 bn	¥14.5 bn	¥16.5 bn	¥45.2 bn
	Operating margin	12%–15%	7.5%	2.6%	9.1%	6.5%

Note: The above figures are predicated on organic growth.

The advanced packaging business was transferred from the new business segment to FT on April 1, 2026. FT's sales and operating margin for FY2026/03 and FY2027/03 are calculated based on the assumption that the transfer occurred at the start of FY2026/03.

Cash allocation (3-year cumulative: FY2025/03–FY2027/03)

	Plan	Results/Forecast	3-yr cumulative forecast	
Investment capital (Operating CF + R&D expense allocation + cash on hand) ¥360 bn	R&D ¥110 bn	3rd yr forecast: ¥43.0 bn 2nd yr: ¥37.7 bn 1st yr: ¥31.7 bn	R&D ¥112.4 bn	Largely as projected
	CAPEX ¥100 bn	3rd yr forecast: ¥43.0 bn 2nd yr: ¥27.7 bn 1st yr: ¥29.7 bn	CAPEX ¥100.4 bn	
	Strategic investment ¥80 bn	3rd-yr forecast: ¥47.0 bn M&A, advanced packaging, etc. 1st–2nd yr: ¥33.0 bn Share buybacks, technology acquisitions	Strategic investment ¥80.0 bn	
	Dividends ¥70 bn	3rd yr forecast: ¥33.3 bn 2nd yr: ¥26.7 bn 1st yr: ¥29.7 bn	Dividends ¥89.7 bn	
				Higher than projected

Material issues and 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 targets and output goals under our medium-term management plan. While continuously monitoring and assessing progress toward these, we are working to address our material issues. For details about our specific targets and initiatives in different areas, please refer to the relevant pages of this report or our website.

Management Grand Design (FY2033/03)		Main final-year targets, outputs (strategy KPIs), and key issues
Material issues	Outcome targets (non-financial)	
 <p>New value creation 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 Accelerate the creation, patent applications, and rights acquisition of green inventions conducive to environmental impact reduction</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) 15.2 thousand 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>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>Prevent occupational accidents Occupational accidents: 33% reduction compared with FY2024/03 (26 or fewer)</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 above¹ Global implementation of the engagement survey </p> <p>1. Consolidated-basis final-year target</p>
 <p>Human resources Encouraging personal growth of each employee</p>	<p>Number of serious occupational accidents</p> <p>Rate of employees newly taking mental health-related leave</p> <p>Presenteeism</p> <p>Employee engagement rate</p>	

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

Medium-term management plan (FY2025/03–FY2027/03)

Main initiatives	FY2026/03 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 strengthen sales capabilities • Support for existing businesses 	<ul style="list-style-type: none"> • Released 4 new products • Experienced a relative decline in market share due to capacity expansion investments by memory clients • Signed an additional agreement with IBM to develop cleaning processes for next-generation EUV lithography • Established the ATCA R&D site in Albany, New York 	<p> ▶ p. 35 ▶ p. 39 ▶ p. 41 ▶ p. 43 </p> <p>Our businesses</p> <p> ▶ p. 33 </p> <p>Portfolio management</p> <p> ▶ p. 45 </p> <p>Advanced packaging</p>
Creation and acquisition of new businesses	<ul style="list-style-type: none"> • Decided to move the advanced packaging business to the next phase and consolidate it into FT • Acquired a wafer bonding R&D business from Nikon Corporation • Returned the hydrogen-related business to the elemental development phase due to stagnant external conditions 	
Create green inventions aligned with business and technology development activities and strategically promote patent applications and rights acquisition	<ul style="list-style-type: none"> • Patent applications for green inventions progressed as planned • Will continue to step up efforts 	<p> ▶ p. 47 </p> <p>Intellectual property</p>
Promote the adaptation of mainstay products into Super Green Products	<ul style="list-style-type: none"> • Sales from Super Green Products: 9.4% • 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"> • 70.0% reduction compared with FY2019/03 (absolute volume) 15.1 thousand metric tons CO₂e • Advanced the use of renewable energy at subsidiaries of business operating companies • Reduced GHG emissions through equipment replacement and operational improvement 	
Develop businesses with high added environmental value	<ul style="list-style-type: none"> • 59.3% reduction compared with FY2019/03 (per unit of gross profit) 10.5 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"> • 43.1% reduction compared with FY2019/03 (per unit of net sales) 2.70 kg/million yen • Converted waste materials into valuable materials • Gathered and assessed waste-related data from the Group outside Japan 	
Continue advancing the adoption of energy-saving facilities	<ul style="list-style-type: none"> • 32% reduction compared with FY2019/03 (per unit of net sales) 280 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"> • Analyzed the dependencies and impacts of our business activities on natural capital using the LEAP approach • Continued collaboration with communities, including SCREEN Forest conservation activities 	
Reinforce water resource management in product development and manufacturing	<ul style="list-style-type: none"> • 28.8% reduction compared with FY2019/03 (per unit of net sales) 4.11 m³/million yen • Visualized and managed water flows at Hikone Site factories 	
<ul style="list-style-type: none"> • Make effective use of recycled materials • Reinforce coordination in the supply chain 	<ul style="list-style-type: none"> • Reduced the use of virgin PFAS materials in mainstay products of the semiconductor production equipment business by 3.25% • Changed component processing methods • Increased the usage of recycled materials • Explored a PFAS recycling scheme through supply chain collaboration 	
<ul style="list-style-type: none"> • Implement inter-site cross-check safety patrols • Implement regular safety education and drills for employees 	<ul style="list-style-type: none"> • Occupational accidents: 40% reduction compared with FY2024/03 (24) • Constantly strove to ensure safe working environments and raised safety awareness among 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: 79.8% • Implemented wellness promotion and mental healthcare measures • Prioritized and addressed issues with larger impacts on the targets 	
Expand Parte (in-house organization for the employment of people with disabilities)	<ul style="list-style-type: none"> • Employees with disabilities: 3.06% (as of June 1, 2026) • Facilitated the expansion of employment and retention of people with disabilities by diversifying the activities of Parte into massage room and convenience store operations 	<p> ▶ p. 49 </p> <p>Human resources</p>
<ul style="list-style-type: none"> • Offer roundtable 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: 23.3% (April 2026 hires) • Implemented a multifaceted approach featuring female employees in STEM areas in roundtable videos and as event speakers • Management positions held by women: 5.1% • Continued cross-company mentoring to support women's careers and close the gender gap 	
Aim to raise scores by advancing a PDCA cycle in which we identify issues using surveys, address them through measures aligned with our talent strategy, and confirm their effectiveness with subsequent surveys	<p>Expanded the survey to overseas group companies; used survey results to identify issues in management and organizational operations; reflected these in action plans</p> <ul style="list-style-type: none"> • Seven key group companies: 69% (up 3 percentage points year on year) • SCREEN Group (consolidated): 74% 	

Sustainable Value 2026

[▶ p. 55](#)

Environment

Management Grand Design (FY2033/03)		
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 rate² Quality: 60% of employees at organizational SC level 2³ or higher • Build a global talent portfolio <p>2. Number of personnel in each job type as a percentage of the number required 3. Capable of solving issues by working with clients and leading clients forward</p>
		<p>Maintain and strengthen IT security Prepare to comply with industry standards for information security assessment</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 • Implement 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.

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.



Medium-term management plan (FY2025/03–FY2027/03)

Main initiatives	FY2026/03 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 Increased the rate of employees at organizational SC level 2 or higher to 65% across the SCREEN Group (consolidated); held SC workshops and internal dialogues to help employees apply SC principles to their own work 	<p>▶ p. 49 Human resources</p>
<ul style="list-style-type: none"> Improve information security policies Expand dedicated security organization Implement both rule- 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. 60 Information security</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 	
Visit group companies, implement on-site surveys, and hold workshops	<ul style="list-style-type: none"> Implemented on-site surveys and disaster drills by visiting domestic and overseas subsidiaries of business operating companies as planned Continued efforts to enhance and reinforce the Group's overall ability to maintain business continuity 	<p>▶ p. 63 Risk management</p>
Implement measures in cooperation with business operating companies	<ul style="list-style-type: none"> Implemented actions in the annual plan, including identifying critical suppliers and providing support for those requiring assistance Coordinated with business operating companies to promote measure reinforcement 	
Reinforced seminars and online information to promote understanding among suppliers	<ul style="list-style-type: none"> Conflict mineral survey coverage: 125 companies (cumulative) Implemented human rights and conflict risk management across the supply chain 	<p>▶ p. 62 Promoting social responsibility in the supply chain</p>
Identify critical issues and respond to requests	<ul style="list-style-type: none"> Carried out a project to apply the SSBJ Standards Expanded the time horizon and updated scenarios related to climate change assessments Continued actions to respond to various requests 	
<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"> Established and disseminated brand guidelines Continued the SCREEN Value Awards internal award program and added a new Innovator Prize 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 agile and efficient strategy from a long-term perspective Optimally allocate facility resources 	<ul style="list-style-type: none"> Proactively advanced investment plans from a long-term perspective, including production capacity expansion and site-level functional optimization in the semiconductor production equipment business Strategically acquired land in Yasu, Shiga Prefecture, in preparation for future growth 	<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: 20.0% Equity ratio: 67.4% Continued to pursue an optimal capital structure 	<p>▶ p. 17 Message from the CFO</p>

Sustainable Value 2026

Progress of our initiatives

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



Strategic hub to support long-term competitiveness

Ian J. Brown, PhD

President, SCREEN Advanced Technology Center of America, LLC

SCREEN has established its first-ever overseas R&D base, SCREEN Advanced Technology Center of America (ATCA). Located within the Albany NanoTech Complex, this world-leading semiconductor R&D facility is operated by NY Creates. The new facility will enable SCREEN to accelerate the development of next-generation process applications and facilitate collaboration with global partners.



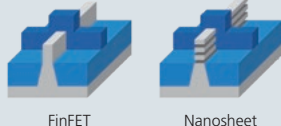
Opening ceremony held for SCREEN's new R&D hub for semiconductor production processes in Albany, New York

Q1. What are the technical challenges facing the semiconductor industry?

I see two major challenges.

The first is the transition from FinFET to nanosheet architecture. As devices scale, process control and variability become harder. We must ensure effective cleaning and uniform processing not only on the surface, but also underneath, along sidewalls, and on the surrounding structures, which have no direct line of sight yet require high precision. These challenges will intensify as we scale further with forksheets or CFET architecture, introducing more complex 3D structures, higher aspect ratios, and new wafer bonding processes.

The second is advanced packaging, which is key to extending performance beyond traditional system-on-chip scaling. Customers are assembling system packages with fully fabricated, high-value dies, requiring a high degree of cleanliness to ensure high yields. The field is evolving rapidly, with new bottlenecks requiring ongoing innovation at every stage of manufacturing.



Q2. What are SCREEN's strengths and challenges?

What role can ATCA play in making SCREEN stronger?

SCREEN's core strength is the consistency and flexibility of our cleaning platforms. Customers can process a wide variety of wafers on our tools and achieve highly repeatable results. Importantly, a single SCREEN system can support dozens of different processes within a fab while maintaining repeatability of performance wafer-to-wafer and batch-to-batch. This directly translates into higher yield and productivity for our customers. This is the fundamental value we deliver.

However, this strength also creates a corresponding challenge: adapting tool performance quickly and dynamically as device structures become increasingly complex. Ensuring the same level of control and repeatability across more advanced architectures requires continuous innovation in process technology and system design.

A second major challenge is sustainability in wet cleaning. Wet processes account for more than 30% of semiconductor manufacturing steps. As a result, the wet etch and cleaning tools are heavy consumers of chemicals and water in the fab. Addressing this requires a coordinated effort, both within SCREEN and in close collaboration with our customers, to reduce resource consumption per wafer.

In wet etch and cleaning, it is essential to understand the full process context. A SCREEN engineer should understand where the wafer comes from and where it is going next in the manufacturing flow. This is where ATCA plays a critical role. By leveraging access to a full R&D production environment at the Albany NanoTech Complex, ATCA enables our engineers to evaluate processes within an integrated manufacturing flow, rather than in isolation. This allows us to work more effectively with partners to optimize downstream performance and co-develop solutions aligned with emerging technologies, including advanced lithography such as High NA EUV in collaboration with IBM.

Q3. What other projects is ATCA working on?

What do you see as your mission going forward?

ATCA will play a critical role in developing next-generation leaders for SCREEN. This environment is well suited for training engineers to take a holistic view of manufacturing and optimize hundreds of wet clean steps across a process flow. I began my own career in wet cleaning in Albany, where I gained deep exposure to process integration.

ATCA also better enables SCREEN to select the optimal location for R&D activities based on project phase, timing, technical requirements, equipment availability, and engineer skills. We have already initiated discussions with SCREEN Holdings and SCREEN SPE to enable more dynamic project allocation. Going forward, we aim to further enhance cross-organizational collaboration to improve R&D efficiency and strengthen the competitiveness of our products.



Leveraging a global R&D hub to develop a next-generation talent pool

Shogo Nishioka

Director, Administration, SCREEN Advanced Technology Center of America, LLC

At ATCA, young engineers have the opportunity to work alongside experienced staff to lead R&D projects, seeking to create new value with clients and partners. Through such experiences, we aim to nurture solution creators and next-generation leaders who are not only excellent engineers but also equipped with a global perspective and

business skills. Moreover, we will use engagement surveys to figure out what we can do more to attract talented people from nearby universities and companies. By doing so, we seek to enhance the long-term competitiveness of the entire SCREEN Group in terms of human resources.

Note: For details about group-wide human resources strategy, see "Human resources" (p. 49).

Accelerating semiconductor innovation through collaboration

David Anderson

President and CEO, NY Creates

At NY Creates, we see firsthand how progress in semiconductor R&D depends on strong partnerships among research institutions, equipment suppliers, materials companies, and chip manufacturers. SCREEN plays a critical role in advancing this ecosystem through its leadership in semiconductor equipment and process innovation.

As the industry moves toward increasingly complex device architectures and advanced process technologies, we expect SCREEN to continue to help enable the breakthroughs required for future generations of



semiconductor manufacturing. SCREEN's commitment to precision, reliability, and technological advancement supports not only individual customers but the broader global innovation community.

We value SCREEN's partnership and are thrilled they have joined the Albany NanoTech Complex ecosystem with their new Advanced Technology Center of America. We look forward to continued collaboration that helps strengthen semiconductor research, development, and commercialization worldwide.

Post-2 nm collaboration: Developing an ecosystem for the High NA EUV era

Mukesh Khare, PhD

General Manager and Vice President of Semiconductors, IBM Research

As device architectures become more complex, contamination control and pattern fidelity are increasingly vital. Through IBM's collaboration with SCREEN, we are working to advance wafer cleaning solutions that meet the unique requirements of High NA EUV, helping enable higher yield, improved reliability, and manufacturability at future technology nodes.



By combining IBM's leadership in advanced logic research with SCREEN's expertise in equipment and cleaning technologies, this work supports the broader High NA ecosystem from tool readiness to process integration, helping ensure that High NA EUV can be deployed effectively to support the industry's roadmap well below 1 nm.



SCREEN joins IBM's sub-1 nm chip ecosystem



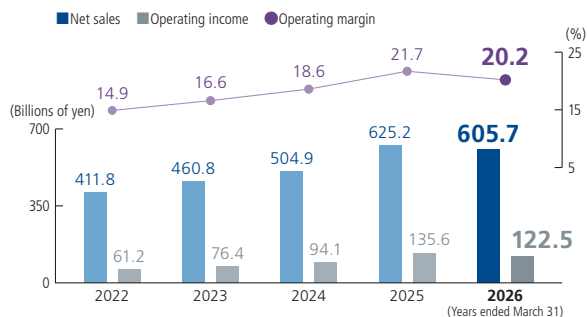
SCREEN and IBM sign agreement for next-generation EUV lithography cleaning process development

Performance highlights

Financial

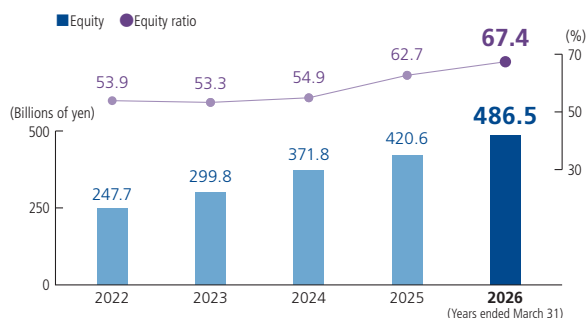
Net sales / Operating income / Operating margin

Sales and operating income decreased, mainly due to major orders delayed into the following fiscal year



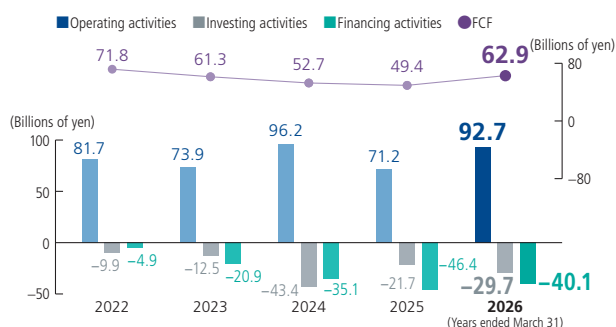
Equity / Equity ratio

Ensured resilience to external changes through sound finances



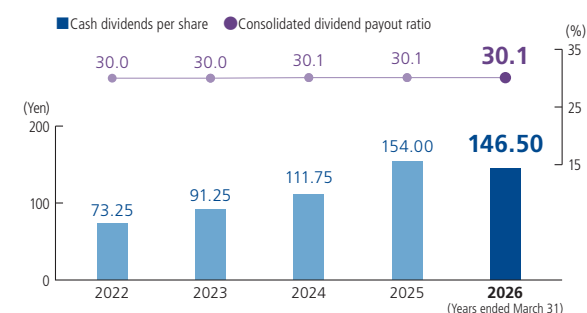
Cash flows

Maintained stable cash generation through accumulation of profit and control of working capital



Cash dividends per share / Consolidated dividend payout ratio

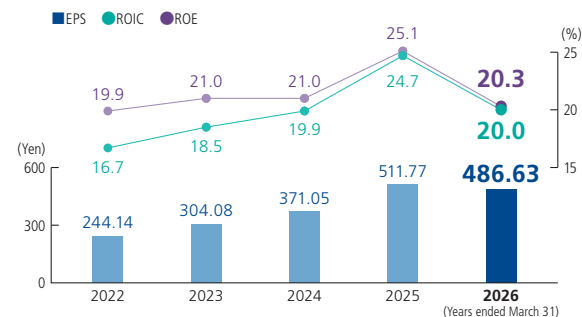
Maintained a consolidated dividend payout ratio of 30% or above



WEB Fact Book 2026

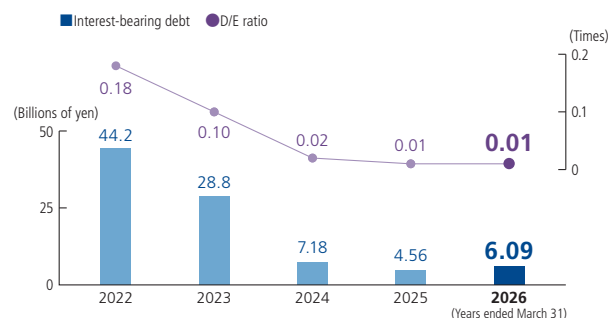
EPS / ROIC / ROE

ROIC and ROE both remained above 20%



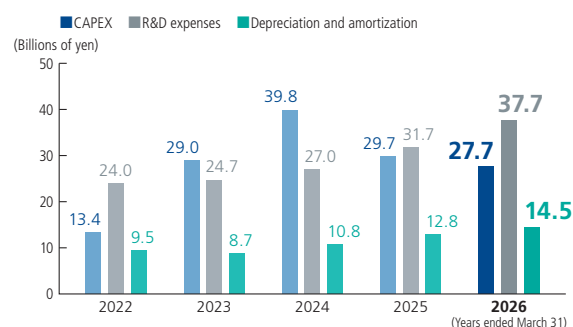
Interest-bearing debt / D/E ratio

Maintained prudent financial operations



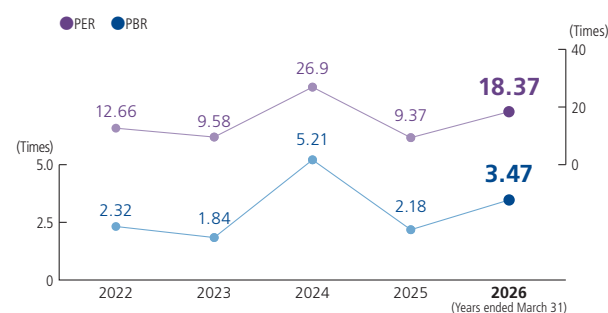
CAPEX / R&D expenses / Depreciation and amortization

Increased R&D spending to bolster competitiveness



PER / PBR

Enhancing corporate value by raising PER and PBR in line with expectations of ongoing growth

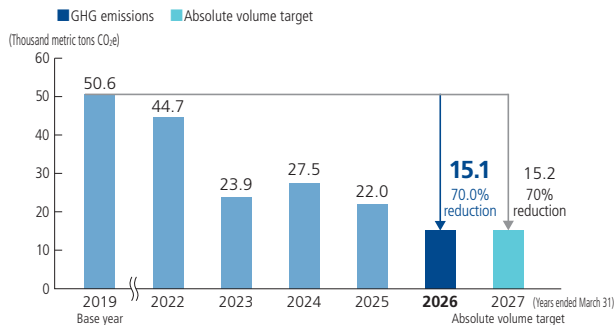


Note: The Company conducted a two-for-one split of its common stock on October 1, 2023 and another such split on April 1, 2026. The above figures are calculated based on the post-split number of shares.

Non-financial

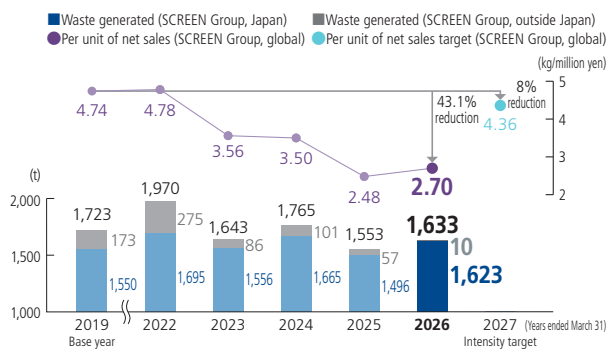
GHG emissions from business activities (Scope 1, 2)

Reduced mainly by expanding use of renewable energy



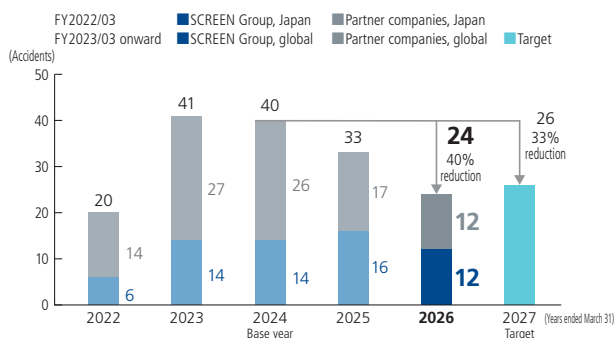
Waste generated

Exceeded reduction targets by turning waste into valuable materials



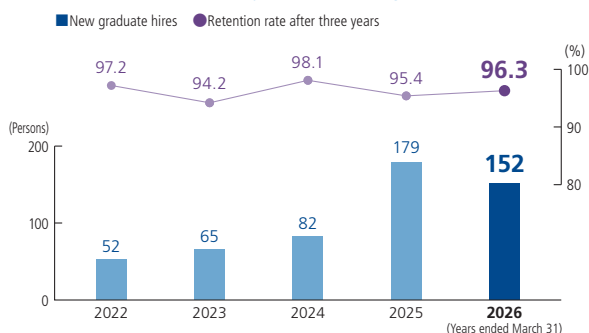
Occupational accidents

Accidents caused by physical strain or abrupt movements declined



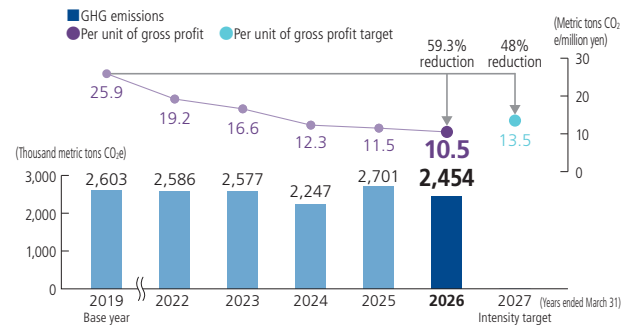
Number and retention rate of new graduate hires (HD, business operating companies, and functional support companies)

The retention rate after three years remained high



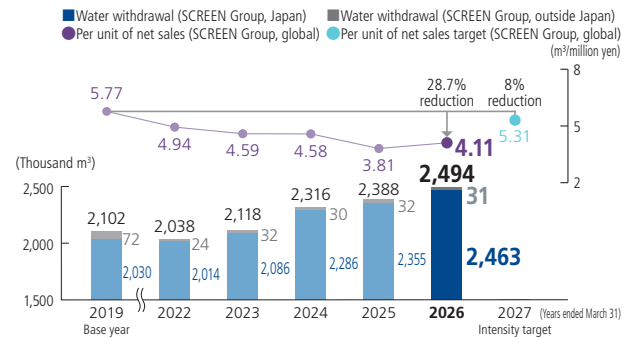
GHG emissions from the use of sold products (Scope 3 category 11)

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



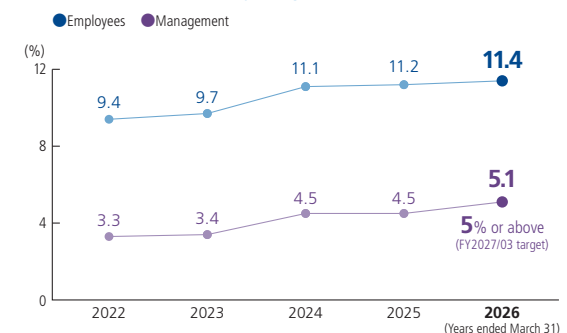
Water withdrawal

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)

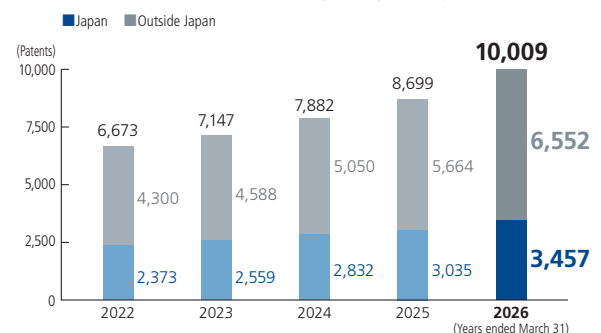
Both ratios have been steadily rising



Patents held

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

The number of patents held has been growing steadily



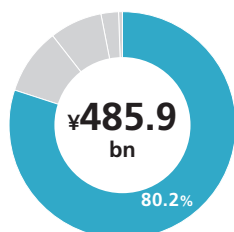
Business overview: Summary (fiscal year ended March 31, 2026)

SPE Semiconductor production equipment business

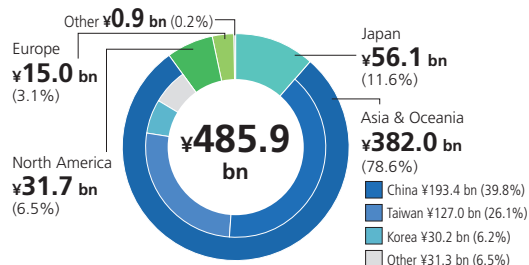
SCREEN Semiconductor Solutions Co., Ltd.

► p. 35–38

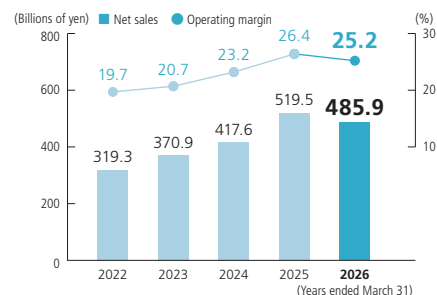
Segment net sales



Net sales by region



Performance summary

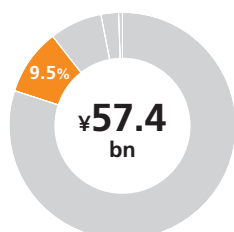


GA Graphic arts equipment business

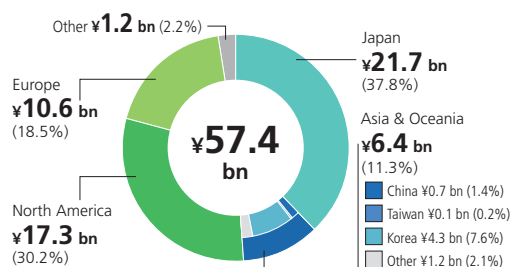
SCREEN Graphic Solutions Co., Ltd.

► p. 39–40

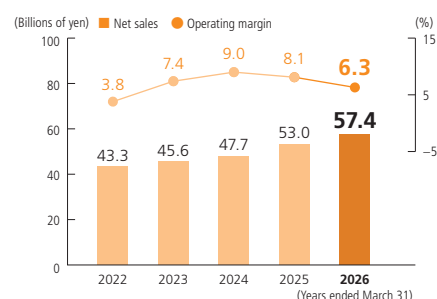
Segment net sales



Net sales by region



Performance summary

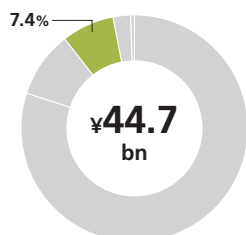


FT Display production equipment and coater business

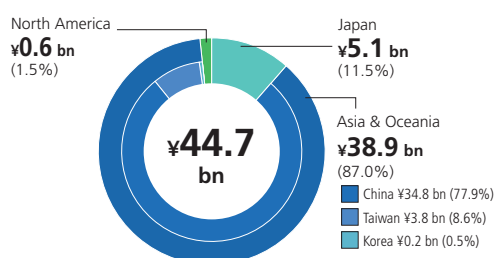
SCREEN Finetech Solutions Co., Ltd.

► p. 41–42

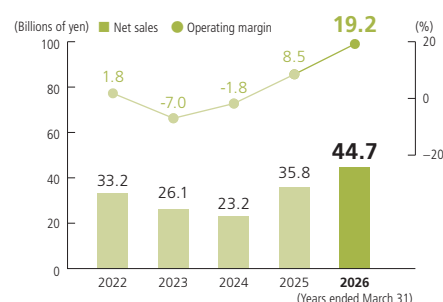
Segment net sales



Net sales by region



Performance summary

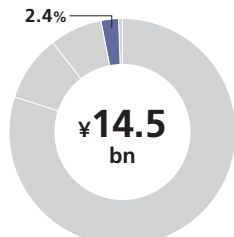


PE PCB-related equipment business

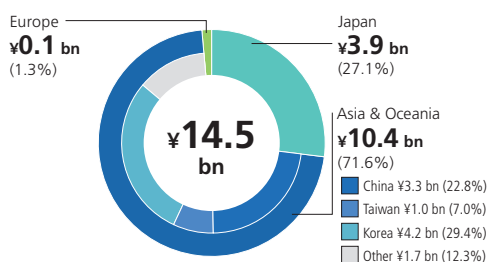
SCREEN PE Solutions Co., Ltd.

► p. 43–44

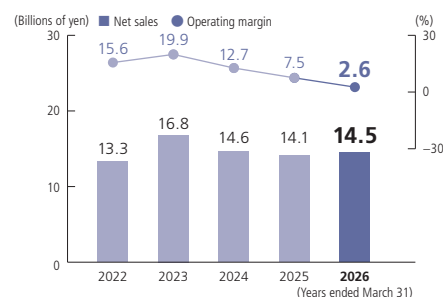
Segment net sales



Net sales by region



Performance summary



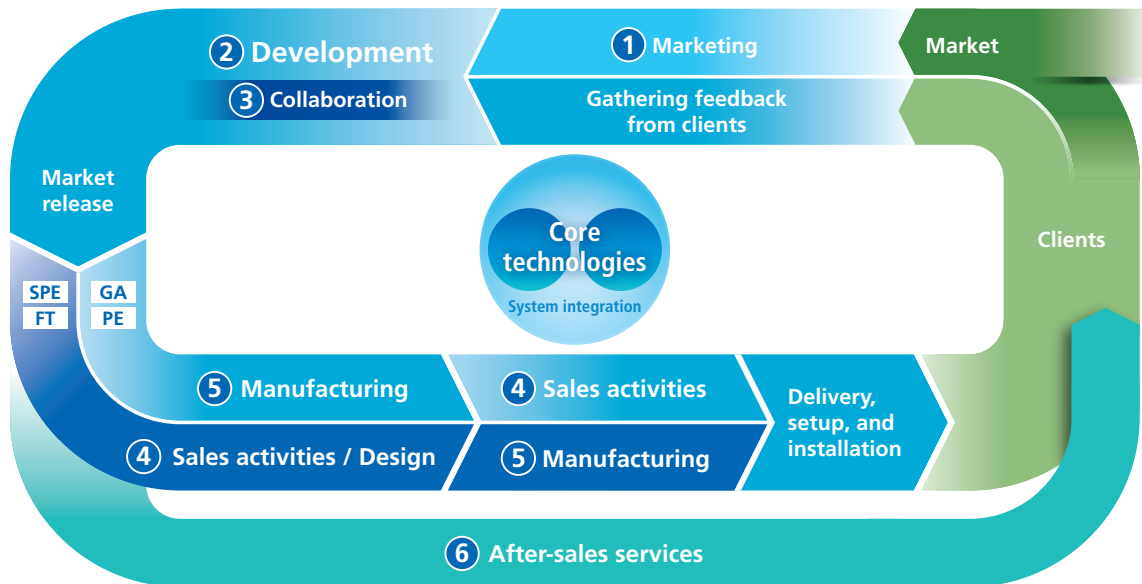
New businesses (Innovation management)

► p. 34, 45–46

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 establish 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 departments

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: Open innovation at Inkjet Innovation Centers (IICs) in Japan, the United States, and Europe

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 efficient operations and automation at the Hikone Site (SPE)
- 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 post-sales businesses (maintenance parts, modification, 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 seek to sustainably and effectively create new businesses and strengthen and expand existing business domains.

Business portfolio management

The SCREEN Group practices portfolio management with the aim of achieving sustainable growth and maximizing corporate value. Specifically, 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.

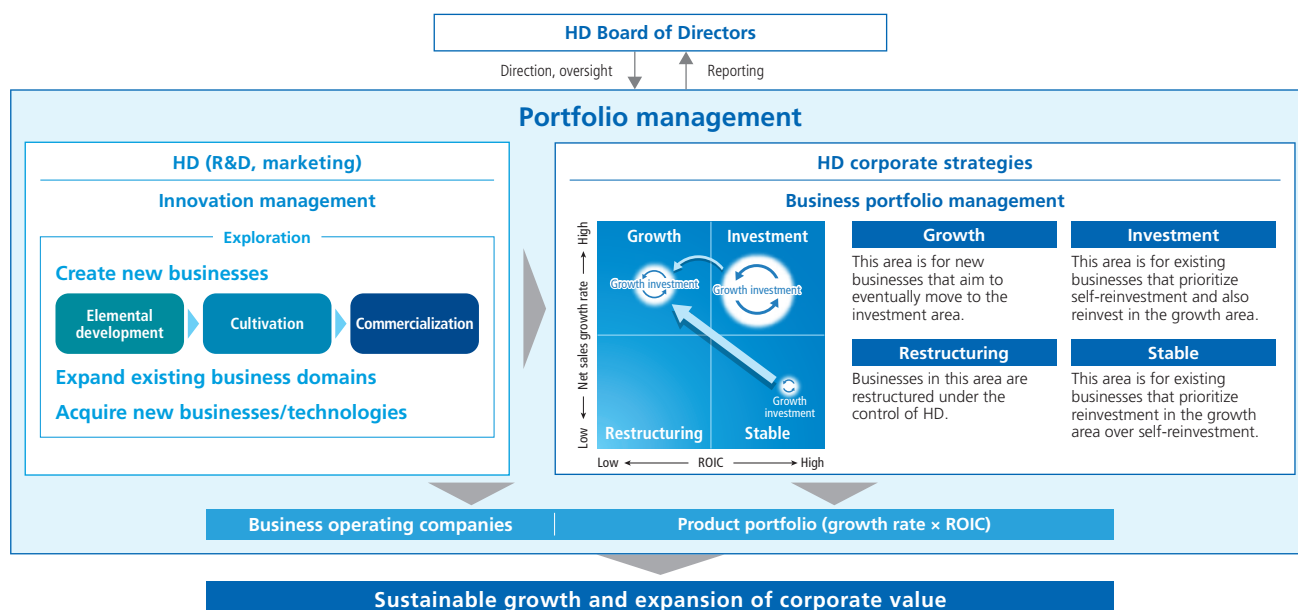
Portfolio mapping by business segment

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 below).

Basic operational flow of portfolio management



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 use net sales growth rate and ROIC for basic classification. 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.

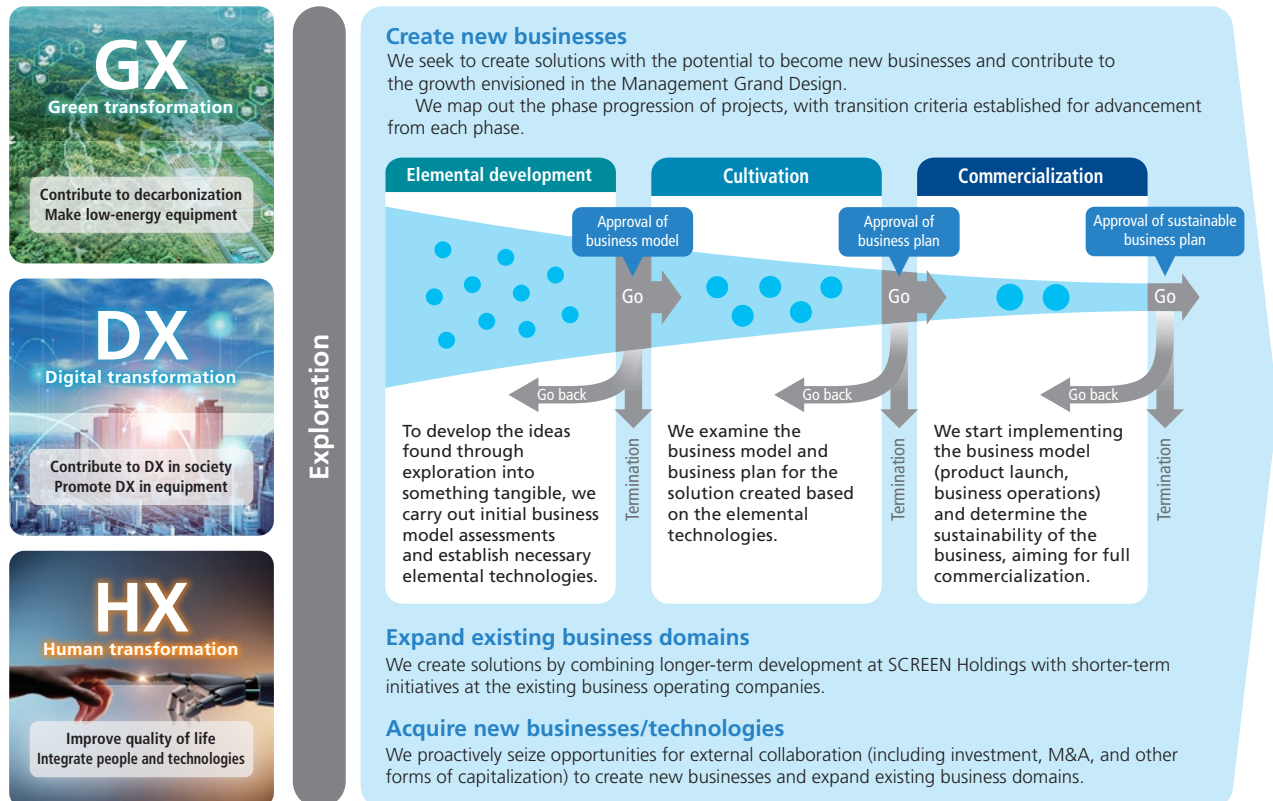
Q How do you plan to revise the business portfolio?

A We will reshape our organizations to produce synergies with highly compatible businesses. Our first priority is to reorganize our electronics-related businesses: SPE, FT, and PE.

Innovation management

We explore ideas mainly in three focus areas (digital transformation, green transformation, and human transformation) 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, expansion of existing business domains, and acquisition of new businesses and technologies.



Main results of initiatives in the fiscal year ended March 31, 2026

Create new businesses

- Decided to move the advanced packaging business to the next phase and integrate it with FT to leverage FT's coating technologies in panel-level packaging (PLP)

Expand existing business domains

- Opened the ATCA semiconductor production process R&D hub in Albany, New York
- Signed an agreement with IBM for next-generation EUV lithography cleaning process development

Acquire new businesses/technologies

- Acquired a wafer bonding R&D business from Nikon
- Acquired shares of LQUOM, a startup developing quantum communications systems

Main initiatives

GX Green transformation	DX Digital transformation	HX Human transformation
Contribute to decarbonization Make low-energy equipment	Contribute to DX in society Promote DX in equipment	Improve quality of life Integrate people and technologies
Advanced packaging		
Hydrogen energy		
		Life sciences
AI / Quantum computing		

WEB Semiconductor package-related equipment

WEB Hydrogen energy

WEB Life Sciences

WEB SCREEN Advanced System Solutions Co., Ltd.

Semiconductor production equipment business (SCREEN Semiconductor Solutions Co., Ltd.)

Akihiko OkamotoRepresentative Director and President
SCREEN Semiconductor Solutions Co., Ltd.

The SPE Group is committed to working with our partner companies to provide products and services that exceed customer expectations and to contribute to the development of society. This shared resolve has led us to set “A Better Tomorrow With Our Partners” as our corporate mission and “Go Beyond!” as our vision.

In the fiscal year ended March 31, 2026, we maintained an operating margin of 25% despite a temporary market slowdown amid ongoing uncertainty due to factors including the impact of U.S. trade policies. This result was supported by investment in advanced

logic and memory, and it has enabled us to successfully lay the groundwork for future growth. 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.

The fiscal year ending March 31, 2027 is the final year of our medium-term management plan. While geopolitical risks remain unpredictable, we anticipate continued strong demand related to AI. As a result, we expect to achieve the targets set out in the medium-term management plan and reach record-high sales. We intend to capitalize on this favorable market environment and strengthen product development in line with technological trends. This will enable us to deliver new value to our customers in a timely manner while also pursuing continuous improvement in profitability.

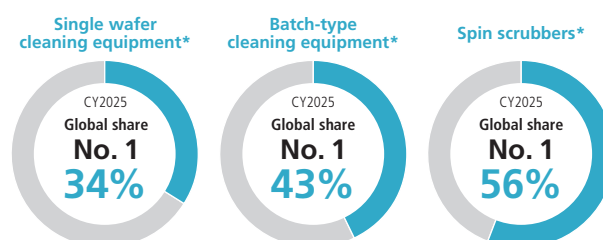
External environment and trends**Market outlook**

Demand for semiconductor applications is expected to continue growing, driven by the expanding use of generative AI and acceleration of communication networks. The number of server units manufactured to power AI is projected to expand at a compound annual growth rate (CAGR) of 5% from CY2026 to CY2030. At the same time, the semiconductor device market is expected to see continuing investment in miniaturization and chiplet technologies—areas that support the advancement of digital transformation (DX)—with the sector projected to grow to approximately \$1.7 trillion by CY2035. The wafer fab equipment (WFE) market is likewise projected to grow by 20% or more year on year in CY2026, reaching \$140 billion or more. Investment in cutting-edge foundries and DRAM, particularly HBM, is a strong driver of market growth. This investment will most likely continue into CY2027, fueling further market expansion. In short, despite uncertainties stemming from geopolitical risks such as export controls and the situation in the Middle East, the WFE market is expected to maintain steady growth over the long term.

Trends in device development and technologies

With the widespread adoption of AI, semiconductor devices are undergoing further advancements in miniaturization and high-density stacking (3D integration), making cleaning processes increasingly critical in their manufacturing. Cleaning comprises essential processes that significantly impact device performance and yield. As miniaturization advances, the number of cleaning steps is increasing in both the transistor and the interconnect formation processes. New needs are also emerging,

including back-side cleaning associated with EUV adoption and bonding surface cleaning due to the shift toward chiplets. Against this backdrop, alongside the higher cleaning performance required to improve yields and resolve technical challenges, there is growing demand for added value in such forms as reduced operating costs and lower environmental impact. Over the half-century since our full-scale entry into the market in 1975, we have cultivated wafer cleaning technologies and expertise. Leveraging these assets, our strong relationships of trust with customers, and global collaborations, we will continue to drive the development of new solutions and provide high-value-added products.

Market share

* Chart created by SCREEN based on Gartner Research, Source, Gartner®, Market Share: Semiconductor Wafer Fab Equipment, Worldwide, 2025, Menglin Cao et al., 2 April 2026 (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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SWOT analysis (cleaning equipment)

S

- 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

- Unbalanced customer base in terms of application mix
- Product mix skewed toward cleaning

O

- Growth of semiconductor market driven by rapid advancements in AI
- National/regional policies to support and strengthen semiconductor manufacturing
- Improvements in information quality, volume, and speed through participation in consortiums and joint development
- Strengthening and acceleration of advanced technologies and product development capabilities through the establishment of ATCA
- New cleaning needs arising from chiplets, etc.

T

- Supply chain disruption due to rising geopolitical risks
- Loss of market share due to competitors' improvement in technological capabilities and pricing strategies
- Replacement of wet cleaning and etching processes with dry processes

Strategies and future plan

Increase cleaning equipment market share

Cleaning processes account for around 30% of the more than 1,000 individual steps that make up the semiconductor manufacturing workflow. In the cutting-edge field, as miniaturization and the adoption of chiplets advance, we anticipate that cleaning equipment will continue to grow in importance within the broader manufacturing toolset.

With this in mind, SCREEN aims to increase market share across both cutting-edge and mature nodes—not only in transistor formation but also interconnect formation processes. Similarly, we are working to strengthen the competitiveness of our cleaning equipment by collaborating with customers, research institutions, and business partners, enabling us to launch new models and develop state-of-the-art technologies. We are also attempting to secure additional PoR* designations by delivering timely solutions tailored to our customers' specific needs. Additionally, we are utilizing ATCA, our R&D site established in Albany, New York, and accelerating joint development with global partners to enhance our core technologies and product development capabilities. This is expected to lead to the creation of high-value-added products and improved profitability.

To ensure we achieve the aims of our medium-term management plan, we are actively recruiting top talent globally and stationing more staff abroad. Carrying out sales and marketing activities in close proximity to our customers will also help grow sales of new equipment as well as post-sales services (modifications, consumables, and after-sales service), thereby increasing revenue and improving our operating margin.

* 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

At the Hikone Site, our primary production hub, we are working to further expand capacity by promoting enhanced efficiency and automation across all five of its factories. Thanks to these efforts, we have established a production framework capable of supporting projected revenues of ¥620 billion for the fiscal year ending March 31, 2027.

With our operations only expected to grow going forward, we plan to further strengthen our production capacity by both more effectively utilizing our existing facilities and building new capacity.

Enhance the business foundation

We are actively promoting DX to streamline our operations and strengthen our management foundation. This approach has been particularly useful for improving cross-departmental efficiency. This includes optimizing process management, which encompasses everything from delivery to installation at customer sites, and building core systems to support expanded production capacity.

We are also leveraging DX to strengthen our supply chain by establishing diversified procurement methods and restructuring our inventory strategy.

In addition, we are focusing on securing and developing the highly skilled professionals needed to support these business foundations and enhance our global talent portfolio. Steps include establishing robust recruitment systems for engineers, including at our subsidiaries outside Japan.

Highlight

Launch of DW-3100 direct imaging system

The DW-3100 is our latest direct imaging system and was released in December 2025. Like previous models, it utilizes our proprietary GLV™* technology to enable high-definition, high-throughput maskless exposure, delivering industry-leading resolution of below 1 μm. It also incorporates our proprietary image processing correction technologies to detect wafer warpage, distortion, and chip misalignment, ensuring optimal exposure for each individual wafer and chip. The system supports rectangular panels in addition to wafers, allowing it to flexibly meet the diverse needs of the expanding semiconductor packaging market.



DW-3100

* GLV: Grating light valve. An optical modulator that controls light direction and intensity using the coherence of light. Based on MEMS technology, thousands of extremely fine light-reflecting ribbons are arranged in rows above the substrate, enabling the simultaneous control of numerous channels of light.

Product groups

Single wafer cleaning equipment



SU series

Batch-type cleaning equipment



FC series

Spin scrubber



SS series

Flash lamp annealer



LA-3100

Coat/develop track



DT series



RF series

Highlight

Received the Excellent Production Support Award from TSMC

In November 2025, SCREEN SPE received an Excellent Performance Award in the category of Excellent Production Support from TSMC. Based in Taiwan, TSMC is the world's largest semiconductor foundry.

The Excellent Performance Awards recognize suppliers that have made significant contributions to TSMC's business through the supply of manufacturing equipment, facilities, raw materials, and services. SCREEN SPE contributed to the expansion of TSMC's production capacity by supplying equipment essential for semiconductor device production with short lead times. The Excellent Production Support award recognized our provision of robust technical support for the launch of a cutting-edge manufacturing line, as well as our efforts to further the localization of key part repairs and equipment training in Taiwan.

Going forward, we will continue to build strong relationships with our customers and contribute to the development of the industry through proactive sales and service operations on a global scale.

Commemorative plaque presented by TSMC



Special feature

Field solutions that support customer operations



Enhancing profitability with win-win solutions

Hiroaki Tomida

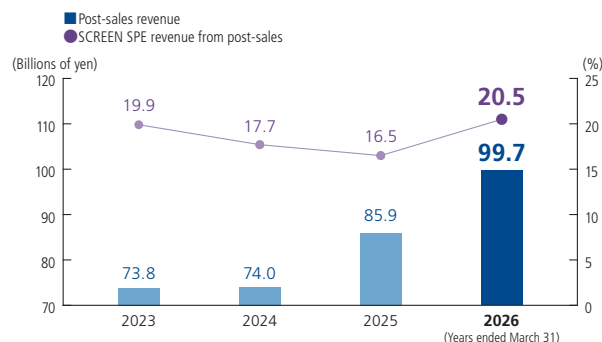
Head of Global Field Solutions Operations
SCREEN SPE

Overview of post-sales business

The semiconductor production equipment that SCREEN SPE produces consists of sophisticated systems that integrate cutting-edge technologies. Following delivery, meticulous support is vital for maximizing equipment performance and plays an essential role in our customers' success. Our post-sales business covers a wide range

of activities following equipment shipment, including installation and startup at customer facilities, maintenance, process support, sales of spare parts, repairs, and modifications to enhance performance. By delivering maximum value in each of these areas, we have turned this business into an important pillar that supports our stable, long-term profitability.

Business performance



Revenue from the post-sales business accounts for approximately 20% of SCREEN SPE's total revenue and continues to grow steadily in line with our expanding installed base of equipment. In the fiscal year ended March 31, 2026, revenue grew significantly, driven by our customers' increased factory utilization in response to rising demand for AI-related products.

Improving service and maximizing profitability

To maximize the value delivered to customers and strengthen our post-sales business, we have restructured our organization to integrate maintenance parts sales and field service functions. By leveraging the synergies from this integration to provide more comprehensive service, we aim to further enhance the value offered to customers and drive continued business expansion.

Global support system

To ensure faster, higher-quality startup and servicing of equipment, we have assigned dedicated staff at our major locations worldwide, establishing a system capable of meeting customers' increasingly sophisticated and specialized requirements. Having our dedicated staff finalize maintenance contracts enables us to build a win-win business model in which our customers benefit from stable equipment operation and predictable maintenance costs, while we secure a reliable revenue stream.

Human resource development

Human resources are the backbone of our services and one of our most important core assets. To quickly develop specialized local talent and deliver a high level of service, we have established training centers at each of our major locations worldwide. These centers provide efficient training based on sophisticated, globally standardized educational programs.

DX and AI

DX, AI, and automation have become essential for improving service. SPE has built a customer relationship management (CRM) system to serve as our field information platform and centralize relevant data. We use this data to drive continuous improvements in service. Similarly, we equip our equipment with proprietary analysis tools enabling remote diagnostics based on a wide range of practical data. In addition, to automate maintenance operations, we are moving forward with initiatives to strengthen basic development, such as enhancing the automation capabilities of our equipment and preparing for the future use of "cobots," or collaborative robots.

Global supply network for maintenance parts

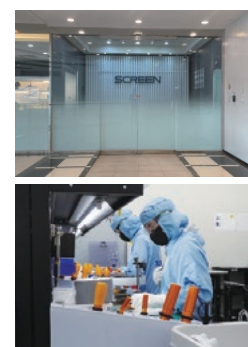
To ensure the rapid supply of maintenance parts to customer factories operating 24 hours a day worldwide, we have established a global parts center in Nanko, Osaka, plus local inventory warehouses at various regional sites. Thanks to these efforts, we have created a global logistics infrastructure capable of delivering parts to customers worldwide via same-day flights in case of emergency.



Global parts center in Nanko, Osaka

Repair (refurbishment) business

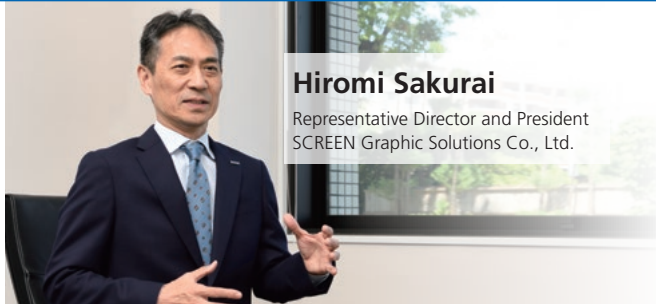
The spin chucks used in our flagship single wafer cleaning equipment hold wafers and rotate them at high speeds while being exposed to harsh chemicals. Due to these operating conditions, these core units inevitably suffer degradation caused by chemicals and wear. Since regular spin chuck maintenance is essential for stable operation, SPE has established a global network of refurbishment centers where we repair customers' chucks with short turnaround times.



Zhunan Development Center

We view our after-sales activities as a key business that maximizes our contribution to our customers' operations while underpinning our own profitability. We aim to further expand this business going forward.

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



Hiromi Sakurai

Representative Director and President
SCREEN Graphic Solutions Co., Ltd.

SCREEN's printing and platemaking equipment business—the Group's original foundation—has undergone significant transformations in response to changes in society and culture, as well as technological innovations. Our history, spanning more than 80 years, has been a journey of pursuing value creation while confronting these changes and, at times, re-evaluating the very purpose of our technologies and products. In recent years, while the

shift from physical to digital media has progressed, printed materials are also being reappraised for the personal, experiential value they offer. Amid these trends, we remain committed to creating new value in printing that aligns with changing needs. This requires us to leverage our proprietary inkjet and image processing technologies, together with our dedication to manufacturing excellence.

The current fiscal year, ending March 31, 2027, is a pivotal period for our future expansion in which we will focus on achieving the goals of the current medium-term management plan and strengthening our foundation for growth. Our goal is to enrich lives and make the world more colorful by expanding the possibilities of printing. Together with our partners, we will continue to create a future in print, carrying print culture forward and achieving sustainable growth.

External environment and trends

Market outlook

The printing industry has reached a turning point driven by the digital transformation (DX) of society. Over the longer term, the amount of high-volume printing on paper is expected to decline in the commercial and publishing sectors. At the same time, there is a growing shift toward high-mix, low-volume printing, a segment well-suited to digital printing methods. Investment in digital printing (POD¹) equipment is expected to grow steadily going forward, with rising demand driven by greater efficiency and the creation of added value. Digital printing is also expected to grow in the industrial printing field, including for label and package needs. In addition to our sales of digital printing equipment, our recurring business², centered on ink products, has grown steadily and is now performing strongly. It currently accounts for more than 50% of sales, helping to maintain stable profits.

We will continue to monitor and respond accordingly to concerns regarding the procurement of raw materials for inks, including those stemming from U.S. tariffs and rising geopolitical risks in the Middle East.

Printing industry trends and business environment

We are working alongside our customers to solve the challenges facing the printing industry and shape its future. This includes using digital technology to reduce environmental impact, promoting automation and labor-saving measures to address personnel shortages, and delivering personalized printing that enhances the value of printed materials themselves. We are also developing POD equipment for commercial printing and flexible packaging, expanding our portfolio into new markets and applications. By doing so, we remain fully engaged in helping to enrich lives and foster a sense of enjoyment and fulfillment through printing.

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, 2026.

Highlight

Inkjet Innovation Center Tokyo opens at Monzennakacho Site

The existing facility at our Monzennakacho Site was renovated in October 2025 to serve as a hub for future open innovation. The revamped showroom, Inkjet Innovation Center Tokyo (IIC Tokyo), features our Truepress series of digital inkjet presses and offers both live demonstrations and static displays of actual equipment. IIC Tokyo is our fourth such facility and joins existing centers in Kyoto, the United States, and the Netherlands.

As we strengthen the capabilities of and collaboration between these four international locations, we plan to share insights into real-world applications, business models, and trends in digital printing while helping our customers explore new business opportunities.



SWOT analysis

S

- Relationships of trust with our customers and suppliers cultivated since our founding, as well as our global sales and support network
- 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

- Low profitability in the equipment business
- Lack of brand recognition in the packaging industry due to our relatively recent entry

O

- 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

- Shrinking scale of the paper printing market due to digitalization
- Supply chain disruption due to rising geopolitical risk

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 CY2025.

CTP equipment for offset printing



PlateRite HD 8900NII

POD equipment for digital printing in the flexible packaging market



Truepress PAC 830F

Strategies and future plan

Expand sales of POD systems

As the trend toward digital printing grows, we are aiming to expand sales of POD equipment by strengthening our outreach to major global accounts and fostering collaboration within the GA Group that extends across regional boundaries. Sales of our new Truepress JET 560HDX have been strong, and we will continue to focus on product development to further enhance quality.

Expand recurring business

As a well-established manufacturer of printing equipment, we consider our long-term relationships of trust with customers to be one of our most important differentiators in the market. Our recurring revenue business, centered on ink and after-sales service, also operates on a positive-spiral business model in which our proactive support for our customers' success after equipment installation increases their utilization rates, and this, in turn, contributes to our profits. This business area has expanded steadily thanks to the cumulative increase in our POD equipment sales and our support for stable equipment operation. It now accounts for more than 50% of our revenue and contributes to the stable generation of profits.

The introduction of our proprietary SC+ and SC2 inks¹ as well as the release of our water-based inks for flexible packaging² have significantly enhanced the uniqueness and added value of our ink products. They have complemented our equipment and software lineups and helped us to better meet the diverse needs of the printing industry.

1. SC+ and SC2 inks: 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 inks for flexible packaging: Inks developed specifically for food packaging applications to provide both safety and rich color expression.

Strengthen the label and package printing business

In the package printing sector, sales of our Truepress LABEL 350UV series of inkjet presses have grown, particularly in Europe, reaching a cumulative total of 350 units installed worldwide in 2026. In addition to this series, we have now also developed and released the Truepress PAC 830F and Truepress PAC 520P water-based inkjet presses for flexible packaging. Earlier this year, the Truepress PAC 830F received the Flexible Packaging award from the European Digital Press (EDP) Association, an organization representing European printing industry publications.

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

Masayuki Hamakawa

Representative Director and President
SCREEN Finetech Solutions Co., Ltd.



In the fiscal year ended March 31, 2026, FT achieved a significant year-on-year improvement in earnings. This was driven by steady investment in our display production equipment business, combined with the successful streamlining of our design, production, and setup operations through collaboration with our partner companies.

The current fiscal year is a crucial period for laying a strong foundation for future growth through the

integration of the advanced packaging business into FT. We aim to bring the final year of the current medium-term management plan to a successful conclusion and deliver solid results, thereby establishing a firm launching pad for the next medium-term plan.

In light of recent advances in AI, we are expecting significant growth in related business sectors. Given this environment, we are committed to joining forces with our partners to further develop the advanced packaging business and earn the trust of customers.

In our display production equipment business, we anticipate continuing steady investment, particularly in the Chinese market. To ensure we capitalize on these opportunities and achieve sustainable growth, we plan to further strengthen our product competitiveness and rigorously pursue improvements in quality, cost, and delivery.

External environment and trends

Market outlook

In the display market, manufacturers have maintained robust capital investment driven by replacement demand for televisions, with a notable rise in investment for OLED displays. Based on the increasing adoption of OLED displays for personal computers, IT products, and in-vehicle devices, we expect continued large-scale investment and increasing factory construction. We likewise anticipate further investment in LCDs, driven by the trend toward larger average panel sizes for televisions. Against this backdrop, we expect investment in the display market to remain stable over the long term.

Display industry trends and business environment

Display devices are found in a wide range of digital devices, including televisions 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 onto the glass substrates that form the basis of display devices; 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. In addition, as IT panels increasingly use OLED displays, larger glass substrates will

be used in manufacturing to improve production efficiency. We intend to continue product development to support the development and mass production of new types of OLED displays.

Highlight

Transfer of the advanced packaging business from SCREEN Holdings

In April 2026, as part of our business portfolio management strategy, the advanced packaging business developed by SCREEN Holdings as a new venture was transferred to and integrated into SCREEN Finetech Solutions.

While SCREEN Holdings guided the business through the commercialization phase of the innovation management process, group-wide advanced packaging annual sales now approach ¥10 billion. For this reason, the business's development and sales functions have been integrated into SCREEN Finetech Solutions, which already handled equipment manufacturing. We expect the creation of an integrated structure that unifies development, manufacturing, sales, and service to enhance operational efficiency and drive further growth.

Note: For details, see "New business special feature: Advanced packaging" (p. 45).

SWOT analysis (display production equipment)

S

- 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 our top market share of coater/developers and full product lineup

W

- Single-product portfolio (coater/developers)
- Unbalanced market share by region

O

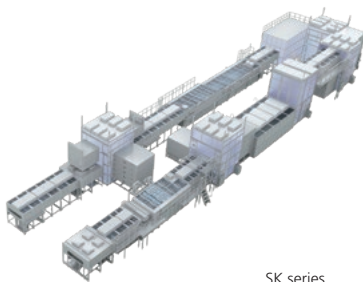
- Shift from LCDs to OLED and flexible displays as well as diversifying applications in step with technological innovation
- Support from local governments for new display industries
- Acquisition of new customers through expansion into the advanced packaging field

T

- Increasing presence of competitors in Asia
- Supply chain disruption due to rising geopolitical risk

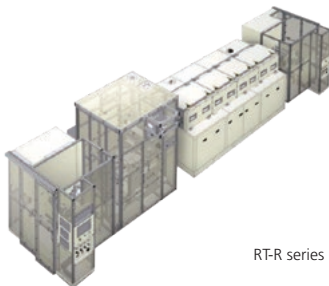
Product groups

Coater/developer



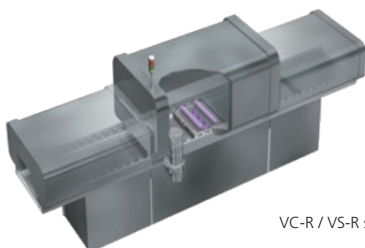
SK series

Roll-to-roll coater/dryer



RT-R series

LIA™ plasma CVD equipment / sputter equipment



VC-R / VS-R series

Coater/dryer equipment for advanced semiconductor packaging*

* For details, see "New business special feature: Advanced packaging" (p. 45).

Market share

Coater/developers for displays



* Calculated based on the number of products ordered. SCREEN survey data for CY2025.

Strategies and future plan

Improve the profitability of the display business

Sales of OLED equipment increased in the fiscal year ended March 31, 2026, building further on the growth in the previous period. While the current robust investment in the display sector is likely to level off somewhat going forward, the reforms we have been implementing to improve profitability are beginning to show results, leading to improved margins. Going forward, we will continue to enhance our production system to take advantage of the opportunities presented by strong display demand and satisfy our customers' delivery and customization requirements.

We are also targeting joint development with our customers, helping establish our systems as the de facto standard and further enhance production efficiency. Coupled with the roll-out of new products and solutions, this should enable us to expand our display production equipment market share. In addition, we are focusing on developing highly efficient equipment that prioritizes environmental considerations to meet social demands.

Strengthen our coating technologies and expand their application to advanced packaging

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 also continue to strengthen our roll-to-roll product business and explore new applications. This includes the research and development of next-generation batteries and provision of solutions to the rechargeable battery industry.

At the same time, in the advanced packaging business, having integrated the business's functions within FT, we are accelerating the development of new equipment to meet customer needs.

Expand the scope of internal OEM business

We will continue to provide contract manufacturing services for energy-related products (such as hydrogen-related products), which represent a new growth area for the SCREEN Group.

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



Hiroshi Uehara

Representative Director and President
SCREEN PE Solutions Co., Ltd.

PE has grown in tandem with our customers and the industry thanks to the continued support of our stakeholders. We have continued to meet the high expectations of our customers, as evidenced by achievements such as cumulative shipments of our flagship Ledia direct imaging systems surpassing 1,000. Driven by recent advances in AI and the expansion of data centers to handle surging traffic, the pace of technological evolution required for

printed circuit boards (PCBs) has reached an entirely new level. Meanwhile, the importance of package boards* also continues to grow in tandem with the advancement of semiconductor chiplet technologies. Against this background, PE remains fully committed to supporting our customers in the various challenges they face.

Unfortunately, the sales targets set for the previous fiscal year, the second of our medium-term management plan, proved challenging, partly due to the impact of a harsh external business environment. Nevertheless, we are making steady progress in our key areas of expertise. Going forward, we will continue to expand our product lineup and deliver further solutions, thereby contributing to our customers' success while steadily working toward the achievement of our own goals.

* Substrates used to mount chips such as AI semiconductors and CPUs

External environment and trends

Market outlook

Driven by rising demand for semiconductor memory and package boards fueled by the AI boom, investment in the market for PCB-related equipment began to show signs of recovery from the second half of the fiscal year ended March 31, 2026. As the need for high-performance chips grows, PCBs are evolving, featuring finer patterning, larger sizes, and more multi-layered structures. As such, demand for high-end package boards is expected to remain strong. Looking ahead, the markets for PCBs and package boards are expected to remain robust thanks to favorable conditions driving the electronic components industry, such as the increasing volume and speed of data communications, the real-world implementation of AI, including physical AI, and the electrification of vehicles.

PCB industry trends and business environment

With the rapid, widespread adoption of 5G, AI, IoT, digital transformation (DX), and green transformation (GX), PCBs¹ 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.

Additionally, sales of our Ledia 8F and Ledia Qs direct imaging systems, released for high-precision boards such as package boards and module boards,² are performing well and supporting revenue growth amid a recovery in investment in semiconductor memory. Meanwhile,

post-sales activities, mainly maintenance service contracts, have remained solid.

1. PCB: Printed circuit board. The board that contains the overall wiring for an electronic device.
2. Module board: A substrate that integrates multiple electronic components, such as communication modules.

Highlight

Accelerating the rollout of our LUPIOS direct imaging system for patterning

We have launched the LUPIOS direct imaging system, designed for the mid-range package board market, as part of our efforts to strengthen our product lineup for the wider package board industry.

Building on the technology of our highly acclaimed Ledia series of solder resist direct imaging systems, the LUPIOS achieves both high positional accuracy and high productivity thanks to its newly developed exposure head. Adoption of the LUPIOS is growing due to its ability to meet the requirements for improved quality and production efficiency in the market for mid-range package boards.

In combination with our Ledia 8F and Ledia Qs models for high-end package boards, the LUPIOS allows us to provide direct imaging solutions that support a wide range of package board applications. These solutions enable optimal equipment operation tailored to specific applications and product specifications within the exposure process, contributing to improved operational efficiency.



LUPIOS

SWOT analysis (PCB-related equipment)

S

- 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

- 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

- Increasing needs for direct imaging systems that enable both high-precision patterning and outstanding productivity
- Growth in the package board market
- Expansion of business into new domains by integrating optical, mechanical, and software technologies and deepening expertise in process technologies

T

- A competitive landscape shaped by the rise of other equipment manufacturers, particularly 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

Build our presence in the industry

Seizing on investment in the high-end substrate sector, particularly package boards, we aim to enhance our presence in the direct imaging equipment industry while maintaining profitability in our existing businesses. More specifically, in addition to strengthening our profile in relation to direct imaging equipment for solder resist and circuit pattern applications, we plan to expand our operations in the package board sector as it grows on the back of strong demand for AI and high-performance semiconductors.

Accommodate 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.

Build a stronger production system

Effective April 1, 2026, we newly established a Production Division. This is part of our plan to insource equipment production and manufacturing that was previously outsourced to group companies in order to shorten lead times and improve efficiency. The new structure will also support the creation of a production management system that more flexibly responds to market fluctuations.

Highlight

Launching SpairD repair systems for PCBs

Earlier this year, PE finalized development of the SpairD series, its first PCB repair systems, and released them to the market.

The systems mainly target increasingly high-value-added HDI boards and package boards, addressing the need to improve production yields. Equipped with a high-performance laser, the systems enable high-speed, high-precision removal of shorts and excess copper foil. They also deliver excellent takt times* and intuitive operability.

With the SpairD series, we now offer solutions for repair processes, alongside those for automated optical inspection (AOI) processes performed by equipment such as our MIYABI optical inspection system.



SpairD (SP-D15)

* Approximately 20 seconds for a defect size of 25 μm × 15 μm (based on in-house research)

New Special feature Advanced packaging

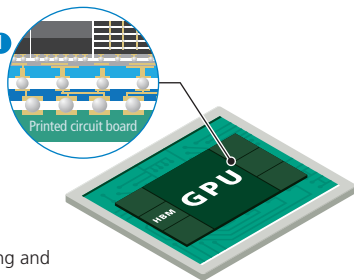
Advanced packaging technologies enhancing semiconductor performance for the AI era

Semiconductors continue to evolve across a wide range of applications, including 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, increase integration density, and reduce power consumption.

Today, even as we begin to approach the limits of semiconductor performance enhancement via miniaturization, the ongoing adoption and evolution of AI technologies is making increasing semiconductor processing capacity while reducing power consumption ever more pressing. Advanced packaging technologies hold great promise as a way of addressing this challenge. By integrating and connecting multiple chips at high density, these technologies enable the use of chiplets and 3D mounting to enhance performance while reducing power consumption and size.

Advanced packaging structure

Chips are placed in **close proximity** and **stacked** to create a compact, high-performance semiconductor structure



Advantages

- Power-saving
- Part-by-part quality checks
 - ▶ Minimize defect risk
- Semiconductor manufacturing and cost optimization

SCREEN Group initiatives

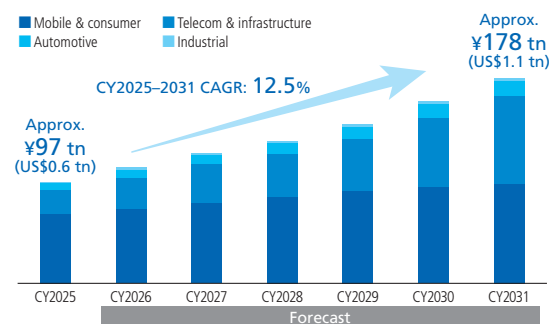
Driven by expanding demand for AI accelerators and chips for specific applications, the advanced packaging market is expected to see accelerating growth. SCREEN considers this a key focus area and is working to deliver technologies and equipment for advanced packaging

with higher density and larger package sizes. By creating mass-production solutions and applying technologies to customer needs, we seek to expand our business in the advanced packaging field.

The conventional approach to improving semiconductor performance has relied primarily on monolithic design, in which functions are integrated on a single silicon chip. However, continued miniaturization has led to declining yields and rising costs, making this approach increasingly challenging in both technological and economic terms. Chiplets are promising as a way of solving these issues. The use of chiplets entails dividing the functions typically integrated into a single chip across multiple smaller chips, which are then densely connected to work as a single system. This approach helps improve engineering efficiency and production yields while also enabling flexible design adapted to specific applications and performance enhancements. To bring chiplets into practical use, advanced packaging technologies are key. In particular, 2.xD packaging, in which chips are connected through interposers and redistribution layers (RDLs), and 3D packaging, in which chips are stacked vertically, are seeing growing use.

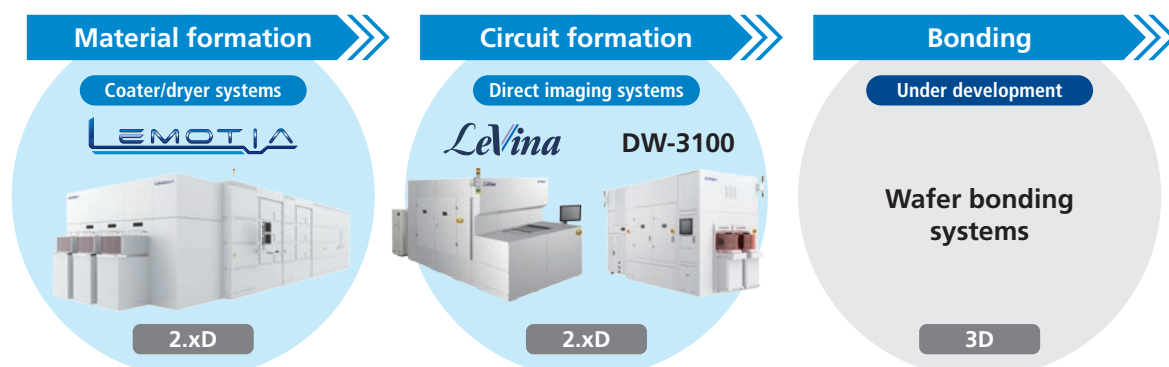
In these areas, SCREEN is developing coating/drying technologies needed for material formation as well as fine patterning and wafer bonding technologies.

Advanced packaging market



Translated at the rate of USD1.00 to JPY162 (rate as of June 30, 2026)
Source: Advanced Packaging Market Monitor, Q1 2026, Yole Group

SCREEN Group initiatives





Material formation ▶▶ Coater/dryer systems 2.xD

As the advance of chiplets leads to larger and more powerful packages, the importance of panel-level packaging (PLP) is only expected to grow. Furthermore, coating/drying is an important foundational technology for high-density interconnect formation and precision bonding in advanced packaging. Semiconductors for AI are evolving toward increasingly miniaturized interconnects, multilayered RDLs, and high aspect ratio structures. In light of this, improving the uniformity and flatness of coating materials and reducing foreign particles is extremely important, as these factors significantly impact yields and chip performance.

SCREEN has developed a coater system for PLP, the Lemotia, for advanced packaging based on the Group's high-precision coating/drying technologies built up in other fields. Equipped with the Linearcoater™ slit coater, the Lemotia offers excellent coating uniformity and thickness control across a wide range of coating material viscosities. Furthermore, each process unit includes a system to reduce

board warpage, enabling stable coating even on large substrates. By offering such products, SCREEN is helping to evolve material formation processes for increasing density and board size in advanced packaging manufacturing.

Spin vs. slit coating

	Spin coating	Slit coating
Coating uniformity	Difficulties at edges and corners	Meets PLP requirements ✓
Thick film coating	Difficult	Meets PLP requirements ✓
EBR	Required and difficult (Due to warpage)	Not required ✓
VCD	Not required ✓	Required
Chemical consumption	High	Low ✓
Panel warpage countermeasures	Development required	Proven capability ✓
Scalability to larger panel	Development required	Proven in the FPD market ✓

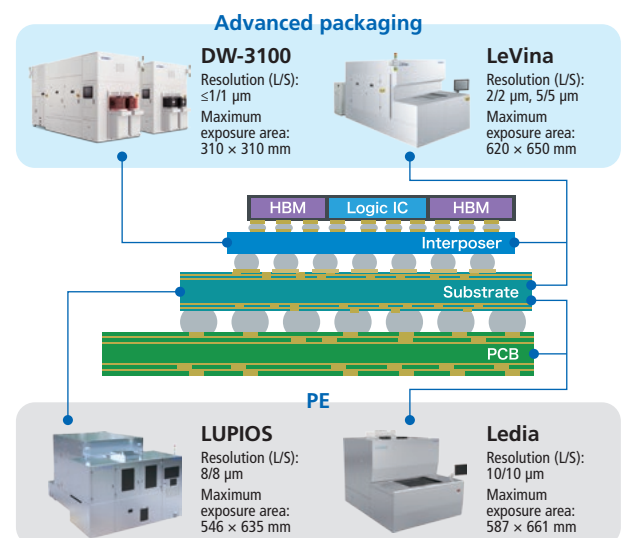
Note: Based on SCREEN's in-house experiments

Circuit formation ▶▶ Direct imaging systems 2.xD

In the advanced packaging field, needs for fine patterning and high-precision exposure control on large boards are rising rapidly. Building on technologies developed by SPE, FT, and PE, the SCREEN Group offers a lineup of direct imaging systems compatible with increasingly diverse package structures and board sizes.

In particular, the DW-3100 and the LeVina series combine laser control technologies that utilize a proprietary optical system design with patterning heads equipped with our GLV™ optical engine. These mass-production direct imaging systems achieve both high resolution and high productivity.

Imaging system lineup and specifications



Bonding ▶▶ Wafer bonding systems 3D

Damage to devices caused by the high temperatures used in post-bonding annealing is a significant challenge in wafer-to-wafer hybrid bonding. To address this, SCREEN is developing a wafer bonding system that uses proprietary LIA plasma technology to enable annealing at lower temperatures. In addition, leveraging technologies acquired from Nikon Corporation, we are developing ultra-high precision alignment technology needed for wafer bonding in next-generation devices as well as advanced distortion correction technology.



SCREEN

Nikon's ultra-high precision alignment technology derived from FEOL exposure systems
Distortion correction function

Alignment function and wafer transfer control technology
Proprietary LIA plasma technology enabling low-temperature Cu-Cu bonding
Enables the formation of an oxide-free, active Cu bonding surface with minimal damage
SCREEN's wet clean units

Intellectual property

Basic policy

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

IP governance system

SCREEN implements intellectual property initiatives aligned with corporate, business, and R&D strategies and led by 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, finance, and IP, as well as the officer responsible for IP strategy at each business operating company and the president of SCREEN IP Solutions. The Intellectual Property Strategy Committee shares information on and discusses the IP strategies of group companies and related divisions. By identifying and fostering a shared awareness of IP-related issues, the committee enables discussion and action from a group-wide perspective. Now in the third year since this framework was set up, these activities have evolved beyond mere information sharing and contribute to enhancing decision making across the Group and elevating corporate value.

Enhancing decision making

The Intellectual Property Strategy Committee evaluates the progress of IP activities at group companies based on designated indicators on an ongoing basis. The results of these evaluations inform discussions and judgments about group-wide optimization of key IP-related measures and investments, helping enhance the quality of IP strategy decision making.

Increasing governance effectiveness

The matters discussed by the Intellectual Property Strategy Committee are reported to the HD Management Committee and Board of Directors, with the Board overseeing the committee's activities. This structure enables highly effective governance.

Enhancing competitiveness and corporate value

Through a range of activities, IP initiatives support our businesses and help enhance corporate value. The SCREEN Group's IP governance and strategic IP initiatives have received external recognition, including the special award from the Intellectual Property Intangible Assets Governance Promotion Association (IPIAGPA).

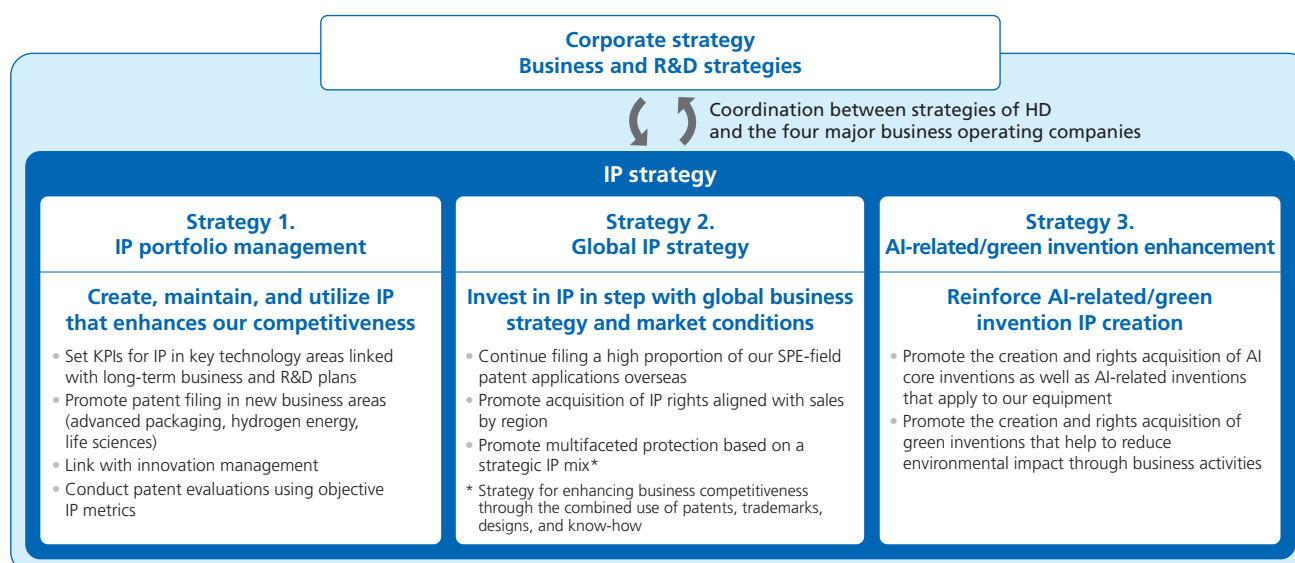
IP strategy in Value Up Further 2026

IP strategy is designated as one of the business growth strategies of SCREEN's medium-term management plan, Value Up Further 2026. We are advancing strategic initiatives in this area based on 1. IP portfolio management, 2. Global IP strategy, and 3. AI-related/green invention enhancement. Through these initiatives, we seek to build up and effectively utilize patents as well as know-how, data, and other intellectual assets.

In particular, SCREEN is proactively investing in IP under Value Up Further 2026. By strategically acquiring IP rights in key technology areas identified in each business, we seek to reinforce our technological advantages and create barriers to entry for competitors. In the SPE business, by filing more than 70% of our SPE-field patent applications overseas, we are reinforcing our business foundations and competitiveness in the global market.

In addition, we have set shared targets for AI-related/green inventions as a group-wide priority and are working to reach them by generating IP and acquiring IP rights.

IP strategy promotion under Value Up Further 2026



Note: For details about our patents held, see "Performance highlights" (p. 30).

Reinforcing legal and IP operations in response to a changing business environment

Junko Shima

Executive Officer
Head of Legal and IP Strategy



The Legal & IP Strategy Division's role is to support the legal and IP aspects of the SCREEN Group's businesses while contributing to sustainable growth and value creation.

The SCREEN Group established ATCA in Albany, New York, in December 2025 as part of efforts to reinforce the global R&D framework. In response to such changes, the Legal & IP Strategy Division develops rules and guidelines regarding IP to facilitate smooth R&D activities at each site. Through training and operational support for engineers regarding R&D-related agreements and intellectual property, the division supports the operation of a global R&D framework.

Furthermore, we believe that, for business growth going forward, it will be important for legal and IP divisions to be involved in earlier stages of business creation and strategic investment. We are therefore taking steps to ensure cooperation with the relevant departments to provide legal and intellectual property support from the initial consideration stage of M&A or new business entry and thereby support sound management judgment.

Going forward, we will continue working to reinforce legal and IP operations adapted to a changing business environment, contributing to the Group's sustainable growth by facilitating business operations and creating value.

Highlight

Received 2025 special award from IPIAGPA

 (in Japanese only)

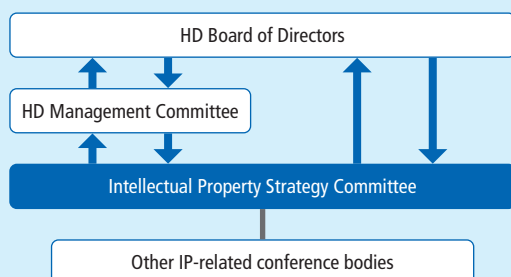
SCREEN received the 2025 special award from IPIAGPA, an institution that promotes IP and intangible asset governance, in recognition of the two initiatives shown below.

Based on our corporate and business strategies, the Group actively invests in growth areas and promotes the creation and protection of intellectual property through technological development. In addition to

building a strategic intellectual property portfolio, we are acquiring new insights and technologies through open innovation, thereby generating further intellectual property. Through these initiatives, we seek to enhance profitability and corporate value, and by reinvesting the proceeds into further growth investments, we build an ongoing cycle of value creation powered by intellectual property.

1. Group-wide governance

Established the Intellectual Property Strategy Committee, chaired by the CEO, for multifaceted discussions also involving executives from marketing, human resources, finance, and other departments



2. Strategic investment

Increased allocation of cash to investment in growth and established a cycle of IP creation through open innovation



Human resources

The SCREEN Group creates new value in its wide-ranging operating domains, including the semiconductor production equipment business, while maintaining a competitive edge and robust market presence amid a fast-changing business environment. To support this ongoing business growth, the Group positions human resource (HR) strategy as a priority for business foundation reinforcement and seeks to encourage the personal growth of each employee.

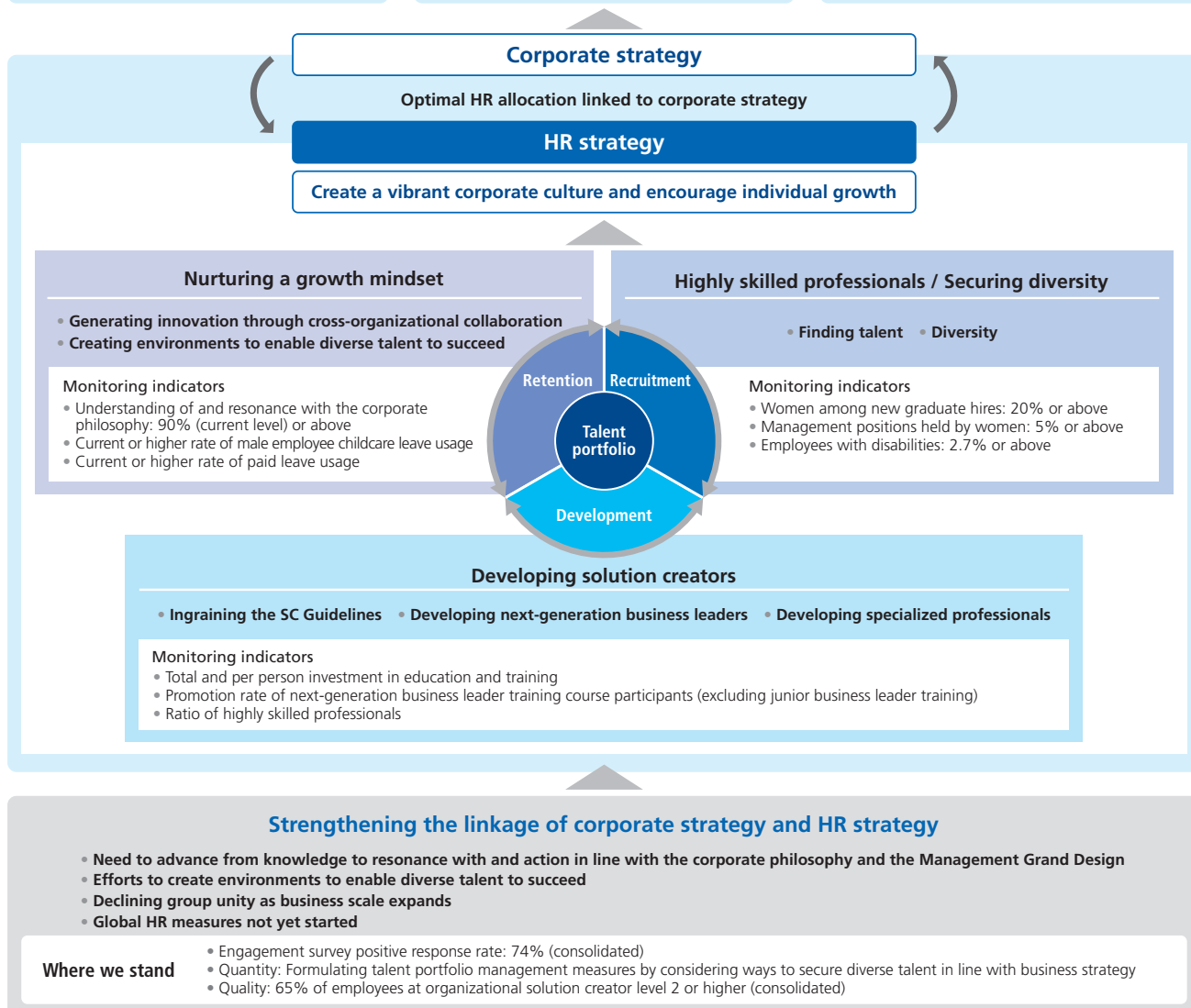
Under the corporate philosophy, the Management Grand Design was established to serve as the basic policy for enhancing corporate value. Our HR strategy is implemented in line with the Management Grand Design. With this strategy, the Group seeks to balance social value and economic value while adapting to changes in

the external environment, such as digital transformation, decarbonization, diversifying work styles, and a shrinking working-age population. This requires each employee to proactively engage in value creation. Based on this understanding, our approach to HR emphasizes the development of individuals as solution creators.* Promoting awareness and understanding of the corporate philosophy is another area of focus. We believe it will help employees understand their roles and the direction of value creation and encourage them to act independently.

* 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.

Final-year outputs (strategy KPIs)



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, we are proactively hiring diverse talent in line with business strategy. We will continue working to strengthen the HR foundation through a cycle of recruitment, development, and retention based on 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 filling out our talent portfolio. To attract highly skilled professionals, we provide internship programs and site tours for engineering students aimed at helping them better understand SCREEN's businesses and available job types. In December 2025, we established a new R&D hub called ATCA* in collaboration with NY Creates, the operator of a cutting-edge semiconductor R&D center in Albany, New York. While working in close cooperation with R&D sites in Japan, ATCA will strengthen our development capabilities through active talent recruitment in Albany.

Empowering women is one of our strategies to ensure diversity in the workplace in order to drive innovation. We aim to raise the ratio 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, 2026, we took a multi-faceted approach to help female students envision their future careers, including featuring female employees in STEM areas in roundtable videos and as event speakers. As a result, women accounted for 23.3% of the new graduates that joined the Group in April 2026, exceeding the 20% target.

* For details, see "Special feature: R&D hub for semiconductor production processes established in Albany, New York" (p. 27).

Development

A multi-faceted approach to developing solution creators to put our purpose into practice

Fostering understanding of our purpose through direct dialogue with senior management

Since the corporate philosophy was redefined in April 2023, we have been holding town hall meetings with employees in which Chairman Toshio Hiroe and each company's senior management talk directly with employees. The goal is to enable every employee to embrace the corporate philosophy and put it into practice in their daily work. In the fiscal year ended March 31, 2026, we held town hall meetings at our sites in Southeast Asia (Malaysia, Thailand, and Singapore), bringing the cumulative total of meetings to date to 61. This program is aimed at helping employees understand the corporate philosophy in the context of their own work and reflect it in their day-to-day actions. At town hall meetings, employees raised specific safety issues and asked questions about the business environment, leading to discussions about adapting to changes in the external environment and better engaging with clients.

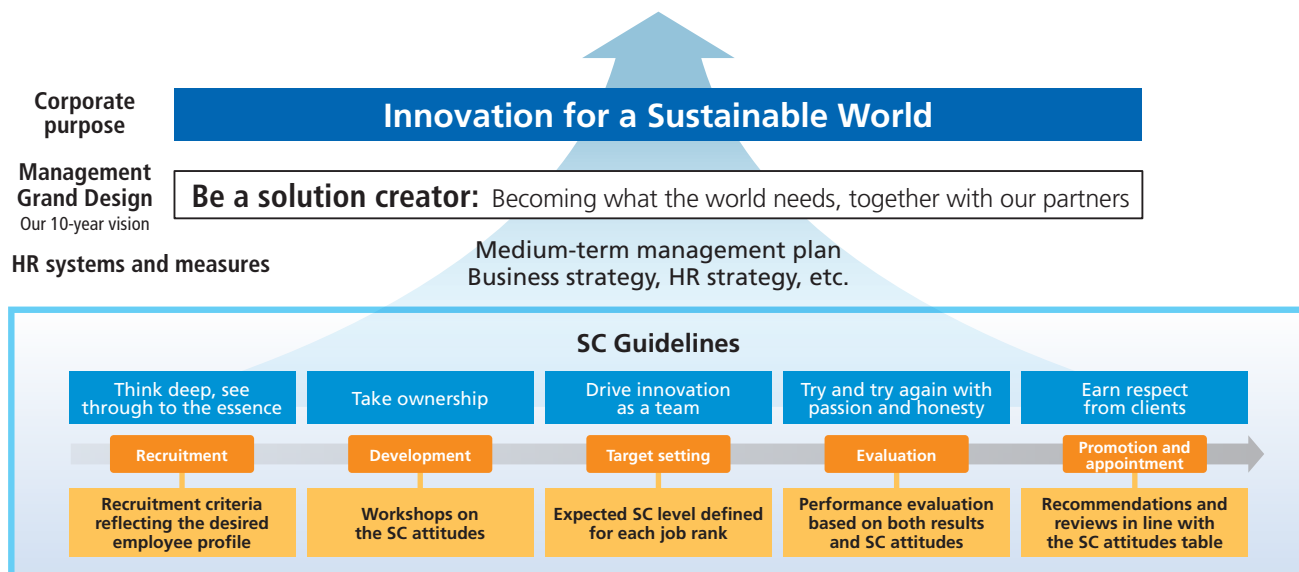
This has built a shared awareness among employees of the corporate philosophy as the guiding principles for our decisions and actions. These meetings also provide opportunities for interaction, fostering cross-functional communication and deepening mutual understanding between senior management and employees.



Town hall meeting in Thailand

Reflecting the Solution Creator Guidelines in HR measures

In implementing our HR strategy in coordination with corporate strategy, we strive to ingrain our purpose and develop talent who can act as solution creators, as laid out in our 10-year vision. To enhance the effectiveness of this initiative, the Solution Creator Guidelines are closely linked with our HR measures and incorporated into the talent recruitment, development, performance evaluation, and promotion processes. For example, in the fiscal year ended March 31, 2026, the Group's seven key companies (the holding company, business operating companies, and functional support companies) revised their performance evaluation systems to reflect the frequency of demonstrating the Solution Creator Guidelines in addition



to results-oriented appraisals. For this new evaluation criterion, behavioral goals are set in accordance with the solution creator level required of each job rank.

Regarding teamwork, an essential element of the Solution Creator Guidelines, our employee engagement surveys have revealed weaknesses in the areas of operational frameworks and communication and collaboration. Recognizing that workplace interactions are difficult to measure objectively, we have revised our conventional upward feedback survey, in which subordinates evaluated their managers. The new 360-degree feedback survey also incorporates input from peers and supervisors, enabling us to obtain more meaningful feedback.

Extending the Solution Creator Guidelines to group companies

Initiatives targeting group companies in Japan

SCREEN has continuously conducted workshops to spread and ingrain the Solution Creator Guidelines since their establishment in the fiscal year ended March 31, 2024. In the fiscal year ended March 31, 2026, approximately 350 executives, managers, and HR personnel from group companies in Japan participated in these workshops. They first deepened their understanding of the factors behind the development of the guidelines and then determined the current state of and future vision for their own organizations before identifying specific actions to achieve that vision. Feedback from participants indicated that viewing the Solution Creator Guidelines from a management perspective enabled them to discover potential applications of the Solution Creator Guidelines to organizational management and talent development, and that the workshops helped them make new contacts at other group companies, broadening their horizons. Following the workshops, participants have been conducting similar dialogues within their own organizations to promote behavioral change.

A global HR meeting was held at the Head Office, attended by 47 participants comprising presidents and HR

managers from overseas group companies. The meeting provided an opportunity for participants to learn from one another. They shared the corporate philosophy and the Solution Creator Guidelines, and discussed ways to incorporate them into talent management as well as challenges and initiatives within their respective organizations. We will continue to promote global collaboration in this area.



Workshop at a group company in Japan

Global HR meeting at the Head Office



Training system oriented toward developing solution creators

SCREEN's training system features a program developed by the Engineer Development Committee dedicated to teaching specialized skills in design and engineering as well as SCREEN Business School, an educational program for developing business skills.

The engineer development program, which targets employees in their first seven years with SCREEN, provides training tailored to each of these years, covering not only core technical training but also skill development in areas such as proposing value that meets client needs. Employees with expertise in a wide range of technologies serve as instructors, passing on not only their technical knowledge but also the underlying mindsets. Through this approach, the program is expected to develop talent with a holistic understanding of manufacturing who can create solutions to social issues.

At SCREEN Business School, new courses were added

in the fiscal year ended March 31, 2026 for the ongoing enhancement of the general and job level-specific skills of solution creators. These include courses on corporate strategy, to develop strategy planning capabilities, and B2B marketing, to support the creation of long-term business opportunities. These diverse programs help our talent constantly grow by enabling them to put the Solution Creator Guidelines into practice in their day-to-day work and produce business results, thus developing into solution creators.

	FY2024/03	FY2025/03	FY2026/03
Total investment in education and training ¹	¥400 mn	¥460 mn	¥520 mn
Per person investment in education and training			
Seven key companies ²	¥149,000	¥123,000	¥99,000
In Japan ³	¥105,000	¥93,000	¥83,000
Consolidated ⁴	—	¥72,000	¥76,000

1. Total investment in education and training does not include outsourcing costs or personnel expenses associated with the training conducted by internal instructors.
2. Total for HD, business operating companies, and functional support companies
3. Total of companies listed in 2. and other consolidated subsidiaries in Japan. Data for consolidated subsidiaries in Japan available since the fiscal year ended March 31, 2024.
4. Total for all consolidated companies. Data for consolidated subsidiaries outside Japan available since the fiscal year ended March 31, 2025.



SCREEN BUSINESS SCHOOL



Management-by-objectives and 360-degree evaluation

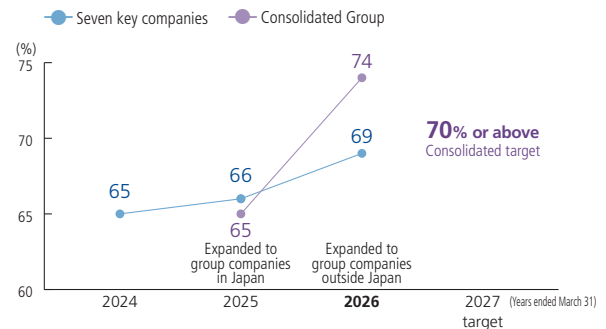
Retention

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, corrective actions are taken at the group level. The priority issues addressed in the fiscal year ended March 31, 2026 include promoting communication and collaboration and supporting self-driven career development and growth. In addition, the Group's seven key companies independently implemented their own corrective measures. As a result, the positive response rate was 69% for the seven key companies, up 3 percentage points from the previous fiscal year.

The survey results also indicated weaknesses in our operational frameworks, which were addressed through corrective actions. Specifically, organizations requiring improvements at the department or section level identified the causes of the challenges they faced and implemented improvement measures. Some R&D departments launched projects to increase operational efficiency, resulting in significant reductions in development lead times. The scope of the engagement survey was also extended to cover group companies outside Japan. As a result, the positive response rate reached 74% for the entire Group, achieving the target of 70% or above. SCREEN will continue to foster professional fulfillment across its global operations.

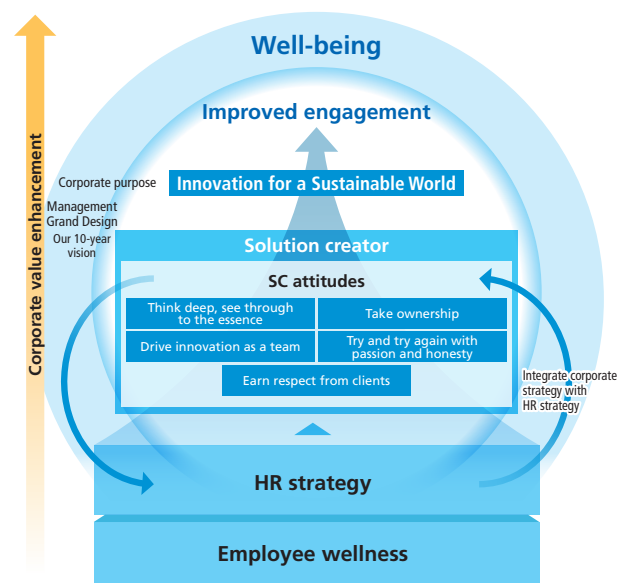
Engagement survey positive response rate



Well-being and enhancing organizational strength using engagement surveys

The Group works to boost employee engagement across its global operations using engagement surveys to identify management perspectives and organization-specific issues and share improvement activities and best practices. While efforts are underway to make our organizations more productive and further enhance our corporate value in today's rapidly changing business environment, continuously creating value as solution creators is increasingly challenging. This is why SCREEN focuses on fostering professional fulfillment in addition to employee-friendly work environments.

To enable our solution creators to demonstrate their full potential, we are committed to enhancing employee well-being based on physical and mental health. We believe this will enhance personal and organizational performance and thereby positively impact productivity and profitability. We are also working toward true sustainability management with a focus on flexible work styles and support for employees balancing work and parenting to create a corporate culture founded on professional fulfillment.



DE&I initiatives

The Group's CSR Charter calls for developing and making active use of diverse human resources. In an era of rapid globalization and growing uncertainty, building an organization that can respond flexibly to change is essential. Bringing together people with diverse backgrounds helps generate new ideas and perspectives. Based on our belief that diversity is a source of innovation, we proactively recruit people who offer varied perspectives while fostering an inclusive work environment.

Promoting women into management positions: Cross-mentoring with Yanmar Holdings

Under its HR strategy, SCREEN has been working to enable diverse talent to succeed. Our target for women's empowerment is to raise the ratio of management positions held by women to 6% or above by the fiscal year ending March 31, 2031. The result for the fiscal year ended March 31, 2026 was 5.1%. One of the ongoing measures to support this initiative is a cross-mentoring program conducted with Yanmar Holdings Co., Ltd. The program is designed to help female employees work with confidence regardless of changes in life stage and support them in addressing personal challenges so that they can develop a clearer career vision and choose the path that is right for them. Specifically, employees from different companies are paired and meet online over multiple sessions to discuss topics such as balancing work and childcare, developing their own leadership styles, and developing their team members. To advance more women

into management positions, SCREEN will continue to offer opportunities for exchange across corporate boundaries.

Balancing work and caregiving: Navigating life stage challenges

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. Our employee engagement survey indicates high levels of satisfaction in the area of employee-friendly work environments. While workplace understanding of life events such as childbirth and childcare has gradually increased, some employees face other circumstances, such as caring for ill or elderly family members.

To raise awareness of the needs of these employees and explore how we can continue working together, we held an event focused on balancing work and caregiving. In addition to learning how to balance such responsibilities, the participants, including employees interested in navigating these challenges, heard firsthand experiences, messages, and examples of practical approaches from employees with caregiving responsibilities, deepening their understanding through discussion. 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.

Career development supported by new insights gained from cross-mentoring

Yumi Nishikawa

Manager, Fluid Products Procurement Section
Advanced Materials Procurement Department
Global Procurement Operations, SPE

When I joined the cross-mentoring program at my supervisor's recommendation, I was not in a management position. At the time, I was not particularly focused on becoming a manager. Even the phrase "women in management positions," which I often heard during internal training, didn't especially feel like it applied to me.

However, the program offered me an opportunity to reflect on my thoughts, values, and vision for my career through conversations with my mentor, a manager from Yanmar Holdings, over multiple sessions. Gradually, I came to objectively see where my strengths lay and gained a genuine understanding of the role of a manager. Through these sessions, I realized that actions I had seen as just part of doing my job were exactly what management is about,

and this made the role of a manager feel much more familiar to me. Today, serving as a manager, I sometimes struggle to effectively delegate work and support my team members. However, I am fully committed to helping them grow, guided by the belief that people should think about their career development based on their personal aspirations.

I am now participating in the second round of the cross-mentoring program, this time as a mentor, driven by a desire to give others the same insights I gained as a mentee. It is my hope that the program will offer future participants an opportunity to deepen their self-understanding and encourage them to take the next step with confidence.



Highlight**Value creation within the core businesses:
SCREEN's disability inclusion team
expands into manufacturing**

SCREEN Group company SCREEN Business Expert Co., Ltd. (BEX) was certified as a special subsidiary under Japan's law for promoting the employment of people with disabilities in 2015. Since then, its disability inclusion department, called "Parte," has sought to assign employees with disabilities to roles that best suit them while considering the characteristics of each person's disability. In the fiscal year ended March 31, 2026, to expand involvement in areas aligned with the



Group's mainstay business, the department launched new manufacturing-related operations, including cleanroom cleaning and torque wrench calibration,



which directly support the Group's core businesses.

These operations have provided Parte staff with a broader range of opportunities to better understand products and production sites and how their work contributes to SCREEN's business. This has resulted in proactive attitudes in the workplace, improved team unity, and boosted motivation. BEX will strive to improve its employees' expertise to enhance and develop corporate value by delivering high-standard services and thereby contribute to group operations.

Main work-life balance systems (as of April 2026)**Leave and work arrangements**

PitStop 5 paid leave	Employees who take less than 60% of their paid leave during a given year must take at least five consecutive days off in the following year.
Paid refresh leave	Paid leave for five consecutive days that can be taken every ten years after the fifth year at the Company.
Paid family support leave	Paid leave of up to five days every year for caregiving to family members, medical treatment for employees, or fertility treatment for employees or their spouses.
Volunteer leave	Special paid leave of up to three days every year for volunteer activities that contribute to society.
Childrearing support leave	Special paid leave of up to two days every year that can be taken to, for example, participate in children's school activities and medical exams up to the third year of middle school.
Spouse childbirth leave	Special paid leave of up to three days that can be taken when an employee's spouse gives birth.
Spouse childcare leave	Special paid leave that allows employees to participate in childcare after their spouse gives birth. Must, in principle, be taken as three consecutive business days.
Spouse accompaniment leave	Leave for employees who want to accompany their spouse to an overseas posting (unpaid leave, limited time period).
Minimum break between work days	System allowing employees to have a minimum of nine hours between finishing work one day and starting work the next day.

Childcare

Subsidy for childcare leave, etc.	Subsidy to partially compensate for wages lost due to taking leave or working shorter hours to care for children.
Subsidy for early return to work	Subsidy to pay for daycare and other expenses for employees making an early return to work after taking childcare leave.
Skills training for employees on childcare leave	E-learning program to support the self-development of employees on childcare leave.

Caregiving

Subsidy for nursing care leave, etc.	Subsidy to partially compensate for wages lost due to taking leave or working shorter hours to care for elderly or sick family members.
Subsidy for nursing care supplies	Subsidy to partially pay for the purchase or rental of nursing care equipment.
Subsidy for home care services	Subsidy to partially cover the cost of hiring a third party to provide nursing care, personal assistance, household services, etc.
Nursing care consultation	Dedicated staff provides consultation on company systems, government support, and private nursing care services.
Nursing care seminars	Seminars provide the basics on nursing care aimed at reducing employee separation to care for elderly or sick family members.

Flexible work styles

Work-at-home system	System that promotes work style flexibility and greater work efficiency and productivity by allowing all employees to do some of their work at home.
Care-related work-at-home system	System allowing employees to do some of their work at home if they are pregnant, caring for children or elderly or sick family members, or undergoing medical treatment.
Reduced work hours	System allowing employees to shorten work hours if they are caring for elderly or sick family members or children (up to 6th grade in elementary school) or undergoing medical treatment.
Limited relocation system	System limiting the geographic relocation of employees who cannot be transferred far away due to elderly/sick care or childcare duties.

 Human resource management

 Employee stock ownership program: Cultivating a management mindset

 Labor-management relations

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. Certified under ISO 14001 for the environment and ISO 50001 for energy, we systematically manage the environmental impact of our business activities.

To effectively address ESG issues, we implement our medium-term management plan through two group-level committees formed under the Management Committee—the Sustainability Committee and the Group Risk Management Committee—as well as specialized subcommittees.

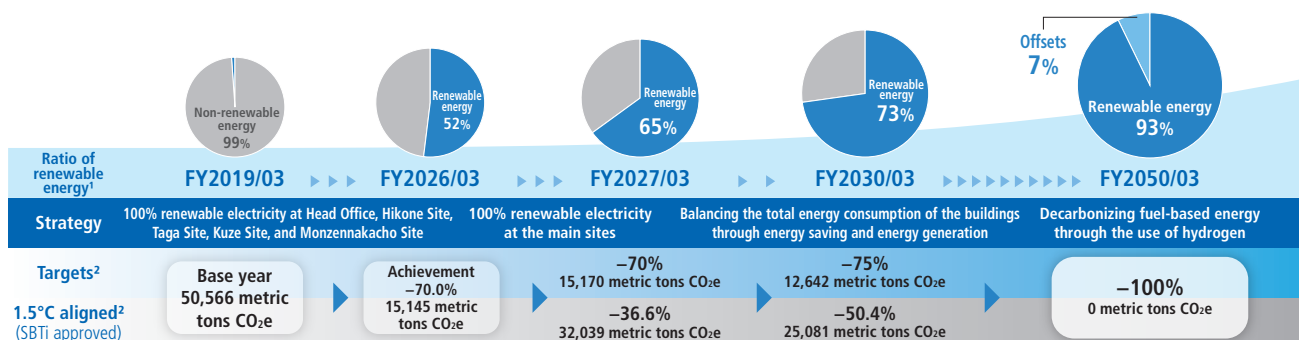
The risks identified and assessed by the Group Risk Management Committee and the risks and opportunities analyzed by the Sustainability Committee are reported to the Management Committee, which carries out integrated management. Since April 2026, the vice chairman of the Board has assumed responsibility for supervising the Sustainability Strategy Division, enhancing the effectiveness of oversight by the Board of Directors.

 Environmental management

Promotional framework



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

Pursuit of decarbonization

In the pursuit of decarbonization, the SCREEN Group promotes sustainable business operations to mitigate business risks due to global warming while creating new opportunities and seeks to reduce greenhouse gas (GHG) emissions from business activities (Scope 1, 2). In addition, to advance decarbonization across the value chain, we strive to reduce GHG emissions from the use of sold products (Scope 3 category 11), which represent a significant source of emissions and a key area of interest for our clients. We are now advancing from the formulation of transition plans to the implementation of concrete action.

 Pursuit of decarbonization

GHG emissions from business activities (Scope 1, 2)

Aiming to become carbon neutral by 2050, we are taking three approaches: expanding the use of electricity derived from renewable energy, effective energy management, and decarbonizing fuel-based energy. Our initiatives to reduce GHG emissions are advancing at a pace exceeding that needed to reach our target of a 50.4% reduction, compared with the fiscal year ended March 31, 2019, by the fiscal year ending March 31, 2030. This target has been approved by the Science Based Targets initiative (SBTi) as consistent with the level required to keep the global temperature rise to 1.5°C. In the fiscal year ended March 31, 2026, we achieved a 70.0% reduction compared with the fiscal year ended March 31, 2019 through activities such as expanding the use of renewable energy. Upgrading heat sources and air conditioning systems and converting to LED lighting resulted in an annual GHG emissions reduction of 204 metric tons CO₂e. As part of continued efforts to improve energy management efficiency, we also installed solar power generation systems at our operating sites that produced 961 MWh of electricity.

GHG emissions from business activities (Scope 1, 2)

Final-year target (FY2027/03)	70% reduction compared with FY2019/03 (absolute volume) 15.2 thousand metric tons CO ₂ e
Results (FY2026/03)	70.0% reduction compared with FY2019/03 (absolute volume) 15.1 thousand metric tons CO ₂ e

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

GHG emissions from the use of sold products account for most of the Group's supply chain emissions across Scope 1, 2, and 3, and are a key area of interest for our clients. Recognizing this, we have adopted a program to certify products with energy efficiency exceeding our conventional environmental performance standards as Green Products¹ or Super Green Products.² Through such initiatives, we are committed to developing and selling highly eco-friendly products. In the fiscal year ended March 31, 2026, we reassessed the environmental performance of our existing flagship products and certified those that met the relevant standards as Super Green Products. As a result, Super Green Products accounted for a higher proportion of our sales, helping to achieve a 59.3% reduction in GHG emissions compared with the fiscal year ended March 31, 2019. Going forward, we will continue to create products with superior environmental performance through both our own initiatives and collaboration with industry organizations, thereby contributing to the decarbonization and sustainable development of society.

1. Products that excel in energy saving, resource conservation, ease of disassembly, reuse of resources, environmental protection and safety, and information availability compared with existing products and that meet SCREEN's established standards in these aspects
2. In addition to the certification standards for Green Products, Super Green Products must achieve a reduction of 30% or more in GHG emissions per unit of processing area compared with products sold in the fiscal year ended March 31, 2019 or later.

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

Final-year target (FY2027/03)	48% reduction compared with FY2019/03 (per unit of gross profit) 13.5 metric tons CO ₂ e/million yen
Results (FY2026/03)	59.3% reduction compared with FY2019/03 (per unit of gross profit) 10.5 metric tons CO ₂ e/million yen

Climate-related disclosures based on the TCFD recommendations

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 climate-related material risks and opportunities and conducts scenario analyses. We then publish the results in line with the TCFD recommendations.

Scenario analyses were conducted for SCREEN's four main businesses (semiconductor production equipment, graphic arts equipment, display production equipment and coater, and PCB-related equipment) to assess potential financial impacts in 2030. Specifically, we used two climate scenarios: the 3°C scenario (STEPS: Stated Policies Scenario), which assumes little progress in climate action, with current trends continuing, and the 1.5°C scenario (NZE: Net Zero Emissions by 2050 Scenario), which assumes accelerated progress in climate action. Physical risks identified through this assessment include flood risks at our manufacturing sites and key supplier sites. However, we concluded that the financial impact in 2030 will be limited, considering positive progress made through the implementation of measures for ensuring business continuity, including flood mitigation at our manufacturing sites and supply chain diversification.

In the fiscal year ended March 31, 2026, with a view to compliance with the Sustainability Disclosure Standards developed by the Sustainability Standards Board of Japan (SSBJ Standards), we reassessed risks and opportunities over the short, medium, and long terms and conducted associated studies, such as reviewing the scenarios to be used (i.e. transition to 1.5°C/4°C scenarios). We intend to further enhance our climate-related disclosures.



Initiatives related to the TCFD recommendations

Material risks and opportunities

Type of risk/opportunity		Specific risk/opportunity	Financial impact	3°C scenario	1.5°C scenario
Risks	Policy and legal	Orders and regulations on existing products and services	Increased manufacturing costs	Low	Medium
	Technology	Investment in new technologies	Increased development costs	Medium	Medium
	Market	Changes in market product needs	Decreased sales	Medium	High
		Requests for supply chain emissions reduction	Increased manufacturing costs	Medium	Medium
		Changes in the energy market	Decreased sales	Low	Medium
	Reputation	Changes in reputation among clients	Decreased sales	Low	Medium
		Securing top talent	Increased management costs	Low	Medium
Opportunities	Products and services	Development of new energy-efficient products	Increased sales	Medium	High
		Responding to client requests for ESG compliance	Increased sales	Low	Medium
		Increasing severity and frequency of extreme weather events	Increased sales	Medium	Medium
	Market	Increased demand for semiconductors driven by trends toward higher performance and energy efficiency	Increased sales	High	High
		Manufacture and sale of products and services (growth in demand for power devices)	Increased sales	Medium	Medium
	Manufacture and sale of products and services (increased demand for MEAS and other applications)	Increased sales	Low	High	

Note: Financial impacts (estimated for 2030) are classified as follows. Low: less than 2%; Medium: 2% or more but less than 10%; High: 10%–30%.

Promoting a circular economy

SCREEN recognizes that water is a valuable and finite resource, and that its use can impact local environments and business continuity. To support the sustainable use of water resources and reduce associated risks, we manage our sites' water withdrawal, including service water and industrial water, as a performance metric.

To contribute to the creation of a circular economy, our focus is on implementing proper waste management as well as reducing waste and reusing and recycling resources throughout the product lifecycle. We also consider waste to be a key indicator of both the efficiency of resource usage and the severity of environmental impact. We therefore manage the weight of waste generated from our business activities as a performance metric.



Promoting a circular economy

Water withdrawal

In order to reduce impacts on aquatic ecosystems, our product design and development are oriented toward reducing both the usage of water and chemicals and the generation of liquid waste. At our Process Technology Center, water flows throughout the cleanroom are visualized with an application. Enhancing the sustainability of semiconductor production equipment at the factory level has the potential to contribute to water management optimization at our clients' factories, including by providing them with baseline data.

In the fiscal year ended March 31, 2026, our water withdrawal per unit of net sales in this area remained at a reduced level as a result of efficiently using water resources and limiting water withdrawal. We will further accelerate product development that emphasizes reducing environmental impacts by collaborating with industry organizations on joint development and other initiatives.



Expanding water management application to entire Hikone Site

Water withdrawal

Final-year target (FY2027/03)	8% reduction compared with FY2019/03 (per unit of net sales) 5.31 m³/million yen
Results (FY2026/03)	28.8% reduction compared with FY2019/03 (per unit of net sales) 4.11 m³/million yen

Waste

To reduce GHG emissions from waste incineration and promote plastic recycling, we are strengthening waste sorting and increasing the volume of waste sold as valuable materials. This initiative was launched at Hikone Site SPE facilities and has been expanded to other businesses and sites, helping reduce waste plastic across the Group.

We also promote waste reduction and resource recycling by reviewing our packaging and packing methods for transportation, especially by reducing the use

of packing sheets and bubble wrap.

In the fiscal year ended March 31, 2026, we successfully reduced the weight of waste by converting waste into valuable materials and maintained the weight of waste per unit of net sales at a reduced level. The recycling rate reached 99.0%, a very high level. To ensure the proper treatment and disposal of waste, we regularly visit all contractors involved in waste management, from on-site collection and transportation to final disposal, to verify that our waste is handled appropriately. If any issues are identified, we promptly require the contractor to take corrective action and comply with waste management rules.

Weight of waste

Final-year target (FY2027/03)	8% reduction compared with FY2019/03 (per unit of net sales) 4.36 kg/million yen
Results (FY2026/03)	43.1% reduction compared with FY2019/03 (per unit of net sales) 2.70 kg/million yen

Provision of eco-friendly products and services

To reduce environmental impact, we are reinforcing efforts to promote the widespread use of products with excellent environmental performance. To this end, in addition to ensuring compliance with applicable laws and regulations, we prioritize environmental performance, conducting product environmental assessments from the product development and design phase onward. The certification of Green Products and Super Green Products is another initiative in this area. Products that meet our internal evaluation standards are certified, and we are working to expand their sales.

Furthermore, we identify substances likely to be subject to future regulations and optimize their use from the design stage onward. At the same time, we are working with our supply chain partners to develop a PFAS recycling scheme through activities such as reviewing component processing methods and increasing the use of recycled materials.

Sales from Super Green Products

Final-year target (FY2027/03)	3%
Results (FY2026/03)	9.4%

Virgin PFAS usage

Final-year target (FY2027/03)	15% reduction compared with FY2024/03
Results (FY2026/03)	3.25% reduction compared with FY2024/03

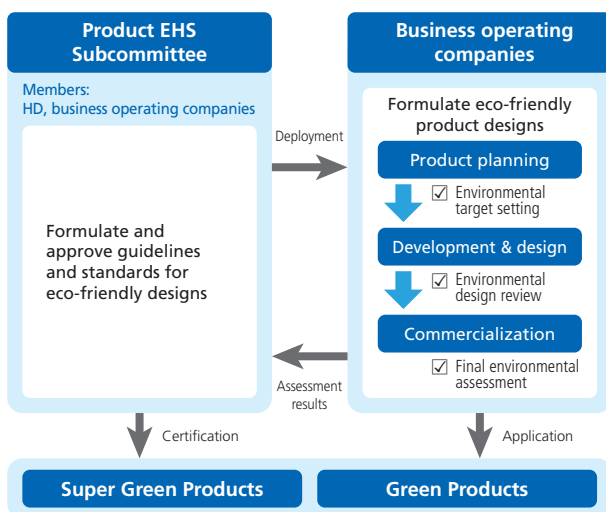


Provision of eco-friendly products and services

Environmental assessment and certification system

The Product EHS Subcommittee ensures that environmental considerations are incorporated into the entire development process by formulating and approving guidelines and standards for eco-friendly designs and applying them at the business operating companies. Each product undergoes environmental assessments during the planning, development, and commercialization phases. To ensure that products meet applicable laws and regulations, compliance assessments are conducted twice a year using regulatory registration tables and compliance assessment and outcome reports.

Products that meet our internal evaluation standards are certified as Green Products. Products are evaluated on a scale of 1 to 5 in terms of energy saving, resource conservation, ease of disassembly, reuse of resources, environmental protection and safety, and information availability. Moreover, to further accelerate the reduction of GHG emissions from the use of sold products, we also certify products with even better energy saving performance as Super Green Products and are focusing on developing products that meet this standard.



Enhancing harmony with nature

To reduce our impact on ecosystems, including water resources, and contribute to their restoration, we strive to minimize the impacts of our business activities on the natural environment while working with stakeholders to conserve biodiversity and maintain and improve water environments. Following the establishment of the TNFD in 2021, we have been identifying nature-related risks and opportunities by conducting LEAP assessments. Toward the goal of biodiversity conservation, we will continue to contribute to enhancing harmony with nature by preventing pollution from our business activities and collaborating with communities.



Enhancing balance with nature

Managing business-related environmental risks

Our development and manufacturing sites handle a wide variety of chemical substances. As such, we maintain rigorous environmental risk management practices to reduce impacts on air and water quality. These include purifying exhaust gas using scrubbers, properly treating and disposing of undiluted waste liquids in accordance with industrial waste management rules, and applying wastewater treatment standards stricter than regulatory requirements. To ensure safety on an ongoing basis, we conduct periodic ecological impact assessments and monitor wastewater treatment facilities 24 hours a day. This helps us prevent accidents and minimize negative impacts.



Chemical spill response drill at the Rakusai Site

Collaboration with communities

SCREEN Forest: Kyoto Model Forest Initiative

The SCREEN Group provides funds to support local forest management through participation in the Kyoto Model Forest Initiative, a project dedicated to protecting and cultivating regional forests. Since 2018, we have designated an approximately 53-hectare block of forest in the Miyagawa district of Miyazaki Town, Kameoka City, as "SCREEN Forest." Group employees take part in planned volunteer activities to help maintain the area.

Kyoto City biodiversity and cultural conservation project

SCREEN Holdings is headquartered in Kyoto, a historic city rich in nature and culture. We work to boost employees' awareness of the natural environment and traditional culture surrounding us while contributing to local communities through biodiversity conservation activities. In December 2017, we became the 18th certified member of a biodiversity and cultural conservation project run by Kyoto City. Since then, we have been growing more than 10 rare species of plants, including two near-threatened species designated by the Ministry of the Environment—*fujibakama* (thoroughwort) and *kikutaniyaku* (chrysanthemum)—in green spaces on the head office premises.

The highest rating received in the 2025 Shiga Biodiversity Initiative Certification Program

Our Hikone Site is located in Shiga Prefecture, an area blessed with abundant nature. In appreciation of these natural gifts, we strive to conserve biodiversity and promote the sustainable use of natural resources. In recognition of its longstanding commitment to these activities, SCREEN earned the highest rating of Three Stars (plus one point) in the 2025 renewal review of the Shiga Biodiversity Initiative Certification Program. This is the third time we have received this certification.

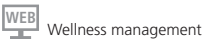
We will continue working with local communities to enhance harmony with nature.



Health and productivity management / Health and safety

Health and productivity management

The CEO assumes the ultimate responsibility for the SCREEN 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. Under the banner of the SCREEN Group's nine wellness promotion tenets, we offer support for employees' autonomous wellness promotion efforts. These initiatives have earned significant external recognition.

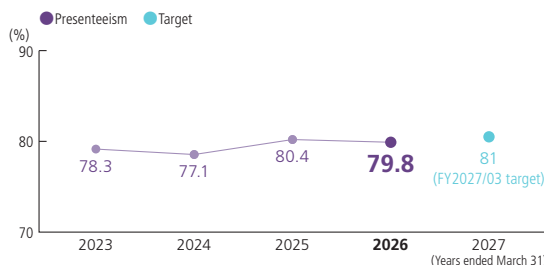


Targets and results

Over the past three years,¹ reflecting increases in wellness initiative participation and healthy behaviors, the physical and mental health of employees, work engagement,² and presenteeism,³ have all improved. However, absences due to illness remain an issue, and we will continue to advance wellness promotion measures and a CAPD⁴ cycle to improve work performance and achieve our long-term targets.⁵

1. FY2024/03–FY2026/03
2. An indicator of employee vigor, passion, and focus with regard to their work
3. Self-assessed work productivity over the past four weeks, based on the assumption that 100% represents productivity when unaffected by illness or injury
4. An approach to clarifying issues and making ongoing improvements through the steps of check, analyze, plan, and do
5. For details, see "Management Grand Design" (p. 19).

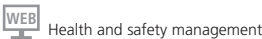
Presenteeism



Scope: Seven key group companies (HD, SPE, GA, FT, PE, AS, and IP) for FY2023/03–FY2024/03; the SCREEN Group in Japan for FY2025/03 onward

Health and safety

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.



Targets and results

We use the number of occupational accidents at group companies and partner companies as a quantitative indicator to monitor the efficacy of our safety activities and make ongoing improvements.

In the fiscal year ended March 31, 2026, we implemented measures to prevent accidents caused by physical strain (such as injuries causing lower back pain), which have previously made up a large portion of group occupational accidents, mainly at business operating companies. These included training for new site employees, ongoing training, and the use of specialized equipment. As a result, the number of such accidents fell 27.3% year on year. We also recorded another year free of fatal or serious accidents. In addition, to realize safe work environments, we have designated hazards that can readily lead to serious occupational accidents, such as hazardous materials, as key risks. Based on these, we implement targeted preventive measures, aiming to reach our target.

Occupational accidents

Final-year target (FY2027/03)	33% reduction compared with FY2024/03 (26 or fewer)
Results (FY2026/03)	40% reduction compared with FY2024/03 (24)

Note: For details, see "Performance highlights" (p. 30).

Empowering employees through wellness

Kayo Kamada (right)

Maho Nakano (left)

Sustainability Promotion Department
Sustainability Strategy Division
SCREEN Holdings



We aim to promote wellness at the individual and workplace levels through such initiatives as personalized health challenges and walking events in which divisions compete with one another. Working on these initiatives,

we have been especially gratified to see not only employees taking action for their own wellness, but also increased workplace communication. Walking event step counts and rankings provide a natural topic of workplace conversation, and the number of participants has now roughly doubled since the event's launch, showing how these wellness efforts have taken root among employees.

Going forward, we will continue spreading a culture of wellness through fun initiatives to empower all employees to perform at their best and further improve presenteeism scores.

Information security

Strengthening information security

SCREEN regards cyberattacks and other information security risks as a key management issue. Under the leadership of the SCREEN Holdings head of digital transformation strategy, we continuously strengthen information security across the SCREEN Group by formulating and implementing group-wide rules and an IT roadmap, which sets forth long-term policy.

Cyberattack methods and information security risks are constantly evolving. To respond quickly to these changes, we operate around-the-clock global monitoring to detect and respond to suspicious behavior on computers, servers, and other devices. Recognizing that protecting information security is our social responsibility, we take measures to ensure smooth business continuity, including exercises



Employees participating in incident response training and exercises

simulating responses to potential incidents. In addition, we work to raise awareness by providing annual information security training reflecting the latest developments to all officers, employees, temporary staff, and other personnel.

To strengthen information security, the SCREEN Group has established a risk management framework. Through this framework, taking a comprehensive view that encompasses risk management in the supply chain, we work to maintain a level of security that complies with relevant national laws and regulations and industry group security standards.



Strengthening information security

Information management initiatives

Recognizing that material information, including trade secrets, is a source of business competitiveness, SCREEN has established internal rules governing the handling of trade secrets and other sensitive information. We strictly enforce these rules to reduce the risk of information leaks and other incidents. We also handle personal information in accordance with applicable laws, regulations, and internal rules. In addition, we provide training for officers and employees to promote proper information management practices and raise awareness.

Information security education and training (FY2026/03)

Program	Purpose and content	Target	Participants	Participation
Information security basics	<ul style="list-style-type: none"> • Overview of information security and associated risks • Enable participants to understand and implement precautions to prevent security breaches caused by carelessness 	Global SCREEN Group employees	7,262	96%
Information security risk management	<ul style="list-style-type: none"> • Enable participants to understand and implement information security risk management practices 	Information security coordinators across the SCREEN Group	698	99%

Addressing information security risks in the supply chain

Shoichi Murayama

Information Security Unit, IT Department
Digital Transformation Strategy Division
SCREEN Holdings



Risks associated with cyberattacks on suppliers, including damage and information leaks, are a key management priority, because they could adversely affect the Group's business continuity and public trust. We therefore continuously work to assess conditions and strengthen our response, focusing particularly on key business partners, to reduce risks throughout the supply chain.

Specifically, we have established assessment criteria based on market and industry trends. Recognizing that the assessment process cannot be completed by any single department, we work with relevant internal and external parties to provide suppliers with opportunities to receive explanations. When collecting responses to supplier surveys, we also emphasize two-way communication by answering a wide range of supplier questions by telephone, online conference, and other means. Through these efforts, we seek to identify and manage risks affecting the supply chain.

Going forward, we will continue to improve our practices in response to changes in the business environment while working to enhance the safety and reliability of the entire supply chain.

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 affairs, we work to enhance and spread compliance awareness across the Group. The Legal 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

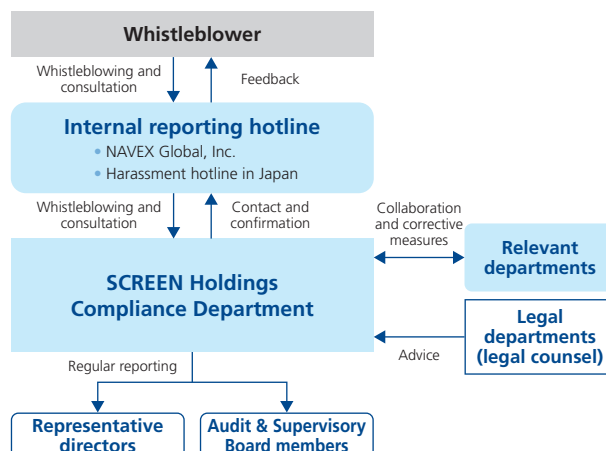
Compliance training

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 107 classes were held in the fiscal year ended March 31, 2026. We also designate December as Compliance Month. In 2025, we used this period to hold workplace discussions on compliance-related topics and encourage group companies and internal organizations to implement their own initiatives. Additionally, we implemented in-person and e-learning compliance training, provided messages from top management to group companies, and reminded employees across the Group of the need to adhere to laws and regulations, internal regulations, and other rules, and to use the whistleblowing system whenever necessary.

Whistleblowing system

We have established an internal reporting hotline. This whistleblowing system 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 as part of efforts to prevent 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, 2026, the whistleblowing system received 48 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, including internal training to raise awareness among officers and employees. In the fiscal year ended March 31, 2026, there were no instances of anti-competitive practices, bribery, or other legal or regulatory breaches in the SCREEN Group.

Promoting social responsibility in the supply chain

In line with the Procurement Policy and the SCREEN Supply Chain Code of Conduct, the SCREEN Group strives to fulfill its 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 activities. We are committed to fair and efficient trading practices, making the supplier selection process more transparent, training purchasing personnel, and ensuring compliance with subcontracting laws and other legal and regulatory requirements.



Supply chain management

SCREEN Supply Chain Code of Conduct

The SCREEN Group has published the Supply Chain Code of Conduct, formulated in line with 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 legal compliance as well as adherence to applicable standards regarding respect for human rights, environmental conservation, and occupational safety and health. 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



SCREEN Supply Chain Code of Conduct

CSR surveys

The Group regularly conducts CSR surveys of critical suppliers in accordance with the Supply Chain Code of Conduct. Suppliers found to require improvement through these surveys are asked to take corrective measures. In the survey for the fiscal year ended March 31, 2026, approximately 85% of suppliers responded, and no high-risk suppliers were identified. Following each survey, we hold a briefing on the evaluation results to provide feedback and key points for corrective actions to the respondents. We also work with a specialized external organization to implement training on sustainability-related trends, survey procedures, and recommended practices. Additionally, our staff conduct site visits of suppliers engaged on SCREEN Group premises, which have a significant impact on our operations, to assess compliance and promote continuous improvement. Going forward, we will continue working to update the survey content and expand the survey scope while working to secure the understanding and cooperation of suppliers.

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. We are also expanding our surveys to include mica. Industry efforts to identify mica smelters are still in progress, and we are gathering information through a phased approach. In the fiscal year ended March 31, 2026, we asked some suppliers to consider changing the smelters they work with, and corrective actions are underway. If any serious concern is discovered through these surveys, we work with the relevant suppliers to promptly make improvements.

CMRT/EMRT survey results

	FY2025/03		FY2026/03	
	3TG ³	Cobalt	3TG	Cobalt
Response rate	92%	100%	93%	93%
Total smelters	363	83	349	92
Smelters certified as "conformant" ⁴ (including those in the certification process)	238	47	207	52
Conformant smelter rate	65.6%	56.6%	59.3%	56.5%

2. CMRT/EMRT: The Conflict Minerals Reporting Template and the Extended Minerals Reporting Template. SCREEN uses the CMRT for 3TG surveys and the EMRT for cobalt and mica surveys.

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

4. 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"



SCREEN Group Green Procurement Standards

Sharing of sustainability information

We operate the SCREEN Supply Chain Sustainability Site, a website designed to share key sustainability information with suppliers. The site provides information through email newsletters, webinars, and videos. Topics covered include 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.

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 and 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 key group 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. Key group 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. After approval by the SCREEN Holdings president and CEO, these risks

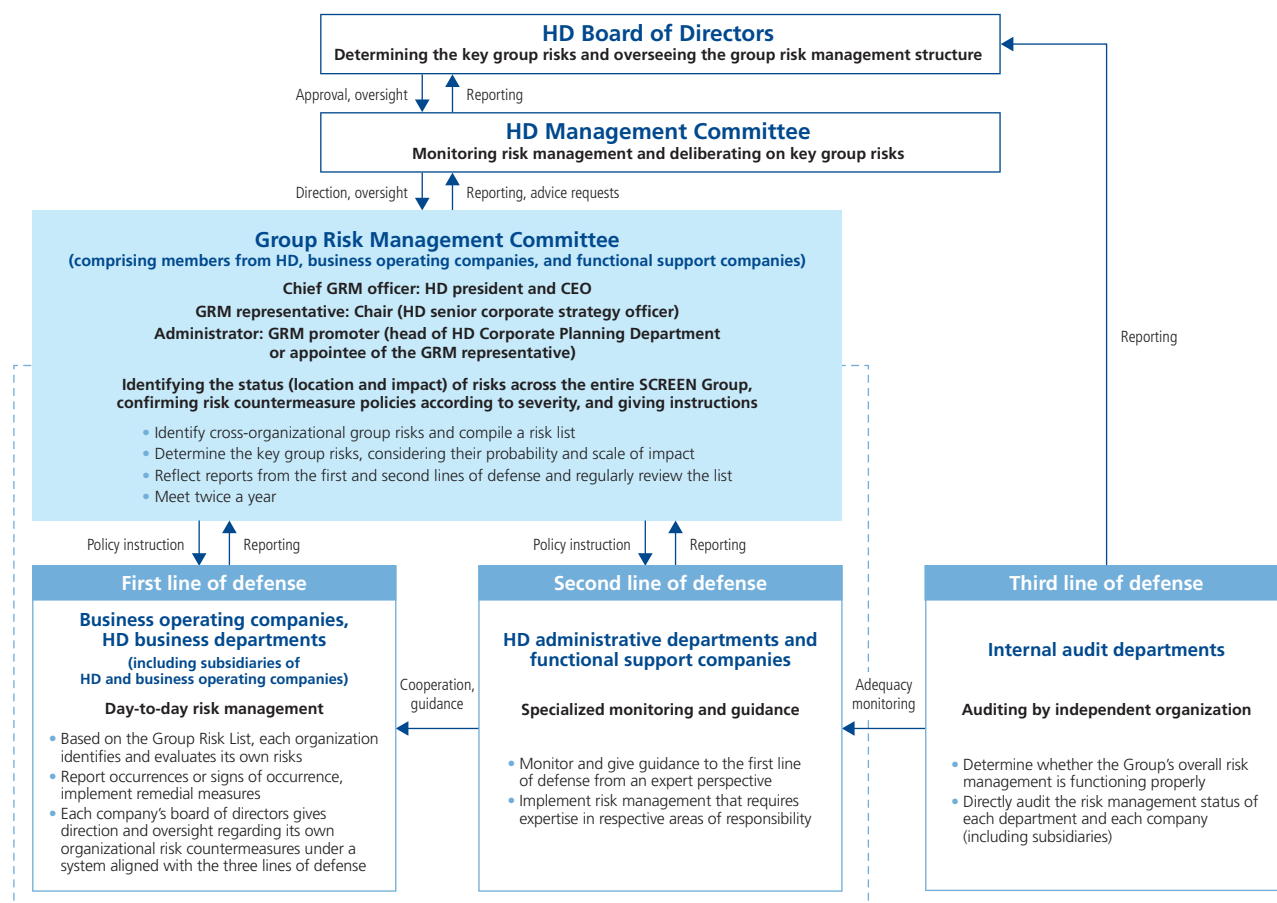
are deliberated on by the SCREEN Holdings Management Committee and finalized by resolution of the Board of Directors. Furthermore, taking an approach built around the three lines of defense,* we have designated risk managers for individual risks and their specific roles as part of a governance structure 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 departments.

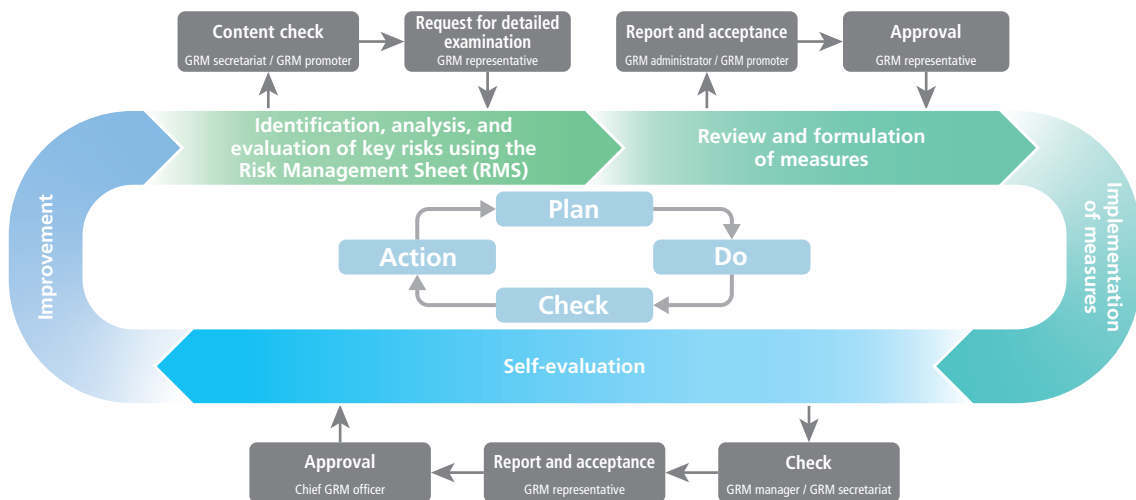
Enhancing risk management effectiveness

In the fiscal year ended March 31, 2026, 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 key group risks, and supporting risk reduction activities. With the aim of applying consistent risk assessment standards throughout the Group, we use established criteria for assessments to further enhance 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



Key group risks (FY2027/03)

No.	Risk category	Overview of key group 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	Respect for human rights	<ul style="list-style-type: none"> Harassment 	<ul style="list-style-type: none"> Conduct anti-harassment training Operate and enhance awareness of the reporting hotline system
3	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
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"> Implement initiatives to prevent occupational accidents based on risk management
6	Information systems and supplier management	<ul style="list-style-type: none"> Cybersecurity Supply chain security 	<ul style="list-style-type: none"> Implement role-based training and cyber incident drills Perform assessments of group companies and suppliers Conduct 24/7 threat monitoring
7	Development of next-generation leaders	<ul style="list-style-type: none"> Delays in successor development 	<ul style="list-style-type: none"> Implement internal training programs and talent reviews to develop next-generation business leaders



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. In addition to practical training using these systems, we conduct regular, systematic drills to enhance our overall disaster response capabilities. We are also strengthening our emergency communication system by using satellite communications to prepare for potential communication disruptions. In the fiscal year ended March 31, 2026, we held a disaster response drill simulating a Nankai Trough earthquake, helping strengthen the Group's overall business continuity capabilities.

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.

Corporate governance

Basic approach

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.

Effective corporate governance is essential to the achievement of this goal. As such, the Group's governance structure separates management from execution. Under this structure, the Board of Directors decides and approves fundamental policies, key strategies, and other important matters related to business execution, while also monitoring and supervising the execution of operations by the CEO and other members of management in accordance with these policies.

 Corporate Governance Report (updated on July 7, 2026)

 Basic concept regarding corporate governance

Corporate governance structure

SCREEN Holdings takes the form of a company with an Audit & Supervisory Board. By securing diversity and balance in the composition of the Board of Directors, we enable the Board to achieve maximum efficiency and effectiveness and to reach management decisions that enhance the Group's long-term corporate value while ensuring management oversight of the entire Group.

Board of Directors

Composition

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

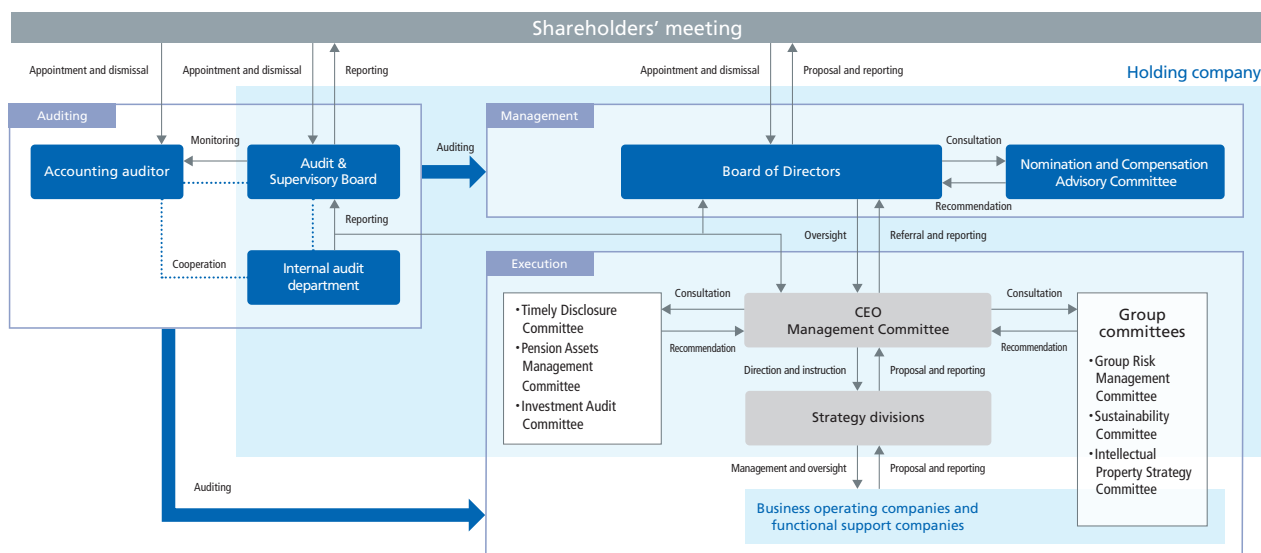
The Board of Directors determines and approves basic policies and strategies for group management and important matters in business execution and exercises supervision over business execution, holding regular monthly meetings and additional meetings as necessary.

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 Audit & Supervisory Board members" (p. 73–74).

Corporate governance structure



Duties of directors, appointment of candidates for directors and Audit & Supervisory Board members, 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 Audit & Supervisory Board member positions are selected in accordance with the internal criteria for appointing candidates for directors and Audit & Supervisory Board members 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 Audit & Supervisory Board members 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 Audit & Supervisory Board members, applying the Tokyo Stock Exchange's standards of independence as well as the Group's own criteria for independence of outside directors and outside Audit & Supervisory Board members. All four outside directors and all two outside Audit & Supervisory Board members 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 Audit & Supervisory Board Members, and for Dismissing Directors



Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members

Training for directors and Audit & Supervisory Board members

The Company provides directors and Audit & Supervisory Board members 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 Audit & Supervisory Board members 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 Audit & Supervisory Board members 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. 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. Since the enactment of Japan's Corporate Governance Code in the fiscal year ended March 31, 2016, as of March 31, 2026, the Company has divested shares of 46 investees (including partial divestments).

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.

Board of Directors: Agenda items

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

Category	Items (FY2025/03)	Items (FY2026/03)
Business strategy	17	16
Financial results (including dividends), financial strategy	20	25
Sustainability, corporate governance, internal control, compliance, risk management	4	3
Human resources strategy	8	10
General affairs	4	5
Total	53	59

Note: Excludes items handled by written resolution

Board of Directors effectiveness evaluation results

FY2026/03: The results show that the Board of Directors is generally fulfilling its roles and functions appropriately.

Major areas of improvement (compared with FY2025/03)

- Sufficient pre-meeting briefings on agenda items furnished to outside directors and outside Audit & Supervisory Board members
- Oversight of the establishment and operation of internal control systems
- Oversight of latent risks, relevant countermeasures, and crisis management systems

To address the issue identified by the effectiveness evaluation, the Board of Directors will continue to monitor and review human resource strategy initiatives and their progress while creating opportunities to deepen discussion, including off-site meetings. Furthermore, based on the evaluation results, the Board and relevant internal divisions will make improvements, expand third-party evaluations, and increase the use of interviews to further enhance the Board's effectiveness.

Major areas for future improvement

- Appropriate oversight of HR strategy



Reference

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 Audit & Supervisory Board members

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

Issues identified in the FY2025/03 evaluation and subsequent actions

Deciding and regularly reviewing group-wide business portfolio policy

- Continued to review the optimal business portfolio set out in Value Up Further 2026, our medium-term management plan; reported the results to the Board; and aligned the organizational structure to reflect them

Creation and oversight of a DX promotion framework

- Regularly updated the Board on the progress of DX, including cybersecurity (four times during the year)

Appropriate oversight of HR strategy

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

Oversight of the establishment and operation of internal control systems

- Enhanced follow-up on Board discussions and monitoring of Board resolutions

Oversight of latent risks, relevant countermeasures, and crisis management systems

- Provided in-depth briefings on the Group's main businesses to foster deeper understanding and held discussions on business restructuring and other matters

Thoroughly discussed the above issues at off-site meetings and other occasions to reinforce the Board's oversight.



Summary of Results of Evaluation of the Board of Directors' Effectiveness (May 29, 2026)

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

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 analyses and evaluations are conducted in line with reviews and advice from 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.

Audit & Supervisory Board

The Audit & Supervisory Board comprises four members, of whom two are outside Audit & Supervisory Board members who meet the Company's criteria for independence. The Audit & Supervisory Board holds one regular meeting per month and additional meetings as necessary. In line with the audit policies and plans formulated by the Audit & Supervisory Board, the Audit & Supervisory Board members 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 Audit & Supervisory Board members' audits, the Audit & Supervisory Board strives to improve coordination between the internal audit department, group company Audit & Supervisory Board members, 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 Audit & Supervisory Board Secretariat staffed with dedicated employees to support the Audit & Supervisory Board members' duties.

Specific issues discussed by the Audit & Supervisory Board are listed below.

- Audit policy, audit plans, and division of duties
- Audit report by the Audit & Supervisory Board
- 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
- Progress of measures to prevent the recurrence of improper accounting practices that occurred at a subsidiary

Note: The attendance record of the Audit & Supervisory Board is presented under "Directors and Audit & Supervisory Board members" (p. 74).

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.

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.

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, Audit & Supervisory Board member, 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, 2026, the committee met five 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.

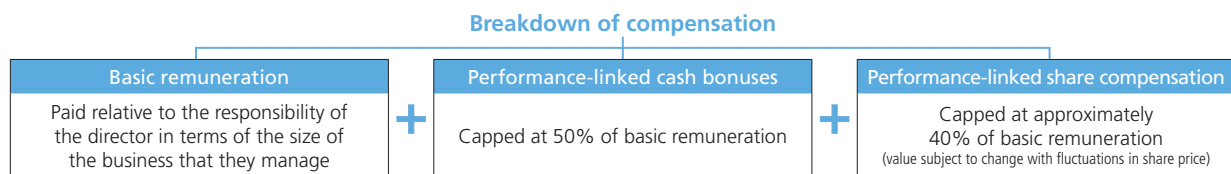
Compensation for directors and executive officers now consists of three elements, described below: (a) fixed basic remuneration, (b) short-term performance-linked cash bonuses, and (c) share compensation linked with short- to long-term performance and corporate value or shareholder value.

Outside directors receive only basic remuneration and performance-linked cash bonuses. Audit & Supervisory Board members receive only basic remuneration, which is determined by the Audit &

Supervisory Board based on the total amount approved for Audit & Supervisory Board member 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



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, 2026

Performance indicator	Achievement benchmarks	Results
Operating margin	15.9% (minimum) to 18.4% (or above)	20.2%
ROIC	15.0% (minimum) to 19.5% (or above)	20.0%
Environment and safety indicators	GHG emissions in business activities: 62.3% reduction from FY2019/03	70.0% 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, 2026.

- 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 FY2026/03 Annual Securities Report (p. 60, in Japanese only).



FY2026/03 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 (FY2026/03)

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)	511	214	115	180	5
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	57	57	—	—	2
Outside directors and outside Audit & Supervisory Board members	96	64	32	—	6

Note: The above includes one director who retired as of the conclusion of the 84th Ordinary General Meeting of Shareholders on June 20, 2025.

Group committees and other committees

The SCREEN Group strives to enhance corporate governance for the Group as a whole under the framework consisting of group committees and other committees. Each committee conducts monitoring and

discussions according to its purpose and reports to the designated organizations, such as the Board of Directors, as appropriate.

(As of July 1, 2026)

	Composition*	Purpose	Agenda and number of meetings (Fiscal year ended March 31, 2026)
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)
Sustainability Committee	<ul style="list-style-type: none"> • Decision maker: CEO • Chair: Senior sustainability strategy officer • Members: Directors, senior strategy officers, presidents and CSR officers of the business operating and functional support companies, and EHS administrators • Observers: Audit & Supervisory Board members 	Report on key sustainability topics and thereby drive corporate activities aimed at resolving sustainability issues to enhance the Group's social value	<ul style="list-style-type: none"> • Sustainability strategy of the medium-term management plan, including non-financial KPIs set out in the Management Grand Design • Management reviews 3 meetings (May, November, February)
Intellectual Property Strategy Committee	<ul style="list-style-type: none"> • Chair: CEO • Members: Senior strategy officers, two 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 the medium-term management plan's IP measures and the implementation of evaluation metrics to promote high-quality IP creation • Discussing IP measures conducive to enhancing competitive advantage in line with the development roadmap in each business • Sharing information and opinions on semiconductor market and technology trends and ways to enhance IP operations, including the use of generative AI 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: Chief HR Officer • Members: Officers in charge of HR, accounting, and finance 	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
Investment Audit Committee	CEO, Chairman, CFO, directors, senior strategy officers	Support growth-oriented investments by examining the expected investment effects from both qualitative and quantitative perspectives and comprehensively determining whether to approve proposed investments	<ul style="list-style-type: none"> • Establishment of new R&D sites • Acquisition of R&D businesses Meetings held as needed

* 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 oversight and independence of the Board of Directors

Toshio Hiroe

Chairman of the Board of Directors



Entering my second year as chairman

SCREEN's net sales in the fiscal year ended March 31, 2026 came to ¥605.7 billion, marking solid progress toward the Management Grand Design targets of ¥1 billion or more in sales and an operating margin of 20% or above. With our market cap recently hovering around ¥3 trillion, I acutely feel the weight of expectation from capital markets.

At the same time, having completed my first year as chairman, I have come to feel that perhaps the functioning of the Board of Directors is having difficulty keeping up with the expanding scale and growing complexity of SCREEN's businesses.

The evaluation of the effectiveness of the Board of Directors for the fiscal year ended March 31, 2026 noted some improvements, but our outside directors also pointed out certain areas where we can still do better. To reinforce the Board's independence and oversight, in April 2026 we made all the internal directors other than the CEO non-executive positions, thus better separating oversight and execution and clarifying the Board's role.

The Board of Directors' discussions and future direction

Group-wide business portfolio management has been raised as an issue in the Board's effectiveness evaluation two years in a row. As the chairman of the Board, I have taken charge of this issue to focus greater attention and discussion on it going forward.

This is because I think examining whether the current portfolio is optimal given ongoing changes in business environment, fostering a shared understanding of the issue across our businesses to drive change, and advancing growth strategy through M&A are all important issues facing management. In the Board's previous discussions, we have agreed that, as we expect the use of AI to expand going forward, our existing electronics businesses are now at a critical turning point for restructuring and reinforcement.

In April 2026, as a first step in business reorganization, we moved the advanced packaging business from the holding company to a business operating company. Through such efforts, reorganization in line with growth strategy is steadily moving forward. We will continue to advance discussions aimed at further transforming the business portfolio.

In addition, to address shortcomings in our internal and external communications regarding succession planning, we have revised the skills matrix, which is published externally, and internally disclosed the CEO selection criteria. The Nomination and Compensation Advisory Committee discusses the suitability and development of potential CEO candidates. Before this stage, top management conducts talent reviews of executive candidates and, even earlier, of manager candidates. We thus seek to identify promising talent, direct development efforts, and review development results in order to build a rich candidate pool.

Enhancing the Board's effectiveness and oversight

Since taking office as chairman, I have held off-site meetings with the outside directors to exchange ideas for making Board of Directors operations more effective, deepen understanding of our business models, and discuss portfolio management. We are also making efforts to digitize board operations, including means of viewing and storing board materials.

At the same time, it is important for outside directors to maintain their independence as representatives of shareholders and an outsider perspective that is not unduly swayed by the Company's internal reasoning. For this reason, we prioritize providing the necessary information in appropriate detail while building relationships that facilitate the expression of candid opinions and constructive feedback. Our outside directors have also called for improvements in the quality of information provided through the Board's secretariat.

For this reason, from the fiscal year ending March 31, 2027, we have integrated the Board's secretariat into the Communication Strategy Division, alongside the Public Relations Department and Investor Relations Department, and assigned an executive officer to oversee it. We hope that these changes will help incorporate stakeholder perspectives to strengthen governance.

We will continue working to enhance the effectiveness of the Board of Directors and its committees as we strive to meet the expectations of shareholders, investors, and all stakeholders.

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.



Hiroko Okudaira

Outside Director
Associate Professor, Graduate School of Business,
Doshisha University

In the fiscal year ended March 31, 2026, we held off-site meetings and continued efforts to improve follow-up on issues discussed. In this transitional period of governance structure revision and business reorganization, further strengthening the Board of Directors' oversight is crucial. The Board of Directors will need to implement appropriate steps to ensure that business reorganization creates new value for SCREEN's numerous stakeholders, both internal and external.

Furthermore, SCREEN has revised its internal framework to clarify the separation of management and oversight and define the CEO's role. It is the Board of Directors' responsibility to apply this new management structure to move the Company forward. Going forward, I will continue working to fulfill my role in this period of transition with an eye toward strengthening SCREEN's management over the long term.



Seiji Narahara

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

SCREEN's current solid footing is thanks to the leadership of Chairman Hiroe, President Goto, and the rest of the management team. Rather than sitting on their laurels, however, this team is working to address latent issues through ongoing reform.

As part of these efforts, the Board of Directors has begun holding off-site meetings. One of the Board's key missions is to chart a future-oriented value creation story and support management in its implementation by making decisions about where to take risks and securing the necessary frameworks. I am confident that the open, in-depth discussions at off-site meetings will serve as the foundation to fulfill this mission.



Fumikazu Sato

Outside Director
Professor, Institute of Mathematics for Industry,
Kyushu University
Specially Appointed Professor and Tokyo Office Leader,
Tohoku University

Through the oversight of business execution and discussion of future direction, the Board of Directors plays a central role in ensuring that the Company is managed soundly and that its businesses develop and contribute to society. It is therefore vital that the outside directors make necessary critiques on behalf of society without hesitation.

The Board of Directors has made improvements in such important areas as the separation of oversight and execution, providing detailed explanations of agenda items and business trends, and ensuring transparency. As a result, the Board now engages in more active, productive discussion.

Amid rapid social change and technological innovation, the most important role for the Board of Directors today is to bring together diverse perspectives to make responsible management decisions. For my part, I will avoid complacency and work with urgency to contribute to sound decision making.

Message from the newly appointed outside director

Nobuo Kawahashi

Outside Director
Outside Director, Sumitomo Mitsui Construction Co., Ltd.



The evolution of AI and rapid growth in fields such as aerospace and robotics are driving development and expansion in the electronics industry, including at SCREEN. While the rapid pace of change, such as technological advancement and the diversification of applications, is generating growing uncertainty about the future, it also presents opportunities for innovation and progress.

To make SCREEN even stronger, we must plan and implement portfolio revisions and replacements so that we

can formulate an even more robust growth strategy.

To identify future growth areas ahead of the curve, it is vital to stay alert to emerging technologies and fields, understand markets, and take the lead to propose value that will make a difference in the industry.

Drawing on my experience in business restructuring and portfolio expansion, I aim to play a part in enhancing corporate value under an appropriate governance framework.

Directors and Audit & Supervisory Board members

(as of July 1, 2026)

Board of Directors

						
		Toshio Hiroe	Masato Goto	Yoichi Kondo	Yoshihisa Ishikawa	Hiroko Okudaira, PhD
Position in the Company and significant concurrent positions outside the SCREEN Group		Representative Director Chairman Chief Officer of Audit & Supervisory Board Secretariat, Group Audit Department, and Portfolio Management; Supervisor of R&D Strategy Division Chairman, Kyoto Employers' Association Nomination and Compensation Advisory Committee Member	Representative Director President Chief Executive Officer (CEO)	Director Vice Chairman Supervisor of Communication Strategy Division, Financial Strategy Division, Sustainability Strategy Division, and Legal & IP Strategy Division	Director Supervisor of Corporate Strategy Division, Digital Transformation Strategy Division, and Human Resources Strategy Division	Director (outside) Associate Professor, Graduate School of Business, Doshisha University Nomination and Compensation Advisory Committee Member
Skills and experience	Management	●	●	●		
	Global	●	●	●		● ⁴
	Semiconductors	●	●			
	Sales and marketing	●				
	R&D and innovation	●				
	Production and supply chain	●	●			
	Finance			●	●	
	Sustainability			●	●	● ⁴
Shares held ¹		53,468	55,972	19,816	17,724	3,100
Attendance (FY2026/03)		Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (4/4 times) ²	Board of Directors: 100% (10/10 times) ³	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% (5/5 times)

Note: The above table is not intended as an exhaustive list of the skills and experience of the directors and Audit & Supervisory Board members.

1. The numbers of shares held are as of June 25, 2026.

2. The attendance of Toshio Hiroe is calculated using the four times the Nomination and Compensation Advisory Committee met following his assumption of office on June 23, 2025.

3. The attendance of Masato Goto is calculated using the 10 times the Board of Directors met following his assumption of office on June 20, 2025.

4. Includes research in academia.

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 medium- and long-term targets set out under these frameworks 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
Semiconductors	Experience in semiconductor-related operations	To achieve the sustained growth of the Company's mainstay semiconductor production equipment business by applying specialized knowledge of the semiconductor industry
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 and innovation	Experience in technological research, engineering, and business development	To create and add value to technologies, services, and products through R&D and engineering based on in-depth understanding of technological trends and client needs
Production and supply chain	Experience in manufacturing, production technology, and supply chain management	To sustainably enhance corporate value by swiftly responding to market changes and maximizing productivity while supplying high-quality products with reduced environmental impact
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 for sustainable growth through appropriate risk management and human resources strategies in addition to reducing environmental impact and ensuring legal compliance

Audit & Supervisory Board

						
Seiji Narahara Director (outside) Chair of the Board & Director, Toyobo Co., Ltd. Nomination and Compensation Advisory Committee Member	Fumikazu Sato Director (outside) Professor, Institute of Mathematics for Industry, Kyushu University Specially Appointed Professor and Tokyo Office Leader, Tohoku University Nomination and Compensation Advisory Committee Member	Nobuo Kawahashi New Director (outside) Outside Director, Sumitomo Mitsui Construction Co., Ltd. Nomination and Compensation Advisory Committee Member	Masao Tomonaga Senior Audit & Supervisory Board Member (standing)	Akihiko Miyagawa New Audit & Supervisory Board Member (standing)	Tetsuo Kikkawa Audit & Supervisory Board Member (outside) President and Attorney-at- Law, Kyoto Mirai Law Firm Outside Corporate Auditor, Kosei Kensetsu Co., Ltd.	Seiji Yokoyama Audit & Supervisory Board Member (outside) Director and Certified Public Accountant, Yokoyama-Seiji Certified Accountant Office Outside Director, Audit and Supervisory Committee Member, O-WELL CORPORATION
●	●	●	●	●	●	●
●	●	●	●	●	●	●
	●	●	●			
	●	●				
●	●			●		●
	●		●		●	●
1,500	1,100	500	13,052	1,600	0	0
Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (5/5 times)	Board of Directors: 100% (14/14 times) Nomination and Compensation Advisory Committee: 100% (5/5 times)	Board of Directors: — Nomination and Compensation Advisory Committee: —	Audit & Supervisory Board: 100% (17/17 times) Board of Directors: 100% (14/14 times)	Audit & Supervisory Board: — Board of Directors: —	Audit & Supervisory Board: 100% (17/17 times) Board of Directors: 100% (14/14 times)	Audit & Supervisory Board: 100% (17/17 times) Board of Directors: 100% (14/14 times)

SCREEN Holdings executive officers

Manabu Ishimura

Managing Executive Officer
Chief Financial Officer (CFO)
Head of Financial Strategy

Yasuhiro Shiraishi

Senior Executive Officer
Chief Human Resources Officer (CHRO)
Head of HR Strategy

Chiho Otake

Senior Executive Officer
Head of Communication Strategy (executive
communications, public relations, and investor relations)

Koji Kizaki

Senior Executive Officer
Deputy Head of R&D Strategy Division

Itaru Hatanaka, PhD

Executive Officer
In Charge of ATCA, R&D Strategy Division

Junji Ishii

Executive Officer
In Charge of Strategic Investment,
Corporate Strategy Division

Junko Shima

Executive Officer
Head of Legal and IP Strategy

Atsushi Sonoda

Managing Executive Officer
Head of Digital Transformation Strategy

Tetsuya Ito

Senior Executive Officer
Head of Sustainability Strategy

Hiroshi Tomita

Senior Executive Officer
Chief Technology Officer (CTO)
Head of R&D Strategy

Yoshihide Higaki

Executive Officer
In Charge of Marketing, R&D Strategy Division

Masahiko Kokubo

Executive Officer
Deputy Head of R&D Strategy Division
In Charge of Innovation

Kiyotaka Shimada

Executive Officer
In Charge of Sustainability,
Sustainability Strategy Division

Hiroshi Osumi

Executive Officer
Head of Corporate Strategy

Business operating company presidents and directors

Akihiko Okamoto

Representative Director and President
SCREEN Semiconductor Solutions Co., Ltd.

Masahiro Joshi

Director and Executive Vice President
SCREEN Semiconductor Solutions Co., Ltd.

Yoshiyuki Higuchi

Director and Managing Executive Officer
SCREEN Semiconductor Solutions Co., Ltd.

Hiroshi Sakurai

Representative Director and President
SCREEN Graphic Solutions Co., Ltd.

Masayuki Hamakawa

Representative Director and President
SCREEN Finetech Solutions Co., Ltd.

Hiroshi Uehara

Representative Director and President
SCREEN PE Solutions Co., Ltd.

Hideo Toyofuku

Representative Director and President
SCREEN Advanced System Solutions Co., Ltd.

Functional support company presidents

Takiyoshi Sakai

Representative Director and President
SCREEN IP Solutions Co., Ltd.

Dialogue with shareholders and investors

Dialogue through IR and SR activities

We strive to give our shareholders and investors a greater understanding of the SCREEN Group by disclosing appropriate information on our management policies, business activities, and financial position in a clear and timely manner through IR and SR activities. The valuable feedback and suggestions that we gain from our shareholders and investors through dialogue are shared as appropriate with management, including the Board of Directors, to help enhance corporate value. After earnings announcements, the CEO, CFO, executive officer in charge of communication strategy, and IR manager proactively attend individual meetings and conferences with shareholders and investors. We also focus efforts on dialogues covering ESG-centered themes (SR meetings).

In the interest of fair disclosure, we promptly stream videos of earnings presentations on our website and post presentation transcripts in both English and Japanese as part of efforts to promote more comprehensive, timelier disclosure. In addition, we survey institutional investors and analysts once a year to identify areas for improvement in our IR and SR activities as part of ongoing efforts to enhance quality.

Moreover, to facilitate greater shareholder participation, we provide an online live stream of the ordinary general meeting of shareholders and the management briefing held the same day.

Going forward, we will continue to foster constructive dialogue with our shareholders and investors through IR and SR activities, aiming for an appropriate share price and balanced shareholder portfolio.

Dialogue-based IR and SR activities (FY2026/03)

- Earnings presentations by the CEO, CFO, etc.: 4
- Meetings with institutional investors and analysts: Approximately 400
- IR roadshows: 4 (Europe, United States, Asia, Middle East)
- Overseas institutional investor conferences: 12
- Shareholder engagement aimed at voting representatives: 11
- Facility tours for ESG/institutional investors and analysts: 3
- Factory tours for non-institutional shareholders: 1
- IR day: 1

Highlight

IR Day 2025 event in Tokyo

On December 16, 2025, at the Monzennakacho Site in Tokyo, we held IR Day 2025 for institutional investors and analysts. The event was held in a hybrid online and in-person format, with simultaneous interpretation provided for English speakers. Between both forms of participation, roughly 100 individuals took part.

President and CEO Goto kicked off the event with an explanation of our growth strategy. At the event's technical session, heads of technical divisions gave more detail on technology trends in semiconductor cleaning and progress in our advanced packaging initiatives.

In his briefing, President Goto reiterated that SCREEN regards the term of the current medium-term



management plan as a phase of investment in growth aimed at realizing the 10-year vision set forth in our Management Grand Design. In particular, he elucidated progress in growth investment and our approach to business portfolio management, focusing on cash allocation and ATCA, our new research and development site in the United States. In the Q&A portion, we fielded numerous questions and engaged in vibrant, constructive dialogue with attendees.

After IR Day wrapped up, the in-person participants were invited to take a tour of the newly renovated Inkjet Innovation Center Tokyo, which reopened in October 2025, deepening their understanding of SCREEN's technical prowess and initiatives.



Basic information

Corporate profile (as of March 31, 2026)

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): 6,884
 Main sites: Head Office / Rakusai / Kumiya
 Yasu / Hikone / Taga / Monzennakacho

Stock information (as of March 31, 2026)

Basic data

Authorized shares: 360,000,000
 Shares issued: 95,379,986
 Shareholders: 39,226
 Shares held by non-Japanese institutions: 33,277,657 (34.88%)
 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)	17,434	18.33
Custody Bank of Japan, Ltd. (Trust Account)	8,641	9.08
Nippon Life Insurance Company	3,661	3.85
The Bank of Kyoto, Ltd.	2,692	2.83
SCREEN's Business Partners Shareholders' Association Synchronize	1,879	1.97
Resona Bank, Limited	1,825	1.91
MUFG Bank, Ltd.	1,569	1.65
The Shiga Bank, Ltd.	1,556	1.63
STATE STREET BANK AND TRUST COMPANY 505301	1,481	1.55
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	1,300	1.36

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

2. Treasury stock held by the Company (289,671 shares) has been excluded from the calculation of the shareholding ratios. Ratios 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.

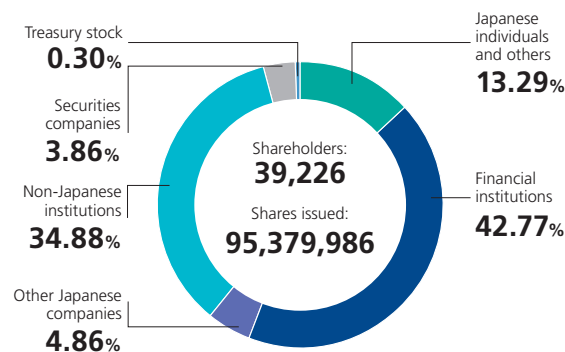
Underwriter

Nomura Securities Co., Ltd.

Sub-underwriters

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

Breakdown by type of shareholder³⁾



3. 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 [FTSE4Good Index Series](#), FTSE JPX Blossom Japan Index [FTSE JPX Blossom Japan Index](#), FTSE JPX Blossom Japan Sector Relative Index [FTSE JPX 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 is consistently recognized by METI under the Outstanding Organizations of KENKO Investment for Health Recognition Program, included in said program's "top 500 large enterprises" list, and included in METI's KENKO Investment for Health Stock Selection.

* 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

	2026	2025	2024	2023	2022
For the year					
Net sales	¥ 605,748	¥ 625,269	¥ 504,916	¥ 460,834	¥ 411,865
Cost of sales	372,573	389,971	322,399	305,785	277,497
Cost of sales to net sales (%)	61.5%	62.4%	63.9%	66.4%	67.4%
Operating income	122,522	135,683	94,164	76,452	61,273
Operating income to net sales (%)	20.2%	21.7%	18.6%	16.6%	14.9%
Profit attributable to owners of parent	92,003	99,467	70,579	57,491	45,482
Comprehensive income	105,731	91,412	83,988	56,408	43,499
Cash flows from operating activities	92,707	71,234	96,255	73,906	81,753
Cash flows from investing activities	(29,708)	(21,772)	(43,456)	(12,514)	(9,952)
Cash flows from financing activities	(40,199)	(46,466)	(35,142)	(20,961)	(4,951)
Depreciation and amortization	14,575	12,831	10,837	8,799	9,501
CAPEX	27,710	29,729	39,812	29,015	13,410
R&D expenses	37,777	31,705	27,025	24,760	24,036

Per share of capital stock

Net income	¥ 486.63	¥ 511.77	¥ 371.05	¥ 304.08	¥ 244.14
Net income—diluted	—	511.15	362.77	296.31	231.54
Cash dividends	146.50	154.00	111.75	91.25	73.25
Net assets	2,573.25	2,199.23	1,915.55	1,581.36	1,329.58

At year end

Total assets	¥ 722,421	¥ 671,287	¥ 676,808	¥ 562,816	¥ 459,305
Return on total assets (%)	13.2%	14.8%	11.4%	11.2%	10.8%
Current assets	508,567	480,046	493,661	428,267	338,367
Non-current assets	213,853	191,241	183,147	134,548	120,938
Current liabilities	222,877	239,723	286,007	237,137	175,620
Non-current liabilities	12,858	10,870	18,889	25,751	35,896
Net assets	486,684	420,694	371,911	299,926	247,788
Equity	486,570	420,640	371,866	299,888	247,716
Equity ratio (%)	67.4%	62.7%	54.9%	53.3%	53.9%
Return on equity (%)	20.3%	25.1%	21.0%	21.0%	19.9%
Capital stock	54,044	54,044	54,044	54,044	54,045
Retained earnings	399,435	348,996	274,869	229,596	185,804

Shares issued (thousands of shares)	190,759	203,178	203,178	203,178	203,180
Employees (persons)	6,884	6,415	6,264	5,987	5,943

Key environmental indicators

GHG emissions (Scope 1, 2) (thousand metric tons of CO ₂ e)	15.1	22.0	27.5	23.9	44.7
Water withdrawal (thousands of m ³)	2,494	2,388	2,316	2,118	2,038
Waste and valuable materials generated (metric tons)	3,393	3,238	3,152	3,178	3,462

Notes: 1. U.S. dollar figures are translated, for convenience only, at the rate of JPY160 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 two-for-one splits of its common stock on October 1, 2023 and April 1, 2026.

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 splits of shares had been implemented at the beginning of the fiscal year ended March 31, 2016.

2021	2020	2019	2018	2017	2016	2026
					Millions of yen	Thousands of U.S. dollars
¥ 320,322	¥ 323,249	¥ 364,234	¥ 339,369	¥ 300,234	¥ 259,675	\$ 3,785,928
232,310	246,680	263,667	229,838	206,687	178,677	2,328,585
72.5%	76.3%	72.4%	67.7%	68.8%	68.8%	
24,493	12,562	29,645	42,725	33,732	23,557	765,764
7.6%	3.9%	8.1%	12.6%	11.2%	9.1%	
15,165	5,011	18,059	28,507	24,169	18,816	575,024
36,438	(907)	13,425	34,934	28,011	11,567	660,823
57,205	11,812	(37,534)	28,878	49,024	14,721	579,423
(6,243)	(11,294)	(19,020)	(11,230)	(5,860)	(2,558)	(185,676)
(27,071)	4,928	36,761	(11,512)	(27,479)	(2,846)	(251,244)
9,628	8,860	6,883	5,708	5,398	5,030	91,095
7,843	7,985	24,089	14,429	8,256	6,352	173,189
21,506	21,525	22,825	20,837	17,794	15,166	236,106
					Yen	U.S. dollars
¥ 81.30	¥ 26.84	¥ 96.78	¥ 152.16	¥ 127.99	¥ 99.19	\$ 3.04
77.04	25.37	92.67	—	—	—	—
22.50	7.50	24.25	27.50	21.75	15.00	0.91
1,118.79	931.78	959.73	915.49	760.20	633.35	16.08
					Millions of yen	Thousands of U.S. dollars
¥ 382,632	¥ 347,965	¥ 380,916	¥ 365,874	¥ 300,660	¥ 270,094	\$ 4,515,131
4.2%	1.4%	4.8%	8.6%	8.5%	7.2%	
252,887	238,543	263,265	254,756	215,159	188,522	3,178,549
129,745	109,422	117,651	104,708	85,501	81,572	1,336,582
120,868	136,879	160,852	175,509	135,576	120,857	1,392,986
53,216	36,943	40,930	19,784	22,168	28,948	80,365
208,549	174,143	179,134	170,880	142,916	120,289	3,041,779
208,380	173,942	179,116	170,839	142,805	119,650	3,041,062
54.5%	50.0%	47.0%	46.7%	47.5%	44.3%	
7.9%	2.8%	10.3%	18.2%	18.4%	16.3%	
54,045	54,045	54,045	54,045	54,045	54,045	337,780
144,670	130,908	130,274	117,359	92,937	71,602	2,496,470
203,180	203,180	203,180	203,180	203,180	203,180	
5,982	6,074	6,099	5,835	5,422	5,182	
50.7	54.8	50.6	54.8	53.4	52.5	
2,046	2,087	2,102	2,063	2,034	2,021	
2,586	2,304	2,765	2,696	2,064	1,848	

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 (1,092 thousand shares as of March 31, 2026 and 458 thousand shares as of March 31, 2025) 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 (848 thousand shares for the year ended March 31, 2026 and 493 thousand shares for the year ended March 31, 2025).

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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