

| Annual Sustainability Goals | | | | Key Indicators for Continuous Corporate Value Enhancement | | | | |
|---|---|---|---|---|--|---|--|--|
| Target Area | Annual goals (FY2025) | Results (FY2024) | Annual Goals (FY2024) | Target Area | Objective | Target Year | FY2024 Performance | Future Initiatives |
| | | | | Research and Development | Continuously create high value-added next-generation products by implementing R&D expenses of more than 1 trillion yen over five years | Fiscal year2027 | R&D investment 250.0 billion yen (Cumulative 644.0 billion yen from fiscal year 2023) | <ul style="list-style-type: none"> Continue to make proactive investment in R&D and capital equipment in anticipation of further growth Development efficiency of shift to KPI and its operation Implementation of simulations and making development risks visible from the development of IT systems Further strengthening the developmental platform from DX implementation and the introduction of leading-edge equipment |
| Research and Development | Maintain the previous year's global patent application rate (±10 percentage points) | Maintained the previous year's rate(CY2022: 79.9%, CY2023: 77.3%) | Maintain the previous year's global patent application rate (±10 percentage points) | | | | | |
| Customer Responsiveness | Increase Tokyo Electron's value to customers | Achieved record high net sales. Expanded market share through winning POR* with strategic products. | Increase Tokyo Electron's value to customers | | | | | |
| Customer Responsiveness | Achieve evaluations of "Very Satisfied" or "Satisfied" for 100% of customer satisfaction survey responses* | 100% <small>*For each question, average score is calculated for all customers who responded</small> | Achieve evaluations of "Very Satisfied" or "Satisfied" for 100% of customer satisfaction survey responses* | | | | | |
| Higher Productivity | 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 high-value work 1. Development of ERP at manufacturing sites in Japan | 1. Completed rollout of ERP at manufacturing sites in Japan | 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 high-value work - Prepare for rollout of ERP to overseas subsidiaries and manufacturing sites in Japan | | | | | |
| Quality | Prevention of corrective actions for common critical issues and prevention of the recurrence of defects that might affect other Business Units | Reviewed and promoted QA/BOX* renewal and responses - Held regular monthly meetings to decide on responses and ensure thorough horizontal deployment across Business Units (BUs) - Held regular meetings every month - For cases posted in the QA/BOX (10 cases in fiscal year 2024), implemented horizontal deployment across BUs - Conducted ripple effect surveys in each BU, decided on a ONE TEL policy for each risk, and took action tailored for each BU - Monitored the results of activities following determination of the ONE TEL policy - Monitored cases: 3 cases (monitoring of activity progress is ongoing) QA/BOX: Tool for the sharing and horizontal deployment of important quality-related information within our Group companies. | Prevention of corrective actions for common critical issues and prevention of the recurrence of defects that might affect other Business Units | | | | | |
| Quality | Setting and monitoring KPIs to understand and improve the quality status and promoting improvement activities | Set new KPIs, such as for equipment defect rates - Established quality rules and promoted business operation improvements through audits under our quality regulations (Quality TMTG*) - Completed onsite audits of Tokyo Electron FE and Tokyo Electron Korea - Issued requests for improvement on issues and problems discovered during audits - Continued to confirm corrective actions for 3 improvements at Tokyo Electron FE - Completed confirmation of corrective actions for 3 improvements at Tokyo Electron Korea TMTG: TEL Manual/TEL Guidelines | Setting and monitoring KPIs to understand and improve the quality status and promoting improvement activities | | | | | |
| Quality | Identify root causes of market failures and promote and strengthen Shift Left initiatives by thoroughly implementing countermeasure activities | Visualized risks based on market failures - Promoted improvement activities based on new STQA* criteria - Held briefings on a questionnaire focused on assessing technical capabilities - Shared critical failures from each plant and office and promoted improvement activities - Established failure KPIs and conducted trend analysis - Shared critical failures from each plant and office and improvement activities - Reinforced and ensured through implementation of change management applications STQA: Supplier Total Quality Assessment | Promote improvement activities based on new STQA* criteria, and share critical issues from each Business Unit and promote improvement activities STQA: Supplier Total Quality Assessment | | | | | |
| Quality | Extract risks from initial development stage and ensure countermeasures (ensure prevention before issues arise) | Shared beneficial improvement measures being implemented at each plant - Incorporated effective measures and implemented trials - Confirmed issues that cannot be resolved with existing measures - Planned countermeasures based on themes - Situation in each region: Above the average of other companies in 5 out of 7 sites | | | | | | |
| Employees/Engagement | Engagement survey score: Continuously improve (increase score compared to the previous survey) or achieve a score higher than the average of other companies in each region | Score increase: 19 points (globally overall, from fiscal year 2016 to fiscal year 2024) - Situation in each region: Above the average of other companies in 5 out of 7 sites | Engagement survey score: Continuously improve (increase score compared to the previous survey) or achieve a score higher than the average of other companies in each region | Employees/Engagement | Engagement survey score: Continuously improve (increase score compared to the previous survey) or achieve a score higher than the average of other companies in each region | Every survey | Score increase: 19 points (globally overall, from fiscal year 2016 to fiscal year 2024) - Situation in each region: Above the average of other companies in 5 out of 7 sites | Appropriately implement a PDCA cycle of identifying priority issues, implementing measures and monitoring progress - Based on the results of analysis, focus on "further expanding recruitment and engagement opportunities for human resources," "improving the work environment to increase productivity" and "strengthening collaborations between organizations." In addition, promote engagement improvement activities that unite employees and the company through opportunities for dialogue. |
| Employees/Engagement | Employee retention rates* Japan: 99% Overseas: Higher than the industry average | Japan: 99.1% Overseas: Higher than the industry average (97.6%) | Employee retention rates* Japan: 99% Overseas: Higher than the industry average | Employees/Engagement | Employee retention rates* Japan: 99% Overseas: Higher than the industry average | Every fiscal year | Japan: 99.1% Overseas: Higher than the industry average (97.6%) | Implement company-specific measures based on insight from engagement surveys and analysis of reasons for employee resignations |
| Employees/Diversity, Equity & Inclusion | Conduct a diversity-conscious talent pipeline (plan for developing human resources) for succession planning and achieve the goal of increasing the ratio of female managers** to 8% (globally** and 5% in Japan (by fiscal year 2027)) *1. Include individual contributors and employees reemployed after retirement *2. Targets do not apply to Tokyo Electron U.S. regions. | Ratio of female managers Japan: 3.3%, Global: 6.4% (globally** and 5% in Japan (by fiscal year 2027)) | Conduct a diversity-conscious talent pipeline (plan for developing human resources) for succession planning and achieve the goal of increasing the ratio of female managers** to 8% (globally** and 5% in Japan (by fiscal year 2027)) *1. Include individual contributors and employees reemployed after retirement *2. Targets do not apply to Tokyo Electron U.S. regions. | Employees/Diversity, Equity & Inclusion | Ratio of female managers Japan: 5% Global: 8% <small>**Targets do not apply to Tokyo Electron U.S. regions.</small> | fiscal year 2027 | Japan: 3.3% Global: 6.4% | Secure potential candidates by strengthening mid-career recruitment - Strengthen short- and medium-term talent pipelines* by providing training to next-generation candidates and the generation after. * Talent pipeline: A system for maintaining a pool of potential candidates to consistently ensure the availability of specific talent |
| Employees/Careers | Foster a culture of learning and development in the workplace through 1. Leader development: a culture of business ethics and compliance programs 2. Provision of personalized global learning opportunities 3. Support for career development throughout working life | 1. Systematized and implemented training programs at TEL UNIVERSITY (corporate educational institution), tailored to different age groups and levels 2. Globally expanded an online self-learning platform 3. Launched an initiative in Japan to visualize skills and career paths using AI, with the aim of expanding the initiative globally | Foster a culture of learning and development in the workplace through Leader development: a culture of business ethics and compliance programs 2. Provision of personalized global learning opportunities 3. Support for career development throughout working life Ratio of annual online learning users: Global: 58% | Employees/Careers | We have created an environment where every employee can create value for the Company's growth and for society with the support of supervisors and others by challenging themselves to do what they want while imagining their own futures (career paths) and growing. * In fiscal year 2024, add this goal "Ratio of annual online learning users: Global: 60%" | fiscal year 2027 | Make careers visible, introduce a structure for independent skill acquisition (encyclopedias of jobs, training programs etc.) * Engagement survey score: "Career opportunities" Japan: +3 points in comparison to previous survey (Global: +1 point in comparison to previous survey) * Ratio of increase of online learning users in relation to career (annual) Global: +24 points (96%) Japan: 78.9% Overseas: 78.9% (previous fiscal year's result: 69.0%) | Further accelerate initiatives to visualize skills and career paths - Promote the use of online learning - Develop and deploy training programs tailored to employee needs - Provide further career opportunities after employees complete training and acquire new skills and enhance internal mobility |
| Employees/Work-Life Balance | Annual paid leave utilization rate Japan: 80% or more Overseas: Equal to or better than the previous fiscal year's results | Japan: 78.9% Overseas: 78.9% (previous fiscal year's result: 69.0%) | Annual paid leave utilization rate Japan: 80% or more Overseas: Equal to or better than the previous fiscal year's results - Male childcare leave utilization rate: Japan: 70% | Employees/Work-Life Balance | Annual paid leave utilization rate Japan: (1) 80% / (2) 90% Overseas: Equal to or better than the previous fiscal year's results *Additional goal from fiscal year 2026: "Male childcare leave utilization rate: Japan: 85% (by fiscal year 2030)" | Japan: (1) fiscal year 2027 / (2) fiscal year 2028 Overseas: Every fiscal year | Japan: 78.9% Overseas: 78.9% (previous fiscal year's result: 69.0%) | Conduct awareness activities, mainly targeting managers, to promote the use of paid leave, including showcasing examples of ways to take leave |
| Safety | Reduce the number of workplace injuries per 200,000 work hours (TCIR): Less than 0.20 TCIR: Total Cases Incident Rate | TCIR: 0.23 | Reduce the number of workplace injuries per 200,000 work hours (TCIR): Less than 0.15 TCIR: Total Cases Incident Rate | Safety | TCIR: Less than 0.10 (Globally No. 1 in the industry) TCIR: Total Cases Incident Rate. The number of workplace incidents per 200,000 work hours. | fiscal year 2027 | TCIR 0.23 | Implement measures to prevent falls (improve hazardous zones identified during inspections; each company to take action) - Establish a system for sharing incident cases - Launch an "incident elimination" campaign at the start of each fiscal year - Mark hazardous points - Implement ergonomic measures using posture analysis software - Conduct special reciprocal safety audits |

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| Corporate Governance | <ul style="list-style-type: none"> We are working at all times to establish an optimal and highly effective Board of Directors and an aggressive management execution system, and by continuously addressing issues based on evaluations of the effectiveness of the Board of Directors and input from institutional investors and other stakeholders, we will achieve solid corporate governance for enhancing corporate value over the medium to long term and sustainable growth. 1. Seeking a Board of Directors with high effectiveness - Audit & Supervisory Board System: Majority ratio of outside directors. Free and open discussions including corporate auditors - Off-site meetings: For discussions on medium- to long-term strategies, issues, etc. (twice annually) - CEO reports: Reports to the Board of Directors on the status of execution of key duties by the CEO (every Board of Directors meeting) - CEO mission: Information is shared concerning the CEO's mission for achieving the Medium-term Management Plan - Representative director assessment: closed sessions: Sessions including directors and Audit & Supervisory Board members but excluding the representative director (once annually) 2. Operating rhythm supporting the execution of business - Corporate Officers Meeting: The highest decision-making body on the executive side (once monthly) - CSS (Corporate Senior Staff) meeting: Global, across-the-board coordination of company-wide business execution (four times annually) - Quarterly review meeting: Monitoring the progress of the Medium-term Management Plan (four times annually) | <ul style="list-style-type: none"> 1. Seeking a Board of Directors with high effectiveness - Continue the Audit & Supervisory Board System - Realize a ratio of majority outside directors (4 out of 7 people) - Maintain contact with outside director candidates at the Nomination Committee - Off-site meetings: 2 times (August and March) - At every Board of Directors meeting, in principle, the CEO explains important matters concerning business execution - CEO mission: Shared with members of the Board of Directors - Closed session on evaluation of representative directors: 2 times annually 2. Operating rhythm supporting the execution of business - Corporate Officers Meeting: 21 times - CSS meeting: 2 times - Quarterly review meeting: 4 times | <ul style="list-style-type: none"> We are working at all times to establish an optimal and highly effective Board of Directors and an aggressive management execution system, and by continuously addressing issues based on evaluations of the effectiveness of the Board of Directors and input from institutional investors and other stakeholders, we will achieve solid corporate governance for enhancing corporate value over the medium to long term and sustainable growth. 1. Seeking a Board of Directors with high effectiveness - Audit & Supervisory Board System: Majority ratio of outside directors. 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Seeking a Board of Directors with high effectiveness - Audit & Supervisory Board System: Majority ratio of outside directors. Free and open discussions including corporate auditors - Off-site meetings: For discussions on medium- to long-term strategies, issues, etc. (twice annually) - CEO reports: Reports to the Board of Directors on the status of execution of key duties by the CEO (every Board of Directors meeting) - CEO mission: Information is shared concerning the CEO's mission for achieving the Medium-term Management Plan - Representative director assessment: closed sessions: Sessions including directors and Audit & Supervisory Board members but excluding the representative director (once annually) 2. Operating rhythm supporting the execution of business - Corporate Officers Meeting: The highest decision-making body on the executive side (once monthly) - CSS (Corporate Senior Staff) meeting: Global, across-the-board coordination of company-wide business execution (four times annually) - Quarterly review meeting: Monitoring the progress of the Medium-term Management Plan (four times annually) | Every fiscal year | <ul style="list-style-type: none"> 1. Seeking a Board of Directors with high effectiveness - Continue the Audit & Supervisory Board System - Realize a ratio of majority outside directors (4 out of 7 people) - Maintain contact with outside director candidates at the Nomination Committee - Off-site meetings: 2 times (August and March) - At every Board of Directors meeting, in principle, the CEO explains important matters concerning business execution - CEO mission: Shared with members of the Board of Directors - Closed session on evaluation of representative directors: 2 times annually 2. Operating rhythm supporting the execution of business - Corporate Officers Meeting: 21 times - CSS meeting: 2 times - Quarterly review meeting: 4 times | <ul style="list-style-type: none"> The Company will engage in the initiatives below, and carry out periodic progress reviews to further increase efficacy in those areas. (Role and Function of the Board of Directors) <ul style="list-style-type: none"> - The Company will ensure that the supervisory and executive sides align with each other on the Board of Directors' role and what it should aim for so as to match on the Company's growth and future. - Ongoing discussions on the Company's governance system, including its corporate organizational structure, will be deepened further. (Operational systems) <ul style="list-style-type: none"> - Initiatives for executive succession planning will be accelerated. - The Corporate Officer system will be reviewed, and how the operational system should be in the future will be considered. |
| Risk Management | <ul style="list-style-type: none"> We are building and further improving a highly effective risk management system that supports a strong management foundation. - We are enhancing risk management and compliance based on the slogan "Safety, Quality and Compliance. Our top priority. It's our pride." - Close collaboration between the Chief Compliance Officer of Tokyo Electron Group and Compliance officers at domestic and international subsidiaries and continually foster a corporate ethical culture to prevent serious incidents, and establish a compliance posture - We are conducting supervision and monitoring through reports to the Corporate Officers Meeting—the highest decision-making body on the executive side—the Board of Directors (twice annually) - To conduct appropriate measures with certainty across the entire Group, we are identifying risks (12 risks in fiscal year 2025) expected in the execution of business centered on the Risk Management Committee and deploying them in the activities of each company - We are continuously conducting activities to foster awareness about safety, compliance and risk management, and reflecting the awareness of all executives and employees as well as their autonomous and specific initiatives in our human resource evolution. | <ul style="list-style-type: none"> - Add the four items, Finance, M&A, IT & Operation and Business Locations to our major risks, clarify the owner for all 16 risk items and promote a global risk management system - To reinforce the ability to respond across the whole Group in product compliance risks (prohibited materials, exportation regulations etc.), in December 2024, we began conducting information exchange meetings (Product Compliance Regular Meetings) with headquarters and manufacturing sites in Japan - Established a Legal & Regulatory Center of Excellence (CoE) within the Risk Management Committee, assigned business partners who support frontline legal and regulatory compliance, to build a framework for promptly identifying critical regulations and analyzing and assessing risks - Held meetings to promote compliance with the Business Ethics Committee and each company/overseas subsidiary (twice a year) and strengthened collaboration with the compliance officers at overseas subsidiaries (monthly and meetings) | <ul style="list-style-type: none"> We are building and further improving a highly effective risk management system that supports a strong management foundation. - We are enhancing risk management and compliance based on the slogan "Safety, Quality and Compliance. Our top priority. It's our pride." - Build a framework for compliance risks (product compliance, manufacturing/office compliance, global regulatory compliance) and continuously foster corporate ethics and a corporate culture to prevent serious incidents before they occur - We are conducting supervision and monitoring through reports to the Corporate Officers Meeting—the highest decision-making body on the executive side—the Board of Directors (twice annually) - To conduct appropriate measures with certainty across the entire Group, we are identifying risks (16 risks in fiscal year 2026) expected in the execution of business centered on the Risk Management Committee and deploying them in the activities of each company - We are continuously conducting activities to foster awareness about safety, compliance and risk management, and reflecting the awareness of all executives and employees as well as their autonomous and specific initiatives in our human resource evolution. | Risk Management | <ul style="list-style-type: none"> We are building and further improving a highly effective risk management system that supports a strong management foundation. - We are enhancing risk management and compliance based on the slogan "Safety, Quality and Compliance. Our top priority. It's our pride." - Close collaboration between the Chief Compliance Officer of Tokyo Electron Group and Compliance officers at domestic and international subsidiaries and continually foster a corporate ethical culture to prevent serious incidents, and establish a compliance posture - We are conducting supervision and monitoring through reports to the Corporate Officers Meeting—the highest decision-making body on the executive side—the Board of Directors (twice annually) - To conduct appropriate measures with certainty across the entire Group, we are identifying risks (12 risks in fiscal year 2025) expected in the execution of business centered on the Risk Management Committee and deploying them in the activities of each company - We are continuously conducting activities to foster awareness about safety, compliance and risk management, and reflecting the awareness of all executives and employees as well as their autonomous and specific initiatives in our human resource evolution. | Every fiscal year | <ul style="list-style-type: none"> - Add the four items, Finance, M&A, IT & Operation and Business Locations to our major risks, clarify the owner for all 16 risk items and promote a global risk management system - To reinforce the ability to respond across the whole Group in product compliance risks (prohibited materials, exportation regulations etc.), in December 2024, we began conducting information exchange meetings (Product Compliance Regular Meetings) with headquarters and manufacturing sites in Japan - Established a Legal & Regulatory Center of Excellence (CoE) within the Risk Management Committee, assigned business partners who support frontline legal and regulatory compliance, to build a framework for promptly identifying critical regulations and analyzing and assessing risks - Held meetings to promote compliance with the Business Ethics Committee and each company/overseas subsidiary (twice a year) and strengthened collaboration with the compliance officers at overseas subsidiaries (monthly meetings) | <ul style="list-style-type: none"> - Strengthen communication between headquarters, manufacturing sites in Japan and overseas subsidiaries - Strengthen the operating rhythm for monitoring key risks - Conduct risk management and compliance training for managers to foster a risk culture |
| Compliance | <ul style="list-style-type: none"> 1. Establish a compliance system and ongoing fostering of corporate ethics/culture to prevent major incidents before they happen. 1. Constitution of a compliance promotion system Group-wide and increase sophistication of operating rhythm 2. Resear and execute a system to spread awareness about compliance and change actions 3. Sustained improvements and execution of programs based on compliance risk assessments 4. Digital promotion of compliance work and programs | <ul style="list-style-type: none"> 1. Promoted a PDCA cycle for compliance through the compliance promotion meetings with each company/overseas subsidiary prepared and deployed an internal reporting response manual; restructured the product compliance framework; built a framework of business partners who provide on-site support for legal and regulatory compliance at the operational level together with the Legal & Regulatory Center of Excellence (CoE) within the Legal Compliance Unit 2. Implemented compliance awareness activities at overseas subsidiaries (such as setting up Compliance Day, Compliance Weeks); provided annual manager training for group leaders (GLs) and above from each company in Japan; provided compliance training for new graduate employees, newly appointed GLs, and newly appointed site presidents; implemented an ethics pledge; and added compliance-related questions in the engagement survey 3. Improved internal rules and procedures and provided training to ensure compliance with the Subcontract Act; established standards for gifts and entertainment in India to prevent bribery and corruption; and created a handbook for employees going to India on business 4. Digitized the personal information management register; continuously improved the contractor management system; gave consideration to centralizing internal reporting data; and launched the Product Compliance DX Project | <ul style="list-style-type: none"> - Promote early detection and prompt response to risks by establishing a global compliance framework - Strengthen compliance risk management systems (covering product compliance, office compliance, and global regulatory compliance) in anticipation of stricter legal regulations - Support compliance activities through collaboration with Group companies - Build a more effective operating rhythm - Cultivate and practice Tokyo Electron's ethical standards based on the Code of Ethics - Formulate and implement a compliance strategy based on engagement survey results - Continue ethics and compliance education that ensures the effective practice of compliance - Promote the active use of various consultation channels within the Group | | | | | |
| Environment/Logistics | <ul style="list-style-type: none"> Reduce the usage ratio of wood packaging for products to 50% or less (packaging of semiconductor production equipment, by fiscal year 2025) | 65.3% over the fiscal year year (fourth quarter 56.3%) | | Environment/Products and Offices | <ul style="list-style-type: none"> - Reduce per-water CO₂ emissions by 50% (compared to fiscal year 2022) | fiscal year 2025 | -21% reduction | - Further implementation of energy efficient equipment |
| Environment/Logistics | <ul style="list-style-type: none"> Reduce the usage ratio of wood packaging for products to 50% or less (packaging of semiconductor production equipment, by fiscal year 2025) | 65.3% over the fiscal year year (fourth quarter 56.3%) | | Environment/Logistics | <ul style="list-style-type: none"> - Reduce the usage ratio of wood packaging for products to 50% or less (packaging of semiconductor production equipment, by fiscal year 2025) - Change of goals starting in fiscal year 2026: "Reduce the usage ratio of wood packaging for products to 40% or less (packaging of semiconductor production equipment, by fiscal year 2026)" - Reduce CO₂ emissions of total logistics (own delivery) by 30% by further implementing modal shift and joint delivery | fiscal year 2025 | 65.3% over the fiscal year year (fourth quarter 56.3%) | - Accelerate expansion to customers who have not yet adopted wood packaging |
| Environment/Logistics | | | | Environment/Logistics | <ul style="list-style-type: none"> - Reduce total CO₂ emissions by 85% (compared to fiscal year 2019) | fiscal year 2027 | -22.4% reduction | - Expand modal shift and joint delivery, and introduce electric vehicles |
| Environment/Plants and Offices | | | | Environment/Plants and Offices | <ul style="list-style-type: none"> - Achieve 100% renewable energy usage | fiscal year 2031 | -73% reduction | - Visualization of energy usage and energy efficiency in business activities |
| Environment/Plants and Offices | <ul style="list-style-type: none"> Reduce energy consumption (per-unit basis) by 1% from the previous fiscal year year at each plant and office Maintain water consumption (per-unit basis) at each plant and office at individual base year levels | <ul style="list-style-type: none"> - Achieved goal at 6 out of 11 plants or offices - Achieved 10 out of 13 goals | <ul style="list-style-type: none"> - Reduce energy consumption (per-unit basis) by 1% from the previous fiscal year year at each plant and office - Maintain water consumption (per-unit basis) at each plant and office at individual base year levels | Environment/Plants and Offices | <ul style="list-style-type: none"> - Reduce energy consumption (per-unit basis) by 1% from the previous fiscal year year at each plant and office - Maintain water consumption (per-unit basis) at each plant and office at individual base year levels | Every fiscal year | <ul style="list-style-type: none"> - Achieved goal at 6 out of 11 plants or offices - Achieved 10 out of 13 goals | <ul style="list-style-type: none"> - Introduction of renewable energy in Taiwan, South Korea and Singapore - Purchase of non-fossil certificates and securing of a continuous supply of renewable energy - Plan and implement actions related to water consumption reduction |
| Supply Chain Management | <ul style="list-style-type: none"> Supply chain sustainability assessment implementation rate Material suppliers: Covering at least 85% of our procurement spend Logistics suppliers: 100% of customer-related operators Staffing suppliers: 100% of employment agencies and contracting companies (internal contractors) | <ul style="list-style-type: none"> - Assessment implementation rate: Due to revisions of the questionnaire and reconsiderations on the implementation period, the assessment was not conducted in fiscal year 2025. (Conducted in May 2026) - Improvement activities: Based on assessment results, demand revisions from suppliers with highly prioritized revisions, promote engagement and check progress | <ul style="list-style-type: none"> - Supply chain sustainability assessment implementation rate Material suppliers: Covering at least 85% of our procurement spend Logistics suppliers: 100% of customer-related operators Staffing suppliers: 100% of employment agencies and contracting companies (internal contractors) - Implementation of improvement activities in response to assessment results | Supply Chain Management | <ul style="list-style-type: none"> Supply chain sustainability assessment implementation rate Material suppliers: Covering at least 85% of our procurement spend Logistics suppliers: 100% of customer-related operators Staffing suppliers: 100% of employment agencies and contracting companies (internal contractors) - Implementation of improvement activities in response to assessment results | Every fiscal year | <ul style="list-style-type: none"> - Assessment implementation rate: Due to revisions of the questionnaire and reconsiderations on the implementation period, the assessment was not conducted in fiscal year 2025. (Conducted in May 2026) - Improvement activities: Based on assessment results, demand revisions from suppliers with highly prioritized revisions, promote engagement and check progress | <ul style="list-style-type: none"> - Review the questionnaire, modify the assessment format, and conduct the assessment - Hold briefing sessions for suppliers to accelerate risk reduction efforts and strengthen corrective actions |
| Supply Chain Management | <ul style="list-style-type: none"> Implementation of improvement activities in response to assessment results | <ul style="list-style-type: none"> - Assessment implementation rate: Material suppliers: Achieved 85% or more of our procurement spend - Improvement activities: Based on assessment results, identify issues, and develop and implement a remediation plan | <ul style="list-style-type: none"> - Supply chain BCP assessment implementation rate Material suppliers: Covering at least 85% of our procurement spend - Implementation of improvement activities in response to assessment results | Supply Chain Management | <ul style="list-style-type: none"> Supply chain BCP assessment implementation rate Material suppliers: Covering at least 85% of our procurement spend - Implementation of improvement activities in response to assessment results | Every fiscal year | <ul style="list-style-type: none"> - Assessment implementation rate: Material suppliers: Achieved 85% or more of our procurement spend - Improvement activities: Based on assessment results, identify issues, and develop and implement a remediation plan | <ul style="list-style-type: none"> - Analyze the potential impact of earthquakes and tsunamis on the supply chain assuming the Nankai Trough earthquake, and request suppliers take disaster prevention and mitigation measures |