

## Action Plan

At Tokyo Electron, diversity and inclusion are management pillars that lead to the continuous generation of innovation and increased corporate value. We are actively pursuing them with the strong commitment of our management. Tokyo Electron's Action Plan has adopted the following initiatives with a focus on promoting the participation of female employees.

1. Period: Five years, from April 1, 2022 through March 31, 2027
2. Goal :
  - (1) The number of female managers\* will be 56 within FY2027 (from 26 in FY2021)  
\*Includes experts
  - (2) Achieve a 70% usage rate of annual paid leave during the period.
3. Description:

### **Action 1 : In terms of succession planning, we strive to increase the ratio of women in management positions**

<Measures>

- Create a diversity-conscious talent pipeline (plan for developing human resources)
- Efforts to support the training programs and development of leadership for female employees

### **Action 2 : Focus on recruitment activities to increase the proportion of female employees**

<Measures>

- Taking into consideration that many of our employees are engineers, we actively invest in the use of recruiters
- Employer Branding to hire women at a level that is equal to or greater than the ratio of women in each region (or the ratio of women majoring in science and engineering

in the case of engineers)

**Action 3 : Further raise employee awareness to develop abilities and skills for female employees**

<Measures>

- Organize events such as talks on diversity and inclusion from internal and external experts and leaders to raise employee awareness
- Improve the awareness of not only female employees themselves but also workplace managers and colleagues through effective information sharing such as the use of role models.
- Generate networking opportunities for employees with similar characteristics and experience
- Hold roundtable discussions regarding careers before and after taking maternity/paternity leave and childcare leave

**Action 4 : Improve workplace environment by creating an employee-friendly work environment and supporting the career development of all employees**

<Measures>

- Create a workplace environment that welcomes the use of annual paid leave, and encourages employees to plan their leave. Achieve a 70% usage rate of annual paid leave during the period.
- Periodically monitor the employees' use of annual leave and further encourage them to take paid leave.