

## Action Plan

At Tokyo Electron Technology Solutions, diversity, equity and inclusion are management pillars that lead to the continuous generation of innovation and increased corporate value. We are actively pursuing them with the strong commitment of our management. Tokyo Electron Technology Solutions' Action Plan has adopted the following initiatives with a focus on promoting the participation of female employees.

1. Period: 3 years 6 months, from October 1, 2023 through March 31, 2027
2. Goal :
  - (1) The number of female managers\* will be 17 within FY2027 (from 9 in FY2023)  
\*Includes experts
  - (2) Achieve a 80% usage rate of annual paid leave during the period.
3. Description:

### **Action 1 : In terms of succession planning, we strive to improve gender diversity in management positions**

<Period of action> Starting from October 1, 2023

<Measures>

- Create a diversity-conscious talent pipeline (plan for developing human resources)
- Efforts to support the training programs and development of leadership

### **Action 2 : Focus on recruitment activities to increase the proportion of female employees**

<Period of action> Starting from October 1, 2023

<Measures>

- Taking into consideration that many of our employees are engineers, we actively

invest in the use of recruiters

- The target ratio of female hires is 20% for engineers and 50% for all other positions

**Action 3 : Develop abilities and skills for female employees**

<Period of action> Starting from October 1, 2023

<Measures>

- Organize events such as talks on diversity, equity and inclusion from internal and external experts and leaders to raise employee awareness
- Improve the awareness of not only female employees themselves but also workplace managers and colleagues through effective information sharing such as the use of role models.
- Generate networking opportunities for employees with similar characteristics and experience
- Hold roundtable discussions regarding careers before and after taking maternity/paternity leave and childcare leave

**Action 4 : Improve workplace environment by creating an employee-friendly work environment and supporting the career development of all employees**

<Period of action> Starting from October 1, 2023

<Measures>

- Create a workplace environment that welcomes the use of annual paid leave, and encourages employees to plan their leave. Achieve a 80% usage rate of annual paid leave during the period.
- Periodically monitor the employees' use of annual leave and further encourage them to take paid leave.