ASML statement on strengthening focus on engineering and innovation

January 28, 2026

Veldhoven, the Netherlands

Earlier today, as referenced in our FY 2025 results release, the ASML Board of Management shared the following internal message with employees.

Dear ASML colleagues --

Today we shared our full-year financial results for 2025, as well as our outlook for the year ahead. The semiconductor ecosystem is poised to experience significant growth in the coming years, and ASML is well positioned to leverage this positive development. On behalf of the Board of Management, I want to thank everyone for their contribution to this success.

We can attribute our success to our customer dedication, engineering talent and collaborative approach to the ecosystem. Our ability to innovate and execute has generated substantial benefits for our customers and suppliers, our colleagues, and our investors. We intend to continue to grow our workforce and footprint, including at our planned second campus in Eindhoven, in line with customer demand.

As with any company that grows rapidly, however, we need to be mindful that the way we have grown does not slow us down. The feedback from our colleagues, our suppliers and our customers shows that our ways of working have, in some cases, become less agile. Engineers in particular have expressed their desire to focus their time on engineering, without being hampered by slow process flows, and restore the fast-moving culture that has made us so successful.

We believe it is important to address these issues so that we are well prepared for future growth and well positioned to continue to deliver for our customers. As a result, we are announcing today that we intend to strengthen our focus on engineering and innovation in critical areas of our company through the streamlining of the Technology and the IT organizations.

In the Technology organization, we are proposing to shift from a project/matrix setup to one where most of our engineers will be dedicated to a specific product and module. This will allow us to simplify processes and decision-making. This need for simplification is something that we have heard consistently from all levels of the organization.

We are safeguarding what makes us strong: a dedicated foundational team which will ensure that we continue to develop our deep technical competence, and drive fit-for-purpose commonality and standards across all engineering domains.

As a result of these proposed changes, some roles -- mainly at the leadership level -- may no longer be required. At the same time, to retain our engineering capability, we will create new engineering jobs to strengthen existing technology projects and embark on new ones to support our own and our customers' growth plans. While this will allow some of our impacted colleagues to move to new roles, we have to acknowledge that some will leave ASML as a result.

In addition to the Technology changes, we will also look at the setup of the IT & Data organization, similarly seeking ways to streamline its structure to optimize its delivery capabilities.

In the coming weeks we will be working closely with our social partners in the Netherlands to discuss the intent and extent of these changes. At this stage, we believe the proposed changes could ultimately result in a net reduction of around 1,700 positions, mostly in the Netherlands, with some in the United States.

The focus of these changes is on the Technology and the IT organizations. ASML continues to grow and will need to create roles as required to meet customer demand for new machines and servicing, including in Manufacturing, Customer Support and Sales. Of course, every colleague is someone that we value and appreciate: We are committed to acting responsibly - with care, speed, transparency, and fairness - and to supporting them through this change.

We recognize that this news may create uncertainty and raise questions for many of you, but we believe strongly that it is important to be transparent in our approach. We will host all-employee meetings today to share more about the proposed changes. Further information sessions will be held for teams affected, and we commit to continuing to inform you all about what we can, when we can.

As our FY 2025 financial results demonstrate, we are choosing to make these changes at a moment of strength for the company. Improving our processes and systems will allow us to innovate more and innovate better, generating further responsible growth for ASML and our stakeholders.

With best wishes
Christophe, on behalf of the ASML Board of Management

Forward Looking Statement

This document and related discussions contain statements that are forward-looking within the meaning of the U.S. Private Securities Litigation Reform Act of 1995, including statements with respect to ASML being poised to leverage significant industry growth, ASML's intention to grow its workforce and footprint in line with customer demand, ASML's intention to strengthen its focus on engineering and innovation in critical areas through the streamlining of the Technology and the IT organizations, the proposed shift in the Technology organization and expected benefits therefrom, our intention to continue to develop our technical competence, our intention to create new jobs, the expected net reduction in employees, the expected benefits of these changes and other non-historical statements. Forward-looking statements do not guarantee future performance and involve risks and uncertainties, including risks related to risks related to the changes in our Technology and IT organizations described here, risks related to the impact of these changes on our business and risks relating to the realization of the expected benefits of these changes and other risks indicated in the risk factors included in ASML's most recent Annual Report on Form 20-F and other filings with the U.S. Securities and Exchange Commission. These forward-looking statements are made only as of the date of this document. We undertake no obligation to update any forward-looking statements after the date of this document or to conform such statements to actual results or revised expectations, except as required by law.