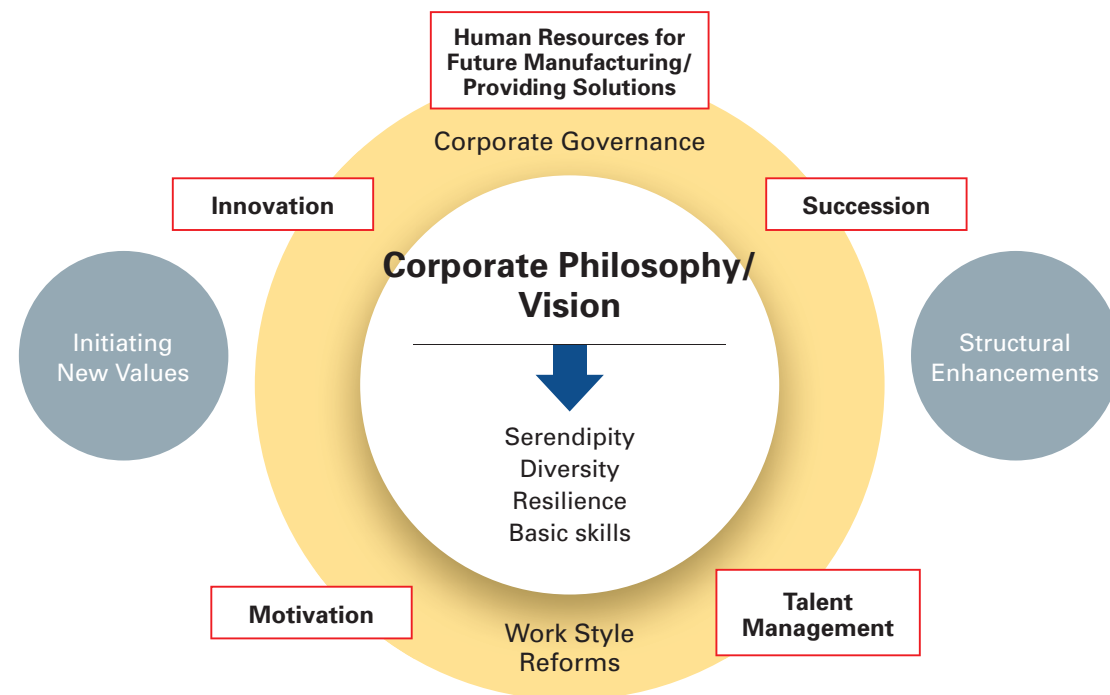


## The TAIYO YUDEN Group policy on developing human resources

In line with our founding philosophy, the TAIYO YUDEN Group aims to bolster the quality of life of each of our employees by respecting the dignity and individuality of each person based on recognition of people's diverse backgrounds and characteristics. To this end we are providing an educational environment and opportunity for employees to expand their horizons and improve their abilities, as well as study on their own. Through the development of human resources, we will continue to create a global

workforce that can effectively implement the company's operating strategies based on the experiences of different cultures, and foster employees who can create new values which contribute to society by enhancing creativity and expertise. By offering an environment in which employees are free to strive without fear of failure, and bolster their abilities in a variety of fields, we aim for the development of the TAIYO YUDEN Group as well as the self-growth of each and every employee.

### ■ HR strategies in the AI, big data, IoT age



## TOPICS

### TAIYO YUDEN Included in the MSCI Japan Empowering Women (WIN) Select Index

In 2018, TAIYO YUDEN was selected as a constituent stock in the MSCI Japan Empowering Women (WIN) Select Index, which has been developed to encourage environmental, social, and governance (ESG) investment. Developed by MSCI Inc.—the leader in ESG research in the United States—WIN selects companies that are leaders in their industries in pursuing the hiring, ongoing employment, and promotion of women along with diversity.

We think TAIYO YUDEN being included in this index represents the recognition for the predominance of women in female/male average years of service as well as the Company disclosing quantitative data such as recruitment planning period and female employment ratios on its diversity webpage.

Looking ahead, TAIYO YUDEN will work to promote diversity even further with the aim of being a company that maximizes the abilities of a wide array of personnel by leveraging their diverse set of values.



### Training Case Study 1: Developing the Next-Generation of Leaders Executive Coaching

TAIYO YUDEN has introduced an executive coaching program for future management candidates to develop the next-generation of leaders. The objective of executive coaching is to change the way trainees think and act in order to create more effective leaders who can have a positive impact on those around them. Through this program, we will work to develop the skills necessary for future managers, imbuing them with both a greater perspective and deeper insight.



### Training Case Study 2: Global Human Resources Development Global-oriented Training for the Next-Generation Human Resources Who Lead the Group in the Future

As a manufacturing company, TAIYO YUDEN is working to create personnel recruitment/management systems that will enable it to prevail against global competition. We are developing human resources of the next generation at every level by enhancing the training of executive candidates at domestic and overseas Group companies, managerial selection mechanisms, specialized on-the-job training by dispatching employees to the Japan headquarters, and technical internship and other training programs. We will expedite preparations toward the next stage by providing targeted/systematic training for the next generation at every level globally.

### Training Case Study 3: Manufacturing Personnel Training Introducing Statistical Analysis Training

With operations getting faster and more complicated, it is vital to have the ability to solve problems. Having a statistical viewpoint is critical for being able to find solutions by making judgments based on data collection and analysis. We have introduced data and statistical analysis software to help employees incorporate statistical points of view. Through statistical analysis training, we are working to improve operational efficiency through greater visualization.

