Fiscal Year Ending March 2024

FINANCIAL RESULTS BRIEFING

May 31, 2024

日本電子株式会社

JEOL Ltd.

Mid-term Management Plan “Evolving Growth Plan“ (FY2022-FY2024)

Mid-Term Management Plans since FY 2010

Step 1 (FY10-12)

Improve our business foundation

CHALLENGE 5

- **Management structure reforms**
  Reduce the number of employees and other structural reforms.
  Restructure group companies
- **Corporate culture reforms**
  Visualization, PDCA, market reforms
- **Deep cultivation of developing markets**
  Establish local subsidiaries in Brazil, Russia, India, China and other countries

Step 2 (FY13-15)

Shift toward growth strategies

Dynamic Vision

- Strengthen product developments
- Improve manufacturing abilities
- Enhance our brand power
- YOKOGUSHI strategy full-scale start
- Implement capital policies(public offering &Nikon alliance)
- Convert JRI into consolidated subsidiary

Step 3 (FY16-18)

Concrete growth strategy

Triangle Plan

- **Speed**
  Pursue high-throughput functionality and speed up development
- **Difference**
  Launch Only-one JEOL products, inculcate YOKOGUSHI
- **Change**
  Shift from academia to private demand and from physical products to services

Step 4 (FY19-21)

Accelerate growth and take the next steps

Triangle Plan 2022

- Enhance core technologies
- Proactive entry into growth markets
- Provide total solutions
- Make the required investments and improve profitability

Step 5 (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

Net Sales/Operating Profit Transition

(billion yen)

Becoming a top niche company supporting science and technology around the world

COMPANY PHILOSOPHY

On the basis of "Creativity" and "Research and Development," JEOL positively challenges the world's highest technology, thus forever contributing to the progress in both Science and Human Society through its products.

Vision
"Evolving in the 70th Year"

Accelerate business expansion and achieve even higher profitability based on our unique technologies and human networks which have been developed since the company's founding.

Mid-term Management Plan
"Evolving Growth Plan"

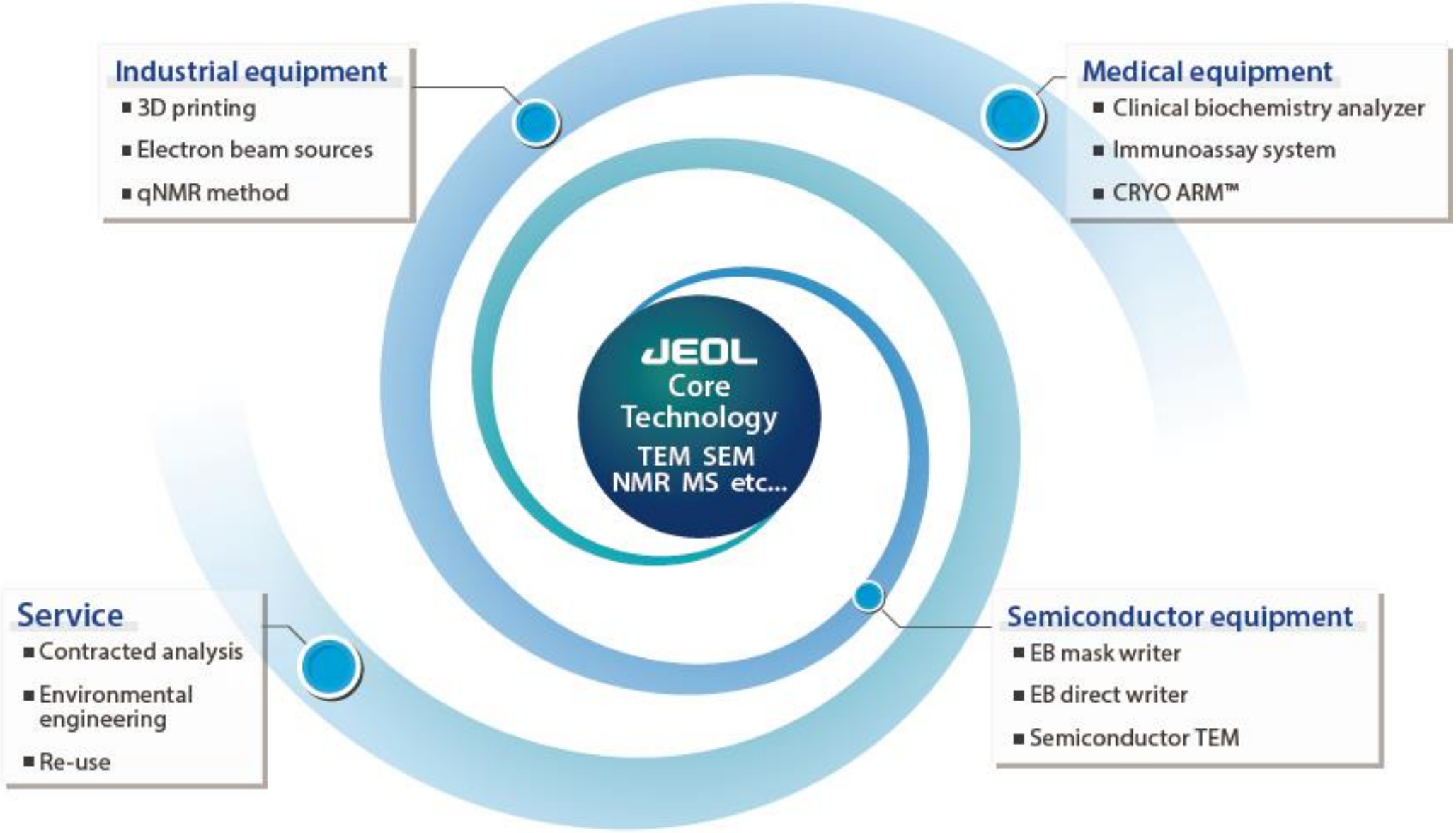
We aim to improve customer satisfaction by strengthening our R&D, manufacturing, and service capabilities.

YOKOGUSHI

Promote Innovation by co-creation

Growth vision of “Evolving in the 70th Year” remains unchanged

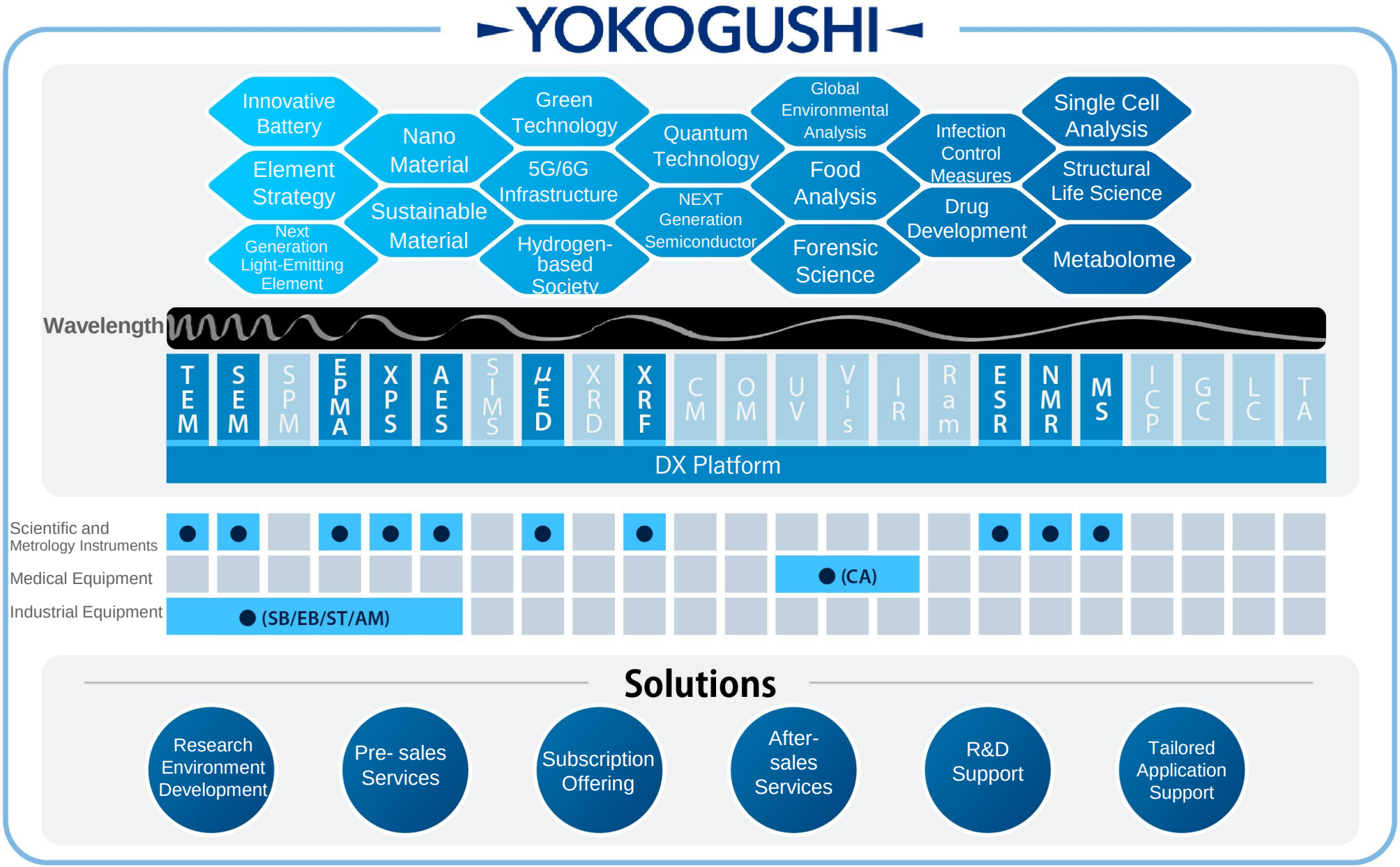
- Expand business scale and achieve higher profitability



Strengthen and Develop YOKOGUSHI Strategy

►YOKOGUSHI◄
Promote Innovation by co-creation

- Providing comprehensive solutions that support cutting-edge technologies



Summary

Evolving Growth Plan	Accelerate business scale expansion and achieve higher profitability by further implementing the “Evolving in 70th Year”
FY2023 Results	Highest records were achieved for three consecutive years, for sales, operating profit, ordinary profit and net profit In addition, recorded the highest order and order backlog
Semiconductor market softening	Multi-beam mask lithography system were affected by slow recovery of advanced semiconductor device investment Single beam mask lithography systems continue to see strong demand from power semiconductor device makers
FY2024 Forecast	Net sales183.0 billion yen, operating profit 30.0 billion yen ordinary profit 30.5 billion yen, net profit 22.5 billion yen
Mid-Term Management Plan Evolving Growth Plan - Initiatives	1. Build barriers to entry and improve profitability 2. Expand business in growing markets such as semiconductors, drug discovery, batteries, etc.

INDEX

1. FY2023 Result and FY 2024 Full-Year Forecast

FY2023 Results (P/L)

- Consolidated net sales 174.3 billion yen, Operating profit 27.5 billion yen, Ordinary profit 30 billion yen, Net profit 21.7 billion yen

Consolidated figures (P/L)

(100 million JPY)

		FY 22 Ful Year Result (1)	FY23 Full Year Result (2)	Year-on-Year (2)-(1)
1	**Net sales**	1,627	1,743	116
2	Sales cost	900	951	51
3	(Cost rate)	55.3(%)	54.5(%)	- 0.8(%)
4	**Gross profit**	727	793	66
5	SGA	382	415	33
6	R&D cost	104	103	- 1
7	SGA total	485	518	32
8	**Operating profit**	242	275	34
9	Non-operating income	8	28	20
10	Non-operating expenses	15	3	- 12
11	**Ordinary profit**	235	300	65
12	Extraordinary income	10	2	- 8
13	Extraordinary loss	8	8	- 1
14	**Net profit before tax**	237	295	58
15	Corporate taxes	59	78	19
16	**Net profit**	178	217	39
	Exchange rate(1$=)	¥135	¥144	
	Exchange rate(1€=)	¥141	¥157	

Factors for fluctuating ordinary profit (year-on-year)

(100 million JPY)

(A) Positive factor	67
1. Exchange margin (yen depreciation)	39
1. Sales volume increase	16
2. Improved cost rate, etc.	12
(B) Negative factor	- 33
1. Increased SG&A	- 33
(A)+(B)	34

FY2024 Forecast (P/L)

- Consolidated net sales 183 billion yen, Operating profit 30 billion yen, Ordinary profit 30.5 billion yen, Net profit 22.5 billion yen

Consolidated figures (P/L)

(100 million JPY)

		FY22 Full Year Result	FY23 Full Year Result(1)	FY24 Full Year Forecast(2)	Year-on-Year (2)-(1)
1	**Net sales**	1,627	1,743	1,830	87
2	Sales cost	900	951	972	22
3	(Cost rate)	55.3(%)	54.5(%)	53.1(%)	- 1.4(%)
4	**Gross profit**	727	793	858	65
5	SGA	382	415	424	9
6	R&D costs	104	103	134	31
7	SGA total	486	518	558	40
8	**Operating profit**	242	275	300	25
9	Non-operating income	8	28	10	- 18
10	Non-operating expenses	15	3	5	2
11	**Ordinary profit**	235	300	305	5
12	Extraordinary income	10	2	2	0
13	Extraordinary losses	8	8	2	- 6
14	**Net profit before taxes**	237	295	305	10
15	Corporate taxes	59	78	80	2
16	**Net profit**	178	217	225	8
	Exchange rate(1$=)	¥135	¥144	¥145	
	Exchange rate(1€=)	¥141	¥157	¥158	

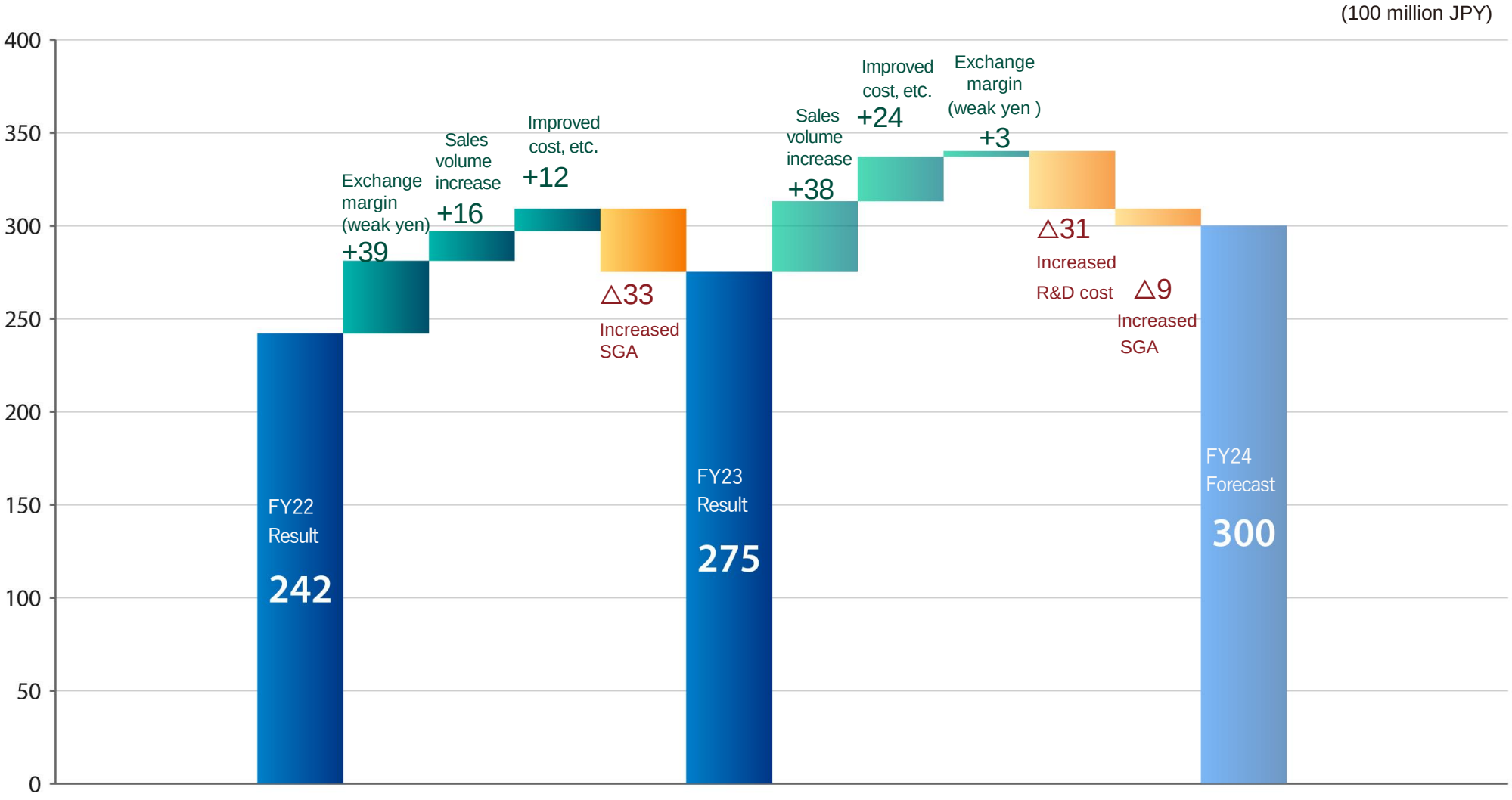
Factors for fluctuating ordinary profit (year-on-year)

(100 million JPY)

(A) Positive factor	65
1. Sales volume increase	38
2. Improved cost rate, etc.	24
3. Exchange margin (yen depreciation)	3
(B) Negative factor	- 40
1. R&D cost increase	- 31
2. SGA increase	- 9
(A)+(B)	25

Factors of Increase/Decrease in Profit

Ordinary profit analysis



Transition of Consolidated Sales & Operating Profit by Segment (Full-year)

(100 million JPY)

		FY2022 Full-year result	FY2023 Full-year result	FY2024 Full-year forecast
Company Total	Net sales	1,627	1,743	1,830
	Operating profit	242	275	300
	Ordinary profit	235	300	305
	Net profit	178	217	225
Scientific/Metrology Instruments	Net sales	948	1,200	1,176
	Operating profit	58	168	168
Industrial Equipment	Net sales	495	390	497
	Operating profit	233	162	189
Medical Equipment	Net sales	184	153	157
	Operating Profit	5	5	5
Company Total	Expense	54	60	62
Exchange rate(1$=)		¥135	¥144	¥145
Exchange rate(1€=)		¥141	¥157	¥158

Change in Major Accounts

(100 million JPY)

(Consolidated)	FY22 Full-year Result	FY23 Full-year Result	FY24 Full-year Forecast
1 Inventory	688	768	707
2 Interest-bearing debt	115	145	115
3 Total assets	1,993	2,302	2,235
4 Net assets (capital-to-asset)	1,019(51%)	1,255(55%)	1,410(63%)
5 Dividend(JPY)	66	102※	88
6 Capital investment	37	56	50
7 Depreciation cost	47	47	50
8 Consolidated Orders received	1,647	1,922	1,830
9 Consolidated Order backlog	956	1,135	1,135
10 Overseas sales ratio	70.7%	65.4%	70.0%

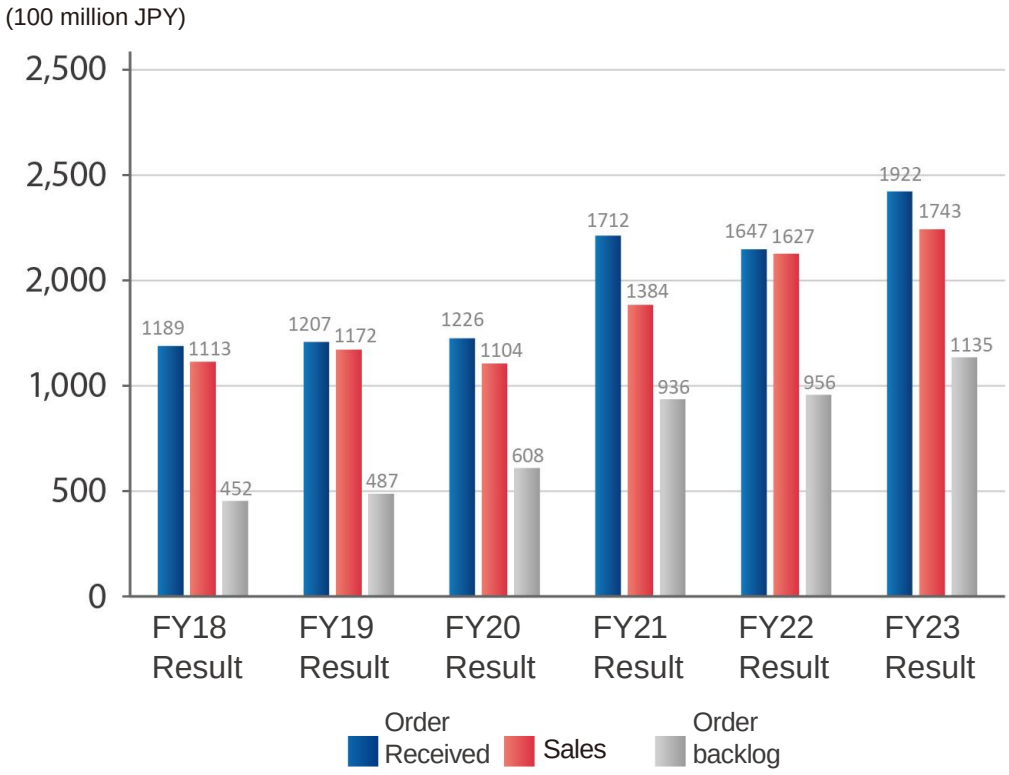
※ including special dividend 20 yen for 75th anniversary

Investment efficiency index

1 ROE	19.0%	19.1%	16.9%
2 ROIC*	16.7%	15.9%	14.9%
3 PBR	2.1	2.6	—

* In accordance with our internal management standard

Transition of Consolidated Orders, Sales and Backlog



Business Environment

- Orders of scientific/Metrology instruments continue to be strong. Semiconductor market continues to be in an adjustment phase.

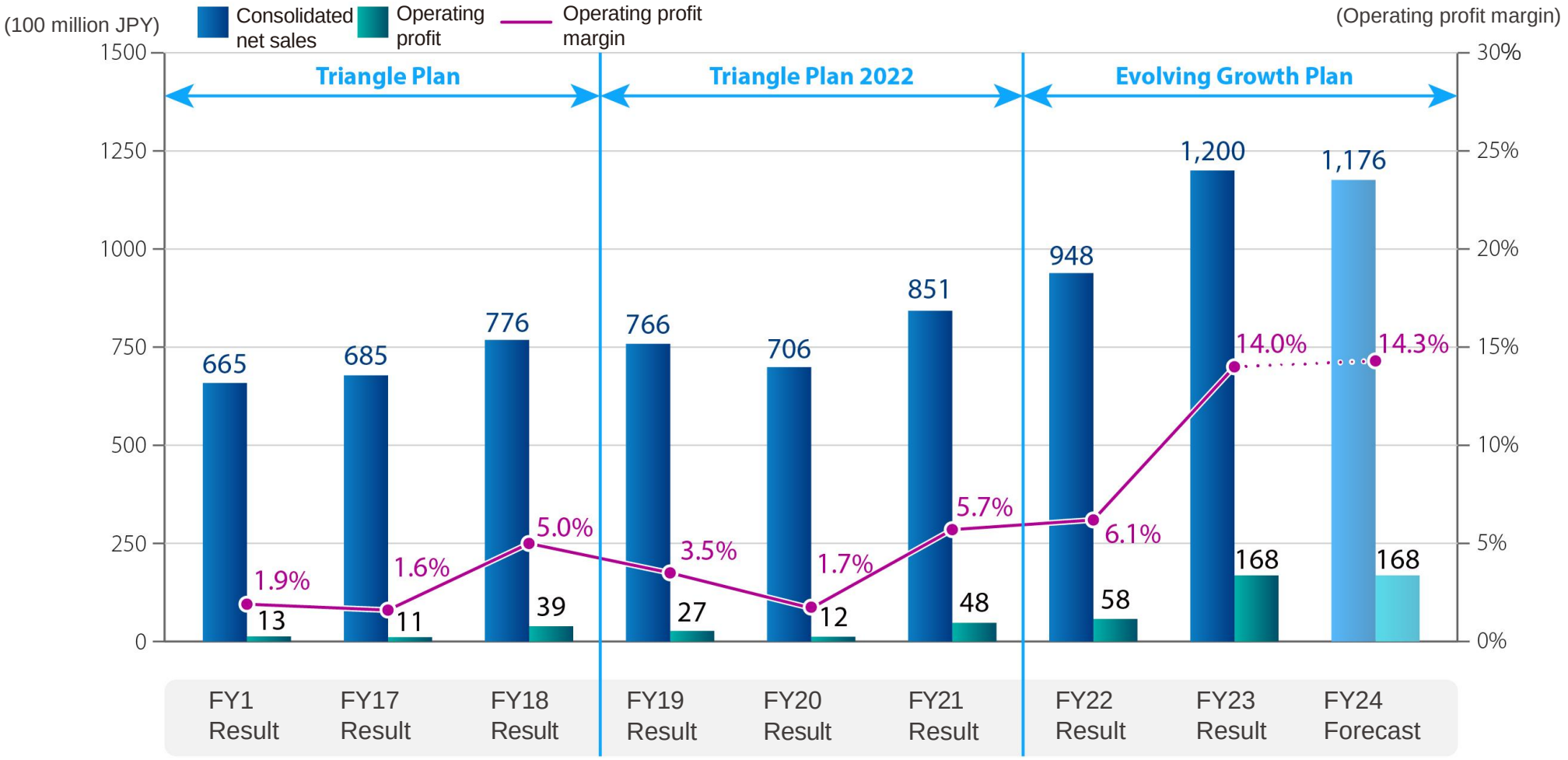
			Overview
Scientific and Metrology Instrument	University and Governmental Demand	○ (Good)	■ Governments continue to invest in science and technology
	Private Demand (Semiconductor)	○ (Good)	■ Increasing demand for electron microscopes (TEM, SEM, etc.) due to miniaturization and complexity of semiconductors
	Private Demand (other industries)	○ (Good)	■ R&D investment for next-generation batteries continue to be strong
Industrial Equipment	Lithography System Market	○ (Mixed)	■ Multi-beam mask writer is expected a continued growth in mid to long term, despite slow recovery from EUV investment ■ Single beam mask writer for legacy node continues to be active, due to demand for power semiconductor devices
	EB source Market	△ (Slow)	■ Weak inquiries for deflector e-beam source due to weakened demand of smartphones
Medical Equipment	Japan	○ (Good)	■ Steady inquires mainly for test centers
	Overseas Market	△ (Slow)	■ Orders/sales decreased due to China's domestic production preferential policies, etc.

2. Performance of each business

2-1. Science/Metrology Instruments

Sales and PO transition in Scientific and Metrology Instruments

Consolidated Net Sales/Operating Profit Transition



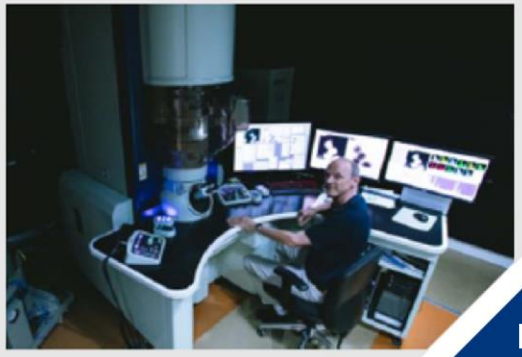
Exchange rate(1$= Yen)								
¥ 109	¥ 111	¥ 111	¥ 109	¥ 106	¥ 113	¥ 135	¥ 144	¥ 145

Scientific and Metrology Instrument

- Continue efforts for profit enhancement through further development of Scientific and Metrology Instruments, such as electron microscopes

1 Expansion in overseas markets

- Growth in electron microscopes market driven by overseas markets, such as Asian countries including China

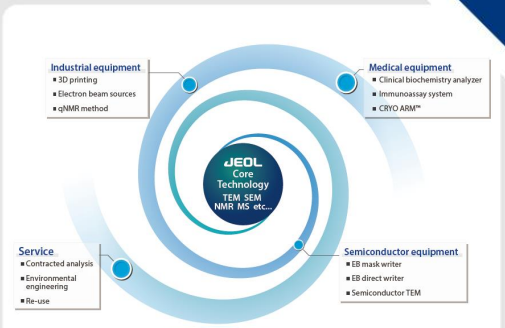


3 Development of differentiated products

- World-leading technology proven by track record in academia research of cutting edge technologies
- Development of innovative products

Profit Enhancement

- Further penetration in commercial use, including Applied R&D and QA / QC purpose



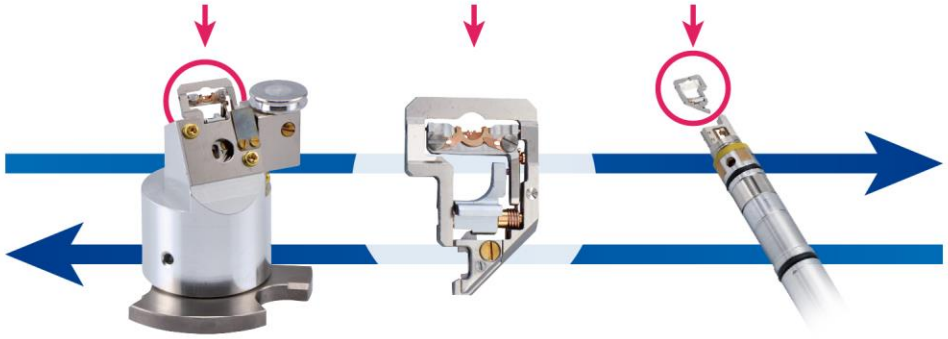
- Increasing acquisition-rate of service business from overseas customers
- Providing innovative service businesses

2 Expansion in the private sectors

4 Improvement of service business acquisition rate

Analysis Solutions for Semiconductor (Specimen transfer workflow)

- With the growth of semiconductor markets, continued innovation is essential in semiconductor development. Due to the advancement of technologies such as miniaturization, 3D integration, and lamination, TEM (Transmission Electron Microscope) and FIB (Focused Ion Beam System) have become indispensable tools for analysis and quality control.
- Prepare key sites to timely respond to semiconductor market needs (installation of instruments to JEOL overseas sites, etc.)
  Shipped more than 20 units of JEM-ACE200F (High-throughput Analytical Electron Microscope) mainly for semiconductor makers in Asia (Taiwan and Korea)



FIB-SEM Holder Double tilt holder TEM Specimen Holder

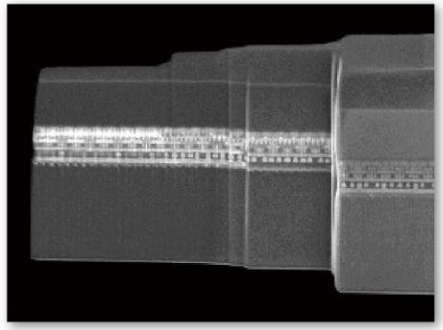
JIB-PS500i

FIB-SEM system

JEM-ACE200F

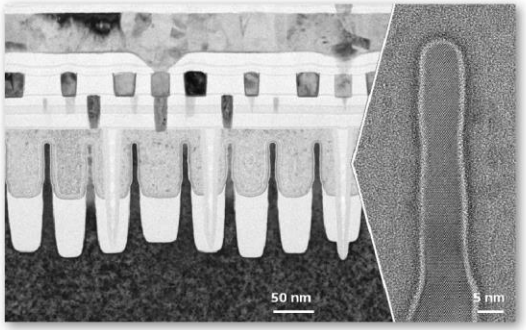
High-throughput Analytical Electron Microscope

TEM lamella prepared by FIB (SEM Image)



Specimen: FinFET (5nm process)

Cross section STEM image by JEM-ACE200F

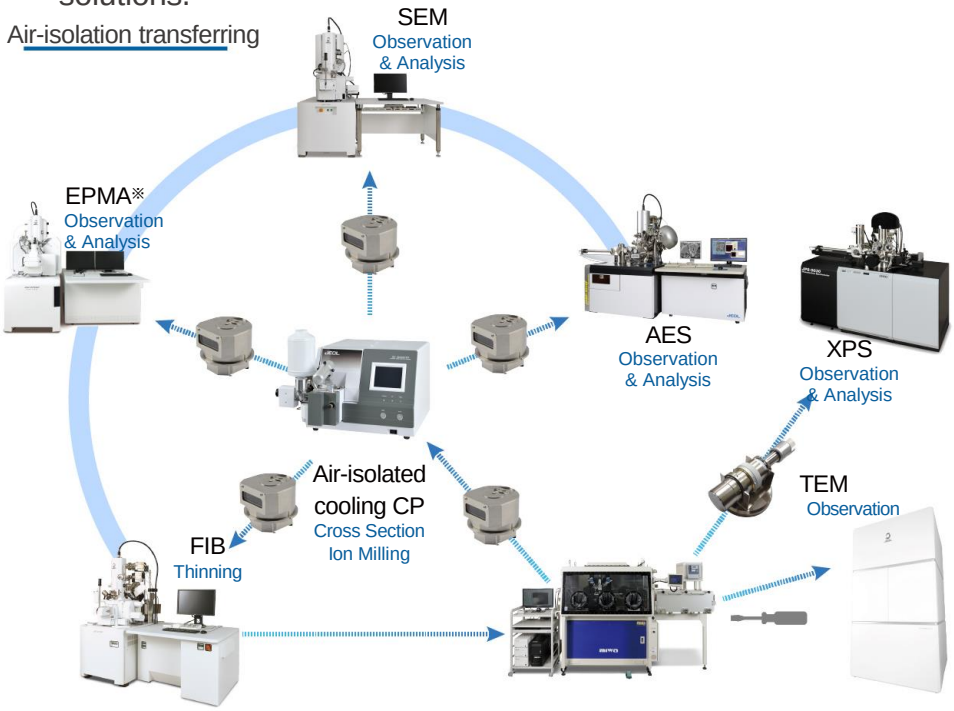


Analytical/Testing Solution for the Next Generation

- Batteries contain lithium and sulfur which must be handled without exposure to air to avoid oxidation. Our metrology, analytical, and sample preparation products provide air-isolation transfer.
  In addition to R&D for next-generation batteries, contamination control from manufacturing environment is also required.
- The need for Particle Contamination Inspection (PCI) systems based on Scanning Electron Microscopy (SEM) is increasing.
  Strong demands continues.
-

Next Generation Battery YOKOGUSHI Analytical Solutions

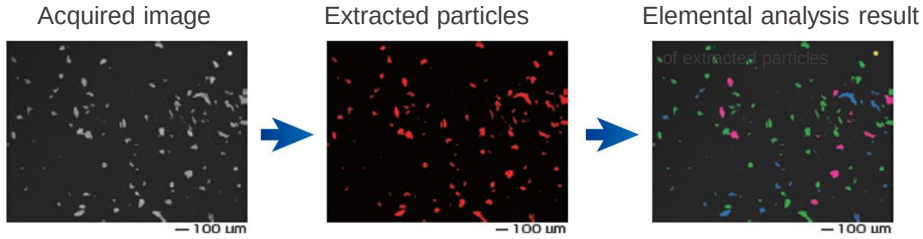
- Battery materials requires handling without air exposure to avoid alteration. Our sample preparation equipment and observation/analysis instruments provide Air-isolated transfer solutions.

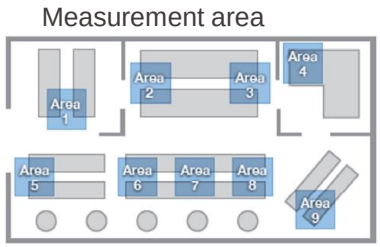


※EPMA: Electron Probe Micro Analyzer

Environment Inspection System for Automotive Battery Production Line

- LIBs for EV requires control of contaminants originating from the production environment, increasing the need for particle analysis systems combining scanning electron microscopes (SEM) .





Example of calendar reflection

DATE	11/1	11/2	11/3	11/4	11/5	11/6	11/7	11/8	11/9	…
Area1	388	452	346	398	854	686	330	284	152	
Area2	103	122	118	154	328	292	210	162	115	
Area3	111	114	131	111	282	227	187	118	125	
Area4	137	125	185	128	134	143	180	127	103	
Area5	109	130	112	72	142	137	97	124	107	
イベント				Area 1 で確認						

Illig value X ≥ 500 200 ≤ X <500 X< 200

CRYO-FIB-SEM CryoLameller

- Because of the need to observe biopolymers in their natural state of action in cells, Cryo-TEM tomography (a reconstruction method of three-dimensional structures from TEM images obtained by serial tilting of a specimen at different angles) has been attracting attention.
- CRYO-FIB-SEM CryoLameller is an FIB-SEM system incorporating a liquid nitrogen cooling stage and a Cryo-cooled specimen transfer mechanism for frozen specimens.

Features

1. CRYO Specimen Transfer Using CRYO ARM™ Cartridge

High-throughput specimen transfer to CRYO ARM™ can be performed.

2. Highly Stable Cooling Stage

3. JEOL's Unique Anti-Contamination Device

With this newly developed anti-contamination device, ice contamination in the specimen chamber is reduced. Even during prolonged preparation of large specimen amounts, the device suppresses ice contamination to the fullest extent.

Cryo CLEM Workflow

A cryo-CLEM workflow using the CRYO ARM™ cartridge can be constructed using a cryostage manufactured by Linkam Scientific Instruments" and an optical microscope manufactured by Nikon Corporation. The stage coordinates of each instrument can be linked, so the orientation and position of the specimen can always be identified during specimen transfer between instruments.

New Product “JEM-120i” Transmission Electron Microscope (Released in May 2024)

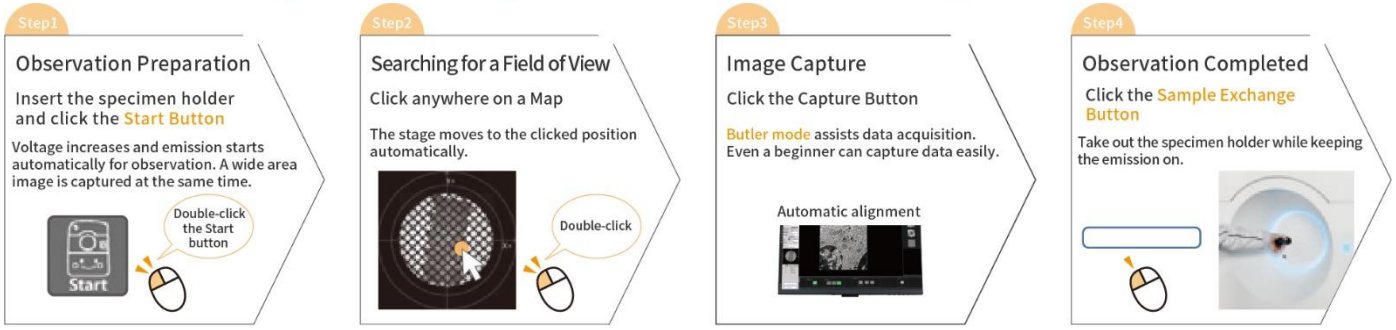
- Launched JEM-120i, the next-generation transmission electron microscope (TEM) that responds to applications of life science, etc.

01 Compact

- Newly designed compact appearance (Smallest in its class)
- Easy for maintenance

02 Easy to Use

- Remote operation without operation panel
- Specimen observation in 4 steps



03 Expandable

- Supports a variety of attachments

Unknown Substance Qualitative Analysis

- Inquiries of our Mass Spectrometer (MS) have increased, thanks to “msFineAnalysis AI” which enables qualitative analysis of unknown substances.

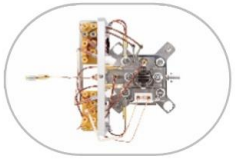
Unknown Substance
(not identified in NIST DB)

Various chemical substances exist in the world

Composition Formula
by accurate mass analysis

GC-TOFMS

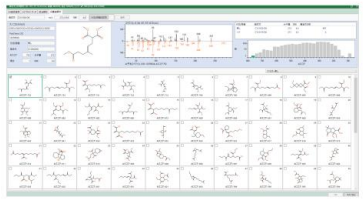
Molecular Formula
by soft ionization



EI/FI common ion source

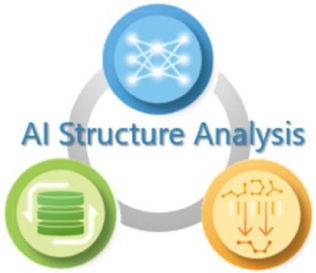
EI/PI common ion source

Structure Formula
by msFineAnalysis AI

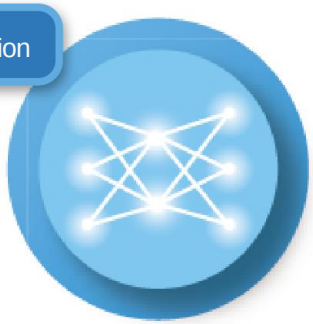


msFineAnalysisAI ver.2
(AI structure analysis technology)

AI structure analysis
3 features



Evolution



AI Model Update
Similarity/accuracy improved more

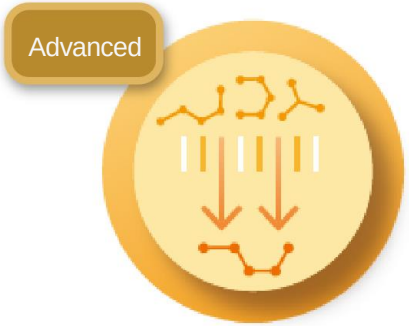
Expansion

AI Library Expansion
Increase in number of registrations/kinds has deepened analysis

- New AI library of 1,200 million compounds
- 2 in-silico libraries included

Pyrolysis products : 10 million
TMS derivatives : 5.5 million

Advanced



RI Structure Filtering
Advanced for correct structure formula

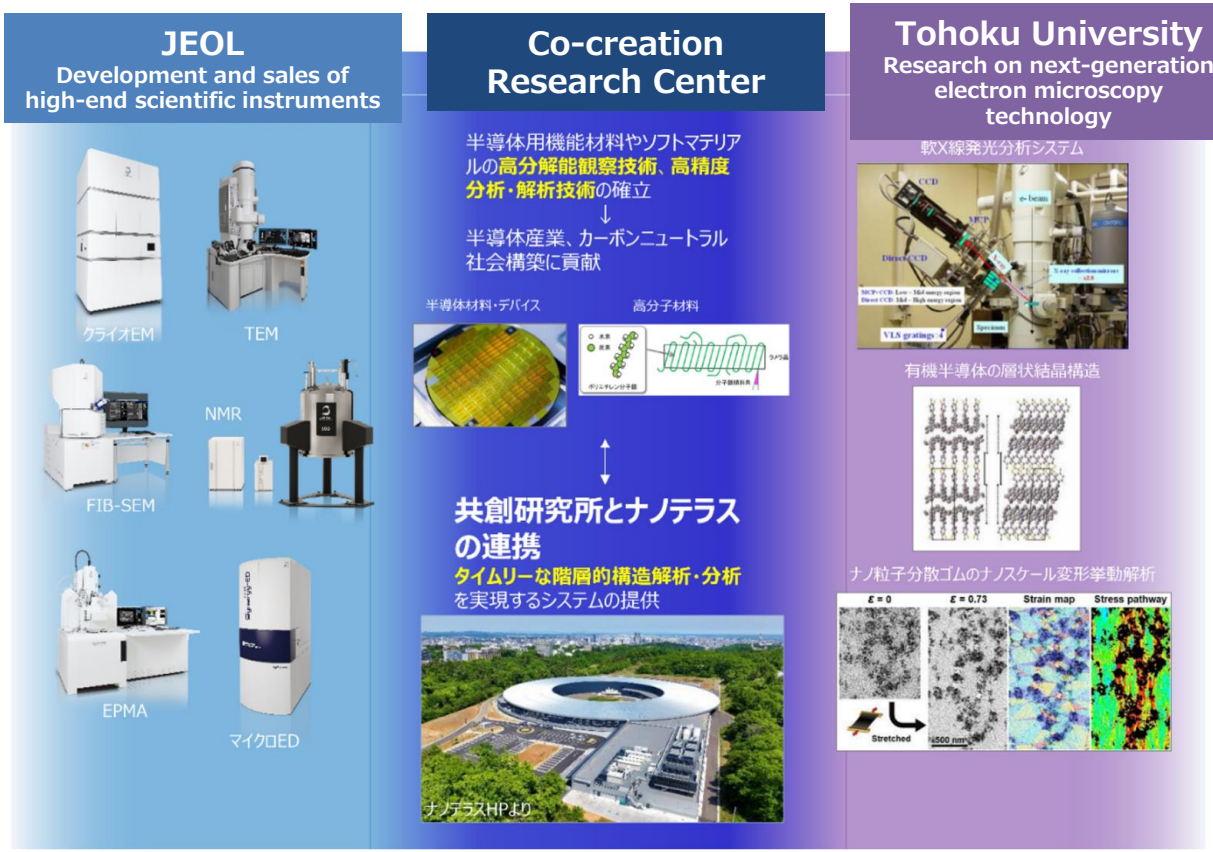
Advantage in
Material/polymer market
Metabolomics market

“JEOL x Tohoku Univ. Advanced Material Analysis Co-creation Research Center” Established

On April 1, 2024, Tohoku Univ. and JEOL Ltd. established JEOL x Tohoku Univ. Advanced Material Analysis Co-creation Research Center at Aobayama Campus, Tohoku University.

This center aims to advance and innovate measurement and analysis technologies for the development and evaluation of materials including functional material used for semiconductor devices, catalytic materials required for various chemical reactions, biological materials such as drug discovery targets, energy conversion materials used in battery/light-emitting elements, structural materials used in automobiles and aircrafts, gas storage material used for hydrogen storage, etc.

Hideo Ohno, Former-President, Tohoku University(Right)
Izumi Oi, President & CEO, JEOL Ltd.(Left)



Three Initiatives for Creating Opportunities that Promotes JEOL Growth Vision

Core Technology Development

★ JEOL × RIKEN “JEOL×RIKEN"RIKEN-JEOL Collaboration Project”
★ JEOL × Univ. of Tokyo “Next Generation Electron Microscopy Social Collaboration Course”
★ JEOL × Tohoku Univ. Institute of Multidisciplinary Research for Advanced Materials, “Next Generation Electron Microscopy Technology Research”
★ JEOL × IMS “Multi-beam Lithography System Development Project”
★ JEOL × RIGAKU ”XtaLAB Synergy-ED Development Project”

And others

Creating New Field/New Solution Development

★ JEOL × Osaka Univ. ”YOKOGUSHI Research Alliance Laboratories”
★ JEOL × Univ. of Tokyo, etc. ”Digital Laboratory Project”
★ JEOL × Tsukuba Univ.” Cryo-Electron Microscopy Special Joint Research”
★ JEOL × Univ. of Tokyo “Cryo-Electron Microscopy Social Collaboration Course”
★ JEOL × Univ. of Tokyo “Integrated Molecular Structure Analysis Laboratory”
★ JEOL × Juntendo Univ. “Advanced Morphology Imaging Course”
★ JEOL × Tohoku Univ. “Advanced Material Analysis Co-creation Research Center”
★ JEOL × Univ of Tokyo × NTT, etc.”Remote Bio DX Joint Research”
★ JEOL × Tokyo Institute of Technology, etc. “TIT Core Facility Program”

And others

Creating Opportunities for New Business

★ JEOL × SHIMADZU × RIKEN "JST MIRAI Cloud of Optical Lattice Clocks”
★ JEOL × TRAFAM, etc. ”NEDO Fundamental technology development project to improve efficiency in the development of additive manufacturing parts”

And others

- Also promoting academia-industry collaboration between overseas subsidiaries and local customers:(Oxford University)(U.K.), King's College London(U.K.),Johns Hopkins University(U.S.A.), Lehigh University(U.S.A.), etc.)

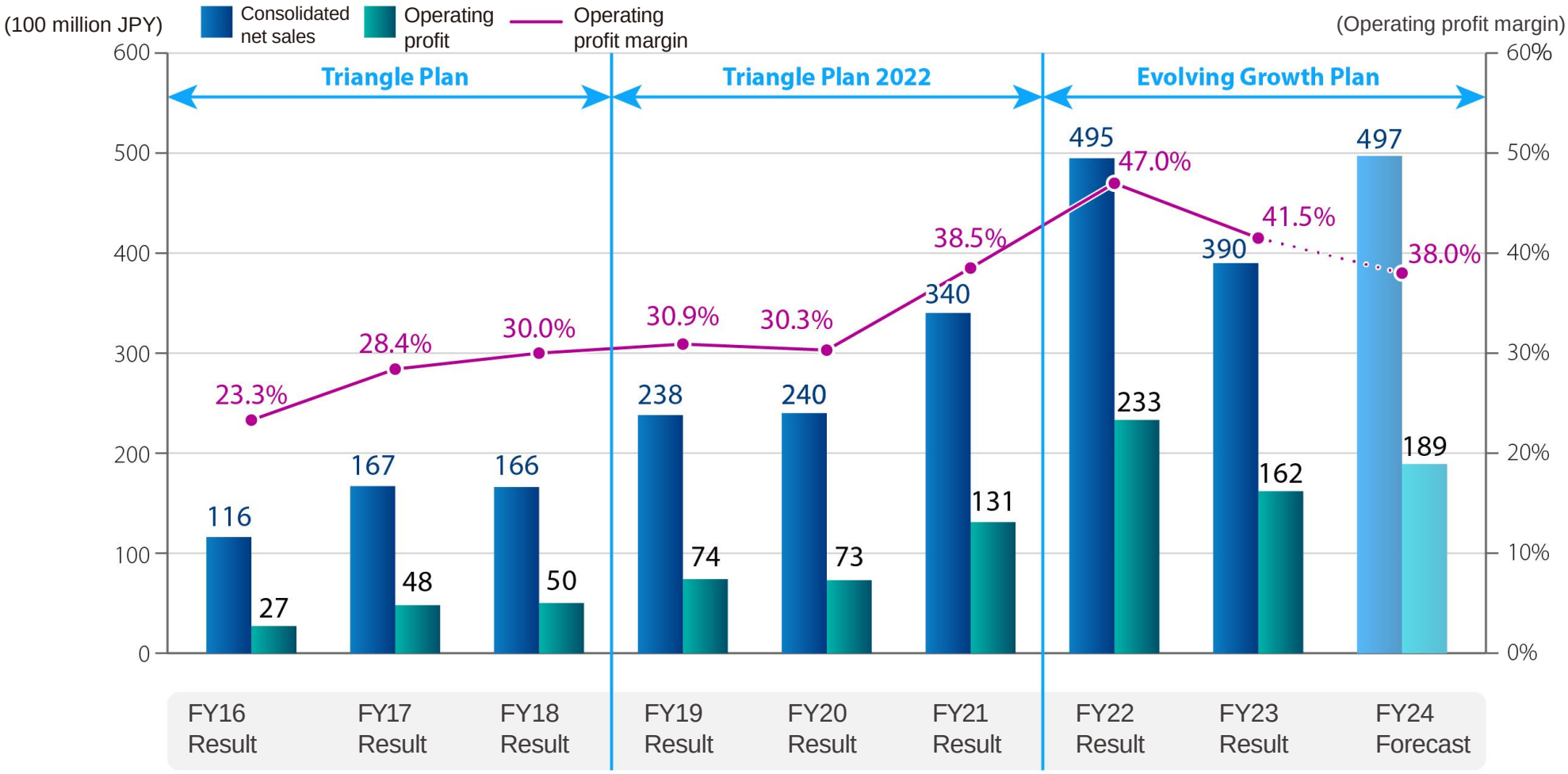
JEOL employee ranked in the top 2% of the world’s scientists in 2023 (February 2024)

- Yusuke Nishiyama, Senior Specialist, Solution Development Center of JEOL, included in the Stanford-Elsevier list of the world's top 2% of scientists in 2023 in the category of single recent year impact.

2. Performance of each business
2-2. Industrial Equipment

Sales and PO Transition in Industrial Equipment

Consolidated Net Sales/Operating Profit Transition



Exchange rate(1$= Yen)

FY16 Result	FY17 Result	FY18 Result	FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Result	FY24 Forecast
¥ 109	¥ 111	¥ 111	¥ 109	¥ 106	¥ 113	¥ 135	¥ 144	¥ 145

Single Beam Mask Lithography System

- Single beam mask lithography systems for legacy nodes continue to be strong due to demand for power semiconductor devices (mainly for automotive and industry)

Design rule
Node (nm)

45-20

16/14

10

7

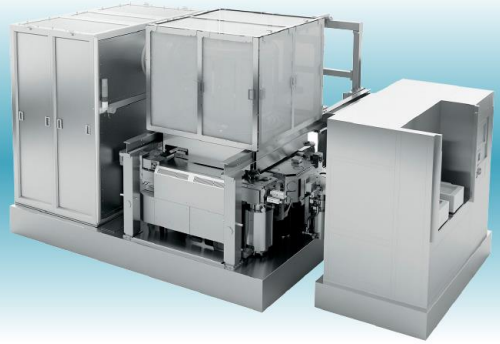
7+/5

3

JBX-3200MV Electron Beam Lithography System
for 28nm to 22/20nm note mask/reticle production

JBX-3050MV Electron Beam Lithography System
for 45nm to 32nm note mask/reticle production

Single beam mask lithography system



Multi-beam mask lithography system

New Product “JBX-A9” Spot Type Electron Beam Lithography System (Released in April 2024)

- The feature of JBX-A9 is high precision and high throughput in wide areas. It can help produce nano imprint molds(master molds) that are used with metalens such as photonic crystals, AR, and VR.

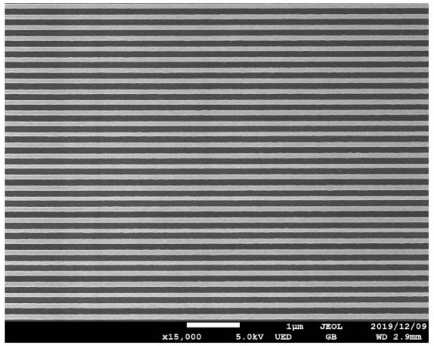
High Precision and High Throughput Direct Writing System

Electron Optics for ultimate stability

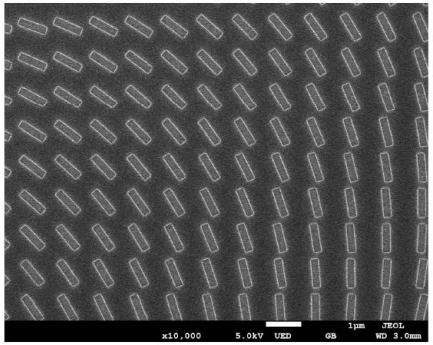
Loadable wafer up to 300 mm

Application examples

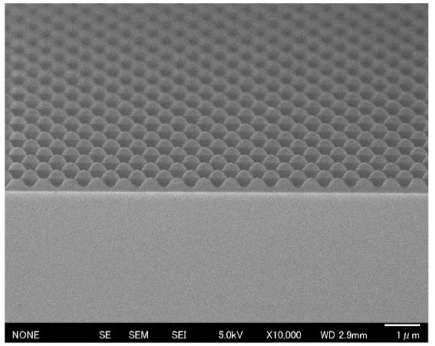
DFB Laser / Nanoimprint



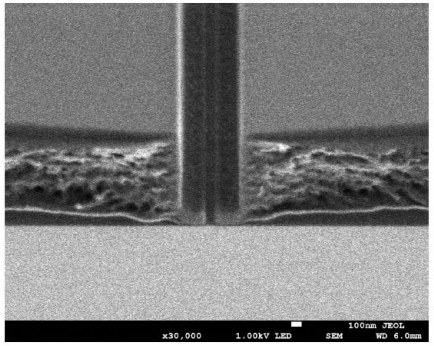
Metalens



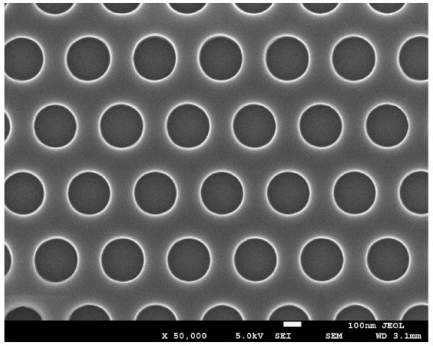
Lens Arrays



T-Gate



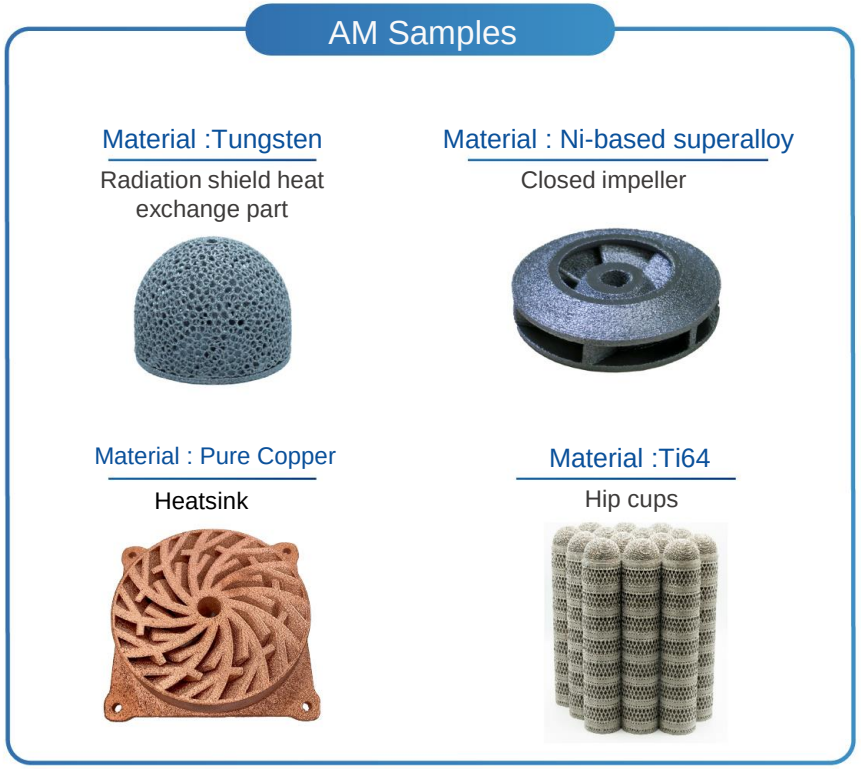
Photonic Crystal



Industrial Equipment Business : Challenge to New Area (3D Printer)

- First overseas order received in the U.S.A.
- JAM-5200EBM was installed at TUM (Technical University of Munich, Germany). Opening Ceremony took place in April with attendance of Professor Peter Mayr and Professor Michael Zäh from TUM. With this partnership, JEOL began a full-scale promotion of 3D printer in Europe.
- Target materials and applications: Ti64(aircraft/implant), Inconel 718(energy industry: turbine/heat-resistant part), pure copper(industrial part: axial core motor/heatsink), tungsten(defense industry/radiation-related application: heat-resistant parts, shield parts)

Photo: Opening Ceremony at TUM

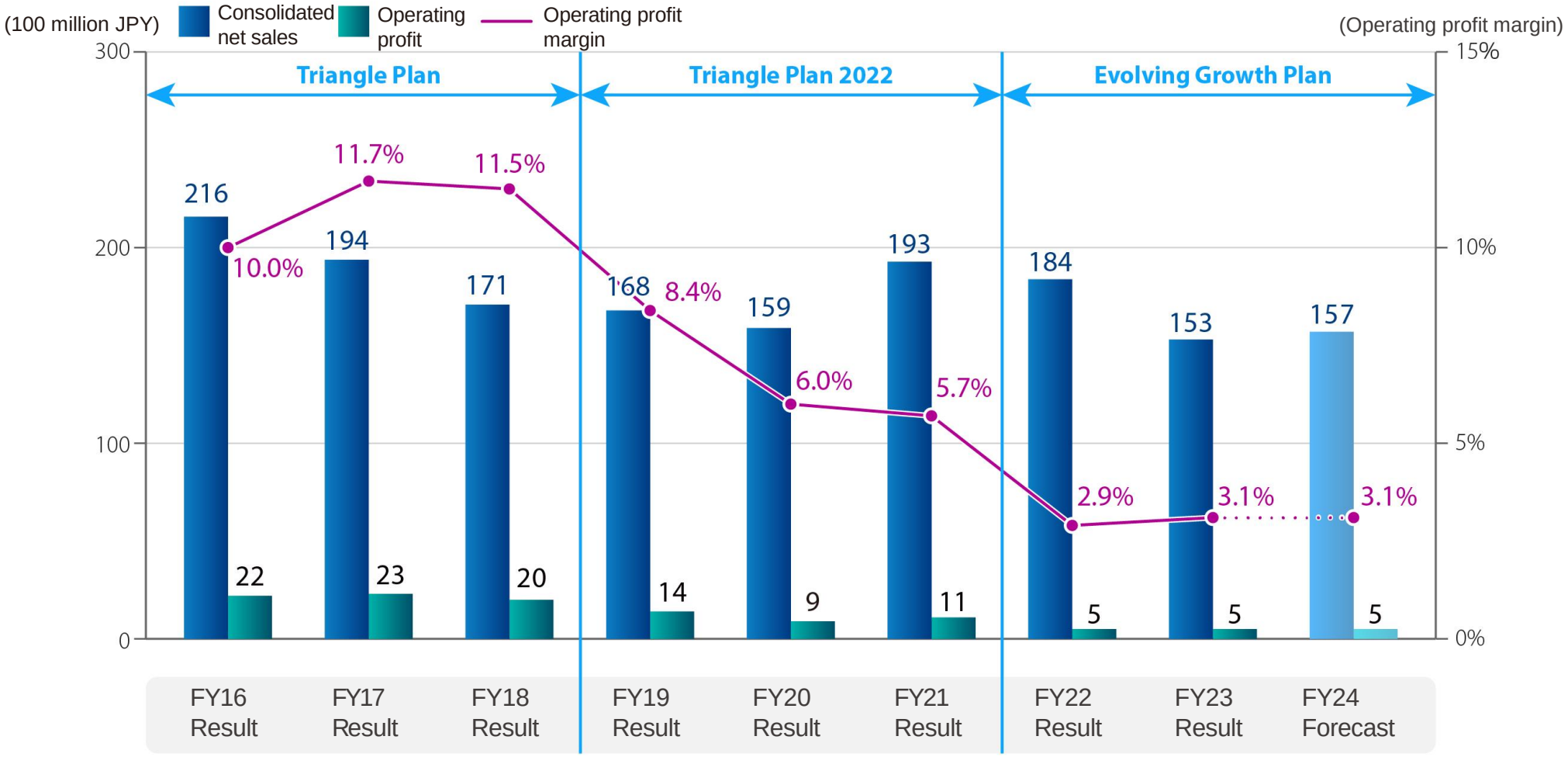


2. Performance of each Business

2-3. Medical Equipment

Sales and PO Transition in Medical Equipment

Consolidated Net Sales/Operating Profit Transition



Exchange rate(1$= yen)

¥ 109	¥ 111	¥ 111	¥ 109	¥ 106	¥ 113	¥ 135	¥ 144	¥ 145

Medical Equipment: Clinical Chemistry Analyzer

- Inquires and orders are strong mainly for test centers in Japan
- Aim to re-establish overseas sales strategy with the competitive products

JCA-BM6010 G

Clinical Chemistry Analyzer
BioMajesty™

JCA-ZS050

Clinical Chemistry Analyzer
BioMajesty™ ZERO

JCA-BM8000 series
(BioMajesty 8000 GX)

Clinical Chemistry Analyzer
BioMajesty™

Feature of JEOL Equipment

Micro volume sample & reagent / High-throughput

3. Summary

Summary

Becoming a niche top company supporting science and technology in the world

Company Philosophy

On the basis of "Creativity" and "Research and Development", JEOL positively challenges the world's highest technology, thus forever contributing to the progress in both Science and Human Society through its products.

Vision

"Evolving in the 70th Year"

Accelerate business expansion and achieve even higher profitability based on our unique technologies and human networks which have been developed since the company's founding.

Mid-Term Management Plan

"Evolving Growth Plan"

We aim to improve customer satisfaction by enhancing our R&D, manufacturing, and service capabilities.

YOKOGUSHI

Promote Innovation by co-creation

Note on document handling

Information provided by this document and presented orally by our representative contains assumptions and beliefs based on data currently available.
Readers should be aware that actual results could differ materially from this outlook due to various known and unknown factors that impact our performance such as economic trends, upturn or downturn in the semiconductor industry, and changes in R&D spending.