

## Commitment by Top Management

Despite the changing economic conditions our responsibilities remain the same: contributing to the environment through innovation and achieving growth.



Chairman & CEO  
Tokyo Electron Limited

*J. Higashi*

President  
Tokyo Electron Limited

*Mitsushi Takenaka*

### Tokyo Electron's mission remains unchanged even amid the economic crisis.

**Higashi:** I feel that there is already a global drive towards achieving sustainable societies that are environmentally considerate and make use of energy-saving products. The current financial crisis appears to have revealed a rift between the direction that the real economy is aiming for and the direction that the finance-driven economy has been taking.

**Takenaka:** Up to now, Tokyo Electron has enjoyed continued growth as the result of the growth in the real economy, regardless of the state of the financial economy, but the current economic crisis has really had an impact on us. Despite this, I believe that nothing has changed with respect to our responsibility, or mission, to enhance the social infrastructure and contribute to finding solutions to environmental issues so that society can develop in a healthy direction.

**Higashi:** The TEL Missions were announced in 2008, but around January and February there were already signs the economy was faltering. At such a time, it seems like an extremely important move on the part of Tokyo Electron to have demonstrated, both to its employees and those outside of the Group, that it would take the lead in proceeding with its commitments from a long-term perspective.

**Takenaka:** It is extremely significant that the Group's senior management explicitly formulated a clear policy regarding the TEL Missions; and experiencing the current economic crisis allows me to again sense the importance and immensity of those missions.

**Higashi:** The Group's culture has always been one of understanding society's needs and issues and then taking the necessary action.

**Takenaka:** I think that the Group's approach of listening to people's opinions and directly pursuing what it feels is needed is something that has been passed down in its

corporate DNA. Both management and employees work with a sense of mission, feeling pride in the contributions that they make to society from a long-term perspective. I believe that it is vital, in my own case as well, to thoroughly internalize this corporate culture.

### **We will play a leadership role in society through our energy-saving technologies.**

**Takenaka:** When I entered the company some 25 years ago, I never thought, that the use of semiconductors would grow to the extent that it has. Semiconductors are employed in a variety of different goods that support modern lifestyles, including everything from PCs, mobile phones, home electronics and automobiles to the social infrastructure. In the future, there is no question that there will be an increasing demand for semiconductors in the highly populated emerging countries.

**Higashi:** In emerging countries we can also apply energy-saving technologies and alternative energy technologies, such as photovoltaic (PV) cells. I'm certain that we can contribute to economic growth in such nations, while limiting the burden on the environment by energetically advancing technological innovation. I feel that this will lead to balanced development for the entire planet; and that we are capable of providing society with value by displaying our strengths in such areas.

**Takenaka:** Whether in hybrid vehicles or sensor-operated power management systems, semiconductors have been incorporated into products to enrich people's lives. And when seeking to introduce such technologies in emerging countries, I think that it will be possible to develop them from the outset as environmentally-considerate products. I believe that by taking the lead as an equipment manufacturer we can expect to further develop our technologies for manufacturing semiconductors and our future direction. In the sense of addressing social issues through business activities, I feel that our role in society is growing ever more important.

**Higashi:** Moving ahead, we must join with our customers in considering the future. Within the company, I think that the awareness of this responsibility is increasing.

**Takenaka:** As with PV cells, the use of semiconductors is expanding more and more, to include the fields of social contribution and safety. Up to now, semiconductors have mainly been used in PCs and mobile phones, but now that

they are moving beyond the realms of "convenience" and "entertainment" to become an integral part of people's lives (in devices related to security, medical equipment, and so on), we need to become better aware of how our roles relate to society.

### **In our business we will strive to achieve a sustainable society by reducing environmental impact at manufacturing plants and producing PV production equipment.**

**Higashi:** We have established the objective of developing equipment capable of halving the total environmental impact at our customers' factories scheduled for completion by 2015 or later, as part of the medium- to long-term environmental goals in the TEL Missions. Since about 80% of the total environmental impact of our products over the course of their entire lifecycle is generated when the products are used at our customers' factories, we believe that the greatest contribution that we can make is to reduce impact in that area.

**Takenaka:** In the future, we must formulate a more specific roadmap and numerical targets. We also intend to actively make new proposals in collaboration with parts manufacturers and other business partners to reduce the environmental impact at all of our customers' factories, as part of our after-service support for purchasers of our equipment.

**Higashi:** Regarding the PV cell field that we entered in 2008, there's still a great deal of scope for technological innovation in terms of conversion efficiency and other factors.

**Takenaka:** Photovoltaic power generation is certain to become part of the social infrastructure one day. Technological innovation is essential for establishing PV production equipment as the core of a new business, and we will still need to accumulate knowledge and expertise.

**Higashi:** As for how we will be able to incorporate social contribution activities into our operations when creating the society of tomorrow, the energy-saving products and PV cells that we are currently developing are perfectly suited to this task. This is really interesting, I think.

**Takenaka:** We need to open up our future path through our own efforts. I would like for us to take the lead in achieving growth by finding solutions to environmental issues through various types of innovation.