

















CSR Goals and Results

FY2021

Material Issues	Priority Themes	Annual Goals	Results
Product competitiveness	Tackling technological innovation	<ul style="list-style-type: none"> Ensure that 20% or more (three-year moving average) of all equipment models are new products for next-generation technologies Maintain the previous year's global patent application rate (±10%) 	<ul style="list-style-type: none"> 23.6% Maintained the previous year's rate (Achieved 79.8% in fiscal year 2020 and 74.3% in fiscal year 2021)
	Environmental contribution of products	<ul style="list-style-type: none"> Reduce per-wafer emissions of CO₂ by 20% by fiscal year 2025 (compared with fiscal year 2014) 	<ul style="list-style-type: none"> Reduced by 16% in fiscal year 2021 as compared with fiscal year 2014
Customer responsiveness	Solutions that create value for customers	<ul style="list-style-type: none"> Increase Tokyo Electron's value to customers Increase sales-in-field solutions business by 5% or more from the fiscal year 2020 level 	<ul style="list-style-type: none"> Orders and sales both increased significantly from the previous fiscal year, driven by demand for smartphones and servers Increased by 19.6% from previous fiscal year
	Improvement of customer satisfaction	<ul style="list-style-type: none"> Achieve evaluations of "Very Satisfied" or "Satisfied" for 100% of customer satisfaction survey responses 	<ul style="list-style-type: none"> 96.7% (achieved in 29 out of 30 questions)
Higher productivity	Continuous improvement of business operations	<ul style="list-style-type: none"> Target a 10% improvement in operational efficiency as a medium- to long-term goal, achieve centralized data management through adoption of a new ERP¹ system, and build a business foundation where employees can focus even more on high-value work Expand implementation of CRM² and PLM³, and adopt new ERP during fiscal year 2021 	<ul style="list-style-type: none"> Expanded CRM to multiple overseas subsidiaries Expanded PLM to multiple domestic manufacturing sites in Japan Almost completed preparations for adopting ERP
	Quality management	<ul style="list-style-type: none"> Check the impact of important non-conformance items on other equipment and thoroughly implement recurrence prevention measures 	<ul style="list-style-type: none"> Finished revising new QA-BOX operation rules Started regular meetings with the heads of all BU quality assurance divisions Implemented progress management for QA-BOX submissions
	Improvement of customer productivity/yield	<ul style="list-style-type: none"> Promote Shift Left⁴ (front-loading) activities for quality Increase engineer time for high-value work in upstream processes, and implement medium- to long-term action plans to continue to enhance quality assurance activities 	<ol style="list-style-type: none"> Completed each company's individual/common activity plans. Each company is currently carrying out individual activities as planned. Common activities: Formulated activity policy based on best practices. Agreed on activity policy with the heads of each quality assurance division. Formulated medium- to long-term plans. Formulated plans, started activities.
People and workplaces	Diversity and inclusion	<ul style="list-style-type: none"> Double the percentage of female managers and experts (with same roles and responsibilities as managers) by fiscal year 2022 from 2.0%⁵ in fiscal year 2019 	<ul style="list-style-type: none"> 2.5% (Reference) Percentage of female managers: 2.2% (Japan), 5.2% (global)
	Career development	<ul style="list-style-type: none"> Foster a culture of learning and development in the workplace through Leader development programs, provision of personalized global learning opportunities, and support for career development throughout working life 	<ol style="list-style-type: none"> Increased number of leader training participants year-on-year change: 104% (Japan) Increased number of external web based training courses taken year-on-year change: 158% (Japan) Increased number of participants of career training for senior employees year-on-year change: 149% (Japan)
	Work-life balance	<ul style="list-style-type: none"> Reach at least 70% take-up rate of annual paid leave 	<ul style="list-style-type: none"> 62.5% (Japan)
	Health and safety	<ul style="list-style-type: none"> Reduce gap between health age⁶ and actual age by 1.5 points by fiscal year 2021 (as compared with fiscal year 2018) Reduce the number of workplace injuries per 200,000 work hours. Target: TCIR (the total case incident rate) is less than 0.5. 	<ul style="list-style-type: none"> Reduced gap by 0.21 points (Japan) Achieved 0.27
Management foundation	Governance	<ul style="list-style-type: none"> Continue to improve on issues identified in evaluations of the effectiveness of the Board of Directors 	<ul style="list-style-type: none"> Revised Board of Directors Regulations and established the Business Execution Meeting to improve the effectiveness of the Board of Directors Revised the Affiliated Companies Management Regulations from the perspective of strengthening group governance. Confirmed status of operations based on the regulations with each division Implemented SR⁷ activities with institutional investors with an eye to Shareholders' Meeting proposals and ESG-related issues Held discussions at off-site meetings on medium- to long-term strategies
	Risk management	<ul style="list-style-type: none"> Promote an integrated risk management system throughout our Group, Adopt Control Self Assessment (CSA), and establish and operate a risk management committee 	<ol style="list-style-type: none"> Conducted assessments using checklists at overseas and domestic group companies, identified risks and examined countermeasures Established the Risk Management Committee and held meetings (Mar. 2021)
	Compliance	<ul style="list-style-type: none"> Achieve 100% recognition among employees concerning internal hotline Revise Code of Ethics, conduct basic annual training, and achieve pledge rate of 100% Conduct a compliance awareness survey 	<ul style="list-style-type: none"> Recognition of internal hotline: 68% Code of Ethics education and pledge rate: 98.8% Awareness survey (Trial survey planned for fiscal year 2022)
	Environmental management	<ul style="list-style-type: none"> Reduce energy consumption by 1% from the fiscal year 2020 level (per-unit basis⁸) at each plant or office Maintain water consumption (per-unit basis⁹) at plants and offices at the fiscal year 2012 level in Japan and at individual base year levels overseas 	<ul style="list-style-type: none"> Achieved goal at 1 of 11 plants or offices Achieved 10 of 13 goals
	Supply chain management	<ul style="list-style-type: none"> Implement supply chain CSR assessments for the following percentages of suppliers: Material suppliers: Covering at least 80% of our procurement spend Logistics suppliers: 100% of customs-related operators Staffing suppliers: 100% of employment agencies and contracting companies (internal contractors) Implement supply chain BCP¹⁰ assessments for the following percentages of suppliers: Material suppliers: Covering at least 80% of our procurement spend 	<ul style="list-style-type: none"> Percentage of suppliers at which supply chain CSR assessments were implemented: Material suppliers: Achieved 80% or more of our procurement spend Logistics suppliers: Achieved 100% of customs-related operators Staffing suppliers: Achieved 100% of employment agencies and contracting companies (internal contractors) Percentage of suppliers at which supply chain BCP assessments were implemented: Material suppliers: Achieved 80% or more of our procurement spend
	Environmental contribution of products	<ul style="list-style-type: none"> Reduce per-wafer emissions of CO₂ by 30% (by fiscal year 2031, compared with fiscal year 2019) Reduce the amount of the use of wooden packaging materials by 50% (packaging for semiconductor production equipment, fiscal year 2024) 	<ul style="list-style-type: none"> Reduce total CO₂ emissions at plants and offices by 70% (by fiscal year 2031, compared with fiscal year 2019) Adopt 100% renewable energies at plants and offices (by fiscal year 2031) Reduce energy consumption by 1% from the fiscal year 2021 level (per-unit basis) at each plant or office Maintain water consumption (per-unit basis) at each plant and office at the fiscal year 2012 level in Japan and at individual base year levels overseas

1 ERP: Enterprise Resource Planning 2 CRM: Customer Relationship Management 3 PLM: Product Lifecycle Management 4 Shift Left: Refer to p.17 and p.31
 5 Senior specialists were included in the 2.0% figure in fiscal year 2019 6 An indication of the risk of lifestyle diseases in years, based on the results of health checkups 7 SR: Shareholder Relations
 8 Per-unit basis: Calculated using complex weighting of the number of developed evaluation machines, units produced, floor area, and labor-hours for each district
 9 Per-unit basis: Calculated based on floor area and labor-hours, etc. for each district 10 BCP: Business Continuity Plan 11 For each question, average score is calculated for all customers who responded
 12 The ratio of females majoring in science or engineering in the case of engineers

FY2022

Material Issues	Priority Themes	Annual Goals	Medium-term Goals	Relevant SDGs
Product competitiveness	Tackling technological innovation	<ul style="list-style-type: none"> Ensure that 20% or more (three-year moving average) of all equipment models are new products for next-generation technologies Maintain the previous year's global patent application rate (±10%) 	Create strong next-generation products	 
Customer responsiveness	Solutions that create value for customers	<ul style="list-style-type: none"> Increase Tokyo Electron's value to customers Increase sales-in-field solutions business by 5% or more from the fiscal year 2021 level 	Be the sole strategic partner	 
	Improvement of customer satisfaction	<ul style="list-style-type: none"> Achieve evaluations of "Very Satisfied" or "Satisfied" for 100% of customer satisfaction survey responses¹¹ 		
Higher productivity	Continuous improvement of business operations	<ul style="list-style-type: none"> Target a 10% improvement in operational efficiency as a medium- to long-term goal, achieve centralized data management through adoption of a new ERP system, and build a business foundation where employees can focus even more on higher value work Adopt ERP at headquarters Prepare to adopt ERP at manufacturing sites in Japan and overseas subsidiaries 	Constantly pursue higher management efficiency	 
	Quality management	<ul style="list-style-type: none"> Check the impact of important common issues and thoroughly implement measures to prevent recurrence of similar faults Verify the effects of strengthening the quality information environment 		
	Improvement of customer productivity/yield	<ul style="list-style-type: none"> Promote Shift Left (front-loading) activities for quality Identify risks and thoroughly implement countermeasures from the initial development stage (thorough prevention) 		
Diversity and inclusion	Diversity and inclusion	<ul style="list-style-type: none"> Implement initiatives to make the ratio of females in management positions equal to the ratio of females in the company over the medium term Implement initiatives to make the ratio of female recruits equal to or greater than the general ratio of females¹² in each region Create an organizational system where even those from outside of Japan can take on corporate roles through the use of technology and shared global human resources systems 	Build a strong management foundation for underpinning our business activities	    
	Career development	<ul style="list-style-type: none"> Foster a culture of learning and development in the workplace through Leader development programs Provision of personalized global learning opportunities Support for career development throughout working life 		
	Work-life balance	<ul style="list-style-type: none"> Reach at least 70% take-up rate of annual paid leave 		
	Health and safety	<ul style="list-style-type: none"> Increase the percentage of employees receiving specific health guidance to 60% (figures based on the results of medical checkups up to the end of fiscal year 2024) Reduce the number of workplace injuries per 200,000 work hours Target: TCIR (the total case incident rate) is less than 0.5 		
Management foundation	Governance	<ul style="list-style-type: none"> Continue to improve on issues identified in evaluations of the effectiveness of the Board of Directors 	Build a strong management foundation for underpinning our business activities	    
	Risk management	<ul style="list-style-type: none"> Promote an integrated risk management system throughout our Group Ongoing rollout of CSA Unified classification and response to risks to the entire Group Launch of internal education program Roll out in Japan in fiscal year 2022 and overseas in fiscal year 2023 		
	Compliance	<ul style="list-style-type: none"> Continuous cultivation of a compliance culture Provide Code of Ethics training and achieve a pledge rate of 100% Implement and improve a compliance survey Achieve 100% recognition of the internal hotline among employees 		
	Environmental contribution of products	<ul style="list-style-type: none"> Reduce per-wafer emissions of CO₂ by 30% (by fiscal year 2031, compared with fiscal year 2019) Reduce the amount of the use of wooden packaging materials by 50% (packaging for semiconductor production equipment, fiscal year 2024) 		
	Environmental management	<ul style="list-style-type: none"> Reduce total CO₂ emissions at plants and offices by 70% (by fiscal year 2031, compared with fiscal year 2019) Adopt 100% renewable energies at plants and offices (by fiscal year 2031) Reduce energy consumption by 1% from the fiscal year 2021 level (per-unit basis) at each plant or office Maintain water consumption (per-unit basis) at each plant and office at the fiscal year 2012 level in Japan and at individual base year levels overseas 		
	Supply chain management	<ul style="list-style-type: none"> Implement supply chain CSR assessments for the following percentages of suppliers: Material suppliers: Covering at least 80% of our procurement spend Logistics suppliers: 100% of customs-related operators Staffing suppliers: 100% of employment agencies and contracting companies (internal contractors) Implement supply chain BCP assessments for the following percentages of suppliers: Material suppliers: Covering at least 80% of our procurement spend 		