

## Creating Hope for the Future, Valuing Our Stakeholders, and Utilizing Our Advanced Proprietary Technologies and Services



### Our commitment to the earthquake recovery effort

First, on behalf of the Tokyo Electron Group, I would like to express our deepest sympathies and condolences for the victims of the Great East Japan Earthquake. We sincerely hope that the afflicted areas will be able to achieve a quick recovery.

The Tokyo Electron Group was one of the companies affected by the earthquake disaster, as three of its plants in the Tohoku region suffered damage. Immediately following the earthquake, however, we set up an earthquake response task force and poured all of our efforts into quickly restoring our facilities as well as assisting the disaster-afflicted areas with supplies and donations. I visited the area soon after the earthquake and saw that our employees were strongly determined to rebuild from the disaster and worked at all hours on behalf of the Company, our customers and the community. It was really an opportunity for me to once again recognize the underlying strength of the TEL Group. Local governments where our plants are located have also called upon the TEL Group to play a leading role in the recovery effort. As a company with plants in the afflicted areas, I feel a strong and renewed sense of commitment to support these local communities over the long term by further growing our company as we move forward. With this thought close to our hearts, we will continue to fulfill our corporate philosophy of helping people to lead healthy and enriched lives by providing high-value technologies and services around the world. Further, as a top manufacturer, the TEL Group will continue to address

environmental problems and demonstrate consistent leadership in creating a society that is full of hope.

### Customer feedback is what motivates TEL

The assistance we provided to our customers' plants damaged in the earthquake included the extended dispatch of more than 100 engineers to quickly get these facilities back on line. Our efforts have earned us many words of appreciation and a great deal of praise from our customers.

As evidence of our status as a production equipment supplier that creates value for customers around the world, we had the honor of being presented with many supplier excellence awards in fiscal 2011. We are always encouraged by the customers' words that Tokyo Electron is not only a supplier of products, but also a partner they would like to work with well into the future. Going forward, we stand firmly committed to helping grow the business of our customers by efficiently providing superior quality products and technologies as well as reliable, trustworthy services.

### Global network of development centers

The Tokyo Electron Group has been expanding its business locations around the globe. Given this expansion, we have especially focused on the globalization of our development centers in recent years. We will continue to focus our development activities in Japan, but we are now also actively moving overseas to build a framework to develop and evaluate

cutting edge technologies hand-in-hand with our customers. Currently, we have a development center located in Albany, New York, in the United States, and are undertaking joint development activities in advanced lithography-related technologies with the international consortium of IMEC, based in Belgium. In addition, following our establishment of a technology center in Hsinchu, Taiwan, in 2009, we plan to open a new process technology center in Hwaseong, South Korea, in 2012. By jointly undertaking development with our customers, who are world-leaders in their respective technologies, we will be better positioned to bring superior quality products to market in a timely manner.

### **Our commitment to achieving a low-carbon society**

Under the slogan “Technology for Eco Life,” Tokyo Electron announced its environmental commitment and has since been actively working to mitigate its impact on the global environment with a target to cut by 50% the environmental impact of customers’ factories, as well as its own business activities and logistics. To augment these activities, we plan to focus especially on energy conservation measures in the period spanning fiscal 2011 to fiscal 2012, and to this end, we have installed a photovoltaic (PV) power generation system at our Yamanashi Plant and new Miyagi Plant.

As for the PV cell production equipment business, which we newly entered in 2008, we are working hard to develop thin-film silicon PV cell production equipment using our proprietary technologies. Thin-film silicon PV cell production equipment represents a field where we can ably utilize our long-proven technologies as a manufacturer of various production equipment, and still have sufficient opportunity to improve the energy conversion rate of today’s cells. Recent energy issues have once again sparked interest in PV power generation, and so in order to respond to the demands of society, we will focus even more on creating new groundbreaking technologies.

### **Creating a company brimming with aspirations and vitality**

As a production equipment supplier, our aim is to be a company that helps enhance social infrastructure and enrich peoples’ lives. This mission—held equally by management and employees alike—represents our drive to become an energetic and dynamic company which we can be proud of.

Under the vision that “employees should thrive and their vitality is essential to creating the future of TEL,” we have provided opportunities for our employees’ personal growth, such as increasing spending on training programs, despite the challenging operating environment that has persisted since the 2008 credit crisis. Based on the belief that “employees are our valuable assets,” we have also instituted skill building programs suitable to each employee, a fair and equitable

performance-based evaluation system, as well as a human resource promotion system that selects young, dynamic and highly competent employees to take on jobs with greater responsibilities.

In order for our employees to maintain their vision and dynamism as they push vigorously toward our targets, I believe we must also foster attachment to and pride in our company. To this end, we have recently been undertaking corporate branding activities, which have included acting as a sponsor for sporting events and airing TV commercials. This initiative has been well received by our employees, as many have commented that the visibility of the Company boosts their commitment, and that they are proud of the fact that their family and friends know more about their Company.

### **Walking hand-in-hand with local communities through our CSR activities**

The Tokyo Electron Group aspires to be a good corporate citizen that maintains close ties to the local community. As part of our work with local communities, we offer a classroom outreach program in Miyagi Prefecture that conducts scientific experiments for elementary and junior high school students, which further illustrates our commitment to support the education of future generations of society. In addition, our long-standing efforts in the United States to purchase green electricity, reduce water use, and undertake clean-up activities together with the local community have been widely recognized, and as a result were presented with a Going Green Award.

Moving forward, our quiet dedication to these important CSR initiatives will continue as part of our commitment to be a contributing member of the local community.

In closing, in order for the Tokyo Electron Group to contribute to the development of society through providing superior quality products, technologies and services, I believe our greatest responsibility can be found in achieving sound and sustainable growth as a company. We will continue to undertake a wide range of actions based on our corporate philosophy, while closely monitoring and incorporating feedback from all of our stakeholders. I ask for your continued understanding and support.



**Hiroshi Takenaka**  
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