

## INPUT (investment capital) Fiscal 2024

### Financial capital

Net assets **1,760.1** billion yen  
 Equity ratio **71.1%**  
 Total assets **2,456.4** billion yen

### Manufactured capital

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

### Intellectual capital

R&D sites **14** total  
 (7 in Japan and 7 overseas)  
 R&D investment **202.8** 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

### Human capital

Number of employees **17,702**  
 Proportion of engineers **68.1%**  
 Human resources possessing knowledge  
 in a variety of specialized fields  
 Personnel able to perform globally  
 Human resource development through  
 TEL UNIVERSITY

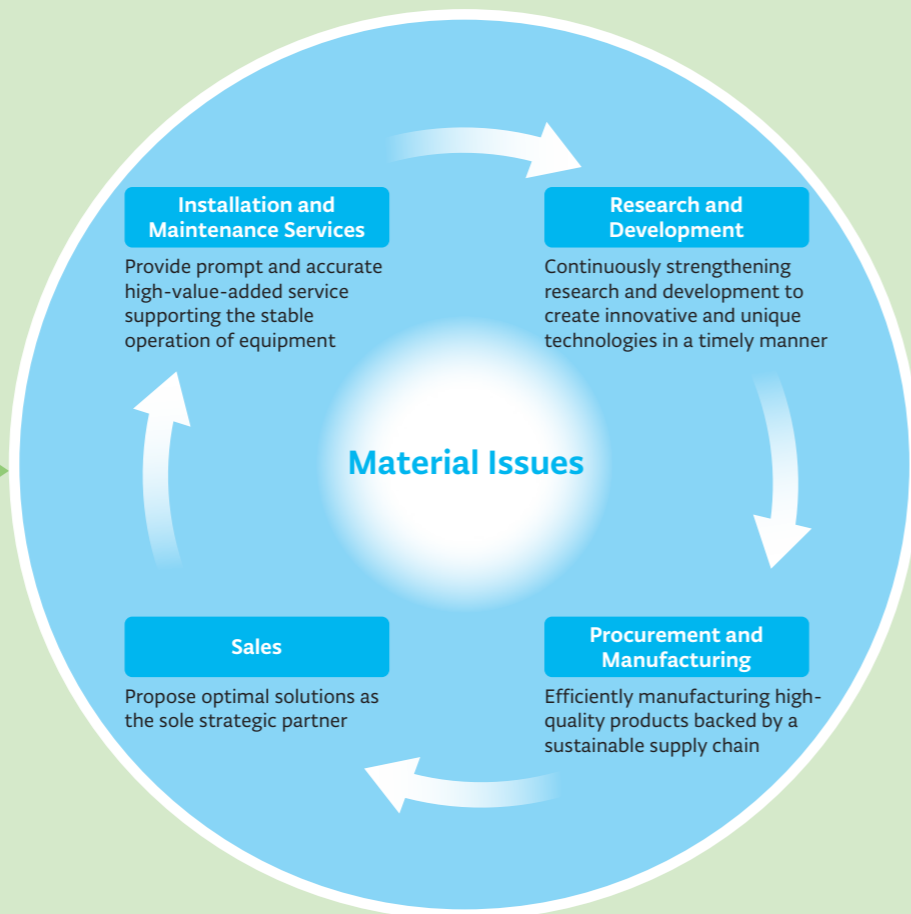
### Social and relationship capital

Relationship of mutual trust with  
 customers built through many years of  
 performance records  
 Solid partnerships with our suppliers  
 Foundation for business activities in local  
 communities  
 Collaboration with other companies in the  
 industry through industry associations

### Natural capital

Energy consumption **102,260**kL  
 Water consumption **1,542,000**m<sup>3</sup>

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



## OUTPUT Semiconductor Production Equipment Field Solutions

## OUTCOME (created value) Fiscal 2024

### Financial capital

Net Sales **1,830.5** billion yen  
 Operating margin **24.9%**  
 Net income **363.9** billion yen  
 ROE **21.8%**  
 Total annual dividend **182.4** billion yen (dividend payout ratio: 50.1%)

### Manufactured capital

Cumulative number of equipment installations Approximately **92,000** units  
 (annual shipment volume of approximately 4,000-6,000 units)  
 High-quality and superior-reliability products incorporating lead-  
 ing-edge technologies  
 Safety-first operation: TCIR **0.15**  
 Reduction of production lead times

### Intellectual capital

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 **23,249**  
 High-quality and highly efficient service

### Human capital

Retention rate\* **97.5%**  
\* Calculated using data on turnover rate  
 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 managers\* **6.3%**  
\* Include individual contributors and employees reemployed after retirement

### Social and relationship capital

Percentage of respondents who selected "Very Satisfied"  
 or "Satisfied" in the Customer Satisfaction Survey\* **100%**  
\* For each question, average score is calculated for all customers who responded  
 Rate of improvement after supply chain  
 sustainability assessment **29.2%**  
(compared to fiscal 2023)  
 Creating employment opportunities in and paying taxes to local  
 municipalities and nations where we carry out business activities  
 Number of TEL FOR GOOD\* programs **285**  
\* The brand name for Tokyo Electron's social contribution activities

### Natural capital

Own CO<sub>2</sub> emissions **75%** reduction  
(compared to fiscal 2019, reduction of 131 kilotons due to the introduction of renewable energy, etc.)  
 CO<sub>2</sub> emissions not from our Group (per wafer) **24%** reduction  
(compared to fiscal 2022)  
 Waste material recycling rate **98.8%**

## IMPACT

Stakeholders	Impact
Shareholders/ Investors	<ul style="list-style-type: none"> <li>Return of profit generated from business activities</li> <li>Realization of medium- to long-term growth and enhancement in corporate value</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Value creation and continuous growth for customers</li> <li>Improving productivity (utilization rate and yield) and reduced environmental impact in semiconductor manufacturing</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Deployment of business operations across our sustainable and highly competitive supply chain</li> <li>Improving added value of products and services handled, through collaboration with us</li> </ul>
Employees	<ul style="list-style-type: none"> <li>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</li> </ul>
Local Communities	<ul style="list-style-type: none"> <li>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</li> </ul>
Governments/ Associations	<ul style="list-style-type: none"> <li>Carrying out business activities that comply with laws and regulations, industry codes of conduct and other rules</li> <li>Initiatives that help the industry and society solve issues and develop through collaboration with us</li> </ul>

Practice of our Corporate Philosophy through the realization of our Vision