



CEO's  
message

## Toward realizing the growth of a dream-inspiring society

In January 2016, I was given the privilege of serving as Representative Director, President, and CEO of Tokyo Electron Limited (TEL). On behalf of TEL, I would first like to express my sincere gratitude to all stakeholders for their continued support and patronage.

As is well known, the United Nations General Assembly unanimously adopted the Sustainable Development Goals (SDGs) in September 2015. In December, the parties to the United Nations Framework Convention on Climate Change held the 21st conference (COP21) and formally adopted an agreement on the international plan for dealing with global warming from 2020 onward (the Paris Agreement). These developments represent broad participatory efforts by global partnerships to achieve a sustainable society. On the social front, the IoT (Internet of Things) is almost upon us. Soon, not only personal computers and mobile devices, but also almost everything in our society will be connected to the internet. The arrival of this new era is accelerated by semiconductors, which are supported by manufacturing systems featuring advanced technologies.

With these developments in mind, TEL set forth a medium-term management plan in July 2015, laying out the business goals for the period leading up to the fiscal year ending March 2020. In addition to our scrupulous adherence to the "customer first" principle that has been TEL's legacy since its founding, we have unified our development organizations, enabling a fusion of technologies held by our diverse business units. The plan will lead to the creation of high value-added products, raising us to the world-leading position in the customers' minds and giving us even greater earnings power.

In December 2015, we established the Tokyo Electron Corporate Governance Guidelines. The main features of our corporate governance include:

- An emphasis on free, open-minded discussions in the Board of Directors
- Management that is fair, effective, and transparent
- The establishment of Corporate Senior Staff (CSS) as the body that formulates and advances corporate strategy.

Under this growth-oriented governance structure, we are determined to achieve further growth.

Our corporate philosophy urges us to "contribute to the development of a dream-inspiring society through our leading-edge technologies and reliable service and support." As the leading manufacturer of semiconductor and flat panel display production equipment, TEL is determined to contribute to the solution of diverse social issues.

Your continued support and encouragement is very much appreciated by all of us at TEL.



Toshiki Kawai

Representative Director, President & CEO  
Tokyo Electron Limited