

(Translation)

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Name of the Representative:	Toshiki Kawai President & CEO (Representative Director) (Code No.8035; TSE Prime Market)
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Summary of Results of Evaluation of the Effectiveness of Tokyo Electron's Board of Directors

To further enhance the governance of Tokyo Electron Limited (“Company”) and the effectiveness of its Board of Directors, the Company discussed and evaluated the effectiveness of the Company’s Board of Directors by reviewing its activities for the fiscal year ended March 2025. A summary of the results of this evaluation is provided below.

1. Method of evaluation of effectiveness

(1) Subject of evaluation

Board of Directors overall (including details of activities of the Nomination Committee and the Compensation Committee)

(2) Evaluation method

We received the support of a third-party external expert organization with professional knowledge to implement and aggregate surveys, implement individual interviews, and analyze those results, and conducted a comprehensive self-evaluation with reference to the results of said analyses, and after deliberations at Board of Directors meetings.

The specific evaluation process was as follows.

① Preliminary discussions with external experts

Chairman of the Board of Directors and the Secretariat of the Board of Directors held individual discussions regarding awareness of problems, and present circumstances and issues, among other matters, with external experts.

② Surveys and individual interviews

Surveys consisting of questionnaires were conducted with respect to all (18) members of the Board of Directors, the Audit & Supervisory Board and Corporate Officers, and the external experts conducted individual interviews with all of the Board of Directors, the Audit & Supervisory Board members and Corporate Officers based on the results of these surveys. We received a report from the external experts on the surveys, individual interviews, and the results of the analyses thereof.

③ Results report

Based on the report, we held exchanges of opinions between outside directors and outside Audit & Supervisory Board members with external experts present, and then a report on analysis results from the external experts was heard at the meeting of the Board of Directors held on April 30, and discussions were held.

④ Self-evaluation and determination of disclosure details

At the Board of Directors meeting held on May 9, members of the Board of Directors held a discussion and conducted a self-evaluation. Then, following deliberation, the Board of Directors resolved the disclosure details at the meeting held on May 30.

(3) Evaluation items

The main items of evaluation of effectiveness are as follows.

- Overall evaluation
- Composition of the Board of Directors
- Preparation in advance of Board of Directors meetings
- Board of Directors operations
- Deliberations by the Board of Directors
- Roles and operational status of the Nomination Committee and Compensation Committee
- Role of Audit & Supervisory Board Members
- Corporate Officer system

2. State of responses to issues during the effectiveness evaluation performed in the fiscal year ended March 2024

The state of responses to each of the items recognized as issues during the effectiveness evaluation in the fiscal year ended March 2024 are as listed below, and improvements are advancing based on specific measures.

Issues	State of responses
<p>(Role and function of the Board of Directors)</p> <ul style="list-style-type: none"> Working backward from the future outlook for sustainable growth, the medium- to long-term perspective for the Company will be shared at the Board of Directors meetings and off-site meetings, and the functions and roles that the Board of Directors should play, and the state of its governance system will continually be discussed. From the perspective of increasing the Company's corporate value, the Board of Directors' agenda will continue to be set appropriately, while working to align its perspective on medium- to long-term growth strategies and further enhance strategy discussions. 	<ul style="list-style-type: none"> The desired vision for the Board of Directors and the Corporate Officers Meeting, the roles of the Board of Directors and the executive side, etc. were discussed at an off-site meeting held in March 2025. In principle, the business environment and medium- to long-term strategic direction were reported by the CEO each time at Board of Directors meetings, and discussions were held. At off-site meetings (twice a year), medium- to long-term technological trends, development strategy, analysis of competitors, etc. were reported by the executive side, and discussions were held. The standards for submitting agenda items to Board of Directors meetings and Corporate Officers meetings were reviewed for the purpose of further advancing the delegation of authority from the Board of Directors to the executive side (brought into effect in May 2025).
<p>(Further strengthening of operational systems and acceleration of succession planning)</p> <ul style="list-style-type: none"> The existing system of Corporate Officers that also serve as division managers will be revised and a Division Officer system will be newly introduced. As a result, the system will be that Corporate Officers who share the same perspective as the CEO will focus on higher-level management issues, while Division Officers, which are composed mainly of next-generation management personnel, will supervise business execution in each division. 	<ul style="list-style-type: none"> Decision making and strategies for key management issues were discussed through Corporate Officers meetings (held 21 times during the fiscal year ended March 2025). A Division Officer system was introduced, and the key topics and transformation and evolution for the future of each division were discussed through Division Officers meetings between the Division Officers, who supervise those divisions, and the CEO (held seven times during the fiscal year ended March 2025). External assessment of next-generation senior management human resources was conducted.

3. Analysis and evaluation of the effectiveness of the Board of Directors for the fiscal year ended March 2025

The Company's Board of Directors believes that the Board of Directors is very effectively ensuring that the key roles and obligations of the Board of Directors are being fulfilled, namely, "establishing management strategy and vision," "making major operational decisions based on strategic direction," and "engaging in constructive, open-minded debate" as prescribed in the TEL Corporate Governance Guidelines, and that the Board, including the Nomination Committee and the Compensation Committee are functioning effectively.

It was also confirmed through the external experts' analysis and evaluation that the Board of Directors operates effectively with its new composition, holding discussions that take into account the external environment and technological trends, and that there has been progress in the initiatives for addressing the issues found in the fiscal year ended March 2024. In addition, it was pointed out that, in order for the Company to expand globally and achieve sustainable growth in an environment where risk is becoming increasingly complex, it is desirable for the Board of Directors to enhance the effectiveness of supervision and execution capabilities and to initiate full-scale discussions on what the Board should aim for.

Based on the results of the external experts' analysis and evaluation, discussion at the Board of Directors will continue on the functions and roles that it should play in light of the Company's desired vision for sustainable growth, and the necessity to further strengthen its management and execution functions has been recognized.

4. Future Initiatives Based on the Effectiveness Evaluation Results

In light of the results of this evaluation, the Company will engage in the initiatives below, and carry out periodic progress reviews to further increase efficacy in those areas.

(Role and function of the Board of Directors)

- The Company will ensure that the supervisory and executive sides align with each other on the Board of Directors' role and what it should aim for so as to match on the Company's growth and future.
- Ongoing discussions on the Company's governance system, including its corporate organizational structure, will be deepened further.

(Operational systems)

- Initiatives for executive succession planning will be accelerated.
- The Corporate Officer system will be reviewed, and how the operational system should be in the future will be considered.