

## Contents

## Corporate Philosophy

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



## Vision

A truly global company generating high added value and profits in the semiconductor and flat panel display industries through innovative technologies and groundbreaking proactive solutions that integrate diverse technologies.

The Corporate Philosophy defines the purpose of Tokyo Electron's existence and its mission in society. It represents Tokyo Electron's basic way of thinking and forms the foundation for its corporate activities.

The Vision describes Tokyo Electron's medium- to long-term business aspirations and the direction of Tokyo Electron's near future. Jointly with the Medium-term Management Plan, the Vision defines Tokyo Electron's focus in the industry.

## Contents

- 2 To Our Stakeholders
- 3 Business Overview and Financial Highlights
- 4 Interview with the CEO
- 7 Review of Operations and Business Outlook
- 8 Corporate Governance
  - Message from the Chairman of the Board
- 12 Directors, Audit & Supervisory Board Members and Executive Officers
- 13 Financial Section
- 29 Consolidated Subsidiaries
- 29 Investor Information

**Disclaimer**








Matters discussed in this annual report, including forecasts of future business performance of Tokyo Electron, management strategies, beliefs and other statements are based on Tokyo Electron's assumptions in light of information that is currently available. These forward-looking statements involve known or unknown risks, uncertainties and other factors that could cause actual results to differ materially from those referred to in the forward-looking statements.

Factors that have a direct or indirect impact on Tokyo Electron's future performance include, but are not limited to:

- Economic circumstances in Japan and overseas, consumption trends, and large fluctuations in foreign exchange rates
- Changes in semiconductor/FPD markets
- Changes in the demand for products and services manufactured or offered by Tokyo Electron's customers, such as semiconductor manufacturers, FPD manufacturers and electronics makers
- Tokyo Electron's capabilities to continue to develop and provide products and services that respond to rapid technology innovation and changing customer needs in a timely manner

For details, please refer to Business-Related and Other Risks on page 15.

## Guide to Buttons

-  Move Back to Previous Page
-  Move Forward to Next Page
-  Return to Last Page Opened
-  Go to Contents Page
-  Search PDF Content
-  Print
-  Zoom