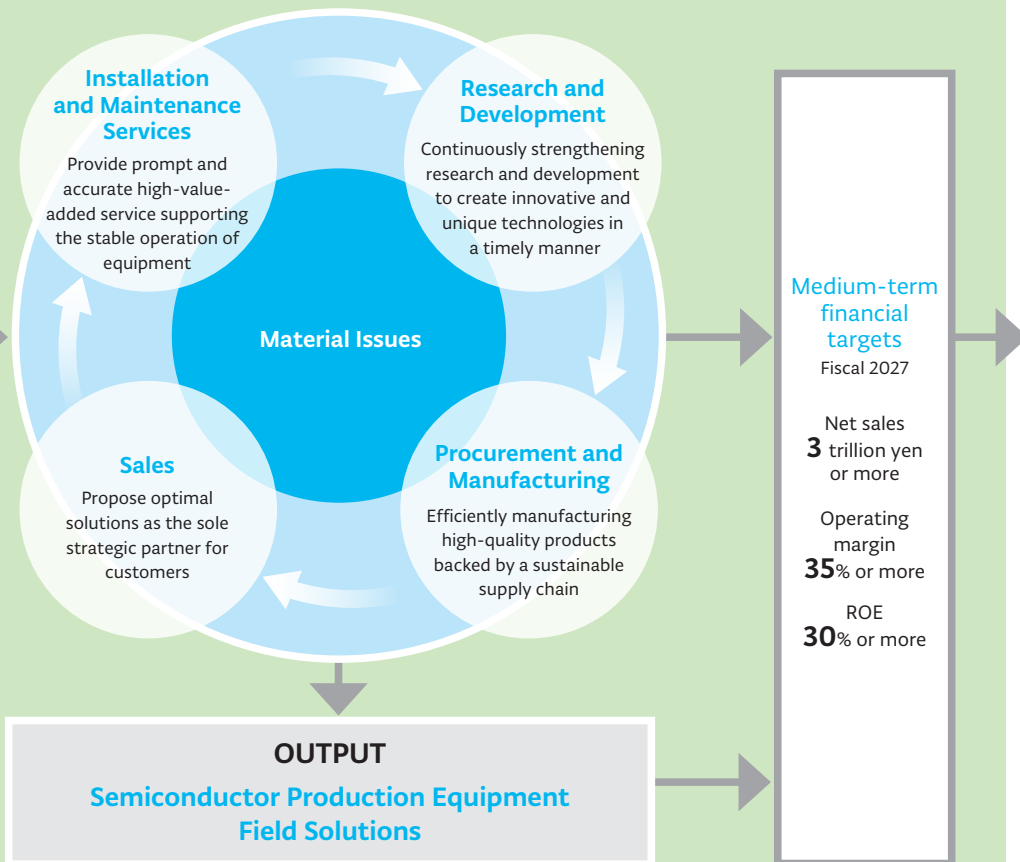


INPUT

Investment capital



The strength of our company built by the driving forces of growth



IMPACT

Impact to stakeholders

Shareholders/Investors

- Return of profit generated from business activities
- Realization of medium- to long-term growth and enhancement in corporate value

Customers

- Value creation and continuous growth for customers
- Improving productivity (utilization rate and yield) and reducing the environmental impact in semiconductor manufacturing

Suppliers

- Deployment of business operations across our sustainable and highly competitive supply chain
- Improving added value of products and services handled, through collaboration with us

Employees

- Creating a workplace environment replete with dreams and vitality that enables employees to realize their full potential based on mutual trust between the organization and individuals

Local Communities

- The revitalization of and sustainable development in local communities through human resource development, employment opportunities, initiatives to preserve the local environment and paying taxes to local municipalities

Governments/Associations

- Carrying out business activities that comply with laws and regulations, industry codes of conduct and other rules
- Initiatives that help the industry and society solve issues and develop through collaboration with us

Capital	INPUT (investment capital) Fiscal 2025	OUTCOME (created value) Fiscal 2025
Financial capital	<ul style="list-style-type: none"> Net assets 1,855.2 billion yen Equity ratio 70.1% Total assets 2,625.9 billion yen 	<ul style="list-style-type: none"> Net Sales 2,431.5 billion yen Operating margin 28.7% Net income 544.1 billion yen ROE 30.3% Total annual dividend 272.7 billion yen (dividend payout ratio: 50.1%)
Manufactured capital	<ul style="list-style-type: none"> Manufacturing sites 9 total (6 in Japan and 3 overseas) Manufacturing-related capital investment, such as new plant buildings and manufacturing equipment Component standardization and leveling production Many years of know-how and proven performance in manufacturing operations Manufacturing core system 	<ul style="list-style-type: none"> Cumulative number of equipment installations Approximately 96,000 units (annual shipment volume of approximately 4,000-6,000 units) High-quality and superior-reliability products incorporating leading-edge technologies Safety-first operation: TCIR 0.23 Reduction of production lead times
Intellectual capital	<ul style="list-style-type: none"> R&D sites 16 total (8 in Japan and 8 overseas) R&D investment 250.0 billion yen A high level of expertise in numerous areas, and the ability to fuse this knowledge together to create new products Broad-ranging knowledge and integrated technological capabilities in semiconductor manufacturing processes Customer requests and technology trends Equipment-related data accumulated through digital technology and knowledge management 	<ul style="list-style-type: none"> Innovative, high-value-added unique technologies Product lineup with No. 1 or No. 2 market share Optimal solutions for semiconductor manufacturing Number of patents owned 24,996 High-quality and highly efficient service
Human capital	<ul style="list-style-type: none"> Number of employees 19,573 Proportion of engineers 68.7% Human resources possessing knowledge in a variety of specialized fields Personnel able to perform globally Human resource development through TEL UNIVERSITY 	<ul style="list-style-type: none"> Retention rate¹ 97.6% Improvement in desire for growth and demonstration of the challenge spirit in employees, who both create and fulfill company values Building of relationships of trust with stakeholders by employees with a high level of engagement Ratio of female managers² 6.4% <p><small>¹ Calculated using data on turnover rate</small></p> <p><small>² Include individual contributors and employees reemployed after retirement</small></p>
Social and relationship capital	<ul style="list-style-type: none"> Relationship of mutual trust with customers built through many years of performance records Strong partnerships with our suppliers Foundation for business activities in local communities Collaboration with other companies in the industry through industry associations 	<ul style="list-style-type: none"> Percentage of respondents who selected “Very Satisfied” or “Satisfied” in the Customer Satisfaction Survey³ 100% Creating employment opportunities in and paying taxes to local municipalities and nations where we carry out business activities Number of TEL FOR GOOD⁴ programs 287 <p><small>³ For each question, average score is calculated for all customers who responded</small></p> <p><small>⁴ The brand name for Tokyo Electron's social contribution activities</small></p>
Natural capital	<ul style="list-style-type: none"> Energy consumption 537,978MWh Water consumption 1,587,000m³ 	<ul style="list-style-type: none"> Own CO₂ emissions 73% reduction (compared to fiscal 2019, reduction of 127 kilotons due to the introduction of renewable energy, etc.) CO₂ emissions not from our Group (per wafer) 21% reduction (compared to fiscal 2022) Waste material recycling rate 99.2%