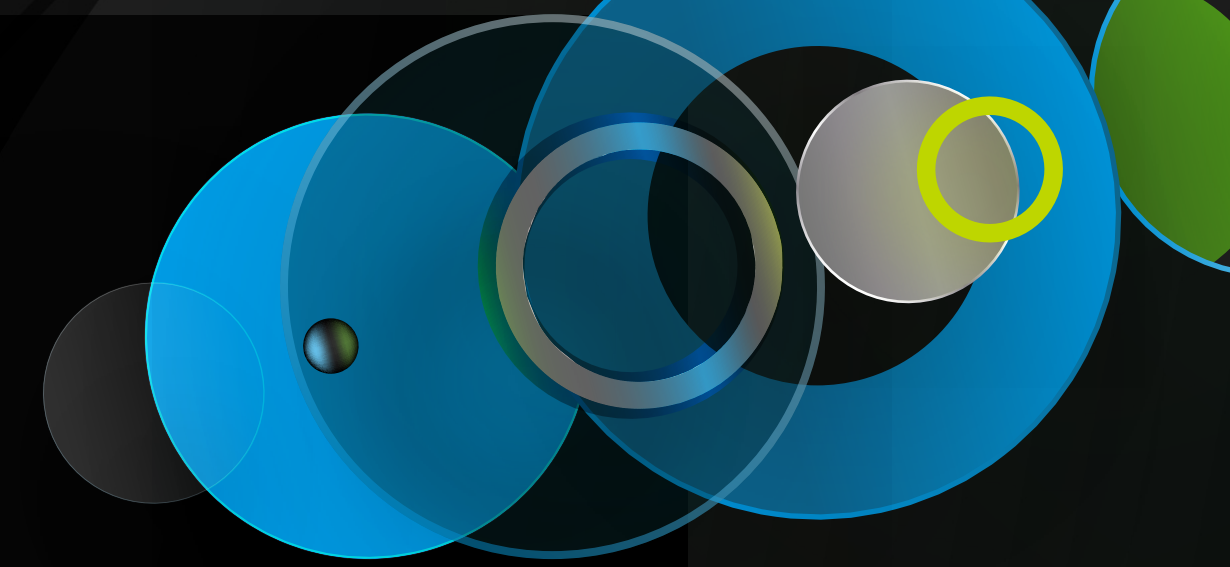


Interview with TEL



What experiences or insights have shaped your approach to navigating the dynamic electronics industry?

To survive in the dynamic electronics industry, adaptability and innovation are paramount. The industry is constantly evolving to keep up with new technologies, consumer demands, and market trends. It's important to embrace change and actively seek out opportunities for growth and progress. Additionally, fostering collaboration and partnerships within the industry will generate valuable insights and synergies. A focus on quality and customer satisfaction are key to long-term success. Embracing sustainability practices and staying up-to-date with regulatory requirements can also enhance competitive position and reputation. Ultimately, a holistic approach that combines technical expertise, strategic vision and a customer-centric mindset will be the key to effectively navigate the ever-changing landscape of the electronics industry.

What are the most significant challenges currently facing semiconductor players?

Since the birth of the transistor 76 years ago, the semiconductor market has surpassed US\$500 billion, and is forecast to be worth over US\$1 trillion by 2030—growth that will more than double the current market. Digital technology usage continues to expand in all aspects of industry and society, driving the demand for large volume and diverse semiconductors while also demanding higher performance. Our company is aiming for the coexistence of digitalization and decarbonization as shared global values toward realizing a sustainable society. It is essential to reduce increasing power consumption, achieve net-zero emissions to address climate change, and develop next-generation human resources for semiconductors. These shared global challenges require industry-wide efforts throughout the entire supply chain.

Through our business activities, we are expanding E-COMPASS, focused on the environment, and will work with our customers and partner companies to promote the technological innovation in semiconductors and to reduce environmental impact. We are implementing and accelerating these initiatives to be able to realize net zero by 2040. Furthermore, with the expectation of expanding applications for semiconductors in society and development for future innovation, it is important to develop the students, researchers, and other human resources who will lead future technological innovation. We are continuing efforts to boost human resource development in the semiconductor industry through a program of industry-academia-government collaboration that includes collaboration with universities in Japan and abroad. Tokyo Electron (TEL) will strive to be a company filled with dreams and vitality that contributes to technological innovation in semiconductors while achieving both digitalization and decarbonization.

In what ways do you believe semiconductor companies can contribute to sustainability and reduce their environmental footprint in the manufacturing process?

TEL's approach to sustainability is to practice our Corporate Philosophy by realizing our Vision. We identify the material issues and promote these initiatives. We will contribute to the resolution of social issues and development of industry and society as well as the achievement of SDGs by building a resilient management foundation and providing high-value-added products and services. As an industry leader in the domain of environmental management, we are rolling out E-COMPASS (Environmental Co-Creation by Material, Process and Subcomponent Solutions), our environment focused initiative.

Through E-COMPASS, we will collaborate with our customers and partner companies to preserve the global environment by promoting technological innovation and aiming to reduce the environmental impact of semiconductors throughout the entire supply chain, cantering on the following three perspectives:

- Pursuing higher performance and lower consumption in semiconductors
- Achieving both the process performance and environmental performance of equipment
- Reduction of CO₂ emissions in all business activities

Based on our environmental slogan "Technology for Eco Life," we aim to resolve environmental problems through leading technology and reliable services, understand the environmental impact generated throughout our entire value chain and promote business activities to reduce that impact. Recently we announced that our Net Zero achievement target would be brought forward by 10 years to 2040, instead of 2050 as originally planned. Under our new Net Zero target, we will more assertively implement diverse measures to conserve the global environment, taking the lead in Net Zero practices as a truly excellent global company.

In your opinion, what are the most pressing opportunities for innovation within the semiconductor industry, and how do you believe your company is positioned to seize them?

Some of the most pressing innovation opportunities in the semiconductor industry are in the areas of advanced materials, process technologies and design methodologies. TEL is strategically positioned to capitalize on these opportunities with its strong commitment to research and development, extensive industry experience and global presence. TEL is able to leverage its expertise to drive advancements in areas such as next-generation lithography and advanced packaging solutions. Furthermore, TEL's focus on collaboration and partnerships within the industry gives it access to a wide range of cutting-edge technologies and expertise, further strengthening its innovation capabilities. By staying at the forefront of technological innovation and continually adapting to the evolving needs of the semiconductor market, we will be able to maintain its position as a leading provider of semiconductor manufacturing equipment and solutions and seize new opportunities for growth and differentiation.

What are you looking forward to at SEMICON Southeast Asia 2024?

I expect SEMICON Southeast Asia 2024 to be a vibrant showcase of the latest innovations and trends shaping the semiconductor industry. From advanced manufacturing techniques to breakthroughs in materials and packaging, the event is expected to provide valuable insight into the future of semiconductor production. I am particularly excited about the opportunity to learn about emerging technologies such as 5G, Artificial Intelligence and the Internet of Things (IoT) and how they are driving innovation within the industry. Additionally, networking opportunities with industry leaders, researchers and like-minded enthusiasts provide a chance to exchange ideas, forge new partnerships and gain valuable knowledge. SEMICON Southeast Asia 2024 will provide a platform for industry players to explore collaborations, address challenges and set the future direction for the semiconductor ecosystem. As the industry continues to rapidly evolve, events like SEMICON Southeast Asia will play a key role in fostering collaboration, driving innovation, and shaping the direction of the semiconductor industry for years to come.



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