FINANCIAL RESULTS BRIEFING

Fiscal Year Ending March 2026

JEOL Ltd.

May 29, 2026

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1. FY2025 Results and FY2026 Forecast

Summary of FY2025 Financial Results and FY2026 Forecast

FY2025 Results

- Operating profit increased by ¥2.0 billion from the previously announced forecast of ¥24.0 billion to ¥26.0 billion, while net profit reached a record high and ROE was 15.7%.

  【Net sales】 ¥179.4 billion (YoY -8.8%)
  【Operating profit】 ¥26.0 billion (YoY -26.7%)
  【Exchange rates】 ¥151/USD, ¥175/EUR

- **Scientific/Metrology Instruments** : Revenue and profit declined mainly due to a rebound decline following the completion of demand associated with supplementary budgets in China.
- **Industrial Equipment** : Unit sales of Multi-Beam Mask Writers and Single-Beam Mask Writers declined year on year. Meanwhile, demand for Spot type Electron Beam Lithography Systems expanded for use in production applications, including the ramp-up of DFB laser production for optical transceivers used in AI data centers.
- **Medical Equipment** : The business was transferred to Sysmex Corporation on April 1, 2026.

FY2026 Forecast

- Although uncertainty remains due to reductions in science and technology-related budgets in the United States, inquiries centered on electron microscopes are expected to remain firm.
- While signs of recovery are emerging in the market environment for Multi-Beam Mask Writers, demand recovery is still expected to take time. Meanwhile, further growth in demand is expected for Spot-Beam systems.

  【Net sales】 ¥164.0 billion (reflecting the impact of the transfer of the Medical Equipment Business)
  【Operating profit】 ¥26.5 billion
  【Exchange rates】 ¥155/USD, ¥175/EUR

- The consolidated earnings forecast (net profit) incorporates an estimated impact associated with the transfer of the Medical Equipment Business. However, the specific details and amount are currently under review, and further information will be disclosed in a timely manner in future earnings announcements.

FY2025 Results (P/L)

■ Net sales were ¥179.4 billion (YoY -8.8%), and operating profit was ¥26.0 billion (YoY -26.7%).

Consolidated figures (P/L)

(100 million JPY)

		FY24 Result①	FY25 Result②	YoY ②−①
1	Net sales	1,967	1,794	- 173
2	Sales cost	1,043	963	- 80
3	(Cost ratio)	53.0%	53.7%	0.7%
4	Gross profit	924	830	- 94
5	SGA	449	456	7
6	R&D cost	120	114	- 6
7	SGA total	569	570	1
8	Operating profit	355	260	- 95
9	Non-operating income	12	29	17
10	Non-operating expenses	23	3	- 20
11	Ordinary profit	344	286	- 58
12	Extraordinary income	29	11	- 18
13	Extraordinary loss	124	2	- 122
14	Net profit before taxes	250	295	45
15	Corporate taxes	63	74	11
16	Net profit	187	221	34
	Exchange rate (1$=)	¥152	¥151	
	Exchange rate (1€=)	¥164	¥175	

Factors for fluctuating ordinary profit (YoY)

(100 million JPY)

(A) Positive Factors	8
1.R&D cost decrease	6
2.FX impact (yen depreciation)	2
(B) Negative factors	-103
1.Sales volume decrease	-84
2.Higher cost of sales, including product mix changes and other factors	-12
3.SGA increase	-7
(A)+(B)	-95

FY2026 Forecast (P/L)

■Net sales: ¥164.0 billion (YoY -8.6%), operating profit: ¥26.5 billion (YoY +1.9%)

Consolidated figures (P/L) (100 million JPY)

		FY24 Result	FY24 Result ①	FY26 Forecast ②	YoY ②—①
1	Net sales	1,967	1,794	1,640	- 154
2	Sales cost	1,043	963	839	- 124
3	(Cost ratio)	53.0%	53.7%	51.2%	- 2.5%
4	Gross profit	924	830	801	- 29
5	SGA	449	456	431	- 25
6	R&D cost	120	114	105	- 9
7	SGA total	569	570	536	- 34
8	Operating profit	355	260	265	5
9	Ordinary profit	344	286	262	- 24
10	Net profit	187	221	213	- 8
	Exchange rate (1$=)	¥152	¥151	¥155	
	Exchange rate (1€=)	¥164	¥175	¥175	

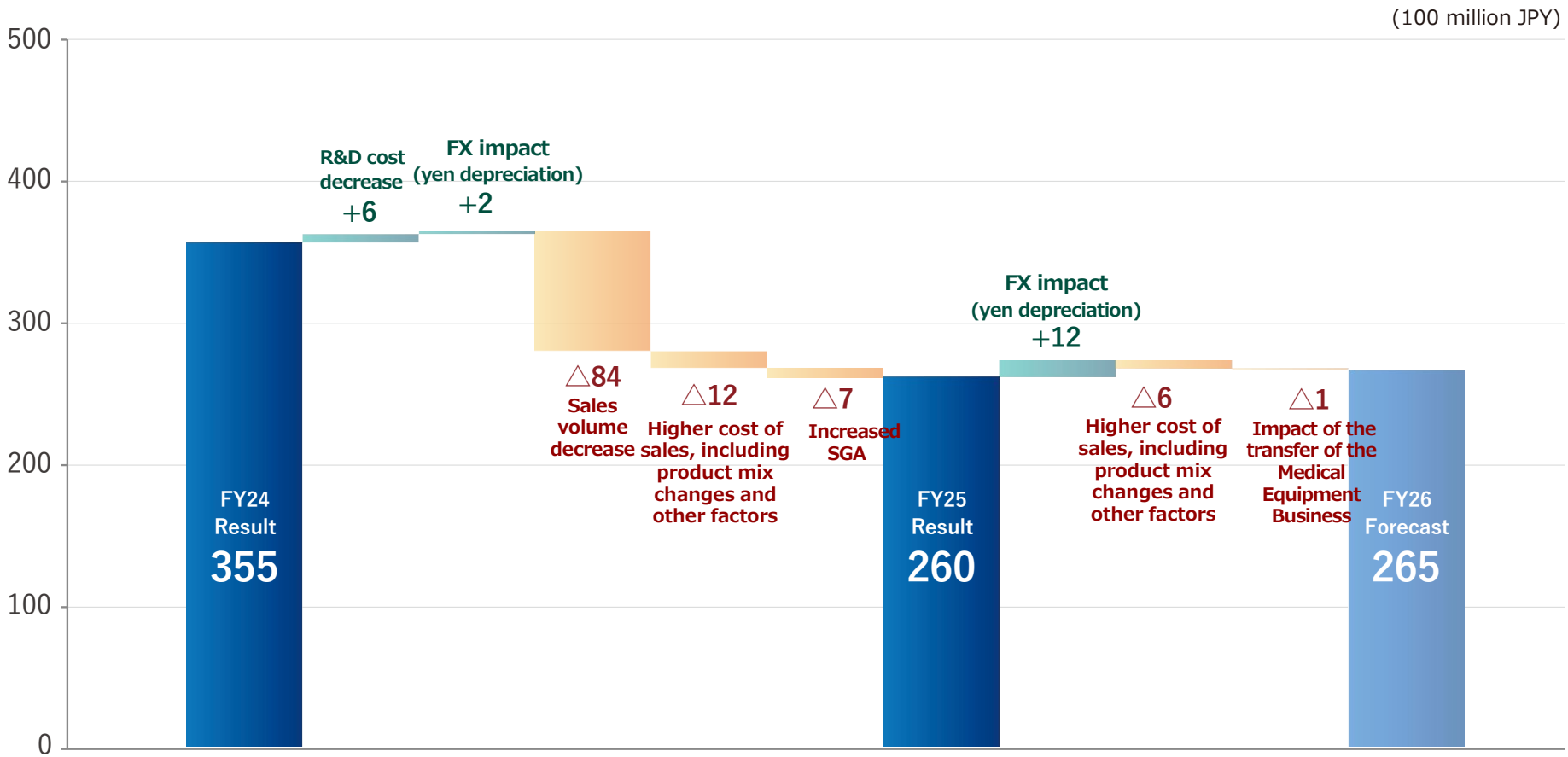
Factors for fluctuating ordinary profit (YoY)

(100 million JPY)

(A)Positive Factors	12
1. FX impact (yen depreciation)	12
(B)Negative factors	- 7
1. Higher cost of sales, including product mix changes and other factors	- 6
2. Impact of the transfer of the Medical Equipment Business	- 1
(A)+(B)	**5**

Factors of Increase/Decrease in Profit

Operating Profit Analysis



Transition of Consolidated Sales & Operating Profit by Segment (FY2025 Result)

(100 million JPY)

		FY24 Result①	FY25 Result②	YoY (②−①)	YoY %
Company Total	**Net sales**	1,967	1,794	-173	-8.8%
	Operating profit	355	260	-95	-26.7%
	OP margin	18.0%	14.5%	-3.5%	-
	Ordinary profit	344	286	-58	-16.9%
	Net profit	187	221	34	18.2%
Scientific/Metrology Instruments	**Net sales**	1,248	1,163	-85	-6.8%
	Operating profit	150	131	-19	-13.0%
	OP margin	12.0%	11.2%	-0.8%	—
Industrial Equipment	**Net sales**	565	481	-84	-14.8%
	Operating profit	263	194	-70	-26.4%
	OP margin	46.6%	40.2%	-6.4%	—
Medical Equipment	**Net sales**	154	149	-5	-3.2%
	Operating profit	7	1	-6	-90.3%
	OP margin	4.3%	0.4%	-3.9%	—
Company total	**Expenses**	65	65	0	-0.2%
	Exchange rate (1$=)	¥152	¥151	¥-1	-0.7%
	Exchange rate (1€=)	¥164	¥175	¥11	6.7%

Transition of Consolidated Sales & Operating Profit by Segment (FY2026 Forecast)

(100 million JPY)

		FY25 Result①	FY26 Forecast②	YoY (②−①)	YoY %
Company Total	**Net sales**	1,794	1,640	-154	-8.6%
	Operating profit	260	265	5	1.9%
	OP margin	14.5%	16.2%	1.6%	–
Scientific/Metrology Instruments	**Net sales**	1,163	1,214	51	4.4%
	Operating profit	131	164	33	25.2%
	OP margin	11.2%	13.5%	2.3%	–
Industrial Equipment	**Net sales**	481	426	-55	-11.4%
	Operating profit	194	167	-27	-13.9%
	OP margin	40.2%	39.3%	-0.9%	–
Medical Equipment	**Net sales**	149	–	–	–
	Operating profit	1	–	–	–
	OP margin	0.4%	–	–	–
Company total	**Expenses**	65	67	2	3.1%
	Exchange rate (1$=)	¥151	¥155	¥4	2.6%
	Exchange rate (1€=)	¥175	¥175	¥0	–

Change in Major Accounts

(100 million JPY)

(Consolidated)	FY24 Result	FY25 result	FY26 Forecast
1 Inventory	770	755	647
2 Interest-bearing debt (including lease liabilities, etc.)	93	271	198
3 Total assets	2,225	2,240	2,461
4 Net Assets (capital-to-asset)	1,367 (61.4%)	1,449 (59.9%)	1,590 (64.6%)
5 Dividend(JPY)	106	132	132
6 Capital investment	70	202	230
7 Depreciation cost	49	54	65
8 Consolidated orders received	1,864	1,801	1,700*
9 Consolidated order backlog	1,032	1,039	1,050*
10 Overseas sales ratio	71.2%	67.2%	68.0%

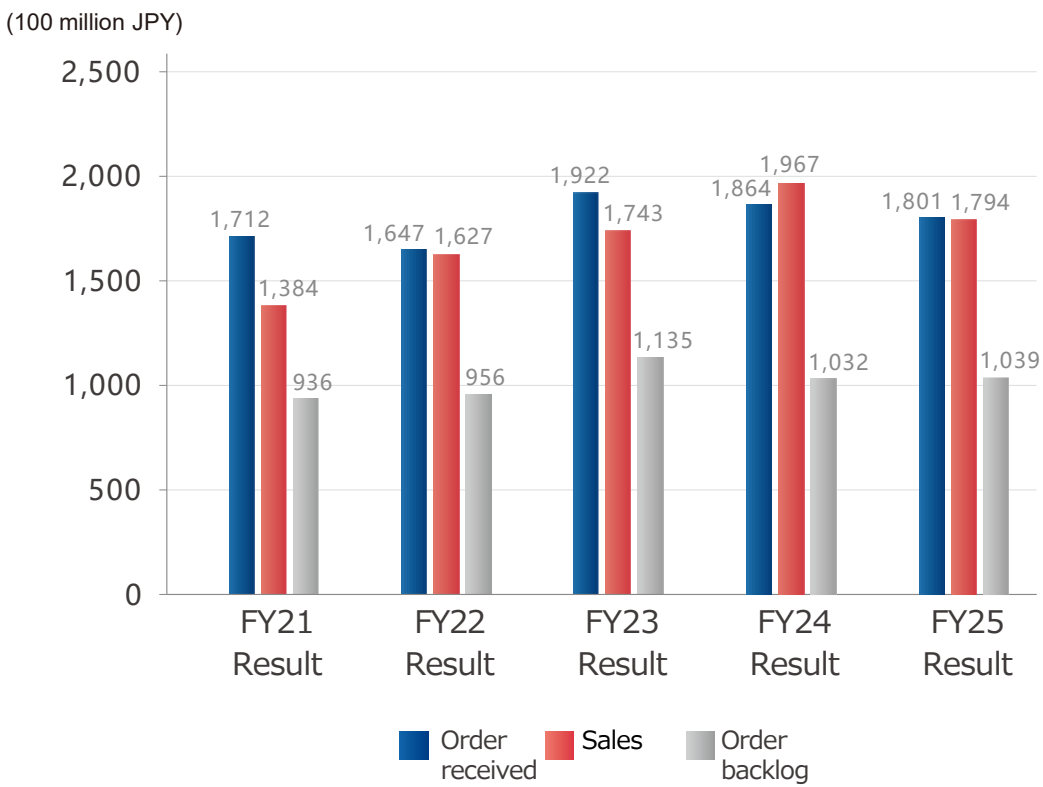
* Medical Equipment Business excluded from order intake from FY2026 due to the business transfer.

Investment efficiency index

1 ROE	14.3%	15.7%	14.0%
2 ROIC※	18.1%	12.3%	11.2%
3 PBR	1.7	1.9	—

* In accordance with our internal management standard

Transition of Consolidated Orders, Sales and Backlog



Business Environment

- **Scientific/Metrology Instruments :** Target further growth in priority areas (semiconductors, life sciences)
- **Industrial Equipment :** Further strengthen the competitiveness of mask writers and enhance responsiveness to strong demand for Spot-Beam systems

Scientific and Metrology Instruments	University / Government Demand	■ Science and technology investment in Japan remains firm, with active supplementary budget-related projects ■ In the United States, uncertainty continues due to unstable science and technology budget allocations ■ In Europe, geopolitical risks persist, with priority given to defense and energy-related spending over science and technology ■ In China, demand remains at a certain level; however, the outlook remains uncertain due to the completion of supplementary budget-driven demand and tighter export controls ■ Asia (including India) remains relatively firm despite uncertainties surrounding the situation in the Middle East
	Private Demand (Semiconductors)	■ Continue sales promotion activities for JEM-ACE200F, JIB-PS500i and other products, mainly in key markets such as South Korea and Taiwan
	Private Demand (Other Industries)	■ Actively promote sales in the life science market ■ R&D investment by domestic and overseas manufacturers is showing signs of recovery
Industrial Equipment	Lithography System Market)	■ While signs of recovery are emerging in the market environment for Multi-Beam Mask Writers, the full-scale recovery of capital investment by major customers has been slower than initially expected, and demand recovery is still expected to take time ■ Single-Beam Mask Writers are expected to continue to see a certain level of investment, mainly for China, although temporary market adjustments are anticipated ■ Further growth in demand is expected for Spot type Electron Beam Lithography Systems for use in manufacturing processes, including the ramp-up of production, driven by increasing performance and diversification of DFB lasers used in optical transceivers for AI data centers

2. Medium-Term Management Plan FY2025–FY2029 “Evolving Growth 2.0 - A New Horizon -” (Update)

Vision 2035

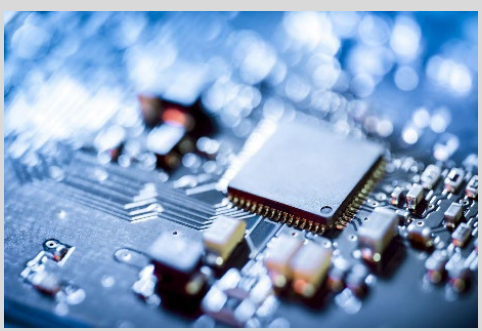
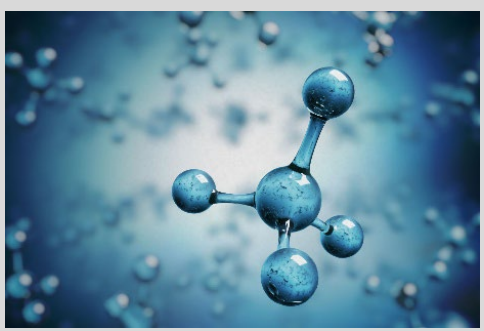
* Aiming for top class market share in key markets of Semiconductor and Life Science.

“Evolving Growth 2.0 -A New Horizon-” Summary

Vision 2035	Become a global leader*, by co-creating innovations with customers who are challenging cutting-edge technologies *Aiming for top class market share in key markets of semiconductor and life science
Numerical goal (FY29)	Net sales : 205 billion yen, operating profit : 44 billion yen(operating margin 21.5%), ROE : 15% or more, ROIC : 15% or more
YOKOGUSHI 2.0	By evolving “YOKOGUSHI” into ”YOKOGUSHI 2.0,” strengthen solution for each area through creation of high added value through innovation & expansion on 3 axes （①Instruments/Functions, ②Applications/Services, ③Co-creation）
Strategy/ Measures	Management emphasizing capital efficiency and strengthening "earning power" of core businesses 1. Expand and improve profitability in our scientific and metrology instruments business by focusing on semiconductor and life sciences as priority markets, where high market growth is expected, and our group's niche technologies can be utilized. 2. Strengthen competitiveness through technological innovation and the development of new business models. Establish a market position through innovation creation and contribute to solutions to diverse social issues. 3. Improve profitability by strengthening our support structure and investing in sales promotions in the priority markets of semiconductor and life sciences in key overseas territories (USA, Europe, Asia). 4. Achieve sustainable growth, by improving customer satisfaction and strengthening employee engagement, by promoting innovation promotion and through enhanced governance. 5. Strengthen competitiveness by reducing production times and cost rates through production improvement strategies based in the process optimization.
Shareholder Returns	Aiming for a target dividend payout ratio of 30%, strengthen shareholder returns to improve capital efficiency and achieve sustainable growth in corporate value, while placing greater emphasis on strategic investments for growth.

Priority Areas in this Medium-term Management Plan

- We will focus on semiconductors and life sciences—markets with strong growth potential—where our advanced technological capabilities are in high demand.

	Semiconductor	*Life Science*
		
Market Growth	Significant growth is expected in the market for advanced measurement and inspection instruments, driven by semiconductor miniaturization, densification, and rising demand.	With the growth of the life sciences market, demand for analytical instruments used in this field is also expected to increase.
Our Strengths	Provide high-precision instruments and services for semiconductor structure and failure analysis. Focus on automation to simplify analysis and reduce customer workload.	Provide highly precise instruments and services for atomic-level molecular structure analysis in the fields of structural biology and drug discovery.

Medium-term Management Plan FY25-FY29 “Evolving Growth 2.0 -A New Horizon-”

■ With the medium-term management plan, we will strive to add higher value and improve profitability in priority areas/markets through YOKOGUSHI 2.0

(FY16-18)
Concrete growth strategy
Triangle Plan

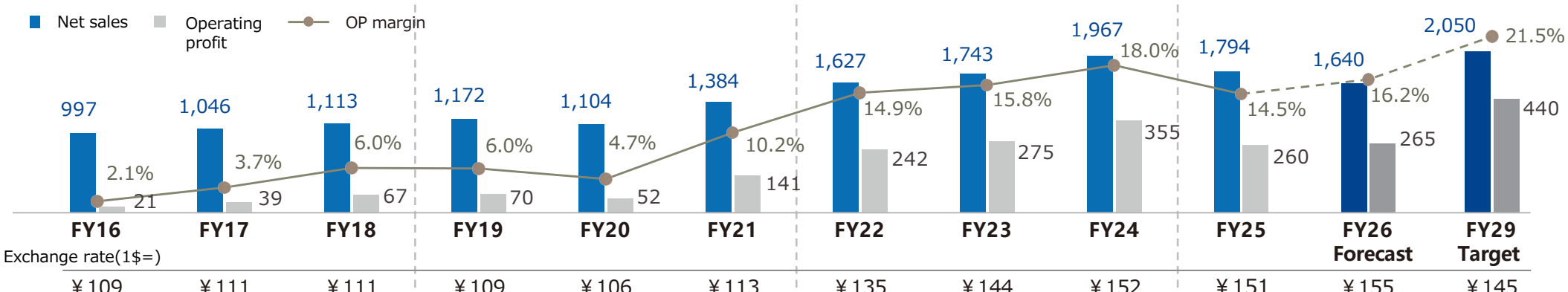
(FY19-21)
Accelerate growth and take the next steps
Triangle Plan 2022

(FY22-24)
Expand the business scale and achieve higher profitability
Evolving Growth Plan
- Strengthen and develop YOKOGUSHI strategy
- Build barriers to entry, improve profitability
- Continue to implement new strategies
- Strengthen business support

(FY25-29)
Expand values we offer and make significant progress in priority areas
Evolving Growth 2.0 –A New Horizon-
- With advanced "YOKOGSHI2.0", add higher value and strengthen competitiveness
- Improve profitability in priority areas/markets
- Improve capital efficiency and create innovations

Consolidated Net Sales/Operating Profit Transition

(100 million JPY)



Medium-term Management Plan Target【Financial】

- Further strengthen capital efficiency-oriented management and "earning power" of core businesses towards sustainable growth.
- To improve capital efficiency, set ROE/ROIC targets and follow up with PDCA cycle

		FY24 Result	FY25 Result	FY26 Forecast	FY29 Target	Growth Rate (FY24-29)	Measures
Improve profitability	Net Sales	196.7billion yen	179.4billion yen	164.0billion yen	205.0billion yen	CAGR 0.8%	• Create innovation • Strengthen focus area
	Operating profit	35.5billion yen	26.0billion yen	26.5billion yen	44.0billion yen	CAGR 4.4%	
	Operating margin	18.0%	14.5%	16.2%	21.5%	+3.5%pt	
	Exchange rate(1$=)	¥152	¥151	¥155	¥145		
	Exchange rate(1€=)	¥164	¥175	¥175	¥157		
Create returns more than investment costs	ROE	14.3%	15.7%	14.0%	15% or more	—	• Improve profitability and streamline operations • Strengthen shareholder returns
	ROIC*	18.1%	12.3%	11.2%	15% or more	—	

*Based on internal management standards

Medium-Term Management Plan Targets [Financial] | By Segment

- Enhance the profitability of Scientific/Metrology Instruments by positioning semiconductors and life sciences as priority areas and leveraging proprietary technologies. Improve operating profit margin by +7.1pt (12.0% → 19.1%).

Improvement in Operating Profit Margin (+7.1pt)		Main Measures	KPI
Increase in sales to priority areas	+4.1pt	• Improve product mix through increased sales of strategic products (FIB/TEM for semiconductor applications, etc.) • Improve gross profit margin through stricter pricing discipline and value-based pricing strategies	Sales to priority areas (semiconductors, etc.), gross profit margin
Improvement in service profitability	+1.5pt	• Increase maintenance contract ratio • Expand high-value-added services and strengthen pricing management • Improve service operation efficiency	Maintenance contract ratio, gross profit margin
Improvement in productivity profitability	+1.5pt	• Improve production efficiency via factory reorganization, smart factory initiatives, and shorter lead times.	Cost ratio, lead time

- Signs of recovery are emerging in the market environment for Multi-Beam Mask Writers, while strengthening responsiveness to strong demand for spot-beam systems.

		FY24 Result	FY25 Result	FY26 Forecast	FY29 Target	CAGR (FY24-29)
Scientific And Metrology Instruments	Net sales	¥124.8 billion yen	¥116.3 billion yen	¥121.4 billion yen	¥144.0 billion yen	2.9%
	Operating profit	¥15.0 billion yen	¥13.1 billion yen	¥16.4 billion yen	¥27.5 billion yen	12.9%
	Operating profit margin	12.0%	11.2%	13.5%	19.1%	+7.1pt
Industrial Equipment	Net sales	¥56.5 billion yen	¥48.1 billion yen	¥42.6 billion yen	¥61.0 billion yen	1.5%
	Operating profit	¥26.3 billion yen	¥19.4 billion yen	¥16.7 billion yen	¥23.0 billion yen	-2.6%
	Operating profit margin	46.6%	40.2%	39.3%	37.7%	-8.9pt
Medical Equipment	Net sales	¥15.4 billion yen	¥14.9 billion yen	—	—	—
	Operating profit	¥0.7 billion yen	¥0.1 billion yen	—	—	—
	Operating profit margin	4.3%	0.4%	—	—	—
Corporate expenses		¥6.5 billion yen	¥6.5 billion yen	¥6.7 billion yen	¥6.5 billion yen	
Exchange rate(1$=)		¥152	¥151	¥155	¥145	
Exchange rate(1€=)		¥164	¥175	¥175	¥157	

Balance Sheet Management Policy

■ Promote enhancement of corporate value under the Medium-Term Management Plan through management conscious of capital costs and share price

Optimal capital structure with awareness of capital costs

- Promote management conscious of capital costs and share price to achieve sustainable growth in corporate value
- Maintain an appropriate equity ratio and D/E ratio while generating returns exceeding capital costs
- Examine the appropriate level of cash and deposits required under various business conditions

Emphasis on investment discipline

- Execute focused investments in semiconductor and life science priority areas while promoting growth investments with emphasis on investment efficiency
- Strategic investments (M&A, etc.) will be evaluated with discipline, and additional shareholder returns will be considered if strategic investment opportunities are limited

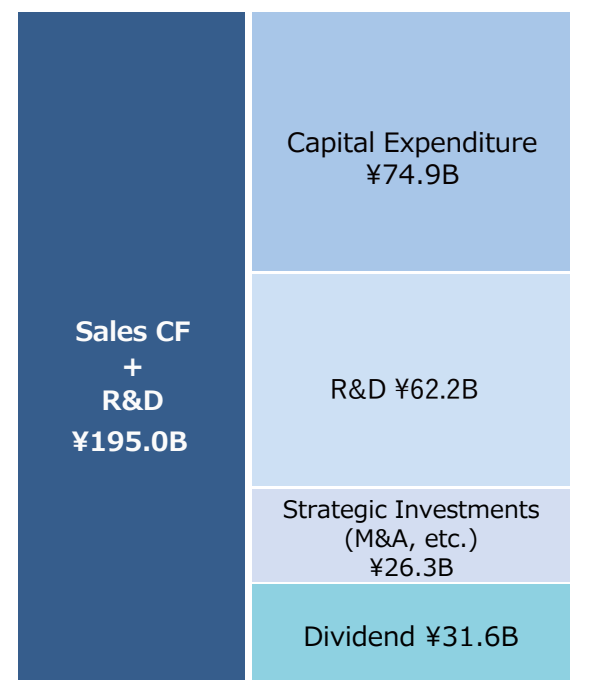
Strengthen shareholder returns

- Stable and continuous shareholder returns with a target payout ratio of approximately 30% are the basic policy
- Flexible share repurchases will be considered to improve capital efficiency and achieve sustainable growth in corporate value (Repurchased ¥11.8 billion / 2.3 million shares in FY2025)
- Treasury shares acquired may be utilized for M&A and stock compensation plans for officers and employees; however, recognizing that excessive holdings may reduce capital efficiency, cancellation of shares exceeding a certain level will be considered

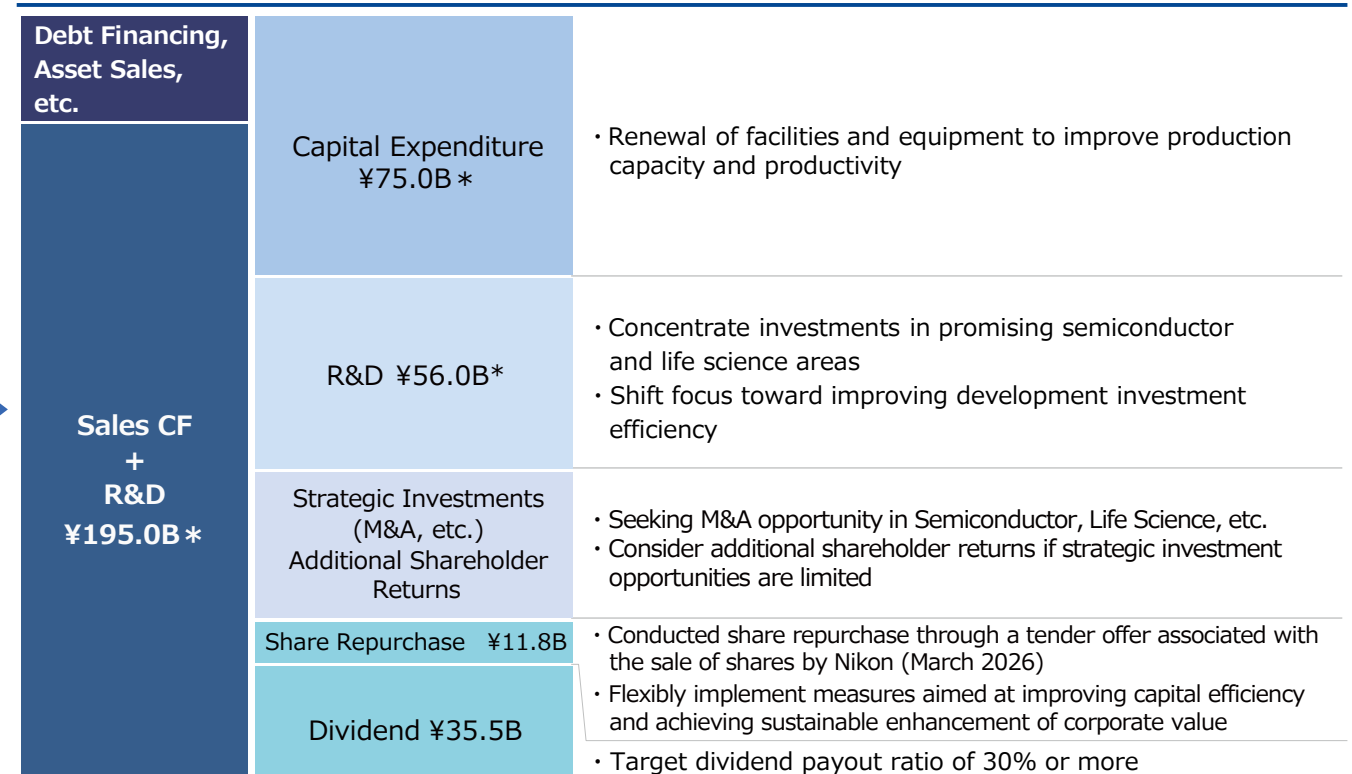
Investment/Shareholder Returns

■ In light of the revision to the Medium-Term Management Plan resulting from the transfer of the Medical Equipment Business, establish a cash allocation policy aimed at further enhancing corporate value
Strengthen shareholder returns together with growth investments in priority areas, while evaluating strategic investments including M&A with discipline

Previous Plan (FY25-FY29)



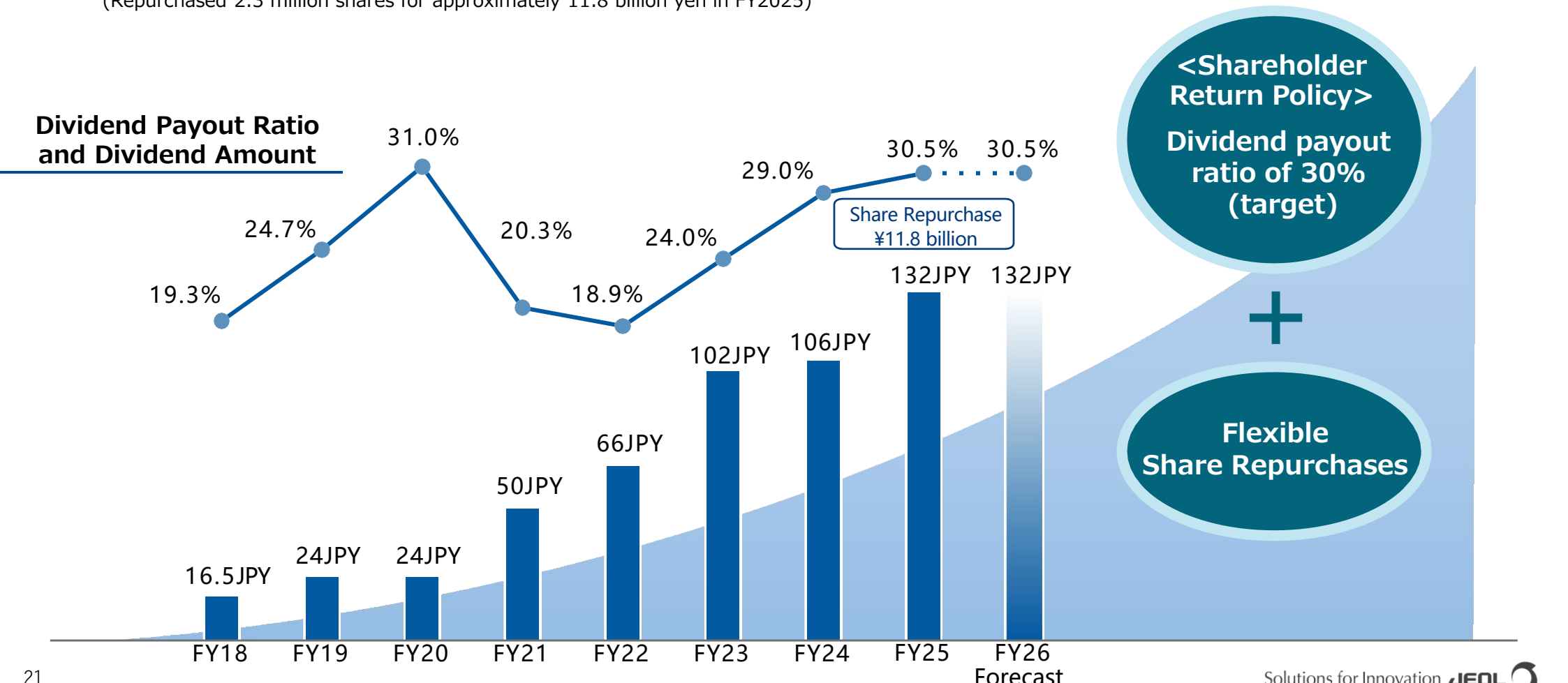
Revised Plan Evolving Growth 2.0 -A New Horizon- (FY25-FY29)



* Reflecting the impact of the transfer of the Medical Equipment Business

Initiatives for stable and continuous return to shareholders

- Aim to realize stable and continuous shareholder returns based on a basic policy of a target dividend payout ratio of 30%.
- The Company will consider flexible share repurchases aimed at enhancing capital efficiency and achieving sustainable growth in corporate value.
  (Repurchased 2.3 million shares for approximately 11.8 billion yen in FY2025)



Completion of Share Repurchase and Tender Offer for Own Shares

- The Company positions its capital policy—integrating the promotion of growth investments, the maintenance of financial soundness, and the enhancement of capital efficiency—as one of its key management priorities aimed at maximizing corporate value over the medium to long term. Taking into consideration the business environment and growth opportunities, the Company's fundamental approach is to enhance per-share value on a sustainable basis by pursuing optimal capital structure and balance sheet management with a clear focus on capital costs.
- On February 2, 2026, the Company resolved to conduct a share repurchase and tender offer for its own shares, with a maximum total acquisition price of approximately 12.8 billion yen and a maximum acquisition of 2,500,100 shares.
- The tender offer commenced on February 3, 2026, and was completed on March 4, 2026.
- The Company will continue to steadily implement various management initiatives under its medium-term management plan to enhance capital efficiency and achieve sustainable growth in corporate value.

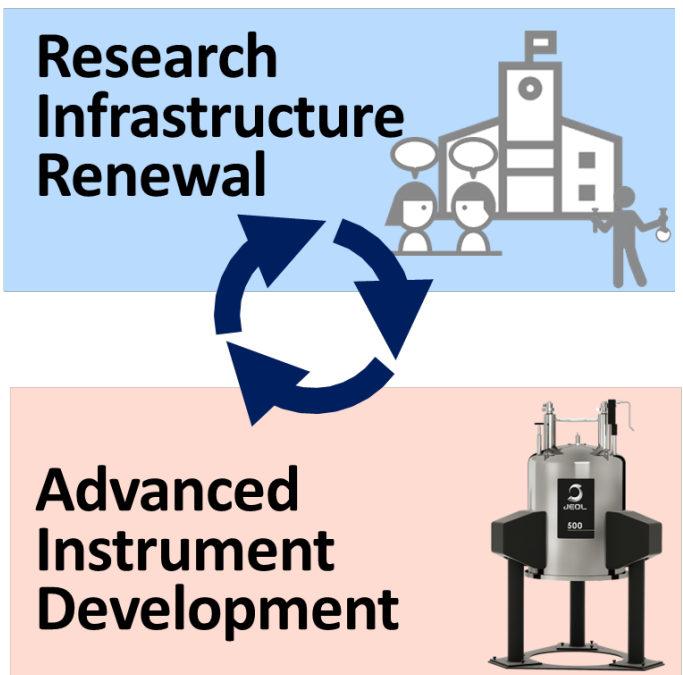
Results of Share Repurchase and Tender Offer for Own Shares

Total acquisition price	11,840,420,592 yen
Total number of shares acquired	2,300,004 shares, equivalent to 4.46% of total issued shares

3. Business Topics

Japan's Science & Technology Policy: Growth Tailwinds
— Contributing Through JEOL's Core Technologies —

■ Expansion of fund-based budgeting in the FY2025 supplementary budget is driving medium- to long-term planned initiatives in science and technology



Medium- to Long-Term Outlook in Scientific & Measurement Fields

- Research infrastructure renewal, AI adoption, and Industry-Academia collaboration are being promoted in an integrated manner
- Equipment investment is shifting from individual installations to institution-based shared and advanced platforms

Key Government Programs (Supplementary Budget)

Research Infrastructure Development

EPOCH *(**E**mpowering Research **P**latform for **O**utstanding **C**reativity & **H**armonization)*

AI & Research Infrastructure

ARiSE *(**AI** to **R**edes**i**gn **S**cientific **E**xploration)*

Human Resources & R&D

INSIGHT *(**IN**itiative for **S**cience, technology and **I**ndustry related **G**rowth of **H**uman capital toward **T**ransformation)*

Industry-Academia Collaboration (Deep Tech)

Large-Scale Industry-Academia Collaboration Hub Program

(Official English titles are used for EPOCH, INSIGHT and ARiSE; the Hub Program title is a descriptive translation)

JEOL supports the advancement of Japan's research infrastructure through analytical and measurement technologies
(Based on a figure published on the MEXT website; recreated by JEOL)

Note: Fund-based budgeting enables multi-year utilization of government funds beyond the traditional single fiscal-year framework.

Highly Cited Researchers 2025

- Miao Shu of JEOL (BEIJING) CO., LTD. has been selected as a “Highly Cited Researcher 2025” by Clarivate Analytics.

- Yoshinori Yanagisawa and Yusuke Nishiyama of JEOL Ltd. have been recognized in the “Single Recent Year Impact” category of the Stanford–Elsevier list of the world’s top 2% of scientists.
- In addition, Robert B. Cody of JEOL USA, Inc. has been recognized in both the “Single Recent Year Impact” and “Career-Long Impact” categories.

Ranked No. 1 in Japan in the Nature Index “Count” Metric

- JEOL ranked first in the “Count” metric (Japan, corporate sector) based on the Nature Index 2025 data (January–December).
- The Nature Index is an international indicator that measures and visualizes contributions to research published in leading scientific journals such as Nature and Science, aggregated by institution, country, and region.
- This ranking reflects a high volume of publications in cutting-edge research fields and demonstrates JEOL’s broad participation in research contributing to future innovation.

Rank	Company Name
1	JEOL Ltd.
2	Nippon Telegraph and Telephone Corporation (NTT)
3	Toyota Motor Corporation
4	SoftBank Group Corp.
5	Sony Group Corporation
6	Mitsubishi Chemical Group Corporation
7	Chugai Pharmaceutical Co., Ltd.
8	Rigaku Holdings Corporation
9	Hitachi, Ltd.
10	Daikin Industries, Ltd.
11	National Institute of Information and Communications Technology (NICT)
12	Takeda Pharmaceutical Company Limited
13	Eisai Co., Ltd.
14	Daiichi Sankyo Company, Limited
15	Mitsubishi Electric Corporation

Completion of Transfer of the Medical Equipment Business

- On April 1, 2026, the Company completed the transfer of its Medical Equipment Business to Sysmex Corporation, and the business commenced operations as “Sysmex BioMajesty Co., Ltd.“.

Company Profile

Company Name	Sysmex BioMajesty Co., Ltd.
Location	2-11-1 Inadaira, Musashimurayama-shi, Tokyo
Representative	Mineharu Takayama, Representative Director
Establishment Date	April 1, 2026
Capital	95 million yen
Business Description	Manufacturing, sales, research and development of medical equipment, as well as contract processing of related products and components, maintenance and services, and procurement and sales of peripheral equipment

4. Deepening Presence in the Semiconductor Market

Priority Area【Semiconductor】Sales and Profit Targets

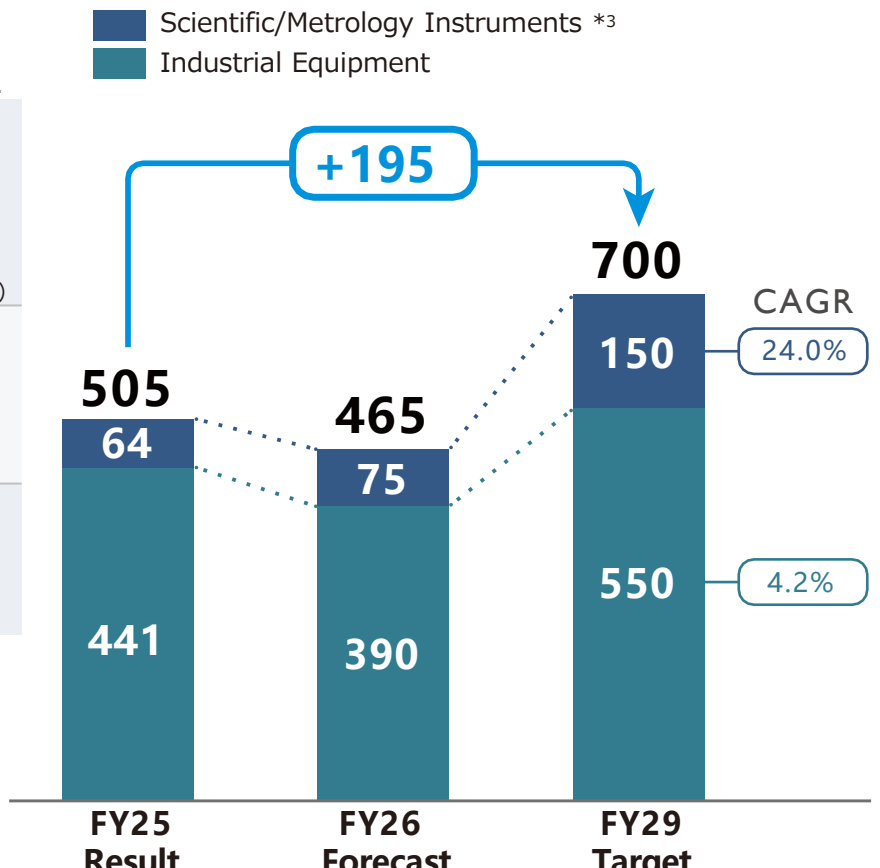
■The semiconductor field*1 aims to achieve net sales of ¥70.0 billion in FY2029 (+¥19.5 billion vs. FY2025) and operating profit of ¥28.0 billion*2 (+¥8.2 billion vs. FY2025).

Key Business Strategy Highlights

Technological Trends in Semiconductors	Customer Challenges	JEOL's Value Proposition	Key Products
Increasing sophistication and complexity of device structures (e.g., GAA/CFET)	Rising difficulty in visualization and analysis of structures/defects, increasing analytical workload	Improved efficiency through automated and AI-assisted cross-section preparation and structural analysis using FIB/TEM	FIB (JIB-PS500i) TEM (JEM-ACE200F) SEM (JSM-IT810 series)
Advancements in leading-edge lithography (High-NA)	Higher precision requirements for masks along with increasing miniaturization, alongside demand for higher throughput	Realization of high-precision and high-throughput performance using MBMW systems compatible with the 10Å generation	MBMW
Growing demand for optical communications driven by the expansion of AI data centers	Growing need for mass production of DFB lasers	Meeting market needs with high-performance spot-beam electron beam lithography systems	JBX-8100FS

Notes
*1 Semiconductor field includes customers in the semiconductor industry within Scientific and Metrology Instruments and Industrial Equipment businesses
*2 Operating profit is based on internal management standards after allocation of corporate expenses
*3 Key products include JEM-ACE200F, JIB-PS500i, and JSM-IT810 series

Semiconductor Field
Net Sales Results and Targets (¥100 million)



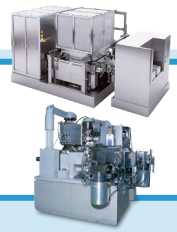
Semiconductor | Business Outline

■ JEOL instruments are essential in various semiconductor applications, from development to production, due to their high reliability.

LSI production process

Liquid impurities inspection — **MS**

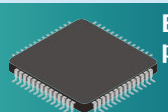
LSI design → **Photomask production** — **MBMW** (Single Beam Mask Writer)



Front-end process (Wafer): Cleaning → Deposition → Exposure → Developing/Etching → Ion Implantation → Inspection

Repeat

Back-end process: Packaging



Process monitoring (Inspection)
Metrology (CD Measurement)
Due to semiconductor miniaturization and the adoption of 3D structures, some CD-SEM market segments are shifting to TEM & FIB.

TEM

FIB

Off-line analysis
Process condition evaluation, failure analysis
SEM

Optical Communication Device Manufacturing (for AI Server Applications, etc.)

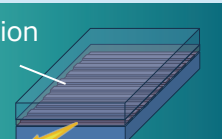
DFB Laser Device

Grating Patterning — **Spot Beam Mask Writer**

Fabrication Process: Compound Semiconductor Wafer

Photoresist Coating → Electron Beam Lithography → Development → Grating Formation (Etching) → Regrowth → Electrode Formation → Chip Fabrication

Diffraction Grating



Single-Wavelength Laser Output

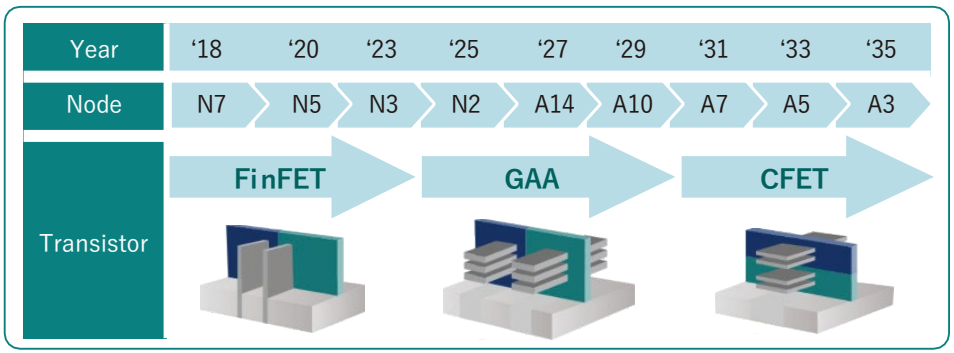
Device and Process Development of advanced semiconductors

TEM **FIB** **SEM**
AES **NMR** **Spot Beam Mask Writer**

- New structure development: Development of new transistor structures, process optimization, stress distribution analysis, and defect detection.
- Film material development: Film quality and thickness evaluation, derivation of process conditions, and detection of defect levels.
- Multi-layer wiring development: Material development and structural analysis of contact holes and related features.
- Photoresist material development and related applications: High resolution, improved sensitivity, and reduced environmental impact.

Inspection Solutions for Advanced Semiconductor Metrology

- Structural and dimensional inspection using FIB and TEM has become essential for improving yields in advanced semiconductor manufacturing as devices continue to scale and adopt multi-layered structures. Further demand growth is expected.
- Evaluations by key customers are progressing steadily.

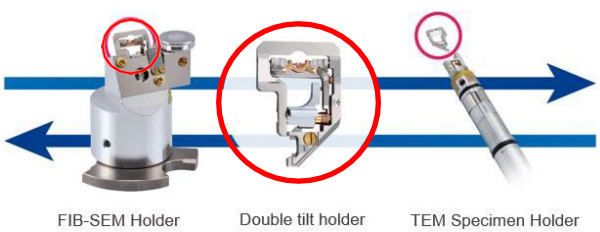


Wafer

JIB-PS500i

FIB-SEM system

Specimen Preparation

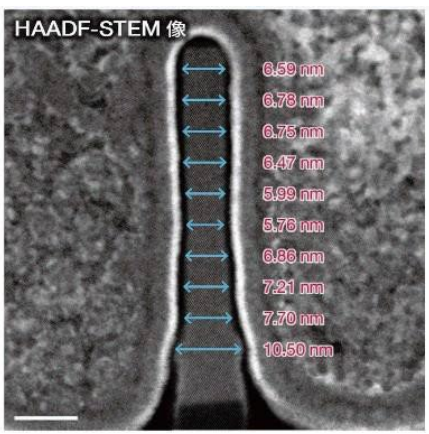


JEM-ACE200F

High Throughput Analytical Electron Microscope

(TEM for Semiconductor)

CD Measurement



HAADF-STEM image of a Fin Field-Effect Transistor (FinFET)

New Product Expansion to Achieve the Mid-Term Management Plan

- We will capture growth opportunities by timely introducing new products that address evolving market needs.
- As a key initiative toward achieving the mid-term management plan, we plan to launch a wide range of new products in the current fiscal year.

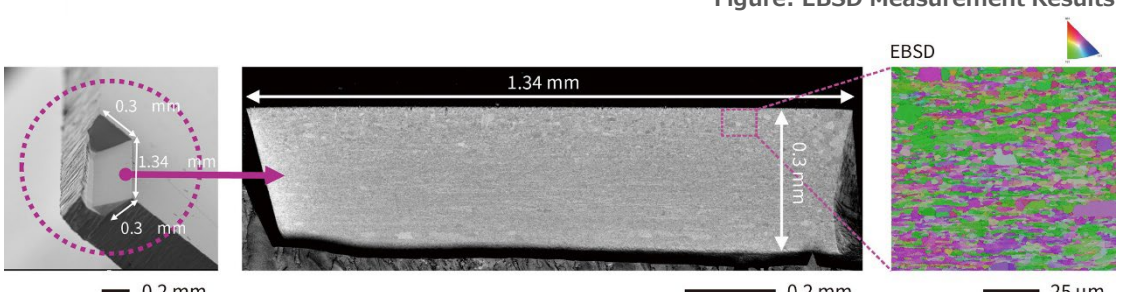
Laser SEM system

LazEdge

Designed to meet a wide range of analytical needs requiring high-speed, high-resolution processing over large areas across semiconductor, battery, and metals applications.

- Enables high-quality cross-sectioning using a femtosecond laser integrated within the SEM
- Achieves high-speed, large-area processing and measurement through laser machining performed directly inside the specimen chamber, enabling seamless workflows from processing to analysis

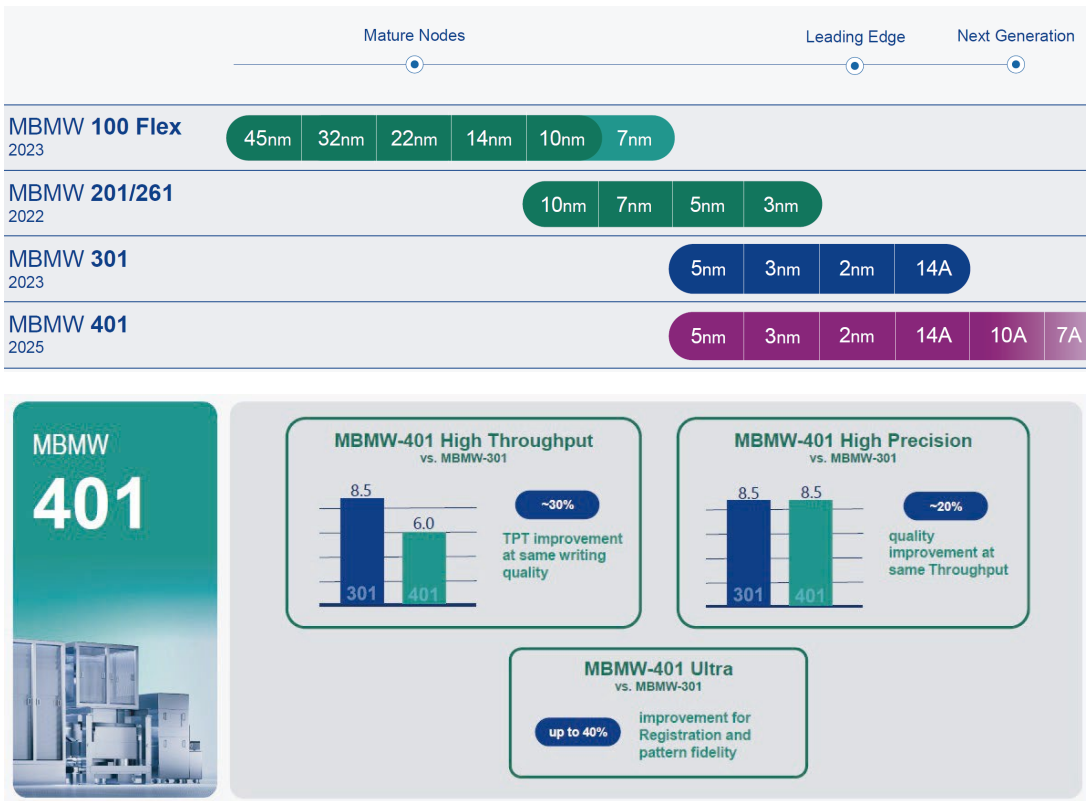
Figure: EBSD Measurement Results



Specimen: Mo plate
Processing time: Approx. 30 min.

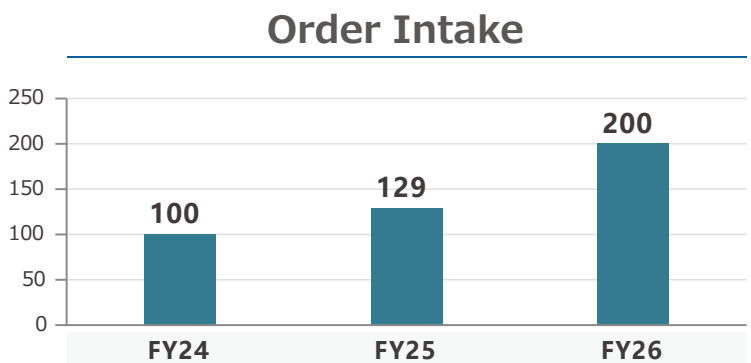
Multi-Beam Mask Writer

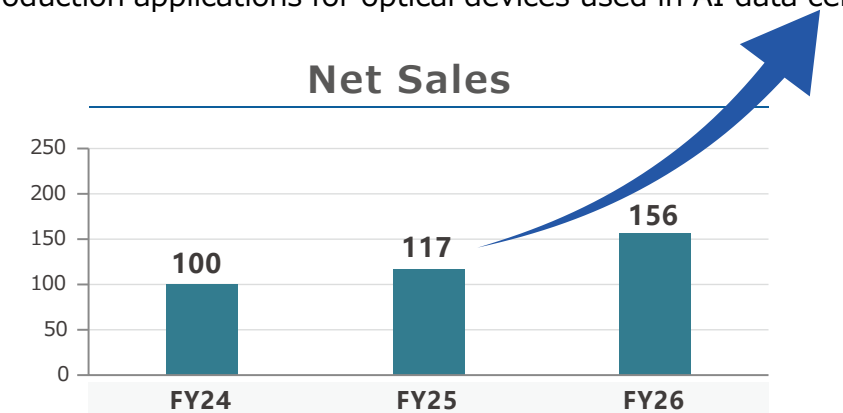
- In response to continued semiconductor miniaturization, we are advancing the development of high-performance multi-beam mask writers.
- The MBMW-401, released last year, supports High-NA lithography for 10Å node mass production applications.
- In addition, we have developed a new patterning method, “Shift Passes Stripe Scheduling,” which improves mask CD (Critical Dimension) accuracy while maintaining throughput.



Electron Beam Lithography System

■ Demand for spot-beam systems is expanding, driven by growing production applications for optical devices used in AI data centers, including DFB lasers*.

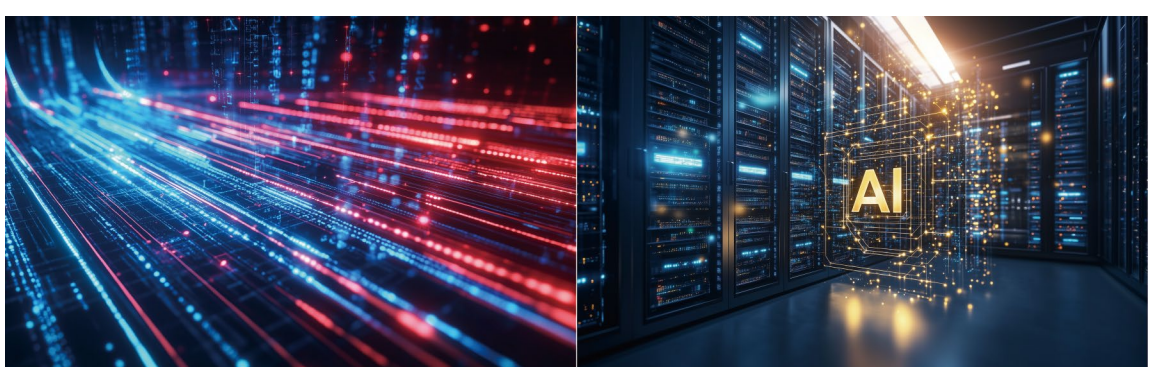




Note:
Growth rates are indexed to FY2024 order intake / net sales = 100.

Spot-Beam
Electron Beam
Lithography System

JBX-8100FS



* DFB (Distributed Feedback) lasers provide excellent wavelength stability under varying operating conditions, such as fluctuations in input current and temperature, as well as under high-speed modulation. Their extremely narrow spectral linewidth makes them suitable for high-capacity, long-distance optical communications.

Regional Strategy

■ Accelerate further growth in overseas markets by strengthening support structures and expanding operations in major countries and regions, including the establishment of a European holding company and solution centers.

Key Measures by Region

Measures currently being implemented or planned

Europe
- European holding company (January 2025)
- Establish LS Solution Center

Korea
- Open new demo site (JEOL Korea Solution Suite-X) (FY2025)
- Strengthen semiconductor service and support capabilities
- Establish CRYO TEM demonstration center

U.S.A.
- Establish LS Solution Center
- Strengthen semiconductor service and support capabilities

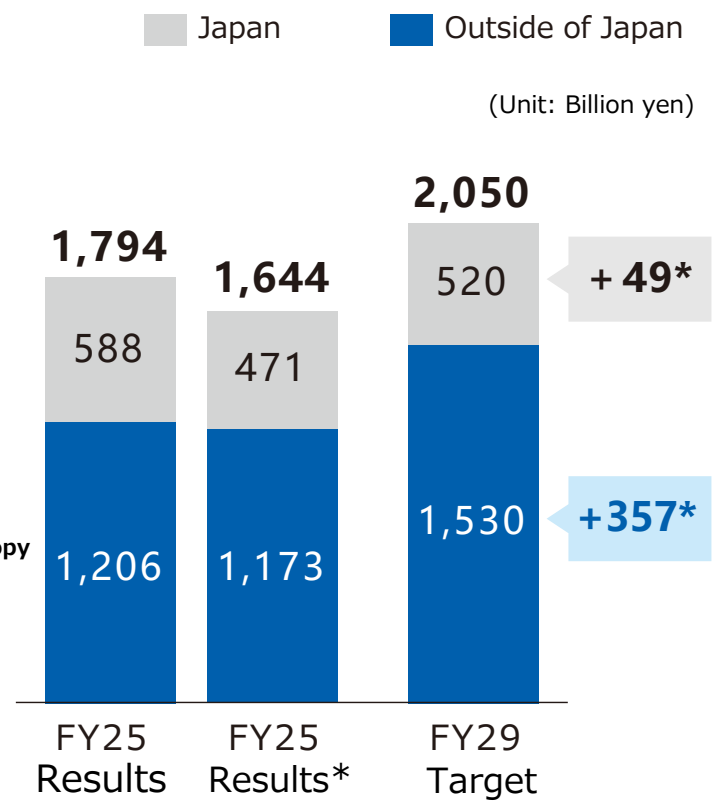
China
- Strengthen sales promotion in semiconductor and life science markets
- Establish repair center

Japan
- Establish SI Business Strategy Division (Marketing) and SI Semiconductor Business Division (FY2025)
- Establish "JEOL–Kumamoto University Semiconductor Microscopy and Innovation Co-Creation Research Institute" (SEMIC)

India
- Strengthen sales promotion in industrial markets, including semiconductor, life science, and battery fields
- Open new demo center in Bangalore (JEOL SOLINITY CENTRE) (FY2026)

Taiwan
- Establish JEOL Taiwan Semiconductor Solution Center (FY2024)
- Strengthen semiconductor service and support capabilities

Net Sales (Japan / Outside of Japan)



*Excludes Medical Equipment Business

Regional Strategy | India

- Demand for advanced analytical and observation technologies is expanding across a wide range of fields in India, including materials science, semiconductors, life sciences, nanotechnology, environment, energy, and quality control.
- To enhance showroom capabilities and strengthen customer support in the Indian market, JEOL has established a new solution center.
- JEOL plans to sequentially introduce its core products, including SEM and NMR systems.

JEOL SOLINITY CENTRE
(Bangalore, opened in May 2026)

Examples of Products to Be Introduced

Vision 2035

* Aiming for top class market share in key markets of Semiconductor and Life Science.

Appendix

Life Science | Market Growth

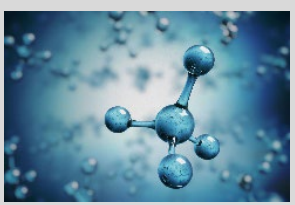
■ Due to growth of life sciences market, growth of analysis instruments used in that market is also expected to grow

Life Science Analysis Instruments market

FY25-FY29 CAGR	5.9%
FY29 Market size	78 billion dollar

Reference: The above data is based on our own research.

Life Sciences Market



2025-2035
CAGR: 10.83%

- Global aging population
- Spread of personalized medical care
- Progress of regenerative medicine/cell therapy
- AI utilization in drug discovery process

Source : Maia Research 『Life Science Market Size, Growth Trends & Insights Analysis Report by Type (Pharmaceuticals, Biotechnology, Others), by Application (PharmaceuticalBiotechnology Companies, Medical Device Companies, Research Centers, Hospitals, Others), by Region, and Competitive Landscape Forecasts, 2025 – 2035』 (Dec 10, 2024)

Life Science | Our Advantage Advanced analysis instruments satisfying customer's needs ①

■ Provide products and solutions that capture molecules at the atomic level for structural biology and drug discovery

Social Issues

Overcoming diseases

- Dementia
- Parkinson
- Cancer
- Infectious disease
- Rare disease

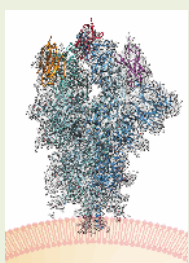
Safe and Reliable Society

Health food products,
Fermentation products

Needs of pharmaceutical and biology companies

Elucidation of Molecular Structure of Protein

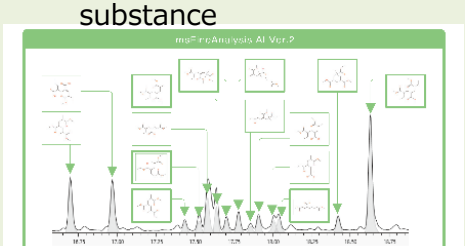
- Elucidation of the cause of disease
- Drug design



SARS-CoV-2 spike with nanobodies at 3.0A
bioRxiv 2021 [71]
Data courtesy of Dr. Junso Fujita at Osaka University.

Low Molecular Structural Analysis

- Identification of trace substance



Solutions that JEOL provides

Cryo FIB

NMR

Cryo Electron Microscope

MS

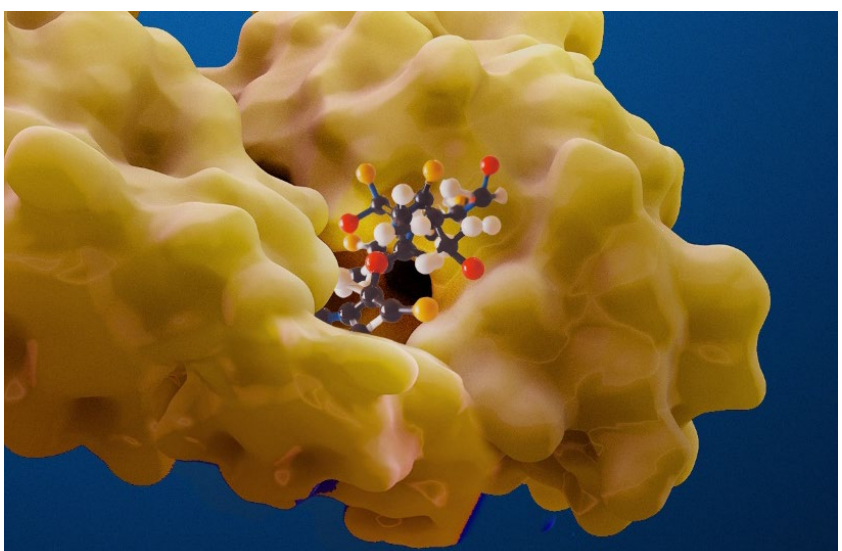
Micro ED

XtaLAB Synergy-ED

Life Science | Our Advantage Advanced analysis instruments satisfying customer's needs ②

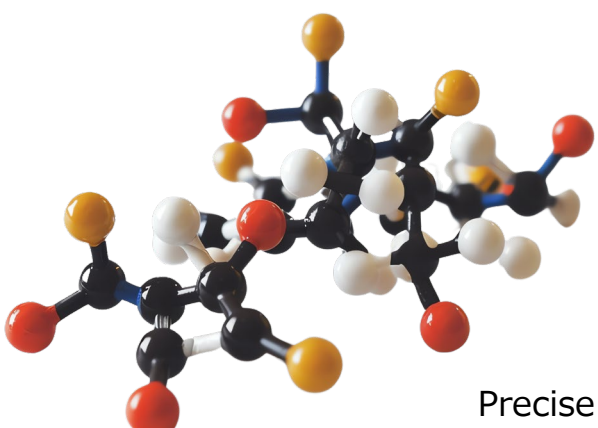
- CRYO TEM and NMR are essential analytical instruments for structural analysis of biopolymers such as proteins and nucleic acids and are utilized in drug design and analysis of antigen-antibody complex
- A method is being developed for molecular level analysis of extremely small biological samples combining CRYO FIB and CRYO TEM

CRYO FIB, CRYO TEM
bioNMR



Contributing to drug discovery by elucidating the relationship between proteins and drugs at the atomic level

NMR, MS
Micro ED



Precise structural analysis of low molecular weight compounds

Life Science | Growth Strategy

Strategy based on 3 axes of YOKOGUSHI 2.0

■ Aim to become a global leader in 10 years, by providing products/services enabling advanced atomic/molecular level analysis by ①develop and improve instruments, ②provide applications and develop data processing methods, ③co-create with institutions/scientists

FY25-FY29 Growth Strategy

① Instruments/ Functions	• Development and launch of next-generation CRYO Electron Microscope and CRYO FIB • Strengthen NMR and MS in the biology area • Strengthen sensitivity and usability of existing products
② Applications/ Services	• Provide applications related to advanced structural biology • Development of image processing using AI, and data processing methods including substance identification capability • Provide total solutions in structural analysis of small molecules
③ Co-creation	• Promote joint research with the top-class institutions both in Japan and outside of Japan to reflect the advanced science and technologies to our products • Participate in science communities and work together to solve the challenges of science

Our target in 10 years

Become a global leader contributing to life science by promoting elucidation of molecular structure through advanced products

Note on document handling

Information contained in this document is based on assumptions and beliefs derived from currently available data. Actual results may differ materially due to various known and unknown factors, including economic trends, semiconductor industry cycles, and changes in R&D spending.