



TEL

TOKYO ELECTRON LIMITED

Akasaka Biz Tower, 3-1 Akasaka 5-chome Minato-ku, Tokyo 107-6325, Japan Tel.+81-3-5561-7000 www.tel.com













TEL is a registered trademark or a trademark of Tokyo Electron Limited in Japan and/or other countries. PR3 61-0142

Toward Building a Strong and Resilient Society

Semiconductors used in TVs, PCs and smartphones have advanced along with IoT,

Al and 5G as social infrastructure.

Today, life without semiconductors is almost unimaginable.

As semiconductors continue to evolve,

the market for semiconductor production equipment is also entering

a new phase of growth.

Tokyo Electron is continuously creating high value-added,

cutting-edge equipment, and technical service to lead the world,

with the aim of enabling a prosperous future for all.



CEO's Message



I would like to express my sincere gratitude to all stakeholders for your continued support and patronage. In recent years, industry, society and the lives of the public have been significantly affected by a series of challenges. These include natural disasters caused by climate change; the spread of infection; geopolitical risks—typified by trade frictions and international conflicts—and the human rights issues they engender. On the other hand, in order to build a strong and resilient society in which economic activities do not stop under such circumstances, various efforts are underway, including the implementation of ICT (information and communication technology) and decarbonization to preserve the global environment. All of these efforts require semiconductor evolution.

Meanwhile, the transition to a data-driven society is progressing at an unprecedented speed, and digital technologies are now used furthermore: IoT, AI and 5G are becoming more widespread, industries are growing smarter, autonomous driving is evolving, and the much-hyped generative AI and VR (Virtual Reality) is seeing real-world applications. For semiconductors, which are supporting the core of this shift, expectations for technological innovations such as larger capacity, higher speed, superior reliability and lower power consumption are limitless. The semiconductor market exceeded US\$500 billion for the first time in 2021 and is expected to exceed US\$1 trillion by 2030, more than double the current market. And we expect the semiconductor production equipment market in which we operate to grow even further. As we celebrate the 60th anniversary of our founding this year, we have formulated a new Vision to become "A company filled with dreams and vitality that contributes to technological innovation in semiconductors." We aim for medium- to long-term profit expansion and continuous corporate value enhancement by utilizing our expertise to continuously create high value-added leading-edge equipment and technical services. Our corporate growth is enabled by people, and our employees both create and fulfill company values. We work to realize this vision through engagement with our stakeholders. Our corporate growth is enabled by people, and our employees both create and fulfill company values. We work to realize this vision through engagement with our stakeholders.

We deeply appreciate your support for Tokyo Electron and look forward to your continued support and patronage.

Toshiki Kawai

Mony Gawas

Representative Director, President & CEO



Tokyo Electron's Corporate Principles are comprised of four elements that together detail our mission as a company and identify the values and behaviors necessary to fulfill our goals.



Corporate Philosophy

The Management Policies highlight the management values that Tokyo Electron regards as essential to practice our Corporate Philosophy. They express the logic that underscores our eight general rules of management.

We strive to contribute to the development of a dream-inspiring society through our leading-edge technologies and reliable service and support.



Management Policies

The Management Policies highlight the management values that Tokyo Electron regards as essential to achieving the objectives defined in its Corporate Philosophy. They express the logic that underscores our eight general rules of management.

■ Profit is Essential

The TEL Group aims to contribute to the development of society and industry and to the enhancement of corporate value while continually pursuing profit.

Growth Philosophy

We will tirelessly take on the challenges of technological innovation to achieve continuous growth through business expansion and market creation.

■ Employees

The TEL Group's employees both create and fulfill company values, performing their work with creativity, a sense of responsibility, and a commitment to teamwork.

■ Safety, Health, and the Environment

The TEL Group gives the highest consideration to the safety and health of every person connected with our business activities as well as to the global environment.

■ Scope of Business

The TEL Group leads markets by providing high-quality products in leading-edge technology fields with a focus on

Quality and Service

The TEL Group strives to understand the true needs to achieve customer satisfaction and secure customer trust while continuously improving quality and service.

■ Organizations

The TEL Group builds optimal organizations that maximize corporate value in which all employees can realize their full

■ Social Responsibility

Feeling a strong sense of corporate social responsibility, we strive to gain the esteem of society and to be a company where our employees are proud to work



Based on our Corporate Philosophy and Management Policies, the Vision describes Tokyo Electron's medium- to long-term business aspirations.

A company filled with dreams and vitality that contributes to technological innovation in semiconductors

This vision is based on the idea of CSV* (Creating Shared Value).

* CSV: CSV is to use the expertise of a company to solve social issues, create social and economic value,





TEL Values highlight the values and codes of conduct as Tokyo Electron.

Pride

We take pride in providing high-value products and services.

Challenge

We accept the challenge of going beyond what others are doing in pursuing our goal of becoming number one globally.

Ownership

We will keep ownership in mind as we think things through, and engage in thorough implementation in order to achieve our goals

Teamwork

We respect each other's individuality and we place a high priority on teamwork.

Awareness

We must have awareness and accept responsibility for our behavior as respectful members of society.

Technology Enabling Life

It is our corporate message that expresses the Corporate Principles which consist of our Corporate Philosophy, Management Policies, Vision and TEL Values.

TOKYO ELECTRON | CORPORATE PROFILE TOKYO ELECTRON | CORPORATE PROFILE



The 60-year History of TEL

 $\label{thm:conductor} The growth of TEL \ has always \ been \ in \ sync \ with \ the \ history \ of \ the \ semiconductor \ industry.$

Ever since its inception, TEL has tirelessly pursued the leading-edge technologies and innovations.

On November 11, 2023, TEL will celebrate its 60th anniversary.

Here are the milestones of the company's development.

1963

Founded as a technology trading company

■ Tokyo Electron Laboratories, Inc. is established in Akasaka, Minato-ku with capital of five million yen as an affiliate of Tokyo Broadcasting System, Inc.

Young entrepreneurs including Tokuo Kubo, Toshio Kodaka and others established Tokyo Electron Laboratories, Inc., driven by a conviction that semiconductors were about to transform the industry.

 TEL begins import and sales of diffusion furnaces, leak detectors, and IC production systems

1965

Concludes an agency agreement with Fairchild Semiconductor Corp. (U.S.) to sell Fairchild's IC testers in Japan

1968

A joint venture with the Thermco Products Corp. (U.S.), named TEL-Thermco Engineering Co., Ltd. begins domestic production of diffusion furnaces



1976
TEL-Thermco

TEL-Thermco Engineering Co., Ltd. develops the world's first high-pressure oxidation furnace

1980

Listed on the Second Section of the Tokyo Stock Exchange

208

960s

1964

TEL acquires importing and selling rights for diffusion furnace manufactured by Thermco Products Corp. (U.S.) and begins sales

1970

Complete domestic production of diffusion furnaces becomes possible at TEL-Thermco Engineering Co., Ltd.

1984

Listed on the First Section of the Tokyo Stock Exchange

1978

Tokyo Electron Laboratories, Inc. renamed Tokyo Electron Ltd.

1990

and support in Europe and the U.S.

1991

Top sales among semiconductor

three consecutive years from 1989

all semiconductor equipment manufacturers

TEL began exporting its semiconductor production equipment in 1986, and already in 1989, it was ranked No. 1 in sales among

production equipment

manufacturers attained for

From the 1990s onwards, TEL reinforced its group company

structure in Japan by establishing a number of several

subsidiaries responsible for service and manufacturing.

The company's overseas operations that began in 1980

also expanded vigorously in the 1990s, resulting in a broad network of overseas TEL subsidiaries that offered direct

sales and support in the fast-growing global market. It was around this time that TEL began to grow into a company

TEL marks a major move into development and marketing of FPD production equipment

1986

Export of semiconductor production equipment begins

The meaning expressed by the 60th anniversary logo

The special logo created to celebrate TEL's 60th anniversary contains many symbolic features.

The five colored bands symbolize diversity, and the upward arrow points to a future of breakthroughs.

They symbolize TEL's desire to move the world forward with its unique innovation and ongoing transformation as it combines the strengths of diverse individuals.

2023

- TEL participates in the U.S.-Japan University Partnership for Workforce Advancement and Research & Development in Semiconductors (UPWARDS) for the Future
- TEL is awarded "All-Star" Status for the first time in the Institutional Investor's "All-Japan Executive Team"Rankings

2007

Establishment of "TEL UNIVERSITY" to strengthen employee development

2002

Participation in Albany NanoTech Program for industry-academia joint research promotion and support



2005

TEL receives

Tokyo Stock Exchange's

Tenth Annual Award for Excellence

in Disclosure for the second time

2016
TEL receives Prime Minister's Award for the second time since 2003

2021

(2020 Edition)

TEL Tops Domestic List

in the Second ROESG Rankings

2013

TEL concludes a merger agreement with Applied Materials, Inc. (to be dissolved in 2015)

2020 Tetsuro Higashi

(Former Chairman, President & CEO) receives the Order of the Rising Sun, Gold and Silver Star

Sales (Billion ven)

2022

 TEL announces new Vision and new Medium-term Management Plan and introduces Corporate Message

TEL achieved the targets set to further enhance corporate value in the 2019 Medium-term Management Plan two years ahead of schedule due to our strong financial results for the year ended March 2022. Aiming for further growth, the company announced a new Vision and a new Medium-term Management Plan, while also introducing a Corporate Message "Technology Enabling Life" as an expression of its philosophy.

- TEL's listing transferred to Prime Market in Tokyo Stock Exchange
- TEL wins Grand Prize for Corporate Governance of the Year® 2021

TOP TO

2015

marking a fresh start.

TEL

Re-emergence as New TEL

(Vision, Medium-term Management Plan

formulated and new Corporate Logo created)

In 2015, TEL introduced a Medium-term Management

Plan and a financial model for world-class profitability

2018

TEL is cited as one of "Top 100 Global Tech Leaders" by Thomson Reuters (now Refinitiv)

2010 2015 2020

Evolution of semiconductors

Mainframe Computer

Single Chip Microprocessor

Personal Computer

1999

Category of industry on

"Wholesale Trade" to

"Electric Appliances"

the Tokyo Stock Exchange

First Section changed from

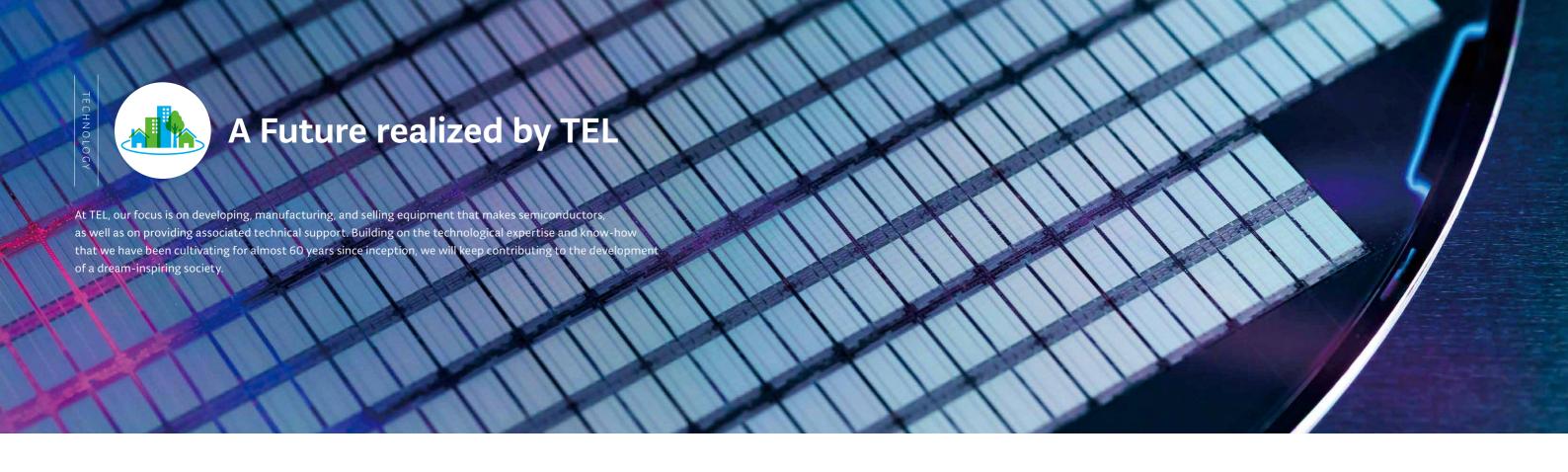
Mobile Phone

Digital Consumer Electronics



Big D



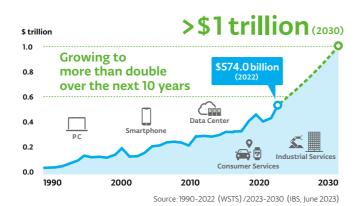




Market size of semiconductors

Today, semiconductors are not only pervasive in electronic equipment, but are also indispensable to Data centers and 5G/6G network infrastructure that support a wide range of applications. Also, applications that require large-scale calculations, such as VR, autonomous driving, and generative AI represented by ChatGPT, will continue to expand and their importance will continue to grow. Reflecting its soaring importance, the semiconductor market is forecast to top US\$1 trillion by 2030, more than double its current size. As the evolution of semiconductors is set to continue, TEL is expected to play an even greater role than before.

Outlook for the Semiconductor Market



Toward sustainable growth of society

To achieve the digital transformation and decarbonization of society, we have launched a supply chain initiative called E-COMPASS, aiming to reduce the environmental impact of our equipment throughout the supply chain and promote conservation of the global environment.



•	Semiconductors	Production equipment	Business activities
	Pursuing higher device performance and lower power consumption	Achieving both high process performance and environmental performance of the equipment	Reduction of CO ₂ emissions in all business activities

TEL's medium- to long-term environmental goals

To enhance the environmental performance of our products, plants, and offices, we have set the medium-term environmental targets as shown in the chart below. As a long-term goal, we are seeking "net zero" emissions—which means offsetting our greenhouse gas emissions with reductions. We plan to effectively eliminate scope 1 and 2* emissions by 2040, and scope 3** emissions by 2050.

* Scope 1 and 2: Emissions from the use of energy such as electricity in business activities

 $\hbox{** Scope 3: Emissions from the use and disposal of sold equipment, purchase of materials, distribution, etc.}\\$

Products Plants and Offices 70% Reduction Per wafer (compared to 2018) Reduce energy consumption by 1% YOY at each plant and office (per-unit basis) Ratio of renewable energy 100%

Net Zero

for Greenhouse Gas Emissions



To Provide the Best Products and Best Technical Service

As the transition to a data-driven society accelerates and the scope of semiconductor applications expand, customers' requirements for production equipment are becoming even more diverse and advanced. This is why we at TEL are not only committed to developing innovative technologies, but also to providing "reliable service and support." By contributing to the customers' value creation processes, we aim to remain their sole strategic partner.

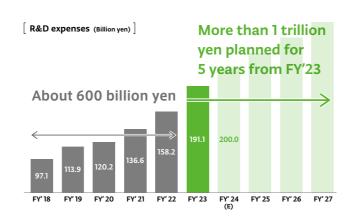


TEL's Business Operations



R&D

Since semiconductors are critical building blocks of social infrastructure, the technologies that drive them are set to evolve further. As future semiconductors will need even larger capacity, higher speed, higher reliability, and lower power consumption than ever before, it is critical for us to come up with advanced next-generation R&D capabilities so we can provide production equipment with higher added-value and competitiveness in a timely manner.



R&D Facilities TEL Manufacturing and Engineering of America (U.S.) Tokyo Electron Technology Solutions Tokyo Electron Kyushu TEL Technology Center Korea (Korea) Tokyo Electron Miyagi Center, America (U.S.) - SUNY Poly/NY CREATES (U.S.) · CEA-Leti (France) BRIDG (U.S.) ational Institute of Advanced TEL Magnetic Solutions (Ireland) ndustrial Science and Technology (Japan Tokyo Electron America (U.S.) TEL Technology Center, Taiwan (Taiwan) - IME (Singapore) TFL R&D base

Active Capital Investment for Future Growth



TEL Digital Design Square Opened in November 2020 (Sapporo City, Hokkaido)

Developed as the center for enhancing our DX capabilities, the office features highly advanced functions and design that not only stimulate state-of-the-art software technology ideas for nanoscale semiconductor production, but also support the recruitment and training of personnel necessary for implementing DX.



Miyagi Technology Innovation Center Completed in September 2021 (Taiwa Town, Miyagi)

The Miyagi Technology Innovation Center promotes R&D for creating advanced equipment and production technologies for several generations to come. The training area for customers and the lab area are designed to enhance internal and external collaboration to meet the challenge of advancing semiconductor production technologies.



New Development Building

Completed in July 2023 (Nirasaki City, Yamanashi)

The products developed and manufactured by Tokyo Electron Technology Solutions are also poised for sizable growth in the coming years. This growth will be an outcome of constant advancements in patterning technologies that are crucial to making semiconductors more diverse and complex with even finer line width. The completion of the new development building will further strengthen TEL's technology development capabilities, enabling timely delivery of products with functions that meet the needs of the market and our customers.

New Development Building

Roshi City, Kumamoto (To be completed in summer 2025)

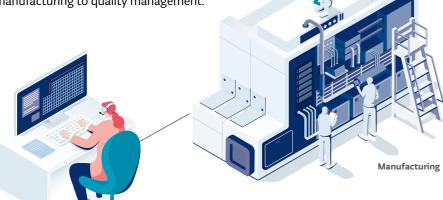
Taiwa Town, Miyagi (To be completed in spring 2025)

Oshu City, Iwate (To be completed in fall 2025)



Manufacturing

Our manufacturing operations start with early phases of product development and covers everything from designing and manufacturing to quality management.





Quality Management



Roles of the Production Division

Designing to order

Customizing the equipment's design specifications to meet the customer's precise technological needs

Designing manufacturing processes

production of equipment

High-volume manufacturing

Producing high-quality equipment in large volume and on schedule



Sales

Making sales starts with gathering information on customers' needs and business trends to quickly and accurately discern what kind of equipment and technologies are in demand. We then take full advantage of our core competence and expertise to propose the optimum solution that helps create the best value for our customers. We have formed strong partnerships with our customers and are daily engaged in intense sales activities on a global field.



Designing processes that assure efficient and high-quality







Technical Service and Support

Committed to pursuing the best technical service possible in a constantly changing business environment, we are ensuring that our technical service and support will bring satisfaction to all customers around the world. Anticipating the shifting trends and diversifying customer needs, we are also continuously upgrading our global support capabilities.

Assorted Services to Address Diverse Needs

- Sales of new small-diameter wafer processing equipment (including 200 mm)
- Sales/procurement/warranty/total support of refurbished equipment
- Genuine spare parts supply and repair service
- Engineering service/support
- Equipment upgrade service



At TEL, we refer to technical service and support before-andafter equipment delivery as "field solutions." We assure high equipment availability through total technical service and support, including everything from delivery and installment of equipment to after-sales maintenance service. Our field solutions business takes advantage of the largest installed base in the industry (about 88,000 units), while also employing the latest AI, digital technologies, and knowledge management* tools to boost the efficiency of our service.

*Knowledge management: a method for stimulating innovation and enhancing an organization's productivity by capturing and sharing tacit knowledge held by individual

Use of Digital Technology

We employ the latest wearable devices to capture real-time images and sounds from our customers' production sites. Shared availability of such data is vital to the efficacy of our remote support system. Our advanced and user-friendly smart glasses** feature original functions including enhanced data security, restriction on image transmission, and speech translation, all of which contribute to accurate and speedy support. Our TELeMetrics™ service connects the equipment installed at customers' sites with TEL's servers via a highly secure communication lines, allowing remote analysis of the equipment data to enhance operational stability and productivity. By implementing these technologies in close cooperation with field engineers and manufacturing sites, we provide high value-added



** Smart glasses: an eyewear-type device capable of projecting images and digital information in the user's field of vision.

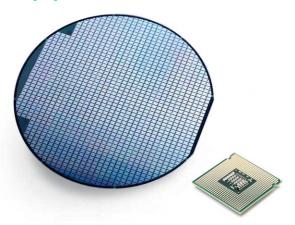
TOKYO ELECTRON | CORPORATE PROFILE TOKYO ELECTRON I CORPORATE PROFILE



World-Leading Capabilities for Technological Innovation Enable the Evolution of Semiconductors

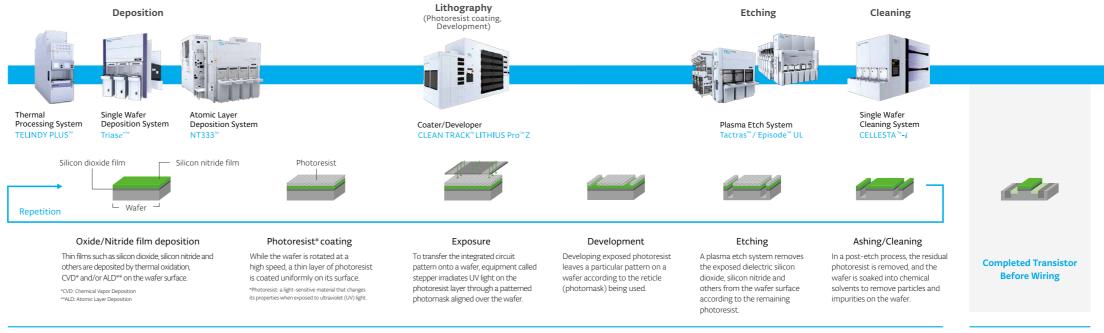
■ Wafer process (Front-end) ■ Assembly and Test process (Back-end)

Semiconductor Production Equipment



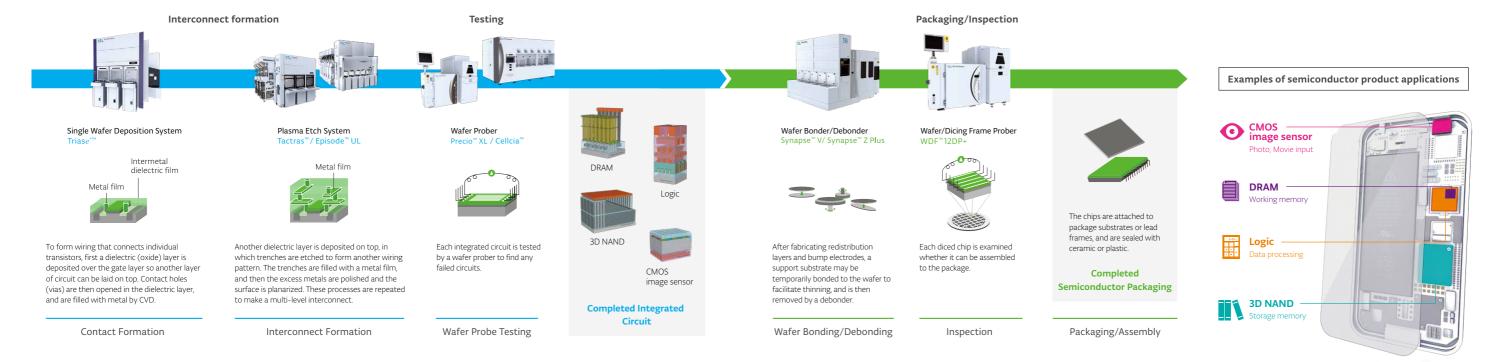
Semiconductors are critical components of digital products such as TVs, PCs and smartphones, and they are also essential to industrial digitalization including smart factories, smart agriculture, smart healthcare, and smart cities. Accordingly, semiconductor engineers are responding to unending requests for larger capacity, higher speed, higher reliability and lower power consumption.

[Semiconductor Manufacturing Process]



Isolation Formation/Gate Formation

Gate Electrode



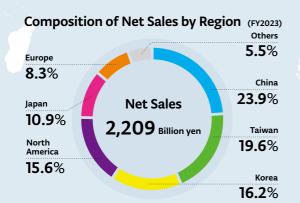
TOKYO ELECTRON | CORPORATE PROFILE TOKYO | CORPORATE PROFILE PROFILE TOKYO | CORPORATE PROFILE PRO



World-Spanning Business Operations and Outstanding All-Around Capabilities that Lead the Market







We operate our business in countries and regions across the world. We are supporting the growth of the electronics industry and the global society with our expansive business presence in Japan, the U.S., Asia, and Europe.



26 companies

18 countries and regions

83 locations



JAPAN



Tokyo Electron Kyushu

Company Information

Established Representative

Capital

November 11, 1963

Representative Director, President & CEO

54.9 billion yen

2,021 (non-consolidated) 17,522 (consolidated)*

Akasaka Biz Tower. 3-1 Akasaka 5-chome.

Minato-ku, Tokyo 107-6325, Japan

*as of March . 2023

■: Head Office

Sales Office

are not shown on the map

■: Branch, Office (including Field Service),

*Group companies in the process of being wound up



Equipment Lineup Covering Four Sequential Processes

TEL is the only manufacturer in the world that offers a lineup of equipment covering the four sequential processes that are critical to ultra-fine semiconductor manufacturing: deposition, coater/developer, etching, and cleaning. Our solutions identify technical needs and issues concerning our products as early as at the development stage and co-optimize relevant processes.

Major products and market position*



Products Holding No. 1 or No. 2 Shares in the Global Market

TEL's semiconductor production equipment holds a strong position in each segment, and the products are typically ranked first or second in their markets. That means virtually all semiconductor chips in the world are processed by TEL's equipment at some point in their manufacture. Regarding coater/developer that can be integrated inline with EUV* exposure systems, TEL has a 100% share of the market.

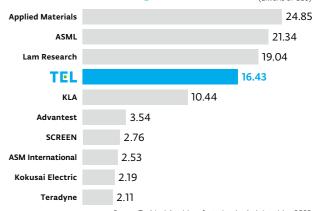
* EUV: Extreme Ultraviolet



Largest Installed Base in the World (As of the end of March 2023)

The global installed base of TEL's equipment is the largest in the industry at about 88,000 units. In addition, about 5,000-6,000 new equipment are being shipped to customer fabs every year. These products also bring significant after-market opportunities for servicing, parts sales, and equipment upgrades, which constitute a growing business segment.

World Top 10
Semiconductor Production Equipment Manufacturers
CY2022 Revenue Ranking (Billions of US\$)



Source: TechInsights Manufacturing Analysis Inc., May 2023



TEL's Sustainability Initiatives for the Advancement of a **Dream-Inspiring Society**

By dealing with the material issues and pursuing TEL FOR GOOD social contribution activities, we are aiming to contribute to the resolution of industrial and social issues, the development of industry and society, and the achievement of the SDGs. "We strive to contribute to the development of a dream-inspiring society through our leading-edge technologies and reliable service and support." By practicing this corporate philosophy, we strive to achieve medium- to long-term profit expansion and continuous corporate value enhancement.

Business Operations focused on Sustainability

We have identified the following four material issues that require prioritized attention and actions, and are implementing sustainability initiatives through our business operations.



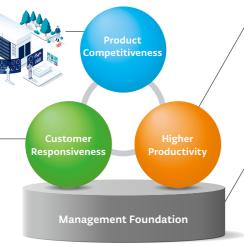
Continuously create high value-added next-generation products

research and development, tackling technological innovation

Strong relationship based on trust Sole strategic partner

contribution to create value creation, field solutions, safe equipment design, improvement of customer satisfaction





Pursuit of operational efficiency

promotion of improved productivity quality focus operations

Build a strong management foundation that underpins our business activities

corporate governance, risk management, information security, compliance, supply chain management, human rights health, safety, human resource

Third-Party Recognition

We participate in a variety of global initiatives and promote sustainability in our business operations.

Participation in Global Initiatives





Responsible Business Alliance (RBA





Our sustainability initiatives have been receiving high acclaim from global rating organizations.

Dow Jones

















TELFORGOOD

TEL FOR GOOD is the brand name for our social contribution activities. Considering the activities' importance to society and relevance to our business, we have defined the three focus areas below. Activities of TEL FOR GOOD are being implemented throughout the world, while promoting initiatives through our business operations.



Technology and Innovation

Fostering innovation through cutting-edge technologies is essential to the evolution of semiconductors and displays. Through TEL FOR GOOD, we create learning opportunities that foster creativity and support highly original research and development on a global scale.









Conserving the Global Environment

As climate change becomes more serious, we strive to build a decarbonized society through TEL FOR GOOD and our business activities. We also make efforts to conserve water resources and maintain biodiversity. In addition, we contribute to the conservation of the global environment by promoting a circular economy.







Co-creation with Communities

In addition to contributing to the development and revitalization of the communities where we conduct business through employment opportunities and fostering local industries, we strive for co-creation with communities through TEL FOR GOOD, which is rooted in our communities. We also fulfill our role as a corporate citizen by participating in international humanitarian aid and disaster recovery initiatives.











^{*3:} Copyright ©2023 Sustainalytics. All rights reserved. This publication contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject