

Working Together with Employees

Our approach to personnel affairs

Business growth requires that each employee, as the core of the company, have creativity, a positive attitude, flexibility, enthusiasm and a sense of responsibility. The TEL Group seeks to be a corporation where a diverse range of employees can work to their full potential.

Personnel Policy

1. Respect for Human Rights

We respect the character and individuality of each person and strive to create work environments without any infringement of human rights.

2. Diverse Workforce

We strive to respect and understand differences in values arising from gender, nationality, age, race, creed, religion and other attributes and to be a corporation where a diverse range of employees can work to their full potential.

3. Human Resource Development

We believe that each employee is the source of value creation and support the development of skills by employees.

4. Employee Assessment and Treatment

We provide opportunities to those employees with the enthusiasm for personal growth and engage in fair evaluation of skills and employee treatment so that employees with significant results can be rewarded.

5. Occupational Safety and Health

We place the highest priority on ensuring the safety and health of employees and maintain environments such that employees can work safely at our workplaces and local residents feel a sense of reassurance.

6. Work-Life Balance

We implement measures to enable employees to achieve a good work-life balance.

● What we do to create a workplace environment that is comfortable for all

① Empowering employees to reach their full potential

The TEL Group has put in place systems that support employees in their career development and help create a workplace environment that promotes job satisfaction.

- Outstanding employee award
- Open job posting system
- Employee survey
- Employees' opinion survey

② Initiatives for work-life balance

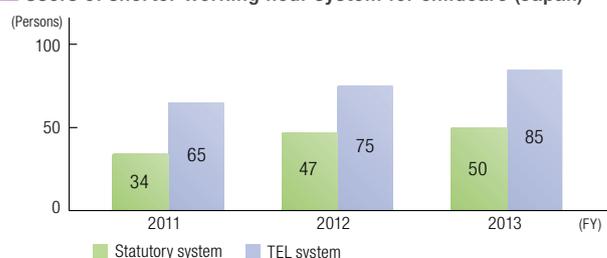
The TEL Group has enhanced systems that help employees continue to pursue their careers through various life events, such as systems for balancing work and childcare.

Tokyo Electron, for example, has enhanced its childcare support system, giving parents of children of elementary school age or younger the option to work shorter hours. In contrast, the shorter working hour system required by Japanese law targets parents raising children under the age of three.

Outside Japan, we implement a range of measures to improve work-life balance in compliance with local laws and requirements.

- Childcare support system
 - Childcare leave
 - Shorter working hours for parents
- Nursing care leave system

■ Users of shorter working hour system for childcare (Japan)



③ Improving the workplace environment and employee health

Placing the highest priority on the safety and health of its employees, the TEL Group is making a Group-wide effort to provide various supports.

- Mental health education
- Harassment prevention education
- Issuing a group-wide health declaration
- Serving healthy meals at company cafeterias

④ Initiatives for globalization and workforce diversification

The TEL Group does business around the world. In fact, overseas sales account for 76% of the Group's total sales and about 33% of Group employees work outside Japan (as of March 2013). In line with this shift toward globalization, even Group companies within Japan are aggressively working to develop diverse workforces and have set a target of 20% of new hires to be recruited from among foreign nationals.

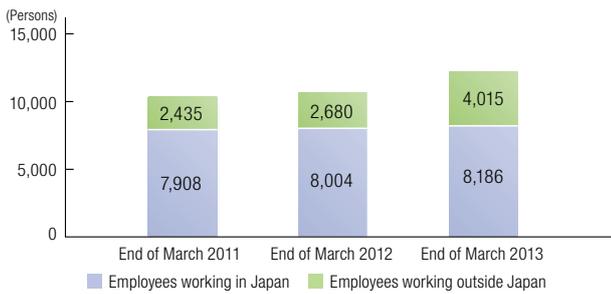
Balancing work and childcare

Last year, I returned to work after taking childcare leave. At the time, I was concerned that I might not be able to balance work with raising my first child. Fortunately, my child has gotten used to the day care center and I am now able to work as I used to. I am thankful for the support of my family but above all I feel so grateful to my colleagues for their cooperation and understanding of my use of the childcare system. I'm living proof that Tokyo Electron provides its employees with an environment in which we can not only envision our career path but also make it a reality while at the same time fulfilling our family obligations even after returning to work.

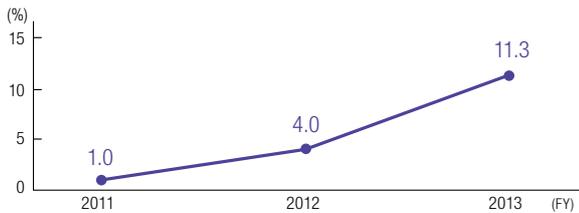


Noriko Shimomura
Taiwan/Asia Sales Division
Tokyo Electron Ltd.

Work location of Group employees



Foreign nationals as percentage of new hires (in Japan)



Basic policy on human resource development

The TEL Group is making continued efforts for employee education and training while encouraging and supporting employees' proactive approaches toward learning in line with its basic human resource development policy, which consists of the following three principles:

1. Self-motivation and a sense of responsibility are the basic requirements for developing the talents of employees.
2. The workplace must support employee development.
3. The company must provide employees with opportunities and incentives to learn and must build the necessary platform or framework.

TEL UNIVERSITY

With the goal of enhancing its human resources from a medium to long-term perspective and improving the capabilities of the organization overall, the TEL Group has established an internal education institution, TEL UNIVERSITY.

TEL UNIVERSITY courses include a program that provides individual employees with world-class knowledge and skills, a

leadership development program for next-generation leaders and a management and organizational training program. Going forward, TEL UNIVERSITY will continue to contribute to the growth of the TEL Group by developing competent professionals.

1 Professional capability development program

This program is designed to help employees in various jobs acquire professional knowledge and expertise in the Group's core technologies and common basic technologies.



Professional capability development program

2 Organizational capability development program

Targeting group leaders in charge of their respective workplaces, this program intends to develop management capabilities required for the job and enhance organizational capabilities.



Organizational capability development program

3 Next-generation leaders development program

This program provides participants with opportunities to engage in dialogue with TEL Group executives and acquire knowledge from experts in various fields with the goal of encouraging participants to establish their own decision-making criteria.

4 Global communication program

Aiming to improve employees' English communication skills, this program offers classes by foreign teachers (six-month course of 22 classes).

Number of participants by program

	(Persons)	
	FY2013	Total participants in past 3 years
Professional capability development program	529	2,762
Organizational capability development program	99	175
Next-generation leaders development program	45	96
Global communication program	539	1,821

Overview of TEL UNIVERSITY



Glossary

* MOT: Management of Technology