

# Transforming Crisis into Opportunity: Building a Foundation for Growth



Toshio Maruyama, Chairman of the Board and Representative Director

Contributing to quality assurance by testing leading-edge technologies – this is Advantest’s corporate mission: “Technology Support on the Leading Edge.” We seek to satisfy our customers in the semiconductor industry around the world by offering products and services backed by our leading-edge technologies. We take pride in our social contributions as a company, and are committed to continual improvement through R&D and other activities.

The semiconductor industry is historically characterized by waves of expansion and contraction known as silicon cycles. The dot-com bubble drove a dramatic boom and subsequent bust in the early years of this decade – a cycle that Advantest rode out through timely restructuring. Now we face another recession: one not limited to the semiconductor industry, but triggered by the global economic crisis, which has also spread to the automobile industry, electronics, and other end-user sectors. The semiconductor equipment industry is now facing the worst circumstances in recent memory. Reductions in capital investment by semiconductor manufacturers have sharply affected orders and sales, and an immediate market recovery cannot be expected.

In response to this unprecedented crisis, Advantest is going “back to basics,” in an affirmation of our core principles as a company. Semiconductor testers are our core business. The chips and components tested by our equipment are used in an increasingly wide range of applications, from computers and mobile phones to electronic home appliances and automobiles, where consumer safety and security depends on reliability. Advantest’s testing technologies help to guarantee reliability, and enable our customers to

offer the highest-quality products with confidence. Our equipment is a crucial link in the manufacturing chain of the industries that support the quality of our lives. Going forward, we are committed to continuing to serve society through our business, by listening carefully to our customers to determine their current and future needs. Meanwhile, we will continue to innovate by developing leading-edge technologies, entering profitable sectors, and creating new markets. Our efforts will be dedicated to the cutting-edge R&D we are known for, improving quality, and pioneering new businesses.

Despite the challenges we confront at present, we can say with certainty that technological innovation will not cease. New applications will continue to appear, and the needs they create will in turn create new business opportunities. Rather than seeing this crisis as a trap, we see it as a perfect opportunity for business innovation. The challenges before us are the keys to Advantest’s future growth. To this end, we are committed to improving our corporate structure as a solid foundation for future profitability, while also taking the initiative by pioneering new businesses. We ask for the understanding and support of all our stakeholders.

Chairman of the Board and Representative Director

Representative Director, President and CEO

Two handwritten signatures in black ink. The top signature is for Toshio Maruyama and the bottom signature is for Haruo Matsuno.



Haruo Matsuno, Representative Director, President and CEO